

TURNAROUND TO TAKE-OFF



Water Purifiers



Vacuum Cleaners



Water Softeners



Air Purifiers



Service

About This Integrated Annual Report

Eureka Forbes Limited (“Eureka Forbes” or “EFL” or “the Company”) FY26 Integrated Annual Report presents a comprehensive overview of the Company’s performance and progress achieved in FY26 and the last three years of its transformation journey. It marks a significant step towards enhanced transparency and the Company’s commitment to positive change for all stakeholders.

Reporting Period

The Integrated Annual Report covers the period

About Eureka Forbes

Eureka Forbes is one of India's leading health and hygiene brands and has been addressing India's need for clean, safe and healthy living for over four decades.

With a strong legacy of trust and innovation, the Company has established itself as a multi-product, omni-channel organisation, serving Millions of households across the country. Backed by strong brand equity and deep consumer insights, the Company continues to strengthen customer relationships through superior product quality, service excellence, and a commitment to enhancing everyday living.

The Company's vision is to reimagine itself as a direct-to-consumer (D2C) health and hygiene technology leader, providing every Indian access to safe and healthy water, clean surroundings, and pure air. To realise this vision, EFL is executing a transformation strategy focused on accelerating growth in its core water business, expanding its portfolio across adjacent health and hygiene categories, elevating customer experience through service excellence, and strengthening its D2C platform to drive convenience, engagement, and lifetime customer value.

Supported by a culture of customer centricity, agility, collaboration, ownership, and accountability, the Company remains focused on delivering sustainable growth while creating long-term value for customers, shareholders, employees, and other stakeholders.

- + **An Iconic Brand:** Strong Legacy of Trust
- + **Diversified Product Portfolio:** Multiple Growth Engines
- + **Omnichannel Presence:** Balanced Channel Mix
- + **Extensive Pan-India Service Network:** A Competitive Advantage
- + **Transformation Strategy:** Driving Sustainable Growth



Vision & Transformation Strategy

Industry Overview: Large Opportunity with Structural Growth Drivers

India's health and hygiene solutions market presents a compelling long-term growth opportunity, driven by rising consumer awareness, increasing disposable incomes, rapid urbanisation, and a growing preference for convenience-led living. As households increasingly prioritise health, hygiene, and quality of life, demand for products that ensure safe drinking water, cleaner homes, and healthier indoor environments continues to expand.

MD & CEO's Message



Dear Shareholders,

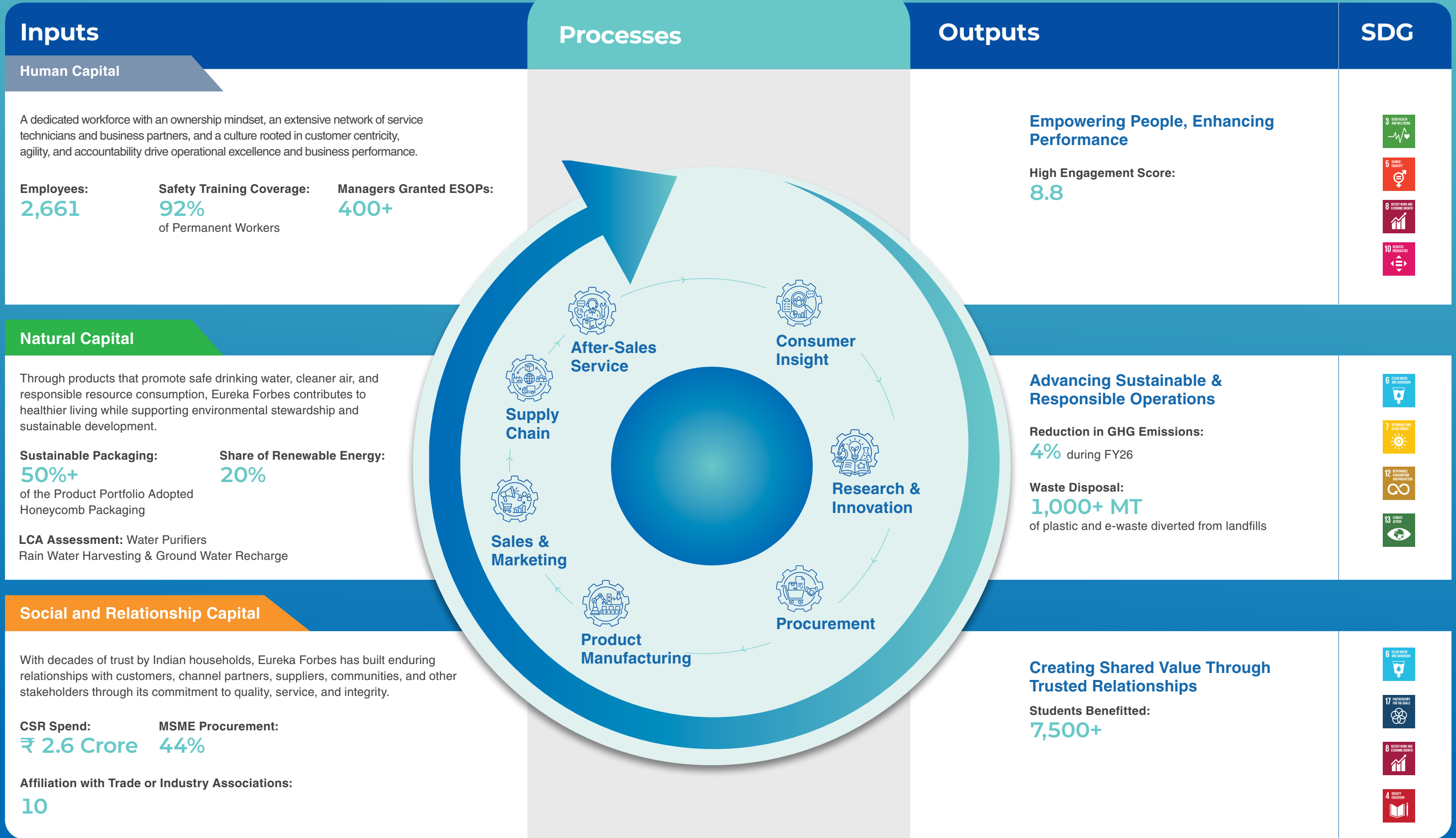
FY26 was a defining year for Eureka Forbes. It marked an important inf

Democratise Water

- + Water remains our core category and our focus is on accelerating adoption by addressing the three key barriers to category growth: affordability, awareness, and accessibility.
- + Through lower entry point and lower total cost of ownership, innovation-led premiumisation, targeted consumer awareness programs, and a wider distribution footprint with enhanced in-store presence, and service network expansion, we aim to make safe, purified drinking water accessible to all, significantly expanding the category and reinforcing our market leadership.

Water purifiers remains our largest and core category and one of India's most under

Value Creation Model



FINANCIAL CAPITAL Sustained Profitable Growth

Eureka Forbes' financial capital remains integral to its ability to drive sustainable and profitable growth, strengthen its market leadership position, and create long-term shareholder value. The Company's financial strategy is anchored in disciplined capital allocation, prudent resource utilisation, and a balanced approach towards growth investments and profitability enhancement.

The Company's consistent focus on improving revenue quality, enhancing margins, and

Strong Cash Flow Generation

Consistent cash flow generation has strengthened Eureka Forbes' financial flexibility and supported investments in strategic priorities. A disciplined approach towards working capital management and capital allocation continues to enhance liquidity, enabling the Company to pursue long-term growth opportunities while maintaining financial resilience. The Company continued to demonstrate strong cash

generation and capital efficiency, underpinned by a resilient business model, disciplined

HUMAN CAPITAL Ready for Take-Off

At Eureka Forbes, employees continue to play a critical role in driving the Company's growth and long-term success. The organisation remains focused on building a collaborative and performance-oriented work environment that encourages accountability, innovation, and employee engagement. Through ongoing investments in talent development, transparent communication, capability enhancement initiatives, and recognition programs, Eureka Forbes aims to strengthen its workforce and embed a culture aligned with its strategic vision and transformation objectives.



MARKET RISK

Inability to drive category growth and market share.

Mitigation Measures

