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NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION DIRECTLY OR INDIRECTLY OUTSIDE INDIA.
INITIAL PUBLIC OFFER OF EQUITY SHARES ON THE MAIN BOARD OF BSE LIMITED ("BSE") AND NATIONAL STOCK EXCHANGE OF INDIA LIMITED ("NSE"), AND TOGETHER WITH BSE, THE "STOCK EXCHANGES" IN COMPLIANCE WITH CHAPTER II OF THE SECURITIES AND EXCHANGE BOARD OF INDIA (ISSUE OF CAPITAL AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2018, AS AMENDED ("SEBI ICDR REGULATIONS").



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



CSM TECHNOLOGIES LIMITED

(TO BE LISTED ON THE MAIN BOARD OF BSE AND NSE)

Our Company was originally incorporated in the name and style of "Cybertech Software & Multimedia Private Limited" under the provisions of the Companies Act, 1956, pursuant to a certificate of incorporation dated July 15, 1998, issued by the Registrar of Companies, Orissa. Subsequently, in order to create a better brand value in the domestic and international markets, the name of our Company was changed to "CSM Technologies Private Limited", pursuant to a certificate of incorporation dated October 13, 2014, issued by the Registrar of Companies, Cuttack. Thereafter, our Company was converted from a private limited company to a public limited company, pursuant to a resolution passed by our Board of Directors at their meeting held on June 18, 2025 and a special resolution passed by our Shareholders at the EGM held on July 11, 2025, following which the name of our Company was changed to "CSM Technologies Limited" and a fresh certificate of incorporation consequent upon change of name was issued by the Registrar of Companies Central Processing Centre on July 29, 2025. For details of incorporation, changes in the name and registered office address of our Company, see 'History and Certain Corporate Matters' on page 268 of the red herring prospectus dated June 17, 2026 ("RHP").

Corporate Identity Number: U62090OR1998PLC005380

Registered and Corporate Office: Plot No - E/56, Infocity-1, Chandrasekharpur, Dist.: Khurda, Khordha, Bhubaneswar – 751 024, Odisha, India. Tel: + 0674 6635900; Contact Person: Shweta Janardhan Sharma, Company Secretary and Compliance Officer; E-mail: secretarial@csm.tech; Website: www.csm.tech

OUR PROMOTERS: PRIYADARSHI PANY AND LAGNA PANDA

INITIAL PUBLIC OFFERING OF UP TO 1,29,01,000 EQUITY SHARES OF FACE VALUE OF ₹10 EACH ("EQUITY SHARES") OF CSM TECHNOLOGIES LIMITED ("COMPANY" OR "ISSUER") FOR CASH AT A PRICE OF ₹[•] PER EQUITY SHARE (INCLUDING A SHARE PREMIUM OF ₹[•] PER EQUITY SHARE) ("ISSUE PRICE") AGGREGATING UP TO [•] LAKHS ("ISSUE").

THIS ISSUE INCLUDES A RESERVATION OF UP TO 1,30,000 EQUITY SHARES OF FACE VALUE OF ₹10 EACH AGGREGATING TO ₹[•] LAKHS (CONSTITUTING [%] OF THE POST-ISSUE PAID-UP EQUITY SHARE CAPITAL OF OUR COMPANY) FOR SUBSCRIPTION BY ELIGIBLE EMPLOYEES (THE "EMPLOYEE RESERVATION PORTION"). THE ISSUE LESS THE EMPLOYEE RESERVATION PORTION IS HEREINAFTER REFERRED TO AS "NET ISSUE". THE ISSUE AND THE NET ISSUE WOULD CONSTITUTE [%] AND [%], RESPECTIVELY, OF OUR POST-ISSUE PAID-UP EQUITY SHARE CAPITAL.

DETAILS OF THE OFFER FOR SALE: NOT APPLICABLE

PRICE BAND: ₹107 TO ₹113 PER EQUITY SHARE OF FACE VALUE OF ₹10 EACH.

THE FLOOR PRICE IS 10.7 TIMES THE FACE VALUE OF THE EQUITY SHARES AND THE CAP PRICE IS 11.3 TIMES THE FACE VALUE OF THE EQUITY SHARES.

BIDS CAN BE MADE FOR A MINIMUM OF 132 EQUITY SHARES OF FACE VALUE OF ₹10 EACH AND IN MULTIPLES OF 132 EQUITY SHARES OF FACE VALUE OF ₹10 EACH THEREAFTER.

THE PRICE TO EARNINGS RATIO ("P/E") BASED ON DILUTED EARNINGS PER SHARE ("EPS") FOR FINANCIAL YEAR ENDED 2025 FOR THE COMPANY AT THE UPPER END OF THE PRICE BAND IS 30.38 TIMES AND AT THE LOWER END OF THE PRICE BAND IS 28.76 TIMES AS COMPARED TO THE AVERAGE INDUSTRY PEER GROUP P/E RATIO OF 14.28 TIMES.

The details of the Fresh Issue and the Post-Issue market capitalization of the Company, each at the Floor Price and the Cap Price, are given below:

Particulars	At Floor Price of ₹107 each		At Cap Price of ₹113 each	
	Upto nos. of Equity Shares of Face Value ₹10 each	Upto amount (₹ in lakhs)*	Upto nos. of Equity Shares of Face Value ₹10 each	Upto amount (₹ in lakhs)*
Fresh Issue	1,29,01,000	13,804.07	1,29,01,000	14,578.13
Total Issue Size	1,29,01,000	13,804.07	1,29,01,000	14,578.13
Post Issue Market Capitalisation of Company	5,16,03,472	55,215.72	5,16,03,472	58,311.92

*The Issue includes Employee Reservation Portion.

BID/ISSUE PERIOD	ANCHOR INVESTOR BIDDING DATE TUESDAY, JUNE 23, 2026
	BID/ISSUE OPENS ON WEDNESDAY, JUNE 24, 2026
	BID/ISSUE CLOSES ON MONDAY, JUNE 29, 2026*

* UPI mandate end time and date shall be at 5:00 pm on the Bid/Issue Closing Date.

We specialise in providing GovTech solutions and digital transformation services. We provide technology solutions across sectors such as mining and allied services, government & public services, agriculture and allied services, industry and trade facilitation, education, healthcare and tourism (Source: CARE Report).

THE ISSUE IS BEING MADE THROUGH THE BOOK BUILDING PROCESS IN ACCORDANCE WITH REGULATION 6(1) OF THE SEBI ICDR REGULATIONS. THE EQUITY SHARES OF THE COMPANY WILL BE LISTED ON THE MAIN BOARDS OF BSE LIMITED AND NATIONAL STOCK EXCHANGE OF INDIA LIMITED. BSE SHALL BE THE DESIGNATED STOCK EXCHANGE.

- QIB PORTION: NOT MORE THAN 50% OF THE NET ISSUE • NON-INSTITUTIONAL PORTION: NOT LESS THAN 15% OF THE NET ISSUE
- RETAIL PORTION: NOT LESS THAN 35% OF THE NET ISSUE
- EMPLOYEE RESERVATION PORTION: UP TO 1,30,000 EQUITY SHARES OF FACE VALUE OF ₹10 EACH, AGGREGATING UP TO ₹[•] LAKHS

IN MAKING AN INVESTMENT DECISION, POTENTIAL INVESTORS MUST RELY ONLY ON THE INFORMATION INCLUDED IN THE RHP AND THE TERMS OF THE ISSUE, INCLUDING THE RISKS INVOLVED AND NOT RELY ON ANY OTHER EXTERNAL SOURCES OF INFORMATION ABOUT THE ISSUE AVAILABLE IN ANY MANNER. IN RELATION TO PRICE BAND, POTENTIAL INVESTORS SHOULD ONLY REFER TO THIS PRE-ISSUE AND PRICE BAND ADVERTISEMENT FOR THE ISSUE AND SHOULD NOT RELY ON ANY OTHER EXTERNAL SOURCES OF INFORMATION AVAILABLE IN ANY MANNER IN RELATION TO THE VALUATION OF THE COMPANY AS THESE ARE NOT ENDORSED, PUBLISHED OR CONFIRMED EITHER BY THE COMPANY OR THE BOOK RUNNING LEAD MANAGER TO THE ISSUE ("BRLM").

In accordance with the recommendation of the Committee of Independent Directors of our Company, pursuant to their resolution dated June 17, 2026, the above provided Price Band is justified based on quantitative factors/ key performance indicators ("KPIs") disclosed in the "Basis for Issue Price" section on page 138 of the RHP vis-a-vis the weighted average cost of acquisition ("WACA") of primary and secondary transaction(s), as applicable, as disclosed in the "Basis for Issue Price" section beginning on page 138 of the RHP and provided below in this advertisement.

RISK TO INVESTORS
For details, refer to section titled "Risk Factors" on page 24 of the RHP.

1. **Government tender dependency risk:** Our business is heavily dependent on tenders from government authorities accounting for approximately 63.45%, 74.15%, 69.17% and 77.13% of our revenue from operations for the nine months period ended December 31, 2025, Fiscal 2025, Fiscal 2024 and Fiscal 2023, respectively. Delays or a lack of tenders from government entities, along with adverse changes in government policies, could materially impact our business through contract foreclosures, terminations, restructurings, or renegotiations, affecting our operations and financial performance. The following table sets forth revenue from our customers and such revenue as percentage of revenue from operations for the nine months period ended December 31, 2025 and the Fiscals indicated:

Type of Customer	For the nine months period ended December 31, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations
Government	10,502.55	63.45	14,774.34	74.15	13,606.84	69.17	12,373.87	77.13
Enterprise	4,005.86	24.20	3,314.50	16.64	4,052.88	20.60	2,832.33	17.65
Public sector undertakings	1,968.43	11.89	1,435.99	7.21	1,763.80	8.97	635.87	3.96
Development agencies	75.52	0.46	370.11	1.86	143.02	0.73	102.05	0.64
Others*	-	-	29.48	0.14	104.51	0.53	99.75	0.62
Total	16,552.36	100.00	19,924.42	100.00	19,671.05	100.00	16,043.87	100.00

*Others comprises of a political party, to which our Company has provided social media management and promotional services.

The following table sets forth the contribution from our customers to our Order Book for the nine months period ended December 31, 2025 and the Fiscals indicated:

Type of Customer	For the nine months period ended December 31, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
	Order Book (in ₹ lakhs)	As a % of the Order Book value	Order Book (in ₹ lakhs)	As a % of the Order Book value	Order Book (in ₹ lakhs)	As a % of the Order Book value	Order Book (in ₹ lakhs)	As a % of the Order Book value
Government	15,881.18	42.19	15,568.39	57.18	20,278.62	62.13	14,722.92	74.08
Enterprise	12,484.25	33.17	8,643.56	31.75	10,055.60	30.81	3,424.64	17.23
Public sector undertakings	9,157.40	24.33	2,694.63	9.90	2,203.39	6.75	1,554.74	7.82
Development agencies	117.14	0.31	319.91	1.17	12.86	0.04	107.18	0.54
Others*	-	-	-	-	90.00	0.28	64.00	0.32
Total	37,639.97	100.00	27,226.49	100.00	32,640.47	100.00	19,873.48	100.00

*Others comprises of a political party, to which our Company has provided social media management and promotional services.

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2. Competitive bidding and project execution risk: Out of the total projects awarded to us, 70.59%, 100.00%, 91.67% and 91.30% of such projects in the nine months period ended December 31, 2025, Fiscal 2025, 2024 and 2023, respectively were secured through competitive bidding process from government entities., and our business depends on our ability to bid for and be awarded contracts for projects by project owners. Failure to complete our projects within contractual time may affect our future business prospects and financial performance. Failure to qualify for, complete or win new contracts could negatively impact our business, potentially affecting our financial condition, operational results, growth prospects, and cash flow stability. The following table sets forth details of projects awarded to us for the periods indicated:

Particulars	For the nine months period ended December 31, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
	Government	Others	Government	Others	Government	Others	Government	Others
Number of bids awarded	12	5	28.00	-	22.00	2.00	21.00	2.00
% of bids awarded (in %)	70.59	29.51	100.00	-	91.67	8.33	91.30	8.70
Value of Projects awarded (in ₹ lakhs)	7,769.23	8,934.95	14,272.44	-	11,700.25	7,350.00	20,214.23	648.27

3. Geographical concentration risk: Our operations are geographically concentrated in the eastern region of India, particularly in the State of Odisha which contributed to 62.56%, 72.97%, 76.76% and 83.95% of our revenue from operations for the nine months period ended December 31, 2025, Fiscal 2025, Fiscal 2024 and Fiscal 2023, respectively. Additionally, Africa contributed 5.56%, 12.00%, 9.70% and 3.03% of our revenue from operations during the respective period. Any adverse developments in these regions could materially affect our business and growth prospects. The following table sets forth our revenue from operations by geography for the periods indicated:

Particulars	For the nine months period ended December 31, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
	Revenue from operations (₹ in lakhs)	% of revenue from operations	Revenue from operations (₹ in lakhs)	% of revenue from operations	Revenue from operations (₹ in lakhs)	% of revenue from operations	Revenue from operations (₹ in lakhs)	% of revenue from operations
India								
Odisha	10,354.78	62.56	14,539.75	72.97	15,099.45	76.76	13,469.85	83.95
Bihar	777.13	4.69	730.04	3.66	1,659.72	8.44	1,001.21	6.24
New Delhi	893.66	5.40	547.30	2.75	212.49	1.08	48.94	0.31
Uttar Pradesh	129.81	0.78	143.04	0.72	277.32	1.41	213.71	1.33
Jharkhand	980.26	5.92	260.35	1.31	193.78	0.98	168.00	1.05
Rest of India*	2,412.46	14.58	1,196.80	6.01	4.94	0.03	546.78	3.41
Total (A)	15,548.10	93.93	17,417.28	87.42	17,447.70	88.70	15,448.49	96.29
Africa								
Gabon	337.91	2.04	1,350.57	6.78	1,284.06	6.53	-	-
Ethiopia	283.34	1.71	445.47	2.24	463.97	2.36	241.70	1.51
Kenya	59.89	0.36	345.00	1.73	89.31	0.45	76.09	0.47
Gambia	27.40	0.17	248.92	1.25	44.82	0.23	58.74	0.37
Rest of Africa**	211.28	1.28	-	-	26.26	0.13	109.64	0.68
Total (B)	919.82	5.56	2,389.96	12.00	1,908.42	9.70	486.17	3.03
USA								
New York	-	-	40.18	0.20	87.41	0.44	-	-
California	-	-	50.61	0.24	227.52	1.16	65.52	0.41
Minnesota	-	-	-	-	-	-	43.69	0.27
Connecticut	-	-	1.28	0.01	-	-	-	-
New Jersey	41.48	0.25	-	-	-	-	-	-
Washington	33.50	0.20	-	-	-	-	-	-
Total (C)	74.98	0.45	92.07	0.45	314.93	1.60	109.21	0.68
Other Export (D)	9.46	0.06	25.11	0.13	-	-	-	-
Philippines	9.46	0.06	25.11	0.13	-	-	-	-
Total Exports (B+C+D)	1,004.26	6.07	2,507.14	12.58	2,223.35	11.30	595.38	3.71
Total (A+B+C+D)	16,552.36	100.00	19,924.42	100.00	19,671.05	100.00	16,043.87	100.00

*Rest of India includes Maharashtra, Himachal Pradesh, Haryana, Chhattisgarh, Karnataka, Gujarat, Mizoram, Chandigarh, Jammu and Kashmir, West Bengal, Rajasthan, Punjab, Madhya Pradesh and Mizoram.

**Rest of Africa includes Rwanda, Mozambique, Sudan, Malawi and Cape Verde.

4. Blacklisting and debarment risk: We are exposed to the risk of disqualification, suspension or blacklisting by government authorities in India or overseas, which could prevent us from bidding for or executing government projects. In the past, the Bihar State Road Transport Corporation had passed an order for blacklisting our Company in relation to a project, which was subsequently set aside pursuant to an order of the Patna High Court and our Company was removed from the blacklist. Further, the Ministry of Finance and Economic Affairs, Banjul, The Gambia had issued a notice of breach of contract stating that failure to remedy the breach may lead to a recommendation for blacklisting our Company from participating in future contracts in The Gambia and with the World Bank. While our Company complied with the requirements under the notice and did not face any blacklisting action, there can be no assurance that similar instances will not arise in the future.

5. Customer concentration risk: A significant portion of our Order Book and revenue from operations is attributable to certain key customers, and our business and profitability is dependent on our ability to win projects from such customers. Loss of one or more of our customers or reduction in their demand for our offerings could adversely affect our business, results of operations and financial conditions.

The following table sets forth the value of our Order Book attributable to our top three, top five and top ten customers, respectively, in absolute terms and as a percentage of our total Order Book value as of the dates indicated.

Particulars	For the nine months period ended December 31, 2025		As at Fiscal 2025		As at Fiscal 2024		As at Fiscal 2023	
	Amount (in ₹ lakhs)	% of Order Book value	Amount (in ₹ lakhs)	% of Order Book value	Amount (in ₹ lakhs)	% of Order Book value	Amount (in ₹ lakhs)	% of Order Book value
Order Book value attributable to our top three customer	16,768.50	45.55	7,333.09	49.95	23,229.19	72.50	14,599.19	62.08
Order Book value attributable to our top five customers	22,468.48	59.69	9,239.38	62.94	25,721.47	80.27	16,859.01	71.69
Order Book value attributable to our top ten customers	29,594.85	78.63	12,335.07	84.02	28,795.40	89.87	20,052.09	85.27

The following table sets forth the value of our revenue from operations attributable to our top three, top five and top ten customers, respectively, in absolute terms and as a percentage of our total revenue from operations as of the dates indicated.

Particulars	For the nine months period ended December 31, 2025		As at Fiscal 2025		As at Fiscal 2024		As at Fiscal 2023	
	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations	Revenue from operations (in ₹ lakhs)	As a % of Revenue from Operations
Top 3	6,721.81	40.62	10,099.87	50.69	11,282.14	57.35	9,369.85	58.40
Top 5	8,624.74	52.12	12,696.58	63.72	13,408.59	68.16	11,193.08	69.77
Top 10*	11,516.68	69.58	15,452.96	77.56	15,933.38	81.00	13,127.65	81.82

*Our top ten customers include Department of Steel & Mines, Odisha, Chhattisgarh Infotech Promotion Society, Inspira Enterprise India Limited, Spatial Planning & Analysis Research Centre Private Limited and Odisha Bridge and Construction Corporation Limited. Names of balance customers have not been provided either because relevant consents for disclosure of their names were not available or in order to preserve confidentiality.

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- 6. Intellectual property risk:** Our business relies on proprietary intellectual property, including internally developed software, platforms, processes and know-how. Any inability to protect, maintain or enforce these rights, or any infringement or adverse outcome in related proceedings, could materially and adversely affect our business, reputation, financial condition and results of operations.
- Further, while we have obtained registration of our corporate logo *///CSM* under Class 42 of the Trade Marks Act, 1999, such registration may not be sufficient to protect our intellectual property rights and we may not be able to prevent infringement of our trademarks. We have filed a rectification/cancellation petition before the Registrar of Trade Marks, New Delhi seeking cancellation of the trademark "CSM" (bearing No. 3298080 in Class 42) registered in the name of Scrum Alliance Inc. Scrum Alliance Inc. has filed a counterstatement denying the contents of the petition. The outcome of this proceeding is uncertain and we cannot assure you that it will be decided in our favour. Any inability to successfully maintain or enforce our intellectual property rights may lead to erosion of our business value and adversely affect our operations.
- 7. Supplier concentration risk:** We rely on our suppliers for various software services, general IT hardware and software solutions, and comprehensive enterprise-level support. The table below set forth the cost of supplies from our top three suppliers, top five suppliers and top 10 suppliers in absolute terms and as percentage of our revenue from operations for nine months period ended December 31, 2025 and the Fiscals indicated.

Contribution from top Supplier*	For the nine months period ended December 31, 2025		Fiscal 2025		Fiscal 2024		Fiscal 2023	
	Cost of supplies (in ₹ lakhs)	As a % of Revenue from Operations	Cost of supplies (in ₹ lakhs)	As a % of Revenue from Operations	Cost of supplies (in ₹ lakhs)	As a % of Revenue from Operations	Cost of supplies (in ₹ lakhs)	As a % of Revenue from Operations
Top 3	2,195.77	13.27	2,322.47	11.66	3,528.96	17.94	3,160.57	19.70
Top 5	3188.47	19.26	3,293.03	16.53	4,862.55	24.72	4,026.34	25.10
Top 10	4,417.27	26.69	4,781.82	24.00	6,845.91	34.80	5,287.84	32.96

*Our top ten suppliers includes our Subsidiary, Kwantify Solutions Private Limited, with whom transactions entered into for the supply of man-power, have aggregated to 5.05%, 3.94 %, 3.76 % and 2.00 % of our total revenue from operations for the nine months period ended December 31, 2025, Fiscals 2025, 2024 and 2023, respectively, and transactions for sale of services have aggregated to 0.86% of our total revenue from operations for the nine months period ended December 31, 2025. For further details, see "Summary of Related Party Transactions" and "Our Subsidiaries – Other confirmations" on pages 86 and 273, respectively.

- 8. Auditor observation risk:** Our Statutory Auditors, in their examination report on the Restated Consolidated Financial Information, have made specific observations in relation to going concern assumptions in view of the accumulated losses incurred by the subsidiaries, outstanding receivables due for more than one year from foreign debtors, cut-off issues arising due to not consistently being recorded in the correct accounting period, accounting basis, and title deed ownership of immovable properties.
- 9. Industry segment concentration risk:** The majority of our Order Book and our revenues are from industry segments such as government and public services, mining & allied services and agriculture and allied services sector, which contributed to 21.91%, 27.96% and 30.09% of our Order Book and 31.52%, 24.65% and 14.56% of our revenue from operations as of December 31, 2025, respectively. Significant social, political, or economic changes in these sectors could adversely affect our business, results of operations, financial condition, and cash flows. Significant social, political, or economic changes in these sectors could adversely affect our business, results of operations, financial condition, and cash flows. Significant social, political, or economic changes in these sectors could adversely affect our business, results of operations, financial condition, and cash flows. Significant social, political, or economic changes in these sectors could adversely affect our business, results of operations, financial condition, and cash flows.
- 10. Cybersecurity and data security risk:** Any online security breach or cyberattack resulting in unauthorized access to our network, systems, or data may adversely impact our business operations, financial results, and reputation. During the nine months period ended December 31, 2025 and the last three Fiscals, there was one incident where a spam email resulted in an erroneous payment of ₹33.67 lakhs, which was subsequently not recovered. While we have not experienced any other material cyber incidents, breaches of data security or associated liabilities during such periods, there can be no assurance that similar or more serious incidents will not occur in the future, which could materially and adversely affect our business, financial condition and results of operations.
- 11. Financial related risk:** We had negative cash flows from our operating, investing and financing activities as per the Restated Consolidated Financial Information and the same are summarized as under:

(in ₹ lakhs)

Particulars	For the nine months period ended December 31, 2025	Fiscal 2025	Fiscal 2024	Fiscal 2023
Net cash flow from/ (used in) Operating Activities	(2,420.28)	871.61	959.26	1,742.24
Net cash flow from/ (used in) Investing Activities	(930.33)	(895.54)	(3,187.05)	(823.13)
Net cash flow from/ (used in) Financing Activities	3,476.48	31.22	1,879.11	(606.20)
Net increase / (decrease) in cash and cash equivalents	125.88	7.29	(348.68)	312.92

- 12. Risk Related to Issue:** Our Equity Shares have never been publicly traded, and after the Issue, the Equity Shares may experience price and volume fluctuations, and an active trading market for the Equity Shares may not develop. Further, the Issue Price may not be indicative of the market price of the Equity Shares after the Issue.
- 13.** The average cost of acquisition of Equity Shares by our Promoters as at the date of the Red Herring Prospectus is stated below and the issue price at the upper end of the price band is ₹113.

Name of Promoters	Number of Equity Shares of face value of ₹10 each held	Average cost of acquisition per Equity Share of face value of ₹10 each * (₹)
Priyadarshi Pany	3,62,26,332	0.49
Lagna Panda	Nil	Nil

*As certified by M/s. SRB & Associates, Chartered Accountants, our Statutory Auditors, pursuant to their certificate dated June 17, 2026.

- 14.** Weighted average cost of all Equity Shares transacted by the Promoters and members of the Promoter Group in the last three years, 18 months and one year preceding the date of the Red Herring Prospectus

Period	Weighted average cost of acquisition per Equity Share [^] (in ₹)	Cap Price is 'x' times the weighted average cost of acquisition	Range of acquisition price per Equity Share: lowest price – highest price [^] (in ₹)
Last one year preceding the date of the Red Herring Prospectus.	Nil	NA	NA
Last eighteen months preceding the date of the Red Herring Prospectus	0.50	226	0.50-0.50
Last three years preceding the date of the Red Herring Prospectus.	0.50	226	0.50-0.50

* As certified by M/s. SRB & Associates, Chartered Accountants, our Statutory Auditors, pursuant to their certificate dated June 17, 2026.

[^] Includes Equity Shares acquired pursuant to bonus issue where cost of acquisition is Nil.

- 15. Details of the price at which Equity Shares were acquired in the last three years immediately preceding the date of the Red Herring Prospectus by our Promoters, members of our Promoter Group and the Shareholders with special rights**

Except as stated below, none of our Promoters and members of our Promoter Group, have acquired any Equity Shares in the three years immediately preceding the date of the Red Herring Prospectus:

Name of Shareholder	Date of acquisition	Number of Equity Shares acquired	Face Value (₹)	Acquisition price per Equity Share (in ₹)	Nature of Transaction
Promoters					
Priyadarshi Pany	May 24, 2025	34,200	10	438	Other than Cash
	June 25, 2025	3,01,88,610	10	-	Bonus issue
Promoter Group (excluding the Promoters)					
Sushama Pany	June 25, 2025	4,20,000	10	-	Bonus issue

Note: As certified by M/s. SRB & Associates, Chartered Accountants, by way of their certificate dated June 17, 2026.

- 16. The Floor Price is 66.88 times and the Cap Price is 70.83 times the weighted average cost of acquisition at which the equity shares were issued by our Company, or acquired or sold by the other shareholders with rights to nominate directors are disclosed below:**

Past Transactions	Weighted average cost of acquisition (₹) [#]	Floor Price (₹107)	Cap Price (₹113)
Weighted average cost of acquisition of primary issuances	Not Applicable	Not Applicable	
Weighted average cost of acquisition of secondary transactions	Not Applicable	Not Applicable	
Since both paragraphs 1 and 2 are not applicable, please see below			
Based on primary issuances, as per paragraph 3 above	1.60	66.88 times	70.63 times
Based on secondary transactions, as per paragraph 3 above	Not applicable	Not Applicable	

[#]As certified by SRB & Associates, Chartered Accountants, our Statutory Auditors by way of their certificate dated June 17, 2026.

- 17.** The Weighted Average Return on Net worth for last three fiscal is 21.49%
- 18.** The price/earning ratio based on diluted EPS for financial year 2025 at the upper end of the price band is as high as 30.38 as compared to the average industry price/earnings ratio of 14.28.
- 19.** During the past three fiscal year, the BRLM has not handled any public issue.

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ADDITIONAL INFORMATION FOR INVESTORS

1. Our Company has not undertaken any pre-IPO placement and our Promoters and members of Promoter Group have not undertaken any transactions of shares aggregating to 1% or more of the paid-up equity share capital of our Company from the date of the draft red herring prospectus till date.

2. The aggregate pre-Issue and post-Issue shareholding of our Promoters, the members of the Promoter Group and the additional top 10 Shareholders as a percentage of the pre-Issue and post-Issue paid-up Equity Share capital of our Company is set out below:

S. No.	Pre-Issue shareholding as on the date of the Price Band Advertisement			Post-Issue shareholding as at Allotment ⁽ⁱ⁾			
	Shareholders	No. of Equity Shares of face value of ₹10 each ^(b)	Shareholding (in %) ^(a)	At the lower end of the Price Band (₹107)		At the upper end of the Price Band (₹113)	
				No. of Equity Shares of face value of ₹10 each ^(b)	Shareholding (in %) ^(a)	No. of Equity Shares of face value of ₹10 each ^(b)	Shareholding (in %) ^(a)
Promoters							
1.	Priyadarshi Pany	3,62,26,332	93.6	3,62,26,332	93.60	3,62,26,332	93.60
2.	Lagna Panda	Nil	Nil	Nil	Nil	Nil	Nil
Sub-total (A)		3,62,26,332	93.6	3,62,26,332	93.60	3,62,26,332	93.60
Promoter Group (other than our Promoters)							
3.	Sushama Pany	5,04,000	1.30	5,04,000	1.30	5,04,000	1.30
Sub-total (B)		5,04,000	1.3	5,04,000	1.30	5,04,000	1.30
Additional Top 10 Shareholders							
4.	Parichay Das	12,61,260	3.26	12,61,260	3.26	12,61,260	3.26
5.	Veloce AIF-Veloce Opportunities Fund II	1,36,800	0.35	1,36,800	0.35	1,36,800	0.35
6.	BRJ Resources Private Limited	1,02,000	0.26	1,02,000	0.26	1,02,000	0.26
7.	Shruti Jayant Gokhale	60,000	0.16	60,000	0.16	60,000	0.16
8.	Kunwar Rizwan	58,130	0.15	58,130	0.15	58,130	0.15
9.	I-Tech Worx Private Limited	53,000	0.14	53,000	0.14	53,000	0.14
10.	Ramesh Rochiram Sawlani	50,400	0.13	50,400	0.13	50,400	0.13
11.	Srinivasa Vara Prasad Yagnamurthy Chenchu	31,800	0.08	31,800	0.08	31,800	0.08
12.	Sushma Sandeep Shishodia	31,800	0.08	31,800	0.08	31,800	0.08
13.	Naim Chogle	21,000	0.05	21,000	0.05	21,000	0.05
Sub-total (C)		18,06,190	4.66	18,06,190	4.66	18,06,190	4.66
Total (A + B + C)		3,85,36,522	99.56	3,85,36,522	99.56	3,85,36,522	99.56

Notes:
*Assuming full subscription in the Issue. The post-Issue shareholding details as at Allotment will be based on the actual subscription and the Issue Price and updated in the Prospectus, subject to finalization of the Basis of Allotment. Also, this table assumes there is no transfer of shares by these shareholders between the date of the advertisement and Allotment (if any such transfers occur prior to the date of the Prospectus, it will be updated in the shareholding pattern in the Prospectus).

BASIS FOR ISSUE PRICE



The “Basis for Issue Price” on page 138 of the RHP has been updated with the above price band. Please refer to the website of the BRLM: www.keynoteindia.net for the “Basis for Issue Price” updated with the above price band
(You may scan the QR code for accessing the website of Keynote Financial Services Limited)

The Price Band and the Issue Price will be determined by our Company, in consultation with the Book Running Lead Manager, on the basis of assessment of market demand for the Equity Shares offered through the Book Building Process and on the basis of quantitative and qualitative factors as described below. The face value of the Equity Shares is ₹10 each and Floor Price is 10.7 times the face value and the Cap Price is 11.3 times the face value. The Cap Price shall be minimum 105% of the Floor Price and shall not exceed 120% of the Floor Price. Investors should also see “Risk Factors”, “Summary of Financial Information”, “Our Business”, “Restated Consolidated Financial Information”, and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” beginning on pages 24, 78, 227, 303 and 378 of the RHP, respectively, to have an informed view before making an investment decision.

Qualitative Factors

Some of the qualitative factors and our strengths which form the basis for computing the Issue Price are as follows:

- Deep sectoral expertise across a diversified spectrum of industries:** We are amongst the few IT solutions companies, who have delivered first of its kind projects for government as well as for the private sector (Source: CARE Report). We have developed deep sectoral expertise in delivering tailored digital solutions for the public sector, with a focus on enabling large-scale digital transformation. Our business operates through ten verticals that function as distinct operating segments: mining & allied services, governance & public services, agriculture & allied services, industry & trade facilitation, education, healthcare and tourism.
- Proprietary technology driven innovations and patented technology developed in-house:** We have developed a suite of proprietary technology platforms and patented solutions that enhance our ability to deliver scalable, efficient, and compliant digital solutions across sectors. These in-house innovations strengthen our competitive position and support our long-term engagement model with government and enterprise.
- Extensive geographic footprint with scalable operations across key markets:** While we are headquartered in Bhubaneswar, Orissa, we have established a geographically diversified presence across India and select international markets, enabling us to serve a broad and varied client base while de-risking concentration across regions. In India, we operate across multiple states including Odisha, Bihar, New Delhi, Uttar Pradesh, Jharkhand and Chhattisgarh. Internationally, we have successfully executed projects in several countries across Africa, including Ethiopia, The Gambia, Gabon, Kenya, and Rwanda, and have recently expanded into North America, with a presence in Canada and in certain parts of the USA.
- Established presence in a high-entry-barrier industry:** The IT-ITeS market is characterised by significant entry barriers owing to factors such as proven operational track record, meeting eligibility criteria requirements, complex domain knowledge and experienced talent pool. These factors make it challenging for new entrants to compete effectively in this space (Source: CARE Report). These barriers are driven by factors such as long procurement and qualification cycles, requirement for prior execution track record, deep domain expertise, client trust built over time, and the need for sustained investment in technology, compliance, and talent. Moreover, engagements in sectors such as e-governance and regulated industries often involve complex integration requirements and high switching costs, further reducing the likelihood of client migration to new service providers.
- Experienced Promoters and Senior Management team, having domain knowledge:** We have seen business growth under the leadership and guidance of one of our Promoters, Chairman, CEO and Managing Director, Priyadarshi Pany, who has approximately 28 years of experience in the information technology and information technology enabled services sector. Lagna Panda is the Whole-Time Director and Chief Human Resources Officer and is also one of the Promoters of our Company. She has over 25 years of experience in the field of human resource management for the information technology sector. In addition, our members of Senior Management, including Mrutyunjaya Panda, our chief operating officer, Pradyut Mohan Dash, our chief technology officer and Sankarsan Dash, our chief service delivery officer, are able to leverage their collective experience and knowledge in the information technology industry, to execute our business strategies for our growth.

For further details, see “Risk Factors” and “Our Business – Our Strengths” on pages 24 and 227 of the RHP, respectively.

Quantitative Factors

Some of the information presented below relating to our Company is derived from the Restated Consolidated Financial Information prepared in accordance with the SEBI ICDR Regulations. For further details, see “Restated Consolidated Financial Information” beginning on page 303 of the RHP.

Some of the quantitative factors which may form the basis for computing the Issue Price are as follows:

A. Basic and Diluted Earnings Per Equity Share (“EPS”) (face value of each Equity Share is ₹10):

Fiscal/Period Ended	Basic EPS (in ₹)	Diluted EPS (in ₹)	Weight
March 31, 2025	3.72	3.72	3
March 31, 2024	3.32	3.32	2
March 31, 2023	4.19	4.19	1
Weighted Average	3.67	3.67	-
December 31, 2025*	3.80	3.80	-

* Not annualized

Notes:

- The Face Value of each equity share is ₹10 each.
- Weighted average = Aggregate of year-wise weighted EPS divided by the aggregate of weights i.e. (EPS x Weight) for each year/Total of weights.
- Basic Earnings per Equity Share (₹) = Net profit after tax attributable to owners of the Company, as restated / weighted average no. of Equity Shares outstanding during the year/period.
- Diluted Earnings per Equity Share (₹) = Net Profit after tax attributable to owners of the Company, as restated / weighted average no. of potential Equity Shares outstanding during the year/period.
- Basic and diluted Earnings per Share are computed in accordance with the Indian Accounting Standard 33 notified under the Companies (Indian Accounting Standards) Rules of 2015 (as amended) read with the requirements of SEBI ICDR Regulations.
- The weighted average of shares is determined by taking the number of outstanding shares and multiplying by the percentage of the reporting period for which that the number applies for each period.
- The figures disclosed above are based on the Restated Consolidated Financial Information of the Company.

A. Price/Earning (“P/E”) ratio in relation to Price Band of ₹107 to ₹113 per Equity Share:

Particulars	P/E at the Floor Price (number of times)	P/E at the Cap Price (number of times)
Based on basic EPS for year ended March 31, 2025	28.76	30.38
Based on diluted EPS for year ended March 31, 2025	28.76	30.38

Notes:

⁽ⁱ⁾ P/E ratio = Price per Equity Share / Earnings per Equity Share.

B. Industry Peer Group P/E ratio

Particulars	Industry Peer P/E ratio	Face value of equity shares (₹)
Highest (Allied Digital Service Limited)	24.44	5
Lowest (Dev Information Technology Limited)	4.12	2
Average	14.28	

Notes:

The industry high and low has been considered from the industry peer set provided later in this section. For further details, see “Basis for Issue Price - Comparison of Accounting Ratios with Listed Industry Peers” beginning on page 141 of the RHP.

The industry peer P / E ratio mentioned above is computed based on the diluted EPS for the period ended March 31, 2025 and closing market price of equity shares on NSE for peers as of June 15, 2026.

Price-to-Earnings (P/E) ratio = Market Price per share/ Earning per share (EPS)

Market Price= Market price as per NSE as on June 15, 2026.

EPS = Net profit after tax attributable to owners of the Company, as restated / Weighted average no. of Equity Shares outstanding during the year/period.

C. Return on Net worth (“RoNW”)

Fiscal/Period Ended	RoNW (%)	Weight
March 31, 2025	18.49	3
March 31, 2024	21.00	2
March 31, 2023	31.45	1
Weighted Average	21.49	-
December 31, 2025*	16.54	-

*Not annualised

Notes:

- Weighted average = Aggregate of year-wise weighted RoNW divided by the aggregate of weights i.e. (RoNW x Weight) for each year/Total of weights.
- Return on Net Worth (%) = Net Profit after tax attributable to owners of the Company, as restated / restated net worth at the end of the year/period.
- Net worth under Ind-As: Net worth has been defined as the aggregate value of the paid-up share capital and all reserves created out of the profits and securities premium account and debit or credit balance of profit and loss account, after deducting the aggregate value of the accumulated losses, deferred expenditure and miscellaneous expenditure not written off, as per the audited balance sheet, but does not include reserves created out of revaluation of assets, write-back of depreciation and amalgamation for the nine months period ended December 31, 2025 and the financial year ended March 31, 2023, 2024 and 2025, in accordance with Regulation 2(1)(h) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended.

D. Net Asset Value (“NAV”) per Equity Share

Particulars	Amount (₹)
March 31, 2023	79.89
March 31, 2024	94.87
March 31, 2025	118.73
For the nine months period ended December 31, 2025	22.97
After the completion of the Issue*	
- At the Floor Price	43.97
- At the Cap Price	45.47
Issue Price**	[•]

⁽ⁱ⁾ Issue Price per Equity Share will be determined on conclusion of the Book Building Process

**To be determined on the conclusion of the book building process.

Notes:

⁽ⁱ⁾ Net Asset Value per Equity Share = Net worth as per the Restated Consolidated Financial Information / number of equity shares outstanding as at the end of year.

⁽ⁱⁱ⁾ Net worth under Ind-As: Net worth has been defined as the aggregate value of the paid-up share capital and all reserves created out of the profits and securities premium account and debit or credit balance of profit and loss account, after deducting the aggregate value of the accumulated losses, deferred expenditure and miscellaneous expenditure not written off, as per the audited balance sheet, but does not include reserves created out of revaluation of assets, write-back of depreciation and amalgamation for the financial years ended March 31, 2023, March 31, 2024 and March 31, 2025 and the nine months period ended December 31, 2025, in accordance with Regulation 2(1)(h) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended.

E. Comparison of accounting ratios with Listed Industry Peers

Name of the Company	Face Value (₹ Per Share)	Closing price on June 15, 2026 (₹ per share)	Revenue from Operations, for Fiscal, 2025 (in ₹ lakhs)	EPS (₹)		NAV (₹ per share)	P/E Ratio	RoNW (%)
				Basic	Diluted			
CSM Technologies Limited*	10	[•]	19,924.42	3.72	3.72	118.73	[•]	18.49
Listed Peer Companies								
Trigyn Technologies Limited	10	55.70	89,805.18	3.82	3.82	240.71	14.58	1.59
Allied Digital Service Limited	5	119.99	80,707.00	4.98	4.91	106.73	24.44	5.34
Dev Information Technology Limited	2	28.15	17,066.38	6.85	6.84	30.45	4.12	21.54
Silver Touch Technologies Limited	10	208.36	28,838.01	17.50	17.50	105.44	11.91	16.60

*Will be updated at the Prospectus stage.

*All the financial information of our Company mentioned above has been derived from the Restated Consolidated Financial Information.

Source: All financial information for listed industry peers mentioned above is sourced from the annual reports of the respective companies for the period ended March 31, 2025 as available on the websites of the NSE. The closing price as on June 15, 2026, for industry peers has been obtained from NSE.

Notes:

⁽ⁱ⁾ Net Asset Value per Equity Share = Net worth / Number of equity shares outstanding as at the end of year.

⁽ⁱⁱ⁾ Basic Earnings per Equity Share (₹) = Net profit after tax attributable to owners of the company / Weighted average no. of equity shares outstanding during the year/period

⁽ⁱⁱⁱ⁾ Diluted Earnings per Equity Share (₹) = Net Profit after tax attributable to owners of the company / Weighted average no. of potential equity shares outstanding during the year/period

^(iv) Basic and diluted Earnings per Share are computed in accordance with the Indian Accounting Standard 33 notified under the Companies (Indian Accounting Standards) Rules of 2015 (as amended) read with the requirements of SEBI ICDR Regulations.

^(v) Return on Net Worth (%) = Net Profit after tax attributable to owners of the company / Net worth at the end of the year/period.

^(vi) Price-to-Earnings (P/E) ratio = Market Price per share/ Earning per share (EPS)

Weighted average cost of acquisition (“WACA”), floor price and cap price

- Price per share of our Company (as adjusted for corporate actions, including split, bonus issuances) based on primary issuances of Equity Shares or convertible securities (excluding Equity Shares issued under the ESOP Scheme) during the 18 months preceding the date of the Red Herring Prospectus, where such issuance is equal to or more than 5% of the fully diluted paid-up share capital of our Company in a single transaction or multiple transactions combined together over a span of rolling 30 days (“Primary Issuances”)

There has been no issuance of any Equity Shares or convertible securities (“Security(ies)”), excluding issuance of bonus shares and equity shares pursuant to exercise of employee stock options (“ESOPs”) granted under any ESOP scheme of the Company, during the 18 months preceding the date of the Red Herring Prospectus, where such issuance is equal to or more than 5% of the fully diluted paid-up share capital of the Company (calculated based on the pre-Issue capital before such transaction/s and excluding employee stock options granted but not vested), in a single transaction or multiple transactions combined together over a span of 30 days.

- Price per share of our Company (as adjusted for corporate actions, including split, bonus issuances) based on secondary sale or acquisition of equity shares or convertible securities (excluding gifts) involving any of the Promoters, members of the Promoter Group, or other shareholders with rights to nominate directors during the 18 months preceding the date of filing of the Red Herring Prospectus, where the acquisition or sale is equal to or more than 5% of the fully diluted paid-up share capital of our Company, in a single transaction or multiple transactions combined together over a span of rolling 30 days (“Secondary Transactions”)

There have been no secondary sale/ acquisitions of Equity Shares or any convertible securities (“Security(ies)”), where the promoters, members of the promoter group or shareholder(s) having the right to nominate director(s) in the board of directors of the Company are a party to the transaction (excluding gifts), during the 18 months preceding the date of the Red Herring Prospectus, where either acquisition or sale is equal to or more than 5% of the fully diluted paid up share capital of the Company (calculated based on the pre-Issue capital before such transaction/s and excluding employee stock options granted but not vested), in a single transaction or multiple transactions combined together over a span of rolling 30 days.

- Since there are no such transaction to report to under 1 and 2, the following are the details basis the last five primary or secondary transactions (where Promoters, members of the Promoter Group, or Shareholder(s) having the right to nominate Director(s) on our Board, are a party to the transaction), not older than three years prior to the date of the Red Herring Prospectus irrespective of the size of transactions:

Since there are no such transactions to report to under (i) and (ii), therefore, information based on last 5 primary or secondary transactions (secondary transactions where Promoters / Promoter Group entities or Shareholder(s) having the right to nominate director(s) on the Board of our Company, are a party to the transaction), not older than three years prior to the date of the Red Herring Prospectus irrespective of the size of transactions, is as below:

Date of allotment	No. of Equity Shares Allotted	Nature of Allotment	Issue Price Per Equity Share	Total Consideration
January 26, 2025	26,106	Private placement	438	1,14,34,428.00
February 28, 2025	92,374	Private placement	438	4,04,59,812.00
May 24, 2025	34,200	Private placement*	438	-
June 25, 2025	3,22,52,060	Bonus issue	-	-
Weighted average cost of acquisition for primary issuances				1.60

*Note: Pursuant to a share purchase agreement dated April 29, 2025, entered into between our Company and our Promoter, Priyadarshi Pany, our Company acquired 89,164 equity shares of Kwantify Solutions Private Limited from our Promoter, Priyadarshi Pany, for a share swap of 34,200 Equity Shares of face value of ₹10 each in our Company. Based on the valuation report dated April 15, 2025 issued by Anurag Singal, registered valuer in relation to the valuation of equity shares of Kwantify Solutions Private Limited and valuation report dated December 5, 2024 issued by Jhamb & Associates, registered valuers, in relation to the valuation of Equity Shares of our Company, the fair value of each equity share of Kwantify Solutions Private Limited was ₹168 and the fair value of each Equity Share of our Company was ₹438, respectively.

- The Floor Price is 66.88 times and the Cap Price is 70.63 times the weighted average cost of acquisition at which the equity shares were issued by our Company, or acquired or sold by the other shareholders with rights to nominate directors are disclosed below:

Past Transactions	Weighted average cost of acquisition (in ₹)*	Floor Price (in ₹107)	Cap Price (in ₹113)
Weighted average cost of acquisition of primary issuances	Not Applicable	Not applicable	
Weighted average cost of acquisition of secondary transactions	Not Applicable	Not applicable	
Since both paragraphs 1 and 2 are not applicable, please see below			
Based on primary issuances, as per paragraph 3 above	1.60	66.88 times	70.63 times
Based on secondary transactions, as per paragraph 3 above	Not applicable	Not Applicable	

*As certified by SRB & Associates, Chartered Accountants, our Statutory Auditors by way of their certificate dated June 17, 2026.

5. Justification for Basis of Issue price

The following provides an explanation to the Cap Price being 70.63 times of weighted average cost of acquisition of equity shares that were issued by our Company or acquired or sold by the Promoters, members of the Promoter Group, or other shareholders with rights to nominate directors by way of primary and secondary transactions in the last three full Financial Years preceding the date of the Red Herring Prospectus compared to our Company’s KPIs for the nine months period ended December 31, 2025 and for the Financial Years 2025, 2024 and 2023

- Deep sectoral expertise across a diversified spectrum of industries:** We are amongst the few IT solutions companies, who have delivered first of its kind projects for government as well as for the private sector (Source: CARE Report). We have developed deep sectoral expertise in delivering tailored digital solutions for the public sector, with a focus on enabling large-scale digital transformation. Our business operates through ten verticals that function as distinct operating segments: mining & allied services, governance & public services, agriculture & allied services, industry & trade facilitation, education, healthcare and tourism.
- Proprietary technology driven innovations and patented technology developed in-house:** We have developed a suite of proprietary technology platforms and patented solutions that enhance our ability to deliver scalable, efficient, and compliant digital solutions across sectors. These in-house innovations strengthen our competitive position and support our long-term engagement model with government and enterprise.
- Extensive geographic footprint with scalable operations across key markets:** While we are headquartered in Bhubaneswar, Orissa, we have established a geographically diversified presence across India and select international markets, enabling us to serve a broad and varied client base while de-risking concentration across regions. In India, we operate across multiple states including Odisha, Bihar, New Delhi, Uttar Pradesh, Jharkhand and Chhattisgarh. Internationally, we have successfully executed projects in several countries across Africa, including Ethiopia, The Gambia, Gabon, Kenya, and Rwanda, and have recently expanded into North America, with a presence in Canada and in certain parts of the USA.
- Established presence in a high-entry-barrier industry:** The IT-ITeS market is characterised by significant entry barriers owing to factors such as proven operational track record, meeting eligibility criteria requirements, complex domain knowledge and experienced talent pool. These factors make it challenging for new entrants to compete effectively in this space (Source: CARE Report). These barriers are driven by factors such as long procurement and qualification cycles, requirement for prior execution track record, deep domain expertise, client trust built over time, and the need for sustained investment in technology, compliance, and talent. Moreover, engagements in sectors such as e-governance and regulated industries often involve complex integration requirements and high switching costs, further reducing the likelihood of client migration to new service providers.
- Experienced Promoters and Senior Management team, having domain knowledge:** We have seen business growth under the leadership and guidance of one of our Promoters, Chairman, CEO and Managing Director, Priyadarshi Pany, who has approximately 28 years of experience in the information technology and information technology enabled services sector. Lagna Panda is the Whole-Time Director and Chief Human Resources Officer and is also one of the Promoters of our Company. She has over 25 years of experience in the field of human resource management for the information technology sector. In addition, our members of Senior Management, including Mrutyunjaya Panda, our chief operating officer, Pradyut Mohan Dash, our chief technology officer and Sankarsan Dash, our chief service delivery officer, are able to leverage their collective experience and knowledge in the information technology industry, to execute our business strategies for our growth.

For further details, see “Risk Factors” and “Our Business – Our Strengths” on pages 24 and 227 of the RHP, respectively.

The Issue Price of ₹[•] has been determined by our Company, in consultation with the Book Running Lead Manager, on the basis of the demand from investors for the Equity Shares through the Book Building process. Investors should read the abovementioned information along with “Risk Factors”, “Our Business” and “Restated Consolidated Financial Information” beginning on pages 24, 227 and 303 of the RHP, respectively, to have a more informed view.

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AN INDICATIVE TIMETABLE IN RESPECT OF THE ISSUE IS SET OUT BELOW:			
Submission of Bids (other than Bids from Anchor Investors):		On the Bid/ Issue Closing Date, extension of time may be granted by the Stock Exchanges only for uploading Bids received from Retail Individual Investors and Eligible Employees under the Employee Reservation Portion after taking into account the total number of Bids received up to closure of timings for acceptance of Bid cum Application Forms as stated herein and as reported by the BRLM and as reported by the BRLM to the Stock Exchanges.	
Bid/ Issue Period (except the Bid/ Issue Closing Date)		Bid/Issue Period	
Submission and Revision in Bids	Only between 10.00 a.m. and 5.00 p.m. Indian Standard Time ("IST")	ANCHOR INVESTOR BIDDING DATE	Tuesday, June 23, 2026
Bid/ Issue Closing Date*		BID/ISSUE OPENS ON	Wednesday, June 24, 2026
Submission of Bids	Electronic Applications i. Online ASBA through 3-in-1 accounts for RIIs, Eligible Employees Bidding in the Employee Reservation Portion. – Only between 10.00 a.m. and 5.00 p.m. IST. Bank ASBA through online channels like internet banking, mobile banking and Syndicate ASBA applications through UPI as a payment mechanism where Bid Amount is up to ₹ 5.00 lakhs– Only between 10.00 a.m. and 4.00 p.m. IST. i. Syndicate non-retail, non-individual Applications of QIBs and NIIIs – Only between 10.00 a.m. and 3.00 p.m. IST Physical Applications i. Direct bank ASBA – Only between 10.00 a.m. and 1.00 p.m. IST. ii. Syndicate non-retail, non-individual applications of QIBs and NIIIs where Bid Amount is more than ₹ 5.00 lakhs – Only between 10.00 a.m. and 12.00 p.m. IST and Syndicate members shall transfer such applications to banks before 1 p.m. IST.	BID/ISSUE CLOSES ON	Monday, June 29, 2026 ⁽ⁱⁱ⁾
		⁽ⁱ⁾ UPI mandate end time and date shall be at 5.00 p.m. on the Bid/ Issue Closing Date.	
		Event	Indicative Date
		Bid/ Issue Closing Date	Monday, June 29, 2026
		Finalisation of Basis of Allotment with the Designated Stock Exchange	On or about Tuesday, June 30, 2026
		Initiation of refunds (if any, for Anchor Investors)/unblocking of funds from ASBA Account*	On or about Wednesday, July 01, 2026
		Credit of Equity Shares to demat accounts of Allottees	On or about Wednesday, July 01, 2026
		Commencement of trading of the Equity Shares on the Stock Exchanges	On or about Thursday, July 02, 2026
		<i>"In case of any delay in unblocking of amounts in the ASBA Accounts (including amounts blocked through the UPI Mechanism) exceeding two Working Days from the Bid/Issue Closing Date for cancelled / withdrawn / deleted ASBA Forms, the Bidder shall be compensated at a uniform rate of ₹ 100 per day or 15% per annum of the Bid Amount, whichever is higher from the date on which the request for cancellation/ withdrawal/ deletion is placed in the Stock Exchanges bidding platform until the date on which the amounts are unblocked (ii) any blocking of multiple amounts for the same ASBA Form (for amounts blocked through the UPI Mechanism), the Bidder shall be compensated at a uniform rate ₹ 100 per day or 15% per annum of the total cumulative blocked amount except the original application amount, whichever is higher from the date on which such multiple amounts were blocked till the date of actual unblock; (iii) any blocking of amounts more than the Bid Amount, the Bidder shall be compensated at a uniform rate of ₹ 100 per day or 15% per annum of the difference in amount, whichever is higher from the date on which such excess amounts were blocked till the date of actual unblock; (iv) any delay in unblocking of non-allotted/partially allotted Bids, exceeding two Working Days from the Bid/Issue Closing Date, the Bidder shall be compensated at a uniform rate of ₹ 100 per day or 15% per annum of the Bid Amount, whichever is higher for the entire duration of delay exceeding two Working Days from the Bid/Issue Closing Date by the SCSB responsible for causing such delay in unblocking. The BRLM shall, in its sole discretion, identify and fix the liability on such intermediary or entity responsible for such delay in unblocking. The Bidder shall be compensated in the manner specified in the SEBI ICDR Master Circular which for the avoidance of doubt, shall be deemed to be incorporated in the deemed agreement of our Company with the SCSBs, to the extent applicable and any other applicable law in case of delays in resolving investor grievances in relation to blocking/unblocking of funds. The processing fees for applications made by the UPI Bidders using the UPI Mechanism may be released to the remitter banks (SCSBs) only after such banks provide a written confirmation in compliance with the SEBI ICDR Master Circular.</i>	
Modification/ Revision/cancellation of Bids			
Modification of Bids by QIBs and Non-Institutional Bidders categories and modification/ cancellation of Bids by Retail Individual Bidders ⁱⁱ	Only between 10.00 a.m. and 4.00 p.m. IST		
Upward Revision of Bids by QIBs and Non-Institutional Investors categories ⁱⁱⁱ	Only between 10.00 a.m. on the Bid/Issue Opening Date and up to 4.00 p.m. IST		
Upward or downward revision of Bids or cancellation of Bids by RIIs and Eligible Employees Bidding in the Employee Reservation Portion	Only between 10.00 a.m. on the Bid/Issue Opening Date and up to 5.00 p.m. IST		
ⁱ UPI mandate end time and date shall be at 5:00 pm on the Bid/ Issue Closing Date.			
ⁱⁱ QIBs and Non-Institutional Bidders can neither revise their Bids downwards nor cancel/withdraw their Bids.			
On the Bid/ Issue Closing Date, the Bids shall be uploaded until:			
(i) 4.00 p.m. IST for Bids by QIBs and Non-Institutional Investors; and			
(ii) until 5.00 p.m. IST or such extended time as permitted by the Stock Exchanges, in case of Bids by UPI Bidders.			


ASBA *

Simple, Safe, Smart way of Application!!!

*Applications Supported by Blocked Amount ("ASBA") is a better way of applying to offers by simply blocking the fund in the bank account. For further details, check section on ASBA.

Mandatory in public issues.

No cheque will be accepted.



UPI-Now available in ASBA for Retail Individual Investors and Non Institutional Investor applying in public issues where the application amount is up to ₹ 500,000, applying through Registered Brokers, Syndicate, CDPs & RTAs. Retail Individual Investors and Non-Institutional Investors also have the option to submit the application directly to the ASBA Bank (SCSBs) or to use the facility of linked online trading, demat and bank account. Investors are required to ensure that the bank account used for bidding is linked to their PAN. Bidders must ensure that their PAN is linked with Aadhaar and are in compliance with CDDT notification dated February 13, 2020 and press release dated June 25, 2021 read with press release dated September 17, 2021 CDDT circular no. 7 of 2022, dated March 30, 2022, read with press release dated March 28, 2023 and any subsequent press releases in this regard.

ASBA has to be availed by all the investors except Anchor Investors. UPI may be availed by (i) Retail Individual Investors in the Retail Category; (ii) Non-Institutional Investors with an application size of up to ₹ 500,000 in the Non-Institutional Portion. For details on the ASBA and UPI process, please refer to the details given in the Bid Cum Application Form and abridged prospectus and also please refer to the section "Issue Procedure" on page 447 of the RHP. The process is also available on the website of Association of Investment Bankers of India ("AIBI") and Stock Exchanges and in the General Information Document. The Bid Cum Application Form and the Abridged Prospectus can be downloaded from the websites of BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE"), and together with BSE, the "Stock Exchanges" and can be obtained from the list of banks that is displayed on the website of SEBI at www.sebi.gov.in/sebiweb/other/OtherAction.do?doRecognisedFP=yes&intmid=35 and <https://www.sebi.gov.in/sebiweb/other/OtherAction.do?doRecognisedFP=yes&intmid=43>, respectively as updated from time to time. For the list of UPI apps and banks live on IPO, please refer to the link: www.sebi.gov.in. UPI Bidders Bidding using the UPI Mechanism may apply through the SCSBs and mobile applications whose names appear on the website of SEBI, as updated from time to time. Axis Bank Limited and ICICI Bank Limited have been appointed as the Sponsor Banks for the issue, in accordance with the requirements of SEBI circular dated November 1, 2018 as amended. For issue related queries, please contact the BRLM on their respective email IDs as mentioned below. For UPI related queries, investors can contact NPCI at the toll free number: 18001201740 and mail id: ipo.upi@npci.org.in.

In case of any revision in the Price Band, the Bid/Issue Period will be extended by at least three additional Working Days after such revision in the Price Band, subject to the Bid/ Issue Period not exceeding ten Working Days. In cases of force majeure, banking strike or similar circumstances, our Company may in consultation with the BRLM, for reasons to be recorded in writing, extend the Bid/ Issue Period for a minimum of one Working Day, subject to the Bid/ Issue Period not exceeding ten Working Days. Any revision in the Price Band and the revised Bid/ Issue Period, if applicable, shall be widely disseminated by notification to the Stock Exchanges, by issuing a press release, and also by indicating the change on the website of the BRLM and at the terminals of the Syndicate Members and by intimation to Designated Intermediaries and the Sponsor Banks, as applicable.

The Issue is being made through the Book Building Process, in terms of Rule 19(2)(b) of the Securities Contracts (Regulation) Rules, 1957, as amended ("SCRR") read with Regulation 31 of the SEBI ICDR Regulations and in compliance with Regulation 6(1) of the SEBI ICDR Regulations, wherein not more than 50% of the Net Issue shall be allocated on a proportionate basis to Qualified Institutional Buyers ("QIBs") and such portion, the "QIB Portion", provided that our Company may, in consultation with the Book Running Lead Manager, allocate up to 60% of the QIB Portion to Anchor Investors on a discretionary basis in accordance with the SEBI ICDR Regulations ("Anchor Investor Portion"), of which 40% shall be reserved in the following manner: (i) 33.33% of the Anchor Investor Portion shall be reserved for domestic Mutual Funds, and (ii) 6.67% of the Anchor Investor Portion shall be reserved for Life Insurance Companies and Pension Funds, subject to valid Bids being received from domestic Mutual Funds, Life Insurance Companies and Pension Funds at or above the price at which allocation is made to Anchor Investors (the "Anchor Investor Allocation Price"). Any under-subscription in the Anchor Investor Portion reserved for Life Insurance Companies and Pension Funds specified in (ii) above may be allocated to domestic Mutual Funds, in accordance with the SEBI ICDR Regulations. In the event of under-subscription, or non-allocation in the Anchor Investor Portion, the balance Equity Shares shall be added to the Net QIB Portion. Further, 5% of the Net QIB Portion shall be available for allocation on a proportionate basis only to Mutual Funds, subject to valid Bids being received at or above the Issue Price, and the remainder of the Net QIB Portion shall be available for allocation on a proportionate basis to all QIBs, including Mutual Funds. Further, not less than 15% of the Net Issue shall be available for allocation to Non-Institutional Bidders and not less than 35% of the Net Issue shall be available for allocation to Retail Individual Bidders ("Retail Portion") in accordance with the SEBI ICDR Regulations, subject to valid Bids being received at or above the Issue Price. One-third of the Non-Institutional Portion shall be available for allocation to Non-Institutional Bidders with a Bid size of more than ₹2.00 lakhs and up to ₹10.00 lakhs and two-thirds of the Non-Institutional Portion shall be available for allocation to Non-Institutional Bidders with a Bid size of more than ₹10.00 lakhs provided that under-subscription in either of these two sub-categories of the Non-Institutional Portion may be allocated to Non-Institutional Bidders in the other sub-category of Non-Institutional Portion in accordance with the SEBI ICDR Regulations, subject to valid Bids being received at or above the Issue Price. Further, up to 1,30,000 Equity Shares aggregating up to ₹1.30 lakhs will be allocated on a proportionate basis to Eligible Employees applying under the Employee Reservation Portion, subject to valid Bids received from them at or above the Issue Price. All potential Bidders (except Anchor Investors) are mandatorily required to participate in the Issue through the Application Supported by Blocked Amount ("ASBA") process by providing details of their respective ASBA accounts and UPI ID in case of UPI Bidders, as applicable, pursuant to which their corresponding Bid Amount will be blocked by the Self Certified Syndicate Banks ("SCSBs") or by the Sponsor Banks under the UPI Mechanism, as the case may be, to the extent of the respective Bid Amounts. Anchor Investors are not permitted to participate in the Issue through the ASBA process. For details, see "Issue Procedure" on page 447 of the RHP.

Bidders/Applicants should ensure that DP ID, PAN and the Client ID and UPI ID (for UPI Bidders bidding through UPI Mechanism) are correctly filled in the Bid cum Application Form. The DP ID, PAN and Client ID provided in the Bid cum Application Form should match with the DP ID, PAN, Client ID and UPI ID available (for UPI Bidders bidding through the UPI Mechanism) in the Depository database, otherwise, the Bid cum Application Form is liable to be rejected. Bidders/ Applicants should ensure that the beneficiary account provided in the Bid cum Application Form is active. Bidders/Applicants should note that on the basis of the PAN, DP ID, Client ID and UPI ID (for UPI Bidders bidding through the UPI Mechanism) as provided in the Bid cum Application Form, the Bidder/Applicant may be deemed to have authorized the Depositories to provide to the Registrar to the Issue, any requested Demographic Details of the Bidder/Applicant as available on the records of the depositories. These Demographic Details may be used, among other things, for giving Allotment Advice or unblocking of ASBA Account or for other correspondence(s) related to the Issue.

BOOK RUNNING LEAD MANAGER		REGISTRAR TO THE ISSUE	COMPANY SECRETARY AND COMPLIANCE OFFICER
<div><div>KEYNOTE</div><div>Keynote Financial Services Limited The Ruby, 9th Floor, Senapati Bapat Marg, Dadar (West), Mumbai – 400 028, Maharashtra, India. Tel: +91 22 6826 6000; E-mail: mbd@keynoteindia.net; Investor Grievance E-mail: investors@keynoteindia.net Website: www.keynoteindia.net; Contact person: Virendra Chaurasia / Sunu Thomas SEBI Registration No.: INM00003606</div></div>		<div><div><div>KFin Technologies Limited 301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kuria, Mumbai, Maharashtra, India, 400070 Tel: 040-67162222/18003094001; E-mail: csntechnologies ipo@kfintech.com Investor grievance E-mail: einward.ris@kfintech.com; Website: www.kfintech.com Contact person: M. Murali Krishna; SEBI Registration No.: INR00000221</div></div></div>	<div><div><div>Shweta Janardhan Sharma, CSM TECHNOLOGIES LIMITED Plot No - E/56, Infocity-1, Chandrasekharpur, Dist.: Khurda, Khordha, Bhubaneswar – 751 024, Odisha, India. Tel.No.: +0674 6635900; Email: secretarial@csn.tech Website: www.csm.tech</div><div>Bidders are advised to contact the Company Secretary and Compliance Officer and/or the Registrar to the Issue in case of any pre-Issue or post-Issue related grievances such as non-receipt of letters of Allotment, non-credit of Allotted Equity Shares in the respective beneficiary account, non-receipt of refund orders, non-receipt of funds by electronic mode, etc. For all Issue -related queries and for redressal of complaints, investors may also write to the BRLM.</div></div></div>

Limited; ICICI Securities Limited; JM Financial Services Ltd.; KJMC Capital Market Services Ltd.; Kotak Securities Limited; LKP Securities Limited; Motilal Oswal Financial Services Ltd.; Prabhudas Lilladher Pvt Ltd.; Pravin Ratilal Share and Stock Brokers Ltd.; Religare Broking Limited; RR Equity Brokers Pvt. Ltd.; SBICAP Securities Ltd.; SMC Global Securities Ltd. and Yes Securities Ltd.

BANKERS TO THE ISSUE: ESCROW COLLECTION BANK: Axis Bank Limited. | **SPONSOR BANKS:** Axis Bank Limited and ICICI Bank Limited. | **PUBLIC ISSUE BANK:** ICICI Bank Limited. | **REFUND BANK:** Axis Bank Limited.

UPI: UPI Bidders can also Bid through UPI Mechanism.

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

Place: Bhubaneswar, Odisha
Date: June 17, 2026

For CSM TECHNOLOGIES LIMITED
On behalf of the Board of Directors
Sd/-
Shweta Janardhan Sharma
Company Secretary and Compliance Officer

CSM TECHNOLOGIES LIMITED is proposing, subject to receipt of requisite approvals, market conditions and other considerations, to make an initial public offer of its Equity Shares and has filed a red herring prospectus dated June 17, 2026 with the RoC. The RHP is made available on the website of the SEBI at www.sebi.gov.in as well as on the website of the BRLM i.e., Keynote Financial Services Limited at www.keynoteindia.net, the website of the NSE at www.nseindia.com and the website of the BSE at www.bseindia.com and the website of the Company at www.csm.tech. Any potential investor should note that investment in equity shares involves a high degree of risk and for details relating to such risks, please see the section "Risk Factors" beginning on page 24 of the RHP. Potential investors should not rely on the DRHP for making any investment decision but should only rely on the information included in the RHP filed by the Company with the RoC, the SEBI and the Stock Exchanges. This announcement does not constitute an offer of the Equity Shares for sale in any jurisdiction, including the United States, and the Equity Shares may not be offered or sold in the United States absent registration under the US Securities Act of 1933 or an exemption from registration. Any public offering of the Equity Shares to be made in the United States will be made by means of a prospectus that may be obtained from the Company and that will contain detailed information about the Company and management, as well as financial statements. However, the Equity Shares are not being offered or sold in the United States.



SAKTHI SUGARS LIMITED
CIN : L15421TJ21961PLC000396
Regd. Office : Sakthinagar - 638 315, Bhavani Taluk, Erode District, Tamilnadu
Phone : 0422-4322222, 2221551
E-mail : shares@sakthisugars.com; Website : www.sakthisugars.com

NOTICE

SPECIAL WINDOW FOR TRANSFER AND DEMATERIALISATION OF PHYSICAL SECURITIES
Pursuant to SEBI Circular No. HO/38/13/11(2)2026-MIRSD-PoD/3750/2026 dated January 30, 2026, the Company has opened a special window for a period of one year, from February 05, 2026 to February 04, 2027, for transfer and dematerialisation ("demat") of physical securities that were sold or purchased prior to April 01, 2019. Under this special window, physical share transfer requests that were earlier submitted but rejected, returned, or not processed due to deficiencies in documentation, procedural lapses, or otherwise, may be re-lodged with the Company's Registrar and Transfer Agent (RTA) at MUFG Intime India Private Limited (formerly Link Intime India Private Limited), Surya, 35, Mayflower Avenue, Behind Senthil Nagar, Sowripalayam Road, Coimbatore – 641028, Tamilnadu, India. Tel: +91 422 2314792, 2539835, 2539836. All securities transferred under this special window shall be mandatorily credited only in dematerialised form to the transferee's demat account. Further, such securities shall be subject to a lock-in period of one year from the date of registration of transfer, during which the securities shall not be transferred, pledged, or lien-marked. The transferee shall be mandatorily required to submit all documents as prescribed under the aforesaid SEBI Circular. Cases involving disputes between the transferor and transferee shall not be considered under this special window and may be resolved by the concerned parties through appropriate court or NCLT proceedings. Securities that have already been transferred to the Investor Education and Protection Fund (IEPF) shall not be eligible for processing under this special window.

For Sakthi Sugars Limited
S. Venkatesh
Company Secretary

Coimbatore
16.06.2026



GILLANDERS ARBUTHNOT AND COMPANY LIMITED
Registered Office: C-4, Gillander House, Netaji Subhas Road, Kolkata-700001
CIN : L51909WB1993PLC008194, Website: www.gillandersarbuthnot.com
Phone: 033-2230-2331, Fax: 033-2230-4185
E-mail: secretarial@gillandersarbuthnot.com

1ST REMINDER TO SHAREHOLDERS

Notice with respect to Special Window for Transfer and Dematerialization of Physical Securities
In continuation to our earlier intimation and in accordance with SEBI circular no. HO/38/13/11(2)2026-MIRSD-PoD/3750/2026 dated January 30, 2026, shareholders of the Company are hereby informed that a special window has been opened from February 05, 2026 till February 04, 2027 for transfer and dematerialization of physical securities which were sold or purchased prior to April 01, 2019. The special window shall also be available for such transfer requests which were submitted earlier and were rejected/returned/not attended to due to deficiency in the documents/process or otherwise. Shareholders who wish to avail the opportunity are requested to contact our Registrar and Share Transfer Agent (RTA), M/s. Maheshwari Datamatics Private Limited at contact@mdplcorporate.com. Contact No. - 033 22482248 Unit: GILLANDERS 23, R.N. Mukherjee Road, Kolkata, West Bengal – 700001 or the Company at secretarial@gillandersarbuthnot.com. The securities so transferred will be mandatorily credited to the transferee only in demat mode and shall be under lock-in for a period of one year from the date of registration of transfer. Such securities shall not be transferred/lien-marked/pledged during the said lock-in period. The Company's website, www.gillandersarbuthnot.com, has been updated with the details regarding the opening of this special window and further updates if any, shall be uploaded therein.

For Gillanders Arbuthnot And Company Limited
Sd/-
Neha Singh
Company Secretary & Compliance Officer
(FCS 10596)

Place: Kolkata
Date: 17th June, 2026




MARUTI SUZUKI INDIA LIMITED
CIN: L34103DL1981PLC011375
Regd. Off.: Plot No. 1, Nelson Mandela Road, Vasant Kunj, New Delhi-110070
Ph.: +91 (11) 46781000, www.marutisuzuki.com, investor@maruti.co.in

NOTICE

(For the attention of Equity Shareholders of the Company)
Sub: Transfer of Equity Shares to Investor Education and Protection Fund (IEPF)
This Notice is published pursuant to the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("the Rules") and subsequent amendments thereto as notified by the Ministry of Corporate Affairs. The Rules contain provisions for transfer of such shares, in respect of which dividend has not been paid or claimed by the shareholders for seven consecutive years or more, in the name of Demat account of Investor Education and Protection Fund (IEPF). The Company has communicated individually to the concerned shareholders whose shares are liable to be transferred to IEPF under the Rules for taking appropriate action. The Company has uploaded full details of such shareholders and shares due for transfer to IEPF on its website at www.marutisuzuki.com. Shareholders are requested to refer to the website <https://www.marutisuzuki.com/corporate/investors/events> to verify the details of unpaid/unclaimed dividend and the shares liable to be transferred to IEPF. Shareholders may note that both the unpaid/unclaimed dividend and the shares transferred to IEPF Authority including all benefits accruing on such shares, if any, can be claimed back from IEPF Authority after following the procedure prescribed under the Rules. In case the shareholders have any queries on the subject matter, they may contact the Company's Registrar and Transfer Agent (RTA) at **KFin Technologies Limited**: Mr. Sankara Gokavaram, Selenium Building, Tower B, Plot 31 - 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana - 500032; Toll Free No./ Phone no: 18003094001; Email ID: einward.ris@kfintech.com; Website: <https://kfintech.com/>

For Maruti Suzuki India Limited
Sanjeev Grover
Executive Officer and
Company Secretary

Place: New Delhi
Date: 17th June 2026



KALYANI INVESTMENT COMPANY LIMITED
CIN : L65993PN2009PLC134196
Regd. Office : Mundhwa, Pune – 411 036, Maharashtra, India
Email : investor@kalyani-investment.com Website : www.kalyani-investment.com

REMINDER - II TO SHAREHOLDERS REGARDING OPENING OF SPECIAL WINDOW FOR TRANSFER AND DEMATERIALISATION OF PHYSICAL SECURITIES

In continuation to SEBI Circular No. SEBI/HO/MIRSD/MIRSD-PoD/CIR/2025/97 dated July 2, 2025, Notice is hereby given to inform that in order to further facilitate the investors to get rightful access to their securities, SEBI vide its Circular No. HO/38/13/11(2)2026-MIRSD-PoD/3750/2026 dated January 30, 2026 has opened another Special Window for transfer and dematerialisation ("demat") of physical securities which were sold / purchased prior to April 1, 2019. This Special Window shall be open for a period of one year from February 5, 2026 to February 4, 2027 and shall also be available for such transfer requests which were submitted earlier and were rejected / returned / not attended to due to deficiency in the documents / process / or otherwise. Eligible shareholders are requested to contact the Company's Registrar and Transfer Agent (RTA) MUFG Intime India Private Limited at email ID pune@in.mnps.mufg.com or at their office at Block No.202, Akshay Complex, 2nd Floor, Off Dhule Patil Road, Near Ganesh Mandir, Pune 411 011 or the Company at investor@kalyani-investment.com for further assistance. During this period, the securities so transferred shall be mandatorily credited to the transferee, only in demat mode, once all the documents are found to be in order by RTA and shall be under lock-in for a period of one year from the date of registration of transfer. Such securities shall not be transferred / lien-marked / pledged during the said lock-in period. Accordingly the concerned shareholders are advised to lodge or re-lodge the duly executed transfer deeds along with all requisite documents, complete in all respects, with the Company's RTA.

For Kalyani Investment Company Limited
Nihal Gupta
Company Secretary & Compliance Officer

Place : Pune
Date : June 17, 2026