

**Ref No: CFL/SEC/2025-26/42**

**Date: December 30, 2025**

To,  
**The Manager,**  
**Department of Corporate Services,**  
**BSE Limited,**  
Phirozee Jeejeeboy Towers,  
Dalal Street, Fort,  
Mumbai - 400 001.  
**Scrip Code: 535267**

Dear Sir/Ma'am,

**Subject: Outcome of the Board Meeting held on Tuesday, December 30, 2025.**

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), we hereby inform you that the Board of Directors of the Company at its Meeting held today i.e., **Tuesday, December 30, 2025** have *inter alia*, considered and approved following matters:

1. Appointment of Mr. Sanjeev Kumar Pandey (DIN:10718409), as the Non-Executive Independent Director on the Board of the Company, for the term of five (5) consecutive years with effect from December 30, 2025, subject to approval of shareholders at the ensuing General Meeting.

The details as required under Regulation 30 of the SEBI Listing Regulations are enclosed herewith as '**Annexure I**'.

2. Appointment of Mrs. Nirmala Kanjar (DIN: 11457740), as the Non-Executive Non-Independent Director on the Board of the Company, with effect from December 30, 2025 subject to the applicable statutory/ regulatory approvals and shareholders at the ensuing General Meeting.

The details as required under Regulation 30 of the SEBI Listing Regulations are enclosed herewith as '**Annexure II**'.

3. Resignation of Mrs. Apeksha Kadam, as the Non-Executive Non-Independent Director of the Company with effect from closure of business hours of December 30, 2025. The said Resignation, includes her role as the Member of various Board Committees.

The resignation letter of Mrs. Apeksha Kadam, Non-Executive Non-Independent Director is enclosed herewith as '**Annexure III**' and details as required under Regulation 30 of the SEBI Listing Regulations are enclosed herewith as '**Annexure IV**'.

4. Increase in Authorized Share Capital of the Company from Rs. 25,00,00,000/- to Rs. 60,00,00,000/- and as a consequent thereto, alteration of the Capital Clause of Memorandum of Association of the Company, subject to shareholders approval at the ensuing General Meeting.

## COMFORT FINCAP LIMITED

**Registered Office :-** 22, Block B, Camac Street, Behind  
Pantaloons, Kolkata, West Bengal - 700016

**Corporate Office :-** A-301, Hetal Arch, S.V. Road,  
Opp. Natraj Market, Malad (West), Mumbai - 400064

CIN : L65923WB1982PLC035441

☎ 022- 6894-8500/08/09

✉ info@comfortfincap.com

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Kindly note that the meeting of the Board of Directors commenced at 05:00 P.M. and concluded at 06:00 P.M.

The above information is also made available on the website of the Company at [www.comfortfincap.com](http://www.comfortfincap.com).

You are requested to take the above information on record.

Thanking you.

Yours faithfully,  
**For Comfort Fincap Limited**

**Ankur Agrawal**  
**Director**  
**DIN: 06408167**

**Encl:** as above

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### Annexure – I

#### Information as required under Regulation 30 – Para A of Part A of Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015:

<b>Name of Appointee</b>	Mr. Sanjeev Kumar Pandey (DIN:10718409),
<b>Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise</b>	Appointment for the first term of five (5) consecutive years w.e.f. December 30, 2025.
<b>Date of appointment/re-appointment/cessation and terms of appointment/re-appointment</b>	Appointment as the Non-Executive Independent Director on the Board w.e.f. December 30, 2025.
<b>Brief Profile</b>	<p>Mr. Sanjeev Pandey is a highly respected thought leader with over 35 years of distinguished leadership across banking, regulation, policy formulation, and strategic advisory. An Ex-Senior Banker with the State Bank of India (“SBI”), he has played a significant role in shaping institutional frameworks, regulatory approaches, and large-scale implementation across India’s financial sector.</p> <p>He pioneered and led SBI’s NCLT Division, overseeing 1,000+ Corporate Insolvency Resolution Processes (CIRPs), 300+ liquidation matters, and 900+ individual insolvency cases, while also establishing robust internal policies, standard operating procedures, and governance frameworks.</p> <p>With global exposure as Executive Vice President (Treasury &amp; Investments), SBI Singapore, and extensive domestic experience in treasury management, stressed asset resolution, and corporate banking, Mr. Pandey brings a rare blend of regulatory insight, commercial judgment, and execution excellence.</p> <p>Currently, he serves as Consultant (Restructuring &amp; Advisory) at DSK Legal, CEO of the Association of Insolvency Professional Entities (AIPE), Advisor to CAFRAL, and Visiting Faculty at leading institutions, where he continues to contribute to policy thought leadership, institutional development, and the advancement of professional standards within India’s financial ecosystem.</p>
<b>Relationships between Directors inter-se</b>	None to disclose
<b>Affirmation that Independent Director meets the criteria of independence as prescribed under the Companies Act, 2013 &amp; SEBI Listing Regulations.</b>	Mr. Sanjeev Kumar Pandey has provided a confirmation that he meets the criteria of independence as prescribed under the Companies Act, 2013 & the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

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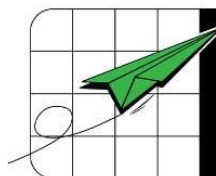
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**Annexure – II**

**Information as required under Regulation 30 – Para A of Part A of Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015:**

<b>Name of Appointee</b>	Mrs. Nirmala Kanjar (DIN: 11457740)
<b>Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise</b>	Appointment
<b>Date of appointment/re-appointment/cessation and terms of appointment/re-appointment</b>	Appointment as the Non-Executive Non-Independent Director on the Board w.e.f. December 30, 2025.
<b>Brief Profile</b>	<p>Mrs. Nirmala Kanjar is a distinguished Member of the Institute of Chartered Accountants of India (“ICAI”) with over 13 years of rich professional experience in the fields of accounting, taxation, financial management, and regulatory compliance. She has been associated with the Company for more than a decade and has played a pivotal role in strengthening its financial framework and governance practices.</p> <p>She has been serving as the Chief Financial Officer of the Company since 2015. In this leadership role, she has been instrumental in shaping and executing the Company’s financial strategy, overseeing budgeting and financial planning, ensuring robust internal controls, and maintaining strict compliance with statutory and regulatory requirements. Her expertise has been crucial in managing financial risks, optimizing resources, and supporting sustainable business growth.</p> <p>Known for her strategic insight, strong analytical skills, and effective leadership, Mrs. Kanjar has significantly contributed to enhancing operational efficiency and driving long-term value creation for the Company. Her commitment to excellence, ethical standards, and continuous improvement has earned her respect within the organization and among stakeholders, making her a key contributor to the Company’s continued success.</p>
<b>Relationships between Directors inter-se</b>	None to disclose

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## APEKSHA KADAM

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**Date: December 30, 2025**

To,  
Board of Directors,  
**Comfort Fincap Limited**

Dear Sir/ Madam,

**Subject: Resignation from the position of Non-Executive - Non Independent Director of the Company.**

With respect to the subject captioned above, due to pre-occupation and other personal commitments, I hereby tender my resignation from the Board of the Company as a Non-Executive - Non Independent Director with effect from closure of working hours of December 30, 2025. I therefore request the board members to kindly accept my resignation and relieve me from the duties.

I confirm that there are no material reasons other than what is mentioned above for my resignation.

I wish to place on record my gratitude and appreciation to esteemed Board members for their continuous support and guidance.

Kindly acknowledge the receipt of this resignation letter and arrange to submit the necessary forms with the office of Ministry of Corporate Affairs, Stock Exchange and other authorities, as applicable, to that effect.

Thanking You,  
Yours Faithfully,

**Apeksha Kadam**  
**Director**  
**DIN: 08878724**

#### Annexure – IV

**Information as required under Regulation 30 – Para A of Part A of Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015:**

<b>Name of Resigning Director</b>	Mrs. Apeksha Kadam
<b>Reason for change viz. appointment, re-appointment, resignation, removal, death or otherwise</b>	Resignation
<b>Date of appointment/<del>re-appointment/</del> <del>cessation</del> and terms of appointment/<del>re-appointment</del></b>	Resignation as a Non-Executive Non-Independent Director on the Board w.e.f. December 30, 2025.
<b>Brief Profile</b>	Not Applicable
<b>Relationships between Directors inter-se</b>	Not Applicable

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