Date- 08th September, 2026

To,
NSE Limited,
Department of Corporate Affairs,
Exchange Plaza, Plot no. C/1, G Block,
Bandra Kurla Complex, Bandra (E),
Mumbai-400051,
Maharashtra, India

Reference: ISIN –INE00Y701026; Symbol: SECL

Subject - Filing of 08th Annual Report of Salasar Exteriors and Contour Limited for the Financial Year 2025-26.

Dear Sir/Madam,

We are pleased to submit copy of the Annual Report of the company for the Financial Year 2025-26. The 08th Annual General Meeting is to be held on 30th September, 2026 at 03:00 P.M (IST) Through Online Mode. You are requested to take on record above said document.

Thanking You,

For Salasar Exteriors and Contour Limited

S.D. PATEL

Sohilkumar Dineshkumar Patel
Director
DIN: 10877535

SALASAR EXTERIORS AND CONTOUR LIMITED

CIN: L45309MH2018PLC306212

8th ANNUAL REPORT 2025-26

Building Today.
Creating Tomorrow.

INTEGRITY
We do what is right

QUALITY
We deliver excellence

INNOVATION
We build smarter

SUSTAINABILITY
We care for the future

CORPORATE INFORMATION

BOARD OF DIRECTORS	COMPANY SECRETARY
Mr. Shree Kishan Joshi Managing Director (w.e.f. 09.03.2018) **Prashant Suresh Sapkal** Non- Executive Non - Independent director **(Resigned w.e.f 05.07.2025)** **Ashok Kumar Sewda** Non- Executive Independent Director **(Resigned w.e.f 05.07.2025)** **Dinesh Kumar Biharilal Sharma** Non- Executive Independent Director **(Resigned w.e.f 05.07.2025)** **Haren Pitamberbhai Rathod** Non Executive Independent Director **(w.e.f. 05.07.2025 upto 08.06.2026)** **Brijeshkumar Prahladbhai Patel** Non Executive Independent Director **(Appointment w.e.f. 05.07.2025)** **Aneri Kishorbhai Gami** Non Executive Independent Director **(Appointment w.e.f. 05.07.2025)** **Sohilkumar Dineshkumar Patel** Non-Executive Non-Independent Director **(Appointment w.e.f. 05.07.2025)** **Prakash Jasvantbhai Shukla** Non-Executive Independent Director **(Appointment w.e.f. 13.06.2026)**	**Ms. Anushka Trivedi** Email: salasarecl@gmail.com Phone No.: 022 67083366 (w.e.f. 04.08.2025) **Ms. Priyanka Rathore** (from 02.08.2024 to 03.07.2025)

REGISTERED OFFICE	STATUTORY AUDITOR
With effect from 1st September, 2025 B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co Off Nagardas Road, Andheri East, Mumbai, Mogra, Andheri-400069 **With effect from 05th October, 2024 Till 31st August, 2025** Unit No 905, Shri Krishna Complex, Opp. Laxmi Industrial Plot No D6, New Link RD Andheri (West) Mumbai 400053, Andheri, Mumbai, Mumbai, Maharashtra, India, 400053 E-mail: salasarecl@gmail.com Website: www.salasarexteriors.com	**M/S. Chandabhoy & Jassoobhoy** CHARTERED ACCOUNTANTS (From FY 2024-2025) Address: No. 605-606-607, Silver Oaks, Nr. Mahalaxmi Cross Roads, Paldi, Ahmedabad-380007 Contact name: CA Nirmai Gautam Shah Membership no. 100932 Firm Regn No. 101648W (Resigned 21st August, 2025) **M/S. Sarang Shivajirao Chavan & Associates** CHARTERED ACCOUNTANTS (From FY 2025-2026) Address: 35, 4th Floor, Shree Krishna Tower, Near Navrangpura Jain Derasar, Navrangpura, Ahmedabad, Gujarat-380009 Contact name: CA Sarang Shivajirao Chavan Membership no. 142576 Firm Regn No.: 159649W (Appointed with effect from 01st October, 2025)
REGISTRAR AND TRANSFER AGENT	**SECRETARIAL AUDITOR**
Kfin Technologies Limited **CIN:** L72400MH2017PLC444072 **Registered office:** 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Kurla, Mumbai, Mumbai, Maharashtra, India, 400070 **E-mail:** compliance.corp@kfintech.com **Tel No**.+91 40 67162222/7961 1000 **Website:** www.kfintech.com	**Vishakha Agrawal & Associates** (Practising Company Secretaries) 301-G Goyal Vihar, Gate No. 2 Khajrana Road, Indore (M.P). 452016 Email: csvishakhagrawal@gmail.com
STOCK EXCHANGE	**CHIEF FINANCIAL OFFICER**
National Stock Exchange Limited (NSE Emerge) Exchange Plaza, Plot no. C/1, G Block, Bandra Kurla Complex, Bandra (E), Mumbai-400051, Maharashtra, India	**Mr. Sohilkumar Dineshkumar Patel** Address: Bhaktinagar, Rajpura Mansa, Gandhinagar, Gujarat - 382845 Email: salasarecl@gmail.com Phone No.: +91 9724881916 (w.e.f. 4th August, 2025)

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NOTICE

Notice is hereby given that the 08th Annual General Meeting (AGM) of the Members of **SALASAR EXTERIORS AND CONTOUR LIMITED** will be through Video Conferencing/ Other Audio-Visual Mode on Wednesday, 30th September, 2026, at 03:00 P.M. to transact the following businesses:

Details of the meeting are as follows:
Topic: 08th Annual General Meeting

Time: 30th September, 2026, at 03.00 P.M, India

Following business shall be transacted at the meeting:

ORDINARY BUSINESS:

1. **TO RECEIVE, CONSIDER AND ADOPT THE AUDITED FINANCIAL STATEMENTS OF THE COMPANY FOR THE FINANCIAL YEAR ENDED MARCH 31ST, 2026 TOGETHER WITH THE REPORTS OF THE BOARD OF DIRECTORS AND THE AUDITORS THEREON;**

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

"**RESOLVED THAT** the audited Financial Statements of the Company for the Financial year ended March 31st, 2026, the report of the Auditors' thereon and the report of the Board of Directors for the Financial year ended March 31st, 2026 be and are hereby received, considered and adopted."

2. **TO APPOINT A DIRECTOR IN PLACE OF MR. SOHILKUMAR DINESHKUMAR PATEL (DIN:10877535), WHO RETIRES BY ROTATION IN TERMS OF SECTION 152 OF THE COMPANIES ACT, 2013 AND BEING ELIGIBLE, OFFERS HIMSELF FOR RE-APPOINTMENT.**

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

"**RESOLVED THAT** pursuant to the provisions of Section 152 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Appointment and Qualifications of Directors) Rules, 2014, as amended from time to time ("Act"), Mr. Sohilkumar Dineshkumar Patel (DIN: 10877535), who liable to retire by rotation at this meeting and being eligible has offered himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

SPECIAL BUSINESS

3. **REGULARIZATION OF ADDITIONAL DIRECTOR MR. PRAKASH JASVANTBHAI SHUKLA (DIN: 11765475) AS NON-EXECUTIVE INDEPENDENT DIRECTOR OF THE COMPANY:**

To consider and if, thought fit to pass with or without modifications, the following resolutions as an **Special Resolution:**

"**RESOLVED THAT** pursuant to the provisions of Sections 149, 152 and any other applicable provisions of the Companies Act, 2013 ("Act") and the Rules made there under read with Schedule

IV to the Act, (including any statutory modification(s) or re-enactment thereof for the time being in force), Mr. Prakash Jasvantbhai Shukla (DIN: 11765475) who was appointed as an Additional Director (Independent) of the Company by the Board of Directors dated June 13th, 2026 whose term of office expires at this Annual General Meeting ('AGM') and who has submitted a declaration that he meets the criteria for independence as provided in Section 149(6) of the Act, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (Five) consecutive years commencing from June 13th, 2026 to June 12th, 2031.

"RESOLVED FURTHER THAT, the Board of Directors of the Company be and are hereby severally authorized to sign the requisite forms documents and to do all such acts, deeds and things and execute all such documents, instruments and writings as may be required to give effect to the aforesaid resolution."

4. **RESCINDING OF RESOLUTION PASSED THROUGH EXTRA ORDINARY GENERAL MEETING ON MONDAY, 29TH JANUARY, 2024 FOR INCREASE IN AUTHORIZED SHARE CAPITAL AND CONSEQUENT ALTERATION IN CAPITAL CLAUSE OF THE MEMORANDUM OF ASSOCIATION.**

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

"RESOLVED THAT pursuant to the provisions of Sections 13, 61, and other applicable provisions, if any, of the Companies Act, 2013, read with the Companies (Incorporation) Rules, 2014, and other applicable rules and regulations, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, and subject to necessary approvals, consents, permissions, and sanctions as may be required, the resolution passed by the members of the Company through Extra Ordinary General Meeting on Monday, 29th January, 2024 approving the increase in the authorized share capital of the Company and consequent alteration in the capital clause of the Memorandum of Association more particularly described in explanatory statement annexed, be and is hereby rescinded with immediate effect and that the clause V of Memorandum of Association be again altered accordingly.

V. The Authorized share capital of the company is Rs. 10,50,00,000 (Rupees Ten Crore Fifty Lakhs only) divided into 10,50,00,000 (Ten Crore Fifty Lakhs) Equity Shares of Rs.1/- each.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all such acts, deeds, matters, and things as may be necessary, expedient, or desirable to give effect to this resolution, including but not limited to filing necessary forms with the Registrar of Companies and making necessary entries in the statutory registers of the Company."

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

NOTES:-

a) The Explanatory Statement pursuant to section 102 (1) of the Companies Act, 2013 in respect of the Special Business under item no 3 & 4 as stated above in annexed hereto.

b) The Ministry of Corporate Affairs ("MCA") vide its circular dated April 8, 2020, April 13, 2020, May 5, 2020,December 8, 2021, May 5, 2022, December 28, 2022and September 25, 2023 (collectively referred to as "MCA Circulars"), and Securities & Exchange Board of India (SEBI) vide its Circular No. SEBI/HO/ CFD/PoD-2/P/CIR/2023/4 dated January 5, 2023 read with Circular No. SEBI/HO/CFD/CMD2/CIR/P/2022/62 dated May 13, 2022,Circular No SEBI/HO/CFD/CMD1/CIR/F/2020/11 dated January 15, 2021 and Circular No. SEBI/HO/CFD/CMD1/CIR/F/2020/79 dated May 12, 2020 (collectively referred to as "SEBI Circulars") permitted convening the Annual General Meeting ("AGM") through Video Conferencing("VC") or Other Audio Visual Means ("OAVM"), without physical presence of the members at a common venue. In accordance with the MCA and SEBI Circulars, provisions of the Companies Act, 2013 ("the Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), this 8th AGM is being held through VC/OAVM, which does not require physical presence of members at a common venue. The deemed venue for the 8th AGM shall be the Registered Office of the Company.

c) Since this General Meeting is held through VC/OAVM the physical attendance of members is dispensed with and no proxies would be accepted by the Company pursuant to the relevant MCA Circulars.

d) No attendance slip/route map has been sent along with this Notice of the Meeting as the meeting is held through Audio Visual means.

e) The attendance through VC/OAVM is restricted and hence members will be allowed on first come first serve basis. However, attendance of Members holding more than 2% of the shares of the Company, and Directors and Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee, the Stakeholders Relationship Committee and Auditors will not be restricted on first come first serve basis.

f) Members attending the Meeting through VC/OAVM will be counted for the purposes of reckoning of Quorum under Section 103 of the Companies Act, 2013.

g) In line with the MCA Circulars and the SEBI Circular, the Notice calling the AGM has been uploaded on the website of the Company at www.salasarexteriors.com . The Notice can also be accessed from the website of the Stock Exchange i.e. NSE Limited at www.nseindia.com.

h) Members are requested to notify immediately changes, if any, in their registered addresses to the Company's Registrar and Share Transfer Agents Kfin Technologies Pvt Ltd 17/20, House, 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Kurla, Mumbai, Mumbai, Maharashtra, India, 400070. Members are also requested to furnish their Bank details to the company's Share Transfer Agents immediately for printing the same on the dividend warrants/Cheques to prevent fraudulent encashment of the instruments.

i) Members holding shares in physical form are requested to consider converting their holding to dematerialized form to eliminate all risks associated with physical shares and for ease of portfolio management. Members can contact the Company for assistance in this regard. Members who hold shares in dematerialized form are requested to bring their Client ID and DP ID numbers for easy identification of attendance at the meeting and number of shares held by them.

j) Members holding shares in physical form in identical order of names in more than one folio are requested to send to the Company, the details of such folios together with the share certificates for consolidating their holdings in one folio. A consolidated share certificate will be returned to such Members after making requisite changes thereon.

k) The Ministry of Corporate Affairs ("MCA") has taken a "Green Initiative in the Corporate Governance" by allowing paperless compliances by Companies and has issued a circular on April 21, 2011 stating that the service of document by a Company can be made through electronic mode.

l) In compliance with the provisions of Section 108 of the Companies Act, 2013 and the Rules framed there under and the SEBI (LODR) Regulation 2015, the Members are provided with the facility to cast their vote electronically, through the e-voting services provided by Central Depository Services (India) Limited (CDSL), on all the resolutions set forth in this Notice. Resolution(s) passed by Members through remote e-voting/ e-voting is deemed to have been passed as if they have been passed at the AGM.

m) CS Vishakha Agrawal of Vishakha Agrawal & Associates., Practicing Company Secretaries (Membership No. 39298) has been appointed as the Scrutinizer to scrutinize the voting and remote evoting process (including the Ballot Form received from the Members who do not have access to the evoting process) in a fair and transparent manner.

n) A member may participate in the general meeting even after exercising his right to vote through remote e-voting but shall not be allowed to vote again.

o) The chairman shall, at the general meeting at the end of discussion on the resolution on which voting is to be held, allow voting with assistance of scrutinizer, by using an e-voting system for all the members who are present at the general meeting but have not cast their votes by availing the remote e-voting facilities.

p) If a company opts to provide the same electronic system as used during the remote e-voting during the general meeting, the said facility shall be in operation till all the resolutions are considered and voted upon in the meeting and may be used for voting by the member attending the meeting and who have not exercised their vote through remote e- voting.

q) The Equity Shares of the Company are listed on following Stock Exchanges in India: National Stock Exchange of India Ltd, 25, Exchange Plaza, Plot no, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai-40005, Maharashtra, India.

r) The Company has designated an exclusive E-Mail ID called salasarecl@gmail.com for redressal of Members' complaint/grievances. In case you have any queries/complaints or grievances, then please write to us salasarecl@gmail.com .

s) Members can avail facility of nomination in respect of shares held by them in physical form pursuant to the provisions of Section 72 of the Companies Act, 2013. Members desired to avail of this facility may send their nomination in the prescribed Form No. SH-13 duly filled into the office of Kfin Technologies Pvt. Ltd., Registrar and Share Transfer Agent of the Company. Members holding shares in electronic mode may contact their respective Depository Participants for availing this facility

CDSL e-Voting System – For e-voting and Joining Virtual meetings.

1. As you are aware, in view of the situation arising due to COVID-19 global pandemic, the general meetings of the companies shall be conducted as per the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020 and Circular No. 20/2020 dated May 05, 2020. The forthcoming AGM/EGM will thus be held through through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM/EGM through VC/OAVM.

2. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM/EGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorized e-Voting's agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the EGM/AGM will be provided by CDSL.

3. The Members can join the EGM/AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the EGM/AGM through VC/OAVM will be made available to at least 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the EGM/AGM without restriction on account of first come first served basis.

4. The attendance of the Members attending the AGM/EGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.

5. Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM/EGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM/EGM through VC/OAVM and cast their votes through e-voting.

6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM/EGM has been uploaded on the website of the Company at www.salasarexteriors.com. The Notice can also be accessed from the websites of the Stock Exchanges i.e. NSE Limited at www.nseindia.com The AGM/EGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM/EGM) i.e. www.evotingindia.com.

7. The AGM/EGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 8, 2020 and MCA Circular No. 17/2020 dated April 13, 2020 and MCA Circular No. 20/2020 dated May 05, 2020.

8. In continuation to this Ministry's General Circular No. 20/2020 dated 05.05.2020, General Circular No. 02/2022 dated 05.05.2022. General Circular No. 10/2022 dated 28.12.2022, General circular No. 09/2023 dated 25.09.2023 and General circular No. 09/2024 dated 19.09.2024 and after due examination, it has been decided to allow companies to conduct their AGMs through VC or OAVM till further orders, in accordance with the requirements laid down in Para 3 and Para 4 of the General Circular No. 20/2020 dated 05.05.2020.

THE INTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

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

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

(i) The voting period begins on Sunday, 27th September, 2026 (09:00 AM) and ends on Tuesday, 29th September, 2026 (05:00 PM). During this period shareholders' of the Company, holding shares either in physical form or in dematerialized form, as on the Wednesday, 23rd September, 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

(ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.

(iii) Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020,** under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

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

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

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

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

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

Type of shareholders	**Login Method**
Individual Shareholders holding securities in Demat mode with **CDSL Depository**	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit cdsl website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as

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

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

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with **CDSL**	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911
Individual Shareholders holding securities in Demat mode with **NSDL**	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at: 022 - 4886 7000 and 022 - 2499 7000

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

(v) Login method for e-Voting and joining virtual meetings for **Physical shareholders and shareholders other than individual holding in Demat form.**

1) The shareholders should log on to the e-voting website www.evotingindia.com.

2) Click on "Shareholders" module.

3) Now enter your User ID

   a. For CDSL: 16 digits beneficiary ID,
   b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,
   c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.

4) Next enter the Image Verification as displayed and Click on Login.

5) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

6) If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) • Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. • If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

(vi) After entering these details appropriately, click on "SUBMIT" tab.

(vii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(viii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(ix) Click on the EVSN for the relevant <Company Name> on which you choose to vote.

(x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xvi) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvii) **Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.**

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.

- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz; salasarecl@gmail.com, if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

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

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.

2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.

3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/EGM.

4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.

5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

7. Shareholders who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request in advance atleast **2 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at (company email id). The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance **2 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at (company email id). These queries will be replied to by the company suitably by email.

8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.

9. Only those shareholders, who are present in the AGM/EGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the EGM/AGM.

10. If any Votes are cast by the shareholders through the e-voting available during the EGM/AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to **Company/RTA email id**.

2. For Demat shareholders -, Please update your email id & mobile no. with your respective **Depository Participant (DP)**

3. **For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.**

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Assistant Vice President, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

ANNEXURE TO ITEM NO.2

Relevant details, in terms of Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards-2 of General Meetings in respect of Director proposed for appointment/reappointment at Eight (8th) Annual General Meeting are as follows:

Name of the Director	**Mr. Sohilkumar Dineshkumar Patel**
DIN	10877535
Nationality	Indian
Date of first appointment on the Board	05/07/2025
Qualifications	Graduation
Expertise in specific Functional Areas	**Mr. Sohilkumar Dineshkumar Patel** (DIN 10877535) have vast experience in the field of Human Resources, Ethics and Finance
Terms and Conditions of Re-appointment	Non-Executive Director liable to retire by rotation
Number of shares held in the Company as at 31.03.2026	NIL
List of Directorships held in other companies	NIL
Relationship between Directors and KMP of the Company	He is not related to any Directors of the company.

EXPLANATORY STATEMENT

[Pursuant to Section 102(1) of the Companies Act, 2013 & Regulation 36(3) of SEBI (LODR) Regulations, 2015]

Statement with respect to items under Special Business covered in the Notice of Meeting are given below:

ITEM: 3

The Board of Directors of the Company had, on the recommendation of the Nomination and remuneration committee, appointed Mr. Prakash Jasvantbhai Shukla (DIN: 11765475) as an Additional Director (Independent) of the Company with effect from 13th June, 2026.

In terms of Section 161 of Companies Act, 2013, Mr. Prakash Jasvantbhai Shukla shall hold office up to the date of this Annual General Meeting and is eligible to be appointed as an Independent Director. The Company has received notice under Section 160 of the Companies Act, 2013 from Mr. Prakash Jasvantbhai Shukla proposing his candidature as an Independent Director of the Company.

A brief profile of Mr. Prakash Jasvantbhai Shukla, including his qualifications, experience and expertise, is provided in Annexure I of this Annual Report. The Company has received a declaration of independence from Mr. Prakash Jasvantbhai Shukla. In the opinion of the Board, Mr. Prakash Jasvantbhai Shukla fulfills the conditions specified under the Companies Act, 2013 and the SEBI Listing Regulations, for appointment as Independent Director of the Company.

The Board commends the Special Resolution set out at Item no. 3 for approval of the Members.

None of the Directors or Key Managerial Personnel and their relatives, except Mr. Prakash Jasvantbhai Shukla, are concerned or interested (financially or otherwise) in this Resolution.

ITEM: 4

The Members of the Company, at the Extra Ordinary General Meeting held on Monday, 29th January, 2024, had approved the increase in the Authorised Share Capital of the Company and consequent alteration of the Capital Clause of the Memorandum of Association, as the Company proposed to undertake a fund-raising exercise.

However, the proposed fund-raising exercise was subsequently not undertaken and, accordingly, the increased Authorised Share Capital is no longer required. Further, due to inadvertent oversight and unintentional delay in internal approvals and documentation, e-Form SH-7 could not be filed with the Registrar of Companies and, consequently, the increased Authorised Share Capital has not been reflected in the Master Data of the Company.

In view of the above, the Board proposes to rescind the aforesaid resolution and restore Clause V of the Memorandum of Association to its existing position, thereby aligning the Authorised Share Capital with the present requirements of the Company.

None of the Directors or Key Managerial Personnel of the Company or their respective relatives is concerned or interested, financially or otherwise, in the said resolution.

The Board recommends the Special Resolution set out at Item No. 4 of the accompanying Notice for approval of the Members.

ANNEXURE I

Name of the Director	Mr. Prakash Jasvantbhai Shukla
DIN	11765475
Nationality	Indian
Date of first appointment on the Board	13/06/2026
Qualifications	Graduate
Expertise in specific Functional Areas	Mr. Prakash Shukla completed his T.Y.B.A. from Gujarat University in 2011. He has experience in the agriculture sector and possesses knowledge of agricultural operations, crop cultivation and farm management. His educational background and practical experience enable him to contribute effectively to business growth and management decisions.
Terms and Conditions of Re-appointment	Non-Executive Independent Director eligible for re-appointment.
Number of shares held in the Company as at 31.03.2026	NIL
List of Directorships held in other companies	NIL
Relationship between Directors and KMP of the Company	He is not related to any Directors of the company.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

DIRECTORS' REPORT

To,
The Members,

Our Directors have pleasure in presenting the Eighth (8th) Annual Report on the business and operations of your Company together with the audited accounts for the financial year ended March 31st, 2026.

1. FINANCIAL SUMMARY/ PERFORMANCE OF THE COMPANY:

The financial performance of the Company for the Financial Year ended March 31, 2026 is summarized below: -

(Rs. In Lakhs)

PARTICULARS	**For the financial year ended March 31, 2026**	**For the financial year ended March 31, 2025**
Revenue from Operation	304.50	405.77
Other Income	0.00	0.00
Total Revenue	**304.50**	**405.77**
Cost of Materials consumed	234.35	293.13
Purchase of stock-in-trade	0.00	0.00
Change in inventories of Finished Goods, Work-in-Process and Stock-in-Trade	0.00	0.00
Employees benefits expenses	0.00	0.72
Finance Cost	0.00	0.00
Depreciation and Amortisation expense	1.94	4.74
Other Expenses	205.15	8.55
Total Expenses	**441.15**	**307.14**
Profit before exceptional and extraordinary items and tax	**(136.95)**	**98.63**
Exceptional Item	0	0.00
Profit before Tax	(136.95)	98.63
Less: Current Tax Deferred Tax	0.00 30.00	0.00 (25.00)
Profit For the Year	**(166.95)**	**73.63**
Other Comprehensive Income	0.00	0.00
Total Comprehensive Income for the year	**(166.95)**	**73.63**
Earning Per Share (EPS)		
Basic	(1.62)	0.72
Diluted	(1.62)	0.72

2. OPERATIONS REVIEW AND THE STATE OF AFFAIRS OF THE COMPANY:

During the year under the review your Company focuses on achieving milestone in the same area. This would strengthen the generation and sustainability of revenue in the years to come. Your Company achieved total revenue of Rs.304.50 Lakhs in 2025-26 as against Rs. 405.77 Lakhs in 2024-25 and incurred a loss of Rs.166.95/- Lakhs in 2025-26 as against Profit of Rs.73.63/- Lakhs in 2024-25.

3. LISTING OF SECURITIES:

The Company's equity shares are listed on National Stock Exchange Limited ("NSE EMERGE") having nation-wide trading terminals.

4. TRANSFER TO RESERVES :

During the year the company has not proposed to transfer any amount to the General Reserve.

5. SHARE CAPITAL/ CAPITAL STRUCTURE AND LISTING OF SHARE:

The Authorised Share Capital of the Company as at 31st March, 2026 is Rs. 10,50,00,000 (Rupees Ten Crore Fifty Lakhs only) divided into 10,50,00,000 Equity Shares of Re. 1/- each.

The Members had approved the increase in Authorised Share Capital from Rs. 10,50,00,000 to Rs. 26,50,00,000 at the Extra Ordinary General Meeting held on Monday, 29th January, 2024, in contemplation of a proposed fund-raising exercise. However, the proposed fund-raising was not undertaken and e-Form SH-7 could not be filed due to inadvertent oversight and delay in internal approvals and documentation. Accordingly, the increased Authorised Share Capital was not reflected in the Master Data of the Company. The Company has now proposed to rescind the said resolution and restore the Authorised Share Capital to Rs. 10,50,00,000.

The Paid-up Share Capital of the Company as on 31st March, 2026 is Rs. 10,29,48,350 divided into 10,29,48,350 Equity Shares of Re. 1/- each.

6. DIVIDEND:

Your directors have considered it financially prudent in the long-term interest of the Company to reinvest the profits in the business of the Company to build a strong reserve base and grow the business of the Company. No final dividend has therefore been recommended for the year ended March 31st, 2026.

7. CORPORATE GOVERNANCE AND MANAGEMENT DISCUSSION & ANALYSIS REPORT:

The Corporate Governance and Management Discussion & Analysis Report, which form an integral part of this Report, are set out as separate "Annexure-III", together with the Certificate from the auditors of the Company regarding compliance with the requirements of Corporate Governance as stipulated in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

8. MATERIAL CHANGES AND COMMITMENTS DURING THE FINANCIAL YEAR:

a. Discontinuation of maintenance of Corporate Office of the Company:

During the financial year, the Board of Directors considered and approved the establishment of the Corporate Office of the Company with effect from 29th May 2025 at Unit No. 503, 6th Avenue, Mithakali Six Road, Above SBI Bank, Navrangpura, Ahmedabad, Gujarat – 380009.

Subsequently, the Corporate Office of the Company situated at Unit No. 503, 6th Avenue, Mithakali Six Road, Above SBI Bank, Navrangpura, Ahmedabad, Ahmadabad City, Gujarat, India – 380009, was discontinued with effect from 20th July 2026. Accordingly, all the Books of Account and other statutory registers were transferred and maintained at the registered office of the Company.

b. Shifting of Registered Office within the same city:

The Board consider and approved the shifting of Registered Office of the Company w.e.f. **01st September 2025** from Unit No 905, Shri Krishna Complex, OPP, Laxmi Industrial Plot No D6, New Link RD Andheri (West) Mumbai 400053 to B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co Off Nagardas Road, Andheri East, Mumbai, Mogra, Andheri-400069, i.e., within the same city in which registered office of the company is situated.

c. Shifting of Registered Office from one state to another:

On **10th September 2025**, the Board of Directors of the Company considered and approved the proposal for shifting of the Registered Office of the Company from the State of Maharashtra to the State of Gujarat, along with the consequent alteration in Clause II of the Memorandum of Association ("MOA") of the Company, subject to the approval of the Members by way of Postal Ballot and other necessary approvals, wherever required.

Subsequently, the approval of the Members for the proposed shifting of the Registered Office from the State of Maharashtra to the State of Gujarat and the consequent alteration in Clause II of the MOA was obtained on 10th October 2025.

Thereafter, on 26th December 2025, the Board of Directors considered and approved the withdrawal of the petition filed in relation to the shifting of the Registered Office of the Company from the State of Maharashtra to the State of Gujarat and the consequent alteration in Clause II of the MOA of the Company, as the requisite approval for the shifting of the Registered Office was not received.

Accordingly, the proposed shifting of the Registered Office from the State of Maharashtra to the State of Gujarat was not proceeded with.

9. SUBSIDIARIES, ASSOCIATE COMPANIES AND JOINT VENTURE:

The Company is not required to consolidate its financial statement for the year ended 31st March, 2026 as the Company does not have any subsidiaries, joint venture, or associate Companies.

10. INDIAN ACCOUNTING STANDARDS (IND AS):

The Ministry of Corporate Affairs (MCA) vide its notification in the Official Gazette dated February 16, 2015, notified the Indian Accounting Standard (Ind As) and Ind AS has replaced the existing Indian GAAP prescribed under Section 133 of the Companies Act, 2013 read with Rule 7 of the Companies (Accounts) Rules, 2014. The Company has adopted Indian Accounting Standards ("Ind AS") from April 01, 2017 (transition date to Ind AS is April 01, 2016) and the financial Statements have been prepared in accordance with recognition and measurement principal of Indian Accounting Standards ("Ind AS") as prescribed under the Companies (Indian Accounting Standards) Rules, 2015, as specified in section 133 of the Companies Act, 2013.

The Annual Accounts for the year ended 31st March, 2026 have also been prepared in accordance with Indian Accounting Standard (Ind AS).

11. ANNUAL RETURN:

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the draft copy of Annual Return as on March 31, 2026 is available on the Company's website at www.salasarexteriors.com

12. DIRECTOR'S RESPONSIBILITY STATEMENT:

Pursuant to Section 134(3) (c) and Section 134(5) of the Companies act, 2013, the Board of Directors of the Company hereby confirms and accepts the responsibility for the following in respect of the Audited Annual Accounts for the financial year ended March 31st, 2026:

a) That in the preparation of the annual accounts for the financial year ending 31st March, 2026, the applicable accounting standards had been followed along with proper explanation relating to material departures;

b) That the directors had selected the accounting policies and applied them consistently and made judgements 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 and loss of the Company for that period;

c) That the directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) That the annual accounts/financial statements have been prepared on a going concern basis;

e) That proper internal financial controls were in place and that the financial controls were adequate and were operating effectively;

f) That the directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

13. INTERNAL FINANCIAL CONTROL:

According to Section 134(5)(e) of the Companies Act, 2013 read with rule 8 of the Companies (Accounts) Rules, 2014, the term Internal Financial Control(IFC) means the policies and procedures adopted by the Company 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.

The Company believes that a strong internal control framework is very much essential and is part of good corporate governance practices. Your Company has in place well defined and adequate internal financial control framework commensurate with the size and complexity of its business to ensure proper recording of financial &operational information, compliance of various internal control and other regulatory/statutory compliances. All internal Audit findings and control systems are periodically reviewed by the Audit Committee of the Board of Directors, which provides strategic guidance on internal control.

14. CORPORATE SOCIAL RESPONSIBILITY (CSR):

In pursuant to Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014, Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during the immediately preceding financial year shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more Directors, out of which at least one director shall be an independent director.

During the year under review, none of the condition as prescribed under Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014 are applicable to the company; hence the provision is not applicable.

15. DIRECTORS & KEY MANAGERIAL PERSONNEL:

The Company has a professional Board with Executive Directors & Non-Executive Directors who bring the right mix of knowledge, skills, and expertise and help the Company in implementing the best Corporate Governance practices.

The composition of Board of Director as on financial year ending 31st March, 2026 is as follows:

S.No.	Directors & Key Managerial Personnel	DIN/PAN	Designation	Date of Appointment	Date of Cessation
1.	Shreekishan Joshi	05166595	Managing Director	09.03.2018	-
2.	Brijeshkumar Prahladbhai Patel	10877543	Non Executive Independent Director	05.07.2025	-
3.	Aneri Kishorbhai Gami	11183574	Non Executive Independent Director	05.07.2025	-
4.	Sohilkumar Dineshkumar Patel	10877535	Non-Executive Non-Independent Director	05.07.2025	-
5.	Haren Pitamberbhai Rathod	10654230	Non Executive Independent Director	05.07.2025	08.06.2026
6.	Sohilkumar Dineshkumar Patel	EIKPP9341H	Chief Financial Officer	04.08.2025	-
7.	Anushka Trivedi	BXPPT3368H	Company Secretary & Compliance Officer	04.08.2025	-

a) Retirement by Rotation

Pursuant to the provisions of Section 152 and other applicable provisions of the Companies Act, 2013, One- third of such of the Directors as are liable to retire by rotation, shall retire every year and, if eligible, offer themselves for re-appointment at every AGM. Consequently, Mr. Sohilkumar Dineshkumar Patel (DIN: 10877535), Director, is liable to retire by rotation at the ensuing Annual General Meeting of the Company and being eligible, he has offered himself for re-appointment. Necessary resolution for his re-appointment are included in the Notice of AGM for seeking approval of members. The Board of Directors has recommended his re-appointment.

The details as required under Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 regarding re-appointment of Mr. Sohilkumar Dineshkumar Patel**,** his brief resume, the nature of expertise in specific functional areas, names of Companies in which he hold Directorships, committee Memberships/ Chairmanships, his shareholding in the Company etc., are furnished in the annexure to the notice of the ensuing AGM.

b) Appointment

1. **Mr. Sohilkumar Dineshkumar Patel** (DIN: 10877535) was appointed as a Non-Executive Non-Independent Director of the Company with effect from July 05, 2025. The said appointment was subsequently approved by the shareholders at the 7th Annual General Meeting held on September 29, 2025.

2. **Mr. Haren Pitamberbhai Rathod** (DIN: 10654230) was appointed as a Non-Executive Independent Director of the Company with effect from July 05, 2025.

3. **Mr. Brijeshkumar Prahladbhai Patel** (DIN: 10877543) was appointed as a Non-Executive Independent Director of the Company with effect from July 05, 2025.

4. **Ms. Aneri Kishorbhai Gami** (DIN: 11183574) was appointed as a Non-Executive Independent Director of the Company with effect from July 05, 2025.

5. **Mr. Prakash Jasvantbhai Shukla** (DIN: 11765475) was appointed as a Non-Executive Independent Director of the Company with effect from June 13, 2026, subject to the approval of the shareholders at the ensuing Annual General Meeting.

c) Cessation

1) Mr. Prashant Suresh Sapkal

Board received the resignation of Mr. Prashant Suresh Sapkal on 05th July, 2025 and board considered and accepted the Resignation of Mr. Prashant Suresh Sapkal from the post of Non-Executive Non-Independent Director of the company with effect from 05th July, 2025.

2) Mr. Ashok Kumar Sewda

Board received the resignation of Mr. Ashok Kumar Sewda on 05th July, 2025 and board considered and accepted the Resignation of Mr. Ashok Kumar Sewda from the post of Non-Executive Independent Director of the company with effect from 05th July, 2025.

3) Mr. Dinesh Kumar Biharilal Sharma

Board received the resignation of Mr. Dinesh Kumar Biharilal Sharma on 05th July, 2025 and board considered and accepted the Resignation of Mr. Dinesh Kumar Biharilal Sharma from the post of Non-Executive Independent Director of the company with effect from 05th July, 2025.

4) Mr. Haren Pitamberbhai Rathod

Board received the resignation of Mr. Haren Pitamberbhai Rathod on 08th June, 2026 and board considered and accepted the Resignation of Mr. Haren Pitamber Rathod from the post of Non-Executive Independent Director of the company with effect from 08th June, 2026.

Woman Director

In terms of Section 149 of the Companies Act, 2013 read with Companies (Appointment and Qualification of Directors) Rules, 2014 and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015, the Company has appointed **Aneri Kishorbhai Gami** who is serving on the Board of the Company, from the year 2025.

16. DECLARATION FROM INDEPENDENT DIRECTORS ON ANNUAL BASIS:

The Independent Directors have submitted their declaration of independence, stating that:

a) They continue to fulfill the criteria of independence provided in Section 149 (6) of the Act along with Rules framed thereunder and Regulation 16(1)(b); and

b) There has been no change in the circumstances affecting his/ their status as Independent Directors of the Company.

The Independent Directors have also confirmed that they have complied with the Company's Code of Conduct. In terms of Section 150 of the Act and Rules framed thereunder, the Independent Directors have also confirmed their registration (including renewal of applicable tenure) and compliance of the online proficiency self- assessment test with the Indian Institute of Corporate Affairs (IICA).

The Board opined and confirm, in terms of Rule 8 of the Companies (Accounts) Rules, 2014 that the Independent Directors are persons of high repute, integrity and possess the relevant expertise and experience in their respective fields.

17. BOARD MEETING:

During the year under review, the Board met Nine (9) times.

The intervening gap between the Meetings was within the period prescribed under the Companies Act, 2013.

Board Meeting dates are finalized in consultation with all directors and agenda papers backed up by comprehensive notes and detailed background information are circulated well in advance before the date of the meeting thereby enabling the Board to take informed decisions.

Following is the attendance of each of the Directors at the Board Meetings held during the period under review:

S. No.	Date of Meeting	Total No. of Directors as on date of meeting	Attendance	
			No. of Directors attended	% of Attendance
1	29.05.2025	4	4	100
2	05.07.2025	5	5	100
3	04.08.2025	5	5	100
4	01.09.2025	5	5	100
5	10.09.2025	5	5	100
6	12.11.2025	5	5	100
7	26.12.2025	5	5	100
8	31.01.2026	5	5	100
9	27.03.2026	5	5	100

18. FORMAL ANNUAL EVALUATION:

Pursuant to the provisions of the Companies Act, 2013 and other applicable legal provisions, if any, annual performance evaluation of Board was carried out by Independent Directors in their separate meeting. Further, evaluation of the committees was carried out by the Board. The performance evaluation of all the Directors was carried out individually by the Nomination and Remuneration Committee and in addition to it, performance evaluation of executive directors was also carried out by the Independent Directors at their separate meeting.

19. DIRECTORS PERFORMANCE EVALUATION REPORT:

In terms of Companies Act, 2013 and SEBI Listing Regulations, there is requirement of formal evaluation by the Board of its own performance and that of its committees and individual directors.

The Board, in consultation with its Nomination and Remuneration Committee, has formulated a framework containing, inter-alia, the criteria for performance evaluation of the entire Board of the Company, its Committees and individual directors, including Independent Directors. The framework is monitored, reviewed and updated by the Board, in consultation with the Nomination and Remuneration Committee, based on need and new compliance requirements.

The Board of Directors have carried out the annual evaluation of its own performance, the Individual Directors including the Chairman as well as the evaluation of the working of its Committees. The evaluation of Board as a whole and Non-Independent Directors including Chairman was done by the Independent Directors in their meeting held on 31st March, 2026. The details of evaluation process of the Board, its Committees and individual directors, including independent directors have been provided under the Corporate Governance Report which forms part of this Report.

20. INDEPENDENT DIRECTOR'S FAMILIARISATION PROGRAMME:

The Company has formulated a programme for familiarization of Independent Director with regard to roles, rights, responsibilities, nature of the industry in which the Company operates, the business model of the Company etc. The details of the Familiarization Programmes as conducted by the Company are available on the website of the Company at www.salasarexteriors.com. However, during the year under review, there was no change in the nature of business of the company and its business vertical/structure/operational strategy, etc., which would have necessitated fresh Familiarization Programme for Independent Directors.

The details of familiarisation program may be accessed on the Company's website.

21. AUDITORS:

i. Statutory Auditor and their Report

M/s Chandabhoy & Jassoobhoy, Chartered Accountants were appointed as Statutory Auditors of the company in the 6th Annual General meeting held on 30th September 2024 to hold office from the conclusion of 06th Annual General Meeting till the conclusion of the 10th Annual General Meeting to be held in the financial year 2027-28.

However, M/s Chandabhoy & Jassoobhoy (FRN: 101648W) resigned as statutory auditor of the company w.e.f. August, 21st ,2025.

M/s Sarang Shivajirao Chavan & Associates, Chartered Accountants, were appointed as the Statutory Auditors of the Company in the Board meeting held on 01st September 2025, to fill up the casual vacancy caused due to Resignation of M/s Chandabhoy & Jassoobhoy, Chartered Accountants.

M/s Sarang Shivajirao Chavan & Associates, Chartered Accountants, being the Statutory Auditor of the company, were re-appointed at the 7th Annual General Meeting of the Company held on 29th September 2025, for a period of 5 years, i.e., from the conclusion of the 7th Annual General Meeting till the conclusion of the forthcoming 12th Annual General Meeting of the Company to be held in the calendar year 2030. The said re-appointment was made pursuant to the provisions of Section 139 of the Companies Act, 2013 and the rules made thereunder.

The Audit Report on the financial statements of the Company for the financial year 2025-26 forms part of this Annual Report. There are no qualifications, reservations, adverse remarks or disclaimer made by M/s Sarang Shivajirao Chavan & Associates, Chartered Accountants, Statutory Auditors of the Company, in their report for the financial year ended 31st March, 2026.

ii. Cost Auditors and Maintenance of Cost Records

In pursuant to Section 148(1) of the Companies Act, 2013 and rules and regulation made there under read with the Companies (Accounts Rules) Amendment Rules, 2018, Cost audit is not applicable to the Company and therefore maintenance of cost records as specified under section 148(1) of the Act, is not required.

iii. Secretarial Auditors and Secretarial Audit Report

In terms of Section 204(1) of Companies Act, 2013, read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed M/s CS Vishakha Agarwal of M/s. Vishakha Agarwal & Associates, Company Secretaries, Indore as the Secretarial auditor of the Company for the term of 5 (Five) Financial Years i.e. commencing from Financial year 2025-26 till Financial year 2029-30.

The Secretarial Audit Report submitted by CS Vishakha Agarwal of M/s. Vishakha Agarwal & Associates, Company Secretaries in prescribed format in MR-3 to the shareholders of the Company is annexed to this Report as "**Annexure-A**".

22. RISK MANAGEMENT POLICY:

Pursuant to the provisions of Section 134 (3) (n) of the Companies Act, 2013, the Company has put in place comprehensive risk assessment and minimization procedures, which are reviewed by the Board periodically. In order to effectively and efficiently manage risk and address challenges, the Company has formulated Risk Management Policy.

The risk management approach is based on the clear understanding of the variety of risks that the organization faces, disciplined risk monitoring and measurement and continuous risk assessment and mitigation reserves. The objective of any risk identification and assessment process is to evaluate the combination of like hood and level of negative impacts from an event. The three main components of risk assessment are business risk, service/ operational risk and external risk. The Company manages the risk in line with current risk management best practices. This facilitates the achievement of our objectives, operational effectiveness and efficiency, protection of people and assets, informed decision–making and compliance with applicable law and regulations. The Board has formulated policy on Risk Management Policy and it may be accessed at the website of the company.

23. CONSERVATION OF ENERGY:

Company ensures that the operations of the company are conducted in the manner whereby optimum utilization and maximum possible savings of energy is achieved.

No specific investment has been made in reduction in energy consumption equipment.

As the impact of measures taken for conservation and optimum utilization of energy are not quantitative, its impact on cost cannot be stated accurately.

No steps have been taken for by the company for utilizing alternate sources of energy.

The Information relating to conservation of energy, technology absorption, foreign exchange earnings and outgo under Section 134(3) (m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014 is enclosed as **"Annexure-I"** and forms part to this report.

24. TECHNOLOGY ABSORPTION:

Company's operations are conducted by using in-house know how and no outside technology is being used for operating activities. Therefore, there is no outside technology absorption in the company. The Company has not incurred expenditure on research and development activities during the year.

25. FOREIGN EXCHANGE EARNINGS AND OUTGO:

During the period under review there was no foreign exchange earnings or out flow.

26. PARTICULARS OF EMPLOYEES:

Section 197 of companies act, 2013 read with rule 5 (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of employees of the Company, are not applicable to company as no employee of company is in receipt of remuneration exceeding the limit as mentioned in relevant provision.

27. COMMITTEE MEETINGS

a. AUDIT COMMITTEE

Audit Committee of the Company meets the requirements of Section 177 of the Companies Act, 2013 and Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015. The details of the composition of the Audit Committee as required under the provisions of Section 177(8) of the Companies Act, 2013 are given in the Corporate Governance Report which forms part of this annual report.

The terms of reference of Audit Committee are confined to Companies Act 2013 & Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 read with Part-C of Schedule II.

During the year under review, the Board has accepted all the recommendations of the Audit Committee. The details of meetings with attendance thereof and terms of reference of Audit Committee have been provided in the Corporate Governance Report which forms part of this report.

The composition of the Audit Committee and terms of reference are in compliance with the provisions of Section 177 of the Act. All members of the Committee are financially literate and have accounting or related financial management expertise.

The Audit Committee consists of the following members as on March 31, 2026:
i Mr. Haren Pitamberbhai Rathod.
ii Mr. Brijeshkumar Prahladbhai Patel
iii Mr. Sohilkumar Dineshkumar Patel

During the year under review, the Audit Committee met 4 (Four) times.

Following is the detail of the attendance of each of the members of the Audit Committee at its Meeting held during the year under review:

S. No.	**Date of Meeting**	**Total No of Directors as on date of meeting**	**Attendance**	
			No. of Directors attended	**% of Attendance**
1	29.05.2025	3	3	100
2	05.07.2025	3	3	100
3	01.09.2025	3	3	100
4	12.11.2025	3	3	100

b. Nomination and Remuneration Committee

The Company has formed the Nomination and Remuneration Committee in accordance with the provisions of the Section 178 Companies Act 2013 and Regulation 19 of SEBI (Listing Obligation and Disclosure Requirement) Regulations, 2015. The details about the composition of the said committee of the Board of Directors along with attendance thereof have been provided in the Corporate Governance Report forming part of this report

The composition of the Nomination and Remuneration Committee and terms of reference are in compliance with the provisions of Section 178 of the Act.

The Nomination and Remuneration Committee consists of the following members as on March 31, 2026:

i Mr. Haren Pitamberbhai Rathod.
ii Mr. Brijeshkumar Prahladbhai Patel
iii Ms. Aneri Kishorbhai Gami

During the year under review, the Nomination and Remuneration Committee met 2 (Two) times.

Following is the detail of the attendance of each of the members of the Nomination and Remuneration Committee at its Meeting held during the year under review:

S. No.	Date of Meeting	Total No of Directors as on date of meeting	Attendance	
			No. of Directors attended	% of Attendance
1	05.07.2025	3	3	100
2	04.08.2025	3	3	100

c. Stakeholders Relationship Committee

The Company has also formed Stakeholder's Relationship Committee in compliance to the Companies Act, 2013 & Regulation 20 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The details about the composition of the said committee of the Board of Directors along with attendance thereof have been provided in the Corporate Governance Report forming part of this report

The composition of the Stakeholders Relationship Committee and terms of reference are in compliance with the provisions of Section 178 of the Act.

The Stakeholders Relationship Committee consists of the following members as on March 31, 2026:
i. Mr. Haren Pitamberbhai Rathod.
ii. Mr. Brijeshkumar Prahladbhai Patel
iii. Mr. Sohilkumar Dineshkumar Patel

During the year under review, the Stakeholders Relationship Committee met 1 (One) times.

Following is the detail of the attendance of each of the members of the Stakeholders Relationship Committee at its Meeting held during the year under review:

S. No.	Date of Meeting	Total No of Directors as on date of meeting	Attendance	
			No. of Directors attended	% of Attendance
1	10.09.2025	3	3	100

28. <u>PARTICULARS OF LOANS, GUARANTEES OR/AND INVESTMENTS:</u>

Particulars of loans given, investments made, guarantees given and securities provided along with the purpose for which the loan or guarantee or security is proposed to be utilized by the recipient are provided in the Financial Statement.

29. <u>DISCLOSURE REQUIREMENT:</u>

As per the Provisions of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015 entered into with the stock exchanges, corporate governance report with auditors' certificate there on and management discussion and analysis are attached, which form part of this report.

Details of the familiarization program of the independent directors are available on the website of the Company www.salasarexteriors.com

The Company has formulated and published a Whistle Blower Policy to provide Vigil Mechanism for employees including directors of the Company to report genuine concerns. The provisions of this policy are in line with the provisions of the Section 177(9) of the Act. The whistle blowing Policy is available on the company's website at www.salasarexteriors.com

30. SEXUAL HARASSMENT OF WOMAN AT WORK PLACE:

The Company has zero tolerance for sexual harassment at workplace and had in place policy on Prevention, Prohibition and Redressal of Sexual Harassment for women at workplace in accordance with the requirements of Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ('POSH Act') and Rules made thereunder.

As per the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013(POSH Act) and Rules made thereunder, the Company has constituted Internal Committees (IC). Our POSH Policy is now inclusive and gender neutral, detailing the governance mechanisms for prevention of sexual harassment issues relating to employees across genders including employees who identify themselves with LGBTQI+ community. During the year, company has not received any sexual harassment complaints.

To build awareness in this area, the Company has been conducting induction/refresher programmes in the organization on a continuous basis. During the year, your Company organised offline training sessions on the topics of Gender Sensitisation and Code Policies including POSH for all office and factory-based employees.

During the year under review, no complaint pertaining to sexual harassment at work place has been received by the Company.

31. PARTICULARS OF CONTRACT OR ARRANGEMENTS WITH RELATED PARTIES REFERRED TO IN SECTION 188(1):

With reference to Section 134 (3)(h) of the Act, all the contracts and arrangements with related parties under Section 188(1) of the Act, entered by the Company during the financial year, were approved by the Audit Committee and wherever required, also by the Board of Directors.

All related party transactions that were entered into during the financial year were on arm's length basis, in the ordinary course of business and were in compliance with the applicable provisions of the Act and the SEBI Listing Regulations.

The disclosure of material related party transactions as required under Section 134(3)(h) of the Act in Form No. AOC-2 is annexed to this Report as "**Annexure-II**".

All related party transactions are approved/ reviewed by the Audit Committee on quarterly basis, with all the necessary details and are presented to the Board and taken on record. The Board has formulated policy on Related Party Transactions and it may be accessed at the website of the company.

All the related party transactions under Ind AS-24 have been disclosed to the standalone financial statements forming part of this Annual Report.

A confirmation as to compliance of Related Party Transactions as per Listing Regulations is also sent to the Stock Exchanges along with the half yearly compliance report on Corporate Governance. Disclosure of related party transactions on a consolidated basis is also sent to the Stock Exchanges after publication of standalone financial results for the half year.

32. FIXED DEPOSITS/ DEPOSITS:

During the year under review your Company has not accepted or invited any fixed deposits from the public and there were no outstanding fixed deposits from the public as on the Balance Sheet date.

Our Company has not accepted deposit from the public falling with in the ambit of Section 73 of the Companies Act, 2013 along with Companies (Acceptance of Deposits) rules, 2014.

33. DISCLOSURE UNDER SECTION 164 (2):

None of the Directors of your Company are disqualified from being appointed as Directors as specified under Section 164(2) of the Companies Act, 2013.

34. SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS IMPACTING THE GOING CONCERNS STATUS AND COMPANY`S OPERATIONS IN FUTURE:

The Company has not received any significant or material orders passed by any regulatory authority, court or tribunal which shall impact the going concern status and Company`s operations in future.

35. PARTICIPATION IN THE GREEN INITIATIVE:

Our Company continues to wholeheartedly participate in the Green Initiative undertaken by the Ministry of Corporate Affairs (MCA) for correspondences by Corporate to its Members through electronic mode. All the Members are requested to join the said program by sending their preferred e-mail addresses to their Depository Participant.

36. CODE oF FAIR DISCLOSURE OF UNPUBLISHED PRICE SENSITIVE INFORMATION AND CODE oF CONDUCT UNDER SEBI (PROHIBITION OF INSIDER TRADING) REGULATIONS, 2015:

Pursuant to Regulation 8 of SEBI (Prohibition of Insider Trading) Regulations, 2015 the Board to Directors has formulated and adopted the “Code of Practices and Procedures for fair Disclosure of Unpublished Price Sensitive Information” (Code of Fair Disclosure) of the Company.

The Board has also formulated and adopted “Code of Conduct for Prohibition of Insider Trading” (Code of Conduct) of the company as prescribed under Regulation 9 of the said Regulation.

37. NATURE OF BUSINESS:

There is no change in the nature of business of the company during the year.

38. POLICY ON DIRECTORS’ APPOINTMENT AND POLICY ON REMUNERATION:

Pursuant to the provisions of Section 134 (3) (e) and Section 178 of the Companies Act, 2013 and in terms of Regulation 19(4) of the SEBI (Listing Obligation and Disclosure Requirement) Regulations, 2015, the Board has formulated a policy on Nomination and Remuneration for its Directors, Key Managerial Personnel and senior management.

The salient features of the Policy are:

- It provides the diversity on the Board of the Company and
- It provides the mechanism for performance evaluation of the Directors
- It lays down the parameters based on which payment of remuneration (including sitting fees and remuneration) should be made to Independent Directors and Non-Executive Directors.

- It lays down the parameters based on which remuneration (including fixed salary, benefits and perquisites, bonus/ performance linked incentive, commission, retirement benefits) should be given to Whole-time Directors, KMPs and rest of the employees.
- It lays down the parameters for remuneration payable to Director for services rendered in other capacity.

It is hereby affirmed that the Remuneration paid is as per the Remuneration Policy of the Company. During the year under review, there were no substantive changes in the Policy except to align the Policy with amendments made to applicable laws.

39. SHIFTING OF REGISTERED OFFICE OF THE COMPANY:

During the year, on 01st September, 2025 the Company has shifted its registered office from Unit No 905, Shri Krishna Complex, OPP, Laxmi Industrial Plot No D6, New Link RD Andheri (West) Mumbai 400053, Andheri, Mumbai, Mumbai, Maharashtra, India, 400053 to B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co Off Nagardas Road, Andheri East, Mumbai, Mogra, Andheri-400069, i.e., within the same city.

40. INTERNAL AUDIT:

At the beginning of each financial year, an audit plan is rolled out with approval of the Company's Audit Committee. The plan is aimed at evaluation of the efficacy and adequacy of internal control systems and compliance thereof, robustness of internal processes, policies and accounting procedures and compliance with laws and regulations. Based on the reports of internal audit, process owners undertake corrective action in their respective areas. Significant audit observations and corrective actions are periodically presented to the Audit Committee of the Board.

41. SECRETARIAL STANDARDS:

The applicable Secretarial Standards, i.e. SS-1 and SS-2, relating to 'Meetings of the Board of Directors' and 'General Meetings', respectively, have been duly followed by the Company.

42. COMPLIANCE WITH THE MATERNITY BENEFIT ACT, 1961:

The Company has complied with the provisions of the Maternity Benefit Act, 1961, including all applicable amendments and rules framed thereunder. The Company is committed to ensuring a safe, inclusive, and supportive workplace for women employees. All eligible women employees are provided with maternity benefits as prescribed under the Maternity Benefit Act, 1961, including paid maternity leave, nursing breaks, and protection from dismissal during maternity leave.

The Company also ensures that no discrimination is made in recruitment or service conditions on the grounds of maternity. Necessary internal systems and HR policies are in place to uphold the spirit and letter of the legislation.

43. DETAILS OF APPLICATION MADE OR ANY PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016 DURING THE YEAR ALONG WITH THEIR STATUS AS AT THE END OF THE FINANCIAL YEAR:

During the year under review and till date of this Report, the Company has neither made any application against anyone nor any proceedings were pending against the Company under the Insolvency and Bankruptcy Code, 2016.

44. DETAILS OF DIFFERENCE BETWEEN THE 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:

The Company has neither availed any loan from banks or financial institution and hence there is no application being ever made for One Time Settlement (OTS) with any banks or financial institution.

45. ACKNOWLEDGEMENTS:

The Board of Directors of your Company acknowledges their sincere appreciation for the support extended by the statutory authorities, the stock exchanges, advisors, shareholders and staff of the Company for the valuable assistance, support and co-operation extended to the Company and continuous support and faith reposed in the Company.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

Annexure-I

Information as per Section 134(3)(m) of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014 and forming part of the Directors' Report for the year ended March 31, 2026.

A.	**Conservation of Energy**		
	(i)	the steps taken or impact on conservation of energy	N.A
	(ii)	the steps taken by the company for utilising alternate sources of energy:	N.A
	(iii)	the capital investment on energy conservation equipments:	N.A
B.	**Technology absorption**		
	(i)	the efforts made towards technology absorption:	N.A
	(ii)	the benefit derived like product improvement, cost reduction, product development or import substitution:	N.A
	(iii)	in case of imported technology (imported during the last three years reckoned from the beginning of the financial year)	N.A
		a) the details of technology imported;	N.A
		b) the year of import;	N.A
		c) whether the technology been fully absorbed	N.A
		d) if not fully absorbed, area where absorption has not taken place, and the reasons thereof; and	N.A
		e) the expenditure incurred on Research and Development	N.A
		Note: Since your Company has not involved in manufactuirng operations, the requirements pertaining to disclosure of particulars relating to conservation of energy, research & development and technology absorption, as prescribed under the Companies (Accounts) Rules, 2014 are not applicable.	
C.	**Foreign Exchange Earning and outgo**		
	The company does not have any export sale, hence the respective point is not applicable.		

Particulars	Financial Year ended 31st March, 2026	Financial Year ended 31st March, 2025
Foreign Exchange Earned	Nil	Nil
Foreign Exchange used	Nil	Nil

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

FORM NO. MR-3
SECRETARIAL AUDIT REPORT

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Personnel) Rules, 2014]

To,
The Board of Directors
SALASAR EXTERIORS AND CONTOUR LIMITED
CIN: L45309MH2018PLC306212
B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co
Off Nagardas Road,Mogra, Andheri East, Mumbai (M.H.) - 400069

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2026

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **SALASAR EXTERIORS AND CONTOUR LIMITED (CIN: L45309MH2018PLC306212)** (hereinafter called "**the Company**"). While taking review after the completion of financial year, Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Management's Responsibility
The Management of the Company is completely responsible for preparation and maintenance of Secretarial records and for developing proper systems to ensure compliance with the provisions of applicable laws, rules and regulations.

Auditor's Responsibility:
Our responsibility is to express an opinion on existence of adequate Board Process and Compliance Management System, commensurate to the size of the company, based on these secretarial records as shown to us during the said audit and also based on the information furnished to us by the officers and agents of the company during the said audit.

We have followed the audit practices and processes as were appropriate to the best of our understanding to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on the 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.

Wherever required, we have obtained the management representation about the compliance of the laws, rules, regulations and happening of events, etc.

Our report is neither an assurance as to future viability of the Company nor of the efficacy or effectiveness or accuracy with which the management has conducted the affairs of the company.

Based on the information and/or details received on verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents, KMPs, Directors 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 March, 2026 generally complied with the statutory provisions listed hereunder *however*, with some procedural lacunas and also that the Company generally has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed (within / *beyond* the due date with the applicable additional fees) and other records maintained by the Company for the financial year ended on 31st March, 2026 according to the provisions of:

(i) The Companies Act, 2013 ("the Act") and the rules made thereunder;
(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act,1999 and the Rules and Regulation made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **(Not applicable to the company during the audit period)**

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

a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 1992 and Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009.

d) The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999 and The Securities And Exchange Board of India (Share Based Employees Benefits) Regulations 2014. **(Not applicable to the Company during Audit Period)**

e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008. **(Not applicable to the Company during Audit Period)**

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. **(Not applicable as the Company is not registered as a Registrar to an Issue or Share Transfer Agent)**.

g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009. **(Not applicable to the Company during the Audit Period)**

h) Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2009. **(Not applicable to the Company during the Audit Period)**

(vi) The following other laws as specifically applicable in the view of the Management.

a) Negotiable Instruments Act, 1881
b) Employees' State Insurance Act, 1948
c) Employees Provident Fund and Miscellaneous Provisions Act, 1952
d) Environment Protection Act,1986
e) General Clause Act, 1897
f) Registration Act, 1908
g) Indian Stamp Act, 1899
h) Limitation Act, 1963
i) Transfer of Property Act, 1882
j) Indian Contract Act, 1872
k) Sale of Goods Act, 1930
l) Consumer Protection Act, 1986
m) Arbitration and Conciliation Act, 1996
n) Central Goods and Services Tax Act, 2017
o) Bombay Shops and Establishments Act, 1948
p) Maharashtra state tax on professions, Trades, Callings and Employment Act,1975
q) Other laws as applicable to the Company

As per the certificate received from the Managing Director, the company, has complied with all the laws and regulations governing the company's behavior as a Public Listed Company, has been following due processes enabling the Company to comply by all the legal requirements applicable to a Public Listed Company and has 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 have also examined compliance with the applicable clauses of the following:

i) Secretarial Standards issued by The Institute of Company Secretaries of India.
ii) Compliance of the applicable Clauses of the Listing Agreement entered into by the Company with the National Stock Exchange of India.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. except that

A. There was delay in quarterly compliances of the Company with respect to submission of shareholding pattern, Reconciliation of Share Capital Audit Report, Certificate under Reg. 74(5). However, the same were later properly complied with.

B. It was observed that the company has passed a resolution for Increase in Authorised Share Capital of the Company from Rs. 10,50,00,000 (Rupees Ten Crore Fifty Lakhs Only) divided into 10,50,00,000 (Ten Crore Fifty Lakhs) Equity Shares of Re.1/- each to Rs 26,50,00,000 (Rupees Twenty-Six Crore Fifty Lakhs) divided into 26,50,00,000 (Twenty-Six Crore Fifty Lakhs) Equity Shares of Re. 1/- but the Filing of E-form SH 7 with ROC (Mumbai) is still pending as on date.

C. Due to corruption/technical malfunction of the SDD software, the Company was temporarily unable to retrieve / demonstrate complete records, which resulted in the observation of non-compliance of PIT Regulations, as communicated by NSE. The Company has later rectified the issue and is currently maintaining a Structured Digital Database in compliance with the provisions of Regulation 3(5) and Regulation 3(6) of the SEBI (Prohibition of Insider Trading) Regulations, 2015.

We further report that:

The Board of Directors of the Company (including committees thereof) is *not* properly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors since, there were some procedural lacunas in compliance with respect to Board Composition. There were changes in the composition of the Board of Directors during the period under review.

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

Majority decision is carried through and recorded in the minutes.
We further report that no audit has been conducted on compliance with finance and taxation laws as the same are subject to review and audit by Statutory Auditor and Internal Auditor to the Company and their observations, if any, shall hold for the purpose of the Audit Report.

We further report that *there is* scope to improve the 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.

For Vishakha Agrawal & Associates
Practising Company Secretaries

CS Vishakha Agrawal
(Proprietor)
ACS: 39298 CP No. 15088
P.R. No. 2575/2022
UDIN: A039298H001374381

Place: Indore
Date: 04/09/2026

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

ANNEXURE A

To,
The Board of Directors
SALASAR EXTERIORS AND CONTOUR LIMITED
CIN: L45309MH2018PLC306212
Unit No. 905, Shri Krishna Complex, Opp. Laxmi Industrial Plot No. D6,
New Link RD Andheri(West) Mumbai 400053

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

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the 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 and have relied on the report of statutory auditors on direct and indirect taxes. Wherever required, we have obtained the management representation about the compliance of laws, rules and regulations and happening of events etc.

4. The compliance of the provisions of Corporate and other applicable laws, Rules, Regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.

5. The Secretarial Audit report 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 Vishakha Agrawal & Associates
Practising Company Secretaries

CS Vishakha Agrawal
(Proprietor)
ACS: 39298 CP No. 15088
P.R. No. 2575/2022
UDIN: A039298H001374381

Place: Indore
Date : 04/09/2026

Annexure-II

FORM 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 transactions under third proviso thereto.

1. **Details of Contracts or Arrangements or Transactions not at Arm's length basis:**

   There were no contracts or arrangements or transactions entered into during the year ended 31st March, 2026 which were not on arm's length basis.

2. **Details of Material Contracts or Arrangements or Transactions at Arm's length basis:**

   There were Six contracts or arrangements or transactions entered into during the year ended 31st March, 2026 which were on arm's length basis which are as follows:

S.no	Name of the Related Party	Nature of Relation	Nature of Transaction	Value of transaction during the reporting period	Opening balance	Closing Balance
1	Bhageshree Joshi	Relative of KMP	Unsecured Loan	0	4.83	4.83
2	Shreekrishna Joshi	Director	Unsecured Loan	0	604.81	604.81
3	Visha Dadhich	Relative of KMP	Unsecured Loan	0	3.00	3.00
4	Priyanka Vyas	Relative of KMP	Unsecured Loan	0	0.83	0.83
5	Surbhi Joshi	Relative of KMP	Unsecured Loan	0	12.05	12.05
6	Videh Shreekrishna Joshi	Relative of KMP	Unsecured Loan	0	319.22	319.22

Note: The loans were obtained for the Company's urgent working capital requirements, and has been repaid in full after the end of this financial year.

Definition of the term 'Material Contracts or Arrangements or Transactions' is taken as per Regulation 23 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

CORPORATE GOVERNANCE REPORT
(In compliance with Regulation 34(3) read with Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

1. CORPORATE GOVERNANCE: PHILOSOPHY

Corporate Governance is the creation and enhancement of long-term sustainable value for our stakeholders, comprising regulators, employees, customers, vendors, investors, and the society at large, through ethically driven business practices. Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. Strong leadership and effective corporate governance practices have been the Company' shall mark inherited from its culture and ethos. At Salasar Exteriors and Contour Limited, it is imperative that our Company's affairs are managed in a fair and transparent manner.

We ensure that we evolve and follow not just the stated corporate governance guidelines, but also the best practices. We consider it our inherent responsibility to protect the rights of our shareholders and disclose timely, adequate and accurate information regarding our financials and performance, as well as the leadership and governance of the Company.

The Company's philosophy of Corporate Governance aims to maximize long-term stakeholders value. It is a combination of many factors to achieve the objectives of transparency, full disclosure, a system of checks and balances between the Shareholders, Directors, Auditors and the Management. Integrity and transparency are key to our corporate governance practices and performance, and ensure that Company gain and retain the trust of our stakeholders at all times.

The Board is responsible for and committed to sound principles of Corporate Governance in the Company. The Board plays a crucial role in overseeing how the management serves the short and long-term interests of shareholders and other stakeholders. This belief is reflected in our governance practices, under which we strive to maintain an effective, informed and independent Board. We keep our governance practices under continuous review and benchmark ourselves to best practices across the globe.

The Company is in compliance with the requirements stipulated under Regulations 17 to 27 read with Schedule V and clauses (b) to (i) and (t) of Regulation 46(2) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'),as applicable, with regard to corporate governance.

The Company has been complying with the Corporate Governance requirements, as stipulated under Regulation 34(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 with Stock Exchange.

2. CODE OF CONDUCT

The Company has a strong legacy of fair, transparent and ethical governance practices. 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 Board Members, The Code of Conduct for regulating & Monitoring Trading by the Insiders and the Code of Practices and Procedures Fair Disclosure of Unpublished Price Sensitive Information, are available on the Company's website at www.salasarexteriors.com The company has received confirmation from the Senior Management Personnel regarding compliance of code of conduct during the period under the review.

3. BOARD OF DIRECTORS

Our Company is a professionally managed company functioning under the overall supervision of the Board. The Board has ultimate responsibility for the development of strategy, management, general affairs, direction, performance and long-term success of business as a whole. The Chairman leads the Board and is responsible for its overall effectiveness. The Chairman sets the Board Agenda, ensures the Directors receive accurate, timely and clear information, promotes and facilitates constructive relationships and effective contribution of all Executive and Non-Executive Directors, and promotes a culture of openness and debate. The Independent Directors provide constructive challenge, strategic guidance, and specialist advice and hold management to account. We believe that an active, well-informed and independent Board is necessary to ensure the highest standards of corporate governance.

The Board of Directors, along with its committees, provides leadership and guidance to the management and directs and supervises the performance of the Company, thereby enhancing stakeholders' value.

A. COMPOSITION OF BOARD:

The Board of your Company comprises highly experienced persons of repute, eminence and has a good and diverse mix of Executive and Non-Executive Directors with majority of the Board members comprising Independent Directors including Independent Women Directors. The Board composition is in conformity with the applicable provisions of Companies Act, 2013 (the Act) and Securities and Exchange Board of India (SEBI) (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) as amended from time to time.

The Board composition of your Company as on 31st March, 2026 comprises of (5) Five directors out of which Three (3) are Independent Directors and One, (1) Non-Executive Non- Independent Director, (1) Executive Director which is designated as Managing Director.

The composition of the Board represents an optimal mix of professionalism, knowledge and experience and enables the Board to discharge its responsibilities and provide effective leadership to the business. The Board as part of its succession planning exercise periodically reviews its composition to ensure that the same is closely aligned with the strategy and long- term needs of the Company.

The number of Directorship(s), Committee Membership(s), and Chairmanship of all the Directors is within respective limits prescribed under the Act and Listing Regulations as amended from time to time. The Managing Director does not serve as an Independent Director in any Listed Company.

Further as mandated Regulation 26(1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, none of the directors on the Board is a member of more than 10 (ten) committee or hold offices as a Chairman of more than 5 (five) Committees (Committee being Audit Committee and Stakeholder Relationship Committee as per Regulation 26 (1) (b) of SEBI (Listing Obligation and Disclosure Requirement Regulation, 2015) across all the public companies in which he/she is a Director. The necessary disclosures regarding the committee composition have been made to all the directors.

None of the Directors on the Board:

- holds directorships in more than ten public companies;
- serves as Director or as independent directors in more than seven listed entities; and
- who are the Executive Directors serve as independent directors in more than three listed entities.

The detailed composition and category of the Directors as on 31.03.2026 is as follows:

Name & DIN of the Director	DIN	Designation	Category
Mr. Shreekishan Joshi	05166595	Managing Director	Executive Director
Mr. Brijeshkumar Prahladbhai Patel	10877543	Director	Non-Executive Independent Director
Ms. Aneri Kishorbhai Gami	11183574	Director	Non-Executive Independent Director
Mr. Sohilkumar Dineshkumar Patel	10877535	Director	Non-Executive Non-Independent Director
Mr. Haren Ptamber Rathod	10654230	Director	Non-Executive Independent Director

As per the provisions of Regulation 17 of Listing Regulations, approval of Shareholders, for appointment of Directors on the Board shall be taken either at the next General Meeting or within a time period of three months from the date of appointment, whichever is earlier. Therefore, the Board of Directors of Company based on the recommendation of the Nomination and Remuneration Committee has appointed Mr. Prakash Jasvantbhai Shukla (DIN: 11765475) as an Additional Non- Executive Independent Director of the Company with effect from 13th June, 2026 subject to Shareholders' Approval in ensuing Annual General Meeting.

Mr. Prashant Suresh Sapkal resigned from the position of Non- Executive, Non - Independent director of the Company on July 05th, 2025.

Mr. Ashok Kumar Sewda resigned from the position of Non Executive Independent Director of the Company on July 05th, 2025.

Mr. Dinesh Kumar Biharilal Sharma resigned from the position of Non Executive Independent Director of the Company on July 05th, 2025.

Mr. Haren Pitamberbhai Rathod resigned from the position of Non Executive Independent Director of the Company on June 08, 2026.

B. BOARD MEETING

The Board meets at regular intervals to discuss and decide on Company/business policy and strategy and other matters. However, in case of business exigencies/ urgencies resolutions are passed through circulation or additional meetings are conducted.

During the financial year 2025-26, the members of the Board met 9 (Nine) times to review, discuss and decide about the business of the Company.

The dates on which the said meetings were held are as follows:

S. No.	Date of Meeting	Total No of Directors as on date of meeting	Attendance	
			No. of Directors attended	% of Attendance
1	29.05.2025	4	4	100
2	05.07.2025	5	5	100
3	04.08.2025	5	5	100
4	01.09.2025	5	5	100
5	10.09.2025	5	5	100
6	12.11.2025	5	5	100
7	26.12.2025	5	5	100
8	31.01.2026	5	5	100
9	27.03.2026	5	5	100

The necessary quorum was present at all the Board Meetings. The maximum gap between any two Board meetings held during the year was not more than one hundred and twenty days. During the year under review, no Board meeting was held via video conferencing.

C. APPOINTMENT AND TENURE

A Particulars and brief profile of Director retiring by rotation and also seeking re-appointment have been given in the notice for convening the Annual General Meeting.

The Directors of the Company are appointed/re- appointed by the Board on the recommendation of the Nomination and Remuneration Committee and approval of the Shareholders through means of Postal Ballot.

In accordance with the Articles of Association of the Company and provisions of the Act, all the Directors, except the Managing Director and Independent Directors, of the Company, are liable to retire by rotation at the Annual General Meeting (AGM) each year and, if eligible, offer their candidature for re-appointment. The Board of Directors on the Board have been appointed as per the provisions of the Act and serve in accordance with the terms of employment with the Company.

Necessary disclosures regarding Committee positions in other public companies as on March 31, 2026 have been made by the Directors. None of the Directors is related to each other.

D. BOARD MEMBERSHIP CRITERIA AND LIST OF CORE SKILLS/EXPERTISE/ COMPETENCIES IDENTIFIED IN THE CONTEXT OF THE BUSINESS:

The Board of Directors are collectively responsible for selection of a member on the Board. The Nomination and Remuneration Committee of the Company follows a defined criteria for identifying, screening, recruiting and recommending candidates for election as a Director on the Board. The criteria for appointment to the Board include:

- composition of the Board, which is commensurate with the size of the Company, its portfolio, geographical spread and its status as a Listed Company;
- desired age and diversity on the Board;
- size of the Board with optimal balance of skills and experience and balance of Executive and Non-Executive
- Directors consistent with the requirements of law;
- professional qualifications, expertise and experience in specific area of relevance to the Company;
- balance of skills and expertise in view of the objectives and activities of the Company;
- avoidance of any present or potential conflict of interest
- availability of time and other commitments for proper performance of duties;
- personal characteristics being in line with the Company's values, such as integrity, responsibility, respect and pioneering mindset.

E. DISCLOSURE OF RELATIONSHIP OF DIRECTOR

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

None of the Directors is related to each other and there are no inter se relationships between the Directors.

The Company has not issued any convertible instruments; hence, disclosure in this respect is not applicable.

F. INDEPENDENT DIRECTOR

All the Independent Directors are Non-Executive Directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations read with Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015read with Section 149 of the Companies Act, 2013, the Independent Directors have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. The maximum tenure of the Independent Director is in compliance with the Act.

Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

i. Terms and conditions of appointment of Independent Directors

The Company currently has 3 Non-Executive Independent Directors. All Independent Directors of the Company have been appointed as per the provisions of the Act and the SEBI Listing Regulations. Formal letters of appointment have been issued to Independent Directors. As required by Regulation 46 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, the terms and conditions of their appointment are disclosed on the Company's website at www.salasarexteriors.com .

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

ii. Separate Meeting of Independent Directors

In terms of Regulation 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015, the Independent Directors of the Company shall meet once in a year to review the performance of Non-Independent Directors, the Board as a whole, review the performance of the Chairman of the Company and assessed the quality, quantity and timelines of flow of information between the Company Management and the Board.

The Independent Directors of the Company had met during the year on 10th March, 2026 without the presence of Non- Independent Director and members of management, to review the performance of Non-Independent Directors and the Board as whole, review the performance of the Chairman of the Company and has assessed the quality, quantity and timelines of flow of information between the Company Management and the Board.

The Independent Directors inter alia discuss the issues arising out of the Committee Meetings and Board discussion including the quality, quantity and timely flow of information between the Company Management and the Board that is necessary for the Board to effectively and reasonably perform its duties. In addition to these formal meetings, interactions outside the Board Meetings also take place between the Chairman and Independent Directors.

The Meeting was attended by all the Independent Director as on that date.

iii. Familiarization programmes for the Independent Director

Your Company has formulated Familiarization Programme for all the Independent Directors in accordance with Regulation 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Schedule IV of the Companies act, 2013 which provides that the Company shall familiarize the Independent Directors with the Company, their roles, rights, responsibilities in the Company, nature of industry in which the Company operates, business model of the Company etc. through various programs for the purpose of contributing significantly towards the growth of the Company.

They are given full opportunity to interact with senior Management personnel and are provided with all the documents required and/ or sought by them to have a good understanding of the Company, its business model and various operations and the industry of which it is a part.

Pursuant to Regulation 46 of SEBI (Listing Obligation and Disclosure Requirements) Regulation, 2015 details of familiarization programme may be accessed on the Company's website at

G. INFORMATION PRESENTED AT MEETINGS

The Board business generally includes consideration of important corporate actions and events including:
a) Quarterly and annual result announcements;
b) Oversight of the performance of the business;
c) Board succession planning;
d) Review of the functioning of the Committees and

e) Other strategic, transactional and governance matters as required under the Companies Act, 2013, Listing Regulations and other applicable legislations.

H. INFORMATION SUPPLIED TO THE BOARD

The Board has complete access to all information with the Company; inter alia, the information as required under the SEBI (Listing Obligations and Disclosure Requirement) Regulation, 2015 is regularly provided to the Board as a part of the Board Meeting agenda well in advance of the Board meetings along with comprehensive background information on the items in the agenda to enable the Board to arrive at appropriate decisions. In addition, the Board is kept informed of all major events, including information listed under Part A of Schedule II to the SEBI Listing Regulations.

Based on the agenda, members of the senior leadership are invited to attend the Board Meetings, which brings in requisite accountability and provides developmental inputs.

I. COMPLIANCE REPORTS OF ALL APPLICABLE LAWS TO THE COMPANY

The periodical reports submitted by the Internal Auditors and by the concerned executives of the Company with regard to compliance of all laws applicable to the Company including steps taken by the Company to rectify instances of non-compliances, if any, are reviewed by the Board at regular intervals.

J. EVALUATION OF PERFORMANCE OF THE BOARD, ITS COMMITTEES AND INDIVIDUAL DIRECTORS

As required under Section 134 (3) (p) of the Companies Act, 2013, and regulation 17 (10) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board of Directors has carried out an annual evaluation of its own performance and that of its Committees and individual Directors.

Evaluation of the Board and its Committees is based on various aspects of their functioning, such as adequacy of the constitution and composition of the Board and its Committees, matters addressed in the meetings, processes followed at the meeting, Board's focus, regulatory compliances and Corporate Governance, etc., are in place. Similarly, for evaluation of individual Director's performance, various parameters like Director's profile, contribution in Board and Committee meetings, execution and performance of specific duties, obligations, regulatory compliances and governance, etc., are considered.

Further, the performance of the Board, its Committees and individual directors was evaluated by the board after seeking inputs from all Directors. The performance of the committees was evaluated by the Board after seeking inputs from the committee members.

As required under Regulation 17(10) of SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015, the Board assessed the performance of the Independent Directors, individually and collectively as per the criteria laid down and on an overall assessment, the performance of independent directors was found noteworthy. The Board has therefore recommended the continuances of the Independent Directors on the Board of the Company. The Board has evaluated the performance of the independent directors on the parameters such as Qualification, knowledge, experience, initiate, attendance, concerns for the stakeholders, leadership, team work attributes, effective interaction, willing to speak up, high governance standard, integrity, relationship with management, Independent views and judgement. Further, the Board and each of the Directors had evaluated the performance of each individual director on the basis of above criterion.

The Board of Directors assessed the performance of the Board as whole and committees of the Company based on the parameters which amongst other included structure of the Board, including qualification, expectance and competency of the Directors, diversity of the Board and process of appointment; Meeting of the Board, including regularity and frequency, agenda, discussion and dissent, recording of the minutes, functions of the Board, including strategy and performance valuation, corporate culture and value, evaluation of risks, succession plan, focus on the shareholders' value creation, effectiveness of Board process, governance and compliance and meaning full communication, high governance standard, knowledge of business, openness discussion/integrity and information and functioning and quality of relationship between the Board and management.

The nomination and remuneration Committee & Audit Committee has also reviewed and considered the collective feedback of the whole of evaluation process. The Directors were satisfied with the evaluation results which reflected the overall management and effectiveness of the Board and its Committees.

4. COMMITTEES OF THE BOARD

The Board Committees play a crucial role in the Governance Structure of the Company and have been constituted to deal with specific areas/activities as mandated by applicable regulations, which concern the Company and need a closer review. The Board Committees are set up under the formal approval of the Board to carry out clearly defined roles which are considered to be performed by Members of the Board, as part of good governance practices. The Chairperson of the respective Committee informs the Board about the summary of the discussions held in the Committee Meetings. The minutes of the Meeting of all Committees are placed before the Board for review. The Board Committees can request special invitees to join the Meeting, as appropriate.

As on 31st March, 2026, the Board has constituted the following Committees:

The Board Committees play a crucial role in the governance structure of the Company and have been constituted to deal with specific areas of concern for the company.

The Board is responsible for constituting, assigning, co-opting, and fixing the terms of reference of various committees. Details on the role and composition of these committees, including the number of meetings held during the financial year and the related attendance are provided below.

i. Audit Committee

The Audit Committee of the Company is constituted in line with the provisions of Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirement) Regulation, 2015 entered into with the Stock Exchange(s) read with Section 177 of the Companies Act, 2013 (“Act”).

a) Terms of Reference of Audit Committee

The Committee is governed by the terms of reference which are in line with the regulatory requirements mandated by the Act and Listing Regulations.

As a measure of good Corporate Governance and to provide assistance to the Board of Directors in fulfilling their responsibilities, the Audit Committee was constituted. Majority of the members of the Audit Committee are Independent Directors and have rich experience in the financial/legal sector.

The Audit Committee ensures that it has reviewed each area that it is required to review under its terms of reference and under applicable legislations or by way of good practice. This periodic review ensures that all areas within the scope of the Committee are reviewed.

The terms of reference of Audit Committee are as per Regulation 18 of SEBI (Listing Obligations and Disclosure Requirement) Regulation, 2015 executed with the Stock Exchange(s), read with Section 177 of the Companies Act, 2013 and includes such other functions as may be assigned to it by the Board from time to time. The composition of the Audit Committee also adheres to the provisions of Section 177 of the Companies Act, 2013.

Activities of the Committee during the year	Frequency
Overseeing the Company's financial reporting process and disclosure of financial information to ensure that the financial statements are correct, sufficient and credible	▲ \ ■
Reviewing and examining with Management the quarterly and annual financial results and the Limited Review/Auditor's Report thereon before submission to the Board for approval	▲ \ ■
Reviewing management discussion and analysis of financial condition and results of operations	▲
Recommending the appointment, remuneration and terms of appointment of Statutory Auditors of the Company and approval for payment of any other services	●
Reviewing and monitoring the Statutory Auditor's independence and performance and effectiveness of audit process	■
Reviewing, approving or subsequently modifying any Related Party Transactions in accordance with the Related Party Transaction Policy of the Company	▲
Reviewing the adequacy of internal audit function and the findings of any internal investigations by the internal auditors	▲
Reviewing management letters/letters of internal control weaknesses issued by the Statutory Auditors	▲
Evaluating internal financial controls and risk management systems	▲
Verifying that the systems for internal controls for compliance with SEBI (Prohibition of Insider Trading) Regulations, 2015 are adequate and are operating effectively	▲
Reviewing the functioning of the Code of Business Principles and Vigil Mechanism	▲
Scrutiny of Inter-corporate loans and investments.	▲
Discussion with the Statutory Auditors, before the Audit commences, about the nature and scope of Audit as well as post audit discussions to ascertain any area(s) of concern.	■
Carrying out any other function as mentioned in terms of reference of the Audit Committee.	■

The main functions of the Audit Committee, inter-alia, include:

Role(s)/Terms of reference of Audit Committee are:

Annually= ■
Quarterly = ▲
Periodically = ●

All the items listed in Section 177 of the Act and Regulation 18(3) read with Part C of Schedule II of the SEBI (Listing Obligation and Disclosure Requirements) Regulation are covered in terms of reference of the Audit Committee, directly or indirectly.

Further, pursuant to Regulation 18(2) (c) of SEBI (Listing Obligation and Disclosure Requirements) Regulation, 2015, the Audit Committee is empowered to investigate any activity within its terms of reference, seek information it requires from any employee, obtain outside legal or other independent professional advice and secure attendance of outsiders with relevant expertise, if considered necessary.

Apart from the above, the Audit Committee also exercises the role and powers entrusted upon it by the Board of Directors from time to time.

b) Composition of Audit Committee

Name	**Category of Directorship**	**Designation in Audit Committee**	**No. of Meetings Attended**
Mr. Haren Pitamberbhai Rathod	Non-Executive & Independent Director	Chairman	03
Mr. Brijeshkumar Prahladbhai Patel	Non-Executive & Independent Director	Member	03
Mr. Sohilkumar Dineshkumar Patel	Non-Executive & Non-Independent Director	Member	03

- **Pursuant to the resignation of Mr. Prashant Suresh Sapkal, Mr. Ashok Kumar Sewda and Mr. Dinesh Kumar Sharma on 05th July, 2025, Committee was reconstituted.**

c) Meetings of Audit Committee

During the financial year 2025-2026, Four (4) meetings of Audit Committee were held:

Date	**Total Number of Directors in the Committee as on date of the meeting**	**Number of Directors Present (All directors including Independent director)**	**No. of Independent Directors attending the meeting***
29.05.2025	3	3	2
05.07.2025	3	3	2
01.09.2025	3	3	2
12.11.2025	3	3	2

ii. Nomination & Remuneration Committee

The Nomination and Remuneration Committee ("NRC") function in accordance with Section 178 of the Companies Act, 2013, read with rules framed thereunder and Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015.

The NRC is responsible for evaluating the balance skills, experience, independence, diversity and knowledge on the Board and for drawing up selection criteria, ongoing succession planning and for both internal and external appointment including Managing Director.

Further, the Committee is also responsible for formulating policies as to remuneration, performance evaluation, Board diversity, etc. in line with the Act and the SEBI Listing Regulations.

a. Key terms of reference of the committee are:

The roles and responsibilities of the Committee covers the area as specified in the Listing Regulations, Companies Act,2013 and other applicable laws, if any, besides other role and powers entrusted upon it by the Board of Directors from time to time. The roles and responsibilities of the Committee include the following:

Activities of the Committee during the year	Frequency
Determine/recommend the criteria for appointment of Directors, Members of Management Committee and Key Managerial Personnel	●
Identify candidates who are qualified to become Directors and who may be appointed as the member of the Committees, or as a Key Managerial Personnel	●
Evaluate the balance of skills, knowledge and experience on the Board and prepare a description of the role and capabilities required for Independent Director(s)	●
Review and determine all elements of remuneration package of all the Executive Directors, i.e. salary, benefits, bonuses, stock options, pension, etc.	●
Ensure succession planning (including the development of a diverse pipeline for succession) to the Board and the leadership development plans to enhance such succession planning	●
Recommend to the Board, all remunerations, in whatever form, payable to Senior Management	■
Review, appraise and approve such other matter(s) as the board may recommend to it	■

Periodically = ●
Annually = ■

b. Composition of Nomination & Remuneration Committee:

Name	Category of Directorship	Designation in Audit Committee	No. of Meetings Attended
Mr. Haren Pitamberbhai Rathod	Non-Executive & Independent Director	Chairman	02
Mr. Brijeshkumar Prahlaldbhai Patel	Non-Executive & Independent Director	Member	02
Ms. Aneri Kishorebhai Gami	Non-Executive & Independent Director	Member	02

Two (2) meeting of the Committee were held during the year under the review and the same were attended by all the members of Committee.

- **Pursuant to the resignation of Mr. Prashant Suresh Sapkal, Mr. Ashok Kumar Sewda and Mr. Dinesh Kumar Sharma on 05th July, 2025, Committee was reconstituted.**

c. Dates & number of meetings of Nomination and Remuneration Committee held during the year under member's attendance thereon:

Date	Total Number of Directors in the Committee as on date of	Number of Directors Present (All directors including Independent	No. of Independent Directors attending the meeting

	the meeting	director)	
05.07.2025	3	3	3
04.08.2025	3	3	3

d. Performance evaluation criteria for independent directors

The performance evaluation criteria for independent directors is determined by the Nomination and Remuneration Committee. An indicative list of factors on which evaluation was carried out includes participation and contribution by a director, commitment, effective deployment of knowledge and expertise, commitment to his/her role towards the company and various stakeholders, willingness to devote time and efforts towards his/her role, high ethical standards, adherence to applicable codes and policies, effective participation and application of objective independent judgment during meetings, integrity and maintenance of confidentiality and independence of behaviour and judgment. etc.

On the basis of performance evaluation of Independent Directors, it is determined whether to extend or continue their term of appointment, whenever their respective term expires.

e. Policy on Board Diversity

Pursuant to the provisions of the Companies Act, 2013 and under SEBI (Listing Obligation and Disclosure Requirements) Regulation, 2015the Nomination and Remuneration Committee (NRC) of the Company provides a framework for ensuring diversity of the Board members based on factors, such as gender, age, qualifications, professional experience, expertise, skills and ability to add value to the business.

The Policy shall confirm with the following two principles for achieving diversity on its Board:

(a) Decisions pertaining to recruitment, promotion and remuneration of the directors will be based on their performance and competence; an

(b) For embracing diversity and being inclusive, best practices to ensure fairness and equality shall be adopted and there shall be zero tolerance for unlawful discrimination and harassment of any sort whatsoever.

In order to ensure a balanced composition of executive, non-executive and independent directors on the Board, the Company shall consider candidates from a wide variety of background

iii. Stakeholders' Relationship Committee

In compliance with the provisions of Section 178 of the Companies Act, 2013 read with Regulation 20 of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015, the stakeholder Relationship Committee (SRC) looks into various aspects of interest of stakeholders.

The role of Stakeholders' Relationship Committee includes resolving the grievances of Shareholders, ensuring expeditious share transfer process in line with the proceedings of the Share Transfer Committee, evaluating performance and service standards of the Registrar and Share Transfer Agent (RTA) of the Company.

The Committee has periodic interactions with the representatives of the RTA of the Company. Over the last few years, SEBI, the capital market regulator has issued guidelines and undertaken a number of measures for raising industry standards for RTA to facilitate effective shareholder service. In order to ensure compliance with various guidelines and measures issued by SEBI to improve investor services, the Committee invites the representatives of the RTA to join the Committee Meeting for sharing an update on the steps and actions taken by them. The Committee also invites Shareholders for interactions during the meeting to get a direct feedback on investor service.

The Committee ensures cordial investor relation and oversees the mechanism for redressal of investor's grievances. The term of references shall inter alia include:

- Resolving the grievances of the security holders of the entity including complaints related to transfer/ transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.;
- Review of measures taken for effective exercise of voting rights by shareholders of the Company;
- Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent;
- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/ annual reports/statutory notices by the shareholders of the company.
- Initiatives for registration of e-mail IDs, PAN & Bank mandates and demat of shares;
- Review shareholding distribution;
- Review movement in shareholding pattern;
- Comparative details on demat and physical holding.
- Monitor expeditious redressal of Investors' grievances;
- Consider all matters related to all security holders of the Company
- In addition, the Committee looks into other issues including status of dematerialization/ re-materialization of shares, transfer/transmission as well as systems and procedures followed to track investor complaints and suggest measures for improvement from time to time.
- During the year **2025-26, the Committee met on 10th September, 2025** and oversees the performance of the Registrar and Share Transfer Agent and recommends measures for overall improvement in quality of investor service. The Committee also looks into redressal of shareholder's/investors complaints.

a) Composition of Stakeholders' Relationship Committee:

Name	**Category of Directorship**	**Designation in Audit Committee**	**No. of Meetings Attended**
Mr. Haren Pitamberbhai Rathod	Non-Executive & Independent Director	Chairman	01
Mr. Brijeshkumar Prahladbhai Patel	Non-Executive & Independent Director	Member	01
Mr. Sohilkumar Dineshkumar Patel	Non-Executive & Non-Independent Director	Member	01

* Pursuant to the resignation of Mr. Prashant Suresh Sapkal, Mr. Ashok Kumar Sewda and Mr. Dinesh Kumar Sharma on 05th July, 2025, Committee was reconstituted.

Name and designation of Compliance Officer

Ms. Anushka Trivedi
Company Secretary & Compliance Officer,
Salasar Exteriors And Contour Limited
B-3A Ground Floor Swapnalok Apts CHSL, Nr Rajat Book Co
Off Nagardas Road, Mogra,Andheri East, Mumbai (M.H.) - 400069

Email: salasarecl@gmail.com
Phone No.: 022 67083366
(Appointment w.e.f. 04th August, 2025)

b) Status of Investor Complaint

Status of Investor Compliant as on March 31, 2026 as reported under Regulation 13(3) of the SEBI (Listing Obligation and Disclosure Requirement) Regulation, 2015 is as under:

Compliant pending as on April 01, 2025	Nil
Received during the year	Nil
Resolved during the year	Nil
Pending as on March 31, 2026	Nil

5. Senior Management:

Mr. Sohilkumar Dineshkumar Patel was appointed as a Chief Financial officer of the Company with effect from 04th August, 2025.

Other than the above there has been no change in the senior management personnel excluding the Board of Director of the Company.

6. Remuneration Policy:

Pursuant to the provisions of the Companies Act, 2013 and under the SEBI (Listing Obligation and Disclosure Requirements) Regulation, 2015, the remuneration policy is framed and adopted.

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. In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the IT industry.

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decides the commission payable to the Managing Director and the Executive Directors out of the profits for the financial year and within the ceilings prescribed under the Act, based on the Board evaluation process considering the criteria such as the performance of the Company as well as that of the Managing Director and each Executive Director.

The Broad objectives of the Policy are:

i. To lay down criteria for identifying persons who are qualified to become Directors and who may be appointed in senior management of the Company in accordance with the criteria laid down;

ii. To lay down criteria for determining qualification, positive attributes and Independence of a Director;

iii. To lay down criteria relating to remuneration of directors, key managerial personnel and other employees;

iv. To retain, motivate and promote exceptional talent and to ensure long term sustainability of the talented managerial persons and create competitive advantage;

v. To promote and welcome diversity, equal opportunities and gender mix in the Board composition with due recognition and weightage to the skills, experience and business acumen of the directorship candidatures.

Particulars of Directors' Remuneration during the financial year 2025-26:

Company has not paid any remuneration to the directors of the company during the year ended March 31, 2026.

As per the term of appointment, the notice period of directors is of three months.

Further, the Non-Executive Directors and Independent Directors are not entitled to any stock options.

7. General Body Meetings:

The concise details of Annual General Meetings held during the previous three years are as under:

a) Annual General Meetings:

AGM	Year	Date and Time	Venue	Brief Description of Special Resolution
07th	**2024-25**	29th September, 2025 at 3:00 P.M.	Through Video Conferencing (VC)/ Other Audio Visual Means (OAVM) facility	7 Special Resolution were passed in the meeting as under: 1 To approve re-appointment of Mr. Shreekishan Joshi (DIN: 05166595) as Managing Director of the company. 2 Regularization of appointment of Mr. Haren Pitamberbhai Rathod (DIN:10654230) as an Independent Director of the company. 3 Regularization of appointment of Mr. Brijeshkumar Prahladbhai Patel (DIN: 10877543) as an Independent Director of the company. 4 Regularization of appointment of Ms. Aneri Kishorbhai Gami (DIN:11183574) as an Independent Director of the company. 5 Approval to advance loan(s), to give any guarantee(s) and/or to provide any security(ies) under section 185 of the Companies Act, 2013. 6 To Increase in Threshold 0f Loans/ Guarantees, providing of Securities and making of Investments in Securities under Section 186 of the Companies Act, 2013 7 Increase in Limit of Total Shareholding of all Registered

				Foreign Portfolio Investors (FPIS)/ Registered Foreign Institutional Investors (FIIS) Put Together Up To 49% Of The Paid-Up Equity Share Capital Of The Company.
06th	**2023-24**	30th September, 2024 at 04:00 P.M.	Through Physical Mode at the registered office of the Company at Office no. B Wing 802, 8th Floor, Kanakia Wall Street, Andheri Kurla Road, Chakala, Andheri East, Mumbai 400093	4 Special Resolution were passed in the meeting as under: 1 To consider and approve the proposal of increase in limit up to Rs. 50 crores to make investments, loan/guarantee & advances in excess of limits specified under section 186 of companies act, 2013. 2 To consider and approve the proposal of increase in limit up to Rs. 50 crores of borrowing power in excess of limits specified under section 180 (1) (c) of Companies Act, 2013. 3 Appointment of Mr. Mahesh Atmaram Kasar (DIN:10725599). as an Non Executive, Non -Independent Director 4 Appointment of Mr. Prashant Suresh Sapkal (DIN:10613064). as an Non Executive, Non -Independent Director
05th	**2022-23**	30th September, 2023 at 11:00 A.M.	Through Physical Mode at A-922/923, Corporate Avenue, Sonawala Rd, Near Udyog Nagar Bhuvan, Goregaon East, Mumbai 400063	3 Special Resolution was passed in the meeting as under: 1 To consider and approve the proposal of increase in limit up to Rs. 50 crores to make investments, loan/guarantee & advances in excess of limits specified under section 186 of Companies Act, 2013 2 To consider and approve the proposal of increase in limit up to Rs. 50 crores of related party transaction for the financial year 31st March, 2024 3 To consider and approve the proposal of increase in limit up to Rs. 50 crores of borrowing power in excess of limits specified under section 180 (1) (c) of Companies Act, 2013

b) Postal Ballot

During FY 2025-26, the Company has not sought the approval of the shareholders by way of postal ballot.

1 **Means of Communication**

- **Financial Results**: The quarterly/half-yearly/annual financial results are published within the timeline stipulated under SEBI Listing Regulations. The results are uploaded on NSE portal within stipulated time period. The financial results of the Company are published in widely circulated national dailies such as Active Times, English newspaper and Mumbai Lakshadeep, Hindi newspaper.

  They are also available on the website of the Company at www.salasarexteriors.com.

- **Newspapers wherein results normally published:** The financial results of the Company are published in widely circulated national dailies such as Active Times, English newspaper and Mumbai Lakshadeep, Marathi newspaper.

- **Any website, where displayed:** The results of the Company are displayed on the Company's website: www.salasarexteriors.com

2 **Company Website:** Comprehensive information about the Company, its business and operations can be reviewed on the Company's website www.salasarexteriors.com.

3 **General Shareholder Information:**

a) Annual General Meeting (Date, Time & Venue)	30th September, 2026: Time: 03:00 P.M. (IST); Through Video Conferencing/ Other Audio-Visual Mode
b) Financial Year	1st April 2025 to 31st March 2026
c) Financial Calendar 2025-26 (Tentative & Subject toChange)	1. Half Yearly Results – 12th November, 2025 2. Audited yearly results for the year ended March 31st, 2026 – 28th May, 2026.
d) Record Date	Wednesday, 23rd September, 2026
e) Dividend Record (Last three years)	Financial Year 2024-2025 - NIL Financial Year 2023-2024- NIL Financial Year 2022-2023- NIL
f) Dividend Payment date for FY 2024-25	Your Company has not declared dividend
g) Listing on Stock Exchanges	Shares of the Company are listed on NSE Limited w. e f 12th September, 2019 NSE: Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E) Mumbai - 400051.
h) Scrip Code	NA
i) ISIN NO.	INE00Y701026

Registrar & Transfer Agents (both for Electronic & Physical Segment)
As per Regulation 7 of SEBI (Listing Obligation and Disclosure Requirements) Regulation, 2015 Every Listed Entity is required to appoint Share transfer agent. Accordingly,

Kfin Technologies Limited shall continue to act as the Registrar and Share Transfer Agent of the Company.

Kfin Technologies Limited

Address: 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Kurla, Mumbai, Maharashtra-400070

Share Transfer Systems

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, transfer, transmission and transposition of securities shall be effected only in dematerialized form.

Pursuant to SEBI Circular dated January 25, 2022, the listed companies shall issue the securities in dematerialized form only, for processing any service requests from shareholders viz., issue of duplicate share certificates, endorsement, transmission, transposition, etc. After processing the service request, a letter of confirmation will be issued to the shareholders and shall be valid for a period of 120 days, within which the shareholder shall make a request to the Depository Participant for dematerializing those shares. If the shareholders fail to submit the dematerialisation request within 120 days, then the Company shall credit those shares in the Suspense Escrow Demat account held by the Company. Shareholders can claim these shares transferred to Suspense Escrow Demat account on submission of necessary documentation.

Shareholding Pattern of the Company as on March 31st, 2026:

Category	No. of Shares	%
Promoters	7,14,42,100	69.40%
Public	3,15,06,250	30.60%
Total	**10,29,48,350**	**100.00%**

j) Reconciliation of Share Capital Audit

Reconciliation of Share Capital Audit is conducted on quarterly basis by a Qualified Practicing Company Secretary to reconcile the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Service Limited (CDSL) with the total issued and listed Capital. The Reports are placed before the Board of Directors for its perusal and are submitted to the concerned Stock Exchanges where the shares of the Company are listed for trading. The said report confirms that the total issued and listed capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL.

k) Dematerialization of Shares

The Company's shares are available for dematerialisation on both the depositories viz. National Securties Depository Ltd. (NSDL) and Central Depository Service Ltd. (CDSL).

(i) Dematerialization of Shares as on 31st March, 2026

Particular Dematerialization	Number of Shares	Percentage (%)
NSDL	1,30,56,250	12.68%
CSDL	8,98,92,100	87.32%
Physical	-	-
Total:	**10,29,48,350**	**100.00%**

l) Outstanding global depository receipts or American depository receipts or warrants or any convertible instruments, conversion date and likely impact on equity;

The Company has not issued any GDRs/ADRs/Warrants or any convertible instruments in the past and hence, as on March 31st, 2026, the Company does not have any outstanding GDRs/ADRs/Warrants or any convertible instruments.

m) **Address for Correspondence -** B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co Off Nagardas Road, Andheri East, Mumbai, Mogra, Andheri-400069

n) 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.

o) Credit Rating:

The Company has not availed any credit Rating facility during the year. The Company does not have any fixed deposit programme nor has any proposal involving mobilization of funds in India or abroad.

p) Other Disclosures

S.No.	Particulars	Statutes	Details	Website Link for details
a)	**Disclosure of Related Party Transactions**	Regulation 23 of SEBI (LODR) Regulations , 2015	During the Financial Year 2025-26, there were no materially significant related party transactions of the company of material nature, with promoters, the Directors or Management or relatives etc. that may have potential conflict with the interests of Company at large. A confirmation as to compliance of Related Party Transactions as per Listing Regulation is also sent to the Stock Exchange after the publication of standalone financial result for the half year ended March 31, 2026. Transactions with related parties are disclosed in Note no. 37 of the Financial Statements.	The Company has formulated a policy on related party transactions in terms of Regulation and the same is available on the website of the Company at the website of the company i.e. https://www.salasarexteriors.com/
b)	**Details of Compliances/ Non compliances by the Company with applicable Law**	Schedule V (C) 10(b) to the SEBI Listing Regulations	Nil	-
c)	**Establishment of Vigil Mechanism/Whistle Blower Mechanism**	Regulation 22 of SEBI Listing Regulations	A Vigil Mechanism/Whistle Blower policy as recommended by the Audit Committee has been adopted by the Board of Directors of the Company. The policy provides a formal mechanism for all employees of the Company to approach the Chairman of the Audit Committee of the Company and no personnel has been denied access to the audit committee and make protective disclosures about the unethical behavior, actual or suspected fraud, or violation of the Company's Code of Conduct. The disclosures reported are addressed in the manner and within	Your Company has in place a whistle Blower Policy as part of vigil mechanism which can be accessed at www.salasarexteriors.com

			the time frames prescribed in the policy. Under the policy, each employee has an assured access to the Ethics Chairman of the Audit Committee.	
d)	**Details of Compliance with mandatory requirements and adoption of the non-mandatory requirements of this clause**		The Company has complied with all the applicable mandatory requirements as specified in the SEBI(Listing Obligation and Disclosure Requirements) Regulation, 2015 and the non-mandatory have been adopted to the extent and in the manner as stated under the appropriate headings detailed elsewhere in this report.	
e)	**Web link where policy for determining material subsidiaries is disclosed**	Regulation 24 of SEBI (LODR) 2015	Company do not have any subsidiary, therefore the Company is not required to make a policy for determining material subsidiary.	
f)	**Proceeds from the public issue/rights issue/preferential issues etc**		There was no public issue/ right issue/preferential issue etc. made by your Company during the financial year 2025-26	-
g)	**Certificate from Company Secretary in Practice regarding disqualification of Directors**		The certificate from Practicing Company Secretary issued as per requirements of Listing Regulations, confirming that none of the Directors in the Board of the Company have been debarred or disqualified from being appointed or continuing as Director of Companies by SEBI/ Ministry of Corporate Affairs or any such statutory authority is attached to this Report. The requisite certificate is annexed as **Annexure- A.**	
h)	**Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2018**	Section 134 of the Act, read with Rule 8 of the Companies (Accounts) Rules, 2014	1. Number of complaints filed during the financial year: NIL 2. Number of complaints disposed of during the financial year: NIL 3. Number of complaints pending as on end of the financial year: NIL	

q) Other Disclosures

a) There were no instances where the Board had not accepted any recommendation of any committee during the financial year.

b) Fees to Statutory Auditors

Total fees for all services paid by the listed entity to the statutory auditor are mentioned in Notes to Accounts.

c) Disclosure on compliance with Corporate Governance Requirements specified in Listing Regulations:

The Company has complied with the requirements of Part C (corporate governance report) of sub-paras (2) to (10) of Schedule V of the Listing Regulations.

d) Adoption of Mandatory and discretionary requirements of the Corporate Governance as specified in the Listing Regulation 17 to 27 and Regulation 34(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015

The Company has complied with all the requirements of the Corporate Governance with respect to Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015.

e) 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:

There were no subsidiaries of the Company during the year under the review.

f) Disclosure of loan and advances in the nature of loan to firms/ companies in which directors are interested by name and amount:

During the year under the year under the review no loan and advances has been given by the company to the firms/Companies in which Directors are interested.

g) Disclosure of Accounting Treatment

The Ministry of Corporate Affairs (MCA), vide its notification in the official gazette dated February 16, 2015, notified the Indian Accounting Standards (IND AS) applicable to certain classes of Companies. INDAS has replaced the existing Indian GAAP prescribed under section133 of the Companies (Accounts) Rules, 2014.

The Company has adopted Indian Accounting Standards (“Ind AS”) from April 01, 2017 (transition date to IND AS is April 01,2016) and the financial Statements have been prepared in accordance with recognition and measurement principal of Indian Accounting Standards (“IND AS”) as prescribed under the Companies (Indian Accounting Standards) Rules, 2015, as specified in section 133 of the Companies Act, 2013. The Annual Accounts for the year ended March 31, 2026 have been prepared in accordance to Indian Accounting Standard (IND AS).

There is no explanation required to be given by the management, as per Regulation 34(3) read Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

h) Management & Discussion Analysis Report:

The comprehensive Management & Discussion Analysis Report has been enclosed with this report.

i) Affirmed compliance with the code of conduct of board of directors and senior management

The Company has a well-defined policy framework which lays down procedures to be followed by the employees for ethical professional conduct. The code of conduct has been laid down for all the board members and senior management of the Company.

The Board of Directors has adopted the Code of Conduct applicable to Directors and to Senior Management Personnel of the Company.
The Company has obtained declarations from all its Directors and Senior Management Personnel affirming their compliances with the applicable Code of Conduct. The declaration by the Chief Executive Officer under Schedule V sub-clause (D)of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 affirming compliance of the Code of Conduct by all members of the Board and the Senior Management Personnel for the year ended 31st March, 2026 is attached to this Corporate Report. The declaration received has been attached as **Annexure –B** to this report.

The code has also been displayed on the Company's website of the Company i.e. www.salasarexterior.com

j) Compliance Certificate from Practicing Company Secretary on Corporate Governance

As required under **Schedule V sub-clause (E)** and Regulation 34 (3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Certificate from Practicing Company Secretary is annexed and forms part of this Annual Report as **Annexure -C**

k) Disclosure regarding appointment/re-appointment of directors

Brief Details as required under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and Secretarial Standard-2 on the General Meeting in respect of the Director seeking reappointment at Annual General Meeting is annexed and forms integral part of the notice of the Annual General Meeting. The director has furnished the requisite consent/declaration(s) for his reappointment.

l) Code for Prevention of Insider Trading Practices

In compliance with SEBI's regulations on Prevention of Insider Trading, the Company has instituted a comprehensive Code of Conduct for its Directors and Designated Employees. The code lays down guidelines which advise them on procedure to be followed and disclosures to be made while dealing with shares of the Company and cautioning them of consequences of violations.
Based on the recent amendments in the SEBI (Prevention of Insider Trading Regulations), 2015, the company has revised the "Code of Conduct for Prevention of Insider Trading" of the Company. Company Secretary is the Compliance Officer for the purpose of this code. During the year, there has been due compliance with the code by the Company and all insiders and requisite disclosures were made to the Stock Exchanges from time to time.
The Company has now adopted the new amended SEBI's(Prevention of Insider Trading) Regulations, 2015 duly approved by the Board of Directors at its meeting in term of which the Code of Practices Procedure for fair disclosure unpublished price sensitive information and the Code of Internal procedure and conduct for regulation, monitor and report of trading in the Securities for the designated employees and the connected persons have been adopted and have been posted on the Company's website i.e. www.salasarexterior.com

m) Risk Management

The Company has adopted a Risk Management Policy. It has laid down the procedures to inform the Board members about potential risks, their assessment and control. These procedures are periodically reviewed to ensure that the executive management controls risks by means of properly defined framework of policies and strategies.

The Company also has a system of Internal Audit and the Internal Auditors report directly to the Audit Committee of the Company.

The Company has complied with all the mandatory requirements stipulated under the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015. The Company has also adopted non-mandatory requirements to the extent and in the manner as stated under the appropriate headings detailed elsewhere in this report.

n) Disclosure on demat Suspense Account/unclaimed Suspense Account

As per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the listed entity shall disclose the details with respect to Demat Suspense Account/Unclaimed Suspense Account in its annual report, as long as there are shares in the unclaimed suspense account. There are no shares of the Company which lying in the demat suspense Account and Unclaimed Suspense Account.

o) The SEBI (Listing Obligations & Disclosure Requirements), Regulations, 2015, vide its Regulation 46(1) stipulated that the company should maintain a functional website containing the basic information about the company and to update the contents of the said website periodically. In pursuance to this clause, the Company updates its website with all relevant information as envisaged in the said regulation and as per the provision of the companies Act,2013. The website of the company may be accessed at http://www.salasarexteriors.com/ .

p) Green Initiative in the Corporate Governance by the Ministry of Corporate Affairs

The Ministry of Corporate Affairs ("MCA") has taken a "Green Initiative in the Corporate Governance" by allowing paperless compliances by companies and has issued circulars stating that the service of official documents by a company to its members can be made through electronic mode.

To support this green initiative of the Government in full measure, all the members are requested to register/update their email IDs with their depository participants, in case shares are held in electronic mode, to ensure that Annual Report and other documents reach them at their preferred email IDs and, where the shares are held in physical mode, members are requested to get their email IDs updated in the records of the company.

All the official documents including Annual Report of the Company, circulated to the Members of the Company through electronic mode, will be made available on the Company's website www.salasarexteriors.com

q) SEBI Complaints Redress System (SCORES)

The Company processes the investors' complaints received by it through a computerized complaints redressal system. The salient features of this system are computerized database of all the inward receipts and action taken on them, online submission of Action Taken Reports (ATRs) along with supporting documents electronically in SCORES. The investors' can view online the current status of their complaints submitted through SEBI Complaints Redress System (SCORES).

r) Discretionary Requirements

As required under Regulation 27(1) read with Part –E of Schedule II the details of discretionary requirements are given below:

I. The Board

The Company has not set up any office for the Non-executive Chairman and no reimbursement of expenses is incurred in the performance of his duties.

II. Shareholders Rights

The half yearly financial un-audited results of the Company after being subjected to a Limited Review by the Statutory Auditors are published in newspapers and on the Company's website www.salasarexteriors.com.

III. Disclaimer of Opinion(s) in Audit Report

The Auditor has issued an Disclaimer of opinion on the statutory financial statement of the Company.

IV. Reporting of Internal Auditor

The Internal Auditor reports directly to the Audit Committee.

s) **Information disclosed under clause 5A of paragraph A of Part A of Schedule III of these regulations:** No such agreement has been entered by the listed entity that will impact the management or control of the listed entity or impose any restriction or create any liability upon the listed entity.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

	Sd/-	**Sd/-**
Place: Mumbai	**Shreekishan Joshi**	**Sohilkumar Dineshkumar Patel**
Date: 04th September, 2026	**Managing Director**	**Director**
	(DIN: 05166595)	**(DIN: 10877535)**

Annexure – III

POLICY ON NOMINATION AND REMUNERATION

Introduction:

The Nomination & Remuneration Policy ("Policy") of Salasar Exteriors and Contour Limited ("Company") is formulated under the provisions of section 178 of the Companies Act, 2013 and under regulation 19 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 as amended from time to time. ("Listing Regulations").

The policy is intended to set out the criteria to pay remuneration of the Key Managerial Personnel (KMP), Directors and other Senior Management officials and other employees of the company on a fair and equitable basis without any discrimination on any grounds and to harmonies and sync the aspirations of Human Resources with the goals of the Company.

Objective and Purpose:

The objectives and purpose of this Policy are:

i. To formulate the criteria for determining qualifications, competencies, positive attributes and independence for appointment of a director (executive/non-executive/ independent) of the Company.
ii. To recommend policy relating to the remuneration of the Directors, KMP and Senior Management to the Board of Directors of the Company ("Board").
iii. To lay down the policies and procedures for the annual performance evaluation of the directors individually (including executive/non-executive/independent) and also of the Board of Directors as a whole and also including committees.

Definition:

a. **'Board '**means Board of Directors of the Company.
b. **'Directors**' mean directors of the Company.
c. **'Committee'** means the Nomination and Remuneration Committee of the Company as constituted or reconstituted by the Board, in accordance with the Act and applicable Listing Regulations.
d. **'Company'** means Shree Securities Limited.
e. **'Independent Director'** means a Director referred to in Section 149(6) of the Companies Act, 2013 and rules framed thereunder.
f. **'Key Managerial Personnel (KMP)'means**

- the Managing Director or Chief Executive Officer or manager
- Whole-time Director
- the Company Secretary.
- the Chief Financial Officer; and
- Any other person as defined under the Companies Act, 2013 from time to time.

g. **Senior Management** means officers/personnel of the Company who are members of its core management team. The core management team includes Chief Executive Officer, Managing Director, Chief Operating Officer & Whole-time Director, Presidents, Group General Counsel, Head-HRD, Chief Financial Officer and Company Secretary.
h. **'Remuneration'** means any money or its equivalent given or passed to any person for services rendered by him and includes perquisites as defined under the Income-tax Act, 1961.

Unless the context to the wise requires, words and expressions used in this Policy and not defined herein but defined in the Companies Act, 2013 and Listing Regulations as may be amended from time to time shall have the meaning respectively assigned to therein.

Constitution of Nomination and Remuneration Committee

Composition of Committee as on March 31, 2026:

Sr. No.	Name of Committee members	Category 1 of directors	Category 2 of directors
1	Haren Pitamberbhai Rathod	Non-Executive - Independent Director	Chairperson
2	Brijeshkumar Prahladbhai Patel	Non-Executive - Independent Director	Member
3	Aneri Kishorbhai Gami	Non-Executive - Independent Director	Member

Matters to be dealt with by the Committee

The following matters shall be dealt with by the committee:

- ❖ To periodically reviewing the size and composition of the Board to have an appropriate mix of executive and independent Directors to maintain its independence and separate its functions of governance and management and to ensure that it is structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company;
- ❖ To formulate the criteria determining qualifications, positive attributes and independence of a director and recommend candidates to the Board when circumstances warrant the appointment of a new Director, having regard to qualifications, integrity, expertise and experience for the position.
- ❖ Establishing and reviewing Board KMP and Senior Management succession plans in order to ensure and maintain an appropriate balance of skills, experience and expertise on the Board and Senior Management.
- ❖ Evaluation of performance:
  - Make recommendations to the Board on appropriate performance criteria for the Directors.
  - Formulate the criteria and framework for evaluation of performance for every Director on the Board of the Company or engage with a third party facilitator in doing so.
  - Identify ongoing training and education programs for the Board to ensure that Non-Executive Directors are provided with adequate information regarding the business, the industry and their legal responsibilities and duties. Meeting of Nomination and Remuneration Committee.
- ❖ The nomination and remuneration committee shall meet at least once in a financial year.
- ❖ The quorum for the meeting shall be two members or one third of the members of the committee, whichever is greater, including at least one independent director.

Policy for appointment and removal of Directors, KMP and Senior Management

- ❖ The Committee shall ascertain the integrity, qualification, expertise and experience of the person identified for appointment as Director, KMP or Senior Management and recommend to the Board his/her appointment. The Committee has discretion to decide whether qualification, expertise and experience possessed by a person is sufficient/satisfactory for the position.
- ❖ A person to be appointed as Director, KMP or Senior Management should possess adequate qualification, expertise and experience for the position he / she is considered for.
- ❖ A person, to be appointed as Director, should possess impeccable reputation for integrity, deep expertise and insights in sectors / areas relevant to the Company, ability to contribute to the Company's growth and

complementary skills in relation to the other Board members.

- The Company shall not appoint or continue the employment of any person as Managing Director / executive Director who has attained the age of sixty years and shall not appoint Independent Director who has attained the age of seventy years. Provided that the term of the person holding this position may be extended at the discretion of the committee beyond the age of sixty years/seventy years with the approval of shareholders by passing a special resolution based on the explanatory statement annexed to the notice for such motion indicating the justification for extension of appointment beyond sixty years/seventy years as the case maybe.
- A whole-time KMP of the Company shall not hold office in more than one company except in its subsidiary company at the same time. However, a whole-time KMP can be appointed as a Director in any company, with the permission of the Board of Directors of the Company.

Term / Tenure

- **Managing Director / Whole-time Director:** The Company shall appoint or re-appoint any person as its Managing Director and CEO or Whole-time Director for a term not exceeding five years at a time. No re-appointment shall be made earlier than one year before the expiry of term.
- **Independent Director:** An Independent Director shall hold office for a term upto five consecutive years on the Board of the Company and will be eligible for re- appointment on passing of a special resolution by the Company and disclosure of such appointment in the Board's report. No Independent Director shall hold office for more than two consecutive terms, but such Independent Director shall be eligible for appointment after expiry of three years of ceasing to become an Independent Director. Provided that an Independent Director shall not, during the said period of three years, be appointed in or be associated with the Company in any other capacity, either directly or indirectly. At the time of appointment of Independent Director, it should be ensured that number of Boards on which such Independent Director serves, is restricted to applicable regulations in force.

Removal

- Due to reasons for any disqualification mentioned in the Companies Act, 2013, rules made there under or under any other applicable Act, rules and regulations, the Committee may recommend, to the Board with reasons recorded in writing, removal of a Director, KMP or Senior Management subject to the provisions and compliance of the said Act, rules and regulations.

Retirement

- The Directors, KMP and Senior Management shall retire as per the applicable provisions of the Companies Act, 2013 and the prevailing policy of the Company. The Board will have the discretion to retain the Directors, KMP and Senior Management in the same position / remuneration or otherwise, even after attaining the retirement age, for the benefit of the Company. Policy relating to the remuneration for Directors, KMP and Senior Management.

Remuneration to Independent Directors:

- Independent Directors may receive remuneration by way of

    - Sitting fees for participation in the Board and other meetings;
    - Reimbursement of expenses for participation in the Board and other meetings;
    - Commission as approved by the Shareholders of the Company.

- Independent Directors shall not be entitled to any stock options. Based on the recommendation of the

Nomination and Remuneration Committee, the Board may decide the sitting fee payable to Independent Directors, but the amount of such sitting fees shall not exceed the maximum permissible under the Companies Act, 2013.

Remuneration to Directors in other capacity:

The remuneration / compensation / commission etc. to be paid to Directors will be determined by the Committee and recommended to the Board for approval.

- ❖ The remuneration and commission to be paid to the Managing Director/Whole-time Director shall be in accordance with the provisions of the Companies Act, 2013, and the rules made thereunder.
- ❖ Increments to the existing remuneration/compensation structure may be recommended by the Committee to the Board which should be within the limits approved by the Shareholders in the case of Managing Director/ Whole-time Director.
- ❖ Where any insurance is taken by the Company on behalf of its Directors, KMP and Senior Management for indemnifying them against any liability, the premium paid on such insurance shall not be treated as part of the remuneration payable to any such personnel. Provided that if such person is proved to be guilty, the premium paid on such insurance shall be treated as part of the remuneration.

Remuneration to other employees:

- ❖ Apart from the Directors, KMPs and Senior Management, the remuneration for rest of the employees is determined on the basis of the role and position of the individual employee including professional experience, responsibility, job complexity and local market conditions.
- ❖ The Company considers it essential to incentivize the workforce to ensure adequate and reasonable compensation to the staff. The Key Managerial Personnel/shall ensure that the level of remuneration motivates and rewards high performers who perform according to set expectations for the individual in question.
- ❖ The various remuneration components, basic salary, allowances, perquisites etc. may become blind to ensure an appropriate and balanced remuneration package.
- ❖ The annual increments to the remuneration paid to the employees shall be determined based on the annual appraisal carried out by the HODs of various departments. Decision son Annual Increments shall be made on the basis of this annual appraisal.
- ❖ Minimum remuneration to Whole-time Directors If, in any financial year, the Company has no profits or its profits are inadequate, the Company shall pay remuneration to its Whole-time Directors in accordance with the provisions of Schedule V of the Companies Act, 2013.

Remuneration to KMPs and Senior Management:

- ❖ Remuneration to KMP and Senior Management The pay program for KMP and Senior Management has been designed around three primary pay components: Base/Fixed Pay, Performance Bonus and Stock Incentives. The set here components together constitute the "Total Rewards" of the KMP and Senior Management.

Policy Review

- ❖ This Policy is framed based on the provisions of the Companies Act, 2013 and rules there under and the requirements of Listing Regulations with the Stock Exchanges.
- ❖ In case of any subsequent changes in the provisions of the Companies Act, 2013 or any other regulations which makes any of the provisions in the policy inconsistent with the Act or regulations, then the provisions of the Act or regulations would prevail over the policy and the provisions in the policy would be

modified in due course to make it consistent with law.

- This policy shall be reviewed by the Nomination and Remuneration Committee as and when any changes are to be incorporated in the policy due to change in regulations or as may be felt appropriate by the Committee. Any changes or modification to the policy as recommended by the Committee would be placed before the Board of Directors for their approval.

(1) Average percentile increase/decrease already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase/decrease in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:

There is No Increase/decrease in Managerial Remuneration for the financial year 2025-26.

- Salary has been taken as actual to make the figures comparable.

(2) There is no variable component of remuneration which was availed by company to directors.
(3) Remunerations as per the remuneration policy of the company.

Annexure –B

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
SALASAR EXTERIORS AND CONTOUR LIMITED
CIN: L45309MH2018PLC306212
B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co
Off Nagardas Road, Andheri East, Mumbai (M.H.)-400069

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Salasar Exteriors And Contour Limited**, having **CIN L45309MH2018PLC306212** having its registered office at B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co Off Nagardas Road, Andheri East, Mumbai (M.H.) -400069 (hereinafter referred to as 'the Company'), 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 for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India (SEBI)and Ministry of Corporate Affairs, or any such other Statutory Authority.

Details of the Directors

S. No	Name of Director	DIN	Date of Appointment in Company*
1.	Mr. Shree Kishan Joshi	05166595	09/03/2018
2.	Mr. Brijeshkumar Prahladbhai Patel	10877543	05/07/2025
3.	Ms. Aneri Kishorbhai Gami	11183574	05/07/2025
4.	Mr. Sohilkumar Dineshkumar Patel	10877535	05/07/2025
5.	Mr. Haren Ptamberbhai Rathod	10654230	05/07/2025

*the date of appointment is as per the MCA portal.

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

For Vishakha Agrawal & Associates
Practising Company Secretaries

CS Vishakha Agrawal
(Proprietor)
ACS: 39298 CP No. 15088
P.R. No. 2575/2022
UDIN: A039298H001374324

Place: Indore
Date: 04/09/2026

Annexure -C

CERTIFICATE ON COMPLIANCE OF CORPORATE GOVERNANCE

To
The Members
SALASAR EXTERIORS AND CONTOUR LIMITED
CIN: L45309MH2018PLC306212
B-3A, Ground Floor, Swapnalok Apts CHSL, Near Rajat Book Co
Off Nagardas Road, Andheri East, Mumbai (M.H.)-400069

1. This report contains details of compliance of conditions of corporate governance by **Salasar Exteriors And Contour Limited** ('the Company') for the year ended 31st March, 2026 as stipulated in regulation 17-27, clause (b) to (i) of regulation 46 (2) and paragraphs C, D and E of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ('Listing Regulations') pursuant to Listing Agreement of the Company with Stock Exchanges.

Management's Responsibility for compliance with the conditions of Listing Regulations

2. The compliance with the terms and conditions contained in the corporate governance is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents.

Auditor's Responsibility

3. 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 opinion on the financial statements of the Company.

4. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended 31st March, 2026.

5. We conducted our examination in accordance with the Guidance Note on Corporate Governance Certificate issued by the Institute of Company Secretaries of India (ICSI)

Opinion

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

7. 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

8. 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 Vishakha Agrawal & Associates
Practising Company Secretaries

CS Vishakha Agrawal
(Proprietor)
ACS: 39298 CP No. 15088
P.R. No. 2575/2022
UDIN: A039298H001374324

Place: Indore
Date:04/09/2026

COMPLIANCE CERTIFICATE TO THE BOARD PURSUANT TO REGULATION 17(8) OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
Board of Directors
Salasar Exteriors and Contour Limited

I, the undersigned, in our respective capacities as Chief Financial Officer of Salasar Exteriors and Contour Limited (the company), to the best of our Knowledge and belief certify for the financial year ended 31st March, 2026 that:

(a) I have reviewed the IND-AS financial statements and the cash flow statement for the year ended 31st March, 2026 and that to the best of our knowledge and belief.

(i) These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

(ii) These statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

(b) I further state that to the best of our knowledge and belief, no transactions entered into by the company during the year which are fraudulent, illegal or violative of the company's code of conduct.

(c) I accept the responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the company pertaining to financial reporting and we have disclosed to the auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

(d) I 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) That no instances of significant fraud have come to our notice.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

Sd/-
Sohilkumar Dineshkumar Patel
Chief Financial Officer

Place: Mumbai
Date: 04th September, 2026

DECLARATION REGARDING COMPLIANCE BY BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL WITH THE COMPANY'S CODE OF CONDUCT

This is to confirm that the Company has adopted a Code of Conduct for its employees including the Managing Director. The Code of Conduct as adopted is available on the Company's website. I confirm that the Company has in respect of the Financial Year ended March 31, 2026, received from the senior management team of the Company and the Members of the Board, a declaration of compliance with the code of conduct as applicable to them.

For the purpose of this declaration, Senior Management Team means the President, Sr. Vice Presidents and Vice President Cadre as on March 31, 2026.

By the order of the Board of Directors
For Salasar Exteriors and Contour Limited

Sd/-
Shreekishan Joshi
Managing Director
(DIN: 05166595)

Place: Mumbai
Date: 04th September, 2026

Annexure -IV

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

1. INDUSTRY STRUCTURE AND DEVELOPMENTS

The agriculture sector continues to be one of the fundamental sectors of the Indian economy and plays a significant role in supporting economic growth, employment generation, rural development and food security. India has a large and diverse agricultural base, producing a wide range of agricultural commodities and allied products. The sector is characterised by significant participation from farmers, traders, aggregators, distributors, processors and other participants across the agricultural value chain.

The agricultural products market is influenced by a combination of domestic production, seasonal cycles, weather conditions, consumption patterns, government policies, commodity prices and developments in domestic and international markets. Changes in agricultural output and availability of commodities can have a direct impact on procurement prices, selling prices and margins of businesses engaged in the sale and trading of agricultural products.

The Indian agriculture sector has been undergoing gradual transformation with increased emphasis on improving agricultural infrastructure, strengthening supply chains, enhancing market access, reducing post-harvest losses and promoting technology-driven agricultural practices. The development of organised markets, digital platforms, improved logistics and better connectivity has created opportunities for businesses operating in the agricultural products value chain.

The sector also continues to benefit from increasing domestic consumption and the growing importance of efficient distribution and availability of agricultural products. Rising consumer requirements, urbanisation and changing consumption patterns are expected to support demand for agricultural and food-related products over the long term.

At the same time, the sector remains exposed to certain structural challenges, including dependence on climatic conditions, fluctuations in commodity prices, fragmented supply chains, seasonal availability and variations in production. Businesses operating in this sector therefore need to maintain flexibility and continuously monitor market conditions.

Developments in the Sector

Some of the key developments affecting the agricultural products sector include:

- Increasing focus on improving agricultural supply-chain infrastructure;
- Development of organised agricultural markets;
- Increased adoption of technology and digital platforms;
- Growing importance of efficient procurement and distribution networks;
- Increasing demand for quality and reliable supply of agricultural products;
- Greater focus on reducing post-harvest losses;
- Improvements in transportation and logistics infrastructure;
- Increasing participation of organised businesses in agricultural trading;
- Greater emphasis on value addition and efficient supply-chain management; and
- Continued government initiatives aimed at strengthening the agriculture sector.

These developments provide opportunities for companies engaged in the sale and trading of agricultural products to improve their market reach and operational efficiency.

2. BUSINESS OVERVIEW AND OPERATIONS

Salasar Exteriors and Contour Limited is engaged in the business of sale and trading of agricultural products. The Company operates in a market that is primarily driven by demand and supply conditions, availability of agricultural products, prevailing market prices and customer requirements.

The Company's business activities broadly involve sourcing/procurement and sale of agricultural products. The Company seeks to cater to market requirements by maintaining appropriate business relationships and responding to prevailing demand conditions.

The Company's operations are influenced by seasonal availability, market prices, customer demand, procurement conditions, transportation costs and general economic conditions. Accordingly, the management continuously monitors market developments and evaluates business opportunities based on prevailing market conditions.

The Company seeks to maintain an efficient and flexible operating model and focuses on developing sustainable business relationships with suppliers, customers and other stakeholders.

Business Strategy

The Company's broad business strategy is focused on:

- Strengthening its presence in the agricultural products segment;
- Expanding its customer and supplier network;
- Improving sales and distribution opportunities;
- Monitoring market demand and commodity price movements;
- Maintaining efficient procurement and inventory practices;
- Developing long-term business relationships;
- Improving operational efficiency;
- Exploring opportunities in new markets and customer segments; and
- Maintaining prudent financial and risk management practices.

The Company continues to evaluate opportunities based on their commercial viability and alignment with its overall business objectives.

3. OPERATIONAL PERFORMANCE

The Company's operational performance is primarily linked to the sale and trading of agricultural products.

During the year under review, the Company continued to focus on its core business activities and on meeting customer requirements. The Company's operational activities are influenced by the availability of agricultural products, market demand, procurement prices, selling prices, transportation and logistics.

The Company seeks to maintain an appropriate balance between procurement and sales requirements and monitors market conditions on a regular basis.

4. OPPORTUNITIES AND THREATS

Opportunities

The agricultural products business provides several opportunities for sustainable growth.

Growing Domestic Demand

India's large population and growing consumption requirements provide a substantial domestic market for agricultural and food-related products. Increasing urbanisation and changing consumption patterns may further support demand.

Expansion of Customer Base

The Company may expand its business by developing relationships with additional customers and entering new geographical markets, subject to commercial viability.

Supply Chain Development

Improvement in agricultural infrastructure, transportation, warehousing and logistics provides opportunities to improve the efficiency of agricultural product movement.

Technology Adoption

Technology and digital platforms are increasingly being used for market information, procurement, customer engagement and supply-chain management. Appropriate adoption of technology may improve operational efficiency.

Organised Agricultural Trading

The gradual development of organised agricultural markets creates opportunities for businesses that can provide reliable sourcing, quality products and timely delivery.

Diversification of Markets

The Company may evaluate opportunities to diversify its customer base and agricultural product portfolio depending on market demand and commercial feasibility.

Threats

The Company may face threats arising from:

- Volatility in agricultural commodity prices;
- Fluctuations in demand and supply;
- Adverse climatic conditions;
- Seasonal variations in agricultural production;
- Changes in government policies and regulations;
- Increase in transportation and logistics costs;
- Competition from other traders and market participants;
- Changes in consumer preferences;
- Availability of agricultural products; and
- General economic and market conditions.

The Company intends to address these challenges through continuous monitoring of market conditions, prudent business decisions and efficient management of its operations.

5. RISKS AND CONCERNS

The Company's business is exposed to various risks that may affect its operations and financial performance.

Seasonal Risk

Agricultural products are often subject to seasonal production cycles. Variations in seasonal availability may affect procurement, inventory levels and sales.

Weather and Climate Risk

Agricultural production is affected by rainfall, temperature and other climatic conditions. Unfavourable weather conditions may affect availability and prices of agricultural products.

Market Risk

Changes in market demand and supply conditions may affect the Company's sales volumes and profitability.

Credit Risk

The Company may be exposed to credit risk arising from outstanding receivables from customers. The Company seeks to manage such risks through appropriate credit assessment, monitoring of receivables and prudent collection practices.

Liquidity and Working Capital Risk

The Company's operations may require adequate working capital for procurement and day-to-day business activities. Effective management of working capital and cash flows is therefore important for maintaining smooth operations.

Risk Management Approach

The Company seeks to identify and monitor risks associated with its business operations on an ongoing basis. The management evaluates significant risks and takes appropriate measures based on the nature and extent of exposure.

6. INTERNAL CONTROL SYSTEMS

The Company has established internal control systems commensurate with the nature, size and complexity of its business operations.

The internal control framework is designed to provide reasonable assurance regarding:

- Accuracy and reliability of financial reporting;
- Proper recording and authorisation of transactions;
- Safeguarding of the Company's assets;
- Prevention and detection of errors and irregularities;
- Efficient utilisation of resources;
- Compliance with applicable laws and regulations; and
- Proper monitoring of business operations.

The Company's internal controls cover areas including accounting, financial reporting, procurement, sales, payments, receipts, inventory, receivables and other operational activities, to the extent applicable to its business.

The management periodically reviews the effectiveness of internal control procedures and takes corrective measures wherever necessary.

The Company believes that its existing internal control framework is adequate and appropriate for its current scale and nature of operations.

7. HUMAN RESOURCES

Human resources are an important component of the Company's business operations. The Company recognises that competent, committed and motivated personnel are essential for achieving sustainable business growth.

The Company seeks to maintain a professional and supportive working environment and encourages employees to perform their responsibilities efficiently.

The Company's human resource practices are focused on:

- Maintaining an appropriate workforce;
- Developing employee capabilities;
- Encouraging professional conduct;
- Supporting effective communication;
- Maintaining a positive working environment;
- Promoting accountability and responsibility; and
- Complying with applicable employment laws and regulations.

The Company continues to assess its human resource requirements based on the scale and nature of its business operations.

The Company also places importance on maintaining workplace discipline, employee welfare and a safe working environment.

8. FUTURE OUTLOOK / PROSPECTS

The long-term outlook for the agricultural products sector remains positive, supported by India's large domestic market, continued demand for agricultural products, development of agricultural infrastructure and increasing focus on improving supply-chain efficiency.

The Company intends to strengthen its position in the agricultural products business by focusing on sustainable sales growth, developing its customer base and improving operational efficiency.

The Company's future business priorities include:

- Expanding its customer network;
- Exploring new markets and business opportunities;
- Strengthening supplier relationships;
- Improving procurement and sales efficiency;
- Maintaining appropriate inventory levels;
- Improving working capital management;
- Monitoring commodity price movements;
- Controlling operating costs; and
- Identifying commercially viable opportunities for business expansion.

The management will continue to evaluate market conditions and adopt appropriate strategies in response to changing business and economic circumstances.

The Company remains committed to pursuing sustainable growth while maintaining prudent financial and operational management.

9. CAUTIONARY STATEMENT

Statements made in this Management Discussion and Analysis describing the Company's objectives, expectations, estimates, projections and other forward-looking statements may constitute forward-looking statements within the meaning of applicable laws and regulations.

Such statements are based on certain assumptions and expectations regarding future events and are subject to various risks and uncertainties. Actual results may differ materially from those expressed or implied due to factors including changes in economic conditions, market conditions, agricultural production, commodity prices, demand and supply conditions, government policies, regulatory changes, climatic conditions, competition and other factors beyond the Company's control.

The Company assumes no responsibility for the accuracy or completeness of such forward-looking statements and undertakes no obligation to publicly update or revise any forward-looking statements based on subsequent developments, events or circumstances.

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
SALASAR EXTERIORS AND CONTOUR LIMITED
Report on the Audit of Financial Results

Disclaimer of Opinion

We have audited the annual financial results of **SALASAR EXTERIORS AND CONTOUR LIMITED**(hereinafter referred to as the 'Company") for the year ended March 31, 2026 and the Balance Sheet and the Statement of Cash Flows as at and for the year ended on that date, attached herewith, being submitted by the Company pursuant to the requirement of Regulation 33 and Regulation 52 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (the 'Listing Regulations').

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial results:

i. are presented in accordance with the requirements of Regulation 33 and Regulation 52 of the Listing Regulations in this regard; and

ii. give a true and fair view in conformity with the recognition and measurement principles laid down in the applicable accounting standards prescribed under Section 133 of the Companies Act, 2013 (the "Act") and other accounting principles generally accepted in India, of net profit and other comprehensive income and other financial information of the Company for the year ended March 31, 2026 and the balance sheet and the statement of cash flows as at and for the year ended on that date.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. During the year under consideration, we do not have any key audit matters to report.

Emphasis of Matter

- We would like to draw attention to the balance of trade receivables and trades payables, loans and advances and Unsecured Loans which are subject to certain uncertainties and for which we have asked the management for email id of concerned parties for external balance confirmation via email. Our audit procedures could not completely verify the accuracy, recoverability or playability of these balances. As such, the final realizable value of trade receivables and loans and advances and the settlement amount of trade payables and unsecured loans may differ from the amounts presented in the financial statements. Notwithstanding this matter, our opinion remains unmodified.

- We draw attention to that the Company has incurred losses and has negative cash flows. These conditions indicate existence of a material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern as there no operations in company since last six months.

- The Company has unsecured loans amounting Rs 944.73 lakhs. Management has not charged interest on these loans and relevant agreements along with cross confirmations are not available. In the absence of valid agreements and necessary confirmations, the accurancy of the balances and their interest free status could not be verified , potentially impacting the fair presentation of liabilities and interest expenses.

- The Company has trade payables amounting to Rs 1061.14 lakhs , however bifurcation of micro, small and medium enterprise creditors has not been provided. Non Disclosure of MSME classification contravenes the micro , small and medium enterprises development Act,2006 impacting regulatory compliance and financial transparency.

- We are unable to obtain sufficient appropriate audit evidence regarding the bank balances of the company as at the balance sheet date.

- With Respect sales and purchase invoices are not supported with E way bills, delivery challan in case of sales and goods inwards reports in case of purchase. Also , company does not own or lease any godown facilities , raising concern over the storage of inventory.

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
FRN NO.:
1596[illegible]9W
AHMEDABAD
CHARTERED ACCOUNTANTS

Responsibilities of Management and Board of Directors for the Financial Results

- The Statement has been prepared on the basis of the annual/quarterly financial statements.
- The Company's Management and the Board of Directors are responsible for the preparation and presentation of these financial results that give a true and fair view of the net profit/loss and other comprehensive income and other financial information of the Company in accordance with the recognition and measurement principles laid down in the applicable Indian Accounting Standards prescribed under Section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial results that give a true and fair view and are free from material misstatement, whether due to fraud or error.
- In preparing the financial results, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the 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 Financial Results

- Our objectives are to obtain reasonable assurance about whether the financial results 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 the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013 will always detect a material misstatement when it exists.
- Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial results.
- As part of an audit in accordance with the Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial results, 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 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 made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial results or, if such disclosures are inadequate, to modify our opinion.
- Evaluate the overall presentation, structure and content of the financial results, including the disclosures, and whether the financial results 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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

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

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

   a) Apart from matters stated in emphasis of matter paragraph, we have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.

   b) In our opinion, proper books of accounts as required by law have been kept by the Company so far as it appears from our examination of those books.

   c) The Balance Sheet, the Statement of Profit and Loss including other comprehensive income, the statement of change in equity and the Cash Flow Statement dealt with by this Report are in agreement with the relevant books of account.

   d) In our opinion, the aforesaid financial statements comply with Ind AS specified under Section 133 of the Act.

   e) On the basis of the 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 the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate report in "Annexure 2" to this report.

   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:

      a) The Company has no pending litigations as of March 31, 2026, on its financial position in its standalone financial statements.

      b) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

      c) There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
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AHMEDABAD
CHARTERED ACCOUNTANTS

d) 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 person or entity, 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; The management has represented that, to the best of its knowledge and belief, no funds have been received by the Company from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

Based on such audit procedures that were 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 (a) and (b) contain any material misstatement.

3. As proviso to rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Holding Company or any of its subsidiary companies incorporated in India only with effect from 1 April 2025, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 is not applicable.

4. In our opinion and to the best of our information and according to the explanation given to us, the company has not paid any remuneration to its directors during the year. Hence the provisions of Section 197 of the Act are not applicable.

5. Based on our examination which included test checks, the company has not used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility Accordingly, we are unable to comment on any instance of audit trail feature being tampered.

For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountants
FRN.: 159649W

CA Sarang Shivajirao Chavan
Proprietor
Place: Ahmedabad
Membership No.: 142576
Date: 28/05/2026
UDIN: 26142576KVQJJX9243

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES CHARTERED ACCOUNTANTS FRN NO.: 159649W AHMEDABAD

ANNEXURE 'A' TO THE INDEPENDENT AUDITORS' REPORT:

The Annexure referred to in Independent Auditor's Report to the members of the Company on the financial statements for the year ended 31st March 2026, we report that:

i.

a. The Company has maintained proper records showing full particulars, including quantitative details and situation of its fixed assets.

b. The Company has a regular programme of physical verification of its property plant and equipment by which fixed assets are verified in a phased manner over a period of three years. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this programme, certain property plant and equipment were verified during the year and no material discrepancies were noticed on such verification.

c. According to the information and explanations given to us and on the basis of our examination of the records of the company, company does not have any immovable property.

d. The Company has not revalued its Property, Plant and Equipment (including Right of use assets) during the year ended 31st March 2026.

e. There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

ii. As per the information and explanations given to us, the company does not have any inventory. Accordingly, clause 3(ii) of the order is not applicable to the company.

iii.

a. The company has made investments in security and granted loans or advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnerships or any other parties during the year.

b. The company has provided loans, during the year as under:

Aggregate amount granted/provided during the year (others)	NIL Lakhs
Balance outstanding as at the Balance sheet date in respect of above cases	866.02 Lakhs

c. The above loans and advances are either repayable on demand or without specifying any terms or period of repayment. Balances of such loans and advances are subject to confirmation and reconciliation if any.

d. The investments made, guarantee provided, in our opinion, prima-facie, not prejudicial to the company's interest.

iv. The company has not granted any loans, or made any investments, guarantees, and security, to which the provisions of sections 185 and 186 of the Companies Act 2013 apply.

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
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AHMEDABAD
CHARTERED ACCOUNTANTS

v. The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Companies Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.

vi. To the best of our knowledge and explanation given to us, the provisions of maintenance of cost records under sub section (1) of Section 148 of the Act are not applicable to Company for the Financial year 2025-26. Accordingly, the requirement to report on clause 3(vi) of the Order is not applicable to the Company.

vii.

a. Undisputed statutory dues including provident fund, employees' state insurance, income-tax, Goods and Service Tax, Custom Duty and other material statutory dues have generally been regularly deposited with the appropriate authorities.

According to the information and explanations given to us, no undisputed amounts payable in respect of income tax, Goods and Service tax, Custom Duty and other material statutory dues were outstanding for the year end, for a period of more than six months from the date they became payable.

b. According to the records of the Company, there are no dues outstanding of income-tax, sales- tax, service tax, duty of custom, duty of excise, value added tax and cess on account of any dispute for the year ended March 31, 2026.

viii. The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

ix.

a. Based on our audit procedures performed for the purpose of reporting the true and fair view of the financial statements and according to information and explanations given by the management, we are of the opinion that the Company has not defaulted in repayment of dues to a financial institution, bank or debenture holders or government.

b. The Company has not been declared as a wilful defaulter by any bank or financial institution or government or any government authority during the year.

c. During the year the company has not availed of or has been disbursed any term loans

d. On an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes during the year by the Company.

e. The company does not have any Subsidiary, Associates or Joint Ventures.

f. The company does not have any Subsidiary, Associates or Joint Ventures.

x. The Company has not done any changes in equity during the financial year.

xi.

a. No fraud by the Company or no fraud on the Company has been noticed or reported during the year

b. There is no instance, during the year that necessitates reporting in the form ADT-4

c. There are no instances of whistle-blower complaints received by the company during the year.

xii. The Company is not a Nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clauses 3(xii)(a), (b) and (c) of the Order is not applicable to the Company.

xiii. In our opinion, transactions with the related parties are in compliance with Sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.

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

xv. During the year the Company has not entered into non-cash transactions with persons connected with its directors. Therefore, the requirement to report on clauses 3(xv) of the Order is not applicable to the Company.

xvi.

a. The provisions of Section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi) (a) of the Order is not applicable to the Company

b. The Company has not conducted any Non-Banking Financial or Housing Finance activities without obtaining a valid Certificate of Registration (CoR) from the Reserve Bank of India as per the Reserve Bank of India Act, 1934.

c. The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company

d. There is no Core Investment Company as a part of the Group, hence, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.

xvii. Since there were no operations during the year, the company has incurred loss on account of fixed cost. The profit and loss of other comprehensive income which relates to investment activities have not been considered for purpose of the said clause as the same has not been realised during the year.

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
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CHARTERED ACCOUNTANTS

xviii. There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company

xix. On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, we believe that there does not exists material uncertainty as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. Even though there are no operations or business in the company, management is of the opinion that company will start its operations. Also, Current assets of the company are more than current liabilities. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

xx. According to the information and explanation given to us provisions of section 135 of the Companies Act 2013 are not applicable to the company. Accordingly, the requirement to report on clause 3(xx) of the Order is not applicable to the Company.

xxi. The company does not have any subsidiaries or associates or joint ventures, the accounts of which are to be consolidated and as such there are no consolidated financial statements.

For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountants
FRN.: 159649W

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES CHARTERED ACCOUNTANTS FRN NO.: 159649W AHMEDABAD

CA Sarang Shivajirao Chavan
Proprietor
Place: Ahmedabad
Membership No.: 142576
Date: 28/05/2026
UDIN: 26142576KVQJJX9243

ANNEXURE B TO INDEPENDENT AUDITOR'S REPORT

Referred to in paragraph 10(f) of the Independent Auditors' Report of even date to the members SALASAR EXTERIORS AND CONTOUR LIMITED on the financial statements for the year ended March 31, 2026

Report on the internal financial controls under clause(i) of sub-section 3 of section 143 of the Act

We have audited the internal financial controls over financial reporting SALASAR EXTERIORS AND CONTOUR LIMITED('the Company') as of March 31, 2026, in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management's responsibility for internal financial controls

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

Auditor's responsibility

Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting 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 deemed to be prescribed under section 143(10) of the Act to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the 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 over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
FRN NO.: 15964[illegible]W
AHMEDABAD
CHARTERED ACCOUNTANTS

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 system over financial reporting.

Meaning of internal financial controls over financial reporting

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

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

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

Inherent limitations of internal financial controls over financial reporting

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

Opinion

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

For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountants
FRN.: 159649W

CA Sarang Shivajirao Chavan
Proprietor
Place: Ahmedabad
Membership No.: 142576
Date: 28/05/2026
UDIN: 26142576KVQJJX9243

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
FRN NO.: 159649W
AHMEDABAD
CHARTERED ACCOUNTANTS

(F.Y. 2025-2026)

SALASAR EXTERIORS AND CONTOUR LIMITED
NO. B WING 802, KANAKIA WALL STREET, 8TH FLOOR, ANDHERI
KURLA ROAD, CHAKALA, ANDHERI EAST, MUMBAI-400093
CIN : L45309MH2018PLC306212

Balance Sheet as at 31st March 2026

₹ in lakhs

Particulars	Note No.	As at 31st March 2026	As at 31st March 2025
EQUITY AND LIABILITIES			
Shareholder's funds			
Share capital	1	1,029.48	1029.48
Reserves and surplus	2	91.75	270.75
Money received against share warrants		0.00	0.00
		1121.23	1300.23
Share application money pending allotment		0.00	0.00
Non-current liabilities			
Long-term borrowings	3	944.74	944.74
Deferred tax liabilities (Net)	4	1.24	1.24
Other long term liabilities		0.00	0.00
Long-term provisions	5	55.00	0.00
		1000.98	945.98
Current liabilities			
Short-term borrowings		0.00	0.00
Trade payables	6		
(A) Micro enterprises and small enterprises		0.00	0.00
(B) Others		1039.84	1148.56
Other current liabilities	7	123.26	123.19
Short-term provisions		1.00	1.00
		1164.10	1,272.75
TOTAL		3286.31	3,518.96
ASSETS			
Non-current assets			
Property,Plant and Equipment and Intangible assets	8		
Property,Plant and Equipment		16.01	18.03
Intangible assets		0.00	0.00
Capital work-in-Progress		0.00	0.00
Intangible assets under development		0.00	0.00
Non-current investments		0.00	0.00
Deferred tax assets (net)		0.00	0.00
Long-term loans and advances	9	8.75	8.75
Other non-current assets		0.00	0.00
		24.76	26.78
Current assets			
Current investments		0.00	0.00
Inventories	10	764.90	764.90
Trade receivables	11	1630.40	1836.89
Cash and cash equivalents	12	0.24	6.81
Short-term loans and advances		866.01	883.58
Other current assets		0.00	0.00
		3261.55	3,492.18
TOTAL		3286.31	3,518.96
SIGNIFICANT ACCOUNTING POLICIES & NOTES TO THE ACCOUNTS	21		

The accompanying notes are an integral part of the financial statements.

As per our report of even date
For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountant
(FRN: 159649W)

SARANG SHIVAJIRAO CHAVAN
PROPRIETOR
Membership No.: 142576
UDIN : 26142576KVQJJX9243
Place: Ahmedabad
Date: 28/05/2026

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES FRN NO.: 159649W AHMEDABAD CHARTERED ACCOUNTANTS

For and on behalf of the Board of Directors

S.D. PATEL

SOHILKUMAR DINESHBHAI PATEL
DIRECTOR & CFO
DIN : 10877535

SHREEKISHAN JOSHI
MANAGING DIRECTOR
DIN : 05166595

SALASAR EXTERIORS AND CONTOUR LIMITED (F.Y. 2025-2026)
NO. B WING 802, KANAKIA WALL STREET, 8TH FLOOR, ANDHERI KURLA ROAD, CHAKALA, ANDHERI EAST, MUMBAI-400093
CIN : L45309MH2018PLC306212

Statement of Profit and loss for the year ended 31st March 2026 ₹ in lakhs

Particulars	Note No.	31st March 2026	31st March 2025
Revenue			
Revenue from operations	13	304.50	405.77
Other income	14	0.00	0.00
Total Income		**304.50**	**405.77**
Expenses			
Cost of material Consumed	15	234.35	293.13
Purchase of stock-in-trade		0.00	0.00
Changes in inventories		0.00	0.00
Employee benefit expenses	16	0.00	0.72
Finance costs		0.00	0.00
Depreciation and amortization expenses	17	1.94	4.74
Other expenses	18	205.15	8.55
Total expenses		**441.44**	**307.14**
Profit before exceptional, extraordinary and prior period items and tax		**(136.94)**	**98.63**
Exceptional items		0.00	0.00
Profit before extraordinary and prior period items and tax		**(136.94)**	**98.63**
Extraordinary items		0.00	0.00
Prior period item		0.00	0.00
Profit before tax		**(136.94)**	**98.63**
Tax expenses			
Current tax		30.00	0.00
Deferred tax		0.00	0.00
Excess/short provision relating earlier year tax		0.00	0.00
Profit(Loss) for the period		**(166.94)**	**98.63**
Earning per share-in ₹			
Basic	19		
Before extraordinary Items		(1.62)	0.96
After extraordinary Adjustment		(1.62)	0.96
Diluted			
Before extraordinary Items		(1.62)	0.96
After extraordinary Adjustment		(1.62)	0.96
SIGNIFICANT ACCOUNTING POLICIES & NOTES TO THE ACCOUNTS	21		

The accompanying notes are an integral part of the financial statements.

As per our report of even date
For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountant
(FRN: 159649W)

SARANG CHAVAN
PROPRIETOR
Membership No.: 142576
UDIN : 26142576KVQJJX9243
Place: Ahmedabad
Date: 28/05/2026

For and on behalf of the Board of Directors

SD.PATEL

SOHILKUMAR DINESHBHAI PATEL
DIRECTOR & CFO
DIN : 10877535

SHREEKISHAN JOSHI
MANAGING DIRECTOR
DIN : 05166595

(F.Y. 2025-2026)

SALASAR EXTERIORS AND CONTOUR LIMITED
NO. B WING 802, KANAKIA WALL STREET, 8TH FLOOR, ANDHERI
KURLA ROAD, CHAKALA, ANDHERI EAST, MUMBAI-400093
CIN : L45309MH2018PLC306212

CASH FLOW STATEMENT FOR THE YEAR ENDED 31st March 2026

₹ in lakhs

	PARTICULARS	31st March 2026	31st March 2025
A.	**Cash Flow From Operating Activities**		
	Net Profit before tax and extraordinary items(as per Statement of Profit and Loss)	**(136.94)**	**98.63**
	Adjustments for non Cash/ Non trade items:		
	Depreciation & Amortization Expenses	1.94	4.74
	Other Inflows / (Outflows) of cash	0.00	0.00
	Operating profits before Working Capital Changes	**(135.00)**	**103.37**
	Adjusted For:		
	(Increase) / Decrease in trade receivables	206.49	(298.96)
	Increase / (Decrease) in trade payables	(108.72)	209.56
	(Increase) / Decrease in inventories	0.00	0.00
	Increase / (Decrease) in other current liabilities	0.00	(38.87)
	(Increase) / Decrease in Short Term Loans & Advances	12.28	4.81
	Cash generated from Operations	**115.34**	**(20.09)**
	Net Cash flow from Operating Activities(A)	**(24.95)**	**(20.09)**
B.	**Cash Flow From Investing Activities**		
	Purchase of tangible assets	0.00	0.00
	Cash advances and loans made to other parties	0.00	0.00
	Net Cash used in Investing Activities(B)	**0.00**	**0.00**
C.	**Cash Flow From Financing Activities**		
	Increase in / (Repayment) of Short term Borrowings	0.00	0.00
	Increase in / (Repayment) of Long term borrowings	0.00	1.72
	Net Cash used in Financing Activities(C)	**0.00**	**1.72**
D.	**Net Increase / (Decrease) in Cash & Cash Equivalents(A+B+C)**	**(24.95)**	**(18.37)**
E.	Cash & Cash Equivalents at Beginning of period	25.19	25.19
F.	Cash & Cash Equivalents at End of period	0.24	6.82
G.	**Net Increase / (Decrease) in Cash & Cash Equivalents(F-E)**	**(24.95)**	**(18.37)**

Note:

1. The above audited financial results have been reviewed by the audit committee and approved by the board of directors of the company at their respective meeting held on May 28, 2026
2. The Statutory Auditors of the Company have carried out the Statutory Audit of the Above financial results of the Company and have expressed an unmodified opinion on these results.
3. The financial results have been prepared in accordance with the accounting standards("AS") as prescribed under section 133 of the companies act,,2013 by the Ministry of Corporate Affairs and amendment thereof.
4. Previous year's period figures have been regrouped/reclassified/restated, wherever necessary to confirm to classification of current year period.

The accompanying notes are an integral part of the financial statements.

As per our report of even date
For SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
Chartered Accountant
(FRN: 159649W)

SARANG CHAVAN
PROPRIETOR
Membership No.: 142576
UDIN : 26142576KVQJJX9243
Place: Ahmedabad
Date: 28/05/2026

SARANG SHIVAJIRAO CHAVAN AND ASSOCIATES
FRN NO.: 159649W
AHMEDABAD
CHARTERED ACCOUNTANTS

For and on behalf of the Board of Directors

S.D. PATEL

SOHILKUMAR DINESHBHAI PATEL
DIRECTOR & CFO
DIN : 10877535

SHREEKISHAN JOSHI
MANAGING DIRECTOR
DIN : 05166595

SALASAR EXTERIORS AND CONTOUR LIMITED (F.Y. 2025-2026)
NO. B WING 802, KANAKIA WALL STREET, 8TH FLOOR, ANDHERI
KURLA ROAD, CHAKALA, ANDHERI EAST, MUMBAI-400093
CIN : L45309MH2018PLC306212

Notes to Financial statements for the year ended 31st March 2026
The previous year figures have been regrouped / reclassified, wherever necessary to confirm to the current year presentation.

Note No. 1 Share Capital ₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Authorised :		
10500000 (31/03/2024:10500000) Equity shares of Rs. 10.00/- par value	1,050.00	1,050.00
Issued :		
10294835 (31/03/2024:10294835) Equity shares of Rs. 10.00/- par value	1,029.48	1,029.48
Subscribed and paid-up :		
10294835 (31/03/2024:10294835) Equity shares of Rs. 10.00/- par value	1,029.48	1,029.48
Total	**1,029.48**	**1,029.48**

Reconciliation of the Shares outstanding at the beginning and at the end of the reporting period

Equity shares ₹ in lakhs

	As at 31st March 2026		As at 31st March 2025	
	No. of Shares	Amount	No. of Shares	Amount
At the beginning of the period	1,02,94,835	1,029.48	1,02,94,835	1,029.48
Issued during the Period	0.00	0.00	0.00	0.00
Redeemed or bought back during the period	0.00	0.00	0.00	0.00
Outstanding at end of the period	**1,02,94,835**	**1,029.48**	**1,02,94,835**	**1,029.48**

Right, Preferences and Restriction attached to shares

Equity shares
The company has only one class of Equity having a par value Rs. 10.00 per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the board of directors is subject to the approval of the shareholders in ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the Equity shareholders are eligible to receive the remaining assets of the company after distribution of all preferential amounts, in proportion to their shareholding.

Note No. 2 Reserves and surplus ₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Surplus		
Opening Balance	270.75	172.12
Add: Profit for the year	(166.95)	98.63
Less : Deletion during the year	(12.05)	0.00
Closing Balance	**91.75**	**270.75**
Securities premium		
Opening Balance	0.00	0.00
Add: Addition during the year	0.00	0.00
Less : Deletion during the year	0.00	0.00
Closing Balance	**0.00**	**0.00**
Balance carried to balance sheet	**91.75**	**270.75**

Note No. 3 Long-term borrowings ₹ in lakhs

	As at 31st March 2026			As at 31st March 2025		
Particulars	Non-Current	Current Maturities	Total	Non-Current	Current Maturities	Total
Loans and advances from related parties						
Loans directors/Other Relative Unsecured	944.74	0.00	944.74	944.74	0.00	944.74
	944.74	**0.00**	**944.74**	**944.74**	**0.00**	**944.74**
The Above Amount Includes						
Unsecured Borrowings	944.74	0.00	944.74	944.74	0.00	944.74
Net Amount	**944.74**	**0**	**944.74**	**944.74**	**0**	**944.74**

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KURLA ROAD, CHAKALA, ANDHERI EAST, MUMBAI-400093
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Note No. 4 Deferred Tax

₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Deferred tax liability		
Deferred tax liability	1.24	1.24
Gross deferred tax liability	**1.24**	**1.24**
Net deferred tax assets	**0.00**	**0.00**
Net deferred tax liability	**1.24**	**1.24**

Note No. 5 Provisions

₹ in lakhs

Particulars	As at 31st March 2026			As at 31st March 2025		
	Long-term	Short-term	Total	Long-term	Short-term	Total
Other provisions						
Audit Fees Payable	0.00	1.00	1.00	0.00	1.00	1.00
Income Tax Provisions	**55.00**	**0.00**	**55.00**	**0.00**	**0.00**	**0.00**
Total	**55.00**	**1.00**	**56.00**	**0.00**	**1.00**	**1.00**

Note No. 6 Trade payables

₹ in lakhs

Particulars	As at 31st March 2026	As at31st March 2025
(B) Others	1039.84	1,148.56
Total	**1039.84**	**1,148.56**

Trade Payables Ageing Schedule

Payment date not defined (Outstanding for following periods from due date of Transaction)

₹ in lakhs

Particular	Current Year					Previous Year				
	Less than 1 Yrs	1-2 Years	2-3 Years	More than 3 Yrs	Total	Less than 1 Yrs	1-2 Years	2-3 Years	More than 3 Yrs	Total
MSME					0.00					0.00
Others	234.35	24.82	1.00	779.67	1039.84	223.47	24.82	1.00	899.27	1148.56
Disputed Dues-MSME					0.00					0.00
Disputed-Others					0.00					0.00

Note No. 7 Other current liabilities

₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Others payables		
SGST payable	3.04	3.04
TDS payable	0.00	0.71
VAT payable	3.59	3.60
Advance from customer	103.05	103.05
GST payable	13.58	12.78
	123.26	**123.19**
Total	**123.26**	**123.19**

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(F.Y. 2024-2025)

Note No. 8 Property,Plant and Equipment and Intangible assets as at 31st March 2026

₹ in lakhs

	Assets	Useful Life (In Years)	Gross Block							Accumulated Depreciation/ Amortisation				Net Block	
			Balance as at 1st April 2025	Additions during the year	Revaluation increase (decrease)	Deletion during the year	Increase (Decrease) through net exchange difference	Other Adjustment (Gross Block)	Balance as at 31st March 2026	Balance as at 1st April 2025	Provided during the year	Deletion / adjustments during the year	Balance as at 31st March 2026	Balance as at 31st March 2026	Balance as at 31st March 2025
A	Tangible assets														
	Own Assets														
	Plant and Machinery	15.00	6.94	0.00	0.00	0.00	0.00	0.00	6.94	2.95	0.60	0.00	3.55	3.39	3.99
	Office equipment	5.00	2.31	0.00	0.00	0.00	0.00	0.00	2.31	1.75	0.02	0.00	1.77	0.54	0.55
	Motor cars & scooter	10.00	28.59	0.00	0.00	0.00	0.00	0.00	28.59	19.27	0.93	0.00	20.2	8.39	9.32
	Furniture & fixtures	10.00	9.98	0.00	0.00	0.00	0.00	0.00	9.98	6.37	0.37	0.00	6.74	3.24	3.61
	Computer & printer	3.00	0.61	0.00	0.00	0.00	0.00	0.00	0.61	0.06	0.01	0.00	0.07	0.54	0.55
	Total (A)		**48.43**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**48.43**	**30.40**	**1.94**	**0.00**	**32.33**	**16.01**	**18.03**
	P.Y Total		**48.43**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**48.43**	**25.67**	**1.94**	**0.00**	**25.67**	**18.03**	**22.76**

General Notes :

1. No depreciation if remaining useful life is negative or zero.
2. Depreciation is calculated on pro-rata basis in case assets is purchased/sold during current F.Y.
3. If above assets is used for any time during the year for double shift, the depreciation will increase by 50% for that period and in case of the triple shift the depreciation shall be calculated on the basis of 100% for that period.

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Note No. 9 () Loans and advances

₹ in lakhs

Particulars	As at 31st March 2026		As at 31st March 2025	
	Long-term	Short-term	Long-term	Short-term
Security Deposit				
Unsecured, considered good	8.75	0.00	8.75	12.00
	8.75	**0.00**	**8.75**	**12.00**
Other loans and advances				
Balance with government authorities	0.00	41.43	0.00	41.50
	0.00	**41.43**	**0.00**	**41.50**
Advance to supplier	0.00	487.37	0.00	493.36
Employees	0.00	1.00	0.00	8.97
Others	0.00	336.21	0.00	327.75
	0.00	**824.58**	**0.00**	**871.58**
Total	**8.75**	**866.01**	**8.75**	**883.58**

Note No. 10 Inventories

₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
(Valued at cost or NRV unless otherwise stated)		
WIP	764.90	764.90
Total	**764.90**	**764.90**

Note No. 11 Trade receivables

₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Secured, Considered good	0.00	0.00
Unsecured, Considered Good	1630.40	1,836.89
Doubtful	0.00	0.00
Allowance for doubtful receivables	0.00	0.00
Total	**1,630.40**	**1,836.89**

(Current Year)

₹ in lakhs

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)	0.00	0.00	0.00	0.00	1,630.40	1,630.40
(ii) Undisputed Trade Receivables (considered doubtful)	0.00	0.00	0.00	0.00	0.00	0.00
(iii) Disputed Trade Receivables considered good	0.00	0.00	0.00	0.00	0.00	0.00
(iv) Disputed Trade Receivables considered doubtful	0.00	0.00	0.00	0.00	0.00	0.00
(v) Provision for doubtful receivables	0.00	0.00	0.00	0.00	0.00	0.00

(Previous Year)

₹ in lakhs

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)	0.00	0.00	0.00	0.00	1,836.89	1,836.89
(ii) Undisputed Trade Receivables (considered doubtful)	0.00	0.00	0.00	0.00	0.00	0.00
(iii) Disputed Trade Receivables considered good	0.00	0.00	0.00	0.00	0.00	0.00
(iv) Disputed Trade Receivables considered doubtful	0.00	0.00	0.00	0.00	0.00	0.00
(v) Provision for doubtful receivables	0.00	0.00	0.00	0.00	0.00	0.00

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Note No. 12 Cash and cash equivalents

₹ in lakhs

Particulars	As at 31st March 2026	As at 31st March 2025
Balance with banks		
Bank of india	0.00	5.27
Total	**0.00**	**5.27**
Cash in hand		
Cash in hand	0.24	1.54
Total	**0.24**	**1.54**
Total	**0.24**	**6.81**

Note No. 13 Revenue from operations

₹ in lakhs

Particulars	31st March 2026	31st March 2025
Sale of products		
Contact work income	304.5	405.77
	304.5	**405.77**
Net revenue from operations	**304.5**	**405.77**

Note No. 14 Other income

₹ in lakhs

Particulars	31st March 2026	31st March 2025
Other non-operating income		
Sundry balance W/off	0.00	0.00
	0.00	**0.00**
Total	**0.00**	**0.00**

Note No. 15 Cost of material Consumed

₹ in lakhs

Particulars	31st March 2026	31st March 2025
Inventory at the beginning		
Raw Material	764.90	764.90
	764.90	**764.90**
Add:Purchase		
Raw Material	234.35	293.13
	234.35	**293.13**
Less:-Inventory at the end		
Raw Material	764.90	764.90
	764.90	**764.90**
Total	**234.35**	**293.13**

Details of material consumed

₹ in lakhs

Particulars	31st March 2026	31st March 2025
Raw Material		
Consumption raw material	234.35	293.13
	234.35	**293.13**
Total	**234.35**	**293.13**

Details of inventory

₹ in lakhs

Particulars	31st March 2026	31st March 2025
Raw Material		
Consumption raw material	764.90	764.90
	764.90	**764.90**
Total	**764.90**	**764.90**

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Details of purchase ₹ in lakhs

Particulars	31st March 2026	31st March 2025
Raw Material		
Consumption raw material	234.35	293.13
	234.35	**293.13**
Total	**234.35**	**293.13**

Note No. 16 Employee benefit expenses ₹ in lakhs

Particulars	31st March 2026	31st March 2025
Salaries and Wages		
Salary and wages	00	0.22
	00	**0.22**
Staff welfare Expenses	00	0.50
Total	**00**	**0.72**

Note No. 17 Depreciation and amortization expenses ₹ in lakhs

Particulars	31st March 2026	31st March 2025
Depreciation on tangible assets	1.94	4.74
Total	**1.94**	**4.74**

Note No. 18 Other expenses ₹ in lakhs

Particulars	31st March 2026	31st March 2025
Advertising expenses	0.00	0.00
Professional & Technical fees	0.00	3.46
Audit fees	0.00	0.00
Printing and stationery	0.00	0.09
Repair & maintenance	0.00	0.05
Telephone expenses	0.00	0.00
Bank charges	0.00	0.00
Brokerage Charges	0.00	0.00
Rent	0.00	2.95
Internet charges	0.00	0.02
Office expenses	0.00	0.08
Tea & Refresment	0.00	0.09
Flat Maintenace charges	0.00	0.00
Travelling Expenses	0.00	0.00
Sundry Balance Written off	205.15	0.00
Miscellaneous expenditure	0.00	0.00
Late fees	0.00	1.72
Interest on TDS	0.00	0.09
Total	**205.15**	**8.55**

Note No. 19 Earning Per Share ₹ in lakhs

Particulars	Before Extraordinary items		After Extraordinary items	
	31st March 2026	31st March 2025	31st March 2026	31st March 2025
Basic				
Profit after tax (A)	(166.95)	98.63	(166.95)	98.63
Weighted average number of shares outstanding (B)	1,02,94,835	1,02,94,835	1,02,94,835	1,02,94,835
Basic EPS (A / B)	(1.62)	0.96	(1.62)	0.96
Diluted				
Profit after tax (A)	(166.95)	98.63	(166.95)	98.63
Weighted average number of shares outstanding (B)	1,02,94,835	1,02,94,835	1,02,94,835	1,02,94,835
Diluted EPS (A / B)	(1.62)	0.96	(1.62)	0.96
Face value per share	10.00	10.00	10.00	10.00

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Note number: 20 Additional Regulatory Information

(1) Ratios:

Ratio	Numerator	Denominator	C.Y. Ratio	P.Y. Ratio	% Change	Reason for variance
(a) Current Ratio	Current Assets	Current Liabilities	2.8	3.02	-7.28%	
(b) Debt-Equity Ratio	Long Term Debt + Short Term Debt	Shareholder equity	0.89	0.74	20.27%	
(c) Debt Service Coverage Ratio	Earning Before Interest, tax, Depreciation & Amortisation	Total principal + Interest on Borrowings				
(d) Return on Equity Ratio	Earning After Interest, tax, Depreciation & Amortisation	Average Shareholder's Equity	-0.13	0.07	-185%	
(e) Inventory turnover ratio	Turnover	Average Inventory	0.40	0.26	54%	
(f)Trade Receivables turnover ratio	Net Credit Sales	Average Trade Receivable	0.18	0.13	38%	
(g) Trade payables turnover ratio	Net Credit Purchase	Average Trade Payable	0.21	0.12	75%	
(h) Net capital turnover ratio	Total Sales	Average Working Capital	0.14	0.09	55%	
(i) Net profit ratio	Net Profit	Net Sales	-0.54	0.41	-231.70%	
(j) Return on Capital employed	Earning Before Interest & tax	Capital employed	-0.12	0.04	-400%	
(k) Return on investment