



FASTENING Redefined

MOHINDRA FASTENERS LIMITED

Reg. Office:

304 GUPTA ARCADE, INDER ENCLAVE,
DELHI-ROHTAK ROAD, JWALA PURI, DELHI-110087

CIN: L74899DL1995PLC064215

Website: www.mohindra.asia

E-mail: cs@mohindra.asia

32nd (Thirty-Second) ANNUAL GENERAL MEETING

DATE : SATURDAY, 26th SEPTEMBER, 2026

TIME : 11.30 AM

TO BE CONVENED THROUGH VC/OAVM

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BOARD OF DIRECTORS

Designation	Name of Directors
Chairman Cum Managing Director & CEO	Mr. Deepak Arnnejaa
Managing Director	Mr. Ravinder Mohan Juneja
Non-Executive Director	Mr. Ranbir Singh Narang
Non-Executive & Independent Director	Mr. Vivek Arora
Non-Executive & Independent Director	Mr. Ved Prakash Chaudhry
Non-Executive & Independent Director	Mrs. Shamoli Thakur
Additional Director (Non-Executive & Independent Director)	Mr. Arun Parti appointed w.e.f 14/08/2026

Chief Financial Officer	Mr. Sunil Mishra
Company Secretary & Compliance Officer	Ms. Mamta Sharma

CORPORATE INFORMATION	
Director – Operations	Mr. Sudhir Arneja (up to 11 August 2026; ceased to hold office due to his untimely demise)
Director – Operations	Mr. Anurag Arneja
Statutory Auditor	M/s B. L. Khandelwal & Co (Practicing Chartered Accountant) B4/167, Sector-7, Rohini, New Delhi –110085
Secretarial Auditor	M/s Anand Nimesh & Associates (Practicing Company Secretary) G-22, Basement, Lajpat nagar-3 New Delhi-110024
Cost Auditor	M/s Sanjay Kumar Garg & Associates (Practicing Cost Accountant) Shop No. 2, First Floor, Pocket – H – 34, Plot No. 35, Sector – 3, Rohini, New Delhi – 110085
Registrar & Share Transfer Agent	Skyline Financial Services Private Limited D – 153 / A, 1st Floor, Okhla Industrial Area, Phase – 1, New Delhi – 110020, Tel:- 011-40450193 - 97, Email Id: compliances@skylinerta.com
Company’s Banker	The Karnataka Bank Limited 11/14, West Patel Nagar, New Delhi – 110008
Work Place	
Registered Office	304, Gupta Arcade, Inder Enclave, Jwala Puri, West Delhi – Rohtak Road, New Delhi - 110087 Tel: 011-46200400, E-mail Id: cs@mohindra.asia
Corporate Office	301 – 304, Vardhman Plaza, Inder Enclave, Paschim Vihar, Delhi – Rohtak Road, New Delhi – 110087 Tel: 011-46200400, E-mail Id: cs@mohindra.asia
Manufacturing Units	• Plant I - 60th K. M. Stone, Delhi – Rohtak Road, N. H. No. 10, V & P.O. Kharawar, District Rohtak, Haryana-124001. • Plant II - 60th K. M. Stone, Delhi – Rohtak Road, N. H. No. 10, V & P.O. Gandhra, District Rohtak, Haryana-124001. • Plant III - Plot No 42, 43 & 44, Sector 31B, IMT, District Rohtak, Haryana-124001.

CHAIRMAN'S MESSAGE



Deepak Arneja

Chairman Cum
Managing Director & CEO

**EVERY GREAT
ACHIEVEMENT BEGINS
WITH A BOLD DECISION**

Dear Shareholders,

It gives me immense pleasure to present the 32nd Annual Report of Mohindra Fasteners Limited for the financial year ended 31st March, 2026.

The financial year 2025-26 continued to witness a dynamic global business environment marked by geopolitical tensions, inflationary pressures, volatile commodity prices and evolving international trade policies. The entire world was a mere spectator to the ongoing USA, Israel and Iran crisis. The uncertainty in the months of January and February paved way for a full-blown assault on Iran on 28th February. The uncertainty exists even until August 2026 and it is likely to continue further. The world witnessed a hostile drama in the Gulf and the area around Iran, its neighboring countries and the Strait of Hormuz. The world started witnessing the Oil shock, spike in pricing, shortages in supply of Oil, gas and other related products. The world started re-calibrating itself to the new situation where everyone was working hard to overcome the increased price of gas/fuel, etc. and shortages at micro and macro levels.

Despite the above challenges, the Indian economy demonstrated remarkable resilience, supported by strong domestic demand, stable economic fundamentals, stability in government policies etc. The Government's push on infrastructure development and the continued emphasis on manufacturing through initiatives such as Make in India and Atmanirbhar Bharat continued with full vigor.

Against this backdrop, your Company remained focused on stability and ensuring operational excellence, quality enhancement and sustainable growth. We continued to strengthen our position as a trusted manufacturer and exporter of high tensile fasteners for the automotive, engineering and railway sectors by delivering quality products, ensuring timely deliveries and maintaining long-term relationships with our customers across domestic and international markets. We ensured that customer's supply lines were not impacted due to price spikes in LPG, PNG and other mediums used in the manufacturing. Engagements were done at all levels to seek price increase support from our customers. There were also challenges coming out of forwarding due to tensions in the West Asia region and vessels missing their schedules or even cancelling them which led to a lot of management work and re-scheduling shipments. Despite the above, our export business continued to be a significant contributor to the Company's overall operations, reflecting the confidence of our global customers in the quality and reliability of our products.

The year gone by also witnessed some bold moves, which were against the Indian business interests, made by the USA in terms of imposing additional tariffs on exports from India. This created challenges for exporters like ourselves, forced us to revise our strategies and work closely with the US based customers, who were equally disappointed with their Government on the issue of additional tariffs. Your company made sure to convert this crisis into an opportunity by focusing on value added parts and selectively identifying new customers/products wherein the competition was less severe.

During the year, the Company continued its focus on achieving the full output from the previous investments made in the capacity expansions, while maintaining internationally recognized quality, environmental and occupational health & safety management systems that enable us to meet the stringent requirements of leading OEMs and customers worldwide. We focused on adding selectively our customer base in the domestic and exports front which aligns with our product mix, our priorities and enabling us to seek a higher profitability.

Your Directors have recommended a Final Dividend of ₹4.50 per Equity Share for the financial year ended 31st March, 2026, subject to the approval of the Members at the ensuing Annual General Meeting. This reflects the Company's balanced approach towards rewarding shareholders while retaining sufficient resources to support future growth initiatives.

Strong corporate governance, ethical business practices and transparency continue to be integral to the Company's culture. We remain committed to creating long-term value for all stakeholders through responsible decision-making and sustainable business practices.

MOHINDRA FASTENERS LIMITED

On behalf of the Board of Directors, I express my sincere gratitude to our valued customers, suppliers, bankers, financial institutions, business associates and various Government authorities for their continued trust, cooperation and support. I also place on record my heartfelt appreciation to our employees, whose dedication and hard work continue to be the driving force behind the Company's achievements, and I thank my fellow Directors for their invaluable guidance throughout the year.

Above all, I extend my sincere gratitude to our shareholders for their continued confidence and unwavering support. With a strong manufacturing base, an experienced management team and a clear strategic vision, we remain confident of leveraging emerging opportunities and delivering sustainable growth for all our stakeholders. I look forward to your continued support as we move ahead with renewed confidence and determination.

Sd/-

Deepak Arnejjaa
Chairman Cum Managing Director & CEO
Place: New Delhi

NOTICE

NOTICE is hereby given that the 32nd (Thirty-Second) Annual General Meeting of the Members of **Mohindra Fasteners Limited will be held on Saturday, the 26th September, 2026 at 11:30 A.M** through Video Conferencing (VC)/ Other Audio-Visual Means (OAVM) to transact the following businesses:

ORDINARY BUSINESS:

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

To consider & if thought fit, to pass the following resolution as an ORDINARY RESOLUTION:

“RESOLVED THAT the Standalone Audited Financial Statements for the year ended March 31, 2026 together with the Auditor’s Report thereon and the Report of the Board of Directors for the financial year ended on that date be and are hereby approved and adopted.”

2. To declare the dividend on Equity Shares for the financial year ended March 31, 2026.

To consider & if thought fit, to pass the following resolution as an ORDINARY RESOLUTION:

“RESOLVED THAT a final dividend of Rs. 4.50 per equity share (45%) on fully paid up equity shares as recommended by the Board of Directors for the year ended as on 31st March, 2026 and be and is hereby approved and declared.”

3. To appoint a director in place of Mr. Ravinder Mohan Juneja (DIN: 00006496), who retires by rotation and being eligible, offers himself for re-appointment.

To consider & if thought fit, to pass the following resolution as an ORDINARY RESOLUTION:

“RESOLVED THAT pursuant to Section 152 and other applicable provisions, if any, of the Companies Act, 2013, Mr. Ravinder Mohan Juneja (DIN: 00006496) who retires by rotation and being eligible for re-appointment is hereby re-appointed as a Director of the Company, whose office is liable to retire by rotation.”

SPECIAL BUSINESS:

4. To ratify the remuneration payable to the Cost Auditor for the financial year ending 31st March, 2027.

To consider and if thought fit, to pass the following resolution as an ORDINARY RESOLUTION:

“RESOLVED THAT pursuant to the provision of section 148 of the Companies Act, 2013 and other applicable provisions read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the amount of remuneration in addition to reimbursement of travel and out of pocket expenses, payable to Mr. Sanjay Kumar Garg, Practicing Cost Accountants (Firm Registration No. 100292) who was appointed as Cost Auditor of the Company for the financial year ending March 31, 2027, as recommended by the Audit Committee and approved by the Board of Directors of the Company pursuant to Section 148 of the Companies Act, 2013 and the Companies (Audit & Auditors) Rules, 2014 be and is hereby ratified and confirmed.

5. To approve the re-appointment of Mr. Ravinder Mohan Juneja (DIN: 00006496) as Joint Managing Director of the company for a period of Five (5) years.

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

“RESOLVED THAT pursuant to the provisions of Section 196, 197 and 203 read with Schedule V of the Companies Act, 2013 and Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 including any statutory modification or re-enactment thereof, for the time being in force and as per Article of Association of the Company and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), including any statutory modification(s) or amendment(s) thereof for the time being in force and on the basis of recommendation of the nomination and remuneration committee and approval of directors of the company, consent of the members of company be and is hereby accorded for the re-appointment of Mr. Ravinder Mohan Juneja (DIN: 00006496), Joint Managing Director of the Company for a period of Five (5) years with effect from 1st October, 2026 to 30th September 2031, liable to retire by rotation, on the terms and conditions including remuneration as set out below.

RESOLVED FURTHER THAT consent and approval of the members of the company be and is hereby accorded for the remuneration payable to Mr. Ravinder Mohan Juneja (DIN: 00006496) Joint Managing Director with effect from 1st October, 2026, on the basis of recommendation of the Nomination and Remuneration Committee and approval of Board of Directors, on the following terms and conditions including

Remuneration:

1. Basic Salary-

Rs. 4,90,000 (Rupees Four Lakh Ninety Thousand only) per month from 01st October 2026 to 31st March 2027 with annual increment of Rs. 40,000 (Rupees Forty Thousand only) per annum with effect from 1st April 2027 and thereafter on 1st April of each subsequent financial year during the tenure of his appointment.

2. Allowances & Perquisites-

In addition to the above basic salary, he shall be entitled to the following allowances & perquisites like House rent allowances (HRA), Transport Allowance, Children education allowance, Bonus/Ex-gratia and other benefits/allowances in accordance with the scheme(s) and rule(s) of the Company, for the aforesaid benefits and any special allowance and/or any other allowances or perquisites as determined by the Nomination and Remuneration Committee from time to time.

The overall amount of allowances & perquisites, in addition to basic salary shall be restricted to Rs. 35,00,000/- (Rupees Thirty-Five Lakhs only) per annum.

Furthermore, remuneration including allowances, perquisites shall be within individual limit of 5% and overall limit of 10% of eligible Net Profit of each of the respective year.

3. Other Benefits:

In addition to remuneration including allowances & perquisites, he also entitled to the followings:

- i. Contribution to provident fund, pension/superannuation/ gratuity fund schemes in accordance with the Company's rules and regulations in force from time to time;
- ii. Reimbursement of expenses incurred for travelling, boarding and lodging during business trips;
- iii. Telephone/internet services at office for official use;
- iv. Reimbursement of expenses on fuel & maintenance incurred on his personal vehicle for office/business purpose in accordance with the Company policy;
- v. Leave encashment will be as per the policy of the Company;
- vi. Leave Travel Concession will be as per the policy of the Company;

The above benefits shall not be included in the computation of the ceiling on remuneration including allowances & perquisites.

Other Terms and Conditions:

1. Remuneration for a part of the month / year shall be computed on pro-rata basis.
2. The appointment as aforesaid may be terminated by either party giving three months notice in writing.

Sitting Fees: The Joint Managing Director shall not be paid any sitting fees for attending any meetings of the Board/ Committee(s)/General Meeting(s), etc.

Minimum Remuneration: In the absence or inadequacy of the profits in any financial year, the remuneration including the allowances & perquisites shall be paid to the managerial personnel including Joint Managing Director(s) in accordance with the limits as prescribed in Section II of Schedule V of the Companies Act, 2013.

RESOLVED FURTHER THAT the Board of Directors be and is hereby authorized to alter or vary the terms of remuneration of Mr. Ravinder Mohan Juneja (DIN:00006496), including the monetary value thereof, to the extent recommended by the nomination and remuneration committee from time to time as may be considered appropriate, subject to the overall limits specified by this resolution, Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

RESOLVED FURTHER THAT Any one of the executive directors or Ms. Mamta Sharma, Company Secretary of the Company be and are hereby authorised to file the necessary e-forms before Registrar of Companies and

to do all other necessary acts, deeds and things which may be usual, expedient or proper to give effect to the above resolution.”

6. To approve the appointment of Mr. Arun Parti (DIN: 07606164) as Non-Executive Independent Director of the Company.

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

“RESOLVED THAT pursuant to the provisions of Sections 149, 150, 152 and 161 and other applicable provisions, if any, of the Companies Act, 2013 (“the Act”) read with the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended, and applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”), including any statutory modification(s) or re-enactment(s) thereof for the time being in force, and pursuant to the Articles of Association of the Company, Mr. Arun Parti (DIN: 07606164), who was appointed by the Board of Directors as an Additional Director (Non-Executive, Independent) of the Company with effect from 14th August, 2026, based on the recommendation of the Nomination and Remuneration Committee, and who holds office up to the date of this Annual General Meeting under Section 161 of the Act and in respect of whom the Company has received a notice in writing under Section 160 of the Act proposing his candidature for the office of Director, be and is hereby appointed as a Non-Executive Independent Director of the Company, not liable to retire by rotation and he shall be entitled to sitting fees, to hold office for a first term of five (5) consecutive years commencing from 14th August, 2026 up to 13th August, 2031.

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds and things and take all such steps as may be necessary, proper or expedient to give effect to this resolution.”

NOTES:

1. Pursuant to the **General Circular No. 10/2022 dated 28th December, 2022** issued by the Ministry of Corporate Affairs (“MCA”) read together with the previous circulars issued by the MCA in this regard, including **General Circular No. 09/2023 dated 25th September, 2023, General Circular No. 09/2024 dated 19th September, 2024 and General Circular No. 03/2025 dated 22nd September, 2025** (collectively referred to as the “MCA Circulars”) and the applicable circulars issued by the Securities and Exchange Board of India (“SEBI”) (collectively referred to as the “SEBI Circulars”), Companies are permitted to hold the Annual General Meeting (“AGM”) and Extraordinary General Meeting (“EGM”) through Video Conferencing (“VC”) or Other Audio-Visual Means (“OAVM”), without the physical presence of Members at a common venue **up to 30th September, 2026**. Accordingly, in compliance with the aforesaid MCA Circulars, SEBI Circulars, the provisions of the Companies Act, 2013 (the “Act”) and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), the 32nd AGM of the Company is being held through VC/OAVM. The deemed venue for the AGM shall be the Registered Office of the Company.
2. Pursuant to the provisions of the Companies Act, 2013, 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 and 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.**
3. Corporate members are required to send a duly certified copy of the board resolution / power of attorney, etc., authorizing their representatives for the purpose of voting through remote e-voting or to participate and vote in the meeting through VC / OAVM to the Scrutinizer at vdnext1711@gmail.com.
4. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.
5. The Members can join the AGM through VC/OAVM either 15 minutes prior to the commencement of the meeting (Or) within 15 minutes from the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice.
6. An Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013 (“the Act”), in respect of the Business(es) to be transacted at the Annual General Meeting (“AGM”) is annexed hereto. The relevant details, pursuant to Regulations 26(4) and 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”) and Secretarial Standard on General

MOHINDRA FASTENERS LIMITED

Meetings issued by the Institute of Company Secretaries of India, in respect of Director seeking appointment and re-appointment at this Annual General Meeting ("AGM") is also annexed.

7. (i) In compliance with the aforesaid MCA Circulars and SEBI Circulars, the Notice of the Annual General Meeting ("AGM") along with the Annual Report for the Financial Year 2025-26 is being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company/Registrar and Share Transfer Agent ("RTA")/Depository Participants ("DPs")/Depositories. Further, in compliance with Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a letter providing the web-link, including the exact path, where the Annual Report for the Financial Year 2025-26 is available, is being sent to those Members whose e-mail addresses are not registered with the Company/Registrar and Share Transfer Agent/Depository Participants/Depositories. The Notice of the AGM and the Annual Report for the Financial Year 2025-26 are also available on the website of the Company at www.mohindra.asia, on the website of the Metropolitan Stock Exchange of India Limited at www.msei.in, and on the website of National Securities Depository Limited (NSDL) at www.evoting.nsdl.com. Members requiring any assistance in this regard, including a physical copy of the Annual Report, may send their request to cs@mohindra.asia or compliances@skylinerta.com.
 - (ii) Members of the Company holding shares either in physical form or in Dematerialized forms as on Benpose date i.e. **Friday 21st August, 2026** will receive Annual Report for the financial year 2025-26 through electronic mode only.
 8. Members desiring any information or have any query as regards to financial statements or any matter to be placed at the AGM, may write to the Company on or before 20th September, 2026 mentioning their name, demat account number/ folio number, email id, mobile number at cs@mohindra.asia. The same will be replied by the management suitably.
 9. Members whose email address, Permanent Account Number (PAN) and mobile numbers are not registered can register the same in the following manner:
 - Members holding shares in demat form can get their e-mail address, PAN & mobile number registered by contacting their respective Depository Participant.
 - Members holding shares in the physical form may get their e-mail address, PAN & mobile number registered by contacting to the Registrar and Share Transfer Agent of the Company i.e. Skyline Financial Services Private Limited" at compliances@skylinerta.com & admin@skylinerta.com.
- Members who have not registered their E-mail address and in consequence, the annual report and Notice of AGM could not be served, may temporarily get their E-mail address and mobile number register with RTA at <http://www.skylinerta.com/emailReg.php>.
10. Members, holding shares in physical form, are requested to send a signed request letter in form ISR-1 made available on Company's website along with supporting documents for the following to the Registrar and Share Transfer Agent (Skyline Financial Services Pvt. Ltd.) of the Company:-
 - a) any change in their address / bank mandate.
 - b) particulars of their bank account, in case they have not been sent earlier.
 - c) nomination in Form SH-13, in duplicate, as provided under Section 72 of the Companies Act, 2013, in case they have not been sent earlier.
 - d) share certificate(s) held in multiple accounts in identical names or joint accounts in the same order of names, for consolidation of such shareholdings into one account.
 - e) The Securities and Exchange Board of India had mandated that any requests for effecting transfer of securities, shall not be processed unless the securities are held in the dematerialized form with a depository. The members are therefore requested to initiate necessary steps to dematerialise your shares, which are held in physical form. The Company's ISIN is: INE705H01011.
 11. Members whose shareholding is in electronic mode are requested to notify change in address, if any, and update bank account details to their respective depository participant(s). We also request the members to utilize the Electronic Clearing System (ECS) for receiving dividends.
 12. In the case of joint holders, the vote of the first holder who tenders a vote shall be accepted to the exclusion of the votes of the other joint holders.

13. Members are requested to note that, Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividends if not encashed or claimed by the shareholders for seven consecutive years or more are liable to be transferred to the Investor Education and Protection Fund ("IEPF").

Further IEPF rules inter-alia contains the provision of transfer of shares in respect of which dividend has not been claimed by the shareholders for seven consecutive years or more to IEPF Authority, the Company has duly transferred 4400 equity shares during the financial year 2025-2026 to the IEPF Authority.

Shareholders, please note that once the unclaimed dividend and shares transferred to the IEPF Authority, no claim shall lie thereafter against the company in respect of such amounts and shares. Shareholders are therefore requested to verify their records and send claims if any, for the relevant financial year(s) started from 2018-19 or onwards, before the respective amounts become due for transfer to the IEPF Authority.

Details of dividend declared by the Company from financial year 2018-2019 onwards are given below:

Financial Year	Dividend Per share (in Rs.)	Date of Declaration	Last Date for claiming amount of unpaid dividend	Due Date for transfer of amount to IEPF	Amount (in Rs.) As on 31st March, 2026
2018-19	3.00	21/09/2019	22/10/2026	23/10/2026	2,24,127.00
2019-20	3.50	29/09/2020	30/10/2027	31/10/2027	2,68,346.00
2020-21 (interim)	2.00	10/02/2021	12/03/2028	13/03/2028	1,91,412.00
2020-21 (final)	3.00	23/09/2021	24/10/2028	25/10/2028	2,27,097.00
2021-22	4.00	30/05/2022	30/06/2029	01/07/2029	4,82,752.00
2022-23 (interim)	4.50	30/05/2023	30/06/2030	01/07/2030	1,92,231.40
2023-24 (final)	5.00	20/09/2024	21/10/2031	22/10/2031	6,14,155.00
2024-25 (final)	4.50	29/09/2025	30/10/2032	31/10/2032	3,77,222.00

Shareholders who have not encashed their dividend warrants in respect of the above-mentioned period are requested to make their claim(s) by surrendering the uncashed warrants immediately to the Company. Shareholders may contact to the Secretarial & Legal Department of the Company by writing a Request Letter to Company Secretary at Registered Office: 304, Gupta Arcade, Jwala Puri, Inder Enclave, Delhi-Rohtak Road, Delhi-110087 and Email ID: cs@mohindra.asia on or before the due dates as mentioned above.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to stop transfer of dividends/shares to IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the Company's website www.mohindra.asia.

In case the Company/Registrar & Share Transfer Agent (RTA) does not receive any communication from the concerned shareholders, the Company with a view to adhering with the requirements of the Rules, will take necessary action for transfer the amount and shares to the IEPF Suspense Account with in thirty days from the due date.

In view of this, Shareholders/Claimants are requested to claim their dividends from the Company, within the stipulated timeline. The Shareholders, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority, in Form No. IEPF-5 available on www.iepf.gov.in. The Shareholders/Claimants can file only one consolidated claim in a financial year as per the IEPF Rules.

14. Members who wish to inspect the Register of Directors and Key Managerial Personnel and their shareholding maintained under section 170 of Companies Act, 2013 & other mandatory statutory Registers and Relevant documents referred to in this Notice of AGM and explanatory statement will be available electronically for inspection by the shareholders during the AGM. Shareholders seeking to inspect such documents electronically can send an email to cs@mohindra.asia.
15. In compliance with the aforesaid MCA Circulars, the video recordings of the AGM will be made available on the website of the Company, www.mohindra.asia.

16. VOTING BY MEMBERS

The voting for the agenda items as mentioned in the Notice shall be done in the following manner:

- (i) Members may cast their votes through electronic means by using an electronic voting system from a place other than the venue of AGM ("Remote E-voting") in the manner provided below during the e-voting period.
- (ii) On the date of the AGM, procedure for e-Voting on the day of the AGM is same as the instructions mentioned below for remote e-voting. The Instructions for Members of E-Voting during the AGM are provided below.
- (iii) The Members who have cast their vote by remote e-voting prior to the AGM may also attend/ participate in the AGM through VC / OAVM but shall not be entitled to cast their vote again.

17. Instructions for e-voting and joining the AGM are as follows:

The remote e-voting period begins on Monday 21st September, 2026 at 09:00 A.M. and ends on Friday 25th September, 2026 at 05:00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the cut-off date i.e. Saturday 19th September, 2026, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being 19th September, 2026.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	- Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added 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 i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. - If you are 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 - Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

	4. Shareholders/Members can also download NSDL Mobile App “NSDL Speede” facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on  App Store  Google Play  
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 Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & 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-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. 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 i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

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

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

Login type	Helpdesk details
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 toll free no.: 1800 1020 990 and 1800 22 44 30

MOHINDRA FASTENERS LIMITED

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 022- 23058738 or 022-23058542-43
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B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. 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.
2. Once the home page of e-Voting system is launched, click on the icon “Login” which is available under ‘Shareholder/Member’ section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the ‘initial password’ which was communicated to you. Once you retrieve your ‘initial password’, you need to enter the ‘initial password’ and the system will force you to change your password.
 - c) How to retrieve your ‘initial password’?
 - (i) If your email ID is registered in your demat account or with the company, your ‘initial password’ is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a.pdf file. Open the.pdf file. The password to open the.pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The.pdf file contains your ‘User ID’ and your ‘initial password’.
 - (ii) If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.
6. If you are unable to retrieve or have not received the “Initial password” or have forgotten your password:
 - a) Click on “Forgot User Details/Password?”(If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
 - b) Physical User Reset Password?” (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

- c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.co.in mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
- d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.
8. Now, you will have to click on “Login” button.
9. After you click on the “Login” button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies “EVEN” in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select “EVEN” of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on “VC/OAVM” link placed under “Join General Meeting”.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on “Submit” and also “Confirm” when prompted.
5. Upon confirmation, the message “Vote cast successfully” will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

GENERAL GUIDELINES FOR SHAREHOLDERS

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to vdnext1711@gmail.com with a copy marked to evoting@nsdl.co.in. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on “Upload Board Resolution / Authority Letter” displayed under “e-Voting” tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the “Forgot User Details/Password?” or “Physical User Reset Password?” option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on toll free no.: 1800 1020 990 and 1800 22 44 30 or send a request at evoting@nsdl.co.in or contact Ms. Pallavi Mhatre, Manager or Ms. Soni Singh, Asst. Manager, National Securities Depository Limited, Trade World, ‘A’ Wing, 4th Floor, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai – 400 013, at the designated email id – evoting@nsdl.co.in or pallavid@nsdl.co.in or SoniS@nsdl.co.in or at telephone nos.:- +91 22 24994545, +91 22 24994559, who will also address the grievances connected with voting by electronic means. Members may also write to the Company Secretary at the Company’s email address cs@mohindra.asia

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide 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 admin@skylinerta.com / compliances@skylinerta.com
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of

PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to admin@skylinerta.com / compliances@skylinerta.com. If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e. login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.**

3. Alternatively shareholder/members may send a request to evoting@nsdl.co.in for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be 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 in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to **NSDL e-Voting system**. After successful login, you can see link of “**VC/OAVM link**” placed under “**Join General meeting**” menu against company name. You are requested to click on VC/OAVM link placed under Join General Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. 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.
5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at cs@mohindra.asia on **or before 20th September, 2026**. The same will be replied by the company suitably.
6. Those members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

OTHER INFORMATION

- i. The voting rights of the shareholders shall be in proportion to their shares of the paid-up equity share capital of the company as on the **cut-off date, September 19th, 2026 (Saturday)**. Once the vote on a resolution is cast by the shareholder, the shareholder shall not be allowed to change it subsequently.
- ii. Any person who acquires the shares of the Company and becomes a member of the Company after dispatch of the notice of AGM and the Annual Report through electronic mode, and holding shares as of the cut-off date September 19th, 2026 (Saturday), may obtain the login ID and password by sending a request to **evoting@nsdl.co.in / compliances@skylinerta.com**.

- iii. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on cut-off date only shall be entitled to avail the facility of remote e-voting or e-voting on the day of AGM.
- iv. The Company has appointed Mr. Anand Kumar Singh, Practicing Company Secretary (CP No.9404) as Scrutiniser to scrutinize the e-voting and remote e-voting process in a fair and transparent manner.
- v. The Scrutiniser shall, immediately after the conclusion of e-voting on the date of AGM first count the e-votes cast during the AGM, thereafter unblock the votes cast through remote e-voting in the presence of at least two witnesses not in the employment of the Company. The Scrutiniser shall within two working days of conclusion of the meeting i.e. on or before 29th September, 2026 submit his 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 report.
- vi. Subject to receipt of requisite number of votes, the resolutions shall be deemed to be passed on the date of the meeting, i.e., 26th September 2026. The results along with the Scrutiniser's Report shall be placed on the website of the Company http://mohindra.asia/mfl/outcome_AGM.html and on the notice board of the Company at its registered office immediately after the declaration of result by the Chairman or a person authorized by him in writing. The results shall also be communicated to the Stock Exchange, Metropolitan Stock Exchange of India Ltd. (MSEI), Mumbai.

The recorded transcript of the AGM, shall as soon as possible, be made available on the website of the company.

By Order of the Board

Place: New Delhi

Dated: 14.08.2026

**Sd/-
(Deepak Arneja)**

DIN: 00006112

Chairman Cum Managing Director & CEO

MOHINDRA FASTENERS LIMITED

AS REQUIRED BY SECTION 102 OF THE COMPANIES ACT, 2013 (“ACT”), THE FOLLOWING EXPLANATORY STATEMENT SETS OUT ALL MATERIAL FACTS RELATING TO THE BUSINESS MENTIONED UNDER ITEM NO. 4 & 5 & 6 OF THE ACCOMPANYING NOTICE:

ITEM NO.4:

Pursuant to Section 148 of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the Company is required to appoint a Cost Auditor to conduct the audit of the cost records of the Company, for the financial year ending March 31, 2027.

On the recommendation of the Audit Committee, Mr. Sanjay Kumar Garg (Membership No. 20707), B.COM, FCMA, FIPA, FFA, CMA(USA), FloV, CIA, Proprietor of M/s Sanjay Kumar Garg & Associates (Firm Registration No-100292), Practicing Cost Accountants, was appointed as the Cost Auditor of the Company for the financial years ending March 31, 2027 for conducting the Cost Audit as mandated by the Act. The Board has considered and approved the appointment of Mr. Sanjay Kumar Garg, Practicing Cost Accountant, as the Cost Auditor for the financial year ending March 31, 2027 at a remuneration of Rs. 40,000 (Rupees Forty Thousand Only) in addition to reimbursement of travel and out-of-pocket expenses.

The proposal for remuneration as set out in the Notice is placed for consideration and ratification of the shareholders by way of an Ordinary Resolution.

No Director or Key Managerial Personnel or their relative is concerned or interested in this item of business.

The Board recommends the Ordinary Resolution set forth in the notice (Agenda Item No. 4) for approval by the members.

ITEM NO.5:

The Board of Directors of the Company, at its Meeting held on 14th August, 2026, based on the recommendation of the Nomination and Remuneration Committee, approved the re-appointment of Mr. Ravinder Mohan Juneja (DIN: 00006496) as Joint Managing Director of the Company for a further period of five (5) years with effect from 1st October, 2026 to 30th September, 2031, liable to retire by rotation, subject to the approval of the Members of the Company.

The present tenure of Mr. Ravinder Mohan Juneja as Managing Director of the Company is due to expire on 30th September, 2026.

Mr. Ravinder Mohan Juneja (DIN: 00006496), aged 76 years, has over 40 years of rich experience in manufacturing and allied businesses. He has been associated with Mohindra Fasteners Limited for more than 30 years and has held key leadership positions in the Company. He is proposed to be re-appointed as Joint Managing Director of the Company with effect from October 1, 2026. During his long association with the Company, he has made significant contributions to its growth and expansion. He possesses extensive expertise in manufacturing operations, production management, business development, strategic planning, leadership and overall business management, which has greatly benefited the Company. He has played a pivotal role in the growth and development of the Company through his strategic vision, business acumen and leadership. The Board is of the view that his continued leadership, experience and guidance will contribute significantly towards achieving the Company's long-term strategic objectives. Brief profile and other disclosures as required under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 on General Meetings are provided in the Annexure forming part of this Notice.

Mr. Ravinder Mohan Juneja has attained the age of 70 years. Accordingly, pursuant to Section 196(3)(a) read with Schedule V to the Companies Act, 2013, approval of the Members by way of a Special Resolution is being sought for his re-appointment as Joint Managing Director. It may be noted that the Members had also approved his previous appointment as Managing Director by way of a Special Resolution through Postal Ballot on 26th March, 2020, as the appointment was effective after he attained the age of 70 years.

The Company has received from Mr. Ravinder Mohan Juneja (DIN: 00006496), aged 76 years his consent in writing to act as the Joint Managing Director of the Company and a declaration confirming that he is not disqualified from being appointed as a Director in terms of Section 164 of the Companies Act, 2013. The Company has also received all necessary declarations, disclosures and confirmations as required under the Companies Act, 2013 and the Rules made thereunder.

The re-appointment and remuneration of Mr. Ravinder Mohan Juneja (DIN: 00006496), aged 76 years have been approved by the Nomination and Remuneration Committee and the Board of Directors in accordance with 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 applicable Rules framed thereunder, subject to the approval of the Members.

The principal terms and conditions of his re-appointment, including remuneration payable to Mr. Ravinder Mohan Juneja, are set out in the Resolution forming part of this Notice. A copy of the draft letter of appointment shall be available for inspection by the Members at the Registered Office of the Company during business hours on all working days up to the date of the Annual General Meeting.

The Board of Directors is of the opinion that the appointment of Mr. Ravinder Mohan Juneja (DIN: 00006496) as the Joint Managing Director is in the best interests of the Company and accordingly recommends the Special Resolution set out at Item No.5 of the Notice for approval of the Members.

Except Mr. Ravinder Mohan Juneja (DIN: 00006496), being the Appointee Joint Managing Director, none of the other Directors, Key Managerial Personnel of the Company or their relatives is, in any way, concerned or interested, financially or otherwise, in the proposed Resolution.

ITEM NO.6:

Pursuant to the provisions of Sections 149, 150, 152, 161 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ("the Act"), the Companies (Appointment and Qualification of Directors) Rules, 2014 and the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), the Board of Directors of the Company, based on the recommendation of the Nomination and Remuneration Committee, appointed Mr. Arun Parti (DIN: 07606164) as an Additional Director (Non-Executive, Independent) of the Company with effect from 14th August, 2026, to hold office up to the date of the ensuing Annual General Meeting.

In terms of the provisions of Sections 149, 150, 152 and other applicable provisions of the Act read with Schedule IV thereto and the applicable provisions of the SEBI Listing Regulations, approval of the Members is sought for the appointment of Mr. Arun Parti (DIN: 07606164) as a Non-Executive Independent Director of the Company for a first term of five (5) consecutive years commencing from 14th August, 2026 up to 13th August, 2031, and he shall not be liable to retire by rotation in terms of Section 152(6) of the Companies Act, 2013.

Mr. Arun Parti, aged 57 years, is a Consultant in the printing machinery and raw material packaging industry, having over 30 years of rich and diverse experience in the field of printing machinery and the manufacturing of raw material packaging. His expertise spans business strategy, manufacturing operations, production management, procurement, quality control, supply chain management, and the printing & packaging industry, and his extensive professional experience will be of significant value to the Company. Brief profile and other disclosures as required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard-2 on General Meetings are provided in the Annexure forming part of this Notice.

The Company has received from Mr. Arun Parti his consent in writing to act as a Director in Form DIR-2 pursuant to the Companies (Appointment and Qualification of Directors) Rules, 2014. The Company has also received a declaration from Mr. Arun Parti confirming that he meets the criteria of independence as prescribed under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations, as amended from time to time. Mr. Arun Parti has further confirmed that he is not disqualified from being appointed as a Director in terms of Section 164 of the Companies Act, 2013 and is not debarred from holding the office of Director by virtue of any order passed by the Securities and Exchange Board of India or any other statutory authority. The Company has also received confirmation that his name has been included in the Independent Directors' Databank maintained by the Indian Institute of Corporate Affairs and that he has complied with the requirements prescribed under Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, including the online proficiency self-assessment test, wherever applicable.

In terms of Section 160 of the Companies Act, 2013, the Company has received a notice in writing from a Member proposing the candidature of Mr. Arun Parti for the office of Director of the Company.

In the opinion of the Board, Mr. Arun Parti fulfils the conditions specified under the Companies Act, 2013, the Rules made thereunder and the SEBI Listing Regulations for appointment as an Independent Director and is independent of the management. Considering his qualifications, expertise, experience and integrity, the Board considers that

MOHINDRA FASTENERS LIMITED

his association with the Company would be of immense benefit to the Company and accordingly recommends his appointment as a Non-Executive Independent Director.

A copy of the draft letter of appointment of Mr. Arun Parti setting out the terms and conditions of his appointment as an Independent Director shall be available for inspection by the Members at the Registered Office of the Company during business hours on all working days up to the date of the Annual General Meeting. The same shall also be available on the website of the Company.

The Board of Directors recommends the Special Resolution set out at Item No. 6 of the Notice for approval of the Members.

Except for Mr. Arun Parti, being an appointee, none of the other Directors and Key Managerial Personnel of the Company and their relatives is concerned or interested, financially or otherwise, in the resolution set out at Item No. 6. This Explanatory Statement may also be regarded as an appropriate disclosure under the Listing Regulations.

By Order of the Board

Sd/-

Place: New Delhi

(Deepak Arnnejaa)

Dated: 14.08.2026

DIN: 00006112

Chairman Cum Managing Director & CEO

RELEVANT DETAILS FOR ITEM NO. 3 & 5 & 6

PARTICULARS OF DIRECTORS SEEKING APPOINTMENT/ RE-APPOINTMENT AS REQUIRED UNDER REGULATION 36 OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AND SECRETARIAL STANDARD ON GENERAL MEETINGS (SS-2):

Brief Resume and other details for ITEM No. 3 & 5 & 6

Name of the Directors	Mr. Ravinder Mohan Juneja
Date of Birth and Age	30th March, 1950, 76 Years
DIN	00006496
Qualification	Under Graduate
Designation	Joint Managing Director
Experience and expertise in specific functional areas	Mr. Ravinder Mohan Juneja has over 40 years of rich experience in manufacturing and allied businesses. He has been associated with Mohindra Fasteners Limited for more than 30 years and has held key leadership positions in the Company. He is proposed to be re-appointed as Joint Managing Director with effect from 1st October, 2026. During his association with the Company, he has made significant contributions towards the Company's growth and expansion. He possesses extensive expertise in manufacturing operations, production management, business development, strategic planning, leadership and overall business management, which has greatly benefited the Company.
Terms & Conditions of appointment and details of remuneration sought to be paid (item no. 6)	Terms & conditions of appointment & remuneration as set out in the Special Resolution(s) to the notice of annual general meeting are in accordance with the applicable Provisions of the Companies Act, 2013 read with rules made thereunder and SEBI (LODR) Regulations.
Terms & Conditions of appointment	As mentioned above
Details of remuneration last drawn (2025-26)	Remuneration last drawn is Rs. 79.20 Lakhs in the F.Y 2025-26
Date of first appointment on the Board	10/01/1995
Inter -se relationships between- • Director; • Managers; • Key Managerial personnel	None
Number of Meetings of the Board attended during the FY 2025-26	Four (4)
List of companies in which Directorship held as on 31.03.2026	PUBLIC COMPANIES Mohindra Fasteners Limited PRIVATE COMPANIES Nil
List of Committees in which he is a Chairman/Member of the Committees of the Board of the companies as on date of notice	Chairman • Nil • Member Stakeholders Relationship Committee Corporate Social Responsibility

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Chairperson/Membership of the Statutory Committee(s) of Board of Directors of other companies in which he is a Director	Nil
Name of the Directors	Mr. Arun Parti
Date of Birth and Age	21 st December 1968, 57 Year
DIN	07606164
Qualification	Graduate
Designation	Non Executive- Independent director
Experience and expertise in specific functional areas	Mr. Arun Parti is a Consultant in the printing machinery and raw material packaging industry, having over 30 years of rich and diverse experience in the field of printing machinery and the manufacturing of raw material packaging. His expertise spans business strategy, manufacturing operations, production management, procurement, quality control, supply chain management, and the printing & packaging industry.
Terms & Conditions of appointment	Term of appointment Five year i.e.w.e.f from August 14,2026 to August13, 2031, subject to the approval of shareholders.
Details of remuneration last drawn (2025-26)	NA
Date of first appointment on the Board	NA
Inter -se relationships between- • Director; • Managers; • Key Managerial personnel	None
Number of Meetings of the Board attended during the FY 2025-26	NA
List of companies in which Directorship held as on 31.03.2026	Nil
List of Committees in which he is a Chairman/Member of the Committees of the Board of the companies as on date of notice	Nil
Chairperson/Membership of the Statutory Committee(s) of Board of Directors of other companies in which he is a Director	Nil

By Order of the Board

Sd/-

Place: New Delhi

(Deepak Arneja)

Dated: 14.08.2026

DIN: 00006112

Chairman Cum Managing Director & CEO

DIRECTORS' REPORT

To,

The Members of Mohindra Fasteners limited

Your directors are pleased to present their 32nd (Thirty-Second) Annual Report of the Company together with the Audited Financial Statements of the Company for the year ended March 31, 2026.

FINANCIAL RESULTS

The highlights of the Financial Results are as under:

(₹ in Lacs)

PARTICULARS	Standalone		Consolidated	
	Year ended 2025-26	Year ended 2024-25	*Year ended 2025-26	Year ended 2024-25
Revenue From Operations	16510.29	16523.78	-	16523.78
Other Income	595.65	424.77	-	424.77
Total Income/Revenue	17105.94	16948.56	-	16948.56
Total Expenses	15100.66	14945.53	-	14945.53
Profit before Interest, Depreciation & Tax (EBITDA)	2748.95	2795.60	-	2795.60
Less: Finance Charges	224.33	246.97	-	246.97
Depreciation and Amortization expenses	519.34	545.60	-	545.60
Profit/(Loss) for the Year before exceptional items & share of loss of investment accounted for using equity method and Tax	2005.28	2003.03	-	2003.03
Less: Exceptional Items	47.64	-	-	-
Profit before Tax	1957.64	2003.03	-	2003.03
Share of (Loss) of Investment accounted for using equity Method	-	-	-	(31.43)
Less: Provision for Income Tax (Current Tax)	472.13	474.42	-	474.42
Add/(Less): Deferred Tax (Assets) / Liability	34.91	41.66	-	41.66
Net Profit for the Year after Tax	1450.60	1486.95	-	1455.52
Other comprehensive income:				-
Add/(Less): Items that will not be reclassified to Profit & Loss	(27.01)	(27.09)	-	(27.09)
Total comprehensive income for the year	1423.59	1459.86	-	1428.43
Equity Shares	5892461	5892461	-	5892461
Earnings per share (EPS):				
Basic	24.62	25.23	-	24.70
Diluted	24.62	25.23		26.42

Notes: The above figures are extracted from the standalone audited financial statements prepared as per Indian Accounting Standards (Ind AS).

***During the year, the Company sold its entire shareholding in KK Mohindra Fastenings Private Limited on 30 September 2025. Accordingly, the said company ceased to be a Joint Venture of the Company with effect from that date. Consequently, the Company does not have any Subsidiary, Associate or Joint Venture as on 31 March 2026.**

1. COMPANY'S VISION

Our Company philosophy has always focused on customer satisfaction with uncompromising integrity. We strive to carry products and new developments with the finest value and quality in the market.

In order to meet our customer's expectations, we ensure that our sales team generates enthusiasm and respond with extra efforts in addressing our customer's needs.

2. COMPANY'S MISSION

The Company will strive to achieve the following:

- To maintain the quality systems as per the international standards.
- To attain customer satisfaction.
- To target to reduce cost in all areas.
- To achieve operational efficiency in all its operations.
- To maximize the Shareholders' wealth.

3. REVIEW OF OPERATIONS (STANDALONE)

The financial statements have been prepared as per the IND-AS prescribed by the Institute of Chartered Accountants of India (ICAI).

During the financial year 2025-2026; your company has earned revenue from operations Rs. 16510.29 Lakhs (Previous year Rs. 16523.78 Lakhs) and net profit before tax of the company is Rs. 1957.64 Lakhs (Previous year Rs. 2003.03 Lakhs).

FINANCIAL PERFORMANCE AND THE STATE OF THE COMPANY'S AFFAIRS'

Your Company sells in Domestic (Indian market) and Exports (Overseas markets). The Domestic sales contributed about 34.04% of the sales revenue and Exports contributed about 65.96% of the sales revenue.

The Raw Material(Steel) prices remained relatively stable until November 2025 but it then started to rise up gradually from December 2025 and continuing up to the first quarter of 2026(January to March). The above upward price movement remains unabated and continues even today. The supplies of the Raw material have been erratic and there are serious shortages in the supply of steel. The steel supply remains a big challenge for all steel-based industries(including Fasteners) and this is likely to dampen the spirit in the coming days. Our Export sales for the year ended March 31, 2026 were substantially lower at ₹ 10,890.18 lakhs as against ₹11753.72 lakhs in the previous year 2025. There are 2 reasons for this. The FY did not show a robust order inflow, rather it was stable and in the same zone as previous years and secondly due to the ongoing US–Iran conflict, which started from 28th February 2026, severely disrupted global export markets and freight forwarding. The blockade and navigational risks in the Strait of Hormuz and other areas in the West Asia and the threat of missiles and Houthy disruptions, made the free flow of containers rather difficult. This led to shipments not being able to proceed to their respective destinations and we were sitting on a lot of ready shipments as on 31st March 2026. On an additional note, heightened concerns over global energy supplies, with crude oil prices at times approaching USD 120 per barrel raised our input costs not just for Energy but led to all round increase of inputs including packaging, freight, logistics, administration, transportation and many more cost inputs.

The uncertainty related to Tariffs for exports into the US markets and with buyers' taking their time to adjust to those ever-changing tariff policies by the Trump administration made things more complicated than ever before.

The product portfolio in Exports has undergone a major change with specials and value-added products contributing much more to the top line and bottom line of the company. The Company has been recognized Two-Star Export House since 2016 by the Government of India Ministry of Commerce & Industry, Directorate General of Foreign Trade (DGFT).

As far as exports are concerned, the above factors did contribute in some way or the other but with Tariffs now broadly decided, the countries are finding ways and means to beat them or to look at alternate avenues. The new government in Germany has committed to spend EUR 500 billion in infrastructure spending over the next 10 years and this should bring in more positive news for exporters like ourselves. However, the ongoing

Russia-Ukraine conflict, geopolitical tensions in the Middle East, including disruptions in the Red Sea shipping routes, together with inflationary pressures, shall continue to impact global logistics and international trade. Despite these challenges, the Company witnessed encouraging enquiries and improved order inflows from certain customers in Europe. The Company continues to diversify its export markets and strengthen customer relationships to improve its export performance. A bigger concern that is affecting all the manufacturer-exporters is the reporting of Carbon emissions to the customers in Europe. This is likely to extend to UK and USA markets as well in the coming years. The European Commission is trying to take a more pragmatic view based on the recommendations made by Fastener associations in Europe.

This topic is likely to be active in the Indian markets as well as MACE (Maruti Centre for Excellence) works closely with the Indian automotive industry and its Tier suppliers in line with India's commitment to make India carbon neutral by 2070.

The government on its side is trying to make FTA's (Free Trade Agreements) with many countries to have a smooth two-way trade for better opportunities. FTA with UK, Oman, New Zealand, Australia and EU was concluded recently but implementation. However, FTA with USA is still under process.

Domestic sales primarily comprise of the supply of high tensile fasteners to customers in the automotive sector. This includes direct supplies to Hero MotoCorp Ltd in the two-wheeler segment, as well as supplies to several Tier 1 vendors associated with Maruti Suzuki, Hyundai, and Tata Motors Ltd. During the year, Domestic sales stood at ₹5620.11 lakhs, as compared to ₹4770.06 lakhs in the previous year. The company expects a further growth in the coming years in this segment as well. The company had also started to offer products in the aftermarket retail business and the total sales to the dealer segment stood at ₹412.99 Lakhs, out of the total domestic sales.

Your company is looking to grow further in the domestic market to keep a healthy balance between Exports and Domestic sales. Sufficient steps are being taken in this direction. Your company has succeeded in getting the BIS certification. This will help us in looking after the requirements of the Industry better as the Indian industry was suffering on account of cheap imports from China and elsewhere with no guarantee of quality, reliability and after service. During the year, the Company continued its focus on operational excellence through process standardization, technology upgradation and digital transformation. Significant initiatives included the implementation and adoption of a new ERP system, strengthening quality assurance processes, replacement of ageing machinery with modern equipment and development of additional warehousing facilities to improve inventory management and customer service. These initiatives are expected to enhance operational efficiency, productivity and overall competitiveness in the years ahead.

Your company has been focusing on standardization of process, equipment and practices. We are in the stage of implementing them and we expect to achieve the operational efficiencies coming out of them in the successive years.

4. STANDALONE FINANCIAL STATEMENT

The Standalone Financial Statements of the Company for the financial year ended March 31, 2026 have been prepared in accordance with the provisions of the Companies Act, 2013, the Indian Accounting Standards (Ind AS) prescribed under Section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, and other applicable provisions of the Act.

During the financial year, the Company sold its entire shareholding in KK Mohindra Fastenings Private Limited on 30 September 2025. Consequently, the said company ceased to be the Joint Venture of the Company with effect from that date. Accordingly, the Company does not have any Subsidiary, Associate or Joint Venture as on March 31, 2026 and, therefore, the requirement to prepare Consolidated Financial Statements is not applicable.

In accordance with the third proviso of Section 136(1) of the Companies Act, 2013, the Annual Report of the Company, containing therein its standalone financial statements have been placed on the website of the Company, http://mohindra.asia/mfl/annual_report.html.

5. DETAILS OF SUBSIDIARY/JOINT VENTURES/ASSOCIATE COMPANIES

During the year, there are no Subsidiary(s) of the Company.

JOINT VENTURE AND ASSOCIATE COMPANIES

As on the date, the Company has no Joint Venture

During the year, the Company sold its entire shareholding in KK Mohindra Fastenings Private Limited on 30 September 2025. Accordingly, the said company ceased to be a Joint Venture of the Company with effect from that date. Consequently, the Company does not have any Subsidiary, Associate or Joint Venture as on 31 March 2026.

6. DIVIDEND

The Board had earlier during the year, declared and paid a final dividend of Rs. 4.50 per share (45%) for the FY 2024-25 absorbing a sum of Rs. 265.16 Lakhs and the same was paid to the shareholders on October 07th, 2025, after deduction of tax at source (TDS) as per applicable rates.

The Board has recommended a final dividend at a price of Rs. 4.50 per share (45%) for the FY 2025-26 absorbing a sum of Rs. 265.16 Lakhs, subject to the approval of shareholder in ensuing annual general meeting.

7. RESERVES

No amount is proposed to be transferred to General Reserve out of the net profits of the Company for the financial year 2025-26. Hence, the entire amount of profit has been carried forward to the Profit & Loss Account. The Company does not propose to transfer/carry any amount to the General Reserve as it is not mandatory.

8. QUALITY MANAGEMENT SYSTEM

MFL's operations are conforming to BIS Certificate Mark License No. CM/L 9512509218, EN ISO 9001:2015 and IATF 16949:2016 Certifications, an integrated QMS ensures products traceability from the raw material stage to customer's door steps, in addition to meeting the internal Quality Objectives. MFL has in house policies for minimizing environmental risks, avoiding wastages, encouraging active re-cycling, promoting energy saving measures and same is certified as per ISO 14001:2015 and ISO 45001:2018. In addition, our in-house heat Treatment facilities confirm to CQI 9 Certification. We have recently been accredited to CQI 11 certification for surface finish of our products.

The company has deepest regard for the environment and pays enough emphasis on reducing carbon emissions and minimizing the carbon footprints. Your company is actively working with MACE(Maruti Centre for Excellence) and other European customers to fulfil the requirements arising out of CBAM(Carbon Border Adjustment Mechanism) site https://taxation-customs.ec.europa.eu/carbon-border-adjustment-mechanism_en.

The metallurgical Laboratory of the company was certified as per ISO 17025:2017 norms which will help the company in satisfying the quality needs/requirements of the customers. We have now received certification for the dimensional aspect also.

During the financial year 2025-26, the Company achieved a significant milestone by obtaining the MSME Sustainable (ZED) Gold Certification under the Government of India's Zero Defect Zero Effect (ZED) Certification Scheme. This recognition reflects the Company's commitment to quality excellence, sustainable manufacturing, environmental stewardship and continuous improvement.

9. CHANGE IN THE NATURE OF BUSINESS, IF ANY

There was no change in the nature of the business of the Company during the financial year.

10. DEPOSIT

The Company has not accepted or renewed any amount falling within the purview of provisions of Section 73 of the Companies Act, 2013 read with the Companies (Acceptance of Deposit) Rules, 2014 during the year under review. Hence, the requirement for furnishing of details of deposits which are not in compliance with the Chapter V of the Companies Act, 2013 is not applicable.

11. CHANGE OF NAME

There is no change in name of Company and the Company's Name is same as before i.e. "Mohindra Fasteners Limited".

12. PRESENT SHARE CAPITAL

During the year under review, there has been no change in Authorised Share Capital of the Company i.e. Rs. 17,50,00,000/- (Rupees Seventeen Crore and Fifty Lakhs Only) divided into 1,20,00,000 (One Crores & Twenty Lakhs) equity shares of Rs. 10/- (Rupees Ten Only) each and 55,00,000 (Fifty-Five Lakhs) preference shares of Rs. 10/- (Rupees Ten Only) each.

Issued Equity Share Capital of the Company stands at Rs. 6,00,69,610 (Rupees Six Crore and Sixty Nine Thousand Six Hundred and Ten Only) divided into 60,06,961 (Sixty Lakhs Six Thousand Nine Hundred & Sixty One Only) equity Shares of the face value of Rs. 10/- (Rupees Ten Only) each and subscribed and paid-up Equity Share Capital of the Company stands at Rs. 5,89,24,610 (Rupees Five Crore Eighty Nine Lakhs Twenty Four Thousand Six Hundred and Ten Only) divided into 58,92,461 (Fifty Eight Lakhs Ninety Two Thousand Four Hundred & Sixty One Only) equity Shares of the face value of Rs. 10/- (Rupees Ten Only) each, fully paid-up during the year under review.

There was no issue of equity shares with differential voting rights or sweat equity shares during the year 2025-26. The Company does not have any scheme to fund its employees to purchase the shares of the Company. Further, no shares have been issued to employees of the Company during the year.

13. DETAILS OF KEY MANAGERIAL PERSONNEL AND DIRECTORS WHO WERE APPOINTED OR HAVE RESIGNED DURING THE YEAR

The composition of the Company's Board continues to be in full compliance with the applicable provisions of the Companies Act, 2013 and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, particularly with respect to the appointment of Independent Directors, Women Directors, and the prescribed limits on the number of directorships held in listed entities.

During the financial year 2025-26, Mr. Deepak Arneja was re-appointed as Managing Director & CEO of the Company for a further period of five years with effect from July 1, 2025 to June 30, 2030, with the consent and approval of the Members of the Company at 30th Annual General Meeting held on September 20, 2024. He will also continue to hold the position of Executive Chairman of the Company during the said tenure.

Further, Mr. Ravinder Mohan Juneja was re-appointed as Managing Director of the Company for a further period of 18 months with effect from March 31, 2025 to September 30, 2026, with the consent and approval of the Members of the Company at the 30th Annual General Meeting held on September 20, 2024.

Key Managerial Personnel (KMP):

Pursuant to the provisions of Section 203 of the Act, following were the Key Managerial Personnel of the Company as on March 31, 2026.

Mr. Deepak Arneja	Managing Director & CEO
Mr. Ravinder Mohan Juneja	Managing Director
Mr. Sunil Mishra	Chief Financial Officer
Ms. Mamta Sharma	Company Secretary & Compliance officer

Retire By Rotation:

Pursuant to Section 152 of the Companies Act, 2013 and other applicable provisions and the Articles of Association of the Company, Mr. Ravinder Mohan Juneja (DIN: 00006496) is liable to retire by rotation at the ensuing Annual General Meeting (AGM) and being eligible, offers himself for reappointment. Necessary resolution for his re-appointment is being placed for approval of the members at the AGM. The Board recommends his re-appointment as a director of the Company.

The requisite particulars including brief resume of directors seeking re-appointments are given in Notice convening the 32nd Annual General Meeting.

All Independent Directors have given declarations that they meet the criteria of independence as laid down under Section 149(6) of the Companies Act, 2013 and Regulation 25(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Company has obtained a Certificate from Mr. Anand Kumar Singh, Company Secretary partner of Anand Nimesh & Associates company secretary in whole time in Practice certifying 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 Board/Ministry of Corporate Affairs or any such statutory authority.

14. EXTRACT OF ANNUAL RETURN

In terms of the requirement of Section 134(3) read with Section 92(3) of the Companies Act, 2013, the draft annual return of the Company as on March 31, 2026 is available on the Company's website www.mohindra.asia.

15. PARTICULARS OF EMPLOYEES

The statement in terms of Section 197(12) read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is enclosed vide **Annexure-I to the Directors' Report**.

There is no information required to mention under Rule 5(2) except statement showing details pertaining to names of the top ten employees in terms of remuneration drawn and various other details related as per Rule 5(3) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 read with Companies (Appointment and Remuneration of Managerial Personnel) Amendment Rules, 2016.

Further, the Company has no such employee who falls under Rule 5(2)(i)(ii) and (iii) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 read with Amendment Rules, 2016.

16. BOARD AND COMMITTEE MEETINGS

The Board met (4) Four times during the financial year 2025-26, to transact the business of the Company. Details of the Board meetings, including the attendance of Directors at these meetings are covered in the Corporate Governance Report forming part of the Annual Report.

The maximum interval between any two consecutive Board meetings did not exceed 120 days.

There have not been any instances during the year when recommendations of the Audit Committee were not accepted by the Board.

The details pertaining to Composition of the Audit and other committees and the Date of Meetings held and attendance of the Members/Chairperson of the various Committees on such Meetings and other relevant details are provided in the Corporate Governance Report forming part of the annual report. The intervening gap between the Meetings was within the period prescribed under the Companies Act, 2013, SEBI Listing Regulations and other applicable provisions, if any.

17. NOMINATION AND REMUNERATION POLICY

The Nomination & Remuneration policy provides guidelines to the Nomination & Remuneration Committee relating to the Appointment, Removal & Remuneration of Directors, Key Managerial Personnel and Senior Management. This policy formulates the criteria for determining qualifications, competencies, positive attributes and independence for the appointment of a director (executive/ non-executive) and also the criteria for determining the remuneration of the directors, key managerial personnel, senior management and other employees. It also provides the manner for effective evaluation of performance of Board, its committees and individual directors.

A brief description about the company's Nomination and Remuneration Policy on Director's appointment and remuneration, including criteria for determining qualification, Positive attributes, independence of a director and other related matters provided in Section 178(3) of the Companies Act, 2013 are provided in the Annual Report Disclosures under Regulation 34 and Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Nomination and Remuneration Policy is available on the Company's website at www.mohindra.asia.

18. STATEMENT ON DECLARATION GIVEN BY INDEPENDENT DIRECTOR(S)

The Company has received necessary declarations from all the Independent Director pursuant to Section 149(7) of Companies Act, 2013 stating that they meet the criteria of independence as provided in sub-section(6) of Section 149 of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations, are appended under section 134(3)(d) as **Annexure-II to the Directors' Report**. There was no change in the circumstances affecting their status as Independent Directors of the Company. The Board reviewed the Certificates and noted that all Independent Directors are independent of the Company's Management.

The Company has received declarations from all the Independent Directors of the Company confirming that they meet the criteria of independence as prescribed under the Act and under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the Listing Regulations) and that they are not disqualified to become directors under the Companies Act, 2013. In terms of Section 150 of the Companies Act, 2013 read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, Independent Directors of the Company have confirmed that they have registered themselves with the databank maintained by The Indian Institute of Corporate Affairs at Manesar ('IICA').

19. TRAINING AND FAMILIARISATION PROGRAMME OF INDEPENDENT DIRECTORS

The Company proactively keeps its directors informed of the activities of the Company its management and operations and provides an overall industry perspective as well as issues being faced by the industry.

Whenever any person joins the Board of the Company as an Independent Director, an induction programme is arranged for him / her wherein he / she is familiarized with the Company, their roles, rights and responsibilities in the Company, the code of conduct to be adhered, nature of the industry in which the Company operates, business model of the Company, meeting with the senior management team members, etc.

Further, at the time of the appointment of an Independent Director, the Company issues a formal letter of appointment outlining his/her role, function, duties & responsibilities. The Format of letter of appointment is available on our website i.e. www.mohindra.asia.

The detail of such familiarization programme can be accessed on Company's website at http://mohindra.asia/mfl/shareholder_corner.html.

20. BOARD EVALUATION

In terms of the provisions of the Companies Act, 2013, the SEBI Listing Regulations and on the basis of guidance note on Board Evaluation issued by SEBI on June 5, 2017, a structured questionnaire was prepared after taking into consideration the various aspects of the Board's functioning, composition of the Board and its Committees, culture, execution and performance of specific duties, obligations and governance. The Nomination and Remuneration Committee has devised criteria for evaluation of the performance of Directors including Independent Directors, by way of individual and collective feedback from Directors.

The Evaluation Criteria applied are:

(a) For Independent Directors:

- Knowledge and Skills
- Professional conduct
- Duties, roles and functions
- Independence from management, etc.
- Attendance to the Board and Committee meetings, and active participation thereof

(b) For Executive Directors:

- Performance as Team Leader/ Member
- Evaluating Business Opportunity and analysis of Risk Reward Scenarios
- Key set Goals/ KRA and achievements
- Professional Conduct, Integrity
- Sharing of Information with the Board
- Attendance to the Board and Committee meetings, and active participation thereof

The Independent Directors, in their separate meeting held on March 25, 2026 evaluated the performance of the Board, the Chairman and the Non-Independent Directors. The result of the evaluation is satisfactory and sufficient and meets the requirements of the Company.

Further, the performance evaluation of the Independent Directors by Executive Directors was completed for the financial year 2025-26. The Board of Directors expressed their satisfaction with the evaluation process.

21. COMMITTEES OF THE BOARD

As on March 31, 2026, the Board has four committees: the Audit Committee, the Nomination and Remuneration Committee, the Stakeholder's Relationship Committee and the Corporate Social Responsibility Committee.

Our committee's composition meets with the provisions of the Companies Act, 2013 & rules made thereunder and in accordance with the Regulation of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended up to the date.

A detailed note on the composition of the Board and its committees with other details regarding all the Committees are provided in the Corporate Governance Report forming part of the annual report.

22. AUDITORS

Statutory Auditors

Pursuant to Section 139 of the Companies Act, 2013, M/s. B. L. Khandelwal & Co., Chartered Accountants, Delhi, (Firm Registration No. 000998N) with the Institute of Chartered Accountants of India), were appointed as Statutory Auditors of the Company at the Twenty-Eight Annual General Meeting (AGM) of the Company for the second term of five consecutive years commencing from the conclusion of the Twenty-Eight AGM (i.e., September 28, 2022) till the conclusion of the Thirty Three Annual General Meeting of the Company to be held in the year 2027.

Statutory Auditors' Report

The report given by the Auditors on the financial statement for the FY 2025-26 of the company is part of this Report. There has been no qualification, reservation or adverse remark or disclaimer given by the Auditors in their report.

During the year under review, the Auditors did not report any matter under Section 143(12) of the Act, therefore no detail is required to be disclosed under Section 134(3) (ca) of the Act.

Notes to Accounts and Auditors remarks in their report are self-explanatory and do not call for any further comments by the Board of Directors as per section 134(3)(f) of the Act.

Fraud reported by auditor

The Statutory Auditor has not reported any frauds during the financial year 2025-26, in terms of Section 143(12) of the Companies Act, 2013. The Company further confirms that; there have been no instances of fraud or material irregularity by any officer or employee that could affect the financial statements of the company during the period under review.

Secretarial Auditors

Pursuant to the provisions of Section 204 of the Companies Act, 2013 read with the rules made thereunder and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, M/s. Anand Nimesh & Associates, Practicing Company Secretaries, New Delhi, were appointed as the Secretarial Auditors of the Company at the Thirty-First Annual General Meeting (AGM) of the Company for a term of five consecutive years commencing from the financial year 2025-26 till the financial year 2029-30.

Secretarial Auditors' Report

Pursuant to the provisions of Section 204 of the Companies Act, 2013, the Board of Directors had appointed M/s Anand Nimesh & Associates, Company Secretaries, Delhi as the Secretarial Auditor of the Company for the financial year 2025-2026. Secretarial Audit Report issued by Mr. Anand Kumar Singh, Practicing Company Secretary (CP No. 9404), Partner at M/s. Anand Nimesh & Associates, Company Secretaries, Delhi in Form MR-3 is enclosed in **Annexure-III to the Directors' Report**.

There has been no qualification, reservation or adverse remark or disclaimer in their Report for the financial year 2025-26. During the year under review, the Auditors had not reported any matter under Section 143(12) of the Act, therefore no detail is required to be disclosed under Section 134(3) (ca) of the Act.

Internal Auditors

Pursuant to Section 138 of the Companies Act, 2013 & rules made there under and on the recommendation of Audit Committee, the Board has appointed M/s Gupta Vivek & Co.,(FRN: 021552N), Chartered Accountants,

having its office at 4754-57/F-6, Akarshan Bhawan, 23, Ansari Road, Daryaganj, New Delhi-110002, as an Internal Auditor of the Company for FY 2026-27 at the board meeting held on May 30, 2026.

Internal Audit & Controls

During the year, the Company continued to implement their suggestions and recommendations to improve and control the environment. Their scope of work includes review of processes for safeguarding the assets of the Company, review of operational efficiency, effectiveness of systems and processes, and assessing the internal control strengths in all areas.

Internal Auditors findings are discussed with the process owners and suitable corrective actions taken as per the directions of Audit Committee on an ongoing basis to improve efficiency in operations.

Cost Auditor

In terms of Section 148 of the Act read with Companies (Cost Records and Audits) Rules, 2014 as amended, the Board of Directors, on the recommendation of the Audit Committee and subject to ratification of remuneration by the members of the company at the ensuing AGM, have appointed M/s. Sanjay Kumar Garg & Associates, Practicing Cost Accountant, New Delhi (FRN: 100292) being eligible and having sought appointment, as Cost Auditors of the Company, to carry out the cost audit in relation to the financial year ending March 31, 2027. The Company has received their written consent that the appointment is in accordance with the applicable provisions of the Act and rules framed thereunder.

As required under the Companies Act, 2013 a Resolution seeking member's approval for the ratification of the remuneration payable to the Cost Auditors forms part of the Notice convening this Annual General Meeting.

Cost Audit Report

The Cost audit report for the financial year 2025-26 shall be filed with the Ministry of Corporate Affairs in due course.

Maintenance of Cost Records

The Company has maintained required cost accounts and records as prescribed under sub-section (1) of section 148 of the Companies Act, 2013.

23. ISSUE OF EMPLOYEE STOCK OPTIONS

During the year, there was no issue of any kind of security under Employee Stock Option Scheme by the Company.

24. VIGIL MECHANISM/ WHISTLE BLOWER POLICY

Pursuant to Section 177(9) & (10) of the Act and Regulation 22 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has a Vigil Mechanism through a Whistle Blower Policy. The mechanism provides for adequate safeguards against victimization of directors / employees / customers who avail of the mechanism. The details about the whistle blower policy are provided in the Annual Report Disclosures under Regulation 34 read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

There has been no case to report during the FY 2025-26, no individual was denied access to the Audit Committee for reporting concerns, if any.

25. MATERIAL CHANGES AND COMMITMENTS

Except the events disclosed elsewhere in the Annual Report, no material changes and commitments, that could affect the financial positions of the Company's, has occurred between the end of the financial year of the Company to which financial statements relates and date of this report.

24. SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS

There are no such significant and material orders passed by the regulators or courts or tribunals, impacting the going concern status and company's operations in future.

25. DETAILS OF APPLICATION MADE OR PROCEEDINGS PENDING, IF ANY, UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016

There are no applications made or proceedings pending in the name of the company under the insolvency and bankruptcy code 2016 during the year.

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

No such event has occurred during the year under review.

27. NAMES OF COMPANIES WHICH HAVE BECOME OR CEASED TO BE COMPANY'S SUBSIDIARIES, JOINT VENTURES OR ASSOCIATE COMPANIES DURING THE YEAR.

During the year, the Company sold its entire shareholding in KK Mohindra Fastenings Private Limited on 30 September 2025. Accordingly, the said company ceased to be a Joint Venture of the Company with effect from that date. Consequently, the Company does not have any Subsidiary, Associate or Joint Venture as on 31 March 2026.

28. INTERNAL CONTROL SYSTEMS AND ADEQUACY

The Company has in house internal audit team to observe the effective functioning of internal financial controls, ensuring adequacy with respect to financial statements and verify whether the financial transaction flow in the organization is being done based on the approved policies of the Company.

The internal auditor presents the internal audit report every quarter and management comments on the internal audit observations to the Audit Committee. The internal control mechanisms are in place for safeguarding of assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and timely preparation of reliable financial information. Thus, the Board is of the opinion that the Company's internal financial controls were adequate and effective during the financial year 2025-26.

A CEO and CFO Certificate forming part as **Annexure A to the Corporate Governance Report** as per the regulation 17(8) of SEBI (LODR) Regulation, 2015 confirm the accuracy of financial statements and existence of effective Internal Control Systems and procedures in the Company.

Details of the internal controls system are given in the Management Discussion and Analysis Report, which forms integral part of Directors' Report.

29. LOANS, GUARANTEES OR INVESTMENTS

Details of loans

During the year, the Company has not directly or indirectly given any loan to any person(s) or other body corporate.

Details of Investments: -

During the year, the Company has not directly or indirectly acquired, by way of subscription, purchase, invest or otherwise, the securities of any other body corporate. Further former investments made and stand in the Financial Statements are mentioned in the Financial Statements annexed to this report.

Details of Guarantee / Security Provided: -

During the year, the Company has not directly or indirectly, given any guarantee or provided any security in connection with a loan to any other body corporate or person(s).

30. PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES.

All Related Party Transactions entered during the year were in Ordinary Course of the Business and at Arm's Length basis. No Material Related Party Transactions, i.e., transactions exceeding 10% of the annual consolidated turnover as per the last audited financial statement, were entered during the year by your Company. Further, there are no materially significant related party transactions made by the Company with Promoters and Directors or other designated persons which may have a potential conflict with the interest of the Company at large.

All Related Party Transactions are placed before the Audit Committee for review and approval. Prior omnibus approval is obtained for Related Party Transactions on a yearly basis for transactions which are of repetitive nature and /or entered in the Ordinary Course of Business and are at Arm's Length. Transactions entered into pursuant to omnibus approval, a statement giving details of all Related Party Transactions are placed before the Audit Committee for review and approval on a quarterly basis.

The particulars of contracts or arrangements with related party prepared under Section 188(1) of the Companies Act, 2013 read with Rule 8(2) of Companies (Accounts) Rule, 2014 is in Form AOC-2 is appended as **Annexure-IV to the Directors' Report** as required, although it's not applicable.

Details of the transactions with Related Parties are provided in the accompanying financial statements. Members may refer to note no. 44 to the standalone financial statements which sets out related party disclosures pursuant to Ind AS 24. The list of half yearly Related Party Transactions entered into by your Company for FY 2025-26 are available on http://mohindra.asia/mfl/shareholder_corner.html.

The Policy on Related party Transactions as approved by the Board of Directors has been uploaded on the website of the Company. None of the Directors has any pecuniary relationships or transactions vis-à-vis the Company except remuneration and sitting fees.

31. DISCLOSURE AS REQUIRED UNDER SECTION 22 OF SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013.

Your company continues to follow a robust policy on 'Prevention of Sexual Harassment of Women at Workplace Policy' in line with the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

The Company has zero tolerance for sexual harassment at workplace and the Policy aims to provide protection to Women employees at the workplace and prevent and redress complaints of sexual harassment and for matters connected or incidental thereto, with the objective of providing a safe working environment, where Women employees feel secure.

The Company has constituted an Internal Complaints Committee, known as the Prevention of Sexual Harassment (POSH) Committee (formerly named as Internal Complaint Committee ("ICC")) to implement the policy for prevention of Sexual Harassment of Women at workplace and to inquire into complaints of sexual harassment and recommend appropriate action.

During the financial year 2025-26, there has not been any instance of complaint reported in this regard to any of the Committees.

The Composition, date of meetings, attendance and other detailed information are provided in the Corporate Governance Report which is a part of this report.

32. DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to Section 134(3)(c) and 134(5) of the Companies Act, 2013, the Board of Directors, to the best of their knowledge and ability, hereby confirm that:

- a) in the preparation of the annual accounts for the year ended March 31, 2026, the applicable accounting standards had been followed along with proper explanation relating to material departures;
- b) they had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company at the end of the financial year and of the profit of the company for 31st March, 2026;
- c) they had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
- d) they had prepared the annual accounts on a going concern basis;
- e) they had laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively; and
- f) they had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

33. CONSERVATION OF ENERGY & TECHNOLOGY ABSORPTION

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo as stipulated under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of The Companies (Accounts) Rules, 2014, is appended as **Annexure-V to the Directors' Report**.

34. MATERIAL DEVELOPMENTS IN HUMAN RESOURCES/ INDUSTRIAL RELATIONS FRONT, INCLUDING NUMBER OF PEOPLE EMPLOYED.

Our Company has always aspired to build a culture that demonstrates world-class standards in safety, environment and sustainability. People are our most valuable asset and we are committed to provide all our employees, a safe and healthy work environment. Our culture exemplifies our core values and nurtures innovation, creativity and diversity. We ensure alignment of business goals and individual goals to enable our employees to grow on personal as well as professional front.

It is through the passion and continued dedication of our people that our Company continues to succeed and we have always unequivocally and firmly believed in rewarding our people for their consistent efforts through our best-in-class and globally benchmarked people practices and reward programs.

As a part of Learning & Development initiatives, your Company ensures that young talent is nurtured and mentored consistently, that rewards and recognition are commensurate with performance and that employees have the opportunity to develop and grow. Your Company continues to reward to its talented employees at all levels to recognize every effort made towards improvement in the workplace. Various employee's engagement and training & development activities were continued to motivate and upbeat the morale of the employees. The Company encourages its team members to participate in external /internal trainings in Techno/Commercial areas to enhance their skills.

Industrial relations continued to remain cordial at all the manufacturing locations. The Directors thank the employees for their contribution to the progress of the Company during the year under review.

During the financial year 2025-26, the numbers of permanent employees on the pay rolls of the company were 332 as on 31st March, 2026.

35. MATERNITY BENEFIT

The Company affirms that it has duly complied with all provisions of the Maternity Benefit Act, 1961, and has extended all statutory benefits to eligible women employees during the year if any.

36. NEW LABOUR CODE

Effective November 21, 2025, the Government of India has simplified and consolidated 29 existing labour laws into four Labour Codes, namely, the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively referred to as the "New Labour Codes").

The Company is complying with the applicable provisions of the New Labour Codes.

37. SAFTY, HEALTH AND ENVIRONMENT MEASURES

The safety of all employees and associates has always been an area of priority for our Company. Safety audits are regularly carried out and systems have been strengthened wherever possible. During the year, no employee of the Company has met with a fatal accident.

A Health, Safety & Environment Policy has been formulated and implemented through Management System. In recognition of this Mohindra Fasteners Limited has been awarded ISO 14001:2015 & ISO 45001:2018.

Protection of environment is the prime concern of your company. Your Company complies with the relevant laws and regulations as well as taken additional measures, considered necessary to prevent pollution, maximize recycling of products, reduce waste, discharges and emissions. Your Company conserves natural resources by their responsible and efficient use in all the operations.

38. CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Board has constituted a Corporate Social Responsibility ("CSR") Committee as per the provisions of Section 135 of the Companies Act, 2013. The Company has amended its CSR Policy in line with the amendments introduced in the Companies ((Corporate Social Responsibility) Amendment Rules, 2021 and has also uploaded the amended policy in its website www.mohindra.asia in accordance with the statutory provisions.

The salient features of the Policy are to actively engage and extend support to the communities in which it operates and thus build a better, sustainable way of life by supporting the weaker sections of the society and thus contribute to the human development, to impel measures and to provide solutions that will balance economic, social and environmental issues and to work together with our employees with a commitment for

adhering to responsible business practices in terms of quality management, environmental sustainability and support to the community.

The Company has undertaken activities as per the CSR Policy. The composition of the Committee is provided in the Corporate Governance Report and the Annual Report on CSR activities is annexed as **Annexure-VI to the Directors' Report**.

39. CORPORATE GOVERNANCE

Good corporate governance underpins the way we conduct business. Your directors reaffirm their continued commitment to the highest level of corporate governance practices. Your Company fully adheres to the standards set out by the SEBI for corporate governance practices.

Your Company is consistent in maintaining the exemplary standards of corporate governance in the management of its affairs and ensuring its activities reflect the culture we wish to nurture with our colleagues and other stakeholders.

A separate report on Corporate Governance as per regulation 34 of the Listing Regulations forms parts of this Annual Report together with a certificate from the Company's auditors confirming the compliance of conditions of Corporate Governance is annexed as **Annexure B to the Corporate Governance Report**.

40. MANAGEMENT DISCUSSION AND ANALYSIS

Pursuant to regulation 34 & Schedule V of SEBI Listing Regulations, The Management Discussion and Analysis Report detailing the state of company's affairs, its business outlook, opportunities and threats, internal control systems and their adequacy, operational performance, risks & concerns, strategies, prospects, Material developments in Human Resources / Industrial Relations etc., is annexed as **Annexure-VII to the Directors' Report**.

41. SECRETARIAL STANDARDS

The Institute of Company Secretaries of India has issued Secretarial Standards (Meetings of the Board and General Meetings) on various aspects of corporate law and practices. The Company has complied with each one of them, which are mandatory.

42. INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

In accordance with the provisions of Sections 124 and 125 of Companies Act, 2013 and Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 (IEPF Rules) dividends not encashed/ claimed within seven years from the date of declaration are to be transferred to the Investor Education and Protection Fund (IEPF) Authority.

ACKNOWLEDGEMENT

Your director's take this opportunity to express their deep and sincere gratitude to the customers and investors for their confidence and patronage, as well as to the vendors, bankers, financial institutions, and business associates, regulatory and governmental authorities for their co-operation, support and guidance. Your Directors would like to express a deep sense of appreciation for the support extended by the Company's unions and commitment shown by the employees in its continued robust performance on all fronts.

For and on behalf of the Board

Place: New Delhi

Date: 14.08.2026

Sd/-

(Deepak Arneja)

DIN: 00006112

(Chairman cum Managing Director & CEO)

Annexure-I to the Board's Report

STATEMENT OF PARTICULARS OF EMPLOYEES AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT & REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

The information required under Section 197 of the Companies Act 2013 and the Rules made there-under, in respect of employees of the Company are as follows:-

- (i) The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year and the percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year 2025-26 are as follows:

Name of Director/KMP	Designation	Ratio of remuneration of each director/to median remuneration of employees	%Increase in remuneration in the financial year 2025-26
Mr. Deepak Arnejjaa	Managing Director & CEO	16.07	14.43
Mr. Ravinder Mohan Juneja	Managing Director	15.73	12.05
Mr. Ved Prakash Chaudhry	Non-executive Independent Director	*1.91	-
Mr. Vivek Arora	Non-executive Independent Director	*1.91	
Mrs. Shamoli Thakur	Non-executive Independent Director	*1.91	-
Mr. Ranbir Singh Narang	Non-Executive Director	*0.95	-
Mr. Sunil Mishra	Chief Financial Officer	N.A.	10.51
Ms. Mamta Sharma	Company Secretary	N.A.	13.04

Note: Except key Managerial Personnel i.e. Managing Director cum CEO, Managing Director, Chief Financial Officer & Company Secretary, no other directors on the Board received any remuneration from the Company other than sitting fees for attending the meetings of the Board of Directors during the FY 2025-26.

***The ratio of remuneration of each director other than key Managerial personnel to median remuneration of the employees are calculated on the basis of sitting fees paid to them during the FY 2025-26 and percentage increase in remuneration of each Director other than key Managerial personnel is not provided.**

- (ii) In the Financial year, there was an increase of 18.34% in the median remuneration of Employees.
- (iii) There were 332 Permanent Employees on the rolls of Company as on 31st March, 2026.
- (iv) Average percentile increases already made in the salaries of employees other than the Managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration;

The average percentage increase in the salaries of employees other than the managerial personnel in the last financial year i.e. 2025-26 was 9.52% whereas the increase in the managerial remuneration for the same financial year was 12.63%. Managerial personnel include Managing Directors, CFO and CS.

The increment given to each individual employee is based on the employees' potential, experience as also their performance and contribution to the Company's progress over a period of time and also as per the market trend.

- (v) Affirmation that the remuneration is as per the Remuneration Policy of the Company; It is hereby affirmed that the remuneration paid is as per the Nomination & Remuneration Policy for Directors, Key Managerial Personnel and other Employees.
- (vi) During the financial year 2025-26, no employee received remuneration in excess of highest paid Director.

STATEMENT OF PARTICULARS OF EMPLOYEES AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(2) & 5(3) OF THE COMPANIES (APPOINTMENT & REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

A. Details as per Section 197 and Rule 5(2) of the Act:

- During the financial year 2025-26, no employee of the Company received remuneration of one crore and two lakh rupees or more per annum while working for the whole year or at the rate of eight lakh and fifty thousand rupees per month while working for a part of the year;
- During the financial year 2025-26 or part thereof, no employee of the Company received remuneration in excess of the remuneration drawn by Managing Director, Whole-Time Director or Manager (if any). During the financial year 2025-26 no employee of the Company (by himself or along with his spouse and dependent children), was holding two percent or more of the equity shares of the Company;
- During the financial year 2025-26, no employee of the Company, resident in India, posted and working in a country outside India, not being Directors or their relatives, had drawn more than sixty lakhs rupees per year or five lakhs rupees per month.

B. The details pertaining to top ten employees of Company along with additional information indicating in Rule 5(3) of the captioned rules as mentioned herein below:

Sr. No.	Name & Designation	Remuneration	Nature of Employment, whether contractual or otherwise	Qualification & Experience	Date of Joining & Age (MM/DD/ YYYY)	last employment, if any	% of Equity Shares held, if Any	Nature of relationship
1.	SUNIL MISHRA (C.F.O)	389000	PAY ROLL	B COM, LLB 39 YEARS	01-11-1996 64 YEARS			
2.	*MR. SUDHIR ARNEJA (DIRECTOR-OPERATION)	335000	PAY ROLL	B.COM & M.A. 46YEARS OF EXPERIENCE	04/01/1999 71 years	MSPL, Delhi	431640	Brother of Mr. Deepak Arnejaa (Managing Director & CEO)
3.	MR. ANURAG ARNEJA (DIRECTOR-OPERATIONS)	372000	PAY ROLL	GRADUATE IN ARTS 36 YEARS OF EXPERIENCE	4/01/2014 59 YEARS	MSPL, Delhi	638310	-
4.	VINOD KUMAR SHARMA SR MANAGER (P&A)	162600	PAY ROLL	MASTER IN SOCIAL WELFARE 31 YEARS	21-05-2007 56 YEARS	L.P.S LTD		
5.	SUMAN JHA (SR MANAGER-PPC)	154600	PAY ROLL	B SC 29 YEARS	10-10-2018 52 YEARS	VIRAJ PROFILES LTD	-	-

MOHINDRA FASTENERS LIMITED

6.	MAHABIR KUMAR SR MANAGER	168500	PAY ROLL	DIPLOMA-MECHANICAL ENGINEERING 27 YEARS	30-07-21 48 YEARS	DYNAMIC PRECISION TOOLS & SPM(P) LTD	-	-
7.	ABHINEET GARG (G M- SALES & MARKETING)	245000	PAY ROLL	M.B.A (MARKETING) 29 YEARS	11-08-2023 51 YEARS	PRECISION INDUSTRIAL FASTENERS	-	-
8.	NALINI RANJAN MOHANTY (A.G.M- PRODUCTION)	168000	PAY ROLL	B.E- MECHANICAL 32 YEARS	02-09-2024 54 YEARS	RIGHT TIGHT FASTENERS PVT LTD.	-	-
9.	SUSHIL KUMAR	168000	PAY ROLL	B.SC (I.T) 20 YEARS	28.07.25 41 YEARS	MACHINO PLASTIC LTD	-	-
10.	ANIL KUMAR VERMA	310000	PAYROLL	DIPLOMA IN MECHANICAL ENGINEERING 32 YEARS	18.08.25 55 YEARS	CAPARO FASTENERS	-	-

*Mr. Sudhir Arneja (up to 11 August 2026; ceased to hold office due to his untimely demise)

Note: The above-mentioned salary or remuneration details of employees or managerial personnel have been taken on the basis of their last drawn monthly gross salary excluding bonus amount of FY 2025-26 for easy and fair calculations.

For and on behalf of the Board

Sd/-

Place: New Delhi

(Deepak Arneja)

Date: 14.08.2026

DIN: 00006112

Chairman cum Managing Director & CEO

Annexure-II to the Board's Report

DECLARATION OF INDEPENDENCE

(Pursuant to sub-section (7) of Section 149 of the Companies Act, 2013 read with Regulation 16(b) of SEBI (Listing Obligations and Disclosures Requirements), Regulations, 2015)

To

Date: 03/04/2025

The Board of Directors

Mohindra Fasteners Limited

304, Gupta Arcade, Inder Enclave,

Delhi-Rohtak Road, Jwala Puri, Delhi-110087

Dear Sir/Madam,

Pursuant to sub-section (7) of Section 149 of Companies Act, 2013 ('Act'), I, Ved Prakash Chaudhry, hereby certify that I am a Non-executive Independent Director of Mohindra Fasteners Limited and declare that I meet the criteria of independence in accordance with sub-section (6) of Section 149 and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as stated below:

- i) I am a person of integrity and possesses relevant expertise and experience;
- ii) Neither I was nor I am a promoter of the company or its holding, subsidiary or associate Company or member of the Promoter group of the Company;
- iii) I am not related to promoters / directors / persons occupying management position at the board level or level below the board in the Company, its holding, subsidiary or associate Company;
- iv) Apart from receiving director sitting fees, I have/had no pecuniary relationship /transactions with the Company, its promoters, its directors, its senior management or its holding, subsidiary or associate Company, or their promoters, or directors, during the three immediately preceding financial years or during the current financial;
- v) none of my relatives-
 - a) are holding securities of or interest in the listed entity, its holding, subsidiary or associate company during the three immediately preceding financial years or during the current financial year of face value in excess of Rs. 50 Lakhs or 2% of the paid-up capital of the listed entity, its holding, subsidiary or associate company, respectively, or such higher sum as may be specified;
 - b) is indebted to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover during the three immediately preceding financial years or during the current financial year;
 - c) has given a guarantee or provided any security in connection with the indebtedness of any third person to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover as may be specified during the three immediately preceding financial years or during the current financial year;
 - d) has any other pecuniary transaction or relationship with the listed entity, its holding, subsidiary or associate company amounting to two percent or more of its gross turnover or total income;
- (vi) Neither me nor any of my relatives:
 - a) holds or has held the position of a key managerial personnel or is or has been employee/executive of the company or its holding, subsidiary or associate company or any company belonging to the promoter group of the listed entity in any of the three financial years immediately preceding the financial year;

- b) is or has been an employee or proprietor or a partner, in any of the three financial years immediately preceding the financial year of;
 - a firm of auditors or company secretaries in practice or cost auditors of the company or its holding, subsidiary or associate company; or
 - any legal or a consulting firm that has or had any transaction with the company, its holding, subsidiary or associate company amounting to 10% or more of the gross turnover of such firm;
 - c) holds together with my relatives 2% or more of the total voting power of the Company; or
 - d) is a Chief Executive or director, by whatever name called, of any non-profit organization that receives 25% or more of its receipts from the company, any of its promoters, directors or its holding, subsidiary or associate company or that holds 2% or more of the total voting power of the Company; or
 - e) a material supplier, service provider or customer or a lessor or lessee of the Company;
- (vii) I am not less than 21 years of age;
- (viii) I am not a non-independent director of another company on the board of which any non-independent director of the company is an independent director;
- (ix) Neither I was nor I am aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact my ability to discharge my duties with objective independent judgments and without any external influence.

DECLARATION

I undertake that I shall seek prior approval of the Board if and when I have any such relationship/transactions, whether material or non-material. If I fail to do so I shall cease to be an independent director from the date of entering in to such relationship/transactions.

Further, I do hereby declare and confirm that the above said information's are true and correct to the best of my knowledge as on the date of this declaration of independence and I shall take responsibility for its correctness and shall be liable for fine if any imposed on the Company, its directors, if the same found wrong or incorrect in future.

I further undertake to intimate immediately upon changes, if any, to the Company for updating of the same.

Thanking you,

Yours faithfully,

Sd/-

(Ved Prakash Chaudhry)

Independent Director DIN: 07572208

R/o. B-3, Poojari Apartment, Shiv Vihar,

Paschim Vihar, New Delhi- 110087

DECLARATION OF INDEPENDENCE

(Pursuant to sub-section (7) of Section 149 of the Companies Act, 2013 read with Regulation 16(b) of SEBI (Listing Obligations and Disclosures Requirements), Regulations, 2015)

To

Date: 03/04/2025

The Board of Directors

Mohindra Fasteners Limited

304, Gupta Arcade, Inder Enclave,

Delhi-Rohtak Road, Jwala Puri, Delhi-110087

Dear Sir/Madam,

Pursuant to sub-section (7) of Section 149 of Companies Act, 2013 ('Act'), I, Vivek Arora, hereby certify that I am a Non-executive Independent Director of Mohindra Fasteners Limited and declare that I meet the criteria of independence in accordance with sub-section (6) of Section 149 and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as stated below:

- i) I am a person of integrity and possesses relevant expertise and experience;
- ii) Neither I was nor I am a promoter of the company or its holding, subsidiary or associate Company or member of the Promoter group of the Company;
- iii) I am not related to promoters / directors / persons occupying management position at the board level or level below the board in the Company, its holding, subsidiary or associate Company;
- iv) Apart from receiving director sitting fees, I have/had no pecuniary relationship /transactions with the Company, its promoters, its directors, its senior management or its holding, subsidiary or associate Company, or their promoters, or directors, during the three immediately preceding financial years or during the current financial;
- v) none of my relatives-
 - a) are holding securities of or interest in the listed entity, its holding, subsidiary or associate company during the three immediately preceding financial years or during the current financial year of face value in excess of Rs. 50 Lakhs or 2% of the paid-up capital of the listed entity, its holding, subsidiary or associate company, respectively, or such higher sum as may be specified;
 - b) is indebted to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover during the three immediately preceding financial years or during the current financial year;
 - c) has given a guarantee or provided any security in connection with the indebtedness of any third person to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover as may be specified during the three immediately preceding financial years or during the current financial year;
 - d) has any other pecuniary transaction or relationship with the listed entity, its holding, subsidiary or associate company amounting to two percent or more of its gross turnover or total income;
- vi) Neither me nor any of my relatives:
 - a) holds or has held the position of a key managerial personnel or is or has been employee/executive of the company or its holding, subsidiary or associate company or any company belonging to the promoter group of the listed entity in any of the three financial years immediately preceding the financial year;
 - b) is or has been an employee or proprietor or a partner, in any of the three financial years immediately preceding the financial year of;
 - a firm of auditors or company secretaries in practice or cost auditors of the company or its holding, subsidiary or associate company; or

- any legal or a consulting firm that has or had any transaction with the company, its holding, subsidiary or associate company amounting to 10% or more of the gross turnover of such firm;
 - c) holds together with my relatives 2% or more of the total voting power of the Company; or
 - d) is a Chief Executive or director, by whatever name called, of any non-profit organization that receives 25% or more of its receipts from the company, any of its promoters, directors or its holding, subsidiary or associate company or that holds 2% or more of the total voting power of the Company; or
 - e) a material supplier, service provider or customer or a lessor or lessee of the Company;
- vii) I am not less than 21 years of age;
- viii) I am not a non-independent director of another company on the board of which any non-independent director of the company is an independent director;
- ix) Neither I was nor I am aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact my ability to discharge my duties with objective independent judgments and without any external influence.

DECLARATION

I undertake that I shall seek prior approval of the Board if and when I have any such relationship/transactions, whether material or non-material. If I fail to do so I shall cease to be an independent director from the date of entering in to such relationship/transactions.

Further, I do hereby declare and confirm that the above said information's are true and correct to the best of my knowledge as on the date of this declaration of independence and I shall take responsibility for its correctness and shall be liable for fine if any imposed on the Company, its directors, if the same found wrong or incorrect in future.

I further undertake to intimate immediately upon changes, if any, to the Company for updating of the same.

Thanking you,
Yours faithfully,

Sd/-

(Vivek Arora)

Independent Director DIN: 10732928

R/o. B-501, 5th Floor, Bairwa Bharti Co-op.

Gr Housing Society, Plot No. 24, Dwarka Sector-12,

Southwest Delhi, Delhi-110075

DECLARATION OF INDEPENDENCE

(Pursuant to sub-section (7) of Section 149 of the Companies Act, 2013 read with Regulation 16(b) of SEBI (Listing Obligations and Disclosures Requirements), Regulations, 2015)

To

Date: 04/04/2025

The Board of Directors

Mohindra Fasteners Limited

304, Gupta Arcade, Inder Enclave,

Delhi-Rohtak Road, Jwala Puri, Delhi-110087

Dear Sir/Madam,

Pursuant to sub-section (7) of Section 149 of Companies Act, 2013 ('Act'), I, Shamoli Thakur, hereby certify that I am a Non-executive Independent Director of Mohindra Fasteners Limited and declare that I meet the criteria of independence in accordance with sub-section (6) of Section 149 and as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as stated below:

- i) I am a person of integrity and possess relevant expertise and experience.
- ii) Neither I was nor I am a promoter of the company or its holding, subsidiary or associate Company or member of the Promoter group of the Company;
- iii) I am not related to promoters / directors / persons occupying management position at the board level or level below the board in the Company, its holding, subsidiary or associate Company;
- iv) Apart from receiving director sitting fees, I have/had no pecuniary relationship /transactions with the Company, its promoters, its directors, its senior management or its holding, subsidiary or associate Company, or their promoters, or directors, during the three immediately preceding financial years or during the current financial;
- v) none of my relatives-
 - a) are holding securities of or interest in the listed entity, its holding, subsidiary or associate company during the three immediately preceding financial years or during the current financial year of face value in excess of Rs. 50 Lakhs or 2% of the paid-up capital of the listed entity, its holding, subsidiary or associate company, respectively, or such higher sum as may be specified;
 - b) is indebted to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover during the three immediately preceding financial years or during the current financial year;
 - c) has given a guarantee or provided any security in connection with the indebtedness of any third person to the listed entity, its holding, subsidiary or associate company or their promoters or directors, for such amount in excess of Rs. 50 Lakhs or 2% of its gross turnover as may be specified during the three immediately preceding financial years or during the current financial year;
 - d) has any other pecuniary transaction or relationship with the listed entity, its holding, subsidiary or associate company amounting to two percent or more of its gross turnover or total income;
- vi) Neither me nor any of my relatives:
 - a) holds or has held the position of a key managerial personnel or is or has been employee/executive of the company or its holding, subsidiary or associate company or any company belonging to the promoter group of the listed entity in any of the three financial years immediately preceding the financial year;
 - b) is or has been an employee or proprietor or a partner, in any of the three financial years immediately preceding the financial year of;
 - a firm of auditors or company secretaries in practice or cost auditors of the company or its holding, subsidiary or associate company; or

- any legal or a consulting firm that has or had any transaction with the company, its holding, subsidiary or associate company amounting to 10% or more of the gross turnover of such firm;
 - c) holds together with my relatives 2% or more of the total voting power of the Company; or
 - d) is a Chief Executive or director, by whatever name called, of any non-profit organization that receives 25% or more of its receipts from the company, any of its promoters, directors or its holding, subsidiary or associate company or that holds 2% or more of the total voting power of the Company; or
 - e) a material supplier, service provider or customer or a lessor or lessee of the Company;
- vii) I am not less than 21 years of age;
- viii) I am not a non-independent director of another company on the board of which any non-independent director of the company is an independent director;
- ix) Neither I was nor I am aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact my ability to discharge my duties with objective independent judgments and without any external influence.

DECLARATION

I undertake that I shall seek prior approval of the Board if and when I have any such relationship/transactions, whether material or non-material. If I fail to do so I shall cease to be an independent director from the date of entering in to such relationship/transactions.

Further, I do hereby declare and confirm that the above said information's are true and correct to the best of my knowledge as on the date of this declaration of independence and I shall take responsibility for its correctness and shall be liable for fine if any imposed on the Company, its directors, if the same found wrong or incorrect in future.

I further undertake to intimate immediately upon changes, if any, to the Company for updating of the same.

Thanking you,

Yours faithfully,

Sd/-

(Shamoli Thakur)

Independent Director DIN: 08189763

House No. 62, Sector 17A,

Gurgaon- 122001, Haryana

ANNEXURE-III TO THE DIRECTOR'S REPORT

FORM 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 9 of the
Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,

The Board of Director

MOHINDRA FASTENERS LIMITED

CIN-L74899DL1995PLC064215

304 Gupta Arcade, Inder Enclave

Delhi- Rohtak Road, Jwala Puri, New Delhi-110087

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

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

We have examined the books, papers, minute books, forms and returns filed and other records maintained by Mohindra Fasteners Limited ("The Company") and as produced before us for the financial year ended on 31st Day of March, 2026 (audit period) according to the provisions of:

- I. The Companies Act, 2013 (the Act) including any amendment thereto and the Rules made there under;
- II. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the Rules made there under;
- III. The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
- IV. Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- V. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') to the extent applicable to the Company: -
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 including any amendment thereto
 - (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations 2021;

- (e) The Securities and Exchange Board of India (Issue and Listing of Non-convertible Securities) Regulations, 2021;
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
- (i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 notified with effect from December 1, 2015.

VI. Other laws applicable to the Company: -

Based on the compliance/status report produced before us, confirming compliance under applicable Laws set out below, and based on the representations made by the Company and its Officers, and the documents, records and returns produced before us, we have relied on such representation to form an opinion to ensure applicability and compliance of following laws:

- (a) The Factories Act, 1948 and other allied laws i.e. The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Contract Labour (Regulation and Abolition) Act 1970, Building and other Construction Workers (Regulation of Employment and Condition Service) Act 1996, The Payment of Bonus Act, 1965, Inter-State Migrant Workmen (Regulation of Employment and Condition Service) Act 1979, Industrial Dispute Act 1947, The Maternity Benefits Act 1961, Employee State Insurance Act, 1948, The Employees Provident Fund and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972, Earned Leave Policy Act, including any amendment, re-enactment or modification thereof.
- (b) The Income-tax Act 1961, the Goods and Services Tax Act, 2017, Bureau of Indian Standard, and other applicable direct and indirect tax laws;
- (c) The Sexual Harassment of Women at workplace (Prevention Prohibition and Redressal) Act, 2013 & amendments thereunder.

In respect of any other law specifically applicable to the Company, which is not listed above, we have relied on the representation of the management.

However, as per the explanations given to us and the representations made by the Management, there was no action/event occurred in pursuance of:

- a. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations 2021;
- b. The Securities and Exchange Board of India (Issue and Listing of Non-convertible Securities) Regulations, 2021;
- c. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; and
- d. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018.

Requiring compliance thereof by the company and were not applicable during the financial year ended, 31st March, 2026 under review.

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

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India.
- (ii) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 including any amendment thereto.

During the period under review and as per the explanations and clarifications given to us and the representations made by the Management, the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took

place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice to schedule the Board Meetings, agenda and detailed notes on agenda were sent to all directors at least seven days in advance or within prescribed time as the case may be, 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.

Decisions at the Board Meetings, as represented by the management and explanations given to us, were taken unanimously/requisite majority. As per the minutes of the meetings, duly recorded and signed by the Chairman, the decisions of the Board were unanimous/with requisite majority and no dissenting views have been recorded.

We further report that, as representation made by the Management of the company and based on the information received and records maintained by the Company, there are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that, during the audit period: -

The Company sold its entire shareholding in the Joint Venture entity KK Mohindra Fastening Private Limited, on 30th September, 2025. Consequently, as on 31st March, 2026, The Company has no joint venture and same was duly informed to the Stock Exchange during the period under review.

We further report that during the period under audit, no specific events/ actions which having a major bearing on the Company's affairs have taken place, in pursuance of the above referred laws, rules, regulations and standards.

For Anand Nimesh & Associates

(Company Secretaries)

ANAND KUMAR SINGH

(Partner)

M. No-F10812

COP-9404

UDIN- F010812H001009909

Date: 03/08/2026

Place: New Delhi

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

‘ANNEXURE-A’

To,

The Board of Director

MOHINDRA FASTENERS LIMITED

304 Gupta Arcade, Inder Enclave

Delhi-Rohtak Road, Jwala Puri, Delhi-110087

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

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit to the extent there are shown to us during the Audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
4. We have relied on the representations made by the Company and its Officers, and the compliance certificates/status reports placed before the Board, for systems and mechanisms formed by the Company to ensure compliance under other laws, rules, regulations and guidelines as applicable to the Company, including labour, environmental and tax laws, and we have not conducted an independent verification/audit thereof.
5. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For Anand Nimesh & Associates
(Company Secretaries)

ANAND KUMAR SINGH

(Partner)

M. No-F10812

COP-9404

UDIN- F010812H001009909

Date: 03/08/2026

Place: New Delhi

ANNEXURE-IV TO THE DIRECTOR'S REPORT

FORM NO. AOC -2

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

Form for Disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub section (1) of section 188 of the Companies Act, 2013 including certain arm's length transaction under third proviso thereto.

- Details of contracts or arrangements or transactions not at Arm's length basis: Mohindra Fasteners Limited has not entered into any contract/arrangement/transaction with its related parties which are not at arm's length basis during the year 2025-26.
- Details of contracts or arrangements or transactions at Arm's length basis.

Sr. No.	Name (s) of the related party & nature of relationship	Nature of contracts/ arrangements/ transaction	Duration of the contracts/ arrangements/ transaction	Salient terms of the contracts or arrangements or transaction including the value, if any	Date of approval by the Board	Amount paid as advance, if any
1.	*Mr. Sudhir Arneja (Brother of Mr. Deepak Arneja, Managing Director & CEO)	Office or Place of Profit (Remuneration)	N.A.	40 Lakhs P.A.	N.A.	N.A.
2.	**KK MOHINDRA FASTENINGS PVT. LTD. (JOINT VENTURE) (up to 30.09.2025)	Leasing of property on rent	N.A.	AS PER THE AGREEMENT	N.A.	N.A.

*The Company deeply regrets to inform that Mr. Sudhir Arneja, Director – Operations, passed away on 11 August 2026. The Board places on record its sincere appreciation for the valuable contribution, guidance and services rendered by Mr. Sudhir Arneja during his tenure with the Company.

****KK Mohindra Fastenings Pvt. Ltd. ceased to be a Joint Venture (Related Party) of the Company with effect from 30 September 2025. The above transaction pertains to the period during which it was a Related Party of the Company.**

Note: Since, the above RPTs are in the ordinary course of business and are at arm's length, approval of the Board of directors is not applicable. However, these transactions have been reported to the Audit Committee for their Omnibus approval yearly and the Board of Directors have taken note of the same in their duly covered board meeting. There was no material related party contract or arrangement or transaction during the year.

By order of the Board

Sd/-

(Deepak Arneja)

DIN: 00006112

Place: New Delhi

Date: 14.08.2026

Chairman cum Managing Director & CEO

ANNEXURE-V TO THE DIRECTOR'S REPORT

THE CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO PURSUANT TO THE PROVISIONS OF SECTION 134(3) (M) OF THE COMPANIES ACT, 2013 READ WITH THE COMPANIES (ACCOUNTS) RULES, 2014:

(A) CONSERVATION OF ENERGY

(i) Steps Taken or Impact on Conservation of Energy:

The Company continues its efforts to reduce and optimize the energy consumption at all its manufacturing facilities, including offices at Delhi by adopting innovative measures to reduce wastage and optimize consumption.

Significant reduction in energy consumption has been achieved by various means as shown hereunder:

- Arresting leakage of Compressed air and ensuring optimal utilization of Air compressors. A Central Air reservoir has been created which draws Air from all the compressors and distribute it to the user machines as per the need.
- In order to make best use of day light, transparent roof sheets are installed. Solar energy options are being evaluated for lesser loads.
- Constant monitoring of energy consumption and further requisite follow-up. Annealing cycles w.r.t. various steel grades and its application are being studied.
- In off –hours, lights in work premises is kept off.
- Installed LED lights by replacing existing T5 lights at the operation offices, Marketing & R & D lab area.
- Installation of energy efficient ceiling fans.
- Overhaul of DG sets and load optimization from time to time.
- Operating under peak load conditions being minimized by correct planning of processes.
- Energy audit by any external agency is also being explored to have more ideas for the scope of energy saving projects.
- Replacing the mechanism of soak cleaning of surface of Bolts with from Electric heaters to usage of Bio cleaners thereby saving electrical energy.
- Installation of LED Lights in the Slop floor & street lights at Pant III, Rohtak.
- Installed DG sets in the Company.
- Starting baby steps to adopt sustainable energy options.

These measures have also led to power saving, reduced maintenance time and cost, improved hygienic condition and consistency in quality and improved productivity.

The Company is making all efforts to put stress on energy conservation by taking measure to ensure that plant be kept continuous running and idle time is reduced to bare minimum.

(ii) Additional investments and proposals, if any, being implemented and Steps taken for utilizing alternate sources for reduction of consumption of energy:

- Use of Air Pneumatic Tools over Electric Tools.
- Replacement of tube lights/lamps and put emphasis on installation of lower voltage energy efficiency lamps and use of CFL lamps & LED lights in phases.
- Introduction of waste heat recovery system in furnace.
- Replacing old 2/3-star Air Conditioners with 5 Star and setting the room Air Conditioners at a temperature of 24°C or more.

- Load monitor cells being deployed over all forging machines.
- Power has been increased to 2150 KW in plant II to accommodate the installation of a new heat treatment line and a new power connection of 660 KW was established in plant III of the Company.
- Installation of power efficient centralized air conditioning in the Registered Office of the Company at New Delhi.
- Water from ETP reuse in gardening.
- Elimination of polythene bags in packaging of export/domestic parts.
- Usage of reusable of Euro pallets instead of single use of wooden pallets for shipments.
- Rationalization of load on different DG sets.
- Conversion from 250-watt lights to 72-watt LED lights in production area.

The Company continues to adopt energy efficient practices in its operations and implement proposals arising out of regular energy audits. The Company has put in efforts to improve overall energy efficiency by installing power efficient equipment.

(iii) Impact of the measures taken at (i) and (ii) above for reduction of energy conservation and consequent impact on the cost of production of goods.

- (i) Saving cost of fuel.
- (ii) Reduction in Power Consumption.
- (iii) Efficient use of natural resources.
- (iv) Reduction in Manufacturing Cost.
- (v) Significant reduction in Carbon Emission.
- (vi) Hedge against continuous energy rate increase.
- (vii) Optimum performance of equipment on sustainable basis.

Details of rate per unit / liter / kilograms for energy consumption and a comparison thereof from previous year:

- The rate per unit for power consumption for FY 2025-26 was 9.34 in comparison to 8.49 in previous year.
- The rate per liter for fuel consumption for FY 2025-26 was 90.48 in comparison to 88.31 in previous year.
- The rate per kilogram for gas consumption for FY 2025-26 was 84.66 in comparison to 82.86 in previous year.

(B) TECHNOLOGY ABSORPTION

(i) Efforts, in brief, made towards technology absorption, adaptation and innovation:

- In house product development team works on product improvement, import substitution and new products.
- The Company is having the following quality/system related certification :-
 - EN ISO 9001:2015 ➤ IATF 16949: 2016
 - ISO 14001:2015 ➤ ISO 45001:2018
 - ISO 17025:2017 ➤ BIS; IS1364.Part1.2023
- In addition, our in-house heat treatment facilities confirm to CQI9 Certification.
- Training of personnel in-house and also by calling external trainers.
- The company keeps itself updated with latest technological innovations by way of constant communication, personal discussions and visit to overseas countries/ plants and benchmarking best industrial practices.
- Future plan of action:
 - Adopt more value engineering ideas into products to make them more cost effective in order to meet the target costs.

- Up gradation of existing technology.
- Applied research and value engineering

Since this being a continuous process, continuous up gradation does take place from time to time depending upon products/ process. Any fixed line of action other than above has not been envisaged.

(ii) **Benefits derived like product improvement, cost reduction, product development or import substitution:**

- New product development.
- Increased the product sales/realization price substantially.
- Process improvement resulting in higher productivity.
- Cost reduction measures.
- Adoption to Lean manufacturing techniques.
- Constant updating of the Quality Management Systems has equipped the Company to meet the stringent Quality and general standards stipulated by customers.
- Development of eco-friendly processes results in less quantity of effluent and emission.
- Undertaken Import Substitution.

The Company does nothing by which any harm is done to the environment and that the Company complies with all laws, rules and regulations seeking to control and reduce pollution of all types and protect the environment.

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

No technology was imported during the above said period.

(iv) **Brief Information on Research and Development:**

- **Specific areas in which R& D is carried out by the company**

R&D is undertaken for extending the range of the existing products, lowering costs and process improvement. Certain activities which were initiated are as under:-

- Multiple Tasking of the machines.
- Development of various surface finishes based on customer's needs.
- Substitute machining operations with as forged conditions.

- **Benefits derived as a result of the above R & D efforts.**

- Process improvement resulting in higher production.
- Quality Improvement.
- Cost reduction.
- Product range extension to reach newer markets.
- Meeting customer targets on time, cost, quality and new products.

- **Expenditure on R& D**

Capital Expenditure is Rs. 11.12 Lakhs

Revenue Expenditure is Rs. 2.05 Lakhs

Total Research & Development Expenditure is Rs. 13.17 Lakhs

(C) FOREIGN EXCHANGE EARNINGS AND OUTGO

(i) **Activities relating to exports; initiatives taken to increase exports; Development of the new exports markets for products and services and export plans;**

Despite severe competition from China, Taiwan, Malaysia, Vietnam, Thailand, Turkey and some other Asian and east European countries. The Company has well diversified portfolio of customers across the

globe. Most of our customers have shown keen interest in engaging with Mohindra Fasteners Limited (MFL), as their preferred supplier, and work as a long-term strategic partner, resulting in increase in new parts and business with existing customers. This interest is based on our ability to supply superior quality and complex parts at most competitive prices.

The Company participated in overseas Trade Fairs to display its products and to tap new overseas customers. Responses to the company's products are good resulting in fresh enquiries from various customers.

(ii) **Foreign Exchange Earning and Outgo**

The total foreign exchange earned and used are as under:

(Rs. in Lacs)

Foreign exchange earnings	10523.96
Foreign exchange expenditure	393.37

By order of the Board

Sd/-

(Deepak Arnnejaa)

DIN: 00006112

Chairman cum Managing Director & CEO

Place: New Delhi

Date: 14-08-2026

ANNEXURE-VI TO THE DIRECTOR'S REPORT

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY(CSR) ACTIVITIES FOR THE FINANCIAL YEAR 2025-26

1. Brief outline of the Company's CSR policy and our social responsibility initiative:

The Company has framed the CSR Policy pursuant to the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014 as amended by the Companies (CSR Policy) Amendment Rules, 2021.

Your Company believes that being socially responsible, delivering profitable growth and meeting expectations of our stakeholders is fundamental to value system the Company beholds. Further to its corporate social responsibility policy, the Company has been constantly creating newer opportunities for the community in which it operates by leveraging its resources.

As a responsible corporate citizen, the Company is committed to sustainable development and inclusive growth and has been and will continue to focus on issues relating to healthcare, education & skill development and environment sustainability.

Our objectives as stated in our CSR policy, include:

- i. Making a positive impact on society through economic development and reduction of our resource footprints;
- ii. Taking responsibility for the actions of the Company while also encouraging a positive impact through supporting causes concerning the environment, communities and our stakeholders.

During the Financial Year 2025-26, the Company has undertaken its Corporate Social Responsibility (CSR) activities by contributing to the Prime Minister's National Relief Fund (PMNRF), a fund recognized under Schedule VII of the Companies Act, 2013. The contribution was made in accordance with the provisions of Section 135 of the Companies Act, 2013 read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended from time to time.

Composition of CSR Committee

Sr. No.	Name of the Director	Designation/ Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of Meetings of CSR Committee attended during the year
1.	Mr. Deepak Arnejaa	Chairman of the Committee	1	1
2.	Mr. Ravinder Mohan Juneja	Member of the Committee	1	1
3.	Mr. Vivek Arora	Member of the Committee	1	1

2. Weblink where Composition of CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company:

The Company has formed a CSR Policy pursuant to the Companies Act, 2013. Our Corporate Social Responsibility Policy, Composition of CSR Committee and CSR projects approved by the board can be accessed at www.mohindra.asia. In its CSR Policy, MFL is empowered to undertake all or any of the activities as specified under Schedule VII to the Companies Act, 2013(the "Act").

3. Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules 2014, if applicable: Not Applicable

4. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules 2014 and amount required to set off for the financial year, if any: Not Applicable.
5. Average Net Profit of the Company as per Section 135(5): Rs. 2061.75 lakhs.
6. (a) Two percent of average net profit of the Company as per Section 135 (5): Rs. 41.23 lakhs
(b) Surplus arising out of the CSR projects/Programmes of the previous financial year: Not Applicable
(c) Amount required to be set off for the financial year, if any: Not Applicable
(d) Total CSR obligation for the financial year (7a+7b-7c): Rs. 41.23 lakhs
7. (a) CSR amount spent or unspent during the financial year:

Total Amount Spent for the Financial Year (Rs. in Lakhs.)	Amount Unspent (Rs. in Lakhs)				
	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
41.23	Not Applicable				

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

Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/No)	State	District	Project Duration	Amount allocated for the project (Rs. In Lakhs)	Amount spent in the current financial year (Rs. In Lakhs)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (Rs. In Lakhs)	Mode of Implementation — Direct (Yes/ No)	Name	CSR Registration Number
Not Applicable												

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

Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project.		Amount spent for the project (in lakhs)	Mode of implementation — Direct (Yes/ No)	Mode of implementation - Through Implementing Agency.	
				State	District			Name	CSR Registration No.
1.	Contribution to Prime Minister's National Relief Fund	Contribution to the Prime Minister's National Relief Fund or Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund) or any other fund specified in Schedule VII of the Companies Act, 2013	No	N.A.		Rs. 4123500 (Rupee Forty One Lac Twenty Three Thousand and Five Hundred)	Yes	NA	NA

MOHINDRA FASTENERS LIMITED

Amount spent in Administrative Overheads: Not Applicable

- (e) Amount spent on Impact Assessment, if applicable: Not Applicable
 - (f) Total amount spent for the financial year (8b+8c+8d+8e): Rs. 41.23 lakhs
 - (g) Excess amount for set off, if any: Not Applicable
8. (a) Details of Unspent CSR amount for the preceding three financial years: Not Applicable.
(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s): Not Applicable.
9. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year: No capital assets have been created or acquired out of the CSR Funds.
10. Specify the reasons, in case, the Company has failed to spend two per cent of the average net profit as per Section 135(5): Not Applicable, since no unspent amount.

By order of the Board

Sd/-

(Deepak Arnnejaa)

DIN: 00006112

Place: New Delhi

Date: 14.08.2026

Chairman cum Managing Director & CEO

ANNEXURE-VII TO THE DIRECTOR'S REPORT

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

The Management of Mohindra Fasteners Limited is pleased to present the 'Management Discussion & Analysis Report' covering the performance for the financial year 2025–2026.

OVERVIEW

Mohindra Fasteners Limited (MFL) ("The Company") is an established name in the Fastener Industry. The company's infrastructure is spread across three plants with latest equipment's for manufacturing of high quality fastener assortments.

The company owes its success to its lean manufacturing operations and dedication to quality at every step. The passion to serve its customers with the best has successfully translated into significant business; both in the domestic and the overseas markets.

MFL believes in continuous improvements through Product improvements, Process improvements, and employees' skill enhancement. In its constant pursuit of excellence in manufacturing, the company is supported by its trained workforce comprising of experienced engineers and skilled workers led by a top level management with proven track record.

Our company philosophy has always focused on customer satisfaction with uncompromising integrity. We strive to carry products and new developments with the finest value and quality in the market. In order to meet our customers' expectations, we ensure that our sales team generates enthusiasm and respond with extra efforts in addressing our customers' needs.

The financial statements are prepared on accrual and going concern basis and in accordance with Indian Accounting Standards (IND AS) as prescribed by Ministry of Corporate Affairs under Companies (Indian Accounting Standards) Rules, 2015, as amended, provisions of the Companies Act, 2013. The Management of MFL has used various estimates and judgments relating to the financial statements on a prudent and reasonable basis, in order that the financial statements reflect in a true and fair manner, the state of affairs and profit for the year.

ECONOMIC ENVIRONMENT

The global economy remained fragile during the year under review, marked by divergent growth trajectories, persistent policy uncertainty and mounting risks of stagnation. According to the IMF's January 2026 World Economic Outlook Update, global growth is projected at 3.3% in 2026 and 3.2% in 2027, reflecting the resilience of the global economy despite heightened geopolitical tensions, evolving trade policies and supply chain disruptions. Nevertheless, elevated inflationary pressures, protectionist measures and increasing global uncertainties continue to pose significant challenges to sustained economic recovery.

However, the aggregate growth projections mask considerable regional disparities. The United States is expected to maintain relatively strong economic growth, supported by resilient consumer spending and private investment, although the imposition of higher tariffs and persistent inflationary pressures may moderate the pace of expansion. The Euro Area is projected to witness modest growth amid weak manufacturing activity, subdued domestic demand and continuing geopolitical uncertainties. China's economy is expected to record moderate growth as it continues to face challenges arising from weakness in the property sector, subdued domestic demand and global trade uncertainties. Emerging market and developing economies are expected to remain key contributors to global growth; however, they continue to face vulnerabilities arising from external shocks, tighter financial conditions and geopolitical developments.

Global inflation remained on a moderating trajectory during the financial year 2025-26, although inflationary pressures remained uneven across regions. While inflation had eased significantly from its earlier peak levels, services inflation and persistent labour market pressures continued to pose challenges in several advanced economies. During the latter part of the financial year, renewed geopolitical tensions, trade policy disruptions and higher commodity prices

created additional inflationary pressures, tempering the pace of global disinflation. Central banks continued to adopt cautious and data-driven monetary policy approaches, balancing the objectives of supporting economic activity and maintaining price stability. Going forward, inflation is expected to remain subject to risks arising from geopolitical developments, commodity price volatility, trade disruptions and financial market uncertainties.

The global economy continues to face several structural headwinds, including demographic shifts, slowing productivity growth, geoeconomic fragmentation and increasing protectionist measures. International institutions have emphasized the need for fiscal prudence, structural reforms and enhanced multilateral cooperation to strengthen economic resilience. The World Bank and other multilateral agencies have also cautioned that geopolitical conflicts, trade disruptions and climate-related risks could adversely impact global trade, investment flows and long-term economic growth.

Monetary and fiscal policy trade-offs continue to remain a key challenge for policymakers across the world. While several economies have initiated gradual monetary easing in response to moderating inflation, governments continue to focus on fiscal consolidation, infrastructure investment and productivity-enhancing reforms. Emerging economies continue to face tighter financial conditions, exchange rate volatility and external financing pressures, necessitating prudent macroeconomic management to sustain growth.

India's expanding trade relationships and Free Trade Agreements (FTAs) with various countries further provide opportunities to strengthen the Company's export presence and access new international markets.

Looking ahead, downside risks continue to dominate the global economic outlook. Escalating geopolitical tensions, evolving tariff regimes, supply chain disruptions, commodity price volatility and climate-related events could further weaken global economic activity. However, continued investment in technology, digital transformation, renewable energy, resilient supply chains and manufacturing diversification is expected to provide new growth opportunities over the medium term.

Despite these challenges, the global economy has demonstrated remarkable resilience. Stable labour markets, improving investment sentiment and gradual moderation in inflation provide cautious optimism for sustainable economic recovery. As economies continue to adapt to changing geopolitical and economic realities, innovation, productivity enhancement and international cooperation are expected to remain critical drivers of long-term global growth and prosperity.

INDIAN ECONOMY

India continued to remain one of the fastest-growing major economies globally during FY 2025-26, demonstrating strong macroeconomic resilience amid evolving global conditions. Real GDP growth stood at 7.4%,³ driven by robust domestic demand, policy support and sustained public investments. Inflation remained largely contained and remained within the Central Bank's target range during the year, aided by stable commodity trends, although intermittent volatility persists due to global factors. This steady performance is underpinned by robust macroeconomic fundamentals, a rebound in rural demand, and the government's sustained focus on capital expenditure and infrastructure development.

Government capital expenditure continued to play an important role in supporting investment and economic growth. The Union Government maintained its focus on infrastructure development and capital expenditure while pursuing fiscal consolidation. For FY 2025-26, the fiscal deficit was budgeted at 4.4% of GDP, reflecting the Government's continued commitment to maintaining fiscal stability while supporting productive expenditure and economic growth.

India's external sector remained resilient despite an uncertain global trade environment. Strong services exports, a diversified export base and robust foreign exchange buffers continued to provide support to the external sector. However, changes in global trade policies, including higher tariffs imposed by the United States during FY 2025-26, created challenges for India's exporters and increased uncertainty for trade and investment flows. These developments highlighted the importance of diversifying export markets, strengthening domestic manufacturing capabilities and enhancing India's integration with global value chains.

Despite these challenges, India's strong domestic demand, improving infrastructure, resilient financial sector and continued policy support provide a solid foundation for sustained economic growth. The Economic Survey 2025-26 also emphasises the importance of deregulation, improving the ease of doing business, strengthening the

competitiveness of MSMEs and encouraging greater private investment. Continued investment in infrastructure, logistics, technology and renewable energy is expected to support India's long-term growth potential

The headwinds have emerged due to higher tariffs imposed by USA on India in August 2025 leading to US based importers putting orders/shipments on hold. The Indian government is doing back-room diplomacy and trying to strengthen BRICS and the bonhomie between the Indian and Chinese governments could have far reaching implications for not just both the countries but also for the world. With Russia, siding with India and China and both the nations criticizing USA for the tariffs in India, the world will witness a new power political game in times to come.

Despite these strengths, the outlook is tempered by notable risks. Global trade and geopolitical uncertainties, potential commodity price shocks, and subdued private capital expenditure remain key concerns. The Economic Survey emphasizes the need for systematic deregulation and grassroots-level reforms to enhance India's global competitiveness and unlock the potential of the MSME sector. Continued infrastructure investment, particularly in renewable energy and logistics, is identified as critical for sustaining high growth over the next two decades.

In summary, while the global and domestic economic environments present multifaceted challenges, they also offer significant opportunities for strategic growth and innovation. The Indian economy, with its demonstrated resilience and adaptive strategies, is well-positioned to not only navigate these challenges but also capitalize on emerging trends to secure long-term sustainable growth.

INDUSTRIAL STRUCTURE AND DEVELOPMENT

India remains one of the fastest-growing major economies, with the GDP estimated to grow by 7.4% in 2025-26 according to the Government of India's First Advance Estimates. This resilience is supported by ongoing government capital expenditure, a recovering rural economy, and a focus on manufacturing self-reliance. The growth is driven primarily by the services and agriculture sectors, as improvement in agricultural output has boosted rural demand. A weak global demand has put pressure on the manufacturing industry.

However, consistent domestic demand has led to stability in private consumption. With a GDP exceeding USD 4 trillion, India is the fifth-largest economy globally and is on track to become the fourth-largest by 2025-26. The budget for 2025-26

India remained one of the fastest-growing major economies during the year, supported by robust domestic demand, continued public capital expenditure and policy initiatives such as **Make in India**, National Logistics Policy and Ease of Doing Business reforms. These initiatives continue to strengthen India's position as a global manufacturing hub and provide long-term growth opportunities for the engineering and fastener industry.

The engineering industry also benefited from increased investments in railways, defence, renewable energy, capital goods and industrial infrastructure. Furthermore, the global China Plus One sourcing strategy continued to encourage multinational companies to diversify their supply chains, creating additional export opportunities for Indian engineering manufacturers.

A key domestic policy was the GST rate rationalisation for the automotive sector in September 2025, reducing rates to 18% for major segments. This measure revived demand in the second half of the fiscal, especially for entry-level two-wheelers and passenger vehicles. The GST 2.0 reform, part of the Viksit Bharat @2047 agenda, aims to lower costs, boost domestic demand, and enhance export competitiveness through a simplified structure of 5% and 18%.

The Reserve Bank of India maintained a stable monetary policy as retail inflation fell to record lows of 0.25% in October 2025 and 0.71% in November 2025.

Emphasizes four key development areas—agriculture, micro, small, and medium enterprises (MSMEs), investments, and exports—as catalysts for growth. Significant funding is allocated for infrastructure development, including ` 1.5 lakh crore in interest-free loans to States for major projects. The output of coal, fertilizer, steel, and cement has increased, propelling the expansion of the eight core sectors, which account for 40% of the Index of Industrial output. Retail inflation has softened from 5.4% in 2023-24 to 4.6% in 2024-25. With inflation at its lowest since 2018-19, an enabling environment has been created for sustainable growth. This trajectory underscores resilience and commitment to ensuring price stability without compromising development goals. Improved expenditure management and tax revenue have enabled the Government to control the fiscal deficit. The consumption trend remains strong, as GST collections exceeded 22.08 trillion for the year.

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During the latter part of FY 2025-26, the global business environment was impacted by escalating geopolitical tensions in West Asia, resulting in disruptions in global energy markets and international supply chains. The temporary disruption of shipping routes through the Red Sea and the Strait of Hormuz significantly increased ocean freight rates, transit times and logistics costs. The sharp rise in crude oil prices also exerted upward pressure on input costs across the manufacturing sector, while higher transportation and energy costs affected industrial operations worldwide.

The most significant external shock late in the 2025-26 fiscal year was the West Asia conflict, which escalated in late February 2026. Key impacts on the automotive sector included:

- The closure of the **Strait of Hormuz** disrupted 20% of global oil and LNG supplies. Brent crude rose from USD 66 to over USD 120 per barrel.
- A domestic **LPG and natural gas shortage** led the government to invoke the Essential Commodities Act, diverting feedstock from petrochemicals to cooking gas. This resulted in force majeure declarations by major chemical producers.
- India's Manufacturing PMI fell to 53.9 in March 2026, a 45-month low, as input costs rose sharply. S&P Global Mobility lowered its 2026 light vehicle production growth forecast from 7.4% to 6.3%.
- Freight costs increased as vessels avoided Red Sea and Hormuz chokepoints. The Society of Indian Automobile Manufacturers (SIAM) formally requested the restoration of industrial gas allocations to the automotive sector.

These developments led to increased volatility in steel and other raw material prices, supply chain uncertainties and higher procurement costs for export-oriented manufacturers. The evolving global trade environment, including changing tariff policies and geopolitical developments in key export markets, also created uncertainty for Indian engineering exporters. Despite these external challenges, India's diversified manufacturing base, improving infrastructure and strong domestic demand helped mitigate the overall impact on industrial growth.

Looking ahead, the long-term outlook for the Indian fastener industry remains positive. Increasing investments in automotive manufacturing, electric vehicles, railways, defence, renewable energy and industrial infrastructure, together with rising global demand for reliable and high-quality engineering products, are expected to support sustained growth. The Company's strong manufacturing capabilities, focus on quality, technological advancement, customer-centric approach and growing presence in international markets position it well to capitalize on these emerging opportunities while effectively managing business risks.

During the year, INR depreciated and closed at 85.47 against the USD, declining from 83.40 on March 31, 2024. The GDP, which was initially forecasted to grow at 7.0%, moderated to 6.5% due to extreme weather conditions, lengthy general elections, elevated food inflation, and rear-ended infrastructure spending. In addition, higher FDI repatriation and equity outflows by Foreign Institutional Investors also caused the INR to decline.

A good monsoon helped the nation recover from the near drought caused by El Nino. It replenished water farms and reservoirs, increasing rural income, boosting consumption, and fueling general economic growth.

During FY 2025-26, the Indian Rupee depreciated significantly against the U.S. Dollar and closed at approximately ₹94.8 per USD as against ₹85.5 per USD at the end of the previous financial year. The depreciation was primarily driven by heightened geopolitical tensions in West Asia, a sharp increase in crude oil prices, sustained foreign portfolio investor (FPI) outflows, stronger demand for the U.S. Dollar and increased volatility in global financial markets.

Despite these external headwinds, the Indian economy remained resilient, with real GDP estimated to grow by around 7.4% during FY 2025-26, supported by robust domestic demand, sustained government capital expenditure, improving rural consumption and continued policy reforms.

A favourable and well-distributed monsoon supported higher agricultural output, improved reservoir levels and strengthened rural incomes, leading to better consumption demand and providing continued support to overall economic growth. The combined effect of resilient domestic demand and public investment helped offset the impact of global economic uncertainties during the year.

The Companies engaged in the manufacturing of fasteners require significant capital investment owing to the high production volumes and stringent specifications concerning testing and labeling. Industrial fasteners such as bolts, screws, nuts, studs, and rivets are manufactured and distributed by different participants. Companies invest significantly in R&D activities, thus resulting in dynamic market conditions.

The Indian automobile industry recorded another year of healthy growth during FY 2025-26. According to SIAM, Passenger Vehicle sales reached a record 46.43 lakh units, registering growth of 7.9%, while Commercial Vehicle sales increased by 12.6% to 10.80 lakh units. Two-Wheeler sales crossed 2.17 crore units, registering growth of 10.7%, supported by improving rural demand, higher affordability, favourable financing conditions and increasing consumer confidence. Passenger Vehicle exports also reached a record 9.05 lakh units, reflecting strong demand in overseas markets.

The growing adoption of electric vehicles, increasing localisation of automotive components and rising investments in infrastructure, defence, railways and industrial manufacturing continue to create significant opportunities for the Indian fastener and engineering industry. At the same time, businesses remain mindful of challenges arising from geopolitical tensions, evolving global trade policies, commodity price volatility, exchange rate movements and supply chain disruptions. Nevertheless, India's favourable demographic profile, expanding manufacturing ecosystem and sustained policy support are expected to provide a strong foundation for long-term industrial growth.

OPPORTUNITIES

The Indian fastener industry is expected to witness sustained growth, driven by increasing investments in automotive, railways, defence, renewable energy, infrastructure and industrial manufacturing. Government initiatives such as **Make in India** continue to strengthen India's manufacturing ecosystem and create new opportunities for engineering companies.

The growing **China Plus One** sourcing strategy, rising export demand and increasing localisation of components are expected to provide significant opportunities for Indian fastener manufacturers. With its established manufacturing capabilities, quality certifications, diversified customer base and strong export presence, the Company is well-positioned to leverage these opportunities and achieve sustainable long-term growth.

Looking ahead, the Indian fasteners market is expected to maintain a positive momentum, supported by the government's continued investment in manufacturing, infrastructure, and exports. India's increasing attractiveness as a global manufacturing hub positions it well to benefit from shifts in global trade dynamics. Technological advancements such as smart fasteners, additive manufacturing, and IoT-enabled production systems are beginning to reshape the product landscape, creating opportunities for manufacturers to move up the value chain. The increasing preference for sustainable and recyclable materials is also influencing product innovation, prompting the industry to invest in R&D and environmentally friendly manufacturing practices. With the government promoting the growth of MSMEs and encouraging import substitution, the domestic industry is well-placed to grow in both volume and value terms.

THREATS

- Geopolitical tensions, particularly the conflict in West Asia, may continue to disrupt global supply chains and international trade.
- Volatility in crude oil prices may result in higher freight, logistics and transportation costs, adversely impacting export competitiveness.
- Fluctuations in steel and other raw material prices may put pressure on manufacturing costs and operating margins.
- Changes in global trade policies, import tariffs and regulatory measures in key export markets may affect export demand and profitability, especially with the US tariffs being enforced.
- Foreign exchange fluctuations may impact export realizations and overall financial performance.
- Intense competition from domestic as well as international manufacturers, particularly low-cost suppliers, may exert pressure on pricing and market share.
- Slowdown in the global automotive and engineering sectors may adversely affect demand for fasteners and engineering products.

CHALLENGES

The Indian economy continued to demonstrate resilience during FY 2025-26, despite global geopolitical uncertainties, evolving trade policies and volatile commodity prices. While India's GDP is estimated to grow by 7.4% during FY

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2025-26, the economy continues to face challenges arising from global trade disruptions, inflationary pressures and external demand uncertainties.

As far as exports are concerned, disruptions in global shipping routes arising from the conflict in West Asia, including the Red Sea and Strait of Hormuz region, resulted in higher freight costs, longer transit times and supply chain uncertainties. These developments posed challenges for export-oriented industries, including the engineering and fastener sector.

The volatility in steel and other raw material prices continued to affect manufacturing costs, while fluctuations in crude oil prices increased logistics and transportation expenses. Further, changing global trade policies, tariff-related uncertainties, foreign exchange fluctuations and slowing demand in certain overseas markets continued to remain key challenges for Indian exporters.

At the same time, the global supply chain diversification strategy and the increasing preference for sourcing from India continue to create long-term opportunities for the Indian engineering and fastener industry. The Company remains focused on improving operational efficiency, maintaining product quality and strengthening customer relationships to effectively address these challenges.

STRENGTHS

Company has been adding new customers, new product lines and developed medium to long term contracts for special products and applications, despite the slowdown.

- Combination of hot and cold forging under one roof.
- Turning, Milling, Grinding and Drilling in the same premises.
- Quality & process certifications add credibility.
- Balanced presence across domestic and export markets, supported by a well-diversified customer and product portfolio, enables the Company to reduce dependence on any single market and provides resilience against regional and economic fluctuations.
- Focus on specials and value added parts
- With BIS approval, the market is expected to support BIS approved manufacturers.
- India's expanding trade relationships and Free Trade Agreements (FTAs) with various countries further provide opportunities to strengthen the Company's export presence and access new international markets.

SEGMENT-WISE OR PRODUCT-WISE PERFORMANCE

The Company is in the business of manufacture of high tensile fasteners. Since the Company is operating in a single line of product, there are no reportable primary segments. The performance of this product is covered in 'Review of Operations' which forms part of Directors' Report.

OUTLOOK

Mohindra Fasteners Limited is poised for a dynamic future, driven by our strategic initiatives and a clear focus on market expansion and product innovation. Our strategy revolves around three core pillars: enhancing manufacturing capabilities, deepening market penetration, and prioritizing sustainability.

Despite global economic uncertainties arising from geopolitical tensions, evolving trade policies and volatility in commodity and energy prices, the Indian economy is expected to maintain a resilient growth trajectory. India's strong domestic demand, sustained infrastructure investment, expanding manufacturing capabilities and continued structural reforms are expected to support economic activity. The outlook for FY 2026-27 remains positive, although external risks arising from global trade developments, geopolitical uncertainties, commodity price movements and financial market volatility may continue to influence the operating environment.

The Company expects continued demand from the automotive, engineering, railway and industrial sectors and will continue to focus on cost optimization, process improvements, capacity utilization and maintaining a healthy

balance between exports and domestic sales. The Management remains confident that its strategic initiatives and customer-centric approach will support sustainable long-term growth and create value for all stakeholders.

Against this backdrop, Mohindra Fasteners Limited remains focused on strengthening its competitive position through operational efficiency, capacity enhancement, product development and customer diversification. The Company will continue to pursue opportunities across existing and emerging markets while maintaining a disciplined approach towards costs, quality and sustainability. With a resilient domestic economic environment and continued investment in infrastructure and manufacturing, the Company remains well positioned to leverage emerging opportunities and pursue sustainable long-term growth.

RISKS & CONCERNS

The Company's principal financial liabilities comprise borrowings, lease liabilities, trade payables and other payables. The Company's principal financial assets include trade and other receivables, investments and cash and bank balances that it derives directly from its operations.

The Company has exposure to the following risks arising from financial instruments:

- credit risk;
- liquidity risk; and
- market risk"

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk.

The Senior Management reviews each of these risks, which are summarized below.

a) Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration of risks. Credit risk is controlled by analysing credit limits and creditworthiness of customers on a continuous basis to whom the credit has been granted. The company is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including, foreign exchange transactions and other financial instruments.

The Company enters into long term contracts with its regular customers thereby eliminating uncertainties also mitigates the risk exposure on high risk customers and avoids any such contracts with them. The outstanding customer receivables are regularly monitored and reviewed by the senior management periodically. At 31st March, 2026, the top 10 customers accounted for approximately 66% of all the receivables outstanding. The amounts at 31st March analyzed by the length of time past due, are:

Particulars of Trade Receivable	As at 31st March, 2026	As at 31st March, 2025
More than 180 days	135.02	208.66
Not More than 180 days	3776.65	3680.97
Total (Refer Note. 11 & 15)	3911.67	3889.63

b) Liquidity risk

Liquidity risk is defined as the risk that the company will not be able to settle or meet its obligations on time or at reasonable price. The Company's objective is to at times optimum levels of liquidity to meets its cash and liquidity requirements. The Company closely monitors its liquidity position and deploys a robust cash management system. It maintains adequate source of financing through the use of short-term bank deposits, short term investments and cash credit facilities. Processes and policies related to such risk and overseen by senior management. Management monitors the Company's liquidity position through rolling forecasts on the bases of expected cash flows. The Company assessed the concentration of risk with respect to its debt and concluded it to be very low.

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The table below summaries the maturity analysis of the Company's Trade Payable, Lease Liabilities and financial liabilities except short-term borrowing repayable on demand:

Year ended 31st March, 2026	Less than one year	More than one year
Interest-bearing borrowing except short term borrowings	426.91	799.17
Other financial liabilities	132.96	Nil
Lease Liabilities	Nil	Nil
Trade Payables	2815.61	Nil

Year ended 31st March, 2025	Less than One year	More than one year
Interest-bearing borrowing except short term borrowings	486.92	760.54
Other financial liabilities	183.40	Nil
Lease Liabilities	Nil	Nil
Trade Payables	2809.97	Nil

c) Market risk

The Company is exposed to market risk through its use of financial instruments and specifically to currency risk, interest rate risk, credit, liquidity and certain other price risks, which result from both its operating and investing activities.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's short term debt obligations with floating interest rates as the company has zero long term debt obligations.

ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a foreign currency) and the Company's borrowings in foreign currency.

No Forward contracts were entered into by the company either during the year or previous years since the company has very minimum exposure to foreign currency risk.

Particulars	EURO	USD	GBP
Import Trade Payables	-	0.22	-
	(0.17)	(0.16)	-
Export Trade receivables	18.07	4.80	0.62
	(21.58)	(6.67)	(0.80)
Working Loan (PCFC)	13.77	0.52	0.72
	(15.54)	(2.42)	(0.89)
Term Loan (including interest)	-	4.25	-
	(-)	(9.49)	-

d) **Equity price risk**

The Company's investments are in listed equity securities. Equity risk is the risk involved in the changing prices of stock investments in the share market. All the investments in the equity portfolio are reviewed and approved by the Board of Directors.

At the reporting date, the exposure to listed equity securities at fair value was Rs. 11.55 Lakhs (Rs. 14.64 Lakhs as at 31st March, 2025).

e) **Financial instruments and cash deposits**

Credit risk from balances with banks and financial institutions is managed in accordance with the Company's policy. Investments of surplus funds are made by way of fixed deposits with scheduled banks within the limits assigned by the Senior Management.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

Policies and Standard Operating Procedures covering all the major process relevant to the business are in place and adequate to handle the business related transactions.

The Company's internal control system commensurate with the size, scale and complexities of its operations. The Audit Committee actively reviews the adequacy and effectiveness of the internal control systems and suggests improvements to strengthen the same.

The Company has appointed an independent firm of chartered accountants to monitor the internal audit of its activities, based on an internal audit plan, which is reviewed each year in consultation with the statutory auditors and approved by the audit committee.

The Company has a robust Management Information System and strives to align all its processes and controls with best practices. On an on-going basis, the Audit Committee reviews the internal controls relating to key areas i.e. operations, financial records, inventory, fixed assets, compliance to requirements under various statutes. The present internal checks and controls are holistic and provide adequate assurance to the management.

DISCUSSION ON FINANCIAL PERFORMANCE WITH RESPECT TO OPERATIONAL PERFORMANCE

Operating Revenue:

During the financial year 2025-26; your company has earned total revenue from operations was at Rs. 16,510.29 Lakhs (Previous year Rs. 16,523.78 Lakhs) and net profit of the company was Rs. 1,450.60 Lakhs (Previous year Rs. 1,486.95 Lakhs).

Financial Performance:

The Company's domestic sales improved during the financial year 2025-26 and stood at Rs.5,620.11 lakhs as against Rs. 4770.06 lakhs in the previous financial year, reflecting a healthy growth in the domestic market.. Exports have always remained our backbone of the Company, but unfortunately the export sales were also downfall from the previous year.

During the year, EBITDA (Profit before interest, taxes, depreciation and amortization) was at Rs. 2748.95 Lakhs as against Rs. 2795.60 Lakhs in the previous year, decreased by 1.67%. The Company's continued investments towards the development and manufacture of new products are expected to result in improvement in performance in the years ahead.

Financing costs were decreased at Rs. 224.33 Lakhs as against Rs. 246.97 Lakhs in the previous year.

Profit before tax was decreased at Rs. 1957.64 Lakhs (Rs. 2003.03Lakhs). After providing for taxes, the Profit after Tax amounted to Rs. 1,450.60 Lakhs (Rs. 1,486.95 Lakhs).

KEY FINANCIAL RATIOS

In accordance with the SEBI (Listing Obligations and Disclosure Requirements 2018) (Amendment) Regulations, 2018, the Company is required to give details of significant changes (change of 25% or more as compared to the immediately previous financial year) in key financial ratios.

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The Company has identified the following ratios as key financial ratios:

Sr. No.	Key Ratios	Unit of measurement	As on 31st March, 2026	As on 31st March, 2025	Significant change compared with previous year i.e. 25% or more
1	Debtors Turnover Ratio	*Days	86.35	86.12	N.A.
2	Inventory Turnover Ratio	*Days	145.16	122.45	N.A.
3	Interest Coverage Ratio	Times	11.72	10.74	N.A.
4	Current Ratio	Times	1.69	1.76	N.A.
5	Debt Equity Ratio	Times	0.29	0.32	N.A.
6	Operating Profit Ratio	%	12.04	12.33	N.A.
7	Net Profit Ratio	%	8.92	9.15	N.A.
8	Return on Net worth Ratio	%	14.90	16.72	N.A.

*used 360 as the number of days in the year.

MATERIAL DEVELOPMENTS IN HUMAN RESOURCES/ INDUSTRIAL RELATIONS FRONT, INCLUDING NUMBER OF PEOPLE EMPLOYED

The Company firmly believes that its employees are its most valuable asset and continues to focus on attracting, developing and retaining skilled talent. The Human Resource function is aligned with the Company's business objectives and emphasizes employee engagement, capability development, performance management and organizational effectiveness.

During the year, the Company continued to invest in learning and development initiatives aimed at enhancing technical, functional and behavioural competencies of its employees. Various training programmes were conducted to improve operational efficiency, strengthen workplace safety, enhance quality standards and support leadership development. The Company also continued its focus on performance-driven culture, employee welfare and creating a safe, healthy and inclusive work environment.

Industrial relations across all manufacturing units remained cordial and harmonious throughout the year. The continued cooperation and commitment of employees contributed significantly to the Company's operational performance and business objectives.

The Company believes that Human Resources are its key assets and is committed to attracting, developing and retaining and creating a positive workplace culture. Human Resource Development (HRD) is aligned to business needs to enhance business performance and results. Human Resources Development is practiced through an overall HRD framework with its constituents as resourcing, competency development, performance management and employee engagement. Each of these constituents has a structured approach and the process to deliver.

The Company's Human Resources Development framework includes Workforce planning, Employee engagement, Performance and rewards, Learning and Development, Career and Succession Planning and Organization Development, which have a structured approach, policies and standard operating procedures that are reviewed and updated periodically. Emphasizing the importance of continuous learning and development, the Company invests significantly in educational programs tailored to enhance employee skills and expertise. Leveraging the expertise and experience of internal trainers, who are subject matter experts, the Company focuses on upskilling employees to meet higher responsibilities. The Company's strategic approach identifies key competencies essential to organizational growth, with individual development plans tailored for high-potential employees, grooming them for future leadership roles through targeted leadership development programs.

The Company gives significant impetus to Learning and Education. Learning and development initiatives focus on upskilling our employees for their roles.

The Company continues to leverage the strength of our internal trainers who are subject matter experts to share their expertise and experience with other employees. The business-related priority areas are selected, necessary competencies are developed in order to improve organizational capability. We have started individual development plans for high-potential employees in order to create a talent pipeline and have nominated them for leadership development programs in order to prepare them for future leadership roles. The company continues to maintain its industrial relations cordial at all the manufacturing locations.

CAUTIONARY STATEMENT

Statements in this Management Discussion and Analysis describing the Company's objectives, projections, estimates, expectations or predictions may constitute "forward-looking statements" within the meaning of applicable laws and regulations. Actual results may differ materially from those expressed or implied due to various risks and uncertainties. Important factors that could influence the Company's operations include changes in global and domestic economic conditions, geopolitical developments, evolving trade policies and tariff regulations, fluctuations in foreign exchange rates, raw material and energy prices, supply chain disruptions, changes in Government policies and tax laws, interest rate movements, labour relations, litigation and other factors beyond the Company's control.

By order of the Board

Sd/-

(Deepak Arnejaa)

DIN: 00006112

Place: New Delhi

Date: 14.08.2026

Chairman cum Managing Director & CEO

REPORT ON CORPORATE GOVERNANCE

A report for the financial year ended March 31, 2026 on the compliance by the Company the Corporate Governance requirements under Regulation 34 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), is furnished below:

Our Corporate Governance Philosophy

The Company truly believes in independence, responsibility, transparency, professionalism, accountability and code of ethics, which are the basic principles of corporate governance. The Company always stressed in achieving optimum performance at all levels by adopting and adhering to best corporate governance practices. The Company has focused on corporate governance to maximize long-term stakeholders' value through disciplined and sustained growth and value creation.

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company's philosophy on corporate governance oversees business strategies and ensures fiscal accountability, ethical corporate behavior and fairness to all stakeholders comprising regulators, employees, customers, vendors, investors and the society at large.

The company has deepest regard for the environment and pays enough emphasis on reducing carbon emissions and minimizing the carbon footprints. Your company is actively working with MACE (Maruti Centre for Excellence) and other European customers to fulfil the requirements arising out of CBAM (Carbon Border Adjustment Mechanism) site https://taxation-customs.ec.europa.eu/carbon-border-adjustment-mechanism_en.

The Company strives hard to achieve establishment of internal controls and risk management; internal and external communications; and high standards of safety, health and environment management, accounting fidelity, product and service quality. The Company also believes that for a Company to succeed, it must consistently maintain commendable standards of corporate conduct towards its employees, customers, society and other stakeholders.

The Company has professionals on its Board of the Directors who are actively involved in the deliberations of the Board on all important policy matters. Your directors view good Corporate Governance as the foundation for honesty and integrity and recognize these matters to maintain your trust

The Company is in compliance with the requirements stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable, with regard to corporate governance.

APPROPRIATE GOVERNANCE STRUCTURE WITH DEFINED ROLES AND RESPONSIBILITIES:

The Company has a strong legacy of fair, transparent and ethical governance practices.

The Board critically evaluates the Company's strategic direction, management policies and their effectiveness. The Board's actions and decisions are aligned with the Company's best interest. It is committed to the goal of sustainably elevating the Company's value created. The Board has established several Committees to discharge its responsibilities in an effective manner.

The Chairman of the Board is the leader of the Board. The Chairman is responsible for fostering and promoting the integrity of the Board while nurturing a culture where the Board works harmoniously for the long-term benefit of the Company and all its stakeholders. The Chairman guides the Board for effective governance structure in the Company.

The Managing Director provides overall direction for effective management of the Company. The Managing Director is responsible for corporate strategy, brand equity, planning, external contacts and all-important management matters. In the operations and functioning of the Company, the Managing Director is assisted by a core group of senior level executives.

The Company has adopted a Code of Conduct for its employees including the Managing Director and the Executive Directors. In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors which suitably incorporates the duties of Independent Directors as laid down in the Companies Act, 2013 ("the Act").

BOARD OF DIRECTORS

The current policy is to have an appropriate mix of Executive, Non-Executive and Independent Directors to maintain the independence of Board and separate its functions of governance and management.

As on **31st March, 2026**, the Board consists of 6 (Six) Directors, out of which two are Executive Directors and four are Non-Executive Directors i.e. majority of the board; amongst the Non-Executive Directors, three are Independent Directors including a Woman Director. The Non-Executive Directors, use independent judgment in the Board deliberations and decisions.

The Board is primarily responsible for overall management of the Company's business. The directors on the board are from varied fields with suffice range of skills, possess relevant qualifications and experienced general corporate management, finance, banking and other allied fields which enable them to effectively contribute to the Company in their capacity as Director.

The Company immensely benefits from the professional expertise of the independent Directors in their capacity as Independent Professional / Business Executives and through their invaluable experience in achieving corporate excellence.

On an annual basis, the Company obtains from each Director details of the Board and Board Committee positions she / he occupies in other Companies and changes, if any, regarding their Directorships. In addition, the Independent Directors provide an annual confirmation that they meet the criteria of independence as defined under Section 149(6) on an annual basis of the Companies Act, 2013.

Further, disclosures have been made by the Directors regarding their Chairmanships/ Memberships of the mandatory Committees of the Board and that the same are within the maximum permissible limit as stipulated under Regulation 26(1) of the Listing Regulations.

As on March 31, 2026 and as on the date of this Report, the Board meets the requirement of having at least one-woman Director and not less than 1/2 of the Board strength comprising of Non-Executive Directors in compliance with Regulation 17(1) of the SEBI Listing Regulations and other applicable regulatory requirements.

DETAILS OF BOARD MEETINGS

The Company held 4 (Four) Board Meetings during the Financial Year 2025-26 and the gap between two meetings did not exceed 120 days. The dates on which the Board Meetings were held is mentioned herein below:

Sr. No.	Date of Board Meeting	Board Strength	Total No. Directors Present at the meeting
1.	24.05.2025	6	5
2.	13.08.2025	6	6
3.	10.11.2025	6	5
4.	14.02.2026	6	6

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Category of directors, shareholding, other Directorships and Committee positions held in other Companies of each director:

Name & DIN of Director	Category	Date of Appointment & Shareholding	No. of other Directorships in other companies (Excluding MFL) and Committee Membership in other Companies (including MFL)#				Name of the listed entities (including MFL) in which the person is a Director and the category of Directorship
			Directorships		Committee Membership		
			Chairman	Member	Chairman	Member	
Mr. Deepak Arnnejaa DIN:00006112	Chairman-Cum Managing Director & CEO	10.01.1995 (627,990)	-	-	1	2	Mohindra Fasteners Limited Chairman cum Managing Director & CEO
Mr. Ravinder Mohan Juneja DIN:00006496	Managing Director	10.01.1995 (555,885)	-	-	-	2	Mohindra Fasteners Limited Managing Director
Mr. Vivek Arora DIN: 10732928	Non-Executive Independent Director	14.08.2024 (Nil)		-	-	3*	Mohindra Fasteners Limited Non-executive Independent Director
Mrs. Shamoli Thakur DIN:08189763	Non-Executive Independent Director	03.08.2018 (Nil)	-	-	-	1	Mohindra Fasteners Limited Non-executive Independent Director
Mr. Ranbir Singh Narang DIN: 00250927	Non-Executive Director	13.08.2022 (4,71,350)	-	2	-	-	Mohindra Fasteners Limited Non-executive Director
Mr. Ved Prakash Chaudhry DIN: 07572208	Non-Executive Independent Director	30.07.2016 (110)	-	-	3	-*	Mohindra Fasteners Limited Non-executive Independent Director

* The Board of Directors, at its meeting held on 13th August, 2025, approved the reconstitution of the Audit Committee, Nomination and Remuneration Committee ("NRC") and Stakeholders' Relationship Committee ("SRC").

Pursuant to the aforesaid reconstitution, Mr. Ved Prakash Chaudhary, who was serving as a Member of the Audit Committee, Nomination and Remuneration Committee and Stakeholder Relationship Committee up to 13th August, 2025, was appointed as the Chairman of the aforesaid Committees with effect from 13th August, 2025.

Consequently, Mr. Vivek Arora, who had been serving as the Chairman of the Audit Committee, Nomination and Remuneration Committee and Stakeholder Relationship Committee up to 13th August, 2025, was redesignated as a Member of the Audit Committee and Nomination and Remuneration Committee with effect from 13th August, 2025. Further, Mr. Ved Prakash Chaudhary was appointed as the Chairman of the Stakeholders' Relationship Committee in place of Mr. Vivek Arora with effect from the same date.

Excludes directorships in foreign companies, companies registered under Section 8 of the Companies Act, 2013, private limited companies and alternate directorships.

Includes only the Membership(s)/Chairmanship(s) of Audit and Stakeholders' Relationship Committees in all public limited companies.

The agenda and notes are circulated to the Directors in advance. All material information is included in the agenda for facilitating meaningful discussions at the meeting. In case of urgent necessity, resolutions are passed by circulation in accordance with the provisions of Companies Act, 2013. The Board is updated on the discussions held at the Committee meetings and the recommendations made by various Committees.

None of the Directors is a member of more than ten Board-level Committees or Chairman of more than five such Committees, as required under Regulation 26 of the SEBI Listing Regulations, 2015, across all companies in which they are Directors. None of the Independent Directors are whole-time directors of any listed entity.

The attendance of each Director at all meetings of Board of Directors and at the last Annual General Meeting held during the FY 2025– 26:

Name of Director(s)	Attendance at the Board Meetings held on				Attendance at AGM held on 29.09.2025
	24.05.2025	13.08.2025	10.11.2025	14.02.2026	
Mr. Deepak Arnejaa	Yes	Yes	Yes	Yes	Yes
Mr. Ravinder Mohan Juneja	Yes	Yes	Yes	Yes	Yes
Mr. Vivek Arora	Yes	Yes	Yes	Yes	Yes
Mrs. Shamoli Thakur	Yes	Yes	Yes	Yes	Yes
Mr. Ranbir Singh Narang	No	Yes	No	Yes	Yes
Mr. Ved Prakash Chaudhry	Yes	Yes	Yes	Yes	Yes

The maximum interval between any two meetings was not more than 120 days.

Disclosure of relationships between directors inter-se: None of the Director(s) are inter-se related to each other.

No of Shares held by Non-Executive Directors in the company as on 31st March, 2026:

Non-Executive Directors	No. of Equity Shares of Rs. 10/-each
Mr. Ranbir Singh Narang	471350
Mr. Vivek Arora	Nil
Mr. Ved Prakash Chaudhry	110
Mrs. Shamoli Thakur	Nil

Familiarization Programmes for Independent Directors:

Whenever any person joins the Board of the Company as an Independent Director, an induction programme is arranged for him / her wherein he / she is familiarized with the Company, their roles, rights and responsibilities in the Company, the code of conduct to be adhered, nature of the industry in which the Company operates, business model of the Company, meeting with the senior management team members, etc.

The details of such Familiarization Programme can be accessed on the website of the Company i.e. www.mohindra.asia.

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Chart or a matrix setting out the skills/expertise/competence of the Board of Directors as required in the context of its business and sectors for it to function effectively:

Category of Directorship	Nature of expertise in specific functional area
Chairman / Executive Directors	General Management / Project Planning & Implementation / Marketing / Sales / Corporate Strategy / Banking / Human Resources / Financial Expertise
Non-Executive Non-Independent Directors	General Management / Project Planning & Implementation / Marketing / Sales / Corporate Strategy / Financial Expertise
Non-Executive Independent Directors	General Management / Corporate Strategy / Marketing / Sales / banking / Human Resources / Financial Expertise

In the table below, the specific areas of focus or expertise of individual Board members have been highlighted. However, the absence of a mark against a member's name does not necessarily mean the member does not possess the corresponding skills/expertise/competencies.

Directors	Management General / Project Planning & Implementation	Marketing/ Sales	Corporate Strategy	Banking	Human Resources	Financial Expertise
Deepak Arnnejaa	✓	✓	✓	✓	✓	✓
Ravinder Mohan Juneja	✓	✓	✓	✓	✓	✓
Ranbir Singh Narang	✓	✓	✓			✓
Shamoli Thakur	✓	✓			✓	
Ved Prakash Chaudhry	✓		✓	✓		✓
Vivek Arora	✓	✓	✓	✓		✓

The Board is satisfied that the current composition reflects an appropriate mix of knowledge, skills, experience, expertise, diversity and independence. The Board provides leadership, strategic guidance, an objective and independent view to the Company's management while discharging its fiduciary responsibilities, thereby ensuring that the management adheres to high standards of ethics, transparency and disclosure. The Board periodically evaluates the need for change in its composition and size.

In the opinion of the Board, the Independent Directors fulfill the conditions specified in the SEBI Listing Regulations, 2015 and are independent of the management.

Resignation of Independent Director from the Board of the Company: During the year under review, no independent director has been resigned from the Company.

COMMITTEES OF THE BOARD

Details of the Committees of the Board and other related Information are provided hereunder:

Name of the Committee	Extract of Terms of Reference	Category and Composition		Meetings & Attendance	
Statutory Committees					
<u>AUDIT COMMITTEE</u>	The Terms of Reference / Role of Audit Committee cover the matters specified for Audit Committees under Regulation 18 and Part C of Schedule II of the SEBI Listing Regulations, 2015 as well as in Section 177 of the Companies Act, 2013 which includes, among other things, the following: ✓ Oversight of the listed entity's financial reporting process. ✓ Recommendation for appointments, remuneration and terms of appointment of auditors. ✓ Reviewing, with the management, the annual financial statements and auditor's report. ✓ Scrutiny of inter-corporate loans and investments. ✓ Internal financial controls and risk management systems. ✓ Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems and reviewing the adequacy of internal audit function. ✓ Management discussion and analysis of financial condition and results of operations. ✓ Reviewing the statement of significant related party transactions. ✓ Internal audit reports relating to internal control weaknesses. Audit Committee review all the information, listed in Para A & B of Part C of Schedule II of the SEBI Listing Regulations and other applicable provisions, laws, rules and regulations, if any.	Name	Category	✓	4(Four)Audit Committee meetings were held during the year as on, 24.05.2025, 13.08.2025, 10.11.2025 and 14.02.2026 and the gap between two meetings did not exceed one hundred and twenty days.
		Mr. Ved Prakash Chaudhry (Chairman w.e.f. 13 th August, 2025)	Non-Executive Independent Director		
		Mr. Deepak Arnejaa (Member)	Executive Director	✓	During the year, in every meeting all the Committee members were present.
		Mr. Vivek Arora (Chairman up to 13th August 2025; Member thereafter)	Non-Executive Independent Director	✓	Committee invites such of the executives, as it considers appropriate. The Chief Financial Officer (CFO), Mr. Sunil Mishra, is an abiding invitee of the Committee meeting.
				✓	The Company Secretary acts as Secretary to the Audit Meeting.
				✓	The Chairman of the Audit Committee Mr. Ved Prakash Chaudhry was present at the 31st Annual General Meeting held on 29.09.2025 through Video Conference (VC') / Other Audio-Visual Means ('OAVM').
				✓	Recommendations by the Audit Committee: All the recommendations made by the Audit Committee are accepted and implemented by the Board of Directors.

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Name of the Committee	Extract of Terms of Reference	Category and Composition		Meetings & Attendance
<u>NOMINATION AND REMUNERATION COMMITTEE</u>	The scope of the Remuneration policy and terms of the reference of NRC is as per Section 178 of the Companies Act, 2013 and Part D of Schedule II of the SEBI Listing Regulations, 2015, which includes the following matters:- ✓ The criteria which a person should possess to be considered eligible for appointment as Independent Director or senior managerial personnel. ✓ To formulate the criteria for evaluation of Independent Directors and the Board. ✓ To devise a policy on Board diversity. ✓ To identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down and to recommend to the Board their appointment and/or removal. ✓ To decide whether to extend or continue the term of appointment of Independent Director, based on the report of performance evaluation of independent directors. ✓ Remuneration for the Key Managerial Personnel (i.e. Managing Director, Whole-time Director, Manager, CEO, CFO and Company Secretary); and ✓ To recommend to the Board, all remuneration, in whatever form, payable to senior management and other employees The Nomination & Remuneration Committee review all the information, listed in Para A of Part D of Schedule II of the SEBI (LODR) Regulation, 2015, and other applicable provisions, laws, rules and regulations of the Companies Act, 2013.	Name	Category	✓ 1 (One) Committee meetings were held during the year on 18.03.2026 ✓ All directors were present in the above meeting. ✓ Details of Performance Evaluation Criteria and remuneration policy are detailed below to this table. ✓ The Chairman of the Nomination & Remuneration Committee Mr. Ved Prakash Chaudhry was present at the 31st Annual General Meeting held on 29.09.2025, through Video Conference (VC') / Other Audio-Visual Means ('OAVM').
		Mr. Ved Prakash Chaudhry (Chairman w.e.f. 13 th August 2025)	Non-executive Independent Director	
		Mrs. Shamoli Thakur (Member)	Non-Executive Independent Director	
		Mr. Vivek Arora (Chairman up to 13 th August 2025; Member thereafter)	Non-Executive Independent Director	

Name of the Committee	Extract of Terms of Reference	Category and Composition		Meetings & Attendance
<u>STAKEHOLDER'S RELATIONSHIP COMMITTEE</u>	The terms of references of Committee are as per the provisions of Regulation 20 of SEBI (listing Obligations and Disclosure Requirements) Regulations, 2015 read with section 178 of the Act. ✓ Consider and resolve the grievances of security holders. ✓ Consider and approve issue of share certificates, transfer and transmission of securities, etc. ✓ Redressal of serious complaints received from shareholders/ investors on non-receipt of shares after transfer in the physical form, complaints on Non-receipt of annual report, Non receipt of declared dividends etc. ✓ Set forth the policies relating to and to oversee the implementation of policy for Prevention of Insider and to review the concerns received under the MFL Code of Conduct. The Stakeholder's Relationship Committee review all the information, listed in Para B of Part D of Schedule II of the SEBI (Listing Obligation & Disclosure Requirements) Regulation, 2015, and other applicable provisions, laws, rules and regulations of the Companies Act, 2013.	Name	Category	✓ 04 (Four) Committee meetings were held during the year on 26.05.2025, 30.07.2025, 05.11.2025, 16.03.2026. ✓ During the year, all the Committee Members were present in the above meeting. ✓ The Company Secretary acts as Secretary to the committee. ✓ During the year, no complaint was received from shareholders/ investors and other agencies. ✓ There were no Complaint pending as at 31st March, 2026. ✓ The Chairman of the Stakeholder Relationship Committee Mr. Ved Prakash Chaudhry was present at the 31st Annual General Meeting held on 29.09.2025 through Video Conference (VC')/ Other Audio-Visual Means ('OAVM').
		Mr. Ved Prakash Chaudhry (Chairman w.e.f. 13 th August 2025)	Non-Executive Independent Director	
		Mr. Deepak Arnejaa (Member)	Executive Director	
		Mr. Ravinder Mohan Juneja (Member)	Executive Director	
		Mr. Vivek Arora Resigned from the position of chairman with effect from 13 th August 2025		

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Name of the Committee	Extract of Terms of Reference	Category and Composition		Meetings & Attendance
Statutory Committees				
<u>CORPORATE SOCIAL RESPONSIBILITY</u>	The terms of references of the Committee are as provisions of Companies Act. ✓ Formulate and recommend to the board, a CSR Policy indicating the activities to be undertaken by the Company as specified in Schedule VII of the Act. ✓ Recommend the amount of expenditure to be incurred on the activities mentioned in the CSR Policy. ✓ Monitor the CSR Policy. ✓ Review all other matters as applicable under any provisions, laws, rules and regulations of the Companies Act, 2013.	Name	Category	✓ 1(One) Committee meeting was held during the year on 07.11.2025. ✓ During the year, all the Committee Members were present in the above meeting.
		Mr. Deepak Arnnejaa (Chairman)	Executive Director	
		Mr. Ravinder Mohan Juneja (Member)	Executive Director	
		Mr. Vivek Arora (Member)	Non-Executive Independent Director	
<u>PREVENTION OF SEXUAL HARASSMENT COMMITTEE (POSH)</u>	The Company had constituted Prevention of Sexual Harassment (Posh) Committee (Earlier named as internal complaints committee for women) which entertains the complaints made by any aggrieved women to look into complaints relating to sexual harassment of any women employee at work place.	Name	Category	✓ 01 (One) Committee meeting was held during the year on 21.03.2026. ✓ Company has adopted this policy for prevention of Sexual Harassment of Women at workplace and has set up Committee for implementation of said policy with effect from 30th January, 2015
		Mrs. Mamta Sharma (Presiding Officer)	Company Secretary	
		Mrs. Sushila	Asst. Manager-Exports	
		Mr. Vinod Sharma	Manager, Personnel & Administration Dept.	
		Mr. Feroze Abbasi	Member of NGO	

Separate Meeting of Independent Directors:

During the financial year 2025-26, All Independent Directors met once on 25.03.2026 without the presence of Executive and Non-executive Directors and members of Management, inter-alia for:

1. Reviewing the performance of Non-Independent Directors and the Board of Directors as a whole.
2. Reviewing the performance of the Chairman of the company taking into account the views of Executive and Non- Executive Directors.
3. Assessing the quality, content and timelines of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

Views of the Independent Directors were communicated to the Board regarding suggestion to strengthen corporate governance norms, Board effectiveness, compliance management and/or any other changes, as may be deemed appropriate in the best interest of the company.

Appointment and Nomination and Remuneration Policy for Directors, key Managerial Personnel and Senior Management

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. Our business model promotes customer centricity and requires employee mobility to address project needs. The remuneration policy supports such mobility through pay models that are compliant to local regulations.

The Nomination and Remuneration Committee ("NRC") has adopted a policy which, inter alia, deals with the manner of selection of Board of Directors, Managing Director/Executive Director, other Key Managerial Personnel and their remuneration. The Nomination and Remuneration Policy can be accessed on the Company's website at www.mohindra.asia.

Performance Evaluation Criteria for IDs

The Nomination and Remuneration Committee lays down the criteria for performance evaluation of independent directors, Board of Directors and Committees of the Board of Directors. The criteria for performance evaluation encompass the following areas relevant to their functioning as independent directors, member of Board or Committees of the Board.

- Attendance to the Board and Committee meetings, and active participation thereof.
- Flow of information to the Board.
- Experience and competencies, performance of specific duties and obligations.
- How their performance is reflected in the overall engagement of the Board and its Committees with the Company, etc.

THE KEY PRINCIPLES GOVERNING THE COMPANY'S REMUNERATION POLICY ARE AS FOLLOWS:

Remuneration for Managing Directors ('MD')/ Executive Directors ('ED')/ key Managerial Personnel ('KMP')/ rest of the Employees:

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component) and commission (variable component) to its Managing Directors and the Executive Directors.

The Company provides to the employees a performance linked increment. The performance linked increment would be driven by the outcome of the performance appraisal process and the performance of the Company.

Remuneration for Non-Executive Non-Independent Directors and Independent Directors:

The Company pays sitting fees of Rs. 20,000 per meeting to its Non-Executive Directors for attending meetings of the Board.

The Company also reimburses the out-of-pocket expenses incurred by the Directors for attending the meetings.

DETAILS OF REMUNERATION FOR 2025-26

- The aggregate value of salary, perquisites and commission paid to Mr. Deepak Arnejaa, Chairman cum Managing Director & CEO, during the year **2025-26** is **Rs.81,20,224/-** comprising:

Salary	Rs. 80,88,000.00
Allowances and Perquisites	Rs. 32,224.00
Commission	NIL
Period of Agreement	Re-appointed w.e.f. 01st July, 2025 for a period of five years i.e., till 30th June, 2030.
Notice period	The Agreement may be terminated by either party, giving the other party three months' notice.
Severance fees	NIL
Stock Options	NIL

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- The aggregate value of salary, perquisites and commission paid to Mr. Ravinder Mohan Juneja, Managing Director, during the year **2025-26** is **Rs. 86,92,224/-** comprising:

Salary	Rs. 79,20,000.00
Allowances and Perquisites	Rs. 7,72,224.00
Commission	NIL
Period of Agreement	Re-appointed w.e.f. 31st March, 2025 for a period of five years i.e. till 30 th September, 2026.
Notice period	The Agreement may be terminated by either party, giving the other party three months' notice.
Severance fees	NIL
Stock Options	NIL

- The details of sitting fees paid during the financial year 2025-26 comprising:

Particulars	Name of Non-Executive Directors				Total Amount
	Vivek Arora	Ved Prakash Chaudhry	Shamoli Thakur	Ranbir Singh Narang	
	Independent	Independent	Independent	Non-Independent Director	
Fee for attending board/ committee meetings	80000	80000	80000	40000	2,80,000
Commission	--	--	--		--
Others, please specify	--	--	--		--
Total	80000	80000	80000	40000	2,80,000

The total managerial remuneration paid/payable for FY 2026 does not exceed 11% of the net profits of the Company. The tenure of office of Managing Directors / Whole-Time Director is for five years from their respective dates of appointment. The sitting fees paid to non-executive directors and independent directors are within the limit prescribed under the Companies Act, 2013. Sitting fee indicated above includes payment for Board-level meetings. There is no separate provision for payment of severance fees. The notice period is mutually agreed between the Directors and the Board. The Company does not have any stock option scheme. Other than above mentioned sitting fees, no other remuneration is paid to non-executive directors. The Company has no pecuniary relationship / transaction with any of the Non-Executive Directors other than those disclosed elsewhere in this Annual Report. The criteria of making payments to non-executive Directors incorporated in the Nomination & Remuneration Policy which may be accessed on the website of the company www.mohindra.asia.

GENERAL BODY MEETINGS

- a) Details of the location, date and time of last three Annual General Meetings (AGM) and the details of special resolutions passed at the AGMs:

AGM	YEAR	VENUE	DATE/DAY	TIME	SPECIAL RESOLUTIONS
31st	2024-25	Through Video Conferencing & other Audio-Visual Means (VC/ OAVM)		11.30 A.M	No Special Resolution was passed in the financial year 2024-25
30 th	2023-24	Through Video Conferencing & other Audio-Visual Means (VC/ OAVM)	20.09.2024	11.30 A.M	To approve the re-appointment of Mr. Deepak Arneja (DIN: 00006112) as a Managing director & CEO of the company for a further period of five years. To approve the re-appointment of Mr. Ravinder Mohan Juneja (DIN:00006496) as Managing director for a further period of 18 months. To approve the appointment of Mr. Vivek Arora (DIN:10732928) as a non-executive independent director of the company for the five years from 14 th August 2024 to 13 th August 2029.
29th	22-23	Through Video Conferencing & other Audio-Visual Means (VC/ OAVM)	22.09.2023	11.30 A.M	To Approve the re-appointment of Mrs. Shamoli Thakur (DIN: 08189763) as a non-executive Independent Director of the company for the second Consecutive term commencing from 03rd August 2023 to 02nd August 2028.

No Extra-ordinary General Meeting of the shareholders was held during the year 2025-26.

- b) **Postal Ballot**

No resolution was passed through postal ballot voting process during the financial year 2025-26.

MEANS OF COMMUNICATION

- The quarterly, half yearly and the annually results, published as per the Listing Agreement or SEBI Listing Regulations as applicable, are approved and taken on record by the Board of Directors of the Company on the recommendation of Audit Committee within the stipulated time limit from the close of the relevant quarter. The results are also published within 48 hours in "Financial Express" (English Newspaper All India Edition) and "Jansatta" (Hindi Newspaper Local Edition). These are not sent individually to the shareholders.
- Annual Report containing, inter alia, Audited Standalone Financial Statements and Consolidated Financial Statements, Board's Report, Auditors' Report and other important information, is circulated to members and others entitled thereto. The document is also placed on the Company's website and submitted to the Metropolitan Stock Exchange of India Limited (MSEI).
- No presentation was made to the institutional investors / analysts.
- Comprehensive information about the Company, its business and operations and press releases can be viewed on the Company's website. The "Investor" section on the website gives information relating to financial results, annual reports, shareholding pattern, Corporate Governance Report, Codes, Policies, Programmes etc.

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- All periodical compliance filings like shareholding pattern, corporate governance report, company announcements, among others are filed electronically on MSEI MY LISTING PORTAL: <https://mylisting.msei.in/Login.aspx> and for XBRL Filings on: <https://xbml.msei.in>.
- Material events or information, as detailed in Regulation 30 of the SEBI Listing Regulations, are disclosed are also displayed on the Company's website under the "Investor" section at website.
- Information about unclaimed or unpaid dividends are also available on the website of the Company i.e. www.mohindra.asia.
- The Company sends an annual reminder to shareholders for unpaid dividend and consequently their shares and urging them to claim their shares and opt for ECS as the mode for receiving dividends.
- SEBI Complaints Redress System (SCORES): SCORES is an online facility, where investors can submit their complaints for redressal by the RTA/Company. The investor complaints are processed in a centralized web-based complaints address system. The salient features of this system are: Centralised database of all complaints, online upload of Action Taken Reports (ATRs) by the concerned companies and online viewing by investors of actions taken on the complaint and its current status. The Company has designated the following emailed exclusively for investor servicing. For queries on Annual Report & in respect of shares in physical mode – cs@mohindra.asia.

- **Appeal to Shareholders: Updation of PAN Bank Mandate and Contact Details**

Shareholders are requested to update their email ids/contact details, PAN, Nomination and Bank Mandate with the Company to ensure faster communication and credit of amounts. Regular reminders are also sent to shareholders in this regard. The shareholders having physical shares can contact to the Company to update the details and the demat holders can contact their respective depository participant for updating the details.

SEBI vide Circular SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated 03 November 2021, introduced common and simplified norms for processing investor's service request wherein all members holding securities of the Company in physical mode were mandatorily required to furnish the PAN and Nomination (for all eligible folios) to the Company's RTA by 31 March 2023 which has been further extended to 30 September 2023 vide SEBI Circular SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 dated 16 March 2023. Shareholders are requested to furnish the above details to enhance the ease of doing business in the securities market. A letter was also sent to the shareholders detailing the above requirements. The forms can be downloaded from the website of the Company at http://mohindra.asia/mfl/shareholder_corner.html and also from the website of the RTA at www.skylinerta.com.

- **Unclaimed Dividend/Shares**

Reminders are sent to shareholders to encourage them to timely claim their unclaimed dividend and shares before the same is transferred to the IEPF Account.

- **Conversion of Securities into Dematerialized form**

Shareholders are also encouraged to open Demat accounts to eliminate bad delivery, saves stamp duty on transfers, ensures faster settlement, eases portfolio management and provides 'on-line' access through internet.

Considering that SEBI has disallowed the physical transfer/issuance of equity shares in physical mode, shareholders are requested to convert their equity holding into dematerialized form for ease of dealing in securities markets and processing the service requests.

GENERAL SHAREHOLDERS INFORMATION

The Company is registered with the Registrar of Companies, NCT Delhi & Haryana under Companies Act, 1956 now 2013. The Corporate Identity Number (CIN) allotted to the Company by the Ministry of Corporate Affairs (MCA) is L74899DL1995PLC064215.

a) **Annual General Meeting:**

Date and Day	:	Saturday, 26th September, 2029
Venue	:	Annual General Meeting (AGM) is being conducted through video conferencing ('VC')/ other audio-visual means ('OAVM') and the deemed

venue for the 32nd AGM will be registered office of the company. For details, please refer the notice of 32nd AGM.

Time : 11:30 A.M.

Book Closure Dates : 20th September, 2026 (Sunday) to 26th September 2026 (Saturday)
(Both days inclusive)

Dividend Announcement : The Board of Director of the Company has recommended a dividend at the rate of 45% of face value of Rs. 10/-each i.e Rs. 4.50/-per equity shares, at their duly convened board meeting held on May 30 2026, subject to the approval of the shareholders at the 32nd Annual General Meeting.

The Ministry of Corporate Affairs ("MCA"), vide General Circular No. 03/2025 dated September 22, 2025, read with General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020, 33/2020 dated September 28, 2020, 39/2020 dated December 31, 2020, 10/2021 dated June 23, 2021, 20/2021 dated December 8, 2021, 3/2022 dated May 5, 2022, 11/2022 dated December 28, 2022, 09/2023 dated September 25, 2023 and 09/2024 dated September 19, 2024 and September 22, 2025 and (collectively referred to as the "MCA Circulars"), has permitted companies to hold their Annual General Meetings ("AGMs") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM") without the physical presence of the Members at a common venue.

Accordingly, in compliance with the provisions of the Companies Act, 2013, the Rules made thereunder, the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and the MCA Circulars, the 32nd Annual General Meeting ("AGM") of the Company is being convened through VC/OAVM.

In accordance with the MCA Circulars, the Notice convening the 32nd AGM and the Annual Report of the Company for the Financial Year 2025-26, including the Audited Financial Statements, the Board's Report, the Independent Auditors' Report and all other documents required to be attached thereto, are being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company/Registrar and Share Transfer Agent/Depository Participants and to all other persons/entities entitled to receive the same.

Further, pursuant to Regulation 36 of the SEBI Listing Regulations read with the applicable SEBI Circulars, the Company has sent a letter containing the web-link and the exact path to access the Notice of the 32nd AGM and the Annual Report for the Financial Year 2025-26 to those Members holding shares in physical form whose e-mail addresses are not registered with the Company or the Registrar and Share Transfer Agent. Such Members may access the Notice of the AGM and the Annual Report through the web-link provided in the said communication.

The Notice of the 32nd AGM and the Annual Report for the Financial Year 2025-26 are also available on the website of the Company, the website of the Metropolitan Stock Exchange of India Limited ("MSEI") and the website of National Securities Depository Limited ("NSDL") for e-voting and participation in the AGM through VC/OAVM.

Shareholders who have not registered their e-mail addresses so far are requested to register their e-mail addresses. Those holding shares in de-mat form can register their e-mail addresses with their concerned DPs. Shareholders who hold shares in physical form are requested to register their e-mail addresses with the Company\ Registrar and Share Transfer Agent "Skyline Financial Services Private Limited" at cs@mohindra.asia / compliances@ skylinerta.com.

Tentative Financial Calendar 2026 - 27 (April to March)

The Company expects to announce the Unaudited Quarterly Results for the year 2026 - 27, as per the following schedule:

Financial Reporting for the Quarter ending June 30, 2026	Upto 14th August, 2026
Limited Review Report for the Quarter ended on June 30, 2026	Upto 14th August, 2026
Financial Reporting for the Quarter ending September 30, 2026 and Half-year results	Upto 14th November, 2026
Limited Review Report for the Quarter ended on September 30, 2026	Upto 14th November, 2026
Financial Reporting for the Quarter ending December 31, 2026	Upto 14th February, 2026

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Limited Review Report for the Quarter ended on 31 December, 2026	Upto 14th February, 2026
Financial Reporting for the Quarter ending March 31, 2027 and Year ended Results	Upto 30th May, 2027
Audited Report for the Quarter and year ended March 31, 2027	Upto 30th May, 2027

The Audited Financial Results of the Company for the year 2026-2027 will be announced on or before 30th May, 2027 which will include the results of the fourth quarter of the year 2026-2027.

(b) **Financial Year:** April, 2026 to March 2027.

(c) **Final Dividend payment date:** Final dividend for the Financial Year 2024-25 was recommended by the board of directors in its meeting dated 24th May, 2025 and paid on 07th October, 2025

Final dividend for the financial year 2025-26 has been recommended by the board of directors in its meeting dated 30th May, 2026 and it will be paid within 30 days from the date of declaration i.e. 26th September, 2026 subject to the approval of the shareholders in the ensuing annual general meeting.

(d) **Unclaimed Dividends**

The Company is required to transfer dividend which remained unpaid / unclaimed for a period of seven years to the Investor Education and Protection Fund ('IEPF') established by the Central Government. Dividend declared up to the year ended 31st March, 2018 were transferred to IEPF Account. The details of all the unpaid/unclaimed dividends amounts as on 31st March, 2026 are given in the note no. 13 to Notice of 30th AGM.

The detail of the unpaid dividend amount and its due date for transfer to the IEPF for the FY 2018-19 during the financial year 2025-26 is given below:

Financial year	Type of Dividend	Amount	Date of Declaration	Due date of transfer to IEPF
2018-19	Final	2,24,127	21.09.2019	23.10.2026

Members who have not encashed dividend, as detailed above, are requested to have them encash to avoid transfer to IEPF. Members may note that the Company, from time to time, have intimated the shareholders to encash their unclaimed dividend at the earliest. The detailed information of the unclaimed dividend amounts are available on the website of the company at <https://mohindra.asia/unpaid-unclaimed-dividend/>

(e) **Listing on Stock Exchanges:**

The Securities of your company are listed at Metropolitan Stock Exchange of India Limited (MSEI). The scrip was initially listed at Rs. 65.10 and the symbol/scrip code named as "MFL". The Annual Listing Fees for the year 2025-26 has been paid to the Stock Exchange and there are no arrears. The MSEI has nation-wide trading terminals and therefore provides full liquidity to the investors.

The Company is planning to get its securities listed on the main boards i.e. Bombay Stock Exchange (BSE) and/or National Stock Exchange (NSE) in the coming years.

(f) **Other Information:**

- Listing of Equity Shares on Stock Exchange at:
METROPOLITAN STOCK EXCHANGE OF INDIA LIMITED (MSEI)
Building A, Unit 205A, 2nd Floor, Piramal Agastya Corporate Park, L.B.S Road, Kurla West, Mumbai - 400 070.
- Series and Symbol (stock code): BE - MFL
- De-mat International Security Identification Number (ISIN) in NSDL and CDSL for Equity Shares:
INE705H01011

(g) **Market Information:**

Since the shares of the Company were not traded on Metropolitan Stock Exchange of India Limited during the financial year 2025-26, Market price data of Metropolitan Stock Exchange of India Limited is not available.

(h) **Performance in comparison to broad-based indices:** Not Applicable

(i) **Disclosure on suspension of trading:** Not Applicable

(j) **Registrar and Share Transfer Agent**

M/s Skyline Financial Services (P) Ltd. is the Registrar and Share Transfer Agent of the Company for carrying out share registration, transfer work and other related activities of the Company.

Address for Correspondence:

M/s. Skyline Financial Services (P) Ltd.

D, 153A, 1st Floor, Okhla Industrial Area, Phase – I,

New Delhi - 110020

Website: www.skylinerta.com E-mail: compliances@skylinerta.com

Ph: +91-11-40450193-97

(k) **Share Transfer System**

The shares of the Company are mandatorily traded in dematerialized form. Any shares received in physical form are processed and approved by the Share Transfer Committee within 15 days of receipt, provided all lodged documents are valid and complete. SEBI, through its circular dated September 7, 2020, had initially set March 31, 2021, as the deadline for the relodgement of such transfer deeds. However, based on representations received from investors, Registrar and Transfer Agents (RTAs), and listed companies highlighting that several investors were unable to meet the earlier deadline, SEBI has now granted a final opportunity for re-lodgement. Accordingly, SEBI, via its circular dated January 30, 2026 (HO/38/13/11(2)2026-MIRSD- POD/I/3750/2026), has re - opened one year special window — from **February 5, 2026 to February 4, 2027** — during which eligible shareholders may re-lodge their previously rejected or unattended transfer deeds, provided these were originally submitted prior to April 1, 2019. It is important to note that all such transfers will be processed exclusively in dematerialized form, in compliance with the prescribed procedure for transfer-cum-demat requests. Shareholders holding shares in physical form are requested to register and/or update their PAN and bank account details with the Company's Registrar & Share Transfer Agent. Shareholders holding shares in electronic form should register or update these details with their Depository Participants (DPs). Effective January 1, 2022, SEBI has mandated the submission of PAN, specimen signature, KYC details (including postal address with PIN code, email address, mobile number, and bank account details), and nomination details by holders of physical securities. In line with this requirement, the Company has been sending periodic communications to all members holding shares in physical form, in compliance with SEBI Circulars issued from time to time.

Reconciliation of Share Capital Audit

As stipulated by SEBI, a qualified Practicing Company Secretary carries out the Reconciliation of Share Capital to reconcile the total capital held with the National Security Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) and the total issued and listed capital. The Audit is carried out every quarter and the report thereon is submitted to the Stock Exchange. The report, inter alia, confirms that the number of shares issued, listed on the Stock Exchange and that held in demat and physical mode agree with each other.

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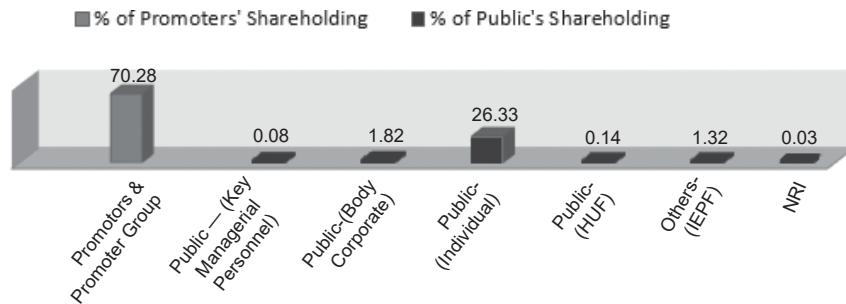
(I) Distribution of Shareholding as on 31.03.2026

Range of Shareholding Nominal Value	No. of Shareholders	% to total Numbers of Shares	Total No. of Shares holding Amount	% to total Amount
Up To 500	256	49.52	48523.00	0.82
501 To 1000	105	20.31	96990.00	1.65
1001 To 2000	54	10.44	88946.00	1.51
2001 To 3000	33	6.38	78937.00	1.34
3001 To 4000	11	2.14	39336.00	0.67
4001 To 5000	10	1.93	48950.00	0.83
5001 To 10000	18	3.48	140155.00	2.38
10000 and Above	30	5.80	5350624.00	90.80
Total	517	100.00	5892461.00	100.00

Categories of Shareholding of the Company as on 31.03.2026

Category		Nos. of Shares held	Percentage of Holding
A	Promoter and Promoter Group		
	1. Indian Promoters	41,41,440	70.28
	2. Foreign Promoters	-	-
	Sub-Total (A)	41,41,440	70.28
B	Public Shareholding		
	<u>Institutional Investors</u>	-	-
	Mutual Funds & UTI		
	Banks, Financial Institutions, Insurance Companies	-	-
	Central Government/State Government(s)	-	-
	Foreign Institutional Investors	-	-
	Others	-	-
	<u>Non-Institutional Investors</u>		
	Key-Managerial Personnel	4550	0.08
	Bodies Corporate	107019	1.82
	Individuals	15,52,002	26.33
	NRIs	1500	0.03
	Clearing members	-	-
	HUF	8146	0.14
	Others-IEPF	77604	1.32
	Escrow Account	200	0.00
	Sub-Total (B)	17,51,021	29.72
	Grand Total (A+B)	58,92,461	100.00

Shareholding Pattern as on 31st March, 2026



(m) Dematerialization of Shares and liquidity

Shares of the Company can be held and traded in electronic form. As stipulated by SEBI, the shares of the Company are accepted in the Stock Exchanges for delivery compulsorily only in dematerialized form.

97.60% of total equity capital (including holding of promoter companies) is held in dematerialized form with NSDL and CDSL as on March 31, 2026.

The break-up of equity shares held in Physical and Dematerialized form as on March 31, 2026, are given below:

Particulars	No. of Shares	Percentage
Physical Segment	1,41,300	2.40
NSDL	25,91,933	43.99
CDSL	31,59,228	53.61
Total	5892461	100.00

Annual Custody Fees for the year 2025-26 has been paid to both the depositories of the Company, namely National Securities Depository Limited (NSDL) & Central Depository Services Limited (CDSL).

(n) Outstanding GDRs/ADRs/Warrants or any other Convertible Instrument

Company has not issued any GDRs/ ADRs/ Warrants or any other convertible instruments which likely to have impact on Equity Share Capital of the Company.

(o) Commodity price risk or foreign exchange risk and hedging activities

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated November 15, 2018 is not required to be given. For a detailed discussion on financial risk and hedging activities, please refer to Management Discussion and Analysis Report.

(p) Plant locations

The Company has its manufacturing at the following place where the plants of the Company are located:

Plant-I	Plant-II
60th K. M. Stone, Delhi-Rohtak Road N. H. No. 10, V & P.O. Kharawar, District Rohtak, Haryana-124001	60th K. M. Stone, Delhi-Rohtak Road N. H. No. 10, V & P.O. Gandhra, District Rohtak, Haryana-124001
Plant-III	
Plot No. 42, 43 & 44, Sector-31B, IMT Rohtak, Haryana	

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(q) Address for Correspondence:

The shareholders may address their communications/suggestions/grievances/queries to:

Ms. Mamta Sharma
Company Secretary & Compliance Officer
304, Gupta Arcade, Inder Enclave,
Delhi-Rohtak Road, Jwala Puri, New Delhi-110087
Tel: +91-11-46200400 Fax: +91-11 46200444 Direct: +91-11-46200406
Exclusive Email id for redressal of investor complaints:
Email: cs@mohindra.asia

Shareholders holding shares in electronic form should address all their correspondence relating to change in residential address, updation of Bank account details or any instructions regarding dividend etc. to their respective Depository Participant (DP).

(r) list of all credit ratings obtained by the entity along with any revisions thereto during the relevant financial year, for all debt instruments of such entity or any fixed deposit programme or any scheme or proposal of the listed entity involving mobilization of funds, whether in India or abroad.:

ICRA Limited has issued '[ICRA] BBB+(stable) (pronounced as ICRA triple B+)' rating to the company for the long term debt facilities viz fund base cash credit facility of Rs. 25.00 Crores and fund-based Term Loan of Rs. 15.00 Crores and [ICRA] BBB+ (pronounced as ICRA A2) for the short-term debt facilities viz Non-fund based Letters of credit of Rs. 20.00 Crores.

These ratings are expected to be improve in the years to come. We look forward to improve our ratings to AAA+ for long term debt facilities and A1 for the short- term debt facilities, which are due to be issued in due course.

DISCLOSURE:

Particulars	Regulations	Details	Website links for details of policy
Materially Significant Related Party Transactions during the year ended March 31, 2026.	Regulation 23 of SEBI Listing Regulations and as defined under the Companies Act, 2013.	There were no materially significant related party transactions made by the Company with its Promoters, their Directors or Management or relatives etc. that may have potential conflict with the interests of the Company at large. All transactions entered into with Related Parties as defined under the Companies Act, 2013 and Regulation 23 of SEBI (LODR) Regulations, 2015, during the financial year were in the ordinary course of business and are at arm's length pricing basis and were approved by the Audit Committee and do not attract the provisions of Section 188 of the Companies Act, 2013. Suitable disclosure as required Ind AS-24 has been made in the note no. 44 to the Standalone Financial Statements. The necessary details of related party transaction are prescribed in Form AOC 2 is enclosed with this Annual Report. The policy on dealings & materiality of related party transactions placed on the website of the company.	https://mohindra.asia/policies-programs-and-code/

Details of Non-compliance by the Company, penalty, strictures imposed on the Company by the Stock Exchange, or Securities and Exchange Board of India ('SEBI') or any statutory authority on any matter related to capital markets during the last three financial years.	Schedule V Part C Point 10(b) to the SEBI (LODR) Regulations, 2015.	Neither there were any non-compliances, nor any penalties or strictures have been imposed on your company by the Stock Exchanges or SEBI or any statutory authority, on any matter related to capital markets, during the last three years except that the Metropolitan Stock Exchange of India Limited ("Exchange") fined the company Rs. 1,65,200 (including GST Rs. 25,200) for late reporting of the financial results required by SEBI under rule 33 of SEBI (LODR) for the 3rd quarter and nine months ended December 31, 2022. The Company had reported that, it has filed its financial results with the exchange, within 30 minutes of conclusion of the board meeting via email due to technical glitch faced on the MSEI's Mylisting portal. Hence, in view of the above, the Stock Exchange had accepted the Company's request for waiver of fine on 03th April, 2023 and waive off the fine imposed on the company. The Company had inadvertently delayed the submission of the disclosure of Related Party Transactions for the half year ended [insert relevant date] as required under Regulation 23(9) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. In view of the delay, the Stock Exchange had imposed a penalty of ₹29,500 on the Company. However, considering the submission was made shortly after the due date and upon the Company's representation explaining the circumstances leading to the delay, the Stock Exchange accepted the explanation and granted a waiver of the penalty on 10th October, 2024. The Company has complied with all the applicable provisions of Listing Regulations, other guidelines/ regulations issued by the Securities and Exchange Board of India (SEBI) and applicable provisions of other statutes. The Company has complied with all the mandatory requirements as per the provisions of Regulation 34, 53 and Schedule V of the Listing Regulations.	N.A.
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Particulars	Regulations	Details	Website links for details of policy
Whistle Blower Policy and Vigil Mechanism	Regulation 22 of SEBI (LODR) Regulations, 2015.	Pursuant to Sections 177(9) and (10) of the Companies Act, 2013 and Regulation 22 of the SEBI Listing Regulations, 2015, the Company has established a Vigil Mechanism through a Whistle Blower Policy. The policy enables stakeholders, including individual employees and their representative bodies, to freely communicate their concerns about illegal or unethical practices, if any, reporting of concerns by directors and employees about unethical behaviour, actual or suspected fraud or violation of the Company's code of conduct or ethics policy or any other genuine concerns or grievances, to provide for adequate safeguards against victimisation of employees and directors who avail of the vigil mechanism and also provide for direct access to the Chairman of the Audit Committee. During the year under review no personnel has either approached the Audit Committee or been denied access to the Audit Committee. The details about the Whistle Blower Policy can be accessed on the website of the Company.	https://mohindra.asia/policies-programs-and-code/

Particulars	Regulations	Details	Website links for details of policy
Details of compliance with the mandatory requirements and adoption of non-mandatory requirements of SEBI (LODR) Regulations, 2015, relating to Corporate Governance	Regulation 27(1) as specified in Part E of Schedule II of SEBI (LODR) Regulations, 2015.	The Company has complied with all mandatory requirements and The Company has also adopted few non-mandatory requirements listed in Regulation 27(1) as specified in Part E of Schedule II of the SEBI Listing Regulations and status of compliance with the same is as under: Office for non-executive Chairman at company's expense: The Chairman of the Company is an Executive Director (Chairman and Managing Director). Hence, disclosure under this head does not arise.	N.A.

		- Shareholder's Right: The quarterly/ half yearly/annual results, after they are taken on record by the Board of Directors, are forthwith sent to the Stock Exchanges with whom the Company has listing arrangements. The results, in prescribed proforma, are published in The Financial Express (English) and in Jansatta (Hindi) newspapers and hosted on the company's website also. - Modified opinion(s) in Audit Report: There is no audit qualification/ reservation/ adverse remark/disclaimer with regard to financial statement by the Statutory Auditors in the Auditors' Report or by the Company Secretary in Practice in the Secretarial Audit Report for the financial year 2025-26. - Reporting of Internal Auditor: The Internal Auditor of the Company reports to the Audit Committee.	
Particulars	Regulations	Details	Website links for details of policy
Accounting Treatment and Compliance with Accounting Standards	Companies (Indian Accounting Standards (IND AS) Rules, 2015 and Indian GAAP under Section 133 of the Companies Act, 2013, read with Rule 7 of the Companies (Accounts) Rules, 2014.	- The Company has followed and prepared the Financial Statements (Standalone & Consolidated) in accordance with the Generally Accepted Accounting Principles and Accounting Standards as prescribed in India. - The significant accounting policies which are consistently applied have been set out in the Notes to the Financial Statements (Standalone & Consolidated). - In the preparation of Financial Statements (Standalone & Consolidated), the Company had adopted Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 notified under Section 133 of Companies Act, 2013.	N.A.

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CEO & MD/ CFO Certification	Regulation 17(8) and Part B of Schedule II of SEBI Listing Regulations	- The Managing Director & CEO and the Chief Financial Officer have certified to the Board and have issued certificate, certifying that the financial statements do not contain any untrue statement and these statements represent a true and fair view of the Company's affairs for the Financial Year ended 31st March, 2026. - The said Certificate is enclosed as Annexure-A to the Corporate Governance Report.	N.A.
Auditors' Certificate on Corporate Governance	Para E of Schedule V of SEBI Listing Regulations	A Compliance Certificate from Statutory Auditors M/s B.L. Khandelwal & Co., (Chartered Accountants) of the company, in pertaining to the compliance of conditions of corporate governance is enclosed as Annexure-B to the Corporate Governance Report.	
Code of Conduct	Para D of Schedule V of SEBI (LODR) Regulations, 2015.	- The Board of Directors has laid down a code of conduct for all Board members and senior management of the Company. - The code of conduct is available on the website of the Company. - All Board members and senior management personnel have affirmed compliance with the code of conduct applicable to them during the year ended March 31, 2026. - The Code of Conduct has incorporated the duties of independent directors as laid down under the Companies Act, 2013. - A declaration signed by the Managing Director cum CEO of the Company is enclosed as Annexure-C to the Corporate Governance Report.	https://mohindra.asia/policies-programs-and-code/
Certificate from Practicing Company Secretary	Regulation 34(3) read with Schedule V Para C(10)(i) to the SEBI (LODR) Regulations, 2015.	A certificate from a Practicing Company Secretary has to be obtained regarding the fact 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 Board/Ministry of Corporate Affairs or any such statutory authority. A Certificate from M/s Anand Nimesh & Associates, Company Secretary in practice, Secretarial Auditors of the company is enclosed as Annexure-D to the Corporate Governance Report.	N.A.

Prevention of Insider Trading	SEBI (Prohibition of insider trading) (Amendment) Regulations, 2018.	The Company has amended the code of Internal Procedures and Conduct for regulating, monitoring and reporting trading by designated persons and Code of fair disclosure of unpublished price sensitive information in accordance with the SEBI (Prohibition of Insider Trading) (Amendment) Regulations, 2018 w.e.f. April 1, 2019	http://mohindra.asia/mfl/polices_and_code.html
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Details of utilisation of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A): The Company has not raised funds through preferential allotment or qualified institutions placement during the financial year 2025-26.

Instances of not accepting any recommendation of the Committee by the Board: There is no such instance where Board had not accepted any recommendation of any committee of the Board which is mandatorily required, in the relevant financial year.

Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Statutory Auditors and all entities in the network firm/network entity of which the statutory auditor is a part.

The total fee for all services paid by the Company to Statutory Auditors M/s B. L. Khandelwal & Co., Chartered Accountants, of the Company during the financial year is mentioned at Note No. 37 of Notes to the Standalone financial statements for the year ended 31st March, 2026.

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

Number of complaints filed during the financial year	Nil
Number of complaints disposed of during the financial year	Nil
Number of complaints pending as on end of the financial year	Nil

There was no non-compliance of any requirement of corporate governance report as details mentioned above.

Disclosure by the Company and its subsidiaries of loans and advances in the nature of loans to firms/companies in which Directors are interested:

The Company has not given any loans and advances to firms/company in which directors are interested.

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

The Company has no subsidiary during the financial year 2025-2026.

Disclosure of the compliance with corporate governance requirements specified in regulation 17 to 27 and Clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements), 2015:

Regulation No.	Particulars	Compliance Status (YES/NO)
17	Board of Directors	Yes
18	Audit Committee	Yes
19	Nomination & Remuneration Committee	Yes
20	Stakeholders Relationship Committee	Yes
21	Risk Management Committee	N.A.

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22	Vigil Mechanism	Yes
23	Related Party Transactions	Yes
24	Corporate Governance requirements with respect to subsidiary of the Company	N.A.
25	Obligations with respect to Independent Directors	Yes
26	Obligations with respect to employees including senior management, key managerial persons, directors and promoter	Yes
27	Other Corporate Governance Requirements	Yes
46(2)(b) to (i)	Website	Yes

The company has submitted the quarterly compliance reports on corporate governance to the stock exchange within the timelines prescribed by the SEBI for all the quarters during the financial year 2025-2026.

Disclosures with respect to de-mat suspense account / unclaimed suspense account:

Sr. No.	Particular	No of Shareholders	No. of Shares
1	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	--	--
2	Number of shareholders who approached listed entity for transfer of shares from suspense account during the year	--	--
3	Number of shareholders to whom shares were transferred from suspense account during the year	--	--
4	Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year	01	100
5	That the voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares	--	--

**ANNEXURE “A”
TO THE CORPORATE GOVERNANCE REPORT**

CEO/CFO CERTIFICATION

REGULATION 17(8)

To,

The Board of Director

Mohindra Fasteners Limited

We, the undersigned, in our respective capacities as Chief Executive Officer and Chief Financial Officer of Mohindra Fasteners Limited (“the company”), to the best of our knowledge and belief certify that:

- A. We have reviewed financial statements and the cash flow statement and the summary of the significant accounting policies and other explanatory information of the Company, and the Board’s report for the year ended 31st March, 2026 and that to the best of our knowledge and belief, we state that:
- (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 - (ii) these statements together present a true and fair view of the company’s affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. We further state that to the best of our knowledge and belief, there are no transactions entered into by the company during the year which are fraudulent, illegal or violative of the Company’s code of conduct.
- C. We accept responsibility for establishing and maintaining internal controls for financial reporting and 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
- (i) Significant changes in internal control over financial reporting during the year;
 - (ii) Significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 - (iii) Instances of significant 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.

Date: 30.05.2026
Place: New Delhi

Sd/-
(Sunil Mishra)
Chief Financial Officer

Sd/-
(Deepak Arnnejaa)
Managing Director & CEO
DIN: 00006112

ANNEXURE “B”
TO THE CORPORATE GOVERNANCE REPORT

INDEPENDENT AUDITORS’ CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

TO THE MEMBERS OF MOHINDRA FASTENERS LIMITED

We have examined the compliance of conditions of Corporate Governance by Mohindra Fasteners Limited (“the Company”) for the year ended on March 31, 2025, as per Regulations 17 to 27, clauses (b) to (i) of Regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time (“Listing Regulations”) pursuant to the Listing Agreement of the Company with Stock Exchanges.

Management’s Responsibility

The Company’s management is responsible for compliance of conditions of Corporate Governance requirements as stipulated under the Listing Regulations. This responsibility includes the design, implementation and maintenance of corporate governance process relevant to the compliance of the conditions. Responsibility also includes collecting, collating and validating data and designing, implementing and monitoring of Corporate Governance process suitable for ensuring compliance with the above-mentioned Listing Regulations.

Auditor’s Responsibility

Pursuant to the requirements of the above mentioned Listing Regulations, our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of an opinion on the financial statements of the Company.

We conducted our examination of the corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes, Guidance Note on Certification of Corporate Governance, both issued by the Institute of Chartered Accountants of India (ICAI) and the Standards on Auditing specified under the Section 143 (10) of the Companies Act, in so far as applicable for the purpose of this certificate. The Guidance Note on Reports or certificates for Special Purposes requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

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 with the conditions of Corporate Governance as per regulations 17 to 27, clause (b) to (i) of regulation 46(2) and paragraph C, D and E of Schedule V of the Listing Regulations, as applicable.

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.

Restriction on use

The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of the Listing Regulations and it should not be used by any other person

or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

**For B. L. Khandelwal & Co,
Chartered Accountants
(Firm Registration No. 000998N)**

**Sd/-
(CA Manoj Kumar Khandelwal)
Partner
M. No. 098750
UDIN: 26098750CVGYJX5490**

**Place: New Delhi
Date: 14.08.2026**

ANNEXURE “C”
TO THE CORPORATE GOVERNANCE REPORT

DECLARATION TO THE MEMBERS PURSUANT TO SCHEDULE V
OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS)
REGULATIONS, 2015

To,

The Members of Mohindra Fasteners Limited

I, Deepak Arnejaa, Managing Director, hereby declare that all Board members and senior management personnel have affirmed compliance with the Code of Business Conduct and Ethics formulated by the Company for the financial year ended March 31, 2026.

Place: New Delhi

Date: 14.08.2026

(Sd/-)
(Deepak Arnejaa)
DIN: 00006112
Chairman Cum
Managing Director & CEO

ANNEXURE “D” TO THE CORPORATE GOVERNANCE REPORT

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

MOHINDRA FASTENERS LIMITED

304 Gupta Arcade, Inder Enclave,

Delhi-Rohtak Road, Jwala Puri, Delhi-110087

We have examined the relevant registers, records, forms, returns and disclosures provided by the Directors of **Mohindra Fasteners Limited**, having **CIN L74899DL1995PLC064215** and having registered office at 304 Gupta Arcade, Inder Enclave Delhi- Rohtak Road, Jwala Puri, New Delhi-110087 (hereinafter referred to as ‘the Company’), as produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of Director	Designation	Category	DIN	*Date of Appointment in Company
1.	Mr. Deepak Arnejjaa	Managing Director	Promoter	00006112	10/01/1995
2.	Mr. Ravinder Mohan Juneja	Managing Director	Promoter	00006496	10/01/1995
3.	Mr. Ved Prakash Chaudhry	Director	Independent	07572208	30/07/2016
4.	Ms. Shamoli Thakur	Director	Independent	08189763	03/08/2023
5.	Mr. Ranbir Singh Narang	Director	Promoter	00250927	13/08/2022
6.	Mr. Vivek Arora	Director	Independent	10732928	14/08/2024

The date of the appointment is as per the MCA Portal

It is the responsibility of the management of the Company to ensure the compliance with the relevant provision and requirement and to maintain and update all necessary record including checking the status of disqualification. Our responsibility is to express an opinion based on our verification and representation given by the Management.

This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Anand Nimesh & Associates

Place: New Delhi

Date: 03.08.2026

Sd/-

ANAND KUMAR SINGH

(Company Secretaries)

(Partner)

M. No. 24881 COP No.: 9404

UDIN: F010812H001009911



INDEPENDENT AUDITOR'S REPORT

To
The Members of
Mohindra Fasteners Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying Standalone financial statements of Mohindra Fasteners Limited, ("the Company"), which comprise the Standalone Balance Sheet as at March 31, 2026, and the Standalone Statement of Profit and Loss (including Other Comprehensive Income), Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows for the Year then ended, and notes to the Standalone financial statements, including 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 standalone financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting 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 31, 2026, and its Profit and other 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 Companies Act, 2013. Our responsibilities under those Standards are further described in the *Auditor's Responsibilities for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the Standalone financial statements under the provisions of the Act and the Rules made 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 obtained by us is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Standalone financial statements of the current period. These matters were addressed in the context of our audit of the Standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matter described below to be the Key audit matter to be communicated in our report.



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

Revenue recognition See Note No. 3(a) 30 & 53 to the standalone financial statements:

S.NO.	KEY AUDIT MATTERS	AUDITOR'S RESPONSE
1.	In accordance with principles of Ind As-115, Revenue from sale of goods is recognized when control of the products being sold is transferred to the customer and when there are no longer any unfulfilled obligations. The performance obligations in the contracts are fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on customer terms	Our audit procedures for testing revenue recognition included, but were not limited to the following: • We assessed the appropriateness of the revenue recognition accounting policies, including those relating to rebates and discounts by comparing with applicable Ind As -115. • We tested the design, implementation and operating effectiveness of management's general IT controls and key application controls over the Company's IT systems which govern revenue recognition, including access controls, controls over program changes, interfaces between different systems and key manual internal controls over revenue recognition to assess the completeness of a sample of transactions. • We perform substantive testing by selecting samples of revenue transactions recorded during the year by verifying the underlying documents, which included customer purchase order, invoices, goods dispatch notes and shipping documents. • We inspected, on a sample basis, key customer contracts to identify terms and conditions relating to goods acceptance and rebates and assessing the Company's revenue recognition policies with reference to the requirements of the applicable accounting standards. • We performed cut off testing for samples of revenue transactions recorded before and after the financial year end date by comparing with relevant underlying documentation, which included goods dispatch notes and shipping documents, to assess whether the revenue was recognized in the current period.



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

Provision for taxation, litigation and other significant provisions

See Note No. 3(i),3(n), 28, 29, and 38 to standalone the financial Statements:

S.NO.	KEY AUDIT MATTERS	AUDITOR'S RESPONSE
2.	Determination of tax Provisions and other contingencies requires the Management to make judgments and estimates in relation to the issues and exposures arising from a range of matters relating to direct tax, indirect tax, claims, general legal proceedings, environmental issues and other eventualities arising in the regular course of business. The key judgement lies in the estimation of provisions where they may differ from the future obligations. By nature, provision is difficult to estimate and includes many variables. Additionally, depending on timing, there is a risk that costs could be provided inappropriately that are not yet committed.	Our audit procedures included but were not limited to the following: • We tested the effectiveness of controls around the recognition of provisions. • We used subject matter experts to assess the value of material provisions in light of the nature of the exposures, applicable regulations and related correspondence with the authorities. • We challenged the assumptions and critical judgments made by management which impacted their estimate of the provisions required, considering judgments previously made by the authorities in the relevant jurisdictions or any relevant opinions given by the Company's advisors and assessing whether there was an indication of management bias. • We discussed the status in respect of significant provisions with the Company's internal tax and legal team. • We performed retrospective review of management judgements relating to accounting estimate included in the financial statement of prior year and compared with the outcome.



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

Information other than the Standalone Financial Statements and Auditor's Report Thereon

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

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

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

When we read the Annual Report, If we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Managements and Board of director's Responsibility for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, changes in equity and Cash Flows of the Company in accordance the accounting principles generally accepted in India, including Indian Accounting Standards (Ind AS) specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting the frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

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

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



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

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

- Identify and assess the risks of material misstatement of the standalone 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 Companies Act, 2013, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures in the financial statement made by management.
- Conclude on the appropriateness of Board of director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

From the matter communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore 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 reasonable be expected to outweigh the public interest benefits of such communication.

Report on other Legal and Regulatory Requirements

1. As required by Section 197(16) of the Act, based on our audit, we report that the company has paid remuneration to its director during the year is in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.
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-"A"**, a statement on the matters specified in the paragraphs 3 and 4 of the Order, to the extent applicable.



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

3. As required by section 143(3) of the Act, we report to the extent applicable, that:
- a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
 - c. The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows dealt with by this Report are in agreement with the books of account.
 - d. In our opinion, the aforesaid Standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
 - f. With respect to the adequacy of internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in **Annexure - "B"** where we have expressed an unmodified opinion.
 - g. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us:
 - i. the Company has disclosed the impact of pending litigations as at 31st March, 2026 on its financial position in its standalone financial statements—Refer note no.42 to the standalone 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 have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, 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 have been received by the company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, 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 such audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (iv) (a) and (iv) (b) contain any material mis-statement.



Independent Auditor's Report to the members of Mohindra Fasteners Limited on the Standalone Financial Statements for the year ended 31st March 2026 (Contd.)

- v. The final dividend paid by the company during the year ended 31st March, 2026 in respect of such dividend declared for the previous year is in accordance with section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 50 to the accompanying standalone financial statements, the Board of Directors of the Company has proposed final dividend for the Year ended 31st March, 2026 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

- 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 an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered With.

For **B.L. Khandelwal & Co.**
Chartered Accountants
Regn. No. 000998N

Place: Delhi
Date: 30.05.2026

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750
UDIN: 26098750XZQDJO8056



Annexure-"A" to the Independent Auditor's Report of even date to the members of Mohindra Fasteners Limited, on the standalone financial statements for the year ended 31st March 2026

Based on the audit procedures performed for the purpose of reporting a true and fair view on the Standalone financial statements of the company and taking into consideration the information and explanations given to us and the books of account and other records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

- I. (a) (A) The company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant & Equipment and work in progress.
(B) The company has maintained proper records showing full particulars of Intangible assets
- (b) Property, Plant & Equipment are physically verified by the management in accordance with a regular programme at reasonable intervals. In our opinion the interval is reasonable having regard to the size of the company and the nature of its assets. No material discrepancies were noticed on such verification.
- (c) Based on the audit procedure performed and according to the records of the Company, the title deeds of all the immovable properties (other than properties where the company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Company.
- (d) The company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.
- (e) There is no proceedings have been initiated or are pending against the company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and rules made there under.
- II. (a) The inventory, except stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.
- (b) The company has been sanctioned working capital limits in excess of **Twenty - Five crore rupees**, in aggregate, from banks or financial institutions on the basis of security of current assets; In our opinion, there are no material discrepancies between the quarterly returns or statements filed by the company with such banks or financial institutions are in agreement with the books of account of the Company.
- III. The company has not made any investments in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties during the year. Accordingly, the Provision of clause 3(iii) (a) to 3(iii) (f) of the order are not applicable to the company.
- IV. The Company has complied with the provisions of section 186 in respect of investments. Further, in our opinion, the company has not entered into any transaction covered under section 185 and section 186 of the Act in respect of loans, guarantees and security.
- V. The Company has not accepted any deposits or amounts which are deemed to be deposits from the public within the meaning of the directives issued by the Reserve Bank of India, provisions of section 73 to 76 of the Companies Act, 2013; any other relevant provisions of the Act and relevant rules framed thereunder. Accordingly, the Provision of clause 3(v) of the order are not applicable to the company.
- VI. We have broadly reviewed the books of account maintained by the company pursuant to the rules made by the Central Government under section 148(1) of the Companies Act, 2013 for maintenance of cost records and are of the opinion that *prima-facie*, the prescribed accounts and records have been made and maintained. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.



Annexure-"A" to the Independent Auditor's Report of even date to the members of Mohindra Fasteners Limited, on the standalone financial statements for the year ended 31st March 2026

- VII. (a) The Company is regular in depositing undisputed statutory dues including Provident Fund, Employees' State Insurance, Duty of Customs, Income Tax, Goods and Service Tax, Cess and other statutory dues, as applicable, to the appropriate authorities. no undisputed amounts payable in respect of Income Tax, Duty of Custom, Goods and Service Tax and Cess were in arrears, as at 31st March 2026 for a period of more than six months from the date they became payable.
- (b) There are no dues of income-tax, sales tax, service tax, goods and services tax, duty of customs, Provident fund, Employees' state Insurance and other material statutory dues which have not been deposited by the company on account of disputes.
- VIII. The company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.
- IX. (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.
- (b) The company is not declared wilful defaulter by any bank or financial institution or other lender.
- (c) All the term loans were applied for the purpose for which the loans were obtained.
- (d) There is no funds raised on short term basis have been utilized for long term purposes.
- (e) The company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures.
- (f) The company has not raised any loans during the year on the pledge of securities held in its subsidiaries, associates or joint ventures.
- X. (a) The Company has not raised any money by way of initial/further public offer (including debt instruments) during the year. Accordingly, cause 3(x)(a) of the Order is not applicable.
- (b) The company has not made any preferential allotment or private placement of shares or convertible debentures (fully, partially or optionally convertible) during the year. Accordingly, cause 3(x)(b) of the Order is not applicable.
- XI. (a) Based on the audit procedures adopted and information and explanations furnished to us by the management, no fraud on or by the company 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 by the auditors in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) As represented to us by the management, there are no whistle blower complaints received by the company during the year.
- XII. The Company is not chit fund or nidhi/mutual benefit trust/society. Therefore, the provisions of the clause 3 (xii)(a) to 3 (Xii)(c) of the Order are not applicable to the Company.
- XIII. All transactions with the related parties are in compliance with Sections 177 and 188 of the Companies Act, 2013, where applicable, and the details of transactions during the year have been disclosed in the Standalone Financial Statements as required by the applicable accounting standards. Refer note no. 43 to the Standalone financial statements.
- XIV. (a) The company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports of the company issued till date for the period under audit.



Annexure-"A" to the Independent Auditor's Report of even date to the members of Mohindra Fasteners Limited, on the standalone financial statements for the year ended 31st March 2026

- XV. The Company has not entered into any non-cash transactions with directors or persons connected with them. Therefore, the provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.
- XVI. (a) The Company is not required to be register under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, Clause 3(XVI)(a) of the Order is not applicable.
- (b) The company has not conducted any Non-Banking Financial or Housing Finance activities. Accordingly, Clause 3(XVI)(b) of the Order is not applicable.
- (c) The Company is not a core investment company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(XVI)(c.) of the order is not applicable.
- (d) The Group has no CIC. Accordingly, Clause 3(XVI)(d) of the Order is not applicable.
- XVII. The company has not incurred any cash losses in the Current financial year and in the immediately preceding financial year.
- XVIII. There has been no resignation of the statutory auditors during the year. Accordingly, Clause 3(XVIII) of the Order is not applicable.
- XIX. According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- XX. There is no unspent amount under sub-section (5) of section 135 of the companies Act, 2013 pursuant to any project. Accordingly, clause 3(XX)(a) and 3(XX)(b) of the order are not applicable.

For **B.L. Khandelwal & Co.**
Chartered Accountants
Regn. No. 000998N

Place: Delhi
Date: 30.05.2026

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750
UDIN: 26098750XZQDJ08056



Annexure-"B" to the Independent Auditor's Report of even date to the members of Mohindra Fasteners Limited on the standalone financial statements for the year ended 31 March 2026 (contd.)

Independent Auditor's Report on the Internal Financial Controls with reference to standalone Financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls over financial reporting of Mohindra Fasteners Limited, Delhi ("the Company") as of March 31, 2026 in conjunction with our audit of the Standalone financial statements of the Company for the year ended on that date.

Managements and Board of Director's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India (hereinafter "ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

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

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

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

Meaning of Internal Financial Controls over Financial Reporting

A Company's internal financial control with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial control with reference to standalone financial statements includes those policies and procedures that;



Annexure-"B" to the Independent Auditor's Report of even date to the members of Mohindra Fasteners Limited on the standalone financial statements for the year ended 31 March 2026 (contd.)

- I. pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company;
- II. provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and
- III. 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 standalone financial statements.

Inherent Limitations of Internal Financial Controls over Financial Reporting

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

Opinion

In our opinion, the Company has, in all material respects, an adequate internal financial controls with reference to these Standalone financial statements and such internal financial controls with reference to these Standalone financial statements were operating effectively as at March 31, 2026, based on the internal financial control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the Institute of Chartered Accountants of India.

For **B.L. Khandelwal & Co.**
Chartered Accountants
Regn. No. 000998N

Place: Delhi
Date: 30.05.2026

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750
UDIN: 26098750XZQDJ8056

MOHINDRA FASTENERS LIMITED
STANDALONE BALANCE SHEET AS AT 31st MARCH, 2026
(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Particulars	Notes	As at 31 st March, 2026	As at 31 st March, 2025
ASSETS			
(1) Non-Current Assets			
(i) Property, Plant & Equipment	5	6,880.43	6,935.26
(ii) Capital Work in Progress	6	95.38	-
(iii) Investment Property	7	66.57	67.69
(iv) Other Intangible Assets	8	46.20	4.13
(v) Intangible under development	9	-	34.52
(vi) Financial Assets			
(a) Investments	10	11.55	205.74
(b) Trade Receivables	11	49.42	37.92
(c) Other Financial Assets	12	2,574.88	676.12
(vii) Other Non-Current Assets	13	121.88	106.81
Total non-current Assets		9,846.31	8,068.19
(2) Current Assets			
(i) Inventories	14	4,074.82	3,202.55
(ii) Financial Assets			
(a) Trade Receivables	15	3,862.24	3,851.71
(b) Cash and Cash Equivalents	16	302.58	991.42
(c) Bank Balance other than (b) above	17	1,505.84	2,498.86
(d) Other financial assets	18	127.28	117.67
(iii) Other Current Assets	19	1,004.55	790.90
Total current Assets		10,877.31	11,453.11
Total Assets		20,723.62	19,521.30
EQUITY AND LIABILITIES			
(1) Equity			
(i) Equity Share Capital	20	589.25	589.25
(ii) Other Equity	21	12,546.61	11,388.18
Total Equity		13,135.86	11,977.43
Liabilities			
(2) Non-Current Liabilities			
(i) Financial Liabilities			
(a) Borrowings	22	799.17	760.54
(ii) Provisions	23	86.43	39.00
(iii) Deferred Tax Liabilities (Net)	24	271.52	244.65
Total non-current liabilities		1,157.12	1,044.19
(3) Current Liabilities			
(i) Financial Liabilities			
(a) Borrowings	22	2,984.58	3,036.55
(b) Trade Payables:-	25		
(A) Total outstanding dues of Micro enterprises and Small Enterprises		340.91	166.16
(B) Total outstanding dues of Creditors other than Micro Enterprises and Small Enterprises		2,474.69	2,643.81
(c) Other Financial Liabilities	26	132.96	183.40
(ii) Other Current Liabilities	27	300.94	317.52
(iii) Provisions	28	196.56	152.24
(iv) Current Tax Liabilities (Net)	29	-	-
Total Current liabilities		6,430.64	6,499.68
Total Liabilities		7,587.76	7,543.87
Total Equity & Liabilities		20,723.62	19,521.30

Notes 1 to 53 form an integral part of these Standalone financial statements

As per our Report of even date attached

For B.L. Khandelwal & Co.
Chartered Accountants
Firm Reg. No.: 000998N

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750
UDIN: 26098750XZQDJ08056

For & on Behalf of the Board of Directors of Mohindra Fasteners Limited

Sd/-
Deepak Arnejaa
(Managing Director & CEO)
DIN: 00006112

Sd/-
Ravinder Mohan Juneja
(Managing Director)
DIN: 00006496

Sd/-
Sunil Mishra
(Chief Financial Officer)

Sd/-
Mamta Sharma
(Company Secretary)
(M.No. A51427)

Place: New Delhi
Date: 30.05.2026

**STANDALONE STATEMENT OF PROFIT & LOSS OF THE YEAR
ENDED 31st MARCH, 2026**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)



Particulars	Notes	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Income:			
Revenue from operations	30	16,510.29	16,523.79
Other Income	31	595.65	424.77
Total Income		17,105.94	16,948.56
Expenses:			
Cost of Materials Consumed	32	6,033.00	5,887.52
Changes in inventories of Finished Goods, Work-In-Progress	33	(509.60)	(303.50)
Employee Benefits Expense	34	3,581.79	3,359.50
Finance Costs	35	224.33	246.97
Depreciation and Amortization Expense	36	519.34	545.60
Other Expenses	37	5,251.80	5,209.44
Total Expenses		15,100.66	14,945.53
Profit before exceptional items and tax		2,005.28	2,003.03
Exceptional items	38	47.64	-
Profit before tax		1,957.64	2,003.03
Tax expense:	39		
Current Tax		472.13	474.42
Deferred Tax		34.91	41.66
Total Tax Expense		507.04	516.08
Profit for the year		1,450.60	1,486.95
Other comprehensive income Items that will not be reclassified to profit or loss	40		
(a) Re-measurement of the defined benefit plans		(31.96)	(32.38)
(b) Income tax effect on (a) above		8.04	8.15
(c) Fair value changes on Equity instruments through Other Comprehensive Income		(3.09)	(2.86)
(d) Income tax effect on (c) above		-	-
Total Other comprehensive income/(Loss) for the year (Net of Tax)		(27.01)	(27.09)
Total comprehensive income for the year		1,423.59	1,459.86
Earnings per equity share	41		
Basic (in ₹)		24.62	25.23
Diluted (in ₹)		24.62	25.23

Notes 1 to 53 form an integral part of these Standalone financial statements

As per our Report of even date attached

For B.L. Khandelwal & Co.
Chartered Accountants
Firm Reg. No.: 000998N

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750
UDIN: 26098750XZQDJ08056

For & on Behalf of the Board of Directors of Mohindra Fasteners Limited

Sd/-
Deepak Arnnejaa
(Managing Director & CEO)
DIN: 00006112

Sd/-
Ravinder Mohan Juneja
(Managing Director)
DIN: 00006496

Sd/-
Sunil Mishra
(Chief Financial Officer)

Sd/-
Mamta Sharma
(Company Secretary)
(M.No. A51427)

Place: New Delhi
Date: 30.05.2026

MOHINDRA FASTENERS LIMITED

Notes to Standalone Financial Statements for the Year ended 31st March, 2026

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

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

A. Equity Share Capital

Particulars	Note	For the year ended 31/03/2026	For the year ended 31/03/2025
At the beginning of the Year	21	589.25	589.25
Changes in equity share capital due to prior period errors		0.00	0.00
Restated balance at the beginning of the current reporting period		0.00	0.00
Changes in equity share capital during the Current year		0.00	0.00
At the end of the Year		589.25	589.25

B. Other Equity

Particulars	Note	Reserves and Surplus				Items of Other Items that will not be reclassified to Profit and loss		Total
		Capital Reserve	Securities Premium	General reserve	Other Reserves	Retained Earnings	Equity instruments through other comprehensive income	
Balance as at 31st March, 2024		5.74	428.53	230.00	83.09	9,510.37	16.12	10,222.94
Profit for the year		0.00	0.00	0.00	0.00	1,486.95	0.00	1,486.95
Other Comprehensive income								
-Reameasurement of Defined benefit Liability/Assets (Net of Taxes)		0.00	0.00	0.00	0.00	0.00	0.00	(24.23)
-Change in Fair Value of equity instrument through other comprehensive income (net of Tax)		0.00	0.00	0.00	0.00	0.00	(2.85)	(2.85)
Dividend		0.00	0.00	0.00	0.00	(294.62)	0.00	(294.62)
Balance as at 31st March, 2025		5.74	428.53	230.00	83.09	10,702.70	13.27	11,388.18
Profit for the year		0.00	0.00	0.00	0.00	1,450.60	0.00	1,450.60
Other Comprehensive income								
-Reameasurement of Defined benefit Liability/Assets (Net of Taxes)*		0.00	0.00	0.00	0.00	0.00	0.00	(23.91)
-Change in Fair Value of equity instrument through other comprehensive income (net of Tax)		0.00	0.00	0.00	0.00	0.00	(3.09)	(3.09)
Dividend		0.00	0.00	0.00	0.00	(265.16)	0.00	(265.16)
Balance as at 31st March, 2026		5.74	428.53	230.00	83.09	11,888.14	10.18	12,546.61

* Retained earning includes remeasurement gain/(Loss) on defined benefit obligation, net of taxes that will not be reclassified to profit & loss.
Notes 1 to 53 form an integral part of these Standalone financial statements.

For and on Behalf of the Board of Directors of Mohindra Fasteners Limited

For B.L. Khandelwal & Co.
Chartered Accountants
Firm Reg. No.: 000998N

CA Manoj Kumar Khandelwal
(Partner)
Membership No. 098750

Sd/-
Deepak Arneja
(Managing Director & CEO)
DIN: 00006112

Sd/-
Ravinder Mohan Juneja
(Managing Director)
DIN: 00006496

Sd/-
Sunil Mishra
(Chief Financial Officer)

Sd/-
Mamta Sharma
(Company Secretary)
(M.No. A51427)

Place: New Delhi
Date: 30/05/2026

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

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)



Particulars	For the Year ended 31st March, 2026	For the Year ended 31st March, 2025
A. Cash Flow from Operating Activities		
Net Profit before tax	1,957.64	2003.03
<i>Adjustment for:-</i>		
Depreciation and Amortization Expense	519.34	545.60
Loss/(Profit) on disposal of Property, Plant & Equipment (Net)	(5.50)	(9.71)
	47.64	0.00
Remeasurement of Defined Benefit Plans	(31.96)	(32.38)
Finance Costs	224.33	246.97
Rental Income	(6.96)	(6.63)
Interest Income	(312.15)	(275.85)
Dividend Income	(0.18)	(0.14)
Operating Profit before Working Capital Changes	2,392.20	2470.89
(Increase) in Inventories	(872.26)	(337.40)
(Increase) in other current assets	782.10	(668.55)
Decrease/ (Increase) in Non-current Assets	(1,925.36)	(546.86)
Increase in Trade payables	5.63	449.72
Increase in other current liabilities	(22.71)	75.99
Increase/ (decrease) in Non-current liabilities	47.43	18.86
Cash generated from operations	407.05	1462.65
Income taxes Paid (Net)	(495.00)	(526.90)
Net Cash from Operating Activities (A)	(87.95)	935.75
B. Cash Flow from Investing Activities		
Purchase of Property, plant & equipment and intangible assets	(568.32)	(1,472.33)
Proceeds from disposal of Property, Plant & Equipment	7.50	14.78
Investment in Equity Instruments	0.00	-
Rental income	6.96	6.63
Interest Income	312.15	275.85
Dividend Income	0.18	0.14
Proceeds of Investment in Joint Venture	143.46	0.00
Net Cash (used in)/from Investing Activities (B)	(98.07)	(1,174.92)
C. Cash Flow from Financing Activities		
Proceeds from issue of Equity Shares Capital	0.00	0.00
Proceeds of Long Term Borrowings (Net)	38.64	(262.44)
Proceeds of Short Term Borrowings (Net)	(51.97)	326.62
Interest Paid	(224.33)	(246.97)
Dividends Paid	(265.16)	(294.62)
Net Cash from/ (used in) Financing Activities (C)	(502.82)	(477.42)
Net Cash flows during the year (A+B+C)	(688.84)	(716.58)
Cash and Cash Equivalents at the Beginning of the Year	991.42	1708.00
Cash and Cash Equivalents at the End of the Year*	302.58	991.42
Components of cash and cash equivalents (refer Note 17)		
Cash on Hand	2.49	3.32
Balance with banks in deposit accounts with original maturity upto three months	300.09	988.10
	302.58	991.42

MOHINDRA FASTENERS LIMITED**Standalone Cash Flow Statement for the year ended 31st March, 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Reconciliation between the opening and closing balances in the balance sheet for liabilities arising from financing activities:

Particulars	Non-current borrowings including current maturities of long term borrowings	Current borrowings	Dividend
Opening balance as on 1st April 2024	1,451.02	2,281.89	0.00
Add: Non Cash Charges due to	0.00	0.00	0.00
-Recognition of lease liabilities	0.00	0.00	0.00
-Interest Expenses	97.30	28.42	0.00
-Interest Capitalised	0.00	0.00	0.00
-Fare Value Changes	0.00	0.00	0.00
-Final Dividend	0.00	0.00	294.62
Add: Cash Inflows during the year	0.00	0.00	0.00
-Proceeds from non-current borrowings	622.81	0.00	0.00
-Proceeds from current borrowings	0.00	267.74	0.00
Less: Cash Outflow during the year	0.00	0.00	0.00
-Repayment of non-current borrowings	(826.37)	0.00	0.00
-Repayment of current borrowings	0.00	0.00	0.00
-Repayment of lease liabilities	0.00	0.00	0.00
-Interest Paid	(97.30)	(28.42)	0.00
-Final Dividend paid including dividend distribution tax	0.00	0.00	(294.62)
Closing balance as on 31st March 2025	1,247.46	2,549.63	0.00
Add: Non cash changes due to	0.00	0.00	0.00
-Recognition of lease liabilities	0.00	0.00	0.00
-Interest Expenses	88.20	101.97	0.00
-Fare Value Changes	0.00	0.00	0.00
-Final Dividend	0.00	0.00	265.16
Add: Cash Inflows during the year	0.00	0.00	0.00
-Proceeds from non-current borrowings	455.50	0.00	0.00
-Proceeds from current borrowings	0.00	55.41	0.00
Less: Cash Outflow during the year	0.00	0.00	0.00
-Repayment of non-current borrowings	(476.87)	0.00	0.00
-Repayment of current borrowings	0.00	(57.71)	0.00
-Repayment of lease liabilities	0.00	0.00	0.00
-Interest Paid	(88.20)	(101.97)	0.00
-Final Dividend paid including dividend distribution tax	0.00	0.00	(265.16)
Closing balance as on 31st March 2026	1,226.09	2,557.67	0.00

The Standalone Cash Flow Statement has been prepared under the Indirect Method as set out in Ind As -7 "statement of cash flows"

Notes 1 to 53 form an integral part of these Standalone financial statements

As per our Report of even date attached

For B.L. Khandelwal & Co.

Chartered Accountants

Firm Reg. No.: 000998N

CA Manoj Kumar Khandelwal

(Partner)

Membership No. 098750

UDIN: 26098750XZQDJ08056

For & on Behalf of the Board of Directors of Mohindra Fasteners Limited

Sd/-

Deepak Arnnejaa

(Managing Director & CEO)

DIN: 00006112

Sd/-

Ravinder Mohan Juneja

(Managing Director)

DIN: 00006496

Sd/-

Sunil Mishra

(Chief Financial Officer)

Sd/-

Mamta Sharma

(Company Secretary)

(M.No. A51427)

Place: New Delhi

Date: 30-05-2026

1. Corporate and General Information

Mohindra Fasteners Limited ("MFL" or "the Company") was incorporated on 10th January, 1995 under the erstwhile companies Act, 1956 and is domiciled in India (CIN: L74899DL1995PLC064215). The Equity shares of the company is listed in the Metropolitan Stock Exchange of India Limited ('MSEI') and not publicly traded.

The registered office of the Company is situated at 304, Gupta Arcade, Inder Enclave, Delhi-Rohtak Road, Jwala Puri, West Delhi, New Delhi-110087, INDIA. The company is engaged in the Manufacturing and sale of High Tensile Fasteners.

2. Basis of Preparation

a) Statement of Compliance

These standalone financial statements are prepared on accrual basis of accounting and comply with the Indian Accounting standards ('Ind AS') as notified by the Ministry of corporate affairs under section 133 of Companies Act, 2013 ('the Act') read with the companies (Indian Accounting standards) Rules, 2015 and subsequent amendments thereto, and other provisions of the Act (to the extent notified and applicable).

The financial statements for the year ended 31st March 2026 (including comparatives) are duly approved and authorised for issue by the Board of directors at their board meeting held on 30th May, 2026.

b) Overall consideration

The financial statements have been prepared on going concern basis applying the significant accounting policies and measurement bases summarized below. These accounting policies have been used throughout all periods presented in the standalone financial statements, unless otherwise stated.

c) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items:

Items	Measurement basis
Certain financial assets and liabilities	Fair Value
Net defined benefit (assets)/liability	Fair value of planned assets less present value of defined benefit obligations

The methods used to measure fair values are discussed further in notes to financial statements.

d) Functional and presentation currency

These financial statements are presented in Indian Rupees (Rs.), which is also the company's functional currency. All financial information presented in Indian Rupees has been rounded to the nearest Lakh (up to two decimals), except as stated otherwise.

e) Current and non-current classification

All assets and liabilities have been classified as current and non-current as per the Company's normal operating cycle. Based on the nature of services rendered to customers and time elapsed between deployment of resources and the realization in cash and cash equivalents of the consideration for such services rendered, the Company has considered an operating cycle of 12 months.

f) Measurement of fair values

A number of the Company's accounting policies and disclosures require the measurement of fair values. In determining the fair value of its financial instruments, the Company uses a variety of methods and assumptions that are based on market conditions and risks existing at each reporting date. The Chief Financial Officer and persons entrusted have overall responsibility for overseeing all significant fair value measurements and assessments that these valuations meet the requirements of Ind AS. The methods used to determine fair value include discounted cash flow analysis, available quoted market prices and dealer quotes. All methods of assessing fair value result in general approximation of value, and such value may never actually be realized.

Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques.

MOHINDRA FASTENERS LIMITED

Notes To Standalone Financial Statements For The Year Ended 31st March, 2026 (Contd.)

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

The Company recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair values (Refer Note-47 of the Standalone Financial statements).

3. Summary of Material accounting policies

a) Revenue Recognition

Revenue is measured based on the consideration specified in a contract with a customer. A performance obligation is a promise in a contract to transfer a distinct good (or a bundle of goods) to the customer and is the unit of account in Ind AS 115. A contract's transaction price is allocated to each distinct performance obligation and recognized as revenue, as or when, the performance obligation is satisfied. The Company recognizes revenue when it transfers control of a product to a customer. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payments and excludes tax and duties collected on behalf of the government. The Company recognizes revenue from the following major sources:

i. Sale of Products (including scrap sales):

Revenue from sale of products including scrap sales is measured based on the consideration specified in a contract with a customer. It is measured at fair value consideration received or receivable, net of returns and allowances, trade discounts. The Company recognizes revenue when it transfers control over a product to a customer i.e. when goods are delivered at the delivery point, as per terms of the agreement, which could be either customer premises or carrier premises who will deliver goods to the customer. When payments received from customers exceed revenue recognized to date on a particular contract, any excess (a contract liability) is reported in the Balance Sheet under other current liabilities. (refer note 30)

Satisfaction of performance obligations

The Company's revenue is derived from the single performance obligation to transfer primarily products under arrangements in which the transfer of control of the products and the fulfilment of the Company's performance obligation occur at the same time. Revenue from the sale of goods is recognized when the Company has transferred control of the goods to the buyer and the buyer obtains the benefits from the goods, the potential cash flows and the amount of revenue (the transaction price) can be measured reliably, and it is probable that the Company will collect the consideration to which it is entitled to in exchange for the goods.

Whether the customer has obtained control over the asset depends on when the goods are made available to the carrier or the buyer takes possession of the goods, depending on the delivery terms. For the Company, generally the criteria to recognize revenue has been met when its products are delivered to its customers this is the point in time when the Company has completed its performance obligations. Revenue is measured at the transaction price of the consideration received or receivable, the amount the Company expects to be entitled to.

Payment terms:

The sale of goods is typically made under credit payment terms vary from customer to customer and ranges between 0-60 days.

Contract assets and contract liabilities

The Company recognizes contract liabilities for consideration received in respect of unsatisfied performance obligations and reports these amounts as other liabilities in the balance sheet. Similarly, if the Company satisfies a performance obligation before it receives the consideration, the Company recognizes either a contract asset or a receivable in its balance sheet, depending on whether something other than the passage of time is required before the consideration is due.

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognized for the earned consideration when that right is conditional on Company's future performance. A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is

due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs under the contract. The Company does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Company does not adjust any of the transaction prices for the time value of money.

Trade receivables

Trade receivables are amounts due from customers for goods sold in the ordinary course of business and reflects Company's unconditional right to consideration (that is, payment is due only on the passage of time). Trade receivables are recognized initially at the transaction price as they do not contain significant financing components. The Company holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortized cost using the effective interest method, less loss allowance.

Transfer of trade receivables

The Company transfers certain trade receivables under bill discounting arrangements with banks. These transferred receivables do not qualify for derecognition as the Company retains the credit risk with respect to these transferred receivables due to the existence of the recourse arrangement. Consequently, the proceeds received from such transfers with recourse arrangements are recorded as borrowings from banks and classified under current borrowings.

ii. **Income from export incentives:**

Income from export incentives viz. Duty Drawback and Remission of Duties or Taxes on Export Products Scheme (RODTEP) are recognized on accrual basis.

iii. **Other Income:**

Interest incomes from financial assets are recognized using the effective interest rate method.

Dividends income is recognized at the time when the right to receive payment is established.

Other Income is recognized on accrual basis.

iv. **Rental Income:**

The Company earns rental income from operating leases of its investment property (also refer note 7). Rental income from investment property is recognized in statement of profit and loss on a straight-line basis over the term of the lease.

b) Property, plant and equipment

i. **Initial recognition and measurement:**

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Cost of an items of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the items to its working condition for its intended use and estimated cost of dismantling and removing the item and restoring the site on which it is located.

The cost of a self-constructed property, plant and equipment comprises the cost of materials and direct Labour, any other costs directly attributable to bringing the item to working condition for its intended use, and estimated costs of dismantling and removing the item and restoring the site on which it is located.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

ii. **Subsequent costs:**

Subsequent expenditure is recognized as an increase in the carrying amount of the asset when it is probable that future economic benefits deriving from the cost incurred will flow to the enterprise and the cost of the item can be measured reliably.

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Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

The cost of replacing part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in the statement of profit and loss as incurred.

iii. Derecognition:

Property, plant and equipment is derecognized when no future economic benefits are expected from their use or upon their disposal. Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognized in the statement of profit and loss.

iv. Depreciation:

Depreciation is recognized in statement of profit and loss on a straight-line basis over the useful lives of each part of an item of property, plant and equipment specified in schedule II to the Act.

Land is not depreciated.

Depreciation on additions to/deductions from property, plant and equipment during the year is charged on prorata basis from/up to the date in which the asset is available for use/disposed. Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted prospectively, if appropriate. Based on technical evaluation, the management believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

c) Other Intangible assets

i. Recognition and measurement:

Intangible assets are stated at cost of acquisition net of recoverable taxes, trade discounts and rebates less accumulated amortization/depletion and impairment loss, if any. Such cost includes purchase price, borrowing costs and any cost directly attributable to bringing the assets to its working condition for the intended use. Net changes on foreign exchange contracts and adjustments arise from exchange rate variations attributable to intangible assets.

Subsequent costs are included in the assets carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefit associated with the item will flow to the entity and the cost can be measured reliably.

ii. Derecognition:

An intangible asset is derecognized when no future economic benefits are expected from their use or upon their disposal. Gain or losses arising from derecognition of an intangible asset are measured as the differences between the net disposal proceeds and the carrying amount of the assets and are recognized in the statement of profit and loss when the assets is derecognized.

iii. Amortization:

Cost of software recognized as intangible asset, is amortized on straight line method over a period of legal right to use or 5 years, as estimated by the management.

Amortization method, useful lives and residual values are reviewed at the end of each financial year and adjusted, if appropriate.

d) Capital work-in-progress

Expenditure incurred during the period of construction, including all direct and indirect expenses, incidental and related to construction, is carried forward and on completion, the costs are allocated to the respective property, plant and equipment. Capital work-in-progress also includes assets pending installation and not available for intended use.

e) Investment Property

Property that is held for long- term rental yields or for capital appreciation or both and that is not occupied by the Company, is classified as investment property. Investment properties are measured initially at cost,

including transaction costs. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Subsequent costs are added to the carrying amount only when it is probable that it will increase its useful life. All other repairs and maintenance are charged to the Statement of Profit and Loss during the year in which they are incurred. Though the Company measures investment property using cost based measurement, the fair value of the investment property is disclosed in the notes. Fair value is determined based on an annual evaluation performed by an accredited external independent valuer applying a recognized and recommended valuation model.

Depreciation on investment property, is provided on a pro-rata basis on a straight line method basis, over the useful life of the property estimated by management, in the manner prescribed in Schedule II of the Act.

Investment property is derecognized when either it has been disposed off or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss arising on de-recognition of the investment property is included in the Statement of Profit and Loss.

Transfers are made to/from investment property only when there is a change in its use. Transfers between investment property is made at the carrying amount of the property transferred.

f) Borrowing Costs

Borrowing costs are interest and other costs incurred in connection with the borrowings of funds. Borrowing costs that are directly attributable to the acquisition or construction of qualifying assets are capitalized as part of cost of such asset until such time the assets are substantially ready for their intended use. Qualifying assets are assets which take a substantial period of time to get ready for their intended use or sale.

When the Company borrows funds specifically for the purpose of obtaining a qualifying asset, the borrowing costs incurred are capitalized. When Company borrows funds generally and uses them for the purpose of obtaining a qualifying asset, the capitalization of the borrowing costs is computed based on the weighted average cost of general borrowing that are outstanding during the period and used for the acquisition or construction of the qualifying asset. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets for their intended uses are complete. Income earned on temporary investment of the borrowings pending their expenditure on the qualifying assets is deducted from the borrowing costs eligible for capitalization.

Other borrowing costs are recognized as an expense in the year in which they are incurred.

g) Impairment of non-financial assets

Assessment is done at each balance sheet date as to whether there is any indication that an asset may be impaired. For the purpose of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets and group of assets, is considered as a cash generating unit. If any such indication exists, an estimate of the recoverable amount of the asset/cash generating unit is made.

Assets whose carrying value exceeds their recoverable amount are written down to the recoverable amount. Recoverable amount is higher of an asset's or cash generating unit's selling price and its value in use. Value in use is the present value of estimated future cash flows expected to raise from continuing use of an asset and from its disposal at the end of its useful life. Assessment is also done at each balance sheet date as to whether there is any indication that an impairment loss recognized for an asset in prior accounting periods may no longer exist or may have decreased.

h) Inventories

Inventories are valued at the lower of cost and net realizable value after providing for obsolescence and other losses wherever considered necessary. Cost of inventories comprises of cost of purchase, cost of conversion and other costs incurred in bringing the inventories to their present location and condition. The cost of purchase consists of the purchase price including duties and taxes other than those subsequently recoverable by the enterprise from the taxing authorities, freight inwards and other expenditure directly attributable for its acquisition.

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(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

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

Finished goods and stores, spares and consumables are valued at lower of cost and net realizable value and the comparison is made on an item-by-item basis.

The methods of determining cost of various categories of inventories are as under:

Nature of Inventories	Method of valuation
Raw materials	First in first out method
Stores and spares and consumables	First in first out method
Finished goods and work-in-progress	Raw material cost on first in first out method and includes conversion and other costs incurred in bringing the inventories to their present value and locations

Stock in transit is valued at lower of cost and net realizable value. Scrap is valued at estimated net realizable value.

i) Provisions and contingent liabilities and contingent assets**i. Provisions:**

A provision is recognized if, as a result of a past event, the Company has a present obligation (legal or constructive) that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

ii. Contingent Liabilities:

Contingent liabilities are possible obligations that arise from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Company. Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Contingent liabilities are disclosed on the basis of judgment of the management/independent experts. These are reviewed at each balance sheet date and are adjusted to reflect the current management estimate.

iii. Contingent Assets:

Contingent assets are neither recognized nor disclosed in the financial statements.

j) Cash and cash equivalents:

Cash and cash equivalents in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less from the date of acquisition, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash flows are reported using the indirect method, whereby profit/(loss) before tax is appropriately classified for the effects of transactions of non-cash nature and any deferrals or accruals of past or future receipts or payments. In the cash flow statement, cash and cash equivalents include cash in hand, cheques on hand, balances with banks in current accounts and other short-term highly liquid investments with original maturities of three months or less.

k) Foreign currency transactions and translation:

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

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

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

The Company uses derivative financial instruments, such as forward currency contracts to hedge its foreign currency risks in respect of its imports and exports. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value.

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken to the statement of profit and loss.

l) Employee benefits

i. Short term employee benefits

Short- term employee benefit obligations are measured on an undiscounted basis and are expensed as the relative service is provided. A liability is recognized for the amount expected to be paid e.g., under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the amount of obligation can be estimated reliably.

ii. Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into separate entities and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognized as an employee benefits expense in the statement of profit and loss in the period during which services are rendered by employees. The Company pays fixed contribution to government administered provident fund scheme at predetermined rates. The contributions to the fund for the year are recognized as expense and are charged to the statement of profit and loss.

iii. Defined benefit plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Company's liability towards gratuity is in the nature of defined benefit plans.

The Company's net obligation in respect of defined benefit plan is calculated separately by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. Any unrecognized past service costs are deducted. The discount rate is based on the prevailing market yields of Indian government securities as at the reporting date that have maturity dates approximating the terms of the Company's obligations and that are denominated in the same currency in which the benefits are expected to be paid.

The calculation is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Company, the recognized asset is limited to the total of any unrecognized past service costs. Any actuarial gains or losses are recognized in other comprehensive income in the period in which they arise.

iv. Other long-term employee benefits

Benefits under the Company's leave encashment constitute other long-term employee benefit. The employees can carry forward a portion of the unutilized accrued compensated absences i.e., Maximum 90 days and utilize it in future service periods or receive cash compensation on termination of employment. The benefit is discounted to determine its present value. The discount rate is based on

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the prevailing market yields of Indian government securities as at the reporting date that have maturity dates approximating the terms of the Company's obligations. The obligation is measured on the basis of independent actuarial valuation using the projected unit credit method.

m) Leases including investment properties

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

Company as a lessee

The Company's lease asset classes primarily consist of property leases. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset;
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease; and
- (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements include the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset.

The lease liability is initially measured at amortized cost at the present value of the future lease payments.

The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are re-measured with a corresponding adjustment to the related right-of-use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

n) Taxes on Income:

Income-tax expense comprises current and deferred tax. Current tax expense is recognized in the statement of profit and loss except to the extent that it relates to items recognized directly in other comprehensive income or equity, in which case it is recognized in other comprehensive income or equity.

Current Tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous Years. The using tax rates enacted or substantively enacted and as applicable at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred Tax

Deferred tax is recognized using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the Corresponding

amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority.

Deferred tax is recognized in the statement of profit and loss except to the extent that it relates to items recognized directly in other comprehensive income or equity, in which case it is recognized in other comprehensive income or equity.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

o) Earnings per Share

Basic earnings per share are calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period is adjusted for events including a bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares), as applicable.

Diluted earnings per share is computed by dividing the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are considered for the effects of all dilutive potential equity shares.

p) Equity Investment

Equity investments in joint venture are measured at cost. The investments are reviewed at each reporting date to determine whether there is any indication of impairment considering the provisions of Ind AS 36 'Impairment of Assets'. If any such indication exists, policy for impairment of non-financial assets is followed.

q) Financial instruments

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

Financial Assets

i. Initial recognition and measurement:

All financial assets are recognised initially at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets (other than financial assets at fair value through profit or loss) are added to or deducted from the fair value of the financial assets, as appropriate, on initial recognition. However, trade receivables that do not contain a significant financing component are measured at transaction price in accordance with Ind AS 115. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the standalone statement of profit and loss.

ii. Subsequent measurement:

a. Financial assets carried at amortized cost

A financial asset is subsequently measured at amortized cost if it is held within a business model whose objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

b. Financial assets carried at fair value through other comprehensive income (FVOCI)

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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c. Financial assets carried at fair value through profit or loss (FVTPL)

A financial asset which is not classified in any of the above categories are subsequently fair valued through the statement of profit and loss.

iii. Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a Company of similar financial assets) is primarily derecognized (i.e. removed from the Company's balance sheet) when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

iv. Impairment of financial assets

In accordance with IndAS109, the Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- (a) Financial assets that are debt instruments, and are measured at amortized cost e.g., loans, debt securities, deposits, trade receivables and bank balance.
- (b) Trade receivables using the lifetime expected credit loss model.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognizing impairment loss allowance based on 12-month ECL.

Financial Liabilities

i. Initial recognition and measurement:

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. All financial liabilities are recognized initially at fair value and, in the case of borrowings and payables, net of directly attributable transaction costs. The Company's financial liabilities include trade and other payables, borrowings and derivative financial instruments.

ii. Subsequent measurement:

The measurement of financial liabilities depends on their classification, as described below:

a. Financial liabilities at amortized cost

After initial measurement, such financial liabilities are subsequently measured at amortized cost using the EIR method. Gains and losses are recognized in the statement of profit and loss when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the statement of profit and loss. This category generally applies to borrowings, trade payables and other contractual liabilities.

iii. Derecognition:

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit and loss.

Offsetting

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net

basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

4. Significant accounting judgments, estimates and assumptions

The preparation of standalone financial statements in conformity with the recognition and measurement principles of Ind AS requires management of the Company to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of standalone financial statements and the reported amounts of income and expenses for the periods presented.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and future periods are affected.

In order to enhance understanding of the financial statements information about significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the standalone financial statements is as under:

i. Recognition of deferred tax assets:

The extent to which deferred tax assets can be recognized is based on an assessment of the probability of the Company's future taxable income (supported by reliable evidence) against which the deferred tax assets can be utilized.

ii. Evaluation of indicators for impairment of assets

The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.

iii. Contingent liabilities

At each balance sheet date basis the management judgment, changes in facts and legal aspects, the Company assesses the requirement of provisions against the outstanding contingent liabilities. However, the actual future outcome may be different from this judgement (Refer Note No-43).

iv. Impairment of financial assets

At each balance sheet date, based on historical default rates observed over expected life, existing market conditions as well as forward looking estimates, the management assesses the expected credit losses on outstanding receivables. Further, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with industry and country in which the customer operates.

v. Defined benefit obligation (DBO)

Management's estimate of the DBO is based on a number of underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the DBO amount and the annual defined benefit expenses (Refer Note No-42).

vi. Useful lives of depreciable/amortizable assets

Management reviews its estimate of the useful lives of depreciable/amortizable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical and economic obsolescence that may change the utilisation of assets.

vii. Fair value Measurements

Management applies valuation techniques to determine fair value of equity shares (where active market quotes are not available) and stock option. This involves developing estimates and assumptions around volatility, dividend yield which may affect the value of equity shares or stock options.

Estimates and judgements are continuously evaluated. They are based on historical experience and other factors including expectation of future events that may have a financial impact on the Company and that are believed to be reasonable under the circumstances.

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(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Note : 5 Property, Plant & Equipment

Particulars	Gross Block			Depreciation			Net Block	
	As at 01-04-2025	Additions	Disposals/ Adjustments	As at 31-03-2026	As at 01-04-2025	Charge for the year	As at 31-03-2026	As at 31-03-2025
Land	928.00	0.00	0.00	928.00	0.00	0.00	928.00	928.00
Buildings (Ref.note no 7)	2,328.34	9.67	0.00	2,338.01	555.06	69.34	1,713.61	1,773.28
Plant & Equipment	9,579.06	374.50	40.00	9,913.56	5,620.19	396.01	3,935.34	3,958.87
Furniture & Fixtures	204.63	33.36	0.00	238.00	100.45	13.42	124.13	104.18
Vehicles	160.43	0.00	0.00	160.43	39.98	17.23	103.22	120.45
Office Equipments	134.92	23.29	0.00	158.22	100.70	10.84	46.67	34.22
Computers and Data Processing Units	148.39	19.25	0.00	167.64	132.13	6.06	29.46	16.26
Total	13,483.77	460.07	40.00	13,903.85	6,548.51	512.90	7,023.41	6,935.26
(Previous Year Figures)	12,064.81	1,459.13	40.16	13,483.77	6,040.05	543.55	6,548.51	6,024.76

Note: 6 Capital Work in Progress

Particulars	As at 01-04-2025	Addition during the year	Capitalisation during the year	As at 31-03-2026	As at 31-03-2025
Capital Work-in-progress	0.00	95.38	0.00	95.38	0.00
Sub Total	0.00	95.38	0.00	95.38	0.00
(Previous Year Figures)	0.00	0.00	0.00	0.00	0.00

Capital-Work-n-progress (CWIP)

Particulars	Amount in CWIP for a period of				
	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years	Total
Projects in progress	95.38	0.00	0.00	0.00	95.38
Projects temporarily suspended	NIL	NIL	NIL	NIL	NIL
(b) For Capital-work-progress, whose completion is overdue or has exceeded its cost compared to its original plan,					
To be completed in					
Particulars	Less than 1 Year		1-2 Years		Total
	NIL		NIL		NIL
Projects in progress	NIL		NIL		NIL

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(All amounts are in Lakh of Indian Rupees, unless otherwise stated)



Note : 7 Investment Property

Particulars	Gross Block			Depreciation			Net Block	
	As at 01-04-2025	Additions/Transfer(Ref. Note)	Disposals/Adjustments	As at 31-03-2026	Charge for the year/Transfer	Disposals/Adjustments	As at 31-03-2026	As at 31-03-2025
Office Building	71.03	0.00	0.00	71.03	1.12	0.00	66.57	67.69
Total	71.03	0.00	0.00	71.03	1.12	0.00	66.57	67.69
(Previous Year Figures)	71.03	0.00	0.00	71.03	1.12	0.00	67.69	68.82

i) Amount recognised in the statement of profit and loss for investment properties

Particulars	As at 31-03-2026	As at 31-03-2025
Rental Income	6.96	6.63
Direct operating expenses from property that generated rental income	0.00	0.00
Direct operating expenses from property that did not generate rental income	0.00	0.00
Profit from investment properties before depreciation	6.96	6.63
Depreciation	1.12	1.12
Profit from investment properties (Net)	5.84	5.50

ii) Contractual obligations

The Company has no restrictions on the realisable of its investment property and no contractual obligations relating to the acquisition, construction, development, Maintenance, or enhancement of investment property as at the reporting date.

iii) Leasing arrangements

Pursuant to an extension agreement executed during the year, the lease term of the company's investment property has been extended upto 31st July 2026

iv) Fair Value

Particulars	As at 31-03-2026	As at 31-03-2025
Investment Property	75.00	75.00

Estimation of fair value

The best evidence of fair value is current prices in an active market for similar properties, Since investment properties leased out by the Company are cancellable and non-cancellable leases, the market rate for sale/purchase of such premises are representative of fair value, Company's investment properties are at a location where active market is available for similar kind of properties.

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Note : 8 Other Intangible Assets

Particulars	Gross Block			Amortisation			Net Block	
	As at 01-04-2025	Additions	Disposals/adjustments	As at 31-03-2026	Charge for the year	Disposals	As at 31-03-2026	As at 31-03-2025
Computer Software	54.49	47.39	0.00	101.88	5.32	0.00	46.20	4.13
Total	54.49	47.39	0.00	101.88	5.32	0.00	46.20	4.13
(Previous Year Figures)	54.49	0.00	0.00	54.49	0.92	0.00	4.13	5.06

Note : 9 Intangible Assets under Development

Particulars	As at 01-04-2025	Addition during the year	Capitalisation during the year	As at 31-03-2026	As at 31-03-2025
Computer Software	34.52	0.00	34.52	0.00	34.52
Sub Total (C)	34.52	0.00	34.52	0.00	34.52
(Previous Year Figures)	21.32	13.20	0.00	34.52	21.32

(a) Intangible Assets under development ageing schedule

Particulars	Amount in under development for a period of				Total
	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years	
Projects in progress	NIL	NIL	NIL	NIL	NIL
Projects temporarily suspended	NIL	NIL	NIL	NIL	NIL

(b) For Intangible Assets under development, whose completion is overdue or has exceeded its cost compared to its original plan

Particulars	To be completed in			Total
	Less than 1 Year	1-2 Years	2-3 Years	
Computer Software	0.00	0.00	0.00	0.00

Note : 10 Non-Current Financial Assets- Investments

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Quoted Investments		
Investment in Equity Instruments (Carried at Fair value through Other Comprehensive Income)		
1800 Equity Shares (31 st March 2025 : 1800 Equity shares) of Rs. 10/- each fully paid up in Bank of India	2.50	2.01
3000 Equity Shares (31 st March 2025 : 3000 Equity shares) of Rs. 2/- each fully paid up in Sterling Tools Limited	6.04	9.09
400 Equity Shares (31 st March 2025 : 400 Equity shares) of Rs. 1/- each fully paid up in Sundram Fasteners Limited	3.00	3.53
150 Equity Shares (31 st March 2025 : 150 Equity shares) of Rs. 10/- each fully paid up in Lakshmi Precision Screws Ltd.	0.01	0.01
Total (Quoted)	11.55	14.64
UnQuoted Investments		
Investment in Equity Instrument in Joint Venture (Carried at cost)		
Equity shares (31 March 2025 : 1910999 equity shares) of Rs. 10 each fully paid up in K K Mohindra Fastenings (P) Ltd. (refer note -10 (a) (b))	0.00	191.10
Total (Unquoted)	0.00	191.10
Total in ₹	11.55	205.74
Aggregate Amount of Quoted Investments	11.55	14.64
Aggregate Amount of UnQuoted Investments	0.00	191.10
Other Information		
Quoted Investments :		
Market Value	11.55	14.64
Note:-		
(a) Proportion of ownership interest in joint venture is stated as follows:-		

Name of Jointly Controlled entity	Place of Business	% of ownership Interest		Accounting Method
		AS at 31 st March 2026	AS at 31 st March 2025	
KK Mohindra Fastenings (P) Ltd.	India	0.00	49.00	Equity Method in accordance with Ind AS 28 "Investments in Associate and Joint Ventures"

Equity Investments in Joint Venture are measured at cost as per the Provisions of IND AS-27 on "Separate Financial Statements"

(b) The Company sold its entire shareholding in KK Mohindra Fastening Private Limited on 30th September, 2025. Consequently, KK Mohindra Fastening Private Limited ceased to be the Joint Venture of the Company with effect from the said date. Due to disposed of its investment, loss of Rs. 47.64 Lakhs shown as an Exceptional Item in the Statement of Profit and Loss for the year ended 31st March, 2026."

Note : 11 Non- Current Financial Assets -Trade Receivables

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Trade Receivables - Credit impaired	52.39	41.95
Less :Allowance for expected credit loss	(2.97)	(4.03)
Total in ₹	49.42	37.92

Movement in the allowance for expected credit loss

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Balance at the begning of the year	4.03	3.33
Add : allowance provided during the year	0.63	2.18
Less: Amounts written off during the year	1.69	1.48
Total in ₹	2.97	4.03

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Trade Receivables ageing Schedule as at 31st March 2026

Particulars	Outstanding for following periods from due date of payment*					
	Less than 6 Months	6 Months- 1 year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) Undisputed Trade receivables – considered good	-	-	-	-	-	-
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	2.97	2.97
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed Trade Receivables – credit impaired					49.42	49.42
Total in ₹					52.39	52.39
Less : Allowance for expected credit loss					(2.97)	(2.97)
Total in ₹					49.42	49.42

Trade Receivables ageing Schedule as at 31st March, 2025

Particulars	Outstanding for following periods from due date of payment*					
	Less than 6 Months	6 Months- 1 year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) Undisputed Trade receivables – considered good	-	-	-	-	-	-
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	4.03	4.03
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed Trade Receivables – credit impaired					37.92	37.92
Total in ₹					41.95	41.95
Less : Allowance for expected credit loss					(4.03)	(4.03)
Total in ₹					37.92	37.92

Note : 12 Non- Current Financial Assets - Other Financial Assets

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(Unsecured, Considered good)		
Security Deposits	116.40	116.40
Balance with Banks Deposit accounts with originla maturity more than 12 months (refer note 12 (1) but residual maturity more than 12 months	2458.48	559.71
Total in ₹	2574.88	676.11

Note : 12(1) Balance with banks in deposit accounts includes Rs 250.09 Lakhs held with banks against opening of Letter of Credit (LC)(Previous year Rs,259.63 Lakhs)

Note : 13 Other Non Current Assets

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(Unsecured and Considered good)		
Capital Advance	20.22	8.55
Advances Other than Capital Advances		
- Deposit with statutory authority under protest	35.15	35.15
Others :-		
-Others	66.51	63.11
Total in ₹	121.88	106.81

Note : 14 Inventories

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(Valued at Lower of Cost and Net realisable Value unless otherwise stated)		
Raw Material	493.49	433.99
Work-in-Progress	1,304.23	1035.52
Finished Goods	1,096.35	856.73
Consumables, Stores, Tools, Spares & Packing Material	1,177.65	874.48
Scrap	3.10	1.83
Total in ₹	4,074.82	3202.55

Note : 15 Current Financial Assets - Trade Receivables

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Trade receivable Considered good-secured	0.00	0.00
Trade receivable Considered good-Unsecured	3,862.24	3851.71
Trade receivable which having significant increase in credit risk	0.00	0.00
Trade receivables-credit impaired	0.00	0.00
Total in ₹	3,862.24	3851.71

Trade Receivables ageing schedule as at 31st March 2026

Particulars	Outstanding for following periods from due date of payment*					
	Less than 6 Months	6 Months-1 year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) Undisputed Trade receivables – considered good	3,779.62	41.18	36.67	4.77	0.00	3,862.24
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-
Total in ₹	3,779.62	41.18	36.67	4.77	0.00	3,862.24

Trade Receivables ageing schedule as at 31st March, 2025

Particulars	Outstanding for following periods from due date of payment*					
	Less than 6 Months	6 Months-1 year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) Undisputed Trade receivables – considered good	3,690.10	15.86	113.02	32.73	0.00	3,851.71
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-
Total in ₹	3,690.10	15.86	113.02	32.73	0.00	3,851.71

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Note : 16 Current Financial Assets - Cash and Cash Equivalents

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Cash on Hand	2.49	3.32
Balance with banks in deposit accounts with original maturity upto three months	300.09	988.10
Total in ₹	302.58	991.42

Note : 17 Current Financial Assets - Bank balance other than Cash & Cash Equivalents

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Unpaid Dividend Account (Earmarked Balances with Banks)*	25.55	23.86
Balance with banks in deposit accounts with original maturity of more than three months (refer note 17(1) but residual maturity less than 12 months)	1480.29	2475.00
Total in ₹	1505.84	2498.86

* These figures represent balances maintained in unpaid dividend bank account and do not include any amount due and outstanding for transfer to the Investor education and protection fund (IEPF)

Note : 18 Current Financial Assets - Others

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(Unsecured and Considered good)		
Security Deposits	1.30	1.30
Interest Accrued & Due On Acd Deposit	6.53	6.53
Interest Accrued But Not Due on Fixed deposit with bank	119.45	109.84
Total in ₹	127.28	117.67

Note : 19 Other Current Assets

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Advance other than capital advances:-		
Prepaid Expenses	35.18	28.20
Advance to Suppliers	65.94	17.43
Balance With Revenue Authorities	814.28	699.82
Advance to Others	5.28	2.58
Receivable from employees/Others	83.86	42.86
Total in ₹	1,004.55	790.90

Note : Current Tax Assets (Net)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Advance Payment of Taxes/TDS (Net of provision)	22.87	30.34
Total in ₹	22.87	30.34

Note : 20 Equity Share Capital

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
<u>AUTHORISED SHARE CAPITAL :</u>		
12000000 Equity Shares of Rs. 10/- each. (31 st March 2025: 12000000 Equity Shares of Rs. 10/- each)	1200.00	1200.00
5500000 Non Convertible Cumulative Preference Shares of Rs. 10/- each. (31 st March 2025: 5500000 Non Convertible Cumulative Preference Shares of Rs. 10/- each.)	550.00	550.00
	1750.00	1750.00
<u>ISSUED CAPITAL</u>		
6006961 Equity Shares of Rs. 10/- each, fully paid up (31 st March 2025: 6006961 Equity Shares of Rs. 10/- each fully paid up)	600.70	600.70
<u>SUBSCRIBED AND PAID UP CAPITAL</u>		
5892461 Equity Shares of Rs. 10/- each fully paid up (31 st March 2025: 5892461 Equity Shares of Rs. 10/- each fully paid up)	589.25	589.25
Total in ₹	589.25	589.25

a) The Reconciliation of Equity Shares at the beginning & at the end of the reporting year :	No of Shares	As at 31 st March, 2026	No of Shares	As at 31 st March, 2025
Equity shares as at the begning of the year	5892461	589.25	5892461	589.25
Equity Shares as at the end of the Year	5892461	589.25	5892461	589.25

b) Rights, preferences and restrictions attached to shares

The company has only one class of equity shares having a par value of Rs. 10 each. Each shareholder is eligible for one vote per share held and carry a right to dividend. The Dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend in the event of liquidation, the equity shereholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

c) Details of Shareholders holding more than 5% Shares :		As at 31 st March, 2026	As at 31 st March, 2025
Name Of Shareholders			
Deepak Arnnejaa	No of Shares (% of Shares held)	6,27,990.00 10.66	6,27,990.00 10.66
Ravinder Mohan Juneja	No of Shares (% of Shares held)	5,55,885.00 9.43	5,55,885.00 9.43
Anurag Arneja	No of Shares (% of Shares held)	6,38,310.00 10.83	6,38,310.00 10.83
Ranbir Singh Narang	No of Shares (% of Shares held)	4,71,350.00 8.00	4,71,350.00 8.00
Sudhir Arneja	No of Shares (% of Shares held)	4,31,640.00 7.33	4,31,640.00 7.33
Kanta Devi	No of Shares (% of Shares held)	9,45,340.00 16.04	9,45,340.00 16.04

* As per records of the Company including its register of members

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

d) Bonus Shares/Buy Back/Shares for consideration other than cash issued during the period of five years immediately preceeding the financial year ended 31st March 2026.

- i) Aggregate number of equity shares allotted as fully paid pursuant to contract without payment being received in cash - NIL
- ii) Aggregate number of equity shares as fully paid up by way of bonus shares - NIL
- iii) Aggregate number of equity shares bought back - NIL

(f) Disclosoure for shareholding of promoters

Shares held by promoters at the end of the year						
Promoter Name	No. of Shares as at 31 st March 2026	% of Total shares	% change during the previous year	No. of Shares as at 31 st March 2025	% of Total shares	% change during the previous year
Anurag Arneja	638310	10.83	0%	638310	10.83	0%
Deepak Arnnejaa	627990	10.66	0%	627990	10.66	0%
Ravinder Mohan Juneja	555885	9.43	0%	555885	9.43	0%
Ranbir Singh Narang	471350	8.00	0%	471350	8.00	0%
Sudhir Arneja	431640	7.33	0%	431640	7.33	0%

Note : 21 Other Equity

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Capital Reserve		
Balance as at the beginning/end of the year	5.74	5.74
Security Premium		
Balance as at the beginning of the year	428.53	428.53
Add: Premium on shares issued under Right issue	0.00	0.00
Balance as at the end of the year	428.53	428.53
General Reserve		
Balance as at the beginning/end of the year	230.00	230.00
Other Reserves (Sales tax exemption)		
Balance as at the beginning/end of the year	83.09	83.09
Retained Earnings		
Balance as at the beginning of the year	10,627.55	9459.45
Add:- Profit for the year	1,450.60	1486.95
Add:- Remeasurement gain of defined benefit obligations	(23.91)	(24.23)
Less:-Utilised during the year:		
Final dividend on equity shares	(265.16)	(294.62)
Balance as at the end of the year	11,789.07	10627.55
Equity Instruments through other Comprehensive income		
Balance as at the beginning of the year	13.27	16.12
Add:- Addition during the year	(3.09)	(2.85)
Balance as at the end of the year	10.18	13.27
Total in ₹	12,546.61	11388.18

Note : 22 Financial Liabilities- Borrowings

Particulars	Current Portion		Non-Current Portion	
	As at 31 st March 2026	As at 31 st March, 2025	As at 31 st March, 2026	As at 31 st March, 2025
<u>Secured</u>				
<u>Term Loan from Banks</u>				
- Foreign Currency Loan *	0.00	0.00	403.68	788.29
- Indian Rupees Loan**	0.00	0.00	822.40	459.17
Less:- Current Maturities of Long term borrowings	0.00	0.00	(426.91)	(486.92)
<u>Repayable on Demand</u>				
<u>Working Capital Loans</u>				
- Overdraft (Indian Rupees Loan)#	918.35	862.31	0.00	0.00
- Foreign Currency Loan (PCFC)#	1,639.32	1687.32	0.00	0.00
Current Maturities of Long term borrowings	426.91	486.92	0.00	0.00
Total in ₹	2,984.58	3036.55	799.17	760.54

(a) Note: ***The Existing foreign Currency Term Loan of Rs.282.87 Lakhs is outstanding (31st March 2025 Rs.626.67 Lakhs) are secured by Hypothecation of the Plant & Machinery and collateral secured by Equitable mortgage of factory land measuring 18997 sq. yards & building constructed thereon situated at 60th KM Stone, (now 65th KM Stone) Delhi- Rohtak Road, Kharawar village Dist. Rohtak, Haryana owned by Company and Freehold industrial land measuring 16849.25 Sq. Yards & building constructed thereon situated at old 60th KM stone, (now 65th KM Stone) Delhi-Rohtak Road, Gandhara village, Dist. Rohtak, Haryana, owned by Company and Equitable mortgage of freehold industrial land admeasuring 12150.00 Sq mtrs & building consturcted thereon situated at Plot No 42,43,44, Sector 31B, HSIIDC, IMT Rohtak, Haryana in the name of The Company and personal guarantee of Mr. Deepak Arnejaa, Mr. Ravinder Mohan Juneja, Mr. Sudhir Arneja, Mr. Ranbir Singh Narang, Mr. Anurag Arneja and Mrs. Kanta Devi.

*The Exiting foreign Currency Term Loan of Rs.120.82 Lakhs is outstanding (31st March 2025 Rs. Rs.161.62 Lakhs) for Machinery are secured by Import Machineries & Hypothecation of New Machinery Purchased and collateral secured by Equitable mortgage of factory land measuring 18997 sq. yards & building constructed thereon situated at 60th KM Stone, (now 65th KM Stone) Delhi- Rohtak Road, Kharawar village Dist. Rohtak, Haryana owned by Company and Freehold industrial land measuring 16849.25 Sq. Yards & building constructed thereon situated at old 60th KM stone, (now 65th KM Stone) Delhi-Rohtak Road, Gandhara village, Dist. Rohtak, Haryana, owned by Company and Equitable mortgage of freehold industrial land admeasuring 12150.00 Sq mtrs & building consturcted thereon situated at Plot No 42,43,44, Sector 31B, HSIIDC, IMT Rohtak.. Haryana in the name of the Company and personal guarantee of Mr. Deepak Arnejaa, Mr. Ravinder Mohan Juneja, Mr. Sudhir Arneja, Mr. Ranbir Singh Narang, Mr. Anurag Arneja and Mrs.Kanta Devi.

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

****The Existing Indian Rupees Term Loan Rs.423.18 Lakhs is outstanding (31st March 2025 Rs. 411.19 Lakhs) for Elcline Plating Plant and Machinery are secured by & Hypothecation and collateral secured by Equitable mortgage of factory land measuring 18997 sq. yards & building constructed thereon situated at 60th KM Stone, (now 65th KM Stone) Delhi- Rohtak Road, Kharawar village Dist. Rohtak, Haryana owned by Company and Freehold industrial land measuring 16849.25 Sq. Yards & building constructed thereon situated at old 60th KM stone, (now 65th KM Stone) Delhi-Rohtak Road, Gandhara village, Dist. Rohtak, Haryana, owned by Company and Equitable mortgage of freehold industrial land admeasuring 12150.00 Sq mtrs & building construted thereon situated at Plot No 42,43,44, Sector 31B, HSIIDC, IMT Rohtak.. Haryana in the name of the Company and personal guarantee of Mr. Deepak Arneja, Mr. Ravinder Mohan Juneja, Mr. Sudhir Arneja, Mr. Ranbir Singh Narang, Mr. Anurag Arneja and Mrs. Kanta Devi.

**** The Existing Indian Rupees Vehicle Term Loan of Rs 39.22 Lakhs is outstanding (31st March 2025 Rs.47.98 Lakhs) is secured by Hypothecation of New LEXUS Car

Indian Rupees Working Capital Fresh Term Loan has been sanctioned of Rs.360.00 Lakhs under the Credit Guarantee Scheme for Exporters during the current financial year and outstanding (31st March 2025 NIL) without any insurance coverage for promotion of Export.

#Working Capital Facilities in Indian Currency and foreign currency from Karnataka Bank Ltd. are primarily secured by hypothecation of Stocks, Advances paid to Suppliers, Book Debts/Export Receivables of the Company and collateral secured by Equitable mortgage of factory land measuring 18997 sq. yards & building constructed thereon situated at 60th KM Stone, (now 65th KM Stone) Delhi- Rohtak Road, Kharawar village Dist. Rohtak, Haryana owned by M/S Mohindra Fasteners Limited and Freehold industrial land measuring 16849.25 Sq. Yards & building constructed thereon situated at old 60th KM stone, (now 65th KM Stone) Delhi-Rohtak Road, Gandhara village, Dist. Rohtak, Haryana, owned by M/S Mohindra Fasteners Limited and Equitable mortgage of freehold industrial land admeasuring 12150.00 Sq mtrs & building construted thereon situated at Plot No 42,43,44, Sector 31B, HSIIDC, IMT Rohtak.. Haryana in the name of M/S. Mohindra Fasteners Limited and personal guarantee of Mr. Deepak Arneja, Mr. Ravinder Mohan Juneja, Mr. Sudhir Arneja, Mr. Ranbir Singh Narang, Mr. Anurag Arneja and Mrs. Kanta Devi.

b) The repayment profile of the term loans from banks is set out as below:-

Category of Loan/Rate of interest	Amount	Installments starting on	Repayment mode	Installments ending on	Number of installments outstanding
Foreign Currency Term Loan/ 6 M ARR + 300 BPS	282.87	Feb.,23	Monthly	Jan.,27	10.00
Foreign Currency Term Loan/ 6 M ARR + 300 BPS	120.82	Apr.,25	Monthly	Mar.,29	48.00
Indian Currency Term Loan/ 8.40 %	423.18	Apr.,25	Monthly	Mar.,30	60.00
Indian Currency Vehicle Term Loan/7.89%	39.22	Dec.,24	Monthly	Jan.,29	45.00
Indian Currency WC Term Loan/7.40%	360.00	Jan.,26	Monthly	Feb.,30	48.00

c) There has been no default is servicing of loan during the year**Note : 23 Provisions**

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Provision for Employee Benefit Obligations	86.43	39.00
Total in ₹	86.43	39.00

*Refer Note No. 42.1(b)(i) and (ii)

Note : 24 Deferred Tax Liabilities (Net)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Deferred Tax Liability		
Property Plant and Equipment and intangible assets : impact of difference between depreciation as per Income-tax Act and depreciation/amortisation as per Companies Act	350.80	300.83
Gain / (Loss) on Foreign Exchange Fluctuation	0.00	0.00
Others	0.08	0.20
Gross Deferred tax liability	350.88	301.03
Deferred Tax Assets		
Employee Benefits	79.63	56.21
Others	(0.27)	0.18
Gross Deferred tax Assets	79.37	56.38
Net Deferred Tax Liability		
Total in ₹	271.52	244.65

Movement in Deferred Tax Balances

Particulars	As at 01 st April 2024	Recognised in Statement of Profit & Loss	Recognised in Other Comprehensive Income (OCI)	As at 31 st March 2026
Deferred Tax Liabilities				
Deferred tax liability arising on account of :				
Timing difference between depreciation/amortization as per financials and depreciation as per tax	300.83	49.97	0.00	350.80
Others	0.20	(0.12)	0.00	0.08
Sub-total (A)	301.03	49.85	0.00	350.88
Deferred Tax Assets				
Less: Deferred tax asset arising on account of:				
Employee Benefits	56.21	15.38	8.04	79.63
Others	0.18	(0.44)	0.00	(0.27)
Sub-total (B)	56.39	14.94	8.04	79.36
Net Deferred tax liabilities (A-B)	244.64	34.91	(8.04)	271.52

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Particulars	As at 01st April 2024	Recognised in Statement of Profit & Loss	Recognised in Other Comprehensive Income(OCI)	As at 31 st March 2025
Deferred Tax Liabilities				
Deferred tax liability arising on account of :				
Timing difference between depreciation/ amortization as per financials and depreciation as per tax	259.81	41.03	0.00	300.83
Others	0.24	(0.04)	0.00	0.20
Sub-total (A)	260.05	40.99	0.00	301.03
Deferred Tax Assets				
Less: Deferred tax asset arising on account of :				
Employee Benefits	48.06	0.00	8.15	56.21
Others	0.84	(0.66)	0.00	0.18
Sub-total (B)	48.90	(0.66)	8.15	56.39
Net Deferred tax liabilities (A-B)	211.15	41.66	(8.15)	244.65

Note : 25 Current Financial Liabilities -Trade Payables

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(A) Total outstanding dues of Micro enterprises and Small enterprises	340.91	166.16
(B) Total outstanding dues of Creditors other than Micro enterprises and Small enterprises	2,474.69	2643.81
Total in ₹	2,815.60	2809.97

(a) Information as required to be furnished as per section 22 of the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 is given below.

Particulars	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 at the end of each accounting year:		
-Principal Amount	340.91	166.16
-Interest Amount	0.00	0.00
the amount of interest paid by the company in terms of section 16 of the MSMED Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	0.00	0.00
the amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	0.00	0.00
the amount of interest accrued and remaining unpaid at the end of each accounting year	0.00	0.00

Notes To Standalone Financial Statements
For The Year Ended 31st March 2026 (Contd.)

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)



the amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the MSMED Act, 2006	-	-

(b) This information has been compiled in respect of the parties to the extent they could be identified as Micro and Small Enterprises on the basis of the information available with the management as at 31st March, 2026.

Trade Payables ageing schedule as on 31st March 2026

Particulars	Outstanding for following periods from due date of payment*				
	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME	340.91	0.00	0.00	0.00	340.91
(ii) Others	2,474.69	0.00	0.00	0.00	2,474.69
(iii) Disputed dues-MSME	0.00	0.00	0.00	0.00	0.00
(iv) Disputed dues-Others	0.00	0.00	0.00	0.00	0.00
Total in ₹	2,815.60	0.00	0.00	0.00	2,815.60

Trade Payables ageing schedule as on 31st March 2025

Particulars	Outstanding for following periods from due date of payment*				
	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years	Total
(i) MSME	166.16		0.00	0.00	166.16
(ii) Others	2,643.81		0.00	0.00	2,643.81
(iii) Disputed dues-MSME	0.00		0.00	0.00	0.00
(iv) Disputed dues-Others	0.00		0.00	0.00	0.00
Total in ₹	2,809.97		0.00	0.00	2,809.97

Note : 26 Other Current Financial Liabilities

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Interest Accured But Not Due on Borrowings	3.17	2.09
*Unclaimed Dividend	25.55	23.86
Creditors for Capital Goods	104.24	157.45
Total in ₹	132.96	183.40

*These figures do not include any amount due & outstanding, to be credited to Investors Education and Protection Fund.

Note : 27 Other Current Liabilities

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Customer Advances	8.00	36.35
Statutory Dues Payable	29.73	28.78
Salary,Wages, Bonus & Allowances	262.28	249.67
Other Payables	0.93	2.72
Total in ₹	300.94	317.52

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Note : 28 Provisions

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(a) Provision for employees benefits		
-Provision for Defined Benefit Obligations*	35.08	25.25
(b) Provisions - Others		
- Others	161.48	126.99
Total in ₹	196.56	152.24

*Refer Note No. 43(b)(i) Defined Benefits Plans-Gratuity and 43(b) (ii) Compensated Absences

Note : 29 Current Tax Liabilities (Net)

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
- Provision for Income Tax (Net of Advance tax)	0.00	0.00
Total in ₹	0.00	0.00

Note : 30 Revenue from Operations

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
<u>a) Sale of Products</u>		
Finished Product	16,022.19	15,998.75
	16,022.19	15,998.75
<u>b) Other Operating Revenue</u>		
Sale of Scrap	239.99	246.10
Export Incentives	248.11	278.93
	488.10	525.03
Total in ₹*	16,510.29	16,523.78

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
(a) Details of Finished Product sold		
High Tensile Fasteners	16,022.19	15,998.75
(b) Earning in foreign exchange		
Export of goods (FOB)	10,523.96	11,405.22

* Net of GST

Note : 31 Other Income

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Interest Income from		
-Fixed Deposits with banks	304.84	268.52
-Other	7.31	7.34
Other Non Operating Income		
Dividend Income on Long Term Investments	0.18	0.14
Exchange Rate Difference (Net)	226.63	131.43
Rent Income	6.96	6.62
Profit On Sale Of Assets	5.50	9.71
Miscellaneous Income	44.23	1.01
Total in ₹	595.65	424.77

Note : 32 Cost of Material Consumed

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Raw Material at the Beginning of the Year	433.99	531.44
Add: Purchases during the year	6,092.50	5,790.07
Less: Raw Material at the End of the Year	493.49	433.99
Total in ₹	6,033.00	5,887.52

Note : 33 Change in Inventories of Finished Goods, Work in Progress

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Inventories at the Beginning of the Year		
Work In progress	1,035.52	642.57
Finished Goods	858.57	948.02
	1,894.09	1590.59
Inventories at the End of the Year		
Work In progress	1,304.23	1035.52
Finished Goods	1,099.46	858.57
	2,403.69	1894.09
(Increase)/Decrease in Inventories	(509.60)	(303.50)

Note : 34 Employee Benefits Expense

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Salaries, Wages, Bonus & Allowances	3,400.83	3,197.30
Contribution to Provident Fund & Other Funds	117.15	108.82
Staff Welfare Expenses	63.81	53.38
Total in ₹	3,581.79	3,359.50

Disclosure as per IND AS-19 in respect or provision made towards various Employee benefits are made in Note 43

Note : 35 Finance Costs

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Interest Expenses on Borrowings	190.17	208.42
Other Borrowing Costs	34.16	38.55
Total in ₹	224.33	246.97

Note : 36 Depreciation & Amortisation Expense

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Depreciation on Property, Plant & Equipment	512.90	543.55
Depreciation on Investment Property	1.12	1.12
Amortisation on Other intangible assets	5.32	0.93
Total in ₹	519.34	545.60

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Note : 37 Other Expenses

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Consumption of Stores & Spare Parts	1,469.24	1491.09
Power & Fuel Consumed	1,149.52	937.58
Job Work Expenses	885.45	905.50
Packing Material Consumed	431.70	423.76
Repair & Maintenance		
a) Factory Building Maintenance	77.79	46.72
b) Repair & Maintenance to Plant & Machinery	164.42	150.62
Insurance Expenses	40.22	43.05
Rates, Taxes & Duties	17.81	16.13
Freight Outward	570.51	656.95
Rebate & Discount	47.97	65.72
Payment to Auditors*	8.24	7.17
Corporate Social Responsibility Expenditure (Refer Note No. 46)	41.24	39.16
Allowance for Expected Credit Loss	0.63	2.18
Miscellaneous Expenses	347.06	423.80
Total in ₹	5,251.81	5209.43

***Note :- Payment to Auditors #**

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
As Auditor:		
- Audit Fees	6.03	5.92
- Certification Fees for other services	1.00	1.00
- Reimbursement of Expenses	1.22	0.25
Total in ₹	8.24	7.17

Note : 38 Exceptional Items

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Loss On Sale Of EQUITY (kkm SHARES)	47.64	0.00
Total in ₹	47.64	0.00

Note : 39 Tax Expense

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Income tax recognised in Statement of Profit and Loss		
Current Tax expense		
Current Year	453.24	473.99
Earlier Years	18.90	0.44
	472.14	474.43
Deferred Tax expense		
Origination and reversal of temporary differences	34.91	41.66
	34.91	41.66
Total in ₹	507.05	516.09

Reconcillation of effective tax rate

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Profit before tax	1,957.64	2003.03
Applicable Tax rate*	0.25	0.25
Computed Tax Expense	492.70	504.12
Tax effect of:		
Depreciation & Amortisation expenses	(57.91)	(37.33)
Donation and CSR Expenses	22.37	9.97
Tax Adjustment for earlier years	18.90	0.44
Others	(21.10)	(2.77)
Current Tax Provision (A)	454.96	474.43
Incremental Deferred tax liability/(Asset) on account of Property, Plant and Equipment and intangible assets	49.97	41.03
Incremental Deferred tax liability/(Asset) on account of other items	15.70	0.63
Deferred Tax Provision (B)	65.67	41.66
Tax expense recognised in Statement of Profit and Loss (A+B)	520.62	516.08
Effective Tax rate	0.27	0.26

Note : 40 Other Comprehensive Income (OCI)

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Items that will not be reclassified to profit or loss		
Re-measurement gains/(losses) on defined benefit	(31.96)	(32.38)
Income Tax effect on above	8.04	8.15
Net (loss)/gain on equity Instrument/Securities	(3.09)	(2.85)
Income Tax effect on above	0.00	0.00
Total in ₹	(27.01)	(27.09)

Note : 41 Earnings Per Equity Share

Particulars	For the Year ended 31 st March, 2026	For the Year ended 31 st March, 2025
Face Value per Equity share	10	10
Profit for the year attributable to equity shareholders (A)	1,450.60	1486.95
Weighted average number of equity shares outstanding during the year (B)	58.92	58.92
Basic earnings per equity share (A/B)	24.62	25.23
Dilutive effect on profit (C)	0.00	0.00
Profit for the year attributable to equity shareholders (D)=(A)+(C)	1,450.60	1486.95
Dilutive effect on weighted average number of equity shares outstanding during the year (E)	0.00	0.00
Weighted average number of equity shares for computing Diluted EPS (F)=(B)+(E)	58.92	58.92
Diluted earnings per equity share (D/F)	24.62	25.23

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Note : 42 (a) Employee benefits

Particulars	31 st March 2026		31 st March 2025	
	Current	Non-current	Current	Non-current
Gratuity	35.07	86.43	25.25	39.01
Compensated Absences	2.74	(34.87)	3.07	(39.91)
Total	37.81	51.56	28.32	(0.90)

42 (b)(i) Defined benefits plans - Gratuity

The gratuity liability arises on retirement, withdrawal, resignation and death of an employee. The aforesaid liability is calculated on the basis of fifteen days salary (i.e. last drawn basic salary) for each completed year of service subject to vesting period of 5 years of service as per provisions of Payment of Gratuity Act 1972 as amended.”.

Policy for recognizing actuarial gains and losses:

Actuarial gains and losses of defined benefit plan arising from experience adjustments and effects of changes in actuarial assumptions are immediately recognized in other comprehensive income. Risks associated with the plan provisions are actuarial risks. These risks are investment risk, mortality risk and salary risk.

Investment risk

Plan assets comprise funds managed by the insurer i.e. Life Insurance Corporation of India ('LIC').

Mortality risk

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants. A change in mortality rate will have a bearing on the plan's liability.

Salary risk

The present value of the defined benefit plan liability is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

(i) Amount recognized in the statement of profit and loss is as under:

Description	Year ended 31 st March 2026	Year ended 31 st March 2024
Current service cost	40.92	33.65
Interest cost(net)	4.37	2.45
Expense recognized in the Income Statement as Employee Benefit Expense	45.29	36.10
Actuarial loss/(gain) recognized in Other Comprehensive Income (OCI)	(31.96)	(32.38)
Amount recognized in total Comprehensive Income	13.33	3.72

(ii) Change in the present value of obligation:

Description	Year ended 31 st March 2026	Year ended 31 st March 2024
Present value of defined benefit obligation as at the beginning of the year	369.03	320.45
Current service cost	40.92	33.65
Interest cost	25.09	23.14
Benefits paid	(41.39)	(41.89)
Actuarial loss	34.42	33.68
Present value of defined benefit obligation as at the end of the year	428.07	369.03

(iii) Movement in the plan assets recognized in the balance sheet is as under:

Description	Year ended 31 st March 2026	Year ended 31 st March 2025
Fair value of plan assets at the beginning of the year	304.77	286.56
Actual Return (net)	23.18	21.99
Contributions	20.00	38.11
Benefits paid	(41.38)	(41.89)
Fair value of plan assets at the end of the year	306.57	304.77

(iv) Reconciliation of present value of defined benefit obligation and the fair value of assets:

Description	As at 31 st March 2026	As at 31 st March 2025
Present value of funded obligation as at the end of the year	428.07	369.03
Fair value of plan assets as at the end of the period funded status	306.57	304.78
Unfunded/funded net liability/(Asset) recognized in balance sheet	(121.50)	(64.25)

(v) Breakup of actuarial (gain)/loss:

Description	As at 31 st March 2026	As at 31 st March 2025
Actuarial (gain)/loss from change in demographic assumption	0.00	7.32
Actuarial (gain)/loss from change in financial assumption	(16.69)	14.32
Actuarial (gain)/loss from experience adjustment	51.11	12.04
Total actuarial (gain)/loss	34.42	33.68

(vi) Amount recognised in other comprehensive income (remeasurements)

Description	As at 31 st March 2026	As at 31 st March 2025
Actuarial (gains)/losses arising from experience adjustments	(34.42)	(33.68)
Actuarial gain /(loss) for the year on Asset	2.46	1.30
Components of defined benefit costs recognised in other comprehensive income	(31.96)	(32.38)

(vii) Actuarial assumptions

Description	As at 31 st March 2026	As at 31 st March 2025
Discount rate	0.07	0.07
Future Salary Increase	0.06	0.06
Retirement age	58 years	58 years

Notes:

- 1) The discount rate is generally based upon the market yields available on Government bonds at the accounting date relevant to currency of benefit payments for a term that matches the liabilities.
- 2) The estimates of future salary increases considered takes into account the inflation, seniority, promotion, HR Policy and other relevant factors.
- 3) Plan assets comprise funds managed by the insurer i.e. Life Insurance Corporation of India ('LIC').
- 4) The best estimated expense for the next year is INR 58.22 lakhs.(31st March 2025 Rs.44.00 Lakhs)

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

(viii) The major categories of plan assets as a percentage of total plan assets are as follows:

The Company's liability on account of gratuity is ascertained by actuarial valuer and planned assets of the Company are managed by Life Insurance Corporation of India in terms of an insurance policy taken to fund obligations of the Company with respect to its gratuity plan. The difference between the liability ascertained on account of gratuity by Life Insurance corporation of India and actuarial valuer is provided for in the financial statements of the Company.

Description	As at 31 st March 2026	As at 31 st March 2025
Funds Managed by LIC	1.00	1.00

(ix) Sensitivity analysis for gratuity liability

Description	As at 31 st March 2026	As at 31 st March 2025
Impact of change in discount rate		
Present value of obligation at the end of the year	428.08	369.03
- Impact due to increase of 0.50 %	(16.12)	(14.97)
- Impact due to decrease of 0.50 %	17.26	16.06
Impact of change in salary increase		
Present value of obligation at the end of the year	428.08	369.03
- Impact due to increase of 0.50 %	17.22	15.87
- Impact due to decrease of 0.50 %	(16.21)	(14.92)

Sensitivities due to mortality & withdrawals are not material & hence impact of change due to these not calculated. Sensitivities as rate of increase of pensions in payment, rate of increase of pensions before retirement & life expectancy are not applicable.

(x) Maturity profile of defined benefit obligation

Description	As at 31 st March 2026	As at 31 st March 2025
Within next 12 months	35.08	25.25
Between 1-5 years	130.12	104.84
Beyond 5 years	262.87	238.94

(xi) Weighted average duration of defined benefit obligation is 13.03 years as at 31 March 2026. (31st March 2025 : 12.87 Years)**42 (b)(ii) Compensated Absences**

Compensated absence (being administered by Life Insurance Corporation of India) is a defined benefit obligation and is provided for on the basis of an actuarial valuation made at the end of each financial year.

i) Amount recognized in the statement of profit and loss is as under:

Description	As at 31 st March 2026	As at 31 st March 2025
Current service cost	13.44	13.25
Interest cost	(2.51)	(2.92)
Actuarial loss/(gain) recognised during the year	(8.96)	0.66
Amount recognized in the statement of profit and loss	1.97	10.99

ii) Change in the present value of obligation:

Description	Year ended 31 st March 2026	Year ended 31 st March 2025
Present value of defined benefit obligation as at the beginning of the year	88.33	83.04
Current service cost	13.44	13.25
Interest cost	6.00	6.00
Benefits paid	(7.91)	(14.94)
Actuarial loss	(8.12)	0.98
Present value of defined benefit obligation as at the end of the year	91.74	88.33

iii) Movement in the plan assets recognized in the balance sheet is as under:

Description	Year ended 31 st March 2026	Year ended 31 st March 2025
Fair value of plan assets at the beginning of the year	125.17	123.53
Actual Return (net)	9.35	9.23
Contributions	0.00	7.35
Benefits paid	(7.91)	(14.94)
Actuarial gains/(losses)	0.00	0.00
Fair value of plan assets at the end of the year	126.61	125.17

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

Description	As at 31 st March 2026	As at 31 st March 2025
Present value of funded obligation as at the end of the year	91.74	88.33
Fair value of plan assets as at the end of the period funded status	126.61	125.17
Unfunded/funded net liability/(Asset) recognized in balance sheet	34.87	36.84

v) Breakup of actuarial (gain)/loss:

Description	As at 31 st March 2026	As at 31 st March 2025
Actuarial (gain)/loss from change in demographic assumption	0.00	1.36
Actuarial (gain)/loss from change in financial assumption	(4.13)	4.84
Actuarial (gain)/loss from experience adjustment	(3.99)	(5.22)
Total actuarial (gain)/loss	(8.12)	0.98

vi) Actuarial assumptions

Description	As at 31 st March 2026	As at 31 st March 2025
Discount rate	0.07	0.07
Future Salary Increase	0.06	0.06
Retirement age	58 years	58 years

- 1) The discount rate is generally based upon the market yields available on Government bonds at the accounting date relevant to currency of benefit payments for a term that matches the liabilities.

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

- 2) The estimates of future salary increases considered takes into account the inflation, seniority, promotion, HR Policy and other relevant factors.
- 3) The best estimated expense for the next year is INR 16.78 lakhs (31st March 2025 Rs.15.04 lakhs)

vii) Sensitivity analysis for Compensated Absences

Description	As at 31 st March 2026	As at 31 st March 2024
Impact of change in discount rate		
Present value of obligation at the end of the year	91.74	88.33
- Impact due to increase of 0.50 %	(3.92)	(4.12)
- Impact due to decrease of 0.50 %	4.21	4.44
Impact of change in salary increase		
Present value of obligation at the end of the year	91.74	88.33
- Impact due to increase of 0.50 %	4.24	4.45
- Impact due to decrease of 0.50 %	(3.98)	(4.17)

Sensitivities due to mortality & withdrawals are not material & hence impact of change due to these not calculated. Sensitivities as rate of increase of pensions in payment, rate of increase of pensions before retirement & life expectancy are not applicable.

(viii) Maturity profile of defined benefit obligation

Description	As at 31 st March 2026	As at 31 st March 2024
Within next 12 months	2.74	3.07
Between 1-5 years	27.33	22.75
Beyond 5 years	61.67	62.51

- (ix) **Weighted average duration of defined benefit obligation is 13.03 years as at 31 March 2026.**
(31st March 2025 : 12.87 years)

42 (b) (iii) Defined Contribution Plan

The Company makes contribution towards provident fund to a defined contribution retirement benefit plan for qualifying employees.

The provident fund is operated by the regional provident fund Commissioner and the Company is required to contribute a specific percentage of payroll cost to the retirement schemes to fund the benefits.

The obligations of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligations.

The expense recognized during the year towards defined contribution plan is INR 16.78 lakhs (31st March 2025 INR 15.04 Lakhs)

Note : 43 Contingent Liabilities (to the extent not provided for), Contingent Assets and Commitments:**a) Capital Commitment:**

- (i) Estimated amount of contracts remaining to be executed on the capital account and not provided for in the books of account (net of capital advances) Rs. 19.61 Lakhs (45.00 as at 31st March, 2026).

b) Contingent Liabilities and other commitment

- (i) **Contingent Liabilities: NIL**
- (ii) **Other Commitment:**

Export Promotion Capital Goods (EPCG) License-Export obligations

The Company had imported capital goods under the Export Promotion Capital Goods (EPCG) Scheme against EPCG Licenses issued on 18 February 2022 and 24 January 2024. The Company is required to fulfill export obligations equivalent to six times the duty saved on FOB Value within six years from the date of issue of the respective licenses. The status of export obligation fulfillment as on 31 March 2026 is as under:

EPCG License No.	Date of Issue	Export Obligation Period up to	Duty Saved (₹)	Total Export Obligation (₹)	Export Obligation Fulfilled as on 31.03.2026 (₹)
3331000616	18.02.2022	17.02.2028	5,33,97,794	32,03,86,764	32,03,86,764
3331001723	24.01.2024	23.01.2030	91,85,037	5,51,10,222	5,51,10,222
Total			6,25,82,831	37,54,96,986	37,54,96,986

Accordingly, the Company has fully fulfilled the export obligations under the above EPCG Licenses as on 31 March, 2026 but the aforesaid EPCG Licenses have not yet been redeemed as on 31st March, 2026.

c) Contingent Assets-Nil

Note : 44 Related party disclosures as per Ind AS 24

In accordance with the requirement of Indian Accounting standard (Ind As-24) "Related Party Disclosures", name of the related party, related party relationship, transactions and outstanding balances including commitments where control exists and with whom transactions have taken place during the reported period are as follows: -

I. Name of the related parties and description of relationships:

a) Parties where control exists: Nil. KK Mohindra Fastenings (P) Ltd., in which the Company held 49% equity shares, ceased to be a Joint Venture with effect from 30 September 2025.

b) Other parties with whom the company has entered into transactions during the year:-

i) List of Key Management Personnel

Mr. Deepak Arnejaa	-	Managing Director & CEO
Mr. Ravinder Mohan Juneja	-	Managing Director
Mr. Ranbir Singh Narang	-	Non-executive director
Mr. Vivek Arora	-	Non-executive & Independent Director
Mr. Ved Prakash Chaudhary	-	Non-executive & Independent Director
Mrs. Shamoli Thakur	-	Non-executive & Independent Director
Mr. Sunil Mishra	-	Chief Financial Officer
Mrs. Mamta Sharma	-	Company Secretary & Compliance officer

ii) Relatives of Key Management Personnel who are under the Employment of the Company:

Mr. Sudhir Arneja - Brother of Mr. Deepak Arnejaa

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Details of Related Party Transactions during the year ended 31st March, 2026:

(Amount in Lakh)

Nature of Transaction	Joint Venture	Key Management Personnel	other Close family member of KMP	Total (Amount in Rs.)
KK Mohindra Fastenings (P) Ltd.:-				
Investments in Equity shares including share application money	0.00 (88.20)	- -	- -	0.00 (88.20)
Rental Income	6.96 (6.63)	- -	- -	6.96 (6.63)
Sale	1.03 (3.81)	- -	- -	1.03 (3.81)
Remuneration Paid	- -	168.12 (148.58)	99.75 (87.53)	267.87 (236.11)
Dividend Paid	- -	53.27 (59.19)	54.25 (60.08)	107.52 (119.27)
Sitting Fees Paid	- -	2.80 -	2.80 (2.80)	2.80 (2.80)
Balance as at the 31st March, 2026:				
Remuneration Payable	- -	13.34 (11.78)	8.05 (7.24)	21.39 (19.02)
Rental Income Receivable	0.00 (3.65)	- -	- -	0.00 (3.65)

Note:- The Figures shown above in () are belongs to previous Year.**Disclosure in respect of Related Party Transactions during the year:**

Particulars	Relationship	2025-26	2024-25
a) <u>Remuneration:</u>			
1.Deepak Arnejaa	Key Management Personnel	81.20	77.59
2.Ravinder Mohan Juneja	Key Management Personnel	86.92	70.99
3.Sudhir Arneja	Relative of Key Management Personnel	39.82	36.31
4. Sunil Mishra	Chief Financial Officer	49.82	42.55
5. Mamta Sharma	Company Secretary & Compliance officer	10.10	8.67

b) Sitting Fees:			
1. Ved Prakash Chaudhary	Key Management Personnel	0.80	0.80
2. Shamoli Thakur	Key Management Personnel	0.80	0.60
3. Ranbir Singh Narang	Key Management Personnel	0.40	0.80
4. Vivek Arora	Key Management Personnel	0.80	0.40
5. Vinod Kumar	Key Management Personnel	0.00	0.20
c) Dividend Paid:			
1. Deepak Arnejjaa	Key Management Personnel	28.25	31.40
2. Ravinder Mohan Juneja	Key Management Personnel	25.01	27.79
3. Ranbir Singh Narang	Key Management Personnel	21.21	23.57
4. Gagandeep Singh Narang	Relative of Key Management Personnel	5.53	6.15
5. Sunil Mishra	Key Management Personnel	0.20	0.03
6. Dheeraj Juneja	Relative of Key Management Personnel	7.78	8.64
7. Sudhir Arneja	Relative of Key Management Personnel	19.42	21.58
8. Vinod Kumar	Key Management Personnel	0.10	0.11

Terms and conditions of transactions with related parties:

- Director's remuneration for the year 2025-2026 is as per limits prescribed under Section 197 read with Schedule V of the Companies Act, 2013.
- All Related Party Transactions entered during the year were in ordinary course of the business and on arm's length basis.
- All outstanding balances are unsecured and payable in cash.

Note : 45 Corporate Social Responsibility (CSR)

The Company's CSR Programs/projects focuses on sectors and issues as mentioned in Schedule VII read with Section 135 of the Act. The CSR Committee has been formed by the Companies as per the Act.

The following disclosure with regard to CSR activities: -

Particulars	As at 31st March, 2026	As at 31st March, 2025
a) Amount required to be spent by the Company during the year	41.23	39.16
b) Amount spent during the year on:		
i) Construction/ acquisition of any asset	N.A.	N.A.
ii) On purpose other than i) above		
a. animals' welfare and birds' welfare	N.A.	N.A.
b) education	N.A.	N.A.
environmental sustainability	N.A.	39.16
Prime Minister's National Relief Fund	41.23	N.A.

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

c) Shortfall at the end of the year	N.A.	N.A.
d) Total of previous years shortfall	N.A.	N.A.
e) Reason for shortfall	NA	NA
f) Details of related party transactions	NA	NA
g) The movements in the provision for unspent CSR (relating to ongoing project) is as follows:		
Opening balance	N.A.	N.A.
Amount required to be spent during the year	N.A.	N.A.
Amount spent during the year	N.A.	N.A.
Closing balance	N.A.	N.A.

Note : 46 Capital Management

The Company's objectives when managing capital are to safeguard its ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders; and maintain an appropriate capital structure of debt and equity.

The management assesses the capital requirements in order to maintain an efficient overall financing structure. The Company manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. The Company is not subject to externally imposed capital requirements.

The Company monitors capital on the basis of its gearing ratio which is net debt divided by total equity. Net debt comprises of non-current and current borrowings less cash and cash equivalents. Equity includes equity share capital and other equity that are managed as capital. The gearing ratio at the end of the reporting periods are as follows:

Particulars	31 st March, 2026	31 st March, 2025
Total borrowings	3783.75	3783.75
Less: Cash and cash equivalents	302.58	991.42
Net debt	3481.17	2805.67
Total equity	13135.86	11977.43
Net debt to equity ratio	0.26	0.23

Note : 47 Fair Value Measurements**I Financial instruments****(a) Financial instruments by category**

Investment in equity instruments (except investment in joint venture company) are measured at fair value through other comprehensive income. Other than the aforementioned, all other financial assets and liabilities viz. trade receivables, security deposits, cash and cash equivalents, other bank balances, interest receivable, other receivables, trade payables, employee related liabilities and borrowings are measured at amortised cost.

(b) Fair value hierarchy

This section explains the judgments and estimates made in determining the fair values of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the standalone financial statements.

To provide an indication about the Reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels of in the fair value hierarchy:

As at 31st March 2026

Particulars	Carrying Amount					Fair Value			
	FVOCI	Mandatorily at FVTPL	Other financial asset-amortised cost	Other financial liabilities-amortised cost	Total Carrying amount	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value									
Non-current investments	11.55	-	-	-	11.55	11.55	-	-	11.55
Financial assets not measured at fair value									
Non-current Investments	-	-	0.00	-	0.00	-	-	-	-
Other financial assets	-	-	2702.16	-	2702.16	-	-	-	-
Trade receivables	-	-	3911.67	-	3911.67	-	-	-	-
Cash and cash equivalents	-	-	302.58	-	302.58	-	-	-	-
Other bank balance	-	-	1505.83	-	1505.83	-	-	-	-
	11.55	0.00	8422.24	-	8433.79	11.55	0.00	0.00	11.55
Financial liabilities not measured at fair value									
Borrowings	-	-	-	3783.75	3783.75	-	-	-	-
Trade payables	-	-	-	2815.61	2815.61	-	-	-	-
Other financial liabilities	-	-	-	132.96	132.96	-	-	-	-
	0.00	0.00	0.00	6732.32	6732.32	0.00	0.00	0.00	0.00

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

As at 31st March 2025

Particular	Carrying Amount					Fair Value			
	FVOCI	Mandatorily at FVTPL	Other financial asset-amortised cost	Other financial liabilities-amortised cost	Total Carrying amount	Level 1	Level 2	Level 3	Total
Financial assets measured at fair value									
Non-current investments	14.64	-	-	-	14.64	14.64	-	-	14.64
Financial assets not measured at fair value									
Non-current Investments	-	-	191.10	-	191.10	-	-	-	-
Other financial assets	-	-	793.78	-	793.78	-	-	-	-
Trade receivables	-	-	3889.63	-	3889.63	-	-	-	-
Cash and cash equivalents	-	-	991.42	-	991.42	-	-	-	-
Other bank balance	-	-	2498.86	-	2498.86	-	-	-	-
Total	14.64	0.00	8364.79	-	8379.43	14.64	0.00	0.00	14.64
Financial liabilities not measured at fair value									
Borrowings	-	-	-	3797.09	3797.09	-	-	-	-
Trade payables	-	-	-	2809.97	2809.97	-	-	-	-
Other financial liabilities	-	-	-	183.40	183.40	-	-	-	-
	0.00	0.00	0.00	6790.46	6790.46	0.00	0.00	0.00	0.00

The Company has an established control framework with respect to the measurement of fair values. The finance and accounts team that has overall responsibility for overseeing all significant fair value measurements and reports directly to the board of directors. The team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified. Significant valuation issues are reported to the Company's board of directors.

Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

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

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There have been no transfers in either direction for the year ended 31 March 2026 and 31 March 2025 Measurement of fair values.

Valuation techniques and significant unobservable inputs.

Financial instruments measured at fair value

Type	Valuation technique	Significant Unobservable inputs	Inter relationship between significant unobservable inputs and fair value
Investments in quoted Equity shares measured at fair value through Other comprehensive income	The fair values of investment in Equity shares is determined using quoted price as at the balance sheet date.	Not applicable	Not applicable

Fair value of financial assets and liabilities measured at amortized cost

The carrying amounts of short-term trade and other receivables, trade payables, cash and cash equivalents and other bank balances are considered to be the same as their fair values, due to their short-term nature.

For other financial liabilities/ assets that are not measured at fair value, the carrying amounts are considered equal to their respective fair values.

II Financial Risk Management

The Company's principal financial liabilities comprise borrowings, lease liabilities, trade payables and other payables. The Company's principal financial assets include trade and other receivables, investments and cash and bank balances that it derives directly from its operations.

The Company has exposure to the following risks arising from financial instruments:

- credit risk;
- liquidity risk; and
- market risk"

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk.

a) Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration of risks. Credit risk is controlled by analysing credit limits and creditworthiness of customers on a continuous basis to whom the credit has been granted. The company is exposed to credit risk from its operating activities (primarily **trade receivables**) and from its financing activities, including, foreign exchange transactions and other financial instruments.

The Company enters into long term contracts with its regular customers thereby eliminating uncertainties also mitigates the risk exposure on high risk customers and avoids any such contracts with them. The outstanding customer receivables are regularly monitored and reviewed by the senior management periodically. At 31st March, 2026, the top 10 customers accounted for approximately 60% of all the receivables outstanding. The amounts at 31st March analyzed by the length of time past due, are:

Particulars of Trade Receivable	As at 31 st March, 2026	As at 31 st March, 2025
More than 180 days	135.02	208.66
Not More than 180 days	3776.65	3680.97
Total (Refer Note. 11 & 15)	3911.67	3889.63

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

b) Liquidity risk

Liquidity risk is defined as the risk that the company will not be able to settle or meet its obligations on time or at reasonable price. The Company's objective is to at times optimum levels of liquidity to meets its cash and liquidity requirements. The Company closely monitors its liquidity position and deploys a robust cash management system. It maintains adequate source of financing through the use of short-term bank deposits, short term investments and cash credit facilities. Processes and policies related to such risk and overseen by senior management. Management monitors the Company's liquidity position through rolling forecasts on the bases of expected cash flows. The Company assessed the concentration of risk with respect to its debt and concluded it to be very low.

The table below summaries the maturity analysis of the Company's Trade Payable, Lease Liabilities and financial liabilities except short-term borrowing repayable on demand:

Year ended 31st March, 2026	Less than one year	More than one year
Interest-bearing borrowing except short term borrowings	426.91	799.17
Other financial liabilities	132.96	Nil
Lease Liabilities	Nil	Nil
Trade Payables	2815.61	Nil

Year ended 31st March, 2025	Less than One year	More than one year
Interest-bearing borrowing except short term borrowings	486.92	760.54
Other financial liabilities	183.40	Nil
Lease Liabilities	Nil	Nil
Trade Payables	2809.97	Nil

c) Market risk

The Company is exposed to market risk through its use of financial instruments and specifically to currency risk, interest rate risk, credit, liquidity and certain other price risks, which result from both its operating and investing activities.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's short term debt obligations with floating interest rates as the company has zero long term debt obligations.

ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a foreign currency) and the Company's borrowings in foreign currency.

No Forward contracts were entered into by the company either during the year or previous years since the company has very minimum exposure to foreign currency risk.

Particulars	EURO	USD	GBP
Import Trade Payables	-	0.22	-
	(0.17)	(0.16)	-
Export Trade receivables	18.07	4.80	0.62
	(21.58)	(6.67)	(0.80)
Working Loan (PCFC)	13.77	0.52	0.72
	(15.54)	(2.42)	(0.89)
Term Loan (including interest)	-	4.25	-
	(-)	(9.49)	(-)

d) Equity price risk

The Company's investments are in listed equity securities. Equity risk is the risk involved in the changing prices of stock investments in the share market. All the investments in the equity portfolio are reviewed and approved by the Board of Directors.

At the reporting date, the exposure to listed equity securities at fair value was Rs. 11.55 Lakhs (Rs. 14.64 Lakhs as at 31st March, 2025).

e) Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed in accordance with the Company's policy. Investments of surplus funds are made by way of fixed deposits with scheduled banks within the limits assigned by the Senior Management.

Note : 48 Other statutory information

- (i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.
- (ii) The Company has not traded or invested in Crypto currency or virtual currency during the financial year.
- (iii) (A) The Company has not been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, 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 Company has not advanced or loaned or invested funds to any persons or entities, including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
 - 1) 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
 - 2) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (iv) The Company has not received any fund from any persons or entities, including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:
 - a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - b. provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

- (v) The Company does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- (vi) The Company does not have any charges or satisfaction which is yet to be registered with Registrar of Companies (ROC) beyond statutory period.
- (vii) Transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956 are as follows:-

Note: According to the Companies Act of 2013 and the IEPF guidelines issued thereunder, the shares of the aforementioned shareholder company were transferred to the IEPF demat account during the financial year 2025–2026 because the company (shareholder) had failed to claim its unpaid dividend for seven consecutive years.

Note : 49

The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Company towards Provident Fund and Gratuity. The Ministry of Labour and Employment has released draft rules for the Code on Social Security, 2020 on November 13, 2020, and has invited suggestions from stakeholders which are under active consideration by the Ministry. The Company will assess the impact and its evaluation once the subject rules are notified and will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

Note : 50 Following Ratios to be disclosed: -

Ratios (Consolidate)	Numerator		Denominator		As on March 31, 2026	As on March 31, 2025	Variance (in %)	Comments if variation in above 25%
	Formula	Amount	Formula	Amount				
Current Ratio (No. of Times)	Current Assets	10877.31	Current Liabilities	6430.64	1.69	1.80	(4.01%)	N.A
		(11453.11)		(6365.05)				
Debt-Equity Ratio (No. of Times)	Total Debt	3783.76	Shareholder's equity	13135.86	0.29	0.32	(9.14%)	N.A
		(3797.09)		(11977.42)				
Debt Service Coverage Ratio (No. of Times)	Earnings available for debt services	2154.61	Debt Service	708.38	3.04	2.96	2.64%	N.A
		(2231.26)		(752.90)				
Return on Equity ratio (No. of Times)	Net profit after tax -Preference Dividend (if any)	1450.60	Average shareholder's equity	12556.64	0.12	0.13	(11.47%)	N.A
		(1486.95)		(11394.81)				

**Notes To Standalone Financial Statements For The Year Ended
31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)



Inventory Turnover ratio (No. of Days)	Cost of Goods Sold or Sales	9027.61	Average inventory	3638.67	2.48	2.94	(15.60%)	N.A
		(8918.18)		(3886.46)				
Trade receivable turnover ratio (No. of Days)	Net credit sales	16262.18	Average account receivables	3900.65	4.17	4.18	(0.26)	N.A
		(16244.85)		(3926.74)				
Trade payable turnover ratio (No. of Days)	Net Credit purchases	8720.91	Average account payables	2812.79	3.10	3.18	(2.45%)	N.A
		(8216.25)		(2585.11)				
Net Capital turnover ratio (No. of Days)	Net Sales	16262.18	Working Capital	4446.67	3.66	3.19	11.52%	N.A.
		(16244.85)		(5088.07)				
Net Profit ratio (%)	Net Profit	1450.60	Net Sales	16262.18	0.09	0.09	(2.55%)	N.A
		(1486.95)		(16244.85)				

*The Figures shown above in () are belongs to previous Year.

Note: 51 Dividends

During the year ended 31 March 2026, the Company paid a final dividend of ₹4.50 per equity share in respect of the financial year ended 31 March 2025.

During the year ended 31 March 2025, the Company paid a final dividend of ₹5.00 per equity share in respect of the financial year ended 31 March 2024.

The Board of Directors, at its meeting held on 30 May 2026, has recommended a final dividend of ₹4.50 per equity share for the financial year ended 31 March 2026. The proposed dividend is subject to the approval of the shareholders at the ensuing Annual General Meeting and has not been recognized as a liability in these financial statements.

Note: 52 Investment Property

Property which is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. Repairs and maintenance costs are expensed when incurred.

Depreciation on investment property is provided on a pro rata basis on straight line method over the estimated useful lives. Useful life of assets, as assessed by the Management, corresponds to those prescribed by Schedule II- Part 'C' of the Companies Act, 2013.

MOHINDRA FASTENERS LIMITED**Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)**

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Particulars	31 st March 2026	31 st March 2024
Rental Income recognized in Statement of Profit & Loss Account	6.96	6.62
Direct Operating expenses (including repair & maintenance) generating rental income.	Nil	Nil
Profit arising from investment properties before depreciation and indirect expenses.	6.96	6.62
Less: Depreciation	1.12	1.12
Profit from leasing of Investment Properties	5.84	5.50

Note : 53 Disclosures pursuant to Ind AS 115, Revenue from Contracts with Customers, are as follows:

(a) Disaggregation of revenue

The Company has performed a disaggregated analysis of revenues considering the nature, amount, timing and uncertainty of revenues. This includes disclosure of revenues by geography, type and timing of recognition.

Particulars	31 st March, 2026	31 st March, 2025
Revenue by geography	Fasteners	Fasteners
Domestic	5380.12	4523.96
Export	10642.07	11474.79
Customer wise		
Related party	1.21	3.81
Non-related party	160020.98	15994.94
Revenue by time		
Revenue recognized at point in time	160022.19	15998.75

(b) Revenue recognized in relation to contract liabilities

Ind AS 115 requires disclosure of 'revenue recognized in the reporting period that was included in the contract liability balance at the beginning of the period' and 'revenue recognized in the reporting period from performance obligations satisfied (or partially satisfied) in previous period. Same has been disclosed as below:

Description	31 st March, 2026	31 st March, 2025
Amounts included in contract liabilities at the beginning of the year	36.35	46.86
Performance obligations satisfied in previous years	Nil	Nil

(c) Assets and liabilities related to contracts with customers

Description	As at 31 st March, 2026		As at 31 st March, 2025	
	Non-current	Current	Non-current	Current
Contract assets related to sale of goods	Nil	Nil	Nil	Nil
Contract liabilities related to sale of goods	Nil	Nil	Nil	Nil
Advance from customers	Nil	7.99	Nil	36.35
Security deposit	Nil	Nil	Nil	Nil

(d) Significant changes in contract assets and liabilities

Changes in balance of contract liabilities during the year:

Description	31 st March, 2026	31 st March, 2025
Opening balance of contract liabilities	36.35	46.86
Amount of revenue recognized against opening contract liabilities	(36.06)	(17.36)
Addition in balance of contract liabilities for current year	7.70	6.85
Closing balance of contract liabilities	7.99	36.35

There have been no significant changes in contract assets/liabilities during the year.

(e) Reconciliation of revenue recognized in Statement of Profit and Loss with Contract price

Description	31 st March, 2026	31 st March, 2025
Contract Price	16022.19	15998.75
Less: Discounts and freight	Nil	Nil
Addition in balance of contract liabilities for current year	Nil	Nil
Revenue from operations as per Statement of Profit and Loss	16022.19	15998.75

(f) Satisfaction of performance obligations

The Company's revenue is derived from the single performance obligation to transfer primarily hi-tensile fasteners under arrangements in which the transfer of control of the products and the fulfillment of the Company's performance obligation occur at the same time. Revenue from the sale of goods is recognized when the Company has transferred control of the goods to the buyer and the buyer obtains the benefits from the goods, the potential cash flows and the amount of revenue (the transaction price) can be measured reliably, and it is probable that the Company will collect the consideration to which it is entitled to in exchange for the goods.

MOHINDRA FASTENERS LIMITED

Notes To Standalone Financial Statements For The Year Ended 31st March 2026 (Contd.)

(All amounts are in Lakh of Indian Rupees, unless otherwise stated)

Whether the customer has obtained control over the asset depends on when the goods are made available to the carrier or the buyer takes possession of the goods, depending on the delivery terms. In case of the Company's operations, generally the criteria to recognize revenue has been met when its products are delivered to its customers or to a carrier who will transport the goods to its customers, this is the point in time when the Company has completed its performance obligations.

(g) Payment terms

The sale of goods is typically made under credit payment terms differing from customer to customer and ranges between 0-60 days.

(h) Variable considerations associated with such sales

Periodically, the Company enters into volume or other rebate programs where once a certain volume or other conditions are met, it refunds the customer some portion of the amounts previously billed or paid. For such arrangements, the Company only recognizes revenue for the amounts it ultimately expects to realise from the customer. The Company estimates the variable consideration for these programs using the most likely amount method or the expected value method, whichever approach best predicts the amount of the consideration based on the terms of the contract and available information and updates its estimates each reporting period.

As per our report of even date

For B.L. Khandelwal & Co.

Chartered Accountants

FRN: 000998N

For & on behalf of the Board of Directors

CA Manoj Kumar Khandelwal

(Partner)

Membership No. 098750

UDIN: 26098750XZQDJ08056

Sd/-

Deepak Arneja

(Managing Director & CEO)

DIN: 00006112

Sd/-

Ravinder Mohan Juneja

(Managing Director)

DIN: 00006496

Place: New Delhi

Date: 30.05.2026

Sd/-

Sunil Mishra

(Chief Financial Officer)

Sd/-

Mamta Sharma

(Company Secretary)

(M. No.: 51427)

Notes

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Notes

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