SUTLEJ TEXTILES AND INDUSTRIES LIMITED
"21st Annual General Meeting"
July 27, 2026
3.00 p.m. to 4:10 p.m.
TRANSCRIPT

Mr. Manoj Contractor - Company Secretary:

Dear Members,

Good afternoon,

I welcome you all to the 21st Annual General Meeting of Sutlej Textiles and Industries Limited.

The time is 3.00 p.m. and it is now time to commence the proceedings of the meeting.

This Annual General Meeting is being held through video conferencing in accordance with the provisions of the Companies Act, 2013 and circulars issued by the Ministry of Corporate Affairs and SEBI.

I have been informed based on registrations received from Members for this meeting, that the requisite quorum is present.

Mr. Chandra Shekhar Nopany, Executive Chairman of the Company shall chair this meeting.

I now request Mr. Nopany to commence the proceedings. Thank you.

Mr. C. S. Nopany - Chairman:
Thank you so much.

Good afternoon, Ladies and Gentlemen. I welcome you all to the 21st Annual General Meeting of your Company. I hope you are safe and keeping well. We have the requisite quorum present through video conference to conduct the proceedings of this meeting. Participation of members through video conference is being reckoned for the purpose of quorum as per the circulars issued by Ministry of Corporate Affairs and Section 103 of the Companies Act. The quorum being present, I call this meeting to order.

I am attending this meeting through video conferencing from my office in Kolkata.

Let me introduce my colleagues on the Board who have joined this meeting:
1. Mr. Rohit Dhoot - Chairman of the Audit Committee;
2. Mr. Ashok Mittal - Chairman of the Nomination and Remuneration and Risk Management Committee;
3. Ms. Deepa Kapoor - Chairperson of the Stakeholders Relationship Committee and Corporate Social Responsibility Committee;
4. Mr. Sameer Kaji - Independent Director;
5. Mr. Alok Ohrie - Additional Independent Director;
6. Mr. Arhant Nopany - Non-Executive Director; and
7. Mr. Ashishkumar Srivastava - Wholetime Director & CEO.

We also have with us; Mr. Sachin J. Karwa our Chief Financial Officer, Mr. Abhishek Agarwal representing M/s. B S R & Co. LLP, Statutory Auditors and Mr. Rajendra Chouhan, representing M/s. CSM & Co., Practicing Company Secretaries, who is the Scrutinizer for this meeting and also the Secretarial Auditor of the Company. They have joined this meeting from their respective locations.

I will now commence the proceedings of this meeting as contained in the notice dated 05th May, 2026.

Since the meeting is conducted through electronic means, no proxies are allowed to attend this meeting.

The Register of Directors and Key Managerial Personnel maintained under Section 170 of the Companies Act, 2013, and Register of Contracts or Arrangements maintained under Section 189 of the Companies Act, 2013 are available for inspection electronically.

I would now like to share a brief perspective on the Company's performance and the path ahead.

The year gone by was one where we saw a definitive improvement in our numbers which stemmed from several internal initiatives taken by us. Our revenue from operations stood at Rs. 2,565.68 crore, a marginal decline of 2.90% over the previous year. However, EBITDA increased by a robust 24.88% to Rs. 85.14 crore. While these numbers show progress, they do not fully capture what changed within the organisation.

This year was riddled with disruptions whether it be from geopolitical tension, Operation Sindoor or demand volatility. But, we at Sutlej showed resilience by strengthening our operations, improving our product offerings and focusing more on our customers' needs. The result of our efforts was evident through the year as EBITDA grew from Rs. 5.03 crore in the first quarter to Rs. 37.34 crore in the fourth.

At the beginning of the year, we focused more on improving the quality of our revenue by reducing our share of commoditised products and moving towards value added ones. As a part of this strategy, one important initiative we took was to venture into technical textiles which is a fast-growing segment with high potential for Sutlej. We introduced a new range of value-added products under three heads: Sutlej Green, Sutlej Perform and Sutlej Secure. The results are evident. If we revisit our numbers for the year again, this will explain why we are slightly lower on revenue but significantly up on EBITDA on a YoY basis.

Our people were the pillars behind our growth and over the year, we have taken several initiatives to strengthen our current workforce and empower our future leaders. We transformed our organization structure into focused Strategic Business Units for better accountability and the results are already visible with all divisions performing better and smoother. We increased domain expertise across the organisation through new hires, built a stronger succession pipeline, and introduced an Employee Stock Option plan for the senior management. To aid our people, as an ongoing initiative, we continued to make progress on our information systems which help in improving the speed and quality of decision-making across the Company.

Sustainability remains core to Sutlej's identity. During the year, we undertook several initiatives like increasing our share of renewable energy, launching Digital Product Passports supported by life-cycle assessments across various product categories to better capture our carbon emissions and improve transparency. Moreover, we launched our inaugural Sustainability Report where we committed to achieving several climate goals by 2030.

Over the year, we continued to invest with discipline, towards technology upgradation and de-bottlenecking. Our gearing rose from 0.84 to 1.12 reflecting the capital deployed in support of the Company's operational and strategic initiatives. At the same time, our cost of debt declined to 7.14% from 7.35%, reflecting the continued prudence in financial management by the Company.

Sutlej today stands at an inflection point. We are moving towards being a more proactive company, building resilience from cycles by being a differentiated performer. Much remains to be done, but the direction is clear, foundation is stronger and the organisation is focused on a long term growth strategy.

I want to thank our Board of Directors, our management team, employees, customer, suppliers, bankers and our shareholders, for their continued trust and support. Thank you so much!

The Annual Report and the Notice convening the 21st Annual General Meeting has already been sent through electronic means. With your permission I shall take it as read. The Statutory Auditor's Reports on the Company's standalone and consolidated financial statements for the financial year 2025 - 26 are unqualified. With your permission I take the reports as read. I now request the Company Secretary to read out the proceedings.

Mr. Manoj Contractor - Company Secretary:
Thank you, Sir.

The Company had provided the facility of remote e-voting to Members for casting their votes on the resolutions set-out in the Notice convening this AGM. The e-voting facility was made available to Members from 9.00 a.m. on Thursday, 23rd July, 2026 till 5.00 p.m. on Sunday, 26th July, 2026.

Electronic voting facility has been made available during the proceedings of this meeting to enable Members who have not cast their votes through remote e-voting, to exercise their voting rights. The e-voting window shall be activated upon instructions by the Chairman during this meeting.

Mr. Rajendra Chouhan, representing M/s. CSM & Co., Practicing Company Secretaries, has been appointed as the Scrutinizer to oversee the e-voting process.

Members who have already voted through remote e-voting shall not be eligible to participate in the e-voting today. However, they can continue to participate in the AGM.

The results of the e-voting will be declared within two working days based on the Scrutinizer's Report and the same will be published on the Company's website and uploaded on the websites of National Stock Exchange of India Limited and BSE Limited.

Thank you.

Mr. C. S. Nopany - Chairman:
With the permission of the Members, I now move the resolutions contained in the Notice of this AGM.

Since this meeting is through electronic mode, members will not have the opportunity to propose or second the resolutions. Combined results of remote e-voting and e-voting during the meeting, will be considered for approval of the resolutions.

The first item of the Notice is to receive, consider and adopt the Standalone Audited Financial Statements of the Company as at 31st March, 2026, together with the Reports of the Auditors and Directors thereon by way of an ordinary resolution.

The second item of the Notice is to receive, consider and adopt the Consolidated Audited Financial Statements of the Company as at 31st March, 2026, together with the Reports of the Auditors thereon by way of an ordinary resolution.

The third item of the Notice by way of an ordinary resolution is regarding re - appointment of Mr. Ashishkumar Srivastava as a Director, who retires by rotation and being eligible, has offered himself for re - appointment.

The fourth item of the Notice is regarding ratification of remuneration of M/s. K. G. Goyal & Associates, Cost Auditors for the financial year 2026 - 27 by way of an ordinary resolution.

The fifth item of the Notice by way of a special resolution is regarding appointment of Mr. Alok Ohrie as an Independent Director of the Company for a period of 5 years not liable to retire by rotation.

I would now like to invite our shareholders who have registered for expressing their views at the meeting.

I request the Company Secretary, to commence the question-and-answer session.

I shall respond to all the shareholders who have shared their views.

Mr. Manoj Contractor - Company Secretary:
Thank you, Sir.

We have received requests from Mr. Ashok Jain, Mr. Vinod Agarwal, Mr. Pramod Kumar Jain, Mr. Bimal Agarwal, Mr. Yusuf Rangwala, Mr. Dnyaneshwar Bhagwat, Mr. Himanshu Trivedi, Mr. Prabhjot Singh Sahni, Mr. Toni Bhatia, Mr. Reddeppa Gundluru, Mr. Narendra Porwal and Mr. K. Bharat Raj.

In the interest of time and to make available opportunity to shareholders, we request the speakers to be brief and limit their conversation to 3 minutes each and share the rest of the questions, in case they have any, by writing to us and we shall be happy to reply to the same.

The speaker shareholders are requested to mention their name and location from where they are joining.

I now invite Mr. Ashok Jain to unmute his audio and video and share your views please.

Mr. Ashok Jain - Member:
I am CA Ashok Jain from Mumbai. Nopany Sir, it’s nice to see you on the screen and everyone on the board and other members of the Company. I have analyzed the performance of Sutlej critically and I first of all, as Nopany ji has said, improvement is there, there is no doubt. But there are many things which are bothering me and may be bothering you all that if I see that I find that the profit has been I mean for last three years we are continuingly incurring huge losses so this is creating problem for us.

And then second what I see that our borrowings have gone up a lot. So, borrowings, if I compare with our other textile industries and otherwise also, we are highly leveraged. So that is not good from our operation point of view. And if I see the page number 190 of the annual report it says that during the year last year the certain bankers have given waiver of covenants. We have not fulfilled the covenants properly. So, I want to know what the status is now.

And one thing I can say that we have to think out of box. And this I mean the short-term borrowings and long-term borrowing it is unsustainable in my opinion having good experience over for last 35 years or more. So, what I consider this we need to see. And now when I see I mean our profit and loss account I find that our employee cost is very high. The percentage of employee cost as far as, I mean, the cost of goods sold is around 17.23%. This is extremely high. As per the industry standard it should not be more than 10%. Then power cost is very high because it is 306.24 which is very high. And then when I come to the other sector rating also our rating is also on downfall. This because it is a negative. And what I see that debt-to-equity ratio is also very high.

So, what I suggest that Sir no doubt you all are working very hard and I have all the faith being a professional telling Nopany Ji also. But at the same time, we need to think something different and out of box. And one thing I can say request you Sir, whatever you do. But this debt I mean the borrowings must come down at least by I mean 25%. And that employee cost and power cost also must come down because it is not as per the industry trend and otherwise. Because, ultimately, we have to come in the profits and that is what we have to do. And one more thing what I want to know from you Sir. No doubt I'll send my questions also one thing that what is our projection for the next and the last quarter and coming three years. So that's all I need from you Sir. Thank you very much for giving me opportunity to ask the questions. Thank you.

Mr. C. S. Nopany - Chairman:

Thank you.

Mr. Manoj Contractor - Company Secretary:

Thank you. Mr. Jain. I now invite Mr. Vinod Agarwal to unmute his audio and video and share your views please.

Agarwal Ji aap mute pe hai.

Mr. C. S. Nopany - Chairman:

Vinod ji apko unmute karna padega humlog ko sunai nahi de raha hai.

Mr. Manoj Contractor - Company Secretary:

Maybe we can take him at a later stage and he can unmute himself. I now invite Mr. Promod Kumar Jain to unmute his audio and video and share his views please. Pramod Kumar Jain, Is he there?

Mr. Pramod Kumar Jain - Member:

Yeah.
Namaskar mai Pramod Jain.

Mr. C. S. Nopany - Chairman:
Namaskar Ji.

Mr. Pramod Kumar Jain - Member:
Sir awaaj aa rahi apko meri?

Mr. C. S. Nopany - Chairman:
Ekdum ache se aa rahi hai Pramod Ji.

Mr. Pramod Kumar Jain - Member:
Ji Namskar Sir. Mai Pramod Jain Delhi se. Chairman Sir, Board of Directors, Secretarial Department ka dhanyawad karta hu ki AGM mai aapne bolne ka mauka diya. Aur aaj ke prataapi, Sir, mai sabhi resolutions ko samarthan karta hu.

Sir, mai janna chahta hu ki humari Company ne iss beeti varsh mai EBITDA ko 25% lagbhag badhakar 85cr kiya hai iske bavjud Company ko 80cr ka sudh ghata hua, management is ghate ko puri tarah se khatam karne ke liye aur Company ko waapis profit mai lane ke liye kya thos kadam utha rahi hai? Second Sir, Company ko lagatar ho rahe is nuskaan ka mukhya karan kya kachhe maal ki badhti keemtein hai ya vaishvik bazaro mai maal ki kami? Isse nipatne ki kya yojna hai? Teesra Sir, Company ke upar vartaman mai kul kitna karz hai? Kya Management ke paas agle ek do saal mai Company ko debt free karne ya karz kam karne ki kya yojna hai? Kripya ye baatane ki kripa kare.

Dhanyawaad. Jai Jinendra.

Mr. Manoj Contractor - Company Secretary:
Thank you, Mr. Jain. I now invite Mr. Bimal Agarwal to unmute his audio and video and share his views please.

Mr. Bimal Agarwal - Member:
Hello. Can you hear me Sir?

Mr. C. S. Nopany - Chairman:
Yes, we can hear you Mr. Agarwal, please go ahead.

Mr. Bimal Agarwal - Member:
Thank you. Thank you. Good afternoon to you. Good evening, good night and good morning to other shareholders, other Directors who have joined from different parts of the world. Sir,

my question was already raised by the other speaker. And you have in your chairman's speech also my question was given. I got no question to ask. And that's all from me. And please continue video conference in future. So, people from all over the world can join. If next time dividend declared it should be credited on the same day as Reliance dividend is being credited on the same day. All the companies should follow this. That's all from me. Thank you very much. And please continue video conference in future.

Mr. Manoj Contractor - Company Secretary:
Thank you, Mr. Agarwal. I now invite Mr. Yusuf Rangwala to unmute his audio and video and share his views please.

Mr. Yusuf Rangwala - Member:
Sir apko awaaj aa raha hai Sir? Very Good evening, Sir.

Mr. C. S. Nopany - Chairman:
Good evening.

Mr. Yusuf Rangwala - Member:
Good afternoon. Good evening, Sir. Ek kahewat hai Sir... Aap bole aur hum chalein.
Because this link takes out 1 - 2 minute. So, nothing not to worry Sir. We are with you Sir. Aur Apke balance sheet Sir is very much excellent. Sir mai janna chahta hu hum jo dhaaga banate hai, Reliance waalon ke saath humara kya competition hai? You understand my point Sir, what competition we are facing with Reliance and there are so many other players like Vardhamaan. Vardhamaan bhi humara main competitor hai Sir. Nothing more to add. Sir ho sake to aap factory visit karaana Saab. Aur apka secretarial team bohot achhi hai. Unhone mujhe phone kiya. Aaj bohot meetings hai Sir, 4 meetings hai Sir Century Ply but I left all the meetings. Hum apke saath mai jude hue hain aur apki hasi dekh ke Sir humein aise lagta hai aanewaale time pe aap hume factory visit karwayenge. Ho sake toh at time of festivals aap kabhi hume bhuloge nahi kyunki hum apke saath mai the, hum shubhkamna dete hai haste raho muskurate raho aur apka naam upar rahe Sir aur aap aise hi haste rahe saab. Aur time aaye toh aap bonus bhi de de Sir. Thank you very much Sir.

Mr. C. S. Nopany - Chairman:
Thank you so much.

Mr. Yusuf Rangwala - Member:
Hello… Hello apka 350 pages ka balance sheet excellent hai Sir very good balance sheet Sir. Thank you very much Sir. Jai Hind Sir. Vande Mataram.

Mr. Manoj Contractor - Company Secretary:

Thank you, Mr. Rangwala. I now invite Mr. Dnyaneshwar Bhagwat to unmute his audio and video and share his views please.

Mr. Manoj Contractor - Company Secretary:
Mr. Bhagwat requesting you to unmute your audio.

Mr. C. S. Nopany - Chairman:
Unmute kariye apka audio. Aap mute pe ho.

Mr. Dnyaneshwar Bhagwat - Member:
I'm sorry Nopany Sir. Maafi chahta hu mai wo thoda change hone ke wajah se delay hua uske liye maafi chahta hu mai.

Mr. C. S. Nopany - Chairman:
No worries. Go ahead.

Mr. Dnyaneshwar Bhagwat - Member:
Pehli baat toh mujhe Contractor saab ne bolne ka mauka diya uske liye bohot bohot dhanyawaad. Mera naam Dnyaneshwar K Bhagwat hai aur mai Mumbai se bol raha hu. First of all, I'm thankful to Mr. Manoj Contactor for sending me the soft copy as well hard copy of the AGM well in advance which is full of information easy to understand. So, I thanks to him and his entire Secretarial Team. Sir again, I'm thankful to excellent informative AGM Copy drafted in adherence to corporate governance norms. Sir, I have full support on all the agenda items. Sir, about the financial part you have explained what's happening in the last years. So, I don't have much question. Because everything is a detail. So again, thanks to Sir. Sir I have few questions. Firstly Sir, what will be the profit expected for financial years. Though I know we are facing some losses. But still, what is your views? Secondly, what could be the profit-sharing ratio for coming financial year? Third but not the least who is our main competitors? Last but not the least I wish good luck, bright future for coming festival.

Sir ek chota sa sher arz karna chaunga: Phoolon ki khusbu, Kaliyon ki bahar aanewale sabhi tyohaar humare Company ko aur sabhi ko bahot khaas aur khaas jaye yehi meri bhagwan se dua hai. Mujhe bolne ka mauka dene ke liye bohot bohot shukriya Sir. Thank you very much Sir aur thoda misunderstanding ke liye apse maafi chahta hu.

Mr. C. S. Nopany - Chairman:
Thank you so much. Thank you for joining.

Mr. Manoj Contractor - Company Secretary:

Thank you, Mr. Bhagwat. I now invite Mr. Himanshu Trivedi to unmute his audio and video and share his views please.

Mr. Himanshu Trivedi - Member:
Hello. Am I audible? Can you hear me?

Mr. C. S. Nopany - Chairman:
Yes, we can hear you. Go ahead Himanshu ji.

Mr. Himanshu Trivedi - Member:
Yeah. Good afternoon and good evening, Sir. Respected Chairman C. S. Nopany and other Board of Directors sitting, myself Himanshu Trivedi from Gujarat Vadodara. First of all, thank you to our Company Secretary Manoj Contractor who's been sending us soft even the hard copy of the AGM notice well in advance which is full of information and facts figures in place which is easy to follow easy to understand. So, I'm thankful to you and your entire secretarial team. Annual Report is nicely prepared. All corporate governance and all parameter cover in the AGM notice so I don't have much more question because I have full faith on board and their working. I have already sent my question to the email well in advance and with the set of time of AGM and give the opportunity to speak my rest speaker shareholder. Sir as a speaker still I have one question. What is the market share we have in domestic as well in international market? I wish good luck and bright future for coming financial year and coming festival. Thank you to allow me to speak. Thank you, Sir.

Mr. C. S. Nopany - Chairman:
Thank You so much. Thank You.

Mr. Manoj Contractor - Company Secretary:
Thank you, Mr. Trivedi. I now invite Mr. Prabhjot Singh Sani to unmute his audio and video and share his views please.

Mr. Manoj Contractor - Company Secretary:
Okay, no problem.

Mr. Manoj Contractor - Company Secretary:
I now invite Mr. Toni Bhatia to unmute his audio and video and share your views please.

Mr. Toni Bhatia - Member:
Hello. Am I audible?

Mr. C. S. Nopany - Chairman:

Yes, you are audible Mr. Bhatia. Go ahead.

Mr. Toni Bhatia - Member:

Thank you, Sir. Thank you, respected Chairman Sir, Board of Directors and my fellow shareholders. At the outsight I would like to congratulate the management for steering the Company through what has arguably been one of the most challenging periods for the global textile industry. Demand remained weak across major export markets, pricing pressure continued and geopolitical developments added further uncertainty. Against such a backdrop, I believe that the real achievement this year was not revenue growth but the Company's ability to improve operating performance while continuing to invest for the future. What particularly encouraged me was that the management appears to be executing a clear long-term plan rather than chasing short term volumes. The transition from the commodity yarn towards specialty yarns reflects it cautious move towards business that can generate superior margins and create a stronger competitive edge over time. The turnaround in the home textile business, investments in product development and the continued focus on sustainability and operational excellence give confidence that the foundations for the next phase of growth are being laid today. If this strategic transformation continues with a disciplined capital allocation, I believe the Company will emerge much stronger than textile cycle eventually turns favorable.

Sir, I have got two small questions. This year EBITDA improved despite a challenging demand environment indicating that operational initiatives are beginning to deliver results. Once the global textile cycle normalize, where does the management see sustainable operating margins and how much of the future improvement is expected to come from internal efficiencies rather than an industry upcycle? Over the last few years, capital allocation, regarding over the last few years, the Company has continued investing in new capabilities despite industry headwind. As these investments begin to mature, what are the board capital allocation priorities over the next three to five years, should shareholder expect greater emphasis on deleveraging capability, capacity expansion, acquisition or improving shareholders returns through higher payout? Sir, with these words I have full faith in the Company in the management. I am sure, Company will again turn the corner under the leadership of our respected Chairman, Board of Directors and staff at all levels. I support and I support all the resolution. I am thankful to Company Secretary, Mr. Manoj ji for sending me balance sheet as well as link. With these words, I support and second the balance sheet. God bless you Mr. Chairman.

Mr. C. S. Nopany - Chairman:

Thank you so much Mr. Bhatia and thank you for your comment.

Mr. Manoj Contractor - Company Secretary:

I now invite Mr. Reddeppa Gundluru to unmute his audio and video and share your views please.

Mr. Reddeppa Gundluru - Member:
Awaj aa rahi hai Sir?

Mr. C. S. Nopany - Chairman:
Yes, we can hear you Mr. Gundluru go ahead.

Mr. Reddeppa Gundluru - Member:
Thank you so much Sir. Chairman and Managing Director Nopany Sir and also Ashishkumar Harimohan Srivastava ji all other Non - Executive Directors and my Company Secretary, Mr. Manoj Contractor ji and my fellow shareholders, good afternoon, Namaskar Sir, and my name is Reddeppa Gundluru from Hyderabad and thank you for giving me this opportunity to speak. Sir, I received the annual report as requested to my Company Secretary. Secretary is very rich person. He sent to me the annual report as Mr. Contractor Manoj ji. Am I visible Sir? Chairman Sir?

Mr. C. S. Nopany - Chairman:
Yes, yes, you are visible.

Mr. Reddeppa Gundluru - Member:
Apko Namaste Sir

Mr. C. S. Nopany - Chairman:
Namaskar.

Mr. Reddeppa Gundluru - Member:
Humara CS Team bohot ache log hai. Phone bhi kiya unhone. I have received annual reports and appreciate the efforts of taking the management preparing the very informative report especially the cover page mai dekhu hu, Threads of Transformation, dekhiye, textile ka meaning ko leke itna acha banaya tha apko salute Chairman Sir and the cover page beautifully designed Sir and reflect the Company's vision - Transformation Sustainable Growth. Sir, I congratulate Chairman and Board, management, MD and all the employees for their efforts of my Company's growth focus on value added textiles, sustainability manufacturing excellence.

Apke leadership mai compliance bohot transparency hai, governance bohot transparency hai, and ethically bohot acha kaam kar rahe ho Sir. And especially CSR activities to the society especially needy towards the education, the sanitary and girl education aap kar rahe hai, CSR bohot acha kaam hai ye Sir, aage badhiye. Sir and also the integrated manufacturing of footprint across the spinning in especially home textiles and green fiber which provides a strong foundation of the future growth. I hope the ongoing transformation strategy will improve the profitability to create long term value for the shareholders. Sir, the positive appreciation in stock price is trading at a very good book value and also working capital requirements bohot acha hai. Our operating cash flow also excellent Sir bohot acha hai. My question is what steps you are taking to improve the ROE and also the sales growth Sir. Actually, we are the market leaders in this sector. So, another question is your outlook for financial year 27. So, what is the demand scenario in our industry? Another question is what percent of revenues comes from the value-added special products? And also, what is the target over the next three years? I would like to know. And impact of any the headwinds. Headwinds - The fluctuating cotton prices and also raw material cost impact on textile industry. I can understand that. So, what strategic plan for taking initiative to these fluctuations? Another question Sir, are growth plan Sir Export ke liye aapka growth plan kya hai? International market especially the best opportunities kya dekh rahe hai kya aa rahe hai iske baare mai bataiye? Sir aur 3 - 4 questions hai Sir mai fast fast puch leta hun. What is the initiatives are being taken to improve the margins to reducing the marketing and the manufacturing cost. Another question is can you please share the capacity utilization, levels of spinning and how home textile and also green fibre ke bare me bataiye Sir. What is the progress of the being made in sustainability initiatives such as renewable energy water conservation and also the carbon footprint emission reduction ke bare me bataiye Sir? Another question is any major capital expenditure or expansion plans during this current financial year Sir and how you are facing the competition. Just throw some light about the competition from the low-cost textile producing countries. And what is our Company strategy to remain the competitive?

Sir these are my observations. Mai itna lamba baat kiya. Kuch questions galat hua toh maaf kijiye Sir. So, I'm small analyst also small investor. So, I'm very passionate to read the balance sheet. So, I'm very happy you are doing well. Please organize your plant visit for interested shareholders it will give better understanding of Company's manufacturing capacities are and future work plans also. So once again thank you Company secretary and entire Secretarial team and also Chairman MD Sir we have faith on you trust on you. Go ahead. Aage badhiye. Hopefully apki leadership mai will achieve many higher awards rewards and going forward Sir. Bhagavan to give more wisdom, strength, power especially health to all the board member families, all the KMPs and CS and secretarial team. Humko yaad rakhiye Sir Diwali mai thoda sweets bhijwayiye Sir. Thank you.

Mr. C. S. Nopany - Chairman:

All right. Thank you, Mr. Gudluru.

Do we have any more speakers, Manoj?

Mr. Manoj Contractor - Company Secretary:

Yes Sir. I now invite Mr. Narendra Porwal to unmute his audio and video and share your views please.

Mr. Narendra Porwal?

Mr. C. S. Nopany - Chairman:
Is he there?

Mr. Manoj Contractor - Company Secretary:
Yeah, He is. He's coming. Yes Mr. Porwal Go ahead.

Mr. Narendra Porwal - Member:
Awaaj aa rahi hai meri?

Mr. C. S. Nopany - Chairman:
Haa bilkul aa rahi hai Mr. Porwal boliye.

Mr. Narendra Porwal - Member:
Namaskar Sir. Sabse pehle Board of Directors ka dhanyawaad dunga especially Nopany Ji aur unki puri team ko jinhone itni achhi tarah se is meeting ko conduct kiya hai aur Sir CS department ka itna dhanyawaad karunga ki unhone balance sheet bheji, Phone karke unhone confirmation leli ki aap bolne waale hai aane waale hai. Sir bohot corporate governance humari Company ki high hai. Sir mera question ye rahega ki humari Company itni purani Company hai aur itni badi humari brand name hai Sutlej ki, hum alag alag teen verticals mai hai – Shirting divisions, Home furnishings mein hai and Yarn division mai hai. Toh Sir hume kya dikkat aa rahi hai ki hume wo jo growth nhi mil paa rahi hai wo jo EBITDA level pe jo hum chaa rahe hai? Sir humara employee cost hai who bhi shayad 400 - 450 cr aata hai who bhi bohot high aa raha hai toh uske liye hum kya automations laga sakte hai ki ki humari Company ko hum ek aage lekar jaa sakte hai? Sir Home furnishings mai hum loss kar rahe hai and wo business aisa hai ki humare size ki dusri companies jaise Bhilwara Synthetics, BSL Limited wo IKEA se kaam karke kaafi healthy returns kar rahi hai toh hum uss tarah se soch paye ki hum kya kare. Aur Shirting department bhi hum kaafi companies se outsource karwa sakte hai ki hum humara capacity utilize kar ke hum unko banake de ve Raymond jaise kaafi companies aise karti hai. Toh Sir aisa kuch plan kijiye ki hum aage kaise badhenge aur Sir humara jo yarn ka jo yarn ka jo green yarn hai toh usme humara kya capacity hai aura age kya hum badhne waale hai usme kyunki hume raw material plastic PET bottles ki availability rehti hai ya nhi rehti hai uske baare mai aap bataye ki hum kaise uss chiz se bhi aage growth kar payenge Sir iske liye aap bataye. Apka bohot bohot dhanyawaad Sir aur apne mujhe samay diya uske liye.

Mr. C. S. Nopany - Chairman:
Thank you so much Porwal ji.

Mr. Manoj Contractor - Company Secretary:
I now invite Mr. K Bharat Raj to unmute his audio and video and share your views please.

Mr. K Bharat Raj - Member:
Yeah, very good afternoon, Mr. Chairman Entire Board of Directors I am Bharat Raj from Hyderabad. Chairman Sir wonderful Chairman Speech was given and I congratulate for wonderful performance Sir. I thank the secretarial department send me the link and the annual report. Chairman Sir in the chairman speech you have shared a wonderful gift to the senior employees' ESOPs Sir wonderful decision Sir. I also encourage you for coming years who are working for the 20 years or 10 years also employees also executives also ESOPs. For the expansion of our Company, Chairman Sir any plans for the right issues or preferential issues please let me know Chairman Sir. Once again in this geopolitical situation. I hope my Company performance wonderful in this financial year. I hope we'll come a great result in the next year also Sir. Chairman Sir once again congratulate you all the best for the coming years to support all the resolutions. A small request Chairman Sir. Every year you are sending Diwali gift Sir. This time you send me door curtains Sir, a door and window curtain Sir. If it is possible Sir. That is a request Sir. Once again thank you very much giving this opportunity. Thank you, Secretarial Team. I am Bharat Raj signing off from Hyderabad. Thank you.

Mr. C. S. Nopany - Chairman:
Thank you so much Bharat Raj ji.

Mr. Manoj Contractor - Company Secretary:
We had Mr. Vinod Agarwal so technical team if you can just see if you can join him again. He's the last speaker.

Mr. C. S. Nopany - Chairman:
Haa Agarwal ji unmute kar paa rahe hai aap?
Apka mute button on hai…. off kar dijiye.

I think inko kuch technical problems aa rahe hai. Maybe aap apne jo questions hai wo aap ekbaar email mai bhejwa dijiye uska hum jawab de denge.

Thik hai..

Mr. Manoj Contractor - Company Secretary:

Yes Sir. So, we do not have any other speaker.

Mr. C. S. Nopany - Chairman:

Okay, so let me try to address the issues that have been raised by our various shareholders and it is possible that I might miss something. So, we'll make sure that we will also reply to the shareholders by email all the questions that have raised. First and foremost, I would like to say is that I am actually very happy to see that the shareholders have spent time analyzing the performance of the Company and have raised some very pertinent questions which are important and which is always occupying the mind of the management and the Board of Directors. So, thank you so much for giving the time and analyzing all these issues. I am also very happy that all the shareholders have appreciated our levels of corporate governance and transparency. That is what we believe in. In sharing everything what happens and be very open about it. And this is probably something which actually keeps our Company one step ahead of quite a few of the others. So, thank you so much. Now you're absolutely correct. When the very fundamental question was raised about profitability. Sutlej was always a very high profit-making Company. And for the last 2-3 years, there have been a lot of problems which have been facing Sutlej as far as profitability is concerned. And unfortunately, bulk of it was triggered when we first had Covid and after Covid, one by one, there have been so many global disruptions and Sutlej's products are catered as a demand which goes to consumers and the value addition of the existing products were limited. Now when there is uncertainty in the market, the first thing which a person does is reduce their, let's say, unnecessary spending. And unfortunately, garmenting and fabrics is the first casualty. Now whether we take the Russia war, whether we take the Middle east crisis and after Covid, all these disruptions have unsettled demand to a large extent and resulting in a number of our products becoming pure commodities. This current year our operations were also impacted in the first quarter because of Operation Sindoor. Now one of our larger plants is actually situated at a place called Kathua in Jammu and Kashmir and we were 12 kilometres away from the border. And when Operation Sindoor was launched, I think we had to shut our plant down for a significant period of time and there was panic amongst the workers. And I frankly, I would take this opportunity to show how grateful we are for the workers to stick around there and to stay with us. Although there was disruption, but that entire first quarter was impacted because of this. Second impact also was obviously the turmoil in Bangladesh which was a key market for our products and especially our cotton Mélange Yarn which used to go to Bangladesh. And with the political upheaval which took place in Bangladesh with the ouster of the Prime Minister and an interim government and the elections, the Bangladesh trade really hasn't come back to its normal self, but it is now stabilizing. So, these have been various factors which have actually affected us during the year. And this also was an opportunity. This was an opportunity for the management to sit back and rethink that. Look, we don't want to be in our traditional markets anymore. Let us now move forward to other products where actually we make the Company kind of reduce our risk on this volatility and go into slightly more value-added products. And it was basically because of this rethinking that we have put more focus on getting more value-added products. You know, going into technical textiles which I mentioned in our speech, focus more on our home textile business and our green fiber business and touchwood, all these businesses are showing great traction and we see them playing a significant role going as we go ahead. The value-added addition in our existing yarn business is also taking place and a lot of new markets have been done and we already started seeing results in this. We've gone into various new products, you know, whether we take linen or anything else where value addition is coming in. But you know, the gestation period takes time because in the textile business the customer first has to take our product, sample it, send it to his ultimate customer, then getting the feedback, modifications. So that itself has taken us almost a year. But I'm glad to say that we are now on firm footing and this business is actually going to take off quite well. Now this is the revenue side, what about the expense side? And I'm so glad that a number of shareholders have raised the issues of power, cost of labor, employees' expenses and all these other costs that are related. A lot of effort is being made in this front as far as power cost is concerned. We have done capex where we are reducing our high-power guzzling equipment with more efficient ones. We have tied up with solar power renewable companies and buying power from them, set up our own solar plants. So, a lot of effort is taking place in reducing our power costs. The second aspect as far as labor cost is concerned, a lot of reorientations of our workforce is happening where we are getting more automation being brought into the system. We have divided our organization structure into strategic business units that also is seeing a lot of curtailment and costs and some results of that came about in the year 25 - 26. I expect in 26 - 27 we'll see more results which the shareholders will be able to see and of course as we go on the results will be more prevalent as far as that is concerned. I think there were a lot of questions regarding profitability for the current year and as you are aware that while there is some price sensitive information that I cannot share, but definitely I can mention that things are looking better and the current year should be significantly better compared to the previous year as we go forward. Yes, you know you are having the Iran and the US upheaval going on and because of that there's a lot of volatility as far as prices are concerned. But I expect we should still continue to improve as far as our position is concerned. One question was raised regarding what kind of Capex we have. The Capex which we are planning to spend this year and which has been approved by the Board is going to be Rs. 215 crores. This will bulk of it will be consumed in the year 2026 - 27 and it would be a part of it will spill over to 2028. But I want to add here this capex is entirely inward looking where we are modernizing our facilities, reducing our cost of operating and making sure that whatever we operate, we offer it effectively and efficiently. The other question was asked whether Reliance is a competitor. No, Reliance is actually a supplier for our raw material. Our competitors or people in the same space would be companies like RSWM and Banswara. Then as far as our exports is concerned and export market, yes, that is one area which we are going to continue to focus on where the value addition comes in. Today 35% of our revenues is from export market and our key market especially for our home textile business is the US and it's going and I'm happy to say here that this business has actually now started performing quite well. We are getting good orders, we are getting good value additions there and I hope this will carry on improving, even in our green fiber division, that is also where a case of very good value. Originally, this was set up more as a captive unit but now that since we are efficient and our quality is very good, we are also selling a bit of a product in the market as well where we are really getting good realization. I think, friends, I have tried to answer most of your questions. Profitability of course was down but we are, we are seeing an improvement which we saw in the last quarter and I hope to keep up that improvement and borrowings costs also is of course a matter where we are very focused that it has to be very, very finely balanced where we do not, you know, put the Company into any kind of debt trap yet carry on with our growth plans and the fact that we want to go into technical textiles because that I think is going to be our future for Sutlej as we move forward. We've already started that division; we've started our products there and we kind of see this business to really gather a lot of steam by the year in the year 2027 calendar year 2027. The groundwork is being laid as we speak. Some of our products as I mentioned, we have started and Sutlej Perform and Sutlej Secure and I expect to take this forward. I think with these comments I've tried to encompass all the issues that were raised and in case I've missed out something, we will be sending you all an email replying to this.

Friends, now that the question answer has been completed, I would like to mention to all the members that the e-voting window will now be activated for allowing members to vote during the AGM. Members are requested to vote by selecting even 139928 on your screen.

Members who have not yet voted may please cast your votes now.

The e-voting will end within 15 minutes from the end of this meeting and all questions and queries raised during the meeting will be responded to via email in the next couple of days.

On behalf of the Board of Directors and on my behalf, I would like to express my sincere appreciation for the continued co-operation and support and the confidence that the Company has received from all the stakeholders. I'm confident we will continue to receive your all-round cooperation and support in the future as well. I would like to take thank you for taking the time out for attending this meeting and I would now like to declare the proceedings of this meeting as closed.

Thank you very much everyone. Thank you.