



Talbro's Automotive
Components Ltd.

www.talbro's.com

17th September, 2026

Listing Department BSE Limited Phiroze Jeejeebhoy Towers Dalal Street Mumbai – 400 001 Scrip Code: 505160	Listing Department National Stock Exchange of India Limited Exchange Plaza, Plot No. C-1, G Block Bandra Kurla Complex, Bandra (East) Mumbai – 400 051 Symbol: TALBROAUTO
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Sub: Submission of copies of Newspaper Publications regarding Addendum to the Notice of 69th Annual General Meeting of the Company.

Dear Sir/ Madam,

Pursuant to Regulation 30 and 47 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose copies of the newspaper advertisement published in the Business Standard (English and Hindi) newspapers on 17th September, 2026, regarding “Addendum to the Notice of 69th Annual General Meeting” of the Company.

You are requested to take the above on your records.

Thanking You.

Yours faithfully

For Talbro's Automotive Components Limited

Seema Narang
Company Secretary & Compliance Officer



Encl: As above

Volkswagen’s tryst with India

Newby JSW hopes to tap VW technology, and the German giant wants to do better in a market where it is a bit player. Could it be a win-win?

SURAJEET DAS GUPTA
New Delhi, 16 September

With a market share of just over 2 per cent, the Volkswagen group has remained a relatively small player in India’s hyper-competitive, 4.6-million-per-annum passenger car market. Of course, the German behemoth, which entered the country in 2002 with the Skoda brand, has tried to up the ante. The 2009 launch of the Volkswagen Polo — the first affordable product to roll out of its Pune plant — saw the carmaker announce an ambitious plan to grab 10 per cent of the domestic market in four to six years. But plagued by slow localisation, problems with consumer service and the global impact of an alleged scandal over emission norms, it was forced to restructure its business 10 years later, merging its three separate companies in India to try and optimise local product development and save costs. It also dramatically pared down its ambition to a 5 per cent market share by 2025. Even that plan fell flat. In 2026 between April-August, the latest period for which figures have been released by the Society for Indian Automobile Manufacturers, or Siam, it had a market share of only 2.10 per cent. This is less than its



JSW-MG Motor’s Winsdor EV

made-in-India cars exported to other countries in the same period. **Joining up** To get out of the impasse, the German firm last week announced that it was signing a non-binding memorandum of understanding to explore a strategic partnership with the JSW group — the latest entrant in the passenger car business. The idea is to improve “competitiveness and profitability” in the world’s third-largest car market. While no details have been given out officially, the buzz is that JSW will take a majority 51 per cent stake in a joint venture, with Volkswagen keeping the rest — though detailed talks on valuation have only just begun. Puneet Gupta, director, India and Asean automotive market at S&P Global, said: “It’s a win-win for both. Volkswagen does not want to further invest in a low-priority market like India as the volumes are very low — its concentration is in China, the US and Europe where it is losing its market share. But unlike Ford and General Motors, which just closed operations and left, it wants to continue to have a toehold in the Indian market, which is growing and has a potential upside they don’t want to miss out on. So getting JSW as a majority partner makes

sense.” For JSW, too, the deal is logical: It has already honed its skills in the passenger car business in the past three years through a joint venture in which it has a 51 per cent stake with MG Motors, part of the Chinese giant SAIC group. “JSW group currently has collaborations with only Chinese companies like SAIC and Chery for products and technology, whose models it is bringing to India. By partnering Volkswagen it will mitigate the risk of depending only on the Chinese,” said Gupta. That is an important consideration as JSW’s attempt to get Chinese cell technology and set up a plant in the country has not worked out so far. Rather, it has been scouting for an alternative, including setting up a facility in South-east Asia and then shipping the batteries to India.

Tight spot For Volkswagen, the urgency of finding a solution to its India play is understandable. Globally it is in a tight spot. It has lost its long-held number one position in China to BYD in retail car sales and its overall market share has shrunk. It also faces a tough challenge in Europe from Chinese car companies. In the US it has a mere 4 per cent of a 16-million-per-annum market. On September 3, the supervisory board of the company cleared a turnaround plan till 2030, which entails cutting 100,000 jobs, halving its model portfolio and closing many of its plants in Germany — which are proving too expensive for making cars — in the face of a union backlash. Alongside, it is shifting its focus with an aggressive “China for China” strategy which entails the launch of 20 electric vehicles in 2026 — going up to 50 in 2030 — to regain the crucial market.

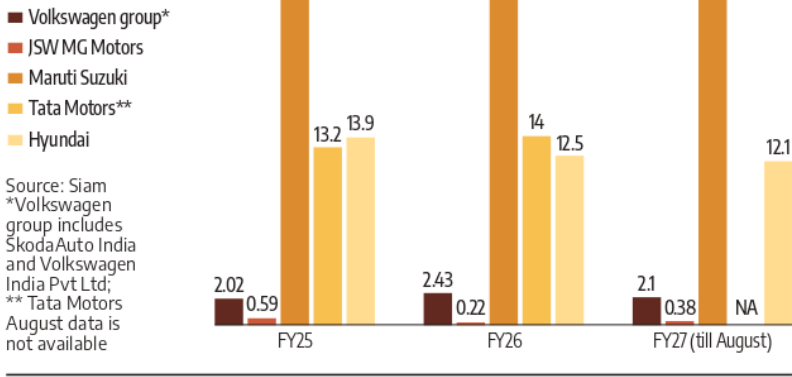
Search for a partner Volkswagen has had a chequered history in India in its mission to find a partner. In 2009 it picked up a 19.9 per cent stake in Suzuki Japan to work jointly on building



Volkswagen’s Taigun

How they stack up

% of total domestic passenger car sales



Source: Siam
*Volkswagen group includes Skoda Auto India and Volkswagen India Pvt Ltd;
** Tata Motors August data is not available

small cars for emerging markets like India but ended up embroiled in a bitter legal battle. Suzuki alleged that Volkswagen withheld promised green and hybrid technology while the Germans were peeved that Suzuki had tied up with Fiat for diesel engines. Again, in 2017, it signed an MoU with Tata Motors to develop affordable vehicles but the deal was called off in the same year due to differences on which platforms to go for. As if that were not enough, in 2022 an understanding with Mahindra & Mahindra, under which the German company would supply its components for M&M’s electric platform, also failed to take off. Will VW be fourth time lucky? JSW’s strategy is simple: It does not want to start from scratch, building a product ground up, which takes up a lot of time and money. Rather it wants to tie up with multiple global players for

accessing technology and offer customers multiple powertrains and models. The plan is to choose the brands relevant to the country and the cost parameters, bring them in quickly and simultaneously localise production. It has successfully done this with its JV with MG Motors, making it the third largest EV player in the country after Tata Motors and M&M. JSW group is also building its own capacity: JSW Motors is setting up a new plant in Sambhajinagar in Maharashtra, which will be able to churn out 500,000 cars per year initially and is expected to be up and running by November. That is apart from the Halol plant in Gujarat — with the JSW-MG JV — which is also increasing capacity and pushing localisation from 30 to 80 per cent in the next 16 months. On the other hand, Volkswagen has plants in Pune as well as in Sambhajinagar with substantial capacity.

Beyond India BVR Subbu, former president of Hyundai Motors India and now a board member and advisor in a clutch of auto companies, said the JSW approach of growth with acquisition of technologies and competencies is a well-thought-out strategy. “A Volkswagen involvement at this stage will help bring their products to market at least 15 months earlier than from a greenfield — and at a significantly lower cost.” There are many possibilities in such a tie-up. Subbu said JSW could use a VW India platform, restyle, reskin, and rebadge it with Indian and Chinese vehicle engineering partners and introduce a world-standard product in the market. “And if they engineer VW’s ID (which is a branding for its electric vehicle range) into it, they could potentially start exporting it to the EU and help VW to compete with Chinese products effectively.” VW’s Polo electric car, which is made in Germany, has been a raging success with 30,000 bookings and a 10-month waiting period in Europe, even though deliveries have not started yet. With manufacturing costs in India at least 35 per cent lower than in Europe, India could well become a hub for exports, leveraging the India-EU free trade agreement. But that is easier said than done as it could be a politically sensitive matter. There is mounting concern over German carmakers potentially losing their edge in the domestic, European and global market to China.

Shifting production to China has also sparked fears of job losses in Germany. Adding India to the list of cheap car manufacturers could meet with strong opposition. India’s price advantage is underscored by suggestions that the JSW group with its three companies — the MG joint venture, JSW Motors and the VW-JSW group JV (if the deal happens) — could consolidate its need for auto components and together negotiate a better price from suppliers. For instance, the three companies could consolidate their paint and assembly operations to save costs. A top executive of an auto component company said: “This optimisation strategy will help them to attain 100 per cent utilisation to cut average unit cost to be able to compete against Maruti Hyundai and Tatas.” JSW Motors CEO Ranjan Nayak in an earlier interview had explained the group philosophy — to build national car brands in the country, just like China has done, in an industry where 70 per cent of sales are from global brands. The question of the moment is whether the strategy of forging alliances and JVs can help it achieve that objective.

OPINION

The missing pillar of Swachh Bharat: Citizen behaviour



GURNIMRAT KANDHOLA

Twelve years after the launch of the Swachh Bharat Mission, India’s sanitation story is undeniably one of the country’s most significant public policy successes. More than 100 million household toilets have been constructed under SBM-Gramin. Rural India was declared Open Defecation Free in 2019 after over 600,000 villages achieved ODF status. The mission has since shifted towards waste management, with nearly 570,000 villages attaining ODF Plus status. In urban India, over 4,500 wards have attained sanitation certifications under SBM-Urban. Yet, a walk through almost any Indian city reveals an uncomfortable truth. Roads swept in the morning are littered again by the evening. Municipal workers clean markets before opening hours, only for plastic cups and wrappers, food packaging, and cigarette butts to reappear within hours. This is striking, given India’s massive investment in sanitation. SBM-Gramin Phase II alone carries an outlay of about ₹1.4 trillion. The persistence of litter despite continuous cleaning raises a difficult question: How much more can governments do when citizens themselves continue to generate the problem? For decades, India’s cleanliness challenge was viewed primarily as a problem of infrastructure. There were too few toilets, inadequate drainage systems, insufficient waste collection networks, and a shortage of sanitation personnel. That diagnosis was largely correct. Swachh Bharat’s success demonstrates the power of public investment and political commitment. But the nature of the challenge is changing. Today, many places suffer not from the absence of cleaning, but from the inability to stay clean. This distinction is important. A government can deploy sanitation workers, procure waste collection vehicles, and

install public bins. It cannot place a cleaner behind every citizen. Behavioural economics offers a useful lens for understanding why littering persists despite awareness campaigns and municipal efforts. Contrary to popular belief, littering is rarely the result of ignorance. Most people know that dropping waste in public places is wrong. Yet they often do it anyway because human behaviour is strongly influenced by habits, convenience, and social cues. Studies show that people take cues from their surroundings: Clean streets deter littering, while visible litter encourages it. Researchers describe this as the power of social norms: Individuals often determine acceptable behaviour by observing what others appear to be doing. Countries that have successfully tackled littering illustrate this principle well. Singapore is often associated with strict fines, but enforcement alone does not explain its cleanliness. Launched in 1968, Singapore’s ‘Keep Singapore Clean’ campaign combined infrastructure, public education and community action to tackle widespread littering. Singapore reinforced cleanliness through competitions that tapped into civic pride and status, helping transform it into a social norm. India could similarly publicise SBM and local cleanliness rankings through radio, billboards and municipal displays to foster healthy competition among communities. Similarly, Japan’s remarkably clean streets are not the product of an army of cleaners or an abundance of public bins. Rather, citizens are socialised from an early age to treat public spaces as an extension of their own homes. The common thread is not infrastructure. It is culture. The encouraging news is that culture can be shaped. Behavioural interventions across countries have shown that relatively simple nudges can change waste disposal habits. Social norm messaging has often been found to reduce littering more effectively than conventional warnings. One of the most cited examples is Robert Gialdini’s Petrified Forest Experiment in the US. Signs highlighting the widespread theft of petrified wood inadvertently

increased theft by signalling that the behaviour was common. Fundamentally, people are strongly influenced by what they believe others are doing. Consequently, assign that says, “X per cent of visitors dispose of their waste in bins” may be more effective than one that simply says, “Do not litter”. Individuals are often surprisingly responsive to information about the behaviour of their peers. Similarly, evidence from the Netherlands suggests that public commitments can be a powerful tool for changing waste-disposal behaviour. In a Rotterdam field experiment, residents were encouraged to make commitments to keeping their neighbourhood clean. The commitment-based intervention significantly reduced illegal garbage disposal, suggesting that public commitments can encourage responsible behaviour. A second lesson from behavioural science is that people do not respond to norms alone — they also respond to friction. Research from Europe suggests that something as simple as making bins more visible and easier to access can meaningfully improve disposal behaviour. The implication is straightforward: While citizens must do their part, governments must ensure that the right choice is also the easy choice. This debate must move beyond the false choice between government and citizen responsibility. The answer is both. A discarded wrapper may seem trivial, but across millions, its social and environmental costs are significant. Littering is a classic collective action problem: Convenience is private, while the cost is public. Governments, meanwhile, must ensure reliable waste collection, well-maintained bins, and public spaces that make responsible behaviour easy. Swachh Bharat Mission’s first phase was about building infrastructure; the next phase must build norms. Roads can be swept every morning, but staying clean requires millions of considerate choices. That, ultimately, is the frontier on which the success of Swachh Bharat will be decided.

A GOVERNMENT CAN DEPLOY SANITATION WORKERS, PROCURE WASTE COLLECTION VEHICLES, AND INSTALL PUBLIC BINS. IT CANNOT PLACE A CLEANER BEHIND EVERY CITIZEN

The writer is a young professional at Niti.Aayog

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Addendum to the Notice of 69th Annual General Meeting
This has reference to the Notice of 69th Annual General Meeting (AGM) of the Members of **TALBROS AUTOMOTIVE COMPONENTS LIMITED** scheduled to be held on **Friday, 25th September, 2026 at 12:30 P.M. (IST) through Video Conferencing ("VC")/ Other Audio Visual Means ("OAVM")**.
Subsequent to the issue of Notice of AGM to members on 29th August, 2026, the Board of Directors of the Company has approved the appointment of Mr. Rahul Bhutoria (DIN: 00093326) as an Additional (Non-Executive, Independent) Director of the Company for a term of Five consecutive years w.e.f. 16th September, 2026, subject to approval of shareholders in the ensuing AGM.
As the appointment was made subsequent to the issue of Notice of AGM, an Addendum to the Notice of the 69th Annual General Meeting has been sent to the members for additional item for appointment of Mr. Rahul Bhutoria (DIN: 00093326) as an Independent Director, through email on 16th September, 2026 to members whose e-mail IDs were registered with Registrar and Share Transfer Agent (RTA) of the Company/ Depositories participant(s) as on Friday, 21st August, 2026. The said addendum is also available on the websites of the Company i.e., <https://investors.talbros.com/annual-general-meeting-agm> and Stock Exchanges www.bseindia.com & www.nseindia.com.
Accordingly, the following Special Business at Item No. 7 shall stand inserted in the Notice of the 69th AGM and shall be deemed to form an integral part thereof:
Item No. 7 "Appointment of Mr. Rahul Bhutoria (DIN: 00093326) as an Independent Director of the Company."
Except as stated above, all other terms, conditions and contents of the Notice of 69th AGM shall remain unchanged.

For Talbros Automotive Components Limited

Sd/-

Seema Narang

Company Secretary

Place: Faridabad
Date: 16th September, 2026

Manaksia Limited
Corporate Identification Number : L74905WB1984PLC038336
Regd. Office : Turner Morrison Building, 6 Lyons Range, 2nd Floor, Kolkata - 700 001
Phone No. : 033 2241 0265
Email : investor.relations@manaksia.com; Website : www.manaksia.com

NOTICE TO SHAREHOLDERS
For Transfer of Equity Shares to the Investor Education and Protection Fund (IEPF)
Notice is hereby given that pursuant to the provisions of Section 124(6) of the Companies Act, 2013 read with Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("the Rules"), as amended from time to time, the dividend declared for the Financial Year 2019-20 (1st interim dividend 2019-20) which remained unclaimed/unpaid for a period of seven years are due to be transferred to IEPF Authority. All shares in respect of which dividend has not been paid or claimed for seven consecutive years will also be transferred to IEPF Authority.
As provided under the Rules, notice is being sent to the concerned shareholders at their registered address whose shares are liable to be transferred to IEPF Authority.
The Company has also uploaded complete details of the concerned shareholders whose dividends are lying unclaimed for seven consecutive years and whose shares are due for transfer to IEPF Demat Account on its website at https://www.manaksia.com/unclaimed_dividend_manaksia.php. Shareholders are requested to verify the details of unclaimed dividends and the shares liable to be transferred to IEPF Authority.
Shareholders can claim their unclaimed dividend by writing to the Company/ Registrar and Transfer Agent (RTA) of the Company viz. Maheshwari Datamatics Pvt. Ltd. along with the supporting documents. Please note that the last day for claiming the dividends is 10th December, 2026. In case the dividends are not claimed by the said date, the Company would initiate necessary action for transfer of unclaimed dividends and shares held by the concerned shareholders in favour of the IEPF Authority without any further notice, in accordance with the Rules, as under:

- For shares held in physical form:** The Company would be issuing new share certificate(s) in lieu of original share certificates held by the shareholders for the purpose of dematerialization and transfer of shares to IEPF as per the Rules and upon such issue, the original share certificates registered in their names will stand automatically cancelled and be deemed non-negotiable. The shareholders may further note that the details uploaded by the Company on its website shall be deemed to be adequate notice in respect of issue of new share certificate by the Company for the purpose of transfer of shares to IEPF Authority pursuant to the Rules.
- For shares held in demat form:** The Company shall inform the Depositories to execute the corporate action and debit the shares lying in the demat account of the shareholder(s) and transfer such shares in favour of the IEPF Authority.

The concerned shareholder(s) are further informed that all future benefits arising on such shares would also be transferred to the IEPF Authority. Please note that no claim shall lie against the Company in respect of unclaimed dividend amount and equity shares transferred to the IEPF Authority pursuant to the said Rules.
The Shareholder(s) may note that in the event of transfer of their unclaimed dividends and shares to the IEPF Demat Account (including all benefits accruing on such shares, if any), the concerned shareholder(s) are entitled to claim the same from the IEPF Authority by submitting an online application in the prescribed e-Form IEPF-5, available at www.iepf.gov.in.
In case the shareholders have any queries or require any assistance on the subject matter, they may contact the Company's Registrar and Transfer Agent at Maheshwari Datamatics Pvt. Ltd. 23, R. N. Mukherjee Road, 5th Floor, Kolkata -700001 Tel No.: 033-2248 2248/ 2243 5029/ 2231 6839, Fax: 033-2248 4787, Email: mdpldc@yahoo.com.

For Manaksia Limited

Sd/-

D Chowdhury

Company Secretary

Place : Kolkata
Date : 16.09.2026

nuvama

PUBLIC NOTICE
This is to inform all investors that certain unknown persons/entities have been trying to mislead the public by falsely impersonating **Mr. Birendra Kumar, Independent Director of Nuvama**, and wrongfully claiming to be associated with him and/or Nuvama in order to defraud investors. Such persons/entities are misusing the name and identity of Mr. Birendra Kumar and falsely representing themselves as being connected with him, including for the purpose of providing investment-related guidance, tips, or other communications purportedly on his behalf.
Please be informed that Nuvama Wealth Management Limited and/or its subsidiaries/Group Companies are in no way associated, affiliated, or connected with the said persons/platforms. We are not involved with their business operations, activities, or any representations made by them. Nuvama Wealth Management Limited and/or its subsidiaries/Group Companies never promise or offer any assured or guaranteed returns nor do we reach out to investors through any social media platforms, including WhatsApp.
Investors are strongly advised not to participate in or subscribe to any such unauthorized products/schemes and to remain vigilant and exercise caution by undertaking thorough due diligence while dealing with such unauthorized communications/persons/platforms impersonating Nuvama Wealth Management Limited, its subsidiaries/Group Companies, or its employees. Please be advised that any person willingly dealing with said persons/platforms in any manner whatsoever, without proper verification, shall do so entirely at their own risk, as to costs and consequences.
If you have any doubts or require verification, please contact us directly through our official channels or reach out to our helpdesk at 1800-102-3335 or helpdesk@nuvama.com. Please visit our website for further details on the impersonation matters highlighted by us - Nuvama Wealth.
For Nuvama Wealth Management Limited

