

**19<sup>th</sup> July, 2025**

**BSE Limited**

Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai- 400 001

**National Stock Exchange of India Limited**

“Exchange Plaza” Bandra-Kurla Complex,  
Bandra (East), Mumbai- 400 051

Scrip Code: **532907**

Scrip Code: **IL&FSENGG**

**Sub: Newspaper Publication**

Dear Sir/Madam,

In compliance with Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 2015, please find enclosed copies of Newspaper citations published in Business Standard (all editions) and Nav Telangana (Hyderabad edition) dated 19<sup>th</sup> July, 2025 with respect to ensuing 36<sup>th</sup> Annual General Meeting of the Company.

We request you to take this intimation on record

Thanking you,

For **IL&FS Engineering and Construction Company Limited**

**Rajib Kumar Routray**

Company Secretary & Compliance Officer

**Encl: As above**



**LUNCH WITH BS: AJAY VIJ, SENIOR COUNTRY MANAGING DIRECTOR, ACCENTURE INDIA**

# From kitchen to Cloud

Shivani Shinde gets a glimpse of how Vij, a chef who pivoted to tech, is steering Accenture's India engine

Getting a gourmet Italian restaurant to open exclusively for lunch is rare in Mumbai. But for Ajay Vij, senior country managing director, Accenture India, all it takes is a phone call. And why not? Before he entered the tech industry in 2000, Vij was a chef with Oberoi Group — and hospitality, clearly, still follows him.

We meet at Romano's, the Italian specialty restaurant at JW Marriott Sahar, which is usually shut for lunch. Today, it has opened just for Vij. That's not all. The chef has rolled out a special three-course menu: Beetroot roulade to start, followed by truffle burrata salad, ravioli with pistachio, sun-dried tomato ricotta, and finally, a delicate Chilean sea bass.

I'm curious: How does a hotelier pivot to technology services?

"I started as a chef, then moved into general management at the hotel," Vij says. "That's when I realised that I needed something more dynamic." It wasn't a mid-life pivot, but a considered one. "I was at a hotel with 80 rooms. I knew the trajectory. Even if it grew to 800 rooms, the nature of the work would remain the same. I needed something new."

Bangalore (now Bengaluru), which was then gearing up for the Y2K rush, offered just that. "The Jack Welch Centre had just opened. Lots of expats were staying at the Oberoi. IT was booming. I realised: This was the moment." Back then CRM — customer relationship management — was the buzzword. "And who knows customers better than hoteliers?"

That curiosity led him to Talisma, a CRM firm, where Rekha Menon, who went on to become chairperson and senior MD of Accenture India, and then chairperson of Nasscom, before retiring, took a chance on him. "She told me later she already had enough techies and finance folks. What she needed was someone who could stitch it all together. She thought hoteliers were best at that."

As the beetroot roulade is placed on the table, Vij, 60, reflects on what hospitality taught him. "Dignity of labour. Every cog in the wheel matters — whether it's the steward mopping floors or the *darban* at the gate. You learn to respect each role and to step in yourself if needed."

The industry switch, however, came with shocks. "I went from knowing everything in a hotel to sitting in rooms where I couldn't even understand the acronyms — SAP, CRM, BI," he says. What helped him navigate that unfamiliar world? "Upbringing. Confidence — that came from the Oberoi School of Hotel Management — and a people-first mindset. Tech, like hospitality, is ultimately a people business."

By 2002, he had joined Accenture — again, nudged by Menon. "She said, come see scale. She wasn't joking. Accenture went from 8,000 to over 350,000 people in India now."

Vij's career and the Indian IT services industry have mirrored each other. As we are served our truffle burrata salad, he recalls those early years. He divides the three decades into three clear phases.

The first phase, he says, was about industrialisation. "Cost arbitrage was proven quickly. But the challenge was: Could you scale it and industrialise it? Between 2002 and 2012, it was all about scale and skill."

The second phase — the decade that followed — was about digital and cloud transformation. "Our then CEO, Pierre Nanterme, said we need to go digital. And so we transformed ourselves."

Covid, he says, was a curveball, but also a catalyst. "It pushed the industry forward by a decade. We learned a lot navigating the disruptions of the pandemic."

Perhaps that's why Vij doesn't seem fazed by the artificial intelligence (AI) wave, a disruption many believe will rewrite the tech services playbook.

"We're in the AI cycle. We call this phase total enterprise reinvention through AI. If the life of a technology has three stages, we're at one-and-a-half. Now is the critical phase," he says.

His role is pivotal to this reinvention. As country MD, his mandate is to integrate Accenture's various business and corporate functions within India. He chairs the India Executive Committee, which includes all business leaders and several corporate function heads. "While we all report globally,

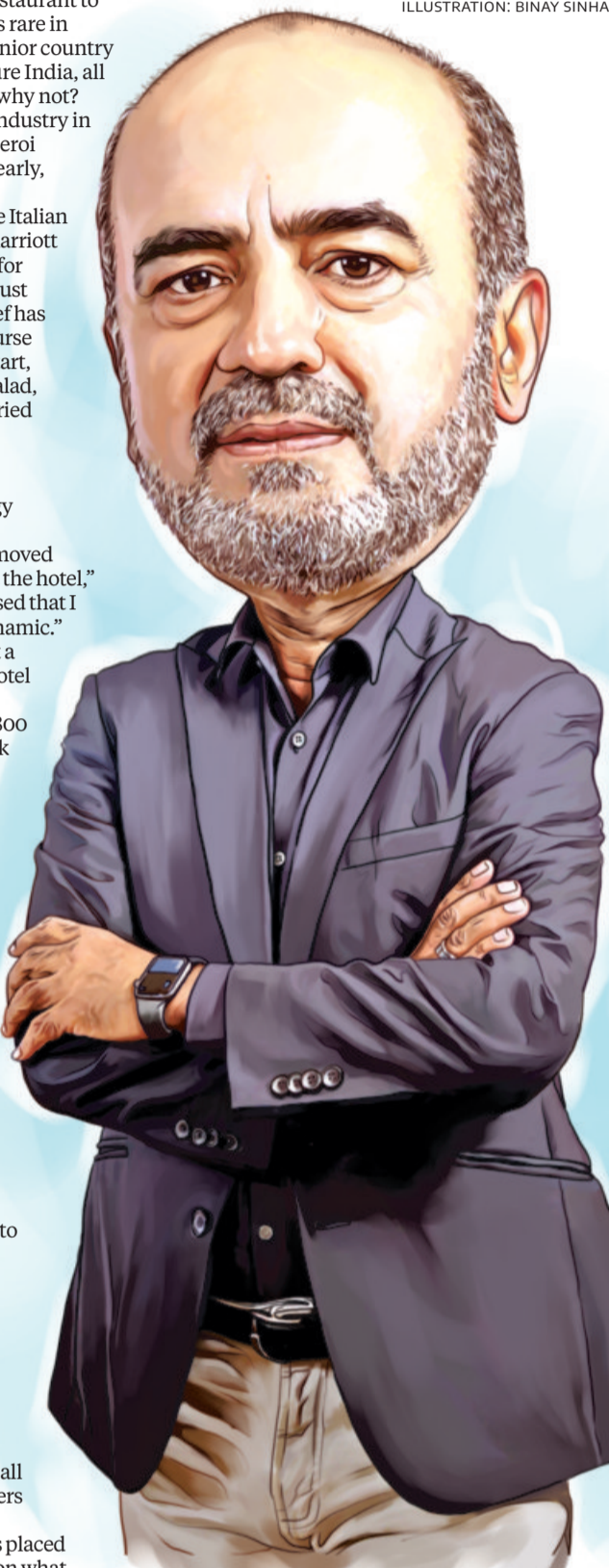


ILLUSTRATION: BINAY SINHA

the real challenge may lie in bridging the demand-supply gap through aggressive upskilling.

For Vij, that's yet another reinvention worth embracing. "This is an old challenge," he says. "Twenty years ago, the worry was that engineers weren't industry-ready. They couldn't talk to clients or lacked behavioural skills. We had to scale up soft-skills training almost overnight."

That experience, he says, laid the foundation for what he now calls the "X-model" of talent: Broad, adaptive, and capable of working across domains in an AI-driven world. "The human touch is becoming even more important in the age of AI," he adds.

Does he feel the pressure of driving this AI agenda from India? "I wouldn't call it stress," he says thoughtfully. "It's more a constant need to spot opportunity in whatever's unfolding." Whether it's AI disruption, a pandemic, or a global trade war, he sees them not as crises but as inflection points. "There's always a way through. That's how my team and I approach it."

India, he points out, is no longer just participating — it's central to Accenture's transformation, including its aggressive mergers and acquisitions (M&A) strategy.

Accenture is the only IT consulting and services company with a strong and sustained M&A

practice. In 2024, the firm made 39 acquisitions. In 2023, it invested \$6.6 billion across 46 acquisitions. Three of those were Indian firms: TalentSprint, Excelmax Technologies, and Cienra.

"Ten to 15 years ago, India was the tail of the acquisition story. Today, a significant chunk of the value is being delivered from India. And now, we're also acquiring Indian companies," he says. Acquiring Indian firms has been a game changer.

The TalentSprint acquisition, for instance, is set to strengthen Accenture's LearnVantage platform for tailored technology learning.

Still, Vij acknowledges that the macro environment is among the most complex he has experienced in his career. "All five major disruptors — geopolitics, economic uncertainty, climate, shifting talent dynamics, and political churn in democracies — are converging. That's rare. And it tells me the world is looking for change."

In such moments, he says, the role of companies like Accenture becomes even more critical. "We help others manage change. But Julie (Accenture's global CEO Julie Sweet)

has been clear: We must build our own credentials first. Whatever we offer clients, we should have tested on ourselves."

So what about Accenture's recent decision to roll back its public diversity, equity, and inclusion (DEI) targets — a move that has sparked a debate across the industry?

Vij's response is measured. "Look, you can say we're not declaring that number anymore, but that's the only thing we're not doing," he says.

"Internally, it was a great moment of reflection. Now the focus shifts. The question is, how do you run a more balanced organisation, not just chase one?"

That shift demanded a broader mindset. "Earlier, if we had a skilling programme for women, we asked: Why not open it up to men as well? Because that's how you build a truly balanced and sustainable organisation." According to Accenture's 2024 annual report, globally, women make up 48 per cent of its workforce and 30 per cent of managing director roles — numbers that exceed industry averages in

India. For its larger Indian competitors, the women's ratio is in the range of 35-38 per cent.

As the Chilean sea bass al cartoccio arrives at the table, I ask what his top three challenges are right now. He doesn't hesitate.

"The biggest one? The unknown. Earlier, you'd have visibility of at least two to three years. Today, there are just too many variables — economic, geopolitical, technological."

The second, he says, is skilling — and whether India as a country is ready for the pace of change. "It's not just companies. Employees, academia, policymakers, we all need to embrace the idea that continuous learning is the only way forward."

The third is more intangible — and, perhaps, more human. "The ability to spot the right opportunity at the right time. And maybe, just maybe, a little bit of luck."

I ask if he still enjoys cooking, and whether any lessons from his hospitality days continue to guide him.

"Absolutely," he replies without missing a beat. He draws a clear line from his past to his present. "Back then, it was all about guest delight. Today, it's about solving client problems. That's our core business — not marketing, not hiring, not real estate. We do all those things only so we can serve the client better."

Ind Bank Housing Ltd.				
(A Subsidiary of Indian Bank)				
Registered Office: 3rd Floor, Khivraj Complex 1, No. 480, Anna Salai, Nandanam, Chennai 600 035.				
CIN No: L65922TN1991PLC020219 Email: indhouse1991@gmail.com Website: www.indbankhousing.com Ph: 044 2432 9235				
Statement of Unaudited Financial Results for the Quarter ended 30.06.2025				
Sl. No.	Particulars	Three months ended	Year to date figures for the current period ended	Corresponding three months ended in the previous year
		30.06.2025	30.06.2025	30.06.2024
		Unaudited	Unaudited	Unaudited
Rs. lakhs				
1.	Total Income	6.23	6.23	6.27
2.	Net Profit / (Loss) for the period (before Tax, Exceptional and/or Extraordinary items)	(10.91)	(10.91)	(11.92)
3.	Net Profit / (Loss) for the period before Tax (after Exceptional and/or Extraordinary items)	(10.91)	(10.91)	(11.92)
4.	Net Profit / (Loss) for the period after Tax (after Exceptional and/or Extraordinary items)	(10.91)	(10.91)	(11.92)
5.	Total Comprehensive Income for the period [Comprising Profit/(Loss) for the period (after tax) and Other Comprehensive income (after tax)]	(10.91)	(10.91)	(11.92)
6.	Equity Share Capital	1000.00	1000.00	1000.00
7.	Reserves (excluding Revaluation Reserves) as shown in the Audited Balance sheet of previous year	(13087.43)	(13087.43)	(13056.72)
8.	Earnings Per Share (of Rs.10/- each) (for continuing and discontinued operations) - 1. Basic 2. Diluted	(0.11) (0.11)	(0.11) (0.11)	(0.12) (0.12)

Note: The above is an extract of the detailed format of Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing and Other Disclosure Requirements) Regulations, 2015. The full format of the Financial Results are available on the Stock Exchange Websites. BSE: www.bseindia.com and our company website: www.indbankhousing.com

By the Order of the Board For IndBank Housing Limited  
**V HARIBABU**  
MANAGING DIRECTOR

Place : Chennai  
Date : 17.07.2025

**IL&FS Engineering Services**  
IL&FS Engineering and Construction Company Limited  
CIN: L45201TG1988PLC008624  
Regd. Office: D.No.8-2-120/113, B-Block, 1st Floor, Sarali Info Park, Road No. 2, Banjara Hills, Hyderabad - 500033  
Ph: 040-40409333; Fax: 040-40409444; Email: cs@ilfsengg.com; Web: www.ilfsengg.com

**NOTICE OF 36<sup>th</sup> ANNUAL GENERAL MEETING OF THE COMPANY TO BE HELD THROUGH VIDEO CONFERENCING (VC)/ OTHER AUDIO VISUALS MEANS (OAVM)**

Members are hereby informed that the 36<sup>th</sup> Annual General Meeting ("AGM") of the Shareholders of IL&FS Engineering and Construction Company Limited ("the Company") will be held on **Thursday, 21<sup>st</sup> August 2025, at 11:30 A.M. (IST) through Video Conferencing ('VC')/ Other Audio Visuals Means ('OAVM')**, in compliance with the applicable provisions of the Companies Act, 2013 and the rules made thereunder ("Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with all the applicable circulars on the subject matter issued by the Ministry of Corporate Affairs ("MCA") and the Securities and Exchange Board of India ("SEBI"), to transact the business as set out in the Notice of 36<sup>th</sup> AGM of the Company.

Members will be able to attend and participate in the AGM by VC/OAVM only. Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act. In compliance with applicable circulars issued by the MCA and SEBI on the subject matter, Notice of 36<sup>th</sup> AGM and Annual Report for FY 2024-25 will be sent only by electronic mode to all the members whose email addresses are registered with Depository Participants/ Registrar and Share Transfer Agent/ Company. Further a letter providing web-link, including the exact path for accessing the Annual Report for FY 2024-25 will be sent to those Members who have not registered their email addresses. Members holding shares in dematerialized mode are requested to register/update their email address with their Depository Participants ("DP") by following procedure prescribed by DP.

The Company has engaged the services of National Security Depository Limited ("NSDL") for providing remote e-voting facility ("remote e-voting") to all its members to cast their vote on all resolutions set out in the Notice of 36<sup>th</sup> AGM. Additionally, the Company, through NSDL is providing the facility of voting through e-voting system during the AGM ("e-voting").

The details such as manner of (i) registering/ updating email addresses, (ii) casting vote through remote e-voting/e-voting and (iii) attending the AGM through VC/OAVM has been set out in the Notice of the AGM which will be emailed in due course.

The Members are requested to carefully read all the Notes set out in the Notice of 36<sup>th</sup> AGM (being sent electronically) and in particular, instructions for joining the AGM, manner of casting vote through remote e-voting or through e-voting facility at the AGM. The Notice of 36<sup>th</sup> AGM and Annual Report for FY 24-25 will also be available on the Company's website at www.ilfsengg.com, website of the Stock Exchanges i.e., BSE Limited at www.bseindia.com and National Stock Exchange of India Limited at www.nseindia.com and also on the website of NSDL at www.evoting.nsdl.com.

For IL&FS Engineering and Construction Company Limited  
Sd/-  
**Date: 18<sup>th</sup> July, 2025**  
Place: Gurugram

**Rajib Kumar Routray**  
Company Secretary & Compliance Officer

CLEAN SCIENCE AND TECHNOLOGY LIMITED										
Regd Office: Office No. 603 & 604, 6th Floor, Tower No.15, Cybercity, Magarpatta City, Hadapsar, Pune, Maharashtra - 411013										
Website: www.cleanscience.co.in, Email Id: compliance@cleanscience.co.in, Tel: +91 20 41264761, Corporate Identification Number: L24114PN2003PLC018532										
EXTRACT OF THE STATEMENT OF UNAUDITED FINANCIAL RESULTS FOR THE QUARTER ENDED JUNE 30, 2025										
₹ in million (except per share data)										
Sr No	Particulars	Standalone				Consolidated				
		Quarter Ended		Year Ended	Quarter Ended		Year Ended			
		30-06-2025	31-03-2025	30-06-2024	31-03-2025	30-06-2025	31-03-2025	30-06-2024	31-03-2025	
		(Un-audited)	(Refer Note 3)	(Un-audited)	(Audited)	(Un-audited)	(Refer Note 3)	(Un-audited)	(Audited)	
1	Total Income from Operations	2,199.06	2,453.86	2,173.14	9,223.16	2,428.69	2,636.83	2,240.12	9,666.44	
2	Net Profit / (Loss) for the period (before Tax, Exceptional and/or Extraordinary items)	1,024.15	1,050.80	962.37	3,905.50	945.49	995.81	887.02	3,567.31	
3	Net Profit / (Loss) for the period before tax (after Exceptional and/or Extraordinary items)	1,024.15	1,050.80	962.37	3,905.50	945.49	995.81	887.02	3,567.31	
4	Net Profit / (Loss) for the period after tax (after Exceptional and/or Extraordinary items)	765.74	786.08	721.58	2,923.02	700.63	740.92	659.31	2,644.05	
5	Total Comprehensive Income for the period [Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	765.77	786.69	721.42	2,923.14	700.83	742.28	659.09	2,644.75	
6	Paid-up Equity Share Capital [Face Value Re.1/- per share]	106.27	106.27	106.26	106.27	106.27	106.27	106.26	106.27	
7	Reserves (excluding Revaluation Reserve) as shown in the Audited Balance Sheet of the previous year				14,461.01				14,057.89	
8	Earnings per equity share (nominal value of Re.1/- per share)*									
		Basic	7.21	7.40	6.79	27.51	6.59	6.97	6.21	24.88
		Diluted	7.20	7.40	6.79	27.50	6.59	6.20	24.88	

\*EPS are not annualised for the interim periods

Notes:  
1 The above unaudited financial results have been reviewed by the Audit Committee and thereafter approved and taken on record by the Board of Directors in their respective meetings held on July 17, 2025. These unaudited financial results of the Company are prepared in accordance with Indian Accounting Standards ("referred to as Ind AS") as prescribed under Section 133 of the Companies Act, 2013 read with Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time and the provisions of the Companies Act, 2013.  
2 The "Limited Review" of the Unaudited Financial Results for the quarter ended June 30, 2025 pursuant to Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 has been carried out by the Statutory Auditors. An unmodified report has been issued by them thereon.  
3 The figures for the quarter ended March 31, 2025 as reported in these financial results, are the balancing figures between the audited figures for the year ended March 31, 2025 and unaudited figures for the nine months ended December 31, 2024 which were subjected to limited review.  
4 The above is an extract of the detailed format of Quarterly Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The aforesaid Unaudited Financial Results are available on the website of the Company, www.cleanscience.co.in and also on the website of the BSE Limited, www.bseindia.com and National Stock Exchange of India Limited, www.nseindia.com, where the shares of the Company are listed and also can be accessed by scanning the Quick Response code available below.

Place: Pune  
Date: July 17, 2025

For and on behalf of the Board of Directors  
**Ashok R. Boob**  
Managing Director  
DIN 00410740

