



Ambika Cotton Mills Limited

28/08/2026

Ref.No. ACM/SE/20/2026-27

LISTING COMPLIANCE DEPARTMENT

BSE Limited Phiroze Jeejeebhoy Tower, Dalal Street, Mumbai - 400001 Scrip Code: 531978	The National Stock Exchange of India Ltd. Exchange Plaza, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (E), Mumbai - 400051 Symbol: AMBIKCO
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Dear Sirs,

**Filing of Notice of AGM & Annual Report of the Company
- FY 2025-26 Regulation 34 of SEBI (Listing Obligations
and Disclosure Requirements) Regulations, 2015.**

Please find enclosed the Annual Report of the company for FY 2025-26 along with the Notice of the 38th Annual General Meeting to be held on Tuesday, 29th September, 2026.

Kindly acknowledge the same.

Thanking you.

Yours faithfully,

For Ambika Cotton Mills Limited

Radhe Shyam Padia
Company Secretary

Reg Office: 15/ 9A, Valluvar Street, Sivanandha Colony, Coimbatore- 641012
Phone No : 0422-2491501/2491502 Fax No : 0422-2499623
e Mail : ambika@acmills.in website : www.acmills.in

CIN: L17115TZ1988PLC002269

AMBIKA COTTON MILLS LIMITED

Registered Office : No.15/9 A , Valluvar Street, Sivanandha Colony, Coimbatore - 641 012.

Ph. : +91 422 2491504, 2491505

CIN No.L17115TZ1988PLC002269

website – www.acmills.in, Email –id – ambika@acmills.in

NOTICE OF THE MEETING

Notice is hereby given that the Thirty Eighth Annual General meeting of the Company will be held on Tuesday 29th September, 2026 at 12.00 Noon through Video Conferencing (“VC”) / Other Audio Visual Means (“OAVM”) to transact the following businesses:

A. ORDINARY BUSINESS:

1. To receive, consider, approve and adopt the Audited Financial Statements of the Company for the year ended 31st March, 2026 comprising of the Balance Sheet as at 31st March , 2026, Statement of Profit and Loss and Cash Flow Statement for the year ended on that date together with the Reports of Directors and Auditors thereon.

To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution

RESOLVED THAT the audited financial statements of the Company, for the year ended 31st March 2026 comprising of the Balance Sheet as at 31st March, 2026, Statement of Profit and Loss and Cash Flow Statement for the year ended on that date together with the notes forming part thereof along with the Report of the Board of Directors and Auditors thereon as placed before the Members, be and is hereby approved and adopted.

2. To declare a Final Dividend of for the Financial Year 2025-2026.

To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution

RESOLVED THAT a final dividend of Rs.37/- per Equity Share of Rs.10 each be and is hereby declared for the Financial Year 2025-2026, to the Members who are entitled as on Tuesday, 22nd September, 2026.

3. To appoint a Director in place of Dr. K.Venkatachalam (DIN 01062171) who retires by rotation and being eligible offers himself for re-appointment.

To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution

RESOLVED THAT pursuant to the provisions of Section 152 of the Companies act, 2013 (“Act”) read with the rules made thereunder (including any statutory modification(s) or re- enactment (s) thereof for the time being in force Dr. K.Venkatachalam (DIN:01062171) , who retires by rotation at this Annual General Meeting and being eligible for such reappointment be and is hereby reappointed as Director of the company liable to retire by rotation

B. SPECIAL BUSINESS(ES)

4. Re Appointment of Sri. P.V. Chandran (DIN:00628479) as Managing Director

To consider and if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:

RESOLVED THAT pursuant to the provisions of Sections 196, 197, 198, 203 and other applicable provisions, if any, of the Companies Act, 2013, read with Schedule V thereto and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, and pursuant to the recommendation of the Nomination and Remuneration Committee and re-appointment of Sri. P.V.Chandran (DIN:00628479) as the Managing Director of the Company by the Board of Directors , the consent and approval of the members of the Company be and is hereby accorded to the re-appointment of Sri. P.V. Chandran (DIN:00628479) as the Managing Director of the Company for a period of 5 years with effect from 01.04.2027 to 31.03.2032 at a remuneration of Rs.2,00,000/-per month and sitting fees for the meetings of the Board of Directors attended by him

RESOLVED FURTHER THAT in accordance with the provisions of Section 196(3)(a) of the Companies Act, 2013, the approval of the members by way of this Special Resolution be and is hereby accorded for the re-appointment of Sri. P.V. Chandran (DIN:00628479) , who is aged 77 (Seventy Seven) years.

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorised to take all such steps as may be necessary and/or give such directions as may be necessary, proper or expedient, to give effect to the above Resolution without being required to seek any further consent or approval of the Members and the Members shall be deemed to have given their approval thereto expressly by the authority of this Resolution.

5. Approval for Continued Holding of Office by Dr. K. Venkatachalam (DIN: 01062171) as Non-Executive Director upon attaining the age of 75 Years and thereafter in accordance with Regulation 17(1A) and the proviso there to of SEBI (Listing Obligations and Disclosure Requirements)

To consider and if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:

RESOLVED THAT pursuant to the provisions of Regulation 17(1A) and the proviso thereto of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, and other applicable provisions, if any, of the Companies Act, 2013 and the rules made there under (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the approval of the members be and is hereby accorded for continued holding of office by Dr. K. Venkatachalam (DIN: 01062171) as Non-Executive Director, liable to retire by rotation upon attaining the age of 75 years on 14th July, 2027 and who has been proposed to be reappointed as such director in terms of Resolution 3 above, .

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorized to take all such steps as may be necessary and/or give such directions as may be necessary, proper or expedient, to give effect to the above Resolution without being required to seek any further consent or approval of the Members and the Members shall be deemed to have given their approval thereto expressly by the authority of this Resolution.

6. Re Appointment of Mrs. Vijayalakshmi Narendra (DIN: 00412374) as Independent Women Director

To consider and if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:

RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152, 161 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and Schedule IV to the Act, and Regulation 25 and 17(1A) and other applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), and based on the recommendation of the Nomination and Remuneration Committee and the Board of Directors, approval of the Members of the Company be and is hereby accorded for the re-appointment of Mrs. Vijayalakshmi Narendra (DIN: 00412374) as an Independent Woman Director of the Company for a second term of five (5) consecutive years commencing from 12.08.2026 to 11.08.2031, not liable to retire by rotation.

RESOLVED FURTHER THAT approval of the Members be and is hereby accorded for her continued holding of office as an Independent Woman Director by Mrs. Vijayalakshmi Narendra (DIN: 00412374) upon attaining the age of 75 years on 11.05.2031 pursuant to Regulation 17(1A) and proviso thereto of the SEBI (Listing Obligations and other Disclosure Requirements) Regulations, 2015.

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorised to take all such steps as may be necessary and/or give such directions as may be necessary, proper or expedient, to give effect to the above Resolution without being required to seek any further consent or approval of the Members and the Members shall be deemed to have given their approval thereto expressly by the authority of this Resolution."

7. Appointment of Sri K. Murali Mohan (DIN:00626361) as Independent Director

To consider and if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:

RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152, 160, Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modifications or re-enactment thereof for the time being in force) and Regulation 25 and 17(1A) and other applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") (as amended) and the Articles of Association of the Company and upon the recommendation of the Nomination and Remuneration Committee and the Board of Directors, Sri K. Murali Mohan (DIN:00626361), aged 78 years, who had submitted a declaration that he meets the criteria for independence under Section 149(6) of the Act and Regulation 16(1) (b) of the Listing Regulations and whose name is included in the databank as required under Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014 and who is eligible for appointment and in respect of whom the Company has received a Notice in writing under Section 160 of the Act from a Member signifying its intention to propose Sri K. Murali Mohan as a candidate for the office of Director of the Company, be and is hereby appointed as Non-Executive and Independent Director of the Company to hold office for an initial term of five (5) consecutive years from the conclusion of the 38th Annual General Meeting up to the date of completion of 5 years or the date of 43rd Annual General Meeting whichever is earlier, and is not liable to retire by rotation.

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorised to take all such steps as may be necessary and/or give such directions as may be necessary, proper or expedient, to give effect to the above Resolution without being required to seek any further consent or approval of the Members and the Members shall be deemed to have given their approval thereto expressly by the authority of this Resolution.

8. To ratify/confirm the Remuneration of the Cost Auditors for the financial year 2026-27

To consider and if deemed fit, to pass the following resolution with or without modification(s) as an Ordinary Resolution.

“RESOLVED THAT pursuant to the provisions of Section 148(3) and all other applicable provisions of the Companies Act, 2013 and Rules made thereunder, the remuneration payable to the Cost Auditors appointed by the Board of Directors of the Company, to conduct the audit of the cost records of the Company for the financial year ending March 31st, 2027, as set out in the Explanatory Statement annexed to the Notice convening this Meeting be and is here by ratified and confirmed”.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is here by authorized to do all acts and take all such steps as may be necessary, proper or expedient to give effect to this resolution.”

Date: 08.08.2026

Place: Coimbatore

By Order of the Board,
Sd/-
(P.V CHANDRAN)
Chairman and Managing Director
DIN: 00628479

Notes:

1. The explanatory statement pursuant to Section 102(1) of the Companies Act, 2013 with respect to the special business as set out in the Notice is annexed here to.
2. The Ministry of Corporate Affairs ("MCA") vide its General Circular No. 20/2020 dated 5th May 2020 and General Circular No.03/2025 dated 22nd September 2025 permitted the conduct of the Annual General Meeting ("AGM") through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"), without the physical presence of the Members at a common venue. The deemed venue for the AGM shall be Registered Office of the Company 15/9A, Valluvar Street, Sivanandha Colony, Coimbatore - 641012. In compliance with the provisions of the Companies Act, 2013 ("Act"), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), and the MCA Circulars, the AGM of the Company is being held through VC / OAVM.
3. **Pursuant to the provisions of the Act, a Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/ her behalf and the proxy need not be a Member of the Company.** Since this AGM is being held pursuant to the MCA Circulars / SEBI Circulars through VC / OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.
4. Institutional / Corporate Shareholders (i.e. other than individuals / HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or Governing Body Resolution/ Authorization etc., authorizing its representative to attend the AGM through VC / OAVM on its behalf and to vote through remote e-voting. The said Resolution/ Authorization shall be sent to the Scrutinizer by email through registered email address to kulandai@kjaudit.com with a copy marked to helpdesk.evoting@cdslindia.com.
5. The Annual Report of the Company and other documents proposed to be sent through e-mail would also be made available on the Company's website at www.acmills.in
6. Soft copies of the Register of Directors and Key Managerial Personnel and their shareholding maintained under section 170 of the Companies Act, 2013 will be available for inspection by the members who request for the same, during the AGM.
7. The Register of Members and share transfer books of the Company will remain closed from Wednesday, 23rd September, 2026 to Tuesday, 29th September, 2026 (Both days inclusive).
8. Dividend when approved will be paid to such of the members whose names appear in the Register of the Members of the Company as on Tuesday, 22nd September, 2026. In respect of shares held in dematerialized form, the dividend will be paid on the basis of beneficial ownership as per the details furnished by the Depositories for this purpose at the end of business hours on Tuesday, 22nd September, 2026.
9. Pursuant to the provisions of Section 72 of the Companies Act, 2013, shareholders are entitled to make nomination in respect of shares held by them in physical form. Shareholders desirous of making nominations are requested to send their requests in Form 2B (which will be made available on request) to the Registrar and Share Transfer Agents.
10. As per SEBI Circular. SEBI/HO/MIRSD/DOP1/CIR/P/2018/73 Shareholders are advised to furnish to the Registrar and Share Transfer Agents, MUFG Intime India Private Ltd (i) Self attested copy of PAN card (s) of sole / joint holder(s) of shares (ii) Bank details form along with original cancelled cheque leaf with the name of the sole/ first holder printed on cheque leaf or copy of Bank passbook attested by your Bank Manager, in case not furnished earlier.

11. As per amendment to SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 with effect from 01.04.2019 transfer of shares in physical mode will not be processed and hence Shareholders are advised to demat their shares.
12. As per the Circular No. MRD / DoP / Cir-05/2009 dt. May 20, 2009 issued by the Securities Exchange Board of India (SEBI), it is mandatory to quote PAN for transfer/transmission of shares in physical form. Therefore the transferee(s)/ legal heirs are requested to furnish a copy of their PAN to the Registrar and Share Transfer Agents.
13. a) Members are requested to notify immediately any change of address:
 - i. to their Depository Participants ("DPs") in respect of the shares held in electronic form, and
 - ii. to the Company or its RTA, in respect to the shares held in physical form together with a proof of address viz, Aadhar/Electricity Bill/ Telephone Bill/Ration Card/Voter ID Card/Passport etc.b) In case the registered mailing address is without the Postal Identification Number Code ("PIN CODE"), Members are requested to kindly inform their PIN CODE immediately to the Company / RTA/ DPs.
14. Non-Resident Indian ("NRI") Members are requested to inform the Company or its RTA or to the concerned Depository Participants, as the case may be, immediately:
 - a) the change in the residential status on return to India for permanent settlement, or
 - b) the particulars of the NRE/NRO Account with a Bank in India, if not furnished earlier.
15. Members who have not registered their Bank particulars with the Depository Participants ("DP")/ Company are advised to utilize the electronic solutions provided by National Automated Clearing House (NACH) for receiving dividends. Members holding shares in electronic form are requested to contact their respective Depository Participants for availing this facility. Members holding shares in physical form are requested to download the NACH form from the website of the Company viz., www.acmills.in and the same, duly filled up and signed along with original cancelled cheque leaf may be sent to the Company or to the Registrar and Share Transfer Agent.
16. Members must quote their Folio Number/ Demat Account number and contact details such as email address, contact number etc in all correspondences with the Company/Registrar and Share Transfer Agents.
17. Members are requested to address all correspondences, including dividend matters to the Registrar and Share Transfer Agents, M/s. MUFG Intime India Private Limited (Formerly Link-Intime India Private Limited), Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore - 641028, Phone: 91 422 4958995/ 2539835-836, e-mail: investor.helpdesk@in.mpms.mufg.com Website: www.in.mpms.mufg.com
18. Shareholders who have not yet en-cashed their dividend warrants for the years FY 2018-19 (Final)- FY 2024-25 (Final) may approach the Company for revalidation, issue of duplicate warrants etc quoting the Folio Number/Client ID.
19. Pursuant to the provisions of Section 124(5) of the Companies Act, 2013 as amended, dividend for the Financial year 2018-19 (Final) and thereafter unpaid / unclaimed for a period of 7(Seven) years will be transferred to the Investor Education and Protection Fund (IEPF) (the Fund) constituted by the Central Government under Section 125 of the Companies Act, 2013. Unpaid / Unclaimed Equity Dividend for the financial year 2018-19 (Final), in respect of which dividend was declared on 27.09.2019 will fall due for transfer to the said Fund on 03rd November 2026. As regards Unclaimed Dividend for the Financial years upto 2017-18 (Final) the same have already been transferred to the said Fund. It may kindly be noted that once the unpaid/unclaimed dividend is transferred to the above said Fund, the claim shall lie with the said IEPF. Further the Unpaid dividend details for FY 2018-19 (Final) to FY 2023-24(Final) are made available on the website of the Company.

20. Transfer of Unclaimed shares to IEPF A/c : 13611 equity shares of Rs.10 each remains unclaimed as on 31.03.2026 from IEPF Authority in respect of which the dividend remained unclaimed for a consecutive period of 7 years or more in terms of the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules 2016, notified by the Ministry of Corporate Affairs.
21. The details pertaining to Directors proposed to be appointed / reappointment, to be provided in terms of Regulation 36 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 is furnished in the annexure.
22. In compliance with the afore said MCA Circulars and SEBI Circulars, Notice of the AGM along with the Annual Report for the year 2025-26 is being sent only through electronic mode to those Members whose email addresses are registered with the Company / Depositories. Members may note that the Notice and Annual Report 2025-26 will also be available on the Company's website www.acmills.in and of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively
23. Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
24. Pursuant to Finance Act 2020, dividend income will be taxable in the hands of Shareholders with effect from 1st April, 2020 and the Company is required to deduct tax at source from dividend paid to Shareholders at the prescribed rates. For the prescribed rates for various categories, the Shareholders are requested to refer to the Finance Act, 2020 and amendments thereof. Members are requested to submit the required documents to the Mail IDs of RTA e-Mail: investor.helpdesk@in.mpms.mufig.com and Company e-Mail: ambika@acmills.in on or before Tuesday, 22nd September, 2026.
25. Members seeking any information relating to the accounts may write to the Company at No.15/9A , Valluvar Street, Sivanandha Colony , Coimbatore - 641012, Phone -0422-2491504 e-Mail : ambika@acmills.in at least seven days before the date of the Annual General Meeting.
26. Since the AGM will be held through VC / OAVM, the Route Map is not annexed in this Notice.
27. Members holding shares in electronic form may please note that as per the regulations of Securities and Exchange Board of India (SEBI), National Security Depository Services Limited (NSDL) and Central Depository Services (India) Limited (CDSL), the Company is obliged to print the bank details on the dividend warrants as furnished by these depositories to the Company and the Company cannot entertain any request for deletion/change of Bank details already printed on dividend warrants as per the information received from the concerned depositories. In this regard, Members should contact their Depository Participants ("DP") and furnish particulars of any changes desired by them.

Explanatory Statement Pursuant to Section 102(1) of the Companies Act, 2013 (“the Act”)

ITEM NO. 4: Re- Appointment of Sri. P.V. Chandran (DIN : 00628479) as Managing Director of the Company

Sri P.V.Chandran (DIN : 00628479) was re-appointed as Managing Director of the company, on the recommendation of the Nomination and Remuneration Committee, by the Board of Directors on 03.02.2022 and approved by the Shareholders at the 34th Annual General Meeting held on 29.09.2022 by means of Special Resolution to hold office for a period of 5 years from 01.04.2022 to 31.03.2027 .

The period of office of Sri P.V.Chandran as Managing Director is set expire on 31.03.2027.

Upon the recommendation of Nomination and Remuneration Committee at its meeting held on 07.08.2026 and approval of the Audit committee at its meeting held on 07.08.2026, the Board of Directors at its meeting held on 08.08.2026 reappointed Sri P.V. Chandran (DIN : 00628479) to hold office as Managing Director for a period of 5 years with effect from 01.04.2027 to 31.03.2032 at a remuneration as stated in the resolution, subject to the approval of the shareholders by a Special Resolution.

Sri. P.V. Chandran (DIN : 00628479) the promoter of the Company and holding the office of Managing Director since January 1993, carries exceptional industry expertise, domain knowledge , established leadership, inherent understanding of the Company’s business and the ongoing strategic initiatives. His continued leadership is essential for business continuity and sustained value creation.

Under his stewardship the Company has grown multi-fold in terms of Sales and Profits. In order to sustain the same and to ramp up the operations the Board is of the opinion that it will be in the interest of the company to reappoint him as the Managing Director of the Company for a further period of 5 years with effect from 01.04.2027 to 31.03.2032

Section 197 read with Schedule V of the Companies Act, 2013 provides for payment of remuneration up to 5 % of the net profits of the Company to any one Managing Director. The remuneration to Sri.P.V.Chandran at Rs.2,00,000/- per month and sitting fees for the Board Meetings attended by him is well within the limits permitted under the Companies Act, 2013

Section 196(2) of the Companies Act, 2013 provides for re-appointment within one year before expiry of the term of office and the resolution is proposed as a Special Resolution for the approval of the shareholders in terms of Section 196(3) of the Companies Act, 2013, since Sri. P.V.Chandran is aged of 77 years.

Your Directors recommend the Resolution at item No.4.

Interest of Directors and KMP:

No Director and Key Managerial Personnel, and their relatives are interested in the Resolution except Sri. P.V. Chandran, Mrs. Bhavya Chandran and Mrs. Vidya Jyothish Pillai who may be considered as concerned or interested in passing the Resolution.

ITEM NO. 5 :Approval for Continued Holding of Office by Dr. K. Venkatachalam (DIN: 01062171) (Non-Executive Director) under Regulation 17(1A) and proviso thereto of SEBI (LODR) (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dr. K. Venkatachalam (DIN : 01062171) was appointed as a Non-Executive Director, liable to retire by rotation, by the Shareholders at the 36th Annual General Meeting of the Company held on 27th September 2024, He is subject to retirement by rotation in accordance with the provisions of Section 152(6) of the Companies Act, 2013. and is proposed to be reappointed as such Director at this meeting in terms of Resolution 3.

Dr.K.Venkatachalam (DIN: 01062171) is an eminent expert in labour laws and electricity matters, particularly in the area of renewable energy. Considering that the Company operates in a labour-intensive and energy-intensive industry, his expertise and continued guidance are critical for ensuring compliance and effective management. His in-depth legal knowledge also plays a significant role in supporting the Company's broader corporate governance and legal framework.

The Board considers that the continued association of Dr. K. Venkatachalam (DIN: 01062171) would be of significant value to the Company and recommends the passing of the Special Resolution for the continued holding of office, as Non-Executive Director, liable to retire by rotation, by Dr. K. Venkatachalam (DIN: 01062171) upon attaining the age of 75 years as on 14th July, 2027.

Your Directors recommend the Resolution at item No.5.

Interest of Directors and KMP:

Except Dr. K. Venkatachalam, none of the Directors, Key Managerial Personnel or their relatives are, concerned or interested, in the resolution.

ITEM NO. 6 Re-Appointment of Mrs. Vijayalakshmi Narendra (DIN: 00412374) as a Women Independent

Director of the company

Mrs. Vijayalakshmi Narendra (DIN: 00412374), was appointed as Independent Women Director of the company by the members at the 33rd Annual General Meeting held on 29.09.2021 to hold office from 11th August, 2021 to 11th August, 2026. Based on the recommendation of the Nomination and Remuneration Committee and approval of the Board of Directors, she was reappointed to hold office for a further period of 5 years from 12th August, 2026 including and upto 11th August, 2031, as Independent Women Director, not liable to retire by rotation,

Mrs. Vijayalakshmi Narendra is a Graduate and qualified in (National Institute of Securities Markets) NISM-Series-II-A Registrars to an Issue and Share Transfer Agents-Corporate Certification Examination and certified by All India Management Association in Association with Deakin University, Australia in Electronic Data Interchange. She further qualified in Accounting Technician studies conducted by The Institute of Chartered Accountants of India and in Online Proficiency Self-Assessment Test For Independent Director's Databank conducted by Indian Institute of Corporate Affairs (Under the Aegis of Ministry of Corporate Affairs, Govt. of India). She carries multidisciplinary qualifications and wide experience in corporate affairs and rendering advisory services to corporates for compliance with Companies Act, SEBI and various other Regulations.

Mrs. Vijayalakshmi Narendra (Date of Birth: 11th May 1956) will attain the age of 75 years on 11th May 2031. In terms of the proviso to Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the continuation of as Independent Women Director beyond the age of 75 years requires approval of shareholders by way of a Special Resolution, which may be obtained at any time prior to the director attaining the said age.

The Board of Directors considers that the continued association of Mrs. Vijayalakshmi Narendra would be of significant value to the Company and recommends the passing of the Special Resolution for her continued holding of office as a Independent Women Director (not liable to retire by rotation), in compliance with Regulation 17(1A) and proviso thereto of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Your Directors recommend the Resolution at item No.6.

Interest of Directors and KMP:

Except Mrs. Vijayalakshmi Narendra, none of the Directors, Key Managerial Personnel or their relatives are, concerned or interested, in the resolution.

ITEM NO. 7: Appointment of Sri K. Murali Mohan (DIN: 00626361), as Independent Director of the company

Pursuant to the recommendations of the Nomination and Remuneration Committee, the Board of Directors of the Company at their meeting held on 08th August 2026 have recommended the appointment of Sri K. Murali Mohan (DIN: 00626361), as Non Executive Independent Director of the Company for a term of five (5) consecutive years with effect from the conclusion of the 38th Annual General Meeting and upto the date of completion of 5 years or the date of 43rd Annual General Meeting whichever is earlier, and not liable to retire by rotation.

A notice in writing under Section 160 of the Companies Act, 2013, has been received from a Member proposing Sri K. Murali Mohan as a candidature for the office of Independent Director of the Company. Sri K. Murali Mohan is not disqualified from being appointed as a Director in terms of Section 164 of the Act, and is not debarred from holding the office of Director by virtue of any Order of the Securities and Exchange Board of India ("SEBI") or any other such authority.

Sri K. Murali Mohan (DIN: 00626361) has graduated as an Electrical Engineer in 1969 from PSG college of Technology. Thereafter he pursued the CA course as an Articled Clerk and qualified as a Chartered Accountant in February 1973. Since then he has been practicing the profession of Accountancy.

He held position as Statutory Auditor in listed and unlisted Companies, involved in manufacturing and service activities during the last more than 50 years of his practice. He was consulting in the areas of Company law, FEMA, drafting of legal documents, Direct & Indirect tax representation and allied matters.

A visiting faculty at PSG Tech for over 20 years teaching topics on financial accounting, cost accounting and management accounting to students pursuing software engineering course.

Functioned as Independent Director in PRICOL Ltd during the years 2009 to 2018 and was a member of the Audit Committee.

Presently is an Independent Director in The Lakshmi Mills Company Ltd, a listed company and Director in 3 other unlisted companies.

Sri K. Murali Mohan has given his consent to act as a Director along with the declaration to the effect that he meets the criteria of independence as prescribed under the Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and that his name is included in the Databank of Independent Directors as required under Rule 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014.

In the opinion of the Board of Directors, Sri K. Murali Mohan (DIN: 00626361) fulfils the conditions specified in the Companies Act, 2013 read with Rules made thereunder and the Listing Regulations for his appointment as an Independent Director of the Company and is Independent of the Management. The Nomination and Remuneration Committee and the Board of Directors have reviewed / evaluated the skills, knowledge and experience on the Board and identified the role and capabilities required of an Independent Director and considered that the appointment of Sri K. Murali Mohan with his experience and expertise will be beneficial and value to the Company. During his tenure of appointment, he shall not be liable to retire by rotation as provided under Section 152(6) of the Companies Act, 2013.

Accordingly, the Board recommends the Special Resolution in relation to eligibility and appointment of Sri K. Murali Mohan as an Independent Director for a term of five (5) consecutive years for approval by the Members of the Company.

Your Directors recommend the Resolution at item No.7.

Interest of Directors and KMP:

Except Sri K. Murali Mohan being the proposed appointee, none of the Directors and the Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the Resolution as set out in the Notice.

Item No. 8 – Remuneration for Cost Auditor

The Board, on the recommendation of the Audit Committee, has approved the appointment and remuneration of the Cost Auditor to conduct the audit of the cost records of the Company for the Financial Year ending 31st March, 2027 on remuneration as set out in the table below:

Cost Auditor	Product	Audit Fees Rs.
M/s. Sakthivel & Co, Coimbatore	Textiles	Rs.75,000/-

In terms of the provisions of Section 148(3) of the Companies Act, 2013 read with Rule 14(a)(ii) of the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor is required to be ratified by the Members of the Company. Accordingly, consent of the Members is sought to ratify the remuneration payable to the Cost Auditors.

Interest of Directors and KMP:

None of the Directors or Key Managerial Personnel of the Company or their relatives is, in any way, concerned or interested, in the resolution.

Your Directors recommend the Resolution at item No.8.

Additional information on Directors recommended for re-appointment pursuant to Regulation 36(3) of SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015.

Particulars	Item No. 4	Item No. 3 & 5	Item No. 6	Item No. 7
Name	Sri .P.V.Chandran	Dr. K. Venkatachalam	Mrs. Vijayalaksmi Narendra	Sri. K. Murali Mohan
Category/Designation	Managing Director	Non- Executive Director	Non- Executive Independent Director	Non- Executive Independent Director
Director Identification Number	00628479	01062171	00412374	00626361
Date of Birth / Nationality	28.02.1949 / Indian	14.07.1952/ Indian	11.05.1956 / Indian	12.03.1948 / Indian
Date of Appointment on the Board	06.10.1988	31.07.2002	11.08.2021	NA
Inter-se relationship with other Directors/ Key Managerial Personnel	Related to Mrs. Bhavya Chandran and Mrs. Vidya Jyothish Pillai Directors of the Company.	Not related to any other Director	Not related to any other Director	Not related to any other Director

Particulars	Item No. 4	Item No. 3 & 5	Item No. 6	Item No. 7
Name	Sri .P.V.Chandran	Dr. K. Venkatachalam	Mrs. Vijayalaksmi Narendra	Sri. K. Murali Mohan
Qualification	Intermediate	Masters Degree in Sociology and Post Graduate in Diploma in Labour and Administrative Law	(National Institute of Securities Markets) NISM Series-National Institute of Securities Markets) NISM Series- II-A Registrars to an Issue and Share Transfer Agents -Corporate Certification Examination and certified by All India Management Association in Association with Deakin University, Australia in Electronic Data Inter change	B.E. (Elec)., FCA
Expertise in area/ Experience	54 Years	50 Years	50 Years	53 Years
No of Shares held in the Company (including shareholding as a beneficial owner)	609784	100	NIL	NIL
Board Position held	Managing Director	Non- Executive Director liable to retire by rotation	Non- Executive Independent Director	NIL
No. of Board Meeting attended during the year	4	4	4	NA
Terms and conditions of appointment	To hold office of Managing Director for a term of 5 years from 01.04.2027 to 31.03.2032	Liabe to retire by rotation	Re-appointment for a term of 5 years and not liable to retire by rotation	Appointment for a term of 5 years and not liable to retire by rotation
List of Directorships held in other companies	Nil	Nil	Magna Electro Castings Limited Chakradhara Aerospace and Cargo Private Limited Lakshmi Life Sciences Private Limited	The Lakshmi Mills Company Limited The Bhavani Tea & Produce Co. Limited Be Be Rubber Estates Limited Veejay Terry Products Limited

Particulars	Item No. 4	Item No. 3 & 5	Item No. 6	Item No. 7
Name	Sri .P.V.Chandran	Dr. K. Venkatachalam	Mrs. Vijayalaksmi Narendra	Sri. K. Murali Mohan
Committee Chairmanship/ Membership held in other companies				
Audit Committee	Nil	Nil	Member Magna Electro Castings Limited	Member of the Audit committee in The Lakshmi Mills Co Limited
Nomination and Remuneration Committee	Nil	Nil	Member Magna Electro Castings Limited	-
Stakeholders Relationship Committee	Nil	Nil	Member Magna Electro Castings Limited	-
Names of the listed entities from which the person has resigned in the past 3 years	Nil	Nil	Consequent to Completion of 2 terms of 5 years of Independent Directorship from Super Sales India Limited (period from 02.02.2015 - 02.02.2025)	Nil

Date: 08.08.2026

Place: Coimbatore

By Order of the Board,
Sd/-
(P.V CHANDRAN)
Chairman and Managing Director
DIN: 00628479

Voting Through Electronic Means

Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014, (including any statutory modification(s), clarifications, exemptions or re-enactments thereof for the time being in force), Regulation 44 of the Listing Regulations and Secretarial Standard on General Meetings(SS-2), the Company is providing to its Members with the facility to cast their vote electronically from a place other than venue of the AGM ("remote e-voting"); using an electronic voting system provided by CDSL as an alternative, for all members of the Company to enable them to cast their votes electronically, on all the business items set forth in the Notice of AGM and the business may be transacted through such remote e-voting. The instructions to e-voting explain the process and manner for generating / receiving the password, and for casting of vote(s) in a secure manner. However, the Members are requested to take note of the following items:

- a. Any person, who acquires shares of the Company and becomes Member of the Company after dispatch of AGM Notice and holding shares as of the cut-off date, i.e. on Tuesday, 22nd September, 2026, may refer to this Notice of the AGM of the Company, posted on Company website www.acmills.in for detailed procedure with regard to remote e-voting. Any person, who ceases to be the member of the Company as on the cut-off date and is in receipt of this Notice, shall treat this Notice for information purpose only.
- b. The remote e-voting period will commence on Saturday, 26th September, 2026 at 9.00 A.M and ends on Monday, 28th September, 2026 at 5.00 PM. During this period Members of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date on Tuesday, 22nd September, 2026, may cast their votes through remote e-voting.
- c. The remote e-voting module shall be disabled by CDSL for voting after 5.00 P.M on Monday, 28th, September, 2026 and remote e-voting shall not be allowed beyond the said time.
- d. The instructions to 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.

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	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.cdslindia.com and click on login icon & New System Myeasi Tab. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joinin 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.

Type of shareholders	Login Method
	3) If the user is not registered for Easi/Easiest, option to register is available at cdsi website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e- Voting option where the evoting is in progress and also able to directly access the system of all e-VotingService Providers.
Individual Shareholders holding securities in demat mode with NSDL	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the “Beneficial Owner” icon under “Login” which is available under ‘IDeAS’ section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on “Access to e-Voting” under e-Voting services and you will be able to see e-Voting page. Click on company name or e- Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select “Register Online for IDeAS “Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon “Login” which is available under ‘Shareholder/Member’ section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting 4) For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re- directed to e-Voting service provider website for casting your vote during the remote e-Voting

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 18002109911
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at 022 4886 7000 and 022 2499 7000

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

- e. i. Login method for e-Voting and joining virtual meetings for Physical shareholders and shareholder 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.

- ii. After entering these details appropriately, click on “SUBMIT” tab.
- iii. 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.
- iv. For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.
- v. Click on the EVSN for the relevant Ambika Cotton Mills Limited on which you choose to vote.
- vi. 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.
- vii. Click on the “RESOLUTIONS FILE LINK” if you wish to view the entire Resolution details.
- viii. 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.
- ix. Once you “CONFIRM” your vote on the resolution, you will not be allowed to modify your vote.
- x. You can also take a print of the votes cast by clicking on “Click here to print” option on the Voting page.
- xi. 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.
- xii. There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

xiii. 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 and can be delinked in case of any wrong mapping
- It is mandatory that a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatorily to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer email address viz; kulandai@kjaudit.com and to the Company at the email address viz ambika@acmills.in, if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same
- **Process for those shareholders whose email/mobile no. are not registered with the company/depositories.**
 - a. 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 ambika@acmills.in /RTA email id investor.helpdesk@in.mpms.mufg.com
 - b. For Demat shareholders -, Please update your email id & mobile no. with your respective Depository Participant (DP)
 - c. For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 18002109911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 18002109911

f. INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM THROUGH VC/OAVM & E- VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.

3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
7. 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 on or before 5.00 PM, Thursday, 24th September, 2026, mentioning their name, demat account number/folio number, email id, mobile number at ambika@acmills.in. The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance on or before 5.00 PM, Thursday, 24th September, 2026, mentioning their name, demat account number/folio number, email id, mobile number at ambika@acmills.in.
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.
11. 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 for 1,000 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.
12. The voting rights of shareholders shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date of Tuesday, 22nd September, 2026.
13. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently. Further, the Members who have cast their vote by remote e-voting shall not vote by e-voting conducted during the Meeting.
14. The Company has appointed Sri. N. Kulandaivel, Chartered Accountant, (Membership No. 227006) as the Scrutinizer to scrutinize the voting and remote e-voting process in a fair and transparent manner.

15. The Chairman shall, at the Annual General Meeting, at the end of discussion on the resolutions on which voting is to be held, allow e-voting for all those members who are present at the Annual General Meeting by electronic means but have not cast their votes by availing the remote e-voting facility.
16. The Scrutiniser shall after the conclusion of voting at the Annual General Meeting, will first count the votes cast by e-Voting during the AGM and thereafter unblock the votes cast through remote e-Voting in the presence of at least two witnesses who are not in the employment of the Company and shall make, not later than two working days of the conclusion of the AGM, a consolidated Scrutiniser's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same and declare the results of the voting forthwith.
17. The Results declared along with the report of the Scrutinizer shall be placed on the website of the Company www.acmills.in immediately after the declaration of result by the Chairman or a person authorized by him in writing. The results shall also be immediately forwarded to the Stock Exchanges, where the shares of the Company are listed.



QR SCAN FOR
NOTICE 2025-26

AMBIKA COTTON MILLS LIMITED

**ANNUAL REPORT
2025 - 2026**

AMBIKA COTTON MILLS LIMITED

CIN No.L17115TZ1988PLC002269

Website - www.acmills.in, e-Mail - ambika@acmills.in

ANNUAL REPORT 2025 - 2026

BOARD OF DIRECTORS	Sri. P.V. Chandran	(DIN : 00628479)
	Dr. K. Venkatachalam	(DIN : 01062171)
	Mrs. Bhavya Chandran	(DIN : 02080649)
	Mrs. Vidya Jyothish Pillai	(DIN : 05215930)
	Sri. E.M. Nagasivam	(DIN : 07894618)
	Mrs. Vijayalakshmi Narendra	(DIN: 00412374)
	Dr. T. Bina	(DIN: 11009643)
	Mrs. T.R. Seethalakshmi	(DIN: 11011306)

REGISTERED OFFICE	15/9A, Valluvar Street Sivanandha Colony Coimbatore - 641 012.
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PLANT	Kanniyapuram Dindigul - 624 308.
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AUDITORS	S. Krishnamoorthy & Co., Chartered Accountants, Coimbatore - 641 043.
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BANKERS	Axis Bank Ltd. HDFC Bank Ltd. ICICI Bank Ltd. IDBI Bank Ltd. Federal Bank Ltd. Citi Bank Ltd.
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AMBIKA COTTON MILLS LIMITED

Registered Office : No.15/9 A , Valluvar Street, Sivanandha Colony, Coimbatore - 641 012.

Ph. : +91 422 2491504, 2491505

CIN No.L17115TZ1988PLC002269

Website – www.acmills.in, e-Mail – ambika@acmills.in

DIRECTORS' REPORT

Your directors have great pleasure in submitting the Thirty Eighth (38th) Annual Report together with the audited accounts for the year ended 31st March, 2026

FINANCIAL RESULTS

The Financial results for the year ended 31st March 2026 are furnished below:

(Rs. in Lakhs)

	CURRENT YEAR	PREVIOUS YEAR
	2025-26	2024-25
Revenue from Operations & Other Income	79619.13	72857.81
Profit Before Finance Cost and Depreciation	12943.15	12982.56
Less: Finance Cost	1267.66	1619.73
Gross Profit For the Year	11675.49	11362.83
Less : Depreciation	2056.19	2244.14
Profit before Tax	9619.30	9118.69
Less : Tax Expense	2462.81	2544.53
Profit after Tax	7156.49	6574.16
Other Comprehensive income	-12.40	-54.21
Total Comprehensive income for the year	7144.09	6519.95
Add: Opening Balance of retained earnings	65777.22	62261.02
Amount available for appropriation	72921.31	68780.97
Less: Appropriations		
Transfer to General Reserve	1000.00	1000.00
Dividend on Equity Shares	2118.25	2003.75
Closing Balance of retained earnings	69803.06	65777.22

PERFORMANCE AND STATE OF AFFAIRS

Company Overview and Operational Highlights

The Company is engaged in the manufacture of cotton yarn and knitted fabrics (i.e) core textile products that serve as essential inputs to the global apparel and textile industry. Our primary raw material, raw cotton, is an agricultural commodity that is both abundantly available and sustainably sourced, domestically and through imports. Given the nature of our inputs and manufacturing processes, our operations present minimal environmental or social risk.

Importantly, the production of cotton yarn and knitted fabrics is a non water intensive process, significantly reducing our ecological footprint. Subsequent processing by downstream users also would require minimum resources depending upon the production activities carried out by the customer, further reinforcing the sustainable nature of our value chain.

Our manufacturing activities fall under the 'Orange' category, as classified by the Tamil Nadu Pollution Control Board, indicating moderate environmental impact. To under score our commitment to sustainable practices, we have obtained several globally recognized certifications, including:

- Global Organic Textile Standard (GOTS)
- Better Cotton Platform
- U.S. Cotton Trust Protocol (USCTP)
- OEKO-TEX (Fabric, Recycled Polyester Cotton, Yarn)
- Recycled Claim Standard V2.0 (RCS)
- Cotton Made in Africa (CMIA)
- Forest Stewardship Council (FSC)
- Global Recycled Standard V4.0 (GRS)
- Organic Content Standard V3.0 (OCS)
- Regenagri Content Standard
- Sedex

The Company continues to implement initiatives that enhance operational efficiency and resource optimization. Our strategic priorities remain firmly aligned with customer satisfaction, high quality production which serves as a base for attracting niche customers who are aligned with our principles.

RAW MATERIAL SOURCING AND CUSTOMER RELATIONS

The Company sources high quality raw cotton from reputed suppliers across India, USA, Australia, Africa and Egypt ensuring consistency in the quality of our end products. We have earned a strong reputation in the industry for our ethical procurement practices and our steadfast adherence to contract terms and this facilitates us to accept customer's tailor made requests for product and delivery schedule with utmost ease, fostering long-standing relationships with clients across geographies.

Owing to our meticulous raw material selection process and proprietary in-house technology, we are able to deliver products which offer a low fall rate in the hands of the downstream garment manufacturers. This quality advantage enhances our customer's production efficiency fostering long term business relationships with our Company.

BRAND ENGAGEMENT AND TRACEABILITY INITIATIVES

In response to the growing industry emphasis on traceability, particularly among global brands, the Company has witnessed increased direct engagement from end customers. Leading brands are now extending their sourcing traceability up to the spinner level. In alignment with this trend, the Company is proud to have been approved as a certified spinner by reputed international brands. The customers are predominantly high-net-worth entities with strong credit profiles and minimal counter party risk, positioned in the top quartile of the value chain. The Company has maintained long-standing relationships with these customers. Further, the Company's prudent policy of undertaking exports, except in a few instances, against irrevocable Letters of Credit (LCs), and domestic sales against payment, mitigates credit risk and supports a strong liquidity position.

BUSINESS PERFORMANCE AND MARKET DYNAMICS

Despite prevailing geopolitical uncertainties and fluctuating global demand, the Company sustained a stable performance, underpinned by:

- Continued innovation in product development
- Consistent adherence to quality standards
- Timely fulfilment of committed orders

While the Company continues to uphold exceptional quality standards across its product range, the actual growth achieved during the year was impacted due to continued ongoing geopolitical disruptions and global market uncertainties, which disrupted demand patterns and supply chain dynamics across key regions.

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

RENEWABLE ENERGY INITIATIVES

As part of our enduring commitment to sustainability, the Company has made substantial investments in renewable energy infrastructure, comprising Wind power installations with a capacity of 27.4 MW and Rooftop solar installations totalling 8.33 MW.

Together, the Company's renewable energy currently meet approximately 82- 84 % of its total energy requirements. By maximizing the captive use of clean energy, the Company actively contributes to the Clean Development Mechanism (CDM) and supports broader efforts towards global climate change mitigation.

During the financial year, rooftop solar installations generated 8,673,734 kWh, while wind energy exported to the grid totalled 41,010,872.05 kWh. As a result of these renewable energy initiatives, the Company successfully reduced CO₂ emissions by an estimated 35,723.23 tonnes, underscoring its commitment to environmental sustainability.

FINANCIAL HIGHLIGHTS

Particulars	FY 2025-26	FY 2024-25	Change in
	(Rs. in Lakhs)	(Rs. in Lakhs)	(%)
Total Revenue	79,619.13	72,857.81	9.28
Gross Profit	11,675.49	11,362.83	2.75

The revenue for the year registered a growth of 9.28% compared to a decline of 13.90% in the previous year. The gross profit for the year registered a growth of 2.75%, compared to an increase of 0.60% in the previous year

EXPORT PERFORMANCE

Export turnover during the year stood at Rs.54,549.93 Lakhs, as against Rs.49,545.39 Lakhs in the previous year representing increase of 10.10 %, as compared to decline of 16.49% in FY 2024-25. Exports accounted for 72.90% of total turnover, as compared to 72.43 % in the previous year.

CAPITAL INVESTMENT AND EXPANSION

In FY 2025-26 the Company invested Rs.6995.82 Lakhs from internal accruals towards enhancing its capacity and infrastructure. The investment was allocated as follows:

- Plant and Machinery: Rs.4455.98 Lakhs
- Factory Building: Rs.2060.17 Lakhs
- Capital Work in Progress: Rs.479.67 Lakhs

The company has further proposed to modernize its plant at an estimated cost of Rs. 130.00 Crores and to be fully met out of internal accruals. This will strengthen the production process considerably and would be operational from March 2027 onwards. The orders have been placed with Indigenous Machinery Manufacturers and Letter of Credits are opened in respect of Import of Plant and Machinery

FINANCIAL STABILITY

The Company remains debt free, with no long term liabilities on its balance sheet. A robust cash position and prudent financial management ensures the availability of adequate liquidity to support both current operations and planned future modernization.

TRANSFER TO RESERVES

The Company proposes to transfer Rs.10.00 Crores to the General Reserve out of the amount available for appropriation.

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

DIVIDEND

The Board of Directors has recommended payment of dividend for FY 2025-26 as under

Rate of Dividend	Dividend per equity share (Rs.)	Amount of Dividend (Rs.in Lakhs)
370%	37	2118.25

If approved by the members at the Annual General Meeting (AGM) to be held on 29.09.2026, the proposed dividend would result in cash outflow of dividend Rs. 2118.25 Lakhs for FY 2025-26 .The payout ratio of dividend works out to 29.60% (Previous year dividend payout ratio 32.22%)

The Dividend Distribution Policy is placed on the Company's weblink <http://www.acmills.in/investors/policies/dividend-distribution-policy/> in terms of Regulation 43A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

Pursuant to the provisions of Section 152 of the Companies Act, 2013, Dr.K.Venkatachalam (DIN 01062171), Non Executive Director, who retires by rotation and being eligible, offers himself for reappointment.

The Board has re-appointed Sri. P.V. Chandran (DIN 00628479), as Managing Director of the Company, based on the recommendation of the Nomination and Remuneration Committee, to hold Office, for a further period of five years commencing from 1st April 2027 , subject to approval of the shareholders by Special Resolution, pursuant to Section 196(3)(a) of the Companies Act, 2013, as he is aged 77 years.

Special Resolution is placed for the approval of the Members for the continued holding of office by Dr.K.Venkatachalam (DIN 01062171), Non Executive Director, pursuant to proviso to Regulation 17 (1A) of SEBI (LODR) Regulations, 2015, who would attain the age of 75 years during holding of such office .

Special Resolution is placed for the approval of the Members for reappointment of Mrs. Vijayalakshmi Narendra (DIN: 00412374), as Independent Women Director of the Company, for second term of consecutive 5 years, commencing from 12th August 2026 and for continued holding of office, upon attaining the age of 75 years, during FY 2031-32, in accordance with Regulation 17(1A) of SEBI (LODR) Regulations, 2015.

Special Resolution is placed for the approval of the Members for appointment of Sri. K. Murali Mohan (DIN: 00626361), Chartered Accountant, aged 78 years, as an Independent Director of the Company, for an initial term of five (5) consecutive years commencing from the conclusion of the 38th Annual General Meeting in accordance with Regulation 17(1A) of SEBI (LODR) Regulations, 2015.

The requisite special resolutions, together with the details and information prescribed under the Companies Act, 2013 and the SEBI (LODR) Regulations, 2015, are set out in the Notice convening the ensuing Annual General Meeting and form part of the Annual Report.

In the opinion of the Board, Mrs. Vijayalakshmi Narendra (DIN: 00412374) , Women Independent Director, recommended for re appointment for the second term and Sri. K. Murali Mohan (DIN: 00626361), Chartered Accountant who is proposed to be appointed as Independent Director, carries requisite integrity, expertise and experience.

In terms of Section 149 of the Companies Act, 2013, the Independent Directors of the Company are Sri. E.M. Nagasivam, Mrs. Vijayalakshmi Narendra, Dr. T. Bina and Mrs. T. R. Seethalakshmi.

In the opinion of the Board, all the Independent Directors fulfill the conditions specified in the Companies Act, 2013 and Rules made thereunder and SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015 and are independent of the Management.

Sri. N. Subramaniam (DIN: 00657972) has resigned his directorship w.e.f 18.06.2025 on account of personal reasons and there were no other material reason for his resignation. The Board wishes to place on record its appreciation for the services rendered by him during his tenure of office.

DIRECTORS' RESPONSIBILITY STATEMENT

In terms of Section 134 (3) (c) read with Section 134(5) of the Companies Act 2013, your Directors state that: -

- i. In the preparation of the annual accounts, the applicable accounting standards have been followed and there are no material departures;
- ii. Accounting policies selected have been applied consistently. Reasonable and prudent judgments have been made so as to give a true and fair view of the state of affairs of the Company as at the end of 31st March, 2026 and of the profit of the Company for the year ended on that date;
- iii. Proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities;
- iv. The annual accounts have been prepared on a going concern basis;
- v. Internal financial controls have been laid down to be followed by the Company and such internal financial controls are adequate and were operating effectively;
- vi. Systems to ensure compliance with the provisions of all applicable laws are in place and were adequate and operating effectively.

NUMBER OF MEETINGS OF THE BOARD

The Board held four meetings during the Financial Year 2025-26 namely, 27th May 2025, 08th August 2025, 08th November, 2025, and 10th February 2026.

DECLARATION BY INDEPENDENT DIRECTORS

The Independent Directors have submitted the Declaration of Independence, as required pursuant to Section 149(7) of the Companies Act, 2013, stating that they meet the criteria of independence as provided in sub-section (6) of Section 149. Further, none of the Independent directors have any pecuniary relationship or transaction with the Company which may affect their independence. The Independent Directors have registered themselves with the Indian Institute of Corporate Affairs ('IICA'). Familiarization programme of Independent Directors was carried out at Board Meetings. .

MEETING OF INDEPENDENT DIRECTORS:

Independent directors have carried out a separate meeting in accordance with Para VII of Schedule IV of the Companies Act, 2013 and Regulation 25(3) of Listing Regulations, 2015.

DEPOSITS:

The Company has not accepted any deposits from the public and therefore furnishing of details in terms of Rule 8 (5) (v) & (vi) of Companies (Accounts) Rules, 2014 does not arise.

AUDITORS

M/s. S. Krishnamoorthy & Co, Chartered Accountants (ICAI Firm Registration No.001496S) was appointed as Statutory Auditors for a continuous period of five years from the conclusion of 34th AGM (2022) till the conclusion of 39th AGM (2027).

Certificate from the Auditors has been received to the effect that they are eligible to act as Statutory Auditors of the Company under Section 141 of the Companies Act, 2013 and further submitted the Peer Review Certificate dt. 24.03.2026 issued to them by Institute of Chartered Accountants of India (ICAI) valid upto 31.03.2029.

AUDITORS' REPORT

The Auditors' Report to the Shareholders does not contain any reservation, qualification or adverse remark. There were no instances of fraud reported by the Auditor to the Central Government or to the Audit Committee of the Company as indicated under the provisions of Section 143 (12) of the Companies Act, 2013

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

SECRETARIAL AUDITORS

In terms of the provisions of Regulation 24A of SEBI Listing Regulations, the shareholders at the 37th Annual General Meeting held on 27.09.2025 appointed Sri. Sundararajan Baalaji, Practising Company Secretary (FCS No.5966) (Peer Review Certificate No. 6871/2025) as Secretarial Auditors, to conduct Secretarial Audit of the Company for 5 consecutive financial years effective from the financial year 2025-26.

SECRETARIAL AUDIT REPORT

The Secretarial Audit Report for the financial year ended 31st March, 2026 is annexed herewith marked as Annexure V to this Report. The Secretarial Audit Report does not contain any qualification, reservation or adverse remark

SECRETARIAL STANDARDS

The Company is in compliance with the Secretarial Standards on Meetings of Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India.

COST RECORD

The Cost records as specified by the Central Government under sub-section (1) of section 148 of the Companies Act, 2013, are prepared, maintained and the same are audited by the Cost Auditor.

COST AUDITORS

Pursuant to Section 148 of the Companies Act, 2013 read with rules made thereunder, the Board, has re-appointed M/s. Sakthivel & Co, Cost Accountants (Firm Registration No. 100414), to audit the Cost Accounts of the Company for the year ending 31st March, 2027. Their remuneration is to be ratified by shareholders at the ensuing Annual General Meeting.

The Cost Audit Report and other documents for the year ended 31st March, 2025 were submitted with the Central Government by filing Form CRA-4 vide SRN AB6576505 dated 06th September, 2025

INTERNAL FINANCIAL CONTROLS

The Company has in place internal financial controls systems, commensurate with the size and nature of its operations to ensure proper recording of financial and operational information and compliance of various internal controls and other regulatory and statutory compliances.

AUDIT COMMITTEE

The Committee comprises of Directors Mrs. Vijayalakshmi Narendra, Sri.E.M. Nagasivam and Mrs .Vidya Jyothish Pillai.

PROHIBITION OF INSIDER TRADING

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has, inter-alia, adopted a Code of Conduct for Prohibition of Insider Trading, Code of Practices and Procedures for fair Disclosure of Unpublished Price Sensitive Information (Code) duly approved by the Board of Directors of the Company. The Code of conduct are posted on the Company's website under web link at <https://www.acmills.in/wp-content/uploads/2016/07/insiderpol.pdf> and <https://www.acmills.in/wp-content/uploads/2016/08/Code.pdf>

VIGIL MECHANISM/WHISTLE BLOWER POLICY

The Company has in place a Vigil Mechanism / Whistle Blower Policy for Directors and Employees to report genuine concerns about any wrongful conduct with respect to the Company of its business or affairs. The details of the Vigil Mechanism / Whistle Blower Policy are available on the Company's website www.acmills.in & under web-link <https://www.acmills.in/investors/policies/whistle-blower-policy/>

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

CORPORATE SOCIAL RESPONSIBILITY POLICY

The CSR Committee has formulated and recommended to the Board, a Corporate Social Responsibility Policy (CSR Policy) in compliance with the provisions of Section 135 of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, indicating the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act, 2013, which has been approved by the Board, the details of the same are made available on the Company's website www.acmills.in & under web-link <https://www.acmills.in/2016/08/csr-policy/> The Corporate Social Responsibility Committee consists of Directors Sri. P.V. Chandran, Dr.K. Venkatachalam, Mrs. Bhavya Chandran and Sri. E.M.Nagasivam as members of the committee. The Committee held two meetings during the financial year 2025-26 namely 26th May, 2025 and 07th November, 2025.

CSR EXPENDITURE

The requirement to spend in this regard is Rs. 219.27 Lakhs (Previous year Rs. 321.14 Lakhs) @2% of 3 years average net profit of the Company and the Company has spent Rs. 226.65 Lakhs (Previous year Rs 325.52 Lakhs). The CSR expenditure are into (i) Public Park and Public waiting lounge with Library at the places belonging to Coimbatore Police Department (ii) Animal Protection (iii) Medical Support, (iv) Relief to Poor (v) Rural Works (vi) Education (vii) Cultural Activity and the details of expenditure are furnished in Annexure –II to this report

NOMINATION AND REMUNERATION POLICY

The Company has formulated the policy in this regard prescribing the criteria for determining qualifications positive attributes and independence of a director and the main attribute focused on is positive value creation and contribution in respect of on-going activities of the Company and its value enhancement with adequate qualifications and independence. Details of the policy are made available in the Corporate Governance Report and on the Company's website www.acmills.in under web-link <https://www.acmills.in/2025/04/nomination-and-remuneration-policy/>

Nomination and Remuneration Committee presently consists of Directors, Sri. E.M.Nagasivam, Mrs. Vijayalakshmi Narendra and Mrs. Bhavya Chandran.

RISK MANAGEMENT POLICY

The Company has developed and adopted a detailed Enterprise Risk Management Policy to sustain the operations of the Company and the same is disclosed in the website of the Company, www.acmills.in & under web - link <https://www.acmills.in/2016/07/risk-management-policy/>. The Risk Management Committee consists of Directors Sri.P.V.Chandran, Dr.K.Venkatachalam, Mrs. Vidya Jyothish Pillai and Sri. E.M. Nagasivam.

STAKEHOLDERS RELATIONSHIP POLICY

The Company has formulated policy for early resolution of stakeholders' grievances and the same is made available in the Company's website www.acmills.in & under web - link <https://www.acmills.in/2016/07/stake-holders-grievance-resolution/> The Stakeholders relationship committee consists of Directors Dr.K.Venkatachalam , Sri. E.M. Nagasivam ,Mrs. Vidya Jyothish Pillai and Mrs. Bhavya Chandran.

SUBSIDIARIES

The Company does not have any subsidiaries.

SIGNIFICANT MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS

There are no significant material orders passed by the Regulators /Courts which would impact the going concern status of the Company and its future operations.

LOANS, GUARANTEES AND INVESTMENTS

The Company has not made any investments or given any loans or guarantees or provided any security in connection with a loan to any person or body corporate, as defined under Section 186 of the Companies Act, 2013.

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

RELATED PARTY TRANSACTIONS

The Company does not have any related party transactions as defined in Section 188 of the Companies Act, 2013 hence e-Form AOC-2 is not enclosed.

MATERIAL CHANGES AND COMMITMENTS

There were no Material changes and Commitments affecting the financial position of the Company that have occurred between the end of the financial year 31st March, 2026 to which the financial statements relate and the date of this report

CHANGE IN THE NATURE OF BUSINESS

There were no changes in the nature of business during the year under review as prescribed in Rule 8(5)(ii) of the Companies (Accounts) Rules, 2014.

PREVENTION OF SEXUAL HARASSMENT OF WOMEN AT THE WORKPLACE

The Company has complied with the provisions relating to the constitution of Internal Complaints Committee under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Information regarding the same is also provided in the Corporate Governance Report forming part of Directors' Report. The Internal Committee has been setup to redress the complaints received on the sexual harassment. All employees of the Company are covered under this policy. The details of complaints received and disposed off during the financial year 2025-26 are as follows:

Sl.No	Particulars	Remarks
a.	Number of complaints of sexual harassment received in the year	Nil
b.	Number of complaints disposed off during the year	Nil
c.	Number of cases pending for more than ninety days	Nil

DETAILS OF APPLICATION MADE /PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016

There were no applications made or proceedings pending against the Company under the provisions of the Insolvency and Bankruptcy Code, 2016, during the financial year under review.

DETAILS OF ONE TIME SETTLEMENT/VALUATION WITH BANK OR FINANCIAL INSTITUTION

No one-time settlement or valuation was undertaken by the Company while availing loans from any Bank or Financial Institution. Accordingly, the requirement to furnish details pursuant to Rule 8(5)(xii) of the Companies (Accounts) Rules, 2014 does not arise.

MATERNITY BENEFIT COMPLIANCE STATEMENT

Pursuant to Rule 8(5)(xiii) of the Companies (Accounts) Rules, 2014 (as amended), the Company confirms compliance with the provisions of the Maternity Benefit Act, 1961.

All eligible women employees are provided paid maternity leave, nursing breaks, and applicable crèche facilities.

The Company ensures protection against termination during maternity leave and updates relevant policies regularly.

There were no complaints or violations reported during the year under review.

BOARD EVALUATION

The Board has carried out an annual performance evaluation of its own performance and that of its Committees and individual Directors. Further the Independent Directors have carried out review of performance of non-independent directors and the Board as a whole, performance of the Chairperson and further made an assessment of quality, quantity and time lines of flow of information between the Company management and the Board for effective and reasonable performance of its duties.

AMBIKA COTTON MILLS LIMITED

DIRECTORS' REPORT (Contd...)

ANNUAL RETURN

Pursuant to Section 92 (3) copy of Annual Return is made available in the Company's website www.acmills.in under web link <https://www.acmills.in/?s=MGT-7>

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

Particulars relating to Conservation of Energy, Technology absorption, Foreign Exchange Earning and outgo, as required to be disclosed under the Act, are set out in Annexure – I to this report.

PARTICULARS OF EMPLOYEES AND RELATED DISCLOSURES

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1), 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is enclosed in Annexure III to this report.

ADDITIONAL DISCLOSURES PURSUANT TO SEBI REGULATIONS

Business Responsibility and Sustainability Report is furnished in Annexure IV and the additional disclosures pursuant to Regulation 34 (3) and 53 (f) of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015 in respect (i) Management Discussion and Analysis (ii) Corporate Governance Report (iii) Related Party Disclosures for the year under review are given as a separate statement in the Annual Report

Place : Coimbatore
Date : 08.08.2026

By order of the Board
(P.V.CHANDRAN)
Chairman and Managing Director
(DIN : 00628479)

AMBIKA COTTON MILLS LIMITED

ANNEXURE TO DIRECTORS' REPORT

ANNEXURE - I

Information as required under Rule 8(3) of the Companies (Accounts) Rules, 2014.

A. CONSERVATION OF ENERGY

- i) the steps taken or impact on conservation of energy:-

Usage of Energy is constantly monitored and the need to conserve the same is emphasized.

- ii) the steps taken by the Company for utilizing alternative sources of energy:-

The Company has installed 27.4 MW of wind power capacity and 8.33 MW of Roof Top Solar capacity for captive consumption. In aggregate 82% of power requirement of spinning and knitting segment is met through Renewable energy of Wind and Solar.

- iii) the capital investment on energy conservation equipment. :- Nil

B. TECHNOLOGY ABSORPTION

- i) the efforts made towards technology absorption :- Indigenous Technology alone is used.

- ii) the benefits derived like product improvement, cost reduction, product development or import substitution :-

Certain plant & machinery such as Auto coner, Compact systems and Knitting Machines are imported to facilitate for product improvement & development which has facilitated exports of products.

- iii) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year):-

a) the details of technology imported : Nil

b) the year of import : NA

c) Whether the technology been fully absorbed : NA

d) if not fully absorbed, areas where absorption

has not taken place and the reasons there of and : NA

- iv) the expenditure incurred on Research and Development : Not quantified

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

The Foreign Exchange earned in terms of actual inflows during the year and Foreign Exchange out go during the year in terms of actual outflows.

[Rs in Lakhs]

Foreign Exchange earned (inflow) 54068

Foreign Exchange used (outflow) 32566

AMBIKA COTTON MILLS LIMITED

ANNEXURE TO DIRECTORS' REPORT (Contd...)

ANNEXURE - II

Information as required under Rule 8(1) of the Companies (Corporate Social Responsibility Policy) Rules, 2014.

ANNUAL REPORT ON CSR ACTIVITIES

1. A brief outline of the Company's CSR policy of the Company

The CSR policy of the Company is to undertake and implement the projects / programs as specified in Schedule- VII of the Companies Act, 2013.

2. The composition of the CSR committee: The Committee held two meetings during the financial year 2025-26 namely 26th May, 2025 and 07th November, 2025.

The committee consists of Directors -

Sl.No	Name of the Directors	Directorship Type - Designation in Committee -	Number of CSR Committee meetings held during FY 2025-26	Number of CSR Committee meetings attended during FY 2025-26
1	Sri. P.V.Chandran	Chairman and Managing Director - Chairperson	2	2
2	Dr. K. Venkatachalam	Non-Executive Director - Member	2	2
3	Mrs. Bhavya Chandran	Non-Executive Director - Promoter Group - Member	2	2
4	Sri. E.M. Nagasivam	Independent / Non-Executive Director - Member	2	1

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

Web-link for CSR Committee <https://www.acmills.in/investors/committees/>

Web-link for CSR Policy <https://www.acmills.in/csr-projects/>

Web-link for CSR Projects <https://www.acmills.in/2026/08/csr-programmes-undertaken-in-2026/>

The aforesaid web-links are available on the website of the company www.acmills.in

4. Executive Summary along with web-link(s) of impact assessment of CSR projects carried out in pursuance of sub-rule (3) of Rule 8 if applicable: - Not applicable

5. CSR obligation for the financial year

Sl.No	Particulars	Rs. in Lakhs
a)	Average Net Profit of the Company as per Section 135(5)	10963.76
b)	Two percent of the amount as per Section 135(5)	219.27
c)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years	0.00
d)	Amount required to be set off for the financial year	0.00
e)	Total CSR obligation for the financial year (5b+5c-5d)	219.27

6. CSR Amount spent for the Financial Year

Sl.No	Particulars	Rs. in Lakhs
a)	Amount spent on CSR Projects	226.65
b)	Amount spent in Administrative overheads	0.00
c)	Amount spent on Impact Assessment, if applicable	0.00
d)	Total amount spent for the Financial Year (6a+6b+6c)	226.65

AMBIKA COTTON MILLS LIMITED

ANNEXURE TO DIRECTORS' REPORT (Contd...)

e) CSR amount spent or unspent for the financial year

Rs in Lakhs

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

f) Excess amount for set-off if any:

Sl.No	Particulars	Rs in Lakhs
(i)	Two percent of average net profit of the Company as per sub-section (5) of Section 135	219.27
(ii)	Total amount spent for the Financial Year	226.65
(iii)	Excess amount spent for the Financial Year [(ii)-(i)]	7.38
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	16.59
(v)	Amount available for set off in succeeding Financial Years [(iii) - (iv)]	23.97

7. Details of Unspent CSR amount for the preceding three financial years:

Sl.No	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6) (in Rs.)	Amount spent in the reporting Financial Year (in Rs.).	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any.			Amount remaining to be spent in succeeding financial years. (in Rs.)
				Name of the Fund	Amount (in Rs).	Date of transfer	
1	FY 2022-23	-Nil-					
2	FY 2023-24	-Nil-					
3	FY 2024-25	-Nil-					

AMBIKA COTTON MILLS LIMITED
ANNEXURE TO DIRECTORS' REPORT (Contd...)

[Rs. in Lakhs]

8. Details of CSR amount spent against other than ongoing projects for the financial year:

1	2	3	4	5		6	7	8	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local Area (Yes/ No)	Location of the project		Amount spent for the project	Mode of implementation	Mode of Implementation Through Implementing Agency	
				State	District		Direct (Yes/ No)	Name	CSR Registration Number
1	Police Public Park	i	Yes	Tamil Nadu	Coimbatore	45.00	Yes	-	-
2	KMCH - Medical Support for Treatment	i	Yes	Tamil Nadu	Coimbatore	5.00	Yes	-	-
3	VGM Hospital - for the treatment of under Privileged patients	i	Yes	Tamil Nadu	Coimbatore	10.00	Yes	-	-
4	Medical Checkup Charges	i	Yes	Tamil Nadu	Dindigul	5.20	Yes	-	-
5	Akshith Foundation (Blood and organ donation medical guidance centre)	i	Yes	Tamil Nadu	Coimbatore	1.00	Yes	-	-
6	Sree Ayyappa Seva Sangam, Sanganoor	i	Yes	Tamil Nadu	Coimbatore	1.00	Yes	-	-
7	Water Supply	i	Yes	Tamil Nadu	Dindigul	21.86	Yes	-	-
8	Agasthiya Trust	i	Yes	Tamil Nadu	Dindigul	1.80	Yes	-	-
9	Assisi Snehalaya Charitable Trust Care and Support Center for HIV/ AIDS infected people	i	Yes	Tamil Nadu	Dindigul	0.50	Yes	-	-
10	Kerala Samajam for annadhanam	i	Yes	Tamil Nadu	Dindigul	0.10	Yes	-	-
11	Relief to Poor - Amudham Project - (Fresh Diary)	i	Yes	Tamil Nadu	Coimbatore	13.43	Yes	-	-
12	Relief to Poor (Grocery)	i	Yes	Tamil Nadu	Dindigul	15.63	Yes	-	-
13	ISKCON - empowering future leaders through value based education	ii	Yes	Tamil Nadu	Coimbatore	2.50	Yes	-	-
14	District Central Library, Coimbatore	ii	Yes	Tamil Nadu	Coimbatore	0.50	Yes	-	-

AMBIKA COTTON MILLS LIMITED
ANNEXURE TO DIRECTORS' REPORT (Contd...)

[Rs. in Lakhs]

8. Details of CSR amount spent against other than ongoing projects for the financial year:

1	2	3	4	5		6	7	8	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local Area (Yes/ No)	Location of the project		Amount spent for the project	Mode of implementation	Mode of Implementation Through Implementing Agency	
				State	District		Direct (Yes/ No)	Name	CSR Registration Number
15	Science, Technology & Startup innovation fest 2026	ii	Yes	Tamil Nadu	Dindigul	10.00	Yes	-	-
16	Animal Protection and Development	iv	Yes	Tamil Nadu	Dindigul	76.93	Yes	-	-
17	Police Public waiting lounge with Library at City Police Office Camp	v	Yes	Tamil Nadu	Coimbatore	8.20	Yes	-	-
18	Bharat Kala Sangamam- Cultural Meet to celebrate the spirit of Independence	v	Yes	Tamil Nadu	Coimbatore	2.00	Yes	-	-
19	Sri Karpaga Vinayagar Thirukovil, Coimbatore	v	Yes	Tamil Nadu	Coimbatore	0.52	Yes	-	-
20	Kairali Association - Onam festival	v	Yes	Tamil Nadu	Coimbatore	1.50	Yes	-	-
21	Temple Festival - Kosavapatti	v	Yes	Tamil Nadu	Dindigul	0.50	Yes	-	-
22	Temple Festival - Kanniyapuram	v	Yes	Tamil Nadu	Dindigul	0.20	Yes	-	-
23	Muruga Bagthargal Manadu	v	Yes	Tamil Nadu	Dindigul	0.50	Yes	-	-
24	Armed Forces Flag Day	x	Yes	Tamil Nadu	Dindigul	0.27	Yes	-	-
25	Dindigul Taluk Office -Furniture for common public seating purpose	x	Yes	Tamil Nadu	Dindigul	0.30	Yes	-	-
26	Maintenance of Toilet	x	Yes	Tamil Nadu	Dindigul	1.20	Yes	-	-
27	Tree Cutting	x	Yes	Tamil Nadu	Dindigul	1.01	Yes	-	-
	Total amount spent for FY 2025-26					226.65			

AMBIKA COTTON MILLS LIMITED**ANNEXURE TO DIRECTORS' REPORT (Contd...)**

9. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: **Yes**

The details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year

Sl.No	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of Creation*	Amount of CSR spent [Rs. in Lakh]	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered Address
1	Police Public Park at Coimbatore City Police Commissioner's Office, Coimbatore, Tamil Nadu	641018	16.09.2025	45.00	-	-	-
2	Public waiting lounge with Library at Coimbatore City Police Commissioner's Office, Coimbatore, Tamil Nadu	641018	30.09.2025	8.20	-	-	-
				53.20			

* represents date of support

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

Place : Coimbatore
Date : 08.08.2026

By order of the Board
P.V.Chandran
Chairman and Managing Director
(DIN: 00628479)

AMBIKA COTTON MILLS LIMITED**ANNEXURE TO DIRECTORS' REPORT (Contd...)****ANNEXURE - III****1. Statement as per Rule 5(1) of the Companies(Appointment and Remuneration of Managerial Personnel) Rules, 2014**

- (i) The percentage increase in remuneration of each Director, Company Secretary and Chief Financial Officer (CFO) , ratio of the remuneration of each director to the median remuneration of the employees of the Company for the financial year 2025-26

S.No	Name of the Director/ KMP and Designation	Remuneration of Director/ KMP for financial year 2025-26 (Rs. in Lakhs)	% increase in Remuneration in the Financial year 2025-26	Ratio of Remuneration of each Director, KMP to median remuneration of employees
1	Sri. P.V.Chandran, Chairman and Managing Director	25.00	-1.00	14.96:1
2	Dr. K.Venkatachalam , Non- Executive - Director	4.00	-5.88	2.39:1
3	Mrs. Bhavya Chandran, Non- Executive – Promoter group	1.00	-20.00	0.60:1
4	Mrs. Vidya Jyothish Pillai, Non- Executive – Promoter group	2.25	0.00	1.35:1
5	Sri. E.M.Nagasivam , Independent Director	2.25	0.00	1.35:1
6	Mrs. Vijayalakshmi Narendra Independent Women Director	2.25	12.50	1.35:1
7	Sri. N. Subramaniam, (Independent Director upto 18.06.2025)	0.50	0.00	0.30:1
8	Dr. T. Bina Independent Women Director	1.00	0.00	0.60:1
9	Mrs. Seethalakshmi TR Independent Women Director	1.00	0.00	0.60:1
10	Sri.RadheshyamPadia, Company Secretary	6.00	0.00	3.59:1
11	Sri. M.Vijayakumar, CFO	5.74	0.64	3.46:1

- (ii) The percentage Increase in the median remuneration of the employees in the financial year: **-12.06%**
- (iii) The number of permanent employees and workers on the rolls of Company (Worked for 12 Months): **1665**
- (iv) Percentage increase in the salaries of employees other than the Key Managerial Personnel (KMP) as compared to percentage increase in the KMP remuneration in the last financial year i.e. 2025-26:
The increase in remuneration is 5.25 % for employees other than KMP while it is increase – 0.58 % for KMP
- (v) The Key parameters for any variable component of the remuneration availed by the Directors: There are no variable components in the Managerial Remuneration.
- (vi) Affirmation that the remuneration is as per the remuneration policy of the Company: **Yes.**

2. There are no employee who has drawn the remuneration in terms of Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and hence furnishing of statement in terms of Rule 5(2) and 5(3) of the Companies(Appointment and Remuneration of Managerial Personnel) Rules, 2014 does not arise.

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

ANNEXURE - IV

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1. NSE Symbol : AMBIKCO
2. BSE Scrip Code : 531978
3. MSEI Symbol : NOT LISTED
4. ISIN : INE540G01014
5. Corporate Identity Number (CIN) of the Listed Entity : L17115TZ1988PLC002269
6. Name of the Listed Entity : Ambika Cotton Mills Limited
7. Date of incorporation : 06-10-1988
8. Registered office address : 15/9A , Valluvar Street , Sivanandha Colony, Coimbatore - 641012
9. Corporate address : 15/9A , Valluvar Street , Sivanandha Colony, Coimbatore - 641012
10. e-Mail : ambika@acmills.in
11. Telephone : 0422-2491504
12. Website : www.acmills.in
13. Financial year reported :

Sl.No	Start date	End date
Current Financial Year	01-04-2025	31-03-2026
Previous Financial Year	01-04-2024	31-03-2025
Prior to Previous Financial Year	01-04-2023	31-03-2024

14. Name of the Stock Exchange(s) where shares are listed :
 1. BSE Limited (BSE)
(Address: Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001). &
 2. National Stock Exchange of India Limited (NSE)
(Address: Exchange Plaza, C-1, Block-G, Bandra Kurla Complex, Bandra East, Mumbai - 400 051).
15. Paid-up Capital : Rs. 5,72,50,000/- divided into 57,25,000 Equity Shares of Rs. 10/- each
16. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR :
 1. Name : Sri. G. Veerakumar
 2. Designation : General Manager (Admin)
 3. Telephone No : 0451 3515916
 4. e-Mail ID : ambika@acmills.in
17. Reporting boundary - The disclosures under this report are made on standalone basis
18. Whether the company has undertaken reasonable assurance of the BRSR Core : No
19. Name of assurance provider : Not Applicable
20. Type of assurance obtained : Not Applicable

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

II. Products / services

21. Details of business activities (accounting for 90% of the turnover) :

Sl.No	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Cotton Yarn	Manufacture	53.81
2.	Knitted Fabrics	Manufacture	38.20
3.	Waste Cotton	Residual available for sale	7.99

22. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sl.No	Product/Service	NIC Code	% of Total Turnover contributed
1.	Cotton Yarn	13111	53.81
2.	Knitted Fabrics	13911	38.20
3.	Waste Cotton	Residual available for sale	7.99

III. Operations

23. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	5	2	7
International	0	0	0

24. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	4
International (No. of Countries)	9

b. What is the contribution of exports as a percentage of the total turnover of the entity – 72.90 % (Inclusive of SEZ Sales)

c. A brief on types of customers – The Customers are manufacturers of Garments (upstream activity) out of cotton yarn and Knitted Fabrics sourced from the Company.

IV. Employees

25. Details as at the end of Financial Year: 31.03.2026

a. Employees and Workers (including differently abled): : (worked for 12 months)

Sl.No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1.	Permanent (D)	154	141	91.56%	13	8.44%
2.	Other than Permanent (E)	0	0	0	0	0
3.	Total employees (D+E)	154	141	91.56%	13	8.44%
WORKERS						
4.	Permanent (F)	1511	341	22.57%	1170	77.43%
5.	Other than Permanent (G)	0	0	0	0	0
6.	Total workers (F+G)	1511	341	22.57%	1170	77.43%

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

b. Differently abled Employees and workers:

Sl.No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent(D)	2	2	100.00%	0	0
2.	Other than Permanent(E)	0	0	0	0	0
3.	Total differently abled employees(D+E)	2	2	100.00%	0	0
DIFFERENTLY ABLED WORKERS						
4.	Permanent(F)	17	7	41.18%	10	58.82%
5.	Other than permanent(G)	0	0	0	0	
6.	Total differently abled workers(F+G)	17	7	41.18%	10	58.82%

26. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	8	5	62.50 %
Key Management Personnel*	2	0	NA

* Key Management Personnel other than Board of Directors

27. Turnover rate for permanent employees and workers

	FY 2025-26			FY 2024-25			FY 2023-24		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Permanent Employees (In %)	6.38	7.69	14.08	2.50	3.19	5.69	1.74	0.12	1.86
Permanent Workers (In %)	13.49	14.36	27.85	6.14	7.00	13.14	3.13	11.47	14.60

V. Holding, Subsidiary and Associate Companies (including joint ventures)

28. (a) Names of holding / subsidiary / associate companies / joint ventures

Sl.No	Name of the holding/ subsidiary/ associate companies/ joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
- NIL -				

VI. CSR Details

29. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: **Yes**

(ii) Turnover (Rs. In Lakhs) - **74826.37/-**

(iii) Net worth (Rs. In Lakhs) - **95431.43/-**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

VII. Transparency and Disclosures Compliances

30. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26			PY 2024-25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	-Yes*-	-Nil-	-Nil-	-Nil-	-Nil-	-Nil-	-Nil-
Investors (other than shareholders)							
Shareholders							
Employees and workers							
Customers							
Value Chain Partners							
Other (please specify)	-Not Applicable-						

*1. Please refer to the Whistle Blower Policy and Business Responsibility Policies available at:
<https://www.acmills.in/investors/policies/whistle-blower-policy/>

*2. Grievance Redressal Policy Link: <https://www.acmills.in/2016/07/stake-holders-grievance-resolution/>

31. Overview of the entity's material responsible business conduct issues Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

Sl. No	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	Incase of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Energy	Risk/ Opportunity	Manufacture of Cotton yarn is energy based	The company has installed windmills of 27.4 MW and Roof top solar power of 8.33 MW for renewable energy	Reduction in energy and environmental costs
2	Raw Material	Risk/ Opportunity	The Main input Raw Cotton is an agricultural produce. Price is subject to fluctuation / Government policies	Risk is mitigated by purchase across markets and settlement of contracts without any renegotiation	Increases the Reputation of the company
3	Maintenance of Liquidity	Opportunity	The non -leveraged financial position and maintenance of adequate liquidity ensures solvency and sustainability-	-	Enhanced net worth and deleveraged financial position would not cause liquidity crunch ensuring sustained operations
4	Product Innovation / timely delivery/ Maintenance of Quality	Opportunity	Comfort and growth of the business of the Customers	-	Long term relationship with Customers
5	Establishment of plants at Villages	Opportunity	Contributes to social development through Rural employment	-	Overall economic development

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. Whether your entity's policy / policies cover each principle and its core elements of the NGRBCs. (Yes/No)	-Yes-								
b. Has the policy been approved by the Board? (Yes/No)	-Yes-								
c. Web Link of the Policies, if available	https://www.acmills.in/2023/08/national-guidelines-on-responsible-business-conduct-policy/								
2. Whether the entity has translated the policy into procedures. (Yes / No)	-Yes-								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	-Yes-								
4. Name of the national and international codes/certifications /labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trust) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle	The Company holds the following Certificates i. Global Organic Textile Standard (GOTS) ii. Better Cotton Platform iii. U.S. Cotton Trust Protocol (USCTP) iv. OEKO-TEX Fabric v. OEKO-TEX Recycled Polyester Cotton vi. OEKO-TEX Yarn vii. Recycled Claim Standard V2.0 (RCS) viii. Cotton Made In Africa (CMIA) ix. Forest Stewardship Council (FSC) x. Global Recycled Standard V4.0 (GRS) xi. Organic Content Standard V3.0 (OCS) xii. Regenagri Content Standard xiii. Sedex								
5. Specific commitments, goals and targets set by the entity with defined time lines, if any.	It is the endeavour of the company to pursue the policies to the satisfaction of all the stakeholders								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Fully Met and being pursued								
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)									
Response : The product manufactured cotton yarn does not involve any environmental risk. The challenge lies in use of electricity from TANGEDCO and other sources. The company has installed windmills 27.4 MW and Roof Top Solar Power 8.33 MW for captive consumption. The generation of renewable energy through wind and solar would contribute to Co₂ reduction.									
Besides the entire plant's soils are organically managed without use of fertilizers and pesticides. There are grown multiple tress within the Plant premises over the years turning out to be the Bird's Paradise.									
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Board Committees in co-ordination with Board of Directors exercise and oversee implementation of various policies								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Board Committees in co-ordination with Board of Directors exercise and oversee implementation of various policies								

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow up action	Review by Board of Directors									On continuous basis								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Review by Board of Directors									On continuous basis								
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.										P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
										-No-								

12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:

Response: **Not Applicable**

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 1 : Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total Number of training and awareness programs held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programme
Board of Directors (BOD)	-	The company since its incorporation strives to achieve excellence in corporate and statutory compliance and the Board consist of experienced and knowledgeable members who are all well aware of their responsibilities and company is complying with all such requirements. No specific training programmes are conducted in this respect.	-
Key Managerial Personnel (KMPs)	-	The principles are constantly evolved and discussed frequently amongst key managerial personnels and are educated and no specific programmes are carried out.	-
Employees other than BOD and KMPs	-	There are regular meetings at plant level on health and safety working conditions and plants do's and don'ts carried out by senior technicians regularly. No Count of meetings is maintained in this regard.	-
Workers	-	There are regular meetings at plant level on health and safety working conditions and plants do's and don'ts carried out by senior technicians regularly. As multiple meetings are carried and no count of meetings is maintained in this respect.	-

2. Details of fines / penalties / punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary					
Particulars	NGRBC Principle	Name of the regulatory/ enforcement agencies / judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	BSE and NSE has levied fine for non-compliance of Regulation 17(1)(b) and 17 (1A) of SEBI (LODR) Regulations 2015. The levy of fine was consequent to interpretation of the said regulations by the exchanges. The company has paid the fine Rs. 2343480/- and subsequent to rejection of the waiver application by NSE, the matter is contested in SAT and pending for disposal.				Yes. The matter is contested in SAT and pending for disposal
Settlement					
Compounding fee					

Non Monetary					
Particulars	NGRBC Principle	Name of the regulatory/ enforcement agencies / judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment			-Nil -		-NA -
Punishment					

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
BSE and NSE has levied fine for non-compliance of Regulation 17(1)(b) and 17 (1A) of SEBI (LODR) Regulations 2015. The levy of fine was consequent to interpretation of the said regulations by the exchanges. The company has paid the fine and subsequent to rejection of the waiver application by NSE, the matter is contested in SAT and pending for disposal.	

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web link to the policy.

Response: **Yes**, the web link - <https://www.acmills.in/2020/08/business-responsibility-policy/>

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Particulars	FY 2025-26	PY 2024-25
Directors	-Nil-	-Nil-
KMPs		
Employees		
Workers		

6. Details of complaints with regard to conflict of interest:

Particulars	FY 2025-26		PY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	-Nil-		-Nil-	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs				

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Response : **Does not arise**

8. Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured) in the following format:

Particulars	FY 2025-26	PY 2024-25
Number of days of accounts payables*	62 days	108 days

9. Openness of business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26	PY 2024-25
Concentration of Purchase	A. Purchase from trading houses as % of total purchases	Nil	Nil
	B. Number of trading houses where purchases are made from	Nil	Nil
	C. Purchases from top 10 trading houses as % of total purchases from trading houses	Nil	Nil

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Concentration of Sales	A. Sales to dealers/distributors as % of total sales	Nil	Nil
	B. Number of dealers/distributors to whom sales are made	Nil	Nil
	C. Sales to top 10 dealers / distributors as % of total sales to dealers/distributors	Nil	Nil
Share of RPTs in	A. Purchases (Purchases with related parties / Total Purchases)	Nil	Nil
	B. Sales (Sales to related parties / Total Sales)	Nil	Nil
	C. Loans & advances (Loans & advances given to related parties / Total loans & advances)	Nil	Nil
	D. Investments (Investments in related parties / Total Investments made)	Nil	Nil

Principle 2 : Businesses should provide goods and services in a manner that is sustainable and safe **Essential Indicators**

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Response: **The company manufactures Cotton Yarn and Knitted Fabrics, which are generic products, the main input is raw cotton, an agricultural produce, and as such there are no environmental and social impacts of manufacture.**

Particulars	FY 2025-26	PY 2024-25	Details of improvements in environmental and social impacts
R&D	-	-	-
Capex	-	-	-

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No) –

Response: **YES - The main input raw material for manufacture of cotton yarn is Raw cotton and is widely available, in a sustainable manner, sourced from domestic and imported**

b. If yes, what percentage of inputs were sourced sustainably? - Response : **100%**

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste. –

Response: **Cotton Yarn manufacturing involves generation of meager generation of waste after post spinning which is also recycled. Other wastes are minimal, not related to manufacture and are disposed off as per acceptable industry practices.**

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Response: **Not Applicable**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 3 : Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of employees:

% of employees covered by											
Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	141	141	100%	141	100%	0	0.00%	0	0.00%	0	0.00%
Female	13	13	100%	13	100%	13	100.00%	0	0.00%	13	100.00%
Other	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	154	154	100%	154	100%	13	8.44%	0	0.00%	13	8.44%
Other than Permanent employees											
Male	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Female	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

b. Details of measures for the well-being of workers:

% of employees covered by											
Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	341	341	100%	341	100%	0	0.00%	0	0.00%	0	0
Female	1170	1170	100%	1170	100%	1170	100.00%	0	0.00%	1170	100.00%
Other	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	1511	1511	100%	1511	100%	1170	77.43%	0	0.00%	1170	77.43%
Other than Permanent workers											
Male	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Female	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	PY 2024-25
i) Cost incurred on wellbeing measures (well-being measures means well-being of employees and workers (including male, female, permanent and other than permanent employees and workers))	1264.97	1282.74
ii) Total revenue of the company	78095.56	70207.03
iii) Cost incurred on wellbeing measures as a % of total revenue of the company	1.62%	1.83%

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

2. Details of retirement benefits, for Current FY and Previous Financial Year.

Benefits	FY 2025-26			PY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A)
PF	100.00%	100.00%	Yes	100.00%	100.00%	Yes
Gratuity	100.00%	100.00%	Yes	100.00%	100.00%	Yes
ESI	100.00%	100.00%	Yes	100.00%	100.00%	Yes

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Response : Yes.. **The premises / offices are accessible to differently abled employees and workers.**

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Response : Yes, and the web-link for the same is <https://www.acmills.in/2023/08/equal-opportunity-policy/>

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	NA	NA	NA	NA
Female	100%	100%	100%	100%
Total	100%	100%	100%	100%

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

Category	Yes/No	(If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes	Help Desk and Grievance Register and Whistle Blower Mechanism are in place to address complaints or issues raised
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Response : **The Company has a employees and workers welfare association and all the workers are members automatically by virtue of their employment.**

8. Details of training given to employees and workers: -

Response : **The manufacturing of cotton yarn involves various departments such as Blow Room, Carding, Combing , Spinning and the workers in general are trained in all the departments to have an understanding of the operations of the Cotton Yarn manufacturing. Besides knitting is a post manufacturing activity of spinning wherein the employees are also trained regularly.**

9. Details of performance and career development reviews of employees and workers:

Response: **The performance and career development reviews of employees and workers are regularly carried out at the plant level and leadership position is offered to those who perform and deserves**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

10. Health and safety management system:

- a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?

Response: **Yes – the coverage provides to all the employees**

- b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Response: **Identification of work related Hazards and its risk assessment is in place in respect of the entire manufacturing process and continuously reviewed.**

- c. Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Y/N)

Response: **Yes**

- d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Response: **Yes Such services are provided**

11. Details of safety related incidents, in the following format: -

Safety Incident / Number	Category	FY 2025-26	PY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees Workers	0.52	1.14
Total recordable work-related injuries	Employees Workers	3	5
No. of fatalities	Employees Workers	0	0
High consequence work-related injury or ill health (excluding fatalities)	Employees Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Response: **The company provides in-depth training and constant review and up gradation of such training to all its employees to protect themselves and prevention of injuries at the work place.**

13. Number of Complaints on the following made by employees and workers: - Nil

Particulars	FY 2025-26			PY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remark	Filed during the year	Pending resolution at the end of year	Remark
Working Conditions Health & Safety	- Nil-			- Nil-		

14. Assessments for the year

Particulars	percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	————— 100% —————
Working Conditions	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Response : **Constant efforts are made to provide safe and secured environment work place to all the employees and workers at the plant level.**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 4 : Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity–

Response : **The key stake holder groups are broadly categorized into Government, Employees, Shareholders, Customers and Suppliers.**

2. List stake holder groups identified as key for your entity and the frequency of engagement with each stake holder group.

Stakeholder group	Whether identified as Vulnerable & Marginalised Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly / Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	Visits, Meetings and e-mail	Continuous basis	For discussion over business Matters
Employees	No	Committees and Communications	Continuous basis	Plant Management, Quality Maintenance, adherence to timely delivery of goods and protection of their interest and well being
Investors	No	Annual General Meetings, Filings with Stock Exchanges and Press Releases	In accordance with regulatory requirements	Updating of various informations with regard to functioning of the company and more specifically with reference to financial reporting.
Suppliers	No	Meetings and e-mails	Continuous basis	For meeting quality requirements and ensuring timely supplies
Government / Regulatory Bodies	No	Through Government Portals and other permitted means	As and when required	To resolve grievances

Principle 5 : Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy (ies) of the entity, in the following format:

Category	FY 2025-26			PY 2024-25		
	Total (A)	No.of. employees / workers covered(B)	%(B/ A)	Total(C)	No.of employees /workers covered(D)	%(D/ C)
EMPLOYEES						
Permanent	154	154	100%	140	140	100%
Other than permanent	Nil	Nil	Nil	Nil	Nil	Nil
Total Employees	154	154	100%	140	140	100%
WORKERS						
Permanent	1511	1511	100%	1631	1631	100%
Other than permanent	Nil	Nil	Nil	Nil	Nil	Nil
Total Employees	1511	1511	100%	1631	1631	100%

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					PY 2024-25				
	Total (A)	Equal to Minimum Wage		More than MinimumWage		Total(D)	Equal to Minimum Wage		More than MinimumWage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
EMPLOYEES										
Permanent	154	Nil	Nil	154	100%	140	Nil	Nil	140	100%
Male	141	Nil	Nil	141	100%	128	Nil	Nil	128	100%
Female	13	Nil	Nil	13	100%	12	Nil	Nil	12	100%
Other than permanent										
Male	———— Nil —————					———— Nil —————				
Female										
WORKERS										
Permanent	1511	Nil	Nil	1511	100%	1631	Nil	Nil	1631	100%
Male	341	Nil	Nil	341	100%	364	Nil	Nil	364	100%
Female	1170	Nil	Nil	1170	100%	1267	Nil	Nil	1267	100%
Other than Permanent										
Male	———— Nil —————					———— Nil —————				
Female										

3. a. Details of remuneration/salary/wages, in the following format

(Rs.in Lakhs)

Particulars	Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of Respective category
Board of Directors (BoD)	4	3.13	5	1.00
Key Managerial Personnel	2	5.88	-	-
Employees and Workers other than BoD , KMP (in employment for full year)	482	2.06	1183	1.59

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Particulars	FY 2025-26	PY 2024-25
Gross wages paid to females as % of total wages	62.37	63.34

4. Do you have a focal point (Individual/Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Response: **Yes, the Plant head oversees all such issues**

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Response : **The grievances related to human rights issues are addressed through the “Whistle Blower Mechanism” / Maintenance of Complaints book at Plant level. Constant education is made through internal meetings**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

6. Number of Complaints on the following made by employees and workers:

Particulars	FY 2025-26			PY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	———— Nil ————			———— Nil ————		
Discrimination at workplace						
Child Labour						
Forced Labour /Involuntary Labour						
Wages						
Other human rights related issues						

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	PY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	Nil	Nil
Complaints on POSH as a % of female employees / workers	Not Applicable	Not Applicable
Complaints on POSH upheld	Not Applicable	Not Applicable

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

Response : **The complainant is fully protected from any harassment**

9. Do human rights requirements form part of your business agreements and contracts? - (Yes/No)

Response : **Generally, there are no specific agreements but adhered to by all entities**

10. Assessments for the year:

Particulars	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	- 100%- All the Plants are regularly inspected by the statutory authorities
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others—please specify	

11. Provide details of any corrective actions taken or under way to address significant risks/concerns arising from the assessments at Question 10 above.

Response : **There are no cases that are covered under Question10 (above) and Question of corrective action does not arise.**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 6 : Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2025-26	PY 2024-25
From renewable sources		
Total electricity consumption (A)	226908226800 Kj	182767911264 Kj
Total fuel consumption (B)	Nil	Nil
Energy consumption through other sources (C)	Nil	Nil
Total energy consumed from renewable sources (A+B+C)	226908226800 Kj	182767911264 Kj
From non-renewable sources		
Total electricity consumption (D)	31716824400 Kj	72368947296 Kj
Total fuel consumption (E)	15698900 Kj	47671050 Kj
Energy consumption through other sources (F)	Nil	Nil
Total energy consumed from non-renewable sources (D+E+F)	31732523300 Kj	72416618346 Kj
Total energy consumed (A+B+C+D+E+F)	258640750100 K j	255184529610 Kj
Energy intensity per rupee of turnover (Total energy consumed / Revenue fro operations)	34.57Kj/ Rupee	37.30 Kj/ Rupee
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	-	-
(Total energy consumed / Revenue from operations adjusted for PPP)	-	-
Energy intensity in terms of physical Output	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-

Note : Indicate if any independent assessment / evaluation/assurance has been carried out by an external agency?(Y/N)
If yes, name of the external agency. – **No**

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide there medialaction taken, if any.

Response :- **Yes, The Company falls under PAT8 scheme and the target year is 2025-2026**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	PY 2024-25
(i) Surface water	Nil	Nil
(ii) Ground water	Nil	54720 KI
(iii) Third party water (Sourced from TWAD Board)	44850.00 KI	58303.66 KI
(iv) Seawater / desalinated water	Nil	Nil
(v) Others	Nil	Nil
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	44850.00 KI	113023.66 KI
Total volume of water consumption (in kilolitres)	44850.00 KI	113023.66 KI
Water intensity per rupee of turnover (Water consumed / turnover)	0.060 Liters per Rupee	0.0161 Liters per Rupee
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)-	-	-
Water intensity in terms of physical output-		
Water intensity (optional) – the relevant metric may be selected by the entity	-	-

Note: There is no requirement of water for manufacturing purposes. The water consumption is meant for human consumption.

4. Provide the following details related to water discharged:

Parameter	FY 2025-26	PY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
((i) To Surface water	- NA-	- NA-
(ii) To Groundwater		
(iii) To Seawater		
(iv) Sent to third-parties		
(v) Others		
Total water discharged (in kilolitres)		

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Response: **There is no requirement of water for manufacture of cotton yarn. Sewage water recycled in STP (Sewage Treatment Plant) installed within Plant premises used for gardening.**

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Whether air emissions (other than GHG emissions) by the entity is applicable to the company : Response : No

Parameter	Please specify unit	FY 2025-26	PY 2024-25
NOx	--	Nil	Nil
SOx	--	Nil	Nil
Particulate matter (PM)	--	Nil	Nil
Persistent organic pollutants (POP)	--	Nil	Nil
Volatile organic compounds (VOC)	--	Nil	Nil
Hazardous air pollutants (HAP)	--	Nil	Nil
Others – please specify	–	Nil	Nil

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. No

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Whether greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity is applicable to the company? Response : No, Cotton yarn manufacturing does not involve emissions and hence calculation of scope 1 & scope 2 emissions does not arise.

Parameter	unit	FY 2025-26	PY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	Nil	Nil
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	Nil	Nil
Total Scope 1 and Scope 2 emissions per rupee of turnover	--	Nil	Nil
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	--	Nil	Nil

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Response : Yes, The company has installed windmills 27.4 MW and Roof top solar power plant with a capacity of 8.33 MW at its Manufacturing Plants located at Dindigul in the State of Tamil Nadu for reduction of CO₂ and to that extent contributes reduction of Global Warming and climate change. The entire power generated is for captive consumption.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	PY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	Nil	Nil
E-waste (B)	Nil	Nil
Bio-medical waste (C)	Nil	Nil
Construction and demolition waste (D)	Nil	Nil
Battery waste (E)	Nil	Nil
Radioactive waste (F)	Nil	Nil
Other Hazardous waste. Please specify, if any. (G)	Nil	Nil
Other Non-hazardous waste generated (H). please specify, if any. (Hard waste of Cotton) (Break-up by composition i.e. by materials relevant to the sector)	Nil	Nil
Total (A+B + C + D + E + F + G+ H)	Nil	6567.265

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled	Nil	Nil
(ii) Re-used	Nil	Nil
(iii) Other recovery operations	Nil	Nil
Total	Nil	Nil
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	Nil	Nil
(ii) Land filling	270.545	237.032
(iii) Other disposal operations	6325.188	6330.233
Total	6595.733	6567.265

Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency. **No**

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes

Response: **There are no hazardous and toxic chemical usage in our product and process.**

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

Response: **Not applicable, there are no operations/offices in/around ecologically sensitive areas.**

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Response : **Manufacturing of Cotton yarn would not cause environmental impacts and as such assessment of such impacts would not arise.**

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Response : **Yes - the Company is compliant with all applicable laws and regulations**

S.No.	Specify the law / regulation/ guidelines which was not complied with	Provide details of the non- compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
- Not Applicable -				

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 7 : Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a & b. List and Reach of affiliations with trade and industry chambers/ associations.

Response : **The Company is a member of**

- i. **Indian Chamber of Commerce and Industry, Coimbatore - State**
- ii. **The Cotton Textiles Export Promotion Council, Mumbai - National and**
- iii. **Tamil Nadu Spinning Mills Association, Dindigul - State**

2. Provide details of corrective action taken or underway on any issues related to anti- competitive conduct by the entity, based on adverse orders from regulatory authorities.

Response : **The Company has not engaged in any anti-competitive conducts**

Name of Authority	Brief of the case	Corrective action taken
———— Nil ————		

Principle 8 : Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year. –

Response : **Not Applicable**

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement(R&R) is being undertaken by your entity, in the following format –

Response : **Not Applicable**

3. Describe the mechanisms to receive and redress grievances of the community –

Response : **The Whistle Blower Policy formulated and made available would enable all stakeholders to raise their concerns. Besides the mechanism established at plant premises provides for proper recording of the grievances and redressal**

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Response : **The main input raw material for manufacture of cotton yarn is Raw Cotton. The Plants are located in the State of Tamil Nadu. Tamil Nadu is not a cotton producing State in adequate quantity or the cotton available is not suitable for manufacture of quality parameters of customers meant for exports . Raw cotton is sourced from Gujarat or Imported depending upon orders/production specifications. The other material requirements are sourced locally.**

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2025-26	PY 2024-25
Rural	99.36%	99.32%
Semi-urban	Nil	Nil
Urban	0.64%	0.68%
Metropolitan	Nil	Nil

(Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

AMBIKA COTTON MILLS LIMITED

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (Contd...)

Principle 9 : Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback. – Customers complaints, if any, are attended to and are resolved.

Response : **Customers complaints, if any, are attended to and are resolved.**

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about environmental and social parameters relevant to the product, safe and responsible usage and Recycling and / or safe disposal

Response : **The Company is engaged in manufacturing cotton yarn and knitted fabric made out of Raw Cotton, an agricultural produce and prima facie would not involve environmental and social parameters involving safe and responsible usage and Recycling and/ or safe disposal.**

3. Number of consumer complaints in respect of the following:

Particulars	FY 2025-26			PY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	Nil	NA	NA	Nil	NA	NA
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other						

4. Details of instances of product recalls on account of safety issues:

Particulars	Number	Reasons for recall
Voluntary recalls	———— Nil ————	
Forced recalls		

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Response : **Though, there is no specific policy formulated in this respect, there are multiple security Standard Operating Procedures are put in place ensuring no unauthorised access to data and providing cyber security.**

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products/services.

Response: **Nil. None of the aforesaid matters arise or exists There are no such corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/ action taken by regulatory authorities on safety of products/services**

7. Provide the following information relating to data breaches:

- a. Number of instances of data breaches - Nil
- b. Percentage of data breaches involving personally identifiable information of customers – Nil
- c. Impact, if any, of the data breaches - Nil

Place : Coimbatore
Date : 08.08.2026

By order of the Board
P.V.Chandran
Chairman and Managing Director
DIN : 00628479

ANNEXURE - V

FORM NO. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year Ended 31st March, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,

The Members,

M/s. Ambika Cotton Mills Limited,

CIN: L17115TZ1988PLC002269,

15/9 A, Valluvar Street,

Sivanandha Colony,

Coimbatore - 641 012.

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by M/s. Ambika Cotton Mills Limited (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

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

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

- (i) The Companies Act, 2013 ("the Act") and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- (v) The following Regulations prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - a. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
 - b. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.
 - d. 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; and
 - e. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018.

AMBIKA COTTON MILLS LIMITED

SECRETARIAL AUDIT REPORT (Contd...)

(vi) The Management has identified and confirmed the following laws as specifically applicable to the Company: -

1. National Textile Policy, 2000
2. The Textiles Committee Act, 1963
3. Cotton Control Order, 1986
4. Cotton Control (Amendment) Orders, 1987
5. Cotton Control (Amendment) Orders, 1994
6. Indian Standard Specification for Cotton Bales
7. Textiles (Development and Regulation) Order, 2001
8. Essential Commodities Act 1955, with reference to "Hank Yarn Packing Notification 2003" (No.2/TDRO/8/2003 dated 17th April, 2003); and
9. The Electricity Act, 2003

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

- (i) Secretarial Standards with respect to the Board Meetings (SS-1) and General Meetings (SS-2) 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 year under review, the Company has complied with the provisions of the Act, Rules, Regulations, Standards, etc., mentioned above.

I further report that, during the year under review, there were no actions/events in pursuance of the following Rules/Regulations requiring compliance thereof by the Company:

- a. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- b. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- c. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;
- d. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- e. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; and
- f. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021.

I further report that having regard to the compliance system prevailing in the Company and on the review of quarterly compliance reports taken on record by the Board of Directors and on examination of the relevant documents and records in pursuance thereof, on test-check basis, the Company has complied with the labour and environmental laws as applicable.

I further report that 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 has been subject to review by the statutory financial auditor and other designated professionals.

I further report that the Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors, Independent-Directors and a Woman Director.

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

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.

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

AMBIKA COTTON MILLS LIMITED

SECRETARIAL AUDIT REPORT (Contd...)

Other than the above, there were no instances of

- Public/Rights/Preferential issue of shares/debentures/sweat equity.
- Redemption/Buy-back of securities.
- Major decisions taken by the members pursuant to Section 180 of the Companies Act, 2013.
- Merger/ Amalgamation/reconstruction etc.
- Foreign technical collaborations.

	Sd/-
Name of the Practising Company Secretary	: Sundararajan Baalaji
Place: Coimbatore	FCS No. : 5966
Date: 03.07.2026	CP No. : 3514
	Peer Review Certificate No. : 6871/2025
	UDIN : F005966H000735926

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.

AMBIKA COTTON MILLS LIMITED

SECRETARIAL AUDIT REPORT

ANNEXURE-A

SECRETARIAL AUDIT REPORT OF EVEN DATE

The Members,
M/s. Ambika Cotton Mills Limited,
CIN: L17115TZ1988PLC002269,
15/9 A, Valluvar Street,
Sivanandha Colony,
Coimbatore - 641 012.

My Secretarial Audit Report of even date is to be read along with this letter

1. Maintenance of Secretarial Records is the responsibility of the Management of the Company. My responsibility is to make a report based on the Secretarial Records produced for my audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices I followed provide a reasonable basis for my report.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, I have obtained the Management's representations about the compliance of laws, rules and regulations and happenings of events etc.
5. The Compliance of the provisions of corporate and other applicable laws, rules, regulations and standards is the responsibility of the management. My examination was limited to the verification of procedures on random test basis.
6. The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Sd/-

Name of the Practising Company Secretary : Sundararajan Baalaji

FCS No. : 5966

CP No. : 3514

Peer Review Certificate No. : 6871/2025

UDIN : F005966H000735926

Place: Coimbatore

Date: 03.07.2026

AMBIKA COTTON MILLS LIMITED

ADDITIONAL DISCLOSURES PURSUANT TO REGULATIONS

ADDITIONAL DISCLOSURES PURSUANT TO REGULATIONS (34)(3) AND 53(f) OF SEBI (LISTING OBLIGATION AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015)

A.RELATED PARTY TRANSACTIONS

Key Management Personnel	Sri P.V.Chandran
Relatives of Key Management Personnel	Mrs.Vidya Jyothish Pillai, Non - Executive Director (Daughter of Sri.P.V.Chandran) Mrs. Bhavya Chandran, Non - Executive Director (Daughter of Sri.P.V.Chandran)

(Rs in Lakhs)

Nature of Transactions	Salary	Director Sitting Fees	Total	Balance Payable as at 31.03.2026
Short term Employee benefits to Sri.P.V.Chandran	24.00	1.00	25.00	2.00
Mrs.Vidya Jyothish Pillai	-	2.25	2.25	-
Mrs. Bhavya Chandran	-	1.00	1.00	-

Notes :

1. Remuneration to Sri.P.V.Chandran was approved by the shareholders at the 34th Annual General Meeting held on 29.09.2022 Pursuant to Section 197 of the Companies Act ,2013
2. The Sitting fees to Directors are approved by the Board of Directors at their Meeting held on 27.05.2017
3. The Audit Committee has approved the aforesaid Remuneration and Sitting Fees in terms of Regulation 23 (2) (e) of SEBI (LODR) Regulations, 2015.

B. MANAGEMENT DISCUSSION AND ANALYSIS

1. Industry Structure & Developments

India's textiles is made up of Diverse nature coupled with rich cultural heritage. India's textiles sector is one of the oldest industries in Indian economy and one of the largest contributors to India's exports. The textile industry has two broad segments. First, the unorganised sector consists of handloom, handicrafts and sericulture, which are operated on a small scale and through traditional tools and methods. The second is the organised sector consisting of spinning, apparel and garments segment which apply modern machinery and techniques such as economies of scale. The Indian textiles industry is extremely varied, with the hand-spun and hand woven textiles sectors at one end of the spectrum, while the capital intensive sophisticated mills sector at the other end of the spectrum.

The de centralised power looms/ hosiery and knitting sector form the largest component of the textiles sector. The close linkage of the textile industry to agriculture (for raw materials such as cotton) and the ancient culture and traditions of the country in terms of textiles make the Indian textiles sector unique in comparison to the industries of other countries. The Indian textile industry has the capacity to produce a wide variety of products suitable to different market segments, both within India and across the world. The textiles industry is also labour intensive and employs large number of persons.

The fundamental strength of the textile industry in India is its strong production base of wide range of fibre/ yarns from natural fibres like cotton, jute, silk and wool to synthetic / man-made fibres like polyester, viscose, nylon and acrylic.

Our country's connection with the textile sector dates back centuries. Every State in India has some unique textiles to offer. For instance, if the hand-painted cotton textile, Kalamkari is native to Andhra Pradesh, Ilkalsarees are Karnataka's indigenous textile. While Odisha is home to Sambalpuri fabric, Phulkari's are the pride of Punjab's culture. The vibrant, world-renowned Indian textiles have captivated several fabric connoisseurs and are highly valued globally. In human history, the importance of textiles cannot be sidelined, as they have changed social scenarios.

Evidence that inhabitants in the Harappan civilization were deft at spinning and weaving has been uncovered. William Lee created the stocking frame, the first hand-operated weft knitting machine, The textile evolution took a stride forward during the mediaeval age with William Lee's creation, the stocking frame. It was the first hand-operated weft knitting machine.

It was in the early nineteenth century that the textile industry started to gain momentum. This era saw the establishment of the first textile mill at fort Gloster, Kolkata in 1818 and in 1854 a cotton textile mill in Bombay. In 1861, the textile industry expanded its horizons to include Ahmedabad. In the second half of the nineteenth century, the cotton textile industry saw rapid progress.

The real technology-enabled revolution started to unfold in the industrial age. One such machine that was a game changer in the textile industry was the water frame, invented by the doyen of the textile segment, Sir Richard Arkwright. This invention facilitated faster spinning of cotton yarn. In addition to cotton, Indian silks were exported along the Silk Road in China and later on to western nations, making them another significant export of the ancient Indian textile industry. The British Empire colonised India for various reasons, but one of the main ones was the country's cheap, high-quality cotton.

The Indian textile industry has been ever-growing and is immensely influenced by tradition and aesthetics. A great stimulus for the Indian textile and cotton industries stemmed from the two world wars and the Swadeshi movement in India. Indian handlooms, spinning, and weaving techniques have been celebrated for centuries. Also, it has gradually and steadily created a niche for itself in home textile products in domestic and international markets.

During the Swaraj movement, Mahatma Gandhi encouraged people to use a spinning wheel, to make their own cloth. Khadi became a symbol of independence and self-sufficiency. As the Swaraj movement gained traction, the British Empire lost its hold on the textile industry. This remarkable event changed the entire course of our Indian textiles, leading to a complete reorganisation of the industry.

2. Market Size

The Indian textile industry is set for strong growth, buoyed by both strong domestic consumption as well as export demand. The sector is expected to outperform. Urbanization is expected to support higher growth due to change in fashion and trends. This is amplified by opening of exclusive stores by the leading brands across the country. India is among the top apparel and textile exporting countries in the world.

For textile industry, the proposed hike in FDI limit in multi-brand retail will bring in more players, thereby providing more options to consumers. It will also bring in greater investments along the entire value chain – from agricultural production to final manufacture of goods. With global retail brands assured of a domestic foothold, outsourcing will also rise significantly.

The global textiles and apparel industry is undergoing a major reconfiguration, driven by supply-chain diversification, sustainability mandates, evolving sourcing strategies, and geo-economic pressures. The global outlook, which was affected on account of tariff actions, elevated logistics costs, and geopolitical tensions has considerably improved trade flows and business confidence. Growth is expected to remain better, particularly in advanced economies consequent consumer demand.

3. Opportunities & Threats

Cotton yarn accounts for the largest share in total yarn production; India's growing population has been a key driver of textile consumption growth in the country. It has been complemented by a young population which is growing and at the same time is exposed to changing tastes and fashion. Rising income has been a key determinant of domestic demand for the sector; with income rising in the rural economy as well, the upward push on demand from the income side is set to continue.

Complementing this factor is rising female workforce participation in the Country. With consumerism and disposable income on the rise, the retail sector is set to experience a rapid growth. The organized apparel segment is expected to grow at a compound annual growth rate of more than 13% over a ten year period.

According to the new draft of the National Textile Policy, the Government is planning to attract foreign investments thereby creating substantial employment opportunities.

Tech-enabled solutions will empower us to become the world's new textile and apparel production hub. Solutions that are scalable and also ecologically viable are imperative for the Indian textile industry. Changes in supply chain management, innovative fibres, smart farming to amplify natural fibre farming, and recycled yarn productions are some of the aspects that will help build core competencies of the textile industry. The Government of India is in the process of finalizing Free Trade Agreements (FTAs) which would help overall growth of the industry in the long-term.

India's textiles and clothing sector demonstrated resilience during FY 2025-26, with exports rising from 3.10 lakh crore in FY 2024-25 to ₹3:16 lakh crore, registering growth of 2.1%. The sector continued to contribute around 7% to India's total merchandise exports.

Global sourcing trends are increasingly shifting in India's favour. Export growth has also become more diversified geographically. The current trends reflect broad-based geographical diversification and growing acceptance for Indian textiles in global markets.

As the global textiles and apparel Industry undergoes structural transformation, India stands at a pivotal juncture. With strong raw material resources, a large manufacturing base, skilled manpower, and sustained policy support, is well-positioned to emerge as a leading global textile hub.

With coordinated reforms, technology-led modernisation, and stronger industry-government collaboration, India the opportunity to become a trusted, sustainable, globally competitive textile powerhouse in the decade ahead.

4. Product wise Performance

Product wise performance in terms of Production and Sales quantities are given below.

Particulars	FY 2025-26 Qty (In Lakh Kgs)		FY 2024-25 Qty (In Lakh Kgs)	
	Production	Sales	Production	Sales
Cotton Yarn	148.96	105.46	151.74	89.42
Cotton Yarn for captive consumption(for knitting)	59.27	-	46.10	-
Cotton Fabrics (Knitted)	70.01	69.54	59.37	59.46
Waste Cotton	51.86	56.66	63.89	60.66
Wind & Solar units for captive consumption	630.30 Lakh units		507.69 Lakh units	

5. Outlook.

The Company, on account of manufacturing specialty cotton yarn, continues to have good demand and has created specific markets for its products. Further the Company's wider range of products in its knitting segment has established the newer markets in knitting segment. This ensures more sustained profitable operations. The company continues to strengthen its production base by modernization and adding balancing equipments and improvising production process. The Company installed 27.4 MW wind power capacity and Roof Top Solar capacity 8.33 MW, for captive consumption. In aggregate 82% of power requirement of spinning and knitting segment is met through renewable energy. The installed EHT line (110 KVA Sub-Station) ensures smooth flow of quality power. New Stenter plant is established for knitting division to heat process the fabrics. These measures will strengthen and support the operations of the company.

AMBIKA COTTON MILLS LIMITED

ADDITIONAL DISCLOSURES PURSUANT TO REGULATIONS (Contd...)

6. Risks and Concerns

- (i) Positive economic environment
- (ii) Government policies.
- (iii) Evacuation of 100% Wind energy generated to State Grid and favorable wind season.
- (iv) Stability in Raw cotton prices
- (v) Logistics of transport of imported raw materials
- (vi) Increase in Cost of Interest in the recent periods.
- (vii) Demand Slowdown consequent to geopolitical risks

7. Internal control systems and their adequacy

The Company has put in place effective control systems in respect of all its operations and such systems are continuously reviewed and upgraded.

8. Discussion on Financial Performance with Respect to Operational Performance

The key financial data are furnished below for the current year as compared to the previous year

S. No	Particulars	Current Year 2026	Previous Year 2025
1	Increase in Net Sales (Rs. in Lakh)	6419	-11746
2	Increase in Net Sales (%)	9.38	-14.65
3	Increase in Exports (Rs. in Lakh)	5005	-9785
4	Increase in Exports (%)	10.10	-16.49
5	Operating Profit Margin before Tax(%)	17.30	18.98
6	Operating Profit Margin after Tax (%)	14.01	15.26
7	Cash Profit Margin before Tax (%)	15.60	16.61
8	Cash Profit Margin after Tax (%)	12.31	12.89
9	Net Profit Margin before Tax (%)	12.86	13.33
10	Net Profit Margin after Tax (%)	9.56	9.61

* Profit Margin calculations are on the basis of Net Sales

9. Material developments in Human resources / Industrial relations

The Company places its utmost value on the human resource and contribution from the employees is always fine-tuned towards to achieve the overall organization performance by constant education, training and various incentive schemes, which are in vogue. The company has cordial industrial relationship and have in total 1665 employees (worked for 12 months) consisting of staff and workmen in its roll. The Company ensures high safety and environmental standards in all its operations at all the units. Safety needs are continuously monitored and preventive actions are initiated through departmental safety committees consisting of plant staff and workmen.

10. Cautionary Statement

Certain Statements in this report on Management Discussion may be forward looking statements and which have been issued as required by applicable Securities Laws and Regulations. There are several factors which would be beyond the control of Management and as such, may affect the actual results which could be different from that envisaged.

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT

1. Brief statement on Company's philosophy on Code of Governance:

The Corporate Governance Policy of the Company is to ensure transparency, accountability and integrity in all its operations and in respect of all matters concerned with shareholders, employees, the Government and the financial institutions / banks and a consistent effort to broad base and improve upon these aspects on continuous basis.

2. Board of Directors

(A) Composition and Category of Directors

i) Number of other Directorships and Committee memberships

Name of the Director	Promoter /Executive/ Non Executive / Independent	No. of other Directorship held in Listed Companies	Membership held in Committee of Directors	Chairmanship held in Committee of Directors
Sri. P.V. Chandran	Chairman and Managing Director (Promoter & Executive)	Nil	Nil	Nil
Dr. K. Venkatachalam	Director (Non-Independent -Non Executive)	Nil	Nil	Nil
Mrs. Bhavya Chandran	Director (Promoter Group- Non Executive)	Nil	Nil	Nil
Mrs. Vidya Jyothish Pillai	Director (Promoter Group -Non Executive)	Nil	Nil	Nil
Sri E.M. Nagasivam	Director (Independent -Non Executive)	Nil	Nil	Nil
Mrs. Vijayalakshmi Narendra	Director (Independent -Non Executive)	1	3	Nil
Dr.T. Bina	Director (Independent -Non Executive)	Nil	Nil	Nil
Mrs. Seethalakshmi T.R	Director (Independent -Non Executive)	Nil	Nil	Nil
Sri. N.Subramaniam (w.e.f. 11.02.2025 to 18.06.2025)	Director (Independent - Non Executive)	Nil	Nil	Nil

This does not include Directorship / Membership / Chairmanship of Committee of Directors of Ambika Cotton Mills Limited.

ii) The names of the listed entities. Including debt listed entities other than Ambika Cotton Mills Limited in which Director of the Company hold Directorship and category thereof, as at 31st March 2026, are furnished below:

Name of the Director	Name of the Listed entity in which the Directorship is held	Category of Directorship
Mrs. Vijayalakshmi Narendra	Magna Electro Castings Limited	Independent Non-Executive

(B) Number and date of Meetings of Board of Directors:

Number of Board Meetings held during the year 2025-2026 : 4			
S.No.	Date of Board Meeting	S.No.	Date of Board Meeting
1	27.05.2025	2	08.08.2025
3	08.11.2025	4	10.02.2026

AMBIKA COTTON MILLS LIMITED**CORPORATE GOVERNANCE REPORT (Contd...)****(C) Attendance Record of Directors:**

S.No	Name of the Director	Number of Meetings held	Number of Meetings attended	Whether attended last AGM held on 27 th September, 2025
1	Sri. P.V. Chandran	4	4	Yes
2	Dr.K.Venkatachalam	4	4	Yes
3	Mrs. Bhavya Chandran	4	4	Yes
4	Mrs.Vidya Jyothish Pillai	4	4	Yes
5	Sri. E.M. Nagasivam	4	4	Yes
6	Mrs. Vijayalakshmi Narendra	4	4	Yes
7	Dr.T. Bina	4	4	No
8	Mrs. Seethalakshmi T.R	4	4	No
9	Sri. N. Subramaniam (w.e.f. 11.02.2025 to 18.06.2025)	4	1	NA

(D) Disclosure of Directors inter- se Relationships

The Directors Mrs. Bhavya Chandran and Mrs. Vidya Jyothish Pillai are daughters of Sri. P.V.Chandran Chairman and Managing Director of the Company.

(E) Shares of the company held by Non-Executive Directors:

Name of the Non-Executive Directors	Number of Equity Shares held as on 31 st March 2026
Dr.K. Venkatachalam	100
Mrs. Bhavya Chandran	Nil
Mrs.Vidya Jyothish Pillai	Nil

(F) Web-link of Familiarization Programmes imparted to independent Directors.

<https://www.acmills.in/2015/03/familiarization-program/>

(G) Core skills, expertise and competencies identified in the context of the Business of the company to function effectively

The core skills required in the context of the business of the company are varied in nature, as envisaged by the company, are as under

Core Skills	
Business Competency	Product innovation, Constant and continued upgradation and absorption of new technologies, Penetration of new markets, offering new products, Business practices ensuring long term relationships with suppliers and customers and Generating confidence goodwill and dependability amongst all stakeholders.
Financial leverages	Acceptable Financial leverages and maintenance of sufficient liquidity.
Government laws and regulations	Compliance with Government laws and regulations.
Plant practices and Human Resources	Plant protection & safety measures, Development of Human Resources skills in production process, Quality work practices and Safety Measures and Identifying cost reduction measures such as generation of renewable power for captive consumption.

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

(H) Chart/Matrix Setting Out the Skills / Expertise / Competence of The Board of Directors:

In the table below, the specific areas of focus or expertise of individual Board Members have been Highlighted.

Name of the Directors	Business Competency	Financial leverages	Government laws and regulations	Plant practices and Human Resources
Sri. P.V. Chandran	Yes	Yes	Yes	Yes
Dr.K.Venkatachalam	Yes	Yes	Yes	Yes
Mrs. Bhavya Chandran	Yes	Yes	Yes	Yes
Mrs.Vidya Jyothish Pillai	Yes	Yes	Yes	Yes
Sri. E.M. Nagasivam,	Yes	Yes	Yes	Yes
Mrs. Vijayalakshmi Narendra	Yes	Yes	Yes	Yes
Dr.T. Bina	Yes	Yes	Yes	Yes
Mrs. Seethalakshmi T.R	Yes	Yes	Yes	Yes
Sri. N.Subramaniam (w.e.f. 11.02.2025 to 18.06.2025)	Yes	Yes	Yes	Yes

In the opinion of the Board, that it consists of Directors who have skill, knowledge and expertise in respect of the aforesaid skill sets required by the company in the context of its business and sector for it to function effectively.

- (I) The Board of Directors are of the opinion that the independent directors fulfill the conditions specified in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013 and are independent of the management.
- (J) Resignation of Independent Director: Mr. N. Subramaniam (DIN:00657972) resigned from the Board w.e.f. closure of business hours of 18.06.2025 due to personal reasons and he further confirmed that there are no other material reasons other than those provided

3. Audit Committee:

a. Brief description of terms of reference:

The role and terms of reference of the Audit Committee cover the matters specified for Audit Committees under Regulation 18 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as well as in Section 177 of the Companies Act, 2013.

b. The Composition of the Audit Committee consists of Directors, Mrs. Vijayalakshmi Narendra, Sri.E.M. Nagasivam, and Mrs. Vidya Jyothish Pillai

c. During the year, the Audit Committee held its meetings on 26.05.2025, 28.06.2025, 07.08.2025, 07.11.2025 and 09.02.2026

Name of the Directors	Category	No. of Meetings attended during the year 2025-26
Mrs. Vijayalakshmi Narendra	Independent Director - Chairperson	5
Mrs. Vidya Jyothish Pillai	Non-Executive Director-Promoter Group - Member	5
Sri. E.M. Nagasivam	Independent Director - Member	5

4. Nomination & Remuneration Committee

a. Brief description of terms of reference:

- Formulation of the criteria for determining qualifications, positive attributes and independence of a director and to recommend to the Board a policy, relating to the remuneration of the directors, key managerial personnel and other employees,
 - Formulation of criteria for evaluation of Independent Directors and the Board;
 - Devising a policy on Board diversity;
 - 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 their appointment and removal.
- b. The Committee, consist of Directors, Chaired by Sri. E.M. Nagasivam, Mrs. Bhavya Chandran and Mrs.Vijayalakshmi Narendra.
- c. During the year, the Nomination & Remuneration Committee held its meetings on 26.05.2025 and 07.11.2025

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

d. Members' attendances at the meetings were as follows

Name of the Directors	Category	No. of Meetings attended during the year 2025-26
Sri. E.M. Nagasivam	Independent Director - Chairperson	1
Mrs. Bhavya Chandran	Non-Executive Director-Promoter Group - Member	2
Mrs. Vijayalakshmi Narendra	Independent Director - Member	2

e. Performance Evaluation Criteria for Independent Directors:

The main attribute to be focused on is positive value creation and contribution in respect of ongoing activities of the Company and its value enhancement with adequate qualifications and independence.

5. Stakeholders Relationship Committee

- i. a. Dr.K. Venkatachalam heads the Committee and other members are Sri. E.M. Nagasivam , Mrs. Vidya Jyothish Pillai and Mrs. Bhavya Chandran.
b. Name and Designation of the Compliance Officer : Sri. Radheyshyam Padia, Company Secretary and Compliance Officer
c. Number of shareholders' Complaints received during the financial year: Nil
d. Number of Complaints not solved to the satisfaction of shareholders: NA
e. Number of pending complaints: NA
- ii. The Committee held its meetings 26.05.2025, 07.08.2025, and 09.02.2026 attendance of the members were as follows:

Name of the Directors	Category	No. of Meetings attended during the year 2025-26
Dr. K. Venkatachalam	Non-Executive Director - Chairperson	3
Mrs. Vidya Jyothish Pillai	Non-Executive Director - Promoter Group - Member	3
Mrs. Bhavya Chandran	Non-Executive Director - Promoter Group - Member	3
Sri. E.M. Nagasivam	Independent Director - Member	1

5A. Risk Management Committee

- a. Brief description of Terms of reference: Enterprise Risk Management is a continuous process of ensuring solvent and sustainable viable business operations and to manage the affairs of the company in accordance with the same
- b. The Committee consists of Directors Sri. P.V. Chandran, Dr. K. Venkatachalam, Mrs. Vidya Jyothish Pillai and Sri. E.M. Nagasivam.
- c. The Committee held its meetings on 26.05.2025, 07.08.2025, 07.11.2025 and 09.02.2026 and attendance of the members were as follows:

Name of the Directors	Category	No. of Meetings attended during the year 2025-26
Sri. P.V. Chandran	Executive - Promoter - Chairperson	4
Dr. K. Venkatachalam	Non-Executive Director - Member	4
Mrs. Vidya Jyothish Pillai	Non-Executive Director-Promoter Group - Member	4
Sri. E.M. Nagasivam	Independent Director - Member	1

5B. Senior Management

The Senior Management consist of the following persons.

- i. G. Veerakumar General Manager (Admin)
- ii. K. Ravichandran, General Manager (Technical)
- iii. G. Nagaraj, Electrical Engineer

There is no change in the senior management

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

6. Remuneration of Directors

The criteria of making payments to Non-Executive Directors are as per the Nomination and Remuneration Policy of the Company and the same is available at the company web link :<https://www.acmills.in/2025/04/nomination-and-remuneration-policy/>

(a) Non executive Directors

S.No.	Name of the Directors	Sitting Fees (Rs.)	Professional Charges (Rs.)	Total (Rs.)
1	Mrs. Vidya Jyothish Pillai	2,25,000	-	2,25,000
2	Mrs. Bhavya Chandran	1,00,000	-	1,00,000
3	Dr. K. Venkatachalam	1,00,000	3,00,000	4,00,000

(b) Independent Directors

S.No.	Name of the Directors	Sitting Fees (Rs.)	Professional Charges (Rs.)	Total (Rs.)
1	Sri. E.M Nagasivam	2,25,000	-	2,25,000
2	Mrs. Vijayalakshmi Narendra	2,25,000	-	2,25,000
3	Mr. N. Subramaniam (w.e.f. 11.02.2025 to 18.06.2025)	25,000	25,000	50,000
4	Dr.T. Bina	1,00,000	-	1,00,000
5	Mrs. Seethalakshmi T.R	1,00,000	-	1,00,000

(c) Chairman and Managing Director

Name of the Director	Salary (Rs)	Commission (Rs)	Sitting Fees (Rs.)	Total (Rs.)
Sri. P.V. Chandran	24,00,000	0.00	1,00,000	25,00,000

There are no other remuneration to the directors and hence other disclosures as required under Regulation 6 (c) of Corporate Governance under Schedule V does not arise.

7. General Body Meetings:

(a) Location, date and time of the General Meetings held during the last three years

Year	Location	Date	Time
2023	Through Video Conferencing : (Deemed Venue: Registered Office of the Company)	29.09.2023	12 Noon
2024	Through Video Conferencing : (Deemed Venue: Registered Office of the Company)	27.09.2024	12 Noon
2025	Through Video Conferencing : (Deemed Venue: Registered Office of the Company)	27.09.2025	12 Noon

(b) Special resolutions passed in previous three Annual General Meeting

Year	Special Resolution for
2023	Nil
2024	To appoint Dr. K. Venkatachalam (DIN: 01062171) as Non - Executive Director liable to retire by rotation.
2025	1. Approval for Continued Holding of Office by Dr. K. Venkatachalam (DIN: 01062171) as Non- Executive Director upon attaining the age of 75 Years and thereafter in accordance with Regulation 17(1A) and the proviso there to of SEBI (LODR) Regulations, 2015
	2. Amendment of Article 69(a) of the Articles of Association of the Company
	3. Approval for Voluntary Delisting of Equity Shares from BSE Limited (BSE)

(c) Details of Special Resolution passed through Postal Ballot in FY 2025-26 and Details of Voting Pattern :

The details of Resolutions passed through Postal Ballot and the voting pattern for the said Resolution (s) are disclosed as under:

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

Date of Postal Ballot Notice: 11 th April 2025						
Cut-off date: 21 st April 2025	Voting period for Postal Ballot (E-Voting): From 24 th April 2025 to 23 rd May 2025					
Date of approval: 23 rd May 2025	Date of declaration of results: 24 th May 2025					
Special Resolution for	For			Against		
	No. of Members	No. of Votes	%	No. of Members	No. of Votes	%
Appointment of Dr. T. Bina (DIN: 11009643) as an Additional Director and as an Independent Women Director	66	29,55,976	99.99	4	134	0.01
Appointment of Mrs. Seethalakshmi T R (DIN:11011306) as an Additional Director and as an Independent Women Director	66	29,55,976	99.99	4	134	0.01

- (d) Person who conducted the Postal Ballot exercise: Mr. K. Murali Mohan, (Membership No. 14328), Chartered Accountant, Coimbatore.
- (e) Any Special Resolution is proposed to be conducted through postal ballot: There is no proposal to pass any Special Resolution through Postal Ballot, as on the date.
- (f) Procedure followed for postal ballot

In accordance with the MCA Circulars, the Postal Ballot Notice dated 11th April 2025, was sent only by electronic mode to those Members whose names appeared in the Register of Members / List of Beneficial

Owners as on 21st April 2025 ("Cut-Off Date") respectively as received from the Depositories and whose e-mail addresses were registered with the Company / Depositories.

Mr. K. Murali Mohan, (Membership No. 14328), Chartered Accountant, , Coimbatore as the Scrutinizer to scrutinize the postal ballot process in a fair and transparent manner. Pursuant to the provisions of Sections 108 & 110 of the Companies Act, 2013 read with Rule 22 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Resolutions as specified in the Notice of the Postal Ballot dated 11th April 2025 was transacted respectively through Postal Ballot only by way of remote e-Voting. The Company had engaged the services of the MUFG Intime India Private Limited for providing an e-voting facility to the Members. The Members were provided with the option of exercising their right to vote on the said resolution(s) through e-voting from 24th April 2025 to 23rd May 2025 in the Postal ballot exercise.

Upon completion of the voting period, the Scrutinizer completed the scrutiny of the votes cast and submitted his report to the Chairman and Managing Director. The results of the voting were declared on 5th April 2025 and 24th May 2025 respectively and displayed on the websites of the Stock Exchanges, the Company, and the MUFG Intime India Private Limited.

8. Means of Communication:

Publications of Financial Results : Submitted to the Stock Exchanges and are published in dailies Financial Express and Dinamani and further are made available in the company's website www.acmills.in

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

9. General Information to Shareholders:

a.	Annual General Meeting (AGM) Date and Time Venue	Tuesday 29 th September 2026 at 12.00 Noon through Video Conferencing (VC) / Other Audio-Visual Means (OAVM) The deemed venue for the AGM shall be the Registered Office of the Company
b.	Financial year	2025-26
c.	Dividend Payment Date	Within 30 days from the date of AGM
d.	The name and address of each stock exchange(s) at which the listed entity's securities are listed and a confirmation about payment of the annual listing fee to each of such stock exchange	a) The Equity Shares of the Company are listed on the following Stock Exchanges: i) BSE Limited, P.J. Towers, Dalal Street, Fort, Mumbai - 400 001. ii) National Stock Exchange of India Limited, Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051. b) Annual Listing fees has been duly paid to both the Stock Exchanges
e.	Stock Code	531978 (BSE), AMBIKCO (NSE) and ISIN Number: INE540G01014
f.	Date of Book Closure	23.09.2026 to 29.09.2026 (Both days inclusive)
g.	Suspension from trading	There was no suspension from trading in equity shares of the Company during the financial year 2025-26
h.	Registrar to the issue and share transfer agents	The Company has appointed MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited) as Registrar and Share Transfer Agent ("RTA"). The Shareholders / Investors / Depository Participants are requested to send all their documents and communications pertaining to both physical and demat shares to the RTA at the following address : MUFG Intime India Private Limited Surya 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore - 641 28. Tel: 0422- 2314792 Email id: investor.helpdesk@in.mpms.mufg.com
i.	Share Transfer System	The RTA process transmission and dematerialization of shares and approved by the Stakeholders Relationship Committee. In terms of amended Regulation 40 of the SEBI Listing Regulations effective from 1 st April 2019, transfer of securities in physical form shall not be processed unless the securities are held in the demat mode with a Depository Participant. Further, effective from 24 th January 2022, SEBI has made it mandatory for listed companies to issue securities in demat mode only while processing any investor service requests namely, issue of duplicate share certificates, exchange/sub-division/ splitting/ consolidation of securities, transmission/ transposition of securities. Vide its Circular dated 25 th January 2022, SEBI has clarified that listed entities/ RTAs shall now issue a Letter of Confirmation in lieu of the share certificate while processing any of the aforesaid investor service request

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

j. Pattern of Share Holding as on 31.03.2026				
S. No.	Category	No. of Shares	% of Shareholding	
1	Promoters	2882350	50.35	
2	Banks, Financial Institutions, Mutual Funds	62020	1.08	
3	Alternate investment funds	34233	0.60	
4	NBFCs Registered with RBI	1200	0.02	
5	Foreign Portfolio investments – Corporate	19099	0.33	
6	Corporate Bodies	197577	3.45	
7	Public			
	1. Individuals (holding nominal share capital upto Rs.2.00 Lakh)	2007884	35.07	
	2. Individuals (Holding nominal share capital in excess of Rs.2.00 Lakh)	231410	4.04	
8	Any other			
	a. Directors and their relatives	100	0.00	
	b. LLP	17127	0.30	
	c. Trusts	50	0.00	
	d. Nonresident Indians	134634	2.35	
	e. Clearing Members	3837	0.07	
	f. Hindu Undivided Families	80019	1.40	
	g. IEPF	13611	0.24	
	h. Key Managerial Personnel	39749	0.69	
	i. Escrow Account	100	0.00	
	Total	5725000	100.00	
k. Distribution of Share Holding as on 31.03.2026				
Range (No. of Shares)	No. of Shares	% to total number of shares	No. of Shareholders	% to total number of Shareholders
0001 - 0500	1176757	20.55	26057	97.3657
0501 - 1000	275951	4.82	374	1.3975
1001 - 2000	241124	4.21	169	0.6315
2001 - 3000	143249	2.50	56	0.2093
3001 - 4000	89210	1.56	25	0.0934
4001 - 5000	73877	1.29	16	0.0598
5001 - 10000	253351	4.43	35	0.1308
10001 and above	3471481	60.64	30	0.1121
Total	5725000	100.00	26762	100.0000
1) Dematerialization of Shares and Liquidity		99.56% of the Company’s paid-up Equity Share Capital has been dematerialized up to 31 st March, 2026. Trading in Equity shares of the Company is permitted only in dematerialized segment as per notification issued by the Securities & Exchange Board of India (SEBI). The Shares are actively traded in Bombay Stock Exchange Limited (BSE) & National Stock Exchange of India Limited (NSE)		

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

m	Outstanding GDRs/ ADRs / Warrants / Convertible Instruments	NIL
n	Commodity Price Risk/ Foreign exchange risk and hedging activities	Raw cotton, the main input raw material, is subject to commodity price risks, there are no commodity hedging activities. Foreign exchange risks are mitigated through forward exchange contracts besides natural hedge of exports against imports.
o	Plant Location	The Company has five Units and its locations are given below: Unit-I-Natham Main Road, Kanniyapuram, Dindigul-624 308 Unit - II - Kanniyapuram - Ellaipatty Road, Kanniyapuram, Dindigul - 624 308 Unit - III - Kanniyapuram - Ellaipatty Road, Kanniyapuram, Dindigul - 624 308 (Adjacent to Unit - II). Unit - IV - Kanniyapuram - Ellaipatty Road, Kanniyapuram, Dindigul - 624 308 (Adjacent to Unit - III) Unit - V - Kanniyapuram - Ellaipatty Road, Kanniyapuram, Dindigul - 624 308 (Adjacent to Unit - IV)
P	Address for Correspondence	
	For Transfer Shares	MUFG Intime India Private Limited., "Surya", 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore -641028
	Any other matter	Regd. Office: 15/9A, Valluvar Street, Sivanandha Colony, Coimbatore - 641 012
q	Credit Ratings	CRISIL Ratings Limited, a credit rating agency registered with the Securities and Exchange Board of India has reaffirmed the credit rating assigned to the long-term loan facilities as CRISIL A+/Stable and for the short-term loan facilities upgraded to CRISIL A1+ vide letter dated 29 th July, 2026

10. Other Disclosures

- There are no materially significant related party transactions that have potential conflict with the company.
- BSE and NSE has levied fine for non-compliance of Regulation 17(1)(b) and 17 (1A) of SEBI (LODR) Regulations 2015. The levy of fine was consequent to interpretation of the said regulations by the exchanges. The company has paid the fine and subsequent to rejection of the waiver application by NSE, the matter is contested in SAT and pending for disposal. Except this no penalties or strictures have been imposed on the Company by Stock Exchanges or SEBI or any statutory authority on any matter related to capital markets during the last three years.
- The Company has established a vigil mechanism / whistle blower policy for directors and employees and the same has been disclosed on the website of the Company and no personnel has been denied access to the Audit Committee.
- The Company has duly complied with mandatory and adopted non-mandatory requirements.
- There are no material subsidiary Companies and the disclosure of the same is made at the web - link: <https://www.acmills.in/investors/disclosure-under-sebi-lodr/reg46-sebilodr/>
- The policy on dealing with related party transactions is disclosed in web-link: <https://www.acmills.in/investors/policies/related-party-transactions/>
- Raw cotton, the main input raw material, is subject to commodity price risks but there are no commodity hedging activities.
- The Company has not raised any funds through preferential allotment or qualified institutional placement as specified under Regulation 32 (7A) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- Certificate from Company Secretary in Practice that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India / Ministry of Corporate Affairs or any such statutory authority has been obtained and is annexed to this report.
- During the year under review, the recommendations made by the different Committees have been accepted and there were no instances where the Board of Directors had not accepted any recommendation of the Committees

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

- k. The Company has paid a sum of Rs. 6,00,000/- as fees for audit to the Statutory auditor and there are no other entities in the network firm / network entity
- l. As per the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Company has constituted an Internal Complaints Committee.
 - a. Number of complaints filed during the financial year – Nil
 - b. Number of complaints disposed of during the financial year – Nil
 - c. Number of complaints pending as on end of the financial year – Nil
- m. There are no loans and advances in the nature of loans extended by the company to the directors and therefore furnishing of details of "Loans and advances in the nature of loans to firms/companies in which directors are interested", are not applicable.
- n. There are no subsidiaries and hence furnishing of details of material subsidiaries including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries does not arise.
- 11. All the requirements of corporate governance report of sub paragraphs (2) to (10) Para C of Schedule V of (Listing Obligations and Disclosure Requirements) Regulations, 2015 has been duly complied with.
- 12. The Company has adopted the following discretionary requirements as prescribed in Part E of Schedule -II of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
 - a. The auditors' report on statutory financial statements of the Company are unmodified
 - b. The internal auditor directly reports to the Audit Committee.
- 13. The Company is fully compliant with the Corporate Governance requirements as specified by Regulation 17 to 27 and clauses (b) to (i) of Sub-Regulation (2) of Regulation 46 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Place : Coimbatore

Date : 08.08.2026

By order of the Board
(P.V. CHANDRAN)
Chairman and Managing Director

D. DECLARATION REGARDING COMPLIANCE BY BOARD OF DIRECTORS AND SENIOR MANAGEMENT PERSONNEL AFFIRMING COMPLIANCE WITH COMPANY'S CODE OF CONDUCT.

This is to confirm that the Board and Senior Management Personnel of the Company have affirmed compliance with the Company's Code of Conduct in respect of the Financial Year Ended 31.03.2026.

Place : Coimbatore

Date : 08.08.2026

(P.V.CHANDRAN)
Chairman and Managing Director

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

E. AUDITOR'S CERTIFICATE ON COMPLIANCE OF CONDITIONS OF CORPORATE GOVERNANCE

To The members of Ambika Cotton Mills Limited

We have examined the compliance of conditions of Corporate Governance by Ambika Cotton Mills Limited ("the Company") for the year ended March 31, 2026, as per the relevant provisions of the Securities and Exchange Board of India (Listing Obligations & Disclosure Requirements) Regulations, 2015 ("Listing Regulations") as referred to in Regulation 15(2) of the Listing Regulations.

The compliance of conditions of Corporate Governance is the responsibility of the management. Our examination was limited to 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.

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

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 S. Krishnamoorthy & Co
Chartered Accountants
Regn No. 001496S

B. Krishnamoorthi
Partner, Auditors
Membership No. 020439
(UDIN: 26020439TQWQQX9303)

Place : Coimbatore
Date : 26.05.2026

H. ANNUAL CONFIRMATION PURSUANT TO REGULATION 17(8) OF SEBI (LISTING OBLIGATION AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The Board of Directors
Ambika Cotton Mills Limited
Coimbatore

As required by Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby certify that:

- a) We have reviewed the Financial Statements and the Cash Flow Statement of the Company for the year ended 31st March, 2026 and that to the best of our knowledge and belief:
 - i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - ii) these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws, and regulations.
- b) There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal, or violative of the Company's Code of Conduct.
- c) We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- d) We have indicated to the Auditors and the Audit Committee of:
 - i) significant changes if any, in internal control over financial reporting during the year;
 - ii) significant changes if any, in accounting policies during the year and that the same have been disclosed in the notes to the Financial Statements; and
 - iii) that there were no instances of fraud of which we have become aware and the involvement therein, if any, of the Management or an employee having a significant role in the Company's internal control system over Financial reporting.

P.V. Chandran
Chairman and Managing Director
(DIN : 00628479)

M. Vijayakumar
Chief Financial Officer

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED

CORPORATE GOVERNANCE REPORT (Contd...)

I. CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To

The Members of

M/s. AMBIKA COTTON MILLS LIMITED

CIN: L17115TZ1988PLC002269,

15/9-A Valluvar Street, Sivanandha Colony,

Coimbatore - 641 012.

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **M/s. AMBIKA COTTON MILLS LIMITED** having CIN: **L17115TZ1988PLC002269** having registered office at 15/9A, Valluvar Street, Sivanandha Colony, Gandhipuram, Coimbatore - 641012. (hereinafter referred to as "the Company"), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C sub-clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

S. No.	DIN	Name of the Director	Designation	Date of appointment in Company
1.	00628479	Mr. PuthanVeedu Chandran	Managing Director	06/10/1988
2.	01062171	Mr. Karuppaiah Venkatachalam	Director	31/07/2002
3.	05215930	Mrs. Vidya Jyothish Pillai	Director	14/02/2012
4.	02080649	Mrs. Bhavya Chandran	Director	30/01/2008
5.	07894618	Mr. Egambaram Madhavan Nagasivam	Director - Independent	12/08/2017
6.	00412374	Mrs. Vijayalakshmi Narendra	Director - Independent	11/08/2021
7.	11009643	Mrs. T. Bina	Director - Independent	26/03/2025
8.	11011306	Mrs. Thirunellayi Raghunathan Seethalakshmi	Director - Independent	26/03/2025

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

Sd/-

Name of the Practising Company Secretary : Sundararajan Baalaji

Place: Coimbatore

FCS No. : 5966

Date: 03.07.2026

CP No. : 3514

Peer Review Certificate No. : 6871/2025

UDIN : F005966H000735981

INDEPENDENT AUDITOR'S REPORT**To the Members of Ambika Cotton Mills Limited****Report on the Financial Statements****Opinion**

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

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

Basis for Opinion

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

Key Audit Matters

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

Key Audit Matter	How our audit addressed the key audit matter
As at March 31, 2026, the Company holds inventories comprising raw materials, work-in-progress, finished goods and waste cotton. Finished goods inventories are measured at the lower of cost and net realizable value. The inventory balances are significant to the financial statements. Further, significant judgement is involved in determining the cost of inventories, particularly considering the volatility in input prices and the allocation of costs to work-in-progress and finished goods based on management's cost workings and assumptions	Our audit procedures included the following: 1. Assessed and evaluated the accounting policy followed for valuation of inventory of WIP and finished goods and its appropriateness thereof with respect to relevant Indian Accounting Standards. 2. Obtained an understanding and tested the design and operating effectiveness of controls as established by the management in determination of cost of inventory 3. Tested the method used by the Company for arriving at the cost of inventory. Evaluated the reliability, accuracy and completeness of the data used by the management in computing the cost of conversion, net realizable value and tested the mathematical accuracy of the calculations used by the Company to determine the cost of inventory. 4. Assessed the adequacy of disclosures in the financial statements

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

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility and Sustainability Report, Corporate Governance 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 in the audit or otherwise appears to be materially misstated.

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Financial Statements that give a true and fair view of the financial position, financial performance, total comprehensive income changes in equity and cash flows of the Company in accordance with the Ind AS and other accounting principles generally accepted in India. 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 is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the 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 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(I) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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 control that we identify during our audit.

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

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

Report on Other Legal and Regulatory Requirements

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

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
- c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, Statement of Changes in Equity and the Statement of Cash Flow dealt with by this Report are in agreement with the books of account.
- d) In our opinion, the aforesaid Financial Statements comply with the Ind AS specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014.
- e) On the basis of the written representations received from the directors as on 31st March, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
- f) With respect to the adequacy of the internal financial controls over financial reporting 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 over financial reporting.
- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:
- h) 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 and is within the limit specified under the said section.

- 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, 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. 30.1 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.
 - iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
 - iv. (a) The Management has represented that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entity ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - b) The Management has represented, that, to the best of its knowledge and belief, no funds (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
 - c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
 - v. As stated in Note 30.2 to the Financial Statements
 - a. 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.
 - b. The Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The amount of dividend proposed is in accordance with section 123 of the Act, as applicable.
 - vi. The reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is applicable from 1 April 2023. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit, we did not come across any instance of audit trail feature being tampered with and the audit trail has been preserved by the company as per the statutory requirements for record retention.
2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Companies Act, 2013, we give in the Annexure "B" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

For S. Krishnamoorthy & Co
Chartered Accountants
Regn No. 001496S

B. Krishnamoorthi
Partner, Auditors
Membership No. 020439
(UDIN: 26020439TQWQQX9303)

Place : Coimbatore
Date : 26.05.2026

(Referred to in Paragraph 1(f) of Report on Other Legal and Regulatory Requirements)

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

We have audited the internal financial controls over financial reporting of Ambika Cotton Mills Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the Financial Statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Board of Directors of the Company is responsible for establishing and maintaining Internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential 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 respective 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 internal financial controls over financial reporting 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. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk.

The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the 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 internal financial controls system over financial reporting of the Company

Meaning of Internal Financial Controls Over Financial Reporting

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

A company's internal financial control over financial reporting includes those policies and procedures that

- (1) Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
- (2) Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
- (3) Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls over Financial Reporting

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

Opinion

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

For S. Krishnamoorthy & Co
Chartered Accountants
Regn No. 001496S

B. Krishnamoorthi
Partner, Auditors
Membership No. 020439
(UDIN: 26020439TQWQQX9303)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT (Contd...)

(Referred to in Paragraph 2 of Report on Other Legal and Regulatory Requirements)

According to the information and explanations sought by us and given by the Company and the books and records examined by us during the course of our Audit and to the best of our knowledge and belief we report the following:

- i. In respect of the Company's Property, Plant and Equipment and Intangible Assets:
 - (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
 - (b) The Property, Plant and Equipment have been physically verified in a phased periodical manner, by the management, which in our opinion is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies have been noticed on such physical verification.
 - (c) The title deeds of all the immovable properties of land and building which are freehold are held in the name of the company as at the Balance Sheet date.
 - (d) The company has not revalued any of the Property, Plant and Equipment 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 physical verification of inventory has been conducted by the management at reasonable intervals. The Company has maintained proper record of inventory and no material discrepancies were noticed on the physical verification of inventories as compared to the book records.
 - (b) The Company has been sanctioned working capital limits in excess of Rs.5 Crores during the year from banks on the basis of security of current assets. The quarterly returns filed by the company with banks are in agreement with the books of account of the company.
- iii. The Company has not made Investment in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnerships or other parties covered in the register maintained under section 189 of the Act.
- iv. The Company has not advanced any loans to its directors or any other person in whom the directors are interested or made any investments or given any guarantee or provided any security in connection with any loan taken by the directors or such other person as contemplated under section 185 of the Act.
- v. The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause 3(v) of the Order is not applicable.
- vi. The Central Government has prescribed the maintenance of cost records under section 148(1) of the Act. We have broadly reviewed the accounts and records of the company in this connection and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. We have not, however carried out a detailed examination of the cost records with a view to determine whether they are accurate or complete
- vii. In respect of statutory dues:
 - (a) The Company is regular in depositing undisputed statutory dues including provident fund, Income-tax, goods and service tax, duty of customs, cess and other material statutory dues with the appropriate authorities. There are no undisputed arrears of statutory dues which were outstanding as at 31st March 2026 for a period of more than six months from the date they became payable.
 - (b) The details of disputed statutory dues which have not been deposited by the Company are as given below:

Name of the Statute	Nature of Dues	Amount (Rs. in Lakhs)	Period to which the amount relates	Forum where dispute is pending
GST	GST	28.05	FY 2017-18	Appeal filed before GSTAT
GST	GST	8.98	FY 2018-19	Appeal filed before GSTAT
GST	GST	10.75	FY 2019-20	Appeal filed before GSTAT
Income Tax	Income Tax	35.88	AY 2024-25	Appeal filed with CIT (Appeals), NFAC

- viii. In our opinion, there are no transactions that are not recorded in the books of account, have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).
- ix. (a) The Company has not defaulted on any loans or other borrowings from any lender. Hence reporting under clause 3(ix)(a) of the Order is not applicable.
- (b) The Company has not been declared willful 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 outstanding term loans at the beginning of the year and hence, reporting under clause 3(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) The company has no investments in subsidiaries, joint ventures and associate companies. Hence reporting under clause 3(ix)(e) and (f) of the Order is not applicable.
- x. (a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause 3(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 3(x)(b) of the Order is not applicable.
- xi. (a) According to the information and explanations given to us, no fraud by the Company or on the Company by its officers or employees has been noticed or reported during the course of our audit.
- (b) 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 up to the date of this report.
- (c) The Company has not received any Whistle-Blower complaints during the year.
- xii. The Company is not a Nidhi company. Accordingly, paragraph 3(xii) of the Order is not applicable.
- xiii. In our opinion the transactions with the related parties are in compliance with sections 177 and 188 of the Act and details of such transactions have been disclosed in the Ind AS financial statements as required by the applicable accounting standards.
- xiv. (a) The company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the reports of the Internal Auditors for the period under audit, to the extent the same has a bearing on the Financial Statements.
- 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. (a) The company is not required to be registered under section 45-IA of the Reserve Bank of India Act 1934.
- (b) The company has not conducted any Non-Banking Financial or Housing Finance activities.
- (c) The company is not a Core-Investment-Company (CIC) as defined in the regulations made by the Reserve Bank of India.
- xvii. The company has not incurred cash loss during the financial year and in the immediately preceding financial year.
- xviii. There has been no resignation of the statutory auditors during the year.

AMBIKA COTTON MILLS LIMITED

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT (Contd...)

- 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. (a) There are no unspent amounts towards Corporate Social Responsibility (CSR) specified in Schedule VII to the Companies Act in compliance with second proviso to sub-section (5) of Section 135 of the said Act.
- (b) The Company does not have any ongoing projects as at the end of the previous financial year

For S. Krishnamoorthy & Co
Chartered Accountants
Regn No. 001496S

B. Krishnamoorthi
Partner, Auditors
Membership No. 020439
(UDIN: 26020439TQWQQX9303)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED

BALANCE SHEET AS AT 31st MARCH 2026

(Rs. in Lakhs)

Particulars	Note No	As at 31.03.2026	As at 31.03.2025
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	4	28598.69	24102.66
Capital work-in-progress		479.67	803.46
Intangible Assets	5	0.00	0.00
Financial Assets			
(i) Other Financial Assets	10	1107.55	937.95
Other Non-current Assets	12	303.77	216.85
Total Non-Current Assets		30489.68	26060.92
Current Assets			
Inventories	6	51858.74	56775.85
Financial Assets			
(i) Investments	7	3041.03	1468.75
(ii) Trade Receivables	8	3152.67	2575.01
(iii) Cash and Cash Equivalents	9a	16840.76	8718.75
(iv) Bank Balances other than (iii) above	9b	0.00	10513.31
(v) Other Financial Assets	10	4171.33	5198.13
Current Tax Assets (Net)	11	0.00	169.11
Other Current Assets	12	874.30	3620.16
Total Current Assets		79938.83	89039.07
Total Assets		110428.51	115099.99
EQUITY AND LIABILITIES			
EQUITY			
Equity Share Capital	13	572.50	572.50
Other Equity	14	94858.93	89833.09
Total Equity		95431.43	90405.59
LIABILITIES			
Non-Current Liabilities			
Financial Liabilities			
(i) Other Financial Liabilities	18	79.66	828.68
Deferred Tax Liabilities (net)	15	2816.54	2570.64
Total Non-Current Liabilities		2896.20	3399.32
Current Liabilities			
Financial Liabilities			
(i) Borrowings	16	0.00	5072.45
(ii) Trade Payables	17		
Due to Micro and Small Enterprises		109.11	141.28
Due to Others		9349.44	14373.96
(iii) Other Financial Liabilities	18	2155.63	1595.76
Other Current Liabilities	19	16.17	111.63
Current Tax Liabilities (Net)	20	470.53	0.00
Total Current Liabilities		12100.88	21295.08
Total Equity and Liabilities		110428.51	115099.99

See accompanying notes to the financial statements

As per our report of even date attached
For S. Krishnamoorthy & Co.,
Chartered Accountants
Firm Reg. No. 001496S
B. Krishnamoorthi
Partner, Auditors
Membership No. 020439

For and on behalf of the Board
P.V. Chandran
(Chairman and Managing Director)
(DIN : 00628479)

Radheshyam Padia
(Company Secretary)

Dr.K.Venkatachalam
(Director)
(DIN : 01062171)

M.Vijayakumar
(Chief Financial Officer)

E.M. Nagasivam
(Director)
(DIN : 07894618)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED**STATEMENT OF PROFIT & LOSS FOR THE YEAR ENDED 31st MARCH 2026****(Rs. in Lakhs)**

Particulars	Note No	Year Ended 31.03.2026	Year Ended 31.03.2025
INCOME			
Revenue from operations	21	78095.56	70207.04
Other Income	22	1523.57	2650.77
Total Income		79619.13	72857.81
EXPENSES			
Cost of materials consumed	23	47259.14	49190.78
Purchase of Stock-in-Trade		0.00	0.00
Changes in inventories of finished goods and work-in-progress	24	1670.16	-5587.71
Employee benefit expense	25	5384.39	5126.59
Finance Costs	26	1267.66	1619.73
Depreciation and amortization expense	27	2056.19	2244.14
Other Expenses	28	12362.29	11145.59
Total Expenses		69999.83	63739.12
Profit before exceptional items and tax		9619.30	9118.69
Exceptional items		0.00	0.00
Profit before tax after exceptional items		9619.30	9118.69
Tax Expense			
Current Tax		2216.91	1924.56
Deferred Tax		245.90	619.97
Total Tax Expense		2462.81	2544.53
Profit after tax from continuing operations for the year		7156.49	6574.16
Other Comprehensive income			
Items that will not be reclassified to Profit & Loss			
Remeasurement of the defined benefit plans		-16.57	-72.44
Income tax relating to items not reclassified to Profit & Loss		4.17	18.23
Items that will be reclassified to Profit & Loss		0.00	0.00
Total Other Comprehensive income		-12.40	-54.21
Total Comprehensive income for the year		7144.09	6519.95
Basic Earnings per share (In Rs) [Face Value Rs 10/- per share]		125.00	114.83
Diluted Earnings per Share (In Rs) [Face Value Rs 10/- per share]		125.00	114.83

See accompanying notes to the financial statements

As per our report of even date attached
For S. Krishnamoorthy & Co.,
Chartered Accountants
Firm Reg. No. 001496S
B. Krishnamoorthi
Partner, Auditors
Membership No. 020439

For and on behalf of the Board
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(Chief Financial Officer)

E.M. Nagasivam
(Director)
(DIN : 07894618)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED
STATEMENT OF CHANGES IN EQUITY AS AT 31st MARCH 2026
A. EQUITY SHARE CAPITAL:

(Rs. in Lakhs)

Balance as at 01/04/2025	Changes in Equity Share Capital due to prior period errors	Restated balance as at 01/04/2025	Changes in equity share capital during the year	Balance as at 31/03/2026
572.50	0.00	572.50	0.00	572.50
Balance as at 01/04/2024	Changes in Equity Share Capital due to prior period errors	Restated balance as at 01/04/2024	Changes in equity share capital during the year	Balance as at 31/03/2025
572.50	0.00	572.50	0.00	572.50

B. OTHER EQUITY:

(Rs. in Lakhs)

Particulars	Other Equity				Total Other Equity
	Reserves and Surplus				
	Capital Redemption Reserve	Share Premium Reserve	General Reserve	Retained Earnings	
As at 31.03.2025	15.00	361.06	23679.81	65777.22	89833.09
Total Comprehensive Income for the year				7144.09	7144.09
Payment of Final Dividend				-2118.25	-2118.25
Transfer to General Reserve			1000.00	-1000.00	0.00
As at 31.03.2026	15.00	361.06	24679.81	69803.06	94858.93

(Rs. in Lakhs)

Particulars	Other Equity				Total Other Equity
	Reserves and Surplus				
	Capital Redemption Reserve	Share Premium Reserve	General Reserve	Retained Earnings	
As at 31.03.2024	15.00	361.06	22679.81	62261.02	85316.89
Total Comprehensive Income for the year				6519.95	6519.95
Payment of Final Dividend				-2003.75	-2003.75
Transfer to General Reserve			1000.00	-1000.00	0.00
As at 31.03.2025	15.00	361.06	23679.81	65777.22	89833.09

As per our report of even date attached
For S. Krishnamoorthy & Co.,
Chartered Accountants
Firm Reg. No. 001496S
B. Krishnamoorthi
Partner, Auditors
Membership No. 020439

For and on behalf of the Board
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E.M. Nagasivam
(Director)
(DIN : 07894618)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED

CASH FLOW STATEMENT FOR THE YEAR ENDED 31st MARCH 2026

(Rs. in Lakhs)

Particulars	Year Ended 31.03.2026	Year Ended 31.03.2025
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit before tax after exceptional items	9602.73	9046.26
Adjustment for		
Depreciation and amortisation expense	2056.19	2244.14
Finance Costs	1267.66	1619.73
Depreciation Withdrawn	0.00	-1036.79
Profit(-) / Loss (+) on sale of Plant & Machinery	-31.43	-33.21
Increase/ Diminution in fair value of Investments	-300.85	-13.41
Exchange rate changes on Cash and Cash Equivalents	-0.70	1.55
Investments Income:		
Interest/Dividend Received	-1222.72	-1600.57
Operating Profit Before Working Capital Changes	11370.88	10227.70
Adjustments for (increase)/decrease in operating assets		
Inventories	4917.11	-4260.57
Trade receivables	-577.66	-28.15
Other Financial Assets - Non current	-169.60	56.96
Other Financial Assets - Current	1026.80	-483.12
Other Current Assets - Non Current	-86.92	-99.08
Other Current Assets- Current	2745.86	-2883.78
Bank Balance other than cash and cash equivalents	10513.31	6308.69
	29739.78	8838.65
Adjustments for increase /(decrease) in operating liabilities		
Trade Payables	-5056.69	6097.57
Other Non - Current Financial Liabilities	-749.02	93.58
Other Financial Liabilities	559.87	77.32
Other Current Liabilities	-95.46	-36.79
Cash used in / generated from operations	24398.48	15070.33
Taxes paid	-1573.11	-2165.29
Net Cash used in /generated from operating activities	(A) 22825.37	12905.04
B. CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets	-6555.28	-2208.55
Capital work in progress	323.79	-455.17
Sale of Fixed assets	34.50	158.22
Investment in Mutual Funds / Shares	-1271.43	-1393.29
Interest Received	1170.03	1600.42
Dividend Received	52.69	0.15
Net cash used in Investing activities	(B) -6245.70	-2298.22

AMBIKA COTTON MILLS LIMITED**CASH FLOW STATEMENT FOR THE YEAR ENDED 31st MARCH 2026**

		(Rs. in Lakhs)	
Particulars		Year Ended 31.03.2026	Year Ended 31.03.2025
C. CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds from Working Capital borrowings		-5072.45	-3125.12
Dividend Paid		-2118.25	-2003.75
Interest Paid		-1267.66	-1619.73
Net Cash Used in Financing Activities	(C)	-8458.36	-6748.60
Net increase / (decrease) in Cash and Cash Equivalents	(A+B+C)	8121.31	3858.22
Cash and Cash Equivalents at beginning of the period	(D)	8718.75	4862.08
Unrealised Loss / (Gain) on Foreign Currency Cash and Cash equivalents		0.70	-1.55
Cash and Cash Equivalents at end of the period	(E)	16840.76	8718.75

As per our report of even date attached
For S. Krishnamoorthy & Co.,
Chartered Accountants
Firm Reg. No. 001496S
B. Krishnamoorthi
Partner, Auditors
Membership No. 020439

For and on behalf of the Board
P.V. Chandran
(Chairman and Managing Director)
(DIN : 00628479)

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(Director)
(DIN : 01062171)

M.Vijayakumar
(Chief Financial Officer)

E.M. Nagasivam
(Director)
(DIN : 07894618)

Place : Coimbatore
Date : 26.05.2026

AMBIKA COTTON MILLS LIMITED

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

1. CORPORATE INFORMATION

Ambika Cotton Mills Limited is engaged in manufacturing and selling speciality cotton yarn. Exports constitute significant portion of the operations. The company operates with total installed spindle capacity of 114336 (Previous Year 108288 Spindles) of compact facility and Knitting facility of converting 40,000 Kgs of yarn per day into fabrics housed in five units. Installed 27.4 MW wind power capacity and 8.33 MW capacity Roof Top Solar for captive consumption and in aggregate 82% of power requirement of spinning and knitting segment is met through Renewable energy. The Plants are located at Kanniyapuram, Dindigul and Windmills are located in Tirunelveli, Dharapuram and Theni in the State of Tamilnadu. The financial statements are approved for issue by the Company's Board of Directors on 26th May 2026.

2. MATERIAL ACCOUNTING POLICIES

2.1. Statement of compliance

The financial statements have been prepared in accordance with IND AS notified under Section. 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) (IndAS) Rules 2015 and other relevant provisions of the Act.

2.2. Basis of preparation and presentation

These financial statements are prepared in accordance with Indian Accounting Standards (IndAS) under the historical cost convention on the accrual basis except for certain financial instruments which are measured at fair values, the provisions of the Companies Act, 2013(' Act')(to the extent notified) and guidelines issued by the Securities and Exchange Board of India (SEBI).

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the company takes into account the characteristics of the asset or liability at the measurement date. In addition, for financial reporting purposes, fair value measurements are categorised into:

Level 1 (unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date);

Level 2 (inputs other than quoted prices included within Level 1) that are observable for the asset or liability, either directly or indirectly;

Level 3 (unobservable inputs for the asset or liability). Fair value in respect of equity financial instruments are the quoted prices of those instruments in the stock exchanges at the measurement date.

a) Current and Non-Current Classification

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

An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in normal operating cycle,
- It is held primarily for the purpose of trading,
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current.

AMBIKA COTTON MILLS LIMITED

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

b) Functional and Presentation Currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ("the functional currency"). Indian rupee is the functional currency of the Company.

The financial statements are presented in Indian Rupees (₹) which is the Company's presentation currency. All financial information presented in Indian Rupees has been rounded up to the nearest Lakhs except where otherwise indicated

c) Use of Estimates

The preparation of standalone financial statements in conformity with Ind AS requires the management to make estimates and judgements that affect the reported amounts of assets, liabilities, revenue, expenses and other comprehensive income (OCI) that are reported and disclosed in the financial statements and accompanying notes. These estimates are based on the management's best knowledge of current events, historical experience, actions that the Company may undertake in the future and on various other assumptions that are believed to be reasonable under the circumstances. Actual results could differ from those estimates. Changes in estimates are reflected in the standalone financial statements in the year in which the changes are made. Significant estimates and assumptions are used for, but not limited to,

- a) Estimation of useful life of Property, Plant and Equipment
- b) Estimation of useful life of Intangible Assets
- c) Provisions and Contingent Liabilities
- d) Recognition of deferred taxes
- e) Key actuarial assumptions for measurement of future obligations under employee benefit plans

2.3. Property, Plant and Equipment

Property, plant and equipment are carried at cost of acquisition including any attributable cost of bringing the assets to its working condition for its intended use and net of Cenvat /GST or any other claim receivable less accumulated depreciation and impairment losses, if any.

AMBIKA COTTON MILLS LIMITED

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

The depreciation charge is based on useful life and the expected residual value at the end of its life and are determined by management at the time the asset is acquired and reviewed periodically, including at each financial year end with the effect of any changes in estimate accounted for on a prospective basis. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology.

Depreciation is recognised using the straight-line method.

Estimated useful lives of the tangible assets are as follows:	
Buildings	30 - 40 Years
Plant and Equipment	18.94 Years
Wind Mills & Solar	13.33 Years
Furniture & fixtures	3 Years
Vehicles	8 years
Office Equipments	3 Years

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

For transition to IND AS, the company has elected to continue with the carrying value of all of its property, plant and equipment recognised as of 1st April 2016 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

2.4. Intangible Assets

Intangible assets are carried at cost less accumulated amortisation. Amortisation is recognised on a straight line basis over their estimated useful lives.

Estimated useful lives of the intangible assets are as follows:	
Technical Know how	4 years

For transition to IND AS, the company has elected to continue with the carrying value of Zero of its intangible assets viz Technical know which was fully amortised as of 1st April 2016 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

2.5. Impairment of assets

A tangible or intangible asset is treated as impaired when the carrying amount of the asset exceeds its estimated recoverable value. Carrying amounts of tangible or intangible assets are reviewed at each balance sheet date to determine indications of impairment, if any, of those assets. If any such indication exists, the recoverable amount of the asset is estimated and an impairment loss equal to the excess of the carrying amount over its recoverable value is recognised as an impairment loss. The impairment loss, if any, recognised in prior accounting period is reversed if there is a change in estimate of recoverable amount.

2.6 Financial Instruments

Financial assets and financial liabilities constitute Financial Instruments and are recognised only when the company becomes party to the contractual provisions of the instrument.

On initial recognition, (i) financial assets are classified either at amortised cost or fair value through other comprehensive income (OCI) or fair value through profit or loss (FVTPL) and (ii) financial liabilities either at amortised cost or fair value through profit or loss (FVTPL)

On initial recognition, a financial asset or a financial liability is measured at its fair value. In the case of a financial asset or liability which is not categorised at FVTPL, the financial asset or liability will be measured at its fair value plus/minus transaction cost that are directly contributed to the acquisition or issue of the financial asset or financial liability.

The financial assets and liabilities are carried at FVTPL and there are no financial assets and liabilities falling under other categories.

The equity instruments are categorised at FVTPL and are measured at the end of each reporting period.

In the case of derivatives, the contractual rights and obligations are recognised as assets or liabilities in the balance sheet.

The financial assets are derecognised when the contractual rights to the cash flows from the asset expires.

The financial liabilities are derecognised when the obligations are discharged.

AMBIKA COTTON MILLS LIMITED

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

2.7 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. Equity instruments issued by the entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the company's own equity instruments.

2.8 Valuation of Inventories

Inventories are valued at lower of cost and net realisable value after providing for obsolescence and other losses, where considered necessary. The costs of inventories are ascertained on weighted average method. 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.

2.9 Foreign Currency transactions

Foreign currency transactions are recorded at the exchange rates prevailing at the date of the transaction.

Foreign currency monetary items at the balance sheet date are reported using the closing rate.

Exchange differences arising on the settlement of monetary items or on reporting of monetary items at rates different from those at which they were initially recorded during the year or reported in previous financial statements are recognized as income or expense in the year in which they arise.

Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

2.10 Recognition of revenue

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns. The company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity.

Dividend income from investments is recognised when the right to receive payment is established

Interest income is recognized on time proportionate basis with reference to the principal outstanding and at the effective interest rate applicable.

Export incentives are recognised when the right to receive payment/credit is established and no significant uncertainty as to measurability or collectability exists.

2.11 Borrowing Cost

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

2.12 Date of recording of Final Dividend declared by the Company as a liability

Final dividend on shares are recorded as a liability on the date of approval by the shareholders at the annual general meeting and interim dividend are recorded as a liability on the date of declaration by the Company's Board of Directors.

2.13 Earnings per share:

Basic Earnings per share is calculated by dividing the Net Profit after tax attributable to the equity shareholders by the weighted average number of Equity Shares outstanding during the year.

2.14 Employee Benefits:

Employee benefits consist of provident fund and gratuity. The company's contribution to provident fund is considered as defined contribution plan and charged as an expense based on the amount of contribution required to be made. For defined benefit plan the company contributes to group gratuity scheme formulated by Life Insurance Corporation of India as demanded by the said corporation to discharge its liability on account of employee post employment benefits.

AMBIKA COTTON MILLS LIMITED

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

2.15. Taxes on Income

Income tax expense comprises current and deferred income tax.

Current tax

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting date.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities. Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are 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.

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 profit or loss, except when they relate to items that are recognised in other comprehensive income, in which case, the current and deferred tax are also recognised in other comprehensive income.

2.16 Provisions, contingent liabilities and contingent assets

Provision is recognized when there is a present obligation as a result of a past event that probably requires an outflow of resources and a reliable estimate can be made of the amount of the obligation. Disclosure for contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. No provision is recognized or disclosure for contingent liability is made when there is possible obligation or a present obligation and the likelihood of outflow of resources is remote. Contingent Asset is neither recognized nor disclosed in the financial statements.

2.17 Cash Flow statement and Cash and Cash equivalents

Cash Flows are reported using the Indirect method, whereby profit before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and items of income or expense associated with investing or financing cash flows. Cash and cash equivalents include cash on hand and balances with banks in current accounts with necessary disclosure of cash and cash equivalent balances that are not available for use by the company.

3. Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements in conformity with Ind AS requires management to make estimates, judgments and assumptions. These estimates, judgments and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the period. Application of accounting policies that require critical accounting estimates involving complex and subjective judgments and the use of assumptions in these financial statements have been disclosed in note. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

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.

Information about such estimates and judgments are included in the relevant notes together with the basis of calculation for relevant line item in the financial statements. Estimates and judgments are based on historical experience and other factors, including expectations of future events that may have a financial impact on the company and that are believed to be reasonable under the circumstances

AMBIKA COTTON MILLS LIMITED

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

4. PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK -IN-PROGRESS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Carrying amounts of:		
Freehold land	414.98	383.13
Buildings	7679.52	6031.26
Plant and Equipment	20402.92	17544.87
Electrical Fittings	0.00	0.00
Furniture and fixtures	1.38	2.66
Vehicles	95.32	136.10
Office Equipments	4.57	4.64
Total	28598.69	24102.66
Capital Work-in-progress	479.67	803.46
Total	479.67	803.46
Total	29078.36	24906.12

(Rs. in Lakhs)

Particulars	Free hold Land	Buildings	Plant & Equip- ments	Electrical Fittings	Furniture & fixtures	Vehicles	Office equip- ments	Total	Capital Work in progress
Cost or deemed cost									
Balance at 1st April 2025	383.13	10804.72	60627.98	2.66	19.54	723.99	213.93	72775.95	803.46
Additions	31.85	2060.17	4455.98	0.00	0.00	0.00	7.28	6555.28	479.67
Capitalised									803.46
Eliminated on disposals of assets	0.00	0.00	443.19	0.00	0.00	0.00	0.00	443.19	0.00
Balance at 31st March 2026	414.98	12864.89	64640.77	2.66	19.54	723.99	221.21	78888.04	479.67
Accumulated depreciation and impairment									
Balance at 1st April 2025	0.00	4773.46	43083.11	2.66	16.88	587.89	209.29	48673.29	0.00
Eliminated on disposals of assets	0.00	0.00	440.13	0.00	0.00	0.00	0.00	440.13	0.00
Depreciation Expense	0.00	411.91	1594.87	0.00	1.28	40.78	7.35	2056.19	0.00
Balance at 31st March 2026	0.00	5185.37	44237.85	2.66	18.16	628.67	216.64	50289.35	0.00
Carrying Amount									
Balance at 1st April 2025	383.13	6031.26	17544.87	0.00	2.66	136.10	4.64	24102.66	803.46
Additions	31.85	2060.17	4455.98	0.00	0.00	0.00	7.28	6555.28	479.67
Capitalised	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	803.46
Eliminated on disposals of assets	0.00	0.00	3.06	0.00	0.00	0.00	0.00	3.06	0.00
Depreciation expense	0.00	411.91	1594.87	0.00	1.28	40.78	7.35	2056.19	0.00
Balance at 31st March 2026	414.98	7679.52	20402.92	0.00	1.38	95.32	4.57	28598.69	479.67

AMBIKA COTTON MILLS LIMITED

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

5. INTANGIBLE ASSETS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Carrying amounts of:		
Know-how	0.00	0.00
Total	0.00	0.00
Particulars	Know-How	
Cost or deemed cost		
Balance at 1 st April 2024		79.43
Additions		0.00
Eliminated on disposals of assets		0.00
Balance at 31 st March 2025		79.43
Accumulated depreciation and impairment		
Balance at 1 st April 2024		79.43
Eliminated on disposals of assets		0.00
Depreciation Expense		0.00
Balance at 31 st March 2025		79.43
Carrying Amount		
Balance at 1 st April 2024		0.00
Additions		0.00
Eliminated on disposals of assets		0.00
Depreciation expense		0.00
Balance at 31 st March 2025		0.00

6. INVENTORIES

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Inventories (lower of cost and net realisable value)		
Raw Materials	28637.27	32204.06
Work-in-progress	6239.36	3417.63
Finished Goods	14962.66	18880.12
Waste Cotton	454.32	1028.75
Stores and Spares	1370.53	1117.13
Packing Materials	194.60	128.16
Total	51858.74	56775.85

The cost of inventories recognised as an expense during the year is Rs. Lakhs 47259.14

(Previous year Rs.49190.78 Lakhs)

AMBIKA COTTON MILLS LIMITED

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

7. INVESTMENTS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026		As at 31 st March 2025	
	Quantity	Amount	Quantity	Amount
Current				
Investment in quoted equity instruments (fully paid up)				
[At fair values]				
Cholamandalam Investment & Finance Co. Limited	3250	44.03	3250	49.40
City Union Bank	6050	14.51	6050	9.51
Investment in Mutual Fund [at NAV]				
LIC MF Flexi Cap Fund-Regular Plan-IDCW- Dividend-Reinvestment plan	60123.89	16.49	60123.89	16.55
Un Quoted				
Investment in unquoted equity instruments (fully paid up)				
[At fair values]				
National Stock Exchange India Limited (NSE)	150000	2966.00	85700	1393.29
Total	219423.89	3041.03	155123.89	1468.75
Aggregate book value of quoted investments		0.83		0.83
Aggregate market value of quoted investments		58.54		58.91
Aggregate book value of un quoted investments		2664.72		1393.29
Aggregate amount of impairment in the value of investments		0.00		0.00
Aggregate book value of Mutual fund		6.86		6.86
Aggregate net asset value of Mutual fund		16.49		16.55
Category-wise investments - as per IND AS 109 classification				
Financial assets carried at fair value through profit or loss (FVTPL)		3041.03		1468.75
Financial assets carried at amortised cost		0.00		0.00
Financial assets carried at fair value through Other				
Comprehensive Income (FVTOCI)		0.00		0.00

8. TRADE RECEIVABLES

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Current		
Unsecured, considered good		
From related Parties	0.00	0.00
From others	3152.67	2575.01
Allowance for doubtful debts (Expected credit loss allowance)	0.00	0.00
Total	3152.67	2575.01

Concentration of Risk

Generally the sales are made against specific orders and to those customers who have long term relationship. Export Sales are backed by irrevocable letter of credits. In respect of domestic sales advance payments are collected before delivery of goods. However exceptions are made based on the credit quality of customers. Expected credit loss is placed at Nil.

(Rs. in Lakhs)

Age of receivables	As at 31 st March 2026	As at 31 st March 2025
Within the credit period	3152.67	2575.01
30-60 Days	0.00	0.00
60-90 Days	0.00	0.00
More than 90 Days	0.00	0.00
Total	3152.67	2575.01

AMBIKA COTTON MILLS LIMITED

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

Movement in the expected credit loss allowance

(Rs. in Lakhs)

Age of receivables	As at 31 st March 2026	As at 31 st March 2025
Balance at the beginning of the year	0.00	0.00
Movement in the expected credit loss allowance on trade	0.00	0.00
Receivables calculated at lifetime expected credit losses	0.00	0.00
Balance at the end of the year	0.00	0.00

Trading Receivables ageing Schedule as at 31st March 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	3152.67	0.00	0.00	0.00	0.00	3152.67
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
(iii) Undisputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
(iv) Disputed Trade Receivables– considered good	0.00	0.00	0.00	0.00	0.00	0.00
(v) Disputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
(v) Disputed Trade Receivables – which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
(vi) Disputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00

Trading Receivables ageing Schedule as at 31st March 2025

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	2575.01	0.00	0.00	0.00	0.00	2575.01
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
(iii) Undisputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
(iv) Disputed Trade Receivables– considered good	0.00	0.00	0.00	0.00	0.00	0.00
(v) Disputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00
(v) Disputed Trade Receivables – which have significant increase in credit risk	0.00	0.00	0.00	0.00	0.00	0.00
(vi) Disputed Trade Receivables – credit impaired	0.00	0.00	0.00	0.00	0.00	0.00

9(a) CASH AND CASH EQUIVALENTS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Balances with Banks		
Current account	1576.20	452.88
EEFC A/c	10.85	75.13
Deposit Account	15164.31	8114.81
Unpaid Dividend Account	31.84	33.61
Cash on Hand	57.56	42.32
Total	16840.76	8718.75

Time period of deposits 12 Months

The callable deposits maintained by the Company with banks comprise of time deposits which can be withdrawn by the Company at any point of time without prior notice or penalty on the principal.

In the event if deposits are closed at earlier point of time which would attract lower rate of interest as against the Rate of Interest available for the period.

There are no repatriation restrictions with regard to cash and cash equivalents as at the end of the reporting period and prior periods.

AMBIKA COTTON MILLS LIMITED

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

9(b) BANK BALANCES OTHER THAN THE ABOVE

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Bank Deposits	0.00	10513.31
Total	0.00	10513.31

Time period of deposits 12 Months

The Non-Callable Deposits are time - Specific and are encashable on maturity date

10. OTHER FINANCIAL ASSETS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Non-current		
Cenvat and service tax credit receivable	17.64	17.64
Security Deposit for Electricity TWAD Board & Others	965.83	920.31
Other receivables	124.08	0.00
Total	1107.55	937.95
Current		
Cotton Purchase debit note	7.09	52.90
Duty drawback & RoDTEPY receivable	432.25	265.00
EB receivable (for wind)	0.00	85.53
Security Deposit EHT	0.00	56.86
Forward cover receivable(Foreign Currency derivative)	117.03	103.48
GST receivable	3541.91	4576.59
Interest accrued & Receivable	73.05	47.82
Other receivables	0.00	9.95
Total	4171.33	5198.13

11. CURRENT TAX ASSETS (NET)

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Current Tax Assets		
Income tax advances	0.00	2075.56
Current tax liabilities		
Income tax liability	0.00	1906.45
	0.00	169.11
Income tax refund due	0.00	0.00
Total	0.00	169.11

12. OTHER CURRENT ASSETS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Non-Current		
Capital Advances	303.77	216.85
Total	303.77	216.85
Current		
Advance for supply of materials	69.93	20.35
Advance for Cotton	529.20	3285.58
LC Opening Charges for import of Cotton	3.74	4.06
Prepaid Expenses	211.52	237.95
LIC Plan Assets	59.91	72.22
Total	874.30	3620.16

AMBIKA COTTON MILLS LIMITED

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

13. EQUITY SHARE CAPITAL

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
a. Authorized Share Capital		
1,00,00,000 Fully paid Equity Shares of Rs.10 each	1000.00	1000.00
b. Issued and subscribed and fully paid up capital		
5725000 Equity shares of Rs.10 each	572.50	572.50
Fully paid Equity Shares	Number of Shares	(Rs in Lakhs) Share Capital
Balance as on March 31, 2026	5725000	572.50
Balance as on March 31, 2025	5725000	572.50

The company has issued only one class of Equity share having a par value of Rs.10 per share. They entitle the holder to participate in dividends, and to share in the proceeds of winding up of the company in proportion to the number of and amounts paid on the shares held. Every holder of equity shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

Shares held by promoters at the end of the year 2026

S.No.	Promoter Name	No. of Shares	%of total shares	%Change during the year
1.	Mrs. C. Bhavani	2272566	39.70	0.00
2.	Sri. P.V. Chandran	609784	10.65	0.08
	Total	2882350	50.35	-

Shares held by promoters at the end of the year 2025

S.No.	Promoter Name	No. of Shares	%of total shares	%Change during the year
1.	Mrs. C. Bhavani	2272566	39.70	0.00
2.	Sri. P.V. Chandran	599784	10.47	0.00
	Total	2872350	50.17	-

(Rs. in Lakhs)

Shareholders holding more than 5% Equity shares		As at 31 st March 2026	As at 31 st March 2025	
Particulars	Number of Shares	Percentage	Number of Shares	Percentage
1. Mrs. C. Bhavani	2272566	39.70	2272566	39.70
2. Sri. P.V. Chandran	609784	10.65	599784	10.47

14. OTHER EQUITY

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Capital Redemption Reserve	15.00	15.00
Securities Premium Account	361.06	361.06
General Reserve	24679.81	23679.81
Retained Earnings	69803.06	65777.22
Total	94858.93	89833.09

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****14.1 CAPITAL REDEMPTION RESERVE****(Rs. in Lakhs)**

Particulars	As at 31 st March 2026	As at 31 st March 2025
Balance at the beginning of the year	15.00	15.00
Movements during the year	0.00	0.00
Balance at the end of the year	15.00	15.00

Capital Redemption Reserve is a statutory reserve created at amounts equal to the face value of the shares bought back as per the provisions of company law.

14.2 SECURITIES PREMIUM RESERVE**(Rs. in Lakhs)**

Particulars	As at 31 st March 2026	As at 31 st March 2025
Balance at the beginning of the year	361.06	361.06
Movements during the year	0.00	0.00
Balance at the end of the year	361.06	361.06

Security Premium reserve is a reserve created out of amounts received over and above the par value at the time of issue of shares.

14.3 GENERAL RESERVE**(Rs. in Lakhs)**

Particulars	As at 31 st March 2026	As at 31 st March 2025
Balance at the beginning of the year	23679.81	22679.81
Add: Transfer from retained earnings	1000.00	1000.00
Balance at the end of the year	24679.81	23679.81

The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to profit or loss

14.4 RETAINED EARNINGS**(Rs. in Lakhs)**

Particulars	As at 31 st March 2026	As at 31 st March 2025
Balance at the beginning of the year	65777.22	62261.02
Add: Total comprehensive income for the year	7144.09	6519.95
Less: Payment of dividends on equity shares	2118.25	2003.75
Less: Transfer to General Reserve	1000.00	1000.00
Balance at the end of the year	69803.06	65777.22

The directors have proposed dividend of Rs.37/- per share amounting to Rs.2118.25/- Lakhs for the year ended March 31, 2026 and the same is subject to approval of shareholders at the Annual General Meeting and hence not included as a liability

AMBIKA COTTON MILLS LIMITED

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

15. DEFERRED TAX LIABILITY (NET)

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Deferred Tax Liability	2816.54	2570.64
Deferred Tax Asset	0.00	0.00
Total	2816.54	2570.64

2025-26

(Rs. in Lakhs)

Particulars	Opening Balance	Recognised in Profit or loss	Closing Balance
On account of Property , Plant & Equipment	2554.40	206.29	2760.69
On account of fair value of Equity instruments	16.24	39.61	55.85
	2570.64	245.90	2816.54

2024-25

(Rs. in Lakhs)

Particulars	Opening Balance	Recognised in Profit or loss	Closing Balance
On account of Property , Plant & Equipment	1937.80	616.60	2554.40
On account of fair value of Equity instruments	12.87	3.37	16.24
	1950.67	619.97	2570.64

16. BORROWINGS

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
From Banks (Secured)		
Loans Repayable on Demand - Working Capital	0.00	1234.63
From Banks (Unsecured)		
Loans Repayable on Demand - Working Capital	0.00	3837.82
	0.00	5072.45

NATURE OF SECURITY

Working Capital Loans from Banks are secured by Paripassu First charge over the current assets and Paripassu second charge over the movable fixed assets excluding Windmills.

Loans Guaranteed by Directors	Nil
Period and amount of continuing Default	Nil

AMBIKA COTTON MILLS LIMITED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026
17. TRADE PAYABLES
(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Current		
Due to Micro and Small Enterprises	109.11	141.28
Others	9349.44	14373.96
Total	9458.55	14515.24

Trading Payables ageing Schedule as at 31st March, 2026

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 Year	1 - 2 years	2 - 3 years	More than 3 years	
(i) MSME	109.11	0.00	0.00	0.00	109.11
(ii) Others -Acceptances*	7576.49	0.00	0.00	0.00	7576.49
(iii) Others - Other than Acceptances	1772.95	0.00	0.00	0.00	1772.95
(iv) Disputed dues-MSME	0.00	0.00	0.00	0.00	0.00
(v) Disputed dues-Others	0.00	0.00	0.00	0.00	0.00
Total	9458.55	0.00	0.00	0.00	9458.55

Trading Payables ageing Schedule as at 31st March, 2025

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 Year	1 - 2 years	2 - 3 years	More than 3 years	
(I) MSME	141.28	0.00	0.00	0.00	141.28
(ii) Others -Acceptances*	12532.70	0.00	0.00	0.00	12532.70
(iii) Others - Other than Acceptances	1841.26	0.00	0.00	0.00	1841.26
(iv) Disputed dues-MSME	0.00	0.00	0.00	0.00	0.00
(v) Disputed dues-Others	0.00	0.00	0.00	0.00	0.00
Total	14515.24	0.00	0.00	0.00	14515.24

* Note: Trade payables for acceptances represent import bills. Under non-fund-based working capital limits, banks arrange buyer's credit with their overseas counter parties for payment to suppliers. The company pays the banks as part of its normal working capital cycle and are included in operating cash flows.

The nature of these payments remains operating because they relate to the import of goods. The related payables are current liabilities, while the interest cost is recognized separately as a finance cost.

Additional information
(Rs. in Lakhs)

Particulars	31.03.2026	31.03.2025
Carrying amount Acceptances	7576.49	12532.70
Of which suppliers received payments from the banks	7576.49	12532.70
Range of payment due dates (after acceptance of Import bills)	30-180 days	30-180 days

AMBIKA COTTON MILLS LIMITED

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

18. OTHER FINANCIAL LIABILITIES

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Non- Current		
Liabilities for Expenses	79.66	828.68
	79.66	828.68
Current		
Unpaid dividends	31.84	33.61
Interest accrued but not due on borrowings	115.10	179.04
Statutory payables	31.45	78.52
Forward Cover (Foreign Currency)	848.33	205.96
Other liabilities for Expenses	1128.91	1098.63
Total	2155.63	1595.76

19. OTHER CURRENT LIABILITIES

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Advance received from Customers	16.17	111.63
Total	16.17	111.63

20. CURRENT TAX LIABILITIES (NET)

(Rs. in Lakhs)

Particulars	As at 31 st March 2026	As at 31 st March 2025
Current Tax Liabilities		
Income Tax Provisions	2211.21	0.00
Current Tax Assets		
Income Tax Advances	1740.68	0.00
Total	470.53	0.00

21. REVENUE FROM OPERATIONS

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Sale of Products (Refer Note (i) below)	74826.37	68407.46
Other Operating Revenue (Refer Note (ii) below)	3269.19	1799.58
	78095.56	70207.04
Note (i)		
Sale of Products Comprises		
Cotton Yarn	40260.50	36326.87
Knitted Fabrics	28584.27	24744.79
Waste Cotton	5981.60	7335.80
	74826.37	68407.46
Note (ii)		
Other Operating Revenue		
Export Benefits	1840.67	1552.77
Profit on disposal of Raw Material	246.10	166.97
Profit on Sale of Machinery	31.43	33.21
REC Sales	26.46	0.82
Sale of Scrap	76.65	45.81
EB Charges Written Back	891.49	0.00
Insurance claim received	156.39	0.00
	3269.19	1799.58

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****22. OTHER INCOME****(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Interest (Refer Note (i) below)	1170.03	1600.42
Dividend from Current Investments	52.69	0.15
Other non-operating income (Refer Note (ii) below)	300.85	1050.20
	1523.57	2650.77
Note (i)		
Interest Income Comprises of		
From banks on deposits	1121.10	1539.72
Other Interest	48.93	60.70
Total Interest Income	1170.03	1600.42
Note (ii)		
Other non-operating income comprises of		
Increase in fair value of Investments	300.85	13.41
Depreciation withdrawn	0.00	1036.79
	300.85	1050.20

23. COST OF MATERIALS CONSUMED**(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Opening Stock	32204.06	33767.71
Add : Purchases	47365.65	49552.80
	79569.71	83320.51
Less: Cost of Materials Disposed	3673.30	1925.67
	75896.41	81394.84
Less : Closing Stock	28637.27	32204.06
Total Cost of Materials Consumed	47259.14	49190.78
Materials Consumed Comprise		
Raw Cotton	36310.65	39131.43
Modal	7249.44	5907.26
Lycra	1526.30	1265.45
Yarn	2016.06	2875.97
Other Materials	156.69	10.67
	47259.14	49190.78

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****24.CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK IN PROGRESS**

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Opening Stock of Work in progress	3417.63	3573.59
Opening Stock of Finished Goods	18880.12	13354.25
Opening Stock of Waste Cotton	1028.75	810.95
Total (A)	23326.50	17738.79
Closing Stock of Work in progress	6239.36	3417.63
Closing Stock of Finished Goods	14962.66	18880.12
Closing Stock of Waste Cotton	454.32	1028.75
Total (B)	21656.34	23326.50
Increase / Decrease in Stock (A - B) (-)/(+)	1670.16	-5587.71

25. EMPLOYEES BENEFIT EXPENSES

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Salaries & Wages	4150.44	3916.29
Contribution to Provident Fund & Other Funds	401.45	396.73
Staff Welfare Expenses	832.50	813.57
	5384.39	5126.59

26. FINANCE COSTS

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Interest - Working Capital Loans	1265.66	1618.45
Other Borrowing Costs	2.00	1.28
	1267.66	1619.73

27. DEPRECIATION AND AMORTISATION EXPENSE

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Depreciation of property, plant and equipment	2056.19	2244.14
Amortisation expense	0.00	0.00
Total depreciation and amortisation expense	2056.19	2244.14

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****28. OTHER EXPENSES****(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Stores Consumed	939.95	828.44
Power & Fuel	2704.92	3264.10
Materials Sizing & Fabrication	1430.12	1213.82
Freight Inwards	70.83	40.16
Machinery Maintenance	118.14	94.43
Building Maintenance	15.50	21.82
Vehicle Maintenance	320.49	306.73
Printing & Stationary	16.51	15.78
Postage & Telephone	28.31	24.41
Travelling Expenses	59.58	61.85
Insurance	212.33	148.47
License Fees & Taxes	163.95	154.22
Bank Charges	140.10	131.90
Professional & Legal Charges	70.75	61.48
Salary to Managing Director	24.00	24.00
Auditors Remuneration - for Audit fees	6.00	6.00
Freight Outwards	1594.82	1423.43
Packing Materials	821.78	778.04
Brokerage & Commission	1532.07	1453.00
Godown Rent	105.60	112.80
Advertisement	5.11	4.79
Foreign Currency Fluctuation Loss	1541.44	420.13
Security Service Charges	86.19	85.80
CSR Expenses	226.65	325.52
Miscellaneous Expenses	127.15	144.47
Total	12362.29	11145.59

AMBIKA COTTON MILLS LIMITED

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

29. INCOME TAX RELATING TO CONTINUING OPERATIONS

29.1. INCOME TAX RECOGNISED IN PROFIT & LOSS

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Current tax		
Current tax on profits for the year	2208.65	1924.68
Add: interest	6.73	0.00
Adjustments for current tax of prior periods	1.53	-0.12
Current tax expense	2216.91	1924.56
Deferred Tax		
(Decrease) in DTL - depreciation	206.29	616.60
Increase(+)/ decrease (-) in DTL - Fair value of Investments	39.61	3.37
Deferred tax	245.90	619.97
Total Tax expense for continuing Operations	2462.81	2544.53
Less: Tax relating to other comprehensive income	4.17	18.23
Total tax expense for the year	2458.64	2526.30

29.2. RECONCILIATION OF INCOME TAX EXPENSE TO THE ACCOUNTING PROFIT FOR THE YEAR

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Profit before tax after exceptional items	9619.30	9118.69
Enacted tax rate in India	25.168%	25.168%
Computed expected tax expense at enacted tax rate	2420.99	2294.99
Tax effect on account of items treated separately	0.00	0.00
Tax effect on Income that is exempt from taxation	-83.70	-272.75
Tax effect of non-deductible expenses	58.53	81.93
Tax effect on Difference of book and IT Depreciation	-187.17	-179.49
Total income tax expense recognised for the year	2208.65	1924.68

29.3 . INCOME TAX RECOGNISED IN OTHER COMPREHENSIVE INCOME

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Arising on income and expenses recognised in other comprehensive income:		
Remeasurement of defined benefit obligations	16.57	72.44
Total	16.57	72.44
Bifurcation of income tax recognised in other comprehensive income into:		
Items that will not be reclassified to profit or loss	4.17	18.23
Items that may be reclassified to profit or loss	0.00	0.00
Total	4.17	18.23

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****30.1. CONTINGENT LIABILITIES AND COMMITMENTS TO THE EXTENT NOT PROVIDED FOR****(Rs. in Lakhs)**

Particulars	As at 31 st March 2026	As at 31 st March 2025
i) Contingent liabilities :		
a) Claims against the company not acknowledged as debt		
Customs Duty*	0.00	410.01
GST	47.78	50.14
Income tax	35.88	0.00
Other money for which the company is contingently liable		
Export Bills Deposited with the Bank covered under Irrevocable Letter of Credits	15972.90	6801.99
Total Contingent Liabilities	16056.56	7262.14
*The appeal of the Company was disposed by Commissioner Appeals CGST & Central Excise in its favour and hence no demand.		
Nature of Disputes and amount of demand		
GST		
FY 2017-18	28.05	29.29
FY 2018-19	8.98	9.43
FY 2019-20	10.75	11.42
	47.78	50.14

The demands are in respect of non- reversal of Input Tax Credit and Demand of GST on free supply of canteen service to the employees for FY 2017-18, FY 2018-19 and FY 2019-20. The company has filed appeal before GSTAT. The company is advised that the demand raised is not sustainable in law and hence no provision is considered.

Income Tax

AY 2024-25 35.88 0

Pursuant to Assessment under section 143 (3) of the Income tax Act, 1961 certain disallowances were made to the returned income and the company has duly filed appeal before NFAC. The company is advised that the demand raised is not sustainable in law and hence no provision is considered.

(ii) Commitments

Estimated amount of contracts remaining to be executed on capital account not provided for	7500.00	4000.00
CWIP and Advances made in respect of the above works	783.44	1020.31
Capital Commitments net of CWIP and Advances	6716.56	2979.69
Total Contingent Liabilities and Commitments	22773.12	10241.83

30.2. DETAILS OF DIVIDEND PROPOSED AND PAID**(Rs. in Lakhs)**

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
a) Final dividend paid during the year for the year ended March 31, 2025 is Rs.37/- per share	2118.25	0
b) Final dividend paid during the year for the year ended March 31, 2024 is Rs.35/- per share	0	2003.75
c) In respect of the current year i.e. FY 2025-26, the directors have proposed dividend of Rs. 37/- per share be paid on equity shares. The equity dividend is subject to approval by shareholders at the Annual General Meeting and has not been included as a liability in these financial statements. The total estimated equity dividend to be paid is Rs.2118.25/-Lakhs		

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****30.3. ADDITIONAL REGULATORY INFORMATION****30.3.a. Disclosure Not Applicable**

The disclosure requirements with regard to the following regulatory information are not applicable to the company for the reasons stated therein against the specified regulatory information disclosure requirement

1. Title deeds of Immovable Properties not held in name of the Company	There are no immovable properties not held in the name of the company
2. Fair value of Investment property	There are no Investment property
3. Revaluation of property plant and equipment	No Revaluation of property Plant & Equipment
4. Revaluation of Intangible assets	No Revaluation of Intangible assets
5. Loans or advances in the nature of loans granted to promoters, directors, KMPs and the related parties that are repayable on demand or without specifying any terms or period of repayment	No loans or advances are granted to the specified persons/relatives
6. Ageing schedule of intangible assets under development	There are no Intangible assets under development
7. Details of Benami property held	No Benami property held
8. Wilful defaulter	No default so as to fall under category of wilful defaulter
9. Relationship with struck of companies	No Relationship with struck of companies
10. Registration of charges or satisfaction with Registrar of Companies (ROC)	There are no charges omitted to be created / satisfied
11. Compliance with number of layers of companies	No such layers of holding of shares by Companies, shares are held by Individual promoters.
12. Compliance with approved scheme of arrangements	The company is not part of any approved scheme of arrangements
13. Utilization of Borrowed funds and share premium	There are no arrangements or transactions for cross transfers

30.3.b. Disclosure Applicable

1. Ageing schedule of capital work in progress	Within 1 year
2. Where the Company has borrowings from banks or financial institutions on the basis of security of current assets, it shall disclose the following:	
(a) whether quarterly returns or statements of current assets filed by the Company with banks or financial institutions are in agreement with the books of accounts; -	Yes
(b) if not, summary of reconciliation and reasons of material discrepancies, if any to be adequately disclosed. -	NA

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****30.3.c. Disclosure of Ratios**

	Numerator	Denominator	Year Ended 31 st March 2026	Year Ended 31 st March 2025	Variance
(a) Current Ratio	Current Assets	Current Liabilities	6.61	4.18	2.42
(b) Debt-Equity Ratio*	-	-	NA	NA	-
(c) Debt Service Coverage Ratio*	-	-	NA	NA	-
(d) Return on Equity Ratio	Profit After Tax	Average Equity	7.70	7.46	0.24
(e) Inventory turnover ratio	Cost of Goods Sold	Average Inventory	1.07	1.07	0.00
(f) Trade Receivables turnover ratio	Sale of Products	Average Trade Receivables	26.13	26.71	-0.58
(g) Trade payables turnover ratio	Net Credit Purchase	Average Trade Payables	3.94	4.29	-0.35
(h) Net capital turnover ratio	Revenue from Operations	Working Capital	1.15	1.04	0.11
(i) Net profit ratio	Profit After Tax	Revenue from Operations	9.16	9.36	-0.20
(j) Return on Capital employed	EBITDA	Net worth	13.93	14.73	-0.80
(k) Return on investment	Income from Investments	Cost of Investments	1.97	2.03	-0.06

* There are no long term debts and hence (b) Debt-Equity Ratio and (c) Debt Service Coverage Ratio does not arise

30.4. DISCLOSURE AS PER SCHEDULE

As defined under Micro, Small and Medium Enterprises Development Act, 2006, the disclosure in respect of the amounts payable to Micro and Small Enterprises as at the end of the year has been made in the financial statements based on information received and available with the Company

Particulars	(Rs. in Lakhs)	
	As at 31 st March 2026	As at 31 st March 2025
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year	109.11	141.28
The amount of interest paid by the Company along with the amounts of the payment made to the supplier beyond the appointed day during the year	Nil	Nil
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 this Act	Nil	Nil
The amount of interest accrued and remaining unpaid at the end of the year	Nil	Nil
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	Nil	Nil

AMBIKA COTTON MILLS LIMITED

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

30.5. FINANCIAL INSTRUMENTS

i) Financial Instruments by category

(Rs. in Lakhs)

Particulars	As at 31 st March 2026			As at 31 st March 2025		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial Assets						
a) Cash and Cash Equivalents	-	-	16840.76	-	-	8718.75
b) Bank Balances other than (a) above	-	-	0.00	-	-	10513.31
c) Other Financial Assets - Non Current	-	-	1107.55	-	-	937.95
d) Trade Receivables	-	-	3152.67	-	-	2575.01
e) Other Financial Assets- Current	-	-	4171.33	-	-	5198.13
f) Investments in Equity	3041.03	-	-	1468.75	-	-
Total	3041.03	0.00	25272.31	1468.75	0.00	27943.15
Financial Liabilities						
(a) Borrowings	-	-	0.00	-	-	5072.45
(b) Trade Payables	-	-	9458.55	-	-	14515.24
(c) Other Financial Liabilities - Non Current	-	-	79.66	-	-	828.68
(d) Other Financial Liabilities - Current	-	-	2155.63	-	-	1595.76
Total	0.00	0.00	11693.84	0.00	0.00	22012.13
Financial Assets			28313.34			29411.90
Financial Liabilities			11693.84			22012.13

ii) Fair Valuation techniques and Inputs used - recurring Items

(Rs. in Lakhs)

Particulars	Fair value as at 31 st March 2026	Fair value as at 31 st March 2025
Financial assets measured at Fair value		
Financial assets		
Investments		
1) Quoted Equity and Mutual Fund Units	75.03	75.46
2) Investment in unquoted equity [At fair values]	2966.00	1393.29
Total financial assets	3041.03	1468.75

iii) Fair Value of financial assets and liabilities measured at amortised cost

The carrying amounts of trade receivables, trade payables and cash and cash equivalents are considered to be the same as their fair values, due to their short term and settlement on demand nature.

For all other financial assets and liabilities measured at amortised cost, the Company considers that their carrying amounts approximates their fair values.

30.6. Auditors' Remuneration

(Rs. in Lakhs)

Particulars	Fair value as at 31 st March 2026	Fair value as at 31 st March 2025
For Audit	6.00	6.00
For Other works and Reimbursement of Expenses	0.00	0.00

AMBIKA COTTON MILLS LIMITED**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026****30.7. CORPORATE SOCIAL RESPONSIBILITY EXPENDITURE****(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Amount spent through approved trusts and institutions	0.00	0.00
Amount spent directly	226.65	325.52
Total	226.65	325.52
Amount required to be spent as per Sec. 135 of the Act	219.27	321.14
Amount spent during the year on:		
Construction / acquisition of an asset	53.20	32.00
On purposes other than above	173.45	293.52
Total	226.65	325.52
Excess(+)/Shortfall(-) carried forward	16.59	12.21
Excess(+)/Shortfall(-) spent for the year	7.38	4.38
Setoff of expenditure	0.00	0.00
Balance Carried over	23.97	16.59

CSR Expenses relating to gross amount required to be spent for the year and the actual amount spent by the Company during the year is furnished as Annexure to the Directors' Report.

30.8. EARNINGS PER SHARE**(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Earnings used in the calculation of Basic and diluted earnings per share (Rs in Lakhs)	7156.49	6574.16
Weighted Average Number of Equity Shares used for the purpose of calculating basic and diluted earnings per share	5725000	5725000
Nominal Value per Equity Share [in Rs.]	10.00	10.00
Basic & Diluted Earnings Per Share [in Rs]	125.00	114.83

30.9. RELATED PARTY TRANSACTIONS**Related party Relationships****Key Management personnel**

Sri.P.V.Chandran Chairman and Managing Director

Wholly Owned Subsidiary Nil

Other Related parties Nil

Related to Key Management personnel**Nature of relationship**

Mrs.Vidya Jyothish Pillai Daughter of Sri.P.V.Chandran

Mrs.Bhavya Chandran Daughter of Sri.P.V.Chandran

Key Management personnel compensation**(Rs. in Lakhs)**

Particulars	Year Ended 31st March 2026	Year Ended 31st March 2025
Short term employee benefits	24.00	24.00
Post employment benefits	0.00	0.00
Director's Sitting Fees paid	1.00	1.25
Total compensation	25.00	25.25
Other related parties		
Director's Sitting Fees paid to		
Mrs.Vidya Jyothish Pillai	2.25	2.25
Mrs.Bhavya Chandran	1.00	1.25

Note : Related party relationships are as identified by the Management

AMBIKA COTTON MILLS LIMITED

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

30.10 EMPLOYEE DEFINED BENEFITS AND CONTRIBUTION PLANS

(Rs. in Lakhs)

Particulars	Year Ended 31 st March 2026	Year Ended 31 st March 2025
Present Value of Obligations		
Obligations at the beginning of the year	405.54	348.63
Interest Cost	29.40	27.15
Current Service Cost	38.91	37.58
Past service Cost	0.00	25.80
Benefits paid	-11.38	-10.32
Actuarial (Gain) / Loss on obligations	-17.61	-23.30
Obligations at the end of the year	444.86	405.54
Fair value of Plan assets		
Fair value of Plan assets, beginning of the year	477.76	396.13
Fair value of Plan assets, recognized at the beginning of the year	0.00	29.44
Expected return on plan assets	34.13	30.26
Contributions	4.26	32.24
Benefits paid	-11.38	-10.31
Fair value of Plan assets, end of the year	504.77	477.76
Funded Status	59.91	72.22
Expenses to be recognized for the current year		
Current Service Cost	38.91	37.58
Interest Cost	29.40	27.15
Past service Cost	0.00	61.27
Expected return on plan assets	-34.13	-30.26
Net Actuarial (Gain) / Loss recognized in the year	-17.61	-23.30
Expense to be recognized in other comprehensive income	16.57	72.44
Actuarial Assumption		
Discount Rate	7.25%	7.25%
Salary Escalation	7.25%	7.25%

30.11. GEOGRAPHICAL SEGEMENT

(Rs. in Lakhs)

Particulars	Europe	Asia	North America	Africa	India*	Total
Sale of Goods	139.56	50085.36	23.99	3430.36	21147.10	74826.37
(Figures in Brackets relates to Previous Year)	(1699.04)	(43865.92)	(162.67)	(1872.63)	(20807.20)	(68407.46)

*India segment includes SEZ Exports

30.12. APPROVAL OF FINANCIAL STATEMENTS

The Financial statements were approved for issue by the Board of Directors on 26.05.2026

AMBIKA COTTON MILLS LIMITED

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

30.13. FINANCIAL RISK MANAGEMENT OBJECTIVES

The Company prima facie is exposed to financial risks which is inclusive of Market risk, Interest rate risk, Price risk, Credit risk and Liquidity risk.

Market Risk: The substantial operations of the Company are into exports and imports and are subject to Foreign Currency Fluctuation risk. The Company enters into Foreign Currency forward contracts based on underlying to mitigate such Fluctuation risks. Further the Company is also having natural hedge on account of exports exceeding imports.

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:-

(Rs. in Lakhs)

Particulars	Amount in foreign currency USD		Equivalent INR	
	31.03.2026	31.03.2025	31.03.2026	31.03.2025
Liabilities				
PCFC	0.00	5937131.25	0.00	5072.45
Acceptances	8104667.96	11342164.20	7576.49	9690.29
Advances Received	0.00	80154.47	0.00	68.48
Trade Payables	192905.43	135021.09	180.33	115.36
Libor Interest	123124.77	209559.77	115.10	179.04
Total A	8420698.16	17704030.78	7871.92	15125.62
Assets				
Trade Receivables	2313088.87	1967851.05	2162.34	1681.25
Debit Note	7589.07	6017.89	7.09	5.14
EEFC	11613.33	87935.92	10.86	75.13
Total B	2332291.27	2061804.86	2180.29	1761.52
Net Exposure (B-A)	-6088406.89	-15642225.92	-5691.63	-13364.10

The earnings in Foreign Currency out of exports would cover deficit exposure, if any, further the Forward cover would protect the fluctuations.

(Rs. in Lakhs)

Foreign Currency sensitivity analysis (USD)	31.03.2026	31.03.2025
Impact on profit : 5% increase in currency rate	-284.58	-668.21
Impact on profit : 5% decrease in currency rate	284.58	668.21

Interest Rate Risk: The Company's working capital borrowings are short term in nature and hence any fluctuation in market interest rates would not impact the profitability of the Company in terms of debt servicing and liquidating of such borrowings.

Price Risk: The price risk arises on account of holding marketable financial assets. The company's equity investments forms Small portion and hence any price fluctuation would not have any impact over the financial position of the company

Credit Risk: Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The credit risk in trade receivables is managed by selling goods to specific orders and reputed customers. Exports are made against irrevocable letter of credits. Domestic sales are largely against advance payments. However certain exceptions are made in specific cases. There are no other financial assets carrying credit risk

Liquidity Risk: Liquidity risk refers to the risk that the company cannot meet its financial obligations. The Company carries substantial current assets to pay off short term obligations arising from working capital bank borrowings, trade payables and other related Liabilities.

Capital Management: The company manages its capital to ensure that it will continue to operate as a going concern while maximizing the return to stakeholders. The core focus is to safeguard and maintain the company's financial stability and independence. The fund requirements of the company are generally met through internal accruals. The working capital borrowings are meant for augmenting current assets. Substantial capital assets and current assets are built and maintained

AMBIKA COTTON MILLS LIMITED

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

30.14.

Previous year's figures have been regrouped / reclassified, wherever necessary, to conform with the current period presentation.

As per our report of even date attached
For S. Krishnamoorthy & Co.,
Chartered Accountants
Firm Reg. No. 001496S
B. Krishnamoorthi
Partner, Auditors
Membership No. 020439

For and on behalf of the Board
P.V. Chandran
(Chairman and Managing Director)
(DIN : 00628479)

Radheshyam Padia
(Company Secretary)

Dr.K.Venkatachalam
(Director)
(DIN : 01062171)

M.Vijayakumar
(Chief Financial Officer)

E.M. Nagasivam
(Director)
(DIN : 07894618)

Place : Coimbatore
Date : 26.05.2026



QR SCAN FOR
ANNUAL REPORT 2025-26

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To:

From

Regd.Office : AMBIKA COTTON MILLS LIMITED
15/9 A , Valluvar Street,
Sivanandha Colony,
Coimbatore - 641 012.