Date:-November 12, 2026

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**	Dy. General Manager Marketing Operations (Listing) BSE Limited P. J. Towers, 25th Floor, Dalal Street, Fort, Mumbai-400 001 **Code : 503169**

Subject: Disclosure under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended) ("SEBI LODR Regulations")

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. 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.

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

3. 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.

4. 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 1 to 4, 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=acd06f73dbabd48d080d1633f22328eea81cc25c08fc8407999d61a93140e4a3, cn=Anuradha Nishikant Tendulkar
Date: 2026.11.12 23:35:11 +05'30'

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

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

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

Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026

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 as Chief Operating Officer and designed as Senior Management Personnel 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=7504b56f439846a8953879b4b07c7bfa, 2.5.4.20=17b8f508b19d828499f2b415ecbeb9d8b7dd4682d62d7ed074d1a75b401a3996, postalCode=400706, st=Maharashtra, serialNumber=acd06f73dbabd4f4080d1633f2232feea81cc25c08fc8407999d61a93140e6a3, cn=Anuradha Nishikant Tendulkar
Date: 2026.11.12 23:35:42 +05'30'

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