Date: May 23, 2026

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

**Sub: Investor Presentation for the Quarter and Financial Year ended March 31, 2026**

Dear Sir/Madam,

In Pursuant to the provisions of Regulation 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the Investor Presentation on the financial results for the quarter and financial year ended March 31, 2026.

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

Digitally signed by SANTOSH KUMAR AGARWAL
Date: 2026.05.23 20:57:59 +05'30'

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

*Encl: As above*

Tarsons
TRUST DELIVERED

# TARSONS PRODUCTS LIMITED

## Investor Presentation
## May 2026

TRUST
DELIVERED

# Safe Harbor

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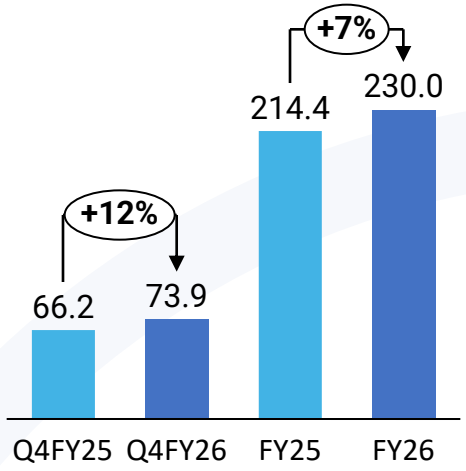
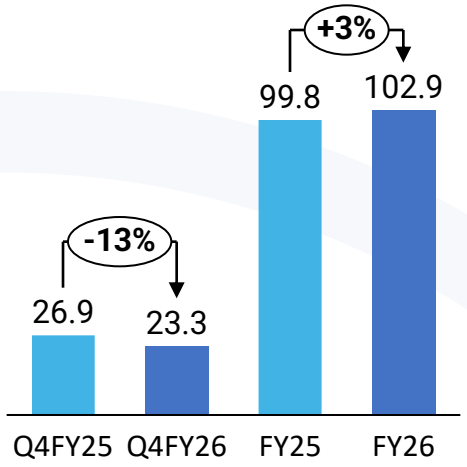
# Q4 & FY26 Financial & Operational Highlights

# Q4 & FY26 Consolidated Revenue Break-up

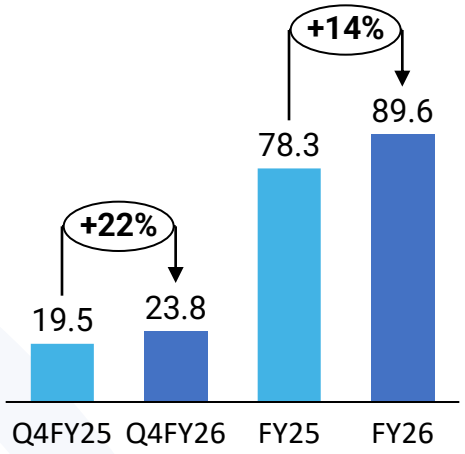
**Standalone Domestic Revenue (in Rs. crs)**



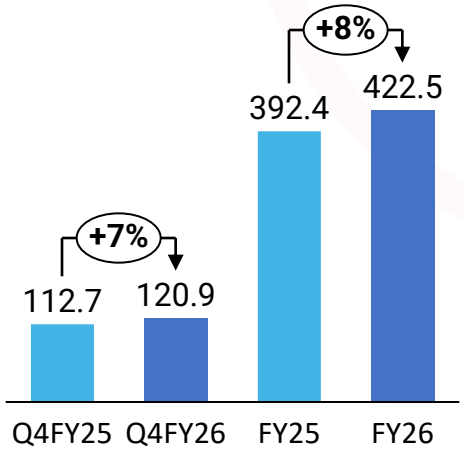

**Standalone Export Revenue (in Rs. crs)**




**Nerbe Revenue (in Rs. crs)**



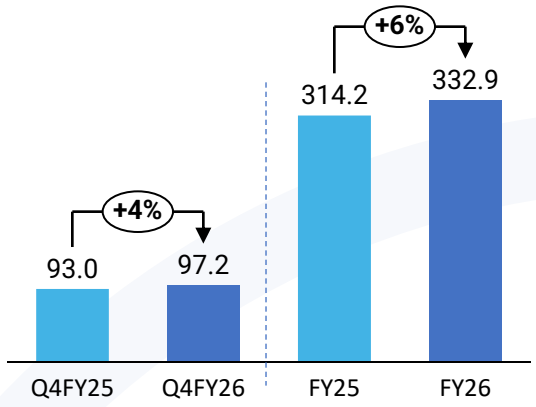

**Total Consolidated Revenue (in Rs. crs)**



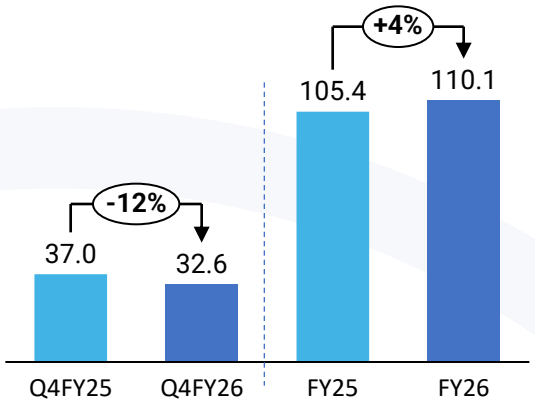

- **Domestic business** seeing improving customer sentiment and demand traction, delivered healthy 12% growth in Q4FY26 on a Y-o-Y basis. Overall business remained **stable and resilient** during FY26, with 7% growth during the year, outperforming the industry growth
- Exports from Tarsons impacted in Q4FY26 due to geopolitical situation in Middle East leading to disruption in the transit time and availability of containers.
- Nerbe Revenue during the year aided by favorable movement of foreign exchange.

# Q4 & FY26 Standalone Financial Highlights

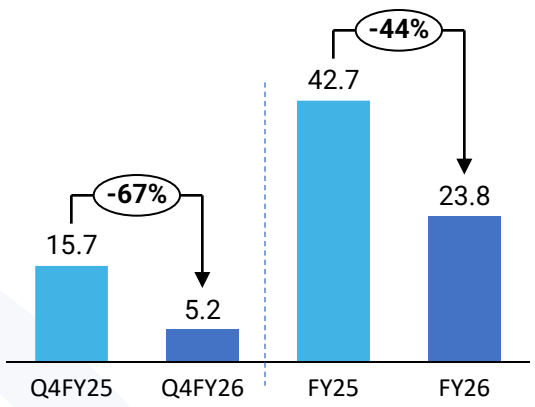
## Revenue (in Rs. crs)



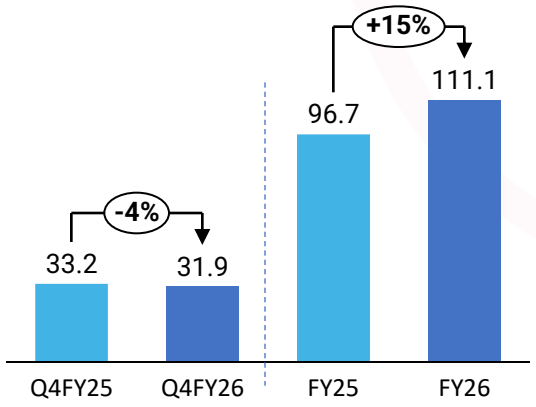

## EBITDA (in Rs. crs)



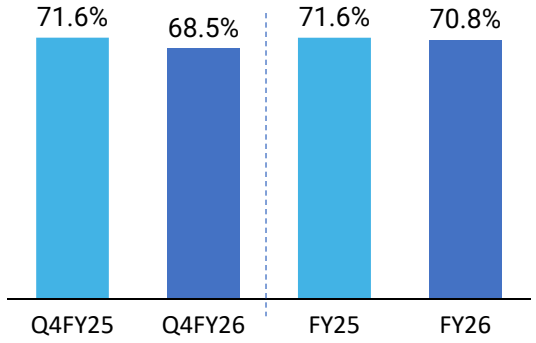

## Adjusted PAT^ (in Rs. crs)



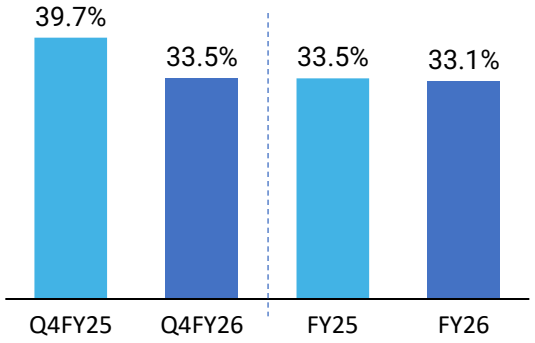

## Adjusted Cash PAT# (in Rs. crs)



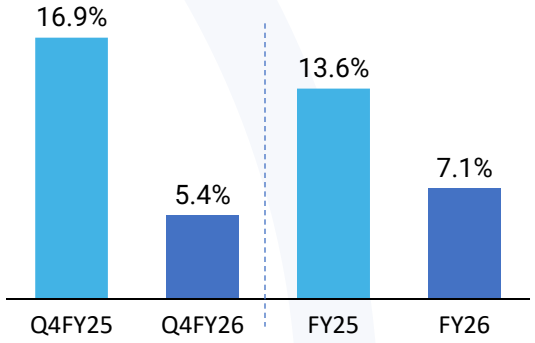

## Gross Margin (%)




## EBITDA Margin (%)




## Adjusted PAT Margin^ (%)



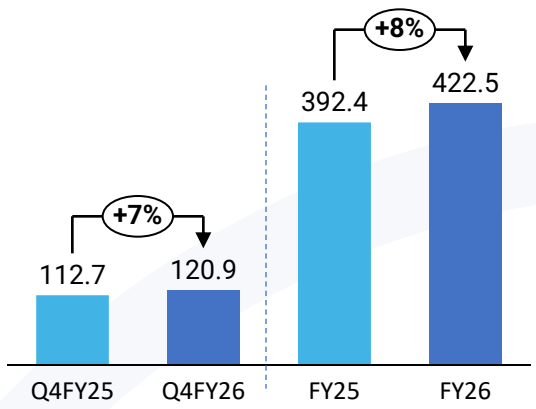

- Q4FY26 margins were impacted on account of increase in raw material price & expenses pertaining to new facility
- Impact on PAT due to increased depreciation and finance costs related to the new facilities with revenues expected to commence from FY27
- Adjusted Cash PAT for FY26 grew by 15%

*^PAT for FY26 is adjusted for one-time expense of Rs. 1.3 crores pertaining to Impact of New Labour Codes w.e.f. 21st November 2025*

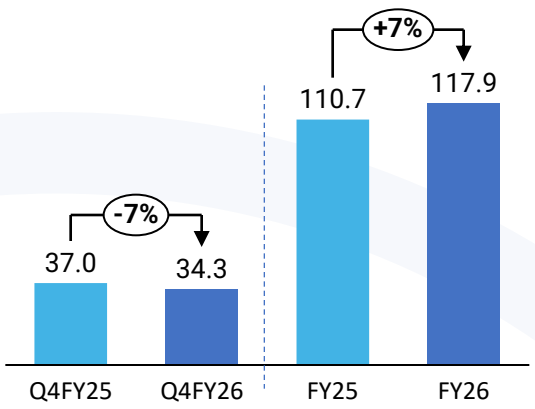
*#Adjusted Cash PAT = Adjusted Profit after Tax + Depreciation*

# Q4 & FY26 Consolidated Financial Highlights

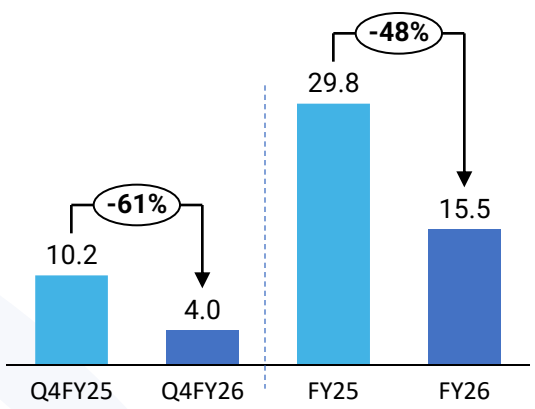
## Revenue (in Rs. crs)



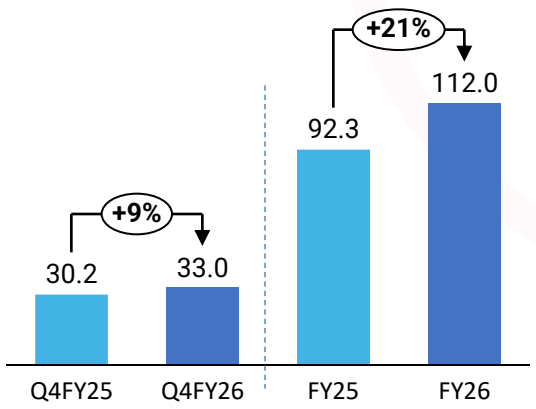

## EBITDA (in Rs. crs)



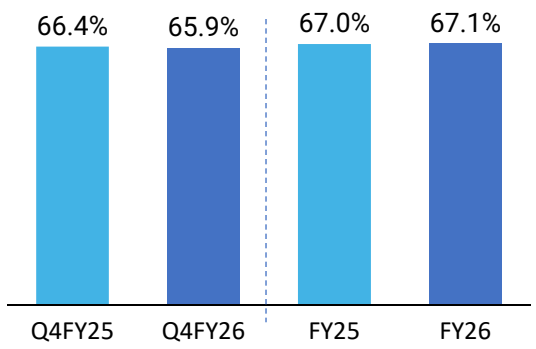

## Adjusted PAT^ (in Rs. crs)



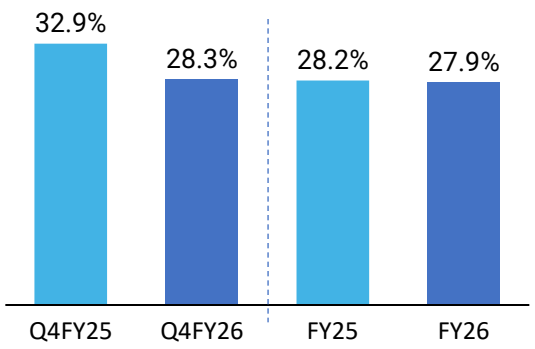

## Adjusted Cash PAT# (in Rs. crs)



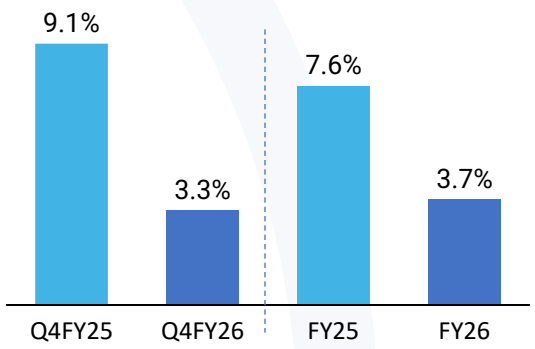

## Gross Margin (%)




## EBITDA Margin (%)




## Adjusted PAT Margin^ (%)



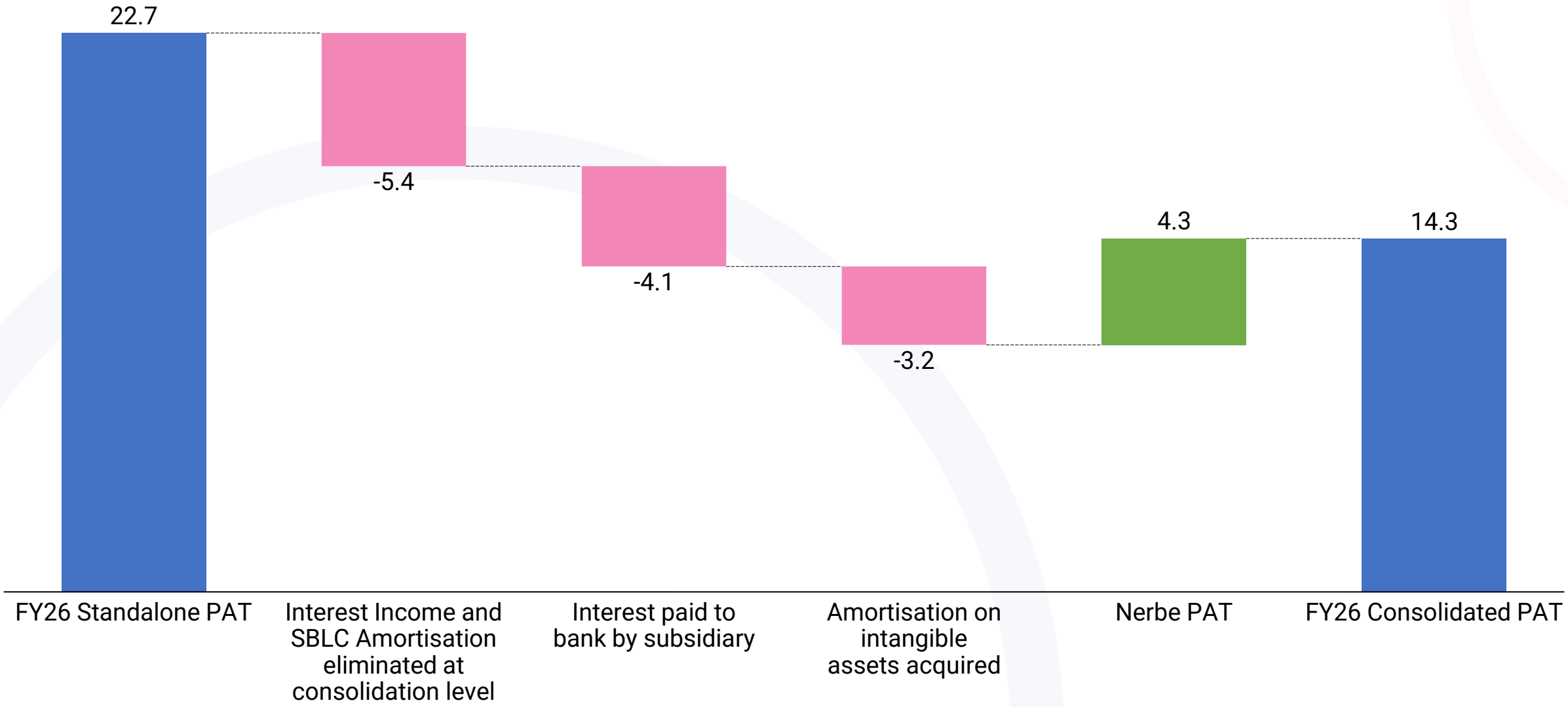

- Q4FY26 margins were impacted on account of increase in raw material price & expenses pertaining to new facility
- Impact on PAT due to increased depreciation and finance costs related to the new facilities with revenues expected to commence from FY27
- Adjusted Cash PAT for FY26 grew by 21%.

*^PAT for FY26 is adjusted for one-time expense of Rs. 1.3 crores pertaining to Impact of New Labour Codes w.e.f. 21st November 2025*

*#Adjusted Cash PAT = Adjusted Profit after Tax + Depreciation*

# Bridge between Standalone & Consolidated PAT – FY26

(In Rs. Crs)



# Management Commentary

**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 FY26 stood at ₹ 423 crores, reflecting a growth of ~8% over FY25. PAT witnessed a decline in FY26 primarily due to increased depreciation and higher finance costs arising from the capitalization of new facility at Panchla and Amta, whose revenue contribution will commence in FY27. Cash PAT for FY26 stood at ₹ 112 crores, representing a strong 21% YoY growth.*

*While the Panchla & Amta facilities has started with commercial supplies, we expect full commissioning of the facility by H1FY27. With the addition of these new capacities and an expanded product portfolio, we are well positioned to accelerate our growth journey by onboarding new customers, deepening relationships with existing clients, and scaling export business through a comprehensive offering tailored to diverse customer needs. Backed by over four decades of strong customer relationships and brand equity built by Tarsons, we remain optimistic about our growth trajectory in the years ahead.*

*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."*

# Q4 & FY26 Standalone Profit & Loss Statement

| Particulars (in Rs. Crs) | Q4FY26 | Q4FY25 | Y-o-Y | FY26 | FY25 | Y-o-Y |
|---|---|---|---|---|---|---|
| **Revenue from Operations** | **97.2** | **93.0** | ***4.4%*** | **332.9** | **314.2** | ***6.0%*** |
| Cost of Goods Sold | 30.6 | 26.5 | | 97.1 | 89.4 | |
| **Gross Profit** | **66.6** | **66.6** | ***0.0%*** | **235.8** | **224.8** | ***4.9%*** |
| **Gross Margin (%)** | **68.5%** | **71.6%** | ***-300 bps*** | **70.8%** | **71.5%** | ***-70 bps*** |
| Employee Cost | 12.4 | 11.1 | | 47.8 | 43.8 | |
| Other Expenses ^ | 21.6 | 18.5 | | 77.9 | 66.3 | |
| **EBITDA** | **32.6** | **37.0** | ***-11.9%*** | **110.1** | **114.7** | ***-4.0%*** |
| **EBITDA Margin (%)** | **33.5%** | **39.7%** | ***-620 bps*** | **33.1%** | **36.5%** | ***-340 bps*** |
| One-time Expense: Provision for damage to machinery | 0.0 | 0.0 | | 0.0 | 9.3 | |
| Depreciation | 26.7 | 17.5 | | 87.3 | 54.0 | |
| Other Income | 7.4 | 6.4 | | 29.0 | 24.0 | |
| Finance Cost | 5.4 | 4.5 | | 19.4 | 17.5 | |
| **Profit before Tax & Exceptional Items** | **7.9** | **21.3** | | **32.4** | **57.9** | |
| Statutory impact of new labour codes | 0.2 | 0.0 | | -1.1 | 0.0 | |
| **Profit before Tax** | **8.1** | **21.3** | | **31.3** | **57.9** | |
| Tax | 2.6 | 5.6 | | 8.6 | 15.2 | |
| **Reported Profit After Tax** | **5.5** | **15.7** | | **22.7** | **42.7** | |
| Adjust: Statutory impact of new labour codes | 0.2 | 0.0 | | 1.1 | 0.0 | |
| **Adjusted Profit after Tax** | **5.2** | **15.7** | ***-66.7%*** | **23.8** | **42.7** | ***-44.3%*** |
| **Adjusted PAT Margin (%)** | **5.4%** | **16.9%** | ***-1,150 bps*** | **7.1%** | **13.6%** | ***-650 bps*** |
| **Cash PAT#** | **31.9** | **33.2** | ***-3.8%*** | **111.1** | **96.7** | ***14.8%*** |

*# Cash PAT = PAT + Depreciation*

*^ Other Expenses for FY25 excludes one-time expense of Rs. 9.3 crores relating to provision for damage to machinery during transit.*

# Q4 & FY26 Consolidated Profit & Loss Statement

| Particulars (in Rs. Crs) | Q4FY26 | Q4FY25 | Y-o-Y | FY26 | FY25 | Y-o-Y |
|---|---|---|---|---|---|---|
| **Revenue from Operations** | **120.9** | **112.7** | ***7.3%*** | **422.5** | **392.4** | ***7.7%*** |
| Cost of Goods Sold | 41.2 | 37.9 | | 138.9 | 129.4 | |
| **Gross Profit** | **79.7** | **74.8** | ***6.6%*** | **283.6** | **263.0** | ***7.9%*** |
| **Gross Margin (%)** | **65.9%** | **66.4%** | ***-40 bps*** | **67.1%** | **67.0%** | ***10 bps*** |
| Employee Cost | 20.4 | 16.8 | | 75.5 | 65.4 | |
| Other Expenses ^ | 25.1 | 21.0 | | 90.2 | 77.6 | |
| **EBITDA** | **34.3** | **37.0** | ***-7.4%*** | **117.9** | **120.0** | ***-1.7%*** |
| **EBITDA Margin (%)** | **28.3%** | **32.9%** | ***-450 bps*** | **27.9%** | **30.6%** | ***-270 bps*** |
| One-time Expense: Provision for damage to machinery | 0.0 | 0.0 | | 0.0 | 9.3 | |
| Depreciation | 29.1 | 20.0 | | 96.5 | 62.5 | |
| Other Income | 6.6 | 3.8 | | 24.2 | 16.0 | |
| Finance Cost | 6.3 | 5.2 | | 22.5 | 19.4 | |
| **Profit before Tax & Exceptional Items** | **5.5** | **15.6** | | **23.0** | **44.8** | |
| Statutory impact of new labour codes | 0.2 | 0.0 | | -1.1 | 0.0 | |
| **Profit before Tax** | **5.8** | **15.6** | | **21.9** | **44.8** | |
| Tax | 1.6 | 5.4 | | 7.6 | 15.0 | |
| **Reported Profit After Tax** | **4.2** | **10.2** | | **14.3** | **29.8** | |
| Adjust: Statutory impact of new labour codes | -0.2 | 0.0 | | 1.1 | 0.0 | |
| **Adjusted Profit after Tax** | **4.0** | **10.2** | ***-61.2%*** | **15.5** | **29.8** | ***-48.1%*** |
| **Adjusted PAT Margin (%)** | **3.3%** | **9.1%** | ***-580 bps*** | **3.7%** | **7.6%** | ***-390 bps*** |
| **Cash PAT#** | **33.0** | **30.2** | ***9.3%*** | **112.0** | **92.3** | ***21.4%*** |

*# Cash PAT = PAT + Depreciation*

*^ Other Expenses for FY25 excludes the one-time expenses of Rs. 9.3 crores relating to provision for damage to machinery during transit*

# Consolidated Balance Sheet

| Assets (in Rs. Crs) | Consolidated | |
|---|---|---|
| | Mar-26 | Mar-25 |
| **Non-Current Assets** | **920.1** | **837.5** |
| Property Plant & Equipment | 656.8 | 455.1 |
| CWIP | 158.6 | 232.9 |
| Other Intangible assets | 27.2 | 31.7 |
| Right of use assets | 16.1 | 16.7 |
| Goodwill | 32.5 | 32.5 |
| **Financial Assets** | | |
| Other Financial Assets | 9.6 | 4.5 |
| Current Tax Assets (Net) | 3.1 | 3.5 |
| Other Non Current Assets | 16.1 | 60.5 |
| **Current Assets** | **265.8** | **242.6** |
| Inventories | 129.8 | 126.0 |
| Financial Assets | | |
| (i) Trade receivables | 85.4 | 79.6 |
| (ii) Cash and cash equivalents | 23.2 | 25.1 |
| (iii) Bank balances other than (ii) | 2.1 | 0.5 |
| (iv) Other Financial Assets | 0.2 | 0.1 |
| Tax Assets (Net) | 2.0 | 0.0 |
| Other Current Assets | 23.2 | 11.2 |
| **Total Assets** | **1,185.8** | **1,080.0** |

| Equity & Liabilities (in Rs. Crs) | Consolidated | |
|---|---|---|
| | Mar-26 | Mar-25 |
| **Total Equity** | **634.7** | **630.2** |
| Share Capital | 10.6 | 10.6 |
| Other Equity | 624.0 | 619.6 |
| **Non-Current Liabilities** | **286.9** | **274.1** |
| Financial Liabilities | | |
| (i) Borrowings | 209.5 | 204.9 |
| (ii) Lease Liabilities | 6.5 | 7.4 |
| (iii) Other Financial Liabilities | 1.1 | 0.2 |
| Provisions | 0.2 | 0.2 |
| Other Non Current Liabilities | 58.8 | 52.0 |
| Deferred Tax Liabilities | 10.8 | 9.4 |
| **Current Liabilities** | **264.2** | **175.7** |
| Financial Liabilities | | |
| (i) Borrowings | 173.1 | 123.7 |
| (ii) Trade Payables | 20.3 | 15.7 |
| (iii) Lease Liabilities | 3.8 | 3.2 |
| (iv) Other Financial Liabilities | 50.0 | 20.5 |
| Other Current Liabilities | 11.3 | 7.2 |
| Current tax liabilities (net) | 0.0 | 0.3 |
| Provisions | 5.6 | 5.1 |
| **Total Equity & Liabilities** | **1,185.8** | **1,080.0** |

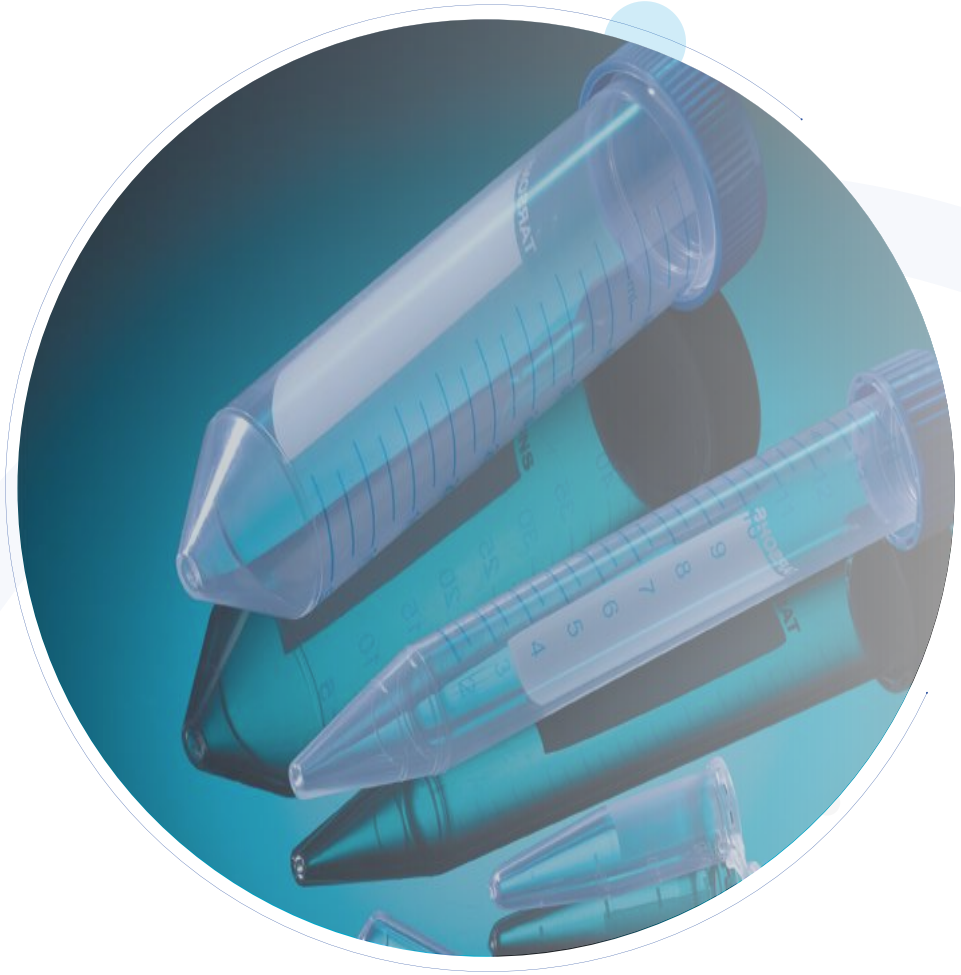
# Abridged Consolidated Cash Flow Statement

| Particulars (in Rs. Crs) | Consolidated | |
|---|---|---|
| | FY26 | FY25 |
| **Net Profit Before Tax** | **21.9** | **44.8** |
| Adjustments for: Non -Cash Items / Other Investment or Financial Items | 114.9 | 86.2 |
| **Operating profit before working capital changes** | **136.8** | **131.0** |
| Changes in working capital | -10.3 | -1.0 |
| **Cash generated from Operations** | **126.5** | **130.1** |
| Direct taxes paid (net of refund) | -8.0 | -15.8 |
| **Net Cash from Operating Activities** | **118.5** | **114.2** |
| **Net Cash from Investing Activities** | **-130.4** | **-145.5** |
| **Net Cash from Financing Activities** | **8.9** | **38.9** |
| **Net Decrease in Cash and Cash equivalents** | **-3.0** | **7.7** |
| Add: Cash & Cash equivalents at the beginning of the period | 25.1 | 17.1 |
| Exchange difference on translation of foreign currency | 1.0 | 0.3 |
| **Cash & Cash equivalents at the end of the period** | **23.2** | **25.1** |

- Net cash from operating activities increased marginally Rs. 114.2 crs in FY25 to Rs. 118.5 crs in FY26, indicating efficient working capital management and cash conversion cycle
- Cash flow from operations / EBIDTA **stood at 100.5% in FY26** compared to 103.2% in FY25.

# 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

**1983**
Incorporation of TPPL with manufacturing of **reusable plastic products**

**1984**
Commenced **production of Pipette Tips**, thereby creating a high-quality import substitute

**1987**
Expanded product line by initiating manufacturing of Centrifuge Tubes

**2002**
Pioneered the first fully robotic clean room plant for manufacturing molecular biology consumables

**2009**
Obtained ISO 9001:2015 certificate for manufacturing facility

**2012**
Established manufacturing facility expanding into production of fully automatic centrifuge tubes, and cryogenic vials in Dhulagarh

**2018**
Obtained ISO 13485:2016 / NSEN certificate for manufacturing facility

**2019**
Established line for PCR products in Jalan Industrial Complex at Jangalpur

**2021 & 22**
Acquired 5 acres land in Panchla & 6 acres land in Amta for capacity expansion, introduction of new product lines, backward integration & fulfillment center

Got listed on Stock Exchanges

**2024**
Product portfolio expansion & adding depth in existing product basket

**Acquisition of European Entity Nerbe**

# 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

Source*: As per Frost & Sullivan Industry Report 2021

# Our Competitive Edge

## Geographical Presence

Wide geographic reach through a **strong sales & distribution network**

## Brand & Quality

Leading Indian supplier to the life sciences sector with **strong brand recognition** and **high-quality** diversified products across varied customer segments.

## State of Art Facilities

Well-equipped and **advanced automation** driven manufacturing facilities

## Experienced Management Team

Experienced promoter supported by a **highly competent management team** and backed by board of directors comprising of industry veterans

## Diversified Customers

**Long-standing** relationships with a diverse set of key end-customers

## Financial Stability

Financial track record with **efficient capital allocation** & streamlined operations ensuring consistent **high profitability**

# 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 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 (FY26) |
|---|---|---|---|
| Burroshibtolla I | 530 | Leased | 4.5% |
| Burroshibtolla II | 1,022 | Leased | 5.5% |
| Kasba | 515 | Leased | 2.8% |
| Jangalpur | 15,142 | Owned | 47.9% |
| Dhulagarh | 4,047 | Leased | 22.9% |
| Panchla | 21,550 | Owned | 15.4% |
| Amta | 24,280 | Owned | 1.0% |

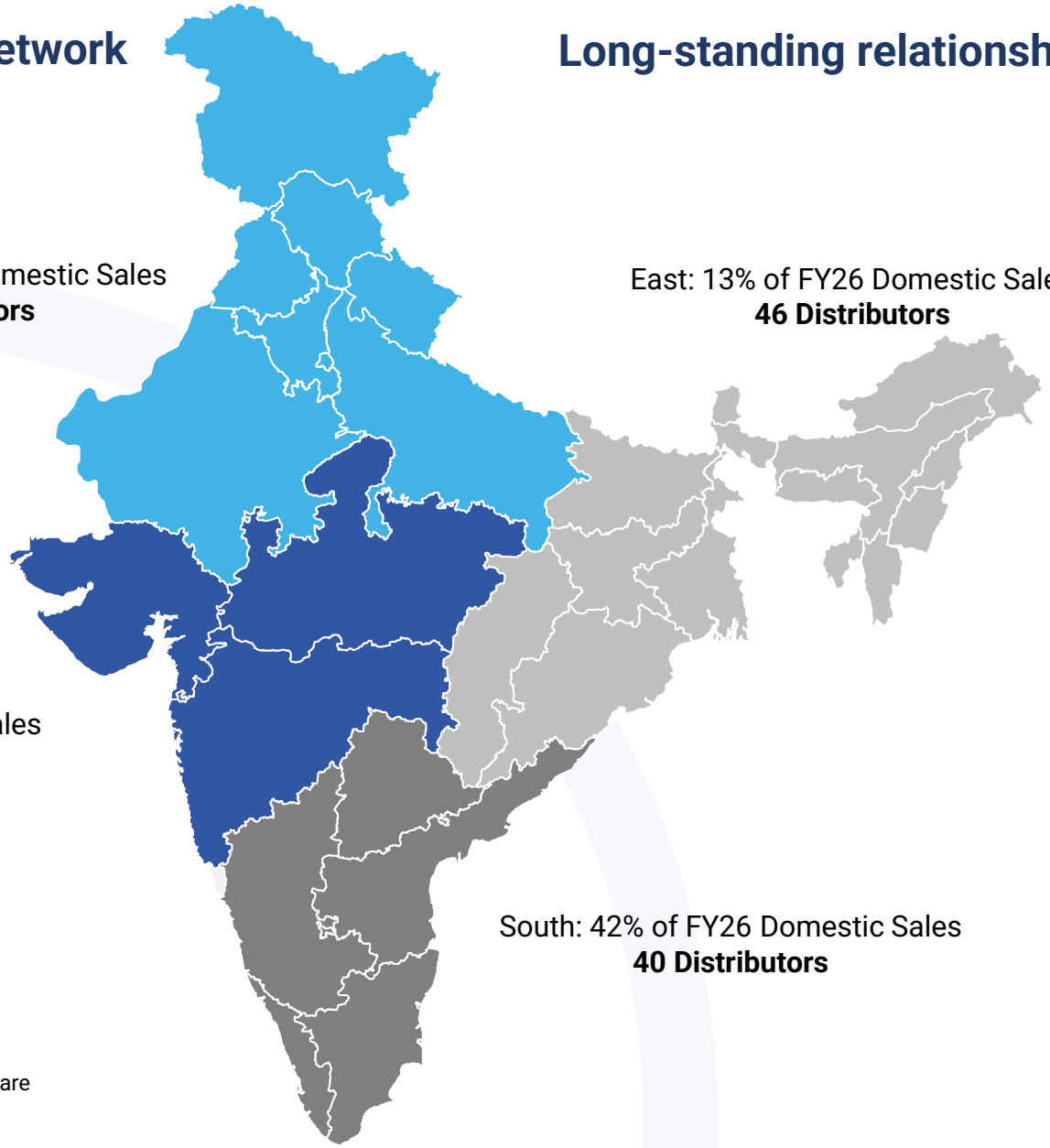
## *Key Highlights of the High Precision Manufacturing Process*

- ✓ 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 9001, 13485 & 14001**
- ✓ In Amta, West Bengal, the Company has developed a **new fulfillment center with in-house sterilization as well as manufacturing capability. Revenue from the new capacity has commenced from Q4FY26.**
- ✓ Company is expanding into **new product categories and capacity expansion at its new production facility in Panchla, West Bengal**

# …with widespread Domestic Sales & Distribution network…

## Comprehensive Pan-India Distribution Network

## Long-standing relationships with Distributors



North: 16% of FY26 Domestic Sales
**43 Distributors**

East: 13% of FY26 Domestic Sales
**46 Distributors**

West: 29% of FY26 Domestic Sales
**23 Distributors**

South: 42% of FY26 Domestic Sales
**40 Distributors**

Data as on FY26

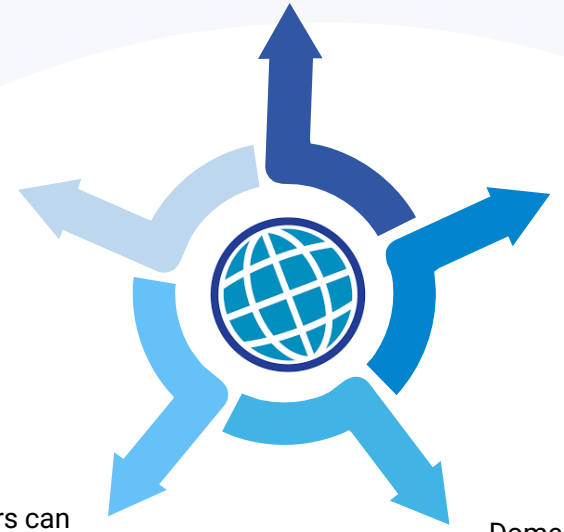
All Maps used in the presentation are not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

# …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

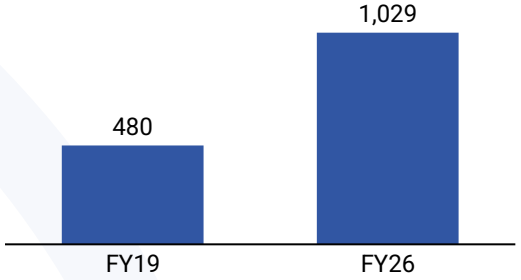
Established Indian players can **further expand export market share** on back of high-quality & reliable products with enhanced R&D and independent design & customization capabilities

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

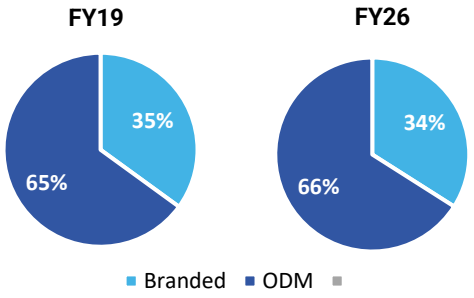
## *One of the very few players to have a Global Reach*

- ✓ As of 31st March 2026, 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 (Rs. mn)**




**Export Revenue Break-up (%)**




**Key Overseas Clients (ODM Sales)**

avantor™

icell

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

**58.9% of FY26 Revenue**

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

## Reusables

**38.1% of FY26 Revenue**

- 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

**3.0% of FY26 Revenue**

- 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

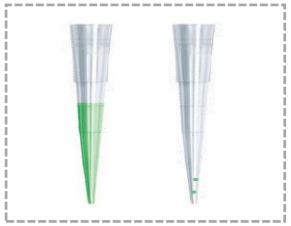
Offering a **Wide Range of Products** enabling its end-customers to source most of their product needs from a **Single Source**

# …diversified product portfolio of Plastic Labware

Tarsons TRUST DELIVERED

## Consumables (59% of FY26 Sales)

### Pipette Tips

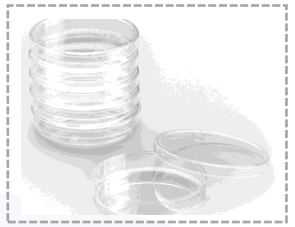


Mostly used in research work for transferring small volume of liquids with high precision

### 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 (38% of FY26 Sales)

### Bottles

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

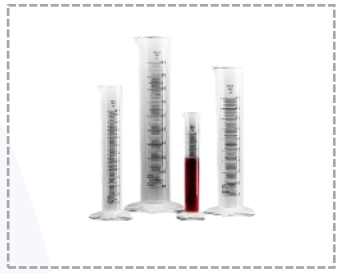
### Carboys

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

# …foraying into cell culture segment

**Cell Culture Flask**

Used to grow and maintain cells in a controlled environment for research and industrial purpose. Help in studying diseases, testing drugs, producing vaccines and proteins.

**Cell Culture Plates**

Used to grow and maintain cells in a controlled environment for research and industrial purpose. Help in studying diseases, testing drugs, producing vaccines and proteins.

**Cell Culture Dishes**

Growing, Expanding and Propagating Cell Lines.

**Roller Bottles**

Support efficient and scalable cell culture applications. The smooth wall design ensures uniform cell attachment, while the ribbed wall (expanded-surface) option increases growth area, resulting in higher cell yield.

# Participation at Domestic Exhibition

Analytica India 2026

# Participation at International Exhibitions

## Analytica Germany 2026

## WHX Dubai 2026

# Key Business Strategies

## 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

## Vinesh Mohan Kriplani
Independent Director

- 29 years of experience in the tax and regulatory domain, with core expertise in Indian corporate and international taxation, M&A, corporate restructuring, transfer pricing and foreign exchange management.

## 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

# Contribution towards Environmental, Social & Governance

**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

Leading Indian manufacturer of labware with an established brand & focus on high-quality products

Presence in an industry with double-digit growth potential and multiple growth drivers

Long-standing relationships with distributors catering to a diverse set of end-customers pan-India

Financial profile with Historical strong EBITDA margin

Highly automated state-of-the-art manufacturing facilities churning out quality products

Well-placed to grow domestic & export business through launch of new products & capacity expansion

# Thank You

**Tarsons Products Limited**

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Mr. Santosh Agarwal – Chief Financial Officer
santosh@tarsons.in

**Strategic Growth Advisors Private Limited**

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