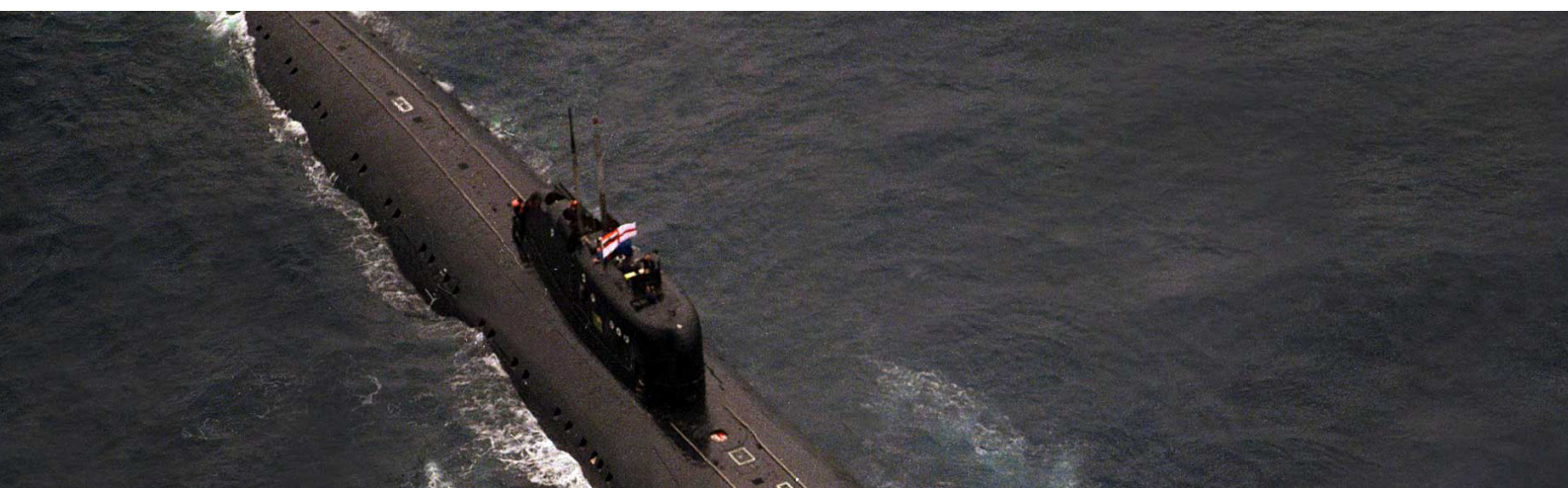




Annual Report

FINANCIAL YEAR 2024-25







Contents

Chairman's Message	1
Managing Director's Review	3
Performance Highlights	5
Board of Directors	7
Corporate Information	9
Notice Of 13 th Annual General Meeting	10
Board's Report	25
Independent Auditor's Report	64
Independent Auditor's Report	65

Chairman's Message



Dear Valued Stakeholders,

It is with immense pride that I present this year's annual report—a testament not just to our financial achievements, but to the collective spirit that defines us. FY 2024-25 stands as a milestone in our journey, where resilience, innovation, and shared purpose converged to create exceptional value.

A Year of Collective Triumph

This year, your Company's operating revenue grew by 36.57% to ₹14,609.79 Lakhs, while net profit surged 39.58% to ₹2,385.03 Lakhs. These numbers, however, are more than metrics—they reflect the dedication of every employee, the trust of our partners, and the unwavering support of our shareholders. Together, we've transformed challenges into opportunities, proving that sustainable growth is born from collaboration.

"To our team: Your ingenuity and tireless effort are the invisible threads weaving this success."

"To our investors: Your faith fuels our ambition. This growth is yours as much as it is ours."

Purpose Beyond Profit

Our progress is measured not just by financial gains, but by the lives we touch. This year, we exceeded our CSR commitment, investing ₹32.60 Lakhs in initiatives aligned with our ethos of sustainable development. From empowering communities to fostering education, we're building a legacy that transcends business.

"When we teach a skill, fund a classroom, or restore an ecosystem, we're not just checking boxes—we're planting seeds for a more equitable world. This is the 'why' behind our numbers."



The Road Ahead

As we look to the future, we remain focused on innovation, operational excellence, and deepening our societal impact. With your continued trust, we're poised to build a future-ready organization—one that thrives on shared success and purposeful growth.

"In a world of change, our values remain constant: Trust, Respect and a Never say die attitude. These are the pillars of the future we're building—together."

Thank you for being partners in this remarkable journey.

Warm regards,

Gautam Makker
Chairman



Managing Director's Review



Dear Stakeholders,

As I reflect on FY 2024-25, I am filled with immense pride at how CFF Fluid Control Limited has transcended its role as a component supplier to emerge as a systems integrator for India's naval defense ecosystem. This year wasn't just about growth—it was about strategic transformation, where we turned technological collaborations into combat-ready solutions for the Indian Navy.

"Building India's Defence Sovereignty Through Strategic Partnerships"

1. Financial Performance: Breaking New Ground

Building on FY24's strong foundation (51.21% revenue growth), we achieved:

- Revenue: ₹14,609.79 Lakhs (↑36.57% YoY)
- PAT: ₹2,385.03 Lakhs (↑39.58%)
- Order Book: ₹590+ Crore (90% from Defense PSUs/OEMs)

Our EBITDA margin held steady at 28.38% despite scaling up, proving our ability to balance growth with operational discipline.

Our moderated growth rate reflects deliberate prioritization - transitioning from component supply to complex system integration where development cycles are longer but margins and strategic value are substantially higher."

2. Strategic Leaps: Where We Made History

A. Make in India with Design in and for India

- Atlas Elektronik Partnership: Secured Order of 12 indigenous LF-VDS sonars—India's first-ever indigenized variable-depth sonar systems for ASW crafts.
- Naval Group Expansion: Now on course to developing and manufacturing complex systems like steering gear and weapon systems for Scorpene submarines under P75AS program.
- Nereides Tech Transfer: Commenced trial development and production of Buoyant Wire Antennas, replacing imports for submarine communication.

B. Facility & Workforce Transformation

- Pune Plant: Operationalized for weapon systems and sensor production, keeping in view future naval programs.

- Talent Pool: Added 178 skilled professionals (total workforce: 245), including 22 design engineers driving R&D.

3. Product Milestones: Solving Naval Challenges

While in FY 24 we built on various components and developments including HVAC systems, fluid components and Prototype testing FY 25 saw various breakthroughs in Electronic systems for ships and submarines, turnkey solutions for weapon sensors and production of IR suppression systems for Indian Navy.

Gratitude & Commitment

To our employees, investors, Indian Navy, and partners: Thank you for believing in our mission. Special recognition to:

- Shopfloor Teams: For delivering zero-defect products under tight deadlines.
- Design Unit: This year exemplify our innovation edge.

"As India's defence sector enters its golden era, we invite you to join us in this mission—where every investment strengthens borders, boosts the economy, and builds a self-reliant future."

Together, we're not just building a company—we're securing India's defence future."

Regards,

Sunil Menon
Managing Director



Performance Highlights



Total Manpower

245

EBIDTA
(5 Year CAGR)

91.52%

Order Book

510+
Crore

PAT
(5 Year CAGR)

213.66%

Revenue
(5 Year CAGR)

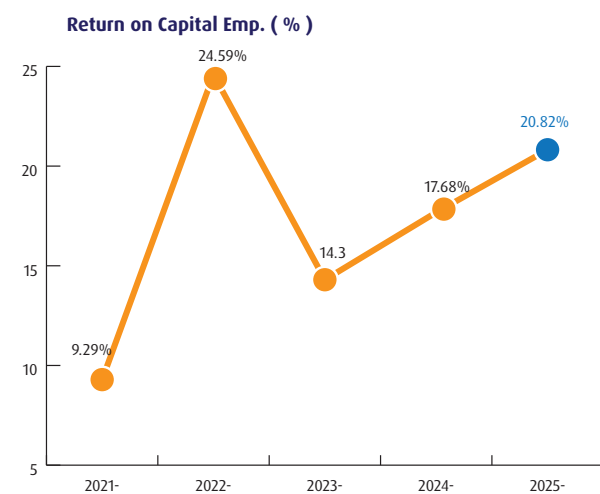
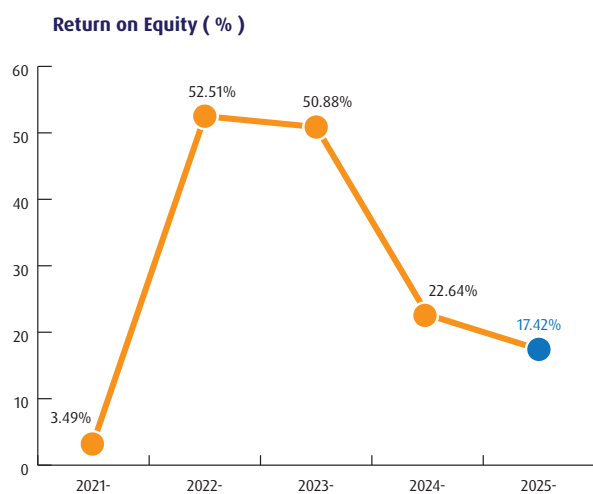
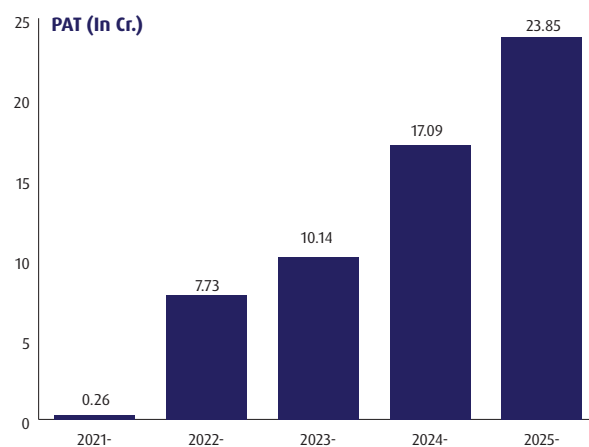
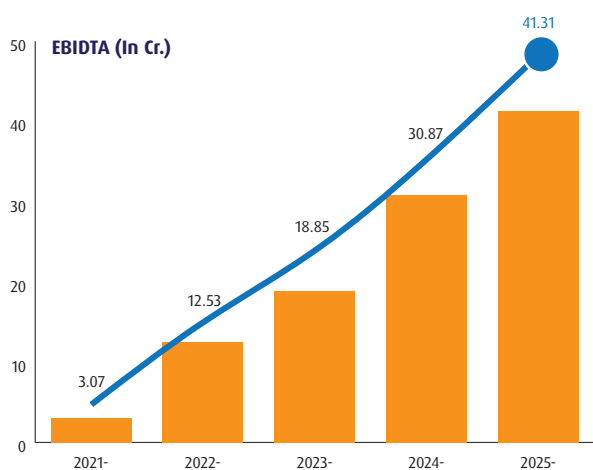
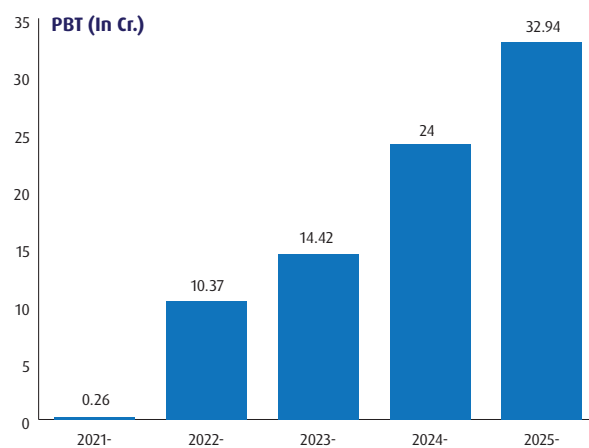
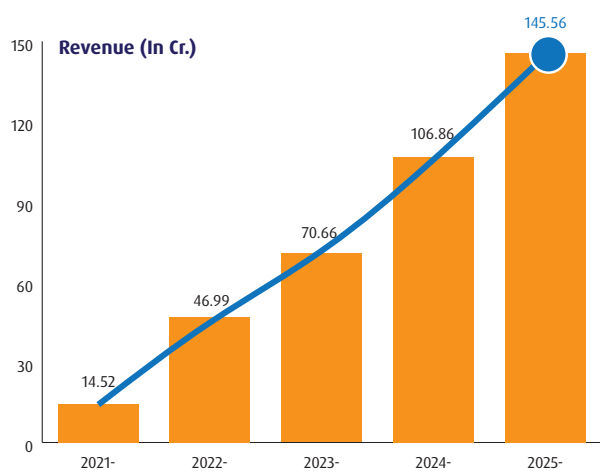
77.93%

EPS

12.25

	2021	2022	2023	2024	2025
Revenue (In Crore)	14.52	46.99	70.66	106.86	145.56
PBT (In Crore)	0.26	10.37	14.42	24.00	32.94
EBIDTA (In Crore)	3.07	12.53	18.85	30.87	41.31
PAT (In Crore)	0.25	7.73	10.14	17.09	23.85
Return on Equity (%)	3.49%	52.51%	50.88%	22.64%	17.42%
Return on Capital Emp. (%)	9.29%	24.59%	14.30%	17.68%	20.82%
Revenue Growth	-	223.52%	50.38%	51.23%	36.22%
EBIDTA %	21.14%	26.66%	26.68%	28.89%	28.38%
Current ratio	1.40	1.62	1.86	4.24	3.49
Debt- Equity Ratio	3.94	1.12	1.84	0.19	0.14
Debt Service Coverage Ratio	1.05	3.71	4.07	4.40	9.25

Financial Highlights



Board of Directors

Gautam Makker

CHAIRMAN AND NON-EXECUTIVE DIRECTOR

Mr Gautam Makker, aged 55, is the Founding Promoter of CFF Fluid Control Limited and has been associated with the Company since its inception. He was re-designated as Chairman and Non-Executive Director with effect from 30 September 2022.

An engineering graduate with a Bachelor's degree in Electrical Engineering from Poona University (1991), Mr Makker brings over 27 years of experience in strategic sourcing and solution delivery across the defence, marine, and power sectors.

In his current role, he provides visionary leadership in long-term strategy, technology partnerships, and national defence initiatives, playing a key role in the Company's sustained growth and global positioning.

Sunil Menon

MANAGING DIRECTOR

Mr Sunil Menon, aged 57, is also a Founding Promoter of CFF Fluid Control Limited and has been associated with the Company since incorporation. He was re-designated as Managing Director with effect from 30 September 2022.

He holds a Diploma in Hotel Management, Catering and Nutrition from the Board of Technical Education, Delhi. With over 30 years of diverse experience in the defence and engineering industries, Mr Menon has been pivotal in shaping the Company's vision and execution strategy.

Under his leadership, CFF has evolved from a small-scale component manufacturer into a robust enterprise offering a comprehensive portfolio of products and turnkey solutions. He has played a central role in expanding the Company's capabilities to include system integration across multiple defence platforms, supported by a loyal customer base and global partnerships.

Mr Menon continues to steer the Company's business strategy, technological roadmap, and customer-centric ethos.

Rajnish Prakash

NON-EXECUTIVE INDEPENDENT DIRECTOR

Mr Rajnish Prakash, aged 71, has served as a Non-Executive Independent Director of CFF Fluid Control Limited since 30 September 2022. He holds a Bachelor's degree in Chemical Engineering from the University of Roorkee (now IIT Roorkee), awarded in 1974, and a Postgraduate Diploma in Chemical Engineering (Reaction Engineering) from the Indian Institute of Technology, Delhi, completed in 1975.

Mr Prakash has had an illustrious career spanning several decades with the Department of Atomic Energy, Government of India. He has held key leadership positions, including:

- Chairman and Chief Executive, Heavy Water Board
- Chairman, Atomic Energy Education Society

He has also served as an Independent Director at Nuclear Power Corporation of India Limited, contributing to the strategic development of India's nuclear energy infrastructure.

In recognition of his service, Mr Prakash has received several prestigious honours, including:

- INS Homi Bhabha Lifetime Achievement Award – 2014 (Indian Nuclear Society & Greentech Foundation)
- Outstanding Engineer Award from the Institution of Engineers (India)

With his extensive expertise in the government and nuclear energy sectors, Mr Prakash continues to offer valuable insights and guidance to the Company's Board.

Priyanka Moondra Rathi,

NON-EXECUTIVE INDEPENDENT DIRECTOR

Ms Priyanka Moondra Rathi, aged 31, has served as a Non-Executive Independent Director of CFF Fluid Control Limited since her appointment on 2 September 2022.

She holds a Bachelor of Commerce degree from Jai Narayan Vyas University (2013) and a Diploma in MBA (Finance) from the International Business Management Institute, Berlin (2015). She is also a qualified Company Secretary and has been a member of the Institute of Company Secretaries of India (ICSI) since 2017. She is currently pursuing the Certified Public Accountant (CPA) qualification.

With over five years of professional experience in secretarial practices, legal compliance, and corporate governance (including her internship), Ms Rathi is currently associated with Transmissions International India Private Limited, Rajasthan. She also serves as a Partner at Priav Eduserve & Consultancy LLP, offering advisory services in corporate compliance and regulatory matters.

Her expertise in corporate law, governance, and finance contributes significantly to enhancing the Company's board-level oversight and compliance standards.

Corporate Information

Board of Directors

Gautam Makker
CHAIRMAN AND NON-EXECUTIVE DIRECTOR

Sunil Menon
MANAGING DIRECTOR

Rajnish Prakash
INDEPENDENT DIRECTOR

Priyanka Moondra Rathi
INDEPENDENT DIRECTOR

Company Secretary & Compliance Officer
Sonika Mehta

Chief Financial Officer
Hitesh Birla

Audit Committee
Rajnish Prakash (Chairman)
Priyanka Moondra Rathi,
Sunil Menon

Stakeholders Relationship Committee
Priyanka Moondra Rathi (Chairman)
Rajnish Prakash
Gautam Makker

Nomination & Remuneration Committee
Priyanka Moondra Rathi (Chairman)
Rajnish Prakash
Gautam Makker

Corporate Social Responsibility Committee
Sunil Menon (Chairman)
Gautam Makker
Rajnish Prakash

Follow on Public Offer Committee
Sunil Menon (Chairman)
Gautam Makkar
Hitesh Birla

Independent Auditors

M/s. V. N. Purohit & CO., Chartered Accountants
214, New Delhi House, 2nd Floor, 27, Barakhamba, New Delhi-110001

Bankers

AXIS BANK LIMITED
Address: 1st Floor Senorita Plot No. 21, Gulmohar Road Near, Juhu Circle, Vile Parle West, Mumbai 400049.

Registrars and Share Transfer Agents

Cameo Corporate Services Limited
Subramanian Building, No. 1, Club House Road, Chennai – 600 002.
Tel.: +91 - 44 -40020700 (5 Lines)
E-mail: priya@cameoindia.com investor@cameodina.com

Corporate Identification Number
L28990MH2012PLC227023

Listing
BSE SME Platform

Registered office
Plot No 01, Survey No 96, Kumbhivli Madap Khopoli, Khalapur, Raigarh-410203.
Tel No.: +91-2246086806
Email ID: compliance@cffdefensys.com
Website: www.cffdefensys.com

Corporate Office:
503, Delphi, A Wing, Orchard Avenue, Hiranandani Business Park, Powai, Mumbai-400076.
Tel No.: +91-2246086806
Email ID: compliance@cffdefensys.com
Website: www.cffdefensys.com

Notice Of 13th Annual General Meeting

NOTICE is hereby given that the Thirteenth Annual General Meeting (AGM) of CFF Fluid Control Limited will be held through Video Conferencing (VC)/Other Audio Video Visual Means (OAVM), on Friday, July 07, 2025 at 1.30 PM (IST) to transact the following businesses:

ORDINARY BUSINESS

1. To receive, consider and adopt Audited Standalone Financial Statements of the Company for the Financial Year ended March 31, 2025, together with the Directors' Report and Auditors' Report thereon and Comments of the Statutory Auditor of the Company id any.
2. To appoint a director in place of Shri. Sunil Menon (DIN- 00409485) who retires by rotation and being eligible offers him-self for re-appointment.
3. To confirm & declare final dividend for the financial year 2024-25.

SPECIAL BUSINESS

4. To approve remuneration of Cost Auditor for 2025-26.

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

"RESOLVED THAT pursuant to the provisions of Section 148 and such other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment thereof for the time being in force), the remuneration of 1,00,000/- (Rupees One Lakh only), as recommended by the Audit Committee and approved by the Board of Directors payable to M/s. A.S Rao & Co., Practicing Cost Accountant (Firm Registration No. 000326) as Cost Auditors to conduct the audit of the relevant Cost records of the Company as prescribed under the Companies (Cost Records and Audit) Rules, 2014 as amended from time to time, for the financial year ending March 31, 2026 be and is hereby ratified and confirmed.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorised to do all acts, deeds and things and take all such steps as may be necessary, proper or expedient to give effect to this Resolution.

By Order of the Board of Directors
For CFF Fluid Control Limited

Date: 5th June, 2025
Place: Mumbai

Sd/-
Sunil Menon
Managing Director
DIN: 00409485

Notes

1. The Ministry of Corporate Affairs ("MCA"), via its General Circular dated September 25, 2023, read together with circulars dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, and December 28, 2022 (collectively referred to as "MCA Circulars"), and SEBI, via its circular no. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 07, 2023, and in line with other circulars issued by the Securities and Exchange Board of India (SEBI) from time to time, has permitted companies whose AGM is due in the calendar year 2025 to conduct the same through Video Conferencing ("VC") and/or Other Audio Visual Means ("OAVM") facilities. In view of the above circulars issued by the MCA and SEBI from time to time, the Company is convening the 13th AGM through VC/OAVM, without the physical presence of the Members. The deemed venue for the AGM will be the Registered Office of the Company.
2. PURSUANT TO THE PROVISIONS OF THE ACT, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE AGM IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS/HER BEHALF AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. SINCE THIS AGM IS BEING HELD PURSUANT TO THE MCA CIRCULARS THROUGH VC OR OAVM, THE REQUIREMENT OF PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. Accordingly, the facility for appointment of proxies by the Members will not be available for this AGM and hence the Proxy Form, Attendance Slip and Route Map for the AGM are not annexed to this Notice.
3. Corporate members intending to send their authorized representative(s) to attend the Meeting are requested to send to the Company a certified true copy of the relevant Board Resolution together with the specimen signature(s) of the representative(s) authorized under the said Board Resolution to attend and vote on their behalf at the Meeting.
4. In Compliance with the MCA Circulars and SEBI Circular, Notice of AGM along with the Annual Report is being sent only through electronic mode to those members whose email addresses are registered with the Company or the Depository. Members may note that the Notice and Annual Report will also be available on the Company's website www.cffdefensys.com and website of the stock exchange i.e. Bombay Stock Exchange Limited at <https://www.bseindia.com>

- and AGM Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.
5. Members desiring any further information on the business to be transacted at the meeting should write to the company at least 15 days before the date of the meeting so as to enable the management to keep the information, as far as possible, ready at the meeting.
 6. Only bona fide members of the Company whose names appear on the Register of Members/Proxy holders, in possession of valid attendance slips duly filled and signed will be permitted to attend the meeting. The Company reserves its right to take all steps as may be deemed necessary to restrict non-members from attending the meeting.
 7. Details of Directors retiring by rotation/seeking appointment/ re-appointment at the ensuing Meeting are provided in the explanatory statement annexed to the Notice pursuant to the provisions of (i) Regulation 36(3) the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and (ii) Secretarial Standard on General Meetings ("SS-2"), issued by the Institute of Company Secretaries of India, forms integral part of the notice as 'Annexure – A'.
 8. Members/Proxies/Authorised Representatives are requested to bring to the Meeting necessary details of their shareholding, attendance slip(s), enclosed herewith duly completed and signed and copy(ies) of their Annual Report.
 9. In case of joint holders attending the Meeting, the first holder as per the Register of Members of the Company will be entitled to vote.
 10. The Register of Directors and Key Managerial Personnel and their shareholding, Register of Contracts or Arrangements maintained under Section 170 & 189 respectively of the Companies Act, 2013, will be available for inspection by the members at the AGM.
 11. The Register of Members and Share Transfer Books of the Company will remain closed from Monday, June 30, 2025 to Sunday July 06, 2025 (both days inclusive).
 12. Member holding shares in physical form are requested to intimate/ indicating their respective folio no., the change of their addresses and change of bank accounts etc. to Cameo Corporate Services Limited, RTA of the Company, while members holding shares in electronic form may write to the respective depository participant for immediate updation.
 13. To receive communications through electronic means, including Annual Reports and Notices, members are requested to kindly register/update their email address with their respective depository participant. Alternatively, member may send signed copy of the request letter providing the email address, mobile number and self-attested PAN copy along with client master copy (in case of electronic folio)/copy of share certificate (in case of physical folio) via email to www.cffdefensys.com for obtaining the Annual Report and Notice of AGM.
 14. SEBI has mandated the submission of Permanent Account Number (PAN) by every participant in securities market. Members holding shares in electronic form, are therefore, and requested to submit their PAN to their Depository Participants with whom they maintain their Demat Accounts. Members holding shares in physical form and submit their PAN to the Company/ RTA viz. Cameo Corporate Services Limited.

15. All documents referred to in the Notice will be available for inspection at the Company's registered office during normal business hours on working days up to the date of the AGM.
16. As per the green initiative taken by the Ministry of Corporate Affairs, the shareholders are advised to register their e-mail ids by sending written request to our RTA M/s Cameo Corporate Services Limited in respect of shares held in physical form and with the concerned Depository Participant in respect of shares held in Demat form to enable the Company to serve them documents I all communications including Annual Reports, Notices, circulars etc. in electronic form.
17. M Rupareliya & Associates, Practicing Company Secretary (Membership No. A51422) has been appointed for as the Scrutinizer for providing facility to the members of the Company to scrutinize the voting and remote e-voting process in a fair and transparent manner.
18. The facility for voting, either through electronic voting system or ballot or polling paper shall also be made available at the meeting and Members attending the meeting who have not already cast their vote by remote evoting or by ballot form shall be able to exercise their right at the meeting.

19. Voting through electronic means:

1. In compliance with provisions of Section 108 of the Companies Act, 2013, Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended by the Companies (Management and Administration) Amendment Rules, 2015 and Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (Listing Regulations), the Company is pleased to provide members facility to exercise their right to vote on resolutions proposed to be considered at Annual General Meeting by electronic means and the business may be transacted through e-Voting Services. The facility of casting the votes by the members using an electronic voting system from a place other than venue of the Annual General Meeting ("remote e-voting") will be provided by National Securities Depository Limited (NSDL).
2. The facility for voting through ballot paper shall be made available at the AGM and the members attending the meeting who have not cast their vote by remote e-voting shall be able to exercise their right at the meeting through ballot paper.
3. The members who have cast their vote by remote e-voting prior to the AGM may also attend the AGM but shall not be entitled to cast their vote again.
4. The remote e-voting period commences on Thursday July 03, 2025 to (9:0 A.M.) and ends on Sunday , July 06, 2025 (05.00 P.M.). During this period members of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date of Monday, June 30, 2025 may cast their vote by remote e-voting. The remote e-voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the member, the member shall not be allowed to change it subsequently.
5. The voting rights of members shall be in proportion to their shares of the paid up equity share capital of the Company as on the cut-off date of Monday, June 30, 2025.
6. Any person, who acquires shares of the Company and become

member of the Company after dispatch of the notice electronically and holding shares as of the cut-off date i.e. Friday June 06, 2025 may obtain the login ID and password by sending a request at evoting@nsdl.com or Issuer/RTA. However, if you are already registered with NSDL for remote e-voting then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using "Forgot User Details/Password" or "Physical User Reset Password" option available on www.evoting.nsdl.com or call on toll free no. 1800 222 990. In case of Individual Shareholders holding securities in demat mode who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date i.e. Monday, June 30, 2025 may follow steps mentioned in the Notice of the AGM under "Access to NSDL e-Voting system".

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

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

Step 1: Access to NSDL e-Voting system

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


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

Login method for Individual shareholders holding securities in demat mode is given on the next page:

Individual Shareholders holding securities in demat mode with NSDL.

NSDL Mobile App is available on

 App Store

 Google Play



- Existing IDeAS user can visit the e-Services website of NSDL Viz. <https://eservices.nsdl.com> either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
- If you are not registered for IDeAS e-Services, option to register is available at <https://eservices.nsdl.com>. Select "Register Online for IDeAS Portal" or click at <https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp>
- Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
- Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience.

Individual Shareholders holding securities in demat mode with CDSL

- Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password.
- 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. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.
- If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option.

Type of shareholders	Login Method
	<p>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.</p>
Individual Shareholders (holding securities in demat mode) login through their depository participants	<p>You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at toll free no.: 022 - 4886 7000 and 022 - 2499 7000
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 1800 22 55 33

Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

HOW TO LOG-IN TO NSDL E-VOTING WEBSITE?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen. Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in cre-

- dentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.
4. Your User ID details are given below :

**Manner of holding shares i.e. Your User ID is:
Demat (NSDL or CDSL) or Physical**

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

5. Password details for shareholders other than Individual shareholders are given below:
- If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - How to retrieve your 'initial password'?
 - If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - If your email ID is not registered, please follow steps mentioned below **in process for those shareholders whose email ids are not registered.**
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
- Click on "Forgot User Details/Password?" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
 - Physical User Reset Password?" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
 - If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
 - Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to "Terms and Condi-

- tions" by selecting on the check box.
8. Now, you will have to click on "Login" button.
 9. After you click on the "Login" button, Home page of e-Voting will open.

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

HOW TO CAST YOUR VOTE ELECTRONICALLY AND JOIN GENERAL MEETING ON NSDL E-VOTING SYSTEM?

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

Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to csmayurirupareliya@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/ Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on toll free no.: 022 - 4886 7000 and 022 - 2499 7000 or send a request at evoting@nsdl.com.

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

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to compliance@cffdefensys.com
 2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to compliance@cffdefensys.com. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.
 3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
 4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.
-
20. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on toll free no.: 022 – 2499 7000 or send a request at evoting@nsdl.com.
 21. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date only shall be entitled to avail the facility of remote e-voting as well as voting at the AGM through ballot paper.
 22. The Chairman shall, at the AGM, at the end of discussion on the resolutions on which voting is to be held, allow voting with the assistance of scrutinizer, by use of "Ballot Paper" for all those members who are present at the AGM but have not cast their votes by availing the remote e-voting facility.
 23. The Scrutinizer shall after the conclusion of voting at the general meeting, will first count the votes cast at the meeting and thereafter unblock the votes cast through remote e-voting in the presence of

at least two witnesses not in the employment of the Company and shall make, not later than three days of the conclusion of the AGM, a consolidated scrutinizer's report of the total votes cast in favour or against, if any, to the Chairman or a person authorized by him in writing, who shall countersign the same and declare the result of the voting forthwith.

24. The Results declared along with the report of the Scrutinizer shall be placed on the website of the Company www.cffdefensys.com and on the website of NSDL immediately after the declaration of result by the Chairman or a person authorized by him in writing. The results shall also be immediately forwarded to the BSE Limited, Mumbai.

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

1. Member will be provided with a facility to attend the EGM/AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of "VC/OAVM" placed under "Join meeting" menu against company name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at compliance@cffdefensys.com. The same will be replied by the company suitably.
6. Shareholders who would like to express their views/ask questions during the AGM may register themselves as an attendee by sending their request in advance at least 2 days prior to meeting mentioning their name, demat account number/folio number, email id, PAN, mobile number at compliance@cffdefensys.com
7. The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance 2 days prior to meeting mentioning their name, demat account number/folio number, email id, PAN, mobile number at compliance@cffdefensys.com. These queries will be replied to by the company suitably by email.
8. Those shareholders who have registered themselves as an attendee will be allowed to express their views/ ask questions during the meeting. The member who has not registered themselves an attendee but have queries during the AGM can use the chat box/

send query button and ask the question.

9. If you have any queries or issues regarding attending AGM & e-Voting from the NSDL e-Voting System, you can write an email to evoting@nsdl.com or call at 022 - 4886 7000 and 022 - 2499 7000.
10. All grievances connected with the facility for voting by electronic means may be addressed to (NSDL) National Securities Depository Limited, Trade World, 'A' Wing, 4th Floor, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel (West), Mumbai – 400 013 or send an email to evoting@nsdl.com or call on 022 - 4886 7000 and 022 - 2499 7000. For, any other queries regarding Participating in AGM or other matter kindly write to compliance@cffdefensys.com, In case you have any queries or issues regarding attending Annual General Meeting through VC/OAVM write an email to: investor@cameodina.com.
25. All queries relating to Share Transfer and allied subjects should be addressed to:

CAMEO CORPORATE SERVICES LIMITED

Subramanian Building, No. 1, Club House Road, Chennai – 600 002.

Tel.: +91 - 44 – 40020700 (5 Lines)

E-mail: priya@cameoindia.com

Investor Grievance Email: investor@cameodina.com

Website: www.cameoindia.com

Contact Person: K. Sreepriya

By Order of the Board of Directors
For CFF Fluid Control Limited

Date: 05th June, 2025

Place: Mumbai

Sd/-
Sunil Menon
Managing Director
DIN: 00409485

Registered office

Plot No 01, Survey No 96,
Kumbhivli Madap Khopoli,
Khalapur, Raigarh-410203,
Maharashtra, INDIA

Corporate Office

503, Delphi, A Wing, Orchard
Avenue, Hiranandani Business
Park, Powai, Mumbai-400076,
Maharashtra, INDIA

Contact Person

Sonika Mehta

COMPANY SECRETARY AND COMPLIANCE
OFFICER

Email

compliance@cffdefensys.com

Telephone

+91-2246086806

Website

www.cffdefensys.com

The relevant details of directors who is proposed to be re-appointed director of the Company, as required under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and SS-2 issued by the Company Secretaries of India are as under;

Details of director seeking re-appointment

Name of Director	Sunil Menon
DIN	00409485
Current Position	Managing Director (Liable to retire by rotation)
Age:	57 years
Qualification:	Diploma in Hotel Management, Catering and Nutrition from Board of Technical Education Delhi
Experience:	More than 32 years
Expertise in specific functional areas	Experience in Businesses like defence and in engineering company.
Brief resume of the director	<p>Mr. Sunil Menon, aged 57 years, is the Founding Promoter of CFF Fluid Control Limited and has been associated with the Company since its incorporation. He was re-designated as the Managing Director with effect from September 30, 2022.</p> <p>He holds a Diploma in Hotel Management, Catering and Nutrition from the Board of Technical Education, Delhi. With over 30 years of diverse experience in the defence and engineering sectors, Mr. Menon has played a pivotal role in shaping the Company's vision and execution strategy.</p> <p>Under his leadership, the Company has evolved from a small-scale component manufacturer into a robust and respected enterprise offering a comprehensive portfolio of products and turnkey solutions. His contribution has been instrumental in expanding CFF's capabilities to include system integration across various defence platforms, backed by a growing base of loyal customers and global partnerships.</p>

Mr. Menon continues to be a driving force behind the Company's business strategy, technological direction, and customer-centric culture.

Date of first Appointment:	16/02/2012
Number of Board Meetings attended during the year:	Attended all the meetings held in F.Y. 2024-2025
Shareholding in the Company:	71,38,260 Equity Shares
Relationship with Other Directors:	Sunil Menon is the brother in law of Gautam Makker.
Other Directorship	<ol style="list-style-type: none"> 1. Aay Aar Consultancy Services Private limited. 2. Airotech Profiles (India) Private limited. 3. Autostem Technologies India Private limited. 4. FF Flowline Private Limited. 5. Flash Forge Private Limited. 6. Navigating Sales Private Limited.
Memberships/ Chairmanship of Committees	<p>Member of the below mentioned committees of CFF Fluid Control Limited –</p> <ol style="list-style-type: none"> 1. Member of Audit Committee 2. Chairman of FPO Committee 3. Chairman of CSR Committee

Explanatory Statement Pursuant to Section 102(1) of the Companies Act, 2013.

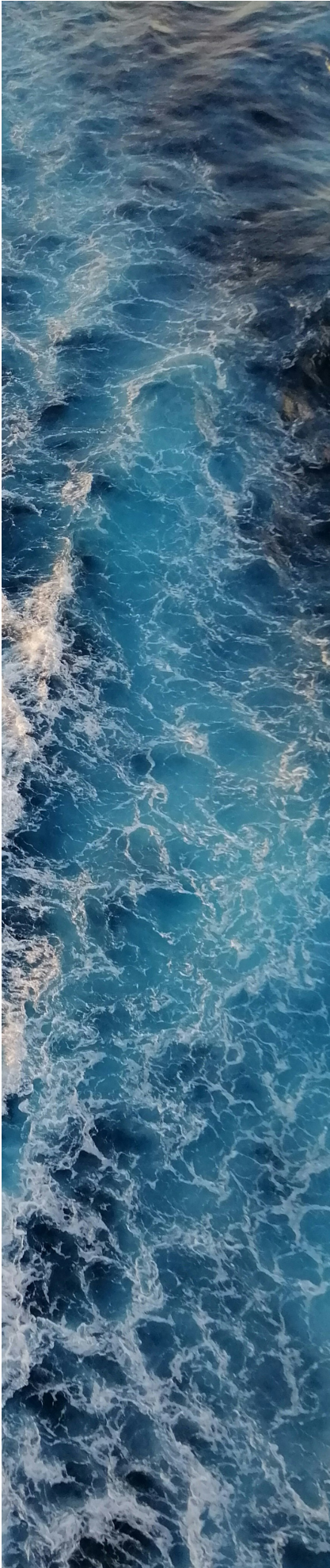
ITEM NO. 04

The Company is required to have the audit of its cost records conducted by a cost accountant in practice under Section 148 of the Act, read with the Companies (Cost Records and Audit) Rules, 2014 ("the Rules").

The Board in its meeting held on 05th June 2025, on the recommendation of the Audit Committee, has approved the remuneration of the Cost Auditors to conduct the audit of the cost records of the Company for the five year upto financial year ending 31st March, 2026 as per the following details:

M/s. A.S Rao & Co., Practising Cost Accountant.	Firm No. 000326	Registration	Audit Fees - 1,00,000/-
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In accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors has to be ratified by the members of the Company. Accordingly, consent of the members is sought for passing an Ordinary Resolution as set out at item no. 4 of the notice for ratification of the remuneration payable to the Cost Auditor upto March 31, 2026.



The Board commends the Ordinary Resolution set out at item no. 4 of the notice for approval by the members.

None of the Directors or Key Managerial Personnel (KMP) or relatives of Directors and KMPs is concerned or interested in the Resolution set out at item no. 4 of the accompanying notice.

Board's Report

For The Financial Year Ended March 31, 2025

To The Members:

Your Directors have pleasure in presenting this Thirteenth (13th) Directors' Report along with the Audited Financial Statements for the Financial Year ended March 31, 2025.

1. Highlights of financial performance:

Your Company's Standalone performance during the Financial Year 2024-25 as compared to that of the previous Financial Year 2023-24 is summarized below:

Particulars	Financial Year ended – (Amount in lakhs)	
	31/03/2025	31/03/2024
Total Income	14,609.79	10,697.57
Profit before Exceptional and Extraordinary Item and Tax	3,293.68	2,400.13
Less: Prior period items and Extraordinary Item	(0.45)	-
Profit Before Taxation (PBT)	3,294.13	2,400.13
Less: Tax Expense	909.10	691.36
Profit After Taxation (PAT)	2,385.03	1,708.77

2. State of affairs of the company, its subsidiaries & joint ventures & other associates/ review of operations.

Your company is primarily in the business of manufacturing and servicing of critical component systems and test facilities for submarines & surface ships for The Indian Navy.

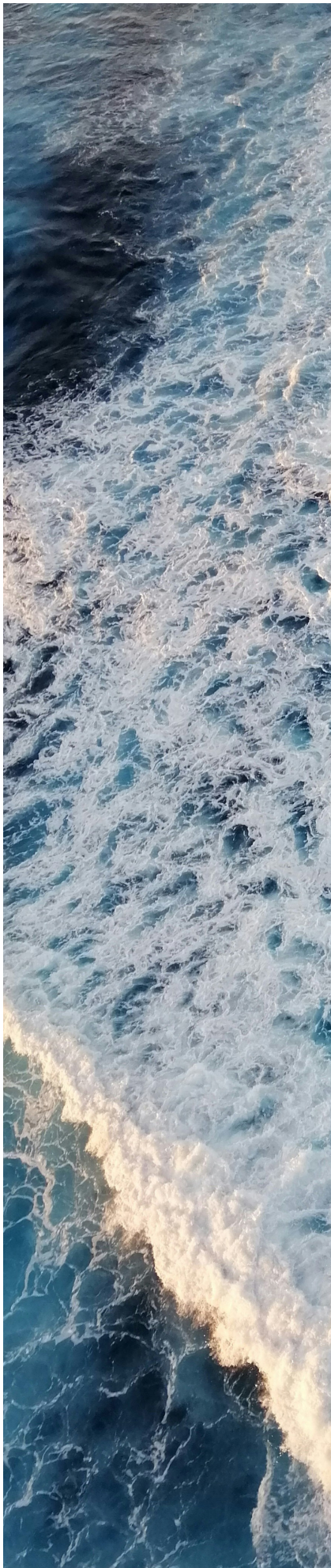
There has been no change in the nature of business of your Company during the Financial Year 2024-25.

3. Capital expenditure

During the year the company incurred the capital expenditure of Rs. 1,356.62 lakhs on fixed assets.

4. Familiarisation programme for directors:

As a practice, all Directors (including Independent Directors) inducted to the Board go through a structured orientation programme. Presen-



tations are made by Senior Management giving an overview of the operations, to familiarise the new Directors with the Company's business operations. The Directors are given an orientation on the products of the business, group structure and subsidiaries, Board constitution and procedures, matters reserved for the Board, and the major risks and risk management strategy of the Company.

During the year under review, no new Independent Directors were inducted to the Board.

5. Dividend:

The Board of Directors, in its Meeting held on May 29, 2024 has recommended a final dividend at 5% per equity share (₹0.50 per share) on the paid-up equity share capital of the Company, subject to approval of shareholders.

Further the shareholders of the Company approved Final Dividend at 5% per equity share (0.50 per share) in the Annual General Meeting held on September 30, 2024. The dividend was paid on or before October 29, 2024

Further, the Board of Directors, in its Meeting held on June 5, 2025 has recommended a final dividend @ 5% per equity share (₹0.50 per share) on the paid-up equity share capital of the Company, subject to approval of shareholders

6. Share capital and reserves:

a. Share capital:

The paid-up Equity Share Capital of the Company as on March 31, 2025 was Rs. 19,47,41,000/- divided into 1,94,74,100 equity shares of Rs, 10/- each fully paid up.

*Further, the Company is in the process of a Follow on Public Offer (FPO) involving the issue and allotment of up to 15,25,900 (Fifteen Lakh Twenty-Five Thousand Nine Hundred) equity shares of the Company. We have obtained in-principle approval from BSE for the same and are in the process of filing the Prospectus

b. Transfer to Reserves:

The company retained the entire surplus in the Profit and Loss Account and hence no transfer to General Reserve was made during the year.

7. Cash Flow Statements

As required under regulation 34 of the SEBI (LODR) Regulations, 2015, a Cash Flow Statement forms part of Annual Report.

8. Transfer of unpaid and unclaimed dividends to investor education and protection fund

The Ministry of Corporate Affairs under Sections 124 and 125 of the Companies Act, 2013 requires dividends that are not encashed/ claimed by the shareholders for a period of seven consecutive years, to be transferred to the Investor Education and Protection Fund (IEPF). In FY 2024-25, there was no amount due for transfer to IEPF.

9. Subsidiary/ joint venture/ associate company

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

10. Deposits:

During the year, the Company has not accepted any deposits from the public falling within the ambit of Section 73 of the Companies Act, 2013 and the Companies (Acceptance of Deposits) Rules, 2014.

11. Change in the nature of business, if any:

During the year, there was no change in the nature of business of the company.

12. Material changes and commitments after the reporting period

There have been no material changes and commitments, which affect the financial position of the Company which have occurred between the end of the FY and the date of this Report.

13. Significant and material orders

There are no significant and material orders passed by the Regulators or Courts or Tribunals impacting the going concern status and Company's operations in future.

14. Corporate governance

In terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 exempts companies which have listed their specified securities on SME Exchange from compliance with corporate governance provisions.

Since the equity share capital of your Company is listed exclusively on the SME Platform of BSE, the Company is exempted from compliance with Corporate Governance requirements, and accordingly the reporting requirements like Corporate Governance Report, Business Responsibility Report etc. are not applicable to the Company.

15. Extract of annual return:

The Annual Return of the Company as on 31st March, 2025 is available on the website of the Company at <https://cffdefensys.com/>.

16. Scheme of Amalgamation / Arrangement:

During the Financial Year 2024-25, your Company has not proposed or considered or approved any Scheme of Merger / Amalgamation / Take-over / Demerger or Arrangement with its Members and/or Creditors.

17. Details in Respect of Adequacy of Internal Financial Controls With Reference to the Financial Statement:

In the opinion of the Board of Directors of your Company, adequate internal financial controls are available, operative and adequate, with reference to the preparation and finalization of the Financial Statement for the Financial Year 2024-25.

18. Details of Application Made or any Proceeding Pending Under the Insolvency and Bankruptcy Code, 2016, during the Financial Year along with their status as at the end of the financial year:

During the Financial Year 2024-25, there was no application made and proceeding initiated / pending by any Financial and/or Operational Creditors against your Company under the Insolvency and Bankruptcy Code, 2016.

As on the date of this Report, there is no application or proceeding pending against your Company under the Insolvency and Bankruptcy Code, 2016.

19. Details of difference between the amount of valuation at the time of one-time Settlement and the valuation done at the time of taking a loan from the banks or Financial institutions along with the reasons thereof:

During the Financial Year 2024-25, the Company has not made any settlement with its bankers for any loan(s) / facility (ies) availed or / and still in existence.

20. Particulars Of Loans, Guarantees And Investments Under Section 186 Of The Companies Act, 2013:

The Company has not given any loans, guarantees or made any investments under section 186 of the Companies Act, 2013

21. Board matters:

A. Directors' Responsibility Statement pursuant to section 134 of the Companies Act, 2013

Your Board of Directors hereby confirms that:

- i. In the preparation of the annual accounts of the Company for the year ended March 31, 2025, the applicable accounting standards had been followed along with proper explanation relating to material departures, if any;
- ii. the accounting policies selected were applied consistently and the judgments and estimates made are reasonable and prudent so as to give a true and fair view of the state of affairs of the company as at March 31, 2025 and of the profit of the company for the year ended on that date;
- iii. proper and sufficient care has been taken 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. adequate internal financial controls have been laid down, have been followed and have been operating effectively;
- vi. Proper systems have been devised to ensure compliance with the provisions of all applicable laws and those systems have been adequate and operating effectively.

B. Declaration of independent directors

The Company has received declarations from all its Independent Di-

rectors that they meet the criteria of Independence as laid down under Section 149(6) of the Companies Act, 2013 and Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. Independent Directors have also confirmed that they have complied with the Code for Independent Directors prescribed in Schedule IV of the Companies Act, 2013. Independent Directors of the company have registered their names in the Independent Director's Database maintained by the Indian Institute of Corporate Affairs (IICA).

C. Board meetings

During the financial year 2024-25, Board meetings were convened and held on 29th May, 2024, July 23, 2024 05th September, 2024, 29th October, 2024, 07th November 2024, 11th January, 2025.

D. Criteria for performance evaluation

Performance evaluation criteria for Independent Directors

The performance evaluation criteria for independent directors are determined by the Nomination and Remuneration committee. Factors of evaluation include participation and contribution by a director, commitment, effective deployment of knowledge and expertise, integrity and maintenance of confidentiality and independence of behavior and judgment.

Executive Directors

Performance of the Executive Directors is evaluated on broad criteria such as contribution and value addition to the Board and Committees thereof; contribution to the Company and management to achieve its plans, goals, corporate strategy and risk mitigation; level of participation in the Board and Committee meetings, etc. Director being evaluated does not participate in the evaluation process. The performance of Board as a whole is evaluated by the Independent Directors on the basis of its duties and responsibilities as per terms of reference. The Chairman's performance is evaluated by Independent Directors on the above parameters after taking into account the views of Executive and Non-Executive Directors.

E. Meeting of Independent Directors

A separate meeting of Independent Directors of the Company was held on 24th March, 2025. At the meeting, the Independent of the company reviewed the performance of the Non-Independent Directors and the Board as a whole; reviewed the performance of the Chairman of the Company, taking into account the views of the Executive and Non-executive Directors and assessed the quality, quantity and timeliness of flow of information between the Company Management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

The Independent Directors expressed their satisfaction with the overall performance of the Directors and the Board as a whole.

F. Directors

There were no Appointment/ Resignation/ Change in Designation of

directors during the year under review.

G. Retirement by Rotation

Mr. Sunil Menon, (DIN: 00409485) Managing Director retires by rotation at the forthcoming Annual General Meeting and being eligible, offers himself for reappointment and the resolution under item No.2 seeking approval of the Members for his re-appointment has been incorporated in the Notice convening the 13th Annual General Meeting of the Company along with brief details about his.

H. Changes in Key Managerial Personnel

There were no Changes in Key Managerial Personnel during the year under review.

Further Pursuant to the provisions of Section 2(51) and 203 of the Companies Act, 2013, as on date of report, following are the Key Managerial Personnel of the Company:

- Sunil Menon, Managing Director,
- Hitesh Birla, Chief Financial Officer and
- Sonika Mehta, Company Secretary and Compliance Officer.

I. Disclosures by Directors:

The Board of Directors has submitted notice of interest in Form MBP 1 under Section 184(1) as well as intimation by directors in Form DIR 8 under Section 164(2) and declarations as to compliance with the Code of Conduct of the Company.

Certificate of Non-Disqualification of Directors received from M/s. M Rupareliya & Associates, Practicing Company Secretary is annexed to the Board's Report as "Annexure VI".

J. Committees of the board:

- a. Audit Committee:

The Audit Committee, as per Section 177 of Companies Act, 2013, our board has constituted the Audit Committee vide Board Resolution dated November 04, 2022 in accordance with the Section 177 of the Companies Act, 2013. The audit committee comprises of:

The Committee is governed by a Charter, which is in line with the regulatory requirements mandated by the Companies Act, 2013. Some of the important functions performed by the Committee are:

Name of Director	Category	Position in the committee	Attendance at the Audit Committee Meetings held on			
			29.05.2024	05.09.2024	29.10.2024	07.11.2024
Rajnish Prakash	Non-Executive Independent Director	Chairman	Yes	Yes	Yes	Yes
Priyanka Moondra Rathi	Non-Executive Independent Director	Member	Yes	Yes	Yes	Yes
Sunil Menon	Managing Director	Member	Yes	Yes	Yes	Yes

The Committee is governed by a Charter, which is in line with the regulatory requirements mandated by the Companies Act, 2013. Some of the important functions performed by the Committee are:

Financial Reporting and Related Processes:

- Oversight of the Company's financial reporting process and financial information submitted to the Stock Exchanges, regulatory authorities or the public.
- Reviewing with the Management, the Half Yearly Unaudited Financial Statements and the Auditor's Limited Review Report thereon / Audited Annual Financial Statements and Auditors' Report thereon before submission to the Board for approval. This would, inter alia, include reviewing changes in the accounting policies and reasons for the same, major accounting estimates based on exercise of judgement by the Management, significant adjustments made in the Financial Statements and / or recommendation, if any, made by the Statutory Auditors in this regard.
- Review the Management Discussion & Analysis of financial and operational performance.
- Discuss with the Statutory Auditors its judgement about the quality and appropriateness of the Company's accounting principles with reference to the Accounting Standard (AS).
- Review the investments made by the Company.

All the Members on the Audit Committee have the requisite qualification for appointment on the Committee and possess sound knowledge of finance, accounting practices and internal controls.

b. Nomination and Remuneration Committee:

The Nomination and Remuneration Committee, as per Section 178(1) of Companies Act, 2013, our board has constituted Nomination and Remuneration Committee vide Board Resolution dated November 04, 2022 in accordance with the Section 178 of the Companies Act, 2013. The Nom-

Name of Director	Category	Position in the committee	Attendance at the Nomination and Remuneration Committee held on	
			29.05.2024	
Priyanka Moondra Rathi	Non-Executive Independent Director	Chairman	Yes	
Rajnish Prakash	Non-Executive Non-Independent Director	Member	Yes	
Gautam Makker	Non-Executive Director	Member	Yes	

ination and Remuneration Committee comprises of:
The terms of reference of the Committee inter alia, include the following:

- Succession planning of the Board of Directors and Senior Management Employees;
- Identifying and selection of candidates for appointment as Directors / Independent Directors based on certain laid down criteria;
- Identifying potential individuals for appointment as Key Managerial Personnel and to other Senior Management positions;
- Formulate and review from time to time the policy for selection and appointment of Directors, Key Managerial Personnel and senior management employees and their remuneration;
- Review the performance of the Board of Directors and Senior Management Employees based on certain criteria as approved by the Board.

The Company has formulated a Remuneration Policy which is annexed to the Board's Report in "Annexure VII".

c. Stakeholders Relationship Committee:

The Stakeholders Relationship Committee, as per Section 178(5) of Companies Act, 2013, our board has constituted the Stakeholders Relationship Committee vide Board Resolution dated November 04, 2022 in accordance with the Section 178 of the Companies Act, 2013. The

Name of Director	Category	Position in the committee	Attendance at the Stakeholders Relationship Committee held on 29.05.2024
Priyanka Moondra Rathi	Non-Executive Independent Director	Chairman	Yes
Rajnish Prakash	Non-Executive Independent Director	Member	Yes
Gautam Makker	Non-Executive Director	Member	Yes

Stakeholders Relationship Committee comprises of:
The terms of reference of the Committee are:

- transfer/transmission of shares/debentures and such other securities as may be issued by the Company from time to time;
- issue of duplicate share certificates for shares/debentures and other securities reported lost, defaced or destroyed, as per the laid down procedure;
- issue new certificates against subdivision of shares, renewal, split or consolidation of share certificates / certificates relating to other securities;
- issue and allot right shares / bonus shares pursuant to a Rights Issue / Bonus Issue made by the Company, subject to such approvals as may be required;
- to grant Employee Stock Options pursuant to approved Employees' Stock Option Scheme(s), if any, and to allot shares pursuant to options exercised;
- to issue and allot debentures, bonds and other securities, subject to such approvals as may be required;

- to approve and monitor dematerialization of shares / debentures / other securities and all matters incidental or related thereto;
- to authorize the Company Secretary and Head Compliance / other Officers of the Share Department to attend to matters relating to non-receipt of annual reports, notices, non-receipt of declared dividend / interest, change of address for correspondence etc. and to monitor action taken;
- monitoring expeditious redressal of investors / stakeholders grievances;
- all other matters incidental or related to shares, debenture

During the year, Four (4) complaints were received from shareholders/ Stakeholders and the same has been resolved within the stipulated time. Further there are no balance complaints.

The Company had no share transfers pending as on March 31, 2025.

d. The Corporate Social Responsibility Committee:

The Corporate Social Responsibility Committee, as per Section 135 of Companies Act, 2013, our board has constituted the CSR Committee vide Board Resolution dated November 04, 2022 in accordance with the Companies Act, 2013. The Corporate Social Responsibility Committee comprises of:

Name of Director Category		Position in the committee	Attendance at the Corporate Social Responsibility Committee held on 29.05.2024
Sunil Menon	Managing Director	Chairman	Yes
Gautam Makker	Non- Executive Director	Member	Yes
Prakash Rajnish	Non-Executive Independent Director	Member	Yes

The terms of reference of the Committee are:

- Formulation of a corporate social responsibility policy to the Board, indicating the activities to be undertaken by the Company in areas or subject specified in the Companies Act, 2013. The activities should be within the list of permitted activities specified in the Companies Act, 2013 and the rules thereunder;
- Recommending the amount of expenditure to be incurred, amount to be at least 2% of the average net profit of the Company in the three immediately preceding financial years or where the Company has not completed the period of three financial years since its incorporation during such immediately preceding financial years;
- Instituting a transparent monitoring mechanism for implementation of the corporate social responsibility projects or programs or activities undertaken by the Company;
- Monitoring the corporate social responsibility policy from time to time and issuing necessary directions as required for proper implementation and timely completion of corporate social responsibility programmes;
- Identifying corporate social responsibility policy partners and corporate social responsibility policy programmes; Identifying and appointing the corporate social responsibility team of the Company including corporate social responsibility manager, wherever

required; and Performing such other duties and functions as the Board may require the Corporate Social Responsibility Committee to undertake to promote the corporate social responsibility activities of the Company or as may be required under applicable laws.

e. The Follow On Public Offer Committee:

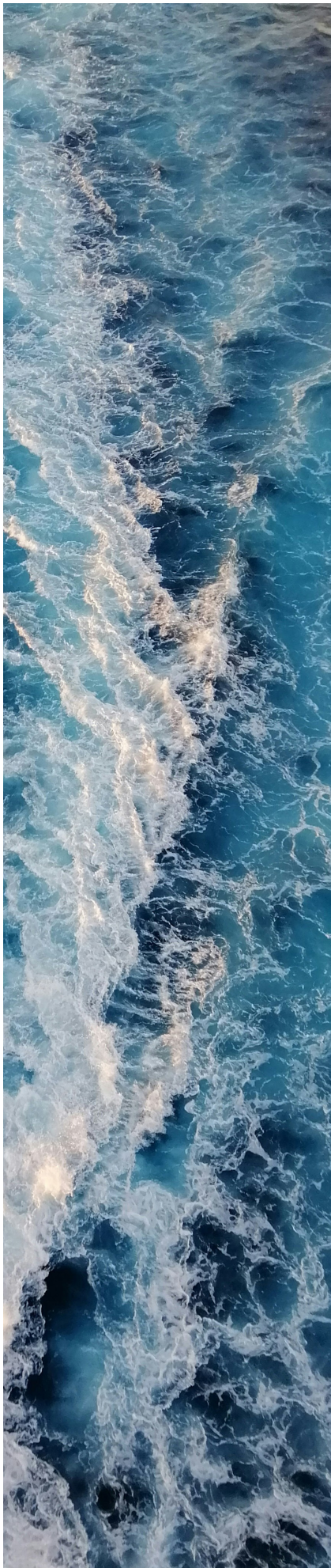
Our Board has constituted the FPO Committee vide Board Resolution dated November 07, 2024. The FPO Committee comprises of following members:

The Company Secretary shall act as the secretary of the FPO Committee.

Name of the Directors	Nature of Directorship	Designation in Committee
Sunil Menon	Managing Director	Chairman
Gautam Makker	Chairman & Non- Executive Director	Member
Hitesh Birla	Chief Financial Officer	Member

The terms of reference of the FPO Committee include the following:

- Approving amendments to the memorandum of association and the articles of association of the Company;
- Approving all actions required to dematerialize the Equity Shares, including seeking the admission of the Equity Shares into the Central Depository Services (India) Limited (the "CDSL") and the National Securities Depository Limited (the "NSDL");
- Finalizing and arranging for the submission of the Draft Prospectus ("DP") and the Prospectus ("Prospectus") and any amendments, supplements, notices or corrigenda thereto, to appropriate government and regulatory authorities, institutions or bodies;
- Approving a code of conduct as may be considered necessary by the Board or the FPO Committee or as required under Applicable Laws for the Board, officers of the Company and other employees of the Company;
- Issuing advertisements as it may deem fit and proper in accordance with Applicable Laws;
- Approving suitable policies, including on insider trading, whistle blower/vigil mechanism, risk management and other corporate governance requirement that may be considered necessary by the Board or the FPO Committee or as may be required under Applicable Laws in connection with the Offering;
- Deciding on the size and all other terms and conditions of the Offer and/or the number of Equity Shares to be offered in the Offer, including Reservation, Green Shoe Option and any rounding off in the event of any oversubscription as permitted under Applicable Laws;
- Taking all actions as may be necessary or authorized in connection with the Offer;
- Appointing and instructing Lead Manager, placement agents, bankers to the Offer, the registrar to the Offer, bankers of the Company, managers, underwriters, guarantors, escrow agents, accountants, auditors, legal counsel, depositories, trustees, custodians, credit rating agencies, advertising agencies and all such persons or agencies as may be involved in or concerned with the Offer and whose appointment is required in relation to the Offer, including any successors or replacements thereof;



- Opening bank accounts, share/securities accounts, escrow or custodian accounts, in India or abroad, in Rupees or in any other currency, in accordance with Applicable Laws;

22. Transfer of shares and unclaimed dividend to Investor Education and Protection Fund (IEPF):

During the year under review, your Company has not transferred any unclaimed amount and shares lying with the Company for a period of seven years to the Investor Education and Protection Fund (IEPF) in compliance with the applicable provisions of the Companies Act, 2013.

23. Auditors:

- Independent Auditors: M/S. V. N. Purohit & Co., Chartered Accountants - Firm Registration No. 304040E Statutory Auditors of the Company were appointed at the 10th Annual General Meeting of the Company held on September 30, 2022 for a period of five years. Accordingly, M/S. V. N. Purohit & Co., will complete their term and tenure as envisaged in Section 139 of the Companies Act, 2013 at the conclusion of this Annual General Meeting to be held in the year 2026.
- Cost Auditor: During the year i.e. 2024-25 under review, Cost audit was not applicable to us.
Further, for the year ended March 31, 2025, the company has an overall annual turnover of ₹145 Crore (One hundred and Forty Fiver Crore), which exceeds the criteria laid down under Section 148, i.e., ₹100 crore. Therefore, according to the provisions of Section 148 of the Companies Act 2013, the company will get its Cost Records Audited for the Financial Year 2024-25.
- Secretarial auditor: During the year under review, the Board of Directors, on the recommendation of the Audit Committee, has appointed M Rupareliya & Associates, a practicing company secretary, as Secretarial Auditor to conduct the secretarial audit of the Company for the financial year 2024-25.
The company in its Board meeting held on dated 29th May 2024, has reappointed M Rupareliya & Associates, a practicing company secretary, as Secretarial Auditor to conduct the secretarial audit of the Company for the financial year 2024-25. They have confirmed their eligibility for the re-appointment.

24. Independent auditors' report:

The Statutory Auditor's report to the Members on the financial statement for the year ended March 31, 2025 does not contain any qualification, reservation, adverse remark or any disclaimer.

25. Reporting of fraud:

During the year under review, there were no instances of frauds reported by Auditors under Section 143(12) of the Companies Act, 2013.

26. Credit Rating

During the year under review, the Company obtained a credit rating from CRISIL Ratings, which assigned a 'CRISIL BBB/Positive/CRISIL A3+' rating to the bank facilities of CFF Fluid Control Limited (CFFCL).

27. Management discussion and analysis Report

A detailed review of operations, performance and future outlook of

your Company and its businesses is given in the Management Discussion and Analysis, which forms part of this Report as stipulated under Regulation 34(2)(e) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 details are given in Annexure -IV to this Report.

28. Compliance with Secretarial Standards

The Company has complied with Secretarial Standards notified by the Institute of Company Secretaries of India.

29. Conservation of energy, technology absorption and foreign exchange earnings and outgo

The Information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3) (m) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014, is annexed herewith as Annexure - I to this Report.

30. Particulars of contracts or arrangements with related parties referred to in Sub-section (1) of section 188 of the companies act, 2013:

All related party transactions entered by the Company during the financial year 2024-25 with related parties were on arm's length basis and in the ordinary course of business. No material related party transactions / arrangements were entered into during the financial year by the Company.

The particulars of transactions with related parties referred in section 188(1) of the Companies Act, 2013 entered by the Company during the financial year ended March 31, 2025 in Form AOC-2 is annexed herewith as Annexure -II to this Report.

The details of the transactions with related parties were also provided in the notes to the financial statements.

31. Risk management policy

Your company recognizes Risk Management as a very important part of business and has kept in place necessary policies, procedures and mechanisms. The company proactively identifies monitors and takes precautionary and mitigation measures in respect of various risks that threaten the operations and resources of the company.

The Risk Management Policy of the company is available at the link <https://cffdefensys.com/investors/>.

32. Vigil mechanism policy

Pursuant to the provisions of Section 177 (9) and (10) of the Companies Act, 2013 a Whistle Blower policy has been established. The policy is available at the website link <https://cffdefensys.com/investors/>.

33. Corporate social responsibility (CSR) activities during the year 2024-25:

During the year 2024-25, the Company has in place a CSR policy laid down in accordance with the provisions of Companies Act, 2013 and rules made thereunder. The Company under its CSR policy, affirms its commitment of seamless integration of marketplace, workplace, en-

environment and community concerns with business operations by undertaking activities / initiatives that are not taken in its normal course of business and/or confined to only the employees and their relatives and which are in line with the broad-based list of activities, areas or subjects that are set out under schedule VII of the Companies Act, 2013.

The company has spent an amount of Rs. 32,60,000 on CSR activities as specified in Schedule VII of the Companies Act, 2013, against the 2% of average profit for the last three years.

The company has spent an amount of Rs. 8,50,000 to Matoshri Jayaben Himmatlal Shah Charitable Trust for use in their efforts towards empowering lives through education, healthcare, and empowerment initiatives, bringing hope to the underprivileged

The company has spent an amount of Rs 24,10,000 to Keshavlal V Bodani Education Foundation for use in their efforts towards providing greater access and quality in education and rehabilitation services to children with disability.

Details of CSR activities are given in Annexure – III to this Report.

34. Significant Regulatory Or Court Orders:

During the Financial Year 2024-25 and thereafter till the date of this Report, there were no significant and material orders passed by the regulators or Courts or Tribunals which can adversely impact the going concern status of your Company and its operations in future.

35. Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

During the year under review, there were no cases received / filed pursuant to the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibitions and Redressal) Act, 2013.

- a. number of complaints of sexual harassment received in the year : NIL
- b. number of complaints disposed during the year : NIL
- c. number of cases pending for more than ninety days : NIL

36. Disclosure of significant and material orders passed by regulators etc. under Rule 8(5)(vii) of the Companies (Accounts) Rules 2014 .

During the year under review, there were no significant or material order(s) passed by the Regulators / Courts or Tribunals which would impact the going concern status of the Company and its future operations.

37. Disclosure of internal financial control systems and their adequacy Rule 8(5)(viii) of the Companies (Accounts) Rules 2014

Our company has in place adequate internal financial controls with reference to financial statements. The Board has adopted the policies and procedures for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, safeguarding of its assets, prevention and detection of frauds and errors, accuracy and completeness of the accounting records, and aid in the timely preparation of reliable financial statements.

38. Annual Return

Pursuant to the provisions of Section 92(3) of the Companies Act, 2013, the Annual Return in Form MGT-7 is available on the company's weblink <https://cffdefensys.com/investors/> .

39. Remuneration of directors and employees and related disclosures

Remuneration is paid to directors and employees in accordance with the remuneration policy of the company and applicable statutory provisions.

The information required under Section 197 & Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is given below.

- a. The median remuneration of employees of the Company during the financial year is Rs. 23,900/-
- b. Percentage decrease in the median remuneration of employees in the financial year 2024-25: 9.46%
- c. Number of permanent employees on the rolls of the Company as on March 31, 2025: 245 (Two Hundred and Forty-Five).
- d. It is hereby affirmed that the remuneration paid during the year is as per the Remuneration policy of the Company.
- e. There is no employee covered under the provisions of section 197(14) of the Companies Act, 2013.

There was no employee in the Company who drew remuneration of Rs. 1,00,00,000/- per annum during the period under review. Hence, the Company is not required to disclose any information as per Rule 5(2) of the Companies (Appointment and Remuneration) Rules, 2014.

40. Listing on stock exchanges

The Company's Equity shares are listed on BSE SME Platform (Scrip Code: 543920) and the Listing Fees has been paid to them up to date.

41. Policies of The Company:

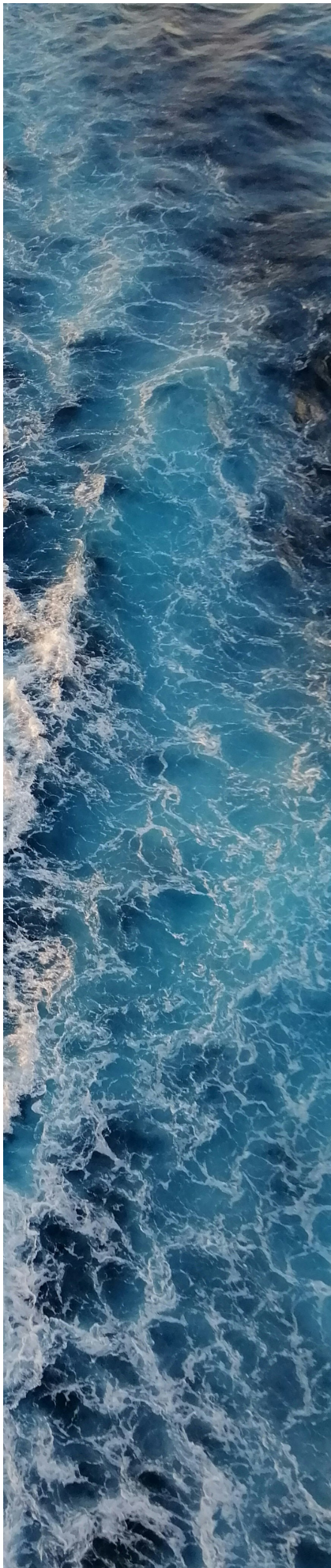
The Companies Act, 2013 read with the Rules framed thereunder and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") have mandated the formulation of certain policies for listed and/ or unlisted companies. All the Policies and Codes adopted by your Company, from time to time, are available on the Company's website viz., <https://cffdefensys.com/investors/>, pursuant to Regulation 46 of the Listing Regulations. The Policies are reviewed periodically by the Board of Directors and its Committees and are updated based on the need and new compliance requirements.

42. Human Resources and Industrial relations

Your directors thank all the employees for their cooperation and the contribution towards harmonious relationship and progress of the company.

43. Prevention of insider trading:

In compliance with the provisions of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended, the Company has formulated and adopted the revised "Code of Conduct for Prevention of Insider Trading" ("the Insider Trading Code"). The ob-



ject of the Insider Trading Code is to set framework, rules and procedures which all concerned persons should follow, while trading in listed or proposed to be listed securities of the Company. During the year, the Company has also adopted the Code of Practice and Procedures for Fair Disclosure of Unpublished Price Sensitive Information ("the Code") in line with the SEBI (Prohibition of Insider Trading) Amendment Regulations, 2018. The Code is available on the Company's website - <https://cffdefensys.com/investors/>.

44. Depository System:

Your Company's Equity Shares are available for dematerialization through National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). The ISIN Number of your Company for both NSDL and CDSL is INE0NJ001013.

45. Research and development:

Your Company works with the purpose of constant innovation to improve farmer productivity and thereby to help in feeding the nation. It continues to focus and invest significantly on cutting edge Research & Development (R&D) initiatives and strongly believes that productive R&D is a key ingredient for the Company's success and growth.

46. Cautionary statement:

Statements in the Directors' Report and the Management Discussion and Analysis Report describing the Company's objectives, projections, expectations, estimates or forecasts may be forward-looking within the meaning of applicable laws and regulations. Actual results may differ substantially or materially from those expressed or implied therein due to risks and uncertainties. Important factors that could influence the Company's operations, inter alia, include global and domestic demand and supply conditions affecting selling prices of finished goods, input availability and prices, changes in government regulations, tax laws, economic, political developments within the country and other factors such as litigations and industrial relations.

47. Appreciation:

Our Directors wish to place on record sincere appreciation for the support and co-operation received from various Central and State Government Departments, organizations and agencies. Your Directors also gratefully acknowledge all stakeholders of your Company, viz., Shareholders, customers, dealers, vendors, banks and other business partners for excellent support received from them during the Financial Year under review. Your Directors also express their genuine appreciation to all the employees of the Company for their unstinted commitment and continued contribution to the growth of your Company.

For and on behalf of the Board of Director of CFF Fluid Control Limited

Sd/-
Sunil Menon
Managing Director
DIN: 00409485

Sd/-
Gautam Makker
Chairman
DIN: 00354956

Place: Mumbai
Date: 05th June, 2025

PARTICULARS IN RESPECT OF CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS & OUTGO.

CFF FLUID CONTROL LIMITED

As at the Financial Year ended March 31, 2025

[Pursuant to Section 134(3) (m) of the Companies Act, 2013 and Rule 8 of the Companies (Accounts) Rules, 2014]

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION:

A. CONSERVATION OF ENERGY

- a. The steps taken or impact on conservation of energy - Nil
- b. The steps taken by the Company for utilizing alternate source of energy - Nil
- B. The Capital Investment on energy conversation equipment - Nil

TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION:

- a. The efforts made towards technology absorption. - A cornerstone of our strategy has been the successful transfer of technology from global leaders to our manufacturing unit in India.
- b. The benefits derived like product improvement, cost reduction, product development or import substitution - These initiatives ensure that CFF remains at the forefront of defense technology.
- c. In case of imported technology (imported during the last three years reckoned from the beginning of the financial year) -
 - a. **The details of technology imported;** Towed Wire Antenna (TWA)
 - b. **The year of import;** Commenced in FY23-24, completed in FY24-25
 - c. **Whether the technology been fully absorbed;** Completed and Absorbed

Appropriate steps are also taken to canalize the waste keeping in view the environmental laws.

C. RESEARCH & DEVELOPMENT (R&D) ACTIVITIES:

A strong and experienced team of Research and development has been nurtured at CFF. As part of make in India, a number of products are list-

ed for indigenization by the Government of India. Many complex parts, components, complete equipment and complete systems are required to be indigenized. Our team has the capability of rapid prototype and come out with innovative solutions

D. FOREIGN EXCHANGE EARNINGS AND OUTGO:

The details of Foreign Exchange Earnings and Outgo of your Company during the Financial Year under review are as follows:

Particulars	Current Year (2024-25) (Rs in Lacs)	Previous Year (2023-24) (Rs in Lacs)
Foreign Exchange Earned (Foreign exchange fluctuation gain/loss)		(6.67)
Foreign Exchange Used –		
1. Raw Materials	3037.29	829.95
2. Pursuant to TWA Technology Transfer Agreement	118.04	849.33
3. Technical services	60.00	-

Annexure II to the Directors' Report

FORM AOC – 2 - MATERIAL RELATED PARTY TRANSACTION

(Pursuant to Clause (h) of Sub-section (3) of Section 134 of the Act and Rule 8 (2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in Sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto

- Details of contracts or arrangements or transactions not at arm's length basis:

Sr. No.	Name(s) of the related party and nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts / arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any	Justification for Entering into such contracts or arrangements or transaction	Date of approval by the Board	Amount paid as advances, if any	Date on which the special resolution was passed in general meeting as required under first proviso to section 188
01	NA	NA	NA	NA	NA	NA	NA	NA

- Details of material contracts or arrangement or transactions at arm's length basis:

A. Directors Remuneration

Sr. No.	Name of Related Party and Relationship	Nature of Transaction and amount O/s as	Duration and terms	Amount (In Lakhs INR)
1.	Sunil Menon	Director and KMP	For FY 2024-25	84.00
2.	Hitesh Birla	Chief Financial Officer	For FY 2024-25	16.33
3.	Sonika Mehta	Company Secretary	For FY 2024-25	1.08

B. Others

Sr. No.	Name(s) of the related party and nature of relationship	Duration of the contracts / arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any (In Lakhs INR)	Date of approval by the Board / others	Amount paid as advances, if any
1.	Flash Forge Pvt. Ltd (KMP have Significant Influence) Reimbursement of expenses	Nil	382.68	15.09.2022	Nil

Annexure III to the Directors' Report

Annual Report on CSR Activities for Financial Year 2024-25

1. Brief outline on CSR Policy of the Company

The Company's CSR policy is in alignment with the guidelines provided by the Ministry of Corporate Affairs (MCA). The Board has formulated a CSR Policy with the main objective that "the Company shall undertake the CSR activities that help the surrounding communities possible in its means and meeting the regulatory requirements.

Details of the policy can be seen at the company's website: <https://cffdefensys.com/investors/CSR>

2. Composition of CSR Committee

Sr. No.	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Sunil Menon	Chairman of CSR Committee Managing Director	1	1
2.	Gautam Makker	Member Non- Executive Director	1	1
3.	Prakash Rajnish	Member Non-Executive Independent Director	1	1

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

<https://cffdefensys.com/>

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable
Not Applicable for the financial year under review.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: NIL

6. Average net profit of the company as per section 135(5): 16,25,74,777

7.

a. Two percent of average net profit of the company as per section 135(5): RS 32.51 lakhs

b. Surplus arising out of the CSR projects or programmes or activities of the previous financial years.: Not Applicable

c. Amount required to be set off for the financial year, if any: Rs 32.51 Lakhs

d. CSR Budget approved by Board on the recommendation of CSR Committee: Rs. 32.60 lakhs

e. Total CSR obligation for the financial year (7a+7b-7c): Rs 32.51 lakhs

8.

- a. CSR amount spent or unspent for the financial year: Rs. 32.60 lakhs

Total Amount Spent for the Financial Year. (in Rs.)	Amount Unspent (in Rs.)				
	Total Amount transferred to Unspent CSR Account as per section 135(6).*		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer.	Name of the Fund	Amount.	Date of transfer.
Rs 32,60,000	-	-	-	-	-

- b. Details of CSR amount spent against ongoing projects for the financial year: Not Applicable
- c. Details of CSR amount spent against other than ongoing projects for the financial year: Not Applicable
- d. Amount spent in Administrative Overheads: Nil
- e. Amount spent on Impact Assessment, if applicable: Not Applicable
- f. Total amount spent for the Financial Year (8b+8c+8d+8e): Rs 32.60 lakhs
- g. Excess amount for set off, if any: Rs 9000

NOTE: During the year, the Company has in place a CSR policy laid down in accordance with the provisions of Companies Act, 2013 and rules made thereunder. The Company under its CSR policy, affirms its commitment of seamless integration of marketplace, workplace, environment and community concerns with business operations by undertaking activities / initiatives that are not taken in its normal course of business and/or confined to only the employees and their relatives and which are in line with the broad-based list of activities, areas or subjects that are set out under schedule VII of the Companies Act, 2013.

The company has spent an amount of Rs. 32,60,000 on CSR activities as specified in Schedule VII of the Companies Act, 2013, against the 2% of average profit for the last three years. The company has spent an amount of Rs. 8,50,000 to Matoshri Jayaben Himmatlal Shah Charitable Trust for use in their efforts towards empowering lives through education, healthcare, and empowerment initiatives, bringing hope to the underprivileged. The company has spent an amount of Rs 24,10,000 to Keshavlal V Bodani Education Foundation for use in their efforts towards providing greater access and quality in education and rehabilitation services to children with disability.

S I . Particular No.	Amount (in Rs.)
(i) Two percent of average net profit of the company as per section 135(5)	32,51,000
(ii) Total amount spent for the Financial Year	32,60,000
(iii) Excess amount spent for the financial year [(ii)-(i)]	9,000
(iv) Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v) Amount available for set off in succeeding financial years [(iii)-(iv)]	Nil

9.

- a. Details of Unspent CSR amount for the preceding three financial years: Not Applicable
- b. Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s): Not Applicable

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year: Not Applicable

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135 (5). : Not Applicable

**For and on behalf of the Board of
Director of
CFF Fluid Control Limited**

**For and on behalf of the CSR
Committees of
CFF Fluid Control Limited**

Sd/-
Sunil Menon
Managing Director of company
and Chairman of CSR Committees
DIN: 00409485

Sd/-
Gautam Makker
Member of CSR Committees
DIN: 00354956

Annexure IV to the Directors' Report

Management Discussion and Analysis

Forward looking statement

Statements in this Management Discussion and Analysis of Financial Condition and Results of Operations of the Company describing the Company's objectives, expectations or predictions may be forward looking within the meaning of applicable securities laws and regulations. Forward looking statements are based on certain assumptions and expectations of future events.

The Company cannot guarantee that these assumptions and expectations are accurate or will be realized. The Company assumes no responsibility to publicly amend, modify or revise forward looking statements, on the basis of any subsequent developments, information or events. Actual results may differ materially from those expressed in the statement. Important factors that could influence the Company's operations include changes in government regulations, tax laws, economic developments within the country and such other factors globally.

The financial statements are prepared as per the IND AS guidelines and comply with the Accounting Standards notified under Section 211(3C) of the Act read with the Companies (Accounting Standards) Rules, 2015. The management of CFF Fluid Control Limited has used estimates and judgments relating to the financial statements on a prudent and reasonable basis, in order that the financial statements reflect in a true and fair manner, the state of affairs and profit for the year.

The following discussions on our financial condition and result of operations should be read together with our audited financial statements and the notes to these statements included in the annual report. Unless otherwise specified or the context otherwise requires, all references herein to "we", "us", "our", "the Company", "CFF" are to CFF Fluid Control Ltd.

The information in this section includes extracts from publicly available information, data and statistics and has been derived from various government publications, publicly available documents and industry sources. Neither we nor any other person connected with the Issue have verified this information. The data may have been re-classified by us for the purposes of presentation. Industry sources and publications generally state that the information contained therein has been obtained from sources generally believed to be reliable, but that their accuracy, completeness and underlying assumptions are not guaranteed and their reliability cannot be assured and, accordingly, investment decisions should not be based on such information.

Industry and Overview

Indian Naval Business Outlook

India is one of the strongest military forces in the world and holds a place of strategic importance for the Indian government. The top three largest market segments of the Indian defence sector are military fixed wing, naval vessels and surface combatants, and missiles and missile defence systems. Military rotorcraft, submarines, artillery, tactical communications, electronic warfare, and military land vehicles are some of the other well-known segments. Some of the major defence manufacturing companies in India are Bharat Earth Movers Ltd. (BEML), Bharat Electronics Ltd. (BEL), and Hindustan Aeronautics Ltd. (HAL).

The Indian defence manufacturing industry is a significant sector of the economy. The industry is likely to accelerate with rising concerns about national security. Demand for defence equipment in India has been growing due to the ongoing territorial disputes with Pakistan and China over the ownership of the Northern State of Kashmir and the North-Eastern State of Arunachal Pradesh, respectively. Over the last five years, India has been ranked among the top importers of defence equipment to gain technological advantages over rival countries such as China and Pakistan. To modernise its armed forces and reduce dependency on external dependence for defence procurement, several initiatives have been taken by the government to encourage 'Make in India' activities via policy support initiatives.

India's defence budget of US\$ 78.7 billion ranked fourth highest globally in 2024. India has the world's Fifth largest defence expenditure, as of 2025, and has set a target of US\$ 6.02 billion (Rs. 50,000 crore) worth of annual defence exports by 2028-29.

In the Interim Budget 2025-26, US\$ 3.1 billion (Rs. 26,816 crore) was allocated to DRDO, while a corpus of US\$ 12.0 billion (Rs. 1 lakh crore) was earmarked for Deep Tech, offering long-term loans to tech-savvy companies to foster innovation in defence technologies within India.

As per the Union Budget 2022-23, 25% of the defence R&D budget has been earmarked for private industry and start-ups which will pave the way for the innovation of new defence technologies in India.

Till March 25, a total of 700 industrial licences were issued to 436 companies operating in the defence sector. Defence exports rose 240% over five years in FY23, to US\$ 1.9 billion (Rs. 15,918.16 crore). India now exports to over 85 countries due to collaborative efforts.

Defence exports US\$ 2.63 billion in FY23-24 up by 32.5% from last year. Till October 2022, a total of 700 Industrial Licences have been issued to 436 companies operating in Defence Sector. Defence exports grew by 334% in the last five years; India now exports to over 85 countries due to collaborative efforts.

Notable trends in the defence manufacturing sector

Focusing on Defence Startups

- According to government data, India has around 194 defence start-ups building innovative tech solutions. The government has set a target of Rs. 1.75 lakh crore (US\$ 21.3 billion) of defence production by 2025, which includes exports of Rs. 35,000 crore (US\$ 4.3 billion).
- Indian and American startups will now be able to co-develop and co-produce advanced technologies, including in areas of space artificial intelligence, under the India-United States Defence Acceleration Ecosystem (INDUS-X).

Presence of Private Sector in Defence Manufacturing

- The Indian private sector has grown since opening of the defence sector and evolved from producing components and sub-systems, to developing complete equipment and systems, system of systems and platform level solutions.
- This is clearly visible from the quantum (more than 90%) of defence exports by private defence companies.

Developing AI-based Capabilities

- The Radio Trunk System (RTS), Radio Local System, Artillery Combat Command and Control System (ACCCS) also called as 'SHAKTI', wireless message transfer unit (WMTU), Advanced Tactical Communication Systems for the Army such as Army Radio Engineered Network (AREN), Army Static Switched Communication Network (ASCON), Troposcatter Communication Systems, SATCOM, Battlefield Management System (BMS) etc. are some of the CAIR's products which have significantly improved military communication in the border areas.

Leveraging IT for Efficient Defence Production Operations

- SRIJAN portal launched to promote indigenization. More than 34,000 items are available for public view and 10,000 items have been indigenized till January 2024.
- Development of an indigenization portal for all defence PSUs and ordnance factories can ensure seamless search experience for stakeholders for processes such as online registration of vendors expressing interest for indigenising a product.

Local designing and development of products

- Indigenous production of defence equipments is at the core of 'Make in India' programme.
- Key defence manufacturing companies are currently focusing on designing and developing various indigenous weapons and essential products to boost domestic manufacturing capabilities and align with Hon'ble Prime Minister's vision of Aatmnirbhar Bharat.

Strategies adopted

Digital Technologies

- Defence minister Mr. Rajnath Singh launched Acing Development of Innovative Technologies with iDEX(ADITI) scheme to promote innovations in critical and strategic defence technologies.
- SRIJAN portal launched to promote indigenization. More than 34,000 items are available for public view and 10,000 items have been indigenized till January 2024

Innovation in Defence Manufacturing

- The Interim budget 2024-25 earmarked Rs. 60 crore (US\$ 7.2 million) for the Technology Development Fund (TDF) scheme, specifically designed to support new startups, MSMEs, and academia engaged in defence-related innovation aiming to attract young talent interested in niche technology development, fostering collaboration with DRDO.
- Additionally, a corpus of Rs. 1 lakh crore (US\$ 12 billion) for Deep Tech, offering long-term loans to tech-savvy individuals and companies was announced in the Interim Budget 2024-25. This initiative is expected to accelerate innovation in the defence sector, promoting the development of cutting-edge technologies. As of December 4, 2023, 433 startups/MSMEs/individual innovators have been engaged and 302 contracts have been signed

Leveraging Strategic Partnerships to Build Capabilities

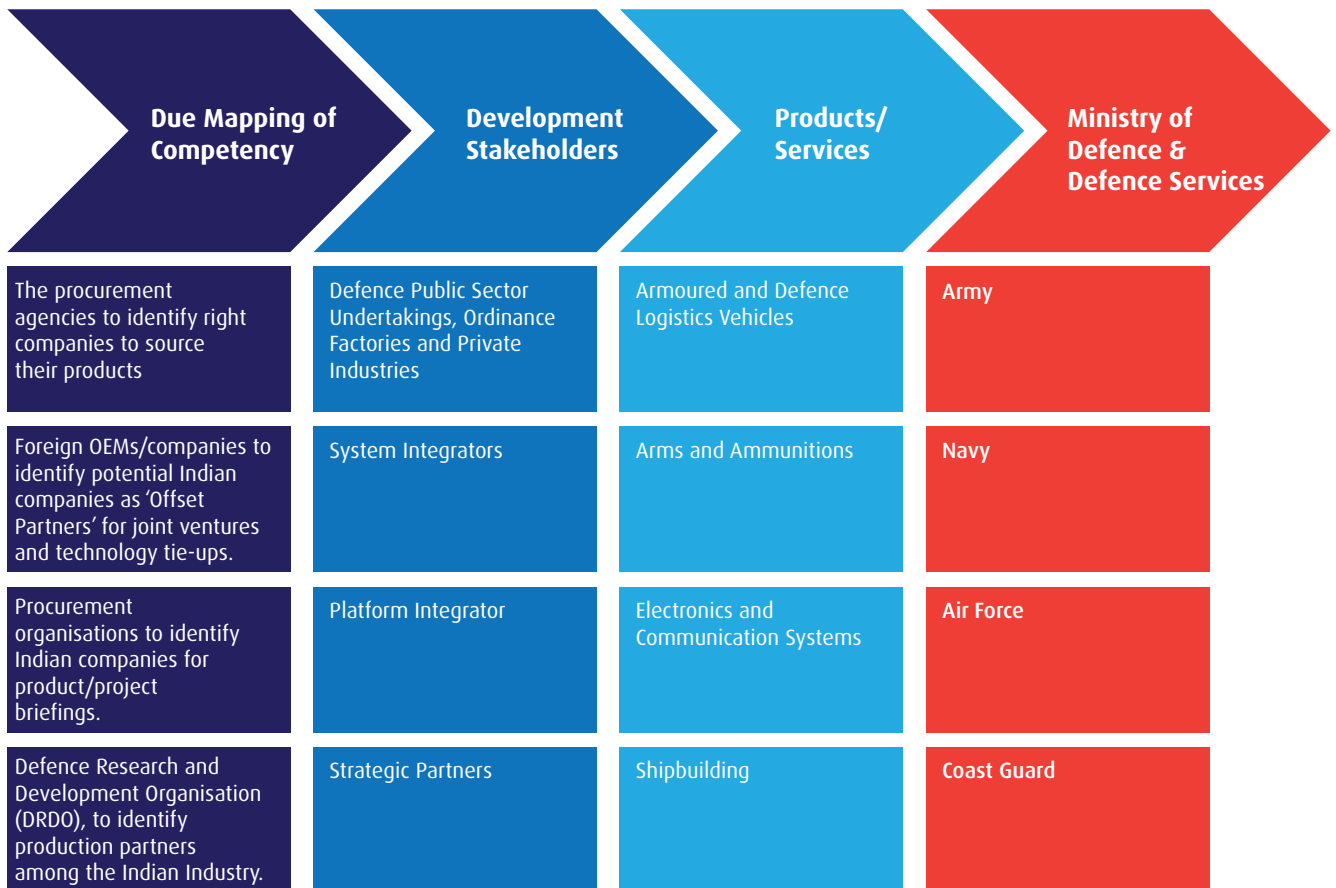
- The Bandhan ceremony of 14th Aero India in Bengaluru on February 15, 2023, witnessed the forging of 266 partnerships including 201 MoUs, 53 major announcements, nine product launches and three Transfers of Technology, worth around Rs. 80,000 crore (US\$ 10 billion).
- The 12th and largest-ever defence exhibition - DefExpo 2022 - marked the emergence of India's defence industry as a sunrise sector for investment on the global scale, in line with the theme 'Path to Pride'. Organized exclusively for Indian companies, the five-day event witnessed unparalleled participation of over 1,340 exhibitors, businesses, investors, start-ups, MSMEs, Armed Forces and delegates from several countries, with engagements spread over four venues

Procurement Of Military Hardware & Software

- The Ministry of Defence signed a contract with Advanced Weapon Equipment India Ltd. for the production and supply of 463 indigenous 12.7 mm Stabilized Remote Control Guns (SRCG) to the Indian Navy and Indian Coast Guard. The contract, valued at Rs. 1752.13 crore (US\$ 210 million), boasts an Indigenous Content (IC) exceeding 85%.
- The Indian government is procuring military hardware and software to improve firepower in the Indian Navy and enhance capabilities to perform against fast maneuvering targets such as missiles and 'Fast Attack Crafts'.
- BrahMos: A contract was signed for procurement of 35 combat and three Practice BrahMos missiles for two P-15B ships from M/s BrahMos Aerospace Pvt. Ltd., India for an amount of Rs. 1,723 crore (US\$ 209 million).

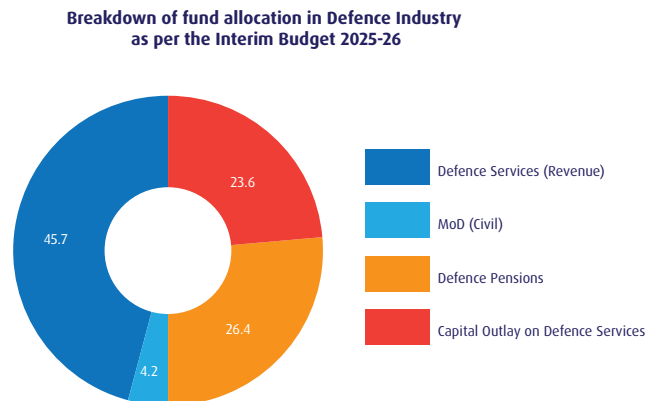
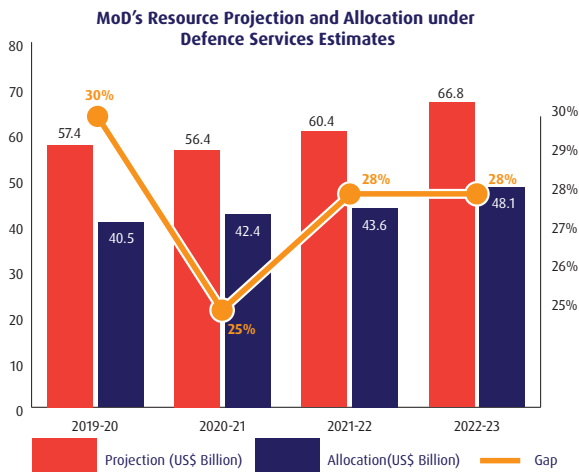
- Multi-Purpose Vessels: Contract for procurement of two multi-Purpose Vessels (MPVs) for Indian Navy from M/s Larsen & Toubro Limited, Mumbai for a total cost of Rs. 887 crore (US\$ 107 million) under Buy (Indian) category was signed in March 2022
- Fast Patrol Vessels: A contract for construction of eight Fast Patrol vessels (FPVs) for Indian Coast Guard with M/s Goa Shipyard Limited (GSL), Goa at a total cost of Rs. 473.47 crore (US\$ 57.6 million) under Buy (Indian) category was signed in March.

Market Overview



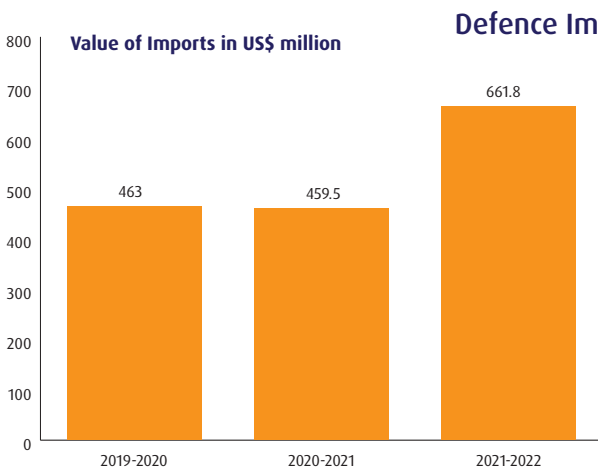
Segment-wise or product-wise performance/ Recent Trends and Strategies

Capital Allocation

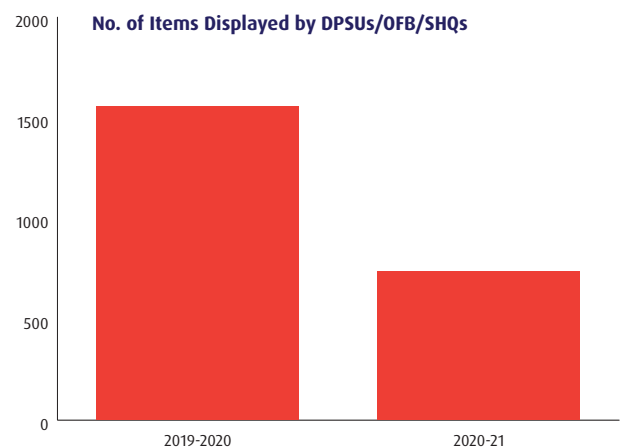


In the Union Budget 2025-26:

- In 2025-26, the Ministry of Defence (MoD) was allocated a total Budget of Rs. 6.81 lakh crore (US\$ 78.7 billion), which is 9.5% YoY increase from 2024-25 budget.
- Of this, Rs. 1.80 lakh crore (US\$ 20.8 billion) was allocated towards capital expenditure, including the purchase of new weapons, aircraft, warships, and other military equipment
- An outlay of Rs. 7,146 crore (US\$ 825.7 million) was announced towards the capital expenditures of the Border Roads Organization (BRO).



Defence Import

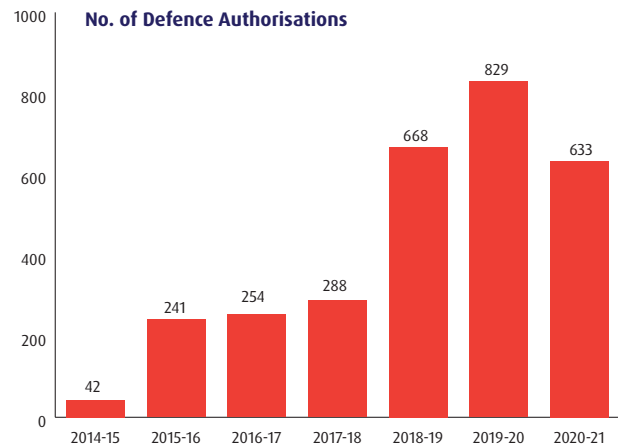
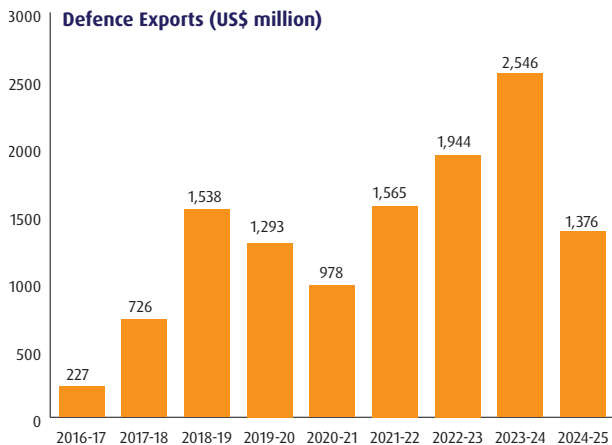


- Indian government endeavors to boost indigenous defence manufacturing.
- India ranks fourth among 12 Indo-Pacific nations in self-reliant arms production capabilities, according to a study released by the Stockholm International Peace Research Institute (SIPRI).
- Hindustan Aeronautics Ltd, Indian Ordnance Factories, Bharat Electronics, Mazagaon Docks and Cochin Shipyard are among the major Indian arms servicing companies. Ashok Leyland, one of the largest suppliers of trucks to the Indian Army, is the only company ranked in the top 50 in the Indo-Pacific.
- To support the domestic defence industry the government aims

to ensure transparency, predictability, and ease of doing business by creating a robust eco-system and supportive government policies. Towards this end the government has taken steps to bring about de-licensing, deregulation, export promotion and foreign investment liberalization. Ministry of Defence has also notified five 'Positive Indigenization lists' comprising of 509 defence equipment to be manufactured locally.

- Additionally, to promote export and liberalize foreign investments FDI in Defence Sector has been enhanced up to 74% through the Automatic Route and 100% by Government Route.
- The government has also announced two dedicated Defence Industrial Corridors in the States of Tamil Nadu and Uttar Pradesh to act as clusters of defence manufacturing that leverage existing infrastructure, and human capital.
- The Indian private sector has grown since opening of the defence sector and evolved from producing components and sub-systems, to developing complete equipment and systems, system of systems and platform level solutions.
- This is clearly visible from the quantum (more than 90%) of defence exports by private defence companies.

Defence Export



- Defence exports stood at Rs. 21,083 crores (US\$ 2.54 billion) in 2023-24 which is 31% increase from previous year.
- India rank among top 25 nations in arms exports nations in 2024.
- The Central government aims to take India's defence exports up to US\$ 5 billion by 2024-25.
- To achieve a turnover of Rs. 1,75,000 crore (US\$ 25 billion) including export of Rs. 35,000 crore (US\$ 5 billion) in Aerospace and Defence goods and services by 2025.
- To develop a dynamic, robust and competitive Defence industry, including the Aerospace and Naval Shipbuilding industry to cater to the needs of Armed forces with quality products.
- To reduce dependence on imports and take forward "Make in India" initiatives through domestic design and development.
- To promote the export of defence products and become part of the global defence value chains.
- To create an environment that encourages R&D, rewards innovation, creates Indian IP ownership and promotes a robust and self-reliant defence industry.

Risk and Concern

The defense sector faces a range of risks, including:

- **Cybersecurity threats:** The defense sector relies heavily on technology and networks, making it a prime target for cyber-attacks.
- **Supply chain vulnerabilities:** Disruptions to supply chains can impact the availability of critical materials and equipment.
- **Insider threats:** Unauthorized access or malicious activity by insiders can compromise sensitive information.
- **Physical security risks:** Military bases, equipment, and personnel are potential targets for physical attacks.
- **Geopolitical tensions:** Global conflicts and political instability can impact defense operations and strategy.
- **Technological obsolescence:** Rapid advancements in technology can render existing systems outdated.
- **Budget constraints:** Fluctuations in defense spending can impact program funding and resource allocation.
- **Regulatory compliance:** Defense contractors must navigate complex regulatory environments.
- **Environmental concerns:** Military operations can have environmental impacts, such as pollution and habitat destruction.
- **Reputation and public perception:** The defense sector is often scrutinized, and negative publicity can impact public trust.

These risks highlight the need for robust risk management strategies in the defense sector to ensure national security and operational effectiveness.

Business Performance:

1. REVIEW OF OPERATIONS:

During the year under review, your company's operating revenue increased to Rs. 14,609.79 Lakhs over the previous year's Rs. 10,697.57 Lakhs a significant growth of 73.22%. Your company earned a net profit of Rs. 2,385.03 lakhs for Financial Year 2024-25, compared to Rs. 1,708.77 lakhs for Financial Year 2023-24.

2. INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY:

The company has an Internal Control System commensurate with its requirement and size of business to ensure that the assets and interest of the company assets are safeguarded. The adequacy and effectiveness of the internal control across various activities, as well as compliance with laid down system and policies are comprehensively and frequently monitored by your company's management at all the levels of the organization. The company has established well defined policies and processes across the organization covering all major activities including authority for approvals. In all cases where monetary decisions are involved, various limits and authorities are in place.

The Company's internal controls are structured in a manner that ensure reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorized use or losses, executing transactions with proper authorization and ensuring compliance of corporate policies, laws and accounting standards.

With a strong monitoring system in place, the Company has an Audit Committee, the details of which have been provided in the Board's Report. The Audit Committee of the Board of Directors review the existing audit procedures and internal systems of control on an ongoing basis keeping in mind the organization's requirements, growth prospects and ever evolving business environment. They also review the internal audit findings and recommendations and ensure that corrective measures are implemented. Suggestions for improvement are considered and the Audit Committee follows up on the implementation of corrective actions.

3. RISK MANGEMENT:

As a step of institutionalizing the risk management in the Company, an elaborate framework has been developed and the Company's top management has overall responsibility for the establishment and oversight of the Company's risk management framework. An important purpose of the framework is to have a structured and comprehensive risk management system across the company which ensures that the risks are being properly identified and effectively managed. The Company has a risk management policy to manage & mitigate these risks. The risk management process includes risk identification, risk assessment, risk evaluation, risk mitigation and regular review and monitoring of risks. The Company's risk management policy aims to reduce volatility

in financial statements while maintaining balance between providing predictability in the Company's business plan along with reasonable participation in market movement.

4. KEY RATIOS

PARTICULARS	2024-25	2023-24	Change in ratios in %
Current ratio	3.49	4.24	-17.67%
Debt- Equity Ratio	0.14	0.19	-23.39%
Debt Service Coverage Ratio	9.25	4.40	110.16%
Inventory turnover Ratio	2.59	2.38	8.89%
Trade receivables turnover ratio	4.25	12.60	-66.27%
Return on Equity Ratio	17.42%	22.64%	-23.06%
Trade Payable Turnover Ratio	7.56	11.76	-35.68%
Net Capital Turnover Ratio	1.27	1.15	10.75%
Net Profit Ratio	16.39%	15.99%	2.47%
Return on Capital Employed	20.82%	17.68%	17.77%

RATIOS WITH VARIANCE MORE THAN 25% REASONS FOR VARIANCE

Debt equity ratio:	Due to Reduction in borrowings and profits for the current year.
Debt service coverage ratio:	Due to Increase in profits and lower debt service during the current year.
Trade receivable turnover ratio:	Due to Significant increase in trade receivables
Trade payable turnover ratio:	Due to Significant increase in trade payables

Material developments in Human Resources / Industrial Relations front, including number of people employed.

CFF Fluid Control Limited is part of a dynamic and progressive group that actively fosters a challenging work environment and encourages Entrepreneurship. With trust being the critical part of our business belief, we lay a strong emphasis on integrity, teamwork, innovation, performance and partnership. Our professional staff with diverse backgrounds brings varied talent, knowledge and experience to the Group, helping our businesses to remain competitive, achieve greater success and newer milestones. Our management team and board of directors are resolved to do what, we believe, is best for our shareholders, clients and associates.

At CFF Fluid Control Limited, we recruit for skill, experience, right attitude, commitment and diversity. However, the one common trait that runs through the DNA of every employee is entrepreneurship. We encourage our employees to act as owners, partners and managers of their individual functions while providing a conducive environment for them to be creative and productive.

Annexure V to the Directors' Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 2025

[Pursuant to section 204(1) of the Companies Act, 2013 and rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
CFF FLUID CONTROL LIMITED
Plot No 01, Survey No 96,
Kumbhivli Madap Khopoli,
Khalapur Raigarh MH-410203

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by CFF FLUID CONTROL 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 books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information, management representations provided by the Company, its officers, agents and authorized representatives during the conduct of the Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on March 31, 2025 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 as per Annexure I for the financial year ended on March 31, 2025 according to the provisions of:

- i. The Companies Act, 2013 (the Act) and the rules made thereunder;
- ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder; (Not applicable to the Company during the Audit Period)
- iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;(Not applicable to the Company during the Audit Period)
- v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b. The Securities and Exchange Board of India (Prohibition of Insider

Trading) Regulations, 2015;

- c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time;
- d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2014; (not applicable to the company during the review period)
- e. The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999; (Not applicable to the Company during the Audit Period)
- f. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; (Not applicable to the Company during the Audit Period)
- g. 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;
- h. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; (Not applicable to the Company during the Audit Period)
- i. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable to the Company during the Audit Period)
- j. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015; (SEBI LODR) and
- k. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;

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

- i. Secretarial Standards issued by The Institute of Company Secretaries of India.
- ii. The SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015;

I further report that

Based on the information provided and the representation made by the Company and also on the review of the compliance reports of Company Secretary / Chief Executive Officer taken on record by the Board of Directors of the Company, in my opinion, adequate systems and processes exist in the Company to monitor and ensure compliance with provisions of applicable general laws.

I further report that

The compliance by the Company of applicable financial laws like direct and indirect tax laws and maintenance of financial records and books of accounts has not been reviewed in this Audit since the same have been subject to review by statutory financial audit and other designated professionals.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, mentioned hereinabove and there is adequate compliance management system for the purpose of other laws. I have relied on the representations made by the Company and its officers for systems and mechanisms formed by the Company for compliances under other laws and regulations applicable to the Company.

I further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors as on 31st March, 2025. There were no changes in the composition of the Board of Directors during the period under review.

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

Majority decisions of the Board and committee meetings are carried out unanimously as recorded in the minutes of the meeting of the board of directors or committees thereof as the case may be. There were no dissenting views of any member of the Board or committees thereof during the period under review.

I further report that during the audit period, Company has recommended a final dividend at 5% per equity share (₹0.50 per share) on the paid-up equity share capital of the Company, subject to approval of shareholders.

Further the shareholders of the Company approved Final Dividend at 5% per equity share (0.50 per share) in the Annual General Meeting held on September 30, 2024. The dividend was paid on or before October 29, 2024

Further, the Company, declared an interim dividend @ 5% per equity share (₹0.50 per share) on the paid-up equity share capital of the company which was paid on or before 28th November, 2024

I further report that during the audit report the Company is in the process of a Follow On Public Offer (FPO) involving the issue and allotment of up to 15,25,900 (Fifteen Lakh Twenty-Five Thousand Nine Hundred) equity shares of the Company. Company has obtained in-principle approval from BSE for the same and are in the process of filing the Prospectus.

For, M Rupareliya & Associates
Practising Company Secretaries

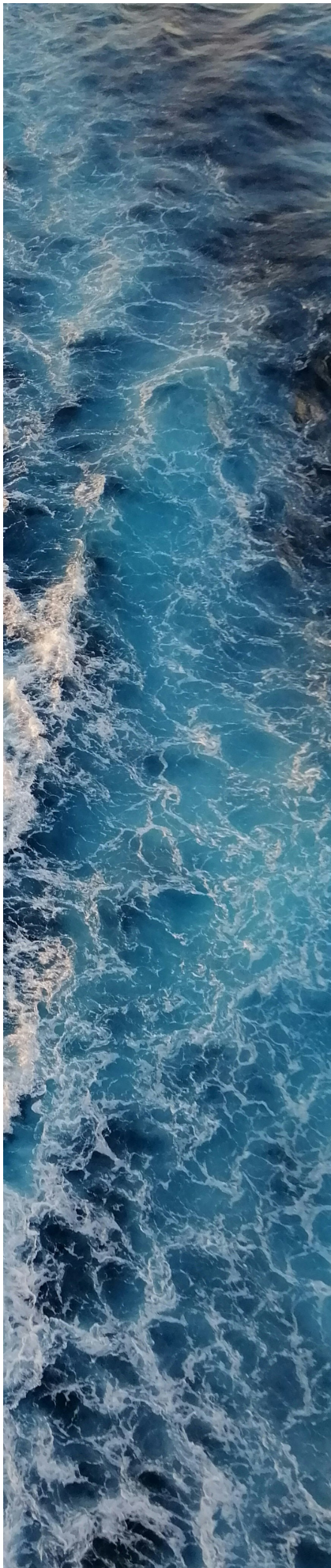
Place: Rajkot
Date: June 10th, 2025

Sd/-
CS Mayuri Rupareliya

UDIN: A051422G000571073

ACS: A51422
C.P. No. 18634
Peer Review No.2017/2022

Note: This report is to be read with my letter of even date which is annexed as Annexure II and forms an integral part of this report.



ANNEXURE - I

List of documents verified -

1. Memorandum & Articles of Association of the Company.
2. Minutes of the meetings of the Board of Directors held during the period under report.
3. Minutes of General Body Meetings held during the period under report.
4. Statutory Registers/Records under the Companies Act and rules made there under
5. Agenda papers submitted to all the directors / members for the Board Meetings and Committee Meetings.
6. Declarations received from the Directors of the Company pursuant to the provisions of 184 of the Companies Act, 2013.
7. E-Forms filed by the Company, from time-to-time, under applicable provisions of the Companies Act, 1956 and Companies Act, 2013 and attachments thereof during the period under report.
8. Various policies framed by the company from time to time as required under the statutes applicable to the company.
9. Processes and procedure followed for Compliance Management System for applicable laws to the Company
10. Communications / Letters issued to and acknowledgements received from the Independent directors for their appointment
11. Various policies framed by the company from time to time as required under the Companies Act

ANNEXURE - II

To,
The Members,
CFF FLUID CONTROL LIMITED
Plot No 01, Survey No 96,
Kumbhivli Madap Khopoli,
Khalapur Raigarh MH-410203

Sub: Secretarial Audit Report for the Financial Year ended on 31st March, 2025

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.
3. 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.
4. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
5. Where ever required, I have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
6. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management and my examination was limited to the verification of procedures on test basis.
7. 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, M Rupareliya & Associates
Practising Company Secretaries

Place: Rajkot
Date: June 10th, 2025

UDIN: A051422G000571073

Sd/-
CS Mayuri Rupareliya

ACS: A51422
C.P. No. 18634
Peer Review No.2017/2022

Annexure VI to the Directors' Report

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members of,
CFF FLUID CONTROL LIMITED
Plot No 01, Survey No 96, Kumbhivli Madap Khopoli,
Khalapur Raigarh MH-410203

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of CFF Fluid Control Limited having CIN: L28990MH2012PLC227023 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 of Ministry of Corporate Affairs (MCA) i.e. 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 March 31, 2025 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	Original Date of appointment in the Company
1.	Gautam Makker	00354956	16/02/2012
2.	Sunil Menon	00409485	16/02/2012
3.	Prakash Rajnish	08595423	30/09/2022
4.	Priyanka Moondra Rathi	09485101	02/09/2022

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 M. Rupareliya & Associates
Practising Company Secretaries

Place: Rajkot
Date: June 10, 2025

Sd/-
CS Mayuri Rupareliya

UDIN: A051422G000571139
Peer Review No. 2017/2022

ACS: A51422
C.P. No. 18634

Annexure VII to the Directors' Report

Remuneration Policy

This Remuneration Policy relating to remuneration for the directors, key managerial personnel and other employees, has been formulated by the Nomination and Remuneration Committee (hereinafter "Committee") and approved by the Board of Directors.

Objectives:

The objectives of this policy are to stipulate criteria for:

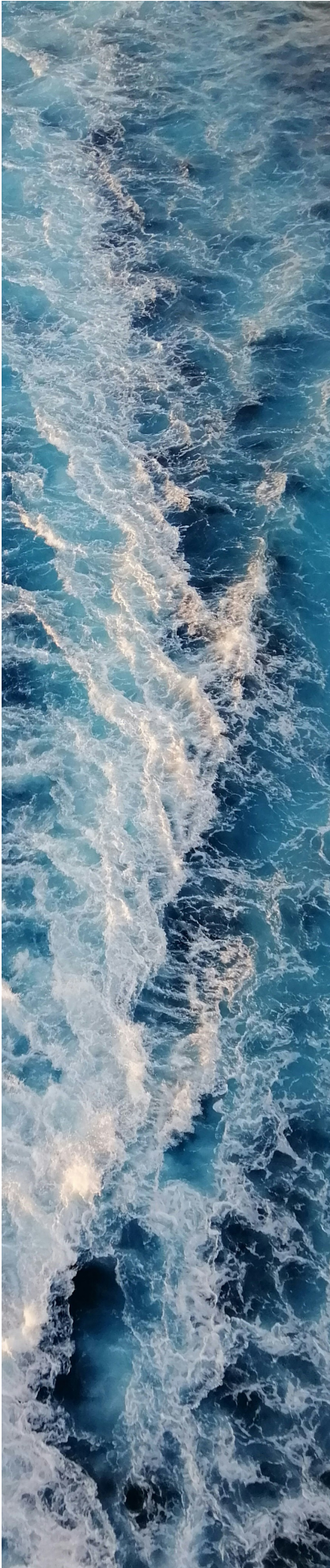
- Appointment, reappointment, removal of Directors, KMPs and Senior Management
- Determining qualifications, positive attributes and independence of a director and recommend to the Board
- Retain, motivate and promote talent and to ensure long term sustainability of talented managerial persons and create competitive advantage to run the operations of the Company successfully
- Consider and determine the remuneration, based on the fundamental principles of payment for performance, for potential, and for growth

Criteria for Appointment:

- Ethical standards of integrity and probity, qualification, expertise and experience of the person for appointment
- Age, number of years of service, specialized expertise and period of employment or association with the Company
- Special achievements and operational efficiency which contributed to growth in business in the relevant functional area
- Constructive and active participation in the affairs of the Company
- Exercising the responsibilities in a bonafide manner in the interest of the Company
- Sufficient devotion of time to the assigned tasks
- Diversity of the Board
- Demonstrable leadership qualities and interpersonal communication skills, devote to the role, compliant with the rules, policies and values of the Company and does not have any conflicts of interest
- Transparent, unbiased and impartial and in accordance with appropriate levels of confidentiality.
- Appointment of Directors and KMPs in compliance with the procedure laid down under the provisions of the Companies Act, 2013, rules made thereunder or any other enactment for the time being in force

Criteria for Remuneration:

The Remuneration Policy reflects on certain guiding principles of the Company such as aligning remuneration with the longer term interests of the Company and its shareholders, promoting a culture of meritocracy and creating a linkage to corporate and individual performance, and emphasizing on line expertise and market competitiveness so as to attract the best talent. It also ensures the effective recognition of performance and encourages a focus on achieving superior operational results.



The level and composition of remuneration shall be reasonable and sufficient to attract, retain and motivate the directors, key managerial personnel and other employees of the quality required to run the Company successfully. The relationship of remuneration to performance should be clear and meet appropriate performance benchmarks. The remuneration to directors, key managerial personnel and senior management personnel should also involve a balance between fixed and incentive pay reflecting short and long term performance objectives appropriate to the working of the Company and its goals.

The remuneration of the Non-Executive Directors shall be based on their contributions and current trends, subject to regulatory limits. Sitting fees is paid for attending each meeting(s) of the Board and Committees thereof. Additionally equal amount of commission may be paid to Non executive directors on a pro-rata basis, within limits approved by shareholders

Independent Auditor's Report

To the members of
CFF FLUID CONTROL LIMITED

Report on the Audit of Financial Statements

Opinion

We have audited the accompanying financial statements of CFF FLUID CONTROL LIMITED ("the Company"), which comprise the balance sheet as at 31st March 2025, the statement of profit and loss, and cash flow statement for the year ended and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and 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 of the state of affairs of the Company as at 31st March, 2025, the net profit and of the cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those standards 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 ethical requirements that are relevant to our audit of the financial statements under the provisions of the companies Act, 2013 and the rules thereunder, and we have fulfilled our ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained are sufficient and appropriate to provide a basis for our opinion.

Information other than the financial statements and Auditor's Report Thereon

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexure to Board's Report, Business Responsibility Report and Shareholder's Information, but does not include the financial statements and our auditor's 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 during the course of our audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of auditor's report, 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.

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 be communicated in our report.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance, and cash flows of the Company in accordance with the applicable accounting standards and the other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of 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 are operating effectively for insuring 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 misstatements, whether due to fraud or error.

In preparing the financial statements, management is 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 is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain a reasonable assurance about whether the financial statements as a whole are free from material misstatement,

whether due to fraud or error, and to issue our 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 due to fraud or error and are considered material if, individually or in 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 the 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 one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of the internal controls 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 system 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.
- 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 upto 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 controls 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, relevant 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 auditor's report unless law or regulation precludes public disclosure about the matter or when, or when in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonable be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ('the Order'), as amended, issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the Annexure- A, a statement on the matters specified in paragraphs 3 and 4 of the order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report 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 purpose 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 Balance Sheet, the Statement of Profit and Loss and Cash flow statement dealt with by this Report are in agreement with the books of account;
 - d. In our opinion, the aforesaid financial statements comply with the accounting standards specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014;
 - e. On the basis of the written representations received from the directors as on 31st March, 2025 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2025 from being appointed as a director in terms of Section 164 (2) of the Act.
 - f. With respect to the adequacy of the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate Report in Annexure-B. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls over financial statements.
 - g. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, 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, if any, of pending litigations on its financial position, in its financial statements (Refer Note 31 of the financial statements);
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses; and
 - iii. The Company is not required to transfer any amount to the Investor Education and Protection Fund.
 - iv. (a)The management has represented that, to the best of its 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 its 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 audit procedures that we have considered reasonable and appropriate in circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) above, contain any material mis-statement.

- v. The dividend declared and paid during the year by the Company is in compliance with the provisions of section 123 of the Companies Act, 2013
- vi. Based on examination, which includes test checks, the Company has used accounting software for maintaining its books of account for the financial year ended on 31st March 2025 which has a feature of recording audit trail (edit log) facility and the same has been operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit and the audit trail feature has not been tampered with and the audit trail has been preserved as per statutory requirement for record retention.

- h. In our opinion and according to information and explanations given to us, the company has paid/ provided for managerial remuneration in accordance with the requisite approvals mandated by the provisions of section 197 read with Schedule V of the Act.

FOR V.N. PUROHIT & CO.
Chartered Accountants
Firm Regn. No. 304040E

O.P. Pareek
Partner
Membership No. 014238
UDIN: 25014238BMJMAM5007
New Delhi, the 29th day of April, 2025

ANNEXURE- A TO THE AUDITOR'S REPORT

The Annexure referred to in Paragraph 1 under the heading of "Report on other Legal and Regulatory Requirements" of our report of even date to the members of CFF FLUID CONTROL LIMITED (the Company) for the year ended on 31st March 2025.

- i. (a) (A) As per the information and explanation given to us, the Company is maintaining proper records showing full particulars, including quantitative details and situation of Property, plant and Equipment,
(B) As per information and explanation given to us, the company is maintaining proper records showing full particulars of intangible assets;
(b) As per the information and explanation given to us, physical verification of Property Plant and equipment has been conducted at regular interval in a year by the management and no material discrepancies were noticed during the course of verification.
(c) According to information and explanation given to us, the title deeds of all the immovable properties (other than properties where the company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the company;
(d) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not revalued its Property, plant and equipment (including Right-of-use assets) or Intangible assets or both during the year. Accordingly, the provision of sub clause (i)(d) of para 3 of the order are not applicable;
(e) According to the information and explanations given to us and based on our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder. Accordingly, the provision of sub clause (i)(e) of para 3 of the order are not applicable;
- ii. (a) According to the information and explanation given to us, the physical verification of inventory has been conducted by the management once in a year which in our opinion is reasonable and appropriate. Further, during the course of verification, no material discrepancy was noticed for more than 10% in aggregate for each class of inventory;
(b) As per information and explanation given to us, the periodic returns or statements filed with the banks in respect of working capital limit sanctioned for the company are in agreement with the books of accounts;
- iii. The Company has not made investments in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnership or any other parties during the year. Accordingly, the provisions of sub- clause (iii)(a) to (iii)(f) of para 3 of the order are not applicable;
- iv. According to information and explanations given to us, the Company has complied with the provisions of section 185 and 186 of the Companies Act, 2013 so far as applicable, in respect of providing loans, investments, guarantees and securities;

- v. According to information and explanations given to us, the Company has not accepted public deposits and the provision of section 73 to 76 or other relevant provisions of the Companies Act, 2013 and rules framed thereunder are not applicable to the Company;
- vi. According to information and explanations given to us, the Company is liable to maintain cost records as prescribed by the Central Government under sub-section (1) of section 148 of the Companies Act, 2013. We have broadly reviewed the same and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. We have not, however, made a detailed examination of the records with a view to determine whether they are accurate or complete;
- vii. (a) According to information and explanations given to us, the company is regular in depositing undisputed statutory dues related to Goods and Service tax, Provident Fund, Employee State Insurance, Income Tax, cess, and other statutory dues as may be applicable to the appropriate authorities and there are no outstanding statutory dues as on the last day of the financial year concerned for a period of more than six months from the date, they became payable; According to information and explanation given to us, following are the outstanding statutory dues on the part of Company which is not deposited on account of dispute with the appropriate authorities: -

Nature of Dues	Period for which they relate	Amount (Rs. in Lakhs)	Forum where they are pending
Income tax	A.Y. 2018- 19	394.29	CIT (Appeals)

- viii. According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income-tax Act, 1961 as income during the year;
- ix. (a) According to information and explanations given to us, the company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender during the period covered by this report;
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a willful defaulter by any bank or financial institution or other lender;
- (c) According to the information and explanations given to us by the management, the term loan was applied for the purpose for which the loans were obtained.
- (d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that funds have been raised on short-term basis are not utilised for long term purpose;
- (e) According to the information and explanations given to us by the management, According to the information and explanations given to us, the Company does not have any subsidiary, associate or joint ventures. Accordingly, provisions of sub- clause (ix)(e) and (f) of para 3 of the order are not applicable.
- x. (a) The company has not raised any money by way of initial public offer or Follow On Public Offer (including debt instruments) during the period covered by this report. Accordingly, provisions of sub- clause (x)(a) of para 3 of the order are not applicable.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, provisions of sub- clause (x)(b) of para 3 of the order are not applicable
- xi. (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit; (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government; (c) According to the Information and explanations given to us, there are no whistle blower complaints received by the company during the year;
- xii. According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, the provisions of sub-clause (xii) of para 3 of the order are not applicable; According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, the provisions of sub- clause (xii) of para 3 of the order are not applicable;
- xiii. In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Sections 177 and 188 of the Companies Act, 2013, where applicable, and the details of the related party transactions have been disclosed in the financial statements, etc., as required by the applicable Accounting Standards;
- xiv. (a) Based on information and explanations provided to us, the Company has an internal audit system commensurate with the size and nature of its business; (b) The reports of internal auditor for the period under audit have been considered by us;
- xv. According to information and explanations given to us, the Company has not entered into non- cash transactions with its directors or persons connected to its directors and hence, the provisions of Section 192 of the companies Act, 2013 are not applicable to the company;
- xvi. (a) According to information and explanations given to us, the Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934; (b) According to information and explanations given to us, the company has not conducted any Non-Banking Financial or Housing Finance activities without a valid Certificate of Registration (COR) from the Reserve Bank of India as per the Reserve Bank of India Act, 1934; (c) According to information and explanations given to us, the company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, provisions of sub-clause (xvi) (c) of para 3 of the order are not applicable; (d) According to information and explanations given to us, the Group does not have any CIC as part of the Group. Accordingly, the provisions of sub-clause (xvi) (d) of para 2 of the order are not applicable;

- xvii. The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year;
- xviii. There has been no resignation of the statutory auditors during the year covered by this report.
- xix. According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the Balance Sheet date;
- xx. According to the information and explanations given to us, The Company does not have any unspent amount at the end of the year for Corporate Social Responsibility as referred to in sub-section (5) of Section 135 of the Act. Accordingly, the provisions of sub-clause (xx) of para 3 of the Order are not applicable;

Signed for the purpose of identification

FOR V.N. PUROHIT & CO.
Chartered Accountants
Firm Regn. No. 304040E

O.P. Pareek
Partner
Membership No. 014238
UDIN: 25014238BMJMAM5007
New Delhi, the 29th day of April, 2025

ANNEXURE -B TO THE AUDITOR'S REPORT

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

In conjunction with our audit of the financial statements of the Company as at and for the year ended 31st March 2025, we have audited the internal financial controls with reference to financial statements of **CFF FLUID CONTROL LIMITED** (hereinafter referred to as "Company") along with its subsidiaries, as of that date.

Management's Responsibility for the Internal Financial Controls

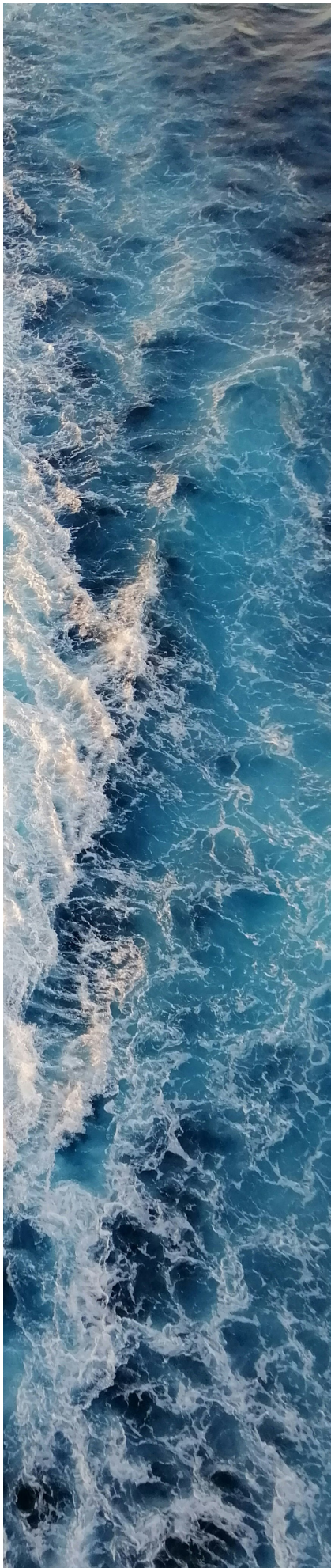
The respective management of the company, are responsible for establishing and maintaining internal financial controls based on the internal control with reference to financial statements criteria established by the Company considering the essential components of internal controls stated in the Guidance Note on Audit of Internal Financial Control over Financial Reporting issued by the Institute of Chartered Accountants of India ("the Guidance Note"). 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 fraud and errors, the accuracy and completeness of 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 internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note 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 the 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 with reference to financial statements was established and maintained and if such controls operated effectively in all material aspects.

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

We believe that the audit evidences we have obtained for the company to which we are independent auditors is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system with reference to financial statements.



Meaning of Internal Financial Controls with reference to financial statements

A Company's internal financial control with reference to financial statements 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 with reference to financial statements 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 the receipt and expenditures of the Company are being only in accordance with authorizations of management and directors of the Company; and
3. Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to financial statements

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

Opinion

In our opinion, the company, have, in all material aspects, an adequate internal financial controls system with reference to financial statements and such internal financial controls over financial reporting were operating effectively as at 31st March 2025, based on "the internal financial controls with reference to financial statements criteria considering the essential components of internal control stated in the Guidance Note.

FOR V.N. PUROHIT & CO.
Chartered Accountants
Firm Regn. No. 304040E

O.P. Pareek
Partner
Membership No. 014238
UDIN: 25014238BMJMAM5007
New Delhi, the 29th day of April, 2025

Balance Sheet as at 31 March 2025

Particulars	Note	31 March 2025	31 March 2024
I. EQUITY AND LIABILITIES			
(1) Shareholders' funds			
a. Share Capital	3	1,947.41	1,947.41
b. Reserves and Surplus	4	12,836.49	10,646.20
Total		14,783.90	12,593.61
(2) Non-current liabilities			
a. Long-term Borrowings	5	479.66	639.06
b. Long-term Provisions	6	49.32	14.70
Total		528.98	653.76
(3) Current liabilities			
a. Short-term Borrowings	7	1,631.77	1,708.84
b. Trade Payables	8		
- Due to Micro and Small Enterprises		-	-
- Due to Others		1,482.13	243.62
c. Other Current Liabilities	9	322.63	458.64
d. Short-term Provisions	10	1,153.28	457.46
Total		4,589.81	2,868.56
Total Equity and Liabilities		19,902.69	16,115.93
II. ASSETS			
(1) Non-current assets			
a. Property, Plant and Equipment and Intangible Assets			
i. Property, Plant and Equipment	11	2,717.24	3,016.70
ii. Intangible Assets		834.21	4.84
iii. Capital Work-in-progress		158.53	-
iv. Intangible Assets under Development		55.05	849.33
c. Deferred Tax Assets (net)	12	29.85	29.48
d. Other Non-current Assets	13	90.50	56.19
Total		3,885.38	3,956.54
(2) Current assets			
a. Inventories	14	5,985.12	5,268.18
b. Trade Receivables	15	5,965.99	882.30
c. Cash and cash equivalents	16	259.75	1,727.32
d. Short-term Loans and Advances	17	2,501.30	3,287.66
e. Other Current Assets	18	1,305.15	993.93
Total		16,017.31	12,159.39
Total Assets		19,902.70	16,115.93

As per our report of even date
For V. N. PUROHIT & CO.
Chartered Accountants
Firm's Registration No. 304040E

For and on behalf of the Board of
CFF Fluid Control Limited

O.P. Pareek
Partner
Membership No. 014238

Gautam Makker
Director
0354956

Sunil Menon
Director
0409485

Hitesh Birla
CFO

Sonika Mehta
Company Secretary
M. No. A63323

UDIN: 24014238BKAUCJ5695
Place: New Delhi
Date: 29 April 2025

Place: Mumbai
Date: 29 April 2025

Statement of Profit and loss for the year ended 31 March 2025

(Rs in lakhs)			
Particulars	Note	31 March 2025	31 March 2024
Revenue from Operations	19	14,556.05	10,685.91
Other Income	20	53.74	11.66
Total Income		14,609.79	10,697.57
Expenses			
Cost of Material Consumed	21	4,471.77	8,983.62
Operating Expenses	22	2,781.58	925.58
Change in Inventories of work in progress and finished goods	23	1,335.44	(3,512.10)
Employee Benefit Expenses	24	1,109.69	413.80
Finance Costs	25	223.68	241.51
Depreciation and Amortization Expenses	26	613.13	445.26
Other Expenses	27	780.82	799.77
Total expenses		11,316.11	8,297.44
Profit/(Loss) before Exceptional and Extraordinary Item and Tax		3,293.68	2,400.13
Exceptional Item		-	-
Profit/(Loss) before Extraordinary Item and Tax		3,293.68	2,400.13
Prior Period Item		(0.45)	-
Extraordinary Item		-	-
Profit/(Loss) before Tax		3,294.13	2,400.13
Tax Expenses	28		
- Current Tax		880.25	700.00
- Deferred Tax		(0.36)	(26.49)
- Excess/Short Provision Written back/off		29.21	17.85
Profit/(Loss) after Tax		2,385.03	1,708.77
Earnings Per Share (Face Value per Share Rs.10 each)			
-Basic (In Rs)	29	12.25	9.21
-Diluted (In Rs)	29	12.25	9.21

See accompanying notes to the financial statements

As per our report of even date
For V. N. PUROHIT & CO.
Chartered Accountants
Firm's Registration No. 304040E

For and on behalf of the Board of
CFF Fluid Control Limited

O.P. Pareek
Partner
Membership No. 014238

Gautam Makker
Director
0354956

Sunil Menon
Director
0409485

Hitesh Birla
CFO

Sonika Mehta
Company Secretary
M. No. A63323

UDIN: 24014238BKAUCJ5695
Place: New Delhi
Date: 29 April 2025

Place: Mumbai
Date: 29 April 2025

Cash Flow Statement for the year ended 31 March 2025

Particulars	Note	31 03 2024	31 03 2023
CASH FLOW FROM OPERATING ACTIVITIES			
Net Profit after tax		2,385.03	1,708.77
Profit/(loss) from Discontinuing Operation (after tax)		-	-
Depreciation and Amortisation Expense		613.13	445.26
Provision for tax		909.10	691.37
Effect of Exchange Rate Change		(37.37)	6.66
Non Cash Expenses		36.35	4.33
Interest Income		(16.37)	(11.66)
Finance Costs		223.68	241.51
Operating Profit before working capital changes		4,113.56	3,086.24
Adjustment for:			
Inventories		(716.94)	(1,540.40)
Trade Receivables		(5,083.69)	(68.99)
Loans and Advances		-	7.30
Other Current Assets		475.14	(2,796.97)
Other Non current Assets		(34.32)	(27.04)
Trade Payables		1,275.88	(664.29)
Other Current Liabilities		(136.01)	(28.59)
Short-term Provisions		34.61	(25.50)
Long-term Provisions		(35.24)	-
Cash (Used in)/Generated from Operations		(107.02)	(2,058.24)
Tax paid(Net)		214.75	615.59
Net Cash (Used in)/Generated from Operating Activities		(321.77)	(2,673.83)
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of Property, Plant and Equipment		(507.29)	(1,671.19)
Interest received		16.37	11.66
Net Cash (Used in)/Generated from Investing Activities		(490.92)	(1,659.53)
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds from Issue of Share Capital		-	8,483.28
Proceeds from Long Term Borrowings		(159.39)	(2,386.35)
Proceeds from Short Term Borrowings		(77.07)	144.73
Dividends Paid (including Dividend Distribution Tax)		(194.74)	(97.37)
Interest Paid		(223.68)	(241.51)
Net Cash (Used in)/Generated from Financing Activities		(654.88)	5,902.78
Net Increase/(Decrease) in Cash and Cash Equivalents		(1,467.57)	1,569.42
Opening Balance of Cash and Cash Equivalents		1,727.32	157.91
Closing Balance of Cash and Cash Equivalents	16	259.75	1,727.32

Note: The above Cash Flow Statement has been prepared under the 'Indirect Method' as set out in the Accounting Standard 3 (AS-3), "Cash Flow Statements".

As per our report of even date
For V. N. PUROHIT & CO.
Chartered Accountants
Firm's Registration No. 304040E

For and on behalf of the Board of
CFF Fluid Control Limited

O.P. Pareek
Partner
Membership No. 014238

Gautam Makker
Director
0354956

Sunil Menon
Director
0409485

Hitesh Birla
CFO

Sonika Mehta
Company Secretary
M. No. A63323

UDIN: 24014238BKAUCJ5695
Place: New Delhi
Date: 29 April 2025

Place: Mumbai
Date: 29 April 2025

Notes forming part of the Financial Statements

1 COMPANY INFORMATION

CFF Fluid Control private Limited is a company incorporated on 16th February 2012 and having its registered office at Plot No. 01, Survey No. 96, Khubhivli Madap , Raigad, Maharashtra- 410203 with Registrar of Companies, Maharashtra. It is engaged in the business of manufacturing, Overhaul, repairs and maintenance of shipboard machinery, combat system, reference system, test facilities (pneumatic, hydraulic, electrical, electrical systems) for submarines and surface ships for Indian Navy.

2 SIGNIFICANT ACCOUNTING POLICIES

a Basis of Preparation

These financial statements have been prepared in accordance with the Generally Accepted Accounting Principles in India ('Indian GAAP') to comply with the Accounting Standards specified under Section 133 of the Companies Act, 2013, as applicable. The financial statements have been prepared under the historical cost convention on accrual basis, except for certain financial instruments which are measured at fair value.

b Use of estimates

The preparation of financial statements requires the management of the Company to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to the contingent liabilities as at the date of the financial statements and reported amounts of income and expense during the year. Examples of such estimates include provisions for doubtful receivables, provision for income taxes, the useful lives of depreciable Property, Plant and Equipment and provision for impairment. Future results could differ due to changes in these estimates and the difference between the actual result and the estimates are recognised in the period in which the results are known / materialise.

c Current-non-current classification

"An asset is classified as current when it satisfies any of the following criteria:

- a. it is expected to be realised in, or is intended for sale or consumption in, the company's normal operating cycle;
- b. it is held primarily for the purposes of being traded;
- c. it is expected to be realised within 12 months after the reporting date;
- d. it is cash or cash equivalent unless it is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date; or

Current assets include the current portion of non-current financial assets. All other assets are classified as non-current."

A liability is classified as current when it satisfies any of the following criteria:

- a. it is expected to be settled in the company's normal operating cycle;
- b. it is held primarily for the purposes of being traded;
- c. it is due to be settled within 12 months after the reporting date; or
- d. the company does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date;

Current liabilities include the current portion of non-current financial liabilities. All other liabilities are classified as non-current.

d Property, Plant and Equipment

Property, plant and equipment (PPE) are carried at the cost of acquisition or construction less accumulated depreciation. The cost of PPE comprises its purchase price net of any trade discounts and rebates, any import duties and other taxes (other than those subsequently recoverable from the tax authorities), any directly attributable expenditure on making the asset ready for its intended use, other incidental expenses and interest on borrowings attributable to acquisition of qualifying PPE up to the date it is ready for its intended use.

Type of Assets	Period
Buildings	30 Years
Plant and Equipment	15 Years
Furniture and Fixtures	10 Years
Vehicles	10 Years
Office equipment	5 Years
Computers	3 Years
Computer Software	3 Years
Intangible Assets- Technology	5 Years

f Impairment of assets

At each balance sheet date, the management reviews the carrying amounts of its assets included in each cash generating unit to determine whether there is any indication that those assets were impaired. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of impairment. Recoverable amount is the higher of an asset's net selling price and value in use. In assessing value in use, the estimated future cash flows expected from the continuing use of the asset and from its disposal are discounted to their present value using a pre-tax discount rate that reflects the current market assessments of time value of money and the risks specific to the asset. Reversal of impairment loss is recognised as income in the statement of profit and loss.

g Investment

Long-term investments and current maturities of long-term investments are stated at cost, less provision for other than temporary diminution in value. Current investments, except for current maturities of long-term investments, comprising investments in mutual funds, government securities and bonds are stated at the lower of cost and fair value.

h Inventories

Inventories are stated at the lower of cost of net realisable value. Net realisable value means the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

i Cash and cash equivalents

The Company considers all short term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, to be cash equivalents.

j Revenue recognition

Revenue from sale of goods is recognised at the time of delivery of goods. Service revenue is recognised after performance of the service contract is completed. Recognition of revenue is based upon the condition that there is no significant uncertainty exist regarding the amount of consideration that will be derived from sale or services. Revenue is reported net of trade discounts, if any. Dividend is recorded when the right to receive payment is established. Interest income is recognised on time proportion basis taking into account the amount outstanding and the rate applicable.

k Employee Benefits

Short term benefits such as salary, bonus, leave salary and other benefits are accounted on accrual basis. Defined contribution plans includes company's contributions towards state plans for the employees, such as EPF, ESI etc. where contributions made towards such plans are charged to revenue as and when they become due to the company.

Defined benefit plans includes gratuity, liability of which is provided in the books of account on the basis of actuarial valuation made at the end of year.

l Borrowing Cost

As per AS 16, borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

m Foreign currency transactions

Income and expense in foreign currencies are converted at exchange rates prevailing on the date of the transaction. Foreign currency monetary assets and liabilities other than net investments in non-integral foreign operations are translated at the exchange rate prevailing on the balance sheet date and exchange gains and losses are recognised in the statement of profit and loss. Exchange difference arising on a monetary item that, in substance, forms part of an enterprise's net investments in a non-integral foreign operation are accumulated in a foreign currency translation reserve.

n Taxation

Current tax comprises taxes on income and measured at the amount expected to be paid to the tax authorities, using the applicable tax rates.

Deferred tax expense or benefit is recognised on timing differences being the difference between taxable income and accounting income that originate in one period and is likely to reverse in one or more subsequent periods. Deferred tax assets and liabilities are measured using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date.

Advance taxes and provisions for current income taxes are presented in the balance sheet after off-setting advance tax paid and income tax provision arising in the same tax jurisdiction for relevant tax paying units and where the Company is able to and intends to settle the asset and liability on a net basis.

The Company offsets deferred tax assets and deferred tax liabilities if it has a legally enforceable right and these relate to taxes on income levied by the same governing taxation laws.

o Earnings per Share

Basic Earnings per Share is computed by dividing the net profit after tax by weighted average number of equity shares outstanding during the year. Diluted Earnings per Share is computed by dividing net profit after tax by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares.

p Provisions, Contingent liabilities and Contingent assets

A provision is recognised when the Company has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which reliable estimate can be made. Provisions (excluding retirement benefits and compensated absences) are not discounted to its present value and are determined based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities are not recognised in the financial statements. A contingent asset is neither recognised nor disclosed in the financial statements.

Particulars	31 March 2025	31 March 2024
Authorised Share Capital		
Equity Shares, of Rs. 10 each, 21000000 (Previous Year -21000000) Equity Shares	2,100.00	2,100.00
Issued, Subscribed and Fully Paid up Share Capital		
Equity Shares, of Rs. 10 each, 19474100 (Previous Year -19474100) Equity Shares paid up	1,947.41	1,947.41
Total	1,947.41	1,947.41

(i) Reconciliation of number of shares

Particulars	31 March 2025		31 March 2024	
Equity Shares	No. of shares	(Rs in lakhs)	No. of shares	(Rs in lakhs)
Opening Balance	1,94,74,100	1,947.41	1,42,74,100	1,427.41
Issued during the year	-	-	52,00,000	520.00
Deletion	-	-	-	-
Closing balance	1,94,74,100	1,947.41	1,94,74,100	1,947.41

(ii) Rights, preferences and restrictions attached to shares

Equity Shares: The Company has one class of equity shares. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(iii) Details of Shares held by shareholders holding more than 5% of the aggregate shares in the company

Equity Shares	31 March 2025		31 March 2024	
Name of Shareholder	No. of shares	In %	No. of shares	In %
Sunil Menon	71,38,260	36.66%	71,36,660	36.65%
Gautam Makker	43,56,340	22.37%	43,56,340	22.37%
Niranjan Makker	10,16,740	5.22%	10,16,740	5.22%
Sheeila Makker	17,63,560	9.06%	17,63,560	9.06%

(iv) Shares held by Promoters at the end of the year 31 March 2025

Name of Promoter	Class of Shares	No. of Shares	% of total shares	% Change during the year
Sunil Menon	Equity	71,38,260	36.66%	0.02%
Gautam Makker	Equity	43,56,340	22.37%	0.00%
Niranjan Makker	Equity	10,16,740	5.22%	0.00%
Sheeila Makker	Equity	17,63,560	9.06%	0.00%

Shares held by Promoters at the end of the year 31 March 2024

Name of Promoter	Class of Shares	No. of Shares	% of total shares	% Change during the year
Sunil Menon	Equity	71,36,660	36.66%	0.00%
Gautam Makker	Equity	43,56,340	22.37%	0.00%
Niranjan Makker	Equity	10,16,740	5.22%	0.00%
Sheeila Makker	Equity	17,63,560	9.06%	0.00%

On 5th June 2023, the Company has issued and allotted 52,00,000 equity shares having face value of Rs. 10 each by way of Initial Public Offer at an issue price of Rs. 165 per equity share.

On 11th July 2022, the Company has issued and allotted 1,35,60,395 equity shares having face value of Rs. 10 each by way of Bonus Shares in ratio of 19:1 to the existing shareholders.

4 Reserves and Surplus

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Securities Premium		
Opening Balance	7,963.28	8,060.00
Less: Deletion	-	96.72
Closing Balance	7,963.28	7,963.28
Statement of Profit and loss		
Balance at the beginning of the year	2,682.92	1,071.52
Add: Profit/(loss) during the year	2,385.03	1,708.77
Less: Appropriation		
Dividend on Equity Shares (Incl. DDT)	194.74	97.37
Balance at the end of the year	4,873.21	2,682.92
Total	12,836.49	10,646.20

The Company had declared a final dividend of Re. 1.00 per equity share (including interim dividend of Rs. 0.50 per equity share) in its Annual General Meeting held on 30th September 2024.

5 Long term borrowings

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Secured Term loans from banks	451.72	639.06
Secured Long term maturities of finance lease obligations	27.94	-
Total	479.66	639.06

Particulars of Long term Borrowings

Name of Lender/ Type of Loan	Nature of Security	Rate of Interest	Monthly Installments (Rs.)	No of Installments
Axis Bank Limited- Term Loan	See Note Below	Repo + 2.75% p.a.	11,66,660	60
Axis Bank Limited- ECLGS Term Loan	See Note Below	Repo + 2.75% p.a.	3,94,444	36
HDFC Bank Limited - Car Loan	See Note Below	9.45% p.a.	46,108	60
Kotak Mahindra Prime Limited- Car Loan	See Note Below	9.5% p.a.	36,415	60

Term loan obtained from Axis Bank Limited effectively carrying interest of 9.25% p.a. to be repaid over 72 months including moratorium period of 12 months and is secured against hypothecation on the entire movable assets of the company (Present and Future), equitable mortgage of the Company's factory Land and Building located at Plot No. 1, Survey No. 96, Village Khumbivali, Taluka Khalapur, Dist. Raigad, Maharashtra and personal guarantee of the directors, Mr. Gautam Makker and Mr. Sunil Menon.

Additional credit facility under Emergency Credit Line Guarantee Scheme was received from Axis Bank to the tune of Rs. 142.00 Lakhs effectively carrying interest of 9.25% p.a. to be repaid over 5 years including moratorium period of 2 years under the same collateral as mentioned above.

Finance lease obligation on vehicles has been secured against respective vehicles.

6 Long term provisions (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Provision for employee benefits	49.32	14.70
Total	49.32	14.70

7 Short term borrowings (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Current maturities of long-term debt	194.23	218.33
Secured Loans repayable on demand from banks	1,437.54	1,490.51
Total	1,631.77	1,708.84

Particulars of Short term Borrowings

Name of Lender/Type of Loan	Rate of Interest	Nature of Security
Axis Bank Limited	Repo Rate + 3.35% p.a.	See Note below

Bank cash credit (Existing limits & New limits) from Axis Bank Limited is secured against exclusive first charge by way of hypothecation on the entire Current Assets of the company (Present and future). Extension of exclusive charge by way of equitable mortgage on land and building, owned by the company and personal guarantee of directors, Mr. Gautam Makker and Mr. Sunil Menon.

8 Trade payables (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Due to Micro and Small Enterprises	-	-
Due to others	1,482.13	243.62
Total	1,482.13	243.62

8.1 Trade Payable ageing schedule as at 31 March 2025 (Rs in lakhs)

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME					-
Others	1,482.13				1,482.13
Disputed dues- MSME					-
Disputed dues- Others					-
Sub total					1,482.13
MSME - Undue					
Others - Undue					
Total					1,482.13

8.2 Trade Payable ageing schedule as at 31 March 2024

(Rs in lakhs)

Particulars	Outstanding for following periods from due date of payment				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME					-
Others	243.62	-	-	-	243.62
Disputed dues- MSME					-
Disputed dues- Others					-
Sub total					243.62
MSME - Undue					
Others - Undue					
Total					243.62

There are no dues to Micro enterprises and small enterprises as defined under Micro, Small & Medium Enterprises Development Act, 2006 which are outstanding for a period more than 45 days as on balance sheet date. The information regarding Micro, Small and Medium Enterprises has been determined on the basis of information available with the Company and have been duly relied upon by the auditors of the Company.

9 Other current liabilities (Rs in '000)

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Unpaid dividends	0.17	0.04
Advance from customers	8.80	184.50
Audit fees payable	6.57	3.24
EPF and ESIC payable	7.39	2.42
Other expenses payable	92.91	184.67
Professional tax payable	0.46	0.13
Salary payable	136.20	43.37
TDS payable	70.13	40.27
Total	322.63	458.64

10 Short term provisions

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Provision for employee benefits	2.07	0.96
Others		
-For income tax (net of advances)	1,151.21	456.50
Total	1,153.28	457.46

Particulars	Gross Block			Depreciation and Amortization				Net Block	
	As on 01-Apr-24	Addition	Deduction	As on 31-Mar-25	As on 01-Apr-24	Addition	Deduction	As on 31-Mar-25	As on 31-Mar-25
(i) Property, Plant and Equipment									
Land	219.74	-	-	219.74	-	-	-	-	219.74
Plant and Machinery	2,305.82	69.74	-	2,375.55	700.17	294.53	-	994.71	1,380.84
Building	1,499.99	-	-	1,499.99	407.56	103.78	-	511.34	988.65
Computers	11.75	3.99	-	15.74	10.35	1.77	-	12.12	3.62
Furniture and Fixture	126.64	10.40	-	137.04	33.06	24.40	-	57.46	79.57
Office Equipment	34.89	3.34	-	38.22	31.61	1.17	-	32.79	5.44
Vehicles	0.89	48.33	-	49.22	0.27	9.59	-	9.86	39.37
Total	4,199.72	135.80	-	4,335.51	1,183.02	435.25	-	1,618.27	2,717.24
(ii) Intangible Assets									
Design Software	4.85	19.54	-	24.39	0.01	6.63	-	6.64	17.75
TWA Technology	-	981.72	-	981.72	-	171.04	-	171.04	810.68
RRCAT Technology	-	6.00	-	6.00	-	0.21	-	0.21	5.79
Total	4.85	1,007.25	-	1,012.10	0.01	177.88	-	177.89	834.21

Particulars	Gross Block			Depreciation and Amortization				Net Block	
	As on 01-Apr-23	Addition	Deduction	As on 31-Mar-24	As on 01-Apr-23	Addition	Deduction	As on 31-Mar-24	As on 31-Mar-24
(i) Property, Plant and Equipment									
Land	219.74	-	-	219.74	-	-	-	-	219.74
Plant and Machinery	1,582.67	723.14	-	2,305.82	387.06	313.12	-	700.17	1,605.64
Building	1,493.57	6.43	-	1,499.99	292.96	114.60	-	407.56	1,092.44
Computers	11.75	-	-	11.75	8.35	1.99	-	10.35	1.40
Furniture and Fixture	23.29	103.35	-	126.64	18.80	14.27	-	33.06	93.57
Office Equipment	34.26	0.63	-	34.89	30.56	1.06	-	31.61	3.28
Vehicles	0.89	-	-	0.89	0.05	0.22	-	0.27	0.63
Total	3,366.17	833.55	-	4,199.72	737.77	445.25	-	1,183.02	3,016.70
(ii) Intangible Assets									
Design Software	-	4.85	-	4.85	-	0.01	-	0.01	4.84
TWA Technology	-	-	-	-	-	-	-	-	-
RRCAT Technology	-	-	-	-	-	-	-	-	-
Total	-	4.85	-	4.85	-	0.01	-	0.01	4.84
(iii) Capital Work-in-progress									
(iv) Intangible Assets under Development									

The Company is in process of developing the prototype design and qualification of the Underwater Sonar System jointly with Atlas Elektronik GmbH, Germany. The expenditure in connection with development of facilities, tooling, testing shall be capitalised as and when the project is ready for commercial production.

The Company pursuant to Technology Transfer Agreement has incurred a total sum of Rs. 981.72 lakhs (Rs. 849.33 lakhs till 31st March 2024) towards "Towed Wired Antenna" (TWA) technology from NEREIDES, France who is engaged in manufacturing TWA and had transferred during the year its technology, process, knowhow and product development to the Company.

The Company is in process of developing the prototype design and qualification of the Underwater Sonar System jointly with Atlas Elektronik GmbH, Germany. The expenditure in connection with development of facilities, tooling, testing shall be capitalised as and when the project is ready for commercial production.

(iii) Capital Work-in-progress (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Opening Balance	-	-
Add: Addition during the year	158.53	-
Less: Capitalised during the year	-	-
Closing Balance	158.53	-

Capital Work-in-Progress Ageing Schedule

Capital Work-in-Progress	Amount in CWIP for a period of				31 March 2025	Amount in CWIP for a period of				31 March 2024
	Less than 1 year	1-2 Years	2-3 Years	More than 3 Years	Total	Less than 1 year	1-2 Years	2-3 Years	More than 3 Years	Total
Projects in progress	158.53	-	-	-	158.53	-	-	-	-	-
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-

Movement in Intangible assets under development

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Opening Balance	849.33	-
Add: Addition during the year	187.44	849.33
Less: Capitalised during the year	981.72	-
Closing Balance	55.05	849.33

Intangible assets under development ageing Schedule

(Rs in lakhs)

Intangible assets under development	Amount in CWIP for a period of				31 March 2025	Amount in CWIP for a period of				31 March 2024
	Less than 1 year	1-2 Years	2-3 Years	More than 3 Years	Total	Less than 1 year	1-2 Years	2-3 Years	More than 3 Years	Total
Projects in progress	55.05	-	-	-	55.05	849.33	-	-	-	849.33
Projects temporarily suspended	-	-	-	-	-	-	-	-	-	-

12 Deferred tax assets net (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Deferred tax assets (net)	29.85	29.48
Total	29.85	29.48

12.1 Significant Components of Deferred Tax (Rs in lakhs)

Particulars	31 03 2024	31 03 2023
Deferred Tax Asset		
Difference between book depreciation and tax de- preciation	15.24	9.37
Expenses allowable under Section 35D	14.61	20.12
Gross Deferred Tax Asset (A)	29.85	29.48
Deferred Tax Liability	-	-
Gross Deferred Tax Liability (B)		
Net Deferred Tax Asset (A)-(B)	29.85	29.48

12.2 Significant components of Deferred Tax charged during the year (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Difference between book depreciation and tax depreciation	(5.88)	(6.37)
Expenses allowable under Section 35D	5.51	(20.12)
Total	(0.36)	(26.49)

13 Other non current assets (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Security Deposits	90.50	26.19
Others		
-Earnest money deposit	-	30.00
Total	90.50	56.19

14 Inventories (Rs in lakhs)

Particulars	31 03 2024	31 03 2023
Raw materials	2,666.12	613.74
Work-in-progress	1,635.94	2,929.46
Finished goods	1,683.07	1,724.98
Total	5,985.12	5,268.18

15 Trade receivables (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Unsecured considered good	5,965.99	882.30
Total	5,965.99	882.30

15.1 Trade Receivables ageing schedule as at 31 March 2025

(Rs in lakhs)

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months- 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables- considered good	5,960.02	5.98				5,965.99
Undisputed Trade Receivables- considered doubtful						-
Disputed Trade Receivables considered good						-
Disputed Trade Receivables considered doubtful						-
Sub total						5,965.99
Undue - considered good						
Total						5,965.99

15.2 Trade Receivables ageing schedule as at 31 March 2024

(Rs in lakhs)

Particulars	Outstanding for following periods from due date of payment					Total
	Less than 6 months	6 months- 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables- considered good	882.30					882.30
Undisputed Trade Receivables- considered doubtful						-
Disputed Trade Receivables considered good						-
Disputed Trade Receivables considered doubtful						-
Sub total						882.30
Undue - considered good						
Total						882.30

16 Cash and cash equivalents

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Cash on hand	6.11	8.02
Balances with banks in current accounts	2.20	1,530.24
Bank Deposit having maturity of less than 3 months	251.44	189.06
Total	259.75	1,727.32

17 Short term loans and advances

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Advances to suppliers	2,493.41	3,279.80
Other loans and advances (Unsecured, considered good)		
-Advances to employees	7.89	7.86
Total	2,501.30	3,287.66

18 Other current assets

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Input credit under GST	1,180.41	624.47
Prepaid expenses	30.28	-
Retention money	94.46	369.46
Total	1,305.15	993.93

19 Revenue from operations (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Sale of products	10,807.44	10,120.54
Sale of services	3,748.61	565.37
Total	14,556.05	10,685.91

20 Other Income (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Interest Income	16.37	11.66
Others		
-Foreign exchange fluctuation gain	37.37	-
Total	53.74	11.66

21 Cost of Material Consumed (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Raw Material Consumed		
Opening stock	613.74	2,585.44
Purchases	6,524.15	7,011.92
Less: Closing stock	2,666.12	613.74
Total	4,471.77	8,983.62
Total	4,471.77	8,983.62

22 Operating Expenses (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Electricity expenses	64.01	48.62
Factory expenses	7.39	2.74
Job work charges	-	0.60
Labour charges	534.20	59.74
Operation and maintenance (OEM)	2,114.86	792.05
Packing charges	0.18	-
Repair and maintenance	26.93	3.15
Testing charges	9.48	2.70
Transportation	21.71	15.98
Water charges	2.82	-
Total	2,781.58	925.58

23 Change in Inventories of work in progress and finished goods (Rs in lakhs)

Particulars	31 03 2024	31 03 2023
Opening Inventories		
Finished Goods	1,724.98	1,142.34
Work-in-progress	2,929.46	-
Less: Closing Inventories		
Finished Goods	1,683.07	1,724.98
Work-in-progress	1,635.94	2,929.46
Total	1,335.44	(3,512.10)

24 Employee benefit expenses

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Salaries and wages	996.49	393.71
Contribution to provident and other funds	37.88	12.97
Staff welfare expenses	24.31	2.79
Gratuity	36.35	4.33
Medical insurance	14.66	-
Total	1,109.69	413.80

Defined Contribution Plan

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Employers Contribution to Provident Fund	33.79	12.31
Employers Contribution to ESI	2.34	0.27

Defined Benefit Plan

(Rs in lakhs)

Changes in the present value of the defined benefit obligation

Particulars	31 March 2025	31 March 2024
Defined Benefit Obligation at beginning of the year	15.66	11.33
Current Service Cost	18.85	4.08
Interest Cost	1.09	0.81
Actuarial (Gain) / Loss	16.41	(0.57)
Benefits Paid	(0.63)	-
Defined Benefit Obligation at year end	51.38	15.66
Fair value of plan assets as at the beginning of the year	-	-
Expected return on plan assets	-	-
Contributions	-	-
Benefits paid	-	-
Actuarial gain/ (loss) on plan assets	-	-
Fair value of plan assets as at the end of the year	-	-

Reconciliation of present value of defined benefit obligation and fair value of assets (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Present value obligation as at the end of the year	51.38	15.66
Fair value of plan assets as at the end of the year	-	-
Funded status/(deficit) or Unfunded net liability	(51.38)	(15.66)
Amount classified as:		
Short term provision	2.07	0.96
Long term provision	49.32	14.70

Expenses recognized in Profit and Loss Account

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Current service cost	18.85	4.08
Interest cost	1.09	0.81
Net actuarial loss/(gain) recognized during the year	16.41	(0.57)
Total expense recognised in Profit and Loss	36.35	4.33

Actuarial assumptions

Particulars	31 March 2025	31 March 2024
Discount Rate	6.47%	6.97%
Expected Rate of increase in Compensation Level	7.00%	7.00%
Expected Rate of return on Plan assets	0.00%	0.00%
Mortality Rate	100% of IALM 2012-14	100% of IALM 2012-14
Retirement Rate	15%/10%/5% as per age	15%/10%/5% as per age
Average Attained Age	34	34
Withdrawal Rate	15%/10%/5% as per age	15%/10%/5% as per age

General Description of the Plan

None

25 Finance costs (Rs in lakhs)

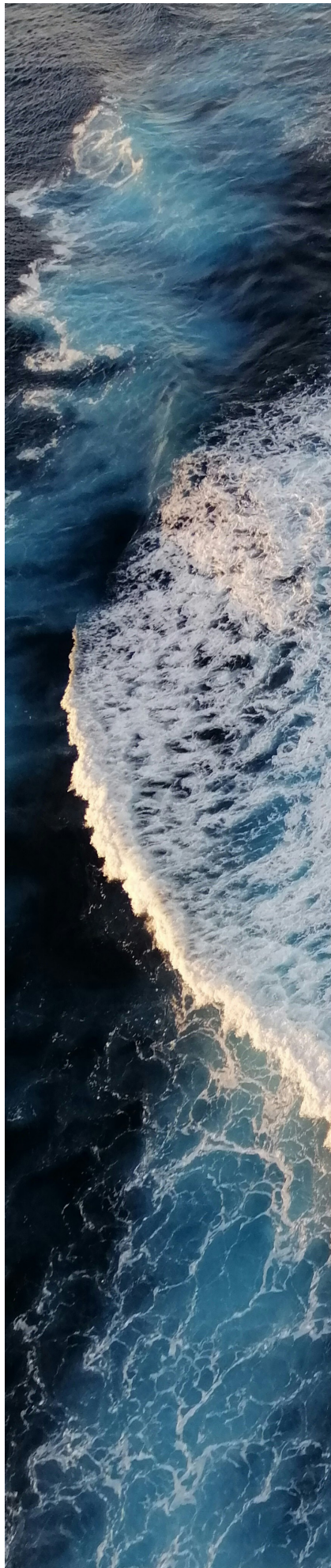
Particulars	31 March 2025	31 March 2024
Interest expense	201.70	215.65
Other borrowing costs	21.98	25.86
Total	223.68	241.51

26 Depreciation and amortization expenses (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Depreciation and amortisation	613.13	445.26
Total	613.13	445.26

27 Other expenses (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Auditors' Remuneration	4.50	3.00
Commission	5.00	-
Insurance	5.64	4.98
Professional fees	418.06	536.75
Rent	93.26	90.44
Rates and taxes	-	2.20
Telephone expenses	2.86	1.86
Travelling Expenses	114.85	37.69
Bank charges	3.41	2.23
Business promotion	14.07	2.25
Computer expenses	1.57	-
CSR expenses	32.60	17.00
Directors' sitting fees	2.40	4.25
Total	698.22	702.65



Other expenses

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Total continued from previous table	698.22	702.65
Donation	0.35	11.00
Electricity expenses- office	8.37	-
Filing fees	2.09	0.98
Foreign exchange fluctuation loss	-	6.66
Inspection charges	-	1.12
Interest on statutory dues	1.66	1.79
Late delivery charges	2.93	31.02
Listing fees	0.36	0.40
Miscellaneous expenses	0.67	3.04
Office maintenance	16.37	11.13
Postage and stamp expenses	15.77	3.15
Printing and stationery	7.04	2.84
Remuneration to cost auditors	2.00	1.00
Remuneration to internal auditors	1.50	1.50
Tender fees	19.30	18.11
Vehicle running & maintenance	0.86	2.94
Website charges	3.33	0.44
Total	780.82	799.77

28 Tax Expenses

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Current Tax	880.25	700.00
Deferred Tax	(0.36)	(26.49)
Excess/Short Provision Written back/off	29.21	17.85
Total	909.10	691.36

29 Earning per share

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Profit attributable to equity shareholders	2,385.03	1,708.77
Weighted average number of Equity Shares	1,94,74,100	1,85,50,603
Earnings per share basic (Rs)	12.25	9.21
Earnings per share diluted (Rs)	12.25	9.21
Face value per equity share (Rs)	10	10

30 Auditors' Remuneration

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Payments to auditor as		
- Auditor	3.00	3.00
- Examination of Restated Financial Statements	1.50	-
Total	4.50	3.00

31 Contingent Liabilities and Commitments

(Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Income tax demand for AY 2018- 19, appeal filed with CIT (A)	394.29	394.29
Total	394.29	394.29

32 Expenditure made in Foreign Currencies (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Pursuant to TWA Technology Transfer Agreement	118.04	849.33
Technical services	60.00	-
Total	178.04	849.33

33 Value of Import on CIF basis (Rs in lakhs)

Particulars	31 March 2025	31 March 2024
Raw Materials	3,037.29	829.96
Total	3,037.29	829.96

34 Un-hedged foreign currency exposure

The foreign currency exposure of the company is not hedged. A details of Un-hedged foreign currency exposure at the year end is given below: -

Particulars	Foreign Currency(FC)	31 March 2025	31 March 2024	31 March 2025	31 March 2024
		Amount in FC	Amount in FC	Amount in INR	Amount in INR
Trade payables-Credit Balance	EURO	4.09	-	377.18	-
Trade Advances-Debit Balance	EURO	0.25	1.65	23.43	149.04
Total		4.34	1.65	400.61	149.04

35 Related Party Disclosure

(i) List of Related Parties

Relationship

Sunil Menon	Director and KMP
Gautam Makker	Director and KMP
Flash Forge Private Limited	KMP have Significant Influence
Sonika Mehta	Company Secretary
Hitesh Birla	Chief Financial Officer

(ii) Related Party Transactions (Rs in '000)

Particulars	Relationship	31 March 2025	31 March 2024
Advance given			
- Gautam Makker	Director and KMP	-	7.80
Advance recovered			
- Gautam Makker	Director and KMP	-	7.80
Remuneration			
- Sunil Menon	Director and KMP	84.00	84.00
Loan taken			
- Flash Forge Private Limited	KMP have Significant Influence	-	133.70
Loan repaid			
- Flash Forge Private Limited	KMP have Significant Influence	-	2,287.94
Interest given			
- Flash Forge Private Limited	KMP have Significant Influence	-	57.57
Rembursement of expenses			
- Flash Forge Private Limited	KMP have Significant Influence	382.68	260.15
Salary			
- Hitesh Birla	Chief Financial Officer	16.33	14.23
- Sonika Mehta	Company Secretary	1.08	2.16
Sitting fees			
- Sunil Menon	Director and KMP	0.60	-
- Gautam Makker	Director and KMP	0.60	0.60

(ii) Related Party Balances**(Rs in lakhs)**

Particulars	Relationship	31 March 2025	31 March 2024
Payable against expenses			
- Flash Forge Private Limited	KMP have Significant Influence	-	1.96
Remuneration payable			
- Sunil Menon	Director and KMP	7.81	2.81
Salaries payable			
- Sonika Mehta	Company Secretary	0.18	0.18
- Hitesh Birla	Chief Financial Officer	1.53	0.53
Sitting fees payable			
- Sunil Menon	Director and KMP	0.60	-
- Gautam Makker	Director and KMP	1.85	1.25

36 Registration of Charge

The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

Particulars	Numerator/Denominator	31 March 2025	31 March 2024	Change in %
(a) Current Ratio	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	3.49	4.24	-17.67%
(b) Debt-Equity Ratio	$\frac{\text{Total Debts}}{\text{Shareholder's Equity}}$	0.14	0.19	-23.39%
(c) Debt Service Coverage Ratio	$\frac{\text{Earning available for Debt Service}}{\text{Debt Service}}$	9.25	4.40	110.16%
(d) Return on Equity Ratio	$\frac{\text{Profit after Tax}}{\text{Average Shareholder's Equity}}$	17.42%	22.64%	-23.06%
(e) Inventory turnover ratio	$\frac{\text{Total Turnover}}{\text{Average Inventories}}$	2.59	2.38	8.89%
(f) Trade receivables turnover ratio	$\frac{\text{Total Turnover}}{\text{Average Account Receivable}}$	4.25	12.60	-66.27%
(g) Trade payables turnover ratio	$\frac{\text{Total Purchases}}{\text{Average Account Payable}}$	7.56	11.76	-35.68%
(h) Net capital turnover ratio	$\frac{\text{Total Turnover}}{\text{Net Working Capital}}$	1.27	1.15	10.75%
(i) Net profit ratio	$\frac{\text{Net Profit}}{\text{Total Turnover}}$	16.39%	15.99%	2.47%
(j) Return on Capital employed	$\frac{\text{Earning before interest and taxes}}{\text{Capital Employed}}$	20.82%	17.68%	17.77%

Reasons for Variances

Debt Equity Ratio: Reduction in borrowings and profits for the current year.

Debt Service Coverage Ratio: Increase in profits and lower debt service during the current year.

Trade Receivable Turnover Ratio: Significant increase in trade receivables

Trade Payable Turnover Ratio: Significant increase in trade payables

38 Undisclosed Income

The Company has not any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).

39 CSR Expenditure

Particulars	31 March 2025	31 March 2024
Amount required to be spent by the company during the year	32.51	16.69
Amount of expenditure incurred	32.60	25.50
Total of previous years shortfall	(0.48)	8.33
Movement in the provision	(0.09)	(0.48)

Reason for shortfall

The Company has made an excess expenditure under its CSR policy to the extent of Rs. 0.25 lakhs as on 31st March 2025.

Nature of CSR activities

During the year, the Company has incurred a sum of Rs. 32.60 Lakhs towards CSR expenditure as per policy laid down pursuant to the provisions of Companies Act, 2013 and rules framed thereunder. The Company under its CSR policy, affirms its commitment of seamless integration of marketplace, workplace, environment and community concerns with business operations by undertaking activities / initiatives that are not taken in its normal course of business and/or confined to only the employees and their relatives and which are in line with the broad-based list of activities, areas or subjects that are set out under schedule VII of the Companies Act, 2013.

40 Other Statutory Disclosures as per the Companies Act, 2013

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

The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

The title deeds of all the immovable properties, (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) disclosed in the financial statements included in property, plant and equipment and capital work-in progress are held in the name of the Company as at the balance sheet date.

41 Segment Reporting

In absence of any identifiable business segment, Accounting Standard (AS) 17 on Segment Reporting are not applicable on the Company.

42 Realisable value of assets

In the opinion of the management, the current assets, loans and advances have a realizable value in the ordinary course of business is not less than the amount at which they are stated in the balance sheet.

43 Confirmation of balances

Balance shown under receivables, payables and advances are subject to confirmation.

44 Regrouping

Previous year's figures have been re- arranged or re- grouped wherever considered necessary.

45 Rounding off

Figures have been rounded off to the nearest lakhs of rupees.

As per our report of even date
For V. N. PUROHIT & CO.
Chartered Accountants
Firm's Registration No. 304040E

For and on behalf of the Board of
CFF Fluid Control Limited

O.P. Pareek
Partner
Membership No. 014238

Gautam Makker
Director
0354956

Sunil Menon
Director
0409485

Hitesh Birla
CFO

Sonika Mehta
Company Secretary
M. No. A63323

UDIN: 25014238BMJMAM5007
Place: New Delhi
Date: 29 April 2025

Place: Mumbai
Date: 29 April 2025





CFF

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