

DIAGEO

India

United Spirits Limited

Registered Office:

UB Tower

#24, Vittal Mallya Road,
Bengaluru 560 001

Tel: +91 80 2221 0705

Fax: +91 80 2224 5253

www.diageoindia.com

14th October 2026

BSE Limited
Listing Department
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400 001
Scrip Code: 532432

The National Stock Exchange of India Limited
Exchange Plaza, C-1 Block G,
Bandra Kurla Complex,
Bandra East, Mumbai – 400 051
Scrip Code: UNITDSPR

Dear Sirs,

Sub: Newspaper publication – Special Window for transfer and dematerialisation (demat) of physical shares

In accordance with captioned subject, copies of newspaper advertisement published today in 'Business Standard' and 'Prajavani' are enclosed.

This is for your information and records.

Thank you,

For United Spirits Limited

Pragya Kaul
Digitally signed by Pragya Kaul
Date: 2026.10.14 17:43:11
+05'30'

Pragya Kaul
Company Secretary and Compliance Officer

Encl: as above



ILLUSTRATION: BINAY SINHA

Corner-room calculations

HDFC Bank’s succession planning route offers tips for major lenders and non-banks

RAGHU MOHAN
New Delhi, 13 October

The move by HDFC Bank to add one more whole-time director (WTD) to its board, taking its strength to five, may light up a route for domestic systemically important banks, or D-SIBs, and upper-layer shadow lenders to create a leadership pipeline, experts said.

In a bourse filing on September 12, HDFC Bank explained its rationale for the step — “in order to have sharper synergy and oversight, including on the bank’s subsidiaries, as well as to have a larger pipeline for succession planning”. This builds on the Reserve Bank of India’s (RBI’s) 2023 stipulation that private banks must have at least two WTDs, including the managing director (MD) and chief executive officer (CEO), on their boards.

“The idea of creating a pool of WTDs for regulated entities (REs) will give executives exposure to the challenges and opportunities around strategy, governance, regulatory, legal, audit, and compliance at the board level,” said Rajesh Narain Gupta, founder and chairman, SNG & Partners, a law firm. “This will give a 360-degree perspective on running the organisation and add significant value to the business leader and CEO in making.”

The big moves
Of late, succession planning in banks has hit the headlines with corner-office occupants moving on all of a sudden.

In the case of HDFC Bank, a D-SIB, wholesale changes at the top of its batting order came about after its MD & CEO Sas-hidhar Jagdishan announced in August that he was quitting. Kaizad Barucha, the deputy MD spoken of as a successor, was handicapped by the RBI’s 15-year cap (as a WTD, or 70 years, whichever is earlier; this also applies to MDs & CEOs of private banks). He was appointed to the board as

WTD in 2013.

V S Rangan’s term as executive director (ED) was to end in November 2026 even as a successor to Bhavesh Zaveri, who retired as ED earlier in April this year, remained undecided. Nomination and remuneration committee members Sandeep Parekh and D Ranganathan, too, were near their term-limits (January 2027). Since then, of course, Anup Bagchi has been appointed boss at HDFC Bank; Rangan is now a WTD along with Jimmy Tata.

Earlier, there were sudden exits of Sumant Kathpalia at IndusInd Bank and Srikrishnan Hari Hara Sarma at Karnataka Bank. At Kotak Mahindra Bank, here was a change of guard after its MD and CEO, Ashok Vaswani, decided not to seek reappointment on the completion of his term on December 31, 2026. Vaswani assumed office on January 1, 2024, for a three-year term approved by the RBI in October 2023. Anup Kumar Saha has received RBI’s approval to take over as MD & CEO for a three-year term starting January 1, 2027.

The WTD route is now being looked at afresh to create leadership strength.

Strategic dividend

“Operating as a D-SIB and given its vast post-merger balance sheet, HDFC Bank may want to revisit its executive architecture,” said Nitin Potdar, a senior corporate lawyer and founder of Chambers of Nitin Potdar. “Given the RBI’s stringent mandate for microscopic governance, elevating multi-vertical risk, IT, and compliance functions, adding a fifth WTD seems fully justified.”

Crucially, this expansion yields a vital strategic dividend: “It structurally broadens the bank’s internal bench of board-level talent, ensuring a robust, cross-functional pool of future MD & CEOs who can navigate strict regulatory tenure caps.”



“HDFC Bank’s move highlights a critical regulatory objective. When the RBI prescribed the WTD guidelines for private banks in 2023, it intended to build a deeper institutional bench, not just solve for one-off succession,” observed Ravi Duvvuru, a member of the RBI’s advisory group on regulation and founder and designated director, Duvvuru & Reddy LLP. “Broad adoption of WTDs creates a mature executive market where leaders are thoroughly tested in risk, compliance, and governance before taking the helm.”

How many WTDs are enough? “While HDFC Bank may merit having five WTDs due to its size and scale, it may not be the case with every other bank,” said R Gurumurthy, who serves on the boards of Axis Capital and Religare and is former head-governance at RBL Bank.

It’s worth noting that the RBI also requires at least half the attendees in a board meeting to be independent directors (IDs).

How do you get top-class IDs onboard? The remuneration paid to them is not commensurate with the time spent on the board, although the RBI has hiked the fixed remuneration ceiling to ₹30 lakh annually, with sitting fees on top. One route, suggested Divyanshu Pandey, founder at C B Pandey & Associates, “Is to go back to the core and groom a second level of management of those who did not qualify to rise to senior positions in a bank, but have great knowledge to be

Good for business

A larger pool of whole-time directors can:

- Give sharper synergy and oversight, including on subsidiaries
- Create a deeper pipeline for succession planning
- Give exposure to business executives to board-level challenges and opportunities
- Build a robust, cross-functional pool of future MDs & CEOs who can navigate strict regulatory tenure caps

appointed as an ID.”

Industry-wide talent pool

There is one more facet to what HDFC Bank has done. The new WTD will be in charge of the bank’s subsidiaries. This mirrors the position at the State Bank of India (SBI), which has a dedicated MD to look after its subsidiaries. It also tells you where we are now: The larger banks are financial conglomerates (SBI being the first to answer to such a profile) with business lines cutting across mutual funds (MFs), insurance, and investment banking (i-banking). Seen in this context, WTDs in private

banks become an industry-wide talent pool, mirroring the state-run undertakings model where a WTD from one institution can seamlessly transition to lead another.

That leads us to another aspect: The RBI’s four-tier scale-based regulatory (SBR) approach, which was introduced to cut out arbitrage between banks and non-banking financial companies (NBFCs) as it was seen as being detrimental to orderly growth and systemic stability.

The layers are: Base (NBFCs with assets of ₹1,000 crore and below); middle (assets of ₹1,000 crore and above); upper (to be specifically identified); and top (to be left empty, unless the banking regulator feels an NBFC poses potential systemic risk).

The idea behind this architecture is that it enhances transparency and governance while not burdening them with higher-level regulations.

Now, the upper-layer NBFCs are financial conglomerates too and, like the bigger banks, have interests in MF, insurance, and i-banking. In March this year, the agenda of a Department of Financial Services meeting on NBFCs, chaired by then finance secretary, M Nagaraju, included the following: “governance reforms to include better leadership rotation” and “clarity on NBFCs as potential banks”.

Is there a case for upper-layer NBFCs to have more WTDs?

“As a good practice, it will be desirable for upper-layer NBFCs to have multiple WTDs. It will give them exposure and

increase the bench strength for future elevation. In case making multiple WTDs is not possible they could be made permanent invitees to the board,” said Vimal Bhandari, chairman of HDFC Mutual Fund Trustee Company and an ID on the board of Escorts Kubota’s, having served RBL Bank in a similar capacity.

“This will give them a perspective on how a board works and sensitise them to leadership expectations; as and when possible, they could be appointed WTDs”. And “at a time when the leadership pool across regulated entities needs to be widened, such an approach can create bench strength who can move across REs.”

Simply put, you can create a talent pool at the firm- and systemic level.

Other banks

That said, Gurumurthy pointed to the fact that “given that external CEOs are probably chosen more often now, it may be better to consider this bench as a potential pipeline for CEOs of other banks too”.

“While it may not necessarily form the pool for choosing an MD & CEO, it will most certainly be the one if anyone is needed to occupy that chair on an emergency basis. It’s a good training ground for a future CEO role though, certainly,” said Gurumurthy.

Disclosure: Entities controlled by the Kotak family have a significant shareholding in *Business Standard*

GANGES SECURITIES LIMITED
CIN – L74120UP2015PLC069669
REGD. OFFICE - P.O. HARGAON, DIST SITAPUR (U.P.), PIN – 261 121
Phone No. (05862) 256220-221
E-mail – gangessecurities@birlasugar.org; Website-www.birla-sugar.com

POSTAL BALLOT NOTICE

Notice is hereby given to the Members of Ganges Securities Limited ("Company"), pursuant to Section 108 and 110 and other applicable provisions of the Companies Act, 2013 ("Act") and Rules made thereunder ("Rules"), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India ("SS-2") read with the guidelines prescribed by the Ministry of Corporate Affairs ("MCA") for holding general meetings/ conducting postal ballot process through e-voting wide various general circulars issued by MCA ("Circulars"), including any statutory modification(s) or amendment(s) or re-enactment(s) thereof for the time being in force and), approval of the members of the Company' is being sought for the following Resolution by way of Postal Ballot through remote e-voting process ("remote e-voting") only.

S. No.	Description of Resolution	Type of Resolution
1.	Approval of Material Related Party Transaction(s) of the Company.	Ordinary

In accordance with the aforesaid Circulars, the Company has sent the Postal Ballot Notice along with the Explanatory Statement thereof on Tuesday, October 13, 2026, in electronic form only to those Members whose email addresses are registered with the Company/RTA/Depository Participants (DP) and whose names appeared in the Register of Members/List of Beneficial Owners as received from MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited) the Company's Registrar and Transfer Agent ("RTA") / Depositories as on Friday, October 09, 2026 ("Cut-Off date").

The Company has engaged the services of National Securities Depository Limited ("NSDL") to provide remote e-voting facility to its members and the communication of assent or dissent of the Members would only take place through the remote e-voting system.

The Postal Ballot Notice is also available on the website of the Company at www.birla-sugar.com, the website BSE Limited at www.bseindia.com and National Stock Exchange of India Limited at www.nseindia.com on which the Equity Shares of the Company are listed and on the website of NSDL at www.evotingnsdl.com.

Remote E-Voting Schedule:	
Commencement of e-voting:	End of e-voting:
Wednesday, October 14, 2026 at 09:00 A.M. (IST)	Friday, November 13, 2026 at 05:00 P.M. (IST)

The remote e-voting module shall be disabled by NSDL thereafter and Members will not be allowed to vote electronically beyond the said date and time. Voting rights of the Members shall be in proportion to the shares held by them in the paid-up equity share capital of the Company as on Cut-off date. Once vote on the Resolution is cast, the Member will not be able to change it subsequently. Only those Members whose names are recorded in the Register of Members of the Company or in the List of Beneficial Owners as on the Cut-off date will be entitled to cast their votes by remote e-voting. Members who hold the shares in physical mode and have not registered/updated their e-mail address with the Company, can register/update the same by sending email to kolkata@in.mfpm.mufg.com giving details of folio number, e-mail address and self-attested copy of PAN Card, AADHAAR Card. Members holding shares in dematerialised mode and have not registered / updated their e-mail address, can register / update their e-mail address with the Depository Participant(s) where they maintain their demat accounts.

The Board of Directors of the Company has appointed Mr. Mohan Ram Goenka (Membership No. FCS 4515 & COP 2551), Practicing Company Secretary, as Scrutinizer to conduct the Postal Ballot and e-voting process in a fair and transparent manner.

The resolution, if approved, shall be deemed to have been passed on the last date of e-voting, i.e. Friday, November 13, 2026. The results of e-voting will be announced within two working days from the conclusion of remote e-voting period and will be displayed on the Company's website www.birla-sugar.com and communicated to the Stock Exchanges and Depositories.

In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on : 022 – 4886 7000 or send a request to Ms. Pallavi Mhatre, AVP – NSDL at evoting@nsdl.com or contact at NSDL, 3rd - 7th Floor, Naman Chambers, Plot C32, G - Block, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051, India.

By Order of the Board
For Ganges Securities Limited
Vijaya Agarwala
Company Secretary
ACS - 38658

Place : Kolkata
Date : October 13, 2026

SALE OF ASSETS
(Sale by way of E Auction)
M/s. PEEJAY AGRO FOODS PVT LTD (Under Liquidation)
Reg.Off. New Building, Ayyappankavu Road, Karayur, Kottapadi Post, Thrissur, Kerala-680 505.
Sale of Assets comprising of L&B (Unit 1- Land -18.7 Cents, Building 6540.25 Sq ft at Karayur, Kottapadi Post, Guruvayur - Asset ID: 3977 & Unit 3- Land - 119.01 Cents, Building - 46565.97 Sq Ft at Kuranjiyur, Chavakkad Post, Guruvayur - Asset ID:3978 & P&M (Unit 2-Asset ID: 3980) by way of E Auction on 13.11.2026

For more details kindly visit Baanknet.com
<https://ibbi.baanknet.com/eauction-ibbi/home> after 2 days of publication of this Advertisement
— Or Contact :
R. RAGHAVENDRAN, B.Com, FCA., CISA.,
Liquidator for Peejay Agro Foods Private Limited,
Phone: 0422-2492454, Mobile: 9790418877
Email : cirp.peejayagro@gmail.com

**THE FERTILISERS AND CHEMICALS TRAVANCORE LIMITED**
FACT PD-Administration Building, Udyogamandal, Kochi- 683 501 (Kerala).
Tel: (0484)-256 8345/8273. E-mail: jayakumarpfacttdt.com, aneeshyae@facttdt.com Website: http://www.fact.co.in
E-Tenders for Outsourcing of Canteen Services at FACT UC & CD
FACT invites online bids (two-part) from experienced and financially sound parties for the following contracts through <http://eprocure.gov.in> portal
1. Tender ID: 2026.FACT.928381.1 :- Tender for Outsourcing of Canteen services at FACT Udyogamandal Corporation (UC) for a period of two years.
2. Tender ID: 2026.FACT.928415.1 :- Tender for Outsourcing of Canteen services at FACT Cochin Division (CD) for a period of two years.
A Pre bid meeting will be held at 2:00 PM on 17.10.2026 at FACT Corporate Materials Department, Udyogamandal. Due date/time for submission of bids is 27.10.2026 / 03:00 P.M.
Any change / Extensions to this tender will be informed only through our website / CPP e-procurement portal and will not be published in newspapers.
sd/-
Asst. General Manager (Materials)-T&S

HDFC ERGO General Insurance Company Limited
CIN: U66030MH2007PLC177117
IRDAI Registration No.: 146
Date of Registration with the IRDAI: July 09, 2010



Financial Results						(₹ in Lakhs)
Sr No.	Particulars	Three months ended		Six months ended		Year ended Mar 31, 2026
		Sep 30, 2026	Sep 30, 2025	Sep 30, 2026	Sep 30, 2025	
		Unaudited	Unaudited	Unaudited	Unaudited	
1	Total Income from Operations (Note 1)	525,743	400,609	955,747	765,475	1,576,876
2	Net Profit / (loss) for the period (before Tax, Exceptional and / or Extraordinary Item)	21,759	24,327	51,006	51,911	107,962
3	Net Profit / (loss) for the period before tax (after Exceptional and / or Extraordinary Item)	21,759	24,327	51,006	51,911	107,962
4	Net Profit / (loss) for the period after tax (after Exceptional and / or Extraordinary Item)	16,460	18,289	38,459	39,025	81,312
5	Total Comprehensive Income for the period (Comprising Profit / (loss) for the period (after tax) and Other Comprehensive Income (after tax) (Note 2)	NA	NA	NA	NA	NA
6	Paid up Equity Share Capital	72,712	72,583	72,712	72,583	72,583
7	Reserves (exclude Revaluation Reserves) (Note 3)	327,099	268,313	327,099	268,313	288,640
8	Securities Premium Account	217,343	210,833	217,343	210,833	210,833
9	Net Worth	590,874	525,264	590,874	525,264	545,975
10	Paid up Outstanding Debt	140,000	140,000	140,000	140,000	140,000
11	Outstanding Redeemable Preference Shares	NA	NA	NA	NA	NA
12	Debt Equity Ratio (No. of times)	0.24	0.27	0.24	0.27	0.26
13	Earnings Per share (of ₹10/- each) (for continuing and discontinued operations)					
	1. Basic:	2.26	2.52	5.29	5.38	11.20
	2. Diluted:	2.26	2.51	5.28	5.37	11.18
14	Capital Redemption Reserves	NA	NA	NA	NA	NA
15	Debtenture Redemption Reserves	3,750	3,565	3,750	3,565	3,750
16	Debt Service Coverage Ratio (No. of times)	8.85	19.73	10.25	10.41	10.82
17	Interest Service Coverage Ratio (No. of times)	8.85	19.73	10.25	10.41	10.82

Notes:

- Total Income from operations represents Gross Written Premium (GWP).
- Ind AS is applicable to insurance companies in India with effect from April 1, 2026. Pursuant to the regulatory forbearance granted to the Company for a period of one year, Ind AS will be effective from April 1, 2027.
- Includes Reserve on Amalgamation created on the merger of erstwhile HDFC ERGO Health Insurance Limited (formerly Apollo Munich Health Insurance Company Limited) with the Company.
- The above is an extract of the detailed format of quarterly and year to date Financial Results filed with the Stock Exchange under Regulation 52 of SEBI (Listing Obligations and Disclosures Requirement) Regulations, 2015. The full format of quarterly and year to date Financial Results are available on the website of Stock Exchange (www.bseindia.com) and the Company (www.hdfcergo.com).
- For the other line items referred in Regulation 52(4) of SEBI (Listing Obligations and Disclosures Requirement) Regulations, 2015, pertinent disclosures have been made to Stock Exchange (BSE) and can be accessed on www.bseindia.com.

For and on the behalf of Board of Directors
sd/-
Parthaniil Ghosh
Managing Director & CEO
DIN: 11083324

Place: Mumbai
Date: October 13, 2026

Registered & Corporate Office: 6th Floor, Leela Business Park, Andheri-Kurla Road, Andheri (East), Mumbai - 400 059.

DIAGEO

India

UNITED SPIRITS LIMITED

Corporate Identity Number: L01551KA1999PLC024991
Registered Office: "UB Tower", No. 24, Vittal Mallya Road, Bengaluru-560 001, Karnataka, India.
Tel: 080-22210705; Fax: 080-22245253;
Website: www.diageoindia.com e-mail: investor.india@diageo.com

NOTICE

SEBI's SPECIAL WINDOW FOR TRANSFER AND DEMATERIALIZATION (DEMAT) OF PHYSICAL SHARES

Kindly note that a special window for transfer and dematerialization (demat) of physical shares will remain open upto 4th February 2027 as per SEBI Circular no. HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026 dated 30th January 2026 ("SEBI Circular")

This facility is available to those investors who had purchased physical shares of United Spirits Limited (the "Company") prior to 1st April 2019, and

a) had not lodged the shares for transfer, or

b) had lodged the shares for transfer, but the same was rejected, returned, not processed due to deficiencies in documentation.

Applicability of Special Window:

For clarity regarding applicability of this window for transfer deeds executed prior to 1st April 2019, investors may refer to the below matrix:

Lodged for transfer before 1 st April 2019	Availability of original security certificate with the Investor	Eligibility under the special window
No (Fresh lodgement)	Yes	Yes, subject to conditions stated under SEBI Circular.
Yes (Rejected, returned earlier)	Yes	
Yes	No	No
No	No	No

Kindly note that the request(s) which are accompanied with original share certificate(s) along with transfer deed(s) and other supporting documents will only be considered under the special window.

Investors wishing to avail this special window may contact the Company's Registrar and Share Transfer Agent (RTA), as below

Integrated Registry Management Services Private Limited
Unit: United Spirits Limited
30, Ramana Residency, 4th Cross, Sampige Road Malleswaram, Bengaluru – 560 003, Karnataka, India.
Tel: +91 80 2346 0815 to 818
Email: brlsta@integratedindia.in



Investors may address your queries to the above-mentioned email ID.

For further details, investors may refer to the SEBI Circular by scanning the Quick Response (QR) code above.

For United Spirits Limited

Sd/-
Pragya Kaul
Company Secretary and Compliance Officer
Place : Bengaluru
Date : 14th October 2026

ನುಸರಣಾ ಅಧಿಕಾರಿ