

Date: October 17, 2026

|                                                                                       |                                                                                                                                            |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The BSE Limited</b><br>Phiroze Jeejeebhoy Towers<br>Dalal Street, Mumbai – 400 001 | <b>The National Stock Exchange of India Limited</b><br>Exchange Plaza, C-1, Block G, Bandra-Kurla<br>Complex, Bandra (E), Mumbai – 400 051 |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|

**Scrip Code: 541540, 890202**

**Symbol: SOLARA, SOLARAPP1**

Dear Sir/Madam,

**Sub: Newspaper advertisement - unaudited financial results (Standalone and Consolidated) for the quarter ended September 30, 2026**

Please find enclosed herewith copies of newspaper advertisement published on October 17, 2026, in the 'Business Standard' and 'Pratahkal' providing extract of the unaudited financial results (Standalone and Consolidated) for the quarter ended September 30, 2026.

These are also being made available on the Company's website at <https://solara.co.in/investor-relations/newspaper-publications>.

This is for your kind information and records.

Thanking you,

Yours faithfully,

**For Solara Active Pharma Sciences Limited**

POOJA JAYA  
KUMAR

Digitally signed by  
POOJA JAYA KUMAR  
Date: 2026.10.17  
18:08:10 +05'30'

**Pooja Jaya Kumar**  
**Company Secretary & Compliance Officer**  
**ICSI Membership No.: A57415**

*Encl.: As above*

**Reliance**  
Investment Limited

Regd. office: 3rd Floor, Maker Chambers IV, 222, Nariman Point, Mumbai - 400 021.  
Phone: 022-3555 5000. Email: investorrelations@ril.com  
CIN: L110PH1973OC19786

**NOTICE**

NOTICE is hereby given that the following certificate(s) issued by the Company are stated to have been lost or misplaced and Registered Holders thereof have applied for the issue of duplicate certificate(s).

| Sr. No. | Folio No. | Name / Joint Names                      | Shares      | Certificate Nos. From - To | Distinctive Nos. From - To |
|---------|-----------|-----------------------------------------|-------------|----------------------------|----------------------------|
| 1       | 96 0669   | Arjundas Rangwani<br>Purshottam Prakash | 400         | 5847805-812                | 10288009-408               |
|         |           |                                         | 400         | 55227663-70                | 1364171886-385             |
|         |           |                                         | 800         | 62651507-507               | 22232165-954               |
| 2       | 35873848  | Brod Kumar Shrivastava                  | 600         | 66914658-638               | 689823830-129              |
|         |           |                                         | 200         | 467932-923                 | 739677378                  |
|         |           |                                         | 9           | 7671737-738                | 148561490-498              |
|         |           |                                         | 7           | 12318566-566               | 25547606-612               |
|         |           |                                         | 553         | 14758113-114               | 194008750-804              |
|         |           |                                         | 83          | 53708966-968               | 125822661-234              |
|         |           |                                         | 8           | 55085717-717               | 1338763702-709             |
|         |           |                                         | 18          | 58467939-399               | 162552524-271              |
|         |           |                                         | 200         | 62610934-934               | 211880081-2011             |
|         |           |                                         | 400         | 6690448-488                | 6895717718-117             |
|         |           |                                         | 200         | 537355-357                 | 113425609-808              |
|         |           |                                         | 200         | 54790554-557               | 1237799020-219             |
|         |           |                                         | 400         | 62650640-640               | 222170233-652              |
|         |           | <b>Total</b>                            | <b>4800</b> |                            |                            |

The Public is hereby cautioned against dealing with these shares in any way. Any person(s) who has/have any claim against these shares, should lodge such claim with the Company's Registrar and Transfer Agent viz. "KFin Technologies Limited", Selenium Tower B, Plot No. 31-32, Gachibowli Financial District, Naranagur, Hyderabad - 500 032, within Seven (7) days from the date of publication of this notice, failing which, the Company will proceed to issue duplicate certificate(s) in respect of the forfeited shares.

For Reliance Industries Limited  
Sd/-  
Savitri Parekh  
Company Secretary and Compliance Officer  
www.ril.com

**THE TRAVANCORE-COCHIN CHEMICALS LIMITED**  
(A Government of Kerala Undertaking)  
P.B. No.4004, Udyogamandalam P.O., Kochi-683 501, Kerala, India  
Phone: +91-474-2546289, 2546515, 2545616.  
CIN: U24299KL1951SGC001237, GSTIN: 32AAACT6702B1Z1  
Email: purchase@tccckerala.com, Website: www.tccckerala.com

**E-TENDER**

Invites E-Tender for the following through: <https://tenders.kerala.gov.in>  
All relevant details, Tender Document and Corrigendum if any, can be downloaded from the above website only.

| Sl. No. | Tender ID          | Description                                                                                           | Last Date of Submitting Offer |
|---------|--------------------|-------------------------------------------------------------------------------------------------------|-------------------------------|
| 1       | 2026_TCCL_879872.1 | Supply of uncrushed and washed HIGH GRADE INDUSTRIAL SALT from Gujarat region and heaping at our site | 26.10.2026                    |

Sd/- Assistant General Manager (Materials)

**ASSAM POWER GENERATION CORPORATION LIMITED**  
**NOTICE INVITING TENDER**

Tenders are invited from the intending contractors/firms/suppliers for execution of **Supply, Laying, And Termination Of 33 kV, 10 X 400 sq. mm XLPE Aluminium Cable, Including Replacement Of The Existing Old 33 X 400 Sq. mm XLPE Cables, At The 33 kV Indur Sub-Station Of The 2 X 50 MW Karbi Langpi Hydro Electric Project, KHEP, APGCL, required in Assam Power Generation Corporation Limited under the Government of Power, Govt. of Assam.** The tender documents can be downloaded from the GEM Portal. Bid Number: GEM/2026/B/0170065.

• The last date of submission of tender document is on **09-11-2026 14:00hrs**  
• The bids will be opened online on GEM portal on **10-11-2026 14:00 hrs**  
The TIA reserves the right to accept or reject any bid/tender, and to cancel/ annul the bidding process and reject all bids at any time prior to contract award.

Name of the TIA : Chief General Manager (Gen), APGCL  
Address of the TIA : 3<sup>rd</sup> Floor Bhawan, Patanabazar, Guwahati-781 001  
Sd/- **Chief General Manager (Gen)**  
APGCL, Bijullee Bhawan, Guwahati - 781 001

**SOLARA**  
Active Pharma Sciences

**SOLARA ACTIVE PHARMA SCIENCES LIMITED**  
CIN: L24230MH2017PLC291638  
Regd. Office: "Cyber One", Unit No. 902, Plot No. 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703  
Tel: +91-22-2517 2163  
Corporate Office: TICEL BIO PARK, 6th floor Module No. 601, 602, 603, Phase II - CSIR Road, Taramani, Chennai, Tamil Nadu - 600113 Tel: +91 44 4344 6700 | E-mail: investors@solara.co.in, www.solara.co.in

**STATEMENT OF UNAUDITED CONSOLIDATED FINANCIAL RESULTS FOR THE QUARTER AND HALF YEAR ENDED SEPTEMBER 30, 2026**  
(Rs. in Crores except per share data)

| Sl. No. | Particulars                                                           | 3 months ended          |                         | Preceding 3 months ended in the previous year |                         | Year to date figures for the current period ended |                         | Year to date figures for the previous period ended |                         | Previous Financial Year ended |
|---------|-----------------------------------------------------------------------|-------------------------|-------------------------|-----------------------------------------------|-------------------------|---------------------------------------------------|-------------------------|----------------------------------------------------|-------------------------|-------------------------------|
|         |                                                                       | 30.09.2026<br>UNAUDITED | 30.06.2026<br>UNAUDITED | 30.09.2025<br>UNAUDITED                       | 30.06.2025<br>UNAUDITED | 30.09.2026<br>UNAUDITED                           | 30.06.2026<br>UNAUDITED | 30.09.2025<br>UNAUDITED                            | 30.06.2025<br>UNAUDITED |                               |
| 1       | Continuing operations:                                                |                         |                         |                                               |                         |                                                   |                         |                                                    |                         |                               |
| 2       | Total income from operations                                          | 417.34                  | 381.60                  | 313.54                                        | 798.94                  | 632.69                                            | 1,368.98                |                                                    |                         |                               |
| 3       | Net Profit for the period before tax (before exceptional items)       | 32.96                   | 16.31                   | (10.10)                                       | 49.27                   | 0.42                                              | (1.52)                  |                                                    |                         |                               |
| 4       | Net Profit for the period before tax (after exceptional items)        | 28.46                   | 16.31                   | (10.10)                                       | 44.77                   | 0.42                                              | (7.41)                  |                                                    |                         |                               |
| 5       | Net Profit for the period after tax                                   | 28.46                   | 16.31                   | (10.10)                                       | 44.77                   | 0.42                                              | (7.41)                  |                                                    |                         |                               |
| 6       | Other Comprehensive Income for the period                             | 0.13                    | (0.05)                  | 0.81                                          | 0.08                    | 0.80                                              | 2.85                    |                                                    |                         |                               |
| 7       | Total Comprehensive Income for the period (4 + 5)                     | 28.59                   | 16.26                   | (9.29)                                        | 44.85                   | 1.22                                              | (4.56)                  |                                                    |                         |                               |
| 8       | Equity Share Capital                                                  | 48.16                   | 48.06                   | 44.47                                         | 48.16                   | 44.47                                             | 44.51                   |                                                    |                         |                               |
| 9       | Other Equity                                                          |                         |                         |                                               |                         |                                                   | 1,208.37                |                                                    |                         |                               |
| 10      | *Earnings Per Share (of Rs. 10/- each) (for continuing operations) :- |                         |                         |                                               |                         |                                                   |                         |                                                    |                         |                               |
| 11      | Basic (Rs.)                                                           | 5.92                    | 3.52                    | (2.36)                                        | 9.49                    | 0.10                                              | (1.68)                  |                                                    |                         |                               |
| 12      | Diluted (Rs.)                                                         | 5.92                    | 3.52                    | (2.36)                                        | 9.49                    | 0.10                                              | (1.68)                  |                                                    |                         |                               |

**Notes:**

1. The above is an extract of the detailed format of Quarterly Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing and Other Disclosures Requirements) Regulations, 2015. The full format of the Quarterly Financial Results are available on the websites of the National Stock Exchange of India Limited ([www.nseindia.com](http://www.nseindia.com)), BSE Limited ([www.bseindia.com](http://www.bseindia.com)) and at the Company's website ([www.solara.co.in](http://www.solara.co.in)).

2. The above consolidated financial results of Solara Active Pharma Sciences Limited ("the Parent" or "the Company") and its subsidiaries (together referred to as "the group") as reviewed by the Audit Committee has been approved by the Board of Directors at its meeting held on October 16, 2026. The consolidated financial results for the quarter and half year ended September 30, 2026, has been reviewed by Deloitte Haskins & Sells LLP, the statutory auditors of the Company. The statutory auditors of the Company have issued an unmodified conclusion in respect of the limited review for the quarter and half year ended September 30, 2026.

3. The Parent, vide its letter of offer dated May 09, 2024 offered up to 1,19,98,755 Equity shares of face value of Rs. 10/- each at a price of Rs. 375 per equity share (including Share premium of Rs. 365 per equity share) for an amount aggregating Rs. 449.95 crores to the existing share holders of the Parent on Equity basis in the ratio of one equity share for every three equity shares held by the equity shareholders on the record date i.e. May 15, 2024. Rights issue has been done in accordance with Section 62(1)(a) of the Act and other applicable laws. The Parent has allotted 1,19,98,755 Nos. of partly paid up equity shares on June 19, 2024.

As of September 30, 2026, the Parent has raised Rs. 446.82 crores out of the total rights issue size of Rs. 449.95 crores. This amount comprises Rs. 157.48 crores received as application money. Rs. 156.05 crores received against the first call paid on April 7, 2025 (with Rs. 1.43 crores remaining unpaid), and Rs. 133.09 crores received against the final call made on April 6, 2026 (with Rs. 1.90 crores remaining unpaid). The proceeds received have been utilised in accordance with the Letter of Offer, with the unutilised balance held in bank accounts pending deployment."

**Place : Bengaluru**  
**Date : October 16, 2026**

Scan the QR Code to view the Unaudited Financial Results (UFR)

**For and on behalf of board**  
**Sandeep Shashikantha Rao**  
MD & CEO  
DIN: 10838251

**LTM Limited**  
(formerly known as LTMindtree Limited)

Registered Office: L&T House, Ballard Estate, Mumbai-400 001. Tel: (+91) 92402 97500; Fax: (91) 22 2658 1130.  
E-mail: investor@ltm.com, Corporate Identity Number: L72900MH19867C104693

**EXTRACT OF FINANCIAL RESULTS FOR THE QUARTER AND SIX MONTHS ENDED SEPTEMBER 30, 2026**  
₹ in million, except per share data

| Particulars                                                    | Consolidated                      |                              |                                   |                                   |                                   |                             |
|----------------------------------------------------------------|-----------------------------------|------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
|                                                                | Quarter ended                     |                              | Six months ended                  |                                   | Year ended                        |                             |
|                                                                | September 30, 2026<br>(Unaudited) | June 30, 2026<br>(Unaudited) | September 30, 2025<br>(Unaudited) | September 30, 2025<br>(Unaudited) | September 30, 2025<br>(Unaudited) | March 31, 2026<br>(Audited) |
| Total income                                                   | 118,991                           | 118,634                      | 106,947                           | 237,625                           | 209,274                           | 434,020                     |
| Net Profit before tax and exceptional items                    | 18,597                            | 19,784                       | 18,792                            | 38,381                            | 36,054                            | 73,192                      |
| Net Profit before tax                                          | 18,597                            | 19,784                       | 18,792                            | 38,381                            | 36,054                            | 67,911                      |
| Net Profit after tax                                           | 13,799                            | 14,686                       | 13,812                            | 28,485                            | 26,358                            | 49,827                      |
| Total comprehensive income                                     | 13,127                            | 20,740                       | 6,915                             | 33,867                            | 19,978                            | 32,517                      |
| Equity share capital                                           | 296                               | 296                          | 296                               | 296                               | 296                               | 296                         |
| Other equity (including Non-controlling interests)*            | 240,781                           | 240,781                      | 226,819                           | 240,781                           | 226,819                           | 240,781                     |
| Earnings Per Share (not annualized) (Face value of ₹ 1/- each) |                                   |                              |                                   |                                   |                                   |                             |
| Basic (in ₹)                                                   | 47.15                             | 49.46                        | 47.28                             | 96.60                             | 89.61                             | 169.33                      |
| Diluted (in ₹)                                                 | 47.11                             | 49.42                        | 47.23                             | 96.53                             | 89.50                             | 169.13                      |

₹ in million

| Particulars                | Standalone                        |                              |                                   |                                   |                                   |                             |
|----------------------------|-----------------------------------|------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
|                            | Quarter ended                     |                              | Six months ended                  |                                   | Year ended                        |                             |
|                            | September 30, 2026<br>(Unaudited) | June 30, 2026<br>(Unaudited) | September 30, 2025<br>(Unaudited) | September 30, 2025<br>(Unaudited) | September 30, 2025<br>(Unaudited) | March 31, 2026<br>(Audited) |
| Total income               | 113,711                           | 110,392                      | 102,548                           | 224,103                           | 201,546                           | 416,609                     |
| Net profit before tax      | 18,045                            | 16,807                       | 18,545                            | 34,852                            | 36,068                            | 66,393                      |
| Net profit after tax       | 13,519                            | 12,411                       | 13,860                            | 25,930                            | 26,834                            | 49,337                      |
| Total comprehensive income | 12,583                            | 18,628                       | 6,749                             | 31,211                            | 19,432                            | 29,885                      |

\*Balances for three months and six months ended September 30, 2026 and three months ended June 30, 2026 represent balances as per the audited consolidated balance sheet for the year ended March 31, 2026 and balance for three months and six months ended September 30, 2025 represent balances as per the audited consolidated balance sheet for the year ended March 31, 2025 as required by Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015.

**Notes:**

1. The consolidated and standalone financial results of LTM Limited (formerly known as LTMindtree Limited) ("the Company") for the quarter and six months ended September 30, 2026 have been subjected to limited review by the statutory auditors. The results have been reviewed by the Audit Committee of the Board and approved by the Board of Directors at its meeting held on October 16, 2026.

2. The above is an extract of the detailed format of the financial results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015. The full format of the consolidated financial results and the standalone financial results for the quarter and six months ended September 30, 2026 are available on the Stock Exchanges website of BSE ([www.bseindia.com](http://www.bseindia.com)), NSE ([www.nseindia.com](http://www.nseindia.com)) and the Company's website at [www.ltm.com/investors](http://www.ltm.com/investors). The website can be accessed by scanning the QR:

3. Results for the quarter and six months ended September 30, 2026 are in compliance with the Indian Accounting Standards (Ind AS) notified by the Ministry of Corporate Affairs as prescribed under section 133 of the Companies Act, 2013.

4. Effective November 21, 2025, the Government of India consolidated 29 existing labour regulations into four Labour codes, namely, The Code on Wages, 2019, The Industrial Relations Code, 2020, The Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, collectively referred to as the 'New Labour Codes'. Based on the requirements of New Labour Codes and relevant Accounting Standards, the Group has estimated the liability for employee benefits, which has resulted in an incremental expense on account of recognition of past service costs. Considering the material, one-time nature of the incremental amount, the Group has presented the same as an 'Exceptional Item' in the Statement of Consolidated Financial Results during the previous year.

5. During the quarter ended June 30, 2026, the Group, through its wholly owned subsidiary LTM UK & IRELAND Limited (LTM UK) (formerly known as LTMindtree UK Limited), entered into a Put Option Deed with Randstad N.V. (Netherlands), Randstad Digital Holdings Pty Ltd (Australia) and Randstad France SASU (France) (collectively, the "Randstad Entities") in relation to the proposed acquisition of their subsidiaries in the Netherlands, Australia and France, along with step-down subsidiaries in Belgium, Luxembourg, Portugal, Romania and Germany at an Enterprise Valuation of up to EUR 160 million on a cash-free, debt-free basis, subject to customary valuation adjustments on closure.

During the quarter, Information Consultation processes with the Works Councils of required geography has been completed and accordingly LTM UK has executed the Agreement for the Sale and Purchase of all shares (hereinafter referred as "SPA") with Randstad Entities. As at September 30, 2026, completion of the transaction is subject to applicable regulatory approvals and completion of certain conditions precedent under the SPA and, accordingly, no impact has been recognised in the Consolidated Financial Results.

6. During the quarter ended June 30, 2026, the Group has recognised a fair value gain of ₹1,978 million as a part of 'Other Income' in the Consolidated Financial Results, in respect of the convertible instruments held in Voicing AI, Inc., which were measured at fair value through profit or loss. Further, the Group has converted the said convertible instruments into equity instruments during the previous quarter.

7. The Board of Directors at its meeting held on October 16, 2026 has declared an interim dividend of ₹25/- per equity share of par value ₹1/- each.

8. Figures for the earlier period(s) have been regrouped, wherever necessary.

For LTM Limited  
Place : Mumbai, India  
Date : October 16, 2026

**Venugopal Lambu**  
Chief Executive Officer & Managing Director

**Phoenix ARC Limited**  
(Formerly known as Phoenix ARC Private Limited)

Regd. Office: 3rd Floor, Wallace Towers, 139-140/B/1, Crossing of Sahar Road and Western Express Highway, Vile Parle East, Mumbai, Maharashtra - 400057, India. CIN: U67390MH2007PLC168303  
Tel: 022-6849 2450  
Email: compliance@phoenixarc.co.in Website: www.phoenixarc.co.in

**Extract of unaudited financial results for the quarter and half year ended September 30, 2026 (Rs. in Lakhs)**

| Sr. No. | Particulars                                                                                                                         | Half year ended                   |                                   | Year ended |
|---------|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|------------|
|         |                                                                                                                                     | September 30, 2026<br>(Unaudited) | September 30, 2025<br>(Unaudited) |            |
| 1       | Total income from operations                                                                                                        | 22,094.54                         | 17,439.59                         | 34,704.42  |
| 2       | Net profit for the period (before tax, exceptional and extraordinary items)                                                         | 13,530.40                         | 10,969.63                         | 22,148.20  |
| 3       | Net profit for the period before tax (after exceptional and extraordinary items)                                                    | 13,530.40                         | 10,969.63                         | 22,148.20  |
| 4       | Net profit for the period after tax (after exceptional and extraordinary items)                                                     | 10,347.29                         | 8,143.73                          | 16,418.91  |
| 5       | Total comprehensive income for the period (comprising profit for the period (after tax) and other comprehensive income (after tax)) | 10,346.07                         | 8,133.31                          | 16,415.14  |
| 6       | Paid up equity share capital (face value Rs.10 per share)                                                                           | 16,800.00                         | 16,800.00                         | 16,800.00  |
| 7       | Reserves (excluding revaluation reserve)                                                                                            | 122,424.54                        | 103,796.64                        | 112,078.50 |
| 8       | Securities premium account                                                                                                          | 3,006.10                          | 3,006.10                          | 3,006.10   |
| 9       | Net worth                                                                                                                           | 139,224.54                        | 120,596.64                        | 128,878.50 |
| 10      | Paid up debt capital / outstanding debt                                                                                             | 84,594.11                         | 72,416.45                         | 95,683.86  |
| 11      | Outstanding Redeemable Preference Shares                                                                                            | -                                 | -                                 | -          |
| 12      | Debt equity ratio                                                                                                                   | 0.61                              | 0.60                              | 0.74       |
| 13      | Earnings per share (of Rs.10 each) (for continuing and discontinued operations) -                                                   |                                   |                                   |            |
| 14      | 1. Basic                                                                                                                            | 6.16                              | 4.85                              | 9.77       |
| 15      | 2. Diluted                                                                                                                          | 6.16                              | 4.85                              | 9.77       |
| 16      | Capital redemption reserve                                                                                                          | -                                 | -                                 | -          |
| 17      | Debt service coverage ratio                                                                                                         | 1.963,05                          | 1.963,05                          | 1.963,05   |
| 18      | Interest service coverage ratio                                                                                                     | 0.14                              | 0.28                              | 0.65       |
| 19      | Interest service coverage ratio                                                                                                     | 4.44                              | 4.23                              | 4.11       |

**Notes:**

1. The above financial results have been prepared in accordance with the requirements of Regulation 52 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 as amended from time to time read with Master Circular for issue and listing of Non-convertible Securities, Securities Receipts, Mutual Debt Securities and Commercial Paper and Master Circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015 by listed entities ("the Regulations") and the Indian Accounting Standards ("Ind AS") notified under Companies (Indian Accounting Standards) Rules, 2015 as amended by the Companies (Indian Accounting Standards) Rules, 2016, prescribed under Section 133 of the Companies Act, 2013 (the Act) read with relevant rules issued thereunder and the other accounting principles generally accepted in India.

2. The above is an extract of the detailed format of quarterly financial results filed with National Stock Exchange of India Limited under Regulation 52 of the Securities Exchange Board of India ("SEBI") (Listing Obligations and Disclosures Requirements) Regulations, 2015. The full format of the financial results are available on the websites of National Stock Exchange of India Limited at [www.nseindia.com](http://www.nseindia.com) and the Company at [www.phoenixarc.co.in](http://www.phoenixarc.co.in). For the other items referred in regulation 52 (4) of the Securities Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015, pertinent disclosures have been made to the National Stock Exchange of India Limited and can be accessed on the [www.nseindia.com](http://www.nseindia.com).

3. The Company operates in a single reporting operating segment of Asset Reconstruction business as per the requirement of Ind AS 108- Operating Segment.

4. Figures for the previous period / year have been regrouped wherever necessary to conform to current period / year presentation.

For and on behalf of the Board of Directors of  
**Phoenix ARC Limited (Formerly known as Phoenix ARC Private Limited)**  
Sanjay Thorwala  
Managing Director & CEO  
DIN: 10779180

Place: Mumbai  
Date: October 16, 2026

