

February 16, 2026

To
BSE Limited
P.J. Towers, Dalal Street
Mumbai – 400 001
Scrip Code: 509675
Through: BSE Listing Centre

To
National Stock Exchange of India Limited
5th Floor, Exchange Plaza, Bandra (E),
Mumbai – 400 051
Scrip Symbol: BIRLANU
Through: NEAPS

Sub: Investor Presentation on the unaudited financial results for the quarter and nine months ended December 31, 2025

Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”)

Dear Sir/Madam,

Please find enclosed the Investor Presentation on the unaudited financial results for the quarter and nine months ended December 31, 2025.

The said presentation is also available on the website of the Company www.birlanu.com.

Yours faithfully,
For **BirlaNu Limited**
(formerly HIL Limited)

Nidhi Bisaria
Company Secretary & Compliance Officer
Membership No. F5634

Encl: as stated

BUILD YOUR
WORLD



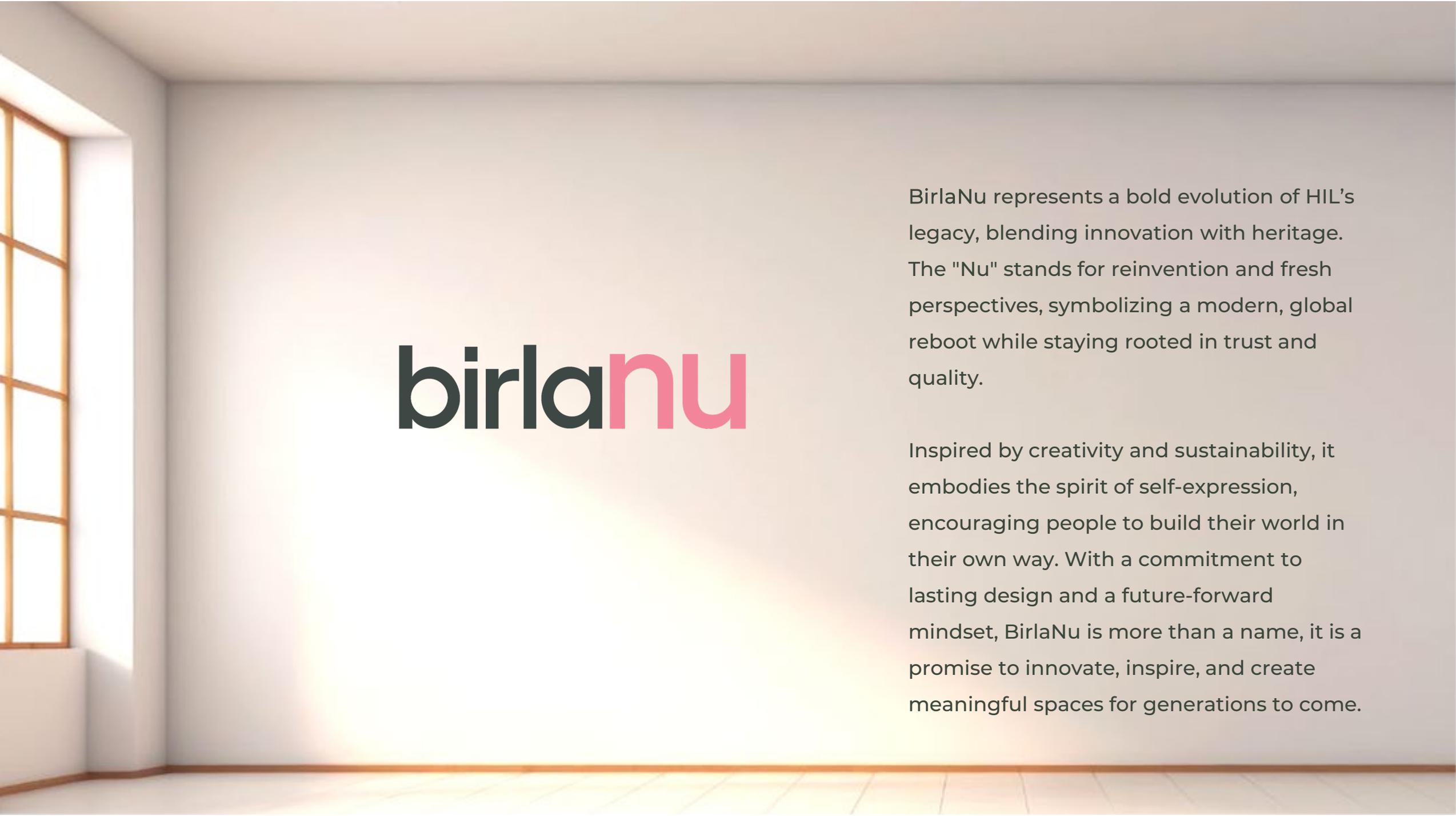
birlanu

Financial Result Presentation - Q3 & 9M FY26

Contents

- Welcome to BirlaNu
- About BirlaNu
- Brands and Products Overview
- Clean Coats Acquisition
- Q3 & 9M FY26 Results Overview

Welcome to BirlaNu



birlanu

BirlaNu represents a bold evolution of HIL's legacy, blending innovation with heritage. The "Nu" stands for reinvention and fresh perspectives, symbolizing a modern, global reboot while staying rooted in trust and quality.

Inspired by creativity and sustainability, it embodies the spirit of self-expression, encouraging people to build their world in their own way. With a commitment to lasting design and a future-forward mindset, BirlaNu is more than a name, it is a promise to innovate, inspire, and create meaningful spaces for generations to come.



Who are we ?

For nearly 80 years, BirlaNu Limited (formerly HIL Limited), has been a pioneer in redefining the art of creating home and building solutions.

Our portfolio spans Pipes, Construction Chemicals, Putty, Roofs, Walls and Floors. As a global leader in home and building solutions, BirlaNu integrates purpose and innovation into every offering, ensuring we meet evolving customer needs.



Brand story

Since 1946, we've been on a journey of continuous evolution and today, we are proud to announce a new chapter in our legacy: HIL is now BirlaNu.

BirlaNu is inspired by the people we serve and driven by a passion for continuous growth. Rooted in connection, creativity and sustainability, we empower homeowners, builders and designers to bring a vision to life, crafting innovative buildings and structures that stand the test of time. As the world evolves, we remain committed to shaping spaces where life unfolds and inspiring beautiful, lasting design with our customers at the heart of everything we do.

BirlaNu isn't just a name. It reflects our renewed purpose and promise to be the partner you trust in building the future.

And we have begun our change journey – HIL is now BirlaNu



Click the YouTube icon above to view the video

Message from Chairman



BirlaNu reflects who we are at our core - a company driven by purpose, progress and a deep commitment to those we serve. We believe in building with integrity, pushing the boundaries of innovation, and creating materials and ideas that endure. Our renewed identity is more than a name; it's a promise to be the trusted partner in shaping spaces that last.

CK Birla
Chairman

About BirlaNu

CKA Birla Group : 165+ years of rich legacy



US\$ ~3 billion
conglomerate



Over
35,000
employees



Focus on
long-term
values,
trust-based
relationships



More than 50
manufacturing
facilities across
India and the
world



Numerous
patents &
awards



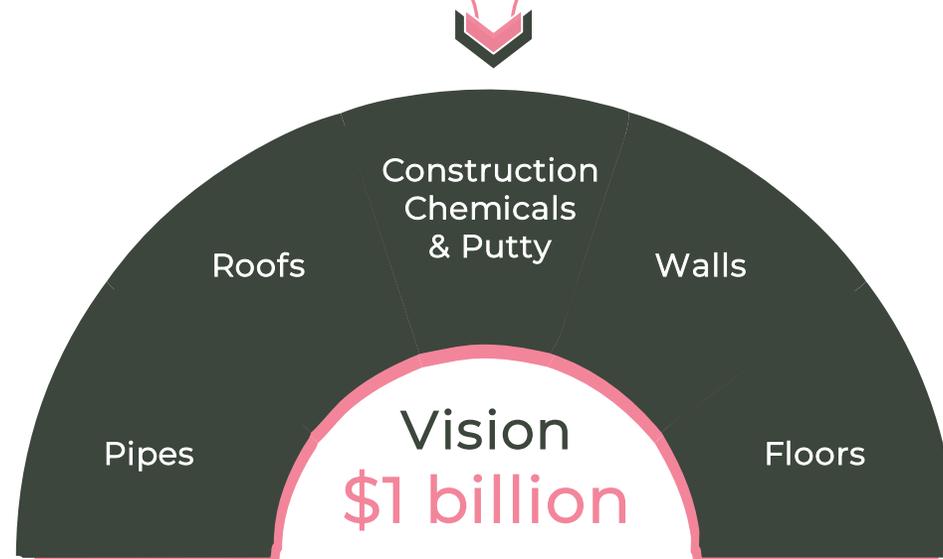
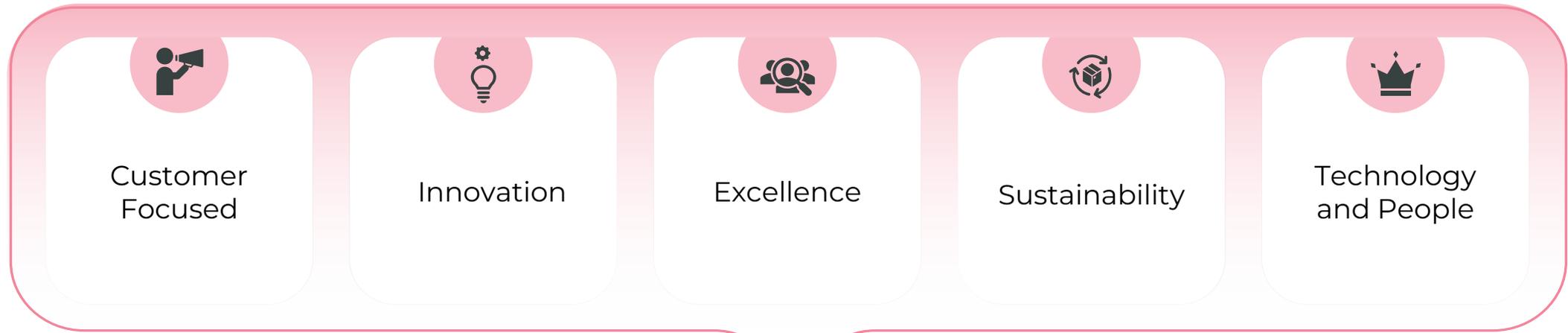
Relationships &
philanthropy

CKA Birla Group - Industry clusters & key companies

	Technology and Automotive					
	Home and Building					
	Healthcare					
	Education					

BirlaNu poised for sustained value creation

Key drivers





Our vision

“To be a leading global provider of innovative, sustainable Home & Building solutions”



Our mission

BirlaNu's Mission is to empower homeowners, builders and designers to bring their vision to life – a promise to be the trusted partner in building their future.

Our passion for creating sustainable and innovative products, guides us in shaping spaces where life happens.

We inspire timeless, beautiful design with our customers at the core of every decision we make.

We are powered by a modern, technology led, inclusive and safe work culture.



Our values

Customers at the heart of everything we do

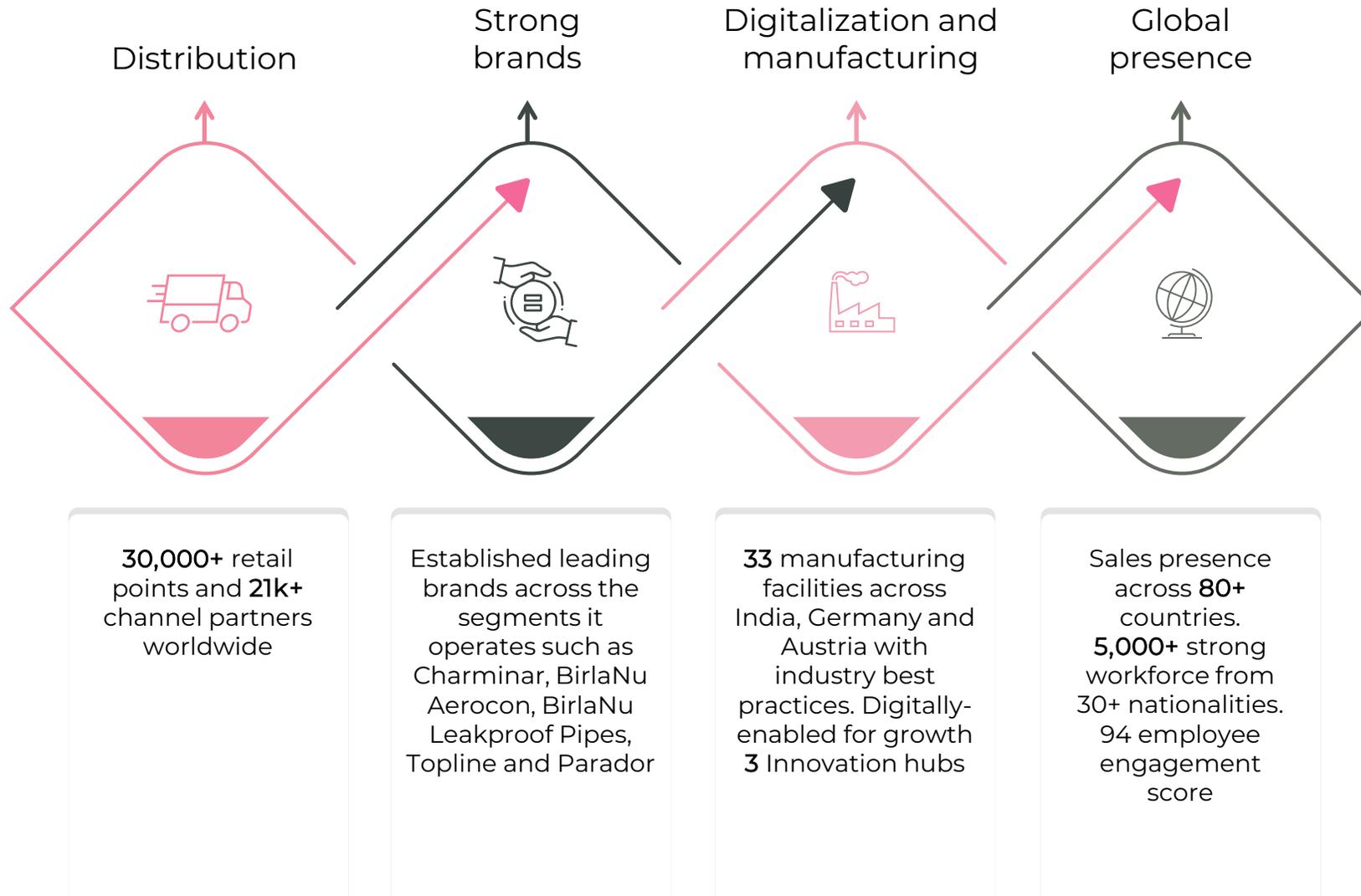
I Own, I am Responsible

Trust, Respect and Help each other

Make it Simple, act Fast

Challenge the status quo, raise the bar

BirlaNu's strengths



Experienced leadership team



Akshat Seth

MD & CEO

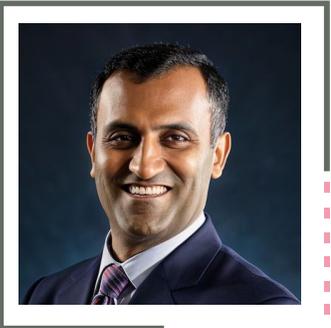
- Over 2 decades of professional experience with CKA Birla Group & AT Kearney in various roles across India, Europe and the Middle east
- Expertise in scaling up and transforming businesses and building high performing teams
- He is a Chemical Engineer from IIT Delhi and an MBA from IIM Calcutta



Ajay Kapadia

Chief Financial Officer

- Over 2 decades of experience with METROD (OFHC) Sdn. Bhd., JohnsonDiversey India, ABB, and Alembic Ltd.
- Expertise in M&A, International business, business analysis, controlling & evaluation, including Investor Relations
- He is a Chartered Accountant, CMA, M.Com & DTP



Mudit Agarwal

Chief Strategy Officer

- Over 2 decades of experience across multiple geographies at Landmark Group, Aditya Birla Group, Deloitte Touche India, KPMG, PwC, and YUM! Restaurants India
- Experienced in different facets of Operations & Strategy including M&A, GTM and Growth Strategy
- He is an Engineer and an MBA from IIM Calcutta



N Sesa Srinivas

Chief Human Resource Officer

- Nearly 3 decades of experience in with Orient Cement, KEC International, Crompton Greaves, Ion Exchange & Sriman Organic
- He holds Master's degree in Social Work & Bachelor's degree in Law
- He is a certified Hogan Assessor & ACC Coach

Experienced leadership team



- Over 2 decades of experience with Gujarat Tea Packer & Processor, Creamline Dairy, Mars International, and Colgate Palmolive
- Expertise in Sales & Distribution, Strategy & RTM, Channel Sales, Key Account Management, and Business Development
- He is a B.Com graduate & MBA

Vijay Kumar Lahoti

Chief Business Officer-
Roofs,
Construction
Chemicals and Putty



- Over 2 decades of Leadership experience with CKA Birla Group, McKinsey & Company, and ITC Ltd.
- Expertise in growth, strategy, operations, and business transformation
- He is Chemical Engineer from IIT Delhi & MBA from IIM Ahmedabad

Arun Kumar Magoo

Chief Business Officer -
Pipes



- More than 3 decades of sales & marketing experience across Orient Cement & Bharathi Cement
- He holds Master's degree in Civil Engineering & MBA in Marketing
- He also holds Executive MBA from ISB, Hyderabad and attended Business Leadership Engagement program at IIM Ahmedabad

Y Srinivasa Rao

Chief Business Officer-
Walls



- Over 2 decades of experience with top firms: Mohawk, Interface, and Milliken & Co.
- Expertise in strategic communication and business management across global markets
- He is a B. Com graduate & MBA

David (Neel) Bradham

MD & CEO of Parador

Experienced leadership team



Sunit Kumar Dey

Chief Procurement
Officer

- Over 2 decades of professional experience with Tata Steel, Lafarge Canada and Nuvoco Vistas Corp. Ltd.
- Expertise in Procurement, Supply Chain, Strategy & RTM, Business Development and Key Account Management
- He is an Engineer from IIT BHU, MBA from SCHMHRD and SMP from IIMA



Rajesh Rajan

Chief Information
Officer

- More than 3 decades of experience in manufacturing IT & consulting across Orient Cement, MYK Laticrete, Virtusa, Deloitte, Intelligroup Asia & Mukund
- Experienced in IT & Digital Transformation journeys having worked in different segments at global level in India, Europe & APAC
- He is a MBA in Operations & holds Bachelor's degree in Mechanical Engineering



Pranav Desai

Chief Innovation
Officer

- Over 2 decades of professional experience with Nuvoco Vistas Corp, Reliance, Pidilite, and EFGE Consultants
- Experienced in innovation, material science and R&D
- He is a Master of Engineering (Civil) & MBA



Mukesh Kumar Agarwal

Head Internal
Audit

- Over 2 decades of professional experience with Usha Martin, BOC India, Godrej Group, Vodafone, Shristi Infrastructure, and Zetwerk Manufacturing
- Expertise in Corporate governance, Internal Audit, Risk Management and Fraud Investigation
- He is a Chartered Accountant, Certified Internal Auditor, Certified Fraud Examiner and DISA

Global manufacturing presence

Manufacturing Units



Roofs



Walls



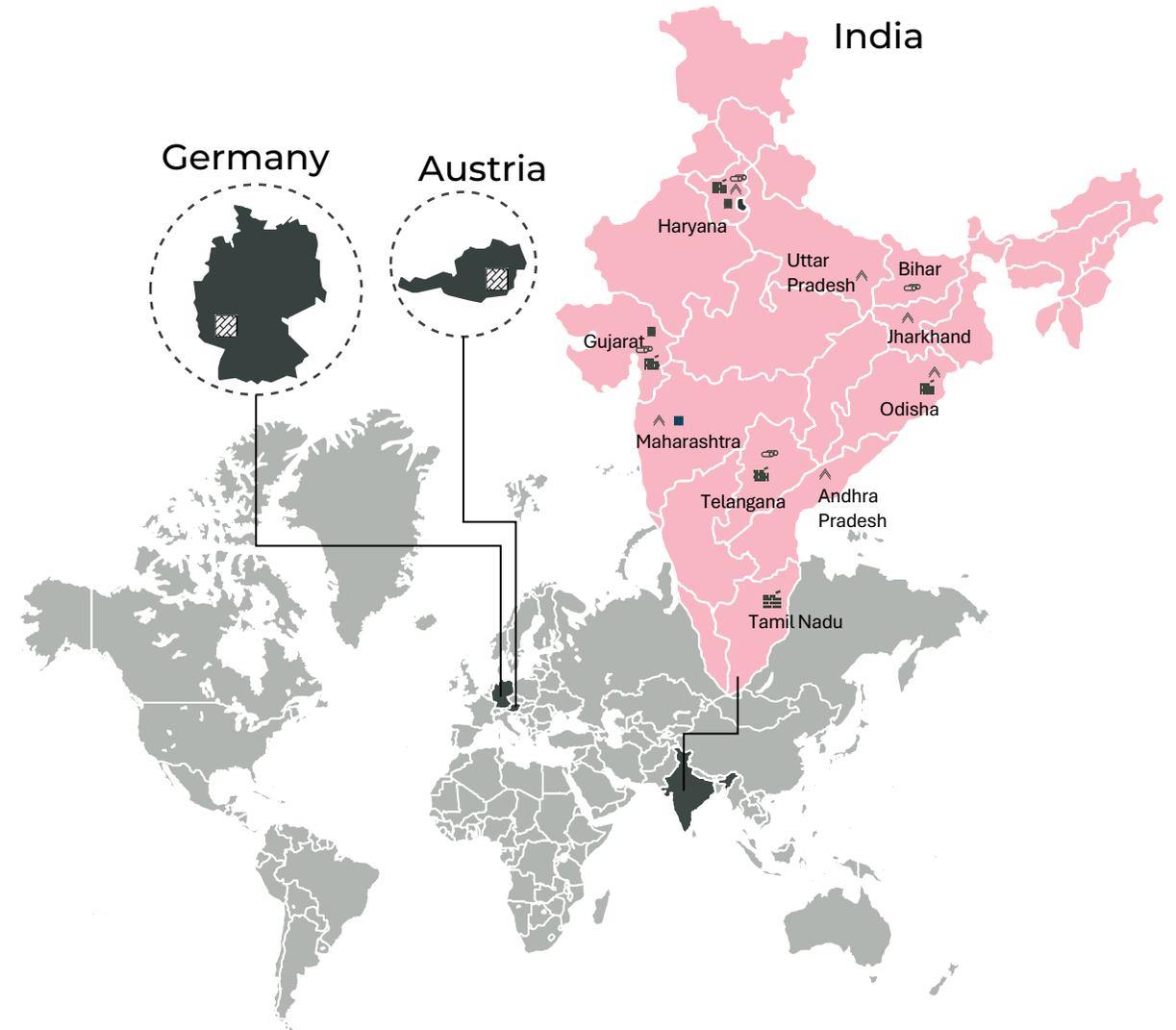
Pipes



Construction Chemicals & Putty



Floors



Commitment to sustainability

Environment



Eco-Footprint minimization

- Initiatives in energy and waste management, raw material sourcing, and innovation.
- Continuous improvement in operational efficiency with the 3R principle.

Waste reduction strategies

- Optimization of manufacturing processes and reduction of packaging materials.
- Promotion of eco-friendly products and engagement with suppliers for sustainable practices

Product innovation for sustainability

- Focus on developing eco-friendly building materials.
- Hold certifications (GRIHA, IGBC, GreenPro) as a testament to commitment to sustainable construction practices.

Society



CSR commitment to rural empowerment

- Dedicated initiatives aimed at benefiting underprivileged sections in rural India.
- Continuous engagement to promote social equity within these communities.

Adherence to corporate standards

- As responsible corporate citizens, strict adherence to the standards and regulations outlined in the Companies Act 2013 (CSR).

Social value creation for sustainable society

- Commitment to creating social value and providing equitable opportunities for all community members.
- Focused efforts towards fostering a thriving and sustainable society.

Governance



Robust corporate governance for sustainability

- Implementation of a well-structured corporate governance system to effectively address sustainability issues.

Board-Level commitment to sustainability

- Periodic discussions at the board level underscore our commitment to sustainability and its significance in our operations.

Transparency and ethical practices

- Integration of transparency and ethical behavior into our operations.
- Establishment of policies, including a code of conduct, whistleblower awareness policy, and measures to prevent workplace harassment, to uphold these values.

Rewards and recognitions



Superbrand 2025



Legacy Leader in Building Material Solutions" 2024



Most trusted BRANDS of India



Top 50 Great People Managers™ (2025)



Brand of the year 2025 - Roofing & Ceiling ideas



Impactful CEO – ET Edge CEO Summit 2024



Great Place to Work



Greenpro award for 2023-25



Realty+ Iconic Brand award 2025

Driving social impact through CSR initiatives

**LIVE
LOVE
LAUGH**®
Foundation



- Live Love Laugh Foundation for rural mental health program at Tangi Choudwar, Cuttack in Odisha and NTR district in Andhra Pradesh
- Targeting 1,700+ persons with Mental Illness (PwMI)
- Till Q3, 1,000 beneficiaries identified in Tangi and 738 in NTR district



- Skill Development partner identified “ Water Management and Plumbing Skill Council”.
- Targeting 8500+ plumbers, painters and applicators this year
- Covered 1,265 plumbers in 25 batches, till Q3

Awards & Accolades

Awards and accolades

- Akshat Seth, MD and CEO recognized among India's Top 50 Great People Managers
- Top 25 | India's Best Workplaces™ in Manufacturing, 2025
- Top 50 | Large India's Best Workplaces Building a culture of Innovation by All, 2025



Building diverse talent pool, hiring from FMCG, Manufacturing, Consumers, Retail & various other industries

Strengthening corporate functions across Strategy, Marketing, M&A, Product Management and beyond

480+ people trained for 5,100+ hours till Q2

Best Workplaces™
in Manufacturing

Great Place To Work™

INDIA
2025

Best Workplaces™
Building a Culture of Innovation by All

Great Place To Work™

INDIA
2025

BirlaNu's digital transformation journey

Enablers of Digital Transformation

Technology & infrastructure

- Digitalize core systems
- Leading platforms
- Data management



Capability & change management

- Agile methodology
- Talent development
- Collaborative approach



Digitalizing key operations

- Core systems digitalization
- Platform development
- Data layer enhancement
- Analytics



Outcomes

Supply chain management



Customer connect & Services



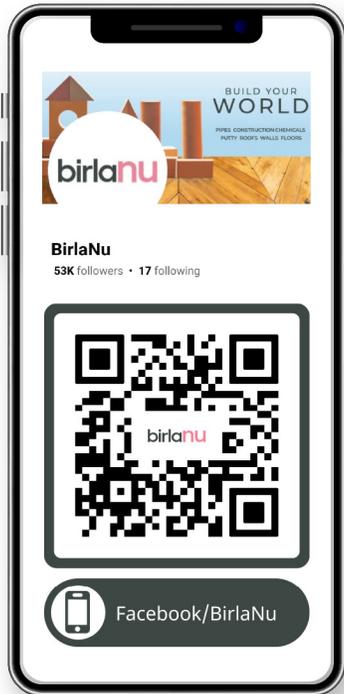
Data at scale



Talent and capability building



BirlaNu's expanding digital footprint



Follow BirlaNu

68.0M+

View & Interactions
(Across Platforms)

45.0M+

Reach
(Across Platforms)

Source: Meta, LinkedIn and
YouTube insight
Data Pertaining 9M FY26

Brands and Products Overview

Our product range





Installed Capacity

- 1.1 million MT

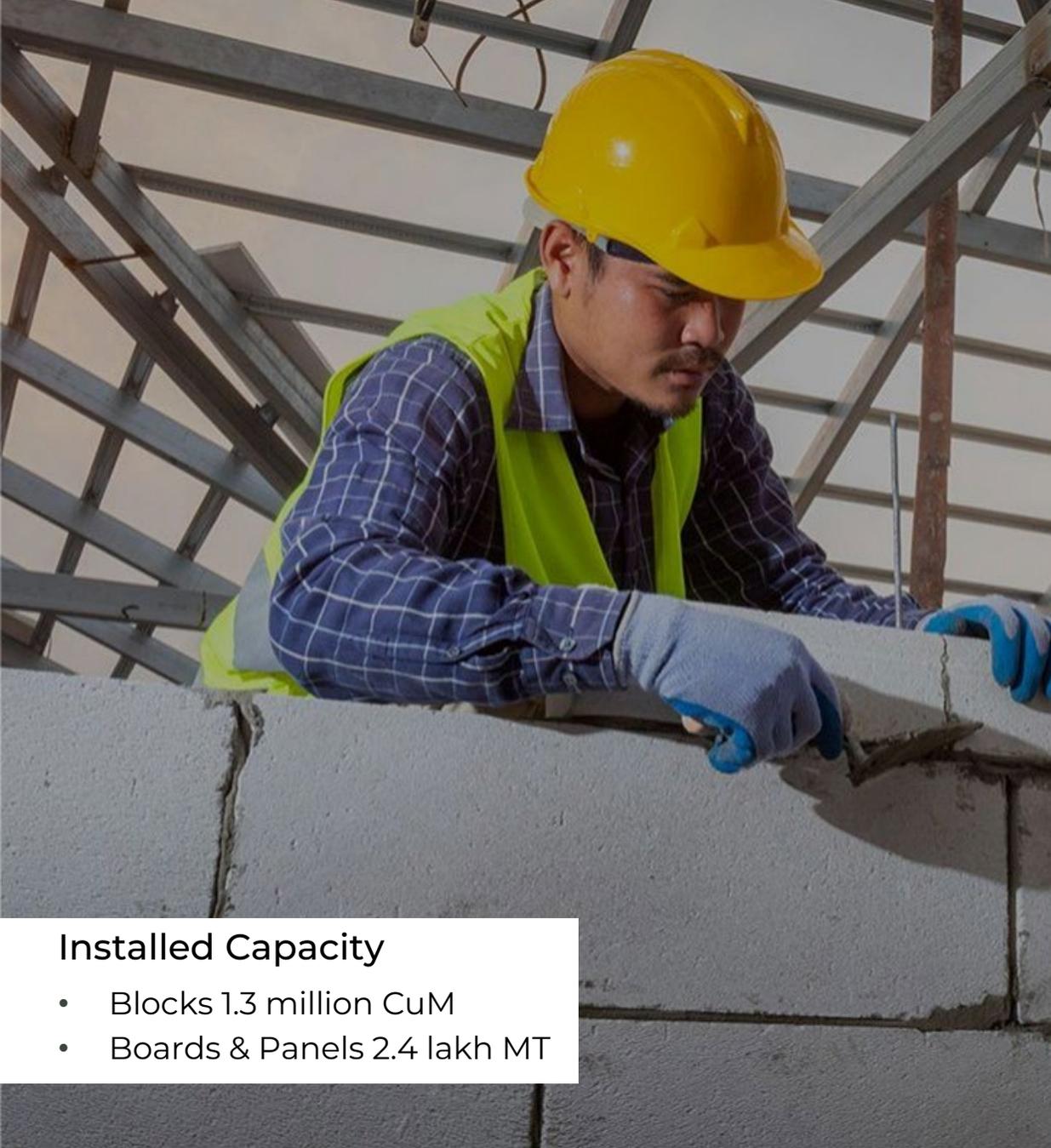
↑CHARMINAR
birlanu

'Charminar' Fiber Cement Roofs

'Charminar' Coloured Fiber Cement Roofs

'Charminar Fortune' Next Gen Eco-Friendly
Fiber Cement Roofs

'Charminar' Ultracool Fiber Cement Roofs



Installed Capacity

- Blocks 1.3 million CuM
- Boards & Panels 2.4 lakh MT

birlanu

AEROCON

AAC Blocks

Panels

Boards



Installed Capacity

- Pipes & Fittings 100k+ MTPA

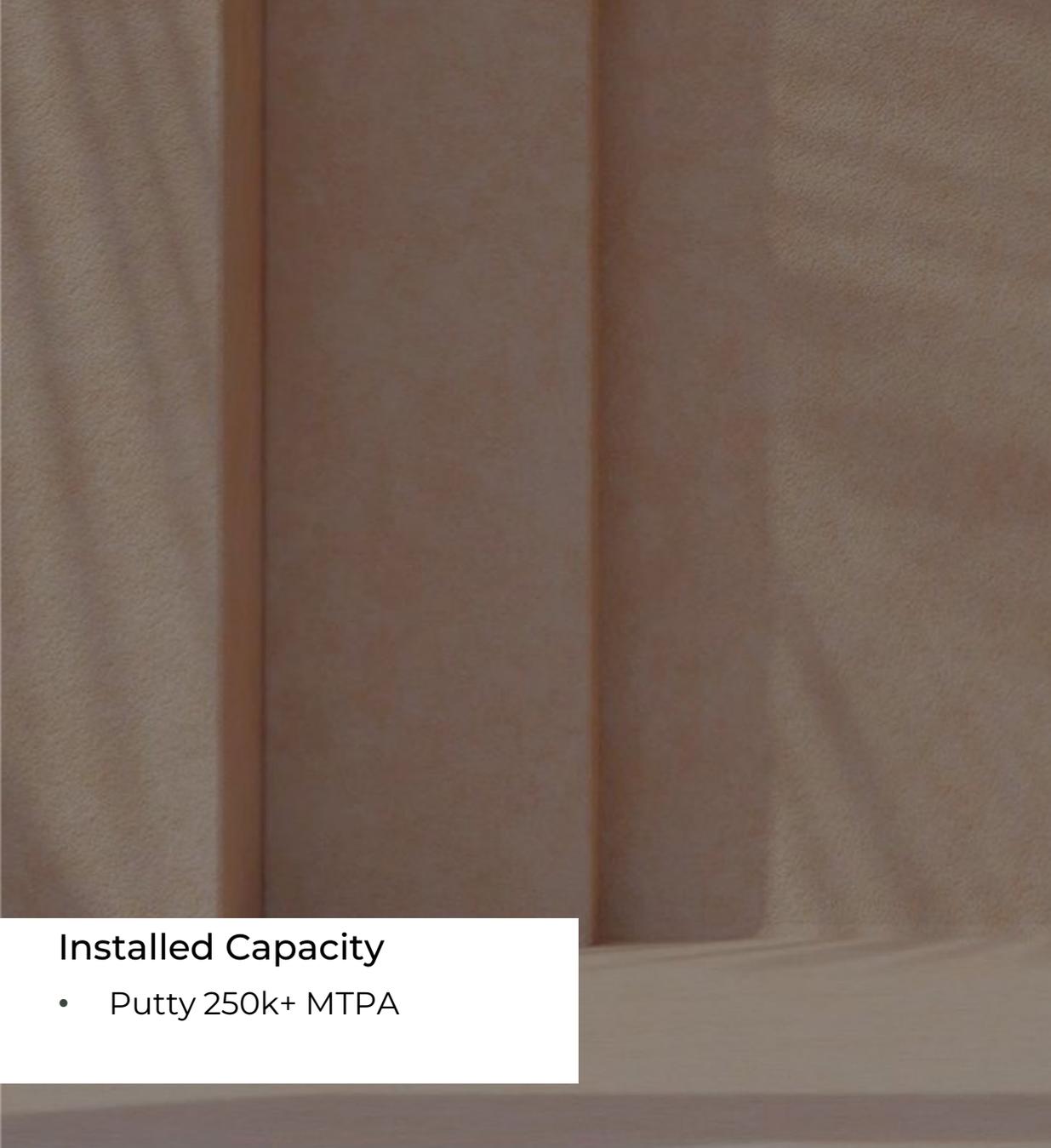
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LEAKPROOF PIPES

Pipes

Water Tanks

Fittings



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TRUCOLOUR PUTTY

Putty Plus

Coarse Putty

Waterproof Putty

Texture

Installed Capacity

- Putty 250k+ MTPA



birlanu

CONSTRUCTION CHEMICALS

Epoxy and polyurethane coatings

Food grade protective coatings

Anti-corrosion linings

Tile Adhesives

Grouts

Plasters

Surface Cleaners

Waterproofing

Accessories



PARADOR

birlanu

Engineered Wood

Laminates

Vinyl

Modular-One

Installed Capacity

- 15 million SQM

Strengthening brand visibility across channels and markets



 5 Cr+ views

 7.5 k+ TV Sports Aires

 1.6 Cr+ views

 55 L+ views

 7.41 L+ Website visitors



Click the YouTube icon above to view the video

Regions Covered



PAN India

Media Channels Covered



10 regional news channels across key markets

Digital Platforms Covered



OTT Platforms Covered



RR Coverage featured



Several leading online publications

Engagement with key stakeholders



Flagship program rewarding top distributors with international family holidays

FY25 Destination: Barcelona — immersive international experience with curated visits to the city's iconic landmarks.

A highlight of the trip, the Gala Evening recognized top performers through trophy presentations in an energetic, engaging atmosphere.

Parador strengthens brand visibility among top architects at FOAID event

- BirlaNu Parador participated as the exclusive wooden flooring partner at FOAID events in Delhi and Mumbai, reinforcing its positioning within the premium design ecosystem.
- Parador booth attracted 400+ architects and interior designers, showcasing the brand's complete product portfolio.
- Event visited by leading architecture and interior design firms such as Habitat Architects, RSP Design, 42mm Architecture, Studio Lotus, Morphogenesis, Anagram Architects and Sandeep Geeta & Associates.
- Modular ONE and Modular ONE Hydron were showcased in India for the first time and received strong appreciation for their design aesthetics and innovative performance features.



PARADOR | BUILD YOUR
birlanu | WORLD



PARADOR | BUILD YOUR
birlanu | WORLD



PARADOR | BUILD YOUR
birlanu | WORLD



PARADOR | BUILD YOUR
birlanu | WORLD

Clean Coats Acquisition

Strategic value of the Clean Coats acquisition

Company Snapshot



Founded in
1999



Products
275+ Specialty
coating solutions



Revenue (FY25)
INR 52 Cr



Headquarter
Mumbai,
Maharashtra



Production
1 Facility in
Additional MIDC
Ambernath



Experienced
R&D team

Key Clients



Strategic Growth Levers



Portfolio expansion

275+ products in
high performance
coatings and
speciality
chemicals
strengthen market
position



Premiumization

Specialized
products that
compete with
global giants,
driving
differentiation and
high margins



R&D Excellence

In-house R&D
capabilities
enables tailor-
made
formulations for
specific market
and application
needs



New growth platforms

Unlocks potential
in solution selling
and provides
global market
access across 27+
countries

Q3 & 9M FY26 Results Overview

Message from MD & CEO



Akshat
Seth

MD & CEO

BirlaNu delivered robust performance during Q3, headlined by revenue growth across most segments. We grew our consolidated revenue by 7% to ₹ 858 Cr. Margins, though subdued by lower prices, showed improvement over LY across most business segments.

This result, despite continued market headwinds, represents the early results of focused efforts on sales acceleration and profitability improvement. This is despite continued sluggishness in underlying demand and soft pricing regime (2-4% decline for products in India). We, however, remain confident of sustained improvement in profitability, supported by multiple strategic and operational initiatives currently underway. Our comprehensive value enhancement program, being executed in partnership with BCG, is progressing well, with the full benefits expected to start accruing from Q1, FY27.

India business headlined with growth of ~7.0% compared to last year and margins expansion of ~240 bps. Walls delivered robust revenue growth of +18% with Panels and Boards growing at a significantly higher rate. The Construction Chemicals business grew at an impressive +49%. Roofs delivered industry beating growth of +7% with a ~200bps increase in market share, reaffirming our leadership position, strong brand recall, and channel strength.

The Pipes segment continued to be impacted by industry headwinds with revenue declining by ~6%. This was largely due to continued softness in resin prices which reached multi-year lows. Sustained cost actions have led to improved profitability in this segment. Encouragingly, resin prices began to rebound in Jan-26, supporting early signs of demand traction as we enter Q4.

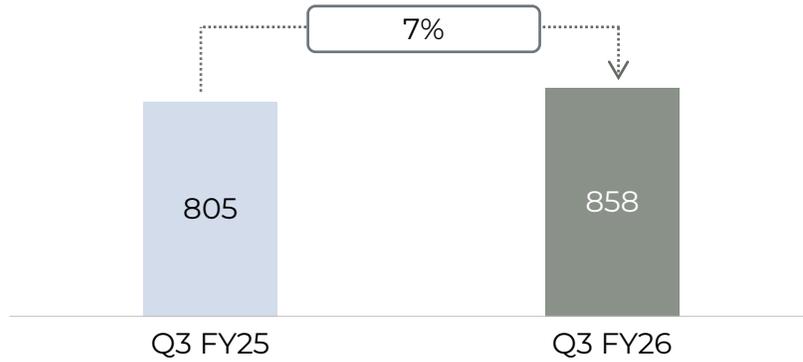
Parador delivered 5% revenue growth despite muted demand scenario across key geographies. Margins contracted mainly due to intense pricing pressures coupled with rise in input costs. Targeted portfolio calibration and tighter operational discipline are being pursued to address these pressures, with a measured recovery in demand and profitability expected as execution gains traction and market conditions stabilise.

We continue to make strong progress on our strategic roadmap. During the quarter, we completed the acquisition of Clean Coats, integration of which is progressing well. We have made significant progress on the AP Boards plant with project execution as per plan. OPVC commercialization is on track, with commercial production commencing this quarter. Several new launches across Construction Chemicals and in Designer Boards and Premium Blocks, are further strengthening our growth and innovation pipeline.

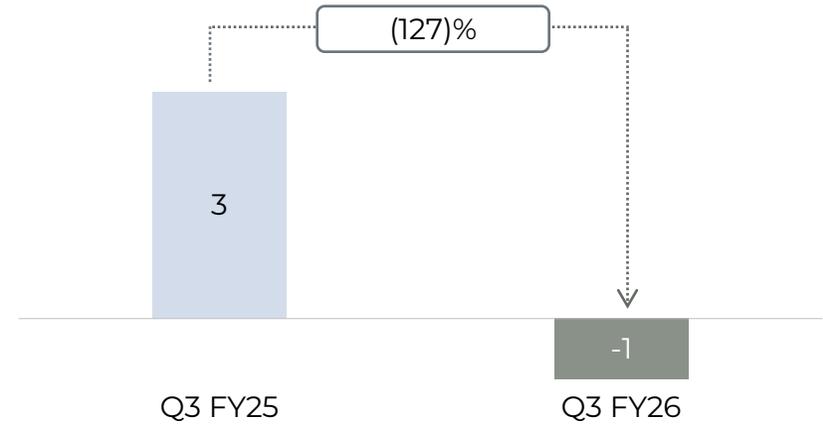
Looking ahead, we remain cautiously optimistic on demand recovery while staying sharply focused on execution excellence, cost discipline, and capital efficiency. Our strategic priorities remain clear; strengthen market leadership, enhance profitability, and build a structurally resilient business for sustainable long-term growth.

Q3 FY26 highlights - Consolidated

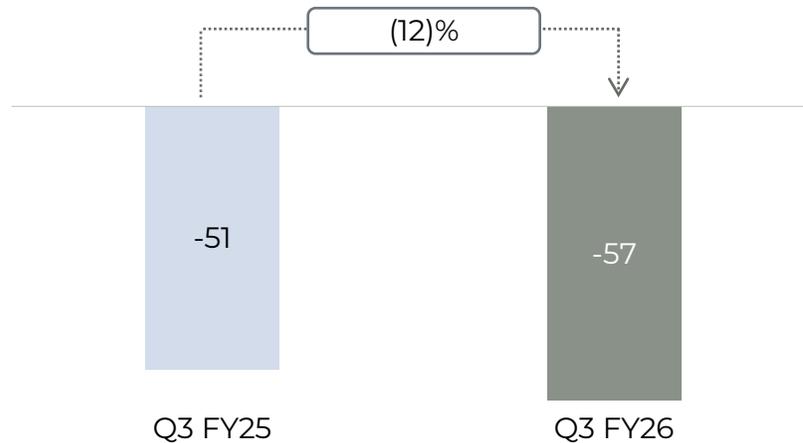
Revenue (INR Cr)



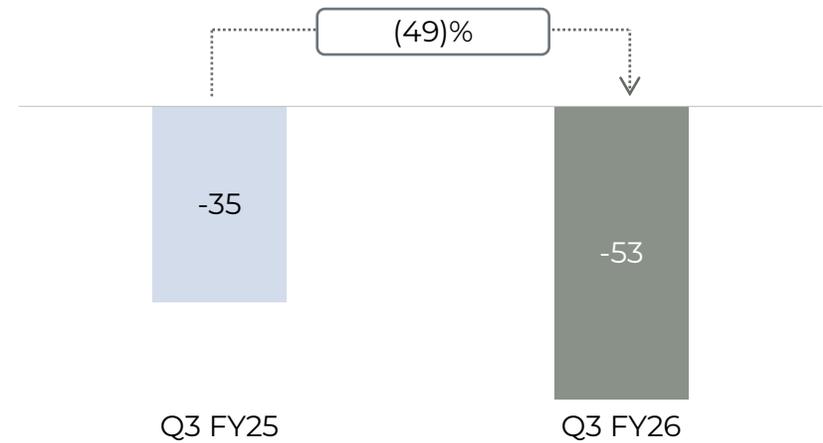
EBITDA (INR Cr)



PBT (INR Cr)

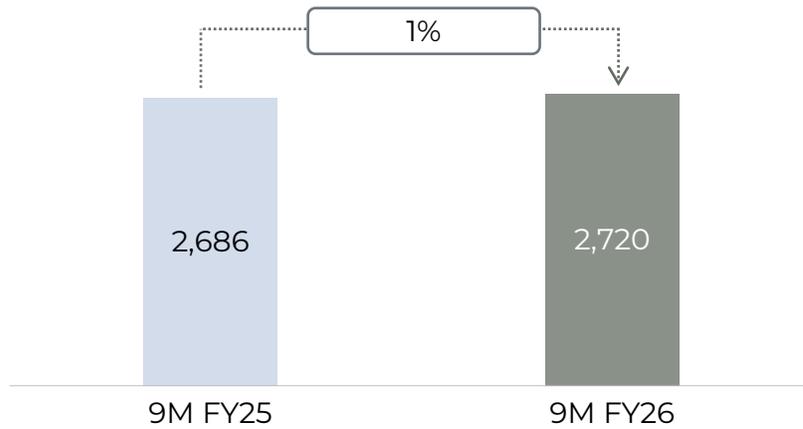


PAT (INR Cr)

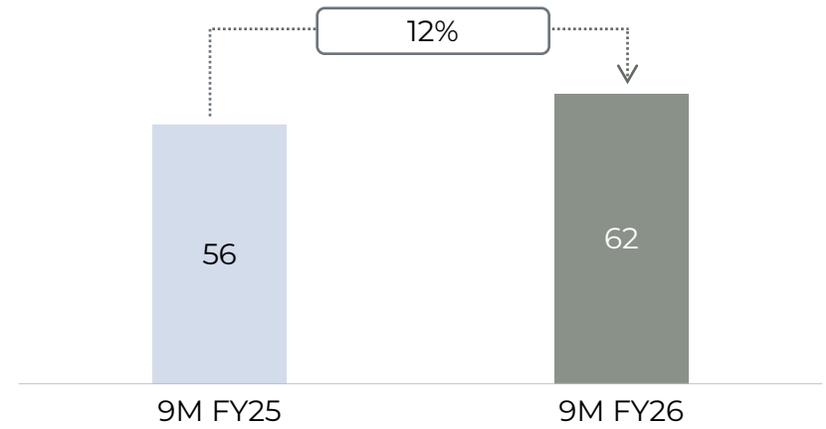


9M FY26 highlights - Consolidated

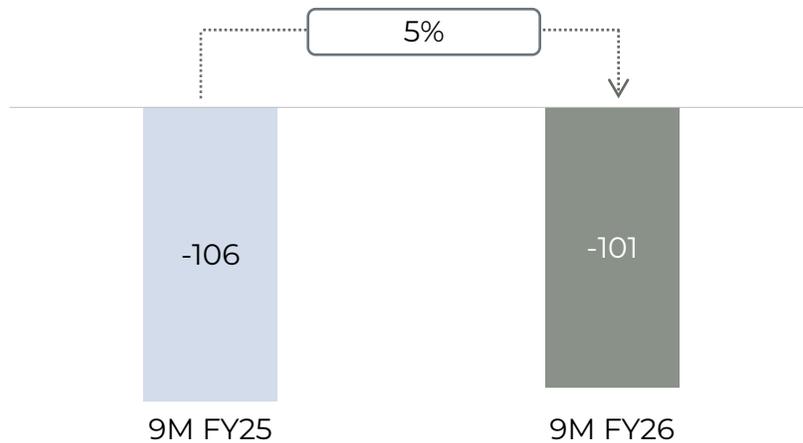
Revenue (INR Cr)



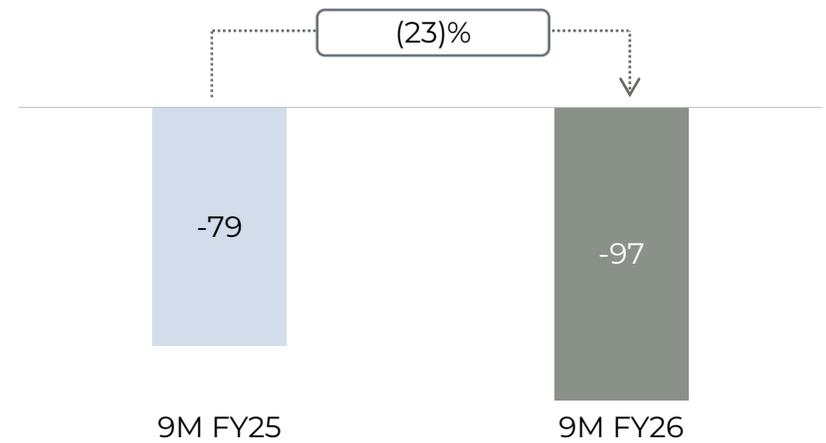
EBITDA (INR Cr)



PBT (INR Cr)



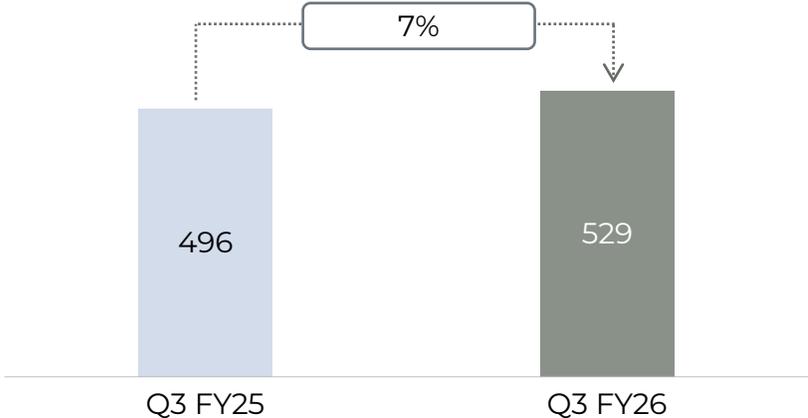
PAT (INR Cr)



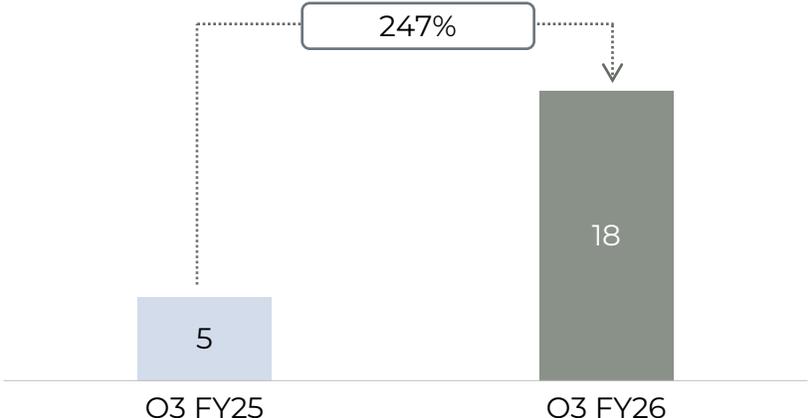
Note: PBT & PAT for 9M FY25 exclude non-operating income arising from the sale of assets INR 82 Crore and INR 71 Cr (net of tax) respectively.

Q3 FY26 highlights - Standalone

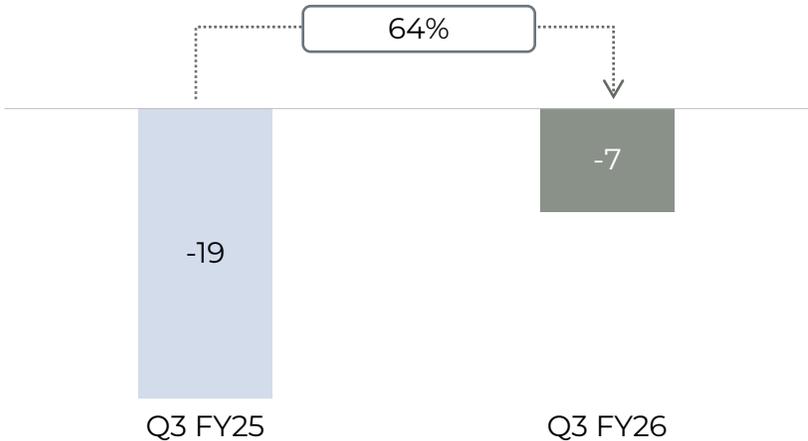
Revenue (INR Cr)



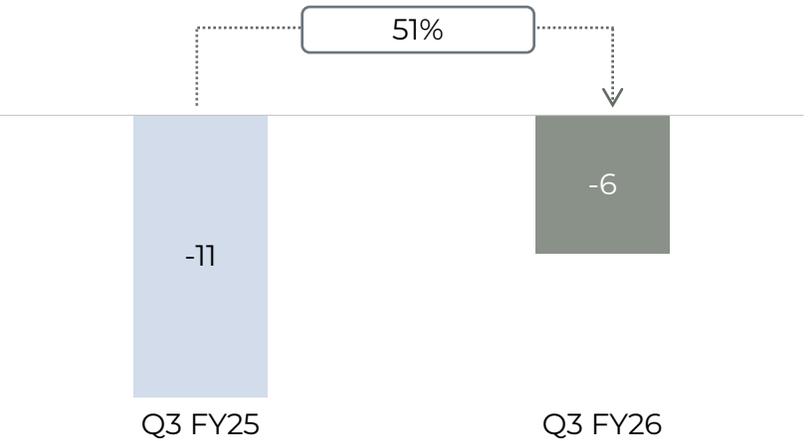
EBITDA (INR Cr)



PBT (INR Cr)



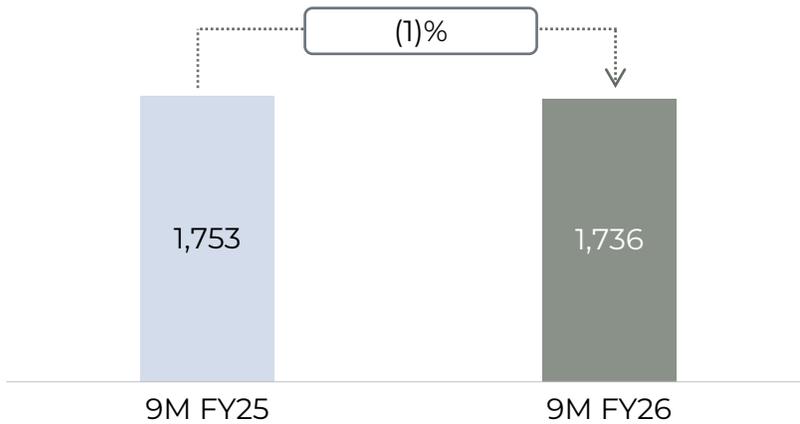
PAT (INR Cr)



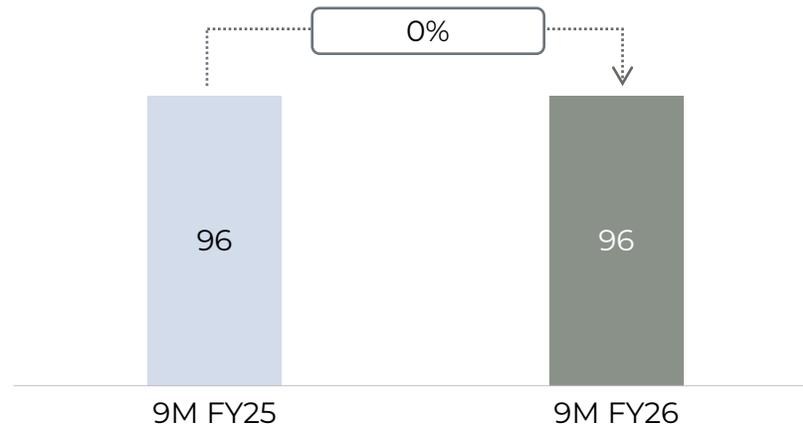
Note: PBT & PAT for Q3 FY26 exclude dividend income of INR 17 Crore received from Clean Coats Private limited (subsidiary).

9M FY26 highlights - Standalone

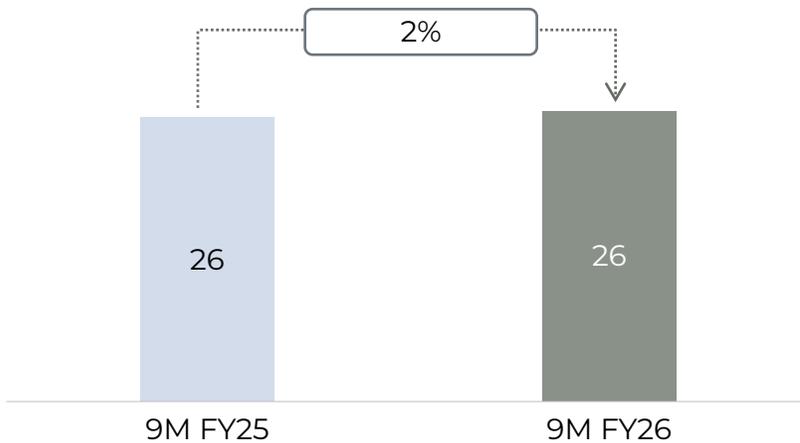
Revenue (INR Cr)



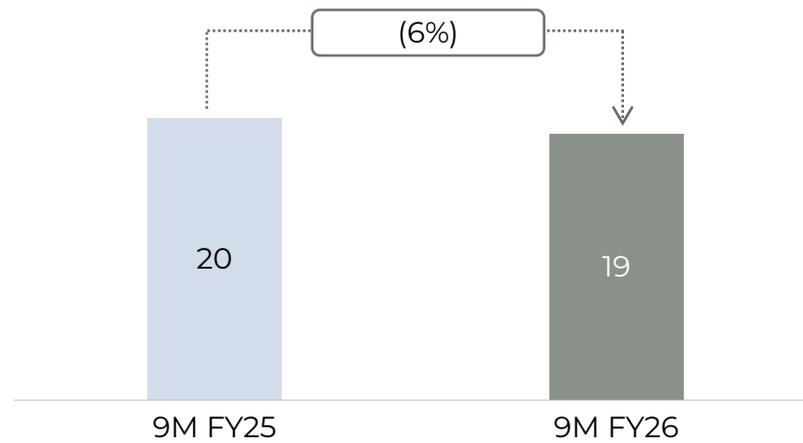
EBITDA (INR Cr)



PBT (INR Cr)



PAT (INR Cr)



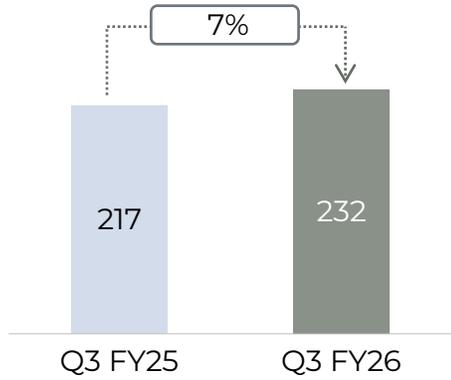
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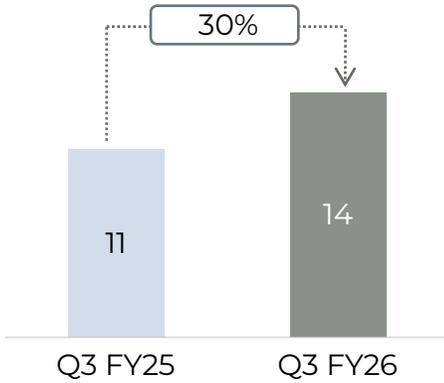
Key segment performance Q3 FY26

Roofs

Revenue (INR Cr)

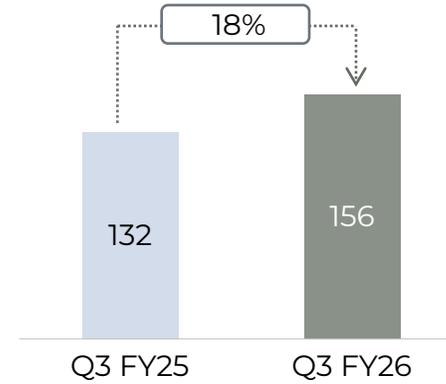


PBT (INR Cr)

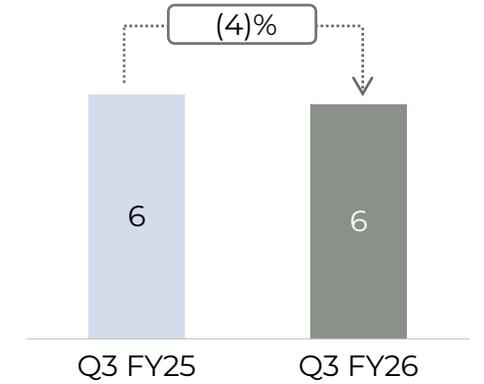


Walls

Revenue (INR Cr)

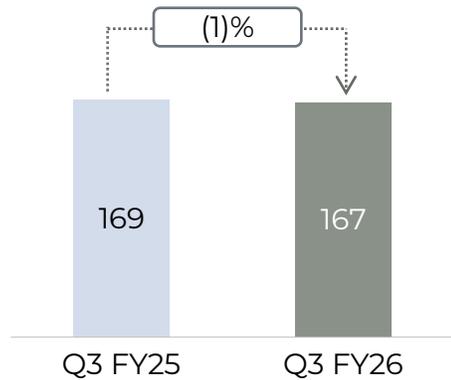


PBT (INR Cr)

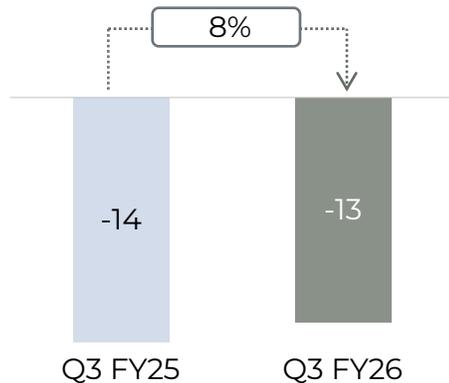


Pipes and Construction Chemicals

Revenue (INR Cr)

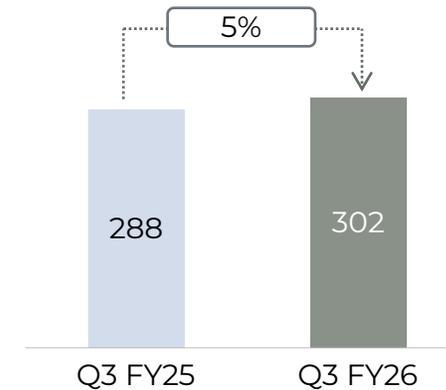


PBT (INR Cr)

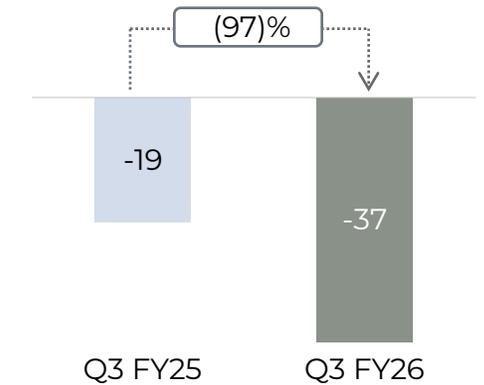


Floors

Revenue (INR Cr)



PBT (INR Cr)



Financial statements – Balance Sheet

Particulars (INR Cr)	Standalone		Consolidated	
	31.12.2025	31.03.2025	31.12.2025	31.03.2025
A) Equity & Liabilities				
Shareholder's funds	1,281	1,267	1,128	1,211
Non-current liabilities	212	119	698	579
Current liabilities	642	643	1,283	1,136
Total Equity & Liabilities	2,135	2,029	3,109	2,926
B) Assets				
Non-current assets	1,472	1,360	1,978	1,819
Current assets	663	669	1,131	1,107
Total Assets	2,135	2,029	3,109	2,926

Disclaimer

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