LANCOR
CREATING ENDURING VALUE

Date: 03.09.2026

To,
Manager - Listing Compliance
National Stock Exchange of India Limited
'Exchange Plaza'. C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400 051
Symbol: LANCORHOL

To,
Corporate Relationship Department,
BSE Limited,
Phiroze Jeejheebhoy Towers,
Dalal Street,
Mumbai – 532370.
Scrip Code : 509048

Dear Sir/Madam,

Sub: Notice of the 41st Annual General Meeting for F.Y. 2025-26

Pursuant to Regulation 30 read with paragraph A of part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are attaching herewith the Notice of the 41st Annual General Meeting of the Company, which is scheduled to be held on Monday, 28th September, 2026 at 11.30 AM through Video Conference (VC)/ Other Audio Visual Means (OAVM). The said Notice forms part of the Integrated Annual Report FY 2025-26.

It is further confirmed that the Notice convening the 41st AGM along with Annual Report for the financial year 2025-26 is sent through emails to all shareholders whose email address are registered with the Company/ Depository Participant(s).

Further, in accordance with Regulation 36 of SEBI Listing Regulations, a letter providing web-link for accessing the Annual Report for FY 2025-26 and Notice of 41st AGM is being sent to all those Members who have not registered their email ids.

We request you to take the above on record.

Thanking You,

Yours Faithfully,

For LANCOR HOLDINGS LIMITED

KAUSHANI CHATTERJEE
Digitally signed by KAUSHANI CHATTERJEE
Date: 2026.09.03 18:58:02 +05'30'

KAUSHANI CHATTERJEE

COMPANY SECRETARY & COMPLIANCE OFFICER

NOTICE OF THE 41st ANNUAL GENERAL MEETING

(Pursuant to Section 101 of the Companies Act, 2013)

Notice is hereby given that the 41st (Forty First) Annual General Meeting ("AGM") of the members of Lancor Holdings Limited ("the Company") will be held on **Monday, 28th September, 2026 at 11.30 AM (IST)** through Video Conference ("VC")/ Other Audio Visual Means ("OAVM") to transact the following business:

Ordinary Business:

1. Adoption of Standalone and Consolidated Financial Statements by way of an ***ordinary resolution***:
   a. To consider and adopt the **Audited Standalone Financial Statements** of the Company for the financial year ended March 31, 2026, together with the Reports of the Board of Directors and the Auditors thereon; and
   b. To consider and adopt the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2026, together with the Report of the Auditors thereon.
2. To appoint a Director in place of Mr. S. Sridharan (DIN: 01773791), who retires by rotation in terms of section 152(6) of the Companies Act, 2013 and being eligible, offers himself for re-appointment, by way of an ***ordinary resolution***.
3. To Declare Final Dividend of Rs. 0.30/- (Rupee Thirty paise) per equity share for the Financial Year 2025-26, by way of an ***ordinary resolution***.

Special Business:

4. To ratify the remuneration of M/s. BY & Associates, as Cost Auditor of the Company

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

   "RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014, (including any statutory modification or re-enactment thereof for the time being in force), **M/s. BY & Associates, Cost Accountants (Firm Registration No. 003498),** appointed as the Cost Auditors of the Company by the Board of Directors on the recommendation of the Audit Committee of the Board, to conduct the cost audit for the financial year 2026-27, be paid a remuneration of Rs. 1,25,000/-(Rupees One Lakh Twenty Five Thousand only) plus applicable service tax, as may be authorized by the Board."

5. To re-appoint of Mr. S. Vasudevan (DIN: 01567080) as an Independent Director for a second term of 5 (five) consecutive years

   To consider and if thought fit, to pass, the following resolution as a ***Special Resolution***:

   "**RESOLVED THAT** pursuant to the provisions of Sections 149, 150, 152, 160 and other applicable provisions, if any, of the Companies Act, 2013, ("the Act"), the Companies (Appointment and Qualification of Directors) Rules, 2014 and other applicable Rules if any, read with Schedule IV to the Act (including any statutory modification(s) or re-enactment thereof for the time being in force), notifications, circulars and orders issued from time to time thereunder and applicable provisions of Securities and Exchange Board India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations") and based on recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company, Mr. S. Vasudevan (DIN 01567080), holding office as an independent director, who in the opinion of the Board of Directors of the Company is a person of integrity and possesses relevant expertise and experience and has given his declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Act, and the Listing Regulations, being eligible to be re-appointed for second term under the provisions of the Act and rules made thereunder, be and is hereby re-appointed as an Independent Director of the Company, not liable to retire by rotation, for the second term of 5 (five) consecutive years with effect from 13th November, 2026 to 12th November, 2031.

   "RESOLVED THAT pursuant to the provisions of Regulation 17(1A) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, read with the applicable provisions of the Companies Act, 2013 and rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof), the approval of the Members of the

Company be and is hereby accorded for continuation of Mr. S. Vasudevan (DIN 01567080), as a Non-Executive Independent Director of the Company, beyond the age of 75 years, not liable to retire by rotation."

"RESOLVED FURTHER THAT The Board of Directors of the Company or any Committee thereof be and are hereby severally authorised to do all such acts, deeds, matters and things as may be considered necessary, desirable and expedient to give effect to this resolution."

Place: Chennai
Date : 12th August, 2026

By order of the Board of Directors
For Lancor Holdings Limited

RV Shekar,
(DIN: 00259129)
Chairman

Registered Office:
Lancor Holdings Limited
"VTN Square" No. 58,
G.N. Chetty Road, T. Nagar, Chennai-600 017, Tamilnadu, India.
E-Mail ID: comsecy@lancor.in Website: www.lancor.in
CIN: L65921TN1985PLC049092

NOTES TO MEMBERS:

(i) Pursuant to General Circular No. 03/2025 dated September 22, 2025 read together with General Circular No.09/2024 dated September 19, 2024 read with Circular No.20/2020 dated May 05, 2020 and the Securities and Exchange Board of India (SEBI) vide its Circular No. SEBI/HO/CFD/CFD-PoD- 2/P/CIR/2024/133 dated October 03, 2024, SEBI/HO/DDHS/DDHS-PoD-1/P/ CIR/2025/83 dated June 05, 2025 read with Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 & updated SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 (collectively referred to as "**the Circulars**")- (i) permitted the holding of the Annual General Meeting ("AGM") through Video Conference (VC) / Other Audio Visual Means (OAVM), without the physical presence of the Members at a common venue; (ii) relaxed from sending physical copies of Annual Report to the Shareholders, for General Meetings; and (iii) dispensed with the requirement of sending proxy forms for General Meetings held only through electronic mode. In compliance with the provisions of the Companies Act, 2013 (Act), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, (Listing Regulations) and aforesaid Circulars, the 41st AGM of the Company is being held through VC/OAVM on **Monday, 28th September, 2026 at 11.30 a.m.(IST).** The deemed venue for the 41st AGM shall be the Registered office of the Company.

(ii) The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013, setting out the material facts concerning the business under Item No. 4 & 5of the Notice are annexed hereto. The matter under Special Business of the AGM Notice are considered to be unavoidable by the Board of Directors of the Company and hence included.

(iii) In accordance with the aforesaid MCA and SEBI Circulars, the Notice of the AGM along with the Annual Report for the financial year 2025-26 is being sent by electronic mode to those Members whose Email addresses are registered with the Company / National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) (referred to as Depositories). However, the Members desirous of getting the physical copy of the Annual Report, may place their request with the Company.

(iv) The relevant details of the directors proposed to be appointed / re-appointed, nature of their expertise in specific functional areas, names of companies in which they hold directorships and memberships / chairmanships of Board Committees, shareholding and relationships between directors inter-se as stipulated under Regulation 36(3) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015, and Clause 1.2.5 of Secretarial Standards-2 on General Meetings, are provided in the annexure to the notice.

(v) **A MEMBER ENTITLED TO ATTEND AND VOTE IS ENTITLED TO APPOINT A PROXY AND SUCH A PROXY**

NEED NOT BE A MEMBER. However, as per the permission granted by MCA and SEBI, the entitlement for appointment of proxy has been dispensed with for the AGM to be conducted in electronic mode. Accordingly, the Attendance Slip and Proxy Form have not been annexed to this Notice of AGM.

However, in terms of the provisions of Section 112 and 113 of the Act read with MCA Circulars, Corporate Shareholders are entitled to appoint their authorized representatives to attend the AGM through VC/OAVM on their behalf and participate thereat, including cast votes by electronic means (details of which are provided separately, herein below). Such Corporate Shareholders are requested to send a certified copy of the Board Resolution authorizing their representatives to attend and vote at the Annual General Meeting through VC/OAVM. Since the 41st AGM is being held through VC/OAVM, the Route Map is not annexed to this Notice.

(vi) The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Act. In case of joint holders attending the AGM through VC/ OAVM, only such joint holder who is higher in the order of names will be entitled to vote.

(vii) The Register of Members and the Share Transfer books of the Company will remain closed from **Tuesday, 22nd September, 2026 to Monday, 28th September, 2026 (both days inclusive).**

(viii) The Dividend on Equity Shares as recommended by the Board of Directors, will be paid to those Members whose names appear in the Register of Members on **Monday, 21st September, 2026.** As per the recommendation of the Board the Final Dividend is Rs. 0.30/-per share i.e. @ 15% of face value of equity share of the company.

(ix) Members are requested to notify change in address, if any, in case of shares held in Electronic form to the concerned Depository Participant quoting their ID No. and in case of physical share members are requested to advise any change of communication address immediately to the Registrar and Transfer Agent, viz. M/s. Cameo Corporate Services Ltd. "Subramanian Building" No.1, Club House Road, Chennai, 600002, Tel : Phone No.044-28460390 - 94, online investor portal: https://wisdom.cameoindia.com/

(x) The queries on the accounts and operations of the Company, if any, may please be sent to the Company at Registered Office No. 58, Arihant VTN, Square, 2nd Floor, G N Chetty Road T Nagar, Chennai, Tamil Nadu, 600017 or through email to compsecy@lancor.in (marked to the attention of CS/CFO) at least 7 (seven) days prior to the date of AGM i.e. **Monday, September 21, 2026**

(xi) In accordance with the provision of Section 108 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 and amendments thereto and Regulation 44 of SEBI (Listing Obligations And Disclosure Requirements) Regulations, 2015 the Company is pleased to provide its members the facility to cast their vote by electronic means on all resolutions set forth in the Notice. The instructions for e-voting is set forth in the Notice. The cut-off date for determining the eligibility to vote by electronic means & Record date for the purpose of determining the entitlement of shareholders shall be **Monday, 21st September, 2026.**

(xii) The Company has engaged the services of **Central Depository Services (India) Limited (CDSL)** to provide facility of voting through electronic means to all the members to enable them to cast their votes electronically in respect of all the businesses to be transacted at the AGM. The facility of voting through electronic voting system will be available during the AGM also. Members who have casted their vote by remote e-voting may attend the AGM, but shall not be able to vote electronically at the AGM. Such members will also not be allowed to change or cast vote again. The Company shall be providing the facility of voting through e-voting and members attending the AGM who have not already casted their vote by remote e-voting shall be able to exercise their right during the AGM.

(xiii) In keeping with the Green Initiative measures, the Company hereby requests members who have not registered their email addresses so far, to register their email addresses for receiving all communication including annual report, notices, circulars, etc. from the Company electronically.

(xiv) The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Companies Act, 2013 and Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Companies Act, 2013 will be available for inspection by the members. Other documents referred to in the notice, if any, will also be available for inspection. The members seeking to inspect such documents can send e-mail to compsecy@lancor.in.

(xv) Your Company has obtained a Certificate from Mr. Mohan Kumar, Company Secretary in whole time practice, having ICSI Membership No. FCS-4347 and COP No. 19145, the Secretarial Auditor of the Company, that the LANCOR EMPLOYEE STOCK OPTION SCHEME – 2024, for grant of stock options has been implemented in accordance with Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI (SBEB & SE) Regulations") and the resolution passed by the members in their Extraordinary General Meeting held on March 27, 2024. The said Certificate would be placed at the ensuing annual general meeting for inspection by the members and be made available in the company's website.

(xvi) The details under SEBI Listing Regulations in respect of the Directors seeking appointment/ re-appointment at the AGM, forms integral part of the notice. The Directors have furnished the requisite declarations for their appointment/ re-appointment.

(xvii) Transfer of Unclaimed/Unpaid Dividend to Investor Education Protection Fund (IEPF):

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'), all unclaimed/unpaid dividend remaining unclaimed / unpaid for a period of seven (7) years from the date they became due for payment, have been transferred to the IEPF established by the Central Government. No claim shall be entertained against the Company for the amounts so transferred. As per Section 124(6) of the Act read with the IEPF Rules as amended, all the shares in respect of which dividend has remained unclaimed or unpaid for seven consecutive years or more are required to be transferred to an IEPF Demat Account. Please note that no claim shall lie against the Company in respect of the shares so transferred to IEPF. However, Members are entitled to claim their shares and uncashed dividends so transferred by the Company from IEPF Authority by submitting an online application in the prescribed Form IEPF-5 available on the website www.iepf.gov.in / https://www.mca.gov.in/ and sending a physical copy of the same duly signed to the Company along with the requisite documents enumerated in the Form IEPF-5. Members can file only one consolidated claim in a financial year as per the IEPF Rules. Members' attention is particularly drawn to the "Corporate Governance" section of the Annual Report in respect of unclaimed dividend.

The Company has uploaded the details of the unclaimed dividends in respect of the financial years on the website of the IEPF - www.iepf.gov.in and on the website of the Company – www.lancor.in, under 'Investor' Section'.

Information of Final Dividend:

- Final Dividend - The Board at its meeting held on May 29, 2026, has recommended a Final Dividend of Rs. 0.30 per equity share of face value of Rs. 2 each. The record date for the purpose of final dividend for financial year 2025-26 shall be September 21, 2026. The final dividend, once approved by the members in the 41st Annual General Meeting, will be paid, electronically through various online transfer modes within 30 days from the date of declaration as per the provisions of the Companies Act 2013, to those members who have updated their bank account details etc. With effect from April 1, 2024, dividend to security holders (holding securities in physical form), shall be paid only through electronic mode. Such payment shall be made upon folio being KYC compliant i.e. the PAN, contact details including mobile no., bank account details and specimen signature are registered with the RTA/Company. *[SEBI Master Circular No. SEBI/HO/MIRSD/POD- 1/P/CIR/2024/37 dated May 7, 2024, read with SEBI Circular No. SE IRSD/ POD-1/P/CIR/2024/81 dated June 10, 2024, updated vide SEBI Master Circular No. SEBI/HO/MIRSD/MIRSD- POD/P/CIR/2025/91 dated June 23, 2025 and Consolidated into Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026].*
- Pursuant to the recent amendments made by the Securities and Exchange Board of India (SEBI) to Regulation 12 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the facility of payment of dividend through physical dividend warrants/cheques has been discontinued. Consequently, dividends shall henceforth be remitted only through electronic modes to the Bank account registered with the Depository Participant (for shares held in demat form) or with the Registrar to an Issue and Share Transfer Agent (for shares held in physical form). Shareholders are, therefore, requested to ensure that their KYC particulars, including bank account details, are complete and up to date. Timely updation of these details will facilitate seamless electronic credit of dividend and avoid any delay, rejection or non-credit of dividend arising from incomplete or outdated records.
- In accordance with the provisions of the Income Tax Act, 2025 ('the Tax Act') as amended by and read with the provisions of the Finance Act, 2026, dividend declared and paid by the Company is taxable in the hands of the shareholders. The Company shall, therefore, be required to deduct tax at source ('TDS') from dividend paid to the shareholders at the applicable rates. The TDS rate would vary depending on the residential status of the shareholder, constitution, and the documents submitted by them and accepted by the Company. Further, higher rate of TDS would be applicable, pursuant to Section 397 of the Tax Act, if valid Permanent Account Number (PAN) has not been provided by shareholder. Accordingly, the dividend will be paid by the Company after deducting tax at source, as applicable, as explained herein.

Accordingly, the dividend will be paid by the Company after deducting tax at source, as applicable, as explained herein.

A. Resident Shareholders

1. For Resident Shareholders, TDS will be applicable at 10% on the amount of dividend. In case, valid and operative PAN is not provided, then the TDS will be applicable at 20% of the amount of dividend. Accordingly, shareholders who have not provided their PAN are requested to provide the same to the Company or its Registrar and Share Transfer Agent, viz., M/s Cameo Corporate Services Limited (in respect of shares held in physical form) or to the Depository Participant (in respect of shares held in electronic form), immediately. Any submission/ updation of PAN after **September 21, 2026, 05:00 PM (IST)** will not be considered for the purpose of processing the dividend for the FY 2025-26.

No tax shall be deducted on the dividend payable if either of the below two conditions are fulfilled:

(i) Total dividend payable to a resident individual shareholder does not exceed ₹ 10,000 per year OR

(ii) The shareholder has provided duly filled and signed **Form 121** with valid & operative PAN and provided that all the required eligibility conditions are met.

2. The following Resident Shareholders should be eligible for Nil/Lower Rate of TDS upon providing the documents to the Company mentioned hereunder to the satisfaction of the Company:

Sr. No.	Particulars	Applicable Rate of TDS	Documents Required
1	Insurance Companies: Public and Other Insurance Companies	NIL	Self-attested Documentary evidence that the provisions of section 393(1) (Table: SI. NO. 7) as per Income Tax Act, 2025 are not applicable to them: **1.** PAN **2.** Registration certificate; along with **3.** Self-declaration
2	Mutual Funds specified in Schedule VII Table Sl N.20 or 21 read with Section 11 of the Income Tax Act, 2025	NIL	Self-attested Documentary evidence (e.g., relevant copy of registration, PAN) to prove that the mutual fund is a mutual fund specified in Schedule VII Table Sl No. 20 or 21 read with Section 11 of the Income Tax Act, 2025 and is covered under Section 393 (5) of the Income Tax Act, 2025 along with Self-declaration.
3	Alternative Investment Fund('AIF') established/ incorporated in India, whose income is exempt under Schedule V read with Section 11 of the Income Tax Act, 2025	NIL	Self-Attested Documentary evidence that the person is covered by Notification No. 51/2015 dated 25 June 2015 (and) Self-declaration that its income is exempt under Schedule V read with Section 11 of the Income Tax Act, 2025, and they are governed by SEBI regulations as Category I or Category II AIF along with the following documents **1.** Self-attested copy of the PAN card **2.** Registration certificate **3.** Self-declaration
4	New Pension System Trust	NIL	Self-attested Documentary evidence (e.g., relevant copy of registration, notification, order, etc.) that the Trust is established in India and are the beneficial owner of the share/ shares held in the Company and income is exempt under Schedule VII (41) read with Section 11 of the Income Tax Act, 2025 and being regulated by the provisions of the Indian Trusts Act, 1882 along with self-attested copy of the PAN card and Self-declaration.
5	Entities exempt under Section 11 of the Income Tax Act, 2025	NIL	If the income is exempt under the Act, the authorized signatory shall submit the declaration given in "Annexure-2" duly signed with stamp affixed for the purpose of claiming exemption from TDS (entities as provided in CBDT Circular No.18 of 2017) Documentary evidence that the person is covered under CBDT Circular No. 18/2017 dated May 29, 2017.
6	Recognized Provident funds/ Approved Superannuation fund/ Approved Gratuity Fund (Schedule VII Table Sl No.22 or 23 or 24) of the Income Tax Act, 2025).	NIL	Self-attested copy of valid approval granted by the Commissioner of the Income Tax needs to be submitted: **a)** defined under Section 2(10) of the Income Tax Act, 2025 and approved as per Part B of Schedule XI (In case of Approved Superannuation Fund) **b)** defined under Section 2(9) of the Income Tax Act, 2025 and approved as per Part B of Schedule XI (In case of Approved Gratuity Fund) along with Self-declaration. Documentary evidence that the person is covered by Circular No. 18/2017 dated May 29, 2017

Sr. No.	Particulars	Applicable Rate of TDS	Documents Required
7	Corporation established by or under a Central Act/ State Act which is, under any law for the time being in force, exempt from income- tax on its income including entities in which such corporations are the beneficial shareholders	NIL	Documentary evidence that the person is covered under Section 393 (5) of the Income Tax Act, 2025 along with a self-declaration.
8	Benefit under Rule 203(2) of the Income tax Rules, 2026	Rates based on the status of the beneficial owners	In case where shares are held by Clearing Member/ Intermediaries/ Stock Brokers and TDS is to be applied by the Company in the PAN of the beneficial shareholders, then Intermediaries/ Stock Brokers and beneficial shareholders will have to provide a declaration.

Non-Resident Shareholders

Sr. No.	Particulars	Applicable Rate of TDS	Exemption applicability and documentation requirements
1	Any Non-Resident Shareholder, Foreign Institutional Investors, Foreign Portfolio Investors (FII, FPI) u/s 393(2) Table SI. No 17 of the Income Tax Act, 2025	20% (plus applicable surcharge & Cess) OR Double Taxation Avoidance Agreement ("Tax Treaty") rate whichever is lower	Non-resident shareholders may opt for a tax rate under the Tax Treaty. The Tax Treaty rate shall be applied for tax deduction at source on submission of the following documents to the Company: **I.** Self-attested copy of PAN, if any, allotted by the Indian Income Tax Authorities; or Declaration as per Rule 217 of the Income Tax Rules- 2026. **II.** Self-attested copy of Tax Residency Certificate (TRC) issued by the revenue authorities of the country of which shareholder is tax resident, evidencing and certifying shareholder's tax residency status during the Tax Year 2026-27. **III.** Mandatorily required Copy of Form 41 duly filed electronically on the Indian Income Tax web portal pursuant to Notification no. 03/2022 dated 16th July 2022 to claim tax treaty benefit. **IV.** Self-declaration by the non-resident shareholder of having no Permanent Establishment in India in accordance with the applicable Tax Treaty. **V.** Self-declaration of beneficial ownership by the non-resident shareholder. **VI.** In case of Foreign Institutional Investors and Foreign Portfolio Investors, self-attested copy of SEBI registration certificate. **VII.** In case of shareholder being tax resident of Singapore, proof demonstrating the non-applicability of Article 24 - Limitation of Relief under India-Singapore Tax Treaty should be provided. TDS shall be recovered at 20% (plus applicable surcharge and cess), if any, of the above-mentioned documents are not provided or if documents are not in order. The Company is not obligated to apply the Tax Treaty rates at the time of tax deduction/withholding on dividend amounts. Application of Tax Treaty rate shall depend upon the completeness of the documents submitted by the non-resident shareholder and are in accordance with the provisions of the Act.

Sr. No.	Particulars	Applicable Rate of TDS	Exemption applicability and documentation requirements
2	Submitting Certificate under Section 395 as per Income tax Act, 2025	Rate provided in the Certificate	Lower/NIL withholding tax certificate obtained from Income Tax authorities.
3	Non-Resident Shareholders who are tax residents of Notified Jurisdictional Area as defined u/s 176 of the Income Tax Act, 2025	30% Plus surcharge and education cess	NA
4	Sovereign Wealth Funds and Pension funds notified by Central Government under Schedule V (7) of Section 11 of the Income Tax Act, 2025	NIL	Copy of the notification issued by CBDT substantiating the applicability of Schedule V (7) of Section 11 of the Income Tax Act, 2025 issued by the Government of India. Self-Declaration that the conditions specified in Schedule V (7) of Section 11 of the Income Tax Act, 2025 have been complied with.
5	Subsidiary of Abu Dhabi Investment Authority (ADIA) as prescribed under Schedule V (7) of Section 11 of the Income Tax Act, 2025	NIL	Self-Declaration substantiating the fulfilment of conditions prescribed under Schedule V (7) of Section 11 of the Income Tax Act, 2025.

Please note that in case of non-resident shareholders Self Declaration of no Permanent Establishment and Beneficial ownership should be on the letterhead of the shareholder for claiming tax treaty benefits.

Further, the Shareholders holding shares under multiple accounts under different status / category and single PAN, may note that, higher of the tax as applicable to the status in which shares held under a PAN will be considered on their entire holding in different accounts

Please note that the Company at its sole and absolute discretion reserves the right to call for any further information and/or to apply domestic law/tax treaty for TDS.

General Instructions in relation to deduction of TDS:

1. All the above referred TDS rates shall be duly enhanced by applicable surcharge and cess, wherever applicable. However, if the TDS rate as per DTAA is applied, no surcharge or cess is leviable.
2. Shareholders, holding shares in dematerialized mode, are requested to update their records such as tax residential status, PAN, address, bank account details, email addresses and mobile numbers with their Depository Participants. Shareholders holding shares in physical mode are requested to furnish their details to the Company or Company's RTA. Please note that for the purpose of complying with the applicable TDS provisions, the Company will rely on the above mentioned information as on record date i.e. 21st September, 2026, 05:00 PM (IST) as per the details available with the Depositories/ Company's RTA.
3. The Forms/Declarations can be submitted in the website of Company's RTA viz., M/s. Cameo Corporate Services Limited at https://cameoindia.com/ order to enable the Company to determine the appropriate tax rate at which tax has to be deducted at source under the respective provisions of the Act, Shareholders are requested to provide/submit the documents as applicable to them on or before 21st September, 2026, 05:00 PM (IST).

4. The dividend will be paid after deduction of tax at source as determined on the basis of the documents provided by the respective shareholders as applicable to them and being found to be complete and satisfactory in accordance with the Act. The Company shall arrange to dispatch the TDS certificate to the shareholder.
5. No communication on the tax determination/ deduction in respect of the said dividend shall be entertained post the above-mentioned date and time. It may be further noted that in case the tax is deducted at a higher rate in absence of receipt of, or satisfactory completeness of the aforementioned details/documents by the Company before dividend processing period, option is available with you to file the return of the Income as per the Act and claim an appropriate refund, if eligible. No claim shall, however, lie against the Company for such taxes deducted.
6. All communications/queries in this respect should be sent to the Company/ RTA at investor@cameoindia.com In the event of any income tax demand (including interest, penalty, etc.) arising from any misrepresentation, inaccuracy or omission of information provided/to be provided by the Shareholder(s); such Shareholder(s) will be responsible to indemnify the Company and also, provide the Company with all information/documents and cooperation in any appellate proceedings.
7. **This communication shall not be treated as an advice from the Company. Shareholders should obtain tax advice related to their tax matters from a tax professional.**
8. The Company will be relying on the information verified from the functionality or facility available on the Income Tax website for ascertaining the income tax compliance.
9. Shareholders will also be able to see the credit of TDS in Form 168, which can be downloaded from their e-filing account at https://www.incometax.gov.in/iec/foportal/

Important Shareholders Communication:

- The Ministry of Corporate Affairs ("Ministry"), Government of India, has taken a "Green Initiative in Corporate Governance" by allowing paperless compliances by companies through electronic mode. As per the Circular No.17/2011, dated 21st April, 2011 and Circular No.18/2011, dated 29th April, 2011 issued by the Ministry of Corporate Affairs, Companies can now send various notices/documents (including notice calling Annual General Meeting, Audited Financial Statements, Board's Report, Auditors Report etc.) to the share- holders through electronic mode, to their registered email addresses. In case you are desirous of having the digital version of the Annual Report, you may write to us at compsecy@lancor.in or at the registered Office of the Company. The Annual report of the Company can be accessed at Annual Report category of Investor information in the website of Company www.lancor.in.
- Electronic copy of the Notice of the 41st AGM and Annual Report for the financial year 2025-26 of the Company inter alia indicating the process and manner of voting through electronic means is being sent to all the Members whose email IDs are registered with the Company's Registrar and Share Transfer Agents/ Depository Participants(s) for communication purposes.
- As per the relaxation provided by the aforementioned MCA and SEBI circulars and regulations of SEBI (LODR) Regulations, 2015, the Company will not be sending physical copies of AGM Notice and Annual Report to the shareholders and debenture holders. Further in compliance with the provisions of Regulation 36 of SEBI (LODR) Regulations, 2015, a letter providing the web-link including the exact path, where complete details of the Annual Report are available will be send to those shareholders who have not registered their email address with the Company / RTA/ Depository Participants. Members can register their e-mail addresses with RTA for obtaining the AGM Notice & Annual Report in the following URL: **https://wisdom.cameoindia.com/**
- Pursuant to Section 72 of the Companies Act, 2013, shareholders are entitled to make nomination in respect of shares held by them. Shareholders desirous of making nominations are requested to submit their requests in Form SH-13.The said Form can be downloaded from the website of the company **https://lancor.in/investors/** [under "Shareholders Information" under Other information section]. Shareholders holding shares in physical form and electronic form may submit the same to the RTA, M/s. Cameo Corporate Services Limited and to their respective depository participant respectively.

- Members holding shares of the Company in physical form are required to furnish/ update their PAN, KYC details and Nomination pursuant to the above SEBI Circular in Form ISR-1. The Form ISR-1 is also available on the website of the Company at https://lancor.in/investors/ (Under Shareholders information). Attention of the members holding shares of the Company in physical form is invited to go through and submit the said Form ISR–1. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, PAN, registering of nomination, power of attorney registration, bank mandate details, etc., to their DPs in case the shares are held in electronic form and to the RTA in pre- scribed Form ISR-1 and other forms pursuant to the above SEBI Circular. Further, members may note that SEBI has mandated the submission of PAN by every participant in securities market.

- Since transfer of securities of listed companies in physical mode has been discontinued with effect from, April 01, 2019, except in case of request received for transmission of securities, shares of the Company are traded on the stock exchanges compulsorily in demat mode and to eliminate all risks associated with physical shares, members holding shares in physical form are requested to consider converting their holdings to dematerialized form. In order to facilitate ease of investing for investors and to secure the rights of investors, a special window only for re-lodgement of transfer deeds which were lodged prior to the deadline of April 01, 2019, and rejected/returned/not attended due to deficiency in the documents/process/or otherwise, was opened for a period of six months from July 07, 2025 till January 06, 2026. The securities that were relodged for transfer during this period was issued only in demat mode.

- Further, with reference to SEBI Circular HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated January 30, 2026, another special window for transfer and dematerialisation ("demat") of physical securities which were sold/ purchased prior to April 01, 2019 and for such transfer requests which were submitted earlier and were rejected/ returned/not attended to due to deficiency in the documents/process/or otherwise, has been opened for a period of one year from February 05, 2026 to February 04, 2027. The securities so transferred under this window shall be mandatorily credited to the transferee only in demat mode and shall be under lock-in for a period of one year from the date of registration of transfer and such securities shall not be transferred/lien-marked/pledged during the said lock-in period. Members can contact the Company or Company's Registrar to an Issue and Share Transfer Agent (RTA), M/s. Cameo Corporate Services Limited., for assistance, if any, in this regard.

- The shareholders may note that, pursuant to the SEBI (Listing Obligations and Disclosure Requirements) (Fifth Amendment) Regulations, dated November 18, 2025, the first and second provisos to Regulation 12 relating to payment through physical instruments such as warrants and cheques were omitted. Additionally, SEBI vide Circular No. HO/38/13/ (3)2026-MIRSD-POD/I/3763/2026 dated January 30, 2026 has dispensed with the issuance of Letter of Confirmation and provided for direct credit of securities to investors' demat accounts with effect from April 2, 2026. Presently the investors with a demat account shall submit a duly filled in demat conversion request form to the RTA along with the latest Client Master List ("CML") of the demat account, not older than two months and duly attested by the Depository Participant ("DP").

- The RTA/Company shall verify and process the service requests and thereafter issue securities to the securities holder/claimant in demat form, directly in the demat account of the securities holder/claimant, within 30 days of its receipt of such request after removing objections, if any. Any LOC issued before April 02, 2026, may be submitted by the investors to DP for dematerialisation within the specified timeline i.e. 120 days from the date of issuance of LOC.

- Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_ RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in dematerialized form in case of processing service requests viz. Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition etc. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at httpwww.lancor.in and on the website of the Company's Registrar and Transfer Agents, Company at https://cameoindia.com/wp-content/uploads/2022/03/Form- ISR-4.pdf. It may be noted that any service request can be processed only after the folio is KYC Compliant.

- In case the securities were held by the deceased holder in a single name and in physical mode, then after verifying and processing the documents submitted along with the request for transmission of securities in Form ISR-5, the RTAs/Issuer companies shall transmit the securities directly in the demat account of the claimant(s) and intimate the claimant(s) about its execution as may be applicable, within 30 days of the receipt of such request.
- The Members who are holding shares in demat form and have not yet registered their e-mail IDs, mobile numbers and other KYC Details are requested to register the same with their Depository Participant at the earliest, to enable the Company to use the same for their contacts and serving documents to them electronically, hereinafter.

Other Instructions:

(i) Pursuant to Section 108 of the Companies Act, 2013, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as may be amended from time to time and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, and MCA Circulars dated April 8, 2020,April 13, 2020, May 5, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, December 28, 2022, September 25, 2023 & October 03, 2024 the Company is pleased to provide e-voting facility to the members to cast their votes electronically on all resolutions set forth in this Notice.

(ii) The Board of Directors has appointed Mr. A. Mohan Kumar, [FCS 4347, COP No. 19145] Practicing Company Secretary, as the Scrutinizer for conducting the voting process (Remote e-Voting and e-Voting at AGM) in a fair and transparent manner.

(iii) The Scrutinizer shall within a period not exceeding 2 (two) working days from the conclusion of the e-voting period unblock the votes casted through remote e-voting and shall make, not later than two (2) working days of the conclusion of the AGM, a consolidated Scrutinizer's report of the total votes casted in favor or against, if any, to the Chairman of the meeting who shall countersign the same and declare the result of the voting.

(iv) The results shall be declared by the Chairman or by any person authorised by him in this regard on or before **30th September, 2026.** The result along with the Scrutinizer's report shall be communicated to BSE Limited & NSE Limited and placed on Company's website @ www.lancor.in and on the website of CDSL within two days of passing of the resolutions at the AGM of the Company. The resolution, if approved will be taken as passed effectively on the date of declaration of the result, explained as above.

(v) SEBI vide Circular Nos. SEBI/HO/OIAE/ OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, and SEBI/HO/ OIAE/ OIAE_IAD-1/P/ CIR/2023/135 dated August 04, 2023, read with Master Circular No. SEBI/HO/ OIAE/ OIAE_IAD- 1/P/CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market. Pursuant to above-mentioned circulars, post exhausting the option to resolve their grievances with the RTA/ Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/ login) and the same can also be accessed through the Company's website at [under "SMART ODR" section]/ https://smartodr.in/login

(vi) The Audited Accounts of the Company and its subsidiary Companies are available on the Company's website at https://lancor.in/investors/

(vii) Since the AGM will be held through VC/OAVM in accordance with the Circulars, the route map, proxy form and attendance slip are not attached to this Notice.

(viii) In this Notice and Annexure(s) thereto the terms "Shareholders" and "Members" are used interchangeably.

INSTRUCTIONS FOR E-VOTING:

CDSL e-Voting System – For e-voting and Joining Virtual meetings.

1. As you are aware, the general meetings of the listed companies shall be conducted as per the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020 and Circular No. 20/2020 dated May 05, 2020. The forthcoming AGM will thus be held through video

conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM through VC/OAVM.

2. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM/EGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorized e-Voting's agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the EGM/AGM will be provided by CDSL.

3. The Members can join the EGM/AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the EGM/AGM through VC/OAVM will be made available to at least 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the EGM/AGM without restriction on account of first come first served basis.

4. The attendance of the Members attending the AGM/EGM through VC/OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Companies Act, 2013.

5. Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM/EGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM/EGM through VC/OAVM and cast their votes through e-voting.

6. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM/EGM has been uploaded on the website of the Company at www.lancor.in . The Notice can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively. The AGM/EGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM/EGM) i.e. www.evotingindia.com.

7. The AGM/EGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 8, 2020 and MCA Circular No. 17/2020 dated April 13, 2020 and MCA Circular No. 20/2020 dated May 05, 2020.

8. In continuation to this Ministry's **General Circular No. 20/2020** dated 05.05.2020, General Circular No. 02/2022 dated 05.05.2022 and General Circular No. 10/2022 dated 28.12.2022 and after due examination, it has been decided to allow companies whose AGMs are due in the Year 2023 or 2024, to conduct their AGMs through VC or OAVM on or before 30th September, 2024 in accordance with the requirements laid down in Para 3 and Para 4 of the General Circular No. 20/2020 dated 05.05.2020.

THE INTRUCTIONS OF SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(i) The voting period begins on 23rd September, 2026 at 9.00 AM (IST) and ends on 27th September, 2026, at 5.00 PM (IST). 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 Monday, 21st September, 2026 may cast their vote electronically. The e-voting module shall be disabled by CDSL 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.

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

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.

Pursuant to abovesaid SEBI Circular**,** Login method for e-Voting and joining virtual meetings **for Individual shareholders holding securities in Demat mode CDSL/NSDL** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL Depository**	**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 users to login to Easi / Easiest are requested to visit cdsl website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. **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 the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. **3.** If the user is not registered for Easi/Easiest, option to register is available at cdsl website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. **4.** Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with **NSDL Depository**	**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 and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Type of shareholders	Login Method
	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 **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 and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting **4.** For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. 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** and you will be re-directed to **e-Voting service provider website** for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	**1.** 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 or joining virtual meeting & voting during the meeting.

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 21 09911
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 - 4886 7000 and 022 - 2499 7000

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(v) Login method for e-Voting and joining virtual meetings for **Physical shareholders and shareholders other than individual holding in Demat form.**

1. The shareholders should log on to the e-voting website www.evotingindia.com.
2. Click on "Shareholders" module.
3. Now enter your User ID
   a. For CDSL: 16 digits beneficiary ID,

b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,

c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.

4. Next enter the Image Verification as displayed and Click on Login.

5. If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

6. If you are a first-time user follow the steps given below:

	For Physical shareholders and other than individual shareholders holding shares in Demat.
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

(vi) After entering these details appropriately, click on "SUBMIT" tab.

(vii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(viii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(ix) Click on the EVSN for the relevant <Company Name> on which you choose to vote.

(x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xv) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xvi) There is also an optional provision to upload BR/POA if any uploaded, which will be made available to scrutinizer for verification.

(xvii) Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "Corporates" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.

- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer and to the Company at the email address viz; compsecy@lancor.in , if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM/EGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.

   Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/EGM.
3. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
4. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
5. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
6. Shareholders who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request in advance atleast **7 days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at compsecy@lancor.in . The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance **7days prior to meeting** mentioning their name, demat account number/folio number, email id, mobile number at compsecy@lancor.in .These queries will be replied to by the company suitably by email.
7. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
8. Only those shareholders, who are present in the AGM/EGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the EGM/AGM.
9. If any Votes are cast by the shareholders through the e-voting available during the EGM/AGM and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to **Company/RTA email id**.

2. For Demat shareholders -Please update your email id & mobile no. with your respective **Depository Participant (DP)**
3. **For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.**

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, AVP, (CDSL,) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

Place: Chennai
Date : 12th August, 2026

By order of the Board of Directors
For Lancor Holdings Limited

RV Shekar,
(DIN: 00259129)
Chairman

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

Pursuant to the provisions of Section 102 of the Companies Act, 2013 ("the Act") and Regulation 17(11) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the following Explanatory Statement sets out the material facts and rationale in respect of each item of business set forth in the accompanying Notice dated 12th August, 2026.

ITEM No. 4

To ratify the remuneration of M/s. B Y & Associates, as Cost Auditor of the Company

The Company is required under Section 148 of the Act, read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, to have the audit of its cost records for products covered under the aforesaid Rules conducted by a Cost Accountant in practice. The Board of Directors of the Company had based on the recommendation of the Audit Committee approved the appointment and remuneration of **M/s. B Y & Associates, Cost Accountants (Firm Registration Number 003498)** as the Cost Auditors to examine and conduct audit of cost records of the Company for the year ending 31st March, 2027, at a remuneration of Rs. 1,25,000/-(Rupees One Lakh Twenty Five Thousand) plus applicable taxes in accordance with the provisions of Section 148 of the Act, read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors has to be ratified by the Members of the Company.

M/s. B Y & Associates, Cost Accountants have the necessary experience in the field of cost audit and have submitted a certificate regarding their eligibility for appointment as Cost Auditors of the Company.

Accordingly, consent of the Members is being sought for passing an Ordinary Resolution as set out in Item No.4 of the Notice for ratification of the remuneration payable to the Cost Auditors for the year ending 31st March, 2027.

The Board recommends the Resolution at Item No. 4 of the Notice for approval by the Members. None of the Directors or Key Managerial Personnel of the Company and their respective relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution as set out at Item No. 4 of the accompanying Notice.

ITEM No. 5

The first five year tenure of Mr. S. Vasudevan (DIN: 01567080) who had been appointed as Independent Directors of the Company will expire on November 12, 2026. Mr. S. Vasudevan (DIN: 08217157) is eligible for re-appointment as Independent Directors for a second term and given his consent in this effect.

The Company has also received declarations from him confirming that he is not disqualified from being appointed as Director of the Company in terms of Section 164 of the Companies Act, 2013 and he has not been debarred or disqualified from being appointed or continuing as Director of any Companies by the Securities Exchange Board of India, Ministry of Corporate Affairs, or any such statutory authority and declaration that he meet the criteria of independence as provided under Section 149(6) read with Schedule IV of the said Act as well as Regulation 16(1) (b) of the SEBI LODR. In terms of Regulation 25(8) of the SEBI Regulation, he has confirmed that he is not aware of any circumstances or situation that exists or may be reasonably anticipated that could impair or impact his ability to discharge his duties.

Accordingly, the Nomination & Remuneration Committee at its meeting held on 11th August, 2026, based on the performance evaluation, has recommended the re-appointment of Mr. S. Vasudevan (DIN: 01567080) for a second term of 5 (Five) consecutive years. The performance evaluation of Mr. S. Vasudevan (DIN: 01567080) was based on various criteria, including skills, experience, knowledge, attendance at Board and Committee Meetings and substantial contribution made by them during his tenure. Pursuant to the recommendation of the Nomination and Remuneration Committee (NRC) Committee, the Board of Directors of the Company at its meeting held on 12th August, 2026 approved the proposal to re-appoint Mr. S. Vasudevan (DIN: 01567080) as Independent Directors for a second term of 5 (Five) consecutive years after the expiry of the present term subject to the approval of shareholders in this AGM.

In terms of provisions under Section 152 of the Companies Act, 2013, re-appointment of Independent Directors for a second term requires approval of the members by way of special resolution. The Board of Directors is of the opinion that the above Directors fulfils the conditions specified in the Companies Act, 2013 and the Rules made there under and

Listing Regulation and that he is independent of the management. Copy of letter of appointment, setting out the terms and conditions of appointment is available for inspection by the members. He will be paid remuneration by way of sitting fees for attending each meeting of the Board and/or Committees. Accordingly, the Board recommends the re-appointment of the aforesaid Independent Directors, as set out in the Item No.5 of the Notice for the approval by the members by way of Special resolution. A brief profile of proposed Independent Director, including nature of his expertise, is provided in the Notice.

Mr. S. Vasudevan (DIN: 01567080) is not debarred from holding the office of Director pursuant to any SEBI order or any such Statutory Authority. Additional information as required under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 and other applicable provisions are enclosed and forms part of this Notice.

ANNEXURE TO ITEM NO. 2 & 5

Pursuant to Regulation 36(3) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standards on General Meeting (SS-2) issued by The Institute of Company Secretaries of India (ICSI), the details of Director seeking appointment / re-appointment at the Annual General Meeting are given below:

A. Brief Resume of the Director, Qualification, Experience and Expertise:

1. Mr. S. Sridharan, a Chartered Accountant, was with Ernst & Young, Middle East for 30 years of which he was a partner for nearly 15 years. He retired as the Managing Partner of Muscat office. He has advised many of the global corporations in Oil & Gas, Construction, Technology, Financial Institutions, and Industrial Companies operating in the Middle East. He is also a director in Shree Renuka Sugars Ltd. a listed company along with several other companies. He spends his time on educational charitable activities.

2. Mr. S. Vasudevan is a chartered accountant having over forty years of experience in the field of Finance, Accounts & Real Estate. Mr. S. Vasudevan started the first integrated township project in Chennai, as Director (Operations) with Embassy Group and was responsible for the projects under implementation and other company operations in Chennai and fund raising/ restructuring of debts in all his assignments. Further he was responsible for the launch of the IT / ITES SEZ of DLF Group in Chennai, as Chief Executive (Southern Region). Earlier he was part of the core team of professionals that launched the property development business of Sanmar Group. Mr. Vasudevan was Managing Director of Group Company in SICAL and was instrumental in major initiative of the Company, before joining DLF.

B. Other Details:

S. No	CATEGORY	DETAILS	
1.	Director Identification Number (DIN)	01773791	01567080
2.	Name of the Director	Mr. S.Sridharan	Mr. S. Vasudevan
3.	Type of Directorship/Designation	Non-Executive - Non Independent Director	Non-Executive- Independent Director
4.	Age	73 years	72 years
5.	Nationality	Indian	Indian
6.	Qualification, brief resume and nature of expertise in specific functional areas	He is a Chartered Accountant. He is having a vast experience in the field of Audit, Taxation & Strategic Planning	He is a Chartered Accountant. He is having a vast experience in the field of Audit, Taxation & Strategic Planning Finance & Accounts and Real Estate.
7.	Date of first appointment to the Board	13/11/2014	13/11/2021
8.	Terms and conditions Appointment/ Re-appointment	Item No. 2	Item No. 5
9.	Details of remuneration sought to be paid	NA	NA

S. No	CATEGORY	DETAILS	
10.	Remuneration for FY 2025-26	Rs. 80,000(Sitting Fees)	Rs. 1,40,000 (Sitting Fees)
11.	Shareholding in this Company, including shareholding as a beneficial owner	16,49877 Equity shares (These Shares are held jointly by Mrs. Rajeshwari Sridharan W/o. Mr. S. Sridharan and Mr. S. Sridharan) Beneficial ownership - NIL	Nil
12.	Relationship with other directors and KMP	Relationship with directors: Nil Relationship with Manager: Nil Relationship with Key Managerial Personnel: Nil	Relationship with directors: Nil Relationship with Manager: Nil Relationship with Key Managerial Personnel: Nil
13.	No of Board meetings attended and held during the year	7 out of 7 meetings	7 out of 7 meetings
14.	Directorship in other Indian listed entities	**1.** Shree Renuka Sugars Ltd.	**1.** Rajshree Sugars & Chemicals Limited
15.	Name(s) of other entities in which holding of directorship	**2.** Integrated Enterprises (India) Private Limited **3.** Galfar Engineering & Contracting (India) Private Limited. **4.** Ashadiya Foundation. **5.** Geri Care Health Services Private Limited **6.** Investors Financial Education Academy **7.** MFAR Constructions Pvt. Ltd. **8.** Shree Renuka Sugars Ltd. **9.** Galfar Engineering & Contracting SAOG(Omani Company)	**1.** Rajshree Sugars & Chemicals Limited **2.** Lancor City Developer Limited **3.** EL Forge Limited
16.	Chairpersonship/ Membership in committees of other Entities	**Shree Renuka Sugars Limited** Audit Committee- Member **Galfar Engineering & Contracting SAOG(Omani Company)** Audit & Risk Committee	**Rajshree Sugars & Chemicals Limited** Nomination & Remuneration Committee- Chairman Audit Committee- Member **EL Forge Limited** Nomination & Remuneration Committee- Member Audit Committee- Member Independent Director Committee - Member
17.	Names of listed entities from which she/he/Director has resigned in the past 3(three) years	NA	NA