TVS MOTOR COMPANY TVS
TVS Motor Company Limited, Registered Office : "Chaitanya" No.12, Khader Nawaz Khan Road
Chennai - 600006, Tamilnadu, India. Telephone : +91-44-28332115 Fax : +91-44-28332113

13th February 2026

BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001
Scrip code: 532343

National Stock Exchange of India Limited,
Exchange Plaza, 5th Floor,
Bandra-Kurla Complex,
Bandra (E), Mumbai 400 051
Scrip code: TVSMOTOR

Dear Sir / Madam,

Subject : Intimation on the publication of advertisements in newspapers in pursuance of listing and trading approval for 190,03,48,456 6% Cumulative Non-Convertible Redeemable Preference Shares ("NCRPS") of INR 10 each

Reference : Our letters dated 4th August 2025, 12th August 2025 and 1st September 2025

This is in reference to our intimation dated 1st September 2025 regarding allotment of 190,03,48,456 6% Cumulative Non-Convertible Redeemable Preference Shares ("**NCRPS**") of the Company by way of bonus, i.e., 4 NCRPS of face value of INR 10 each fully paid up, for every 1 equity share of INR 1 each fully paid up, to each equity shareholder of the Company whose name is recorded in its register of members and/ or records of the concerned depository as on the Record Date 1, i.e., 25th August 2025, in relation to the Scheme of Arrangement between TVS Motor Company Limited ("**Company**") and its shareholders ("**Scheme**") under Sections 230 to 232 and other applicable provisions of the Companies Act, 2013 and approved by Hon'ble National Company Law Tribunal, Chennai Bench vide its order dated 31st July, 2025.

We wish to inform that the necessary application with the BSE Limited ("**BSE**") and the National Stock Exchange of India Limited ("**NSE**") ("hereinafter together with BSE referred as "**Stock Exchanges**") were filed for listing and trading of the abovementioned NCRPS issued pursuant to the Scheme along with an application under Rule 19(7) of the Securities and Contracts (Regulations) Rules, 1957 ("**SCRR**") for seeking relaxation from provisions of Rule 19(2)(b) of SCRR. Further, we wish to inform that we have received the in-principle approvals from the Stock Exchanges and the relaxation from provisions of Rule 19(2)(b) of SCRR from SEBI.

Therefore, in compliance with Part-II Para 5 of Master Circular SEBI/HO/CFD/POD-2/P/CIR /2023/93 dated 20th June, 2023, read with Annexure-XII-A, Part II, Para 1 of Master Circular SEBI/HO/DDHS/DDHS-POD-1/P/CIR/2025/0000000103 dated 11th July, 2025, please find enclosed the copies of advertisements published today, i.e., 13th February 2026 in the following newspapers:

S No	Particulars	Annexure
1.	Business Standard in English - All editions	1
2.	Jansatta in Hindi - All editions	2
3.	Makkal Kural - All editions	3

The said advertisements are also available at the Company's website viz., www.tvsmotor.com

Thanking you,

Yours truly,

For **TVS MOTOR COMPANY LIMITED**

KELLIYA SUBRAMANIAN SRINIVASAN Digitally signed by KELLIYA SUBRAMANIAN SRINIVASAN Date: 2026.02.13 19:02:01 +05'30'

K S Srinivasan
Company Secretary

Encl.: a/a

TVS MOTOR COMPANY LIMITED

CIN: L35921TN1992PLC022845

Registered Office and Corporate Office : "Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600 006. Tel: 044-2833 2115

Email: contactus@tvsmotor.com | Website: www.tvsmotor.com

STATUTORY ADVERTISEMENT ISSUED IN COMPLIANCE OF PART-II PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023, READ WITH ANNEXURE-XII-A, PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-POD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957.

SCHEME OF ARRANGEMENT BETWEEN TVS MOTOR COMPANY LIMITED AND ITS SHAREHOLDERS

This is reference to the Scheme of Arrangement between TVS Motor Company Limited ("Company") and its shareholders approved under sections 230 to 232 and other applicable provisions of the Companies Act, 2013 ("Scheme"). The Scheme was sanctioned by the Hon'ble National Company Law Tribunal, Chennai ("NCLT") vide order dated July 31, 2025 ("NCLT Order").

The Scheme is divided into III parts, which broadly provides as follows: (i) Part I deals with definitions, share capital and date of taking effect and implementation of the Scheme; (ii) Part II deals with issue of Preference Shares by way of bonus; and (iii) Part III deals with general terms and conditions that would be applicable to the Scheme.

The Company filed the NCLT Order in e-Form INC 28 on August 12, 2025,with the Registrar of Companies, Chennai and the Scheme became effective from August 12, 2025. For more details, Scheme is available on website of the Company at www.tvsmotor.com

Accordingly, in order to implement Part II of the Scheme, the Scheme Implementation Committee of the Board of Directors of the Company on September 01, 2025 has allotted 190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares ("NCRPS" / "Preference Shares"), as per the ratio prescribed in the Scheme i.e.,4 NCRPS of face value of INR 10 each fully paid up to each equity shareholder of the Company holding every 1 equity share of INR 1 each fully paid up, whose name is recorded in the register of members of the Company and/or the records of the depository(ies) as equity shareholder of the Company as on Record Date, i.e., August 25, 2025, by way of bonus issue. The NCRPS will be carrying coupon of 6% per annum and were allotted on September 01, 2025 ("Allotment Date"). The NCRPS will be redeemed at par value of ₹ 10 each on the date falling 12 months from the Allotment Date, i.e. September 01, 2026. The NCRPS are proposed to be listed at National Stock Exchange of India Limited ("NSE") and BSE Limited ("BSE" together with NSE referred to as "Stock Exchanges").

The Company has made applications to Stock Exchanges for listing and trading of NCRPS and has received in-Principle approval for listing of NCRPS at NSE and BSE vide their letter no. NSE/LIST/50625 dated November 21, 2025, and letter no. DCS/AMAL/BW/IP/3919/2025-26 dated November 20, 2025, respectively. Further the Company has received exemption letter dated February 9, 2026 from Securities Exchange Board of India ("SEBI") under Rule 19 (7) of Securities and Contracts (Regulation) Rules 1957 ("SCRR") granting relaxation from provisions of Rule 19 (2) (b) of SCRR.

DISCLOSURES IN COMPLIANCE WITH PART-II PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023, READ WITH ANNEXURE-XII-A PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-POD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957:

a. **Name of the Company:** TVS Motor Company Limited

b. **Address of Registered Office and Corporate Office of Company:** Chaitanya, No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu, India.

c. **Details of change of name and/or object clause:**

(i) Below are the details of changes in name of the Company:

S. No.	Date	Event / Change	Name after Change	Remarks
1.	June 10, 1992	Incorporation as a private limited company under the Companies Act, 1956	Sundaram Auto Engineers (India) Private Limited	Certificate of Incorporation issued by ROC, Chennai on June 10, 1992
2.	September 4, 1995	Conversion from private limited to public limited company	Sundaram Auto Engineers (India) Limited	Word "Private" deleted from the name
3.	April 25, 2000	Change of name	TVS Suzuki Limited	—
4.	November 7, 2001	Change of name	TVS Motor Company Limited	Present name of the Company

(ii) Below are the details of changes in object clause of the Company :

Year	Changes in object clause
2000	A. The main objects to be pursued by the Company on its incorporation are:- To carry on the business of retail and wholesale dealers in petrol, diesel, gas and oil agents, garage proprietors, repairers, cleaners and storers of taxicab, omni bus, auto-rickshaw, motor car, lorry, and other public or private conveyances and omni bus, motor car, lorry, motor-cycle, scooter, scooterette, moped or other vehicle repairers, garage builders, dealers in automotive components and accessories of all kinds and automobile engineers. To carry on the business of electricians, electrical engineers, electrical contractors and repairers of all electronic equipment used on all types of applications, and manufacturers of all kinds of electrical machinery and electrical apparatus for any purpose whatsoever. To carry on the business of founders of ferrous and non-ferrous metals, sheet-metal work, press shop apparatus, welding engineers, refrigerator and air conditioning and environmental control system engineers. *(Inserted vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000)*
	B. The objects incidental or ancillary to the attainment of the main objects are:- Subject to the provisions of the Companies Act, 1956, to provide for the welfare of the directors, Trustees and Employees or Ex-Directors, Ex-Trustees or Ex-Employees of the Company and the wives, widows and families or the dependants or connections of such persons, by building or contributing to the building of houses, dwellings, by grants of money, pensions, gratuities, allowances, bonuses or other payments, or by creating and from time to time subscribing or contributing to provident and other associations, institutions, funds or trusts and by providing or subscribing or contributing towards places of instruction and recreation or hospitals and dispensaries, medical and other attendance and other assistance as the Company shall think fit and to subscribe or contribute or otherwise assist or to guarantee money to charitable, benevolent, religious, scientific, national or allied institutions, bodies and objects which shall have moral or other claims to the support or aid by the Company either by reason of locality of operation or public and general utility but not for political purposes. *(The words "or otherwise" after the words "general utility" be replaced with the words "but not for political purposes" vide special resolution passed at the extra-ordinary general meeting held on 24th April 2000).*
	Other Objects of the Company not included in (A) and (B) are: 1. (i) To carry on and undertake the businesses of trading, hire purchase and leasing company and to finance lease/hire purchase operations of all kinds either singly/jointly/or on a syndication/ consortium/participative/lead basis including import leasing / hire purchase, cross border leasing / hire purchase, lease / hire purchase funding, lease / hire management, provide venture capital, vendor plans, purchasing, selling, hiring or letting on hire, all kinds of plant and machinery and equipment that the company may think fit and to assist in financing of all and every kind and description of hire purchase or deferred payment or similar transactions and to subsidise, finance or assist in subsidising or financing the sale or maintenance of any goods, articles or commodities of all and every kind and description upon any terms whatsoever and to purchase or otherwise deal in all forms of immovable and movable property including land and buildings, plant and machinery, equipment , ship, aircraft, automobiles including two wheelers and three wheelers, tractors, tillers, threshers, dryers, motor vehicles of all kinds, engines, generators, computer software and hardware, all types and kinds of appliances, domestic or otherwise, computers and all consumer, commercial and industrial items and to lease or otherwise deal with them in any manner whatsoever including resale thereof , regardless of whether the property purchased and leased be new and / or used. (ii) To undertake and carry on all operations and transactions in regard to business of any kind in the same way as an individual capitalist may lawfully undertake and carry out and, in particular, the financing of hire purchase contracts relating to property or assets of any description, either fixed or movable, such as houses, lands, vehicles and government bonds. (iii) To carry on the businesses of finance, foreign exchange, investment company and an investment trust company and to invest in and / or finance and / or promote and / or establish in its own name or as a holding company, or by entering into partnership with others, investment companies, finance companies and brokerage houses, borrow and raise monies to underwrite, sub-underwrite, to invest in, to acquire and hold, sell, buy or otherwise deal in shares, debentures, debenture stocks, bonds, units, obligations and securities issued or guaranteed by Indian or Foreign Governments, States, Dominions, Sovereigns, Municipalities, or Public Authorities or bodies and shares, stocks, debentures, debenture stocks, bonds, obligations and securities issued and guaranteed by any company, corporation, society, firm or person whether incorporated or established in India or elsewhere but not to do the business of banking as defined in the Banking Regulation Act, 1949. (iv) To carry on the business of bill discounting, hundi discounting, cheque discounting and discounting of any other type of negotiable instruments and other type of instruments, to purchase, accept, assign debts and to carry on the business of accepting, co-accepting of negotiable instruments and related activities. (v) To undertake and execute or constitute any trust and to subscribe and act as and to undertake and carry on the office or offices and duties of trustees, custodian trustees, executors, administrators, liquidators, receivers, treasurers, attorneys, nominees and agents and to manage the funds of all kinds of trusts and to render periodic advice on investments, finance, taxation and to invest these funds from time to time in various forms including shares, term loans, debentures etc. and carry on custodial services and as a custodian to send on behalf of clients, the securities for registration of transfers, collect dividends and other returns/incomes and to carry on all other functions as are normally carried on by custodians and to safekeep the securities etc. (vi) To give advice on or to offer, give, take, circulate and/or otherwise organise, accept or implement, any take-overs, mergers, demergers, amalgamation or acquisitions or schemes for diversification, rehabilitation or restructuring of any business, concern, undertaking, company, body corporate, partnership or other firm or any association of persons, whether incorporated or not, by acquisition of shares or assets and liabilities and whether as a going concern or as a part of the concern or otherwise as may be required, having regard to business exigencies, and to promote or procure the incorporation, formation or setting up of any concern or undertaking whether as Company, body corporate, partnership or any other association of persons for engaging in any industrial, commercial or business activities. (vii) To carry on the business of money changers and to deal in foreign exchange in cash, traveller's cheques or in any other form. (viii) To undertake trading dealing in foreign exchange in all markets both domestic and international and to conduct any other activities related to these markets. (Clause 1 was amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000).
	14. (i) To carry on the business of an investment company and for that purpose to invest in, acquire any shares, stocks, debentures, debenture-stock, bonds, obligations or securities by original subscription, participation in syndicates, tender, purchase, exchange or otherwise and to subscribe for the same whether or not fully paid up, either conditionally or otherwise, to guarantee the subscription thereof and to exercise and enforce all rights and powers conferred by or incidental to the ownership thereof and to advance, deposit or lend money against securities and properties to or with any company, body corporate, firm, person or association or without security and on such terms as may be determined from time to time. (ii) To accept gift of properties movable or immovable and to deal with such properties in any manner as may seem expedient. (iii) To act as technical advisors or consultants, investment advisors, financial consultants, management consultants, market surveyors and provide advice, services and consultancy in various fields, such as, general, administrative, commercial, financial, legal, economic, labour, industrial, public relations, scientific, technical, direct and indirect taxation and other levies, statistical, accountancy, quality control, inventory control, data processing, human behaviour, portfolio management, and / or to offer such services or technical know-how and / or management services to any company, body corporate, firm or person or persons and also all merchant banking activities and organising collections and repayment of public deposits to various corporate bodies. *(Clause 14 amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000).*

All other object clauses of the Memorandum of Association were renumbered vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000

d. **Capital structure - pre and post Scheme:**

Pre-Scheme:

Particulars	Amount (In ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
Total Authorised Share Capital	**50,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹1 each	47,50,87,114
Total	**47,50,87,114**

The post-scheme share capital of our Company is set forth below:

Post-Scheme:

Particulars	Amount (In ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
200,00,00,000 Cumulative Non-Convertible Redeemable Preference Shares of face value of ₹ 10 each	2000,00,00,000
Total Authorised Share Capital	**2050,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹ 1 each	47,50,87,114
190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares of ₹ 10 each	1900,34,84,560
Total	**1947,85,71,674**

e. **Shareholding pattern giving details of its promoter group shareholding, group companies – pre and post Scheme and debt structure – pre and post Scheme:**

(i) Details of pre and post Scheme EQUITY shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme Number of equity shares	%	Post-Scheme* Number of equity shares	%
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
a	Promoter	23,87,82,786	50.26	23,87,82,786	50.26
b	Promoter Group	30,000	0.01	30,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)=(A)(1) + (A)(2)	**23,88,12,786**	**50.27**	**23,88,12,786**	**50.27**
(B)	**Public shareholding**				
1	Institutions	19,58,24,160	41.22	19,58,24,160	41.22
2	Non-Institutions	3,99,72,141	8.41	3,99,72,141	8.41
	Total (B)=B(1) + B(2)	**23,57,96,301**	**49.63**	**23,57,96,301**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	4,78,027	0.10	4,78,027	0.10
	Total (C)	**4,78,027**	**0.10**	**4,78,027**	**0.10**
	Grand Total (A) + (B) + (C)	**47,50,87,114**	**100.00**	**47,50,87,114**	**100.00**

There has been no change in the Equity shareholding of the Company pursuant to the Scheme.

(ii) Details of pre and post Scheme PREFERENCE shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme# Number of equity shares	%	Post-Scheme# Number of equity shares	%
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
A	Promoter	-	-	95,51,31,144	50.26
B	Promoter Group	-	-	1,20,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)=(A)(1) + (A)(2)	-	-	**95,52,51,144**	**50.27**
(B)	**Public shareholding**				
1	Institutions	-	-	78,32,96,640	41.21
2	Non-Institutions	-	-	15,98,88,564	8.42
	Total (B)= B(1) + B(2)	-	-	**94,31,85,204**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	-	-	19,12,108	0.10
	Total (C)	-	-	**19,12,108**	**0.10**
	Grand Total (A) + (B) + (C)	-	-	**1,90,03,48,456**	**100.00**

 # Prior to August 25, 2025, i.e., Record Date the Company has not issued any preference shares.

(iii) **Details of debt structure of the Company as pre and post Scheme:**

Particulars of Debt Securities	Pre-Scheme (principal amount outstanding in ₹ crore)	Post Scheme (principal amount outstanding in ₹ crore)
Non-Convertible Debentures (NCDs) **Face value:** Rs. 1,00,000 **Coupon rate:** Repo rate + 140 Bps **Allotment Date:** March 14, 2023 **Tenure:** 3 Years **Number of NCDs:** 12,500	125.00	125.00
Non-Convertible Redeemable Preference Shares (NCRPS) **Face value:** INR 10/- per NCRPS **Coupon rate:** 6% p.a. **Allotment Date:** September 1, 2025 **Tenure:** 12 months from the Allotment Date **Number of NCRPS:** 190,03,48,456	-	1,900.35
Total	**125.00**	**2,025.35**

f. **Names of ten largest shareholders of the Company- number and percentage of shares held by each of them, their interest, if any, as on August 25, 2025:**

Sr. No.	Name of the Shareholder	Number of Equity Shares	% of total holding	Number of Preference Shares	% of total Preference holding
1.	TVS Holdings Limited	23,87,82,786	50.26	95,51,31,144	50.26
2.	ICICI Prudential Balanced Advantage Fund	2,98,53,719	6.28	11,94,14,876	6.28
3.	Axis Mutual Fund	62,89,945	1.32	2,51,59,780	1.32
4.	NPS Trust	61,26,796	1.29	2,45,07,184	1.29
5.	Canara Robeco Mutual Fund	54,28,247	1.14	2,17,12,988	1.14
6.	Europacific Growth Fund	48,72,836	1.02	1,94,91,344	1.02
7.	Government of Singapore	43,77,048	0.92	1,75,08,192	0.92
8.	New World Fund Inc	43,28,977	0.91	1,73,15,908	0.91
9.	SBI Retirement Mutual Fund	36,87,657	0.77	1,47,50,628	0.77
10.	Invesco India Mutual Fund	35,10,178	0.74	1,40,40,712	0.74

For details of ten largest shareholders of the Company - number and percentage of shares, as on December 31, 2025, refer to section titled Capital Structure of the Information memorandum dated February 13, 2026 available on website of the Company at www.tvsmotor.com.

g. **Name and details of Promoters - educational qualifications, experience, address:**

Sr. No.	Name of Promoter	Address	Experience	Educational Qualifications
1.	TVS Holdings Limited (Formerly known as Sundaram-Clayton Limited)	"Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu.	Not Applicable	Not Applicable

h. **Name and details of Board of Directors (experience including current / past position held in other firms):**

Name and other details of director	Brief Profile	Other Directorships
Mr. Sudarshan Venu **Designation:** Chairman and Managing Director **Age:** 37 years **Appointment Date:** February 1, 2013 **DIN:** 03601690	Mr. Sudarshan Venu, Chairman and Managing Director, holds a Graduate Degree with Honors in the Jerome Fisher Program in Management and Technology from the University of Pennsylvania, USA. He also completed a M.Sc. in International Technology Management from the Warwick Manufacturing Group attached to University of Warwick in U.K. He was awarded a B.S. in Mechanical Engineering from the School of Engineering and Applied Sciences and B.S. in Economics from the Wharton School. He is also the Managing Director of TVS Holdings Ltd, the Holding Company, and Chairman of TVS Credit Services Limited, the Non-Banking Finance arm of the Group. Since taking the helm as Managing Director, Sudarshan has accelerated TVS Motor's growth and transformation. Over the last decade, TVS Motor's revenue has tripled and there has been significant growth in the Company's market share both in India and internationally. The Company has also taken first place in Customer Satisfaction for four years in a row, in the prestigious J.D. Power Awards. Sudarshan has been at the forefront of TVS Motor's global expansion, playing a pivotal role in the Company's growth in Africa, Asia, and Latam. TVS Motor now has a leading position in many of these markets, especially Africa. Sudarshan also spearheaded key acquisitions such as the iconic British brand, Norton Motorcycles. Guided by his vision to continuously shape and evolve mobility to meet future needs, he has also championed electric vehicles and sustainable practices, making TVS a front-runner in India's electric two-wheeler market.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited; (ii) Commandeur International Limited; (iii) TVS Credit Services Limited; (iv) TVS Electric Mobility Limited; (v) TVS Housing Finance Private Limited; (vi) Galaxy Health Insurance Company Limited; (vii) S. Venu Trustee Private Limited; (viii) VEEYES Charities Foundation; (ix) Cheema Educational Foundation; (x) Jupiter Cultural and Heritage Foundation; (xi) TVS Cheema Scholarship Foundation; (xii) VB Trustee Private Limited. **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte. Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) TVS Holdings (Singapore) Pte. Ltd **Past Directorships** (i) Swiss E-Mobility Group (Holding) AG; (ii) Swiss E-Mobility Group (Schweiz) AG
Mr. Venu Srinivasan **Designation:** Chairman Emeritus and Managing Director **Age:** 73 years **Appointment Date:** January 27, 2000 **DIN:** 00051523	Mr. Venu Srinivasan, Chairman Emeritus and Managing Director has made major contribution to the automotive industry and nation building at large for over four decades and has facilitated the Company to emerge as third largest two-wheeler manufacturer in India. His experience and innovative excellence have helped the Company in broadening its product portfolio from time to time and establishing the Company's presence across the globe. His dedication to the transformation of rural India by empowering women in the rural areas that can be seen through his passion towards setting up the Srinivasan Services Trust (SST), which has touched the lives of 1.6 million people in 2500 villages across the country in the last 29 years. He was conferred the Padma Bhushan Award, the third Highest civilian award in India, in January 2020. He is the recipient of Deming Distinguished Service Award, granted to individuals who have made outstanding contributions in the dissemination and promotion (overseas award 2019), the Ishikawa-Kano Award (2019) by the Asian Network of Quality, the apex body for quality in Asia. Under his leadership, his companies were awarded the Deming Prize and the Japanese Quality Medal in 2002; He was conferred with "Order of Diplomatic Merit" (Heung - In Medal) by the President of Korea. He was presented with an "Outstanding Institution Builder" Award at the 13th Managing India Awards by AIMA (All India Management Association) for displaying exceptional vision and leadership in building an institution, in 2023. Conferred with lifetime achievement award by CNBC - TV18's India Business Leadership Awards (IBLA) in 2023 and in 2024 Ernst & Young recognized him with the Life time Achievement award for his decades of entrepreneurial excellence in revolutionizing the two wheeler industry in India. He was honored with the Lifetime Achievement Award by the prestigious ET Awards for Corporate Excellence. The award honors his unparalleled contributions to Indian manufacturing, leadership and corporate social responsibility. He is the Chairman of TVS Holdings Limited and Chairman Emeritus and Managing Director of Sundaram-Clayton Limited. He also serves on the board of T V Sundram Iyengar & Sons Private Limited, Tata Sons Private Ltd, (Tata Sons) the holding company of the conglomerate Tata Group. He is the Chairman of InKo Centre (The Indo- Korean Cultural and Information Centre) which is a non-profit society set up in 2006 with support from TVS Motor Company and Hyundai Motor India Limited to promote a sustainable, meaningful intercultural dialogue between India and South Korea. He has held various important positions in the Indian Industry, such as the President, Confederation of Indian Industry and the President, Society of Indian Automobile Manufacturers. He is also a Director on the Central Board of Reserve Bank of India; and he is also the vice chairman of various Tata Trusts, India's most respected and largest philanthropic foundation and the majority shareholder of the Tata group.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited; (ii) Sundaram-Clayton Limited; (iii) TVS Electric Mobility Limited; (iv) Sundaram Auto Components Limited; (v) TVS Housing Finance Private Limited; (vi) TATA Sons Private Limited; (vii) T.V. Sundram Iyengar & Sons Private Limited; (viii) LV Trustee Private Limited; (ix) S. Venu Trustee Private Limited; (x) VS Trustee Private Limited; (xi) Venu Srinivasan Trustee Private Limited; (xii) Cheema Educational Foundation; (xiii) Namma School Foundation; (xiv) Indian Foundation for Quality Management; (xv) TVS Cheema Scholarship Foundation; (xvi) TATA Indian Institute of Skills **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) Sundaram Holding USA Inc., USA **Past Directorships** (i) Tata Coffee Limited; (ii) Oriental Hotels Limited; (iii) TVS Electronics Limited; (iv) The Indian Hotels Company Limited; (v) TVS Motor Harita Employees Welfare Foundation Private Limited; (vi) Green Infra BTV Limited; (vii) Emerald Haven Estates Limited; (viii) Chennai Business Consulting Services Private Limited; (ix) TVS Capital Funds Private Limited; (x) Sundaram Non-Conventional Energy Systems Limited (xi) Lucas TVS Limited(xii) HNTI Limited(xiii) Sundaram Textiles Private Limited (xiv) Sundram Fasteners Limited (xv) ZF Commercial Vehicle Control Systems India Limited (xvi) Cummins India Limited (xvii) AGA Khan Rural Support Programme (India) (xviii) TVS Investments Private Limited (xix) Southern Roadways Private Limited (xx) Harita Venu Private Limited
Mr. Kunnath Narayanan Radhakrishnan **Designation:** Director & CEO **Age:** 63 years **Appointment Date:** October 23, 2018 **DIN:** 02599393	With a career spanning decade in the automobile industry, Radhakrishnan is widely recognised for his customer-centric approach, commitment to quality, technological acumen, exceptional leadership skills and unique ability to connect with people. He was instrumental in expanding the operations of the Company internationally including setting up a plant in Indonesia in 2007 and entering the three-wheeler segment in 2008. He is also an Executive Committee Member of the Society of Indian Automobile Manufacturers (SIAM) and chairs the Two-Wheeler CEO Council at SIAM.	**Current Directorships** **Indian Companies:** (i) TVS Credit Services Limited; (ii) TVS Motor Services Limited **Foreign Companies:** (i) TVS Lanka Private Limited, Sri Lanka; (ii) PT TVS Motor Company Indonesia; (iii) The Norton Motorcycle Co Limited, UK; (iv) TVS Motor Company (Europe) B.V. **Past Directorships** (i) Sundaram Auto Components Limited (ii) Neo Strategic Motors Limited.
Mr. Vijay Sankar **Designation:** Independent Director **Age:** 53 years **Appointment Date:** March 20, 2024 **DIN:** 00007875	Mr. Vijay Sankar holds Master's in Business Administration from the J L Kellogg Graduate School of Management, Northwestern University, and is also a qualified Chartered Accountant. Vijay Sankar is the Chairman of The Sanmar Group, headquartered in Chennai, India, with manufacturing facilities in the Mexico, Egypt, and several locations across South India. The Group has a strong presence in key industry segments - Chemicals (including Speciality Chemicals), Engineering Technologies (Products and Steel Castings) and Shipping and has a turnover of approximately US$ 1.6 billion. Well recognized for its high ethical standards, the Sanmar Group has robust corporate governance methods and a strong focus on corporate social responsibility (CSR). Mr. Sankar is an Independent Director on the Boards of several listed entities. He also serves as a Vice President of the Tamil Nadu Tennis Association, Trustee of The Childs Trust Hospital and the Voluntary Health Services (VHS) and on the Board of Governors of the Medical Research Foundation (Sankara Nethralaya) and CPR Environment Education Centre. He also serves as a member of the Governing Body of The Cancer Institute (WIA), Adyar, Chennai. He is the Honorary Consul General of Denmark in Chennai and was honoured with Denmark's Knight's Cross for his remarkable consular service.	**Current Directorships** **Indian Companies:** (i) Chemplast Sanmar Limited; (ii) Oriental Hotels Limited; (iii) Transport Corporation of India Ltd.; (iv) Kaveri Retreats and Resorts Ltd.; (v) Sanmar Consolidations Pvt.Ltd.; (vi) SCL Consultancy and Trading Pvt. Ltd.; (vii) NS Family Investments P Ltd.; (viii) Barbourne Trading Pvt. Ltd.; (ix) Stargate Enterprises Pvt. Ltd.; (x) V S Trading and Consultancy Pvt. Ltd.; (xi) C Sankar Trading and Consultancy Pvt. Ltd.; (xii) M Sankar Trading and Consultancy Pvt Ltd; (xiii) Southern India Chamber of Commerce and Industry; (xiv) Young Presidents Organisation (Chennai Chapter); (xv) SCL Research Private Limited; (xvi) Chennai Willingdon Corporate Foundation; (xvii) Chennai Heritage; (xviii) Federation of Indian Chamber of Commerce and Industry **Foreign Companies:** Nil **Past Directorships** (i) Sanmar Holdings Limited; (ii) The KCP Limited; (iii) NS Family Consolidations Private Limited; (iv) Indian Chemical Council; (v) SHL Research Pvt. Ltd.; (vi) Silkroute Indchem Limited (vii) SHL Securities (Alpha) Limited (viii) N Sankar Properties and Holdings Private Limited (ix) YPO South Asia Chapter (x) Sanmar Shipping Limited
Mr. Shailesh Haribhakti **Designation:** Independent Director **Age:** 69 years **Appointment Date:** April 1, 2024 **DIN:** 00007347	Mr. Shailesh Haribhakti is a globally recognized thought leader, serial innovator, and sustainability evangelist. A pioneer in Environmental, Social, and Governance (ESG) principles, he has dedicated his life to addressing two of humanity's greatest challenges: inequality and climate change. His visionary leadership spans five decades, during which he has transformed industries, redefined governance, and champion exponential technologies to foster sustainable development. He founded and grew his own firm achieving an extraordinary 2000x expansion. His tenure as Chairman of global accounting networks such as BDO, Baker Tilly, and Moores Rowland exemplified his leadership capabilities. In 2018, he pivoted his focus to sustainability, teaching himself Physics, Chemistry, and Biology to better understand the principles of exponential technologies and environmental stewardship. He serves as Chairman of Shailesh Haribhakti & Associates, Vice Chairman of GOvEVA Consulting Pvt. Ltd., Non-Executive Chairman of Aakash Educational Services Ltd., Bharat Clean Rivers Foundation and holds leadership positions across industries, including education, technology, clean energy, and financial services. He is renowned for his groundbreaking contributions to ESG and sustainability, including introducing Integrated Reporting and pioneering pathways to achieve "Net Zero." His leadership in CSR, governance, and sustainability committees has earned him prestigious accolades such as the Vivekananda Sustainability Award (2022), the Global Competent Boards Designation, and an honorary Doctor of Letters from ITM University.	**Current Directorships** **Indian Companies:** (i) Bajaj Electricals Ltd; (ii) Adani Power Ltd; (iii) Protean E-Gov Technologies Ltd; (iv) Swiggy Ltd; (v) Aakash Educational Services Limited; (vi) Generali Central Life Insurance Company Limited; (vii) Generali Central Insurance Company Limited; (viii) Continuum Green Energy Limited; (ix) Gaja Alternative Asset Management Limited; (x) Planet People & Profit Consulting Pvt Ltd; (xi) GovEVA Private Limited; (xii) IBS Fintech India Pvt Ltd; (xiii) Brookprop Management Services Pvt Ltd; (xiv) Cnergyis Infotech India Pvt Ltd; (xv) YCWI Green Solutions Pvt Ltd; (xvi) Stair Digital Pvt Ltd; (xvii) Mirae Asset Investment Managers (India) Private Limited (xviii) Bharat Clean Rivers Foundation **Foreign Companies:** Gaja Advisors Ltd, Mauritius **Past Directorships** (i) Rapidue Technologies Private Limited; (ii) Adani Total Gas Ltd; (iii) Gaja Trustee Company Private Limited; (iv) Bennett Coleman and Company Limited (v) L&T Finance Limited (vi) Torrent Pharmaceuticals Ltd (vii) Blue Star Limited (Viii) Epigeneres Biotech Private Limited (ix) Dscovr Journeys Private Limited (x) Roevpl Ventures Private Limited (xi) Reliance Enterprises and Ventures Private Limited (xii) Hubtown Limited (xiii) Dhanlaxmi Bank Limited (xiv) Invesco Asset Management (India) Private Limited (xv) Hexaware Technologies Limited (xvi) Future Lifestyle Fashions Limited (xvii) Hercules Investments Limited (xviii) Capital First Limited (xix) Ambuja Cements Limited (xx) Elevar Digital Infrastructure Private Limited (xxi) Raymond Limited (xxii) Gol Offshore Limited (xxiii) JK Paper Limited (xxiv) Indian Petrochemicals Corporation Limited (xxv) Aditya Birla Chemicals (India) Limited (xxvi) ACC Limited (xxvii) Everest Kanto Cylinder Limited (xxviii) Mahindra Lifespace Developers Limited (xxix) MorarjeeTextiles Limited (xxx) Future Enterprises Limited (xxxi) Metropolis Healthcare Limited (xxxii) Mavenvista technologies private limited (xxxiii) RWTIPL Industries Private Limited (xxxiv) Vigintillion Wind Turbine Installators Private Limited (xxxv) Karam Chand Thapar & Bros (Coal Sales) Ltd (xxxvi) Future

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		Value Retail Limited (xxxvii) Future Capital Financial Services Limited (xxxviii) Haribhakti Moti India Private Limited (xxxix) Overseas Infrastructure Alliance (India) Private Limited (xxxx) Kotak Mahindra Trusteeship Services Limited (XLI) The Investment Trust of India Limited (XLII) LIC Pension Fund Limited (XLIII) Financial Planning Corporation India Private Limited (XLIV) Milestone Capital Advisors Private Limited (XLV) JM Financial Asset Reconstruction Company Limited (XLVI) Mentorcap Management Private Limited (XLVII) Bluevine Technologies Private Limited (XLVIII) Quadrum Solutions Private Limited (XLIX) Fintotal Insights And Resources Private Limited (L) Landmarks Financial Advisory Services Private Limited (LI) First Policy Insurance Brokers Private Limited (LII) Cloud Infosolutions Private Limited (LIII) Acme Wind Power (Tenkasi) One Private Limited (LIV) Warmond Trustees & Executors Private Limited (LV) Ecofirst Services Limited (LVI) Future People Services Limited (LVII) Creative Collaboration Advisors Private Limited (LVIII) ESG Minds Private Limited (LIX) Desai Haribhakti Consulting Private Limited (LX) Neue Allianz Corporate Services Private Limited (LXI) For Audit Quality Private Limited (LXII) Financial Planning Supervisory Foundation (LXIII) Next-Gen Finance Enablers
Mr.Balasubramanyam Sriram **Designation:** Independent Director **Age: 67 years** **Appointment Date:** January 24, 2023 **DIN: 02993708**	Mr. B Sriram has held several key executive positions in his career including Managing Director & CEO, IDBI Bank Ltd.; Managing Director, State Bank of India and Managing Director, State Bank of Bikaner & Jaipur. He has held various key assignments in the State Bank Group in Credit and Risk, Retail, Operations, IT, Treasury, Investment Banking, International Operations, Payment and Settlement Systems and Small Scale Industry. He was a part-time member of the Insolvency & Bankruptcy Board of India. He is also an External Investment Committee member of British International Investment, UK.	**Current Directorships** **Indian Companies:** (i) ICICI Bank Limited; (ii) TVS Credit Services Limited; (iii) Nippon Life India Asset Management Limited; (iv) Indiaideas.com Limited; (v) TVS Supply Chain Solutions Limited; (vi) National Bank for Financing Infrastructure and Development (NaBFID); **Foreign Companies:** Nil **Past Directorships** (i) Home Credit India Finance Private Limited; (ii) Dreamplug Technologies Private Limited; (iii) National Highways Infra Investment Managers Private Limited; (iv) Multi Commodity Exchange of India Limited (v) Gujarat State Energy Generation Limited (vi) National Bulk Handling Corporation Private Limited (vii) SBI Business Process Management Services Private Limited (viii) SBI Factors Limited (ix) SBI Cards and Payment Services Limited (x) SBICAP Securities Limited (xi) SBI Foundation (xii) IDBI Bank Limited (xiii) SBI General Insurance Company Limited (xiv) Unitech Limited (xv) SBI DFHI Limited (xvi) Protevista Business Advisors Limited (xvii) SBI Life Insurance Company Limited
Ms. Kalpana Unadkat **Designation:** Independent Director **Age: 55 years** **Appointment Date:** December 15, 2025 **DIN: 02490816**	Ms Kalpana Unadkat is an experienced Independent Director with over a decade of boardroom experience and more than 25 years of cross-border legal and governance expertise. Ms Kalpana is a dual-qualified solicitor (India and UK) and was a senior partner at Khaitan & Co. and a former Co-Head of Ashurst's India Practice (London). Ms Kalpana specialises in cross border joint ventures and M&As (international and domestic), and corporate governance laws and offers practical solutions to clients on doing business in India. She is experienced in leading diverse teams in dynamic environments while achieving success in competitive markets. As a leading international M&A lawyer, Ms Kalpana has helped corporates at critical inflection points in their growth journeys including: • Structuring and executing strategic acquisitions, joint ventures, and alliances for accelerated expansion. • Designing market entry strategies into new geographies and sectors. • Overseeing post-acquisition integration to ensure operational alignment and synergy realisation. • Advising on divestments and restructuring to refocus on high-growth areas. • Supporting organic growth initiatives through strategic partnerships, commercial contracts, and long-term supply agreements. Recognised for her ability to bridge governance with strategic execution, Ms Kalpana enables sustainable long-term value creation and strengthens organisational resilience. A mentor to senior executives, she has delivered numerous governance workshops and co-authored research on Women on Boards. Ms Kalpana is a well-recognised expert on Corporate Governance principles. She also advises on board effectiveness, particularly around issues of corporate governance, leadership, organisational climate and decision-making. She has led several workshops and trained more than 200 directors with a comprehensive approach to director development. She regularly acts for international companies and is recognised in independent guides as one of the leading lawyers. Ms Kalpana was the recipient of the Chevening Scholarship - English and EC Commercial Law and Practice. She has also been recognised and awarded: • Trailblazer, Women Achiever Awards 2023 by FICCI FLO; • The Corporate Governance Lawyer of the Year, India in 2019; • The Rising Women of the Year Award in 2019 by Economic Times and Spencer Stuart; • The Corporate Governance Lawyer for India Award in 2018 by M&A Today; • The Female Lawyer of the Year for 2017 by ACQ Global Law Awards; • The Women in Law awards by Lawyer Monthly in 2017; and • The Women Super Achiever Award by World HRD congress in 2017.	**Current Directorships:** **Indian Companies:** (i) Eris Lifesciences Limited; (ii) Avenue Supermarts Limited; (iii) TVS Credit Services Limited **Foreign Companies:** (i) TVS Motor (Singapore) Pte Ltd; **Past Directorships:** (i) Essel Mining & Industries Limited Limited; (ii) Elpro International Limited; (iii) TVS Housing Finance Private Limited

i. Business Model / Business Overview and Strategy:

Our Company is engaged in the business of designing, manufacturing, marketing and selling two-wheelers and three-wheelers in Indian and International markets. The Company has global presence and offers a range of products and related services in mobility segment and operates through an integrated network of subsidiaries, associates and distribution partners.

The Company is one of the largest manufacturers of two-wheelers in the world by volume. It has a presence in multiple geographies and caters to domestic and export markets. Its operations include research and development, manufacturing, distribution, and after-sales support for mobility products and solutions.

Headquartered in Chennai, our Company manufactures and sells two-wheelers and three-wheelers and has presence across all segments of the two-wheeler industry. More than 63 million customers ride a TVS Motor vehicle in India and across nearly 100 countries around the world.

We have a nationwide distribution network of over 4,500 certified touch-points, including dealers and Authorised Service Centres and continuously seeks to increase its reach. The Company has a talent pool of more than 6,000 personnel who work out of four state-of-the-art manufacturing facilities at Hosur in Tamil Nadu, Mysore in Karnataka, Nalagarh in Himachal Pradesh, and Karawang in Indonesia.

The Company has subsidiaries and associates including The Norton Motorcycle Co. Limited (United Kingdom), and TVS EBike Company AG (Switzerland), which is engaged in the personal e-mobility segment.

In its four-decade-long journey, the brand has won many accolades along the way. The Company is the first two-wheeler manufacturer to be conferred with the prestigious Deming Prize for excellence in quality. The Company's various products have led in their respective categories in the J.D. Power IQS and APEAL surveys for five years. For four consecutive years, it was ranked No. 1 in the J.D. Power Customer Service Satisfaction Survey. TVSM is also the first two-wheeler company in India to receive the prestigious TPM Advanced Special Award for all its factories certified by the Japan Institute of Plant Maintenance.

j. Rationale for the Scheme:

1. The Company had built up substantial surplus reserves, over the years from its retained profits. The surplus reserves are well above the Company's current and likely future business needs.
2. Further, upon taking into consideration the Company's capability to generate strong free cash flow in the foreseeable future and the surplus reserves being more than what is needed to fund the Company's future growth, the Company is of the view that these excess funds can be optimally utilized to reward its shareholders.
3. Accordingly, the Company had proposed inter alia, to distribute such funds amongst its shareholders by issuing fully paid up Preference Shares by way of bonus in terms of the Scheme.
4. The Preference Shares will be a listed security and while giving near-cash (traded, encashable) instrument in the hands of shareholders, give increased flexibility to the Company in managing its liquidity until redemption.
5. In view of the aforesaid factors, the Company has concluded that it can optimally utilize its surplus reserves by distributing a considerable portion of the same to its equity shareholders. In order to maintain high level of corporate governance and transparency, the Company had proposed issuance of Preference Shares by way of bonus to its equity shareholders under Sections 230 to 232 of the Act which will be subject to necessary statutory, regulatory and corporate approvals.

   The Scheme is in the interest of the shareholders of the Company and it is not detrimental to the interest of other stakeholders.

k. Audited Financials for the previous three financial years and audit qualifications:

The standalone and consolidated audited financial statements along with notes to accounts for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 are available on the website of the Company at https://www.tvsmotor.com/. Below is the summary of audited financial statements of the Company for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023:

(i) Summary of audited financial statements of the Company on standalone basis:

(₹ In Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment	3,880.22	3,442.18	3,280.17
Capital work in progress*	1,238.82	930.14	627.73
Other intangible assets	466.14	329.67	335.72
Financial assets			
I. Investments	9,038.23	6,828.07	5,491.95
II. Other financial assets	28.00	152.69	482.64
Deferred Tax Assets (Net)	-	-	-
Other non-current assets ^	229.61	161.67	109.73
Total non-current assets	**14,881.02**	**11,844.42**	**10,307.84**
Current assets			
Inventories	1,725.76	1,370.80	1,236.36
Financial assets			
I. Trade receivables	1,280.06	1,302.14	979.29
II. Cash and cash equivalents	293.56	485.83	234.35
III. Bank balances other than (ii) above	264.77	45.13	7.81
IV. Investments	233.19	163.19	191.92
V. Other financial assets	97.55	77.25	62.83
Current tax assets (Net)	-	-	-
Other current assets	1,186.98	773.48	972.19
Total current assets	**5,081.87**	**4,217.82**	**3,684.55**
Total Assets	**19,962.89**	**16,062.24**	**13,992.39**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity	9,889.14	7,683.53	6,000.34
Total equity	**9,936.65**	**7,731.04**	**6,047.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
I. Borrowings	834.51	986.91	1,211.64
II. Lease liability	192.63	313.07	313.24
III. Other Non Current Liabilities	28.00	31.50	37.13
Provisions	255.94	205.67	175.88
Deferred tax liabilities (Net)	265.92	187.05	198.20
Total non-current liabilities	**1,577.00**	**1,724.40**	**1,935.99**
Current liabilities			
Financial liabilities			
I. Borrowings	900.43	526.53	1,033.04
II. Lease liability	108.39	137.11	105.64
III. Trade payables	6,153.66	5,112.17	4,130.56
IV. Other financial liabilities	310.92	126.05	121.65
Other current liabilities	754.31	526.63	513.29
Provisions	184.13	143.60	96.54
Current tax liabilities (Net)	37.40	33.81	5.93
Total current liabilities	**8,449.24**	**6,606.80**	**6,008.55**
Total liabilities	**10,026.24**	**8,331.20**	**7,944.54**
Total equity and liabilities	**19,962.89**	**16,062.24**	**13,992.39**

* Includes Intangible assets under development
^ Includes non current tax assets

(₹ In Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,628.79		2,780.86		2,003.37
Add: Depreciation and amortisation for the year	744.60		700.35		631.23	
Loss on sale / scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-8.42		-2.63		-2.82	
Unrealised exchange (gain) / loss *	9.88		6.07		0.62	
Dividend income	-100.27		-2.61		-2.25	
Interest income	-19.87		-18.88		-8.21	
Fair value of financial assets & financial liabilities	78.27		26.93		-61.09	
Interest expense ^	171.47		181.63		140.66	
Profit on sale of investments	-1.15		-145.39		-22.01	
		874.51		745.47		677.63
Operating profit before working capital changes		4,503.30		3,526.13		2,680.90
Adjustments for:						
Inventories	-354.96		-134.44		-113.68	
Trade Receivables	10.94		-320.85		-11.01	
Other financial assets	-231.76		-24.68		-23.23	
Other non-current assets	10.31		-53.76		7.39	
Other current assets	-413.50		198.71		-248.24	
Trade Payables	1,042.88		977.70		104.62	
Provisions	95.14		52.96		2.60	
Other financial liabilities (excluding current maturities of debt)	205.06		5.14		-3.72	
Other current liabilities	229.81		15.48		79.64	
		593.72		707.35		-205.43
Cash generated from operations		5,097.02		4,233.48		2,475.47
Direct taxes paid		-831.35		-616.19		-482.61
Net cash from operating activities (A)		4,265.67		3,617.29		1,992.86
B CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-1,798.47		-1,088.81		-1,015.56
Sale of property, plant and equipment		18.76		33.31		18.74
Purchase of investments $		-2,283.78		-1,490.89		-1,322.15
Sale of investments		33.66		630.66		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-		-		-
Interest received		18.74		17.37		4.62
Dividend received		100.27		1.88		2.25
Net Cash from/(used in) investing activities (B)		-3,870.82		-1,896.26		-2311.80
C CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		219.99		-289.49		347.59
Short term borrowings availed/ (repaid)		-		-440.00		310.00
Interest paid		-138.42		-213.73		-137.10
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-193.60		-146.26		-4.14
Net cash inflow/ (outflow) from financing activities (C)		-587.12		-1,469.56		224.64
D NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)		-192.27		251.48		-94.40
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	485.83		234.35		328.76	
Cash credit balance	-	485.83	-	234.35	-	328.76
Cash and cash equivalents at the end of the year						
Cash and Bank balances	293.56		485.83		234.35	
Cash credit balance	-	293.56	-	485.83	-	234.35

* Includes Gain on pre closure
^ Includes share based payment expenses
$ Includes share application money paid
# Included Purchase of treasury shares by ESOP Trust and Other bank balances

Limited reviewed standalone financial results of the Company for nine months period ended December 31, 2025:

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	34,462.69
Other Income	-15.05
Total Income	**34,447.64**
Expenses	
Cost of materials consumed *	24,213.33
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	305.26
Employee benefit expenses	1804.36
Finance costs	144.75
Depreciation and amortisation expense	651.86
Other expenses	3,733.99
Total expenses	**30,853.62**
Profit before exceptional items and tax	**3,594.02**
Exceptional items - income / (expense)	-41.37
Profit before tax	**3,552.65**
Income tax expense	
Current tax	886.03
Deferred tax charge/(credit)	41.57
Profit for the year	**2,625.05**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-2.91
Change in fair value of equity instruments	161.25
Income tax relating to these items	-19.48
Items that will be reclassified to profit and loss	
Transactions relating to Derivative Instruments	-2.46
Income tax relating to these items	0.62
Other comprehensive income for the year, net of tax	**137.02**
Total comprehensive income for the year	**2,762.07**
Earnings per share	
Basic & Diluted earnings per share	55.25

*Includes purchase of stock in trade

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	36,251.32	31,776.37	26,378.09
Other income	58.01	148.53	100.57
Total Income	**36,309.33**	**31,924.90**	**26,478.66**
Expenses			
Cost of materials consumed *	25,949.08	23,633.53	19,990.59
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-188.43	-204.56	5.21
Employee benefit expenses	1,970.26	1,595.87	1,345.09
Finance costs	138.66	181.63	140.66
Depreciation and amortisation expense	744.60	700.35	631.23
Other expenses	4,066.37	3,237.42	2,362.51
Total expenses	**32,680.54**	**29,144.24**	**24,475.29**
Profit before exceptional items and tax	**3,628.79**	**2,780.66**	**2,003.37**
Exceptional items - income / (expense)	-	-	-
Profit before tax	**3,628.79**	**2,780.66**	**2,003.37**
Income tax expense			
Current tax	867.67	702.08	503.65
Deferred tax charge/(credit)	50.58	-4.42	8.69
Profit for the year	**2,710.54**	**2,083.00**	**1,491.03**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	6.39	-20.48	-26.39
Change in fair value of equity instruments	23.06	0.84	-13.66
Income tax relating to these items	-4.49	5.02	9.37
Items that will be reclassified to profit and loss			
Transactions relating to Derivative Instruments	10.23	-6.84	4.01
Income tax relating to these items	-2.57	1.72	-1.01
Other comprehensive income for the year, net of tax	**32.62**	**-19.74**	**-27.68**
Total comprehensive income for the year	**2,743.16**	**2,063.26**	**1,463.35**
Earnings per share			
Basic & Diluted earnings per share	57.05	43.84	31.38

* Includes Purchases of stock in trade

(ii) Summary of audited financial statements of the Company on consolidated basis:

(₹ In Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment #	5,630.12	4,431.82	4,315.10
Capital work in progress *	1,465.45	1,032.95	743.45
Other intangible assets $	2,014.33	1,459.00	1,432.93
Financial assets			
I. Investments &	732.07	960.00	775.33
II. Other financial assets @	11,367.23	12,250.07	10,514.35
Deferred Tax Assets (Net)	495.91	394.26	305.73
Other non-current assets ^	247.55	172.33	121.74
Total non-current assets	**21,952.66**	**20,700.45**	**18,208.63**
Current assets			
Inventories	2,416.58	2,248.40	1,921.51
Financial assets			
I. Trade receivables	1,716.75	1,639.42	1,256.42
II. Cash and cash equivalents	4,115.00	2,355.80	1,851.19
III. Bank balances other than (ii) above	271.24	89.93	27.92
IV. Investments	616.31	163.19	191.92
V. Other financial assets @	15,419.44	13,619.92	10,466.42
Current tax assets (Net)	-	23.89	4.56
Other current assets	1,529.93	1,199.48	1,304.34
Total current assets	**25,984.25**	**21,520.01**	**17,024.28**
Total Assets	**47,936.91**	**42,220.46**	**35,232.91**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity !	9,394.76	7,463.60	5,862.34
Total equity	**9,442.27**	**7,511.11**	**5,909.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
I. Borrowings	13,932.68	12,629.32	9,084.08
II. Lease liability	751.83	503.66	563.51
III. Other non-current liabilities	28.00	31.50	37.14
Provisions	322.57	270.16	231.26
Deferred tax liabilities (Net)	286.02	196.46	208.37
Total non-current liabilities	**15,321.10**	**13,631.14**	**10,104.36**
Current liabilities			
Financial liabilities			
I. Borrowings	13,683.08	12,657.30	12,582.15
II. Lease liability	241.12	215.40	185.84
III. Trade payables	7,561.26	6,638.22	5,096.67
IV. Other financial liabilities	400.39	459.58	355.60
Other current liabilities	1,029.62	906.49	886.65
Provisions	218.27	166.64	115.74
Current tax liabilities (Net)	39.80	34.58	16.05
Total current liabilities	**23,173.54**	**21,078.21**	**19,218.70**
Total liabilities	**38,494.64**	**34,709.35**	**29,323.06**
Total equity and liabilities	**47,936.91**	**42,220.46**	**35,232.91**

\# Includes investment properties
* Includes intangible assets under development
^ Includes non current assets
$ Includes Goodwill on consolidation
@ Includes Loans (receivable from financing activity)
& Includes Investments accounted using equity method
! Includes Non controlling interest

(₹ In Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,527.84		2,702.92		1,936.03
Add: Depreciation and amortisation for the year	1,045.56		975.12		858.86	
Loss on sale/scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-9.15		-3.38		-2.65	
Unrealised exchange (gain) / loss *	9.88		6.07		0.62	
Dividend income	-		-0.65		-0.02	
Interest income	-27.16		-22.10		-10.99	
Fair value of financial assets & financial liabilities	78.27		26.93		-61.84	
Interest expense ^	203.01		274.08		199.61	
Profit on sale of investments	-22.04		-46.00		-4.83	
Operating profit before working capital changes		1,338.37		1,210.07		978.78
		4,866.21		3,912.99		2,914.79
Adjustments for:						
Inventories	-168.18		-326.89		-313.99	
Trade Receivables	110.50		-590.00		-95.16	
Other financial assets !	-1,153.58		-4,909.69		-6,665.96	
Other non-current assets	35.53		-169.55		35.38	
Other current assets	-330.64		104.88		-334.61	
Trade Payables	923.94		1,537.73		517.35	
Provisions	99.67		61.40		15.74	
Other financial liabilities (excluding current maturities of debt)	140.69		49.00		-11.55	
Other current liabilities	125.43		36.86		161.07	
		-216.64		-4,206.24		-6,711.73
Cash generated from operations		4,649.57		-293.25		-3,796.94
Direct taxes paid		-1,146.65		-959.42		-607.87
Net cash from operating activities (A)		3,502.92		-1,252.67		-4,404.81
B CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-2,478.06		-1,145.17		-1,340.77
Sale of property, plant and equipment		19.00		34.63		21.94
Purchase of investments $		-526.30		-610.84		-387.38
Sale of investments		60.47		216.41		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-		-		-
Interest received		25.93		23.61		12.64
Dividend received		-		-		-
Net Cash from/(used in) investing activities (B)		-2,898.96		-1481.36		-1693.57
C CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		1,301.85		3,844.07		5,467.90
Short term borrowings availed/ (repaid)		1,025.79		-182.03		1,119.78
Interest paid		-400.54		-253.07		-112.08
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-290.76		240.34		320.10
Net cash inflow/ (outflow) from financing activities (C)		1,155.24		3,236.64		6,503.89
D NET INCREASE/(DECREASE) IN CASH AND CASH (A+B+C) EQUIVALENTS		1,759.20		504.61		405.51
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	2,355.80		1,851.19		1,445.68	
Cash credit balance	-	2,355.80	-	1,851.19	-	1,445.68
Cash and cash equivalents at the end of the year						
Cash and Bank balances	4,115.00		2,355.80		1,851.19	
Cash credit balance	-	4,115.00	-	2,355.80	-	1,851.19

* Includes Gain on pre closure
! Includes Loans given by a financial enterprise (Net)
^ Includes share based payment expenses
$ Includes share application money paid and investment property
\# Included Purchase of treasury shares by ESOP Trust and Other bank balances and Contribution from non-controlling interest

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Limited reviewed consolidated financial results of the Company for nine months period ended December 31, 2025:

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	41,016.79
Other income	15.36
Total income	**41,032.15**
Expenses	
Cost of materials consumed *	24,981.37
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	372.98
Employee benefit expenses	3,240.52
Finance costs	1,664.00
Depreciation and amortisation expense	958.10
Other expenses	6,215.52
Total expenses	**37,432.47**
Profit before exceptional items and tax	**3,599.68**
Exceptional items - Income / (expense) ^	-76.07
Profit before tax	**3,523.61**
Income tax expense	
Current tax I	1167.38
Deferred tax charge/(credit) @	-10.66
Profit for the year	**2366.88**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-12.16
Change in fair value of equity instruments $	165.31
Income tax relating to these items	-18.18
Items that will be reclassified to profit and loss	
Transactions relating to Derivative Instruments &	171.64
Income tax relating to these items	0.84
Other comprehensive income for the year, net of tax	**307.46**
Total comprehensive income for the year #	**2,674.34**
Earnings per share	
Basic & Diluted earnings per share	47.29

*Includes purchase of stock in trade

^Includes Share of net profit/(loss) from associates using equity method and profit before tax from discontinued operations

$ Includes Share of other comprehensive income of an associate

& Includes FCTR

Includes NCI portion

I Includes Current tax from Discontinued operations

@Includes tax from Discontinued operations

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	44,089.01	38,778.82	31,973.90
Other Income	69.56	105.82	138.00
Total Income	**44,158.57**	**38,884.64**	**32,111.99**
Expenses			
Cost of materials consumed *	26,803.06	24,593.59	20,987.19
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-79.22	-323.37	-140.93
Employee benefit expenses	3,580.88	3,297.72	2,890.25
Finance costs	2,093.25	1,916.60	1,367.89
Depreciation and amortisation expense	1,045.56	956.15	858.88
Other expenses	7,135.57	5,732.86	4,170.10
Total expenses	**40,579.10**	**36,173.55**	**30,133.36**
Profit before exceptional items and tax	**3,579.47**	**2,711.09**	**1,978.63**
Exceptional items - Income / (expense) ^	-51.63	-8.17	-42.60
Profit before tax	**3,527.84**	**2,702.92**	**1,936.03**
Income tax expense			
Current tax I	1,192.80	1,012.63	703.46
Deferred tax charge/(credit) @	-44.77	-88.25	-76.89
Profit for the year	**2,379.81**	**1,778.54**	**1,309.46**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	-4.35	-28.42	-27.82
Change in fair value of equity instruments $	23.27	0.33	-13.52
Income tax relating to these items	-1.78	3.93	10.38
Items that will be reclassified to profit and loss			
Transactions relating to Derivative Instruments &	30.26	-35.55	95.02
Income tax relating to these items	-0.18	6.24	-4.98
Other comprehensive income for the year, net of tax	**47.22**	**-53.47**	**59.28**
Total comprehensive income for the year #	**2,427.03**	**1,725.07**	**1,368.74**
Earnings per share			
Basic & Diluted earnings per share	47.05	35.50	27.97

* Includes Purchases of stock in trade

^ Includes Share of net profit / (loss) from associates using equity method and Profit before tax from Discontinued operations

$ Includes Share of other comprehensive income of an associate

& Includes FCTR

Includes NCI portion

I Includes Current tax from Discontinued operations

@ Includes tax from Discontinued operations

l. **Latest restated audited financials along with notes to accounts and any audit qualifications.**
Not Applicable

m. **Change in accounting policies in the last three years and their effect on profits and reserves**
There has been no change in accounting policies by the Company in last three years.

n. **Summary table of contingent liabilities:**
The details of contingent liabilities are as follows:

(₹ In Crore)

Details	March 31, 2025	March 31, 2024	March 31, 2023
(a) Claims against the company not acknowledged as debts*:			
(i) Excise	23.90	23.89	52.44
(ii) Service tax	7.17	8.08	8.65
(iii) Customs	-	-	39.67
(iv) Sales tax	-	2.00	2.74
(v) Income tax	48.07	54.99	73.67
(vi) GST	55.03	18.28	3.46
(vii) Legal cases filed by customers	-	-	4.04
(viii) Legal cases filed by borrowers against the Company	13.15	6.15	-
(b) Other money for which the company is contingently liable:			
(i) On bills discounted with banks	330.98	250.99	146.91
(ii) On factoring arrangements	-	-	-
(c) Commitments:			
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for	343.18	252.41	281.43
(ii) On Investments	-	1.88	3.90
(iii) Undrawn loans sanctioned to customers by financial enterprises	41.29	63.47	43.58
(iv) Estimated indemnity amount on account of tax paid due to interpretational difference in GST tax rate	15.94	15.94	-
(d) Other commitments:			
On import of capital goods under Export Promotion Capital Goods Scheme	-	-	-
Total	878.71	696.08	660.49

* The future cash flows on the above items are determinable only on receipt of the decisions/ judgments that are pending at various forums/authorities. The future cash flows on the above items are determinable only on receipt of the decisions/judgments that are pending at various forums/authorities.

o. **Summary table of related party transactions in last 3 years as disclosed in the restated financial statements:**
For details of the related party transactions for the last three financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 in accordance with the requirements under Ind AS 24 "Related Party Disclosures" notified under Section 133 of the Companies Act read with the Companies (Indian Accounting Standards) Rules 2015, as amended from time to time, see section titled "Financial Information" of the Information Memorandum issued by the Company. Further refer to Information Memorandum: (i) page F79 – Note 41; (ii) page F111 – Note 34; (iii) page F148 – Note 39; (v) page F181 – Note 34, (vi) page F220 – Note 39 for related party transactions: (i) for the period ended March 31, 2025 on standalone basis; (ii) for the period ended March 31, 2025 on consolidated basis; (iii) for the period ended March 31, 2024 on standalone basis; (iv) for the period ended March 31, 2024 on consolidated basis; (v) for the period ended March 31, 2023 on standalone basis; (vi) for the period ended March 31, 2023 on consolidated basis, respectively. The Information Memorandum is uploaded to the website of the Company at www.tvsmotor.com.

p. **Details of its other group companies including their capital structure and financial statements:**
In terms of SEBI (Issue And Listing of Non-Convertible Securities) Regulations, 2021 ("NCS Regulations") the term "group companies" includes (i) such companies, other than promoter(s), subsidiary/subsidiaries, with which there were related party transactions, during the period for which financial information is disclosed in the offer document, as covered under the applicable accounting standards and (ii) other companies as considered material by the board of the issuer. Accordingly, all such companies which our Company had related party transactions as per the last three years audited financial statements have been considered group companies in terms of NCS Regulations.
Based on the above following is the summary of capital structure and financials of the identified group companies:

Ultraviolette Automotive Private Limited was incorporated on 18th December 2015 as a private limited company under the Companies Act 2013 at RoC – Bangalore, bearing CIN U34102KA2015PTC084804. The company was born out of the unique vision of creating top-of-the line mobility solutions, that's driven by progressive design and energy efficient technology. Ultraviolette Automotive is developing India's first ecosystem of high-performance electric vehicles and future-ready energy infrastructure. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	81.48	80.60	71.83
Paid-up Equity (₹ Cr)	77.26	76.80	71.09
Reserves & Surplus (₹ Cr)	299.75	270.05	334.34
Revenue from Operations (₹ Cr)	32.33	15.08	8.67
Profit After Tax (₹ Cr)	(116.01)	(61.86)	(7.40)
EPS (₹)	(202)	(107)	(13)
Net Asset Value per Equity Share (₹)	837	802	703

DriveX Mobility Private Limited was incorporated on 1st April 2020 as a Private Limited Company under the Companies Act 2013, at RoC – Coimbatore, bearing CIN – U63040TZ2020PTC033680. The Company is engaged in business of buying, refurbishing and selling of pre-owned two wheelers and trading in automobile spare parts, accessories and engine oils. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	1.60	1.60	1.60
Paid-up Equity (₹ Cr)	0.02	0.02	0.02
Reserves & Surplus (₹ Cr)	36.93	43.28	74.24
Revenue from Operations (₹ Cr)	59.97	33.99	5.79
Profit After Tax (₹ Cr)	(46.33)	(30.98)	(11.12)
EPS (₹)	(22,540.18)	(15,314.03)	(7,544.66)
Net Asset Value per Equity Share (₹)	15,758.80	21,396.41	36,702.02

TVS Emerald Limited (formerly known as Emerald Haven Realty Limited) was incorporated on 2nd June 2010 as a Public Limited Company under the Companies Act, 1956, at RoC – Chennai, bearing CIN - U45200TN2010PLC075953. The Company is engaged in business of real estate. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	265.00	265.00	265.00
Paid-up Equity (₹ Cr)	255.44	255.44	255.44
Reserves & Surplus (₹ Cr)	(49.92)	(14.52)	(11.41)
Revenue from Operations (₹ Cr)	232.00	81.20	22.60
Profit After Tax (₹ Cr)	(35.40)	(3.12)	(31.00)
EPS (₹)	(1.39)	(0.12)	(1.33)
Net Asset Value per Equity Share (₹) (excludes instruments in the nature of equity like CCD, OCD)	7.92	9.33	9.51

TVS Digital Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U70101TN2010PTC075027 and was later made a public company with alteration to the main objects in 2024 and the CIN as on date is U62090TN2010PLC075027. The Company is engaged in business of digital transformation, software designing, development, customization, implementation, maintenance, testing and bench marking, software and business consulting, training, designing, developing, digitalization, process automation and dealing in computer software and solutions. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	3.05	3.05	0.05
Paid-up Equity (₹ Cr)	3.05	3.05	0.05
Reserves & Surplus (₹ Cr)	1.59	1.09	0.85
Revenue from Operations (₹ Cr)	27.82	3.85	0.07
Profit After Tax (₹ Cr)	0.50	0.27	0.03
EPS (₹)	1.65	9.06	5.02
Net Asset Value per Equity Share (₹)	15.23	13.58	180.74

TVS Training & Services Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC - Chennai, bearing CIN - U74999TN2010PLC075028. The Company is engaged in business of providing, establishing, maintain, run, develop and manage or take over and administer schools, colleges, or other bodies or institutions and imparting skill development training. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	12.50	12.50	12.50
Paid-up Equity (₹ Cr)	9.05	9.05	9.05
Reserves & Surplus (₹ Cr)	6.49	8.58	8.17
Revenue from Operations (₹ Cr)	164.23	103.59	43.04
Profit After Tax (₹ Cr)	(2.11)	0.32	0.63
EPS (₹)	(2.33)	0.70	0.70
Net Asset Value per Equity Share (₹)	17.17	19.48	19.03

Sundaram - Clayton Limited was incorporated on 29th August, 2017, as TVS Commodity Financial Solutions Private Limited under the Companies Act, 2013. Pursuant to the approval of the shareholders by way of a special resolution passed on 4th February, 2022, the Company was renamed Sundaram-Clayton DCD Private Limited, and a fresh certificate of incorporation was issued on 8th February, 2022. Subsequently, the Company was converted into a public limited company and renamed Sundaram-Clayton DCD Limited, following shareholder approval dated 16th February, 2022, with a revised certificate issued on 24th February, 2022. Thereafter, under a Composite Scheme of Arrangement approved by the Hon'ble NCLT, Chennai Bench, on 6th March, 2023, the manufacturing business of TVS Holdings Limited was demerged, transferred, and vested into the Company with effect from 11th August, 2023 ("Demerger"), and the Company was simultaneously renamed Sundaram-Clayton Limited, with a fresh certificate dated 30th August, 2023, bearing CIN: L51100TN2017PLC118316. The Company had not commenced operations prior to the Demerger; post-Demerger, it is engaged in the manufacture of auto components. The detailed financial reports are available at: https://www.sundaram-clayton.com/Reports.htm, and the information derived from the audited financial statements for the last three years is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	15.00	15.00	0.0025
Paid-up Equity (₹ Cr)	11.02	10.12	0.0025
Reserves & Surplus (₹ Cr)	1,413.06	787.49	(0.014)
Revenue from Operations (₹ Cr)	2,109.14	1,341.92	(0.014)
Profit After Tax (₹ Cr)	257.92	64.52	(0.0012)
EPS (₹)	122.23	31.89	(0.00)
Net Asset Value per Equity Share (₹)	645.98	394.23	(44.48)

Emerald Haven Development Limited was incorporated on 9th July 2008 as a Public Limited Company under the Companies Act, 1956, at RoC - Chennai, bearing CIN - U45200TN2008PLC068511. The Company is engaged in business of real estate development. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	60.00	60.00	60.00
Paid-up Equity (₹ Cr)	57.10	57.10	57.19
Reserves & Surplus (₹ Cr)	8.53	14.88	12.18
Revenue from Operations (₹ Cr)	1.69	149.20	16.95
Profit After Tax (₹ Cr)	(6.35)	2.70	(25.10)
EPS (₹)	(1.11)	0.47	(4.39)
Net Asset Value per Equity Share (₹)	11.49	12.60	12.13

Vaayas Charities Foundation was incorporated on 20th August 2021 as a Private Limited Company (Not for Profit Limited by Guarantee) under the Companies Act 2013, at RoC - Chennai, bearing CIN - U80903TN2021NPL145610. The Company is engaged in providing financial assistance and relief to the needy and poor, irrespective of caste, community, or creed, through donations, stipends, interest-free loans, and other support for education, health, and livelihood; to establish and maintain educational institutions, promote learning and research by instituting prizes and scholarships. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)*	-	-	-
Paid-up Equity (₹ Cr)*	-	-	-
Reserves & Surplus / General Fund(₹ Cr)	28.98	21.87	19.18
Revenue from Operations / Donations, received (₹ Cr)	14.73	10.42	7.88
Profit After Tax/ Surplus/(Deficit) (₹ Cr)	7.73	2.00	(1.33)
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

* Not applicable, as the Company is limited by guarantee and comprises only members.

TVS Organics Private Limited was incorporated on 27th June 2013 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U15492TN2013PTC091674. The Company is engaged in business of processing, farming, manufacturing, distributorship, agency, broker, factors, stockiest, importer and otherwise deal in all kinds of organic and inorganic foods products and drinking products, mineral water, soft drinks, aerated mineral water, fruit drinks, artificial flavoured drinks, condensed milk and drinking products of all kinds and other consumable provision of every description for human consumption. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	0.01	0.01	0.01
Paid-up Equity (₹ Cr)	0.01	0.01	0.01
Reserves & Surplus (₹ Cr)	0.31	0.27	0.24
Revenue from Operations (₹ Cr)	4.03	3.41	3.77
Profit After Tax (₹ Cr)	0.05	0.02	0.07
EPS (₹)	46.80	21.30	71.40
Net Asset Value per Equity Share (₹)	320	280	250

TVS Cheema Scholarship Foundation was incorporated on 12th December 2023 as a Private Limited Company (Section 8) under the Companies Act, 2013, at RoC – Chennai, bearing CIN - U88900TN2023NPL165888. The Company is engaged in business of providing educational assistance to the needy and deserving candidates for pursuing higher education in the form of grant, pay or scholarship, stipends, allowances either in cash or in kind, interest-free loans and other forms of assistance and also to develop, establish, promote and facilitate the improvement of educational, social, cultural, economic and medical relief and advancement of any other charitable and developmental objects of general public utility and community. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023*
Authorised share capital (₹ Cr)	0.01	0.01	-
Paid-up Equity (₹ Cr)	0.01	0.01	-
Reserves & Surplus / General Fund (₹ Cr)	38.97	(0.001)	-
Revenue from Operations / Donations, Grants, Contributions (₹ Cr)	40.00	-	-
Profit After Tax / Surplus/(Deficit) (₹ Cr)	38.97	(0.001)	-
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

* Since the Company is incorporated only on 12th December 2023 there are no corresponding figures for FY 2023.

q. **Internal Risk Factors : Risks Relating to the Company's Business**

a. *Risks relating to the Company's Market-share:*
The domestic and international automotive market is highly competitive. The Company faces competition from automotive manufacturers in the market in which it operates and in future could face competition and challenges from outside of automotive industry as well. Further, the continuous deregulation and liberalisation of the industries in India could lead to increased competition from domestic and international automobile manufacturers in the Company's domestic market, which may have a material adverse effect on the Company's business, financial condition and results of operations. While the company has a monopoly in the mopeds category in India, there has not been a significant increase in demand and sales in this category. Further, Scooters, commuter motorcycles and other products of the Company could face intense competition with aggressive pricing strategies adopted by competitors coupled with higher advertising and marketing spend – making it challenging to maintain and grow market share. Multiple new companies are entering into electric two-wheelers business. These new entrants may have adverse impact on company's market-share and profitability. There can be no assurance that the Company will be able to implement its future strategies in a way that will mitigate the effects of increased competition on the Indian automotive industry.

b. *Risks relating to disruption in our supply chain:*
The Company relies on third parties for sourcing of raw materials, parts and components used in the manufacturing of Company's products. The Company is exposed to reliance on smaller enterprises where the risk of insolvency is greater. The Company's ability to procure quality supplies in a cost-effective and timely manner or at all is subject to various factors, some of which are not within its control.

Furthermore, there is a risk that the supplier's manufacturing capacity does not meet, or exceeds sales demand, thereby compromising business performance and without any near - term remedy given the time and investments required for any change. While the Company manages its supply chain as part of its supplier management process, any significant hindrance related to its supply chain, shortages of essential raw materials, utilities or manpower in the future could affect the Company's results of operations in an adverse manner.

Deterioration in demand of our products and lack of access to sufficient financial arrangements for company's supply chain could impair the timely availability of components to us. In addition, if one or more of the other manufacturers were to become insolvent, this would have an adverse impact on the supply chains and may further adversely affect the Company's results of operations. The company is also exposed to supply chain risks relating to precious metals like Rhodium, Palladium and Platinum, which are critical to produce the Company's products. Any disruption in the supply of the same could disrupt production of the company's vehicles. While the Company is in the process of implementing strategies to reduce its material costs, such reduction in costs may not be fully achieved.

c. *Risks relating to our dealers:*
Our products are sold and serviced through a network of authorized dealers and service centers across India and through a network of distributors and local dealers in international markets. Any under performance by or a deterioration in the financial condition of our dealers or distributors could materially and adversely affect our sales and results of operations adversely. If dealers or importers encounter financial difficulties and our products and services cannot be sold or can be sold only in limited numbers, the sales of such dealers and importers may be adversely affected. Such reduction in sales may lead to a sharp decline in cash flows and potential losses for our dealers.

Additionally, if we cannot replace the affected dealers or importers with other franchises, the financial difficulties experienced by such dealers or importers could have an indirect effect on our vehicle deliveries. Consequently, we could be compelled to provide additional support for dealers and importers or look for alternate dealers and importers, thereby impacting the business adversely.

d. *Forex Risks:*
While substantially all the Company's revenues are denominated in INR, the Company exports to various countries and has incurred and expects to incur indebtedness denominated in currencies other than INR. We obtain a portion of our raw materials, components and equipment from overseas suppliers and make payments for such goods in foreign currencies. The Company has foreign subsidiaries across the world that earn income in local currencies. Adverse changes in currency exchange rate also impacts the net income of such subsidiaries. The mismatch of currencies, changes in exchange rates, particularly among INR, the U.S. dollar and the Euro, affect the Company on standalone and consolidated basis. Additionally, fluctuations in foreign exchange rates affect demand for the Company's products abroad, and consequently, the pricing policies of the Company. While the Company follows a foreign currency hedging policy, the risks associated with movement in foreign currencies would not be fully mitigated. Hedge instruments could also result in financial loss to the Company.

e. *Risks relating to our international business:*
A deterioration in global economic conditions could have a material adverse impact on the Company sales and results of operations. A decline in key economic metrics, such as the growth rate, interest rates and inflation, reduced availability of financing for vehicles at competitive rates, tax policies and increase in freight rates and fuel prices could materially and adversely affect our sales. Further, a decrease in our potential customers' disposable income or their financial flexibility or an increase in the cost of financing will generally have a negative impact on demand for our products. In case of depreciation in local currencies, import of our products shall become expensive for our international distributors. Upon the occurrence of the same, our international distributors shall rely on the Company for reduction in prices, leading to a decline in our profitability.

In the global market, governments have been focussing on essential goods delivery and services, thereby giving lower priority to the automobiles industry. This limits our ability to sell our products in overseas markets.

f. *Macroeconomic Risks:*
The Company's business and performance are influenced by global and local economic conditions. In India, sales of two and three wheelers are directly related to GDP growth. A significant portion of the Company's revenue is generated by export and domestic sales of two-wheelers and three-wheelers. A further slowdown in economic growth could exert downward pressure on the demand for these products. In addition, the Company's performance is significantly influenced by the economic situation and governmental policies in India. Furthermore, a prolonged weakness in the Indian and global financial and economic situation may have a negative impact on third parties with whom the Company does, or may do, business. The primary consumer base of the Company includes salaried employees and agricultural workers. Poor monsoon and non-availability of labour for agricultural sector may impact the demand of these products. Any of these factors could adversely affect the Company's business, financial conditions, cash flows and results of operations.

Any unpredictable monsoon behaviour, unexpected change in crude oil prices or impact in the policy rate cuts may lead to increased inflation. There can be no assurance that the Company will be able to pass on any additional expenses or that the Company's revenue will increase proportionately corresponding to such inflation. Accordingly, high rates of inflation in India could have an adverse effect on the Company's profitability. Any adverse impact on macroeconomics caused by inflation, national or governmental instability, impact on agricultural production, negative or lower economic growth in the Indian and global economy could impact the Company's revenue stream. Additionally, occurrence of such events and a consequent liquidity crunch shall also impact retail buyers and the retail finance market.

g. *Regulatory Risks:*
The Company's operations entail environmental risks. The Company is subject to extensive regulations including regulations relating to worker health and safety and environmental laws and regulations concerning land use, air emissions, discharge of hazardous materials into the environment, waste materials and abandonment of installations or otherwise relating to the protection of the environment in connection with its operations. Numerous government agencies and departments issue rules, ordinances and regulations, which are often difficult and costly to comply with and which carry substantial penalties for non-compliance. In the ordinary course of business, the Company is subject to environmental inspections and monitoring by government enforcement authorities. The Company may incur substantial costs, including fines, damages and criminal or civil sanctions, or experience interruptions or suspensions in the Company's operations for actual or alleged violations arising under applicable environmental and other laws and regulations. Future government policies and changes in the laws and regulations in India including but not limited to changes in regulatory framework by any regulator, inter alia the RBI or IRDAI or SEBI, may adversely impact our operations. While the Company complies and has procured and maintains coverage with respect to all statutory insurance policies, such policies are subject to modifications, including an increase in payment of insurance premium by the state and central government. Any change in law, regulation, rules, comment, statements, or policy framework is not within the control of the Company and such change in laws and regulations may adversely impact the obligations and operations of the Company.

h. *Product Liability Risks:*
The Company is subject to risks and costs associated with product liability, warranties and recalls in connection with performance, compliance or safety related issues affecting company's vehicles. From time to time the Company may be subject to investigations by governmental authorities relating to safety and other compliance with the Company's vehicles. The Company also provides a warranty to the ultimate consumer with each product sold and accrues warranty expenses at the time of sale based on actual claims history. The Company expend considerable resources in connection with product recalls and these resources typically include the cost of the part being replaced and the labour required to remove and replace the defective part. In addition, product recalls can cause company's consumers to question the safety or reliability of company's vehicles and harm company's reputation.

i. *Risks related to launch of new products by the Company:*
The ability of the Company to strengthen its position within its traditional product and market segments through development of innovative products and services while expanding into additional market segments, is crucial to its future success. A general shift in consumer preference towards different types of vehicles, which could result from, among other things, government regulations, environmental concerns and increasing fuel prices, could have a negative effect on the Company's profitability generally. Inability to continue to improve the quality of its products, delays in bringing new vehicles to market, inability to achieve defined efficiency targets while suffering from quality losses and lack of market acceptance of new models would adversely affect the financial condition, results of operations and cash flows of the Company. The Company may also face potential time and or cost overruns in development of new products and associated research schemes. Further, despite maintaining and developing strategies for timely launches of new products, the Company may be unable to launch novel, high-quality and cost-effective products in a timely fashion before its competitors in the market.

j. *Financial Risks:*
The Company and certain of its subsidiaries require significant capital expenditure in order to implement their strategy. The Company must continue to invest capital to maintain the manufacturing and production of two and three-wheeler products. The Company's capital expenditure plans and requirements are subject to a number of risks, contingencies and other factors, some of which are beyond its control. In addition, the Company cannot assure investors that it will be able to generate sufficient cash flow or that it will have access to sufficient external financing to support its current and planned business operations, including its existing and future working capital requirements. The Company may find it difficult to procure adequate amount of funds at an appropriate price and tenure due to unavailability or liquidity issues in the financial markets. Changes in economic and financial conditions or continuing lack of liquidity in the market could make it difficult for the Company to access funds at competitive rates. Any such disruption in the Company's ability to access primary funding sources at competitive costs would have a significant adverse effect on its liquidity, financial condition and/or cash flows.

The Company borrows funds from various banks and financial institutions to meet the long-term and short-term funding requirements for its operations and funding its growth initiatives, both in Rupee and Foreign currency. Upward fluctuations in interest rates may increase the cost of any floating rate debt that the Company incurs. In addition, the interest rate that the Company will be able to secure in any future debt financing will depend on market conditions at that time and may differ from the rates on its existing debt. If the interest rates are high when the Company needs to access the markets for additional debt financing, the Company's results of operations, planned capital expenditures and cash flows may be adversely affected. Similarly, movement in exchange rates and international lending rates could have impact on the Company's financials.

k. *Risks related to performance of our Subsidiaries and Associates:*
Deterioration in the performance of any of the Company's subsidiaries or associates could materially and adversely affect the Company's results of operations. The Company have made and may continue to make capital commitments to its subsidiaries, and associates , and if the business or operations of any of these subsidiaries and associates deteriorates, the value of the Company's investments may decline substantially. As indicated in this "Risk Factors" section, our subsidiaries and associates are also subject to inter alia risks relating to COVID-19, macro and micro economic risks, financial and regulatory risks.

l. *Personnel Risks:*
The Company's ability to operate its business and implement its strategies depends, in part, on the continued contributions of the Company's executive officers and other key employees. The loss of any of the Company's key senior executives could have an adverse effect on the Company's business unless and until a replacement is found. In addition, the Company believes that its future success will depend on its continued ability to attract and retain highly skilled personnel with experience in the key business areas of the Company. Competition for these persons is intense, and the Company may not be able to successfully recruit, train or retain qualified managerial personnel.

m. *Natural Disaster Risk:*
The Company's operations depend upon its ability to protect its principal production facilities against damage from fire, earthquakes, floods, storms, power loss and similar events and to construct facilities that are not vulnerable to the effects of such events. The occurrence of a natural disaster or other unanticipated problems at its facilities or work sites could cause interruptions in the normal operation of its principal production facilities.

n. *National Security and Civil Disturbance Risks:*
India has, from time to time, experienced social and civil unrest within the country and hostilities with neighbouring countries. These hostilities and tensions could lead to political or economic instability in India and a possible adverse effect on the Company's business and future financial performance. Acts of War and other acts of violence or war may adversely affect global markets and economic growth. These acts may also result in a loss of business confidence, make travel and other services more difficult and have other adverse consequences.

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— TENDER CARE —

— Advertorial

INDIAN OVERSEAS BANK EXPANDS FOOTPRINT IN UP WITH 6 NEW BRANCHES ON 90TH FOUNDATION DAY

Indian Overseas Bank (IOB) marked its 90th Foundation Day with the inauguration of six new branches across Eastern Uttar Pradesh, further strengthening its presence and customer outreach in the region. New branches were opened at Bhathat, Taramandal, Gorakhnath, and Sahjanwa in Gorakhpur District, Pharenda in Maharajganj District, and Padrauna in Kushi Nagar District. The expansion reflects the Bank's commitment to enhancing banking access, promoting financial inclusion, and delivering quality services to customers across emerging and high-potential locations. The branch inaugurations were carried out under the guidance and leadership of Mr. Rajnish Kumar Gaurava, Chief Regional Manager, Varanasi Region, whose strategic vision has played a pivotal role in the Bank's regional growth initiatives. Speaking on the occasion, Mr. Gaurava highlighted the significance of IOB's continued expansion in Uttar Pradesh and reiterated the Bank's dedication to offering customer-centric digital and traditional banking solutions. He expressed confidence that the newly opened branches would cater effectively to the banking needs of local residents, traders, farmers, and small businesses. With the addition of these six branches, Indian Overseas Bank further accelerates its mission of empowering communities and supporting socio-economic development as it enters its 90th year of service to the nation.

STATE BANK OF INDIA EXPANDS BANKING OUTREACH WITH INAUGURATION OF NEW BRANCH AT D ANTHAPURA

State Bank of India (SBI), continues to reaffirm its strong commitment to the welfare of society and inclusive growth through various developmental and customer-centric initiatives. Expanding its banking footprint in unbanked and underserved areas remains one of the Bank's prime responsibilities. In this context, SBI Administrative Office (AO), Ballari, inaugurated a new branch at D Anthapura, an area that was previously unbanked with no formal banking presence. With the opening of this branch, the total number of branches under SBI AO Ballari has increased from 247 to 248, further strengthening financial inclusion in the region. The branch was inaugurated by Bangalore Circle Chief General Manager, Smt. Joohi Smita Sinha, in the august presence of Ballari District Member of Parliament, Sri E. Tukaram. The event was also graced by SBI General Manager, Smt. Lekha Menon G, Deputy General Manager, AO Ballari, Sri Alok Chandra, and Regional Manager, Sri Ravi B. Meshram, along with other senior bank officials. Addressing the gathering, CGM Smt. Joohi Smita Sinha highlighted the wide range of initiatives undertaken by SBI branches, including loan facilities, deposit schemes, social welfare schemes, and insurance products. She encouraged the residents to actively avail themselves of these services to meet their financial needs and improve their overall financial well-being. Sri E. Tukaram, Hon'ble Member of Parliament, urged the people of D Anthapura and surrounding villages to make full use of SBI's presence in the village.

MD, DFCCIL, REVIEWS GATI SHAKTI CARGO TERMINALS ON WESTERN DFC TO FAST-TRACK COMMISSIONING

Shri Praveen Kumar, Managing Director, Dedicated Freight Corridor Corporation of India Limited (DFCCIL), led a high-level field visit and on-site inspection of key Gati Shakti Multimodal Cargo Terminals (GCTs) along the Western Dedicated Freight Corridor (WDFC) on 10.02.2026 (Tuesday). The inspection was conducted onboard a railcar, enabling close and real-time assessment of the corridor section and terminal infrastructure. The visit aimed at reviewing ground-level execution, identifying operational and infrastructure bottlenecks, and accelerating the commissioning of GCTs to strengthen India's trade and logistics ecosystem under the PM Gati Shakti National Master Plan.

During the inspection, the Managing Director held detailed interactions with GCT operators to assess construction progress, infrastructure readiness, operational preparedness, and support required for early commissioning. Shri Praveen Kumar reviewed the status of proposed and ongoing Gati Shakti terminals across multiple locations and issued clear directions to expedite infrastructure and construction works. The inspection was attended by senior DFCCIL officials including Sh. Shobhit Bhatnagar, Director (OP&BD); Sh. Anurag Sharma, Director (Infra); and Shri Manish Kumar Awasthi, Executive Director (Infra).

Key Officers from the Corporate Office, including Sh. S.P. Verma, GGM (BD & BA); Sh. Prashant Kumar, GGM (Mechanical); Sh. Vijay Kumar, JGM (Operations); Sh. Chandra Shekhar, DGM (BD), and Sh. Rakesh Kr. AM/OP also accompanied the team.

Officers from field units, led by Sh. Anurag Yadav, CGM (Noida), along with Sh. Shripal Yadav, Dy. CPM (S&T), Noida; Sh. Sanjay Gupta, Dy. CPM (Civil); and Sh. Balbir Lamba, JGM (Mech), Jaipur, and other senior officials from Civil, Electrical, S&T, and Operations departments of Noida and Jaipur Units, were present during the inspection.

MECL PARTICIPATES IN ADVANTAGE VIDARBHA 2026 AT NAGPUR

Mineral Exploration & Consultancy Limited (MECL), a Government of India enterprise under the Ministry of Mines, participated in Advantage Vidarbha 2026, held at the RTMNU Campus, Amravati–Ambazari Road, Nagpur. The event brought together representatives from government, industry, and academia to deliberate on opportunities for industrial development and investment in the Vidarbha region, including the mineral and drilling sector.

During the event, Shri Indra Dev Narayan, Chairman-cum-Managing Director, MECL, delivered a keynote address on 08 February 2026 on the theme "Vidarbha: Emerging Hub for Critical Minerals and Rare Earth Elements." In his address, he highlighted the mineral potential of the Vidarbha region, particularly in critical minerals and rare earth elements and outlined MECL's role in scientific mineral exploration and drilling activities, with emphasis on sustainable and technology-driven approaches.

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TVS MOTOR COMPANY LIMITED TVS

CIN: L35921TN1992PLC022845
Registered Office and Corporate Office : "Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600 006. Tel: 044-2833 2115
Email: contactus@tvsmotor.com | Website: www.tvsmotor.com

STATUTORY ADVERTISEMENT ISSUED IN COMPLIANCE OF PART-II PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023, READ WITH ANNEXURE-XII-A, PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-POD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957.

SCHEME OF ARRANGEMENT BETWEEN TVS MOTOR COMPANY LIMITED AND ITS SHAREHOLDERS

This is reference to the Scheme of Arrangement between TVS Motor Company Limited (**"Company"**) and its shareholders approved under sections 230 to 232 and other applicable provisions of the Companies Act, 2013 (**"Scheme"**). The Scheme was sanctioned by the Hon'ble National Company Law Tribunal, Chennai (**"NCLT"**) vide order dated July 31, 2025 (**"NCLT Order"**).

The Scheme is divided into III parts, which broadly provides as follows: (i) Part I deals with definitions, share capital and date of taking effect and implementation of the Scheme; (ii) Part II deals with issue of Preference Shares by way of bonus; and (iii) Part III deals with general terms and conditions that would be applicable to the Scheme.

The Company filed the NCLT Order in e-Form INC 28 on August 12, 2025,with the Registrar of Companies, Chennai and the Scheme became effective from August 12, 2025. For more details, Scheme is available on website of the Company at www.tvsmotor.com.

Accordingly, in order to implement Part II of the Scheme, the Scheme Implementation Committee of the Board of Directors of the Company on September 01, 2025 has allotted 190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares (**"NCRPS" / "Preference Shares"**), as per the ratio prescribed in the Scheme i.e.,4 NCRPS of face value of INR 10 each fully paid up to each equity shareholder of the Company holding every 1 equity share of INR 1 each fully paid up, whose name is recorded in the register of members of the Company and/or the records of the depository(ies) as equity shareholder of the Company as on Record Date, i.e., August 25, 2025, by way of bonus issue. The NCRPS will be carrying coupon of 6% per annum and were allotted on September 01, 2025 (**"Allotment Date"**). The NCRPS will be redeemed at par value of ₹ 10 each on the date falling 12 months from the Allotment Date, i.e. September 01, 2025. The NCRPS are proposed to be listed at National Stock Exchange of India Limited (**"NSE"**) and BSE Limited (**"BSE"** together with NSE referred to as **"Stock Exchanges"**).

The Company has made applications to Stock Exchanges for listing and trading of NCRPS and has received In-Principle approval for listing of NCRPS at NSE and BSE vide their letter no. NSE/LIST/50825 dated November 21, 2025, and letter no. DCS/AMAL/BW/IP/3919/2025-26 dated November 28, 2025, respectively. Further the Company has received exemption letter dated February 9, 2026 from Securities Exchange Board of India ("SEBI") under Rule 19 (7) of Securities and Contracts (Regulation) Rules 1957 ("SCRR") granting relaxation from provisions of Rule 19 (2) (b) of SCRR.

DISCLOSURES IN COMPLIANCE WITH PART-II PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023 READ WITH ANNEXURE-XII-A, PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-PoD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957:

a. **Name of the Company:** TVS Motor Company Limited

b. **Address of Registered Office and Corporate Office of Company:** Chaitanya, No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu, India.

c. **Details of change of name and/or object clause:**

(i) Below are the details of changes in name of the Company :

S. No.	Date	Event / Change	Name after Change	Remarks
1.	June 10, 1992	Incorporation as a private limited company under the Companies Act, 1956	Sundaram Auto Engineers (India) Private Limited	Certificate of Incorporation issued by ROC, Chennai on June 10, 1992
2.	September 4, 1995	Conversion from private limited to public limited company	Sundaram Auto Engineers (India) Limited	Word "Private" deleted from the name
3.	April 25, 2000	Change of name	TVS Suzuki Limited	—
4.	November 7, 2001	Change of name	TVS Motor Company Limited	Present name of the Company

(ii) Below are the details of changes in object clause of the Company :

Year	Changes in object clause
2000	A. The main objects to be pursued by the Company on its incorporation are :- To carry on the business of retail and wholesale dealers in petrol, diesel, gas and oil agents, garage proprietors, repairers, cleaners and storers of taxicab, omni bus, auto-rickshaw, motor car, lorry, and other public or private conveyances and omni bus, motor car, lorry, motor-cycle, scooter, scooterate, moped or other vehicle repairers, garage builders, dealers in automotive components and accessories of all kinds and automobile engineers. To carry on the business of electricians, electrical engineers, electrical contractors and repairers of all electronic equipment used on all types of applications and manufacturers of all kinds of electrical machinery and electrical apparatus for any purpose whatsoever. To carry on the business of founders of ferrous and non- ferrous metals, sheet-metal work, press shop apparatus, welding engineers, refrigerator and air conditioning and environmental control system engineers. *(Inserted vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000)*
	B. The objects incidental or ancillary to the attainment of the main objects are:- Subject to the provisions of the Companies Act, 1956, to provide for the welfare of the directors, Trustees and Employees or Ex-Directors, Ex-Trustees or Ex-Employees of the Company and the wives, widows and families or the dependants or connections of such persons, by building or contributing to the building of houses, dwellings, by grants of money, pensions, gratuities, allowances, bonuses or other payments, or by creating and from time to time subscribing or contributing to provident and other associations, institutions, funds or trusts and by providing or subscribing or contributing towards places of instruction and recreation or hospitals and dispensaries, medical and other attendance and other assistance as the Company shall think fit and to subscribe or contribute or otherwise assist or to guarantee money to charitable, benevolent, religious, scientific, national or allied institutions, bodies and objects which shall have moral or other claims to the support or aid by the Company either by reason of locality of operation or public and general utility but not for political purposes. *(The words "or otherwise" after the words "general utility" be replaced with the words "but not for political purposes" vide special resolution passed at the extra-ordinary general meeting held on 24th April 2000).*
	Other Objects of the Company not included in (A) and (B) are: 1. (i) To carry on and undertake the businesses of trading, hire purchase and leasing company and to finance lease/hire purchase operations of all kinds either singly/jointly/or on a syndication/ consortium/participative/lead basis including import leasing / hire purchase, cross border leasing / hire purchase, lease / hire purchase funding, lease / hire management, provide venture capital, vendor plans, purchasing, selling, hiring or letting on hire, all kinds of plant and machinery and equipment that the company may think fit and to assist in financing of all and every kind and description of hire purchase or deferred payment or similar transactions and to subsidise, finance or assist in subsidising or financing the sale or maintenance of any goods, articles or commodities of all and every kind and description upon any terms whatsoever and to purchase or otherwise deal in all forms of immovable and movable property including land and buildings, plant and machinery, equipment , ship, aircraft, automobiles including two wheelers and three wheelers, tractors, tillers, threshers, dryers, motor vehicles of all kinds, engines, generators, computer software and hardware, all types and kinds of appliances, domestic or otherwise, computers and all consumer, commercial and industrial items and to lease or otherwise deal with them in any manner whatsoever including resale thereof , regardless of whether the property purchased and leased be new and / or used. (ii) To undertake and carry on all operations and transactions in regard to business of any kind in the same way as an individual capitalist may lawfully undertake and carry out and, in particular, the financing of hire purchase contracts relating to property or assets of any description, either fixed or movable, such as houses, lands, vehicles and government bonds. (iii) To carry on the businesses of finance, foreign exchange, investment company and an investment trust company and to invest in and / or finance and / or promote and / or establish in its own name or as a holding company, or by entering into partnership with others, investment companies, finance companies and brokerage houses, borrow and raise monies to underwrite, sub-underwrite, to invest in, to acquire and hold, sell, buy or otherwise deal in shares, debentures, debenture stocks, bonds, units, obligations and securities issued or guaranteed by Indian or Foreign Governments, States, Dominions, Sovereigns, Municipalities, or Public Authorities or bodies and shares, stocks, debentures, debenture stocks, bonds, obligations and securities issued and guaranteed by any company, corporation, society, firm or person whether incorporated or established in India or elsewhere but not to do the business of banking as defined in the Banking Regulation Act, 1949. (iv) To carry on the business of bill discounting, hundi discounting, cheque discounting and discounting of any other type of negotiable instruments and other type of instruments, to purchase, accept, assign debts and to carry on the business of accepting, co-accepting of negotiable instruments and related activities. (v) To undertake and execute or constitute any trust and to subscribe and act as and to undertake and carry on the office or offices and duties of trustees, custodian trustees, executors, administrators, liquidators, receivers, treasurers, attorneys, nominees and agents and to manage the funds of all kinds of trusts and to render periodic advice on investments, finance, taxation and to invest these funds from time to time in various forms including shares, term loans, debentures etc. and carry on custodial services and as a custodian to send on behalf of clients, the securities for registration of transfers, collect dividends and other returns/incomes and to carry on all other functions as are normally carried on by custodians and to safekeep the securities etc. (vi) To give advice on or to offer, give, take, circulate and/or otherwise organise, accept or implement, any take-overs, mergers, demergers, amalgamation or acquisitions or schemes for diversification, rehabilitation or restructuring of any business, concern, undertaking, company, body corporate, partnership or other firm or any association of persons, whether incorporated or not, by acquisition of shares or assets and liabilities and whether as a going concern or as a part of the concern or otherwise as may be required, having regard to business exigencies, and to promote or procure the incorporation, formation or setting up of any concern or undertaking whether as Company, body corporate, partnership or any other association of persons for engaging in any industrial, commercial or business activities. (vii) To carry on the business of money changers and to deal in foreign exchange in cash, traveller's cheques or in any other form. (viii) To undertake trading dealing in foreign exchange in all markets both domestic and international and to conduct any other activities related to these markets. (Clause 1 was amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000).
	14. (i) To carry on the business of an investment company and for that purpose to invest in, acquire any shares, stocks, debentures, debenture-stock, bonds, obligations or securities by original subscription, participation in syndicates, tender, purchase, exchange or otherwise and to subscribe for the same whether or not fully paid up, either conditionally or otherwise, to guarantee the subscription thereof and to exercise and enforce all rights and powers conferred by or incidental to the ownership thereof and to advance, deposit or lend money against securities and properties to or with any company, body corporate, firm, person or association or without security and on such terms as may be determined from time to time. (ii) To accept gift of properties movable or immovable and to deal with such properties in any manner as may seem expedient. (iii) To act as technical advisors or consultants, investment advisors, financial consultants, management consultants, market surveyors and provide advice, services and consultancy in various fields, such as, general, administrative, commercial, financial, legal, economic, labour, industrial, public relations, scientific, technical, direct and indirect taxation and other levies, statistical, accountancy, quality control, inventory control, data processing, human behaviour, portfolio management, and / or to offer such services or technical know-how and / or management services to any company, body corporate, firm or person or persons and also all merchant banking activities and organising collections and repayment of public deposits to various corporate bodies. *(Clause 14 amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000).*

All other object clauses of the Memorandum of Association were renumbered vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000

d. **Capital structure - pre and post Scheme:**

Pre-Scheme:

Particulars	Amount (in ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
Total Authorised Share Capital	**50,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹1 each	47,50,87,114
Total	**47,50,87,114**

The post-scheme share capital of our Company is set forth below:

Post-Scheme:

Particulars	Amount (in ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
200,00,00,000 Cumulative Non-Convertible Redeemable Preference Shares of face value of ₹ 10 each	2000,00,00,000
Total Authorised Share Capital	**2050,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹ 1 each	47,50,87,114
190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares of ₹ 10 each	1900,34,84,560
Total	**1947,85,71,674**

e. **Shareholding pattern giving details of its promoter group shareholding, group companies – pre and post Scheme and debt structure – pre and post Scheme:**

(i) Details of pre and post Scheme **EQUITY** shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme		Post-Scheme*	
		Number of equity shares	%	Number of equity shares	%
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
a	Promoter	23,87,82,786	50.26	23,87,82,786	50.26
b	Promoter Group	30,000	0.01	30,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)=(A)(1) + (A)(2)	**23,88,12,786**	**50.27**	**23,88,12,786**	**50.27**
(B)	**Public shareholding**				
1	Institutions	19,58,24,160	41.22	19,58,24,160	41.22
2	Non-Institutions	3,99,72,141	8.41	3,99,72,141	8.41
	Total (B)=B(1) + B(2)	**23,57,96,301**	**49.63**	**23,57,96,301**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	4,78,027	0.10	4,78,027	0.10
	Total (C)	**4,78,027**	**0.10**	**4,78,027**	**0.10**
	Grand Total (A) + (B) + (C)	**47,50,87,114**	**100.00**	**47,50,87,114**	**100.00**

There has been no change in the Equity shareholding of the Company pursuant to the Scheme.

(ii) Details of pre and post Scheme **PREFERENCE** shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme		Post-Scheme#	
		Number of equity shares	%	Number of equity shares	%
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
A	Promoter	-	-	95,51,31,144	50.26
B	Promoter Group	-	-	1,20,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)= (A)(1) + (A)(2)	-	-	**95,52,51,144**	**50.27**
(B)	**Public shareholding**				
1	Institutions	-	-	78,30,92,640	41.21
2	Non-Institutions	-	-	16,00,92,564	8.42
	Total (B)= B(1) + B(2)	-	-	**94,31,85,204**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	-	-	19,12,108	0.10
	Total (C)	-	-	**19,12,108**	**0.10**
	Grand Total (A) + (B) + (C)	-	-	**1,90,03,48,456**	**100.00**

 # Prior to August 25, 2025, i.e., Record Date the Company has not issued any preference shares.

(iii) **Details of debt structure of the Company as pre and post Scheme:**

Particulars of Debt Securities	Pre-Scheme (principal amount outstanding in ₹ crore)	Post Scheme (principal amount outstanding in ₹ crore)
Non-Convertible Debentures (NCDs) **Face value:** Rs. 1,00,000 **Coupon rate:** Repo rate + 140 Bps **Allotment Date:** March 14, 2023 **Tenure:** 3 Years **Number of NCDs:** 12,500	125.00	125.00
Non-Convertible Redeemable Preference Shares (NCRPS) **Face value:** INR 10/- per NCRPS **Coupon rate:** 6% p.a. **Allotment Date:** September 1, 2025 **Tenure:** 12 months from the Allotment Date **Number of NCRPS:** 190,03,48,456	-	1,900.35
Total	**125.00**	**2,025.35**

f. **Names of ten largest shareholders of the Company- number and percentage of shares held by each of them, their interest, if any, as on August 25, 2025:**

Sr. No.	Name of the Shareholder	Number of Equity Shares	% of total equity holding	Number of Preference Shares	% of total Preference holding
1.	TVS Holdings Limited	23,87,82,786	50.26	95,51,31,144	50.26
2.	ICICI Prudential Balanced Advantage Fund	2,98,53,719	6.28	11,94,14,876	6.28
3.	Axis Mutual Fund	62,89,945	1.32	2,51,59,780	1.32
4.	NPS Trust	61,26,796	1.29	2,45,07,184	1.29
5.	Canara Robeco Mutual Fund	54,28,247	1.14	2,17,12,988	1.14
6.	Europacific Growth Fund	48,72,835	1.02	1,94,91,340	1.02
7.	Government of Singapore	43,77,048	0.92	1,75,08,192	0.92
8.	New World Fund Inc	43,28,977	0.91	1,73,15,908	0.91
9.	SBI Retirement Mutual Fund	36,87,657	0.77	1,47,50,628	0.77
10.	Invesco India Mutual Fund	35,10,178	0.74	1,40,40,712	0.74

For details of ten largest shareholders of the Company - number and percentage of shares, as on December 31, 2025, refer to section titled Capital Structure of the information memorandum dated February 13, 2026 available on website of the Company at www.tvsmotor.com.

g. **Name and details of Promoters - educational qualifications, experience, address:**

Sr. No.	Name of Promoter	Address	Experience	Educational Qualifications
1.	TVS Holdings Limited (Formerly known as Sundaram-Clayton Limited)	"Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu.	Not Applicable	Not Applicable

h. **Name and details of Board of Directors (experience including current / past position held in other firms:**

Name and other details of director	Brief Profile	Other Directorships
Mr. Sudarshan Venu **Designation:** Chairman and Managing Director **Age:** 37 years **Appointment Date:** February 1, 2013 **DIN:** 03601690	Mr. Sudarshan Venu, Chairman and Managing Director, holds a Graduate Degree with Honors in the Jerome Fisher Program in Management and Technology from the University of Pennsylvania, USA. He also completed a M.Sc. in International Technology Management from the Warwick Manufacturing Group attached to University of Warwick in U.K. He was awarded a B.S. in Mechanical Engineering from the School of Engineering and Applied Sciences and B.S. in Economics from the Wharton School. He is also the Managing Director of TVS Holdings Ltd, the Holding Company, and Chairman of TVS Credit Services Limited, the Non-Banking Finance arm of the Group. Since taking the helm as Managing Director, Sudarshan has accelerated TVS Motor's growth and transformation. Over the last decade, TVS Motor's revenue has tripled and there has been significant growth in the Company's market share both in India and internationally. The Company has also taken first place in Customer Satisfaction for four years in a row, in the prestigious J. D. Power Awards. Sudarshan has been at the forefront of TVS Motor's global expansion, playing a pivotal role in the Company's growth in Africa, Asia, and Latam. TVS Motor now has a leading position in many of these markets, especially Africa. Sudarshan also spearheaded key acquisitions such as the iconic British brand, Norton Motorcycles. Guided by his vision to continuously shape and evolve mobility to meet future needs, he has also championed electric vehicles and sustainable practices, making TVS a front-runner in India's electric two-wheeler market.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited; (ii) Coromandel International Limited; (iii) TVS Credit Services Limited; (iv) TVS Electric Mobility Limited; (v) TVS Housing Finance Private Limited; (vi) Galaxy Health Insurance Company Limited; (vii) S. Venu Trustee Private Limited; (viii) VEEYES Charities Foundation; (ix) Cheema Educational Foundation; (x) Jupiter Cultural and Heritage Foundation; (xi) TVS Cheema Scholarship Foundation; (xii) VS Trustee Private Limited **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) TVS Holdings (Singapore) Pte. Ltd **Past Directorships** (i) Swiss E-Mobility Group (Holding) AG; (ii) Swiss E-Mobility Group (Schweiz) AG
Mr. Venu Srinivasan **Designation:** Chairman Emeritus and Managing Director **Age:** 73 years **Appointment Date:** January 27, 2000 **DIN:** 00051523	Mr. Venu Srinivasan, Chairman Emeritus and Managing Director has made major contribution to the automotive industry and nation building at large for over four decades and has facilitated the Company to emerge as third largest two-wheeler manufacturer in India. His experience and innovative excellence have helped the Company in broadenings its product portfolio from time to time and establishing the Company's presence across the globe. His dedication to the transformation of rural India by empowering women in the rural areas that can be seen through his passion towards setting up the Srinivasan Services Trust (SST), which has touched the lives of 1.6 million people in 2500 villages across the country in the last 29 years. He was conferred the Padma Bhushan Award, the third Highest civilian award in India, in January 2020. He is the recipient of Deming Distinguished Service Award, granted to individuals who have made outstanding contributions in the dissemination and promotion (overseas award 2019), the Ishikawa-Kano Award (2012) by the Asian Network of Quality, the apex body for quality in Asia. Under his leadership, his companies were awarded the Deming Prize and the Japanese Quality Medal in 2002; He was conferred with "Order of Diplomatic Merit" (Heung - In Medal) by the President of Korea. He was presented with an "Outstanding Institution Builder" Award at the 13th Managing India Awards by AIMA (All India Management Association) for displaying exceptional vision and leadership in building an institution, in 2023. Conferred with lifetime achievement award by CNBC – TV18's India Business Leadership Awards (IBLA) in 2023 and in 2024 Ernst & Young recognized him with the Life time Achievement award for his decades of entrepreneurial excellence in revolutionizing the two wheeler industry in India. He was honored with the Lifetime Achievement Award by the prestigious ET Awards for Corporate Excellence. The award honors his unparalleled contributions to Indian manufacturing, leadership and corporate social responsibility. He is the Chairman of TVS Holdings Limited and Chairman Emeritus and Managing Director of Sundaram-Clayton Limited. He also serves on the board of T V Sundram Iyengar & Sons Private Limited, Tata Sons Private Ltd., (Tata Sons) the holding company of the conglomerate Tata Group. He is the Chairman of InKo Centre (The Indo- Korean Cultural and Information Centre) which is a non-profit society set up in 2006 with support from TVS Motor Company and Hyundai Motor India Limited to promote a sustainable, meaningful intercultural dialogue between India and South Korea. He has held various important positions in the Indian Industry, such as the President, Confederation of Indian Industry and the President, Society of Indian Automobile Manufacturers. He is also a Director on the Central Board of Reserve Bank of India; and He is also the vice chairman of various Tata Trusts, India's most respected and largest philanthropic foundation and the majority shareholder of the Tata group.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited, (ii) Sundaram-Clayton Limited; (iii) TVS Electric Mobility Limited; (iv) Sundaram Auto Components Limited; (v) TVS Housing Finance Private Limited; (vi) TATA Sons Private Limited; (vii) T.V. Sundram Iyengar & Sons Private Limited; (viii) LV Trustee Private Limited; (ix) S. Venu Trustee Private limited; (x) VS Trustee Private Limited; (xi) Venu Srinivasan Trustee Private Limited; (xii) Cheema Educational Foundation; (xiii)Namma School Foundation; (xiv) Indian Foundation for Quality Management; (xv) TVS Cheema Scholarship Foundation; (xvi) TATA Indian Institute of Skills **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) Sundaram Holding USA Inc., USA **Past Directorships** (i) Tata Coffee Limited; (ii) Oriental Hotels Limited; (iii) TVS Electronics Limited; (iv) The Indian Hotels Company Limited; (v) TVS Motor Harita Employees Welfare Foundation Private Limited; (vi) Green Infra BTV Limited (vii) Emerald Haven Estates Limited; (viii) Chennai Business Consulting Services Private Limited; (ix) TVS Capital Funds Private Limited; (x) Sundram Non-Conventional Energy Systems Limited (xi) Lucas TVS Limited(xii) HNTI Limited(xiii) Sundaram Textiles Private Limited (xix) Sundram Fasteners Limited (xx) ZF Commercial Vehicle Control Systems India Limited (xxi) Cummins India Limited (xxii) AGA Khan Rural Support Programme (India) (xxiii) TVS Investments Private Limited (xxiv) Southern Roadways Private Limited (xxv) Harita Venu Private Limited
Mr. Kunnath Narayanan Radhakrishnan **Designation:** Director & CEO **Age:** 63 years **Appointment Date:** October 23, 2018 **DIN:** 02599393	With a career spanning decade in the automobile industry, Radhakrishnan is widely recognised for his customer-centric approach, commitment to quality, technological acumen, exceptional leadership skills and unique ability to connect with people. He was instrumental in expanding the operations of the Company internationally including setting up a plant in Indonesia in 2007 and entering the three-wheeler segment in 2008. He is also an Executive Committee Member of the Society of Indian Automobile Manufacturers (SIAM) and chairs the Two-Wheeler CEO Council at SIAM.	**Current Directorships** **Indian Companies:** (i) TVS Credit Services Limited; (ii) TVS Motor Services Limited **Foreign Companies:** (i) TVS Lanka Private Limited, Sri Lanka; (ii) PT TVS Motor Company Indonesia; (iii) The Norton Motorcycle Co Limited, UK, (iv) TVS Motor Company (Europe) B.V. **Past Directorships** (i) Sundaram Auto Components Limited (ii) Neo Strategic Motors Limited.
Mr. Vijay Sankar **Designation:** Independent Director **Age:** 53 years **Appointment Date:** March 20, 2024 **DIN:** 00007875	Mr. Vijay Sankar holds Master's in Business Administration from the J. L. Kellogg Graduate School of Management, Northwestern University, and is also a qualified Chartered Accountant. Vijay Sankar is the Chairman of The Sanmar Group, headquartered in Chennai, India, with manufacturing facilities in the Mexico, Egypt, and several locations across South India. The Group has a strong presence in key industry segments - Chemicals (including Speciality Chemicals), Engineering Technologies (Products and Steel Castings) and Shipping and has a turnover of approximately US$ 1.6 billion. Well recognized for its high ethical standards, the Sanmar Group has robust corporate governance methods and a strong focus on corporate social responsibility (CSR). Mr. Sankar is an Independent Director on the Boards of several listed entities. He also serves as a Vice President of the Tamil Nadu Tennis Association, Trustee of The Childs Trust Hospital and the Voluntary Health Services (VHS) and on the Board of Governors of the Medical Research Foundation (Sankara Nethralaya) and CPR Environment Education Centre. He also serves as a member of the Governing Body of The Cancer Institute (WIA), Adyar, Chennai. He is the Honorary Consul General of Denmark in Chennai and was honoured with Denmark's Knight's Cross for his remarkable consular service.	**Current Directorships** **Indian Companies:** (i) Chemplast Sanmar Limited; (ii) Oriental Hotels Limited, (iii) Transport Corporation of India Ltd.; (iv) Kaveri Retreats and Resorts Ltd.; (v) Sanmar Consolidations Pvt Ltd.; (vi) SCL Consultancy and Trading Pvt. Ltd.; (vii) NS Family Investments P Ltd.; (viii) Barbourne Trading Pvt. Ltd.; (ix) Stargate Enterprises Pvt. Ltd.; (x) V S Trading and Consultancy Pvt. Ltd.; (xi) C Sankar Trading and Consultancy Pvt. Ltd.; (xii) M Sankar Trading and Consultancy Pvt Ltd; (xiii) Southern India Chamber of Commerce and Industry; (xiv) Young Presidents Organisation (Chennai Chapter); (xv) SCL Research Private Limited; (xvi) Chennai Willingdon Corporate Foundation; (xvii) Chennai Heritage; (xviii) Federation of Indian Chamber of Commerce and Industry **Foreign Companies:** Nil **Past Directorships** (i) Sanmar Holdings Limited; (ii) The KCP Limited; (iii) NS Family Consolidations Private Limited; (iv) Indian Chemical Council; (v) SHL Research Pvt. Ltd.; (vi) Silkroute Indchem Limited (vii) SHL Securities (Alpha) Limited (viii) N Sankar Properties and Holdings Private Limited (ix) YPO South Asia Chapter (x) Sanmar Shipping Limited
Mr. Shailesh Haribhakti **Designation:** Independent Director **Age:** 69 years **Appointment Date:** April 1, 2024 **DIN:** 00007347	Mr. Shailesh Haribhakti is a globally recognized thought leader, serial innovator, and sustainability evangelist. A pioneer in Environmental, Social, and Governance (ESG) principles, he has dedicated his life to addressing two of humanity's greatest challenges: inequality and climate change. His visionary leadership spans five decades, during which he has transformed industries, redefined governance, and champion exponential technologies to foster sustainable development. He founded and grew his own firm achieving an extraordinary 2000x expansion. His tenure as Chairman of global accounting networks such as BDO, Baker Tilly, and Moores Rowland exemplified his leadership capabilities. In 2018, he pivoted his focus to sustainability, teaching himself Physics, Chemistry, and Biology to better understand the principles of exponential technologies and environmental stewardship. He serves as Chairman of Shailesh Haribhakti & Associates, Vice Chairman of GOvEVA Consulting Pvt. Ltd., Non-Executive Chairman of Aakash Educational Services Ltd., Bharat Clean Rivers Foundation and holds leadership positions across industries, including education, technology, clean energy, and financial services. He is renowned for his groundbreaking contributions to ESG and sustainability, including introducing Integrated Reporting and pioneering pathways to achieve "Net Zero." His leadership in CSR, governance, and sustainability committees has earned him prestigious accolades such as the Vivekananda Sustainability Award (2022), the Global Competent Boards Designation, and an honorary Doctor of Letters from ITM University.	**Current Directorships** **Indian Companies:** (i) Bajaj Electricals Ltd; (ii) Adani Power Ltd; (iii) Protean E-Gov Technologies Ltd; (iv) Swiggy Ltd; (v) Aakash Educational Services Limited; (vi) Generali Central Life Insurance Company Limited; (vii) Generali Central Insurance Company Limited; (viii) Continuum Green Energy Limited; (ix) Gaja Alternative Asset Management Limited; (x) Planet People & Profit Consulting Pvt Ltd; (xi) GovEVA Private Limited; (xii) IBS Fintech India Pvt Ltd, (xiii) Brookprop Management Services Pvt Ltd; (xiv) Cnergyis Infotech India Pvt Ltd; (xv) YCWI Green Solutions Pvt Ltd; (xvi) Stair Digital Pvt Ltd; (xvii) Mirae Asset Investment Managers (India) Private Limited (xviii) Bharat Clean Rivers Foundation **Foreign Companies:** Gaja Advisors Ltd, Mauritius **Past Directorships** (i) Rapidue Technologies Private Limited; (ii) Adani Total Gas Ltd; (iii) Gaja Trustee Company Private Limited; (iv) Bennett Coleman and Company Limited (v) L&T Finance Limited (vi) Torrent Pharmaceuticals Ltd (vii) Blue Star Limited (Viii) Epigeneres Biotech Private Limited (ix) Dscovr Journeys Private Limited (x) Roevpl Ventures Private Limited (xi) Reliance Enterprises and Ventures Private Limited (xii) Hubtown Limited (xiii) Dhanlaxmi Bank Limited (xiv) Invesco Asset Management (India) Private Limited (xv) Hexaware Technologies Limited (xvi) Future Lifestyle Fashions Limited (xvii) Hercules Investments Limited (xviii) Capital First Limited (xix) Ambuja Cements Limited (xx) Elevar Digitel Infrastructure Private Limited (xxi) Raymond Limited (xxii) Gol Offshore Limited (xxiii) JK Paper Limited (xxiv) Indian Petrochemicals Corporation Limited (xxv) Aditya Birla Chemicals (India) Limited (xxvi) ACC Limited (xxvii) Everest Kanto Cylinder Limited (xxviii) Mahindra Lifespace Developers Limited (xxix) MorarjeeTextiles Limited (xxx) Future Enterprises Limited (xxxi) Metropolis Healthcare Limited (xxxii) Mavenvista technologies private limited (xxxiii) RWTIPL Industries Private Limited (xxxiv) Vigintillion Wind Turbine Installators Private Limited (xxxv) Karam Chand Thapar & Bros (Coal Sales) Ltd (xxxvi) Future

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		Value Retail Limited (xxxvii) Future Capital Financial Services Limited (xxxviii) Haribhakti Moti India Private Limited (xxxix) Overseas Infrastructure Alliance (India) Private Limited (xxxx) Kotak Mahindra Trusteeship Services Limited (XLI) The Investment Trust of India Limited (XLII) LIC Pension Fund Limited (XLIII) Financial Planning Corporation India Private Limited (XLIV) Milestone Capital Advisors Private Limited (XLV) JM Financial Asset Reconstruction Company Limited (XLVI) Mentorcap Management Private Limited (XLVII) Bluevine Technologies Private Limited (XLVIII) Quadrum Solutions Private Limited (XLIX) Fintotal Insights And Resources Private Limited (L) Landmarks Financial Advisory Services Private Limited (LI) First Policy Insurance Brokers Private Limited (LII) Cloud Infosolutions Private Limited (LIII) Acme Wind Power (Tenkasi) One Private Limited (LIV) Warmond Trustees & Executors Private Limited (LV) Ecofirst Services Limited (LVI) Future People Services Limited (LVII) Creative Collaboration Advisors Private Limited (LVIII) ESG Minds Private Limited (LIX) Desai Haribhakti Consulting Private Limited (LX) Neue Allianz Corporate Services Private Limited (LXI) For Audit Quality Private Limited (LXII) Financial Planning Supervisory Foundation (LXIII) Next-Gen Finance Enablers
Mr.Balasubramanyam Sriram **Designation:** Independent Director **Age:** 67 years **Appointment Date:** January 24, 2023 **DIN:** 02993708	Mr. B Sriram has held several key executive positions in his career including Managing Director & CEO, IDBI Bank Ltd.; Managing Director, State Bank of India and Managing Director, State Bank of Bikaner & Jaipur. He has held various key assignments in the State Bank Group in Credit and Risk, Retail, Operations, IT, Treasury, Investment Banking, International Operations, Payment and Settlement Systems and Small Scale Industry. He was a part-time member of the Insolvency & Bankruptcy Board of India. He is also an External Investment Committee member of British International Investment, UK.	**Current Directorships** **Indian Companies**: (i) ICICI Bank Limited; (ii) TVS Credit Services Limited; (iii) Nippon Life India Asset Management Limited; (iv) Indialdeas.com Limited; (v) TVS Supply Chain Solutions Limited; (vi) National Bank for Financing Infrastructure and Development (NaBFID); **Foreign Companies:** Nil **Past Directorships** (i) Home Credit India Finance Private Limited; (ii) Dreamplug Technologies Private Limited; (iii) National Highways Infra Investment Managers Private Limited; (iv) Multi Commodity Exchange of India Limited (v) Gujarat State Energy Generation Limited (vi) National Bulk Handling Corporation Private Limited (vii) SBI Business Process Management Services Private Limited (viii) SBI Factors Limited (ix) SBI Cards and Payment Services Limited (x) SBICAP Securities Limited (xi) SBI Foundation (xii) IDBI Bank Limited (xiii) SBI General Insurance Company Limited (xiv) Unitech Limited (xv) SBI DFHI Limited (xvi) Protevista Business Advisors Limited (xvii) SBI Life Insurance Company Limited
Ms. Kalpana Unadkat **Designation:** Independent Director **Age:** 55 years **Appointment Date:** December 15, 2025 **DIN:** 02490816	Ms Kalpana Unadkat is an experienced Independent Director with over a decade of boardroom experience and more than 25 years of cross-border legal and governance expertise. Ms Kalpana is a dual-qualified solicitor (India and UK) and was a senior partner at Khaitan & Co. and a former Co-Head of Ashurst's India Practice (London). Ms Kalpana specialises in cross border joint ventures and M&As (international and domestic), and corporate governance laws and offers practical solutions to clients on doing business in India. She is experienced in leading diverse teams in dynamic environments while achieving success in competitive markets. As a leading international M&A lawyer, Ms Kalpana has helped corporates at critical inflection points in their growth journeys including: • Structuring and executing strategic acquisitions, joint ventures, and alliances for accelerated expansion. • Designing market entry strategies into new geographies and sectors. • Overseeing post-acquisition integration to ensure operational alignment and synergy realisation. • Advising on divestments and restructuring to refocus on high-growth areas. • Supporting organic growth initiatives through strategic partnerships, commercial contracts, and long-term supply agreements. Recognised for her ability to bridge governance with strategic execution, Ms Kalpana enables sustainable long-term value creation and strengthens organisational resilience. A mentor to senior executives, she has delivered numerous governance workshops and co-authored research on Women on Boards. Ms Kalpana is a well-recognised expert on Corporate Governance principles. She also advises on board effectiveness, particularly around issues of corporate governance, leadership, organisational climate and decision-making. She has led several workshops and trained more than 200 directors with a comprehensive approach to director development. She regularly acts for international companies and is recognised in independent guides as one of the leading lawyers. Ms Kalpana was the recipient of the Chevening Scholarship - English and EC Commercial Law and Practice. She has also been recognised and awarded: • Trailblazer, Women Achiever Awards 2023 by FICCI FLO; • The Corporate Governance Lawyer of the Year, India in 2019; • The Rising Women of the Year Award in 2019 by Economic Times and Spencer Stuart; • The Corporate Governance Lawyer for India Award in 2018 by M&A Today; • The Female Lawyer of the Year for 2017 by ACQ Global Law Awards; • The Women in Law awards by Lawyer Monthly in 2017; and • The Women Super Achiever Award by World HRD congress in 2017.	**Current Directorships:** **Indian Companies:** (i) Eris Lifesciences Limited; (ii) Avenue Supermarts Limited; (iii) TVS Credit Services Limited **Foreign Companies:** (i) TVS Motor (Singapore) Pte.Ltd. **Past Directorships:** (i) Essel Mining & Industries Limited Limited; (ii) Elpro International Limited; (iii) TVS Housing Finance Private Limited

i. **Business Model / Business Overview and Strategy:**

Our Company is engaged in the business of designing, manufacturing, marketing and selling two-wheelers and three-wheelers in Indian and international markets. The Company has global presence and offers a range of products and related services in mobility segment and operates through an integrated network of subsidiaries, associates and distribution partners.

The Company is one of the largest manufacturers of two-wheelers in the world by volume. It has a presence in multiple geographies and caters to domestic and export markets. Its operations include research and development, manufacturing, distribution, and after-sales support for mobility products and solutions.

Headquartered in Chennai, our Company manufactures and sells two-wheelers and three-wheelers and has presence across all segments of the two-wheeler industry. More than 63 million customers ride a TVS Motor vehicle in India and across nearly 100 countries around the world.

We have a nationwide distribution network of over 4,500 certified touch-points, including dealers and Authorised Service Centres and continuously seeks to increase its reach. The Company has a talent pool of more than 5,000 personnel who work out of four state-of-the-art manufacturing facilities at Hosur in Tamil Nadu, Mysore in Karnataka, Nalagarh in Himachal Pradesh, and Karawang in Indonesia.

The Company has subsidiaries and associates including The Norton Motorcycle Co. Limited (United Kingdom), and TVS EBike Company AG (Switzerland), which is engaged in the personal e-mobility segment.

In its four-decade-long journey, the brand has won many accolades along the way. The Company is the first two-wheeler manufacturer to be conferred with the prestigious Deming Prize for excellence in quality. The Company's various products have led in their respective categories in the J.D. Power IQS and APEAL surveys for five years. For four consecutive years, it was ranked No. 1 in the J.D. Power Customer Service Satisfaction Survey. TVSM is also the first two-wheeler company in India to receive the prestigious TPM Advanced Special Award for all its factories certified by the Japan Institute of Plant Maintenance.

j. **Rationale for the Scheme:**

1. The Company had built up substantial surplus reserves, over the years from its retained profits. The surplus reserves are well above the Company's current and likely future business needs.
2. Further, upon taking into consideration the Company's capability to generate strong free cash flow in the foreseeable future and the surplus reserves being more than what is needed to fund the Company's future growth, the Company is of the view that these excess funds can be optimally utilized to reward its shareholders.
3. Accordingly, the Company had proposed inter alia, to distribute such funds amongst its shareholders by issuing fully paid up Preference Shares by way of bonus in terms of the Scheme.
4. The Preference Shares will be a listed security and while giving near-cash (traded, encashable) instrument in the hands of shareholders, give increased flexibility to the Company in managing its liquidity until redemption.
5. In view of the aforesaid factors, the Company has concluded that it can optimally utilize its surplus reserves by distributing a considerable portion of the same to its equity shareholders. In order to maintain high level of corporate governance and transparency, the Company had proposed issuance of Preference Shares by way of bonus to its equity shareholders under Sections 230 to 232 of the Act which will be subject to necessary statutory, regulatory and corporate approvals.

   The Scheme is in the interest of the shareholders of the Company and it is not detrimental to the interest of other stakeholders.

k. **Audited Financials for the previous three financial years and audit qualifications:**

The standalone and consolidated audited financial statements along with notes to accounts for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 are available on the website of the Company at https://www.tvsmotor.com/. Below is the summary of audited financial statements of the Company for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023:

(i) Summary of audited financial statements of the Company on standalone basis:

(₹ In Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment	3,880.22	3,442.18	3,260.17
Capital work in progress*	1,238.82	930.14	627.73
Other intangible assets	466.14	329.67	335.72
Financial assets			
i. Investments	9,038.23	6,828.07	5,491.95
ii. Other financial assets	28.00	152.69	482.54
Deferred Tax Assets (Net)	-	-	-
Other non-current assets ^	229.61	161.67	109.73
Total non-current assets	**14,881.02**	**11,844.42**	**10,307.84**
Current assets			
Inventories	1,725.76	1,370.80	1,236.36
Financial assets			
i. Trade receivables	1,280.06	1,302.14	979.29
ii. Cash and cash equivalents	293.56	485.83	234.35
iii. Bank balances other than (ii) above	264.77	45.13	7.61
iv. Investments	233.19	163.19	191.92
v. Other financial assets	97.55	77.25	62.83
Current tax assets (Net)	-	-	-
Other current assets	1,186.98	773.48	972.19
Total current assets	**5,081.87**	**4,217.82**	**3,684.55**
Total Assets	**19,962.89**	**16,062.24**	**13,992.39**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity	9,889.14	7,683.53	6,000.34
Total equity	**9,936.65**	**7,731.04**	**6,047.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
i. Borrowings	834.51	986.91	1,211.54
ii. Lease liability	192.63	313.07	313.24
iii. Other Non Current Liabilities	28.00	31.50	37.13
Provisions	255.94	205.87	175.88
Deferred tax liabilities (Net)	265.92	187.05	198.20
Total non-current liabilities	**1,577.00**	**1,724.40**	**1,935.99**
Current liabilities			
Financial liabilities			
i. Borrowings	900.43	526.53	1,033.04
ii. Lease liability	108.39	137.11	105.54
iii. Trade payables	6,153.66	5,112.17	4,130.56
iv. Other financial liabilities	310.92	126.95	121.65
Other current liabilities	754.31	526.63	513.29
Provisions	184.13	143.60	98.54
Current tax liabilities (Net)	37.40	33.81	5.93
Total current liabilities	**8,449.24**	**6,606.80**	**6,008.55**
Total liabilities	**10,026.24**	**8,331.20**	**7,944.54**
Total equity and liabilities	**19,962.89**	**16,062.24**	**13,992.39**

* Includes intangible assets under development

^ Includes non current tax assets

(₹ In Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,628.79		2,780.66		2,003.37
Add: Depreciation and amortisation for the year	744.60		700.35		631.23	
Loss on sale / scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-8.42		-2.63		-2.62	
Unrealised exchange (gain) / loss *	9.86		6.07		0.62	
Dividend income	-100.27		-2.61		-2.25	
Interest income	-19.67		-18.88		-6.21	
Fair value of financial assets & financial liabilities	78.27		26.93		-81.69	
Interest expense ^	171.47		181.63		140.66	
Profit on sale of investments	-1.15		-146.39		-22.01	
		874.51		745.47		677.53
Operating profit before working capital changes		4,503.30		3,526.13		2,680.90
Adjustments for:						
Inventories	-354.96		-134.44		-113.68	
Trade Receivables	10.94		-329.85		-11.01	
Other financial assets	-231.76		-24.68		23.23	
Other non-current assets	16.31		-53.76		7.39	
Other current assets	-413.50		198.71		-248.24	
Trade Payables	1,042.68		977.79		104.82	
Provisions	95.14		52.98		2.60	
Other financial liabilities (excluding current maturities of debt)	205.06		5.14		-3.72	
Other current liabilities	229.81		15.46		79.64	
		593.72		707.35		-205.43
Cash generated from operations		5,097.02		4,233.48		2,475.47
Direct taxes paid		-831.35		-616.19		-482.61
Net cash from operating activities **(A)**		**4,265.67**		**3,617.29**		**1,992.86**
B. CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-1,798.47		-1,088.81		-1,015.58
Sale of property, plant and equipment		18.76		33.31		18.74
Purchase of investments $		-2,263.78		-1,490.99		-1,322.15
Sale of investments		53.66		630.88		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-				-
Interest received		18.74		17.37		4.92
Dividend received		100.27		1.98		2.25
Net Cash from/(used in) investing activities **(B)**		**-3,870.82**		**-1,896.26**		**-2311.80**
C. CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		219.99		289.49		347.39
Short term borrowings availed/ (repaid)		-		-440.00		310.00
Interest paid		-138.42		-213.73		-137.10
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-193.60		-146.28		-4.14
Net cash inflow/ (outflow) from financing activities **(C)**		**-587.12**		**-1,469.55**		**224.54**
D. NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS **(A+B+C)**		**-192.27**		**251.48**		**-94.40**
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	485.83		234.35		328.75	
Cash credit balance	-	485.83	-	234.35	-	328.75
Cash and cash equivalents at the end of the year						
Cash and Bank balances	293.56		485.83		234.35	
Cash credit balance	-	293.56	-	485.83	-	234.35

* Includes Gain on pre closure

^ Includes share based payment expenses

$ Includes share application money paid

\# Included Purchase of treasury shares by ESOP Trust and Other bank balances

Limited reviewed standalone financial results of the Company for nine months period ended December 31, 2025:

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	34,462.69
Other income	-15.05
Total income	**34,447.64**
Expenses	
Cost of materials consumed *	24,213.33
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	305.26
Employee benefit expenses	1804.38
Finance costs	144.78
Depreciation and amortisation expense	651.88
Other expenses	3,733.99
Total expenses	**30,853.62**
Profit before exceptional items and tax	**3,594.02**
Exceptional items - income / (expense)	-41.37
Profit before tax	**3,552.65**
Income tax expense	
Current tax	886.03
Deferred tax charge/(credit)	41.57
Profit for the year	**2,625.05**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-2.91
Change in fair value of equity instruments	161.25
Income tax relating to these items	-19.48
Items that will be reclassified to profit and loss	
Transactions relating to Derivative instruments	-2.46
Income tax relating to these items	0.62
Other comprehensive income for the year, net of tax	**137.02**
Total comprehensive income for the year	**2,762.07**
Earnings per share	
Basic & Diluted earnings per share	55.25

*Includes purchase of stock in trade

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	36,251.32	31,776.37	26,378.09
Other income	58.01	148.53	100.57
Total income	**36,309.33**	**31,924.90**	**26,478.66**
Expenses			
Cost of materials consumed *	25,949.08	23,633.53	19,990.59
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-188.43	-204.56	5.21
Employee benefit expenses	1,970.26	1,595.87	1,345.09
Finance costs	138.66	181.63	140.66
Depreciation and amortisation expense	744.60	700.35	631.23
Other expenses	4,066.37	3,237.42	2,362.51
Total expenses	**32,680.54**	**29,144.24**	**24,475.29**
Profit before exceptional items and tax	**3,628.79**	**2,780.66**	**2,003.37**
Exceptional items - income / (expense)	-	-	-
Profit before tax	**3,628.79**	**2,780.66**	**2,003.37**
Income tax expense			
Current tax	867.67	702.08	503.65
Deferred tax charge/(credit)	50.58	-4.42	8.69
Profit for the year	**2,710.54**	**2,083.00**	**1,491.03**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	6.39	-20.48	-26.39
Change in fair value of equity instruments	23.06	0.84	-13.66
Income tax relating to these items	-4.49	5.02	9.37
Items that will be reclassified to profit and loss			
Transactions relating to Derivative instruments	10.23	-6.84	4.01
Income tax relating to these items	-2.57	1.72	-1.01
Other comprehensive income for the year, net of tax	**32.62**	**-19.74**	**-27.68**
Total comprehensive income for the year	**2,743.16**	**2,063.26**	**1,463.35**
Earnings per share			
Basic & Diluted earnings per share	57.05	43.84	31.38

* Includes Purchases of stock in trade

(ii) Summary of audited financial statements of the Company on consolidated basis:

(₹ In Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment #	5,630.12	4,431.82	4,315.10
Capital work in progress *	1,465.45	1,032.95	743.45
Other intangible assets $	2,014.33	1,459.00	1,432.93
Financial assets			
i. Investments &	732.07	960.00	775.33
ii. Other financial assets @	11,367.23	12,250.07	10,514.35
Deferred Tax Assets (Net)	495.91	394.28	305.73
Other non-current assets ^	247.55	172.33	121.74
Total non-current assets	**21,952.66**	**20,700.45**	**18,208.63**
Current assets			
Inventories	2,416.58	2,248.40	1,921.51
Financial assets			
i. Trade receivables	1,716.75	1,839.42	1,256.42
ii. Cash and cash equivalents	4,115.00	2,355.80	1,851.19
iii. Bank balances other than (ii) above	271.24	69.93	27.92
iv. Investments	515.31	163.19	191.92
v. Other financial assets @	15,419.44	13,619.92	10,466.42
Current tax assets (Net)	-	23.89	4.56
Other current assets	1,529.93	1,199.46	1,304.34
Total current assets	**25,984.25**	**21,520.01**	**17,024.28**
Total Assets	**47,936.91**	**42,220.46**	**35,232.91**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity !	9,394.76	7,463.60	5,862.34
Total equity	**9,442.27**	**7,511.11**	**5,909.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
i. Borrowings	13,932.68	12,629.32	9,064.08
ii. Lease liability	751.83	503.68	563.51
iii. Other non-current liabilities	28.00	31.50	37.14
Provisions	322.57	270.18	231.26
Deferred tax liabilities (Net)	286.02	196.46	208.37
Total non-current liabilities	**15,321.10**	**13,631.14**	**10,104.36**
Current liabilities			
Financial liabilities			
i. Borrowings	13,663.08	12,657.30	12,562.15
ii. Lease liability	241.12	215.40	185.84
iii. Trade payables	7,561.26	6,636.22	5,096.67
iv. Other financial liabilities	400.39	459.58	355.60
Other current liabilities	1,029.62	906.49	886.65
Provisions	218.27	166.64	115.74
Current tax liabilities (Net)	39.80	34.58	16.05
Total current liabilities	**23,173.54**	**21,078.21**	**19,218.70**
Total liabilities	**38,494.64**	**34,709.35**	**29,323.06**
Total equity and liabilities	**47,936.91**	**42,220.46**	**35,232.91**

\# Includes investment properties

* Includes Intangible assets under development

^ Includes non current assets

$ Includes Goodwill on consolidation

@ Includes Loans (receivable from financing activity)

& Includes investments accounted using equity method

! Includes Non controlling interest

(₹ In Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,527.84		2,702.92		1,936.03
Add: Depreciation and amortisation for the year	1,045.56		975.12		858.86	
Loss on sale/scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-9.15		-3.38		-2.65	
Unrealised exchange (gain) / loss *	9.88		6.07		0.62	
Dividend income	-		-0.65		-0.02	
Interest income	-27.16		-22.10		-10.89	
Fair value of financial assets & financial liabilities	78.27		26.93		-61.84	
Interest expense ^	263.01		274.08		199.61	
Profit on sale of investments	-22.04		-46.00		-4.83	
Operating profit before working capital changes		1,338.37		1,210.07		978.76
		4,866.21		3,912.99		2,914.79
Adjustments for:						
Inventories	-168.18		-326.89		-313.99	
Trade Receivables	110.50		-590.00		-95.16	
Other financial assets !	-1,153.58		-4,909.69		-6,685.96	
Other non-current assets	35.53		-169.55		35.38	
Other current assets	330.64		104.86		-334.61	
Trade Payables	923.94		1,537.73		517.35	
Provisions	99.67		61.40		15.74	
Other financial liabilities (excluding current maturities of debt)	140.69		49.00		-11.55	
Other current liabilities	125.43		36.88		181.07	
		-215.64		-4,206.24		-6,711.73
Cash generated from operations		4,649.57		-293.25		-3,796.94
Direct taxes paid		-1,146.65		-959.42		-607.87
Net cash from operating activities **(A)**		3,502.92		-1,252.67		-4,404.81
B. CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-2,478.06		-1,148.17		-1,340.77
Sale of property, plant and equipment		19.00		34.83		21.94
Purchase of investments $		-526.30		-610.84		-387.38
Sale of investments		60.47		216.41		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-				-
Interest received		25.93		23.61		12.64
Dividend received						-
Net Cash from/(used in) investing activities **(B)**		-2,898.96		-1481.36		-1693.57
C. CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		1,301.85		3,844.07		5,467.90
Short term borrowings availed/ (repaid)		1,025.78		-182.03		1,119.78
Interest paid		-406.54		-283.67		-112.08
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-290.76		240.34		370.10
Net cash inflow/ (outflow) from financing activities **(C)**		1,155.24		3,238.64		6,503.89
D. NET INCREASE/(DECREASE) IN CASH AND CASH **(A+B+C)** EQUIVALENTS		1,759.20		504.61		405.51
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	2,355.80		1,851.19		1,445.68	
Cash credit balance	-	2,355.80	-	1,851.19	-	1,445.68
Cash and cash equivalents at the end of the year						
Cash and Bank balances	4,115.00		2,355.80		1,851.19	
Cash credit balance	-	4,115.00	-	2,355.80	-	1,851.19

* Includes Gain on pre closure

! Includes Loans given by a financial enterprise (Net)

^ Includes share based payment expenses

$ Includes share application money paid and Investment property

\# Included Purchase of treasury shares by ESOP Trust and Other bank balances and Contribution from non-controlling interest

Continued on next page...

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Limited reviewed consolidated financial results of the Company for nine months period ended December 31, 2025:

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	41,016.79
Other income	15.36
Total income	**41,032.15**
Expenses	
Cost of materials consumed *	24,981.37
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	372.96
Employee benefit expenses	3,240.52
Finance costs	1,664.00
Depreciation and amortisation expense	958.10
Other expenses	6,215.52
Total expenses	**37,432.47**
Profit before exceptional items and tax	**3,599.68**
Exceptional items - income / (expense) ^	-76.07
Profit before tax	**3,523.61**
Income tax expense	
Current tax !	1167.38
Deferred tax charge/(credit) @	-10.65
Profit for the year	**2366.88**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-12.15
Change in fair value of equity instruments $	165.31
Income tax relating to these items	-18.18
Items that will be reclassified to profit and loss	
Transactions relating to Derivative instruments &	171.64
Income tax relating to these items	0.84
Other comprehensive income for the year, net of tax	**307.46**
Total comprehensive income for the year #	**2,674.34**
Earnings per share	
Basic & Diluted earnings per share	47.29

*Includes purchase of stock in trade
^Includes Share of net profit/(loss) from associates using equity method and profit before tax from discontinued operations
$ Includes Share of other comprehensive income of an associate
& Includes FCTR
# Includes NCI portion
! Includes Current tax from Discontinued operations
@Includes tax from Discontinued operations

(₹ In Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	44,089.01	38,778.82	31,973.99
Other income	69.56	105.82	138.00
Total income	**44,158.57**	**38,884.64**	**32,111.99**
Expenses			
Cost of materials consumed *	26,803.06	24,593.59	20,987.19
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-79.22	-323.37	-140.93
Employee benefit expenses	3,580.88	3,297.72	2,890.25
Finance costs	2,093.25	1,916.60	1,367.89
Depreciation and amortisation expense	1,045.56	956.15	858.86
Other expenses	7,135.57	5,732.86	4,170.10
Total expenses	**40,579.10**	**36,173.55**	**30,133.36**
Profit before exceptional items and tax	**3,579.47**	**2,711.09**	**1,978.63**
Exceptional items - income / (expense) ^	-51.63	-8.17	-42.60
Profit before tax	**3,527.84**	**2,702.92**	**1,936.03**
Income tax expense			
Current tax !	1,192.80	1,012.63	703.46
Deferred tax charge/(credit) @	-44.77	-88.25	-76.89
Profit for the year	**2,379.81**	**1,778.54**	**1,309.46**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	-4.35	-28.42	-27.62
Change in fair value of equity instruments $	23.27	0.33	-13.52
Income tax relating to these items	-1.76	3.93	10.38
Items that will be reclassified to profit and loss			
Transactions relating to Derivative instruments &	30.26	-35.55	85.02
Income tax relating to these items	-0.18	6.24	-4.98
Other comprehensive income for the year, net of tax	**47.22**	**-53.47**	**59.28**
Total comprehensive income for the year #	**2,427.03**	**1,725.07**	**1,368.74**
Earnings per share			
Basic & Diluted earnings per share	47.05	35.50	27.97

* Includes Purchases of stock in trade
^ Includes Share of net profit / (loss) from associates using equity method and Profit before tax from Discontinued operations
$ Includes Share of other comprehensive income of an associate
& Includes FCTR
# Includes NCI portion
! Includes Current tax from Discontinued operations
@ Includes tax from Discontinued operations

l. **Latest restated audited financials along with notes to accounts and any audit qualifications.**
Not Applicable

m. **Change in accounting policies in the last three years and their effect on profits and reserves**
There has been no change in accounting policies by the Company in last three years.

n. **Summary table of contingent liabilities:**
The details of contingent liabilities are as follows:

(₹ In Crore)

Details	March 31, 2025	March 31, 2024	March 31, 2023
(a) Claims against the company not acknowledged as debts*:			
(i) Excise	23.90	23.89	52.44
(ii) Service tax	7.17	8.08	8.65
(iii) Customs	-	-	39.67
(iv) Sales tax	-	2.00	2.74
(v) Income tax	48.07	54.99	73.67
(vi) GST	55.03	16.28	3.46
(vii) Legal cases filed by customers	-	-	4.04
(viii) Legal cases filed by borrowers against the Company	13.15	6.15	-
(b) Other money for which the company is contingently liable:			
(i) On bills discounted with banks	330.98	250.99	146.91
(ii) On factoring arrangements	-	-	-
(c) Commitments:			
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for	343.18	252.41	281.43
(ii) On Investments	-	1.88	3.90
(iii) Undrawn loans sanctioned to customers by financial enterprises	41.29	63.47	43.58
(iv) Estimated Indemnity amount on account of tax paid due to interpretational difference in GST tax rate	15.94	15.94	-
(d) Other commitments:			
On import of capital goods under Export Promotion Capital Goods Scheme	-	-	-
Total	**878.71**	**696.08**	**660.49**

* The future cash flows on the above items are determinable only on receipt of the decisions/ judgments that are pending at various forums/authorities. The future cash flows on the above items are determinable only on receipt of the decisions/judgments that are pending at various forums/authorities.

o. **Summary table of related party transactions in last 3 years as disclosed in the restated financial statements:**
For details of the related party transactions for the last three financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 in accordance with the requirements under Ind AS 24 "Related Party Disclosures" notified under Section 133 of the Companies Act read with the Companies (Indian Accounting Standards) Rules 2015, as amended from time to time, see section titled "Financial Information" of the Information Memorandum issued by the Company. Further refer to Information Memorandum: (i) page F41 – Note 35; (ii) page F79 – Note 41; (iii) page F111 – Note 34; (iv) page F148 – Note 39; (v) page F181 – Note 34; (vi) page F220 – Note 39 for related party transactions: (i) for the period ended March 31, 2025 on standalone basis; (ii) for the period ended March 31, 2025 on consolidated basis; (iii) for the period ended March 31, 2024 on standalone basis; (iv) for the period ended March 31, 2024 on consolidated basis; (v) for the period ended March 31, 2023 on standalone basis; (vi) for the period ended March 31, 2023 on consolidated basis, respectively. The Information Memorandum is uploaded to the website of the Company at www.tvsmotor.com.

p. **Details of its other group companies including their capital structure and financial statements:**
In terms of SEBI (Issue And Listing of Non-Convertible Securities) Regulations, 2021 ("NCS Regulations") the term "group companies" includes (i) such companies, other than promoter(s), subsidiary/subsidiaries, with which there were related party transactions, during the period for which financial information is disclosed in the offer documents, as covered under the applicable accounting standards and (ii) other companies as considered material by the board of the issuer. Accordingly, all such companies which our Company had related party transactions as per the last three years audited financial statements have been considered group companies in terms of NCS Regulations.
Based on the above following is the summary of capital structure and financials of the identified group companies:

Ultraviolette Automotive Private Limited was incorporated on 18th December 2015 as a private limited company under the Companies Act 2013 at RoC – Bangalore, bearing CIN - U34102KA2015PTC084804. The company was born out of the unique vision of creating top-of-the line mobility solutions, that's driven by progressive design and energy efficient technology. Ultraviolette Automotive is developing India's first ecosystem of high-performance electric vehicles and future-ready energy infrastructure. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	81.48	80.60	71.83
Paid-up Equity (₹ Cr)	77.26	76.80	71.09
Reserves & Surplus (₹ Cr)	289.75	270.05	334.34
Revenue from Operations (₹ Cr)	32.33	15.08	8.67
Profit After Tax (₹ Cr)	(116.01)	(61.86)	(7.40)
EPS (₹)	(202)	(107)	(13)
Net Asset Value per Equity Share (₹)	637	602	703

DriveX Mobility Private Limited was incorporated on 1st April 2020 as a Private Limited Company under the Companies Act 2013, at RoC – Coimbatore, bearing CIN – U63040TZ2020PTC033680. The Company is engaged in business of buying, refurbishing and selling of pre-owned two wheelers and trading in automobile spare parts, accessories and engine oils. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	1.60	1.60	1.60
Paid-up Equity (₹ Cr)	0.02	0.02	0.02
Reserves & Surplus (₹ Cr)	30.93	43.28	74.24
Revenue from Operations (₹ Cr)	59.97	33.99	5.79
Profit After Tax (₹ Cr)	(46.33)	(30.98)	(11.12)
EPS (₹)	(22,640.18)	(15,314.03)	(7,544.86)
Net Asset Value per Equity Share (₹)	15,758.80	21,396.41	36,702.02

TVS Emerald Limited (formerly known as Emerald Haven Realty Limited) was incorporated on 2nd June 2010 as a Public Limited Company under the Companies Act, 1956, at RoC - Chennai, bearing CIN - U45200TN2010PLC075953. The Company is engaged in business of real estate. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	265.00	265.00	265.00
Paid-up Equity (₹ Cr)	255.44	255.44	255.44
Reserves & Surplus (₹ Cr)	(49.92)	(14.52)	(11.41)
Revenue from Operations (₹ Cr)	232.00	81.20	22.60
Profit After Tax (₹ Cr)	(35.40)	(3.12)	(31.00)
EPS (₹)	(1.39)	(0.12)	(1.33)
Net Asset Value per Equity Share (₹) (excludes instruments in the nature of equity like CCD, OCD)	7.92	9.33	9.51

TVS Digital Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U70101TN2010PTC075027 and was later made a public company with alteration to the main objects in 2024 and the CIN as on date is U62090TN2010PLC075027. The Company is engaged in business of digital transformation, software designing, development, customization, implementation, maintenance, testing and bench marking, software and business consulting, training, designing, developing, digitalization, process automation and dealing in computer software and solutions. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	3.05	3.05	0.05
Paid-up Equity (₹ Cr)	3.05	3.05	0.05
Reserves & Surplus (₹ Cr)	1.59	1.09	0.85
Revenue from Operations (₹ Cr)	27.82	3.85	0.07
Profit After Tax (₹ Cr)	0.50	0.27	0.03
EPS (₹)	1.65	9.06	5.02
Net Asset Value per Equity Share (₹)	15.23	13.58	180.74

TVS Training & Services Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U74990TN2010PLC075028. The Company is engaged in business of providing, establishing, maintain, run, develop and manage or take over and administer schools, colleges, or other bodies or institutions and imparting skill development training. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	12.50	12.50	12.50
Paid-up Equity (₹ Cr)	9.05	9.05	9.05
Reserves & Surplus (₹ Cr)	6.49	8.58	8.17
Revenue from Operations (₹ Cr)	164.23	103.59	43.04
Profit After Tax (₹ Cr)	(2.11)	0.32	0.63
EPS (₹)	(2.33)	0.70	0.70
Net Asset Value per Equity Share (₹)	17.17	19.48	19.03

Sundaram - Clayton Limited was incorporated on 29th August, 2017, as TVS Commodity Financial Solutions Private Limited under the Companies Act, 2013. Pursuant to the approval of the shareholders by way of a special resolution passed on 4th February, 2022, the Company was renamed Sundaram-Clayton DCD Private Limited, and a fresh certificate of incorporation was issued on 8th February, 2022. Subsequently, the Company was converted into a public limited company and renamed Sundaram-Clayton DCD Limited, following shareholder approval dated 10th February, 2022, with a revised certificate issued on 24th February, 2022. Thereafter, under a Composite Scheme of Arrangement approved by the Hon'ble NCLT, Chennai Bench, on 6th March, 2023, the manufacturing business of TVS Holdings Limited was demerged, transferred, and vested into the Company with effect from 11th August, 2023 ("Demerger"), and the Company was simultaneously renamed Sundaram-Clayton Limited, with a fresh certificate dated 30th August, 2023, bearing CIN: L51100TN2017PLC118316. The Company had not commenced operations prior to the Demerger; post-Demerger, it is engaged in the manufacture of auto components. The detailed financial reports are available at: https://www.sundaram-clayton.com/Reports.htm, and the information derived from the audited financial statements for the last three years is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	15.00	15.00	0.0025
Paid-up Equity (₹ Cr)	11.02	10.12	0.0025
Reserves & Surplus (₹ Cr)	1,413.06	787.49	(0.014)
Revenue from Operations (₹ Cr)	2,109.14	1,341.92	(0.014)
Profit After Tax (₹ Cr)	257.92	64.52	(0.0012)
EPS (₹)	122.23	31.89	(0.00)
Net Asset Value per Equity Share (₹)	645.96	394.23	(44.48)

Emerald Haven Development Limited was incorporated on 9th July 2008 as a Public Limited Company under the Companies Act, 1956, at RoC – Chennai, bearing CIN – U45200TN2008PLC068511. The Company is engaged in business of real estate development. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	60.00	60.00	60.00
Paid-up Equity (₹ Cr)	57.19	57.19	57.19
Reserves & Surplus (₹ Cr)	8.53	14.88	12.18
Revenue from Operations (₹ Cr)	1.69	149.29	16.95
Profit After Tax (₹ Cr)	(6.35)	2.70	(25.10)
EPS (₹)	(1.11)	0.47	(4.39)
Net Asset Value per Equity Share (₹)	11.49	12.60	12.13

Veeyes Charities Foundation was incorporated on 20th August 2021 as a Private Limited Company (Not for Profit Limited by Guarantee) under the Companies Act 2013, at RoC - Chennai, bearing CIN - U80903TN2021NPL145610. The Company is engaged in providing financial assistance and relief to the needy and poor, irrespective of caste, community, or creed, through donations, stipends, interest-free loans, and other support for education, health, and livelihood; to establish and maintain educational institutions, promote learning and research by instituting prizes and scholarships. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)*	-	-	-
Paid-up Equity (₹ Cr)*	-	-	-
Reserves & Surplus / General Fund(₹ Cr)	28.96	21.87	19.18
Revenue from Operations / Donations, received (₹ Cr)	14.73	10.42	7.88
Profit After Tax/ Surplus/(Deficit) (₹ Cr)	7.73	2.00	(1.33)
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

* Not applicable, as the Company is limited by guarantee and comprises only members.

TVS Organics Private Limited was incorporated on 27th June 2013 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U15492TN2013PTC091874. The Company is engaged in business of processing, farming, manufacturing, distributorship, agency, broker, factors, stockiest, importer and otherwise deal in all kinds of organic and inorganic foods products and drinking products, mineral water, soft drinks, aerated mineral water, fruit drinks, artificial flavoured drinks, condensed milk and drinking products of all kinds and other consumable provision of every description for human consumption. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	0.01	0.01	0.01
Paid-up Equity (₹ Cr)	0.01	0.01	0.01
Reserves & Surplus (₹ Cr)	0.31	0.27	0.24
Revenue from Operations (₹ Cr)	4.03	3.41	3.77
Profit After Tax (₹ Cr)	0.05	0.02	0.07
EPS (₹)	46.80	21.30	71.40
Net Asset Value per Equity Share (₹)	320	280	250

TVS Cheema Scholarship Foundation was incorporated on 12th December 2023 as a Private Limited Company (Section 8) under the Companies Act, 2013, at RoC – Chennai, bearing CIN - U88900TN2023NPL165888. The Company is engaged in business of providing educational assistance to the needy and deserving candidates for pursuing higher education in the form of grant, pay or scholarship, stipends, allowances either in cash or in kind, interest-free loans and other forms of assistance and also to develop, establish, promote and facilitate the improvement of educational, social, cultural, economic and medical relief and advancement of any other charitable and developmental objects of general public utility and community. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023*
Authorised share capital (₹ Cr)	0.01	0.01	-
Paid-up Equity (₹ Cr)	0.01	0.01	-
Reserves & Surplus / General Fund (₹ Cr)	38.97	(0.001)	-
Revenue from Operations / Donations, Grants, Contributions (₹ Cr)	40.00	-	-
Profit After Tax / Surplus/(Deficit) (₹ Cr)	38.97	(0.001)	-
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

* Since the Company is incorporated only on 12th December 2023 there are no corresponding figures for FY 2023.

q. **Internal Risk Factors : Risks Relating to the Company's Business**

a. *Risks relating to the Company's Market-share.*

The domestic and international automotive market is highly competitive. The Company faces competition from automotive manufacturers in the market in which it operates and in future could face competition and challenges from outside of automotive industry as well. Further, the continuous deregulation and liberalisation of the industries in India could lead to increased competition from domestic and international automobile manufacturers in the Company's domestic market, which may have a material adverse effect on the Company's business, financial condition and results of operations. While the company has a monopoly in the mopeds category in India, there has not been a significant increase in demand and sales in this category. Further, Scooters, commuter motorcycles and other products of the Company could face intense competition with aggressive pricing strategies adopted by competitors coupled with higher advertising and marketing spend – making it challenging to maintain and grow market share. Multiple new companies are entering into electric two-wheelers business. These new entrants may have adverse impact on company's market-share and profitability. There can be no assurance that the Company will be able to implement its future strategies in a way that will mitigate the effects of increased competition on the Indian automotive industry.

b. *Risks relating to disruption in our supply chain:*

The Company relies on third parties for sourcing of raw materials, parts and components used in the manufacturing of Company's products. The Company is exposed to reliance on smaller enterprises where the risk of insolvency is greater. The Company's ability to procure quality supplies in a cost-effective and timely manner or at all is subject to various factors, some of which are not within its control.

Furthermore, there is a risk that the supplier's manufacturing capacity does not meet, or exceeds sales demand, thereby compromising business performance and without any near - term remedy given the time and investments required for any change. While the Company manages its supply chain as part of its supplier management process, any significant hindrance related to its supply chain, shortages of essential raw materials, utilities or manpower in the future could affect the Company's results of operations in an adverse manner.

Deterioration in demand of our products and lack of access to sufficient financial arrangements for company's supply chain could impair the timely availability of components to us. In addition, if one or more of the other manufacturers were to become insolvent, this would have an adverse impact on the supply chains and may further adversely affect the Company's results of operations. The company is also exposed to supply chain risks relating to precious metals like Rhodium, Palladium and Platinum, which are critical to produce the Company's products. Any disruption in the supply of the same could disrupt production of the company's vehicles. While the Company is in the process of implementing strategies to reduce its material costs, such reduction in costs may not be fully achieved.

c. *Risks relating to our dealers:*

Our products are sold and serviced through a network of authorized dealers and service centers across India and through a network of distributors and local dealers in international markets. Any under performance by or a deterioration in the financial condition of our dealers or distributors could materially and adversely affect our sales and results of operations adversely. If dealers or importers encounter financial difficulties and our products and services cannot be sold or can be sold only in limited numbers, the sales of such dealers and importers may be adversely affected. Such reduction in sales may lead to a sharp decline in cash flows and potential losses for our dealers.

Additionally, if we cannot replace the affected dealers or importers with other franchises, the financial difficulties experienced by such dealers or importers could have an indirect effect on our vehicle deliveries. Consequently, we could be compelled to provide additional support for dealers and importers or look for alternate dealers and importers, thereby impacting the business adversely.

d. *Forex Risks:*

While substantially all the Company's revenues are denominated in INR, the Company exports to various countries and has incurred and expects to incur indebtedness denominated in currencies other than INR. We obtain a portion of our raw materials, components and equipment from overseas suppliers and make payments for such goods in foreign currencies. The Company has foreign subsidiaries across the world that earn income in local currencies. Adverse changes in currency exchange rate also impacts the net income of such subsidiaries. The mismatch of currencies, changes in exchange rates, particularly among INR, the U.S. dollar and the Euro, affect the Company on standalone and consolidated basis. Additionally, fluctuations in foreign exchange rates affect demand for the Company's products abroad, and consequently, the pricing policies of the Company. While the Company follows a foreign currency hedging policy, the risks associated with movement in foreign currencies would not be fully mitigated. Hedge instruments could also result in financial loss to the Company.

e. *Risks relating to our international business:*

A deterioration in global economic conditions could have a material adverse impact on the Company sales and results of operations. A decline in key economic metrics, such as the growth rate, interest rates and inflation, reduced availability of financing for vehicles at competitive rates, tax policies and increase in freight rates and fuel prices could materially and adversely affect our sales. Further, a decrease in our potential customers' disposable income or their financial flexibility or an increase in the cost of financing will generally have a negative impact on demand for our products. In case of depreciation in local currencies, import of our products shall become expensive for our international distributors. Upon the occurrence of the same, our international distributors shall rely on the Company for reduction in prices, leading to a decline in our profitability.

In the global market, governments have been focussing on essential goods delivery and services, thereby giving lower priority to the automobiles industry. This limits our ability to sell our products in overseas markets.

f. *Macroeconomic Risks:*

The Company's business and performance are influenced by global and local economic conditions. In India, sales of two and three wheelers are directly related to GDP growth. A significant portion of the Company's revenue is generated by export and domestic sales of two-wheelers and three-wheelers. A further slowdown in economic growth could exert downward pressure on the demand for these products. In addition, the Company's performance is significantly influenced by the economic situation and governmental policies in India. Furthermore, a prolonged weakness in the Indian and global financial and economic situation may have a negative impact on third parties with whom the Company does, or may do, business. The primary consumer base of the Company includes salaried employees and agricultural workers. Poor monsoon and non-availability of labour for agricultural sector may impact the demand of these products. Any of these factors could adversely affect the Company's business, financial conditions, cash flows and results of operations.

Any unpredictable monsoon behaviour, unexpected change in crude oil prices or impact in the policy rate cuts may lead to increased inflation. There can be no assurance that the Company will be able to pass on any additional expenses or that the Company's revenue will increase proportionately corresponding to such inflation. Accordingly, high rates of inflation in India could have an adverse effect on the Company's profitability. Any adverse impact on macroeconomics caused by inflation, national or governmental instability, impact on agricultural production, negative or lower economic growth in the Indian and global economy could impact the Company's revenue stream. Additionally, occurrence of such events and a consequent liquidity crunch shall also impact retail buyers and the retail finance market.

g. *Regulatory Risks:*

The Company's operations entail environmental risks. The Company is subject to extensive regulations including regulations relating to worker health and safety and environmental laws and regulations concerning land use, air emissions, discharge of hazardous materials into the environment, waste materials and abandonment of installations or otherwise relating to the protection of the environment in connection with its operations. Numerous government agencies and departments issue rules, ordinances and regulations, which are often difficult and costly to comply with and which carry substantial penalties for non-compliance. In the ordinary course of business, the Company is subject to environmental inspections and monitoring by government enforcement authorities. The Company may incur substantial costs, including fines, damages and criminal or civil sanctions, or experience interruptions or suspensions in the Company's operations for actual or alleged violations arising under applicable environmental and other laws and regulations. Future government policies and changes in the laws and regulations in India including but not limited to changes in regulatory framework by any regulator, inter alia the RBI or IRDAI or SEBI, may adversely impact our operations. While the Company complies and has procured and maintains coverage with respect to all statutory insurance policies, such policies are subject to modifications, including an increase in payment of insurance premium by the state and central government. Any change in law, regulation, rules, comment, statements, or policy framework is not within the control of the Company and such change in laws and regulations may adversely impact the obligations and operations of the Company.

h. *Product Liability Risks:*

The Company is subject to risks and costs associated with product liability, warranties and recalls in connection with performance, compliance or safety related issues affecting company's vehicles. From time to time the Company may be subject to investigations by governmental authorities relating to safety and other compliance with the Company's vehicles. The Company also provides a warranty to the ultimate consumer with each product sold and accrues warranty expenses at the time of sale based on actual claims history. The Company expend considerable resources in connection with product recalls and these resources typically include the cost of the part being replaced and the labour required to remove and replace the defective part. In addition, product recalls can cause company's consumers to question the safety or reliability of company's vehicles and harm company's reputation.

i. *Risks related to launch of new products by the Company:*

The ability of the Company to strengthen its position within its traditional product and market segments through development of innovative products and services while expanding into additional market segments, is crucial to its future success. A general shift in consumer preference towards different types of vehicles, which could result from, among other things, government regulations, environmental concerns and increasing fuel prices, could have a negative effect on the Company's profitability generally. Inability to continue to improve the quality of its products, delays in bringing new vehicles to market, inability to achieve defined efficiency targets while suffering from quality losses and lack of market acceptance of new models would adversely affect the financial condition, results of operations and cash flows of the Company. The Company may also face potential time and or cost overruns in development of new products and associated research schemes. Further, despite maintaining and developing strategies for timely launches of new products, the Company may be unable to launch novel, high-quality and cost-effective products in a timely fashion before its competitors in the market.

j. *Financial Risks:*

The Company and certain of its subsidiaries require significant capital expenditure in order to implement their strategy. The Company must continue to invest capital to maintain the manufacturing and production of two and three-wheeler products. The Company's capital expenditure plans and requirements are subject to a number of risks, contingencies and other factors, some of which are beyond its control. In addition, the Company cannot assure investors that it will be able to generate sufficient cash flow or that it will have access to sufficient external financing to support its current and planned business operations, including its existing and future working capital requirements. The Company may find it difficult to procure adequate amount of funds at an appropriate price and tenure due to unavailability or liquidity issues in the financial markets. Changes in economic and financial conditions or continuing lack of liquidity in the market could make it difficult for the Company to access funds at competitive rates. Any such disruption in the Company's ability to access primary funding sources at competitive costs would have a significant adverse effect on its liquidity, financial condition and/or cash flows.

The Company borrows funds from various banks and financial institutions to meet the long-term and short-term funding requirements for its operations and funding its growth initiatives, both in Rupee and Foreign currency. Upward fluctuations in interest rates may increase the cost of any floating rate debt that the Company incurs. In addition, the interest rate that the Company will be able to secure in any future debt financing will depend on market conditions at that time and may differ from the rates on its existing debt. If the interest rates are high when the Company needs to access the markets for additional debt financing, the Company's results of operations, planned capital expenditures and cash flows may be adversely affected. Similarly, movement in exchange rates and international lending rates could have impact on the Company's financials.

k. *Risks related to performance of our Subsidiaries and Associates:*

Deterioration in the performance of any of the Company's subsidiaries or associates could materially and adversely affect the Company's results of operations. The Company have made and may continue to make capital commitments to its subsidiaries, and associates , and if the business or operations of any of these subsidiaries and associates deteriorates, the value of the Company's investments may decline substantially. As indicated in this "Risk Factors" section, our subsidiaries and associates are also subject to inter alia risks relating to COVID-19, macro and micro economic risks, financial and regulatory risks.

l. *Personnel Risks:*

The Company's ability to operate its business and implement its strategies depends, in part, on the continued contributions of the Company's executive officers and other key employees. The loss of any of the Company's key senior executives could have an adverse effect on the Company's business unless and until a replacement is found. In addition, the Company believes that its future success will depend on its continued ability to attract and retain highly skilled personnel with experience in the key business areas of the Company. Competition for these persons is intense, and the Company may not be able to successfully recruit, train or retain qualified managerial personnel.

m. *Natural Disaster Risk:*

The Company's operations depend upon its ability to protect its principal production facilities against damage from fire, earthquakes, floods, storms, power loss and similar events and to construct facilities that are not vulnerable to the effects of such events. The occurrence of a natural disaster or other unanticipated problems at its facilities or work sites could cause interruptions in the normal operation of its principal production facilities.

n. *National Security and Civil Disturbance Risks:*

India has, from time to time, experienced social and civil unrest within the country and hostilities with neighbouring countries. These hostilities and tensions could lead to political or economic instability in India and a possible adverse effect on the Company's business and future financial performance. Acts of War and other acts of violence or war may adversely affect global markets and economic growth. These acts may also result in a loss of business confidence, make travel and other services more difficult and have other adverse consequences.

Continued on next page...

...continued from previous page

o. *Cyber Risk:*

The Company is increasingly reliant on digital technologies and interconnected systems for its operations, including manufacturing, supply chain management, customer engagement, and financial transactions. This dependence exposes the Company to cyber threats such as data breaches, ransomware attacks, phishing, and other forms of cyber intrusion. A successful cyber attack could lead to unauthorized access to sensitive business information, disruption of operations, reputational damage, and financial loss. Additionally, as regulatory frameworks around data protection and cyber security evolve, non-compliance could result in penalties and legal liabilities. While the Company has implemented cyber security measures and continues to invest in strengthening its digital infrastructure, these measures may not be sufficient to prevent all cyber incidents. The increasing sophistication of cyber threats poses a persistent risk to the Company's business continuity and stakeholder trust.

p. *Unaudited Financial Results*

The Information Memorandum includes unaudited standalone and consolidated financial results for the nine months ended December 31, 2025. As the unaudited financial results prepared by the Company have been subject only to a limited review and as described in Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the ICAI. Any reliance by the investors on such limited review financial information for the nine months ended December 31, 2025, should, accordingly, be limited. Any financial results published in the future may not be consistent with past performance. Accordingly, the investors should rely on their independent examination of our financial position and results of operations, and should not place undue reliance on, or base their investment decision solely on the financial information included in this Information Document.

r. **Outstanding litigations and defaults of the transferee entity, promoters, directors or any of the group companies:**

There is no transferee entity, pursuant to the Scheme. The details of the outstanding litigations and defaults of the Company, Promoters, Directors or any of the group companies, are available in the Information Memorandum in the section titled 'Outstanding Litigations'. The Information Memorandum is uploaded on website of the Company at www.tvsmotor.com.

s. **Regulatory Action, if any - disciplinary action taken by SEBI or Stock Exchanges against the Promoters in last 5 financial years:**

NIL

t. **Brief details of outstanding criminal proceedings against the Promoters:**

Nil

u. **Particulars of high, low and average prices of the shares of the listed transferor entity during the preceding three years:**

The Part II of the Scheme deals with issue of Preference Shares by way of bonus. Therefore, there is no listed transferor entity involved. Nevertheless, below are the details of high, low and average prices of EQUITY shares of the Company in preceding three years.

NSE			
Period	High (in ₹)	Low (in ₹)	Average Price (in ₹)
FY 2025	2,958.00	1,873.00	2,432.01
FY 2024	2,313.45	1,073.00	1,614.87
FY 2023	1,176.90	589.05	944.24

BSE			
Period	High (in ₹)	Low (in ₹)	Average Price (in ₹)
FY 2025	2,958.15	1,873.05	2,431.85
FY 2024	2,313.90	1,075.00	1,614.87
FY 2023	1,177.00	589.10	944.35

v. **Any material development after the date of the balance sheet:**

Other than as disclosed elsewhere in the Information Memorandum or the audited financial statements since April 01, 2025 till the date of filing this advertisement, there have been no event/ development or change having implications on the financials/credit quality (e.g., any material regulatory proceedings against the Company/ Promoter/ Directors, litigations resulting in material liabilities, corporate restructuring event etc.) which may affect the issue or the investor's decision to continue to invest in NCRPS. The Information Memorandum is available on the website of the Company at www.tvsmotor.com.

w. **Such other information as may be specified by the Board from time to time:**

For further details on issue of NCRPS by the Company pursuant to the Scheme, please refer to Information Memorandum available on the website of the Company at www.tvsmotor.com.

Capitalized terms not defined herein shall have the meaning as prescribed in the Information Memorandum

For and on behalf of TVS Motor Company Limited
Sd/-
K S Srinivasan
Company Secretary and Compliance Officer

Date : 13.02.2026
Place : Chennai

IndiaShelter Home Loans

इंडिया शेल्टर फाइनैंस कार्पोरेशन लिमिटेड

पंजी. कार्यालय : प्लॉट – 15, छठा तल, सेक्टर–44, इंस्टीट्यूशनल एरिया, गुरूग्राम, हरियाणा–122002

अचल सम्पत्ति की बिक्री के लिए बिक्री सूचना

वित्तीय आस्तियों का प्रतिभूतिकरण और पुनर्निर्माण तथा प्रतिभूति हित प्रवर्तन अधिनियम, 2002 (इसमें आगे "अधिनियम" कहा गया है) के साथ पठित प्रतिभूति हित (प्रवर्तन) नियमावली, 2002 (इसमें आगे "नियमावली" कही गयी है) के नियम 8(6) के तहत अचल आस्तियों की बिक्री हेतु नीलामी बिक्री सूचना।

एतद्द्वारा सर्व साधारण को और विशेष रूप से कर्जदार(रों), सह–कर्जदार(रों) तथा गारंटर(रों) अथवा उनके कानूनी वारिस/सों प्रतिनिधियों को सूचना दी जाती है कि इंडिया शेल्टर फाइनैंस कार्पोरेशन लिमिटेड (इसमें आगे प्रत्याभूत लेनदार कही गई है) के पास बंधक/प्रभारित निम्नवर्णित अचल सम्पत्ति/यां, जिनका कब्जा प्रतिभूत लेनदार, पंजीकृत कार्यालय पता : छठा तल, प्लॉट नंबर 15, इंस्टीट्यूशनल एरिया, सेक्टर–44, गुरूग्राम–122003 के प्राधिकृत अधिकारी द्वारा लिया जा चुका है, नीचे वर्णित कर्जदारों, सह–कर्जदारों अथवा गारंटरों से बकाया राशि की वसूली के लिए नीचे वर्णित तिथि को "जैसी है जहां है", जैसी है जो है" तथा "जो भी है वहां है" आधार पर बेची जाएंगी। यह बिक्री प्राधिकृत अधिकारी द्वारा नीचे वर्णित स्थान पर की जाएगी।

ऋण खाता नंबर/ एपी नंबर और कर्जदार(रों) /सह–कर्जदार(रों)/ गारंटर(रों) का नाम	धारा 13(2) के तहत मांग सूचना की तिथि और राशि	कब्जा की तिथि और प्रकार	सुरक्षित मूल्य	सम्पत्ति के निरीक्षण की तिथि एवं समय
HL20RNLONS000005082951 /AP-10196827 श्रीमती सरुमी पत्नी मनीष कुमार रंगा, और श्री मनीष कुमार रंगा पुत्र नटवर लाल	11–04–2025 रु. 9,28,147/– (रूपये नौ लाख अठ्ठाईस हजार एक सौ सैंतालीस मात्र) **बोली वृद्धि राशि** 10,000/–	भौतिक कब्जा 27–11–2025 **कुल बकाया 11–04–2025 तक रु. 9,28,147/– (रूपये नौ लाख अठ्ठाईस हजार एक सौ सैंतालीस मात्र)**	रु. 5,10,000/– (रूपये पांच लाख दस हजार मात्र) **धरोहर राशि जमा (ईएमडी)** रु. 51,000/– (रूपये इक्यावन हजार मात्र)	05–03–2026 (निरीक्षण का समय : पूर्वा. 10.00 बजे से अप. 05.00 बजे तक **ईएमडी जमा की अंतिम तिथि** 06–03–2026 **नीलामी की तिथि एवं समय** 07–03–2026 (नीलामी समय : पूर्वा. 10.00 बजे से अप. 05.00 बजे तक)

अचल सम्पत्ति/प्रतिभूत आस्ति का वर्णन : सम्पत्ति के सभी अंश एवं खंड : पट्टा नंबर 62 ग्राम लोर्डियां तहसील फलोदी जोधपुर राजस्थान 342301, सम्पत्ति का क्षेत्रफल 1018 वर्ग फीट, चौहद्दी – पूरब : आम रास्ता, पश्चिम – भंवरलाल का मकान, उत्तर – झवारी लाल का मकान, दक्षिण – प्रेम एवं कमल का मकान

ईएमडी जमा करने का स्थान तथा नीलामी का स्थान : प्लॉट नंबर 287,भू तल, आदर्श नगर, फलौदी, जोधपुर, राजस्थान 342301, राजस्थान

भुगतान की विधि :– सभी भुगतान इंडिया शेल्टर फाइनेंस कॉर्पोरेशन लिमिटेड के पक्ष में डिमांड ड्राफ्ट/आरटीजीएस/एनईएफटी द्वारा किया जाएगा।

बिक्री के विस्तृत नियम एवं शर्तों के लिए सुरक्षित लेनदार वेबसाइट www.indiashelter.in देखें या प्राधिकृत अधिकारी से सम्पर्क करें

तिथि : 13–02–2026 स्थान : राजस्थान

वास्ते इंडिया शेल्टर फाइनैंस कार्पोरेशन लिमिटेड

अल्केमिस्ट एसेट रीकंस्ट्रक्शन कॉम्पनी लिमिटेड

सीआईएन नं. U74999DL2002PLC117052
ए–270, पहली और दूसरी मंजिल, डिफेंस कॉलोनी, नई दिल्ली – 110 024, भारत
ईमेल: admin@alchemistarc.com, वेबसाइट: www.alchemistarc.com

सार्वजनिक सूचना

(वित्तीय परिसंपत्तियों के प्रतिभूतिकरण और पुनर्निर्माण और सुरक्षा हित अधिनियम, 2002 की धारा 13(2) के तहत)

इसके द्वारा यह सूचना दी जाती है कि अल्केमिस्ट एसेट रीकंस्ट्रक्शन कंपनी लिमिटेड (सुरक्षित लेनदार / आर्क), ने 30–09–2025 के ऋण असाइनमेंट के तहत एसबीएफसी फाइनेंस लिमिटेड से नीचे उल्लिखित ऋण खातों का अधिग्रहण किया है, और संबंधित उधारकर्ता(ओं) को सरफेसी अधिनियम, 2002 की धारा 13(2) के तहत मांग नोटिस(ओं) को जारी किया है सह–उधारकर्ता(ओं)/गारंटर(ओं) से अनुरोध किया जाता है कि वे उक्त नोटिस(ओं) की प्राप्ति की तारीख से 60 (साठ) दिनों के भीतर सुरक्षित ऋणदाता के प्रति अपनी देनदारियों का पूर्ण निर्वहन करें। निर्धारित अवधि के भीतर उक्त बकाया राशि चुकाने में विफलता की स्थिति में, सुरक्षित ऋणदाता बिना किसी अतिरिक्त सूचना के, सुरक्षित परिसंपत्तियों पर कब्जा लेने सहित अधिनियम की धारा 13(4) के तहत सभी या किसी भी अधिकार का प्रयोग करने का हकदार होगा।

उधारकर्ताओं/खातों का विवरण

क्र. सं.	ऋण खाता सं.	उधारकर्ता(ओं)/ सह–उधारकर्ता(ओं) /गारंटर(ओं) का नाम	देय राशि रु.	13(2) नोटिस की तिथि	सुरक्षित आस्ति का विवरण	देय तिथि
1	PR01058648	पप्पू ट्रेडिंगकंपनी, पप्पू सिंह, सीमा देवी	8,38,298	16.01.2026	सम्पत्ति का वह समस्त भाग एवं अंश जोकि मकान म्युनिसिपल स्थायी संपत्ति आईडी संख्या 318C1691U78A, क्षेत्रफल 88 वर्ग गज मकान नं 918, पुरानी हमीदा, नामधारी के पास, गुरुद्वारा, यमुनानगर, जगाधरी 135001 पंजीकृत बिक्री विलेख संख्या 7406 वीटीबी 15.11.2017 द्वारा स्वामित्व सीमाएँ: पूर्व – हरभजन सिंह का मकान, पश्चिम – मार्ग, उत्तर – नरिंदर कुमार का मकान, दक्षिण – कुलविंदर सिंह का मकान	30.09.2025

ऊपर उल्लिखित राशि प्रत्येक खाते के सामने दर्शाई गई संबंधित तिथियों के अनुसार देय साथ ही वसूली की तारीख तक आगे ब्याज, दंडात्मक शुल्क, लागत और व्यय के साथ।

उधारकर्ता/गारंटर (ओं) को एतद्द्वारा चेतावनी दी जाती है कि वे सुरक्षित लेनदार की पूर्व लिखित सहमति के बिना ऊपर वर्णित सुरक्षित संपत्ति (संपत्तियों) के बिक्री, पट्टे, बंधक, प्रभार या अन्यथा के माध्यम से सौदा या निपटान न करें।

यह प्रकाशन उधारकर्ता (ओं), गारंटर (ओं) और आम जनता की जानकारी के लिए सरफेसी अधिनियम, 2002 के प्रावधानों के अनुपालन में किया जाता है।

किसी भी प्रश्न के मामले में, कृपया निम्नलिखित संपर्क विवरण पर अधोहस्ताक्षरी फोन: 011–46562584 ईमेल: admin@alchemistarc.com, ashutosh@alchemistarc.com से संपर्क करें।

दिनांक– 13.02.2026
स्थान– हरियाणा

एसडी/– प्राधिकृत अधिकारी
अल्केमिस्ट एसेट रीकंस्ट्रक्शन कंपनी लिमिटेड
(अल्केमिस्ट XLVII ट्रस्ट के ट्रस्टी के रूप में कार्यरत) सुरक्षित ऋणदाता

फॉर्म–आईएनसी–25ए

पब्लिक कंपनी को प्राइवेट कंपनी में परिवर्तित करने के लिए समाचार पत्र में प्रकाशित किया जाने वाला विज्ञापन

क्षेत्रीय निदेशक, कॉरपोरेट कार्य मंत्रालय, उत्तरी क्षेत्र, नई दिल्ली के समक्ष

कंपनी अधिनियम, 2013, कंपनी अधिनियम, 2013 की धारा 14 और कंपनी (निगमन) नियम, 2014 के नियम 41 के तहत आवेदन के संबंध में

और

इविनोस बिल्डर्स लिमिटेड,
CIN: U70109DL2019PLC350953, जिसका पंजीकृत कार्यालय एल–62/1, एल–ब्लॉक, दूसरी मंजिल, कनॉट प्लेस, नई दिल्ली–110001 पर स्थित है, के मामले में

......आवेदक

एतद्वारा आम जनता को सूचित किया जाता है कि यह कम्पनी उपरोक्त नियमावली के साथ पठित' कम्पनी अधिनियम, 2013 की धारा 14 के अंतर्गत केंद्र सरकार के पास एक आवेदन करने के लिये इच्छुक है तथा ऐसे रूपांतरण को प्रभावी करने के लिये कम्पनी को सक्षम बनाने के लिए 06.02.2026 को आयोजित असाधारण आमसभा में पारित विशेष प्रस्ताव के अनुसार कंपनी को एक प्राईवेट लिमिटेड कम्पनी में रूपांतरित करने के लिए इच्छुक है।

कंपनी की स्थिति में इस प्रस्तावित परिवर्तन से यदि किसी व्यक्ति का हित प्रभावित होता हो, वे उसके नीचे वर्णित पते पर पंजीकृत कार्यालय में आवेदक कंपनी को उसकी एक प्रति के साथ इस सूचना के प्रकाशन की तिथि से चौदह दिनों के भीतर अपने हित की प्रकृति तथा आपत्ति के कारणों का उल्लेख करते हुए एक शपथ पत्र द्वारा समर्थित अपनी आपत्ति क्षेत्रीय निदेशक, कॉरपोरेट कार्य मंत्रालय, उत्तरी क्षेत्र, उत्तरी क्षेत्र, बी–2 विंग, 2री मंजिल, पं. दीनदयाल अंत्योदय भवन, सीजीओ कॉम्प्लेक्स, नई दिल्ली 110003 में जमा करें या जमा कराएं या पंजीकृत डाक से भेजें।

आवेदक की ओर से और उनके लिए

हस्ता/–
दिनांकः 13.02.2026 **नीलेश रघुनाथ वाडीकर**
स्थानः नई दिल्ली **प्रबंध निदेशक**
DIN: 10954229
पंजीकृत कार्यालय का पताः एल–62/1, एल–ब्लॉक, दूसरी मंजिल, कनॉट प्लेस, नई दिल्ली–110001

बैंक ऑफ़ इंडिया Bank of India BOI

आंचलिक कार्यालयः बैंक ऑफ इंडिया, प्रथम तल, अवस्थी कॉम्प्लेक्स, डीएम चौराहा के पास, हरदोई–241001 (उ.प्र.), फोनः 05852-297603

अचल सम्पत्तियों की बिक्री के लिए बिक्री सूचना, परिशिष्ट–4–ए, नियम 8 के तहत अनंतिम (6)

यह ई–नीलामी बिक्री सूचना वित्तीय परिसम्पत्तियों की प्रतिभूतिकरण एवम् पुनर्गठन तथा प्रतिभूति हित का प्रवर्तन (सरफेसी) अधिनियम, 2002 नियम 8 (6) और 9(1) के अधीन बैंक के पास बंधक अचल सम्पत्ति है। यह नोटिस सार्वजनिक रूप से जनता और विशेष रूप से उधारकर्ता (कर्ताओं) और गारंटर (गारंटरों) को सूचित किया जाता है कि बैंक ऑफ इण्डिया के प्राधिकृत अधिकारी ने हमारी शाखा के साथ निम्नलिखित ऋण खातों में वित्तीय परिसम्पत्तियों की प्रतिभूतिकरण एवम् पुनर्गठन तथा प्रतिभूति हित हेतु निम्नलिखित सम्पत्ति भौतिक कब्जा इस बैंक देयों के वसूली हेतु 'जैसा है, जहां है,' आधार पर तथा 'जैसे है, जो है,' के आधार पर विक्रय की जायेगी।

ईएमडी / दस्तावेज जमा करने की अन्तिम तिथि दिनांक 24.03.2026 को सायं 04:00 बजे तक
ई–नीलामी की तिथि एवं समय 25.03.2026, प्रातः 11:00 बजे से सायं 05:00 बजे तक

क्रम सं०	खातेदार/जमानतकर्ता का नाम एवं पता बकाया राशि	अचल सम्पत्तियों का विवरण एवं कब्जा की स्थिति	निर्धारित आरक्षित मूल्य/अग्रिम धनराशि (रू.)
	शाखा पलिया (कलां), प्रबंधक, मोबाईलः 9795755998		
1.	मैसर्स दिलीप ऑटो केयर एंड स्पेयर पार्ट्स (प्रोप्राइटरशिप), पताः भीरा रोड, नौगवां, पलिया, जिला खीरी (यूपी)। श्री बलराम पुत्र श्री बुद्ध (प्रोपराईटर/ बंधककर्ता), पताः 263, नौगमा, लोकनपुरवा, त्रिलोकपुर, पलिया, जिला खीरी (यूपी)। श्री आनंद विक्रम पुत्र श्री हरि किशोर (जमानतकर्ता), पताः 544ए, मंझगी – 2, मझगड़ा, तहसील पलिया, जिला खीरी (यूपी)। बकाया राशि 5,31,103.63 + अतिरिक्त ब्याज और अन्य शुल्क प्रभावी।	संपत्ति गाटा नं. 1389 का भाग, ग्राम त्रिलोकपुर, परगना निघासन, तहसील पलिया, जिला खीरी (उ.प्र.), मालिक श्री बलराम पुत्र श्री बुद्धा, जिसका क्षेत्रफल 809.665 वर्ग मीटर है, चौहद्दीः पूर्व में विक्रेता की कृषि भूमि, पश्चिम में चक मार्ग, उत्तर में रामाधार की कृषि भूमि, दक्षिण में शत्रोहन की कृषि भूमि है। कब्जा प्रकारः सांकेतिक कब्जा।	रू. 12,75,000/– / रू. 1,27,500/–
	शाखा शाहजहांपुर, वरिष्ठ प्रबंधक, मोबाईलः 9955999143		
2.	श्रीमती सीमा गुप्ता पत्नी श्री रवीन्द्र गुप्ता, 178, जिया–खेल, कोतवाली, शाहजहाँपुर 242001 (यूपी)। श्री अनुज अग्रवाल पुत्र श्री रवीन्द्र गुप्ता, 178, जिया–खेल, कोतवाली, शाहजहाँपुर 242001 (उ.प्र.)। श्रीमती रिंकल अग्रवाल पत्नी श्री अनुज अग्रवाल, 178, जिया–खेल, कोतवाली, शाहजहाँपुर 242001 (यूपी)। श्री रवीन्द्र गुप्ता पुत्र श्री राम औतार गुप्ता, 178, जिया–खेल, कोतवाली, शाहजहाँपुर 242001 (उ.प्र.)। बकाया राशि 1,84,35,623.26 + अतिरिक्त ब्याज और अन्य शुल्क प्रभावी।	मोहल्ला जिया–खेल, तहसील सदर, जिला शाहजहांपुर (यूपी) में स्थित संपत्ति का साम्यिक बंधक भाग, मालिक श्रीमती सीमा गुप्ता पत्नी श्री रविंद्र गुप्ता और श्रीमती रिंकल अग्रवाल पत्नी श्री अनुज अग्रवाल, जिसका क्षेत्रफल 388.10 वर्ग मीटर है। चौहद्दीः पूर्वः नेशनल सीड्स कॉरपोरेशन का गोदाम, पश्चिमः 13 फीट चौड़ा रास्ता, उत्तरः सुनील अग्रवाल का प्लॉट, दक्षिणः विमल कुमार गुप्ता का मकान। कब्जा प्रकारः भौतिक कब्जा।	रू. 78,00,000/– / रू. 7,80,000/–
	शाखा संडीला, वरिष्ठ प्रबंधक, मोबाईलः 9044834863		
3.	मेसर्स आदर्श मिनी राइस मिल (प्रोप्राइटरशिप), पताः मोहल्ला – मानस नगर, गदौरा रोड, संडीला, जिला – हरदोई (उ.प्र.)। श्रीमती सोनी देवी पत्नी श्री रामेंद्र कुमार (प्रोप्राइटर), पताः मोहल्ला – मानस नगर, गदौरा रोड, संडीला, जिला – हरदोई (उ.प्र.)। बकाया राशि 12,47,382.27 + अतिरिक्त ब्याज और अन्य शुल्क प्रभावी।	सम्पत्ति का साम्यिक बंधक, मकान नंबर 636, वार्ड नंबर 5, मोहल्ला –महतवाना, नगर पालिका परिषद के अंदर, तहसील – संडीला, जिला –हरदोई (उ.प्र.) में स्थित है, जिसका क्षेत्रफल 116.17 वर्ग मीटर जोकि श्रीमती सोनी देवी पत्नी रामेंद्र कुमार के नाम पर पंजीकृत है। चौहद्दीः पूर्वः रास्ता 30 फिट, पश्चिमः मोहम्मद नफीस का प्लॉट, उत्तरः श्री राजेंद्र का प्लॉट, दक्षिणः मिसेज राजना का प्लॉट। कब्जा प्रकारः सांकेतिक कब्जा।	रू. 21,00,000/– / रू. 2,10,000/–
	शाखा पिहानी, वरिष्ठ प्रबंधक, मोबाईलः 8864996710		
4.	मेसर्स जमील सीमेंट स्टोर (प्रोप्राइटरशिप), पताः हरदोई – पिहानी रोड, मोहल्ला कोटकलां, एटी एंड पीओ पिहानी – 241406, जिला – हरदोई (उ.प्र.)। मोहम्मद जमील पुत्र मोहम्मद सफी (प्रोप्राइटर), पताः मोहल्ला मुरीदखानी, एटी एंड पीओ पिहानी – 241406, जिला – हरदोई (उ.प्र.)। बकाया राशि 24,67,609.70 + अतिरिक्त ब्याज और अन्य शुल्क प्रभावी।	सम्पत्ति का साम्यिक बंधक, दुकान नंबर 7 (कवर्ड एरिया 48.51 वर्ग मीटर) और दो मंजिला मकान नंबर 7ए, (भूतल पर कवर्ड एरिया 18.85 वर्ग मीटर और प्रथम तल पर कवर्ड एरिया 67.36 वर्ग मीटर) है, मोहल्ला मुरीदखानी, टाउन पिहानी (नगर पालिका के अंदर), परगना पंढरवा, तहसील – शाहाबाद, जिला – हरदोई, यूपी – 241406 में 84.20 वर्ग मीटर है जोकि मोहम्मद जमील पुत्र मोहम्मद सफी के नाम पर स्थित है। चौहद्दीः पूर्वः जाहिद की पत्नी का घर, पश्चिमः गली फिर मोहम्मद हबीब का घर, उत्तरः रोड़, दक्षिणः जकीरा बेगम का प्लॉट। कब्जा प्रकारः सांकेतिक कब्जा।	रू. 38,22,000/– / रू. 3,82,200/–
	शाखा हरदोई, मुख्य प्रबंधक, मोबाईलः 8439436264		
5.	मैसर्स त्रिवेदी एण्टरप्राईजेज, प्रोपः श्री देवेंद्र नाथ त्रिवेदी पुत्र श्री योगेंद्र नाथ त्रिवेदी, पताः प्लॉट नं. 457क और 457ख का हिस्सा, गांव – बहलोली (बहार नगर पालिका), बहलोली – सरैयां रोड, परगना बांगर, तहसील – सदर, जिला – हरदोई (उ.प्र.) 241001. 1) श्री देवेंद्र नाथ त्रिवेदी पुत्र योगेंद्र नाथ त्रिवेदी (प्रोपराईटर और बंधककर्ता), पताः मोहल्ला आजाद नगर, हरदोई – 241001 (उ.प्र.)। 2) श्रीमती शालिनी त्रिवेदी पत्नी श्री देवेंद्र नाथ त्रिवेदी (जमानतकर्ता), पताः मोहल्ला आजाद नगर, हरदोई – 241001 (उ.प्र.)। बकाया राशि 17,75,054.28 + अतिरिक्त ब्याज और अन्य शुल्क प्रभावी।	प्लॉट नंबर 457क और 457ख का भाग, गांव – बहलोली (बहार नगर पालिका), बहलोली – सरैयां रोड, परगना बांगर, तहसील – सदर, जिला – हरदोई (उ.प्र.) 241001 जोकि श्री देवेंद्र नाथ त्रिवेदी पुत्र योगेंद्र नाथ त्रिवेदी के नाम पर स्थित है, जिसका कुल क्षेत्रफल 960.08 वर्ग मीटर है। चौहद्दीः पूर्वः श्रीमती नीरजा त्रिवेदी की जमीन, पश्चिमः बहलोली – सरैयां रोड, उत्तरः राम चंद्र का घर, दक्षिणः श्रीमती नीरजा त्रिवेदी की जमीन। कब्जा प्रकारः सांकेतिक कब्जा।	रू. 46,57,000/– / रू. 4,65,700/–

नियम एवं शर्तेः बिक्री के विस्तृत नियम एवं शर्तो के लिए, कृपया सुरक्षित क्रेडिटर के वेब पोर्टल पर दिए गए लिंक को देखें **i.e. https://www.bankofindia.co.in, https://baanknet.com** अधिक जानकारी के लिए सम्बन्धित एजीएम / मुख्य प्रबंधक / शाखा प्रबंधक को ऊपर दी गई शाखाओं व उनके फोन नम्बर पर सम्पर्क करें। उपर्युक्त ऋणी / जमानतकर्ता / बंधककर्ता को नोटिस दी जाती है कि वे ई–नीलामी की तिथि से पूर्व अपना कुल बकाया ब्याज व अन्य खर्च सहित जमा कर दें इसमें असफल होने पर उक्त सम्पत्ति की नीलामी कर दी जायेगी तथा बकाया राशि यदि कोई हो तो व्याज व लागत सहित वसूल की जायेगी।

इसे नियम 6(2) एवं 8(6) सिक्योरिटी इन्ट्रेस्ट (इनफोर्समेंट) नियम 2002 के तहत बंधककर्ता / गारंटर को नोटिस समझा जाए, उसके वर्णित ऋण के सम्बंध में उपरोक्त दिनांक को ई–नीलामी है।

दिनांक 13.02.2026 **स्थानः हरदोई** **प्राधिकृत अधिकारी, बैंक ऑफ इंडिया**

दि स्टेट ट्रेडिंग कार्पोरेशन ऑफ इंडिया लिमिटेड

(भारत सरकार का उद्यम)
(सी.आई.एन.: L74899DL1956GOI002674)
पंजी. कार्यालयः जवाहर व्यापार भवन, टॉलस्टॉय मार्ग, नई दिल्ली–110001 वेबसाइटः www.stclimited.co.in

आज़ादी का अमृत महोत्सव

31 दिसंबर, 2025 को समाप्त तिमाही/नौ माह का अलेखापरीक्षित (समीक्षित) वित्तीय परिणामों का विवरण

(₹ लाख में)

क्र. सं.	विवरण	पृथक						समेकित					
		31.12.2025 को समाप्त तिमाही (अलेखापरीक्षित)	31.12.2024 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2025 को समाप्त तिमाही (अलेखापरीक्षित)	31.12.2025 को समाप्त नौ माह (अलेखापरीक्षित)	31.12.2024 को समाप्त नौ माह (अलेखापरीक्षित)	31.03.2025 को समाप्त वर्ष (लेखापरीक्षित)	31.12.2025 को समाप्त तिमाही (अलेखापरीक्षित)	31.12.2024 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2025 को समाप्त तिमाही (अलेखापरीक्षित)	31.12.2025 को समाप्त नौ माह (अलेखापरीक्षित)	31.12.2024 को समाप्त नौ माह (अलेखापरीक्षित)	31.03.2025 को समाप्त वर्ष (लेखापरीक्षित)
1.	परिचालनों से कुल आय	–	–	–	–	–	–	–	–	–	–	–	–
2.	उक्त अवधि का निवल लाभ/(हानि) (कर पूर्व, असाधारण और/या असामान्य मदें)	1,422.00	1,452.76	1,241.62	3,646.58	6,217.38	7,603.40	1,418.76	1,430.27	1,524.90	3,928.11	6,152.08	7,505.73
3.	उक्त अवधि का कर पूर्व निवल लाभ/(हानि) (असाधारण और/या असामान्य मदों के पश्चात)	1,421.24	1,451.68	61,863.68	64,267.75	3,491.24	4,886.59	1,418.00	1,429.19	62,146.96	64,547.27	3,425.93	4,788.92
4.	उक्त अवधि का कर पश्चात निवल लाभ/(हानि) (असाधारण और/या असामान्य मदों के पश्चात)	1,658.01	183.16	60,920.68	63,561.52	2,223.50	2,572.18	1,654.77	160.67	61,203.96	63,841.04	2,158.19	2,474.51
5.	उक्त अवधि की कुल व्यापक (आय इसमें उक्त अवधि का लाभ/(हानि)) (कर पश्चात) और अन्य व्यापक आय (कर पश्चात) शामिल है.	1,658.01	183.16	60,920.68	63,561.52	2,223.50	3,159.53	1,654.77	160.67	61,203.96	63,841.04	2,158.19	3,061.86
6.	इक्विटी शेयर पूंजी	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
7.	पुनर्मूल्यांकन रिजर्व को छोड़कर अन्य इक्विटी	–	–	–	(34,809.60)	(95,307.14)	(98,371.12)	–	–	–	(490,565.38)	(555,310.07)	(564,406.42)
8.	प्रति शेयर अर्जन (10 रुपये प्रति शेयर) (जारी और बंद किए गए प्रचालनों के लिए) (वार्षिक नहीं)												
	(क) मूल (रुपये में)	2.76	0.31	101.53	105.94	3.71	5.27	2.76	0.27	102.01	106.40	3.60	5.10
	(ख) डायल्यूटेड (रुपये में)	2.76	0.31	101.53	105.94	3.71	5.27	2.76	0.27	102.01	106.40	3.60	5.10

नोटः उपरोक्त 31.12.2025 को समाप्त अवधि के वित्तीय परिणामों के विस्तृत फॉर्मेट का सार है। सेबी (एलओडीआर) विनियम 2015 के विनियम 33 में बतायी गयी अन्य संगत मदों सहित वित्तीय परिणामों का पूरा फॉर्मेट कंपनी की वेबसाइट www.stclimited.co.in पर उपलब्ध है और इसे नीचे दिए गए QR कोड से भी देखा जा सकता है।

हमारी इसी तिथि की संलग्न रिपोर्ट के अनुसार

कृते पीवीएआर एंड एसोसिएट्स
चार्टर्ड अकाउंटेंट
फर्म रजि. नं. 005223C
(सीए रुचि अग्रवाल)
भागीदार
एम.नं. 504134
स्थानः नई दिल्ली
दिनांकः 11.02.2026

हस्ता/–
(बी.एस. राव)
मुख्य वित्त अधिकारी

हस्ता/–
(अनूपा नायर)
निदेशक–वित्त
डीआईएन–11138663

हस्ता/–
(नितिन कुमार यादव)
अध्यक्ष एवं प्रबंध निदेशक
डीआईएन–03104045

दि स्टेट ट्रेडिंग कार्पोरेशन ऑफ इंडिया लिमिटेड

(भारत सरकार का उद्यम)
(सी.आई.एन.: L74899DL1956GOI002674)
पंजी. कार्यालयः जवाहर व्यापार भवन, टॉलस्टॉय मार्ग, नई दिल्ली–110001 वेबसाइटः www.stclimited.co.in

आज़ादी का अमृत महोत्सव

30 सितंबर, 2025 को समाप्त तिमाही/छमाही के अलेखापरीक्षित (समीक्षित) वित्तीय परिणामों का विवरण

(₹ लाख में)

क्र. सं.	विवरण	पृथक						समेकित					
		30.09.2025 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2024 को समाप्त तिमाही (अलेखापरीक्षित)	30.06.2025 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2025 को समाप्त छमाही (अलेखापरीक्षित)	30.09.2024 को समाप्त छमाही (अलेखापरीक्षित)	31.03.2025 को समाप्त वर्ष (लेखापरीक्षित)	30.09.2025 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2024 को समाप्त तिमाही (अलेखापरीक्षित)	30.06.2025 को समाप्त तिमाही (अलेखापरीक्षित)	30.09.2025 को समाप्त छमाही (अलेखापरीक्षित)	30.09.2024 को समाप्त छमाही (अलेखापरीक्षित)	31.03.2025 को समाप्त वर्ष (लेखापरीक्षित)
1.	परिचालनों से कुल आय	–	–	–	–	–	–	–	–	–	–	–	–
2.	उक्त अवधि का निवल लाभ/(हानि) (कर पूर्व, असाधारण और/या असामान्य मदें)	1,241.62	2,004.56	982.97	2,224.59	4,764.63	7,603.40	1,524.90	1,981.11	982.45	2,507.35	4,721.81	7,505.73
3.	उक्त अवधि का कर पूर्व निवल लाभ/(हानि) (असाधारण और/या असामान्य मदों के पश्चात)	61,863.68	(724.35)	982.83	62,846.51	2,039.56	4,886.59	62,146.96	(747.80)	982.31	63,129.27	1,986.74	4,788.92
4.	उक्त अवधि का कर पश्चात निवल लाभ/(हानि) (असाधारण और/या असामान्य मदों के पश्चात)	60,920.68	(724.35)	982.83	61,903.51	2,040.34	2,572.18	61,203.96	(747.80)	982.31	62,186.27	1,997.52	2,474.51
5.	उक्त अवधि की कुल व्यापक (आय इसमें उक्त अवधि का लाभ/(हानि)) (कर पश्चात) और अन्य व्यापक आय (कर पश्चात) शामिल है.	60,920.68	(724.35)	982.83	61,903.51	2,040.34	3,159.53	61,203.96	(747.80)	982.31	62,186.27	1,997.52	3,061.86
6.	इक्विटी शेयर पूंजी	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
7.	पुनर्मूल्यांकन रिजर्व को छोड़कर अन्य इक्विटी	–	–	–	(36,467.87)	(99,490.31)	(98,371.12)	–	–	–	(492,220.15)	(555,470.75)	(554,406.42)
8.	प्रति शेयर अर्जन (10 रुपये प्रति शेयर) (जारी और बंद किए गए प्रचालनों के लिए) (वार्षिक नहीं)												
	(क) मूल (रुपये में)	101.53	(1.21)	1.64	103.17	3.40	5.27	102.01	(1.25)	1.64	103.64	3.33	5.10
	(ख) डायल्यूटेड (रुपये में)	101.53	(1.21)	1.64	103.17	3.40	5.27	102.01	(1.25)	1.64	103.64	3.33	5.10

नोटः उपरोक्त 30.09.2025 को समाप्त अवधि के वित्तीय परिणामों के विस्तृत फॉर्मेट का सार है। सेबी (एलओडीआर) विनियम 2015 के विनियम 33 में बतायी गयी अन्य संगत मदों सहित वित्तीय परिणामों का पूरा फॉर्मेट कंपनी की वेबसाइट www.stclimited.co.in पर उपलब्ध है और इसे नीचे दिए गए QR कोड से भी देखा जा सकता है।

हमारी इसी तिथि की संलग्न रिपोर्ट के अनुसार

कृते पीवीएआर एंड एसोसिएट्स
चार्टर्ड अकाउंटेंट
फर्म रजि. नं. 005223C
(सीए रुचि अग्रवाल)
भागीदार
एम.नं. 504134
स्थानः नई दिल्ली
दिनांकः 11.02.2026

हस्ता/–
(बी.एस. राव)
मुख्य वित्त अधिकारी

हस्ता/–
(अनूपा नायर)
निदेशक–वित्त
डीआईएन–11138663

हस्ता/–
(नितिन कुमार यादव)
अध्यक्ष एवं प्रबंध निदेशक
डीआईएन–03104045

TVS MOTOR COMPANY LIMITED TVS

CIN: L35921TN1992PLC022845
Registered Office and Corporate Office : "Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600 006. Tel: 044-2833 2115
Email: contactus@tvsmotor.com | Website: www.tvsmotor.com

STATUTORY ADVERTISEMENT ISSUED IN COMPLIANCE OF PART-I PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023, READ WITH ANNEXURE-XII-A, PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-POD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957.

SCHEME OF ARRANGEMENT BETWEEN TVS MOTOR COMPANY LIMITED AND ITS SHAREHOLDERS

This is reference to the Scheme of Arrangement between TVS Motor Company Limited ("Company") and its shareholders approved under sections 230 to 232 and other applicable provisions of the Companies Act, 2013 ("Scheme"). The Scheme was sanctioned by the Hon'ble National Company Law Tribunal, Chennai ("NCLT") vide order dated July 31, 2025 ("NCLT Order").

The Scheme is divided into III parts, which broadly provides as follows: (i) Part I deals with definitions, share capital and date of taking effect and implementation of the Scheme; (ii) Part II deals with Issue of Preference Shares by way of bonus; and (iii) Part III deals with general terms and conditions that would be applicable to the Scheme.

The Company filed the NCLT Order in e-Form INC 28 on August 12, 2025,with the Registrar of Companies, Chennai and the Scheme became effective from August 12, 2025. For more details, Scheme is available on website of the Company at www.tvsmotor.com.

Accordingly, in order to implement Part II of the Scheme, the Scheme Implementation Committee of the Board of Directors of the Company on September 01, 2025 has allotted 190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares ("NCRPS" / "Preference Shares"), as per the ratio prescribed in the Scheme i.e.,4 NCRPS of face value of INR 10 each fully paid up to each equity shareholder of the Company holding every 1 equity share of INR 1 each fully paid up, whose name is recorded in the register of members of the Company and/or the records of the depository(ies) as equity shareholder of the Company as on Record Date, i.e., August 25, 2025, by way of bonus issue. The NCRPS will be carrying coupon of 6% per annum and were allotted on September 01, 2025 ("Allotment Date"). The NCRPS will be redeemed at par value of ₹ 10 each on the date falling 12 months from the Allotment Date, i.e. September 01, 2026. The NCRPS are proposed to be listed at National Stock Exchange of India Limited ("NSE") and BSE Limited ("BSE" together with NSE referred to as "Stock Exchanges").

The Company has made applications to Stock Exchanges for listing and trading of NCRPS and has received In-Principle approval for listing of NCRPS at NSE and BSE vide their letter no. NSE/LIST/50825 dated Novemer 21, 2025, and letter no. DCS/AMAL/BW/IP/3519/2025-26 dated November 20, 2025, respectively. Further the Company has received exemption letter dated February 9, 2026 from Securities Exchange Board of India ("SEBI") under Rule 19 (7) of Securities and Contracts (Regulation) Rules 1957 ("SCRR") granting relaxation from provisions of Rule 19 (2)(b) of SCRR.

DISCLOSURES IN COMPLIANCE WITH PART-II PARA 5 OF MASTER CIRCULAR SEBI/HO/CFD/POD-2/P/CIR/2023/93 DATED JUNE 20, 2023, READ WITH ANNEXURE-XII-A, PART II, PARA 1 OF MASTER CIRCULAR SEBI/HO/DDHS/DDHS-PoD-1/P/CIR/2025/0000000103 DATED JULY 11, 2025 PURSUANT TO GRANT OF RELAXATION BY SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) VIDE THEIR LETTER NO. HO/49/12/16(4)2026-CFD-RAC-DCR1 DATED FEBRUARY 9, 2026 FROM THE APPLICABILITY OF THE RULE 19(2)(b) OF THE SECURITIES CONTRACT (REGULATIONS) RULES, 1957:

a. **Name of the Company:** TVS Motor Company Limited

b. **Address of Registered Office and Corporate Office of Company:** Chaitanya, No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu, India.

c. **Details of change of name and/or object clause:**

(i) Below are the details of changes in name of the Company:

S. No.	Date	Event / Change	Name after Change	Remarks
1.	June 10, 1992	Incorporation as a private limited company under the Companies Act, 1956	Sundaram Auto Engineers (India) Private Limited	Certificate of Incorporation issued by ROC, Chennai on June 10, 1992
2.	September 4, 1995	Conversion from private limited to public limited company	Sundaram Auto Engineers (India) Limited	Word "Private" deleted from the name
3.	April 25, 2000	Change of name	TVS Suzuki Limited	—
4.	November 7, 2001	Change of name	TVS Motor Company Limited	Present name of the Company

(ii) Below are the details of changes in object clause of the Company:

Year	Changes in object clauses
2000	A. The main objects to be pursued by the Company on its incorporation are:-

To carry on the business of retail and wholesale dealers in petrol, diesel, gas and oil agents, garage proprietors, repairers, cleaners and storers of taxicab, omni bus, auto-rickshaw, motor car, lorry, and other public or private conveyances and omni bus, motor car, lorry, motor-cycle, ecooter, scooterate, moped or other vehicle repairers, garage builders, dealers in automotive components and accessories of all kinds and automobile engineers.

To carry on the business of electricians, electrical engineers, electrical contractors and repairers of all electronic equipment used on all types of applications, and manufacturers of all kinds of electrical machinery and electrical apparatus for any purpose whatsoever.

To carry on the business of founders of ferrous and non- ferrous metals, sheet-metal work, press shop apparatus, welding engineers, refrigerator and air conditioning and environmental control system engineers.

(Inserted vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000)

B. The objects incidental or ancillary to the attainment of the main objects are:-

Subject to the provisions of the Companies Act, 1956, to provide for the welfare of the directors, Trustees and Employees or Ex-Directors, Ex-Trustees or Ex-Employees of the Company and the wives, widows and families or the dependants or connections of such persons, by building or contributing to the building of houses, dwellings, by grants of money, pensions, gratuities, allowances, bonuses or other payments, or by creating and from time to time subscribing or contributing to provident and other associations, institutions, funds or trusts and by providing or subscribing or contributing towards places of instruction and recreation or hospitals and dispensaries, medical and other attendance and other assistance as the Company shall think fit and to subscribe or contribute or otherwise assist or to guarantee money to charitable, benevolent, religious, scientific, national or allied institutions, bodies and objects which shall have moral or other claims to the support or aid by the Company either by reason of locality of operation or public and general utility but not for political purposes.

(The words "or otherwise" after the words "general utility" be replaced with the words "but not for political purposes" vide special resolution passed at the extra-ordinary general meeting held on 24th April 2000)

Other Objects of the Company not included in (A) and (B) are:

1. (i) To carry on and undertake the businesses of trading, hire purchase and leasing company and to finance lease/hire purchase operations of all kinds either singly/jointly/or on a syndication/ consortium/participative/lead basis including import leasing / hire purchase, cross border leasing / hire purchase, lease / hire purchase funding, lease / hire management, provide venture capital, vendor plans, purchasing, selling, hiring or letting on hire, all kinds of plant and machinery and equipment that the company may think fit and to assist in financing of all and every kind and description of hire purchase or deferred payment or similar transactions and to subsidise, finance or assist in subsidising or financing the sale or maintenance of any goods, articles or commodities of all and every kind and description upon any terms whatsoever and to purchase or otherwise deal in all forms of immovable and movable property including land and buildings, plant and machinery, equipment, ship, aircraft, automobiles including two wheelers and three wheelers, tractors, tillers, threshers, dryers, motor vehicles of all kinds, engines, generators, computer software and hardware, all types and kinds of appliances, domestic or otherwise, computers and all consumer, commercial and industrial items and to lease or otherwise deal with them in any manner whatsoever including resale thereof , regardless of whether the property purchased and leased be new and / or used.

(ii) To undertake and carry on all operations and transactions in regard to business of any kind in the same way as an individual capitalist may lawfully undertake and carry out and, in particular, the financing of hire purchase contracts relating to property or assets of any description, either fixed or movable, such as houses, lands, vehicles and government bonds.

(iii) To carry on the businesses of finance, foreign exchange, investment company and an investment trust company and to invest in and / or finance and / or promote and / or establish in its own name or as a holding company, or by entering into partnership with others, investment companies, finance companies and brokerage houses, borrow and raise monies to underwrite, sub-underwrite, to invest in, to acquire and hold, sell, buy or otherwise deal in shares, debentures, debenture stocks, bonds, units, obligations and securities issued or guaranteed by Indian or Foreign Governments, States, Dominions, Sovereigns, Municipalities, or Public Authorities or bodies and shares, stocks, debentures, debenture stocks, bonds, obligations and securities issued and guaranteed by any company, corporation, society, firm or person whether incorporated or established in India or elsewhere but not to do the business of banking as defined in the Banking Regulation Act, 1949.

(iv) To carry on the business of bill discounting, hundi discounting, cheque discounting and discounting of any other type of negotiable instruments and other type of instruments, to purchase, accept, assign debts and to carry on the business of accepting, co-accepting of negotiable instruments and related activities.

(v) To undertake and execute or constitute any trust and to subscribe and act as and to undertake and carry on the office or offices and duties of trustees, custodian trustees, executors, administrators, liquidators, receivers, treasurers, attorneys, nominees and agents and to manage the funds of all kinds of trusts and to render periodic advice on investments, finance, taxation and to invest these funds from time to time in various forms including shares, term loans, debentures etc. and carry on custodial services and as a custodian to send on behalf of clients, the securities for registration of transfers, collect dividends and other returns/incomes and to carry on all other functions as are normally carried on by custodians and to safekeep the securities etc.

(vi) To give advice on or to offer, give, take, circulate and/or otherwise organise, accept or implement, any take-overs, mergers, demergers, amalgamation or acquisitions or schemes for diversification, rehabilitation or restructuring of any business, concern, undertaking, company, body corporate, partnership or other firm or any other association of persons, whether incorporated or not, by acquisition of shares or assets and liabilities and whether as a going concern or as a part of the concern or otherwise as may be required, having regard to business exigencies, and to promote or procure the incorporation, formation or setting up of any concern or undertaking whether as Company, body corporate, partnership or any other association of persons for engaging in any industrial, commercial or business activities.

(vii) To carry on the business of money changers and to deal in foreign exchange in cash, traveller's cheques or in any other form.

(viii) To undertake trading dealing in foreign exchange in all markets both domestic and international and to conduct any other activities related to these markets.

(Clause 1 was amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000).

14. (i) To carry on the business of an investment company and for that purpose to invest in, acquire and hold, sell, buy or otherwise deal in shares, stocks, debentures, debenture-stock, bonds, obligations or securities by original subscription, participation in syndicates, tender, purchase, exchange or otherwise and to subscribe for the same whether or not fully paid up, either conditionally or otherwise, to guarantee the subscription thereof and to exercise and enforce all rights and powers conferred by or incidental to the ownership thereof and to advance, deposit or lend money against securities and properties to or with any company, body corporate, firm, person or association or without security and on such terms as may be determined from time to time.

(ii) To accept gift of properties movable or immovable and to deal with such properties in any manner as may seem expedient.

(iii) To act as technical advisors or consultants, investment advisors, financial consultants, management consultants, market surveyors and provide advice, services and consultancy in various fields, such as, general, administrative, commercial, financial, legal, economic, labour, industrial, public relations, scientific, technical, direct and indirect taxation and other levies, statistical, accountancy, quality control, inventory control, data processing, human behaviour, portfolio management, and / or to offer such services or technical know-how and / or management services to any company, body corporate, firm or person or persons and also all merchant banking activities and organising collections and repayment of public deposits to various corporate bodies.

(Clause 14 amended vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000)

All other object clauses of the Memorandum of Association were renumbered vide special resolution passed at the extra-ordinary general meeting of the Company held on 24th April 2000

d. **Capital structure - pre and post Scheme:**

Pre-Scheme:

Particulars	Amount (in ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
Total Authorised Share Capital	**50,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹1 each	47,50,87,114
Total	**47,50,87,114**

The post-scheme share capital of our Company is set forth below:

Post-Scheme:

Particulars	Amount (in ₹)
Authorised Share Capital	
50,00,00,000 Equity Shares of face value of ₹1 each	50,00,00,000
200,00,00,000 Cumulative Non-Convertible Redeemable Preference Shares of face value of ₹ 10 each	2000,00,00,000
Total Authorised Share Capital	**2050,00,00,000**
Issued, Subscribed and paid-up share capital	
47,50,87,114 Equity Shares of face value of ₹ 1 each	47,50,87,114
190,03,48,456 Cumulative Non-Convertible Redeemable Preference Shares of ₹ 10 each	1900,34,84,560
Total	**1947,85,71,674**

e. **Shareholding pattern giving details of its promoter group shareholding, group companies – pre and post Scheme and debt structure – pre and post Scheme:**

(i) Details of pre and post Scheme EQUITY shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme Number of equity shares	Pre-Scheme %	Post-Scheme* Number of equity shares	Post-Scheme* %
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
a	Promoter	23,87,82,786	50.26	23,87,82,786	50.26
b	Promoter Group	30,000	0.01	30,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)=(A)(1) + (A)(2)	**23,88,12,786**	**50.27**	**23,88,12,786**	**50.27**
(B)	**Public shareholding**				
1	Institutions	19,58,24,160	41.22	19,58,24,160	41.22
2	Non-Institutions	3,99,72,141	8.41	3,99,72,141	8.41
	Total (B)=B(1) + B(2)	**23,57,96,301**	**49.63**	**23,57,96,301**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	4,78,027	0.10	4,78,027	0.10
	Total (C)	**4,78,027**	**0.10**	**4,78,027**	**0.10**
	Grand Total (A) + (B) + (C)	**47,50,87,114**	**100.00**	**47,50,87,114**	**100.00**

*There has been no change in the Equity shareholding of the Company pursuant to the Scheme.

(ii) Details of pre and post Scheme PREFERENCE shareholding pattern of the Company based on shareholding of the Company as on August 25, 2025, i.e., Record Date under the Scheme:

Sr. No.	Description	Pre-Scheme Number of equity shares	Pre-Scheme %	Post-Scheme# Number of equity shares	Post-Scheme# %
(A)	**Shareholding of Promoter and Promoter Group**				
1	Indian				
A	Promoter	-	-	95,51,31,144	50.26
B	Promoter Group	-	-	1,20,000	0.01
2	Foreign	-	-	-	-
	Total shareholding of Promoter and Promoter Group (A)=(A)(1) + (A)(2)	-	-	**95,52,51,144**	**50.27**
(B)	**Public shareholding**				
1	Institutions	-	-	78,30,92,640	41.21
2	Non-Institutions	-	-	15,00,92,564	8.42
	Total (B)= B(1) + B(2)	-	-	**94,31,85,204**	**49.63**
(C)	**Shares held by custodians and against which DRs have been issued / Non Promoter- Non Public shareholder**				
	ESOP Trust	-	-	19,12,108	0.10
	Total (C)	-	-	**19,12,108**	**0.10**
	Grand Total (A) + (B) + (C)	-	-	**1,90,03,48,456**	**100.00**

Prior to August 25, 2025, i.e., Record Date the Company has not issued any preference shares.

(iii) **Details of debt structure of the Company as pre and post Scheme:**

Particulars of Debt Securities	Pre-Scheme (principal amount outstanding in ₹ crore)	Post Scheme (principal amount outstanding in ₹ crore)
Non-Convertible Debentures (NCDs) **Face value:** Rs. 1,00,000 **Coupon rate:** Repo rate + 140 Bps **Allotment Date:** March 14, 2023 **Tenure:** 3 Years **Number of NCDs:** 12,500	125.00	125.00
Non-Convertible Redeemable Preference Shares (NCRPS) **Face value:** INR 10/- per NCRPS **Coupon rate:** 6% p.a. **Allotment Date:** September 1, 2025 **Tenure:** 12 months from the Allotment Date **Number of NCRPS:** 190,03,48,456	-	1,900.35
Total	125.00	2,025.35

f. **Names of ten largest shareholders of the Company- number and percentage of shares held by each of them, their interest, if any, as on August 25, 2025:**

Sr. No	Name of the Shareholder	Number of Equity Shares	% of total equity holding	Number of Preference Shares	% of total Preference holding
1.	TVS Holdings Limited	23,87,82,786	50.26	95,51,31,144	50.26
2.	ICICI Prudential Balanced Advantage Fund	2,98,53,719	6.28	11,94,14,876	6.28
3.	Axis Mutual Fund	62,89,945	1.32	2,51,59,780	1.32
4.	NPS Trust	61,26,796	1.29	2,45,07,184	1.29
5.	Canara Robeco Mutual Fund	54,28,247	1.14	2,17,12,988	1.14
6.	Europacific Growth Fund	48,72,835	1.02	1,94,91,340	1.02
7.	Government of Singapore	43,77,048	0.92	1,75,08,192	0.92
8.	New World Fund Inc	43,28,977	0.91	1,73,15,908	0.91
9.	SBI Retirement Mutual Fund	36,87,657	0.77	1,47,50,628	0.77
10.	Invesco India Mutual Fund	35,10,178	0.74	1,40,40,712	0.74

For details of ten largest shareholders of the Company - number and percentage of shares, as on December 31, 2025, refer to section titled Capital Structure of the information memorandum dated February 13, 2026 available on website of the Company at www.tvsmotor.com.

g. **Name and details of Promoters - educational qualifications, experience, address:**

Sr. No.	Name of Promoter	Address	Experience	Educational Qualifications
1.	TVS Holdings Limited (Formerly known as Sundaram-Clayton Limited)	"Chaitanya", No.12, Khader Nawaz Khan Road, Nungambakkam, Chennai - 600006, Tamil Nadu	Not Applicable	Not Applicable

h. **Name and details of Board of Directors (experience including current / past position held in other firms:**

Name and other details of director	Brief Profile	Other Directorships
Mr. Sudarshan Venu **Designation:** Chairman and Managing Director **Age:** 37 years **Appointment Date:** February 1, 2013 **DIN:** 03601690	Mr. Sudarshan Venu, Chairman and Managing Director, holds a Graduate Degree with Honors in the Jerome Fisher Program in Management and Technology from the University of Pennsylvania, USA. He also completed a M.Sc. in International Technology Management from the Warwick Manufacturing Group attached to University of Warwick in U.K. He was awarded a B.S. in Mechanical Engineering from the School of Engineering and Applied Sciences and B.S. in Economics from the Wharton School. He is also the Managing Director of TVS Holdings Ltd, the Holding Company, and Chairman of TVS Credit Services Limited, the Non-Banking Finance arm of the Group. Since taking the helm as Managing Director, Sudarshan has accelerated TVS Motor's growth and transformation. Over the last decade, TVS Motor's revenue has tripled and there has been significant growth in the Company's market share both in India and internationally. The Company has also taken first place in Customer Satisfaction for four years in a row, in the prestigious J. D. Power Awards. Sudarshan has been at the forefront of TVS Motor's global expansion, playing a pivotal role in the Company's growth in Africa, Asia, and Latam. TVS Motor now has a leading position in many of these markets, especially Africa. Sudarshan also spearheaded key acquisitions such as the iconic British brand, Norton Motorcycles. Guided by his vision to continuously shape and evolve mobility to meet future needs, he has also championed electric vehicles and sustainable practices, making TVS a front-runner in India's electric two-wheeler market.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited; (ii) Coromandel International Limited; (iii) TVS Credit Services Limited; (iv) TVS Electric Mobility Limited; (v) TVS Housing Finance Private Limited; (vi) Galaxy Health Insurance Company Limited; (vii) S. Venu Trustee Private Limited; (viii) VEEYES Charities Foundation; (ix) Cheema Educational Foundation; (x) Jupiter Cultural and Heritage Foundation; (xi) TVS Cheema Scholarship Foundation; (xii) VS Trustee Private Limited **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) TVS Holdings (Singapore) Pte. Ltd **Past Directorships** (i) Swiss E-Mobility Group (Holding) AG; (ii) Swiss E-Mobility Group (Schweiz) AG
Mr. Venu Srinivasan **Designation:** Chairman Emeritus and Managing Director **Age:** 73 years **Appointment Date:** January 27, 2000 **DIN:**00051523	Mr. Venu Srinivasan, Chairman Emeritus and Managing Director has made major contribution to the automotive industry and nation building at large for over four decades and has facilitated the Company to emerge as third largest two-wheeler manufacturer in India. His experience and innovative excellence have helped the Company in broadenings its product portfolio from time to time and establishing the Company's presence across the globe. His dedication to the transformation of rural India by empowering women in the rural areas that can be seen through his passion towards setting up the Srinivasan Services Trust (SST), which has touched the lives of 1.6 million people in 2500 villages across the country in the last 20 years. He was conferred the Padma Bhushan Award, the third Highest civilian award in India, in January 2020. He is the recipient of Deming Distinguished Service Award, granted to individuals who have made outstanding contributions in the dissemination and promotion (overseas award 2019), the Ishikawa-Kano Award (2012) by the Asian Network of Quality, the apex body for quality in Asia. Under his leadership, his companies were awarded the Deming Prize and the Japanese Quality Medal in 2002; He was conferred with "Order of Diplomatic Merit" (Heung - In Medal) by the President of Korea. He was presented with an "Outstanding Institution Builder" Award at the 13th Managing India Awards by AIMA (All India Management Association) for displaying exceptional vision and leadership in building an institution, in 2023. Conferred with lifetime achievement award by CNBC – TV18's India Business Leadership Awards (IBLA) in 2023 and in 2024 Ernst & Young recognized him with the Life time Achievement award for his decades of entrepreneurial excellence in revolutionizing the two wheeler industry in India. He was honored with the Lifetime Achievement Award by the prestigious ET Awards for Corporate Excellence. The award honors his unparalleled contributions to Indian manufacturing, leadership and corporate social responsibility. He is the Chairman of TVS Holdings Limited and Chairman Emeritus and Managing Director of Sundaram-Clayton Limited. He also serves on the board of T V Sundram Iyenger & Sons Private Limited, Tata Sons Private Ltd., (Tata Sons) the holding company of the conglomerate Tata Group. He is the Chairman of InKo Centre (The Indo- Korean Cultural and Information Centre) which is a non-profit society set up in 2006 with support from TVS Motor Company and Hyundai Motor India Limited to promote a sustainable, meaningful intercultural dialogue between India and South Korea. He has held various important positions in the Indian Industry, such as the President, Confederation of Indian Industry and the President, Society of Indian Automobile Manufacturers. He is also a Director on the Central Board of Reserve Bank of India; and He is also the vice chairman of various Tata Trusts, India's most respected and largest philanthropic foundation and the majority shareholder of the Tata group.	**Current Directorships** **Indian Companies:** (i) TVS Holdings Limited; (ii) Sundaram-Clayton Limited; (iii) TVS Electric Mobility Limited; (iv) Sundaram Auto Components Limited; (v) TVS Housing Finance Private Limited; (vi) TATA Sons Private Limited; (vii) T.V. Sundram Iyengar & Sons Private Limited; (viii) LV Trustee Private Limited; (ix) S. Venu Trustee Private limited; (x) VS Trustee Private Limited; (xi) Venu Srinivasan Trustee Private Limited; (xii) Cheema Educational Foundation; (xiii)Namma School Foundation; (xiv) Indian Foundation for Quality Management; (xv) TVS Cheema Scholarship Foundation; (xvi) TATA Indian Institute of Skills **Foreign Companies:** (i) The Norton Motorcycle Co. Limited, UK; (ii) TVS Motor (Singapore) Pte Limited, Singapore; (iii) TVS Digital Pte. Ltd., Singapore; (iv) Sundaram Holding USA Inc., USA **Past Directorships** (i) Tata Coffee Limited; (ii) Oriental Hotels Limited; (iii) TVS Electronics Limited; (iv) The Indian Hotels Company Limited; (v) TVS Motor Harita Employees Welfare Foundation Private Limited; (vi) Green Infra BTV Limited;(vii) Emerald Haven Estates Limited; (viii) Chennai Business Consulting Services Private Limited; (ix) TVS Capital Funds Private Limited; (x) Sundram Non-Conventional Energy Systems Limited (xi) Lucas TVS Limited(xii) HNTI Limited(xiii) Sundaram Textiles Private Limited (xix) Sundram Fasteners Limited (xx) ZF Commercial Vehicle Control Systems India Limited (xxi) Cummins India Limited (xxii) AGA Khan Rural Support Programme (India) (xxiii) TVS Investments Private Limited (xxiv) Southern Roadways Private Limited (xxv) Harita Venu Private Limited
Mr. Kunnath Narayanan Radhakrishnan **Designation:** Director & CEO **Age:** 63 years **Appointment Date:** October 23, 2018 **DIN:** 02599393	With a career spanning decade in the automobile industry, Radhakrishnan is widely recognised for his customer-centric approach, commitment to quality, technological acumen, exceptional leadership skills and unique ability to connect with people. He was instrumental in expanding the operations of the Company internationally including setting up a plant in Indonesia in 2007 and entering the three-wheeler segment in 2008. He is also an Executive Committee Member of the Society of Indian Automobile Manufacturers (SIAM) and chairs the Two-Wheeler CEO Council at SIAM.	**Current Directorships** **Indian Companies:** (i) TVS Credit Services Limited; (ii) TVS Motor Services Limited **Foreign Companies:** (i) TVS Lanka Private Limited, Sri Lanka; (ii) PT TVS Motor Company Indonesia; (iii) The Norton Motorcycle Co Limited, UK; (iv) TVS Motor Company (Europe) B.V. **Past Directorships** (i) Sundaram Auto Components Limited (ii) Neo Strategic Motors Limited.
Mr. Vijay Sankar **Designation:** Independent Director **Age:** 53 years **Appointment Date:** March 20, 2024 **DIN:** 00007875	Mr. Vijay Sankar holds Master's in Business Administration from the J L Kellogg Graduate School of Management, Northwestern University, and is also a qualified Chartered Accountant. Vijay Sankar is the Chairman of The Sanmar Group, headquartered in Chennai, India, with manufacturing facilities in the Mexico, Egypt, and several locations across South India. The Group has a strong presence in key industry segments - Chemicals (including Speciality Chemicals), Engineering Technologies (Products and Steel Castings) and Shipping and has a turnover of approximately US$ 1.6 billion. Well recognized for its high ethical standards, the Sanmar Group has robust corporate governance methods and a strong focus on corporate social responsibility (CSR). Mr. Sankar is an Independent Director on the Boards of several listed entities. He also serves as a Vice President of the Tamil Nadu Tennis Association, Trustee of The Childs Trust Hospital and the Voluntary Health Services (VHS) and on the Board of Governors of the Medical Research Foundation (Sankara Nethralaya) and CPR Environment Education Centre. He also serves as a member of the Governing Body of The Cancer Institute (WIA), Adyar, Chennai. He is the Honorary Consul General of Denmark in Chennai and was honoured with Denmark's Knight's Cross for his remarkable consular service.	**Current Directorships** **Indian Companies:** (i) Chemplast Sanmar Limited; (ii) Oriental Hotels Limited; (iii) Transport Corporation of India Ltd.; (iv) Kaveri Retreats and Resorts Ltd.; (v) Sanmar Consolidations Pvt.Ltd.; (vi) SCL Consultancy and Trading Pvt. Ltd.; (vii) NS Family Investments P Ltd.; (viii) Barbourne Trading Pvt. Ltd.; (ix) Stargate Enterprises Pvt. Ltd.; (x) V S Trading and Consultancy Pvt. Ltd.; (xi) C Sankar Trading and Consultancy Pvt. Ltd.; (xii) M Sankar Trading and Consultancy Pvt Ltd; (xiii) Southern India Chamber of Commerce and Industry; (xiv) Young Presidents Organisation (Chennai Chapter); (xv) SCL Research Private Limited; (xvi) Chennai Willingdon Corporate Foundation; (xvii) Chennai Heritage; (xviii) Federation of Indian Chamber of Commerce and Industry **Foreign Companies:** Nil **Past Directorships** (i) Sanmar Holdings Limited; (ii) The KCP Limited; (iii) NS Family Consolidations Private Limited; (iv) Indian Chemical Council; (v) SHL Research Pvt. Ltd.; (vi) Silkroute Indchem Limited (vii) SHL Securities (Alpha) Limited (viii) N Sankar Properties and Holdings Private Limited (ix) YPO South Asia Chapter (x) Sanmar Shipping Limited
Mr. Shailesh Haribhakti **Designation:** Independent Director **Age:** 69 years **Appointment Date:** April 1, 2024 **DIN:** 00007347	Mr. Shailesh Haribhakti is a globally recognized thought leader, serial innovator, and sustainability evangelist. A pioneer in Environmental, Social, and Governance (ESG) principles, he has dedicated his life to addressing two of humanity's greatest challenges: inequality and climate change. His visionary leadership spans five decades, during which he has transformed industries, redefined governance, and champion exponential technologies to foster sustainable development. He founded and grew his own firm achieving an extraordinary 2000x expansion. His tenure as Chairman of global accounting networks such as BDO, Baker Tilly, and Moores Rowland exemplified his leadership capabilities. In 2018, he pivoted his focus to sustainability, teaching himself Physics, Chemistry, and Biology to better understand the principles of exponential technologies and environmental stewardship. He serves as Chairman of Shailesh Haribhakti & Associates, Vice Chairman of GOvEVA Consulting Pvt. Ltd., Non-Executive Chairman of Aakash Educational Services Ltd., Bharat Clean Rivers Foundation and holds leadership positions across industries, including education, technology, clean energy, and financial services. He is renowned for his groundbreaking contributions to ESG and sustainability, including introducing Integrated Reporting and pioneering pathways to achieve "Net Zero." His leadership in CSR, governance, and sustainability committees has earned him prestigious accolades such as the Vivekananda Sustainability Award (2022), the Global Competent Boards Designation, and an honorary Doctor of Letters from ITM University.	**Current Directorships** **Indian Companies:** (i) Bajaj Electricals Ltd; (ii) Adani Power Ltd; (iii) Protean E-Gov Technologies Ltd; (iv) Swiggy Ltd; (v) Aakash Educational Services Limited; (vi) Generali Central Life Insurance Company Limited; (vii) Generali Central Insurance Company Limited; (viii) Continuum Green Energy Limited; (ix) Gaja Alternative Asset Management Limited; (x) Planet People & Profit Consulting Pvt Ltd; (xi) GovEVA Private Limited; (xii) IBS Fintech India Pvt Ltd; (xiii) Brookprop Management Services Pvt Ltd; (xiv) Cnergyis Infotech India Pvt Ltd; (xv) YCWI Green Solutions Pvt Ltd; (xvi) Stair Digital Pvt Ltd; (xvii) Mirae Asset Investment Managers (India) Private Limited (xviii) Bharat Clean Rivers Foundation **Foreign Companies:** Gaja Advisors Ltd, Mauritius **Past Directorships** (i) Rapidus Technologies Private Limited; (ii) Adani Total Gas Ltd; (iii) Gaja Trustee Company Private Limited, (iv) Bennett Coleman and Company Limited (v) L&T Finance Limited (vi) Torrent Pharmaceuticals Ltd (vii) Blue Star Limited (Viii) Epigeneres Biotech Private Limited (ix) Dscovr Journeys Private Limited (x) Roevpl Ventures Private Limited (xi) Reliance Enterprises and Ventures Private Limited (xii) Hubtown Limited (xiii) Dhanlaxmi Bank Limited (xiv) Invesco Asset Management (India) Private Limited (xv) Hexaware Technologies Limited (xvi) Future Lifestyle Fashions Limited (xvii) Hercules Investments Limited (xviii) Capital First Limited (xix) Ambuja Cements Limited (xx) Elevar Digital Infrastructure Private Limited (xxi) Raymond Limited (xxii) Gol Offshore Limited (xxiii) JK Paper Limited (xxiv) Indian Petrochemicals Corporation Limited (xxv) Aditya Birla Chemicals (India) Limited (xxvi) ACC Limited (xxvii) Everest Kanto Cylinder Limited (xxviii) Mahindra Lifespace Developers Limited (xxix) MorarjeeTextiles Limited (xxx) Future Enterprises Limited (xxxi) Metropolis Healthcare Limited (xxxii) Mavenvista technologies private limited (xxxiii) RWTIPL Industries Private Limited (xxxiv) Vigintillion Wind Turbine Installators Private Limited (xxxv) Karam Chand Thapar & Bros (Coal Sales) Ltd (xxxvi) Future

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		Value Retail Limited (xxxvii) Future Capital Financial Services Limited (xxxviii) Haribhakti Moti India Private Limited (xxxix) Overseas Infrastructure Alliance (India) Private Limited (xxxx) Kotak Mahindra Trusteeship Services Limited (XLI) The Investment Trust of India Limited (XLII) LIC Pension Fund Limited (XLIII) Financial Planning Corporation India Private Limited (XLIV) Milestone Capital Advisors Private Limited (XLV) JM Financial Asset Reconstruction Company Limited (XLVI) Mentorcap Management Private Limited (XLVII) Bluevine Technologies Private Limited (XLVIII) Quadrum Solutions Private Limited (XLIX) Fintotal Insights And Resources Private Limited (L) Landmarks Financial Advisory Services Private Limited (LI) First Policy Insurance Brokers Private Limited (LII) Cloud Infosolutions Private Limited (LIII) Acme Wind Power (Tenkasi) One Private Limited (LIV) Warmond Trustees & Executors Private Limited (LV) Ecofirst Services Limited (LVI) Future People Services Limited (LVII) Creative Collaboration Advisors Private Limited (LVIII) ESG Minds Private Limited (LIX) Desai Haribhakti Consulting Private Limited (LX) Neue Allianz Corporate Services Private Limited (LXI) For Audit Quality Private Limited (LXII) Financial Planning Supervisory Foundation (LXIII) Next-Gen Finance Enablers
Mr.Balasubramanyam Sriram **Designation:** Independent Director **Age:** 67 years **Appointment Date:** January 24, 2023 **DIN:** 02993708	Mr. B Sriram has held several key executive positions in his career including Managing Director & CEO, IDBI Bank Ltd.; Managing Director, State Bank of India and Managing Director, State Bank of Bikaner & Jaipur. He has held various key assignments in the State Bank Group in Credit and Risk, Retail, Operations, IT, Treasury, Investment Banking, International Operations, Payment and Settlement Systems and Small Scale Industry. He was a part-time member of the Insolvency & Bankruptcy Board of India. He is also an External Investment Committee member of British International Investment, UK.	**Current Directorships** **Indian Companies:** (i) ICICI Bank Limited; (ii) TVS Credit Services Limited; (iii) Nippon Life India Asset Management Limited; (iv) Indiaideas.com Limited; (v) TVS Supply Chain Solutions Limited; (vi) National Bank for Financing Infrastructure and Development (NaBFID); **Foreign Companies:** Nil **Past Directorships** (i) Home Credit India Finance Private Limited; (ii) Dreamplug Technologies Private Limited; (iii) National Highways Infra Investment Managers Private Limited; (iv) Multi Commodity Exchange of India Limited (v) Gujarat State Energy Generation Limited (vi) National Bulk Handling Corporation Private Limited (vii) SBI Business Process Management Services Private Limited (viii) SBI Factors Limited (ix) SBI Cards and Payment Services Limited (x) SBICAP Securities Limited (xi) SBI Foundation (xii) IDBI Bank Limited (xiii) SBI General Insurance Company Limited (xiv) Unitech Limited (xv) SBI DFHI Limited (xvi) Protevists Business Advisors Limited (xvii) SBI Life Insurance Company Limited
Ms. Kalpana Unadkat **Designation:** Independent Director **Age:** 55 years **Appointment Date:** December 15, 2025 **DIN:** 02490816	Ms Kalpana Unadkat is an experienced Independent Director with over a decade of boardroom experience and more than 25 years of cross-border legal and governance expertise. Ms Kalpana is a dual-qualified solicitor (India and UK) and was a senior partner at Khaitan & Co. and a former Co-Head of Ashurst's India Practice (London). Ms Kalpana specialises in cross border joint ventures and M&As (international and domestic), and corporate governance laws and offers practical solutions to clients on doing business in India. She is experienced in leading diverse teams in dynamic environments while achieving success in competitive markets. As a leading international M&A lawyer, Ms Kalpana has helped corporates at critical inflection points in their growth journeys including: • Structuring and executing strategic acquisitions, joint ventures, and alliances for accelerated expansion. • Designing market entry strategies into new geographies and sectors. • Overseeing post-acquisition integration to ensure operational alignment and synergy realisation. • Advising on divestments and restructuring to refocus on high-growth areas. • Supporting organic growth initiatives through strategic partnerships, commercial contracts, and long-term supply agreements. Recognised for her ability to bridge governance with strategic execution, Ms Kalpana enables sustainable long-term value creation and strengthens organisational resilience. A mentor to senior executives, she has delivered numerous governance workshops and co-authored research on Women on Boards. Ms Kalpana is a well-recognised expert on Corporate Governance principles. She also advises on board effectiveness, particularly around issues of corporate governance, leadership, organisational climate and decision-making. She has led several workshops and trained more than 200 directors with a comprehensive approach to director development. She regularly acts for international companies and is recognised in independent guides as one of the leading lawyers. Ms Kalpana was the recipient of the Chevening Scholarship - English and EC Commercial Law and Practice. She has also been recognised and awarded: • Trailblazer, Women Achiever Awards 2023 by FICCI FLO; • The Corporate Governance Lawyer of the Year, India in 2019; • The Rising Woman of the Year Award in 2019 by Economic Times and Spencer Stuart; • The Corporate Governance Lawyer for India Award in 2018 by M&A Today; • The Female Lawyer of the Year for 2017 by ACQ Global Law Awards; • The Women in Law awards by Lawyer Monthly in 2017; and • The Women Super Achiever Award by World HRD congress in 2017.	**Current Directorships:** **Indian Companies:** (i) Eris Lifesciences Limited; (ii) Avenue Supermarts Limited; (iii) TVS Credit Services Limited. **Foreign Companies:** (i) TVS Motor (Singapore) Pte.Ltd; **Past Directorships:** (i) Essel Mining & Industries Limited Limited; (ii) Elpro International Limited; (iii) TVS Housing Finance Private Limited

i. Business Model / Business Overview and Strategy:

Our Company is engaged in the business of designing, manufacturing, marketing and selling two-wheelers and three-wheelers in Indian and international markets. The Company has global presence and offers a range of products and related services in mobility segment and operates through an integrated network of subsidiaries, associates and distribution partners.

The Company is one of the largest manufacturers of two-wheelers in the world by volume. It has a presence in multiple geographies and caters to domestic and export markets. Its operations include research and development, manufacturing, distribution, and after-sales support for mobility products and solutions.

Headquartered in Chennai, our Company manufactures and sells two-wheelers and three-wheelers and has presence across all segments of the two-wheeler industry. More than 63 million customers ride a TVS Motor vehicle in India and across nearly 100 countries around the world.

We have a nationwide distribution network of over 4,500 certified touch-points, including dealers and Authorised Service Centres and continuously seeks to increase its reach. The Company has a talent pool of more than 5,000 personnel who work out of four state-of-the-art manufacturing facilities at Hosur in Tamil Nadu, Mysore in Karnataka, Nalagarh in Himachal Pradesh, and Karawang in Indonesia.

The Company has subsidiaries and associates including The Norton Motorcycle Co. Limited (United Kingdom), and TVS EBike Company AG (Switzerland), which is engaged in the personal e-mobility segment.

In its four-decade-long journey, the brand has won many accolades along the way. The Company is the first two-wheeler manufacturer to be conferred with the prestigious Deming Prize for excellence in quality. The Company's various products have led in their respective categories in the J.D. Power IQS and APEAL surveys for five years. For four consecutive years, it was ranked No. 1 in the J.D. Power Customer Service Satisfaction Survey. TVSM is also the first two-wheeler company in India to receive the prestigious TPM Advanced Special Award for all its factories certified by the Japan Institute of Plant Maintenance.

j. Rationale for the Scheme:

1. The Company had built up substantial surplus reserves, over the years from its retained profits. The surplus reserves are well above the Company's current and likely future business needs.
2. Further, upon taking into consideration the Company's capability to generate strong free cash flow in the foreseeable future and the surplus reserves being more than what is needed to fund the Company's future growth, the Company is of the view that these excess funds can be optimally utilized to reward its shareholders.
3. Accordingly, the Company had proposed inter alia, to distribute such funds amongst its shareholders by issuing fully paid up Preference Shares by way of bonus in terms of the Scheme.
4. The Preference Shares will be a listed security and while giving near-cash (traded, encashable) instrument in the hands of shareholders, give increased flexibility to the Company in managing its liquidity until redemption.
5. In view of the aforesaid factors, the Company has concluded that it can optimally utilize its surplus reserves by distributing a considerable portion of the same to its equity shareholders. In order to maintain high level of corporate governance and transparency, the Company had proposed issuance of Preference Shares by way of bonus to its equity shareholders under Sections 230 to 232 of the Act which will be subject to necessary statutory, regulatory and corporate approvals.

   The Scheme is in the interest of the shareholders of the Company and it is not detrimental to the interest of other stakeholders.

k. Audited Financials for the previous three financial years and audit qualifications:

The standalone and consolidated audited financial statements along with notes to accounts for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 are available on the website of the Company at https://www.tvsmotor.com/. Below is the summary of audited financial statements of the Company for the last 3 financial years ended March 31, 2025, March 31, 2024 and March 31, 2023:

(i) Summary of audited financial statements of the Company on standalone basis:

(₹ in Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment	3,880.22	3,442.18	3,260.17
Capital work in progress*	1,238.82	930.14	827.73
Other intangible assets	466.14	329.67	335.72
Financial assets			
i. Investments	9,038.23	6,828.07	5,491.95
ii. Other financial assets	28.00	152.69	482.54
Deferred Tax Assets (Net)	-	-	-
Other non-current assets ^	229.61	161.67	109.73
Total non-current assets	**14,881.02**	**11,844.42**	**10,307.84**
Current assets			
Inventories	1,725.76	1,370.80	1,236.36
Financial assets			
i. Trade receivables	1,280.06	1,302.14	979.29
ii. Cash and cash equivalents	293.56	485.83	234.35
iii. Bank balances other than (ii) above	264.77	46.13	7.61
iv. Investments	233.19	163.19	191.92
v. Other financial assets	97.55	77.26	62.83
Current tax assets (Net)	-	-	-
Other current assets	1,186.98	773.48	972.19
Total current assets	**5,081.87**	**4,217.82**	**3,684.55**
Total Assets	**19,962.89**	**16,062.24**	**13,992.39**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity	9,889.14	7,683.53	6,000.34
Total equity	**9,936.65**	**7,731.04**	**6,047.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
i. Borrowings	834.51	986.91	1,211.54
ii. Lease liability	192.63	313.07	313.24
iii. Other Non Current Liabilities	28.00	31.50	37.13
Provisions	255.94	205.87	175.88
Deferred tax liabilities (Net)	265.92	187.05	198.20
Total non-current liabilities	**1,577.00**	**1,724.40**	**1,935.99**
Current liabilities			
Financial liabilities			
i. Borrowings	900.43	526.53	1,033.04
ii. Lease liability	108.39	137.11	105.54
iii. Trade payables	6,153.66	5,112.17	4,130.56
iv. Other financial liabilities	310.92	126.95	121.65
Other current liabilities	754.31	526.63	513.29
Provisions	184.13	143.60	98.54
Current tax liabilities (Net)	37.40	33.81	5.93
Total current liabilities	**8,449.24**	**6,606.80**	**6,008.55**
Total liabilities	**10,026.24**	**8,331.20**	**7,944.54**
Total equity and liabilities	**19,962.89**	**16,062.24**	**13,992.39**

* Includes intangible assets under development.

^ Includes non current tax assets

(₹ in Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,628.79		2,780.66		2,003.37
Add: Depreciation and amortisation for the year	744.60		700.35		631.23	
Loss on sale / scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-8.42		-2.63		-2.82	
Unrealised exchange (gain) / loss *	9.68		6.07		0.62	
Dividend income	-100.27		-2.61		-2.25	
Interest income	-19.87		-18.88		-6.21	
Fair value of financial assets & financial liabilities	78.27		26.93		-61.09	
Interest expense ^	171.47		181.63		140.66	
Profit on sale of investments	-1.15		-145.39		-22.01	
		874.51		745.47		677.53
Operating profit before working capital changes		4,503.30		3,526.13		2,680.90
Adjustments for:						
Inventories	-354.90		-134.44		-113.68	
Trade Receivables	10.64		-329.85		-11.01	
Other financial assets	-231.76		-24.68		-23.23	
Other non-current assets	10.31		-53.78		7.39	
Other current assets	-413.50		198.71		-248.24	
Trade Payables	1,042.68		977.79		104.67	
Provisions	95.14		52.98		2.60	
Other financial liabilities (excluding current maturities of debt)	205.06		5.14		-3.72	
Other current liabilities	229.81		15.46		79.64	
		593.72		707.35		-205.43
Cash generated from operations		5,097.02		4,233.48		2,475.47
Direct taxes paid		-831.35		-616.19		-482.61
Net cash from operating activities (A)		4,265.67		3,617.29		1,992.86
B CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-1,799.47		-1,088.81		-1,016.56
Sale of property, plant and equipment		18.76		33.31		18.74
Purchase of investments $		-2,263.78		-1,430.89		-1,322.19
Sale of investments		53.66		630.88		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-		-		-
Interest received		18.74		17.37		4.82
Dividend received		100.27		1.98		2.25
Net Cash from/(used in) investing activities (B)		-3,870.32		-1,806.26		-2311.60
C CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		219.99		-289.49		347.59
Short term borrowings availed/ (repaid)		-		-440.00		310.00
Interest paid		-139.42		-213.73		-137.10
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-193.60		-146.26		-4.14
Net cash inflow/ (outflow) from financing activities (C)		-587.12		-1,469.55		224.54
D NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)		-192.27		251.48		-94.40
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	485.83		234.35		328.75	
Cash credit balance	-	485.83	-	234.35	-	328.75
Cash and cash equivalents at the end of the year						
Cash and Bank balances	293.56		485.83		234.35	
Cash credit balance	-	293.56	-	485.83	-	234.35

* Includes Gain on pre closure

^ Includes share based payment expenses

$ Includes share application money paid

\# Included Purchase of treasury shares by ESOP Trust and Other bank balances

Limited reviewed standalone financial results of the Company for nine months period ended December 31, 2025:

(₹ in Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	34,462.69
Other income	-15.05
Total Income	**34,447.64**
Expenses	
Cost of materials consumed *	24,213.33
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	305.26
Employee benefit expenses	1804.38
Finance costs	144.78
Depreciation and amortisation expense	651.88
Other expenses	3,733.99
Total expenses	**30,853.62**
Profit before exceptional items and tax	**3,594.02**
Exceptional items - income / (expense)	-41.37
Profit before tax	**3,552.65**
Income tax expense	
Current tax	888.03
Deferred tax charge/(credit)	41.57
Profit for the year	**2,625.05**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-2.91
Change in fair value of equity instruments	161.25
Income tax relating to these items	-19.48
Items that will be reclassified to profit and loss	
Transactions relating to Derivative instruments	-2.46
Income tax relating to these items	0.62
Other comprehensive income for the year, net of tax	**137.02**
Total comprehensive income for the year	**2,762.07**
Earnings per share	
Basic & Diluted earnings per share	55.25

*Includes purchase of stock in trade

(₹ in Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	36,251.32	31,776.37	26,378.09
Other income	58.01	148.53	100.57
Total Income	**36,309.33**	**31,924.90**	**26,478.66**
Expenses			
Cost of materials consumed *	25,949.08	23,633.53	19,990.59
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-188.43	-204.56	5.21
Employee benefit expenses	1,970.26	1,595.87	1,345.09
Finance costs	138.66	181.63	140.66
Depreciation and amortisation expense	744.60	700.35	631.23
Other expenses	4,066.37	3,237.42	2,362.51
Total expenses	**32,680.54**	**29,144.24**	**24,475.29**
Profit before exceptional items and tax	**3,628.79**	**2,780.66**	**2,003.37**
Exceptional items - income / (expense)	-	-	-
Profit before tax	**3,628.79**	**2,780.66**	**2,003.37**
Income tax expense			
Current tax	867.67	702.08	503.65
Deferred tax charge/(credit)	50.58	-4.42	8.69
Profit for the year	**2,710.54**	**2,083.00**	**1,491.03**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	6.39	-20.48	-26.39
Change in fair value of equity instruments	23.06	0.84	-13.66
Income tax relating to these items	-4.49	5.02	9.37
Items that will be reclassified to profit and loss			
Transactions relating to Derivative instruments	10.23	-6.84	4.01
Income tax relating to these items	-2.57	1.72	-1.01
Other comprehensive income for the year, net of tax	**32.62**	**-19.74**	**-27.68**
Total comprehensive income for the year	**2,743.16**	**2,063.26**	**1,463.35**
Earnings per share			
Basic & Diluted earnings per share	57.05	43.84	31.36

* Includes Purchases of stock in trade

(ii) Summary of audited financial statements of the Company on consolidated basis:

(₹ in Crore)

BALANCE SHEET	As at 31.03.2025	As at 31.03.2024	As at 31.03.2023
ASSETS			
Non-current assets			
Property, plant and equipment #	5,630.12	4,431.82	4,315.10
Capital work in progress *	1,465.45	1,032.95	743.45
Other intangible assets $	2,014.33	1,459.00	1,432.93
Financial assets			
i. Investments &	732.07	960.00	775.33
ii. Other financial assets @	11,367.23	12,250.07	10,514.35
Deferred Tax Assets (Net)	495.91	394.28	305.73
Other non-current assets ^	247.55	172.33	121.74
Total non-current assets	**21,952.66**	**20,700.45**	**18,208.63**
Current assets			
Inventories	2,416.58	2,246.40	1,921.51
Financial assets			
i. Trade receivables	1,716.75	1,839.42	1,256.42
ii. Cash and cash equivalents	4,115.00	2,355.80	1,851.19
iii. Bank balances other than (ii) above	271.24	69.93	27.92
iv. Investments	515.31	163.19	191.92
v. Other financial assets @	15,419.44	13,619.92	10,466.42
Current tax assets (Net)	-	23.89	4.56
Other current assets	1,529.93	1,199.46	1,304.34
Total current assets	**25,984.25**	**21,520.01**	**17,024.28**
Total Assets	**47,936.91**	**42,220.46**	**35,232.91**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	47.51	47.51	47.51
Other equity !	9,394.76	7,463.60	5,862.34
Total equity	**9,442.27**	**7,511.11**	**5,909.85**
Liabilities			
Non-current liabilities			
Financial liabilities			
i. Borrowings	13,932.66	12,629.32	9,064.08
ii. Lease liability	751.83	503.88	563.51
iii. Other non-current liabilities	28.00	31.50	37.14
Provisions	322.57	270.18	231.26
Deferred tax liabilities (Net)	286.02	196.46	208.37
Total non-current liabilities	**15,321.10**	**13,631.14**	**10,104.36**
Current liabilities			
Financial liabilities			
i. Borrowings	13,683.08	12,657.30	12,562.15
ii. Lease liability	241.12	215.40	185.84
iii. Trade payables	7,561.26	6,638.22	5,096.67
iv. Other financial liabilities	400.39	459.58	355.60
Other current liabilities	1,029.62	905.49	886.65
Provisions	218.27	166.64	115.74
Current tax liabilities (Net)	39.80	34.58	16.05
Total current liabilities	**23,173.54**	**21,078.21**	**19,218.70**
Total liabilities	**38,494.64**	**34,709.35**	**29,323.06**
Total equity and liabilities	**47,936.91**	**42,220.46**	**35,232.91**

\# Includes Investment properties

* Includes Intangible assets under development

^ Includes non current assets

$ Includes Goodwill on consolidation

@ Includes Loans (receivable from financing activity)

& Includes Investments accounted using equity method

! Includes Non controlling interest

(₹ in Crore)

STATEMENT OF CASH FLOWS	Year ended 31.03.2025		Year ended 31.03.2024		Year ended 31.03.2023	
A. CASH FLOW FROM OPERATING ACTIVITIES						
Net profit before tax		3,527.84		2,702.92		1,936.03
Add: Depreciation and amortisation for the year	1,045.66		975.12		858.88	
Loss on sale/scrapping of property, plant and equipment	-		-		-	
Profit on sale of property, plant and equipment	-8.15		-3.36		-2.65	
Unrealised exchange (gain) / loss *	9.88		6.07		0.62	
Dividend income	-		-0.65		-0.02	
Interest income	-27.18		-22.10		-10.99	
Fair value of financial assets & financial liabilities	78.27		28.93		-81.84	
Interest expense ^	263.01		274.08		199.61	
Profit on sale of investments	-22.04		-46.00		-4.83	
Operating profit before working capital changes		1,338.37		1,210.07		978.76
		4,866.21		3,912.99		2,914.79
Adjustments for:						
Inventories	-168.16		-326.69		-313.99	
Trade Receivables	110.50		-590.00		-95.16	
Other financial assets !	-1,153.58		-4,909.69		-6,685.96	
Other non-current assets	35.53		-169.55		35.38	
Other current assets	-330.64		104.88		-334.61	
Trade Payables	923.94		1,537.73		517.35	
Provisions	99.57		61.40		15.74	
Other financial liabilities (excluding current maturities of debt)	140.59		49.00		-11.55	
Other current liabilities	125.43		36.88		161.07	
		216.64		-4,206.24		-6,711.73
Cash generated from operations		4,649.57		-293.25		-3,796.94
Direct taxes paid		-1,146.65		-959.42		-607.87
Net cash from operating activities (A)		3,502.92		-1,252.67		-4,404.81
B CASH FLOW FROM INVESTING ACTIVITIES						
Additions to property, plant and equipment (including Capital work in progress)		-2,478.00		-1,145.17		-1,340.77
Sale of property, plant and equipment		19.00		34.63		21.94
Purchase of investments $		-628.30		-610.84		-387.38
Sale of investments		60.47		216.41		-
Investment in Term deposits		-		-		-
Closure of Term deposits		-		-		-
Interest received		25.93		23.61		12.64
Dividend received		-		-		-
Net Cash from/(used in) investing activities (B)		-2,898.96		-1481.30		-1693.57
C CASH FLOW FROM FINANCING ACTIVITIES						
Net Borrowings:						
Term loans availed/(repaid)		1,301.65		3,844.07		5,467.90
Short term borrowings availed/ (repaid)		1,025.76		-182.00		1,119.78
Interest paid		-406.54		-263.67		-112.08
Dividend and dividend tax paid		-475.09		-380.07		-291.81
Repayment of lease liabilities #		-290.76		240.34		320.10
Net cash inflow/ (outflow) from financing activities (C)		1,155.24		3,238.84		6,503.89
D NET INCREASE/(DECREASE) IN CASH AND CASH (A+B+C) EQUIVALENTS		1,759.20		504.61		405.51
Cash and cash equivalents at the beginning of the year						
Cash and Bank balances	2,355.80		1,851.19		1,445.68	
Cash credit balance	-	2,355.80	-	1,851.19	-	1,445.68
Cash and cash equivalents at the end of the year						
Cash and Bank balances	4,115.00		2,355.80		1,851.19	
Cash credit balance	-	4,115.00	-	2,355.80	-	1,851.19

* Includes Gain on pre closure

! Includes Loans given by a financial enterprise (Net)

^ Includes share based payment expenses

$ Includes share application money paid and investment property

\# Included Purchase of treasury shares by ESOP Trust and Other bank balances and Contribution from non-controlling interest

Continued on next page...

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Limited reviewed consolidated financial results of the Company for nine months period ended December 31, 2025:

(₹ in Crore)

STATEMENT OF PROFIT AND LOSS	Nine months ended 31.12.2025
Income	
Revenue from operations	41,016.79
Other income	15.36
Total Income	**41,032.15**
Expenses	
Cost of materials consumed *	24,981.37
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	372.96
Employee benefit expenses	3,240.52
Finance costs	1,664.00
Depreciation and amortisation expense	958.10
Other expenses	6,215.52
Total expenses	**37,432.47**
Profit before exceptional items and tax	**3,599.68**
Exceptional items - Income / (expense) ^	-76.07
Profit before tax	**3,523.61**
Income tax expense	
Current tax !	1157.38
Deferred tax charge/(credit) @	-10.65
Profit for the year	**2366.88**
Other comprehensive income	
Items that will not be reclassified to profit and loss	
Remeasurement of post employment benefit obligations	-12.15
Change in fair value of equity instruments $	165.31
Income tax relating to these items	-18.18
Items that will be reclassified to profit and loss	
Transactions relating to Derivative instruments &	171.64
Income tax relating to these items	0.84
Other comprehensive income for the year, net of tax	**307.46**
Total comprehensive income for the year #	**2,674.34**
Earnings per share	
Basic & Diluted earnings per share	47.29

*Includes purchase of stock in trade
^Includes Share of net profit/(loss) from associates using equity method and profit before tax from discontinued operations
$ Includes Share of other comprehensive income of an associate
& Includes FCTR
# Includes NCI portion
! Includes Current tax from Discontinued operations
@Includes tax from Discontinued operations

(₹ in Crore)

STATEMENT OF PROFIT AND LOSS	Year ended 31.03.2025	Year ended 31.03.2024	Year ended 31.03.2023
Income			
Revenue from operations	44,089.01	36,778.82	31,973.99
Other income	69.56	105.82	138.00
Total Income	**44,158.57**	**36,884.64**	**32,111.99**
Expenses			
Cost of materials consumed *	26,803.06	24,593.59	20,987.19
Changes in inventories of finished goods, work-in-process and Stock-in-Trade	-76.22	-323.37	-140.93
Employee benefit expenses	3,580.88	3,297.72	2,890.25
Finance costs	2,093.25	1,916.60	1,387.89
Depreciation and amortisation expense	1,045.56	956.15	858.86
Other expenses	7,135.57	5,732.88	4,170.10
Total expenses	**40,579.10**	**36,173.55**	**30,133.38**
Profit before exceptional items and tax	**3,579.47**	**2,711.09**	**1,978.83**
Exceptional items - income / (expense) ^	-51.63	-8.17	-42.60
Profit before tax	**3,527.84**	**2,702.92**	**1,936.03**
Income tax expense			
Current tax !	1,192.80	1,012.63	703.46
Deferred tax charge/(credit) @	-44.77	-88.25	-76.89
Profit for the year	**2,379.81**	**1,778.54**	**1,309.46**
Other comprehensive income			
Items that will not be reclassified to profit and loss			
Remeasurement of post employment benefit obligations	-4.35	-28.42	-27.62
Change in fair value of equity instruments $	23.27	0.33	-13.52
Income tax relating to these items	-1.78	3.93	10.38
Items that will be reclassified to profit and loss			
Transactions relating to Derivative instruments &	30.26	-35.55	95.02
Income tax relating to these items	-0.18	6.24	-4.98
Other comprehensive income for the year, net of tax	**47.22**	**-53.47**	**59.28**
Total comprehensive income for the year #	**2,427.03**	**1,725.07**	**1,368.74**
Earnings per share			
Basic & Diluted earnings per share	47.05	35.50	27.97

* Includes Purchases of stock in trade
^ Includes Share of net profit / (loss) from associates using equity method and Profit before tax from Discontinued operations
$ Includes Share of other comprehensive income of an associate
& Includes FCTR
# Includes NCI portion
! Includes Current tax from Discontinued operations
@ Includes tax from Discontinued operations

l. Latest restated audited financials along with notes to accounts and any audit qualifications.
Not Applicable

m. Change in accounting policies in the last three years and their effect on profits and reserves
There has been no change in accounting policies by the Company in last three years.

n. Summary table of contingent liabilities:
The details of contingent liabilities are as follows:

(₹ In Crore)

Details	March 31, 2025	March 31, 2024	March 31, 2023
(a) Claims against the company not acknowledged as debts*:			
(i) Excise	23.90	23.89	52.44
(ii) Service tax	7.17	8.08	8.65
(iii) Customs	-	-	39.67
(iv) Sales tax	-	2.00	2.74
(v) Income tax	48.07	54.99	73.67
(vi) GST	55.03	16.28	3.46
(vii) Legal cases filed by customers	-	-	4.04
(viii) Legal cases filed by borrowers against the Company	13.15	6.15	-
(b) Other money for which the company is contingently liable:			
(i) On bills discounted with banks	330.98	250.99	146.91
(ii) On factoring arrangements	-	-	-
(c) Commitments:			
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for	343.18	252.41	281.43
(ii) On Investments	-	1.88	3.90
(iii) Undrawn loans sanctioned to customers by financial enterprises	41.29	83.47	43.58
(iv) Estimated indemnity amount on account of tax paid due to interpretational difference in GST tax rate	15.94	15.94	-
(d) Other commitments:			
On import of capital goods under Export Promotion Capital Goods Scheme	-	-	-
Total	878.71	696.08	669.49

* The future cash flows on the above items are determinable only on receipt of the decisions/judgments that are pending at various forums/authorities. The future cash flows on the above items are determinable only on receipt of the decisions/judgments that are pending at various forums/authorities.

o. Summary table of related party transactions in last 3 years as disclosed in the restated financial statements:

For details of the related party transactions for the last three financial years ended March 31, 2025, March 31, 2024 and March 31, 2023 in accordance with the requirements under Ind AS 24 "Related Party Disclosures" notified under Section 133 of the Companies Act read with the Companies (Indian Accounting Standards) Rules 2015, as amended from time to time, see section titled "Financial Information" of the Information Memorandum issued by the Company. Further refer to Information Memorandum: (i) page F41 – Note 35; (ii) page F79 – Note 41; (iii) page F111 – Note 34; (iv) page F148 – Note 39; (v) page F181 – Note 34; (vi) page F220 – Note 39 for related party transactions: (i) for the period ended March 31, 2025 on standalone basis; (ii) for the period ended March 31, 2025 on consolidated basis; (iii) for the period ended March 31, 2024 on standalone basis; (iv) for the period ended March 31, 2024 on consolidated basis; (v) for the period ended March 31, 2023 on standalone basis; (vi) for the period ended March 31, 2023 on consolidated basis, respectively. The Information Memorandum is uploaded to the website of the Company at www.tvsmotor.com.

p. Details of its other group companies including their capital structure and financial statements: In terms of SEBI (Issue And Listing of Non-Convertible Securities) Regulations, 2021 ("NCS Regulations") the term "group companies" includes (i) such companies, other than promoter(s), subsidiary/subsidiaries, with which there were related party transactions, during the period for which financial information is disclosed in the offer documents, as covered under the applicable accounting standards and (ii) other companies as considered material by the board of the issuer. Accordingly, all such companies which our Company had related party transactions as per the last three years audited financial statements have been considered group companies in terms of NCS Regulations.

Based on the above following is the summary of capital structure and financials of the identified group companies:

Ultraviolette Automotive Private Limited was incorporated on 18th December 2015 as a private limited company under the Companies Act 2013 at RoC – Bangalore, bearing CIN - U34102KA2015PTC084804. The company was born out of the unique vision of creating top-of-the line mobility solutions, that's driven by progressive design and energy efficient technology. Ultraviolette Automotive is developing India's first ecosystem of high-performance electric vehicles and future-ready energy infrastructure. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	81.48	80.60	71.83
Paid-up Equity (₹ Cr)	77.28	76.60	71.09
Reserves & Surplus (₹ Cr)	289.75	270.05	334.34
Revenue from Operations (₹ Cr)	32.33	15.08	8.67
Profit After Tax (₹ Cr)	(116.01)	(61.86)	(7.40)
EPS (₹)	(202)	(107)	(13)
Net Asset Value per Equity Share (₹)	637	602	703

DriveX Mobility Private Limited was incorporated on 1st April 2020 as a Private Limited Company under the Companies Act 2013, at RoC – Coimbatore, bearing CIN – U63040TZ2020PTC033680. The Company is engaged in business of buying, refurbishing and selling of pre-owned two wheelers and trading in automobile spare parts, accessories and engine oils. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	1.60	1.60	1.60
Paid-up Equity (₹ Cr)	0.02	0.02	0.02
Reserves & Surplus (₹ Cr)	36.93	43.28	74.24
Revenue from Operations (₹ Cr)	59.97	33.99	5.79
Profit After Tax (₹ Cr)	(40.33)	(30.98)	(11.12)
EPS (₹)	(22,540.18)	(15,314.03)	(7,544.86)
Net Asset Value per Equity Share (₹)	16,758.80	21,396.41	36,702.02

TVS Emerald Limited (formerly known as Emerald Haven Realty Limited) was incorporated on 2nd June 2010 as a Public Limited Company under the Companies Act, 1956, at RoC – Chennai, bearing CIN - U45200TN2010PLC075953. The Company is engaged in business of real estate. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	265.00	265.00	265.00
Paid-up Equity (₹ Cr)	255.44	255.44	255.44
Reserves & Surplus (₹ Cr)	(49.92)	(14.52)	(11.41)
Revenue from Operations (₹ Cr)	232.00	81.20	22.60
Profit After Tax (₹ Cr)	(35.40)	(3.12)	(31.00)
EPS (₹)	(1.39)	(0.12)	(1.33)
Net Asset Value per Equity Share (₹) (excludes Instruments in the nature of equity like CCD, OCD)	7.92	9.33	9.51

TVS Digital Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U70101TN2010PTC075027 and was later made a public company with alteration to the main objects in 2024 and the CIN as on date is U62090TN2010PLC075027. The Company is engaged in business of digital transformation, software designing, development, customization, implementation, maintenance, testing and bench marking, software and business consulting, training, designing, developing, digitalization, process automation and dealing in computer software and solutions. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	3.05	3.05	0.05
Paid-up Equity (₹ Cr)	3.05	3.05	0.05
Reserves & Surplus (₹ Cr)	1.59	1.09	0.85
Revenue from Operations (₹ Cr)	27.82	3.85	0.07
Profit After Tax (₹ Cr)	0.50	0.27	0.03
EPS (₹)	1.65	9.06	5.02
Net Asset Value per Equity Share (₹)	15.23	13.58	180.74

TVS Training & Services Limited was incorporated on 22nd March 2010 as a Private Limited Company under the Companies Act 1956, at RoC - Chennai, bearing CIN - U74990TN2010PLC075026. The Company is engaged in business of providing, establishing, maintain, run, develop and manage or take over and administer schools, colleges, or other bodies or institutions and imparting skill development training. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	12.50	12.50	12.50
Paid-up Equity (₹ Cr)	9.05	9.05	9.05
Reserves & Surplus (₹ Cr)	6.49	8.56	6.17
Revenue from Operations (₹ Cr)	164.23	103.59	43.04
Profit After Tax (₹ Cr)	(2.11)	0.32	0.63
EPS (₹)	(2.33)	0.70	0.70
Net Asset Value per Equity Share (₹)	17.17	19.46	19.03

Sundaram - Clayton Limited was incorporated on 29th August, 2017, as TVS Commodity Financial Solutions Private Limited under the Companies Act, 2013. Pursuant to the approval of the shareholders by way of a special resolution passed on 4th February, 2022, the Company was renamed Sundaram-Clayton DCD Private Limited, and a fresh certificate of incorporation was issued on 8th February, 2022. Subsequently, the Company was converted into a public limited company and renamed Sundaram-Clayton DCD Limited, following shareholder approval dated 10th February, 2022, with a revised certificate issued on 24th February, 2022. Thereafter, under a Composite Scheme of Arrangement approved by the Hon'ble NCLT, Chennai Bench, on 6th March, 2023, the manufacturing business of TVS Holdings Limited was demerged, transferred, and vested into the Company with effect from 11th August, 2023 ("Demerger"), and the Company was simultaneously renamed Sundaram-Clayton Limited, with a fresh certificate dated 30th August, 2023, bearing CIN: L51100TN2017PLC118316. The Company had not commenced operations prior to the Demerger; post-Demerger, it is engaged in the manufacture of auto components. The detailed financial reports are available at: https://www.sundaram-clayton.com/Reports.htm, and the information derived from the audited financial statements for the last three years is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	15.00	15.00	0.0025
Paid-up Equity (₹ Cr)	11.02	10.12	0.0025
Reserves & Surplus (₹ Cr)	1,413.06	787.49	(0.014)
Revenue from Operations (₹ Cr)	2,109.14	1,341.92	(0.014)
Profit After Tax (₹ Cr)	257.92	64.52	(0.0012)
EPS (₹)	122.23	31.89	(0.00)
Net Asset Value per Equity Share (₹)	645.96	394.23	(44.48)

Emerald Haven Development Limited was incorporated on 9th July 2008 as a Public Limited Company under the Companies Act, 1956, at RoC - Chennai, bearing CIN – U45200TN2008PLC068511. The Company is engaged in business of real estate development. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	60.00	60.00	60.00
Paid-up Equity (₹ Cr)	57.19	57.19	57.19
Reserves & Surplus (₹ Cr)	8.53	14.88	12.18
Revenue from Operations (₹ Cr)	1.69	149.29	16.95
Profit After Tax (₹ Cr)	(6.35)	2.70	(25.10)
EPS (₹)	(1.11)	0.47	(4.39)
Net Asset Value per Equity Share (₹)	11.49	12.60	12.13

Veeyes Charities Foundation was incorporated on 20th August 2021 as a Private Limited Company (Not for Profit Limited by Guarantee) under the Companies Act 2013, at RoC - Chennai, bearing CIN - U80903TN2021NPL145610. The Company is engaged in providing financial assistance and relief to the needy and poor, irrespective of caste, community, or creed, through donations, stipends, interest-free loans, and other support for education, health, and livelihood; to establish and maintain educational institutions, promote learning and research by instituting prizes and scholarships. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)*	-	-	-
Paid-up Equity (₹ Cr)*	-	-	-
Reserves & Surplus / General Fund(₹ Cr)	28.96	21.67	19.18
Revenue from Operations / Donations, received (₹ Cr)	14.73	10.42	7.88
Profit After Tax/ Surplus/(Deficit) (₹ Cr)	7.73	2.00	(1.33)
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

*Not applicable, as the Company is limited by guarantee and comprises only members.

TVS Organics Private Limited was incorporated on 27th June 2013 as a Private Limited Company under the Companies Act 1956, at RoC – Chennai, bearing CIN - U15492TN2013PTC091874. The Company is engaged in business of processing, farming, manufacturing, distributorship, agency, broker, factors, stockiest, importer and otherwise deal in all kinds of organic and inorganic foods products and drinking products, mineral water, soft drinks, aerated mineral water, fruit drinks, artificial flavoured drinks, condensed milk and drinking products of all kinds and other consumable provision of every description for human consumption. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023
Authorised share capital (₹ Cr)	0.01	0.01	0.01
Paid-up Equity (₹ Cr)	0.01	0.01	0.01
Reserves & Surplus (₹ Cr)	0.31	0.27	0.24
Revenue from Operations (₹ Cr)	4.03	3.41	3.77
Profit After Tax (₹ Cr)	0.05	0.02	0.07
EPS (₹)	46.60	21.30	71.40
Net Asset Value per Equity Share (₹)	320	280	250

TVS Cheema Scholarship Foundation was incorporated on 12th December 2023 as a Private Limited Company (Section 8) under the Companies Act, 2013, at RoC – Chennai, bearing CIN - U88900TN2023NPL165888. The Company is engaged in business of providing educational assistance to the needy and deserving candidates for pursuing higher education in the form of grant, pay or scholarship, stipends, allowances either in cash or in kind, interest-free loans and other forms of assistance and also to develop, establish, promote and facilitate the improvement of educational, social, cultural, economic and medical relief and advancement of any other charitable and developmental objects of general public utility and community. The financial information derived from last three years audited financial statements of the Company is given below:

Particulars	FY 2025	FY 2024	FY 2023*
Authorised share capital (₹ Cr)	0.01	0.01	-
Paid-up Equity (₹ Cr)	0.01	0.01	-
Reserves & Surplus / General Fund (₹ Cr)	38.97	(0.001)	-
Revenue from Operations / Donations, Grants, Contributions (₹ Cr)	40.00	-	-
Profit After Tax / Surplus/(Deficit) (₹ Cr)	38.97	(0.001)	-
EPS (₹)	-	-	-
Net Asset Value per Equity Share (₹)	-	-	-

* Since the Company is incorporated only on 12th December 2023 there are no corresponding figures for FY 2023

q. Internal Risk Factors : Risks Relating to the Company's Business

a. *Risks relating to the Company's Market-share:*

The domestic and International automotive market is highly competitive. The Company faces competition from automotive manufacturers in the market in which it operates and in future could face competition and challenges from outside of automotive industry as well. Further, the continuous deregulation and liberalisation of the industries in India could lead to increased competition from domestic and international automobile manufacturers in the Company's domestic market, which may have a material adverse effect on the Company's business, financial condition and results of operations. While the company has a monopoly in the mopeds category in India, there has not been a significant increase in demand and sales in this category. Further, Scooters, commuter motorcycles and other products of the Company could face intense competition with aggressive pricing strategies adopted by competitors coupled with higher advertising and marketing spend – making it challenging to maintain and grow market share. Multiple new companies are entering into electric two-wheelers business. These new entrants may have adverse impact on company's market-share and profitability. There can be no assurance that the Company will be able to implement its future strategies in a way that will mitigate the effects of increased competition on the Indian automotive industry.

b. *Risks relating to disruption in our supply chain:*

The Company relies on third parties for sourcing of raw materials, parts and components used in the manufacturing of Company's products. The Company is exposed to reliance on smaller enterprises where the risk of insolvency is greater. The Company's ability to procure quality supplies in a cost-effective and timely manner or at all is subject to various factors, some of which are not within its control.

Furthermore, there is a risk that the supplier's manufacturing capacity does not meet, or exceeds sales demand, thereby compromising business performance and without any near - term remedy given the time and investments required for any change. While the Company manages its supply chain as part of its supplier management process, any significant hindrance related to its supply chain, shortages of essential raw materials, utilities or manpower in the future could affect the Company's results of operations in an adverse manner.

Deterioration in demand of our products and lack of access to sufficient financial arrangements for company's supply chain could impair the timely availability of components to us. In addition, if one or more of the other manufacturers were to become insolvent, this would have an adverse impact on the supply chains and may further adversely affect the Company's results of operations. The company is also exposed to supply chain risks relating to precious metals like Rhodium, Palladium and Platinum, which are critical to produce the Company's products. Any disruption in the supply of the same could disrupt production of the company's vehicles. While the Company is in the process of implementing strategies to reduce its material costs, such reduction in costs may not be fully achieved.

c. *Risks relating to our dealers:*

Our products are sold and serviced through a network of authorized dealers and service centers across India and through a network of distributors and local dealers in international markets. Any under performance by or a deterioration in the financial condition of our dealers or distributors could materially and adversely affect our sales and results of operations adversely. If dealers or importers encounter financial difficulties and our products and services cannot be sold or can be sold only in limited numbers, the sales of such dealers and importers may be adversely affected. Such reduction in sales may lead to a sharp decline in cash flows and potential losses for our dealers.

Additionally, if we cannot replace the affected dealers or importers with other franchises, the financial difficulties experienced by such dealers or importers could have an indirect effect on our vehicle deliveries. Consequently, we could be compelled to provide additional support for dealers and importers or look for alternate dealers and importers, thereby impacting the business adversely.

d. *Forex Risks:*

While substantially all the Company's revenues are denominated in INR, the Company exports to various countries and has incurred and expects to incur indebtedness denominated in currencies other than INR. We obtain a portion of our raw materials, components and equipment from overseas suppliers and make payments for such goods in foreign currencies. The Company has foreign subsidiaries across the world that earn income in local currencies. Adverse changes in currency exchange rate also impacts the net income of such subsidiaries. The mismatch of currencies, changes in exchange rates, particularly among INR, the U.S. dollar and the Euro, affect the Company on standalone and consolidated basis. Additionally, fluctuations in foreign exchange rates affect demand for the Company's products abroad, and consequently, the pricing policies of the Company. While the Company follows a foreign currency hedging policy, the risks associated with movement in foreign currencies would not be fully mitigated. Hedge instruments could also result in financial loss to the Company.

e. *Risks relating to our international business:*

A deterioration in global economic conditions could have a material adverse impact on the Company sales and results of operations. A decline in key economic metrics, such as the growth rate, interest rates and inflation, reduced availability of financing for vehicles at competitive rates, tax policies and increase in freight rates and fuel prices could materially and adversely affect our sales. Further, a decrease in our potential customers' disposable income or their financial flexibility or an increase in the cost of financing will generally have a negative impact on demand for our products. In case of depreciation in local currencies, import of our products shall become expensive for our International distributors. Upon the occurrence of the same, our international distributors shall rely on the Company for reduction in prices, leading to a decline in our profitability.

In the global market, governments have been focussing on essential goods delivery and services, thereby giving lower priority to the automobiles industry. This limits our ability to sell our products in overseas markets.

f. *Macroeconomic Risks:*

The Company's business and performance are influenced by global and local economic conditions. In India, sales of two and three wheelers are directly related to GDP growth. A significant portion of the Company's revenue is generated by export and domestic sales of two-wheelers and three-wheelers. A further slowdown in economic growth could exert downward pressure on the demand for these products. In addition, the Company's performance is significantly influenced by the economic situation and governmental policies in India. Furthermore, a prolonged weakness in the Indian and global financial and economic situation may have a negative impact on third parties with whom the Company does, or may do, business. The primary consumer base of the Company includes salaried employees and agricultural workers. Poor monsoon and non-availability of labour for agricultural sector may impact the demand of these products. Any of these factors could adversely affect the Company's business, financial conditions, cash flows and results of operations.

Any unpredictable monsoon behaviour, unexpected change in crude oil prices or impact in the policy rate cuts may lead to increased inflation. There can be no assurance that the Company will be able to pass on any additional expenses or that the Company's revenue will increase proportionately corresponding to such inflation. Accordingly, high rates of inflation in India could have an adverse effect on the Company's profitability. Any adverse impact on macroeconomics caused by inflation, national or governmental instability, impact on agricultural production, negative or lower economic growth in the Indian and global economy could impact the Company's revenue stream. Additionally, occurrence of such events and a consequent liquidity crunch shall also impact retail buyers and the retail finance market.

g. *Regulatory Risks:*

The Company's operations entail environmental risks. The Company is subject to extensive regulations including regulations relating to worker health and safety and environmental laws and regulations concerning land use, air emissions, discharge of hazardous materials into the environment, waste materials and abandonment of installations or otherwise relating to the protection of the environment in connection with its operations. Numerous government agencies and departments issue rules, ordinances and regulations, which are often difficult and costly to comply with and which carry substantial penalties for non-compliance. In the ordinary course of business, the Company is subject to environmental inspections and monitoring by government enforcement authorities. The Company may incur substantial costs, including fines, damages and criminal or civil sanctions, or experience interruptions or suspensions in the Company's operations for actual or alleged violations arising under applicable environmental and other laws and regulations. Future government policies and changes in the laws and regulations in India including but not limited to changes in regulatory framework by any regulator, inter alia the RBI or IRDAI or SEBI, may adversely impact our operations. While the Company complies and has procured and maintains coverage with respect to all statutory insurance policies, such policies are subject to modifications, including an increase in payment of insurance premium by the state and central government. Any change in law, regulation, rules, comment, statements, or policy framework is not within the control of the Company and such change in laws and regulations may adversely impact the obligations and operations of the Company.

h. *Product Liability Risks:*

The Company is subject to risks and costs associated with product liability, warranties and recalls in connection with performance, compliance or safety related issues affecting company's vehicles. From time to time the Company may be subject to investigations by governmental authorities relating to safety and other compliance with the Company's vehicles. The Company also provides a warranty to the ultimate consumer with each product sold and accrues warranty expenses at the time of sale based on actual claims history. The Company expend considerable resources in connection with product recalls and these resources typically include the cost of the part being replaced and the labour required to remove and replace the defective part. In addition, product recalls can cause company's consumers to question the safety or reliability of company's vehicles and harm company's reputation.

i. *Risks related to launch of new products by the Company:*

The ability of the Company to strengthen its position within its traditional product and market segments through development of innovative products and services while expanding into additional market segments, is crucial to its future success. A general shift in consumer preference towards different types of vehicles, which could result from, among other things, government regulations, environmental concerns and increasing fuel prices, could have a negative effect on the Company's profitability generally. Inability to continue to improve the quality of its products, delays in bringing new vehicles to market, inability to achieve defined efficiency targets while suffering from quality losses and lack of market acceptance of new models would adversely affect the financial condition, results of operations and cash flows of the Company. The Company may also face potential time and or cost overruns in development of new products and associated research schemes. Further, despite maintaining and developing strategies for timely launches of new products, the Company may be unable to launch novel, high-quality and cost-effective products in a timely fashion before its competitors in the market.

j. *Financial Risks:*

The Company and certain of its subsidiaries require significant capital expenditure in order to implement their strategy. The Company must continue to invest capital to maintain the manufacturing and production of two and three-wheeler products. The Company's capital expenditure plans and requirements are subject to a number of risks, contingencies and other factors, some of which are beyond its control. In addition, the Company cannot assure investors that it will be able to generate sufficient cash flow or that it will have access to sufficient external financing to support its current and planned business operations, including its existing and future working capital requirements. The Company may find it difficult to procure adequate amount of funds at an appropriate price and tenure due to unavailability or liquidity issues in the financial markets. Changes in economic and financial conditions or continuing lack of liquidity in the market could make it difficult for the Company to access funds at competitive rates. Any such disruption in the Company's ability to access primary funding sources at competitive costs would have a significant adverse effect on its liquidity, financial condition and/or cash flows.

The Company borrows funds from various banks and financial institutions to meet the long-term and short-term funding requirements for its operations and funding its growth initiatives, both in Rupee and Foreign currency. Upward fluctuations in interest rates may increase the cost of any floating rate debt that the Company incurs. In addition, the interest rate that the Company will be able to secure in any future debt financing will depend on market conditions at that time and may differ from the rates on its existing debt. If the interest rates are high when the Company needs to access the markets for additional debt financing, the Company's results of operations, planned capital expenditures and cash flows may be adversely affected. Similarly, movement in exchange rates and international lending rates could have impact on the Company's financials.

k. *Risks related to performance of our Subsidiaries and Associates:*

Deterioration in the performance of any of the Company's subsidiaries or associates could materially and adversely affect the Company's results of operations. The Company have made and may continue to make capital commitments to its subsidiaries, and associates , and if the business or operations of any of these subsidiaries and associates deteriorates, the value of the Company's investments may decline substantially. As indicated in this "Risk Factors" section, our subsidiaries and associates are also subject to inter alia risks relating to COVID-19, macro and micro economic risks, financial and regulatory risks.

l. *Personnel Risks:*

The Company's ability to operate its business and implement its strategies depends, in part, on the continued contributions of the Company's executive officers and other key employees. The loss of any of the Company's key senior executives could have an adverse effect on the Company's business unless and until a replacement is found. In addition, the Company believes that its future success will depend on its continued ability to attract and retain highly skilled personnel with experience in the key business areas of the Company. Competition for these persons is intense, and the Company may not be able to successfully recruit, train or retain qualified managerial personnel.

m. *Natural Disaster Risk:*

The Company's operations depend upon its ability to protect its principal production facilities against damage from fire, earthquakes, floods, storms, power loss and similar events and to construct facilities that are not vulnerable to the effects of such events. The occurrence of a natural disaster or other unanticipated problems at its facilities or work sites could cause interruptions in the normal operation of its principal production facilities.

n. *National Security and Civil Disturbance Risks:*

India has, from time to time, experienced social and civil unrest within the country and hostilities with neighbouring countries. These hostilities and tensions could lead to political or economic instability in India and a possible adverse effect on the Company's business and future financial performance. Acts of War and other acts of violence or war may adversely affect global markets and economic growth. These acts may also result in a loss of business confidence, make travel and other services more difficult and have other adverse consequences.

Continued on next page...

25–ந் தேதி முதல் 27–ந் தேதி வரை

ஜெயலலிதாவின் 78–வது பிறந்த நாள் விழா பொதுக்கூட்டங்கள்: எடப்பாடி அறிவிப்பு

சென்னை, பிப். 13–

25–ந்தேதி முதல் 27–ந்தேதி வரை ஜெயலலிதாவின் 78வது பிறந்தநாள் விழா பொதுக்கூட்டங்கள் 3 நாட்கள் நடைபெறும் என்று அண்ணா தி.மு.க. பொதுச் செயலாளர் எடப்பாடி பழனிசாமி அறிவித்துள்ளார்.

திருவள்ளூர் மத்திய மாவட்டம் தொகுதி மதுரவாயலில் 25–ந்தேதி எடப்பாடி பழனிசாமி பேசுகிறார்.

இதுகுறித்து அண்ணா தி.மு.க. பொதுச்செயலாளர் எடப்பாடி பழனிசாமி வெளியிட்டுள்ள அறிவிப்பில் கூறியிருப்பதாவது:–

ஜெயலலிதாவின் 78–வது பிறந்த நாளை முன்னிட்டு, 25–ந் தேதி புதன் கிழமை முதல் 27–ந் தேதி வெள்ளிக் கிழமை வரை 3 நாட்கள், புரட்சித்தலைவி ஜெயலலிதாவின் 78–வது பிறந்த நாள் விழா பொதுக்கூட்டங்கள், கழக அமைப்பு ரீதியாக செயல்பட்டு வரும் 82 மாவட்டங்களிலும்; கழக அமைப்புகள் செயல்பட்டுக் கொண்டிருக்கும் புதுச்சேரி, ஆந்திரா உள்ளிட்ட பிற மாநிலங்களிலும் நடைபெற உள்ளன.

கழக சட்டமன்ற உறுப்பினர்களும், கழக சார்பு அணிகளின் நிர்வாகிகளும், தாங்கள் சார்ந்த மாவட்டத்தில் நடைபெற உள்ள பொதுக்கூட்டத்தில் கலந்துகொண்டு சிறப்புரையாற்றுவார்கள்.

மாவட்ட செயலாளர்கள், தங்கள் மாவட்டத்தில் நடைபெற உள்ள பொதுக்கூட்டத்திற்கான நிகழ்ச்சிகளை, கழகம், எம்.ஜி.ஆர். மன்றம், அம்மா பேரவை, எம்.ஜி.ஆர். இளைஞர் அணி, மகளிர் அணி, மாணவர் அணி, அண்ணா தொழிற்சங்கம், வழக்கறிஞர் பிரிவு, சிறுபான்மையினர் நலப் பிரிவு, விவசாயப் பிரிவு, மீனவர் பிரிவு, மருத்துவ அணி, இலக்கிய அணி, அமைப்புச் சாரா ஓட்டுநர்கள் அணி, இளைஞர் பாசறை, இளம் பெண்கள் பாசறை, தகவல் தொழில்நுட்பப் பிரிவு, வர்த்தக அணி மற்றும் கலைப் பிரிவு உட்பட கழகத்தின் பல்வேறு அமைப்புகளைச் சேர்ந்த நிர்வாகிகளுடனும், உள்ளாட்சி அமைப்புகளின் இந்நாள், முன்னாள் பிரதிநிதிகள் மற்றும் கூட்டுறவு சங்கங்களின் முன்னாள் பிரதிநிதிகளுடனும் இணைந்து, சிறப்புப் பேச்சாளர்களுடன் தொடர்புகொண்டு ஏற்பாடு செய்து சிறப்பாக நடத்தி வேண்டும் என கேட்டுக்கொள்கிறேன்.

இவ்வாறு எடப்பாடி பழனிசாமி கூறியுள்ளார்.

யார்–யார் எந்தெந்த இடங்களில் பேசுகிறார்கள் என்ற பட்டியலை கொள்கை பரப்புச் செயலாளர் மு.தம்பிதுரை வெளியிட்டுள்ளார்.

அதன் விவரம் வருமாறு:–

25–ந்தேதி (புதன் கிழமை)

எடப்பாடி பழனிசாமி (பொதுச் செயலாளர்) – திருவள்ளூர் மத்திய (மதுரவாயல்)

கே.பி. முனுசாமி (துணைப் பொதுச் செயலாளர்) – கிருஷ்ணகிரி மேற்கு

நத்தம் இரா. விசுவநாதன் (துணைப் பொதுச் செயலாளர்) – திண்டுக்கல் கிழக்கு

சி.பொன்னையன் (அனைத்துலக எம்.ஜி.ஆர். மன்றச் செயலாளர்) – திருவள்ளூர் கிழக்கு

டாக்டர் மு. தம்பிதுரை (கொள்கை பரப்பு செயலாளர்) – கிருஷ்ணகிரி கிழக்கு

எஸ்.பி.வேலுமணி (முன்னாள் அமைச்சர்) – கோவை புறநகர் தெற்கு

சி.வி. சண்முகம் (முன்னாள் அமைச்சர்) – விழுப்புரம்

செ. செம்மலை (முன்னாள் அமைச்சர்) – தென்காசி தெற்கு

என். தளவாய்சுந்தரம் (முன்னாள் அமைச்சர்) – கன்னியாகுமரி கிழக்கு

ஓ.எஸ். மணியன் (முன்னாள் அமைச்சர்) – நாகப்பட்டினம்

ஆர்.பி. உதயகுமார் (புரட்சித் தலைவி பேரவைச் செயலாளர்) – மதுரை புறநகர் மேற்கு

கே.டி.ராஜேந்திர பாலாஜி (முன்னாள் அமைச்சர்) ஏ.கே. சீனிவாசன் (அமைப்பு செயலாளர்) – விருதுநகர் மேற்கு

உடுமலை கே.ராதாகிருஷ்ணன் (முன்னாள் அமைச்சர்) – திருப்பூர் புறநகர் மேற்கு

டாக்டர் பி. வேணுகோபால் (மருத்துவ அணிச் செயலாளர்) – வட சென்னை வடக்கு (மேற்கு)

நா. பாலகங்கா (அமைப்புச் செயலாளர்), எஸ்.ஆர்.விஜயகுமார் (கொள்கை பரப்பு துணை செயலாளர்) – வட சென்னை தெற்கு (மேற்கு)

முனைவர் எஸ்.எஸ். வைகைச்செல்வன் (இலக்கிய அணிச் செயலாளர்) – காஞ்சிபுரம்

செ.ம. வேலுசாமி (முன்னாள் அமைச்சர்) – ஈரோடு மாநகர்

முல்லை வேந்தன் (முன்னாள் அமைச்சர்) – சேலம் மாநகர்

ஆர். கமலக்கண்ணன் (அண்ணா தொழிற்சங்கப் பேரவைச் செயலாளர்) – கடலூர் வடக்கு

எம்.எஸ்.எம். ஆனந்தன், (முன்னாள் அமைச்சர்) – நீலகிரி

டி.கே.எம். சின்னையா (அனைத்துலக எம்.ஜி.ஆர். மன்றத் தலைவர்) – திருவள்ளூர் வடக்கு

என். முருகுமாறன் (அமைப்புச் செயலாளர்) – திருச்சி புறநகர் தெற்கு

எம்.புத்திச்சந்திரன் (அமைப்புச் செயலாளர்) – கரூர்

பி.ஜி.ராஜேந்திரன், (அமைப்புச் செயலாளர்) – திருநெல்வேலி மாநகர்

சிவா. ராஜமாணிக்கம் (அமைப்புச் செயலாளர்) – தஞ்சாவூர் மத்திய

கா. சங்கரதாஸ் (அமைப்புச் சாரா ஓட்டுநர்கள் அணிச் செயலாளர்) – திருப்பத்தூர்

ஆர்.மனோகரன் (அமைப்புச் செயலாளர்), க.பொன்னுசாமி (முன்னாள் அமைச்சர்) – புதுக்கோட்டை தெற்கு

வி. ராமு (அமைப்புச் செயலாளர்) – ராணிப்பேட்டை மேற்கு

ஐ.எஸ். இன்பதுரை (வழக்கறிஞர் பிரிவுச் செயலாளர்) – திருவண்ணாமலை கிழக்கு

சிங்கை ஜி. ராமச்சந்திரன் (மாணவர் அணிச் செயலாளர்) – வட சென்னை வடக்கு (கிழக்கு)

டி.ஜி.வெங்கடேஷ் பாபு, (அமைப்புச் செயலாளர்) – தென் சென்னை தெற்கு (கிழக்கு)

ஆரணி எம்.ஜி. ராஜேந்திரன், ஏ. அன்பழகன், (முன்னாள் புதுச்சேரி மாநில செயலாளர்) – புதுச்சேரி மாநிலம்.

26–ந்தேதி (வியாழக் கிழமை)

திண்டுக்கல் சி. சீனிவாசன், (பொருளாளர்) – திண்டுக்கல் மேற்கு

பா. வளர்மதி (மகளிர் அணிச் செயலாளர்) எஸ்.அப்துல் ரஹீம் (முன்னாள் அமைச்சர்) – செங்கல்பட்டு கிழக்கு

செல்லூர் கே. ராஜூ (முன்னாள் அமைச்சர்) – மதுரை மாநகர்

ப. தனபால் (அமைப்புச் செயலாளர்) – கோவை புறநகர் வடக்கு

ஆர்.காமராஜ், (முன்னாள் அமைச்சர்) டி.பி. பூனாட்சி (முன்னாள் அமைச்சர்) – திருவாரூர்

சேவூர் எஸ். ராமச்சந்திரன் (முன்னாள் அமைச்சர்) – வேலூர் புறநகர்

ப. மோகன் (முன்னாள் அமைச்சர்) – திருவண்ணாமலை மத்திய

முனைவர் எஸ்.எஸ். வைகைச்செல்வன் (இலக்கிய அணிச் செயலாளர்), ராயபுரம் ஆர். மனோ (அமைப்புச் செயலாளர்) – திருவள்ளூர் மேற்கு

டாக்டர் கே.கோபால் (அமைப்புச் செயலாளர்) – கடலூர் மேற்கு

சுதா கே. பரமசிவன்)அமைப்புச் செயலாளர்) – தேனி கிழக்கு

இசக்கி சுப்பையா (அமைப்புச் செயலாளர்) – திருநெல்வேலி புறநகர்

செஞ்சி ந. ராமச்சந்திரன் (அமைப்புச் செயலாளர்) – திருவண்ணாமலை வடக்கு

ஜி.பாஸ்கரன் (அமைப்புச் செயலாளர்) – சிவகங்கை

செ. தாமோதரன் (அமைப்புச் செயலாளர்) – திருப்பூர் புறநகர் கிழக்கு

டி.ரத்தினவேல் (அமைப்புச் செயலாளர்) – பெரம்பலூர்

ஆதிராஜாராம் (அமைப்புச் செயலாளர்), எம்.சி. தாமோதரன் (முன்னாள் அமைச்சர்) – தென் சென்னை வடக்கு (கிழக்கு)

என். சின்னத்துரை (அமைப்புச் செயலாளர்) – கன்னியாகுமரி மேற்கு

திருப்பூர் சி. சிவசாமி (அமைப்புச் செயலாளர்) – ஈரோடு புறநகர் கிழக்கு

வி. மருதராஜ் (அமைப்புச் செயலாளர்) ஆர். ஜீவானந்தம் (முன்னாள் அமைச்சர்) – திருச்சி மாநகர்

எஸ்.ஆசைமணி (அமைப்புச் செயலாளர்) – தஞ்சாவூர் தெற்கு

டாக்டர் வி.பி.பி. பரமசிவம் (இளைஞர் பாசறை, இளம் பெண்கள் பாசறைச் செயலாளர்) – சேலம் புறநகர்

திருவேற்காடு பா. சீனிவாசன் (அமைப்புச் செயலாளர்) – தென் சென்னை தெற்கு (மேற்கு)

சிங்கை ஜி. ராமச்சந்திரன் (மாணவர் அணிச் செயலாளர்) – தஞ்சாவூர் கிழக்கு

டி.ஜான்தங்கம் (அமைப்புச் செயலாளர்) – தூத்துக்குடி தெற்கு.

27–ந்தேதி (வெள்ளிக் கிழமை)

பி. தங்கமணி (முன்னாள் அமைச்சர்) – நாமக்கல்

பொள்ளாச்சி வ. ஜெயராமன் (தேர்தல் பிரிவுச் செயலாளர்) – திருப்பூர் மாநகர்

டி.ஜெயக்குமார் ((முன்னாள் அமைச்சர்), கே.டி.பச்சைமால் (முன்னாள் அமைச்சர்) – வட சென்னை தெற்கு (கிழக்கு)

கே.பி. அன்பழகன் (முன்னாள் அமைச்சர்) – தருமபுரி

ஓ.எஸ்.மணியன் (அமைப்புச் செயலாளர்) – ஆந்திர மாநிலம்

எஸ்.கோகுல இந்திரா (முன்னாள் அமைச்சர்) – தென் சென்னை வடக்கு (மேற்கு)

கரூர் எம்.சின்னசாமி (முன்னாள் அமைச்சர்) – திருச்சி புறநகர் வடக்கு

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கடம்பூர் சி. ராஜூ, (முன்னாள் அமைச்சர்) – தூத்துக்குடி வடக்கு

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வி.வி. ராஜன் செல்லப்பா, (அமைப்புச் செயலாளர்), எம். மணிகண்டன் (முன்னாள் அமைச்சர்) – மதுரை புறநகர் கிழக்கு

ஏ.கே. செல்வராஜ் (முன்னாள் அமைச்சர்) – ஈரோடு புறநகர் மேற்கு

வி.எஸ்.சேதுராமன் (வழக்கறிஞர் பிரிவுத் தலைவர்) – சென்னை புறநகர்

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சி.த. செல்லப்பாண்டியன் (வர்த்தக அணிச் செயலாளர்) வி.எம். ராஜலெட்சுமி (முன்னாள் அமைச்சர்) – தென்காசி வடக்கு

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ஐ.மகேந்திரன் (அமைப்புச் செயலாளர்) – ராமநாதபுரம்

இவ்வாறு அதில் கூறப்பட்டுள்ளது.