

# Business Standard

THE MARKETS ON THURSDAY		
		chg#
Sensex	77,620.2	▼ 528.3
Nifty	23,526.5	▼ 162.4
Nifty Futures*	23,648.1	▲ 121.6
Dollar	₹85.9	₹85.9 **
Euro	₹88.5	₹88.6 **
Brent crude (\$/bbl)	77.6##	77.0**
Gold (10 gm)***	₹77,307.0	▲ ₹253.0

\* (January) Premium on Nifty Spot; \*\* Previous close; # Over previous close; ## At 9 pm IST; ### Market rate exclusive of VAT; Source: IBIA



**TCS Q3 NET PROFIT JUMPS 12%, MISSES ESTIMATES**

**IMPORT STATS FOR GOLD, SILVER, ELECTRONICS LOWERED FOR APR-NOV**



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GOVERNMENT OF TAMIL NADU FINANCE DEPARTMENT, CHENNAI-9 Auction of 10 Year Tamil Nadu Government Stock (Securities) 1. Government of Tamil Nadu has offered to sell by auction the dated securities for an amount of Rs.1000 crore with Ten year tenure for an aggregate amount of Rs.1000 crore. Securities will be issued for a minimum nominal amount of Rs.10,000/- and multiples of Rs.10,000/- thereafter. Auction which will be yield based under multiple price format will be conducted by Reserve Bank of India at Mumbai Office (Fort) on January 14, 2025.

# Business Standard



**THE MARKETS ON THURSDAY**

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**WORLD P10**  
**WALL STREET MAY SLASH 200K JOBS AS AI ERODES ROLES**

**BACK P14**  
**'A MILESTONE': MODI UNVEILS GENOME DATA OF 10K INDIANS**

PUBLISHED SIMULTANEOUSLY FROM AHMEDABAD, BENGALURU, BHOPAL, BHUBANESWAR, CHANDIGARH, CHENNAI, HYDERABAD, KOCHI, KOLKATA, LUCKNOW, MUMBAI, NEW DELHI AND PUNE

**FALL IN ₹ WIN SOME, LOSE SOME FOR AUTO INDUSTRY**

**VOLATILE CURRENCY PART-IV**  
**AUTOMOBILE**  
For India's automobile industry, the depreciation of rupee against dollar is expected to be a mixed bag. Export-driven domestic manufacturers are likely to benefit, while companies reliant on imports, including electric vehicle (EV) makers, luxury carmakers, are expected to be affected the most.

► **₹ ENDS FLAT AFTER INTRADAY LOW OF 85.94 AGAINST \$** 11, 1  
► **₹ VOLATILITY MAY DRIVE IMPORTED CAR PRICES OFF COURSE** 2

**COMPANIES P7**  
**Unlisted firms' interest coverage ratio at 30-yr high**

**THE UNLISTED SCENE**  
Excess earnings of unlisted companies over and above their interest costs are at a record level. The interest-coverage ratio of 2.94 is the highest going back to 1990-91, according to CMIE.  
SACHIN P MAMPATTA writes

**TAKE TWO P13**  
**The Great Indian Poverty Debate - Act I, Scene 2**

The release of the 2023-24 household consumer expenditure survey fact sheet and its use to derive fresh poverty estimates have opened a new scene in the poverty debate.  
P C MOHANAN & AMITABH KUNDU write

**ECONOMY & PUBLIC AFFAIRS P4**  
**Sovereign AI: A strategic imperative for coming wave**

While India's digital and innovation economy is growing thrice as fast as the rest of the economy, with the aim of reaching a size of \$1 trillion soon, the central government under Prime Minister Narendra Modi has invested in both semiconductors and AI. RAJEEV CHANDRASEKHAR writes

**THE SMART INVESTOR II, 1**  
**Markets fall nearly 1% amid FPI selling**

The Sensex and Nifty tumbled nearly 1 per cent on Thursday due to heavy selling in HDFC Bank, TCS, and RIL as investors turned nervous over earnings growth concerns amid unabated FPI selling.

**ECONOMY & PUBLIC AFFAIRS P6**  
**EPFO likely to roll out self-attestation facility**

The Employees Provident Fund Organisation (EPFO) is set to introduce a self-attestation facility starting June that will do away with the need for approval from their employers to complete their Know Your Customer (KYC) process.

**TO OUR READERS**  
The two-page commercial feature on *Bharat Mobility*, being carried on pages 8-9, is equivalent to a paid-for advertisement. No *Business Standard* journalist was involved in producing it. Readers are advised to treat it as an advertisement.

## TCS Q3 net profit jumps 12%, misses estimates

IT behemoth's revenue swells 5.6%; North America remains a drag

SHIVANI SHINDE  
Mumbai, 9 January

An uncertain macro environment and slow discretionary spending by its clients in major markets, coupled with seasonal weaknesses owing to furloughs, affected the third-quarter (October-December 2024) FY25 performance of India's largest information-technology services player, Tata Consultancy Services (TCS). TCS' net profit for the third quarter, at ₹12,380 crore, was up 11.9 per cent over ₹11,058 crore in the same quarter of FY24. In Q3FY24 TCS had a one-time settlement of legal claims of ₹958 crore. Taking this into consideration, net profit growth year-on-year (Y-o-Y) was 5.5 per cent.



REPORT CARD

Consolidated figures in ₹ crore % chg

	Q3FY24	Q2FY25	Q3FY25	Q-o-Q	Y-o-Y
Revenues	60,583	64,259	63,973	-0.4	5.6
Other income	862	729	1,243	70.5	44.2
Employee cost	34,722	36,654	35,956	-1.9	3.6
PBITD	16,292	17,460	18,277	4.7	12.2
PBT	14,829	16,032	16,666	4.0	12.4
Net profit	11,058	11,909	12,380	4.0	12.0

PBITD is profit before interest, depreciation, and taxes; PBT is profit before tax  
Compiled by BS Research Bureau

“WE WILL SEE MORE ADOPTIONS ACROSS INDUSTRY SEGMENTS AND VALUE CHAINS. THE CONVERSION RATE OF GENAI DEALS FROM POC TO ACTUAL DEPLOYMENT IS IN THE RANGE OF 12-13 PER CENT”  
K KRITHIVASAN, CEO & MD, TCS

**PAGE 7**  
**TCS HEADCOUNT DOWN BY OVER 5,000 IN Q3**

Revenue grew 5.6 per cent to ₹63,973 crore in the quarter concerned. Sequentially it was down 0.4 per cent. In dollars, revenue was down 1.7 per cent and went up 3.6 per cent Y-o-Y.

The company missed meeting *Bloomberg* estimates. According to the estimates, revenue was expected at ₹64,748 crore and net profit at ₹12,534 crore. The surprise, and a positive point, was the order books. The total contract value (TCV) came in strong at \$10.2 billion in the quarter. In Q1 and Q2 it was \$8.3 billion and \$8.6 billion, respectively. K Krithivasan, chief executive officer and managing director, said though the company experienced negative constant-currency growth across major geographies, he was confident about better growth in CY25 than in CY24.

“We are pleased with the excellent TCY in Q3, but we want to emphasise that TCY is growing in North America and in the BFSI (banking, financial services, and insurance) and CPG (consumer packaged goods) segments. We also see an improvement in sentiment on discretionary strength,” he said during the media brief-

**11, 2**  
**RIL may report flat Ebitda in Q3**

**Q3 RESULTS PREVIEW**

Reliance Industries Limited (RIL)'s core business is expected to once again drag earnings for the oil-to-telecom conglomerate in the third quarter of the current financial year (Q3FY25), said analysts. Earnings estimates for the Mukesh Ambani-promoted entity are expected to either remain flat or decline marginally at the Ebitda level, compared to a year ago. Ebitda is earnings before interest, taxes, depreciation and amortisation. In a *Bloomberg* poll, seven analysts estimated a consolidated revenue of ₹2.37 trillion and six analysts foresaw a net income adjusted of ₹18,940 crore for Q3FY25.

ing. He, however, said the company would still be in wait-and-watch mode on sectors like health care and manufacturing. The company's Q3 performance was similar to that in the second quarter, when expansion was driven by growth markets. Majority markets such as the United States and Europe continued to be soft. The Indian market grew 70.2 per cent. In Q2, the Indian market grew 95.2 per cent Y-o-

## Import stats for gold, silver, electronics lowered for Apr-Nov

SHREYA NANDI  
New Delhi, 9 January

The central government has revised downwards the import data for precious metals such as gold and silver by \$11.69 billion and \$950 million, respectively, during the first eight months of the financial year (2024-25), Directorate General of Commercial Intelligence and Statistics (DGCI&S) data showed.

The decline in gold imports, in terms of value, amounted to a substantial \$11.69 billion, reducing the total to \$37.39 billion during April-November.

The government has also revised the electronics import value for this period downward by \$2.7 billion to \$61.2 billion.

It said the latest figures could further be revised.

According to the data released on December 16, the cumulative import of the yellow metal was initially reported as \$49 billion. The most sizeable revision was in November when gold imports were reduced by \$5 billion to \$9.8 billion. In the case of silver, the revision was smaller. Imports were reduced to \$480 million from \$660 million in November. On a cumulative basis, silver imports declined by \$950 million to \$2.33 billion, the data showed.

DGCI&S, which operates under the administrative control of the Department of Commerce, compiles and disseminates India's merchandise trade statistics. Data compiled by DGCI&S is also shared with global agencies such as the World Trade Organization and the International Monetary Fund.

The revision in data is attributed to a calculation error caused by the double counting of gold shipments in warehouses. An official statement



**THE REVISION (Import in \$ bn)**

Apr-Nov 2024

	Gold	Silver	Electronics
Previous data	49.08	3.28	63.9
Revised data	37.39	2.33	61.2
Difference	11.69	0.95	2.7
% change	-23.8	-28.9	-4.2

Source: DGCI&S, GTRI

from the Department of Commerce on Thursday said that the data revision was necessary due to the 'migration of data transmission mechanism' from the National Securities Depository (NSDL) — which captures Special Economic Zone (SEZ) data — to the Indian Customs Electronic Gateway (ICEGATE). Due to this shift starting from July 1, the system double-counted imports by treating imports into SEZs and the subsequent clearance of these shipments into the domestic market as separate transactions.

DGCI&S receives trade data from more than 500 locations. The export-import (exim) data from over 100 SEZs was previously captured by the SEZ Online system, while trade data for all other ports — non-SEZ locations — was captured by the ICEGATE system.

Turn to Page 6

## Recovery agents in demand as banks' unsecured loan stress rises

Between Jul and Dec, number of such agents grew by almost 50%

AATHIRA VARIER  
Mumbai, 9 January

With a rise in stress in banks' retail lending business, primarily unsecured loans, there is an increasing demand for collection and hence recovery agents. In addition, banks are also increasingly deploying sales staff for recovery. These activities are mostly outsourced by commercial banks.

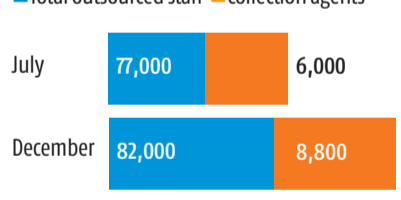
In July 2024, the total strength of outsourced staff in the BFSI (banking, financial services, and insurance) space was 77,000, out of which 6,000 were recovery agents. By December 2024, the number of recovery agents had grown by almost 50



per cent. Out of 82,000 total outsourced staff as of the end of December, 8,800 were recovery agents, according to data from TeamLease Services. “Unsecured loans have gone up, and the resultant delinquency rates have also

**TALLY RISES**

Number of outsourced staff and collection agents in BFSI space in 2024



increased, due to which demand for collection profiles in the retail lending space, specifically unsecured loans like credit cards and personal loans, has increased in the past six months.

Turn to Page 6

## One-time Customs amnesty scheme likely in Budget

HARSH KUMAR  
New Delhi, 9 January

The Union government is considering introducing a one-time amnesty scheme in the FY26 Budget to be presented on February 1, similar to the Vivad Se Vishwas scheme for income tax, to resolve pending Customs disputes, a senior government official said on condition of anonymity.

“The proposed ‘Amnesty Scheme under Customs’ aims to facilitate the settlement of past dues, offering relief to the industry by reducing the burden of litigation. Under the scheme, importers may receive relief for disputes related to the Customs Act, which could include partial waiver of the duty in dispute, depending on the amount involved, as well as a complete waiver of interest and penalties,” the source said.

The official said around 35,000 customs cases, involving over around

₹50,000 crore are currently pending across various courts.

“The implementation of an amnesty scheme could significantly reduce this backlog, boosting government revenue while providing much-needed relief to businesses,” he added.

“One-time opportunity to settle past disputes has been offered to industry under income tax, erstwhile excise duty and service tax and more recently under GST laws. Over a period of time, a lot of disputes have arisen under customs laws as well relating to classification, exemption, and valuation,” said Pratik Jain, partner, PWC India.

Jain noted that a similar dispute resolution scheme under customs, which has been a long-standing demand of industry, not only can garner decent revenue for the government but would also substantially reduce the burden on courts.

Turn to Page 6

## Now playing: The making of one cinema market

VANITA KOHLI-KHANDEKAR  
Pune, 9 January

In 2024, Indians bought 883 million movie tickets, 6 per cent fewer than in the previous year. They spent over ₹11,800 crore on those tickets (about 3 per cent less than in 2023), according to data shared by Ormax Media with *Business Standard*.

Why then is there constant chatter about gloom and doom in the movie business? “Perception,” says Ajay Bijli, managing director at PVR Inox, the largest cinema chain in India.

Amit Sharma, managing director (entertainment) at Miraj Group, which operates 250 screens, agrees. “Bollywood (Hindi films) drives perception for Indian cinema. Since it underperformed in 2024, the perception is that it has been a bad year.”

Just under half of the national box-office (BO) revenues come from Hindi films, which saw their share

**THE YEAR THAT WAS**

**SUBDUED NUMBERS**

Box Office (BO) collections, ticket sales fell in 2024

Year	Gross BO proceeds (₹ crore)	Ticket sales (in million)
2022	10,637	898
2023	12,226	943
2024	11,833	883

Source: Ormax Media

**HINDI RULES THE ROOST**  
Language of Indian cinema in 2024 (in %)

Language	Percentage
Hindi	40
Tamil	15
Telugu	20
Malayalam	10
Kannada	2
Marathi	1
Punjabi	2
Bengali	1
Gujarati	1
Hollywood	8

For films released in multiple languages, BO is assigned to the respective language based on the box office of each language version. However, for Hollywood films, box office is reported for all languages versions under Hollywood

slip by 4 per cent. **Now the reality** Sukumar's *Pushpa 2: The Rule*, a blockbuster that hit over ₹1,400 crore at the domestic BO, is a Telugu film, also released in Hindi, Tamil, Malayalam, and Kannada. It is one of the highest-grossing Indian films alongside *Dangal* (2016), *Jawan* (2023), and *RRR* (2022). Of

the top 20 films at the BO in 2024, five are Telugu, four Hindi, three Tamil, three Malayalam, and one English. Malayalam cinema doubled its share of the national BO. The homogenisation of distribution, thanks to streaming platforms, means India is finally becoming one cinema market. Other real reason for the gloom and doom, however, is structural. Indian

cinema generates revenues of about ₹20,000 crore, two-thirds of which come from the BO or ticket sales. This determines what streaming and television firms pay for rights. “Over the past three years (ended 2024), input costs have risen by 20-25 per cent but revenues (both BO and others) have remained flat,” points out Vikram Malhotra, founder and chief executive

officer (CEO) of Abundantia Entertainment, the makers of *Airlift*, among others. “Given the size of India, ₹12,000 crore at the BO is not enough. Even 5-10 per cent growth is not satisfactory if you want the market to expand,” says Shailesh Kapoor, CEO, Ormax Media. To go from just under 900 million tickets to a billion and more needs many

things: more screens, a better supply line of films, and a steadier release schedule.

**The Hindi, Hollywood problem** Take supply, a problem in both Hollywood and Hindi. “Until 2018, large Hindi films fought for a release. In 2024, there have been weeks, and at one point two months, without a release,” points out Kapoor. Some of this was due to general elections, the Indian Premier League. But much of it is simply due to the fear of a market and a consumer that is transitioning fast. “The studios are less sure of what to make and are going slow. A lot of projects are in cold storage and scripts that are ready are not being cleared,” says Kapoor.

Theatrical successes swing wildly between the big event films, such as *Kalki 2898 AD*, and small ones like *Munjiya*. Turn to Page 6

**PAGE 2**  
► **WHEN MOVIES CONNECT, THEY GO TO ANOTHER LEVEL: AJAY BIJLI**  
► **2025 COULD BE A HIT AFTER 2024 DUD**



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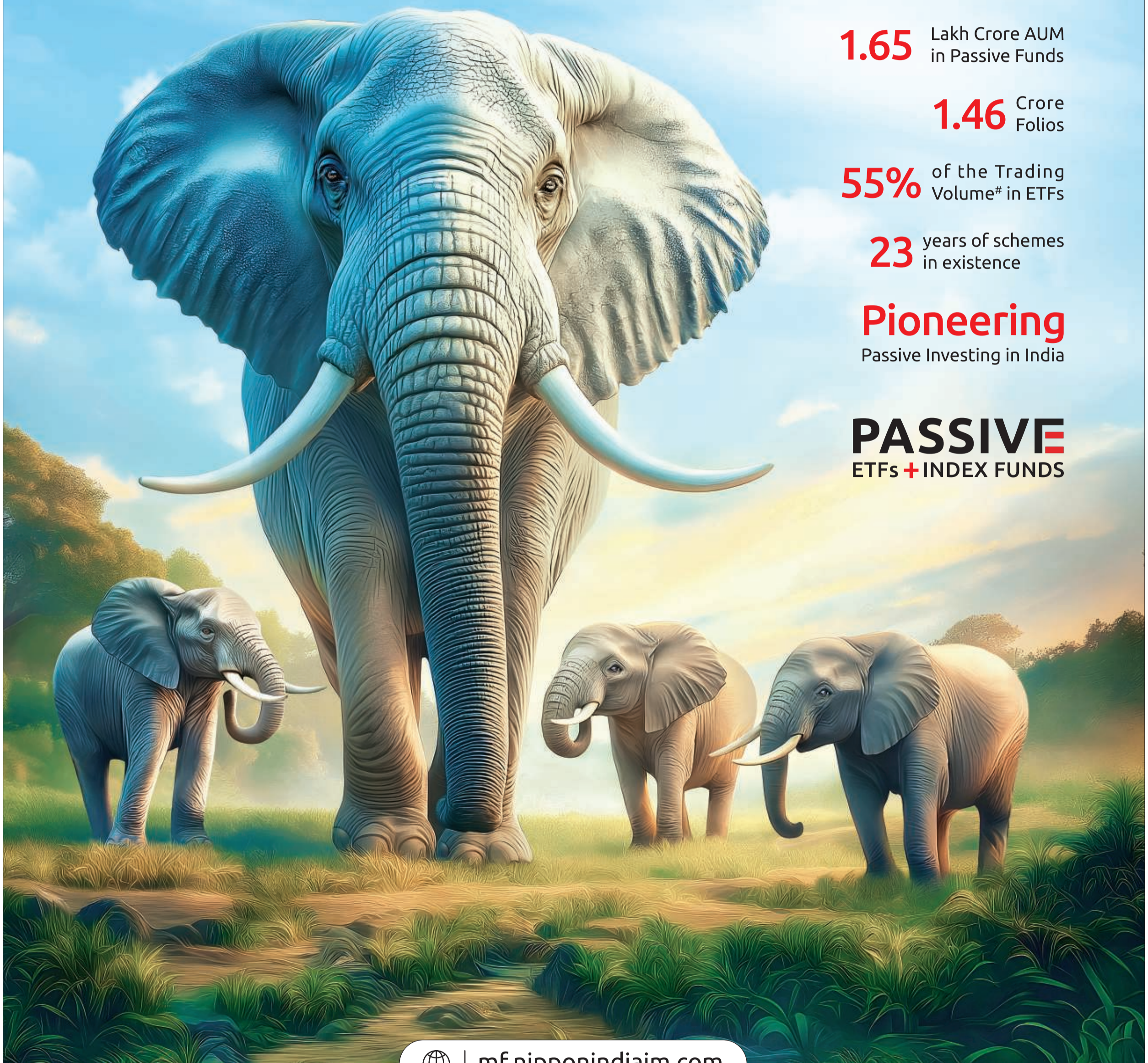
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\*Monday to Saturday 8 AM to 9 PM. Call charges applicable.

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## Bank officers' union calls for two-day nationwide strike on February 24-25

The All India Bank Officers' Confederation (AIBOC) on Thursday announced a two-day nationwide strike, tentatively scheduled for February 24 and 25, in response to pressing concerns affecting its members and the broader banking industry.

Key demands of the union include adequate recruitment across all banking cadres, the implementation of a five-day workweek in the banking sector, and the immediate withdrawal of recent directives from the Department of Financial Services on performance reviews and the Performance Linked Incentive. AIBOC argues that these directives threaten job security, violate the 8th Joint Note, create divisions among employees, and undermine the autonomy of public sector banks.

The trade union representing supervisory cadre bank employees said that this decision follows its 102nd Executive Committee Meeting held on January 6, which ratified resolutions made during the Working Committee Meeting on November 12, 2024.



### IN BRIEF

## Goyal: Can export ₹20K cr worth organic goods in 3 yrs

India has potential to increase exports of organic products up to ₹20,000 crore in the next three years, Commerce Minister Piyush Goyal said on Thursday. He said the global demand for such products is about ₹1 trillion, which can grow up to ₹10 trillion in the coming years. He said this while releasing the eighth edition of the National Programme for Organic Production with new regulations aimed at enhancing clarity transparency in organic product standards.

## Govt may give ₹35,000 cr LPG subsidy to OMCs

The government is likely to provide a subsidy of ₹35,000 crore to state-owned Indian Oil Corporation (IOC), Bharat Petroleum Corporation Ltd (BPCL), and Hindustan Petroleum Corporation Ltd (HPCL) to make up for losses they incurred on selling the fuel in FY25, sources said. The three fuel retailers kept the price of domestic LPG unchanged at ₹803 per 14.2-kg cylinder since March 2024 despite a rise in input raw material cost.

## 'Govt may consider levying slab-based Customs duty'

The Budget could consider levying Customs duty on the basis of broader categories of the industry to reduce the number of tax rates, PwC said on Thursday. "The government may come out with different slabs for products depending on where it is placed in the value chain. Goods may be categorised as value added or primary and raw material or intermediary, and accordingly slab rates may be fixed," said Anurag Sehgal, MD, PwC.

## New credit guarantee plan for MSMEs soon: DFS secy

Financial Services Secretary M Nagaraju on Thursday said the government would soon launch a new credit guarantee scheme for the MSME sector covering loans up to ₹100 crore. "We are likely to come up with a scheme, which was announced by finance minister in her last Budget, that could provide loans up to ₹100 crore without guarantee, if they are already having the enterprise," he said at the last day of Grameen Bharat Mahotsav.

## India added record 24 Gw solar capacity in 2024: JMK

The country witnessed a record high installation of 24 gigawatt (Gw) of solar power capacity in 2024, said an analysis by JMK Research, which it said is the highest recorded capacity in any year. In a recent report, JMK said, "In 2024 (January to December), India added about 24.5 Gw of solar and 3.4 Gw of wind capacity. This represents a more than two fold rise in solar installations and nearly 1.21 times rise in wind installations compared to 2023."

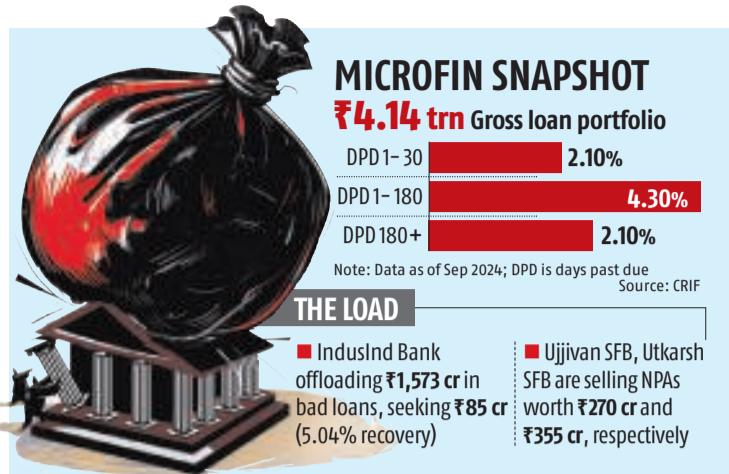
# For ARCs eyeing MFI loans, price matters

SUBRATA PANDA  
Mumbai, 9 January

With increasing stress in the microfinance institution (MFI) segment and banks looking to offload non-performing portfolios, asset reconstruction companies (ARCs) believe these assets hold limited value. However, these loans could be worth acquiring if sold at the right price, particularly on a cash-to-security receipts (SRs) basis rather than a full cash basis.

Industry-wide stress in the microfinance sector has built up due to unchecked credit growth and multiple loan disbursements to the same customers, resulting in overleveraging among borrowers.

As delinquencies rise, major banks and microfinance-focused NBFCs are selling off non-performing loans. Recently, IndusInd Bank invited bids from ARCs to offload ₹1,573 crore of non-performing microfinance retail loans from over a million accounts. The bank has invited bids on a full cash basis (100 per cent cash basis)



and set a reserve price of ₹85 crore, translating into a recovery of 5.04 per cent for the bank.

In November, Ujjivan Small Finance Bank put on the block ₹270 crore worth of non-performing microfinance loans. Similarly, Utkarsh Small Finance Bank is looking to sell ₹355 crore worth of such

sell the loan pool at 10 per cent of the outstanding book value.

"If banks opt to sell these loans on a 100 per cent cash basis, ARCs would need to handle the collections themselves, incurring substantial costs. Ideally, lenders should consider offering these portfolios on a cash-to-SR basis, as this approach benefits both parties," said the chief executive officer (CEO) of a private sector ARC.

Currently, they would not be interested in microfinance portfolios if offered on a full cash basis, the CEO said. However, if these portfolios are offered on a cash-to-SR basis, they may still consider acquiring them.

According to Pallav Mohapatra, managing director (MD) and CEO of Asset Reconstruction Company (India) Ltd (ARCIL), ARCs would only consider acquiring microfinance portfolios at the right price — not more than 10 per cent of the outstanding loans. "If the responsibility for collections remains with the bank, the saleability of these portfolios increases. ARCs lack the infrastructure to recover unsecured loans in rural areas.

If ARCs are tasked with collections, the recoverability will come down sharply," Mohapatra said.

While ARCs have expertise in recovering corporate loans, they lack resources to effectively recover retail loans, especially unsecured ones. Most ARCs rely on third-party agents for such recoveries, but that involves challenges, including high costs and regulatory violations.

That said, with banking sector NPAs at multi-decade lows, corporate deleveraging underway, and the entry of state-owned NARCL to acquire and resolve legacy NPAs of banks, private-sector ARCs are shifting their focus towards acquiring more retail NPAs, with an emphasis on secured retail pools.

"While ARCs have been making efforts to be a one-stop holistic solution provider for stressed assets across segments, there are challenges in the acquisition of microfinance portfolios, such as ensuring know-your-customer compliance in respect of these accounts," said Hari Hara Mishra, CEO, Association of ARCs in India.



## CEASE & DESIST

### RBI's quick shift on NBFC curbs

On October 17, the Reserve Bank of India (RBI) directed four non-banking finance companies (NBFCs), including NBFC-MFIs, to 'cease and desist' from sanctioning and disbursing loans due to practices such as charging usurious interest rates, among others. In December, the restriction was lifted for Navi Finserv, and this month, it was removed for the remaining three NBFCs — Arohan Financial, Asirvad Microfinance, and DMI Finance. This marks the shortest period of business restrictions imposed in the last four years, a practice initiated when the policy for imposing such restrictions was introduced. While it is still too early to determine if there has been a shift in stance regarding business restrictions under the new governor, Sanjay Malhotra, here is a timeline of previous embargoes and their subsequent removal.

MANOJIT SAHA

### Timeline

#### Restrictions

##### HDFC BANK

- Bar on new credit card issuance (Dec 2, 2020 – Aug 17, 2021)
- Halt on digital business activity (Dec 2, 2020 – Mar 11, 2022)

##### BAJAJ FINANCE

- Sanction and disbursement of loans via eCOM and Insta EMI Card (Nov 15, 2023 – May 2, 2024)

##### MAHINDRA FINANCE

- Cease on recovery or repossession through outsourcing arrangements (Sep 22, 2022 – Jan 4, 2023)

#### PAYTM PAYMENTS BANK

- Halting customer onboarding (Mar 11, 2022 – restriction yet to be removed)

#### IIFL FINANCE

- Sanction and disbursement of gold loans (Mar 4, 2024 – Sep 19, 2024)

#### JM FINANCIAL

- Ban on financing against shares, debentures, and IPO financing (Mar 5, 2024 – Oct 18, 2024)

#### KOTAK MAHINDRA BANK

- Halting new customer onboarding via online and mobile banking, and issuing fresh credit cards (Apr 24, 2024 – embargo not yet removed)

#### ECL FINANCE

- Ban on structured transactions in wholesale exposure (May 29, 2024 – Dec 17, 2024)

#### EDELWEISS ARC

- Barring acquisition loans, including security receipts (May 29, 2024 – Dec 17, 2024)

# E-way bill generation rebounds in Dec

E-way bills, or electronic permits generated by businesses for transporting goods within and across states, touched the second-highest level in December in 24 months, growing 17.6 per cent year-on-year to reach 112 million, according to data released by Goods and Services Tax Network portal.

This marked a significant increase from November's five-month low of 101.8 million. E-way bills are mandatory for the movement of consign-

ments worth more than ₹50,000 and are, therefore, an early indicator of demand and supply trends in the economy. This reflects in macroeconomic indicators with a lag.

The momentum in E-way bill generation in December is expected to show up in the GST collection data for January 2025, which will be released on February 1. An increase in E-way bills indicates a higher movement of goods. Furthermore, as the end of the quarter approaches, there is typically a rise in sales, contributing to the higher volume of E-way bills.

It's worth noting that e-way bills hit their peak at 117.2 million in October due to the festive season. Pratik Jain, partner at PwC, said the sequential rise in the number of e-way bills issued is a good sign and means that consumption in December was higher than in November. "It would logically mean that the GST collection

# Tuhin Pandey takes charge as revenue secy

Replaces Arunish Chawla, who was appointed to the post on Dec 25

MONIKA YADAV  
New Delhi, 9 January

Finance Secretary Tuhin Kanta Pandey (pictured) on Thursday took charge as the revenue secretary in the finance ministry, a day after the Appointments Committee of the Cabinet announced his change in position.

In a major reshuffle in the finance ministry late on Wednesday evening, Pandey, who was serving as the secretary in the Department of Investment & Public Asset Management (DIPAM), was made the revenue secretary while incumbent revenue secretary Arunish Chawla was shifted to DIPAM after his brief stint. Both departments, part of the finance ministry, are currently at the height of activ-

ity in preparation for the 2025-26 (FY26) Budget, set to be presented on February 1.

A 1987-batch Indian Administrative Service (IAS) officer from the Odisha cadre, Pandey had been serving as the DIPAM secretary since October 24, 2019. He held the additional portfolio of secretary of the Department of Public Enterprises from August 1, 2024. He also held the portfolio of secretary of the Department of Personnel and Training (DoPT) for a brief period.

Pandey as DIPAM secretary is credited with concluding the long-pending sale of national carrier Air India and also for the instrumental role he played in the public debut of Life Insurance Corporation (LIC) of India. Throughout his career, Pandey has taken on various significant responsibilities in both the Union government and the state government of Odisha, in addition to serving a stint in the Regional Office of the United Nations Industrial Development Organisation.

In the Union government, he served as joint secretary in the Planning Commission (now NITI Aayog), joint secretary in the Cabinet Secretariat, and deputy secretary in the Ministry of Commerce.



### OPINION

# Sovereign AI: A strategic imperative for the coming wave



RAJEEV CHANDRASEKHAR

The age of artificial intelligence (AI) is here, with AI representing a major strategic opportunity and a national security imperative.

While India's digital and innovation economy is growing thrice as fast as the rest of the economy, with the aim of reaching a size of \$1 trillion soon, the central government under Prime Minister Narendra Modi has invested in both semiconductors and AI.

AI has seen remarkable growth in recent years: Compared with 2018, when a 340 million-parameter model was considered "big", ChatGPT today has 1.8 trillion parameters, Gemini 1.5 trillion, and China's DeepSeek 240 billion.

But this truly remarkable growth is concentrated in just a few companies in just a few countries. For a world struggling to deal with the power of the Big Tech, the coming second wave of AI also presents new challenges. As Economist Nouriel Roubini says, "this wakeup call from the future warns of just what's coming, and what the global

economic and political implications are likely to be".

The impact of AI is deep and profound. It has become critical not just for economic/digital sovereignty but also national Security. I make a case here for India to have its own "Sovereign AI" strategy — to develop, control, and deploy its own AI capabilities, even as it partners with other countries and companies. This will be critical as we look to our future as one of the top-three economies.

#### Strategic importance

The race for AI supremacy is about technological advancements. It also represents a fundamental shift in how nations will drive economic growth and competitiveness in this decade. The countries that rely solely on foreign AI risk compromising their strategic independence, data sovereignty, and economic capabilities.

Sovereign AI means building India's AI capabilities — from research & development to deployment and management — that can add to global AI research and also take on a strategic goal of protecting our own economic interests from risks of AI denial or weaponisation by countries in an increasingly competitive world. As Author Yuval Harari puts it, "the coming technological wave promises to provide humanity with godlike powers of creation, but if we fail to manage it wisely, it may destroy us".

While sovereign AI is a response to the concentration of AI power in just a few companies and countries,

developing AI capabilities will not be easy, trivial or for the fainthearted. Real cutting-edge talent, capabilities and partnerships with the private sector and academia will have to be part of our national strategy.

#### Vital guarantor for economy

For India's economic ambitions, AI will be a strategic focus. It is a layer on the internet in most commercial applications, and India has invested heavily in digital and innovation economy on the internet. AI will also transform and disrupt the entire landscape of industry and economy as we know it, and it will also deeply transform digital governance and digital public infrastructure. Robotics and autonomous systems will transform manufacturing and services, and synthetic biology will transform health care. Human Longevity and productivity will impact the workforce, economy and national competitiveness.

As we see the progress being made by a handful of companies like OpenAI, Meta, Google, GrokAI and Claude in the US, and DeepSeek in China, it becomes imperative for India to envision and build its own AI capabilities. To be sure, India's young innovators are creating and will continue to create many "wrapper" AI applications, built on global large language models (LLMs). The dependence on the Big Tech models and platforms is a longstanding strategy of the Big Tech to ensure proliferation of their tech.

The development of this innovation

ecosystem must not be mistaken with "Sovereign AI" road map and its strategic imperative. India's ambition must not only be about use-case solutions with wrapper AI apps or small language models but also of being at the forefront of shaping the future of AI with deep capabilities and talent.

#### Economic data, technological sovereignty

First, the world, including India, is already struggling with the power of the Big Tech. Now, their AI models will only increase their already significant power over the internet and digital economy.

Second, we now know that the impact of AI will extend to every part of our economy — beyond just digitisation. AI will also determine industrial competitiveness. Nations with strong AI capabilities can better protect and develop their intellectual property, innovation and competitive advantage in manufacturing and services. So, it follows that countries without AI will not be competitive in future.

Third, sovereign AI capabilities are vital to prevent economic coercion and dependence on foreign models. They also protect strategic industries and interests.

Almost every one of the large AI platforms uses Indian data scraped and harvested via social media platforms, search engines, etc, without any consent or attribution. So, the other outcome of this will be 'data sovereignty', meaning control over and curation of Indian data and datasets,

including their processing and storage.

With US President Donald Trump and emergence of powerful Big Tech around him, digital trade and access to AI reciprocity could become elements of future negotiations. More follow-up legislation like the proposed Digital India Act and an India Data Sets programme are required to enable sovereign AI, which also ensure protection of citizen privacy, and guardrails to see that AI models are safe and trusted.

#### National security in 21st century

AI is revolutionising the security landscape. Recent conflicts in Europe and West Asia have shown how consumer grade tech, coupled with AI, is completely transforming battlefields and asymmetric conflict. AI is deeply transforming national security tools, platforms. So, sovereign AI is vital for maintaining a country's autonomy and safeguarding its strategic interests. Advanced AI systems, meanwhile, are transforming military operations through improved battlefield awareness, autonomous systems like drones, and predictive analytics for threat assessment — which are redrawing conventional battlefields. AI systems will play a vital role in

protecting power grids, transportation networks, and communication systems from cyberattacks and physical threats. AI-powered surveillance, threat detection, and cyber defence systems are essential for today's and tomorrow's intelligence and anti-terror operations, even as AI makes asymmetric conflict

more viable and potent. Dependence on foreign AI technology for critical national security creates potential vulnerabilities that adversaries could exploit.

#### The way forward

Total AI self-reliance may not be practical. But India's strategic partnerships with other nations and companies could shape the future of AI. India's sovereign AI capabilities will put us in a position where we can work with other trusted partners to develop future AI and for inclusion of tech as PM Modi's government has done with digital public infrastructure.

With the battle for power in the age of AI on, it is an exciting and worrying time. There is a need to be "situationally aware" about the changes and unprecedented velocity of changes.

Leopold Aschenbrenner of OpenAI says: "Over the past year, the talk of the town has shifted from \$10 billion compute clusters to \$100 billion clusters to trillion-dollar clusters."

PM Modi's view is that tech, including AI, should be inclusive and available to all, but it is clear that this thought is not shared by others. That then is the case for India to build its sovereign AI while continuing to advocate partnerships in AI. Being a spectator in this race is simply not an option.

The author is a former Union minister

(This is the first of three parts in a series on the AI opportunity in India that Mr Chandrasekhar is writing exclusively for Business Standard. Parts 2 & 3 will be published on the BS website soon)

# India's economy may grow 6.6% in 2025, 6.7% in 2026: UN report

RUCHIKA CHITRAVANSHI  
New Delhi, 9 January

The Indian economy is expected to grow by 6.6 per cent in 2025 and 6.7 per cent in 2026, supported by solid private consumption and investment growth, according to the United Nations (UN) flagship report, World Economic Situation and Prospects 2025, released on Thursday.

Keeping its 2025 growth forecast unchanged from its mid-2024 estimates, the UN report said, "In India, the public sector continues to play a pivotal role in funding large-scale infrastructure projects, physical and digital connectivity, and social infrastructure, including improvements in sanitation and water supply. Strong investment growth is expected to continue through 2025."

The First Advance Estimates from the National Statistics Office forecast the Indian economy to slow to a four-year low of 6.4 per cent in



## WHAT THE REPORT SAYS

- Capital expenditure on infrastructure development expected to have strong multiplier effect on growth in the coming years
- Expansion in the manufacturing and services sectors to continue to drive economy
- Strong export growth in services and certain goods categories, such as pharmaceutical and electronics, to bolster economic activity
- Favourable monsoon rains in 2024 have improved summer-sowing areas for all major crops, boosting agricultural output expectations for 2025

2024-25, falling short of the Reserve Bank of India's (RBI's) projection of 6.6 per cent.

The report highlighted that capital expenditure on infrastructure development is expected to have strong multiplier effects on growth in the coming years. Expansion in the manufacturing and services sectors will

continue to drive the economy, while strong export growth in services and certain goods categories, such as pharmaceutical and electronics, will bolster economic activity, the UN report said.

It also noted that favourable monsoon rains in 2024 have improved summer-sowing areas for all major

crops, boosting agricultural output expectations for 2025.

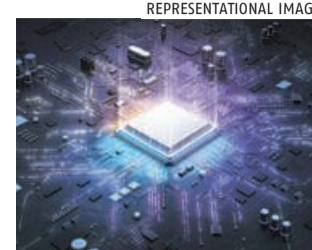
The UN report said that economic growth in South Asia is expected to remain robust in 2025, primarily driven by strong performance in India. The region is projected to grow at 5.7 per cent in 2025 and 6 per cent in 2026.

Risks to the outlook, the report stressed, include possible escalation of geopolitical tensions, deceleration in external demand, ongoing debt challenges, and social unrest. In addition, the region is highly vulnerable to the impact of climate hazards, with extreme weather events posing a significant risk, the report said.

"Countries cannot ignore these perils. In our interconnected economy, shocks on one side of the world push up prices on the other. Every country is affected and must be part of the solution — building on progress made," said António Guterres, UN Secretary-General, in the foreword to the report.

# Meity seeks 10K GPUs, receives offer for 20K

SURAJEET DAS GUPTA  
New Delhi, 9 January



Many Indian firms that have expressed interest, have tied up with Nvidia to procure GPUs

The Ministry of Electronics and Information and Technology (Meity) has received offers for 20,000 graphics processing units (GPUs) from companies that bid under the ₹10,370 crore IndiaAI Mission — nearly double of what it is seeking through a request for empanelling companies.

Its request, to build artificial-intelligence (AI) computing capacity, came on August 16 last year. A senior official in Meity said: "We were looking at 10,000 GPUs ... but we have received offers for over 20,000. We are evaluating them, and after that we will take a call, which will take some time. There is enthusiasm among companies."

The aim is to create affordable AI infrastructure, which will support startups, academics, and research agencies, among others. As many as 28 companies have shown an interest in this and 19

lot of 4,000 was delivered a few months ago and is in use. The company says it is expecting to get the rest soon, adding, it has a visibility of another 32,000.

The other big players that have tied up with Nvidia include Reliance Industries, which has jointly announced building AI computing infrastructure in the country. It is reportedly going to provide the company Blackwell AI processors to build its large-scale data centre in Jamnagar.

This apart, the Tata group, E2E and Olas Kruttim have also got into various tieups and agreements to source GPUs. Tata Communications is powering its AI cloud infrastructure with Nvidia Hopper GPUs. It has also tied up with the company, And E2E has announced it is the first to bring in Nvidia H200 Tensor Core GPUs to the Indian market.

The other firms that have bid include Sify Digital Services, Orient Technologies, and CMS Computers NxtGen.

## DPIIT calls for suggestions to boost FDI

KHUSHBOO TIWARI  
Mumbai, 9 January

The Central government has asked industry associations, legal players and regulatory representatives to suggest ways to further improve the business climate for overseas investors to boost the flow of foreign direct investment (FDI) — which has been on a decline for the last three years.

The Department for Promotion of Industry and Internal Trade (DPIIT) on Thursday held a meeting with industry bodies CII, FICCI, ASSOCHAM, and representatives from the Reserve Bank of India to discuss norms governing inbound investments and to come up with ways to increase overseas equity flow into the country.

"The government has sought suggestions on the sectors and areas where the FDI policy can be further liberalised and situations where clarity is required. The discussions included minimum capitalisation norms, beneficial ownership determination criteria, and downstream investments," a representative from a law firm, who was part of the meeting, said.

The industry associations and legal players have been asked to submit their responses in the next two to three days on how to ease the norms.

People privy to the development said that the government is looking favourably on measures to attract more FDI in the country and investments in MSMEs.

Legal players said that the officials also discussed issues around Press Note 3 which scrutinises investments from land-bordering countries.

Further clarity has been sought from DPIIT on what a foreign owned and controlled company (FOCC) can and cannot do. The legal players also sought clarity on FDI in the skill based gaming industry.

## India Ratings rules out corporate capex recovery in FY26

ABHIJIT LELE  
Mumbai, 9 January

India Ratings on Thursday said that any broad-based or strong recovery in corporate capital expenditure was unlikely in the upcoming financial year 2026 (FY26) due to uncertainty of domestic and external demand.

The uncertainty is adversely affecting the overall corporate sector capex. Interest rates on credit are not the primary deterrent to decisions about capital expenditure, said Soumyajit Niyogi, director, core analytical group, Ind-Ra, in a webinar on the credit market outlook.

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**EXTRACT OF AUDITED FINANCIAL RESULTS FOR THE QUARTER AND NINE MONTHS ENDED DECEMBER 31, 2024**  
(₹ in crores)

Sl. No.	Particulars	Quarter ended December 31, 2024	Quarter ended September 30, 2024	Quarter ended December 31, 2023	Nine Months ended December 31, 2024	Nine Months ended December 31, 2023	Year ended March 31, 2024
		(Audited)	(Unaudited)	(Audited)	(Audited)	(Audited)	(Audited)
1.	Total Income from Operations	1,698.99	1,630.38	1,253.20	4,840.08	3,573.65	4,965.29
2.	Net Profit/ (Loss) for the period (before Tax, Exceptional and/ or Extraordinary items)	538.20	459.91	386.14	1,473.84	1,205.57	1,685.24
3.	Net Profit/ (Loss) for the period before tax (after Exceptional and/ or Extraordinary items)	538.20	459.91	386.14	1,473.84	1,205.57	1,685.24
4.	Net Profit/ (Loss) for the period after tax (after Exceptional and/ or Extraordinary items)	425.37	387.75	335.54	1,196.81	914.85	1,252.23
5.	Total Comprehensive Income for the period [Comprising Profit/ (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	399.58	478.20	424.69	1,279.65	843.44	1,095.43
6.	Paid up Equity Share Capital (Face Value of ₹ 10/- each )	2,687.76	2,687.76	2,687.76	2,687.76	2,687.76	2,687.76
7.	Reserves (excluding Revaluation Reserve)	7,154.31	6,648.39	5,446.80	7,154.31	5,446.80	5,871.66
8.	Securities Premium Account (net)	863.63	863.63	863.63	863.63	863.63	863.63
9.	Net worth	9,842.07	9,336.15	8,134.56	9,842.07	8,134.56	8,559.43
10.	Paid up Debt Capital/ Outstanding Debt	57,930.62	54,638.64	41,700.70	57,930.62	41,700.70	49,686.86
11.	Outstanding Redeemable Preference Shares	-	-	-	-	-	-
12.	Debt Equity Ratio	5.89	5.85	5.13	5.89	5.13	5.80
13.	Earnings Per Share (of Rs. 10/- each) (for continuing and discontinued operations) -						
	A. Basic:	1.58	1.44	1.38	4.45	3.91	5.16
	B. Diluted:	1.58	1.44	1.38	4.45	3.91	5.16
14.	Capital Redemption Reserve	-	-	-	-	-	-
15.	Debt Redemption Reserve	428.69	418.38	432.69	428.69	432.69	397.75
16.	Debt Service Coverage Ratio	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
17.	Interest Service Coverage Ratio	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

**Notes:**

a) The above results have been recommended by the Audit Committee of Directors and approved by Board of Director in their respective meetings held on 09.01.2025 and have been audited by **M/s Shiv & Associates, Chartered Accountants.**

b) The above is an extract of the detailed format of quarterly and year-to-date financial results filed with Stock Exchanges under Regulation 33 & 52 of the SEBI LODR Regulations. The full format of the said financial results are available on the website of the Company <https://www.ireda.in/financial-results> and on the websites of Stock Exchanges [www.bseindia.com](http://www.bseindia.com) & [www.nseindia.com](http://www.nseindia.com).

c) For the other line items referred in regulation 52(4) of the SEBI LODR Regulations, pertinent disclosures have been made to Stock Exchanges and can be accessed at [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com) respectively.

**For and on Behalf of the Board of Directors**  
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Pradip Kumar Das  
**Chairman & Managing Director**  
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## BHARAT MOBILITY GLOBAL EXPO 2025

# WHERE INNOVATION MEETS SUSTAINABILITY

*As electrification, sustainable practices, and localization take centre stage, the Bharat Mobility Global Expo 2025, highlights India's growing role as a global automotive manufacturing hub, driving innovation and environmental responsibility, writes Garima Dutt*



India's auto components industry is at the cusp of a transformative phase, playing a critical role in the nation's vision of sustainable and advanced mobility. With electrification, sustainability, localization, and cutting-edge innovation becoming the industry's focal points, the sector has shown resilience in overcoming global disruptions while adapting to new trends.

Central to this growth story is the upcoming Bharat Mobility Global Expo 2025 – The Components Show, a flagship event that aims to unite stakeholders to forge partnerships, showcase technological advancements, and co-create solutions that transcend geographic and economic boundaries.

### A Robust Industry Adapting to Change

The auto components industry in India has become a vital cog in the country's economy. According to the Automotive Component Manufacturers Association of India (ACMA), the sector achieved a remarkable turnover of Rs. 6.14 lakh crore (USD 74.1 billion) in FY 2023-24. With a steady annual growth rate of 9.8%, it continues to be an enabler of both automotive OEMs and the aftermarket ecosystem.

The sector's ability to pivot towards sustainable practices and advanced technologies is evident in its export performance, which saw a 5.5% rise to USD 21.2 billion. Imports, growing at a restrained 3%, underscore the industry's concerted push toward self-reliance. Electric vehicle (EV) components accounted for 6% of the total output, highlighting the growing integration of green technologies within the manufacturing ecosystem.

"This performance speaks volumes of the industry's commitment to innovation, sustainability, and resilience," says Vinnie Mehta, Director General, ACMA. "Component supply for EVs indicates the pace at which the sector is pivoting to align with global and domestic trends."

### Exports and Imports: Trends and Challenges

India's growing stature as a global hub for auto components is reflected in its export markets, with North America, Europe, and Asia contributing 32%, 33%, and 24%, respectively, to the total USD 21.2 billion in exports.

Commenting on this success, Pankaj Chadha, Chairman, Engineering Export Promotion Council of India (EEPC), notes, "India's engineering sector, including auto components, is steadily gaining global prominence. By adopting advanced manufacturing technologies and embracing digital transformation, we are producing world-class products that meet international standards. Enhanced export capabilities, driven by progressive policies and industry collaboration, are unlocking unprecedented opportunities."

On the import front, the USD 20.9 billion figure—dominated by a 65% contribution from Asian markets—reinforces the need for deeper localization. This is particularly critical in the EV domain, where India is rapidly advancing indigenous solutions for key components like batteries, motors, and controllers.

"The achievement of a trade surplus of USD 300 million illustrates the strides made by the industry," says Shradha Suri Marwah, President, ACMA & CMD, Subros Ltd. "We've witnessed a marked rise in high-value components and increasing localization, which are critical drivers of this growth. Despite facing challenges such as geopolitical conflicts and an unstable export environment, the Indian auto component industry has emerged as a globally preferred hub," adds Marwah.

This growing momentum is tempered by persistent challenges such as supply chain vulnerabilities, raw material price fluctuations, and rising freight costs. Still, the industry's resolve remains strong. "Our sector is a global success

story," Marwah adds. "Yet challenges demand greater adaptability and efficiency as we continue to drive value on the global stage."

### Bharat Mobility Global Expo 2025: A Landmark Event

Given the changes the sector is witnessing, the Bharat Mobility Global Expo 2025 – The Components Show is poised to be a transformative platform that brings together stakeholders across the automotive value chain. Scheduled to be held at the state-of-the-art Yashobhoomi Convention Centre in Dwarka, New Delhi, the expo's theme, "Co-Creating Value Chains Beyond Boundaries" encapsulates the industry's vision of collaborative innovation.

More than just an exhibition, the expo will serve as a crucible for thought leadership, strategic dialogue, and global partnerships. With participation from over 1,000 companies, including OEMs, Tier-1 and Tier-2 suppliers, tech startups, policymakers, and academia, it aims to drive technological advancements, foster international collaborations, and create actionable roadmaps for the industry.

"This expo will underscore India's emergence as a global hub for innovation and advanced manufacturing," explains Marwah. "It's not just an event—it's a movement towards creating a mobility ecosystem that's sustainable and future-ready. We aim to foster collaborations that go beyond boundaries and create a globally competitive, sustainable future for mobility."

### Innovation and Localisation at the Forefront

Innovation is the lifeline of the auto components sector, and the expo will place a strong emphasis on the technologies defining the future of mobility. From batteries and charging systems to digital interfaces and smart systems, the industry is preparing for a paradigm shift toward electrification and connectivity.

Localization also remains key to sustaining

**With participation from over 1,000 companies, including OEMs, it aims to drive technological advancements, foster international collaborations, and create actionable roadmaps for the industry**

long-term growth. "To maintain a competitive edge on the global stage, we must embrace smart manufacturing, invest in R&D, diversify product portfolios, and expand exports. Strengthening domestic supply chains through deep localization and equipping MSMEs with advanced technologies is critical for our sector's success," says Vikrampati Singhania, Vice President, ACMA&MD, JK Fenner, highlighting its significance.

### Government Initiatives Fuelling Growth

Government policies like the Production-Linked Incentive (PLI) schemes and Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) have proved a crucial role in accelerating the industry's shift toward advanced manufacturing. The push for sustainable mobility and electric vehicle adoption complements the auto component industry's focus on green solutions and localisation.

"The auto industry is witnessing a transformative phase, driven by robust volume growth, accelerated electrification, and innovations like ADAS and software-driven vehicles. As India emerges as a global automotive hub, deeper localisation and investments in R&D will empower the sector to lead globally," emphasises, Shailesh Chandra, President, SIAM & MD, Tata Motors Passenger Vehicles.

Moreover, India's burgeoning EV market presents a massive opportunity. With a projected 25-30% CAGR in EV adoption over the next five

years, the demand for localised, high-quality components will further expand.

### Sustainability: The Core of Growth

While the export market for Indian auto components, valued at USD 21.2 billion, has grown steadily, environmental challenges demand sustainable manufacturing practices, emphasising green factories, energy-efficient technologies, and circular economies.

"The automotive sector stands on the threshold of a profound transformation. By capitalising on green mobility and elevating manufacturing capabilities, India has the potential to attract substantial investments and emerge as a global leader in sustainable mobility," says Sanjiv Puri, President of the Confederation of Indian Industry (CII).

### Towards a Future of Collaboration & Sustainability

Collaboration will be the cornerstone of future mobility. From joint ventures to R&D collaborations, the industry is breaking silos and seeking synergistic growth models. Sustainability, too, remains a priority, with a focus on minimising carbon footprints, adopting circular economies, and emphasising green manufacturing processes.

"We are not merely manufacturers; we are architects of a sustainable and inclusive tomorrow," remarks Marwah. "Every initiative, policy, or product is being designed with a long-term vision of environmental sustainability and community empowerment."

### Co-Creating the Mobility of Tomorrow

As the Bharat Mobility Global Expo 2025 draws closer, it offers a glimpse of the industry's collaborative spirit and forward-looking vision. It symbolises India's readiness to lead in a mobility landscape shaped by innovation, sustainability, and inclusivity. The expo isn't just a trade event; it's an amalgamation of ideas, cultures, and technologies aimed at redefining the very notion of mobility. It invites stakeholders to co-create a world where value chains transcend boundaries and usher in a new era of advanced and responsible mobility solutions.

As Marwah aptly puts it, "The Bharat Mobility Global Expo 2025 isn't just about showcasing our capabilities. It's about sharing a dream—a dream of a more connected, sustainable, and prosperous world led by India's auto component industry."

With optimism and a commitment to progress, the auto component industry continues to drive India forward—one innovation at a time.

**Quote  
Unquote**

India's automotive sector is at a pivotal moment, embracing transformative trends like electrification, alternative fuels, and sustainable mobility. The government is dedicated to reducing vehicular pollution, and we are actively promoting the adoption of cleaner technologies such as EVs, ethanol, and hydrogen. Further, with investments in green infrastructure, and a push for world-class roadways, we aim to create a future-ready ecosystem. While acknowledging the challenges of road safety and pollution, we are working tirelessly to ensure India leads the global automotive revolution with innovation, sustainability, and robust infrastructure at its core."



**SHRI NITIN JAIRAM GADKARI,**  
Ministry of Road Transport & Highway

The Bharat Mobility Global Expo 2025, with The Components Show as an integral part, is a comprehensive platform that highlights India's strength in mobility innovation and manufacturing. While the show focuses on future-ready solutions like



electrification, autonomous technologies, and sustainability, it also highlights the prowess of India's automotive supply chain. Together, we aim to redefine the global narrative on sustainable and advanced mobility, positioning India as a leader in the field."

**SHRADHA SURI MARWAH,**  
President, ACMA & CMD Subros Ltd

India's auto components industry stands poised for extraordinary growth, driven by its adaptability and relentless pursuit of excellence. To maintain a competitive edge on the global stage, we must embrace smart manufacturing, invest in R&D, diversify product portfolios, and expand exports. Equally important is strengthening domestic supply chains through deep localisation and equipping MSMEs with advanced technologies to unlock their full potential. By fostering innovation and adopting sustainable practices, our industry can set new benchmarks and position India as a trusted and forward-thinking partner in the global automotive ecosystem."



**VIKRAMPATI SINGHANIA,**  
MD, J.K Fenner & VP, ACMA

India's engineering sector, including auto components, is steadily gaining global prominence. By adopting advanced manufacturing technologies and embracing digital transformation, we are producing world-class products that meet international standards. Enhanced export capabilities, driven by progressive policies and industry collaboration, are unlocking unprecedented opportunities. With a strong emphasis on energy-efficient solutions, workforce upskilling, and resilient supply chains, India is well-positioned to emerge as a trusted partner for cutting-edge engineering solutions on the global stage."



**PANKAJ CHADHA,**  
Chairman, Engineering  
Export Promotion Council of India (EEPC)

## KEY HIGHLIGHTS OF THE EXPO

- Technology Showcases:** Demonstrating advancements in EVs, connected mobility, artificial intelligence, and other frontier technologies.
- Policy Dialogues:** Engaging policymakers and industry leaders to deliberate on challenges, opportunities, and regulations shaping the future of mobility.
- Global Partnerships:** Creating a space for international collaboration to drive mutual growth

and innovation.

- Skill Development Workshops:** Focused on nurturing the next generation of automotive engineers and innovators.
- Empowering Women and Startups:** In an industry often perceived as male-dominated, the expo aims to highlight inclusivity. There will be dedicated sessions and platforms for women entrepreneurs, engineers, and innovators in the mobility ecosystem.

Furthermore, the expo will celebrate startups, offering them a platform to showcase disruptive solutions and engage with established industry players. Recognizing the growing role of Indian startups in mobility innovation, the expo will foster mentorship opportunities and joint ventures. "Diversity fuels innovation, and the auto components industry is no exception. We're excited about creating opportunities for diverse groups and catalysing a more inclusive industry," adds Vinnie Mehta.

PARTNERS  
ORGANISATIONS

**ACMA**  
Mobility Foundation

**CII**  
Confederation of Indian Industry

**EEPCINDIA**  
ENGINEERING THE FUTURE

**SIAM**  
Society of Indian Automobile Manufacturers



# Bharat Mobility Global Expo 2025

Beyond Boundaries: Co-creating Future Automotive Value Chain



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# SUSTAINABILITY AT THE WHEEL: India's Green Shift in the Automotive Sector

Garima Dutt

*India's automotive sector is embracing sustainability through electric vehicles, smart manufacturing, and eco-friendly innovations. Supported by policy initiatives and advanced technologies, the shift positions India as a global leader in green mobility*

As India accelerates toward greener and more sustainable transportation, the automotive sector is focusing on practices that reduce its carbon footprint and conserve resources. While evolving technology continues to shape this transformation, sustainability is becoming both a challenge and a key driver of growth in the industry.

According to the Society of Indian Automobile Manufacturers (SIAM) and various other outlets, India is poised to emerge as the world's fourth-largest automobile market, valued at over USD 100 billion. This remarkable growth underscores the sector's need to balance environmental concerns, consumer demand, and regulatory requirements.

## A Multi-Pronged Approach

At the heart of India's sustainable automotive revolution lies a multi-pronged approach that includes circular economy principles, alternative powertrains, eco-friendly manufacturing processes, and forward-looking government policies. From electric vehicles (EVs) to green technologies and efficient manufacturing, the road ahead holds both challenges and rewarding opportunities.

Pankaj Chadha, Chairman, Engineering Export Promotion Council of India (EPEC), emphasises that India is recognised for delivering world-class products that meet international standards. He notes, "India's engineering sector, including auto components, is gaining global prominence by embracing digital transformation. Our focus on energy-efficient solutions and workforce upskilling strengthens India as a trusted partner in innovative, sustainable manufacturing."

## Electrification and Green Mobility

A significant catalyst for the automotive sector's sustainability is the increasing move toward a circular economy. According to the Capgemini Research

Institute, Indian automotive manufacturers aim to cut carbon emissions by 30-45% by 2030 by incorporating recycled and alternative materials into their products. India's vehicle scrappage policy, which incentivizes the phasing out of older, more polluting vehicles, is also contributing to this transition.

As EV adoption accelerates, innovations such as Advanced Driver-Assistance Systems (ADAS) are driving changes in mobility and manufacturing. "The auto industry's shift toward electrification, marked by innovations like ADAS, is reshaping mobility and manufacturing. Government initiatives like the Production-Linked Incentive (PLI) scheme are critical for ensuring India's leadership in the global shift toward green mobility," states Shailesh Chandra, President, SIAM and MD Tata Motors Passenger Vehicles Ltd.

India's PLI scheme is helping drive substantial investments into EV manufacturing, creating a robust infrastructure to support the nation's growing position in the global electric vehicle market.

## Sustainable Manufacturing

Vinnie Mehta, Director General, ACMA, highlights the growing role of electric vehicle components in the industry, noting that they now represent 6% of the sector's output. "The auto components sector's shift toward EVs reflects India's commitment to sustainability and innovation, positioning the country as a key player in global trends for a responsible mobility ecosystem," he adds.

Beyond adopting cleaner technologies, India's automotive sector is embracing green manufacturing practices, from energy-efficient processes to cutting carbon footprints. These efforts are not only addressing global environmental standards but are also creating a competitive edge for Indian manufacturers in the global market.



## Localisation and Resilient Supply Chains

As the demand for high-value components grows, India's automotive industry is increasingly focusing on localising production and strengthening domestic supply chains. Shradha Suri Marwah, President, ACMA & CMD, Subros Ltd., observes that India's auto component sector has become a preferred global hub, thanks to its focus on innovation and alignment with global standards.

Strengthening supply chains, increasing localisation of critical components, and providing Small and Medium Enterprises (SMEs) with advanced technologies are vital for the industry's continued growth. Vikrampati Singhania, MD J.K. Fenner & Vice President of ACMA, highlights that India must prioritise smart manufacturing, research and development, and expanding exports to stay globally competitive: "Our industry's push for R&D and diversification is transforming India into a globally trusted automotive hub."

India's burgeoning automotive industry is

becoming an epicentre of innovation, with a growing emphasis on green manufacturing and sustainable practices. As a result, India is steadily boosting its exports and reinforcing its position in the global automotive supply chain.

## Challenges Along the Way

The journey toward full sustainability is not without challenges. EV adoption remains sluggish due to high initial costs, particularly for batteries. The lack of charging infrastructure and limited vehicle range also deter consumers from making the shift. Smaller suppliers face challenges in adopting sustainable practices, as reported by India's Ministry of Heavy Industries.

The Capgemini Research Institute's 2022 report points out that many manufacturers struggle with integrating sustainability into daily operations and tracking their progress, while AI tools are increasingly being used to mitigate such challenges by optimising vehicle performance and supply chains. Sanjiv Puri, President, Confederation of Indian Industry (CII), stresses that the shift toward software-driven vehicles and green mobility holds immense potential for India's future automotive landscape. "These innovations, paired with the government's policy initiatives, are setting the stage for India to lead the way in sustainable mobility," he says. The future of India's automotive sector is intertwined with sustainability, innovation, and the rise of electrification. With the government's continued support and increasing investment in advanced technologies, India is well on its way to establishing itself as a global leader in green mobility. As the automotive sector continues to evolve, India's commitment to sustainability promises to ensure its place as an industry frontrunner for years to come.



India is uniquely positioned to become a global hub for automobile and component manufacturing. With a growing domestic market, a young and dynamic workforce and unwavering government support, we possess the right ingredients for success. The vision of the government, led by Hon'ble Prime Minister Shri Narendra Modi ji, goes beyond scale; it is about creating a sustainable, future-ready ecosystem. With rising demand and a strong commitment to quality and innovation, India is on a clear trajectory to lead the global automotive landscape. Initiatives like the PLI scheme, Make in India and supportive trade and investment policies will further accelerate this journey towards global leadership."

SHRI PIYUSH GOYAL, Ministry of Commerce & Industry

India's auto components sector is playing a key role in our economic development. Our government is committed to helping the industry meet global sustainability standards by encouraging clean technologies and energy-efficient practices through initiatives such as the PLI Scheme for auto and for Advanced Chemistry Cell and PM e-drive scheme, among others. These initiatives will not only boost domestic value-added manufacturing but will also enhance India's competitiveness in the Global automotive market."

MR. H D KUMARASWAMY, Union Minister of Heavy Industries & Steel

## Accelerating Localization: India's Auto Component Industry and the 'Make in India' Push

The COVID-19 pandemic underscored the vulnerabilities of global supply chains, prompting Indian manufacturers to shift focus from global sourcing to regional suppliers. This paradigm shift is driving localization—a key pillar of the "Make in India" initiative—and building a robust domestic supply chain for the auto component sector. "The remarkable strides in localization are critical to India's emergence as a globally preferred automotive hub," says Shradha Suri Marwah, President, ACMA, and CMD, Subros Ltd. "High-value components and advanced manufacturing practices have positioned us competitively despite geopolitical challenges."

### Strengthening the Policy Framework

Government support through targeted policies has accelerated this transition. The Production-Linked Incentive (PLI) scheme, with a significant allocation of USD 7.8 billion for the automobile and auto components sector, underscores the intent to reduce import dependency and boost local manufacturing. Additionally, interest subsidies and investments in new equipment aim to modernise the industry while bolstering domestic innovation.

"The PLI scheme plays a pivotal role in fostering a cost-effective manufacturing base, which is up to 25% cheaper than Europe or Latin America," says Vinnie Mehta, Director General, ACMA. "This cost advantage, coupled with innovative localisation efforts, demonstrates our capability to lead sustainably," he avers.

### Advancing Technology & R&D

Localisation efforts are being supported by increased investment in R&D, with the automotive sector channelling 8% of its research budget toward developing indigenous technologies. Strategic focus areas include catalytic converters, electric motors, and automatic transmissions, aimed at achieving a long-term competitive edge.

Shailesh Chandra, President of SIAM, highlights the importance of aligning with global trends: "Electrification and software-driven systems are redefining supply chains and manufacturing. Localisation of advanced components will empower India's auto sector to meet global standards while fostering innovation."

Collaborations like Tata Motors' Lead IT initiative, aiming for net-zero emissions by 2040, exemplify the sector's dual commitment to green and localised solutions.

### Reducing Import Dependency

Historically, India's automotive industry has relied heavily on imports for transmission and electronic components. Localisation is mitigating this depend-

ency while addressing supply chain disruptions exacerbated by geopolitical tensions.

As per ACMA, the Indian auto component industry achieved a turnover of ₹3.32 lakh crore (USD 39.6 billion) in H1 2024-25, reflecting an 11.3% growth over the previous year. Exports also showed a strong performance, increasing by 7% to USD 11.1 billion, with North America accounting for 31% of exports and witnessing 8.3% growth. Despite challenges, ACMA reported a trade surplus of USD 150 million for the same period, demonstrating the resilience of the sector amidst global uncertainties.

### Industry Collaboration & MSMEs

Strengthening domestic supply chains requires collaborative efforts between OEMs and MSMEs. Equipping smaller players with advanced technologies and supporting their integration into larger supply networks will unlock untapped potential.

"Our industry must embrace smart manufacturing, diversify portfolios, and strengthen MSMEs," says Vikrampati Singhania, MD, J.K. Fenner & VP, ACMA. "These measures will help us lead globally while fostering a resilient ecosystem."

The focus on deeper localisation aligns with the "China Plus One" strategy, encouraging manufacturers to diversify supply chains to mitigate risks. By FY28, investments of INR 58,000 crore (USD 7 billion) are projected in localising advanced components.

### A Long-term Vision for Growth

Localization is more than a pandemic response; it is a strategic imperative for all major players. By integrating backward processes and optimizing costs, the industry is safeguarding against currency fluctuations and strengthening its position on the global stage. "India's engineering and auto components sector are consistently pushing boundaries," says Pankaj Chadha, Chairman, EPEC. "Progressive policies, digital transformation, and workforce upskilling are not only fuelling growth but also reinforcing India's leadership in sustainable manufacturing."

### Looking Ahead

With an overall industry turnover of ₹6.14 lakh crore (USD 74.1 billion) achieved in FY 2023-24, as reported by ACMA, India's auto component sector is undergoing a transformation that combines sustainability with localisation. From advanced manufacturing practices to leveraging government policies like the PLI scheme, the sector is cementing its position in the global market while aligning with the vision of "Atmanirbhar Bharat."

With industry and government working in tandem, India's localisation story sets a benchmark for innovation, resilience, and responsible growth, fuelling the engine of the nation's journey toward global prominence.

## India's Auto Component Sector: Driving Toward a Global Future

Garima Dutt

The Indian automotive component industry is experiencing a profound transformation, driven by innovation, sustainability, and government incentives such as the Production Linked Incentive (PLI) scheme. According to ACMA, the sector achieved an impressive turnover of ₹6.14 lakh crore (USD 74.1 billion) in FY24, marking a 9.8% growth compared to the previous year. This growth highlights India's evolving role in the global automotive landscape, bolstered by a focus on rising exports and increased localisation.

India's cost-effective manufacturing continues to be one of its most compelling advantages, alongside a focus on producing high-value components domestically, which reduces reliance on imports. According to ACMA, auto component exports rose by 5.5%, reaching USD 21.2 billion in FY24, with North America and Europe each accounting for over 30% of exports.

Shradha Suri Marwah, President of ACMA and CMD, Subros Ltd., remarks, "India's auto component industry has emerged as a globally preferred hub. Localisation efforts and advanced manufacturing practices are enabling us to meet international demand while reinforcing India's leadership in the global market." This momentum underscores the sector's focus on building a resilient ecosystem, capable of withstanding global challenges while capitalising on trends such as the pivot toward electric vehicles (EVs).

### Make in India: A Catalyst for Growth

Under the "Make in India" initiative, the government has aggressively promoted indigenisation and investment in the auto component sector. The Indian government's PLI scheme has catalysed growth by incentivising investments in advanced manufacturing and R&D. Supplies to Original Equipment Manufacturers (OEMs) in FY24 amounted to ₹5.18 lakh crore (USD 62.4 billion), representing 8.9% growth, according to ACMA.

"India's auto components sector is playing a key role in our economic development. Our government is committed to helping the industry meet global sustainability standards by encouraging clean technologies and energy-efficient practices through initiatives such as the PLI Scheme for auto and for Advanced Chemistry Cell and PM e-drive scheme, among others. These initiatives will not only boost domestic value-added manufacturing but will also enhance India's competitiveness in the global automotive market," states H. D. Kumaraswamy, Union Minister of Heavy Industries & Steel.

Sanjiv Puri, President of the Confederation of Indian Industry (CII), emphasises, "Aligned with the government's focus on EVs and sustainable practices, the sector is attracting substantial domestic and foreign investments. These initiatives are setting the stage for India to become a global leader in sustainable mobility." Localisation has played a vi-

tal role in enabling manufacturers to produce high-value components domestically. Shradha Suri Marwah notes, "A significant rise in high-value components and increasing localisation are critical factors driving our growth."

### The Pivot to Electric Mobility

India's focus on sustainable mobility through initiatives like FAME II (Faster Adoption and Manufacturing of Hybrid and Electric Vehicles) has created new opportunities for the auto component industry. According to ACMA, components for electric vehicles accounted for 6% of the sector's turnover in FY24. Additionally, exports of EV-related components have contributed to India's push for sustainable mobility solutions. Vinnie Mehta, Director General of ACMA, adds, "The sector's export growth reflects its readiness to embrace green technologies and advanced manufacturing. By integrating cutting-edge solutions, the industry continues to drive India's vision of a sustainable and self-reliant mobility ecosystem."

### Technology and Sustainability: The New Pillars

Advanced technologies such as smart manufacturing, ADAS (Advanced Driver Assistance Systems), and connected vehicles are revolutionising the industry. These advancements have positioned India's auto component sector as a global enabler of sustainable growth. According to ACMA's data for H1 FY25, the aftermarket segment grew by 3.6%, reaching ₹47,416 crore (USD 5.7 billion). This technological shift has positioned the auto components industry as a critical enabler of sustainable growth. Energy-efficient solutions and upskilling initiatives are ensuring that the workforce is ready to tackle future challenges. Pankaj Chadha, Chairman of EPEC India, highlights, "By adopting advanced technologies and embracing digital transformation, India is delivering world-class products. These efforts are not just fuelling growth but also reinforcing India's standing as a leader in innovation and sustainable manufacturing."

### MSMEs: Unlocking Potential

Micro, Small, and Medium Enterprises (MSMEs) are crucial to the sector's expansion, particularly through technological upgradation and skill development. "Strengthening domestic supply chains through deep localization and equipping MSMEs with advanced technologies will be crucial to unlocking their full potential," stresses Vikrampati Singhania, MD of J.K. Fenner and Vice President of ACMA. By investing in R&D and diversifying product portfolios, MSMEs are helping the industry meet the needs of both domestic and international markets.

India's automotive sector stands on the threshold of a profound transformation, offering an unparalleled opportunity to capitalise on the evolving technology landscape and scale up. I envision tremendous potential in adopting software-driven vehicles, green mobility and elevating manufacturing capabilities. Aligned to the government's strong emphasis on EVs and sustainable practices, the sector will not only attract substantial domestic and foreign investments but also pave the way for India to emerge as a global leader in sustainable mobility."

SANJIV PURI, President, Confederation of Indian Industry (CII)

The auto industry is witnessing a transformative phase, driven by robust volume growth, accelerated electrification, and cutting-edge technology innovations like ADAS, connected and software driven vehicles. These trends are not just reshaping mobility but also redefining manufacturing and supply chains. As India emerges as a global automotive hub, the auto components industry will play a pivotal role in fostering innovation and achieving deeper localization, bolstered by the Government's supportive policies e.g. PLI. By aligning with global standards and investing in R&D, the auto components ecosystem can empower the Indian auto sector to lead on a global stage, ensuring sustainable growth while meeting the aspirations of a rapidly evolving market."

SHAILESH CHANDRA, President SIAM; MD TATA Motors Passenger Vehicles Ltd & Tata Passenger Electric Mobility Ltd



**IN BRIEF**  
US firms announced fewest hires in a decade in 2024

US firms pared back hiring plans in 2024 as employers announced the smallest additions to headcount in almost a decade, according to figures published on Thursday. Monthly data from Challenger, Gray & Christmas showed firms announced plans to hire 769,953 workers last year, the least since 2015. Job cuts also picked up, with employers planning to eliminate 761,358 positions — a 5.5 per cent increase from 2023. The report builds on recent data showing moderating labor demand as businesses remain cautious. **BLOOMBERG**

**SoftBank and Arm weigh buying Ampere Computing**

SoftBank Group Corp and its majority-owned Arm Holdings Plc are exploring a deal for Ampere Computing LLC, according to people familiar with the matter. Ampere, the Oracle Corp-backed semiconductor designer, has drawn takeover interest from Arm while exploring its strategic options, said the people, who asked not to be identified. Talks could still fall apart, the people cautioned. It's also possible Ampere could end up being bought by another suitor. It couldn't be learned what valuation SoftBank, Arm and Ampere are currently discussing. **BLOOMBERG**

**18 assailants killed in failed attack on Chad's prez palace**

An attack on Chad's presidential palace left 18 assailants dead and six in custody, with one soldier killed and three wounded, state media reported Thursday. The attack on Wednesday night occurred while Chadian President Mahamat Deby Itno was inside the palace, but authorities said the situation was quickly brought under control. "The situation is completely under control. There is no fear," Foreign Affairs Minister Abderaman Koulamallah said while surrounded by soldiers in a live Facebook broadcast filmed inside what appeared to be a quiet presidential palace late on Wednesday. **AP**

**Army airstrike kills 40 in western Myanmar village**

An airstrike by Myanmar's army on a village under the control of an armed ethnic minority group killed about 40 people and injured at least 20 others, officials of the group and a local charity said on Thursday. They said hundreds of houses burned in a fire triggered by the bombing. The attack occurred on Wednesday in Kyauk Ni Maw village on Ramree island, an area controlled by the ethnic Arakan Army in western Rakhine state, they said. The military has not announced any attack in the area. **AP**

**Lebanon Parliament chooses new President after 2 years**

Lebanon's Parliament voted Thursday to elect the country's army commander, Joseph Aoun, as head of state, filling a more than two-year-long presidential vacuum. The vote came weeks after a tenuous ceasefire agreement halted a 14-month conflict between Israel and the Lebanese militant group Hezbollah and at a time when Lebanon's leaders are seeking international assistance for reconstruction. The session was the legislature's 13th attempt to elect a successor to Michel Aoun. **AP**

**16 uranium mining labourers abducted in Pakistan**

At least 16 labourers working on a uranium and plutonium mining site in Pakistan's restive Khyber Pakhtunkhwa province were abducted by unknown armed men on Thursday, sources said. The labourers were abducted from a vehicle en route to the Atomic Energy Mine Project site in Lakki Marwat district. Later, the abductors set the vehicle on fire in the Qabal Khel area. The gunmen shifted the labourers to an undisclosed location. No group claimed responsibility for the abduction. The banned Tehreek-i-Taliban Pakistan (TTP) is active in the area. **PTI**

**Legislation in US House to end Pak's non-Nato ally position**

An influential Republican Congressman has reintroduced legislation in the US House of Representatives to terminate the designation of Pakistan as a major non-NATO ally. Reintroduced by Congressman Andy Biggs, Chairman of the House Judiciary Committee's Subcommittee on Crime and Federal Government Surveillance, the legislation says the president should not issue a certification in this regard unless Pakistan continues to conduct military operations that are contributing to significantly disrupting the safe haven and freedom of movement of the Haqqani Network in Pakistan. **PTI**

**AI may kill 200K jobs at global banks**

**BLOOMBERG**  
9 January

Global banks are expected to cut as many as 200,000 jobs in the next three to five years as artificial intelligence encroaches on tasks currently carried out by human workers, according to *Bloomberg Intelligence*. Chief information and technology officers surveyed for *BI* indicated that on average they expect a net 3 per cent of their workforce to be cut, according to a report published Thursday. Back office, middle office and operations are likely to be most at risk, Tomasz Noetzel, the *BI* senior analyst who wrote the report, said in a message. Customer services could see changes as bots manage client functions, while know-your-customer duties would also be vulnerable. "Any jobs involving routine, repetitive tasks are at risk," he said. "But AI will not eliminate them fully, rather it will lead to workforce transformation." Nearly a quarter of the 93 respondents predict a steeper decline of between 5 per cent and 10 per cent of

total headcount. The peer group covered by *BI* includes Citigroup Inc, JPMorgan Chase & Co and Goldman Sachs Group Inc. The findings point to far-reaching changes in the industry, feeding through to improved earnings. In 2027, banks could see pretax profits 12 per cent to 17 per cent higher than they would otherwise have been — adding as much as \$180 billion to their combined bottom line — as AI powers an increase in productivity, according to *BI*. Eight in ten respondents expect generative AI to increase productivity and revenue generation by at least 5 per cent in the next three to five years. Banks, which have spent years modernising their IT systems to speed up processes and shave costs in the wake of the financial crisis, have been flocking into the new generation of AI tools that could further improve productivity. Citi said in a report in June that AI is likely to displace more jobs across the banking industry than in any other sector. About 54 per cent of jobs across banking have a high potential to be automated, Citi said at the time.

**Banks have been flocking to the new generation of AI tools that could further improve productivity**

**Biden to further limit Nvidia AI chip exports in final push**

President Joe Biden's administration plans one additional round of restrictions on the export of artificial intelligence chips from the likes of Nvidia Corp just days before leaving office, a final push in his effort to keep advanced technologies out of the hands of China and Russia. The US wants to curb the sale of AI chips used in data centres on both a country and

company basis, with the goal of concentrating AI development in friendly nations and getting businesses around the world to align with American standards, according to people familiar with the matter. The result would be an expansion of semiconductor trade restrictions to most of the world — an attempt to control the spread of AI technology at a time of soaring demand. **BLOOMBERG**



**Ring of fire tightens around LA**



Homes of several movie stars were destroyed as Palisades fire spread to Hollywood on Thursday. The blaze in Los Angeles has claimed five lives so far and forced 100,000 people out of their homes

**Biden cancels final foreign trip as Prez**

President Joe Biden cancelled the final overseas trip of his presidency just hours before he was set to depart for Rome and the Vatican, choosing to remain in Washington to monitor the response to devastating fires raging in California. Biden was scheduled to leave Thursday afternoon, after eulogising former President Jimmy Carter at a memorial service in Washington, for the three-day trip to meet with Pope Francis and Italian President Sergio Mattarella and Prime Minister Giorgia Meloni. **AP**

**Musk, allies plan to 'oust' Starmer as British PM**

**REUTERS**  
9 January

Billionaire Elon Musk has held private discussions with allies about removing British Prime Minister Keir Starmer from his position before the next general election, the *Financial Times* reported on Thursday. Musk, the world's richest person and a close ally of US President-elect Donald Trump, last month endorsed a German anti-immigration party ahead of elections slated in February, and has repeatedly commented on British politics, demanding PM Keir Starmer resign. Musk has been weighing how he and his allies can destabilise the Labour government and has sought information about building support for alternative British political movements to force a change in government, the report said, citing people familiar with the matter. Musk didn't immediately respond to a *Reuters* request for comment, outside regular business hours. "His view is that Western civilisation itself is threatened," one of the people was quoted as telling the *FT*. Musk earlier accused Starmer of what he said was a failure to prosecute gangs of



Elon Musk has reportedly sought information about building support for alternative British political movements to force a change in government

men who raped young girls when he was director of public prosecutions between 2008 and 2013. Starmer subsequently defended his work as Britain's top prosecutor. Separately, Musk is scheduled to host Alternative for Germany party leader Alice Weidel in a live interview on X on Thursday. The Musk-endorsed German party has been labelled as right-wing extremist by the German security services. Earlier this week, Norwegian PM Jonas Gahr Stoere expressed his concern over Musk involving himself in the political issues of countries outside of the US.

**HOLLYWOOD BURNING**  
Celebrities who lost their houses

"THIS HOME WAS WHERE WE BUILT SO MANY PRECIOUS MEMORIES. IT'S WHERE PHOENIX (SON) TOOK HIS FIRST STEPS AND WHERE WE DREAMED OF BUILDING A LIFETIME OF MEMORIES WITH LONDON (DAUGHTER)" **PARIS HILTON**



"I'M IN SHOCK AND FEELING NUMB FOR ALL SO MANY HAVE LOST, INCLUDING MY FAMILY. MY CHILDREN'S SCHOOL IS GONE. OUR FAVOURITE RESTAURANTS LEVELLED" **MANDY MOORE**



- Other celebrities who have houses in the area**
- LEONARDO DICAPRIO
  - MILES TELLER
  - EUGENE LEVY
  - ADAM BRODY
  - ANNA FARIS
  - ANTHONY HOPKINS
  - JOHN GOODMAN
  - JAMES WOODS
  - BILLY CRYSTAL
  - CARY ELWES
  - ADAM SANDLER
  - BEN AFFLECK
  - TOM HANKS
  - STEVEN SPIELBERG
  - JAMIE LEE CURTIS
  - MILEY CYRUS
  - MICHAEL KEATON

**We have Arctic interests: Kremlin on Greenland**

The Kremlin said that Russia had strategic national interests in the Arctic when asked to comment on US President-elect Donald Trump's remarks about acquiring Greenland, absorbing Canada and taking control of the Panama Canal. Trump has refused to rule out using military or economic action to pursue acquisition of the Panama Canal and Greenland, part of a broader expansionist agenda he has promoted since winning the November 5 election. Trump has also floated the idea of turning Canada into a US state and promised to change the name of the Gulf of Mexico to the Gulf of America. **REUTERS**

**Trump's inaugural panel raises \$170 mn**

President-elect Donald Trump has raised more than \$170 million for his upcoming inauguration, a record amount as tech executives and big donors have eagerly written large checks to help bankroll the ceremony. The private donations collected thus far were confirmed by a person with firsthand knowledge of the fundraising. The person said Trump's inaugural panel is expected to raise more than \$200 million by the end of the effort. **BLOOMBERG**

**No relief for Trump in hush money case**

New York's top court rejected Donald Trump's request to halt the president-elect's sentencing for his conviction on criminal charges stemming from hush money paid to a porn star, with a decision on a possible delay now in the hands of the US Supreme Court. The state court's decision was a setback for Trump, who now must pin his hopes of freezing the case at the nation's top judicial body, where his lawyers have made a similar emergency bid to avoid the sentencing, set for Friday in a Manhattan court. **REUTERS**



**US report warns of risks from online pharmacies**

**ASSOCIATED PRESS**  
9 January

Nearly all of the world's 35,000 online pharmacies are being run illegally and consumers who use them risk getting ineffective or dangerous drugs, according to the US Trade Representative's annual report on "notorious markets." The report also singled out 19 countries over concerns about counterfeit or pirated products. The report also named about three dozen online retailers, many of them in China or elsewhere in Asia that it said are allegedly engaged in selling counterfeit products or other illegal activities. The report says 96 per cent of online pharmacies were found to be violating the law, many operating without a licence and selling medicines without prescriptions and safety warnings. Their websites often look like legitimate e-commerce platforms, often with false claims that they are approved by the Food and Drug Administration, said the report, released Wednesday. The FDA and US Drug Enforcement

**TREADING ON THIN ICE**

- The US Trade Representative's annual report named three dozen online retailers, mostly in Asia, who are allegedly engaged in selling counterfeit products
- 96% online pharmacies were operating without a licence or selling medicines without prescriptions
- The FDA and US Drug Enforcement Administration have issued warnings against such sources

Last year, a network of illegal drug sellers based in the US, the Dominican Republic and India had packaged potentially deadly synthetic opioids into pills disguised as common prescription drugs

At least nine people died of narcotics poisoning between August 2023 and June 2024



Administration have both issued warnings about risks of buying prescription medicines from such sources. It cited a survey by the Alliance for Safe Online Pharmacies' Global Foundation that found nearly one in

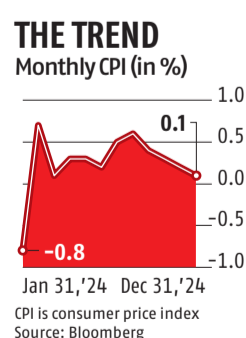
four Americans who have used online pharmacies reported having encountered substandard, fake or harmful medicines. Last year, Federal prosecutors reported that a network of illegal drug sellers based in the US, the Dominican

Republic and India had packaged potentially deadly synthetic opioids into pills disguised as common prescription drugs and sold millions of them through fake online drugstores, federal prosecutors said Monday. At least nine people died of narcotics poisoning between August 2023 and June 2024 after consuming the counterfeit pills, the indictment said. Apart from the risks of using drugs that may contain inert ingredients or those that could cause allergies, the medicines are sometimes made in unsanitary conditions, said the report, which did not give annual statistics for those who may have died or otherwise been harmed. The USTR's annual report cited examples from inside the United States, but also mentioned risks of imported ingredients including fentanyl from China. Many of the illicit online pharmacies are based outside the US. The "Notorious Markets List" did loud progress in fighting counterfeit and pirated goods. In one case, US authorities, industry groups and the police collaborated in

shutting down a Hanoi, Vietnam-based piracy ring, Fmovies, and other related piracy sites, in July and August. The report said the world's then-largest pirated movies site had drawn more than 6.7 billion visits from January 2023 to June 2024. In another Vietnam-linked case, two people operating pirate television platform BestBuyIPTV were convicted and ordered to pay fines and forfeit property. The report also cited crackdowns on online piracy in Brazil and the United Kingdom and busts of sellers of counterfeit purses, clothing and shoes in Kuwait. But problems remain with cyberlockers that thwart efforts to restrict piracy of movies and other content and of so-called "bulletproof" internet service providers, or ISPs, that promise people using them leeway for using pirate sites, it said. One such ISP is Avito, a Russian-based ad platform that allegedly lets sellers advertise counterfeit products. The report also pointed to social-commerce site Pinduoduo and to Douyin Mall, a Chinese online platform owned by Tiktok owner ByteDance. It said the shopping platforms have sought to build up protections but that they still host many counterfeit goods.

**China retail inflation fell to nearly zero in Dec despite stimulus**

China's consumer inflation weakened further toward zero, decelerating for a fourth straight month in a setback for government efforts to stamp out deflation and revive demand by injecting stimulus into the economy. The consumer price index rose 0.1 per cent from a year earlier, the National Bureau of Statistics said Thursday, compared with a 0.2 per cent gain in the previous month. The reading matched the median forecast of economists surveyed by *Bloomberg*. Factory deflation extended into a 27th month, though the producer price index recorded a slower drop of 2.3 per cent. But in a more encouraging sign for policymakers, core CPI — which excludes volatile food and fuel prices — picked up for a third month to 0.4 per cent from a year ago, reaching the highest level since July. **BLOOMBERG**



## Amplifying misinformation

Meta's decision will harm public interest

The decision by Meta (which owns Facebook and Instagram) to end its fact-check programme and replace it with "community notes" like X (formerly Twitter) was triggered by imminent change in America's political order. Meta faces antitrust investigation, and President-elect Donald Trump claimed he was "very probably" responsible for Meta initiating the change. Mr Trump has, on multiple occasions, expressed anger at fact checkers. Meta Chief Executive Officer (CEO) Mark Zuckerberg also said the platform would reverse its 2021 policy of reducing political content. This means more content on hot-button subjects like immigration, gender, and religion will be posted. The change will start in the United States (US). Meta may find it harder to switch in places like the European Union, which have more stringent regulations about hate speech and misinformation than the US. This decision alters how misinformation will be treated on two of the largest platforms. It also impacts the financials of 80-odd fact-checking organisations that work with Meta globally.

Fact checking was initiated after the 2016 US elections and the Brexit referendum, which were both influenced by rampant disinformation on Facebook. The decision to reduce political content was in response to user feedback. Third-party fact checkers were asked by Meta to verify content. Content rated "false" is downgraded in news feeds. If someone tries to share a false post, they are shown a note explaining why it is misleading. Twitter used a similar system until it was bought by Elon Musk, who replaced it with community notes. This allows users to collaboratively add context to misleading posts on X, relying upon a reader consensus rather than moderation.

While third-party fact check was by no means perfect, the X experience suggests that it was better than community notes. This move to supposedly enable free speech has led to an explosion of hate speech, abuse and harassment, and violent content. The first Transparency Report released by X after Mr Musk took over says 5.3 million accounts were banned for abusive behaviour between January and June 2024. This is over three times the 1.6 million accounts banned in the same period of 2022, before Twitter changed hands (October 2022). X also shares ad revenue with "premium posters". The combination of community notes and revenue sharing is a recipe for disaster. Controversial posts receive higher engagement, and posters that generate controversy get more revenues. The community notes system may also lead to content from and about public figures being mislabelled through concerted action by their opponents, which contradicts basic principles of free speech.

Misinformation on social media about the pandemic contributed to the crisis, with many individuals seeking out quack medication and avoiding vaccination. Similarly, climate-change deniers receive louder megaphone in the absence of fact checks. Mr Zuckerberg admits Meta will "catch less bad stuff" after removing fact checkers. He hopes this will enable more free speech about topics that are mainstream discourse, and reduce censorship and prevent "fake positives" leading to the ban of innocent posters. However, conflating fact checks with censorship of free speech is usually done in bad faith by those who stand to gain. The two are not the same. Unfortunately Facebook, Instagram, and X dominate the social-media landscape, and with Meta falling in line with Mr Trump's wishes, the change may lead to an amplification of misinformation and hate speech across all three platforms.

## Local, not global

Indian brands are rare in foreign marketplaces

News that several global private equity firms are queuing up to buy a stake in snack-food major Haldiram's is a reminder of the relative rarity of Indian brands in the global marketplace. Ever since the Indian economy opened up to global competition in 1991, it is foreign names that have come to dominate Indian homes. Many Indian brands have either disappeared or ceded space to foreign competition. Where Onida and Videocon once dominated the domestic market for TVs, washing machines, and household appliances, Japanese, Korean, and, increasingly, Chinese brands now rule the showrooms. In cars, the Premier Padmini and Ambassador vanished when Japan's Suzuki set up its joint venture to launch the Maruti, an Indian brand only in name. Here, too, it is the Japanese, Koreans, Germans, and Chinese that offer consumer choices, with Tata and Mahindra & Mahindra being the only indigenous exceptions. In fast-moving consumer goods, brands such as Anchor, Nirma, Uncle Chipps, and Binny's, which once gave multinational players a run for their money, have all vanished or receded to the margins of the market.

Haldiram's, in contrast, is one of the handful of Indian-owned and -developed brands that not only grew but held its own against the snack foods flood from multinationals such as Lay's, Nestlé's, Kellogg's, and Haribo's. More to the point, it took its brand global, with factories and restaurants in the United Kingdom, North America, Southeast Asia, and West Asia. Amul, the flagship brand of the Gujarat Co-operative Milk Marketing Federation (GCMMF), is another notable exception. The pride of India's White Revolution, it is now a ₹80,000 crore brand that strongly expanded its core business of milk, dairy products, and chocolates, against growing competition from both the unorganised sector and entrenched global brands. Apart from exporting to over 50 countries, including the United States and European Union, Amul is now a member of the Global Dairy Trade, a platform where only the world's top six dairy players sell their products. In the main, however, indigenous brands overseas are thin on the ground. Bajaj's two-wheelers, with their decades-long presence in Africa and West Asia, and Airtel, with its pan-African mobile telephony network, are others that have entrenched markets overseas.

The abdication of Indian brands to global competition — with many of them converting themselves into contract manufacturers — reflects the lack of long-term thinking and strategic imagination, which are critical to brand-building. These shortcomings demonstrate how the habits of the protective licence raj have weakened corporate competitive abilities and thinking. This is not to say that Indian business is not capable of parrying global competition. Many of those that have been successful at doing so have evolved in the crucible of open competition. For instance, airlines such as Jet Airways (until it imploded), IndiGo, and Vistara (until it merged into Air India) have carved a space for themselves in international skies in the face of formidable competition from the world's biggest airlines. Now, with single malt brands such as Amrut, Rampur, and John Paul's making heady inroads into a space dominated by Scots brewers, there may be reason to raise a glass to the ability of young Indian brands to become truly world-class.

# Budgeting in the time of Trump

For the uncertain times ahead, the Budget must balance growth, jobs, and governance — and the recipe is distinctly unglamorous

ILLUSTRATION: BINAY SINHA



Economic policymaking must always reckon with uncertainty. There are times when the uncertainty is acute. The biggest challenge in recent years was the Covid-19 pandemic. It was hard to tell how long it would last. The policy response to it was, however, quite clear — fiscal and monetary stimulus, although nations came up with varying degrees of stimuli.

What looms ahead of the Union Budget for FY26 is, perhaps, even more challenging. Nobody quite knows how the US President-elect, Donald Trump, will proceed with his plans and how other nations will respond. Also uncertain are his stance on the two geopolitical hotspots at the moment, Ukraine and West Asia, not to mention his own additions, Greenland and the Panama Canal. The only known is that the world economy must brace for major shocks. The focus in the coming Union Budget must be to keep the growth momentum going so that the economy is better placed to withstand any shocks that arise.

Going by the latest estimates of the National Statistics Office, the government is likely to fall slightly short of the nominal growth target of 10.5 per cent for FY25. It may still meet the fiscal deficit target of 4.9 per cent of gross domestic product (GDP) because capital expenditure will fall below the budgetary estimate.

For FY26, the priority must be to maintain the central government expenditure at the FY25 level of 3.4 per cent of GDP, at the very least. This must not happen at the expense of capital expenditure by public sector undertakings (PSUs). Total central public expenditure (central government plus central PSUs) must be maintained at the FY25 level of 4.5 per cent.

This could well mean exceeding the fiscal deficit target of 4.5 per cent of GDP for FY26 indicated in last year's Budget. So be it. The imperative is to aim for GDP growth of close to 6.5 per cent in the coming year. It is hard to see any big rise in private investment driving

growth in the face of looming uncertainties.

The finance minister had indicated in her speech last year that, from FY27 onwards, the government would focus on ensuring a fall in the central government debt-to-GDP ratio rather than on the fiscal deficit itself. In blunt terms, this means letting go of what has turned out to be a futile two-decade quest to meet the Fiscal Responsibility and Budget Management (FRBM) fiscal deficit target of 3 per cent.

A strong fiscal stimulus is especially required because the scope for monetary easing may turn out to be less than what analysts had hoped for. The issue may not just be the persistence of domestic inflation. Mr Trump's position on tariffs spells higher inflation in the US and a strengthening of the dollar, at least in the short-run. The US Federal Reserve has indicated that rate cuts in 2025 will be fewer than previously anticipated. Post-Trump, other economies may find it more difficult to delink their policy rates from those of the Fed.

The second priority in the Budget must be the issue of unemployment, especially educated unemployment. Last year's Budget had announced three schemes aimed at incentivising employment in the private sector, along with an internship programme. It projected an expenditure of ₹2 trillion over five years, or ₹40,000 crore annually. However, the discernible allocation in the Budget was only ₹12,000 crore.

The coming Budget should tell us what the outcomes have been. It is unlikely that the private sector has met the government's expectations for job creation, or that it will in the future. Manufacturing has not taken off as expected, and it cannot be relied upon to generate large numbers of jobs in the near future. The services sector generates jobs but many are of low quality.

To alleviate educated unemployment on a crash basis, the government must go all-out to fill vacancies in government. It must also offer the promised intern-

ship stipend of ₹5,000 to all those who apply for internship through the government's portal and fail to secure one within six months. There will be much hand-wringing over unproductive jobs in government and freebies. Critics will say that the government must instead invest more in education and healthcare or in infrastructure. The latter would create conditions for the growth rate to move to over 7 per cent.

We have seen, however, that faster growth does not automatically create sufficient jobs or the right quality of jobs, not just in India, but also in other parts of the world. A large swathe of the population needs relief. With both the Centre and the states announcing hand-outs in various forms, we are moving towards an Indian version of a universal basic income. Like it or not, that is the consensus across the political spectrum. If we can, nevertheless, sustain GDP growth at around 6.5 per cent in an adverse global environment, investors will view India's growth-with-inclusiveness model as no mean achievement.

Lastly, the government must focus on improving governance and performance at PSUs and public sector banks (PSBs). The imperative is even stronger now that privatisation and asset monetisation have been put on the back burner.

The Financial Services Institutions Bureau (FSIB) has turned out to be a good model for making top-level appointments. The Bureau comprises professionals, a representative of the Reserve Bank of India and a representative of the finance ministry. It recommends whole-time directors and non-executive chairpersons for financial institutions. The government takes a call on the recommendations made by the Bureau.

The Bureau's mandate should also be extended to the appointment of independent directors. The responsibilities cast on independent directors by the RBI have increased considerably. Compensation for independent directors at public sector banks needs to be improved — it is eminently affordable today. A graded scheme can be introduced, depending on the size and performance of a bank.

The Public Enterprise Selection Board, which performs similar functions at public enterprises in the non-financial sector, needs to be recast along the same lines as the FSIB. It too must be mandated to appoint independent directors, and on better terms. A separate panel could be created to evaluate the performance of boards at all public enterprises.

A growth rate target of around 6.5 per cent, a high level of public capex, increased government spending on job creation, a relaxed view of the fiscal deficit target, and a greater focus on performance at PSUs/PSBs — the recipe may seem distinctly unglamorous. Well, that is what is required in the uncertain times that the arrival of Mr Trump bodes.

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FINGER ON THE PULSE

T T RAM MOHAN

## 2025: India's tech transformation year

In 2025, India will reach two key milestones — becoming a \$4 trillion economy and surpassing Japan to become the fourth-largest globally. Its future progress towards becoming the third-largest economy will depend on effectively harnessing emerging technologies, with McKinsey's 2024 report identifying 18 tech-areas that could add \$29 trillion to \$48 trillion globally by 2040.

The economic potential of new technologies can be maximised in two key areas: Production and usage. Producing technologies fosters innovation, creates jobs, and reduces dependency on imports. In a connected world, where network effects are significant, innovation leads to global dominance and huge economic gains, as exemplified by the dominance of a few players in sectors like semiconductors and e-commerce.

This year should be a watershed year, transforming India into a "Product Nation," with ₹1 trillion allocated for Research & Development to the private sector. Finalising its governance and implementation modalities would be of foremost importance. Other policy reforms include: Opening up of R&D across all sectors, including defence, atomic energy, and deep-water technologies while removing hurdles from legacy institutions; government procurement policy to foster innovations; greater priority to creating bigger skilled workforce in emerging technologies viz., quantum, cyber-security and space; global branding and export of indigenous industry products through bilateral and multilateral initiatives; reforming standard-making so that it is industry-led and supported by a legislative framework.

The use of new technologies enhances efficiency, boosts productivity, and stimulates innovation, generating multiplier effects throughout the economy. Government actions — creating infrastructure, providing financial support, reducing adoption costs, and enhancing skills — are critical for promoting technology adoption. The success of Aadhaar and UPI showcases the power of government policies in driving widespread tech adoption. A road map for 2025 for a few key technologies is outlined below:

**Artificial intelligence:** AI, including generative AI, is vital for India to leapfrog development in healthcare, education, and agriculture. The ongoing empanelment of vendors for 10,000 graphics processing units should be expedited. AI infrastructure must be prioritised for defence and security, with a focus on promoting startups and developing foundational models in agriculture, healthcare, education, and sanitation at subsidised rates. API-based access to India's diverse data assets will enable startups to build localised AI models.

**Cybersecurity and forensics:** India's swift digital adoption has outpaced its cybersecurity preparations, increasing risks. Threats from AI misuse, quantum technologies, and emerging tools like cryptocurrency, satellites, and drones only intensify these challenges. Stringent cybersecurity regulations, with penal provisions, must be enacted across critical sectors such as power, transportation, aviation, oil and gas, and health care. The Digital Personal Data Protection Act (DPDP), 2023, should be implemented early in 2025. Expanding the use of digital forensics in businesses by notifying private labs as examiners of electronic evidence, along with supporting the development of indigenous tools, is crucial.

**Quantum technologies:** A nodal ministry should be notified to roll out quantum technologies in key sectors like defence, healthcare, telecommunication, space, and finance. A time-bound action plan for adopting quantum key distribution and post-quantum cryptography solutions, leveraging existing indigenous capabilities, should be implemented. Also, quantum-safe satellite communication capabilities must be developed.

**Exploiting data wealth:** Tech giants like Google, Facebook, Microsoft, and Amazon have become trillion-dollar enterprises leveraging data. India, as a top data producer, can harness the account aggregator (AA) model to monetise data. In 2025, the focus should be on expanding and universalising the AA model in finance, while adapting and rolling it out in education and healthcare.



OFF THE GRID

AJAY KUMAR

## A mensch from Ludhiana



### BOOK REVIEW

KANIKA DATTA

The name Kundanlal doesn't figure on the list of "Righteous among the Nations", the Holocaust Memorial's designation for those who helped victims of the Third Reich's Final Solution. To Vinay Gupta, author of *A Rescue in Vienna*, Kundanlal, a former Provincial Civil Service officer of the Raj and later Ludhiana-based machine tool manufacturer, is a hero. One survivor of the Jewish families he saved from certain death described him as a *mensch*, the Yiddish term for a person of honour and integrity. Yet nothing was known of his acts of humanity until his grandson chose to research casual family lore.

Brijmohanlal Munjal, himself a prominent Ludhiana businessman, remembered him as an innovative businessman who didn't achieve much success.

True, Kundanlal (he used no surname), though a vivid personality, would not have merited a biography for his admittedly far-thinking but poorly managed businesses. Indians know of the Maharaja of Jannagar's offer of refuge to about 500 Polish children, Jewish and non-Jewish, orphaned in the Soviet gulags in 1942. But, as the author points out, that humane act was done at the behest of the Polish Consul General. Kundanlal did not risk life or livelihood to save Jews. He stumbled on a way to help them when he travelled to Austria in 1938 for surgery and visited a premier European trade fair for business opportunities. By 1938, Austria had been annexed to Hitler's Greater Reich and the process of driving out Jews had begun in earnest. Kundanlal probably got the first hint of this crisis when he arrived at the renowned hospital at which he had arranged to have surgery only to find that

Dr Gustav Singer, the famous specialist who was to treat him, had been dismissed for being Jewish.

Kundanlal went ahead with the surgery, and during his recovery he met the first of the families he was destined to rescue: Alfred Wachsler, who ran an upmarket furniture business, and his wife Lucy, then expecting their first child. There were no complications with Lucy's pregnancy but both were spending inordinate amounts of time in the hospital. Later, recovering in a sanatorium, Kundanlal met Fritz Weiss, a barrister, who had been admitted with serious injuries. These had been incurred after being attacked by a gang from the Sturmabteilung, the Nazi's paramilitary organisation, and then imprisoned. Barred from practising, his assets confiscated and lacking an exit visa, Weiss was sheltering in the sanatorium to review his options.

Kundanlal, whose big-heartedness was legendary back home, offered Weiss the post of general manager in a new company he planned to start trading wood products

and carpentry supplies called Kundan Agencies. That would give him a reason to get a visa to India. Once he recovered, he approached Wachsler, now a father but facing ruin because of boycott of Jewish enterprises. Kundanlal offered him a job as master craftsman for his bespoke furniture in the same company. He was willing to sign the unrestricted guarantee the Raj required to provide for the maintenance of any refugees before they were granted an Indian visa.

Kundanlal then placed a "help wanted" ad in a local newspaper asking for experts on wood working and textile weaving (he owned a cloth mill) who were willing to work in India. The unwritten condition was that the applicants must be Jewish. That yielded a response from Hans Losch, a textile designer who had lost his job after the anti-Jewish laws were passed. Also responding to the ad was Alfred Schafrenek, who ran a plywood business with his brother but had to

"voluntarily" surrender their property. A third rescue and perhaps the best fit for his core business was Siegmund Retter, owner of a machine tool factory that had been Aryanised.

Neither Fritz Weiss nor Hans Losch stayed in Ludhiana long. Instead, they found lucrative jobs with foreign-owned firms through the Bombay-based Jewish Relief Agency (JRA). It is possible, the author muses, that they struggled in a backwater like Ludhiana after the vibrant and sophisticated culture of Vienna.

**A RESCUE IN VIENNA: The Story of an Unlikely Saviour**  
Author: Vinay Gupta  
Publisher: Bloomsbury  
Pages: 228  
Price: ₹599

Kundanlal's austere life — a teetotaler and vegetarian — would have added to the difficulties of adjustment. Mr Gupta speculates that they never intended to work for Kundanlal and used his offer to exit Austria. He bears them no ill will since both lost family in the death camps. The JRA also found work for Retter, who arrived when Kundanlal could no longer afford to hire him because his

fortunes had dipped owing to war-time controls on essential supplies. The two families who did work in Ludhiana were the Wachslers and Schafreneks, and the book has some interesting family photographs of the wives posing in saris. But their stay was cut short after the British interned all German citizens, Jews and Gentiles. The account of their internment is one of the most interesting parts of the book, revealing the Raj in all its venality. It comes as a surprise to learn that Kundanlal, a freedom fighter close to Nehru and saviour of Jews, was a member of the RSS, unabashed admirers of Hitler. He was arrested for a spell after Gandhi was assassinated and the RSS banned.

This is a clear-eyed tribute to an extraordinary man that should remind Indians and Israelis of the values of disinterested humanity. The lack of an index and poor proofing — the spellings of some Austrian names vary, for example — detract from the narrative. It is also a pity that the author chose imaginary dialogue to portray events. A story sourced via the "assiduous interviews" he says he conducted and careful documentation would have yielded just as fascinating a story with a more authentic ring.

The author is distinguished visiting professor, IIT Kanpur, and former defence secretary



OPINION

# The Great Indian Poverty Debate – Act I, Scene 2

The release of the 2023–24 household consumer expenditure survey fact sheet and its use to derive fresh poverty estimates have opened a new scene in the poverty debate

P C MOHANAN AND AMITABH KUNDU

A recent State Bank of India (SBI) study says that India's poverty was well below 5 per cent in 2023-24. This was after the government released a fact sheet from the 2023-24 Household Consumer Expenditure Survey (HCES), recording a decline in poverty from 7.2 per cent in 2022-23 to 4.9 per cent in rural areas, and from 4.6 per cent to 4.1 per cent in urban areas during the same period.

The decline in poverty at the national level, by 17.2 percentage points, however, would be considered very sharp during the period from 2011-12 to 2023-24, with the poverty figure in the base year being 21.5 per cent.

In the past, the poverty debate in India had revolved around the release of the HCES reports roughly every five years. These surveys had a reasonably uniform data collection methodology from the 1970s to the mid-1990s. There was a general acceptance of the concept of a poverty line corresponding to a minimum calorie intake norm following the initial work done by Vinayak Mahadev Dandekar and Nilkanth Rath in the 1960s. Subsequently, the then Planning Commission adopted the methodology with some modifications for the official poverty estimates.

However, the widening mismatch between the household consumption expenditure in the National Sample Survey (NSS) and that in the national accounts statistics forced a review of the survey methodology, specifically the reference period used for recording the expenditure. This and the subsequent attempts to review the methodology of defining the poverty line through the recommendations of the Suresh Tendulkar and C Rangarajan committees somewhat unsettled the entire debate. This has made the recent poverty debates a complex exercise of juggling data and methodology, leading to contradictory conclusions.

The latest release of the fact sheet from the 2023-24 survey, its use to derive fresh estimates of poverty has opened a new scene in the poverty debate.



ILLUSTRATION: BINAY SINHA

### Poverty line

To recap the key issues, we note that the conventional approach to measuring poverty is to identify the expenditure on a set of goods and services at which the basic human need is met in terms of an accepted calorie norm, calling this minimum expenditure the poverty line. The original line was drawn where the household expenditure on goods and services met the minimum calorie norm, and its subsequent revisions were based on updating it by using price inflators. In this methodology, the HCES plays a crucial role as it provides the distribution of households/persons according to expenditure classes.

Studies have established that the different recall periods used in NSS surveys have a direct bearing on the estimated monthly expenditures that can, in turn, affect the position of poverty line and poverty estimates. This issue has now been laid to rest with the NSS adopting a mod-

ified mixed reference period (MMRP), where expenditure on food items consumed is recorded for a week, other regular goods and services consumed recorded for the last month, and a yearly reference period used for the remaining items.

The Tendulkar committee, however, recommended moving away from anchoring the poverty line to calorie intake due to the absence of any definite evidence of a linkage between calorie input and health outcomes. Instead, it considered the urban basket, associated with the urban poverty level of 27.5, based on the uni-

form reference period (URP) of one month, used in the 2004-05 survey, as being generally acceptable, and proposed it for rural areas. It nonetheless computed the rural poverty line using the mixed reference period (MRP) data that record expenditures on a monthly and yearly basis. The committee, having used a new reference basket and newly derived price indices based on the same dataset, stated that its headcount ratio should not be compared with earlier estimates.

The committee further recommended that as and when the MMRP was adopted by the National Sample Survey Office (NSSO), the MRP-equivalent per-capita expenditure should be shifted to MMRP, using the method adopted by the committee for shifting from URP to MRP per-capita expenditure for 2004-05. The Planning Commission estimated poverty rates based on the 2011-12 NSSO survey, but on the basis of MRP, not MMRP, and using price indices and methodology as suggested by the Tendulkar committee, though MMRP-based expenditure data were available.

The methodology suggested by the Rangarajan committee was different from that of the Tendulkar committee. A food basket that met the normative calorie, fat and protein requirements defined the food component of the poverty line basket. The median fractile (45-50 per cent) values of clothing expenses, rent, conveyance and education expenses were treated as the normative requirements of the basic non-food expenses of clothing, housing, mobility and education of the poverty line basket. To these two were added the observed expenses of all other non-food expenses of the fractile classes that met the nutrition requirements.

However, this report, unlike the Tendulkar committee report, was not officially accepted. Thus, we have the last official poverty estimate using the consumption expenditure data for 2011-12 using the MRP. This showed that 25.7 per cent of rural and 13.7 per cent of urban population were below the poverty line. As against this, the methodology used by the Rangarajan committee estimated 30.9 per cent of the rural population and 26.4 per cent of the urban population as being below the poverty line in 2011-12.

### Alternative datasets

The withholding of the 2017-18 HCES survey for unspecified data quality reasons led to the use of alternative datasets and simulation of household consumption expenditure distribution based on questionable assumptions. Scholars used household consumption expenditure recorded in surveys like PLFS and from sources like Centre for Monitoring Indian Economy (CMIE).

Experts like Surjit Bhalla generated synthetic expenditure distributions based on national accounts data. These exercises, however, took little notice of data comparability issues. Based on the 2022-23 HCES data and updating the 2011-12 Rangarajan poverty line using price inflators, Rangarajan and S Mahendra Dev also recorded

low figures of 12.3 per cent and 8.0 per cent in rural and urban areas, respectively, for 2022-23. The improved recording of expenditure with the introduction of multiple visits to collect data introduced from 2022-23 and the resulting non-comparability with earlier data however is not considered in these estimates.

The SBI team has used household expenditure distribution based on the latest 2023-24 survey using the MMRP. The brief methodology noted in the SBI report says that the new poverty line has been adjusted for decadal inflation and imputation factor derived from the NSSO report using the 2011-12 (based on MRP consumption) poverty line estimate of ₹816 in rural areas and ₹1,000 in urban areas. Clearly, this method ignores the higher estimate of household expenditure resulting from the use of MMRP in 2022-23 and 2023-24, while using a markedly lower poverty line using the MRP data, available for the estimate of 2011-12.

The other important point brought out in the SBI research paper is a decline in the gap between rural and urban poverty. This can be attributed to the identified urban areas in the survey in 2023-24 remaining the same as in 2011-12, except the possible inclusion of statutory towns, declared by the state governments. The urbanised parts of rural areas or the potential 'census towns' have not been included in the urban frame of HCES in the absence of any census since 2011. Had these potential 'census towns' been taken out of the rural frame, rural poverty is likely to be higher than that reported by the SBI research team.

The new datasets have opened more dimensions in the estimation methodology. For one, this uses three monthly visits to households, instead of one, to collect the data. Second, expenditure data is available after inclusion of imputed values for the free provision of items like laptop/personal computers, tablet, mobile handset, bicycle, motorcycle/scooty, clothing (school uniform), footwear (school shoes, etc), besides free food items. Imputation for these items and their inclusion would further mark up the household consumption expenditure.

Both these changes are expected to capture the expenditure much better but severely impact comparisons with the past surveys. This implies that the figures based on the new NSSO data for the years 2022-23 and 2023-24 would not be strictly comparable with those of 2011-12 as they underestimate poverty. This would be valid both for the estimates based on Tendulkar as well as Rangarajan methodology. The poverty debate after the release of the NSS 2022-23 and the current survey is thus unlikely to be conclusive and not different from the earlier great Indian poverty debate.

P C Mohanan is a former member of the National Statistical Commission and Amitabh Kundu is Professor Emeritus at L J University, Ahmedabad

TATA CONSULTANCY SERVICES LIMITED



### NOTICE

#### DECLARATION OF THIRD INTERIM DIVIDEND, A SPECIAL DIVIDEND AND PAYMENT DATE

The Board of Directors of the Company has at its meeting held on Thursday, January 09, 2025, declared a third interim dividend of ₹10 and a special dividend of ₹66 per equity share of ₹1 each of the Company. The third interim dividend and special dividend will be paid on Monday, February 3, 2025, to the equity shareholders of the Company, whose names appear in the Register of Members of the Company or in the records of the Depositories as beneficial owners of the shares as on Friday, January 17, 2025, which is the Record Date, fixed for the purpose.

The above information is also available on the website of the Company ([www.tcs.com](http://www.tcs.com)) and on the website of the stock exchanges where the shares of the Company are listed, i.e., BSE Limited ([www.bseindia.com](http://www.bseindia.com)) and National Stock Exchange of India Limited ([www.nseindia.com](http://www.nseindia.com)).

For Tata Consultancy Services Limited  
Sd/-  
Yashaswini Narendra Sheth  
Company Secretary

Place : Mumbai  
Date : January 9, 2025  
Registered Office:  
9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021  
Tel: +91 22 6778 9595  
Email: [investorrelations@tcs.com](mailto:investorrelations@tcs.com) Website: [www.tcs.com](http://www.tcs.com)  
CIN: L22210MH1995PLC084781

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### TENDER NOTICE

Bank of Baroda invites proposal for the following:

S. No.	Tender Name	Last date for submission of Bid
1	Request for Proposal for Selection of vendor for Onsite support for Peoplesoft HRMS application	31 <sup>st</sup> January 2025
2	Request for Proposal for Selection of SMS Service Providers	31 <sup>st</sup> January 2025

Details are available on Bank's website [www.bankofbaroda.in](http://www.bankofbaroda.in) under Tenders section and Govt. GeM portal.

"Addendum", if any, shall be published on Bank's website [www.bankofbaroda.in](http://www.bankofbaroda.in) under Tenders section and Government GeM portal. Bidders must refer the same before final submission of the proposal.

Place: Mumbai  
Date: 10.01.2025  
Chief Technology Officer

### GREAVES COTTON LIMITED

## GREAVES

Corporate Identity Number: L99999MH1922PLC000987  
Registered Office: J-2, MIDC Industrial Area, Chikalthana, Aurangabad-431210  
Corporate Office: Unit No. 1A, 5<sup>th</sup> Floor, Tower 3, Equinox Business Park, LBS Marg, Kurla (W), Mumbai - 400 070.  
Telephone: +91 22 41711700  
E-mail: [investorservices@greavescotton.com](mailto:investorservices@greavescotton.com); Website: [www.greavescotton.com](http://www.greavescotton.com)

### NOTICE OF POSTAL BALLOT

Pursuant to Section 110 and 108 of the Companies Act, 2013 ("Act") read with Companies (Management and Administration) Rules, 2014 and in terms of the General Circular Nos. 14/2020 dated 08<sup>th</sup> April, 2020 and 17/2020 dated 13<sup>th</sup> April, 2020 and subsequent circulars issued in this regard, the latest being 09/2024 dated 19<sup>th</sup> September 2024 issued by the Ministry of Corporate Affairs ("MCA Circulars"), the approval of the Members of Greaves Cotton Limited ("the Company") is sought for the following resolution by way of remote e-voting process only:

Sr. No.	Type of Resolution	Particulars
1.	Special Resolution	Approve the Greaves Cotton Employee Stock Option Plan 2024 ("ESOP-2024" or "the New Scheme")

In compliance with the requirements of the MCA Circulars, the Company has sent the Postal Ballot Notice ("Notice") on Thursday, 09<sup>th</sup> January, 2025, ONLY through electronic mode, to those Members whose email addresses were registered with the Company/Depository Participants(s) as on Friday, 03<sup>rd</sup> January, 2025 ("Cut-off date"). Accordingly, physical copy of the Notice along with Postal Ballot Form and pre-paid business envelope has not been sent to the Members for this Postal Ballot.

The Notice along with the instructions for remote e-voting is available on the website of the Company at [www.greavescotton.com](http://www.greavescotton.com), KFIN Technologies Limited (Registrar and Share Transfer Agent of the Company) ("KFinTech") at <https://evoting.kfintech.com> and on the Stock Exchanges where the equity shares of the Company are listed i.e., BSE Limited at [www.bseindia.com](http://www.bseindia.com) and the National Stock Exchange of India Limited at [www.nseindia.com](http://www.nseindia.com).

The Company has appointed KFinTech for facilitating remote e-voting to enable the members to cast their votes electronically. The Members holding equity shares either in physical form or in dematerialized form, as on Cut-off date may cast their vote electronically. The voting rights shall be reckoned on the paid-up value of equity shares registered in the name of the Member(s) as on the cut-off date and any person who is not a Member as on the Cut-off date should treat this Notice for information purpose only.

The remote e-voting period begins on Friday, 10<sup>th</sup> January, 2025 at 09:00 a.m. IST and ends on Saturday, 08<sup>th</sup> February, 2025 at 05:00 p.m. IST. Once vote on a resolution is cast, the Member(s) will not be able to change it subsequently. The assent or dissent received beyond the specified date and time for remote e-voting shall be treated as if reply from the Member has not been received.

Mr. Sunny Gogiya having Membership No. A56804 and Certificate of Practice No. 21563 or failing him Mr. Gaurav Sainani having Membership No.: A36600 and Certificate of Practice No. 24482, of M/s. SGG& Associates, Practising Company Secretaries, have been appointed as scrutineers to scrutinize the remote e-voting process for Postal Ballot in a fair and transparent manner. The results of the remote e-voting will be declared on or before Monday, 10<sup>th</sup> February 2025, by the Chairman of the Company or any other person authorized by him. The results declared along with Scrutinizer's Report will be displayed on the Company's website at [www.greavescotton.com](http://www.greavescotton.com), on the website of KFinTech at [www.kfintech.com](http://www.kfintech.com) as well as on Stock Exchanges' website viz [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com). The resolution, if passed by the requisite majority, shall be deemed to have been passed on Saturday, 08<sup>th</sup> February, 2025 i.e. the last date of remote e-voting.

To facilitate participation in the remote e-voting process, Members whose email addresses are not registered with their respective depositories participants, KFinTech or the Company can register their email addresses. The process for registration of email addresses by the Members holding equity shares either in physical form or in dematerialized form is provided in the Notice.

Post successful registration of the email address, the Member will receive a soft copy of the Notice alongwith the procedure of remote e-voting for this Postal Ballot.

In case of any queries, you may refer to the Frequently Asked Questions (FAQs) and e-voting user manual available at the download section of <https://evoting.kfintech.com> or call on 1800 309 4001 or send a request to KFinTech at [inward.ris@kfintech.com](mailto:inward.ris@kfintech.com) or contact Ms. Krishna Priya Maddula, Senior Manager, KFIN Technologies Limited, Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddi, Telangana India - 500 032.

For Greaves Cotton Limited

Place: Mumbai  
Date: 10<sup>th</sup> January, 2025  
Sd/-  
Atindra Basu  
Group General Counsel and Company Secretary

### PUBLIC CAUTION NOTICE



### BE ALERT, BE VIGILANT AND EXERCISE CAUTION

#### Fake WhatsApp messages by fraudsters, representing themselves to be an employee of DSP Mutual Fund

It has come to the notice of DSP Asset Mangers Private Limited ('AMC'), the investment manager of schemes of DSP Mutual Fund ('Fund') that a fake / fraudulent / deceptive WhatsApp message impersonating DSP Mutual Fund is being sent to defraud the public.

These individuals are trying to mislead and cheat the general public by representing themselves to be an employee of DSP Mutual Fund and requesting to watch videos on different social media channels or content publishers and accordingly get remunerated for such activity.

The following numbers have been used to send such fake WhatsApp messages, and it is probable that there could be more such numbers:  
+91 9161469679 • +91 7339855727 • +91 7893104796 • +91 8092741960 • +91 7805883535

The general public are hereby cautioned that neither DSP Mutual Fund nor the AMC has any association with such fraudsters who are sending such messages on WhatsApp or through other social media platforms. Kindly note the DSP Mutual Fund/ DSP Asset Managers Private Limited and/or its employees shall not be held liable for any losses suffered or action taken on account of reliance on such fake messages. We strongly condemn these deceptive actions and urge investors to exercise caution to avoid falling prey to such fraudulent messages.

We advise the general public to stay vigilant of such scams and exercise due caution before acting on it.

It is important to note that fraudsters may attempt to perpetrate scams not just via popular instant messaging or social media platforms but through other channels as well, where they can take advantage of the name of the AMC or the Fund or the brand.

We would like to inform to our Investors/ Prospective Investors/ General Public that we are only present on the following social platforms, with the handles/ channel names mentioned here: **X:** @dspmf | **Instagram:** @dspmutualfund | **YouTube:** @DSPMutualFund\_in | **Facebook:** @DSPMutualFund | **LinkedIn:** DSP Mutual Fund | **WhatsApp:** DSP Mutual Fund

If you come across any suspicious messages or fraudulent activity impersonating AMC, the Fund or its officials, do report them on the respective platforms as 'fake' and notify us at [service@dspim.com](mailto:service@dspim.com)

For DSP Asset Managers Private Limited  
(Asset Management Company for DSP Mutual Fund)  
Sd/-  
Authorised Signatory

Place : Mumbai  
Date : January 09, 2025

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

# Telcos seek easing of 'quality of service' norms

In place since Oct last year, stringent mandates are needed for transparency, locating poor connectivity areas: Trai

SUBHAYAN CHAKRABORTY  
New Delhi, 9 January

Continuing to push back against the stringent quality of service (QoS) norms brought in by the Telecom Regulatory Authority of India (Trai), telcos have informed the Department of Telecommunications (DoT) that collection and submission of monthly and site-to-cell-level data should be eased, officials and industry sources said.

In place since October last year, the QoS norms call for data for network availability, call drop, voice packet drop rate in uplink and downlink, among other parameters, to be collected at the cell level. The norms currently include network availability, accessibility of connection establishment, ease of connection maintenance, and point of interconnection congestion, with a series of sub-parameters. Trai has set minimum benchmarks for these over a one-month period in a fixed telecom circle.

Arguing that Trai did not sufficiently address their concerns over how burdensome and cost-intensive the measures will be, operators said they have approached the DoT. "Such stringent measures do not exist in any telecom market globally. In a country as populous as India, a vast number of towers are needed to provide services. The number of sites continues to be expanded. It's difficult to collect the data from every source with such frequency," an official with a private sector telco said.

But the DoT believes Trai has already spoken on the issue. "The issue has been brought up by the operators in certain discussions about QoS. There are many factors associated with the process of ensuring good telecom services. Trai has already taken a detailed look at this," a DoT official said.

Meanwhile, the Cellular Operators Association of India (COAI), which represents private sector telecom operators Reliance Jio, Bharti Airtel, and Vodafone Idea, has told the government that telcos face persistent challenges like Right of Way (RoW) issues, spectrum interference, and infrastructure constraints, hindering timely network rollouts. The Telecommunications Act 2023 introduced critical RoW amendments for uniform state laws, but timely implementation is crucial, especially for 5G expansion, it has said.

## QOS CALLS FOR...

- Display of technology-wise mobile coverage maps on their website
- Reporting of significant network outages, jitter, maximum bandwidth utilisation between radio and core network during busy hours
- System upgrade for online monitoring and reporting of QoS performance

## Not budging

Trai officials indicated that the regulator was unwilling to change the norms. Even as a large number of consumers complain because of poor quality of experience, the performance averages out for the entire telecom circle, officials pointed out. "But this often gives a different picture about QoS than what a customer experiences, with many areas or localities within the service area with significantly worse service. The updated norms are also in the interest of transparency," a Trai official said. He, however, pointed out the operators continue to mostly meet the benchmark for most QoS parameters.

Operators earlier submitted QoS data as per Licence Service Area (LSA), commonly called telecom circles. India has 22 telecom circles, many of which do not correspond with individual state boundaries. Case in point, Uttar Pradesh has two circles (East and West), while Maharashtra and Goa are a single circle.

# 'A milestone': Modi unveils genome data of 10K Indians

SANKET KOUL  
New Delhi, 9 January

Prime Minister Narendra Modi on Thursday announced the completion of the Genome India Project, describing it as an "important milestone in the biotechnology revolution" in the country, and unveiled the sequencing database of 10,000 Indians.

Genome sequencing, a laboratory technique used to decode the entire genetic composition of an organism or cell type, lies at the heart of the project. The data gathered from the sequencing of these individuals will be made available to researchers through managed access at the Indian Biological Data Centre (IBDC).

In a video message addressed to the Genomics Data Conclave, hosted by the Department of Biotechnology, Modi hailed the project as a pivotal step in India's biotechnology revolution, emphasising the creation of a diverse

genetic resource.

Launched in January 2020, the Genome India Project sought to construct a comprehensive catalogue of genetic variations within India's population, reflecting the country's immense genetic diversity. By conducting whole genome sequencing of 10,000 individuals from various population groups, the initiative aims to build a reference set of genetic variations unique to the Indian subcontinent.

"This data will now be available to our scientists and researchers, helping them understand India's landscape better. The information derived from this will greatly assist in policymaking and the design of various schemes for the country," Modi said.

This national database, he said, encapsulated the extraordinary genetic landscape of the country and promised to serve as an invaluable scientific resource.

## PM flags off Pravasi Bharatiya Express



Prime Minister Narendra Modi inaugurated four exhibitions at the Pravasi Bharatiya Divas convention in Bhubaneswar. He also flagged off Pravasi Bharatiya Express, a special tourist train for the diaspora. PHOTO: PTI

"It will facilitate advancements in the treatment of genetic and infectious diseases, foster the development of new medications and precision medical techniques, and enable research into the lifestyles and habits of diverse communities," Modi said.

The project was undertaken by a consortium of over 20 leading institutions,

including the Indian Institutes of Technology (IITs) in New Delhi, Madras, and Jodhpur; the Indian Institute of Science (IISc), Bengaluru; the Council of Scientific and Industrial Research (CSIR); and the Biotechnology Research and Innovation Centre (BRIC).

With inputs from PTI

## L&T chairman suggests 90-hr work week

Larsen & Toubro (L&T) Chairman S N Subrahmanyam (pictured) sparked an online outrage with his comments advocating a 90-hour work week and suggesting that employees should even give up Sundays.

"How long can you stare at your wife," he is heard saying in a purported video address to employees where he urged them to spend less time at home and more in the office. His remarks reignited the work-life balance debate, triggered by Infosys Co-Founder Narayana Murthy's suggestion of a 70-hour work week.

"I regret I am not able to make you work on Sundays. If I can make you work on Sundays, I will be more happy, because I work on Sundays," Subrahmanyam is heard saying in an undated video circulating on social media.



PTI

# Climate change may cut wheat, rice yields by up to 10%, warn officials

PRESS TRUST OF INDIA  
New Delhi, 9 January

India's rice and wheat output is projected to dip by 6-10 per cent due to climate change, impacting access to affordable food for millions, senior officials have said. Another effect of climate change is that sea water is becoming warmer along the coast forcing fish to move away to cooler water, which has also hit the fishing community, the officials said.

India's wheat production had touched 113.29 million tonnes in the 2023-24 crop year, which was about 14 per cent of the global out-

put, while rice harvests topped 137 million tonnes. Rice and wheat form staple diet for the country's 1.4 billion population, 80 per cent of which relies on subsidised food grains supplied through various government schemes.

"Climate change will reduce the yields of both wheat and rice by 6 to 10 per cent, significantly impacting farmers and food security of the country," Mrutyunjay Mohapatra, the director general of the India Meteorological Department (IMD), told PTI.



“THE REDUCTION IN YIELD WILL SIGNIFICANTLY IMPACT FARMERS AND FOOD SECURITY OF THE COUNTRY”

MRUTYUNJAY MOHAPATRA  
Director General, IMD

## [ TECH DIGEST ]

mybs.in/tech

### Oppo RENO 13 SERIES LAUNCHED

Oppo has introduced the Reno 13 and Reno 13 Pro smartphones in India. Both models are equipped with the MediaTek Dimensity 8350 processor and run on the Colour OS 15 interface, based on Android 15. They come with advanced artificial intelligence tools designed to enhance imaging and productivity. The Pro variant boasts a triple-camera configuration, featuring a 50MP main sensor.



### Poco launches X7 series smartphones

Xiaomi's sub-brand Poco has unveiled its X7 series smartphones in India, including the Poco X7 Pro 5G and Poco X7 5G models. The X7 Pro is powered by the MediaTek Dimensity 8400 Ultra chipset and houses a large 6,550mAh battery. In terms of photography, both the Pro and base variants are equipped with a 50MP Sony camera that includes optical image stabilisation (OIS).



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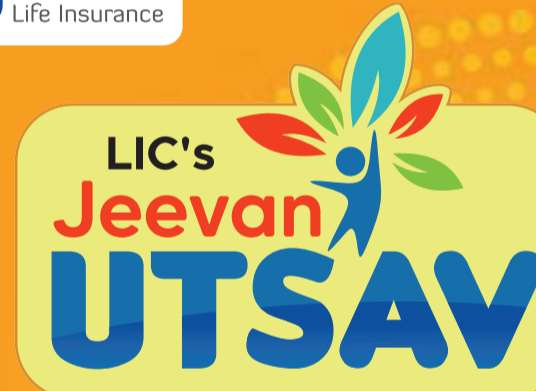
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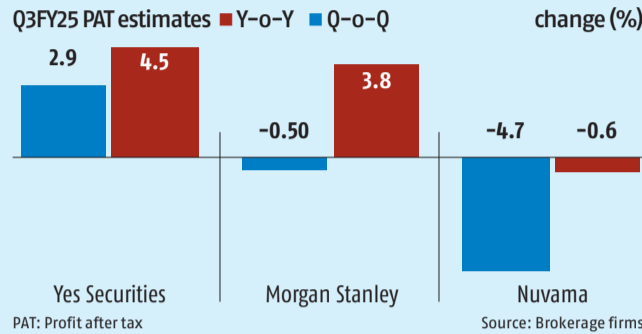
# Weak O2C biz may drag earnings for RIL again

Company's Ebitda may remain flat or decline marginally, say analysts

AMRITHA PILLAY  
Mumbai, 9 January



### THE PREDICTIONS



Reliance Industries Limited's (RIL's) core business is expected to once again drag earnings for the oil-to-telecom conglomerate in the third quarter of the current financial year (Q3FY25), said analysts.

Earnings estimates for the Mukesh Ambani-promoted entity are expected to either remain flat or decline marginally at the Ebitda level, compared to a year ago. Ebitda is earnings before interest, taxes, depreciation and amortisation. RIL is slated to declare its financial results for Q3FY25 on January 16.

In a Bloomberg poll, seven analysts estimated a consolidated revenue of ₹2.37 trillion and six analysts foresaw a net income adjusted of ₹18,940 crore for Q3FY25.

RIL operates three main business divisions — oil-to-chemicals (O2C), which comprises refining, fuel-retailing, and petrochemicals; and two consumer-facing businesses, namely retail and telecom.

In a January 7 report, analysts at Nuvama noted that earnings from Jio (telecom) and Retail are likely to aid a sequential improvement in RIL's consolidated Ebitda. However, in year-on-year (Y-o-Y) terms, "Ebitda is estimated to decline 1.5 per cent due to weak performance from the O2C," the note said.

Nuvama estimates a 10 per cent fall in Ebitda for the O2C business on the back of weak refining and soft petrochemicals, the report said. In a Yes Securities report dated January 2, analysts said RIL's

"retail segment is anticipated to achieve and reach its record-high Ebitda of Q3FY24, benefiting from sustained expansion (higher private label sales) and strong consumer demand, thereby contributing to overall better profitability".

Analysts with Morgan Stanley expressed a similar view, noting: "We expect Reliance's earnings and Ebitda to grow 4 per cent quarter-on-quarter (Q-o-Q) but flatish Y-o-Y as telecom tariff hikes and tightness in global fuel markets filter through in profitability." The report added that RIL is rationalising its retail floor space, and the retail segment Ebitda should be flatish on a Y-o-Y basis.

In the July-September period (Q2FY25), RIL reported a 4.8 per cent Y-o-Y decline in its consolidated profit (attributable to the

owners of the company) to ₹16,563 crore. For Q3FY25, RIL's profit after tax (PAT), as per Yes Securities, is expected to show marginal improvement of up to 3 per cent from a year ago. Others such as Nuvama and Morgan Stanley expect a 4.9 per cent Y-o-Y drop in PAT for the same period.

Analysts at Goldman Sachs expect the pressure on consolidated Ebitda to continue into the fourth quarter of the current financial year (Q4FY25). In a January 9 report, Goldman Sachs analysts said: "Strong telecom earnings growth is expected to be offset by weakness in energy and more muted retail growth (in Q3FY25). These challenges are already well known as the management flagged that the streamlining/restructuring of operations will remain a drag on retail earnings through the fourth quarter as well."



### AGGRESSIVE HYBRID FUNDS

## Cope with volatility, benefit from rate cuts

SARBAJEET K SEN

Volatility in the capital markets continues to pose a challenge to equity investors. At the same time, the possibility of interest rate cuts, following a prolonged wait, is growing. In such an environment, taking a balanced approach to investment through aggressive hybrid schemes of mutual funds may offer a prudent path forward.

"Aggressive hybrid funds are well-suited for the current market environment as equity markets are volatile due to global economic uncertainties, inflationary pressures, and shifting interest rate expectations. Their balanced asset allocation allows these funds to navigate such challenges more effectively," says Nirav R Karkera, head of research, Fisdom.

Hybrid funds are all-season funds. "They are best for new investors in equity markets as they help build confidence in the asset class," says Fatema Pacha, senior equity fund manager, Mahindra Manulife Mutual Fund.

### Cushion against volatility

Aggressive hybrid funds are designed to allocate 65-80 per cent of their assets to equities, with the remainder invested in bonds. Most of these funds employ a large-cap-heavy strategy for their equity portfolios. This helps to reduce volatility compared to portfolios with significant exposure to mid and smallcap stocks. If interest rates decline, the bond component of these portfolios could generate capital gains. Conversely, rising interest rates may cause short-term losses.

"At present, the category has over 70 per cent of equity allocation to largecap stocks, which offer stability and are less susceptible to market fluctuations compared to midcaps and smallcaps. With only 5-7 per cent exposure to smallcaps and the remainder in midcaps, these funds' equity portfolios reduce the risks associated with midcaps and smallcaps, which are trading at premium valuations. The debt component provides further stability," says Karkera.

Largecap stocks are also better positioned to withstand economic slowdowns and subdued corporate earnings compared to their mid and smallcap counterparts.

"Hybrid funds tend to underperform pure equity funds in a trending market like that of FY24. However, over longer periods, they tend to deliver better risk-adjusted returns as markets generally move in cycles. The year 2025 could be a volatile year after the past two years of spectacular returns for equity markets. Hybrid funds generally outperform during these times. Also,

we expect the Reserve Bank of India (RBI) to cut rates this year, helping debt funds to generate higher returns as bond prices could rally," says Pacha.

### Who should invest?

Aggressive hybrid schemes may appeal to investors seeking equity exposure with relatively lower volatility. "These funds are ideal for moderate risk-takers who seek exposure to equities with reduced volatility due to the debt component. They are also suitable for new investors looking for a safer entry into equities, and those with medium-term financial goals," says Karkera.

### Points to consider

Investors should assess the underlying portfolio and choose a scheme aligned with their risk tolerance. They should also evaluate the fund's historical performance. While these schemes offer a smoother ride, occasional bouts of volatility are inevitable. Investors should enter with a minimum investment horizon of five years.

A Systematic Investment Plan (SIP) is widely regarded as the most effective method of investing in these funds. "An ideal holding period for aggressive hybrid funds is three to five years, allowing them to navigate market cycles and deliver balanced returns," says Karkera. He suggests that these funds can constitute 15-25 per cent of the portfolios of moderate risk-takers, while conservative investors may limit exposure to 10-15 per cent.

### HOW VARIOUS HYBRID FUND CATEGORIES HAVE FARED

Category average returns (%)

Hybrid funds	1-year	3-year	5-year	10-year
Multi Asset Allocation	15.0	13.3	17.4	12.1
Aggressive Hybrid	15.8	12.1	15.5	11.5
Balanced Advantage	12.3	10.8	12.0	9.6
Equity Savings	10.2	8.2	9.4	8.3
Conservative Hybrid	10.1	8.3	8.9	7.7

Source: Navigation RA

### High penalties for cash transactions: Know I-T dept's key restrictions

The Income Tax Department recently released a brochure emphasising the importance of limiting cash transactions in daily transactions. There is a limit to daily cash transactions and its breach invites penalties.

### Key provisions and associated penalties:

**SECTION 269SS:** Restrictions on cash loans and deposits

**MANDATE:** Prohibits acceptance

of loans, deposits, or specified sums in cash exceeding ₹20,000.

**PENALTY:** Violations result in a penalty equal to the amount accepted in cash, imposed on the recipient.

**SECTION 269ST:** Limit on cash receipts.

**MANDATE:** Bars receipt of ₹2 lakh or more in cash from a person in a day, or in respect of single transaction or related transactions.

**PENALTY:** Non-compliance leads to a penalty equivalent to the amount received in cash.

**SECTION 269T:** Restrictions on cash repayments

**MANDATE:** Prohibits repayment of loans or deposits in cash if the amount, including interest, is ₹20,000 or more.

**PENALTY:** Breaches attract penalty equal to amount repaid in cash.

Read full report here: mybs.in/2eJsADh

COMPILED BY AYUSH MISHRA

**UCO BANK** (A Govt. of India Undertaking)  
Head Office - II, Department of Information Technology, 3 & 4, DD Block, Sector - 1, Salt Lake, Kolkata-700064

**NOTICE INVITING TENDER**

UCO Bank Invites tender for **Selection of Service Provider for Data Centre hosting services at Kolkata** through GeM Portal.  
For more details, please visit <https://www.ucobank.com> & <https://gem.gov.in>

Date: 10.01.2025

Assistant General Manager  
Department of Information Technology

**पंजाब नैशनल बैंक** / **punjab national bank**  
Head Office : Treasury Division, 2<sup>nd</sup> Floor, PNB-BOI Tower, C-29, G-Block, Bandra Kurla Complex, Mumbai - 400051 (E-mail: - nslrbo@pnb.co.in)

**NOTICE**

**NOTICE FOR EXERCISE OF CALL OPTION AND PAYMENT OF INTEREST IN RESPECT OF UNSECURED, SUBORDINATED, FULLY PAIDUP, NON-CONVERTIBLE, BASEL III COMPLIANT, PERPETUAL DEBT INSTRUMENT 9.15% ADDITIONAL TIER-1 BOND SERIES VII UNDER ISIN INE160A08076 ISSUED ON 13.02.2015**

Notice is hereby given to the Bond Holders of the aforementioned Bonds issued by Punjab National Bank (the Bank) that the Bank has decided to exercise "Call Option" (subject to regulatory & other approvals) and redeem the bond at par along with payment of applicable interest on **13<sup>th</sup> February, 2025** (Call Exercise Date) and has fixed **29<sup>th</sup> January, 2025** as the Record Date for this purpose, in terms of the Information Memorandum dated January 30, 2015.

Date: **10.01.2025**  
Place: **Mumbai**  
Sd/-  
Assistant General Manager

**— TENDER CARE —** — Advertorial

**UCO BANK CELEBRATES 83RD FOUNDATION DAY WITH ENTHUSIASM AND GRAND OPENING OF PAYAGIPUR BRANCH, SULTANPUR DISTRICT**

UCO Bank proudly celebrated its 83rd Foundation Day with great fervor on January 6, 2025, marked by the inauguration of the Payagipur Branch, Sultanpur District. The celebration was conducted under the guidance and directions of Shri Ashwani Kumar, Managing Director & CEO of UCO Bank, and under the leadership of Ms. Milan Dubey, Zonal Head, Ayodhya Zone. The festivities commenced on January 4, 2025, with a series of events organized for the benefit of customers and the general public. The highlight of the celebration was the inauguration of the new branch at Payagipur, Sultanpur District. Executives from the Zonal Office and branch staff actively participated in various programs, ensuring their success. In Ayodhya City, health check-up camps were organized at five branches—Devkaly, Naka, Faizabad, Collectorate Campus, and Ayodhya—for customers and the general public. Zonal Head Ms. Milan Dubey and other staff members actively contributed to these events, ensuring their successful execution.

**PRASANNA KUMAR MOTUPALLI, CMD, NLCIL, CONFERRED WITH THE PRESTIGIOUS MINING INNOVATION AWARD**

Shri Prasanna Kumar Motupalli, Chairman and Managing Director of NLC India Limited (NLCIL) was conferred with the prestigious Mining Innovation Award on January 8, 2025, during the inaugural session of the 3rd International Conference on Safe & Sustainable Mining Technology (IConSSMT 2025). The award was presented by Prof. T.N. Singh, Director of IIT Patna, in the presence of distinguished dignitaries including Prof. G.K. Pradhan, Dean at AKS University; Prof. N.C. Dey, Head of the Mining Department at IIST Shibpur; C.V.R. Murthy, General Manager at IREL and Satish Jha, CMD of Eastern Coalfields Limited. The award recognizes NLCIL's pioneering efforts and innovative practices in Mining which have set new benchmarks for sustainability and operational excellence. The honour is also attributed to the collaborative efforts of Team NLCIL in upholding high standards of operations in Mining.

**PM LAYS FOUNDATION STONE FOR NTPC GREEN ENERGY LIMITED HYDROGEN HUB PROJECT JOINTLY DEVELOPED BY RENEWABLE ARMS OF NTPC AND GOVT OF AP**

Hon'ble Prime Minister Shri Narendra Modi laid the foundation stone for the state-of-the-art NTPC Green Energy Limited Green Hydrogen Hub Project at Putimadaka near Visakhapatnam in Andhra Pradesh. Hon'ble Prime Minister laid the foundation stone virtually from Visakhapatnam in the presence of Shri S Abdul Nazeer, Hon'ble Governor of Andhra Pradesh, Shri N Chandrababu Naidu, Hon'ble Chief Minister of Andhra Pradesh, Shri K Rammohan Naidu, Hon'ble Minister of Civil Aviation, Shri K Pawan Kalyan, Hon'ble Deputy Chief Minister of Andhra Pradesh and other dignitaries. The project, which is being developed jointly by NGEL, the renewable arm of NTPC Ltd., and NREDCAP, the renewable arm of the Govt of Andhra Pradesh is the first Green Hydrogen Hub under the National Green Hydrogen Mission.

**TATA POWER DELHI DISTRIBUTION LIMITED**  
A Tata Power and Delhi Government Joint Venture  
TATAPOWER-DDL Regd. Office: NDPL House, Hudson Lines, Kingsway Camp, Delhi-110 009  
CIN No. U40109DL2001PLC111526, Website: [tatapower-ddl.com](http://tatapower-ddl.com)

**CORRIGENDUM / TENDER DATE EXTENTION** Jan 10, 2025

Tender Enquiry No. / Work Description	Previously Published Date	Revised Due Date & Time of Bid Submission/ Date & time of opening of bids
TPDDL/ENGG/ENQ/200001751/24-25 Annual Rate Contract for Supply of 33kV & 66kV Circuit Breakers	05.12.2024	10.01.2025 at 1500 Hrs/ 10.01.2025 at 1530 Hrs
TPDDL/ENGG/ENQ/200001760/24-25 Rate Contract for SITC of 33kV AIS Sub - stations in TPDDL.	10.12.2024	21.01.2025 at 1600 Hrs/ 21.01.2025 at 1630 Hrs
TPDDL/ENGG/ENQ/200001762/24-25 RC for Supply of 33kV, 66kV and 9 kV/10 kA Distribution class Lightning Arrestors	17.12.2024	15.01.2025 at 1500 Hrs/ 15.01.2025 at 1530 Hrs

Complete tender and corrigendum document is available on our website [www.tatapower-ddl.com](http://www.tatapower-ddl.com) → Vendor Zone → Tender / Corrigendum Documents

**TATA CONSULTANCY SERVICES LIMITED**  
Registered Office: 9<sup>th</sup> Floor, Nirmal Building, Nariman Point, Mumbai 400 021. Tel: +91 22 6778 9595 Fax: +91 22 6778 9660  
e-mail: [investorrelations@tcs.com](mailto:investorrelations@tcs.com) website: [www.tcs.com](http://www.tcs.com) CIN: L22210MH1995PLC084781

**Extract of the audited consolidated interim financial results for the three months and nine months ended December 31, 2024 (₹ crore)**

	Three months ended December 31, 2024	Nine months ended December 31, 2024	Three months ended December 31, 2023
Revenue from operations	63,973	1,90,845	60,583
Profit before exceptional item and tax	16,666	48,929	15,787
Profit before tax	16,666	48,929	14,829
Profit after tax	12,444	36,504	11,097
Total comprehensive income for the period	11,624	36,531	11,734
Paid up equity share capital (Face value: ₹1 per share)	362	362	362
Total reserves (including non-controlling interests)*	90,957	90,957	90,840
Earnings per equity share:- Basic and diluted (₹)	34.21	100.40	30.29

\* Balances for three months and nine months ended December 31, 2024 represent balances as per the audited consolidated balance sheet for the year ended March 31, 2024 and balances for three months ended December 31, 2023 represent balances as per the audited consolidated balance sheet for the year ended March 31, 2023 as required by Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

**Extract of the audited standalone interim financial results for the three months and nine months ended December 31, 2024 (₹ crore)**

	Three months ended December 31, 2024	Nine months ended December 31, 2024	Three months ended December 31, 2023
Revenue from operations	53,883	1,60,717	50,844
Profit before exceptional item and tax	15,509	47,976	15,004
Profit before tax	15,509	47,976	14,046
Profit after tax	11,832	36,941	10,753
Total comprehensive income for the period	11,784	37,167	10,652

**Notes:**

- The audited consolidated financial results and audited standalone financial results have been reviewed by the Audit Committee and approved by the Board of Directors at its meeting held on January 9, 2025. The statutory auditors have expressed an unmodified audit opinion on these results.
- The Board of Directors at its meeting held on January 9, 2025, has declared an interim dividend of ₹10.00 per equity share and special dividend of ₹66.00 per equity share.
- The above is an extract of the detailed format of financial results filed with Stock Exchanges under Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format for three months and nine months ended December 31, 2024, are available on the Company's website (URL: [www.tcs.com/investors](http://www.tcs.com/investors)). The same can be accessed by scanning the QR code provided below.

For and on behalf of the Board of Directors

K Krithivasan  
CEO and Managing Director  
DIN: 10106739

Mumbai  
January 9, 2025

**UPSIDA: ACCELERATES DEVELOPMENT OF INDUSTRIAL AREA IN PILIBHIT DISTRICT, UTTAR PRADESH**

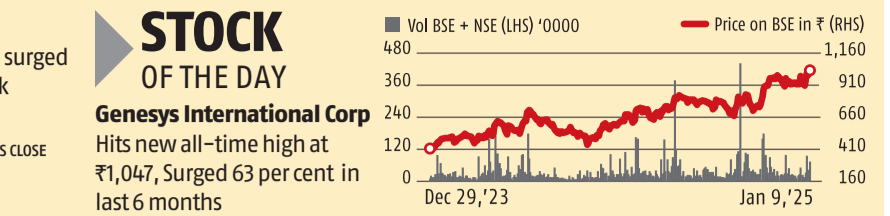
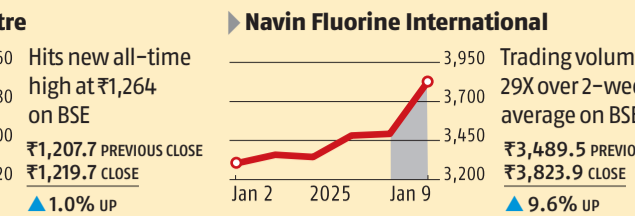
Under the visionary leadership of Uttar Pradesh Chief Minister Hon'ble Shri Yogi Adityanath, the Uttar Pradesh State Industrial Development Authority (UPSIDA) is making significant strides in enhancing the state's industrial infrastructure, a crucial component of Uttar Pradesh's goal to achieve a \$1 trillion economy. UPSIDA is leading the development of the Bhara-Pachpera Industrial Area, a 951.79-acre project located in Bhara-Pachpera Village, Pilibhit District. The site is strategically located approximately 36 km from Pilibhit town, 100 km from Bareilly, and 300 km from both Lucknow and Delhi. CEO, UPSIDA Shri Mayur Maheshwari, emphasized that this project exemplifies the authority's commitment to developing state-of-the-art industrial infrastructure, generating employment opportunities, and driving regional economic growth. Upon completion, Bhara-Pachpera is poised to become a key industrial hub, attracting substantial investment and significant contributing to the state's economic vision.

**UCO BANK'S ZONAL OFFICE, SURAT, CELEBRATED ITS 83RD FOUNDATION DAY**

On the occasion, Four new Branches i.e Katargam, Dindoli, Chhani, Harni are opened in Surat zone virtually inaugurated by honourable DFS Secretary, Shri M Nagaraju and MD & CEO of UCO Bank Shri Aswani Kumar. Besides carrying out several CSR activities throughout the day for underprivileged children at Orfanage, it had also organised blood donation and free health checkup camps along with eye checkup as part of their corporate social responsibility. There are Plantation programme organised at Surat and Vadodara Centers.



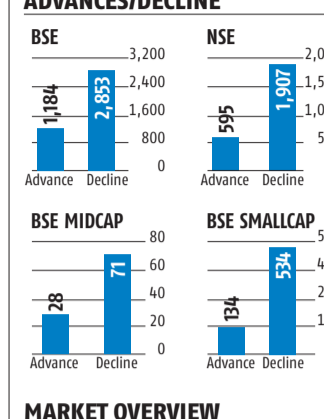
IN THE NEWS



NIFTY 50

Table listing Nifty 50 constituents with columns for Company, Close, % Chg, Vol, PE, and Sector.

ADVANCES/DECLINE



F&O SNAPSHOT

Table showing Futures and Options (F&O) snapshot with columns for Instrument, Price, Cash Price, Premium, and % Change.

DAY'S TOP GAINERS

Table listing the top gainers in the market with columns for Company, Day's High, Close, % Chg, and 52-week High.

DAY'S TOP LOSERS

Table listing the top losers in the market with columns for Company, Day's Low, Close, % Chg, and 52-week Low.

BSE SENSEX

Table showing BSE Sensex performance with columns for Index, Close, % Chg, and 52-week High/Low.

MARKET OVERVIEW

Table providing market overview statistics including Index Aggregates, Turnover, and Market Cap.

ACTIVE CALLS

Table showing active call options with columns for Company, Strike Price, and % Change.

ACTIVE PUTS

Table showing active put options with columns for Company, Strike Price, and % Change.

MOST TRADED

Table listing the most traded stocks with columns for Company, Volume, and % Change.

TOP M-CAP

Table listing the top market capitalization (M-CAP) stocks with columns for Company, Market Cap, and % Change.

WORLD INDICES

Table showing world indices performance with columns for Index, Close, % Chg, and 52-week High/Low.

TRADING ACTIVITY

Table showing trading activity with columns for Company, Equity Net, and % Change.

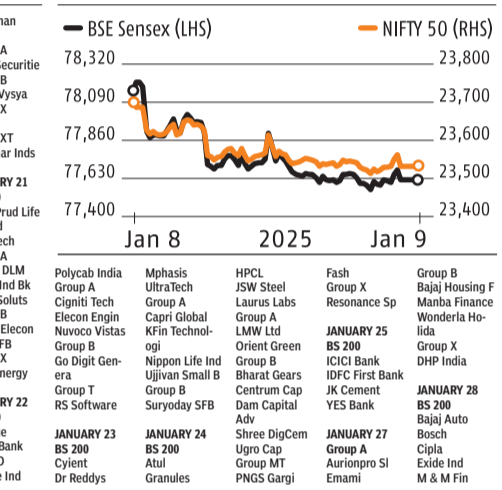
SPURT IN VOLUMES

Table showing a spurt in trading volumes with columns for Company, Volume, and % Change.

BOARD MEETINGS

Table listing board meetings with columns for Date, Company, and Meeting Details.

INTRA-DAY



MAJOR INDICES

Table showing major indices performance with columns for Index, Open, High, Low, Close, and % Chg.

FIIS IN DERIVATIVES

Table showing FIIS in derivatives with columns for Instrument, Price, and % Change.

52 WEEK NEW HIGH/LOS

Table showing 52-week new high/low stocks with columns for Company, Price, and % Change.

BS 200

Table showing BS 200 constituents with columns for Company, Price, and % Change.

WHAT THIS STOCK PAGE CONTAINS AND WHY

BS 200 stocks account for over 85 per cent of the volume of shares, value and trades on the Bombay Stock Exchange and National Stock Exchange.

BS 200

The table also contains information in the stock's market capitalisation. The market capitalisation is shown in crore and is arrived at by multiplying the closing prices of shares with equity capital.

BS 200

Table showing BS 200 constituents with columns for Company, Price, and % Change.

BS 200

Main table listing BS 200 constituents with columns for Company, Price, % Chg, Vol, PE, and 52-week High/Low.



Table with 3 columns: Sr. No., Nature of Activity, Day & Date. It lists various activities related to the public announcement and tendering process, including dates for public announcement, receipt of observations, identified dates, last dates for dispatching LOIs, committee decisions, upward revision of offer price, and closing dates.

The above timelines are indicative (prepared on the basis of timelines provided under the SEBI (SAST) Regulations, 2011) and are subject to receipt of relevant approvals from various statutory/regulatory authorities and may have to be revised accordingly.

Identified Date is only for the purpose of determining the names of the Eligible Equity Shareholders as on such date to whom the Letter of Offer will be sent. It is clarified that all the holders (registered or unregistered) of Equity Shares of the Target Company except the Acquirers, Promoter/Promoter Group Sellers of the Target Company, are eligible to participate in this Offer any time during the tendering period of the Offer.

VIII. PROCEDURE FOR TENDERING THE SHARES IN CASE OF NON-RECEIPT OF LETTER OF OFFER: 1) Persons who have acquired Equity Shares but whose names do not appear in the register of members of the Target Company on the Identified Date...

4) The Open Offer will be implemented by the Acquirers subject to applicable laws, through the stock exchange mechanism made available by the stock exchanges in the form of a separate window ("Acquisition Window") as provided under the SEBI (SAST) Regulations, 2011 and SEBI circular bearing number CIR/CFD/POLICY/CELL/1/2015 dated April 13, 2015...

responsibility for the information contained in the Detailed Public Statement and also for the obligations of the Acquirers as laid down in the SEBI (SAST) Regulations, 2011 and subsequent amendments made therefor.

MARK CORPORATE ADVISORS PRIVATE LIMITED. Contact Person: Mr. Manish Gaur. Telephone No.: +91 22 2612 3207/08. Email ID: openoffer@markcorporateadvisors.com.

For and on behalf of the Acquirers: Sudhir Reddy Posireddy ("Acquirer 1"), Naraharisetty Mohan Krishna ("Acquirer 2"), Swathi Ramreddy ("Acquirer 3").

DEMAND NOTICE

Table with columns: Date of 13(2) Demand Notice, Name and Address of the Borrower/Guarantor and Loan Number, Outstanding Amount & NPA Date, Description of the Immovable Property. It lists details for several borrowers including Aditi Granites, Deepak Enterprises, and Deepak Bohara.

Sale Notice for Sale of Immovable Properties APPENDIX IV-A

Table with columns: Sr. No., Name of Borrower/Co-Borrowers & Guarantors, Description of the Immovable Properties, Reserve Price, Total Dues as on 08.06.2021, E-Auction Date, Status of Possession, Property Inspection date & Time. It details the auction process for multiple properties.

RESEARCH CONVENTION AT I.T.S GHAZIABAD

The Management Department of I.T.S Ghaziabad hosted a Research Convention on December 21, 2024, exploring "India's Emergence as the Third Largest Economy: Unlocking Global Business Potential."

BIMTECH PARTNERS WITH XCEEDANCE TO EQUIP STUDENTS WITH RISK ANALYTICS SKILLS

BIMTECH reinforces its commitment to enhancing students' employability through its partnership with Xceedance Consulting India Private Limited (XCIPL). BIMTECH signed an MoU with XCIPL to offer the XCERA (Xceedance Catastrophe Expert in Risk Analytics) Certification Program...

JANA SMALL FINANCE BANK (A Scheduled Commercial Bank)

Table with columns: Sr. No., Loan Account No., Name of Borrower/Co-Borrower, Gross Weight of Pledged Gold Ornaments. It lists details for various borrowers and their loan amounts.

IDBI BANK E-AUCTION NOTICE

Notice for E-Auction of Immovable Assets under the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002. Includes details of the assets, terms and conditions of sale, and contact information.





**adani**  
Electricity

ADANI ELECTRICITY MUMBAI LIMITED  
Registered Office: Adani Corporate House, Shantigram, Near Vaishno Devi Circle, S. G. Highway, Khodiyar, Ahmedabad - 382421, Gujarat, India.  
Website: www.adanelectricity.com | CIN: U74999GJ2008PLC107256

**NOTICE INVITING TENDER** Date: 10.01.2025

NIT No.	Brief Work Description	Estimated Cost (₹ Lacs)	Cost of EMD (₹ Lacs)	Prebid Meeting Date	Due Date & Time of Submission	Date & Time of Bid Opening
AEML/MD/2024-25/55	Construction of 24" Road DSS	620.0	6.2	22.01.2025 11.00 hrs.	31.01.2025 16.00 hrs.	01.02.2025 16.00 hrs.
AEML/MD/2024-25/56	Construction of Gilbert Hill DSS	140.0	1.4	21.01.2025 11.00 hrs.	31.01.2025 16.00 hrs.	01.02.2025 16.00 hrs.
AEML/MD/2024-25/57	Construction of JVPD DSS	100.0	1.0	21.01.2025 14.30 hrs.	31.01.2025 16.00 hrs.	01.02.2025 16.00 hrs.
AEML/MD/2024-25/58	Horizontal Directional Drilling Services for HT Cable Laying beneath Railway Track at Borivali and Chembur	43.3	0.4	22.01.2025 14.30 hrs.	31.01.2025 16.00 hrs.	01.02.2025 16.00 hrs.

All materials and services will be as per Adani Electricity Mumbai Limited specifications / BOQ.  
Prebid meeting will be done in person / electronically / telephonically and same will be communicated separately.  
For details with respect to Services / Materials, qualifying requirements, Terms & Conditions, Services / Submission of Tender documents etc. please visit our website: www.adanelectricity.com -> Open Tenders. The Tender document will be available on the above link by 10<sup>th</sup> Jan, 2025.  
Tenderer must submit their bids online / via electronic submission. Vendor should keep checking the website www.adanelectricity.com for any Corrigendum / Amendment. No separate information regarding Corrigendum will be published in the newspaper.  
Date: 10.01.2025 Techno Commercial Department

Branch : Dineshpur Branch, Main Road, Dineshpur, Udham Singh Nagar-263160  
Phone 8477009655 E-mail: dinesh@bankofbaroda.co.in

**DEMAND NOTICE**  
NOTICE UNDER SECTION 13(2) OF SECURITISATION AND RECONSTRUCTION OF FINANCIAL ASSETS AND ENFORCEMENT OF SECURITY INTEREST ACT 2002

All the borrowers/guarantors/co-obligants mentioned herein below are notified that loan(s) availed by them from Bank of Baroda, Dineshpur, Udham Singh Nagar branch is/are NPA/s. The demand notice u/s 13(2) of the SARFAESI Act, 2002 sent on dt. 01.01.2025 through Registered Post/Courier have been received/ returned undelivered. We indicate our intention of taking possession of secured securities whose brief are mentioned below as per section 13(4) of Act in case of their failure to pay the amount mentioned along with future interest and charges within 60 days. The borrower's/guarantor's attention is invited to the provision of Sub Section (8) of Section-13 of the Act, in respect of time available to redeem the secured assets.

Sr. No.	Name & Address of Borrower/Guarantor	Description of Immovable Properties	Outstanding Amount
1.	M/s Prazise Technologies Private Limited through its Director Mr Shailendra Singh S/o Mr Om Prakash & Mrs. Anjali Chaudhari W/o Mr. Shailendra Singh, Plot no 7A, Sector -2, SIDCUL Industrial Area IIE Pantnagar, Dist-Udham Singh Nagar-263153.	1. EM of Industrial property situated at plot no 7A, Sector 02, -I.I.E Sidcul Pantnagar, bearing Khasra no 189 within village limits of Kalyanpur Tehsil Rudrapur Distt-Udham Singh Nagar measuring 350.00 Sq. Mtr. in the name of M/s Prazise Technologies Private Limited through Lease deed dated 19.08.2017 having Serial No. 4321. Bounded and butted as under : East- Plot n 7 Sector 2, West- Green Belt, North-Green Belt, South-45 mtr wide Road.	₹ 41,43,668.95 (Rupees Forty One Lakh Forty Three Thousand Six Hundred Sixty Eight And Paise Ninety Five Only) + ₹ 88,536.05 (Rupees Eighty Eight Thousand Five Hundred Thirty Six And Paise Five Only) (Unrealized interest+ unpaid interest u/s 13.12.2024 + legal charges/ Other charges)
	2. Mr Shailendra Singh S/o Mr Om Prakash (Director M/s Prazise Technologies Private Limited), (i) Flat no -G4, Building T-8, Haridwar Greens Holiday homes, Near Jawahar Navoday Vidyalaya Roshnabad Haridwar, Uttarakhand- 249403. (ii) 1B/435, Buddhi Vihar Awas vikas Delhi Road Majhola Moradabad, Uttar Pradesh, India Pin- 244001.	2. Hypothecation of entire block of Plant & machinery and other fixed assets. 3. Hypothecation of stock and book debt. (Net of Sundry creditors).	
	3. Mrs. Anjali Chaudhari W/o Mr. Shailendra Singh (Director M/s Prazise Technologies Private Limited), (i) Flat no. G4, Building T-8, Haridwar Greens Holiday homes, Near Jawahar Navoday Vidyalaya Roshnabad Haridwar, Uttarakhand- 249403. (ii) 1B/435, Buddhi Vihar Awas Vikas Delhi Road Majhola Moradabad, Uttar Pradesh, India, Pin- 244001.		

Please take notice that in terms of section 13(13) of the said Act, you shall not, after receipt of this notice, transfer by way of sale, lease or otherwise (other than in the ordinary course of business) any of the secured assets above referred to, without prior consent of the Bank. You are also put on notice that any contravention of this statutory injunction/restraint, as provided under the said Act, is an offence. If for any reason, the secured assets are sold or leased out in the ordinary course of business, the sale proceeds or income realized shall be deposited/remitted with/to the Bank. You will have to render proper account of such realization/income. The borrowers/guarantors are advised to collect undelivered original notice(s) addressed to them from our Dineshpur, Udham Singh Nagar Branch and pay the amount outstanding with interest and their costs within 60 days from the date of this publication to avoid further action under the Act.  
Date : 10.01.2025 Place : Dineshpur, Udham Singh Nagar Authorised Officer

**Aadhar Housing Finance Ltd.**  
Corporate Office: Unit No. 802, Natraj Rustomjee, Western Express Highway and M.V. Road, Andheri (East), Mumbai - 400069.

Meerut 2 Branch: 1st Floor, Aryan Square, Near PVS Mall, Yojna No.3, I.S. 190, Shastri Nagar, Meerut 250002 (U.P.)  
Sahibabad Branch: 2nd Floor, Plot No. A-1, Block-A, Shyam Park, Extension Sahibabad Near Sahibabad adjoining to Metro Station, Situated within the Revenue Village of Jagola, Pargana Loni, Tehsil & Dist. Ghaziabad - 201005 (U.P.)  
Rudrapur Branch: Shop No. 06 & 07, Plot No. D1, D2, 16/1 and 17/1, Khasra No. 80, SGAD Complex, Nainital Road, Udham Singh Nagar, Rudrapur - 263153 (Uttarakhand)  
Ghaziabad Branch: OPS Plaza, 3rd Floor, B-2, RDC, Raj Nagar, Ghaziabad 201002 (Uttar Pradesh)

**APPENDIX IV POSSESSION NOTICE (for immovable property)**

Whereas, the undersigned being the Authorized Officer of Aadhar Housing Finance Limited (AHFL) under the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act 2002 and in exercise of powers conferred under section 13(12) read with Rule 3 of the Security Interest (Enforcement) Rules 2002, Demand Notice(s) issued by the Authorised Officer of the company to the Borrower(s) / Guarantor(s) mentioned herein below to repay the amount mentioned in the notice within 60 days from the date of receipt of the said notice. The borrower having failed to repay the amount, notice is hereby given to the Borrower(s) / Guarantor(s) and the public in general that the undersigned has taken possession of the property described herein below in exercise of powers conferred on him under Sub-Section (4) of the Section 13 of the said Act read with Rule 8 of the Security Interest Enforcement rules, 2002. The borrower's attention is invited to provisions of sub section (8) of section 13 of the Act, in respect of time available, to redeem the secured assets. The borrower in particular and the public in general are hereby cautioned not to deal with the property and any dealings with the property will be subject to the charge of AHFL for an amount as mentioned herein under with interest thereon.

Sr. No.	Name of the Borrower(s) / Co-Borrower(s) (Name of the Branch)	Description of Secured Asset (Immovable Property)	Demand Notice Date & Amount	Date of Possession
1	(Loan Code No. 2500000130 / Meerut 2 Branch) / Madhu Feru (Borrower) Babloo Jagat (Co-Borrower) Raju (Guarantor)	All that part & parcel of property bearing, Residential House Situated at Village Khanupur, Khasra No 167, Pargana & Tehsil Khatuli Distt. Muzaffarnagar, Uttar Pradesh-251203 Area measuring 116.13 Sq Mtrs. Boundaries: East - 25 Feet thereafter Raasta 18 Feet, West- 25 Feet thereafter House Surajpal, North - 49 Feet thereafter Plot Balvindra, South - 51 Feet thereafter Rasta 16 Feet	07-10-2024 & ₹ 10,74,984/-	08-01-2025
2	(Loan Code No. 05300000654 / Sahibabad Branch) / Lallan Paswan (Borrower) Poonam Devi (Co-Borrower) Sunny Kumar (Guarantor)	All that part & parcel of property bearing, Plot No A 567 Kh 151B Flat No Second Floor Royal Tower Sai Upwan Vill Yusufpur Chak Shahbri, Gautambudh Nagar, Uttar Pradesh-201301 Boundaries: East - Common Passgae, West- Road at Ground Floor, North - Flat No C, South - Flat No A	24-08-2022 & ₹ 16,06,958/-	08-01-2025
3	(Loan Code No. 05300001233 / Sahibabad Branch) / Mohd Gulifam Salmani (Borrower) Shanno & Sahiba (Co-Borrowers) Mohd Naim (Guarantor)	All that part & parcel of property bearing, Khasra No 19, 20 MI Situated at Prem Nagar, Near Sunehari Masjid, Village Loni, Tehsil Loni, Distt, Ghaziabad, Uttar Pradesh, 201102 Area measuring 50 Sq Yds. Boundaries: East - Plot of Other Owner, West- Plot of Other Owner, North - Rasta 15 Feet Wide, South - Plot of Other Owner	07-10-2024 & ₹ 5,67,147/-	08-01-2025
4	(Loan Code No. 08010000341 / Rudrapur Branch) / Sk Mainur Islam (Borrower) Jinna Begum (Co-Borrower)	All that part & parcel of property bearing, Plot No. 16 (Half Part), Khasra No. 42/1/20 Min, Situated At Gram Rampura (Ward No. 31), Ishwar Colony, (Outside Model Colony) Rudrapur Distt. Udham Singh Nagar, Uttarakhand - 263153 Area Measuring 83.64 Sq. Mtrs. Boundaries: East - House of Inderjit, West- House of Manjeet Singh, North - Others House, South - Rasta 25 feet wide	09-10-2024 & ₹ 42,22,894/-	08-01-2025
5	(Loan Code No. 02900001845 / Ghaziabad Branch) / Sanjay Jha (Borrower) Rajkumar Jha (Co-Borrower) Jeet Kumar Jha (Guarantor)	All that part & parcel of property bearing, Residential Plot Khasra No.478, Situated at Vidyapati Colony, Village Jalpura Pargana & Tehsil Dadri, Distt Gautam Budh Nagar, U.P. - 201306 Area Measuring 100 Sq. Yds. Boundaries: East - Plot of Other Person, West- Plot of Seller & Bishwanath Chowdhury, North - Rasta 18 Feet Wide, South - Rasta 12 Feet Wide	07-10-2024 & ₹ 15,88,392/-	08-01-2025

Place : Uttar Pradesh/Uttarakhand Date : 10.01.2025 Authorised Officer Aadhar Housing Finance Limited

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