**78th ANNUAL GENERAL MEETING – BLUE STAR LIMITED**

**THURSDAY, AUGUST 6, 2026**

**Mr Rajesh Parte – Company Secretary & Compliance Officer :**

- Good afternoon, everyone. I, Rajesh Parte, Company Secretary and Compliance Officer, welcome you to the 78th Annual General Meeting of Blue Star Limited. Mr Vir S Advani, Chairman and Managing Director, has occupied the Chair.

- Members may please note that this AGM is being held through video conferencing in accordance with the provisions of the Companies Act and applicable circulars issued by the Ministry of Corporate Affairs and SEBI.

- The facility for joining this meeting through video conferencing is being made available for the members on a first-come, first-served basis. I have been requested by the Chairman to record the fact that the Company has taken requisite steps to ensure that AGM through video conference is a seamless experience for all the stakeholders, and all efforts feasible have indeed been made by the company to enable members to participate and vote on each item of business.

- Members participating in the AGM through VC shall be reckoned for the purpose of quorum as per Section 103 of the Companies Act. All members who have joined this meeting are by default kept on mute to avoid any disturbance and ensure smooth conduct of the meeting.

- The Company has received requests from few members to register themselves as speakers at the meeting. In the interest of time, we have restricted the number of speakers. We would request the shareholders to limit their speech to 3 minutes each.

- Once the question and answer session starts, the meeting moderator will announce the names of the shareholders one by one who have registered themselves as a speaker shareholder. The speaker shareholder will thereafter be unmuted. To start speaking, shareholders are requested to click the video button on.

- If the shareholder is not able to join through video for any reason, the shareholder can speak through the audio mode. If there is connectivity problem at the speaker's end, the moderator would ask the next speaker to join and the said earlier speaker who could not speak due to connectivity problem, will be called again to speak.

- Members are requested to refer to the instructions provided in the notice for a seamless participation through video conference. In case members face any difficulty, they may reach out on the helpline numbers mentioned in the notice of the Annual General Meeting.

- As the AGM is being held through video conference, the facility for appointment of proxies by the members was not applicable and hence the proxy register is not available for inspection. The statutory registers and other documents have been made available for electronic inspection during the AGM. Members seeking to inspect the documents can send their request to secretarialdesk@bluestarindia.com. The company had provided remote e-voting facility through NSDL to all the members to cast their votes electronically.

- The remote e-voting facility commenced on August 1, 2026 at 9:00 AM and ended on August 5, 2026 at 5:00 PM. Members present in the AGM through VC and who have not cast their vote on the resolutions through remote e-voting shall be eligible to cast their vote through e-voting system during the AGM. Members may cast their vote while simultaneously viewing the proceedings of the AGM. Please note that there will be no voting by show of hands at this AGM.

- Ms Deepali Kulkarni or failing her, Omkar Dindorkar, Partners of MMJB & Associates LLP, Company Secretaries, have been appointed as the scrutinizer to scrutinize the remote e-voting process and e-voting during the AGM in a fair and transparent manner.

- As the requisite quorum in terms of Section 103 of the Companies Act, 2013 is present, I am calling this meeting to order. The Company has not received any board resolution from any corporate shareholder appointing representatives under Section 113 of the Companies Act, 2013.

- We also have Mr Nikhil Sohoni, Group Chief Financial Officer, attending this 78$^{th}$ Annual General Meeting. The representatives of statutory auditors and secretarial auditors are also present.

- With the unanimous consent of the directors attending the meeting, I request Mr B Thiagarajan to occupy the chair in case due to technical glitch, unavoidable circumstances, Mr Vir S Advani fails to continue with the meeting.

**All Directors:** I agree.

- Thank you, Directors. I now request Mr Vir S Advani, Chairman and Managing Director of the company, to initiate the formal proceedings of the AGM.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

- Thank you, Rajesh. Good evening, ladies and gentlemen. I, Vir S Advani, Chairman and Managing Director of the company, have great pleasure in welcoming you to the 78th Annual General Meeting of Blue Star Limited. Before we start the main proceedings of the meeting, I request all the Directors to introduce themselves one by one. To start with, Mr B Thiagarajan.

**Mr B Thiagarajan - Managing Director, Blue Star Limited:**

- I am B Thiagarajan, Managing Director of Blue Star Limited. I'm attending this 78th Annual General Meeting of Blue Star Limited from Mumbai.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thankyou. Mr Mohit Sud.

**Mr Mohit Sud - Executive Director, Unitary Cooling Products Group, Blue Star Limited:**

- Hi, I'm Mohit Sud, Executive Director - Unitary Cooling Products Group of Blue Star Limited. I'm attending the 78th Annual General Meeting of Blue Star from Bombay.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mr Anil Harish.

**Mr Anil Harish – Independent Director, Blue Star Limited:**

- I am Anil Harish, Independent Director of Blue Star Limited, the Chairman of the Audit Committee, and a member of the Risk Management Committee, and Investor Grievance cum Stakeholders' Relationship Committee. I am attending this 78th Annual General Meeting of Blue Star Limited from Mumbai.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mr Rajiv Lulla.

**Mr Rajiv Lulla – Non-Executive Director, Blue Star Limited:**

- Good afternoon. I am Rajiv Lulla, Non-Executive Director of Blue Star Limited. I'm a member of the Audit Committee and the Risk Management Committee.

I'm attending this 78th Annual General Meeting of Blue Star Limited from Mumbai.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mr G Murlidhar. Murlidhar, you're on mute.

**Mr G Murlidhar – Independent Director, Blue Star Limited:**

- Good afternoon, I am G Murlidhar, Independent Director of Blue Star Limited. I am a member of the Audit Committee. I'm attending this 78th Annual General Meeting of Blue Star Limited from Mumbai.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mrs Sunaina Murthy.

**Ms Sunaina Murthy – Non-Executive Director, Blue Star Limited:**

- I am Sunaina Murthy, Non-Executive Director of Blue Star Limited. I am the Chairperson of the Corporate Social Responsibility and Environmental, Social and Governance Committee, and a member of the Investor Grievance cum Stakeholders' Relationship Committee. I am attending this 78th Annual General Meeting of Blue Star Limited from Mumbai.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mrs Anita Ramachandran. Anita, you're on mute.

**Ms Anita Ramachandran – Independent Director, Blue Star Limited:**

- Good afternoon, I am Anita Ramachandran. I'm an Independent Director of Blue Star Limited. I'm the Chairperson of the Nomination and Remuneration Committee, and I'm also a member of the Corporate Social Responsibility and the ESG Committee. I'm attending this 78th Annual General Meeting of Blue Star from Mumbai. Thank you.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mr M S Unnikrishnan.

**Mr M S Unnikrishnan – Independent Director, Blue Star Limited:**

- Thank you. Good afternoon, everybody. I'm M S Unnikrishnan, Independent Director of Blue Star Limited. I'm a member of Audit Committee and Corporate Social Responsibility and Environmental, Social and Governance Committee. I'm attending this 78th Annual General Body Meeting of Blue Star Limited from Mumbai. Thank you.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Thank you. Mr Dinesh Vaswani.

**Mr Dinesh Vaswani – Non-Executive Director, Blue Star Limited:**

- I am Dinesh Vaswani, Non-Executive Director of Blue Star Limited. I am the Chairman of the Investor Grievance cum Stakeholders' Relationship Committee and a member of the Nomination and Remuneration Committee. I am attending this 78th Annual General Meeting of Blue Star Limited from the US.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

- Thank you. Mr Vipin Sondhi, Independent Director of the company, has sought leave of absence from this AGM due to unavoidable reasons. As the notice was already circulated to all the members, I take the notice convening the meeting as read. The reports of the statutory auditors and the secretarial auditors do not contain any adverse qualifications, observations or comments on the functioning of the company, and hence are not being read. Let me now apprise you on the performance of your Company during FY26.

- Good afternoon once again, ladies and gentlemen. On behalf of the Board of Directors of Blue Star Limited, I extend a warm welcome to each one of you to the 78th Annual General Meeting of your Company being conducted virtually. Thank you for joining us.

- Last year, I shared with you the story of Blue Star, its legacy, and the values that have guided us since our inception in 1943. Today, I would like to turn to the next chapter in that journey. The Indian HVAC&R industry is entering a defining phase of its evolution, creating opportunities on a scale we have not witnessed before. It is, in my view, a new paradigm for our industry. This evening, I would like to share our perspectives on what this means and how your company is preparing for it.

- Before that, let me briefly comment on FY26 and the financial results for the quarter ended June 30, 2026, which the Board approved earlier today. FY26 was a challenging year, shaped by multiple external factors. Despite these headwinds, your Company delivered modest financial results that exceeded market expectations. The first half was affected by the early onset of the monsoon and an unusually mild summer, which particularly impacted the room air conditioner business.

- However, demand recovered steadily during the second half, culminating in our highest-ever quarterly revenue in the fourth quarter. In January, we also launched a new range of room air conditioners compliant with revised BEE norms, covering every consumer segment and price point.

- Our electro-mechanical projects and commercial air conditioning businesses delivered resilient performances, supported by growing demand from data centers and advanced manufacturing. The ducted systems business recorded robust growth, while our VRF and chiller businesses continued to make steady progress.

- Our custom design and manufacturing business for heat pump solutions in the United States and Europe also performed well despite tariffs and supply chain disruptions. In contrast, our Middle East business was affected by the conflict in West Asia and will require more time to stabilize.

- Within commercial refrigeration, muted demand from the frozen food and QSR segments kept the deep freezers and cold room businesses subdued, while storage water coolers business recorded strong growth, driven by demand from government and corporate customers. Our professional electronics and industrial systems business also delivered a steady performance, with industrial solutions maintaining its growth momentum.

- As far as the first quarter of FY27 is concerned, earlier today, the Board approved the results for the quarter ended June 30, 2026. During the quarter, unprecedented increases in commodity prices and the depreciation of the Indian rupee since Q3 FY26 adversely affected our profitability.

- Despite these challenges, revenue from operations grew by 13% to Rs 3,372 crores. EBITDA stood at Rs 174.95 crores as compared to Rs 199.99 crores in Q1 FY26. Profit before tax before exceptional items was Rs 125.62 crores and net profit was Rs 102.52 crores.

- Our balance sheet remains strong. Net cash position stood at Rs 900.25 crores at the end of the quarter, compared with Rs 370.92 crores a year earlier, primarily due to lower inventory levels. The carry forward order book also grew by 13.5% to Rs 7764.38 crores.

- The electromechanical projects business secured strong order inflows from the data center MEP project segment, providing a healthy foundation for growth in the coming quarters. Commodity prices and exchange rates, however, remain volatile, and we will continue to balance growth with profitability across our product businesses.

- Our brand continues to enjoy strong customer trust, supported by a deep dealer network and a reputation for world-class products designed for Indian conditions. We will continue investing in research and development, value engineering, and product optimization while maintaining disciplined cost management and a strong balance sheet.

- While our fundamentals remain robust, the continuing conflict in West Asia and the resulting geopolitical uncertainties warrant a measured outlook for the remainder of the financial year. Coming to the main topic I want to cover, which is the new paradigm for our industry.

- For much of the 83 years since Mohan T. Advani founded this company, cooling and refrigeration in India were viewed as discretionary categories. Necessary in some settings, aspirational in many others, but rarely regarded as engines of economic growth. That has fundamentally changed. India is today the fastest growing HVAC&R market in the world.

- Traditional market segments continue to expand, while entirely new opportunities, like data center cooling and advanced manufacturing, are emerging at an unprecedented pace. Residential demand is being driven by a growing aspirational middle class and first-time buyers across Tier 3, Tier 4, and Tier 5 towns.

- When one compares India's room air conditioner penetration with that of developed economies, the scale of the opportunity becomes unmistakably clear. The progress we have witnessed so far is only the beginning. Commercial air conditioning is benefiting from sustained investments in manufacturing, infrastructure, and data centers.

- Commercial refrigeration is being supported by structural growth in organized retail, quick commerce, food processing, pharmaceuticals, and India's expanding cold chain ecosystem. This, in my view, is a golden era for our industry, and particularly for your company, which has been at the center of India's cooling story since 1943.

- How we respond to this opportunity will define Blue Star's next phase of growth. This is not simply another growth cycle. It is a structural transformation that will reshape how cooling is designed, manufactured, distributed, serviced, and experienced across India.

- To realize the opportunities before us, we must continue strengthening the capabilities that have differentiated Blue Star for more than 8 decades. As India becomes the world's fastest-growing HVAC&R market, competition will intensify.

- A significant share of future demand will come from first-time buyers and consumers in small towns, making affordability an increasingly important competitive advantage. Our objective is to make reliable, energy-efficient cooling solutions more accessible without compromising on quality or performance.

- As cooling demand grows, energy efficiency will become even more critical. Not only to reduce the burden on India's power infrastructure, but also to lower operating costs for consumers, it is important. We expect energy efficiency standards to become progressively more stringent.

- Environmental regulations will also continue to evolve, particularly with respect to lower GWP refrigerants, e-waste management, and circular design. The Government of India's PLI program for white goods, together with Quality Control Orders and BIS standards, has created a strong foundation for component localization.

- A competitive domestic component ecosystem will be essential if India is to realize its potential in both domestic and export markets. We continue to strengthen our capabilities in product design, reliability engineering, and supply chain, while investing in world-class testing infrastructure, including the Ashok M Advani Innovation Centre in Bhiwandi in Maharashtra. These investments position us well for the next phase of growth.

- As growth shifts increasingly towards Tier 3, Tier 4, and Tier 5 towns, our distribution network must expand in tandem. In our solutions business, notably electromechanical projects and commercial air conditioning, we serve customers directly through highly skilled front-end teams.

- In room air conditioners, we work through a diverse set of trade partners, including exclusive dealers, national and regional retail chains, modern retail, e-commerce, and increasingly direct-to-consumer channels, each managed with care and mutual respect. In parallel, we will continue investing in the Blue Star brand so that it remains relevant and aspirational for new generations of consumers.

- Our value proposition remains simple - We are experts in cooling, providing customers with end-to-end capabilities across design, execution, and lifecycle management, from a single home to a hyper-scale data center. Blue Star today serves an installed base of more than 4 million tons of refrigeration and around 7 million customers. This installed base is one of our greatest strengths.

- We are investing in data analytics, predictive maintenance, modern service platforms, and AI to improve responsiveness and enhance the customer experience. Service excellence will remain central to strengthening customer trust and building long-term relationships.

- Many parts of our business are seasonal in nature, and FY26 was an example of how a tepid summer can adversely impact the entire financial year performance. Our response is twofold, domestically, we will continue to expand our footprint in B2B segments that are inherently less exposed to seasonality. Internationally, we will pursue growth with greater focus and determination.

- India's expanding network of free trade agreements, together with our investments in research and development and manufacturing capacity, provide a strong platform for international growth. Our operations in Europe and the United States continue to make encouraging progress.

- Working with established global brands under our custom development and manufacturing or CDMM model, we have successfully developed several heat pump solutions and believe this business has the potential to scale by an additional $100 million over the next 3 years.

- As our market grows and our position strengthens, quality will remain at the heart of everything we do. It is embedded in the way we design, manufacture, install, and serve our products and our customers. In a market where millions of consumers are purchasing an air conditioner for the first time, quality is also the surest way to earn customer trust and build relationships that last a lifetime.

- Coming to our people, they are our greatest asset. Cooling is a science, and Blue Star has long been recognized as a leader in this discipline. As our business expands, we will continue investing in developing talent across manufacturing, project execution, engineering, and research and development.

- Our technician training and accreditation programs will remain central to reinforcing the experience, the expertise, and professionalism that customers associate with the Blue Star brand. Air conditioning and refrigeration systems are rapidly becoming intelligent and connected products.

- Advances in digital controls, IoT, and AI are improving energy efficiency, enhancing customer comfort, and enabling predictive maintenance. As our product portfolio, customer base, and partner ecosystem continue to grow, we will make sustained investments in artificial intelligence, machine learning, and data analytics.

- Our objective is not simply to adopt new technologies, but to build capabilities that strengthen forecasting, inventory management, product design, customer experience, financial controls, and governance. Blue Star has always believed that leadership extends beyond business performance.

- Over many years, we have worked constructively with industry and government on issues that shape the future of our sector, including energy efficiency, refrigerant transition, domestic manufacturing, research and innovation, skill development, MSME growth, and e-waste management.

- We will continue to contribute to these important national priorities while keeping the long-term interests of both industry and the country at the forefront. Our credo is simple. I am Blue Star, and I take pride in delivering a world-class customer experience. This credo has guided generations of Blue Starites and remains the foundation on which we continue to build a stronger and more future-ready organization.

- As I conclude, I would like to leave you with one conviction. For more than 8 decades, Blue Star has repeatedly reinvented itself. From its beginnings as a repair and reconditioning workshop, to becoming India's leading air conditioning company, and today, a diversified HVAC&R enterprise serving customers across India and in more than 20 countries, our journey has always been defined by the confidence to adapt, innovate, and grow.

- The years ahead will be another period of reinvention. In doing so, we will position Blue Star for an exciting new phase of growth as we move towards our centennial in 2043. None of this would be possible without the trust and support of our stakeholders. I would like to express my sincere gratitude to our customers, channel partners, business associates, and vendors for their continued confidence in Blue Star.

- Above all, I thank our employees whose commitment, professionalism, and pride in the Blue Star brand remain our greatest strength. I also thank my colleagues on the Board for their wise counsel throughout the year, and our Chairpersons Emeriti, Mr Ashok M Advani and Mr Suneel M Advani, for their invaluable guidance we continue to receive.

- Finally, I thank you, our shareholders, for your continued trust and confidence. We remain optimistic about the future and look forward with confidence to the next chapter in Blue Star's journey. Thank you very much. Thank you for hearing me out. That was a slightly longer speech than expected, but I do hope it gives you some insights into our plans going ahead.

- For transacting the agenda contained in the notice, I request Mr Rajesh Parte, Company Secretary and Compliance Officer, to briefly explain the resolutions proposed to be passed at the AGM.

**Mr Rajesh Parte – Company Secretary & Compliance Officer :**

- Thank you, Chairman. Since the remote e-voting is already concluded and many members have cast their votes, there will be no proposer or seconder for the resolutions as set out in the notice of AGM.

  - Item No. 1 relates to adoption of the audited standalone financial statements of the company for the financial year ended March 31, 2026, along with the reports of the Board of Directors and auditors thereon. As stated earlier, the auditor's report is unmodified. This resolution is set forth for your approval as an ordinary resolution.

  - Item No. 2 relates to approval of the audited consolidated financial statements of the company for the financial year ended March 31, 2026, together with the report of the auditors thereon. As stated earlier, the auditor's report is unmodified. This resolution is set forth for your approval as an ordinary resolution.

  - Item No. 3 relates to approval of final dividend of Rs 8.5 per equity share of the face value of Rs 2 each of the company for the financial year ended 31st March 2026. This resolution is set forth for your approval as an ordinary resolution.

  - Item No. 4 relates to re-appointment of Mr. Rajiv Lulla, who retires by rotation and being eligible offers himself for re-appointment. This resolution is set forth for your approval as an ordinary resolution.

  - Item No. 5 relates to approval of the remuneration of Narasimha Murthy & Company, Hyderabad, Cost Accountants, for FY27. This resolution is set forth for your approval as an ordinary resolution.

- In respect of Item No. 5 covered under special business, necessary information has been provided in the explanatory statement forming part of the notice of AGM. Approval of the members is therefore sought for the said agenda items. I now hand over the further proceedings to the Chairman.

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

- Thank you, Rajesh. I now invite the shareholders to offer comments and seek clarifications on the resolutions contained in the notice. In order to afford an opportunity to as many of you as possible, I request you to be brief and avoid repeating the questions or comments made by earlier speakers. Members are requested to mention their name before asking their questions. I now request the moderator to start the Q&A session, please.

**Moderator:**

- Thank you, Chairman. The Chairman will now be taking questions. Request you to unmute yourself, switch on your camera before speaking. Please restrict your speaking time to under 3 minutes. I now request Mr. Bimal Kumar Agrawal to speak. Please unmute and switch on your camera. Sir, please unmute. Mr Agrawal, please unmute. Sir, you are unmuted please speak.

- It seems there is some technical issue from their side. We are moving to the next speaker shareholder. I now request Ms Smita Shah and Mr Bharat Shah to speak. Ma'am and sir, please unmute and switch on your camera.

**Ms Smita Shah – Shareholder:**

Hello. Chairman Sir, is my voice audible?

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

Yes, please. Go ahead.

**Ms Smita Shah – Shareholder:**

- Thank you so much, Chairman Sir. Respected Chairman Sir, MD, Mr Vir Advani, MD, Mr Thiagarajan, Executive Director, Mr Mohit, Mr Anil Harish, and all the well-known and well-recognized directors, I bow down to all of you. First one, I would like to thank the CS team and say that the balance sheet is very well done.

- With good information, colorful pictures, with excellent product photos, and especially our corporate governance reports are made with a new idea. The balance sheet is looking very beautiful. So, as per our request, they sent us this attractive balance sheet copy. And today they sent us the link and gave us the opportunity to talk. So, I would like to thank the entire CS team for their good investor service.

- And I would also like to thank our hard-working hard worker, good job, responsible worker, Company Secretary, Mr Rajesh Parte, with all my heart. And I would also like to thank his hard-working team, Ms Shruti, Ankit, Gaurav, for their hard work, dedication, and for their responsible investor service. So, I would like to thank the entire secretary team for their good work, good job. I would also like to thank the entire team for their hard work.

- And Mr Chairman, I would like to congratulate you on your 78th AGM. I would like to say that when I saw your photo in the balance sheet, your photo was handsome and interesting. And our work has also been very good. So, in your super amazing leadership, Today, the name of our Blue Star company has been in the market for a long time. Like every child knows Blue Star today. Today, the sale of more than one super product has been amazing.

- So, Mr. Chairman, with your powerful strong super leadership, the support of the entire board team has also been with you. The hard work of all the small and big employees has also been there. So, today we are going to get the excellent good result of the company.

- So, Mr. Chairman, we will not forget our Emeritus Chairman, Mr Ashok and Mr Suneel. Because their support and hard work has also been with our company. So, our Founder, Emeritus Chairman, Suneel and Mr Ashok have also taken our regards. Since their time, we have been coming to you regularly. So, we have always had faith in our company. So, for excellent performance and awards and CSR activities, I congratulate you all with a very better performance in every way.

- And I give you my hearty blessings as a shareholder. You always stay healthy, stay happy and always be with good health. May the rising sun give you light. May the blooming flower give you fragrance. We are not capable of giving you anything.

- May the one who gives you give you thousands of joys. May you always keep moving forward with good health, with a lot of progress, and keep increasing the dividend year by year. This is my best wishes. I thank you for supporting me strongly in all today's resolutions. And I thank you for wishing me well for all the upcoming festivals. Thank you, Mr Chairman. Mr Chairman, please continue. Mr Bharat wants to speak.

**Mr Bharat Shah – Shareholder:**

- Mr Chairman, I won't take much time. I will take 1-1.5 minutes, sir. Mr Vir, how are you? Mr Chairman and MD, Mr Vir Advani, MD, Mr Thiagarajan, Mr Mohit bhai, Mr. Anil Harish, and other Directors. Sir, my name is Bharat Shah. Sir, I have been a shareholder of Company for years. I attend AGM. I have no queries. In your speech, you have told me about all the arrangements, sir.

- I have also read the balance sheet. Our company is doing very well. It is moving ahead. The dividend is also good. It is very good. Sir, I have a request for a bonus. So, think about a bonus in the coming years, sir. And tell me about the 5-years future programs of, sir. Thank you for all the awards, sir. On page number 80, there is Net Zero Impact Award 2026. It is a great award. Our company has got it. And apart from that, for all the awards, I would like to thank you very much, sir.

- Sir, CSR activity is also going well. I would like to thank you for that as well. And Company Secretary Rajesh Parte, his team's Shruti, Gaurav, Ankit, I would like to thank the entire CS team, sir. They are giving the best investor service. If there is any query, they solve it. They respect the trader. So, I would like to thank the entire CS team, sir.

- And sir, it has been many years since you visited the factory. So, if this year is possible, sir, then definitely visit the factory. This is my request. So, definitely visit the factory this year. This is my request. Think about it, sir. Definitely do it, sir. And sir, your health and well-being should be good. The company should progress well. I have full support in all the resolutions, sir.

- I wish the coming Ganesh Chaturthi, Dussehra, Deepavali in advance, sir. I have full support in all the resolutions. Thank you very much. Jai Hind. Jai Shri Krishna, sir. Vande Mataram, sir. Thank you. Jai Hind.

**Moderator:**

- Thank you, Ms Smita Shah and Bharat Shah. I now request Mr Manoj Kumar Gupta to speak. Sir, please unmute and switch on your camera.

**Mr Manoj Kumar Gupta – Shareholder:**

- Hello. Good afternoon, respected Chairman, Board of Directors, and fellow shareholders. My name is Manoj Kumar Gupta. I have joined this meeting from the city of joy, Kolkata. I feel proud to be a shareholder of Blue Star under your leadership. I thank the Company Secretary and his team for helping us join this meeting through VC.

- Sir, you have covered all things. You have not left anything for the shareholder. The shareholder can ask anything because in 29 minutes speech, you have covered all things, past, present, future. It is my humble request to you that kindly leave one or two points for the shareholder that they can ask you in future also because you have covered everything. You have not left anything for us that we can ask you something.

- So, please leave something for us in future also. We are waiting for 365 days to ask you something. First, how are we planning to face the tough competition in the market? Second, is there any direct or indirect impact of the West Asia conflict on our company's operations?

- Additionally, sir, I have a humble request: we run a 113-year-old charitable hospital in Kolkata providing treatment at very nominal prices, including ICUs and services for disabled children. If possible, please consider supporting us under your CSR initiatives. Three years ago, I mentioned this to Mr Shailesh, and he had assured support. Please look into it.

- And keep continuing the VC meeting. Either government change the policy, but you continue the VC meeting so that we can talk to you because you are in Mumbai, we are in Kolkata.

- Thanks to our beloved Prime Minister for success in ambition for digitization. So, keep continuing. With this, I strongly support all the decisions. Thank you.

**Moderator:**

- Thank you, Mr Manoj Kumar Gupta. I now request Mr Sarvjit Singh to speak. Sir, please unmute and switch on your camera.

**Mr Sarvjit Singh– Shareholder:**

- Hello. Chairman Sir, can you hear my voice?

**Mr Vir S Advani - Chairman and Managing Director, Blue Star Limited:**

- Yes, please go ahead.

**Mr Sarvjit Singh– Shareholder:**

- Chairman sir, first of all, good afternoon to you, all the board of directors, all the staff of Bluestar Limited and my fellow shareholders. And the way you told us a lot about the company in the beginning. And sir, the name of our company is such that everyone knows it easily. And sir, what does an investor want? Sir, return on his investment. That, sir, you have always come to give to the investor in share price.

- And sir, what does the investor want? Sir, you have come to give every year in the form of dividend. So, sir, we have complete faith that the coming time is a bright time. We say that we pray to God that our time in the future is the best time. And in the same way, our company should continue to grow.

- Rest, sir, I would like to thank the entire team of our CS and his department, sir, who gave me the opportunity to speak in front of you. Thank you, sir. Thank you so much for giving me a chance.

**Moderator:**

- Thank you, Mr Sarvjit Singh. Speaker shareholder Ms Bharati Mota is not connected in the meeting. We are moving to the next speaker shareholder. I now request Mr Manjit Singh to speak. Sir, please unmute and switch on your camera.

**Mr Manjit Singh – Shareholder:**

- Am I audible?

**Moderator:**

- Yes sir, please go ahead.

**Mr Manjit Singh – Shareholder:**

- I welcome the management team of Blue Star, the scattered team and my co-shareholder. Good afternoon, sir. The company's progress has been good. Our order book is also good. We keep getting orders from Mumbai Metro from time to time. So, what is their exit time? How long do we complete them? Please tell us about it.

- Due to GST, we had to make some investments in the Samba district. So, now that investment is on the way. Please tell us about it.

- Regarding heat pump exports to Europe and the US, what are the growth prospects over the next few years? The secretarial team provided well-in-time balance sheets and meeting links. Thank you to the management and secretarial team. I support all resolutions. Thank you.

**Moderator:**

- Thank you, Mr Manjit Singh. I now request Mr Santosh Kumar Saraf to speak. Sir, please unmute and switch on your camera.

**Mr Santosh Kumar Saraf – Shareholder:**

- Hello.

**Moderator:**

- Sir, please- yes, sir, please go ahead.

**Mr Santosh Kumar Saraf – Shareholder**

- Respectable Chairman, present Board of Directors, officer brothers and sisters, I, Santosh Kumar Saraf from Kolkata, greet everyone with Ram-Ram. I hope everyone is in good health. First, I express gratitude to all employees whose hard work has helped the company deliver good results today. I also thank the secretarial team for keeping in touch and guiding us smoothly to join this meeting.

- Sir, you CFO and Chairman explained everything clearly in the balance sheet. I have a few specific questions. What is the outlook for our Electro-Mechanical Projects and Commercial Air Conditioning segments, and what growth do we expect in the order book over the next 12 to 24 months?

- In the Room AC market, competition has increased significantly. Despite price pressures and rising input costs, what is our strategy to maintain market share and improve profitability? How is the company leveraging the Government's PLI scheme and Make in India initiative, and what are our plans for expanding exports to new international markets?

- We have two subsidiary companies. One showed profit growth while the other saw a decline. What is the future roadmap for these subsidiaries to ensure consistent growth and better capital utilization? I congratulate you on winning the Net Zero Impex Award 2026 and other accolades. I extend advance greetings for the upcoming Ganesh Chaturthi, Dussehra, and Diwali festivals. I strongly support all resolutions. Moderator Ji, thank you for a smooth session. Ram-Ram, sir.

**Moderator:**

- Thank you, Mr Santosh, sir. I now request Ms Vasudha Dakwe to speak. Ma'am, please unmute and switch on your camera. Ma'am, please unmute yourself. Ma'am, can you speak? Ma'am, please unmute yourself.

- It seems there is some technical issue from your end, ma'am. So, we are moving to the next speaker shareholder. I now request Mr Gagan Kumar to speak. Sir, please unmute and switch on your camera.

**Mr Gagan Kumar – Shareholder:**

- Good afternoon, Mr Chairman, Board of Directors, and fellow shareholders. myself, Gagan Kumar. I am joining this meeting from Delhi. First of all, I would like to mention that I had requested for a hard copy of annual report, which I received well in time. And I am very happy to share that I do not have any question pertaining to accounts, as each and every aspect of balance sheet is very much clear, sir.

- Sir, I would like to appreciate the high standard of corporate governance reflected in the annual report. The disclosures are clear, transparent, and easy to understand, giving shareholder a clear picture of how the company is managed and how compliance remains a priority. Such openness makes shareholder feel closely connected with the company and further strengthen our trust in the management and in your leadership, sir.

- So now, my one only single question for today's AGM is that what is our strategy to maintain or to enhance our margins? And what is our vision as Blue Star for next five years, and where do we see our company by 2030?

- It would be unfair on my part without mentioning high corporate governance under the leadership of our CFO, CS, and entire secretarial team. Thank you so much for this opportunity.

**Moderator:**

- Thank you, Mr Gagan Kumar. I now request Mr Anil Champaklal Parikh to speak. Sir, please unmute and switch on your camera.

**Mr Anil Champaklal Parikh – Shareholder:**

- Hello. Hello, am I audible?

**Moderator:**

- Yes, sir, please go ahead.

**Mr Anil Champaklal Parikh - Shareholder:**

- Chairman Shri Vir Advani ji, other Board members, and my fellow shareholders, I'm Anil Parikh here from Mumbai.

- Chairman sir, first of all, I would like to thank our CS team, Rajesh Parte, Gaurav, and everyone in the CS team for extending all kind of support whenever we need.

- Chairman sir, we are one of the pioneer players in the AC industry, that is air conditioning industry. And we have full trust in your leadership and the way company's progress. Our company has experienced continuous double-digit revenue growth driven by the expansion of its electromechanical projects and commercial air conditioning systems and unitary products. And sir, we have scaled our capacity from our manufacturing plant at Sri City, Jammu. So how much it will add to our top line and bottom line, sir?

- Sir, I'm very pleased that company is doing very well as far as financials are concerned. And I have a few questions to ask you for my knowledge to be improved. What pricing power does Blue Star hold relative to competitors in passing on rising input cost without affecting market share?

- Sir, my question second is, how much margin expansion is expected from local sourcing under the production linked incentive scheme? Sir, third one, what steps are being taken to hedge against sticky receivables in commercial project executions?

- Sir, how is the company positioning its premium versus mass-premium product mix to depend overall margins? Chairman sir, I have no other questions to ask you. I'm very much happy that Vir Advani is leading from the front and he's having all kind of capacity to take this company to newer heights. Thank you very much, sir, for allowing me to speak.

- And if possible, kindly have a plant visit as my predecessor speaker has said that it's now high time since we are not meeting in physical meetings and all that. So it is better to have one kind of get-together of at least speaker shareholders. Thank you very much, sir.

**Moderator:**

- Thank you, Mr Parikh. Speaker shareholder, Mr Praful Chawda, is not connected in the meeting. We are moving to the next speaker shareholder, Ms Lekha Satish Shah, to speak. Ma'am, please unmute and switch on your camera.

**Ms Lekha Satish Shah - Shareholder:**

- Hello. Am I audible, ma'am?

**Moderator:**

- Yes, ma'am, please go ahead.

**Ms Lekha Satish Shah - Shareholder:**

- Thank you, ma'am. Respected Chairman sir, Board of Directors, and my fellow members, good afternoon and regards to everyone. Myself Lekha Shah, and I'm joining this meeting from Mumbai.

- At the outset, I would like sincerely thank our Company Secretary, Rajesh sir, especially Gaurav sir for extending very good investor services, and also sending the AGM report well in advance. I found the AGM report, and I'm delighted to say it's so beautiful, full of colors, informative, comprehensive, and enriched with valuable facts and figures and picture plates. Once again, thank you so much, my Company Secretary, Rajesh sir and Gaurav sir.

- Thank you, Chairman sir, for insightful and well-present address. I congratulate the Chairman sir, the Board of Directors, and all the employees for effective dedication during the year. I appreciate the company performance, and wish the management continued success and growth.

- Chairman sir, I would like to ask three questions. My first question is, how does the management plan to increase market share in the residential AC segment? And my second question is, what steps is company taking to strengthen its export and international business?

- Chairman sir, I hope the company will continue video conference meeting in future. So I would like to say I strongly and wholeheartedly cast my support for all the resolutions placed before the meeting today. Thank you, Chairman sir.

**Moderator:**

- Thank you, Ms Lekha Satish Shah. Speaker shareholder, Anil Babubhai Mehta and Mahesh Kumar Bubna, is not connected in the meeting. We are moving to the next speaker shareholder.

- I now request Mr Hiranand Kotwani to speak. Sir, please unmute and switch on your camera.

**Hiranand Kotwani – Shareholder**

- Jai Jhulelal. Namaste, Vir. It's a great pleasure to talk to you with enthusiasm. Our very dear company and very great people I admire, though our compliance was not good. And certainly, the growth is muted. What are the reasons? How you see the innovation future? Because the whole world is changing and products are changing, even AC and refrigeration. And in the next five years, there will be huge change. How company will cope up that?

- You people are visionary, please narrate how our growth and prospects will intact or grow. And our foreign exchange has been the outflow. What is the reason? We are a global presence, a huge market, various geographies. Please narrate our various global geographies earning well, or some pain and gain is visible in the outside India. How revenue will increase and foreign exchange will improve? Thank you, gentlemen, best wishes from Hiranand Kotwani.

**Moderator:**

- Thank you. All for sharing with us. Before the Chairman address the shareholder queries, a short AV will be played. Thank you.

*Audio Visual plays*

- I now request the Chairman to address the shareholder queries. Over to you, sir.

**Vir S Advani – Chairman & Managing Director:**

- Thank you very much. Thank you for all the questions and comments. Firstly, on behalf of the Board of Directors, Mr Ashok M Advani, Mr Sunil M Advani, and myself, thank you for all your kind wishes. We really appreciate it. It means a lot to us. So thank you for that.

- Also on behalf of the secretarial team, Rajesh and his whole team, so many compliments, so we really-- I'm sure they appreciate it, I know they do. And the company works hard to do our best to serve all our shareholders, so it is always nice once a year to hear your positive feedback. To the members who aren't on the call, I'm sure Rajesh will convey your good wishes. So thank you very much for that.

- Also, we appreciate the acknowledgment of the hard work that has gone into making the annual report, both the numbers as well as the photos and everything. Again, it means a lot to the team that works hard to produce that for you. Hopefully, we're able to convey the Blue Star story more effectively through that. So thank you very much.

- I will do my best to address as many questions as or comments as I can. One speaker did request for a bonus. We don't have any plans currently for a bonus issue, but we'll certainly keep it in mind, and at the right and opportune moment, I'm sure that will happen in the years to come.

- There was a comment again that several shareholders are happy with what they've read on our CSR activities as well as our ESG activities, so thank you for that. Again, more than the representation, it's the work that goes into doing our best for the community at large.

- There was more than one request for a factory visit. Again, we have not planned for one, but we will take it into due consideration, and at the right time, I hope to be able to offer that. But please give us some time as most of our factories are undergoing expansion, so there's a lot of construction going on, so please do bear with us for some time.

- We also thank you for pointing out that my speech was comprehensive. I actually felt it was a little long, but like more than one of you said, I think we covered a lot of ground there. So appreciate that.

- Coming to some specific questions. There was a specific ask for CSR in a particular hospital, if I'm not mistaken. My request is to please send an appeal to the Blue Star Foundation for them to evaluate. I'm sure they will evaluate it, and if it is found in line with the objectives of the Foundation, we will get back to you.

- There was a question about our projects business, about Mumbai Metro projects in particular, what is the status of them and how long they are for. We have three Mumbai Metro projects, two of them are in the underground Metro and one of them is in the Metro shed, which is in Aarey Colony.

- All three projects we have physically completed the works, we're in the process of commercially handing them over. Typical Metro projects will run between two years and three years. In the case of Mumbai Metro, if I'm not mistaken, it was extended a little bit due to COVID, and so I think it's about four years that those projects have taken to complete. If any of you live in Mumbai and have taken the Mumbai Metro underground line, I hope you're enjoying the MEP services that the company has provided.

- There was a question on the outlook for our projects and commercial air conditioning businesses. So the order book outlook as well as overall outlook, so the order book as of June 30th stands at Rs 7764 crores, that was released in our press release today. As far as these two businesses are concerned, we see steady growth in demand.

- I don't see as much of a challenge in order booking as much as we see in material cost escalation and therefore increase in cost of these projects. So we are being careful and sensible about the orders that we accept and the business that we take in, given the inflation that we are facing in the country.

- So, I do hope that the inflation stabilizes as the West Asia crisis also settles down, and as and when that happens, I think the outlook for both these businesses is very positive. There is demand in manufacturing, so advanced manufacturing, there's demand in data centers, there's demand in social infrastructure like hospitals, etc. So overall, we see good outlook for these businesses.

- There was a question on the competitive environment and on competition in the room air conditioner business, and also the implications of the cost increases that we're facing. So certainly, the competitive intensity in the room air conditioner business has gone up, and one of the reasons is that, what I mentioned in my speech, is that this is the golden era for air conditioning and refrigeration in India.

- It is the fastest growing market in the world, and therefore we should expect that there should be a very severe multinational competition in this category. And we are experiencing it. However, your company is well positioned to address this competitive environment. You know that we have been investing in research and development, we've been investing in manufacturing capacity, and of course, we continue to invest in the brand and make it relevant for buyers in Tier-3, Tier-4, and Tier-5 markets, which is where a lot of the growth is happening.

- So, along with a large market growth comes additional competition, and I want to reassure you that the company is well-equipped because of all the investments we have been making over the last few years to be able to compete and win in this market. There was a question about our plans for leveraging the PLI incentives that have been given by the Government.

- You will know your company is a PLI applicant and receiver. Our Sri City factory in Andhra is a PLI investment factory, and we are receiving PLI funds from the Government over the life of the 5 years of the PLI. We expect to earn about Rs 73 crores back from the Government. Of course, that is a large sum, but our overall investment in Sri City is much larger, close to Rs 600 crores.

- And so, the Government support in that investment is of course welcomed, and we are meeting all the requirements on an annual basis to be able to receive that Rs 73 crores. We do not have plans to use any further PLI investments or money. The one investment we have made under the PLI, that is the one that we will be now recovering money from the Government against.

- There was a question on export targets. So, I will answer another question along with that. Someone asked about what our plans are in Europe and someone asked about implications of our being a net forex outflow company and what that means for the company. So, putting it all together to remind you we have two different international businesses.

- We have a Middle East and Africa business where we design, manufacture and then export Blue Star branded equipment into the Middle East and Africa into select countries. That is a growing business for us. Of course, it is severely impacted by the West Asia crisis. There was another question so I will address that together.

- So, it is severely impacted and business is still not back to normal. We have given the timing of the crisis we have missed the summer season there so the growth for the year we will not experience any growth in the Middle East in the current year. However, the long term prospects for the business are positive.

- The Blue Star brand is being accepted by a number of customers and consultants and therefore, we hope to grow it over a period of time. The second business we have overseas is what we call a custom design and manufacturing business or a CDM business which we do in Europe and the US.

- Here, we do not sell under the Blue Star brand. We sell we design, manufacture and then offer products to local US and European OEMs and brands. And we actually supply the product from India. These are advanced heat pump products. They provide both heating and cooling and it's a growing and exciting market in those geographies.

- Together, between the Middle East opportunity for the Blue Star brand and the CDM opportunity in the Middle East in the US and in Europe, we hope to add at least another USD100 million of business in the next three years. So, that is one of our growth markets and growth targets for the company.

- There was a question about our subsidiary company plans. I presume you are talking about the two Indian subsidiaries that we have because we have overseas subsidiaries as well. The overseas subsidiaries address the markets and the opportunity I just talked about. In India, we have two subsidiaries. One is Blue Star Climate Tech which is a manufacturing company which is a company in which we have made the large capital investment in a factory in Sri City.

- In that company, the revenue of that company was approximately USD1,600 crores last year and it will grow at the pace that room air conditioner business grows in Blue Star because that factory is a supplier to Blue Star who in turn then serves the market. We expect the market to grow at 17-18 percent a year over the next 5-7 years and therefore, we should expect Blue Star Climate Tech to grow at a similar pace.

- The second subsidiary we have in India is Blue Star Engineering and Electronics Limited. This is a company that has been there for about 10 years. We provide industrial solutions and medical technology solutions to customers. This is a non-HVACNR business for Blue Star. There was some degrowth there because we have explained over the last year or so that imports of medical devices, of refurbished medical devices has been restricted by the Indian government and due to that we have been unable to import equipment and supply to our customers.

- So, there is a degrowth in that part of the market. The industrial solutions market business continues to grow. Someone made a valid point that compliance needs to be a priority for the company and should be. I assure you that we treat compliance at the highest level and give it the highest amount of priority but your point is well taken.

- There was a question about how we will, what is our strategy to maintain or to enhance margins. I think it is similar to what the other gentleman had talked about which is the competitive intensity going on, inflation in raw materials going up and that combination how much of this increase can you pass on to customers.

- So, the reality is that at least in room air conditioners your ability to pass on cost increases to customers is limited. We have to find alternate ways to take out cost. So, if there is going to be inflation in copper, steel, aluminium and other components it is not so simple to pass on that cost increase to customers.

- We have to work hard in research and development, supply chain and manufacturing to bring down the cost of the products that we designed so that they can be affordable for our customers. So, more than pricing power, it is about cost management where we are focused. Someone asked about where we see the company in FY30.

- Maybe you missed part of my speech, but I hoped that my speech was about that. So, it will be uploaded shortly. Please do read it. It will give you a good insight into our strategic plans over the next three years. There was a question about our expansion in Sri City. I have covered part of it. I told you the investment is approximately Rs 600 crores. It is to produce about 1 million ACs per year.

- We have an ability to expand it further if we need. I mentioned to you already that that is the investment we made with the government's PLI funds, so we will be receiving about Rs 73 crores in PLI for that investment. Pricing power, we talked about. There was a question about margin expansion.

- Again, I talked about innovation, cost focus, that was important. There was a question about our actions that we take to solve outstandings. I want to assure you that that is a big focus for the company. Working capital management is extremely important. When you get a chance to look at the results and you've seen the amount of working capital that has been released in the last 1 year, of course, a lot of it is inventory conversion, but there's also a fair amount of debtors that have been collected.

- So, debtor management and collection is a primary focus for operations, and I think in comparison to our peers, we are doing a good job on that front. There was a question on what is the mix between premium and mass premium products in our portfolio. Very frankly, the premium has become very, very small; it may be only as much as 5% of the overall sales.

- The majority of the sales are now between mass premium and the mass. As you know, Blue Star has taken a number of efforts over the last 5 years to bring our price points down and to become more affordable for a larger number of customers, and with that we have brought in many more mass-market products, and that is growing as a share of the overall market.

- There was a question on how we will increase our market share in room air conditioners. So, we have a stated goal of achieving a 15% market share in room air conditioners in the coming years. We have mentioned that we have lost a little market share in this last season, primarily because of the very high inflation and difficulty in passing on those cost increases to the market, so we had to balance market share and profitability, and that has hit our market share a little bit.

- We will be making course corrections and we will be making sure that we get back onto a market share growth path, and are confident about doing that. Again, the levers that we will have is product design, supply chain efficiency, manufacturing more effectively, and of course continuing to invest in the brand that will allow us to manage the margins.

- There was a question on our international business strategy. I think I have already addressed that, both for the Middle East and in the US. There was a comment that our revenue growth was muted. You're right, FY26 was a slow growth year in revenue, and the main reason for that is there was a washed-out summer that you may remember, because of which room air conditioner sales actually de-grew.

- We did make up some of that lost business in Q4, but yet usually when you have a washed-out summer, it is difficult to give a CAGR growth of 15% to 20%, which is our aspiration. The reasons for the outflow in foreign exchange: so, we are actually doing better on that front in the last couple of years. The reasons are two-fold.

- One is our exports have been growing, so you may have seen that the quantum of exports that we have has grown substantially over the last 2 years, that is mainly from the US and some of European business that has grown. So, that is partially offsetting our import bill. But imports, while they are coming down as a percentage share, they continue to grow in absolute numbers because of the growth that we're having overall.

- There is a concerted effort to localize much more and to bring down the import content in our products and equipment, both ourselves as well as through our supply chain initiatives, and I think over the next 2 to 3 years, you will see the gap between exports and imports narrowing, and it is of course our aim that we balance the two, because we do need to worry about the net exposure that we have.

- Out of the Rs 73 crores of PLI that we expect to get, just to let you know, we received Rs 15 crores in FY26, and in FY25 that amount was Rs 12 crores, so far we've received Rs 15 crores plus Rs 12 crores of PLI money. There was a question about how we will survive the competitive market.

- I think I've addressed that again by explaining the actions and efforts we'll be taking to optimize our product portfolio and to make ourselves more relevant for the new buyers in Tier-3, Tier-4, and Tier-5 markets. I think with that, I would have covered all the questions that were asked of me.

- If I've missed anything out, please do reach out to Rajesh and his team, and we'll be happy to provide any one-on-one feedback that or question and answers that you may have. With that, that comes to an end of our AGM. I would like to thank all members for your valuable comments and questions.

- I trust that we've satisfactorily answered all the questions. The e-voting facility shall remain open for the next 15 minutes. Members who have not cast their vote are requested to do so. Since all agenda items have been transacted, I declare the meeting as concluded, subject to completion of the e-voting by the shareholders present through VC.

- The scrutinizer shall present a consolidated report on remote e-voting and voting at the AGM within the statutory timelines. I therefore authorize Mr. Rajesh Parte, Company Secretary and Compliance Officer of the company, to announce the results of voting and submit the voting results to the stock exchanges.

- The results shall be placed on the website of NSDL, the company, and be displayed at the registered office as well as the corporate office of the company. I thank you all for attending this meeting, and I look forward to seeing you next year.

  Thank you very much.