

Date: November 13, 2025

To, BSE Limited ("BSE"), Corporate Relationship Department, 2 nd Floor, New Trading Ring, P.J. Towers, Dalal Street, Mumbai – 400 001	To, National Stock Exchange of India Limited ("NSE") "Exchange Plaza", 5 th Floor, Plot No. C/1, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 051
BSE Scrip code: 543399	NSE Symbol: TARSONS

Sub: Investor Presentation for the second quarter and half year ended September 30, 2025

Dear Sir/Madam,

Pursuant to the provisions of Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation for the second quarter and half year ended September 30, 2025.

The Presentation will also be uploaded on the Company's website at www.tarsons.com.

We request you to kindly take the same on your records.

Thanking You,

Yours faithfully,

For Tarsons Products Limited

Santosh Kumar Agarwal
CFO, Company Secretary and Compliance Officer
ICSI Membership No. A44836

Encl: As above



TARSONS PRODUCTS LIMITED

Investor Presentation
November 2025

TRUST
DELIVERED





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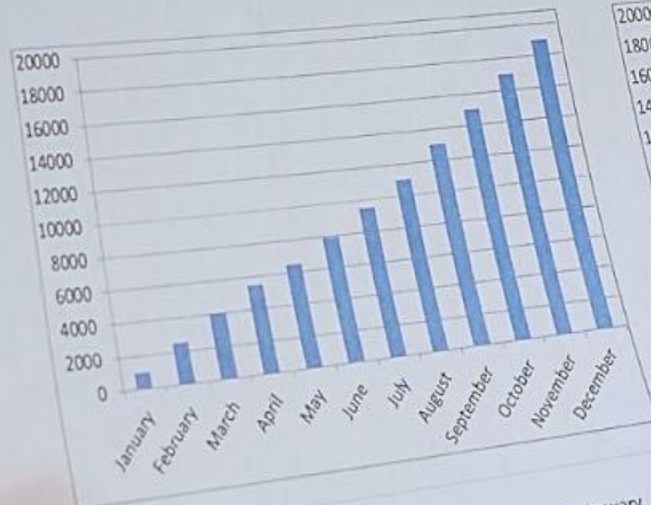
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Q2 & H1FY26

**Financial & Operational
Highlights**

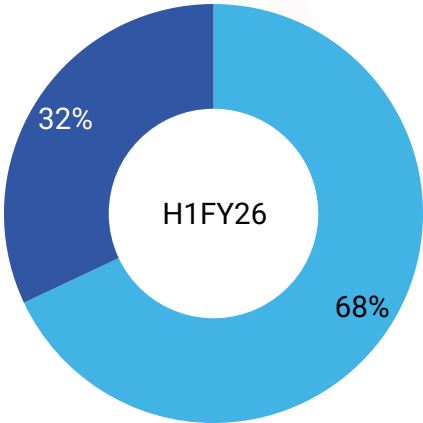
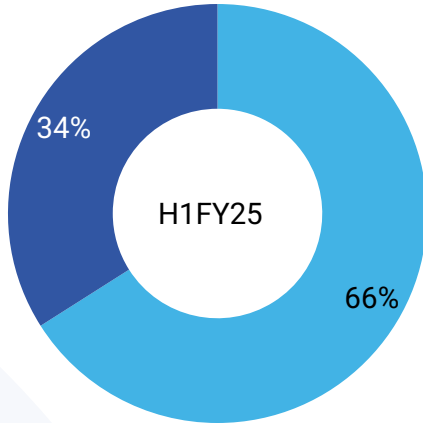
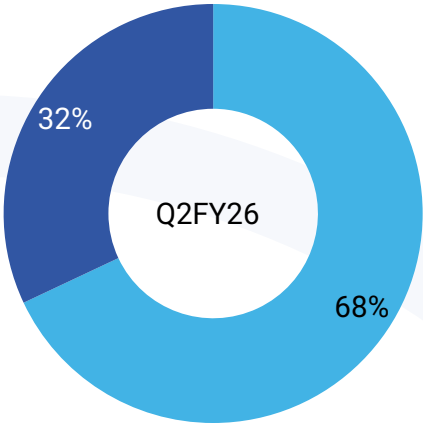
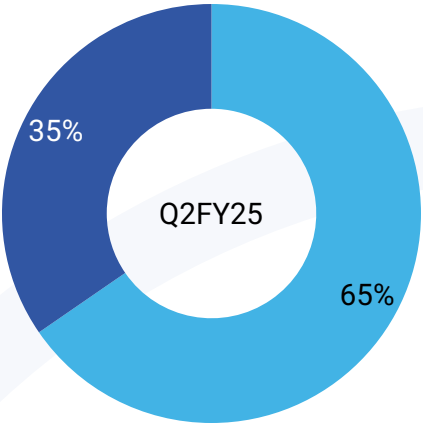


Q2 & H1FY26 Key Operational Highlights

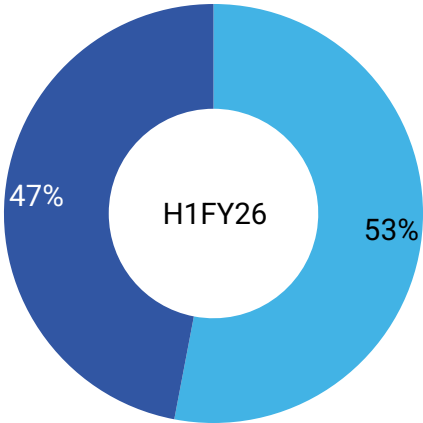
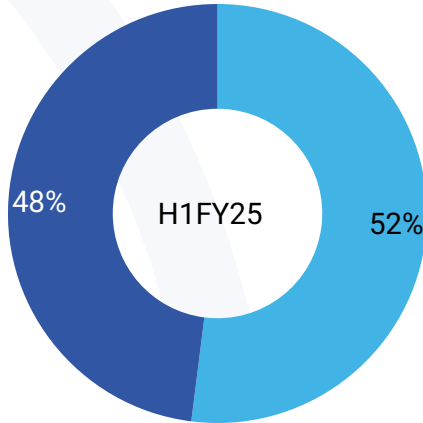
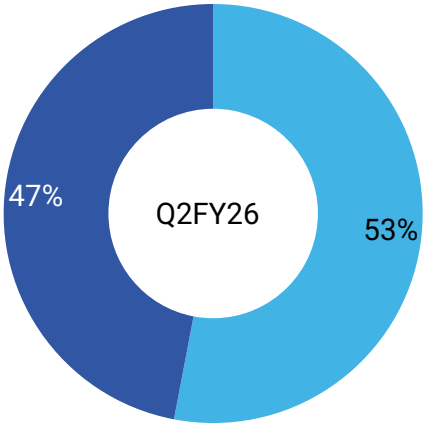
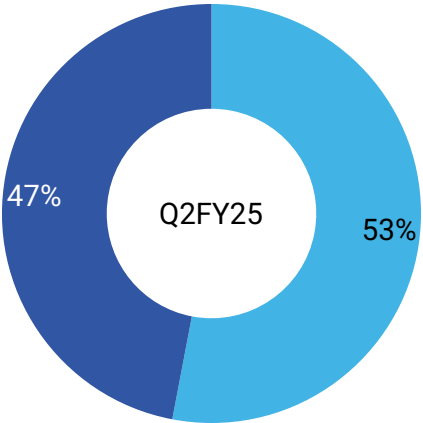
Revenue Mix : Geography Wise

Revenue Mix : Geography Wise

Standalone



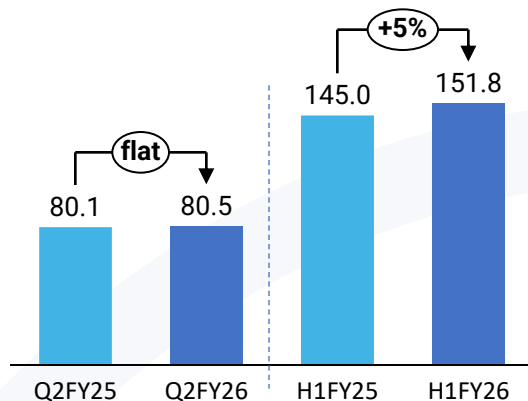
Consolidated



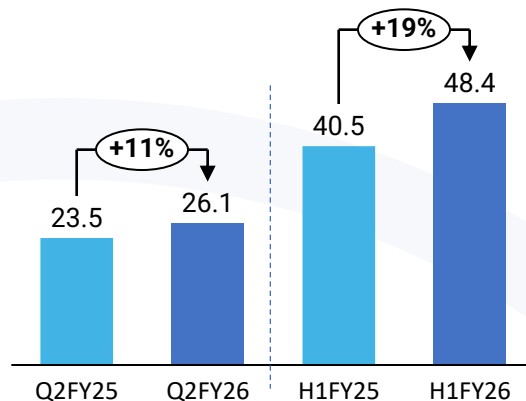
Domestic Overseas

Q2 & H1FY26 Standalone Financial Highlights

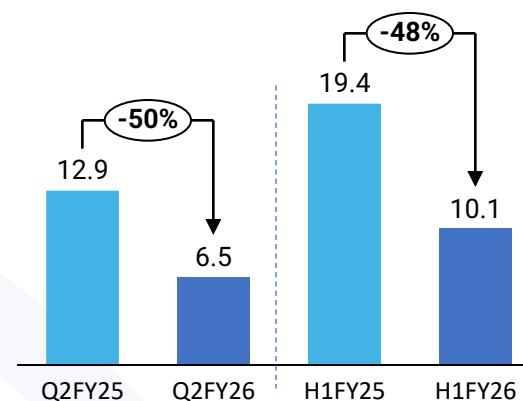
Revenue (in Rs. crs)



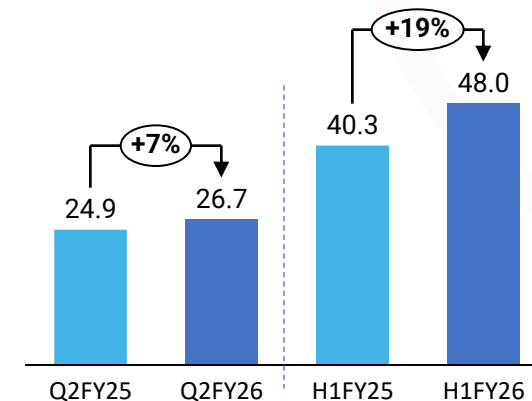
EBITDA[^] (in Rs. crs)



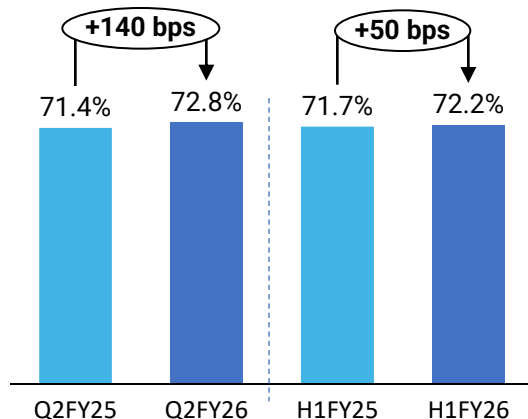
Profit After Tax (in Rs. crs)



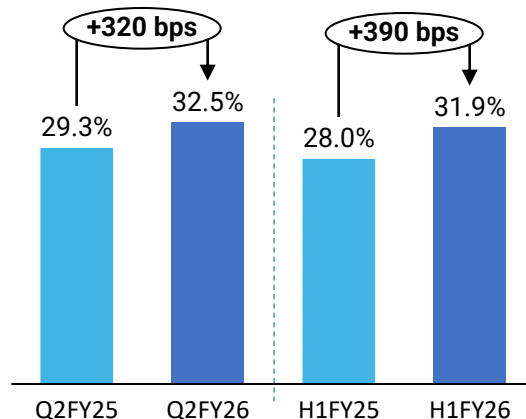
Cash PAT[#] (in Rs. crs)



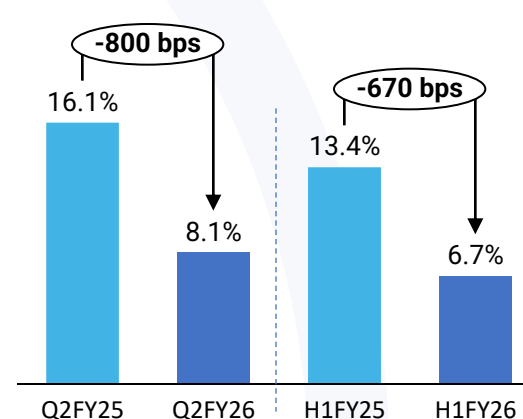
Gross Margin (%)



EBITDA Margin (%)



PAT Margin (%)



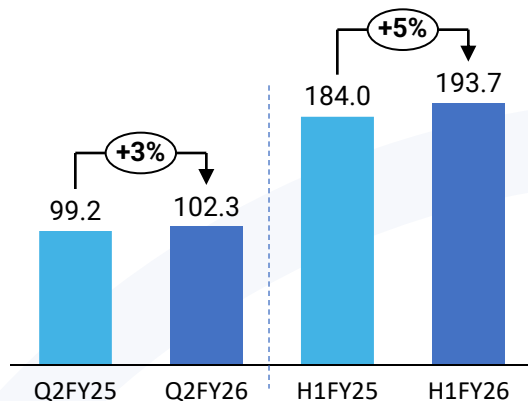
- Impact on PAT due to accelerated depreciation and finance costs related to the new facilities at Panchla and Amta, with revenues expected to accrue in subsequent years.
- EBITDA for H1FY26 **grew by 19%** on a Y-o-Y basis with margin expansion of 390 bps
- Cash PAT for H1FY26 **grew by 19%** on a Y-o-Y basis

[#]Cash PAT = PAT + Depreciation

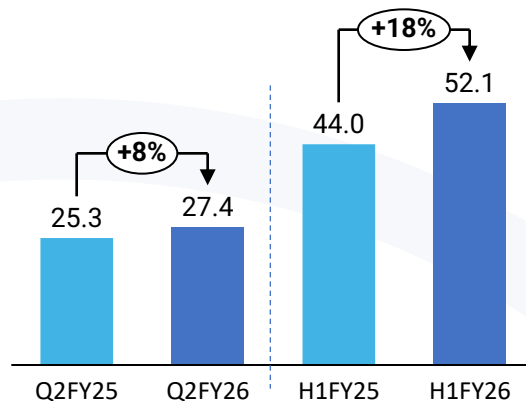
[^] EBITDA for Q2FY25 and H1FY25 is after including the one-time expenses of Rs. 6.3 crores and Rs. 9.3 crores respectively relating to provision for damage to machinery during transit

Q2 & H1FY26 Consolidated Financial Highlights

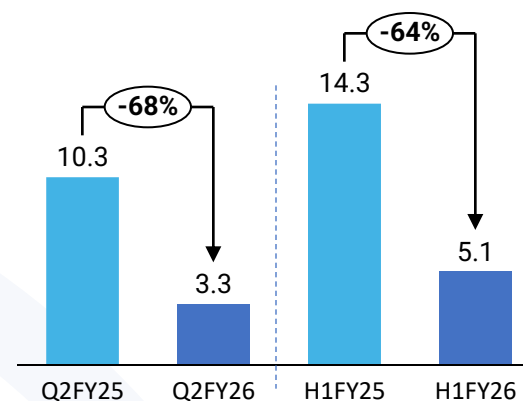
Revenue (in Rs. crs)



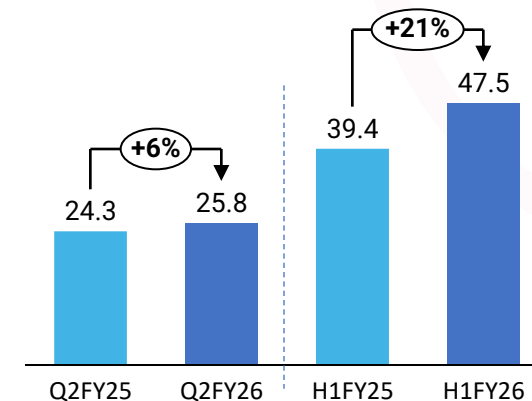
EBITDA[^] (in Rs. crs)



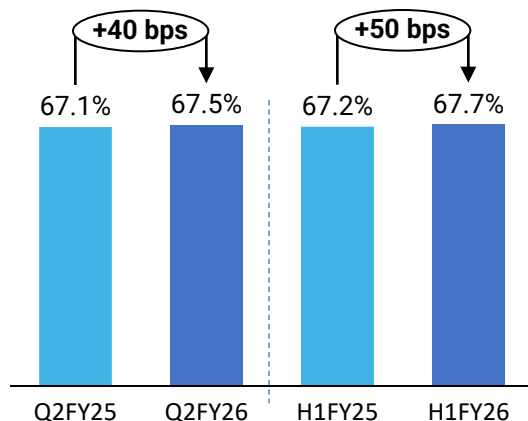
Profit After Tax (in Rs. crs)



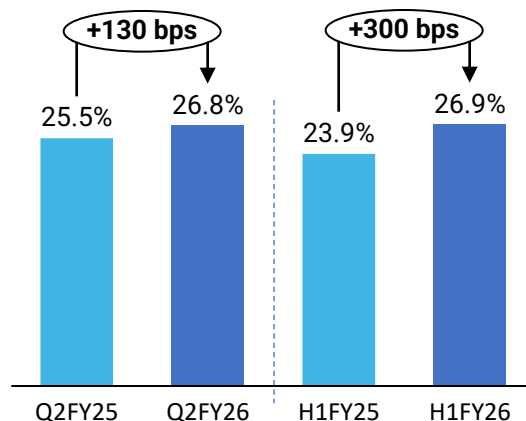
Cash PAT[#] (in Rs. crs)



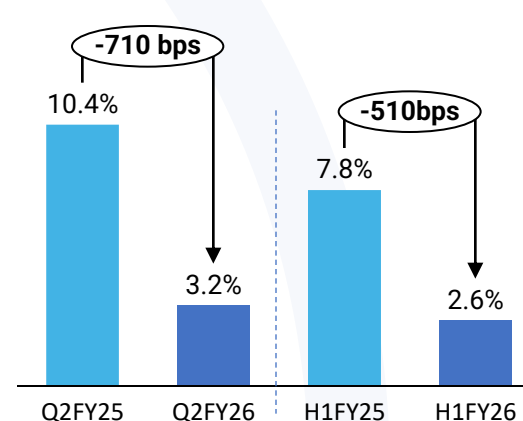
Gross Margin (%)



EBITDA Margin (%)



PAT Margin (%)



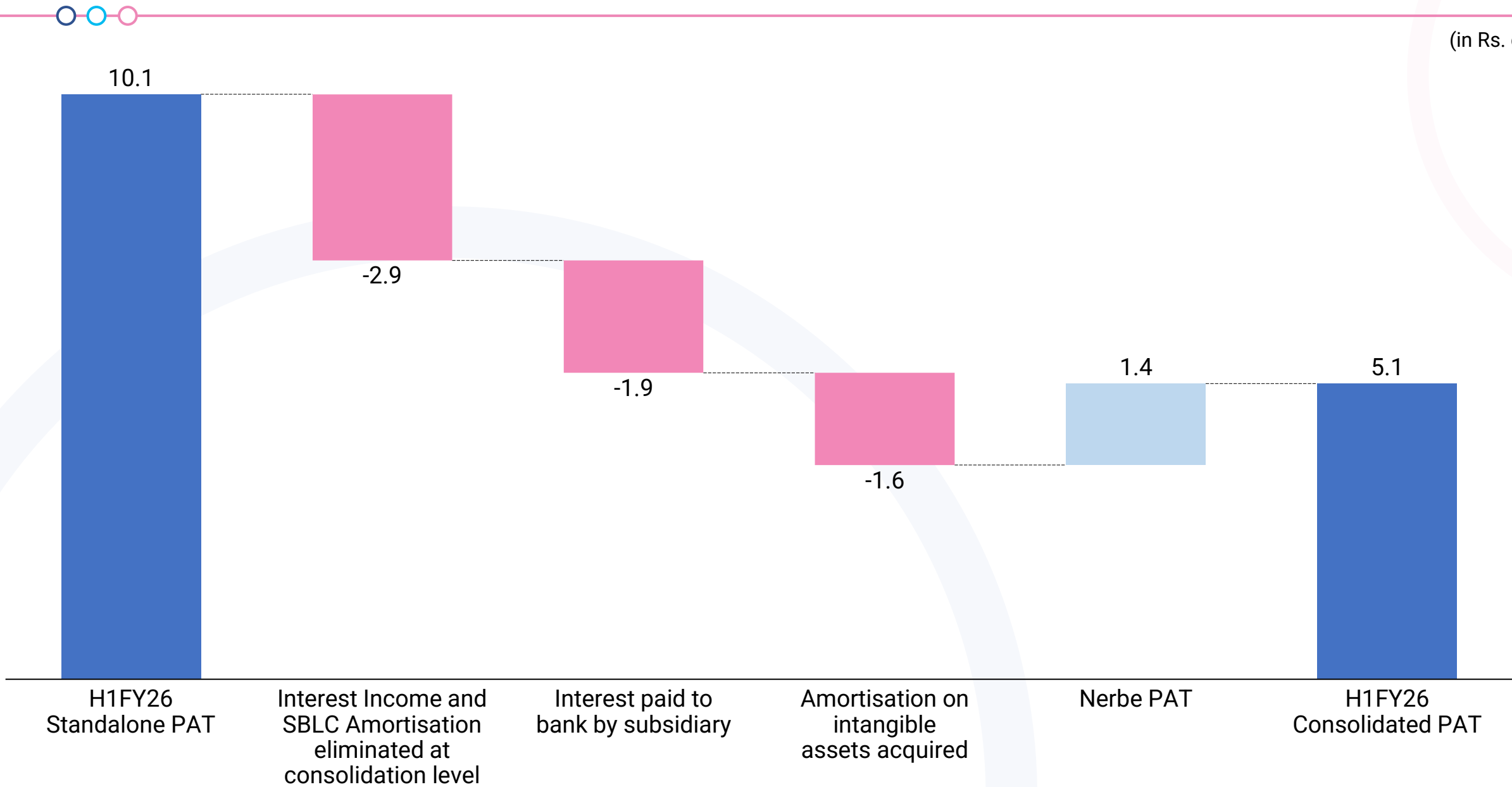
- Impact on PAT due to accelerated depreciation and finance costs related to the new facilities at Panchla and Amta, with revenues expected to accrue in subsequent years.
- EBITDA for H1FY26 **grew by 18%** on a Y-o-Y basis with margin expansion of 300 bps
- Cash PAT for H1FY26 **grew by 21%** on a Y-o-Y basis

[#]Cash PAT = PAT + Depreciation

[^] EBITDA for Q2FY25 and H1FY25 is after including the one-time expenses of Rs. 6.3 crores and Rs. 9.3 crores respectively relating to provision for damage to machinery during transit

Bridge between Standalone & Consolidated PAT – H1FY26

(in Rs. crs)





Aryan Sehgal

Promoter and Whole time Director

Commenting on the performance, Mr. Aryan Sehgal, Promoter and Whole time Director of Tarsons, said:

“Consolidated Revenue for H1FY26 stood at ₹193.7 crore, reflecting a growth of 5.2% year-on-year. EBITDA grew by 18.4% YoY to ₹52.1 crore compared to ₹44.0 crore in H1FY25. PAT witnessed a decline primarily due to accelerated depreciation and higher finance costs arising from the capitalization of new facility at Panchla, whose revenue contribution will commence in the coming years. Cash PAT for H1FY26 stood at ₹47.5 crore, representing a robust 20.8% YoY growth.

With expanded capacities and the addition of new products, we expect to significantly increase our addressable market, driving sustained revenue growth in the years ahead. Backed by decades of experience in the plastic labware industry and the strong brand equity of Tarsons, we remain confident of a swift ramp-up of the new facilities from FY27 onwards, contributing meaningfully to overall revenue growth and margin expansion through operating leverage.

We remain committed to the long-term growth prospects of the industry and continue to invest through the current down cycle to strengthen our capacities and capabilities, positioning the company for sustainable growth over the next three to five years.”

Q2 & H1FY26 Standalone Profit & Loss Statement

Particulars (in Rs. Crs)	Q2FY26	Q2FY25	Y-o-Y	H1FY26	H1FY25	Y-o-Y
Revenue from Operations	80.5	80.1	0.5%	151.8	145.0	4.7%
Cost of Goods Sold	21.9	22.9		42.3	41.0	
Gross Profit	58.6	57.2	2.6%	109.5	104.0	5.3%
Gross Margin (%)	72.8%	71.4%	150 bps	72.2%	71.7%	40 bps
Employee Cost	11.8	10.9		23.7	21.6	
Other Expenses	20.7	22.8		37.4	41.9	
EBITDA[^]	26.1	23.5	11.3%	48.4	40.5	19.4%
EBITDA Margin (%)	32.5%	29.3%	320 bps	31.9%	28.0%	390 bps
Depreciation	20.2	12.0		37.9	20.9	
Other Income	7.3	10.7		11.9	15.5	
EBIT	13.3	22.2	-40.1%	22.3	35.1	-36.4%
Finance Cost	4.4	4.7		8.7	8.9	
Profit before Tax	8.9	17.5	-49.3%	13.7	26.2	-47.9%
Tax	2.3	4.6		3.6	6.8	
Profit After Tax	6.5	12.9	-49.5%	10.1	19.4	-47.9%
PAT Margin (%)	8.1%	16.1%	-800 bps	6.7%	13.4%	-670 bps
EPS (Rs)	1.2	2.4		1.9	3.6	
Cash PAT[#]	26.7	24.9	7.3%	48.0	40.3	19.1%

[#]Cash PAT = PAT + Depreciation

[^] EBITDA for Q2FY25 and H1FY25 is after including the one-time expenses of Rs. 6.3 crores and Rs. 9.3 crores respectively relating to provision for damage to machinery during transit

Q2 & H1FY26 Consolidated Profit & Loss Statement

Particulars (in Rs. Crs)	Q2FY26	Q2FY25	YoY	H1FY26	H1FY25	YoY
Revenue from Operations	102.3	99.2	3.1%	193.7	184.0	5.2%
Cost of Goods Sold	33.2	32.6		62.5	60.3	
Gross Profit	69.1	66.6	3.7%	131.2	123.7	6.0%
Gross Margin (%)	67.5%	67.1%	40 bps	67.7%	67.2%	50 bps
Employee Cost	17.8	16.1		35.7	32.2	
Other Expenses	23.8	25.2		43.3	47.5	
EBITDA[^]	27.4	25.3	8.4%	52.1	44.0	18.4%
EBITDA Margin (%)	26.8%	25.5%	130 bps	26.9%	23.9%	300 bps
Depreciation	22.5	14.0		42.4	25.0	
Other Income	5.8	8.4		9.1	11.3	
EBIT	10.8	19.7	-45.4%	18.9	30.3	-37.8%
Finance Cost	5.2	4.8		10.2	9.1	
Profit before Tax	5.6	14.9	-62.4%	8.6	21.2	-59.3%
Tax	2.3	4.6		3.5	6.9	
Profit After Tax	3.3	10.3	-67.7%	5.1	14.3	-64.4%
PAT Margin (%)	3.2%	10.4%	-710 bps	2.6%	7.8%	-510 bps
EPS (Rs)	0.6	1.9		1.0	2.7	
Cash PAT[#]	25.8	24.3	6.1%	47.5	39.4	20.8%

[#]Cash PAT = PAT + Depreciation

[^] EBITDA for Q2FY25 and H1FY25 is after including the one-time expenses of Rs. 6.3 crores and Rs. 9.3 crores respectively relating to provision for damage to machinery during transit

Consolidated Balance Sheet

Assets (in Rs. Crs)	Consolidated	
	Sep-25	Mar-25
Non-Current Assets	909.6	837.5
Property Plant & Equipment	504.1	455.1
CWIP	251.0	232.9
Other Intangible assets	29.7	31.7
Right of use assets	16.9	16.7
Goodwill	32.5	32.5
Financial Assets		
Other Financial Assets	7.4	4.5
Current Tax Assets (Net)	3.9	3.5
Other Non Current Assets	64.1	60.5
Current Assets	254.1	242.6
Inventories	135.4	126.0
Financial Assets		
(i) Trade receivables	72.5	79.6
(ii) Cash and cash equivalents	25.9	25.1
(iii) Bank balances other than (ii)	5.4	0.5
Other Financial Assets	0.1	0.1
Other Current Assets	14.8	11.2
Total Assets	1,163.7	1,080.0

Equity & Liabilities (in Rs. Crs)	Consolidated	
	Sep-25	Mar-25
Total Equity	626.6	630.2
Share Capital	10.6	10.6
Other Equity	616.0	619.6
Non-Current Liabilities	289.3	274.1
Financial Liabilities		
(i) Borrowings	214.6	204.9
(ii) Lease Liabilities	7.2	7.4
(iii) Other Financial Liabilities	0.2	0.2
Provisions	0.2	0.2
Other Non Current Liabilities	57.8	52.0
Deferred Tax Liabilities	9.3	9.4
Current Liabilities	247.8	175.7
Financial Liabilities		
(i) Borrowings	170.4	123.7
(ii) Trade Payables	14.1	15.7
(iii) Lease Liabilities	3.8	3.2
(iv) Other Financial Liabilities	45.2	20.5
Other Current Liabilities	9.7	7.2
Current tax liabilities (net)	0.2	0.3
Provisions	4.5	5.1
Total Equity & Liabilities	1,163.7	1,080.0

Abridged Consolidated Cash Flow Statement

Particulars (in Rs. Crs)	Consolidated	
	H1FY26	H1FY25
Net Profit Before Tax	8.6	21.2
Adjustments for: Non -Cash Items / Other Investment or Financial Items	46.3	38.8
Operating profit before working capital changes	55.0	60.0
Changes in working capital	-6.6	-25.1
Cash generated from Operations	48.3	34.9
Direct taxes paid (net of refund)	-3.9	-12.9
Net Cash from Operating Activities	44.5	22.0
Net Cash from Investing Activities	-78.3	-57.7
Net Cash from Financing Activities	32.1	38.6
Net Decrease in Cash and Cash equivalents	-1.7	2.8
Add: Cash & Cash equivalents at the beginning of the period	25.1	17.1
Exchange difference on translation of foreign currency	2.5	0.0
Cash & Cash equivalents at the end of the period	25.9	20.0

- Net cash from operating activities increased from 22 crs in H1FY25 to 44.5 crs in H1FY26, **growth of more than 100% Y-o-Y**, indicating efficient working capital management & cash conversion cycle
- Cash flow from operations / EBIDTA **stood healthy at 85%** compared to 50% in H1FY25

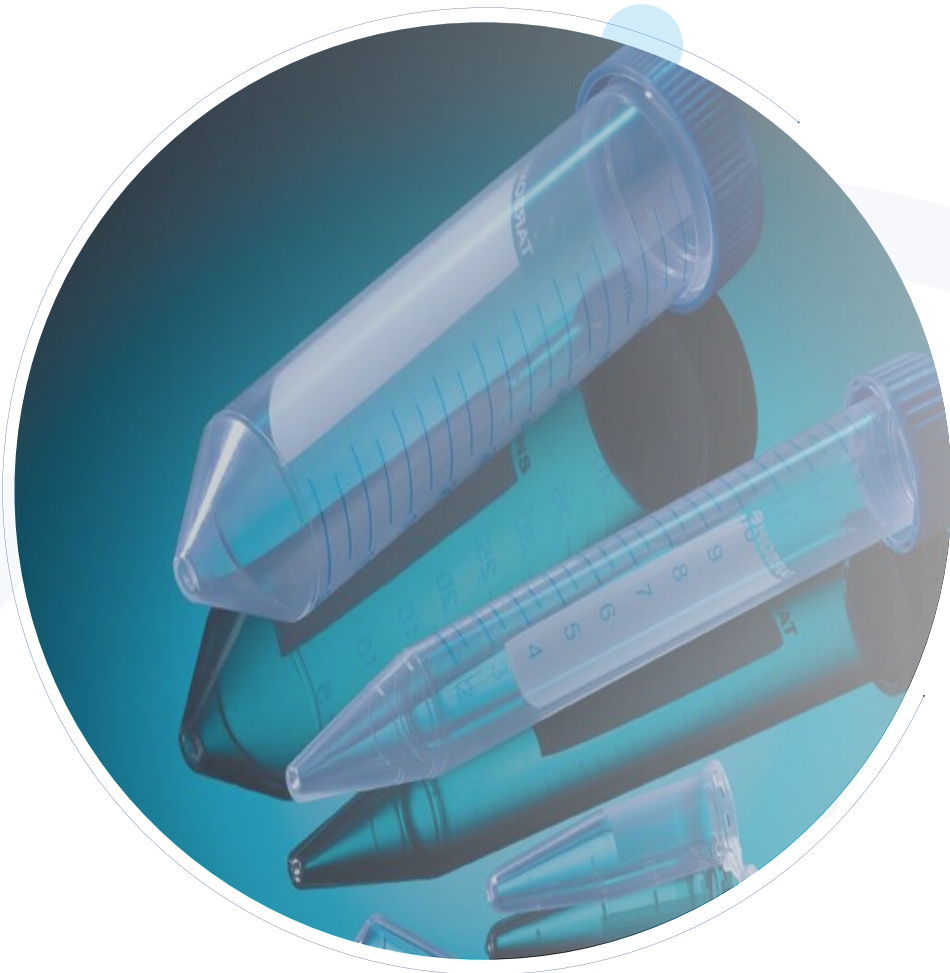


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About Tarsons



Tarsons – at a Glance



One of the **leading Indian labware company** engaged in the designing, development, manufacturing and marketing of consumables, reusables and others (including benchtop equipment & instruments)



Products used in laboratories across **research organizations, academia institutes, pharmaceutical companies, CROs, diagnostic companies and hospitals**



40+ years of experience in the life sciences industry delivering trusted high-quality products.



Robust market share in the highly fragmented Indian labware market*



Diversified product portfolio with **2,000+ SKUs across 350 product segments**



6 vertically integrated manufacturing facilities in West Bengal



Pan-India distribution network with long-standing relationships with the distributors

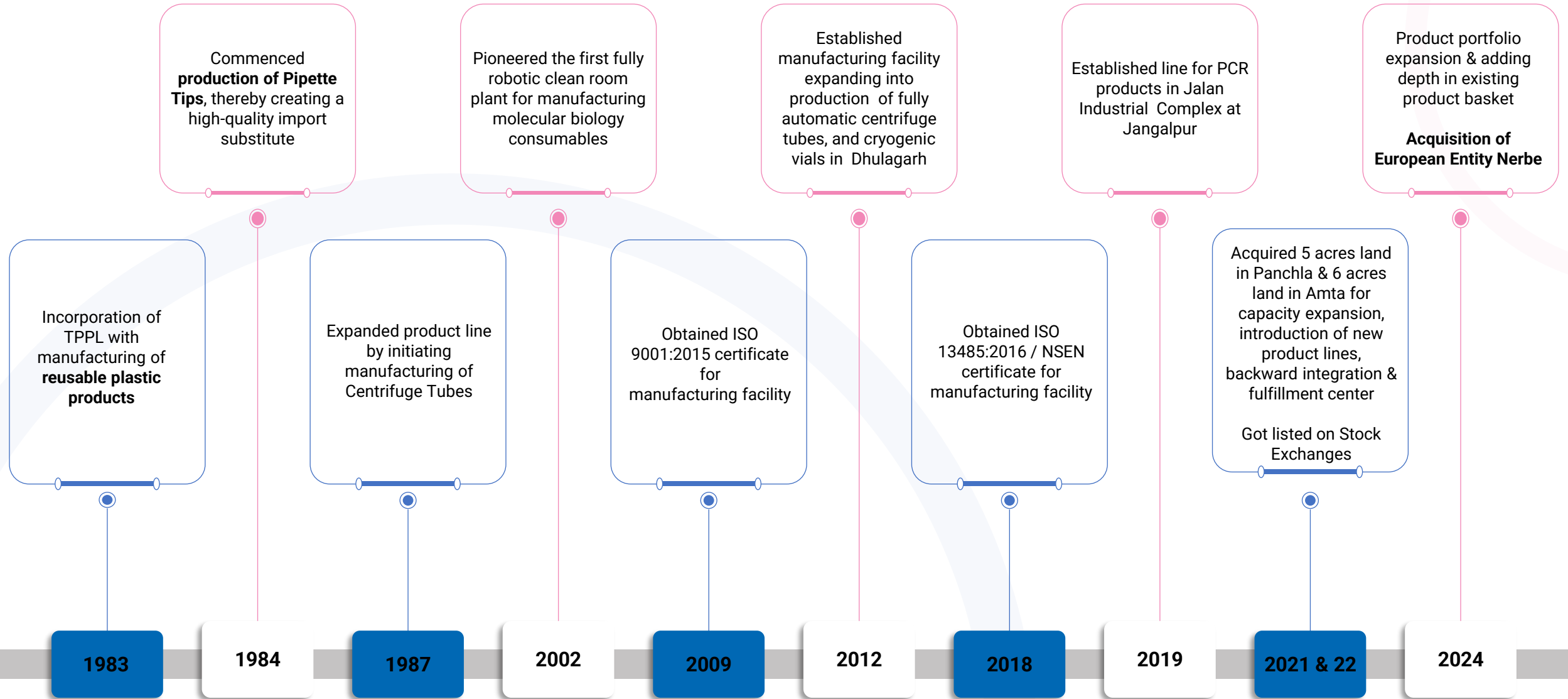


One of the few players in India to have a **global reach[#]** in the labware market with 45+ authorized distributors & partners **supplying products to over 40 countries**

*Approximately 9-12% as per Frost & Sullivan Industry Report 2021

[#]As per Frost & Sullivan Industry Report 2021

Our Journey



Leading Indian Labware Supplier

Trusted Brand for high quality products in the plastic labware market with 40+ years vintage in the industry

Expertise in production of a wide range of labware products & **amongst the top 3 players** with a robust market share*

Ability to offer differentiated, user friendly, reliable quality & cost-effective products has **enabled strong brand recognition & customer loyalty**

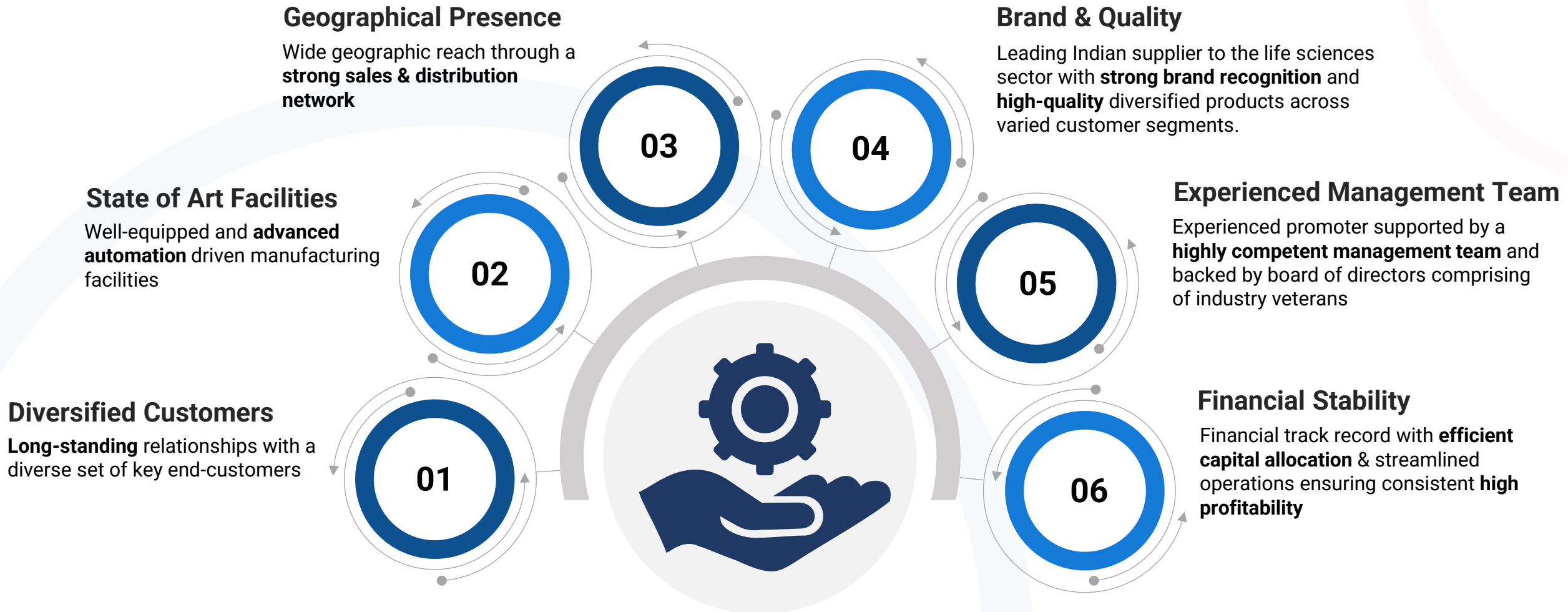


Individual product brands like **Maxipense, Spinwin, Cryochill** are well-recognized by the scientific community

Pioneered the first fully automated plant for manufacturing molecular biology consumables

In-house engineering team driving innovation & ensuring exceptional liquid handling performance across the liquid handling products

Our Competitive Edge



Catering to diversified End User Industry...

 Academic Institutes & Research Organization	 National Centre for Biological Sciences	 Indian Institute of Chemical Technology	 Rain Forest Research Institute	 KIIT University
 Pharmaceutical Industry	 Dr. Reddy's Laboratories Limited  Enzene Biosciences Limited			
 Contract Research Organization	 Syngene International Limited	 Veeda Clinical Research Limited	 TCG Lifesciences Private Limited	
 Diagnostics Industry	 Dr Lal Pathlabs Limited	 Metropolis Healthcare Limited	 Molbio Diagnostics Private Limited	 Agappe Diagnostics Limited  Mylab Lifesolutions Private Limited
 Exports Market	 Avantor, Inc	 FC-BIOS SDN BHD	 iCell INC	Toei Kaisha Toei Kaisha Limited

Measures to strengthen customer relations

- 1 Regular **Feedback from Customers** on quality, delivery & cost
- 2 Maintaining leading industry & **Regulatory Compliance Standards**
- 3 **Product Customization** as per the customer's specific needs
- 4 Adherence to **Quality standards & Safety Protocols** in place
- 5 **Wide Range of Products**
- 6 **50-member Sales Team** with deeply entrenched relationships

Our State-of-the-art Manufacturing Facilities...



Units	Land Area (in sq. mts.)	Ownership	Mfg. Revenue Contribution (FY25)
Burroshibtolla I	530	Leased	5.1%
Burroshibtolla II	1,022	Leased	6.3%
Kasba	515	Leased	2.8%
Jangalpur	15,142	Owned	59.1%
Dhulagarh	4,047	Leased	26.7%
Panchla	21,550	Owned	-
Amta	24,280	Owned	-

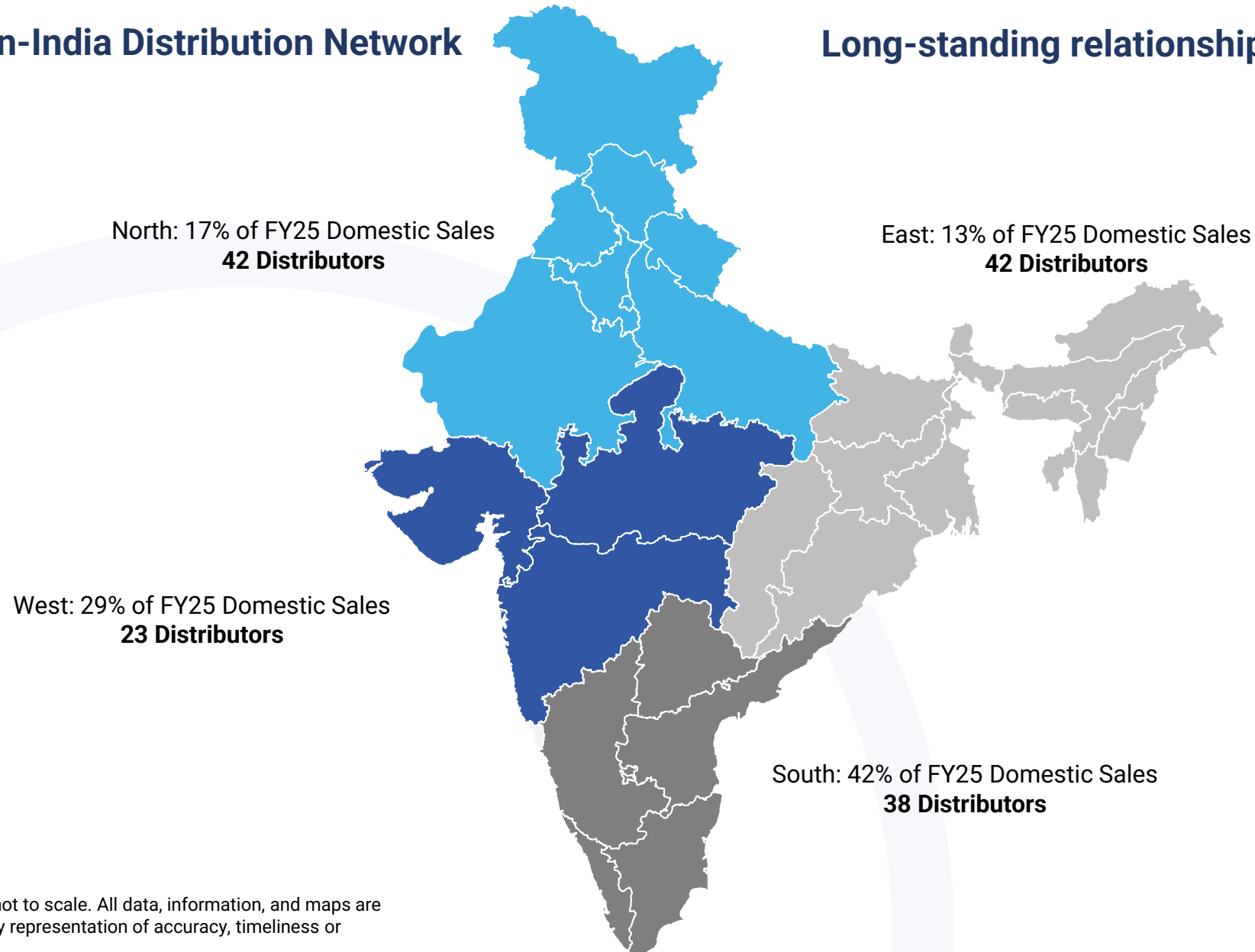
Upcoming Facility

Key Highlights of the High Precision Manufacturing Process

- ✓ Vertically integrated manufacturing capabilities with **design & development** being carried out **in-house**
- ✓ Automated manufacturing with **use of robotics** & other technologies developed in collaboration with overseas partners
- ✓ **Production process free from human touch** & thus helps to achieve the **desired levels of purity** required for use in life sciences products
- ✓ Manufactured in **clean aseptic environment**; manufacturing process is carried out in fully-validated & 3rd-party certified ISO 8 clean rooms
- ✓ Quality Certifications: **ISO & CE certifications**
- ✓ In Amta, West Bengal, the Company is developing a **new fulfillment center with in-house sterilization as well as manufacturing capability**
- ✓ Company is expanding into **new product categories and capacity expansion at its new production facility in Panchla, West Bengal**

Comprehensive Pan-India Distribution Network

Long-standing relationships with Distributors



Data as on FY25

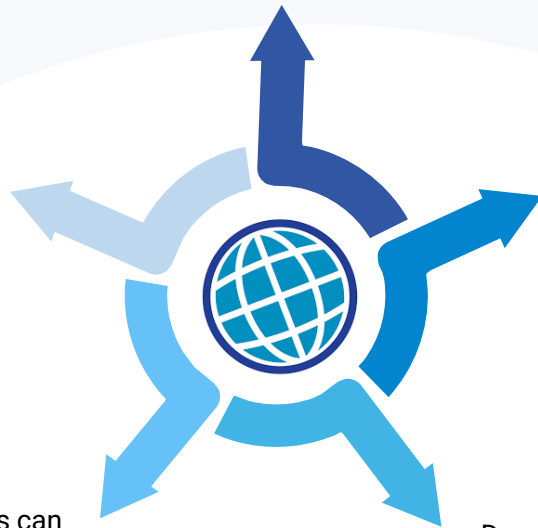
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...with huge underlying Export Market Potential...

Huge Export Opportunity Market

Demand for plasticware expected to **grow at 10% CAGR** for developing markets like APAC & MEA, developed markets like Americas & Europe also expected to grow healthy

Factors such as **supplier reliability**, cultivating new relationships, deepening existing relationships and **meeting demands in timely manner** will enhance the export market share



Rapid increase in demand for plasticware is **providing platform for Indian players** to expand share of export revenues while continuing import substitution at home

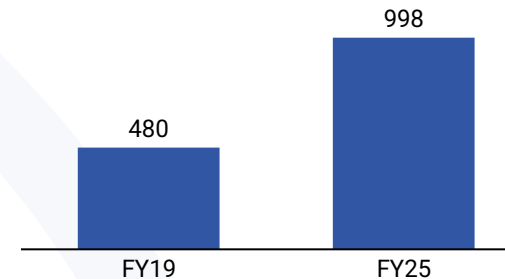
Established Indian players can **further expand export market share** on back of high-quality & reliable products with enhanced R&D and independent design & customization capabilities

Domestic companies in India can take advantage of their **competitive pricing** in order to capture larger share of global market

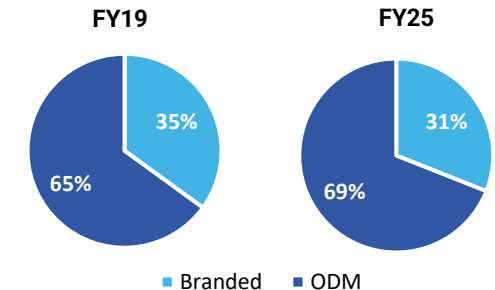
One of the very few players to have a Global Reach

- ✓ As of 31st March 2025, the company sold its products to 40+ countries via 45+ distributors
- ✓ Export operations are a blend of branded and ODM sales
- ✓ Under the ODM model, the product is independently designed & developed by the company as per the requirements given & then sold to the respective brand owners

Export Revenue (INR mn)



Export Revenue Break-up (%)



Key Overseas Clients (ODM Sales)

avantor™



FC-BIOS

Toei Kaisha

...offering Wide Range of High-Quality Products...

Our products are *made from high-quality medical grade DMF registered resins* which are selected to minimize additives & reduce potential leachable

Consumables

55.5% of FY25 Revenues

- Portfolio of products under this category include:
 - Centrifuge ware
 - Cryogenic ware (tubes & accessories)
 - PCR consumables (tubes, plates, and strips)
 - Petri dish
 - Pipettes



Reusables

40.7% of FY25 Revenues

- Portfolio of products under this category include:
 - Bottles & Carboys
 - Beakers
 - Measuring cylinders
 - Racks
 - Others (jars, desiccators etc.)
 - High quality standards maintained to ensure the products are leakage proof through specially designed lip-sealing geometry



Others

3.8% of FY25 Revenues

- Products under this category includes benchtop instrumentation such as:
 - Vortex shakers
 - Centrifuges
 - Pipettors
- These products enable molecular works of cell collection, extraction, simple spin-down and f-tube separation



Offering a **Wide Range of Products** enabling its end-customers to source most of their product needs from a **Single Source**

...diversified product portfolio of Plastic Labware

Consumables (55% of FY25 Sales)

Pipette Tips



Mostly used in research work for transferring small volume of liquids with high precision

Centrifuge Tubes



Perfect for versatile applications, these are used for storage, spinning down & separation of colloidal solution

Petri Dishes



- Mostly used in culture of microbes & sensitivity assays
- Used once & discarded which optimizes time consumed in washing and sterilizing

Sterile Media Bottles



Suited to preparation & containment of buffers, cultures or prolonged storage of pH sensitive liquids such as culture media

Cryo Vials



Used for storage of biological materials at temperatures as low as -196°C (vapour phase of liquid nitrogen) to 121°C

Storage Vials



Designed for use with samples from -80°C to 121°C. Used for storage of PCR reagents, enzymes & other diagnostics, biochemical reagents or samples

Serological Pipette



Disposable pipettes for tissue culture, microbiological and various research applications. Certified DNase, RNase, and Pyrogen free

Reusables & Others (45% of FY25 Sales)

Bottles



- Used for containment, protection and transportation of various kinds of reagents
- Leakproof, strong and durable

Carboys



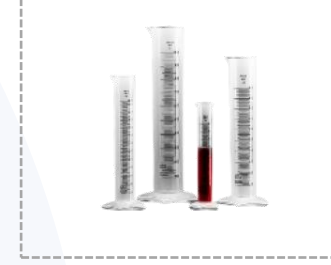
Used for media formulation and mixing, aseptic protocols, stirring and storage of intermediates

Beakers



- Used for mixing; graduations are approximate and not intended for accurate liquid measurement
- Economical enough to discard after one use, or strong enough to reuse

Cylinders



Used to measure the volume of a liquids, chemicals, and solutions during daily lab work

Benchtop Instruments



- Wide variety products which include benchtop instrumentation like vortex shakers, centrifuges, pipettors
- Enable molecular works of cell collection, extraction, simple spin-down and f-tube separation

Key Business Strategies



Enhance existing & expand product portfolio

- Focus on **branding & promotion** to enhance visibility in the labware industry to increase brand awareness & loyalty
- **Manufacture New Products** in the cell culture & robotic handled consumables and expand into the import dominated markets of these products
- Leverage the advantage of **"Make in India"** and grow our domestic sales vis-à-vis exports



Enhance manufacturing capacities to leverage growth

- **Expand manufacturing capacities** in popular product categories like liquid handling, centrifuge ware, & cryo ware through additional machines, moulds and ancillary infrastructure
- Acquired 5 acres of land to develop a new manufacturing facility in Panchla, West Bengal to **expand & enter into the new product segment** comprising of cell culture
- Also, acquired 6 acres of land at Amta to develop **fulfilment center, radiation facility and manufacture few products**



Increasing presence in overseas markets

- Plans to **export to ~120 countries in the next 5-10 years** through the extensive experience and proven track record of catering to overseas customers
- Acquired Nerbe, a Hamburg-based distributor specializing in plastic labware products
- Two-pronged approach:
 - **Branded sales** targeting emerging markets such as Asia Pacific, Middle East and South America
 - **ODM sales** to supply products to developed markets such as USA and Europe



Maintain operational efficiency & profitability

- Implemented strategic cost-saving and efficiency improvement processes such as **advanced automation solutions** to improve productivity
- Continue to **invest in automation** in order to avoid human error & consequently **improve throughput**

Experienced Board of Director & Managerial Team



Sanjive Sehgal

Chairman & Managing Director

- Chairman & Managing Director of Tarsons Product Limited
- Has over 40 years of experience in the company



Suresh Prabhala

Non-Executive Director

- Co-founder & Managing Partner at ADV Partners.
- Investment professional with 25+ years of experience. Erstwhile ED and India Head for J.P. Morgan's Asia Special Situations Groups



Mr. Ramanathan Subramanian Arun Kumar

Non-Executive Nominee Director

- Partner & COO at ADV Partners with 25 years of extensive experience in the financial services sector
- Served as Chief Operating Officer – MENA at PineBridge Investments (Bahrain), and Chief Financial Officer at the Sovereign Wealth Fund in Bahrain



Aryan Sehgal

Promoter and Wholetime Director

- Whole-time Director of the company
- Has over 10 years of experience working in the company



Girish Vanvari

Independent Director

- Founder of Transaction Square, Tax, Regulatory & Business Advisory Firm
- Qualified Chartered Accountant with over 27 years of experience in business consulting



Dr. Monjori Mitra

Independent Director

- MBBS degree from Burdwan University,
- Pioneering researcher in the field of vaccines and plays a key role in several national and international advisory boards and working groups on immunization practice guidelines



Santosh Agarwal

CFO & Company Secretary

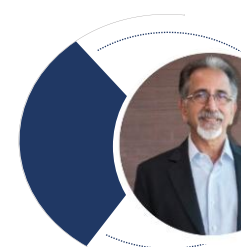
- Qualified Chartered Accountant & Company Secretary
- Has over 21 years of experience



Divya Momaya

Independent Director

- 22+ years of experience in corporate and secretarial laws, corporate governance, business development
- Previously associated with BSE Ltd. And BSEL Infrastructure Realty Ltd.



Viresh Oberai

Independent Director

- 22+ years experience with Tata Steel
- Conferred with "Udyog Rattan" award from Indian Economics Society

Clean room conditions

eliminates all chances of contamination

Productivity optimisation with use of **high automation**

Use of **Medical Grade Plastics**. Products are designed to withstand critical use

NO litigations faced for pollution or degradation of environment over the past five years

NO impact of Climate change

Employee Welfare: Multi-pronged approach towards employee development.

Company has **NOT** witnessed any employee unrest / strikes or lockouts since inception

Some of the CSR activities has been directed towards **TATA Cancer Hospital**

The Board has an optimum combination of Executive and Non-Executive directors

Company has **Clean Track Record** of Liability payments to various stakeholders

Regular **Review & Updation** of policies for change requirements.

Whistleblower policy implemented

Key Takeaways



Thank You



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