

Execution-led margin upside supports BHEL

Policy overhang limits near-term stock performance

DEEPAK KORGAONKAR
Mumbai, 8 January



After hitting a 17-month high of ₹305.85 a share in trade on Wednesday, shares of Bharat Heavy Electricals Ltd (BHEL) saw a sharp decline on Thursday. The capital goods major slid 10.34 per cent on reports that the government was planning to scrap a five-year-old restriction on Chinese firms bidding for government contracts.

The curbs were imposed in 2020 after the Galwan Valley border skirmish and required Chinese bidders to register with a government committee and obtain political and security clearances. Other stocks in the space, such as ABB India, Siemens, and Larsen & Toubro, also fell in the range of 5-6 per cent.

Despite Thursday's correction, BHEL has gained about 26 per cent over the past year. The company is set to declare its third-quarter (October-December/23) 2025-26 (FY26) results on January 19. As of September 30, 2025, BHEL's total outstanding order book stood at ₹2.19 trillion. Of this, ₹1.75 trillion, or about 80 per cent, was from the power sector, with the remaining ₹44,545 crore from the industrial segment, including exports.

Rising domestic consumption, along with the government's push for manufacturing and infrastructure development, is expected to drive energy demand in the near term. This, coupled with the thrust on energy security and affordability, is likely to speed up the addition of thermal-based power capacity, which offers reliable base-load generation.

BHEL is positioning itself to meet this demand by strengthening its engineering, procurement, and construction capabilities, facilitating vendors and standardising drawings, the

company said.

Analysts at JM Financial Institutional Equities remain optimistic about BHEL's execution and margin outlook. They maintain a 'buy' rating on the stock with a target price of ₹362, based on a valuation rollover to March 2028 earnings per share. Renewable intermittency, limited utility-scale storage capacity (currently less than 5 giga-watt/Gw) and rising evening peak demand make thermal generation critical for maintaining grid frequency and stability, and ensuring uninterrupted supply.

According to the brokerage, India has 230 Gw of coal-fired capacity, which is targeted to rise to 300 Gw by 2035. About 40 Gw is under construction, 23 Gw has been recently awarded, and 17 Gw is at the tendering stage. India will require coal-fired capacity of 340 Gw by 2047, implying a net addition of 40 Gw by 2047.

Since around 50 Gw of plants — mostly sub-critical units with higher costs and emissions — are expected to exhaust their useful life by 2035, and another 88 Gw by 2047, India would require an additional 170-180 Gw of new projects merely to maintain its installed base of 340 Gw by 2047.

Further, it likely miss on the 100 Gw nuclear by 2047 target could push up thermal power addition targets. That said, any scalable success in renewable energy plus storage as base load could alter the outlook for coal demand, analysts said in a company update.

Meanwhile, India's ongoing capital expenditure (capex) super-cycle remains largely public capex and policy-driven, while private capex is confined to select new-age areas such as renewable and thermal power generation, transmission and distribution, aerospace and defence, railways, electronics, data centres and green hydrogen.

Analysts at ICICI Securities expect BHEL's FY26E order inflows to exceed ₹90,000 crore, as the company has already announced inflows of ₹35,300 crore and is the L1 bidder for projects worth about ₹40,000 crore. The brokerage said the earlier execution slowdown was due to tech issues at newly built facilities, which are now being resolved. It expects a sharp execution ramp-up in 2026-27. The unawarded pipeline remains strong at around 25 Gw.

YOUR MONEY

LIFE INSURANCE MIS-SELLING

Review benefit illustration, premium table, surrender value clause before purchase

SAMIEEV SINHA

Even as overall grievances against life insurers stayed flat, complaints linked to unfair business practices (UBFP) rose, going from 33,335 in 2023-24 to 36,667 in 2024-25, an increase of 14.3 per cent, according to the Insurance Regulatory and Development Authority of India (Irdai).

Further, a 2024-25 survey of the complaints underline the need for consumers to be on guard against mis-selling.

The 'guaranteed returns' pitch
Certain life insurance products, especially endowment plans and unit-linked insurance plans (ULIPs), are often marketed as fixed deposit (FD)-like or high guaranteed return investments. Unlike FDs, which offer clear-cut interest rates and liquidity, life insurance involves long-term contracts with lock-ins, charges, and surrender penalties that can materially reduce returns.

downplayed, lock-in periods are not explained, and only best-case return projections are highlighted. The risk of capital loss on early exit is ignored," says Shilpa Arora, cofounder and chief operating officer, insuranceSamadhan.com.

Be sceptical of comparisons with FDs. "Always insist on written benefit illustrations, not verbal assurances. Read the benefit table carefully. Remember that high guaranteed returns rarely come without risks. Avoid sharing one-time passwords (OTPs) casually, pay attention to the insurer's verification call, and flag any discrepancies," says Arora.

Incomplete disclosures
Another common practice involves glossing over key policy details while focusing the sales pitch on benefits and returns. "Many buyers don't realise they are signing up for limited or regular-pay premiums, or that maturity benefits change sharply if premiums stop early. Key exclusions, surrender penalties, and bonus assumptions are often

glossed over," says Sanjeev Govila, certified financial planner and chief executive officer (CEO), Hum Fajil Initiatives, a financial advisory firm.

How can this trap be avoided? "Ignore the sales talk. Read just three pages: the benefit illustration, premium table, and surrender value clause," says Govila.

Wrong products sold
Mis-selling also occurs when advisers push products that are easier or more lucrative to sell rather than those aligned with customer needs. Most working individuals require a pure term cover. But lower commissions on them often lead agents to recommend money-back policies or ULIPs. "Needs assessment is skipped. Income and liabilities are not evaluated, and protection goals are replaced with return promises, and life cover remains inadequate. Customers are left with costly long-term savings products that fail to deliver meaningful

Points to remember

- Traditional endowment and money-back policies are often mis-sold using absolute maturity value instead of internal rate of return
- Low effective returns, typically around 4-5 per cent pre-tax, and long lock-in periods are hidden in fine print
- Ask what the post-tax IRR is if you exit at maturity
- If mis-sold, consider making policies paid up or reassess whether continuing to pay premiums causes more harm than exiting

financial protection," says Arora.

High-pressure sales tactics
Some agents create artificial urgency by claiming premiums will rise immediately or by bundling insurance with loans, leaving little time for evaluation. "Assess your needs independently, ask detailed questions, and insist on written promises, and be wary of pressure to sign immediately," says Abhishek Kumar, SEBI-registered investment advisor and founder, SahajMoney.com.

Agents also misstate tax benefits and use unauthorised returns to lure investors. Verify all changes in writing, check tax implications independently, and insist on Irdai-approved projection scenarios," says Kumar.

Precautionary measures
Slow down the decision-making. "Insurance is a long-term contract and deserves a careful reading of the benefit illustration and exclusions. Treat any promise not documented in the policy as unverified," says Venkatesh Naidu, CEO, Rajakapal Insurance Broking.

Policies can be cancelled within the free-look period of 15-30 days with minimal deductions. If that window has closed, act swiftly. "Gather all evidence — policy documents, sales material, emails, and agent communications — and file a written complaint with the insurer's grievance redressal cell. If unresolved within 30 days, escalate through Irdai's Bima Bhara portal to the insurance ombudsman. If needed, approach a consumer court," says Kumar.

The writer is a New Delhi-based independent journalist

Leaving money for pets in a will? Experts explain the Indian law

A growing number of pet owners are now wondering who will look after their pets when they are no longer around. Can they leave assets in the name of their pet in a will?

Pets cannot inherit, but care can be bequeathed
"Under the Indian Succession Act, 1925, pets are treated as personal property and not as heirs, so a will cannot leave assets directly to a pet," says Shiraddha Nilshwar, head of will and estate planning at Finance. Any provision to a pet has to be routed through a human caregiver or a trust.

Mayank Arora, advocate

and partner at Chambers of Bharat Chugh, said that even under trust law, beneficiaries must be capable of holding property.

"At best, instructions for pet care operate as conditional or honorary directions that rely on a human legatee or trustee to carry them out," he says.

Drafting mistakes to avoid
According to Nilshwar, frequent errors include naming the pet as beneficiary, failing to identify a primary and backup caregiver, not accounting for the pet's remaining lifespan, and leaving broad instructions such as "take care of my dog" without specifying funds, duration or oversight.

Read full report here: mybs.in/2g23qT3

COMPILED BY AMY KUMAR

COCHIN INTERNATIONAL AIRPORT LIMITED
CIL/COM/INV/CS/24/2025 09/01/2026

TENDER NOTICE

Online time e-Tenders are invited from reputed agencies for the work mentioned below at Cochin International Airport.

| Sl. No. | Name of Work | Estimate Amount | EMD | Completion Period |
|---------|---|------------------|-------------|-------------------|
| 1 | SITC of the RFID-based Vehicle Identification System at CIA | Rs.34 Lakh + GST | Rs.70,000/- | 04 months |

Interested firms may register themselves on the online E-Tendering portal <http://tenders.kerala.gov.in> and then download the Tender documents. For eligibility criteria and other details, visit our website: www.cial.aero.
Sol- Managing Director

Aditya Birla Sun Life AMC Ltd.

ADITYA BIRLA CAPITAL

ASSET MANAGEMENT

Aditya Birla Sun Life AMC Limited Investment Manager for Aditya Birla Sun Life Mutual Fund Registered Office: The World Centre, Tower 1/7B Floor, Jupiter Mills, Sector 1, Bopet, Mangaluru, Karnataka. 400 013. Tel: 4356 8000. Fax: 4356 8100. CIN: L59999MH9999030281

PUBLIC NOTICE

This is to notify to the public that some unscrupulous persons are passing themselves off as or being affiliated with the officials of Aditya Birla Sun Life AMC Limited ("ABSLMCA") and/or affiliated with Aditya Birla Sun Life AMC Limited. They have been falsely impersonating as representatives of ABSLMCA and/or unauthorizedly appropriating parts of identity and photograph(s) of the officials of ABSLMCA on online platforms/websites/social media platforms viz. WhatsApp groups/links, Telegram Channels, Instagram Channels, LinkedIn etc. ("Platforms")

We wish to inform the general public that ABSLMCA is in no way associated with these Platforms or the persons associated with these Platforms and shall not be held responsible for any actions, agreements, or representations made by these individuals and or unknown persons and disclaims all liability for any losses, damages, or other consequences resulting from such unauthorized actions by them or from the use of, reference to, or reliance on any information contained in such Platforms which are not authorized by ABSLMCA to use, publish or display such information.

We advise the public not to fall prey to these fraudulent Platforms/fake groups/phishing websites and to beware of such scams. We urge the public to observe utmost caution, conduct due diligence and verify such Platforms or any other entity claiming to be affiliated with ABSLMCA and/or its officials. The public should take note of the above, as anyone who engages with the said Platforms/fake groups/phishing websites, or any other platforms should be at his/her own risks.

The official website of ABSLMCA is <https://mutualfund.adityabirlacapital.com/> and our official social media handles are

| Social Media Platforms | Official handles |
|------------------------|---|
| YouTube | @AdityaBirlaSunLifeAMC https://www.youtube.com/@AdityaBirlaSunLifeAMC |
| Facebook | ABC - Aditya Birla Sun Life Mutual Fund https://www.facebook.com/absmutualfund |
| Instagram | @absmutualfund https://www.instagram.com/absmutualfund/ |
| LinkedIn | Aditya Birla Sun Life Mutual Fund (ABSLMF) https://www.linkedin.com/company/abslmf/ |
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We kindly request the public to exercise caution and refrain from circulating any unverified information, web links, and/or Platforms. It is important to critically evaluate the credibility of such content before sharing or according it any legitimacy.

We reserve the right to pursue legal action against such impersonators and any parties found to be complicit in the impersonation and fraudulent activities.

For Aditya Birla Sun Life AMC Limited

Head of Legal
Authorized Signatory

adani Adani Power Limited (APL)
Regd. Office: "Adani Corporate House", Shantigarh, Near Vaishno Devi Circle, S. G. Highway, Khandivadi, Ahmedabad 382421, Gujarat, India.

Notice Inviting Tender (NIT) for Sale of Ash/Reimbursement of Transport Subsidy

Adani Power Limited including its subsidiaries hereby invites bids for Sale of Ash/Reimbursement of Transport Subsidy from its Thermal Power Stations (TPSS) across India.

The detailed NIT for Tender No. AP/2025-26/ASH/TENDER-01 is available on website www.adanipower.com under Commercial Tab. All corrigendum, addendum, amendments, time extension if any will be uploaded to above website and no corrigendum will be published in the press.

Last date for purchase of Tender: Friday, January 16, 2026, before office closing hours i.e. 18:00 Hours.

EICHER MOTOR
EICHER MOTORS LIMITED
CIN: L49202GJ2002012997
Regd. Office: Plot number 1111, 11th Floor, Arkada Estate, Plot Number 24, Bankbaraha Road, New Delhi - 110011
Telephone: 91 11 41057173
Email: investors@eichermotors.com; Website: www.eichermotors.com

Notice for Loss of Share Certificates

Notice is hereby given that the following Share Certificate(s) of Eicher Motors Limited ("the Company") have been reported as lost/impounded/stolen by the duplicate mentioned registered holder(s) and they have applied to the Company for issue of the duplicate share certificate(s).

| Name of Shareholder | Folio No. | Certificate No. | Distinctive No. | No. of shares (Face value Rs.10 each) |
|---|-----------|-----------------|-----------------|---------------------------------------|
| Suresh Jain | 50380 | 32439 | 3242001 | 100 |
| Mita N Singh Jolly with Nishit G Shah | 68823 | 29676 | 2665701 | 100 |
| Hemish Chandra Jolly with Sanjeev Chandra | 31165 | 42241 | 4222161 | 100 |

Any person who has a claim in respect of the said certificate(s) should lodge his/her claim with all supporting documents with the Company at its registered office address at Plot No. 1111, 11th Floor, Arkada Estate, Plot No. 24, Bankbaraha Road, New Delhi-110011, India, if no valid and legitimate claim is received within 15 days from the date of publication of this notice, the Company will proceed to issue duplicate share certificate(s). Letter of Confirmation to the person(s) named above subject to verification of all accounts and no further claim will be entertained from any other person(s).

For Eicher Motors Limited
Date: January 08, 2026
Place: New Delhi

Aut. Sharma
Company Secretary & Compliance Officer

RAJ OIL MILLS LIMITED
CIN: L15142MH0001P1C133714
Registered Office: 224-230, Balaasa Road, Mumbai - 400008
Corporate Office: 205, Rahga Chambers, 214, Free Press Journal Marg, Nariman Point, Mumbai - 400011, Tel: No. +91 22-6686-6868
E-mail: cs@rajoilmills.com; Website: www.rajoilmills.com

NOTICE OF POSTAL BALLOT

NOTICE is hereby given to the Members of Raj Oil Mills Limited ("the Company") that pursuant to and in compliance with the provisions of Section 115 and other applicable provisions, (Many of the Companies Act, 2013 ("the Act"), Rules 20 and 22 of the Companies (Management and Administration) Rules, 2014 (the "Rules"), Regulation 44 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations") including any statutory modifications, amendments or re-enactments thereof for the time being in force; approval of the members is being sought for the following resolutions, by way of postal ballot:

| Sl. No. | Type of Resolution | Description of Resolution |
|---------|--------------------|--|
| 1. | Special Resolution | Re-appointment of Mr. Kian Raghavendra Awasthi (DIN: 02067271) as an Independent Director of the Company for the Second Term of Five Years |
| 2. | Special Resolution | Re-appointment of Mr. Rishang Sanjay Jain (DIN: 09065226) as an Independent Director of the Company for the Second Term of Five Years |
| 3. | Special Resolution | Re-appointment of Mr. Umesh Bheem (DIN: 09211149) as an Independent Director of the Company for the Second Term of Five Years |

In accordance with the applicable provisions of the MCA Circulars, members can vote only through e-voting. Hence, physical copy of the postal ballot along with postal ballot forms and pre-paid business envelope is not being sent to the members. The Company is accordingly pleased to offer e-voting facility to the members. The details of e-voting facilities and instructions regarding the same are provided in the notes to the postal ballot notice. Members may note that the e-voting commences on Saturday, January 10, 2026 (9:00 a.m. IST) and ends on Sunday, February 08, 2026 (5:00 p.m. IST). Members are therefore requested to cast their votes not later than 5:00 p.m. IST on Sunday, February 08, 2026 to be eligible for being considered, failing which it will be considered that no vote has been received from the members.

If it accords with MCA Circulars, the notice of postal ballot along with the Explanatory Statement has been sent via electronic mode on Thursday, January 08, 2026, to all those members whose name appears in the Register of Members/ Register of Beneficial Owners as on Friday, January 02, 2026 ("Cut-off date") and whose e-mail address are registered with the Company/Depositories.

The postal ballot notice is available on website of the Company at www.rajoilmills.com, website of the stock exchange i.e. BSE Limited at www.bseindia.com and National Stock Exchange of India Limited ("NSE") at www.nseindia.com and on the website of National Securities Depository Limited ("NSDL") at www.nsdl.com.

The Company has engaged the services of NSDL for providing e-voting facility to the Members to cast their votes electronically.

The e-voting period is as follows:

| E-VOTING STARTS ON | E-VOTING ENDS ON |
|--|---|
| Saturday, January 10, 2026 (8:00 a.m. IST) | Sunday, February 08, 2026 (5:00 p.m. IST) |

Members are requested to note that e-voting shall not be allowed beyond 5:00 p.m. IST on Sunday, February 08, 2026 and thereafter. Members are requested to cast their votes electronically. Once the votes on a resolution is cast by a Member, the Member shall not be allowed to change it subsequently.

A person whose name appears in the register of members/register of beneficial owners as on the cut-off date shall only be entitled to avail the facility of e-voting. Voting Rights shall be reckoned on the paid-up value of equity shares registered in the name of the Members as on the cut-off date. A person who is not a Member as on the cut-off date shall not be entitled to avail the postal ballot notice for information purposes only.

Members holding shares in the dematerialized mode, are requested to register their email addresses and mobile numbers with their relevant Depositories through their Depository Participants. Member holding shares in physical mode are requested to furnish their email addresses and mobile numbers to the Company's Registrar and Transfer Agent, Biplaxi Services Pvt. Ltd (info@bseindia.com).

Institutions on the process of e-voting, including members in physical mode are requested to furnish their email addresses and mobile numbers to the Company's Registrar and Transfer Agent, Biplaxi Services Pvt. Ltd (info@bseindia.com).

The relevant documents related to the postal ballot notice shall be made available for inspection electronically by the Members based on requests received at cs@rajoilmills.com mentioning their name, Folio No., DP ID and Client ID and physically at the Company's Registered Office between 10:30 a.m. and 5:30 p.m. on all working days (excluding Saturday, Sunday and holidays) until the last date for receipt of votes through e-voting.

The Board of Directors of the Company ("Board") has appointed Mr. S. K. Jan, Proprietor of S. K. Jan & Co., Practising Company Secretary, to act as the Scrutinizer for conducting the Postal Ballot and e-voting process, in fair and transparent manner.

The Scrutinizer will submit his report to the Chairman of Company Secretary and Compliance Officer after the completion of e-voting, and the results of e-voting by postal ballot through the e-voting process will be announced by the Chairman of Company Secretary & Compliance Officer within two working days and also be displayed on the website of the Company www.rajoilmills.com, website of the Stock Exchanges, Depositories and Registrar and Share Transfer Agent.

For detailed instructions pertaining to e-voting, Members may please refer the Section "Notes" in notes of the postal ballot. In case of any queries or grievances regarding the e-voting facility, the Members may refer the frequently asked questions and e-voting manual available under the help section at www.rajoilmills.com or call on 022-4886 7000 and 022-2499 7000 or send a request at investors@rajoilmills.com.

For Raj Oil Mills Limited
Date: January 08, 2026
Place: Mumbai

Priya Pandey
Company Secretary & Compliance Officer