3RD ANNUAL REPORT
(FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2026)

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
CIN: U94990KA2023NPL178280

Regd. Off.: TVR Pride, No 383, 16th Main, 3rd Block, Koramangala, Bengaluru – 560034.

ABOUT IFQM

Purpose

Enhance Prosperity and Quality of life for all

Mission

Act as a catalyst for Indian Businesses to become globally respected.

Values

- Trust
- Respect
- Empathy
- Commitment
- Mutual Sharing
- Collaboration

What We Do

Empower India's Quest for Quality and Innovation through:

- Conferences and Events – Elevating Excellence through heightened Awareness and Knowledge
- Case Studies and Best Practices – Pathways and Practices for Quality Excellence
- Expert Support – Counselling: Guiding with Expertise and Experience
- Training and Development – Learning Together the path to Excellence
- Leverage Technology – Enable cultural change through technology

CORPORATE INFORMATION

(As on 6th July, 2026)

BOARD OF DIRECTORS	
- Chairman	Mr. Venu Srinivasan
- Non-Executive Directors	Mr. Chandrasekaran Natarajan Mr. Dilip Shantilal Shanghvi Mr. S. N. Subrahmanyan
- Independent Director	Mr. Srikanth Padmanabhan Ms. Kavita Kaushik
- Executive Director & CEO	Mr. Soumitra Bhattacharya
COMPANY SECRETARY	Ms. Dipika Todi
BANKERS	HDFC Bank Limited
STATUTORY AUDITORS	M/s Amarnath Kamath & Associates Carewel House, First Floor, Muniswamappa Layout, 6th Cross, Opp Kempfort Mall, Off HAL Airport Road, Bangalore – 560017.
REGISTRAR & SHARE TRANSFER AGENTS	M/s MUFG Intime India Private Limited (Previously Link Intime India Private Limited) (SEBI Registration no. INR000004058) C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai - 400 083 Tel: +91 8108118484; E-mail: investor.helpdesk@in.mpms.mufg.com
REGISTERED OFFICE	TVR Pride, No 383, 16th Main, 3rd Block, Koramangala, Bengaluru – 560034.
CORRESPONDENCE OFFICE	Taj West End, Regina Wing, 25, Racecourse Road, Bengaluru – 560001.
CORPORATE IDENTITY NUMBER	U94990KA2023NPL178280
EMAIL	info@ifqm.org.in
CONTACT	+91 80 6660 5660 (ext. 3934)

FOUNDING MEMBERS

(in alphabetical order)

GENERAL COUNCIL

(in alphabetical order)

- Mr. Chandrasekaran Natarajan – Chairman, Tata Sons
- Mr. Dilip Shantilal Shanghvi – Managing Director, Sun Pharma
- Ms. Kiran Mazumdar Shaw – Executive Chairperson, Biocon
- Mr. K. N. Radhakrishnan – CEO and Director, TVS Motor Company
- Mr. Randhir Thakur – MD & CEO, Tata Electronics
- Mr. Salil Gupte – President, Boeing India
- Mr. S. N. Subrahmanyan – Chairman and MD of Larsen & Toubro
- Mr. T. V. Narendran – MD & CEO, Tata Steel Limited
- Mr. Venu Srinivasan – Chairman Emeritus, TVS Motor Company
- Mr. Vivek Chaand Sehgal – Chairman, Motherson Group

Indian Foundation For Quality Management

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Indian Foundation For Quality Management

NOTICE OF THIRD ANNUAL GENERAL MEETING

NOTICE is hereby given that the Third (3rd) Annual General Meeting ("AGM") of **Indian Foundation for Quality Management**, will be held on **Thursday, 30th day of July, 2026 at 2.00 pm (IST)**, through Video Conferencing ('VC')/ Other Audio-Visual Means ('OAVM'), to transact the following business(es):

Ordinary Business:

1. **To receive, consider and adopt the Audited Financial Statements of the Company for the financial year ended 31st March, 2026 together with the Reports of the Board of Directors and the Auditors thereon.**

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

   "RESOLVED THAT the Audited Financial Statement of the Company for the financial year ended 31st March, 2026 together with the Reports of the Board of Directors and Auditors thereon, be and are hereby considered and adopted."

By Order of the Board
For Indian Foundation for Quality Management

Dipika Todi
Dipika Todi
Company Secretary
M. No. A 24348

Date: 6th July, 2026
Place: Mumbai

Registered Office:
TVR Pride, No. 383, 16th Main Road, 3rd Block Koramangala, Bangalore, Bangalore South, Karnataka, India, 560034

Notes:

1. Pursuant to General Circulars No. 14/2020 dated April 8, 2020, No. 17/2020 dated April 13, 2020, No. 20/2020 dated May 5,2020, No. 02/2021 dated 13th January, 2021, No. 21/2021 dated 14th December, 2021 and No.2/2022 dated 5th May, 2022, No. 10/2022 dated 28th December 2022, Circular No. 9/2023 dated 25th September 2023, No. 09/2024 dated 19th September, 2024 and No. 03/2025 dated 22nd September, 2025, issued by the Ministry of Corporate Affairs (collectively referred to as 'MCA Circulars'), the Company is convening its Third (3rd) Annual General Meeting (AGM) through VC or OAVM, without the physical presence of the Members. The proceedings of the AGM will be deemed to be conducted at the Registered Office of the Company situated at TVR Pride, No. 383, 16th Main Road, 3rd Block Koramangala, Bangalore, Bangalore South, Karnataka, India, 560034

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/OAVM, THE REQUIREMENT OF PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. ACCORDINGLY, IN TERMS OF THE MCA CIRCULARS, 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 OF AGM ARE NOT ANNEXED TO THIS NOTICE.

   HOWEVER, IN PURSUANCE OF SECTION 112 AND SECTION 113 OF THE ACT, REPRESENTATIVES OF THE MEMBERS MAY BE APPOINTED FOR THE PURPOSE OF PARTICIPATION AND VOTING IN THE MEETING TO BE HELD THROUGH VC/OAVM.

3. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act. The Company ensures that the AGM through VC/OAVM facility allows two-way videoconferencing or Microsoft Teams for the ease of participation of the members.

4. In line with the MCA Circulars, the Notice of the AGM along with the Explanatory Statement is being sent only through electronic mode to those Members whose email addresses are registered with the Company / Depositories.

5. The Company will provide facility for audio visual participation in AGM Weblink/recording etc.

6. Members are requested to notify any change in their address/ other details such as update of the e-mail addresses etc., immediately inform to the Company at the dipika.todi@ifqm.org.in

7. The meeting will be conducted through audio visual means (Microsoft Teams). Members may participate in the meeting through the following link:

   Microsoft Teams meeting
   Join: https://teams.microsoft.com/meet/49316294437982?p=rUbAlhkvOoxNqYPktH
   Meeting ID: 493 162 944 379 82
   Passcode: Rv2At3qN

   Need help? | System reference
   For organizers: Meeting options

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8. The Members can join the AGM in the VC/OAVM mode 30 minutes before and 15 minutes after the scheduled time of the commencement of the AGM by following the procedure mentioned in the Notice.

9. **INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM**:

   - The Members will be provided with a facility to attend the AGM through VC/OAVM through the Microsoft Teams platform and they may access the same from the link sent at their email. On clicking this link, the Members will be able to attend and participate in the proceedings of the AGM and pose questions.

   - Members may join the AGM through Laptops, Smartphones, Tablets and iPads for better experience. Further, Members will be required to allow camera and to use Internet with a good speed to avoid any disturbance during the AGM. Please note that participants connecting from Mobile Devices or Tablets or through Laptops 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 glitches.

- The Chairman shall, at the AGM, at the end of discussion on the resolutions on which voting is to be held, allow voting, for all those Members who are present during the AGM through VC/OAVM.

- Only those Members who will be present at the AGM through VC/OAVM facility and are otherwise not barred from doing so, shall be eligible to vote at the AGM.

- Members who need assistance before or during the AGM may contact Ms. Dipika Todi by e-mailing at dipika.todi@ifqm.org.in.

10. The AGM shall be conducted through Microsoft Teams platform and as the number of members is less than 50, the Chairman may decide to conduct the voting by show of hands, unless demand for a poll is made by any member in accordance with Section 109 of the Act. In case of a poll on any resolution at the AGM, members are requested to convey their vote at dipika.todi@ifqm.org.in.

11. Members who wish to inspect the relevant documents referred to in the Notice can send an email to dipika.todi@ifqm.org.in up to the conclusion of this Meeting.

12. All documents referred to in this Notice along with statutory records and registers/returns including 'Register of Directors and Key Managerial Personnel and their shareholding' as maintained under Section 170 of the Act, shall be available for inspection electronically during business hours except Saturday, Sunday and National Holiday from the date hereof up to the date of this AGM and during the AGM. Members seeking inspection of such documents may send their request in writing in advance to the Company at dipika.todi@ifqm.org.in.

13. As per Section 118(1) of the Companies Act, 2013 read with the Secretarial Standard 2 on General Meetings issued by the Institute of Company Secretaries of India, "No gifts, gift coupons or cash in lieu of gifts shall be distributed to the members in connection with the meeting."

14. Disclosures with regard to the manner in which framework available for use by the members and clear instructions on how to access and participate in the meeting are clearly mentioned in this AGM Notice.

BOARD'S REPORT
FOR THE FINANCIAL PERIOD ENDED 31ST MARCH 2026

To,
The Members
Indian Foundation for Quality Management
Bangalore, India

Your Directors have pleasure in presenting the 3rd (Third) Annual Report on the business and operations of Indian Foundation for Quality Management (IFQM) and the audited Statement of Accounts for the financial year ended March 31, 2026:

1. Financial highlights

During the year under review, the financial performance of your Company is as under:

Particulars	Amount (in INR '000)	
	FY 2025-26	FY 2024-25
Total Income	1,46,414	55,513
Less: Variation between opening value and closing value of jobs in progress	3,390	(3,850)
Less: Operating Expenses	63,654	41,143
Less: Other expenses	95,085	59,519
Earnings before Interest, Depreciation, Amortization and Tax (EBIDTA)	**(15,715)**	**(41,299)**
Less: Depreciation	5,741	492
Excess of Expenditure over Income	**(21,456)**	**(41,791)**
Earnings per equity share		
Basic (Face value of Rs. 10/- each)	(0.108)	(0.304)
Diluted (Face value of Rs. 10/- each)	(0.108)	(0.304)

2. About the Company

Your Company was incorporated on 6th September, 2023, bearing Corporate Identification Number (CIN) - U94990KA2023NPL178280, as a Section 8 (Private) Company.

IFQM has been setup to catalyze transformational changes in the way Indian companies operate. This includes institutionalizing a culture of quality that meets and exceeds global standards, cutting across industry sectors and segments. IFQM is committed to offer expertise and solutions that enable continuous improvements in products and services, aimed to enhance the respect for Brand India, globally.

Stagnated Global trade share of India shows:

- That we need to be better in the Competitiveness Index
- Brand Perception of 'Made in India' Products and Services in the world is to be improved
- India to improve the focus on Customer, Quality and Innovation.
- Quality of Indian manufactured products and Services to be beyond the benchmarks.

Your Company understands the importance to make a shift from Cost & Productivity to Quality & Culture and hence, it is led by Captains of Indian Industry to institutionalize Quality in the culture of Indian organizations and increase the global competitiveness of Indian companies and the ‘Made in India’ Products and Services.

Incorporated as a Section 8 not for profit organization, IFQM aims to bridge the significant gap in quality & perception of Indian-made goods and bring a positive change in the perception of the ‘Made in India’ brand.

3. State of Company’s affairs

Your Company aims to meet its purpose and objectives through offering the following programs to its stakeholders:

- Conferences & Events
- Case Studies & Best Practices
- Counselling & Assessment
- IFQM Academy Learning Solutions

A. Conferences & Events

During the year under Reporting, the major engagements by your Company included:

5th IFQM CEO/CXO Learning Mission at Biocon, Bangalore

The Learning Mission showcased continuous improvement and received overwhelming positive feedback. The event combined formal learning with innovative communication approaches, including theatrical experience, technology, and strong volunteer engagement. Participants gained actionable insights to drive improvements in their respective organizations and personal leadership growth.

Biocon Group Chairperson, Dr. Kiran Mazumdar-Shaw, in her keynote address, emphasized staying rooted in core principles such as ethics, governance, and quality. She highlighted Biocon’s aspiration to win the prestigious Deming Prize through agility and continuous improvement for consistent Right First Time (RFT) outcomes. The learning mission objective was to 1) Share Biocon’s best practices in Research & Innovation, quality by design and Enterprise Excellence with a People-centric culture; 2) Unite and foster collaboration among leaders across industries and within the Biocon Group; 3) Learn from the delegates and promote IFQM’s nation first agenda for quality and excellence.

IFQM Symposium 2025 (18th-19th September, 2025)

The IFQM Symposium 2025 brought together nearly 400 participants — including Captains of the Indian industry, Business leaders including MSME, Policy makers, leaders from the Academia and students, to deliberate on India’s ambition to become a developed nation by 2047.

The symposium underscored that sustained national progress requires leadership commitment led transformation, deployed through Big Q, by embedding quality, innovation, and competitiveness at the heart of products, services, and institutions. India's demographic dividend, policy momentum, and sectoral strengths give it a rare, life-time opportunity to re-discover itself as a global player of eminence. This potential can be realized when the Indian industry elevates quality from mere compliance to strategy, expand capacities organically and thru' innovative departures, and partner with MSMEs and Academia to assist them in becoming significant growth engines. There is an opportunity like never-before for the Indian industry to partner with the government, in relentlessly discovering newer opportunities for value addition, supported by a progressive policy that is creating a conducive environment for entrepreneurship. The sessions emphasized leadership as the master hinge.

There was a call for the leaders to move beyond authority-driven styles to enabling cultures of empowerment, agility, and shared purpose. Cross-cutting themes included the urgency of skilling, digital adoption, AI, and ecosystem collaboration, all critical to India's transformation into global business hubs and value chains.

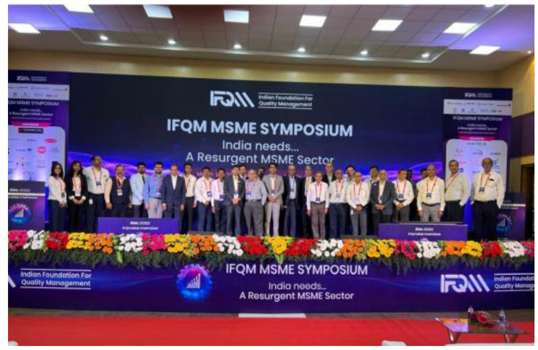
6th IFQM CEO/CXO Learning Mission at Siemens, Mumbai (3rd-4th November, 2025)

Together with the IFQM, Siemens held an exclusive knowledge-sharing platform uniting experts to explore how quality management shapes the future of manufacturing in India, driving its emergence as a global manufacturing hub.

The mission featured a keynote address by Sunil Mathur, Managing Director & CEO of Siemens Limited, along with perspectives from the leaders of IFQM and Siemens Limited. Through immersive discussions, live case examples, and interactive dialogues, the program offered comprehensive insights into how Siemens transforms mobility and accelerates digital transformation, all while upholding its steadfast commitment to sustainability.

7th IFQM CEO/CXO Learning Mission at BOSCH, Bengaluru (2nd-3rd March, 2026)

This learning mission was curated for leaders who wished to benchmark their organizations against global best practices, gain actionable insights, and reflect on how operational excellence can become a strategic differentiator. The event focused on leadership perspective and enterprise-level excellence, including a keynote on the Bosch India journey, contextual insights from IFQM, and immersive experience galleries covering the Bosch Experience Center, Hydrogen Truck, and Sustainability initiatives. Further, a deep dive into manufacturing and shop-floor excellence, was offered with Bidadi plant insights and guided experiences on Reliable Manufacturing, Quality First, data-driven value chains, and the Bosch Production System. The mission concluded with a reflection and feedback session capturing key leadership takeaways.



IFQM MSME Symposium 2026 (20th March, 2026)

The inaugural IFQM MSME Symposium marked a significant milestone in India's quality movement, bringing together over 230 participants from MSMEs, large enterprises, industry leaders, and academia. The symposium served as a powerful platform to align stakeholders around a shared vision—accelerating India's integration into global value chains through quality excellence. At the heart of the symposium was a compelling call for a "National Quality Sprint"—a mission-driven approach to rapidly elevate quality standards, competitiveness, and innovation within the MSME ecosystem. The discussions underscored that for India to strengthen its position in global supply chains, MSMEs must transition from cost competitiveness to quality-led differentiation. The event witnessed strong engagement and widespread visibility across leading national and regional media platforms, reinforcing the growing importance of quality as a strategic imperative for India's economic growth.

B. Case Studies & Best Practices

With respect to Case Studies & Best Practices, your Company aims at avoiding the 're-creation of the already created', Case Studies and Best Practices add speed to improvement efforts.

The website gives a detailed Report on Tata Steel's Digital and Community Story for stakeholders to explore and adapt best practices.

C. Counselling & Assessment

In today's fast-changing business environment, achieving and maintaining quality excellence isn't a solo endeavor. Organizations face a constant need to adapt, innovate and excel in implementing the choices they make. Your Company aims to help this effort through its team of senior counselors, who can add value to your organization's leadership teams across various dimensions of business management by providing:

- Expertise and best practices your organization can implement to achieve global quality;
- Value adding Partnerships to your organization to add expertise;
- Guidance and support through our counsellors;
- Assessments to help identify areas of improvement and formulate approaches aligned to specific industry needs.

D. IFQM Academy Learning Solutions

IFQM aims to provide various experiential learning solutions with live training and development programs for the various sectors of industry professionals to achieve its objectives on the path to excellence. Your Company has already provided training solutions for its member organisations in the areas of DSEE, Taguchi Methods, MSME Cluster Development Programs as well as by tying up with various Institutes like IIM – Mumbai, XLRI, BIT Sindri, Jain (Deemed to be University) and KPGU, Vadodara.

4. Future Outlook

During the upcoming financial year 2026-27, your Company looks forward to continuing to pursue needle movements in the chosen areas of Quality led practices, based on an action agenda as enumerated in its eight pillars plan. This includes:

- Creating curated learning solutions centered on action learning principles, that specifically focus on accomplishment of identified projects or problems by the users. In about 12 to 15 months from now, the new facility of the IFQM Academy in Bangalore will become the base from which learning will be spread in multiple modes - physical, virtual or hybrid modes.

- Sourcing, tailoring and white labelling Digital tools related to both learning and deployment of principles of Total Quality. These comprise critical areas such as Operational excellence, Daily Work Management, Improvement Management, Quality Circle Management, People engagement, Self-Assessment and IIOT based Smart Factory solutions.

- Working closely with the identified academic Institutes of repute to spotlight Quality as a part of the Academic endeavor. This entails initiating new courses that draw students' interest to quality; and bringing meaningful changes in curriculum content to make it more relevant to the industry's needs. Besides, IFQM will continue to encourage and support student engagements on topics related to Quality and Excellence, through Quality Clubs.

- Stimulating collective learning and enabling collaborated progress towards export capability amongst small enterprises, within and outside the IFQM member eco-system, to hasten progress.

- Helping companies, small and big, discover their true current states and handholding them through customised interventions to systematically progress towards higher orders of performance excellence.

- Institutionalizing an industry agnostic IFQM Role Model Award program that incorporates Indian ethos, to identify, curate and publish case studies and best practices that the Indian industry can emulate to fast forward their progress trajectories.

5. Financial Performance

During the financial year 2025-26, your Company has generated revenue from operations of INR 6,43,09,185/- as against INR 78,61,630/- revenue during the previous year. Other Income also showed an increase from INR 4,76,51,502/- during the previous year 2024-25 to INR 8,21,05,219/- during the current year 2025-26. This was mainly attributable to interest generated on fixed deposits maintained by the Company with banks.

The excess of expenditure over income stood at INR 2,14,55,768/- during the current year 2025-26 as against INR 4,17,89,857/- during the previous year 2024-25.

6. Company's website

Your Company's website https://ifqm.org.in/ offers an insight into the Company's objectives as well as its current and upcoming activities.

7. Annual Return

Pursuant to the provisions of Section 92(3) and Section 134(3)(a) of the Companies Act, 2013, and the rules made thereunder, as amended from time to time, every Company shall place a copy of the annual return on the website of the Company, if any, and the web-link of such annual return shall be disclosed in the Board's report.

The Annual Return of your Company can be found at the link: https://ifqm.org.in/wp-content/uploads/2026/07/Annual-Return-of-IFQM-for-FY-25-26.pdf

8. Change in the nature of business

There has been no material change in the nature of business of your Company during the period under consideration.

9. Dividend

Since your Company is registered under Section 8 of the Companies Act, 2013, it is prohibited from the payment of any dividend to its Members.

10. Share capital

During the year ended 31st March, 2026, the Authorised Share Capital of your Company stood at INR 5,00,00,00,000/-. The Paid-up Share Capital of your Company as on 31st March, 2026, stood at INR 1,97,50,00,000/-.

As on the date of this Report, the Paid-up Share Capital stood at INR 2,01,50,00,000/-.

11. Transfer to Reserves

During the financial year ended 31st March, 2026, an amount of INR 2,14,55,768/- being the deficit for the period was transferred from Statement of Income & Expenditure to the Reserves and Surplus account of the Company.

12. General Council and Membership

Your Company is in the process to identify and designating the Founding Members and General Council Members, in compliance with the Articles of Association of the Company.

Your Company has also started inducting Lifetime Members as well as Associate Members under various membership programs. This adds immeasurable diversity, enthusiasm and energy to the journey towards a Quality and Innovation centric India that is globally competitive.

13. Directors and Key Managerial Personnel

Mr. Venu Srinivasan (DIN 00051523), Mr. Chandrasekaran Natarajan (DIN: 00121863), Mr. Dilip Shantilal Shanghvi (DIN: 00005588), Mr. Sekharipuram Narayanan Subrahmanyan (DIN 02255382) and Ms. Kavita Kaushik (DIN: 10787357) continue to hold their office of Directors as on the date of this Report.

Mr. Soumitra Bhattacharya (DIN 02783243) continued in his office as Executive Director and Chief Executive Officer of the Company.

Ms. Dipika Todi (ACS 24348) continued in her office as the Company Secretary and KMP of the Company.

Details of directors appointed or resigned during the period

Mr. Srikanth Padmanabhan (DIN: 00681076) was appointed as a Non-Executive Additional & Independent Director on the Board of the Company for a period of five (5) years on 8th July, 2025, w.e.f. 1st August, 2025 until 31st July, 2030. His appointment was regularised by the Members at their Fifth

(5^{th}) Extraordinary General Meeting held on 26^{th} September, 2025.

Details of KMPs appointed or resigned during the period: NIL

Details of directors retiring by rotation in the ensuing general meeting

Since your Company is incorporated as a Section 8 (Private) Company, the provisions relating to Directors retiring by rotation as provided under Section 152(6) of the Companies Act, 2013 is not applicable.

Details of changes in Directors or KMPs after the closure of financial year: NIL

Statement on declaration given by an independent director under sub-section (6) of Section 149 of the Companies Act, 2013

The Company is not required to appoint an Independent Director under Section 149(4) read with Rule 4 of the Companies (Appointment and Qualification of Directors) Rules 2014.

In compliance with Article 13.1.1 of the Articles of Association of the Company, the Company has appointed Mr. Srikanth Padmanabhan (DIN: 00681076) and Ms. Kavita Kaushik (DIN: 10787357) as Independent Directors. They have provided their Declaration of Independence as required under Section 149(6) of the Companies Act, 2013.

Statement regarding opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the Independent Directors appointed during the year

The Company is not required to appoint an Independent Director under Section 149(4) read with Rule 4 of the Companies (Appointment and Qualification of Directors) Rules 2014.

In compliance with Article 13.1.1 of the Articles of Association of the Company, the Company has appointed Mr. Srikanth Padmanabhan (DIN: 00681076) and Ms. Kavita Kaushik (DIN: 10787357) as an Independent Director. The Board is satisfied that Mr. Padmanabhan and Ms. Kaushik possesses the requisite integrity, expertise and experience (including the proficiency).

Further, in terms of Section 150 read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended, Mr. Padmanabhan's and Ms. Kaushik's name are included in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs.

Compliance by Independent Directors with the Code for Independent Directors prescribed in Schedule IV to the Act

The Company is not required to appoint an Independent Director under Section 149(4) read with Rule 4 of the Companies (Appointment and Qualification of Directors) Rules 2014.

In compliance with Article 13.1.1 of the Articles of Association of the Company, the Company has appointed Mr. Srikanth Padmanabhan (DIN: 00681076) and Ms. Kavita Kaushik (DIN: 10787357) as Independent Directors. Mr. Padmanabhan and Ms. Kaushik have complied with the Code for Independent Directors prescribed in Schedule IV to the Act to the extent possible, as on the date of this Report.

Statement indicating all pecuniary relationship or transactions of the Non-Executive Directors (NED) vis-à-vis the Company

None of the Non-Executive Directors had any pecuniary relation or transactions with the Company.

14. Number of meetings of Board of Directors

For the financial year ended 31st March, 2026, the Company held four (4) meetings of the Board of Directors of the Company.

Sl. No.	Date of Board Meeting	Number of Directors associated	Number of Directors attended
1	08.07.2025	6	5
2	18.09.2025	7	4
3	25.11.2025	7	6
4	12.02.2026	7	5

The attendance of each Director at the Board meetings held during the period is listed below:

S. No.	Name of the Director	Nature of Relationship	No. of Board meetings entitled to attend	No. of Board meetings attended
1.	Mr. Venu Srinivasan	Chairman	4	3
2.	Mr. Chandrasekaran Natarajan	Non-Executive Director	4	2
3.	Mr. Dilip Shantilal Shanghvi	Non-Executive Director	4	3
4.	Mr. Sekharipuram Narayanan Subrahmanyan	Non-Executive Director	4	1
5.	Mr. Srikanth Padmanabhan*	Non-Executive Independent Director	3	3
6.	Ms. Kavita Kaushik	Non-Executive Independent Director	4	4
7	Mr. Soumitra Bhattacharya	Executive Director & CEO	4	4

* Appointed w.e.f. 1st August, 2025

Meeting of Independent Directors: The Independent Directors of the Company also met once on 17.03.2026 (without the presence of the other Directors and Members of management).

15. Audit Committee

Being a Section 8 Company, the Company is not required to constitute an Audit Committee under the provisions of Section 177 of the Companies Act, 2013.

16. Nomination and Remuneration Committee

Being a Section 8 Company, the Company is not required to constitute a Nomination and Remuneration Committee under the provisions of Section 178 of the Companies Act, 2013 read with rule 6 of the Companies (Meetings of Board and its Powers) Rules, 2014.

17. Evaluation of Board Performance

The provisions of Section 134(3)(p) read with the Companies (Accounts) Rules 2014, is applicable to every Listed Company and Public Company with a paid-up share capital of ₹25 crore or more calculated at the end of the preceding financial year: Being a Section 8 (private) Company, the relevant provisions are not applicable to the Company.

18. Details of Subsidiary, Joint Ventures and Associates Companies

As on March 31, 2026, the Company does not have any Subsidiary, Joint Venture or Associate Companies.

19. Particulars of contracts or arrangements with related parties

All Related Party Transactions entered into during the financial year were on arm's length basis and were in ordinary course of business. Hence the disclosure of material RPTs as required under section 134(3)(h) read with section 188(2) of the Act, in Form No. AOC-2, is not required.

20. Statutory Auditors

As per the provisions of Section 139 of the Companies Act, 2013, M/s. Amarnath Kamath & Associates, Chartered Accountants, (FRN: 000099S) were appointed as the Statutory Auditors of the Company at the First (1st) Annual General Meeting of the Company held on 16th December, 2024 for a period of five (5) years to hold office from the conclusion of the First (1st) Annual General Meeting till the conclusion of the Sixth (6th) Annual General Meeting of the Company to be held in the year 2029.

M/s. Amarnath Kamath & Associates, Chartered Accountants, (FRN: 000099S) have furnished the Statutory Audit Report for the financial year ended 31st March, 2026. A copy of the Report is annexed to the Board Report.

21. Explanation or Comments on Qualifications, Reservations, Adverse Remarks or Disclaimers made by the Auditors in their Reports:

The Statutory Auditors' Report for the year ended 31st March, 2026 is free from any Qualifications, Reservations, Adverse Remarks or Disclaimers.

22. Internal Audit

Pursuant to the provisions of Section 138 of the Act and the rules made thereunder, as amended from time to time, your Company is not required to conduct Internal Audit.

However, in order to obtain independent assurance and advice as well as to identify, assess, and manage risks that could impact your Company's ability to achieve its objectives, the management had appointed M/s CNGSN & Associates LLP, Chartered Accountants, (FRN: 004915S) as Internal Auditors to conduct an audit into the functions and operations of IFQM for the year ended 31st March, 2026.

The Internal Auditors' Report for the year ended 31st March, 2026 is free from any Qualifications, Reservations, Adverse Remarks or Disclaimers.

23. Secretarial Audit Report

The provisions of Section 204 of the Companies Act, 2013, and the rules made thereunder, as amended from time to time, are not applicable to the Company during the period under consideration.

24. Cost Records and Audit

The Company is not required to maintain cost accounts and records under Section 148(1) of the

Companies Act, 2013.

25. Risk Management

Your Board of Directors regularly undertakes Risk Management of the Company's operations and periodically reviews the risks and takes steps to control and mitigate the same.

26. Internal control over financial reporting

Provisions relating to internal financial controls are not applicable to the Company, as specified under Section 134(5)(e) of the Companies Act, 2013.

27. Material changes and commitments, if any, affecting the financial position of the Company which have occurred between the end of the financial year of the Company to which the financial statements relate and the date of the report

There are no material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year under consideration and the date of the report.

As mentioned earlier, as on the date of this Report, the Paid-up Share Capital has increased to INR 2,01,50,00,000/-.

28. Details of significant and material orders passed by the regulators / courts / tribunals impacting the going concern status and the Company's operations in future

There are no significant and material orders passed by Tribunals/Courts/regulators during the period under consideration which will impact on the going concern status of the Company in future.

29. Public Deposits

Your Company has not accepted any public deposits and as such no amount on account of principal or interest on public deposits under Section 73 and Section 74 of the Companies Act, 2013, read with Companies (Acceptance of Deposits) Rules, 2014, was outstanding as on the date of the Balance Sheet.

30. Particulars of loans, guarantees or investments under section 186

The Company has not, either directly or indirectly, given any loans, guarantees, provided security or made investments which are covered under Section 186 of the Act.

31. Credit Rating

The Company has not taken any loans during the year under review.

32. Fraud Reporting

The Auditors of the Company have not reported any frauds to the Board of Directors under Section 143(12) of the Companies Act, 2013, including rules made thereunder.

33. Research and Development

There was no expenditure on R & D incurred by the Company during the period under consideration.

34. Particulars of employees

Being an unlisted Section 8 (private) Company, the provisions of Section 134(3)(q) of the Companies Act, 2013 read with Rule 5(2) & (3) of The Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014, are not applicable to the Company.

35. Human Resource Management

As at the year ended 31st March, 2026, the Company have only 9 (nine) full time employees on its payroll apart from consultants, trainees and interns. Effective human resource practices and policies are in place within the Company.

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

The information on conservation of energy and technology absorption stipulated under Section 134 (3)(m) of the Act read with rule 8 of the Companies (Accounts) Rules, 2014, is attached as "*Annexure A*".

37. Corporate Social Responsibility

Based on the profitability criteria, Corporate Social responsibility requirements under section 135 of the Companies Act, 2013 are not applicable to the Company for the period under consideration.

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

Your company is committed in providing and promoting a safe and healthy work environment for all its employees. Pursuant to the provisions of Rule 8(5)(x) of the Companies (Accounts) Rules, 2014, the Company has constituted the Internal Complaints Committee under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

During the period under review, the following is a summary of sexual harassment issues raised, attended and dispensed during FY26:

- No. of Complaints received: Nil
- No. of complaints disposed-off: Not Applicable
- No. of cases pending for more than 90 days: Not Applicable
- No. of workshops or awareness program against sexual harassment carried out: 1 (one)
- Nature of action taken by the employer or District Officer: Not Applicable

39. Maternity Benefit Act, 1961

The Company has adopted and complied with all applicable provisions of the Maternity Benefit Act, 1961. Your Company remains committed to upholding the requirements of the Act and is prepared to extend all prescribed maternity benefits to eligible women employees including paid maternity leave, medical bonuses, nursing breaks, and protection from dismissal during maternity leave. The Company continues to maintain a safe, inclusive, and supportive work environment.

40. Number of employees as on the closure of financial year:

Female	**0**
Male	**9**
Transgender	**0**

41. Vigil Mechanism

Pursuant to the provisions of Section 177(9) of the Act and the rules made there under, every listed Company and every Company which accept deposits from the public or which have borrowed money from banks and public financial institutions in excess of ₹ 50 crore, shall establish a vigil mechanism for their Directors and employees to report their genuine concerns or grievances.

Since your Company does not fall in any of the categories stated above, it is not required to establish vigil mechanism.

42. Insolvency and Bankruptcy code, 2016

The details of application made or any proceeding pending under the Insolvency and Bankruptcy Code, 2016 during the year along with their status as at the end of the financial year: In terms of Rule 8(5) of Companies (Accounts) Rules 2014, the Company has not made any application or there are no proceeding pending under the Insolvency and Bankruptcy Code, 2016 during the year ended 31st March, 2026.

43. Valuation

The provisions regarding disclosure of details of difference between the amount of the valuation done at the time of one-time settlement and the valuation done while taking loans from the Banks or Financial Institutions along with the reasons thereof are not applicable to the Company.

44. Directors Responsibility Statement

In accordance with the provisions of Section 134(5) read with Section 134(3)(c) of the Companies Act 2013, your directors confirm that:

- In the preparation of the annual accounts, the applicable accounting standards read with requirements set out under Schedule III to the Act, have been followed and there are no material departures from the same.

- The Director have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of financial year and of the excess of expenditure over income of the Company for that year.

- The Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.

- The Directors have prepared the annual accounts on a ‘going concern’ basis.

- The Company being unlisted, sub clause (e) of section 134(5) of the Companies Act, 2013 pertaining to laying down internal financial controls is not applicable to the Company.

- The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

45. Secretarial Standards

Your Board of Directors have ensured efficient compliance with the applicable Secretarial Standards as issued by the Institute of Company Secretaries of India.

46. Acknowledgements

The Board desires to place on record its sincere appreciation for the support and co-operation that the Company received from all its Stakeholders, including but not limited to, its Members, Customers, Bankers, Auditors, Semi-Government agencies and regulators across all the operations of the Company including and all others associated with the Company.

For and on behalf of the Board of Directors of
Indian Foundation for Quality Management

Place: Chennai
Date: 6th July, 2026

Venu Srinivasan
Chairman
DIN: 00051523

Annexure A

Conservation of energy, technology absorption, foreign exchange earnings and outgo
(Pursuant to Section 134 (3) (m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014)

(A) Conservation of energy

(i) the steps taken or impact on conservation of energy: NIL
(ii) the steps taken by the company for utilising alternate sources of energy: NIL
(iii) the capital investment on energy conservation equipments: NIL

(B) Technology absorption

(iv) the efforts made towards technology absorption: NIL
(v) the benefits derived like product improvement, cost reduction, product development or import substitution: NIL
(vi) in case of imported technology (imported during the last three years reckoned from the beginning of the financial year): NIL
(vii) the expenditure incurred on Research and Development: NIL

(C) Foreign exchange earnings and outgo

(in INR '000)

Particulars	
Total Foreign Exchange received (F.O.B. value of Export)	**Nil**
Total Foreign Exchange used:	
1. Raw materials	Nil
2. Consumable Stores	Nil
3. Capital Goods	Nil
4. Foreign Travels	311
5. Others	9,327

For and on behalf of the Board of Directors of
Indian Foundation for Quality Management

Place: Chennai
Date: 6th July, 2026

Venu Srinivasan
Chairman
DIN: 00051523

Independent Auditors' Report

To the Members of Indian Foundation for Quality Management

Report on the Audit of the Financial Statements

Opinion:

We have audited the accompanying financial statements of Indian Foundation for Quality Management ("the Company") which comprise the Balance Sheet as at March 31, 2026, the Statement of Income & Expenditure and the Statement of Cash Flow for the year then ended, and the 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 according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("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 March 31, 2026, its excess of expenditure over income and its cash flows for the year ended on that date.

Basis of 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 SAs are further described in the Auditors' 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 together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

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. Reporting of key audit matters as per SA 701 are not applicable to the Company as it is an unlisted company.

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Information other than the Financial Statements and Auditors' Report thereon

The Company's Board of Directors are responsible for the preparation of the other information. The other information comprises the information included in the Board's Report including Annexures to Board's Report 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, 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.

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

The Company's Board of Directors are 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 accounting principles generally accepted in India, including the accounting standards specified under section 133 of the Act.

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 were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management 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.

Auditors' Responsibilities

Our responsibility is to express an opinion on these financial statements based on our audit.

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls 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.
- 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.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work: and (ii) to evaluate the effect of any identified misstatements in the financial statements.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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Report on Other Legal and Regulatory Requirements

1. The Company is licensed to operate under Section 8 of the Companies Act, 2023. Accordingly, 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, is not applicable in the Company's case and hence we have not specified our report on the matters specified in the paragraph 3 and 4 of the Order.

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 Income & Expenditure & Statement of Cash flows 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 written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act.

   f. Reporting of Internal Financial Control shall be as per section 143(3)(i) of Companies Act, 2013 and Rule 10A of The Companies (Audit & Auditors) Rules, 2014 as per notification dated June 13, 2017 is not applicable to the Company.

   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 does not have any pending litigations which would impact its financial position.

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

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

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iv. The management has represented that other than those disclosed in the notes to accounts,
a) no funds have been advanced or loaned or invested by the company to or in any other person(s) or entities, including foreign entities ("Intermediaries"), with the understanding that the intermediary shall whether directly or indirectly lend or invest in other persons or entities identified in any manner by or on behalf of the company (Ultimate Beneficiaries) or provide any guarantee, security or the like on behalf of ultimate beneficiaries.

b) no funds have been received by the company from any person(s) or entities including foreign entities ("Funding Parties") with the understanding that such 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 guarantee, security or the like on behalf of the Ultimate beneficiaries.

Based on the audit procedures performed, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v) As the Company has not declared or paid any dividends during the period under report, reporting on Compliance of section 123 of the Act does not arise. Besides, the Company being Section 8 Company, it is prohibited from declaration or payment of any dividend and hence the reporting under this clause is not applicable.

h) The audit trail (edit log) facility in relation to the data base layer of accounting software used by the company for maintenance of master data relating to customer and vendor is compliant with the statutory requirements with effect from April 1,2025, considering that the data is replicated in the primary accounting software used to maintain books of accounts.

Further, the audit trail (edit log) facility in relation to the database layer of accounting software used by the company used for initiation and approval of transactions is compliant with the statutory requirements with effect from April 1,2025, considering that the data is replicated in the primary accounting software used to maintain books of accounts.

Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention

For **AMARNATH KAMATH & ASSOCIATES**
Chartered Accountants
Firm Regn. No.: 000099S

SUDHAKAR S PRABHU
Partner [Membership No.: 024015]
Place: Bangalore
Date: 6th July, 2026
UDIN: 26024015LKJSBJ1398

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
(A Company incorporated under Section 8 of the Companies Act, 2013)
CIN: U94990KA2023NPL178280
(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

BALANCE SHEET

Particulars	Note No.	As at March 31, 2026		As at March 31, 2025
I. EQUITY AND LIABILITIES				
1 Shareholders' funds:				
Share capital	**2.01**	19,75,000		13,75,100
Reserves and surplus	**2.02**	-91,647		-70,191
			18,83,353	13,04,909
Share application money pending allotment	**2.03**		25,000	1,24,900
2 Liabilities:				
a) Non-current liabilities				
Provision for gratuity			482	-
b) Current liabilities:				
Trade payables	**2.04**	2,290		699
Other current liabilities	**2.05**	20,029		2,954
			22,320	
TOTAL			**19,31,155**	**14,33,463**
II. ASSETS				
1 Non-current assets:				
a) Property, plant and equipment :	**2.06**			
Tangible assets		2,27,237		2,27,240
b) Intangible assets		9,317		681
c) Capital work in progress - Building under construction		1,44,045		8,422
d) Capital work in progress-Intangible assets		667		5,367
			3,81,266	2,41,710
e) Long term loans and advances	**2.07**		12,710	5,240
2 Current assets:				
a) Trade receivable	**2.08**		19,402	2,106
b) Cash and cash equivalents	**2.09**		14,95,185	11,66,905
c) Short term loans and advances	**2.10**		10,832	6,436
d) Other current assets	**2.11**		11,761	11,067
TOTAL			**19,31,155**	**14,33,463**

The accompanying significant accounting policies (Note No. 1) and notes to financial statements form an integral part of the financial statements.

As per our report of even date
For M/s. Amarnath Kamath & Associates
Chartered Accountants
ICAI Firm Registration No.: 000099S

For Indian Foundation for Quality Management

Sudhakar S Prabhu
Partner
Membership No.: 024015
Place: Bangalore
Date: 06/07/2026
UDIN: 26024015LKJSBJ1398

Venu Srinivasan
Chairman & Director [DIN: 00051523]
Place: Chennai

Soumitra Bhattacharya
Executive Director & CEO [DIN: 02783243]
Place: Mumbai

Dipika Todi
Company Secretary (ACS -24348)
Place: Mumbai

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
(A Company incorporated under Section 8 of the Companies Act, 2013)
CIN: U94990KA2023NPL178280
(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

STATEMENT OF INCOME & EXPENDITURE

Particulars	Note No.	Year ended March 31, 2026	Year ended March 31, 2025
I. Income			
Revenue from operations	**2.12**	64,309	7,862
Other income	**2.13**	82,105	47,652
Total		**1,46,414**	**55,513**
II. Expenses			
Variation between opening value and closing value of jobs in progress :	**2.14**	3,390	-3,850
Employee benefits expense	**2.15**	63,654	41,143
Depreciation and amortisaztion	**2.16**	5,741	492
Other expenses	**2.17**	95,085	59,519
Total		**1,67,870**	**97,303**
Excess of expenditure over income for the year/ period		**-21,456**	**-41,790**

The accompanying significant accounting policies (Note No. 1) and notes to financial statements form an integral part of the financial statements.

As per our report of even date
For M/s. Amarnath Kamath & Associates
Chartered Accountants
ICAI Firm Registration No.: 000099S

Sudhakar S Prabhu
Partner
Membership No.: 024015
Place: Bangalore
Date: 06/07/2026
UDIN: 26024015LKJSBJ1398

For Indian Foundation for Quality Management

Venu Srinivasan
Chairman & Director [DIN: 00051523]
Place: Chennai

Soumitra Bhattacharya
Executive Director & CEO [DIN: 02783243]
Place: Mumbai

Dipika Todi
Company Secretary (ACS -24348)
Place: Mumbai

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
(A Company incorporated under Section 8 of the Companies Act, 2013)
CIN: U94990KA2023NPL178280
(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

STATEMENT OF CASH FLOWS

Particulars	For the year ended March 31, 2026	For the year ended March 31, 2025
I. CASH FLOWS FROM OPERATING ACTIVITIES		
Profit/(Loss) before tax	**-21,456**	**-41,790**
Adjustments for:		
Interest incomes considered separately	-82,087	-47,381
Depreciation and amortization expense	5,741	492
Provision for gratuity	482	-271
	-97,319	**-88,950**
Operating profit before changes in working capital		
(Increase) / decrease in -		
(i) Trade receivables	-17,296	-2,106
(ii) Loans and advances (Short-term & Long term) excluding income tax effect	-4,546	-6,594
(iii) Other current and non-current assets	-694	-10,700
Increase/ (decrease) in -		
(i) Trade payables	1,591	699
(ii) Other current liabilities	17,075	1,310
Cash generated from operations	**-1,01,189**	**-1,06,341**
Income taxes effect during the year (net of refunds, if any)	-7,320	-5,049
Net cash from operating activities	**-1,08,510**	**-1,11,390**
II. CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	-1,690	-2,27,565
Purchase of intangible assets	-12,685	-847
Amounts expended towards capital work-in-progress	-1,35,622	-8,422
Amount spent on Intangible assets under development	4,700	-5,367
Net cash used in investing activities	**-1,45,297**	**-2,42,201**
III. CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds received towards share capital	5,99,900	7,50,000
Variance in share capital application money balance - opg & clg.	-99,900	1,24,900
Interest incomes considered separately	82,087	47,381
	5,82,087	9,22,281
Net increase in cash and cash equivalents (I+II+III)	**3,28,280**	**5,68,690**
Cash and cash equivalents at beginning the year	11,66,905	5,98,215
Cash and cash equivalents at end of the year	**14,95,185**	**11,66,905**

Reconciliation of Cash and cash equivalents:	**As at March 31, 2026**	**As at March 31, 2025**
Cash and cash equivalents comprises of -		
Cash on hand	-	-
Balances with banks in current account	27,685	1,56,905
Balances with bank in Time deposit accounts	8,02,500	10,10,000
	8,30,185	**11,66,905**

Note:
a) Statement of Cash flows forms an integral part of the financial statements
b) Statement of Cash flows are drawn using indirect method pursuant to AS 3 on Cash Flow Statements.

As per our report of even date
For M/s. Amarnath Kamath & Associates
Chartered Accountants
ICAI Firm Registration No.: 000099S

Sudhakar S Prabhu
Partner
Membership No.: 024015
Place: Bangalore
Date: 06/07/2026
UDIN: 26024015LKJSBJ1398

For Indian Foundation for Quality Management

Venu Srinivasan
Chairman & Director [DIN: 00051523]
Place: Chennai

Soumitra Bhattacharya
Executive Director & CEO [DIN: 02783243]
Place: Mumbai

Dipika Todi
Company Secretary (ACS -24348)
Place: Mumbai

(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

Notes attached to and forming part to the financial statements

Note - 2.01	**Share capital**	**As at March 31, 2026**	**As at March 31, 2025**
(a)	**Authorised capital:**		
	50,00,00,000 equity shares of Rs. 10, each (Pr.Yr. 50,00,00,000 equity shares of Rs. 10 each)	50,00,000	50,00,000
(b)	**Issued, subscribed and paid up - Fully paid up**	19,75,000	13,75,100
	197500000 (Pr. Yr. 1,37,51,000) equity shares of Rs. 10, each		
	Total	**19,75,000**	13,75,100

A. Rights, preferences and restrictions attached to the equity shares:

(a) Each holder of equity shares is entitled one vote per share

(b) Since the Company is registered under section 8 of the Companies Act, 2013, it is prohibited from the payment of any dividend to its members.

(c) In the event of liquidation of the Company, the remaining assets of the Company, shall be given or transferred to some other Association or company or companies registered under section 8 of the Companies Act, 2013 having objects similar to the objects of the Company to be determined by the members of the Company at or before the time of dissolution.

B. Movement in Equity share capital:

The reconciliation of the shares outstanding at the beginning and end of the year:

Equity shares of Rs. 10, each:	No. of shares	Equity share capital (par value of Rs. 10, each))
As at April 1, 2024	62,510	6,25,100
Allotted during the year FY 2024-25)	75,000	7,50,000
As at March 31, 2025	1,37,510	13,75,100
Allotted during the year FY 2025-26	59,990	5,99,900
As at March 31, 2026	**1,97,500**	**19,75,000**

C. The details of promoters shareholding is as follows:

		No. of shares	
	Promoters (being subscribers to Memorandum and Articles of Association of the Company)	**As at March 31, 2026**	**As at March 31, 2025**
a)	Mr. Venu Srinivasan	-	2.50
b)	Mr. Soumitra Bhattacharya	-	2.50
c)	Mr. Radhakrishnan KN	-	2.50
d)	Mr. Janaka Kumar Mehta	-	2.50

The equity shares of the promoters were transferred to Tata Steel Limited during FY 2025-26.

D. The details of shareholders holding more than 5% shares is as follows:

		As at March 31, 2026		**As at March 31, 2025**	
	Name of shareholders	**No. of shares**	**% of total shares**	**No. of shares**	**% of total shares**
a)	Equity-Boeing India Private Limited	25,000	12.658%	25,000	18.18%
b)	Equity-Larsen and Toubro Limited	25,000	12.658%	12,500	9.09%
c)	Equity-Motherson Sumi Wiring India Limited	12,500	6.329%	12,500	9.09%
d)	Equity-Samvardhana Motherson International	12,500	6.329%	12,500	9.09%
e)	Equity-Sun Pharmaceutical Industries Limited	25,000	12.658%	12,500	9.09%
f)	Equity-Tata Elelctronics Private Limited	25,000	12.658%	12,500	9.09%
g)	Equity-Tata Steel Limited	25,000	12.658%	12,500	9.09%
h)	Equity-TVS Motor Company Limited	25,000	12.658%	25,000	18.18%

(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

Notes attached to and forming part to the financial statements

Note - 2.02	RESERVES & SURPLUS	As at March 31, 2026	As at March 31, 2025
	Balance in Income & Expenditure account:		
	Opening balance - (deficit)	-70,191	-28,401
	Deficit transferred from Statement of Income & Expenditure	-21,456	-41,790
	Balace carried to Balance Sheet - Surplus/(deficit)	**-91,647**	**-70,191**

Note - 2.03	Share application monies pending allotment	As at March 31, 2026	As at March 31, 2025
	Opening balance	1,24,900	-
	Add: Received during the year	5,00,000	8,74,900
	Less: Shares allotted during the year	5,99,900	7,50,000
	Closing balance - carried to Balance sheet	**25,000**	**1,24,900**

Note - 2.04	Trade payables	As at March 31, 2026	As at March 31, 2025
	Dues to creditors other than micro and small enterprises	2,290	699
	Total	**2,290**	**699**
	Trade payables - Ageing schedule is as follows:		
	Less than one year	1,846	-
	Between 1-2 years	444	-
	Between 2-3 years	-	-
	Between 3 years	-	-

There were no transactions with struck off companies during the year ended March 31, 2026 & during the period ended March 31, 2025.

Note - 2.05	Other current liabilities	As at March 31, 2026	As at March 31, 2025
	Accrued expenses	1,595	323
	Statutory liabilities	6,681	2,632
	Advance from Customers	8,123	-
	Retention Money- Sarvashri Constructions	3,630	-
	Total	**20,029**	**2,954**

(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

Notes attached to and forming part to the financial statements

Note - 2.07	Long term loans and advances	As at March 31, 2026	As at March 31, 2025
	Tax deducted at source on bank interest, contracts and services	12,410	5,090
	Security deposit at NSDL & CDSL	300	150
	Total	**12,710**	**5,240**

Note - 2.08	Trade receivables	As at March 31, 2026	As at March 31, 2025
	Trade receivable (unsecured)		
	Undisputed - considered good	19,402	2,106
		19,402	**2,106**
	Trade receivable - Ageing schedule is as follows:		
	Less than six months	18,132	1,750
	Between 6 months - one year	1,270	356
	Between 1-2 years	-	-
	Between 2-3 years	-	-
	Between 3 years	-	-

Note - 2.09	b) Cash and cash equivalents	As at March 31, 2026	As at March 31, 2025
	Cash in hand	-	-
	Balances in a scheduled bank -		
	In current accounts	27,685	1,56,905
	In Fixed deposits (with maturities within three months from reporting date)	8,02,500	10,10,000
	In Fixed deposits (with maturities between six months-one year from reporting date)	6,65,000	-
	Total	**14,95,185**	**11,66,905**

Note - 2.10	Short term loans and advances	As at March 31, 2026	As at March 31, 2025
	GST Input receivables	8,564	5,208
	Advances recoverable in cash or in kind	2,268	1,228
		10,832	**6,436**

Note - 2.11	Other current assets	As at March 31, 2026	As at March 31, 2025
	(unsecured, considered good unless otherwise stated)		
	Interest accrued and not due on bank fixed deposit	11,301	7,217
	Value of service jobs in progress - unbilled revenues	460	3,850
	Total	**11,761**	**11,067**

(All amounts are in Indian Rupees thousands (₹ '000), unless otherwise stated)

Note 2.06

a) Tangible assets

Particulars	Gross block			Accumulated depreciation			Net block	
	As at April 1, 2025	Additions during the year	As at March 31, 2026	As at April 1, 2025	For the year	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Property, Plant and Equipment								
Land (Refer Note 2.18)	2,24,211	-	2,24,211	-	-	-	2,24,211	2,24,211
Office equipment	-	41	41	-	3	3	38	-
Laptops	1,950	1,649	3,599	98	1,385	1,482	2,116	1,852
Furniture and fixtures	1,404	-	1,404	228	305	532	872	1,177
Total	**2,27,565**	**1,690**	**2,29,255**	**326**	**1,692**	**2,018**	**2,27,237**	**2,27,240**
Previous year		**2,27,565**	**2,27,565**	**-**	**326**	**326**	**-**	**-**

b) Intangible assets

Particulars	Gross block			Accumulated amortisation			Net block	
	As at April 1, 2025	Additions during the year	As at March 31, 2026	As at April 1, 2025	For the year	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Technology and software :								
Capitalised software	-	8,285	8,285	-	2,393	2,393	5,892	5,597
Website	847	4,400	5,247	166	1,656	1,822	3,425	681
Total	847	12,685	13,532	166	4,049	4,215	9,317	6,278

c) Capital work in progress:

Particulars	Gross block			Accumulated depreciation			Net carrying value	
	As at April 1, 2025	Additions during the year	As at March 31, 2026	As at April 1, 2025	For the year	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Project under construction:								
Academy building project	8,422	1,35,622	1,44,045	-	-	-	1,44,045	8,422
Total	**8,422**	**1,35,622**	**1,44,045**	**-**	**-**	**-**	**1,44,045**	**8,422**

d) Intangible assets under development

Particulars	Gross block				Net carrying value	
	As at April 1, 2025	Additions during the year	Reversed on capitalisation/ disposals	As at March 31, 2026	As at March 31, 2026	As at March 31, 2025
Projects in progress:						
Digital platform/CRM/software under development	5,367	-	5,367	-	-	5,367
Website UX under development	-	667	-	667	667	-
Total	**5,367**	**667**	**5,367**	**667**	**667**	**5,367**

Ageing schedule regarding intangible assets under development:

Intangible assets under development are for period less than one year as at March 31, 2026 and are to be capitalised during financial year 2026-27 on being put to use.

(All amounts are in Indian Rupees thousands (₹ '000) unless otherwise stated)

Notes attached to & forming part to the financial statements

Note - 2.12	Revenue from operations	Year ended March 31, 2026	Year ended March 31, 2025
	Revenues from:		
	Membership receipts	10,410	6,800
	Business support services	19,520	402
	Quality visit services	22,837	660
	Symposium event	9,425	-
	Leadership Strategic Assessment Services	1,600	-
	QEP Income	518	-
		64,309	**7,862**

Note - 2.13	Other income	Year ended March 31, 2026	Year ended March 31, 2025
	Interest income-		
	Interest on bank fixed deposits	81,807	47,379
	Interest on income tax refund	280	1
	Other receipts	18	0
	Reversal of liability not payable	-	271
	Total	**82,105**	**47,652**

Note - 2.14	Variation between opening value and closing value of jobs in progress :		
	Opening value of jobs in progress	3,850	-
	Less:	-	-
	Closing value of jobs in progress	460	3,850
		3,390	-3,850
	Total	**3,390**	**-3,850**

Note - 2.15	Employee benefit expenses	Year ended March 31, 2026	Year ended March 31, 2025
	Director's remuneration	26,639	26,639
	Salary & stiphend expenses	36,507	14,445
	Gratuity	482	-
	Stafff welfare	25	59
	Total	**63,654**	**41,143**

Note - 2.16	Depreciation and amortisation	Year ended March 31, 2026	Year ended March 31, 2025
	Depreciation on tangible assets	1,692	326
	Amortisation - intangible assets	4,049	166
	Total	**5,741**	**492**

(All amounts are in Indian Rupees thousands (₹ '000) unless otherwise stated)

Notes attached to & forming part to the financial statements

Note - 2.17	Other expenses	Year ended March 31, 2026	Year ended March 31, 2025
	Office rent	5,085	4,050
	Rates & taxes	464	507
	MCA filing fees	29	17,369
	Symposium event expenses	24,246	12,671
	Business support charges	1,960	6,807
	Travelling and conveyance	5,454	4,153
	Cab hire charges	3,141	1,442
	Communication expenses	543	341
	Electricity charges	22	12
	Subscription charges	1,505	399
	Profession and consultancy charges	49,741	11,025
	Auditor's remuneration	735	300
	Bank charges	48	8
	Miscellaneous expenses	2,114	436
	Total	**95,085**	**59,518**

Note - 2.18	Earnings/ (loss) Per Share	Year ended March 31, 2026	Year ended March 31, 2025
	The computation of basic earnings /(loss) per share is set out below:		
	Excess of expenditure over income attributable to euity shareholders (INR)	-21,456	-41,790
	Number of equity shares - weighted average	1,74,919	96,989
	Nominal value per share (Rs.)	0	0
	Basic earnings/ (loss) per share (Rs.)	-0.123	-0.431

Notes attached to and forming part to the financial statements for FY 2025 - 2026 (Contd.)

2.18 IFQM Academy building project:

The Company had applied to the Office of the Commissioner for Industrial Development and Director of Industries and Commerce, Government of Karnataka for land to construct its Academy building and other facilities. The Karnataka State Government accorded approval for the Company's proposal vide office order No. I&C/ID/SLSWCC-144/DD3/2023-24 dt. 07.03.2024 issued by the Commissioner of Industrial Development and Director of Industries and Commerce and Member Secretary, State Level Single Window Clearance Committee.

The Company (as `lessee') executed Lease-cum-Sale Agreement with Karnataka Industrial Areas Development Board (KIADB) (`the lessor') on December 17, 2024 for allotment of piece of land, admeasuring 20235 Sq. mtrs. at Plot No. 121 at Devanahalli General Industrial Areas comprised in Sy.Nos. 7-P, 6-P and 67-P within the limits of Byradenahalli Village, Kundana Hobli, Devanahalli Taluk, Bengaluru Rural District.

The Lease-cum-Sale Agreement (hereinafter referred to as `the Agreement') was executed post receipt of the following documents from KIADB (the lessor):

a) Allotment letter No. KIADB/HO/Allot/25473/5433/2024-25 dt. 26.06.2024,
b) Letter No. KIADB/HO/Allot/25473/10430/2024-25 dt. 11.09.2024 and
c) Possession Certificate No. KIADB/25473/AE/1709/2024-25 dt. 21.10.2024.
d) Khata has been duly registered in the name of the Company.
Based on the above mentioned documents and on payment of the consideration for land (receipts duly acknowledged by KIADB) and other charges, the Company has considered land allotted by KIADB as its tangible asset in its books of account of the Company.

Salient features of the Agreement:
a) The Company shall use the property only for the purpose of setting up of an industry for Catalysing and enabling Quality, Innovation and Excellence in Indian Companies, after obtaining prior approval of the Lessor and also getting its building plans approved in accordance with the prevailing building regulations of KIADB.
b) It is mandatory for the Company to obtain clearance for the project from Karnataka State Pollution Control Board and statutory competent authorities before the commencement of its project.
c) The Company shall submit comprehensive plans for land utilisation, buildings, etc for prior approval within six months from the date of the Agreement or such extended time as may be allowed by the Lessor.
d) The Lessee shall commence civil construction works within nine months from the date of the Agreement for MSME & Large Enterprises and complete the project by commencing production within a period of three years from the date of the Agreement, after obtaining licence from the Chief Inspector of Factories and Boilers in Karnataka and/or from any other Authority as required under law.
e) Consideration of Rs. 2,11,032 thousand (Rupees Twenty one crore ten lakhs thirty one thousand seven hundred seventy nine only) was paid by the Company as Lessee to the Lessor under the Agreement.
f) Lease period is 10 years computed from the date of Agreement on terms and conditions provided in the Agreement.

2.19 Contingent Liabilities

As per Lease-cum-Sale Agreement executed with Karnataka Industrial Areas Development Board (KIADB) on December 17, 2024, the Company shall pay yearly lease rent of Rs. 5 thousand (Rupees five thousand only) and maintenance charges of Rs. 100 thousand (Rupees One lakh three only) from 21st day of October month each and every year during the lease period.

2.20 Earnings/ expenses in foreign currencies:
Earnings in Foreign currencies - Nil (Pr. year - Nil)
Payment in foreign currency - Travel expense of Rs. 311 thousand (Pr. year - 111)
- Consultancy expense of Rs. 9,142 thousand (Pr. year - Nil)
- Subcription expense of Rs. 185 thousand (Pr. year - Nil)

2.21 Deferred tax:
With respect to timing difference relating to unabsorbed business losses or carry forward losses, DTA will be recognised only if there is future virtual certainity.

2.22 Segment reporting
The Company is engaged in not-for-profit operations and the Company's activities are considered as a single segment. Further, the Company operates within India which is considered as one geographical area.
Accordingly, no separate disclosures in respect of primary and secondary segment have been provided.

….Contd.

Notes attached to and forming part to the financial statements for FY 2025 - 2026 (Contd.)

2.23 Related party transactions

The related parties, where control exists, or significant influence exists and with whom transactions have taken place during the year is attached in the annexure 2.23 to the notes on accounts.

2.24 Derivative contracts:

The Company did not have any long-term contracts including derivative contracts as at March 31, 2026 & as at March 31, 2025.

2.25 Details of unhedged foreign currency exposure

The Company did not have any unhedged foreign currency exposure as at March 31, 2026 & as at March 31, 2025.

2.26 Details of Crypto Currency or Virtual Currency

The Company has not traded in any crypto currency or virtual currency during the year ended March 31, 2026 & March 31, 2025.

2.27 Benami Transactions (Prohibition) Act:

There are no proceedings initiated or pending against the Company for holding Benami property under Benami Transactions (Prohibition) Act as at March 31, 2026 & as at March 31, 2025.

2.28 Capital and other commitments (net of advances)

Capital and other commitments (net of advances):

During the year FY 2025-25, the Company has issued a work order for the proposed civil, structural and finishes work for building its training facility at Plot No.

121 in Devanahalli General Industrial Area, Bengaluru Rural to the contractors for a total contract value of Rs. 3,16,982 thousand including applicable gst.

2.29 Other matters:

i) The Company has not been declared as a wilful defaulter by any bank or financial Institution or other lender.

ii) The Company has not entered into any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956

iii) There are no transactions which have been surrendered or disclosed as income during the year in the assessment under the Income Tax Act, 1961

iv) The Company is not a CIC as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016.

vi)Compliance with number of layers of companies: Not applicable as the Company does not hold any investments.

2.30 The Company have not advanced or given any loan or invested funds to any person(s) or entity(ies), with the understanding (whether recorded in writing or otherwise) that the Company shall -

(a) 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

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

The Company have not received any fund from any person(s) or entity(ies), with the understanding (whether recorded in writing or otherwise) that the Company shall -

(a) 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

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

2.30 Contractual liabilities

All contractual liabilities connected with business operations of the Company have been appropriately provided for in the books of account.

2.31 Dematerialisation of shares

Pursuant to provisions of Depository Act, 1996 and the applicable provisions, if any, of the Companies Act, 2013 the Company has admitted its securities in the Depository system of National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL) with ISIN INE11HV01017 to dematerialize the certificates of equity shareholders of the Company who may wish to do so.

…. Contd.

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
(A Company incorporated under Section 8 of the Companies Act, 2013)
CIN: U94990KA2023NPL178280

Notes attached to and forming part to the financial statements for FY 2025 - 2026 (Contd.)

2.32 Gratuity provision :

Gratuity - Defined benefit obligations	**Actuarial valuation**
Valuation Date	Year ended 31 March 2026
Sponsoring Employer	Indian Foundation for Quality Management
Type of Plan	Defined Benefit Plan
Vesting Period	5 years
Employers Contribution	100%
Members Contribution	NIL
Applicable Salary	Last drawn Basic salary +DA + any allowance as provided by the Company (should be at least 50% of the total pay as per the new Social Security Code)
Benefits Basis	Accrued Benefits
Normal Retirement Age	65 Years (Current age +1 for those above 65 years)
Normal Retirement Benefits	Same as per (Section 53-58 of Code on Social Security 2020 (vesting criteria of 5 years applies for permanent employees and 1 year for Fixed term employment (Please not Payment of Gratuity Act has been subsumed under the above code)
Benefit on Early Retirement/ Termination/Resignation/Withdrawal	Same as normal retirement benefit based on the service upto the date of exit vesting criterion applies.
Benefit of Death in Service	Same as normal retirement benefit and no vesting period condition applies
Benefit on disability in service	Same as death benefits
Maximum limit on benefits	INR 2,000
Gratuity Formula	15/26 * Last drawn applicable salary * Number of completed years of service

Particulars	**As on current valuation date 31/03/2026**
Number of employees	8
Total Monthly Salary	2,572.34
Average Monthly salary	321.54
Average Past Service (years)	1.29
Average Age (years)	51.13
Accrued Benefit	2,003.27
Decrement adjusted future service (years)	7.70

Change in Present value of Defined Benefit Obligations	**31-Mar-26**
Current Service cost	339.70
Past Service Cost (Vested Benefits)	142.24
Present Value of DBO at the end of year	481.94

Amounts to be recognized in the balance sheet	**31-Mar-26**
Net asset/(liability) recognised in balance sheet	-481.94

Assumptions	**31-Mar-26**
Discount rate	7.00%
Expected Return on Assets	0.00%
Salary Increase	2.50%
Mortality	IALM 2012-2014 Ultimate

The cost of the defined benefit gratuity plan and the present value of the gratuity obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions as also on factors of estimated rate on return on the plan assets, assumed attrition rate, etc.

All assumptions are reviewed at each reporting date.It is informed that the scheme is unfunded and the company is doing actuarial valuation for the first time.

Not being their domain area, the Auditors have relied on the opinion of the Actuary in his report on the above stated defined employee benefit scheme and have taken the same on record in the financial statements after the same has been accepted and adopted by the Board of the Company.

2.33

Auditors' remuneration:	Current year	Previous year
a) For statutory audit and tax audit	700	300
b) For certification	35	0
	735	300

…. Contd.

Notes attached to and forming part to the financial statements for FY 2025 - 2026 (Contd.)

2.34 Review of legal compliance reports

The Board periodically reviews compliance reports with respect to the various laws applicable to the Company as prepared and placed before it by the respective management teams.

2.35 Financial risk management

Developing policies and processes to assess, monitor, manage and address financial risks is the responsibility of the Company's Management. The Board oversees this risk management framework in the Company and intervenes as necessary to ensure there exists an appropriate level of safeguards against the key risks.

The Company follows a conservative policy of ensuring sufficient liquidity at all times through efficient working capital management as well as prudent capital expenditure management.

2.36 Financial ratios:

Being a not for profit organisation, debt-equity ratio, debt service coverage ratio, return on equity ratio, inventory turnover ratio, trade receivables turnover ratio, trade payables turnover ratio, net capital turnover ratio, net profit ratio, return on capital employed, return on investment are not applicable except current ratio as mentioned below:

Ratio	Numerator	Denominator	Current year	Previous year
Current ratio	1537178.732	22319.53798	68.87	324.75

The current ratio has fallen on account of cash loss on operations during FY 2025-26 vis-à-vis FY 2024-25

2.37 Disclosures under Schedule III of the Act and applicable Accounting Standards have been made to the extent applicable to the Company.

2.38 Figures are rounded off to the nearest thousand rupees and regrouped whereever necessary .

Signatories to financial statements & notes thereon

Venu Srinivasan	**Soumitra Bhattacharya**	**Dipika Todi**
Chairman & Director [DIN: 00051523]	**Executive Director & CEO [DIN: 02783243]**	**Company Secretary (ACS -24348)**
Place: Chennai	Place: Mumbai	Place: Mumbai

INDIAN FOUNDATION FOR QUALITY MANAGEMENT
(A Company incorporated under Section 8 of the Companies Act, 2013)
CIN: U94990KA2023NPL178280

Annexure to Note - 2.23 - attached to and forming part to the financial statements for FY 2025 - 2026 (Contd.)

Related Party Disclosures:
Related parties and nature of their relation

Name of the Related Party	Nature of the relationship
Soumitra Bhattacharya	Executive Director, Key management personnel
Venu Srinivasan	Chairman & Director
Dilip Shantilal Shanghvi	Director
Chandrasekaran Natarajan	Director
Janak Kumar Mehta	Shareholder
Radhakrishnan K M	Shareholder
Biocon Biologics Limited	Shareholder
Biocon Limited	Shareholder
Boeing India Private Limited	Shareholder
Motherson Sumi Wiring India Limited	Shareholder
Larsen and Toubro Limited	Shareholder
Lucas TVS Limited	Shareholder
Padmini VNA Mechatronics Limited	Shareholder
Syngene International Limited	Shareholder
Somvardhana Motherson International	Shareholder
Sun Pharmaceutical Industries Limited	Shareholder
Tata Electronics Private Limited	Shareholder
Tata Steel Limited	Shareholder
TVS Motor Company Limited	Shareholder
L&T Valves Limited	A Company in which a Director is interested
Sun Pharma Laboratories Limited	A Company in which a Director is interested
Titan Company Limited	A Company in which a Director is interested
TVS Sensing Solutions Private Limited	A Company in which a Director is interested
TVS Srichakra Ltd	A Company in which a Director is interested
TVS Training and Services Limited	A Company in which a Director is interested
The Indian Hotels Company Limited	A Company in which a Director is interested
Air India Limited	A Company in which a Director is interested
Air India Express Limited	A Company in which a Director is interested
Bosch India Limited	A Company in which a Director is interested
Bosch Limited	A Company in which a Director is interested
Bosch Automotive Electronics India Pvt l	A Company in which a Director is interested
Tata Consulting Engineers limited	A Company in which a Director is interested
Tata Consultancy Services Limited	A Company in which a Director is interested
Tata SIA Airlines Limited	A Company in which a Director is interested
Tata Chemicals Limited	A Company in which a Director is interested
TATA Projects Limited	A Company in which a Director is interested
TATA SONS PVT LTD - Tata Business E	A Company in which a Director is interested
TATA Medical and Diagnostics Limited	A Company in which a Director is interested
TATA Capital	A Company in which a Director is interested
Tata Consultancy Limited	A Company in which a Director is interested
Tata Motors Passenger Vehicle Limited	A Company in which a Director is interested
Tata Passenger Electric Mobility LTD	A Company in which a Director is interested
Tata Power Renewable Energy Limited	A Company in which a Director is interested
Tata Motors Limited	A Company in which a Director is interested

Related Party Transactions

Name of the Related Party	Nature of Transaction	For the year ended March 31, 2026	For the year ended March 31, 2025
Soumitra Bhattacharya	Executive Director remuneration	26,639	26,639
Soumitra Bhattacharya	Travelling expense	143	667
Soumitra Bhattacharya	Event expenses	158	-
Venu Srinivasan	Director sitting fees	-	1
Dilip Shantilal Shanghvi	Director sitting fees	-	1
Chandrasekaran Natarajan	Director sitting fees	-	1
Boeing India Private Limited	Sale of Services- Business support services	1,500	201
Tata Electronics Private Limited	Sale of Services- Business support services	700	201
Sun Pharmaceutical Industries Limited	Sale of Services- Quality visit services	4,210	660
TVS Motor Company Limited	Business support service expenditure	-	7,212
TVS Motor Company Limited	Sale of Services	4,848	
Bosch India Limited	Sale of IFQM membership	-	500
Bosch Limited	Sale of IFQM membership	1,190	
Bosch Automotive Electronics India Pvt Ltd	Sale of IFQM membership	5	
Tata Chemicals Limited	Sale of IFQM membership	618	500
Tata Motors Limited	Sale of IFQM membership	765	500
Titan Company Limited	Sale of Services	4,764	-
TVS Sensing Solutions Private Limited	Sale of Services	5	-
TVS Srichakra Ltd	Sale of Services	10	-
TVS Training and Services Limited	Sale of Services	5	-
Biocon Biologics Limited	Sale of Services	3,715	-
Biocon Limited	Sale of Services	167	-
Motherson Sumi Wiring India Limited	Sale of Services	700	-
L&T Valves Limited	Sale of Services	25	-
Larsen and Toubro Limited	Sale of Services	1,385	-
Larsen and Toubro Limited	Learning Management System Plat Form	1,672	-
Lucas TVS Limited	Sale of Services	3,175	-
Padmini VNA Mechatronics Limited	Sale of Services	120	-
Syngene International Limited	Sale of Services	166	-
Sun Pharma Laboratories Limited	Sale of services	5,770	-
Tata Steel Limited	Sale of Services	1,030	-
Tata Motors Passenger Vehicle Limited	Sale of Services	1,343	
Tata Passenger Electric Mobility LTD	Sale of Services	548	
Tata Power Renewable Energy Limited	Sale of Services	25	
TATA Projects Limited	Sale of Services	50	
TATA SONS PVT LTD - Tata Business Exce	Sale of Services	75	
TATA Medical and Diagnostics Limited	Sale of Services	500	
TATA Capital	Sale of Services	50	
The Indian Hotels Company Limited	Office rent	5,085	4,050
The Indian Hotels Company Limited	Symposium event expense	11,620	12,671
The Indian Hotels Company Limited	Travelling expense	137	338
Air India Limited	Travelling expense	516	133
Air India Express Limited	Travelling expense	278	158
Tata SIA Airlines Limited	Travelling expense	-	29
Tata Consulting Engineers Limited	Consultancy expenses	4,530	-
Tata Consultancy Services Limited	Business support charges	1,167	-
Tata Consultancy Limited	Development of intangible assets	10	6,277

Year-end account balances

Name of the Related Party	Nature of Balance	As at March 31, 2026	As at March 31, 2025	As at March 31, 2026	As at March 31, 2025
Balances receivable/payable to/ from related parties are as follows:		**Year end balance**		**Maximum balance at the end of month**	
Boeing India Private Limited	Trade receivables	1,770	237	1,770	237
Sun Pharmaceutical Industries Limited	Trade receivables	3,657	119	1,781	119
Bosch Limited	Trade receivables	1,215	-	1,215	-
Tata Chemicals Limited	Trade receivables	19	-	590	-
Tata Motors Limited	Trade receivables	887	-	580	-
Biocon Biologics Limited	Trade receivables	-32	-	1,652	-
Motherson Sumi Wiring India Limited	Trade receivables	90	-	326	-
Larsen and Toubro Limited	Trade payable	189	-	1,038	-
Larsen and Toubro Limited	Trade receivables	186	-	-	-
Lucas TVS Limited	Trade receivables	171	-	1,412	-
Padmini VNA Mechatronics Limited	Trade receivables	22	-	47	-
Sun Pharma Laboratories Limited	Trade receivables	330	-	2,341	-
Tata Power Renewable Energy Limited	Trade receivables	30	-	30	-
TATA Projects Limited	Trade receivables	27	-	59	-
The Indian Hotels Company Limited	Trade payable		-	-	4,869
Tata Consulting Engineers Limited	Trade payable	562	-	614	-

Venu Srinivasan
Chairman & Director [DIN: 00051523]
Place: Chennai

Soumitra Bhattacharya
Executive Director & CEO
[DIN: 02783243]
Place: Mumbai

Dipika Todi
Company Secretary (ACS -24348)
Place: Mumbai