



Likhami Consulting Limited

CIN NO.: L45209MH1982PLC443003

Regd. Off.: Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai – 400002, Maharashtra, India
Mobile: +91-98331 83721 | Phone: 022-45249553
Email: info@likhamiconsulting.com | Website: www.likhamiconsulting.com

Date: 25.07.2026

**To,
Dy. General Manager,
Corporate Relationship Department,
BSE Limited,
P.J. Tower, Mumbai-400001
Scrip Code: 539927**

**To
The Secretary,
The Calcutta Stock Exchange Limited
7, Lyons Range,
Kolkata-700001
Scrip Code: 029378**

Subject: Notice convening 44th Annual General Meeting and Annual Report for F.Y. 2025-2026

Dear Sir,

We are pleased to inform you that the **44th (Forty Fourth) Annual General Meeting (AGM) of Likhami Consulting Limited will be held on 25th Day of August, 2026 (Tuesday) at 11:00 A.M. IST** through Video Conferencing (VC) / Other Audio Visual Means (OAVM), in accordance with the applicable circulars issued by the Ministry of Corporate Affairs (MCA) and the Securities and Exchange Board of India (SEBI).

We would further like to inform that pursuant to requirement of Regulation 34 read with 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 and any other applicable provisions if any, please find enclosed herewith 44th Annual Report of the Company for the financial year 2025-2026, which includes Notice, Board's Report along with report on Corporate Governance, Management Discussion Analysis, Audited Financial Statements and Auditors Reports thereon.

The aforesaid documents are available on the website of the Company <https://www.likhamiconsulting.com/annual-report.html> and are also being dispatched to all the eligible shareholders whose email IDs are registered with the RTA / Company / Depositories.

As per the Regulation 36(1) (b) of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the letter containing the web-link including the exact path, where complete details of the Annual Report are available, is being sent on **25th July, 2026**, to those member(s) who have not registered their email addresses either with the Company or with any Depository or Registrar and Share Transfer Agent (RTA) of the Company.



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The details such as manner of (i) registering / updating email addresses, (ii) casting vote through e-voting and (iii) attending the AGM through VC / OAVM has been set out in the Notice of the AGM.

Further, pursuant to Section 91 of The Companies Act 2013 and Regulation 42 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Register of Members and Share Transfer Books of the Company will remain closed from **Wednesday, August 19, 2026 to Tuesday, August 25, 2026 (both days inclusive)** for taking record of the Members of the Company for the purpose of 43rd Annual General Meeting (AGM).

We would like to further inform that the Company has fixed **Tuesday, 18/08/2026** as the **cut-off date** for ascertaining the names of the members holding shares either in physical form or in dematerialised form, who will be entitled to cast their votes electronically in respect of the businesses to be transacted as per the Notice of the AGM and to attend the AGM.

The e-voting period begins on Friday, 21st August, 2026 (9:00 A.M.) and ends on Monday, 24th August, 2026 (5:00 P.M.). Those shareholders, who will be present in the AGM through the VC facility and have not cast 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 during the AGM.

We request you to take the above on record.

Yours Faithfully

For Likhami Consulting Limited



Bulbul Amit Bhansali
Company Secretary &
Compliance Officer
M.No. A33646



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44TH ANNUAL REPORT
2025-26

Likhami Consulting Limited

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CORPORATE INFORMATION

CIN	:	L45209MH1982PLC443003
Board of Directors	:	Mr. Rahul Anand Fulfagar Managing Director & Chief Executive Officer (Appointed w.e.f.01.10.2025)
		Mr. Pradip Kumar Ghosh Non-Executive Director
		Ms. Shagun Asthana Non-Executive Director (Appointed w.e.f. 01.10.2025)
		Mrs. Oshika Jain Non-Executive Independent Director
		Mrs. Nikita Gautam Roy Non-Executive Independent Director (Appointed w.e.f. 25/06/2025)
		Ms. Aashima Sehgal Non-Executive Independent Director (Appointed w.e.f. 01.10.2025)
Company Secretary (CS) Cum Compliance Officer	:	Mrs. Bulbul Amit Bhansali
Chief Financial Officer (CFO)	:	Ms. Dipti Jayant Kashid
Registered Office	:	Office 1, 2nd Floor, Plot No. -308/310, Daruwala Building, Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai, Maharashtra, India, 400002 Contact No.: +91- 9833183721/+91-022-45249553 Email: info@likhamiconsulting.com Website: www.likhamiconsulting.com
Statutory Auditors	:	M/s. Mohindra Arora & Co. Chartered Accountants
Secretarial Auditors	:	M/s. Veenit Pal & Associates Company Secretaries
Bankers	:	Bank of India
Registrar & Transfer Agent (RTA)	:	M/s. Mas Services Limited, T-34, 2nd Floor, Okhla Industrial Area, Ph-II, New Delhi -110020 Tel: 011-26387281/82/83, Fax: 011-26387384 Email: info@masserv.com, investor@masserv.com Website: www.masserv.com

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NOTICE

NOTICE is hereby given that the 44th (Forty Fourth) Annual General Meeting (AGM) of Likhami Consulting Limited will be held on 25th Day of August, 2026 (Tuesday) at 11:00 A.M. IST through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") to transact the following business:

Ordinary Business:-

1. To receive, consider and adopt the Audited Financial Statements of the Company for the financial year ended March 31, 2026, together with the Reports of the Board of Directors and Auditors thereon.
2. To appoint a Director in place of Mr. Pradip Kumar Ghosh (DIN: 07799909), a Non-Executive Director who retires by rotation in terms of Section 152 Companies Act, 2013 and being eligible has offered himself for re-appointment.

**By Order of the Board
For Likhami Consulting Limited**

**Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)**

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002, Maharashtra

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 02/07/2026

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NOTES

1. As there is no item of Special Business to be transacted at the Annual General Meeting, the Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013 is not applicable and hence not annexed to this Notice.
2. Pursuant to the General Circular No. 03/2025 dated September 22, 2025, issued by the Ministry of Corporate Affairs (MCA) and circular issued by SEBI vide circular no. SEBI/ HO/ CFD/ CFDPoD-2/ P/ CIR/ 2024/ 133 dated October 3, 2024 ("SEBI Circular") and other applicable circulars and notifications issued (including any Statutory modifications or re-enactment thereof for the time being in force and as amended from time to time, companies are allowed to hold EGM/AGM through Video Conferencing (VC) or other audio visual means (OAVM), without the physical presence of members at a common venue. In compliance with the said Circulars, EGM/AGM shall be conducted through VC / OAVM.

The 44th AGM of the Company is being conducted through Video Conferencing (VC) or Other Audio Visual Means (OAVM) without the physical presence of the Members at a venue. The deemed venue for the 44th AGM shall be the Registered Office of the Company.

3. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available to 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 AGM without restriction on account of first come first served basis.
4. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.
5. Pursuant to 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. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM through VC/OAVM and cast their votes through e-voting.
6. The AGM 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, MCA Circular No. 20/2020 dated May 05, 2020, MCA circular no. 02/2021 dated January, 13, 2021, Circular No. 21/2021 dated December 14, 2021 and Circular No. 2/2022 dated May 05, 2022 and MCA, vide General Circular No. 10/2022 dated December 28, 2022, General Circular No. 09/2023 dated September 25, 2023, circular No. 9/2024 dated September 19, 2024 and circular No. 03/2025 dated September 22, 2025.
7. Since this AGM is being held pursuant to "the Circulars" through VC / OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.

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8. Members of the Company under the category of Institutional Investors / Corporate Shareholders (i.e. other than individuals / HUF, NRI, etc.) are encouraged to attend and vote at the AGM through VC. Corporate members intending to authorize their representatives to participate and vote at the AGM are requested to send a certified copy of the Board resolution / authorization letter to the Company or upload on the e-voting portal.
9. As required by Regulation 36 of the SEBI (LODR) Regulations, 2015 (Listing Regulations) and Secretarial Standard – 2 on General Meetings issued by the Institute of Company Secretaries of India, the relevant details of Director retiring by rotation at the ensuing AGM are given in the Annexure to the Notice of the AGM.
10. In compliance with the aforesaid Circulars, Notice of the 44th AGM and the Annual Report 2025-2026 are being sent only through electronic mode to those members whose email addresses are registered with the Company / DPs. Members may note that the Notice and Annual Report 2025-2026 will also be available on the Company's website www.likhamiconsulting.com, websites of the Stock Exchanges i.e. BSE Limited (BSE) and Calcutta Stock Exchange Limited (CSE) at www.bseindia.com and www.cse-india.com respectively. The AGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM) i.e. www.evotingindia.com.
11. Company is providing two way teleconferencing facility for the ease of participation of the members. Link for joining the meeting is being given separately.
12. Recorded transcript of the meeting shall be maintained in safe custody of the Company. The registered office of the company shall be deemed to be the place of meeting for the purpose of recording of the minutes of the proceedings of this AGM.
13. Process for those shareholders whose email ids are not registered:
 - a. Members holding shares in physical mode – 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) and mobile No. by email at info@masserv.com and investor@masserv.com.
 - b. Members holding shares in demat form – Please contact your Depository Participant and register your e-mail address as per the process advised by your DP or provide Demat account details (CDSL-16 digit beneficiary ID or NSDL- 16 digit DPID + CLID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email at info@masserv.com and investor@masserv.com.
14. Pursuant to the provision of Section 91 of the Companies Act, 2013 read with Rule 10 of the Companies (Management and Administration) Rules, 2014 and Regulation 42 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Register of Members and Share Transfer Books shall remain closed from 19/08/2026 to 25/08/2026 (both days inclusive).
15. The requirement to place the matter relating to appointment of Auditors for ratification by members at every AGM is done away vide notification dated 7th May, 2018 issued by the Ministry of Corporate Affairs, New Delhi. Accordingly, no resolution is proposed for ratification of appointment of Auditors, who were appointed at the 40th AGM held on 13th September, 2022 and will continue till the conclusion of 45th AGM.

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16. Profile(s) of the Director(s) seeking appointment / re-appointment, as required by Regulation 26(4) & 36 (3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and clause 1.2.5 of Secretarial Standards – 2 on General Meeting is annexed to this Notice.
17. A person who is not a member as on cut-off date should treat this Notice for information purpose only.
18. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Companies Act, 2013 and the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Companies Act, 2013, will be available for inspection by the Members at the Registered Office.
19. In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote at the AGM.
20. SEBI vide Circular Nos. SEBI/HO/OIAE/OIAE_IAD-1/P/ CIR/2023/131 dated July 31, 2023, and SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/135 dated August 4, 2023, read with Master Circular No. SEBI/HO/ OIAE/OIAE_IAD-1/P/ CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market.

Pursuant to above-mentioned circulars, post exhausting the option to resolve their grievances with the RTA/ Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (<https://smartodr.in/login>).

21. Members who are holding shares in identical order of names in more than one Folio in physical form are requested to write to the Company / the Registrars to consolidate their holdings in one Folio.
22. Members holding shares in dematerialized mode are requested to intimate changes with respect to the Bank details, mandate, nomination, power of Attorney, change of address, change in name etc. to their Depository Participants (DP) with whom they are maintaining their demat accounts. Members holding shares in physical mode are requested to kindly notify change immediately, if any, in their address to the Company or its Registrars and Transfer Agents. These changes will be automatically reflected in company's records, which will help the company to provide efficient and better service to the members.
23. The Securities and Exchange Board of India (SEBI) vide Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated 03rd November, 2021 and further clarification vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/687 dated 14th December, 2021, wherein it was directed by SEBI to mandatorily update the PAN, KYC, Nomination details, Bank details, Contact details and Specimen Signature of all the Shareholders holding Shares in physical form and compulsory linking of PAN with AADHAAR on or before April 1, 2023. SEBI has issued another circular for providing extension on above, vide Circular No. SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 dated March 16, 2023 whereby all shareholders are instructed to complete their KYC as detailed in letter below on or before September 30, 2023, to the Company or its Registrars and Transfer Agents, M/s. Mas Services Limited, T-34, 2nd Floor, Okhla Industrial Area, Ph-II, New Delhi - 110020. Ph-011-26387281/82/83. Fax -011-26387384. Email: info@masserv.com and investor@masserv.com.
24. The Equity Shares of the Company are compulsorily required to be held under DEMAT mode for trading on the Stock Exchanges, where such Equity Shares are listed. These can be held in electronic form with any Depository Participant (DP) with whom the members have their Depository Account.

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All the Members, holding Equity Shares of the Company in the physical form, are advised to get the same dematerialized. The Members may contact the Registrars and Share Transfer Agents of the Company at their address mentioned above in case of any query difficulty in the matter or at the Registered Office of the Company.

25. As per Regulation 40 of SEBI Listing Regulations, securities of listed entities can be transferred only in dematerialized form with effect from April 1, 2019, except in case of transmission or transposition of securities. In view of this, members holding shares in physical form are requested to consider converting their holdings to dematerialized form. Members can contact MAS Services Limited or the Company for any assistance in this regard.
26. Members seeking any information with regard to the accounts or any matter to be placed at the AGM, are requested to write to the Company mentioning their name, demat account number/folio number, email id, mobile number at info@likhamiconsulting.com at least 7 days before the date of AGM. The same will be replied by the Company suitably.
27. The Members are requested to intimate for all their queries if any, pertaining to their name, postal address, e-mail address, telephone / mobile numbers, Permanent Account Number, mandates, nominations, power of attorney, bank details such as, name of the bank, branch details, bank account number, MICR Code, IFSC Code etc., to their Depository Participants ("DPs") in case the shares are held in electronic form and to Mas Services Limited, Registrar and Share Transfer Agents of the Company in case the shares are held in physical form. The Member are also contact for transfer requests, or any other matter relating to their shareholding in the Company and quote their Registered Folio Numbers / Client ID Nos. in all correspondences with the Company / with the Registrars.
28. To promote green initiative, members are requested to register their e-mail addresses through their Depository Participants for sending the future communications by e-mail. Members holding the shares in physical form may register their e-mail addresses through the RTA, giving reference of their Folio Number.
29. Pursuant to Section 72 of the Companies Act, 2013, Shareholders holding shares in physical form may file nomination in the prescribed form SH-13 with the Company's Registrar and Share Transfer Agents. In respect of shares held in Demat / Electronic form, the nomination form may be filed with the respective Depository Participant.
30. Pursuant to SEBI Circular No. HO/38/13/11(2)/2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, a special window of one year shall be open from February 05, 2026 to February 04, 2027, has been introduced to facilitate transfer and Dematerialization of physical securities which were sold/purchased prior to April 01, 2019.

The said Special window shall also be available for such transfer requests which were submitted earlier and were rejected / returned / not attended to due to deficiency in the documents / process/ or otherwise .

Further, the securities so transferred shall be mandatorily credited to the transferee only in demat mode and shall be under lock in for a period of one year from the date of registration of transfer. Such Securities shall not be transferred/ lien-marked/ pledged during the said lock in period.

The applicability of this special window is clarified in the referred SEBI circular, which is available on the Company's website at <https://www.likhamiconsulting.com/>, along with this Notice to Investors.

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Eligible investors are requested to contact the Company's Registrar and Transfer Agent (RTA), M/s. MAS Services Limited, within the above-mentioned period at their office: T-34, 2nd Floor, Okhla Industrial Area, Phase-II, New Delhi - 110020 Tel: 011-26387281/82/83, Fax: 011-26387384 Email: info@masserv.com, investor@masserv.com.

Shareholders are further requested to update their KYC details, including PAN, email ID, address, mobile number, and bank details, with the Depository Participant (DP) if shares are held in demat form, or with the RTA if shares are held in physical form.

31. In compliance with the provisions of Clause 14 of Secretarial Standards on General Meetings no gifts, gift coupons, or cash in lieu of gifts shall be distributed to Members at or in connection with the Meeting.
32. Since the AGM will be held through VC / OAVM, the Proxy Form, Attendance Slip and Route Map is not annexed in this Notice.
33. **Voting through electronic means:**

A remote e-voting facility is provided in terms of Section 108 of the Companies Act, 2013, Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended Regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is offering e-voting facility to its Members in respect of the business to be transacted at the 44th (Forty Fourth) Annual General Meeting (AGM) schedule to be held on 25th August, 2026 (Tuesday) at 11:00 A.M IST through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") with request to follow the instructions for voting electronically as under:

Any person, who acquires shares of the Company and becomes a shareholder of the Company after dispatch/ email of the Notice of AGM and holds shares as of the cut-off date i.e. 18th August, 2026, (Tuesday) may obtain the login ID and password by sending a request at info@likhamiconsulting.com.

The facility for voting during the AGM will also be made available. Members present in the AGM through VC and who have not cast 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 during the AGM.

The voting rights of shareholders shall be in proportion to their shares of the paid-up equity shares capital of the Company.

THE INSTRUCTIONS OF SHAREHOLDERS FOR REMOTE E-VOTING AND E-VOTING DURING AGM AND JOINING MEETING THROUGH VC/OAVM 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 21/08/2026, Friday (09:00 A.M.) and ends on 24/08/2026, Monday (05:00 P.M.). During this period shareholders' of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) i.e. 18/08/2026, (Tuesday), may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

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- (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 above said 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 URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasi/home/login or visit www.cdslindia.com and click on Login icon and select New System Myeasi. 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 i.e. CDSL/NSDL/KARVY/LINKINTIME, so that the user can visit the e-Voting service providers' website directly.

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	3) If the user is not registered for Easi/Easiest, option to register is available at: https://web.cdslindia.com/myeasitoken/Registration/EasiRegistration or https://web.cdslindia.com/myeasitoken/Registration/EasiestRegistration. Proceed to complete registration using your DP ID, Client ID etc. After successful registration, please follow steps given above to cast your vote. 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.

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	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	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 022- 23058738, 022-23058542-43 and (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 and (toll free no.: 1800 1020 990 and 1800 22 44 30)

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.

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- 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. Members 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 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 as mentioned in instruction (v).

- (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, provide 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 <LIKHAMİ CONSULTING LIMITED> 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 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.

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- (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) Shareholders can also cast their vote using CDSL’s mobile app **m-Voting** available for android based mobiles. The m-Voting app can be downloaded from respectively store. Please follow the instructions as prompted by the mobile app while voting on your mobile.

(XVIII) Additional Facility for Non-Individuals Shareholders and Custodians-Remote Voting only

- Non-Individuals Shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodian are required to log on to www.evotingindia.com and register themselves as Corporates.
- 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 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; info@likhamiconsulting.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 through VC/OAVM & e-voting during meeting are as under:

1. The procedure for attending meeting & e-Voting on the day of the AGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for Remote e-voting.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their

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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 at least 7 days prior** to meeting mentioning their name, demat account number/folio number, email id, mobile number at info@likhamiconsulting.com. The shareholders who do not wish to speak during the AGM but have **queries may send their queries in advance 7 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at info@likhamiconsulting.com. These queries will be replied to by the company suitably by email.
8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
9. Only those shareholders, who are present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the AGM.
10. If any Votes are cast by the shareholders through the e-voting available during the AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders shall 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 addresses/ Mobile No are not registered with the depositories for obtaining login credentials for e-voting for the resolutions proposed in this notice:

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.

For Assistance / Queries for e-voting etc.:

In case you have any queries or issues regarding e-voting, you may refer the Frequently Asked Questions (“FAQs”) and e-voting manual available at www.evotingindia.com under help section or 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, Manager, (CDSL) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

General Instructions:-

The Board of Director has appointed M/s. Veenit Pal & Associates, Practicing Company Secretaries (Firm Registration No. S2014MH257800 and Peer Review No. 1433/2021) as the Scrutinizer to the e-voting process and remote e-voting process in a fair and transparent manner.

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The Scrutinizer shall, immediately after the conclusion of voting at the Annual General Meeting, will first count the votes cast through remote e-voting in the presence of at least two witnesses not in the employment votes cast at the meeting and thereafter unblock of the Company and shall make, not later than 2 working days from the conclusion of the AGM, a Scrutinizer's report of the total votes cast in favour or against, if any, to the Chairman or to a person authorised by the Chairman in writing, who shall countersign the same and declare the result of the voting forthwith.

The result declared along with the Scrutinizer Report shall be placed on the website of the Company www.likhamiconsulting.com and on the website of CDSL immediately after the declaration of result by the Chairman or by a person duly authorized by him in writing. The results shall also be forwarded to The Calcutta Stock Exchange Ltd and BSE Limited, where the equity shares of the Company are listed.

**By Order of the Board
For Likhami Consulting Limited**

**Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)**

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002, Maharashtra

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 02/07/2026

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DETAILS OF DIRECTORS SEEKING APPOINTMENT/RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING (Pursuant to Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Clause 1.2.5 of Secretarial Standards on General Meetings notified on April 23, 2015)

Name of the Director	Mr. Pradip Kumar Ghosh
Date of Birth (age in years)	10/10/1968 (58)
DIN	07799909
Date of Appointment / Re-appointment in the Current Designation	12/08/2025 (Retire by rotation)
Qualifications	Graduate
Expertise in specific functional areas and years	He is having wide experience in the field of Administration, Accounts and Taxation etc.
List of Other Directorship/LLP held	NIL
Chairman/Member of the Audit Committee of the Board of Directors of the other Companies in which he/she is a Director	NIL
Chairman/Member of the Stakeholders Relationship Committee of the Board of Directors of the other Companies in which he/ she is a Director	NIL
Shareholding in the Company	NIL
Disclosure of relationships between Directors inter-se;	NIL
No of Board Meeting Attended during the Financial year	6
Terms & Conditions of Appointment / Re-appointment	As per the resolution at Item No. 2 of the Notice convening this Meeting.
Listed entities from which the Director has resigned in the past three years	NIL

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BOARD'S REPORT

Dear Members,

The Board of Directors have the pleasure in presenting the Companies 44th Annual Report together with the Audited Financial Statements for the financial year ended 31st March, 2026 along with the Auditor's Report thereon. The financial highlights of the Company for F.Y. 2025-2026 are given below:

Financial Results:-

Particulars	(Amount in Lakhs)	
	31 st March, 2026	31 st March, 2025
Income	78.48	67.70
Less: Expenses	46.75	37.61
Profit before Taxation	31.73	30.09
Less: Taxation	8.47	8.22
Profit after Taxation	23.26	21.87

Performance:-

The total revenue for the financial year under review is Rs. 78.48 Lakh against Rs. 67.70 Lakh in previous year. The Net Profit after taxation generated by the company during the year under review was Rs. 23.26 Lakh as compared to Rs. 21.87 Lakh during the previous year.

Operation:-

The Company has been continuously focusing on its existing line of business to improve its profitability in near future.

Dividend:-

Your Company intends to conserve available resources to invest in the growth of the business and pursue strategic growth opportunities. Accordingly, your Directors do not recommend any dividend for the year.

Transfer of Unclaimed Dividend to Investor Education and Protection Fund:-

In compliance with the provisions of Section 125 of the Companies Act, 2013, as at 31st March 2026 Company has not recommended the dividend so, This Clause is not applicable.

Transfer to Reserve:-

There has been no transfer to Reserves during the Financial Year 2025-2026.

Public Deposits:-

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

Change in the nature of business:-

There is no change in the nature of business of the Company during the year under review.

Compliance with the Indian Accounting Standards:-

As mandated by the Ministry of Corporate Affairs, the financial statements for the year ended on March 31, 2026 has been prepared in accordance with the Indian Accounting Standards (IND AS) notified under Section 133 of the Companies Act, 2013 read with Rule 7 of the Companies (Accounts) Rules, 2014.

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Directors and Key Management Personnel (KMP):-

As on March 31, 2026, the Board of Directors of your Company comprised of Six (6) Directors one of whom Managing Director and Chief Executive Officer and two (2) are Non-Executive Director. The remaining three (3) directors are Non-Executive Independent Directors which includes three Women Independent Director.

The composition of the Board is in consonance with Regulation 17 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, and in accordance with the applicable provisions of Companies Act, 2013.

During the year on 25/06/2025 Mrs. Nikita Gautam Roy (DIN: 11162874) appointed as Non-executive Independent Director for consecutive 5 (Five) years for the period from 25/06/2025 to 24/06/2030 which approved by Shareholders at 43rd Annual General Meeting.

At the 43rd Annual General Meeting held on August 12, 2025, Mr. Sanjoy Kumar Singh (DIN: 07684128) & Mr. Pradip Kumar Ghosh (DIN: 07799909) who were liable to retire by rotation, and being eligible was reappointed as a Director of the Company.

Also, during the year under review, the second term of 5 consecutive years of Mrs. Ruchi Gupta (DIN: 07283515) as an Independent Director of the Company has expired on August 31, 2025 resulting in her vacating the office of a director of the Company from that date. The Board places on record its appreciation for the guidance and support provided by Mrs. Ruchi Gupta during her association with the Company.

On 30/09/2025 Mrs. Heena Banga Sharma (DIN: 10193235) Non-executive Independent Director and Mr. Sanjoy Kumar Singh (DIN: 07684128) Non-Executive Director had resigned vide their letter dated 12/09/2025, to the board due to her other professional commitment and due to his personal and unavoidable circumstances. We confirm that there is no other material reason for their resignation other than stated herein resignation letter. The Board considered and approved their resignation from the post of Non-Executive Independent Director and Non-Executive Director and with effect from 30/09/2025 after the close of business hours. The Board placed on record its gratitude for the services rendered by them during their tenure as a Non-executive Independent Director and Non-Executive Director of the Company.

On 30/09/2025 Mr. Babu Lal Jain (DIN: 02467622) Managing Director & CEO had resigned vide his letter dated 19/09/2025, to the board due to his pre-occupation with some other activities. We confirm that there is no other material reason for his resignation other than stated in resignation letter. The Board considered and approved his resignation from the post of Managing Director & CEO and with effect from 30/09/2025 after the close of business hours. The Board placed on record its gratitude for the services rendered by him during his tenure as a Managing Director & CEO of the Company.

On 30/09/2025 recommendations received from the Nomination and Remuneration Committee of the Company, the Board also considered and approved in their meeting on 30/09/2025, the appointment of 1) Mr. Rahul Anand Fulfagar (DIN: 02182260) as Managing Director & Chief Executive Officer (CEO) of the Company with effect from October 1, 2025 for a period of five years .

2) Ms. Shagun Asthana (DIN: 11309555) as the Non-Executive Director with effect from 01/10/2025.

3) Ms. Aashima Sehgal (DIN: 11300431) as the Non-Executive Independent Director with effect from 01/10/2025 upto 30/09/2030.

All these appointment approved by the members of the Company on 12/11/2025 through postal ballot.

Mr. Pradip Kumar Ghosh a Non-Executive Director who retires by rotation in terms of Section 152 Companies Act, 2013 and being eligible has offered himself for re-appointment at this 44th AGM.

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Appropriate resolutions for appointment /re-appointment are being placed for the approval of the shareholders of the Company at the ensuing AGM. The brief resume of directors appointed/re-appointed and other related information has been detailed in the Notice convening the 44th AGM of the Company in accordance with the provisions of the Companies Act, 2013 read with the Rules issued there under and the Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

All Independent directors have given the Declarations that they meet the criteria of Independence as laid down under Section 149(6) of the Companies Act, 2013, and Regulation 16(b) of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015. In the opinion of the Board, all the Independent Directors are persons of integrity, and possess expertise and experience including the proficiency required to be Independent Directors of the Company and they are independent the management and have also complied with the Code for Independent Directors as prescribed in Schedule IV of the said Act.

All Independent Directors of the Company have confirmed that they have already registered their names with the data bank maintained by the Indian Institute of Corporate Affairs ["IICA"] as prescribed by the Ministry of Corporate Affairs under the relevant Rules, and that they would give the online proficiency self-assessment test conducted by IICA which is prescribed under the relevant Rules, if applicable.

Pursuant to the requirement prescribed under the Companies (Appointment and Qualification of Directors) Rules, 2014, the Directors with active Director Identification Number need to file an e-Form DIR-3 KYC annually on the MCA portal verifying their mobile number and personal e-mail address. All the Directors of the Company have complied with the KYC registration on the MCA portal for the FY 2025 - 2026.

Policy on Directors, Key Managerial Personnel - Appointment & Remuneration including Nomination & Remuneration Committee:-

The Board has framed a policy on Director's Appointment and Remuneration & duly constituted Nomination and Remuneration Committee pursuant to the Regulation 19 of SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015 and read with Section 178 of the Companies Act, 2013.

The policy provides for selection and appointment of Directors, Senior Management including KMP and their Remuneration together with criteria for determining qualifications, positive attributes, and independence of a Director.

Remuneration policy for the Directors, Key Managerial Personnel and other Employees has been disclosed on the Company website i.e. <https://www.likhamiconsulting.com/Codes%20&%20Policies/Remuneration%20Policy%20Likhami.pdf> Details of Committee members and meetings etc. have been disclosed in the Corporate Governance Report which forms a part of this report.

Disclosure under Section 197(12) of the Companies Act, 2013:-

The information required pursuant to Section 197 read with Rule 5 of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Companies (Particulars of Employees) Rules, 1975, in respect of employees of the Company and Directors is furnished hereunder

Sr. No.	Name	Designation	Remuneration paid F.Y. 25-26 (Amt. in Lakhs)	Remuneration paid F.Y. 24-25 (Amt. in Lakhs)	Increase in remuneration from previous year (Amt. in lakhs)
1	Mr. Babu Lal Jain	Managing Director & CEO (Resigned)	2.40	4.80	NIL

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		w.e.f. 30/09/2025)			
2	Mr. Rahul Anand Fulagar	Managing Director & CEO (Appointed w.e.f. 01/10/2025)	6.00	NA	NIL
3	Ms. Dipti Jayant Kashid	CFO	9.69	7.92	NIL
4	Mrs. Bulbul Amit Bhansali	Company Secretary	9.07	8.40	NIL

Directors Responsibility Statement: -

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

- (i) in the preparation of the annual accounts for the year ended 31st March, 2026, the applicable Indian Accounting Standards have been followed along with proper explanation relating to material departures, if any;
- (ii) the directors have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the company at the end of the financial year 31st March, 2026 and of the profits of the company for the year ended on that date;
- (iii) the directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
- (iv) the annual accounts have been prepared on a going concern basis;
- (v) the directors have laid down internal financial controls to be followed by the company and such internal financial controls are adequate and operating effectively;
- (vi) the directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

Declaration of Independent Directors: -

The Company has received necessary declaration from each of Independent Directors under Section 149(7) of the Companies Act, 2013, that he/ she meets the criteria of independence laid down in Section 149(6) of the Companies Act, 2013 and the relevant Rules made there on and Regulation 16(1)(b) and 25 (8) & (9) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

Committee of the Board: -

The Board of Directors has following Committee

- 1) Audit Committee
- 2) Nomination & Remuneration Committee
- 3) Stakeholder Relationship Committee
- 4) Risk Management Committee

The details of the Committees along with their composition, number of meetings and attendance at the meetings are provided in the Corporate Governance Report.

Statement concerning development and implementation of Risk Management Policy of the Company: -

The Board of Directors of the Company has constituted a Risk Management Committee to frame, implement and monitor the risk management plan for the Company. The Committee is responsible for reviewing the risk management plan and ensuring its effectiveness. The Committee has additional oversight in the area of financial risks and controls. Major risks identified by the business and functions

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are systematically address through mitigation action on a continuing basis.

The details of Committee and its terms of reference are set out in the Corporate Governance Report forming part of the Board Report.

Number of Meeting of the Board: -

During the year under review Six (6) Meetings of the Board of Directors of the Company were held. The details of Board meetings and the attendance of the directors are provided in the Corporate Governance Report which forms part of this Report.

Disclosure regarding Company's policies under Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015-

The Company has framed various policies as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 & Companies Act, 2013; viz

i) Determining material subsidiary Policy ii) Related Party transactions Policy, iii) Whistle Blower/Vigil Mechanism iv) Archival Policy for disclosure v) Code of Conduct for Board of Directors & Senior Management vi) Policy of Preservation of Documents vii) Policy on Criteria for Determining Materiality of Events viii) Remuneration Policy for the Directors , Key Managerial Personnel and other Employees ix) Code of Conduct for Independent Director / Information are displayed on the website of the Company <https://www.likhamiconsulting.com/codes-and-policies.html> .

Extract of Annual Return: -

Pursuant to the provisions of Section 92(3) and Section 134(3)(a) of the Companies Act, 2013 read with Rule 12(1) of the Companies (Management and administration) Rules, 2014, the copy of Annual Return is available on the website of the Company in the following link <https://www.likhamiconsulting.com/annual-return.html>

Board Evaluation: -

Pursuant to the provisions of the Companies Act, 2013 read with Rules issued there under and Regulation 17 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the Board of Directors has evaluated the effectiveness of the Board as a whole, the various Committees, Directors individually (excluding Director being evaluated) and the Chairman of the Board. The exercise was carried out by the Independent Directors of the Company through a structured evaluation process covering several aspects of functioning of the Board i.e. attendance, contribution at the meetings and otherwise, independent judgments, safeguarding interest of the minority stakeholders, composition of Board/ Committees, performance of specific duties and obligation by members of the board etc. The performance evaluation of the Independent Directors was carried out by the entire Board excluding the Directors being evaluated. The Performance evaluation of the Chairman and Non-Independent Directors was carried out by the Independent Directors at their separate Meeting. The Board of Directors expressed its satisfaction with the evaluation process.

Particulars of Loans, Guarantees or Investments made under Section 186 of the Companies Act, 2013:-

The Company has complied with the provisions of Section 186 of the Companies Act, 2013 in respect of investments made and outstanding at the year-end, details of which are given in the Financial Statements. There were no loans or guarantees made by the Company during the year under review.

Particulars of Contracts or Arrangements made with Related Parties: -

All contracts / arrangements / transactions entered by the Company during the financial year with related parties were in the ordinary course of business and on an arm's length basis. During the year, the Company had not entered into any contract / arrangement / transaction with related parties as defined under Section 188 of the Companies Act, 2013 and Regulation 23 of SEBI (Listing Obligations and

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Disclosure Requirements), Regulations 2015 which could be considered material in accordance with the policy of the Company on materiality of related party transactions. Accordingly, the disclosure of Related Party Transactions as required under Section 134(3) of the Companies Act in Form AOC-2 is not applicable. Attention of the members is drawn to the disclosures of transactions with the related parties is set out in Notes to Accounts forming part of the financial statement for the year 2025-2026.

Subsidiaries, Joint Ventures and Associate Companies:-

The Company does not have any Subsidiary, Joint venture or Associate Company.

Internal Financial Control and their adequacy:-

The Company has an Internal Control System, commensurate with the size, scale and complexity of its operations. The Company has developed well-defined internal control mechanisms and comprehensive internal audit programme with the activities of the entire organization under its ambit.

Further, based on the report of Internal Audit function, corrective action are undertaken in the respective areas and thereby strengthen the controls. Significant audit observations and corrective actions thereon are presented to the Audit Committee of the Board.

During the year under review, no material or serious observation has been received from the Internal Auditors of the Company for inefficiency or inadequacy of such controls.

Corporate Governance:-

The Company conforms to the norms of Corporate Governance as envisaged in the Listing Regulations with the Stock Exchange. Pursuant to Regulation 34(3) read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015, and a detailed Compliance Note on Corporate Governance together with the Auditors Certificate on Corporate Governance is annexed to this report.

Management Discussion and Analysis Report:-

The Management Discussion and Analysis Report for the year under review, as stipulated under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 are given in a separate section and forms part of the Annual Report.

Material Changes and Commitments, if any, affecting the financial position of the Company occurred between the ends of the financial year to which this financial statement relates and the date of the report:-

There are no material changes and commitments affecting the financial position of the Company occurred between ends of the financial year to which this financial statement relates on the date of this report.

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

During the financial year under review, there were no instances of one-time settlement with any bank or financial institution.

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

The Company is not engaged in the manufacturing activity; as such particulars relating to conservation of energy and technology absorption are not applicable. However, in the editing facilities, offices etc. adequate measures are being taken to conserve energy as far as possible.

As far as foreign exchange earnings and outgo is concerned, the Company has neither earned nor used any foreign exchange during the period under review. Hence, the provisions of Section 134(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts), Rules 2014 do not apply to our Company.

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Listing of Securities:-

The Equity Shares of the Company are listed on Calcutta Stock Exchange Limited (CSE) & BSE Limited (BSE).

Details of significant and material orders passed by the Regulators or Courts or Tribunals impacting the Going Concern status and Company's operation in future:-

There are no significant and material orders issued against the Company by any regulating authority or court or tribunal affecting the going concern status and Company's operation in future. Hence, disclosure pursuant to Rule 8 (5) (vii) of Companies (Accounts) Rules, 2014 is not required.

Human Resources:-

Human Resources Development envisages the growth of the individual in tandem with the organization. It also aims at the up-liftment of the individual by ensuring an enabling environment to develop capabilities and to optimize performance.

Your Directors want to place on record their appreciation for the contribution made by employees at all levels, who through their steadfastness, solidarity and with their co-operation and support have made it possible for the Company to achieve its current status.

The Company, on its part, would endeavour to tap individual talents and through various initiatives, ingrain in our human resources, a sense of job satisfaction that would, with time, percolates down the line. It is also the endeavour of the Company to create in its employees a sense of belonging, and an environment that promotes openness, creativity and innovation.

All the manpower initiatives including training, meetings and brainstorming sessions are implemented with the aim of maximizing productivity and aligning organizational needs employee's aspirations.

Shares:-

The authorized Share capital and the paid-up Equity Share Capital have remained unchanged during the year under review. The Company has neither issued shares & Securities or any other instruments nor any corporate benefits during the year under review.

1. The Company has not bought back any of its securities during the year under review.
2. The Company has not issued any Sweat Equity Shares during the year under review.
3. No Bonus Shares were issued during the year under review.
4. The Company has not provided any Stock Option Scheme to the employees.

Auditors & Auditors Observations: -

The matter related to Auditors and their Reports are as under:

1. Statutory Auditor and their Report: -

Based on the recommendations of the Audit Committee, the Board of Directors approved the re-appointment of M/s. Mohindra Arora & Co., Chartered Accountants (FRN: 006551N) as the Statutory Auditors of the Company to hold office for a period of five consecutive year from the conclusion of the 40th Annual General Meeting till the conclusion of the 45th Annual General Meeting. Auditors have confirmed that they are not disqualified from continuing as Auditors of the Company.

Explanations or Comments on Qualifications, Reservations or Adverse Remarks or Disclaimers made by the Statutory Auditors in their Report: -

The Report given by the Statutory Auditors for the Financial Statements for the year ended 31st March, 2026 read with explanatory notes thereon do not call for any explanation or comments from the Board under Section 134(3) of the Companies Act, 2013. The remarks, if any, made by the

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Auditors in their Report are properly explained in the Note no. 21 of the Financial Statement.

2. Secretarial Auditors and their Report: -

M/s. Veenit Pal & Associates, Practicing Company Secretaries (Firm Registration No. S2014MH257800 and Peer Review No. 1433/2021) as the Secretarial Auditor of the Company for one term of five consecutive years i.e. from Financial Year 2025-2026 till F.Y. 2029-2030 at such remuneration, as may be mutually agreed between the Board of Directors of the Company and the Secretarial Auditors, by the recommendation of the Audit Committee, the Board of Directors has approved in their Board meeting i.e. 20.05.2025, as required under Section 204 of the Companies Act, 2013 read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and pursuant to recent amendments to Regulation 24A of the SEBI Listing Regulations 2015 and read with SEBI Notification: SEBI/LAD-NRO/GN/2024/218, dated 12th December, 2024.

The Secretarial Audit was carried out and the report given by the Secretarial Auditors in Form MR-3 is enclosed as **Annexure-I** and forms integral part of this report.

3. Internal Auditor:

The Members of Board has appointed M/s. Jain N K & Co., (FRN: 148125W) Chartered Accountant, as Internal Auditors of the Company for Financial Year 2025-2026 at their meeting on 25th June, 2025 under provisions of Section 138 of the Companies Act, 2013 read with Rule 13 of the Companies (Accounts) Rules, 2014 as recommended by Audit Committee. The Suggestions made by the Internal Auditor in their Report were properly implemented.

Details of policy developed and implemented by the Company on its Corporate Social Responsibility Initiatives: -

Since the Company does not qualify any of the criteria as laid down in Section 135(1) of the Companies Act, 2013 with regard to Corporate Social Responsibility, provisions of Section 135 are not applicable to the Company.

Additional Information to Shareholders: -

All important and pertinent investor information such as financial results, investor presentations, press releases are made available on the Company's website i.e. www.likhamiconsulting.com on a regular basis.

Code of Conduct: -

As prescribed under Listing Regulation, a declaration signed by the Managing Director and Chief Executive Officer affirming compliance with the Code of Conduct by the Directors and Senior Management Personnel of the Company for the financial year 2025-2026 forms part of the Corporate Governance Report.

Board Diversity Policy: -

In compliances with the provision of the Listing Regulations, 2015, the Board through its Nomination and Remuneration Committee has devised a Policy on Board Diversity.

The objective of the Policy is to ensure that the Board comprises adequate number of members with diverse experience and skills, experience, such that it best serves the governance and strategic needs of the Company leading to competitive advantage. The Board composition is mentioned in available in the corporate governance report that forms part of this Annual Report.

Familiarization Program:-

Whenever any person joins the Board of the Company as an Independent Director, an induction programme is arranged for the new appointee, wherein the appointee is familiarized with the Company, his/her roles, rights and responsibilities in the Company, the Code of Conduct of the Company to be adhered, nature of

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the industry in which the Company operates, and business model of the Company etc. The details of such familiarization programmes have been disclosed on the Company website i.e. <https://www.likhamiconsulting.com/familiarization-programmes.html>.

Vigil Mechanism/ Whistle Blower Policy: -

Your company is committed to highest standards of ethical, moral and legal business conduct. Accordingly, the Board of Directors have formulated a Whistle Blower Policy which is in compliance with the provisions of Section 177(10) of the Companies Act, 2013 and Regulation 22 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The policy provides for a framework and process whereby concerns can be raised by its employees against any kind of discrimination, harassment, victimization or any other unfair practice being adopted against them. These have been outlined in the Corporate Governance Report which forms part of this report.

Secretarial standards

The Company complies with all applicable secretarial standards issued by the Institute of Company Secretaries of India.

Compliance of SEBI (Prohibition of Insider Trading) Regulations, 2015 ("PIT") Regulations 2015 and Code of Fair Practices and Disclosure (Fair Disclosure Code):

The Company has formulated Code of Conduct for Prevention of Insider Trading in Likhami Consulting Limited Securities ("PIT Code") and Fair Disclosure Code in accordance with PIT Regulations with an objective of protecting the interest of Shareholders at large and preventing misuse of any Unpublished Price Sensitive Information (UPSI). The PIT Code and Fair Disclosure Codes are available on the website of the Company on <https://www.likhamiconsulting.com>.

Unclaimed Securities Suspense Escrow Account:

During the year our Company has opened Unclaimed Securities Suspense Escrow Account with SMC Global Securities Limited as per SEBI Circular issued SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 November 03, 2021, SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 January 25, 2022 and SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/687 dated December 14, 2021. In case of non-receipt of demat request from the securities holder/claimant within 120 days of the date of Letter of Confirmation, the shares will be credited to Suspense Escrow Demat Account of the Company. The Claimant can claim their shares from this account.

Special window of one year shall be open from February 05, 2026 to February 04, 2027, has been introduced to facilitate transfer and Dematerialization of physical securities which were sold/ purchased prior to April 01, 2019

Pursuant to SEBI Circular No. HO/38/13/11(2)/2026-MIRSD-POD/1/3750/2026 dated January 30, 2026, a special window of one year shall be open from February 05, 2026 to February 04, 2027, has been introduced to facilitate transfer and Dematerialization of physical securities which were sold/ purchased prior to April 01, 2019.

The said Special window shall also be available for such transfer requests which were submitted earlier and were rejected / returned / not attended to due to deficiency in the documents / process/ or otherwise.

Further, the securities so transferred shall be mandatorily credited to the transferee only in demat mode and shall be under lock in for a period of one year from the date of registration of transfer. Such Securities shall not be transferred/ lien-marked/ pledged during the said lock in period.

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The applicability of this special window is clarified in the referred SEBI circular, which is available on the Company's website at <https://www.likhamiconsulting.com/>, along with this Notice to Investors.

Eligible investors are requested to contact the Company's Registrar and Transfer Agent (RTA), M/s. MAS Services Limited, within the above-mentioned period at their office: T-34, 2nd Floor, Okhla Industrial Area, Phase-II, New Delhi - 110020 Tel: 011-26387281/82/83, Fax: 011-26387384 Email: info@masserv.com, investor@masserv.com.

Shareholders are further requested to update their KYC details, including PAN, email ID, address, mobile number, and bank details, with the Depository Participant (DP) if shares are held in demat form, or with the RTA if shares are held in physical form.

In pursuant above mentioned circular our company is doing advertisement in Newspaper once every two months during the one-year period from the date of with effect from of this aforesaid circular.

Reporting of Frauds: -

During the year under review, the Statutory Auditors and Secretarial Auditors have not reported to the Audit Committee and / or Board any instances of fraud committed in the Company by its officers or employees under Section 143(12) of the Companies Act, 2013.

Compliance to Maternity Benefit Act, 1961: -

The Company has complied with the applicable provisions of Maternity Benefit Act, 1961 for female employees of the Company with respect to leaves and maternity benefits thereunder.

Disclosure under the Sexual Harassment of Woman at Workplace (Prevention, Prohibition and Redressal) Act, 2013: -

The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013 i.e. POSH (Prevention of Sexual Harassment), our Company does not fall under this compliance. There were no need to constitute Internal Complaints Committee (ICC). All employees (permanent, contractual, temporary, trainees) are covered under this Act.

However our Company not received and disposed off sexual harassment complaints during the year 2025-2026.

No of complaints received	:	Nil
No of complaints disposed off	:	Nil
No of complaints pending as on end of the financial year	:	Nil

Disclosures

- The Company has not accepted any fixed deposits during the year under review and accordingly, no amount on account of principal or interest on deposits from public and/or Members were outstanding as at March 31, 2026.
- There are no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and the Company's operations in future.
- During the year under review, the Company has not issued any Debentures.
- No material changes have taken place that could have an impact on the financial position of the Company from the date of closure of financial year under review till the date of signing of Accounts.
- There is no change in the nature of business of the Company.
- Maintenance of cost records and requirement of cost Audit as prescribed under the provisions of Section 148(1) of the Act are not applicable to the business activities carried out by the Company.
- There is no proceeding initiated or pending against the company under the Insolvency and Bankruptcy Code, 2016.

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- There is no the details of difference between amount of the valuation done at the time of one time settlement and the valuation done while taking loan from the Banks or Financial Institutions along with the reasons thereof
 - During the year under review, the Company has not required take Credit Rating of Securities from any agency.
 - During the year under review, the Company has not required transferred any shares in IEPF (Investors Education & Protection Fund).
 - During the year under review Company does not come under failure of implement any Corporate Action.
 - During the year under review, the Company has not required the Compliance of Regulation 32 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 and is of the view that the same is not applicable to company as the Company has not issued any share by way of public issue, Right Issue, Preferential Issue etc.

Acknowledgement: -

The Directors wish to place on record their appreciation for the contributions made by the employees at all levels, whose continued commitment and dedication helped the Company achieve better results. The Directors also wish to thank customers, bankers, Central and State Governments for their continued support. Finally your directors would like to express their sincere & whole-hearted gratitude to all of you for your faith in us and your Co-operation & never failing support.

**By Order of the Board
For Likhami Consulting Limited**

**Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)**

**Oshika Jain
(Director)
(DIN: 10660428)**

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002, Maharashtra

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 02/07/2026

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Annexure to the Director's Report

Annexure-I

Form No. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year Ended 31st March, 2026

(Pursuant to Section 204(1) of the Companies Act, 2013 and

Rule No. 9 of the Companies (Appointment and Remuneration of Personnel) Rules, 2014)

To

The Members,

LIKHAMİ CONSULTING LIMITED

CIN: L45209MH1982PLC443003

Office 1, 2nd Floor, Plot No. 308/310,

Daruwala Building, Dr. Cawasji Hormasji Lane,

Kalbadevi, Mumbai-400 002

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Likhami Consulting Limited, (hereinafter called "the Company").

Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

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

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

- (i) The Companies Act, 2013 (the Act) and the rules made there under;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
- (iv) Foreign Exchange Management Act, 1999 and Rules and Regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; **(The Company has not availed any Foreign Direct Investment and External Commercial Borrowings during the Period under review).**
- (v) The following Regulations (as amended from time to time) 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;

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-
- b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 **(Not applicable to the Company during the Audit Period);**
 - d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulation, 2021 **(Not Applicable as the Company has not introduced any such scheme during the financial year under review);**
 - e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulation 2021 **(Not Applicable since the Company has not issued any Debt Securities;**
 - 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 Registrar to an issue and Share Transfer Agent during the financial year under review);**
 - g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 **(Not applicable as the Company has not delisted / propose to delist its Equity Shares from any Stock Exchange during the financial year under review);**
 - h) The Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018 **(Not applicable as the Company has not bought back / propose to buy-back any of its securities during the financial year under review);** and
 - i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
 - j) Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (vi) Other Laws applicable to the Company namely:

The Directors of the Company informed and certified that there are no other applicable laws that are specifically applicable to the Company based on the nature of business. However, they have represented that the Company has complied with the provision of other laws as applicable to it.

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

- i. Secretarial Standards issued by The Institute of Company Secretaries of India under the provision Companies Act, 2013;
- ii. The Listing Agreements entered into by the Company with The Calcutta Stock Exchange Limited and BSE Limited pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

I further report that:

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

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2. 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.
3. All the decisions at the Board meeting and Committee Meetings are carried out unanimously as recorded in the minutes of the meeting of the Board of Directors or Committee of the Board, as the case may be.

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

I further report that during the audit period, the Company has no specific events/actions having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc. except the following:

On 12th August, 2025, the member at the 43rd Annual General Meeting (AGM), inter-alia approved:

- *Re-appointment of Mr. Sanjay Kumar Singh (DIN: 07684128), a Non-Executive Director, who retires by rotation under Section 152 of the Companies Act, 2013, and being eligible offers himself for re-appointment*
- *Re-appointment of Mr. Pradip Kumar Ghosh (DIN: 07799909), a Non-Executive Director, who retires by rotation under Section 152 of the Companies Act, 2013 and being eligible, offers himself for re-appointment.*
- *Regularization and appointment of Mrs. Nikita Gautam Roy (DIN:11162874) as a Non-Executive Independent Director for a term for five consecutive years, pursuant to Section 149 of the Companies Act, 2013.*

Pursuant to the provision of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulation 2015, read with SEBI Master Circular Ref No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated 11th November, 2024, Mrs. Ruchi Gupta (DIN: 07283515) has completed her second consecutive term of five years as Independent Director and consequently ceases to be a Director of the Company with effect from end of the day on 31st August, 2025.

On 30th September, 2025, the Board of Director inter-alia approved:

- *The board has taken a note of resignation letter tendered by Mrs. Heena Banga Sharma (DIN: 10193235) Non-Executive Independent Director of the Company with effect from 30th September, 2025 after the closure of business Hour.*
- *The board has taken a note of resignation letter tendered by Mr. Sanjoy Kumar Singh (DIN: 07684128) Non-Executive Director of the Company with effect from 30th September, 2025 after the closure of business Hour.*
- *The board has taken a note of resignation letter tendered by Mr. Babu Lal Jain (DIN: 02467622), Managing Director and CEO of the Company with effect from 30th September, 2025 after the closure of Business Hour.*

On 12th November, 2025, the members approved the following agenda item through postal ballot notice:

- *Regularization and appointment of Mr. Rahul Anand Fulfagar (DIN:02182260) as Executive Director of the Company and promoted as Managing Director & Chief Executive Officer of the Company with effect from 01st October, 2025 upto 30th September, 2030, liable to retire by rotation.*
- *Regularization and appointment of Ms. Shagun Asthana (DIN: 11309555) as the Non-Executive Director of the Company, with effect from 01st October, 2025 liable to retire by rotation*

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-
- Regularization and appointment of Ms. Aashima Sehgal (DIN:11300431) as Non-Executive Independent Director category for a term of five consecutive years, in terms of section 149 of the Companies Act, 2013 with effect from 01st October, 2025 upto 30th September, 2030

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with SEBI Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, the Company had received a Show Cause Notice bearing No. 04/CGST/R-V/RBD/2025-26 in respect of GSTIN: 19AAECS7114E1ZG and Reference No. ZD1909250167721 dated 09.09.2025 from the Office of the Superintendent of Central Tax, Range-V, Rashbehari Division, Kolkata South CGST & CX Commissionerate, GST Bhawan, 180 Shantipally, Rajdanga Main Road, Kolkata – 700107.

The Company duly submitted its reply to the aforesaid Show Cause Notice. Subsequently, the Company has received an Order dated December 11, 2025, bearing C. No. GEXCOM/SoR/6596/2025-CGST-Range-5, DIV-RBD-Commrte-Kolkata, wherein the matter has been decided in favour of the Company and no adverse liability has been imposed on the Company.

This report is to be read with my letter of even date which is annexed as Appendix-1 and forms and integral part of this Report.

**For Veenit Pal & Associates
Company Secretaries**

**Veenit Pal
(Proprietor)**

**ACS : 25565
CP : 13149
P.R. No. 1433/2021**

**Place : Mumbai
Date : 23.06.2026**

UDIN : A025565H000674281

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CIN No.: L45209MH1982PLC443003

Appendix-1

To
The Members,
LIKHAMİ CONSULTING LIMITED
CIN: L45209MH1982PLC443003
Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai-400 002

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

For Veenit Pal & Associates
Company Secretaries

Veenit Pal
(Proprietor)

ACS : 25565
CP : 13149
P.R. No. 1433/2021

Place : Mumbai
Date : 23.06.2026

UDIN : A025565H000674281

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CORPORATE GOVERNANCE

Company's Philosophy on Code of Governance: -

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

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

Accordingly, your company has implemented the mandatory requirements regarding corporate governance as mentioned in Listing Regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 aligned with Companies Act, 2013, details of which are given below;

Board of Directors: -

The composition of the Board is in consonance with Regulation 17 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, and in accordance with the applicable provisions of Companies Act, 2013.

As on March 31, 2026, the Board of Directors of your Company comprised of Six (6) Directors one of whom Managing Director and Chief Executive Officer and two (2) are Non-Executive Director. The remaining three (3) directors are Non-Executive Independent Directors which includes three Women Independent Director.

During the year on 25/06/2025 Mrs. Nikita Gautam Roy (DIN: 11162874) appointed as Non-executive Independent Director for consecutive 5 (Five) years for the period from 25/06/2025 to 24/06/2030 which approved by Shareholders at 43rd Annual General Meeting.

At the 43rd Annual General Meeting held on August 12, 2025, Mr. Sanjoy Kumar Singh (DIN: 07684128) & Mr. Pradip Kumar Ghosh (DIN: 07799909) who were liable to retire by rotation, and being eligible was reappointed as a Director of the Company.

Also, during the year under review, the second term of 5 consecutive years of Mrs. Ruchi Gupta (DIN: 07283515) as an Independent Director of the Company has expired on August 31, 2025 resulting in her vacating the office of a director of the Company from that date. The Board places on record its appreciation for the guidance and support provided by Mrs. Ruchi Gupta during her association with the Company.

On 30/09/2025 Mrs. Heena Banga Sharma (DIN: 10193235) Non-executive Independent Director and Mr. Sanjoy Kumar Singh (DIN: 07684128) Non-Executive Director had resigned vide their letter dated 12/09/2025, to the board due to her other professional commitment and due to his personal and unavoidable circumstances. We confirm that there is no other material reason for their resignation other than stated herein resignation letter. The Board considered and approved their resignation from the post of Non-Executive Independent Director and Non-Executive Director and with effect from 30/09/2025 after the close of business hours. The Board placed on record its gratitude for the services rendered by them during their tenure as a Non-executive Independent Director and Non-Executive Director of the Company.

On 30/09/2025 Mr. Babu Lal Jain (DIN: 02467622) Managing Director & CEO had resigned vide his letter dated 19/09/2025, to the board due to his pre-occupation with some other activities. We confirm that there is no other material reason for his resignation other than stated in resignation letter. The Board considered and approved his resignation from the post of Managing Director & CEO and with effect from

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30/09/2025 after the close of business hours. The Board placed on record its gratitude for the services rendered by him during his tenure as a Managing Director & CEO of the Company.

On 30/09/2025 recommendations received from the Nomination and Remuneration Committee of the Company, the Board also considered and approved in their meeting on 30/09/2025, the appointment of 1) Mr. Rahul Anand Fulagar (DIN: 02182260) as Managing Director & Chief Executive Officer (CEO) of the Company with effect from October 1, 2025 for a period of five years.

2) Ms. Shagun Asthana (DIN: 11309555) as the Non-Executive Director with effect from 01/10/2025.

3) Ms. Aashima Sehgal (DIN: 11300431) as the Non-Executive Independent Director with effect from 01/10/2025 upto 30/09/2030.

All these appointment approved by the members of the Company on 12/11/2025 through postal ballot.

Mr. Pradip Kumar Ghosh a Non-Executive Director who retires by rotation in terms of Section 152 Companies Act, 2013 and being eligible has offered himself for re-appointment at this 44th AGM.

Appropriate resolutions for appointment /re-appointment are being placed for the approval of the shareholders of the Company at the ensuing AGM. The brief resume of directors appointed/re-appointed and other related information has been detailed in the Notice read along with the explanatory statement convening the 44th AGM of the Company in accordance with the provisions of the Companies Act, 2013 read with the Rules issued there under and the Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

The Company requires skills/ expertise/ competencies in the areas of strategy, finance, accounting, economics, legal and regulatory matters, the environment, operations of the Company's businesses and to efficiently carry on its core businesses. All the above required skills/ expertise/ competencies are available with the Board.

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

Board of Independence: -

The Non-Executive Independent Directors fulfil the conditions of independence as specified in Section 149 of Companies Act, 2013 and Rules made there under Listing Regulation of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Further, none of the Independent Director is serving more than seven listed companies. The Company has issued a letter of appointment to all the Independent Directors of the Company.

The details of such familiarization programmes have been disclosed on the Company website i.e. <https://www.likhamiconsulting.com/familiarization-programmes.html>.

Board Meetings: -

Board Meetings are conducted in accordance with the Rules made under Companies Act, 2013 and as per requirements of Listing Regulations under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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The Board meets at regular intervals to discuss and decide on business strategies/policies and review the financial performance of the Company.

The Minutes of Board Meetings are also circulated in advance to all Directors and confirmed at subsequent Meetings.

The Board reviews the performance of the Company.

The important decisions taken at the Board/ Board Committee Meetings are communicated to the concerned department.

The Directors have disclosed to the Company about the committee positions they occupy in other companies and have notified changes as and when they take place.

Details of Board Meetings and the details of each member of the Board as on 31st March, 2026, who are directors in other listed entity along with their designation:-

During the period commencing from 1st April, 2025 and ending on 31st March, 2026, the Board of Directors of the Company met on the following dates on 20/05/2025, 25/06/2025, 28/07/2025, 30/09/2025, 05/11/2025 and 23/01/2026.

The attendance of the Directors at the Board Meetings, Annual General Meeting, as also number of Directorship in Indian Public Limited Companies, Membership of the Committees of the Boards and designation in other listed entities of such Companies are as follows:

Name of Director	Att en da nc e at las t AG M	No. of Board Meeting Attende d	Category of Director	Othe r Dire ctor Ship s*	Directorshi p in other listed entities	Other Board's Committees**		No of Shares held as on 31/03/ 2026
						Chairma n	Memb er	
Mr. Pradip Kumar Ghosh (DIN: 07799909)	Ye s	6	NED	Nil	Nil	Nil	Nil	Nil
Mr. Babu Lal Jain (DIN: 02467622) Resigned w.e.f. 30/09/2025	Ye s	4	MD & CEO	NA	NA	NA	NA	NA
Mr. Sanjoy Kumar Singh (DIN: 07684128) Resigned w.e.f. 30/09/2025	Ye s	4	NED	NA	NA	NA	NA	NA

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Name of Director	Attendance at last AGM	No. of Board Meeting Attended	Category of Director	Other Director Ships*	Directorship in other listed entities	Other Board's Committees**		No of Shares held as on 31/03/2026
						Chairman	Member	
Mrs. Ruchi Gupta (DIN: 07283515) (Retired on 31/08/2025 2 nd term Completion)	Yes	3	Woman NEID	NA	NA	NA	NA	NA
Mrs. Heena Banga Sharma(DIN : 10193235) (Resigned w.e.f. 30/09/2025)	Yes	4	Woman NEID	NA	NA	NA	NA	NA
Mrs. Oshika Jain (DIN: 10660428)	Yes	6	Woman NEID	NIL	Nil	Nil	Nil	Nil
Mrs. Nikita Gautam Roy (DIN: 11162874) Appointed w.e.f. 25/06/2025)	Yes	4	Woman NEID	NIL	Nil	Nil	Nil	Nil
Mr. Rahul Anand Fulagar (DIN: 02182260) Appointed w.e.f. 01/10/2025	NA	2	MD & CEO	NIL	NIL	NIL	NIL	NIL
Ms. Shagun Asthana (DIN: 11309555) Appointed w.e.f. 01/10/2025	NA	2	NED	NIL	NIL	NIL	NIL	NIL

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Name of Director	Attendance at last AGM	No. of Board Meeting Attended	Category of Director	Other Directorships*	Directorship in other listed entities	Other Board's Committees**		No of Shares held as on 31/03/2026
						Chairman	Member	
Ms. Aashima Sehgal (DIN: 11300431) Appointed w.e.f. (01/10/2025)	NA	2	Woman NEID	NIL	Nil	Nil	Nil	Nil

Abbreviations: Managing Director & Chief Executive Officer: MD & CEO, Non-Executive Director – NED; Non-Executive Independent Director – NEID.

*Other directorships do not include alternate directorships, directorships of Private Limited Companies, Section 8 companies and of companies incorporated outside India.

**Audit Committee and Stakeholders Relationship Committee in public Limited Companies have been considered for the Committee positions

None of the Directors is related to any other Director.

The particulars of Directors, who are proposed to be appointed / reappointed at the ensuing Annual General Meeting, are given in the Notice convening the Annual General Meeting.

The Board periodically reviews the compliance report of all laws applicable to the Company.

All the Directors have made necessary disclosures about the directorships and committee positions they occupy in other companies.

None of the Directors held directorship in more than 7 listed companies. Further, none of the Independent Director (ID) of the Company served as an ID in more than 7 listed companies.

A person who is serving as a whole-time director / managing director in any listed entity shall serve as an independent director in not more than three listed entities.

None of the Directors held directorship in more than 20 Indian companies, with not more than 10 public limited Companies.

None of the Directors is a member of more than 10 committees or chairperson of more than 5 committees across all the public limited companies in which he/she is a Director. As per SEBI Listing Regulations, only memberships of Audit Committee and Stakeholders Relationship Committee have been taken into consideration for the purpose of ascertaining the limit.

All Independent directors of the Company have been appointed as per the provisions of the Act and SEBI Listing Regulations. Formal letters of appointment have been issued to the Independent directors. In the opinion of the Board, the Independent directors are independent of the management.

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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 Regulations, they 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 Chairperson of the Company is a Non-Executive Director (NED) and not related to the Managing Director and Chief Executive Officer.

Information provided to the Board:-

The Board has unrestricted access to all Company-related information. The Company provides the following information inter alia to the Board, which is given either as part of the agenda or by way of presentations during the meetings, as deemed appropriate:

- Quarterly, half-yearly and annual financial results of the Company.
- Minutes of meetings of committees of the Board.
- The information on recruitment and removal and remuneration of senior officers just below the Board level, including Chief Financial Officer and Company Secretary.
- Significant regulatory matters concerning Indian or foreign regulatory authorities.
- Significant sale of investments, assets which are not in the normal course of business.
- Fatal or serious accidents or dangerous occurrences, if any.
- Material default in financial obligations to and by the Company or substantial non-payment for services provided/goods sold by the Company, if any.
- Non-compliance of any regulatory or statutory nature or listing requirements as well as shareholders' services such as non-payment of dividend or delays in share transfer, if any.
- Annual operating plans and budgets and any updates, if any.
- Show cause, demand, prosecution notices and penalty notices, which are materially important if any.
- Details of any joint venture or collaboration agreement, if any.

Core Skill/ Expertise/ Competencies, identified by the Board of Directors

As stipulated under Schedule V of the SEBI Listing Regulations, core skills/ expertise/ competencies, as required in the context of the business and sector for it to function effectively and those actually available with the Board have been identified by the Board of Directors.

Chart/Matrix of such core skills/expertise/competencies is as follows:

Sr. No.	Core Skills/Expertise/Competencies
1	Management and Strategy
2	Corporate Governance
3	Risk management
4	Financial management
5	Governance and Compliance
6	Regulatory, Government and Security matters
7	Strategic Planning and Analysis

Meeting of Independent Director:-

As stipulated by the Code of Independent Directors under Listing Regulation of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 aligned with Companies Act, 2013, a separate Meeting of the Independent Directors of the Company was held on 05/11/2025 and 23/01/2026# to review the performance of Non-Independent Directors, Chairman and the Board as whole. The Independent Directors also reviewed the quality, quantity and timeliness of the flow of information between the Management and the Board and it's Committees which is necessary to effectively

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and reasonably perform and discharge their duties. The Board also carried out evaluation of independent Directors, its various Committees and the Directors expressed their satisfaction with the evaluation process.

As per SEBI Notification No. SEBI/LAD-NRO/GN/2024/218 dated 12th December, 2024, top 2000 listed entities as per market capitalization shall endeavour to hold at least two meetings in a financial year, without the presence of non-independent directors and members of the management and all the independent directors shall endeavour to be present at such meetings. Our company covered in top 2000 listed entities as on 31/12/2024

Audit Committee:-

The Board has constituted a well-qualified Audit Committee.

The Audit Committee comprises of two Non-Executive Independent Directors and one Non-Executive Director. The Committee appointed Mrs. Oshika Jain (DIN: 10660428) as the Chairperson w.e.f. 25/06/2025 in place of Mrs. Ruchi Gupta (DIN: 07283515) retired due to completion of her second consecutive term of five years as an Independent Director and consequently ceases to be a Directorship of Board w.e.f. 31/08/2025 and membership of committee of the Company with effect from end of the day on 25/06/2025. All the members of the Audit Committee are literate and possess necessary expertise in finance, accounting, etc.

The Managing Director & Chief Executive Officer and the Chief Financial Officer attended the meetings of the Audit Committee. The Committee consists of three Directors namely Mrs. Oshika Jain (DIN: 10660428), Mrs. Nikita Gautam Roy (DIN: 11162874) w.e.f. 25/06/2025 and Mr. Pradip Kumar Ghosh (DIN: 07799909) w.e.f. 01/10/2025 in place of Mr. Sanjoy Kumar Singh (DIN: 07684128) resigned w.e.f. 30/09/2025 after the close of business hours.

The Statutory Auditors were invited and attended the meetings of the Audit Committee.

The Audit Committee has met five times during the financial year 2025-2026 and not more than 120 days has elapsed between two such Meetings.

The Meetings held during the financial year 2025-2026 are: 20/05/2025, 25/06/2025, 28/07/2025, 05/11/2025 and 23/01/2026.

The Company Secretary acts as the Secretary to the Committee.

The Chairperson of the Audit Committee was present at the 43rd Annual General Meeting of the Company.

The Audit Committee acts as a link between the Management, the Statutory Auditors, Internal Auditors and the Board of Directors.

The terms of reference of the Audit Committee covers the matters specified under Regulation 18 of the Listing Regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 177 of the Act.

A. The Audit Committee has the following powers, roles and terms of references:

- Overseeing of the Company's financial reporting process and the disclosures of its financial information to ensure that the financial statement is correct, sufficient and credible.
- Recommendation for Appointment, Remuneration and Terms of Appointment of Auditors of the Company;
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors;

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- Reviewing with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - Matters required to be included in the Directors Responsibility Statement to be included in the Board's Report in terms of clause (c) of sub Section (3) of Section 134 of the Companies Act, 2013
 - changes, if any, in accounting policies and practices and reasons for the same;
 - major accounting entries, if any involving estimates based on the exercise of judgment by management;
 - significant adjustments, if any made in the financial statements arising out of audit findings;
 - compliance with accounting Standards, listing and other legal requirements relating to financial statements;
 - disclosure of related party transactions, if any;
 - modified opinion(s) in the draft audit report.
 - Reviewing with the Management, the Quarterly Financial Statements before submission to the Board for approval;
 - Reviewing and monitoring the Auditors independence and performance, and effectiveness of audit process;
 - Scrutiny of Inter-corporate loans and investments, if any;
 - approval or any subsequent modification of transactions of the listed entity with related parties
 - Evaluation of Company's Internal Financial Control and Risk Management Systems;
 - Reviewing with the Management about performance of statutory and Internal auditors, adequacy of the internal control systems;
 - Discussion with Internal Auditors of any significant findings and follow up there on;
 - Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
 - Discussion with Statutory Auditors before the audit commences about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
 - Reviewing the functioning of the Whistle Blower Mechanism;
 - Approval of Appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate;
 - To carry out any other function as is mentioned in the terms of reference of the audit committee as amended from time to time of Listing Regulation of the SEBI (Listing Obligation and Disclosure Requirement), Regulations, 2015.
 - Conducting the valuation of any undertaking or asset of the Company, wherever it is necessary or applicable.
 - Reviewing the adequacy of Internal Audit Function.
 - Reviewing with the management, if the statement of uses / application of fund raised through an issue (public issue, right issue, preferential issue etc.)
 - To Look into the reasons for substantial default in the payment of creditors and shareholder (if dividend declared)
 - Consider and comment on rationale, cost –benefits and impact of schemes involving merger, demerger, amalgamation if any.
 - Reviewing the utilization of loans and/ or advances / investment, if any etc.
- B. The Audit Committee shall mandatorily review the following information:
- Management Discussion and Analysis of financial condition and results of operations;
 - Management letters / letters of internal control weaknesses issued by the Statutory Auditors;
 - Internal Audit Reports relating to Internal Control Weaknesses;
 - The Appointment, Removal and terms of Remuneration of the Internal Auditor.
 - statement of deviations:

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- a) quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1).
- b) annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice in terms of Regulation 32(7), if applicable.

The details of composition of the Committee and attendance during the year 2025-2026 are as under:

Name of Director	Executive / Non-Executive / Independent	No. of Meetings held during the period	
		Held	Attended
Mrs. Ruchi Gupta (DIN: 07283515) (Resigned w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	5	2
Mr. Sanjoy Kumar Singh (DIN:07684128) (Resigned w.e.f. 30/09/2025)	Non- Executive Non- Independent (Member)	5	3
Mrs. Oshika Jain (DIN : 10660428) Appointed as Chairman w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	5	5
Mrs. Nikita Gautam Roy (DIN: 11162874 (Appointed w.e.f. 25/06/2025)	Non- Executive Independent (Member)	5	3
Mr. Pradip Kumar Ghosh (DIN: 07799909) Appointed w.e.f. 01/10/2025)	Non- Executive Non- Independent (Member)	5	2

The Quorum for the Committee is any two Directors present.

Nomination and Remuneration Committee:-

The Nomination and Remuneration Committee of the Company is constituted in line with the provisions of Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Section 178 of the Companies Act, 2013.

The Committee appointed Mrs. Oshika Jain (DIN: 10660428) as the Chairperson w.e.f. 25/06/2025 in place of Mrs. Ruchi Gupta (DIN: 07283515) retired due to completion of her second consecutive term of five years as an Independent Director and consequently ceases to be a Directorship of Board w.e.f. 31/08/2025 and membership of committee of the Company with effect from end of the day on 25/06/2025

The Committee consists of three Directors namely The Committee consists of three Directors namely Mrs. Oshika Jain (DIN: 10660428), Mrs. Nikita Gautam Roy (DIN: 11162874) w.e.f. 25/06/2025 and Mr. Pradip Kumar Ghosh (DIN: 07799909) w.e.f. 01/10/2025 in place of Mr. Sanjoy Kumar Singh (DIN: 07684128) resigned w.e.f. 30/09/2025 after the close of business hours.

The Company Secretary acts as the Secretary to the Committee.

There is no pecuniary relationship or transaction of the Company with its Non-Executive Directors/ Independent Directors.

Criteria of making payments to Non-Executive Directors

Non-Executive Directors are paid sitting fees only for attending Meeting of the Board and the same is disclosed in the Annual Report of the Company.

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During the Financial Year 2025-2026, three (3) Nomination and Remuneration Committee Meetings were held on 20/05/2025, 25/06/2025 and 30/09/2025.

The details of composition of the Committee and attendance during the year 2025-2026 are as under:

Name of Director	Executive / Non-Executive / Independent	No. of Meetings held during the period	
		Held	Attended
Mrs. Ruchi Gupta (DIN: 07283515) (Resigned w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	3	2
Mr. Sanjoy Kumar Singh (DIN:07684128) (Resigned w.e.f. 30/09/2025)	Non- Executive Non- Independent (Member)	3	3
Mrs. Oshika Jain (DIN : 10660428) Appointed as Chairman w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	3	3
Mrs. Nikita Gautam Roy (DIN: 11162874 (Appointed w.e.f. 25/06/2025)	Non- Executive Independent (Member)	3	1
Mr. Pradip Kumar Ghosh (DIN: 07799909) Appointed w.e.f. 01/10/2025)	Non- Executive Non- Independent (Member)	3	NA

The Quorum for the Committee is any two Directors present.

In terms of the provisions of Section 178(3) of the Act and Regulation 19(4) read with Part D of Schedule II to the Listing Regulations, the Committee is responsible for inter alia formulating the criteria for determining qualification, positive attributes and independence of a Director.

The Committee is also responsible for recommending to the Board a policy relating to the remuneration of the Directors, Key Managerial Personnel and other employees. The Board has adopted the Policy on Board Diversity and Director Attributes and Remuneration Policy for Directors, Key Managerial Personnel and other employees of the Company, which have been disclosed on the Company website i.e. <https://www.likhamiconsulting.com/Codes%20&%20Policies/Remuneration%20Policy%20Likhami.pdf> At present, no remuneration is paid to Non-Executive/ Independents Directors of the Company.

The remuneration paid to Managing Director & CEO is decided by the Board of Directors within the limits laid down under the provisions of the Companies Act, 2013 and with the approval of the members, in general meeting in which they were appointed.

The detailed Appointment & Remuneration Policy adopted by the Company is being posted on website of the Company www.likhamiconsulting.com.

Remuneration of Managing Director & Chief Executive Officer: -

The detail of remuneration of Managing Director & Chief Executive Officer is as under:

Name of Director	Salary cum Allowances (Amount in Lakh)	Stock Options & Other Benefits	Service Contract
Mr. Babu Lal Jain (Resigned w.e.f. 30/09/2025)	2.40	Nil	5 years

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Mr. Rahul Anand Fulfagar (Appointed w.e.f. 01/10/2025)	6.00	Nil	5 years
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Remuneration of Key Managerial Personnel's:-

The details of remuneration of Key Managerial Personnel's are as under:

Name of KMPs	Designation	Salary cum Allowances (Amount in Lakh)	Stock Options Other Benefits
Mrs. Bulbul Amit Bhansali	Company Secretary & Compliance Officer	9.07	Nil
Ms. Dipti Jayant Kashid	Chief Financial Officer	9.69	Nil

Details of Sitting fees of Non-Executive Directors and Independent Directors mentioned in Annual Return as per under Section 92 of the Companies Act 2013, the Company, which have been disclosed on the Company website <https://www.likhamiconsulting.com/annual-return.html>.

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, integrity and maintenance of confidentiality and independence of behaviour and judgment.

Role of Nomination and Remuneration Committee

- Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors a policy relating to, the remuneration of the directors, key managerial personnel and other employees;
- For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The Person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
 - a) use the services of an external agencies, if required
 - b) consider candidates from a wide range of backgrounds, having due regard to diversity; and
 - c) consider the time commitments of the candidates.
- Formulation of criteria for evaluation of performance of independent directors and the board of directors;
- Devising a policy on diversity of board of directors;
- Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the board of directors their appointment and removal;
- Recommend to the board, all remuneration, in whatever form, payable to senior management
- Whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of Independent Directors.

Stakeholders Relationship Committee:-

The Stakeholders Relationship Committee of the Company is constituted in line with the provisions of Listing Regulation 20 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Section 178 of the Companies Act, 2013.

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The Committee appointed Mrs. Oshika Jain (DIN:10660428) as the Chairperson w.e.f. 25/06/2025 in place of Mrs. Ruchi Gupta (DIN : 07283515) retired due to completion of her second consecutive term of five years as an Independent Director and consequently ceases to be a Directorship of Board w.e.f. 31/08/2025 and membership of committee of the Company with effect from end of the day on 25/06/2025.

The Stakeholders Relationship Committee comprises of three members of the committee, who are two Non-Executive Independent Directors and one is Non-Executive Director, namely Mrs. Oshika Jain (DIN:10660428), Ms. Aashima Sehgal (DIN: 11300431) appointed w.e.f. 01/10/2025 in place of Mrs. Heena Banga Sharma (DIN: 10193235) resigned w.e.f. 30/09/2025 after the close of business hours and Mr. Pradip Kumar Ghosh (DIN : 07799909) appointed w.e.f. 01/10/2025 in place of Mr. Sanjoy Kumar Singh (DIN: 07684128) resigned w.e.f. 30/09/2025 after the close of business hours.

The Stakeholder Committee has the following roles:

- Review, consider and resolve the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company
- Approval of issue of duplicate share certificates and transmission of securities of the Company.
- Review of movements in shareholding and ownership structure of the Company.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Resolving grievances of debenture holders related to creation of charge, payment of interest/principal, maintenance of security cover and any other covenants, if any
- Review of Unclaimed Securities Suspense Escrow Account , transfer share into this account and transfer share from this account to DEMAT account of Claimant shareholders .
- Review under SEBI Circular No. HO/38/13/11(2)/2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, a special window of one year shall be open from February 05, 2026 to February 04, 2027, has been introduced to facilitate transfer and Dematerialization of physical securities which were sold/ purchased prior to April 01, 2019.

The details of transfer/ transmission of shares are placed before the meeting of the Board of Directors on a regular basis.

The Committee oversees the performance of the Registrar and Share Transfer Agents of the Company relating to investor services and recommends measures for improvement.

The Company has designated an exclusive email info@likhamiconsulting.com for the investors to register their grievances, if any. The Company has also displayed the said email ID on its website for the use of investors. The total numbers of complaints received and redressed during the year ended 31st March, 2026 were NIL. There were no complaint pending or unattended as on 31st March, 2026.

The Committee met two times during the year 20/05/2025 and 25/06/2025.

Name of Director	Executive / Non-Executive / Independent	No. of Meetings held during the period	
		Held	Attended
Mrs. Ruchi Gupta (DIN: 07283515) (Resigned w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	2	2

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Mr. Sanjoy Kumar Singh (DIN: 07684128) (Resigned w.e.f. 30/09/2025)	Non-Executive Non- Independent (Member)	2	2
Mrs. Heena Banga Sharma (DIN : 10193235) (Resigned w.e.f. 30/09/2025)	Non-Executive Independent (Member)	2	2
Mrs. Oshika Jain (DIN: 10660428) Appointed as Chairman w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	2	NA
Ms. Aashima Sehgal (DIN: 11300431) (Appointed w.e.f. 01/10/2025)	Non-Executive Independent (Member)	2	NA
Mr. Pradip Kumar Ghosh (DIN: 07799909) Appointed w.e.f. 01/10/2025)	Non- Executive Non- Independent (Member)	2	NA

Name and Designation and address of compliance officer:-

Mrs. Bulbul Amit Bhansali

Company Secretary & Compliance Officer

Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building, Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai – 400002, Tel: +91- 9833183721 /+91-022-45249553

Details of complaints received, addressed to the satisfaction of shareholders and pending complaints during the financial year 2025-2026:

Opening Balance	Received	Resolved	Pending
-	-	-	-

Risk Management Committee:-

The Board of the Company has formed a Risk Management Committee, in line with the provisions of Regulation 21 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, to frame, implement and monitor the Risk Management plan for the Company. The Committee is responsible for reviewing the Risk Management plan and ensuring its effectiveness.

The Committee appointed Mrs. Oshika Jain (DIN: 10660428) as the Chairperson w.e.f. 25/06/2025 in place of Mrs. Ruchi Gupta (DIN : 07283515) retired due to completion of her second consecutive term of five years as an Independent Director and consequently ceases to be a Directorship of Board w.e.f. 31/08/2025 and membership of committee of the Company with effect from end of the day on 25/06/2025.

The Risk Management Committee comprises of three members of the committee, who are two Non – Executive Independent Directors and one is Non-Executive Director, namely Mrs. Oshika Jain (DIN:10660428), Ms. Aashima Sehgal (DIN: 11300431) appointed w.e.f. 01/10/2025 in place of Mrs. Heena Banga Sharma (DIN: 10193235) resigned w.e.f. 30/09/2025 after the close of business hours and Mr. Pradip Kumar Ghosh (DIN: 07799909) appointed w.e.f. 01/10/2025 in place of Mr. Sanjoy Kumar Singh (DIN: 07684128) resigned w.e.f. 30/09/2025 after the close of business hours.

During the year three meeting of the committee were held on 25/06/2025, 05/11/2025 and 23/01/2026. The details of composition of the Committee and attendance during the year 2025-2026 are as under:

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Name of Director	Executive / Non-Executive / Independent	No. of Meetings held during the period	
		Held	Attended
Mrs. Ruchi Gupta (DIN: 07283515) (Resigned w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	3	1
Mr. Sanjoy Kumar Singh (DIN: 07684128) (Resigned w.e.f. 30/09/2025)	Non-Executive Non- Independent (Member)	3	1
Mrs. Heena Banga Sharma (DIN : 10193235) (Resigned w.e.f. 30/09/2025)	Non-Executive Independent (Member)	3	1
Mrs. Oshika Jain (DIN : 10660428) Appointed as Chairman w.e.f. 25/06/2025)	Non- Executive Independent (Chairperson)	3	2
Ms. Aashima Sehgal (DIN: 11300431) (Appointed w.e.f. 01/10/2025)	Non-Executive Independent (Member)	3	2
Mr. Pradip Kumar Ghosh (DIN: 07799909) Appointed w.e.f. 01/10/2025)	Non- Executive Non- Independent (Member)	3	2

Role of Risk Management Committee:-

- To formulate a risk management policy as per Regulation 21, which shall include:
 - A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectorial, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee
 - Measures for risk mitigation including systems and processes for internal control of identified risks.
 - Business continuity plan
- To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
- To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
- To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
- To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken;
- The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee, if any

Note: As per SEBI Notification No. SEBI/LAD-NRO/GN/2024/218 dated 12th December 2024, Listed entities ranked from 1001 to 2000 in the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 may constitute a risk management committee with the composition, roles and responsibilities specified in regulation 21." Our company covered in top 2000 listed entities as on 31.12.2024

Evaluation of Board Performance:-

Upon recommendation of Nomination and Remuneration Committee, Board of Directors have devised an evaluation framework in line with the applicable provisions of Companies Act, 2013 and Listing

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Regulations, 2015 and has laid down the process, format, attributes and criteria which includes knowledge and experience in the field of Consultancy, financial services and other allied services for performance evaluation of the Board of the Company, its Committees and the individual Board members (including Independent Directors). Board is responsible for undertaking a formal annual evaluation of its own performance, Committees and individual Directors with a view to review their functioning and effectiveness. During the year, the Board carried out the performance evaluation of itself, Committees and each of the Executive Directors/ Non-executive Directors/Independent Directors excluding the Director being evaluated.

Senior Management

In Senior Management i.e. Company Secretary with Compliance Officer and Chief Financial Officer there is no change since the close of the previous financial year.

Declaration by Independent Directors

The Company has received necessary declaration from each Independent Director under Section 149(7) of the Companies Act, 2013 that he/ she meets the criteria of Independence laid down in Section 149(6) of the Companies Act, 2013 and Regulation 25 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Familiarization Program:-

Whenever any person joins the Board of the Company as an Independent Director, an induction programme is arranged for the new appointee, wherein the appointee is familiarized with the Company, his/her roles, rights and responsibilities in the Company, the Code of Conduct of the Company to be adhered, nature of the industry in which the Company operates, and business model of the Company etc. The details of such familiarization programmes have been disclosed on the Company website i.e. <https://www.likhamiconsulting.com/familiarization-programmes.html>

General Body Meeting: -

The last three Annual General Meeting was held at its Registered Office as per details given below:

Year	AGM/E GM	Day	Date	Time	Venue	Special Resolution
2024-25	AGM	Tuesday	12.08.2025	11.00 A.M.	Through Video Conferencing (VC) /Other Audio Visual Means (OAVM)	1) Regularization and appointment of Mrs. Nikita Gautam Roy (DIN: 11162874) as Non-Executive Independent Director for a term of five consecutive years, in terms of Section 149 of the Companies Act, 2013.
2023-24	AGM	Tuesday	13.08.2024	11:00 A. M	Through Video Conferencing (VC) /Other Audio Visual Means (OAVM)	1) To approve the Change in Designation of Mr. Babu Lal Jain (DIN: 02467622) from Whole time Director to Managing Director (MD) & Chief Executive Officer (CEO) 2) Regularization and appointment of Mrs. Oshika Jain (DIN: 10660428) as a Director under Non- Executive Independent Director category for a term of five consecutive years, in terms of Section 149 of the Companies Act, 2013.

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2022-23	AGM	Tuesday	12.09.2023	11:00 A.M	Through Video Conferencing (VC) /Other Audio Visual Means (OAVM)	Appointment of Mrs Heena Banga Sharma (DIN: 10193235) as NEID for 5 years.
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The details of Special Resolutions passed through postal ballot during the financial year 2025-2026:

During the year under review, on Wednesday, 12th November, 2025, Special Resolution has been passed through exercise of Postal Ballot dated September 30, 2025, for this postal Ballot Mr. Veenit Pal (Membership No. 25565), Proprietor of M/s. Veenit Pal & Associates, Practising Company Secretaries (Firm Registration No. S2014MH257800) appointed as Scrutinizer on September 30, 2025.

- ✓ Appointment of Mr. Rahul Anand Fulfagar (DIN: 02182260) as the Managing Director & Chief Executive Officer of the Company, with effect from October 1, 2025 to September 30, 2030
- ✓ Regularization and Appointment of Ms. Shagun Asthana (DIN: 11309555) as Non- Executive Director Category on the Board of the Company.
- ✓ Regularization and Appointment of Ms. Aashima Sehgal (DIN: 11300431) as Non- Executive Independent Director Category for a term of five consecutive years, in terms of Section 149 of the Companies Act, 2013

In the Annual General Meeting held on 12th August, 2025, all the resolutions were adopted through Video Conferencing (VC)/Other Audio Visual Means (OAVM) or by Electronic Voting. The members have the options to vote either by physical ballot or e- voting.

Prevention of Insider Trading: -

To comply with the provisions of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted a code of internal procedures for prevention of any unauthorized trading in the shares of the Company by the insiders. The Company Secretary cum Compliance officer is responsible for implementation of the Code.

Our Company opted SDD (Structured Digital Database) Software under Regulation 3(5) and Regulation 3(6) of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 for prevention of Insider Trading.

To maintain a structured digital database containing the nature of unpublished price sensitive information and the names of such persons who have shared the information and also the names of such persons with whom information is shared. Further such database shall not be outsourced and shall be maintained internally with adequate internal controls and checks such as time stamping and audit trails to ensure non-tampering of the database.

Further Clause 14 of Schedule B of SEBI (PIT) Insider Trading Regulations, 2015.

Designated persons shall be required to disclose names and Permanent Account Number or any other identifier authorized by law of the following persons to the company on an annual basis and as and when the information changes:

- a) immediate relatives
- b) persons with whom such designated person(s) shares a material financial relationship
- c) Phone, mobile, and cell numbers which are used by them

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SEBI Circular no. SEBI/HO/ISD/ISD-PoD-2/P/CIR/2023/124 dated July 19, 2023, and CDSL communique nos. CDSL/OPS/RTA/POLCY/2023/197 dated September 14, 2023 and CDSL/OPS/RTA/POLCY/2023/133 dated July 19, 2023 and CDSL/OPS/RTA/POLCY/2022/170 dated September 26, 2022 regarding Trading Window closure period under Clause 4 of Schedule B read with Regulation 9 of SEBI (Prohibition of Insider Trading) Regulations, 2015 ("PIT Regulations") – Extending framework for restricting trading by Designated Persons ("DPs") by freezing PAN at security level to all listed companies.

Above-mentioned SEBI circular dated July 19, 2023, with respect to trading window closure shall be applicable to declaration of quarterly financial results for all listed companies.

Code of Conduct: -

In compliance with Regulation 26(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Companies Act, 2013, the Company has framed and adopted the code of conduct and ethics. The Board of Directors has laid down Code of Conduct for all Board Members and Senior Management of the Company. All the Board Members and senior management personnel have affirmed compliance with the code of conduct.

Secretarial Audit: -

A qualified Practicing Company Secretary carried out secretarial audit to reconcile the total admitted Equity Share Capital with National Securities Depository Limited and the Central Depository Services Limited and the total issued and Listed Equity Share Capital. The Secretarial Audit Report confirms that the total Issued / Paid up 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.

Management Discussion and Analysis Report:-

The Management Discussion and Analysis Report for the year under review, as stipulated under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") are given in a separate section and forms part of the Annual Report.

Disclosures by Board Members & Senior Management

Board members and senior management personnel make disclosures to the Board periodically regarding:

- their dealings in the Company's shares
- all material, financial and commercial and other transaction with the Company; and
- where they have personal interest, stating that the said dealings and transactions, if any, have no potential conflict with the interests of the Company at large.

Disclosure:-

The Company has complied with all requirements of the Listing Regulation entered into with the Stock Exchanges as well as the regulations and guidelines of SEBI. Consequently, there were no strictures or penalties imposed either by SEBI or Stock Exchange or any Statutory Authority for non-compliance of any matter related to the Capital Markets during the last three years.

There are no transaction of material nature has been entered into by the Company with related parties i.e. Directors or Management, their subsidiaries or relatives that may have potential conflict with the interests of the Company at large.

The Company has not raised any proceeds from public issue, rights issue, and preferential issue and also not issued any GDRs /ADRs /Warrants/ Equity share or any Convertible instruments or any other instruments during the year under review.

The guidelines/ Indian Accounting Standards (IND AS) laid down by the Institute of Chartered Accountants of India and prescribed under Section 133 of the Companies Act, 2013 have been followed in preparation of financial statements of the company in all material respects.

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The Company does not have any subsidiary.

The Board of Directors has adopted the Vigil Mechanism / Whistle Blower Policy. The Policy has provided a mechanism for Directors, Employees and other persons dealing with the Company to report to the Chairperson of the Audit Committee, any instance of unethical behaviour, actual or suspected fraud or violation of the Code of Conduct of the Company.

The Company has complied with all mandatory requirements of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The non -mandatory requirements, to the extent followed by the company have been stated in this report.

Means of Communication:-

The quarterly/half yearly and audited financial results of the Company are published in leading English/Marathi (Regional) newspapers.

The quarterly results as well as the proceedings of the AGM / EGM are submitted to the respective stock exchanges immediately after conclusion of the respective Meeting.

The Company is in compliance with the provisions of the Listing Regulation of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 pertaining to the intimation of notice of Board Meeting, publication of notice and results, outcome of the Meeting etc.

The information is also made available to the investors on the Company website: www.likhamiconsulting.com The Company has complied with filing submission through CSE's & BSE's Online Portal. All Financial and other vital information are promptly communicated to Stock Exchanges where the Company's Share are listed.

Share Transfer System:-

Effective 1st April, 2019 SEBI has amended Regulation 40 of the Listing Regulations, which deals with transfer or transmission or transposition of securities. According to this amendment, the requests for effecting the transfer of listed securities shall not be processed unless the securities are held in dematerialised form with a Depository. Therefore, for effecting any transfer, the securities shall mandatorily be required to be in demat form.

According to SEBI, this amendment will bring the following benefits:

- It shall curb fraud and manipulation risk in physical transfer of securities by unscrupulous entities.
- Transfer of securities only in demat form will improve ease, convenience and safety of transactions for investors.

Compliance of Share Transfer formalities:-

As per SEBI Notification No. SEBI/LAD-NRO/GN/2024/218 dated 12th December 2024, As per this requirement of Regulation 40(9) of the Listing Regulations, the Company has obtained the yearly certificates from the Company Secretary in practice for due compliance of share transfer formalities is omitted . The number of shares transferred/transmitted in physical form during F.Y. 2025-2026 is NIL.

Dematerialization of Shares:-

As on 31st March, 2026, 71.11 % i.e. 70,75,500 Equity Shares of Company share capital are dematerialized and balance of 28.89% i.e. 28,74,500 Equity Shares is held in physical form. In order to facilitate the investors to have an easy access to demat system, the Company has joined with both depositories viz. National Security Depository Limited (NSDL) and Central Depository Services (India) Ltd. (CDSL) through the Company Registrar & Share Transfer Agent, M/s. MAS Services Limited, New Delhi.

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A. De-mat initiative

Why Demat:-

- Easy portfolio monitoring
- No physical shares can be transferred from 1st April 2019
- Elimination of all risks associated with physical certificates
- Elimination of bad deliveries & Faster settlement cycle
- Immediate transfer/trading of securities
- No stamp duty is paid on transfer of shares
- Faster disbursement of non-cash corporate benefits like Rights, Bonus, etc.
- Immediate transfer/trading of securities
- Periodic status reports and information available on internet
- Saves the shareholder from going through cumbersome legal processes to reclaim the lost/ pilfered certificates
- Postal delays and loss of shares in transit is prevented
- Ease related to change of address
- Ensures faster communication to investors
- Provides more acceptability and liquidity of securities

In view of the above, all the investors who are holding shares in physical form, should consider opening a de-mat account at the earliest and submit request for dematerialization of their shares in order to protect the liquidity of the shares.

B. Depository Services

Members may write to the respective Depository or to RTA (M/s. Mas Services Limited) for guidance on depository services. Address for correspondence with the Depositories is as follows:

➤ **National Securities Depository Limited**

3rd Floor, Naman Chambers, G Block, Plot No - C-32, Bandra Kurla Complex, Bandra East, Mumbai - 400051 Tel. No. : 022 2499 4200, 022 4886 7000, Fax No. : 022 2497 6351, e-mail: info@nsdl.com, website: www.nsdl.co.in

➤ **Central Depository Services (India) Limited**

Marathon Futurex, A-Wing, 25th floor, N.M. Joshi Marg, Lower Parel, Mumbai 400 013
Tel. No.: 022 2272 3333, Fax No.: 022 2272 3199, e-mail: helpdesk@cdslindia.com website: www.cdslindia.com

Unclaimed Suspense Escrow Demat Account:-

Pursuant to SEBI Circular dated January 25, 2022, to enhance the shareholders experience in dealing with securities markets, the listed companies shall issue the securities in dematerialized form only, while processing any investor service requests viz., issue of duplicate share certificates, endorsement, transmission, transposition.

After processing the investor service request(s), a Letter of Confirmation ('LOC') would be issued to the shareholders in lieu of a physical securities certificate. LOC shall be valid for a period of 120 days, within which the shareholder shall make a request to the Depository Participant for dematerializing the said securities/shares. In case the shareholders fail to submit the dematerialisation request within 120 days, the Company shall then credit those securities to the Suspense Escrow Demat Account held by the Company. The shareholders can reclaim these shares from the Company's Suspense Escrow Demat Account on submission of documentation prescribed by SEBI.

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Company already opened Unclaimed Securities Suspense Escrow Account with SMC Global Securities Limited as per SEBI Circular issued SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/655 November 03, 2021, SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 January 25, 2022 and SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2021/687 dated December 14, 2021. In case of non-receipt of demat request from the securities holder/claimant within 120 days of the date of Letter of Confirmation, the shares will be credited to Suspense Escrow Demat Account of the Company. The Claimant shareholder can claim their shares from this account.

Information pursuant to Regulation 34(3) read with part F of Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Details of Unclaimed Suspense Escrow Demat Account F.Y. 2025-2026

<u>Opening Balance</u> <u>01.04.2025</u>	<u>Total Shares Credit</u> <u>during the F.Y. 2025-</u> <u>2026</u>	<u>Total Shares Debit</u> <u>during the F.Y. 2025-</u> <u>2026</u>	<u>Closing Balance as on</u> <u>31.03.2026</u>
200	0	0	200

Smart ODR:-

Pursuant to the SEBI Circular No. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, the new SMART ODR Portal (Securities Market Approach for Resolution through ODR Portal) is now live. This platform is designed to enhance investor grievance redressal by enabling investors to access Online Dispute Resolution Institutions for the resolution of their complaints.

The SMART ODR Portal has been jointly setup by the Market Infrastructure Institutions (MII's).

During the year F.Y.2025-2026 company has not received any online dispute.

Special Contingency Insurance Policy relating to Issuance of Duplicate Securities:-

As per SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/70 dated May 25, 2022 our Company has taken and renewed yearly special contingency insurance policy from the insurance company towards the risk arising out of the requirements relating to issuance of duplicate securities in order to safeguard and protect the interest of our company.

During the year F.Y.2025-26 company has not received any cases as per aforesaid mentioned.

Nomination: -

Individual Shareholders holding shares singly or jointly in physical form can nominate a person in whose name the shares shall be transferable in case of death of the registered shareholder(s). Nomination facility in respect of shares held in electronic form is also available with the depository participants as per the bye-laws and business applicable to NSDL and CDSL nomination forms can be obtained from the Company's Registrar and Share Transfer Agents.

Audit trail

Audit Trail feature, as mandated by the Companies (Accounts) Rules, 2014 (as amended) with effect from April 1, 2023, has been enabled by the company in the accounting software used by the company. The Company also has set up practices for daily back up of the entire database and applications in remote locations.

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Income Tax PAN Mandatory for Transfer of Securities: -

As per Regulation 40(7) read with Schedule VII of the Listing Regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, for registration of transfer of securities, the transferee(s) as well as transferor(s) shall furnish a copy of their PAN card to the list identity for registration of transfer of securities.

Managing Director and Chief Executive Officer / CFO Certification: -

The Managing Director & CEO and CFO have given appropriate certification to the Board as required Regulation 17(8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and disclosed in this Annual Report.

Board Diversity Policy: -

In compliances with the provision of the Listing Regulations, 2015, the Board through its Nomination and Remuneration Committee has devised a Policy on Board Diversity.

The objective of the Policy is to ensure that the Board comprises adequate number of members with diverse experience and skills, experience, such that it best serves the governance and strategic needs of the Company leading to competitive advantage. The Board composition at present meets with the above objective.

General Shareholders Information: -

- a) Company Secretary cum Compliance Officer: -
Mrs. Bulbul Amit Bhansali
Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building, Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai - 400002, Maharashtra
Contact No: **+91- 9833183721/+91-022-45249553**
Email ID : info@likhamiconsulting.com
- b) Date, Time of the Annual General Meeting of Shareholders: -
25th Day of August, 2026 (Tuesday) at 11:00 A.M. IST through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM")
- c) Particulars of Financial Calendar: -
- | | | |
|------------------------|---|---|
| First Quarter Results | : | within 45 days from the end of first quarter |
| Second Quarter Results | : | within 45 days from the end of second quarter |
| Third Quarter Results | : | within 45 days from the end of third quarter |
| Financial Year Results | : | within 60 days from the end of financial year |
- d) Dates of Book Closure : 19/08/2026 to 25/08/2026
- e) Dividend Payment : NIL
- f) Listing on Stock Exchanges: -
The Calcutta Stock Exchange Limited, 7, Lyons Rang Dalhousie, Kolkata -700001 West Bengal & BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001
- The Annual Listing Fee for the financial year 2026-2027 has been paid to BSE Limited, However, the payment to the Calcutta Stock Exchange Limited is pending because the exchange has not yet issued the invoice. The Company will promptly remit the requisite listing fees upon receipt of the invoice.
- g) Stock Exchange Codes : 029378 (CSE) & 539927 (BSE)

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- h) Demat ISIN in NSDL and CDSL : INE920T01011
- i) Corporate Identity Number (CIN) : L45209MH1982PLC443003
- j) Registrar of Share transfer Agent : M/s. Mas Services Limited
(For Physical Copy) T-34, 2nd Floor, Okhla Industrial Area,
Ph-II, New Delhi-110020
Tel:+91-11-26387281/82/83, Fax:+91-11-26387384
Email: info@masserv.com and investor@masserv.com
Website: www.masserv.com

- k) Market price data of shares traded; High/ Low of Market Price of Company share:

Market price Data high, Low & Volume at BSE during F.Y. 2025-2026 is given below:

Month	High Price	Low Price	No. of Shares
Apr-25	511.6	459	258
May-25	449.85	340.1	720
Jun-25	372	279.45	496
Jul-25	344.75	265.5	970
Aug-25	425	296.95	591
Sep-25	420	374.4	23
Oct-25	367	299	443
Nov-25	328.6	269.85	165
Dec-25	328.5	312.05	7
Jan-26	327.65	312.05	37
Feb-26	385.85	289.9	72
Mar-26	431	381	85

- l) Performance in comparison to broad-based indices:

Company's Share Price	BSE	Indices	BSE
As at 01.04.2025	522	As at 01.04.2025	77414.92
As at 31.03.2026	342	As at 31.03.2026	71947.55
Change%	-34.48%	Change%	-7.06%

Note: There has been no trade at The Calcutta Stock Exchange Limited.

- m) During the year the Company had no debt instrument or any fixed deposit or any scheme or proposal of the listed company involving mobilization of funds, whether in India or abroad. Accordingly, obtaining Credit Rating during the F.Y. 2025-2026 is not applicable to the Company.
- n) **Distribution of Shareholdings:-**

Categories of shareholders as on 31/03/2026:-

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Category	No. of shareholders	No. of shares	% of Equity Share Capital
Promoter	9	6055300	60.86%
Other Body Corporate	11	3212621	32.29%
Individual	1113	682079	6.85%
Total	1133	9950000	100.00%

No. of Equity Share held	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
1-500	1104	97.500	199963	2.009
501-1000	1	0.089	1000	0.010
1001-2000	0	0	0	0
2001-3000	1	0.089	2487	0.025
3001-4000	0	0	0	0
4001-5000	0	0	0	0
5001-10000	0	0	0	0
10001-above	27	2.321	9746550	97.955
Total	1133	100.00%	9950000	100.00%

Note: Distribution/ Categories of Shareholdings as given above are on folio no(s) wise, whereas Share Holding Pattern, pursuant to Regulation 31 of the SEBI (LODR) Regulation 2015 vide circular No. CIR/CFD/CMD/13/2016 dated 30th November, 2015, filed with Stock Exchanges were consolidated on the basis of the PAN, to avoid multiple disclosures of shareholding of the same person.

- o) Company has not issued any Global Depository Receipts or American Depository Receipts or warrant or any convertible instruments or conversion date and likely impact on equity during the F.Y. 2025-2026.
- p) The company has no exposure to commodity price risk or foreign risk and hedging activities undertaken during the F.Y. 2025-2026.
- q) Company has not required to obtain Credit Rating during F. Y. 2025-2026.

Other Disclosure: -

- There were no materially significant related part transactions during the year which have potential conflict with the interest of the Company at large.
- There was no non-compliance, penalties, strictures imposed on the Company by Stock Exchanges, the Securities and Exchange Board of India or any statutory authority, on any matter related to Capital Markets, during the last three years.
- The Company has adopted Whistleblower Policy & Vigil Mechanism for directors, employees and stakeholders to report concerns about unethical behavior, actual or suspected fraud or violation of the Company's Code of Conduct. The said policy has been posted on the Company's website at <https://www.likhamiconsulting.com/codes-and-policies.html> The Company affirms that no personnel have been denied access to the Audit Committee of Directors.
- The policy for determining material subsidiaries has been uploaded on the Company's website at <https://www.likhamiconsulting.com/codes-and-policies.html>.
- The policy on dealing with related party transactions has been uploaded on the Company's website <https://www.likhamiconsulting.com/codes-and-policies.html>.

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- The policy on Archival and Preservation of Documents has been uploaded on the Company's website at <https://www.likhamiconsulting.com/codes-and-policies.html>.
- The Company did not raise any funds through preferential allotment or qualified institutions placement as specified under regulation 32 (7A) during the year under review.
- A certificate from a Company Secretary in practice has been received stating that none of the directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of the company by SEBI/Ministry of Corporate Affairs or any such statutory authority.
- All the recommendations (if any) of the various committees were accepted by the Board.
- During the year, details of fees paid/payable to the Statutory Auditors has been disclosed by Company in Note No. 21 of Financial Statements under the other expenses head and notes to accounts respectively for the year ended 31st March ,2026. The Company does not have any Subsidiaries.
- Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 has disclosed in this Board Report.
- Our Company has no any material subsidiary during the year 2025-2026.
- Our Company has mentioned loans and advances details in note of accounts has enclosed in the Annual Report.
- Our Company has opened Unclaimed demat Suspense Escrow Account as per SEBI Circular No. SEBI/HO/MIRSD/PoD-1/OW/P/2022/64923 dated December 30, 2022.
- The Company has complied with all the requirements of Corporate Governance Report as stated under sub para (2) to (10) of section (C) of Schedule V to the Listing Regulations.
- The Company has complied with all the requirements of corporate governance as specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Listing Regulations.
- The Company follows Indian Accounting Standards (IND AS) issued by the Ministry of Corporate Affairs in the preparation of its financial statements.
- The Company has obtained compliance certificate from the Practicing Chartered Accountants on corporate governance, which is attached herewith in this Annual Report.
- As required under Regulation 36(3) of the Listing Regulations and Secretarial Standard-2, particulars of Directors seeking appointment/re-appointment at the forthcoming AGM are given in the Notice of the AGM.

During the financial year, there is no instance, where the board had not accepted any recommendation of any committee of the board which is mandatorily required

DISCRETIONARY REQUIREMENTS

A) The Board

(i) At present, there is no separate office in the Company for use of Chairperson nor any expenditure reimbursed in performance of his duty. In Our Company Chairperson is Non – Executive Director.

(ii) As per SEBI Notification dated 12th December, 2024, our entity ranked from 1001 to 2000 as per the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 in our entity have already appointed woman independent director on our board.

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B) Shareholders Rights

A Half yearly financial results including summary of the significant events are presently not being sent to shareholders of the Company.

C) Audit Qualifications

There is no audit qualification. Every endeavor is made to make the financial statements without qualification.

D) Separate post of Chairperson and Managing Director & CEO

Separate post of Chairperson and Managing Director & CEO and Chairperson of our Company not belongs to Managing Director & CEO and promoters and relative of promoters of our Company

E) Reporting of Internal Auditors

Reports of Internal Auditors are placed before the Audit Committee for its review.

F) Independent Directors

As per SEBI Notification dated 12th December, 2024, our entity ranked from 1001 to 2000 as per the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 Company hold two meetings (05.11.2025 and 23.01.2026) in F.Y. 2025-26, without the presence of non-independent directors and members of the management and all the independent directors shall endeavour to be present at such meetings.

G) Risk Management

As per SEBI Notification dated 12th December, 2024, our entity ranked from 1001 to 2000 as per the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3. Our Company constituted a risk management committee with the composition, roles and responsibilities specified in regulation 21.

Declaration of Code of Conduct

This is to confirm that the Company has adopted a code of conduct for the members of the Board and the Senior Management Personnel in compliance with Listing Regulations 26(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, aligned with Companies Act, 2013. I hereby confirm that the Board and the Senior Management Personnel of the Company have complied with the code of conduct in respect of the financial year ended 31.03.2026.

**By Order of the Board
For Likhami Consulting Limited**

**Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)**

**Oshika Jain
(Director)
(DIN: 10660428)**

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002, Maharashtra

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 02/07/2026

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Managing Director & CEO / CFO Certification

To,
The Board of Directors
Likhami Consulting Limited

We, the undersigned, in our respective capacities as Managing Director & CEO and Chief Financial Officer of Likhami Consulting Limited, to the best of our knowledge and belief certify that;

1. We have reviewed the Financial Statements and the Cash Flow Statement for the year ended 31st March, 2026 and that to the best of our knowledge and belief, we state that:
 - I. these statements do not contain any materially untrue statement or omit any material fact or contain statements that may be misleading;
 - II. these statements together present a true and fair statement of the Company's Affairs and are in compliance with the existing accounting standard, applicable laws and regulations.
2. We further state that, to the best of our knowledge and belief, there are no transactions entered into by the Company during the year ended 31st March, 2026, which are fraudulent, illegal or in violation of the Company's Code of Conduct.
3. We accept responsibility for establishing and maintaining internal controls for financial reporting and we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and 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.
4. We have indicated, to the Auditors and the Audit Committee:
 - I. that there have been no significant changes in internal control over financial reporting during the year;
 - II. that there have been no significant changes in accounting policies during the year; and
 - III. that there have been no instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or employees having a significant role in the Company's internal control systems over financial reporting.

**By Order of the Board
For Likhami Consulting Limited**

Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)

Dipti Jayant Kashid
(CFO)

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002, Maharashtra

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 26/05/2026

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INDEPENDENT AUDITORS' CERTIFICATE ON CORPORATE GOVERNANCE

To
The Members of
Likhmi Consulting Limited

We have examined the compliance of conditions of Corporate Governance by Likhmi Consulting Limited ("the Company") for the year ended on 31st March, 2026, as stipulated in Regulations 17 to 27 and clauses (b) to (i) and (t) of Regulation 46(2) and para C, D and E of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the 'Listing Regulations').

Management's Responsibility: -

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

Auditor's Responsibility: -

Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring the compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statement of the Company.

We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

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

Opinion: -

Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has generally complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.

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

Restrictions on use: -

This certificate is issued solely for the purposes of complying with the aforesaid Regulations and may not be suitable for any other purpose.

For Mohindra Arora & Co.
Chartered Accountants
Firm registration No: 006551N

Ashok Kumar Katial
Partner
Membership No: 009096
UDIN No.: 26009096YESTTG2543

Place: Mumbai
Date: 12/06/2026

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CERTIFICATE OF NON - DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V para C Clause(10)(i) of SEBI (Listing Obligations and disclosure Requirements), Regulation, 2015)

To,
The Members,
LIKHAMI CONSULTING LIMITED,
Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building,
Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai-400 002
CIN:- L45209MH1982PLC443003

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **M/s Likhmi Consulting Limited**, having **CIN L45209MH1982PLC443003** and having registered office at Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building, Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai-400 002 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub-clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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

Sr. No.	Name of Director	DIN	Date of appointment in Company
1	Pradip Kumar Ghosh	07799909	04.08.2017
2	Oshika Jain	10660428	28.06.2024
3	Rahul Anand Fulfagar	02182260	01.10.2025
4	Shagun Asthana	11309555	01.10.2025
5	Aashima Sehgal	11300431	01.10.2025
6	Nikita Gautam Roy	11162874	25.06.2025

During the period under review, **Mr. Babu Lal Jain (DIN: 02467622)**, **Ms. Heena Banga Sharma (DIN: 10193235)** and **Sanjoy Kumar Singh (DIN: 07684128)** were resigned from board with effect from **September 30, 2025** and **Ruchi Gupta (DIN: 07283515)** was retired from the board with effect from **August 31, 2025** upon completion of her 2nd term.

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

For Veenit Pal & Associates
Company Secretaries

Veenit Pal
(Proprietor)
M. No. 25565, COP No. 13149
P. R. No. 1433/2021

Place:- Mumbai
Date:- 07/05/2026
UDIN:- A025565H000301929

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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 and Executive Directors. In addition, the Company has adopted a Code of Conduct for its Non-Executive Directors and Independent Directors. These Codes are available on the Company's website.

I confirm that the Company has in respect of the 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 Chief Financial Officer, and the Company Secretary as on March 31, 2026.

**By Order of the Board
For Likhami Consulting Limited**

**Rahul Anand Fulfagar
(Managing Director & CEO)
(DIN: 02182260)**

Regd. Office: Office 1, 2nd Floor, Plot No. 308/310,
Daruwala Building, Dr. Cawasji Hormasji Lane,
Kalbadevi, Mumbai - 400002

Email: info@likhamiconsulting.com

Website: www.likhamiconsulting.com

Date: 26/05/2026

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MANAGEMENT DISCUSSION AND ANALYSIS REPORT

Pursuant to Listing Regulation of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 aligned with Companies Act, 2013, the Management Discussion & Analysis Report for the year under review is given below;

Background:

The Management Discussion and Analysis Report sets out the developments in the business, the Company's performance since the last Report and the future outlook. This Report is part of the Director's Report and the Audited Financial Statements, forming part of the Annual Report. However, certain statements made in this Report relating to the projections, outlook, expectations, estimates, etc., may constitute "forward looking statements" within the meaning of applicable laws and regulations and may differ from actual. Several factors could make a significant difference to the Company's operations, including climatic conditions, economic conditions affecting demand and supply, government regulations, revision in government policies, taxation and natural calamities over which the Company does not have any control.

Overview of the Consulting Service Industry

Consulting services are broadly categorized into five main domains: Strategy, Management, Operations, IT/Digital, and Human Resources. These services help organizations navigate challenges, optimize performance, and drive growth.

1. Strategy Consulting- Advises C-suite executives on high-level decisions and long-term direction. Its focus on Market entry, mergers and acquisitions (M&A), competitive positioning, and corporate growth.
2. Management Consulting - consulting on the overall efficiency and organizational structure of a business, its focus on Change management, restructuring, organizational design, and general business performance.
3. Operations Consulting- Aims to improve the internal processes, supply chain, and day-to-day execution of a business. Its focus on Process management, procurement, supply chain optimization, and cost reduction.
4. IT & Technology Consulting- Helps companies leverage technology to support their overarching business goals. Its focus on Digital transformation, cloud migration, AI and data strategy, and cybersecurity.
5. Human Resources (HR) Consulting- Aligns human capital with the company's broader organizational goals. Its Focus on Talent acquisition, performance systems, compensation planning, and workplace culture.
6. Specialty Consulting- Niche services tailored to specific operational or legal requirements. Its Focus on Financial advisory, legal/regulatory compliance, sustainability, and marketing/branding.

The services are used by various industries, including IT services, manufacturing, financial services, mining, oil and gas, construction, and others. The different service providers include large enterprises, as well as small and medium-sized enterprises. The largest markets for consulting services include operations and financial advising, more than double the human resources and strategy markets. However, all the management consulting markets are seeing average growth each year.

GLOBAL CONSULTING SERVICE MARKET ANALYSIS:

The Consulting Service market size is expected to grow from USD 371.04 billion in 2025 to USD 388.74 billion in 2026 and is forecast to reach USD 490.67 billion by 2031 at 4.77% CAGR over 2026-2031. The growth in the forecast period can be attributed to faster economic growth, digital consulting to drive growth, increasing investments in smart cities, increasing focus on customer satisfaction and global collaboration for environmental protection. Major trends in the forecast period include focus on offering

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metaverse consulting services, focus on offering internet of things (IoT) in management consulting services, focus on modularization of services, focus on value-oriented revenue model, focus on automation and artificial intelligence, focus on offering services through virtual firms and mergers and acquisitions activities.

The market's stable expansion reflects a decisive pivot from traditional advisory toward technology-enabled, outcome-oriented engagement models. Board-level urgency around digital transformation, heightened regulatory scrutiny on environmental, social, and governance (ESG) performance, and intensifying cyber risk are funneling enterprise spending toward high-value consulting offerings. Large firms are broadening capability sets through acquisitions that plug expertise gaps in artificial intelligence (AI), cloud migration, and energy transition, while boutique specialists win mandates by offering deep domain knowledge and agile delivery. Hybrid engagement models that combine on-site and virtual delivery are normalizing, allowing firms to access global talent, lower project costs, and reduce travel-related carbon footprints. Competitive differentiation hinges on proprietary platforms, data-driven methodologies, and demonstrable impact metrics that tie fees to measurable client outcomes.

Key Report Takeaways

- By service type, Operations consulting held 28.94% of the consulting service market share in 2025, while Technology Advisory is forecast to grow at a 6.29% CAGR through 2031.
- By client industry, the Banking, Financial Services, and Insurance sector commanded 22.10% of the market size in 2025, whereas the Healthcare and Life Sciences sector is projected to expand at a 6.63% CAGR to 2031.
- By delivery model, On-site engagements represented 63.52% revenue share in 2025, but Remote-Virtual consulting is set to progress at a 5.92% CAGR over the forecast horizon.
- By organization size, large enterprises accounted for 70.55% of 2025 spend, yet small and medium-sized enterprises are advancing at the fastest 6.71% CAGR thanks to fractional consulting models.
- By geography, North America led with 40.62% revenue contribution in 2025, while Asia-Pacific is poised to record a 6.92% CAGR through 2031 on the back of infrastructure digitization and energy-transition mandates.

TREND & INSIGHT

➤ **Accelerating Digital-Transformation Mandates**

Enterprises are compressing multi-year modernization programs into shorter cycles, driving premium demand for consultants who can orchestrate cloud migration, data modernization, and advanced analytics at scale. Industry-specific cloud solutions allow sector customization, prompting consultants to blend process redesign with technology implementation. Healthcare providers are deploying tele health ecosystems, manufacturers are embedding sensors for predictive maintenance, and financial institutions are rolling out real-time payment rails. Consulting firms respond with dedicated industry-cloud practices that cover architecture design, data migration, and compliance alignment, repositioning themselves as execution partners rather than purely strategic advisors. The shift elevates long-term annuity revenue from managed services that follow the initial transformation phase.

➤ **Heightened Post-Pandemic Operational-Efficiency Focus**

Cost containment remains a board priority as supply-side inflation and wage pressure erode margins. Organizations demand quantifiable return-on-investment from consulting engagements, spurring outcome-based fee models tied to throughput gains, automation intensity or working-capital release. Assignments increasingly revolve around process mining, intelligent automation and lean restructuring of hybrid workforces. Consultants embed performance dashboards that track key performance indicators in real time, ensuring transparency and accelerating decision-making. This results-oriented

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mindset cements consulting firms as value-creation partners rather than discretionary spend items, strengthening wallet share among cost-conscious clients.

➤ **Demand for Advisory on Gen-AI Governance**

Proliferation of generative AI pilots has triggered governance concerns spanning model bias, intellectual-property leakage, and regulatory compliance. Clients turn to consultants for model-risk frameworks, responsible-AI policies, and talent-upskilling road maps that balance innovation with oversight. Structured governance accelerators, often developed in partnership with hyperscale's, shorten adoption timelines while mitigating ethical and legal pitfalls. The nascent nature of regulations positions consulting firms as trusted intermediaries between technology vendors, regulators, and corporate boards.

➤ **Client Cost-Cutting and In-House Capability Build**

Economic caution is prompting enterprises to rebalance external spend toward strategic gaps only, while internal centers of excellence absorb routine advisory functions. Selective sourcing strategies emphasize value capture, pushing consultants to differentiate through proprietary tools, industry benchmarks and outcome guarantees. Simultaneously, firms offer co-sourcing models that embed consultants within client teams to transfer knowledge and speed capability maturation, preserving engagement opportunities despite budget restraint.

➤ **Talent Scarcity and Wage Inflation**

Demand for practitioners versed in AI governance, advanced analytics, and ESG outstrips supply, inflating compensation and compressing project margins. Firms react by accelerating internal training academies, tapping alternate labour pools, and deploying offshore delivery centers. Flexible work arrangements, gig-based staffing, and alumni networks are leveraged to expand capacity while containing fixed costs. Sustained talent deficits may spur further consolidation as scale advantages in recruitment and learning development favour larger firms.

- In our technology-driven world, no industry or business ever stands still, and consulting firms are no exception. The most critical takeaway we can gather from looking at these consulting trends collectively is that consulting firms must be just as agile and adaptable as they aim to make their clients.
- Technologies like generative AI and cloud computing will become increasingly fundamental to the way organizations operate, and consultants must know how to leverage and integrate them into the solutions they develop and the strategies they recommend.

We'll explore these and other key consulting trends shaping the landscape in 2026 and beyond, including:

- Generative AI
- Evolving Hiring Practices and Skill Sets
- Workplace Transformation and Remote Work
- Digitalization and Digital Transformation

A strategic roadmap for growth:

- The consulting industry in India is growing rapidly, and there are a number of strategies that can be taken to promote further growth in the coming years. Here are a few key strategies

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- **Embrace innovation:** The consulting industry in India is constantly evolving, and firms that embrace innovation will be better positioned to succeed. This means investing in new technologies, developing new methodologies, and creating new ways to deliver value to clients.
- **Nurture talent:** The Indian consulting industry in India is facing a talent shortage, so it is important to nurture the talent that is available. This means investing in training and development, creating a positive work environment, and offering competitive compensation and benefits.
- **Improve the quality of consulting services:** The quality of consulting services in India is variable, and firms that want to grow need to focus on improving the quality of their offerings. This means having a strong understanding of the client's needs, providing clear and concise recommendations, and delivering results that meet or exceed expectations.
- **Enhance consulting skills:** The consulting industry in India is highly competitive, so it is important for consultants to have the skills and knowledge that clients are looking for. This means staying up-to-date on the latest trends, developing strong analytical and problem-solving skills, and being able to communicate effectively with clients.
- **Partner with other firms:** The consulting industry in India is becoming increasingly collaborative, so it will be fruitful for firms to partner amongst themselves to share resources and expertise. This could involve forming joint ventures, alliances, or strategic partnerships.

Core Market Segmentation The industry divides into specific service types, client bases, and delivery mechanisms to serve a broad range of organizational scales:

- **By Service Type:** Operations Consulting commands the largest market portion (around 29% share) as businesses struggle with supply chain rewrites and optimization. Technology Advisory (specifically Digital and AI Transformation) is the fastest-growing sector, expanding at a projected 13.13% CAGR as companies implement generative AI and cloud foundations.
- **By Client Industry:** The Financial Services (BFSI) sector leads global client spend at over 22%. Meanwhile, Healthcare and Life Sciences is expanding rapidly due to hospital consolidations, decentralized clinical trials, and strict health-tech regulations.
- **By Organization Size:** Large multinational corporations still make up over 70% of total consulting revenue. However, Small and Medium-Sized Enterprises (SMEs) are growing their spending quickly through affordable "fractional" or part-time leadership models (like fractional CIOs and sustainability officers).

Key Market Dynamics & Macro Trends-

- **The Tech Pivot: From Advice to AI & ESG Implementation** Traditional consulting frameworks are shifting from episodic advice to ongoing platform-based tools. Modern firms are building comprehensive sustainability roadmaps to address international ESG frameworks, alongside AI governance roadmaps to help clients handle the legal risks of adopting automated technologies.
- **The Rise of "Outcome-Based" Pricing** Clients are moving away from traditional hourly billing structures. More organizations now demand gain-share or outcome-based fee structures, directly tying consulting payouts to clear metrics like lower operational costs or higher digital conversion rates.
- **Shift Toward Hybrid and Virtual Delivery Mode** While complex strategies still rely on in-person workshops, Remote-Virtual Consulting is expanding rapidly at an estimated 14.25% CAGR. Using digital white boarding and secure cloud data rooms lowers travel costs and lets boutique firms compete directly with massive, established networks.

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Competitive Landscape and Structural Challenges-

The industry faces severe structural headwinds

- **Talent Squeezes and Margins:** Firms face ongoing talent attrition as mid-career professionals leave for equity incentives in venture capital or product management roles.
- **IT Vendor Bundling:** Massive IT delivery players (such as TCS and Infosys) frequently package strategy with implementation, undercutting pure-play advisory firms by up to 30%
- **In-House Teams:** Corporate clients are rapidly expanding their own internal strategy and transformation departments, directly reducing their reliance on external agencies.

Opportunities & Challenges

The global consulting market is projected to reach \$388.74 billion. The industry is shifting from traditional strategic advice and billable hours toward measurable outcomes, artificial intelligence (AI), and execution-led solutions. Firms must navigate rapid technological changes and evolving client expectations to succeed

❖ Key Market Opportunities

- **Generative AI & Tech Advisory:** The surge in cloud migration, cybersecurity demands, and AI governance is driving continuous tech advisory growth. AI integration is drastically streamlining internal operations while opening new revenue streams.
- **Emerging SME Sector:** Small and medium-sized enterprises (SMEs) are the fastest-growing client base. Startups and digital-native founders increasingly seek "fractional" or subscription-based models for process optimization and unit economics.
- **Regulatory & ESG Mandates:** Growing global complexities around environmental, social, and governance (ESG) rules—especially in value-chain decarbonization (Scope 3)—are creating long-term advisory pipelines.

❖ Major Challenges

- **Proving Tangible ROI:** Clients are strictly results-oriented and demand clear evidence of a return on investment (ROI). Justifying premium fees without demonstrable metrics or milestone-based contracts is increasingly difficult.
- **Freelance Disintermediation:** Independent contractors and freelance platforms offer highly specialized, on-demand expertise at a fraction of the cost. This challenges legacy consulting models and forces firms to rethink pricing strategies.
- **Talent Retention & Upskilling:** As capabilities transition toward deep tech integration, companies face continuous hurdles in upskilling legacy workforces and retaining highly sought-after AI/data science professionals.

Consulting Services Market: Opportunities

Rising demand for IT-based consulting services may deliver higher revenue

The global consulting services market is likely to benefit from the increasing demand for consulting services in the IT sector. This is especially applicable at present times since several breakthrough technologies have been introduced in the IT industry. Artificial Intelligence (AI) and the development around it have the potential to reshape the modern world. In June 2023, technology giant Google announced that it will launch 4 new-age generative AI consulting offerings as it intends to help its customers smoothly manage AI deployments.

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In addition to this, the introduction and evolving nature of artificial intelligence has several concerns as well. It has fueled debates at international and national levels due to the threat posed by AI in replacing human power. The advanced technology can also be used for other hostile activities such as terrorist activities. Hence, governing bodies are taking the aid of AI experts to understand and control the future of AI in the IT industry.

Consulting Services Market: Challenges

Skill gaps within the industry may challenge the expansion trend

The global consulting services market growth rate will be challenged by the growing skill gap within the industry. As customers' expectations and requirements become more complex in the backdrop of highly complex projects, the growth of a consulting service provider depends on the service quality it can provide. The quality depends on the expertise of the human power employed and their knowledge base. However, there is a significant skill gap that exists in the industry which could lead to a loss of revenue.

Industry Overview in India:

Financial consulting services mainly provide services related to accounting, auditing, finance, taxation, and regulations. The services not only help clients with finance transformation, defining and implementing risk management, compliance management, but also with the financial planning of projects, fiscal and tax-related matters, and the financial side of mergers and acquisitions, as well as financing and debt restructuring. Financial advisory mainly consists of transaction services, corporate finance, crisis and recovery, risk management, accounting advisory, tax advisory, real estate advisory, and forensics and litigation.

The Indian consulting Service Industry has grown significantly over the years, both in terms of size and the range of services provided. This positions it well in the global management consulting services market, which was valued at \$316.5 billion in 2021, and is projected to reach \$811.3 billion by 2031, growing at a CAGR of 10.2%.

In the past years, financial advisory continuously performed relatively stable throughout the crisis years and their aftermath, driven by three key factors. Amid economic turbulences, the demand for crisis and turnaround management grew strongly, while the demand for accounting advisory services and risk management took off not long after, particularly in the financial services sector.

The focus will also be on sectors including market research, consulting, engineering, and construction and will contribute to the target of \$395bn in FY26.

Basis of preparation and presentation of our Financial Statements:-

The Financial Statements have been prepared and presented under the historical cost convention, unless otherwise specifically stated, on the accrual basis of accounting and comply with the applicable accounting standards referred to in the Section 133 of the Companies Act, 2013 read with Rule 7 of the Companies (Accounts) Rules, 2014.

SWOT Analysis of Consulting Industry:

Determine the Scope

The globalization frequently demands the integration of sophisticated technology, cross-border talent management, and supply chain optimization, all of which management consultants specialize in. Furthermore, as organizations must foresee and mitigate possible obstacles stemming from geopolitical uncertainty and market changes, the trend toward globalization has increased the need of strategic planning and risk management. In summary, the market for management consulting services is critical

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to assisting firms in capitalizing on global possibilities, overcoming international business challenges, and strategically positioning themselves for success in an increasingly linked world.

The purpose of the analysis constitutes the initial phase of carrying out a SWOT analysis and risk assessment. This entails recognizing the company's precise consulting services as well as the segment in which it conducts business. The scope must additionally encompass the firm's internal systems, including things like its employees, financial affairs, and facilities.

Determine your strengths and weaknesses

The next phase involves identifying the consulting firm's short comings as well as its strengths. Internal variables that grant the company an edge are referred to as strengths, whereas internal elements that impede its effectiveness are referred to as weaknesses. While determining strengths and weaknesses, take this into consideration:

- The company's industry brand image.
- The consultants' knowledge and experience.
- The standard of services provided.
- The pricing plan.
- The degree to which customers are satisfied.
- Internal process effectiveness.

Recognize Opportunities and Threats

The third stage involves determining the consulting firm's opportunities as well as threats. Opportunities pertain to outside variables at play that a company may capitalize on to boost its efficiency, whereas threats are external forces that can hurt it.

Rising demand for digital transformation is projected to boost the demand for management consulting services market. Businesses in a variety of industries are recognizing the need of embracing digital technology in order to preserve competitiveness and stimulate innovation.

Consultants play a vital role in designing coherent digital strategies linked with corporate objectives, locating suitable technology, and establishing solid implementation plans. Their assistance is particularly critical in supporting the smooth integration of emerging technologies like artificial intelligence, cloud computing, data analytics, and automation.

When highlighting opportunities and risks, take this into consideration:

- The market's dimensions
- The quality of rivalry
- The legislative standards
- Technological progress
- Customer preference shifts

Internal Risks: Internal risks are those risks associated with the consulting firm's internal systems. These might very well include personnel issues, financial insecurity, or technology factors.

External Risks: External risks are those which are caused by outside variables including regulatory changes, market fluctuations, or natural catastrophes.

Risk Evaluation

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When potential threats are identified, they must be evaluated. This entails taking into account the probability and potential effect of every risk.

The probability that a danger will take place is referred to as its likelihood. More focus and prepping would be required for risks that are more prone to happening.

The effect of risk is the potential danger it might end up causing to the consulting company. Risks with the possibility of having an important effect on the firm will necessitate more focus and preparation.

India's Consulting Market

India's consulting industry is entering a defining decade. Once known primarily for IT outsourcing and engineering services, it has evolved into a \$24 billion powerhouse encompassing strategy, transformation, and digital innovation. From advising ministries on national reforms to steering global corporations through AI integration, India's consulting ecosystem now plays a central role in shaping not just local business—but global progress.

For global buyers, this expansion is both an opportunity and a challenge.

The opportunity lies in India's blend of technical depth, cost efficiency, and entrepreneurial agility—a combination few markets can match. Whether you're looking to scale a digital transformation, assess ESG strategy, or execute complex change programs, the Indian market offers world-class expertise at a fraction of Western costs.

India's consulting industry stands at a crossroads of rapid growth, technological transformation, and global integration. As of 2025, it is estimated to exceed \$24 billion in market value, more than tripling since 2020. This surge is driven not only by the traditional engines of IT and engineering consulting but also by rising demand in strategy, ESG, public-sector transformation, and organizational change.

Yet unlike many mature markets, India's consulting landscape isn't dominated by a single cluster or uniform model. It's regionally diverse, sectorally specialized, and globally intertwined—a blend of multinational sophistication and local innovation.

Market Size and Structure: A Mosaic of Opportunity

India's consulting market has matured beyond its outsourcing roots. Today, it comprises a full spectrum of services:

Strategy & Management Consulting: Corporate strategy, restructuring, market entry, and M&A advisory.

Digital & Technology Consulting: Cloud, AI, analytics, and cybersecurity services that merge IT delivery with business transformation.

Operations & Engineering Consulting: Manufacturing excellence, process reengineering, supply chain optimization.

Public Sector & Development Consulting: Policy design, governance reform, sustainability, and social impact programs.

India's consulting sector also plays a dual role in the global value chain:

A thriving domestic market, where local and multinational clients seek expertise to drive transformation.

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A global delivery hub, exporting consulting services, digital solutions, and analytics capabilities to clients worldwide.

In fact, many global firms' delivery centers in Bengaluru, Chennai, and Pune now serve as de facto consulting backbones for international engagements—making India both a buyer and a producer of consulting excellence.

India's Position in the Global Consulting Value Chain

India has evolved from being the world's preferred back-office destination to becoming a strategic front-line partner for consulting delivery. Three dynamics drive this shift:

Knowledge Process Offshoring → Strategic Co-Delivery

What began as analytical support for global firms has transformed into integrated consulting delivery. Teams in India now co-lead projects, manage transformation work streams, and drive innovation for global clients.

Export of Consulting Talent and Capabilities

Indian consultants are in demand worldwide. Many serve in leadership roles within global firms, shaping strategy practices across Asia, Europe, and the U.S.

India isn't just consuming consulting—it's exporting it, much like trends we see in Africa, where local firms are increasingly shaping global projects

Key Sectors Driving Consulting Demand

The sectors shaping India's consulting growth reflect the country's broader economic transformation:

- Financial Services: Fintech, risk, digital banking, and ESG compliance.
- Healthcare & Life Sciences: Digital health, medtech, and regulatory advisory.
- Energy & Infrastructure: Renewable energy, sustainability, and smart city projects.
- Technology & Telecom: AI, analytics, cloud, and cybersecurity.
- Public Sector: Governance reform, policy advisory, and social development.
- Manufacturing & Automotive: Industry 4.0 transformation, supply chain redesign.

Business Segment:

The Company is into the business of Consultancy services and other allied services. The company operates mainly in Indian Market. Management Consultancy, Project Consultancy, Consultancy to NGOs, Project Feasibility Studies, Techno-Economic Viability Studies, Market Survey, Research and Branding, Brand Launch Strategies, Industry Research, Project Report Preparation, Foreign Investments related consultancy in Indian Market, Financial Consultancy, Artificial Intelligent (AI), Technical Collaboration and International Tie-up, Turnaround Strategies for Distressed Firms, Business Valuations, India Entry related consultancy, Financial Consultancy, Loan and Equity Syndication Services and Mergers & Acquisitions etc.

Outlook:

Consultancy opportunities will increase in areas like management consultancy, Artificial Intelligence, Digital Marketing and Block Chain, financial consultancy, information technology, market research, etc. The consultant will be more professional, demanding and seeking tangible results. The Company will get repeat orders by providing quality service followed by service guarantee. The value system must ensure client-satisfaction in delivering the services, maintaining work schedules, and most importantly, focusing on the client's interest at all times. The consultant will be increasingly called upon to get involved in the implementation of recommendations. In short, the relationship between a consultant and his client will be strong, intimate, facilitating and mutually beneficial.

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Internal Financial Control and their Adequacy:

The Company has in place well-defined internal control mechanisms and comprehensive internal audit programmes with the activities of the entire organization under its ambit.

Human Resources:

Human Resources Development envisages the growth of the individual in tandem with the organization. It also aims at the upliftment of the individual by ensuring an enabling environment to develop capabilities and to optimize performance.

Your Directors want to place on record their appreciation for the contribution made by employees at all levels, who through their steadfastness, solidarity and with their co-operation and support have made it possible for the Company to achieve its current status.

The Company, on its par, would endeavour to tap individual talents and through various initiatives, ingrain in our human resources, a sense of job satisfaction that would, with time, percolates down the line. It is also the endeavour of the Company to create in its employees a sense of belonging, and an environment that promotes openness, creativity and innovation.

Our professionals and employees are our most important assets. We believe that the quality and level of service that they deliver is a huge contributing factor in growth and development of the Company.

Discussion of Financial Performance:

Directors of your Company are very hopeful to build up the performance of the company and post better results in the forthcoming financial year and to add value to the shareholders. The Company is hopeful of improving its turnover and bottom line and hopeful of posting better revenue ahead. Financial Highlights with respect to Operational Performance is as under:

(Amt. in lakhs)

Particulars	2025-2026	2024-2025	2023-2024
Profit Before Tax	31.73	30.09	21.40
Profit after Tax	23.26	21.87	15.81
Earnings Per Share (in Rs.)	0.23	0.22	0.16

Ratio

Sl. No.	Particular	F.Y. 25-26	F.Y. 24-25	Numerator	Denominator	% of Variation	Reason of Change
1	Current Ratio	90.99	126.93	Current Assets	Current Liabilities	-28.31	Due to increase in Current Liabilities during the year.
2	Debt Equity Ratio	-	-	Total Debt	Shareholders Equity	NA	NA
3	Debt Service Coverage Ratio	NA	NA	Net Operating Income	Total debt Service	NA	NA
4	Return on Equity Ratio	0.01	0.01	Net Profit After Tax	Shareholders Equity	5.65	NA
5	Inventory Turnover Ratio	NA	NA	Cost of Goods Sold	Average Inventory	NA	NA
6	Trade Receivables Turnover Ratio	9.53	10.75	Average Receivable*12	Income from Operation	-11.32	NA
7	Trade Payable Turnover Ratio	-	20.14	Average Payable*12	Net Credit Purchases	-100.00	There is nil credit purchases made during the year.
8	Net Capital Turnover Ratio	0.02	0.02	Sales	Net Assets	15.81	NA
9	Net Profit Ratio	0.30	0.32	Net Profit After Tax	Total Revenue	-8.26	NA
10	Return on Capital Employed	0.01	0.01	Earnings before Interest and Tax	Capital Employed	4.75	NA
11	Return on investments	-	0.01	Difference in amount of investments	Initial Investments	-100.00	There is nil investments made during the year.

NA - Not Applicable

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Cautionary Statement:

Statements made in the 'Management Discussion and Analysis Report' describing the Companies' objectives, expectations or predictions may be forward looking within the meaning of applicable securities laws and regulations. Actual results may differ materially from those expressed in the statement important factors that influence the Company's operations, include global and domestic supply and demand conditions. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise. Readers are cautioned not to place undue reliance on these forward-looking statements that speak only of their dates.

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INDEPENDENT AUDITORS' REPORT

**To the Members of
Likhami Consulting Limited**

Report on the Financial Statements: -

Opinion: -

We have audited the accompanying financial statements of Likhami Consulting Limited ("the Company"), which comprise the Balance Sheet as at 31st March, 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year ended, and a summary of the significant accounting policies and other explanatory information. (hereinafter referred to as "the financial statements").

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

Basis for Opinion: -

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

Key Audit Matters: -

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

We have determined that there are no key audit matters to communicate in our report.

Other Information: -

The Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Director's Report including Annexure to Director's Report, Corporate Governance Report and Shareholder's information, but does not include the financial statements and our auditors' report thereon.

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

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

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

Management's Responsibility for the Financial Statements and Those Charged with Governance for the Financial Statements: -

The Company's management and Board of Directors is responsible for the matters stated in Section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance (including other comprehensive income), cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards ("IND AS") specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibility: -

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

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements: -

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in "Annexure A", a statement on the matters specified in paragraphs 3 and 4 of the Order.
2. As required by Section 143(3) of the Act, based on our audit, we report, to the extent applicable that:
 - a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;
 - c. The financial statements dealt with by this Report are in agreement with the relevant books of account;
 - d. In our opinion, the aforesaid financial statements comply with the IND AS specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014;
 - e. On the basis of written representations received from the directors as on 31st March, 2026, taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2026, from being appointed as a director in terms of Section 164(2) of the Act.
 - f. With respect to the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate report in "Annexure B".

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- g. With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:
In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.
- h. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
- i. the Company has disclosed the impact of pending litigations on its financial Position in its financial statements;
 - ii. the Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;
 - iii. there were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company;
- iv. a) the management has represented that, to the best of it's knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- b) the management has represented, that, to the best of it's knowledge and belief, other than as disclosed in the notes to the accounts, no funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c) Based on such audit procedures that the auditor has considered reasonable and appropriate in the circumstances, nothing has come to their notice that has caused them to believe that the representations under sub clause (i) and (ii) contain any material mis-statement.
- v. The Company has not declared or paid dividend during the year covered by our audit.
- vi. Based on our examination, which included test checks, performed by us, the Company has used accounting software for maintaining their respective books of account for the financial year ended March 31, 2026 which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of audit, we have not come across any instance of the audit trail feature being tampered with.

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Further, for the periods where audit trail (edit log) facility was enabled and operated for the accounting software, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

For Mohindra Arora & Co.
Chartered Accountants
Firm registration No: 006551N

Place: Mumbai
Date: May 26, 2026

Ashok Kumar Katial
Partner
M. No: 009096
UDIN No.: 26009096XVBGSL3140

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“ANNEXURE A” TO THE INDEPENDENT AUDITORS’ REPORT

(Referred to in paragraph 1 under the heading ‘Report on Other Legal and Regulatory Requirements’ of our Report of even date)

- i. In respect of its Property, Plant and Equipment :
 - a. The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment;
 - b. As explained to us, the Property, Plant and Equipment have been physically verified by the management at reasonable intervals. No material discrepancies were noticed on such physical verification.
 - c. According to the information and explanations given to us, there are no immovable properties owned by the Company under Property, Plant and Equipment. Accordingly, paragraph 3 (i) (c) of the Order is not applicable to the Company.
 - d. The Company has not revalued any of its Property, Plant and Equipment (including right-of-use assets) and intangible assets during the year.
 - e. No proceedings have been initiated during the year or are pending against the Company as at March 31, 2026 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- ii. The Company does not have any inventory. Accordingly, clauses (ii) of paragraph 3 of the Order is not applicable to the Company.
- iii. During the year, the Company has not made investments in a company and the Company has not provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties.
 - (a) During the year, the Company has not provided loans or advances in the nature of loans or stood guarantee or provided security to any other entity.
 - (b) In our opinion, the investments made during the year are, prima facie, not prejudicial to the Company's interest.
 - (c) The Company has not granted any loans and advances in the nature of loans. Hence reporting under clause 3(iii)(c),(d),(e) and (f) of the order is not applicable.
- iv. According to the information and explanations given to us, the company has not provided any loans, guarantees or securities which fall under the purview of Section 185 of the Companies Act, 2013. The Company has complied with the provisions of Section 186 of the Act, in respect of investments made and outstanding at the year- end.
- v. In our opinion and according to the information and explanations given to us, the Company has not accepted any deposits from the public, in terms of the directives issued by the Reserve Bank of India and the provisions of Sections 73 to 76 of the Act or any other relevant provisions of the Companies Act, 2013 and the Rules framed thereunder. Accordingly, clause (v) of paragraph 3 of the Order is not applicable to the Company.
- vi. As informed to us, the maintenance of Cost Records has not been specified by the Central Government under sub section (1) of Section 148 of the Companies Act, 2013 in respect of the activities carried on by the Company. Accordingly, clause (vi) of paragraph 3 of the Order is not applicable to the Company.
- vii. In respect of statutory dues:

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- a. According to the information and explanations given to us and based on our examination of the records of the Company, the Company is generally regular in depositing undisputed statutory dues including provident fund, employees' state insurance, income tax, sales-tax, goods & service tax, duty of customs, duty of excise, value added tax, cess and any other statutory dues, as applicable to the Company with the appropriate authorities.
- b. According to the records of the Company, there are no dues of sales tax or goods & service tax or duty of customs or duty of excise or value added tax which have not been deposited on account of any dispute.
- viii. The Company does not have any transactions to be recorded in the books of account that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).
- ix. (a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest (if any) thereon to any lender during the year.
- (b) The company is not declared as willful defaulter by any bank or financial institution or government or any government authority.
- (c) To the best of our knowledge and belief, in our opinion, there are no term loans availed by the Company, hence this clause is not applicable.
- (d) On an overall examination of the financial statements of the Company, funds raised on short term basis have, prima facie, not been used during the year for long-term purposes by the Company.
- (e) The Company did not have any subsidiary or associate or joint venture during the year and hence, reporting under clause (ix) (e) of the Order is not applicable.
- (f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies.
- x. (a) The Company has not issued any of its securities (including debt instruments) during the year and hence reporting under clause (x) (a) of the Order is not applicable.
- (b) During the year the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause (x) (b) of the Order is not applicable to the Company.
- xi. (a) According to the information and explanations given to us and based on audit procedures performed and representations obtained from the management, we report that no fraud by the Company or any fraud on the company by its officers or employees has been noticed or reported during the year under audit.
- (b) During the year, no report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and up to the date of this report.
- (C) As represented to us by the Management, there were no whistle blower complaints received by the company during the year and up to the date of this report.
- xii. According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, paragraph 3 (xii) of the Order is not applicable to the Company.

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- xiii. According to the information and explanations given to us and based on our examination of the records of the Company, all transactions with the related parties are in compliance with Sections 177 and 188 of the Act, where applicable, and details of such transactions have been disclosed in the financial statements as required by the applicable Indian Accounting Standards.
- xiv. (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.
- (b) We have considered, the internal audit reports issued to the Company during the year and covering the period up to March 31, 2026
- xv. According to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors, hence, provisions of Section 192 of the Companies Act, 2013 are not applicable to the company. Accordingly, reporting under clause (xv) of Paragraph 3 of the Order is not applicable to the Company.
- xvi. a) The Company is not required to be registered under Section 45- IA of the Reserve Bank of India Act, 1934. Accordingly, paragraph 3(xvi) (a) of the Order is not applicable to the Company.
- b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company.
- 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)(c) 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)(d) of the Order is not applicable to the Company.
- xvii. The Company has not incurred cash losses in the current financial year covered by our audit and the immediately preceding financial year.
- 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 realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention which causes us to believe that, any material uncertainty exists as on the date of the audit report that company is capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of 1 year from the balance sheet. 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. Provisions of Section 135 of the Act i.e., reporting requirement on transfer of unspent amount of CSR to fund specified in Schedule VII are not applicable to the Company during the year. Accordingly, reporting under clause 3(xx) (a) and (b) of the Order is not applicable for the year.

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xxi. The framework of the consolidated financial statements is not applicable to the company. Accordingly, Reporting under clause 3(xxi) of the order is not applicable to the company.

For Mohindra Arora & Co.
Chartered Accountants
Firm registration No: 006551N

Ashok Kumar Katial
Partner
M. No: 009096
UDIN No.: 26009096XVBGSL3140

Place: Mumbai
Date: May 26, 2026

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“ANNEXURE B” TO THE INDEPENDENT AUDITORS’ REPORT

(Referred to in paragraph 2(f) under the heading ‘Report on Other Legal and Regulatory Requirements’ section of our Report of even date)

Independent Auditors’ Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (“the Act”)

We have audited the internal financial controls over financial reporting of Likhmi Consulting Limited (“the Company”), as of 31st March, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Management’s Responsibility for Internal Financial Controls: -

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

Auditor’s Responsibility: -

Our responsibility is to express an opinion on the Company’s internal financial controls 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”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to Standalone Financial Statements. Those standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls 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 judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls 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 authorisations of management and Directors of the Company; and (3) provide reasonable

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assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls over Financial Reporting: -

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

Opinion: -

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at 31st March, 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 Mohindra Arora & Co.
Chartered Accountants
Firm registration No: 006551N

Ashok Kumar Katial
Partner
M. No: 009096
UDIN No.: 26009096XVBGSL3140

Place: Mumbai
Date: May 26, 2026

Likhami Consulting Limited

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BALANCE SHEET AS AT 31ST MARCH 2026

Particulars	Note No.	As at 31st March 2026	As at 31st March 2025
		(₹ in Lakhs)	
A. ASSETS			
Non-current assets			
Property, plant and equipment	2	1.10	1.51
Capital work-in-progress		-	-
Investments Property		-	-
Goodwill		-	-
Other Intangible assets		-	-
Intangible assets under development		-	-
Biological Assets other than bearer plant		-	-
Financial assets			
Investments	3	1,387.09	1,387.09
Trade Receivables		-	-
Loans		-	-
Other financial assets	4	1,324.99	1,324.99
Deferred tax assets (net)	5	-	-
Other non-current assets	6	11.75	8.14
Total Non-Current Assets		2,724.93	2,721.73
Current assets			
Inventories		-	-
Financial assets			
Investments	7	22.26	22.26
Trade receivable	8	66.05	58.33
Cash and cash equivalents	9	17.04	17.38
Loans		-	-
Other financial assets	10	692.18	676.86
Other current assets	11	0.12	0.11
Total Current Assets		797.65	774.94
Total Assets		3,522.58	3,496.67

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Particulars	Note No.	As at 31st March 2026	As at 31st March 2025
		(₹ in Lakhs)	
B. EQUITY AND LIABILITIES			
Equity Share capital			
Equity Share capital	12	995.00	995.00
Other Equity	13	2,518.81	2,495.55
Total equity		3,513.81	3,490.55
LIABILITIES			
Non-current liabilities			
Financial liabilities			
Borrowings		-	-
Lease Liabilities		-	-
Trade Payables		-	-
Other financial liabilities		-	-
Provisions		-	-
Deferred tax liabilities (net)	5	0.00	0.01
Other Non- Current Liabilities		-	-
Total Non- Current Liabilities		0.00	0.01
Current liabilities			
Financial liabilities			
Borrowings		-	-
Lease Liabilities		-	-
Trade payables	14	-	3.24
Other financial liabilities		-	-
Other current liabilities	15	8.77	2.87
Provisions		-	-
Current tax liabilities		-	-
Total Current Liabilities		8.77	6.11
Total Equity and Liabilities		3,522.58	3,496.67

Significant Accounting Policies

1

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

As per our report of even date.

For M/s. Mohindra Arora & Co.

Firm Registration Number - 006551N

Chartered Accountants

For and on behalf of the Board of Directors

Ashok Kumar Katial

Partner

Membership No. 009096

Rahul Anand Fulfagar

(MD and CEO)

DIN:02182260

Oshika Jain

(Director)

DIN: 10660428

Place: Mumbai

Date: 26th day of May, 2026

Bulbul Amit Bhansali

(Company Secretary)

Place: Mumbai

Dipti Jayant Kashid

(Chief Financial Officer)

Date : 26/05/2026

Likhami Consulting Limited

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CIN No.: L45209MH1982PLC443003

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

Particulars	Note No.	For the Year Ended 31st March, 2026	For the Year Ended 31st March, 2025
		(₹ in Lakhs)	
Income:			
Revenue from Operations (Gross)	16	78.31	67.18
Other Income	17	0.17	0.52
Total Income		78.48	67.70
Expenses:			
Employee Benefit Expenses	18	32.74	22.61
Depreciation and Amortisation Expenses	19	0.68	0.80
Finance Cost		-	-
Other Expenses	20	13.33	14.20
Total Expenses		46.75	37.61
Profit before Exceptional Items and Tax		31.73	30.09
Exceptional Items		-	-
Profit before Tax		31.73	30.09
Tax Expense:			
-Current Tax		8.27	8.18
-Deferred Tax	5	(0.01)	0.02
-Tax in respect of Earlier years		0.21	0.02
Total Tax Expenses		8.47	8.22
Profit for the year after Tax		23.26	21.87
Other Comprehensive Income		-	-
Total Comprehensive Income after Tax		23.26	21.87
Earnings per Equity Share (Face Value of Rs.10 per share [P.Y. Rs.10 Per Share])			
-Basic & Diluted (annualised)	21	0.23	0.22

Significant Accounting Policies

1

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

As per our report of even date.

For M/s. Mohindra Arora & Co.
Firm Registration Number - 006551N
Chartered Accountants

For and on behalf of the Board of Directors

Ashok Kumar Katial
Partner
Membership No. 009096

Rahul Anand Fulfagar
(MD and CEO)
DIN:02182260

Oshika Jain
(Director)
DIN: 10660428

Place: Mumbai
Date: 26th day of May, 2026

Bulbul Amit Bhansali
(Company Secretary)

Dipti Jayant Kashid
(Chief Financial Officer)

Place: Mumbai

Date : 26/05/2026

Likhmi Consulting Limited

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CIN No.: L45209MH1982PLC443003

CASH FLOW STATEMENT FOR THE YEAR ENDED ON 31ST MARCH 2026

Particulars		For the Year Ended 31st March 2026	For the Year Ended 31st March 2025
		(₹ in Lakhs)	
(A)	Cash Flow From Operating Activities		
	Net Profit before Tax	31.73	30.09
	Adjustments for :-		
	Other Income received	(0.12)	(0.52)
	Depreciation and Amortisation on tangible assets	0.68	0.80
	Operating Profit Before Working Capital Changes	32.29	30.37
	Adjustments for :-		
	<u>Working/ Operating Capital Changes</u>		
	(Increase)/ Decrease in Other Receivables	-	(0.55)
	(Increase)/ Decrease in Trade Receivables	(7.72)	3.66
	(Increase)/ Decrease in Financial Assets	(15.32)	-
	(Increase)/ Decrease in Other Current Assets	(0.01)	0.00
	Increase/ (Decrease) in Trade Payables	(3.24)	(5.40)
	Increase/ (Decrease) in Other Current Liabilities	5.90	(5.82)
	Cash Generated From Operations	11.90	22.26
	Less:- Payment of Taxes	12.09	5.94
	Net Cash Flow (Used in)/ Generated From Operating Activities (A)	(0.19)	16.32
(B)	Cash Flow From Investing Activities		
	(Purchase) / Sale of Current/ Non Current Investments (Net)	-	(20.26)
	(Purchase) / Sale of Property, Plant and Equipments (Net)	(0.27)	(1.55)
	Other Income Received	0.12	0.52
	Net Cash Flow (Used in)/ Generated From Investing Activities (B)	(0.15)	(21.29)
(C)	Cash Flow From Financing Activities	-	-
	Net Cash Flow (Used in)/ Generated From Financing Activities (C)	-	-
	Net Increase/(Decrease) in Cash & Cash Equivalents (A+B+C)	(0.34)	(4.97)
	Cash & Cash Equivalents as at the beginning of the year	17.38	22.35
	Cash & Cash Equivalents as at the end of the year	17.04	17.38

Notes:

The above Cash Flow Statement has been prepared under the "Indirect Method" as set out in the Ind AS 7 on 'Statement of Cash Flows'

As per our report of even date

For M/s. Mohindra Arora & Co.

Firm Registration Number - 006551N

Chartered Accountants

For and on behalf of the Board of Directors

Ashok Kumar Katial
Partner
Membership No. 009096

Rahul Anand Fulfagar
(MD and CEO)
DIN:02182260

Oshika Jain
(Director)
DIN: 10660428

Place: Mumbai
Date: 26th day of May, 2026

Bulbul Amit Bhansali
(Company Secretary)
Dipti Jayant Kashid
(Chief Financial Officer)

Place: Mumbai

Date : 26/05/2026

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STATEMENT OF CHANGES IN EQUITY

A) Equity Share Capital

1) Current Reporting Period

(₹ in Lakhs)

Balance at the beginning of the current reporting period	Changes in Equity Share Capital due to prior period errors	Restated balance at the beginning of the current reporting period	Changes in equity share capital during the current year	Balance at the end of the current reporting period
995.00	-	-	-	995.00

2) Previous Reporting Period

(₹ in Lakhs)

Balance at the beginning of the current reporting period	Changes in Equity Share Capital due to prior period errors	Restated balance at the beginning of the current reporting period	Changes in equity share capital during the current year	Balance at the end of the current reporting period
995.00	-	-	-	995.00

B) Other Equity

1) Current Reporting Period

(₹ in Lakhs)

Particulars	Capital Reserves	Securities Premium Account	General Reserve	Retained Earnings	Total
Balance at the beginning of the current reporting period	-	3,500.00	-	(1,004.45)	2,495.55
Transfer to retained earnings	-	-	-	23.26	23.26
Balance at the end of the current reporting period	-	3,500.00	-	(981.19)	2,518.81

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2) Previous Reporting Period

(₹ in Lakhs)

Particulars	Capital Reserves	Securities Premium Account	General Reserve	Retained Earnings	Total
Balance at the beginning of the current reporting period	-	3,500.00	-	(1,026.32)	2,473.68
Transfer to retained earnings	-	-	-	21.87	21.87
Balance at the end of the current reporting period	-	3,500.00	-	(1,004.45)	2,495.55

For M/s. Mohindra Arora & Co.
Firm Registration Number - 006551N
Chartered Accountants

For and on behalf of the Board of Directors

Ashok Kumar Katial
Partner
Membership No. 009096

Rahul Anand Fulfagar
(MD and CEO)
DIN:02182260

Oshika Jain
(Director)
DIN: 10660428

Place: Mumbai
Date: 26th day of May, 2026

Bulbul Amit Bhansali
(Company Secretary)

Dipti Jayant Kashid
(Chief Financial Officer)

Place: Mumbai

Date : 26/05/2026

Likhami Consulting Limited

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CIN No.: L45209MH1982PLC443003

Corporate Information:

Likhami Consulting Limited is a Public Company domiciled in India and incorporated under the provisions of the Companies Act, 1956. Its shares are listed on The BSE Limited and Calcutta Stock Exchange Limited. The Company is primarily engaged in business of Consultancy, financial services and other allied services. The registered office of the company is located at Office 1, 2nd Floor, Plot No. 308/310, Daruwala Building, Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai - 400002, Maharashtra. Due to shifting of registered office from one state to another state in immediately preceding year, Company has applied and obtained new TAN (Tax Allotment Number), PT(Profession Tax) and GSTN (Goods and Service Tax Number) pertaining to the state of Maharashtra and applied to surrender TAN, GSTN of West Bengal.

Notes to Financial Statements as at and for the year ended 31st March, 2026

1. Significant Accounting Policies and Key Estimates and Judgements

1.1 Basis of Preparation of financial statements

These financial statements for the year ended 31st March, 2026 are the financial statements, the Company has prepared in accordance with Indian Accounting Standards ("Ind AS") consequent to the notification of The Companies (Indian Accounting Standards) Rules, 2015 (the Rules) issued by the MCA.

The financial statements have been prepared on accrual basis under the historical cost convention and ongoing concern concept, unless otherwise stated.

The financial statements have been prepared on a historical cost basis, except for certain financial assets measured at fair value as described in accounting policies regarding financial instruments.

Estimates

The preparation of the financial statements, in conformity with the generally accepted accounting principles, requires estimates and assumptions to be made which affect the reported amounts of assets and liabilities on the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Differences between actual results and estimates are recognized in the period in which the results are known/ materialized.

1.2 Summary of Significant Accounting Policies

a. Current versus Non-Current Classification

All assets and liabilities have been classified as current or non-current as per the Company's Operating Cycle (twelve months) and other criteria set out in the Schedule III to the Act.

b. Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the government.

Rendering of Services

Revenue from services are recognized pro-rata as and when the services are rendered. The Company collects Goods & Service Tax/ service tax (prior to 1st July 2017) on behalf of the government and therefore, it is not an economic benefit flowing to the Company and hence excluded from revenue.

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Interest Income

For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortised cost of a financial liability. Interest income is included in other income in the statement of profit and loss.

Dividends

Revenue is recognised when the Company's right to receive the payment is established, which is generally when shareholders approve the dividend.

c. Taxes

Tax expense is the aggregate amount included in determination of profit or loss for the period in respect of current tax & deferred tax.

Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date.

Current tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits (MAT Credit Entitlement) and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

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

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

d. Property, Plant and Equipment

Property, Plant and Equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When

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significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives.

Expenditure directly attributable to expansion projects are capitalised. Administrative, general overheads and other indirect expenditure (including borrowing costs) incurred during the project period which are not related to the project nor are incidental thereto, are charged to Statement of Profit and Loss.

Depreciation on property, plant and equipment is provided under Straight Line method at the rates determined based on useful lives of the respective assets and residual values which is in line with those indicated in Schedule II of The Companies Act, 2013.

The estimated useful life of the Property Plant and Equipment is given below:

Asset Group	Useful life (in years)
Factory Building	30
Electrical Installation	10
Non-factory Building	60
Furniture & Fixtures	10
Plant & Equipment	8-15
Office Equipment and Vehicle	5-8
Computers	3

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

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at the end of each financial year and adjusted prospectively, if appropriate.

e. Investment Property

Property that is held for Long Term rental yields or for capital appreciation or both and is not occupied by Company is classified as Investment Property. Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any.

All other repair and maintenance costs are recognised in the statement of profit or loss as incurred.

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

Estimated useful life of Investment Property for calculation of Depreciation is taken as stated in para (d) above.

f. Intangible Assets

Intangible assets comprise of implementation cost for software and other application software acquired/developed for in-house use. These assets are stated at cost, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item

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can be measured reliably, less accumulated amortisation and accumulated impairment losses, if any.

g. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

h. Retirement and other Employee Benefits

All employee benefits falling due wholly within twelve months of rendering the service are recognized in the period in which employee renders the related service and charged to the Statement of Profit & Loss.

Since numbers of employee employed by the Company for any part of the year or throughout the year were within the prescribed threshold limit of the relevant statute relating to Employees, hence, the provisions of Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Payment of Bonus Act, 1965, Employees' State Insurance Act, 1948, Payment of Gratuity Act, 1972 and all other allied Labour Acts or laws or any other rules and regulations relating to Employees are not applicable to the Company.

The employees employed by the Company during the year under review or part of the year have not completed continuous service period of 5 years and there is not any un-availed/unutilized leave of any employees working with the Company at the year end. As such, they are not entitled for Gratuity, Leave encashment and Other Retirement benefits. Accordingly, no provision is required to be made in respect of the retirement benefits. Also, no such payment of any retirement benefits have been made during the year.

i. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets

(i) Initial Recognition and Measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. Purchase or sale of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the settlement date, i.e., the date that the asset is delivered to or by the Company which generally coincides with the trade date.

(ii) Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in following categories:

- a. Equity instruments at fair value through profit or loss (FVTPL)
- b. Debt instruments, if any, at amortised cost
- c. Equity Instruments in subsidiaries

a. Equity Instruments at Fair Value through Profit or Loss (FVTPL)

All equity investments in scope of Ind AS 109 are measured at fair value except equity investments in subsidiaries which are measured at cost as per Ind AS 27. For equity instruments, the Company may make an irrevocable election to present in other

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comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the OCI. There is no recycling of the amounts from OCI to statement of profit and loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the statement of profit and loss.

b. Debt instruments at amortised cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

- (a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- (b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the statement of profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade receivables, cash and bank balances, loans and other financial assets of the company

c. Equity Instruments in subsidiaries

Equity investments in Subsidiaries are carried at Cost, in accordance with option available in Ind AS 27 "Separate Financial Statements".

(iii) De-Recognition

A financial asset (or, where applicable, a part of a financial asset) is primarily derecognised (i.e. removed from the Company's balance sheet) when the rights to receive cash flows from the asset have expired.

(iv) Impairment of Financial Assets

In accordance with Ind AS 109, the Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss and credit risk exposure.

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables.

The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

As a practical expedient, the Company uses historically observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates to determine impairment loss allowance on portfolio of its trade receivables.

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Financial Liabilities

(i) Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings or payables.

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

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

(ii) Subsequent Measurement

The measurement of financial liabilities depends on their classification, as described below:

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit and loss.

(iii) De-Recognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit and loss.

(iv) Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

j. Fair Value Measurement

The Company measures financial instruments, such as, quoted investments at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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

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

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- (iii) Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements at fair value on recurring basis the Company determines whenever transfers have occurred between levels in the hierarchy by reassessing categorisation at the end of each reporting period and discloses the same.

k. Cash and Cash Equivalents

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

l. Cash Dividend to Equity Holders

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

m. Earning Per Share

Earning per share is calculated by dividing the net profit or loss before OCI for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. For the purpose of calculating diluted earnings per share, the net profit or loss before OCI for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

n. Segment Reporting

The Company's operating business segments are organized and managed separately according to the nature of products or services provided, with each segment representing a strategic business unit that offers different products or services and serves different markets. The analysis of geographical segments is based on the areas in which major operating divisions of the Company operate.

o. Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

p. Contingent Liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company or a present obligation that is not recognized because it is not probable that an outflow of resources will be required to settle the obligation. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

q. Significant Accounting Judgements, Estimates and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

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(i) Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

a. Taxes

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the losses and tax credits can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

b. Expected Credit Loss Model

The Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the Financial Assets. The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables. As a practical expedient, the Company uses historically observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates to determine impairment loss allowance on portfolio of its trade receivables.

r. Exceptional Items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such material items are disclosed separately as exceptional items.

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Note : 2

Property, Plant and Equipments

(₹ in Lakhs)

Particulars	Gross Block			Depreciation and Amortization				Net Block		
	Balance as on 01.04.2025	Additions	Disposals/ Transfer	Balance as on 31.03.2026	Balance as on 01.04.2025	For the year	Disposals/ Transfer	Balance as on 31.03.2026	Balance as on 31.03.2026	Balance as on 31.03.2025
Computer and Accessories	6.12	0.27	-	6.39	4.68	0.64	-	5.32	1.07	1.44
Furniture and Fixtures	0.46	-	-	0.46	0.39	0.04	-	0.43	0.03	0.07
Total	6.58	0.27	-	6.85	5.07	0.68	-	5.75	1.10	1.51
Previous Year	5.03	1.55	-	6.58	4.27	0.80	-	5.07	1.51	

Note : 3

Non Current Investments

(₹ in Lakhs)

Particulars	As at 31st March 2026		As at 31st March 2025	
	Units	Amount (₹)	Units	Amount (₹)
Non-Current, Non-Trade Investments at fair value through profit or loss (FVTPL)				
Quoted Equity Instruments				
Jinprabhu Infrastructure Developments Ltd of ₹ 10/- each (*)	1,62,500	325.00	1,62,500	325.00
Unquoted Equity Instruments				
Spartan Global Solution Pvt. Ltd of ₹ 10/- each	10,45,000	313.50	10,45,000	313.50
Ravitej Exports Private Ltd. of ₹ 10/- each	1,10,000	55.00	1,10,000	55.00
Milestone Trading Pvt. Ltd. of ₹ 10/- each	50,000	17.50	50,000	17.50
Greenquest Trade Associates Ltd. of ₹ 10/- each	2,35,000	470.00	2,35,000	470.00
Firstmark Trade Advisors Ltd of ₹ 10/- each	3,74,700	206.09	3,74,700	206.09
Ashari Properties and Finance Limited of ₹ 10/- each (#)	93,250	-	93,250	-
Total		1,387.09		1,387.09

Aggregate cost of quoted investments	325.00	325.00
Aggregate market value of quoted investments	325.00	325.00
Aggregate cost of unquoted investments	1,090.06	1,090.06
Aggregate market value of unquoted investments	1,062.09	1,062.09
Aggregate amount of diminution in value of investments	27.97	27.97

(*) Suspended from Trading in Stock Exchange(s) where the shares are listed. Further, the company is under Insolvency resolution process (IBBI), accordingly no provision for diminution has been made in current and previous years.

(#) Struck off in the records of respective ROC. Diminution in value amounted to ₹ 27.98 lacs

Note : 4

Other Non-Current Financial Asset

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Unsecured, considered good		
Advances recoverable in cash or kind	1,324.44	1,324.44
Security Deposit	0.55	0.55
Total	1,324.99	1,324.99

No debts are due from directors or other officers of the company

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Note : 5

The income tax expenses for the year can be reconciled to the accounting profit as follows:

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Income Tax Recognised in Statement of Profit and Loss Account		
Current Tax	8.27	8.18
Deferred Tax	(0.01)	0.02
Tax Adjustment for earlier years	0.21	0.02
	8.47	8.22
Profit Before Tax	31.73	30.09
Applicable Tax Rate	26.00%	26.00%
Computed Tax Expenses	8.25	7.82
Tax Effect of :		
Depreciation	0.01	(0.02)
Capital Gain	-	(0.06)
Others	0.01	0.43
Current Tax(A)	8.27	8.18
Deferred tax (Assets)/ Liability arising on account		
Depreciable Assets	(0.01)	0.02
Deferred Tax (B)	(0.01)	0.02
Tax Adjustment for earlier years (C)	0.21	0.02
Tax Expenses recognised in Statement of Profit and Loss Account	8.47	8.23
Effective Tax Rate	26.71%	27.32%

Deferred Tax Assets/ (Liabilities)

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Deferred Tax Balances presented in the Balance		
Deferred Tax Liabilities/ (Assets)		
Depreciation	0.00	0.01
Total	0.00	0.01

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Note : 6

Other Non-Current Asset

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Advance Tax and TDS (net of provision)	11.75	8.14
Total	11.75	8.14

Note: 7

Current Investments

(₹ in Lakhs)

Particulars	As at 31st March 2026		As at 31st March 2025	
	Units	Amount (₹)	Units	Amount (₹)
<u>Current and Traded Investments at fair value through profit or loss (FVTPL)</u>				
Quoted Equity Instruments				
DLF Limited of ₹ 2/- Each	300	1.31	300	1.31
Dolat Algotech Limited of ₹ 1/- Each	2,000	3.51	2,000	3.51
Goldiam International Ltd. of ₹ 2/- Each	2,000	6.52	2,000	6.52
Kalyan Jewellers Ltd. of ₹ 10/- Each	1,000	6.17	1,000	6.17
Piramal Pharma Ltd. of ₹ 10/- Each	1,100	2.22	1,100	2.22
Sagility India Ltd. of ₹ 10/- Each	1,000	0.40	1,000	0.40
SAT Industries Ltd. of ₹ 2/- Each	1,000	1.44	1,000	1.44
UPL Limited of Re.2/- Each	90	0.69	90	0.69
Yes Bank Limited of Re.2/- Each	25	0.00	25	0.00
Total		22.26		22.26

Aggregate cost of quoted investments	22.26	22.26
Aggregate market value of quoted investments	22.26	22.26
Aggregate amount of diminution in value of investments	-	-

Note : 8

Current Financial Asset

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
<u>Unsecured, considered good</u>		
Trade Receivables		
Outstanding for exceeding 6 months	5.58	39.83
Outstanding for not exceeding 6 months	60.47	18.50
Total	66.05	58.33

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Trade Receivable ageing schedule
as at March, 31 2026

Particulars	Outstanding for following periods from due date of payment					
	Less than 6 months	6 months -1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables –						
a) Considered Good	60.47	-	5.58	-	-	66.05
b) which have significant increase in credit risk	-	-	-	-	-	-
c) credit impaired	-	-	-	-	-	-
(i) Disputed Trade receivables –						
a) Considered Good	-	-	-	-	-	-
b) which have significant increase in credit risk	-	-	-	-	-	-
c) credit impaired	-	-	-	-	-	-
Total	60.47	-	5.58	-	-	66.05

as at March, 31 2025

Particulars	Outstanding for following periods from due date of payment					
	Less than 6 months	6 months -1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables –						
a) Considered Good	18.50	14.25	25.58	-	-	58.33
b) which have significant increase in credit risk	-	-	-	-	-	-
c) credit impaired	-	-	-	-	-	-
(i) Disputed Trade receivables –						
a) Considered Good	-	-	-	-	-	-
b) which have significant increase in credit risk	-	-	-	-	-	-
c) credit impaired	-	-	-	-	-	-
Total	18.50	14.25	25.58	-	-	58.33

Note: There are no unbilled receivables as at 31st March, 2026 and 31st March, 2025.

Note : 9

Cash and Cash Equivalents

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Cash and Cash Equivalents (as certified by management)		
Balances with Banks - in Current Account	5.71	11.39
Cash on Hand	11.33	5.99
Total	17.04	17.38

Note : 10

Other Current Financial Asset

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Unsecured, considered good		
Advances recoverable in cash or kind	692.18	676.86
Total	692.18	676.86

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Note : 11

Other Current Asset

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Balance with Government Authorities (Service Tax/ GST Input Credit)	0.12	0.11
Total	0.12	0.11

Note: 12

Shareholder's Fund

Share Capital

Particulars	As at 31st March 2026	As at 31st March 2025
Authorised		
99,50,000 (Previous Year - 99,50,000) Equity Shares of ₹ 10/- each	995.00	995.00
5,000 (Previous Year - 5,000) Preference Shares of ₹ 100/- each	5.00	5.00
Issued, Subscribed and Fully Paid up		
99,50,000 (Previous Year - 99,50,000) Equity Shares of ₹ 10/- each fully paid up	995.00	995.00
	995.00	995.00

Particulars	As at 31st March 2026	As at 31st March 2025
(i) Reconciliation of Equity Shares outstanding at the beginning and at the end of the		
Equity Shares outstanding at the Beginning of the year		
- Number of Shares	99,50,000	99,50,000
- Amount	995	995
Equity Shares outstanding at the End of the year		
- Number of Shares	99,50,000	99,50,000
- Amount	995	995

ii) Terms / rights attached to Equity shares

The Company has only one class of equity shares having a par value of ₹10/- per share. Each equity shareholder is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The Company has not declared any dividends for the year ended 31st March, 2026. In the event of liquidation of the Company, the holders of the equity shares will be entitled to receive the remaining assets of the company, after distribution of all preferential amounts. The distribution will be in proportion to the numbers of equity shares held by the share holders.

iii) The Company does not have any Holding/ Ultimate Holding Company. As such, no shares are held by them or their Subsidiaries/ Associates.

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iv) Name of the Shareholders holding more than 5% shares in the Company

Particulars	As at 31st March 2026		As at 31st March 2025	
	% Held	No of Shares	% Held	No of Shares
Promoter				
Anant Products LLP	8.24%	8,20,000	8.24%	8,20,000
Bharat Surveyors Pvt. Ltd.	6.48%	6,44,600	6.48%	6,44,600
Kiev Shares & Stocks Private Ltd.	8.04%	8,00,000	8.04%	8,00,000
Mahapragya Developers Pvt. Ltd.	6.03%	6,00,000	6.03%	6,00,000
Pragya Holding Pvt. Ltd.	6.84%	6,80,200	6.84%	6,80,200
Preksha Builders Pvt. Ltd.	9.95%	9,90,100	9.95%	9,90,100
Spectrum Equity Fund Ltd.	8.04%	8,00,100	8.04%	8,00,100
Uniroyal Trade & Consultancy Pvt. Ltd.	6.43%	6,40,100	6.43%	6,40,100
Non Promoter				
Greenquest Trade Associates Ltd.	14.48%	14,40,500	14.48%	14,40,500

v) There are NIL (P.Y. NIL) shares reserved for issue under option and contracts / commitment for the sale of shares/ disinvestment.

vi) During the period of five years immediately preceding the reporting date:

- No shares were issued for consideration other than cash
- No bonus shares were issued
- No shares were bought back

vii) There are NIL (P.Y. NIL) securities convertible into Equity/ Preference Shares.

viii) There are NIL (P.Y. NIL) calls unpaid including calls unpaid by Directors and Officers as on the balance sheet date.

ix) There are NIL (P.Y. NIL) Forfeited shares.

x) Shareholding of Promoters

Shares held by the Promoters at the end of the year			
Particulars	No. of Shares	% of Total Shares	% Change during the year
Promoter			
Anant Products LLP	8,20,000	8.24%	-
Bharat Surveyors Pvt. Ltd.	6,44,600	6.48%	-
Jayant Securities Private Ltd	80,200	0.81%	-
Kiev Shares & Stocks Private Ltd.	8,00,000	8.04%	-
Mahapragya Developers Pvt. Ltd.	6,00,000	6.03%	-
Pragya Holding Pvt. Ltd.	6,80,200	6.84%	-
Preksha Builders Pvt. Ltd.	9,90,100	9.95%	-
Spectrum Equity Fund Ltd.	8,00,100	8.04%	-
Uniroyal Trade & Consultancy Pvt. Ltd.	6,40,100	6.43%	-

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Note : 13

Shareholder's Fund

Other Equity

(₹ in Lakhs)

Particulars	Capital Reserves	Debenture Redemption Reserve	Securities Premium Account	Retained Earning	Total
As at 31st March 2025	-	-	3,500.00	(1,004.45)	2,495.55
Profit for the year				23.26	23.26
As at 31st March 2026	-	-	3,500.00	(981.19)	2,518.81

Nature and Purpose of Reserves

Securities premium reserve:

Securities premium reserve is used to record the premium on issue of shares. These reserve is utilised in accordance with the provisions of the Act.

Note: 14

Current Financial Liabilities

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Trade Payables	-	3.24
Total	-	3.24

Trade Payable ageing schedule
as at March, 31 2025

Particulars	Outstanding for following periods from due date of payment				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i)MSME	-	-	-	-	-
(ii)Others	3.24	-	-	-	3.24
(iii) Disputed dues - MSME	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-
Total	3.24	-	-	-	3.24

Note : 15

Other Current Liabilities

(₹ in Lakhs)

Particulars	As at 31st March 2026	As at 31st March 2025
Other current Liabilities		
Other Expenses Payable	6.96	1.23
Provisions for Employee Benefits	1.81	1.64
Total	8.77	2.87

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Note: 16

Revenue from Operations

(₹ in Lakhs)

Particulars	31st March, 2026	31st March, 2025
Sales of Services		
- Consultancy and Other Services	78.31	67.18
Total	78.31	67.18

Note: 17

Other Income

(₹ in Lakhs)

Particulars	31st March, 2026	31st March, 2025
Dividend	0.12	0.04
Share Trading Profit	-	0.48
Miscellaneous Income	0.05	-
Total	0.17	0.52

Note: 18

Employee Benefit Expenses

(₹ in Lakhs)

Particulars	31st March, 2026	31st March, 2025
Salaries and Wages	32.63	22.55
Staff Welfare Expenses	0.11	0.06
Total	32.74	22.61

Note: 19

Depreciation and Amortisation

(₹ in Lakhs)

Particulars	31st March, 2026	31st March, 2025
Depreciation and Amortisation on tangible assets	0.68	0.80
Total	0.68	0.80

Note: 20

Other Expenses

(₹ in Lakhs)

Particulars	31st March, 2026	31st March, 2025
Advertisement Expenses	0.50	0.45
Payments to Auditors	-	-
- Audit fees (refer note no: 21)	0.70	0.70
Filing Fees - ROC	0.12	0.25
Miscellaneous Expenses	2.15	1.77
Listing Fees/ Listing Related Expenses	3.50	3.50
Postage & Courier	0.22	0.04
Printing & Stationary	0.20	0.25
Professional Charges	1.17	5.12
Rent and Electricity	3.77	1.15
R&T and Demat Charges	0.91	0.93
Telephone & Connectivity Expenses	0.09	0.04
Total	13.33	14.20

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21. Other Notes to Financial Statements

- During the financial year 2025-26, there were no transactions with any suppliers /parties who are covered under 'The Micro Small and Medium Enterprises Development Act, 2006'.
- Related Party Disclosure**

a. Name of related parties and their relationship:

Key Managerial Personnel and other Relatives (KMP)	Enterprises owned or Significantly influenced by Key Managerial Personnel or their relatives (EO)
Mr. Rahul Anand Fulfagar (Managing Director and Chief Executive Officer) Appointed w.e.f. 1.10.2025	1) Mile Stone Trading Private Limited 2) Ravitej Exports Private Limited 3) Greenquest Trade Associates Limited
Mr. Pradip Kumar Ghosh (Non-Executive Director)	
Mrs. Oshika Jain (Non- Executive Independent Director)	
Ms. Aashima Sehgal (Non- Executive Independent Director) Appointed w.e.f. 1.10.2025	
Ms. Shagun Asthana (Non- Executive Director) Appointed w.e.f. 1.10.2025	
Mrs. Nikita Gautam Roy (Non- Executive Independent Director) Appointed w.e.f. 25.06.2025	
Ms. Dipti Jayant Kashid (CFO)	
Mrs. Bulbul Amit Bhansali (CS)	
Mr. Babu Lal Jain (Managing Director and Chief Executive Officer) Resigned w.e.f. 30.09.2025	
Mr. Sanjoy Kumar Singh (Non- Executive Director) Resigned w.e.f. 30.09.2025	
Mrs. Ruchi Gupta (Non- Executive Independent Director) Cessation of term w.e.f. 31.08.2025	
Mrs. Heena Banga Sharma (Non- Executive Independent Director) Resigned w.e.f. 30.09.2025	

b. Transaction which took place with the related parties during the year:

(₹ in lakhs)

Name	Relationship	Nature of Transaction	2025-26	2024-25
Mr. Babu Lal Jain	KMP	Remuneration	2.40	4.80
Mr. Rahul Anand Fulfagar			6.00	-
Ms. Dipti Jayant Kashid		Salary	9.69	7.63
Mrs. Bulbul Amit Bhansali			9.07	8.07
Mrs. Heena Banga Sharma	Directors	Sitting fees	0.14	0.24
Mr. Pradip Kumar Ghosh			0.20	0.10
Mr. Sanjoy Kumar Singh			0.26	0.32
Ms. Ruchi Gupta			0.20	0.36
Ms. Shagun Asthana			0.04	-
Ms. Ashima Sehgal			0.12	-
Mrs. Nikita Gautam Roy			0.20	-
Mr. Sanket Jain			-	0.10
Mrs. Oshika Jain			0.36	0.16
Mrs. Bulbul Amit Bhansali	KMP	Reimbursement of Expenses	0.09	0.02
Ms. Dipti Jayant Kashid			0.01	-

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c. Outstanding balances with the related parties:

(₹ in lakhs)

Name	Relationship	Nature of Transaction	2025-26	2024-25
Ms. Dipti Jayant Kashid	KMP	Salary	*0.76	*0.65
Mrs. Bulbul Amit Bhansali			*0.57	*0.59
Mr. Rahul Anand Fulfagar		Remuneration	*1.00	-
Mr. Babu Lal Jain			-	*0.40
Ravitej Exports Private Limited	Investee Companies	Investment	-	55
Mile Stone Trading Private Limited			-	17.5
Greenquest Trade Associates Limited			-	470

* The outstanding balances are in the nature of payable.

- Additional Information as required under paragraph 5 of Part II of Schedule III to the Companies Act, 2013 to the extent either "NIL" or "Not Applicable" has not been furnished except payment to the Auditors.
- Additional Regulatory Information as per Schedule III of Companies Act, 2013:**
 - The company has NIL liabilities associated with group of assets classified as held for sale and non-current assets classified as held for sale.
 - The Company has not declared any dividend on Equity shares. The Company has not issued any Preference shares.
 - The Company has not issued securities for specific purpose.
 - The Company has not borrowed any funds from banks and financial institutions for the specific or any other purpose.
 - No proceedings have been initiated or pending against Company for holding any Benami Property under Prohibitions of Benami Transactions Act, 1988 (Earlier titled as Benami transactions (Prohibitions) Act, 1988)
 - The Company is not declared a wilful defaulter by any Bank or Financial Institution or any other lender.
 - The Company did not have any transactions with companies struck off under Section 248 of the Companies Act.
 - The company has not registered any charge or satisfaction of charge with ROC.
 - The Company has no Holding, Subsidiary or associate company and hence the company does not have any layers prescribed under clause 87 of sub section 2 of companies act, 2013.

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j. Financial Ratios

Sl. No.	Particular	F.Y. 25-26	F.Y. 24-25	Numerator	Denominator	% of Variation	Reason of Change
1	Current Ratio	90.99	126.93	Current Assets	Current Liabilities	-28.31	Due to increase in Current Liabilities during the year.
2	Debt Equity Ratio	-	-	Total Debt	Shareholders Equity	NA	NA
3	Debt Service Coverage Ratio	NA	NA	Net Operating Income	Total debt Service	NA	NA
4	Return on Equity Ratio	0.01	0.01	Net Profit After Tax	Shareholders Equity	5.65	NA
5	Inventory Turnover Ratio	NA	NA	Cost of Goods Sold	Average Inventory	NA	NA
6	Trade Receivables Turnover Ratio	9.53	10.75	Average Receivable*12	Income from Operation	-11.32	NA
7	Trade Payable Turnover Ratio	-	20.14	Average Payable*12	Net Credit Purchases	-100.00	There is nil credit purchases made during the year.
8	Net Capital Turnover Ratio	0.02	0.02	Sales	Net Assets	15.81	NA
9	Net Profit Ratio	0.30	0.32	Net Profit After Tax	Total Revenue	-8.26	NA
10	Return on Capital Employed	0.01	0.01	Earnings before Interest and Tax	Capital Employed	4.75	NA
11	Return on investments	-	0.01	Difference in amount of investments	Initial Investments	-100.00	There is nil investments made during the year.

NA - Not Applicable

- k. During the year no Scheme of Arrangement has been formulated by the Company or pending with competent authority.
- l. No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries).
- m. The Company has not received any fund from any party(s) (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- n. The Company has neither applied any accounting policy retrospectively, made restatement of items of financial statement nor reclassified items of its financial statement.
- o. There is no share application money pending allotment in books of the Company during the year.
- p. The Company has not issued preference shares since inception of the Company.
- q. During the year under review, the Company has not issued any Compound financial instruments such as convertible debentures.
- r. The Company has not traded or invested in crypto currency or virtual currency during the current or previous year.
- s. The Company has not revalued its property, plant and equipment or intangible assets or both during the current or previous year.

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t. The Company has no Regulatory Deferral Account Balance.

u. There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

- Payment to Auditors

(₹ in lakhs)		
Particulars	2025-2026	2024-2025
(A) Statutory Audit Fees	0.50	0.50
(B) Certification Fees	0.20	0.20
Total	0.70	0.70

- In compliance with the Accounting Standard Ind AS-12 relating to "Income Tax" issued by The Institute of Chartered Accountants of India, the Company had provided for Deferred Tax Assets arising out of timing difference on depreciation amounting to ₹ 0.01 lakhs. Accordingly, the said item has been credited to the Statement of Profit & Loss for the year under report (Refer Note No. 5).

- Earnings per share is computed by dividing the net profit or loss for the year attributable to the equity shareholders by the number of equity shares outstanding during the year, as under:

(₹ in lakhs)		
Particulars	2025-26	2024-25
Net Profit for the year attributable to the equity shareholders (₹)	23.26	21.87
Weighted Average Number of equity shares outstanding (Nos. in lakhs)	99.50	99.50
Basic and diluted earnings per share (Face value of ₹10/- each)	0.23	0.22

- The Company is exposed to market risk and credit risk. The Company has a Risk management policy and its management is supported by a Risk management committee that advises on risks and the appropriate risk governance framework for the Company. The audit committee provides assurance to the Company's management that the Company's risk activities are governed by appropriate policies and procedures and that risks are identified, measured and managed in accordance with the Company's policies and risk objectives.

a. Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: interest rate, currency risk and other price risk, such as commodity price risk and equity price risk. Financial instruments affected by market risk include FVTPL investments, trade payables, trade receivables, etc.

i. The Company had made the Long-Term Investments either in quoted or unquoted scrip's of certain companies in earlier years. The Company has fairly valued the investments under level 1 & 3 valuation technique as stated in significant accounting policies.

ii. In the Opinion of the Board, all the current assets, loans and advances have a value on realisation in the ordinary course of business at least equal to the amount stated

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in the Balance Sheet and all the known liabilities have been provided for, unless otherwise stated elsewhere in other notes.

b. Credit Risks

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables).

i. The Company has Other Receivables which are outstanding for a considerable period of time and considered good for recovery by the management. For the available exposure, the management has ensured that the Company has been continuously persuading to settle the amount /recovered the receivables, accordingly no further provision is being considered by the management.

ii. Certain Debit Balances as stated in the financial statements are being subject to confirmation and reconciliation thereof, and the same have been taken as per the balances appearing in the books. The consequent necessary adjustments, either of a revenue nature or otherwise, if any, will be made, as and when these accounts are reconciled and confirmed.

- The Company has one reportable business segments i.e. Consultancy & Other Services. The Company operates mainly in Indian market and there are no reportable geographical segments.
- The figures appearing in the Financial Statements have been rounded off to nearest rupee.
- The company's accounting software has audit trail functionality (edit log). This feature remained operational throughout the year, capturing a chronological record of all relevant transactions processed within the software.
- Previous year's figures have been regrouped/ reclassified wherever necessary to correspond with the current year's classification / disclosure.

Notes referred to above form an integral part of Financial Statements
As per our attached report on even date

For Mohindra Arora & Co.
(Chartered Accountants)
(FRN:006551N)

For and on behalf of the Board of Directors
Likhami Consulting Limited

Ashok Kumar Katial
(Partner)
Membership No: 009096

Rahul Anand Fulfagar
(MD and CEO)
(DIN: 02182260)

Oshika Jain
(Director)
(DIN: 10660428)

Place : Mumbai
Date : 26/05/2026

Bulbul Amit Bhansali
(CS)

Dipti Jayant Kashid
(CFO)

Place: Mumbai
Date: 26/05/2026

To,

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LIKHAMI CONSULTING LIMITED

**Regd. Office: Office 1, 2nd Floor, Plot No. -308/310, Daruwala Building,
Dr. Cawasji Hormasji Lane, Kalbadevi, Mumbai - 400002**