Date:- November 12, 2026

To, The General Manager, Capital Market (Listing), National Stock Exchange of India Ltd Exchange Plaza, BKC Bandra-Kurla Complex, Bandra (East), Mumbai-400 051 Symbol : RUBYMILLS	To, Dy. General Manager Marketing Operations (Listing) BSE Limited P. J. Towers, 25th Floor, Dalal Street, Fort, Mumbai-400 001 Code : 503169

Subject: Outcome of the Board Meeting in accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations), we would like to inform you that the Board of Directors of the Company at its meeting held today i.e, Thursday, November 12, 2026, inter-alia, approved/ took note of the following matters :-

1. Un-Audited Financial Results (Standalone and Consolidated) for the quarter and half year ended September 30, 2026 along with Limited Review Report thereon under regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 were approved.

2. Appointment of Shri. Siddharth S. Thacker (DIN :07282347) as an Additional Director and Independent Director of the Company for a period of five years, i.e., from November 12, 2026 to November 11, 2031, subject to approval of the members of the Company.

3. Cessation of Shri. Rishabh Viraj Shah as the President of the Company with effect from 12th November, 2026.

4. Appointment of Shri. Rishabh Viraj Shah (DIN:08642518) as an Additional Director and Whole time Director of the Company for a period of three years,

i.e., from November 12, 2026 to November 11, 2029, subject to approval of the members of the Company.

5. Appointment of Shri. Sunil Kumar Tyagi as the Chief Operating Officer designated as Senior Management Personnel of the Company with effect from 23rd November ,2026.

The details of item no 2 to 5, as required under Regulation 30 of the Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 ("SEBI Circulars"), are enclosed herewith as A ,B, C and D respectively.

The Board Meeting commenced at 6:07 p.m. and concluded at 9:00 p.m.

Kindly take the above on record.

Thanking You,
Yours faithfully,
For The Ruby Mills Limited

Anuradha Nishikant Tendulkar

Digitally signed by Anuradha Nishikant Tendulkar
DN: c=IN, o=Personal, title=0906, pseudonym=7504b56f439846a8953879b4b07c7bfa, 2.5.4.20=17b8f508b19d828499f2b415ecbeb9d8b7dd4682d62d7ed074d1a75b401a3996, postalCode=400706, st=Maharashtra, serialNumber=acc06f73dbabd48d080d1633f2232beea81cc25d86:8407999d61a93140e4a3, cn=Anuradha Nishikant Tendulkar
Date: 2026.11.12 23:28:52 +05'30'

Anuradha Tendulkar
Company Secretary and Compliance Officer
Mem. No :- A55173

Independent Auditor's Review Report on Quarterly and Year to Date Unaudited Standalone Financial Results of The Ruby Mills Limited (the "Company") pursuant to the Regulations 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

To the Board of Directors of
The Ruby Mills Limited

1. We have reviewed the accompanying Statement of Unaudited Standalone Financial Results of **The Ruby Mills Limited** ("the Company") for the quarter ended September 30, 2026, and year to date results for the period April 1, 2026 to September 30, 2026, ("The Statement") attached herewith, being submitted by the Company pursuant to the requirements of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations"), including relevant circulars issued by the SEBI from time to time (the "Listing Regulations").

2. This Statement, which is the responsibility of the Company's Management and approved by the Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34 "), prescribed under Section 133 of the Companies Act, 2013, as amended, read with relevant rules issued thereunder as amended from time to time and other accounting principles generally accepted in India and in compliance with the presentation and disclosure requirement of Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India (ICAI). This standard requires that we plan and perform the review to obtain limited assurance as to whether the Statement is free of material misstatement. A review of interim financial information consists of making inquiries, primarily of personnel responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all

significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

4. Based on our review conducted and procedures performed as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with applicable Indian Accounting Standards ("Ind AS"), prescribed under section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other recognized accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For **C N K & Associates LLP**
Chartered Accountants
Firm Registration No. 101961W/W100036





Rajesh Mody
Partner
Membership No: 047501
UDIN: 26047501QBCVTF3736
Place: Mumbai
Date: November 12, 2026

The Ruby Mills Limited
Standalone Statement of Assets and Liabilities as at 30th September 2026
CIN : L17120MH1917PLC000447

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	As at 30th September 2026	As at 31st March 2026
	Unaudited	Audited
I. ASSETS		
(1) Non-current assets		
(a) Property, Plant and Equipment	9,661.51	10,555.18
(b) Right of Use Assets	319.52	229.93
(c) Capital Work-in-progress	10,877.57	9,317.36
(d) Investment property	62,562.78	68,084.43
(e) Intangible assets	25.81	24.05
(f) Intangible Assets under Development	60.00	60.00
(g) Biological assets other than bearer plants	10.81	10.81
(h) Financial assets		
(i) Investments	21,333.77	6,880.42
(ii) Loans	3,485.14	1,375.00
(iii) Other financial assets	2,758.02	1,710.70
(i) Non current Tax Assets (Net)	1,069.53	822.80
(j) Other non-current assets	130.69	1,145.04
Total Non current assets	**1,12,295.15**	**1,00,215.72**
(2) Current assets		
(a) Inventories	8,416.69	8,634.30
(b) Financial Assets		
(i) Investments	9,316.25	4,637.19
(ii) Trade receivables	3,355.58	4,318.84
(iii) Cash and cash equivalents	141.41	871.45
(iv) Bank balances other than (iii) above	563.09	511.98
(v) Other Financial Assets	1,109.34	937.18
(c) Other current assets	1,741.22	1,245.04
(d) Current Tax Assets (Net)	356.51	180.72
Total Current Assets	**25,000.09**	**21,336.70**
Total Assets	**1,37,295.24**	**1,21,552.42**
II. EQUITY AND LIABILITIES		
Equity		
(a) Equity Share capital	1,672.00	1,672.00
(b) Other Equity	71,215.60	65,764.75
Total Equity	**72,887.60**	**67,436.75**
Liabilities		
(1) Non-current liabilities		
(a) Financial Liabilities		
(i) Borrowings	38,697.66	33,278.84
(ii) Lease Liability	284.93	220.32
(iii) Other Financial Liabilities	4,047.60	5,131.57
(b) Provisions	137.91	59.38
(c) Deferred Tax Liability (Net)	3,349.89	1,071.35
(d) Other non-current liabilities	5,318.74	4,184.31
Total Non Current Liabilities	**51,836.73**	**43,945.78**
(2) Current liabilities		
(a) Financial Liabilities		
(i) Borrowings	6,121.17	3,992.22
(ii) Lease Liabilities	46.19	13.11
(iii) Trade payables		
Total outstanding dues of micro enterprises and small enterprises.	911.33	1,311.78
Total outstanding dues of creditors other than micro enterprises and small enterprises.	2,173.14	2,582.48
(iv) Other financial liabilities	1,742.65	1,215.87
(b) Other Current Liabilities	1,500.75	889.27
(c) Provisions	75.68	165.17
Total Current Liabilities	**12,570.91**	**10,169.90**
Total Liabilities	**64,407.64**	**54,115.68**
Total Equity and Liabilities	**1,37,295.24**	**1,21,552.42**

C N K & ASSOCIATES LLP ★ CNK MUMBAI ★ Chartered Accountants

THE RUBY MILLS LTD. MUMBAI

THE RUBY MILLS LIMITED (CIN L17120MH1917PLC000447)

Regd.Off: Ruby House, J.K.Sawant Marg, Dadar (W), Mumbai 400 028, Phone-+91-22-24387800, Email-info@rubymills.com,

Website -:www.rubymills.com

UNAUDITED STANDALONE FINANCIAL RESULTS FOR THE QUARTER AND HALF YEAR ENDED 30TH SEPTEMBER, 2026

(All amounts in ₹ lakhs)

Sr. No	PARTICULARS	FOR THE QUARTER ENDED			FOR THE HALF YEAR ENDED		FOR THE YEAR ENDED
		30th Sept 2026	30th June 2026	30th Sept 2025	30th Sept 2026	30th Sept 2025	31st March 2026
		Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Audited
I	Revenue from Operations	10,496.17	9,148.22	8,564.44	19,644.39	15,521.70	35,859.56
II	Other Income (Refer Note 3)	8,284.03	1,356.84	189.68	9,640.87	1,091.31	1,755.53
III	**Total Income (I+II)**	**18,780.20**	**10,505.06**	**8,754.12**	**29,285.26**	**16,613.02**	**37,615.09**
IV	Expenses :						
	(a) Cost of Materials Consumed	2,859.85	2,765.74	3,262.57	5,625.59	6,364.47	12,449.07
	(b) Changes in Inventories of Finished Goods, Work-In-Progress and Stock-in-trade	756.77	(734.49)	(118.04)	22.28	(455.84)	20.81
	(c) Employee benefit expense	836.43	815.36	760.51	1,651.79	1,490.94	3,296.08
	(d) Finance costs	1,092.65	988.25	78.84	2,080.90	172.53	1,542.39
	(e) Depreciation and amortisation expense	1,284.55	1,289.47	280.30	2,574.02	549.68	2,448.17
	(f) Other Expenses	4,986.36	3,748.65	3,049.55	8,735.01	5,420.22	12,555.07
	Total Expenses	**11,816.61**	**8,872.98**	**7,313.73**	**20,689.59**	**13,542.01**	**32,311.59**
V	**Profit before exceptional and extraordinary items and tax (III-IV)**	**6,963.59**	**1,632.08**	**1,440.39**	**8,595.67**	**3,071.02**	**5,303.50**
VI	Exceptional Items						
VII	**Profit before tax (V-VI)**	**6,963.59**	**1,632.08**	**1,440.39**	**8,595.67**	**3,071.02**	**5,303.50**
VIII	Tax expense						
	(a) Current tax	57.27	-	367.96	57.27	787.96	527.67
	(b) Deferred Tax	1,822.16	449.59	(26.64)	2,271.75	(21.97)	417.88
	Total tax expenses	1,879.43	449.59	341.32	2,329.02	765.99	945.55
IX	**Profit for the period (VII-VIII)**	**5,084.16**	**1,182.49**	**1,099.07**	**6,266.65**	**2,305.03**	**4,357.95**
X	Other comprehensive income						
	A. Items that will not be reclassified subsequently to profit or loss						
	Remeasurement [gain/(loss)] of net defined benefit liability	26.99	31.88	(16.92)	58.87	6.52	(5.72)
	Income tax on above	(6.79)	(8.02)	4.26	(14.81)	(1.64)	1.44
	B. Items that will be reclassified subsequently to profit or loss						
	Other Comprehensive Income	**20.20**	**23.86**	**(12.66)**	**44.06**	**4.87**	**(4.28)**
XI	**Total Comprehensive Income for the period (IX+X)**	**5,104.36**	**1,206.35**	**1,086.41**	**6,310.71**	**2,309.90**	**4,353.67**
XII	Paid-up Equity Share Capital (Face Value of Share: ₹ 5/-each)	1,672.00	1,672.00	1,672.00	1,672	1,672	1,672.00
XIII	**Earnings per Equity Share (of ₹ 5/- each) (not annualised)**	**15.20**	**3.54**	**3.29**	**18.74**	**6.89**	**13.03**
	Basic and Diluted	**15.20**	**3.54**	**3.29**	**18.74**	**6.89**	**13.03**

Notes :

1 The above unaudited standalone financial results of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as prescribed under section 133 of the Companies Act, 2013 read with rule 3 of the Companies (Indian Accounting Standards) Rules 2015 and other relevant amendments thereafter. These financial results have been reviewed and recommended for adoption by the Audit Committee and approved by the Board of Directors at their respective meeting held on 12th November, 2026.The statutory auditors have expressed an unmodified opinion on these standalone financial results.

2 The financial results for the quarter and half year ended on 30th September, 2026 have been reviewed by the Statutory Auditors as required under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

3 Other income includes profit on sale of property- Rs 7,794 Lakhs which is related to real estate business and included in segment results related to real estate business in unaudited segment results for the quarter ended and half year ended September 30, 2026.

4 Results for the quarter and half year ended 30th September, 2026 are available on the Bombay Stock Exchange Limited website (URL: www.bseindia.com) and The National Stock Exchange of India Limited website (URL: www.nseindia.com) and on the company's website (URL: www.rubymills.com).

5 The reduction in the profit of textile segment is largely attributable to increase in input cost.With effect from september 10, 2026, the cost increase has been passed to customers.

6 The Company has no Associate/joint venture company(ies), as on September 30, 2026.

7 Figures for previous year / period have been regrouped wherever necessary.

PLACE : Mumbai
DATED : 12th November 2026

CNK & ASSOCIATES LLP ★ CNK MUMBAI ★ Chartered Accountants

THE RUBY MILLS LTD. MUMBAI

For The Ruby Mills Ltd

Puravi Shah
CEO, CFO and Whole Time Director
DIN : 00123460

THE RUBY MILLS LIMITED (CIN L17120MH1917PLC000447)
Regd.Off: Ruby House, J.K.Sawant Marg, Dadar (W), Mumbai 400 028, Phone-+91-22-24387800, Email-info@rubymills.com ,
Website -:www.rubymills.com

UNAUDITED STANDALONE SEGMENTWISE REVENUE, RESULTS AND CAPITAL EMPLOYED FOR THE QUARTER AND HALF YEAR ENDED 30TH SEPTEMBER 2026

(All amounts in ₹ lakhs)

SR. NO.	PARTICULARS	FOR THE QUARTER ENDED			FOR THE HALF YEAR ENDED		FOR THE YEAR ENDED
		30th Sept 2026	30th June 2026	30th Sept 2025	30th Sept 2026	30th Sept 2025	31st March 2026
		Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Audited
1	**Segment Revenue**						
	Textiles	7,069.88	5,755.60	7,486.42	12,825.48	13,426.67	29,226.90
	Real Estate and related	3,426.29	3,392.62	1,078.01	6,818.91	2,095.04	6,632.66
	Total	10,496.17	9,148.22	8,564.44	19,644.39	15,521.70	35,859.56
	Less : Inter Segment Revenue						
	Net Sales / Income from Operations	**10,496.17**	**9,148.22**	**8,564.44**	**19,644.39**	**15,521.70**	**35,859.56**
2	**Segment Results**						
	[Profit (+) / Loss (-) before tax and interest from each segment]						
	Textiles	64.71	198.55	810.24	263.26	992.56	3,185.83
	Real Estate and related (Refer Note 2)	8,126.59	851.37	898.85	8,977.96	1,761.98	2,814.69
	Total	**8,191.30**	**1,049.92**	**1,709.08**	**9,241.22**	**2,754.54**	**6,000.52**
	Less : (i) Finance cost	(859.33)	(461.63)	(78.84)	(1,320.95)	(172.53)	(950.90)
	(ii) Un-allocated Income / (Expenses) net	(368.38)	1,043.79	(189.86)	675.41	488.98	253.88
	Total Profit / (Loss) Before Tax	**6,963.59**	**1,632.08**	**1,440.39**	**8,595.67**	**3,071.02**	**5,303.50**
3	**Capital Employed**						
	Segment Assets						
	Textile	30,851.84	29,729.91	25,557.64	30,851.84	25,557.64	31,519.75
	Real Estate and related	76,008.64	80,133.78	70,475.42	76,008.64	70,475.42	80,024.92
	Unallocated	30,434.76	19,549.84	16,856.64	30,434.76	16,856.64	10,007.75
	Total	**1,37,295.24**	**1,29,413.53**	**1,12,889.71**	**1,37,295.24**	**1,12,889.71**	**1,21,552.42**
	Segment liabilities						
	Textile	(6,233.47)	(5,507.90)	(5,314.07)	(6,233.47)	(5,314.07)	(6,901.02)
	Real Estate and related	(53,398.60)	(53,405.38)	(2,244.78)	(53,398.60)	(2,244.78)	(46,012.18)
	Unallocated	(4,775.57)	(1,989.10)	(39,937.87)	(4,775.57)	(39,937.87)	(1,202.48)
	Total	**(64,407.64)**	**(60,902.38)**	**(47,496.72)**	**(64,407.64)**	**(47,496.72)**	**(54,115.68)**
	Capital Employed						
	Textile	24,618.38	24,222.02	20,243.57	24,618.38	20,243.57	24,618.74
	Real Estate and related	22,610.05	26,728.41	68,230.63	22,610.05	68,230.63	34,012.75
	Unallocated	25,659.17	17,560.72	(23,081.23)	25,659.17	(23,081.23)	8,805.26
	Total	**72,887.60**	**68,511.15**	**65,392.99**	**72,887.60**	**65,392.99**	**67,436.75**

Notes:

1 The Company is engaged in the following business segments:
a) Textiles
b) Real Estate and related

2 Segment results related to Real estate business includes profit on sale of property- Rs 7,794 Lakhs which is included in other income in unaudited financial results for the quarter ended and half year ended September 30, 2026

3 Figures relating to corresponding period of the previous year / period have been regrouped wherever necessary.

PLACE : Mumbai
DATED : 12th November 2026

CNK & ASSOCIATES LLP MUMBAI Chartered Accountants

THE RUBY MILLS LTD. MUMBAI

For The Ruby Mills Ltd

Purav H Shah
CEO, CFO and Whole Time Director
DIN : 00123460

The Ruby Mills Limited
Standalone Statement of Cash flow for the Half Year Ended 30th September, 2026

(All amounts in ₹ lakhs, unless otherwise stated)

	Statement of Cash flow	Half Year Ended 30th September 2026	Half Year Ended 30th September 2025
		Unaudited	Unaudited
A.	**CASH FLOW FROM OPERATING ACTIVITIES :**		
	Profit before tax	**8,595.67**	**3,071.02**
	Adjustments for :		
	Depreciation and Amortisation expenses	2,574.02	549.68
	Finance Costs	2,080.90	172.53
	Interest Income	(54.39)	(12.09)
	Net Loss / (Gain) on disposal of property, plant and equipment	(7,830.19)	-
	Sundry Balance written off / back and excess provision written back	(179.60)	(25.04)
	Other Non Cash Adjustments	(628.42)	(120.44)
	(Gain)/Loss on foreign currency transactions and translations (net)	(44.25)	(43.59)
	Fair valuation (Gain)/ Loss on redemption of current investment	(591.11)	(765.71)
	Operating profit before working capital changes	**3,922.63**	**2,826.34**
	Adjustments for:		
	(Increase)/ Decrease in Inventories	217.61	(448.41)
	(Increase)/ Decrease in Trade Receivables	963.26	683.81
	(Increase)/ Decrease in Loans	(2,110.14)	(1,390.82)
	(Increase)/ Decrease Other Financial Assets - Non Current and Current	(493.33)	(4,711.80)
	(Increase)/ Decrease Other assets - Non Current and current	(496.18)	(289.54)
	Increase/ (Decrease) in Trade Payables	(809.79)	(104.12)
	Increase/ (Decrease) in Other Financial liabilities - Non Current and Current	(557.19)	391.21
	Increase/ (Decrease) in Provisions	(10.96)	(10.76)
	Increase/ (Decrease) in Other Liabilities - Non current and current	2,623.50	(84.86)
	Cash generated from Operations	3,249.38	(3,138.97)
	Taxes Paid (Net of refund)	(479.79)	(191.29)
	Net cash generated from Operating Activities	**2,769.59**	**(3,330.27)**
B.	**CASH FLOW FROM INVESTING ACTIVITIES :**		
	Acquisition of property, plant and equipment (PPE) (including Capital work-in-progress and capital advances)	(535.44)	(357.42)
	Proceeds on disposal of Property,plant and equipment/ Refund of Capital Advance	11,367.14	-
	Sale of Current and Non Current Investments	7,266.93	20,106.77
	Purchase of Current and Non Current Investments	(25,763.98)	(21,755.08)
	Fixed deposits with banks	(777.26)	(180.55)
	Interest Received	54.40	33.91
	Net cash from Investing activities	**(8,388.22)**	**(2,152.36)**
C.	**CASH FLOW FROM FINANCING ACTIVITIES :**		
	Repayment of borrowings	(3,517.18)	(2,161.17)
	Proceeds of borrowings	11,064.95	8,915.67
	Payment of dividend	(836.00)	(585.20)
	Payments for principal portion of lease liability	(42.32)	(16.68)
	Payments for interest portion of lease liability	(18.91)	(3.66)
	Finance Costs	(1,761.93)	(55.71)
	Net cash from Financing activities	**4,888.59**	**6,093.26**
	(Decrease)/ Increase in Cash and Cash Equivalents (A+B+C)	**(730.03)**	**610.62**
	Cash and Cash Equivalents at the beginning of the Year	**871.45**	**489.42**
	Cash and Cash Equivalents at the end of the Year	**141.41**	**1,100.04**
	Components of Cash and Cash Equivalents :		
	Cash on hand	**5.35**	**3.25**
	Balances with Banks	**136.06**	**1,096.79**
		141.41	**1,100.04**

CNK & ASSOCIATES LLP CNK MUMBAI Chartered Accountants

RUBY MILLS LTD. MUMBAI

Independent Auditor's Review Report on Quarterly and Year to Date Unaudited Consolidated Financial Results of The Ruby Mills Limited ("the Holding Company") pursuant to the Regulations 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

To the Board of Directors of
The Ruby Mills Limited

1. We have reviewed the accompanying Statement of Unaudited Consolidated Financial Results of **The Ruby Mills Limited** (the "Holding Company") which includes its subsidiaries (the Holding Company and its subsidiaries together referred to as "The Group") for the quarter ended September 30, 2026, and year to date result for the period April 1, 2026 to September 30, 2026, (The "Statement") attached herewith, being submitted by the Holding Company pursuant to the requirements of Regulation 33 of the Securities and Exchange Board of India SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended including relevant circulars issued by the SEBI from time to time (the "Listing Regulations").

2. This Statement, which is the responsibility of the Holding Company's Management and approved by the Holding Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in the Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34 "), prescribed under Section 133 of the Companies Act, 2013 as amended, read with relevant rules issued thereunder as amended from time to time and other accounting principles generally accepted in India and in compliance with the presentation and disclosure requirements of Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India (ICAI). This standard requires that we plan and perform the review to obtain limited assurance as to whether the Statement is free of material misstatement. A review of interim financial information consists of making inquiries, primarily of personnel responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing

and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

We also performed procedures in accordance with the circular issued by the SEBI under Regulation 33 (8) of the Listing Regulations, to the extent applicable.

4. The Statement includes the results of the entities as mentioned in the Annexure enclosed herewith.

5. Based on our review conducted and procedures performed stated in paragraph 3 above and based on the considerations referred to in the Other Matter paragraph below, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with recognition and measurement principles laid down in the aforesaid Indian Accounting Standards ("Ind AS"), prescribed under section 133 of the Companies Act, 2013 as amended, read with relevant rules issued thereunder and other accounting practices and policies, generally accepted in India, has not disclosed the information required to be disclosed in terms of the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.

6. Other Matters

The accompanying statement includes unaudited financial information of two subsidiaries whose unaudited financial results (before consolidation adjustments) reflect total assets of Rs. 2,540.10 lakhs as at September 30, 2026, total revenue as Nil, total net loss after tax of Rs. 39.93 lakhs and Rs. 52.31 lakhs, total comprehensive income as Nil, for the quarter and year-to-date period ended on September 30, 2026, respectively, and net cash inflows of Rs. 2.15 lakhs for the period from April 1, 2026 to September 30, 2026, as considered in the statement. The financial results of these subsidiaries, which have been reviewed by other auditors, have been furnished to us by the management and our conclusion on the Statement, in so far as it relates to the amounts and disclosures included in respect of the said subsidiaries, is based solely on the reports of other auditor and the procedures performed by us as stated in paragraph 3 above.



Our conclusion on the Consolidated Financial Results is not modified in respect of the above matter with respect to our reliance on the work done and the report of the other auditors.

For **C N K & Associates LLP**
Chartered Accountants
Firm Registration No. 101961W/W100036

Rajesh Mody
Partner
Membership No: 047501
UDIN: 26047501LQYHJX6384
Place: Mumbai
Date: November 12, 2026

Annexure

(To the Auditor's Report on the Consolidated Financial Results of the Ruby Mills Limited ("the Holding Company") for the quarter ended September 30, 2026)

Sr. No.	Name of the Entity	Relationship
1	The Ruby Mills Limited	Holding Company
2	Ruby GreenTech T Private Limited	Wholly Owned Subsidiary
3	Ruby GreenTech K Private Limited	Wholly Owned Subsidiary



The Ruby Mills Limited
Consolidated Statement of Assets and Liabilities as at 30th September, 2026
CIN : L17120MH1917PLC000447

(All amounts in ₹ lakhs, unless otherwise statec

Particulars	As at 30th September 2026	As at 31st March 2026
	Unaudited	Audited
I. ASSETS		
(1) Non-current assets		
(a) Property, Plant and Equipment	9,661.51	10,555.18
(b) Right of Use Assets	400.88	312.75
(c) Capital Work-in-progress	13,081.27	9,317.36
(d) Investment property	62,562.78	68,084.43
(e) Intangible assets	25.81	24.05
(f) Intangible Assets under Development	60.00	60.00
(g) Biological assets other than bearer plants	10.81	10.81
(h) Financial assets		
(i) Investments	21,331.77	6,878.42
(ii) Loans	1,375.00	1,375.00
(iii) Other financial assets	2,758.02	1,710.70
(i) Non current Tax Assets (Net)	1,069.53	822.80
(j) Other non-current assets	130.69	1,145.04
Total Non current assets	**1,12,468.07**	**1,00,296.54**
(2) Current assets		
(a) Inventories	8,416.69	8,634.30
(b) Financial Assets		
(i) Investments	9,316.25	4,637.19
(ii) Trade receivables	3,292.75	4,318.84
(iii) Cash and cash equivalents	145.55	873.44
(iv) Bank balances other than (iii) above	563.09	511.98
(v) Other Financial Assets	1,109.34	937.18
(c) Other current assets	1,991.55	1,245.04
(d) Current Tax Assets (Net)	356.51	180.72
Total Current Assets	**25,191.73**	**21,338.70**
Total Assets	**1,37,659.80**	**1,21,635.24**
II. EQUITY AND LIABILITIES		
Equity		
(a) Equity Share capital	1,672.00	1,672.00
(b) Other Equity	71,161.30	65,762.74
Total Equity	**72,833.30**	**67,434.74**
Liabilities		
(1) Non-current liabilities		
(a) Financial Liabilities		
(i) Borrowings	38,743.55	33,278.84
(ii) Lease Liability	358.19	296.53
(iii) Other Financial Liabilities	4,047.60	5,131.57
(b) Provisions	137.91	59.38
(c) Deferred Tax Liability (Net)	3,349.31	1,071.30
(d) Other non-current liabilities	5,318.74	4,184.32
Total Non Current Liabilities	**51,955.30**	**44,021.94**
(2) Current liabilities		
(a) Financial Liabilities		
(i) Borrowings	6,121.17	3,992.21
(ii) Lease Liabilities	53.57	20.29
(iii) Trade payables		
Total outstanding dues of micro enterprises and small enterprises.	1,121.53	1,311.78
Total outstanding dues of creditors other than micro enterprises and small enterprises.	2,191.51	2,583.83
(iv) Other financial liabilities	1,742.65	1,215.87
(b) Other Current Liabilities	1,559.15	889.42
(c) Provisions	81.62	165.13
Total Current Liabilities	**12,871.20**	**10,178.53**
Total Liabilities	**64,826.50**	**54,200.47**
Total Equity and Liabilities	**1,37,659.80**	**1,21,635.24**

C N K & ASSOCIATES LLP ★ Chartered Accountants ★ CNK MUMBAI

THE RUBY MILLS LTD. MUMBAI

THE RUBY MILLS LIMITED (CIN L17120MH1917PLC000447)

Regd.Off: Ruby House, J.K.Sawant Marg, Dadar (W), Mumbai 400 028, Phone-+91-22-24387800, Email-info@rubymills.com,

Website -:www.rubymills.com

UNAUDITED CONSOLIDATED FINANCIAL RESULTS FOR THE QUARTER AND HALF YEAR ENDED 30TH September 2026

(All amounts in ₹ lakhs)

Sr. No	PARTICULARS	FOR THE QUARTER ENDED		FOR THE HALF YEAR ENDED	FOR THE YEAR ENDED
		30th Sept 2026	30th June 2026	30th Sept 2026	31st March 2026
		Unaudited	Unaudited	Unaudited	Audited
I	Revenue from Operations	10,496.17	9,148.22	19,644.39	35,859.56
II	Other Income (Refer Note 5)	8,247.63	1,347.35	9,594.98	1,755.53
III	**Total Income (I+II)**	**18,743.80**	**10,495.57**	**29,239.37**	**37,615.09**
IV	Expenses :				
	(a) Cost of Materials Consumed	2,859.85	2,765.74	5,625.59	12,449.07
	(b) Changes in Inventories of Finished Goods, Work-In-Progress and Stock-in-trade	756.77	(734.49)	22.28	20.81
	(c) Employee benefit expense	836.43	815.36	1,651.79	3,296.08
	(d) Finance costs	1,094.87	990.45	2,085.32	1,542.81
	(e) Depreciation and amortisation expense	1,285.30	1,290.21	2,575.51	2,448.31
	(f) Other Expenses	4,987.15	3,748.91	8,736.06	12,556.57
	Total Expenses	**11,820.37**	**8,876.18**	**20,696.55**	**32,313.65**
V	**Profit before exceptional and extraordinary items and tax (III-IV)**	**6,923.43**	**1,619.39**	**8,542.82**	**5,301.44**
VI	Exceptional Items				
VII	**Profit before tax (V-VI)**	**6,923.43**	**1,619.39**	**8,542.82**	**5,301.44**
VIII	Tax expense				
	(a) Current tax	57.27	-	57.27	527.67
	(b) Deferred Tax	1,821.92	449.30	2,271.22	417.83
	Total tax expenses	1,879.19	449.30	2,328.49	945.50
IX	**Profit for the period (VII-VIII)**	**5,044.24**	**1,170.09**	**6,214.33**	**4,355.94**
X	Other comprehensive income				
	A. Items that will not be reclassified subsequently to profit or loss				
	Remeasurement [gain/(loss)] of net defined benefit liability	26.99	31.88	58.87	(5.72)
	Income tax on above	(6.79)	(8.02)	(14.81)	1.44
	B. Items that will be reclassified subsequently to profit or loss				
	Other Comprehensive Income	**20.20**	**23.86**	**44.06**	**(4.28)**
XI	**Total Comprehensive Income for the period (IX+X)**	**5,064.44**	**1,193.95**	**6,258.39**	**4,351.66**
XII	Paid-up Equity Share Capital (Face Value of Share: ₹ 5/-each)	1,672.00	1,672.00	1,672.00	1,672.00
XIII	**Earnings per Equity Share (of ₹ 5/- each) (not annualised)**	**15.08**	**3.50**	**18.58**	**13.03**
	Basic and Diluted	**15.08**	**3.50**	**18.58**	**13.03**

Notes :

1 The above unaudited Consolidated financial results of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as prescribed under section 133 of the Companies Act, 2013 read with rule 3 of the Companies (Indian Accounting Standards) Rules 2015 and other relevant amendments thereafter. These financial results have been reviewed and recommended for adoption by the Audit Committee and approved by the Board of Directors at their respective meeting held on 12th Novemeber', 2026.The statutory auditors have expressed an unmodified opinion on these Consolidated financial results.

2 The financial results for the quarter and half year ended on 30th September, 2026 have been reviewed by the Statutory Auditors as required under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

3 The company incorporated two wholly owned subsidaries Ruby Greentech T Private Limited (RGTPL) & Ruby Greentech K Private Limited (RGKPL) with their registered office in india.The Subsidaries were incorporated on 18th March, 2026. Therefore comparative figures for the quarter and half year ended September 30, 2025 are not applicable.

4 Results for the quarter and half year ended ended 30th September , 2026 are available on the Bombay Stock Exchange Limited website (URL: www.bseindia.com) and The National Stock Exchange of India Limited website (URL: www.nseindia.com) and on the company's website (URL: www.rubymills.com).

5 Other income includes profit on sale of property- Rs 7,794 Lakhs which is related to real estate business and included in segment results related to real estate business in unaudited segment results for the quarter ended and half year ended September 30, 2026.

6 The reduction in the profit of textile segment is largely attributable to increase in input cost.With effect from september 10, 2026, the cost increase has been passed to customers.

7 The Group has no Associate/joint venture company(ies), as on September 30, 2026

8 Figures for previous year / period have been regrouped wherever necessary.

PLACE : Mumbai
DATED : 12th November 2026

C N K & ASSOCIATES LLP Chartered Accountants CNK MUMBAI

RUBY MILLS LTD MUMBAI

For The Ruby Mills Ltd

Purav H Shah
CEO, CFO and Whole Time Director
DIN:00123460

THE RUBY MILLS LIMITED (CIN L17120MH1917PLC000447)
Regd.Off: Ruby House, J.K.Sawant Marg, Dadar (W), Mumbai 400 028, Phone-+91-22-24387800, Email-info@rubymills.com ,
Website -:www.rubymills.com

UNAUDITED CONSOLIDATED SEGMENTWISE REVENUE, RESULTS AND CAPITAL EMPLOYED FOR THE QUARTER AND HALF YEAR ENDED 30TH SEPTEMBER 2026

(All amounts in ₹ lakhs)

SR. NO.	PARTICULARS	FOR THE QUARTER ENDED		FOR THE HALF YEAR ENDED	FOR THE YEAR ENDED
		30th Sept 2026	30th June 2026	30th Sept 2026	31st March 2026
		Unaudited	Unaudited	Unaudited	Audited
1	**Segment Revenue**				
	Textiles	7,069.88	5,755.60	12,825.48	29,226.90
	Real Estate and related	3,426.29	3,392.62	6,818.91	6,632.66
	Total	10,496.17	9,148.22	19,644.39	35,859.56
	Less : Inter Segment Revenue				
	Net Sales / Income from Operations	**10,496.17**	**9,148.22**	**19,644.39**	**35,859.56**
2	**Segment Results**				
	[Profit (+) / Loss (-) before tax and interest from each segment]				
	Textiles	64.29	198.40	262.70	3,217.61
	Real Estate and related (Refer Note 2)	8,123.24	848.31	8,971.55	2,780.84
	Total	**8,187.54**	**1,046.71**	**9,234.25**	**5,998.45**
	Less : (i) Finance cost	(859.33)	(461.63)	(1,320.95)	(950.90)
	(ii) Un-allocated Income / (Expenses) net	(404.77)	1,034.30	629.53	253.89
	Total Profit / (Loss) Before Tax	**6,923.43**	**1,619.39**	**8,542.82**	**5,301.44**
3	**Capital Employed**				
	Segment Assets				
	Textile	31,061.29	30,484.31	31,061.29	31,519.69
	Real Estate and related	76,163.75	80,987.78	76,163.75	80,107.75
	Unallocated	30,434.76	19,550.18	30,434.76	10,007.80
	Total	**1,37,659.80**	**1,31,022.27**	**1,37,659.80**	**1,21,635.24**
	Segment liabilities				
	Textile	(6,454.53)	(6,263.22)	(6,454.53)	(6,901.60)
	Real Estate and related	(53,596.40)	(54,272.13)	(53,596.40)	(46,096.24)
	Unallocated	(4,775.57)	(1,990.13)	(4,775.57)	(1,202.63)
	Total	**(64,826.50)**	**(62,525.48)**	**(64,826.50)**	**(54,200.47)**
	Capital Employed				
	Textile	24,606.75	24,221.10	24,606.75	24,618.09
	Real Estate and related	22,567.35	26,715.66	22,567.35	34,011.51
	Unallocated	25,659.20	17,560.03	25,659.20	8,805.14
	Total	**72,833.30**	**68,496.79**	**72,833.30**	**67,434.74**

Notes:

1 The Company is engaged in the following business segments:
a) Textiles
b) Real Estate and related

2 Segment results related to Real estate business includes profit on sale of property- Rs 7,794 Lakhs which is included in other income in unaudited financial results for the quarter ended and half year ended September 30, 2026.

3 Figures relating to corresponding period of the previous year / period have been regrouped wherever necessary.

C N K & ASSOCIATES LLP Chartered Accountants CNK MUMBAI

THE RUBY MILLS LTD. MUMBAI

For The Ruby Mills Ltd

Purav H Shah
CEO, CFO and Whole Time Director
DIN:00123460

PLACE : Mumbai
DATED : 12th November 2026

The Ruby Mills Limited

Consolidated Statement of Cash flow for the Half Year Ended 30th September , 2026

(All amounts in ₹ lakhs, unless otherwise stated)

	Statement of Cash flow	Half Year Ended 30th September 2026
		Unaudited
A.	**CASH FLOW FROM OPERATING ACTIVITIES :**	
	Profit before tax	8,542.82
	Adjustments for :	
	Depreciation and Amortisation expenses	2,575.51
	Finance Costs	2,131.20
	Interest Income	(54.39)
	Net Loss / (Gain) on disposal of property, plant and equipment	(7,830.19)
	Sundry Balance written off / back and excess provision written back	(179.60)
	Other Non Cash Adjustments	(628.42)
	Profit/Loss on foreign currency transactions and translations (net)	(44.25)
	Fair valuation Gain/ Profit on redemption of current investment	(591.11)
	Operating profit before working capital changes	**3,921.57**
	Adjustments for:	
	(Increase)/ Decrease in Inventories	217.61
	(Increase)/ Decrease in Trade Receivables	900.43
	(Increase)/ Decrease in Loans	(0.00)
	(Increase)/ Decrease Other Financial Assets - Non Current and Current	(493.33)
	(Increase)/ Decrease Other assets - Non Current and current	(746.51)
	Increase/ (Decrease) in Trade Payables	(456.92)
	Increase/ (Decrease) in Other Financial liabilities - Non Current and Current	(557.19)
	Increase/ (Decrease) in Provisions	(10.96)
	Increase/ (Decrease) in Other Liabilities - Non current and current	2,682.25
	Cash generated from Operations	5,456.93
	Taxes Paid (Net of refund)	(479.79)
	Net cash generated from Operating Activities	**4,977.14**
B.	**CASH FLOW FROM INVESTING ACTIVITIES :**	
	Acquisition of property, plant and equipment (PPE) (including Capital work-in-progress and capital advances)	(2,733.69)
	Proceeds on disposal of Property,plant and equipment/ Refund of Capital Advance	11,367.14
	Sale of Current Investments	7,266.93
	Purchase of Current Investments	(25,763.98)
	Fixed deposits with banks	(777.26)
	Interest Received	54.40
	Net cash from Investing activities	**(10,586.47)**
C.	**CASH FLOW FROM FINANCING ACTIVITIES :**	
	Repayment of borrowings	(3,517.18)
	Proceeds of borrowings	11,064.93
	Payment of dividend	(836.00)
	Payments for principal portion of lease liability	(42.32)
	Payments for interest portion of lease liability	(18.91)
	Finance Costs	(1,769.09)
	Net cash from Financing activities	**4,881.43**
	(Decrease)/ Increase in Cash and Cash Equivalents (A+B+C)	(727.90)
	Cash and Cash Equivalents at the beginning of the Year	**873.44**
	Cash and Cash Equivalents at the end of the Year	**145.55**
	Components of Cash and Cash Equivalents :	
	Cash on hand	5.35
	Balances with Banks	140.20
		145.55

C N K & ASSOCIATES LLP Chartered Accountants CNK MUMBAI

THE RUBY MILLS LTD. MUMBAI

Annexure – 'A'

Information as required under Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026.

Sr.No.	Particulars	Details
1.	**Name of the Director**	Shri. Siddharth S. Thacker
2.	**Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise**	Appointment of Shri. Siddharth S. Thacker as Additional Director and Independent Director.
3.	**Date of Appointment / Cessation (as applicable)**	November 12, 2026
4.	**Term of Appointment**	Appointment as Additional Director and Independent Director for a period of 5 years effective from November 12, 2026 to November 11, 2031, subject to the approval of the members.
5.	**Brief profile (in case of appointment)**	Mr. Siddharth Shardul Thacker is an accomplished legal professional and Partner at Mulla & Mulla and Craigie Blunt & Caroe, one of India's established law firms. He possesses substantial professional experience in corporate and commercial matters, litigation, domestic and international arbitration, mergers and acquisitions, joint ventures and infrastructure projects. Over the course of his professional career, he has advised several domestic and international clients on complex commercial transactions, corporate matters and legal disputes. His areas of expertise include corporate and commercial laws, transaction structuring, dispute resolution, mergers and acquisitions,

		joint ventures and infrastructure-related matters. His extensive legal knowledge and experience in handling complex legal and commercial matters provide him with a sound understanding of the legal and regulatory framework governing businesses. Academically, he holds a Master of Laws (LL.M.) degree from New York University School of Law, USA, and a Bachelor of Laws (LL.B.) degree from Government Law College, University of Mumbai. His professional experience, diverse legal expertise and strong academic background are expected to enable him to provide valuable insights, independent judgement and guidance in the deliberations of the Board and contribute towards strengthening the Company's corporate governance framework.
6.	**Disclosure of relationships between directors (in case of appointment of a director).**	There is no relationship between Shri. Siddharth S. Thacker and other directors of the Company.
7.	**Information as required pursuant to BSE Circular No. LIST/COMP/ 14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated 20th June, 2018.**	Shri. Siddharth S. Thacker has not been debarred from holding the office of Director by virtue of any' SEBI order or any other such authority and is not disqualified from holding the office of director pursuant to provisions of Section 164 of the Companies Act, 2013.

Annexure – 'B'

Information as required under Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

Sr.No.	Particulars	Details
1.	**Name of the Director**	Shri. Rishabh Viraj Shah
2.	**Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise**	Cessation as a President and Senior Management Personnel of the Company.
3.	**Date of ~~Appointment /~~ Cessation (as applicable)**	12th November, 2026
4.	**Term of Appointment**	NA
5.	**Brief profile (in case of appointment)**	NA
6.	**Disclosure of relationships between directors (in case of appointment of a director).**	NA
7.	**Information as required pursuant to BSE Circular No. LIST/COMP/ 14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated 20th June, 2018.**	NA

Annexure – 'C'

Information as required under Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

Sr.No.	Particulars	Details
1.	**Name of the Director**	Shri. Rishabh Viraj Shah
2.	**Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise**	Appointment of Shri. Rishabh Viraj Shah as Additional Director and Executive Whole Time Director.
3.	**Date of Appointment / Cessation (as applicable)**	November 12, 2026
4.	**Term of Appointment**	Appointment as Additional Director and Executive Whole Time Director for a period of 3 years effective from November 12, 2026 to November 11, 2029, subject to the approval of the members.
5.	**Brief profile (in case of appointment)**	Shri Rishabh Viraj Shah is presently serving as the President of The Ruby Mills Limited and has been associated with the Company since January 2014. During his tenure with the Company, he has been actively involved in its overall management, business operations, revenue generation and strategic investments. His extensive association with the Company has enabled him to develop a thorough understanding of its business activities, operational framework, management functions and strategic objectives. He possesses a diverse academic background in the fields of finance

		and law. He holds a Bachelor's degree in Accounting and Finance from H.R. College of Commerce and Economics, Mumbai, an LL.B. from Government Law College, Mumbai, and an LL.M. from the University of California, Los Angeles (UCLA), USA. With his extensive association with the Company, experience in managing business operations and understanding of its commercial and strategic matters, he brings a combination of financial, legal and managerial knowledge. His experience and understanding of the Company's business are expected to contribute towards its continued growth, effective management and long-term strategic development.
6.	**Disclosure of relationships between directors (in case of appointment of a director).**	Son of Shri Viraj Shah, Managing Director 2. Relative: Shri Bharat Shah, Managing Director, Shri. Hiren Shah, Chairman, Shri. Purav Shah, Whole-time Director, CFO and CEO
7.	**Information as required pursuant to BSE Circular No. LIST/COMP/ 14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated 20th June, 2018.**	Shri. Rishabh Viraj Shah has not been debarred from holding the office of Director by virtue of any' SEBI order or any other such authority and is not disqualified from holding the office of director pursuant to provisions of Section 164 of the Companies Act, 2013.

Annexure – 'D'

Information as required under Listing Regulations read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

Sr.No.	Particulars	Details
1.	**Name of the Director**	Shri. Sunil Kumar Tyagi
2.	**Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise**	Appointment of Shri. Sunil Kumar Tyagi designated as Senior Management Personnel as Chief Operating Officer of the Company.
3.	**Date of Appointment / Cessation (as applicable)**	November 23, 2026
4.	**Term of Appointment**	Appointment as Chief Operating Officer and designated as Senior Management Personnel of the Company with effect from 23rd November, 2026.
5.	**Brief profile (in case of appointment)**	Mr. Sunil Kumar Tyagi is a senior textile industry professional with over 35 years of experience in manufacturing operations, business transformation, strategic planning and organisational growth. He has held senior leadership positions with reputed textile companies, including Donear Industries Limited, Raymond Luxury Cottons Limited, Raymond Limited and Morarjee Mills. He is presently serving as Executive Director at Donear Industries Limited, where he oversees operations across multiple manufacturing facilities and is involved in business operations, production efficiency, cost optimisation, supply chain management and capacity expansion. Throughout his professional career, he has successfully led large-scale manufacturing operations, greenfield projects, business

		expansion and operational transformation initiatives. He has significant expertise in textile manufacturing across shirting, suiting, cotton, linen, denim and worsted segments. He has also implemented the Theory of Constraints (TOC) methodology to improve operational efficiency, reduce manufacturing lead times and optimise inventory management. He is a Governing Council Member of BTRA and has been associated with industry development initiatives. Academically, he holds a Bachelor of Textile Technology from VJTI, University of Mumbai, a Diploma in Management Studies from the University of Mumbai and is a TOCICO Certified Consultant in the Theory of Constraints. He was also a University Rank Holder and a Silver Medalist during his academic career.
6.	**Disclosure of relationships between directors (in case of appointment of a director).**	Not Applicable.
7.	**Information as required pursuant to BSE Circular No. LIST/COMP/ 14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated 20th June, 2018.**	Not Applicable

For The Ruby Mills Limited

Anuradha Nishikant Tendulkar

Digitally signed by Anuradha Nishikant Tendulkar
DN: c=IN, o=Personal, title=0906, pseudonym=750485d4418864a8953879b4b07c7bfa, 2.5.4.20=17b8f508b19d8284992b415ecbeb9d8b7d6f682d62d27ed074d1a750c401a3996, postalCode=400706, st=Maharashtra, serialNumber=ac0587f3dbab04bd080d1633f22328ea81cc25c086c84079990d61a93140e4a3, cn=Anuradha Nishikant Tendulkar
Date: 2026.1.1 12 23:30:30 +05'30'

Anuradha Tendulkar
Company Secretary and Compliance Officer
Mem. No :- A55173