NAGARJUNA
NACL

NACL Industries Limited

Corporate Office: 17th Floor, Pranava One Hyderabad,
Commercial Block, Plot Nos. 6-3-654/1 to 9 and 6-3-654/A,
Somajiguda, Hyderabad, Telangana - 500082, India.
T: 91-40-24405100 **E:** info@nacl.murugappa.com **W:** www.naclind.com
CIN : L24219TG1986PLC016607

Ref: NACL/SE/2026-27

July 22, 2026

To
The Manager
Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai – 400001.
Security code: 524709

To
The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot No. C/1
G Block, Bandra-Kurla Complex, Bandra
Mumbai-400051.
Symbol: NACLIND

Dear Sirs,

Sub: Proceedings of the 39th Annual General Meeting of the Company held on Wednesday July 22, 2026.

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 we are herewith enclosing the summary of proceedings of the 39th Annual General Meeting of the Company, convened on Wednesday, July 22, 2026 at 03:30 p.m. through Video Conferencing ('VC') / Other Audio Visual Means ('OAVM').

We kindly request you to take the above submission on record.

Thanking you,

Yours Sincerely,
For NACL Industries Limited

RAJESH MUKHIJA
Digitally signed by RAJESH MUKHIJA
Date: 2026.07.22 18:36:25 +05'30'

Rajesh Mukhija
Company Secretary

Encl: As above

Proceedings of the 39th Annual General Meeting of NACL Industries Limited

The 39th Annual General Meeting of the Members of NACL Industries Limited ("the Company") was duly convened on Wednesday, July 22, 2026, at 03:30 p.m. IST, through Video Conferencing ("VC")/ Other Audio-Visual Means (OAVM), in compliance with the General Circulars issued by the Ministry of Corporate Affairs, viz. Circular Nos. 14/2020 dated April 8, 2020; 17/2020 dated April 13, 2020, and 03/2025 dated September 22, 2025, and other applicable provisions of the Companies Act, 2013.

Mr. Arun Alagappan, Chairman of the Board, presided over the Meeting and conducted the proceedings through Video Conferencing (VC). After ascertaining the presence of the requisite quorum, he called the Meeting to order. The Chairman welcomed the Members to the Meeting and introduced the Directors, Key Managerial Personnel and Auditors present. He informed the Members that Dr. Raghuram Devarakonda, Managing Director & Chief Executive Officer, was seated alongside him.

He further apprised the Members that the following Directors had joined the Meeting through Video Conferencing (VC) from Chennai:

- Mr. Sankarasubramanian S - Non-Executive Director
- Mr. Suresh Subramanian - Independent Director & Chairman of Audit Committee and Nomination & Remuneration Committee
- Mr. B. Raghavendra Rao - Independent Director & Chairman of Stakeholders Relationship Committee
- Dr. M. Lakshmi Kantam - Independent Director
- Mr. Sanjiv Lal - Independent Director & Chairman of Risk Management Committee.

The Chairman also introduced the Key Managerial Personnel present at the Meeting:

- Mr. N. Shankar - Chief Financial Officer; and
- Mr. Rajesh Mukhija, Company Secretary.

Further, the Chairman inter-alia introduced the representatives of the Statutory Auditors, Secretarial Auditors and Cost Auditors who were also present at the Meeting.

- Mr. Shankar Srinivasan, Statutory Auditor – representing M/s. S.R. Batliboi & Associates LLP;
- Mr. R. Sridharan, Secretarial Auditor – representing M/s. Sridharan & Associates; and
- Mr. Narasimha Murthy, Cost Auditor – representing M/s. Narasimha Murthy & Co.

The Chairman informed the Members that, in accordance with the provisions of the Companies Act, 2013, the Register of Directors and Key Managerial Personnel and their shareholding, the Register of Contracts or Arrangements in which the Directors are interested, and such other documents as mentioned in the Notice convening this meeting were available for inspection by the Members on the Company's website. He further informed that the certificate issued by the Secretarial Auditor confirming that the Company's Employee Stock Option Schemes ("ESOPs") had been implemented in compliance with SEBI Regulations and the resolutions passed by the Shareholders was also made available for inspection. With the consent of the Members, the Notice dated May 04, 2026, convening the Annual General Meeting, was taken as read. The Chairman informed the Members that, as the Statutory Auditors' Report on the financial statements for the financial year ended March 31, 2026, did not contain any qualifications, observations, comments, or other remarks having an adverse effect on the functioning of the Company, the same was not required to be read at the Meeting. The qualifications contained in the Secretarial Auditors' Report were, however, read at the Meeting, and it was further noted that the Board had provided appropriate explanations in respect of such qualifications in the Board's Report.

Thereafter, the Chairman addressed the Members. In his speech, he expressed his deep sense of responsibility about the future of the Company and sincerely thanked the shareholders for endless confidence and patience throughout the period in this journey. He briefed on the industry which the Company operates and elucidated the phases, transitions and volatility of the industry. Thereafter, the Chairman highlighted the several difficult yet necessary decisions taken by the Company during the year. He described the Company's efforts through the two words, "Stabilize" and "Build", and explained their significance in the context of the Company's strategic direction. The Chairman also drew the attention of the Members to the Company's performance, as reflected in the financial statements. He provided an overview on Operational and Commercial Recovery, Innovation as the Engine of the Future, Governance, and the Decision on Dividend and the Road Ahead for the Company.

Thereafter, the following items of business, as set out in the Notice convening the AGM, were duly transacted at the Meeting:

Ordinary Resolution(s):

1) Adoption of Audited Standalone Financial Statements for the financial year ended March 31, 2026, and the Reports of Directors and Auditors thereon.
2) Adoption of Audited Consolidated Financial Statements for the financial year ended March 31, 2026, and the Reports of Directors and Auditors thereon.
3) Re-appointment of Mr. Sankarasubramanian S, Non-Executive Director (DIN: 01592772), who retires by rotation.
4) Ratification of payment of remuneration to Cost Auditors for the financial year 2026-27.

Special Resolution(s):

5) Revision in remuneration payable to Dr. Raghuram Devarakonda (DIN: 09749805), Managing Director & Chief Executive Officer of the Company.

The Chairman further informed the following:

- The Company had provided the facility of remote e-voting to enable Members to cast their votes electronically on all five items of business as set out in the Notice of the Meeting, and the said facility commenced at 9:00 A.M. (IST) on Sunday, July 19, 2026, and concluded at 5:00 P.M. (IST) on Tuesday, July 21, 2026.
- Mr. R. Sridharan of R. Sridharan & Associates, Company Secretaries, was appointed as the Scrutinizer for conducting the remote e-Voting and e-Voting process at the AGM.

The Chairman informed the Members that the consolidated results of voting, comprising votes cast through remote e-voting and e-voting at the AGM, would be submitted to the Stock Exchanges and simultaneously uploaded on the websites of the Company and National Securities Depository Limited within two working days from the conclusion of the Meeting.

Thereafter, the Chairman invited the Members who had registered as Speakers to express their views, ask questions, or seek clarifications.

The Registered Speakers raised queries and comments relating to the accounts and operations of the Company during the financial year 2025-26, which were responded to by Company management.

The facility to cast votes electronically at the Meeting on all five items of business, as set out in the Notice, was also made available to those Members who attended the AGM and had not exercised their votes through remote e-voting.

There being no further business to transact, the Meeting concluded at 05:30 P.M. (IST) with a vote of thanks to the Chair.

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