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ENTERO HEALTHCARE SOLUTIONS LIMITED

Our Company was incorporated as "Entero Healthcare Solutions Private Limited" as a private limited company under the Companies Act, 2013 pursuant to a certificate of incorporation dated January 10, 2018, issued by the Registrar of Companies, Central Registration Centre, under the administrative control of the Registrar of Companies, Delhi and Mysuru at New Delhi. Thereafter, our Company was converted into a public limited company pursuant to a special resolution passed in the annual general meeting of our Shareholders held on August 7, 2023, and consequently, the name of our Company was changed to "Entero Healthcare Solutions Limited", and a fresh certificate of incorporation dated August 25, 2023, was issued by the Registrar. For details of changes in the name and registered office address of our Company, see "History and Certain Corporate Matters" on page 205 of the Red Herring Prospectus dated February 5, 2024 ("RHP").
Registered Office: Plot No. 1-35, Building - B, Industrial Area Phase - 1, 13th Mile, Marathahalli, Bangalore 560037, Karnataka, India. Tel: +91 82 60019100. **Contact Person:** Jayraj Prakash, Vice President - General Counsel, Company Secretary, and Compliance Officer. E-mail: jayraj.prakash@enterohealthcare.com. **Website:** www.enterohealthcare.com. **Corporate Identity Number:** U74999HS2015PL1022204



(Please scan this QR code to view the Red Herring Prospectus)

PROMOTERS OF OUR COMPANY: PRABHAT AGRAWAL, PREM SETHI, AND ORBIMED ASIA III MAURITIUS LIMITED

INITIAL PUBLIC OFFERING OF UP TO [●] EQUITY SHARES OF FACE VALUE OF ₹10 EACH ("EQUITY") OF ENTERO HEALTHCARE SOLUTIONS LIMITED (OUR "COMPANY" OR THE "ISSUER") FOR CASH AT A PRICE OF ₹[●] PER EQUITY SHARE INCLUDING A SHARE PREMIUM OF ₹[●] PER EQUITY SHARE (THE "OFFER PRICE") AGGREGATING UP TO ₹1,195 MILLION (THE "OFFER"). THE OFFER COMPRISES OF A FRESH ISSUE OF UP TO [●] EQUITY SHARES BY OUR COMPANY AGGREGATING UP TO ₹1,000 MILLION (THE "FRESH ISSUE") AND AN OFFER FOR SALE OF UP TO 4,789,475 EQUITY SHARES (THE "OFFERED SHARES") AGGREGATING UP TO ₹[●] MILLION (THE "OFFER FOR SALE"), AS PER THE DETAILS PROVIDED BELOW. THE OFFER WILL CONSTITUTE [●]% OF THE POST-OFFER PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY.

DETAILS OF THE SELLING SHAREHOLDERS, OFFER FOR SALE AND THE WEIGHTED AVERAGE COST OF ACQUISITION

Sr. No.	Name of Selling Shareholder	Type	NUMBER OF EQUITY SHARES BEING OFFERED/ AMOUNT (IN ₹ MILLION)	WEIGHTED AVERAGE COST OF ACQUISITION PER EQUITY SHARE (IN ₹)
1.	Orbimed Asia III Mauritius Limited	Promoter Selling Shareholders	Up to 3,615,580 Equity Shares aggregating up to ₹[●] million	249.25
2.	Prabhat Agrawal	Promoter Selling Shareholders	Up to 470,210 Equity Shares aggregating up to ₹[●] million	12.05
3.	Prem Sethi	Promoter Selling Shareholders	Up to 313,472 Equity Shares aggregating up to ₹[●] million	12.28
4.	Novacare Drug Specialities Private Limited	Other Selling Shareholders	Up to 42,250 Equity Shares aggregating up to ₹[●] million	245.90
5.	K.E. Prakash	Other Selling Shareholders	Up to 39,610 Equity Shares aggregating up to ₹[●] million	240.53
6.	Petros Diamantides	Other Selling Shareholders	Up to 15,074 Equity Shares aggregating up to ₹[●] million	245.94
7.	Prashanth Ravindrakumar	Other Selling Shareholders	Up to 13,203 Equity Shares aggregating up to ₹[●] million	245.90
8.	Manoj K Sanghani	Other Selling Shareholders	Up to 12,103 Equity Shares aggregating up to ₹[●] million	245.90
9.	Vikramaditya Ambre	Other Selling Shareholders	Up to 12,103 Equity Shares aggregating up to ₹[●] million	245.90
10.	Hemant Jose Barros	Other Selling Shareholders	Up to 8,802 Equity Shares aggregating up to ₹[●] million	245.90
11.	Millennium Medicare Private Limited	Other Selling Shareholders	Up to 8,802 Equity Shares aggregating up to ₹[●] million	245.94
12.	Chethan M.P.	Other Selling Shareholders	Up to 4,401 Equity Shares aggregating up to ₹[●] million	238.69
13.	Hemant Jaggi	Other Selling Shareholders	Up to 4,401 Equity Shares aggregating up to ₹[●] million	245.90
14.	K.R.V.S. Varaprasad	Other Selling Shareholders	Up to 2,201 Equity Shares aggregating up to ₹[●] million	245.91
15.	K. Naveen Kumar Gupta	Other Selling Shareholders	Up to 2,201 Equity Shares aggregating up to ₹[●] million	245.94
16.	Deepesh T. Gala	Other Selling Shareholders	Up to 1,320 Equity Shares aggregating up to ₹[●] million	245.90
17.	Lalit Sahadev	Other Selling Shareholders	Up to 1,320 Equity Shares aggregating up to ₹[●] million	245.90
18.	Venkata Ratana Siva Kumar Yanamadala	Other Selling Shareholders	Up to 1,320 Equity Shares aggregating up to ₹[●] million	245.90
19.	Suraj Prakash Atreja	Other Selling Shareholders	Up to 1,102 Equity Shares aggregating up to ₹[●] million	245.92

Our primary line of business is in the distribution of healthcare products to retail pharmacies, hospitals and healthcare clinics in India.

The Issue is being made through the Book Building Process in accordance with Regulation 6(2) of the SEBI ICDR Regulations
 QIB Portion: Not less than 75% of the Net Offer | Non-Institutional Portion: Not more than 15% of the Net Offer | Retail Portion: Not more than 10% of the Net Offer
 Employee Reservation Portion: Up to [●] Equity Shares aggregating up to ₹ 80 Million

PRICE BAND: ₹ 1,195 TO ₹ 1,258 PER EQUITY SHARE OF FACE VALUE OF ₹10 EACH.
 THE FLOOR PRICE AND THE CAP PRICE ARE 119.50 TIMES AND 125.80 TIMES THE FACE VALUE OF THE EQUITY SHARES RESPECTIVELY.
 AS WE HAVE INCURRED LOSSES IN THE LAST THREE FISCALS PRICE TO EARNINGS IS NOT APPLICABLE.
 BIDS CAN BE MADE FOR A MINIMUM OF 11 EQUITY SHARES AND IN MULTIPLES OF 11 EQUITY SHARES THEREAFTER.
 A DISCOUNT OF ₹ 119 PER EQUITY SHARE IS BEING OFFERED TO ELIGIBLE EMPLOYEES BIDDING IN THE EMPLOYEE RESERVATION PORTION

In accordance with the recommendation of Independent Directors of our Company, pursuant to their resolution dated February 5, 2024, the above provided price band is justified based on quantitative factors/ KPIs disclosed in the "Basis for Offer Price" section of the RHP vis-a-vis the weighted average cost of acquisition ("WACA") of primary and secondary transaction(s), as applicable, disclosed in "Basis for Offer Price" beginning on page 131 of the RHP.

In making an investment decision, potential investors must only rely on the information included in the RHP and the terms of the Issue, including the risks involved and not rely on any other external sources of information about the Issue available in any manner.

RISKS TO INVESTORS

- We have experienced losses in the Financial Years 2021, 2022 and 2023, and the six months ended September 30, 2022.

Particulars	For the six months ended September 30,		For the Financial Year		
	2023	2022	2023	2022	2021
PAT (₹ in millions)	116.42	(108.57)	(111.04)	(294.39)	(153.54)
% of revenue from operations	0.61%	(0.69)%	(0.34)%	(1.17)%	(0.86)

Our Weighted Average Return on Net Worth for Fiscals 2023, 2022 & 2021 is (3.20)%

- We have experienced negative cash flows from operating, investing and financing activities in the past and may continue to do so in the future. Any negative cash outflows could have an adverse impact on our cash flow requirements, business operations and growth plans.

Net Cash Flows	For the six months ended September 30,		For the Financial Year		
	2023	2022	2023	2022	2021
	(₹ in millions)		(₹ in millions)		
Used in operating activities	(827.21)	(677.24)	(453.15)	(352.66)	(686.84)
Used in investing activities	(188.81)	(338.33)	(465.95)	(1,617.32)	(308.69)
From financing activities	1,270.91	946.74	727.64	2,111.92	887.13

- Our operations are subject to high working capital requirements, and have incurred substantial indebtedness. As of September 30, 2023, our working capital was ₹7,826.51 million. As on November 30, 2023, we had a total sanctioned limit of working capital facilities of ₹ 4,077.00 million. Our inability to maintain an optimal level of working capital or financing required may impact our operations and profitability adversely.
- We have pledged 100% of equity shares of 10 of our Subsidiaries in favor of certain lenders and if events of default arise under the financing agreements, such lenders could invoke the relevant share pledge agreements, adversely affecting our business, results of operations, cash flows and prospects.
- The Selling Shareholders will receive the entire proceeds from the Offer for Sale and Company will not receive any of such proceeds.
- The average cost of acquisition of Equity Shares held by the Selling Shareholders ranges from ₹12.05 to ₹249.25 per Equity Share, and the Offer Price at upper end of the Price Band is ₹1,258.00
- We may incur losses and our reputation may be adversely affected by the return of our products by customers, arising from the distribution of expired, unsafe, defective, ineffective or counterfeit products, and product spoilage, breakage and damage during transportation or in storage. We may also be subject to product liability claims.
- Since our inception, we have acquired 34 entities in the healthcare products distribution industry in India and may continue to complete more acquisitions in the future. However, we may be unable to realize the anticipated benefits of past or future acquisitions successfully. Further, if we are unable to implement our strategy of inorganic growth, our business, financial condition, results of operations, cash flows and prospects may be adversely affected.
- The Price Band, Offer Price, market capitalization to total revenue, total assets and EBITDA/EV based on the Offer Price of our Company, may not be indicative of the market price of our Company on listing or thereafter. The table below provides details of our price to earnings ratio and market capitalization to revenue from operations and comparison with our peers:

Year/Period	EV / EBITDA	Market capitalisation to total revenue	Market capitalisation to total assets
Our Company			
For the six months period ended September 30, 2023	108.31	2.88	3.63
For Fiscal 2023	90.64	1.66	4.18
Medplus Health Services Limited			
For the six months period ended September 30, 2023	61.38	3.26	3.01
For Fiscal 2023	35.59	1.92	3.16

Source: All the financial information for listed industry peer mentioned above is on a consolidated basis and is sourced from the annual reports/annual results as available of the respective company submitted to stock exchanges.

- Notes:
- Market capitalization for industry peer has been computed based on the closing market price of equity shares on NSE on January 15, 2024 and Market capitalization for the Company has been computed as a product of proposed post issue number of equity shares of the Company (calculated at on the basis of Cap Price) and Cap Price
 - Total Assets and Total Income = Total assets and Total Income (total Revenue) as disclosed in the respective financial statements
 - Enterprise Value (EV) = Market capitalisation plus net debt
 - Net debt = Long Term Borrowings + Short Term Borrowings + Long Term Lease Liabilities + Short Term Lease Liabilities - Cash and cash equivalents - Bank balances other than cash and cash equivalent
 - EBITDA = EBITDA is calculated as revenue from operations reduced by purchase of stock-in-trade and changes in inventories of stock-in-trade, employee benefit expense and other expenses

- We are subject to credit risk with respect to trade receivables. Set forth below are the details of our trade receivables, provision for expected credit loss and debtor days as of March 31, 2021, 2022 and 2023, and as of September 30, 2022 and 2023:

Particulars	As of September 30,		As of March 31,		
	2023	2022	2023	2022	2021
Trade receivables (Net of Provision) (₹ in millions)	6,304.88	4,771.89	5,148.84	3,745.99	2,421.52
Provision for expected credit loss (₹ in millions)	161.79	86.62	132.51	82.25	20.83
Debtor days (number)	54	49	51	49	44

- The Weighted Average Cost of acquisition of all Equity Shares transacted in last three years and one year preceding the date of the RHP:

Type of Transactions	Weighted average cost of acquisition (in ₹)	Cap Price is 'X' times the Weighted Average Cost of Acquisition	Range of acquisition price: Lowest Price - Highest Price (in ₹)
Last 1 year	227.35	5.53	10.00 - 423.08
Last 3 years	202.75	6.20	10.00 - 423.08

- Weighted average cost of acquisition, floor price and cap price

Type of Transactions	Weighted average cost of acquisition (₹ per share)	Floor Price (i.e. ₹ 1,195.00)	Cap Price (i.e. ₹ 1,258.00)
Weighted average cost of acquisition of Primary Issuances during 18 months prior to RHP	255.56	4.68 times	4.92 times

No secondary transactions during the last three years hence not applicable.

- The 5 BRLMs associated with the Issue have handled 97 public issues in the past three Fiscals, out of which 26 issues have closed below the offer price on the listing date.

Name of the BRLM	Total Issues	Issues closed below IPO price on listing date
ICICI Securities Limited*	24	7
DAM Capital Advisors Limited*	3	1
Jefferies India Private Limited*	2	-
JM Financial Limited*	19	1
SBI Capital Markets Limited*	7	2
Common Issues of above BRLMs	42	15
Total	97	26

*Issues handled where there were no common BRLMs

Continued from previous page.

BID/OFFER PERIOD BID/OFFER CLOSING ON : TUESDAY, FEBRUARY 13, 2024*

*The UPI mandate and time and date shall be at 5:00 pm on Bid/Offer Closing Day i.e., on February 13, 2024.

An indicative timetable in respect of the Offer is set out below: Submission of Bids (other than Bids from Anchor Investors):

Table with 2 columns: Bid/Offer Period (except the Bid/Offer Closing Date) and Indicative Date. Rows include Submission and Revision in Bids, Bid/Offer Closing Date, and various submission methods for Electronic and Physical Applications.

UPI mandate and time and date shall be at 5:00pm on Bid/Offer Closing Date. QIBs and Non-Institutional Bidders can neither revise their Bids downwards nor cancel/withdraw their Bids.

Table with 2 columns: Event and Indicative Date. Rows include Bid/Offer Opens on, Bid/Offer Closes on, Finalisation of Basis of Allotment, and Commencement of trading of the Equity Shares.

ASBA# Simple, Safe, Smart way of Application!!! Application supported by blocked amount (ASBA) is a better way of applying to issuers by simply blocking the fund in the bank account.

LUPI Now available in ASBA for Retail Individual Investor and Non-Institutional Investor applying for amount upto ₹ 5,00,000/- applying through Registered Brokers, OEs and RTAs.

THE EQUITY SHARES OF OUR COMPANY WILL GET LISTED ON MAIN BOARD PLATFORM OF BSE AND NSE.

In case of any revision in the Price Band, the Bid/Offer Period shall be extended for at least three additional Working Days after such revision of the Price Band, subject to the total Bid/Offer Period not exceeding 10 Working Days.

13, 2020 and press release dated June 25, 2021, read with press release dated September 17, 2021 and CBOT circular no.7 of 2022, dated March 30, 2022 read with press release dated March 28, 2023 and any subsequent press releases in this regard.

Bidders/Applicants should ensure that DP ID, PAN, Client ID and UPI ID (for UPI Bidders bidding through the UPI Mechanism) are correctly filled in the Bid cum Application Form.

Table with 4 columns: BOOK RUNNING LEAD MANAGERS (ICICI Securities, DAM, Jefferies, JM FINANCIAL, SBICAPS), REGISTRAR TO THE OFFER (LINK Intime), and COMPANY SECRETARY AND COMPLIANCE OFFICER (Jayant Prakash).

AVAILABILITY OF THE RHP: Investors are advised to refer to the RHP and the section titled "Risk Factors" on page 39 of the RHP, before applying in the Issue. A copy of the RHP shall be available on website of SEBI at www.sebi.gov.in.

AVAILABILITY OF BID CUM APPLICATION FORMS: Bid cum Application Forms can be obtained from the Registered Office of ENTERO HEALTHCARE SOLUTIONS LIMITED, Tel: 0125-4977330.

Sub-Syndicate Members: Almond Global Securities Limited, Arand Raithi Share & Stock Brokers Limited, Axis Capital Limited, Centrum Broking Limited, Choice Equity Broking Private Limited, DBI (International) Stock Brokers Limited, Eureka Stock & Share Broking Services Limited, Globe Capital Markets Limited, HDFC Securities Limited, IDBI Capital Markets & Securities Limited, JM Financial Services Limited, Jobanputra Fiscal Services Private Limited, Kayote Capital Limited, KJMC Capital Market Services Limited, Kotak Securities Limited, KVP Securities Limited, Inventus Growth & Securities Limited, Mottal Oswal Financial Services Limited, Nirmal Bang Securities Private Limited, Nuvama Wealth and Investment Limited (Edeffence Broking Limited), Prabodas Ladhur Private Limited, Pravin Retail Share and Stock Brokers Limited, Religare Broking Limited, RH Equity Brokers Private Limited, SMC Global Securities Limited, Standard Chartered Securities Limited, Systematic Shares and Stocks (India) Limited, Trade Bulls Securities (P) Limited and Yes Securities (India) Limited.

Escrow Collection Bank and Refund Bank: Axis Bank Limited. Public Issue Account Bank: HDFC Bank Limited. Sponsor Banks: HDFC Bank Limited and Axis Bank Limited.

All capitalized terms used herein and not specifically defined shall have the same meaning as ascribed to them in the RHP.

For ENTERO HEALTHCARE SOLUTIONS LIMITED On behalf of the Board of Directors Jayant Prakash Vice President - General Counsel, Company Secretary and Compliance Officer

ENTERO HEALTHCARE SOLUTIONS LIMITED is proposing, subject to applicable statutory and regulatory requirements, the receipt of requisite approvals, market conditions and other considerations, to undertake an initial public offering of its Equity Shares and has filed the RHP dated February 5, 2024 with the RoC and thereafter with the Stock Exchanges.

The Equity Shares offered in the Offer have not been and will not be registered under the U.S. Securities Act of 1933, as amended ("U.S. Securities Act"), or any state law of the United States and, unless so registered, may not be offered or sold within the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable state securities laws.

TATA POWER BETS ON REFORMS
We will benefit when states go for multiple suppliers: Praveer Sinha



THE BIG PICTURE
Delivery stays on track with first profitable quarter



SHARPENS ATTACK ON FOREIGN AID
Trump encourages Russia to attack non-paying Nato allies



NEW DELHI, MONDAY, FEBRUARY 12, 2024

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FINANCIAL EXPRESS

READ TO LEAD

IN THE NEWS

INTENSE EFFORTS IN PAKISTAN FOR COALITION GOVT

THE THREE MAIN political parties in Pakistan on Sunday intensified their efforts for the formation of a coalition government after it became clear that the coup-prone country faced a hung Parliament after general elections, reports PTI. **■ PAGE 13**

INVESTMENTS BY CPSEs UP 20% AT ₹6.09 TRILLION

LARGE CENTRAL PUBLIC-SECTOR entities—companies and undertakings (CPSEs)—achieved 83% of their combined capital expenditure target for FY24 in April-January by spending ₹6.09 trillion, supporting the public capex-led economic growth revival, reports Prasanta Sahu. **■ PAGE 2**

SHORT-BIDDING ROUND FOR SOME UDAN ROUTES

TO GIVE A boost to regional air connectivity, the civil aviation ministry has initiated a short-bidding round under its flagship scheme, UDAN, sources told FE, reports Rohit Vaid. **■ PAGE 2**

EXPLAINER
Why RBI stuck to its guns on liquidity **■ PAGE 9**

Merchants back Paytm, assured of no disruptions

PRESS TRUST OF INDIA New Delhi, February 11

FINTECH FIRM ONE97 Communications, which owns the Paytm brand, has received support from merchants, and it assured them of continuity of services without any disruption, the company said in a blog on Sunday.

The blog post came amid the recent crisis around Paytm Payments Bank (PPBL), an associate company of Paytm, which has been barred by the RBI from accepting deposits or top-ups in customer accounts, wallets, FASTags and other instruments after February 29.

Withdrawal or utilisation of balances by its customers from their accounts, including savings bank accounts, current accounts, prepaid instruments, FASTags, and National Common Mobility Cards, are to be permitted without any restrictions up to their available balance.

"We assure our users and merchant partners that the Paytm app and services continue to operate at full capacity. In instances, where our associate Paytm Payments Bank acts as a back-end bank, we can seamlessly transition these services to other partner banks. This ensures that our merchant partners face no disruptions, no need to revisit existing setups, and no additional effort," the blog said.

Paytm said its merchant partners can continue to benefit from solutions like Paytm QR codes, Soundbox, and card machines, just as before.

PROPOSALS FOR INDUSTRY BODY REJECTED

Centre to regulate e-gaming industry

MeitY to prepare guidelines soon

JATIN GROVER New Delhi, February 11

IT'S FINAL NOW. The government will act as a regulator for the online gaming sector rather than an industry-led self-regulatory organisation (SRO). The ministry of electronics and information technology (MeitY) will now prepare a framework for permitting and certifying online games which involve money, officials said. Earlier, MeitY had proposed an SRO and asked the industry to submit proposals to this effect. However, officials said that the proposals received were heavily dominated by gaming companies and their industry associations, and therefore would not have been able to act as a neutral regulatory body.

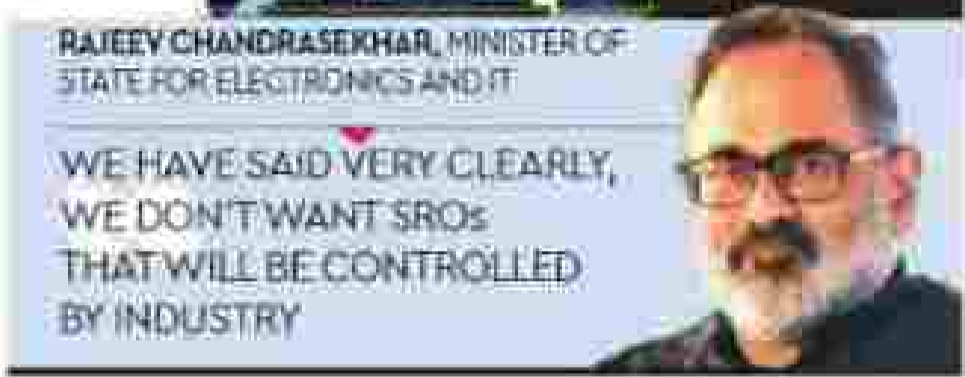
As per IT rules, online real money games need to be approved by a regulatory body. Online games, which do not involve real money, do not require any regulatory nod. The government had notified the online gaming rules on April 6, 2023 and had given three months to the industry to come up with proposals for SROs. It had planned to notify three SROs.

"The SRO applications we are getting are too industry dominated. So we are rejecting them," Rajeev Chandrasekhar, minister of state for electronics and IT said. "We have said very clearly, we don't want SROs that will be controlled by

CENTRAL RULE

MeitY had proposed an SRO and asked the industry to submit proposals. The proposals received were heavily dominated by gaming companies and their industry associations. Online gaming market grew at a 28% CAGR during FY 2020-2023 to ₹16,428 cr.

As per IT rules, online real money games need to be approved by a regulatory body. Online gaming market grew at a 28% CAGR during FY 2020-2023 to ₹16,428 cr.



RAJEEV CHANDRASEKHAR, MINISTER OF STATE FOR ELECTRONICS AND IT

WE HAVE SAID VERY CLEARLY, WE DON'T WANT SROs THAT WILL BE CONTROLLED BY INDUSTRY. We wanted it to be representative of a wider base and we didn't receive any application like that," Chandrasekhar said, adding that in absence of SRO, by default the government continues to regulate the space. Chandrasekhar, however, did not share further details on the framework the government is coming up with.

Continued on Page 11

Infy's Europe revenue at 10-year high in Q3

WITH RAMP up of large deals signed during the last few quarters, the share of revenues from Europe region for Infosys reached its decadal high during the October-December quarter, reports Sameer Ranjan Bakshi. A decade ago, Infosys used to derive about 23-24% of its revenue from Europe, which has been gradually increasing and touched 28.2% of its total sales during the December quarter. The growth in revenues from Europe comes at a time when the same from North America has declined by 4.7%. **■ PAGE 4**

Chinese firms wary of India scrutiny: Xiaomi

CHINA'S XIAOMI has told New Delhi that smartphone component suppliers are wary about setting up operations in India amid heavy scrutiny of Chinese companies by the government, according to a letter and a source with direct knowledge of the matter, reports Reuters. Xiaomi, which has the biggest share in India's smartphone market at 18%, also asks in the letter dated February 6 that India consider offering manufacturing incentives and lowering import tariffs for certain smartphone components. **■ PAGE 11**

AI route for consumer connect

FMCG firms take digital route to predict user habits

VIVEK SUSAN PINTO Mumbai, February 11

SCEPTICAL BUYERS OF dairy products such as milk and ghee have a ready solution from Kolkata-based ITC to ensure safety: Scan a QR code and get a virtual tour of the dairy farm where the products are made. The virtual tour promises a peek into the health of the cows, the food they eat, the quality of milk produced and the chemical-free manufacturing process of dairy products.

As B Sumant, executive director at ITC explains, the effort is part of the firm's wider "Mission DigiArc" initiative, which has seen the company deploy its "Sixth Sense", basically its marketing and digital command centre and data hub, to map consumer behaviour, craft personalised brand communication messages and use artificial intelligence for product development.

"We have accelerated the adoption of digital technol-

MOHIT MALHOTRA, CEO, DABUR
THE CREATION OF A DIGITAL CORE WILL ENABLE DABUR TO ACCESS REAL-TIME DATA INSIGHTS AND ADAPT TO EVOLVING CUSTOMER AND MARKET NEEDS



B SUMANT, EXECUTIVE DIRECTOR, ITC
WE'VE ACCELERATED THE ADOPTION OF DIGITAL TECHNOLOGIES, INCLUDING ARTIFICIAL INTELLIGENCE APPLICATIONS

ogies, including artificial intelligence applications across different nodes of our business. The aim is to mainstream the digital-first culture to create new sources of competitive advantage," Sumant said. ITC is not alone on this digital journey. From Marico to Dabur and Hindustan Unilever (HUL), fast-moving

consumer goods (FMCG) companies are using AI, machine learning and predictive analysis to get real-time consumer insights for launching new products, understanding market trends and improving manufacturing and distribution processes.

Continued on Page 2

Non-audit work on NFRA radar

HANU KAUSHIK New Delhi, February 11

AUDITORS, INCLUDING THE Big Four, may come under stringent scrutiny by the National Financial Reporting Authority (NFRA) for providing "non-audit services" to the same clients of which they are the statutory auditors, according to people privy to the regulator's plans. The NFRA's move to evaluate the practice with a critical eye could, however, spark a fresh row, as the legal grounds of its action

FRESH ROW LIKELY

Large audit firms don't provide non-audit services to the listed firms they audit. But most auditors render such services to unlisted firms.

The authority's move to evaluate the practice with a critical eye could, however, spark a fresh row.

ICAI's code of ethics doesn't prohibit non-audit services.

with the norms of International Federation of Accountants, is rather lenient on this aspect. Currently, every auditor -

independent or with an auditing firm - has to follow a code of ethics defined by the ICAI, but non-audit work isn't prohibited under the code. Of course, Section 144 of the Companies Act 2013 doesn't allow statutory auditors to render a handful of services such as internal audits, actuarial, investment banking/advisory, management, outsourced financial services, book keeping services etc. to their clients.

Continued on Page 11

Markets

MONDAY, FEBRUARY 12, 2024

EXPERT VIEW

Caution prevails in the market ahead of the release of US, UK, and Indian inflation data.
—Vinod Nair, head of research, Geojit Financial Services

HIGHER COSTS MAKE MANY PRODUCTS UNVIABLE

Fintechs find KYC tough in small cities

AJAY RAMANATHAN
Mumbai, February 11

THE KNOW-YOUR-customer-or-KYC guidelines have come under focus in the last few months after the Reserve Bank of India (RBI) passed strictures against both banks and fintechs, who have failed to do follow them. Payment Payments Bank is the latest example where non-adherence to KYC guidelines, among other compliance issues, have put it in the dock.

However, the process itself remains a challenge, especially for players who want to expand their businesses in tier-3 cities and beyond. Fintechs say that higher costs and a weak technology infrastructure has made the know-your-customer (KYC) process very difficult.

In April 2023, the central bank brought in an important amendment in KYC norms that has left lenders with no choice but to conduct a video customer identification process (V-CIP) or adopt an offline process, which has led to a

COST OF COMPLIANCE

The KYC process is a challenge for players who want to expand in tier-3 cities and beyond

RBI's 2023 amendment left lenders no choice but to do video KYC or adopt an offline process



Estimates suggest that a video KYC can cost between ₹15-30 and a physical KYC can go up to around ₹100

Experts feel that graded requirements based on risk and ticket size will help make the process more cost-effective

rise in costs.

"The business model of fintech lenders is digital with minimum physical footprint, thus any physical due diligence in non-face to face customer onboarding increases the turnaround time and affects uptake of financial services," says Digital Lenders Association of India chief executive officer Jatinder Handoo.

In 2023, RBI tagged the cen-

tralised KYC database (c-KYC) and DigiLocker as high risk, meaning that accounts opened in non-face-to-face mode shall be subjected to enhanced monitoring until the identity of the customer is verified through video KYC or in a face-to-face manner. The RBI's diktat is specifically applicable to accounts opened in non-face-to-face mode. The central bank's move came amid

concerns over the quality of data available in the database. In light of tight regulatory scrutiny and compliance requirements, lenders have opted to use video KYC or the more expensive physical KYC.

"The minute we look at migrating to physical tools for doing KYC, it just drives the opex higher and many of the products may not make sense," says Akshay Mehrotra, co-founder, Fibe. Industry estimates suggest that a video KYC can cost anywhere between ₹15-30, and the cost of a physical KYC can go up to around ₹100. On the other hand, searching data on the C-KYC registry is free and downloading the data costs a rupee. "Remember that compliance is of utmost importance. You cannot be non-compliant ever. You may let go of a few customers who cannot provide the right amount of KYC. That is the balancing act that needs to be done," says Mehrotra.

Apart from the weak digital infrastructure in far flung areas, experts highlight that some unco-

operative customers have made the process more cumbersome.

"Regarding V-CIP, challenges have been reported and we have communicated the same to regulator, one being related to weak soft infrastructure in tier 3 cities and below," Handoo said.

"There is also a consumer behaviour related issue. If a V-CIP session has to be redone due to any reasons, customers tend to lack patience and sometimes may walk away," he added. In such a scenario, experts feel that graded requirements based on risk and ticket size will help make the process more cost-effective.

Here, fintechs could be allowed to tap into a c-KYC or DigiLocker for small ticket loans. On the other hand, a physical video KYC may be used for a larger ticket size. A request that we have been receiving is to bring back the e-KYC that was taken away post the Supreme Court ruling. While this is slowly being given back to banks and some NBFCs, the process is ongoing," says Anil Pinapala, founder and chief executive officer, Vivid India Finance.

TECHNICAL ANALYSIS

Investors remain on tenterhooks



V.K. SHARMA

THE NIFTY EDGED down 0.37% last week to close at 21,782. Only the week before, the Nifty had reached an all-time new high of 22,126, beating the previous best by a mere two points. The markets have, in fact, kept the investors on tenterhooks in the new year. The Nifty has moved in a band of 989 points in the first six weeks of the year and has not allowed the traders or for that matter the investors to breathe easy.

While the benchmark has closed above the 22,000 mark twice on January 15 and 16, it has failed to build on that move. It fell to 21,137 on January 24th, which remains this calendar year's low and the support for the Nifty. The trend line joining the October 26, 2023 low of 18,837 and the January 24 low of 21,137 will act as support in the days to come.

On February 2, the Nifty touched a new high, in intraday terms, of 22,136 but closed below the 22,000 mark. This intraday high is the resistance for the markets.

One can say that the markets are in a consolidation phase and unless they close above the 22,100 level or close below 21,137 no jubilation or worry is warranted.

A feature of this market is

that corrections in the sectors leading the benchmark do not last long though the fall may be deeper. These corrections have increased in the new year, not allowing investors to hold on to their investments. As a result, the weaker hands get shaken off in the correction.

Another feature is that public sector banks have outsmarted their private sector counterparts by a wide margin. In fact, they have moved in opposite directions. In this calendar year, while the Nifty Private Bank Index has fallen 7.7%, the Nifty PSU Bank Index has risen 21.76%. What a contrast!

In the event of a correction, the chances are private sector banks may fall less than PSU banks and could even try their hands at belying the markets. FMCG, Capital Goods and Consumer durables may also get to pad-up, if the PSUs do not carry the bat.

After listening to the leader of the opposition in the Rajya Sabha, markets believe the NDA will get its third term. However, one would have to believe that the opposition parties would not make one last attempt to try and disrupt the ruling party's plan. So, while the positives are priced in, the possible negatives are not. Therein lies the risk. For one believe that the nation is in safe hands and the current leadership would be able to negotiate the road ahead with élan.

The writer is a market veteran with 34 years of experience. He retired from HDFC Securities as head of PCG and capital market strategy.

SABYASACHI GOSWAMI, CEO, PERFIOS SOFTWARE SOLUTIONS

'We are open for inorganic growth'

Perfios Software Solutions, a B2B fintech software company, is working towards fraud check solutions across the financial sector. **Sabyasachi Goswami**, chief executive officer, tells **Ajay Ramanathan** that the unrealistic valuations in the start-up industry has gone through a much needed correction, which is good for the sector. Edited excerpts

What are the new product solutions you are working on?

When we build a product, it is industry agnostic, segment agnostic, and geography agnostic. We are looking at all segments, all industries, all geographies. As the pace of digitisation increases, frauds will become more evolved.

While we already have an advanced fraud solution, we are continuously working on upping our game in the anti-fraud solutions space. Apart from frauds, there are deep fakes. I would not say that we have completely gotten there. But, we have built certain products and capabilities on deep-fakes.

Then, we are working on insurance product to solve fraud, wastage, and abuse. These are being used by a couple of big

players, both globally and domestically. These are some large key products.

Start-ups have found it difficult to raise funds in recent years. How long will the funding winter last?

The winter is only for people who have not managed basic fundamentals well. There is always a summer for people who have managed the basics well. These fundamentals are growth and profitability. Keep your house in order. If the house is in order, why would an investor not be willing to fund.

Yes, there was a period when valuations were unreal. That course correction has happened, which was required. If people have got unreal valuation at some point in

time, that had to change. It has changed. It is good for the industry because people realised how hard they need to work to make the product sustainable. Show true potential and then get true value. If people are still expecting funding at the rate which happened for a brief period, that is not happening. That was unreal. I do not

think it will come back.

Are you looking at any acquisition opportunities?

We are looking for inorganic growth opportunities. When you are building a complete lifecycle, you can either build it in-house or you can go out and get something.

If you are building it in-house, you need to see how much you will take to build something versus a buy. If one out passes the other, you make the choice. We are always open for inorganic growth provided it fits our product lifecycle and our vision. Secondly, it fits our culture and our aspirations.

If there is a synergy, we are always open. We do not want to do something very different. We will always want to be in the space that we understand. We understand the domain well. We understand the adjacent areas well. So at best, we will invest in adjacent areas.

You had raised \$229 million in 2023. Are you looking at any more fund raising opportunities?

Not really. But, opportunities keep coming. We will keep exploring.



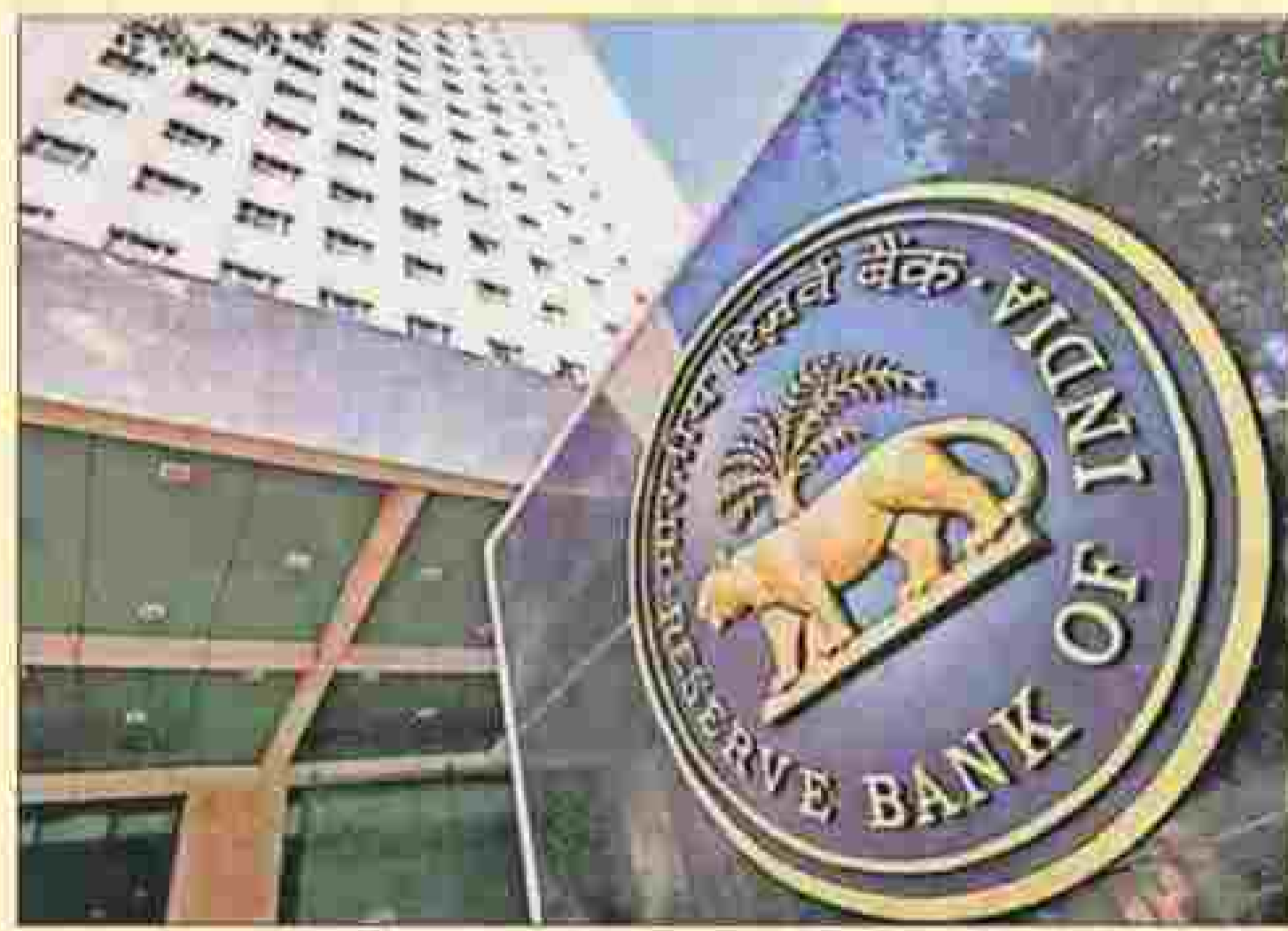
THE FUNDING WINTER IN THE STARTUP INDUSTRY IS ONLY FOR THOSE WHO HAVE NOT MANAGED THEIR BASIC FUNDAMENTALS WELL.



Explainer

Why RBI stuck to its guns on liquidity

In its latest monetary policy, the Reserve Bank of India (RBI) has said that it will deploy an appropriate mix of instruments to modulate both frictional and durable liquidity. The liquidity conditions are driven by exogenous factors which RBI hopes to correct through market operations, explains **Ajay Ramanathan**



₹1.96 trillion

is the estimated liquidity deficit in the banking system as of February 8, 2024

₹1.5 trillion

absorbed by the RBI in February through a set of variable rate reverse repo auctions

4%

inflation and transmission of past rate hikes are the twin targets of the RBI

What RBI can do to manage liquidity

CONTRARY TO EXPECTATIONS, the central bank did not announce any changes to its management of system liquidity. It contends that prevailing liquidity conditions are being driven by exogenous factors, which will likely be corrected in the foreseeable future.

At a press conference following the monetary policy, the RBI governor highlighted that the main objective of the central bank is to keep the weighted average call rate (WACR) around the repo rate. Das noted that the central bank will remain nimble and

flexible in its liquidity management through two-way main and fine-tuning operations, in both repo and reverse repo. It will deploy an appropriate mix of instruments to modulate both frictional and durable liquidity so as to ensure that money market interest rates evolve in an orderly manner and financial stability is maintained.

The instruments of control will depend on the prevailing situation that comes up from time to time. But, banks and markets will take time to adjust to the evolving liquidity situation.

Likely liquidity situation in coming months

GOING AHEAD, THE central bank will likely utilise variable rate repo and reverse repo auctions as the preferred tools for liquidity management. While liquidity deficits could improve over the coming weeks, economists note that the rise in currency in circulation ahead of the general elections and advance tax outflow will keep liquidity condition tight over the coming months. This would also align with the RBI's intention of improving transmission. Hence, WACR is seen averaging higher than or near to the repo rate going ahead.

Broadly, the central bank's

monetary policy statement has left little wiggle room for a repo and reverse repo as the focus remains on the need to bring inflation down to 4% and improve transmission of past rate hikes.

While repo rates will likely be kept on hold for some time, the central bank may shift its policy stance to "neutral" in the June quarter of 2024-25. This may signal a durable convergence between overnight interbank rate and the RBI's repo rate. Following this, the central bank may begin cutting rates in the second half of FY 2024-25.

Extent of liquidity in the banking system

AFTER REMAINING IN surplus during April-August 2023, system level liquidity slipped into deficit in September after a gap of four and half years. It widened to ₹1.6 trillion in December-January from an average of ₹42,000 crore during September-November. As of February 8, liquidity in the banking system is estimated to be in the deficit of ₹1.96 trillion. However, the potential liquidity in the banking system is still in surplus when adjusted for cash balances.

In his statement, RBI governor

Shaktikanta Das noted that the financial market segments have adjusted to the evolving liquidity conditions in varying degrees. While the short-term rates have fluctuated, long-term rates have remained relatively stable, reflecting better anchoring of inflation expectations. Das said that the reversal of liquidity facilities under both standing deposit facility and marginal standing facility during weekends and holidays has facilitated better funds management by the banks.

Measures taken by the RBI to manage liquidity

DURING DECEMBER-JANUARY, the RBI pro-actively injected liquidity through both the main and the fine-tuning repo operations to ease liquidity tightness in the system. Between December 15, 2023 and January 31, 2024, nine fine-tuning variable rate repo (VRR) operations with a maturity of 1-7 days were conducted amounting to ₹7.75 trillion. The two main VRR operations injected ₹4.25 trillion into the banking system.

With government spending picking up and augmenting system level

liquidity, the RBI conducted two four-day variable rate reverse repo (VRRR) auctions of ₹50,000 crore each on February 2 and February 5, 2024, respectively.

Additionally, two 1-day VRRR auctions of ₹75,000 crore and ₹50,000 crore were conducted on February 6. The central bank also conducted two 1-day VRRR auctions of ₹50,000 crore each on February 7. Against a total notified amount of ₹3.25 trillion, the RBI absorbed ₹1.5 trillion through these auctions.

Personal Finance

MONDAY, FEBRUARY 12, 2024

FIXED INVESTMENT

Suyash Choudhary, head, Fixed Income, Bandhan AMC

Focus of investors should be on appropriate duration enhancement as per risk appetite, with a greater focus on quality bonds.

HEALTH INSURANCE PLANS FOR THE 60-PLUS

Better cover but at a higher premium

Choosing a deductible is advisable to reduce the premium outgo

SAIKAT NEOGI

INDIVIDUALS ABOVE 60 years should opt for senior citizen-specific health insurance policies as they provide coverage for age-related illnesses and higher hospitalisation benefits. Some senior citizen policies offer benefits like domiciliary treatment, higher ICU charges, and coverage for alternative treatments.

In such a policy, the sum insured is not shared with other family members unlike a family floater policy, ensuring that the full amount is available for their health needs. To be sure, given the higher risks associated with older people, these policies come with higher premiums.

Wider coverage

Buyers can adjust their co-payment limits, opt for single or shared rooms based on budget and modify voluntary deductibles to lower premiums. Many plans feature minimal to no co-payment clauses offering a robust safety net for senior citizens.

Care Health Insurance's Senior Health Advantage offers up to 2% of the sum insured per day for ICU charges. It pays for pre-hospitalisation medical expenses for 30 days and post-hospitalisation medical expenses for 60 days. All day care pro-

SENIOR CITIZEN-SPECIFIC COVERS



- A senior citizen should opt for a policy that offers lifetime renewability to ensure continuous coverage
- Ensure that the policy covers day care procedures & outpatient department costs
- Check for pre-existing disease coverage & waiting periods

CARE HEALTH	Premium (yearly ₹)	Sum insured (₹)	Co-pay by insurer
■ Senior Health Advantage	36,024	5,00,000	50%
■ Care Supreme	50,942	7,00,000	100%
■ Care Senior	32,232	5,00,000	80%
STAR HEALTH			
■ Star Comprehensive	45,784	5,00,000	70%
■ Star Health Assure Insurance Policy	48,995	5,00,000	90%
ACTIV HEALTH			
■ Activ Health Platinum Enhanced	52,660	5,00,000	100%
■ Activ Assure Diamond	39,970	5,00,000	80%
PRIME ADVANTAGE			
■ Prime Advantage	49,169	5,00,000	100%
■ Lifetime	58,782	5,00,000	100%
HEALTH COMPANION			
■ Health Measure	56,705	10,00,000	100%
■ Senior First Platinum	64,096	10,00,000	100%
■ Health Companion	63,484	10,00,000	100%

For self age 61 and spouse 62. Source: Policybazaar

cedures are covered and co-pay is 50% on all claims made till the age of 70 years. The entry age for the policy is 61 years and comes with life-long renewal.

Similarly, Star Health's Senior Citizen Red Carpet policy covers in-patient hospitalisation expenses incurred for a period of more than 24 hours because of illness, injury or accidents. In addition to in-patient hospitalisation, medical expenses incurred up to 30 days before the date of admission to the hospital are also covered. Up to 2% of the sum insured is payable as ICU charges for

sum insured up to ₹10 lakh. For sum insured of ₹15 lakh to ₹25 lakh, ICU charges are covered up to actuals.

Rakesh Goyal, director, Probes Insurance Broker, says senior-specific policies offer tailored coverage but may be more expensive. "However, while inclusion in a floater policy can provide cost savings, it may not meet all senior healthcare needs," he says.

The age of the oldest member will significantly increase the premium of a family floater health insurance plan. Siddharth Singhal, business head, Health Insurance, Policy-

bazaar.com, says, "In the event of a severe illness requiring prolonged hospitalisation for one of the elderly parents, a substantial portion or the entire sum insured might be utilised, potentially leaving the remaining family members with insufficient or no coverage."

Chirag Nihalani, general manager, Insurance Samadhan, says a senior citizen should understand the policy's stance on pre-existing conditions, including any waiting periods. "Check if the policy covers a wide range of hospitalisation expenses, including room rent, ICU charges, doctor's fees, and surgery costs. Ensure that the policy covers day care procedures that do not require 24-hour hospitalisation."

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Co-payment option

Senior citizens should consider their financial situation, healthcare needs and comfort level with out-of-pocket expenses when choosing between co-payment and deductibles. Co-payment policies involve sharing a percentage of healthcare costs, potentially reducing premiums but requiring higher out-of-pocket expenses during hospitalisation. "Selecting the aggregate deductible over the per-claim basis ensures a more cost-effective approach, as the customer isn't required to pay for each claim separately," says Singhal.

What to consider

Before selecting a senior citizen-specific health insurance plan, one must check for pre-existing disease coverage and waiting period. Many such plans offer reduced or zero waiting periods based on the policy-

TAX TALK

Claim LTA on your vacation costs

Leave travel allowance has to be part of your compensation package



NEERAJ AGARWALA

ARE YOU EYEING that dream vacation within India but worried about the dent it might put on your wallet? Fear not, because the Income Tax Act, 1961, offers a silver lining in the form of Leave Travel Allowance (LTA), allowing individuals to claim exemptions on their travel costs, thereby reducing their taxable income.

Employer rules

First, check whether your employer offers Leave Travel Allowance (LTA) as part of your compensation package. LTA, once you have confirmed LTA availability, check if your employer has any specific policies regarding LTA claims for vacations during holidays or weekends, such as minimum number of days of leave for eligibility. Some employers may require you to take official leave to claim LTA exemptions, potentially rejecting claims for travel on holidays or weekends. They may require submission of relevant documentation such as tickets, boarding passes, or invoices. Check with the HR and ensure compliance with your employer's policies.

Plan your trip

Individuals are entitled to claim LTA exemptions for a maximum of two journeys within a block of four calendar years. The current block period spans from January 1, 2022 until December

31, 2025. Planning your vacations strategically within the block period can help maximise your LTA benefits. LTA exemptions are applicable only to actual travel expenses, excluding costs associated with accommodation, meals, or sightseeing, and covers specified family members, including your spouse, children, dependent siblings, and parents.

Book your tickets

When booking your travel tickets, be mindful of the exemption limits based on the mode of transport. For air travel, the exemption is limited to the economy class fare of the national carrier by the shortest route. For travel by rail, the exemption is limited to air-conditioned first-class rail fare by the shortest route to the place of destination. Similar limits apply for other modes. For trips with multiple destinations, LTA exemptions apply only to travel costs incurred from the origin to the farthest destination by the shortest route.

Unclaimed

exemptions must be utilised in the first calendar year of the succeeding block to carry them forward. So, if LTA remains unclaimed till December 31, 2025, then it needs to be utilised by December 31, 2026.

You do not have to wait until the end of the year to claim LTA deductions. As soon as you return from your trip, gather all necessary documents, and submit them to your employer. This will facilitate lower tax deducted at source on your salary income.

If you have not fully utilised your LTA exemptions in a particular block period, you have the option to carry forward the unclaimed amount to the next block. However, unclaimed exemptions must be utilised in the first calendar year of the succeeding block to carry them forward. So, if LTA exemption remains unclaimed till December 31, 2025, then the same needs to be utilised by December 31, 2026.

The writer is partner, Nangla Associates India, inputs from Neetu Brishna

SMART MONEY

MUTUAL FUND

Bank of India MF's multi asset allocation fund

BANK OF INDIA Mutual Fund has launched Bank of India Multi Asset Allocation Fund for investors looking to invest in three asset classes (equity, debt and gold). It comprises equity and equity-related instruments (35% to 40%), debt and money market instruments (45% to 55%), Gold ETF (10% to 15%) and units issued by REITs and InvTs (0% to 10%). The scheme is suitable for investors who are seeking low volatility in their portfolio and exposure to multiple asset classes with better returns. Subscription to the new fund offer will close on February 21, 2024.

SILVER INVESTMENTS

Gullak launches SIPs for investing in silver

BANGALORE-BASED FINTECH app Gullak Money has launched a new silver investment feature, making it easier than ever for Indians to invest in 999 pure silver through flexible SIPs and one-time lump sum investments starting at just ₹100. Investors can enjoy the flexibility of storing silver in secure, insured vaults or get their silver home for personal use. It also gives an option to get physical silver securely delivered to investors' homes in the form of beautiful, minted coins. Gullak has launched the silver facility in partnership with Augment.

LOAN METRICS: NEW CAR LOAN

Funds for your new set of wheels

Car loans are usually of three to five years. Avoid stretching it beyond that period as the total interest outgo will increase significantly

Bank	Interest rate (%)	EMI (₹) (Loan amount: ₹5 lakh, tenure: 5 years)
Union Bank of India	8.70 - 10.45	10,307 - 10,735
Punjab National Bank	8.75 - 10.60	10,319 - 10,772
Canara Bank	8.70 - 11.95	10,307 - 11,110
Bank of India	8.75 - 10.75	10,319 - 10,809
UCO Bank	8.45 - 10.55	10,246 - 10,759
State Bank of India	8.75 - 9.80	10,319 - 10,554
IOBI Bank	8.80 - 9.60	10,331 - 10,525
KOBI Bank	9.10 onwards	10,403 onwards
HDFC Bank	8.75 onwards	10,319 onwards

Rates as of February 8, 2024. Source: Policybazaar.com

Education

A POSITIVE STRIDE

Coaching institutes get some coaching

Guidelines that aim to 'reform' private coaching institutions



ASHOK PANDEY

INA SIGNIFICANT move to address the growing concerns surrounding the flourishing private coaching industry in India, the government has released guidelines aimed at regulating and streamlining it. This step is both welcome and crucial, considering the widespread impact of the unbridled coaching culture on students' well-being and the educational ecosystem.

Private coaching institutions, targeting students as young as 12, promise success, but often delivering stress, unhealthy competition and an undue emphasis on rote learning. Critics argue they have robbed young students of wonderment, creativity and socialisation in the formative years of schooling. This unregulated environment has not only affected the mental health of students, but also created societal and cultural shifts, with traditional schools feeling the brunt of

declining enrolments. Additionally, it has led to the proliferation of dummy schools, allowing children to enrol, pay fees and attend coaching classes elsewhere.

What do the guidelines say?

Quality assurance: The guidelines focus on ensuring that coaching institutions maintain a high standard of education, including qualified faculty, updated curriculum and periodic assessments to guarantee the delivery of quality education. Ensuring that these institutions prioritise holistic education over mere coaching, cramming and competition cracking is a fundamental shift towards fostering critical thinking, creativity, communication as well as collaboration in children.

Regulating advertisements: The guidelines address the issue of misleading advertisements that create unrealistic expectations, severe stress and a deep sense of failure, often pushing young aspirants to take extreme steps. Coaching centres will now be held accountable for the promises they make, reducing the false allure that often leads students astray.

Balancing school education: A

noteworthy aspect of the guidelines is the emphasis on striking a balance between school education and coaching. The guidelines prohibit centres from enrolling students below 16 years, encouraging them to prioritise regular school studies and fostering a holistic approach to learning. This competition between regular schools and coaching centres will place character development, values and attitude at the centre of development.

Mental health support: Recognising the toll on students' mental health, the guidelines mandate coun-

GUIDING LIGHT

- Coaching institutes target kids as young as 12, promise success, but deliver stress
- The guidelines prohibit centres from enrolling students below 16 years
- To prevent burnout, the guidelines prescribe limited study hours for students

selling services within coaching institutions. This step aims to provide emotional support, acknowledging the challenges students face in today's competitive environment. By placing emphasis on positive attitude, emotional intelligence, relationships, meaningfulness and an elevated sense of achievement, these institutes can contribute to well-being in a more constructive way.

Limiting working hours: To prevent burnout, the guidelines prescribe reasonable working hours for students attending coaching classes. It intends to curb the unhealthy practice of excessive study hours, severing students from the joy of learning and compromising on family

values and relationships.

The implementation of these guidelines is a step towards restoring a healthier educational ecosystem. As students find a more balanced approach to learning, schools are likely to witness a resurgence in enrolments, contributing to the overall development of both students and the education system. This move firmly places the purpose of education as the flourishing of individuals both cognitively and in character.

Prime Minister Narendra Modi, in his engagement with students appearing for Board examinations through the programme *Pariksha Pe Charcha*, emphasised the boon of learning and exams as celebrations. Coaching institutions were not in alignment with this philosophy. The government's proactive stance in addressing the challenges posed by private coaching institutions is a commendable effort towards fostering a balanced and student-centric education system.

As we welcome these guidelines, it is essential for all the stakeholders to work in tandem to ensure their effective implementation, ultimately shaping a brighter and more sustainable future for our students. The NEP 2020's vision of doing away with the culture of coaching will remain a distant dream if we fail to read the writing on the wall.

The author is a Delhi-based educationist. Views are personal.

IN THE NEWS

IIT Delhi start-up develops new body care tech



SANFE, a femcare start-up by two IIT Delhi students, has developed a new technology called GlycoClear that they say ensures clear and healthy skin. Sanfe's founders Archit Agarwal and Harry Sohrawat said that GlycoClear is a blend of AHAs (alpha-hydroxy acids) and BHAs (beta-hydroxy acids), proven for maintaining the pH balance of the skin.

Agarwal and Sohrawat said that Sanfe had an audited turnover of ₹47.5 crore for FY23, which was almost double the ₹25.5 crore in FY22. "We allocate 5% of turnover to research and innovation, and are aiming at achieving ₹500 crore in the next three years, which will be 500% growth," they said.

Pearson starts a test for Canadian migration

PEARSON HAS opened bookings for PTE Core, its newest English language proficiency test. PTE Core received approval from the Immigration, Refugees and Citizenship Canada (IRCC) last year and can now be taken to provide proof of English language proficiency for the purposes of permanent economic

immigration to Canada or Canadian citizenship. The first PTE Core tests can be taken from February 12 onwards.

A new addition to the Pearson Test of English portfolio, PTE Core shares many of the characteristics of PTE Academic. It is a two-hour, computer-based exam that tests four key English language skills: speaking, listening, reading and writing. It was created to meet Canada's specific migration needs and the IRCC's language proficiency requirements, but could be used to assess the English proficiency of vocational test takers in any country.

Prabhu Ravindran, director of English Language Learning, Pearson India, said PTE Core will help test takers to achieve their dream of living in Canada.

Every year, Canada welcomes hundreds of thousands of permanent residents, temporary foreign workers, students and visitors. It also supports the reunification of families and the protection of refugees and persons at risk. With an increased focus on supporting Canada's economic resurgence, IRCC is increasing its Levels Plan to address the growing demand for the coming years. With high demand in Canada for professionals in areas such as nursing, engineering and web development, the approval of PTE Core arrives at a good time.

35 new scholarships at Scotland's B-school

Glasgow-based Strathclyde Business School is offering as many as 35 scholarships for international master's students (for September 2024 intake). The school said their value ranges from £9,000 to £12,000 depending on subject area or course fee. The scholarships will be awarded on merit, rather than financial need, and the deadline for consideration of applications is July 31, 2024.

VIKRAM CHAUDHARY

Opinion

MONDAY, FEBRUARY 12, 2024

INDIA AND KNOWLEDGE
 Union education minister Dharmendra Pradhan

As far as India is concerned, books will never lose their charm. As the knowledge century further unfolds, the book alone will help us define our identity and navigate into the future... a book is an intellectual product, not a commodity



Imran's bouncer

Pakistanis have spoken through the ballot despite a less than free and fair national election

THERE IS A regime change in Pakistan after the national and provincial elections were conducted under dramatic circumstances of mobile and internet services being suspended on voting day. Amidst concerns that the process was less than free and fair, the long-delayed results have so far indicated that none of the parties, notably the Pakistan Tehreek-e-Insaf-backed Independents, Pakistan Muslim League (Nawaz), and Pakistan People's Party has the numbers to stake a claim, triggering a game of thrones. In the national assembly, 266 candidates are elected through direct voting with 70 being reserved for women and religious minorities. A simple majority of 133 is all that is needed to form the government. The big surprise of the verdict was that the PTI-backed Independents garnered the largest number of declared candidates to the national assembly despite its supreme and former Prime Minister Imran Khan being imprisoned and barred from contesting; the top leadership being decimated by the military establishment; and the election commission deciding to relieve the party of its election symbol. PTI plans to form the federal government, as well as governments in Punjab and Khyber Pakhtunkhwa.

For such reasons, if the new regime is not representative of the will of the citizenry who have spoken through the ballot, political and economic instability will stalk the nation. The government, of course, will be determined by the all-powerful army that wields the real power in the system. There is a sense of déjà-vu in Pakistani politics as the army's favoured candidate now is three-time PM Nawaz Sharif, who has also claimed victory as the single-largest party and has begun talks with PPP to form a coalition government.

The opposite was true at the last national elections in July 2018 when it was Sharif who faced the military's disfavour and was barred from politics for life, with Khan anointed as PM. The point is that the army's favoured heads of government end up reading from a different script time after time, as happened in the case of Khan and may happen again. This lends a fundamental instability to the polity. Pakistan's army chief General Asim Munir has urged politicians to show "maturity and unity" as the elections failed to produce a clear winner. The best guarantee of that is to respect *vox populi*.

The new administration's immediate priority will be to address the festering economic crisis that brought the country to the doors of the IMF for a bailout. Pakistan averted a sovereign default last summer through a \$3 billion nine-month loan by the Fund. A new extended programme has to be negotiated, that entails implementing politically difficult loan conditions such as raising energy tariffs, higher interest rates and a market-based exchange rate when the urgent need is to support overall economic growth. Dealing with the worst floods in recent memory, Pakistan's economy is expected to grow at only 1.7% in 2023-24 (July-June) after registering negative growth of 0.6% in the previous fiscal. As this is below the rate of population growth, this implies negative per capita income growth and worsening poverty. Inflation rages at 30% and there is rising joblessness. Pakistan needs the Fund's imprimatur to access external financing to meet its massive debt repayment burdens. All of this needs a truly representative government to address these economic imperatives. Democratic regimes in an army uniform are only a recipe for renewed instability. That's not good news for India.

GREEN POWER

SOLAR ROOFTOPS HAVE PROBLEMS LIKE COST AND MAINTENANCE BUT PMSY DESERVES A FAIR SHOT

New scheme for solar rooftops

RECENTLY, THE GOVERNMENT announced the Pradhan Mantri Sarvodaya Yojana (PMSY), a scheme specially designed to give a boost to rooftop solar systems for poor and middle-income households. The scheme will provide a solar rooftop system to one crore households that will provide 300 units of electricity per month free of charge. Strangely, this scheme makes no mention of the capacity that is being targeted. However, going by thumb-rule, if one were to provide 300 units of electricity per month, one would need a capacity of a little under 3 kilowatts (kw) and if one crore such systems are to be installed, the total capacity would be 30 gigawatts (GW).

Of the target of grid-connected 175 GW of renewables by 2023, the share of the solar sector was 100 GW, which included a solar rooftop capacity of 40 GW. Out of this, we have only about 11 GW in place. Moreover, most of the solar rooftops are in the commercial and industrial sectors and the share of the residential sector is only around 21%. If we talk about potential capacity (technical) of solar rooftops in the country, a think tank in Delhi (CEEW) has estimated it to be about 637 GW covering about 25 crore households. Of course, all such estimates have a lot of accompanying assumptions and are not really cast in stone, but is definitely indicative and it shows that as of today, we have installed less than 2% of our potential.

There are several reasons as to why we have not been able to meet our targets. First, information dissemination amongst households, especially lower-income households, is poor. The general feeling is that solar rooftops are an expensive proposition (which is true) with too many uncertainties and are difficult to maintain and operate. It is also plagued by poor after-sales ser-

SOMIT DASGUPTA

Senior Writing Fellow, ICRIER
 Views are personal



Moreover, this sector has had too many 'fly-by-night' operators who cheated their clients. The second issue is that of finance. Getting banks to provide credit on easy terms has been difficult, especially on occasions where the consumers cannot provide collateral. In the case of other sectors where banks provide credit, the asset being built (including the land) can be hypothecated to the lender. In the case of solar rooftops, there is no resale value of the used components like the solar panels, inverters etc. The third problem is the distribution of subsidies. Subsidies are being provided by the central and some state governments. All such subsidies are routed through the distribution company (discom). For consumers, it has been harrowing to avail the same.

Another major impediment for solar rooftops which merits a separate mention is that of the metering being offered by the discom, net or gross. Under gross metering, a feed-in tariff is decided by the state and the consumer is paid at that rate for the units fed into the grid. The consumer is separately billed for the units that she has consumed at the normal retail tariff rate. For example, if the consumer has consumed 600 units from the grid and has

generated 250 units and fed into the grid, she will be billed for the 600 units at the normal retail tariff rate and the discom will adjust for the 250 units that has been fed to the grid on the basis of the feed-in tariff. In contrast, under the net metering system, the discom will bill the consumer for only 350 units (600-250). Since tariff rates are telescopic, the consumer falls under a lower tariff schedule when she is billed for 350 units vis-a-vis 600 units. Moreover, the feed-in tariff is usually lower than the retail tariff and therefore, the consumers always prefer net metering. By the same logic, the discoms prefer gross metering and to strike a balance between the interests of the consumers and the discoms, the union government, in its Electricity (Rights of Consumers) Rules 2020, stipulated that rooftop solar systems below 10 kw will have net metering and anything above 10 kw will be gross metering.

Coming back to PMSY, the scheme will be implemented through renewable energy service companies (RESCOs). Under the RESCO model, all capital cost is borne by the RESCO (which also maintains the system) and the consumer pays a per unit cost decided through a contract, something

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akin to a power purchase agreement (PPA). Under PMSY, however, the consumer gets 300 units free of charge and the balance (ie, over and above 300 units) is fed into the grid. What is earned by feeding into the grid will be used to pay off the loan. There are nine central public sector units (CPSUs) who will act as RESCOs. After the payback period (which can range from 4-5 years), the asset will be transferred to the consumer, whose only responsibility was to provide rooftop space. This will no doubt get rid of the problem of finance, collateral etc, but the moot point is whether the nine CPSUs will be able to cater to one crore households despite having the option of setting up new special purpose vehicles (SPVs)/subsidiaries to do this job. The transactions cost involved will be enormous as it implies supervising one crore PPAs. Another related issue is whether the consumer, especially from the poorer lot, have the wherewithal to maintain the system after the asset transfer.

Finally, a grid-connected solar rooftop does not have a battery. So, the consumer will depend on the discom for power during non-solar hours. Consequently, the discom will not be able to alter its PPA with the generator and continue to pay for the fixed charge and simultaneously lose revenue, since many residential consumers would have switched to solar during the day hours. If PMSY turns out to be successful, it could worsen the financial health of the discom which, in turn, will adversely affect investor sentiments. This downturn may affect meeting our target of 500 GW of non-fossil fuel generation capacity by 2030, as practically all investments in the renewable sector is through private hands! Nevertheless, PMSY does address some of the lingering problems of rooftop solar and must be given a fair try.

Mahabharat and deepfakes



RISHI RAJ

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Misinformation causes instant harm so corrective action should also be immediate

Cancer science scandals matter to your health

THE FIELD OF cancer biology is a mess. Signs of trouble emerged years before the most recent scandal, in which investigators found evidence of data manipulation in a slew of high-profile papers from the Harvard-affiliated Dana Farber Cancer Institute. It's the latest crisis in academic research, where there's a clear need for better quality control — a tighter filter than peer review. Some researchers suggest that AI could help point out which papers need closer scrutiny.

But to understand what's going on, we have to understand how we got here. A decade ago, some research watchdogs started raising alarms after scientists found fewer than half of "landmark" pre-clinical cancer studies — those in top journals — could be replicated. In 2021, a similar evaluation found that hype is the norm. Researchers found they could only reproduce 50 out of 193 experiments. And in those that did replicate, the second try showed much smaller effect sizes — only 15% as big as what had originally been claimed.

While evidence of data tampering — what the Dana Farber scientists are accused of — is a different problem from irreproducible results, both stem from the same root causes. Scientists gain fame and fortune by obtaining flashy, potentially high-impact findings, but people benefit from findings that are solid and reproducible. We also benefit from findings that show which treatments are unlikely to work, though these are hard to get published.

Scientists are allowed to make mistakes, of course. But they are supposed to present their data exactly as they measured it. Any graphs are supposed to represent that data as measured. Adding, subtracting or changing data without explanation is usually considered an act of fraud.

While the case is still being investigated, Dana Farber plans to retract six papers and issue corrections in many more. It's possible that the problems in some of the papers might have been accidental, but there are an awful lot of them — and such errors would still cast doubt on the findings.

Data manipulation is all too common, said Ivan Oransky, co-founder of the blog Retraction Watch. "The part that worries me is we're going to continue treating this like this weird anomaly, which it isn't."

A study that doesn't replicate, on the other hand, might have been done according to all the rules, but the conclusions aren't ones you'd want to bet the lives of cancer patients on. The researchers might have misinterpreted their data or the experiment might work only under very specific conditions. So why hasn't peer review prevented the publication of weak results and outright fraud? For one, many papers don't include their raw data, making fraud hard to spot.

But at a deeper level, peer review isn't the quality control measure many people assume. Some historians trace peer review back to 1830, when English philosopher William Whewell proposed it for papers to be published in a new journal, the Proceedings of the Royal Society of London. In the first attempt, Whewell himself took on the job but couldn't agree with a second reviewer, thus ushering in a long tradition beloved by scientists: the world over.

Reviewers often have the expertise to evaluate 90% or 95% of a paper, said Brian Uzzi, a social scientist who studies problems with replication at the Kellogg School of Management at Northwestern University. "You'll leave that last 5% hoping that the other reviewer is going to pick up on it. But maybe the other reviewer is doing the same thing," he said. Uzzi found that in social science, where there's been a long-standing reproducibility crisis, machine learning can flag the papers most likely to fail attempts at replication. He used data on hundreds of attempted replications to train a system that he then tested on 300 new experiments for which he had replication data. The machine learning system was more accurate than individual human reviewers, as well as inexpensive and almost instantaneous.

Scientists already create a flood of new research papers, so it wouldn't hurt to add a new layer of quality control and put more time and money into separating good papers from bad. Otherwise, we will be paying for all that bad research — not only with our tax dollars, but with our health.

THE MAHABHARAT is not only a great Indian epic, but also offers insights into modern governance. Stories from it can always be related to issues affecting us in various fields, be it business administration or domestic or foreign policy.

Let's look at one such story relating to the war, which certainly offers lessons to the government on how to tackle misinformation on social media platforms.

During the battle of Kurukshetra, the Pandav brothers were in a real fix when faced with the raining arrows of their teacher Dronacharya, who fought on the side of the Kauravs, the estranged cousins of the Pandavs. The skilled Arjun, who had Krishna as his charioteer, was also not able to stand up to the might of his teacher.

It was then that Krishna offered strategic advice to the Pandav brothers. He said that to overpower Dronacharya, his spirit would need to be demobilised. The teacher's weakness was his son, Ashwatthama, who was also in the battlefield fighting on the side of the Kauravs. Krishna suggested that the rumour of Ashwatthama being killed in battle be circulated. This would cause immense grief to Dronacharya, who would then lay down his arms so that the Pandavs could overpower him.

It was not difficult to carry out this plan without actually killing Ashwatthama. There was an elephant in the battlefield on the side of the Pandavs with the same name. The mighty Bhishm immediately killed the elephant and announced that Ash-

wathama had been killed. This alarmed Dronacharya, but he would not believe it as his son was not the kind to be killed easily. To give the false story credibility, Yudhishtir, who was known for always speaking the truth, was brought into the picture and asked to relay the news to Dronacharya. Yudhishtir complied with the plan but after taking the name of Ashwatthama, muttered under his breath, "The elephant", which was inaudible to Dronacharya.

Hearing the news from a trusted source like Yudhishtir, Dronacharya was grief-stricken and laid down his arms. Seizing the opportunity, Drishtadyumna, the commander of Pandav army, killed him.

What's interesting is that all this while, Ashwatthama was also in the battlefield, but somewhere else. There were no instant communication channels those days through which Dronacharya could have instantly confirmed the news. It will not be wrong to conclude that apart from other factors, misinformation also had a role to play in the victory of Pandavs.

This story seems to be getting replayed today frequently as misinformation flows, particularly through deepfakes, on social media platforms.

This has become a great cause of concern for the government also. Deepfakes are worrisome because they impersonate the voice and face of a real person, and does so in a way that makes it very difficult to verify. In these times when the profiles of almost every individual are present on social media, creating deepfakes is as easy as surfing the Internet.

To check the menace, the government has issued several advisories to social media platforms — any misleading, fake or harmful content should be removed by the intermediaries within 36 hours of being flagged.

While it's true that this is more a reactive solution than preventive, it's still understandable as laws on AI and deepfakes cannot emerge overnight. It's fair therefore, that in the interim, social media firms be asked to be more vigilant and proactive in taking down such content once flagged.

While the overarching Digital India Act, which is supposed to replace the Information Technology Act, 2000, will take quite some time before it can be put in place considering its expansive scope, the government has said that it will soon come out with certain rules to check the menace of deepfakes. Understandably, the government

needs a little time to come up with a set of rules, but there's one stop which can be taken immediately to prevent deepfakes from going viral and causing harm. The government should immediately ask social media firms to remove misleading, fake, or harmful content within two hours of being flagged against the current time limit of 36 hours. In today's world of fast-paced communication, in 36 hours, the damage is already done. Dronacharya had 36 hours to verify the news, the course of the battle may have been different.

Just like news media, even social media platforms are in the business of disseminating information, so there's no reason to give them 36 hours to correct an error. Newspapers and television channels do not have such luxury. The moment an error has been pointed out by an aggrieved party, corrections are made immediately on their websites/channels. Social media platforms need to be extra vigilant because unlike news media, they disseminate third party content and are also given legal immunity under the Safe Harbour clause.

There was another weakness of Dronacharya which led to him to lose his life — the public knowledge of his love for his son. Here, the lesson today is to keep one's personal data safe, something which the government has addressed through the Digital Personal Data Protection Act. Now it needs to act fast on social media rules.

LETTERS TO THE EDITOR

Bharat Ratnas with political intentions

As the general elections approach, it's raining Bharat Ratnas. These awards are always politically motivated but this time, they seem to have a stronger political meaning. The five names announced so far clearly indicate that politics of Bharat Ratna has never been so obvious and so rewarding for the ruling party. The award for Karpoori Thakur made Nitish

Kumar move over from opposition to NDA and the award for Advani was an appeal to BJP's own Sangh Parivar base. In the case of Narasimha Rao, Modi can now claim he has given a senior Congress man the nation's highest honour. The award for Charan Singh will also result in a political dividend for NDA, which is negotiating an alliance with RLD, led by Charan Singh's grandson, Swaminathan, the only non-political name, has a political message too as

he has been involved in raising farm incomes, and with farmers now threatening another agitation before elections, this award too has political intentions. —Sanjay Chopra, Mohali

Competitive coexistence

Appropos of "Friendshoring outcomes", the failure of the friendshoring strategy to diminish dependence on China is unmistakable, as seen by India and

Vietnam's reliance on Chinese components and trade partnerships. Joseph Nye's proposition of competitive coexistence offers a more realistic and pragmatic approach in navigating US-China relations, acknowledging the extensive economic interdependencies between the two nations while advocating for strategic competition. —Amarjeet Kumar, Hazzaribagh

Write to us at feletters@expressindia.com

BrandWagon

MONDAY, FEBRUARY 12, 2024

● NUMEROLOGY

● \$6.3 bn: Size of global education market in 2022
 ● \$10.7 bn: Estimated size by 2027
 ● 10.4%: Expected CAGR between 2022 and 2027
 — Statista

● DIVERSIFICATION STRATEGY

From bouquets to band-aids

FNP's medical tourism venture poses significant challenges

GEETIKA SRIVASTAVA

FERNAN PETALS (FNP), a brand synonymous with celebratory bouquets and cakes, has set its sights on a rather unexpected market — medical tourism. Enter MedJourney, a new vertical designed to whisk patients away on a voyage not of sentimentality but of sutures and second opinions.

The new vertical will specialise in services including export consultations, assistance with medical visas, telemedicine options, and post-treatment care. The firm does seem to have its ducks, or rather, stethoscopes, in a row. The treatments offered span 30-plus segments, including cardiology, oncology, eye surgery, and in vitro fertilisation (IVF). The company has collaborated with over 1,500 doctors and surgeons and over 300 hospitals globally. It has assembled a team of multilingual staff endorsed by medical embassies to ensure a standout experience for clients.

The good thing is, the prices don't appear prohibitive — not at least to international tourists. Its IVF package, for instance, will set one back by around \$1,200, if one goes by the rates listed on its website.



POWER & PERILS OF UNRELATED DIVERSIFICATION

- **Reduced risk:** Allows firms to enjoy the benefits of uncorrelated market cycles
- **Growth opportunities:** Opens doors to new revenue streams
- **Financial flexibility:** Can provide access to new financial resources and capital markets
- **Brand dilution and confusion:** Can damage overall brand image if unsuccessful
- **Lack of expertise:** Firms may lack the necessary market/regulatory knowledge
- **Management difficulties:** There could be difficulty in forming synergy between multiple businesses

Over the past few years, FNP has stepped into verticals such as wedding planning (with FNP Weddings and Events and Shaadi Central), hospitality (Udman Hotels), catering (U Kitchen), digital content production (FNP Media), death care (Last Journey), and baby care (BabyBless). After adding the new business unit, the company is targeting a revenue of ₹700 crore in FY2024, up from ₹607 crore in FY2023.

But what is the synergy between cakes, kitchens and medical tourism? Isn't unrelated diversification fraught with risks? Vikas Outgutta, founder and managing director, FNP, says, "Our forte is to be the organised player in an unorganised market. We see a lot of potential in India becoming the health capital of the world because of our hospitals, unique facilities and doctors. We plan to target countries without these resources with our offerings."

To begin with, the services will be offered to inbound tourists only.

FNP's existing digital capabilities in the gifting business will come in handy in marketing and running MedJourney's online operations. The company has set up two offline offices in Dubai and one in Bangladesh.

The market is lucrative indeed. Vikram Venkateswaran, partner, Deloitte India, points out, "The medical tourism industry in India is estimated at \$2.89 billion and will grow to around \$13 billion by 2026. Every year, almost 7% of the tourists that come to India visit the country because of medical reasons." Cities that have gained popularity as therapeutic centres will be key focus areas. "This includes Chennai for liver-related therapies and Hyderabad for gastroenterology. In addition,

we have many tourists visiting India for Ayush and wellness-related therapies," he says.

Thorns in the way

Challenges remain. Says Kalyan Kumar, co-founder, KlugKlug, "Diversifying into a completely unrelated sphere presents significant challenges for FNP. Establishing credibility and trust in the health care industry requires different expertise and resources vis-à-vis gifting. It might be hard for the firm to make a name for itself quickly."

Establishing credibility, navigating regulatory frameworks across different countries, ensuring the quality and safety of the services, and competing with established players all pose significant roadblocks. Managing logistics, such as visa arrangements and travel coordination might prove tricky, Kumar adds.

One of the biggest hurdles to clear, however, is transitioning from a low-involvement category to a high-involvement one. Says Vikram Bhalla, founder & director of Vivify Asia, "There is more evolved decision-making in medical tourism while the gifting business is perceived as a low-risk, low involvement." Bhalla points out that the company possesses extensive consumer data, including age and location. This can be used to strategically craft and time its communication.

"FNP should harness the positive associations of its original offering linked with celebrations, to design a positive communication strategy in the field of medicine, traditionally associated with challenges and negativity," concludes Bhalla.

● NEW SERVICE CHANNEL

Small is big



Nexa Service will be a key channel for Maruti in non-urban India

VIKRAM CHAUDHARY

TO CATER TO the rising demand for servicing especially in non-urban centres, Maruti Suzuki has rolled out compact-format NEXA Service workshops for such markets. "The aim is to bring the renowned Nexa service experience to customers in non-urban centres," says Partho Banerjee, senior executive officer, service, Maruti Suzuki India.

The company has started with six centres — in Ateli and Charkhi Dadri (Haryana), Bankura (West Bengal), Dahod (Gujarat), Nimtal (Telangana), and Ooty (Tamil Nadu). The goal is to set up 100 such workshops by the end of FY25.

If Nexa were a standalone carmaker, it would be India's fourth-largest. In calendar year 2023, this premium sales channel of Maruti Suzuki sold 509,290 cars — trailing Maruti Suzuki (1,707,668 cars), Hyundai India (602,111 cars) and Tata Motors (550,838). It was much bigger than Mahindra & Mahindra (433,172 cars) and almost double of Kia India (255,000 cars).

Of Maruti Suzuki's 18 models, eight are sold by Nexa — the Ciaz, Baleno, Ignis, XL6, Grand Vitara, Fronx, Jimny and Invicto. "Although Nexa catered to the urban customer initially, our new models (Grand Vitara, Fronx, Jimny and Invicto) have a pan-India appeal," says Shashank Srivastava, senior executive officer,

marketing & sales, Maruti Suzuki India. Today, Nexa has 485 sales outlets across the country, but only 402 service outlets. These 100 new outlets will take the number above 500.

Banerjee added that the focus on servicing cars in non-urban centres is really important, because 30% of Nexa sales now come from outside cities. The new workshops will be built over a 75-square-metre area, and will have a dedicated front-ofice, customer lounge, service bay and a parking bay. To start with, these will offer periodic maintenance and regular repairs. Banerjee says the size of a workshop will depend on the Nexa car park in that location, and can even go up to 100 sq m or beyond.

Although Banerjee didn't share the total investment going into these planned 100 workshops, he said that Maruti Suzuki will support its channel partners (dealers) with the identification of potential locations of workshops, Continuous Integration (CI) elements, layouts and manpower training. The construction of the workshop and operations will be carried out by dealers.

As far as Nexa servicing is concerned, it appears to be better than Maruti Suzuki servicing. "There is more attention to detail," a Fronx owner from Gurgaon told FE.

Automotive analysts told FE that in addition to relevant vehicles such as SUVs and MPVs, a reason Nexa sales are rising is their high standards of customer service. "A happy customer becomes your brand ambassador, and Maruti Suzuki knows it," an analyst said. "Customer service is all the more important for a premium brand such as Nexa."



If Nexa were a standalone carmaker, it would be India's fourth-largest

● AFTER HOURS

JUAN PABLO RODRIGUEZ
 CEO, HINDUSTAN COCA COLA BEVERAGES

The Job

Working in the beverage industry like riding a wave of constant excitement and innovation. It's a thrill to be part of something that's not just growing but also evolving in India right now. Every day, I'm pumped to be part of conversations that aren't just about business success but also about making a real difference in society. It's the ever-changing landscape of this industry, our impact on consumer experiences,

and our drive toward sustainability that keep me on my toes and totally engaged. I see both myself and the industry as works in progress — there's always something new to learn and improve on. With the world zooming ahead in technology and digital advancements, it's crucial for us to lead the change rather than just keep up. If we don't step up, someone else will, and that's a challenge I'm eager to take on.

The Weekdays

My mornings kick off early at 5-45 AM. I get the kids up by 6 AM, and my wife and I see them off to school by 6-45 AM. After



a bit of exercise, it's straight to work. My days are packed with back-to-back meetings until about 6-7 PM. I really look forward to these sessions with various teams. They keep me connected, challenge my thinking, and immerse me in problem-solving. The best part? Wrapping up the day in time for dinner with my wife and kids. That's how I recharge and stay grounded amidst the bustle.

The Weekend

Our weekends are about family and fun. We engage in sports, board

games, watch movies, cook, and entertain friends. These moments of togetherness and relaxation are what I cherish and look forward to every week.

The Toys

The one gadget I can't do without is my cell phone. It keeps me connected to both my professional and personal worlds. Though, if you ask my wife, she'll tell you I could probably use a break from it at home.

The Logos

Coke all the way. The brand is an icon that's stood the test of time.

— As told to Damaree Purkayastha

Motobahn

● MOTORCYCLE REVIEW: ROYAL ENFIELD SHOTGUN 650

A racy shot of motorcycling



Why the Shotgun is all things Super Meteor couldn't be, and both have the same engine!

VIKRAM CHAUDHARY

BEFORE YOU start the motorcycle, motorcycling begins.

Single seat, right proportions, low seat height, a design that turns heads, easy to ride in traffic, and a monster when you want it to be... if this isn't motorcycling, what is?

The name is Shotgun, and we rode it in and around Delhi.

What is the Shotgun?

It is Royal Enfield's newest motorcycle — powered by the same 648-cc engine that does the duty in the Super Meteor, Interceptor and Continental GT.

What makes it unique?

Unlike the Super Meteor (cruiser), Interceptor (retro street cruiser) and Continental GT (café racer), the Shotgun is a bit of everything — thanks to its modular design. The motorcycle in the photos here has a single seat, but it can be turned into a twin-seat commuter or a luggage-carrying tourer (at extra cost, by purchasing accessories). Its plain design is also custom-friendly — a kind of a canvas for self-expression. Its tubeless tyres with alloy wheels look good.



What about seating position?

It has a neutral riding position — you sit with your back upright (unlike the Continental GT in which you tend to lean forward, or the Super Meteor in which you lean backward). On the Shotgun, your shoulders are right above your hips, and your knees form a 90-degree

angle. The footrests, however, are wide and can hurt your ankles if you aren't wearing riding boots.

The electronics

The digital-analogue cluster with the Tripper (it mirrors Google Maps, and works via the Royal Enfield app) is useful, but is pretty

basic (speed, odometer and gear indicator). Even though it has a retro feel, additional info such as fuel efficiency or distance-to-empty would make life easier for modern riders.

How does it ride?

Its seat (795 mm) is higher than the Super Meteor's (740 mm), but

ONE ENGINE, FOUR PERSONALITIES

Model	Shotgun	Interceptor	Super Meteor	Continental GT
Power	36.6 kW (47 PS)	36.9 kW (47.5 PS)	36.6 kW (47 PS)	36.9 kW (47.5 PS)
Torque	52.3 Nm @ 5,650 rpm	52.3 Nm @ 5,250 rpm	52.3 Nm @ 5,650 rpm	52.3 Nm @ 5,150 rpm
Seat height	795 mm	804 mm	740 mm	793 mm
Ground clearance	140 mm	174 mm	135 mm	174 mm
Weight	240 kg	218 kg	241 kg	234 kg
Fuel efficiency	22 km/litre	24 km/litre	22 km/litre	27 km/litre
Fuel tank	13.8 litres	13.7 litres	13.7 litres	12.5 litres
Price	₹3.59-3.73 lakh	₹3.03-3.31 lakh	₹3.64-3.96 lakh	₹3.19-3.45 lakh

Engine: 648 cc

Gears: 6-speed

(Weight is with 90% fuel and oil; prices are ex-showroom)



The riding position is good — your shoulders are right above your hips, and your knees form almost a 90-degree angle. The footrests, however, are wide and can hurt your ankles if you aren't wearing riding boots. It's expensive to run (₹4-5 per km of riding, at 22 km/litre)

almost similar to the Interceptor's (804 mm) and Continental GT's (793 mm).

But the bike is heavy (240 kg), and the weight shows, especially when you're trying to park it on main stand. Once you start riding, it handles well, and gets into its element on open highways — where it

appears to be far more comfortable than the Super Meteor.

Why?

In the Super Meteor's 'leaning backwards' sitting position, the spinal tailbone takes some weight and a lot of vibrations, and because the rear shocker doesn't have much 'travel', it gets tiring over time. In the Shotgun, you sit straight, the pressure on the spinal tailbone is relatively less, and the wide seat supports weight quite well.

On twisty open roads, the Shotgun has a very good lean angle, and doesn't feel low on power while accelerating out of a corner.

Riding in the city, however, isn't as easy as, let's say, the Continental GT is, and the Shotgun is nowhere

as nimble as smaller bikes such as Triumph Speed 400.

Cost of ownership

It's priced from ₹3.59 lakh to ₹3.73 lakh (ex-showroom), and the on-road price of this top-end Stencil White model in the photos is close to ₹4.25 lakh. A low fuel efficiency of 22 km/litre (though my test unit returned 25 km/litre) means you will spend ₹4-5 per km of riding. That's expensive or affordable the way you look at it — expensive than smaller but powerful bikes Indians have gotten used to (like the Speed 400), but far more affordable than superbikes the Shotgun can match in terms of road presence, but not performance.



GAINING TRACTION

Sam Altman, CEO, OpenAI

AI has been somewhat demystified because people really use it now. And that's always the best way to pull the world forward with new technology."

FROM LAB TO MARKET

Helping startups take flight

IISc is incubating firms that have societal impact at heart

SUDHIR CHOWDHARY

INDIA'S PREMIER INSTITUTE for advanced scientific and technological research and education, the Indian Institute of Science (IISc) in Bangalore, has

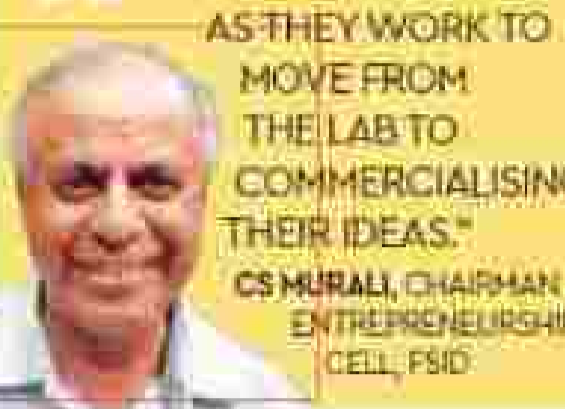
started playing a crucial role in bringing together deeptech startups and academia to jointly develop futuristic technologies in a time-bound manner. The institute's Incubation division, Foundation for Science Innovation and Development (FSID), is the facilitator here.

"Deep science startups need substantial support as they work to move from the lab to commercialising their ideas," says CS Murali, chairman—Entrepreneurship cell, FSID, IISc. "As an incubator, we facilitate the connections to the startups to academia

where faculty members can provide deep technical mentoring, access to lab, equipment etc. and industry that can provide use cases, problems, CSR funding that can help startup founders achieve their goals."

FSID has incubated 90+ startups so far that have deep science and societal impact at their core. "We have a very healthy pipeline of startups waiting to be incubated," Murali reveals. FE spoke to the founders of some of the recent ventures that have successfully migrated from the lab to market.

DEEP SCIENCE STARTUPS NEED SUBSTANTIAL SUPPORT AS THEY WORK TO MOVE FROM THE LAB TO COMMERCIALISING THEIR IDEAS.



CS MURALI, CHAIRMAN - ENTREPRENEURSHIP CELL, FSID

TECH DILEMMA

Doing more with less

Has AI started replacing coders?



UMA GANESH

AFTER THE SPIKE in demand for IT professionals during Covid times, 2023 witnessed massive layoffs. Companies such as Google, Amazon, Microsoft, Salesforce and Meta have continued with the layoffs and have also indicated this trend may continue through the year. While the global economic outlook has improved and companies have started showing better results, the focus now is to enhance the efficiency in business. In other words, doing more with lesser resources is the obvious approach.

In this context, tech businesses have started making significant investments in AI by reducing their focus on other businesses. Google for instance laid off thousands of employees across various divisions including their advertising business. Amazon laid off hundreds of employees in its streaming and studio operations. What we are now experiencing is likely to be a new normal — of ongoing process of shedding headcount, hiring new talent with AI skills and employees changing jobs and moving to greener pastures.

In the next five years, 30% of entry-level coding jobs would be replaced by AI, industry pundits predict. The demand for AI and ML skills would continue to rise. In fact, a high percentage of coders are seeing the benefit of using AI as it has changed their coding ways and also resulting in speedier output. The future of software development is going to look very different from what it is today. The landscape of software development is changing rapidly with the approaches to development, testing and maintenance

getting transformed with AI getting incorporated in every stage. Programmers should keep track of these changes and learn to use AI tools to their advantage.

Considering AI as complimentary to one's own skills and leveraging AI to overcome areas of weakness could be a smart way to achieve the desired results quickly. AI could add strength to the capabilities of programmers and enable them to work efficiently. Mastery in the chosen domain, building AI/ML skills and building life-long learning capability are some of the ways to create job security in tech careers.

AI is unlikely to become an existential threat to programmers but there is a need to recognise the role this technology could play to make programming more efficient and the process of creating solutions more enjoyable. The output of large language



models are not always accurate, hence manual intervention to check the codes created by generative AI tools would be essential. The intuition of programmers with their awareness of code vulnerabilities while considering codes generated by AI tools would make the software codes resilient and secure. Sufficient safeguards should be taken before proprietary codes are shared with generative AI tools for decoding.

Analysing the problem, creating the system design and software architecture would continue to be the forte of humans. In order to survive in the AI era and thrive, embracing AI into the software development process and knowing where to rely upon human coding skills would be necessary.

The writer is chairperson, Global Talent Trust, a corporate training solutions company.

Breaking language barriers

Fourie (SyncSense Technologies)
Domain: Artificial Intelligence
Website: <https://fourie.ai/>

FOURIE IS A GenAI content localisation platform, where you can dub, subtitle, and narrate any form of content and that too in multiple languages, seamlessly, hence reaching a larger audience. The two co-founders, Vibhor Saran and Vishal Bhalga, explain the basic idea behind their creation: "Around 70% of the 700 million Indian internet users find vernacular content more relatable than Eng-

lish in which half of the global internet content is available. Localisation—the key to bridge this demand and supply gap is expensive, people and time intensive and hence difficult to scale."

Fourie opens up new market



opportunities for businesses to build a connected world with no language barriers. It allows businesses to transform content in 40+ languages in over 750 voices at a fraction of the time and cost. "Our platform is already being used by content creators while enterprises in the education (upskilling) and retail (L&D) sectors are distilling multilingual content to their students and front-line teams respectively in all major Indian languages," says Saran.

This startup is now entering the media and entertainment space by launching a style matching feature. With this, one can adapt a speaker's voice characteristics from any language to other language by utilising the prosodic elements in a small speech sample. "So get ready to hear your favourite celebrities speak different languages with the same emotions," Saran explains.

New kid in rocket space

SpaceFields
Domain: SpaceTech
www.spacefields.in

A HIGH-TECH VENTURE, SpaceFields custom-designs and manufactures solid rocket propulsion systems for aerospace, defence and space applications. "Our domain has been historically defined by inertia, plagued by collapsed supply chains, and occupied by antiquated legacy incumbents. We are seeing a lot of consolidation, production delays and backlogs of Indian incumbents, as most of them have largely depended on technology trans-

fers," says Apurwa Masook, founder and CEO, SpaceFields. "Rapid design-build-test cycles are at our core and we adopt an agile hardware development approach. We have developed and patented key technologies in-house such as a solid composite green propellant, insulation liner, refractory sealant, etc. which enhance the ballistic performance of any rocket," Masook explains.

"Defence PSUs, tri-services, military drone companies, OEMs, are our adopters. The feedback has been strongly constructive given that we have received interest from various companies, including the government, for multiple pilot projects. In defence, there is huge factual interest for smokeless propellants while in space, there is growing need for higher payload carrying capacity to orbit. Our solutions meet their offset obligations," he adds.

Masook believes that startups and academia can jointly develop core futuristic technologies, without the red-tapism, and then government labs and agencies can help ruggedised and qualify them to make deployable systems.

"OUR DOMAIN HAS BEEN HISTORICALLY DEFINED BY INERTIA, PLAGUED BY COLLAPSED SUPPLY CHAINS, AND OCCUPIED BY ANTIQUATED LEGACY INCUMBENTS." APURWA MASOOK, FOUNDER & CEO, SPACEFIELDS

and CEO, SpaceFields. "Rapid design-build-test cycles are at our core and we adopt an agile hardware development approach. We have developed and patented key technologies in-house such as a solid composite green propellant, insulation liner, refractory sealant, etc. which enhance the ballistic performance of any rocket," Masook explains.

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APURWA MASOOK, FOUNDER & CEO, SPACEFIELDS

Wearable tech for athletes

Fanplay IoT
Domain: Deeptech for sports & health
<https://fanplayiot.com/>

FANPLAY IS A sportstech IoT platform company with expertise in advanced wearables. "One of our innovations is a textile-based smart jersey wearable that monitors your vital signs like heart rate, respiration, muscle movement, temperature and so on. From these basic vitals, we analyse heart rate variability (HRV) and other parameters that help one to look at training effectiveness, injury prevention, sleep recovery and overall well-being of elite athletes," says Mohan Rajgopal,

founder & CEO, Fanplay IoT. "We use AI/ML to a large extent to personalise these analytics and offer a complete end-to-end solution for sports & health."

"Unlike smartwatches and fitness belts that are inconvenient and less accurate for high movement sports, our jersey is comfortable and designed to be medical-grade," says Vinay Jagtap, co-founder & director, Fanplay IoT. "We are designing and developing such wearables to bring professional grade training of elite athletes to the masses. Our innovation was



Mohan Rajgopal, founder & CEO, Fanplay IoT

launched during IPL 2022, with the popular team CSK, wherein the children in CSK Academy and professional cricketers used it for training. It helped them to manage their training sessions so that they don't get injured without proper recovery," he adds.

Since then, Fanplay's jerseys have been piloted and accepted for deployment in some of the schools in Karnataka and Delhi. "As experts in wearables and the data IoT platform, we will be scaling up our offerings and



Vinay Jagtap, co-founder & director, Fanplay IoT

penetrate both domestic and global markets. We already have many enquiries from global sports teams for our solutions. We will also be extending these innovations to solve healthcare issues," says Rajgopal.

On the industry-academia collaboration, Rajgopal feels the scenario has now improved compared to a decade ago. "One of the key strengths in Silicon Valley is the maturity of funding options. If our finance community like banks and mutual funds, they can help accelerate the progress of our startups that need some money for deeptech developments," he adds.

Gadgets

IQOO 12 & OPPO RENO11 PRO 5G

Fast processors handle most tasks with ease

These phones have plenty of storage and strong battery life

SUDHIR CHOWDHARY

5G IS ALL about lightning-fast speeds for your mobile phone. This next-generation wireless technology promises to make downloads and uploads ultrafast. For evidence, we take a look at two new 5G handsets — IQOO 12 and Oppo Reno 11 Pro — substantially faster devices on which downloading large files happens in seconds, high-def movies stream without a hiccup, and even uploading photos on your social media accounts in a snap.

The IQOO 12 is a good phone on all fronts, it has raw power, battery life, a sleek design and impressive cameras. Our trial unit was the 16GB+512GB variant, somewhat expensive at ₹57,999, but worth every penny. The handset boasts an enamel glass design, consisting of innumerable 3D pyramid nano-optical textures that reflect light in delicate rays. Its IP64 rating ensures enhanced durability and resistance against water and dust.

As we mentioned earlier, this is a super speedy device right from the word go. It

comes with the Snapdragon 8 Gen 3 processor, backed by a custom supercomputing chip Q1 that further enhances in-game performance, fast memory and lightning quick flash storage. Users can expect ultra smooth and fast app loading and switching, thanks to 16GB of RAM, and 512GB of the latest high-speed, low latency UFS4.0 flash storage, enough capacity to install dozens of the latest mobile games without worrying about space constraints.

Additionally, IQOO 12 has 1200 Hz instant touch sampling rate that delivers enhanced graphics and smooth gameplay.

SPECIFICATIONS

- **Display:** 6.78-inch 144 Hz LTPO AMOLED display.
- **Processor:** Snapdragon 8 Gen 3 processor
- **Memory & storage:** 16GB RAM, 512GB storage
- **Cameras:** 50MP+64MP+50MP (rear), 16MP front camera
- **Battery:** 5000mAh, 120W Flash Charge technology
- **Estimated street price:** ₹57,999



There is Ultra Game Mode to access all the gaming features including background calls and picture-in-picture without interrupting an ongoing game.

IQOO 12 is powered by a 5000 mAh battery that supports 120W Flash Charge technology — it charges 100% battery under 30 minutes. The handset has a 6.78-inch, 144Hz AMOLED LTPO display with HDR 10+ certification, 1.5K resolution and 3,000 units of local peak brightness which ensures vibrant details in all lighting scenarios. There are three rear cameras—a 50MP primary camera with a 1/1.3-inch sensor with optical image stabilisation (OIS), a 64MP (OIS) periscope telephoto camera with 3x optical zoom and a 50MP ultra-wide-angle camera with a 120-degree field-of-view. There's a 16MP selfie camera on the front

with an f/2.5 aperture. Overall, an extremely capable system here.

Oppo Reno 11 Pro

If you are a camera enthusiast and looking for a nice camera phone, this Oppo handset can be an ideal choice. Modestly priced at ₹39,999, the Oppo Reno 11 Pro is an apt device for visual storytelling, thanks to its ultra-clear Portrait Camera System. Here, the 50MP Sony IMX709 with OIS captures amazing photos, duly complemented by the 32MP telephoto portrait camera and 112-degree ultra-wide-angle camera. Plus, there is a 32MP selfie camera with autofocus, the camera system ensures crystal clear portraits from every angle.

The device is powerful enough to handle all your daily tasks smoothly and let you even multitask. It has a MediaTek Dimensity 8200 processor, there is 12GB of RAM and 256GB of storage, Android 14 operating system (ColorOS), the phone runs smoothly and fast with any lag whatsoever. The phone has a slim and a rounded design, there is a 6.7-inch AMOLED panel with a 120Hz dynamic refresh rate and a full-HD+ resolution. It manages to pack a 4600mAh large battery.

Overall, a well-built phone with smooth and speedy running.

KEY FEATURES

- **Display:** 6.7-inch AMOLED display, 120Hz refresh rate
- **Processor:** MediaTek Dimensity 8200 processor
- **Memory & storage:** 12GB RAM, 256GB storage
- **Cameras:** 50MP + 8MP + 32MP (rear), 32MP front camera
- **Battery:** 4600mAh
- **Estimated street price:** ₹39,999

AMAZFIT ACTIVE SMARTWATCH

Easy to carry, nice to look at

Offers much more than regular health metrics

IT'S HARD TO deny the appeal of an Apple watch, however, its steep price tag can be prohibitive for many. As an alternative, Amazfit watches, from the renowned wearables brand now owned by Zepp Health, offer a compelling option. With a track record spanning nearly a decade, Amazfit has consistently delivered top-rated activity trackers and smartwatches. Their latest release, the Amazfit Active smartwatch, boasts a stylish design and advanced wellness features, all at a more accessible price point of ₹12,999.

Appearance-wise, the Amazfit Active watch has a stylish and feather-light design, weighing just 24g. It features a sturdy aluminium alloy middle frame seamlessly integrated into its sleek body. The large 1.75-inch HD colour display comes with 73% screen-to-body ratio, while the always-on display feature ensures visibility at all times, enhancing the user experience.

The smartwatch offers continuous 24-hour monitoring of heart rate, blood-oxygen saturation, and stress levels. With just a click, users can quickly measure these vital health indicators. However, this Amazfit device goes beyond traditional health monitoring with its innovative Readiness Score. This score, derived from data such as heart rate, stress, sleep, HRV, respiration, and temperature, assesses your phys-

KEY FEATURES

- 1.75-inch HD colour display
- AI-powered training guidance by Zepp Coach
- Bluetooth phone calls & music playback
- 24-hour heart rate, SpO2 and stress monitoring
- Multi-GNSS & route navigation
- Estimated street price: ₹12,999

cal readiness each morning. The Zepp Coach, powered by AI, is at the heart of the Amazfit Active smartwatch. This AI-driven personal coach caters to users of all training backgrounds, providing more efficient, personalised, and safe workouts. The Zepp Coach introduces scientific training meth-

ods, evaluating the user's physical fitness, fatigue level, and training status based on exercise intensity.

The Amazfit Active smartwatch supports tracking data for over 120 sports and employs smart recognition technology for seven sports. It is equipped with five satellite positioning systems for accurate navigation. The watch allows users to make and receive Bluetooth calls directly on the device. It also comes with built-in Amazon Alexa, serving as a smart assistant on the wrist. Users can ask Alexa questions, set alarms and timers, check the weather, and more, further elevating the smartwatch's capabilities.

YOU MIGHT ALSO BE INTERESTED IN: Samsung Galaxy Watch4 Classic, Noise ColorFit Pro 5 Max, Fitbit Versa 4



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INTERIORS & MORE LIMITED

Corporate Identification Number: U74120MH2012PLC233915



Our Company was originally incorporated on July 30, 2012 as a Private Limited Company as "Interiors & More Private Limited" under the provisions of the Companies Act, 1956 with the Registrar of Companies, Mumbai. Subsequently, pursuant to a Special Resolution of our Shareholders passed in the Extra-Ordinary General Meeting held on October 31, 2022, our Company was converted from a Private Limited Company to Public Limited Company and consequently, the name of our Company was changed to "Interiors & More Limited" and a Fresh Certificate of Incorporation consequent to Conversion was issued on January 06, 2023 by the Registrar of Companies, Mumbai. The Corporate Identification Number of our Company is U74120MH2012PLC233915, please refer to section titled "Our History and Certain Other Corporate Matters" beginning on page 169 of this Red Herring Prospectus.

Registered Office: Office No.7, Ground Floor, Kumtha Street, off: Shahid Bhagat Singh Road, Ballard Estate, Fort Mumbai G.P.O. Mumbai – 400001, Maharashtra, India.

Contact Person: Ms. Kuntal Pankaj Sharma, Company Secretary and Compliance Officer
Email Id: info@inm.net.in; Tel No: 022-47499811; Website: www.inm.net.in

OUR PROMOTERS: MR. MANISH MOHAN TIBREWAL, MR. RAHUL JHUNJHUNWALA, MS. EKTA TIBREWAL, MS. PUJA JHUNJHUNWALA AND MS. REENA JHUNJHUNWALA

THE ISSUE

INITIAL PUBLIC OFFER OF UPTO 18,50,400* EQUITY SHARES OF FACE VALUE OF ₹ 10.00 EACH ("EQUITY SHARES") OF INTERIORS & MORE LIMITED (THE "COMPANY" OR THE "ISSUER") FOR CASH AT A PRICE OF ₹ [•] PER EQUITY SHARE INCLUDING A SHARE PREMIUM OF ₹ [•] PER EQUITY SHARE (THE "ISSUE PRICE") AGGREGATING TO ₹ [•] LAKHS (THE "ISSUE"). THE ISSUE SHALL CONSTITUTE [•]% OF THE POST-ISSUE PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY. THE ISSUE INCLUDES A RESERVATION OF UPTO 93,000 EQUITY SHARES AGGREGATING TO ₹ [•] LAKHS WILL BE RESERVED FOR SUBSCRIPTION BY MARKET MAKER TO THE ISSUE (THE "MARKET MAKER RESERVATION PORTION"). THE ISSUE LESS THE MARKET MAKER RESERVATION PORTION I.E. NET ISSUE OF UPTO 17,57,400 EQUITY SHARES AGGREGATING TO ₹ [•] LAKHS (THE "NET ISSUE"). THE ISSUE AND THE NET ISSUE WILL CONSTITUTE 26.45% AND 25.12% RESPECTIVELY OF THE POST ISSUE PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY.

PRICE BAND: ₹ 216.00 to ₹ 227.00 PER EQUITY SHARE OF FACE VALUE OF ₹ 10.00 EACH AND THE ISSUE PRICE IS 21.6 TO 22.7 TIMES OF THE FACE VALUE AT THE LOWER PRICE BAND AND THE UPPER PRICE BAND RESPECTIVELY. BID CAN BE MADE FOR MINIMUM OF 600 EQUITY SHARES AND THE MULTIPLES OF 600 EQUITY SHARES THEREAFTER.
* Subject to finalization of the Basis of Allotment

ALLOCATION OF THE OFFER	
QIB PORTION	NOT MORE THAN 50.00% OF THE NET OFFER
RETAIL PORTION	NOT LESS THAN 35.00% OF THE NET OFFER
NON-INSTITUTIONAL PORTION	NOT LESS THAN 15.00% OF THE NET OFFER
MARKET MAKER PORTION	UPTO 93,000 EQUITY SHARES OR 5.03 % OF THE OFFER
PRICE BAND: ₹ 216.00 to ₹ 227.00 PER EQUITY SHARE	

THE FLOOR PRICE IS 21.6 TIMES OF THE FACE VALUE AND CAP PRICE IS 22.7 TIMES OF THE FACE VALUE OF THE EQUITY SHARES. BIDS CAN BE MADE FOR A MINIMUM OF 600 EQUITY SHARES AND IN MULTIPLES OF 600 EQUITY SHARES THEREAFTER. THIS OFFER IS MADE THROUGH BOOK BUILDING PROCESS, IN TERMS OF CHAPTER IX OF THE SECURITIES AND EXCHANGE BOARD OF INDIA (ISSUE OF CAPITAL AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2018 (THE "SEBI (ICDR) REGULATIONS"), AS AMENDED READ WITH RULE 19(2)(B) OF SECURITIES CONTRACT (REGULATION) RULES, 1957, AS AMENDED.

ISSUE PROGRAM

ANCHOR BID OPENS ON WEDNESDAY, FEBRUARY 14, 2024
ISSUE OPENS ON: THURSDAY, FEBRUARY 15, 2024
ISSUE CLOSURES ON: TUESDAY, FEBRUARY 20, 2024

ASBA* Simple, Safe, Smart way of Application- Make use of it!!!!

*Application Supported by Blocked Amount (ASBA) is a better way of applying to issues by simply blocking the fund in the bank account, investors can avail the same. For further details check section on ASBA below. Mandatory in Public Issues from January 01, 2016. No cheque will be accepted.

UPI – Now mandatory in ASBA for Retail Investors applying through Registered Brokers, DPs & RTAs. Retail Investors also have the options to submit the application directly to the ASBA Bank (SCSBs) or to use the facility of linked online trading, demat and bank account. ** Investors are required to ensure that the Bank Account used for applying is linked to their PAN.

RISKS TO INVESTORS:

- Our Registered Office, Factory, Showroom and our Warehouses are not owned by us. The same are occupied by us on a lease basis. Disruption of our rights as lessee or termination of the agreements with our lessor would adversely impact our operations and, consequently, our business.
- Our product is subject to frequently changing designs, patterns, customer requirements and tastes, our inability to meet such needs or preferences may affect our business.
- Our Company had undertaken business activities in the past, which was not a part of Main Object clause of the MOA of the Company. Further, rectification in the MOA has been done. However, the Company may be subjected to liabilities for any of our past actions in this respect.
- The holding period of our inventories of raw materials, stock-in-trade and finished goods is around 300-500 days.
- There are no outstanding legal proceedings involving our Company, Promoters and Directors. Any adverse decision in such a proceeding may have a material adverse effect on our business, results of operations and financial condition.

BASIS FOR ISSUE PRICE

The Issue Price has been determined by the Company in consultation with the BRLM on the basis of the key business strengths of our Company. The face value of the Equity Shares is ₹ 10.00 each and Issue Price is 21.6 times to the face value at lower end and 22.7 times to the face value at upper end of price band.

QUALITATIVE FACTORS

- Market Demand
- Competitive Landscape
- Innovation and Design Capabilities
- Manufacturing and Supply Chain
- Distribution and Sales Channels
- Growth Opportunities
- Experienced Management Team

QUANTITATIVE FACTORS

Some of the information presented in this chapter is derived from the Restated Financial Information. For further information, see "Financial Information" beginning on page 132 of the Red Herring Prospectus.

1. Basic and Diluted Earnings / (Loss) Per Share ("EPS")

As per Restated Financial Statements – Post Bonus

Particulars	Basic & Diluted EPS (in ₹)	Weights
March 31, 2023	11.52	3
March 31, 2022	2.03	2
March 31, 2021	1.42	1
Weighted Average	6.67	
Period ended December 31, 2023 (Interim-Actualized)	6.88	

2. Price Earnings Ratio ("P/E") in relation to the price band of ₹216.00 - ₹227.00 per share - Post Bonus

Particulars	P/E Ratio of the Floor Price (no. of times)	P/E Ratio of the Cap Price (no. of times)
Based on Restated Financial Statements		
P/E ratio based on the Basic & Diluted EPS, as Restated for FY 2022-23	18.75	10.70
P/E ratio based on the Weighted Average Basic & Diluted EPS, as Restated	32.36	101.35

Note: P/E ratio has been computed dividing the price per share by Earnings per Equity Share.

3. Return on Net Worth (RoNW)

As per Restated Financial Statements – Post Bonus

Particulars	RoNW (%)	Weights
March 31, 2023	39.51	3
March 31, 2022	25.76	2
March 31, 2021	21.40	1
Weighted Average	41.95	
Period ended December 31, 2023 (Interim-Actualized)	26.27	

Note: The RoNW has been computed by dividing net profit after tax (as restated), by Net Worth (as restated) as at the end of the year.

4. Net Asset Value (NAV)

As per Restated Financial Statements – Post Bonus

Financial Year	NAV (₹)
March 31, 2023	18.34
March 31, 2022	7.87
March 31, 2021	6.62
Period ended December 31, 2023 (Interim-Actualized)	26.25
Net Asset Value per Equity Share after the Issue, at Issue Price	[•]
Issue Price	[•]

1. NAV has been calculated as Networth divided by number of Equity Shares at the end of the year.

2. Net asset value per equity share = Networth attributable to the holders of the equity as at the end of the year/divided by adjusted number of equity shares outstanding as at the end of year/period.

3. Networth means the aggregate value of the paid-up share capital and all reserves created out of the profits and securities premium account and debt or credit balance of statement of profit and loss, after deducting the aggregate value of the accumulated losses, deferred expenditure and miscellaneous expenditures not amounting to non-controlling interest, as per the Restated Financial Information. Nil does not include reserves created out of revaluation of assets, write-back of depreciation and amortisation.

4. Networth and the number of equity shares as at the end of the year/period have been adjusted to give effect to the consequent increase in share capital on the assumption that options outstanding to subscribe for additional equity capital (i.e., outstanding share warrants and employee stock options), wherever applicable, were exercised at the respective financial year/period. The computation considering aforementioned effects has been carried out in accordance with the requirements of SEBI (ICDR) Regulations and Networth and the number of equity shares outstanding as at the end of the year/period has not been derived from Restated Financial Information.

5. Comparison of accounting ratios with listed industry peers
The Company does not have any listed peer group operating in the same line of business.

6. Key Performance Indicators ("KPIs")
The KPIs disclosed below have been used historically by our Company to understand and analyze the business performance, which in result, help us in analyzing the growth of our company in comparison to our peers.
The KPIs disclosed below have been approved by a resolution of our Audit Committee dated February 05, 2024 and the members of the Audit Committee have verified the details of all KPIs pertaining to our Company. Further, the members of the Audit Committee have confirmed that there are no KPIs pertaining to our Company that have been disclosed to any investors at any point of time during the three year period prior to the date of filing of this Red Herring Prospectus. Further, the KPIs herein have been certified by Mr. Jay Gupta & Associates (Previously known as "JA's Gupta Agarwal & Associates"), Chartered Accountants, by their certificate dated February 05, 2024. The KPIs of our Company have been disclosed in the sections titled "Our Business" and "Management's Discussion and Analysis of Financial Condition and Results of Operations – Key Performance Indicators" on pages 117 and 183 respectively of the Red Herring Prospectus.
Our Company certifies that it shall continue to disclose all the KPIs included in this section on a periodic basis, at least once in a year (or any lesser period as determined by the Board of our Company), for a duration of one year after the date of listing of the Equity Shares on the Stock Exchange or till the complete utilization of the proceeds of the Issue as per the disclosures made in the Objects of the Issue Section, whichever is later or for such other duration as may be required under the SEBI (ICDR) Regulations.

Key Performance Indicators of our Company

Key Financial Performance	In ₹ as on December 31, 2023	FY 2022-23	FY 2021-22	FY 2020-21
Revenue from operations	1,842.68	2,485.68	989.18	942.73
EBITDA	619.96	946.47	280.24	105.75
EBITDA Margin	33.55%	38.08%	28.31%	16.46%
NET	354.57	592.84	191.44	43.30
NET Margin	19.24%	23.85%	19.36%	6.74%
Networth	1,349.44	955.21	405.07	200.63
RoE	30.24%	84.68%	29.80%	18.02%
RoCE	37.21%	75.56%	14.80%	7.51%

Note:

- Revenue from Operations means the Revenue from Operations as appearing in the Restated Financial Statements.
- EBITDA is calculated as Profit Before Tax + Depreciation + Interest Expenses + Other Income.
- EBITDA Margin is calculated as EBITDA divided by Revenue from Operations.
- NET Margin is calculated as NET for the period/year divided by revenue from operations.
- Networth means the aggregate value of the paid-up share capital and reserves and surplus of the company less deferred tax assets.
- Return on Equity is ratio of Profit after Tax and Average Shareholder Equity.
- Return on Capital Employed is calculated as EBT divided by capital employed, which is defined as shareholders' equity plus long-term borrowings.

2. Weighted average cost of acquisition

(a) The price per share of our Company is based on the primary issuance of equity shares.
There has been no issuance of Equity Shares, other than Equity Shares issued pursuant to a bonus issue allotted on June 17, 2023 during the 18 months preceding the date of this Red Herring Prospectus, where each issuance is equal to or more than 5% of the fully diluted paid-up share capital of the Company (calculated based on the pre-issue capital before such transactions) and including employee stock options granted but not vested, in a single transaction or multiple transactions combined together over a span of 30 days.

(b) The price per share of our Company based on the secondary transaction of equity shares
Except as mentioned below, there have been no secondary sale/acquisitions of Equity Shares, where the promoters, members of the promoter group or shareholder(s) holding the right to nominate directors) to the board of directors of the Company are a party to the transaction (including gifts). During the 18 months preceding the date of the certificate, where either acquisition or sale is equal to or more than 5% of the fully diluted paid-up share capital of the Company (calculated based on the pre-issue capital before such transactions) and including employee stock options granted but not vested, in a single transaction or multiple transactions combined together over a span of 30 days.

Date of Transfer	No. of equity Shares transferred	Face value per Equity share (₹)	Transfer price per Equity share (₹)	Nature of Transfer	Total Consideration
July 22, 2022	8,45,000	10.00	17.00	Transfer	1,43,65,000
May 01, 2023	17,150	10.00	23.00	Transfer	3,94,450
May 26, 2023	34,300	10.00	23.00	Transfer	7,88,900
June 01, 2023	16,425	10.00	23.00	Transfer	3,77,775
June 03, 2023	16,425	10.00	23.00	Transfer	3,77,775

(c) Weighted average cost of acquisition, floor price and cap price:

Types of transactions	Weighted average cost of acquisition (₹ per Equity Shares)	Floor price* (i.e. ₹ 216)	Cap price* (i.e. ₹ 227)
Weighted average cost of acquisition of primary issuance as per paragraph (a) above	Nil	Nil times	Nil times
Weighted average cost of acquisition for secondary transaction as per paragraph (b) above	14.44	14.96 times	15.72 times

Note:

* There were no primary / new issue of equity shares other than Equity Shares issued pursuant to a bonus issue allotted on June 17, 2023, in last 18 months and three years prior to the date of this Red Herring Prospectus.
The Company in consultation with the Book Running Lead Manager believes that the Issue Price of ₹ [•] per share for the Public Issue is justified in view of the above parameters. Investor should read the above mentioned information along with the chapter titled "Risk Factors" beginning on page 28 of this Red Herring Prospectus and the financials of our Company including important profitability and return ratios, as set out in the chapter titled "Financial Statements as Restated" beginning on page 162 of this Red Herring Prospectus.
Our Company in consultation with the BRLM may consider participation by Anchor Investors. The Anchor Investor Bidding Date shall be one Working Day prior to the Bid/ Offer Opening Date in accordance with the SEBI (ICDR) Regulations, 2018.
In case of any revision in the Price Band, the Bid/ Issue Period shall be extended for at least three additional Working Days after such revision of the Price Band, subject to the total Bid/ Issue Period not exceeding 10 Working Days. In cases of force majeure, banking strike or similar circumstances, our Company, for reasons to be recorded in writing, extend the Bid/ Issue Period for a minimum of three Working Days, subject to the Bid/ Issue Period not exceeding 10 Working Days. Any revision in the Price Band, and the revised Bid/ Issue Period, if applicable, shall be widely disseminated by notification to the Stock Exchanges by issuing a press release and also by indicating the change on the website of the BRLM and at the terminals of the Members of the Syndicate and by intimation to Designated Intermediaries and Sponsor Bank. The issue is being made through the Book Building Process, in terms of Rule 19(2)(b) of the Securities Contracts (Regulation) Rules, 1957, as amended ("SCRR") read with Regulation 25(1) of the SEBI (ICDR) Regulations, as amended, wherein not more than 50% of the Net Issue shall be allocated on a proportionate basis to Qualified Institutional Buyers ("QIBs"), the "QIB Portion", provided that our Company may, in consultation with the Book Running Lead Manager, may allocate up to 60% of the QIB Portion to Anchor Investors on a discretionary basis in accordance with the SEBI (ICDR) Regulations ("Anchor Investor Portion"), of which one-third shall be reserved for domestic Mutual Funds, subject to valid bids being received from domestic Mutual Funds at or above the Anchor Investor Allocation Price. In the event of under-subscription, or non-allocation in the Anchor Investor Portion, the balance Equity Shares shall be added to the Net QIB Portion. Further, 5% of the Net

IN THE NEWS

RUSSIA LAUNCHES MASS DRONE ATTACKS ON KYIV
RUSSIAN FORCES launched 45 drones over Ukraine on Sunday in a five-and-a-half-hour barrage, officials said, as Ukrainian president Volodymyr Zelenskyy continued the reshuffle of his war cabinet as the war enters its third year.

JEFF BENOZ SELLS AMAZON SHARES WORTH \$2-BN
AMAZON FOUNDER Jeff Bezos sold around 12 million shares of the online retail and cloud services firm for roughly \$2 billion, according to a company filing on Friday, soon after laying out a plan to sell his shares over the next year.

PHILIPPINE LANDSLIDE DEATH TOLL CLIMBS TO 54
THE DEATH toll from a massive landslide that hit a gold-mining village in the southern Philippines has risen to 54 with 63 people still missing, authorities said Sunday. The landslide hit the mountain village of Masara in Davao de Oro province on Tuesday night after weeks of torrential rains.

AL-SHABAB CLAIMS ATTACK IN SOMALI
THE AL-QAIDA-LINKED militant group al-Shabab claimed an attack that killed four Emirati troops and a Bahraini military officer on a training mission at a military base in the Somali capital, authorities said on Sunday.

PAKISTAN POLL RESULTS OUT
Nawaz leads coalition amid fractured verdict

Imran candidates are 93, Nawaz's 75, Bilawal's 54
PRESS TRUST OF INDIA Islamabad, February 11



Supporters of former PM Imran Khan's party, the PTI, shout slogans as part of their protest demanding free and fair results of the election, in Peshawar, on Sunday

THE THREE MAIN political parties in Pakistan on Sunday intensified their efforts for the formation of a coalition government after it became clear that the coup-prone country faced a hung Parliament after general elections. The general elections were held on February 8, but the unusual delay in the announcement of results vitiated the atmosphere as several parties cried foul and some resorted to protests.

Former prime minister and the Pakistan Muslim League-Nawaz (PML-N) supreme Nawaz Sharif received the backing of the powerful Pakistan Army chief general Asim Munir on Saturday for his call for a unity government to pull Pakistan out of its current difficulties.

The Election Commission of Pakistan has announced the results of 264 out of 265 contested seats in the 266-member National Assembly.

stipendiary was withheld by the ECP due to complaints of fraud and it would be announced after redressing the grievances of the aggrieved. Election to one seat was postponed after the death of a candidate.

Independent candidates, a vast majority of them backed by jailed former prime minister Imran Khan's Pakistan Tehreek-e-Insaf (PTI), won 93 seats to the National Assembly.

They were followed by three-time former Sharif's PML-N with 75 seats, which technically is the single largest party in Parliament. To form a government, a party must win 133 seats out of 265 contested seats in the National Assembly.

Overall, 169 seats are needed to secure a simple majority out of its total 336 seats, which include the reserved slots for women and minorities which will be decided later.

The PML-N was leading the push to form the coalition government on the pattern of one it set up after Khan, 71, was removed as prime minister through a no-confidence vote in April 2022.

IMF chief confident on economic outlook

REUTERS Dubai, February 11

THE MANAGING DIRECTOR of the International Monetary Fund (IMF), Kristalina Georgieva, on Sunday said that she was confident about the economic outlook despite uncertainties around war and geopolitics as the global economy has remained resilient.

Addressing the World Government Summit, Georgieva said the IMF would publish a paper on Monday that shows phasing out explicit energy subsidies could save \$336 billion in the Middle East, equivalent to the economies of Iraq and Libya combined. She added that in addition to savings, eliminating regressive energy subsidies "discourages pollution, and helps improve social spending," in a copy of the speech published on the IMF website.

In its latest regional economic update published last month, the IMF revised its GDP growth forecast for the Middle East and North Africa region downwards to 2.9% this year, due in part to short-term oil production cuts.

"While uncertainties are still high, we can be bit more confident about the economic outlook, because the global economy has been surprisingly resilient," she said.

Trump hints at free-hand to Russia against Nato

White House called Trump's remarks on NATO 'appalling'

ASSOCIATED PRESS New York, February 11

REPUBLICAN FRONT-RUNNER Donald Trump said on Saturday that, as president, he would encourage Russia to do whatever the hell they want to do to meet the trans-Atlantic alliance's defense spending targets. But this time, Trump went

DONALD TRUMP, FORMER US PRESIDENT

...I WOULD ENCOURAGE THEM (RUSSIA) TO DO WHATEVER THE HELL THEY WANT. YOU (NATO ALLIES) GOTTA PAY YOUR BILLS.



(further, saying he had told the member that he would, in fact, "encourage" Russia to do as it wishes in that case. "You didn't pay? You're delinquent?" Trump recounted saying.

White House spokesperson Andrew Bates responded: "Encouraging invasions of our closest allies by murderous regimes is appalling and unhinged—and it endangers American national security, global stability, and our economy at home."

Trump mocks Haley for husband's absence

FORMER US PRESIDENT Donald Trump has mocked his Republican rival Nikki Haley over the absence of her husband (drawing a sharp reaction from the Indian-American politician who said the person who disrespects military families has no business being commander-in-chief. "Where's her husband? Oh, he's away. ...What happened to her husband? Where is he? He's gone," Trump said at his rally in Conway in

South Carolina, his first visit to the state this year. Haley fired back at Trump's comments later on Saturday. "Donald, if you have something to say, don't say it behind my back, get on a debate stage and say it to my face," she said. Haley's husband Major Michael Haley is a commissioned officer with the South Carolina National Guard. —PTI

Totally up for fight to win UK polls, says Sunak

PRESS TRUST OF INDIA London, February 11

BRITISH PRIME MINISTER Rishi Sunak has said he is "totally up for the fight" of pitching his policies to the electorate to win another term for the governing Conservative Party as he prepares for a general election expected to take place in the second half of the year.

In an interview with The Times this weekend, the 43-year-old British Indian leader

said he had reasons to be optimistic because the economy was "pointing in the right direction" and that the "future is going to be better".

"At the beginning of this year there is a sense that the country is pointing in the right direction," he said.

"Because economic conditions have improved, because the plan is working, you are starting to see mortgage rates come down and we have been able to cut taxes.



I do believe those pressures are starting to ease and that hopefully over the course of this year, we can continue to make even more progress," he said. In a message as much for the voters as for the rebels within his own Tory ranks, the Conservative leader reiterated his plan to cut taxes for the hardworking people of the country. "It's because those are my values, those are the values of my party. It's one where hard work should be rewarded. And

actually, the best way to express that through the tax system is to cut people's taxes so when they are working hard they get to enjoy more of the rewards of that for themselves and their family," he said.

"Because economic conditions have improved, because the plan is working, you are starting to see mortgage rates come down and we have been able to cut taxes," he added.

"I'm totally up for the fight," he said.

Musk ordered to testify in SEC's Twitter probe

A FEDERAL JUDGE ordered Elon Musk to testify again in the US Securities and Exchange Commission's probe of his Twitter takeover, giving the regulator and the billionaire a week to agree on a date and location for the interview, US Magistrate Judge Laurel Beeler's order issued on Sat-

urday night formalized a tentative ruling she made in December siding with the regulator. The SEC sued Musk in October to compel the Tesla CEO to testify as part of an investigation into his 2022 purchase of social media giant Twitter, which he renamed X. —REUTERS



QIB Portion shall be available for allocation on a proportionate basis only to Mutual Funds, and the remainder of the Net QIB Portion shall be available for allocation on a proportionate basis to all QIBs, including Mutual Funds, subject to valid Bids being received at or above the Issue Price. However, if the aggregate demand from Mutual Funds is less than 5% of the Net QIB Portion, the balance Equity Shares available for allocation in the Mutual Fund Portion will be added to the remaining Net QIB Portion for proportionate allocation to QIBs. Further, not less than 15% of the Net Issue shall be available for allocation on a proportionate basis to Non-Institutional Bidders and not less than 35% of the Net Issue shall be available for allocation to Retail Individual Bidders in accordance with the SEBI (ICDR) Regulations, subject to valid Bids being received at or above the Issue Price. All potential Bidders (except Anchor Investors) are required to mandatorily utilize the Application Supported by Stocked Amount (ASBA) process providing details of their respective ASBA accounts, and UPi ID in case of RBIs using the UPi Mechanism, if applicable, in which the Corresponding Bid Amounts will be blocked by the SCBs or by the Sponsor Bank under the UPi mechanism, as the case may be. To the extent of Inoperative Bid Amounts, Anchor Investors are not permitted to participate in the Issue through the ASBA process. For details, see "Issue Procedure" beginning on page 244 of this Red Herring Prospectus.

Bidders / Applicants should note that on the basis of PAN, DP ID and Client ID as provided in the Bid cum Application Form, the Bidders/Applicants may be deemed to have authorized the Depositories to provide to the Registrar to the Offer, any requested Demographic Details of the Bidders/Applicants as available on the records of the depositories. These Demographic Details may be used, among other things, for or unblocking of ASBA Account or for other correspondence(s) related to an Offer. Bidders/Applicants are advised to update any changes to their Demographic Details as available in the records of the Depository Participant to ensure accuracy of records. Any delay resulting from failure to update the Demographic Details would be at the Applicants' sole risk. Bidders / Applicants should ensure that PAN, DP ID and the Client ID are correctly filled in the Bid cum Application Form. The PAN, DP ID and Client ID provided in the Bid cum Application Form should match with the PAN, DP ID and Client ID available in the Depository database, otherwise, the Bid cum Application Form is liable to be rejected. Bidders/Applicants should ensure that the beneficiary account provided in the Bid cum Application Form is active.

CONTENTS OF THE MEMORANDUM OF ASSOCIATION OF THE COMPANY AS REGARDS ITS OBJECTS: For information on the main objects and other objects of our Company, see "History and Corporate Structure" on page 169 of the Red Herring Prospectus and Clause 8(i) of the Memorandum of Association of our Company. The Memorandum of Association of our Company is a material document for inspection in relation to the Offer. For further details, see the section "Material Contracts and Documents for Inspection" on page 307 of the Red Herring Prospectus.

LIABILITY OF MEMBERS AS PER MOA: The Liability of the members of the Company is Limited.

AMOUNT OF SHARE CAPITAL OF THE COMPANY AND CAPITAL STRUCTURE: The Authorized share capital of the Company is Rs. 8,00,00,000 divided into 80,00,000 Equity Shares of Rs. 10.00 each. The issued, subscribed and paid-up share capital of the Company before the issue is Rs. 5,14,50,000 divided into 51,45,000 Equity Shares of Rs. 10.00 each. For details of the Capital Structure, see "Capital Structure" on page 67 of the Red Herring Prospectus.

Given below are the names of the signatories of the Memorandum of Association of the Company and the number of Equity Shares subscribed for by them at the time of signing of the Memorandum of Association of our Company: Mr. Manish Mohan Tibrewal - 5,000 Equity Shares, Mr. Ekta Tibrewal - 5,000 Equity Shares of Rs.10.00 each.

Details of the main objects of the Company as contained in the Memorandum of Association, see "History and Corporate Structure" on page 122 of the Red Herring Prospectus. For details of the share capital and capital structure of the Company see "Capital Structure" on page 67 of the Red Herring Prospectus.

LISTING: The Equity Shares offered through the Red Herring Prospectus are proposed to be listed on the Emerging Platform of National Stock Exchange of India Limited ("NSE EMERGE"). Our Company has received an "in-principle" approval from the NSE for the listing of the Equity Shares pursuant to letter dated February 01, 2024, for the purposes of the Issue. The Designated Stock Exchange shall be NSE. A signed copy of the Red Herring Prospectus has been delivered for registration to the ROC on February 09, 2024 and Prospectus shall be delivered for filing to the ROC in accordance with Section 29(4) of the Companies Act, 2013. For details of the material contracts and documents available for inspection from the date of the Red Herring Prospectus up to the Bid / Offer Closing Date, see "Material Contracts and Documents for Inspection" on page 307 of the Red Herring Prospectus.

DISCLAIMER CLAUSE OF SECURITIES AND EXCHANGE BOARD OF INDIA ("SEBI"): Since the Offer is being made in terms of Chapter IX of the SEBI (ICDR) Regulations, 2018, the Red Herring Prospectus has been filed with SEBI. In terms of the SEBI Regulations, the SEBI shall not issue any observation on the Offer Document. Hence there is no such specific disclaimer clause of SEBI. However, investors may refer to the entire Disclaimer Clause of SEBI beginning on page 222 of the Red Herring Prospectus.

DISCLAIMER CLAUSE OF NSE (THE DESIGNATED STOCK EXCHANGE): It is to be distinctly understood that the permission given by National Stock Exchange India Limited ("NSE") should not in any way be deemed or construed that the contents of the Red Herring Prospectus or the price at which the equity shares are offered has been cleared, solicited or approved by NSE, nor does it certify the correctness, accuracy or completeness of any of the contents of the Red Herring Prospectus. The investors are advised to refer to the Red Herring Prospectus for the full text of the "Disclaimer clause pertaining to NSE" beginning on page 224 of the Red Herring Prospectus.

GENERAL RISK: Investments in equity and equity-related securities involve a degree of risk and investors should not invest any funds in this Issue unless they can afford to take the risk of losing their investment. Investors are advised to read the risk factors carefully before taking an investment decision in this Issue. For taking an investment decision, investors must rely on their own examination of the issuer and the Issue, including the risks involved. The Equity Shares have not been recommended or approved by the Securities and Exchange Board of India ("SEBI"), nor does SEBI guarantee the accuracy or adequacy of the contents of the Red Herring Prospectus. Specific attention of the investors is invited to "Risk Factors" on page 28 of the Red Herring Prospectus.

ADDENDUM TO THE RHP
ATTENTION OF INVESTOR DRAWN TO PAGE 95 OF RHP

Utilization of Net Fresh Issue Proceeds: In Red Herring Prospectus dated February 09, 2024, we had given estimated expenditure towards Repayment/Prepayment of Certain Debt Facilities as Rs. 495.05 Lakhs and intended to utilize Rs. 450.00 Lakhs from Issue Proceeds. However, we have repaid an amount of Rs. 57.70 Lakhs from our internal accruals and the net amount outstanding as on today is Rs. 438.35 Lakhs. We intend to repay the reduced amount of Rs. 438.35 from Issue Proceeds as given in below table.

The Net Fresh Issue Proceeds are proposed to be used in the manner set out in the following table:

Table with 5 columns: Sr. No., Particulars, Total Estimated Expenditure, Amount Deployed till Date of Filing the Document, Amount to be Financed from Net Proceeds, Estimated deployment of Net Proceeds by the Financial Year ended March 31, 2024.

1) Repayment/Prepayment of Certain Debt Facilities: Our Company has entered into various financing arrangements, including borrowings in the form of long-term loans and cash credit facilities. As on December 31, 2023, our total fund-based borrowings amounted to ₹ 1,845.56 Lakhs. For further details, see "Statement of Financial Indebtedness" on page. Our Company proposes to utilize an aggregate amount of upto ₹ 438.35 Lakh from the Net Proceeds towards repayment and / or prepayment, in part or in full, of certain outstanding loans of our Company. Payment of interest, prepayment penalty or premium, if any, and other related costs may be made by us out of the Net Proceeds. The repayment / prepayment of certain loans by utilizing the Net Proceeds will help reduce our outstanding indebtedness. Further, we believe that it will reduce our debt-servicing costs and improve our debt-equity ratio and enable utilization of internal accruals for further investment in our business growth and expansion.

Given the nature of the borrowings and the terms of repayment or pre-payment, the aggregate outstanding amounts under the borrowings may vary from time to time and our Company may, in accordance with the relevant repayment schedule, refinances or avail additional borrowings from the bank. Further, the amounts outstanding under the borrowings as well as the sanctioned limits are dependent on several factors and may vary with the business cycle of our Company with multiple interest rate repayments and enhancement of sanctioned limits. The selection of borrowings proposed to be prepaid or repaid amongst our borrowing arrangements should be based on various factors, including (i) cost of the borrowing, including applicable interest rates; (ii) any conditions attached to the borrowings restricting our ability to prepay/ repay the borrowings and time taken to fulfil, or obtain waivers / consents for fulfillment of such conditions; (iii) terms and conditions of such consents and waivers; (iv) provisions of any laws, rules and regulations governing such borrowings; and (v) other commercial considerations including, among others, the amount of the loan outstanding and the remaining tenure of the loan. The pre-payment or scheduled repayment will help reduce our outstanding indebtedness and finance cost, assist us in maintaining a favourable debt-equity ratio and enable utilization of our internal accruals for further investment in business growth and expansion. In addition, it will also enable us to raise further resources in the future to fund potential business development opportunities and plans to grow and expand our business in the future. For further details, see "Statement of Financial Indebtedness" on page 201.

The following table provides details of certain borrowings availed by our Company as on February 09, 2024, which our Company proposes to prepay or repay, fully or partially, from the Net Proceeds:

Table with 7 columns: Name of the lender, Rate of interest, Nature of Borrowing, Sanctioned amount (in ₹ Lakhs), Outstanding amount as on February 09, 2024 (in ₹ Lakhs), Interest rate (p.a.), Purpose of raising the loan.

Name of the Company "Umsang Trading Private Limited" was changed to "Neuzen Finance Private Limited" with effect from September 25, 2023.

** Additionally, our Company may avail additional loan facilities or draw down existing facilities from time to time to meet our business requirements. Accordingly, our Company may utilize the Net Proceeds for repayment/prepayment of any such refinanced facilities (including any prepayment fees or penalties thereof), any additional facilities obtained by our Company or working capital facilities outstanding at the time of utilisation of Net Proceeds.

Note: In accordance with Clause 9(A)(2)(b) of Part A of Schedule VI of the SEBI (ICDR) Regulations which requires a certificate from the statutory auditor certifying the utilization of loan for the purposes availed, the Company has obtained the requisite certificate dated September 26, 2023 from our Statutory Auditors, "M/s. Jay Gupta & Associates (Previously known as "M/s. Gupta Agarwal & Associates"), Chartered Accountants.

For further details in relation to the terms and conditions under the aforesaid loan agreements as well as restrictive covenants in relation thereto, see "Statement of Financial Indebtedness" on page 201 of the Red Herring Prospectus.

Book Running Lead Manager to the Issue: GRETEX CORPORATE SERVICES LIMITED. Registrar to the Issue: BIGSHARE SERVICES PRIVATE LIMITED. Company Secretary and Compliance Officer: Ms. Kuntal Pankaj Sharma - Company Secretary and Compliance Officer.

Availability of Red Herring Prospectus: Investors are advised to refer to the Red Herring Prospectus and the Risk Factors contained therein, before applying in the offer. Full copy of the Red Herring Prospectus will be available at the website of SEBI at www.sebi.gov.in, the website of Stock Exchange at www.bseindia.com, the website of BSE at www.bseindia.com and website of Company at www.ums.in.

Availability of Bid-Cum-Application forms: Bid-Cum-Application forms can be obtained from the Company, Interiors & More Limited, Book Running Lead Manager: Gretex Corporate Services Limited. Application Forms can also be obtained from the Stock Exchange and list of SCBs available on the website of SEBI at www.sebi.gov.in and website of Stock Exchange at www.bseindia.com.

Application Supported by Stocked Amount (ASBA): All investors in this offer have to compulsorily apply through ASBA. The investors are required to fill the ASBA form and submit the same to their banks. The SCB will block the amount in the account as per the authority contained in ASBA form. On allotment, amount will be unblocked and account will be debited only to the extent required to be paid for allotment of shares. Hence, there will be no need of refund.

For more details on the issue process and how to apply, please refer to the details given in application forms and abridged prospectus and also please refer to the chapter "Issue Procedure" on page 222 of the Red Herring Prospectus.

BANKER TO THE ISSUE: ICICI Limited. All capitalized terms used herein and not specifically defined shall have the same meaning as ascribed to them in the RHP.

Date: February 10, 2024. Place: Mumbai. For Interiors & More Limited Sd/ Mr. Manish Mohan Tibrewal Designation: Managing Director DIN: 05164854

Interiors & More Limited is proposing, subject to market conditions and other considerations, public issue of its Equity Shares and has filed the Red Herring Prospectus with the Registrar of Companies, Mumbai, Maharashtra on February 9, 2024. The Red Herring Prospectus is available on the website of the Book Running Lead Manager at www.gretexcorporate.com, the website of the NSE i.e., www.nseindia.com, and website of our Company at www.ums.in. An investor should note that investment in equity shares involves a high degree of risk. For details, investors should refer to and rely on the Red Herring Prospectus, including the section titled "Risk Factors" of the Red Herring Prospectus, which has been filed with ROC. The Equity Shares have not been and will not be registered under the US Securities Act ("the Securities Act") or any state securities laws in United States and may not be offered or sold within the United States or to, or for the account or benefit of, "US persons" (as defined in Regulations under the securities Act), except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act of 1933.

This is an advertisement issued to the public, pursuant to Regulation 30(1) of the SEBI (Issue and Listing of Non-Convertible Securities) Regulations, 2008, as amended, for information purpose only.

NIDO HOME FINANCE LIMITED

(formerly known as Edelweiss Housing Finance Limited)



Nido Home Finance Limited (formerly known as Edelweiss Housing Finance Limited) (the "Company" or "Issuer") was incorporated at Mumbai on May 30, 2008 as a public limited company with the name 'Edelweiss Housing Finance Limited' under the provisions of the Companies Act, 1956. The Company received its certificate for commencement of business on June 12, 2008. Subsequently, the name of the Issuer was changed to 'Nido Home Finance Limited' pursuant to a fresh certificate of incorporation issued by the RoC on May 4, 2023. Our Company is registered with the Reserve Bank of India ("RBI") as housing finance company wide registration no. DOR - 00083 dated May 19, 2023. For more information about our Company, please refer "General Information" and "History and Main Objects" on pages 41 and 112 of the Prospectus.

Registered & Corporate Office: Tower 3, 5th Floor, Wing B, Kohnoor City Mall Kohnoor City, Karol Road, Karla (West) Mumbai 400070, Maharashtra, India.
Tel: +91 22 4272 2200, **CIN:** U65922MH2008PLC182906, **PAN:** AABCE9808N, **Website:** www.nidohomefin.com, **Email:** investor@nido.com, nido@nido.com
Company Secretary and Compliance Officer: Girish Manik***, **Tel:** +91 22 4272 2200, **Email:** CS.CBG@nidohomefin.com
Chief Financial Officer: Taylor Kotcho, **Tel:** +91 22 4272 2200, **Email:** CS.CBG@nidohomefin.com
Link to download Abridged Prospectus: <https://www.nidohomefin.com/wp-content/uploads/2024/02/Nido-Home-Finance-Limited-Abridged-Prospectus.pdf>



(Please scan the QR Code to view the Abridged Prospectus)

Our Promoters:

(i) Edelweiss Financial Services Limited; Email: cs@edelweissfn.com; Tel: +91 22 4079 5199, (ii) Edelweiss Rural & Corporate Services Limited; Email: cs@edelweissfn.com; Tel: +91 22 4079 5199, and (iii) Edel Finance Company Limited; Email: cs@edelweissfn.com; Tel: +91 22 4079 5199. For details of our Promoters, see "Our Promoter" on page 127 of the Prospectus.

PUBLIC ISSUE BY THE COMPANY OF 10,00,000 SECURED, REDEEMABLE, NON-CONVERTIBLE DEBENTURES OF FACE VALUE ₹ 1,000 EACH ("NCDs" OR "DEBENTURES"), AMOUNTING TO ₹ 500 MILLION ("BASE ISSUE SIZE") WITH A GREEN SHOE OPTION OF UP TO ₹ 500 MILLION AGGREGATING UP TO ₹ 1,000 MILLION ("LIMIT"), HERINAFTER REFERRED TO AS THE "ISSUE". THE ISSUE IS BEING MADE PURSUANT TO THE PROVISIONS OF SEBI/NCs REGULATIONS, THE COMPANIES ACT, 2013 AND RULES MADE THEREUNDER AS AMENDED TO THE EXTENT NOTIFIED AND THE SEBI MASTER CIRCULAR. THE ISSUE IS NOT UNDERWRITTEN.

Credit Rating: "CRISIL A+/Stable" (pronounced as CRISIL A plus rating with Stable outlook) by CRISIL Ratings. Securities with these ratings are considered to have adequate degree of safety regarding timely servicing of financial obligations. Such securities carry low credit risk.

Allotment on first come first serve basis*

*Allotment in the public issue of debt securities shall be made on the basis of date of upload of each application into the electronic book of the stock exchange in accordance with the SEBI Master Circular. However, in the event of oversubscription and thereafter, on such date, the allotments should be made to the applicants on proportionate basis. For further details refer section titled "Issue Related Information" on page 229 of the Prospectus.

ISSUE PROGRAMME**

ISSUE OPENS ON: TUESDAY, FEBRUARY 13, 2024 AND ISSUE CLOSES ON MONDAY, FEBRUARY 26, 2024

** This Issue shall remain open for subscription on Working Days from 10 a.m. to 5 p.m. (Indian Standard Time) during the period indicated in the Prospectus, except that the Issue may close on such earlier date or extended date as may be decided by the Board of Directors of our Company or the Operations Committee, subject to relevant approvals (subject to a minimum period of three working days and a maximum period of 10 working days from the date of opening of this Issue). In the event of an early closure or extension of the Issue, our Company shall ensure that notice of the same is provided to the prospective investors through an advertisement in an English daily national newspaper with wide circulation and a regional daily with wide circulation where the registered office of the Company is located (in all the newspapers in which pre-issue advertisement for opening of this Issue has been given on or before such earlier or initial date of Issue closure). On the Issue Closing Date, the Application Forms will be accepted only between 10 a.m. and 3 p.m. (Indian Standard Time) and uploaded until 5 p.m. or such extended time as may be permitted by the Stock Exchange. Further, pending mandate requests for bids placed on the last day of bidding will be validated by 5 p.m. (Indian Standard Time) on one Working Day post the Issue Closing Date. For further details please refer to our section titled "Issue Related Information" on page 229 of the prospectus.

ASBA | Simple, Safe Smart way of Application!!! *Allotment supported by blocked amount (ASBA) is a better way of applying to issues by simply blocking the fund in the bank account. **Mandatory in public issues from October 1, 2018. No cheque will be accepted.**

UPI - Now available in ASBA for Retail Individual Investors. Bidders are required to ensure that the bank account used for bidding is linked to their PAN

UPI is now available for Retail Individual Investors submitting bids up to an application value of ₹5,00,000, applying through Designated Intermediaries, SCSSs or through the BSE Direct App / Web interface of stock exchange or any other permitted methods. For details of the ASBA and UPI Process, refer to the details given in the Application Form and also refer to the section "Issue Procedure" beginning on page 290 of the Prospectus. List of banks supporting UPI is also available on the website of SEBI at www.sebi.gov.in. ICICI Bank Limited has been appointed as Sponsor Bank for this issue, in accordance with the requirements of the SEBI Master Circular dated August 10, 2021 on UPI mechanism.

The following is a summary of the terms of the NCDs to be issued pursuant to the Prospectus:

Series	I	II	III	IV*	V	VI	VII	VIII	IX	X
Frequency of Interest Payment	Annual	Cumulative	Monthly	Annual	Cumulative	Monthly	Annual	Cumulative	Monthly	Annual
Minimum Application	₹10,000/- (10 NCDs) across all Series									
Face Value/Issue Price of NCDs (₹/NCD)	₹1,000/-									
In Multiples of thereafter (₹)	₹1,000/- (1 NCD)									
Type of Instrument	Secured									
Tenure	24 months	24 months	36 months	36 months	36 months	60 months	60 months	60 months	120 months	120 months
Coupon (% per annum) for NCD Holders in Category I, II, III & IV	9.50%	NA	9.58%	10.00%	NA	10.03%	10.50%	NA	10.26%	10.75%
Effective Yield (per annum) for NCD Holders in Category I, II, III and Category IV	9.50%	9.50%	10.08%	10.00%	10.00%	10.49%	10.49%	10.50%	10.75%	10.74%
Mode of Interest Payment	Through various mode available									
Redemption Amount (₹ / NCD) on Maturity for NCD Holders in Category I, II, III & IV	₹1,000	₹1,199.13	₹1,000	₹1,000	₹1,331.18	Staggered Redemption in Two (2) annual payments of ₹500 each, starting from 4th Anniversary* until Maturity	Staggered Redemption in Two (2) annual payments of ₹500 each, starting from 4th Anniversary* until Maturity	₹1,648.27	Staggered Redemption in Five (5) annual payments of ₹200 each, starting from 6th Anniversary* until Maturity	Staggered Redemption in Five (5) annual payments of ₹200 each, starting from 6th Anniversary* until Maturity
Maturity (Monthly from the Deemed Date of Allotment)	24 months	24 months	36 months	36 months	36 months	60 months	60 months	60 months	120 months	120 months
Redemption Date / Redemption Schedule	24 months	24 months	36 months	36 months	36 months	Staggered Redemption by Face Value as per "Principal Redemption Schedule and Redemption Amounts"	Staggered Redemption by Face Value as per "Principal Redemption Schedule and Redemption Amounts"	60 months	Staggered Redemption by Face Value as per "Principal Redemption Schedule and Redemption Amounts"	120 months
Put and Call Option	NA									

*Our Company shall allocate and allot Series IV NCDs wherein the Applicants have not indicated the choice of the relevant NCD Series

Principal Redemption Schedule and Redemption Amounts:

Series	Series VI and VII 60 Months		Series IX and X 120 Months	
	Redemption Schedule	Principal Outstanding	Redemption Schedule	Principal Outstanding
Face Value	₹ 1,000.00	₹ 1,000.00	₹ 1,000.00	₹ 1,000.00
1st Anniversary*	₹ 0.00	₹ 1,000.00	₹ 0.00	₹ 1,000.00
2nd Anniversary*	₹ 0.00	₹ 1,000.00	₹ 0.00	₹ 1,000.00
3rd Anniversary*	₹ 0.00	₹ 1,000.00	₹ 0.00	₹ 1,000.00
4th Anniversary*	₹ 500.00	₹ 500.00	₹ 0.00	₹ 1,000.00
5th Anniversary*	₹ 500.00	₹ 0.00	₹ 0.00	₹ 1,000.00
6th Anniversary*	NA	NA	₹ 200.00	₹ 800.00
7th Anniversary*	NA	NA	₹ 200.00	₹ 600.00
8th Anniversary*	NA	NA	₹ 200.00	₹ 400.00
9th Anniversary*	NA	NA	₹ 200.00	₹ 200.00
10th Anniversary*	NA	NA	₹ 200.00	₹ 0.00

*of Deemed Date of Allotment.

(1) With respect to Series where interest is to be paid on an annual basis, relevant interest will be paid on each anniversary of the Deemed Date of Allotment on the face value of the NCDs. The last interest payment under annual Series will be made at the time of redemption of the NCDs. (2) With respect to Series where interest is to be paid on monthly basis, relevant interest will be paid on the first date of every month on the face value of the NCDs. The last interest payment under monthly Series will be made at the time of redemption of the NCDs. (3) Subject to applicable tax deducted at source, if any. (4) Please refer to Annexure D of the Prospectus for details pertaining to the cash flows of the Company in accordance with the SEBI Master Circular.

All Category of Investors in the proposed Issue who are also holders of NCD(s)/Bond(s) previously issued by our Company, and/ or ECL Finance Limited, Edelweiss Financial Services Limited and Edelweiss Retail Finance Limited as the case may be, and/or are equity shareholder(s) of Edelweiss Financial Services Limited as the case may be, on the Deemed Date of Allotment and applying in Series I, Series III, Series IV, Series VI, Series VII, Series IX and/or Series X shall be eligible for additional incentive of 0.20% p.a. provided the NCDs issued under the proposed issue are held by the investors on the relevant Record Date applicable for payment of respective coupons, in respect of Series I, Series III, Series IV, Series VI, Series VII, Series IX and/or Series X.

For all Category of Investors in the proposed Issue who are also holders of NCD(s)/Bond(s) previously issued by our Company, and/ or ECL Finance Limited, Edelweiss Financial Services Limited and Edelweiss Retail Finance Limited as the case may be, and/or are equity shareholder(s) of Edelweiss Financial Services Limited as the case may be, on the Deemed Date of Allotment applying in Series II, Series V and/or Series VIII, the maturity amount at redemption would be ₹ 1,203.51 per NCD, ₹ 1,338.45 per NCD and/or ₹ 1,667.24 per NCD respectively provided the NCDs issued under the proposed Issue are held by the investors on the relevant Record Date applicable for redemption in respect of Series II, Series V and/or Series VIII.

The additional incentive will be maximum of 0.20% p.a. for all Category of Investors in the proposed Issue, who are also holders of NCD(s)/Bond(s) previously issued by our Company, and/ or ECL Finance Limited, Edelweiss Financial Services Limited and Edelweiss Retail Finance Limited as the case may be, and/or are equity shareholder(s) of Edelweiss Financial Services Limited as the case may be, on the deemed date of allotment. On any relevant Record Date, the Registrar and/or our Company shall determine the list of the Primary holder(s) of this Issue and identify such Investor/ NCD Holders, based on their DP identification and/or PAN and/or entries in the Register of NCD Holders and make the requisite payment of additional incentive.

The additional incentive will be given only on the NCDs allotted in this Issue i.e. to the Primary holder(s). In case if any NCD is bought/acquired from secondary market or from open market, additional incentive will not be paid on such bought/acquired NCD.

CONTENTS OF THE MEMORANDUM OF ASSOCIATION OF THE COMPANY AS REGARDS ITS OBJECTS: For information on the main objects of our Company, see "HISTORY AND MAIN OBJECTS" on page 112 of the Prospectus and Clause III of the Memorandum of Association of the Company. The Memorandum of Association of the Company is a document for inspection in relation to the Issue. For further details, see the section titled "MATERIAL CONTRACTS AND DOCUMENTS FOR INSPECTION" on page 298 of the Prospectus.

LIABILITY OF MEMBERS: Limited

AMOUNT OF SHARE CAPITAL OF THE COMPANY AND CAPITAL STRUCTURE AS ON THE DATE OF THE PROSPECTUS: The Authorised Share Capital of the Company is ₹ 750,000,000 divided into 75,000,000 Equity Shares of face value of ₹ 10 each and Issue, Subscribed and Paid-up share capital of the Company is ₹ 693,500,000 divided into 69,350,000 Equity Shares of face value of ₹ 10 each fully paid up. For information on the share capital of our Company, see "CAPITAL STRUCTURE" on page 50 of the Prospectus.

NAMES OF THE SIGNATORIES AT THE TIME OF SIGNING OF THE MEMORANDUM OF ASSOCIATION OF THE COMPANY AND THE NUMBER OF SHARES SUBSCRIBED BY THEM: Given below are the names of the signatories of the Memorandum of Association of the Company and the number of Equity Shares subscribed of face value of ₹ 10 each by them at the time of signing of the Memorandum of Association: Edelweiss Capital Limited - 49,994 shares, Mr. Rakesh Shah - 1 Equity Share, Mr. Venkatesh Ramaswamy - 1 Equity Share, Mr. Durga Prasad Jhavar - 1 Equity Share, Mr. Deepak Mittal - 1 Equity Share, Mr. Vikas Khosla - 1 Equity Share, Mr. Nareesh Kothari - 1 Equity Share

LISTING: The NCDs offered through the Draft Prospectus and Prospectus are proposed to be listed on BSE Limited ("BSE") and BSE shall be the Designated Stock Exchange. The Company has received an 'in-principle' approval from BSE vide their letter no. DCS/BM/PL-BOND/024/23-24 dated January 12, 2024.

DISCLAIMER CLAUSE OF BSE: It is to be distinctly understood that the permission given by BSE should not in any way be deemed or construed that the Prospectus has been cleared or approved by BSE nor does it certify the correctness or completeness of any of the contents of the Prospectus. The investors are advised to refer to the Prospectus for the full text of the Disclaimer clause of the BSE Limited.



NIDO HOME FINANCE LIMITED

(formerly known as Edelweiss Housing Finance Limited)

DISCLAIMER CLAUSE OF USE OF BSE ELECTRONIC PLATFORM: It is to be distinctly understood that the permission given by BSE to use their network and software of the Online system should not in any way be deemed or construed that the compliance with various statutory requirements approved by the Exchange, nor does it in any manner warrant, certify or endorse the correctness or completeness of any of the compliance with the statutory and other requirements nor does it take any responsibility for the financial or other soundness of this Company, its promoters, its management or any scheme or project of this Company. It is also to be distinctly understood that the approval given by BSE is only to use the software for participating in system of making application process.

CREDIT RATING: The NCDs proposed to be issued under the Issue have been rated "CRISIL A+ Stable" (pronounced as CRISIL A plus rating with Stable outlook) for an amount of ₹ 5,000 million by CRISIL Ratings Limited vide their rating letter dated December 19, 2023 with rating rationale dated December 18, 2023. Securities with this rating are considered to have adequate degree of safety regarding timely servicing of financial obligations. Such securities carry low credit risk. The rating is not a recommendation to buy, sell or hold securities and investors should take their own decision. The rating given by CRISIL Ratings Limited is valid as on the date of this Prospectus and shall remain valid until the ratings are revised or withdrawn. The rating may be subject to revision or withdrawal at any time by the assigning rating agency and each rating should be evaluated independently of any other rating. The rating agency has a right to suspend or withdraw the rating at any time on the basis of factors such as new information. Please refer to Annexure A of the Prospectus for the rating, rating rationale and press release of the above rating. There are no unaccepted ratings and any other ratings other than as specified in the Prospectus.

GENERAL RISK: Investment in NCDs is risky, and investors should not invest any funds in such securities unless they can afford to take the risk attached to such investments. Investors are advised to take an informed decision and to read the risk factors carefully before investing in this offering. For taking an investment decision, investors must rely on their examination of the issue including the risks involved in it. Specific attention of investors is invited to statement of risk factors contained under section "Risk Factors" on page 16 of the Prospectus. These risks are not, and are not intended to be, a complete list of all risks and considerations relevant to the non-convertible securities or investor's decision to purchase such securities.

AVAILABILITY OF APPLICATION FORM: Application forms can be obtained from the Issuer, Nido Home Finance Limited (Formerly known as Edelweiss Housing Finance Limited), Lead Managers, Tipsons Consultancy Services Private Limited and Nuvama Wealth Management Limited (formerly known as Edelweiss Securities Limited), Consortium Members to the Issue, the Registrar to the Issue, Trading Members and Designated Branches of the SCSSBs. Electronic Application Forms will also be available on the websites of BSE.

AVAILABILITY OF PROSPECTUS: Investors are advised to refer to the Prospectus and the Risk Factors on page 16 of the Prospectus before applying in the Issue. Physical copy of the Prospectus may be obtained from the Registered Office and the Corporate Office of the Company or from the office of the Lead Managers, Consortium Members for marketing of the Issue, the Registrar to the Issue and the designated branches of the SCSSBs. Full copy of the Prospectus is available on the websites of the Issuer, Lead Managers/BSE at www.nidohomefin.com, www.tipsons.com, www.nuvama.com and www.bseindia.com respectively.

PUBLIC ISSUE, ACCOUNT BANK, SPONSOR BANK AND REFUND BANK: ~~Securix Bank~~ ICICI Bank Limited.

LEAD MANAGERS TO THE ISSUE	REGISTRAR TO THE ISSUE	DEBENTURE TRUSTEE TO THE ISSUE	CREDIT RATING AGENCY (S)	STATUTORY AUDITOR	
<p>Tipsons Consultancy Services Private Limited 401, Sheraton House, Opposite Ketas Petrol Pump, Polytechnic Road, Ambawadi, Ahmedabad - 380015; Gujarat Tel: +91 079 66828064 / +91 8466505716 Email: projectshkltd.dcm@tipsons.com Website: www.tipsons.com Contact person: Sandeep Bharsali / Neha Jain</p>	<p>Nuvama Wealth Management Limited (formerly known as Edelweiss Securities Limited) 801-804, Wing A, Building No 3, Inspire BKC, G Block, Bandra Kurla Complex, Bandra East, Mumbai - 400 051 Tel: +91 40 4009 4400, Email: nhfl.ncd@nuvama.com Investor Grievance Email: customerservice.mbg@nuvama.com Website: www.nuvama.com, Contact Person: Sali Dave</p>	<p>KFIN Technologies Limited (formerly known as KFIN Technologies Private Limited), Selenium Tower B, Plot 31-32, Gachibowli, Financial District, Naniakranga, Serilingampally, Hyderabad - 500 032, Telangana Tel: +91 40 6716 2222, Fax: +91 40 6716 1563 Email: nhfl.ncd@kfintech.com, Website: www.kfintech.com Contact Person: M Murali Krishna</p>	<p>Beacon Trustee Limited* 7 A&B, Siddhivinayak Chambers, Gandhi Nagar, Opp. MIG Cricket Club, Bandra (East), Mumbai 400 051 Tel: +91 22 2655 8759 Email: contact@beacontrustee.co.in Website: www.beacontrustee.co.in Contact Person: Kanishk Kulkarni</p>	<p>CRISIL Ratings Limited CRISIL House, Central Avenue, Hiranandani Business Park, Powai, Mumbai 400076 Tel: +91 22 3342 3000 Email: crsiratingdesk@crsil.com Website: www.crisil.com/ratings Contact Person: Ajit Velosite</p>	<p>NGS & Co., LLP, Chartered Accountants B-46, Pravin Estate, 3rd Floor, V.N. Road, Goregaon (East), Mumbai 400 063 Maharashtra, India Tel: +91 22 4908 4401 Email: info@ngsco.in Contact Person: R.P. Soni</p>

* Beacon Trustee Limited under regulation 8 of SEBI NCS Regulations has by its letter dated December 26, 2023 given its consent for its appointment as Debenture Trustee to the Issue and for its name to be included in this Prospectus and in all the subsequent periodical communications sent to the holders of the NCDs issued pursuant to the Issue.

COMPANY SECRETARY AND COMPLIANCE OFFICER: Girish Manik***, Address: Tower 3, 5th Floor, Wing B, Kohnoor City Mall Kohnoor City, Karel Road, Kurla (West) Mumbai 400070, Maharashtra, India. Tel.: +91 22 4272 2200, Email: CS.CB.G@nidohomefin.com

***Girish Manik, the company secretary and compliance officer of our Company has tendered his resignation and is currently serving his notice period. His last working day in the Company is February 12, 2024. Consequently, Neha Sagor has been appointed as the interim Company Secretary and Compliance Officer of the Company with effect from February 13, 2024.

DISCLAIMER STATEMENT OF CRISIL: CRISIL Ratings Limited (CRISIL Ratings) has taken due care and caution in preparing the material based on the information provided by its client and/or obtained by CRISIL Ratings from sources which it considers reliable (information). A rating by CRISIL Ratings reflects its current opinion on the likelihood of timely payment of the obligations under the rated instrument and does not constitute an audit of the rated entity by CRISIL Ratings. CRISIL Ratings does not guarantee the completeness or accuracy of the information on which the rating is based. A rating by CRISIL Ratings is not a recommendation to buy, sell, or hold the rated instrument; it does not comment on the market price or suitability for a particular investor. The rating is not a recommendation to invest, divest or in any entity covered in the material and no part of the material should be construed as an expert advice or investment advice or any form of investment banking within the meaning of any law or regulation. CRISIL Ratings especially states that it has no liability whatsoever to the subscribers / users / transmitters / distributors of the material. Without limiting the generality of the foregoing, nothing in the material is to be construed as CRISIL Ratings providing or intending to provide any services in jurisdictions where CRISIL Ratings does not have the necessary permission and/or registration to carry out its business activities in this regard. Nido Home Finance Limited (formerly known as Edelweiss Housing Finance Limited) will be responsible for ensuring compliances and consequences of non-compliances for use of the material or part thereof outside India. Current rating status and CRISIL Ratings rating criteria are available without charge to the public on the website: www.crisil.com. For the latest rating information on any instrument of any company rated by CRISIL Ratings, please contact customer service helpdesk at 1800-267-1301.

DISCLAIMER: Nido Home Finance Limited (Formerly known as Edelweiss Housing Finance Limited) ("Company"), subject to market conditions, and other considerations, is proposing a public issue of secured redeemable non-convertible debentures ("NCDs") and has filed a prospectus dated February 07, 2024 ("Prospectus") with the Registrar of Companies, Maharashtra at Mumbai ("RoC"), BSE Limited ("BSE") and Securities and Exchange Board of India ("SEBI"). The Prospectus is available on the website of the Company at www.nidohomefin.com; on the website of BSE at www.bseindia.com; on the website of the lead managers at www.tipsons.com and www.nuvama.com and on the website of SEBI at www.sebi.gov.in. Investors proposing to participate in the Issue should invest only on the basis of the information contained in the Prospectus. Investors should note that investment in the NCDs involves a high degree of risk and for details in relation to the same, refer to the Prospectus, including the section titled "Risk Factors" and "Material Developments" beginning on page 16 and 148 respectively of the Prospectus.

Note: Capitalized terms not defined herein shall have the same meaning as assigned to such terms in the Prospectus.

For Nido Home Finance Limited
(Formerly known as Edelweiss Housing Finance Limited)

Sd/-
Rajat Avasthi
Managing Director & CEO
DIN: 07969623

Place: Mumbai
Date: February 9, 2024

SCAROSE INTERNATIONAL LIMITED

(CIN: U15400GJ2011PLC064911)

Registered Office: 503, Sun Square, Mr. Hotel Nest, Off C.D. Road, Navrangpura, Ahmedabad 380006 Gujarat India
Contact No.: 079-48975503; | Email Id: compliance@scarose.com; | Website: www.scarose.com

Recommendations of the Committee of Independent Directors (CID) pursuant to Regulation 26(7) of the SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, as amended ("SEBI (SAST) Regulations") in relation to the Open Offer made by Ms. Devi Dineshbhai Pandya (Acquirer No. 1), Mr. Dev Dineshbhai Pandya (Acquirer No. 2), and Mr. Jigar Dineshkumar Pandya (Acquirer No. 3) for acquisition of 8,20,000 (Eight Lakhs Twenty Thousand) Fully Paid-Up Equity Shares of Rs. 10/- each, to the public shareholders of Scarose International Limited ("Target Company" or "SIL").

Sr. No.	Details	Response
1.	Date	February 10, 2024
2.	Name of the Target Company (TC)	Scarose International Limited
3.	Details of the Offer pertaining to Target Company	8,20,000 (Eight Lakhs Twenty Thousand) Fully Paid-Up Equity Shares of the face value of Rs. 10/- each, representing 26.03% of the total Equity and voting Share Capital of Scarose International Limited ("SIL") at a price of Rs. 73/- (Rupees Seventy-Three Only) per fully paid-up Equity Share by the Acquirers pursuant to the Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 as amended from time to time ("SEBI (SAST) Regulations").
4.	Name(s) of the Acquirers	Acquirer No. 1: Ms. Devi Dineshbhai Pandya Acquirer No. 2: Mr. Dev Dineshbhai Pandya Acquirer No. 3: Mr. Jigar Dineshkumar Pandya
5.	Name(s) of the ROC	N/A
6.	Name of the Manager to the offer	Boothie Capital Advisors Private Limited
7.	Members of the Committee of Independent Directors	1) Mr. Kunjal Jayantkumar Soni (Chairperson) and 2) Mr. Hemal Patel (Member)
8.	CID Members' relationship with the TC (Director, Equity shares owned, any other contract / relationship, if any)	<ul style="list-style-type: none"> Both the Members of the CID are independent directors of the Target Company. Mr. Kunjal Jayantkumar Soni is holding 30 equity shares in the Target Company. None of the CID Members holds any other contract or relationship with the Target Company other than their positions as Independent Director of the Target Company.
9.	Trading in the Equity Shares/other securities of the TC by CID Members	None of the CID Members have traded in the Equity Shares of Target Company during 12 months prior to the date of the Public Announcement of the Offer.
10.	CID Members' relationship with the Acquirers (Director, Equity Shares owned, any other contract / relationship, if any)	None of the CID Members have any relationship with the Acquirers.
11.	Trading in the Equity Shares / other securities of the Acquirers by CID Members	Not Applicable
12.	Recommendation on the Open offer, as to whether the offer is fair and reasonable	<p>CID Members believe that the Open Offer is fair and reasonable.</p> <p>However, CID would like to draw attention of the shareholders that post the Public Announcement, the share price of the Company has increased, and the current share price is higher than the Offer Price. The shareholders are advised to independently evaluate the open offer and take an informed decision, whether or not to tender their equity shares in the open offer.</p>
13.	Summary of reasons for recommendation	<p>CID has evaluated the Public Announcement ("PA"), Detailed Public Statement ("DPS"), Draft Letter of Offer ("DLOF"), Letter of Offer ("LOF") and Corrigendum cum Addendum released by Boothie Capital Advisors Private Limited (Manager to the Offer) for and on behalf of Acquirers. Based on the above, the CID is of the opinion that the Offer Price, being offered by the Acquirers, of Rs. 73/- per fully paid-up Equity Share is fair and reasonable and recommends the acceptance of the Open Offer, in the light of the following:</p> <ul style="list-style-type: none"> The equity shares of the Target Company are regularly traded on the BSE (Stock Exchange). Hence, the Offer Price of Rs. 73/- per fully paid-up Equity Shares offered by the Acquirers is more than the volume-weighted average market price for a period of 90 trading days immediately preceding the date of PA on BSE. The Offer Price offered by the Acquirers is in line with the regulation prescribed by SEBI under the SEBI (SAST) Regulations and prima facie appears to be justified. However, it is advised to the shareholders to independently evaluate the open offer vis-a-vis current share price and take an informed decision before participating in the Offer.
14.	Details of Independent Advisors, if any	None
15.	Any other matter(s) to be highlighted	None

To the best of our knowledge and belief, after making proper enquiry, the information contained in or accompanying this statement is, in all material respect, true and correct and not misleading, whether by omission of any information or otherwise, and includes all the information required to be disclosed by the Target Company under the SEBI (SAST) Regulations.

For and on behalf of Committee of Independent Directors of
SCAROSE INTERNATIONAL LIMITED

Sd/-
Kunjal Jayantkumar Soni
(CID - Chairperson)

Sd/-
Hemal Patel
(CID - Member)

Place: Ahmedabad
Date: February 10, 2024

CORRIGENDUM TO THE DETAILED PUBLIC STATEMENT PUBLISHED ON FEBRUARY 06, 2024 FOR THE ATTENTION OF THE SHAREHOLDERS OF

SIR SHADI LAL ENTERPRISES LIMITED

Registered Office: Upper Doab Sugar Mills, Shamli - 247 776 (U.P.);
Corporate Office: World Trade Tower-B, Flat No. 720-A, C-1, Sector-16, Noida-201301 (U.P.)
Corporate Identification Number (CIN): L51909UP1833PLC148675;
Tel No.: 01390-250062, 01390-250063 | Website: www.sirshadilal.com

Open offer for acquisition of up to 13,65,000 (Thirteen Lakh Sixty Five Thousand) ("Offer Shares") fully paid-up equity shares of face value of ₹ 10 (Indian Rupees Ten only) each ("Equity Shares"), representing 26% (twenty six per cent) of the Voting Share Capital of Sir Shadi Lal Enterprises Limited ("Target Company") from the Shareholders of the Target Company, by Triveni Engineering and Industries Limited ("Acquirer") with an intention to acquire control of the Target Company pursuant to and in compliance with Regulations 3(1) and 4 of the Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, as amended (the "SEBI (SAST) Regulations" and reference to a particular "Regulation" shall mean the particular regulation of the SEBI (SAST) Regulations) (the "Offer" or "Open Offer").

This corrigendum announcement ("Corrigendum") to the Detailed Public Statement published on February 06, 2024 in Financial Express (English edition), Jansatta (Hindi edition), Hari Shakti (Hindi-Shamli edition), Navshakti (Marathi-Mumbai edition) ("DPS"), is being issued by Ambit Private Limited ("Manager to the Offer" or "Manager"), for and on behalf of the Acquirer to the Shareholders of the Target Company, pursuant to and in accordance with the SEBI (SAST) Regulations, in amend and supplement the DPS. This Corrigendum is in continuation of and should be read in conjunction with the public announcement issued on January 30, 2024 ("PA") and the DPS, unless otherwise specified.

Capitalized terms used but not defined in this Corrigendum shall have the same meaning as assigned to such terms in the PA and/or the DPS, unless otherwise specified.

The Shareholders of the Target Company are requested to note that the following revisions/amendments in the schedule of major activities relating to the Open Offer as provided in paragraph VII (Tentative Schedule of Activities) of the DPS. The revised paragraph VII (Tentative Schedule of Activities) of the DPS should be read as follows:

I. TENTATIVE SCHEDULE OF ACTIVITIES

Sr. No.	Activity	Schedule of activities (Day and Date)
1.	Date of PA	Tuesday, January 30, 2024
2.	Date of publication of this DPS	Tuesday, February 06, 2024
3.	Filing of the draft letter of offer with SEBI	Monday, February 12, 2024
4.	Last date for public announcement for competing offer(s)	Wednesday, February 28, 2024
5.	Last date for receipt of SEBI observations on the draft letter of offer (in the event SEBI has not sought clarifications or additional information from the Manager)	Thursday, March 07, 2024
6.	Identified Date*	Thursday, March 07, 2024
7.	Last date by which the Letter of Offer is to be dispatched to the Shareholders whose names appear on the register of members on the Identified Date	Friday, March 15, 2024
8.	Last date by which the committee of the independent directors of the Target Company is required to give its recommendation to the Shareholders for this Open Offer	Wednesday, March 20, 2024
9.	Last date for upward revision of the Offer Price and/or Offer Size	Wednesday, March 20, 2024
10.	Date of publication of opening of Open Offer public announcement in the newspapers in which this DPS has been published	Thursday, March 21, 2024
11.	Date of commencement of the Tendering Period ("Offer Opening Date")	Friday, March 22, 2024
12.	Date of closure of the Tendering Period ("Offer Closing Date")	Monday, April 01, 2024
13.	Last date of communicating the rejection/ acceptance and completion of payment of consideration or refund of Equity Shares to the Shareholders	Thursday, April 25, 2024
14.	Last date for publication of post-Open Offer public announcement in the newspapers in which this DPS has been published	Friday, May 03, 2024

*The above timelines are indicative (prepared on the basis of timelines provided under the SEBI (SAST) Regulations) and are subject to receipt of statutory/regulatory approvals and may have to be revised accordingly. To clarify, the actions set out above may be completed prior to their corresponding dates subject to compliance with the SEBI (SAST) Regulations.

*Date falling on the 10th Working Day prior to the commencement of the Tendering Period. Identified Date is only for the purpose of determining the names of the Shareholders to whom the LOF would be sent. It is clarified that all the Shareholders (even if they acquire Equity Shares and become shareholders of the Target Company after the Identified Date) are eligible to participate in the Open Offer.

- II. OTHER INFORMATION**
- All other terms and conditions of the Open Offer as set out in the DPS remain unchanged.
 - The Acquirer accepts full responsibility for the information contained in this Corrigendum and also accept responsibility for the obligations of the Acquirer as set out in the SEBI (SAST) Regulations.
 - A copy of this Corrigendum will also be available on the SEBI website at www.sebi.gov.in along with the PA and DPS.
 - For further information, please refer to the Letter of Offer to be issued by the Acquirer.

ISSUED BY MANAGER TO THE OPEN OFFER:

Ambit Private Limited
Ambit House, 449, Senapati Bapat Marg, Lower Park, Mumbai 400 013, Maharashtra, India
Telephone: +91 22 6623 3030, Email: info@ambit.com, Contact Person: Nishi Bhivapurkar/Siddhesh Deshmukh,
Website: www.ambit.co. SEBI Registration No.: INM00010585

Place: Noida, Uttar Pradesh
Date: February 10, 2024
On behalf of the Acquirer
Sd/-

THIS IS A PUBLIC ANNOUNCEMENT FOR INFORMATION PURPOSES ONLY AND IS NOT A PROSPECTUS ANNOUNCEMENT AND DOES NOT CONSTITUTE AN INVITATION OR OFFER TO ACQUIRE, PURCHASE OR SUBSCRIBE TO SECURITIES, NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION DIRECTLY OR INDIRECTLY OUTSIDE INDIA. INITIAL PUBLIC OFFER OF EQUITY SHARES ON THE MAIN BOARD OF BSE LIMITED ("BSE") AND NATIONAL STOCK EXCHANGE OF INDIA LIMITED ("NSE"), AND TOGETHER WITH BSE, THE "STOCK EXCHANGES" IN COMPLIANCE WITH THE SECURITIES AND EXCHANGE BOARD OF INDIA (ISSUE OF CAPITAL AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2018, AS AMENDED ("SEBI ICDR REGULATIONS").



APEEJAY SURRENDRA PARK HOTELS LIMITED

Our Company was originally incorporated at Karnataka on November 27, 1987, as Budget Hotels Private Limited, as a private limited company under the Companies Act, 1956, pursuant to a certificate of incorporation dated November 27, 1987 issued by the Registrar of Companies, Bangalore at Karnataka. Subsequently, the name of our Company was changed to Budget Hotels Limited pursuant to our Company becoming a public company with effect from October 26, 1990 and re-issuance of such certificate in the certificate of incorporation by Registrar of Companies, Bangalore at Karnataka. Further, pursuant to the Acquisition Agreements, the entire issued and paid-up equity share capital of our Company constituting 571,840 equity shares of face value of ₹ 100 each, was acquired by Apeejay Hotels Delhi in two tranches and our Company became the wholly owned subsidiary of Apeejay Hotels Delhi. Subsequently, pursuant to the scheme of amalgamation approved vide orders of the High Court of Madras dated June 13, 2003; High Court of Delhi dated August 5, 2003, and High Court of Karnataka dated September 17, 2003, Apeejay Hotels Delhi, and Gemini Hotels and Holdings Limited (a wholly owned subsidiary of Apeejay Hotels Delhi) were amalgamated with our Company, with the appointed date being April 1, 2001. Thereafter, to closely identify the association of our Company with the Apeejay Surrendra Group, the name of our Company was changed from Budget Hotels Limited to Apeejay Surrendra Park Hotels Limited, pursuant to the resolution passed by our Shareholders at their EGM held on March 6, 2004 and the certificate of incorporation pursuant to change of name was issued by the RoC on March 29, 2004. Further, pursuant to our Shareholders' resolution dated November 30, 2016 and order dated June 22, 2017 passed by the Regional Director, South East Region, Hyderabad, our registered office was shifted from the State of Karnataka to State of West Bengal. For further details relating to changes in the registered office and name of our Company, see "History and Certain Corporate Matters - Changes in the registered office of our Company" in page 202 of the Prospectus dated February 07, 2024 ("Prospectus").

Registered Office: 17, Park Street, Kolkata - 700 016, West Bengal, India; Corporate Office: The Park Hotels, N-80, Connaught Place, New Delhi - 110 001, India. Telephone number: +91 33 2249 8000; Contact person: Shashi Kishan, Company Secretary and Compliance Officer. E-mail: investorrelations@asphl.in. Website: www.theparkhotels.com. Corporate Identity Number: U85110WB51987PLC222129

THE COMMENCEMENT OF TRADING OF THE EQUITY SHARES OF OUR COMPANY ON THE STOCK EXCHANGES SHALL BE WITH EFFECT FROM FEBRUARY 12, 2024. THE COMMENCEMENT OF TRADING OF THE EQUITY SHARES OF OUR COMPANY SHALL BE ON T+3 DAY (T BEING THE ISSUE CLOSING DATE) IN TERMS OF THE TIMELINES PRESCRIBED UNDER THE SEBI CIRCULAR NO. SEBI/HO/CFD/PD/N/DIR/2023/140 DATED AUGUST 09, 2023, WHICH REDUCED THE TIMELINE FOR LISTING OF EQUITY SHARES IN PUBLIC ISSUE FROM EXISTING T+6 DAYS TO T+3 DAYS

OUR PROMOTERS: KARAN PAUL, PRIYA PAUL, APEEJAY SURRENDRA TRUST AND GREAT EASTERN STORES PRIVATE LIMITED

Our Company has filed the Prospectus with the RoC and the Equity Shares are proposed to be listed on the Main Board of the National Stock Exchange of India Limited ("NSE") and BSE Limited ("BSE") and the trading will commence on February 12, 2024.

BASIS OF ALLOTMENT

INITIAL PUBLIC OFFERING OF 59,385,351 EQUITY SHARES OF FACE VALUE OF ₹ 1 EACH ("EQUITY SHARES") OF APEEJAY SURRENDRA PARK HOTELS LIMITED (OUR "COMPANY" OR THE "ISSUER") FOR CASH AT A PRICE OF ₹ 155 PER EQUITY SHARE (INCLUDING A SHARE PREMIUM OF ₹ 154 PER EQUITY SHARE) AGGREGATING TO ₹ 9,200.00 MILLION (THE "OFFER"), COMPRISING A FRESH ISSUE OF 38,740,191 EQUITY SHARES AGGREGATING TO ₹ 5,991.00 MILLION BY OUR COMPANY (THE "FRESH ISSUE") AND AN OFFER FOR SALE OF 20,645,160 EQUITY SHARES AGGREGATING TO ₹ 3,209.00 MILLION, COMPRISING 19,091,774 EQUITY SHARES AGGREGATING TO ₹ 2,908.00 MILLION BY APEEJAY PRIVATE LIMITED (THE "PROMOTER GROUP SELLING SHAREHOLDER"), 1,483,870 EQUITY SHARES AGGREGATING TO ₹ 230.00 MILLION BY RECP IV PARK HOTEL INVESTORS LTD AND 64,516 EQUITY SHARES AGGREGATING TO ₹ 10.00 MILLION BY RECP IV PARK HOTEL CO-INVESTORS LTD (TOGETHER REFERRED TO AS THE "INVESTOR SELLING SHAREHOLDERS") AND TOGETHER WITH THE PROMOTER GROUP SELLING SHAREHOLDER, REFERRED TO AS THE "SELLING SHAREHOLDERS" AND SUCH EQUITY SHARES OFFERED BY THE SELLING SHAREHOLDERS, THE "OFFERED SHARES") ("OFFER FOR SALE").

THE OFFER INCLUDED A RESERVATION OF 675,675 EQUITY SHARES, AGGREGATING TO ₹ 100 MILLION (CONSTITUTING 0.32% OF THE POST OFFER PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY FOR SUBSCRIPTION BY ELIGIBLE EMPLOYEES (THE "EMPLOYEE RESERVATION PORTION"). THE OFFER LESS THE EMPLOYEE RESERVATION PORTION IS HERINAFTER REFERRED TO AS THE "NET OFFER". THE OFFER AND THE NET OFFER CONSTITUTE 27.83% AND 27.51%, RESPECTIVELY, OF THE POST-OFFER PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY. OUR COMPANY, IN CONSULTATION WITH BOOK RUNNING LEAD MANAGERS ("BRLMS"), OFFERED A DISCOUNT OF 4.52% (EQUVALENT TO ₹ 7 PER EQUITY SHARE) OF THE OFFER PRICE TO ELIGIBLE EMPLOYEES BIDDING IN THE EMPLOYEE RESERVATION PORTION ("EMPLOYEE DISCOUNT").

NAME OF SELLING SHAREHOLDER	TYPE	NUMBER OF EQUITY SHARES OFFERED (AMOUNT IN ₹ MILLION)	WEIGHTED AVERAGE COST OF ACQUISITION (IN ₹ PER EQUITY SHARE)*
Apeejay Hotels Limited	Promoter Group Selling Shareholder	19,091,774 Equity Shares of face value of ₹ 1 each aggregating to ₹ 2,908 million	0.75
RECP IV Park Hotel Investors Ltd	Investor Selling Shareholder	1,483,870 Equity Shares of face value of ₹ 1 each aggregating to ₹ 230 million	103.84
RECP IV Park Hotel Co-Investors Ltd	Investor Selling Shareholder	64,516 Equity Shares of face value of ₹ 1 each aggregating to ₹ 10 million	77.87

*As certified by Raj Har Gopal & Co., Chartered Accountants, by way of their certificate dated February 7, 2024.

ANCHOR INVESTOR OFFER PRICE: ₹ 155 PER EQUITY SHARE OF FACE VALUE OF ₹ 1 EACH	OFFER PRICE: ₹ 155 PER EQUITY SHARE OF FACE VALUE OF ₹ 1 EACH (₹ 146 PER EQUITY SHARE FOR ELIGIBLE EMPLOYEES)	THE OFFER PRICE IS 155 TIMES OF THE FACE VALUE OF THE EQUITY SHARES
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RISKS TO INVESTORS

- Concentration Risk:** A large portion of our revenue (approximately 75% of the Total Income in Fiscal 2023) is realised from our top five owned hotels with THE PARK Kolkata contributing 21.75% to the Total Income in Fiscal 2023. Any adverse development affecting these hotels or the regions in which they operate, may adversely affect our business, results of operations, cash flows and financial condition.
- Incurred Losses in FY22 and FY21:** We had a restated loss of ₹ 282.02 million and ₹ 758.84 million for the Fiscals 2022, and 2021, respectively. Any losses in the future could adversely affect our financial condition, results of operations and cash flows.
- Risk pertaining to majority hotel bookings originating from online travel agents and intermediaries:** Majority portion of our hotel bookings (approximately 49% of our total room bookings contributing about 49% of our total room revenue for Fiscal 2023) originate from online travel agents and intermediaries. In the event such online travel agents and intermediaries continue to gain market share compared to our direct booking channels, they may be able to negotiate higher commissions for services provided, or demand significant concessions or reduced room rates causing an adverse effect on our margins, business, and results of operations.
- Risk related to delay in development/construction:** We are exposed to risks associated with the delay in development of our hotel properties and land banks. Any delay in the construction of new hotel buildings or expansion of our existing properties may have an adverse effect on our business, results of operations, financial condition, and cash flows.
- Non-compliance with covenants of financing agreements:** We were not in compliance with certain covenants under certain of our financing agreements in the past and had delays in repayment of certain long-term rupee loans and working capital loans. In case of any breach of covenants or delay in repayment of facilities in the future, such non-compliance, if not waived, could adversely affect our business, results of operations, cash flows, and financial condition.
- Concentration risk pertaining to significant portion of room revenue from corporate accounts and from leisure customers:** We derive a significant portion of our room revenue from corporate accounts and from leisure customers, contributing approximately 80% of the total room revenue comprising approximately 40% each from corporate accounts and leisure customers in Fiscal 2023. Changes in travellers' preferences due to increased use of telepresence equipment, cost of travel, spending habits, and other factors may adversely affect the demand for hotel rooms leading to adverse effect on our business, results of operations, financial condition, and cash flows.
- Risk in relation to indebtedness:** We have incurred indebtedness which requires significant cash flows to service, and this, together with the conditions and restrictions imposed by our financing arrangements, fluctuations in the interest rates may limit our ability to operate freely and grow our business. As on September 30, 2023, we had total borrowings (including current borrowings, and non-current borrowings) of ₹ 5,970.90 million.
- Seasonality and Cyclicity Risk:** Our business is subject to seasonal and cyclical variations that could result in fluctuations in our results of operations and cash flows. Further, the hospitality industry is subject to weekly variations as well. Also, the hospitality industry is cyclical, and demand generally follows key macroeconomic indicators.
- Material uncertainty for going concern:** Our Statutory Auditors have included paragraph on material uncertainty on going concern in their audit reports and other audit qualifications in the annexure to the auditors' reports issued under the Companies (Auditor's Report) Order, 2016 for Fiscal 2021.
- Liquidity ratio of the Company is and has been less than 1:** Liquidity ratios of our Company for six months ended September 30, 2023, September 30, 2022 and Fiscals 2023, 2022, and 2021 have been less than 1, which may have an adverse impact on our ability to meet short term financial obligations of our business and operations.
- Risk related to expansion in real estate space:** We are exposed to risks associated with the construction and development of serviced apartments at EM Bypass, which is a one-off project of our Company and of which the Company has no prior experience.
- Delay in payment of statutory dues:** There are certain instances of delays in payment of statutory dues or non-payment of statutory dues on account of certain disputes. Any delay in payment of such statutory dues or non-payment of statutory dues in dispute may attract financial penalties from the respective government authorities and in turn may have an adverse impact on our financial condition and cash flows.
- Emphasis of matter in the Audit report:** Our Statutory Auditors have included an emphasis of matter and other matters in their audit reports and other audit qualifications in the annexure to the auditors' reports issued under the Companies (Auditor's Report) Order, 2016 for Fiscal 2021, and the Companies (Auditor's Report) Order, 2020 for Fiscals 2022 and 2023.
- Risk related to credit rating downgrade:** Credit rating downgrades may increase our cost of capital and future fund raising may cause a dilution in your shareholding or place restrictions on our operations. We cannot assure you that we will be able to maintain or improve such credit ratings.
- Mortgaged hotels and missing title deeds:** Certain of our hotels are mortgaged with lenders, out of which the title deeds of certain immovable properties are not held in the name of our Company. Failure to comply with the terms of the mortgage agreements or inability to enforce our rights effectively in the event of any dispute or adverse action in relation to properties where the title deeds are not in our Company's name may result in adverse impact on our business, results of operations, financial condition and cash flows.
- Promoter and Directors are engaged in similar business activities and no non-compete arrangements with Promoters:** Certain of our Promoters and our Directors are engaged in business activities which are similar to those undertaken by our Company and Subsidiaries, or have interests in other companies, which are in businesses similar to ours, which may result in conflicts of interest. Further, we have not entered into any non-compete arrangements with our Promoters.
- Majority loans to be repaid from the proceeds are from ICICI Bank, which is an affiliate of one of the Lead Managers:** Majority of the loans that we propose to repay from Net Proceeds (amounting to ₹ 3,674.19 million and constituting 61.67% of the total outstanding borrowings of our Company as on September 30, 2023) have been obtained from the ICICI Bank Limited, which is an affiliate of one of the Lead Managers to the Offer.
- The Offer comprises Fresh Issue by our Company and an Offer for Sale by the Selling Shareholders.** Our Company will not receive any proceeds from the Offer for Sale.
- Floor Price and Cap Price as compared to the weighted average cost of acquisition ("WACA") based on primary/secondary transaction(s):**

Past Transactions	Weighted average cost of acquisition (in ₹)	Floor Price (in ₹) ^a	Cap Price (in ₹) ^a
WACA for Primary Transactions during 18 months prior to Prospectus	Nil	N.A.	N.A.
WACA for Secondary Transactions during 18 months prior to Prospectus	Nil	N.A.	N.A.

Since there were no primary or secondary transactions of equity shares of our Company during the 18 months preceding the date of filing of the Prospectus, the information has been disclosed for price per share of our Company based on the last five primary or secondary transactions where our Promoters/members of our Promoter Group or Shareholder(s) having the right to nominate director(s) on the Board of our Company, are a party to the transaction, during the three years prior to the date of filing of the Prospectus irrespective of the size of the transaction, is as below:

Based on primary issuances	Nil	NA	NA
Based on secondary transactions	0.08	1,837.50	1,937.50

*As certified by Raj Har Gopal & Co., Chartered Accountants, vide their certificate dated February 7, 2024.
- The details of Price/Earnings, Earnings per share, Return on Networth and NAV as on and for the year ended March 31, 2023 are as follows:**

Particulars	Price/Earnings (at diluted EPS)	Earnings per share (₹)	Return on Networth (%)	Net Asset Value per share (₹)
Company (Apeejay Surrendra Park Hotels Limited) ^a	56.36	2.75	8.65% ^a	31.81
Average of Industry Peers	73.60 ^b	5.65 ^c	12.86% ^d	39.73

*At upper end of price band.

 - EPS for SAMHI Hotels Limited is negative for the financial year ended March 31, 2023, accordingly the same has not been considered in Industry peers.
 - Return on networth for SAMHI Hotels Limited is negative for the financial year ended March 31, 2023, accordingly the same has not been considered in Industry peers.
 - Profit for the financial year ended March 31, 2023 divided by the average net worth attributable to the owners of the Company.
- The details of weighted average return on net-worth for the last 3 full financial years, and six months ended September 30, 2023 and September 30, 2022 are as follows :-**

Particulars	Fiscal 2021	Fiscal 2022	Fiscal 2023	Six months ended September 30, 2023	Six months ended September 30, 2022
Company (Apeejay Surrendra Park Hotels Limited)	(13.23%)	(5.40%)	9.03%	4.05%	3.58%
- The details of market value to total revenue and the PE Ratio on the upper end/lower end of the price band are as below:**

Particulars	Market value/ Total turnover		PE Ratio	
	Cap Price	Floor Price	Cap Price	Floor Price
Our Company ^a	6.31	6.04	56.36	53.45

*Based on financial year ended March 31, 2023

Note:

 - Total revenue is for the financial year ended March 31, 2023.
 - Market value has been adjusted for the Fresh Issue portion.
 - Diluted EPS has been considered for the financial year ended March 31, 2023.

Continued on next page...

23. Weighted average cost of all Equity Shares transacted in the one year, 18 months and three years preceding the date of the Prospectus

Period	Weighted average cost of acquisition (in ₹)*	Cap Price is 'x' times the weighted average cost of acquisition*	Range of acquisition price: lowest price – highest price (in ₹)*
Last one year preceding the date of the Prospectus	Nil	NA	Nil
Last 18 months preceding the date of the Prospectus			
Last three years preceding the date of the Prospectus			
	0.08	1,937.50	Nil to 0.08

*As certified by Raj Har Gopal & Co., Chartered Accountants by their certificate dated February 7, 2024.

24. Average cost of acquisition of Equity Shares held by the Selling Shareholders ranges from ₹0.75 to ₹109.81 per Equity Share and Offer Price is ₹155.00 per Equity Share.

25. Details of price at which specified securities were acquired by our Promoter, the members of the Promoter Group, the Selling Shareholders, and Shareholders with rights to nominate directors or other rights, in the last three years preceding the date of the Prospectus:

Except as stated below, there have been no specified securities that were acquired in the last three years preceding the date of the Prospectus, by our Promoters, Promoter Group, Selling Shareholders and the

other Shareholders having the right to nominate directors or other rights in our Company. The details of the prices at which these acquisitions were undertaken are stated below:

Sr. No.	Date of acquisition	Name of the acquirer	Acquisition price / transfer price per equity share*	Number of shares acquired / transferred
1	February 24, 2021	Apeejay Surrendra Management Services Private Limited	Nil	3,999,760
2	December 22, 2021	Great Eastern Stores Private Limited	0.08	52,500,000

*As certified by Raj Har Gopal & Co., Chartered Accountants by their certificate dated February 7, 2024.

26. The 3 BRLMs associated with the Offer have handled 94 public issues in the past three financial years, out of which 24 issues closed below the Offer Price on listing date:

Name of BRLM	Total Issues	Issues closed below IPO Price as on listing date
JM Financial Limited	12	1
Axis Capital Limited	12	3
ICICI Securities Limited	18	2
Common Issues of all BRLMs	52	18
Total	94	24

BID/OFFER PROGRAMME

ANCHOR INVESTOR BIDDING DATE OPENED AND CLOSED ON: FRIDAY, FEBRUARY 2, 2024

BID/OFFER OPENED ON: MONDAY, FEBRUARY 5, 2024

BID/OFFER CLOSED ON: WEDNESDAY, FEBRUARY 7, 2024

This Offer was made in terms of Rule 19(2)(i) of the Securities Contracts (Regulation) Rules, 1957, as amended ("SCRR") read with Regulation 31 of the SEBI ICDR Regulations. The Offer was made in accordance with Regulation 6(2) of the SEBI ICDR Regulations and through the Book Building Process wherein not less than 75% of the Net Offer was made available for allocation on a proportionate basis to Qualified Institutional Buyers ("QIBs"), and such portion, the "QIB Portion". Our Company, in consultation with the Book Running Lead Managers, allocated 60% of the QIB Portion to Anchor Investors on a discretionary basis in accordance with the SEBI ICDR Regulations ("Anchor Investor Portion"), out of which at least one-third was made available for allocation to domestic Mutual Funds only, subject to valid Bids having been received from the domestic Mutual Funds at or above the Anchor Investor Allocation Price. Further, 5% of the QIB Portion (other than Anchor Investor Portion) (the "Net QIB Portion") was made available for allocation on a proportionate basis to Mutual Funds only, and the remainder of the Net QIB Portion was made available for allocation on a proportionate basis to all QIB Bidders other than Anchor Investors, including Mutual Funds, subject to valid Bids having been received at or above the Offer Price. Further, 175,475 Equity Shares aggregating to ₹100 million were made available for allocation to Eligible Employees, subject to valid Bids having been received at or above the Offer Price. Further, not more than 15% of the Net Offer was made available for allocation to Non-Institutional Bidders such that: (a) one-third of the portion available to Non-Institutional Bidders, was reserved for applicants with application size of more than ₹0.20 million and up to ₹1 million and (b) two-thirds of the portion available to Non-Institutional Bidders, was reserved for applicants with an application size of more than ₹1 million, and not more than 70% of the Net Offer was made available for allocation to Retail Individual Bidders ("RIBs") in accordance with SEBI ICDR Regulations, subject to valid Bids having been received at or above the Offer Price. Further, Equity Shares have been allocated on a proportionate basis to Eligible Employees who applied under the Employee Reservation Portion, subject to valid Bids being received from them at or above the Offer Price. All Bidders, other than Anchor Investors, were required to mandatorily utilize the Application Supported by Blocked Amount ("ASBA") process by providing details of their respective bank account (including IPI ID (wherein applicable) in case of UPI Bidders), pursuant to which their corresponding Bid Amounts were blocked by the SCRBs or the Sponsor Bank(s) as applicable, to participate in the Offer. Anchor Investors were not permitted to participate in the Anchor Investor Portion through the ASBA process. For details, see "Offer Procedure" on page 501 of the Prospectus.

The Bidding for Anchor Investors opened and closed on Friday, February 2, 2024. Our Company received 37 applications from 24 Anchor Investors (including 8 domestic mutual funds through 21 Mutual Fund schemes) for 2,64,19,354 Equity Shares. The Anchor Investor Offer Price was finalized at ₹155 per Equity Share. A total of 2,64,19,354 Equity Shares were allocated under the Anchor Investor Portion, aggregating to ₹4,09,49,89,870.00.

The Offer received 17,22,111 applications for 2,10,54,01,152 Equity Shares (prior to rejections) resulting in 35.45 times subscription. The details of the applications received in the Offer from various categories are as under (before rejections):

Sr. No.	Category	No. of Applications	No. of Shares	Reserved	No. of Times Subscription	Amount (₹)
A	Retail Individual Bidders	15,55,835	16,99,04,416	38,70,967	32.54	26,43,60,66,096.00
B	Eligible Employee	21,548	38,36,296	1,75,678	5.67	5,671,13,950.00
C	Non-Institutional Bidders - More than ₹2 lakhs and upto ₹10 lakhs	90,993	12,77,82,240	29,35,454	41.53	19,80,57,58,560.00
D	Non-Institutional Bidders - More than ₹10 lakhs	51,405	35,42,30,960	58,70,967	69.33	54,90,66,09,696.00
E	Qualified Institutional Bidders (excluding Anchor Investors)	143	1,40,13,16,032	1,76,12,904	79.96	2,17,20,30,84,960.00
F	Anchor Investors	37	2,64,19,354	2,64,19,354	1.07	4,09,49,89,870.00
	Total	17,22,111	2,10,54,01,152	5,33,85,351	35.45	3,26,30,96,82,704.00

Final Demand

A summary of the final demand as per BSE and NSE as on the Bid Offer Closing Date as at different Bid prices is as under:

Sr. No.	Bid Price	No. of Equity Shares	% to Total	Cumulative Total	Cumulative % of Total
1	147	8,00,644	0.04	8,00,644	0.04
2	148	1,27,968	0.01	9,28,612	0.04
3	149	77,688	0.00	10,06,300	0.05
4	150	5,29,608	0.02	15,35,908	0.07
5	151	1,37,568	0.01	16,73,476	0.08
6	152	1,42,856	0.01	18,16,332	0.08
7	153	2,96,880	0.01	21,13,212	0.10
8	154	4,08,560	0.02	25,21,772	0.12
9	155	1,91,97,29,224	89.98	1,92,22,30,936	90.10
10	9.999	21,13,34,836	9.98	2,13,36,28,772	100.00
	TOTAL	2,13,35,80,544	100.00		

The Basis of Allotment was finalized in consultation with the Designated Stock Exchange, being the NSE on February 8, 2024.

A. Allotment to Retail Individual Investors (after rejections) (including ASBA Applications)

The Basis of Allotment to the Retail Individual Investors, who have bid at the Cut-Off Price or at the Offer Price of ₹155 per Equity Share, was finalized in consultation with the NSE. This category has been subscribed to the extent of 31.25 times. The total number of Equity Shares Allotted in the Retail Portion is 16,29,543 Equity Shares to 13,09,283 successful Retail Individual Investors. The category-wise details of the Basis of Allotment are as under:

Sr. No.	Category	No. of Applications Received	% of Total	Total No. of Equity Shares Applied	% to Total	No. of Equity Shares Allotted per Bidder	Ratio	Total No. of Equity Shares Allotted
1	96	13,76,461	91.57	13,23,32,256	72.13	96	19.46	54,30,948
2	192	63,401	4.21	1,21,74,144	6.64	96	19.46	2,49,792
3	288	19,647	1.31	58,58,536	3.05	96	19.46	77,376
4	384	6,632	0.57	33,14,688	1.67	96	19.46	33,984
5	480	8,579	0.57	41,17,920	2.24	96	19.46	33,792
6	576	3,636	0.24	20,34,336	1.14	96	19.46	14,304
7	672	3,921	0.24	24,13,152	1.32	96	19.46	14,112
8	768	1,820	0.10	11,67,360	0.64	96	19.46	5,992
9	864	1,182	0.08	10,21,948	0.56	96	19.46	4,704
10	960	4,668	0.31	44,81,200	2.44	96	19.46	16,432
11	1,056	803	0.06	9,71,328	0.50	96	19.46	3,060
12	1,152	781	0.05	8,06,712	0.49	96	19.46	3,072
13	1,248	10,316	0.69	1,28,74,368	7.02	96	19.46	40,608
				5203 Notices from Serial no 2 to 13 Additional 1 (one) share				7
	TOTAL	15,05,283	100.00	18,54,90,128	100.00			58,29,543

Note: This includes spillover of 58,295 Equity Shares from Employee category.

B. Allotment to Employee Reservation (After Rejections) (including ASBA Applications)*

The Basis of Allotment to the Eligible Employees, who have bid at the Offer Price (net of Employee Discount i.e. ₹ 148 per Equity Share or above), was finalized in consultation with the NSE. This category has been subscribed to the extent of 0.00 times on an overall basis. The total number of Equity Shares Allotted in this category is 62,208 Equity Shares to 104 successful Eligible Employees. The category-wise details of the Basis of Allotment are as under:

Sr. No.	Category	No. of Applications Received	% of Total	Total No. of Equity Shares Applied	% to Total	No. of Equity Shares Allotted per Applicant	Ratio	Total No. of Equity Shares Allotted
1	196	40	38.46	3,840	8.17	96	1.1	3,840
2	192	13	12.50	2,496	4.01	192	1.1	2,496
3	288	6	5.77	1,728	2.78	288	1.1	1,728
4	384	5	4.01	1,920	3.09	384	1.1	1,920
5	480	2	1.92	960	1.54	480	1.1	960
6	576	6	5.77	3,456	5.96	576	1.1	3,456
7	672	10	9.62	6,720	10.80	672	1.1	6,720
8	864	1	0.96	864	1.39	864	1.1	864
9	960	1	0.96	960	1.54	960	1.1	960
10	1,152	4	3.85	4,992	8.92	1,152	1.1	4,992
11	1,344	6	5.77	8,064	12.96	1,344	1.1	8,064
12	1,440	1	0.96	1,440	2.31	1,440	1.1	1,440
13	1,632	2	1.92	3,264	5.26	1,632	1.1	3,264
14	2,400	1	0.96	2,400	3.80	2,400	1.1	2,400
15	2,496	1	0.96	2,496	4.01	2,496	1.1	2,496
16	3,168	1	0.96	3,168	5.09	3,168	1.1	3,168
17	3,264	4	3.85	13,440	21.60	3,264	1.1	13,440
	TOTAL	104	100.00	62,208	100.00			62,208

Note: The Employee category was under subscribed by 6,13,407 shares, the Offer Price was ₹ 155/- per Equity Share and the Employee Discount was ₹ 7/- Under-subscribed portion was met with the spillover of 5,89,762 shares (after adjusting the discount offered of ₹ 7/-) to other categories. And there has been a short allotment of 27,165 shares.

C. Allotment to Non-Institutional Investors (more than ₹ 200,000 and up to ₹ 1,000,000) (after rejections) (including ASBA Applications)

The Basis of Allotment to the Non-Institutional Investors (more than ₹ 200,000 and up to ₹ 1,000,000), who have bid at the Offer Price of ₹155 per Equity Share or above, was finalized in consultation with the NSE. This category has been subscribed to the extent of 42.28 times. The total number of Equity Shares Allotted in this category is 29,54,772 Equity Shares to 89,276 successful Non-Institutional Investors (more than ₹ 200,000 and up to ₹ 1,000,000). The category-wise details of the Basis of Allotment are as under (Sample):

Sr. No.	Category	No. of Applications Received	% of Total	Total No. of Equity Shares Applied	% to Total	No. of Equity Shares Allotted per Applicant	Ratio	Total No. of Equity Shares Allotted
1	1,344	85056	93.75	11,24,86,080	89.73	1,344	11.44	27,75,392
10	2,208	40	0.04	88,320	0.67	1,363	1.40	1,363
25	3,264	61	0.07	1,96,104	0.16	1,363	2.81	2,706
26	4,320	264	0.23	13,12,128	1.05	1,363	5.26	8,705
501	2,784	18	0.02	50,112	0.04	1,363	0.18	0
502	3,456	16	0.02	55,296	0.04	1,363	0.16	0
506	3,168	16	0.02	62,976	0.05	1,363	0.18	0
507	4,128	9	0.01	37,152	0.03	1,363	0.9	0
508	4,224	4	0.00	16,896	0.01	1,363	0.4	0
513	4,704	7	0.01	32,928	0.03	1,363	0.7	0
515	4,992	7	0.01	34,344	0.03	1,363	0.7	0
516	5,088	10	0.01	50,980	0.04	1,363	0.18	0
517	5,184	14	0.02	72,576	0.06	1,363	0.14	0
521	5,568	4	0.00	22,272	0.02	1,363	0.4	0
522	5,664	4	0.00	22,608	0.02	1,363	0.4	0
524	5,952	5	0.01	29,700	0.02	1,363	0.5	0
525	6,048	7	0.01	42,536	0.03	1,363	0.7	0
528	6,336	11	0.01	69,888	0.06	1,363	0.11	0
529				All applicants from Serial no 501 to 528 for 1 (one) lot of 1,363 shares		1,363	0.25	6,705
532				137 Allottees from Serial no 2 to 529 Additional 1 (one) share		1	16.13	16
	TOTAL	89,276	100	12,50,84,288	100			29,54,772

Note: This includes spillover of 29,288 Equity Shares from Employee category.

D. Allotment to Non-Institutional Investors (more than ₹ 1,000,000) (after rejections) (including ASBA Applications)

The Basis of Allotment to the Non-Institutional Investors (more than ₹ 1,000,000), who have bid at the Offer Price of ₹155 per Equity Share or above, was finalized in consultation with the NSE. This category has been subscribed to the extent of 16.26 times. The total number of Equity Shares Allotted in this category is 58,29,543 Equity Shares to 51,044 successful Non-Institutional Investors (more than ₹ 1,000,000). The category-wise details of the Basis of Allotment are as under (Sample):

Sr. No.	Category	No. of Applications Received	% of Total	Total No. of Equity Shares Applied	% to Total	No. of Equity Shares Allotted per Applicant	Ratio	Total No. of Equity Shares Allotted
1	4,528	48297	94.82	31,52,82,816	89.71	1,344	7.81	58,29,543
62	17,280	6	0.01	1,03,680	0.03	1,344	1.6	1,344
65	26,112	6	0.01	1,56,672	0.04	1,344	1.6	1,344
66	64,512	6	0.01	3,87,072	0.11	1,344	1.6	1,344
126	38,400	1	0.00	38,400	0.01	1,344	0.1	0
1103	44,448	1	0.00	44,448	0.01	1,344	0.1	0
1134	1,61,280</							



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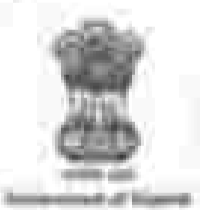


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by
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on

12 February 2024, 10:30 AM

(via video conferencing)

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GROWING E-COMMERCE SPACE IS A HUGE OPPORTUNITY

The Delhivery is on track

AYANTI BERA February 13

DELHIVERY IS ON a roll. The integrated logistics player delivered its first profit in the September quarter...

Express consignments delivered in Q3FY24 topped 200 million. As Shrinidhi Karekar of HSBC observed...

Catalysed by new channels such as ONDC, the e-commerce space is tipped to grow at an annual rate of 15-20%.

How big the opportunity is can be gauged from the fact that the average number of packages per person per year is just four in India today compared with about 70 in China...

Delhivery's infrastructure and network are also enabling it to cash in on the rising demand in the heavy parcels segment.



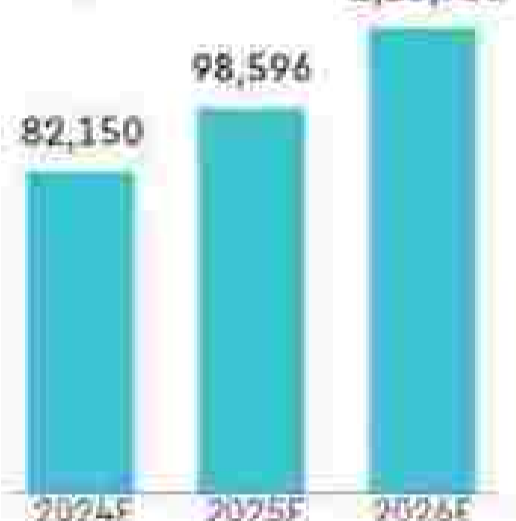
WE HAVE THE LOWEST COST NETWORK SO WE HAVE THE FREEDOM AND CAN PRICE AGGRESSIVELY AND UNIFORMLY

THE BIG PICTURE

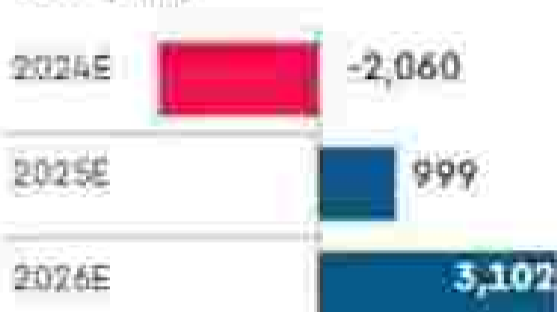
DELHIVERY IS BETTER-PLACED VIS-A-VIS THE COMPETITION BECAUSE ITS REVENUE MIX - BETWEEN B2B AND B2C - IS MORE DIVERSIFIED

RIDING HIGH

Revenue from contract with customers (₹ mn)



PAT (₹ mn)



EBITA (₹ mn)



Sources: Company, Kotak Institutional Equities estimates

in heavy segment where the volumes are going up secularly. Continuing to grow volumes in this segment is a key strategic focus area for us, Barua says.

of the express parcel business. Both XpressBee and ECom Express, which are half the size of Delhivery have seen a meaningful deterioration in profitability in periods of strong growth...

scale in tandem with revenue growth, Aditya Suresh of Macquarie believes. The investments needed to gain share and grow in the PTL business...

VINTAGE WHEELS ON DELHI ROADS



Participants ride a vintage car at Connaught Place during the 57th Statesman Vintage and Classic Car Rally in New Delhi on Sunday.

U-19 WC final: Australia dash Indian dreams with 79-run win

PRESS TRUST OF INDIA Benoni, South Africa, February 11

A FRESH CHAPTER was added to the script of Australia's domination over India in the ICC World Cup finals when they bagged the Under-19 title with a 79-run victory here on Sunday.



Mary would view this result as a continuation of Australia's win over India in the senior World Cup last year at Ahmedabad.

Pacer Callum Vidler started Australia's victory march by packing off Indian opener Arshin Kulkarni, inducing an edge to stumper Ryan Hicks.

From that point, India simply failed to stitch together any meaningful partnerships as frontline barriers including skipper Saharan (8), Musheer

Khan, who received a reprieve on zero, and Sachin Dhas (9) departed without making any real contributions.

Some of the managers noticed the managerial spark quite early in his career. He would see the game through the eyes of a manager. He had the vision and format, and talked

How Alonso stopped goal machine Kane

SANDIP G February 11



Bayer Leverkusen manager Xabi Alonso

AFTER THE FINAL whistle blew, capping a symbolic night when Bayern Leverkusen thrashed Bayern Munich to stretch their lead to five on the Bundesliga chart...

The grace and calm always existed. Few midfielders in modern football could seamlessly straddle the varied roles of a midfielder, he could snatch the ball from the opponent's feet...

tactics in finer details. He was the leader of leaders, though you would not always see that on the field, Carlo Ancelotti, another celebrated manager who Alonso has played under, would observe.

This revelatory season, where his Leverkusen has yet to lose a game and won 17 of their 21 fixtures, he has shown the finer virtues of all the legendary teams and managers that he has played with.

deal helped him leverage funds to purchase Granit Xhaka, Alex Grimaldo, Victor Boniface and Jonas Hofmann, the perfect budget players for his tactics.

stabilized the defence, relying on counter-attacks. Like Guardiola, he built his team block by block. From Ancelotti, he picked that supreme knack to manage, to understand the psychology of the players, to know when to be soft and stern, to understand both the physical and mental limits of a player.

There could be more twists and turns in the Bundesliga season; Bayern, champions for the past 11 seasons, don't surrender without a fight. The five-point gap could be blown up in a couple of bad game-weeks.

Table for SUUMAYA INDUSTRIES LIMITED. Includes company details, financial statements for Q4 and 9 months ended Dec 2023, and notes.

Table for ELPRO INTERNATIONAL LIMITED. Includes company details, financial statements for Q4 and 9 months ended Dec 2023, and notes.

BHARAT EKANSH LIMITED
REGD. OFF. - PLOT No. 588, Pocket C, IFC, Ghazipur, Delhi-110096
Extract of Consolidated and Standalone Unaudited Financial Results for the Quarter 31 December 2023

AKG EXIM LIMITED
REG. OFF. - H.B. TWIN TOWER, 07 FLOOR, MAY HOSPITAL BUILDING, NETaji SUBHASH PLACE, PITAMPURA, DELHI-110024
EXTRACT OF UNAUDITED STANDALONE & CONSOLIDATED FINANCIAL RESULTS FOR THE QUARTER ENDED 31ST DECEMBER, 2023

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यूनियन बैंक ऑफ इंडिया Union Bank of India
भारत सरकार का उपक्रम A Government of India Undertaking
REGIONAL OFFICE, LUCKNOW Union Bank Bhawan, Near Mantri Awas, Vibhuti Khand, Gomti Nagar, Lucknow-226010

MEGA E-AUCTION SALE NOTICE (UNDER SARFAESI ACT)

E-AUCTION SALE NOTICE FOR SALE of Immovable Assets under the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 read with provision to Rule 8(6)(5)(K) of the Security Interest (Enforcement) Rules, 2002.

Notice is hereby given to the public in general and in particular to the Borrower (s) and Guarantor (s) that the below described immovable property (hereinafter referred to as the "AS IS WHERE IS", "AS IS WHAT IS", "WHAT EVER THERE IS" and "WITHOUT RECOURSE BASIS" on 28.02.2024

Online E-Auction through website http://www.mstcecommerce.com/auCTIONHOME/ibapi/index.jsp
Date & Time of Auction - 28.02.2024 at 12.00 P.M. to 5.00 P.M. (With Unlimited Extension of 10 Minutes)

Table with columns: S.No, 1. Name of Borrower, 2. Name of The Guarantor, 3. Branch, Description of the property to be auctioned, 1. Return Price, 2. Earned Money Deposit, 3. Interest Amount, Debt due with interest & cost, and Bank of Guarantor.

Table with columns: S.No, 1. Name of Borrower, 2. Name of The Guarantor, 3. Branch, Description of the property to be auctioned, 1. Return Price, 2. Earned Money Deposit, 3. Interest Amount, Debt due with interest & cost, and Bank of Guarantor.



Asset Recovery Branch: 26/28-D, Connaught Place, New Delhi-110001 (Working at M-35, 1st Floor, Connaught Place, New Delhi-110001) Email - UBIN0554723@unionbankofindia.bank

SALE NOTICE For Sale of Immovable Properties

E-Auction Sale Notice for Sale of Immovable Assets and Enforcement of Security Interest Act, 2002 read with Rules 8 & 9 of the Security Interest (Enforcement) Rule, 2002

The notice is hereby given to the public in general and in particular to the borrower(s)/mortgagor(s)/guarantor(s) that the below described immovable property mortgaged charged to the secured creditor, the possession of which has been taken by the authorized officer of Union Bank of India (secured creditor) will be sold on "As is where is" "As is What is" and "Whatever there is" on the date mentioned below for recovery of dues as mentioned hereunder to Union Bank of India from the below mentioned borrower(s)/guarantors(s). The reserve price and the Earnest Money Deposit are also mentioned hereunder:

Date and Time of Auction: 28.02.2024 at 12:00 Noon to 5:00 PM (with 10 min unlimited auto extensions) E-auction website- www.mstcecommerce.com

Table with columns: Sr. No., Name & address of Borrower / Mortgagors / Guarantor, Description of the Immovable property put for auction, Possession Type, Dues to be recovered from Borrower/Guarantor (Rs.), Reserve Price (Rs.), Date and Time of Auction, Encumbrances known to bank or not.

For detailed terms and conditions of the sale, please refer to the link provided in https://www.unionbankofindia.co.in/english/Tender/ViewAllAuction.aspx. For Properties Serial No. 1 to 3, Authorized Officer is Mr. Urvu Sharma, Chief Manager. Mobile No. 8950880922. For Properties Serial No. 4 to 8, Authorized Officer is Mr. Vinod Kumar Soodhi, Chief Manager. Mobile No. 8550025316. For Properties Serial No. 9 to 11, Authorized Officer is Mr. Ved Prakash, Chief Manager. Mobile No. 9410079462. For Properties Serial No. 12 to 22, Authorized Officer is Mr. Awadhesh K. Choudhary, Chief Manager. Mobile No. 8752627503. Note: Bidders are advised to register and validate their KYC on MSTC website portal at least 7-3 days prior to auction date and EMD may be deposited 2 days before the date of auction to avoid any inconvenience.

Date: 07.02.2024, Place: New Delhi

Authorized Officer, Union Bank of India

Advertisement for Financial Express newspaper with logo and tagline 'THE BUSINESS DAILY FOR DAILY BUSINESS'.

Form No. INC-26
(Form to be filed in the Companies (Incorporation) Rules, 2014)
Before the Central Government,
Regional Director, Northern Region, New Delhi

Hinduja Housing Finance Limited
Corporate Office, No. 167-168, 2nd Floor,
Anand Salai, Saritapuri, Chennai-600015
Branch Office: 418, 4th Floor, Pearl Connaught Tower-2,
Nehru Subhash Park, New Delhi-110004

PUBLIC NOTICE FOR REMOVAL OF MOVABLE GOODS

To: Mr. Ram Ram
Flat No. SF-02, Plot No. 16,
Khasra No. 355, Sant Nagar,
Lodi, Ghazipur-201103

To: Mrs. Seema Devi
Plot No. 31, Sant Nagar, Lodi,
Ghazipur-201103

Whereas the undersigned being the Authorized Officer of Hinduja Housing Finance Limited issues the Notice to the Borrower(s) and Co-Borrower(s) to collect the movable belongings kept in Property bearing Flat No. SF-02, L1-G First side, second floor with front porch, area measuring 50 Sq. Yds. Plot No. 16, Khasra No. 355, Sant Nagar, Lodi, Ghazipur, which is bound by the remaining part of the plot on east side, plot Dagar Math on west side, Plot No. 16, side on north side and a school on south side as per the inventory prepared by the court-appointed receiver.

In connection with the above Notice is hereby given, to Borrower(s) and Co-Borrower(s) to collect their movable belongings/items from the above said property on 14.02.2024 between 12 noon to 2 PM. You may further note that in the event of failure on part of the Borrower(s) and Co-Borrower(s) to collect the said movable belongings shall not be responsible in any manner whatsoever concerning the health and maintenance of the said articles and their safety shall be left to their own care and the amount realized from sale of movable goods shall be adjusted against the loan outstanding bearing Interest Account No. DL/DEL/CLH/HA000007024.

Authorized Officer
Date: 09.02.2024 For Hinduja Housing Finance Limited

FORM INC 25A
Advertisement to be published in the newspaper for conversion of public company into a private company.
Before the Regional Director,
Ministry of Corporate Affairs,
Northern Region, B-2 Wing, 2nd Floor, P1, Connaught Place, New Delhi - 110001

In the matter of the Companies Act, 2013, Sections 14 of Companies Act, 2013 and Rule 81 of the Companies (Incorporation) Rules, 2014.

H: In the matter of M/s WECO ENGINEERING LIMITED (CIN: U74210DL2011PL217400) having its registered office at P-25, Preet Vihar, Kirti Industrial Area, New Delhi - 110017.

Application Notice is hereby given to the general public that the company intending to make an application to the Central Government under section 14 of the Companies Act, 2013 read with sub-section (1) of section 2 of the Companies Act, 2013 and Rule 81 of the Companies (Incorporation) Rules, 2014 for conversion of the company into a private company. The application is subject to the condition that the company shall not be liable to file its financial statements for the period commencing on the date of publication of this notice with a copy of the annual report of the company for the period commencing on the date of publication of this notice with a copy of the annual report of the company at its registered office at the address mentioned below.

"I, P.K. Prasad, Director, Kirti Industrial Area, New Delhi - 110017"

For and on behalf of WECO ENGINEERING LIMITED
Sd/-
Arun Krishna Srivastava
Date: 12.02.2024 Director
Place: New Delhi DIN: 03042764
Address: B-14, Sec-47, Noida, U.P.-201301

"IMPORTANT"

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FORM NO. INC-26
Form to be filed in the Companies (Incorporation) Rules, 2014
Advertisement to be published in the newspaper for conversion of public company into a private company.
Before the Regional Director,
Ministry of Corporate Affairs,
Northern Region, B-2 Wing, 2nd Floor, P1, Connaught Place, New Delhi - 110001

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Sd/-
Arun Krishna Srivastava
Date: 12.02.2024 Director
Place: New Delhi DIN: 03042764
Address: B-14, Sec-47, Noida, U.P.-201301

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"I, P.K. Prasad, Director, Kirti Industrial Area, New Delhi - 110017"

For and on behalf of WECO ENGINEERING LIMITED
Sd/-
Arun Krishna Srivastava
Date: 12.02.2024 Director
Place: New Delhi DIN: 03042764
Address: B-14, Sec-47, Noida, U.P.-201301

PAVNA INDUSTRIES LIMITED

The Company was incorporated as 'Pavna Locks Private Limited', as a private limited company, in accordance with the provisions of the Companies Act, 1956, pursuant to a certificate of incorporation dated April 19, 1994 issued by the RoC. Subsequently, our Company was converted into a public limited company and the name of our Company was changed to 'Pavna Locks Limited' and a fresh certificate of incorporation on November 1, 2003 was issued by the RoC. Thereafter, name of our Company was changed to 'Pavna Zaid Security Systems Limited' and a fresh certificate of incorporation dated November 17, 2009 was issued to our Company by the RoC. Thereafter, name of our Company was changed to 'Pavna Industries Limited' and a fresh certificate of incorporation dated May 21, 2019 was issued to our Company by the RoC. Registered and Corporate Office: Varanasi, Hari Nagar, Aligarh, 202 001, Uttar Pradesh, India. Utr Pradesh, India; Tel: +91 8006499372; E-mail: info@pavna.co.in; Website: www.pavna.co.in; Contact Person: Chama Singh, Company Secretary and Compliance Officer; Corporate Identification Number: L34108P1994PL2016159

PROMOTER OF OUR COMPANY: SWAPNIL JAIN, ASHA JAIN

ISSUE OF UPTO 48,72,000 EQUITY SHARES OF FACE VALUE ₹ 10 EACH ("RIGHTS EQUITY SHARES") OF OUR COMPANY FOR CASH AT A PRICE OF ₹ 10 PER RIGHTS EQUITY SHARE (INCLUDING A SHARE PREMIUM OF ₹ 10 PER EQUITY SHARE) (THE "ISSUE PRICE"), AGGREGATING UPTO ₹ 48 LAKHS ON A RIGHTS BASIS TO THE EXISTING EQUITY SHAREHOLDERS OF OUR COMPANY IN THE RATIO OF 1 (+) RIGHTS EQUITY SHARE(S) FOR EVERY 1 (+) FULLY PAID-UP EQUITY SHARE(S) HELD BY THE EXISTING EQUITY SHAREHOLDERS ON THE RECORD DATE, THAT IS ON 1 (+) (THE "ISSUE"), THE ISSUE PRICE FOR THE RIGHTS EQUITY SHARES IS 1 (+) TIMES OF THE VALUE OF THE EQUITY SHARES. FOR FURTHER DETAILS, PLEASE REFER TO THE CHAPTER TITLED "TERMS OF THE ISSUE" ON PAGE 218 OF THIS DRAFT LETTER OF OFFER.

This public announcement is being made in compliance with the provisions of Regulation 72(2) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 as amended (the "SEBI (ICDR) Regulations") to state that Pavna Industries Limited is proposing, subject to requisite approvals, market conditions and other considerations, to issue its equity shares on rights basis and has filed the Draft Letter of Offer ("DLOF") dated February 10, 2024 with the Securities and Exchange Board of India (SEBI). Pursuant to the Regulation 72(1) of the SEBI (ICDR) Regulations, the DLOF filed with SEBI is open for public comments, if any. The DLOF is hosted on the website of SEBI i.e. www.sebi.gov.in and also on website of the Company i.e. www.pavna.co.in. All members of the public are hereby invited to provide their comments on the DLOF to SEBI with respect to the disclosures made in the DLOF. The public is requested to send a copy of the comments to SEBI and to the Company or the Lead Managers to the issuer at their respective addresses mentioned herein. All comments must be received by the Company on or before 05:30 p.m. on the 21st day from the above mentioned date of filing of DLOF with SEBI.

Investments in equity and equity-related securities involve a degree of risk and investors should not invest any funds in the issue unless they can afford to take the risk of losing their entire investment. Investors are advised to read the risk factors carefully before taking an investment decision in the Issue. For taking an investment decision, investors must rely on their own examination of our Company and the Issue, including the risks involved. The Rights Equity Shares in the Issue have not been recommended or approved by the Securities and Exchange Board of India ("SEBI"), nor does SEBI guarantee the accuracy or adequacy of the contents of this Draft Letter of Offer. Specific attention of the investors is invited to the section titled "Risk Factors" on page 22 of this Draft Letter of Offer.

NOTE: All capitalized terms used herein and not specifically defined shall have the same meaning as ascribed to them in the DLOF.

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WEST

JANAKPURI : TRIMURTI ADVERTISERS, Ph: 9810234205, 25530307, **KAROL BAGH (REGHARPURA) : K R ADVERTISERS**, Ph: 9810316618, 9310316618, 41547897, **KARAMPURA : GMJ ADVERTISING & MARKETING PVT. LTD.**, Ph: 9310333777, 9211333777, 9810883377, **NEW MOTI NAGAR : MITTAL ADVERTISING**, Ph: 25178183, 9810538183, 9555945823, **MOTI NAGAR : UMA ADVERTISERS**, Ph: 9312272149, 8800276797, **RAMESH NAGAR : POSITIVE ADS**, Ph: 9891195327, 9310006777, 65418903, **TILAK NAGAR : SHIVA ADVERTISERS**, Ph: 9891461543, 25980670, 20518836, **VIKAS PURI : AAKAR ADVT. MEDIA**, Ph: 9810401352, 9015907873, 9266796133

CENTRAL

CHANDNI CHOWK : RAMNIWAS ADVERTISING & MARKETING, Ph: 9810145272, 23912577, 23928577, **CONNAUGHT PLACE : HARI OM ADVERTISING COMPANY**, Ph: 9811555181, 43751196

NORTH

TIS HAZARI COURT : SAI ADVERTISING, Ph: 9811117748, **KINGWAY CAMP : SHAGUN ADVERTISING**, Ph: 9819505605, 27458589, **PATEL CHEST (OPP. MORRIS NAGAR POLICE STATION) : MAHAN ADVERTISING & MARKETING**, Ph: 9350304609, 7042590693, **PITAMPURA (PRASHANT VIHAR) : PAAVAN ADVERTISER**, Ph: 9311564460, 9311288839, 47057929

SOUTH

CHATTARPUR : A & M MEDIA ADVERTISING, Ph: 9811602901, 65181100, 26301008, **KALKAJI : ADWIN ADVERTISING**, Ph: 9811111825, 41605556, 26462690, **MALVIYA NAGAR : POOJA ADVERTISING & MARKETING SERVICE**, Ph: 9891081700, 24331091, 46568866, **YUSUF SARAI : TANEJA ADVERTISEMENT & MARKETING**, Ph: 9810843218, 26561814, 26510090

NCR

FARIDABAD (NEELAM FLYOVER) : AID TIME (INDIA) ADVERTISING, Ph: 9811195834, 0129-2412798, 2434654, **FARIDABAD (NIT, KALYAN SINGH CHOWK) : PULSE ADVERTISING**, Ph: 9818078183, 9811502088, 0129-4166498, **FARIDABAD : SURAJ ADVERTISING & MARKETING**, Ph: 9810680954, 9935266681, **GURGAON : SAMBODHI MEDIA PVT. LTD.**, Ph: 0124-4065447, 9711277174, 9910633399, **GURGAON : AD MEDIA ADVERTISING & PR**, Ph: 9873804580, **NOIDA (SEC. 29) : RDX ADVERTISING**, Ph: 9899268321, 0120-4315917, **NOIDA (SEC. 65) : SRI SAI MEDIA**, Ph: 0120-4216117, **NOIDA (SEC. 58) : JAI LAKSHMI ADVERTISERS**, Ph: 9873807457, 9911917119, **GHAZIABAD (HAPUR ROAD TIRAHA, NR GURUDWARA) : TIRUPATI BALAJI ADVERTISING & MARKETING**, Ph: 9818373200, 8130840000, 0120-4561000

EDUCATION (IAS & PMT ACADEMIES)

FRIENDS PUBLISHERY SERVICE 23287653, 23276901, 9212008155

For CAD enquiries please contact:
ROHIT JOSHI 9818505947, ABHINAV GUPTA 9910035901
For booking classified ads, please contact 011-23702148, 0120-6651215, E-mail: delhi.classifieds@expressindia.com

Public Notice For E-Auction (Appendix - IV) (Rule 95)

Date of immovable property (subject) to be sold: 22-Feb-2024, 11:00 hrs

No. (Bidders/No. Co-Borrowers/No. Co-Borrowers)	Demand Notice Date and Amount	Description of the Immovable Property/Secured Asset	Date of Physical Possession	Reserve Price
1. Mr. Shiv Prasad (Borrower) & Mrs. Sunita Devi (Co-Borrower) (Proposed No. L5102518)	14-Feb-2024 Rs. 25,00,000 (Rupees Twenty Five Thousand Only)	Plot No. 22, Sector 14, Noida, U.P. (Area: 122 sq. ft.)	22-Feb-2024	Rs. 14,11,000 (Rupees Fourteen Lakh One Thousand One Hundred Ten Thousand Only)
2. Mr. Anand Kumar (Borrower) & Mrs. Anshu Devi (Co-Borrower) (Proposed No. L5102519)	14-Feb-2024 Rs. 25,00,000 (Rupees Twenty Five Thousand Only)	Plot No. 22, Sector 14, Noida, U.P. (Area: 122 sq. ft.)	22-Feb-2024	Rs. 14,11,000 (Rupees Fourteen Lakh One Thousand One Hundred Ten Thousand Only)
3. Mr. Anand Kumar (Borrower) & Mrs. Anshu Devi (Co-Borrower) (Proposed No. L5102520)	14-Feb-2024 Rs. 25,00,000 (Rupees Twenty Five Thousand Only)	Plot No. 22, Sector 14, Noida, U.P. (Area: 122 sq. ft.)	22-Feb-2024	Rs. 14,11,000 (Rupees Fourteen Lakh One Thousand One Hundred Ten Thousand Only)

MOHINDRA FASTENERS LIMITED
Regd. Office: 304, Gupta Arcade, Inder Enclave, Delhi-Rohatak Road, Delhi-110087
CIN: L74899DL1995PLC064215 Tel. No.: +91-11-46200400, Fax No.: 011-46200444
Website: www.mohindra.asia, Email id: csndhipathak@mohindra.asia

Extract of Un-audited Standalone & Consolidated Financial Results for the Quarter & Nine Months ended 31-12-2023
(Rs. In Lakhs except EPS)

Sl. No.	PARTICULARS	STANDALONE			CONSOLIDATED				
		QUARTER ENDED:	NINE MONTHS ENDED:	YEAR ENDED:	QUARTER ENDED:	NINE MONTHS ENDED:	YEAR ENDED:		
		31-12-2023	30-09-2023	31-12-2022	31-12-2023	31-12-2022	31-03-2023	31-12-2022	31-03-2023
		Un-audited	Un-audited	Un-audited	Un-audited	Un-audited	Un-audited	Un-audited	Un-audited
1.	Total Revenue from Operations	3777.30	4014.41	4215.79	1268.45	1162.27	1729.39	3772.00	3772.00
2.	Net Profit/(Loss) for the period (before tax, Exceptional and/or Extraordinary Items)	498.39	483.93	621.32	1388.73	1338.77	2027.73	498.39	483.93
3.	Net Profit/(Loss) for the period before tax (after Exceptional and/or Extraordinary Items)	498.39	483.93	621.32	1388.73	1338.77	2027.73	498.39	483.93
4.	Net Profit/(Loss) for the period (after tax & Exceptional and/or Extraordinary Items)	368.79	263.31	484.20	1033.43	977.32	1329.04	368.79	263.31
5.	Total Comprehensive income comprising Profit/(Loss) and Other Comprehensive Income (after Tax)	303.79	276.28	488.84	678.73	686.73	1578.06	303.79	276.28
6.	Equity Share Capital (Face Value of Rs. 10/- each fully paid up)	588.25	588.25	588.25	588.25	588.25	588.25	588.25	588.25
7.	Other Equity	-	-	-	-	-	891.80	-	-
8.	Earning Per Share (face value of Rs. 10/- per share) (for continuing operations)-								
	(i) Basic (not consolidated)	6.27	4.51	7.99	17.57	16.94	22.95	6.27	4.51
	(ii) Diluted (not consolidated)	6.21	4.51	7.88	17.07	16.94	22.85	6.21	4.51

Notes:
1. The above (standalone & consolidated) un-audited financial results for quarter & nine months ended December 31, 2023 have been reviewed & recommended by the Audit Committee and approved by the Board of Directors in their respective meetings held on February 16, 2024 and are limited in-view by the statutory auditors of the Company pursuant to the requirements of Regulations of the SEBI (ICDR) Regulations, 2015 (as amended) including relevant circulars issued by SEBI from time to time.
2. The above is an extract of the detailed format of un-audited financial results filed with the Stock Exchange under Regulation 33 of SEBI (ICDR) Regulation, 2015. The full format of the financial results are available on the website of Stock Exchange i.e. www.nse.in and Company's website i.e. www.mohindra.asia.

DATE:- 10.02.2024
PLACE:- New Delhi

For & on behalf of the Board of Directors
Sd/-
Deepak Arora (Chairman & Managing Director & CEO)
DIN: 00000112

LEAD MANAGER TO THE ISSUE
REGISTRAR TO THE ISSUE
COMPANY SECRETARY AND COMPLIANCE OFFICER

LINK INTIME
Link Intime India Private Limited
C-101, 14 Floor, 247 Park,
I.B. S. Marg, Vikhroli (West)
Mumbai 400 083
Maharashtra, India
Tel: +91 81 0811 4949
Email: Pavnaindustries.rights2024@linkintime.co.in
Website: www.linkintime.co.in
Investor grievance e-mail: pavnaindustries.rights2024@linkintime.co.in
Contact Person: Shanti Gopalakrishnan
SEBI Registration No.: INM000004058

PNB Investment Services Limited
PNB Pragati Towers, 2nd Floor,
Plot No. C-9, G-Block,
Bandra Kurla Complex,
Bandra (E), Mumbai - 400 051
Maharashtra, India
Tel: +91 22 2653 2682
E-mail: mbl@pnbil.com
Website: www.pnbil.com
Contact Person: Sneha Nair/Shivani Tapadia
Investor grievance e-mail: complaints@pnbil.com
SEBI Registration No.: INM000011617

CHAM SINGH, COMPANY SECRETARY AND COMPLIANCE OFFICER
Cham Singh,
Company Secretary and Compliance Officer
Vimlaachal, Hari Nagar,
Aligarh, 202001, Uttar Pradesh, India
Tel: +91 8006499332
E-mail: cs@pavnagroup.co.in
Website: www.pavna.co.in
Members are advised to contact the Company Secretary and Compliance Officer or Registrar to the Issue for any issue or post-issue related problems.

Date: February 10, 2024
Place: Aligarh
For PAVNA INDUSTRIES LIMITED

On behalf of the Board of Directors
Sd/-
Minging Director

Disclaimer: Pavna Industries Limited is proposing, subject to applicable statutory and regulatory requirements, receipt of requisite approvals, market conditions and other considerations, to issue its equity shares on rights basis and has filed a Draft Letter of Offer with the SEBI. The Draft Letter of Offer shall be available on the website of Issuer Company at www.pavna.co.in and the website of SEBI at www.sebi.gov.in. Investors should note that investment in Equity Shares involves a high degree of risk. For details investors should refer to and rely on the Draft Letter of Offer including the section "Risk Factors" beginning on page 22 of the Draft Letter of Offer before making an investment in the Issue. This announcement has been prepared for publication in India and may not be released in any other jurisdiction. Please note the distribution of the DLOF and issue of equity shares on rights basis to persons in certain jurisdictions outside India may be restricted by legal requirements prevailing in those jurisdictions. Accordingly, any person who acquires Rights Entitlements or Rights Equity Shares will be deemed to have declared, warranted and agreed that at the time of subscribing for the Rights Equity Shares or the Rights Entitlements, such person is not and will not be in the United States and/or in the restricted jurisdictions. The Rights Equity Shares of the Company have not been and will not be registered under the United States Securities Act of 1933, as amended (the "Securities Act"), or in any other jurisdiction which has any restrictions in connection with offering, issuing and selling Rights Equity Shares within its jurisdictions, and/or in its citizens. The offering to which the DLOF relates is not, and under no circumstances is to be construed as, an offering of any Rights Equity Shares or Rights Entitlements for sale in the United States or any other jurisdiction other than India or as a solicitation thereof or an offer to buy any of the said Rights Equity Shares or Rights Entitlements.

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CIN: L74899DL1995PLC064215 Tel. No.: +91-11-46200400, Fax No.: 011-46200444
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DATE:- 10.02.2024
PLACE:- New Delhi

For & on behalf of the Board of Directors
Sd/-
Deepak Arora (Chairman & Managing Director & CEO)
DIN: 00000112