

Date: 19-03-2025

BSE Limited  
Department of Corporate Services,  
P. J. Towers, Dalal Street,  
Mumbai - 400 001  
Scrip Code: 544244

National Stock Exchange of India Limited  
Exchange Plaza, 5<sup>th</sup> Floor, Plot No. C/1, G  
Block, Bandra Kurla Complex, Bandra (East),  
Mumbai – 400 051  
Scrip Name: GALAPREC

Dear Sir/Ma'am,

**Sub: Clarification on Revised Presentation – Update on Slide 7**

We refer to the presentation uploaded on March 18, 2025, on the NSE/BSE platform. Kindly note that we have made certain changes to the same, specifically in **Slide No. 7 (Geographical Presence)** due to an error in calculation.

To ensure accuracy, the necessary corrections have been made, and the revised presentation has been re-uploaded for your reference. We request you to kindly take the updated version on record.

Thanks & Regards,  
**For Gala Precision Engineering Limited**

**Pooja Ladha**  
**Company Secretary and Compliance Officer**  
**Encl.: As above**



# INVESTOR PRESENTATION

MARCH 2025



**30+**

Years of Operations



**175+**

Customers



**750+**

SKUs



Exporting to

**25+**

Countries



Domestic Renewal DSS  
Market Share

**70%**



Certified by

**ISO 9001:2015/ 14001: 2015/  
45001: 2018**

**IATF16949**

Quality standards



Revenue

**24%**

CAGR 2021-24



EBITDA

**48%**

CAGR 2021-24



PAT

**110%**

CAGR 2021-24

A background image showing a row of white wind turbines in a green field under a blue sky with light clouds. The image is split into vertical panels by white lines.

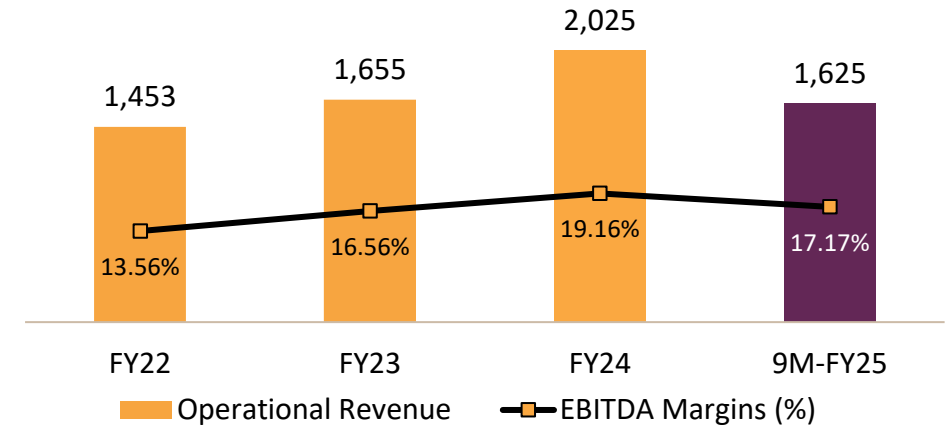
# COMPANY OVERVIEW



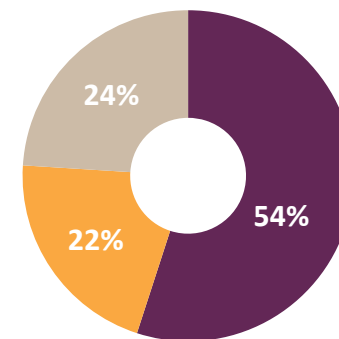
# COMPANY OVERVIEW

- Gala Precision Engineering is a renowned and preferred manufacturer of precision components in India.
- The company is supported by an experienced management team and a diverse, skilled workforce, driving consistent financial growth, operational efficiency, and high levels of repeat business.
- Leading manufacturer of Special Fastening Solutions (SFS) like High Tensile Fasteners such as Studs, Anchor Bolts, Cross Bolts, Hex Bolts, Nuts, Gallock Wedge Lock and Grip Lock Washers, as well as Disc & Strip Springs (DSS) and Coil & Spiral Springs (CSS), comprising of an extensive portfolio of 750+ SKUs.
- A diversified customer profile with more than 175 customers, with key clientele including major OEM's, Tier-1 & Channel Partners across various industries like Renewable Energy, Industrials and Mobility.
- Exporting to more than 25 countries with an office in Frankfurt, Germany and export revenues contributing to 37% in FY24.
- State-of-the-art manufacturing facilities, complemented by in-house tool design and development capacities, offer both scalability and flexibility, providing comprehensive solutions to its clients.

## Operational Revenue & EBITDA Margins (%)

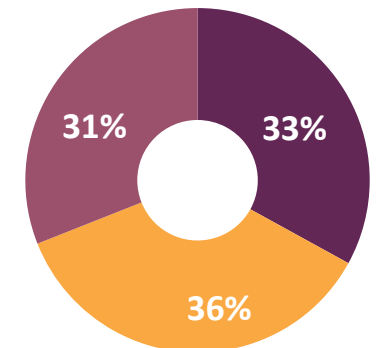


## Product Break Up (9M-FY25)



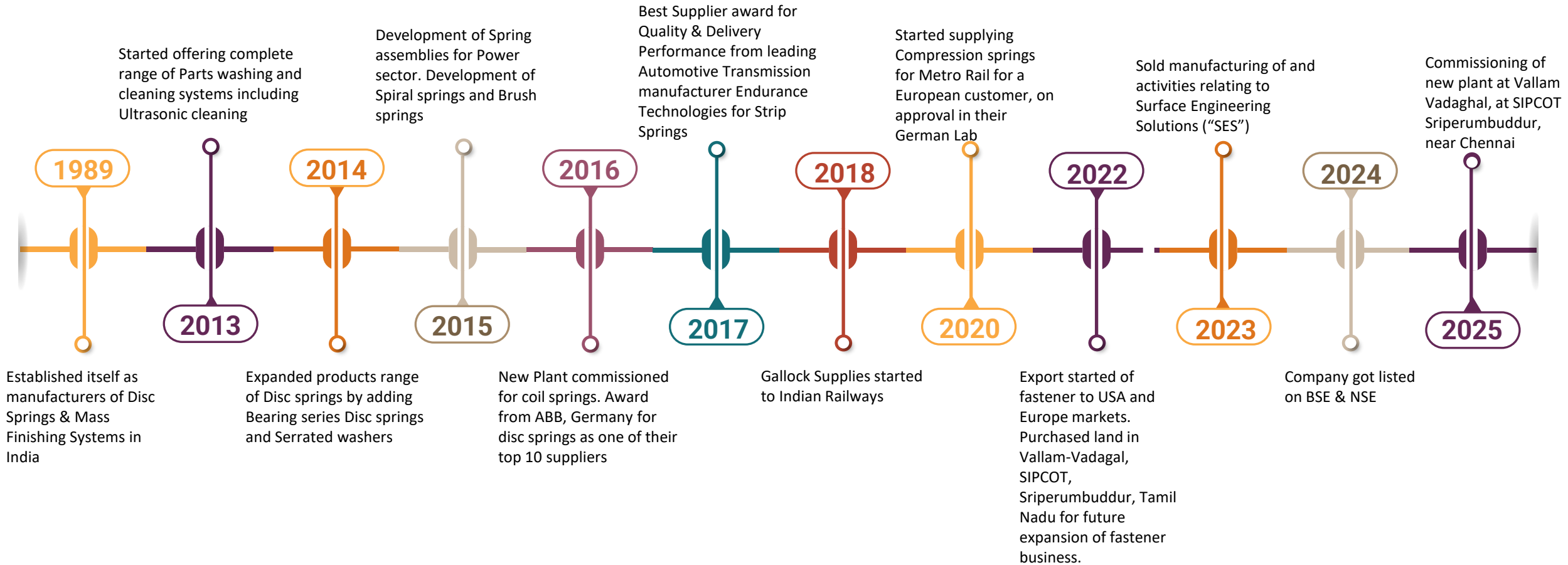
■ DSS ■ CSS ■ SFS

## End User Industry Revenue Break Up (9M-FY25)



■ Industrial ■ Renewable Energy ■ Mobility

# JOURNEY SO FAR





# BOARD OF DIRECTORS



**KIRIT GALA**  
**CHAIRMAN & MD**

- ❖ BE (Mech), MMS (Marketing) (Mumbai University)
- ❖ Speaks on topics : next generation of professional entrepreneurs, change management in VUCA world and strategy shastra



**BALKISHAN JALAN**  
**WHOLE TIME DIRECTOR (EXECUTIVE)**

- ❖ Chartered Accountant-ICAI, B.com (Mumbai University)
- ❖ More than 25 years of industry experience
- ❖ Awarded as SAP ACE Excellence Awards (2010)



**SATISH KOTWANI**  
**WHOLE TIME DIRECTOR (MARKETING)**

- ❖ Diploma in mechanical engineering from Board of Technical Examinations, Maharashtra (1991).
- ❖ Diploma in marketing management from the Bombay Institute of Management Studies (1996)



**RAJENDRA GOGRI**  
**NON-EXECUTIVE DIRECTOR**

- ❖ Chairman & MD of listed company Aarti Industries Limited
- ❖ B Tech (Chemical )- Institute of Chemical Technology
- ❖ Recipients of UDCT Alumnus Award (1995)



**SNEHAL SHAH**  
**INDEPENDENT DIRECTOR**

- ❖ PGDM (IIM-Bangalore), BE (Electrical)
- ❖ Associated with Fairwinds Asset Managers Limited as a Consultant



**NEHA GADA**  
**INDEPENDENT DIRECTOR**

- ❖ Chartered Accountant- ICAI, B.com (Mumbai University), Limited
- ❖ Insolvency Examination from IBBI
- ❖ Awarded 1st place as a CA Woman Independent Director by ICAI (2023)
- ❖ In 4 Listed Companies, serve as an Independent Director



**VARSHA GALVANKAR**  
**INDEPENDENT DIRECTOR**

- ❖ B.com (Mumbai University)
- ❖ Director at Ghalla Bhansali Consultancy Private Limited
- ❖ More than 31 years of professional experience



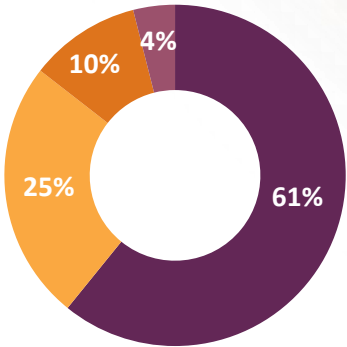
**SUDHIR GOSAR**  
**INDEPENDENT DIRECTOR**

- ❖ B.tech (IIT-Bombay)
- ❖ More than 33 years of professional experience

# GEOGRAPHICAL PRESENCE



9M-FY25 Geographical Sales (%)



■ India ■ Europe ■ America ■ ROW

-  CORPORATE OFFICE
-  OFFICES
-  EXPORT COUNTRIES
-  FACTORY
-  REPRESENTATIVE



# AWARDS / CERTIFICATIONS & ACCREDITATIONS

Year

Customer

Recognition

2015



Supplier of the year(DSS)

2018



Gold Category Award

2018



Appreciation certificate for positive Accomplishments

2023



High Quality & reliability supplier



Year

Institute

Recognition

2017



Star performer

2019



Certificate of Merit

2020



Silver Award, CCQC-20, Mumbai

2021



Par Excellence

2022



Best Energy Efficient Case Study

2023



Category-Mid Size Organizations

2024



India's Best Workplace in Manufacturing (Top 26-50)

2025



Ranked among the top 25 Best Workplaces in Mid-Size Manufacturing 2025

# MARQUEE CLIENTS



## RENEWABLE ENERGY

**Vestas**

GE VERNOVA

**ENERCON**  
ENERGIE FÜR DIE WELT

**SENVION**  
wind energy solutions

**Regal Rexnord**



## INDUSTRIAL

**Schneider Electric**

**LARSEN & TOUBRO**

John Deere India Pvt Ltd

**WÜRTH**

**legrand**

**LPS BOSSARD**  
Proven Productivity

**BUEAB**



## MOBILITY

**SCHAEFFLER**

**Wabtec**  
CORPORATION

**HITACHI Astemo**

**ENDURANCE**  
Complete Solutions

**EXEDY**  
RACING CLUTCH

**MSL**

# MANUFACTURING FACILITIES

## FEW OF THE IN-HOUSE MANUFACTURING CAPABILITIES



**Tool Design & Development**



**Blanking & Forming**



**Coiling**



**Heat Treatment**



**Shot Peening**



**Grinding**



**Thread Rolling**



**CNC Machining**

**Manufacturing Plant at Wada, Near  
Mumbai, Maharashtra**

Spread Across  
(Land Area)

**28,800 Sq Mtrs**



**VALLAM PLANT, NEAR CHENNAI, TAMIL NADU**

**Upcoming Manufacturing Plant  
at SIPCOT, Near Chennai, Tamil Nadu**

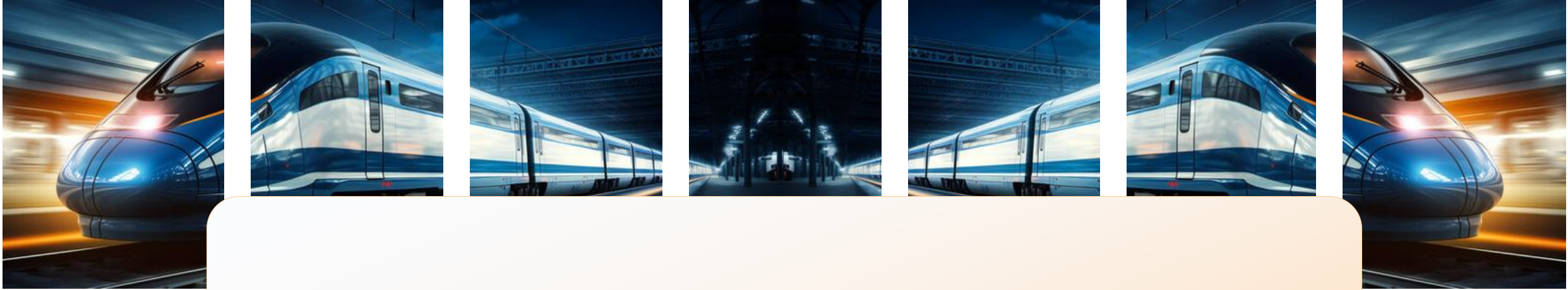
Spread Across  
(Land Area)

**6,718 Sq Mtrs**



**The trial run and development have started, and commercial production is expected to begin in April 2025**








# BUSINESS OVERVIEW











# VALUE CHAIN

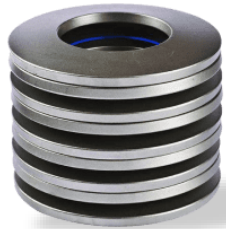
RAW MATERIAL	COMPONENTS	APPLICATIONS	END-USER INDUSTRIES
 <p>Steel Sheets      Steel rods</p>	 <p>DSS &amp; WLW</p>	<p><b>Renewables:</b> Yaw brakes, thrust bearing mechanism</p> <p><b>Industrial:</b> Transmission lines, dampening spring, elevator safety brakes</p> <p><b>Mobility:</b> Couplers and brakes</p>	<p><b>Renewables:</b> Wind turbines &amp; hydroelectric power plants</p> <p><b>Industrial:</b> Electricals, heavy machinery, &amp; off-highway vehicles</p> <p><b>Mobility:</b> Automobiles &amp; Railways</p>
 <p>Steel wires</p>	 <p>CSS</p>	<p><b>Industrial:</b> Actuators</p> <p><b>Mobility:</b> Transmission, brakes, seating</p>	<p><b>Industrial:</b> Control valves, off-highway vehicles</p> <p><b>Mobility:</b> Automobiles, commercial vehicles &amp; railways</p>
 <p>Steel rods</p>	 <p>SFS</p>	<p><b>Renewables:</b> Foundation, tower, hydroelectric plants</p> <p><b>Industrial:</b> Bridges</p> <p><b>Mobility:</b> Railway tracks and bridges</p>	<p><b>Renewables:</b> Wind turbines, hydroelectric power plants &amp; solar panels</p> <p><b>Industrial:</b> Off-highway vehicles, heavy machinery &amp; electricals</p> <p><b>Mobility:</b> Railways</p>



# TOTAL ADDRESSABLE MARKET (TAM)

PRODUCTS	RENEWABLE ENERGY		INDUSTRIAL				MOBILITY	
	 Wind Energy	 Hydroelectric	 Off-highway	 Heavy Machinery	 Infrastructure	 Electrical	 Automotive	 Railways
DSS & WLW	●	●	●	●		●	●	●
CSS			●		●		●	●
SFS	●	●	●	●	●	●	●	●

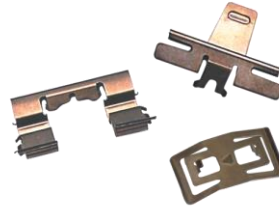
# DISC SPRING & WEDGE LOCK WASHERS



**Disc Springs**



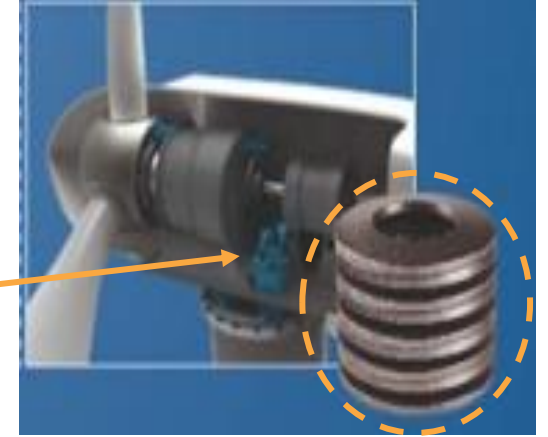
**Wedge Lock Washers**



**Strip Springs**

- Disc spring, Strip Springs and fastening solutions used in industrial applications requiring force exertion. They offer significant spring forces in a compact design.
- These solutions are specifically designed for industrial applications, ensuring secure, vibration-resistant joints with exceptional longevity and reliability.
- Strip springs are precision-stamped components made from spring or stainless steel, designed to store and release energy under load.
- Disc springs developed through collaboration with German universities, focusing on high performance and excellent fatigue life under stress.
- Providing over 100 standard sizes (ex-stock) and online selection software, allowing for reduced spring sizes while meeting load and deflection requirements.
- **The installed capacity for DSS is 225,517,000 units, with an 85% utilization rate, contributing to 59.5% of the company's total revenue in FY2024.**

## RENEWABLE ENERGY



## INDUSTRIAL



## MOBILITY



# COIL AND SPIRAL SPRINGS (CSS)



**Coil Springs**

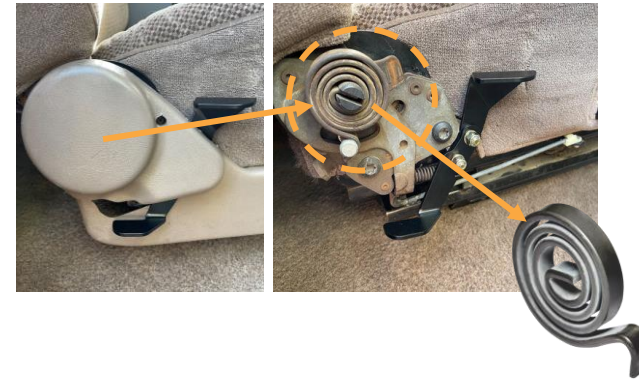


**Spiral Springs**

- Coil Mechanical devices that store potential energy are made from wire twisted into a spiral shape, with various steel types to meet specific requirements.
- Began manufacturing CSS in 2015, utilizing expertise to produce springs for critical applications.
- CSS solutions are used in automotive, off-highway vehicles, commercial vehicles, and industrial infrastructure.
- Spiral Springs are made from rectangular metal strips wound into a flat spiral, designed to store and release rotational energy as torque.
- Spiral springs offer high durability, optimal space efficiency, various surface treatments, and cost options while meeting strict tolerances.
- **The installed capacity for CSS is 20,941,200 units, with a 78% utilization rate, contributing to 20% of the company's total revenue in FY2024.**

## MOBILITY

### Automotive



### Railways



## INDUSTRIAL



# SPECIAL FASTENING SOLUTIONS (SFS)



**Anchor bolts**



**Studs**

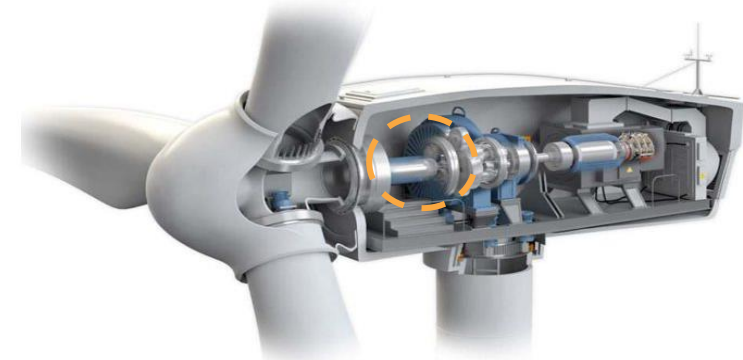


**Nuts**

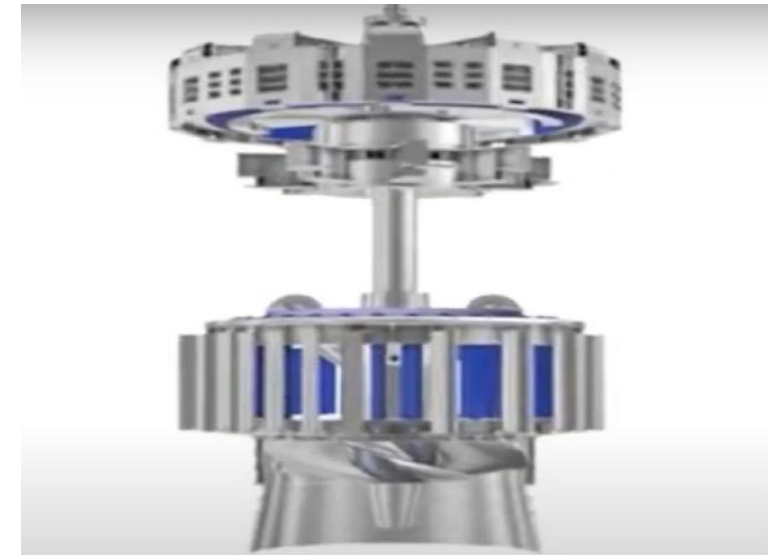
- Fasteners are hardware devices used to join or affix objects together, generally creating non-permanent joints.
- The company manufactures custom-made fasteners like studs, anchor bolts, and nuts, used in industries such as renewable energy, railways, off-highway vehicles, electrical, and heavy machinery.
- The company holds a 15% market share in the domestic specialized fastener solutions (SFS) market for wind turbines.
- **Specialty Fasteners and Systems has an installed capacity of 420,000 units with a capacity utilization of 69.94% in FY2024.**

## RENEWABLE

### Wind Turbine



### Hydro Electric Power Plant







# STRATEGIC OVERVIEW





# KEY COMPETITIVE STRENGTHS



Well established manufacturer of precision engineering components with diversified product portfolio and diverse market

**01**



Long-standing customer relationships with both Indian and global OEM and Tier 1 players

**02**



Well-equipped manufacturing facilities along with in-house design and other capabilities which offer scale, flexibility and comprehensive solutions

**03**



Experienced management team supported by large, diverse and skilled work force

**04**



Track record of consistent financial growth and performance characterized by operational efficiency and high repeat business

**05**

# STRATEGIC EXPANSION

## RAMPING UP EXISTING CAPACITY AT WADA, NEAR MUMBAI, MAHARASHTRA



Current Installed Capacity (no's)

225,517,000

Capacity Utilization

85%



Current Installed Capacity (no's)

20,941,200

Capacity Utilization

78%



Current Installed Capacity (no's)

420,000

Capacity Utilization

70%

CAPEX FROM IPO PROCEEDS

WADA PLANT, NEAR MUMBAI, MAHARASHTRA :

₹ 111 Mn

VALLAM PLANT, NEAR CHENNAI, TAMIL NADU :

₹ 370 Mn

## NEW CAPACITY AT VALLAM, NEAR CHENNAI, TAMIL NADU

Proposed Capacity

4,600 MT

Area Sq Mtrs

4,000

Vallam – Vadagal

SIPCOT



### STRATEGIC LOCATION ADVANTAGE

- Customers in close proximity
- Local job work vendors
- Nearby suppliers for raw material procurement



# FUTURE GROWTH STRATEGIES

01



Strengthening our core capabilities in precision engineering for sustainability

02



Moving up the value chain from niche markets to large addressable markets

03



Leverage in-house design and development capabilities to grow our product offerings and capitalize on future trends

04



Strengthen relationships with our existing customers and expand customer base

05



Expand manufacturing capacity at our existing facilities and set-up additional strategically located facility





# INDUSTRY OVERVIEW

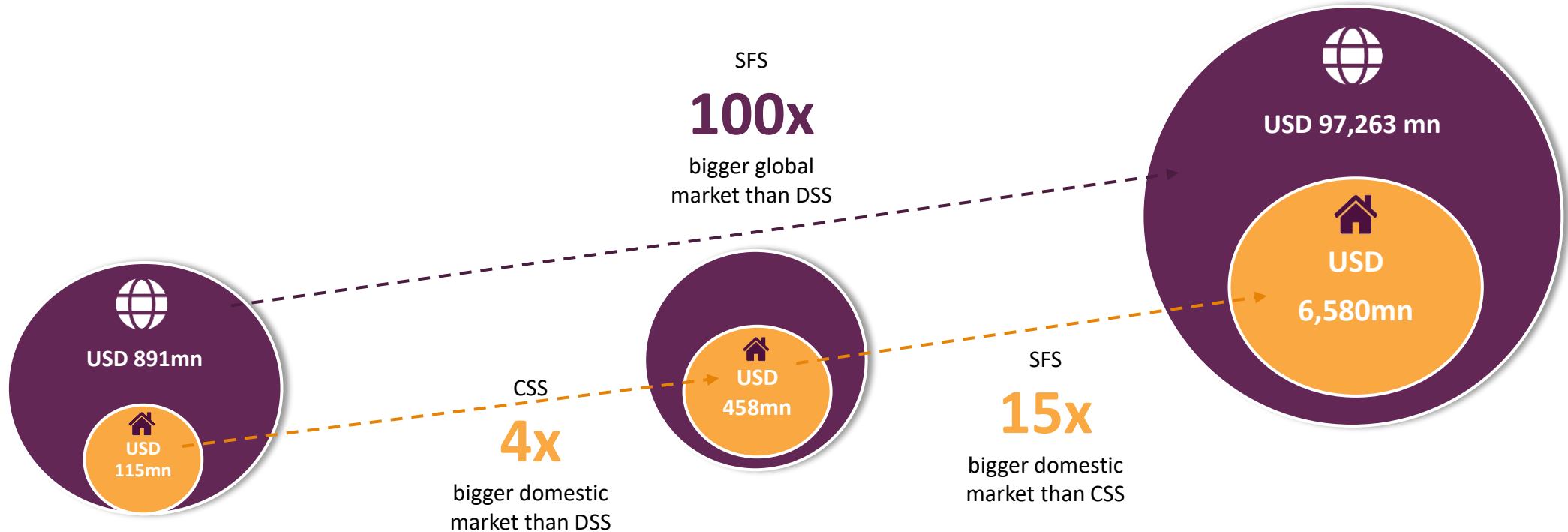


# DOMESTIC AND GLOBAL MARKET SIZE

DSS

CSS

SFS



Started manufacturing of  
DSS products

1989



Global Market  
CAGR CY24-CY26E

6.0%



Domestic Market  
CAGR FY24-FY27E

6.6%

Started manufacturing of  
CSS products

2015



Domestic Market  
CAGR FY24-FY27E

9.8%

Started manufacturing of  
SFS products

2018



Global Market  
CAGR CY24-CY26E

6.7%



Domestic Market  
CAGR FY24-FY27E

18.0%



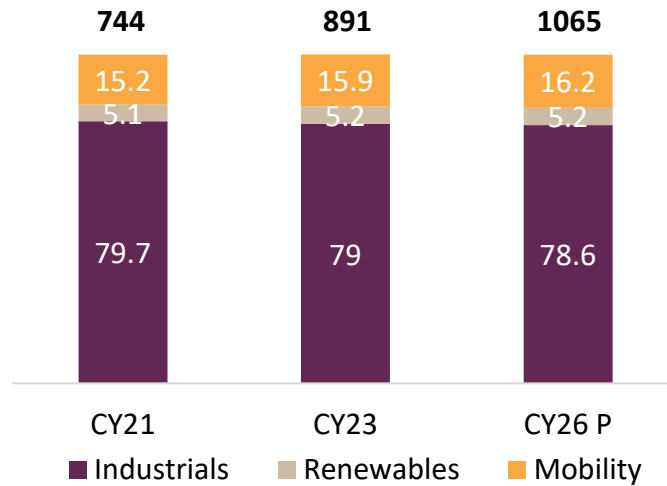
# DISC & STRIP SPRINGS AND WEDGE LOCK WASHERS

## DISC & STRIP SPRINGS (DSS) INCLUDING WEDGE LOCK WASHERS (WLW)

End Industry  
Application  
(USD Mn)

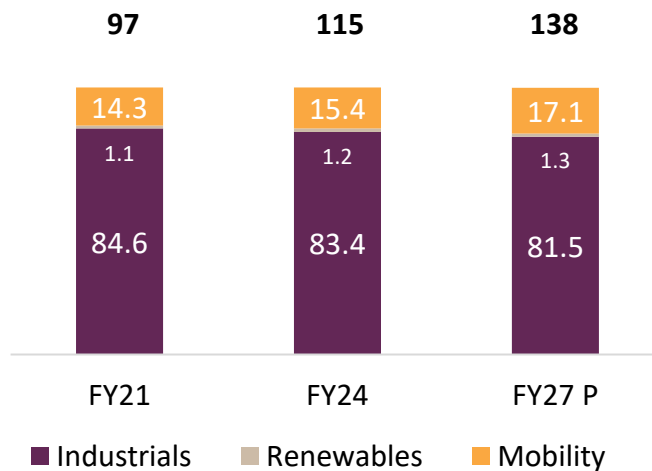
CAGR FY23-26E

Global (%) **6.2%**



CAGR FY23-27E

Indian (%) **6.1%**



## GROWTH DRIVERS



Equipment used in manufacturing and infrastructure contribute maximum revenue share



Increase in steel demand on account of rapid urbanization & construction needs



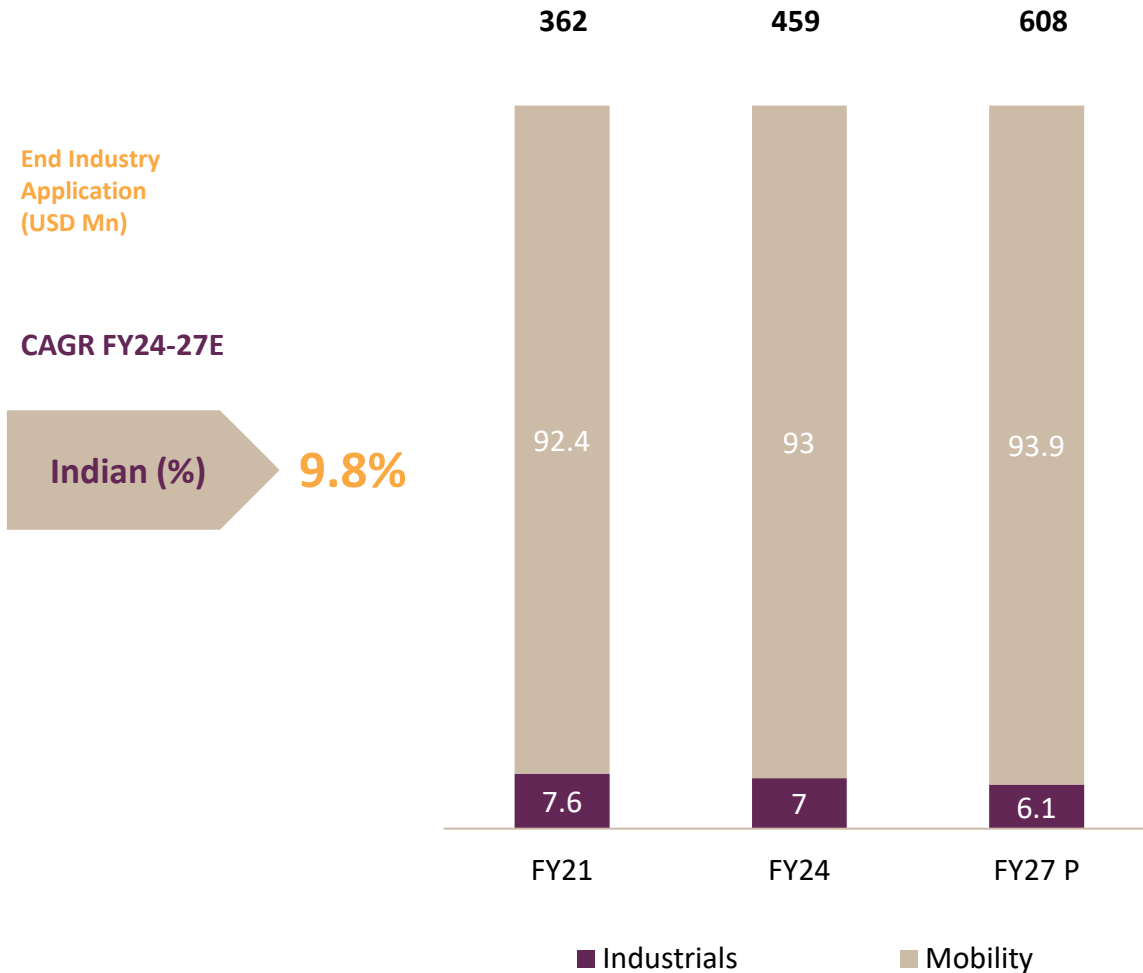
Increase consumption of passenger vehicle and increase capex toward Railway industry to fuel demand for precision products



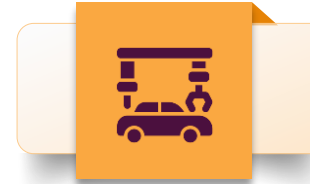
Government favorable policies in conjunction with private capex in renewable sector such as wind and hydro has provided impetus precision products.

# COIL SPRINGS & SPIRAL SPRINGS

## COIL SPRINGS & SPIRAL SPRINGS



## GROWTH DRIVERS



Coil spring assistance is essential for suspensions, engines, clutch, seat recliners and in-cabin shock absorbers in vehicles resulted in significant growth of the coil spring market



Upgradation of Indian railway system to high-speed rail and increased investment in metro rail has been instrumental in fueling demand for railway infrastructure



Rapid Urbanization will one of the determinant for demand of CSS products



PLI Scheme, import substitute, Urban Infrastructure will be key driver of CSS products in Industrial segment



Increase demand such as tractors, mowers, deep tillage equipment and spraying equipment has fuel demand for coil spring in advance mechanization of agriculture

# SPECIAL FASTENING SOLUTIONS (SFS)

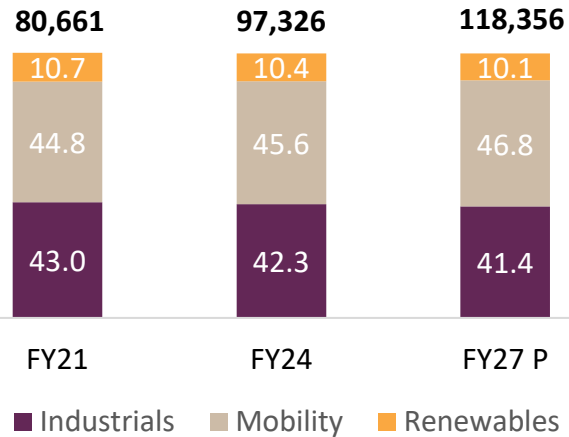
## END INDUSTRY APPLICATION (USD Mn)

End Industry  
Application  
(USD Mn)

CAGR FY23-26E

GLOBAL (%)

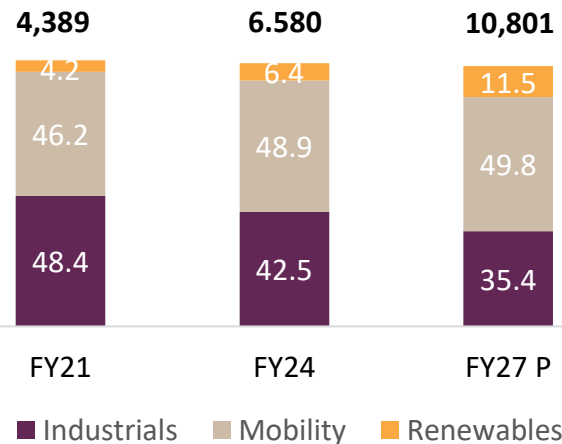
6.7%



CAGR FY23-27E

INDIAN (%)

18.0%



## GROWTH DRIVERS



Renewable sources are projected to contribute 95% to the increased global power capacity from CY21-26. Rising demand for renewable energy will also lead to an increased need for fasteners used in constructing wind turbines, hydroelectric plants, and solar farms



Various government are focusing on replacing old age infrastructure with modern infrastructure thus fueling demand for fastening solutions



Government focus on infrastructure has led to increase in mining activity and construction has aided demand for fasteners

# FURTHER OPPORTUNITIES IN DIFFERENT INDUSTRY

Note(s): CSS segment is not a focus area for us globally.

Product Category	Global Market Size (CY23 in US\$M)	Domestic Market Size (FY23 in US\$M)	Segment	Global Market Size (CY23 in US\$M)	Domestic Market Size (FY23 in US\$M)	Sub-segment	Global Market Size (CY23 in US\$M)	Domestic Market Size (FY23 in US\$M)
DSS + Wedge Lock Washers	891.2	114.8	Renewable energy	45.9	1.4	Renewable energy	45.9	1.4
			Industrial	703.9	95.8	Off-highway	397.5	77.4
						Electrical Equipment	281.5	17.5
						Heavy machinery	24.8	0.9
			Mobility	141.4	17.7	Mobility	141.4	17.7
CSS	NA	458.5	Industrial	NA	31.9	Off-Highway	NA	21.2
						Infrastructure	NA	10.8
			Mobility	NA	426.6	Commercial Vehicles	NA	22.6
						Automotive	NA	404.1
SFS	97325.5	6580	Renewable energy	10154.6	424.4	Renewable energy	10154.6	424.4
			Industrial	41184.3	2799.1	Off-highway	3953.8	539.5
						Electrical Equipment	1226.1	61.7
						Heavy machinery	36004.4	2197.8
			Mobility	44427.9	3217.3	Railway	5561.1	1236.1
						Automotive	38866.8	1981.2
			Others	1558.8	139.3	Others	1558.8	139.3
Total	98217	7153		98217	7153		98217	7153

A collage of financial-themed images including business people, dollar signs, and line graphs.

# FINANCIAL OVERVIEW





# Update on IPO Proceeds

## Funds Proceeds

Particular	Amount (INR Mn)
Received in Monitoring account from Public Account (A)	1,212.4
Total Balance utilized for payment (Breakup given below)	613.1
FD created in HDFC Bank	450.0
FD created in Yes Bank	145.0
Interest earned	0.1
Total (B)	1,208.2
Balance in the Monitoring Account A-B	4.2

## Funds Deployment

Particular	Amount to be funded from the net proceeds (INR Mn)	Amount Utilized (INR Mn)	Balance Available (INR Mn)
Loan repayment	454.3	454.3	-
Chennai CAPEX	370.0	130.5	239.5
Wada CAPEX	110.7	25.2	85.5
General Corporate Purposes	277.4	3.1	274.3
Total	1212.4	613.1	599.3

# HISTORICAL CONSOLIDATED STATEMENT OF PROFIT & LOSS

Particulars (INR Mn)	FY22	FY23	FY24	9M-FY25
Revenue from Operations	1,453	1,655	2,025	1,625
Total Expenses	1,256	1,381	1,637	1,346
<b>EBITDA</b>	<b>197</b>	<b>274</b>	<b>388</b>	<b>279</b>
<b>EBITDA Margin (%)</b>	<b>13.56%</b>	<b>16.56%</b>	<b>19.16%</b>	<b>17.17%</b>
Other Income	27	16	18	29
Depreciation	63	61	69	59
Finance Cost	49	52	61	29
<b>Profit before Exceptional Items and Tax</b>	<b>112</b>	<b>177</b>	<b>276</b>	<b>220</b>
Exceptional Items (Net)	-	98	(23)	(2)
<b>PBT</b>	<b>112</b>	<b>275</b>	<b>253</b>	<b>218</b>
Tax	46	33	33	50
Non – Controlling Interest	-	-	(3)	-
<b>PAT before Exceptional Item</b>	<b>66</b>	<b>144</b>	<b>246</b>	<b>170</b>
<b>PAT Margin before Exceptional Item (%)</b>	<b>4.54%</b>	<b>8.70%</b>	<b>12.15%</b>	<b>10.46%</b>
<b>PAT after Exceptional Item</b>	<b>66</b>	<b>242</b>	<b>223</b>	<b>168</b>
<b>PAT Margin after Exceptional Item (%)</b>	<b>4.54%</b>	<b>14.62%</b>	<b>11.01%</b>	<b>10.34%</b>
Other Comprehensive Income	(3)	2	5	2
<b>Total Comprehensive Income</b>	<b>63</b>	<b>244</b>	<b>228</b>	<b>170</b>
EPS (INR)(not annualised)	6.44	23.56	21.77	14.64

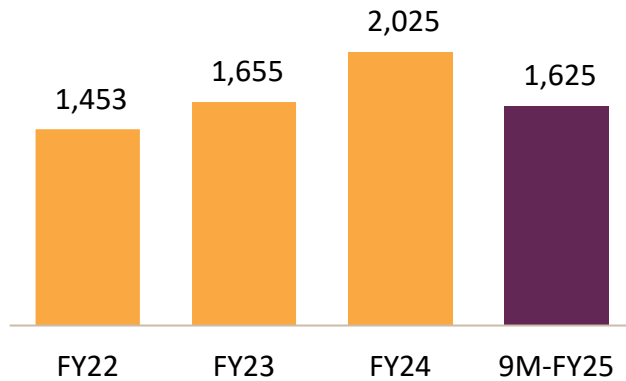
# HISTORICAL CONSOLIDATED BALANCE SHEET

Particulars (INR Mn)	FY22	FY23	FY24	H1-FY25
<b>EQUITY AND LIABILITIES</b>				
<b>Equity</b>				
Equity Share Capital	25	25	101	127
Other Equity	568	811	947	2,313
Non Controlling Interest	-	-	(3)	(4)
<b>Total Equity</b>	<b>593</b>	<b>837</b>	<b>1,045</b>	<b>2,436</b>
<b>LIABILITIES</b>				
Non-Current Liabilities				
Financial Liabilities				
-Borrowings	238	205	92	77
- Lease liabilities	-	15	11	10
- Other Financial Liabilities				
Provisions	40	46	53	60
Deferred Tax Liabilities (Net)	21	37	9	3
Current Liabilities				
Financial Liabilities				
- Borrowings	331	381	458	41
- Lease liabilities	-	3	3	4
- Trade Payables				
(A) total outstanding dues of micro & small enterprises	3	7	3	2
(B) total outstanding dues other than micro & small enterprises	135	74	133	187
- Other Financial Liabilities	57	84	64	108
Other Current Liabilities	12	9	11	13
Provisions	10	6	5	5
Current Tax Liabilities (Net)	17	-	-	-
<b>Total Liabilities</b>	<b>863</b>	<b>867</b>	<b>842</b>	<b>510</b>
<b>Total Equity And Liabilities</b>	<b>1,456</b>	<b>1,704</b>	<b>1,887</b>	<b>2,946</b>

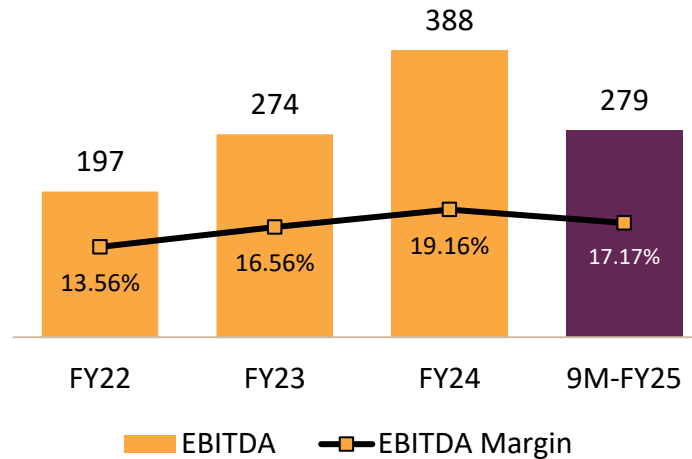
Particulars (INR Mn)	FY22	FY23	FY24	H1-FY25
<b>ASSETS</b>				
<b>Non-Current Assets</b>				
Property, Plant and Equipment	384	382	413	415
Right of use assets	11	50	45	43
Capital Work-in-Progress	1	13	32	95
Investment Property	-	-	-	-
Goodwill	-	-	-	-
Other Intangible Assets	168	177	186	171
Intangible assets under development	29	35	33	53
Other Financial Assets	6	9	11	40
Non-Current Tax assets (net)	1	11	7	4
Other non-current assets	4	7	16	77
<b>Current Assets;</b>				
Inventories	497	558	577	698
Financial Assets				
- Trade Receivables	255	300	470	447
- Cash and cash Equivalents	5	5	14	2
- Bank balances other than cash and cash equivalents	21	115	27	778
- Loans	3	6	1	3
- Others financial assets	21	4	17	19
Other current assets	48	34	38	101
<b>TOTAL ASSETS</b>	<b>1,456</b>	<b>1,704</b>	<b>1,887</b>	<b>2,946</b>

# FINANCIAL PERFORMANCE

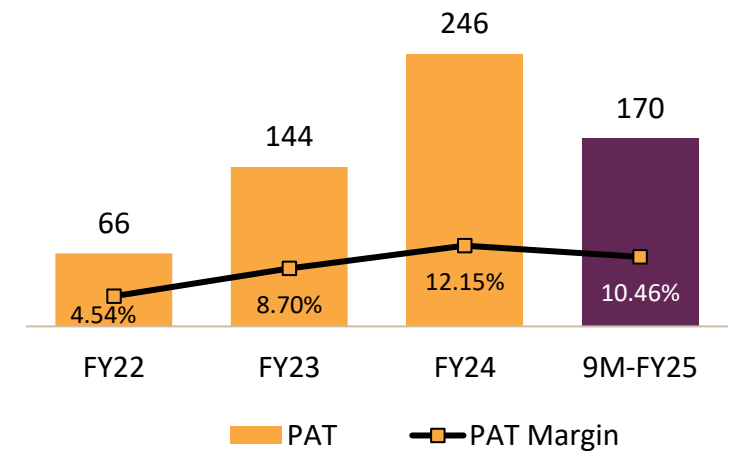
Revenue from Operations (INR Mn)



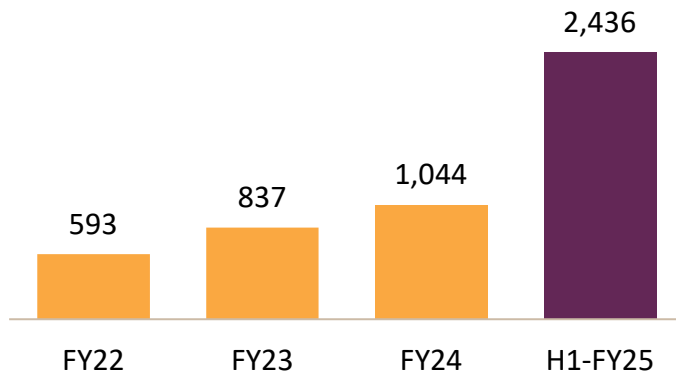
EBITDA (INR Mn) & EBITDA Margins %



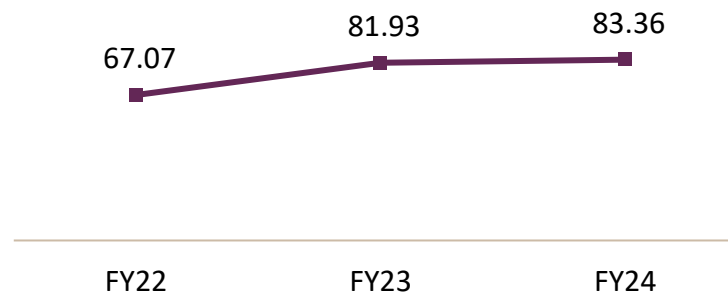
PAT (INR Mn) & PAT Margins % \*



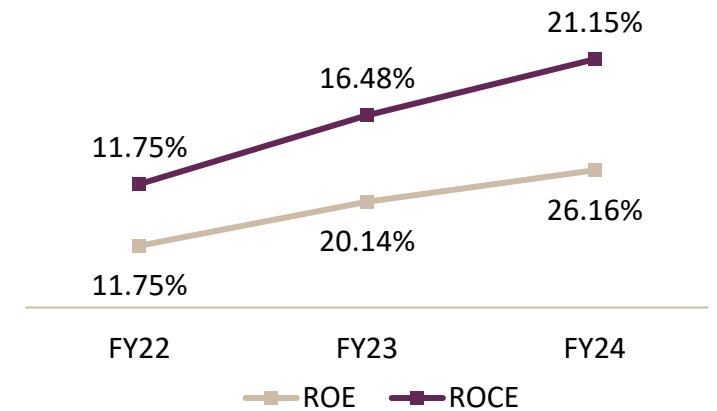
Net Worth (INR Mn)



Working Capital Days



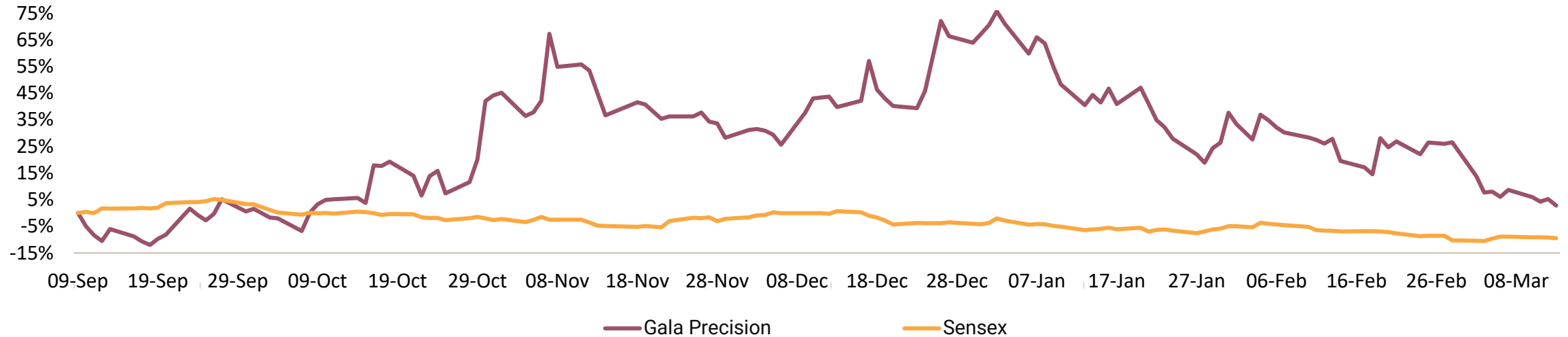
ROE\* & ROCE %



\* - PAT, PAT margins & ROE calculations excludes exceptional items

# CAPITAL MARKET SLIDE

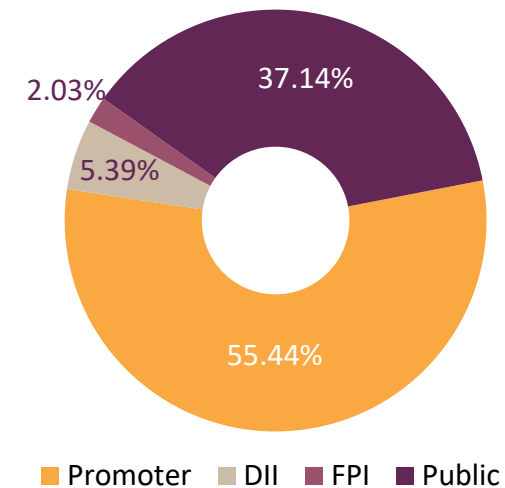
7 Month Stock Performance (up to 13<sup>th</sup> March, 2025)



Market Data (As on 13<sup>th</sup> March, 2025)

Particulars	INR
Face Value	10.00
CMP	809.20
52 Week H/L	1,480.80 / 685.60
Market Capitalization (Mn)	10,275.06
Shares O/S (Mn)	12.70

Shareholding Pattern (As on 31<sup>st</sup> December, 2024)





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