

To,
BSE Limited
25th Floor, P J Towers,
Dalal Street,
Mumbai-400001, MH

Date: 20th August, 2025

Scrip Code: 532829

Sub: Notice of 31st AGM of the Company along with Annual Report for the Financial Year ended 31st March, 2025

Dear Sir/ Madam,

In terms of the provisions of Regulation 30 and Regulation 34 of Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015, please find enclosed herewith a copy of Annual Report along with Notice of 31st AGM of the Company scheduled to be held on **Monday, September 15, 2025 at 10:30 A.M. at "Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan** in accordance with the relevant circulars issued by the Ministry of Corporate Affairs and SEBI.

The copy of the 31st Annual Report along with the Notice of the 31st AGM being sent to the shareholders of the Company by email whose email addresses are registered with the Company/ Depository participant(s) and the same is available on the website of the Company at www.leharfootwear.com. We request you to take the above on record as compliance with relevant regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI LODR) and disseminate to the stakeholders.

Further, in accordance with the Regulation 36(1)(b) of the Listing Regulations, Members who have not registered their e-mail address, a letter containing exact web-link of the website where details pertaining to the entire Annual Report is hosted is being sent at the address registered in the records of RTA/Company/Depositories.

Further, Record Date for the purpose of determining entitlement of members for the final dividend for the Financial Year 2024-25 is **September 08, 2025**. The payment of dividend shall be made subject to the approval of the members' approval at the 31st AGM.

Kindly take the same on your record.

Thanking You,

for **Lehar Footwears Limited**

Ritika Poddar

Company Secretary & Compliance Officer

ACS No. A65615



LEHAR FOOTWEARS LIMITED

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Phone : +91-141-4157777

W.- www.leharfootwear.com, E.-info@leharfootwear.com

CIN No. : L15209RJ1994PLC008196



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Doctor of Your Feet



Stepping Ahead **with Purpose**



Annual Report **2024-25**

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Know more about
Lehar Footwears

www.leharfootwear.com



Stepping Ahead with Purpose

At Lehar Footwear, every pair of footwear weaves a tale of creativity, resilience and a commitment to superior quality. From fashionable open-toe sandals to sturdy school shoes, our extensive footwear collection has made its way into homes all over India and beyond. Like a work of art, our products are carefully designed to blend style, comfort and durability, allowing us to serve a wide range of customers from all walks of life and satisfactorily address their evolving needs.

We delivered our highest-ever revenue of ₹ 277.2 Crores in FY2024-25, a milestone made possible through resilience, a strategic roadmap, and disciplined execution, even in a subdued industry environment.

By strengthening manufacturing and team competencies, we prioritised product innovation, expanded core segments and reimagined collections with improved designs for better grip while maintaining trusted quality. Efficient resource allocation and operational efficiencies contributed to better margins and cash flows. Consolidated our position in domestic markets while distribution channels and maintained steady growth in international markets through stable exports. Strategic brand building efforts and an enhanced digital presence helped us improve customer engagement and gradually expand our customer reach.

As part of our commitment to support the government's nation-building initiatives, we have taken a bold step by diversifying into a new business segment – supplying

tool kits under the PM Vishwakarma Scheme. This strategic move aligns with the government's vision of promoting inclusive growth by fostering skill development and promoting self-reliance among traditional artisans and workers across India. As a preferred vendor with an early mover advantage under the scheme, this major opportunity enables us to step beyond footwear and expand our reach. By providing quality tool kits, we aim to scale responsible growth while empowering livelihoods and strengthening India's skills and economic development.

Leading the way in non-leather mass footwear manufacturing in North India, Lehar Footwear steps ahead with clarity, confidence and agility. Leveraging clear growth visibility, we will continue to deliver real value through every product we create: putting people, purpose and progress at the core of our journey.



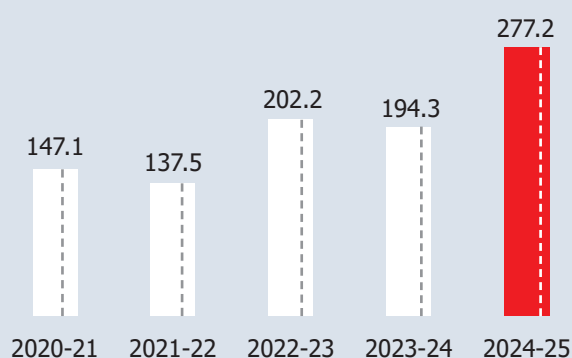


Financial Performance

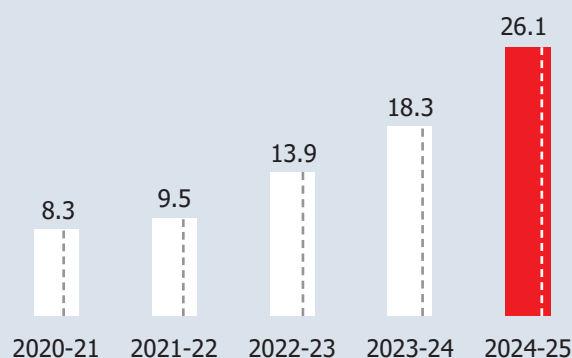
Stepping Ahead with Robust Scorecard

In FY2024-25, we delivered a solid performance, recording our highest ever revenue of ₹ 277.2 crores, driven by disciplined execution and strategic initiatives, laying a strong foundation for continued growth and expansion.

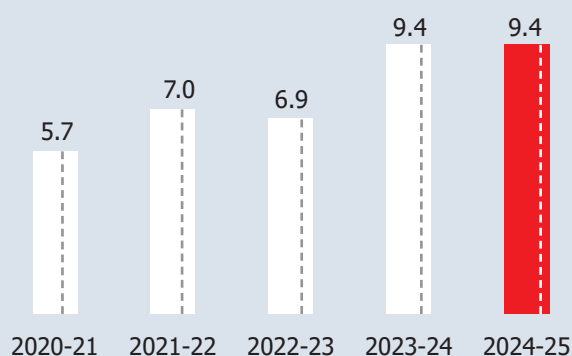
Revenue (₹ in Crores)



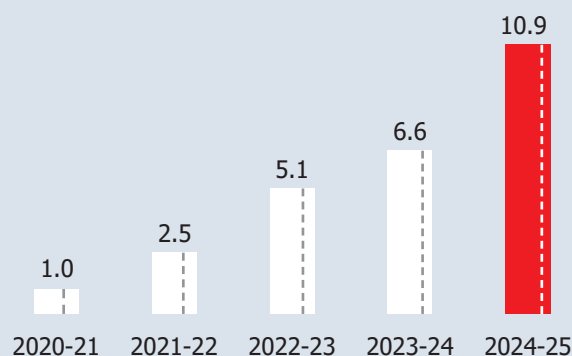
EBITDA (₹ in Crores)



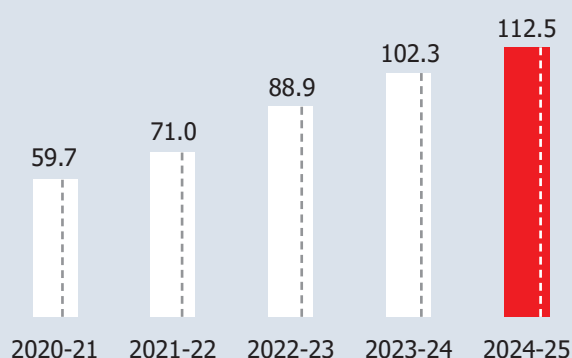
Operating Profit Margin (%)



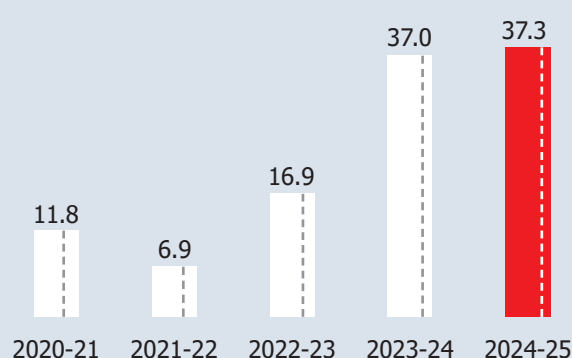
PAT (₹ in Crores)



Net Worth (₹ in Crores)



Export Sales (₹ in Crores)





Stepping Up with Steady Momentum

OPERATIONAL HIGHLIGHTS

1.7 Crore

Pairs of footwear sold in FY2024-25

- Achieved highest ever sales of ₹ 277.2 crores
- Introduced single-mould EVA footwear for the younger demographic, with the latest designs and trends
- Secured financial assistance of ₹ 8.5 crores from the Government of India to establish in-house design studio
- Set up new dedicated facility for manufacturing sports shoes in Haryana.
- Expanded into a new business segment of supplying toolkits

FINANCIAL HIGHLIGHTS

₹ 277.2 Crores

Total Revenue

₹ 37.3 Crores

Export Sales

₹ 26.1 Crores

EBITDA

₹ 10.9 Crores

PAT

₹ 20.3 Crores

Cash flow from operations

CRISIL BBB- / STABLE / CRISIL A3

CREDIT RATING REAFFIRMED BY CRISIL RATINGS

69,288

Tool kits sold in FY2024-25

- Agreement worth ₹ 298 crores signed with National Small Industries Corporation (NSIC) under the PM Vishwakarma Scheme
- Expected to secure additional orders under the current scheme
- In the initial phases of the scheme's implementation, Lehar Footwear's strong execution has earned a dominant position as a preferred scheme implementation partner



About Lehar Footwear

Shaping the Future of Mass Footwear

Lehar Footwears Limited (Lehar Footwear), a homegrown brand established in 1994, has consistently pursued innovation and excellence to fulfil the non-leather footwear aspirations of diverse customer categories. Our core focus is the open footwear segment, where we specialise in manufacturing non-leather footwear and EVA/PVC/PU injected footwear products, suitable for all occasions.

Today, we are recognised as a leading non-leather mass footwear manufacturer in North India, celebrated for our high quality, stylish, comfortable and durable products that consistently meet and exceed customer expectations, positioning us as a key player in the mass footwear industry.

Guided by seasoned leadership, we have focussed on understanding our customers' needs and evolving preferences while staying attuned to the latest fashion trends. With this approach and supported by an experienced R&D team, we have developed a comprehensive range of non-leather footwear featuring contemporary and trendy designs, including slippers, school shoes, sandals, canvas and sports shoes.

Our products are manufactured at 5 world-class integrated manufacturing facilities in Rajasthan and Haryana, with majority of our products being BIS compliant.

Additionally, we maintain robust omni-channel distribution channels and branding strategies to complement our manufacturing capabilities. Our products are widely available to customers through a wide network of wholesalers and distributors spread across India and exported to regions in Asia, Africa and the Middle East. We supply footwear, particularly school shoes, to state governments under welfare schemes via Business to Government (B2G) sales. Additionally, we have a solid presence through retail outlets and large format stores including DMart, FirstCry, Reliance Retail, Spencer's and V2 Retail. Capitalising on the rise of digital trends, our products are also sold on major e-commerce websites such as Flipkart and Bijnis.

By offering footwear suited to everyday needs, we have established ourselves as a one-stop destination for all footwear needs. Building on this trust and sustaining our

30+ year

Rich Legacy

27

States

20 Countries

Export Presence

5

Modern

Manufacturing Units

4

Warehouses

520

Distributors

12

Modern Trade Customers

360

Full-time Employees,
as on March 31, 2025

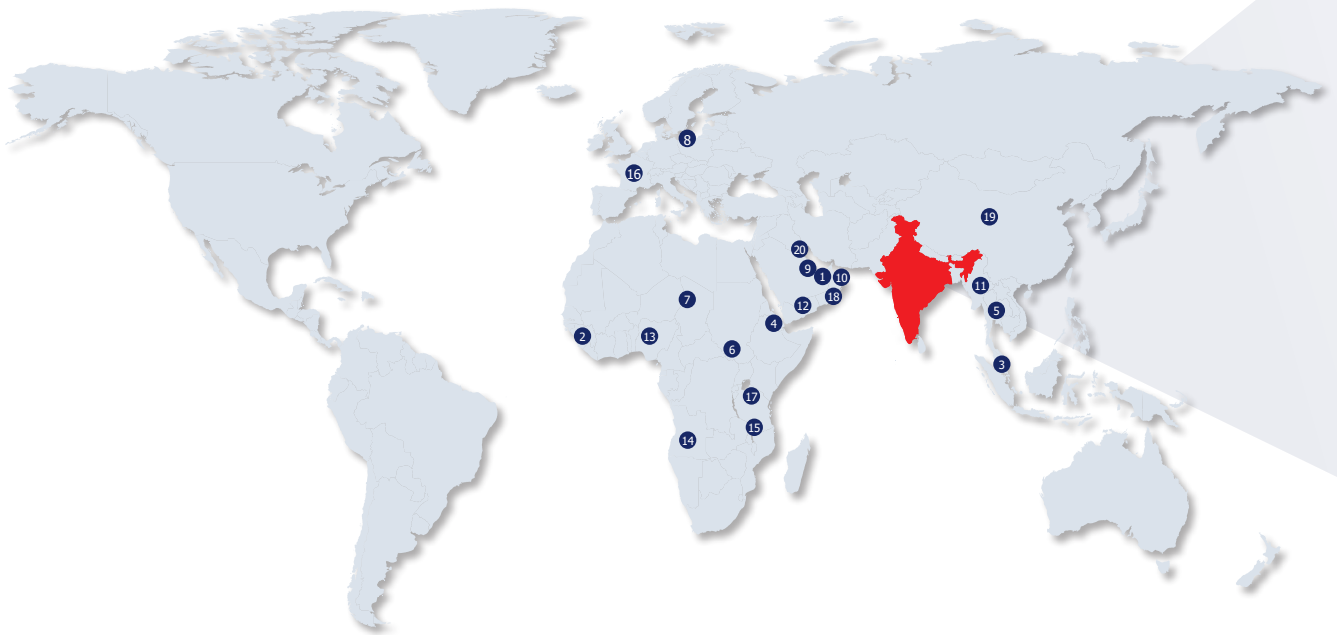


core footwear segment growth, we continue to launch new products and have diversified into a new business segment – supplying tool kits and related products under government schemes such as the PM Vishwakarma Scheme, paving the way for long-term growth with purpose.

Geographic Presence

Accelerating Our Global Footprint

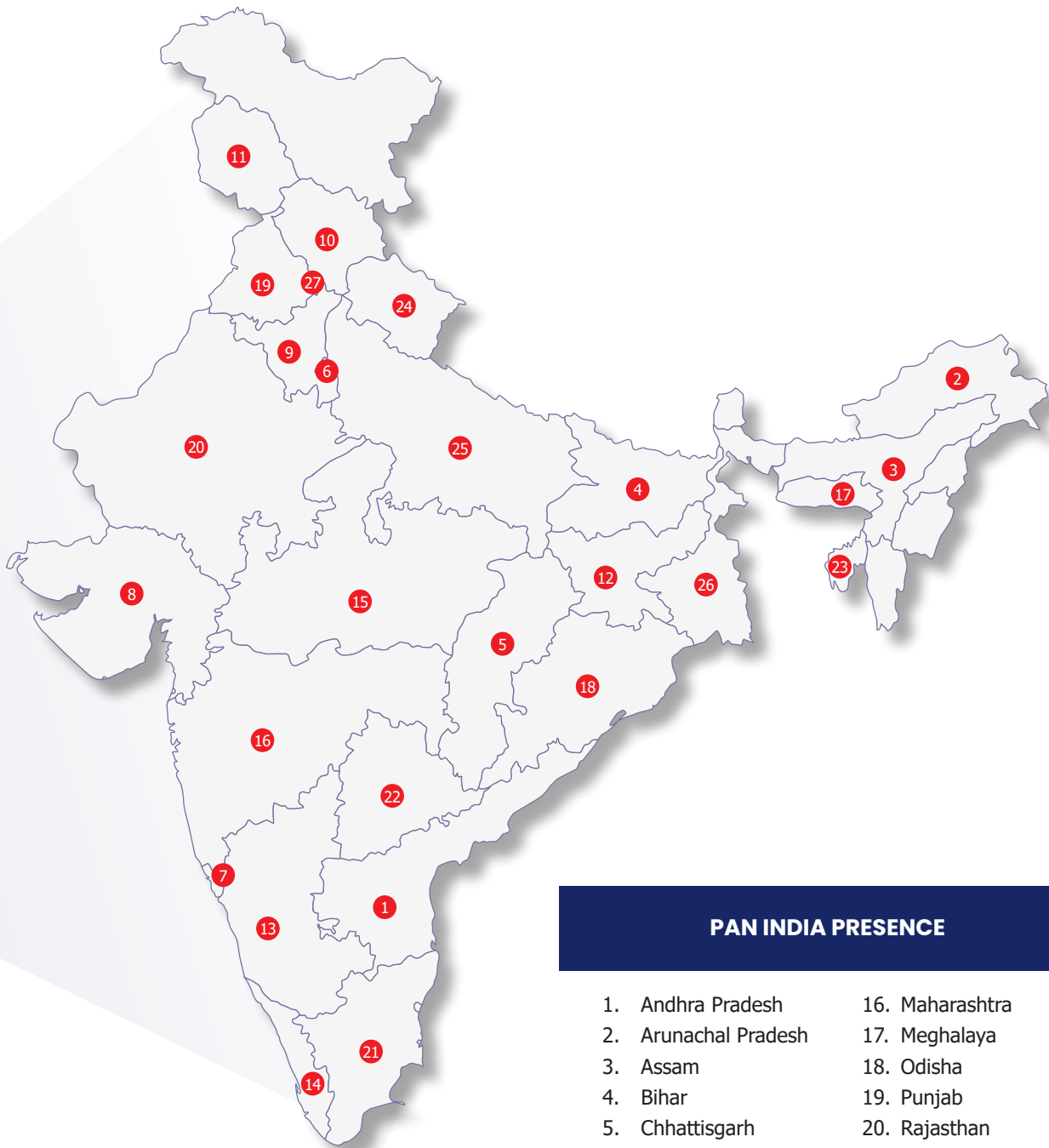
With a robust presence across India and overseas, we continue to deepen our footprint in stronghold regions and explore new territories, ensuring our products cater to evolving global consumer tastes. Our commitment to rapid expansion is aided by deep market insights, a widespread trade distribution network, retail multi brand stores, government schemes, e-commerce platforms and export markets.



Map not to scale.
For Illustrative purpose only.

GLOBAL FOOTPRINT

- | | | | |
|-------------|----------------|-------------|--------------|
| 1. UAE | 6. South Sudan | 11. Myanmar | 16. France |
| 2. Guinea | 7. Chad | 12. Yemen | 17. Tanzania |
| 3. Malaysia | 8. Europe | 13. Nigeria | 18. Oman |
| 4. Djibouti | 9. Qatar | 14. Angola | 19. Asia |
| 5. Thailand | 10. Muscat | 15. Africa | 20. Kuwait |



PAN INDIA PRESENCE

- | | |
|-----------------------|-------------------|
| 1. Andhra Pradesh | 16. Maharashtra |
| 2. Arunachal Pradesh | 17. Meghalaya |
| 3. Assam | 18. Odisha |
| 4. Bihar | 19. Punjab |
| 5. Chhattisgarh | 20. Rajasthan |
| 6. Delhi | 21. Tamilnadu |
| 7. Goa | 22. Telangana |
| 8. Gujarat | 23. Tripura |
| 9. Haryana | 24. Uttarakhand |
| 10. Himachal Pradesh | 25. Uttar Pradesh |
| 11. Jammu and Kashmir | 26. West Bengal |
| 12. Jharkhand | 27. Chandigarh |
| 13. Karnataka | |
| 14. Kerala | |
| 15. Madhya Pradesh | |

Map not to scale.
For Illustrative purpose only.

Key Milestones

From First Steps to Diversified Growth

As we recollect our exceptional 30+ year journey, every step taken tells a story of innovation, agility and resilience. Backed by strong foundations and core capabilities, we have expanded our portfolio and presence to become one of India's leading mass footwear manufacturers, crafting stylish non-leather footwear that ensures both comfort and confidence.

MARCH 1994

Established Lawreshwar Polymers Private Limited to manufacture footwear under the 'Lehar' brand.

MARCH 2003

Led India's foremost import of EVA machines and Italian technology into Rajasthan to develop ethyl vinyl acetate (EVA) soles for footwear.

SEPTEMBER 2007

Installed PU Pouring Machines and a fully automatic computerised EVA Injection Moulding Machine.

APRIL 2008

Awarded a rate contract by the Government of India to supply Shoe Canvas Rubber Sole for the defence sector.

MAY 2015

Inaugurated a new plant at SP-41D, RIICO Industrial Area Kaladera, Tehsil - Chomu, Distt - Jaipur in Rajasthan to fuel expansion

MAY 1996

Converted to a public limited company and name changed to Lawreshwar Polymers Limited.

MARCH 2007

First footwear manufacturer in Rajasthan to have securities listed on the Bombay Stock Exchange's main board (March 19, 2007).

NOVEMBER 2007

Signed letter of intent with the Government of Rajasthan for manufacturing EVA Footwear, PU Footwear, Sports Footwear, Leather Footwear, Sports Goods and Apparel at Jaipur.

NOVEMBER 2013

Acquired factory land and building (~ 14,770 sq. metres) at Kaladera, Jaipur, for leveraging the latest technology to expand footwear manufacturing.

JUNE 2018

Awarded a rate contract by the Government of Uttar Pradesh to supply school shoes; Since then, the Company has supplied school shoes to various state governments, U.P., West Bengal, Andhra Pradesh and Tamil Nadu.



MAY 2023

Received ₹ 9 crores financial assistance from the Government of India for 3 years, under the 'Brand Promotion of Indian Brands in Footwear and Leather Sector', a sub-scheme of the Indian Footwear and Leather Development Program (IFLDP), to promote Indian footwear brands in international markets; Onboarded Bollywood artiste Govind Arun Ahuja (popularly known as 'Govinda') as the Company's brand ambassador to promote 'Lehar' products via electronic, print and digital media.

SEPTEMBER 2023

Received IS 10702:2023 licence from the Bureau of Indian Standards (BIS) for Kaladera Plant, Jaipur, to manufacture Hawaii Chappal through solid strap, using polymer and EVA, among others, across adult and children categories.

AUGUST 2024

Agreement worth ₹ 298 crores signed with National Small Industries Corporation (NSIC) under PM Vishwakarma Scheme.

JUNE 2025

Received the IS 6721:2023 licence from the Bureau of Indian Standards (BIS) for the fabrication of footwear.

OCTOBER 2019

Effective October 10, 2019, the Company name was changed from Lawreshwar Polymers Limited to Lehar Footwears Limited to leverage the popularity of the brand 'Lehar' in the market.

NOVEMBER 2022

Raised ₹ 20.8 growth capital through preferential allotment (issued 40 lakh warrants convertible into equity shares) at ₹ 52 per share to investors and promoters' group.

JULY 2023

Appointed Bollywood celebrities Mahima Choudhary and Charu Asopa for developing print and audiovisual content for branding and promotional activities.

APRIL 2024

Received IS 6721:2023 recognition from BIS for sandals and slipper product categories.

OCTOBER & DECEMBER 2024

Established new warehouses at Vijayawada, Patna and Delhi locations.

JULY 2025

Set up a new sports shoes manufacturing unit in Kundli, Haryana.

Product Suite

Footwear for Every Need

From everyday comfort to formal wear, we offer an extensive range of footwear to support diverse customer needs. Each product is crafted with precision to deliver style, durability and comfort to the wearer. Uniquely designed and competitively priced, our products adhered to the highest quality standards, representing the brand 'Lehar' with trust and consistency.

ENTERED FAST-GROWING EVA AND SPORTS SHOES FOOTWEAR CATEGORY

During the year, we strategically entered the fast-growing EVA footwear segment, in line with our commitment to innovation and fulfilling evolving consumer preferences. EVA footwear is witnessing strong demand, due to its superior attributes, such as lightweight comfort, durability, water resistance and affordability, making it increasingly popular across diverse demographic and geographic segments.

The EVA segment in India has demonstrated robust growth in recent years, driven by rising consumer preference for casual and utility footwear.

Recognising this structural trend, we, at Lehar Footwear, have launched a focussed range of EVA slippers and sandals with contemporary designs and competitive pricing, leveraging our existing manufacturing capabilities and extensive retail network.

Additionally, we are diversifying into the fast growing sport shoes category to cater to customer demands across age groups. To support this, we have set up a dedicated manufacturing facility, marking a significant step in expanding our portfolio and strengthening our presence in the footwear market.

OUR FOOTWEAR COLLECTIONS

SPORTS SHOES



**CASUAL SHOES****EVA FOOTWEAR****KIDS SHOES (CASUAL, SCHOOL & CANVAS)****SLIPPERS & SANDALS (FORMAL & CASUAL)**

New Business Segment

Diversifying Growth with New Opportunities

In FY2024-25, we embarked on an exciting new business avenue: supplying tool kits under government welfare schemes. This marks a significant milestone forward in our commitment to growing with purpose.

Our agreement with National Small Industries Corporation (NSIC) through the PM Vishwakarma Scheme represents a big leap towards diversifying our revenue streams and customer reach while contributing to the nation's economic development.

ABOUT PM VISHWAKARMA YOJANA

The Central Sector Scheme, with an initial outlay of ₹ 13,000 crores, is a flagship employment generation programme of the Government of India, expected to benefit 30 lakh families. It aims to provide 360-degree support to artisans and craftspeople across 18 trades, through skill training, providing tool kit and credit access



KEY HIGHLIGHTS OF TOOLKIT BUSINESS

- The agreement, valued at ₹ 298 crores, is signed with NSIC for the supply of tool kits under the PM Vishwakarma Scheme, transitioned from proof-of-concept to high-scale execution
- Expected to secure additional orders under the current scheme
- Lehar Footwear is one of the major vendors under the PM Vishwakarma Scheme
- Scope of work under the current agreement includes management of the entire supply chain covering procurement, assembling, packaging, warehousing, quality control and last-mile delivery of carpenter tool kits, as prescribed by NSIC
- Components of the tool kits to be partly manufactured in-house and partly outsourced
- Develop a network of domestic manufacturers and import vendors
- Warehousing facilities established across all four regions, namely Jaipur [West], Delhi [North], Patna [East] and Vijayawada [South] to support nationwide distribution





Key Characteristics of Toolkit Business

STRENGTHENED POSITIONING:

Strong execution capabilities have made us a preferred implementation partner for the PM Vishwakarma scheme

HIGH CAPITAL EFFICIENCY:

Leveraging an asset-light business model to deliver high returns, with return on capital employed (RoCE) exceeding ~50%

ROBUST ORDER VISIBILITY:

Outstanding orderbook worth ~₹ 195 crores as on March 31, 2025, with an execution timeline of 6-9 months and expected incremental order under the current orderbook.

DRIVE RESPONSIBLE GROWTH:

Supplying tool kits aligns with our vision of driving sustainable growth while contributing meaningfully to nation-building activities

EARLY MOVER ADVANTAGE:

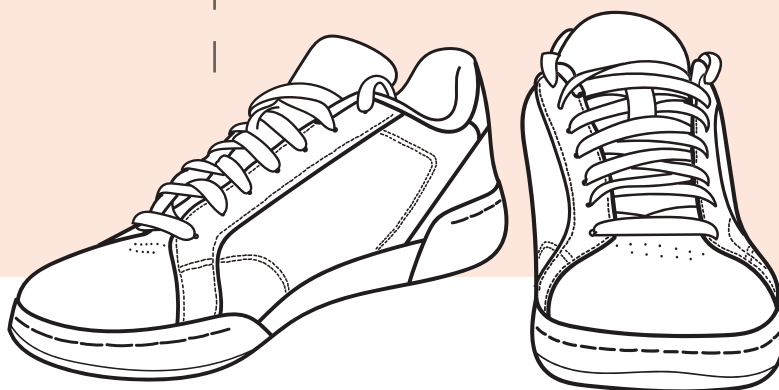
As a key vendor under the PM Vishwakarma Scheme, we gain an early mover advantage, enhancing credibility while fuelling our long-term prospects and competitive edge

STRONG DEMAND:

Delivered ~ 43% sales growth in FY2024-25 driven by strong demand for toolkits

BROADER PARTICIPATION:

Well-positioned to diversify into new product categories under the scheme, enabling broader participation across both existing and new verticals, expanding reach and customer base and increasing revenues



Chairman's Message

Dear Stakeholders

With great pride, I present Lehar Footwears Limited's Annual Report for FY2024-25, a year marked by many defining moments. In the fiscal year, we achieved our highest ever sales, launched new products and expanded into a new business segment while growing our core footwear business.

From introducing a new EVA footwear category to venturing into the supply of tool kits under the government's PM Vishwakarma Scheme, we stepped up with a clear sense of purpose.

In an evolving environment, our focus on product innovation, operational efficiencies, strengthening competencies, maximising resources and expanding reach helped us maintain stability while laying a strong foundation for future possibilities.



ECONOMIC OVERVIEW

In FY2024-25, the global economy grew at a modest 3.3% due to various challenges, including geopolitical tensions, trade disruptions, rising debt and extreme weather conditions. Against this backdrop, India stood strong and resilient with an estimated real GDP growth of 6.5% in FY2024-25, sustaining its position as the fastest growing major economy worldwide. Key forces that drove this economic buoyance included increased private and government spending, steady growth in service and agricultural sectors, a growing middle class and supportive policy measures.

Yet, few challenges persisted. Certain segments of the population, particularly rural and lower-income segments, faced financial strain, impacting consumption, keeping domestic growth relatively stable. The state and central elections led to a temporary slowdown in government led orders. Additionally, global geopolitical crisis led to logistical disruptions, slowing export growth. Despite uncertainties, new opportunities such as the government's thrust on nation-building initiatives opened new avenues for business diversification.

GROWING WITH PURPOSE

At Lehar Footwear, we responded swiftly by exploring a new business segment of supplying tool kits under the PM Vishwakarma Scheme, through an agreement worth ₹ 298 crores signed with the National Small Industries Corporation (NSIC). This strategic milestone will enable us to expand meaningfully while participating in the nation's welfare and skill development. Orders under the scheme are progressing well, with over ₹ 100 crores already delivered. As on March 31, 2025, we have an outstanding orderbook worth ~₹ 195 crores, with an execution timeline of 6-9 months. Our strong execution capabilities have placed us among the best performing vendors under the product category, with additional order expected. Additionally, we plan to expand our product portfolio under the scheme, covering new categories for wider participation across new and existing verticals.

Aligned with our diversification focus, we continued to grow our core footwear business with new and trendy product launches. FY2024-25 was a year of consolidation for the footwear industry, leading many players to recalibrate their strategies. At Lehar Footwear, we focussed our R&D efforts on EVA and closed footwear (sports shoes) product lines, to define a clear path forward. The launch of our single mould EVA footwear in FY2024-25, with the latest design and trends, targeting the younger demographic, demonstrates our innovative R&D competencies.

FINANCIAL PERFORMANCE

FY2024-25 was a year of strong performance, where we recorded our highest ever Revenue from Operations at



₹ 277.2 crores, up from ₹ 194.3 crores in FY2024-25, an impressive 43% growth, primarily driven by robust growth in our newly established tool kit business. Despite higher contributions coming from our lower margin tool kit business, we managed to maintain steady EBITDA margins of 9.4%, reflecting our strong focus on cost discipline and strategic pricing. Meanwhile, our Profit Before Tax (PBT) stood at ₹ 14.4 crores, marking a rise of 61.8% over ₹ 8.9 crores in the previous year. Demonstrating financial prudence, we saw a remarkable improvement in our Cash Flow from Operations to EBITDA ratio – from 10% in FY2023-24 to 78% in FY2024-25, a whopping 68% increase. This milestone reflects the strength of our robust working capital management, efficient collection mechanisms and cost effectiveness.

FORTIFYING CAPABILITIES

During the year, we undertook significant measures to enhance operational efficiencies and optimise resource allocation across our businesses.

In our core footwear segment, we revamped and realigned our domestic distribution to enhance our reach and cater to a wider customer base. Simultaneously, we increased the wallet share with existing export customers while exploring new markets. We continued to improve and expand our product offerings, aiming to become a one-stop destination for all footwear categories.

To support our toolkit business, we implemented a robust supply chain, quality control systems and distribution network. Additionally, we adopted a lean, asset-light model, enhancing efficiency, maximising resource allocation and strengthening our execution capabilities.

We also actively participated in multiple government tenders to drive B2G sales during the fiscal year. Furthermore, we established warehouses across all four regions, expanding our presence and ability to deliver for national level projects at scale. Our near-flawless execution under the PM Vishwakarma Scheme has reinforced trust in our execution capabilities, positioning us well for participation in future government initiatives.

We are proud to say that we have received ₹ 8.5 crores in financial assistance from the Government of India to set-up our in-house design studio. Apart from underscoring our growing credibility as a leading industry player, this significant milestone will go a long way in boosting our design capabilities and driving product innovation, helping us efficiently meet evolving customer preferences.

OUTLOOK

The Indian footwear segment stands at a favourable junction, supported by proactive government measures,

rising disposable incomes and growing demand for quality, branded products. Key initiatives such as increasing import duties, possible extension of the Production Linked Incentive (PLI) scheme and establishment of the Footwear Design and Development Institute (FDDI) are expected to boost local manufacturing capabilities. Additionally, the new BIS standards, effective April 2025, will help improve product quality and safety while ensuring fair competition for manufacturers, reinforcing customer trust and brand credibility.

At Lehar Footwear, we are well-gearred to capitalise on these positive trends while driving sustainable growth. By leveraging our core capabilities, we plan to foray into the closed footwear segment with the launch of sports shoes in FY2025-26. Furthermore, we intend to increase the penetration of new products both in domestic and global markets while focussing on driving sales in the value segment and government tender businesses. To support our next phase of growth, we will continue to strengthen our Pan-India distribution reach while deepening our presence in large format stores and modern retail chains. Simultaneously, we plan to actively develop a strong distribution network to scale our global reach.

As I conclude, I would take this opportunity to express my heartfelt gratitude to all stakeholders for your continued trust in our capabilities and vision.

With every step forward, we strive to pursue greater heights, driving business excellence, creating enduring value for all stakeholders and playing an integral role in the nation's development.

With warm regards,

RAJ KUMAR AGARWAL

Chairman and Whole time Director



Strategic Priorities

Every Step Aligned for Scalable Progress

At Lehar Footwear, we have implemented clear business strategies to remain agile and responsive in a dynamic marketplace while sustaining our leadership in non-leather mass footwear manufacturing. By leveraging our robust in-house capabilities, extensive distribution network and targeted branding initiatives, we have diversified our portfolio, identified new avenues for growth and broadened our market presence. With this clear roadmap in place, we continue to drive long-term sustainable growth and deliver enduring value to all stakeholders.

PORTFOLIO DIVERSIFICATION

We have consistently prioritised innovation and quality excellence to create new products while enhancing our current lineup. This dedication has enabled us to launch new offerings with the latest designs, effectively addressing our existing customers' evolving needs and reaching out to new customer segments. Additionally, we have focussed on identifying new market trends and manufacturing BIS compliant products. This has helped us remain agile and gain a competitive edge in an evolving landscape while increasing our market share over the unorganised and non-certified manufacturing segment. In FY2024-25, we launched single-mould EVA footwear targeting the younger demographic, introducing the latest designs and trends. The Company plans to enter the closed footwear segment with the launch of sports shoes in FY2025-26 to capitalise on growing demand for sports shoes. As one of the fastest growing categories within the footwear industry, sports shoes offer broad appeal across all age groups, providing everyday utility with present day fashion. This positions the Company to further diversify portfolio and expand reach across new segments while scaling growth.

SEIZING GROWING OPPORTUNITIES IN GOVERNMENT BUSINESS

In recent years, we have had the opportunity to work closely with various government and quasi-government institutions under various government schemes on footwear projects under our B2G sales segment. With this experience behind us, we entered into a strategic tie-up with NSIC under the PM Vishwakarma Scheme to enter a new business segment of supplying tool kits and have established a sound pipeline for FY2025-26 in the existing product categories, announced under the Scheme. Being one of the preferred partners under the PM Vishwakarma Scheme, we are well-positioned to enter new product categories and expand our offerings under the scheme, enabling broader participation across both existing and new verticals. Our flawless execution of this partnership has reinforced the Company's capabilities to take up similar schemes in the future, strengthening our role in nation building schemes/projects.

DRIVING FINANCIAL EXCELLENCE

In FY2024-25, we achieved the highest ever sales of ₹ 277.2 crores. We also maintained a stable EBITDA margin at 9.4%, despite a higher contribution from lower-margin tool kit business, underscoring our commitment to cost discipline and efficient pricing mechanisms. Additionally, we optimised our working capital cycle, resulting in a significant improvement in our Cash Flow from Operations to EBITDA ratio, from a mere 10% to an impressive 78% during the year, reflecting our ongoing efforts to sustain financial excellence and sustainable growth.

EXPANDING OPERATIONAL CAPABILITIES

To cater to rising demand and evolving consumer preferences, we expanded our operational competencies by successfully setting up a new business unit during the fiscal year, without placing any additional stress on the balance sheet. This strategic expansion demonstrates our financial prudence and efficient resource allocation. To support this, we also established warehouses across all regions (North, West, East and South), expanding our presence, improving our logistical agility and ability to deliver national level projects.

STRENGTHENING SELLING AND DISTRIBUTION NETWORKS

In FY2024-25, we utilised our strong selling and distribution capabilities to consolidate our market share in key geographies. We operationalised a fully integrated supply chain and distribution network for both business segments, enabling us to streamline operations, improve efficiency and respond to customer demands swiftly and reliably. We also boosted our on-field sales team to reinforce our channel partnerships and conducted regular performance reviews to strengthen our dealer distribution network, ensuring we effectively meet our target customer needs while expanding our market share. By identifying key growth markets, we aim to establish a Pan-India network of distribution warehouses and amplify our presence in large format stores and modern retail chains. Furthermore, to expand our international presence, we plan to create a deep-rooted global distribution network.



Leadership Team

BOARD OF DIRECTORS



RAJ KUMAR AGARWAL

Chairman and Whole Time Director

Raj Kumar Agarwal has been associated with the Company since its inception. A Commerce graduate, he possesses diverse domain expertise spanning finance, accounting and marketing. He has played a prominent role in the Company's evolution into a leading Industry player, expanding its reach pan India.



PRAMOD KUMAR AGARWAL

Whole-time Director

Pramod Kumar Agarwal holds a Bachelor's degree in Commerce, overseeing diverse Company functionalities, including finance, accounts, and marketing, leveraging his vast industry expertise to promote Company's growth and innovation.



NARESH KUMAR AGARWAL

Managing Director

Naresh Kumar Agarwal, a Commerce graduate with 32 years of experience in the footwear industry, has been associated with Lehar since its incorporation. He leads overall strategic decision-making and provides direction across operations to drive the Company's sustained growth.



RAKSHANDA JAIN

Non-Executive Woman Independent Director

Ms. Rakshanda Jain is an Associate Member of the Institute of Company Secretaries of India (ICSI) and has approximately 4 years of experience as a Company Secretary. She has extensive expertise in company law, accounting, and finance matters. Currently, she serves as a Company Law and Management Consultant.



SANDEEP KUMAR JAIN

Non-Executive Independent Director

Sandeep Kumar Jain, a Fellow Member of the Institute of Company Secretaries of India, possesses extensive experience in dealing with various regulatory authorities. He has played a crucial role in steering the Company through complex regulatory landscapes and ensuring adherence to industry standards.



DILEEP KUMAR JAIN

Non-Executive Independent Director

Dileep Kumar Jain holds degrees in Commerce, Law, and Economics from the University of Rajasthan, Jaipur, and is an Associate of the Indian Institute of Banking and Finance. His strong academic foundation and expertise have been instrumental in advancing the Company's key initiatives and operational excellence.

KEY MANAGEMENT PERSONNEL



SANJAY KUMAR AGARWAL

CEO

Mr. Sanjay Kumar Agarwal is a Commerce graduate from the University of Mumbai with over 16 years of footwear industry experience. He joined Lehar as Chief Executive Officer in March 2016 and possesses deep expertise in marketing and overall operations, helping the Company reach a new zenith of growth and success.



RAKESH KUMAR SONI

CFO

Rakesh Kumar Soni is a Commerce graduate from the University of Rajasthan and a member of the Institute of Chartered Accountants of India (ICAI). He brings over 16 years of footwear industry experience, specialising in finance and accounts. Over the years, he has played a key role in driving the Company's growth and scaling it to new heights.



RITIKA PODDAR

Company Secretary, Compliance Officer

Ritika Poddar has an M.Com degree from the University of Rajasthan and is an Associate Member of the Institute of Company Secretaries of India (ICSI). She holds extensive experience in company law, securities laws, corporate governance and legal due diligence. Additionally, she is an expert at dealing with various regulatory and government authorities, making her an invaluable resource to the organisation.

**MANAGEMENT TEAM****NAVEEN KUMAR AGARWAL****VP - Manufacturing**

Naveen Kumar Agarwal is a graduate, holding over 22 years of extensive manufacturing industry knowledge and expertise. With his vast understanding of manufacturing processes and operational efficiencies, he is a valuable asset for our Company.

**PANKAJ AGARWAL****VP - Finance**

Pankaj Agarwal is an MBA with over 14 years of finance industry experience and has brought vast expertise to the field. His deep knowledge and experience cover diverse domains of financial management, positioning him as an integral asset to the Company.

**PRATEEK AGARWAL****VP - Operation**

Prateek Agarwal holds an MBA degree and has over 9 years of extensive operations experience, making him an excellent asset for any entity. He has immensely contributed to drive operational efficiency and effectiveness.

Awards & Certifications



CERTIFICATIONS





Corporate Information

(As on August 12, 2025)

BOARD OF DIRECTORS & KEY MANAGEMENT PERSONNEL

Mr. Raj Kumar Agarwal

Chairman & Whole Time Director

Mr. Pramod Kumar Agarwal

Whole Time Director

Mr. Naresh Kumar Agarwal

Managing Director

Mr. Sandeep Kumar Jain

Non-Executive
Independent Director

Mr. Dileep Kumar Jain

Non-Executive
Independent Director

Ms. Rakshanda Jain

Non-Executive Woman Independent
Director

Mr. Sanjay Kumar Agarwal

Chief Executive Officer

Mr. Rakesh Kumar Soni

Chief Financial Officer

Ms. Ritika Poddar

Company Secretary & Compliance
Officer

AUDIT COMMITTEE

Mr. Sandeep Kumar Jain

Chairman

Mr. Naresh Kumar Agarwal

Member

Ms. Rakshanda Jain

Member

NOMINATION AND REMUNERATION COMMITTEE

Mr. Sandeep Kumar Jain

Chairman

Mr. Dileep Kumar Jain

Member

Ms. Rakshanda Jain

Member

STAKEHOLDERS RELATIONSHIP COMMITTEE

Mr. Sandeep Kumar Jain

Chairman

Mr. Dileep Kumar Jain

Member

Ms. Rakshanda Jain

Member

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Mr. Naresh Kumar Agarwal

Chairman

Mr. Raj Kumar Agarwal

Member

Mr. Sandeep Kumar Jain

Member

STATUTORY AUDITOR

M/s A Bafna & Co.

Chartered Accountants

INTERNAL AUDITOR

M/s S S Choudhary and Co

Chartered Accountants

SECRETARIAL AUDITOR

M/s Gaurav G & Associates

Company Secretary

BANKERS

HDFC Bank Limited

COMPANY DETAILS

CIN: L15209RJ1994PLC008196

GSTIN: 08AAACL2987J1Z4

Email ID: info@leharfootwear.com;
csc@leharfootwear.com

Website: www.leharfootwear.com

Contact: 0141-4157777 (30 Lines)

Registered Office: A-243 (A), Road
No. 6, V. K. I. Area, Jaipur – 302013,
RJ

REGISTRAR & SHARE TRANSFER AGENT

Bigshare Service Pvt. Ltd

Office No. S6-2, 6th Floor, Pinnacle
Business Park, Next to Ahura Centre,
Mahakali Caves Road, Andheri (East),
Mumbai - 400093, Maharashtra

Email: info@bigshareonline.com

Website: www.bigshareonline.com

Contact: 022 – 62638200

Fax No: +91 22 62638299

FACTORY & WORKS

Rajasthan Location

Unit 1, A-243 (A), Road No. 6, V. K. I.
Area, Jaipur – 302013

Unit 2, G-685, Road No. 9F2, V. K. I.
Area, Jaipur – 302013

Unit 3, F-263, Road No. 13, V. K. I.
Area, Jaipur – 302013

Unit 4, SP-41D, Kaladera Industrial
Area, Tehsil Chomu, District, Jaipur.

Unit 5, SP-1020, Road No. 14, V.K.I.
Area, Jaipur, Rajasthan-302013.

Delhi Location: B-305, Mangolpuri
Industrial Area Phase 1, Mangolpuri,
West Delhi - 110083

Andhra Pradesh Location: Flat No.
43, Ground Floor, Door No. 54-1-10,
SRMT Road, 3rd Phase Jawahar Auto
Nagar, Vijaywada, NTR-520007, Andhra
Pradesh

Patna Location: Khata No.
275,265,187, Plot No. 632P,635P,633P,
Mauza Nashirpur Tajpur, Katra Bazar,
Ward No. 72, Deedarganj,
Patna – 800008

Haryana Location: Plot No. 156,
Phase V, Sector 56, HSIIDC Industrial
Area, Kundli, Sonipat, Haryana, 131028

NOTICE

Notice is hereby given that the 31st Annual General Meeting (AGM) of the members of Lehar Footwears Limited ("the Company") will be held on **Monday, September 15, 2025** at **10:30 A.M.** at **"Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan** to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2025 together with the reports of the Board of Directors and the Auditors thereon.
2. To declare a Final Dividend of ₹ 0.50/-per equity shares of ₹ 10/- each for the Financial Year ended 31st March, 2025.
3. To appoint a director in place of Mr. Pramod Kumar Agarwal (DIN: 00108167), who retires by rotation and being eligible, offers himself for reappointment.

SPECIAL BUSINESS

4. To Appointment of Secretarial Auditors:

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**: -

"RESOLVED THAT pursuant to the provisions of Section 204 and all other applicable provisions, if any, of the Companies Act, 2013 (the 'Act') read with Rule

9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014 (including any statutory modification or re-enactment thereof for the time being in force) and Regulation 24A of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'Listing Regulations'), as amended from time to time, M/s. Gaurav G & Associates, Practicing Company Secretaries (Unique Code: S2025RJ1004900), be and are hereby appointed as the Secretarial Auditors of the Company for a term of five consecutive years commencing from financial year 2025-2026 to financial year 2029-2030, at such remuneration as may be mutually agreed between the Board of Directors and the Secretarial Auditors."

RESOLVED FURTHER THAT the Board and/or Company Secretary of the Company be and is hereby severally authorised to intimate the auditor of the appointment and to file necessary forms with Registrar of Companies, Jaipur and to do all such acts, deeds and things as may be considered necessary to give effect to the above said resolution."

BY THE ORDER OF THE BOARD
for **Lehar Footwears Limited**

Ritika Poddar

Company Secretary &
Compliance Officer
ACS No. A65615

Date: 12.08.2025
Place: Jaipur

**NOTES:**

1. A member entitled to attend and vote at the meeting is entitled to appoint a proxy/proxies to attend and vote instead of himself/herself and such proxy/ proxies need not be a member of the company. **The instrument appointing the proxy/ proxies should be deposited at the registered office of the company, duly completed and signed, not less than forty-eight (48) hours before commencement of the AGM i.e., 10:30 A.M. on Saturday, September 13, 2025.**

A person can act as proxy on behalf of members not exceeding fifty (50) and holding in the aggregate not more than ten percent (10%) of the total share capital of the company carrying voting rights. A member holding more than ten percent (10%), of the total share capital of the Company carrying voting rights may appoint a single person as proxy and such person shall not act as proxy for another person or shareholder.

Proxies submitted on behalf of Companies, Societies, Partnership Firms, etc. must be supported by appropriate resolution/authority, as applicable.

2. Information or details pertaining to the Directors proposed to be appointed or re-appointed pursuant to Regulation 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 issued by The Institute of Company Secretaries of India are provided in **Annexure A** of this Notice.
3. The Company has notified closure of Register of Members and Share Transfer Books from **Tuesday, September 09, 2025 to Monday, September 15, 2025 (both days inclusive)** for the purpose of the Annual General Meeting.
4. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in securities market. Members holding shares in electronic form are, therefore, requested to submit their PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN to the Company / Bigshare Services Private Limited.

Members holding shares in electronic form may note that bank particulars registered against their respective depository accounts will be used by the Company for payment of dividend (if declared). The Company or its Registrar and Transfer Agent, Bigshare Services Private Limited ("Bigshare") cannot act on any request received directly from the members holding shares in electronic form for any change of bank particulars or bank mandates. Such changes are to be advised only to the Depository Participant by the members.

5. Members holding shares in electronic form are requested to intimate immediately any change in their address or bank mandates to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form are requested to intimate any change in their address or bank mandates immediately to the company or Bigshare.
6. Members are requested to produce the enclosed attendance slip/e-voting form, duly signed as per the specimen signature recorded with the Company, for admission to the meeting hall. Members holding shares in dematerialised form are requested to bring their DP-ID and Client-ID numbers for easier identification for attendance at the meeting.
7. All documents referred to in the Notice and Explanatory Statement are available for inspection at the registered office of the Company during the business hours between 10:30 A.M to 6:00 P.M on all working days of the Company up to the date of the Annual General Meeting of the Company.
8. Members desirous of getting any information on the accounts or operations of the Company are requested to forward their queries to the Company at least Ten (10) working days prior to the meeting, so that the required information can be made available at the meeting.
9. Members are requested to immediately notify any change in their address either to the Company or its Registrar & Share Transfer Agent. In case the shares are held in dematerialised form, this information should be sent by the Members to their respective depository participants. Members are requested to quote their folio numbers / DP-ID and Client-ID numbers in their correspondence with the Company.
10. In case of change in residential status of Non-Resident Indian Shareholders, the same should be immediately informed to the Registrar & Share Transfer Agent of the Company along with particulars of their bank account maintained in India with complete name, branch, account type, account number and address of the bank.
11. Members are requested to furnish or update their e-mail IDs with the Registrar for sending the soft copies of the Annual Report of the Company as required vide circular no. 17/2011 dated April 21, 2011 and circular no. 18/2011 dated April 29, 2011 issued by the Ministry of Corporate Affairs and to avail remote e-voting facility in respect of the resolutions which would be passed at the General Meetings of the Company.
12. Members may note that the Board, has recommended a final dividend of ₹ 0.50/-. The record date for the purpose of final dividend for the fiscal year 2025 is **September 08, 2025**. The final dividend, once approved by the members in the ensuing AGM, will

be paid within a period of 30 days from the date of declaration electronically through various online transfer modes to those members who have updated their bank account details. For members who have not updated their bank account details, dividend warrants/ demand drafts/ cheques will be sent to their registered addresses. To avoid delay in receiving dividend, members are requested to update their KYC with their depositories to receive dividend directly into their bank account on the pay-out date.

13. Regulation 12 and Schedule I of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (Listing Regulation) requires all companies to use the facilities of electronic clearing services for payment of dividend. In compliance with these regulations, payment of dividend will be made only by electronic mode directly into the bank account of Members and no dividend warrants or demand drafts will be issued without bank particulars.
14. Pursuant to Finance Act 2020, dividend income will be taxable in the hands of shareholders w.e.f. April 1, 2020 and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates for various categories, the shareholders are requested to refer to the Finance Act, 2020 and amendments thereof. The shareholders are requested to update their PAN with the Company/ RTA (in case of shares held in physical mode) and depositories (in case of shares held in demat mode) A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 15G/15H, to avail the benefit of non-deduction of tax at source by email to tds@bigshareonline.com by 11:59 P.M. IST on **September 05, 2025**. Shareholders are requested to note that in case their PAN is not registered, the tax will be deducted at a higher rate of 20%. Non-resident shareholders can avail beneficial rates under tax treaty between India and their country of residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, Form 10F, any other document which may be required to avail the tax treaty benefits by sending an email to tds@bigshareonline.com.
15. In accordance with the MCA General Circular Nos. 20/2020 dated May 5, 2020, 10/2022 dated December 28, 2022 and 09/2024 dated September 19, 2024 and SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 07, 2023, the financial statements (including Board's Report, Auditors' Report or other documents required to be attached therewith) for the Financial Year ended March 31, 2025 pursuant to section 136 of the Act and Notice calling the AGM pursuant to section 101 of the Act read with the Rules framed thereunder, such statements including the Notice of AGM are being sent only in electronic mode to those Members whose e-mail addresses are registered with the Company/RTA or the

Depository Participant(s). The physical copies of such statements and Notice of AGM will be dispatched only to those shareholders who request for the same. Members are requested to register/update their email addresses, in respect of electronic holdings with the Depository through the concerned Depository Participants and in respect of physical holdings with the Company or RTA by following due procedure. A copy of the Notice of this AGM along with Annual Report for the FY 2024-25 is available on the website of the Company at <https://www.leharfootwear.com/>, website of the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited at www.bseindia.com.

16. In case of joint holders attending the Meeting, only such joint holder who is higher in the order of names will be entitled to vote.
17. Corporate members are requested to send a duly certified copy of the Board Resolution authorizing their representatives to attend and vote at the Annual General Meeting.
18. Members who have not registered their e-mail addresses so far are requested to register their e-mail address for receiving all communication including Annual Report, Notices, Circulars, etc. from the Company electronically.
19. Pursuant to the prohibition imposed vide Secretarial Standard on General Meetings (SS-2) issued by the ICSI and the MCA circular, no gifts/coupons shall be distributed at the Meeting.
20. The Scrutinizer will submit his report to the Chairman of the Company ("the Chairman") or to any other person authorized by the Chairman after the completion of the scrutiny of the e-voting (votes cast during the AGM and votes cast through remote e-voting), not later than 48 hours from the conclusion of the AGM. The result declared along with the Scrutinizer's report shall be communicated to the stock exchanges and RTA, and will also be displayed on the Company's website, <https://www.leharfootwear.com/>
21. Members may also note that the notice of 31st Annual General Meeting and Annual Report for the year 2024-25 is also available on the website of the company www.leharfootwear.com for their download.
22. The route map to the venue of the Meeting is <https://maps.app.goo.gl/RaZtEYw97vWEmCx9> for easy location.
23. **E- Voting:**

The instructions of shareholders for remote E-voting are as under:

- i. The voting period begins on September 12, 2025 09:00 AM and ends on September 14, 2025



05:00 PM. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of September 08, 2025 may cast their vote electronically. The e-voting module shall be disabled by Bigshare for voting thereafter.

- ii. Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.
- iii. Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 09.12.2020**, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed

entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

- iv. In terms of SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

1. Pursuant to above said SEBI Circular, Login method for e-Voting **for Individual shareholders holding securities in Demat mode** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with CDSL	<ol style="list-style-type: none"> 1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi/Easiest is https://web.cdslindia.com/myeasitoken/home/login or visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of BIGSHARE the e-Voting service provider and you will be re-directed to i-Vote website for casting your vote during the remote e-Voting period. Additionally, there is also links provided to access the system of all e-Voting Service Providers i.e. BIGSHARE, so that the user can visit the e-Voting service providers' website directly. 3) If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasitoken/Registration/EasiRegistration 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a link https://evoting.cdslindia.com/Evoting/EvotingLogin. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress, and also able to directly access the system of all e-Voting Service Providers. Click on BIGSHARE and you will be re-directed to i-Vote website for casting your vote during the remote e-voting period.

Individual Shareholders holding securities in demat mode with NSDL	<p>1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name BIGSHARE and you will be re-directed to i-Vote website for casting your vote during the remote e-Voting period.</p> <p>2) If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS" Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp</p> <p>3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name BIGSHARE and you will be redirected to i-Vote website for casting your vote during the remote e-Voting period.</p>
Individual Shareholders (holding securities in demat mode) login through their Depository Participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period.

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

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

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free No. 1800 22 55 33.
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022- 48867000.

a) Login method for e-Voting for shareholder other than individual shareholders holding shares in Demat mode & physical mode is given below:

- You are requested to launch the URL on internet browser: <https://ivote.bigshareonline.com>
- Click on "**LOGIN**" button under the '**INVESTOR LOGIN**' section to Login on E-Voting Platform.
- Please enter your '**USER ID**' (User id description is given below) and '**PASSWORD**' which is shared separately on you registered email id.

- Shareholders holding shares in **CDSL demat account should enter 16 Digit Beneficiary ID** as user id.
- Shareholders holding shares in **NSDL demat account should enter 8 Character DP ID followed by 8 Digit Client ID** as user ID.
- Shareholders holding shares in **physical form should enter Event No + Folio Number** registered with the Company as user ID.

Note If you have not received any user ID or password please email from your registered email



id or contact i-vote helpdesk team. (Email ID and contact number are mentioned in helpdesk section).

- Click on **I AM NOT A ROBOT (CAPTCHA)** option and login.

NOTE: If Shareholders are holding shares in demat form and have registered on to e-Voting system of <https://ivote.bigshareonline.com> and/or voted on an earlier event of any company then they can use their existing user ID and password to login.

- If you have forgotten the password: Click on **'LOGIN'** under **'INVESTOR LOGIN'** tab and then Click on 'Forgot your password?'
- Enter **"User ID"** and **"Registered email ID"** Click on **I AM NOT A ROBOT (CAPTCHA)** option and click on **'Reset'**.

(In case a shareholder is having valid email address, Password will be sent to his / her registered e-mail address).

Voting method for shareholders on i-Vote E-voting portal:

- After successful login, **Bigshare E-voting system** page will appear.
- Click on **"VIEW EVENT DETAILS (CURRENT)"** under **'EVENTS'** option on investor portal.
- Select event for which you are desire to vote under the dropdown option.
- Click on **"VOTE NOW"** option which is appearing on the right hand side top corner of the page.
- Cast your vote by selecting an appropriate option **"IN FAVOUR"**, **"NOT IN FAVOUR"** or **"ABSTAIN"** and click on **"SUBMIT VOTE"**. A confirmation box will be displayed. Click **"OK"** to confirm, else **"CANCEL"** to modify. Once you confirm, you will not be allowed to modify your vote.
- Once you confirm the vote you will receive confirmation message on display screen and also you will receive an email on your registered email id. During the voting period, members can login any number of times till they have voted on the resolution(s). Once vote on a resolution is casted, it cannot be changed subsequently.
- Shareholder can **"CHANGE PASSWORD"** or **"VIEW/UPDATE PROFILE"** under **"PROFILE"** option on investor portal.

b) Custodian registration process for i-Vote E-Voting Website:

- You are requested to launch the URL on internet browser: <https://ivote.bigshareonline.com>
- Click on **"REGISTER"** under **"CUSTODIAN LOGIN"**, to register yourself on Bigshare i-Vote e-Voting Platform.
- Enter all required details and submit.
- After Successful registration, message will be displayed with **"User id and password will be sent via email on your registered email id"**.

NOTE: If Custodian have registered on to e-Voting system of <https://ivote.bigshareonline.com> and/or voted on an earlier event of any company then they can use their existing user id and password to login.

- If you have forgotten the password: Click on **"LOGIN"** under **"CUSTODIAN LOGIN"** tab and further Click on **"Forgot your password?"**
- Enter **"User ID"** and **"Registered email ID"** Click on **I AM NOT A ROBOT (CAPTCHA)** option and click on **"RESET"**.

(In case a custodian is having valid email address, Password will be sent to his / her registered e-mail address).

Voting method for Custodian on i-Vote E-voting portal:

- After successful login, **Bigshare E-voting system** page will appear.

Investor Mapping:

- First you need to map the investor with your user ID under **"DOCUMENTS"** option on custodian portal.
 - Click on **"DOCUMENT TYPE"** dropdown option and select document type power of attorney (POA).
 - Click on upload document **"CHOOSE FILE"** and upload power of attorney (POA) or board resolution for respective investor and click on **"UPLOAD"**.

Note: The power of attorney (POA) or board resolution has to be named as the **"InvestorID.pdf"** (Mention Demat account number as Investor ID.)

- o Your investor is now mapped and you can check the file status on display.

Investor vote File Upload:

- To cast your vote, select **"VOTE FILE UPLOAD"** option from left hand side menu on custodian portal.
- Select the Event under dropdown option.
- Download sample voting file and enter relevant details as required and upload the same file under upload document option by clicking on **"UPLOAD"**. Confirmation message will be displayed on the screen and also you can check the file status on display (Once vote on a resolution is casted, it cannot be changed subsequently).

- Custodian can **"CHANGE PASSWORD"** or **"VIEW/UPDATE PROFILE"** under **"PROFILE"** option on custodian portal.

Helpdesk for queries regarding e-voting:

Login type	Helpdesk details
Shareholder's other than individual shareholders holding shares in Demat mode & Physical mode.	In case shareholders/ investor have any queries regarding E-voting, you may refer the Frequently Asked Questions ('FAQs') and i-Vote e-Voting module available at https://ivote.bigshareonline.com , under download section or you can email us to ivote@bigshareonline.com or call us at: 1800 22 54 22, 022-62638338



Annexure A

EXPLANATORY STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

This explanatory statement is in terms of Regulation 36(5) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

ITEM NO.:4

The Board of Directors, at its meeting held on 19th May, 2025, on the recommendation of the Audit Committee, has approved the appointment of M/s. Gaurav G & Associates, Practicing Company Secretaries, as Secretarial Auditors, to conduct a secretarial audit of the Company pursuant to the Companies Act, 2013 (the "Act") read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014 and Regulation 24A of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), for a term of five consecutive years starting from the financial year 2025-2026 to financial year 2029-2030, at a remuneration as may be mutually agreed between the Board of Directors of the Company and the Secretarial Auditors subject to the approval of members.

The proposed remuneration paid to M/s. Gaurav G & Associates for FY 2025-26, is Rs. 1,50,000/- plus applicable taxes and reimbursement of out-of-pocket expenses incurred at actuals.

The Audit Committee and the Board are of the considered view that the proposed remuneration payable for FY 2025-26 is fair and reasonable considering the size and scale of operations of the Company. The remuneration payable for the remaining term up to FY 2029-30, may be, as mutually agreed between the Board of Directors and the Secretarial Auditors from time to time.

In addition to the secretarial audit, M/s. Gaurav G & Associates shall provide such other services in the nature of certifications and other professional work, as approved by the Audit Committee or Board of Directors.

The appointment of Secretarial Auditors shall be in terms of the amended Regulation 24A of the SEBI Listing Regulations vide SEBI Notification dated December 12, 2024 and provisions of Section 204 of the Act and Rule 9 of the

Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

M/s Gaurav G & Associates is a peer-reviewed Practicing Company Secretary firm bearing **Unique Code: S2025RJ1004900**, founded by **Mr. Gaurav Goyal**, a Fellow Member of the Institute of Company Secretaries of India (ICSI), holding **Membership No. F13147** and **Certificate of Practice No. 22052**. The firm was established on **6th January 2025**, with Mr. Goyal earlier rendering professional services in his individual capacity as a practicing Company Secretary.

Mr. Gaurav Goyal brings with him **over 7 years of robust post-qualification experience** in corporate and securities laws. He specializes in areas including **Company Law, SEBI Regulations, Corporate Governance, Legal Due Diligence, Mergers & Acquisitions, IPOs, Listings**, and other **Capital Market Transactions**.

Known for his insightful and strategic approach, Mr. Goyal has consistently delivered high-quality secretarial and compliance services to listed and unlisted companies, ensuring adherence to evolving regulatory frameworks.

The firm remains committed to upholding the highest standards of **professionalism, independence, and integrity**, making it a trusted choice for Secretarial Audits and allied corporate advisory services.

Your directors recommend the passing of the proposed Ordinary Resolution.

None of the Directors, Key Managerial Personnel and their relatives are in any way, concerned or interested, financially or otherwise, in the aforesaid Ordinary Resolution.

BY THE ORDER OF THE BOARD
for **Lehar Footwears Limited**

Ritika Poddar
Company Secretary &
Compliance Officer
ACS No. A65615

Date: 12.08.2025
Place: Jaipur

DETAILS OF DIRECTORS SEEKING APPOINTMENT/ RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING

[Pursuant to Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 issued by the Institute of Company Secretaries of India]

Re-Appointment of Mr. Pramod Kumar Agarwal as a Whole Time Director

Name	Mr. Pramod Kumar Agarwal
Designation	Whole Time Director
DIN	00108167
Age & DOB	61 Years & 01-01-1964
Qualifications	B. Com
Brief profile	Pramod Kumar Agarwal, a commerce graduate, has been leading the company in the fields of finance, accounts, and marketing, bringing his expertise to drive growth and innovation.
Date of original Appointment	29 th September, 2022
Terms and Conditions of appointment/re appointment	As per existing terms and conditions.
In case of independent director, the skills and capabilities required for the role and the manner in which the proposed person meets such requirements.	NA
Remuneration last drawn (including sitting fees, if any)	As mentioned in the Corporate Governance Report forming part of the Annual Report for FY 2025.
Remuneration proposed to be paid	As per existing terms and conditions
Nature of expertise in specific functional area	He played an instrumental role in establishing production & Marketing of the Company.
Disclosure of relationship between other directors & KMP's	Brother of Mr. Raj Kumar Agarwal and Uncle of Mr. Naresh Kumar Agarwal & Mr. Sanjay Kumar Agarwal.
Number of meetings of the Board attended during the year 2024-25.	13
Directorship held in Other public company as on date of notice.	Nil
Chairmanship/ Membership of committees of other Public Companies as on date of notice.	Nil
Shareholding in the company as on date of notice	Equity Shares 14,63,632
Name of other Directors Interested in the Resolution	Mr. Raj Kumar Agarwal and Mr. Naresh Kumar Agarwal



ATTENDANCE SLIP

LEHAR FOOTWEARS LIMITED

CIN: L15209RJ1994PLC008196

A-243(A) Road No. 06, V K I Area, Jaipur -302013 (RAJ.)

(Please fill this attendance slip and hand it over at the entrance of the meeting hall)

I hereby record my presence at the 31st Annual General Meeting of the company to be held at "Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan on **September 15, 2025** at **10:30 A.M.**

Folio No. # _____

DP ID* _____

No. of Shares held _____

CLIENT ID* _____

Member's / Proxy's name (in Block Letter)

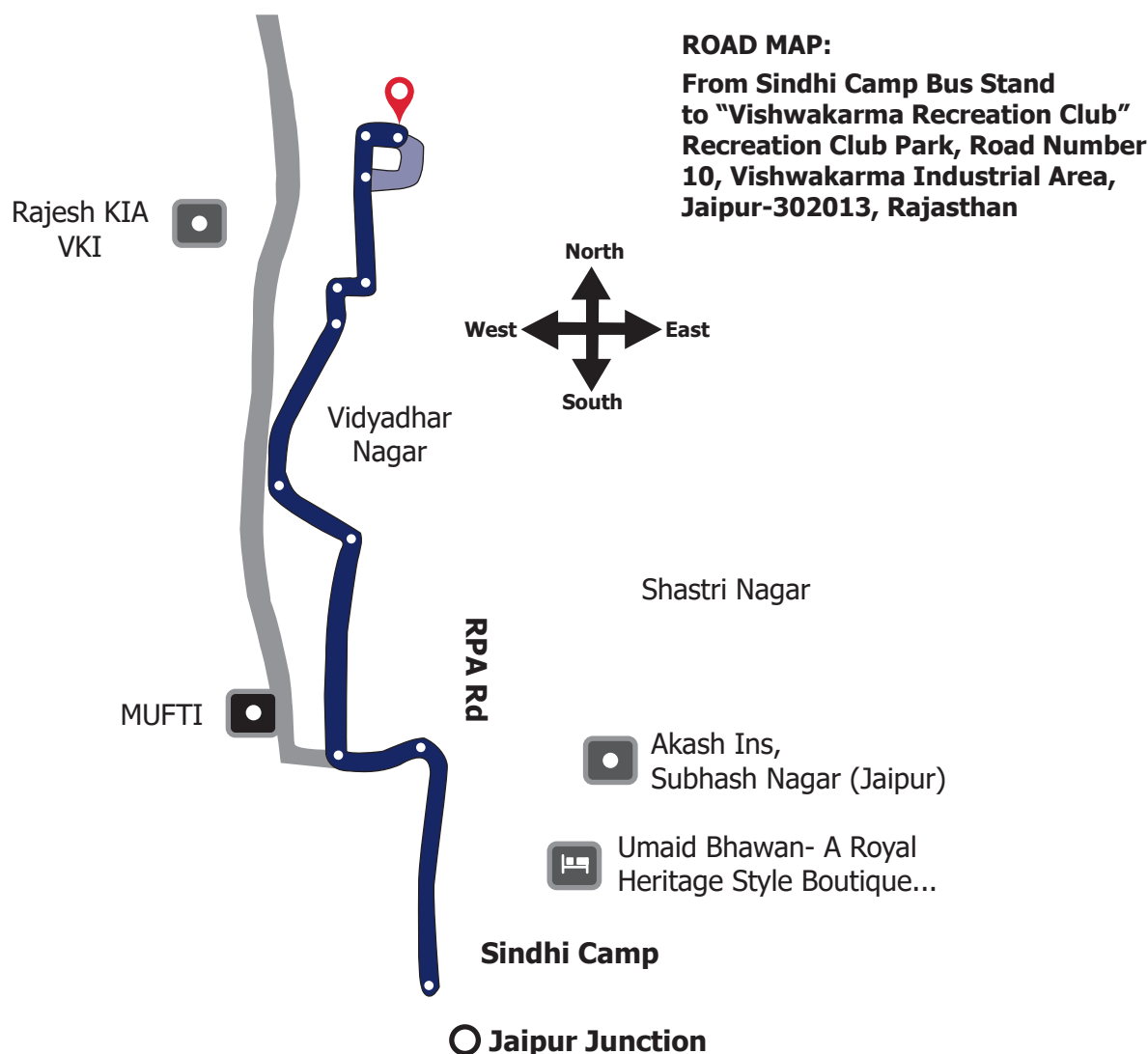
Applicable for shares held in Physical Form

* Applicable for shares held in Dematerialized Form

Please bring the above Attendance Slip to the meeting

Venue: "Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan

Route Map



FORM NO. MGT-11

Proxy Form

[Pursuant to section 105(6) of the Companies Act, 2013 and rule 19(3) of the Companies (Management and Administration) Rules, 2014]

Name of the Company: Lehar Footwears Limited

CIN: L15209RJ1994PLC008196

Registered office: A-243(A) Road No. 06, V K I Area, Jaipur-302013 RJ

Name of the member (s): _____

Registered address: _____

E-mail Id: _____

Folio No/ Client Id: _____

DP ID: _____

I/We, being the member (s) of shares of the above-named company, hereby appoint

1. Name: _____
Address: _____
E-mail Id: _____
Signature _____ or failing him
2. Name: _____
Address: _____
E-mail Id: _____
Signature _____ or failing him
3. Name: _____
Address: _____
E-mail Id: _____
Signature _____

as my/our proxy to attend and vote (on a poll) for me/us and on my/our behalf at the Annual General Meeting of the Company, to be held on Monday, September 15, 2025 at 10:30 A.M. at "Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan and at any adjournment thereof in respect of such resolutions as are indicated below:

Ordinary Business

1. To receive, consider and adopt the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2025 together with the reports of the Board of Directors and the Auditors thereon;
2. To declare a Final Dividend of ₹ 0.50/- per equity shares of ₹ 10/- each for the Financial Year ended 31st March, 2025;
3. To appoint a director in place of Mr. Pramod Kumar Agarwal (DIN: 00108167), who retires by rotation and being eligible, offers himself for reappointment;

Special Business

4. To Appoint Secretarial Auditors;

Signed this..... day of..... 2025

Signature of shareholder

Signature of Proxy holder(s)

**AFFIX
₹ ONE
REVENUE
STAMP**

Note: This form of proxy in order to be effective should be duly completed and deposited at the Registered Office of the Company, not less than 48 hours before the commencement of the Meeting.



Boards' Report

Dear Members,

Your directors are pleased to present 31st Annual Report of the Company on the business and operations of the Company and the Audited Accounts for the Financial Year ended 31st March, 2025.

FINANCIAL HIGHLIGHTS & PERFORMANCE

(₹ in Lakh)

Particulars	2024-25	2023-24
Revenue from Operations	27,721.28	19,426.04
Other Income	26.72	57.30
Total Income	27,748.00	19,483.34
Total Expenses	26,303.61	18,593.14
Net Profit before Exceptional Items and Tax	1,444.40	890.20
Exceptional Items	-	-
Profit Before Tax	1,444.40	890.20
Tax Expenses		
Current Tax	368.37	232.26
Deferred Tax	(10.88)	2.13
Profit After Tax	1,086.90	655.81
Total Comprehensive Income for the year	1,265.68	656.89
Earnings Per Equity Share	6.15	4.02

Your Company has prepared the Financial Statements for the financial year ended 31st March, 2025, in terms of Sections 129, 133 and other applicable provisions, if any, of the Companies Act, 2013 (as amended) (the "Act") and Schedule III thereto read with the Rules framed thereunder.

STATE OF COMPANIES AFFAIRS

During the financial year, the Company has achieved turnover of ₹ 27,721.28 Lakh as compared to ₹ 19,426.04 Lakh in the preceding financial year. Profit after Tax is ₹ 1,086.90 Lakh as compared to ₹ 655.81 Lakh in the preceding year.

CHANGE IN NATURE OF BUSINESS, IF ANY

During the financial year, the Company expanded its business beyond footwear into manufacturing and trading of various goods such as bags, socks, uniforms, electrical items, tools, equipment, parts, accessories, and other kits. At its 30th Annual General Meeting held on 10th September 2024, the Company amended its main objects clause by adding two new business objects, which were approved by shareholders via Special Resolution and subsequently registered with the Registrar of Companies, Jaipur.

Due to this amendment, CIN of the Company has been changed from "L19201RJ1994PLC008196" to "L15209RJ1994PLC008196" on 17.09.2024.

Further, the Company has received an order from the National Small Industries Corporation Ltd for supply of toolkits of

₹ 298.0 Crores (Two Hundred Ninety- Eight Crore only) (Excluding GST) to enhance capability and productivity of artisans and crafts people registered under PM Vishwakarma Scheme.

SHARE CAPITAL

The Authorised Share Capital as on 31st March, 2025 was ₹ 20,00,00,000/- (Rupees Twenty Crore), 2,00,00,000 Equity Shares of 10/- and the Paid-Up Capital as on 31st March, 2025 was ₹ 17,67,87,990/- (Rupees Seventeen Crore Sixty-Seven Lakh Eighty-Seven Thousand Nine Hundred Ninety), 1,76,78,799 Equity Share of 10/-.

DIVIDEND

Final dividend of ₹ 0.30/-paid for the financial year ended 31st March, 2024.

The Board at its meeting held on 19th May, 2025 has recommended a final dividend of ₹ 0.50/- per fully paid-up equity share i.e., 5.00% which is subject to the approval of members at the ensuing Annual General Meeting. The dividend, if declared, by the Members at the forthcoming Annual General Meeting (AGM) shall be paid to the eligible Members.

The Register of Members and Share Transfer Books of the Company will remain closed for the purpose of payment of dividend for the financial year ended 31st March 2025.

Pursuant to the provisions of Income-tax Act, 1961, the dividend paid or distributed by a company shall be taxable in the hands of the shareholders. Accordingly, in compliance with the said provisions, your Company shall make the payment of the dividend after necessary deduction of tax at source at the prescribed rates, wherever applicable. For the prescribed rates for various categories, the shareholders are requested to refer to the Income tax Act, 1961 and amendments thereof.

RESERVES AND SURPLUS

During the current financial year, the Company has not transferred any amount to the General Reserve.

MATERIAL CHANGES EFFECTING FINANCIAL POSITIONS OF THE COMPANY

In pursuance to section 134(3) (L) of the Act, no material changes and commitments have occurred after the closure of the financial year to which the financial statements relate till the date of this report, affecting the financial position of the Company.

INVESTOR EDUCATION AND PROTECTION FUND

Pursuant to sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules") there was no dividend which is unclaimed/ unpaid for more than seven years, hence the company is not required to transfer any amount to Investor Education and Protection Fund.

RISK MANAGEMENT

The Company has in place a mechanism to identify, assess, monitor and mitigate various risks to key business objectives. Major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

The Board monitors and reviews the implementation of various aspects of the Risk Management policy and Company's management of key risks, including strategic and operational risks, as well as the guidelines, policies and processes for monitoring and mitigating such risks under the aegis of the overall Business Risk Management Framework. The Company follows well established and detailed risk assessment and minimization procedures, which are periodically reviewed by the Board.

The Board of Directors of the Company are of the view that currently no significant risk factors are present which may threaten the existence of the Company.

DIVIDEND DISTRIBUTION POLICY

The Dividend Distribution Policy, in terms of Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("LODR") is not applicable to our company.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

Our Company has an effective internal control and risk-mitigation system, which are constantly assessed and strengthened with new/revised standard operating procedures. The Company's internal control system is commensurate with its size, scale and complexities of its operations. The main thrust of internal audit is to test and review controls, appraisal of risks and business processes, besides bench marking controls with best practices in the industry.

The Audit Committee of the Board of Directors actively reviews the adequacy and effectiveness of the Internal Control Systems and suggests improvements to strengthen the same.

The Audit Committee of the Board of Directors and the Statutory Auditors are periodically apprised of the internal audit findings and corrective actions taken. Significant audit observations and corrective actions taken by the management are presented to the Audit Committee of the Board.

To maintain its objectivity and independence, the Internal Audit function reports to the Statutory Auditor of the Company, Chairman of the audit committee and Board of Directors of the Company.

INTERNAL FINANCIAL CONTROL

The Company has adequate system of internal control/ internal finance control to safeguard and protect from loss, unauthorized use or disposition of its assets. All the transactions are properly authorized, recorded and reported to the Management. The report on Internal Financial Control forms part of Independent Audit report.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

Retire by rotation

Mr. Pramod Kumar Agrawal (DIN-00108167), Director retires by rotation and being eligible, offers himself for re-appointment, in accordance with the provisions of Section 152 of the Companies Act, 2013 and Articles of Association of the Company. A Resolution seeking shareholders' approval for his re-appointment along with other required details forms part of the Notice.

Independent Directors

The Company has received the necessary declarations from each of the Independent Directors of the Company under Section 149(7) of the Act and Regulation 25 of the Listing Regulations, confirming that they meet with the criteria of independence as laid down in Section 149(6) of the Act, along with Rules framed thereunder and Regulation 16(1) (b) of the Listing Regulations. There has been no change in the circumstances affecting their status as Independent Directors of the Company.



None of the Directors disqualifies for appointment/reappointment under Section 164 of the Companies Act, 2013.

Changes in Board Composition & Key Managerial Personnel

Changes in the composition/position of executive directors:

The board of directors of the Company has restructured the board composition for smooth and efficient management of the Company's operations. Through postal ballot, position of the directors has been re-designated effective from 07th March, 2025.

- Mr. Raj Kumar Agarwal (DIN: 00127215) re-designated as Chairman & Whole Time Director of the Company.
- Mr. Pramod Kumar Agarwal (DIN: 00108167) re-designated as Whole Time Director of the Company.
- Mr. Naresh Kumar Agarwal (DIN: 00106649) re-designated as Managing Director of the Company.

Changes in the composition of non-executive independent directors:

Tenure of Mrs. Preeti Goyal as non-executive independent woman director has been completed on 25th March, 2025 and Ms. Rakshanda Jain has been appointed as a non-executive independent woman director in place of Mrs. Preeti Goyal effective from 24th March, 2025 for the period five years through postal ballot.

During the financial year 2024-25, the constitution of the Board complies with the requirements of the Act, and the SEBI Listing Regulations. There were no changes in Key Managerial Personnel of your Company during the financial year 2024-25 other than disclosed above.

PRESENT BOARD STRUCTURE OF THE COMPANY AT THE TIME OF SIGNING BOARD REPORT

Raj Kumar Agarwal	Chairman & Whole Time Director
Pramod Kumar Agarwal	Whole Time Director
Naresh Kumar Agarwal	Managing Director
Sandeep Kumar Jain	Non-Executive Independent Director
Rakshanda Jain	Non-Executive Independent Woman Director
Dileep Kumar Jain	Non-Executive Independent Director
Rakesh Kumar Soni	Chief Financial Officer (CFO)
Sanjay Kumar Agarwal	Chief Executive Officer (CEO)
Ritika Poddar	Company Secretary & Compliance officer

BOARD MEETINGS

The Board met **Fourteen (14)** times during Financial Year, the details of which are given in the Corporate Governance Report that forms part of this Annual Report. The intervening

gap between any two consecutive meetings was within the period prescribed by the Companies Act, 2013, SEBI (LODR) 2015 and Secretarial Standard-1 (SS-1).

BOARD EVALUATION/PERFORMANCE EVALUATION

The Board of Directors has carried out an annual evaluation of its own performance board committees and individual Directors pursuant to the provisions of the Act and the Corporate Governance requirements as prescribed by Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations 2015. The performance of the Board was evaluated by the Board after seeking inputs from all the Directors on the basis of the criteria such as the Board composition and structure, effectiveness of board processes, information and functioning etc. The performance evaluation of the Executive Directors and Non-Executive Directors was carried out by the Independent Directors.

The Board's functioning was evaluated on various aspects, including inter alia degree of fulfilment of key responsibilities, Board structure and composition, role and accountability, management oversight, risk management, culture and communication, frequency and effectiveness of meetings. The Board of Directors expressed their satisfaction with the evaluation process.

CREDIT RATINGS

During the financial year 2024-25, on the basis of recent development including operational and financial performance of the Company, Credit Rating Agency- CRISIL has reaffirmed rating as follows:

Facilities	Ratings
Long Term Bank Facilities	CRISIL BBB-/Stable

COMPANY'S POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

The criteria for directors' appointment have been set up by the Nomination and Remuneration Committee, which includes criteria for determining qualifications, positive attributes, independence of a Director and other matters provided under Sub section (3) of Section 178 of Companies Act, 2013 ("the Act"). The policy on remuneration and other matters provided in Section 178(3) of the Act is available on the Company's website at <https://www.leharfootwear.com/policies-codes>. It is affirmed that the remuneration paid to the directors is as per the terms set out in the Nomination & Remuneration Policy of the Company.

For other details regarding the Nomination and Remuneration Committee, please refer to the Corporate Governance Report, which is a part of this report.

VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company has a vigil mechanism named Vigil Mechanism/ Whistle Blower Policy in conformation with Section 177(9) of the Act and Regulation 22 of SEBI Listing Regulations

to report concerns about unethical behaviour and to deal with instances of fraud and mismanagement, if any. The same has also been displayed on the website at <https://www.leharfootwear.com/policies-codes> of the Company.

HUMAN RESOURCE MANAGEMENT, HEALTH AND SAFETY

During the financial year, the Company had cordial relations with workers, staff and officers. The shop floor management is done through personal touch, using various motivational tools and meeting their training needs requirements. The company has taken initiative for safety of employees and implemented regular safety audit, imparted machine safety training, wearing protective equipment, etc. The Company believes in empowering its employees through greater knowledge, team spirit and developing greater sense of responsibility.

DISCLOSURE AS PER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has in place a policy on Gender Equality, Gender Protection, Prevention of Sexual Harassment and Redressal System in line with the requirements of the Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal) Act, 2013. All employees (permanent, contractual, temporary, trainees) are covered under this policy. The Company has also constituted an internal committee to consider and address sexual harassment complaints in accordance with the Sexual Harassment of women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

No complaints pertaining to sexual harassment were received and/or disposed/or pending during FY 2024-25.

PARTICULARS OF EMPLOYEES

The information and disclosure required under Section 197(12) of the Act read with Rule 5(1), 5(2) and 5(3) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), in respect of Directors and Employees of your Company is set out in "Annexure – I" to this report.

COMMITMENT TO QUALITY AND ENVIRONMENT

Your Company recognizes quality and productivity as a pre-requisite for its operations and has implemented ISO 9001, ISO 45001 and ISO 14001.

The Company has also received license under IS 10702:2023 & IS 6721:2023 from the Bureau of Indian Standards (BIS)) for its products respectively:

- Hawai Chappal, Bottom-Polymer (Others- EVA etc.), Strap-Solid, Size-Adult (1-13),
- Hawai Chappal, Bottom-Polymer (Others- EVA etc.), strap-Solid, Size-Children (6-13)
- Sandal and Slippers.

CORPORATE SOCIAL RESPONSIBILITIES (CSR)

The Company's CSR initiatives and activities are aligned to the requirements of Section 135 of the Act. The brief outline of the CSR policy of the Company and the initiatives undertaken by the Company on CSR activities during the year are set out in "Annexure II" of this report in the format prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014.

For other details regarding the CSR Committee, please refer to the Corporate Governance Report, which is a part of this report. This Policy is available on the Company's website and can be accessed at <https://www.leharfootwear.com/policies-codes>.

COMMITTEES OF THE BOARD

As on 31st March, 2025, the Board had following committees:

- Audit committee,
- Nomination and Remuneration Committee,
- Stakeholders Relationship Committee, and
- Corporate Social Responsibility Committee.

All committees were mixture of executive and non-executive directors and Chairperson of every committee is a non-executive independent director except Corporate Social Responsibility Committee. During the financial year, all recommendations made by the committees were approved by the Board. A detailed note on the composition of the Board and its committees is provided in the corporate governance report.

AUDITORS AND AUDIT REPORT

Statutory Auditor

M/s A. Bafna & Co. Chartered Accountants (Firm Registration No. 003660C), Jaipur, appointed as the statutory auditors of the Company, in the Annual General Meeting held on 29.09.2022 for a term of five consecutive years, from the conclusion of the twenty-eight Annual General Meeting held in the year 2022 till the conclusion of the thirty-three Annual General Meeting to be held in the year 2027.

There are no qualifications, adverse remarks reservations or disclaimer made by M/s A. Bafna & Co. Statutory Auditors, in their report for the financial year ended 31st March, 2025. The notes to the Accounts referred to in the Auditor's Report are self-explanatory and therefore do not call for any further explanation and comments.

Secretarial Auditor

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed Mr. Gaurav Goyal, Practicing Company Secretary, to conduct Secretarial Audit of the Company. Further, during the financial year name of the firm has been changed from Gaurav Goyal to M/s Gaurav G & Associates. The Report of the



Secretarial Audit in Form MR-3 for the financial year ended 31st March, 2025, is enclosed as **"Annexure III"** to this Report. There are no qualifications, reservations or adverse remarks made by the Secretarial Auditor in his report.

The Company has undertaken an Annual Secretarial Compliance Audit for the financial year 2024-25 pursuant to Regulation 24A (2) of the SEBI Listing Regulations. The Annual Secretarial Compliance Report for the financial year ended 31st March 2025 has been submitted to the Stock Exchanges and the said report may be accessed on the Company's website at www.leharfootwear.com.

Further, as per SEBI Circulation dated 12.12.2024 every listed company shall appoint Secretarial Auditor for the period of five financial years in the Annual General Meeting effective from the 01st April, 2025.

The Board has recommended the appointment of M/s Gaurav G & Associates Practicing Company Secretary, Jaipur, as the secretarial auditors of the Company, in the board meeting held 19.05.2025 for a term of five consecutive years, from 2025-26 to 2029-30 for approval of shareholders of the Company based on the recommendation of the Audit Committee.

Internal Auditor

The Board has appointed M/s S S Choudhary and Co, Chartered accountants, to conduct the Internal Audit for the financial year 2024-25. The Internal Audit Report for the financial year ended 31st March, 2025 has submitted by auditor to Board of the Company. The Internal Audit Report does not contain any qualification or reservation or adverse remark or disclaimer.

The Audit Committee of the Board of Directors, Statutory Auditors and the Key Managerial Personnel are periodically apprised of the internal audit findings and corrective actions taken. Audit plays a key role in providing assurance to the Board of Directors. Significant audit observations and corrective actions taken by the management are presented to the Audit Committee of the Board. To maintain its objectivity and independence, the Internal Audit function reports to the Statutory Auditor of the Company, Chairman of the audit committee and Board of Directors of the Company.

Cost Records and Cost Audit

Provisions of Section 148 of the Companies Act, 2013 regarding maintenance of cost records and audit thereof is not applicable to your Company.

During the year under review, none of the auditors have reported any instances of fraud committed against the Company as required to be reported under Section 143 (12) of the Act.

LOANS AND INVESTMENTS BY THE COMPANY

The Company has not given any loans, guarantees or securities during the year that would attract the provisions of Section 185 of the Act. The particulars of loans, guarantees and investments of the company as per Section 186 of the

Act by the Company have been disclosed in the financial statements of the company.

SUBSIDIARIES, JOINT VENTURES AND ASSOCIATE COMPANIES

The Company does not have any Joint venture or Associate Company as on 31st March, 2025, but the Company has a wholly owned subsidiary company i.e., Lehar Foundation (Section-8) incorporated on 08.11.2023 with the object of CSR activities.

Lehar Foundation is purely incorporated as a not for profit making Company with specific objective to undertake CSR projects. As per Para 10 of AS-21, If the objective of control over such entities is not to obtain economic benefits from their activities, then such entities are not to be considered for the purpose of preparation of consolidated financial statements.

Pursuant to Section 129(3) of the Act, a statement containing the salient features of the financial statement of the subsidiary company is attached to the financial statement in Form AOC-1 as **"Annexure-IV"**. Financial Statements of the Lehar Foundation are not consolidated with Lehar Footwears Limited because it is not for profit organisation.

RELATED PARTY TRANSACTIONS

During the financial year ended 31st March, 2025, all transactions with the Related Parties as defined under the Act read with Rules framed thereunder, were in the ordinary course of business and at arm's length basis. Your Company does not have a 'Material Subsidiary' as defined under Regulation 16(1)(c) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended) (the "Listing Regulations").

During the financial year, your Company did not enter into any Related Party Transaction which requires prior approval of the Members of your Company. All Related Party Transactions entered into by your Company had prior approval of the Audit Committee as required under the Listing Regulations. Subsequently, the Audit Committee and the Board have also reviewed the Related Party Transactions. During the year under review, there have been no materially significant Related Party Transactions having potential conflict with the interest of your Company. Since all Related Party Transactions entered into by your Company were in the ordinary course of business and also on an arm's length basis, therefore, details required to be provided in the prescribed Form AOC - 2 are not applicable to your Company. Necessary disclosures required under the Ind AS 24 have been made in Notes of the Financial Statements for the financial year ended 31st March, 2025.

CONSERVATION OF ENERGY, TECHNOLOGY, FOREIGN EXCHANGE EARNINGS AND OUTGO

Particulars required under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of the Companies

(Accounts) Rules, 2014, regarding conservation of energy, technology absorption, foreign exchange earnings and outgo, are given in "Annexure-V" and forms an integral part of this Report.

ANNUAL RETURN

As required under Section 92(3) read with section 134(3) (a) of the Companies Act 2013 read with rule 12 of the Companies (Management and Administration) Rules, 2014 including amendments thereunder, the Annual Return filed with the Ministry of Corporate Affairs (MCA) for the Financial Year 2023-24 is available on the <https://www.leharfootwear.com/annual-return> and the Annual Return for Financial Year 2024-25 will be made available on the website of the Company once it is filed with the MCA.

LISTING

The equity shares of the Company are listed on BSE Ltd. Further, the Annual Listing Fees for the Financial Year 2025-26 have been duly paid by the Company.

Further, there were 1,76,78,799 equity shares of the Company as on 31st March 2025. All the equity shares were listed with BSE Limited (BSE) and 100% shareholding in demat form.

DEMATERIALISATION OF SHARES

The shares of your Company are being traded in electronic form and the Company has established connectivity with both the depositories i.e., National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). In view of the numerous advantages offered by the Depository system, Members are requested to avail the facility of dematerialization of shares with either of the Depositories as aforesaid. As on 31st March, 2025, 100.00% of the share capital stands dematerialized.

CORPORATE GOVERNANCE

Pursuant to Regulation 34 read with Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, report on the Corporate Governance along with a certificate from Practicing Company Secretary is annexed herewith and marked as "Annexure VI" forming part of this Report.

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

In Compliance with Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a separate section on Management Discussion and Analysis as approved by the Board of Directors, forms part of this Annual Report.

BUSINESS RESPONSIBILITY REPORT

As the Company is not among top 500 or 1000 Companies by market capitalisation on Stock Exchanges, the disclosure of Report under of Regulation 34(2) of the Listing Regulations is not applicable to the Company for the year under review.

DIRECTORS RESPONSIBILITY STATEMENT

To the best of knowledge and belief and according to the information and explanation obtained by them, in terms of section 134(3) (c) your directors confirm that:

- in the preparation of Annual Accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- appropriate accounting policies have been selected and applied consistently and have made judgments and estimates that are reasonable and prudent so as to give a true & fair view of the state of affairs of the Company as at 31st March, 2025;
- proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities;
- the Annual Accounts have been prepared on a going concern basis;
- internal financial controls have been laid down to be followed by the company and such internal financial controls are adequate and were operating effectively;
- proper system has been devised to ensure compliance with the provision of all applicable law and that such system was adequate and operating effectively.

PREVENTION OF INSIDER TRADING

The Company has adopted a Code of Conduct for Prevention of Insider Trading with a view to regulate trading in securities by the Directors and designated employees of the Company. The Code requires pre-clearance for dealing in the Company's shares and prohibits the purchase or sale of Company shares by the Directors and the designated employees while in possession of unpublished price sensitive information in relation to the Company and during the period when the Trading Window is closed. The Board is responsible for implementation of the Code. The said Code is available on the website of the Company at <https://www.leharfootwear.com/policies-codes>.

A declaration to this effect signed by Mr. Sanjay Kumar Agarwal, Chief Executive Officer of the Company stating that the members of Board of Directors and Senior Management Personnel have affirmed compliance with the code of conduct of Board of Directors and senior management is annexed as "Annexure b" to the Corporate Governance Report forming part of this Report.

OTHER DISCLOSURES

- The Company has complied with the applicable Secretarial Standards relating to 'Meetings of the Board of Directors' and 'General Meetings' during the year.



- ii. During the financial year under review, the Company has neither invited nor accepted or renewed any fixed deposit from public, shareholders or employees and no amount of principal or interest on deposits from public is outstanding as at the Balance Sheet date in terms of provisions of section 73 to 76 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014.
- iii. There are no significant material orders passed by the Regulators/Courts which would impact the going concern status of the Company and its future operations.
- iv. The Company has not made any application nor any proceeding is pending against the company under IBC, 2016.
- v. Since the Company has not entered into any One Time Settlement with Banks or Financial Institutions, furnishing details in this regard, is not applicable.
- vi. The Company has complied with the provisions relating to the Maternity Benefit Act 1961 .
- vii. The Company has complied with all the statutory requirements. The Company ensures compliance of the Companies Act, 2013; SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015 and various statutory authorities on quarterly basis in the Board Meeting.

CAUTIONARY STATEMENT

Statements in this report, describing the Company's objectives, expectations and/or anticipations may be forward looking within the meaning of applicable Securities

Law and Regulations. Actual results may differ materially from those stated in the statement. Important factors that could influence the Company's operations include global and domestic supply and demand conditions affecting selling prices of finished goods, availability of inputs and their prices, changes in the Government policies, regulations, tax laws, economic developments within the country and outside and other factors such as litigation and industrial relations. The Company assumes no responsibility in respect of the forward-looking statements, which may undergo changes in future on the basis of subsequent developments, information or events.

ACKNOWLEDGEMENT & APPRECIATION

Your directors take this opportunity to thank the customers, shareholders, suppliers, bankers, business partners/ associates, financial institutions and Central and State Governments for their consistent support and encouragement to the Company.

Your directors appreciate and value the contribution made by every member of the Lehar family.

By the order of the Board
for **Lehar Footwears Limited**

Raj Kumar Agarwal

Chairman & Whole Time Director
DIN: 00127215

Date: 12.08.2025

Place: Jaipur

Annexure –I to the Board’s Report

A. Details pursuant to Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

- (i) The ratio of remuneration of each Director to median remuneration of employees of the Company for the financial year 2024-25 and the percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer and Company Secretary in the financial year 2024-25:

Name	Designation	Ratio	% Increase in remuneration
Mr. Raj Kumar Agarwal	Chairman & Whole Time Director	38:1	4.17%
Mr. Pramod Kumar Agarwal	Whole Time Director	38:1	4.17%
Mr. Naresh Kumar Agarwal	Managing Director	38:1	4.17%
Mr. Sanjay Kumar Agarwal	Chief Executive Officer	23:1	11.16%
Mr. Rakesh Kumar Soni	Chief Financial Officer	32:1	10.71%
Ms. Ritika Poddar	Company Secretary & Compliance Officer	5:1	22.74%
Independent Director (Sitting Fee)			
Mr. Sandeep Kumar Jain	Independent Director	NA*	NA*
Mrs. Preeti Goyal	Independent Director	NA*	NA*
Mr. Dileep Kumar Jain	Independent Director	NA*	NA*
Ms. Rakshanda Jain	Independent Director	NA*	NA*

Median Remuneration is ₹ 99,576 per annum.

* The Independent Directors of the Company are entitled to sitting fee. Details of sitting fees paid to them have been provided in the Corporate Governance Report. The ratio of remuneration and percentage increase for the Independent Directors' sitting fees is not considered for the purpose above.

- (ii) The percentage increase in the median remuneration of employees in the financial year is -11.09% percent.
- (iii) The number of permanent employees on the rolls of the Company: There were 360 employees on the rolls of the Company as on 31st March, 2025.
- (iv) Average percentile increases already made in the salaried of the employees other than the Managerial Personnel in the last Financial Year and its comparison with the percentile increase in Managerial Remuneration and justification thereof and point out if there are any exceptional circumstances for increase in Managerial Remuneration:

Average % increase in the salary of employees other than managerial Personnel:

2025: 8.75%

2024: 17.24%

Average % increase in the salary Managerial Personnel:

2025: 6.75%

2024: 37.94%

- (v) Affirmation that the remuneration is as per the remuneration policy of the Company:

It is affirmed that the remuneration paid to Directors, Key Managerial Person and other employees are as per the Nomination and Remuneration Policy for Directors, Key Managerial Personnel, and other employees.

By the order of the Board
for **Lehar Footwears Limited**

Raj Kumar Agarwal

Chairman & Whole Time Director
DIN: 00127215

Date: 12.08.2025
Place: Jaipur



Annexure –II to the Board's Report

ANNUAL REPORT ON CSR ACTIVITIES

1. Brief outline on CSR Policy of the Company:

The Company's CSR programs are guided by Corporate Social Responsibility Policy ('CSR Policy') duly approved by the Board. The Company's CSR Policy framework details the mechanisms for undertaking various programs in accordance with section 135 of the Companies Act, 2013 (the "Act") read with Schedule VII to the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014 ("Rules") for the benefit of the community.

The Company is committed towards its works and its CSR policy by making a big and lasting difference, through sustainable measures, by actively contribute to the Social, Economic and Environmental development of the community in which we operate ensuring participation from the community and thereby create value for the nation.

2. Composition of CSR Committee:

Sl. No	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year	Date of Meeting of CSR Committee
1.	Naresh Kumar Agarwal	Chairperson of the Committee/ Managing Director	2	2	08.05.2024;
2.	Raj Kumar Agarwal	Member/Chairman & Whole Time Director	2	2	29.03.2025
3.	Sandeep Kumar Jain	Member/Non-Executive Independent Director	2	2	

- Web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company: <https://www.leharfootwear.com/board-committees> & <https://www.leharfootwear.com/policies-codes>.
- Details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility) Rules, 2014, if applicable (attach the report): **Not Applicable**.
- Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: **Not Applicable**.
- Average net profit of the company as per section 135(5): ₹ **6,30,74,692.00/-**
- (a) Two percent of average net profit of the company as per section 135(5): ₹ **12,61,494.00/-**
(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: **Nil**
(c) Amount required to be set off for the financial year, if any: ₹ **43,900.00/-**
(d) Total CSR obligation for the financial year (7a+7b- 7c): ₹ **12,17,594.00/-**
- (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
13,46,932.00/-	NIL	NA	NA	NIL	NA

(b) Details of CSR amount spent against ongoing projects for the financial year: **Not Applicable**

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act	(4) Local area (Yes/No)	(5) Location of the project		(6) Amount spent for the project (in ₹)	(7) Mode of implementation - Direct (Yes/No)	(8) Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
1.	Animal Welfare	Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water [including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga]	Yes	Rajasthan	Jhunjhunu	60,000	No	Shri Gopal Gaushala	CSR00027918
2.	Animal Welfare	Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water [including contribution to the Clean Ganga Fund set-up by the Central Government for rejuvenation of river Ganga]	Yes	Rajasthan	Jhunjhunu	30,000	No	Lehar Foundation	CSR00066045
3.	Distribution of Foods	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	No	Uttar Pradesh	Vrindavan	1,18,156	No	Lehar Foundation	CSR00066045



(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
4.	Distribution of Foods	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	No	Uttarakhand	Rishikesh	31,000	No	Lehar Foundation	CSR00066045
5.	Distribution of Foods	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Rajasthan	Jhunjhunu	2,78,276	No	Lehar Foundation	CSR00066045
6.	Distribution of Blankets	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Rajasthan	Jhunjhunu	31,500	No	Lehar Foundation	CSR00066045
7.	Promoting Education, Scholarships & Setup facility for Students	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects	Yes	Rajasthan	Jhunjhunu	1,00,000	No	Lehar Foundation	CSR00066045

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/No)	Location of the project		Amount spent for the project (in ₹)	Mode of implementation - Direct (Yes/No)	Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
8.	Promoting Education, Scholarships & Setup facility for Students	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects	No	New Delhi	New Delhi	3,00,000	No	Lehar Foundation	CSR00066045
9.	Contribution to Free Students Homes which includes education, food, cloths, books etc	Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects	Yes	Rajasthan	Jaipur	1,80,000	No	Lehar Foundation	CSR00066045
10.	Distribution of Foods	Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swach Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.	Yes	Rajasthan	Jaipur	18,000	No	Lehar Foundation	CSR00066045
11.	Promoting Culture Activities	Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional art and handicrafts.	Yes	Rajasthan	Jaipur	2,00,000	No	Lehar Foundation	CSR00066045
TOTAL						13,46,932			

(d) Amount spent in Administrative Overheads: **Not Applicable**

(e) Amount spent on Impact Assessment, if applicable: **Not Applicable**

(f) Total amount spent for the Financial Year (8b+8c+8d+8e): ₹ **13,46,932.00/-**



(g) Excess amount for set off, if any

Sl. No	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)*	12,17,594.00/-
(ii)	Total amount spent for the Financial Year	13,46,932.00/-
(iii)	Excess amount spent for the financial year [(ii)-(i)]	1,29,338.00/-
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	--
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	1,29,338.00/-

* Net of excess contribution from previous years set-off in the current financial year

9. (a) Details of Unspent CSR amount for the preceding three financial years: Not Applicable

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s): Not Applicable

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

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

By the order of the Board
for **Lehar Footwears Limited**

Raj Kumar Agarwal
DIN: 00127215
(Chairman & Whole Time Director)

Naresh Kumar Agarwal
DIN: 00106649
(Chairman of CSR Committee)

Date: 12.08.2025
Place: Jaipur

Annexure –III to the Board’s Report

FORM MR-3

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED 31st MARCH, 2025

To
Members
Lehar Footwears Limited
A-243 (A) Road No. 6, V.K.I. Area Jaipur, Rajasthan-302013

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **M/s Lehar Footwears Limited (CIN L15209RJ1994PLC008196)** (hereinafter called “the Company”). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the Corporate Conducts/ Statutory Compliances and expressing my opinion thereon.

Based on my verification of the **Lehar Footwears Limited** books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company, has during the audit period covering the financial year ended on 31st March, 2025, complied with the statutory provisions listed hereunder and also that the Company has proper Board process and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by **Lehar Footwears Limited** (“The Company”) for the financial year ended on 31st March, 2025, according to the provisions of:

- i. The Companies Act, 2013 and any amendments thereof (hereinafter collectively referred to as the “the Act”) and the Rules made thereunder;
- ii. The Securities Contracts (Regulation) Act, 1956 (‘SCRA’) and the rules made thereunder including amendment thereof;
- iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed there under by the Depositories with regard to dematerialization/rematerialization of securities and reconciliation of records of dematerialized securities with all securities issued by the Company;
- iv. Foreign Exchange Management Act, 1999 and the Rules and Regulations made there under to the extent of Foreign Direct Investment (FDI) and Overseas Direct Investment and External Commercial Borrowings. [The Company has not raised any External Commercial Borrowings during the Audit period];

- v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (‘SEBI Act’)-
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 including amendment thereof;
 - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 including amendment thereof;
 - c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 including amendment thereof;
 - d. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 including amendment thereof (hereinafter collectively referred to as “Listing Regulations”);
 - e. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity), Regulations, 2021; **Not Applicable**
 - f. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations 2021; **Not Applicable**
 - g. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993; **Not applicable during the period under review as the Company is not acting as a Registrar and Share Transfer Agent**
 - h. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **Not Applicable as the Company has not get delisted its equity shares from any stock exchange during the financial year under review.**
 - i. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **Not Applicable as the Company has not bought back any of its securities during the financial year under review**
 - j. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 including amendment thereof;
 - k. Legal Metrology Act, 2009 and Rules made thereunder;



- l. The Factories Act, 1948 and Rules made thereunder;
- m. Shops and Establishment Act, 1953; **Not Applicable**
- n. Contract Labour (Regulation and Abolition) Act, 1970;
- o. The Maternity Benefits Act, 1961;
- p. The Minimum Wages act 1948;
- q. The Payment of Bonus Act, 1965;
- r. The Environment (Protection) Act, 1986
- s. The Payment of Gratuity Act, 1972
- t. The EPF & Misc. Provisions Act, 1952;

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

- i. Secretarial Standards issued by The Institute of Company Secretaries of India.
- ii. The Listing Agreements entered into by the Company with BSE.
- iii. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), 2015.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards etc. mentioned above.

I further report that:

1. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
2. Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, except for some meetings which were called on shorter notice and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.
3. All decisions at Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of all such meetings.

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

I further report that during the audit period, following specific events / actions having a major bearing on the company's affairs occurred:

1. The Company has expanded its business beyond footwear into manufacturing and trading of various goods such as bags, socks, uniforms, electrical items, tools, equipment, parts, accessories, and other kits. At its 30th Annual General Meeting held on 10th September 2024, the Company amended its main objects clause by adding two new business objects, which were approved by shareholders via Special Resolution and subsequently registered with the Registrar of Companies, Jaipur.
2. Notice of Postal Ballot (E-Voting) were sent on 04/02/2025 through email to all the members who held shares of the Company as on Cut-off date, i.e., 31/01/2025 for approval of members for:
 - a) Re-designation of Mr. Raj Kumar Agarwal (DIN: 00127215) as Chairman and Whole-time Director of the Company, with effect from 7th March, 2025 via Special Resolution passed through Postal Ballot.
 - b) Re-designation of Mr. Pramod Kumar Agarwal (DIN: 00108167) as Whole-time Director of the Company, with effect from 7th March, 2025 via Special Resolution passed through Postal Ballot.
 - c) Re-designation of Mr. Naresh Kumar Agarwal (DIN: 00106649) as Managing Director of the Company, with effect from 7th March, 2025 via Special Resolution passed through Postal Ballot.
 - d) Appointment of Ms. Rakshanda Jain (DIN: 10919059) as a Non-Executive Woman Independent Director for a period of 5 years commencing from 24th March, 2025 via Special Resolution passed through Postal Ballot dated 7th March, 2025.

All the said Special Resolutions were carried with requisite majority effective from 7th March, 2025.

3. Mrs. Preeti Goyal (DIN: 07109775) ceased to hold office as a Non-Executive Woman Independent Director upon completion of her tenure, with effect from the close of business hours on 25th March 2025.

For **Gaurav G & Associates**

Company Secretaries

Unique Code: S2025RJ1004900

Peer Review No.: 2799/2022

CS Gaurav Goyal

Proprietor

FCS: 13147 CP NO. 22052

UDIN: F013147G000725463

Place: Jaipur

Date: 07/07/2025

This Report is to be read with our letter of even date which is annexed as Annexure A and Forms an integral part of this report.

ANNEXURE – A

To,
The Members,
Lehar Footwears Limited
A-243 (A) Road No.6, V.K.I. Area Jaipur, Rajasthan-302013

My Secretarial Audit report of even date is to be read along with this letter.

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

For **Gaurav G & Associates**
Company Secretaries
Unique Code: S2025RJ1004900
Peer Review No.: 2799/2022

CS Gaurav Goyal
Proprietor
FCS: 13147 CP NO. 22052
UDIN: F013147G000725463
Place: Jaipur
Date: 07/07/2025



Annexure –IV to the Board's Report

FORM AOC- 1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of subsidiaries or associate companies or Joint ventures*

Part A Subsidiaries

1.	S. No.	01.
2.	Name of the subsidiary	Lehar Foundation*
3.	The date since when subsidiary was acquired	08.11.2023
4.	Reporting period for the subsidiary concerned, if different from the holding company's reporting period.	NA
5.	Reporting currency and Exchange rate as on the last date of the relevant financial year in the case of foreign subsidiaries.	NA
6.	Share capital	10,000
7.	Reserves and surplus	50,916
8.	Total assets	65,506
9.	Total Liabilities	4,590
10.	Investments	-
11.	Turnover/Donation Income	14,10,010
12.	Profit before taxation/Surplus for the period	50,916
13.	Provision for taxation	-
14.	Profit after taxation/Surplus carry forward	50,916
15.	Proposed Dividend	-
16.	Extent of shareholding (in percentage)	-

**Lehar Foundation is purely incorporated as a not for profit making Company with specific objective to undertake CSR projects. As per Para 10 of AS-21, If the objective of control over such entities is not to obtain economic benefits from their activities, then such entities are not to be considered for the purpose of preparation of consolidated financial statements. Hence, financial statement of the Lehar Foundation is not consolidated with Lehar Footwears Limited.*

- Names of subsidiaries which are yet to commence operations: **Nil**
- Names of subsidiaries which have been liquidated or sold during the year: **Nil**

Part B Associates and Joint Ventures

Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures-**NA**

By the order of the Board
for **Lehar Footwears Limited**

Raj Kumar Agarwal
Chairman & Whole Time Director
DIN: 00127215

Rakesh Kumar Soni
Chief Financial Officer

Ritika Poddar
Company Secretary

Date: 12.08.2025
Place: Jaipur

Annexure –V to the Board’s Report

Information Under Section 134 (3) (m) of the Companies Act, 2013 read with Rule 8 (3) of the Companies (Accounts) Rules, 2014 and forming part of the Directors’ Report for the year ended 31st March, 2025.

A. CONSERVATION OF ENERGY

The steps taken or impact on conservation of energy	<ul style="list-style-type: none"> • Optimization of different processing steps for maximum utilization of input energy. • Installation of LED lights & motion sensors to reduce redundant electricity consumption. • The Company also continuously encourages its employees to save the natural resources wherever possible through campaigning. • Use of recycled water for cooling tower application. • The company has already installed solar plant with grid supply at its two units situated at A-243(A), Road No.6, V.K.I. Area, Jaipur-302013 of 200 KW and SP-41D, RIICO Industrial Area, Kaladera, Tehsil Chomu, District Jaipur, Rajasthan-303801 of 600 KW.
The steps taken by the company for utilising alternate sources of energy	The company has already installed solar plant with grid supply at its two units situated at A-243(A), Road No.6, V.K.I. Area, Jaipur-302013 of 200 KW and SP-41D, RIICO Industrial Area, Kaladera, Tehsil Chomu, District Jaipur, Rajasthan-303801 of 600 KW.
The capital investment on energy conservation equipments	The Company has advanced during the year Rs. 67 lakhs to the supplier for the further installation of solar plant at our unit situated at SP-41D, RIICO Industrial Area, Kaladera, Tehsil Chomu, District Jaipur, Rajasthan-303801 of 300 KW.

B. TECHNOLOGY ABSORPTION

- (i) Efforts in brief, made towards Technology absorption, adaptation and innovation:

During the year company has installed fully automatic EVA injection moulding machine and the machines are imported from China. The company has also done atomisation of the Upper Cutting Process and also started it through the Software using Corel Draw.

The Technology used for manufacturing of products of the Company is fully absorbed and new innovations in process control, product development, cost reduction and quality improvements are being made on continuous basis.

- (ii) Benefits derived as a result of the above Efforts:

Improvement in overall productivity, quality of the products and reduced process scrap and cost.

- (iii) In case of imported technology (imported during the last 3 years reckoned from the beginning of the financial year), following information may be furnished:

(a) the details of technology imported: The company has set up the design studio for the improvements of the designs and for the improvements of quality at the unit situated at A-243(A), Road No.6. V.K.I. Area, Jaipur, Rajasthan-302013. The company has started manufacturing the EVA footwear and also started using the laser cutting machine for its upper and insole cutting process.

(b) the year of import: The latest technology was imported during the year 2024-25.

(c) whether the technology been fully absorbed: The company has fully used the latest technology during the year 2024-25.

(d) if not fully absorbed, areas where absorption has not taken place, and the reasons thereof;



(iv) The expenditure incurred on Research and Development

Company has incurred expenditure on Research and Development which are mentioned below:

(₹ in Lakh)		
Particulars	2024-25	2023-24
Investment in Plant and Machinery & Equipment for R & D	-	6.25
Recurring R & D Expenditure	5.70	30.90

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

- a) Activities relating to exports, initiatives taken to increase exports, development of new export markets for products and services and export plans: During the year company has done expenditure through the scheme of Brand Promotion scheme of IFLDP to promote the brand in International Market and increase the export through online promotion of brands as well as outdoor activities conducted by the company to promotes its products in foreign market. The company has also participated in various international exhibition of footwear in support of the promotion of our brand in the international market.
- b) Total foreign exchange used and earned:
 Used : ₹ 1973.62 Lakhs
 Earned : ₹ 4073.58 Lakhs

By the order of the Board
for **Lehar Footwears Limited**

Raj Kumar Agarwal
Chairman & Whole Time Director
DIN: 00127215

Date: 12.08.2025
Place: Jaipur

Management Discussion and Analysis

ECONOMIC OVERVIEW

Global Economy

FY2024-25 witnessed the global economy entering a phase of heightened uncertainty, shaped by shifting policy priorities, escalating trade tensions, and a fragile recovery from earlier disruptions. As per IMF's April 2025 World Economic Outlook titled "A Critical Juncture amid Policy Shifts", global growth is expected to slowdown to 2.8%, well below the 2000–2019 average of 3.7%.

This downward revision is largely driven by an increase in global trade barriers, particularly new tariff measures by the US and reciprocal actions by trading partners. These developments have disrupted trade and investment flows, adding to policy uncertainty worldwide. Advanced economies are projected to expand modestly – 1.8% for the US and just 0.8% for the euro area – amid tighter financial conditions and weakening demand. Emerging markets and developing economies are forecast to grow by 3.7%, but continue to face challenges from capital outflows and restricted access to credit.

Inflation continues to ease globally, with headline inflation expected at 4.3% in 2025, although the disinflation process remains slower than initially projected. Risks to the outlook remain firmly on the downside, including geopolitical tensions, market volatility, and declining global development support – factors that could disproportionately impact credit-dependent emerging economies.

Against this backdrop, the IMF stresses the need for globally coordinated responses to preserve macroeconomic stability. For India, this calls for strengthening economic resilience through prudent fiscal management, inclusive financial systems, and adaptive policy frameworks.

(Source: [IMF World Economic Outlook - April 2025](#))

Indian Economy

Despite on-going global headwinds and geopolitical uncertainties, the Indian economy continued to display resilience and robust momentum through FY2024-25. The Reserve Bank of India's March 2025 bulletin highlighted that strong domestic demand, supportive policy measures, and structural reforms were instrumental in sustaining India's steady macroeconomic performance.

India's GDP grew at an estimated 6.5% during FY2024-25, supported by broad-based recovery across consumption, investment, and government expenditure. Sectors such as construction, trade, and financial services remained key growth drivers, aided by infrastructure development and credit expansion.

Inflationary pressures moderated, with consumer price inflation falling to 3.6% in February 2025, driven by lower food prices. However, core inflation remained at 4.1%, reflecting lingering cost pressures. The RBI's calibrated monetary policy and fiscal support helped maintain liquidity stability and foster growth.

The external sector held firm despite global market volatility, although sustained foreign portfolio investment (FPI) outflows exerted pressure on the rupee. Domestic investors provided partial support, but currency depreciation remains a key risk.

India's labour market also improved. Manufacturing registered its second-highest employment growth since PMI tracking began, while services saw healthy hiring trends. Urban unemployment dropped to 6.4%, indicating resilient domestic demand.

With GDP touching USD 4.3 trillion by FY2024-25-end, India is poised to overtake Japan and soon become the world's fourth-largest economy. While it still trails China significantly, India's ascent is notable.

Looking ahead, the RBI projects 6.5% growth for FY2025-26, with inflation remaining within target. While global risks persist, India's growth outlook remains positive, supported by sound fundamentals and proactive policymaking.

(Source: [Ministry of Statistics and Programme Implementation \(MOSPI\)](#), [RBI Issues April 2025 Policy Update](#))

INDUSTRY STRUCTURE AND DEVELOPMENT

Global Footwear Industry

The global footwear market continued to demonstrate strong momentum in 2024, building on the positive trend of the previous year. The market was valued at approximately USD 463.9 billion in 2024, as per estimates by [Fortune Business Insights](#), up from USD 386.7 billion in 2023, indicating sustained growth. This expansion was fuelled by rising demand across categories – ranging from athletic and casual shoes to formal and fashion footwear – underpinned by increasing health consciousness, evolving lifestyle preferences, and a greater focus on comfort and performance.

Technology and sustainability continue to shape the industry landscape. Brands are increasingly adopting eco-friendly materials and innovative manufacturing processes, including 3D printing and recycled components, to meet the growing consumer appetite for sustainable footwear. Meanwhile, the on-going surge in e-commerce has expanded global reach and made customised, digitally-enabled shopping experiences a norm rather than a novelty.



Emerging markets in Asia-Pacific and Latin America have remained key growth engines, thanks to urbanisation, rising disposable incomes, and expanding retail infrastructure. The athletic footwear segment, in particular, has witnessed robust demand, driven by heightened focus on wellness and active lifestyles.

Looking ahead, the global footwear market is projected to grow at a CAGR of 6.9% and reach approximately USD 789.5 billion by 2032. Key drivers include changing fashion cycles, sports and fitness trends, digital influence, and technological upgrades in footwear design and comfort –reinforcing the sector's long-term growth potential.

Indian Footwear Industry

India remains the world's second-largest footwear producer, contributing approximately 13% to global production. In 2024, the Indian footwear market was valued at around USD 18.8 billion. The sector continues to be a significant employment generator, providing livelihoods to approximately 4.5 million individuals, with women comprising around 40% portion of the workforce. The organised segment of the industry has been gaining ground, propelled by the proliferation of e-commerce platforms, changing consumer preferences towards branded products, and the expansion of retail infrastructure. However, the unorganised sector still holds a considerable share, presenting both challenges and opportunities for formal players.

In terms of exports, the industry witnessed a robust performance in FY2024-25, with leather and non-leather footwear exports surging by approximately 25% to USD 5.7 billion. This growth was primarily driven by healthy demand from key markets such as the United States and the United Kingdom.

Regulatory developments have also shaped the industry landscape. The Bureau of Indian Standards (BIS) Quality Control Orders (QCOs) for various categories of footwear, including leather and polymer-based products, came into effect on August 1, 2024. These mandates aim to enhance product quality and standardisation across the sector. To facilitate a smooth transition, the government has allowed the sale of non-BIS-certified inventory manufactured or imported before the implementation date until July 31, 2026.

(Source: [IMARC Group](#), [PIB](#), [Economic Times](#))

Outlook

The Indian footwear industry is poised for significant growth, with projections estimating the market to reach USD 46 billion by 2033, growing at a CAGR of 10.1% from 2025 onwards. Key growth drivers include the increasing shift towards non-leather footwear, rising health and fitness awareness boosting demand for athletic shoes, and the continued expansion of online retail channels.

While challenges such as competition from the unorganised sector and regulatory compliance persist, the industry's trajectory remains positive, supported by favourable demographic trends, technological advancements, and evolving consumer preferences.

(Source: [IMARC Group](#))

Emerging Trends in the Footwear Industry

The global and domestic footwear landscape is evolving rapidly, shaped by shifting consumer preferences, technological advancements, and increased environmental consciousness. Several key trends are redefining how footwear is designed, marketed, and consumed:

Sustainability and Eco-Conscious Materials: There is growing emphasis on sustainability across the footwear value chain. Consumers are increasingly aware of the environmental impact of their purchases, prompting brands to adopt greener alternatives. The use of recycled materials, plant-based or vegan leathers, and eco-friendly production methods is on the rise. These efforts are not only aimed at reducing the industry's carbon footprint but also at aligning with consumer demand for non-leather and ethically produced products.

Comfort-Driven Innovation and Functional Design: Comfort is emerging as a key purchase criterion across all footwear categories. Driven by increasing health awareness and active lifestyles, there is rising demand for footwear that blends style with utility. Brands are investing in ergonomic designs, advanced cushioning technologies, and breathable materials to deliver superior comfort. The growing popularity of athleisure and casual wear also reflects this comfort-first mindset.

New BIS and export market opportunity: The Indian government has introduced new BIS (Bureau of Indian Standards) quality standards, effective April 2025. These new regulations aim to improve product quality, safety, and competitiveness in global markets, benefiting both domestic manufacturers and consumers. By ensuring compliance with national standards, the industry can improve product quality, build trust, and access global markets. This also helps level the playing field for domestic manufacturers, making it easier for them to compete with imported brands.

Competitive advantage for Indian footwear industry: After re-election to its second term, the Trump administration imposed steep protective tariffs on goods imported into the United States, including leather and non-leather footwear. These tariffs are intended to be reciprocal and address trade imbalances and will have a significant impact on the global footwear industry. However, as the tariffs on the Indian footwear industry are lower than those imposed on competing nations – China, Vietnam and Bangladesh – it could enjoy a comparative advantage. Out of the country's USD 4 billion leather and non-leather footwear exports in April-Feb of FY2024-25, the US accounted for 22% or USD 870 million.

These trends are likely to shape future product development, marketing strategies, and competitive positioning within the footwear industry, both in India and globally.

Factors Driving Industry Growth

The Indian footwear industry is witnessing strong growth, backed by favourable policy support, changing consumer preferences, and a rising demand for branded, high-quality products.

Growth Drivers

To promote domestic manufacturing and reduce reliance on imports, the Government of India has raised import duties on finished footwear and is considering expanding the Production Linked Incentive (PLI) scheme. These efforts, alongside initiatives like Make in India and the establishment of the Footwear Design and Development Institute (FDDI), are enhancing local capabilities and creating a more competitive domestic ecosystem.

There is a growing need for investment in dedicated design and R&D centres, especially for non-leather footwear. While many Indian manufacturers replicate existing styles, innovation in design and materials are crucial to compete globally. R&D-driven production can help the industry shift from traditional methods to more automated and scalable operations, while aligning with global sustainability trends.

India's rising disposable incomes are also transforming consumer behaviour. The premiumisation trend is evident, with the share of premium footwear projected to rise from 47% in FY2020-21 to 49% in FY2024-25. Consumers are increasingly opting for branded products that offer better design, comfort, and durability – spurring growth for both established and emerging brands.

Technology is further reshaping the industry. Innovations such as smart footwear with fitness tracking and posture correction features are gaining traction. These high-tech offerings, combined with performance-enhancing materials, are elevating consumer expectations and expanding the premium segment.

Population growth and urbanisation continue to boost demand. India's projected population of 1.5 billion by 2030, along with increasing urban concentration, is expected to fuel sustained demand for fashionable, functional, and easily accessible footwear.

Challenges of the Indian Footwear Industry

Despite strong fundamentals, several challenges persist. The dominance of the unorganised sector – accounting for around 70% of the market – makes it difficult for organised players to compete on price and reach. Inventory management also

remains a key concern, with excess stock leading to high holding costs and impacting profitability.

The labour-intensive nature of footwear manufacturing adds further pressure on costs and operational efficiency. Moreover, intense competition, both from domestic and global players, has led to thin margins and pricing pressures, particularly in mass-market segments.

While these challenges are real, the industry's shift towards premiumisation, digital transformation, and design-led growth presents significant opportunities for agile, brand-focused players.

Company Overview

With over 30 years of experience, Lehar Footwears Limited (referred to as 'Company' or LFL) continues to be one of North India's prominent mass-market footwear manufacturers. Lehar focusses on delivering fashionable and affordable non-leather footwear, offering a wide array of products across 1,300+ active SKUs. These include lightweight open footwear, EVA/PVC/PU-injected footwear, Hawai slippers, school shoes, canvas shoes, sports shoes, and PVC shoes – serving men, women, and children across multiple customer segments.

LFL has built a strong presence in over 27 states, supported by a robust distribution network of 520+ dealers nationwide. Additionally, the Company maintains an active export footprint, supplying products to various countries across Africa, the Middle East, and South East Asia.

The Company operates five integrated manufacturing facilities located in Rajasthan, along with two factory outlet retail stores in Jaipur. These production units are equipped with advanced machinery and adhere to global standards of manufacturing and quality. Continued investment in technology and infrastructure has enabled the Company to diversify its product portfolio.

By leveraging design, affordability, and scale, LFL remains committed to offering reliable and value-driven footwear to millions of consumers across India and beyond.

Expansion into Government-Supported Initiatives: PM Vishwakarma Scheme

In addition to its core footwear business, Lehar Footwears Limited has forayed into a high-impact new business segment – the Tool Kit business, which commenced in Q2 of FY2024-25. This strategic diversification aligns with the Government of India's PM Vishwakarma Yojana, a flagship Central Sector Scheme focussed on uplifting traditional artisans and craftspeople across 18 trades. The scheme provides end-to-end support including skill development, access to credit, and the provision of toolkits, with a total outlay of ₹13,000 crores aimed at benefiting 30 lakh families.



Under this initiative, the Company has been granted an order for supply of carpenter toolkits – covering procurement, assembling, packaging, warehousing, and quality control – based on standards prescribed by the National Small Industries Corporation (NSIC). This business has now transitioned from a proof-of-concept phase to full-scale execution with a Pan-India network of warehouses and robust delivery capabilities.

Lehar's strong execution capabilities and reliable delivery have earned it a leading position as one of the major vendors under the PM Vishwakarma Scheme. This early-mover advantage not only provides a high-return, asset-light business opportunity but also aligns the Company with India's employment-generation programmes. It offers a sustainable long-term growth runway while reinforcing Lehar's role in contributing meaningfully to nation-building efforts.

Segment-Wise or Product-Wise Performance

Footwear business

In FY2024-25, the Company sold approximately 1.7 crore pairs of footwear, compared to 1.9 crore pairs in FY2023-24. Revenue was primarily driven by three core segments – the domestic channel, government tenders, and exports.

Despite a challenging consumption environment, particularly in rural and semi-urban areas, the Company maintained stable domestic volumes. The domestic channel continued to be the largest contributor, accounting for 54% of total footwear revenue in FY2024-25, followed by exports at ~25% and government tender at ~21%.

Toolkit business

The Company sold 69,288 toolkits in FY2024-25 and as of March 31, 2025, the company has an outstanding order book of ~₹ 195 crores, with an execution timeline of 6 to 9 months. In addition, company is expected to receive additional order under the current order book, further enhancing sales visibility.

Operational Performance

In FY2024-25, Lehar Footwears Limited achieved several important operational milestones, marking a pivotal year in its strategic evolution across both the footwear and toolkit businesses.

The **footwear segment** saw a strong consolidation, led by the launch of EVA footwear, a fast-growing category targeted at younger, trend-conscious consumers. The Company successfully commissioned new machinery to support this

product line, enabling timely market entry and strong traction in the premium low-cost segment. This move has broadened Lehar's product portfolio and enhanced its relevance in evolving market segments. The company plans to enter into the closed footwear segment with a focus on sports shoes towards further improving its positioning in the market.

Export sales registered mild growth during the year. However, addition of new product category has created a strong platform for future expansion. With favourable geopolitical conditions and growing demand from international buyers, the Company remains focussed on increasing wallet share in its existing overseas markets, while simultaneously exploring entry into new geographies.

Domestically, sales began to recover after a prolonged slowdown towards the end of the financial year, especially in the low and mid-range categories where rural demand had previously remained tepid. Early signs of stabilisation were visible by Q4, suggesting improved consumer sentiment and better offtake across trade channels.

The government tender business, however, remained muted due to the impact of state and central elections, which delayed procurement cycles in key markets. This segment is expected to regain momentum in FY2025-26 as the administrative machinery normalises and fresh tenders are rolled out.

The **Tool Kit business** has rapidly scaled from a proof-of-concept to full-fledged operations, supported by a Pan-India infrastructure network. Warehousing and logistics facilities have been set up across all four regions – Jaipur (West), Delhi (North), Patna (East), and Vijayawada (South) – enabling efficient distribution. A robust pre-dispatch quality assurance system has been implemented to meet NSIC standards, alongside a customer service network comprising a central call centre and on-ground technical support. With a largely asset-light model, parts of the tool kits are manufactured in-house while the rest are sourced through a network of vetted vendors.

Lehar's Toolkit business cemented its position as a preferred implementation partner under the PM Vishwakarma Yojana. The Company ensured seamless execution and uninterrupted supply throughout the year. Backed by a robust operational setup and a strong bid pipeline, Lehar is also preparing to enter new product categories under the scheme, enabling broader participation across both existing and new verticals.

Financial Performance (₹ in Lakhs)

Particulars	FY2024-25	FY2023-24	Variance (%)
Operating Revenue	27,721.3	19,426.1	42.7
Total Income	27,748.0	19,483.3	42.4
Operating Profit	2610	1,830	42.6
Finance Cost	700	580	20.7
Depreciation	490	410	19.5
Profit/(Loss) Before Tax	1,444.4	890.2	62.3
Tax	357.5	234.4	52.5
Net Profit/(Loss)	1,086.9	655.8	65.7

Key Financial Ratios

Particulars	FY2024-25	FY2023-24
Debtors Days	75	125
Inventory Turnover Ratio (times)	3.5	2.5
Debt Service Coverage Ratio (times)	2.0	1.4
Current Ratio (times)	1.3	1.4
Debt Equity Ratio (times)	0.8	0.9
Operating Margin (%)	9.4	9.4
ROE (%)	13.6	9.5
ROCE (%)	17.3	12.3

In FY2024-25, the Company witnessed significant growth across various financial metrics. Revenue from operations stood at ₹ 277.2 crores, compared to ₹ 194.3 crores in the previous year, reflecting an increase of 42.7%. EBITDA remained constant at 8.4%, reaching ₹ 26.1 crores from ₹18.3 crores in FY2023-24. This growth highlights the operational efficiency of the Company.

Profit Before Tax increased to ₹ 14.4 crores from ₹ 8.9 crores in FY2023-24, showing a robust growth of 62.25%. Similarly, Profit After Tax for FY2024-25 was ₹ 10.86 crores, compared to ₹ 6.5 crores in FY2023-24, reflecting a growth of 65.7%.

Outlook

Lehar Footwear enters FY2025-26 with renewed momentum and a sharp focus on scaling its operations across both core and new business segments. The Company is actively executing a refreshed sales and distribution strategy, targeting high-potential markets, strengthening its dealer network, and expanding its on-ground sales force to ensure agile market responsiveness and deeper customer penetration.

In the **footwear segment**, FY2025-26 will mark a key phase of product expansion and portfolio diversification. The successful launch of the EVA category has opened up fresh avenues for growth, and will drive sales, especially among younger consumers seeking comfort and style. Looking ahead, your Company is preparing to enter the **closed footwear and sports shoes segments**, a new manufacturing facility has been setup for the closed footwear and sports shoes segments and is expected to be

commercialised and operational by July 10, 2025, enabling market coverage and portfolio diversification.

On the international front, exports are poised for an upswing, supported by improving geopolitical conditions and favourable demand dynamics. The Company plans to deepen its presence in existing international markets, while also exploring opportunities in new geographies. Additionally, the government footwear supply business, which saw a slowdown during the election year, is expected to regain traction as procurement cycles normalise.

In the toolkit segment, Lehar's position as a preferred implementation partner under the PM Vishwakarma Yojana continues to strengthen. A robust bid pipeline is already in place for FY2025-26 in current product categories. The Company is also planning to expand its participation into new toolkit categories under the scheme, thereby broadening its presence across both existing and emerging verticals. This aligns with Lehar's vision of supporting national employment generation and skilling efforts while unlocking a sustainable, asset-light growth opportunity.

With a clear roadmap in place, Lehar Footwear is poised to harness operational synergies, deepen its impact in both commercial and government channels, and build on its strengths in manufacturing, innovation, and execution. The Company remains committed to delivering long-term stakeholder value while supporting India's broader development goals.



Risks and Concerns

Effective risk management is a critical component of Lehar Footwear's strategic execution and operational performance. The Company acknowledges that while certain risks are inherent to the business environment, proactive identification and mitigation can ensure long-term resilience and sustained growth.

Operating in a highly competitive industry, Lehar Footwear faces constant pressure from both domestic players and international brands. However, the breadth of its product portfolio provides a strategic advantage, allowing the Company to cater to diverse consumer segments. To further strengthen its competitive positioning, the Company is enhancing its market reach through a deeper retail footprint and an expanded distribution network.

Rapidly evolving consumer preferences present another key challenge. A failure to align product offerings with current trends may affect customer engagement and sales. To stay ahead of this curve, the Company places a strong emphasis on continuous product innovation and fashion-forward design, ensuring offerings remain relevant and appealing across markets.

Talent retention is also a priority, especially in today's competitive employment landscape. The Company mitigates this risk by offering attractive compensation packages, fostering career growth, and nurturing a supportive work culture that encourages employee engagement and development.

With increasing reliance on digital platforms and data-driven operations, cybersecurity is an area of growing concern. Lehar Footwear has implemented comprehensive security protocols to safeguard sensitive information and maintain operational integrity.

The Company continuously monitors its key risks and engages with relevant Board committees to evaluate and address emerging challenges. Through a structured and dynamic risk management approach, Lehar Footwear remains committed to preserving stakeholder value while pursuing strategic opportunities.

Human Resources / Industrial Relations

At Lehar Footwear, Human Resource Management is viewed as a key enabler of business success. The Company fosters a performance-driven, customer-centric culture supported by engaged and value-oriented employees. Its HR strategy is closely aligned with organisational objectives, with a strong focus on the holistic development of its workforce.

Employee training and development remain a priority, aimed at enhancing knowledge, skills, and collaboration across functions. Structured training programmes are designed not only to improve current job performance but also to prepare employees for future roles and leadership opportunities within the organisation.

Recruitment processes continue to be streamlined and aligned with business needs, ensuring that the right talent is brought on board at the right time. In addition, various employee engagement initiatives have been implemented to boost morale, strengthen team cohesion, and enhance workplace satisfaction.

As of March 31, 2025, the total workforce of the Company, including contractual employees, stood at 781 people on roll, including contractors. Lehar Footwear remains committed to investing in its people and nurturing a positive and inclusive work environment.

Internal Control Systems and Their Adequacy

The Company has established a well-structured and adequate internal control system tailored to the scale, nature, and complexity of its operations. This framework incorporates defined authorisation hierarchies, supervision mechanisms, checks and balances, and detailed procedures, all governed by documented policy guidelines and operational manuals. These controls ensure that all transactions are properly authorised, accurately recorded, and compliant with applicable regulations and internal policies.

Operational managers maintain control over key processes through the use of standardised operating procedures, financial authority matrices, and process manuals, which are periodically reviewed and updated to drive continuous improvement and operational efficiency.

A strong internal audit function is central to the Company's governance framework. The internal audit system operates independently to evaluate the effectiveness of controls, ensure compliance, and identify potential areas for enhancement across all functions.

Audit findings and recommendations are regularly reviewed by senior management and presented to the Audit Committee of the Board. Based on these insights, corrective actions are implemented in a timely manner to strengthen the overall control environment and support sustainable business performance.

Cautionary Statement

Statements in this report describing the Company's objectives, projections, estimates and expectations may constitute 'forward-looking statements' within the meaning of applicable laws and regulations that involve risks and uncertainties. Such statements represent the intention of the management and the efforts being put in place by them to achieve certain goals. Actual results might differ materially from those either expressed or implied in the statement depending on the circumstances. Therefore, the investors are requested to make their own independent assessments and judgements by considering all relevant factors before making any investment decision.

Annexure VI of the Board's Report

Corporate Governance Report

In accordance with Regulation 34(3) read with Part C of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'SEBI Listing Regulations') the details of compliance by the Company with the norms on Corporate Governance are as under:

The Corporate Governance standards established (and updated from time to time) by the Board of the Company provide a structure within which directors and the Management can effectively pursue the Company's objectives for the benefit of its stakeholders.

COMPANY'S CORPORATE GOVERNANCE PHILOSOPHY

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. Corporate Governance is an integral part of Company's philosophy. Corporate Governance is the application of best management practices, compliance of laws and adherence to ethical standards to achieve the Company's objective of enhancing shareholders and stakeholders' value. The Company's philosophy on the 'Code of Governance' is based on compliance of applicable provisions and requires exchange of relevant information and appropriate disclosures to each group of stakeholders, connected with the area of common interest/stake between the Company and the Stakeholder. Apart from complying with the statutory requirements, effective systems and practices towards improving transparency and internal controls have been institutionalized. The Company firmly believes that

corporate governance standards should go beyond the law and must satisfy the spirit of law and not just the letter of the law. This is a way of life at Lehar Footwears Limited and is driven relentlessly across the organization.

The Company is in compliance with the requirements stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable, with regard to corporate governance.

The details of 'Lehar Footwear' board structure and the various committees that constitute the governance structure of the organization are covered in detail in this report.

COMPOSITION OF BOARD OF DIRECTORS

As on 31st March, 2025, the Company has Six Directors. Out of the Six Directors, three (i.e., 50 percent) are Non-Executive Independent Directors including independent woman director. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 and 152 of the Act.

The Board is at the core of our Corporate Governance practice and oversees and ensures that the Management serves and protects the long-term interest of all our stakeholders. We believe that an active, well - informed and independent Board is necessary to ensure the highest standards of Corporate Governance.

a) Composition of the Board:

As on 31st March, 2025, the Composition of Board of Directors is as follows:

Composition of Board and Directorship/ Committee Memberships as on 31st March, 2025

S. No.	Name of Directors	Category	No. of Directorship(s) held in other Public Limited Companies (including this)*	No. of Committee(s) position held in other Companies (including this)*		Directorship in other listed entity (Category of Directorship)*
				Chairman	Member	
01.	Raj Kumar Agarwal ¹	Chairman & Whole Time Director	01. Lehar Footwears Limited	0	1	0
02.	Pramod Kumar Agarwal ²	Whole Time Director	01. Lehar Footwears Limited	0	0	0
03.	Naresh Kumar Agarwal ³	Managing Director	01. Lehar Footwears Limited	1	2	0
04.	Sandeep Kumar Jain	Non-Executive Independent Director	01. Lehar Footwears Limited 02. Shree Rajasthan Syntex Ltd	3	4	1 (Non-Executive Independent Director)- Shree Rajasthan Syntex Ltd.



S. No.	Name of Directors	Category	No. of Directorship(s) held in other Public Limited Companies (including this)*	No. of Committee(s) position held in other Companies (including this)*		Directorship in other listed entity (Category of Directorship)*
				Chairman	Member	
05.	Dileep Kumar Jain	Non-Executive Independent Director	01. Lehar Footwears Limited 02. Rajasthan Consultancy Organization Limited 03. Supriya Lifescience Ltd 04. Manglam Build-Developers Limited 05. Himachal Consultancy Organisation Ltd 06. Swastika Infra Limited	1	5	1 (Non-Executive Independent Director)- Supriya Lifescience Ltd
06.	Rakshanda Jain ⁴	Non-Executive Independent Woman Director	01. Lehar Footwears Limited	0	3	0

During the financial year 2024-25, Non-Executive Independent Director has been ceased from her post due to tenor completion which are as follows:

S. No.	Name of Directors	Category	No. of Directorship(s) held in other Public Limited Companies (including this)*	No. of Committee(s) position held in other Companies (including this)*		Directorship in other listed entity
				Chairman	Member	
01.	Preeti Goyal ⁵	Non-Executive Independent Director	01. Lehar Footwears Limited	0	3	0

* Excludes directorships in (1) Private Limited Companies (2) Section 8 Companies (3) Companies incorporated outside India and (4) Alternate Directorships and include membership and chairmanship in audit committee, NRC Committee, Stakeholder Committee and CSR Committee.

¹ Re-designated as Chairman & Whole Time Director of the Company effective from 07th March, 2025.

² Re-designated as Whole Time Director of the Company effective from 07th March, 2025.

³ Re-designated as Managing Director of the Company effective from 07th March, 2025.

⁴ Appointed as a Non-Executive Independent Woman Director for the term of five years w.e.f. 24th March, 2025.

⁵ Cessation from the post of Non-Executive Independent Woman Director effective from 25th March, 2025 due to completion of tenure also cease from the membership in committees.

b) Disclosure of Relationships between Directors inter-se:

SI No.	Name of the Director	Relationship between Directors inter-se*
1.	Raj Kumar Agarwal	Brother of Mr. Pramod Kumar Agarwal and Uncle of Mr. Naresh Kumar Agarwal
2.	Pramod Kumar Agarwal	Brother of Mr. Raj Kumar Agarwal and Uncle of Mr. Naresh Kumar Agarwal
3.	Naresh Kumar Agarwal	Nephew of Mr. Raj Kumar Agarwal and Mr. Pramod Kumar Agarwal
4.	Sandeep Kumar Jain	NA
5.	Preeti Goyal ¹	NA
6.	Dileep Kumar Jain	NA
7.	Rakshanda Jain ²	NA

* Relative as per Section 2(77) of the Act.

¹ Cessation of Mrs. Preeti Goyal due to tenure completion on 25th March, 2025.

² Ms. Rakshanda Jain has been appointed as a non-executive independent woman director for the term of five years w.e.f. 24th March, 2025.

Apart from the relations mentioned hereinabove, there is no inter-se relation among the Directors of the Company.

NUMBER OF BOARD MEETING AND ATTENDANCE OF DIRECTORS

During the year under review, Fourteen Board Meetings were held on 26th April, 2024; 08th May, 2024; 30th May, 2024; 08th July, 2024; 07th August, 2024; 09th August, 2024; 30th September, 2024; 28th October, 2024; 14th November, 2024; 30th November, 2024; 26th December, 2024; 27th January, 2025; 13th February, 2025; and 24th March, 2025 and the time gap between two meetings did not exceed 120 days. All statutory and other important items/information placed before the Board for approval / review.

Directors' Attendance Record for the year ended 31 st March, 2025						
S. No.	Name of Directors	DIN	No. of Board Meetings held during the year	No. of Board Meetings entitled to attend	No. of Board Meetings attended	Attended the last AGM held on 10.09.2024
1	Mr. Raj Kumar Agarwal ¹	00127215	14	14	14	Yes
2	Mr. Pramod Kumar Agarwal ²	00108167	14	14	13	Yes
3	Mr. Naresh Kumar Agarwal ³	00106649	14	14	14	Yes
4	Mr. Sandeep Kumar Jain	01116047	14	14	7	Yes
5	Mrs. Preeti Goyal ⁴	07109775	14	14	6	No
6	Mr. Dileep Kumar Jain	00380311	14	14	8	No
7	Ms. Rakshanda Jain ⁵	10919059	14	1	1	NA

¹ Re-designated as Chairman & Whole Time Director of the Company effective from 07th March, 2025.

² Re-designated as Whole Time Director of the Company effective from 07th March, 2025

³ Re-designated as Managing Director of the Company effective from 07th March, 2025

⁴ Cessation due to tenure completion on 25th March, 2025.

⁵ Appointed as a non-executive independent woman director for the term of five years effective from 24th March, 2025.

The number of Directorships, Committee Membership(s)/Chairmanship(s) of all Directors is within the limits as prescribed under the Act and the SEBI Listing Regulations.

The Board is primarily responsible for the overall direction of the Company's activities. All the Directors have a good understanding of important business aspects.

INFORMATION SUPPLIED TO THE BOARD AMONG OTHERS

The day to day business is conducted by the officers and the managers of the Company under the control & supervision of Managing Director/Executive Director of the Company. The Board generally meets every quarter to review and discuss the performance of the Company, its future plans, strategies and other pertinent issues relating to the Company. The Board performs the following specific functions in addition to its other functions:

- Review, monitor and approve major financial and business strategies and corporate actions.
- Assess critical risks facing the Company, review options for their mitigation.
- Provide counsel on the selection, evaluation, development and compensation of senior management.

The Board has complete access to all the relevant information of the Company. The quantum and quality of information supplied by the management to the Board goes well beyond the minimum requirement stipulated under Companies Act, 2013, Secretarial Standard on the meetings of the Board issued by Institute of Company Secretaries of India and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. Directors may seek necessary clarification from the management on any information provided to them and also have the right to seek external legal advice as may be required for the performance of their duties.



SKILLS/EXPERTISE/ COMPETENCE OF BOARD OF DIRECTORS

S. No.	Skills / Expertise / Competencies identified by the board of directors as required in the context of the business and sector(s) to function effectively	Status of availability with the Board
1	Understanding of Business/Industry	Experience and knowledge of Manufacturing and Recycling associated businesses
2	Strategy and strategic planning	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of the Company's policies and priorities.
3	Critical and innovative thoughts	The ability to critically analyse the information and develop innovative approaches and solutions to the problems.
4	Financial Understanding	Ability to analyse and understand the key financial statements, assess financial viability of the projects and efficient use of resources.
5	Market Understanding	Understanding of market scenario related to the business segment in which company is working.
6	Risk and compliance oversight	Ability to identify key risks to the organization in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks.

Name of Director	Areas of Expertise					
	Understanding of Business/ Industry	Strategy and strategic planning	Critical and innovative thoughts	Financial Understanding	Market Understanding	Risk and compliance oversight
Raj Kumar Agarwal	✓	✓	✓	✓	✓	✓
Pramod Kumar Agarwal	✓	✓	✓	✓	✓	✓
Naresh Kumar Agarwal	✓	✓	✓	✓	✓	✓
Sandeep Kumar Jain	✓	✓	✓	✓	✓	✓
Preeti Goyal	✓	✓	✓	✓	✓	✓
Dileep Kumar Jain	✓	✓	✓	✓	✓	✓
Rakshanda Jain	✓	✓	✓	✓	✓	✓

SEPARATE MEETING OF INDEPENDENT DIRECTORS

As stipulated by the Code for Independent Directors under Schedule IV of the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015, a separate meeting of the Independent Directors of the Company was held on 25.01.2025; and 22.03.2025 to review the performance of Non-Independent Directors (including the Chairman) and the Board as whole. The Independent Directors also reviewed the quality, content and timeliness of the flow of information between the Management and the Board and its Committees which is necessary to effectively and reasonably perform and discharge their duties. The Independent Directors found the performance of Non-Independent Directors (including Chairman) and the Board as well as flow of information between the Management and the Board to be satisfactory. All independent directors were present in the meeting.

FORMAL LETTER OF APPOINTMENT TO THE INDEPENDENT DIRECTORS

The Company has issued appointment letters as per provisions of Schedule IV of the Act to the Independent Directors

on their appointment containing the detailed terms and conditions of their appointment, role, duties and liabilities, evaluation process, code of conduct, etc. The format of letter of appointment issued to the Independent Directors has been posted on the Company's website at www.leharfootwear.com. In the opinion of the Board, the Independent Directors fulfil the conditions specified in the Companies Act, 2013, SEBI Regulations and are independent of the management.

INDUCTION & TRAINING OF BOARD MEMBERS (FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS)

Pursuant to Regulation 25(7) of the SEBI Listing Regulations, during the financial year 2024-25, the Company imparted Familiarization Programme to Independent Directors to familiarize them about their roles, rights and responsibilities in the Company, nature of the industry in which the Company operates, review of investments of the Company, business model of the Company, Prohibition of Insider Trading Regulations, SEBI Listing Regulations, etc. The details of the familiarisation programme are available on the website of the Company.

Each newly appointed Director is taken through a formal induction program including the presentation from the Chairman, Managing Director, CEO & Executive Director on the Company's manufacturing, marketing, finance and other important aspects and information is available at www.leharfootwear.com.

BRIEF NOTE ON THE DIRECTOR SEEKING RE-APPOINTMENT AT THE AGM

As required under Regulation 36(3) of SEBI Listing Regulations, the Company has furnished information relating to the Director retiring by rotation and seeking re-appointment in the Notice convening the 31st AGM. Shareholders may kindly refer to the same. The names of the companies in which the Director hold directorships and the details of membership of committees of the Board are given separately in the Notice convening the 31st AGM.

EVALUATION OF THE BOARD'S PERFORMANCE

The Board has a formal mechanism for evaluating its performance and as well as that of its Committees and individual Directors, including the Chairman of the Board based on the criteria laid down by Nomination and Remuneration Committee which included attendance, contribution at the meetings and otherwise, independent judgement, safeguarding of minority shareholders interest, adherence to Code of Conduct and Business ethics, monitoring of regulatory compliance, risk assessment and review of Internal Control Systems etc.

COMMITTEE OF THE BOARD

The Board of Directors has constituted Board Committees to deal with specific areas and activities which concern the Company and needs a closer review. The Board Committees are formed with approval of the Board and function under their respective defined roles. These Board Committees play an important role in the overall management of day-to-day affairs and governance of the Company. The Board Committees meet at regular intervals, takes necessary steps to perform its duties entrusted by the Board. To ensure good governance, the minutes of the Committee meetings are placed before the Board for its review.

The Board has constituted the following Committees:

Audit Committee

Your Company has a duly constituted Audit Committee and its composition meets the requirement of Section 177 of Companies Act, 2013 and Regulation 18 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Audit Committee of the Company comprised Two Non-Executive Independent Director and One Executive Director and Chairperson of the Committee is Independent Director. All members of the Committee are financially literate and have accounting or related financial management expertise as mandated by Regulation 18 of Securities and Exchange Board of

India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Terms of Reference:

1. Overseeing the Company's financial reporting process and the disclosure of its financial information to ensure correct, sufficient and credible financial information.
2. Recommending to the Board appointment, remuneration and terms of appointment of auditors of the listed entity.
3. Approving payment to statutory auditors for any other services rendered by them.
4. Reviewing with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
 - i) Matters required to be included in the Directors' Responsibility Statement to be included in the Board's Report in terms of clause (c) of sub-section 3 of Section 134 of the Companies Act, 2013;
 - ii) Changes, if any, in accounting policies and practices and reasons for the same;
 - iii) Major accounting entries involving estimates based on the exercise of judgement by the management;
 - iv) Significant adjustments made in financial statements arising out of audit findings;
 - v) Compliance with listing and other legal requirements relating to financial statements;
 - vi) Disclosure of any related party transactions; and
 - vii) Qualifications in draft audit report.
5. Reviewing with the management, the quarterly financial statements before submission to the Board for approval.
6. Monitoring and reviewing with the management, the statement of uses/ application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter
7. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process
8. Approval or any subsequent modification of transactions of the Company with related parties
9. Scrutiny of inter-corporate loans and investments
10. Valuation of undertakings or assets of the Company, wherever it is necessary



11. Evaluation of internal financial controls and risk management systems
12. Reviewing, with the management, the performance of statutory auditors and internal auditors, adequacy of internal control systems
13. Formulating the scope, functioning, periodicity and methodology for conducting the internal audit
14. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit
15. Discussion with internal auditors of any significant findings and follow-up thereon
16. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board
17. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post audit discussion to ascertain any area of concern
18. To look into the reasons for substantial defaults, if any, in the payment to depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors
19. To review the functioning of the Vigil Mechanism and Whistle Blower mechanism and approval of appointment of the CFO (i.e., the whole time Finance Director or any other person heading the finance function or discharging that function) after assessing qualifications, experience and background, etc. of the candidate
20. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.
21. Reviewing financial statements, in particular the investments made by the Company's unlisted subsidiaries
22. Reviewing the following information:
 - i) The Management Discussion and Analysis of financial condition and results of operations;
 - ii) Statement of significant related party transactions (as defined by the Audit Committee), submitted by management;
 - iii) Management letters/letters of internal control weaknesses issued by the statutory auditors;
 - iv) Internal audit reports relating to internal control weaknesses; and
 - v) Reviewing the appointment, removal and terms of remuneration of the Chief internal auditor/internal auditor(s)

Composition, Meetings & Attendance:

As on 31st March, 2025, the Audit Committee comprised of 1 (One) Executive Director and 2 (two) Non-Executive Independent Directors. The Company Secretary acts as the Secretary to the Committee.

The Chairman of the Audit Committee attended the last 30th AGM held on 10th September, 2024.

The details of the composition, meetings and attendance of the members of the Audit Committee are as follows:

Sl. No.	Name of the Directors	Position	No. of meetings attended	Date of meetings
1	Mr. Sandeep Kumar Jain	Chairperson	4 out of 4	30.05.2024;
2	Mr. Naresh Kumar Agarwal	Member	4 out of 4	09.08.2024;
3	Mrs. Preeti Goyal ¹	Member	4 out of 4	14.11.2024;
4	Ms. Rakshanda Jain ²	Member	0 out of 0	27.01.2025

¹ Ceased to be a member w.e.f. 25.03.2025.

² Appointed as member w.e.f. 25.03.2025.

Nomination and Remuneration Committee

The Company has a duly constituted Nomination & Remuneration Committee, which amongst others is responsible for identifying and recommending persons who are qualified to become directors or appointed as part of senior management of the Company and laying down remuneration policy.

Terms of Reference:

1. To identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down and to recommend to the Board their appointment and/or removal
2. To carry out evaluation of every Director's performance
3. To formulate the criteria for determining qualifications, positive attributes and independence of a director, and recommend to the Board a policy, relating to the remuneration for the Directors, key managerial personnel and other employees
4. To formulate the criteria for evaluation of Independent Directors and the Board
5. To devise a policy on Board diversity
6. To recommend/review remuneration of the Managing Director(s) and Whole-time Director(s) based on their performance and defined assessment criteria
7. To carry out any other function as is mandated by the Board from time to time and / or enforced by any statutory notification, amendment or modification, as may be applicable
8. To perform such other functions as may be necessary or appropriate for the performance of its duties.

Composition & Meeting:

As on 31st March, 2025, the Nomination and Remuneration Committee comprised of 3 (Three) Non-Executive Directors, 3 (three) of whom are Independent Directors. The Company Secretary acts as the Secretary to the Committee.

The Chairman of the Nomination and Remuneration Committee attended the last 30th AGM held on 10th September, 2024.

The details of the composition, meetings and attendance of the members of the Nomination and Remuneration Committee are as follows:

Sl. No.	Name of the Directors	Position	No. of meetings attended	Date of meetings
1	Mr. Sandeep Kumar Jain	Chairperson	1 out of 1	25.01.2025
2	Mr. Dileep Kumar Jain	Member	1 out of 1	
3	Mrs. Preeti Goyal ¹	Member	1 out of 1	
4	Ms. Rakshanda Jain ²	Member	NA	

¹ Ceased to be a member w.e.f. 25.03.2025.

² Appointed as member w.e.f. 25.03.2025.

Performance Evaluation Criteria

The Nomination and Remuneration Committee has laid down the criteria for performance evaluation of Directors which are as under-

Areas of Evaluation

- Fulfilment of responsibilities as a director as per the Companies Act, 2013, SEBI Listing Regulations, 2015 and applicable Company policies and practices.
- In case of the concerned Director being Independent Director, Executive Director, Chairperson of the Board or Chairperson or Member of the Committees with reference to such status and role.
- Board and/or Committee meetings attended.
- General Meetings attended.

Remuneration to Directors

- a) There was no pecuniary relationship or transaction between the Non-Executive Directors and the company during the financial year 2024-25.
- b) No Remunerations was paid to the Non-Executive Directors during the Financial Year 2024-25.
- c) No commission has been paid to any Director.
- d) Number of Equity Shares held by Non-Executive Directors: Nil



e) Details of the Remuneration/sitting fees paid to directors for the year ended on 31st March, 2025:

(Amount in Lakh)

Name of Director	Designation	Salary and allowances/ Sitting Fees
Mr. Raj Kumar Agarwal	Chairman & Whole Time Director	42.43
Mr. Pramod Kumar Agarwal	Whole Time Director	37.79
Mr. Naresh Kumar Agarwal	Managing Director	42.43
Mr. Sandeep Kumar Jain	Independent Director	1.20
Mr. Dileep Kumar Jain	Independent Director	1.20

- The appointment is subject to termination by giving notice in writing on either side.
- The Company does not have at present any scheme for grant of Stock Options to its Directors or Employees.
- The Company does not pay any severance fees to the directors.

Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee is responsible amongst others to resolve the grievances of the security holders of the Company.

Composition & Meeting:

As on 31st March, 2025, the Stakeholders' Relationship Committee comprised of 3 (Three) Non-Executive Directors, 3 (three) of whom are Independent Directors. The Company Secretary acts as the Secretary to the Committee.

The Chairman of the Stakeholders' Relationship Committee attended the last 30th AGM held on 10th September, 2024.

The details of the composition, meetings and attendance of the members of the Stakeholders' Relationship Committee are as follows:

Sl. No.	Name of the Directors	Position	No. of meetings attended	Date of meetings
1	Mr. Sandeep Kumar Jain	Chairperson	1 out of 1	24.03.2025
2	Mr. Dileep Kumar Jain	Member	1 out of 1	
3	Mrs. Preeti Goyal ¹	Member	1 out of 1	
4	Ms. Rakshanda Jain ²	Member	0 out of 0	

¹ Ceased to be a member w.e.f. 25.03.2025.

² Appointed as member w.e.f. 25.03.2025.

All the appointment made by the company are as required under the SEBI Listing Regulations. Ms. Ritika Poddar is the Company Secretary and Compliance Officer of the Company.

During the financial year 2024-25 no complaints were received and resolved by the Company. Further, no complaint was pending as on 31st March, 2025.

Corporate Social Responsibility Committee

The details of the composition, meetings and attendance of the members of the Corporate Social Responsibility Committee are as follows:

Sl. No.	Name of the Directors	Position	No. of meetings attended	Date of meetings
1	Mr. Naresh Kumar Agarwal	Chairperson	2 out of 2	08.05.2024;
2	Mr. Raj Kumar Agarwal	Member	2 out of 2	29.03.2025
3	Mr. Sandeep Kumar Jain	Member	2 out of 2	

Terms of Reference:

- To formulate and recommend to the Board a Corporate Social Responsibility Policy, which shall be placed before the Board for its approval;
- To formulate and recommend to the Board, an annual action plan in pursuance of its CSR policy, which shall include the following, namely: -

- (i) the list of CSR projects or programs that are approved to be undertaken in areas or subjects specified in Schedule VII of the Act.
- (ii) the manner of execution of such projects or programs as specified in sub-rule (1) of rule 4 of the CSR Rules,
- (iii) the modalities of utilisation of funds and implementation schedules for the projects or programs,
- (iv) monitoring and reporting mechanism for the projects or programs, and
- (v) details of need and impact assessment, if any, for the projects undertaken by the company.
- (c) To review and recommend the amount of expenditure to be incurred on the activities referred herein-above:
- (d) To monitor the Corporate Social Responsibility Policy of the company from time to time;
- (e) Adhere to Section 135 of the Companies Act, 2013 & Companies (Corporate Social Responsibility Policy) Rules, 2014 (including any statutory modifications, amendments or re-enactments thereto for the time being in force).
- (f) All other activities as informed or delegated by the Board of Directors from time to time.

Risk Management Committee

The Board of Directors has framed a Risk Management Policy for identification, assessment, monitoring, mitigation and reporting of risks and minimization procedures. The provision of the formation of Risk Management Committee is applicable only to 1000 listed companies by market capitalization.

Particulars of Senior Management

The particulars of senior management as per Regulation 16(1) (d) of the Listing Regulations including the changes during the financial year 2024-25 are as follows:

Name	Designation
Sanjay Kumar Agarwal	Chief Executive Officer
Rakesh Kumar Soni	Chief Financial Officer
Ritika Poddar	Company Secretary & Compliance Officer
Naveen Kumar Agarwal	VP - Manufacturing
Pankaj Agarwal	VP- Finance
Prateek Agarwal	VP- Operation

Changes during financial year 2024-25:

Senior Management Personnel	Effective date
Demise	
Vinod Kumar Mishra	20-02-2025

GENERAL BODY MEETINGS

Details of Annual General Meetings held during last three years, are as follows:

LOCATION AND TIME OF ANNUAL GENERAL MEETINGS

Financial Year	Venue	Date	Time	Special Resolution Passed for
2023-24	A-243 A Road No 6, V. K. I. Area, Jaipur- 302013 RJ.	September 10, 2024	11:00 A.M.	1. Amend the Objects Clause of the Memorandum of Association of the Company.
2022-23	A-243 A Road No 6, V. K. I. Area, Jaipur- 302013 RJ.	September 27, 2023	10:30 A.M.	1. Re-appoint of Mr. Naresh Kumar Agarwal (DIN: 00106649) as Whole Time Director of the Company. 2. Revision of Remuneration Payable to Executive Directors 3. Appointment of Mr. Dileep Kumar Jain (DIN: 00380311) as an Independent Director



Financial Year	Venue	Date	Time	Special Resolution Passed for
2021-22	A-243 A Road No 6, V. K. I. Area, Jaipur- 302013 RJ.	September 29, 2022	10:30 A.M	<ol style="list-style-type: none"> Increase in authorized share capital and alternation in Clause No. V of the Memorandum of Association of the company. Appointment of Mr. Sandeep Kumar Jain (DIN: 01116047) as an Independent Directors of the Company. Appointment of Mr. Saral Sudhir Saraf (DIN: 08216764) as an Independent Directors of the Company.

EXTRAORDINARY GENERAL MEETING

No Extraordinary General Meeting held in the F.Y. 2024-25.

POSTAL BALLOT

During the year pursuant the provision of the section 110 of the Company's Act, 2013, read with Companies (Management and Administration) Rules, 2014, the following Special resolutions were passed by the shareholders by the requisite majority by way of postal ballot through e-voting.

- i. Details of special resolution passed through postal ballot, the persons who conducted the postal ballot exercise, details of the voting pattern and procedure of postal ballot:

Date of postal ballot notice	Resolution passed	Voting Results	Approval Date	Scrutinizer
27 th January, 2025	Appointment of Ms. Rakshanda Jain (DIN: 10919059) as a Non-Executive Woman Independent Director	Voting in favour- 99.99% Voting in against- 0.01%	07 th March, 2025	Mr. Gaurav Goyal, (M. No.: F13147, CP No.22052),
	Change in designation of Mr. Raj Kumar Agarwal (DIN: 00127215) from Chairman & Managing Director to Chairman & Whole Time Director of the Company	Voting in favour- 99.99% Voting in against- 0.01%	07 th March, 2025	proprietor of M/s Gaurav G & Associates (Unique code S2025RJ1004900),
	Change in designation of Mr. Pramod Kumar Agarwal (DIN: 00108167) from Executive Director to Whole Time Director of the Company	Voting in favour- 99.99% Voting in against- 0.01%	07 th March, 2025	Practicing Company Secretary
	Change in designation of Mr. Naresh Kumar Agarwal (DIN: 00106649) from Whole Time Director to Managing Director of the Company	Voting in favour- 99.99% Voting in against- 0.01%	07 th March, 2025	

The voting results are made available on our website at www.leharfootwear.com.

- ii. Procedure for postal ballot: The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and read with the General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020, 22/2020 dated June 15, 2020, 33/2020 dated September 28, 2020, 39/2020 dated December 31, 2020, 10/2021 dated June 23, 2021, 20/2021 dated December 8, 2021, 3/2022 dated May 5, 2022, 11/2022 dated December 28, 2022, 09/2023 dated September 25, 2023 and 09/2024 dated September 19, 2024 issued by the Ministry of Corporate Affairs, Government of India ("the MCA Circulars") and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India ("SS-2").
- iii. Details of special resolution proposed to be conducted through postal ballot: None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

MEANS OF COMMUNICATION

The Company interacts with its investors through multiple forms of corporate and financial communications such as annual reports, result announcements. Quarterly results are usually published in English and Hindi daily newspapers, viz.,

Financial Express, Nafa Nuksaan and Business Remedies. These results are also made available on the website of the Company www.leharfootwear.com and also posted at the online portal of BSE. No presentation has been made

to Institutional Investors / Analysts by the Company. The Management Discussion and Analysis (MD&A) forms part of the Annual Report.

GENERAL SHAREHOLDERS INFORMATION

31st Annual General Meeting Day, Date and Time	Monday, September 15, 2025 at 10:30 A.M.
Venue	"Vishwakarma Recreation Club" Recreation Club Park, Road Number 10, Vishwakarma Industrial Area, Jaipur-302013, Rajasthan
Financial Year	The Financial Year of the Company starts from April 1 of every year to March 31 of the next year
Book Closure	Tuesday, September 09, 2025 to Monday, September 15, 2025
Dividend Payment date	The Company will remit the dividend within a period of 30 days from the date of declaration and the required funds will be transferred to the Dividend Account within 5 days from the date of the AGM.
Listing on Stock Exchange(s)	BSE Limited (BSE) Phiroze Jeejeebhoy Towers Dalal Street, Mumbai- 400001.
Stock Code (BSE)	532829
ISIN No.	INE976H01018
Corporate Identification Number (CIN)	During the financial year 2024-25, CIN of the Company has been changed from " L19201RJ1994PLC008196 " to " L15209RJ1994PLC008196 " due to amendment in the object clause of the Company which was approved by the Registrar of Companies, Jaipur on 17.09.2024.
Depository Connectivity	NSDL and CDSL
Annual Listing Fees and Custodial Fees	The listing fees and custodial fees for the Financial Year 2024-25 have been paid by the Company within the stipulated time.
Registrar and share Transfer Agent	Bigshare Services Pvt. Ltd. Registered Office- Office No S6-2, 6 th Floor, Pinnacle Business Park, Next to Ahura Centre, Mahakali Caves Road, Andheri (East), Mumbai, Maharashtra, 400093

DIVIDEND REMITTANCE

Dividend on equity shares as recommended by the Board for the financial year ended 31st March 2025, when declared at the ensuing 31st AGM will be paid.

In respect of shares held in electronic form, to those persons whose names appear as beneficial owners in the statement(s) furnished by the Depositories as on the close of the market day prior to start of book closure and Members may please note that the dividend warrants shall be payable at par at the designated branches of the bank for an initial period of three months. The Members are therefore advised to encash dividend warrants within the initial validity period of three months. After expiry of initial validity period, bank draft will be issued against cancellation of warrants upon request of the shareholders, if any.

DISCLOSURES

- There were no transactions of material nature with related parties during the year that had potential conflict with the interest of the Company at large.
- Details of non-compliance by the listed entity, penalties, strictures imposed on the listed entity by stock exchange(s) or the board or any statutory authority, on any matter related to capital markets, during the last three years;

Company has complied with the requirements of the Stock Exchange(s)/SEBI and statutory authorities on all matters related to capital markets. There were no penalties or strictures imposed on the Company by the Stock Exchange(s), SEBI or any statutory authority in any matter related to capital markets.
- The Company has adopted Vigil Mechanism and Whistle Blower Policy and the same is uploaded on the website of the Company at www.leharfootwear.com. All the personnel of the Company have the access to the Audit Committee.
- The Company has framed Related Party Transaction Policy and available on the website of the Company <https://www.leharfootwear.com/policies-codes>.



5. During the financial year ended 31st March, 2025 the Company did not engage in commodity hedging activities.
6. The Company is in compliance with corporate governance requirements as specified in Regulations 17 to 27 and clauses (b) to (i) of sub regulation (2) of Regulation 46 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
7. Proceeds from Public Issues, Rights Issue, Preferential Issues, Qualified Institutional Placement etc: Not Applicable
8. Certificate from a Company Secretary in Practice confirming that the directors are not debarred or disqualified by SEBI/MCA or any statutory authority is published as an **Annexure-(a)** to this Report.
9. All the recommendations of the committees are accepted by the Board.
10. Disclosure by listed entity and its subsidiaries of 'Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount'- Not Applicable on the Company.
11. Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A): Not Applicable
12. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: During the financial year 2024-25 no complaints were received and resolved by the Company. Further, no complaint was pending as on 31st March, 2025.

COMPLIANCE WITH SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

Mandatory Requirements

The Company is fully compliant with the applicable mandatory requirements under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Discretionary Requirements

A. The Board

Since, the Company does not have a Non-Executive Chairman, it does not maintain such office.

B. Shareholder Rights

Yearly financial results are forwarded to the Stock Exchanges and uploaded on the website of the Company on www.leharfootwear.com like quarterly results, shareholding patterns etc.

C. Modified opinion(s) in audit report

During the year under review, there was no audit qualification in the Auditors' Report on the Company's financial statements.

D. Separate posts of chairperson and chief executive officer

The post of the Chairman of the Company and the CEO are held by different persons.

E. Reporting of internal auditor

The Internal Auditor of the Company are reported directly to the Statutory Auditor of the Company, Chairman of the audit committee and Board of Directors of the Company.

CODE OF CONDUCT

The Board of Directors has approved a Code of Conduct which is applicable to the Members of the Board and all employees in the course of day-to-day business operations of the Company. The Company believes in "Zero Tolerance" against bribery, corruption and unethical dealings/behaviours of any form and the Board has laid down the directives to counter such acts. The Code lays down the standard procedure of business conduct which is expected to be followed by the Directors and the designated employees in their business dealings and in particular on matters relating to integrity in the work place, in business practices and in dealing with stakeholders. The Code gives guidance through examples on the expected behaviour from an employee in a given situation and the reporting structure.

A declaration signed by the Chief Executive Officer to this effect is enclosed at the end of this Report as **Annexure-(b)**. The Code of Conduct for the Independent Directors is in line with the provisions of Section 149(8) and Schedule IV of the Act and contains brief guidance for professional conduct by the Independent Directors.

DISCLOSURE OF ACCOUNTING TREATMENT

The Company has followed the treatment laid down in the Accounting Standards prescribed by the Institute of Chartered Accountants of India, in the preparation of financial statements. There are no audit qualifications in the Company's financial statements for the year under review.

DEMAT SUSPENSE ACCOUNT/UNCLAIMED SUSPENSE ACCOUNT

- (a) Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year-1/400
- (b) Number of shareholders who approached listed entity for transfer of shares from suspense account during the year- Nil
- (c) Number of shareholders to whom shares were transferred from suspense account during the year- Nil
- (d) Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year-1/400
- (e) That the voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.

MARKET PRICE DATA (BSE)*

Details of high and low price and the number of shares traded during each month in the last financial year on BSE Limited are as under:

Month	Volume (Nos.)	High Price	Low Price
Apr-24	7,44,314	167.00	127.00
May-24	1,49,340	146.00	119.95
Jun-24	5,51,533	152.00	117.05
Jul-24	16,39,438	253.00	150.00
Aug-24	3,04,620	267.45	227.75
Sep-24	2,39,399	241.70	196.75
Oct-24	3,54,732	275.00	197.00
Nov-24	1,63,806	253.80	195.00
Dec-24	2,83,205	259.65	223.05
Jan-25	6,86,532	315.00	233.05
Feb-25	1,62,168	279.00	208.00
Mar-25	2,38,774	224.00	193.00

*Source: www.bseindia.com

SHAREHOLDING PATTERN AS ON 31ST MARCH, 2025

Particulars	No. of Shares held	% of shareholding
Promoters	1,28,88,625	72.90
Financial Institutions, Banks and Mutual Funds	-	-
Trusts / Clearing Members	3,303	0.02
Corporate Bodies other than promoters	4,31,618	2.44
Indian Public	43,21,838	24.45
NRIs / OCBs	33,015	0.19
Unclaimed or Suspense or Escrow Account	400	0.00
Total	1,76,78,799	100.00

INVESTORS' SERVICE AND SHARE TRANSFER SYSTEM

Bigshare Services Pvt. Ltd. is the Registrar and Transfer Agent of the Company. All share transfers and related operations are conducted by Registrar and Transfer Agent of the Company, which is registered with Securities and Exchange Board of India. The Company has a Stakeholders' Relationship Committee for redressing the complaints/queries of shareholders and investors.

RECONCILIATION OF SHARE CAPITAL AUDIT REPORT

Pursuant to Regulation 76 of SEBI (Depositories and Participants) Regulation, 2018, a Practicing Company Secretary shall carry out a Secretarial Audit to reconcile the total admitted capital with NSDL and CDSL and the total issued and listed capital. This audit is carried out every quarter and the report thereon are submitted to the Stock Exchanges where the Company's shares are listed. The audit confirms that the total listed and paid-up capital is in agreement with the aggregate of the total number of shares in dematerialised form (held with NSDL and CDSL) and total number of shares in physical form.

DISTRIBUTION OF SHAREHOLDING (IN RUPEES) AS ON 31ST MARCH, 2025

Shareholding of Nominal (₹)	Number of shareholders	% of Total Holders	Total Holding	% of Total
001-500	4,461	81.90	5,22,166	2.95
501-1000	364	6.68	2,90,991	1.65
1001-2000	252	4.63	3,63,691	2.06
2001-3000	99	1.82	2,52,340	1.43
3001-4000	42	0.77	1,46,383	0.83
4001-5000	47	0.86	2,17,658	1.23
5001-10000	76	1.40	5,36,644	3.04
10001 & above	106	1.95	1,53,48,926	86.82
	5,447	100.00	1,76,78,799	100.00



DEMATERIALIZATION OF SHARES AND LIQUIDITY

The Company's shares are currently traded only in dematerialized form at the Bombay Stock Exchange Limited to facilitate trading in dematerialised form, the Company has tied up arrangements with both the present depositories viz. National Securities Depository Ltd. (NSDL) & Central Depository Services (India) Ltd. (CDSL). As on 31st March, 2025 about 100.00% of the Company's shares were held in dematerialized form.

OUTSTANDING GDRS /ADRS/WARRANTS OR ANY CONVERTIBLE INSTRUMENTS

There are no outstanding warrants pending as on 31st March, 2025 and the Company has not issued any American depository receipts or Global depository receipts.

CERTIFICATION OF CORPORATE GOVERNANCE REPORT

Certificate from Practising Company Secretaries on Corporate Governance, as required by Regulation 34 of SEBI (LODR), Regulations, 2015, is annexed to this report as "Annexure-(c)".

CEO / CFO CERTIFICATION

The Certificate required under Regulation 17(8) of the SEBI (LODR) Regulations, 2015, duly signed by the Chief Executive Officer and Chief Financial Officer of the Company was placed before the Board of Directors of the Company. The Certificate is annexed to this report as "Annexure-(d)".

FEES TO STATUTORY AUDITOR

Total fees for all services paid by the listed entity, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part was ₹ 12.09 lakhs /- included taxes for the year under review.

CREDIT RATINGS

During the financial year 2024-25, on the basis of recent development including operational and financial performance of the Company, Credit Rating Agency- CRISIL has reaffirmed rating as follows:

Facilities	Ratings
Long Term Bank Facilities	CRISIL BBB-/Stable

PLANT LOCATION

The Company has the following manufacturing and operating divisions

Rajasthan Location

Unit 1.	A-243 (A), Road No. 6, V. K. I. Area, Jaipur – 302013
Unit 2	G-685, Road No. 9F2, V. K. I. Area, Jaipur – 302013
Unit 3.	F-263, Road No.13, V. K. I. Area, Jaipur – 302013
Unit 4.	SP-41D, Kaladera Industrial Area, Tehsil Chomu, District, Jaipur.
Unit 5.	SP-1020, Road No.14. V.K.I. Area, Jaipur, Rajasthan-302013.

Delhi Location: B-305, Mangolpuri Industrial Area Phase 1, Mangolpuri, New Delhi, West Delhi, Delhi, 110083

Andhra Pradesh Location: Flat No. 43, Ground Floor, Door No 54-1-10, Srmt Road, 3rd Phase Jawahar Auto Nagar, Vijaywada, NTR-520007, Andhra Pradesh

Patna Location: Khata No. 275,265,187, Plot No. 632P,635P,633P, Mauza Nashirpur Tajpur, Katra Bazar, Ward No. 72, Deedarganj, Patna - 800008

Haryana Location: Plot No. 156, Phase V, Sector 56, HSIIDC Industrial Area, Kundli, Sonipat, Haryana, 131028

ADDRESS FOR CORRESPONDENCE FOR SHARE TRANSFER AND RELATED MATTERS

For any assistance regarding dematerialization of Shares, Transfer / Transmission of shares, change of address or any other query relating to shares, the investors may please contact with the Registrar & Share Transfer Agent of the Company at the following address:

Big Share Services Pvt Ltd (RTA)

(Unit: Lehar Footwears Limited)

Reg. Office- Office No S6-2, 6th Floor, Pinnacle Business Park, Next to Ahura Centre, Mahakali Caves Road, Andheri (East), Mumbai, Maharashtra, 400093

Contact: 022 – 62638200; Fax No: +91 22 62638299

E-mail: info@bigshareonline.com

For any other query the investors may please contact to:

Company Secretary & Compliance Officer

Lehar Footwears Limited

CIN: L15209RJ1994PLC008196

Registered Office: - A-243(A) Road No.6 V.K.I. Area, Jaipur - 302013 (Rajasthan)

Tel No: 91-141-415 7777

E-mail: csco@leharfootwear.com

By the order of the Board

for **Lehar Footwears Limited**

Raj Kumar Agarwal

Chairman & Whole Time Director

DIN: 00127215

Date: 12.08.2025

Place: Jaipur

Annexure-(a) of the Corporate Governance Report

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

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

To
Members
Lehar Footwears Limited
A-243 (A) Road No.6,
V.K.I. Area Jaipur,
Rajasthan-302013

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Lehar Footwears Limited having CIN: L15209RJ1994PLC008196 and having registered office at A-243 (A) Road No.6, V.K.I. Area Jaipur, Rajasthan-302013 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal (www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2025 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

S. NO.	Name of Director	DIN	Date of appointment in Company
1.	NARESH KUMAR AGARWAL	00106649	31/03/1994
2.	RAJ KUMAR AGARWAL	00127215	31/03/1994
3.	PREETI GOYAL*	07109775	26/03/2015
4.	PRAMOD KUMAR AGARWAL	00108167	29/09/2022
5.	SANDEEP KUMAR JAIN	01116047	29/09/2022
6.	DILEEP KUMAR JAIN	00380311	27/09/2023
7.	RAKSHANDA JAIN**	10919059	24/03/2025

*Ms. Preeti Goyal ceased to hold office as an Independent Director, from close of business hours on March 25, 2025 due to completion of her tenure.

** Ms. Rakshanda Jain was appointed as an Independent Director w.e.f. March 24, 2025.

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

For **Gaurav G & Associates**
Company Secretaries
Unique Code: S2025RJ1004900
Peer Review No.: 2799/2022

CS Gaurav Goyal
Proprietor

Place: Jaipur
Date: 07/07/2025

FCS: 13147 CP NO. 22052
UDIN: F013147G000725309

**Annexure-(b) of the Corporate Governance Report****Certificate of Compliance with The Code of Conduct**

To,
The Members of
Lehar Footwears Limited

Dear Sir/Madam,

Sub: Declaration by the Chief Executive Officer under Regulation 34(3) read with Schedule V (D) of SEBI (LODR) Regulations, 2015

I, Sanjay Kumar Agarwal, Chief Executive Officer of the Company do and hereby acknowledge and confirm that during the financial year 2024-25, to the best of my knowledge and belief, the Board of Directors and senior management have not violated any of the provisions of the Code of Conduct as applicable to the Executive Directors and Members of Senior Management of the Company or any policies or legal/ regulatory requirement of the Company, directly or indirectly applicable to the job or responsibility.

By the order of the Board
for **Lehar Footwears Limited**

Sanjay Kumar Agarwal
Chief Executive Officer

Date: 12.08.2025

Place: Jaipur

Annexure-(c) of the Corporate Governance Report**CERTIFICATE ON COMPLIANCE WITH THE REGULATIONS OF CORPORATE GOVERNANCE****FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2025**

To

Members

Lehar Footwears Limited

A-243 (A) Road No.6, V.K.I. Area Jaipur, Rajasthan-302013

I Gaurav Goyal, Proprietor of Gaurav G & Associates, Company Secretaries, in whole time practice, the Secretarial Auditor of Lehar Footwears Limited ("the Company"), have examined the compliance of conditions of Corporate Governance by the Company, for the year ended on 31st March 2025, as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C, D and E of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments from time to time (the "Listing Regulations").

MANAGEMENT'S RESPONSIBILITY FOR COMPLIANCE WITH THE CONDITIONS OF SEBI LISTING REGULATIONS

1. The compliance with the conditions of Corporate Governance is the responsibility of the management of the Company, including the preparation and maintenance of all relevant supporting records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in SEBI Listing Regulations

AUDITOR'S RESPONSIBILITY

2. My responsibility is limited to examining the procedures and implementation thereof adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
3. I have examined the relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.
4. I have conducted the examination in accordance with the Guidance Note on Corporate Governance Certificate and the Guidance Manual on Quality of Audit & Attestation Services issued by the Institute of Company Secretaries of India ("ICSI").

OPINION

5. Based on my examination of the relevant records and according to the information and explanations provided to me and the representations provided by the Management, I hereby certify that the Company has complied with the conditions of Corporate Governance as stipulated in the abovementioned SEBI Listing Regulations during the year ended 31st March 2025.
6. I furtherstate that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

RESTRICTION ON USE

7. The certificate is addressed and provided to the members of the Company solely for the purpose to enable the Company to comply with the requirement of the SEBI Listing Regulations, and it should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For **Gaurav G & Associates**

Company Secretaries

Unique Code: S2025RJ1004900

Peer Review No.: 2799/2022

CS Gaurav Goyal

Proprietor

Place: Jaipur

Date: 07/07/2025

FCS: 13147 CP NO. 22052

UDIN: F013147G000725419

**Annexure-(d) of the Corporate Governance Report****CEO / CFO Certification**

To
The Board of Directors
Lehar Footwears Limited

We, Sanjay Kumar Agarwal, Chief Executive Officer and Rakesh Kumar Soni, Chief Financial Officer of Lehar Footwears Limited, to the best of our knowledge and belief, certify that:

1. We have reviewed Financial Statements and Cash Flow Statements for the Financial Year ended 31st March, 2025.
2. To the best of our knowledge and information:
 - i. These statements do not contain any untrue statement or omit any material fact or contain statements that might be misleading.
 - ii. These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
3. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the company's code of conduct.
4. We accept responsibility for establishing and maintaining internal controls for financial reporting and we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and we have disclosed to the auditors and the audit committee, deficiencies in design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
5. We have indicated to auditors and the audit committee:
 - a. Significant Changes in internal control over financial reporting during the year, if any.
 - b. Significant changes in accounting policies during the year, if any and same have been disclosed in the notes to the financial statements.
 - c. Any instances of significant fraud of which we are aware, that involve the management or other employees who have a significant role in the company's internal control system.
6. We affirm that we have not denied any personnel access to the audit committee of the Company (in respect of matters involving alleged misconduct) and we have provided protection to whistle blowers from unfair termination and other unfair or prejudicial employment practices.
7. We further declare that all Board members and senior management personnel have affirmed compliance with the Code of Conduct and Ethics for the year covered by this report.

for **Lehar Footwears Limited**

Sanjay Kumar Agarwal
Chief Executive Officer

Rakesh Kumar Soni
Chief Financial Officer

Date: 12.08.2025

Place: Jaipur



FINANCIAL STATEMENTS





Independent Auditor's Report

To
The Members of
Lehar Footwears Limited

Report on the Audit of the Standalone Financial Statements

OPINION

We have audited the accompanying Statement of Standalone Financial Statements of **Lehar Footwears Limited** ("the Company"), which comprise the balance sheet as at 31st March, 2025, and the statement of Profit and Loss, and statement of cash flows for the year then ended, and notes to the standalone financial statements, including a summary of material accounting policies and other explanatory information (hereinafter referred to as "Standalone Financials Statements")

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31st March, 2025, and its profit (including other comprehensive income), changes in equity and its cash flows for the year ended on that date.

BASIS FOR OPINION

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Companies Act, 2013 and the Rules thereunder, and we have fulfilled our 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.

KEY AUDIT MATTERS

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

We have determined the matter described below to be the key audit matter to be communicated in our report.

Key Audit Matter	Auditor's Response
Revenue Recognition: Revenue is one of the key profit drivers. Cut-off is the key assertion insofar as revenue recognition is concerned, since an inappropriate cut-off can result in material misstatement of results for the year	Our audit procedures with regard to revenue recognition included testing controls, around dispatches / deliveries, inventory reconciliations and substantive testing for cut-offs and analytical review procedures.
Discounts and Incentives: Discounts and incentives to dealers / customers are administered through various schemes. These are material items of business cost. The calculation of the amount of expense to be recognized is both voluminous, complex and involves significant judgement. There is a risk that such expense for discounts and incentives may be inaccurately recognized.	Our audit procedures included assessment of the design and implementation of controls, in addition to testing the effectiveness of key controls in respect of recognition of the expenses for such discounts and incentives. We have considered each significant type of discount recognized and assessed the appropriateness of the judgement applied while recognizing the expenses including the methodology and inputs used in calculating the amount and in some cases, re-performed the calculation. Our audit procedures also included verification of appropriate authorization, analytical review and actual charge for the year and review of historical trends in respect.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Corporate Governance and Shareholder's Information, but does not include the standalone financial statements and our auditor's report thereon. These reports are expected to be made available to us after the date of this audit report.

Our opinion on the standalone 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 standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the 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, since these reports are expected to be made available to us after the date of this audit report hence currently, 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 is responsible for the matters stated in section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance, 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 statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors 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 the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the standalone 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 standalone 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 Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures



in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the company to express an opinion on the statement.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone 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 standalone 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.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Companies Act, 2013, we give in the **Annexure I** statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. As required by Section 143(3) of the Act, we report that:
 - a) We have sought and obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

- c) The Balance Sheet, the Statement of Profit and Loss, and the Cash Flow Statement dealt with by this Report are in agreement with the books of account.
- d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
- e) On the basis of the written representations received from the directors as on 31st March, 2025 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2025 from being appointed as a director in terms of Section 164(2) of the Act.
- f) With respect to adequacy of Internal Financial Controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate report in **Annexure II**. Our report expresses an Unmodified Opinion on the adequacy and operating effectiveness of the company internal financial controls over financial reporting.
- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.
- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

- i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements – Refer Note No. 39 to the financial statements.
- ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- iii. There were no amounts, which were required to be transferred to the Investor Education and Protection Fund by the Company.
- iv. a) The management has represented that Refer Note No 43.5 to the financial statements, to the best of its

knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- b) The management has represented Refer Note No. 43.5 to the financial statements, that, to the best of its knowledge and belief, no funds have been received by the company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, 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. Based on our examination which included test checks, the company has used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with & the audit trail has been preserved by the company as per the statutory requirements for record retention.

For **A Bafna & Co.**
Chartered Accountants
FRN:- 003660C

(CA Vivek Gupta)
Partner

Place: Jaipur
Date: 19-05-2025

M.No. 400543
UDIN: - 25400543BMLIFS3182



Annexure I to the Independent Auditors' Report

The Annexure referred to in our Independent Auditors' Report to the members of the Lehar Footwears Limited on the standalone financial statements for the year ended 31st March, 2025, we report that:

1. In respect of the Company's Property, Plant and Equipment and Intangible Assets:
 - a) (i) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
 - (ii) The Company has maintained proper records showing full particulars of Intangible assets.
 - b) According to the information and explanation given to us and on the basis of our examination of records of the company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, Plant & Equipment are verified at least once in three years. Pursuant to this program, Property, Plant and Equipment were physically verified by the Management during the year. In our opinion, the periodicity of physical verification is reasonable having regard to the size of the company and the nature of its assets. According to the information and explanations given to us, no material discrepancies were noticed on such verification.
 - c) According to the information and explanation given to us and on the basis of our examination of records of the company, the title deed of the immovable properties (Other than properties where the company is a lessee & the lease agreement is duly executed in favor of the lessee) disclosed in the financial statements are held in the name of the company as at the balance sheet date.
 - d) The Company has not revalued any of its Property, Plant and Equipment and intangible assets during the year.
 - e) No proceedings have been initiated during the year or are pending against the Company as at 31st March, 2025 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.
2. a) The inventory has been physically verified during the year by the management. In our opinion, the frequency together with coverage & procedure of verification are reasonable, further the management has not found discrepancies of more than 10% or more in the aggregate for each class of inventory.
- b) According to the information and explanation given to us and on the basis of our examination of records of the company, the company has been sanctioned working capital limits in excess of five crores, in aggregate, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the company with such bank or financial institutions are generally in agreement with the books of accounts of the company and no material deviations were observed.
3. The Company has not made any investment in, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, Limited Liability Partnerships (LLPs) or any other parties during the year. Accordingly, reporting under given clause of the Order is not applicable to the Company.
4. The Company has not entered into any transaction covered under sections 185 and 186 of the Act. Accordingly, reporting under given clause of the Order is not applicable to the Company.
5. The company has not accepted any deposits under the provisions of section 73 to 76 or any other relevant provisions of the Companies Act and the rules framed there under, and as such the question of compliance under the Companies Act or any other directives or orders does not arise.
6. The Central Government of India has not specified the maintenance of cost records under sub-section (1) of Section 148 of the Act for any of the products of the Company. Accordingly, reporting under clause 3(vi) of the Order is not applicable to the Company.
7. In respect of statutory dues:
 - a) In our opinion, the Company has been regular in depositing undisputed statutory dues, including Goods and Services tax, Provident Fund, Employees' State Insurance, Income Tax, Sales Tax, Service Tax, duty of Custom, duty of Excise, Value Added Tax, Cess and other material statutory dues applicable to it with the appropriate authorities. There were no undisputed amounts payable in respect of Goods and Service tax, Provident Fund, Employees' State Insurance, Income Tax,

- Sales Tax, Service Tax, duty of Custom, duty of Excise, Value Added Tax, Cess and other material statutory dues in arrears as at 31st March, 2025 for a period of more than six months from the date they become payable.
- b) According to the information and explanation given to us there are no dues referred to in sub-clause (a) which have not been deposited on 31st March, 2025 on account of any dispute.
8. According to the explanations and information given to us by the management and as verified by us, there are no transactions which were not recorded in the books of account and have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961.
 9.
 - a) According to the records of the company examined by us and as per the information and explanations given to us, the company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any financial institution or banks or lender.
 - b) According to the records of the company examined by us and as per the information and explanations given to us, The Company has not been declared willful defaulter by any bank or financial institution or government or any government authority.
 - c) According to the records of the company examined by us and as per the information and explanations given to us, term loans availed by the company have been used for the purpose for which they were raised.
 - d) According to the records of the company examined by us and as per the information and explanations given to us, on an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.
 - e) According to the information and explanations given to us, the Company does not have any subsidiaries, associates or joint ventures other than Section 8 company i.e. Lehar Foundation and the company has neither raised any funds from anyone to meet the obligation of its subsidiary nor company has raised any fund on the basis of pledge of shares held in Lehar Foundation.
 10.
 - a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.
 - b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
 11.
 - a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
 - b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and up to the date of this report.
 - c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
 12. The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.
 13. In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, 2013 with respect to applicable transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.
 14.
 - a) In our opinion and based on our examination, the company has an internal audit system commensurate with the size and nature of its business.
 - b) We have considered the internal audit reports of the company issued till date, for the period under audit.
 15. In our opinion during the year the Company has not entered into any non-cash transactions with its directors or persons connected with its directors, and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the Company.
 16.
 - a) The Company is not engaged in business of Non-Banking Financial Company or Housing Finance Company or Core Investment Company requiring registration under the Reserve Bank of India Act, 1934.

Hence, reporting under clause 3(xvi)(a), (b) and (c) of the Order is not applicable. The company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India.
 - b) The Company is not a part of a Group as defined in the Core Investment Companies (Reserve Bank) Directions, 2016 and accordingly, reporting under clause 3(xvi)(d) of the Order is not applicable.



17. The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.
18. There has been no resignation of the statutory auditors of the Company during the year.
19. On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither, give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
20. According to the information and explanations given to us by the management, and on the basis of our examination of the records of the company, the company has spent the entire amount as per the requirement of section 135 of the Companies Act, 2013, and therefore sub-clauses (a) and (b) of clause (xx) of para 3 are not applicable.
21. The reporting under clause 3(xxi) is not applicable in respect of audit of financial statements of the Company. Accordingly, no comment has been included in respect of said clause under this report.

For **A Bafna & Co.**
Chartered Accountants
FRN:- 003660C

(CA Vivek Gupta)
Partner

Place: Jaipur
Date: 19-05-2025

M.No. 400543
UDIN: - 25400543BMLIFS3182

Annexure II To the Independent Auditor's Report

REPORT ON THE INTERNAL FINANCIAL CONTROLS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ("THE ACT")

We have audited the internal financial controls over financial reporting of Lehar Footwears Limited (hereinafter referred to as "the Company") as of 31st March 2025 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

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

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, issued by ICAI and deemed to be prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of Internal Financial Controls and, both issued by the Institute of Chartered Accountants of India. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over

financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system over financial reporting.

MEANING OF INTERNAL FINANCIAL CONTROLS OVER FINANCIAL REPORTING

A company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control over financial reporting includes those policies and procedures that:

- (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
- (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and
- (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS OVER FINANCIAL REPORTING

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



because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at 31st March, 2025, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance

Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **A Bafna & Co.**
Chartered Accountants
FRN:- 003660C

(CA Vivek Gupta)

Partner

M.No. 400543

UDIN: - 25400543BMLIFS3182

Place: Jaipur

Date: 19-05-2025

Balance Sheet

as at 31st March, 2025

(₹ in Lakhs)

S. No.	Particulars	Note No.	As at 31 st March, 2025	As at 31 st March, 2024	As at 1 st April, 2023*
I	ASSETS				
(1)	Non-current assets				
	(a) Property, Plant & Equipment	3	8,059.15	7,832.12	7,027.54
	(b) Capital work-in-progress	4	0.00	0.00	410.85
	(c) Intangible Asset	5	20.85	18.50	0.31
	(d) Right to Use	6	175.04	63.63	102.38
	(e) Financial Assets				
	(i) Other Financial Assets	8	44.83	38.69	53.30
	(f) Investments	9	-	0.10	
	(g) Other non-current assets	10	158.92	84.58	147.74
	Total Non-current Asset		8,458.79	8,037.62	7,742.12
(2)	Current assets				
	(a) Inventories	11	6,517.48	6,335.59	5,748.06
	(b) Financial Assets				
	(i) Trade Receivable	12	9,157.00	5,179.30	7,517.33
	(ii) Cash and Cash Equivalents	13	226.47	79.13	146.20
	(iii) Bank Balances other than above	14	400.28	253.55	346.39
	(iv) Loans & Advances	7	3.28	2.96	3.04
	(v) Other Financial Asset	8	323.59	446.88	168.46
	(c) Other current assets	10	861.58	1,495.70	563.37
	Total Current Asset		17,489.69	13,793.11	14,492.85
	Total Assets		25,948.48	21,830.73	22,234.97
II.	EQUITY AND LIABILITIES				
(1)	EQUITY				
	(a) Equity Share capital	15	1,767.88	1,767.88	1,566.48
	(b) Other Equity	16	9,476.72	8,276.65	7,108.83
	Total Equity		11,244.60	10,044.53	8,675.31
(2)	Non-current liabilities				
	(a) Financial Liabilities				
	(i) Borrowings	17	484.28	1,077.86	1,488.18
	(ii) Lease Liabilities	18	108.21	31.65	69.91
	(b) Provisions	19	47.29	-	0.02
	(c) Deferred tax liabilities (Net)	20	620.31	847.32	845.18
	(d) Other Non Current Liability	24	92.02	-	-
	Total Non-current Liabilities		1,352.11	1,956.83	2,403.29
(3)	Current liabilities				
	(a) Financial Liabilities				
	(i) Borrowings	21	5,901.25	5,602.11	4,960.26
	(ii) Lease Liabilities	18	70.84	38.26	35.91
	(iii) Trade Payables				
	Total outstanding dues of Micro Small and Medium Enterprises	22	866.00	465.61	194.78
	Total outstanding dues of other than Micro Small and Medium Enterprises	22	5,494.31	2,961.10	5,226.50
	(iv) Other Financial Liabilities	23	278.05	364.18	225.62
	(b) Provisions	19	345.11	262.80	203.46
	(c) Other current liabilities	24	396.21	135.32	309.84
	Total Current Liabilities		13,351.77	9,829.38	11,156.37
	Total Liabilities		14,703.88	11,786.20	13,559.66
	Total Equity and Liabilities		25,948.48	21,830.73	22,234.97
*Refer Note No:45					
Notes forming part of Financial Statements			1 to 47		

As per our Report of even date
For A Bafna & Co.
Chartered Accountants
FRN: 003660C

For and on behalf of Board of Directors
LEHAR FOOTWEARS LIMITED

(CA Vivek Gupta)
Partner
M.No. 400543

Pramod Kumar Agarwal
(Whole time Director)
DIN: 00108167

Naresh Kumar Agarwal
(Managing Director)
DIN: 00106649

Date: 19th May 2025
Place: Jaipur

Sanjay Agarwal
(CEO)

Rakesh Kumar Soni
(CFO)

Ritika Poddar
(Company Secretary)



Statement of Profit & Loss

for the year ended on 31st March, 2025

(₹ in Lakhs)

S. No.	Particulars	Note No.	Year ended 31 st March, 2025	Year ended 31 st March, 2024
I.	Revenue from operations	25	27,721.28	19,426.04
II.	Other income	26	26.72	57.30
III.	Total Revenue (I + II)		27,748.00	19,483.34
IV.	Expenses:			
	Cost of Materials Consumed	27	10,595.98	9,837.83
	Purchases of Stock-in-Trade		9,658.74	2,744.43
	Changes in inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	28	(495.85)	(182.37)
	Employee Benefits Expense	29	1,211.44	1,121.72
	Finance costs	30	704.04	584.89
	Depreciation and amortization expense	31	491.38	407.36
	Other expenses	32	4,137.87	4,079.28
	Total expenses		26,303.61	18,593.14
V.	Profit before exceptional items and tax (III-IV)		1,444.40	890.20
VI.	Exceptional items		-	-
VII.	Profit before tax (V- VI)		1,444.40	890.20
VIII.	Tax expense:			
	(1) Current tax	33	368.37	232.26
	(2) Deferred tax	33	(10.88)	2.13
	Total Tax Expenses		357.50	234.40
IX.	Profit (Loss) for the period		1,086.90	655.81
	Other Comprehensive Income			
(a)	(i) Items that will not be reclassified subsequently to profit or loss			
	Remeasurement of Defined Employee Benefit Plans		(49.91)	1.45
	Revaluation of Land			-
	(ii) Income tax relating to items that will not be reclassified subsequently to profit or loss		228.69	(0.37)
(b)	(i) Items that will be reclassified subsequently to profit or loss		-	-
	(ii) income tax relating to items that will be reclassified subsequently to profit or loss		-	-
	Total Other Comprehensive income		178.78	1.08
	Total Comprehensive Income for the year		1,265.68	656.89
X.	Earnings per equity share:			
	(1) Basic	34	6.15	4.02
	(2) Diluted	34	6.15	4.02
	Notes forming part of Financial Statements	1 & 47		

As per our Report of even date
For A Bafna & Co.
 Chartered Accountants
 FRN: 003660C

For and on behalf of Board of Directors
LEHAR FOOTWEARS LIMITED

(CA Vivek Gupta)
 Partner
 M.No. 400543

Pramod Kumar Agarwal
 (Whole time Director)
 DIN: 00108167

Naresh Kumar Agarwal
 (Managing Director)
 DIN: 00106649

Date: 19th May 2025
 Place: Jaipur

Sanjay Agarwal
 (CEO)

Rakesh Kumar Soni
 (CFO)

Ritika Poddar
 (Company Secretary)

Cash Flow Statement

for the year ended on 31st March, 2025

S. No.	Particulars	Year ended 31 st March, 2025	Year ended 31 st March, 2024
A.	Cash flow from Operating Activities		
	Profit before income tax	1,444.40	890.20
	Adjustment for		
	Depreciation and amortisation expenses	491.38	407.36
	Finance Costs	704.04	584.89
	Adjustment on Sale / Discard of Asset or Investments	(0.01)	2.93
	Acturial Gain/Loss	(49.91)	1.45
	Interest Income	(19.48)	(53.50)
	Change in operating assets and liabilities		
	(Increase)/Decrease in inventories	(181.89)	(587.53)
	(Increase)/Decrease in trade receivables	(3,977.70)	2338.03
	(Increase)/Decrease in financial assets	116.82	(263.72)
	(Increase)/Decrease in current assets	634.11	(932.33)
	Increase/(Decrease) Provisions	58.35	2.83
	Increase/(Decrease) other current liabilities	3,107.67	(2,030.97)
	Cash generated from operations	2,327.78	359.64
	Income Tax paid	(297.12)	(175.77)
	Net cash flow from operating activities	2,030.66	183.87
B.	Cash flow from Investing Activities		
	Purchase for property, plant and equipments	(827.16)	(822.15)
	Sale of Property , Plant and Equipements	3.63	38.39
	Advance Paid for Capital Goods	(74.35)	63.16
	Change in other bank balance and cash not available for immediate use	(146.74)	92.84
	Subsidy Received against the Fixed Assets	253.72	
	Investment in Subsidiary	-	(0.10)
	Interest Income	19.48	53.50
	Net cash flow from investing activities	(771.42)	(574.36)
C.	Cash flow from financing activities		
	Proceeds realised from issue of shares and share warrents	-	785.46
	Increase in Short Term Borrowings	454.51	584.16
	Increase in Long Term Borrowings	(748.96)	(352.63)
	Finance Costs	(693.74)	(576.41)
	Dividend Paid	(52.06)	(72.91)
	Interest Liability on Lease	(10.30)	(8.48)
	Payment of Principal portion of Lease Liability	(61.35)	(35.77)
	Net cash flow from financing activities	(1,111.90)	323.42
	Net increase / (decrease) in cash and cash equivalents	147.34	(67.07)
	Cash and cash equivalents at the beginning of the year	79.13	146.20
	Cash and cash equivalents at the end of the year	226.47	79.13

As per our Report of even date
For A Bafna & Co.
Chartered Accountants
FRN: 003660C

For and on behalf of Board of Directors
LEHAR FOOTWEARS LIMITED

(CA Vivek Gupta)
Partner
M.No. 400543

Pramod Kumar Agarwal
(Whole time Director)
DIN: 00108167

Naresh Kumar Agarwal
(Managing Director)
DIN: 00106649

Date: 19th May 2025
Place: Jaipur

Sanjay Agarwal
(CEO)

Rakesh Kumar Soni
(CFO)

Ritika Poddar
(Company Secretary)



Statement of Changes in Equity

for the year ended on 31st March, 2025

A EQUITY SHARE CAPITAL

(₹ in Lakhs)

Particulars	Note No.	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Balance as at the Beginning of the Period		1,767.88	1,566.48
Changes in Equity Share Capital due to Prior Period errors		0.00	0.00
Restated Balance as at the beginning of the Period		1,767.88	1,566.48
Changes in equity share capital during the year	15	0.00	201.40
Balance as at the end of the Period		1,767.88	1,767.88

B OTHER EQUITY

(₹ In Lakhs)

Particular	Reserves & Surplus				Items of Other Comprehensive income		Money received against Share Warrants	Total
	Security Premium Reserve	General Reserve	Retained Earning	Deferred Income	Revaluation Surplus	Remeasurement of net defined benefit Plans		
Balance as at 1st April, 2023	1,494.65	100.15	2,691.19	210.92	2,556.83	4.18	261.82	7,319.74
Changes in accounting policy or prior period errors (Refer Note No:45)	-	-	-	(210.92)	-	-	-	(210.92)
Restated balance as the beginning of the period	1,494.65	100.15	2,691.19	-	2,556.83	4.18	261.82	7,108.82
Dividends	-	-	(73.49)		-	-	-	(73.49)
Transfer to retained earnings	-	-	655.80		-	-	-	655.80
Remeasurement of Defined Benefit Plans Made during the year	-	-	-		-	1.45	-	1.45
Share Premium on Issue of Shares against Share Warrant	845.88							845.88
Money Received Against Share warrant during the year	-	-	-		-	-	785.46	785.46
Amount transfer from Money Received against Share Warrants to Equity Share Capital and Security Premium	-	-	-		-	-	(1,047.28)	(1,047.28)
Balance as at 31st March, 2024	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.64

Statement of Changes in Equity

for the year ended on 31st March, 2025

(₹ In Lakhs)

Particular	Reserves & Surplus				Items of Other Comprehensive income		Money received against Share Warrants	Total
	Security Premium Reserve	General Reserve	Retained Earning	Deferred Income	Revaluation Surplus	Remeasurement of net defined benefit Plans		
Balance as at 1st April, 2024	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.65
Changes in accounting policy or prior period errors	-	-	-	-	-	-	-	-
Restated balance as the beginning of the period	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.65
Dividends	-	-	(53.04)	-	-	-	-	(53.04)
Transfer to retained earnings	-	-	1,086.90	-	-	-	-	1,086.90
Remeasurement of Defined Benefit Plans made during the year	-	-	-	-	-	(49.91)	-	(49.91)
Amount transfer from Deferred Tax Liability on Remeasurement of Defined Benefit Plans	-	-	-	-	216.13	-	-	216.13
Balance as at 31st March, 2025	2,340.53	100.15	4,307.36	-	2,772.96	(44.28)	-	9,476.72

As per our Report of even date
For A Bafna & Co.
Chartered Accountants
FRN: 003660C

For and on behalf of Board of Directors
LEHAR FOOTWEARS LIMITED

(CA Vivek Gupta)
Partner
M.No. 400543

Pramod Kumar Agarwal
(Whole time Director)
DIN: 00108167

Naresh Kumar Agarwal
(Managing Director)
DIN: 00106649

Date: 19th May 2025
Place: Jaipur

Sanjay Agarwal
(CEO)

Rakesh Kumar Soni
(CFO)

Ritika Poddar
(Company Secretary)



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

1 CORPORATE INFORMATION

"Lehar Footwears Limited" (the company) is a public company domiciled in India and incorporated under the provisions of the Companies Act, 1956. Its shares are listed on Bombay Stock Exchange in India. Lehar Footwears Ltd. is one of the leading regional mass-footwear manufacturers of high quality and stylish non-leather footwears since 1995. Company is selling its products under 'Lehar' brand through trade distribution channel, retail multi brand outlets, export markets, government schemes and ecommerce marketplaces. The Company has 4 manufacturing plants situated at Jaipur and Kaladera (Chomu) and the company is also engaged in the supply of toolkit under PM Vishwakarma Scheme through its warehouses at Jaipur, Vijayawada, Patna and Delhi.

The Board of Directors approved the Financial Statements for the year ended 31st March, 2025 and authorised for issue on May 19, 2025.

2 SIGNIFICANT ACCOUNTING POLICIES

The following are the significant accounting policies adopted in the preparation of these financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of Preparation

These financial statements have been prepared in accordance with Indian Accounting Standards (referred to as "Ind AS") as prescribed under Section 133 of the Companies Act, 2013 ("the Act") read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time.

These financial statements have been prepared on the historical cost basis, except for certain financial instruments which are measured at fair values at the end of each reporting period and land has been carried at revalued amount, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

2.2 Functional and Presentation Currency

The financial statements are prepared in Indian Rupees ("INR") which is the Company's presentation currency and the functional currency for its operations. All financial information presented in INR has been rounded to the nearest lakhs with two decimal places unless stated otherwise.

2.3 Use of Estimates and judgments

The preparation of the financial statements in conformity with Ind AS requires management to make estimates, judgments and assumptions. These estimates, judgments and assumptions affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the year.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to the accounting estimates are recognised in the period in which the estimate is revised and future periods affected.

Significant judgments and estimates relating to carrying value of assets and liabilities include useful lives of Property, plant and equipment, impairment of Property, plant and equipment, investments, provision for employee benefits and other provisions, recoverability of deferred tax assets, commitments and contingencies.

2.4 Classification of Assets and Liabilities as Current and Non Current

All Assets and Liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of product & activities of the Company and their realization in cash and cash equivalent, the Company has determined its operating cycle as 12 months for the purpose of current and non-current classification of assets and liabilities. Deferred tax assets and liabilities are classified as non-current assets and liabilities.

2.5 Recognition of Revenue and Expenditure

Revenue from contracts with customers is recognized on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Company is expected to be entitled to in exchange for those goods or services.

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognized only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

Sale of Goods

Revenue from sale of products is recognized when the control on the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e., when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Interest

Interest income is recognized on a time proportion basis taking into account the amount outstanding and the effective interest rate method. Interest income is included under the head "Other Income" in statement of profit and loss.

Export Incentive

Duty drawback is recognized on the accrual basis whereas MEIS/Rodtep credit income is recognized on receipt basis.

Expenses

All expenses are charged in statement of profit and loss as and when they are incurred.

2.6 Property, Plant & Equipment

Property, plant and equipment (except land) are stated at cost comprising of purchase price and any initial directly attributable cost of bringing the asset to its working condition for its intended use, less accumulated depreciation (other than land) and impairment loss, if any. The Land has been carried at revalued amount and revaluation is carried out at reasonable period.

Depreciation is provided for property, plant and equipment on a straight line method so as to expenses the cost less residual value over their useful lives assets as prescribed in Schedule II of the Companies Act, 2013 except Dies & Moulds. The useful life of Dies & Moulds has been assessed as per the technical assessment of the management. The estimated useful lives and residual

value are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

Depreciation is not recorded on capital work-in progress until construction and installation is completed and the asset is for intended use.

2.7 Intangible assets

Intangible assets purchased are measured at cost as of the date of acquisition, as applicable, less accumulated amortisation and accumulated impairment, if any.

Intangible assets consist of software licenses which are amortised over license period which equates the useful life on a straight line basis over the period of its economic useful life.

2.8 Inventory

Inventories consists of Raw Material, Work In Progress, Finished Goods, Stores & Spares and Packing Materials.

Inventories are valued at the lower of cost or net realisable value. Cost is determined on weighted average basis.

Raw materials, Stores & Spares & Packing material: Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition on the weighted average basis.

Finished goods and work in progress: Cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity on a weighted average basis. Cost of finished goods includes other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.9 Employee benefits

a) Short Term Employee Benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. Benefits such as salaries, wages etc. and the expected cost of ex-gratia are recognised in the period in which the employee renders the related service. A liability is recognised for the amount expected to be paid when there is a present legal or constructive



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

b) Defined Contribution Plan

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits.

c) Defined Benefit Plan

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit method, with actuarial valuations being carried out at each balance sheet date. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling and the return on plan assets (excluding interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost, both vested and unvested, is recognised as an expense at the earlier of (a) when the plan amendment or curtailment occurs; and (b) when the entity recognises related restructuring costs or termination benefits. The retirement benefit obligations recognised in the balance sheet represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme.

d) Compensated absences

Compensated absences which are expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as undiscounted liability at the balance sheet date. Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as an actuarially determined liability at the present value of the defined benefit obligation at the balance sheet date.

profit differs from 'profit before tax' as reported in the Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income Tax Act, 1961. Current tax is measured using tax rates that have been enacted by the end of reporting period for the amounts expected to be recovered from or paid to the taxation authorities.

Deferred Tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit under Income tax Act, 1961. Deferred tax liabilities are generally recognized for all taxable temporary differences. However, in case of temporary differences that arise from initial recognition of assets or liabilities in a transaction (other than business combination) that affect neither the taxable profit nor the accounting profit, deferred tax liabilities are not recognized. Also, for temporary differences if any that may arise from initial recognition of goodwill, deferred tax liabilities are not recognized. Deferred tax assets are generally recognized for all deductible temporary differences to the extent it is probable that taxable profits will be available against which those deductible temporary difference can be utilized. In case of temporary differences that arise from initial recognition of assets or liabilities in a transaction (other than business combination) that affect neither the taxable profit nor the accounting profit, deferred tax assets are not recognized. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the benefits of part or all of such deferred tax assets to be utilized. Deferred tax assets and liabilities are measured at the tax rates that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

2.10 Income Tax

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

Current tax

Current tax is the amount of income taxes payable in respect of taxable profit for a period. Taxable

Presentation of current and deferred tax:

Current and deferred tax are recognized as income or an expense in the Statement of Profit and Loss, except when they relate to items that are recognized in Other Comprehensive Income, in which case, the current and deferred tax income/expense are recognized in Other Comprehensive Income. The Company offsets current tax assets and current

Notes forming part of the Standalone Financial Statements for the year ended 31st March, 2025

tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously. In case of deferred tax assets and deferred tax liabilities, the same are offset if the Company has a legally enforceable right to set off corresponding current tax assets against current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority on the Company.

2.11 Lease

Assets taken on lease are accounted as right-of-use assets and the corresponding lease liability is recognised at the lease commencement date.

Initially the right-of-use asset is measured at cost which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, as reduced by any lease incentives received.

The lease liability is initially measured at the present value of the lease payments, discounted using the Company's incremental borrowing rate. It is remeasured when there is a change in future lease payments arising from a change in an index or a rate, or a change in the estimate of the guaranteed residual value, or a change in the assessment of purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The right-of-use asset is measured by applying cost model i.e. right-of-use asset at cost less accumulated depreciation and cumulative impairment, if any. The right-of-use asset is depreciated using the straight-line method from the commencement date to the end of the lease term or useful life of the underlying asset whichever is earlier. Carrying amount of lease liability is increased by interest on lease liability and reduced by lease payments made.

2.12 Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle

the obligation and a reliable estimate can be made of the amount of the obligation.

Contingent Liability is disclosed in case of a present obligation arising from past events, when it is not probable that an outflow of resources will be required to settle the obligation or where no reliable estimate is possible. Contingent liabilities are not recognised in financial statements but are disclosed in notes.

Contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent assets are not recognised in financial statements and are disclosed in notes when it is virtually certain that economic benefits will inflow to the Company.

2.13 Foreign Currency Transactions

Transactions in foreign currency are recorded at exchange rates prevailing at the date of transactions. Exchange differences arising on foreign exchange transactions settled during the year are recognised in the statement of profit and loss of the year.

Monetary assets and liabilities denominated in foreign currencies which are outstanding, as at the reporting date are translated at the closing exchange rates and the resultant exchange differences are recognised in the statement of profit and loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are recognised using the exchange rate at date of initial transactions, are not retranslated.

In respect of forward contracts, the premium or discount on these contracts is recognized as income or expenditure over the period of the contract. Any profit or loss arising on the cancellation or the renewal of such contracts is recognized as income or expense for the year.

2.14 Impairment

Non-financial assets

The carrying amount of non- financial assets other than inventories are assessed at each reporting date to ascertain whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. An impairment loss is recognised as an expenses in the Statement of Profit and Loss, for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

higher of an asset's fair value less cost to sell and value in use. Value in use is ascertained through discounting of estimated future cash flows using a discount rate that reflects the current market assessments of the time value of money and the risk specific to the assets. For the purpose of assessing impairment, assets are grouped at the lowest levels into cash generating units for which there are separately identifiable cash flows.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment had been recognised.

Financial assets

The Company assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. In determining the allowances for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and allowance rates used in the provision matrix.

2.15 Government Grant

Government grants are recognised when there is a reasonable assurance that the grant will be received and all attached conditions will be complied with. Government grants relating to an expense item is recognised in the statement of profit and loss over the period necessary to match them with costs that they are intended to compensate are expensed. Government grants relating to asset is deducted directly from the carrying value of the asset.

2.16 Earning Per Share (EPS)

Basic earnings per share is computed by dividing the profit/(loss) after tax by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the profit/(loss) after tax as adjusted for dividend, interest and other charges to expense or income relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic

earnings per share and the weighted average number of equity shares which could have been issued on the conversion of all dilutive potential equity shares. The Company did not have any potentially dilutive securities in any of the years presented.

2.17 Cash and Cash Equivalents

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

2.18 Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset, until such time as the assets are substantially ready for the intended use or sale. Interest income earned on temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. The borrowing costs other than attributable to qualifying assets are recognised in the profit or loss in the period in which they incurred.

2.19 Financial Instruments

The company recognizes financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial asset or financial liabilities, as appropriate, on initial recognition. Transactions costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in Statement of Profit and loss.

Financial assets

All regular way purchases or sale of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sale of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place. All recognised financial assets are subsequently measured in their entirety at either amortized cost or fair value, depending on the classification of the financial assets.

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Classification of Financial Assets

(i) Financial assets carried at amortised cost

A financial asset is subsequently measured at amortised cost if it is held within a business model whose objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(ii) Financial assets at fair value through other comprehensive income

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(iii) Financial assets at fair value through profit or loss

A financial asset which is not classified in any of the above categories is subsequently fair valued through profit or loss.

(iv) Financial liabilities

Financial liabilities are subsequently carried at amortized cost using the effective interest rate method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

(v) Equity instrument

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Derecognition

The company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire or it transfers the financial asset and the transfer qualifies for derecognition under Ind AS 109. A financial liability (or a part of a financial liability) is derecognized from the company's balance sheet when the obligation

specified in the contract is discharged or cancelled or expires.

Offsetting of financial instruments

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

2.20 Insurance Claim

Insurance Claims are accounted for on the basis of claims admitted / expected to be admitted and to the extent that the amount recoverable can be measured reliably and it is reasonable to expect ultimate collection.

2.21 Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The company operates predominantly in two segments related to (a) footwear, Accessories and Other like product and (b) Toolkit and others.

2.22 Fair Value Measurement

The Company measures financial instruments at fair value at each balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

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

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

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



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

2.23 Change in Accounting Policy – Government Grants (Capital Subsidy)

Nature of the change:

During the current financial year, the Company has changed its accounting policy for government grants related to the acquisition of property, plant and equipment. Previously, such grants were accounted for as deferred income and amortized over the useful life of the related asset. The Company has now elected to deduct such grants directly from the carrying amount of the asset.

Reason for the change:

The Company believes that this new policy results in financial statements providing more reliable and relevant information by reflecting a more accurate carrying amount of the asset and associated depreciation expense.

Impact of the change:

The change in accounting policy has been applied retrospectively in accordance with Ind AS 8. The comparative figures for the previous year have been restated. The impact of the change on prior year figures is summarized below:

The change has no impact on the net profit of respective year since under earlier policy an amount equal to depreciation charge was credited to P&L Account from the deferred income account and depreciation was debited to P&L Account by a similar amount. Under new policy the figure of depreciation is already net resulting in Nil impact on net profit of the company due to such change in accounting policy.

In balance sheet, now the value of concerned fixed assets is appearing net of grant recognized instead of earlier practice of presentation on a gross value and deferred income on liabilities side of balance sheet.

2.24 Recent Accounting Pronouncement

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended 31st March, 2025, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 3 - PROPERTY, PLANT & EQUIPMENTS

Following are the changes in the carrying value of property, plant and equipment for the year ended 31st March, 2025

Particulars	Tangible Assets								(₹ In Lakhs)	
	Land	Building	Road	Plant & Machinery	Dies & Moulds and Misc. Fixed Assets	Furniture & Fixtures	Vehicles	Office Equipments	Total	
Gross Carrying value as at 1st April, 2024	3,574.12	2,505.98	15.11	1,767.07	2,249.00	34.06	401.26	114.65	10,661.25	
Additions during the year	-	59.82	6.85	352.79	136.08	7.54	78.80	21.24	663.12	
Disposals / Deletion during the year	-	-	-	-	0.82	-	18.63	47.52	66.97	
Addition / Deletion due to Revaluation	-	-	-	-	-	-	-	-	-	
Gross Carrying value as at 31st March, 2025	3,574.12	2,565.80	21.96	2,119.86	2,384.26	41.60	461.43	88.37	11,257.39	
Accumulated depreciation as at 1st April, 2024	-	581.00	7.14	761.54	1,159.92	16.68	217.47	85.39	2,829.13	
Depreciation	-	90.56	1.56	106.58	172.00	2.97	46.09	12.80	432.56	
Accumulated depreciation on deletions	-	-	-	-	0.02	-	17.74	45.69	63.45	
Accumulated depreciation as at 31st March, 2025	-	671.55	8.70	868.12	1,331.90	19.65	245.82	52.50	3,198.24	
Carrying Value as at 31st March, 2025	3,574.12	1,894.25	13.26	1,251.74	1,052.36	21.96	215.61	35.87	8,059.15	
Gross Carrying value as at 1st April, 2023	3,574.12	1,928.41	15.11	1,711.64	2,044.05	28.84	365.50	96.65	9,764.32	
Additions during the year	-	577.57	-	91.80	485.76	5.22	36.16	18.00	1,214.50	
Disposals / Deletion during the year	-	-	-	36.36	280.81	-	0.39	-	317.56	
Addition / Deletion due to Revaluation	-	-	-	-	-	-	-	-	-	
Gross Carrying value as at 31st March, 2024	3,574.12	2,505.98	15.11	1,767.07	2,249.00	34.06	401.26	114.65	10,661.26	
Accumulated depreciation as at 1st April, 2023	-	508.76	5.70	661.56	1,295.10	14.32	172.07	79.26	2,736.77	
Depreciation	-	72.24	1.44	109.68	131.38	2.36	45.39	6.13	368.62	
Accumulated depreciation on deletions	-	-	-	9.70	266.56	-	-	-	276.26	
Accumulated depreciation as at 31st March, 2024	-	581.00	7.14	761.54	1,159.92	16.68	217.47	85.39	2,829.12	
Carrying Value as at 31st March, 2024	3,574.12	1,924.99	7.97	1,005.54	1,089.07	17.38	183.78	29.26	7,832.12	

(a) The revised useful life, as assessed by Management, are in line with those specified in Part C of Schedule II of the Companies Act, 2013 for all classes of assets other than Dies and Moulds. The useful life of Dies and Moulds has been assessed as per the assessment of the management which has 6 years of useful life. Management believes that the assessed useful life of the assets reflect the periods over which these assets are expected to be used.

(b) The company has adopted Revaluation Model for entire class of Land assets and cost model for other class of assets and consequently the value of Land is higher by Rs 1800 Lakh due to revaluation done is the financial year 2016-17 and ₹ 1165.49 Lakh in financial year 2021-22



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 4 - CAPITAL WORK-IN-PROGRESS

(₹ In Lakhs)

Particular	As at 31 st March, 2025		As at 31 st March, 2024	
	Property, Plant and Equipment	Intangible Asset Under Development	Property, Plant and Equipment	Intangible Asset Under Development
Gross Carrying value as at the beginning of the period	0.00	0.00	397.83	13.03
Additions (Subsequent Expenditure)	587.39	2.35	179.71	5.47
Capitalized during the Year	587.39	2.35	577.54	18.50
Carrying Value as at the end of the period	0.00	0.00	0.00	0.00

Capital Work-in-progress ageing schedule for the year ended 31st March, 2025 and 31st March, 2024

(₹ In Lakhs)

Particular	Amount in CWIP for a Period of				
	Less than 1 Year	1-2 Year	2-3 Year	More than 3 year	Total
Property, Plant and Equipment					
31st March, 2025					
Projects in Progress	-	-	-	-	-
Projects Temporarily suspended	-	-	-	-	-
31st March, 2024					
Projects in Progress	397.83	-	-	-	397.83
Projects Temporarily suspended	-	-	-	-	-

(₹ In Lakhs)

Particular	Amount in CWIP for a Period of				
	Less than 1 Year	1-2 Year	2-3 Year	More than 3 year	Total
Intangible Asset Under Development					
31st March, 2025					
Projects in Progress	-	-	-	-	-
Projects Temporarily suspended	-	-	-	-	-
31st March, 2024					
Projects in Progress	2.68	10.35			13.03
Projects Temporarily suspended					-

NOTE 5 - INTANGIBLE ASSET

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
	Software	Software
Gross Carrying value as at the beginning of the period	24.62	6.12
Additions during the year	2.35	18.50
Disposals / Deletion during the year	-	-
Gross Carrying value as at the end of the period	26.97	24.62
Accumulated depreciation as at the beginning of the period	6.12	5.81
Depreciation	-	0.31
Accumulated depreciation on deletions	-	-
Accumulated depreciation as at the end of the period	6.12	6.12
Carrying Value as at the end of the period	20.85	18.50

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 6 - RIGHT TO USE

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
	Lease Bulding	Lease Bulding
Gross Carrying value as at the beginning of the period	136.12	136.12
Additions during the year	208.65	-
Deletion during the year	136.12	-
Gross Carrying value as at the end of the period	208.65	136.12
Accumulated depreciation as at the beginning of the period	72.49	33.75
Depreciation	58.82	38.74
Accumulated depreciation on deletions	97.70	-
Accumulated depreciation as at the end of the period	33.61	72.49
Carrying Value as at the end of the period	175.04	63.63

NOTE 7 - FINANCIAL ASSET : LOANS & ADVANCES

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
Unsecured considered goods				
Loans to Employees	-	-	3.28	2.96
Total	-	-	3.28	2.96

NOTE 8 - FINANCIAL ASSET : OTHER FINANCIAL ASSET

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
Security Deposits	44.83	38.69	213.92	215.48
Duty Drawback Receivable	-	-	4.02	7.32
IGST Refundable on Export	-	-	95.11	212.59
Guaranteed Emergency Credit Line Loan Receivable	-	-	0.58	0.69
MEIS Credit Receivable	-	-	-	0.30
RODTEP Credit Receivable	-	-	7.67	7.78
Accrued Interest	-	-	2.28	2.71
Insurance Policies for Compensated Absence	-	-	0.01	0.01
Total	44.83	38.69	323.59	446.88

NOTE 9 - INVESTMENT

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
(a) Investments in Equity Instruments				
(i) Subsidiary				
Shares in Lehar Foundation	-	0.10	-	-
Total	-	0.10	-	-



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 10 - OTHER ASSET

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
GST Input Tax Credit and Electronic Cash Ledger Balance	-	-	31.87	195.72
Advance to Suppliers & Other Parties	158.92	84.58	547.03	1,094.60
Advance Income Tax & TDS Receivable	-	-	217.70	179.11
Advance Custom Duty Paid	-	-	-	-
Prepaid Expenses	-	-	64.99	25.35
TDS Refundable from Financial Institutions	-	-	-	0.92
Total	158.92	84.58	861.58	1,495.70

NOTE 11 - INVENTORIES

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
(Valued at lower of cost and net realizable value)		
Raw materials	1,574.56	1,988.46
Work-in-progress;	1,600.33	1,729.10
Finished goods;	2,711.78	2,305.20
Packing Material	153.31	74.12
Stock-in-trade (in respect of goods acquired for trading)	282.13	64.09
Stores and spares;	195.26	174.38
Diesel/Pet Cock	0.11	0.24
Total	6,517.48	6,335.59

NOTE 12 - TRADE RECEIVABLE

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Unsecured, considered good unless stated otherwise		
Undisputed Trade Receivables	9,113.69	5,161.47
Undisputed Trade Receivables which have significant increase in credit risk	-	-
Undisputed Trade Receivables- Credit Impaired	-	-
Less : Provision for Doubtful Debts	84.47	79.05
Total Undisputed Trade Receivables	9,029.22	5,082.42
Disputed Trade Receivables	255.57	193.75
Disputed Trade Receivables which have significant increase in credit risk	-	-
Disputed Trade Receivables- Credit Impaired	-	-
Less : Provision for Doubtful Debts	127.79	96.87
Total Disputed Trade Receivables	127.79	96.88
Total Trade Receivables	9,157.00	5,179.30
Trade Receivables related to:		
Related Parties	-	-
Others	9,369.26	5,355.22
Less : Provision for Doubtful Debts	212.26	175.92
Total	9,157.00	5,179.30

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Additional information on Trade Receivable

(₹ In Lakhs)

As on 31 st March, 2025	Outstanding for following periods from due date of payment as on Balance Sheet Date					
	Not Due	Less than 6 Months	6 Months - 1 Year	1-2 Years	2-3 Years	More than 3 Years
Undisputed Trade Receivables	6,050.34	971.92	1,757.03	90.34	31.42	212.63
Undisputed Trade Receivables which have significant increase in credit risk	-	-	-	-	-	-
Undisputed Trade Receivables- Credit Impaired	-	-	-	-	-	-
Disputed Trade Receivables	-	-	10.12	42.69	32.20	170.57
Disputed Trade Receivables which have significant increase in credit risk	-	-	-	-	-	-
Disputed Trade Receivables- Credit Impaired	-	-	-	-	-	-
Total	6,050.34	971.91	1,767.15	133.02	63.62	383.20
Total Undisputed Trade Receivables						9,113.68
Total Disputed Trade Receivables						255.57
Total Trade Receivables						9,369.26
Less : Provision for Doubtful Debts						212.26
Net Trade Receivable						9,157.00

(₹ In Lakhs)

As on 31 st March, 2024	Outstanding for following periods from due date of payment as on Balance Sheet Date					
	Not Due	Less than 6 Months	6 Months - 1 Year	1-2 Years	2-3 Years	More than 3 Years
Undisputed Trade Receivables	3,154.74	963.63	696.56	62.99	50.97	232.57
Undisputed Trade Receivables which have significant increase in credit risk	-	-	-	-	-	-
Undisputed Trade Receivables- Credit Impaired	-	-	-	-	-	-
Disputed Trade Receivables	-	0.97	5.14	23.59	29.09	134.94
Disputed Trade Receivables which have significant increase in credit risk	-	-	-	-	-	-
Disputed Trade Receivables- Credit Impaired	-	-	-	-	-	-
Total	3,154.74	964.60	701.70	86.58	80.06	367.51
Total Undisputed Trade Receivables						5,161.45
Total Disputed Trade Receivables						193.75
Total Trade Receivables						5,355.21
Less : Provision for Doubtful Debts						175.92
Net Trade Receivable						5,179.30

NOTE 13 - CASH & CASH EQUIVALENT

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Cash and Cash Equivalents		
Balances with banks	218.16	75.05
Cash on Hand	8.31	4.08
Total	226.47	79.13



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 14 - BANK BALANCES OTHER THAN ABOVE

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
As margin money / under lien	399.31	252.97
In term Deposit with original maturity more than 3 months but less than 12 months	-	-
Dividend Accounts	0.97	0.58
Total	400.28	253.55

NOTE 15 - EQUITY SHARE CAPITAL

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Authorised		
2,00,00,000 Equity Shares of ₹ 10 each (Previous year 2,00,00,000 Equity Shares of ₹ 10 each)	2,000.00	2,000.00
Issued, Subscribed & Paid-up	1,767.88	1,767.88
(1,76,78,799 Equity Shares of ₹ 10/-each, fully paid up)		
Total	1,767.88	1,767.88

Note 15.1 - Reconciliation of the shares outstanding at the beginning and at the end of the reporting period

(₹ In Lakhs)

Equity Shares	As at 31 st March, 2025		As at 31 st March, 2024	
	Number	Amount	Number	Amount
At the beginning of the period	1,76,78,799	1,767.88	1,56,64,799	1,566.48
Issued during the period	-	-	20,14,000	201.40
Bought back during the period	-	-	-	-
Outstanding at the end of the period	1,76,78,799	1,767.88	1,76,78,799	1,767.88

Note 15.2 - Terms/ Rights attached to Equity Shares

The company has only one class of Equity shares having a par value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per share.

In the event of liquidation of company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Note 15.3 - Details of Shareholders holding more than 5% equity shares in the Company

Shareholder	As at 31 st March 2025		As at 31 st March, 2024	
	Number	% Holding	Number	% Holding
Naresh Kumar Agarwal	15,18,566	8.59	15,18,566	8.59
Raj Kumar Agarwal	17,42,618	9.86	17,42,618	9.86
Santra Devi Agarwal	11,37,813	6.44	11,37,813	6.44
Pramod Kumar Agarwal	14,63,632	8.28	14,63,632	8.28
Ramesh Chand Agarwal*	20,19,170	11.42	20,19,170	11.42
Naveen Kumar Agarwal	9,20,960	5.21	9,20,960	5.21
Total	88,02,759	49.80	88,02,759	49.80

*Deceased on 15.09.2022

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Note 15.4 - Details of Shares held by promoters in the Company

Promoter Name	As at 31 st March, 2025			As at 31 st March, 2024		
	No of Shares Held	% of Holding of Total Share	% Change During the Year	No of Shares Held	% of Holding of Total Share	% Change During the Year
Promoters:						
Ramesh Chand Agarwal	20,19,170	11.42%	0.00%	20,19,170	11.42%	-1.47%
Raj Kumar Agarwal	17,42,618	9.86%	0.00%	17,42,618	9.86%	-0.47%
Pramod Kumar Agarwal	14,63,632	8.28%	0.00%	14,63,632	8.28%	-0.74%
Naresh Kumar Agarwal	15,18,566	8.59%	0.00%	15,18,566	8.59%	0.49%
Sub Total (A)	67,43,986	38.15%	0.00%	67,43,986	38.15%	-2.19%
Promoter Group:						
Mohan Lal Agarwal HUF	1,40,000	0.79%	0.00%	1,40,000	0.79%	-0.10%
Raj Kumar Agarwal HUF	67,600	0.38%	0.00%	67,600	0.38%	-0.05%
Ramesh Chand Agarwal HUF	1,40,000	0.79%	0.00%	1,40,000	0.79%	-0.10%
Megha Agarwal	2,85,655	1.62%	0.00%	2,85,655	1.62%	0.43%
Santra Devi Agarwal	11,37,813	6.44%	0.00%	11,37,813	6.44%	-0.82%
Sushila Devi Agarwal	1,40,000	0.79%	0.00%	1,40,000	0.79%	-0.10%
Manisha Agarwal	63,625	0.36%	0.00%	63,625	0.36%	-0.05%
Sanjay Kumar Agarwal	6,00,722	3.40%	0.00%	6,00,722	3.40%	1.16%
Lalita Devi Agarwal	50,000	0.28%	0.00%	50,000	0.28%	-0.04%
Naveen Kumar Agarwal	9,20,960	5.21%	0.00%	9,20,960	5.21%	0.13%
Pankaj Agarwal	4,26,365	2.41%	0.00%	4,26,365	2.41%	0.57%
Prateek Agarwal	3,94,722	2.23%	0.00%	3,94,722	2.23%	0.88%
Lawreshwar Footcare Private Limited	2,68,750	1.52%	0.00%	2,68,750	1.52%	-0.20%
Navita Goyal	50,000	0.28%	0.00%	50,000.00	0.28%	-0.04%
Saroj Devi	1,50,000	0.85%	0.00%	1,50,000.00	0.85%	-0.11%
Savita Kumari Agarwal	1,50,000	0.85%	0.00%	1,50,000.00	0.85%	0.37%
Dinesh Kumar Gupta	76,200	0.43%	0.00%	76,200.00	0.43%	-0.06%
Manju Gupta	81,000	0.46%	0.00%	81,000.00	0.46%	-0.06%
Lata Devi Gadia	3,03,800	1.72%	0.00%	3,03,800.00	1.72%	0.74%
Pooja Agarwal	2,24,083	1.27%	0.00%	2,24,083.00	1.27%	-0.16%
Nitesh Gupta	5,001	0.03%	0.00%	5,001.00	0.03%	0.00%
Divya Gupta	1,58,825	0.90%	0.00%	1,58,825.00	0.90%	0.52%
Lakshita Agarwal	1,01,017	0.57%	0.00%	1,01,017.00	0.57%	0.24%
Pooja Gupta	2,500	0.01%	0.00%	2,500.00	0.01%	-0.01%
Nandan Agarwal	6,001	0.03%	0.00%	6,001.00	0.03%	-0.01%
Shally Agarwal	1,00,000	0.57%	0.00%	1,00,000.00	0.01	0.01
Megha Agarwal	1,00,000	0.57%	0.00%	1,00,000.00	0.01	0.01
Sub Total (B)	61,44,639	34.76%	0.00%	61,44,639	34.76%	4.27%
Total (A+B)	1,28,88,625	72.91%	0.00%	1,28,88,625	72.91%	2.08%



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 16 - OTHER EQUITY

(₹ In Lakhs)

Particular	Reserve & Surplus				Items of Other Comprehensive income		Money received against Share Warrents	TOTAL
	Security Premium Reserve	General Reserve	Retained Earning	Deferred Income	Revaluation Surplus	Remeasurement of net defined benefit Plans		
Balance as at 1 April 2023	1,494.65	100.15	2,691.19	210.92	2,556.83	4.18	261.82	7,319.74
Changes in accounting policy or prior period errors (Refer Note No:45)	-	-	-	(210.92)	-	-	-	(210.92)
Restated balance as the beginning of the period	1,494.65	100.15	2,691.19	-	2,556.83	4.18	261.82	7,108.82
Dividends	-	-	(73.49)	-	-	-	-	(73.49)
Transfer to retained earnings	-	-	655.80	-	-	-	-	655.80
Remeasurement of Defined Benefit Plans Made during the year	-	-	-	-	-	1.45	-	1.45
Share Premium on Issue of Shares against Share Warrant	845.88	-	-	-	-	-	-	845.88
Money Received Against Share warrant during the year	-	-	-	-	-	-	785.46	785.46
Amount transfer from Money Received against Share Warrents to Equity Share Capital and Security Premium	-	-	-	-	-	-	(1,047.28)	(1,047.28)
Balance as at 31st March, 2024	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.64
Balance as at 1st April, 2024	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.65
Changes in accounting policy or prior period errors	-	-	-	-	-	-	-	-
Restated balance as the beginning of the period	2,340.53	100.15	3,273.50	-	2,556.83	5.62	-	8,276.65
Dividends	-	-	(53.04)	-	-	-	-	(53.04)
Transfer to retained earnings	-	-	1,086.90	-	-	-	-	1,086.90
Remeasurement of Defined Benefit Plans made during the year	-	-	-	-	-	(49.91)	-	(49.91)
Amount transfer from Deferred Tax Liability on Remeasurement of Defined Benefit Plans	-	-	-	-	216.13	-	-	216.13
Balance as at 31st March, 2025	2,340.53	100.15	4,307.36	-	2,772.96	(44.28)	-	9,476.72

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 17 - LONG TERM BORROWINGS

(₹ In Lakhs)

Particular	Non Current Portion		Current Maturities	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
Term Loan-HDFC 84229932*	-	38.76	38.57	65.11
Term Loan-HDFC 84229948*	46.54	104.56	57.64	52.08
Term Loan-HDFC 84390346*	4.63	42.07	37.28	33.87
GECL HDFC Term Loan-8888876*	-	-	-	168.44
GECL HDFC Term Loan-452557707*	119.49	228.36	108.82	98.81
Term Loan SIDBI Solar	51.88	78.28	26.40	26.40
Term Loan SIDBI Plant & Machinery	189.20	296.97	107.75	107.76
Deferred Vehicle Loans from various banks	72.54	82.91	73.98	53.35
Other Intercompany Loan	-	205.95	-	-
Total	484.28	1,077.86	450.44	605.82
The above amount includes				
Secured borrowings	484.28	871.91	450.44	605.82
Unsecured Borrowings				
From Related Parties	-	205.95	-	-
From Others	-	-	-	-
Amount Disclosed under Current Maturity of Long term Borrowing Under Note No. 20 Short Term Borrowings	-	-	(450.44)	(605.82)
Total	484.28	1,077.86	-	-

* All the loans from HDFC Bank Limited are secured against hypothecation of Raw Material, Finished Goods, Stock in Process, Store & Spares, Packing Material and book debts, mortgage over fixed assets of the Company & mortgage of certain fixed assets of the related parties and personal guarantees of Directors and other related parties and residual charge over the immovable property of the company which are mortgaged for the term loans from HDFC Bank Limited carrying interest rate of @ 8.79% to 9.25%. Details of immovable asset which are mortgaged are as follows :-

- (i) A-243(A), Road No.6, V.K.I. Area, Jaipur-302013
 - (ii) SP-41D, RIICO Industrial Area, Kaladera, Tehsil Chomu, District Jaipur-303801
 - (iii) E-20A, Kaushalya Path, Basant Marg, Bani Park, Jaipur-302016
 - (iv) G-1-685, Road No.9F2, V.K.I. Area, Jaipur-302013 (Owned in the name of Lawreshwar Footwears prop concern of Mr. Naveen Kumar Agarwal who is related party.)
- (I) Term Loan-HDFC 84229932 is financed for ₹ 314.80 lakhs which is repayable in 67 equal monthly installment of ₹ 5,98,772 including interest started from Jan. 2020.
 - (II) Term Loan-HDFC 84229948 is financed for ₹ 222.86 lakhs which is repayable in 85 equal monthly installment of ₹ 5,34,497 including interest started from Jan. 2020.
 - (III) Term Loan-HDFC 84390346 is financed for ₹ 150.00 lakhs which is repayable in 72 equal monthly installment of ₹ 3,28,049 including interest starting from Apr. 2020.
 - (IV) GECL TERM LOAN HDFC-8888876* is financed for ₹ 745.56 Lakhs which is repayable in 37 equal monthly installment of ₹ 23,17,459 including interest starting from Nov. 2021.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

- (V) GECL TERM LOAN HDFC-452557707* is financed for ₹ 335.00 Lakhs which is repayable in 38 equal monthly installment of ₹ 10,41,290 including interest starting from March 2024.
- (VI) Term Loan SIDBI Solar* is financed for ₹ 117.88 Lakhs and secured against hypothecation respective solar plant, which is repayable in 53 equal monthly installment of ₹ 2,20,000 and 1 installemnt of ₹ 1,28,000 excluding interest starting from October 2023.
- (VII) Term Loan SIDBI Plant & Machinery* is financed for ₹ 485.03 Lakhs and secured against hyphothecation of respective plant & machinery, which is repayable in 53 equal monthly installment of ₹ 8,98,000 and 1 installemnt of ₹ 9,09,000 excluding interest starting from July 2023.
- (VIII) Deferred Vehicle Loans are secured against hypothecation of respective vehicles carrying interest rate in the range of @ 8.50% to 13%.

NOTE 18 - LEASE LIABILITY

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
Lease Liability	108.21	31.65	70.84	38.26
Total	108.21	31.65	70.84	38.26

Lease liability represent the operating lease which has been classified as per the Ind AS 116 related to property taken on lease situated at : SP 1020, Road No.14, V.K.I. Area, Jaipur, Rajasthan-302013 and G-1-685, Road No.9F2, V.K.I. Area, Jaipur, Rajasthan-302013

NOTE 19 - PROVISIONS

(₹ In Lakhs)

Particular	Long Term		Short Term	
	As at 31 st March 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
(a) Provision for Employees Benefit				
(i) Provision for Gratuity	47.29	-	-	-
(ii) Provision for Compensated Absence	-	-	-	-
(iii) Provision for Bonus	-	-	50.17	38.75
(b) Provision for Income Tax	-	-	290.44	219.18
(c) Provision for Expenses	-	-	4.50	4.87
Total	47.29	-	345.11	262.80

The company has taken partly gratuity policy against which premium has been paid to LIC, and partly made provision for gratuity on actuarial valuation basis.

NOTE 20 - DEFERRED TAX LIABILITY (NET)

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Deferred Tax Liability (A)		
Related to Fixed Assets	301.51	276.86
Related to Revaluation of Land	395.49	613.53
Related to Employee Benefit Expenses	-	1.21

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Deferred Tax Assets (B)		
Related to Expected Credit Loss	53.43	44.28
Related to Employee Benefit Expenses	23.26	
Total (A-B)	620.31	847.32

NOTE 21 - SHORT-TERM BORROWINGS

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Cash Credit from HDFC Bank Ltd. (Secured)*	4,545.82	4,996.29
Current Maturities of Long Term Borrowing	450.44	605.82
Receivable Exchange of India Limited	904.99	-
Total	5,901.25	5,602.11

*Cash Credit Limit from HDFC Bank Ltd. is secured against hypothecation of Raw Material, Finished Goods, Stock in Process, Store & Spares, Packing Material and book debts, mortgage over fixed assets of the Company & mortgage of certain fixed assets of the related parties and personal guarantees of Directors and other related parties and residual charge over the immovable property of the company which are mortgaged for the term loans from HDFC Bank Limited carrying interest rate of @ 9.09%.

NOTE 22 - TRADE PAYABLE

(₹ In Lakhs)

Particular	As at 31 st March 2025	As at 31 st March, 2024
Trade Payable Due to Micro and Small Enterprises (MSME)		
Sundry Creditors for Raw Material and Packing Material	345.32	411.26
Sundry Creditors for Consumable Store and Traded Goods	508.54	4.35
Sundry Creditors for Expenses	12.14	49.99
Total Due to Micro and Small Enterprises (MSME)	866.00	465.61
Trade Payable Due to others		
Sundry Creditors for Raw Material and Packing Material	2,747.16	2,317.35
Sundry Creditors for Consumable Store and Traded Goods	2,349.12	92.07
Sundry Creditors for Expenses	398.03	551.68
Total Due to others	5,494.31	2,961.10
Total Trade Payables	6,360.31	3,426.70

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the management

Micro and Small Enterprises

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Dues Remaining unpaid		
The Principal amount remaining unpaid to any supplier as at the end of the year	865.24	142.04
Interest due on the above amount	3.41	27.31
Amount of Interest accrued and remianing unpaid at the end of the year	0.76	9.85

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the management.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March 2025

Additional information on Trade Payables

(₹ In Lakhs)

As on 31 st March 2025	Outstanding for following periods from due date of payment as on Balance Sheet Date					
	Unbilled Dues	Not Due	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years
(i) MSME		842.40	22.55	1.05	-	-
(ii) Others	105.21	3,869.48	1,496.81	21.79	1.02	-
(iii) Disputed Dues : MSME		-	-	-	-	-
(iv) Disputed Dues : Others		-	-	-	-	-
Total	105.21	4,711.88	1,519.37	22.84	1.02	-

(₹ In Lakhs)

As on 31 st March, 2024	Outstanding for following periods from due date of payment as on Balance Sheet Date					
	Unbilled Dues	Not Due	Less than 1 Year	1-2 Years	2-3 Years	More than 3 Years
(i) MSME	-	384.06	81.55	-	-	-
(ii) Others	90.81	1,624.54	1,242.42	3.27	-	0.06
(iii) Disputed Dues : MSME	-	-	-	-	-	-
(iv) Disputed Dues : Others	-	-	-	-	-	-
Total	90.81	2,008.60	1,323.97	3.27	-	0.06

NOTE 23 - FINANCIAL LIABILITY - OTHER

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Trade Payable for Capital Goods	234.81	305.80
Dividend Payable	0.97	0.58
Other Current Financial Liability	42.27	57.80
Total	278.05	364.18

NOTE 24 - OTHER CURRENT LIABILITY

(₹ In Lakhs)

Particular	Non Current		Current	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
Subsidy against Capital Goods (Pending Utilization)	92.02		-	-
Advances from customers			205.31	129.68
Statutory Liabilities			190.90	5.64
Total	92.02	-	396.21	135.32

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 25 - REVENUE FROM OPERATION

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Sale of products		
Finished Goods & Traded Goods	24,218.28	15,940.64
Export Sales	3,734.13	3,703.04
Other Operating Revenue	278.15	238.84
Revenue from Operation (Gross)	28,230.56	19,882.51
Less: Discount	509.28	456.48
Revenue from Operation (Net)	27,721.28	19,426.04

NOTE 26 - OTHER INCOME

(₹ In Lakhs)

Particular	Year ended 31 st March 2025	Year ended 31 st March, 2024
Interest Income on		
Bank Deposits	19.48	15.31
Other Interest	-	38.19
Discount Received	0.03	1.07
Profit on Sale of Fixed Assets	0.74	2.68
Gain on Termination of Lease	5.04	-
Miscellaneous Income	1.43	0.05
Total	26.72	57.30

NOTE 27 - COST OF MATERIAL CONSUMED

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Raw Materials Consumed		
Opening Stock	1,988.46	1,592.40
ADD: Purchases	9,448.65	9,398.42
	11,437.11	10,990.82
Less: Closing Stock	1,574.56	1,988.46
Total [A]	9,862.55	9,002.36
Packing Materials Consumed		
Opening Stock	74.12	64.38
ADD: Purchases	812.62	845.21
	886.74	909.59
Less: Closing Stock	153.31	74.12
Total [B]	733.43	835.47
Cost of Material Consumed Total [A+B]	10,595.98	9,837.83



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 28 - CHANGES IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Opening Stock		
Finished Goods	2,305.20	1,886.79
Work-in-Progress	1,729.10	1,806.25
Stock-in-Trade	64.09	222.98
Total [I]	4,098.39	3,916.02
Closing Stock		
Finished Goods	2,711.78	2,305.20
Work-in-Progress	1,600.33	1,729.10
Stock-in-Trade	282.13	64.09
Total [II]	4,594.24	4,098.39
Change in inventories Total [I-II]	(495.85)	(182.37)

NOTE 29 - EMPLOYEE BENEFITS EXPENSE

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Salaries, Wages and Bonus	1,108.74	1,046.64
Contribution to Provident and Other Funds	90.69	64.48
Staff Welfare Expenses	12.01	10.60
Total	1,211.44	1,121.72

NOTE 30 - FINANCE COST

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Bank Charges	69.06	35.20
Interest on Term Loan	89.02	143.88
Interest to Bank & others	545.96	405.81
Total	704.04	584.89

NOTE 31 - DEPRECIATION AND AMORTISATION EXPENSES

(₹ In Lakhs)

Particular	Year ended 31 st March 2025	Year ended 31 st March, 2024
Depreciation	491.38	407.36
Total	491.38	407.36

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 32 - OTHER EXPENSES

(₹ In Lakhs)		
Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Manufacturing Expenses		
Cartage	82.63	66.14
Consumable stores	134.64	180.43
Diesel / Pet Cock consumption	1.40	0.88
Job Charges	1,732.39	1,798.02
Power & Electricity	288.32	344.83
Repairs & Maintenance (P & M)	103.50	123.54
Work Shed Rent	139.93	55.65
Designing Expenses	5.70	7.50
TOTAL [A]	2,488.51	2,576.99
Administrative & Other Expenses		
Annual Listing Fees	4.45	4.15
Conveyance, Vehicle Running Expense	55.02	61.66
CSR Expenses	13.47	8.00
Demand Expenses	3.46	1.21
Directors Remuneration	112.49	108.00
Directors Seating Fees	2.40	1.80
Donation	2.13	11.97
Electricity and Water Expenses	20.11	11.23
Festival Expenses	18.67	11.63
General Expenses	22.81	20.29
Insurance Expenses	18.32	16.62
Interest on TDS	1.59	2.08
Interest on GST	0.40	0.96
Interest to MSME Entities	1.43	3.41
Loss on Sale of Asset	0.63	5.59
Late Fee GST	0.10	0.00
Late Delivery Charges	67.58	64.92
Legal and Professional Fees	33.70	51.25
Membership fees & Subscription Fees	1.90	2.07
Payment to Auditors (Refer details below)	10.92	10.01
Penalty & Fine	0.06	2.25
Communication Expenses	10.39	11.24
Printing & Stationery	10.48	7.89
Repairs & Maintenance	29.39	43.59
Recruitment & Training Expenses	1.13	0.04
Security Charges	30.73	27.35
Software and Website Expenses	7.54	5.14
Sundry Balances written off	15.83	6.79
Travelling Expenses	143.68	112.18
TOTAL [B]	640.81	613.32
SELLING & DISTRIBUTION EXPENSES		
Advertisement and Sales Promotion Expense	323.45	291.80
Commission on Sales	50.84	33.55
Freight Outward	585.32	472.04
Bad Debts	7.28	0.00
Expected Credit Loss	36.33	63.11
Tender and Technical Testing Fees	5.33	28.47
TOTAL [C]	1,008.55	888.97
GRAND TOTAL [A+B+C]	4,137.87	4,079.28



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Note 32.1 - Payment to Statutory Auditor

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Audit Fees	10.63	9.66
Reimbursement of Expenses	0.29	0.35
Total	10.92	10.01

NOTE 33 - INCOME TAX RECOGNISED IN STATEMENT OF PROFIT OR LOSS

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Current Tax		
In respect of Current year		
Regular Tax	368.37	219.19
In respect of earlier year	-	13.08
Total Current tax	368.37	232.26
Deferred Tax	(10.88)	2.13

A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the income before income taxes is summarized below:

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Profit before income taxes	1444.40	890.20
Enacted tax rate in India	25.17%	25.17%
Computed expected tax expenses	363.55	224.06
Effect of Allowances for tax purpose	(225.30)	(140.30)
Effect of Non deductible expenses	152.18	135.42
Others	0.00	13.08
Tax expense recognised in Statement of Profit and Loss	290.44	232.26

The movement of deferred tax assets and liabilities during the year ended 31st March, 2025

(₹ In Lakhs)

Particular	As at 1 st April, 2024	(Credit)/ Charge in statement of Profit and Loss	(Credit) / Charge in Other Comprehensive Income	As at 31 st March, 2025
Deferred Tax Assets/ (Liabilities)				
Depreciation	(276.86)	(24.65)	-	(301.51)
Gratuity & Compensated Absence	(1.21)	24.46	-	23.26
Expected Credit Loss	44.28	9.15	-	53.43
Revaluation of Land	(613.53)	1.92	216.13	(395.49)
Total	(847.31)	10.88	216.13	(620.31)

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE-34 EARNING PER SHARE

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Profit after tax	1086.90	655.81
Weighted average no. of Equity Share Outstanding	17678799	13783273
Nominal value of Ordinary share(INR)	10	10
Basic & diluted earning per share in rupees	6.15	4.76

NOTE 35 - LEASE

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
As Lessee:-		
Disclosure in respect of premises taken on operating lease by the company :		
The company has entered into operating lease for its warehouses which are renewable on a periodic basis and cancelled at the company's option		
(a) Lease payment done during the year	43.20	14.21
(b) Future Lease payments:	-	-
Not later than 1 year	70.84	35.91
Later than 1 year but not later than 5 years	108.21	69.91
More than 5 years	-	-

NOTE 36 - EMPLOYEE BENEFIT

(A) Defined Contribution Plan:-

The Company operates defined contribution retirement benefit plans for all qualifying employees. Contributions are made to registered provident fund and Employee state insurance administered by the government. The obligation of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation.

(₹ In Lakhs)

Particular	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Contribution to provident fund and other fund recognised in Statement of Profit and Loss	47.04	41.96

(B) Defined Benefit Plan:-

Gratuity

In accordance with the provisions of Payment of Gratuity Act, 1972, the company has defined benefit plan which provides for gratuity payment. The plan provides a lump sum gratuity payment to eligible employees at retirement or termination of their employment. The amounts are based on the respective employee's last drawn salary and the year of employment with the company. The gratuity plan is a partially funded plan.

These plans typically expose the Company to actuarial risks such as: Investment, Interest rate, longevity and salary risk:

Investment risk: The present value of the defined benefit obligation is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Interest risk: A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.

Longevity risk: The present value of the defined benefit obligation is calculated by reference to the best estimate of the mortality of plan participants during their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary escalation risk: The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

No other post-retirement benefits are provided to the employees.

The actuarial valuation of the plan assets and the present value of the defined benefit obligation were carried out as at 31st March, 2025 by a certified actuary of the Institute of Actuaries of India. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

Compensated Absence

Compensated absence liability recognised at the year end is ₹ Nil (Previous Year ₹ Nil). The above is based on actuarial valuation report. The report considers assumptions with respect to discount rates, salary escalation, retirement age, mortality, rate of leaving service, leave availment pattern, disability and other relevant factors. the method used is Projected unit Credit Method.

Assumptions:

The principal assumptions used for the purposes of the actuarial valuations are given below:

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March 2025	Year ended 31 st March, 2024
Discount Rate	6.75%	7.25%
Future Salary growth rate	5.00%	5.00%
Rate of Return on Plan Assets	7.36%	7.35%
Mortality table used	IALM 2012-14	IALM 2012-14

Projected Benefit Obligation

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Projected benefit Obligation at beginning of the year	65.79	55.60
Interest Cost	4.77	4.17
Current Service Cost	18.84	14.10
Benefits paid	(14.23)	(6.53)
Actuarial (Gain)/Loss	50.16	(1.55)
Projected benefit Obligation at end of the year	125.33	65.79

Amount recognised in the Balance Sheet:

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Amount recognised in the Balance Sheet:		
Projected benefit Obligation at end of the year	125.33	65.79
Fair Value of Plan Assets as at year end	78.05	67.55
Net (Asset)/Liability recognized in the Balance Sheet	47.28	(1.76)

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Cost of the defined benefit plan for the year:

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Current Service Cost	18.84	14.10
Interest Cost	4.77	4.17
Expected Return on plan Asset	(4.56)	(3.77)
Components of defined benefit cost recognised in the Statement of Profit & Loss	19.05	14.50

Remeasurement on the net defined benefit liability:

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Actuarial (gain)/loss arising from changes in demographic assumptions	N.A.	N.A.
Actuarial (gain)/loss arising from changes in financial assumptions	3.03	2.37
Experience Adjustment (gain)/ loss for Plan Liabilities	47.14	(3.92)
Components of defined benefit costs recognised in Other Comprehensive Income	50.17	(1.55)
Total cost of the defined benefit plan for the year	69.22	12.95

Experience Adjustment

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March 2025	Year ended 31 st March, 2024
Present value of defined benefit obligation	125.33	65.79
Fair Value of plan assets	78.05	67.55
Balance Sheet (Liability)/ Asset	(47.28)	1.76
P&L (Income)/ expenses	19.05	14.50
Experience adjustment on plan liabilities (gain)/ loss	47.14	(3.92)
Experience adjustment on plan assets gain/ (loss)	0.26	(0.10)

Sensitivity analysis in respect of the actuarial assumptions used in calculation of defined benefit obligation are given below:

(₹ In Lakhs)

Particular	Gratuity	
	Year ended 31 st March, 2025	Year ended 31 st March, 2024
Discount rate - 1% increase	118.30	62.34
Discount rate - 1% decrease	133.19	69.64
Salary Growth rate - 1% increase	133.25	69.69
Salary Growth rate - 1% decrease	118.12	62.23
Withdrawal rate - 1% increase	125.61	65.84
Withdrawal rate - 1% decrease	125.01	65.71



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 37 - CAPITAL MANAGEMENT

The capital structure of the Company consists of net debt and total equity of the Company. The Company manages its capital to ensure that the Company will be able to continue as going concern while maximising the return to stakeholders through an optimum mix of debt and equity within the overall capital structure. The Company's risk management committee reviews the capital structure of the Company considering the cost of capital and the risks associated with each class of capital.

(₹ In Lakhs)

Particular	Year ended 31 st March 2025	Year ended 31 st March, 2024
Borrowings (Long Term and Short Term including Current Maturity of Long Term borrowing)	6,385.52	6,679.97
Other Payable (Current and non-current, excluding current maturity of long term borrowing)	7,426.97	4,189.01
Less : Cash and Cash Equivalents	(626.76)	(332.69)
Net Debt	13,185.73	10,536.30
Equity Share Capital	1,767.88	1,767.88
Other Equity	6,703.76	5,719.81
Total Capital	8,471.64	7,487.69
Capital and Net Debt	21,657.38	18,023.99
Gearing Ratio	1.56	1.41

NOTE 38 - RELATED PARTY DISCLOSURES

The Company has made the following transactions with related parties as defined under the provisions of Indian Accounting Standard-24 issued by the Institute of Chartered Accountants of India.

List of related parties with whom transaction have taken place during the year along with the nature and volume of transaction is given below from 01.04.2024 to 31.03.2025

Particulars	Relation
Directors & Key managerial persons & their associate concerns	
Raj Kumar Agarwal	Chairman of the company
Pramod Agarwal	Executive Director of the company
Naresh Kumar Agarwal	MD of the company
Sanjay Kumar Agarwal	Chief Executive Officer of the Company
Rakesh Kumar Soni	Chief Financial Officer
Ritika Poddar	Company Secretary cum Compliance Officer
Sandeep Kumar Jain	Independent Director
Dileep Kumar Jain	Independent Director
Rakshanda Jain*	Independent Director
Preeti Goyal**	Independent Director
*Appointed on 24.03.2025	
**Cessation on 25.03.2025	
Relatives	Relations with Directors
Megha Agarwal	Wife of Managing Director
Megha Lodha	Daughter in law of Chairman
Naveen Agarwal	Brother of Managing Director

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Particulars	Relation
Pankaj Agarwal	Son of Chairman
Shailly Agarwal	Daughter in law of Chairman
Prateek Agarwal	Son of Executive Director
Lakshita Agarwal	Daughter of Managing Director
Jai Shree Agarwal	Brother's wife of Managing Director
Manav Agarwal	Nephew of Managing Director
Enterprises owned/controlled by directors & their relatives	Relations with Directors
Lawreshwar Footcare Private Limited	Directors are shareholders of this company
Lawreshwar Footwear	Proprietorship concern of Managing Director's brother
Lehar Foundation	Wholly Owned Subsidiary (Section 8 Company for CSR)
Jai Narayan Mohan Lal & Sons	Proprietorship concern of Executive Director
Krishan Kripa Creation	Chief Executive Officer is partner in firm
Raj Shoe Palace	Proprietorship concern of Chairman
P.K. Shoe Co.	Proprietorship concern of Executive Director
Naveen Footwear	Proprietorship concern of Managing Director's brother
N.K. Footwear	Proprietorship concern of Managing Director's HUF
R.K. Boothouse	Proprietorship concern of Chairman's HUF
M.L. Boot House	Proprietorship concern of Chairman's Father's HUF
S. D. Footwear	Proprietorship concern of Chairman's mother

Transaction with key management persons

(₹ In Lakhs)

Nature of transaction	2024-25	2023-24
Remuneration	187.83	176.82
Out of the above items, transactions in excess of 10% of the total related party transactions are as under:		
Raj Kumar Agarwal	42.43	41.32
Pramod Kumar Agarwal	37.79	36.29
Naresh Kumar Agarwal	42.43	41.32
Sanjay Kumar Agarwal	27.02	24.79
Rakesh Kumar Soni	32.40	28.79

Transaction with relatives

(₹ In Lakhs)

Nature of transaction	2024-25	2023-24
Salary	125.76	123.42
Out of the above items, transactions in excess of 10% of the total related party transactions are as under:		
Naveen Agarwal	22.97	21.50
Pankaj Agarwal	22.94	23.34
Prateek Agarwal	19.79	18.29
Megha Agarwal	13.12	12.00
Megha Lodha	13.12	12.00
Shailly Agarwal	13.12	12.29



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Enterprises owned & controlled by the Directors and their relatives

(₹ In Lakhs)

Nature of transaction	2024-25	2023-24
Rent Paid	138.33	63.92
Donation	0.75	11.21
CSR Expenditure	12.87	-
Sales	-	-
Loan Received	706.65	653.83
Loan Repaid	912.28	580.06
Investment	-	0.10
Interest Paid	3.18	8.36

Out of the above items, transactions in excess of 10% of the total related party transactions are as under:

(₹ In Lakhs)

Rent Paid		
Lawreshwar Footwear	12.33	9.92
Lawreshwar Footcare Pvt. Ltd.	126.00	54.00
Donation		
Lehar Foundation (Non Profit Section 8 Company)	0.75	-
Lawreshwar Mahadev Mandir Trut	-	11.21
CSR Expenditure		
Lehar Foundation	12.87	-
Sales		
P.K. Shoe Co.	-	-
Loan Received		
Lawreshwar Footcare Private Limited	706.65	653.83
Loan Repaid		
Lawreshwar Footcare Private Limited	912.28	580.06
Investment		
Lehar Foundation (Non Profit Section 8 Company)	-	0.10
Interest Paid		
Lawreshwar Footcare Private Limited	3.18	8.36

NOTE 39 - CONTINGENT LIABILITIES AND COMMITMENTS

(₹ In Lakhs)

Particulars	2024-25	2023-24
Contingent Liabilities		
Claims against the company / disputed liabilities not acknowledged as debts	-	-
Bank Guarantee	927.35	311.63
Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for in relation to the plant and machinery and for the installation of solar power plant	Nil	Nil
The company has imported plant and machinery under EPCG Scheme without paying custom duty, as a consequences in the event that certain terms and conditions are not fulfilled, the company is committed to pay the conquential taxes, levies etc. The additinal export obligation is ₹ 264.68 Lakhs (USD \$ 3,28,467.21) over and above the average annual export of last three years ₹ 995.96 Lakhs	39.75	39.75

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

NOTE 40 - FINANCIAL INSTRUMENT : FAIR VALUE MEASUREMENT

(₹ In Lakhs)

Particulars	31 st March, 2025		31 st March, 2024	
	Amortised cost	Carrying value	Amortised cost	Carrying value
Financial Assets				
(i) Trade receivables	9,157.00	9,157.00	5,179.30	5,179.30
(ii) Loans	3.28	3.28	2.96	2.96
(iii) Others	368.42	368.42	485.57	485.57
(iv) Cash & cash equivalents	626.76	626.76	332.67	332.67
Total	10,155.46	10,155.46	6,000.49	6,000.49
Financial Liabilities				
(i) Borrowings	6,385.52	6,385.52	6,679.97	6,679.97
(ii) Trade payables	6,360.31	6,360.31	3,426.71	3,426.71
(iii) Other financial liabilities	457.10	457.10	434.09	434.09
Total	13,202.93	13,202.93	10,540.77	10,540.77

The Company maintains policies and procedures to value financial assets or financial liabilities using the best and most relevant data available. The fair values of the financial assets and liabilities are included at the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The following methods and assumptions were used to estimate the fair values:

- 1) Fair value of cash and deposits, trade receivables, trade payables, and other current financial assets and liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.
- 2) Long-term variable-rate borrowings are evaluated by the Company based on parameters such as interest rates, specific country risk factors, credit risk and other risk characteristics. Fair value of variable interest rate borrowings approximates their carrying values. Risk of other factors for the company is considered to be insignificant in valuation.

NOTE 41 - FINANCIAL INSTRUMENTS : RISK MANAGEMENT

Financial risk management policy and objectives

The key objective of the Company's financial risk management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Company is focused on maintaining a strong equity base to ensure independence, security, as well as financial flexibility for potential future borrowings, if required without impacting the risk profile of the Company.

Company's principal financial liabilities, comprise Borrowings from Banks, trade and other payables. The main purpose of these financial liabilities is to finance Company's operations and plant expansion. Company's principal financial assets include investments, trade and other receivables, deposits with banks and cash and cash equivalents, that derive directly from its operations.

Company is exposed to market risk, credit risk and liquidity risk.

The Company's Board oversees the management of these risks. The Company's Board is supported by senior management team that advises on financial risks and the appropriate financial risk governance framework for the Company. The senior management provides assurance to the Company's Board that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below."

i) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk interest rate risk, currency risk and price risk. Financial instruments affected by market risk include investments in equity shares, security deposits, trade and other receivables, deposits with banks and financial liabilities.

The sensitivity analysis in the following sections relate to the position as at 31st March, 2025 and 31st March, 2024. The sensitivity of the relevant income statement item is the effect of the assumed changes in respective market risks.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

a) Foreign currency risk

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rate. The company is exposed to foreign exchange risk arising from foreign currency transactions primarily to EURO & USD. Company do not enter into any derivative instrument in order to hedge its foreign currency risks.

Foreign currency sensitivity

The following tables demonstrate the sensitivity to a reasonably possible change by 5% in USD exchange rates, with all other variables held constant.

(₹ In Lakhs)

Financial Exposure	2024-25	2023-24
Financial Asset		
Trade Receivable		
USD Converted in Rupees	655.43	811.10
EURO Converted in Rupees	140.43	154.20
Financial liabilities:		
Trade Payables		
USD Converted in Rupees	392.10	372.50
Net exposure USD	263.33	438.60
Net exposure EURO	140.43	154.20

Sensitivity Analysis

(₹ In Lakhs)

Currency	Amount in INR		5% increase		5% decrease	
	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024	As at 31 st March, 2025	As at 31 st March, 2024
USD Converted in Rupees	263.33	438.60	276.49	460.53	250.16	416.67
EURO Converted in Rupees	140.43	154.20	147.46	161.91	133.41	146.49

b) Interest rate risk

Interest rate risk is the risk that changes in market interest rates will lead to change in interest income and expense for the Company. In order to optimize the Company's position with regards to interest income & expense and to manage the interest risk, the Company performs comprehensive interest risk management by balancing the proportion of fix & variable rate financial instruments.

(₹ In Lakhs)

Particular	As at 31 st March, 2025	As at 31 st March, 2024
Fixed rate instruments		
Fixed deposit with Banks	399.31	252.97
Borrowings		
Vehicle Loans	146.53	136.27
Inter Corporate Loans	-	205.95
Variable rate instruments		
Borrowings		
Term Loan (HDFC)	412.96	832.07
Cash Credit HDFC	4,545.82	4,996.29

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Term Loan (SIDBI)	375.23	509.41
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Sensitivity analysis:

A change in 50 basis point in interest rate at the reporting date would have increase/(decrease) Profit or Loss by the amount shown below.

This analysis assumes that all other variables, remain constant.

(₹ In Lakhs)

Particulars	31 st March, 2025		31 st March, 2024	
	Increase	Decrease	Increase	Decrease
Interest rate - increase/decrease by 50 basis point	26.67	(26.67)	31.69	(31.69)

c) Commodity Risk

Commodity risk is defined as the possibility of financial loss as a result of fluctuation in price of Raw Material/ Finished Goods and change in demand of the product and market in which the company operates. The Company is exposed to the movement in price of key raw materials in domestic and international markets. The Company has in place policies to manage exposure to fluctuations in the prices of the key raw materials used in operations. The company forecast annual business plan and execute on monthly business plan. Raw material procurement is aligned to its monthly/annual business plan and inventory position is monitored in accordance with future price trend.

ii) Credit risk

Credit risk refers to the risk of default on its obligation by the counterparty resulting in a financial loss. The Company is exposed to credit risk mainly from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks.

a) Trade Receivables

Credit risk on trade receivables is managed by the Company through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Company grants credit terms in the normal course of business. The Company has no concentration of risk as customer base is widely distributed both economically and geographically.

An impairment analysis is performed at each reporting date on an individual basis for major clients. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The calculation is based on exchange losses historical data. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The Company does not hold collateral as security. The Company uses expected credit loss model to assess the impairment loss or gain. The Company uses a provision matrix to compute the expected credit loss allowance for trade receivables. The provision matrix takes into account available external and internal credit risk factors such as financial condition, ageing of outstanding and the Company's historical experience for customers.

b) Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Company's treasury department in accordance with Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Company monitors rating, credit spreads and financial strength of its counter parties. Company monitors ratings, credit spread and financial strength of its counter parties. Based on ongoing assessment Company adjust its exposure to various counterparties. Company's maximum exposure to credit risk for the components of balance sheet is the carrying amount as disclosed in Note 39.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Credit risk exposure

The following table shows the maximum exposure to the credit risk at the reporting date :

(₹ In Lakhs)

Particulars	As at 31 st March, 2025		As at 31 st March, 2024	
	Non Current	Current	Non Current	Current
Loans	44.83	3.28	38.69	2.96
Trade Receivables	-	9,157.00	-	5,179.30
Cash equivalents	-	626.76	-	332.67
Other financials assets	-	323.59	-	446.88
Total	44.83	10,110.63	38.69	5,961.80

iii) Liquidity risk

Liquidity risk is the risk that the Company may not be able to meet its present and future cash flow obligations without incurring unacceptable losses. Company's objective is to, at all time maintain optimum levels of liquidity to meet its cash requirements. Company closely monitors its liquidity position and deploys a robust cash management system. It maintains adequate sources of financing including overdraft, debt from banks at optimised cost and cash flow from operations.

The table summarises the maturity profile of Company's financial liabilities based on contractual undiscounted payments.

(₹ In Lakhs)

Particulars	As at 31 st March, 2025			As at 31 st March, 2024		
	Within 1 year	> 1 years	Total	Within 1 year	> 1 years	Total
Borrowings including interest	512.05	518.26	1,030.31	708.75	956.38	1,665.13
Other liabilities	347.92	108.21	456.13	401.85	31.65	433.50
Trade and other payable	6,360.31	-	6,360.31	3,426.70	-	3,426.70

NOTE 42 - CODE ON SOCIAL SECURITY

The Code on Social Security, 2020 ('code') relating to employee benefits, during employment and post-employment, received Presidential assent on September 28, 2020. The Ministry of Labour and Employment has released draft rules for the Code on Social Security, 2020 on November 13, 2020, and has invited suggestions from stakeholders. The Company will assess the impact on its financial statements in the period in which the related rules to determine the financial impact are notified and the Code becomes effective.

NOTE 43 - OTHER STATUTORY INFORMATION

43.1 Details of Benami property held (Para a(ii)(XIII)(Y)(vi))- No proceeding has been initiated or pending against the company for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.

43.2 Relationship with struck off Companies (Para a(ii)(XIII)(Y)(ix))-There are no transactions (Including Investment in Securities / Shares held by Struck off company & Other Outstanding balances) with companies struck off u/s 248 of the Companies Act 2013, or section 560 of the Companies Act, 1956.

43.3 Registration of charges and satisfaction with Registrar of Companies (Para a(ii)(XIII)(Y)(x))-There are no charges or satisfaction of charges which are yet to be registered with Registrar of Companies beyond the statutory period.

43.4 Details of Crypto Currency or Virtual Currency (Para a(iii)(xi))- The company has not traded or invested in Crypto Currency or Virtual Currency during the financial year.

Notes forming part of the Standalone Financial Statements for the year ended 31st March, 2025

43.5 Utilization of Borrowed funds and share premium (Para a(ii)(XIII)(Y)(xiv)) - No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries). The Company has not received any fund from any party(s) (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

43.6 Undisclosed Income (Para a(iii)(ix))- Company has not surrendered or disclosed any transaction which was not recorded in the books of accounts as income during the year in the tax assessment under the Income Tax Act.

43.7 Compliance with number of layers of companies (Para a(ii)(XIII)(Y)(xi)) - The company has not made violation of requirements related to number of layers of companies as prescribed under clause 87 of Section 2 read with Companies (Restriction of number of Layees) Rules 2017.

43.8 Willful Defaulter (Para a(ii)(XIII)(Y)(viii))- The company has not been declared as wilful defaulter by any bank or financial institutions or other lenders.

43.9 Title deeds of Immovable Property not held in name of the Company (Para a(ii)(XIII)(Y)(i))- There are no immovable properties owned by the company whose title deeds are not held in its name.

43.10 Loan & Advance made to promoters, directors, KMPs and other related parties (Para a(ii)(XIII)(Y)(iii))- The Company has not provided any loans and advance to the parties covered under this clause

43.11 Compliance with approved Scheme(s) of Arrangements (Para a(ii)(XIII)(Y)(xiii)) - Not Applicable

NOTE 44 - IMPORTANT FINANCIAL RATIO

(₹ In Lakhs)

Particulars	Numerator	Denominator	2024-25	2023-24	% Variance	Explanation
Current Ratio	Current Assets	Current Liabilities	1.31	1.40	-6.65%	As the variance is not more than +/- 25% hence, no explanation required.
Debt-Equity Ratio	Total Debt	Shareholder's Equity	0.75	0.89	-15.51%	As the variance is not more than +/- 25% hence, no explanation required.
Debt Service Coverage Ratio	Earnings for debt service = Net profit after taxes + Non-cash operating expenses	Debt service = Interest & Lease Payments + Principal Repayments	1.98	1.39	42.57%	Ratio has changed on account of increase in earning for debt
Return on Equity Ratio	Net Profits after taxes – Preference Dividend (if Any)	Average Shareholder's Equity	13.62%	9.49%	43.49%	Ratio has changed on account of increase in PAT by 65.74% as compared to previous year
Inventory Turnover Ratio	Cost of goods sold	Average Inventory	3.46	2.48	39.65%	Ratio has changed primarily due to lower inventories
Trade Receivable Turnover Ratio	Net credit sales	Average Trade Receivable	3.80	3.04	25.11%	Due to the institutional sales is at the higher credit period.
Trade Payable Turnover Ratio	Net credit purchases = Gross credit purchases - purchase return	Average Trade Payables	4.10	2.98	37.83%	Due to the institutional purchase is at the higher credit period.



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

(₹ In Lakhs)

Particulars	Numerator	Denominator	2024-25	2023-24	% Variance	Explanation
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Working capital = Current assets – Current liabilities	6.77	4.98	35.89%	Ratio has changed on account of increase in sales and decrease in working capital
Net Profit Ratio	Net Profit	Net sales = Total sales - sales return	3.92%	3.38%	16.14%	As the variance is not more than +/- 25% hence, no explanation required.
Return on Capital Employed	Earnings before interest and taxes	Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability	17.27%	12.32%	40.13%	Ratio has improved on account of increase in earning in current year.
Return on Investment	Interest (Finance Income)	Investment	Nil	Nil	Nil	N.A.

NOTE 45 - RESTATED FINANCIAL STATEMENT AS AT 31ST MARCH, 2024 AND 01ST APRIL, 2023

Change in Accounting Policy – Government Grants (Capital Subsidy)

Nature of the change:

During the current financial year, the Company has changed its accounting policy for government grants related to the acquisition of property, plant and equipment. Previously, such grants were accounted for as deferred income and amortized over the useful life of the related asset. The Company has now elected to deduct such grants directly from the carrying amount of the asset.

Reason for the change:

The Company believes that this new policy results in financial statements providing more reliable and relevant information by reflecting a more accurate carrying amount of the asset and associated depreciation expense.

Impact of the change:

The change in accounting policy has been applied retrospectively in accordance with Ind AS 8. The comparative figures for the previous year have been restated. The impact of the change on prior year figures is summarized below:

The change has no impact on the net profit of respective year since under earlier policy an amount equal to depreciation charge was credited to P&L Account from the deferred income account and depreciation was debited to P&L Account by a similar amount. Under new policy the figure of depreciation is already net resulting in Nil impact on net profit of the company due to such change in accounting policy.

In balance sheet, now the value of concerned fixed assets is appearing net of grant recognized instead of earlier practice of presentation on a gross value and deferred income on liabilities side of balance sheet.

During the year ended 31st March, 2025 the retrospective reclassifications/restatement have been carried out in respect of certain items in the financial statement of previous period. Accordingly to comply with the requirement of Ind AS-1, the company has presented a 3rd Balance Sheet at the beginning of earliest period i.e. as on 01.04.2023. Major restatement/reclassifications are explained as under:-

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

(A) Restated Standalone Balance Sheet as at 31st March, 2024 and 01st April, 2023

(₹ In Lakhs)

Particulars	As at 31 st March, 2024 (Reported Earlier)	Impact of Restatement / Reclassification	As at 31 st March, 2024 (Restated)	As at 1 st April, 2023 (Reported Earlier)	Impact of Restatement / Reclassification	As at 1 st April, 2023 (Restated)
ASSETS						
Non-current assets						
(a) Property, Plant & Equipment	8,017.58	185.45	7,832.12	7,238.46	210.92	7,027.54
(b) Capital work-in-progress	-	-	0.00	410.86	-	410.85
(c) Intangible Asset	18.50	-	18.50	0.31	-	0.31
(d) Right to Use	63.63	-	63.63	102.38	-	102.38
(e) Financial Assets		-			-	
(i) Other Financial Assets	38.69	-	38.69	53.30	-	53.30
(f) Investments	0.10	-	0.10	-	-	-
(g) Other non-current assets	84.58	-	84.58	147.74	-	147.74
Total Non-current Asset	8,223.08	185.45	8,037.62	7,953.04	210.92	7,742.12
Current assets						
(a) Inventories	6,335.59	-	6,335.59	5,748.06	-	5,748.06
(b) Financial Assets					-	
(i) Trade Receivable	5,179.30	-	5,179.30	7,517.33	-	7,517.33
(ii) Cash and Cash Equivalents	79.13	-	79.13	146.20	-	146.20
(iii) Bank Balances other than above	253.55	-	253.55	346.39	-	346.39
(iv) Loans & Advances	2.96	-	2.96	3.04	-	3.04
(v) Other Financial Asset	446.88	-	446.88	168.46	-	168.46
(c) Other current assets	1,495.70	-	1,495.70	563.37	-	563.37
Total Current Asset	13,793.11	-	13,793.11	14,492.85	-	14,492.85
Total Assets	22,016.19	185.45	21,830.73	22,445.89	210.92	22,234.97
EQUITY AND LIABILITIES						
EQUITY						
(a) Equity Share capital	1,767.88	-	1,767.88	1,566.48	-	1,566.48
(b) Other Equity	8,462.10	185.45	8,276.65	7,319.75	210.92	7,108.83
Total Equity	10,229.98	185.45	10,044.53	8,886.23	210.92	8,675.31
Non-current liabilities						
(a) Financial Liabilities						
(i) Borrowings	1,077.86	-	1,077.86	1,488.18	-	1,488.18
(ii) Lease Liabilities	31.65	-	31.65	69.91	-	69.91
(b) Provisions	-	-	-	0.02	-	0.02
(c) Deferred tax liabilities (Net)	847.32	-	847.32	845.18	-	845.18
(d) Other Non Current Liability	-	-	-	-	-	-
Total Non-current Liabilities	1,956.83	-	1,956.83	2,403.29	-	2,403.29
Current liabilities						
(a) Financial Liabilities						
(i) Borrowings	5,602.11	-	5,602.11	4,960.26	-	4,960.26
(ii) Lease Liabilities	38.26	-	38.26	35.91	-	35.91
(iii) Trade Payables		-			-	
Total outstanding dues of Micro Small and Medium Enterprises	465.61	-	465.61	194.78	-	194.78
Total outstanding dues of other than Micro Small and Medium Enterprises	2,961.10	-	2,961.10	5,226.50	-	5,226.50
(iv) Other Financial Liabilities	364.18	-	364.18	225.62	-	225.62
(b) Provisions	262.80	-	262.80	203.46	-	203.46
(c) Other current liabilities	135.32	-	135.32	309.84	-	309.84
Total Current Liabilities	9,829.39	-	9,829.38	11,156.37	-	11,156.37
Total Liabilities	11,786.21	-	11,786.21	13,559.66	-	13,559.66
Total Equity and Liabilities	22,016.19	185.45	21,830.74	22,445.89	210.92	22,234.97



Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

B) Restated Standalone Profit and Loss Statement for the period ended 31st March, 2024

(₹ In Lakhs)

Particulars	Year ended 31 st March, 2024 (Reported Earlier)	Impact of Restatement / Reclassification	Year ended 31 st March, 2024 (Restated)
Revenue from operations	19,426.04	-	19,426.04
Other income	82.77	25.47	57.30
Total Revenue	19,508.81	25.47	19,483.34
Expenses:			
Cost of Materials Consumed	9,837.83	-	9,837.83
Purchases of Stock-in-Trade	2,744.43	-	2,744.43
Changes in inventories of Finished Goods, Work-in-Progress and Stock-in-Trade	(182.37)	0.00	(182.37)
Employee Benefits Expense	1,121.72	-	1,121.72
Finance costs	584.89	-	584.89
Depreciation and amortization expense	432.83	25.47	407.36
Other expenses	4,079.28	-	4,079.28
Total expenses	18,618.61	25.47	18,593.14
Profit before exceptional items and tax	890.20	-	890.20
Exceptional items	-	-	-
Profit before tax	890.20	-	890.20
Tax expense:			
(1) Current tax	232.26	-	232.26
(2) Deferred tax	2.13	-	2.13
Total Tax Expenses	234.40	-	234.40
Profit (Loss) for the period	655.80	-	655.80
Other Comprehensive Income			
(i) Items that will not be reclassified subsequently to profit or loss			
Remeasurement of Defined Employee Benefit Plans	1.45	-	1.45
Revaluation of Land	-	-	-
(ii) Income tax relating to items that will not be reclassified subsequently to profit or loss	(0.37)	-	(0.37)
(i) Items that will be reclassified subsequently to profit or loss	-	-	-
(ii) income tax relating to items that will be reclassified subsequently to profit or loss	-	-	-
Total Other Comprehensive income	1.09	-	1.09
Total Comprehensive Income for the year	656.89	-	656.89
Earnings per equity share:			
(1) Basic	4.02	-	4.02
(2) Diluted	4.02	-	4.02

Notes forming part of the Standalone Financial Statements

for the year ended 31st March, 2025

Statement of Adjustment to Audited Financial Statements

Summarized below the restatement adjustment made to the audited financial statements for the period/ year ended 31st March, 2025 and 31st March, 2024

1. Reconciliation of the opening balance of Equity

(₹ In Lakhs)

Particulars	As on 01 st April, 2023
Opening Balance as per Audited Financials	7,319.74
Adjustment in Statement of Changes in Equity	
Change in Accounting Policy	(210.92)
Restated Opening Balance 1 st April, 2023	7,108.82

2. Statement of Impact of restatement adjustments on Statement of Profit and Loss

Reconciliation between Audited profit and Restated profit

(₹ In Lakhs)

Particulars	Period Ended 31 st March, 2024
Total Comprehensive income as per audited Financial Statement	656.89
Adjustment of Change in Accounting Policy	-
Total Comprehensive Income For the year	656.89

NOTE 46

The previous year figures have been regrouped, rearranged and reclassified wherever necessary.

As per our Report of even date
For A Bafna & Co.
Chartered Accountants
FRN: 003660C

For and on behalf of Board of Directors
LEHAR FOOTWEARS LIMITED

(CA Vivek Gupta)
Partner
M.No. 400543

Pramod Kumar Agarwal
(Whole time Director)
DIN: 00108167

Naresh Kumar Agarwal
(Managing Director)
DIN: 00106649

Date: 19th May 2025
Place: Jaipur

Sanjay Agarwal
(CEO)

Rakesh Kumar Soni
(CFO)

Ritika Poddar
(Company Secretary)



LEHAR FOOTWEARS LIMITED

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CIN: L15209RJ1994PLC008196

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