

February 12, 2026

National Stock Exchange of India Limited
Listing Compliance Department
“Exchange Plaza”
Bandra – Kurla Complex
Bandra East, Mumbai – 400 051
NSE Symbol: ARE&M

BSE Limited
Corporate Relations Department
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai – 400 001
BSE SCRIP CODE: 500008

Sub: Intimation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 – Earnings Presentation

Dear Sir/ Madam,

This is with reference to our intimation dated February 6, 2026, regarding the Earnings call on Thursday, February 12, 2026, at 4:30 P.M. IST. Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Earnings Presentation for Q3/9M-FY26.

This is for your kind information and record.

Thank You

For Amara Raja Energy & Mobility Limited
(Formerly known as Amara Raja Batteries Limited)

Vikas Sabharwal
Company Secretary &
Vice President - Legal



Encl: a/a



AMARA RAJA

Gotta be a better way

Amara Raja Energy & Mobility Limited

(formerly Known as Amara Raja Batteries Limited)

EARNING PRESENTATION

Q3 - FY 2026

BUSINESS



4 decades of experience



Leading Automotive Battery Brand



Market Leader in Telecom and Data Centre Industry



Strong Brand recall



First AGM battery manufacturer for 2W



First VRLA battery manufacturer

OPERATIONS



14 Manufacturing Facilities



~66 Million units annualized Capacity for Automotive batteries



~2.5 Billion AH - Total Industrial batteries capacity



Exporting to 60+ Countries



~11,000+ employees



12X Water positive & 19% reduction in Scope 1&2 absolute carbon emissions in FY25 against FY22

FINANCIALS



Market Cap ~ INR 166 Bn+(As on Dec 31, 2025)



Minimal debt in the books



10-year Revenue CAGR ~12%



~16% ROCE (1)



AA+ Credit Rating by CRISIL



Rank 1 in S&P Global ESG rating in respective sector in India

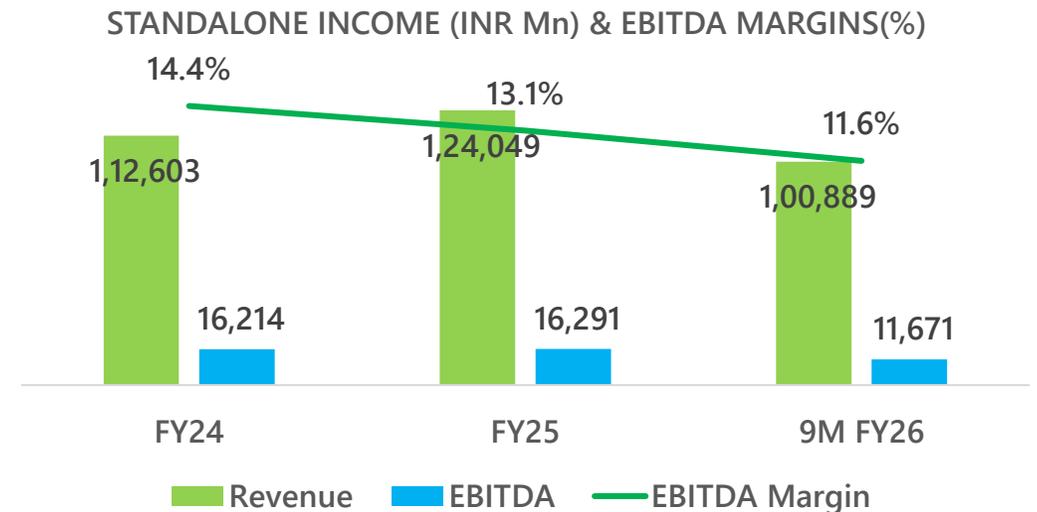
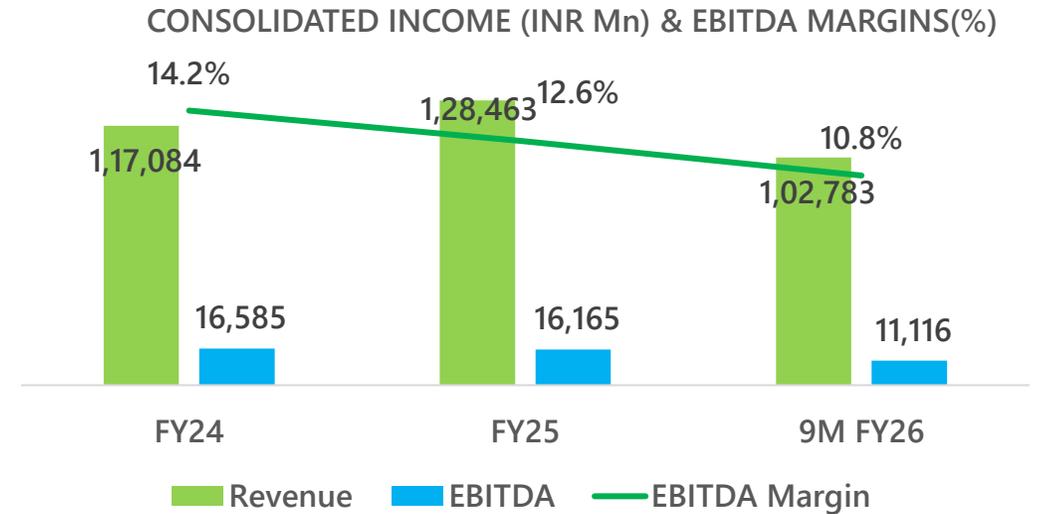


34%+ Institutional Shareholders

(1) As on FY25 end

Overview

- Amara Raja Energy & Mobility Limited, (ARE&M), formerly known as Amara Raja Batteries Limited, is one of the largest manufacturers of lead-acid batteries in India.
- Name change in 2023 reflects, the broader vision to lead India's Energy Transition, in the Energy & Mobility space by providing comprehensive energy solutions
- Exports to over 60 countries across the globe
- Strong brands like 'Amaron', 'PowerZone', 'Elito', 'Quanta'
- All plants recognized with highest level awards in International level Quality Circle Competitions(ICQCC) held in Beijing, China
- TPM is being implemented in all manufacturing facilities, currently all plants certified for sustenance level
- Forayed into the New Energy business in 2022 with ambitious capex plan of INR 95 Bn for setting up a Giga Corridor in Telangana.
- High emphasis on protecting the environment with focus on Renewable Energy and recycling of Lead



Lead Acid Business EBITDA % - YTD Dec 2025 is ~ 12.2% considering efficiencies from captive recycling operations

Operations At A Glance

LEAD ACID BATTERIES

AUTOMOTIVE

- Applications – 2W, 3W, 4W & CV's
- First AGM battery manufacturer for 2W
- Largest Exporter of automotive Batteries

INDUSTRIAL

- Pioneers in VRLA batteries in India
- Application - Telecom, Railways, Power Control, Solar, UPS
- Market Leader in Telecom sector/Largest exporter for VRLA batteries
- Largest Integrated Facility for MVRLA Batteries



APPLICATIONS



Lead Recycling plant



Lead recycling facility, showcasing commitment to the circular economy

AUTOMOTIVE | INDUSTRIAL

- Li Cell and Pack Manufacturing
- EV Charging Products
- Energy Storage Solutions
- Developed India's First 21700 Cylindrical Cell (NMC 811)
- Setting up E Positive Energy Labs: a unique innovation & research facility



NEW ENERGY BUSINESS

AGM- Absorbent Glass Mat

VRLA/MVRLA- Valve regulated lead acid/Medium valve regulated lead acid

State Of Art Manufacturing Facilities- LAB



KARAKAMBADI PLANTS

4W Battery

LVRLA Battery

2W Battery



AMARA RAJA GROWTH CORRIDOR

Two 4W Plants & one 2W Plant

MVRLA Battery

Tubular Plant



CHEYYAR PLANT

Battery Recycling Plant

SEGMENTS

Automotive

Industrial

ANNUALISED CAPACITY

~66 Mn

~2.5 Bn Ah

LOCATION

Tirupathi & Chittoor- AP

Tirupathi & Chittoor- AP

2 Plastic component plants towards captive consumption

State Of Art Manufacturing Facilities - NEB



**Pack Assembly Plant- Stationary-
Tirupathi**
Capacity ~ 1.2 GWh

**Pack Assembly Plant- Mobility-
Divitipally**
Capacity ~ 1.5 GWh

**Assembly Plant- AC/DC Chargers-
Tirupathi**



Telecom battery



3W Battery



2W Battery



7.4KW Type-1 AC



180KW DC Fast Chargers



Marquee OEM Clientele

Lead Acid Business- LAB

New Energy Business- NEB*

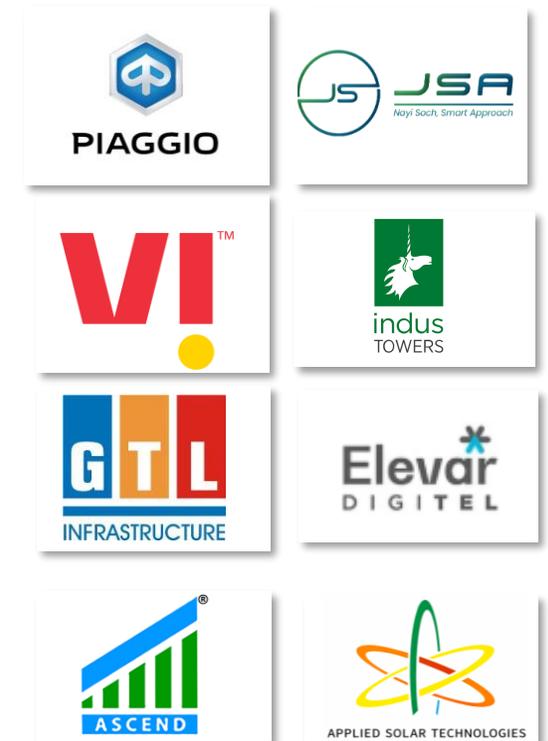
Automotive



Industrial



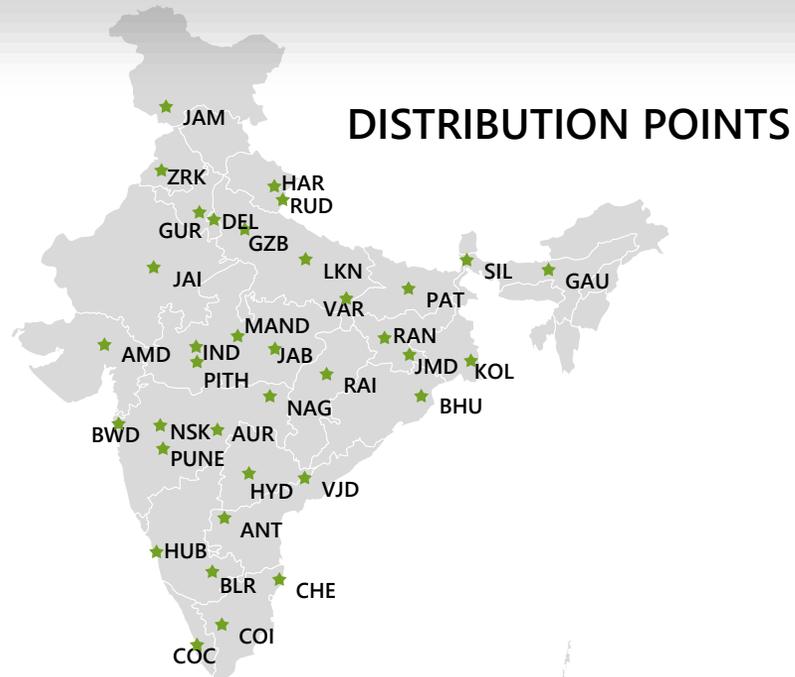
Mobility & Stationary



*New Energy Business- Other than Lead acid batteries(including lithium-ion batteries)

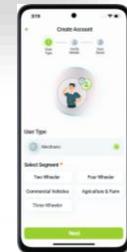
Automotive- Domestic Distribution Network

Increasing the presence through Amaron franchise network



Digital initiatives to enhance the experience for esteemed partners

Go Paperless with new **AMARON KONNECT APP**



Quick & seamless **REWARDS FOR LUBES PARTNERS, ENGAGING CUSTOMERS:**

- Improving trust and relationship with partners
- Enhancing customer engagement and boosting brand awareness

Host of other valuable benefits:

- Latest Product Information
- Navigate to your nearest **AMARON pitstop**
- Excellent user interface/experience

Introduction of payment gateway options for facilitating **E-COMMERCE BUSINESS** for our channel partners



- Direct reach out to B2C customers
- One stop shop for Automotive battery solution

Automotive- Reaching Out To International Markets

Enhancing brand image and strengthening global supply chain Initiatives through Brand promotions & Expanding Footprint

At Qatar Boat Show- showcasing Amaron Pearl, Hi Ranger & Lubricants



Roadshow in Kenya, enhancing connect with community



Amaron at Volkswagen Car Show, Kuala Lumpur



Amaron in Bumper to Bumper Car Show, Manila



Launch of Amaron Hi-Life Lubes in Kuwait



Lead-Acid Business

Automotive:

- 4W OEM volumes sustained the double-digit growth
- Significant increase in inverter battery sales from in-house manufacturing
- Lubes continue to clock Rs. 50 crore revenue during the quarter in domestic market



Industrial:

- UPS volumes grew by 5%
- Lead acid volumes in telecom segment continue to decline as lithium solutions takes over



New Energy Business

- First quarter to cross the Rs. 200 crore revenue milestone
- Supplied 250+Mwh telecom packs leading to optimum capacity utilization of 80%+
- Infused Rs. 200 crore into ARACT(Wholly owned subsidiary of ARE&M during Q3)
- Plans to set up Battery Energy Storage Solutions Giga factory with 5GWh capacity



Capex Project Update- Lead Acid Battery



Battery Recycling Plant at Cheyyar- Tamil Nadu

- 1.5 Lac MTPA (Phase I and Phase II) State-of-the-art Advanced Green field Lead Acid Battery Recycling plant
- Refinery operations commenced in December 2024
- Battery breaking expected to commence from Q4 FY26/Q1 FY27



Tubular Battery Plant at ARGC- Chittoor

- 1.5 Mn+ Battery/ Annum Advanced Tubular Manufacturing plant
- Plant Redesigned with improved Fire Safety Measures
- Commercial production commenced in Q1- FY26
- Full capacity available since Q3- FY26



New Energy Business going forward....

Focus on Pack business and build state of art manufacturing facilities....

Pack Assembly plant:
Tirupathi & Divitipally



- Scale pack business by entering into new mobility applications and building sustainable customer base
- Fully operational 1.5 GWh pack capacity at Divitipally to cater to 2W and 3W segments
- 1 GWh capacity to cater to stationary segment through its Tirupathi plant

Giga cell plant:
Capacity of 16 GW by FY30



- Operations expected to commence during H1-CY2027 – with 2 GWh capacity based on NMC Chemistry
- Further capacity to be set up in phased manner by FY2030 offering both Chemistries- NMC and LFP

Customer Qualification plant (CQP)



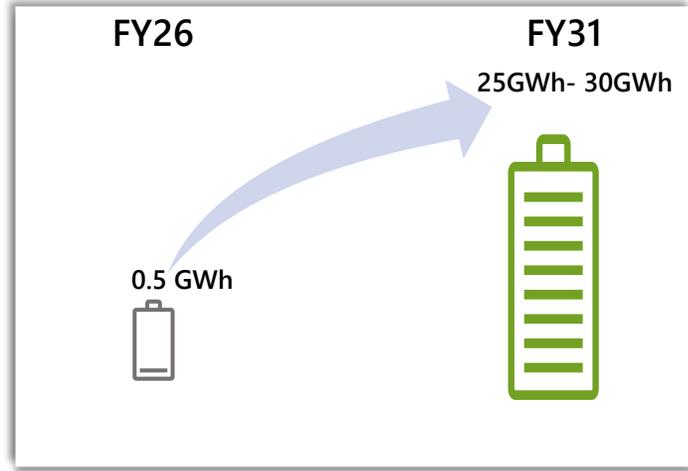
- Offering pilot production run & product optimization to meet customer requirements
- To validate industrial scale production & improve quality



5 GWh BESS Giga Factory

ARE&M* to set up
Battery Energy Storage
System
(BESS) Manufacturing -
Giga Factory

Annual Demand for BESS



- India's BESS markets expected to be around 25GWh-30GWh p.a. by FY2031
- ARE&M is setting up plant with capacity of 5GWh



SOP- End of FY2027/Q1- FY28



Capex Outlay- ₹280 crores

Growth Drivers

- Market Drivers :
 - Rapid growth of Renewables - India aiming 500GW by 2030
 - Obligation to overcome RE intermittency.
 - Peak Demand Growth & management
- Supportive Policies-
 - ESO- Energy Storage Obligation
 - VGF- Viability Gap Funding for developers
- Domestic Manufacturing Push-
 - Make in India content
 - PMP- Phased Manufacturing Programme

Applications

Grid applications Commercial & Industrial



*Will be set up by Amara Raja Advanced Cell Technologies- Wholly owned subsidiary of ARE&M

Focus On R&D For Innovative Technologies

R&D LAB FOR DEVELOPING LI-ION CELLS AND BATTERY PACK ASSEMBLY



Proposed E+ Energy Labs at Hyderabad, Telangana

1st in INDIA

Achieved IATF 16949:2016 & ISO 9001:2015 certification for Li-Ion Batteries

Facility will be equipped with advanced laboratories and testing infrastructure

Development of innovative clean energy storage technologies

Capability to build both EV and Stationary products and solutions

In-house manufacturing capabilities for key components

Trained work force with adequate technical competence

NABL certified lab Battery Packs

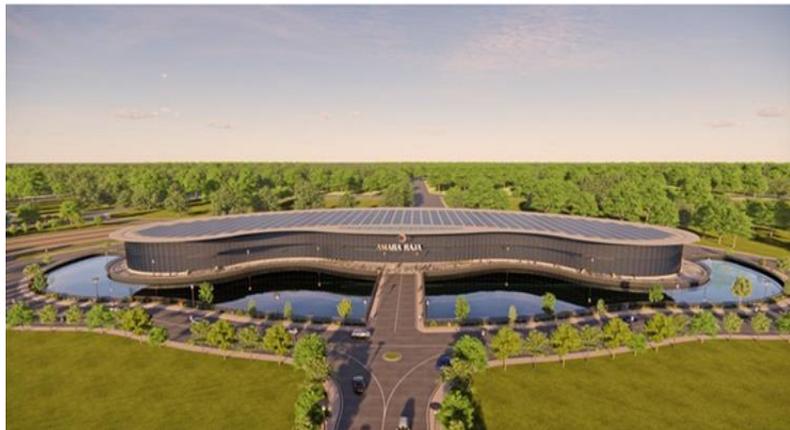
Demonstrating its unwavering commitment towards the New Energy Business initiative

Capex Project Update- New Energy Business

Customer Qualification Plant- Divitipally



- Foundation stone laid on August 10, 2024
- Operations expected to commence in Q4-FY26/Q1-FY27
- Supports diverse form factors & multiple cell chemistries



Giga-Cell Factory- Divitipally



- Foundation stone laid on March 2, 2025
- 16 GWh Capacity by FY30
- Construction commenced- Phase 1 of 2 GWh



E-Hub, Hyderabad



- Expected to commence operation in Q1-FY27
- Capability to build both EV and Stationary products and solutions



Rendering Views

Awards & Recognitions



Shines as battery recycling champion at Bharat Recycling Show 2025



Bags 3 golds at 20th CII National Six Sigma competition in Customer Centric Process Excellence category



Best Quality Award from Suzuki Motorcycle India



Best-in Class Logistic Safety Award & Outstanding Supply Chain Team Award, at 16th Express Logistic & Supply Chain Conclave, 2025



Bags 13 Gold Awards at International Convention on Quality Control Circles (ICQCC), 2025 held in Taiwan



Amara Raja was honoured with Excellence in Delivery award by Daimler India





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ESG



Energy and Carbon

- Committed to Net Zero by 2050, net zero plan aligned with SBTi limiting to 1.5 deg increase as per Paris agreement
- Reduced intensity of Scope 1&2 emissions by 43% over FY22.
- 27.6% Renewable energy share with captive renewable at 66.9 MW

Water Management

- All manufacturing plants are zero liquid discharge and facilities not in water-stressed areas
- Reduced absolute water consumption by 10% and intensity by 18%
- We are a 12X water positive organisation.

Waste to Wealth

- 94% of manufacturing waste is recycled
- Reduced waste generation intensity by 11%
- Battery recycling rate is in compliance with Battery Waste Management Rules, 2022

Product Stewardship

- Life cycle assessment for key products
- Design for sustainability – reduce resource consumption, longer life and ease of recycling
- Setting up 16 GWh of Lithium Cell and 5 GWh of pack assembly. E-hub for R&D in New Energy (ARACT)

Sustainable sourcing and circularity

- Lead recycling facility (ARCSPL) commenced operations in FY25
- 85%+ of lead and lead alloys from recycled sources
- Covered 70%+ suppliers by value for supplier engagement, capability building, target setting & assessments



People and Community

- Roll out of Amara Raja Sustainability Academy
- All Amara Raja Group companies recognized as Best Place to Work awards from the Great Place to Work Institute
- Safety by Design in our state-of-the-art manufacturing & maintaining zero fatality status.
- CSR initiatives in thematic areas of education, primary health care, water, rural infrastructure, social forestry and skilling India. 30,000+ beneficiaries
- Targets to improve Diversity, Equity, Inclusion and Belongingness. Included in BSC and KRAs of leaders

Governance & Transparency

- Monthly Sustainability committee led by Executive director and dedicated Group Sustainability vertical
- ESG framework & ESG reporting portal for progress monitoring
- Integrated report in FY25.
- Manufacturing certified for ISO 14001 (EMS), ISO 45001(OHSMS) and ISO 50001 (EnMS)
- Disclosures against Climate Disclosure Project (CDP) for Climate Change and internal report on Taskforce for Climate-related Financial disclosures (TCFD)

Ratings & Awards

- B Rating CDP "Climate change" 2025"
- CSA- S&P Global ESG rating- No.1 in India in Electrical components & Equipment Sector
- A- rating in "CDP Water Security" 2025
- ARE&M has been awarded as Most Valuable Partner- ESG (Supply Category) by Indus Towers.
- ARE&M has been awarded as sustainability leader in the suppliers' meet of Hero MotoCorp Ltd
- ARE&M received Platinum Award from 19th ICC Environmental Excellence Awards 2025
- ARACT (wholly owned subsidiary of ARE&M) achieved a rating of B92 in the SAQ 5.0 (Sustainability Assessment Questionnaire by Drive Sustainability initiative).

Sustainability At Amara Raja

Recognition for our ESG efforts

S&P Global ESG Score

77/100

Data Availability: ■ Very High

Last updated: September 19, 2025

Updated annually or in response to major developments

Score breakdown

ESG Score | Industry ESG Score Average

Environmental



Social



Governance & Economic



S&P Global CSA Score, without modeling

76/100

Industry CSA Score Average

30/100

Modeled score contribution

+1

Modeling is used to fill gaps in reporting



Awarded as Most Valuable Partner- ESG (Supply Category) by Indus Towers.



Awarded as sustainability leader in the suppliers' meet of Hero MotoCorp Ltd.



Certificate of appreciation for outstanding sustainability from TVS



Received Platinum Award from 19th ICC Environmental Excellence Awards 2025



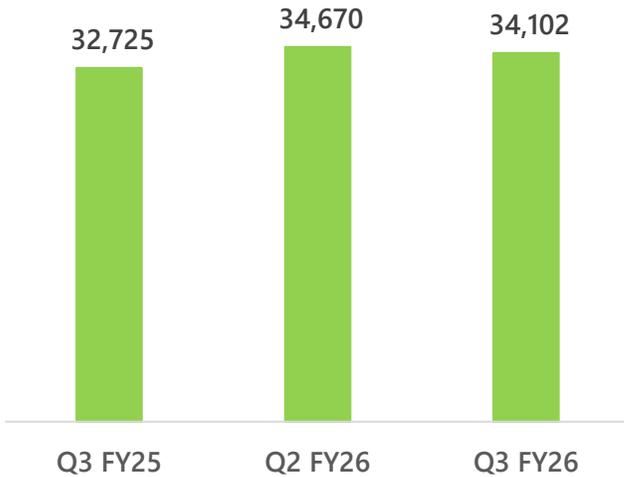
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FINANCIAL HIGHLIGHTS

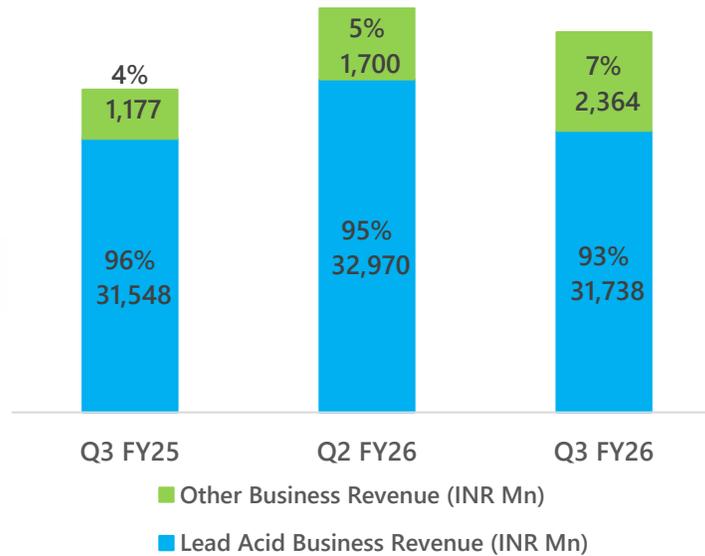


Q3- FY26 Key Financial highlights- Consolidated- INR MN

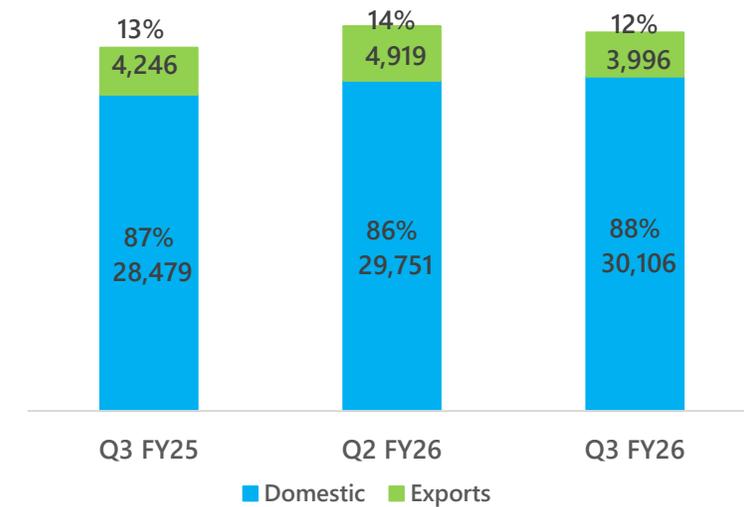
CONSOLIDATED REVENUE



REVENUE SPLIT BY SEGMENTS



GEOGRAPHICAL REVENUE SPLIT (%)



LAB EBITDA %

Q2- FY26

12.5%

Q3-FY26

12.3%

Q3-FY25

13.2%

- Margins includes efficiency from captive recycling plant
- Sustaining operating margins despite raw material price pressures & higher OEM mix during the quarter

*LAB- Lead Acid Business

Q3/9M-FY26 KEY FINANCIAL HIGHLIGHTS

Q3-FY26 FINANCIAL PERFORMANCE-CONSOLIDATED

REVENUE FROM OPERATIONS INR 34,102 Mn	EBITDA INR 3,738 Mn	EBITDA MARGINS 11.0%
PAT INR 1,402 Mn	PAT MARGINS 4.1%	DILUTED EPS INR 7.66

9M- FY26 FINANCIAL PERFORMANCE - CONSOLIDATED

REVENUE FROM OPERATIONS INR 102,783 Mn	EBITDA INR 11,116 Mn	EBITDA MARGINS 10.8%
PAT INR 5,814 Mn	PAT MARGINS 5.7%	DILUTED EPS INR 31.77

Q3-FY26 FINANCIAL PERFORMANCE-STANDALONE

REVENUE FROM OPERATIONS INR 33,508 Mn	EBITDA INR 3,745 Mn	EBITDA MARGINS 11.2%
PAT INR 1,517 Mn	PAT MARGINS 4.5%	DILUTED EPS INR 8.29

9M- FY26 FINANCIAL PERFORMANCE-STANDALONE

REVENUE FROM OPERATIONS INR 100,889 Mn	EBITDA INR 11,671 Mn	EBITDA MARGINS 11.6%
PAT INR 6,481Mn	PAT MARGINS 6.4%	DILUTED EPS INR 35.41

Quarterly Consolidated Financial Performance

PARTICULARS (INR Mn)	Q3-FY26	Q3-FY25	Y-O-Y	Q2-FY26	Q-O-Q
Operational Revenue	34,102	32,725	4.2%	34,670	(1.6%)
Total Expenses	30,364	28,667	5.9%	30,927	(1.8%)
EBITDA	3,738	4,058	(7.9%)	3,743	(0.1%)
EBITDA Margins (%)	11.0%	12.4%	(140) Bps	10.8%	20 Bps
Other Income	328	347	(5.5%)	280	16.9%
Depreciation	1,569	1,315	19.3%	1,503	4.4%
Finance Cost	98	113	(12.8%)	90	9.0%
Profit Before Exceptional Items & Tax	2,399	2,977	(19.4%)	2,430	(1.3%)
Exceptional Income/(Expense)	(476)**	1,111*	NA	1,218*	NA
PBT	1,923	4,088	(53.0%)	3,648	(47.3%)
Tax	521	1,104	(52.8%)	883	(41.0%)
PAT	1,402	2,984	(53.0%)	2,765	(49.3%)
PAT Margins (%)	4.1%	9.1%	(500) Bps	8.0%	(390) Bps
Other Comprehensive Income	(2)	(1,318)	(99.8%)	26	NA
Total Comprehensive Income	1,400	1,666	(16.0%)	2,791	(49.9%)
Diluted EPS (INR)	7.66	16.30	(53.0%)	15.11	(49.3%)

* Exceptional income in Q3-FY25 and Q2-FY26 relates to insurance claim towards tubular plant

** Exceptional expense in Q3-FY26 arises from enactment of new Labour Code legislations

YTD Consolidated Financial Performance

PARTICULARS (INR Mn)	9M-FY26	9M-FY25	Y-O-Y
Operational Revenue	1,02,783	97,863	5.0%
Total Expenses	91,667	85,107	7.7%
EBITDA	11,116	12,756	(12.9%)
EBITDA Margins (%)	10.8%	13.0%	(220) Bps
Other Income	793	898	(11.6%)
Depreciation	4,494	3,816	17.8%
Finance Cost	297	343	(13.3%)
Profit Before Exceptional Items & Tax	7,118	9,495	(25.0%)
Exceptional Income/(Expense)	742**	1,111*	(33.2)%
PBT	7,860	10,606	(25.9%)
Tax	2,046	2,775	(26.3%)
PAT	5,814	7,831	(25.8%)
PAT Margins (%)	5.7%	8.0%	(230) Bps
Other Comprehensive Income	18	(560)	NA
Total Comprehensive Income	5,832	7,271	(19.8%)
Diluted EPS (INR)	31.77	42.79	(25.8%)

* Exceptional income of INR 1,111 Mn relates to insurance claim towards tubular plant(TBD)

** Net Exceptional income consists of INR 1,218 Mn towards insurance claim on TBD plant during Q2 FY26, while INR 476 Mn expense in Q3 FY26 relates to Labour Code regulations

Historical Consolidated Income Statement

PARTICULARS (INR Mn)	FY24	FY25	9M-FY26
Operational Revenue	1,17,084	1,28,463	1,02,783
Total Expenses	1,00,499	1,12,299	91,667
EBITDA	16,585	16,165	11,116
EBITDA Margins (%)	14.2%	12.6%	10.8%
Other Income	1,104	1,156	793
Depreciation	4,843	5,257	4,494
Finance Cost	344	443	297
Profit Before Exceptional Items & Tax	12,502	11,621	7,118
Exceptional Income/(Expense)	-	1,111*	742**
PBT	12,502	12,732	7,860
Tax	3,158	3,285	2,046
PAT	9,344	9,447	5,814
PAT Margins (%)	8.0%	7.4%	5.7%
Other Comprehensive Income	(61)	(1,639)	18
Total Comprehensive Income	9,283	7,808	5,832
Diluted EPS (INR)	51.05	51.62	31.77

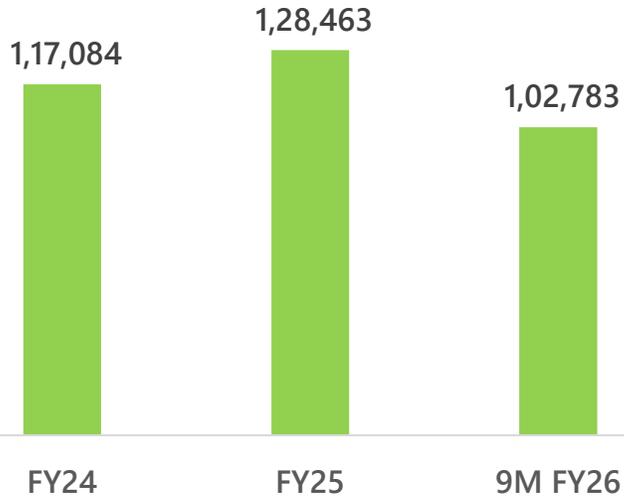
Consolidated Balance Sheet

PARTICULARS (INR Mn)	FY24	FY25	H1 FY26
Assets			
(1) Non-Current Assets			
(A) Property, Plant And Equipment	29,095	31,164	35,825
(B) Right Of Use Asset	4,081	4,154	4,164
(C) Capital Work-in Progress	6,255	12,975	12,009
(D) Goodwill	4,358	4,358	4,358
(E) Other Intangible Assets	538	465	374
(F) Intangible Assets Under Development	154	7	33
(G) Financial Assets			
(i) Investments	3,608	3,521	3,523
(ii) Other Financial Assets	132	151	169
(H) Deferred Tax Assets (Net)	17	72	249
(I) Income Tax Assets (Net)	131	182	62
(J) Other Non-current Assets	2,714	2,168	2,176
Total Non-current Assets	51,083	59,216	62,942
(2) Current Assets			
(A) Inventories	19,484	21,954	25,041
(B) Financial Assets			
(i) Investments	3,531	3,294	2,727
(ii) Loans	-	-	-
(iii) Trade Receivables	11,358	12,631	13,234
(iv) Cash And Cash Equivalents	983	1,578	404
(v) Bank Balances Other Than Cash And Cash Equivalents	195	168	179
(vi) Other Financial Assets	919	209	211
(C) Other Current Assets	2,225	2,632	3,737
Total Current Assets	38,695	42,467	45,533
Total Assets (1+2)	89,778	1,01,683	1,08,475

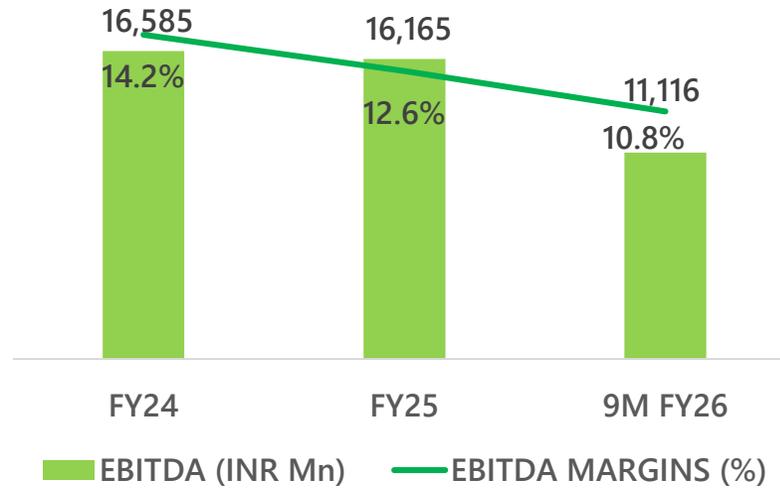
PARTICULARS (INR Mn)	FY24	FY25	H1 FY26
Equity And Liabilities			
(1) Equity	67,987	73,891	77,372
(A) Equity Share Capital	183	183	183
(B) Other Equity	67,804	73,708	77,189
(2) Non-Current Liabilities			
(A) Financial Liabilities			
(i) Borrowings	260	-	-
(ii) Lease Liabilities	751	814	830
(iii) Other Financial Liabilities	-	-	306
(B) Provisions	1,838	2,106	2,295
(C) Deferred Tax Liabilities (Net)	906	743	934
(D) Other Non-Current Liabilities	785	996	1,043
Total Non-Current Liabilities	4,540	4,658	5,408
(3) Current Liabilities			
(A) Financial Liabilities			
(i) Borrowings	273	1,446	1,887
(ii) Lease Liabilities	283	349	382
(iii) Trade Payables	8,565	10,866	12,816
(iv) Other Financial Liabilities	3,614	5,106	4,742
(B) Provisions	1,328	1,767	2,204
(C) Current Tax (Net)	-	1	212
(D) Other Current Liabilities	3,188	3,599	3,452
Total Current Liabilities	17,251	23,133	25,695
Total Equity And Liabilities (1+2+3)	89,778	1,01,683	1,08,475

Consolidated Financial Charts

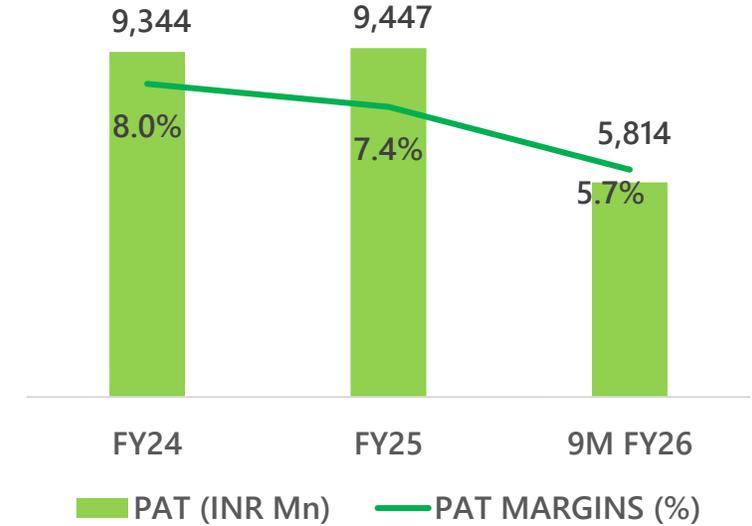
REVENUES (INR Mn)



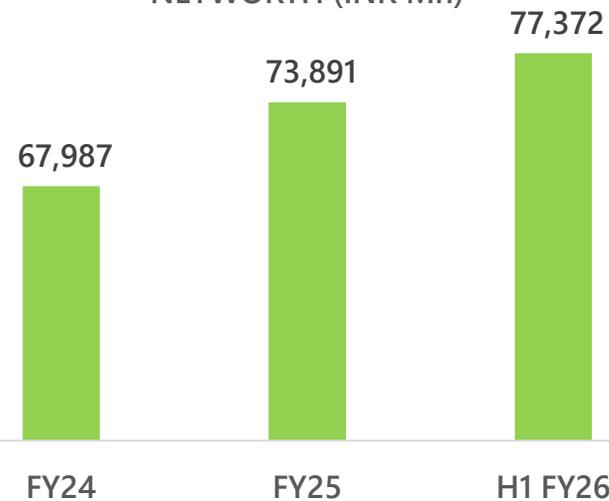
EBITDA (INR Mn) & EBITDA MARGINS (%)



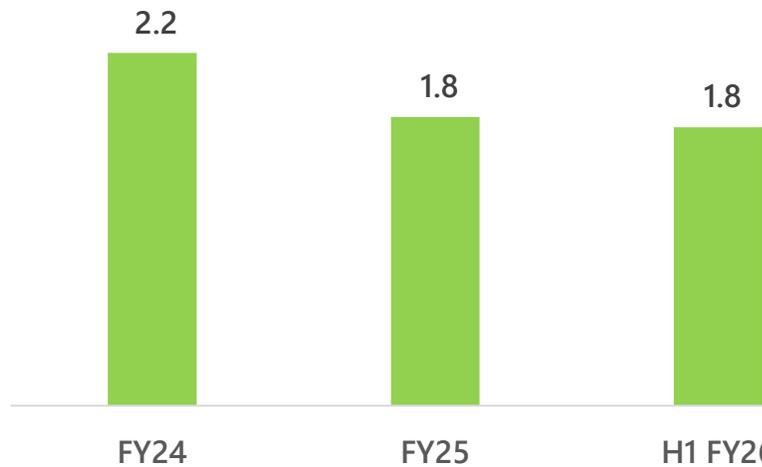
PAT (INR Mn) & PAT MARGINS (%)



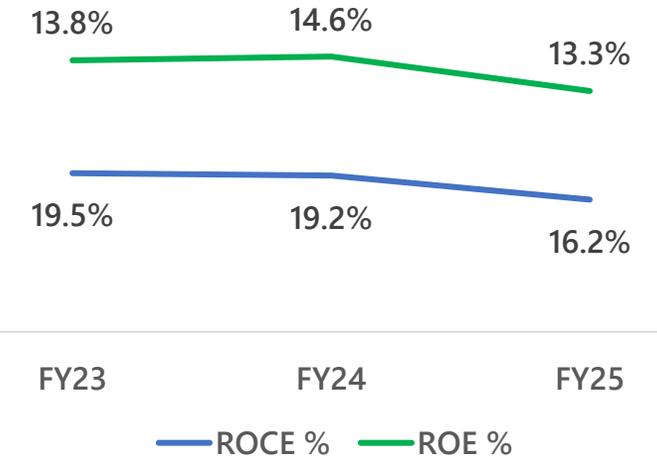
NETWORTH (INR Mn)



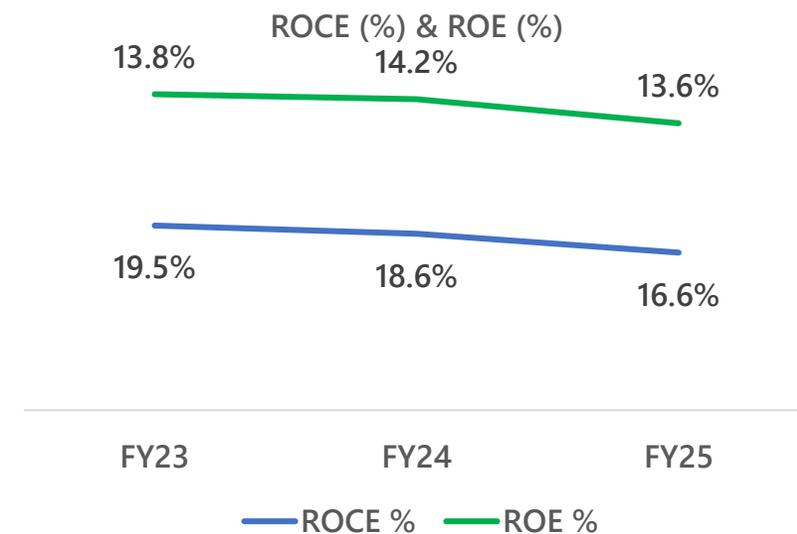
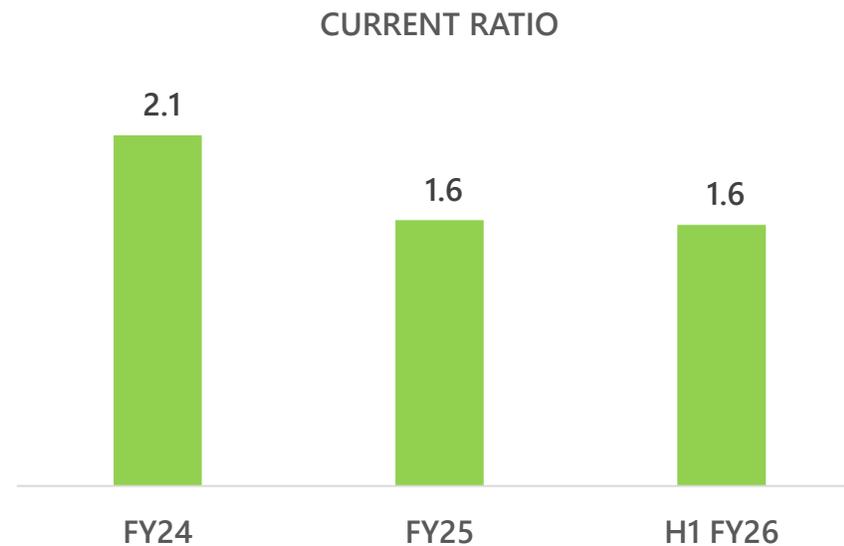
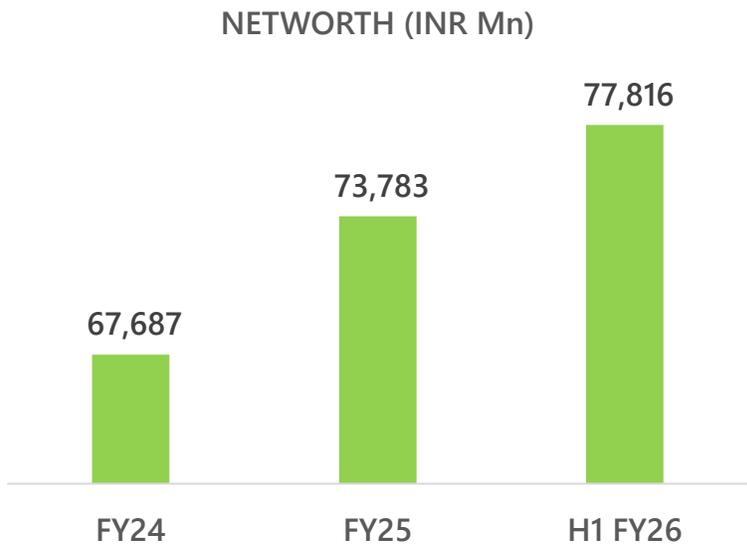
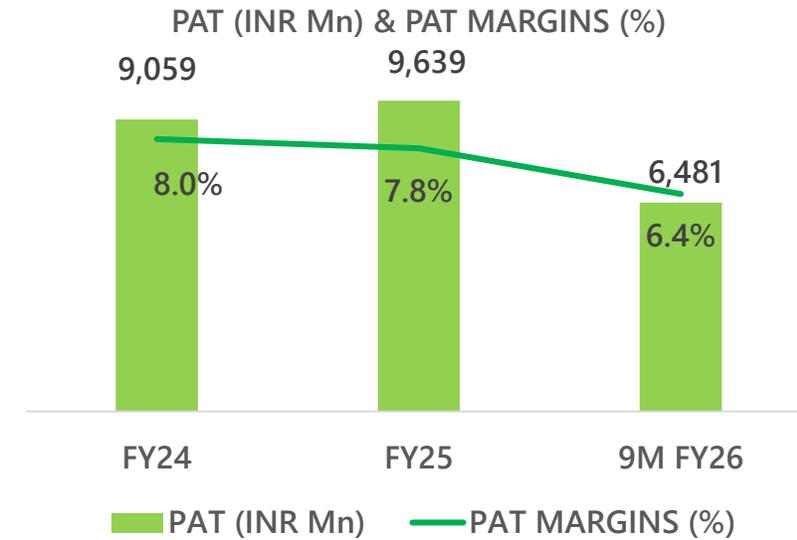
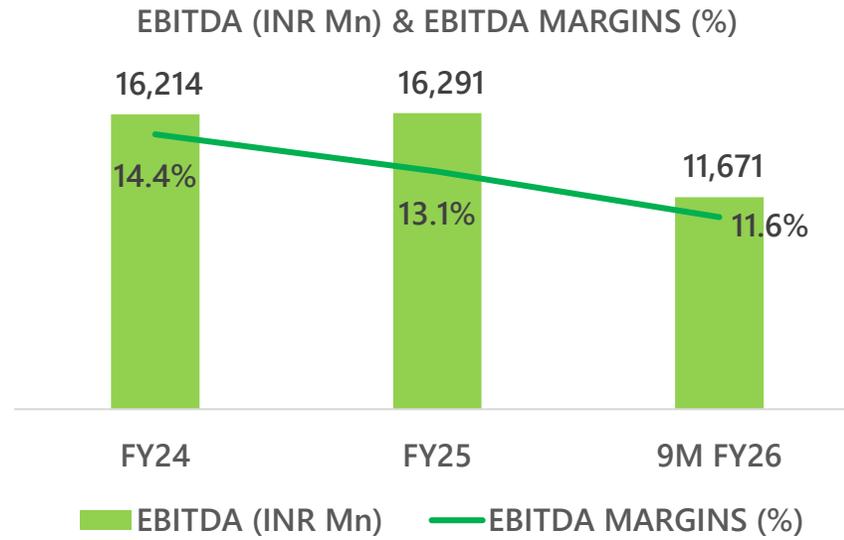
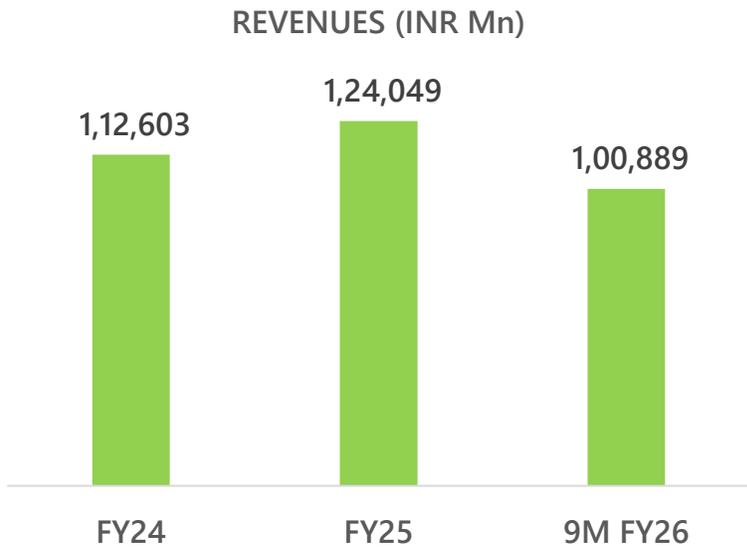
CURRENT RATIO



ROCE (%) & ROE (%)



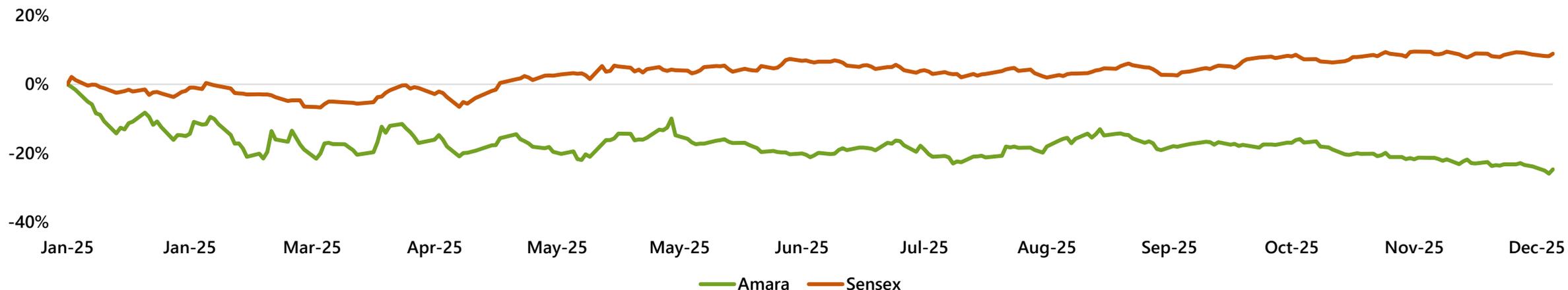
Standalone Financial Charts



Capital Market Data

NSE: ARE&M | BSE: 500008 | Bloomberg: AMRJ:IN | Reuters: AMAR.NS / AMAR.BO

1 YEAR STOCK PERFORMANCE

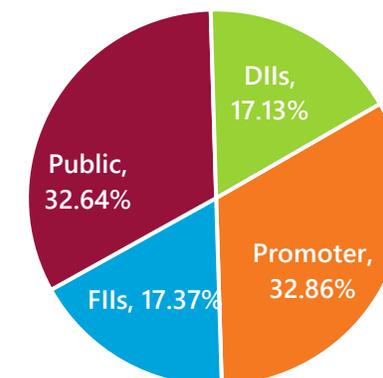


PRICE DATA (AS ON 31st DECEMBER, 2025)

INR

Face Value	1.00
CMP	909.7
52 Week H/L	1,220.0/805.1
Market Cap (INR Mn)	1,66,489.0
Shares O/S (Mn)	183.0
Avg. Vol. ('000)	600.9

SHAREHOLDING PATTERN (As ON 31st DECEMBER, 2025)



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