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**IN FOCUS**

	LATEST	CHANGE
Nifty 50	25693.70	+50.90
P/E Ratio (Sensex)	23.15	+0.24
US Dollar (in ₹)	90.65	+0.30
Gold Std 10 gm (in ₹)	151469.00	-422
Silver 1 kg (in ₹)	244929.00	-9410

**ON A ROLL.**

MRF's Q3 net profit jumped 119% to ₹692 crore, while revenue rose 15% to ₹8,050 crore on strong demand **p3**

AUTO FOCUS.

Volkswagen builds momentum with new Tayron R-Line flagship SUV for the Indian market **p8**

MPC holds repo rate on favourable growth and inflation outlook

STATUS QUO. Neutral stance continues; committee sees stable inflation and growth

Our Bureau
Mumbai

The RBI's Monetary Policy Committee, as widely expected, voted unanimously for a status quo on the repo rate amid a favourable growth outlook and low underlying inflation.

Further, in an indication that interest rates in the economy may have bottomed out and there could be a prolonged pause on the repo rate, the RBI upped the GDP and CPI (consumer price index) based inflation projections for Q1 (April-June) and Q2 (July-September) of FY27.

While all six members of the rate-setting MPC were on the same page on holding the signal rate steady at 5.25 per cent at its last meeting for FY26, Ram Singh, Director, Delhi School of Economics, alone pitched for a change in stance from 'neutral' to 'accommodative'.

RBI Governor Sanjay Malhotra noted that since the last policy meeting, external headwinds have intensified, though the successful completion of trade deals augurs well for the economic outlook. Merchand-



Reserve Bank of India Governor Sanjay Malhotra

ise exports will get a boost from the prospective trade deal with the US. Overall, the near-term domestic inflation and growth outlook remain positive.

"We will continue to be data dependent, and we are at a neutral phase... Given the current state of the economy and what we foresee going ahead over a nine-month to one year period, this is the rate that we expect to be there."

"We are in a good spot, earlier mentioned as Goldilocks... underlying inflation is very benign. And so I do expect the policy rate to continue to be at low levels for a long period of time. Whether it will go down even further, I will leave it to the MPC to decide," Malhotra said.

More reports p2

Budget heralds a new era of 'competitive indigenisation'

Our Bureau
New Delhi

Chief Economic Advisor V Anantha Nageswaran set the tone for *businessline*'s annual 'Decoding the Budget 2026-27' event on Friday evening by expanding on the paradox he had underlined in the Economic Survey — high growth that is pitted against a volatile global system.

In the deliberations that followed, the CEA laid out the issues in the context of the Economic Survey, the Union Budget and the two emerging mega free trade agreements with the European Union and the US that were unpacked by V Vuvalnam, Secretary, Department of Expenditure; Anuradha Thakur, Secretary, Department of Economic Affairs, and experts in the two panel discussions on 'Micro-Economic Impact of the Budget' and 'Budget and Trade'.

CEA Nageswaran began by quoting *businessline* Editor Raghuvir Srinivasan's reference, in his speech, to the past week that witnessed unprecedented economic activity beginning with India-EU FTA negotiations coming to a fruition.

"We had the Indo-European Union trade deal followed by the Economic Survey, the Union Budget, the announcement of the contours of an India-US trade deal, then the

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monetary policy action. And all these statements were all pertaining to what's happening domestically while a lot is simultaneously happening outside the country with respect to the financial markets, the volatility we are seeing in commodities like gold, silver, maybe also in bitcoin and the stock market upheavals related to developments in AI-related matters," Nageswaran said, adding that these scenarios are what had been pointed out in the Economic Survey.

NEW WORLD ORDER

He said the global order post-World War II has changed, and the world has come a full circle; for India, it means the policy direction between 1947 and 1980, with a more protectionist outlook, is "back in fashion" with a difference. Of course, he said, import substitution and indigenisation cannot be pursued in the manner



V Vuvalnam, Secretary, Department of Expenditure

V Anantha Nageswaran, CEA, delivering the keynote address at 'Decoding the Budget 2026-27' event on Friday

PHOTOS: BIJOY GHOSH

keeping macroeconomic fundamentals sound. This is what investors look at globally. We are conscious of the need to attract capital, technology and attract innovation, which is so important for economic growth," she said.

RISING CAPEX

Expenditure Secretary Vuvalnam talked at length about fiscal prudence, enhancement of capital expenditure, and infrastructure push, 'atmanirbhar' and a focus on research and innovation.

"The focus has been on



Anuradha Thakur, Secretary, Department of Economic Affairs

itor Shishir Sinha led panelists including R Kavita Rao, Director, National Institute of Public Finance and Policy; Praveen K Jha, Professor of Economics at JNU; Rajani Sinha, Chief Economist, CareEdge Ratings; and Sitikantha Pattanaik, Chief Economist, NABARD, dwell on different aspects of government finances in the discussion on 'Micro-Economic Impact of the Budget'. Praveen Jha initiated a lively discussion on the scepticism about growth numbers, while Kavita Rao talked about hoping for higher inflation so as to get a nominal GDP of 10 per cent. In the discussion on 'Budget and Trade' *businessline* Associate Editor Amiti Sen quizzed panelists Jyoti Vij, Director-General FICCI; Bharat Kaushal, Executive Chairman, Hitachi India; Preerna Prabhakar, Fellow, Centre for Social and Economic Progress; and Biswajit Dhar, trade expert, on whether India will be able to use the new trade agreements and the Budget proposals to give the necessary buoyancy to India's manufacturing and export sector.

Also read p4, p5

M&M to invest ₹15,000 cr to set up PV, tractor manufacturing unit in Nagpur

Our Bureau
Mumbai

Mahindra & Mahindra said on Friday it will invest ₹15,000 crore to set up a manufacturing facility in Nagpur, Maharashtra, with the capacity to produce 5 lakh automotive vehicles and 1 lakh tractors annually.

Making the announcement at an industry event for investing in the Vidarbha region, the company said the facility, its largest in the country, will be developed over 1,500 acres in Vidarbha with a 150-acre supplier park in Sambhajinagar.

It will also acquire land in the Igatpuri-Nashik region to expand current product and engine capacities, as well as to support the growth of its Advanced Technology business. The planned investment is over 10 years, and the company will acquire over 2,000 acres across three locations to further strengthen its manufacturing footprint. Production from the facility is expected to start in 2028.



INVESTMENT PUSH. Union Minister of Road Transport and Highways Nitin Gadkari, Maharashtra CM Devendra Fadnavis and others at the Advantage Vidarbha 2026 event

The automotive facility will support Mahindra Auto's next-generation platforms, including the NU IQ architecture, and will be capable of manufacturing vehicles across multiple powertrains, including internal combustion engines, electric vehicles and future technologies, for both domestic and global markets.

FUTURE READY
In the next financial year, the company will launch the first set of NU IQ products, which were showcased in August

last year. Last month, it launched the XUV7X0, an upgrade of the XUV700 and the new Thar ROXX, both competitively priced.

The tractor manufacturing unit in the proposed factory will help to boost the company's leadership position in the tractor segment and will cater to both the domestic and export markets, it said.

The supplier park at Sambhajinagar will strengthen the manufacturing value chain through closer partner collaboration, improved logistics efficiency,

and enhanced localisation. It will supply components to the new Nagpur facility as well as Mahindra's existing ones at Chakan and Nashik.

M&M, the flagship company of the Mahindra group, has over 20 manufacturing facilities with major units located in Pune, Mumbai and Nashik.

In FY26 so far, the company has sold around 4.5 lakh tractors, 5.4 lakh passenger vehicles and over 92,000 commercial vehicles. It also sold over 24,000 trucks and buses.

regulatory filing, PFC said its board had noted the Budget announcement regarding the restructuring of public sector NBFCs.

MERGER SCHEME
PFC said the detailed merger scheme, once finalised, would be shared after requisite approvals.

Between them, the two companies have a combined loan book of over ₹17 lakh crore, with PFC's double that of REC's.

The bulk of PFC's exposure was to the power generation segment, followed by transmission and distribution segments.

In line with Budget roadmap, Power Finance Corp, REC take the first steps towards a mega merger

Our Bureau
Ahmedabad

State-owned Power Finance Corporation and REC have set in motion the process for a merger, and in separate meetings, their boards accorded in-principle approval to create a large power financing company in the country.

Following an 'in principle' approval by the Cabinet Committee on Economic Affairs (CCEA) in 2018, PFC acquired 52.63 per cent of government's holding in REC, making it a subsidiary.



In the Budget announced on Sunday, Finance Minister had indicated restructuring PFC and REC, while

outlining the government's approach to the sector's consolidation.

VIKSIT BHARAT VISION
The vision for NBFCs (non-banking financial companies) for a Viksit Bharat has been outlined with clear targets for credit disbursement and technology adoption. In order to achieve scale and improve efficiency in the public sector NBFCs, as a first step, it is proposed to restructure the Power Finance Corporation and Rural Electrification Corporation," Sitharaman had said in her Budget speech. In a

regulatory filing, PFC said its board had noted the Budget announcement regarding the restructuring of public sector NBFCs.

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Upward revision in GDP, inflation forecasts points to extended repo rate pause: Experts

ROSY OUTLOOK. RBI raises GDP projection for Q1, Q2 FY27 by 20 bps; revises up CPI inflation by 10 bps, 20 bps

Our Bureau

Mumbai

The upward revision in real GDP growth and CPI inflation projections by the Reserve Bank of India (RBI) for the first two quarters of FY27 could be an indication of a prolonged pause on the policy repo rate, say experts.

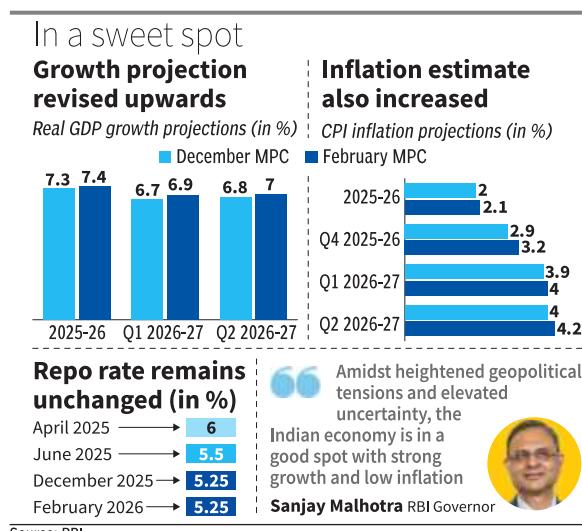
GROWTH PROJECTION

The Reserve Bank of India (RBI) has upped the real GDP growth projections for Q1 and Q2 quarters of FY27 by 20 basis points (bps) amid favourable growth outlook.

Further, the Reserve Bank raised the CPI inflation estimate for Q1 and Q2 FY27 by 10 bps and 20 bps, respectively.

Also, CPI inflation for FY26 has been projected a shade higher at 2.1 per cent (2 per cent earlier) with Q4 (January-March) at 3.2 per cent (2.9 per cent).

The slight upward revision in inflation outlook is primarily due to increase in prices of precious metals, which contribute about 60-70 basis points, said Gov-



ernor Sanjay Malhotra. Real GDP growth projections for Q1 and Q2 FY27 have been revised upwards to 6.9 per cent (6.7 per cent) and 7.0 per cent (6.8 per cent), respectively.

EVENLY BALANCED

The risks are evenly balanced. CPI inflation estimate for Q1 and Q2 FY27 is now at 4 per cent (earlier projection of 3.9 per cent) and 4.2 per cent (4.0 per

cent), respectively. ICRA believes there is a higher likelihood of a prolonged pause on the policy repo rate following the upward tweaks in the near-term forecasts for growth and inflation.

It noted that the central bank deferred the projections for the full year FY27 to April 2026, owing to the impending release of the new base GDP/CPI series.

Malhotra said going forward, the MPC will be guided

The slight upward revision in inflation outlook is primarily due to increase in prices of precious metals, which contribute about 60-70 bps, said RBI Governor

by the evolving macroeconomic conditions and the outlook based on data from the new series in charting the future course of monetary policy.

"On the growth front, economic activity remains resilient. The First Advance Estimates suggest continuing growth momentum, driven by domestic factors amid a challenging external environment," said Malhotra.

"The growth outlook remains favourable," he added.

INFLATION TARGET

The Governor emphasised that the outlook for CPI inflation in Q1 and Q2 FY27

continues to be benign and near the inflation target.

NO ADDITIONAL CUT

V Rama Chandra Reddy, Head - Treasury, Karur Vysya Bank, opined that the upward revision in both CPI inflation and GDP growth has further narrowed the space for any near-term rate cuts, fading earlier market expectations of one additional cut.

The monetary policy committee's assessment indicates that the current repo rate is broadly appropriate for the prevailing macroeconomic conditions.

"In February, both CPI and GDP series will change. The base year will change (2022-23 for GDP, 2023-24 for CPI), and the methodology will also be revised to include new entities, change measurement metrics. This can lead to a reassessment of growth and inflation trajectory till date," said Crisil.

"The MPC decided to wait until April when the new series will be available before making projections for the upcoming fiscal," added Crisil.

Digital fraud victims to get up to ₹25,000 one-time compensation

Piyush Shukla
Mumbai



The RBI will help bank customers who have fallen victim to digital fraud with a one-time compensation of up to ₹25,000 from the regulator's Depositor Education and Awareness (DEA) fund.

"It is also proposed to introduce a framework to compensate customers up to ₹25,000 for loss incurred in small-value fraudulent transactions," said Reserve Bank Governor Sanjay Malhotra.

He added that this facility will be provided only one time to a customer so that they become more aware and do not fall for online frauds again.

ONLINE FRAUDS

According to the RBI, banks reported a total of 18,386 frauds amounting to ₹16,569 crore in H1FY25. Online frauds accounted for the maximum volume of frauds, while value-wise frauds related to loans held the most share.

The RBI's DEA fund has ₹85,000 crore of corpus. It will issue a draft circular for public consultation on the subject soon.

RECOVERY AGENTS

The regulator also said it will review and harmonise all conduct-related instructions on engagement of recovery agents and other aspects related to recovery of loans. Currently, different sets of instructions are applicable to various categories of regulated entities (REs) with respect to the engagement of recovery agents and conduct-related aspects of loan recovery.

The step is necessary as banks, non-banks and more recently digital lending apps often appoint third-party agencies that deploy recovery agents who resort to abuse.

use and non-compliant regulatory practices to recover loans.

Some digital lending apps also use messaging apps such as WhatsApp to push a borrower towards loan settlement. In 2022, the RBI had barred M&M Finance from using external agency recovery agents after the infamous Hazaribagh incident. After M&M Finance corrected its processes, the regulator rolled back the restrictions in 2023.

MIS-SELLING

Further, the RBI said mis-selling financial products and services by lenders has significant consequences for both customers as well as the lending entity, underscoring the need to ensure that third-party products and services sold at bank counters are suitable to customer needs and commensurate with the risk appetite of individual clients.

Accordingly, the RBI has decided to issue comprehensive instructions to REs on advertising, marketing and sale of financial products and services.

The draft instructions in this regard shall be issued shortly for public consultation.

Expect policy rates to be low for a longer period: RBI Guv

Piyush Shukla

Mumbai

With expectations that underlying inflation will continue to remain benign and growth prospects appearing to be strong, the benchmark policy rates will likely remain at a low level for a long period of time, Reserve Bank of India Governor Sanjay Malhotra told reporters at a post-monetary policy committee (MPC) meeting press conference on Friday.

Edited Excerpts:

Does the pause mean we have reached the terminal repo rate at 5.25?

This is a question for the MPC to answer. We will continue to be data-dependent. And we are at a neutral phase.

Only one MPC member wanted to change the stance from neutral to accommodative. All others wanted

neutral stance, which means given the present state of economy and the forecast over 9 month-1 year period, this is the rate we expect to continue.

I may mention, however, that we are in a good spot. Underlying inflation is low, even forecasts are much lower than the inflation target.

Headline inflation can go



up and down. And so I do expect policy rates to continue to be at low levels for a long period of time. Whether repo rate will reduce further, I will leave it for the MPC to decide.

How do you view the immediate fall in overnight money market rates?

Ensuring liquidity is our duty

— ample and sufficient liquidity required to meet the productive needs of economy.

Secondly, we have to ensure transmission of repo cuts happens not only in money markets, but in government securities markets, corporate credit markets and all other markets.

Whatever we do with regard to liquidity is guided by these goals. We have a number of tools to provide liquidity and keep overnight rates near the repo rate, including open market operations (OMOs), variable rate repo auction (VRRs), variable rate reverse repo auctions (VRRRs).

Transmission, as you are aware, has been good till December across markets. Post December, there was some hardening in money markets, but overall it has been excellent.

Is the RBI comfortable with credit deposit

ratio of 80-90%?
This is a cyclical trend. In a period when credit growth is faster than deposits, it is expected that CD ratios will go up, and at times when credit is not growing so much, it will come down.

We have seen this happening over and over. But I may mention that for us, it is not the CD ratio that is important. Important aspect to look at is liquidity available with the banks.

There is liquidity coverage ratio (LCR) and net stable funding ratio (NSFR), which we are looking at, and both these parameters are at very comfortable level with both banks and non-banks.

The RBI is selling US Treasury bills for sometime now...

Certainly not. Overall, our forex reserves had come down. As a result of it, all holdings will change. Those are fluctuations on a day to day or week to week basis,

but there is no reduction in our holdings of the US treasury bills.

The Centre has reduced its subsidy for UPI in the Budget. There is a request from payment industry players to impose MDR on larger merchants for peer-to-merchant transaction. Is the RBI amenable to this request?

On UPI, someone has to pay for the cost. Having said that, it is in the domain of the government.

And I am very sure that we will certainly be able to find ways not only to sustain but also improve this very important payment infrastructure, which is very unique and will remain so in the years ahead.

There should not be any concern to any stakeholders. I think we will be able to find a way of sustaining this and improving it.

Collateral-free loan limit for micro, small units gets doubled to ₹20 lakh

Our Bureau

Mumbai

In a big boost to micro and small enterprises (MSEs), the RBI has doubled the limit of collateral-free loans from ₹10 lakh to ₹20 lakh. The RBI said the enhanced limits will be applicable to all loans to MSE borrowers, sanctioned or renewed on or after April 1. The RBI noted that the doubling of collateral-free

loan limit is to facilitate improved access to formal credit, support entrepreneurial activity and strengthen last-mile credit delivery for MSEs with limited collateral.

The industry segment comprising MSEs, medium enterprises and large enterprises saw a y-o-y growth of 13.3 per cent as on December 31, 2025, against 7.5 per cent as on December 27, 2024.



BIG SUPPORT. The move aims to improve access to formal credit, support entrepreneurship and strengthen last-mile credit delivery for businesses with limited collateral

Central bank plans to ease lending norms for urban co-op banks

Our Bureau

Mumbai

The RBI plans to review lending norms for urban cooperative banks (UCBs), whereby extant regulatory norms applicable for unsecured loans, limits for lending to nominal members and the tenor and moratorium requirements for housing loans will be rationalised.

Governor Sanjay Malhotra observed that the proposed review will adopt a tiered and simplified approach while maintaining prudential discipline, taking into consideration the growth in total loans and advances of UCBs over the past few years.

Draft directions in this regard will be issued shortly for public consultation.



sector will be implemented through a large number of physical training programmes, as well as a scalable learning platform to cover 1.40 lakh participants across all functions, said Malhotra.

The Reserve Bank of India shall endeavour to conduct these training programmes at locations close to participating UCBs, with content delivery in regional languages to the extent feasible.

The mission will be pursued in partnership with the umbrella organisation of UCBs and National / State Federations," he said.

VITAL ENTITIES

The Governor emphasised that these banks are vital institutions for promoting financial inclusion and serving the unbanked.

So, the next phase of their growth will depend on developing stronger skills and competencies, as well as technical capabilities and operational resilience.

'Number of NBFCs may halve if Reserve Bank's type-1 exemption proposal gets implemented'

Piyush Shukla

Mumbai

In a major move towards easing the compliance requirements for non-banking finance companies (NBFCs), the RBI proposes to exempt type-1 NBFCs with asset size of less than ₹1,000 crore from the requirement to register with the central bank, subject to certain specified conditions. If the proposal is implemented, the number of NBFCs in the country could reduce from over 9,000 to half or even lower over time," said Vinod Kothari, Director, Vinod Kothari Consultants.

"Type 1 NBFC has two qualifiers — no access to external funds and no customer interface. Given the exemption from registration and regulation, a whole of investment companies may re-adjust their liability structure to avoid public funds. And customer interface will

arise only if the company is in the lending business," he said.

The RBI's scale-based regulatory framework for NBFCs envisages differential regulatory treatment for

entities that do not avail public funds and have no customer interface. Such entities are classified as type-1 NBFCs.

GOLD LOAN NBFCs

In another supportive move for the NBFC sector, particularly gold loan-focused NBFCs, the RBI also proposed to remove the condition which mandates gold loan NBFCs to take prior approval from the RBI to open a new branch once their branch count has surpassed 1,000.

Gold loan NBFCs need not take prior approval to open a new branch once their branch count has surpassed 1,000.

arise only if the company is in the lending business," he said.

The decision is seen as credit positive for gold loan NBFCs such as Muthoot Finance, Muthoot Fincorp and Manappuram Finance. VP Nandakumar, Chairman & MD, Manappuram Finance,

said the RBI's move reflects regulatory confidence in the strengthened governance and prudential framework applicable to well-regulated NBFCs.

Umesh Revankar, Executive Vice-Chairman, Shriram Finance, said: "From the perspective of NBFCs, several of the developmental measures are particularly relevant. Proposals to exempt NBFCs with no public funds and no customer interface, up to an asset size of ₹1,000 crore, from registration and to dispense with prior approval for branch expansion for large gold-loan NBFCs reduce compliance friction and allow more management bandwidth to be devoted to credit delivery and risk management."

Malhotra noted that the RBI has comprehensively reviewed the KCC scheme to expand coverage, streamline operational aspects and address emerging requirements. According to SBI's website, collateral is waived for KCC limit up to ₹2 lakh and up to ₹3 lakh in case of a tie-up arrangement. Further, there is a 3 per cent interest subvention as prompt repayment incentive of up to ₹3 lakh.

The RBI said it will also be harmonising the existing lending guidelines for InvITs with that of the proposed prudential safeguard for

lending to REITs.

"With banks coming in,

the pool of money available for us to raise is going to be much larger, the avenues for us will widen, which should help us better our pricing," she said. Chheda pointed out that while insurance and pension funds are starting to show interest, their presence in the funding universe is still small.

Banks can either lend directly to the REITs, or they can subscribe to debt papers with longer maturities.

"With banks coming in,

the pool of money available for us to raise is going to be much larger, the avenues for us will widen, which should help us better our pricing," she said. Chheda pointed out

QUICKLY.

Forex kitty rises \$14.36 b to new high of \$723.77 b

Mumbai: The country's forex reserves jumped by another \$14.361 billion to a new all-time high of \$723.774 billion during the week ended January 30, the RBI said. In the previous reporting week, the forex kitty had increased by \$8.053 billion to \$709.413 billion, surging past the earlier all-time high of \$704.89 billion recorded in September 2024. For the week ended January 30, foreign currency assets fell by \$493 million to \$562.392 billion. PTI

Butterfly Gandhimathi Appliances net up 30%

Chennai: Kitchen appliances maker Butterfly Gandhimathi Appliances reported revenue growth of 3 per cent on-year in the quarter ended December 2025 (Q3 FY26) at ₹245 crore. Net profit grew 30 per cent to ₹11 crore, impacted by the new labour codes. EBITDA of ₹20 crore, grew by 17 per cent on-year. EBITDA margin expanded by 100 bps on-year to 8.2 per cent. PAT rose 44 per cent to ₹12 crore. Swetha Sagar, Manager & Chief Business Officer, said strong momentum in cookers is aided by GST reduction and premiumisation. OUR BUREAU

Tube Investments of India acquires Orange Koi

Chennai: Tube Investments of India is foraying into the metal injection molding through the acquisition of Visakhapatnam-based Orange Koi Pvt Ltd. TII signed a Securities Subscription and Purchase Agreement & Shareholders' Agreement for staggered acquisition of up to 87 per cent of Orange Koi's equity share capital. This will be through a combination of the purchase of equity shares from shareholders and subscription to fresh equity shares, for a consideration of up to ₹73 cr. OUR BUREAU

Tata Steel Q3 profit skyrockets on higher sales, better realisation

A TURNING POINT. Third quarter net zooms to ₹2,730 crore against ₹295 crore a year ago

Our Bureau

Mumbai

Tata Steel reported that its net profit in the December quarter was up multifold at ₹2,730 crore on rise in sales volume and better realisation against ₹295 crore logged a year ago.

Revenue increased to ₹56,646 crore (₹53,231 crore). The firm posted an EBITDA of ₹8,270 crore (₹7,155 crore) while EBITDA per tonne was higher at ₹10,116 (₹7,759). Sales increased to 8.21 million tonnes (mt) (7.72 mt).

The company recorded an exception fair value gain of ₹919 crore on account of acquisition of joint venture partner's 50 per cent stake in Tata Bluescope Steel. Since then, the company has been renamed as Tata Steel Colours. Netherlands revenue

Scorecard

Consolidated	Q3 FY'25	Q3 FY'26
Revenue (₹ cr)	53,231	56,646
Net profit (₹ cr)	295	2,730
EPS (Diluted) (₹)	0.26	2.16



MAJOR LEAP. The firm's revenue rose to ₹56,646 crore

SUBDUED UK DEMAND

UK revenue was at ₹468 mil-

lion and EBITDA loss stood at ₹63 million due to subdued demand and steady imports.

TV Narendran, Chief Executive Officer & Managing Director, Tata Steel, said the steel markets were impacted by elevated finished steel ex-

ports from China, which at 119 million tonnes surpassed the 2015 peak. Automotive volumes grew 20 per cent on-year, while retail vertical gained further momentum with Tata Tiscon and e-commerce platforms Aashiana and DigECA achieving gross merchandise value of ₹2,380 crore for the quarter, up 68 per cent on-year. He added the proposed 4.8 mtpa expansion at Neelanchal Ispat Nigam and the 0.75 mtpa electric arc furnace at Ludhiana will significantly enhance long products portfolio.

The strategic partnership

in Maharashtra will fortify raw material needs beyond 2030 and help cater to the growing demand in western and southern India, he said.

While the recent progress in Europe has supported sentiment, the UK market continues to be depressed and the quota framework needs to be revised to reflect underlying market conditions, he said. Koushik Chatterjee, Executive Director and Chief Financial Officer, Tata Steel, said the cost transformation programme focused on operating KPIs (key performance indicators), supply chain efficiencies and procurement has delivered savings of around ₹3,000 crore for the quarter.

Consolidated net debt declined to ₹81,834 crore with strong liquidity of ₹44,062 crore including cash and cash equivalents of ₹10,765 crore.

Revenue rose by 15 per cent to ₹8,050 crore (₹7,000 crore), a release stated.

The company's board has declared a second interim dividend of ₹3 (30 per cent) per share of ₹10 each for the year ending March 31, 2026.

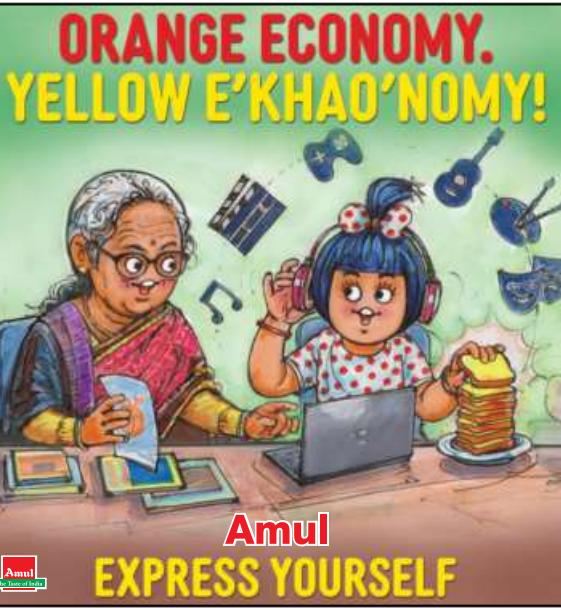
On operations, the company said that both original equipment (OE) and replacement sales were robust due to an increase in demand following the reduction in GST rates.

HIGH RURAL DEMAND

The rural economy also picked up given the bountiful monsoon.

The demand buoyancy arising from the reduction in GST rates is expected to continue in the fourth quarter too.

daCunha/AB/1081



Govt gets financial bids for IDBI Bank

Shishir Sinha

New Delhi



The Department of Investment and Public Asset Management (DIPAM) on Friday said it has received financial bids for the strategic sale of IDBI Bank. With this, the expectation of completing the stake sale in next couple of months has gone up.

Financial bids have been received for the strategic disinvestment of IDBI Bank. They will be evaluated as per the prescribed procedure," DIPAM Secretary Arunish Chawla said in a social media post. Though bidders' names have not been disclosed, it is believed that Kotak Mahindra and Fairfax have

submitted the bids. It is understood that the reserve price will be decided after receipt of the financial bids, and before they are opened, will be known only to a small group of government officials.

The proceeds from the sale are critical amid apprehensions of a shortfall in overall tax collections.

The Cabinet Committee on Economic Affairs (CCEA) approved the strategic disinvestment of IDBI Bank on May 5, 2021.

Sun TV Q3 net dips 11% to ₹324 crore

Rohan G Das

Chennai

Sun TV Network on Friday reported a consolidated revenue from operation of ₹862 crore for the quarter ended December 2025 (Q3 FY26), a 4.1 per cent rise from ₹828 crore a year ago. However, consolidated net profit dipped 11 per cent to ₹324 crore compared to ₹364 crore in the same quarter last year. Ad revenues for Q3 FY26 was at ₹292 crore as against ₹332 crore for the corresponding quarter last year.

At the board meeting on Friday, the Board of Directors declared an interim dividend of ₹2.5 per share (50 per cent) on a face value of ₹5.00 per share. Sun TV Network Ltd operates satellite television channels across four southern languages of Tamil, Telugu, Kannada and Malayalam and in three north Indian languages.

Tata International, Mercuria join hands for commodities trading

Reuters

London

Global commodities trading house Mercuria will form a joint venture with Tata International to expand in India and assist the conglomerate with trading a diversified basket of commodities, the pair said in a statement.

"By combining Tata International's reach and credibility with Mercuria's global capabilities, we believe the JV is well-positioned to build a high-quality, scalable and

Myntra consolidates satellite operations, lays off 50 employees

Our Bureau

Bengaluru



Fashion and lifestyle e-commerce platform Myntra has laid off 50-odd employees as it consolidates its Gurugram-based satellite operations into its primary headquarters in Bengaluru, according to sources familiar with the development.

The move is part of an internal restructuring aimed at centralising teams and streamlining operations, sources said. As part of the transition, select roles are being relocated to Bengaluru with relocation assistance, while a limited number of positions are being phased out. Employees impacted by the layoffs are being offered severance packages, outplacement support and extended insurance cover, sources close to the company said.

The consolidation is lim-

ited to Myntra's Catalog Operations team and does not affect other business functions, multiple people aware of the matter said. Around 50 roles linked to the Gurgaon satellite office are impacted as part of this exercise. Certain positions are being integrated into larger, Bengaluru-based teams to improve coordination and operational efficiency, while others are being discontinued.

Sources said the decision is driven by the company's intent to bring cross-func-

tional teams under one roof, as the bulk of Myntra's leadership and core business teams already operate out of Bengaluru. Centralising operations is expected to reduce duplication of roles, improve collaboration and speed up decision-making.

People familiar with the development stressed that the layoffs are not linked to performance issues or the adoption of artificial intelligence tools.

"This is purely an organisational consolidation exercise and not related to automation or individual performance," one source said. Myntra has, in recent years, operated with smaller satellite teams in Gurugram to support specific functions. However, as the company recalibrates its organisational structure, it is prioritising its Bengaluru headquarters as the central hub for operations, sources said.

Strong demand from auto sector drives Bosch Q3 profit up 16%

Our Bureau

Bengaluru

Bosch Ltd, the Indian unit of the German engineering and technology company, posted profit after tax (PAT) at ₹532 crore, up by 16 per cent year-on-year (y-o-y) from ₹458.2 crore. The company recorded its total revenue from operations at ₹4,886 crore for the third quarter of FY26.

The growth was driven by higher demand in passenger cars and off-highway segments.

LABOUR CODES

In the quarter in review, the company has done a preliminary assessment of the fin-

ancial implications due to changes in labour codes and included the same under employee benefits expense.

"Our business development reflects strong sales growth across key components in passenger cars and off-highway segments, in line with the overall growth in the automotive sector. This performance highlights our strategic focus on market leadership and operational efficiency, despite supply chain issues in the quarter," said Gururaj Mudaliar, President, Bosch Group, India, and Managing Director, Bosch Ltd.

Overall product sales of the automotive segment have increased by 18.5 per cent compared to the same quarter of the previous year.

PASSENGER CARS

The Power Solutions business grew by 19.5 per cent mainly on account of growth in passenger cars and off-

highway segments. Mean-

time, two-wheeler business grew by 58.3 per cent, mainly on account of higher sales of exhaust gas sensors due to ramp up for OBDII norms implementation from April 1, 2025.

Mobility aftermarket busi-



Thank You
Hon'ble Prime Minister
Indian Gherkins Exporters Association (IGEA)
profusely thank the
Hon'ble Prime Minister
&
Hon'ble Minister of Commerce
for strengthening the
India US trade relations.

PM's vision and unflinching commitment has resulted in reduction of US reciprocal tariffs which makes Indian Gherkins more competitive in US Market and directly benefit large number of small & marginal farmers of gherkins.



INDIAN GHERKINS
EXPORTERS ASSOCIATION
BANGALORE



Focus on credibility and momentum of reforms, says DEA Secretary

FOR ECONOMIC FOUNDATION. Anuradha Thakur highlights over 370 reforms to enhance credibility and ease of doing business; measures for building infrastructure

Poornima Joshi
New Delhi

Economic Affairs Secretary Anuradha Thakur on Friday said that the government aims to build an ecosystem that maintains the momentum and credibility of reforms.

Addressing *businessline's* 'Decoding the Budget' event, Thakur said that for the last decade, more than 350-370 different kinds of reforms have already been undertaken, some mentioned in the Budget and some not.

SECOND FOUNDATION

"They are being undertaken by ministries and departments to make ease of doing business better and to make ease of living better for ordinary citizens. They lay the second foundation for any country to progress, to have a strong economic foundation," she said.

Highlighting the measures for building infrastructure, Thakur said: "This Budget tries to diversify infrastructure reforms into railways, waterways, coastal shipping, so that we have well-rounded means of transport infrastructure through which our cargo can move. If cargo moves smoothly, costs come down," she said, adding that if costs come down faster, it shows up in the economy as a trigger of growth as also in the lives of citizens.

According to Thakur, this year's Budget has placed emphasis on the services sector. The services sector already accounts for 55 per cent of the gross value added in the economy. It accounts for 30 per cent of the employment.

It also has the lowest ICOR (Increased Capital Output Ratio), which basically means that it has the highest potential to grow very fast with the deployment of less capital. "It means for us, services is as important a sector for us



CREDIBLE REFORMS. Economic Affairs Secretary Anuradha Thakur at the *businessline's* 'Decoding the Budget' event

to reach VIKSIT BHARAT as is manufacturing or infrastructure. It is already a factor in our growth."

"We would now build it up in a focused way. This is to help the youth across the country find meaningful ways of participating in the economy, of upgrading professional qualifications and partner with the rest of the segments of the economy," she said.

She said the Budget document should be widely read.

"We would want to be accountable to all of you, to the entire country so that we implement our policy well, so that the results of our ambition and motivation which has gone into making the Budget can be accomplished in the service of the economy, in the service of the nation," she said.

'Prioritising fiscal discipline, manufacturing and infra'

Rohit Vaid
New Delhi

The Budget 2026-27 maintains a strong focus on fiscal prudence, infrastructure expansion, domestic manufacturing and social sector spending, said Expenditure Secretary V. Vualnam on Friday.

The Expenditure Secretary was addressing a session at *businessline's* post-Budget event 'Decoding the Budget 2026-27'.

According to Vualnam, the Budget framework reflects continued attention to public investment, innovation financing and sectoral allocations.

"Public capital expenditure continues to anchor expenditure patterns, with investments directed toward highways, railways, metro systems, urban infrastructure and shipbuilding," he said.

"India has been adding roughly 10,000 kilometres of national highways annually and about 3,000 kilometres of railway lines each year, while the metro network has expanded to around 1,000 kilometres."

PRIVATE CAPEX REVIVING
Addressing the session, the Expenditure Secretary cited that private capital expenditure is beginning to recover and is expected to complement public spending, particularly in manufacturing and industrial projects.

Besides, the government continues to focus on the Make in India initiative and self-reliance in critical sectors, he said.

Furthermore, Vualnam noted that the Budget advances other initiatives such as India Semiconductor Mission 2.0, building on earlier investments to strengthen domestic chip manufacturing capacity.

"The government is prioritising defence production and the development of rare-earth processing corridors," he said.

A key initiative, according to Vualnam, is the Research, Development and Innovation Fund with an allocation of ₹1 lakh crore, designed to channel long-term concessional financing



SPENDING PUSH. V. Vualnam, Secretary, Department of Expenditure BUJOY GHOSH

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ups and commercialisation-ready technologies. Apart from investment and manufacturing measures, Vualnam pointed out that allocations to priority sectors have increased.

In addition, Vualnam described the Budget as a balanced framework aimed at strengthening infrastructure, boosting manufacturing, expanding innovation capacity and sustaining social spending, while keeping public finances on a stable path and advancing the long-term goal of VIKSIT BHARAT by 2047.

EVERY ASPECT PROVIDED FOR

"Every aspect of our society, every aspect of the needs of the country has been provided — the capex, the manufacturing, the Make in India, defence, and also the social sectors or the various segments of society that require support from the government," he said.

"We are fully committed, so it's a well-rounded Budget. It's a Budget which we are very hopeful will carry us forward, take us to the VIKSIT BHARAT of 2047."

'Conquer the chaos in India to increase competitiveness'

Our Bureau
New Delhi

Will India be able to break through the current 17 per cent manufacturing to GDP ratio gridlock it is stuck in with this year's budgetary measures and the new FTAs with the EU and the US? That was the question posed to panelists Jyoti Vij, Director-General of FICCI; Bharat Kaushal, Executive Chairman of Hitachi India; Prerna Prabhakar, Fellow, Centre for Social and Economic Progress; and Biswajit Dhar, trade expert, by *businessline's* Amiti Sen during a post-Budget event organised by the paper in association with industry body FICCI in New Delhi.

What ensued was a lively discussion with some cautious op-

timism from three of the panelists, downright pessimism from one and a few interesting prescriptions to scale up manufacturing competitiveness and step it up to 25 per cent of GDP.

Admitting that global protectionism is proving to be a challenge, Vij said, "Indian industry's competitiveness is increasing, not defined by cost, but by supply chains and by trusted partners and our ability to diversify our markets." She gave the example of how quickly marine exports pivoted to newer markets.

CONSUMPTION ECONOMY
"If you can conquer the chaos right here in India, your competitiveness goes up," said Bharat Kaushal, pointing out how India was a unique large economy in which digital and physical infra-

structure are growing at great pace together.

He said that even as globalisation and de-globalisation were trends going hand in hand, India's strength was its consumption economy.

"If you can bring maintenance costs down by 25 per cent in industries where cost to income ratio is nearly 98 per cent, there could be a lot of real change," he said.

Dhar said he was worried about the fact that India has committed to importing \$500 billion from the US, even if it is spread over five years.

"This is bound to crowd out a certain amount of manufacturing in India."

He also rued that the government kept talking about reducing import dependence on China, but

that it hasn't gone down. In fact, it's sort of increasing.

THE NEW FTAs

India's manufacturing sector was not really able to exploit past FTAs with ASEAN, and others. Are we better prepared this time to leverage market access with the new FTAs?

Pointing out that the earlier FTAs were with partners who were producing competing products, and they flooded our market leaving us with a higher trade deficit with them, Prabhakar said, "The new FTAs are different in that there is a kind of complementarity. However, in order to export more, we need to achieve scale which we currently don't have," she said. To achieve scale, she said, it is important to push the MSME segment and also



EXPERTS ALL (from left) Biswajit Dhar, Trade and Economic Policy Expert and former Professor, JNU; Bharat Kaushal, Executive Chairman, Hitachi India; Prerna Prabhakar, Fellow, Centre for Social and Economic Progress; Jyoti Vij, Director General, FICCI; and Amiti Sen, Associate Editor, *businessline*

to incentivise performance rather than mere growth. Rewards could be on performance indicators like

how much export growth is there, how much tech upgradation is taking place, she said. Upgra-

ation of existing tech parks and industrial clusters was also a necessary step, she added.

Thumbs-up for Centre's fiscal consolidation, frowns for State finances

Prabhudatta Mishra
New Delhi

Economists hailed fiscal consolidation measures announced in the Budget even as they expressed concern over the shortfall in revenue of ₹1.92 lakh crore, terming it "very rare" and suggested revisiting the GDP growth rate estimate, which may not be substantially changed after the upcoming revision in the base year.

Participating in a discussion on 'Micro Economic Impact of the Budget', moderated by *businessline* Associate Editor Shishir Sinha on Friday, Rajani Sinha, Chief Economist, CareEdge Ratings, said: "We had already seen in the last 4-5 years a lot of fiscal consolidation has already happened. The important point to note is that the Centre has clearly conveyed that the direction is going to continue towards fiscal consolidation."

She said the fiscal deficit for the Centre has reduced from a high of 9.2 per cent in FY21 to 4.4 per cent in FY26, and budgeted at 4.3 per cent in FY27.

GROWTH STIMULUS

"But the pace of consolidation has reduced, which is okay because the government also needs to be prepared for growth stimulus as required as we are going



through a very turbulent global environment," Rajani Sinha said adding government finances should not be tightened so much that it hurts growth.

But Praveen K Jha, Chairperson of Centre for Economic Studies, JNU, pointed out that the gross tax revenue falling short by ₹1.92,461 crore is very rare in India's history. "But this is something which possibly has a lot to do with misreading of our growth rate," he said adding it (GDP growth rate) has been part of the debate for 5 years.

Citing opinions of former RBI Governor Raghuram Rajan, former Chief Economic Advisor Arvind Subramanian, Nobel laureate Abhijit Banerjee and the International Monetary Fund (IMF), Jha said: "Clearly there is something deeply flawed with the way we have the projected growth rates, and this needs to be revisited as soon as possible if you want to get serious about projections of revenues and so on because what revenue we have is a function of growth rate."

Jha and other panellists also

expressed concern over the 41 per cent devolution allowed by the Finance Commission against the minimum 50 per cent demanded by States.

Sinha said that there would be challenges for state government finances, which the Economic Survey has also highlighted. "We have seen in the last few years, many of the State governments have announced a lot of freebies, and that is going to put pressure on their finances." She also said that the borrowings by States, which rose to ₹3 lakh crore after

the Covid pandemic, has further gone up to ₹5.5 lakh crore and may at soon reach ₹6 lakh crore. She foresees high State government borrowings.

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government fiscal perspective so that we do get a nominal GDP of 10 per cent. I am actually concerned as actually we may land up with a lower nominal growth," Rao said.

NOMINAL GROWTH

The Budget has projected a nominal GDP growth rate of 10 per cent and the Economic Survey estimated real GDP growth rate of 6.8-7.2 per cent.

Rao said that whenever it is talked about inflation, it is taken in a very negative connotation. "But for an economy when we have to talk about the virtuous cycle, we need certain kind of inflation because that will encourage the producer and at the same time that is going to help to get more and more tax revenue," she said.

Sinha of Care Ratings also said that through this year's Budget, the government has clearly indicated that it will be moving to a debt trajectory going forward. "They have outlined that they are looking at reducing the Centre's debt from 56 per cent to 50 per cent by FY31, which basically implies a reduction of around 1 percentage point every year. It is a very reasonable target. It can be achieved as long as nominal GDP growth is around... even if it is 10-10.5 per cent, we will be able to achieve that," she said.

"Hence, the government has consciously gone for a lower fiscal consolidation and it will be able to meet the debt target even if it goes a little slower on fiscal deficit," she added.

STRATEGIC DIRECTION
Sitikantha Pattanaik, Chief Economist, Nabard, said this year's Budget has provided strategic direction, supported by fiscal policy support while recognising that trend shifts both on the supply and demand side in the farm sector.

From the supply side, there are allied activities, that is fishery, forestry, and animal husbandry — together contribute 46 per cent and in next 5-6 years, it is going to almost 50 per cent, he noted.

"So far, the focus which was there on crops — foodgrains and horticulture — must now gradually shift to allied activities. This time, the two key announcements for fishery and animal husbandry sectors essentially try to ensure that the supply conditions improve in those areas," Pattanaik said.

He also noted that in the consumption survey for food items, the share of cereals and sugar has dropped almost by half in both urban areas and rural areas. But the demand for milk, meat, fish and eggs is rising.

"This Budget has recognised the shifting trend taking place on both supply side and demand side," he added.

India has to become strategically indispensable: CEA

POLICY ECOSYSTEM. This can be done by bringing global value chains to the country involving small and medium enterprises, says Anantha Nageswaran

Our Bureau
New Delhi

Resilience and self-reliance were two words used a lot by Chief Economic Advisor V Anantha Nageswaran, in his keynote address during a post-Budget event organised by businessline in New Delhi on Friday.

"Can I continue to survive if the world breaks down? If the answer to the question is no, then you have become strategically indispensable. But how do you do that? You bring in global value chains into India. But global value chains will want to have an ecosystem around it. A company that has to produce complex products will also need a domestic manufacturing ecosystem to supply them the components, etc. And that is where the importance of small and medium enterprises comes into picture," said Nageswaran.

The CEA said that businesses in 2026 are seeing a situation akin to 2025 but with more fragility and volatility. "Therefore, the assumptions we have made with respect to India's growth which the Economic Survey points out as 6.8 to 7.2 per cent for this coming financial year,"

He said the upgrade given to India's potential growth from 6.5 per cent to 7 per cent for the medium term — which is about 5 to 10 years horizon — definitely "are predicated on the global conditions over which we have very little control and that remains a risk factor for 2026-27".

THE RISKS

Among the risks he mentioned was that of Nayara Energy, which faced suspension of its email client Microsoft. "Whether it is rare earths, permanent magnets, chemicals and fertilizers, active pharma ingredients or



STRATEGIC SESSION. V Anantha Nageswaran, Chief Economic Advisor, delivering the keynote address at businessline's Decoding the Budget 2026-2027 in New Delhi BIJOY GHOSH

something which we take for granted as the availability of MS office or an email client — all these can be weaponised and have been weaponised as well. And that is why resilience becomes very important," he stressed.

Saying that life always comes back a full circle, he said, "So does policy making." Whatever India was trying to do between 1947 and 1980 or so is back in fashion in the developed world and in the developing world as well. The only

question is how do we do it differently? Because import substitution or indigenisation cannot be pursued in the manner we pursued it earlier because we also simultaneously need to be externally competitive, he pointed out.

Admitting that India had to find solutions to finance its current account deficit, he said the Budget does have some solutions for input cost reduction which is an important step in manufacturing competitiveness.



"By lowering the basic Customs duties whether it is on aircraft parts and manufacturing, whether it is on nuclear energy components or normal chemicals or electronic components, the Budget takes a very important step forward in bringing down input cost."

A MARATHON

"When we talk of global value chains and being able to supply to the world, it's important, first of all, to boost manufacturing," he noted.

Creating a domestic ecosystem is like running a marathon, he said.

"At the same time, it is a marathon that we have to run as fast as possible, like we do in a sprint. Because the only continuity in the next 25 years is discontinuity."

businessline Decoding of Budget 26-27 is presented by NABARD, in association with FICCI and associate sponsors GIC Re, IDBI Bank and LIC.

BUDGET VIEWSROOM



ALL EARS. V Anantha Nageswaran, Chief Economic Advisor; Raghuvir Srinivasan, Editor, businessline, and other dignitaries, at 'Decoding the Budget 2026-2027' organised by businessline, in New Delhi, on Friday PICTURES BY BIJOY GHOSH



COMMEMORATIVE MOMENT. Richa Mishra, Resident Editor, businessline, Hyderabad, presenting a book to V Vaishnav, Secretary, Department of Expenditure



A HOLISTIC VIEW. Participants at the session.



TURNING A PAGE. Poornima Joshi, Resident Editor, businessline, New Delhi, presenting a book to Anuradha Thakur, DEA Secretary



BRISK BOOKING. At the registration counter



IN RAPT ATTENTION. Students attending the session

Staying the course

Status quo in monetary policy was to be expected

The Monetary Policy Committee surprised no one by holding its repo rate and retaining a neutral stance. There are enough reasons for it to have done so. Growth has responded well to the 125 bps cut in 2025, while inflation in the upcoming fiscal could be up from recent lows. Growth prospects look good in view of the improvement in investment sentiment in the wake of the India-EU FTA (even as the deal could take some time to come into effect). The same could be said if the US trade deal comes on track.

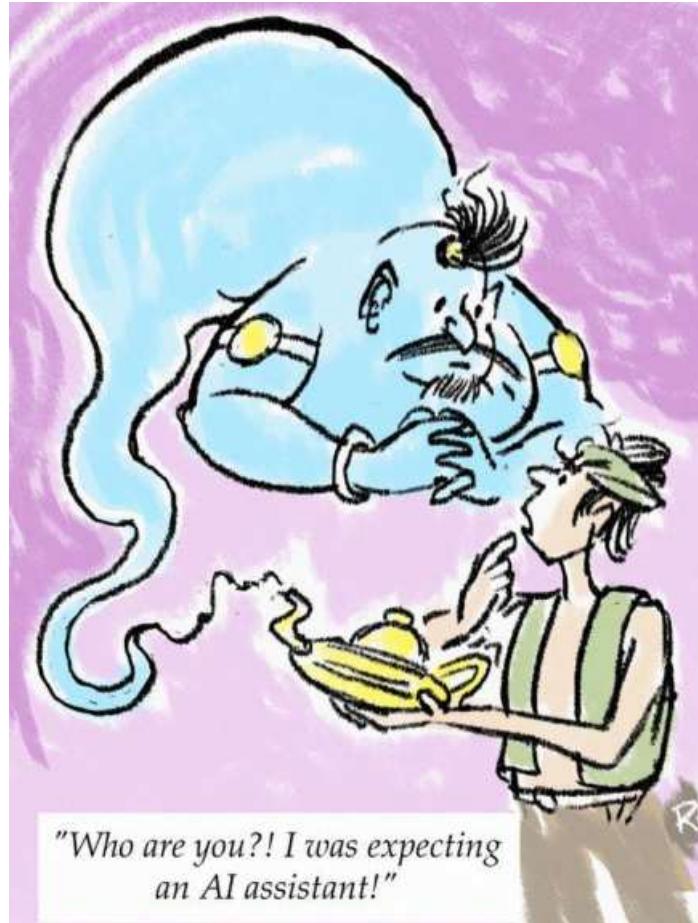
With growth not an overriding concern, there should be room for the MPC to act on inflation, if required. Meanwhile, numerous fiscal growth drivers are at work, anyway. The slight upward revision in the real GDP growth for the first two quarters of FY27 (6.9 per cent in Q1 and 7 per cent in Q2) reflects the optimism being relayed by high frequency indicators such as credit growth, industrial production and corporate earnings. The income tax and GST rate cuts of 2025 are likely to boost consumption, along with the Eighth Pay Commission award. However, there are imponderables at work, as far as price stability is concerned. While farm sector output and outlook looks robust, global uncertainties cannot be discounted, especially with respect to financial markets and capital flows. Real GDP projections for FY27 will also be dependent on how the change in base year to 2024 in the new GDP series impacts the growth number. In view of this cocktail of factors, the MPC is justified in holding rates for now.

Meanwhile, bond markets were displeased that the Governor did not spell out the quantum of durable liquidity injections for the months ahead, leading to G-sec yields hardening after the policy. G-Sec yields have defied rate cuts over the last year (at 6.5-6.6 per cent), leaving the RBI to deploy deft liquidity management measures. Having announced open market operations, USD/INR buy-sell swaps as well as measures to manage short term rates and liquidity in the December policy, the RBI appears to be implying that it will continue in the same vein. This is implicit in the Governor's statement that the RBI will be 'pre-emptive' in its liquidity management to take care of fluctuations in government balances, changes in currency in circulation and forex intervention. The system liquidity, in surplus of ₹1.5 lakh crore over the last two months, has helped in easing short term rates. The central bank would try to keep market rates cool, and better aligned with the repo rate.

Of the slew of developmental policies announced along with the monetary policy, the doubling of the limit for collateral free loans for MSMEs to ₹20 lakh will be beneficial for smaller MSMEs. Allowing banks to lend to REITs, in line with the existing rules for InVITs, will expand the market for banks. Given the increase in digital frauds, the proposal to compensate customers up to ₹25,000 for losses in fraudulent transactions will come as a relief to account holders.

POCKET

RAVIKANTH



Budget for strategic autonomy

BUILDING BLOCKS. The Budget's stress on a deep-tech industrial base, SME fund and care economy marks a decisive shift



PRITAM BANERJEE

The global economy is in transition, and countries will need to focus on scale, skill, resilience, and technology to win the global economic race currently underway. This government must be credited for consistently pursuing policies that align with these goals through its trade, industrial, and development policies, especially since the Covid shock.

True economic transformation requires policy integration, not fragmentation. Rather than a scattergun approach to appease various interest groups, the Budget must deliver a unified strategy where new initiatives reinforce and scale existing programmes to maximise collective impact.

The Budget meets this challenge head-on. It provides the architecture to transform India from a 'service provider' into a 'strategic industrial power'. This pivot toward high-entry-barrier sectors ensures that India is not just participating in, but actively defining, the next decade's global supply chains.

BEYOND ASSEMBLY

For years, the critique of Indian manufacturing was its reliance on low-value assembly. This government's industrial policy focus has made a decisive break from that past, moving toward a deep-tech industrial base. The strategy has been clear; dominate the "building blocks" of modern industry.

The older set of Production Linked Incentive (PLI) schemes have been complemented by ambitious programmes for semiconductors, biologics, and rare earths.

The ISM 2.0 & Electronics initiative, backed by a ₹40,000-crore outlay, seeks to transition India from an "assembler" to a "designer and maker" of global electronics. Biopharma SHAKTI prioritises high-value biologics over generics to capture the most lucrative global market segments. To ensure these products reach the world, the Budget strengthens the CDSCO and NIPERs, aligning Indian regulatory standards with the stringent requirements of global markets.

PSU-led precision tool-rooms will lower component costs via automation and digital testing. By supporting mid-sized firms and start-ups in high-tech R&D, this initiative directly complements ISM 2.0 and the CIE scheme.



GEOECONOMICS. Economic power is derived from owning the platforms, the data, and the specialised niches GETTY IMAGES

Sovereignty is also being built into the ground. By supporting mineral-rich States like Odisha and Kerala to establish Rare Earth Corridors, India is securing the supply chains essential for electric vehicles (EVs) and renewable energy.

THE CHINA FACTOR

While high-tech sectors drive value-chain ambitions, labour-intensive industries remain the backbone for employment. The Budget shifts strategy from competing with China on price, mostly a losing proposition given China's scale and use of unfair tactics, to a "niche differentiation" model centered on performance and sustainability.

By focusing on specialised products rather than low-cost commodities, Indian firms gain a strategic cushion against tariff-induced price shocks. This approach leverages industrial parks to foster high-quality manufacturing that competes on value, not just volume. Key initiatives include:

National Fibre Scheme: This targets China's stronghold on synthetic textiles by focusing on new-age man-made fibres (MMF).

Mega Textile Parks: Utilising a "Challenge Mode", these parks focus on Technical Textiles — medical, industrial, and protective wear, moving Indian labour into higher-margin segments.

By focusing on specialised products rather than low-cost commodities, Indian firms gain a strategic cushion against tariff-induced price shocks

The Sustainability 'Shield': The Tex-Eco Initiative promotes ESG-compliant apparel. By providing a sustainability premium delivered at scale, Indian exports will be less vulnerable to tariffs in such segments where consumers are willing to pay premium in exchange for quality and 'ethical' consumer behaviour.

Gram Swaraj and One District one Product (ODOP): This initiative brands products like 'Khadi' as luxury, artisanal goods, making them less price-sensitive and occupying a niche that mass-produced goods cannot fill.

To support this transition, Samarth 2.0 programme acts as a human capital multiplier, training the workforce on high-end machinery to narrow the efficiency gap with China and Vietnam.

'CHAMPION' MSMEs

Global trade competitiveness hinges on the agility of MSMEs. The Budget introduces a 'game-changer' shift from debt-based support to equity support through a ₹10,000-crore SME Growth Fund. This 'patient capital' allows firms to scale and invest in R&D without the immediate pressure of interest repayments.

To integrate MSMEs into GVCs, the Budget breaks the 'liquidity trap' by mandating Central Public Sector Enterprises (CPSE) use TReDS for invoice discounting and expanding credit guarantees using Credit Guarantee Fund Trust for Micro and Small Enterprises, unlocking MSME capital from unpaid invoices.

The next step is leveraging the digital footprint of MSMEs, across GST, PAN, and Customs, to create comprehensive credit ratings that empower lenders and slash borrowing costs.

SERVICES TO SOVEREIGNTY

The Budget targets the evolution of Global Capability Centres (GCCs) from back-office support to end-to-end product owners. By raising the Safe Harbour tax limit to ₹2,000 crore and offering radical tax predictability (a 15.5 per cent margin), India is incentivising multinational corporations to move mission-critical AI and engineering workloads to Indian soil.

Perhaps the most ambitious play is positioning India as a Sovereign Cloud and AI Hub. A tax holiday until 2047 for foreign cloud providers and exemptions for global income of giants using Indian data centres creates a "gravity effect".

Ability to store and process data at scale is a strategic asset in a global economy undergoing a digital transition.

CARE ECONOMY, TOURISM

As the West and Japan face ageing populations, India is positioning its demographic dividend to fill the global "care gap". By training 100,000 Allied Health Professionals and 1.5 lakh caregivers, India is creating a paramedical backbone that will facilitate international labour mobility for Indian talent.

In tourism, the shift is from "generic" to "strategic destination management". The Budget promotes Medical Value Tourism (MVT) by establishing integrated healthcare complexes that combine high-end diagnostics with AYUSH.

THE CCUS STRATEGY

The Budget addresses the looming threat of the policies like the Carbon Border Adjustment Mechanism (CBAM). A ₹20,000 crore outlay for Carbon Capture, Utilization, and Storage (CCUS) is a strategic defensive move.

Since sectors like steel and aluminium cannot be fully decarbonized by renewables alone due to process emissions, CCUS allows these industries to deduct captured emissions from their "embedded emissions," directly lowering the carbon tax payable at global borders.

The Budget recognises that in the modern world, economic power is derived from owning the platforms, the data, the standards, and the specialised niches that the rest of the world cannot do without.

By investing in the "building blocks" of the future while modernising the foundations of the past, India is no longer just reacting to global demand, it is leading it.

The writer is Head, Centre for WTO Studies, Indian Institute of Foreign Trade. Views are personal

India's growth moment is turning regional

The Budget's thrust on rail corridors, logistics, and using tier 2,3 cities as hubs of investments and jobs is welcome

Poornima Dore

Union Budgets are often judged by headline numbers or marquee schemes. Yet some of the most consequential shifts reveal themselves quietly — in how problems are framed, in the language policymakers choose, and in the logic that underpins public investment.

Seen through this lens, this year's Budget marks an inflection point. Its significance lies not in a single announcement, but in a clear reorientation of India's growth strategy: away from an over-dependence on a few metropolitan centres, and towards a more regionally grounded economic architecture.

Metros have usually attracted investment, creating jobs and growth around their surrounding areas. But this strategy has also led to regional disparities.

This Budget rather than treating spatial inequality as a residual outcome, engages with geography as a core design principle. Public investment, infrastructure planning and industrial incentives are increasingly being deployed through a differentiated regional lens.

A central pillar of this shift is connectivity — as a mechanism for economic integration across regions. The proposed expansion of high-speed

rail corridors linking major urban and emerging centres reflects this thinking.

These corridors are being positioned as growth connectors, reducing travel time, widening labour catchments, and enabling firms to operate across multi-city regions rather than within isolated urban pockets.

Equally important is the renewed focus on freight, logistics and multimodal transport. Dedicated freight corridors, inland waterways and logistics networks are intended to reduce the cost and friction of moving goods across regions — a long-standing constraint for manufacturing clusters and MSMEs located outside major metros.

Apart from connectivity, regions require economic anchors that draw on local capabilities and comparative advantages. The Budget's sectoral thrust reflects an attempt to do precisely this. Initiatives spanning electronics, semiconductors, critical minerals and advanced manufacturing point to a strategy where regions are defined by specialised assets rather than generic policy incentives.

The proposed City Economic Regions (CERs), supported through challenge-mode funding, further reinforce this approach.

The Budget's most consequential aspect is its positioning tier-2 and tier-3 cities as active nodes in production networks, where firms can locate,



TRANSPORT. For regional growth /ISTOCKPHOTO

workers find jobs and supply chains deepen.

This has far-reaching implications for employment, migration and urban sustainability.

FROM ASSETS TO ECOSYSTEMS

Roads, rail and industrial parks matter, but without productive firms, skilled workers, finance and institutional capacity, such assets remain underutilised. The emphasis on MSMEs, productivity enhancement and enterprise financing reflects an understanding that growth depends on ecosystems, not isolated investments.

Measures such as the SME Growth Fund and expanded support for micro enterprises signal an effort to link physical infrastructure with firm-level capabilities and job creation. Yet ecosystem building also requires tougher, often overlooked elements.

Crucially, this is not just about dispersing growth geographically. It is about building regional capability — the institutional capacity, data depth, and coordination mechanisms required to translate local potential into scalable economic outcomes. Budgets can signal intent, but execution will require strategies that reflect their unique industrial mix, workforce profile, and market access.

India appears to be moving from an aggregate view of growth — measured largely through national averages — towards a more differentiated economic strategy that takes regions seriously as units of development. This transition will not be automatic. It calls for sharper regional diagnostics, stronger collaboration between government, industry, finance, and institutions, and a willingness to move beyond one-size-fits-all policy design and active investments by the private sector. It also demands patience: regional economic transformation is cumulative, not instant.

India's next growth phase will be shaped by how effectively regional economies are identified, connected, and scaled — across multiple geographies, sectors, and city sizes — each rooted in its own strengths, yet linked into a shared national trajectory.

The writer is Founder and CEO, Dorian Scale, Visiting Professor, XLRI, and former Director Tata Trusts

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.

Two more factors

This refers to the article "Don't neglect higher education" (February 6). The percentage of education expenditure in schools and for higher education also depends on the number of students enrolled. In 2024-25, India's school education system had approximately 24 crore students while higher education enrollment (18-23 age group) was 3.8 crore students. As such expenditure per student

would be a more realistic yardstick to judge whether spending on higher education for the youthful, intermediate and ageing States is appropriate.

Besides, the National Education Policy 2020 recommends higher education expenditure should be around 30 per cent of total education expenditure. (The well-researched article may also analyse this aspect also.)

YG Chouksey

Pune

MPC's status quo logic

This refers to 'RBI MPC Meeting 2026: RBI holds repo rate at 5.25%' (February 6). The unanimous decision of the MPC to maintain 'status quo' in respect of the prevailing repo-rate, was a foregone conclusion in the absence of a room for any tinkering therewith amid the given economic scenario. However, it also goes without saying that one could always expect some changes therein as the CPI may be upward looking and the extant global

geo-political situations may remain as fluid as before, when the MPC meets next in April.

Kumar Gupta
Panchkula (Haryana)

Crop insurance for plantation

Apropos "Jan rains hits Robusta Harvest; dents 2026-27 crop prospects" (January 31). This is the reason why exclusive crop insurance is demanded for plantation crops. Long stretch of rainy days in 2025

has affected several plantation crops including coffee, arecanut and rubber, and January 26 rains have caused premature flowering in coffee, even while harvesting is in progress.

PMFBY-like insurance for plantation crops is impractical. An exclusive crop insurance for the plantation sector is overdue and must not be delayed in view of their forex earning capacity.

Rajiv Magal
Halekere Village (Karnataka)

Adani Power re-positions thermal units as grid balancers for better RE blend

DEMAND TO CONTINUE. India's peak power requirement could rise to 380–400 GW by FY32

Avinash Nair
Ahmedabad

As India's power grid tilts rapidly towards renewables, Adani Power is repositioning its thermal fleet as a support system for grid stability, with plants increasingly balancing power sources to enable larger renewable integration, even as the company rolls out a 24-GW capacity expansion plan through FY32 backed by long-term power purchase agreements.

"Now the entire game has become about generating capacity to help integrate more renewable power into the grid and continue base load power supply. The (thermal) power plants will now act more as balancing power plants and the focus will be on keeping the plant uptime

as high as possible, rather than actually trying to maximise the PLF," said Dilip Jha, CFO, Adani Power.

"The power plants will use lesser amount of coal to generate higher power — up to 5–10 per cent of advantage when compared to older technology," he recently told investors, adding that most projects are located close to coal sources, helping lower logistics costs.



UP & COMING. Adani Power is executing a 23.7-GW thermal expansion programme, with multiple brownfield projects progressing across central and eastern India REUTERS

The company currently operates 18.5 GW of capacity, of which around 90 per cent is tied up under long- and medium-term power purchase agreements (PPAs) with State distribution companies (discoms).

Adani Power is executing a 23.7-GW thermal expansion programme, with multiple brownfield projects progressing across central and

eastern India. Mahan Phase-2 is around 80 per cent complete, Raipur Phase-2 about 44 per cent, Raigarh Phase-2 close to 38 per cent, while construction at Korba Phase-2 has resumed, the company said.

These projects are scheduled to be commissioned in

phases starting FY27. "Broadly speaking, around 2.9 GW will be commissioned next year. In FY28, another 2.4 GW; 2.4 GW in FY29; about 8 GW by FY30; around 5.6 GW by FY31, and another 2.4 GW thereafter," Jha said, adding that the revived Korba

Phase-2 project will see its first unit commissioned by mid next year and the second by year-end.

HYDRO EATS UP SHARE
On demand trends, Jha said higher hydro generation and renewable output during the extended monsoon temporarily reduced thermal power's share in the energy mix during Q3FY26.

Thermal contribution fell to 73 per cent from 76 per cent earlier, while renewables and large hydro increased to 24 per cent from around 20 per cent.

"This is transient," he said, adding that rising household consumption and industrial activity are expected to drive long-term demand. India's peak power requirement could rise to 380–400 GW by FY32.

Mitsubishi Electric expands footprint with ₹2,100-crore factory near Chennai

Our Bureau
Chennai

Mitsubishi Electric India, the Japanese leader in electrical and electronic equipment, inaugurated its new air conditioner and compressor manufacturing facility inside 'Origins by Mahindra', an integrated industrial cluster, in Gummidiyoor, 40 km north-west of Chennai on Friday.

The facility, inaugurated by Tamil Nadu Chief Minister MK Stalin virtually, has been developed at an outlay

of approximately ₹2,100 crore.

Spread over 2,10,000 sq m, the facility has an annual production capacity of 3,00,000 indoor and outdoor room air conditioners, and 6,50,000 compressor units.

LOCAL SOURCING
In addition to creating over 2,100 direct and indirect employment opportunities, the facility is expected to strengthen the regional supplier ecosystem by encouraging local sourcing of components, developing technical capabilities among

partners, and enabling skill development aligned with global manufacturing standards.

The facility enables higher localisation of room air conditioners and compressors — components that have traditionally relied on imports. By manufacturing these products domestically, Mitsubishi Electric India aims to reduce import dependence, support the development of a self-reliant HVAC manufacturing ecosystem, and contribute to India's broader manufacturing ambitions, the company said.

Sundaram Home Finance is targeting ₹500 crore in Emerging Business (EB) — focusing on affordable housing financing and small-ticket working capital loans — disbursements in the current fiscal. In the first nine months of the year, the company clocked disbursements of over ₹400 crore in the EB segment, stated a release.

The company doubled its EB branch network from 50 to 100 in under 12 months.

The 100th EB branch was inaugurated on Friday at Avinashi, near Coimbatore, by D Lakshminarayanan, MD, Sundaram Home Finance, added the release.

The company has expanded its presence to Andhra, Telangana and Karnataka over the last 12 months.

It registered disbursements of over ₹70 crore in the Emerging Business segment in West Tamil Nadu at the end of December 2025, and is targeting to double that in this region over the next 12 months, said the release.

Mitsubishi Electric's Chennai plant to deepen India focus

bl.interview



66
India's AC market — residential and commercial — touched 11.9 million units in 2024, surpassing Japan's market of around 10 million units

ATSUSHI TAKASE
MD, Mitsubishi Electric India

India?
Local production of room ACs will ensure shorter de-

livery timelines, supply stability and improved market responsiveness — all critical in a highly seasonal category like air conditioning. It will also enable closer alignment with local customer needs, regulatory requirements and market feedback. The facility is also expected to create over 2,100 direct and indirect jobs.

Prior to this, the ACs were imported, right?
Yes. Air conditioners for the Indian market were manufactured at the company's plants in Thailand and Japan.

Could you give details of your operations in India?

We have been operating in India for over two decades, with AC sales beginning in 1999 and the establishment of an integrated sales company in 2010. While we do not disclose business-wise

production or sales volumes, Mitsubishi Electric India's total revenue is around ₹4,200 crore.

With the commissioning of the new manufacturing facility, we are transitioning towards increased localisation to support future growth. Local manufacturing also allows us to better align products with Indian conditions and evolving regulatory requirements, including energy-efficiency norms.

Is the output from the new facility meant only for India or exports as well?

In the current phase, the facility is primarily dedicated to the Indian market, reflecting strong and sustained domestic demand for air conditioning products.

Which segments do you address in India, and

what is the market size?
We address both residential and commercial air conditioning segments, including room ACs.

According to the Japan Refrigeration and Air Conditioning Industry Association, India's air conditioning market — covering residential and commercial segments — touched 11.9 million units in 2024, surpassing Japan's market of around 10 million units.

What does the future look like for Mitsubishi Electric in India's AC market?

India's AC market is sustaining double-digit growth. Mitsubishi Electric expects its AC business in India to achieve a double-digit CAGR between FY25 and FY2030. India is positioned as a strategic priority market for us, alongside Europe and the Americas.

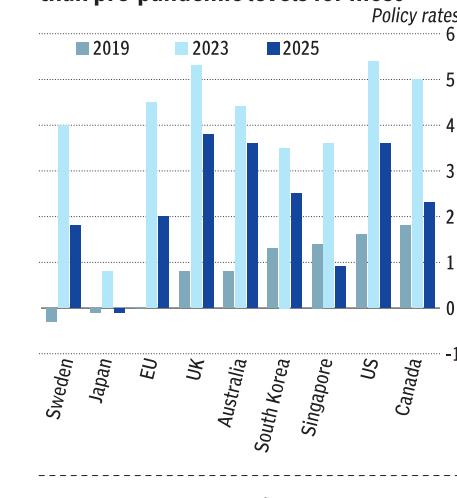
VISUALLY.

Compiled by Sourashis Banerjee | Graphic: Visveswaran V

Debt crisis in advanced economies

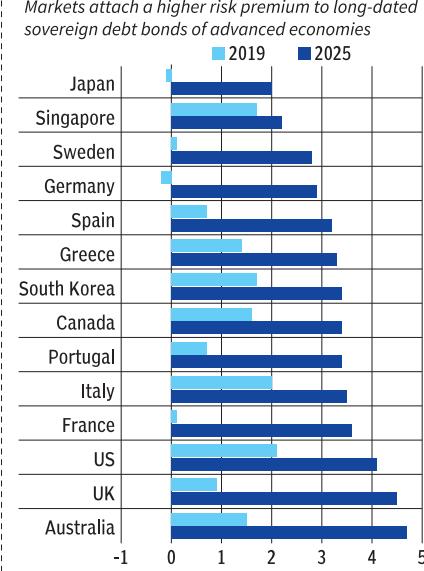
The advanced economies have had elevated public debt for about 20 years now. According to Care Edge Global Ratings report, while these economies benefited from low borrowing costs earlier, the triple whammy of slowing growth, ageing population and geopolitical tensions in a changing global order, has kept the cost of borrowing high recently.

Policy rates move lower, but still higher than pre-pandemic levels for most



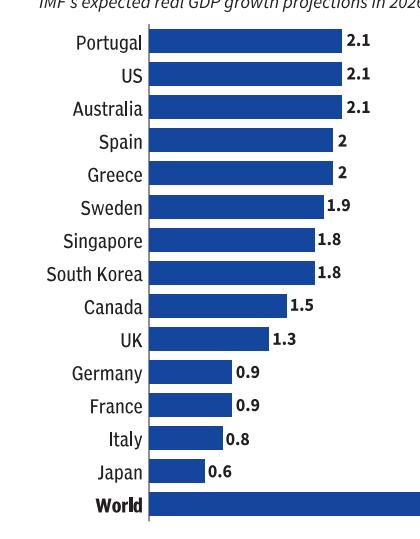
Slower growth, high spending and structural risks keep 10-year government bond yields higher

Markets attach a higher risk premium to long-dated sovereign debt bonds of advanced economies



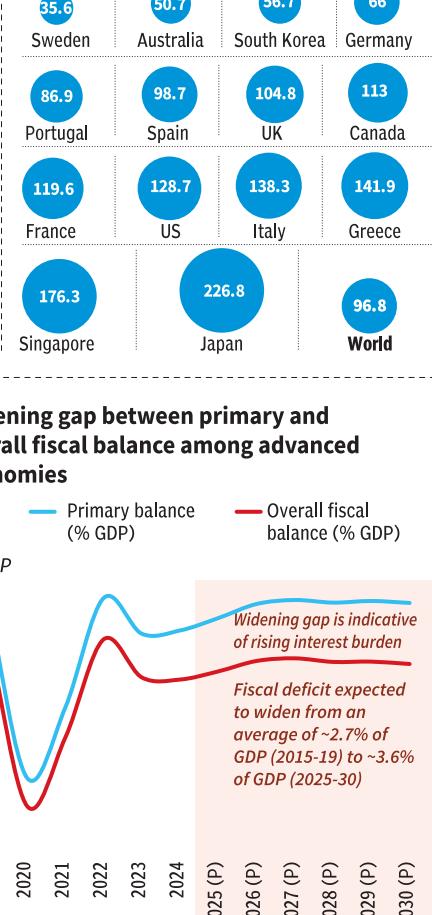
All advanced economies are expected to have slower real growth than the global average

IMF's expected real GDP growth projections in 2026 (in %)



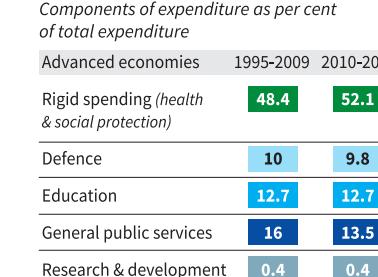
Most of the advanced economies have gross debt more than 100% of their GDP

General government gross debt (as % of GDP)



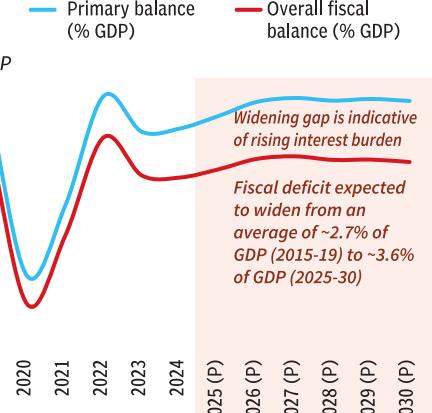
Rigid spending accounts for over half of the total expenditure, and is supposed to increase by another 1.8 per cent of GDP in 2024-30 period, mainly to fund pension & healthcare of the elderly

Components of expenditure as per cent of total expenditure



Widening gap between primary and overall fiscal balance among advanced economies

Primary balance (% GDP) Overall fiscal balance (% GDP)



Siemens Q3 net profit down 26% to ₹269 crore

Press Trust of India
New Delhi

on December 31, 2024, a company statement said.

Additionally, it explained that the profit after tax (PAT) was impacted by a one-off cost of ₹74 crore on account of implementation of the new labour codes announced on November 21, 2025.

Profitability reflects the combined effects of commodity gains, forex losses and the one-time impact of

implementing the new labour codes. Revenue from operations rose to ₹3,831 crore in the December quarter from ₹3,360 crore in the same period a year ago.

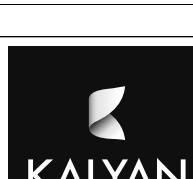
All the businesses performed well during the quarter, contributing to a book-to-bill ratio of 1.26 times, with Digital Industries now reflecting normalised operations, he pointed out.

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Yamaha EC-06 electric scooter out now at ₹1.67 lakh

India Yamaha Motor has entered the electric two-wheeler space with the launch of its first electric scooter, the EC-06. Sales will begin in select cities via Yamaha's Blue Square dealerships, with the scooter offered in a Blush White shade.

The EC-06 is powered by an IPMSM motor paired with a fixed 4-kWh battery, a claimed range of 169 km and a top speed of 79 kph. Peak output stands at 6.7 kW with 2.65 kg-m. Charging via a standard home socket takes around eight hours, with a 3-year or 30,000-km battery warranty. Features include three ride modes, reverse assist, disc brakes with CBS, IP-rated electronics, LED lighting, a colour LCD display, app connectivity and 24.5 litres of under-seat storage.

Suzuki Access ABS starts at ₹92,328

Suzuki has updated the Access range with the new single-channel ABS variant, priced from ₹92,328 (ex-showroom, Delhi). The addition of ABS improves braking safety by reducing the risk of wheel lock during sudden stops, particularly on low-grip surfaces. The Access ABS is offered in two trims — the Ride Connect ABS

Edition and the higher-spec Ride Connect TFT ABS Edition. The former costs ₹92,328 and is available in five colours, including Metallic Mat Black No.2, Metallic Mat Stellar Blue and Pearl Grace White. The latter is priced at ₹98,378 and adds a TFT display, with Pearl Mat Aqua Silver replacing Pearl Shiny Beige in the colour palette. Suzuki has emphasised that ABS is a rider-assist feature and should be used alongside responsible riding practices. Given the condition of Indian roads, the inclusion of ABS is a welcome safety upgrade.

Mercedes-Benz CLA EV India debut in April 2026

Mercedes-Benz will launch the all-electric CLA in India, marking its new entry point into the brand's sedan lineup and replacing the A-Class sedan. The electric CLA made its global debut in March 2025, with confirmation for India following soon after.

While local specifications are yet to be detailed, the global model is offered in CLA 250+ and CLA 350 4MATIC forms, both using an 85-kWh battery. Outputs stand at 268 bhp with 34.1 kg-m in rear-wheel-drive guise and 349 bhp with 52.5 kg-m for the all-wheel-drive version. Claimed WLTP range figures go up to 792 km. Design highlights include an illuminated star-pattern grille, connected LED tail-lamps and Mercedes' Superscreen dashboard layout with three displays and a standard panoramic sunroof.

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Manal Mahatme

The KTM 390 Adventure has been labelled as the 'practical', 'accessible' or even 'sensible' pick amongst the three variants on offer. But would you ever associate these words with any KTM? I know I wouldn't. And by being any of these, is it any less of a KTM?

At first glance, one wouldn't think so. It has the same tall rally-bike-like silhouette as the other two variants. That means the Adventure X has the same vertically stacked LED projector headlights flanked by DRLs. Even its tall windscreens and ADV-style beak add to its credibility. But then, you'll notice those changes that make it 'practical'. The 19-inch front wheel is a compromise by design, chosen to juggle trails and tarmac without committing fully to either. Then there's the non-adjustable suspension that favours predictability over playfulness, while the alloy wheels (and the tubeless tyres they enable) prioritise convenience.

But when I swung my leg over its saddle, it didn't feel like I was astride a low-spec model — because the second-gen Adventure X isn't that anymore. The 5-inch TFT came alive and flashed a small 'Street' in a corner, a reminder that this supposedly sensible KTM now comes with riding modes. And that's not it; even cruise control and switchable traction control are now part of the package. One of the things that I liked on the first-gen Adventure X was the lack of electronics. Except for switching off the ABS at the rear wheel, there wasn't anything to fiddle with. It was the rider who needed to adapt to the terrain, and not the other way round.

The disappointment only grew when I realised 'Street' mode was too civilised — just like on the S

True Colours

RIGHTLY DELIVERS. A sensible KTM that eventually reminds you exactly who it is

KHAZADIL DARUKHANAWALA

variant. To feel all that naughtiness in the 398.63cc LC4c engine, keeping it above 6000 rpm was the best bet. And the slick quickshifter only helped the case. Past the 6000-rpm mark, there's nothing 'sensible' or 'accessible' about the bike. The smaller 19-inch front wheel provided more feedback, and though the Apollo Trampliners were nearing the end of their life, there was adequate grip to ride in a way that I'd attempt

a 390 Duke. But it also had to come close to what the Adventure S felt off the tarmac, no?

GRIP & CONTROL

Switching to Off-road mode dials down the traction control intervention and switches off the ABS at the rear. As was the case with the Adventure S, this mode felt more alive... more KTM. The traction-control light was flickering now more often, sometimes even

in third or fourth gear as the 3.9 kg-m of torque attempted shredding more of the already worn out tyres. Meanwhile, the non-adjustable 43-mm WP Apex forks and preload-adjustable mono-shock worked flawlessly to iron out anything that the trail threw at us. Though the 228-mm ground clearance is less than the other variants, at no point did it feel inadequate to complete the task at hand.

But still, there remained a feeling of restraint. So, I switched off the traction control, and then there was no looking back. Even so, the bike always felt in control. The narrow waistline of the bike allowed me to grip it very well between my legs, and things like the low-rpm assists made life easier through technical sections — when was the last time you rode a KTM that crawled through traffic/trail with zero clutch and minimal throttle input?

On paper, the KTM 390 Adventure X makes all the right arguments. It's practical, approachable and easy to justify... even to your family that would much rather hear about comfort and safety than torque and throttle response. And at ₹3.28 lakh (ex-showroom), it's hard to argue with the value on offer. You get a well-rounded package that fits neatly into everyday life, one that behaves when asked and doesn't demand constant attention. But when you want it to, the 390 Adventure X quietly drops the act. Beneath the sensible choices and grown-up reasoning lies the same restless KTM DNA waiting to be let loose. It convinces the world you've matured while reminding you, at just the right moments, that instinct doesn't ever disappear.

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Top down

BOLD PRESENCE. The Tayron R-Line arrives as Volkswagen's flagship SUV in India. How good is it?

KHAZADIL DARUKHANAWALA

Kurt Morris

Volkswagen India seems to have found its rhythm and it's doing so with quiet confidence rather than loud announcements. Now, Volkswagen wants to build on that momentum with the launch of the Tayron R-Line, a model that doesn't just expand its SUV portfolio but also steps in as the brand's new flagship offering in India. Taking over the mantle from the Tiguan, the Tayron carries a certain weight of expectation. It has to embody Volkswagen's core values (solid engineering, everyday usability, etc.) all in one package.

At first glance, the Tayron R-Line doesn't shout for attention and that seems intentional. The R-Line elements on the front bumper and doors add sportiness, while the 19-inch Coventry alloy wheels give it a planted stance. Illuminated Volkswagen logos at the front and rear reinforce its flagship positioning especially at night. Volkswagen has always believed in design longevity and the Tayron follows that philosophy. There's nothing here that feels trend-led or short-lived. Instead, the clean lines and restrained surfacing ensure the SUV will still look relevant many years down the line. Look at older Volkswagens on roads and they appear contemporary even today.

Inside the Tayron R-Line, you're greeted by an interior that feels both familiar and elevated. The dashboard is dominated by a large 15-inch touchscreen infotainment system, paired with a crisp 10.25-inch digital cockpit and an augmented-reality head-up display that projects navigation and driving information directly into the driver's line of sight. Despite the tech-heavy setup, the cabin never feels overwhelming. Controls are logically placed and once you spend a few

minutes behind the wheel everything feels intuitive. Fit and finish are excellent throughout, and Volkswagen's advantage of being part of a large global group is evident. Shared components and proven switchgear lend a sense of robustness, while soft-touch materials and subtle R-Line detailing lift the overall ambience.

The Tayron's front seats are a highlight. Both are 12-way electrically adjustable and come with memory, ventilation, massage and lumbar support. They're supremely comfortable, supportive over long distances and feel worthy of a flagship SUV. Being a three-row SUV, space is a key consideration. The first and second rows offer generous legroom and headroom, aided by a large panoramic sunroof that floods the cabin with light and enhances the sense of airiness. The third row, while usable, is best suited for children or shorter adults. It's fine for occasional use, but not ideal for long journeys.

Where the Tayron truly excels is in versatility. Fold the third row down, and you unlock a massive 1905 litres of boot space. During our drive, we loaded the boot with camera gear, suitcases and bags, and still had room to spare. Even

with the third row up, there's enough space for a couple of duffel bags or cabin-sized suitcases. Folding the seats is easy, too. A simple tug of a lever from the boot drops the second row flat, making the Tayron practical for road trips and everyday use alike.

STABLE CHOICE

As a flagship product, the Tayron R-Line comes comprehensively equipped on the safety front. It features nine airbags and electronic stability control as standard, along with hill ascent and descent control to handle steep or uneven terrain. The driver profile selection system allows the vehicle's behaviour to be tailored across six different driving modes, adapting throttle response, steering weight and drivetrain settings to suit varying conditions.

Technology plays a major role in the Tayron's appeal. A three-zone Climatronic control system allows separate temperature settings for the driver, front passenger and rear occupants. A gesture-controlled powered tailgate adds convenience in daily use. The Harman Kardon sound system, delivering a powerful 700-watt output, fills the cabin with immersive audio, made even better by the Tayron's excellent

sound insulation. Under the hood sits the familiar and well-regarded 2.0-litre TSI EA888 evo4 petrol engine. It produces 201 bhp and 32.63 kgm, and is paired with a 7-speed DSG gearbox and Volkswagen's 4MOTION all-wheel-drive system. On paper, the numbers are impressive. The Tayron accelerates from 0 to 100 kph in 7.3 seconds and goes on to an electronically limited top speed of 224 kph.

On the road, those figures translate into effortless performance. Power delivery is smooth and linear, and the DSG gearbox shifts quickly and seamlessly. Switch to Sport mode, and the Tayron reveals a more engaging side, holding gears longer and responding eagerly to throttle inputs. Dig deeper into the menus and you'll find the launch control, a feature typically reserved for performance cars.

Volkswagen cars have always been well set up and the Tayron R-Line is no exception. It feels planted through corners, stable at speed and reassuring under hard braking. Even when braking from triple-digit speeds, the car remains composed and tracks straight, a standout quality in this segment.

On rough road sections, the suspension absorbs imperfections

without unsettling the cabin. The Tayron maintains its composure even when pushed, allowing you to carry speed without feeling nervous or uncomfortable. We also ventured onto loose, sandy stretches to test the 4MOTION all-wheel-drive system. It handled the terrain confidently, pulling the Tayron out of tricky situations with minimal drama.

Volkswagen is expected to position the Tayron R-Line as its flagship SUV in India, with pricing likely around ₹52 lakh (ex-showroom). With the Hyundai Tucson discontinued, the Tayron finds itself in an interesting space, bridging the gap between premium mainstream SUVs and entry-level luxury offerings from brands like Volvo and BMW.

When you compare performance, technology and overall driving confidence, the Tayron holds its own well. It may not wear a luxury badge, but it delivers a genuinely premium experience where it matters most. It doesn't try to impress with gimmicks or excess. Instead, it does what Volkswagens have always done best, which is simply to get lots of things right.

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DISCOVER THE MAGIC. A practical, versatile bike that balances everyday usability with thrilling performance

KAIZAD ADIL DARUKHANAWALA

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Bitcoin slides to fresh low as ETF outflows, macro fears trigger sell-off

SENTIMENT SOURS. The plunge reflects heightened volatility across the crypto market

Sanjana B
Bengaluru

Bitcoin experienced a sharp correction on Thursday, briefly dipping below \$60,000, its lowest level since September 2024, before rebounding to around \$70,000 the next day. It last hit an all-time high of \$123,000 in October 2025.

"Bitcoin's sharp drop marks its weakest stretch since late 2024, with the asset now down nearly half from its October 2025 peak as heavy liquidations and persistent ETF outflows intensify selling pressure. The repeated failure to sustain rebounds above the \$70,000-\$72,000 zone has reinforced



UNDER PRESSURE. The fall to \$60,000 represented a 17% intraday swing, reflecting high volatility across the crypto market

a defensive market tone, while extreme fear readings and elevated volatility point to ongoing deleveraging," Avinash Shekhar, Co-founder and CEO, Pi42, highlighted.

The drop to \$60,000 represented a 17 per cent intra-

day swing, reflecting heightened volatility across the crypto market.

LOWEST READING

The broader sentiment turned risk-off, with the Crypto Fear & Greed Index plunging to 5 or extreme

fear, its lowest reading since mid-2023, according to Riya Sehgal, Research Analyst, Delta Exchange.

Vikram Subburaj, CEO of Giottus.com, said the sell-off was triggered by Bitcoin breaking below key technical levels. Glassnode data show it has fallen below the true market mean, a level seen as the average cost of actively traded coins, which typically turns into resistance once breached.

At the same time, more recent buyers are now at a loss, increasing the risk of forced selling during sharp declines.

He added that institutional flows have offered little comfort. Spot Bitcoin ETFs in the US recorded heavy net outflows earlier in

the week, with February 4 alone seeing withdrawals of roughly \$545 million.

Markets are also bracing for a cluster of delayed US data releases next week, including the January jobs report and CPI figures.

FED RATE CUTS

Strong labour or inflation readings could push expectations for Federal Reserve rate cuts further out. If Treasury yields stay elevated and the dollar remains firm, it will be an unfriendly mix for crypto.

Fed funds futures still point to rate cuts later in 2026, but traders remain cautious about pricing them in early due to persistent inflation pressures.

Rapido rolls out zero-commission food delivery platform Ownly in Bengaluru

Jyoti Banthia
Bengaluru



main limited to a single market. "If we simply stay in one city for too long, people will think we don't really mean business. We need to scale across tier-1 cities," he said, pointing to expansion plans beyond Bengaluru.

PLATFORM FEE

Rapido has assured restaurant partners that it will not impose platform or visibility fees, a departure from prevailing industry practices.

The model also avoids commission-based structures, allowing restaurants to retain the full value of orders.

"You're going to be seeing, especially across Bengaluru, Ownly on your phones, Ownly splashed across your city as a brand," he said, signalling an imminent marketing push.

Vashishta added that Rapido does not intend to re-

said the platform, which ran pilots in Koramangala, HSR Layout and BTM Layout, is now operational across the city.

"In the beginning, we're not going to be earning money. We're okay with that because for all of us to succeed, we have to drive growth," Vashishta said, adding that monetisation will come directly from customers.

'India will be a significant market for us going forward'

bl.interview

Vallari Sanzgiri
Mumbai

Betting heavily on Asian markets, Priya Hardikar, Chief Financial Officer at KPIT Technologies, said the company will be focusing on India in a big way for the coming quarters. Voicing optimism for the final quarter of FY26, Hardikar said the region will be a key driver going forward. The optimism for Q4 also comes in light of the India-US trade developments that eased tariffs as well as the Budget announcements that focused on manufacturing.

Edited excerpts:

What were the levers you focused on to ensure performance this fiscal year?

Our current quarter growth is largely contributed by Europe and off highway commercial.

The India-US trade deal is bringing stability. Importantly, we are focusing on AI infused mobility solutions. We are looking at our overall business and taking a large pivot to transform ourselves into a solution-based trans-

formation. Our fixed price revenue is significantly improving because we are taking this plunge.

That is helping us on the margin front and also in terms of getting good deals. Our TCV is over \$200 million.

Another factor that has improved is per person revenue. Due to our AI infused mobility solutions, the per person revenue has also improved.

Two major things that happened recently were the Budget allocations and the India-US trade discussions. How do you see your TCV performing?

We see positive discussions in the US and in Europe clearly, and there are certain pockets of Japan and Korea also.

If we do manage this transformation well, we are ready for growth in future. In terms of geography, we are adding people that will help us to handle the complex situation, navigate clients and bring about the AI as well as the solution transformation.

The trade deal is bringing stability and client spend will

66

We are investing in people, bringing solutions typical to Indian clients. So, those specific India-centric solutions are also working well.

You will see a lot of traction out of India as a geography. Overall, I think in the mid-term, we see a significant growth coming into KPIT. We are very bullish about mid-term with the growth coming largely from India, China and Asian geographies.

Europe and US will also grow but the significant chunk will come from Asian geographies.

That is why I said China and India as a percentage will

grow significantly higher than the US and Europe. The spend will continue and we see positive discussions across all pockets, including Japan.

Is it possible KPIT will provide further split in terms of the Asian market?

You are right.

We are already discussing that. We will decide after the year is over, especially for Asia. We are also solidifying our leadership team. We've hired significantly senior team members in geographies also. Our existing team is also now getting elevated to do higher roles. You will soon see the split maybe in couple of quarters.

KPIT has had good numbers in terms of your workforce. But there is a decline in your headcount. Is this

No. Over the last few quarters, the client spend in Europe and the US had been discontinued or stagnant. Now they will start the spend as they have large pockets. The macroeconomic uncertainty kept everybody on their toes but now they will also grow as the other clients.

I see China and India are geographies coming up significantly now because their size was much smaller a year ago in our revenue pile.

That is why I said China and India as a percentage will

improve. So, US will do better. What we now see is India is a significant market for us.

We are investing in people, bringing solutions typical to Indian clients. So, those specific India-centric solutions are also working well.

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Kalyan Jewellers Q3 net up 90% on income surge

Our Bureau
Kochi

Kalyan Jewellers has registered a 90 per cent growth in its PAT for Q3 FY26 at ₹416 crore against ₹219 crore in the corresponding period of the previous year.

The company recorded consolidated revenue of ₹10,343 crore in Q3 FY26 as against ₹7,278 crore in the corresponding period of the previous year, a growth of 42

per cent. The consolidated revenue for the nine months ended December 31, 2025 was at ₹25,468 crore against ₹18,864 crore in the corresponding period of the previous year, a growth of 35 per cent.

INDIA OPERATIONS

The India operations recorded PAT of ₹401 crore for the quarter compared to ₹218 crore for the corresponding period in the previous year, a growth of 84 per cent.

Total revenue from the international operations during the third quarter of FY26 was ₹1,164 crore as against

₹842 crore in Q3 FY25. The international operations recorded PAT of ₹12 crore for the quarter compared to a PAT of ₹8 crore for the corresponding period in the previous year.

Candere, the lifestyle jewellery brand, recorded a revenue of ₹135 crore in Q3 FY26 against ₹55 crore in Q3 FY25.

The company recorded PAT of ₹3 crore in Q3 FY26 against a loss of ₹7 crore during Q3 FY25.

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CONSOLIDATED PROFIT

Consolidated PAT for the nine months was ₹941 crore as against ₹527 crore, a growth of 79 per cent.

The standalone revenue for the company (India) in

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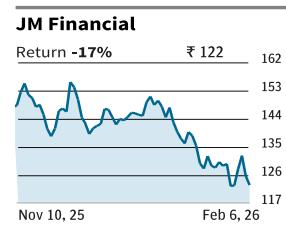
per cent. The consolidated revenue for the nine months ended December 31, 202



For BSE/NSE live quotes, scan
the QR code or click the link
<https://bit.ly/2fposk>

QUICKLY.

JM Financial Q3 net profit jumps 50% to ₹313 crore



New Delhi: JM Financial has reported a 50 per cent jump in its consolidated profit after tax of ₹313 crore for the third quarter ended December 2025, driven by strong performance in its corporate advisory, capital markets and private business segments. The company had posted a profit after tax (PAT) of ₹209 crore in the same period of the last year, the Mumbai-based company said in a regulatory filing. For the nine months ended December 2025, JM Financial's PAT jumped 69 per cent year-on-year to ₹1,037 crore, it added. **PTI**

Fractal Analytics raises ₹1,248.26 cr from anchors

Mumbai: Fractal Analytics has raised ₹1,248.26 crore from anchor investors ahead of its proposed initial public offering, allotting 1,387 crore shares at the upper end of the price band of ₹900 a share, the company said. The anchor book saw participation from 52 investors, reflecting strong demand from domestic and global institutions. Of the total shares allotted, about 52.8 lakh shares were allocated to 11 domestic mutual funds across 22 schemes. Key participants included SBI Mutual Fund, ICICI Prudential MF, Motilal Oswal MF, UTI Mutual Fund, Bandhan MF and Invesco MF. Insurance companies such as Life Insurance Corporation of India, HDFC Life Insurance, SBI Life Insurance, Bharti AXA Life Insurance and Edelweiss Life Insurance also took part in the anchor round. **OUR BUREAU**

Markets end firm in volatile Budget week; IT stocks lose ₹2.4 lakh crore

OPTIMISM REVIVES. Morgan Stanley expects Sensex to hit 95,000; foreign portfolio investors turn buyers

Our Bureau
Chennai

Domestic markets witnessed a roller-coaster ride this week, recovering from a sharp slide on Budget day (on the STT shock) and an AI-induced sell-off in IT stocks. The long-awaited trade deal with the US turned out to be a game-changer the day after, and the BSE Sensex and the Nifty gained nearly 1.6 per cent and 1.5 per cent for the week.

IT stocks were pummelled, losing about ₹2.4 lakh crore in market cap this week, with the BSE IT index falling 6.2 per cent.

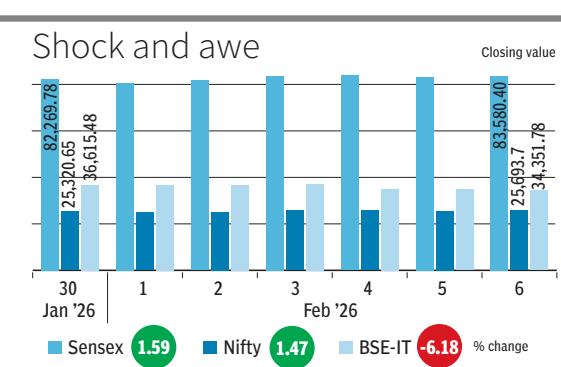
"Indian stocks enjoy a rare combination of inexpensive relative valuations, poor trailing performance, strong policy stimulus and a con-

sequent growth upcycle, an undervalued currency, weak foreign positioning and potentially a new buyback cycle," said Morgan Stanley, expecting the BSE Sensex to hit 95,000 (base case scenario) by December-end, which is around a 14 per cent rise from the current level.

On Friday, after opening lower, both Nifty and Sensex closed in the green. While the Nifty 50 rose 0.2 per cent, the BSE Sensex gained 0.32 per cent.

MACRO COMFORTS

The falling intensity of oil in GDP and rising share of exports in GDP, especially services, and fiscal consolidation imply a lower saving imbalance, Morgan Stanley said, adding that this will allow structurally lower real rates.



"At the same time, lower inflation volatility as a result of both supply-side and policy changes (flexibility inflation targeting) means that volatility in interest rates and growth rates is likely falling in coming years. High growth with low volatility and falling interest rates and low be-

ta-higher P/E. This also supports the shift in household balance sheets toward equity," the investment advisory firm added.

Meanwhile, the RBI kept the key repo rate unchanged, as widely expected. However, it acknowledged that external headwinds have intensified

since the December 2025 meeting.

Foreign portfolio investors have turned buyers. After selling about ₹36,000 crore, they bought worth ₹8,129 crore in February.

Almost all sectoral indices logged weekly increases, while the broader small-caps and mid-caps rose 1.23 per cent and 1.6 per cent.

POST-BUDGET TREND

A historical analysis of the past three decades indicates that, following the Budget, Nifty has delivered an average return of around 10 per cent over three months. This reinforces a constructive medium-term outlook, according to a note from ICICI Securities. Analysts expect the market to remain broadly range-bound in the near term.

US stocks rebound after week-long tech slump

Reuters

Wall Street indexes rebounded on Friday following a bruising sell-off in technology shares through the week, but optimism was tempered by Amazon's drop after it became the latest Big Tech to ramp up spending on artificial intelligence infrastructure. The S&P 500 and the tech-heavy Nasdaq advanced after three straight days of decline.

Amazon slid 9 per cent after the company forecast a more than 50 per cent jump in capital expenditures this year, intensifying the AI-driven spending spree already underway among its "Magnificent Seven" peers.

Investor scepticism around AI spending has heightened since Microsoft's blowout capex plans late last month thrust mega-cap investment budgets into the spotlight.

Alphabet's surge in spend-

ing plan deepened the tech sell-off on Thursday, pushing the Nasdaq to close at its lowest in more than two months.

"Just as with any great technological innovation, there's a stage where there's almost unabashed enthusiasm and then there's a period of greater discernment," said Kristina Hooper, chief market strategist, Man Group.

"So it's not just thinking about who's going to be impacted by AI, like the software names certainly came under pressure, but also the hyper scalers and now of course punishing those that are spending a lot on AI capex."

The Google parent slipped 0.7 per cent, while Microsoft gained 1 per cent. Nvidia, which stands to benefit from heavier AI spend and remains the last Mag 7 company to report, rose 3 per cent. At 09:33 a.m. ET, the Dow rose 1.08, S&P 500 gained 0.88 per cent and Nasdaq advanced 0.77 per cent.

NSE board approves IPO via OFS route

Akshata Gorde
Mumbai



The National Stock Exchange (NSE) has moved another step closer to going public, with its governing board approving plans for an initial public offering (IPO) through an offer-for-sale (OFS) by existing shareholders. The exchange will list equity shares of face value ₹1 on one or more stock exchanges.

IPO COMMITTEE
A reconstituted IPO committee has been tasked with overseeing the process and taking forward necessary approvals and preparations. The panel will be chaired by

ment after board meeting. The OFS structure indicates that NSE will not raise fresh capital through the IPO, but will instead provide an exit route and liquidity to current investors, many of whom have been holding shares for over a decade as the listing process faced repeated delays.

NSE's IPO has been in the works since 2016, but was put on hold following regulatory scrutiny over governance lapses, including issues related to preferential access to trading systems and co-location facilities.

Over the past few years, the exchange has worked to strengthen compliance, revamp board oversight and settle outstanding matters with the SEBI paving the way

for renewed listing plans.

COAL EXCHANGE

Separately, the NSE board also approved the setting up of a wholly owned subsidiary to launch a proposed coal exchange, aimed at enabling electronic trading and physical delivery of coal. NSE plans to hold at least 60 per cent in the new entity and invest up to ₹100 crore, subject to regulatory approvals.

The IPO clearance comes along with the exchange's earnings results for the quarter ended December 2025. NSE saw a 37 percent year-on-year drop in its consolidated net profit at ₹2,408 crore, while revenue from operations fell 10 per cent on the year to ₹4,349 crore.

InCred, Shankesh Jewellers, 6 others get nod to launch IPO

Our Bureau
Mumbai

Capital market regulator SEBI has approved eight initial public offerings, including those of InCred Holdings and Shankesh Jewellers, while the offering of Mann Fleet Partners was withdrawn.

InCred Holdings, a new-age NBFC, plans to raise between ₹3,000 crore and ₹4,000 crore. The company has a diversified multi-product lending book across personal and student loans, specialised MSME loans, secured business loans, and

will raise ₹320 crore through a fresh issue of equity shares and an offer-for-sale of up to 3.76 crore equity shares.

The company proposes to use the proceeds to fund incremental working capital of ₹220 crore, with the remaining for debt repayment and general corporate purposes. The banker to the issue is Pantomath Capital Advisors, and the registrar to the offer is KFin Technologies.

Other IPOs cleared by SEBI include Armeec Infotech, Aarvee Engineering Consultants, Laser Power and Infra, Elevate Campuses, Shankesh Jewellers and Sedemac Mechatronics.

Never say die attitude, not for naive F&O retail investors

RINGSIDE VIEW.
KS BADRI NARAYAN

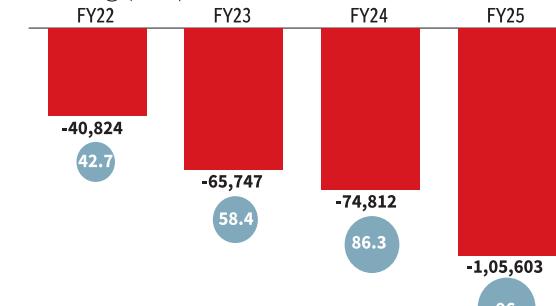


age of individual investors making losses remained at 91 per cent in FY25, according to findings by the Securities and Exchange Board of India (SEBI).

F&O trading is a zero-sum game in which one participant's loss is another's gain.

A recent Reuters report said Jane Street, which is facing SEBI probe for making undue profits through 'manipulating' bank options, had made net trading gains of ₹4,700 crore through its arm JSI Investment Pvt Ltd for FY25 and after-tax profit of ₹2,840 crore.

By imposing a steeper STT increase on F&O, the Finance Ministry is targeting the segment with the highest concentration of speculative retail activity. In an interview to *businessline* Sitharaman said, "We are not touching STT in general. We are touching only futures and options. And that is where we are getting continuously, people calling us to say people are losing money. And who are the ones losing money — those who normally don't have that kind of spare cash to speculate? So, is the government supposed

Losing proposition

Source: SEBI

to sit and watch?" she said.

SEBI INITIATIVES

On its part, the regulator had also implemented several important measures such as limiting weekly expiries to just one index, hiking lot sizes and collecting upfront premiums from traders.

SEBI also withdrew benefit of margin requirements for index derivatives on expiry days for calendar spread strategy (using two-month contracts) from last February.

Now the regulator wants to extend the same for single-stock derivatives as well, a step that could increase margin demands further to traders.

These measures have already impacted trading volume in F&O. Average daily turnover for equity options fell 24.6 per cent and 18.2 per cent (y-o-y) in December 2025 for equity options and futures respectively, according to NSE data.

Meanwhile, the Association of NSE Members of India (ANMI) — stock brokers' body — has approached the Finance Minister seeking a rollback and rationalisation of the recent increase in STT, raising concerns over the higher levies significantly increasing transaction costs.

CONTRA VIEWS

Some market experts believe

that this move will not curb speculative trading activity. Zerodha Founder and CEO Nithin Kamath in a blog post on X suggested that instead of repeatedly raising transaction taxes, regulators should consider introducing product suitability norms to determine who is eligible to trade complex derivatives. "I know it's an unpopular opinion, but this will remove a lot of uncertainty among brokers and traders. It's a much better approach than death by a thousand STT hakes," he said. He also suggested STT concession for cash segment, so that volume could shift from F&O to cash intraday deals.

Though these suggestions sound valid and logical, one cannot brush aside the loss made by individuals. For individuals, it is more of a behavioural problem (not accepting the defeat easily), and in the process continue to lose more money.

Rather than imposing excessive restrictions, SEBI could consider a temporary trading ban — say, for three months — if an investor incurs losses in three consecutive trades or ₹25,000 a month.

Nifty 50 Movers

	Closes(R)	Pts	PE	Wk%
ITC	325.80	32.97	19.72	2.68
Bharti Airtel	2038.40	28.11	26.01	4.85
Kotak Bank	422.35	21.93	22.35	2.65
ICICI Bank	1406.10	15.04	17.76	8.57
Hind Unilever	2424.20	5.58	52.13	1.84
Reliance Ind	1450.80	10.96	20.08	8.36
Bajaj Finance	981.70	9.87	33.34	2.22
Axis Bank	1341.50	6.91	15.77	3.28
Titan	4141.00	3.93	39.94	0.64
PowerGrid Corp	229.50	3.36	17.24	1.13
Shriram Finance Ltd.	1002.50	3.22	20.62	1.20
Bajaj Finserv	2024.20	3.02	16.85	0.99
Hindalco	942.55	2.25	11.92	1.16
L&T	4068.10	1.24	29.49	4.08
M&M	3578.00	1.17	28.69	2.73
Apollo Hosp	7152.50	0.69	59.48	0.63
Tata Consumer Product	1159.30	0.49	77.96	0.64
Coal India	432.80	0.47	8.58	0.84
Hindustan Unilever	40.20	—	DE*	—
NestleIndia	1303.30	—	77.05	0.80
Max Healthcare	1039.85	—	35.45	0.66
ONGC	268.95	—	7.90	0.89
C				

Big Tech planning \$660 b AI-led capex in 2026, up 80% on-year

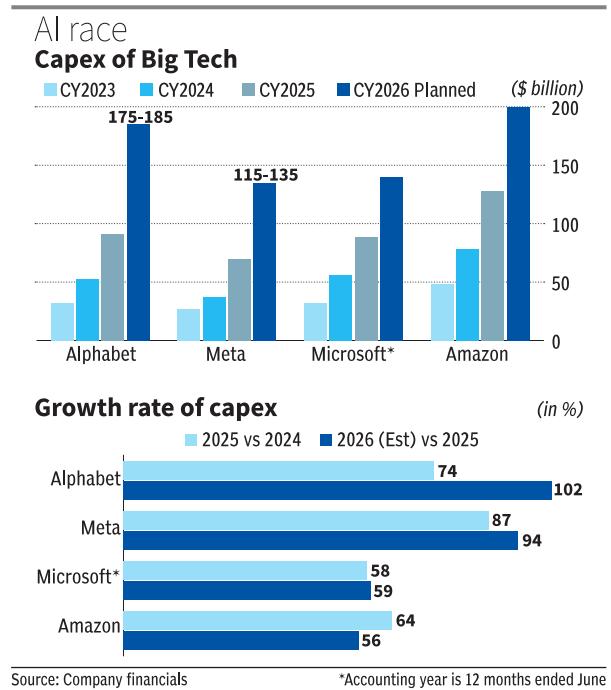
INDIA-BOUND. Portions to trickle down to India as firms announce data centre plans

Sindhu Hariharan
Chennai

As AI use soars, Big Tech firms that were once asset-light businesses, are turning highly capital-intensive infrastructure operators. Microsoft, Google, Amazon and Meta are all reporting record levels of capex for CY 2025, and have guided for around \$660 billion in aggregate capex spends in 2026.

For context, the IT majors together are now set to spend five times India's overall capex budget. Portions of the capex are also set to trickle down to India, as Big Tech firms have announced plans to set up data centres (DCs) in the country. From data centre infrastructure and GPUs to energy and training of next-generation models, these massive capex spends will decide how the leaders make the transition into what's being considered the next AI frontier.

businessline's analysis of financials shows that the four Big Tech firms spent an aggregate of \$377 billion in capex in FY25 (calendar year for all except Microsoft), and



Source: Company financials *Accounting year is 12 months ended June

have guided to spend \$660 billion in 2026. While the capex growth rate for Alphabet, Meta, Microsoft and Amazon stands at 58-87 per cent in 2025 vs 2024, these companies are not taking a breather, and guiding for further 50-100 per cent growth in capex in 2026.

INDIAN IT SERVICES Indian IT services sector (though not directly com-

parable to product majors) clocked a capex of just about 1-2 per cent of revenue in FY25. "We're seeing our AI investments and infrastructure drive revenue and growth. To meet customer demand and capitalise on the growing opportunities we have ahead of us, our 2026 CapEx investments are anticipated to be in the range of \$175-185 billion," Sundar Pichai, CEO of Alphabet and Google, said this week.

This includes technical infrastructure such as servers, network equipments, data centre set ups, office facilities, development projects and more. Similarly, Meta's 2026 capex guidance sees a 93 per cent growth over 2025, driven by investments to support Meta Superintelligence Labs efforts.

"For years, capex barely mattered for the product giants because growth came from software leverage and marginal cost economics. AI breaks that model. Training and running large models requires massive, ongoing investment. Capex is now the primary competitive moat," Phil Fersht, CEO of analyst firm HFS Research, said.

bl's Cerebration Quiz Kochi round to be held today

Our Bureau
Kochi

The Kochi regional round of the 22nd edition of the *businessline* Cerebration Corporate Quiz, presented by JK Tyre, will be held at St Teresa's College, Ernakulam, on Saturday, starting at 9 am.

Participants will take a written test comprising 20 questions.

The top six finalists will then compete on stage for the regional title, with the winner qualifying for the Grand Finale to be held at BSE, Mumbai, on February 21. The prize money for the winners is substantial, with the first prize being ₹75,000, the second ₹50,000, and the third ₹25,000.

Organised by *The Hindu businessline*, the corporate quiz championship is open to corporate executives, business professionals and undiscovered bright minds, with a grand prize of up to ₹1.5 lakh for grabs.

6000+ PARTICIPANTS Preetham Upadhyay from Barclays emerged as the clear winner of Chennai's regional round and B Naveen Kumar from SAI Mitra Constructions emerged as the winner of the Hyderabad regional

round, which was completed on January 31 and February 1, 2026, respectively. The Cerebration Quiz has closed its registrations with an overall participation of over 6000+ individuals taking the online test. The Cerebration Corporate Quiz 2026 is presented by Title Partner JK Tyre, powered by IndianOil Corporation LTD, in association with BSE. The associate partner for the event is Central Bank of India.

The Regional Venue Partners include MOP Vaishnav College for Women, Chennai; Institute of Public Enterprise, Hyderabad; St Teresa's College, Ernakulam; Kristu Jayanti Deemed to be University, Bengaluru; and Birla Institute of Management Technology (BIMTECH), Greater Noida, Delhi. Nexus Gifting Solutions is the gift partner and the Quiz partner for the event is Nexus.

Centre drops small car concession in new fuel emission rules

Reuters
New Delhi

India has scrapped a planned concession for small cars in the upcoming fuel-efficiency rules after automakers including Tata Motors and Mahindra & Mahindra argued it would benefit only one company, a government document shows.

A September draft had proposed leniency for petrol cars weighing 909 kg (2,004 lb) or less — a carve-out widely seen as favouring Maruti Suzuki, which controls 95 per cent of India's small-car market.

The Power Ministry has now removed that exemption and tightened other parameters, increasing pressure on all automakers to ramp up electric and hybrid car sales, according to the latest 41-page draft reviewed by Reuters.

LEVELLING THE FIELD The new rules curb overcompensation for vehicle weight, aim to level the field between light and heavy fleet manufacturers, and are designed to deliver real-world efficiency gains, the document said.

They introduce "a substantially steeper reduction pathway" for emissions, it added.

The Power Ministry did not respond to a request for comment.

Transport accounts for about 12 per cent of India's energy use and is a major driver of petroleum imports and carbon emissions. Passenger vehicles make up nearly 90 per cent of transport-related emissions, the document says.

Corporate average fuel efficiency norms dictate permissible CO₂ emissions across a manufacturer's fleet of passenger cars weighing less than 3,500 kg (7,716 lb). Updated every five years, they push automakers towards cleaner technologies including electrification, compressed natural gas and flex-fuel.

The new rules will apply from April 2027 for five years and are central to automakers' product and powertrain investment plans. It was not immediately clear when the rules will be finalised.

The September draft would have allowed fuel-consumption targets to rise faster with vehicle weight, easing compliance for makers of heavier cars such as Mahindra, Tata and Volkswagen, while tightening demands on lighter-fleet players such as Maruti. That imbalance prompted the carve-out.

The revised plan reduces the extent to which heavier vehicles gain more relaxed targets.

"Manufacturers with heavier fleets ... are required to achieve stronger intrinsic efficiency improvements," the document said.

A credit system will reward companies that sell more EVs and plug-in hybrids, and pooling of fuel-consumption performance

between companies will be allowed. Non-compliance will draw penalties of up to ₹550 per car.

The revised plan aims to cut average fleet emissions to about 100 gm/km over the five years to March 2032 from 114 gm/km. With credits, that could fall to as low as 76 gm/km if electric models reach 11 per cent of total car sales by 2032.

CHOLAMANDALAM INVESTMENT AND FINANCE COMPANY LIMITED

Registered Office "Chola Crest", C54-55 & Super B-4, Thiru-Vi-Ka Industrial Estate, Guindy, Chennai- 600032.

Phone number: 044-40907172; Email ID: investors@chola.murugappa.com; Website: www.cholamandalam.com

NOTICE TO MEMBERS

NOTICE is hereby given pursuant to Section 110 and Section 108 of the Companies Act, 2013 ("the Act") read with Rules 20 and 22 of the Companies (Management and Administration) Rules 2014 ("Rules"), General Circular No. 03/2025 dated 22 September, 2025, issued by the Ministry of Corporate Affairs ('MCA Circulars'), and Regulation 44 of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), Secretarial Standard on General Meetings ("SS-2") issued by the Institute of Company Secretaries of India and other applicable laws, rules, and regulations (including any statutory modification(s) or re-enactment(s) thereof for the time being in force and as amended from time to time), that the Company has completed despatch of Notice of Postal Ballot ("Notice") on Friday, 6 December, 2026 through electronic mode only to the members of the Company whose email addresses are registered with the Depository Participant / Company / Registrar and Share Transfer Agent ("RTA"), i.e., KFIN Technologies Limited (KFIN) as on 30 January, 2026 ("Cut-off Date") seeking consent of the members of the Company on the resolution as set out in the Notice only through remote e-voting process ("remote e-voting"). Notice containing the process and manner of e-voting is available on Company's website www.cholamandalam.com, on the websites of the stock exchanges www.bseindia.com and www.nseindia.com and on the website of National Securities Depository Limited (NSDL) http://www.evoting.nsdl.com.

1. The Members whose name appear in the register of members/list of beneficial owners as on the Cut-Off date only would be considered for the purpose of e-voting. Members who acquire shares and become shareholders after the Cut-off date are requested to consider this Notice for information purposes only. The voting rights of the members will be in proportion to their shares in the paid-up equity share capital of the Company as on the Cut-off date.

2. Manner of registering/updating email addresses:

- i. In case shares are held in physical mode, please provide folio no., name of the shareholder, scanned copy of the share certificate (front and back), self-attested scanned copy of PAN and Aadhar along with Form ISR-1 for updation of KYC details by e-mail to investors@chola.murugappa.com
- ii. In case shares are held in demat mode, please provide DP ID-CL ID (16 digit DPID+CLID or 16 digit beneficiary ID), name, client master or copy of consolidated account statement, self-attested scanned copy of PAN and Aadhar to investors@chola.murugappa.com. If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained in the Notice i.e., Login method for e-voting for individual shareholders holding securities in demat mode.
- iii. Alternatively, shareholders/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
- iv. In terms of SEBI circular dated 9 December, 2020 on 'E-voting facility provided by Listed Companies', individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with depositories and depository participants. Members are required to update their mobile number and email ID correctly in their demat account in order to access e-voting facility.
- 3. Manner of casting vote through remote e-voting: Members can vote only through remote e-voting process. The login credentials for casting the votes through e-voting shall be available to the Members through email after successfully registering their email addresses in the manner provided above. The detailed procedure for casting the votes through e-voting is provided in the Notice. The details are also made available on the website of the Company.
- 4. The remote e-voting period will commence on Saturday, 7 February, 2026 at 09:00 a.m. (IST) and ends on Sunday, 8 March, 2026 at 05:00 p.m. (IST). The remote e-voting module shall be disabled for voting thereafter by NSDL and voting shall not be allowed.
- 5. Once the vote on the resolution is cast, the members shall not be allowed to change it subsequently.
- 6. All the members of the Company as on the Cut-off date (including those members who have not received the Notice due to non-registration of their email addresses with the Company/RTA/Depositories) shall be entitled to vote in relation to the proposed resolution in accordance with the process specified in the Notice.
- 7. Mr. R Sridharan, (ICSI Membership FCS No. 4775-CP No.3239) of M/s. R Sridharan & Associates, Company Secretaries has been appointed as the scrutinizer for conducting the postal ballot through remote e-voting process, in a fair and transparent manner.
- 8. The resolution, if approved, shall be deemed to have been passed on the last date of e-voting i.e. Sunday, 8 March, 2026. The result of the e-voting will be announced on or before Tuesday, 10 March, 2026 and will be displayed on the Company's website www.cholamandalam.com and the website of NSDL https://evoting.nsdl.com. The results will simultaneously be communicated to the Stock Exchanges and will also be displayed at the registered office of the Company.
- 9. In case of any query, clarification(s) and/or grievance(s) in respect of the voting through electronic means, please refer the Help & Frequently Asked Questions (FAQs) section and E-voting user manual available at the download section of NSDL's website https://evoting.nsdl.com or send email at investors@chola.murugappa.com or contact Ms. Pallavi Mhatre, Senior Manager, National Securities Depository Limited, T301, 3rd Floor, Naman Chambers, G Block, Plot No-C-32, Bandra Kurta Complex, Bandra East, Mumbai-400051 or at the email ID evoting@nsdl.co.in or call NSDL at 022 4886 7000 for any further clarifications.

By order of the Board
For Cholamandalam Investment and Finance Company Limited

Sd/-
P. Sujatha
Company Secretary

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@http://etenders.kerala.gov.in, Bid

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2.00 PM.

Pre bid Meeting: 09.02.2026, 10.30

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QUICKLY.

Crude oil pauses as investors eye US-Iran talks



London: Crude oil prices held steady on Friday as investors awaited news from high-stakes talks between the US and Iran that are taking place in Oman amid fears of another supply-disrupting Middle East conflict. Brent crude futures fell 5 cents to \$67.50 a barrel by 1211 GMT, while US West Texas Intermediate crude was down 11 cents, or 0.2 per cent, at \$63.18 a barrel. REUTERS

Palm oil books first weekly drop in five weeks

Jakarta: Malaysian palm oil futures posted a first weekly drop in five weeks, weighed down by weakness in rival edible oils in Chicago and Dalian markets. The benchmark palm oil contract for April delivery on the Bursa Malaysia Derivatives Exchange lost 53 ringgit to 4,153 ringgit a tonne by the midday break. The contract lost 1.8 per cent for the week. REUTERS

Copper heads for biggest weekly loss in 10 months



Copper fell for a third straight session on Friday and was headed for its steepest weekly decline in 10 months, as rising inventories and a stronger US dollar pressured prices. Benchmark three-month copper on the London Metal Exchange edged down 0.3 per cent to \$12,860.50 per tonne as of 1020GMT, having slumped as much as 2.9 per cent earlier in the session. The red metal is on course for a weekly dip of 2.2 per cent, which would be its sharpest weekly decline since the week ended April 4, 2025, and is already down 11.5 per cent from \$14,527.50 on January 29. REUTERS

Rice buy for buffer stocks up 4%

SAFETY NET. Purchase ample to face any unforeseen situation, especially with El Nino likely after June

Prabudatta Mishra
New Delhi

India's rice purchase for the Central Pool stock, done through the Food Corporation of India (FCI), during the October 2025-January 2026 period, was 42.95 million tonnes (mt), up by 3.7 per cent from 41.41 mt a year ago.

Experts believe the purchase in the first four months of the procurement season is good to face unforeseen eventualities amid concerns over likely emergence of El Nino during the monsoon season. Drought-bearing El Nino leads to drought or prolonged dry periods in India.

The government is yet to devise a permanent off-take policy to dispose of the surplus as the purchases have been exceeding the annual requirement for the public distribution system continuously. The ad hoc arrangement of diverting some quantity for ethanol has af-

fected the sugarcane sector as lower ethanol purchase has led to reappearance of cane arrears for the farmers this year, experts said.

The all-India rice purchase target has been fixed at 46.35 mt in 2025-26, from the kharif-grown crop. Total procurement in 2024-25 was 54.52 mt.

Procurement in Punjab, Haryana and other northern States got completed in December, while in Uttar Pradesh, Madhya Pradesh and Karnataka it will continue until the end of February. The purchase season ended in Chhattisgarh and Gujarat on January 31. It will continue until February 15 in Telangana, and till March 31 in Andhra Pradesh, Odisha, Tamil Nadu and Maharashtra, and till April 30 in West Bengal.

Rice marketing season begins from October and the procurement period varies from State to State, depending on the cropping pattern followed in each State. Due to early arrival of the paddy

	Rice procurement during Oct-Jan		
	2024-25	2025-26	% Change
Punjab	116.13	104.86	-9.7
Haryana	35.99	35.96	-0.1
Tamil Nadu	5.18	11.00	112.4
Uttar Pradesh	35.97	38.93	8.2
Chhattisgarh	70.00	73.00	4.3
Uttarakhand	4.51	5.02	11.3
Telangana	35.74	35.96	0.6
Andhra Pradesh	13.75	27.38	99.1
West Bengal	13.00	13.02	-
Odisha	29.54	28.03	-5.1
Bihar	16.36	13.25	-19.0
Madhya Pradesh	29.16	34.14	17.1
Maharashtra	5.54	5.19	-6.3
Others	3.01	3.75	24.6
All India	414.09	429.49	3.7

Source: Food Ministry

this year, the Centre allowed procuring agencies in Punjab and Haryana to begin purchase from mid-September and in Tamil Nadu from September 1.

OTHER STATES

The FCI buy increased by 11.2 per cent to 1.1 mt from 0.52 mt a year ago in Tamil Nadu. This is attributed to bumper production as well as the State government's

push due to the assembly poll scheduled this year. Telangana's purchase, which was 27.3 per cent higher until December 31, has now reported 0.6 per cent rise to 3.6 mt from 3.57 mt as the year-ago number showed an improvement. This year's purchase remained at the same level as the month before. Andhra Pradesh has reported a 99.1 per cent rise to 2.74 mt from 1.38 mt until January 31.

In West Bengal, the Centre has been able to buy 1.30 mt rice this year against 1.3 mt a year ago.

Rice procurement in the largest-producing State (in the kharif season), Uttar Pradesh, has improved after falling in the first two months. It continued in January, too. The purchase in UP has now reached 3.9 mt, which is 8.2 per cent up from 3.6 mt a year ago. Madhya Pradesh also reported a 17.1 per cent increase in purchase at 3.41 mt from 2.92 mt and Uttarakhand a 11.3 per cent rise in purchase at 0.50 mt from 0.45 mt.

On the other hand, Punjab, which has been the top rice contributor to the Central Pool stock, purchased 10/49 mt, which is 9.7 per cent lower than 11.61 mt a year ago, and Haryana got almost similar 3.6 mt as last year, of official data show.

As per the latest data, as of January 1, the FCI had 30.94 mt of rice, 55.22 mt of paddy and 27.46 mt of wheat in 2026.

Gold, silver rise on US jobs report, Fed rate cut hopes

Subramani Ra Mancombu
Chennai

₹1,53,955, up ₹1,885 over Thursday.

Silver briefly topped \$75 but dropped to \$74.81 an ounce. On COMEX, silver March futures ruled at \$47.56. In the Mumbai spot market, silver ended below ₹2,5 lakh a kg at ₹2,44,929 (₹2,54,339). On MCX, gold was up marginally at ₹2,43,239 a kg.

On the Shanghai Futures Exchange, silver March futures dropped below 20,000 yuan to 19,999 a kg (\$89.66 an ounce), still holding its premium over COMEX rates.

Hareesh V, Head of Commodity Research, Geojit Investments Ltd, said monitoring the dollar and upcoming Fed signals are crucial, while investors could keep positions balanced to navigate heightened volatility.

Meanwhile, CME increased the initial margin for the sixth time in a little over a month.

The margin for silver 5000 futures has been raised to 18 per cent from 15 per cent, while for gold it has been increased to 9 per cent from 8 per cent.

Monica Estate's super fine dust tea fetches record price

V Sajeev Kumar
Kochi

Super fine dust tea of Monica Estates has garnered a record price of ₹315 per kg in sale no 6 of Kochi Tea auctions held this week.

The auctioneers Forbes, Ewart & Figgis, which sold the tea, said this is the highest price ever recorded for a dust grade in Kochi auctions. The brew is produced by Woodbriar group of Estates and purchased by Kalathinaling Tea Stores, Kozhikode.

Traders said this particular brand of tea was in high demand in the Malabar region, especially when the State is gearing up for Ramadan fasting in which tea is an integral part for *Iftaars*. Quality teas are likely to fetch good prices in the coming weeks with the start of fasting season.

MARKET BULLISH

Meanwhile, both dust and

leaf varieties at the auction received good prices as the offered quantities were less with the market becoming firm and dearer.

The offered quantity in CTC dust was 5,50,295 kg, witnessing a strong demand with a sales percentage of 97. All blenders together absorbed 66 per cent of the total CTC quantity sold.

Anil George, President, Tea Trade Association of Cochin, said the market sentiment remains bullish with dust grades consistently achieving near 99-100 per cent sales. With seasonal crop volumes currently limited, prices are expected to stay firm in the near term.

Agri Min in pact with India Post for traceable seed, fertilizer logistics

Our Bureau

Mangaluru

The Union Ministry of Agriculture and Farmers Welfare has signed a memorandum of understanding (MoU) with the Department of Posts to operationalise a standardised, faceless and fully traceable logistics mechanism for the transportation and quality control of samples of seeds, fertilizers and pesticides.

In a written reply to a query in the Rajya Sabha on Friday, Ram Nath Thakur, Minister of State for Agriculture and Farmers' Welfare, said the MoU aims to ensure secure, time-bound, and tamper-proof movement of samples from collection points to designated laboratories with end-to-end digital tracking.

This digital and logistics-enabled framework strengthens the agri input quality control mechanism by end-to-end digitising key processes, including the fixation of quality control targets at State level, the collection and dispatch of samples, laboratory analysis, the generation of test reports, and the initiation of prosecution, wherever required.

While signing the MoU on January 7, Agriculture Minister Shivraj Singh Chouhan said the menace of fake and substandard pesticides, seeds and fertilizers causes significant financial loss to farmers. He said this MoU would play a crucial role in protecting farmers by ensuring faster, more reliable testing of agricultural inputs. Under the MoU, the Department of Posts will provide end-to-end logistics support for the secure, traceable and time-bound movement of samples collected by pesticide, seed and fertilizer inspectors.



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Extract of the Standalone and Consolidated unaudited Financial Results for the Quarter Ended 31.12.2025

(In Lakhs)

Sl. No.	Particulars	STANDALONE						CONSOLIDATED					
		Quarter ended 31-12-2025 (UNAUDITED)	Quarter ended 30.09.2025 (UNAUDITED)	Quarter ended 31.12.2024 (UNAUDITED)	Nine months ended 31.12.2025 (UNAUDITED)	Nine months ended 31.12.2024 (UNAUDITED)	Previous Year ended 31-03-2025 (AUDITED)	Quarter ended 31-12-2025 (UNAUDITED)	Quarter ended 30.09.2025 (UNAUDITED)	Quarter ended 31.12.2024 (UNAUDITED)	Nine months ended 31.12.2025 (UNAUDITED)	Nine months ended 31.12.2024 (UNAUDITED)	Previous Year ended 31-03-2025 (AUDITED)
1	Total Income from Operations	16570.47	13,493.28	12,538.66	39,307.06	35,118.84	47,734.20	40972.67	36,996.88	31,930.12	110,115.29	95,560.91	128,641.40
2	Net Profit before tax, non controlling interest & share in profit /loss) of joint venture / associates (before exceptional items)	2598.8	4,049.01	2,534.33	8,644.33	11,664.79	15,106.93	7371.45	6,442.98	4,161.04	18,772.43	10,705.97	15,041.43
3	Net Profit before tax , non controlling interest & share in profit / (loss)of joint venture/associates (after exceptional items)	2378.54	3,892.37	2,485.70	7,749.40	11,523.02	10,533.12	6085.33	6,442.98	4,161.04	17,486.31	10,705.97	12,233.29
4	Net Profit after tax , non controlling interest & share in profit / (loss)of joint venture / associates (after exceptional items)	1593.46	3,082.83	1,564.65	6,746.01	7,351.96	6,789.63	4458.22	4,406.68	3,178.41	13,553.46	6,378.39	7,829.30
5	Total Income (including other comprehensive income /loss))	1584.05	3,082.83	1,564.65	6,736.60	7,351.96	6,595.32	4875.16	4,403.12	3,181.26	13,963.28	6,386.94	7,599.22
6	Equity Share Capital	1955.82	977.91	977.91	1955.82	977.91	977.91	1955.82	977.91	977.91	1,955.82	977.91	977.91
7	Reserves (excluding Revaluation Reserve) as shown in the Audited Balance Sheet i.e. Other Equity	-	-	-	-	-	263,715.68	-	-	-	-	-	235,291.68

Fast-tracking DPDP compliance may strain budgets for start-ups, MSMEs

FEELING THE PINCH. Compliance costs seen rising 15–30 per cent due to tighter timelines

Vallari Sanzgiri
Mumbai

India Inc may have to pay a steeper price for data protection compliance, as the fast-tracking of the Digital Personal Data Protection (DPDP) Act timeline is likely to push up costs by 15–30 per cent depending on company size.

The Union government has been considering shortening the timeline for DPDP implementation from 18 months to 12 months. Drawing parallels with other regions, compressed regulatory timelines typically lead to higher compliance costs of 30–50 per cent for major companies, driven by external consulting and rework from rushed data mapping and consent implementations, estimated Forrester.

Data security solutions company Futurex estimated a 10–15 per cent increase in costs for start-ups and small-

ler companies. "Applied to DPDP, this means Indian firms meeting a 12-month deadline should expect higher upfront spend with residual enforcement and remediation risk persisting well beyond the go-live window," Biswajeet Mahapatra, of Forrester Research told *businessline*, adding that the revised timelines can double the likelihood of breach and non-compliance incident during the first 12–18 months, owing to rushed implementation.

Sources in the know said the shortening of time is considered amid growing sophistication in cyber attacks ranging from identity spoofing to financial frauds.

"A strong framework like DPDP will bring down 60–70 per cent of the breaches. However, it is an ongoing process and will take some time for a better adoption," said Ruchin Kumar, Vice-President, South Asia, Futurex.



RING FENCING MODE. Tighter deadline is being considered amid growing sophistication in cyber attacks ranging from identity spoofing to financial frauds

Many companies also chose to wait on further clarity on DPDP provisions in the initial period. These companies are now discovering that years of data growth have left them with privacy debt they don't know how to pay off, said Sanchit Vir Gogia, Chief Analyst and Founder at Greyhound Research.

Additionally, many CIOs and CISOs have yet to receive incremental budgets required to meet a 12-month compliance window, Gogia said. This could result in a

split landscape, where well-capitalised organisations build mature privacy systems, while others scramble merely to remain compliant, he added.

TALL ORDER ?

Earlier, consulting firms told *businessline*, the annual DPDP compliance could be as high as ₹20,000 crore. Considering this, the fast-tracking costs could pile up, especially start-ups and MSMEs.

Further, proxy firms like inGovern, along with In-

dusLaw firm, have held virtual discussions highlighting how the shortened timeline could hit investor sentiment.

"Shortening the DPDP compliance timeline may create some near-term caution among investors, particularly for early-stage start-ups. However, it is unlikely to significantly reduce overall investor appetite for India, as strong data protection frameworks typically improve market credibility and trust over time. In the long run, clearer regulation may even benefit startups by making them more attractive to global investors who prioritise governance and data security," said Neha Singh, Co-Founder, Traxn.

Building on this, Gogia noted that not all start-ups are equally vulnerable, as some have embraced privacy as a competitive differentiator.

However, he cautioned against assuming regulatory leniency.

Urban Greening Policy launched under Green TN Mission

Our Bureau
Chennai

Tamil Nadu has launched the Urban Greening Policy towards Green TN Mission towards climate-resilient, liveable and people-centric urban spaces. Chief Minister MK Stalin unveiled the policy on Friday.

The policy aims to provide a unified framework for planning, managing, and maintaining green cover across Tamil Nadu's urban and peri-urban areas. It aligns with the State's Climate Change Vision, SDG 11: Sustainable Cities and Communities, and the Green Tamil Nadu Mission, which aims to increase the State's green cover from 23.7 per cent to 33 per cent.

It applies to all Urban Local Bodies (ULBs), development authorities, and peri-urban zones across Tamil Nadu. It encompasses all forms of urban greenery — parks, roadside avenues, urban forests, wetlands, canal banks, industrial landscapes, institutional campuses, and residential areas. It also includes blue-green infrastructure such as tanks, ponds, and riparian buffers.

Each ULB will strive to maintain at least 15 per cent of its total area under green cover and set up dedicated Urban Forest Wings.

IIT Madras Research Park launches ₹600-crore deep-tech fund for start-ups



(from left) Natarajan Malupillai, Group CEO of IITM Research Park; Swapnil Jain, co-founder and CEO, Ather Energy; Kamakoti, Director, IIT Madras; and Bhaskar Majumdar, Managing Partner, Unicorn India Ventures RAGHUNATHAN SR

Rohan Das
Chennai

The Indian Institute of Technology Madras Research Park (IITM RP) has formally launched its ₹600-crore IIT Madras Unicorn Frontier Fund, a deep-tech-focused venture capital (VC) fund, with Unicorn India Ventures appointed as the fund manager.

The fund will also have a ₹400-crore greenshoe option and will make investments in the range of ₹5-10 crore per start-up.

Natarajan Malupillai, Group CEO, IITM Research Park and IITM Incubation Cell, told *businessline* that the fund will support start-ups working in frontier domains aligned with India's long-term strategic needs including defence, climate tech, quantum computing and semiconductors, among others.

Malupillai added that the fund will now require 'SEBI approvals' which should take about 3–4 months. He added that the fund investors would involve both IIT Madras alumni and other HNIs and institutional investors.

As for the partnership with Unicorn India Ventures, he said the VC firm was selected for its deep-tech expertise and a proven track record on fund performance metrics.

HOW THE FUND WORKS
The fund will deploy 60 per cent of the investable corpus to build the initial portfolio and reserve the rest for follow-on rounds.

Speaking at the launch of the fund here on Friday, V Kamakoti, Director, IIT Madras, emphasised the need for patience and perseverance in Deep-tech and said that the institute will not pressurise start-ups with knee jerk reactions and will look to mentor them over the long-term.

'Professionals pivot to global remote roles as visa uncertainty rises'

Our Bureau
Bengaluru

As visa pathways tighten and global mobility becomes more complex, international exposure is increasingly being built from India — through skills development, cross-border projects and remote roles — rather than through immediate relocation.

Indeed's latest Global Career Work & Mobility report, based on surveys of 552 employers and 1,019 employees across India and global markets, shows that 61 per cent of Indian profes-

sionals now prefer global remote roles over overseas relocation. Nearly 49 per cent said they would continue working from India if their preferred visa pathway is unavailable.

44 per cent still value international careers, even as expectations grow more pragmatic. While some believe global careers can now be built entirely from India, 51 per cent said working abroad still offers advantages that are difficult to replicate locally, particularly in the early stages of a career.

India also remains central to global talent flows. The country has the world's

largest overseas population, with around 35.4 million non-resident Indians (NRIs) and persons of Indian origin (PIOs), according to the Ministry of External Affairs' May 2025 data.

CAREER PLANS SHIFT

The most striking shift is the drop in certainty around mobility. Only 15 per cent of professionals say they clearly understand visa rules, leaving many unsure if — or when — they can realistically plan a move abroad. This uncertainty weighs most heavily on early- and mid-career professionals,

for whom timing and stability are critical.

"Global careers haven't become less attractive, but less linear," said Sashi Kumar, Managing Director, Indeed India.

Working on international projects from India has emerged as the preferred route to global exposure, ranking above short-term overseas assignments or education abroad. Nearly 39 per cent of professionals said they are actively preparing for global opportunities through upskilling, certifications and international networking, often without expecting immediate relo-

cation. Not all employers are affected equally. About 47 per cent said a significant share of their US teams depends on visa-linked talent, making them more vulnerable to policy shifts. These firms report higher hiring costs, fewer visa approvals, rising legal and compliance expenses, and delays in client project delivery. The pressure is most visible at the entry level.

Around 41 per cent of professionals said they would switch employers for clearer mobility pathways, signalling that global exposure is becoming a key factor in career decisions.

TO ADVERTISE PLEASE CONTACT

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thehindu businessline.

SRI VARAHA LAKSHMI NARASIMHA SWAMY VARI DEVASTHANAM - SIMHACHALAM VISAKHAPATNAM DISTRICT. A.P. - 530028.

SVLNSD-LEASOC3/1/2026, Dt.04.02.2026

PH: 9390191025 / 7396164484. Email :- endow-eosvlnsd@gov.in

E-Tender cum Public Auction Notice

e-tender-Sealed tender-cum public auction will be held for licence right for Collection of Human Hair offered by devotees in this Devasthanam Kesakhandanasala at Uphill for a period of Two year i.e., 01.04.2026 to 31.03.2028.

For e-tender schedule and for further details please log on to www.approcurement.gov.in (or) <https://tender.approcurement.gov.in>

Download starting from 07-02-2026 on 10.00 A.M. last date for uploading of bids 20-02-2026 on 1.00 P.M., and sealed tenders and public auction to be held on 23-02-2026. For further details please contact at Devasthanam Office in working hours.

Sd/- N.Sujatha, Executive Officer



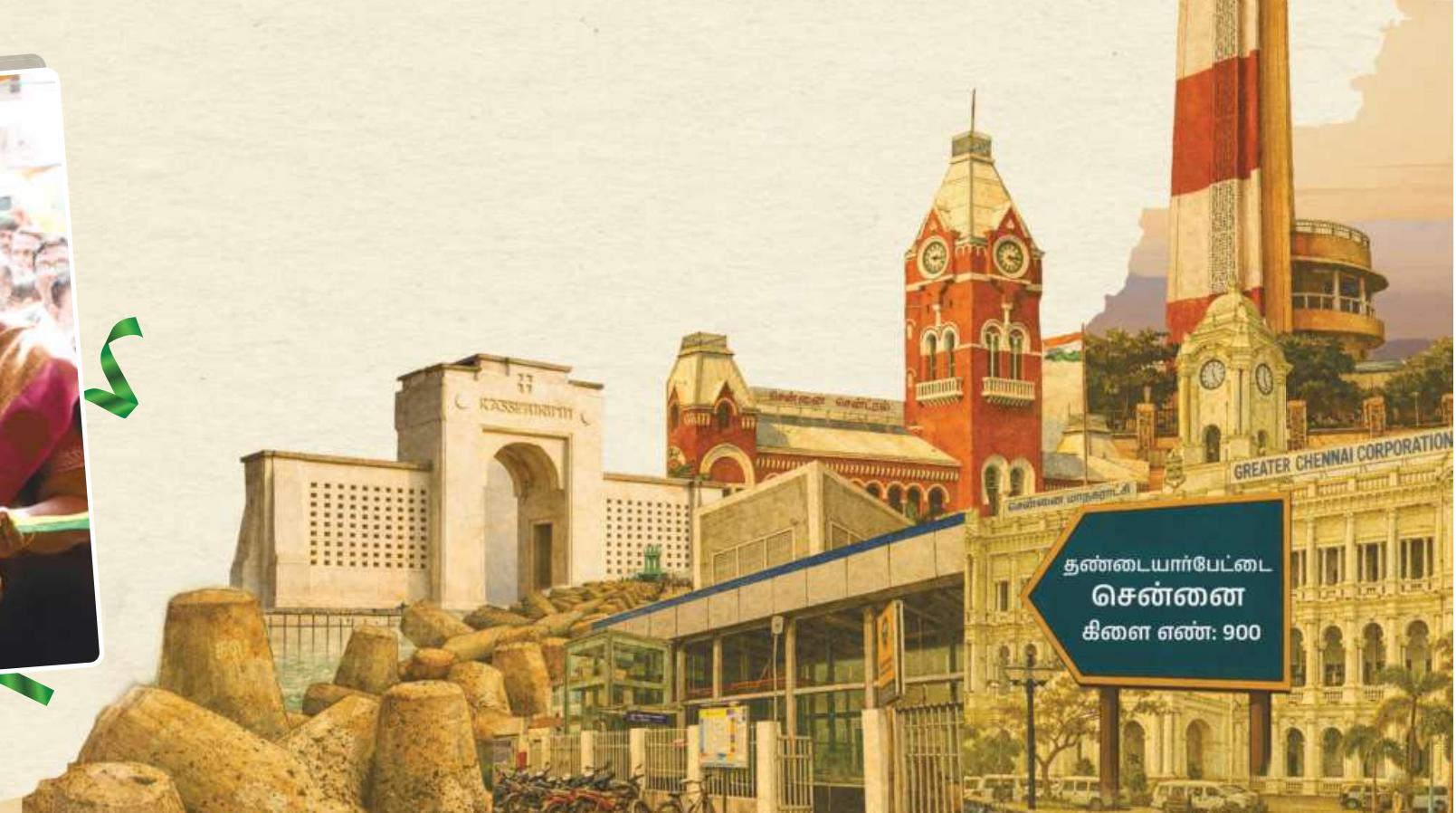
We are proud to inaugurate our 900th branch at

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BANGUR
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Company received "CareEdge-ESG 1" rating with an ESG score of 70.8, reflecting a Leadership position in ESG risk management through best-in-class disclosures, policies, and performance. Company has also been rated 'CareEdge BBB+ (Stable)' Long-Term Foreign Currency Issuer Rating, which is among the highest in India, demonstrating strong operational performance and financial strength.

Shree Cement
 Shree Cement Limited

Regd. Office : Shree Cement Ltd., Bangur Nagar, Beawar-305901, Rajasthan | Phone: 01462 228101-6 | Fax: 01462 228117/119 | E-mail: shreebwr@shreecement.com | Website: www.shreecement.com | CIN: L26943RJ1979PLC001935

EXTRACT OF CONSOLIDATED UNAUDITED FINANCIAL RESULTS FOR THE QUARTER AND NINE MONTHS ENDED ON 31ST DECEMBER, 2025

₹ in Crore

Sr.No.	PARTICULARS	Quarter ended 31.12.2025 (Unaudited)	Nine Months ended 31.12.2025 (Unaudited)	Quarter ended 31.12.2024 (Unaudited)	Year ended 31.03.2025 (Audited)
1	Total Income from Operations	4946.04	15402.14	4683.46	19872.05
2	Net Profit for the period before Taxes	323.96	1626.07	224.71	1311.51
3	Net Profit for the period after Taxes	267.65	1221.13	193.72	1123.80
4	Total Comprehensive Income for the period (Comprising Profit for the period after tax and other Comprehensive Income after tax)	355.08	1485.38	260.04	1209.90
5	Paid-up Equity Share Capital (Face value ₹ 10/- per share)	36.08	36.08	36.08	36.08
6	Reserves (excluding Revaluation Reserve)	22467.68	22467.68	21103.87	21501.67
7	Securities Premium Account	2408.63	2408.63	2408.63	2408.63
8	Net worth	22503.76	22503.76	21139.95	21537.75
9	Outstanding Debt	1408.44	1408.44	1439.42	816.92
10	Debt-Equity Ratio (in times)	0.06	0.06	0.04	0.04
11	Earnings Per Share (of ₹ 10/- each) - (Not Annualized)				
12	1. Cash (in ₹)	265.55	890.28	268.34	1102.79
13	2. Basic & Diluted (in ₹)	73.92	337.54	53.61	311.18
14	Capital Redemption Reserve	15.00	15.00	15.00	15.00
15	Debenture Redemption Reserve	-	-	-	-
16	Debt Service Coverage Ratio (in times)	18.51	24.45	20.78	9.81
17	Interest Service Coverage Ratio (in times)	18.51	24.45	20.78	22.07

Notes:

1. The above results were taken on record at the meeting of the Board of Directors held on 6th February, 2026. The results have been reviewed by the Statutory Auditors.

2. Key Standalone Financial Information:

PARTICULARS	Quarter ended 31.12.2025 (Unaudited)	Nine Months ended 31.12.2025 (Unaudited)	Quarter ended 31.12.2024 (Unaudited)	Year ended 31.03.2025 (Audited)
Total Income from operations	4543.00	14152.19	4350.36	18614.49
Net Profit for the period before Taxes	342.49	1578.36	259.00	1397.37
Net Profit for the period after Taxes	278.61	1174.26	229.41	1196.23

 3. The above is an extract of the detailed format of financial results for the quarter and nine months ended 31st December, 2025 filed with the Stock Exchanges under regulations 33 & 52 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended. The full format of the standalone and consolidated financial results for the quarter and nine months ended 31st December, 2025 are available on the websites of the Stock Exchanges (www.bseindia.com and www.nseindia.com) and on the company website viz. www.shreecement.com. The results can also be accessed by scanning the Quick Response Code given below.

 4. For the other line items referred in regulation 52(4) of the Listing Regulations, pertinent disclosures have been made to the Stock Exchanges (www.bseindia.com and www.nseindia.com) and on the company website viz. www.shreecement.com.

 Place: Kolkata
 Date: 6th February, 2026
 For details e-mail at: subhash.jajoo@shreecement.com

 By order of the Board
 For SHREE CEMENT LIMITED
 (H.M. Bangur)
 Chairman
 DIN: 00244329


Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI	Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI	Company	Prev	Close	Open	High	Low	Qty	52 WH	52 WL	PE	BSE CI																	
20 Microns [S]	165.34	171.03	169.55	175.00	167.00	134.06	264.10	188.80	59.00	10,178.00	GEAT	387.60	394.24	387.10	397.80	385.50	10,26	431.60	232.05	23,392.85	Grapes Ind [D]	165.27	169.45	165.00	161.90	160.50	164.50	70,67	216.95	190.50	14,750	40,164.00	KBLB [D]	355.80	364.15	354.45	360.00	349.30	474.32	495.00	25,70	14	363.95						
309 One Way	114.00	113.99	112.00	113.00	110.02	56.04	127.80	120.00	21.00	-	Geppal Ind.	288.40	291.85	288.00	295.00	285.00	16,073	322	302.95	222.61	-	Great Estate	260.16	274.10	274.00	270.00	263.00	461.48	480.15	86.49	513.00	175.15	Krishna Ph. [D]	478.20	492.10	474.10	498.00	469.15	497.30	511.00	490.00	127.35	10	1273.95					
3M India	117.00	120.00	119.00	120.00	119.00	54.50	137.84	125.50	25.75	272,359.00	Cellio World [D]	506.55	504.30	506.05	511.25	503.00	20,75	675.00	490.00	10,348.00	Grooves [C]	106.38	110.18	10.38	10.38	10.38	10.38	10.38	10.38	10.38	10.38	KRISHNA DEF [D]	947.60	930.90	942.00	951.10	930.90	942.00	951.10	930.90	117.00	118.00	503.00						
5PAISA [D]	143.90	129.00	144.00	144.00	144.00	127.00	144.00	144.00	144.00	-	Geodim Pro	678.85	634.85	669.00	667.90	667.90	618.10	99.00	598.00	44.00	476.60	Greenpanel I	226.82	223.75	226.82	228.00	222.03	45.34	395.00	202.81	-	-	KRITI Nutri [D]	74.30	74.69	77.00	77.00	73.20	15.14	134.99	63.55	-	-						
63 MoonsTe [2]	643.80	634.20	642.00	646.50	629.95	58.22	113.00	120.00	57.05	6,74	63.40	Central Bank	36.37	39.00	36.38	37.15	31.5	37	30.44	36.28	32.81	7,37.04	Central Bank	26.75	26.75	26.75	26.75	26.75	15.00	15.00	15.00	15.00	15.00	KRITI Nutri [D]	74.30	74.69	77.00	77.00	73.20	15.14	134.99	63.55	-	-					
A+ [*****]	-	-	-	-	-	-	-	-	-	-	Century Enka	459.10	474.15	48.50	504.00	450.50	123.46	61.00	405.00	15.00	475.80	CEBA SANIT [D]	105.30	161.70	505.00	520.00	120.00	30,154.80	30,154.80	30,154.80	30,154.80	30,154.80	GRM Overseas [D]	162.91	165.05	163.00	166.60	165.05	167.86	138.76	517.70	151.00	15.00	-					
Ashbar Engg [D]	47.55	474.70	471.00	475.50	471.00	37.81	325.88	374.50	57.45	18,375.20	CGC Powerd [2]	668.00	674.85	669.00	676.00	663.30	27.25	79.75	51.85	37.04	CGC Powerd [2]	178.19	177.03	177.12	177.30	175.20	416.95	37.04	11.76	17.76	17.76	CGC Powerd [2]	178.19	177.03	177.12	177.30	175.20	416.95	37.04	11.76	17.76	17.76							
Aarti Drugs [D]	374.90	374.65	375.00	377.00	377.00	31.70	663.88	224.00	17.50	-	CGC Powerd [2]	668.00	674.85	669.00	676.00	663.30	27.25	79.75	51.85	37.04	CGC Powerd [2]	178.19	177.03	177.12	177.30	175.20	416.95	37.04	11.76	17.76	17.76	CGC Powerd [2]	178.19	177.03	177.12	177.30	175.20	416.95	37.04	11.76	17.76	17.76							
Aarti Ind [D]	453.60	440.95	451.20	452.85	437.55	133.91	51.91	49.00	33.80	22.00	43.00	CGCI [1]	169.79	173.22	170.00	174.44	167.91	52.88	23.00	15.00	22,172.35	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54
Aarti Pharm [D]	783.33	776.80	733.35	780.00	765.45	107.93	971.00	573.95	57.95	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54											
Aarti Pimpri [D]	191.90	191.20	184.00	191.00	184.00	50.00	57.00	57.00	57.00	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54											
Aarti Pimpri [D]	191.90	191.20	184.00	191.00	184.00	50.00	57.00	57.00	57.00	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54	-	-	GTI Infra [D]	220.12	227.98	220.90	233.00	219.56	322.54	32.54											
Abbott [D]	77,250	77,240	77,200	77,250	77,250	21,745	77,250	77,250	77,250	20,556.00	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30									
ABC Capital [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30																				
ABC Corp [D]	34.00	34.00	33.80	34.00	33.80	20,225	42,25	42,25	42,25	30,136.00	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30																				
ABC Corp [D]	34.00	34.00	33.80	34.00	33.80	20,225	42,25	42,25	42,25	30,136.00	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	16,30	ACELLA [D]	16,30	16,30	16,30	16,30	16,30	16,30	16,30																				
ABC Corp [D]	34.00	34.00	33.80	34.00	33.80	20,225	42,25	42,25	42,25																																								

BSE Stocks																										
Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl	Company	Pr Cl	Cl
360 One W [1]	114.65	115.70	Bazan Style [5]	312.15	320.90	Decau Gold [1]	136.85	131.45	Gala Prec. [1]	763.70	777.05	IIFI Ssc [2]	323.75	326.20	Kithun Engg [1]	545.05	545.15	Mishtran Fd [1]	4.63	4.58	Park Medi Worl	156.55	153.85	Sail [1]	29.77	30.74
Aarti PhlB [5]	239.35	277.60	Bhai Hegri [1]	91.15	91.20	Dee Davel [1]	208.95	212.45	Gardent Hl [2]	152.50	150.50	IMLS WH [1]	13.37	13.38	KIMS [2]	607.05	594.95	Mishtran Fd [1]	10.70	10.78	PayTM [1]	121.65	118.70	TecnoCo Cte	548.45	543.05
Awach Melli [1]	35.78	36.52	Bhai Patel [5]	45.17	45.45	Deep Diamo [1]	4.41	4.19	Garnment Ms [1]	1.36	1.37	IndlSph WH [1]	205.75	209.20	IndlFndg [3]	490.80	491.50	ModIntrg [1]	227.95	230.20	Thirirkip Pte [1]	91.15	91.45	Terrex Corp	150.00	145.00
AB.Sunlife A [5]	810.05	813.30	170.00	162.00	Deep Ind [5]	414.75	402.15	Gart Const [1]	74.92	84.11	IndiaMart [1]	287.85	236.80	KidFrouros [5]	44.00	44.85	Montoply [1]	0.45	1.04	Thirirkip Pte [1]	113.30	114.95	VitroTech Cte	147.65	145.65	
ACMesclar [2]	223.25	221.70	Bairam L.a [1]	71.60	71.38	Dellivery Ht [1]	44.40	43.80	Garware Ht [2]	142.70	42.20	IndiaInf [1]	0.70	0.69	KnockWld [1]	57.32	57.37	Monoply [1]	0.45	0.45	WiproSoft [1]	147.55	145.55	WaterPurif	145.65	143.65
Adani Wilm. [1]	214.45	211.00	Baiji Proj [1]	44.50	40.90	Devany int'l [1]	11.35	10.35	Garware Inf [1]	60.12	59.70	IndiaInf [1]	3.52	3.73	KidFrouros [5]	44.00	44.85	Monoply [1]	0.45	0.45	WiproSoft [1]	147.55	145.55	WaterPurif	145.65	143.65
Adon Capit [1]	0.50	0.48	Bansf Rool [1]	16.15	14.30	Des Indra [5]	126.65	134.05	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Aditya Birla [1]	114.30	111.30	Bearque N [5]	241.10	250.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Aditya Birla Inf [1]	147.25	148.95	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Advait Indr [1]	151.40	163.70	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Agro Indr [1]	140.10	139.70	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH [1]	205.75	209.20	IndiaInf [1]	0.45	0.45	IndiaInf [1]	113.30	114.95	IndiaInf [1]	145.65	143.65
Alstom [1]	130.75	140.20	Bearque N [5]	184.40	180.40	Des Indra [5]	6.63	6.66	IndiaInf [1]	20.95	20.75	IndiaInf [1]	1.05	1.05	IndlSph WH											

Advancis IC [1]	1.18	1.14
Legis Vopak Te	230.05	218.10
Equus Limited	139.75	140.20
Other Ind	1022.70	1008.00

Category	Product A	Product B	Product C	Product D	Product E	Product F	Product G	Product H	Product I	Product J	Product K	Product L	Product M	Product N	Product O	Product P	Product Q	Product R	Product S	Product T	Product U	Product V	Product W	Product X	Product Y	Product Z			
Afcons	338.25	331.55	BlackBuck [1]	607.05	622.65	EmmveePho [2]	202.20	202.30	Gng Electron [2]	292.85	322.10	IRCTC [2]	621.50	619.80	Lenskart S [2]	447.05	456.80	NCL Resear [1]	0.45	0.46	PVY Infra [5]	5.16	5.19	Sensex BEES	950.88	953.58			
AlgoQuantFin [1]	60.47	59.32	Blue Cloud [1]	18.59	18.10	Empower I [1]	1.55	1.48	Go Digit GIC	312.60	311.60	IREDA	151.70	150.70	Nephrocare Hea	518.15	530.40	Quality Power	816.40	816.50	Sensexietf	955.47	954.96	Sunshine C [1]	0.22	0.23			
Allied Blend [2]	514.65	515.40	Blusprinting Ente	58.42	55.92	EMS	378.45	367.60	Go Fashish	387.90	385.40	IRFC	840.45	901.50	NRH Foods [1]	114.70	114.45	SPR Inferv	349.20	372.55	RM Dipr [1]	110.35	111.40	Urban Comp [1]	123.00	122.25			
Altstone Text [1]	0.18	0.17	BndlWrd Ind [1]	36.92	37.34	Bevne Tradg [1]	0.43	0.41	Godavarib	255.60	279.10	Itc Hotels L [1]	182.95	181.20	Lloyds Ent [1]	62.01	59.92	RaiFel Corp	331.20	324.15	SW-Solar [1]	194.70	190.20	IT Asset	1067.25	1063.05			
Amagi Media La	374.25	376.15	Brainbees [2]	265.65	269.65	Enviro Infra	179.35	181.15	Goodyear I)	793.05	843.70	Jalaja Indl [2]	75.31	73.39	Lloyds Met E [1]	1265.50	1262.45	Rainbow C.Med.	1128.40	1123.30	Shadowfax Tech	114.15	114.80	Swiggy [1]	321.45	319.80			
Ami Organic [5]	1985.40	1986.00	Campus Act [5]	269.60	273.95	Epack Dur.	245.45	242.75	Gopal Snack [1]	298.20	299.65	Lucent Indt [2]	1107.05	1230.60	Jain Resour [2]	402.85	388.70	MNCDE Steel	2036.45	2013.60	Utkars SFB	13.83	14.09	Zaggle Pre [1]	287.30	279.95			
Anand Rathai [5]	577.20	573.20	CAMS [2]	731.05	722.80	Epoch Prefa [2]	209.45	209.95	Grauer & Wei [1]	72.22	71.24	Jana SFB	347.25	350.60	M & B Engineer	371.75	367.05	NMDCE Steel	41.59	41.42	Rajnish Ret [1]	4.04	4.42	Swiss Miltry [2]	16.90	16.63			
AnandRathi [5]	2944.40	2952.75	Canara Hbsc Li	144.65	144.90	Equia SFB	66.01	64.99	Growing Ven [1]	0.65	0.69	Jaro Institute	484.70	478.60	Macrotech De	1049.40	1054.55	Ntpcgreen	86.37	87.04	Shanti Gold In	201.55	204.45	Syph Tech [1]	0.61	0.67			
AngelOne	2642.15	2638.50	Canara Robeco	255.25	256.55	ESAF SFB	28.55	29.18	GTV Engg [2]	56.24	57.43	Jaykay Ent [1]	163.30	158.25	Madhatl Inf [2]	9.94	9.93	Nuvana Wel [2]	130.65	135.45	Rajgrat,G.Wir [2]	460.60	470.00	Vardac Engg [1]	581.55	572.00			
Anthem Bios [2]	635.60	653.30	CapitalTrade [1]	20.75	21.50	Entel L [1]	286.90	283.45	GuJ. Fluoro [2]	337.65	342.65	Jeeka Sikho [2]	709.30	710.95	Mafatal Ind [2]	141.30	138.20	Nykka [1]	258.25	277.05	Rashi Perip. [5]	383.80	381.55	Symcon For [1]	13.60	13.55			
Anupam Rasay	1305.80	1314.60	Captain Pip [1]	10.74	11.01	Euro Pratik [1]	264.75	280.70	GuJ.Nat.Res	100.25	99.15	Jin Fin	269.95	268.05	Magell.Clo [2]	25.21	25.22	Olieff	12.29	12.32	Tarsom Pro [2]	205.20	220.10	Ventive Hos [1]	77.95	77.65			
Apis	71.29	74.03	Captain Poly [2]	73.85	77.21	EveXia Life [1]	1.64	1.65	Gujarat Kidney	106.95	111.60	JNK India [2]	238.90	240.60	One Global	632.80	661.30	Raymond Realty	468.65	460.30	Tata Capital L	346.15	345.75	Venue Pipe	1171.35	1200.00			
Applus Value [2]	271.20	259.10	CarTrade	229.95	261.90	Excelsoft Tech	71.31	74.65	Happi.Minds [2]	393.60	387.35	Johnson Phr [1]	0.60	0.60	Mankind Phr [2]	208.55	205.95	RDB Realty [1]	66.38	69.11	ShriPrist	303.85	297.05	Tata Tech [2]	642.45	617.50			
AR Financial [1]	0.69	0.66	Ceilagall Ind [5]	288.25	292.30	Fabtech Techno	152.05	157.65	Happy Forg. [2]	1124.75	1195.50	Joste Engg. [1]	269.50	247.40	Markolines	163.55	157.80	TataMot CV [2]	455.85	458.20	Wiley Wires Li	48.85	50.62	Elitec,Int'l [1]	65.45	68.17			
Arisirfinza So [2]	90.60	84.30	Cemsys Tech	1171.30	1190.60	Faze Three	516.50	518.10	Harshil Agr [1]	0.43	0.43	Jsw Cement Lim	123.55	121.30	Marsrons [1]	143.90	143.85	Tatamot CV [2]	455.85	458.20	Midwest Gold	5410.95	5603.00	Shish Indl [1]	12.44	12.20			
AsaphuriGol [5]	5.14	5.14	Cello World [5]	506.50	504.20	Fedbank Fina	142.20	144.55	Hazzor Multi [1]	33.62	35.20	Orchasp [2]	2.73	2.39	Regal Recso [5]	60.14	60.38	Siemens Engg [2]	259.60	270.40	Vijaya Diag [1]	970.40	965.35	Starlineps [1]	8.33	8.49			
AS Tech	2534.25	2539.10	Choice Intc	773.35	761.25	Feddors Hol [1]	46.47	45.17	Hdb Financial	700.30	723.10	Jstl Ind [1]	65.62	67.57	Mazagon Do [5]	2397.50	2402.35	Orient Rail [1]	155.39	152.35	Rhetan TMT [1]	26.13	25.54	Signature G [1]	886.80	891.30			
Ather Energy [1]	71.45	70.50	Clean Sci& I [1]	808.85	796.80	Fischer Med [1]	42.12	44.22	Hexaware te [1]	640.25	613.75	Jyoti CNC [2]	823.40	821.55	Meesho Limited	151.40	154.30	Korda India [1]	560.55	582.10	RIR Power [2]	196.50	194.25	Sika Inter [2]	834.90	836.95			
Atlanta Elec [2]	808.95	813.70	CMS Info Sys	325.15	325.85	Five Star-B [1]	447.25	450.25	Hi-Tech Pipe [1]	80.89	80.79	Jyoti Resins	1066.25	1052.85	Meghnati O [1]	55.04	53.46	Osiaeje Pa	455.55	456.85	Rishabh Inst	42.00	44.05	Silver Touch	1345.05	1364.85			
Authum Inv. [1]	49.85	50.65	Concur Bio [1]	1167.60	1339.30	Frmgcjet [1]	54.29	55.63	Hit Kit Glo [2]	1.94	2.03	Meghnati Infra	563.05	564.85	Oswal Pumps [1]	381.35	378.95	Silverbline	11.51	12.08	Tosstech [2]	732.15	737.45	Vikas Life [1]	1.70	1.63			
Autopal Ind.	45.04	47.06	Coronica Remediat	1527.55	1536.55	Force Motor	2107.40	21418.85	Hitachi Err [2]	19110.10	19237.90	Kalyan Fin [1]	30.65	30.17	Padam Cot	190.15	191.50	Rosstech [2]	131.00	141.40	Simmonds-De [1]	121.00	120.85	Starlineps [1]	8.33	8.49			
Avalon Tech [2]	1020.25	1030.35	Cressanda [1]	2.85	2.82	Franklin Ind [1]	0.47	0.47	Home First [2]	1160.60	1177.05	Kamadhve [1]	5.50	5.42	Mercury EV [1]	39.84	39.01	R R Kabbel [5]	147.65	146.80	Sindhu Tra [1]	25.02	25.61	Tejas Netwrk	338.50	336.50			
Avantel Ltd [2]	150.50	148.55	Clyent DLM	357.75	346.05	Fredrun Ph	1664.75	1648.00	Hyundai	2163.50	2185.05	Kapilraj [1]	2.57	2.53	Metal	11.95	11.99	Rubicon Re [1]	788.55	784.70	Sky Gold	313.25	319.50	Genus Pwr [1]	253.85	262.35			
Awfis Space	373.45	362.75	Dam Capital [2]	170.20	167.20	Front Buss [5]	69.87	67.14	Icici Prudenti	3094.45	3059.65	Kaynes Tech	3614.20	3698.85	Metalietf	11.95	11.95	Panth Inf.	8.75	8.91	Krnl Infra [1]	10.45	10.55	Kesoram In	8.70	8.73			
Azad Engg [2]	1502.55	1491.60	Data Pattnr [2]	2526.55	2723.20	Frontier Spr	4336.00	4460.70	IdeaForge Te	424.65	425.85	KFin Tech	991.95	968.55	MFL India [1]	0.44	0.44	Paradeep.Ph	125.25	122.50	Softcom Sys	32.48	31.52	Best Agrofil	19.93	19.90			
B2b Soft.	53.69	56.37	DCX System [2]	167.70	166.10	Fusion Fin	187.95	189.90	IFL Enter [1]	0.51	0.51	Khoobsurat [1]	0.52	0.55	Paras Def [5]	654.40	642.75	Sagility	47.60	48.21	Solara APS	524.15	471.20	EMBASSY DEV	64.79	68.02	Mang.Drug	34.21	35.74