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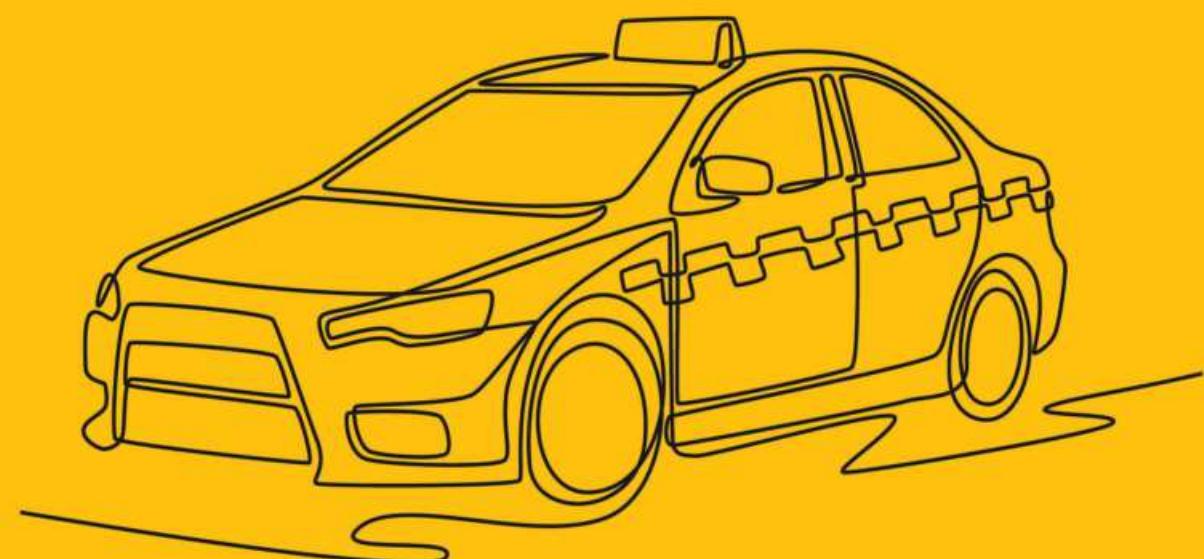
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**IN FOCUS****LUXURY ON A ROLL.**

Tata Motors rolled out the first JLR car, the Range Rover Evoque, from its Panapakkam plant in Ranipet, TN p2

**JOB DEBATE.**

The AI Impact Summit will deliberate on tech's effect on jobs: MeitY Secretary p10

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QUICKLY.**DATA FOCUS**

Russian crude curbs could raise India's oil import bill



Chennai: Though the joint statement on the interim US-India BTA was silent, a White House executive order claimed that Delhi has agreed to cut Russian crude purchases to zero — a move likely to raise India's oil import bill. Commerce Ministry data show that Russian crude was cheaper than that of the US, the UAE, Nigeria and Saudi Arabia as of December. p2

SELF RELIANCE

DII holdings in Nifty50 firms tops FII stakes

Mumbai: Domestic institutional investors (DIIs) overtook foreign institutional investors (FIIs) in Nifty50 companies for the first time in the December quarter, while extending their dominance in Nifty500 companies for the seventh straight quarter. DIIs held a 24.8 per cent stake in Nifty50 firms, edging past FIIs' 24.3 per cent as of December, per Motilal Oswal Financial Services. p6

Exporters cheer as US deal sparks revival in orders

EUPHORIA. Tariffs set to drop to 18%, giving India an edge over rivals, including China

Amiti Sen
New Delhi



TRADE SHOCK. Nearly \$31 billion of \$86.5 billion exports in FY25 were hit by the 50% US tariffs imposed in Aug-Sept 2025

INDIA'S EXPORTERS are riding a wave of optimism following the India-US framework agreement, as restored orders signal new phase of growth.

While the threat of US tariff linked to Russian oil buy remains, exporters are largely unfazed.

The reduction of tariffs on labour-intensive sectors from 50 per cent to 25 per cent, with a further drop to 18 per cent expected this week, is a game-changer and provides a massive competitive advantage, said Sanjana Jain, a prominent Delhi-based textile exporter.

PICKING UP THREADS

"We are now half China's tariff levels and below other competing nations," Jain said, citing the 19-20 per cent duties faced by Vietnam and Bangladesh. In a 10 per cent margin industry, this is a decisive edge.

Nearly \$31 billion of India's \$86.5 billion exports in FY25 were hit by the 50 per cent US tariffs imposed in August-September 2025. While growth flattened by December, Jain said, "enquiry flow has already started," dismissing tariff re-imposition fears as an unpredictable variable.

SPARKLE RETURNS

Gems and jewellery exporter Vipul Shah echoed this sentiment, noting the industry is moving past a worst-case scenario.

"Whatever good news we are receiving is great for the industry. It is very difficult to predict what will happen tomorrow in this geopolitical scenario. We are seeing the

positive side of the trade deal and we have our fingers crossed that it will work out well," he said.

The deal is significant for the gems and jewellery sector as exports had gone down drastically, particularly in the diamond segment, when tariffs were imposed in August-September 2025.

"The US is a big consuming market. More than 50 per cent of gems and jewellery products are consumed in the US. With the tariffs now reduced to 25 per cent and those on diamonds to be finally reduced to zero per cent, we will see a big rise in

demand immediately," Shah said.

LEATHER UNITS UPBEAT

Leather goods exporters, who were offering 20-30 per cent discounts to retain American buyers, can now breathe easy, said Israr Ahmed, a Chennai-based leather goods exporter.

The 18 per cent tariff allows for healthier pricing and restoration of margins. Ahmed noted that US customers were already restoring orders to pre-tariff levels, signalling a "golden opportunity" for Indian manufacturing.

ENGINEERING GOODS

The engineering sector, which saw reciprocal tariffs on \$13.5 billion worth of goods, is equally relieved.

"Our exporters kept their customers by absorbing the tariff cost and sacrificing margins. With the new 18 per cent rate, these exporters can finally restore profitability," said Pankaj Chadha, Chairman, EEPIC India.

Chadha pointed out: "The important safeguard is that if they change their tariffs, we are entitled to change ours."

Goyal interview p3

Agri sector sees more hope than fear in Indo-US trade deal

Our Bureaus

Coffee exporters have perked up, tea shippers hope to cash in on the low duty advantage, spices trade smells good times, while seafood exporters hope for a big catch as the impact of the India-US trade deal sinks in among agriculture and allied sectors.



COMMODITY WATCH. Traders say corn and soybean prices may be impacted by the import of Dried Distillers Grains with Solubles

Indian tea will get zero-duty access to the US market, giving it an edge over China. Shippers, however, don't see much scope to grow exports significantly in the short-term in the US.

Marine products exports to the US are expected to regain market share following the trade deal.

The Seafood Exporters Association of India said the quantum of exports to the US will surge and anticipates a strong rebound. Spices exporters now find a level-playing field with shippers from Vietnam, Indonesia and Cambodia. They, however, want an end to the non-tariff barriers.

IMPORT WORRIES
India may permit up to one lakh tonnes of apples from the US at a concessional tariff of 25 per cent.

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Growers are worried that they may be affected but government officials and a section of the trade have allayed these fears.

The import of DDGS could lead to lower soybean and corn prices, but India may impose a cap of 5 lakh tonnes.

Traders say at current prices, DDGS imports will not affect Indian soymeal or corn prices.

India imports over 15 million tonnes of edible oils. Allowing soybean oil from the US at a lower duty will put pressure on other sources such as Argentina, say industry leaders.

More reports p8, p9

IndiGo sees no disruption as new pilot duty norms kick in from today



said such capacity management is intended to maintain schedule reliability, while the airline adapts to the full implementation of the FDTL norms.

Operational disruptions linked to new pilot rest norms had led to 2,507 flight cancellations and 1,852 delays between December 3 and 5, 2025, affecting over three lakh passengers nationwide.

REGULATORY WATCH
Regulatory oversight of the transition is expected to continue in the coming weeks, with authorities tracking operational data and crew utilisation to ensure compliance and network stability.

Despite imposing penalties, the Directorate General of Civil Aviation (DGCA) had continued to keep a close surveillance of the airline's operations, including routine engagement on its pilot hiring plan.

Apart from this, regular meetings were held with the airline every 15 days during which details of its operations were reviewed. The DGCA had constituted a eight-member oversight team following the disruptions in December.

In addition, the Centre had directed IndiGo to cut flight schedules by 10 per cent across sectors to help stabilise operations and reduce cancellations.

EPFO to launch app for withdrawals via UPI

Our Bureau

New Delhi

The Employees' Provident Fund Organisation (EPFO) is likely to roll out a mobile app by April, allowing eight crore subscribers to withdraw a portion of their EPF directly into their bank accounts via UPI.

The Ministry of Labour and Employment is working towards a liberalised regime that will make restricted access to EPF flexible. However, the government still wants to put a cap on the portion of the fund that will remain locked for retirement as is the case now, highly-placed sources said.

Currently, EPF contribu-

details p3



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Chronicling the journey of India's pharma industry

At the launch of a book on Lupin's late founder DB Gupta, top domestic drugmakers recount their experiences

PT Jyothi Datta

Mumbai

From the need to take bold decisions, including making an early entry into the biological products segment, to pushing for greater acceptability of Indian medicines in the domestic market, founders and promoter-family members from top domestic drugmakers recounted from their own experiences, at the launch of *Made in India — The Story of Desh Bandhu Gupta, Lupin, and Indian pharma*.

With biological products projected to be a large part of the industry's future growth, Dilip Shanghvi, Sun Pharmaceutical Industries' Founder and Executive Chairman, felt they should have got into the segment earlier. The company should have also hired expertise, rather than train on the job, he said, addressing a full-house at the book launch on Sunday evening.

Recollecting the early days, with two medical representatives in the company including himself, Shanghvi said that domestic drugmakers



(from left) Dilip Shanghvi, Founder of Sun Pharma; Yusuf Hamied of Cipla; GV Prasad, MD of Dr Reddy's; MM Sharma, ex-UDCT (ICT); Vinita Gupta, CEO of Lupin, at the book launch event

have since grown to compete globally. All it takes is one success to give courage to others to walk that path, he said, pointing to Glenmark's recent \$700 million outlicensing deal on its cancer drug candidate. Companies need to find a way to continue to compete globally, he said, including through buying a company outside.

In fact, Sun Pharma is in the news, reportedly scouting for a major international acquisition.

USE LOCAL DRUGS
Cipla doyen YK Hamied, pointed out that top domestic

drugmakers invested 6-8 per cent of their revenues in research and development, and called for greater acceptability of locally-made products among the Indian medical fraternity. The industry should put its heads together, he said, to move forward on innovation. As a scientist, he was not against patents, only monopolies, said Hamied, something the domestic industry protested in the 1970s, following which product patent was removed. The Patents Act has since been amended (2005) to bring back products patents.

Future research by companies, he said, would largely be in partnership with government institutions such as the Indian Council of Medical Research (ICMR) or the Council of Scientific and Industrial Research (CSIR), as it may be difficult for local drug companies to go it alone on research, with the exception of Sun Pharma or Dr Reddy's Laboratories (DRL).

GV Prasad, DRL's Co-Chairman and MD, echoed Shanghvi's thoughts on taking bold decisions and hiring talent from outside. The best kind of risk to take were those that were "manageable". Making an interesting observation, MM Sharma, formerly with University Department of Chemical Technology, pointed out the Indian pharmaceutical industry had grown on the back of technocrat entrepreneurs and not established business houses.

QUICKLY.

Zydus Lifesciences posts 30% revenue jump in Q3



Mumbai: Zydus Lifesciences Ltd reported a 30 per cent year-on-year increase in revenue from operations at ₹6,864.5 crore for the third quarter, driven by strong performance across its pharmaceutical, consumer wellness and medtech businesses. The company's adjusted net profit for the quarter rose 9 per cent to ₹1,110.9 crore, while EBITDA grew 31 per cent to ₹1,816.4 crore with margins improving 20 basis points to 26.5 per cent. The Ahmedabad-based company's North America formulations, which accounts for 41 per cent of consolidated revenues, posted 16 per cent growth at ₹2,804.3 crore. The US division launched four new products and received eight ANDA approvals. In January 2024, the company received USFDA approval for Zycubo, the first approved therapy for Menkes disease. OUR BUREAU

Tata Motors rolls out first JLR car from Ranipet plant

EXPANDING SCOPE. ₹9,000 cr facility to scale to 2.5 lakh vehicles/year with 5,000 jobs

T E Raja Simhan
Ranipet



HOME-MADE. TN CM MK Stalin and Tata Sons' Chairman N Chandrasekaran flagging off the first Land Rover Evoque manufactured at Tata Motors-JLR plant in Ranipet on Monday BIJOY GHOSH

Tata Motors Passenger Vehicles on Monday rolled out the first Jaguar Land Rover (JLR) car — the Range Rover Evoque (SUV) — from its newly commissioned Tata Motors-JLR manufacturing facility in Ranipet, about 90 km west of Chennai.

Tamil Nadu Chief Minister MK Stalin inaugurated the completely knocked down (CKD) vehicle plant located within the SIPCOT Industrial Estate at Panapakkam. Stalin, along with Tata Motors Chairman N Chandrasekaran, jointly flagged off the first Range Rover Evoque produced at the facility. The Chief Minister also drove the vehicle for a short distance inside the plant with Chandrasekaran accompanying him.

With the commencement of operations at Ranipet, Tata-JLR becomes the seventh automobile manufacturer to have car manufacturing operations in Tamil

Nadu, after Hyundai, Renault, Nissan, Stellantis, BMW and VinFast.

CKD OPERATIONS

Tata Motors has committed an investment of ₹9,000 crore for the Panapakkam project, which will be implemented in three phases.

Currently, all CKD operations of Tata Motors are based in Pune. The company plans to gradually migrate these operations to the Tamil Nadu facility, a senior company official had said last year.

Vehicle production at the Ranipet plant will scale up in a phased manner eventually reaching its full designed annual capacity of 2.5 lakh vehicles over the next five to seven years. The facility is expected to cater to both domestic and international markets. According to the company, the project has the potential to generate over 5,000 direct and indirect employment opportunities.

In September 2024, Tata Motors had broken ground for the new manufacturing facility. "In a record 16 months, the plant is up and running," Chief Minister Stalin said at the inaugural event, drawing a parallel with VinFast's vehicle manufacturing facility at Thoothukudi, which also came up within a similar time-frame.

Chandrasekaran said the Ranipet facility joins JLR's global manufacturing footprint, which includes plants in the UK, Austria, China and Brazil. "Tamil Nadu will now be included in JLR's global manufacturing map," he said.

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According to the Ministry, the price per tonne of petroleum crude oil from Russia averaged \$469 in December 2025. Meanwhile, petroleum crude from the US which was priced at \$506.7 per tonne in December, was at a 7.9 per cent premium to Russian crude. Crude oil from the UAE was priced at \$529.4 and from Saudi Arabia at \$503.2 per tonne.

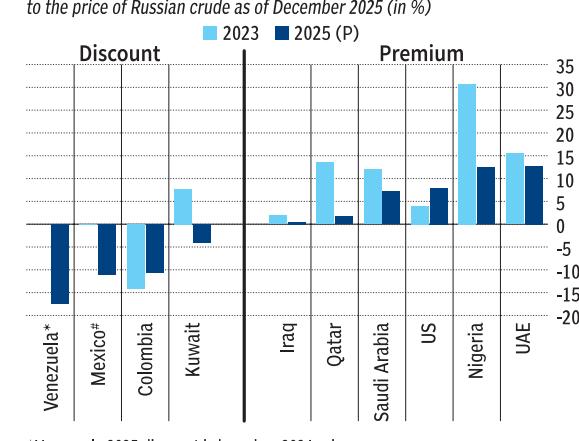
Saudi Arabian crude was at a premium of 7.2 per cent to crude oil from Russia while the UAE had a premium of 12.8 per cent compared to crude oil from Russia. Nigerian crude at \$527.9 per tonne, enjoys a steep 12.5 per cent premium because it predominantly supplies light crude.

Crude oil import bill may rise if India stops discounted Russian buys

Shopping for oil

Crude from Venezuela is the cheapest

Import price of crude from other countries in US dollar per tonne compared to the price of Russian crude as of December 2025 (in %)



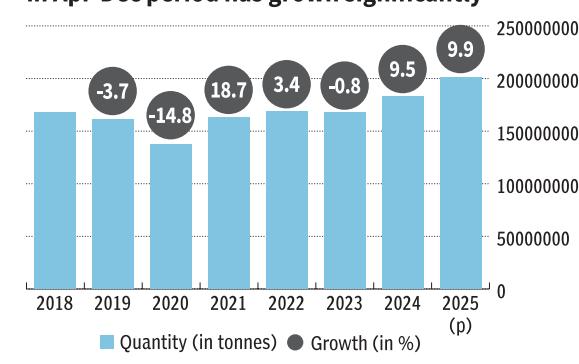
DATA FOCUS.

While the Indian authorities have not confirmed this, such a move is quite likely to increase India's crude oil import bill. Data on import prices disseminated by the Ministry of Commerce show that though the discount between crude oil from Russia and from other sources has narrowed from the highs recorded in 2022-23, Russian crude oil is still cheaper than most alternative suppliers such as the US, UAE, Nigeria and Saudi Arabia, as of December 2025.

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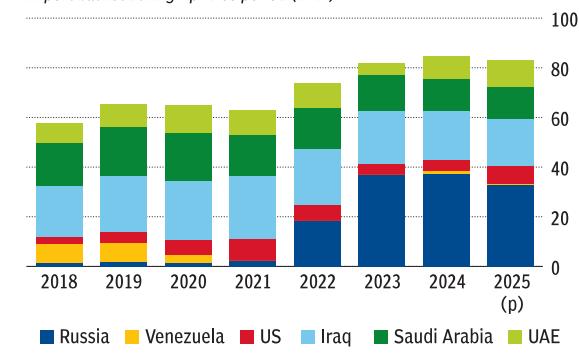
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India's petroleum crude import (in tonnes) in Apr-Dec period has grown significantly



The changing import basket

Share of major sources of petroleum crude (by mass) in India's petroleum import basket during Apr-Dec period (in %)



Source: Ministry of Commerce

oil imports hit a peak of about 2 million barrels per day (bpd) in June 2025, which has come down to 1.1 million bpd in January 2026. However, the oil flow from Russia to India is unlikely to vanish completely anytime soon as these strategic decisions are based on factors such as supply chain reorientation, diplomatic alignments, pricing stability, and energy security."

India's crude import demand continues expanding alongside economic growth. Total imports in 2025 (Apr-Dec) reached about 201.5 million tonnes, marking

'We have always played by the rules'

bl.interview

Suresh P Iyengar
Mumbai

Tata Steel has managed to ride out the volatile steel prices in the December quarter and expects the March quarter realisations in India to be better, according to Managing Director and CEO, TV Narendran. On the probe by the Competition Commission of India into cartelisation by steel producers, including Tata Steel, Narendran said they were allegations: "We will follow due process. CCI will hear our point of view. We have always played by the rules."

Narendran and Kaushik Chatterjee, Executive Director & Chief Financial Officer, spoke on the way forward. Edited excerpts:

How do you see steel demand prices in Q4?

Narendran: Steel prices continue to remain strong. In fact, till October-November, steel prices in India, at least hot rolled coil prices, were at a discount to the landed cost of imports. This was an unusual situation because normally domestic prices are at a premium to landed cost of imports due to the risk factor when you import. Slowly we are getting there.

Currently, landed import prices are slightly higher. The trade deals with EU and US have helped turn the sentiment more positive. We expect price realisation in India to be over ₹2,200 higher in Q4 compared with Q3.

Do you see China cutting down on exports helping Indian exports?

Narendran: We have not seen the result yet. They



We will give our explanations because commodity prices globally move up and down in a very transparent way... We will make our submissions and hopefully the CCI will see what our argument is

TV Narendran

MD and CEO, Tata Steel

have said they are going to focus on their domestic market but even now the exports are more than 10 million tonnes a month, which is obviously too high. We hope to see some reduction in their exports.

Will the iron ore shortage persist?

Narendran: The domestic shortage of iron ore is more linked to the current bidding being done to get the iron ore mines.

Everyone is bidding more than 100 per cent. So, merchant miners are being priced out of the market and that is causing supply shortage and a bit of pressure.

While steel consumption grew at some 810 per cent, the iron ore production grew only at 5 per cent, which obviously suggests more tightness in the market. It will be useful if more iron ore mines are auctioned across the States.

The HC hearing in the ₹4,300 crore Odisha government notice for not meeting mining plan is complete. What kind of outcome do you see? Should any provision be made?

Koushik Chatterjee: It is a sub-judice. I would rather not talk about it because it is

reserved for orders. We have given our own arguments specially focused on the mine plan and what we have done.

Normally we do the provisioning only based on the outcome on first level of litigation at the High Court.

Will you be appealing against CCI price cartelisation charges?

Narendran: It is an allegation. There is an investigation report which has been given to the CCI. Based on it,

the CCI has given us a report seeking our response. We have always played by the rules.

We will give our explanations because commodity prices globally move up and down in a very transparent way.

We will make our submissions and hopefully the CCI will see what our argument is. I have been named because I am the CEO of Tata Steel. But, yes, it does its damage. It is unfortunate, but that is the way it is.

How do you see the govt's green steel taxonomy plans?

Narendran: Directionally, it is good that the government is encouraging low CO₂ steel and we are also in that journey. I think AM/NS has got

Apart from some downstream products, the steel industry does not export much steel to the US as it has always been a difficult market to send big volumes.

Will the trade deal with the US help industry?

Narendran: There is clearly an indirect impact as the overall sentiment is positive. Many of our consuming sectors have benefited positively such as auto components.

From the perspective of the steel industry, the US market is a significant market for us. We have already invested in a small facility for recycling PCBs (printed circuit board). We are looking at recycling as a separate vertical.

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also got impacted a little bit as a result. December has been far better as compared to October and November. I think going forward, demand should only improve in the March quarter, especially in the urban regions.

Companies expect volume growth to improve further in the March quarter, especially in urban regions.

business should only inch up."

VOLUME-WISE

Malhotra also pointed out that there are signs of improvement in urban demand trends even as rural continued to outpace urban volume growth.

"The difference between urban and rural

increased by 5 per cent compared to Q3 FY25. The cement capacity utilisation for the Q3 FY26 is at 73 per cent as against 75 per cent during Q3 FY25, said a statement filed with the stock exchanges.

Cost of raw materials per tonne increased by 4 per cent on-year to ₹1,012 for the current period, due to levy of mineral bearing land tax of ₹160 per tonne of limestone in TN from April 2025, which translate into impact in variable cost of ₹47 crore for Q3 FY26 for the company.

Ramco Cements Ltd more than doubled its consolidated net profit at ₹385 crore during the third quarter ended December 31, 2025 as against ₹183 crore in the same quarter a year ago. Revenue was up 6 per cent at ₹2,122 crore (₹1,994 crore).

On a standalone basis, the company reported a 19 per cent increase in net profit at ₹387 crore (₹325 crore) on a 7 per cent increase in revenue.

The overall sales volume for the current quarter in

Adani Energy secures

At a crossroads

Indian Railways needs a change of track

The 'railway budget', now concealed in the folds of the general Budget, does not paint a happy picture of the behemoth's finances. The expenditure side looks grim, particularly in view of the likely impact of the eighth pay panel report. The best bet for now is to raise revenues in passenger and freight to pay for higher revenue expenditure. Leasing out railway land too is a potential revenue source. The Centre should, however, meet capital expenditure needs of the Railways to boost logistics and energy efficiency.

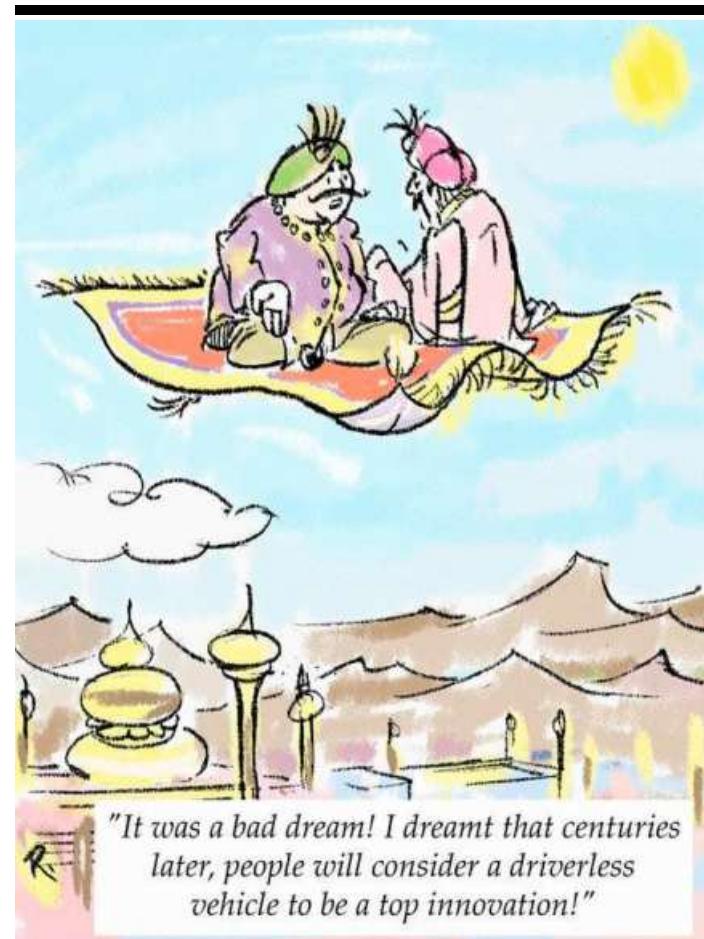
It has done well to boost railways' capex in recent years. A Budgetary support of ₹2.5 lakh crore this fiscal and ₹2.78 lakh crore for FY27 is part of a pattern. This has apparently led to an improvement in safety standards and upkeep. However, the sum should be spent well on track renewal, better coaches and freight infrastructure, rather than on grandiose, populist projects which yield little. Meanwhile, there has been a sharp slippage in railways' revenues this fiscal. Passenger revenues (just under 30 per cent of rail revenues) have fallen nearly 14 per cent short of the budgeted ₹92,800 crore. FY27 aspires for a growth of 9.1 per cent over the modest revised estimates of ₹80,000 crore in FY26. The fare hikes in July and December last year do not seem to have had the desired effect so far. Freight revenues (close to two thirds of rail revenues) have underperformed as well. There has been a 5 per cent slippage this year, with respect to the budgetary target. On freight, the railway budget projects a 5.8 per cent growth from revised estimates of ₹1.78 lakh crore for FY27, amounting to ₹1.88 lakh crore. The writing on the wall is clear: Railways' revenues are not rising, while its committed expenditures are slated to increase. Both passenger and freight revenues need to be raised, and the cross-subsidy (passenger by freight) reduced. While passenger revenues can be raised through fare rationalisation, freight revenues require a change of strategy.

For years together, coal has been contributing to about half the freight earnings of the Railways. Non-bulk goods such as container traffic, vehicles, FMCGs, parcels and pharma account for barely 16 per cent of rail freight revenues. This is a fast growing segment. Getting traffic to shift from road to rail in non-bulk goods, which could include vegetables, calls for speedy, reliable, door-to-door deliveries. Even within bulk goods, there is scope for cement to shift to rail. The Railways has been successful in increasing its share in transporting cars, by working in tandem with industry.

On expenditure, research by PRS shows that salaries and pensions have impounded 65-70 per cent of railways' revenues over the last decade (68 per cent estimated for FY27). This is one of the main reasons for the high operating ratio of the Railways, leaving nothing for capital expenditure. The operating ratio, at above 98, may spike with the pay panel award. In this scenario, a change of track is needed.

POCKET

RAVIKANTH



Semiconductor gear, vital for tech ambitions

TECH PUSH. The time is ripe to consider a National Semiconductor Equipment Mission with a clear roadmap

VIPIN SONDHİ
THULASI RAMAKRISHNAN

In our article last October titled "Building India's Semiconductor Equipment Ecosystem", we argued that India's semiconductor journey cannot stop at fabs and packaging units. The deeper frontier that determines technological sovereignty lies in semiconductor equipment manufacturing. Having mapped that opportunity earlier, it is worth turning to a more practical question: what exactly can India build, and how might it do so with staying power?

This matters because without domestic capability in the machines that deposit, etch, pattern, clean, measure and handle wafers, India will continue to rely on a small set of global suppliers for the most strategic layer of the value chain. Equipment is where process knowledge is embedded, intellectual property accumulates and long-term competitive advantage is shaped.

Recent supply shocks — driven by geopolitics, sanctions risk and pandemic-like disruptions — have highlighted the cost of excessive dependence. For fabs, the risk is no longer theoretical: equipment access increasingly determines whether plants run or stall.

Disciplined learning, transparent reliability metrics and rapid field iteration are vital.

India's semiconductor programme is no longer aspirational. The Tata-PSMC fab at Dholera, Micron's ATMP facility at Sanand, proposed compound semiconductor lines for SiC and GaN, and a strengthening design ecosystem under the Design Linked Incentive scheme together point to sustained domestic demand for process tools, metrology systems and wafer-handling automation. For the first time, there is visibility on long-term demand rather than isolated projects.

This momentum has also been reinforced by the Budget, which signalled renewed emphasis on electronics manufacturing, capital goods and R&D, including support for electronics components and precision manufacturing. These signals matter less as announcements and more as indicators of policy direction, with equipment and tooling are increasingly seen as integral to the electronics value chain.

Running in parallel is India's rapid scale-up in solar photovoltaic manufacturing. Many PV and semiconductor manufacturing steps overlap, including crystal growth, wafer processing, PECVD, plasma cleaning, metrology and automated handling. India has already built cost-competitive capability in several PV tool subsystems. This dual engine — semiconductors and solar — creates a combined market large enough to justify indigenous equipment R&D and industrialisation.

MAKING A CREDIBLE BEGINNING
The question is not whether India can build a Tokyo Electron or an Applied Materials overnight. It cannot and attempting to do so would be counterproductive. Chasing prestige technologies too early risks spreading capital, talent and credibility thin. A more durable pathway lies in a phased approach grounded in engineering realism.

First, there is a category of tools that India is already positioned to develop. The country's precision-engineering base has demonstrated capability in PECVD and etch systems, diffusion furnaces for PV and power devices, plasma-cleaning tools, wafer cleaning modules and inspection systems.

These machines demand mastery of vacuum engineering, gas-flow control,

For Indian industry and engineers, semiconductor equipment offers entry into one of the world's most demanding engineering industries

temperature uniformity, plasma stability and long-cycle reliability. National laboratories such as SAMEER, SSPL, RRCAT and CMTI are widely understood to possess deep R&D capability in these domains. The missing link is not science, but industrial partners willing to convert prototypes into production-grade tools and take responsibility for field performance.

Secondly, attention needs to shift to the ecosystem that manufactures the machine. Semiconductor equipment rarely emerges from a single firm; it is the product of tightly integrated networks of precision machinists, robotics integrators, motion-control engineers, vacuum specialists, materials scientists, control-software developers and reliability engineers.

A dedicated National Semiconductor Equipment Mission could play a catalytic role by coordinating this ecosystem; co-funding pilot lines, establishing shared SEMI/GEM-compliant reliability facilities and encouraging common subsystem platforms that reduce cost and speed iteration.

Thirdly, there is a strategic case for building depth in wide-bandgap semiconductor equipment, including SiC and GaN. These domains remain technologically fluid, leaving room for new entrants. India has an unusual advantage here: decades of defence-driven research in high-vacuum systems, plasma physics, microwave devices, beam physics and diagnostics. With the right industrial partnerships, this knowledge can be translated into deployable tools, echoing how defence R&D seeded civilian semiconductor industries elsewhere.

THE ROLE OF INDUSTRY
The government has already undertaken much of the initial heavy lifting. Incentive frameworks are in place, anchor customers exist, national laboratories hold mature prototypes and the Semiconductor Mission has provided strategic direction. The next phase depends on industrial ownership.

For Indian engineering conglomerates, capital-goods firms and automation specialists, semiconductor

equipment represents more than an import-replacement opportunity. It offers entry into one of the world's most demanding engineering industries.

LOOKING BEYOND INDIA

Beyond domestic demand lies a broader opportunity. Across South-East Asia, Africa and the Middle East, new electronics, PV and power-semiconductor capacities are emerging, often constrained by the cost and lead times of traditional suppliers. Trade frameworks such as the India-EU Free Trade Agreement, alongside Budget signals supporting capital goods and electronics manufacturing, point to gradually improving conditions for specialised machinery that meets global standards.

Once validated in Indian fabs and PV giga-factories, domestically developed tools could serve these markets credibly, positioning India as a trusted equipment partner for the Global South.

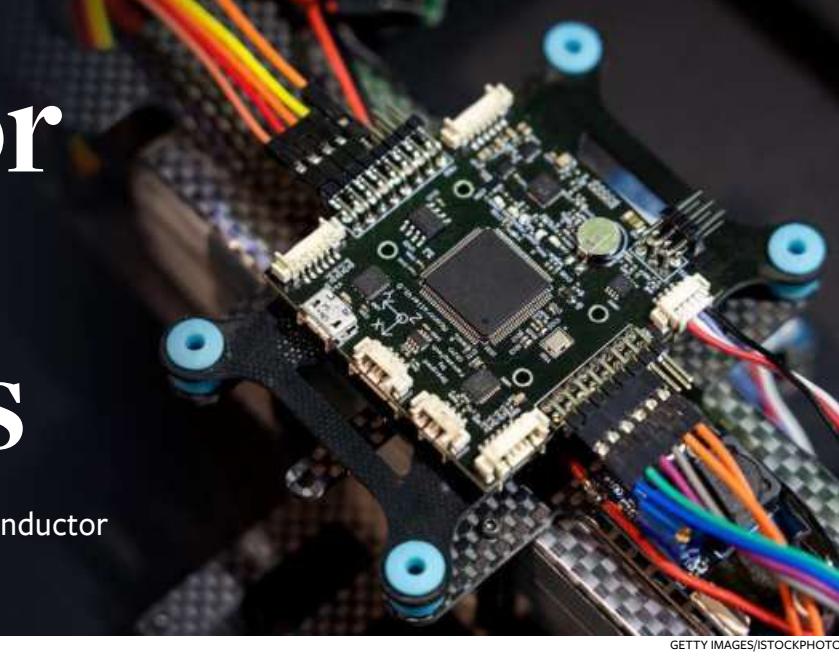
THE ROAD AHEAD

With the announcement of ISM 2.0 and increased emphasis on semiconductor manufacturing equipment, this is an opportune moment to consider a National Semiconductor Equipment Mission with a clear roadmap.

Aligning OEMs and subsystem suppliers around common SEMI/GEM compliance targets, identifying a focused set of early tool families and securing pilot slots at Micron ATMP, Tata-PSMC and major PV facilities could anchor execution. Reliability benchmarks and structured co-development frameworks can accelerate learning as scale builds.

If pursued with urgency and discipline, this approach can reshape India's position in global technology manufacturing. The question is no longer whether India can build semiconductor equipment, but whether Indian industry is prepared to treat this as a long-term engineering endeavour; one that rewards patience, credibility and ownership.

Sondhi is former MD & CEO, Ashok Leyland & JCB India; and Raman is Principal Research Scientist, Society for Innovation and Development, IISc, Bengaluru. Views expressed are personal



AFFORDABLE HOUSING. Cementing the process GETTY IMAGES

troubling that public land monetisation continues while millions live without a decent roof over their heads. A rough estimate suggests that more than a quarter of India's affordable housing requirement could be met using surplus land held by just four agencies — defence, ports, railways, and airports. To make this viable, any solution must generate revenue rather than impose an additional fiscal burden.

Private capital is abundant but demands risk-adjusted returns. Social impact investors are often willing to accept lower returns in exchange for meaningful social outcomes. This makes it possible to envision a sustainable model in which government contributes land and private investors provide capital through a special purpose vehicle to create social rental housing at scale.

Under such a model, governments earn a steady income stream, while early investors can exit through a REIT listing. A social rental housing REIT could attract long-term capital from pension funds and insurance companies seeking stable, yield-generating assets.

The tools already exist. So, what are we waiting for?

The writer is Professor of Finance IIM Bangalore, Chairperson, Real Estate Research Initiative

How affordable housing can be propped up

A model where govt gives land and private investors capital to create social rental housing at scale seems financially viable

Venkatesh Panchapagesan

It has been nearly 60 years since the slogan *Roti, Kapda, Makaan* was coined to win an election. While government efforts have delivered meaningful results in food and clothing, providing dignified shelter — especially to economically weaker citizens — continues to remain a challenge.

This is not for lack of trying. Governments have built houses directly, attempted to attract private developers with incentives, subsidised credit to make ownership more affordable, and even proposed building new cities. Significant sums are allocated every year in both Central and State budgets to address the "affordable housing" gap. Yet the gap persists and, by most estimates, continues to widen.

What is more worrying than the widening gap is the repetitive nature of the solutions proposed. Redefining what qualifies as "affordable," lowering taxes for the industry, or pushing cheaper loans resurface year after year. But these solutions have had little impact on the housing shortage.

Some solutions remain attractive only until they are implemented. Until a few years ago, granting infrastructure status

to affordable housing was believed to be a silver bullet until it was granted and the gap remained. In other cases, poor execution undermines otherwise sound ideas, as seen with alternate development rights offered in lieu of building affordable homes. While units were created, they were often located far from centres of economic activity.

The reality is that India faces a massive shortage of homes for its poorer citizens, who must compete with the middle and upper middle classes for the limited urban land developed each year. This is because it is simply not in the incentive structure of key stakeholders to develop such housing at scale. So how do we break this logjam?

INCREMENTAL PROGRESS
First, we must accept that no single solution can address the entire housing shortage. Progress has to be incremental. Second, no solution will work unless it is financially sustainable, and sustainability is possible only when incentives are aligned. Third, we need to shift the narrative from ownership to decent living standards. Social rental housing offers a viable alternative and is easier to align with stakeholder incentives. While the poorest may still need support, a large segment of today's workforce

would readily opt for good-quality housing at reasonable rents. Housing fundamentally requires two inputs: land and capital. In urban clusters, private land markets are priced for what the upper middle class and wealthy can afford. Any solution that assumes land acquisition at prevailing market prices is unlikely to succeed at scale. Developers simply cannot pass on such costs. This leaves government-owned land as the only realistic option.

Governments, however, are financially constrained and often view surplus land as a means to plug fiscal gaps. Dedicated land monetisation agencies are now being created to pursue this strategy more systematically. It is

LETTERS TO EDITOR

Send your letters by email to bleditor@thehindu.co.in or by post to "Letters to the Editor", The Hindu Business Line, Kasturi Buildings, 859-860, Anna Salai, Chennai 600002.

Trade pact with US

This refers to 'Trade reset' (February 9) which proposes a reduction in US tariffs on Indian goods from about 50 per cent to 18 per cent. This is a welcome development as it enhances the competitiveness of Indian exports to the US. However, it is essential that all ambiguities, especially those relating to market access, sectoral commitments, and non-tariff barriers are clearly resolved before formal signing.

Regarding Russian oil imports, India

should unequivocally reiterate its long-standing policy of sourcing energy at the most competitive prices from its trading partners, including the US, while remaining compliant with existing sanctions norms. Any comprehensive trade agreement must ensure a level-playing field, keeping in mind the core interests of both countries, with particular sensitivity towards sectors such as agriculture, dairy, restrictions on GM agricultural

products, and fuel security.

Srinivasan Velamur

Chennai

The import of \$500 billion worth of American energy products, aircraft and aircraft parts mentioned in the India-US deal is baffling because it means \$100 billion a year while our yearly imports are only around \$50 billion at present. The government should clarify whether this is aspirational or a concrete plan or a binding

agreement. Energy security should be driven only by price and reliability.

Bal Govind

Noida

Reforms thrust

It is with reference to the article 'Institutional reforms vital to become Viksit Bharat' (February 9). Viksit Bharat is a transformative initiative aiming to holistic development across sectors, fostering inclusivity, reducing disparities and empowering youth to

build a modern developed nation by 2047. A collaborative approach involving the government, private sector and active citizen participation is also essential.

Change in labour laws, privatisation moves, creation of land banks for industry, transforming or creating new legal frameworks through Constitutional amendments are vital to make the economy prosperous economy by 2047.

P Victor Selvaraj

Palayamkottai (TN)

Easing gig workers' stress

Creating more transparent algorithms is key

Omir Kumar
Krishnan Narayanan

This new year has seen multiple online debates about the Indian gig economy — on wages, social security, working hours, ID blocking and others. The topic that garnered the most attention was on “10-minute deliveries”.

Some argued that the deadline pressure puts workers at risk. Platform companies claimed the gig workers could deliver so fast because of the density of dark stores and efficiency of their packing processes. Even the Central government stepped into the debate, telling quick commerce firms to stop advertising this feature, citing worker safety. Does this solve the problem of adverse impacts on the workers? Sadly, no. The 10 minutes may become 20-minutes, but the worker pressures will not go away. There are fundamental issues with the design of the platform-based gig economy. And opaque algorithms are at the heart of it. Work allocation, earnings, ID termination, grievance redressal, and worker ratings are all controlled by algorithms. But how these algorithms work is not always clear. Our report, ‘The Algorithmic Human Manager: AI, Apps, and Workers in the Indian Gig Economy’, analyses this matter in detail.

TWO KEY ISSUES

Issue 1: Design/dark patterns for gig work: There exist some design and dark-patterns in gig-worker apps that result in increased stress on the workers. Patterns such as algorithmic opacity, excessive monitoring of workers without consent, wage concealment (i.e., not providing a full breakdown of the payout), and so on. Just imagine the pressure workers face when they encounter a sense of false urgency to accept orders.

When we asked workers about who makes these decisions regarding order allocation, pay, and incentives, they mentioned human roles — a supervisor, team leader, or even a “team in Bangalore”. This notion of the “algorithmic human manager” seems unique to India (as compared to Western gig-workers) and is inscrutable.

Issue 2: Human touch is missing: Post Covid-19, platforms have reduced on-ground staff and have started relying on AI-based chatbots for grievance redressal. One worker remarked: “When we



HUMAN TOUCH. The missing element ALLEN EGENUKE J

are out for deliveries, only chat support is there to help us.” This works well for time-sensitive, repetitive issues that arise during gigs (such as cancelling rides/orders or contacting customers).

However, for issues around payouts, incentives, penalties, and ID deactivations, workers feel that the system is inadequate. Workers want to talk to a human being. They feel the lack of a human touch especially in cases where algorithms fail to account (or even penalise workers) for factors beyond their control — such as delays caused by traffic delays and rains.

The solutions include creating more transparent algorithms and human-in-the-loop processes.

For instance, the government, in partnership with academic institutions, can create and maintain a public repository of known dark patterns and design patterns for gig work. Platform companies may be encouraged to self-evaluate their systems against this repository and voluntarily report on their mitigation efforts.

Platforms should also provide workers with clear, simple, and multilingual explanations of how algorithms affect their work allocation, performance ratings, and wages. Further, they should conduct internal audits on the impact of algorithms on workers. Such audits can be conducted with academic institutes.

Lastly, platforms should implement a multi-level grievance redressal system where issues can be escalated from chatbots to human agents. They should ensure a human-in-the-loop for all high-stakes decisions, such as account deactivations, to guarantee due process and fairness.

Maybe it is time to think about a 10-minute grievance redressal for gig-workers.

Kumar is Policy Analyst, and Narayanan is Researcher, at the Centre for Responsible AI, IIT Madras

CAPITAL IDEAS

RICHA MISHRA

The last few days have seen geopolitical and energy experts working overtime trying to decipher the story of India and Russian oil purchase, and the US pressure. While the US maintains that New Delhi has committed to stop directly or indirectly importing Russian Federation oil, India has been stating that ensuring energy security for its 1.4 billion people is the core of its approach on sourcing petroleum products.

Opinions are divided on whether India will halt buying oil from Russia under US pressure. Critics say India is caught between the devil and the deep sea. New Delhi cannot let go of its relations with Russia nor can it be seen buckling under US pressure. Hence, this non-committal stance.

However, it could also be pure commerce taking centre-stage in the energy space.

NON-COMMITAL STANCE
As Alexandra Hermann, Lead Economist at Oxford Economics, explains: “India’s non-committal stance reflects hard market realities rather than geo-politics. US oil is unlikely to replace Russian supplies because price-sensitive Indian refiners who are used to the handsome Russian discount won’t likely be willing to pay above-market prices that US producers would need to raise output.”

“Crude grade mis-matches add another layer of constraint. While Venezuelan oil has been floated as an alternative, its export capacity of roughly 500,000 barrels a day is a fraction of the 1.5 million bpd India currently imports from Russia,” Hermann said.

“A more realistic path would be halving Russian dependence and leaning more on Middle Eastern suppliers, but that also comes at a significant cost — Russian oil has been trading at discounts as wide as \$10 per barrel recently, meaning India’s oil import bill could rise by over \$220 million a month,” Hermann added.

There is a point in these arguments. Yes, technically India can move away from Russian crude any day, but will it mean shift to American oil, is the question. Indian refineries are complex and flexible enough to process alternative grades without major operational disruption.

Says Sumit Ritalia, Lead Research Analyst, Refining and Modelling, at Kpler: “Technically, yes — India can move away from Russian crude any day. Prior to 2022, Russian barrels accounted for just 1-2 per cent of India’s crude slate, with refiners largely dependent on the Middle East, Africa, the US, and Latin America.”

“However, while technically feasible, such a shift is politically and economically fraught. Over the past few years, Russian crude has become embedded in a broader India-Russia energy partnership, underpinned by



REUTERS

Why India is silent on Russian oil

While finding it hard to deal with US pressure, India doesn't want to risk displeasing old ally Russia either. Commercially though, Russian oil is the most attractive for Indian refiners

consistent price discounts that helped Indian refiners protect margins during periods of elevated global oil prices,” he said.

“Moreover, Russian grades — similar to Middle Eastern crude — are well suited to Indian refineries, offering strong middle-distillate yields, particularly diesel, which sits at the heart of India’s demand barrel. This convergence of economics, refinery configuration, and geopolitics makes a clean break from Russian crude far more complex than the technical capability alone would imply,” he said.

Then there is the issue of landed cost of Russian and US crude to India.

“The landed cost of Russian crude into India has typically been materially lower than US barrels, primarily due to discounts on the headline price that often outweigh higher freight and insurance costs. Russian grades have at times traded at discounts of \$5-10/bbl (and occasionally more). Even after accounting for longer voyage time and logistics, Russian barrels have generally landed several dollars per barrel cheaper than US crude,” he said.

WILL NOT HALT COMPLETELY
According Vandana Hari, Founder and CEO of Vanda Insights, “I doubt India will completely halt Russian crude purchases. At a minimum, Nayaara Energy’s feedstock needs have to be met, and the company can only process Russian crude, being unable to buy from

any other country since the EU sanctioned it last July.”

“But it’s likely the PSUs may bring down their imports to zero, at least for the time being. A reduction in Russian imports is not good news for Indian refiners as they are losing access to substantially discounted feedstock. But they can pivot to other suppliers — for spot cargoes or additional volumes under term contracts, surely can. Fortunately, flat prices are moderate and there is plenty of supply in the global market,” she pointed out.

Clearly, geopolitics is the master performer here.

Praveen Jha, Professor, Centre for Economic Studies and Planning at the School of Social Sciences, Jawaharlal Nehru University, said: “Russia has been possibly one of the most important friends for decades now. A relationship that never goes against India’s interest as it also sort of balances to some extent from China impact.”

On why India has not come out with a strong statement regarding purchase of oil from Russia, he said, “I guess it is not

sure how to deal with this pressure from the US President Trump and it’s old ties with Russia.”

Preerna Prabhakar, Fellow at the Centre for Social and Economic Progress (CSEP), said: “Data show that India’s crude oil imports from Russia have declined since November 2025. However, this decline has not been accompanied by a parallel increase in crude oil imports from the United States.”

“There are two important considerations with respect to the US crude oil supply. First, questions remain about whether the US has sufficient capacity to act as a large and sustained supplier, given that it is itself a net importer of crude oil. Second, Russian and US crude oils are not close substitutes because of differences in quality. US crude is typically lighter, whereas Russian crude is heavier,” she said.

“To replicate the quality of Russian crude, India would need to blend US crude with other grades, which would entail additional costs. Either way, a shift away from Russian crude would have cost implications for India, which helps explain the government’s cautious approach,” she said.

As the debate continues, there is a possibility of a “pause” but not “halt”. The US crude can remain attractive for diversification and quality reasons, but on pure economics, Russian oil has had a clear edge in recent years.

thehindu businessline.

TWENTY YEARS AGO TODAY.

February 10, 2006

Railways plans ‘designer’ bogies for high-end tourists

Planning a holiday with friends and want to have fun during travel? Well you may soon be able to hire a specially designed train bogie just for your group, which would be spacious with lesser number of berths and possibly have a kitchen as well. This would become possible with the Indian Railways planning to offer tourist car services..

NBFCs seek tax sops

Non-banking finance companies have sought tax sops similar to the ones extended to banks and financial institutions against provisioning done for non-performing assets (NPAs). At a pre-Budget meeting, the representatives of the Finance Industry Development Council (FIDC) has also sought income-tax benefits for infrastructure funding, as currently available to banks.

New SEZ rules come into effect

The much-awaited Special Economic Zones Act 2005, which comes into effect from Friday, provides for simplification of procedures, single window clearance, easy compliance procedures, and has put in place the number of services to be rendered from SEZs and areas governing SEZs.

IMF chief plays down dollar's 'short term variations'

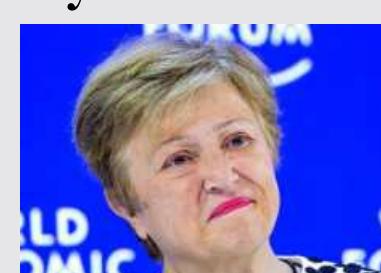
Mirette Magdy
Joumanna Bercetche

The head of the International Monetary Fund downplayed the dollar's decline over the past year, saying the US currency will probably retain its pre-eminent position.

“We should not get carried away by short term variations of the exchange rate,” the IMF Managing Director Kristalina Georgieva said in an interview on Monday with Bloomberg Television.

“I don’t see a change in the role of the dollar anytime soon.”

People “should look closely to why the dollar plays such an important role



OPTIMISTIC. IMF chief Kristalina Georgieva doesn't see the role of the dollar changing anytime soon REUTERS

in the international monetary system,” she said, citing “the depth and liquidity of capital markets in the United States,

the size of the economy and the entrepreneurial spirit of the US.”

Georgieva, echoing comments she’s made in the past year, spoke at an IMF conference on emerging markets in Al-Ula, Saudi Arabia.

DOLLAR INDEX MOVEMENT

The Bloomberg dollar index, which tracks the greenback against a basket of 10 other leading currencies, fell 8.1 per cent last year, the most since 2017. It’s declined another 1.3 per cent this year as the Trump administration’s tariffs and the US government’s weakening fiscal position fuel concern among global investors.

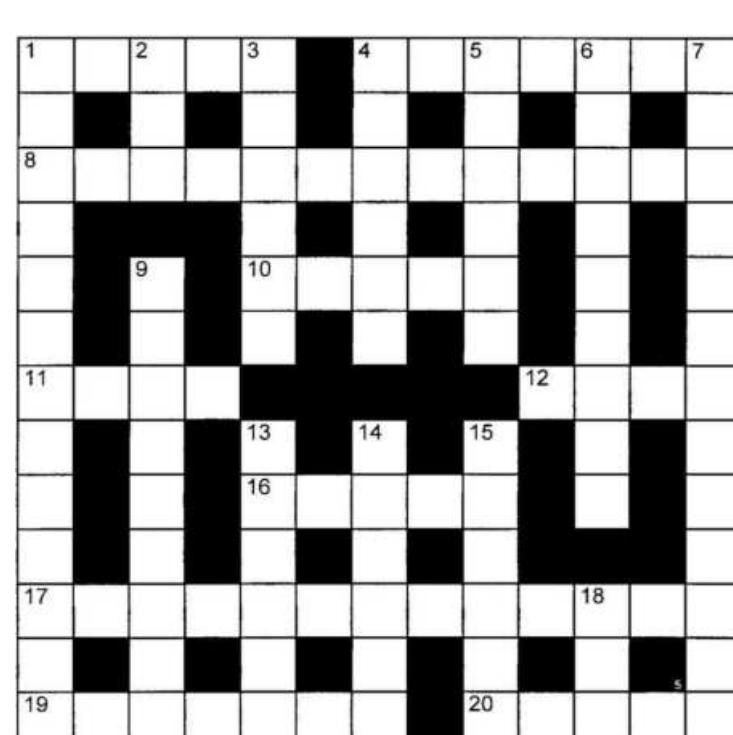
On Monday, Bloomberg reported that Chinese regulators have advised

financial institutions to rein in their holdings of US Treasuries, citing concerns over concentration risks and market volatility.

Treasury Secretary Scott Bessent said last week that the US “always has a strong dollar policy,” and that authorities hadn’t intervened to drive the greenback down. His comments came shortly after Trump was asked if he was worried about the dollar’s depreciation, with the president answering: “No, I think it’s great.”

Georgieva said a weaker dollar can be “good” for many emerging markets because it eases their interest payments on foreign debt. “Those that borrow in the greenback will pay less now,” she said. BLOOMBERG

BL TWO-WAY CROSSWORD 2613



EASY

ACROSS

- 1. Sorceress (5)
- 4. Applauded (7)
- 8. Not eye-catching (13)
- 10. Use a brush (5)
- 11. Therefore (L) (4)
- 12. Place for depositing rubbish (4)
- 16. Urge forward, instigate (5)
- 17. Instruction to counsel to supervise case (8,5)
- 19. To book (7)
- 20. True, faithful (5)

DOWN

- 1. One informing authorities about illegality (7-6)
- 2. Involuntary habitual response (3)
- 3. Truthful, upright (6)
- 4. Metallic element (6)
- 5. Take something offered (6)
- 6. Method of conducting business (9)
- 7. Irreverent, uncivil (13)
- 9. Controls, adjusts by rule (9)
- 13. Languish, lose freshness (6)
- 14. Hanger-on, parasite (6)
- 15. Spherical; worldwide (6)
- 18. Hedera (3)

NOT SO EASY

ACROSS

- 1. An enchanting woman will change topless (5)
- 4. First cyclist to be passed going round track gets applauded (7)
- 8. Not readily seen to be up in conscious form (13)
- 10. Brushman to wipe out at a stroke (5)
- 11. Therefore made her go without hydrogen (4)
- 12. Said umpire would show how to transfer data to disk (4)
- 16. Force me to appear with split lip (5)
- 17. Instruction to keep an eye on observation, in short (8,5)
- 19. Keep one by to keep one being beheaded (7)
- 20. True, changing left to right would be regal (5)

DOWN

- 1. The informer may be the referee (7-6)
- 2. Spasmodic movement will go like clockwork, one hears (3)
- 3. He's not perhaps being truthful (6)
- 4. Small change for a constable (6)
- 5. Take it that tape could include carbon copy (6)
- 6. Course of action one might reproduce (9)
- 7. Shows no regard for scruples if Ted is routed (13)
- 9. Controls Luger raised on a set maybe (9)
- 13. A girl's got humour to begin with, but it will fade (6)
- 14. One's GP could use it as a swab (6)
- 15. It is round and solid worldwide (6)
- 18. Plant four at the bottom of the nursery (3)

SOLUTION: BL TWO-WAY CROSSWORD 2612

ACROSS 1. Music 4. Comedic 8. Documents 9. Boo 10. Fulcrum 12. Miss 14. Candles 17. Team 18. Cardiac 20. Orc 21. Patchouli 23. Solvent 24. Shrug

DOWN 1. Modifications 2. Sickle 3. Cambrian 4. Can 5. Mask 6. Debris 7. Cross-matching 11. Medic 13. Searches 15. Parcel 16. Liquor 19. Epée 22. Tot



QUICKLY.

KM Birla hikes stake
in Vodafone Idea

Mumbai: Vodafone Idea (Vi) Promoter Kumar Mangalam Birla has increased his stake marginally in the telecom major. Vi stock rose 4.04 per cent to ₹11.58 on the BSE on Monday. Birla purchased 2.21 crore shares on January 30 and another 1.88 crore shares on February 1 at ₹11.13 per share. He held 1.94 crore shares or 0.02 per cent stake in Vi as of December 31, 2025, while total promoters holding stood at 25.57 per cent as per shareholding pattern data on the BSE. Emkay Global Research upgraded Vi to Add from Sell and doubled target price to ₹12 from ₹6. "The government has approved a major moratorium for Vi's AGR liabilities, with minimal annual payments until FY35. We believe this will provide significant cash flow relief and a turnaround opportunity," said Emkay. OUR BUREAU

DIIs' stake overtakes FIIs in Nifty50

FIRMING UP. Domestic institutions continue to consolidate their ownership grip in Nifty 500 companies

Akshata Gorde
Anupama Ghosh
Mumbai

The share of domestic institutional investors (DIIs) in the ownership of Nifty-50 companies has exceeded that of foreign institutional investors (FIIs) for the first time in the December quarter, while continuing the dominance in the Nifty 500 companies for the seventh consecutive quarter.

DIIs held a 24.8 per cent share in Nifty-50 ownership, compared with 24.3 per cent held by FIIs as of December 2025, according to an ownership analysis by Motilal Oswal Financial Services. Over the past year, DIIs have increased their shareholding in a majority of index constituents, while FIIs have pared exposure amid global macro uncertainty.

Meanwhile, DIIs have consolidated their position as the dominant force in Indian equities, with their holdings in Nifty-500 companies rising to an all-time high of 20.6 per cent in December 2025, widening

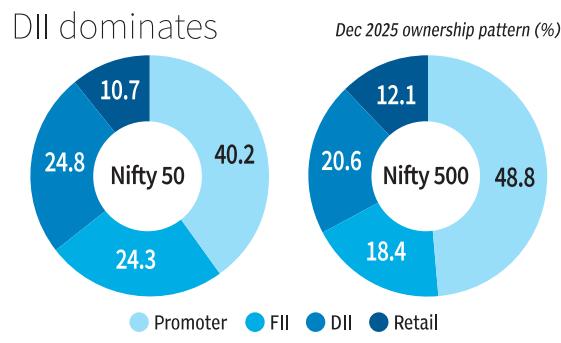
their lead over FIIs, whose stake stood at 18.4 per cent.

The gap between FII and DII ownership has narrowed to just 90 basis points, a significant shift from December 2015 when FIIs held 21.5 per cent compared to DIIs' 12.1 per cent. DIIs pumped up \$23.4 billion during the December quarter and \$90.1 billion through 2025.

"DIIs holding a larger share than FIIs in the Nifty50 underscores a fundamental shift toward stronger domestic participation in India's equity markets," said Himanshu Srivastava, Principal Manager Research at Morningstar Investment Research India. "The increasing dominance of domestic money provides a more stable, long-term source of liquidity, reduces reliance on volatile foreign flows, and could help cushion markets during global risk-off phases."

MFs CLOSING THE GAP

Mutual funds, in particular, have been closing the gap with foreign investors at a faster pace. According to data from



Source: Motilal Oswal Financial

primeinfobase.com, the difference between FII and MF shareholding in NSE-listed companies narrowed to 5.50 per cent as of December 31, 2025, from 10.51 percent three years ago. MFs held 11.10 per cent of listed companies at the end of December, up from 10.94 per cent in September, marking the tenth consecutive quarter of increase.

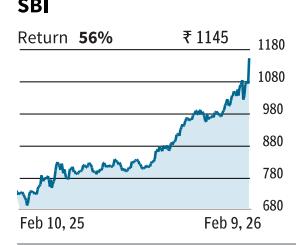
FII holdings, meanwhile, declined to a 13-year low of 16.60 per cent. On a year-on-year basis, FIIs reduced their stakes across 15 of the 24 sectors within the Nifty-500, with

Retail investor holdings also moderated to 12.1 per cent, down 60 basis points from the previous year.

"...this milestone reflects the coming of age of the retail investor, whose patient, long-term capital is increasingly strengthening domestic markets. The fact that monthly SIP flows have continued to rise even through a phase of relatively muted returns underscores both growing maturity and the ongoing financialisation of household savings. This trend appears structural and should anchor the Indian markets domestically," said Varun Gupta, CEO of Groww Mutual Fund.

Sectoral allocation patterns showed both DIIs and FIIs increasing their exposure to financial services, which now accounts for 28.34 per cent of DII holdings and 31.85 per cent of FII holdings. DIIs raised stakes in 22 out of 24 sectors on a year-over-year basis, with the maximum increases in electronics manufacturing services, technology, telecom, retail, PSU banks, and healthcare sectors.

Post strong Q3, State Bank hits all-time high, becomes fifth most valued company



target price to ₹1,100 from ₹1,050.

However, JP Morgan remained Overweight with a revised target price of ₹1,250 (₹1,220 earlier), and said, "Overall, SBI's results reinforce our positive thesis: the bank is delivering above-system growth, maintaining best-in-class asset quality, and expanding profitability."

Jefferies, while retaining its Buy stance increased the target price to ₹1,300 from ₹1,190, said SBI sustained strong asset quality & low credit cost, even in unsecured loans.

HDFC Securities maintains a Buy rating with a revised target of ₹1,200 (previously ₹1,035), valuing the bank at 1.5x September 2027 adjusted book value. Motilal Oswal lifted its target to ₹1,300 from ₹1,035, citing the bank's raised credit growth guidance of 13-15 per cent for

FY26. Emkay Global revised its target upward by 11 per cent to ₹1,225.

SBI MF DIVIDEND

The bank received a one-time dividend income of ₹2,200 crore from SBI Mutual Fund during the quarter, along with treasury gains of ₹3,280 crore. Management guided for maintaining domestic NIMs above 3 per cent and expects cost-to-income ratio around 50 per cent.

With strong buying interest evident in morning trade, 49.7 per cent buy orders versus 50.3 per cent sell orders, and deliverable volume at 51 per cent, the stock has gained 54 per cent over the past year. Analysts view SBI as the top pick among PSU banks, expecting it to sustain return on assets at 1.1 per cent through operating leverage and stable asset quality.

Markets rally, thanks to US trade deal optimism

Our Bureau Mumbai

Markets closed sharply higher on Monday, with the benchmark Sensex gaining 485.35 points to settle at 84,065.75, and the Nifty advancing 173.60 points to end at 25,867.30, driven by optimism around an interim India-US trade framework and standout earnings from the State Bank of India.

SBI emerged as the top gainer on the Nifty50, surging 7.63 per cent to ₹1,147.80. Shriram Finance followed with a gain of 6.03 per cent to ₹1,063.00, and Grasim Industries advanced 3.11 per cent to ₹2,925.00. Titan Company rose 3.04 per cent to ₹4,267.00 and Dr Reddy's Laboratories climbed 2.80 per cent to ₹1,276. Market sentiment got a fillip from reports that India and the US have moved closer to a trade deal that in-

cludes tariff reductions to 18 per cent. "This development helped remove a key overhang that had been weighing on markets and triggered fresh buying across sectors," said Ajit Mishra, SVP Research, Religare Broking.

Nifty Midcap 100 index surged 1.58 per cent to 60,441.15 and the Nifty Smallcap 100 index jumping 2.64 per cent to 17,385.90. Market breadth remained heavily positive, with 3,062 stocks advancing against 1,308 declines on the BSE..

All 12 main NSE sectors ended in the green, with Nifty Metal leading gains at 4.4 per cent, while IT stocks closed nearly flat at 0.02 per cent.

On the downside, Max Healthcare Institute led the losers, declining 2.82 per cent. NTPC fell 1.05 per cent, ITC dropped 0.95 per cent, ONGC declined 0.84 per cent and ICICI Bank slipped 0.78 per cent.

Groww adds more clients than peers in January

Our Bureau Mumbai

Groww added approximately 3,53,000 active demat accounts in January 2026, according to NSE data. The discount broker's market share rose to 27.66 per cent from 27.06 per cent in December, gaining 60 basis points.

Total active demat accounts on NSE increased to 45.11 million in January from 44.81 million in December, reflecting subdued retail participation amid volatile market conditions.

Groww's client base grew from

Month	Active clients on the rise (In million)			
	Growth	Zerodha	Angle One	Total at NSE
August 2025	12.07	7.26	7.04	46.19
September 2025	11.90	7.86	6.88	45.30
October 2025	12.04	7.02	6.85	45.24
November 2025	12.09	6.92	6.80	45.50
December 2025	12.12	6.85	6.75	44.81
January 2026	12.48	6.86	6.74	45.11

Source: NSE India

12.12 million to 12.48 million during the period.

Other major brokerages showed stagnant or declining trends. Zerodha's active clients remained flat at 6.86 million,

while its market share dipped to 15.20 per cent. Angel One's client count fell marginally to 6.74 million from 6.75 million, with market share declining to 14.95 per cent.

BSE Q3 net jumps 174% to ₹602 cr on higher income

Our Bureau Mumbai

India's oldest stock exchange, BSE, reported a sharp 174 per cent year-on-year jump in consolidated net profit for the December quarter, aided by robust trading activity and higher operating income. The exchange posted a net profit of ₹602 crore in Q3FY26, compared with ₹220 crore in the same period last year. Revenue from operations rose 62 per cent year-on-year to ₹1,244 crore (₹768 crore). On a sequential basis, BSE reported steady growth. Net profit increased 8 per cent from ₹558 crore in Q2FY26, while revenue rose 16 per cent from ₹1,068 crore recorded in the July-September quarter of FY26.

Mufin Green raises ₹125 cr

Our Bureau Mumbai

Mufin Green Finance Ltd has allotted ₹125 crore worth of secured, rated and listed non-convertible debentures through a private placement to LC Capital India Private Ltd. The New Delhi-based NBCF announced the allotment on Monday, with issuance scheduled for Tuesday. The funds will be deployed across multiple lending verticals including mediclaim premium financing, electric vehicle loans, rooftop and commercial solar financing, corporate lending and early wage access programs. The company said the capital raise forms part of its strategy to strengthen its capital base.

Nifty 50 Movers ▲ 173.60 pts.

Close(₹)	Pn	PE	Wk%	Nifty Next 50 Movers ▲ 670.95 pts.			
				Close(₹)	Pn	PE	Wk%
State Bank	1146.00	72.42	12.62	1146.00	72.42	4.03	-0.01
Shriram Finance Ltd.	1062.70	18.49	21.86	1062.70	18.49	1.26	-0.01
Reliance Ind.	1461.60	15.99	20.23	1461.60	15.99	8.37	-0.01
L&T	4113.60	11.72	29.82	4113.60	11.72	4.10	-0.01
Titan	4257.80	10.57	91.55	4257.80	10.57	1.49	-0.01
Kotak Bank	428.80	10.40	22.69	428.80	10.40	2.67	-0.01
Tata Steel	202.00	8.95	37.71	202.00	8.95	1.42	-0.01
UltraTech Cement	13048.00	8.47	50.18	13048.00	8.47	1.31	-0.01
Etihad L.	288.85	8.35	1206.71	288.85	8.35	1.76	-0.01
Grasim Ind.	2926.30	7.49	21.93	2926.30	7.49	0.95	-0.01
Hindalco	964.25	6.88	12.20	964.25	6.88	1.18	-0.01
M&M	3609.60	6.19	28.95	3609.60	6.19	2.73	-0.01
Bharat Elect.	437.30	6.01	53.61	437.30	6.01	1.33	-0.01
Dr Reddys Lab.	1275.50	4.58	19.28	1275.50	4.58	0.66	-0.01
Tata Motors PV	377.40	3.62	51.32	377.40	3.62	0.67	-0.01
Trent Ltd.	4171.20	2.79	91.54	4171.20	2.79	0.78	-0.01
IntGlobeAvi	4964.10	2.71	59.77	4964.10	2.71	0.95	-0.01
SBI Life	2024.00	2.69	82.73	2024.00	2.69	0.77	-0.01
Sun Pharma	1704.60	2.21	37.34	1704.60	2.21	0.53	-0.01
Hind Unilever	2435.00	2.10	52.36	2435.00	2.10	1.83	-0.01
HCL Tech	1602.00	1.92	26.39	1602.00	1.92	1.43	-0.01
JSW Steel	1245.00	1.81	39.20	1245.00	1.81	0.99	-0.01
Adani Ports	1561.70	1.78	28.79	15			

QUICKLY.

Java Capital launches ₹400 cr deep tech fund

Chennai: Deep tech-focused venture capital firm Java Capital has launched a ₹400-crore Deep Tech Fund III including a green shoe of ₹150 crore. This will be the company's third deep tech fund after its ₹75 crore Fund I and ₹250 crore Fund II. The fund will focus on seed-stage investments in sectors where durable technological moats, defensible intellectual property and long development cycles create meaningful long-term value, the VC firm said in a release. OUR BUREAU

Bank of Baroda slashes car loan rates by 30 bps

Mumbai: Bank of Baroda (BoB) has reduced its car loan interest rates by 30 basis points, with the floating rate starting from 7.60 per cent against 7.90 per cent earlier. The bank, in a statement, said the new rate, which comes into effect immediately, beginning at 7.60 per cent is available on the purchase of a new car and linked to a borrower's credit profile. Fixed interest rate car loans start at 8.50 per cent. OUR BUREAU

MFIs seek daily credit bureau updates for microloans

SYSTEM CONSTRAINTS. RBI unlikely to mandate the move due to tech, operational issues

Piyush Shukla
Mumbai



DIGITAL CHECK. MFIs have also requested the RBI to allow biometric-enabled Aadhaar card as a borrower authentication document.

Considering the unsecured nature of small-ticket loans, micro-finance institutions (MFIs) in their latest meeting with the banking regulator requested the Reserve Bank of India to mandate daily credit bureau updates from all lenders on the microfinance portfolio.

The central bank, however, is unlikely to approve this request considering the significant operational changes that lenders and credit bureaus will have to make in their existing technology infrastructure to adopt the practice.

"Since January last year, the RBI requires all lenders to update credit bureau records every 15 days. But our set of borrowers could apply with many institutions and take small-ticket and short tenure loans in that period. It is important that we track their credit history on a real-time basis, else they may

avail of an additional loan/s and we realise it only after 15 days. The recent over-leveraging of borrowers issue in the MFI sector partly happened because of this lag in data collection," said a senior official of an MFI requesting anonymity.

However, this request will lead to massive data pile-up with the credit bureaus, and will be hard to implement by different categories of lenders, especially lenders

who have small sized balance sheet with limited technology infrastructure in place, said people aware of the regulator's thinking.

BIOMETRIC CARD

Further, MFIs have also requested the RBI to allow biometric-enabled Aadhaar card as a borrower authentication document. While the central bank is amenable to this request, it has to be approved by the Central government

or by the apex court as the Supreme Court in 2017 ruled that lenders cannot mandate Aadhaar for authentication of borrowers.

"Post the 2017 court verdict, many MFIs are relying on voter IDs and PAN cards as authentication documents. These documents are not biometric enabled and can be manipulated. It is also critical that the KYC ID and the ID used in the credit bureau is the same for correct data" a source said.

BoB eyes bigger contribution from subsidiaries, JVs, associates

K Ram Kumar
Mumbai

Bank of Baroda (BoB) expects its subsidiaries, joint ventures and associates to double their contribution to its consolidated assets and profitability in five years.

This is part of India's second largest public sector bank's game plan to expand the "BoB Group" in terms of reach and scale and become a banking conglomerate, according to Debadatta Chand, MD & CEO.



Debadatta Chand, MD & CEO of Bank of Baroda

"We want to expand our reach as a group. We also want to scale our existing businesses...So one of the key themes for FY27 is to work towards making our group significant so that beyond the standalone bank, the contribution of subsidiaries and JVs to the overall group business and profitability goes up from the current level," the BoB chief said.

CAPITAL INFUSION

Chand emphasised that to scale these businesses, the bank is always open to capital infusion. "So, clearly, if we want to be financially universal in terms of conglomerate banking, I think we need to have a scale higher than this (current level)," he said.

BoB currently, has eight domestic subsidiaries (including Nainital Bank, BoB-CARD, BoB Capital Markets, and IndiaFirst Life Insurance), seven overseas subsidiaries (four in Africa, and one each in UK, New Zealand and Guyana), one joint venture (India Infradebt) and three associates (Indo Zambia Bank and two regional rural banks).

establish a Standalone Primary Dealer (SPD) arm.

So far, BoB has been undertaking the primary dealer activity departmentally. The bank recently received RBI's approval to establish a wholly-owned subsidiary for undertaking SPD business by infusing capital of up to ₹2,000 crore.

SPDs support government borrowing programme via underwriting government securities (G-Secs) issuances and trading in financial instruments such as G-Secs, Treasury bills, State development securities, corporate bonds and various money market instruments.

55 firms commit over ₹13,000 cr investment under latest PLI scheme for specialty steel

Press Trust of India
New Delhi

Steel Minister HD Kumaraswamy on Monday launched the third round of the PLI scheme for specialty steel, aiming to add 8.7 million tonnes capacity of the upgraded alloy steel.

In this regard, around 85 MoUs were signed between 55 companies, including SAIL's Salem Steel plant and the Ministry, under the PLI 1.2, committing ₹13,203 crore worth of investments.

"PLI 1.2 is a decisive step towards building a resilient and globally competitive specialty steel ecosystem aligned with the vision of Prime Minister Narendra



Modi. The scheme advances the twin priorities of Make in India and Aatmanirbhar Bharat by encouraging domestic capacity creation in advanced and strategic steel products," Kumaraswamy said in his address.

The Minister said these projects are expected to add

8.7 million tonnes of specialty steel capacity by FY2031, significantly expanding India's capabilities in high-end steel segments such as electrical steel, alloy and stainless steels, coated products, and grades required for strategic sectors.

On the rationale, the Minister said the third round of the PLI Scheme has been launched in response to strong industry demand and the need for sustained capacity expansion in specialty steel, which is essential for sectors including automobiles, railways, Defence, electrical equipment and aerospace.

With incentive rates ranging from 4 per cent to 15 per cent over a five-year period, committed investments of ₹43,874 crore have already translated into substantial on-ground progress.

the scheme is designed to promote investment, technology upgradation, and value addition while integrating Indian manufacturers into global value chains.

The PLI 1.2 seeks to address structural gap by incentivising domestic production, conserving foreign exchange, and positioning India as a reliable global supplier of advanced steel, he noted.

The Minister said the achievements under earlier rounds of the PLI Scheme further reinforce the policy's effectiveness.

Across PLI 1.0 and 1.1, committed investments of ₹43,874 crore have already translated into substantial on-ground progress.

Micro, small enterprises with good track record can get collateral-free loans up to ₹25 lakh: RBI

Our Bureau
Mumbai



Banks can accept gold and silver as collateral if pledged voluntarily by MSE (micro and small enterprise) borrowers for loans sanctioned by them up to the collateral free limit of ₹20 lakh, per RBI's amendment directions on lending to micro, small & medium enterprises (MSME) sector.

Further, banks may, on the basis of good track record

strengthen last mile credit delivery for MSEs with limited collateral, the RBI, on February 6, said the limit of collateral free loans to MSEs will be doubled from ₹10 lakh to ₹20 lakh.

Banks are mandated not to accept collateral security in the case of loans up to ₹20 lakh extended to units in the MSE sector. They are also required to extend collateral-free loans up to ₹20 lakh to all units financed under the Prime Minister Employment Generation Programme

(PMEGP) administered by KVIC (Khadi and Village Industries Commission).

Further, banks may avail of the benefit of credit guarantee scheme cover, where applicable.

The central bank said the amendments have been carried out to (i) enhance the extant collateral-free loan limit for MSEs to ₹20 lakh, and (ii) align with certain regulatory changes.

RBI said the amended directions will come into effect from April 1, 2026.

K.P.R. MILL LIMITED

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STATEMENT OF UNAUDITED FINANCIAL RESULTS (CONSOLIDATED) FOR THE QUARTER / NINE MONTH ENDED 31ST DECEMBER 2025 (₹ in Lakhs)

Sl.No	Particulars	Quarter Ended			Nine Month Ended		Year Ended
		31.12.2025 (Unaudited)	30.09.2025 (Unaudited)	31.12.2024 (Unaudited)	31.12.2025 (Unaudited)	31.12.2024 (Unaudited)	31.03.2025 (Audited)
1	Total Income from operations	1,50,092	1,65,596	1,54,524	4,95,913	4,68,211	6,46,226
2	Net Profit for the period (before tax, Exceptional and/or Extraordinary items)	26,300	27,210	25,589	81,420	78,205	1,06,278
3	Net Profit for the period before tax, (after Exceptional and/or Extraordinary items)	26,300	27,210	25,589	81,420	78,205	1,06,278
4	Net Profit for the period after tax (after Exceptional and/or Extraordinary items)	20,860	21,803	20,225	63,933	61,056	81,511
5	Total Comprehensive Income for the period [Comprising Profit for the period (after tax) and other Comprehensive Income (after tax)]	20,860	21,803	20,225	63,933	61,056	81,511
6	Equity Share Capital (Face Value of ₹ 1 each)	3,418	3,418	3,418	3,418	3,418	3,418
7	Reserves (excluding Revaluation Reserve) as shown in the Audited Balance sheet of the previous year.					4,96,782	
8	Earnings Per Share (of ₹ 1/- each) (for continuing and discontinued operations) Basic and Diluted Earnings per share (in ₹) (Not annualised for quarters)	6.10	6.38	5.92	18.70	17.86	23.85

Note :

1) Standalone Results

Sl.No	Particulars	(₹ in Lakhs)					
		31.12.2025 (Unaudited)	30.09.2025 (Unaudited)	31.12.2024 (Unaudited)	31.12.2025 (Unaudited)	31.12.2024 (Unaudited)	31.03.2025 (Audited)
1	(a) Revenue from operations	1,04,918	98,709	98,422	3,13,997	3,09,762	4,21,567
2	(b) Other income	2,919	2,714	1,709	11,668	12,345	18,084
	Total Income from operations	1,07,837	1,01,423	1,00,131	3,25,665	3,22,107	4,39,651
2	Profit before tax	18,534	17,641	17,214	56,968	62,838	83,525
3	Total comprehensive income (After tax)	14,227	13,239	13,726	43,647	50,113	65,304

2) The above is an extract of the detailed format of Quarterly Results filed with the Stock Exchange under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations,2015. The full format of the Quarterly Results are available on the Stock Exchange websites,BSE:<http://www.bseindia.com>, NSE:<http://www.nseindia.com>, Company's website : <https://www.kprmillimited.com/financial-result-audited-unaudited>. This can also be accessed by scanning a Quick Response Code given below:

3) The above financial results have been reviewed by the Audit Committee on 09.02.2026 and taken on record and approved by the Board of Directors at their meeting held on 09.02.2026. The above results have been subjected to Limited Review by the statutory auditors of the Company. The report of statutory auditors is unqualified.

4) The Government of India, with Effect from November 21, 2025, notified the code on social security, 2020, the Occupational Safety, Health and working Conditions Code, 2020, the Industrial relations Code, 2020 and the Code on Wages, 2019 (collectively, the "Labour Codes"), which replace existing central labour legislations. The corresponding supporting rules under these codes are yet to be notified. Based on the Group's assessment, the provisions currently in force do not have a material impact on the financial results of the Group. The financial impact, if any, of the remaining provisions will be assessed upon notification of the final rules and their effective dates.

5) Events after reporting period :

The Board has declared an Interim Dividend of 250 % (₹ 2.50 per share of the face value of ₹ 1/- each) in its meeting held on 09.02.2026.

QUICKLY.

Gold rises as dollar slips, focus turns to jobs data



Gold prices rose on Monday, buoyed by a softer dollar as investors braced for a week packed with US economic data that could offer more clues on the US Federal Reserve's monetary policy. Spot gold rose 1.2 per cent to \$5,018.56 per ounce by 9:30 a.m. ET (1430 GMT), extending a 4 per cent rally from Friday. US gold futures for April delivery also gained 1.3 per cent to \$5,042.20 per ounce. REUTERS

Copper prices up as dollar declined

London: Copper prices rose on Monday as the dollar declined, but weak demand prospects, particularly in top consumer China along with climbing inventories are expected to challenge bullish sentiment in industrial metal markets. Benchmark copper on the LME traded 0.4 per cent higher at \$13,043 a tonne in official rings. REUTERS

Palm oil futures gain on rival soy oil

Jakarta: Malaysian palm oil futures closed higher on Monday, supported by rival soy oil in Chicago and Dalian markets, while the market awaits data from the Malaysian Palm Oil Board, and the Price Outlook Conference. The benchmark palm oil contract for April delivery on the Bursa Malaysia Derivatives Exchange rose 19 ringgit, or 0.46 per cent, to 4,173 ringgit a tonne, at close. REUTERS

US deal to perk up coffee export

POSITIVE IMPACT. Speciality coffees set to rebound with duty-free access

Vishwanath Kulkarni
Bengaluru

The US trade deal is seen positive for Indian coffee exports with shipments of specialty coffees likely to rebound and instant coffees set to make further inroads into the US market with the duty being reduced to zero from 25 per cent, trade sources said. The US has granted duty-free access to Indian coffee as part of the trade deal.

Indian coffee attracted zero duty in the US, before the 25 per cent reciprocal duty was imposed last year.

"Definitely, it will be a big boost for, especially, the coffee sector. It will impact very positively for us," said Kurma Rao M, CEO and Secretary, Coffee Board of India.

10TH LARGEST BUYER
Exports of Indian coffee to the US are small in quantity compared to the overall shipments of 3.84 lakh tonnes (lt) during the calendar year 2025.

The US was the tenth largest market for Indian coffee in 2025 and shipments stood at 10,736 tonnes during the year. Instant coffees accounted for the bulk of the



MAJOR FEAT. India's coffee exports crossed the record \$2 billion mark during calendar year 2025 on higher prices ISTOCKPHOTO

shipments to the US at 8,392 tonnes, followed by green beans at 2,084 tonnes and roasted beans of 241 tonnes. US imports bulk of its coffees from countries such as Brazil, Colombia and Guatemala.

Indian specialty coffee exporters see some kind of a rebound in demand from the US buyers with the duty being reduced to zero as part of the deal. "Last year, our buyers had reduced the purchases due to the 25 per cent duty and this year we expect them to come back," said D M Purnesh, a specialty coffee

exporter. He also said that the instant coffee exporters may gain from the duty free access US.

Indian instant coffee exporters such as CCL Products and Vayhan Coffee among others are likely to gain from the trade deal with the US, sources said.

\$1.7 B SHIPMENTS
India's coffee exports crossed the record \$2 billion mark during calendar year 2025 on higher prices. For the current financial year ending March 2026, shipments are likely to exceed

last year's level's of \$1.8 billion. "We are very hopeful of exceeding last year's levels," Rao said. As of now, in February, coffee shipments have crossed \$1.7 billion mark.

During the April-January period of the current financial year, coffee shipments stood at \$1.67 billion with volumes of 3.14 lt s. In the same period last year, shipments stood at \$1.39 billion with volumes of 3.11 lakh tonnes.

India the seventh largest producer of coffees is the fifth largest exporter of the commodity.

Seafood exporters hope to recoup US market after tariff reduction

V Sajeet Kumar
Kochi

India's marine products exports to the US are expected to regain the market following the trade deal and the reduction of tariff to 18 per cent.

Officials at the Seafood Exporters Association of India said the quantum of exports of seafood from India to the US will witness a surge and they anticipate a strong rebound.

The officials expressed the confidence that the shipments will reach the previous levels shortly, restoring competitiveness for Indian products in the US market.

The US is the largest market for Indian seafood. India's exports are at the value of \$2.78 billion in 2024-25. In the wake of tariffs from August 2025, the volume of exports had dropped by about 6.3 per cent (in value terms) and by close to 15 per cent (in quantity terms) from April to November vis a vis corresponding period of the previous year.

LEVEL-PLAYING FIELD

The volume of exports during the period was 2 lakh tonnes (lt), compared to



2.36 lt in the corresponding period, and was valued at \$1,835.46 million.

KN Raghavan, Secretary-General of SEAI, said Indian seafood consignments to the US is likely to get a level playing field with competitors, as their tariff rates are 15 per cent for Ecuador, 19 per cent for Indonesia and Thailand, and 20 per cent for Vietnam.

Divya Kumar Gulati, Chairman, Compound Livestock Feed Manufacturers Association of India (CLFMA), said the US trade deal is expected to ease cost pressures across the value chain, improve profitability, and support better capacity utilisation. The positive reaction seen in seafood and shrimp stocks reflects renewed exporter confidence and market expectations of stronger order flows and margin recovery in the com-

ing quarters. If the agreement progresses toward a broader, near zero-tariff framework over time, it could unlock sustained growth opportunities for India's animal protein exports while encouraging investments in value addition, efficiency, and global market expansion.

Coming soon after India's trade pact with the European Union, this agreement reinforces India's growing integration into global trade networks and sends a strong confidence signal to export-oriented agri and animal-protein industries, he said.

Shrimp exports, especially Vannamei, had faced volume pressure under elevated duties; the revised tariff regime helps correct this cost disadvantage and can support demand revival, volume stabilisation, and improved margin visibility for exporters.

Additionally, the reduction in tariffs on high-protein feed additives (soy based and fish meal alternatives) imported from the US lowers production costs for Indian shrimp farmers, directly strengthening farm-level economics and long-term supply sustainability, he said.

India may cap US apple imports below 1 lt at concessional 25% duty

Prabhudatta Mishra
Gulzar Bhat
New Delhi/Srinagar

India is likely to allow import of a maximum volume of 1 lakh tonnes (lt) of apples per year from the US at a concessional duty of 25 per cent. This will likely reduce share of other countries like Iran and Egypt while maintaining the overall overseas buying at the current level of 5.5 lt, sources said, adding it is unlikely to impact domestic farmers, nor lower prices.

There may be an annual cap of 50,000 tonnes to 1 lt

over 10 years for the US apple import at a minimum import price (MIP) of ₹80/kg and a concessional duty of 25 per cent, which is half of what apple from other countries attract, an official source said, adding India-EU free trade agreement also has mentioned about 20 per cent import duty on European apple.

Briefing media on the US-India trade deal, Commerce and Industry Minister Piyush Goyal said the government has protected the interests of domestic apple growers by fixing an MIP and also import duty. He also had

said the quantitative limit for import of US apple would be lower than the current level of import. In 2024-25, India imported 34,303 tonnes of fresh apples from the US worth \$33.69 million, up from 20,541 tonnes worth \$21.33 million in 2023-24, official data showed.

Commenting on the deal, former Chairman of Himachal Pradesh Marketing and Processing Corporation (HPMC) and an apple grower Prakash Thakur said by fixing the landed cost at ₹100/kg, there is a plan to sell the apples at ₹150/kg by the importers in Delhi, the

bigest retail market of the country. If that happens, the Washington apple could be sold at ₹250/kg in Delhi, said Thakur, adding the Kinnaur variety which commands ₹200/kg now will be forced to sell lower.

"There has to be a level playing field to allow competition between Indian apple with the American product. There (in the US), the yield is 60-70 tonnes per hectare, whereas it is 6-7 tonnes in Himachal Pradesh and 10-12 tonnes per hectare in Jammu and Kashmir," Thakur said. There are a lot of indirect subsidies received

Fruit Growers Cum Dealers Union said reduction in import duty under existing trade agreements had failed to protect local growers.

An apple trader in Chennai said Washington apples cost \$30 for a 20 kg box (₹136 a kg) till recently in the wholesale market. "There is no threat to Indian apples from the US or other countries. Customers still prefer our apples, which, however, are available only for four months in a year due to poor infrastructure," he said.

But government officials in New Delhi said the current MIP would soon be increased to ₹80/kg for all countries that would make apple from other destination costlier as they will attract 50 per cent duty as against 25 per cent from the US. "This step is likely to shift some volume of India's apple import to the US from countries like Iran and Turkey," said the official source.

At present, imported apples attract a 50 per cent import duty with a minimum import price of ₹50 per kg, resulting in a landed price of about ₹75 per kg.

(With inputs from Subramani Ra Mancombu, Chennai)

Textiles sector upbeat on import of US cotton

Subramani Ra Mancombu
Chennai

The cotton textiles industry is upbeat over the Indo-US trade deal, particularly with cotton imports likely to meet the expected demand surge for the natural fibre over the next few years.

Though details of how cotton imports would be permitted are not clear, industry leaders expect the government to either follow the Australian cotton import formula or lower duty on US cotton by 50 per cent.

However, the cotton textile industry sees a need for imports of the natural fibre at a lower cost particularly when the industry is gunning for the European Union, apart from the US.

OUTPUT STAGNATION
"Indian cotton production has stagnated over the past



barring extra-long staple cotton that is duty-free. It could also permit duty-free import of US cotton up to 50,000 tonnes (about 2.95 lakh bales) as it has done for Australian cotton," said Anand Popat, a Rajkot-based trader in cotton, yarn and cotton waste.

"It looks to be a good deal with cotton textiles. It will provide an opportunity for the textile sector to flourish. Currently, imported cotton is cheaper than domestic cotton. The Cotton Corporation of India (CCI) holds at least 95 lakh bales and is offering around ₹56,500 a candy (356 kg). Imported cotton landing costs are below ₹54,000," said Ramnug Das Boob, a sourcing agent in Raichur and vice president of All India Cotton Brokers Association.

Ganapathy expects cotton imports to double during the current cotton season to September.

He said cotton production in India is inadequate due to a continuous decline in yields and production in last 5-6 years.

Not introducing new technologies, Pink Bollworm attacks, etc have contributed to this situation.

OPTIONS BEFORE GOVT
"Nothing is clear now. Maybe, the government can halve the duty for US cotton from the 11 per cent it imposes generally for cotton,

US DDGS imports may weigh on soybean prices

Vishwanath Kulkarni
Bengaluru

The move to allow imports of DDGS (Dried Distillers Grains with Solubles) as part of the India-US trade deal will likely weigh on prices of maize, soybean, soymeal and rapeseed meal among others, trade sources said.

DDGS is a by-product of the grain-based ethanol production process from feed stocks such as maize and rice and is considered to be a near substitute to soybean meal, which is widely used as a poultry feed.

"The market is already oversupplied with corn-based DDGS and now rice-based DDGS is also coming. The domestic supply of DDGS is comfortable and it should be imported in small quantities of say around 1-2 lakh tonnes (lt). Any higher imports of DDGS will impact the prices of corn, soybean and rapeseed," said Rahul Chouhan of Igrain India.

Chouhan said prices of corn, soybean and rapeseed have eased in the past couple of days after the deal was announced.

Soybean prices have come down to levels of ₹5,560-5,600 per quintal in markets like Devas and Latur on Monday from the levels of ₹5,750-5,900 levels on Friday, he said.

As per the Agmarknet portal data, the all-India wholesale prices of soybean, which were ₹5,559.50 per quintal on January 30, 2025, have eased to ₹5,488 on Friday.

Similarly, rapeseed prices have eased to ₹6,820 per quintal on Monday from

₹6,960 on February 4, Chouhan aids. Corn prices have eased from around ₹2,100 to ₹1,980 in the Delhi market, he said. The modal price of maize has eased marginally.

NO THREAT
Traders said DDGS imports from the US for April-May were quoting \$250 a tonne (₹22,700) f.o.b.

If shipping and container prices are taken into account, the landing prices could be around ₹27,500 a tonne, they said.

"This means, there is unlikely to be any pressure on Indian soybean or domestically-produced DDGS," said a trade source.

Jayen Mehta, Managing Director of Gujarat Cooperative Milk Marketing Federation, said in a statement that DDGS has very limited applicability in Indian dairy feed formulations, irrespective of price or availability.

Edible oil sector sees limited impact from import duty cut on soybean oil

Our Bureau
Mangaluru

The impact of the duty reduction announced in the US-India bilateral trade agreement will be limited for Indian soybean oil importers, though it may marginally ease soybean oil prices in Argentina, according to the Indian edible oil sector.

BV Mehta, Executive Director of the Solvent Extractors' Association of India (SEA), said crude soybean oil prices in Argentina may go down marginally and may have some impact on price of palm oil, if soy oil comes at zero or +5 per cent (agricess) duty. However, he said, it has to be seen whether agri cess would also be reduced.

Stating that the US origin



import stood at 54.68 lakh tonnes (lt) during the oil year 2024-25 (November-October). Of this, the share of soybean oil imports from the US stood at 1.88 lt. The share of Argentina stood at 28.92 lt.

He felt that there could be chances of fixing quota for import of soybean oil at nil duty.

Duty free DDGS imports would add additional supply for cattle feed and poultry feed sector in the country. India currently produces around 7.5-8.0 million tonnes (mt) of DDGS, replacing soybean and rapeseed meal and DORB (deoiled rice bran).

NEPAL IMPORTS
If duty reduction includes refined soybean oil, then the issue of oil inflow from Nepal may get solved as it may no longer be viable commercially, he said.

India's total soybean oil

Tariff reduction to boost spices exports

V Sajeet Kumar
Kochi

The US tariff reduction has brought cheers to the spices industry as it brings India on par with competitors like Vietnam, Indonesia and Cambodia.

Prakash Namboodiri, Head-Finance and Managing Committee member, All India Spices Exporters Forum, said Indian spices, which were not earlier included in Annex II, would be a clear winner.

Most of the importers are in the process of annual contracts of spices from India, as February-April is the harvest period for most of the spices. Thus, the good news in February should give more confidence to the importers of spices and support their buy

decision from India. The period of uncertainty (2025-2026) — with spikes up to 50 per cent duties — had likely increased risk, volatility, and pricing pressure on exporters.

Stability itself improves purchasing, contracting, and long-term relationships with US buyers. "We also hope the trade discussions will help in reducing various non-trade barriers as well as ensure faster clearances, fewer documentation hurdles and smoother FDA processes," Namboodiri said.

LARGEST IMPORTER
The US is the single largest importer of Indian spices, purchasing about \$600 million worth of spices from India (FY25). India exported a total of \$4.72 billion in spices in FY25 worldwide.

ready-to-drink (RTD) tea. Argentina has been the largest exporter, followed by China and India. In the past, there was zero-duty for Indian tea, but last year exporters faced stiff 50 per cent tariffs, causing a lot of worry.

BIG COMPETITOR
"India exported 15.2 million kgs of tea to the US last year. For us, America is basically a 18-20 million kgs market. In 2025, the quantity of export fell as after the stiff 50 per cent tariffs were imposed Indian exporters

'Trade realignments, biofuel mandates driving volatility in edible oil markets'

MARGINAL HIKE. Production of the four major vegetable oils is projected at 208.4 mt in 2025-26: IVPA President

Our Bureau
Mangaluru

The global edible oil markets have entered a phase of structural volatility driven by trade realignments, biofuel mandates and supply rigidity, according to Sudhakar Desai, President of the Indian Vegetable Oil Producers' Association (IVPA) and CEO of Emami Agrotech Ltd.

Speaking on *Navigating structural shifts in global edible oils: Implications for India* at the UOB Kay Hian Conference in Kuala Lumpur, he said geopolitical restructuring has altered global trade corridors, compressing arbitrage opportunities and amplifying the transmission of energy

prices, currency movements and policy shocks into edible oil markets.

"Small adjustments in duties, mandates or trade flows are now producing disproportionate price swings across the supply chain," he said.

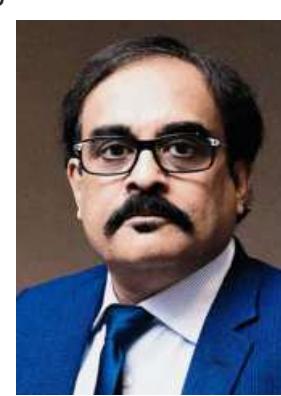
VULNERABLE STATE
On the global outlook, he said production of the four major vegetable oils is projected at 208.4 million tonnes (mt) in 2025-26, only marginally higher year-on-year.

While palm and rapeseed oil output is increasing, sunflower oil production remains constrained.

This limited supply growth leaves global balances vulnerable to weather and policy disruptions, keep-

ing inter-oil competition intense and price spreads unstable. Sunflower oil continues to command a premium, he said.

Stating that biofuel mandates have emerged as a dominant swing factor, he said Indonesia's biodiesel



Small adjustments in duties, mandates or trade flows are now producing disproportionate price swings across the supply chain

SUDHAKAR DESAI
President, IVPA

programme alone absorbs about 14 mt of palm oil, while US biofuel policies continue to anchor soybean oil price expectations.

"Edible oils are increasingly functioning as energy-linked strategic inputs rather than pure food commodities,

raising the price floor and strengthening correlation with crude and policy cycles," Desai said.

India's edible oil production is estimated at 9.6 mt in 2025-26 oil year (October-September), covering only about 40 per cent of Indian needs, reinforcing India's structural dependence on imports of around 16.7 mt, he said.

Imports are expected to comprise 8-8.5 mt of palm oil, 5-5.5 mt of soybean oil, 2.8-3 mt of sunflower oil, and around 200,000 tonnes of other oils, including zero-duty imports routed through Nepal.

India's import basket remains highly sensitive to inter-oil price differentials, particularly between palm and soybean oil, he said.

Maharashtra sugar mills crush 90.66 mt cane so far this season

Our Bureau
Pune



Sugar mills across Maharashtra have crushed 90.66 million tonnes (mt) of sugarcane in the ongoing 2025-26 crushing season up to February 8, a substantial increase from the same period last year, according to the State's latest report by the Sugar Commissioner of Maharashtra.

During the period under review, 207 sugar factories comprising 102 cooperative and 105 private mills were operational across the State. These mills produced 8.44 mt of sugar, with an average net sugar recovery of 9.31 per cent.

In the corresponding period of the previous crushing season, sugar mills had crushed 69.71 mt of cane and produced 6.39 mt of sugar, with a lower net recovery of

8.44 per cent. The number of mills in operation last season stood at 199, indicating a higher operational footprint this year. The figures point to a nearly 30 per cent increase in cane crushing so far this season, accompanied by a moderate improvement in sugar recovery levels.

Lower crushing volumes were recorded in the Amravati and Nagpur divisions, which together contributed less than 12 lt of cane to the State's total crushing, reflecting the limited number of operational mills in these regions.

RECOVERY TRENDS
The State's overall sugar recovery of 9.31 per cent this season is marginally higher than last year's 9.16 per cent, indicating relatively stable cane quality across major sugar-producing belts. Divisions such as Kolhapur and Pune continued to report recovery levels above the State average, while Solapur and parts of Marathwada remained below it.

Godrej Agrovet launches paddy insecticide TAKAI

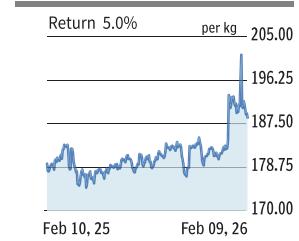
Our Bureau
Hyderabad

Godrej Agrovet Ltd has launched a new insecticide, TAKAI, which protects paddy from stem borer and leaf folder pests. The company has sought label approval for the insecticide on maize, chilli, cabbage, soybean, chickpea and sugarcane.

"Effective pest management determines the success of Indian rice farmer. Through TAKAI, we intend to enable rice farmers to protect their crops from pest attacks by offering them a solution that offers quick control and is effective for a longer duration," said Sunil Kataria, MD & CEO, Godrej Agrovet.

COMMODITY CALL.

Lead: Go long at ₹187 and ₹185, stop-loss at ₹188



Gurumurthy K
bl.research bureau

Lead prices have been volatile over the last couple of weeks. The contract traded on the MCX spiked to a high of ₹207.40 per kg by the end of January and then fell sharply to a low of ₹183.70 immediately. The bounce from this low seems to lack strength as the price comes down again from around ₹195. The contract is currently trading at ₹189.50.

The immediate outlook is slightly weak. Supports are at ₹186 and ₹184, which can be tested in a day or two. However, a fall beyond ₹184, is less likely. We can expect the futures to bounce back from the ₹186-184 region and go up to ₹190 or ₹192.

The ₹192 level is a key resistance. A strong break above this will then lead to an extended rise to ₹196-197 over the next week or two.

In case the contract breaks below ₹184, it can see ₹182 on the downside. The price action thereafter will need a close watch. Failure to bounce back from around ₹182, or a break below it, can increase downside pressure. Such a break can then drag the contract down to ₹177-176.

TRADE STRATEGY

Traders can go long on dips at ₹187 and ₹185. Keep stop-loss at ₹181. Trail the stop-loss up to ₹188 as soon as the contract goes up to ₹190. Revise the stop-loss higher to ₹191 and 193 when the price touches ₹192 and 194, respectively. Exit the long positions at ₹196.

VENKY'S (INDIA) LIMITED
(CIN : L01222PN1976PLC017422)
Registered and Corporate Office: "Venkateshwara House",
S. No. 114/A/2, Pune - Sinhgad Road, Pune - 411 030. www.venkys.com

EXTRACT OF STATEMENT OF FINANCIAL RESULTS
FOR THE QUARTER ENDED 31ST DECEMBER, 2025
(₹ in lacs)

Sr. No.	Particulars	3 Months Ended	Year Ended	3 Months Ended
		31/12/2025 (Audited) ₹	31/03/2025 (Audited) ₹	31/12/2024 (Audited) ₹
1.	Total income from operations (net)	96,015	3,30,699	88,161
2.	Net Profit for the period (before tax and Exceptional items)	6,614	16,271	2,785
3.	Net Profit for the period before tax (after Exceptional items)	6,614	16,271	2,785
4.	Net Profit for the period after tax (after Exceptional items)	4,958	11,662	2,038
5.	Total comprehensive income for the period [Comprising profit for the period (after tax) and other comprehensive income (after tax)]	4,858	11,520	2,038
6.	Equity Share Capital	-	1,409	-
7.	Other Equity	-	1,46,149	-
8.	Earnings Per Share (of ₹ 10/- each) ('not annualised) (for continuing and discontinued operations)	*34.48	82.78	*14.47
	Basic :	34.48	82.78	14.47
	Diluted:			

Note: The above is an extract of the detailed format of Quarterly/Annual Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the Quarterly/Annual Financial Results are available on the Stock Exchange websites and also on Company's website www.venkys.com

For Venky's (India) Limited
Place : Pune
Date : February 9, 2026
B. Balaji Rao
Managing Director
DIN : 00013551

Invesco Mutual Fund

Invesco Asset Management (India) Pvt. Ltd.
(CIN: U67190MH2005PTC153471), 2101-A, 21ST Floor, A Wing, Marathon Futurex, N. M. Joshi Marg, Lower Parel, Mumbai - 400 013

Telephone: +91 22 6731 0000, Email: mfservices@invescoindia.com; www.invescomutualfund.com

NOTICE-CUM-ADDENDUM

Addendum to the Statement of Additional Information of Invesco Mutual Fund

Notice is hereby given to all the investors / unit holders that it has been decided to carry out following change to Statement of Additional Information ('SAI') of the Invesco Mutual Fund ('the Fund'):

Change in Key Personnel

Mr. Punit Pujara, Equity Research Analyst is transferred from Mutual Fund Division to Portfolio Management Services Division of Invesco Asset Management (India) Pvt. Ltd. with effect from **February 10, 2026**. Pursuant to above transfer, Mr. Punit Pujara will cease to be a Key Person under SEBI (Mutual Funds) Regulations, 1996 with effect from close of business hours of **February 9, 2026**.

Pursuant to above changes, necessary changes will be carried out at relevant places in SAI of the Fund.

All other terms & conditions of the SAI of the Fund will remain unchanged.

This addendum forms an integral part of the SAI of the Fund, as amended from time to time.

For Invesco Asset Management (India) Pvt. Ltd.
(Investment Manager for Invesco Mutual Fund)

Sd/-
Saurabh Nanavati

Managing Director and Chief Executive Officer

Mutual Fund investments are subject to market risks, read all scheme related documents carefully.

GIC HOUSING FINANCE LTD.
YOUR ROAD TO A DREAM HOME
CIN : L65922MH1989PLC054583
Regd. Office : 6th Floor, National Insurance Building, 14, Jamshedji Tata Road, Churchgate, Mumbai - 400 020. | Website: www.gichfindia.com

STATEMENT OF UNAUDITED STANDALONE AND CONSOLIDATED FINANCIAL RESULTS FOR THE QUARTER AND NINE MONTHS ENDED DECEMBER 31, 2025

Sr. No.	PARTICULARS	STANDALONE					CONSOLIDATED				
		Quarter Ended (31/12/2025) (Reviewed)	Quarter Ended (31/12/2024) (Reviewed)	Year to Date (31/12/2025) (Reviewed)	Year to Date (31/12/2024) (Reviewed)	Previous Year Ended (31/12/2025) (Audited)	Quarter Ended (31/12/2025) (Reviewed)	Quarter Ended (31/12/2024) (Reviewed)	Year to Date (31/12/2025) (Reviewed)	Year to Date (31/12/2024) (Reviewed)	Previous Year Ended (31/12/2025) (Audited)
1	Total Income from operations	27,264	27,021	80,978	81,307	1,08,888	27,265	27,022	80,982	81,311	1,08,894
2	Net Profit/(Loss) for the period (before tax, Exceptional and/or Extraordinary items)	5,475	5,637	9,550	15,089	21,943	5,486	5,647	9,581	15,108	21,976
3	Net Profit/(Loss) for the period before tax (after Exceptional and/or Extraordinary items)	5,475	5,637	9,550	15,089	20,637	5,486	5,647	9,581	15,108	20,670
4	Net Profit/(Loss) for the period after tax (after Exceptional and/or Extraordinary items)	4,361	4,964	10,091	12,508	16,017	4,369	4,971	10,114	12,522	16,042
5	Total Comprehensive Income for the period [Comprising Profit/(Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	4,426	4,928	10,167	12,516	15,999	4,434	4,935	10,190	12,530	16,024
6	Paid up Equity Share Capital (Face value ₹10/-)	5,385	5,385	5,385	5,385	5,385	5,385	5,385	5,385	5,385	5,385
7	Reserves as at 31st March (Audited)	1,91,053	1,77,477	1,91,053	1,77,477	1,91,053	1,91,096	1,77,495	1,91,096	1,77,495	1,91,096
8	Securities Premium Account	11,699	11,699	11,699	11,699	11,699	11,699	11,699	11,699	11,699	11,699
9	Net Worth (Audited)	1,96,441	1,82,865	1,96,441	1,82,865	1,96,441	1,96,484	1,82,883	1,96,484	1,82,883	1,96,484
10	Paid up Debt Capital/Outstanding Debt	8,89,496	8,67,998	8,89,496	8,67,99						

QUICKLY.

Vijay Anand, new MD and CEO of CUB



Chennai: City Union Bank said the Reserve Bank of India has approved the appointment of R Vijay Anand, currently the Executive Director, as the next MD & CEO for three years from May 1. OUR BUREAU

Pandorum Technologies raises \$18 m in funding

Bengaluru: Pandorum Technologies has raised \$18 million in a Series B funding round to advance clinical development and expand market access for its regenerative therapies. The funding will support clinical programmes, manufacturing scale-up and operations across the US and Japan. OUR BUREAU

'Upcoming India AI Impact Summit to deliberate on tech's effect on jobs'

ONE VOICE. Govt to build consensus among participating nations to sign a declaration, says MeitY Secretary

Sindhu Hariharan
Chennai

As the pace of AI development raises questions on the future of IT jobs, the upcoming India AI Impact Summit will deliberate on the impact of the technology on human capital and need for reskilling workforce, said S Krishnan, Secretary, Ministry of Electronics and Information Technology (MeitY).

Speaking to *businessline*, he said that as part of the summit, an entire working group will explore what the development of AI means for jobs, and will deliberate on ways to prepare the workforce for the new world.

"While the older kind of jobs such as coding and programming can be taken over by AI agents to become less important in the coming

years, I think India's big opportunity lies in actually developing use cases and applications and supporting the rollout of these to the rest of the world," he said.

With regard to key outcomes expected from the event, Krishnan said they would like to build a consensus among participating countries and get everybody to sign a declaration.

"That will be a significant achievement," he said.

"Besides that, there will be a number of other outcomes such as platforms and documents which will be launched. These will give us solid outcomes that need to be followed up. We expect the research symposium to also produce some quality papers," he said.

JOINT STATEMENT
58 countries, including India, signed a joint statement

We expect the research symposium to also produce some quality papers

S KRISHNAN
Secretary, MeitY

on Inclusive and Sustainable Artificial Intelligence for People and the Planet at the AI Action Summit in Paris last year. The statement was not signed by the US and the UK. With top CEOs from Google, Nvidia, Microsoft, Qualcomm and others taking part, all eyes are also on global investment announcements.

"These announcements are certainly welcome, but that is not the primary focus of this event. It's not an investment summit, in that



ives from other international organisations, including the IMF and others, are also expected.

Further, 70-80 CXO-level representatives and high-level academicians have also confirmed to be part of the various events at the summit.

The event will address the democratisation of resources needed for advancing AI, be it compute, models or data.

Addressing the need for India to invest more capital into AI, Krishnan said investing a lot of money in making models alone will not generate revenue.

"The revenue comes through the applications, and we believe India can be rightly positioned as the use case capital of the world; a lot of applications can get created out of India," he added.

Oracle plans more data centres in India this year

Vallari Sanzgiri
Mumbai

Oracle India plans to set up new AI data centres in India, beginning with one each in collaboration with Amazon Web Services and Google Cloud. The plans are in line with the company's plan to boost Oracle's cloud infrastructure (OCI) business using AI.

"Apart from the two data centers we have in India, last calendar year we launched three data centers, two with Microsoft Azure and one with Google Cloud, which are already functional and operational in India and customers are using it. We will launch more data centers this calendar year," said Kapil Makhija, Vice-President, Technology Cloud, Oracle India.

The OCI business has doubled over the past two years, with two of its own data centres in Hyderabad and Mumbai and three data centres, in collaboration with hyperscalers.

Sector-wise, the business grew in the BFSI, professional services and high tech, industrial manufacturing and automotive sectors. This momentum was further bolstered by major project wins in Central and State government initiatives.

Makhija also added how the Indian revenue is now driven by non-Oracle workloads such as ISV and in-house-built applications.

"The good part is since our customers have used OCI ex-



tensively, so both engines are firing for us. One is the existing customers, which are actually adding more workload, which is growing significantly. Plus, we are adding new customers every week, every alternate day. That's been a growth for us. Both engines have been delivering growth for us in India," said Makhija.

Earlier, Oracle launched next-generation Oracle Cloud Infrastructure Zettascale10 Cluster for AI. It is the largest AI supercomputer in the cloud that delivers 10 times the amount of zettaFLOPS of peak performance. Now, Oracle is integrating AI capabilities across its technology stack at no additional cost. Year-on-year, Oracle's AI portfolio expanded from 100 GenAI and 50 Agentic AI features last financial year to more than 600 Agentic AI capabilities in the first half of FY26.

CLOUD APPLICATIONS
The company's cloud applications is also driving strong SaaS adoption in India, with overall SaaS growth in India at double-digits year-on-year. The company reported considerable growth in healthcare (over 200 per cent), high tech (over 100 per cent) and BFSI and professional services.

Global sovereign cloud IaaS spending to total \$80 b: Gartner

Our Bureau
Bengaluru

Worldwide sovereign cloud infrastructure as a service (IaaS) spending is forecast to total \$80 billion in 2026, a 35.6 per cent increase from 2025, according to Gartner.

"As geopolitical tensions rise, organisations outside the US and China are investing more in sovereign cloud IaaS to gain digital and technological independence," said Rene Buest, Sr Director Analyst at Gartner.

"The goal is to keep wealth generation within their own borders to strengthen the



As geopolitical tensions rise, entities outside the US and China are investing more in sovereign cloud IaaS to gain tech independence'

regulated industries and critical infrastructure organisations, such as energy and utilities and telecommunications," said Buest.

Regionally, West Asia and Africa (89 per cent), mature Asia/Pacific (87 per cent)

and Europe (83 per cent) are projected to record the highest growth in sovereign cloud IaaS spending in 2026.

EUROPE TO SURPASS US
While China and North America are forecast to be first and second in spending in 2026 at \$47 billion and \$16 billion, growth for both will be in the 20 per cent range. Europe is forecast to surpass North America in sovereign cloud IaaS spending in 2027.

Geopatriation is also becoming a reality.

Due to an increased desire for geopatriation projects, sovereign cloud IaaS spending will shift 20 per cent of

current workloads from global to local cloud providers.

Hyperscalers face mounting pressure as local cloud providers gain share and governments demand greater platform regionalisation to meet regulatory and national security requirements.

"To compete for local customers' cloud business, large cloud providers must acknowledge the sovereignty concerns and requirements per country and act. Solely treating digital sovereignty as a pure security, regulatory and compliance topic is not enough," said Buest.

"The good part is since our customers have used OCI ex-

Malaysia seeks revision of air traffic rights to increase flights to India

Aneesh Phadnis
Mumbai

Malaysia has sought enhancement of air traffic rights to enable its carriers increase flights to India. The request was put forth during the delegation-level talks between Prime Minister Narendra Modi and his Malaysian counterpart Anwar Ibrahim on Sunday.

India's Civil Aviation Ministry is examining Malaysia's proposal for more destinations.

According to the joint statement, both leaders reaffirmed their commitment to strengthen air connectivity between Malaysia and India in a spirit of mutual trust, mutual benefit and win-win cooperation.

PASSENGER DEMAND
The two sides also agreed to further deepen their cooperation in civil aviation, recognising the continued growth in passenger demand.

"In this context the Malaysian side proposed to

further enhance existing air traffic rights. The Indian side took note of the request," it said

Countries negotiate air traffic rights, which grant reciprocal entitlements to carriers from both sides. Currently, there are 66 daily flights (two way) between the two countries. Air Asia Berhad and Malaysia Airlines have the largest share of flights between two countries.

On the Indian side, IndiGo flies to Kuala Lumpur, Langkawi and Penang, while Air India operates to Kuala Lumpur.

Malaysia's request for enhancing the traffic rights comes in the backdrop of increase in trade and tourism between the countries. In 2025, over 1.5 million Indians visited Malaysia, surpassing the pre-pandemic figure.

"India is among Malaysia's top trading partners. Malaysia is one of India's leading partners in ASEAN," Ibrahim noted at an Indian community reception.

Safran gears up to launch MRO unit in Hyderabad

Aneesh Phadnis
Mumbai

Safran has hired over 60 technicians as it gears up to commission its maintenance repair overhaul (MRO) unit in Hyderabad for LEAP engines that power Airbus A320Neo and Boeing 737 Max aircraft.

Safran's MRO was inaugurated last November and will become operational this year. It will have the capacity to handle 300 engine shop visits annually upon ramp-up. "An on-site training centre will train more than 100 Indian technicians and engineers each year, building skills and driving operational excellence. Practical training will also take place at Safran aircraft engine sites in France and Mexico," said Safran.

Airline engineers carry out routine inspections and maintenance during transit or in hangars.

JOB OPPORTUNITIES
The Hyderabad MRO will employ more than 250 people during launch and up to 1,100 at full capacity. A Safran-GE Aerospace joint venture, CFM International, manufactures the LEAP engines. India is CFM's third

largest market with five carriers operating over 400 LEAP-powered aircraft. At present, in India, only AI Engineering Services Ltd (AIESL) has the capability to overhaul civil aircraft engines. The government-owned AIESL overhauls engines that power older variants of Airbus A320s and Boeing 737 aircraft, as well as wide body Boeing aircraft.

Airline engineers carry out routine inspections and maintenance during transit or in hangars.

ELABORATE CHECKS

However, elaborate checks,

such as opening the engine modules to check for wear and tear and test-bed runs to evaluate engine performance, are carried out at MROs.

DAMENTALS AND OPPORTUNITY

damentals and the opportunity to introduce additional brands in the future.

For Marico, which recorded revenues of ₹10,800 crore in FY25, the acquisition strengthens its international operations, which currently contribute 25 per cent to group revenue.

The company's existing portfolio includes established brands such as Parachute, Saffola and Beardo in India, and international brands across Asia and Africa.

Safran's product portfolio includes skincare solutions such as retinol treatments, barrier-repair creams, multi-layer hydration masks and brightening

formulations.

Safran founder Bui Ngoc Anh described the partnership as an opportunity to access Marico's platform and resources for scaling innovation and deepening consumer connections in Vietnam's competitive skincare market.

Safran founder Bui Ngoc Anh described the partnership as an opportunity to access Marico's platform and resources for scaling innovation and deepening consumer connections in Vietnam's competitive skincare market.

He emphasised Vietnam's strong macroeconomic fun-

intellect
live your dream

INTELLECT DESIGN ARENA LIMITED

(CIN: L72900TN2011PLC080183)

Registered Office: No.244, Anna Salai, Chennai, Tamil Nadu, India - 600 006.

Email: company.secretary@intellectdesign.com

Website: www.intellectdesign.com | Phone: 044-6615 5100 | Fax : 044-6615 5123

POSTAL BALLOT NOTICE

NOTICE is hereby given to the Members of Intellect Design Arena Limited (the "Company") pursuant to the provisions of Sections 108, 110 and other applicable provisions of the Companies Act, 2013 (hereinafter referred to as "the Act") and the rules made thereunder, read with Rule 20 & 22 of the Companies (Management and Administration) Rules, 2014, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, read with various circulars issued by MCA and SEBI, to transact the following business by passing Special Resolutions by way of postal ballot through voting by electronic means ('remote e-Voting').

SI. No.	Description of Special Resolutions
1	Appointment of Mr. D. Shivakumar (DIN: 00364444) as an Independent Director of the Company for the term of five years from January 30, 2026.
2	Re-appointment of Mr. Anil Kumar Verma (DIN: 01957168) as Whole time Director of the Company for a period of five years with effect from February 1, 2026.

In Compliance with the MCA circulars, the Company has completed the dispatch of Postal Ballot Notice along with the Explanatory Statement on **Monday, February 9, 2026**, by electronic means only to all its Members who have registered their email address with the Company, its Registrar and Share Transfer Agent or Depository/ Depository Participant(s) at the end of the business hours on **Friday, January 30, 2026 ("Cut-off date")**. Once the vote on a resolution is cast by a Member, he/she is not allowed to change it subsequently. The voting rights of the members shall be in proportion to their share of the paid up-equity share capital of the Company as on the said cut-off date.

The communication of assent/dissent of the Members will take place only by electronic means through the remote e-voting system i.e., by casting votes electronically instead of submitting postal ballot forms. Accordingly, a physical copy of the Notice along with Postal Ballot form and prepaid business reply envelope, have not been sent to the Members for this Postal Ballot.

The Postal Ballot Notice which includes Explanatory Statement and instructions of e-voting process is available on company's website at <https://www.intellectdesign.com/investor-relations/>. It is also available on the website of the Stock Exchanges i.e., BSE Limited (www.bseindia.com) and National Stock Exchange of India Limited (www.nseindia.com) and on NSDL website (evoting.nsdl.com).

The Members, who have not received the notice, may write to company.secretary@intellectdesign.com or prakash.bharadwaj@intellectdesign.com and obtain the same.

The Company has engaged the services of NSDL for the purpose of providing remote e-voting facility to all its members.

The remote e-voting facility will be available during the following period:-

Commencement of remote e-voting period	9 A.M. (IST) on Wednesday, February 11, 2026
Conclusion of remote e-voting period	5 P.M. (IST) on Thursday, March 12, 2026
Cut-off date for eligibility to vote	Friday, January 30, 2026

Members whose name appears on the Register of Members / Register of Beneficial Owners as maintained by the Company/ Depositories as on the Cut-off date will be entitled to cast their votes by remote e-voting. Also, members are requested to record their assent (FOR) or dissent (AGAINST) only through remote e-voting by not later than 5 P.M. (IST) on Thursday, March 12, 2026. The remote e-voting facility will be disabled by NSDL immediately after 5 P.M. (IST) on Thursday, March 12, 2026 and no votes can be cast thereafter.

The Company has

QUICKLY.

'Remain vigilant against KYC-related frauds'

Mumbai: Reserve Bank of India Governor Sanjay Malhotra flagged the need to remain vigilant against KYC-related frauds and misuse of accounts. He made the point at a gathering of the top management and Regional Heads of the Reserve Bank, NABARD and select commercial banks at the launch of the 11th edition of Financial Literacy Week, on the theme is 'KYC – Your First Step to Safe Banking'. OUR BUREAU

'47 lakh pensioners get less than ₹9k per month'

New Delhi: The total number of active member pensioners under Employees' Pension Scheme 1995 (EPS-95) receiving pension of less than ₹9,000 is 47,04 lakh. The Parliament was informed on Monday. According to the dashboard of Employees' Provident Fund Organisation, the total number of current pensioners under the EPS-95 is 82,11 lakh. PTI

Chidambaram flays 'hollow budgeting', says fund allocation low, even less used

SHORT ON ACTION. Defining feature is the gap between announcements and implementation, he says in Rajya Sabha

Poornima Joshi
New Delhi

Former Finance Minister P Chidambaram on Monday launched a blistering attack on the Budget in the Rajya Sabha, charging that the government had announced schemes without adequate financial allocation, while ministries had failed to utilise what was already provided.

Participating in the debate on the Budget in the Rajya Sabha, Chidambaram said the defining feature of the exercise was the widening gap between announcements and implementation.

"Schemes are thrown at Parliament, but the outlays are either negligible or zero, and even the allocated money is not spent," he said, citing the Jal Jeevan Mission as a stark example. Chidambaram said the flagship

drinking water programme was allocated ₹67,000 crore in the last fiscal but only ₹17,000 crore was spent. "Whatever is going on? People are dying because of contaminated water and the Jal Jeevan Mission is cut by ₹50,000 crore," he exclaimed.

Chidambaram said this pattern of underspending ran across ministries.

Agriculture and rural development together saw a cut of nearly ₹60,000 crore in expenditure, with rural development alone underspending by over ₹53,000 crore. The Pradhan Mantri Gram Sadak Yojana saw a cut of over ₹7,201 crore, housing schemes were pared by ₹22,331 crore, and grants and aid to States were reduced by more than ₹30,390 crore, he noted.

MANUFACTURING GAP
Pointing to the government's



Congress MP P Chidambaram addressing the Rajya Sabha PTI

failure to address challenges highlighted in the Economic Survey, Chidambaram said a big concern is youth unemployment which is 15 per cent. He said less than 25 per cent of the workforce is in regular employment and there is a shift to self-employment. More workers are in the agriculture sector than four or five years ago. In a country with 144 crore people, only 195 lakh are employed in a factory. Manufacturing, which is largely

factories, is stuck at 16 per cent for many years. "Under the PM Internship Scheme, Corporate houses were persuaded to offer internship and 1,65,000 offers came of which only 33,000 were accepted. Are there no young men and women to accept an internship in big companies? Only 33,000 accepted. And after 33,000 were accepted, 6000 left the job. So what is wrong with the Internship Scheme? She (Finance Minister) touted it last year. She must explain why the scheme has totally failed," he said.

He described as "startling" the allocation of just ₹54 crore for championing small and medium manufacturing enterprises, calling it emblematic of the Budget's lack of seriousness.

On the macroeconomic front, Chidambaram accused the government of excessive optimism and selective use of data. While the finance min-

ister spoke of a "reform express" gathering momentum, he pointed out that nominal GDP growth had steadily slowed, from 12 per cent in 2023-24 to about 8 per cent in 2025-26. "Where is the reform express gathering momentum?" he asked, arguing that low inflation deflator was being used to inflate real growth numbers.

WEAK INDICATORS

He also flagged weak investment indicators, noting that gross fixed capital formation had been stuck around 30 per cent of GDP for over a decade, private investment at about 22 per cent, and net FDI collapsing to below 0.09 per cent of GDP.

Against this backdrop, he said, the government had cut capital expenditure sharply, including a reduction of over ₹1.44 lakh crore when Centre and state capital spending were taken together.

'TN's 'non-cooperation', not lack of funds, cause for Rly projects delay'

“

Projects are not stalled due to a lack of funds. Any such claim is baseless. Land acquisition is a major issue affecting many projects in TN

ASHWINI VAISHNAV
Union Railway Minister



tent of 91 per cent for the Madurai-Tuticorin via Aruppukkottai (144 km) new line project and 86 per cent for the Tindivanam-Gingee-Tiruvannamalai (71.33 km) new line.

Referring to the Rameswaram-Dhanushkodi new line, the Minister said the foundation stone for the project was laid by Prime Minister Modi in 2019, but land acquisition is yet to begin due to "non-cooperation from the State Government."

NEW PROJECTS
Despite these challenges, Vaishnav said the Centre has sanctioned several new lines, doubling projects and third and fourth line

works in Tamil Nadu. Detailed project reports (DPRs) have also been prepared for further capacity expansion to support the State's economic and industrial growth.

Since 2014, around 1,350 km of railway tracks have been laid in Tamil Nadu, over 2,386 km of rail lines have been electrified achieving 97 per cent electrification.

The Centre is ready and committed. Timely support from the State Government is essential to deliver faster infrastructure growth to the people of Tamil Nadu," he added.



IN DEMAND. Increasingly, consumers are in favour of technologies that enhance safety, comfort, performance and entertainment in vehicles, says an expert

SOFTWARE UPDATES

There is also a rise in the Software-Defined Vehicles (SDVs), as the vehicle cabin has evolved into a "living room on wheels", and over-the-air (OTA) update capability is now available in 100 per cent of electric vehicles (EVs) and 71.7 per cent of internal combustion engine (ICE) models, ensuring vehicles remain software-updated long after purchase.

The report also highlights that despite subdued demand in entry-level mass-market segments for much of the year, the launch calendar remained aggressive, featuring 130 new models (92 ICE and 38 EVs). The split between ICE vehicles and EVs reveals a strategic land grab in the mid-size categories as EV architectures begin to disrupt traditional price-to-performance ratios.

ENHANCED RANGE

EVs are making high-end features more accessible, as EV architectures have brought all-wheel drive (AWD) into the ₹25–30 lakh price range, compared to higher investment in ICE vehicles, it said,

adding that the 500+ km range has become a baseline requirement for 68.4 per cent of 2025 EV launches.

"Today, consumers are increasingly delighted in technologies that enhance safety, comfort, performance, and entertainment in vehicles.

This trend will only grow bolder in 2026," Faisal Kafoosa, Chief Analyst and Founder of Techarc, told businessline. As the industry enters the 2026 recovery phase, winners and losers will be dictated by their AutoTech Score, he said, adding that in a market where mechanical parity is common, the technology payload is now the ultimate arbiter of market share.

LAND ACQUISITION GAP

"Projects are not stalled due to a lack of funds. Any such claim is baseless. Land acquisition is a major issue affecting many projects in Tamil Nadu," Vaishnav asserted.

He cited specific cases, noting that land acquisition is pending to the ex-

'Safety-first trend brings high-end tech into mass-market vehicles: Techarc report

S Ronendra Singh
New Delhi

The passenger vehicle (PV) sector has reached a turning point with 'safety-first' consumer shift accelerating the transition of high-end safety technologies into mass-market segments, a report has said.

According to a report by independent firm Techarc titled *AutoTech PV Dashboard*, technology transitioned from peripheral luxury to the primary technological payload driving the consumer experience in 2025.

Original Equipment Manufacturers (OEMs) are in-

creasingly using AutoTech scores, a proprietary metric that evaluates consumer-facing technologies across performance, safety and connectivity, to differentiate their offerings in a market undergoing structural recovery, the report said.

A "safety-first" consumer shift has also made Advanced Driver Assistance Systems (ADAS) a competitive necessity, the report highlighted, adding that Level 2 ADAS is now the industry standard for 63.7 per cent of Segment C and D vehicles, and six airbags are featured in 53.8 per cent of all 2025 models, replacing the historical budget standard of two airbags.

MARKET STRUCTURE

Kushal Bhatnagar, Associate Partner at Redseer Strategy Consultants, added, "India's BPC opportunity is often discussed in terms of market size, but the more important shift is in market structure. By 2030, growth will be disproportionately driven by brands that understand cohort-specific needs, leverage multiple e-commerce formats effectively, and design clear roles for discovery versus replenishment channels. Gen-Z will account for nearly half of category spends, and their desire for individuality, focus on ingredient transparency and quality, and convenience-linked expectations are fundamentally different from prior cohorts. As a result,

success will depend less on headline growth and more on how well brands, platforms, and investors align to win in this new, multi-format, young consumer-led beauty ecosystem."

The report noted that India has historically under-spent on beauty and personal care due to broken distribution, high price sensitivity, and a functional consumption mindset. But, digital reach, rising incomes, and changing social norms are now unlocking long-term category expansion. "As the market evolves, winning strategies will hinge on clear category prioritisation, format-specific roles across acquisition and replenishment, and disciplined execution across growth and profitability, making the next few years pivotal for brands, platforms, and investors," it added.

Nearly one-third of the BPC spend will be driven by the e-commerce channel. "Quick commerce will become the largest online BPC format by 2030, underscoring the importance of instant discovery and replenishment in beauty-led consumption," the report added. Five distinct e-commerce formats, including D2C, horizontal marketplaces, vertical beauty platforms, quick commerce, and value commerce, will each contribute at least 10 per

cent of online BPC demand, making a multi-format strategy critical.

Starlink in pact with Gujarat to offer satellite-based internet

tricts such as Narmada and Dahod. Officials said it will ensure faster and more reliable delivery of government services, while strengthening connectivity of police outposts, disaster response systems, wildlife monitoring and agricultural research centres.

Smart connectivity will also support education in government schools and enable rapid access to healthcare and tele-medicine services in remote regions. The MoU was signed by the State's Industries Commissioner P Swaroop and Prabhakar Jayakumar, Head of Starlink India, in Gandhinagar in the presence of Chief Minister Bhupendra Patel and Deputy CM Harsh Sanghavi. The initiative follows a meeting held in December 2025 between the State and Starlink Operations Vice-President Lauren Dreyer.

As part of a pilot project, Starlink's broadband services will connect common service centres (CSCs), e-governance facilities, government schools, primary health centres (PHCs), tele-medicine centres, district disaster management control rooms, ports and wildlife sanctuaries. The initiative is expected to play a critical role in advancing digital inclusion in tribal belts and aspirational dis-

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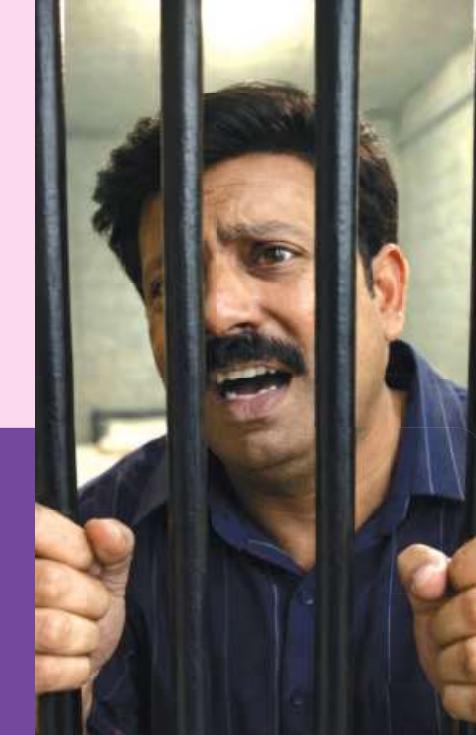
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EOI invited from eligible PRAs for RAN INDIA STEELS PVT. LTD. (MSME)-Melting (36000 MTPA) and Rolling Mill - TMT Bars (54000 MTPA) Units at Namakkal Dt., Tamil Nadu under CIRP, IBC, 2016; last date 21.02.2026—P. Balasubramanian, RP (cirp.ranindia@gmail.com)"

A money mule is a person who transfers or moves illegally acquired money on behalf of someone else.

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QUICKLY.

ISRO identifies site for Chandrayaan-4 lander



Bengaluru: The Chandrayaan-4 Mission is at least two years away, but ISRO has identified a location in the South Polar region of Moon to land its lander. The Centre has approved the Chandrayaan-4 mission, designed as a lunar sample-return mission and it will be India's most complex lunar endeavour yet. "We are targeting 2028 for Chandrayaan-4," ISRO Chairman V Narayanan had said. ISRO officials zeroed in on four sites of the Mons Mouton (MM), a region on the Moon, and found one of them suitable for landing on the lunar surface. PTI

Bonbloc is AI partner of Chennai Super Kings



Chennai: Bonbloc, a global AI and technology solutions company, announced on Monday that it is the official AI partner of the Chennai Super Kings (CSK) this season. Bonbloc said it is the company's first such sporting partnership in advanced AI and Blockchain-powered solutions and by partnering with CSK, the AI firm aims to showcase how intelligent technologies can elevate sports and create immersive experiences for fans. Bonbloc's branding will feature across CSK's digital platforms, stadium activations, and exclusive initiatives powered by AI and Blockchain technologies. OUR BUREAU

DGCA begins special audit of non-scheduled charter firms

SAFETY CHECK. 3-member teams to submit reports within 10 days of audit completion

Aneesh Phadnis
Mumbai

The Directorate General of Civil Aviation is carrying out a special audit of non-scheduled operators to assess operational and safety aspects.

The audit, which was ordered following the January 28 Baramati air crash, will be conducted in two phases and cover both aircraft and helicopter operators.

In the first phase, which began on Monday, the audit will cover 14 operators including charter companies and corporates.

Three-member teams, comprising an official each from air safety, airworthiness and flight operations sections, and have been asked to submit inspection reports within 10 days of audit completion.

An audit of VSR Aviation whose Learjet 45 crashed in Baramati is also underway.

Additionally, the regulator is also in the process of pre-



TRIGGER FACTOR. Six persons, including Maharashtra Deputy CM Ajit Pawar, died in the Baramati air crash recently EMMANUEL YOGINI

paring guidelines for uncontrolled airfields that currently don't fall under its purview.

Such airfields, like the one in Baramati, lack regular air traffic control or weather monitoring aids.

"Uncontrolled airfields are owned by different entities and are not licensed or audited by DGCA. However, the DGCA is preparing

guidelines at such airfields," an official said.

UNDER LENS

Six persons, including Maharashtra Deputy Chief Minister Ajit Pawar, died in the Baramati air crash on January 28. The accident, which is being probed by the Aircraft Accident Investigation Bureau, has put the spotlight on charter operations in the

The audit, which comes in the backdrop of the Baramati air crash, will be conducted in two phases and cover both aircraft and helicopter operators

country. Sources point out that some of the operators have questionable maintenance practices and that they underestimate the number of hours flown to avoid revenue loss.

Adherence to flight duty norms is said to be another area of concern.

"Aircraft maintenance cycles are based on the number of flight cycles or hours logged and the understanding helps a company to keep the aircraft flying beyond manufacturer-stipulated maintenance timelines," an industry source said.

WPP to rejig creative agency structure in strategic shake-up



TOYING WITH IDEAS. The advertising group will set up a new holding structure called 'WPP Creative' REUTERS

Reuters
New Delhi

set up a new holding structure called "WPP Creative", the report said, citing three people in the know.

SIMPLIFY OFFERINGS

The British company will keep its existing creative agencies, including Ogilvy, VML, and AKQA, but fold them under a single umbrella to simplify its offering to clients.

WPP shares slumped in last week's market sell-off, dropping more than 11 per cent, as rising concerns that rapid advances in artificial intelligence could disrupt companies' business models intensified following the launch of Anthropic's new legal AI tool.

The advertising group will

Aurobindo Pharma Q3 PAT up 7.6% at ₹910 crore

Our Bureau
Hyderabad

Aurobindo Pharma Ltd has posted a net profit of ₹910 crore for the quarter ended December 31, 2025, as against ₹846 crore in the same quarter last year, showing a growth of 7.6 per cent.

The company's revenue stood at ₹8,646 crore (₹7,799 crore) in the quarter — up 8.4 per cent.

"The quarter reflected steady execution across our core businesses, supported by stable demand and the strength of our diversified product portfolio in key markets," said K Nithyananda Reddy, company MD.

US formulations revenue rose 2.2 per cent year on year to ₹3,739 crore, while European revenue increased 27.4 per cent to ₹2,703 crore.

The aggregate formulation revenue stood at ₹7,683 crore (₹6,960 crore), reflecting a 10.4 per cent growth.

The company's board of directors approved the proposal to acquire a 26 per cent stake in Garuda Renewables Private Ltd for ₹66 crore.

within government offices," the founder added.

Earlier this year, the Indian firm engaged with investors and attracted interest due to larger deals in the pipeline. That interest has since weakened, as investors believe the lack of clear online visibility undermines the company's ability to operate effectively.

"We are not heavily funded like Anthropic. We are an angel-funded company. We have received awards from the government of India. The government of Karnataka funded us, and now, there is confusion even

(with inputs from bl intern Tejaswini S)

Belagavi-based tech firm sues US AI major Anthropic over brand identity in India

Sanjana B
Bengaluru

connectivity, and safety domains. Its work includes an AI-enabled education ERP and competitive examination ecosystem, a Wi-Fi monetisation platform for institutions and public networks, and a patented driving safety solution. The company works with government bodies, educational institutions, and student communities across India, with its solutions distributed to students from economically-weaker sections, particularly in rural and underserved regions.

Incorporated under the Companies Act, 2013, and

recognised as a start-up by both the Karnataka and the Central governments, it states that it has operated under the name "Anthropic" since its inception, while the US-based entity was formed in 2021.

The company shared that the Belagavi court has taken cognisance of the suit and permitted it to proceed without pre-institution mediation. While the court has issued an emergency notice and summons to the defendant on the injunction application, it has held that the question of interim restraint will be decided after hearing

both sides. The next hearing listed on February 16.

IN SHADOWS

According to court filings, the Indian company has alleged that its online visibility has been displaced, with search and AI-based platforms prioritising the global entity's name. These platforms include Google Search, with Google being an investor in Anthropic PBC.

The alleged displacement, the company said, has resulted in confusion among users, institutions, and government stakeholders.

Speaking to *businessline*,

Mohammad Ayyaz Anees Ahmed Mulla, Founder and Director of Anthropic Software, said, "We are a product-based IT company with patents. We are also pursuing cross-border expansion, raising investment and speaking to multiple customers. But when people try to look us up online, they land on the US company's website instead."

IMPACTING BIZ
He said that two years ago, searches for the company's name returned its own website. Today, that visibility has been overtaken by An-

thropic, which is now entering India.

Earlier this year, the Indian firm engaged with investors and attracted interest due to larger deals in the pipeline. That interest has since weakened, as investors believe the lack of clear online visibility undermines the company's ability to operate effectively.

"We are not heavily funded like Anthropic. We are an angel-funded company. We have received awards from the government of India. The government of Karnataka funded us, and now, there is confusion even

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Company	Prev	Close	Open	High	Low	Qty	52 W	52 WL	PE	BSE CI	Company	Prev	Close	Open	High	Low	Qty	52 W	52 WL	PE	BSE CI	Company	Prev	Close	Open	High	Low	Qty	52 W	52 WL	PE	BSE CI											
20 Microns [5]	171.02	185.87	172.60	187.05	172.60	284.36	254.10	185.80	111	184.15	Carisa HBL [5]	144.89	147.35	145.45	149.29	144.55	670,07	157.80	106.00	-	GMR &PU Inf. [5]	105.55	105.31	104.98	105.00	105.00	110.00	162.03	141.01	98.36	-	Karjala Corp [1]	940.45	955.15	945.10	965.00	930.00	141.71	132.00	74.50	43	955.65	
300 One Way [5]	113.90	113.30	111.50	114.00	111.00	147.50	127.80	130.00	117.50	113.00	Carina Robm [2]	255.40	258.90	255.25	260.00	255.40	481.38	393.40	244.00	-	GNEC [5]	143.40	142.90	144.05	144.00	144.00	147.00	161.70	147.00	142.80	-	Kalpataru Ltd [1]	337.45	334.45	325.00	338.85	325.00	45.99	45.67	34.00	-	-	
31 Infotech [5]	15.21	15.45	15.21	15.70	15.07	338.69	329.94	14.40	-	Canfin Hom [2]	92.80	93.50	92.00	94.95	95.00	235.95	221.10	95.80	123	94.95	GNC Elect [5]	321.10	349.55	335.20	353.20	326.90	1324.92	442.95	395.20	373.67	-	KalpataruPro [2]	109.20	112.10	109.20	110.00	112.00	191.37	180.20	145.47	126.50	78.20	
3 India [5]	3510.00	3645.00	3355.00	3535.00	3470.00	3520.00	71.11	375.70	251.15	74	3643.25	Capacite [5]	233.28	247.45	236.00	254.20	233.31	702.57	396.00	207.20	12	248.65	GOF Digital [5]	311.85	318.95	310.00	321.00	300.00	268.90	384.10	264.60	-	KALYANI ST [5]	758.00	765.00	764.00	773.25	755.25	39.83	98.80	660.00	12	764.15
5PAISA [5]	320.20	340.80	320.60	343.70	320.30	45.47	38.00	37.00	34.00	25	340.00	CapillaryTec [5]	607.70	620.70	607.55	631.95	591.30	131.70	72.34	78.95	570.05	-	Kalyan Jwl [1]	380.25	437.35	214.45	215.45	214.45	214.45	215.45	214.45	214.45	214.45										
63 Moontes [2]	63.40	70.95	63.00	72.05	63.95	107.25	105.75	110.00	63.00	67.00	CaplinPur [2]	180.70	178.00	182.00	185.00	180.50	185.00	180.00	189.00	189.00	-	KALYANI JWL [1]	193.37	181.37	180.20	187.20	178.20	161.70	170.70	147.40	147.40	147.40											
A *****	47.00	47.70	45.50	47.85	47.95	143.70	311.33	547.60	361.00	-	CaplinTec [2]	199.55	201.50	197.00	205.00	196.00	196.00	196.00	196.00	196.00	-	KALYANI JWL [1]	193.37	181.37	180.20	187.20	178.20	161.70	170.70	147.40	147.40	147.40											
Aadhar Hsp [5]	47.70	47.50	45.80	47.95	47.45	103.11	547.60	361.00	-	CaplinTec [2]	199.55	201.50	197.00	205.00	196.00	196.00	196.00	196.00	196.00	-	KALYANI JWL [1]	193.37	181.37	180.20	187.20	178.20	161.70	170.70	147.40	147.40	147.40												
AaTech Solo [5]	46.08	48.50	46.60	52.39	46.01	115.04	76.75	44.00	-	Care Ratings [5]	164.20	164.80	164.50	166.40	162.00	33.00	196.80	105.65	65.50	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	214.35	214.35												
Aarti Drugs [5]	37.45	37.75	31.70	38.00	35.00	123.21	22.59	56.45	-	Carade Tch [5]	226.33	218.00	229.00	229.00	208.00	881.93	329.00	130.50	136.25	-	KALYANI JWL [1]	211.30	212.80	211.30	212.80	211.30	212.80	212.80	211.30	212.80	212.80												
Aarti Ind [5]	440.95	470.40	449.00	471.90	443.15	413.55	458.40	494.00	333.20	46	470.40	Capim [5]	313.30	312.20	312.00	312.00	312.00	312.00	312.00	312.00	312.00	-	KALYANI JWL [1]	211.30	212.80	211.30	212.80	211.30	212.80	212.80	211.30	212.80	212.80										
Aarti Pharma [5]	188.70	194.75	185.00	194.75	193.40	210.80	213.00	97.00	91.00	574.45	CaplinTec [2]	199.55	201.50	197.00	205.00	196.00	196.00	196.00	196.00	196.00	-	KALYANI JWL [1]	193.37	181.37	180.20	187.20	178.20	161.70	170.70	147.40	147.40	147.40											
Aasra Pharmaceuticals [5]	130.00	140.00	120.00	130.00	120.00	120.00	120.00	120.00	120.00	-	CaplinTec [2]	199.55	201.50	197.00	205.00	196.00	196.00	196.00	196.00	196.00	-	KALYANI JWL [1]	193.37	181.37	180.20	187.20	178.20	161.70	170.70	147.40	147.40	147.40											
ABML [1]	124.16	130.63	120.20	141.09	124.00	120.00	120.00	120.00	120.00	-	Castrol [5]	185.20	185.85	185.00	186.20	185.00	185.00	185.00	185.00	185.00	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	215.45	215.45											
ACC [5]	165.00	170.00	160.00	171.90	169.00	160.00	160.00	160.00	160.00	-	Castrol [5]	185.20	185.85	185.00	186.20	185.00	185.00	185.00	185.00	185.00	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	215.45	215.45											
ACELLYA [5]	121.30	121.20	115.00	121.50	115.00	120.00	120.00	120.00	120.00	-	Castrol [5]	185.20	185.85	185.00	186.20	185.00	185.00	185.00	185.00	185.00	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	215.45	215.45											
ACF [5]	120.00	120.00	115.00	120.00	115.00	120.00	120.00	120.00	120.00	-	Castrol [5]	185.20	185.85	185.00	186.20	185.00	185.00	185.00	185.00	185.00	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	215.45	215.45											
ACF [5]	20.40	21.20	21.00	21.00	19.80	76.64	24.48	22.48	-	Castrol [5]	185.20	185.85	185.00	186.20	185.00	185.00	185.00	185.00	185.00	-	KALYANI JWL [1]	214.35	212.59	214.35	215.45	214.35	215.45	215.45	214.35	215.45	215.45												
ACF [5]	20.40	21.20	21.00	21.00	19.80	44.73	22.40	23.40	-	Castrol [5]																																	

Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI
One PointOne	48.86	49.49	48.70	49.48	48.70	490.82	69.69	41.81	-	-
OneMobiTech	218.34	224.27	218.89	227.25	218.00	978.98	388.85	190.52	-	-
OneSpareSpare	1119.90	1420.40	1130.00	1176.00	1130.00	1875.26	224.00	1057.00	-	-
ONGC [5]	268.95	266.60	269.45	270.90	265.75	1024.04	277.80	205.00	10	266.50
ONMOBILE	49.98	50.75	50.80	52.81	49.74	777.57	75.00	40.00	14	51.15
Onward Tech	223.33	322.40	214.00	411.00	174.00	100.00	167.00	167.00	167.00	165.60
OPTIMUS [1]	40.45	40.45	40.45	40.45	40.45	100.00	40.45	40.45	-	-
ORACLE FIN [5]	7264.00	7295.50	7390.00	7390.00	7250.50	1024.00	275.00	167.00	167.00	167.00
Orrich Phd	680.55	695.00	681.25	701.95	680.50	26.71	140.45	60.30	-	-
ORIENT CEM [1]	162.26	167.68	162.23	168.30	161.78	919.62	362.40	146.35	10	167.70
Orient Cer.	43.67	43.94	43.67	43.94	43.67	42.69	42.69	170.22	156.64	156.60
Orient Elect.	170.41	170.41	170.41	170.41	170.41	572.20	156.00	156.00	-	-
Orient Ind.	105.63	108.79	106.00	110.50	105.54	387.00	187.00	168.00	25	109.15
Oriental Paper [1]	20.64	21.20	20.81	21.40	20.70	24.00	21.40	19.40	-	-
Orient Tech.	335.75	356.80	337.95	360.00	337.00	735.64	513.00	294.20	-	-
ORENTBELL	2785.00	2790.50	2790.50	2790.50	2790.50	30.75	30.55	350.10	252.00	252.00
Orissa Tech [1]	265.66	262.00	265.66	262.00	265.66	40.00	40.00	40.00	40.00	452.25
Orkla India [5]	501.50	504.50	518.95	518.95	518.95	345.00	375.00	546.00	-	-
OswalGnTch	28.65	30.45	29.40	30.70	28.96	21.99	50.90	25.48	-	-
OswalPumps	379.25	379.00	385.00	402.80	375.50	254.73	888.40	360.50	-	-

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Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI
OvePoint	48.86	49.49	48.70	49.48	48.70	490.82	69.69	41.81	-	-
OverMobiTech	218.34	224.27	218.89	227.25	218.00	978.98	388.85	190.52	-	-
OverSpareSpare	1119.90	1420.40	1130.00	1176.00	1130.00	1875.26	224.00	1057.00	-	-
ONGC [5]	268.95	266.60	269.45	270.90	265.75	1024.04	277.80	205.00	10	266.50
ONMOBILE	49.98	50.75	50.80	52.81	49.74	777.57	75.00	40.00	14	51.15
Onward Tech	223.33	322.40	214.00	411.00	174.00	100.00	167.00	167.00	167.00	165.60
OPTIMUS [1]	40.45	40.45	40.45	40.45	40.45	100.00	40.45	40.45	-	-
ORACLE FIN [5]	7264.00	7295.50	7390.00	7390.00	7250.50	1024.00	275.00	167.00	167.00	167.00
Orrich Phd	680.55	695.00	681.25	701.95	680.50	26.71	140.45	60.30	-	-
ORIENT CEM [1]	162.26	167.68	162.23	168.30	161.78	919.62	362.40	146.35	10	167.70
Orient Cer.	43.67	43.94	43.67	43.94	43.67	42.69	42.69	170.22	156.64	156.60
Orient Elect.	170.41	170.41	170.41	170.41	170.41	572.20	156.00	156.00	-	-
Orient Ind.	105.63	108.79	106.00	110.50	105.54	387.00	187.00	168.00	25	109.15
Oriental Paper [1]	20.64	21.20	20.81	21.40	20.70	24.00	21.40	19.40	-	-
Orient Tech.	335.75	356.80	337.95	360.00	337.00	735.64	513.00	294.20	-	-
ORENTBELL	2785.00	2790.50	2790.50	2790.50	2790.50	30.75	30.55	350.10	252.00	252.00
Orissa Tech [1]	265.66	262.00	265.66	262.00	265.66	40.00	40.00	40.00	40.00	452.25
Orkla India [5]	501.50	504.50	518.95	518.95	518.95	345.00	375.00	546.00	-	-
OswalGnTch	28.65	30.45	29.40	30.70	28.96	21.99	50.90	25.48	-	-
OswalPumps	379.25	379.00	385.00	402.80	375.50	254.73	888.40	360.50	-	-

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Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI
OvePoint	48.86	49.49	48.70	49.48	48.70	490.82	69.69	41.81	-	-
OverMobiTech	218.34	224.27	218.89	227.25	218.00	978.98	388.85	190.52	-	-
OverSpareSpare	1119.90	1420.40	1130.00	1176.00	1130.00	1875.26	224.00	1057.00	-	-
ONGC [5]	268.95	266.60	269.45	270.90	265.75	1024.04	277.80	205.00	10	266.50
ONMOBILE	49.98	50.75	50.80	52.81	49.74	777.57	75.00	40.00	14	51.15
Onward Tech	223.33	322.40	214.00	411.00	174.00	100.00	167.00	167.00	167.00	165.60
OPTIMUS [1]	40.45	40.45	40.45	40.45	40.45	100.00	40.45	40.45	-	-
ORACLE FIN [5]	7264.00	7295.50	7390.00	7390.00	7250.50	1024.00	275.00	167.00	167.00	167.00
Orrich Phd	680.55	695.00	681.25	701.95	680.50	26.71	140.45	60.30	-	-
ORIENT CEM [1]	162.26	167.68	162.23	168.30	161.78	919.62	362.40	146.35	10	167.70
Orient Cer.	43.67	43.94	43.67	43.94	43.67	42.69	42.69	170.22	156.64	156.60
Orient Elect.	170.41	170.41	170.41	170.41	170.41	572.20	156.00	156.00	-	-
Orient Ind.	105.63	108.79	106.00	110.50	105.54	387.00	187.00	168.00	25	109.15
Oriental Paper [1]	20.64	21.20	20.81	21.40	20.70	24.00	21.40	19.40	-	-
Orient Tech.	335.75	356.80	337.95	360.00	337.00	735.64	513.00	294.20	-	-
ORENTBELL	2785.00	2790.50	2790.50	2790.50	2790.50	30.75	30.55	350		