Virat Industries Ltd

Regd. Office & Factory:
A-1/2 GIDC Industrial Estate, Kabilpore
Navsari – 396 424, Gujarat. (INDIA)
Tel: (91-2637)265011, 265022, Fax (91-2637) 265712.
Email: factory@viratindustries.com
Website: viratindustries.com
CIN : L64200GJ1990PLC014514

20th August, 2026

To,
BSE Limited,
Corporate Relation Department,
P. J. Towers, 1st Floor,
Dalal Street, Mumbai -400 001

Scrip Code: - 530521

Subject: - Revised Intimation of Schedule of Meetings with Analyst(s)/Institutional Investor(s) along with presentation.

Ref: Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Pursuant to Regulation 30(6) of the SEBI Listing Regulations, we refer to our earlier intimation dated 18th August, 2026 regarding the schedule of meetings with Analyst(s)/Institutional Investor(s)/Public at large.

In this regard, we wish to inform you that the link to the Virtual Meeting has been revised and the presentation has been enclosed. Accordingly, the revised details are as under:

Date	Event	Type of Interaction	Venue
21st August, 2026 at 05:00 PM	Meeting with investor and public	1x1/Group	Virtual Mode

Login Link for Investor Meet: Join:
https://teams.microsoft.com/meet/464520080518535?p=6Mk5g4C82XDnI3T9NQ
Fri 8/21/2026 5:00 PM - 7:00 PM

Meeting ID:464 520 080 518 535 **Passcode:** GV2ba2Nn

Note: The above-mentioned schedule is subject to change due to exigencies on the part of Investors/Company. Except for the revision in the aforesaid meeting link, there is no change in any of the other details contained in our earlier intimation.

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Kindly note that the Company will not disclose any Unpublished Price Sensitive Information (UPSI) during the analyst(s)/ investor(s) meeting.

The above information will also be available on the website of the Company at www.viratindustries.com

We request you to kindly take the above information on record.

Yours truly,
For **Virat Industries Limited**

ADI FREDOON MADAN
Digitally signed by ADI FREDOON MADAN
Date: 2026.08.20 16:42:57 +05'30'

Adi F Madan
Managing Director
DIN: 00023629

VIRAT INDUSTRIES LIMITED

(proposed to be renamed Brahm Virat Industries Corporation Limited)

PROPOSED INVESTMENT IN BRAHM LIFESTYLE PRODUCTS PRIVATE LIMITED

(proposed to be renamed Brham Well-Being & LifeStyle Corporation Private Limited)

21 AUGUST 2026

STRICTLY PRIVATE AND CONFIDENTIAL

Disclaimer and Safe Harbour Statement

This presentation has been prepared by Virat Industries Limited (proposed to be renamed Brahm Virat Industries Corporation Limited) (the “Company”) for general information and discussion purposes in connection with the proposed acquisition and should not be construed as an offer, invitation, solicitation or recommendation to buy, sell or subscribe to any securities of the Company.

This presentation may contain certain statements, projections, estimates, expectations and views that are forward-looking in nature, including statements relating to the proposed acquisition, expected completion timelines, deployment and utilisation of funds, business growth, expansion, diversification, strategic investments, synergies, market opportunities, future business plans and prospects. Such statements are based on the management’s current expectations, assumptions, estimates and beliefs and are subject to various risks, uncertainties and other factors that may cause actual results, performance, achievements or developments to differ materially from those expressed or implied by such forward-looking statements.

The proposed acquisition is subject to compliance with all applicable statutory and regulatory requirements and obtaining requisite approvals, consents and clearances from the relevant authorities and Members / Shareholders, wherever applicable. Since the proposed transaction constitutes a Related Party Transaction, it is proposed to be undertaken in compliance with the applicable provisions of the Companies Act, 2013, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable laws and regulations. The transaction is also subject to fulfilment of applicable conditions precedent and receipt of any other statutory, regulatory or third-party approvals / consents required for completion of the transaction. Accordingly, there can be no assurance that the proposed acquisition will be completed within the contemplated timeframe or at all.

The proposed name is subject to the approval of the ROC and other applicable statutory and regulatory authorities.

The figures presented herein have been rounded off to the nearest one, wherever applicable.

The information relating to BLPPL and its businesses, including its business verticals, expansion plans, market opportunities, proposed investments and future initiatives, is based on information and representations available to the Company and the management as of the date of this presentation. Such information should not be construed as a guarantee or assurance of future performance or results.

The proposed investment, the expected strategic benefits, proposed use of funds and anticipated business expansion are subject to business, market, financial, operational, regulatory and other risks and uncertainties. The presentation also contains information relating to potential domestic and international acquisitions, new facilities, new markets, capacity expansion and other future initiatives, which may or may not materialise as presently contemplated.

No representation or warranty, express or implied, is made as to the accuracy, completeness or reliability of the information contained herein. The Company, its directors, officers, employees, advisers or representatives shall not be liable for any loss, damage or liability arising from or in connection with the use of this presentation or any reliance placed upon the information contained herein.

The Company undertakes no obligation to publicly update, revise or supplement any forward-looking statement contained herein as a result of new information, future events or otherwise, except as may be required under applicable laws and regulations.

Investors and stakeholders are advised to exercise their own independent judgement and undertake their own due diligence before making any investment or other decision based on the information contained in this presentation.

Industry and market data contained in this presentation, including data attributed to IMARC Group, Mordor Intelligence and the International Collective in Support of Fishworkers (ICSF), has been obtained from third-party publications and sources believed to be reliable. Such data has not been independently verified by the Company, its directors, officers, employees, advisers or representatives, and no representation is made as to its accuracy or completeness. Such data does not constitute a forecast by the Company.

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Entity particulars and Group footprint

₹95 Crore for a 70.28% Controlling Stake in BLPPL

The key particulars of the proposed investment are set out below.

₹95 crore
TOTAL INVESTMENT
Rupees Ninety-Five Crore Only

3,51,85,185
EQUITY SHARES
Allotted at ₹27 each, on a preferential basis

70.28%
POST-ACQUISITION STAKE
Equity share capital, voting rights and controlling interest

~4 months
EXPECTED COMPLETION
Subject to conditions precedent and requisite approvals

Investee Company	Brahm LifeStyle Products Private Limited ("BLPPL"), proposed to be renamed Brham Well-Being & LifeStyle Corporation Private Limited
Instrument	Equity shares to be allotted on a preferential basis
Mode of Investment	Investment by way of Preferential Issue of Equity Shares by the Investee Company, subject to applicable statutory and regulatory approvals
Nature and Purpose	Strategic investment for business growth, expansion and acquisitions
Source of Funds	Proceeds from the Preferential Issue of Virat Industries Limited
Expected Strategic Benefit	Supports the Company's growth, diversification and long-term strategic objectives, and provides an opportunity to participate in the growth of the Investee Company's diversified Well-Being and LifeStyle verticals as well as domestic and overseas acquisitions
Related Party Transaction	The transaction is an RPT — 93.27% of BLPPL's paid-up share capital is held by Brahm Precision Materials Private Limited, part of the Promoter Group of Virat Industries Limited. Proposed on an arm's-length basis, with consideration determined by a registered valuer, and subject to the approval of the Audit Committee, the Board of Directors and the Members / Shareholders, as applicable

A Controlling Stake in BLPPL and Its Operating Subsidiaries

VIRAT INDUSTRIES LIMITED

100% — EXISTING OPERATIONS

Contract Manufacturing Operations
Socks manufacturing, Navsari
viratindustries.com

Branded Retail and Online Sales
of Lord Walker Socks
lordwalkerbybrham.com

70.28%

Brahm LifeStyle Products Private Limited
(proposed to be renamed Brham Well-Being & LifeStyle Corporation Private Limited)
brham.com

50.01% — **EH Designs Private Limited**
Ahikoza By Brham
ahikoza.com

50.01% — **Sportskill Brahm Private Limited**
Skill By Brham
brham.com

50.09% — **Brham Fresh Private Limited**
Fresh By Brham
freshbybrham.com

100% — **Brham Products**
R&D, Product Development & Branding across nine + categories
Food · Beverages · Liquor · Apparels · Cosmetics · Décor · Supplements · LifeStyle · Others
shop.brham.com

100% — **Expected Preferential Issue Proceeds & Liquidity**
Approximately ₹105 crore of the Preferential Issue proceeds (₹95 crore) and balance cash in hand, expected to be available for future investments, expansion and new opportunities — subject to Board, shareholder and statutory approvals

₹95 Crore of Growth Capital Across the Business Ecosystem

STRATEGIC RATIONALE

The proposed investment is expected to provide the Investee Company with the financial resources required to pursue its medium-term and long-term growth strategy, enabling:

Scale and Expand
Scaling of existing businesses and operations, and entry into new markets and business opportunities

Strengthen the Capital Base
Strengthening of the financial position and capital base of operating entities

Create Group Synergies
Creation of synergies among businesses within the group

Invest Strategically
Investment in promising and strategically relevant domestic and international businesses

Accelerate Expansion Plans
Acceleration of expansion plans of immediate investee and step-down subsidiary companies

Create Long-Term Value
Creation of long-term value for stakeholders through a diversified and scalable business portfolio

USE OF FUNDS

The funds will be utilised by the Investee Company primarily for growth, expansion and strategic investments across its business ecosystem, including:

Expand Existing Businesses
Expansion of existing businesses and enhancement of operational capacity

Establish New Facilities
Establishment of new facilities, centres, projects or business verticals, as may be identified from time to time

Fund Working Capital
Working capital and business expansion requirements arising from increased scale of operations

Build Technology and Infrastructure
Technology, infrastructure and operational development to improve efficiency and scalability

Expand Geographically
Geographical expansion into new markets and locations

Acquisition of Businesses
Domestic or International acquisition of businesses

Accordingly, the proposed investment of ₹95 crore is intended to act as growth capital for the broader business ecosystem, enabling the Investee Company to allocate capital strategically between its own operations and its immediate investee / step-down subsidiary businesses and domestic/international acquisition of businesses.

About the Brahm Group

Brahm Group, through its directly, indirectly and / or partially owned operating corporations and investment vehicles, is active across Asia, Europe and the Americas.

THE FIVE ACTIVITY CATEGORIES OF THE GROUP

1	2	3	4	5
Material Science and Precision Manufacturing	**Software Services and Technology**	**Capital Management and Investment Banking**	**Agriculture and Biosciences**	**Well-Being & LifeStyle** Incl. Residential & Commercial Spaces

BIRTH OF BRHAM

The amalgamation of Categories Four and Five led to the creation of the brand ‘Brham’ by Brahm.

‘BRHAM’ BY BRAHM

THE BRAHM GROUP

Born in India in 1999, the ‘Brahm’ Group is a rapidly expanding global enterprise with diversified interests in Innovative Agriculture, Bio-Sciences & Biodiversity, LifeStyle Products & Services, ‘Wise’ Living & Hospitality Spaces, Niche Luxury Real Estate and Hospitality, Commercial Real Estate, Manufacturing, IT, Investment Management, Public Trading and Private Equity.

A global enterprise with a stated aim to harness materials, biological and computing technology through a combination of a highly efficient team and Scientific ‘Wisdom.’ We shall create a future that is Alive, Vibrant, Healthy, Happy, Efficient, Pregnant with Possibilities and tending to ‘Perfection.’

ABOUT BRHAM

Brahm Well-Being & LifeStyle is promoting a slew of products and services that seek to enhance the existential experiences of consumers.

‘Brham’ by Brahm, as a brand, is poised to define and redefine ‘Wise’ consumption that is based on the efficient, innovative and optimum conversion of the bountiful resources that nature has so kindly bestowed upon us.

Skilful utilisation of the latest advancements in technology, science and research through a highly skilled and motivated team is the cornerstone of our corporate philosophy. We hope to replace sobriquets like ‘Organic’ and ‘Natural’ with ‘Brahm Wise’ by nature.

Bhavook Tripathi

FOUNDER, CHAIRMAN & CEO

First generation owner of Brahm Corporation — which has a global footprint across Asia, Europe and the Americas — in High Precision Manufacturing, IT & Software Services, Merchant Banking & Private Equity, Agro-based Well-Being, LifeStyle Products, Luxury Real Estate, Food & Beverage and Hospitality.

Aside from nurturing his own businesses, he uses his business economics acumen and strategic socio-political insights into making very long-term investments in listed markets in companies which have transformational potential either in core business or through ownership changes.
His multi-vertical expertise and leadership define the standard of hospitality our venues strive for. His guidance & direction both motivate and sustain the team's perpetual hunger for success.

A GLOBAL FOOTPRINT ACROSS ASIA, EUROPE AND THE AMERICAS

- **High Precision Manufacturing**
- **IT & Software Services**
- **Merchant Banking & Private Equity**
- **Agro-based Well-Being & LifeStyle Products**
- **Luxury Real Estate**
- **Food & Beverage and Hospitality**

The Board of Directors

BHAVOOK TRIPATHI

FOUNDER, CHAIRMAN & CEO — BRAHM GROUP

A first-generation founder of Brahm Corporation, he has built a diversified global enterprise with operations spanning Asia, Europe, and the Americas across precision manufacturing, IT and software, merchant banking, agro-based wellness, luxury real estate, and hospitality. Renowned for his sharp business economics vision and strategic socio-political insights, he identifies and invests in transformational companies with high-impact potential in public markets. His multi-sector leadership and relentless pursuit of excellence set the benchmark for Brahm venues, motivating his teams and elevating hospitality standards across all business verticals.

VILAS POTDAR

CHAIRMAN

Vilas Potdar is a Chartered Accountant with over four decades of practice, specialising in direct tax litigation, international taxation, and project financing for diverse sectors. His longstanding advisory roles have provided deep insights into the business cycles of leading Indian corporations, and he leads a firm renowned for assurance and representation before tax authorities. Beyond professional contributions, he serves on the Executive Council of MCCIA, directs the Kalpataru Sahaniwas Foundation for senior care, and is a trustee and committee member of charitable and educational institutions focused on girls' education and yoga philanthropy.

ADI MADAN

MANAGING DIRECTOR — VIRAT INDUSTRIES LIMITED

Adi F Madan is one of the original promoters and the current Managing Director of Virat Industries Ltd., a publicly listed company on the Bombay Stock Exchange. Based in Mumbai and holding a law degree from Government Law College, he has led the company since 1994, driving growth in exports, overseeing strategic direction, board policy and day to day management. With over 30 years of marketing expertise in this field, he has driven Virat's export growth in the UK, European and Middle Eastern markets, fostering a culture of quality, capacity expansion and sustained international success with a special emphasis on sustainability. Today, Virat is a fully compliant factory with a vision to be a global leader in innovative and sustainable socks solutions.

NAMRATA DUDANEY

DIRECTOR

Namrata Dudaney is an accomplished entrepreneur and founding creative director who has built Ahikoza into a globally recognised luxury handbag brand, leading successful market entries across SEA, USA, and India. With 12 years' experience, she excels in brand strategy, operational excellence, and the integration of digital, influencer, and experiential marketing for sustained business growth. Previously, she has held senior marketing roles at Reliance Brands and CityVision Indonesia, driving high-impact campaigns and forging strategic partnerships across diverse international markets.

AR. VIJAY SANE

DIRECTOR

Ar. Vijay Sane is a globally accomplished urbanist and real estate leader with over two decades of experience delivering major projects across India, Australia, Singapore, MENA, and the USA. He has held executive roles in master planning, project development, and township management, including CEO and COO positions at leading firms such as KPDL and Surbana Singapore. Vijay combines international design flair, financial acumen, and a passion for community building—including pioneering age-friendly living and founding Niramay Ageing in Place, MAVEN Sports Academy, and other ventures.

SUPRIYA SHETE

DIRECTOR

Supriya Shete is a business leader and recruitment strategist with over a decade of expertise in corporate governance, stakeholder management, and strategic advisory across multiple sectors. As Co-Founder and Director of SSterling Workforce Enterprise, she specialises in leadership hiring and talent strategy for IT, legal, finance, real estate, and manufacturing industries, while also serving on boards and advising high-growth ventures. She blends her MBA in HR Systems and legal acumen as an angel investor and governance-focused advisor, promoting ethical decision-making, compliance, and social impact initiatives.

DR. NEHA TIKAM

DIRECTOR

Dr. Neha Tikam is a healthcare professional with over 15 years of experience, specialising in holistic healing as the founder of Sparsh Homeopathic Clinic. She combines expertise in homeopathy, acupuncture, yoga, and wellness, delivering integrative patient care and mentoring through teaching and leadership in healthcare and the arts. A national-level endurance cyclist and accomplished Bharatanatyam teacher, she exemplifies resilience, discipline, and a commitment to holistic Well-Being in both her professional and personal pursuits.

The Board of Advisors

RANJU DAS

Ranju Das leads lululemon's technology and AI strategy, driving innovation and enterprise growth. He is a renowned AI expert with a proven track record in building disruptive products and scaling businesses across sectors like healthcare, fintech, and retail. Before lululemon, Ranju founded Swan AI Studios and held leadership roles at OptumLabs and Amazon, where he pioneered key AI services. He is also a co-founder of Foster Dreamzzz, empowering foster youth through mentorship and career development.

JAVIER GONZÁLEZ PARÁS

Javier González Parás is a veteran financial strategist and business executive with over four decades of leadership in banking, investment, and international business. He pioneered institutional trading desks in Mexico and led landmark privatisation and corporate banking initiatives at Serfin Bank, Fonlyser, and Banco Santander. Javier currently heads Quattro Asset Management, advising on structured finance and capital strategy for global and domestic clients.

JAMES C. BRAINARD

James C. Brainard served as Mayor of Carmel, Indiana for 28 years, leading the city to national acclaim as one of the best places to live, raise a family, and retire. He is a champion of sustainable urban growth, recognised with awards for climate initiatives, public safety, and liveability. A former attorney and university instructor, James has held leadership roles on national advisory boards and major civic organisations.

DR. CALE CASE

Dr. Cale Case, Ph.D., is an economist, businessman, and Wyoming State Senator with over 30 years of experience in public policy, energy, and utility industry oversight. He has led key legislative committees and advised governments internationally on energy market structures, utility regulation, and economic development. Dr. Case also serves as CEO of Tangemann Benedict Corporation and contributes his expertise to multiple business and nonprofit boards.

DR. RONALD W. SPAHR

Dr. Ronald W. Spahr is Professor Emeritus of Finance with 48 years of academic leadership across the University of Wyoming, North Carolina, Illinois, and Memphis. He has lectured globally, published over 200 refereed articles, delivered hundreds of presentations, and authored numerous business plans and feasibility studies. Dr. Spahr continues to serve on multiple boards, leveraging extensive expertise in finance, business strategy, and international education.

AJIT PANDEY

CHIEF TECHNOLOGY ADVISOR

Ajit Pandey is an accomplished business and technology leader with senior roles in IT operations, engineering, and digital transformation for global organisations and startups. He excels at driving innovation and large-scale change by blending technical expertise with management skills to achieve operational excellence. Ajit is recognised for his collaborative leadership, fostering talent development and aligning cross-functional teams for strategic impact.

Robert S. Wynne
Legal, Mergers & Acquisitions — USA

Tom Commisso
CPA & Taxation Advisory — USA

Antonio Fournier
Politics, Culture & Government Liaison — Europe & Middle East

Henry Vasa Cate
Landscaping, Construction & Real Estate Development

Mireia Blanch
Legal, Mergers & Acquisitions — Spain

Team 24
Food, Healthcare, Body Care, Alcoholic & Non Alcoholic Beverages Product Procuring Partner

The CEO Office & Team

Niraj Godbole
Branding, Advertising & Business Development Director

Samuel Gil Maffei
Creativity, Food & Beverage, MediaTech Director

Ambuj Sinha
Chief Commercial Officer

Rahul Hingmire & Team
Legal & Compliance

Kaivan Shah
Investment Banking

Priyesh Gujarati
Banking, Outward & Inward Remittance, Controller

Kunal Puranik, Mahesh Poddar & Sunil Narang
FEMA, Due Diligence & Taxation

Hemant Pimpalgaonkar, Shivaji Gatkal & Abhishek Pathak
App, Websites, Communications & IT

Jane Alexander
Chief of Staff

Pamela Lake
Executive Assistant, Property Management Account & Administration

Alaleh Bahramzadeh
Executive Assistant, Travel, Social Media & Special Affairs

Lorena Martin
Executive Assistant, Hospitality & Interior Decoration

Chef Alexander Álvarez
Global Culinary Director

Allen West
Global Content & Media, and Film Producer

Bindiya Thakker
Executive Assistant, Construction Design & Hospitality

Javier González Jr.
Proprietary Product Branding & Sales — North America

Anil Bhandare
Civil Engineering & Maintenance

Jayashree Iyer
Human Resources & Administration

Revati Avasare
Mindfulness, Breathwork & Well-Being

Sanjay Tiwari
Middle East Affairs & Global Due Diligence

Five Verticals, One Consumer, Multiple Touchpoints

OFFERINGS & UNIVERSE

BSTYL by Brham

Fashion, furniture, accessories, Food & Beverage, LifeStyle products, gourmet stores, alcohol, hospitality, retail, restaurants, lounges, LifeStyle and country clubs, entertainment zones, podcast cafés, content, shows, music, wellness yachts.

BWELL by Brham (BFITT / BFLEX / BSKLD)

Diagnosis, Prognosis & Implementation of Prognosis; Mental, physical, emotional, sexual health plans. Tailor-made solutions for LifeStyle optimisation; Well-Being and longevity clubs, hotels, memberships, camps, sports clubs, skill enhancement centres; 360° makeovers.

BUILD by Brham

Construction, construction materials, project management, rentals, commercial build-outs and sales, leasing of spaces and centres.

BFEDD by Brham

Food forests, experience centres, online and regular supply of gourmet and other household goods.

BCASA by Brham

Condos, villas, and food-forest-based living.

The Brham Ecosystem — One Consumer, Multiple Touchpoints

Connected By Design

The individual businesses are connected parts of a single LifeStyle ecosystem spanning Well-Being, Nutrition, LifeStyle & Experiences, Hospitality, and Spaces.

Well-Being: Skill, Unwind, Diagnostics, Sports, and Physiotherapy. Nutrition: Fresh By Brham, BFEDD, and Gourmet. LifeStyle & Experiences: Cedar Oak, Ahikoza, BSTYL, BUILD, and BCASA.

Platform Logic

Engagement → Value Across Touchpoints → Longer Customer Relationships. Food, Well-Being, Hospitality, and Retail are designed to reinforce one another.

Fresh: Weekly Household Needs → Recurring Purchase Relationship. **Skill:** Performance → Coaching → Long-Term Capability.

Cedar Oak: Social Dining → Events → Hospitality Engagement. Ahikoza / BSTYL: LifeStyle Products → Brand Expression and Conscious Consumption.

The Outcome

One Brham relationship can extend across multiple needs, with a single consumer engaging with Food, Well-Being, Hospitality, and LifeStyle products under one brand.

BRHAM BUSINESS PORTFOLIO

A Closer Look at the Investee Company's Operating Businesses

A BFEDD BY BRHAM VERTICAL

Fresh By Brham

Thoughtfully sourced. Carefully prepared. Always fresh.

Fresh By Brham — Overview

Thoughtfully sourced. Carefully prepared. Always fresh.

1 Origin

Formerly Pescafresh, founded in Mumbai in 2005 by Sangram Sawant as one of India's first D2C fresh seafood and meats brands; acquired by Brahm Corporation and relaunched in 2025 as Fresh By Brham.

2 Product

Fresh raw protein (chicken, mutton, seafood, eggs) plus Ready-to-Cook and Ready-to-Eat ranges — no antibiotics or growth hormones, cut only after the order is placed, unbroken cold chain, honest labelling.

3 Customer & Channels

Urban households that buy fresh protein weekly, served through the brand's own online store, WhatsApp and call centre, with quick commerce being added.

LEADERSHIP

Sangram Sawant
CHIEF EXECUTIVE OFFICER

Founder of Pescafresh, one of India's first D2C fresh seafood and meats brands, later acquired by Brahm Corporation. Comes from a legacy food business and carries forward knowledge built across generations, combined with overseas market exposure that brought international handling and quality standards into Indian homes. Named by Condé Nast Traveller among the '50 People Changing the Way India Eats.' Recipient of the Business World Supply Chain Excellence Award.

Karan Mundhra
CHIEF OPERATING OFFICER

A management and strategy consultant with two decades of experience across Asia, the Middle East and the Americas; trained in Strategic Management & Entrepreneurship at IIM Kashipur and in Generative AI at IIT Patna. Has led and co-led businesses through every stage of the life cycle — launch, scale-up, hyper-growth, global operations, cost reduction and complex restructuring.

Fresh By Brham: a USD 124bn Market, 98% Unorganised

One of India's biggest consumption categories, and one of its least organised.

1 Market Opportunity

India meat: USD 60bn (2025) → USD 124.2bn (2034), 8.42% p.a. India online grocery: USD 14.33bn (2025) → USD 101.99bn (2034), 24.36% p.a. India quick commerce: USD 3.65bn → USD 6.64bn, 12.74% p.a. An estimated 98% of India's seafood trade remains unorganised (ICSF, September 2021). Sources: IMARC Group; Mordor Intelligence.

2 Growth Levers

In order: more customers in existing zones (the cheapest growth) → more orders per customer → a wider Ready-to-Cook / Ready-to-Eat basket → quick commerce → new cities.

3 Operations & Playbook

One controlled hub at Lower Parel, Mumbai handles cutting, packing and dispatch; zoned delivery with own riders plus partners; no shops, so capital goes into fulfilment. City playbook: set up hub → draw delivery zones → launch D2C → add quick commerce → build a regular customer base → widen coverage — run as a series of tests, not a race.

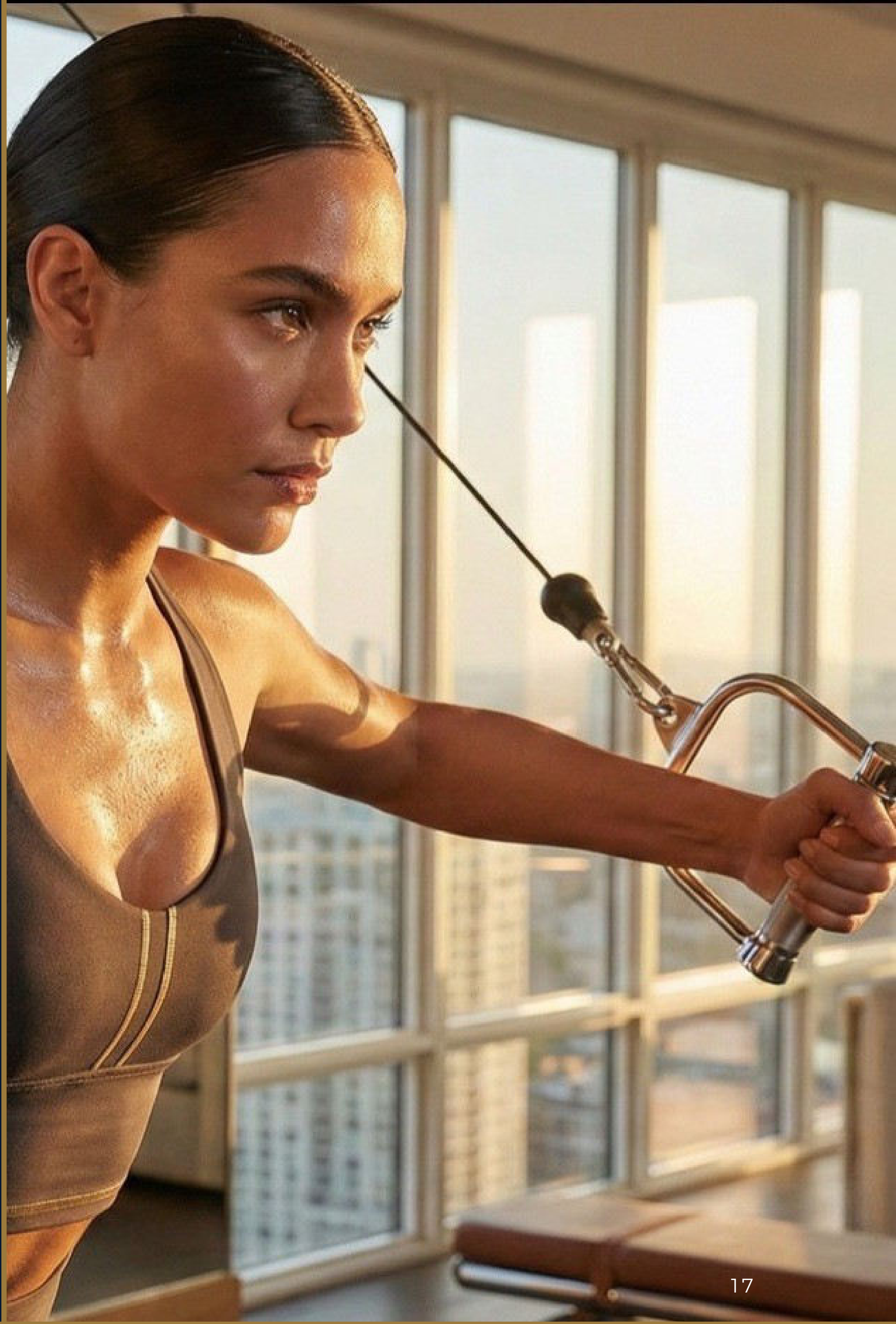
4 Expansion Roadmap

Today: new hub at Mumbai. Next: Pune, Bengaluru, Goa (existing Group presence and hospitality). After: Delhi, Aurangabad, and internationally in the UAE, Spain, Canada, USA, Mexico and Brazil.

A BWELL BY BRHAM VERTICAL

Skill By Brham

A capability platform connecting diagnostics, sport, coaching and skill enhancement.



Skill By Brham — Overview

A capability platform connecting diagnostics, sport, coaching and skill enhancement.

1 Platform

Skill Diagnostic Centres, Osprey Sport Academy, sports clubs, skill enhancement, 360° makeovers, physio and martial arts — spanning Health & Longevity, Mind, Fitness, Sports, Recovery, Nutrition, Wellness and Hospitality.

2 Model

Assess → Train → Perform → Recover → Optimise, connecting performance to long-term Well-Being. Technology (DNA / genetic testing, wearables) is core to the proposition, not an add-on.

3 Credibility

National champions and former international athletes, coaching at Asian Junior, World Junior and British Junior level.

LEADERSHIP

Abhinav Sinha & Chetan Desai
CO-FOUNDERS

Elite playing careers plus around 20 years of sports management and C-suite leadership between them, spanning launch, scale-up and global growth of sport and wellness businesses.

Clinical & Wellness Team
SUPPORTING MEDICAL EXPERTISE

The founders are supported by a multidisciplinary team, including medical experts such as Dr. Neha Tikam, along with professionals like Mrs. Divya Passi, collectively strengthening the platform's credibility and capabilities.

Skill By Brham: Multiple Revenue Streams, Not Membership Alone

Designed around multiple revenue streams rather than dependence on a traditional membership model.

1 Revenue Streams

Assessments; memberships (recurring fitness, sport, wellness & recovery); personalised programmes; advanced recovery (cryo, infrared, sauna, red light, compression); therapy; nutrition; corporate, residential and hospitality stays.

2 Objective

To create a replicable global model, rather than simply opening independent wellness centres.

3 Global Roadmap

Residential and commercial real estate including LifeStyle clubs, hotels and others: Pune as the flagship, Goa for destination wellness, Dubai and Oman for international premium wellness, and the United States for global expansion, with locations such as Florida and Georgia.

Pune → Goa → Dubai & Oman → United States

4 Long-Term Vision

To redefine how human potential is understood, developed and sustained across a lifetime. Skill by Brham will unite diagnostics, DNA, gut health, movement, fitness, nutrition, sleep, recovery, wearables and mental Well-Being into one evolving member profile, enabling personalised programmes, measurable progress and better living.

A BSTYL BY BRHAM VERTICAL

Ahikoza By Brham

A boutique red-carpet brand specialising in distinctive artisanal handbags.

Ahikoza By Brham — Overview

A boutique red-carpet brand specialising in distinctive artisanal handbags.

1 Vision

A globally recognised handbag brand synonymous with quality, true luxury and signature design.

2 Design DNA

A geometric, architecturally inspired pattern signature carried consistently across collections — Madison, Sierra, Barbara, Sahara and Amina.

3 Positioning

Named alongside true luxury brands of choice, with high-profile celebrity visibility.

LEADERSHIP

Namrata Dudaney
FOUNDER & CREATIVE DIRECTOR

Raised in Jakarta and educated in Melbourne, Namrata brings a background in media, fashion business, retail and public relations, combined with a lifelong passion for handbags. Since founding Ahikoza in 2016, she has built a distinctive international brand known for its geometric design language and discreet approach to luxury — with creations that have appeared across leading global red carpets and have been carried by prominent personalities from Hollywood, Bollywood and international fashion.

Ahikoza By Brham — Market & Growth

An integrated, always-on sales & marketing model.

1 FY26 Strategy

An integrated, always-on sales & marketing model spanning multi-city trunk shows, scalable e-commerce, always-on PR and a global retailer network.

2 Retail Platform & Momentum

Stocked through Saks Global (Saks Fifth Avenue, Neiman Marcus, Bergdorf Goodman) and Level Shoes, Dubai (96,000 sq. ft. flagship in The Dubai Mall, 250+ global brands).

3 Growth Strategy

More international luxury retail chain tie-ups, and continued participation in events and shows, backed by working capital investment to support that expansion.

4 Projection

50% of sales via the new strategy by FY30; 6x–8x ROAS; 1M customers reached; 3x MBO presence by FY27.

CURRENT OPERATIONS — BWELL & BSTYL, BRHAM INDIA

Unwind By Brham, Cedar Oak Café, Brham Brunton Store & Residency and Brham Products

Recurring physical touchpoints for the Brham Well-Being philosophy.

Unwind By Brham

Therapeutic spa and salon centres focused on holistic wellness and personalised therapies.

OVERVIEW

Unwind By Brham is a journey towards renewed energy, inner balance and a greater sense of Well-Being — where every experience is designed to help guests unwind, restore and reconnect. The therapeutic centres bring together traditional wisdom, modern wellness practices and personalised care to create a deeply restorative experience.

FOOTPRINT

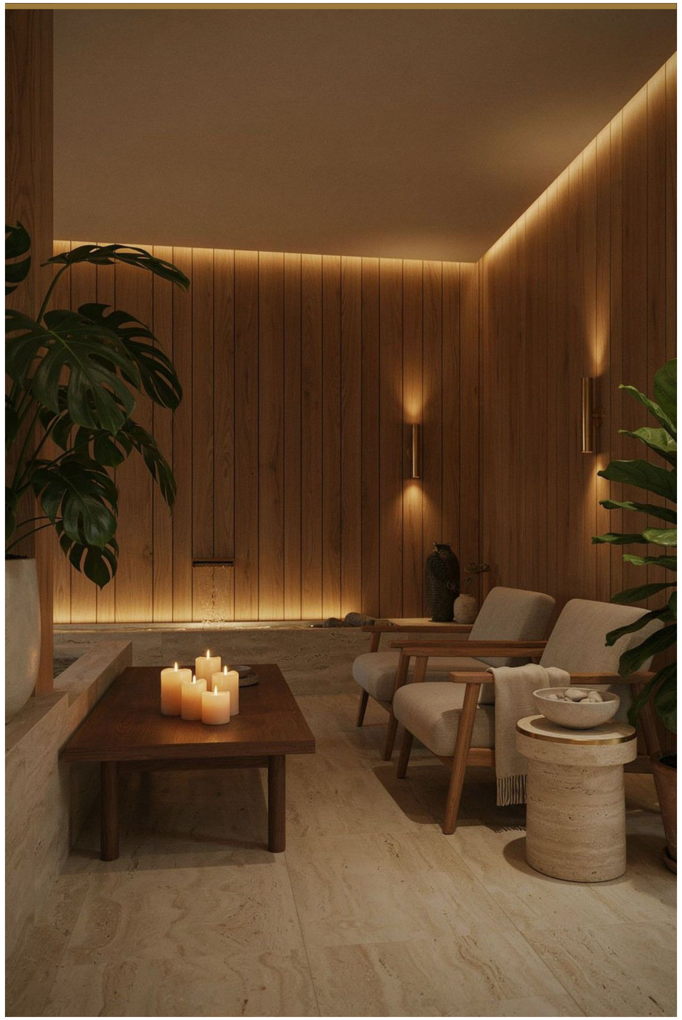
- Bengaluru — three therapeutic spas & salons, including the prestigious Bangalore Club, the Karnataka Golf Association and a Wellness Centre at Brunton Road.
- Pune — one therapeutic spa & salon at the Poona Club.

GROWTH STRATEGY

- Organic — increase utilisation; increase average ticket size through cross-sell between therapies; build membership / package revenue; cross-sell within the club.
- Inorganic — target more prestigious clubs in Bengaluru and other Tier-1 cities, including the Bowring Institute (Bengaluru), Bangalore Golf Club, Vasant Vihar Club (New Delhi) and CCI Club (Mumbai).

LEADERSHIP

Vipul Kapoor, Chief Operating Officer — end-to-end responsibility for the growth, profitability and operational performance of Unwind By Brham and Cedar Oak Café, with over two and a half decades of experience across operations, sales, consumer finance, business development and entrepreneurship.



Cedar Oak Café

A charming retreat at The Poona Club, Pune.

OVERVIEW

Nestled amidst the lush greenery of The Poona Club, Cedar Oak Café is a charming retreat where the character of a bygone era meets contemporary dining. Housed within a beautifully preserved old cottage, the café combines timeless architecture, warm hospitality and a relaxed modern sensibility.

THE CEDAR OAK EXPERIENCE

Multi-cuisine menu — pastas, Asian creations, Indian favourites and signature desserts, all made with fresh ingredients and a homestyle touch.

CURRENT SCENARIO

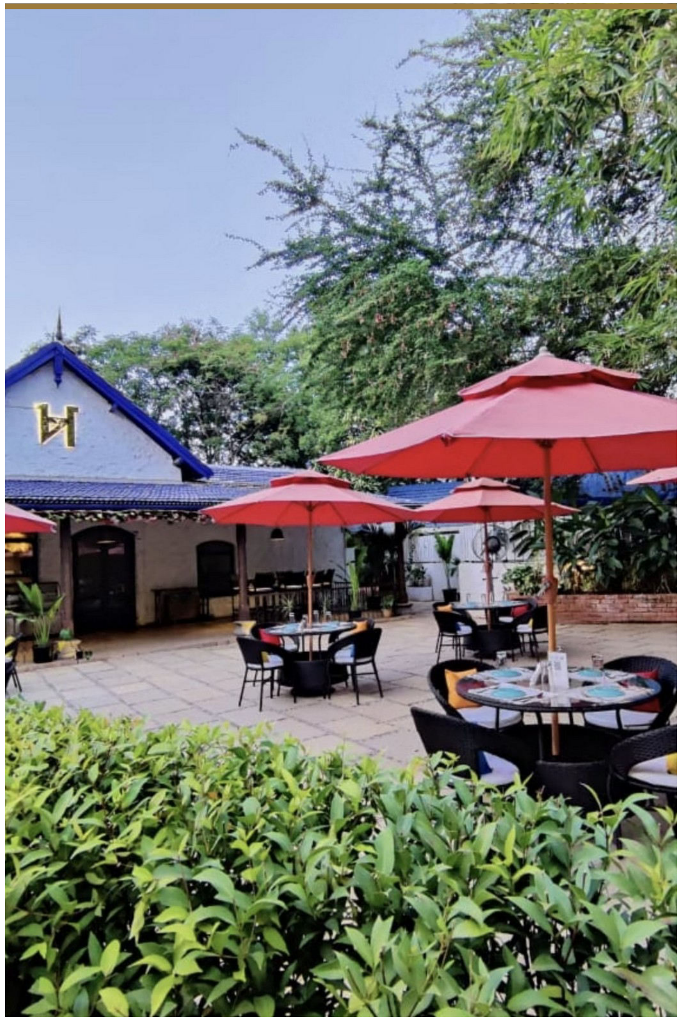
Strong revenue growth led by the banquet business, with healthy improvement in liquor sales. Banquets now contribute 57% of total revenue, strengthening the business model. Opportunity exists to improve food sales through menu innovation, promotions and increased weekday patronage.

GROWTH STRATEGY

À la carte · Banquets · Events · Private dining / celebrations · Liquor — with particular focus on building the banquet and private-event business, where the existing infrastructure can generate significantly higher revenue across more days of the week.

LEADERSHIP

Chef Rakesh, Vipul Kapoor & Divya Pasi



Brham Products — Overview

Brham-branded consumer products across nine categories, with end-to-end control from sourcing to shelf.

1 Origin

Brham Products is the Group's in-house product platform — research and development, product design and branding of Brham-branded consumer goods, built on proprietary sourcing and end-to-end control of the value chain.

2 Product

A portfolio of 28+ product lines across nine categories — Food, Beverages, Liquor, Apparels, Cosmetics, Décor, Supplements, LifeStyle and Others — and growing.

3 Customer & Channels

Sold through the brand's own website, shop.brham.com, leading e-commerce platforms — Amazon, Flipkart and Myntra in India — and Brham stores globally.
Amazon USA and Canada listings are in process.

LEADERSHIP

Karan Mundhra
CHIEF OPERATING OFFICER

A management and strategy consultant with two decades of experience across Asia, the Middle East and the Americas, who has launched more than 70 product lines across six organisations. Trained in Strategic Management & Entrepreneurship at IIM Kashipur and in Generative AI at IIT Patna, he has led businesses through launch, scale-up, hyper-growth, global operations and complex restructuring.

Platform Investment
GLOBAL START-UP & DEVELOPMENT

Approximately USD 2 million invested to date in design, licensing, intellectual property and copyright, merchandise, global supply-chain readiness and other areas — with backward and forward integration delivering end-to-end control from source to shelf.

GROWTH

Worldwide Distribution
Extending reach through Brham locations and international retail partners.

E-Commerce Platforms
Growing sales through the brand's own website and leading marketplaces.

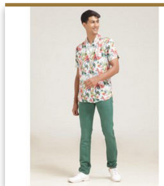
Technology Across Verticals
Investment in technology to improve fulfilment and enable quick delivery.

Brham Products — Portfolio

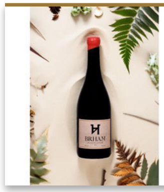
Nine categories, one standard — Brham.

FOOD
Brham Cashew Nuts
Live — Brham locations, India & USA · e-commerce

APPARELS
Brham Athleisure Wear & Socks
Live — Brham locations, India · e-commerce platforms



APPARELS
BRAM! Clothes
Live — Brham locations, India & USA · e-commerce platforms



LIQUOR
Brham Wine
Live — Spain, Canada, USA & India

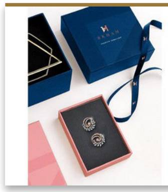
LIQUOR
Brham Cashew Feni
In development

COSMETICS
Brham Super Oil
In development

COSMETICS
Brham Super Cleanser
In development

DÉCOR
Rugs & Carpets
Market-ready — India

DÉCOR
Furniture
Future pipeline — India



LIFESTYLE
Brham Jewellery
Future pipeline — India

FOOD
Brham Super Bar
Future pipeline

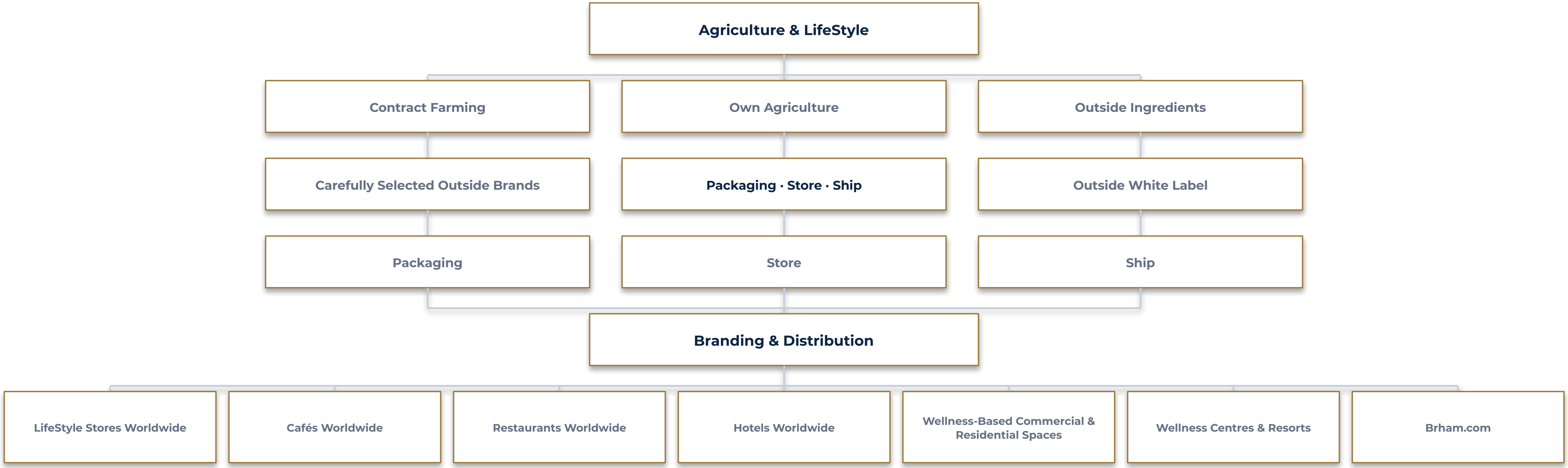
SUPPLEMENTS
Brham Super Powder
Future pipeline

BEVERAGES
Brham Super Drink
Future pipeline

28+ product lines across nine categories — and growing.
shop.brham.com

The Brham Universe

At Brham, we champion holistic wellness from farm to you — sustainable living, innovative agriculture and natural product excellence. A transformative journey to a healthier, happier you.



Contact Us

For investor queries relating to the proposed transaction, please contact the Company at the details set out below.

VIRAT INDUSTRIES LIMITED

(proposed to be renamed Brahm Virat Industries Corporation Limited)

viratindustries.com

BRAHM LIFESTYLE PRODUCTS PRIVATE LIMITED

(proposed to be renamed Brham Well-Being & LifeStyle Corporation Private Limited)

brham.com

CONTACT US

Registered Office	**Virat Industries Limited** A-1/2, GIDC Industrial Estate, Kabilpore, Navsari, Gujarat 396 424, India
Telephone	(91-2637) 265 011 · 265 022
Email	complaince@viratindustries.com
Web	www.viratindustries.com

INVESTEE COMPANY PARTICULARS

Brahm LifeStyle Products Private Limited is an unlisted private company incorporated in 2020, with its registered office at Aurangabad, Maharashtra.