January 22, 2026

To,

BSE Ltd. Listing Department, P. J. Towers, Dalal Street, Mumbai – 400 001. **(Scrip Code: Equity - 544484),**	**National Stock Exchange of India Ltd.** Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051. **(Symbol: BLUESTONE, Series EQ)**

Dear Sirs/ Madam,

Sub.: Intimation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Management Commentary

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), please find enclosed the Management Commentary of the Company for the quarter and nine month ended 31st December, 2025, the same is also available on the website of the Company i.e. https://www.bluestone.com/investor-relations.html

You are requested to take the above information on record

Thanking you,

Your Sincerely,

For Bluestone Jewellery and Lifestyle Limited
(Formerly known as Bluestone Jewellery and Lifestyle Private Limited)

Gaurav Singh Kushwaha
Digitally signed by Gaurav Singh Kushwaha
Date: 2026.01.22 17:25:49 +05'30'

Gaurav Singh Kushwaha
Managing Director
DIN: 01674879

Encl.: As below

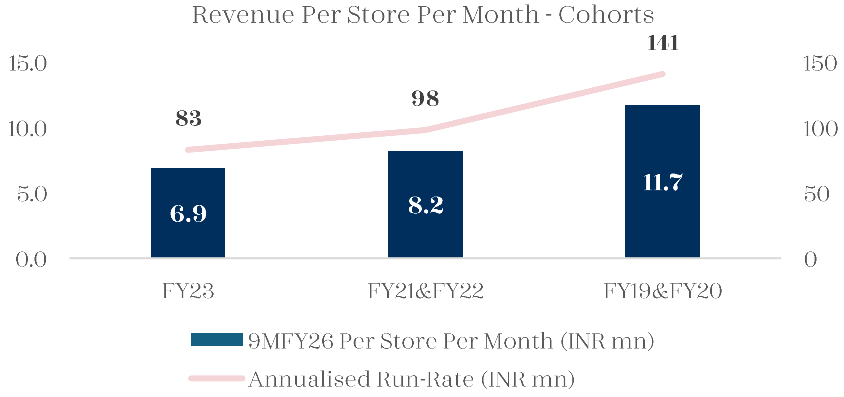
BlueStone – Q3 FY26 Management Commentary

Q: Tell us about your performance for the quarter?
A: We are pleased to report that this has been a milestone quarter for us where the strength of the business model is translating into significant operating EBITDA and margin expansion demonstrating the operating leverage. This is more reflective of the fundamental operating margin profile of the business. **Our operating margins (Pre-IND AS excl. inventory gains) for the quarter stood at a solid 12.1%**. We are also very pleased to report that we recorded our **first full quarter of reported PAT of INR 715mn** and Non-GAAP PAT (ex ESOP) of INR 944mn. Overall, our Q3FY26 standalone revenues stood at INR 7479mn, up 27.4% year-on-year.

Q: What has driven such a strong Pre-IND AS EBITDA performance for the business?
A: Pre-IND AS EBITDA (excl. inventory gain) for the quarter was at INR 903mn, a margin of 12.07%, up 516bps YoY. More importantly, our 9MFY26 Pre-IND AS EBITDA (excl. inventory gain) stood at INR1296mn with a margin of 7.4% YTD an improvement of 682bps over 9MFY25. This has been driven by robust contribution margin performance, greater number of store cohorts moving in better productivity buckets and scale benefits on corporate costs and A&P. This demonstrates that incremental revenues have high flow through rate to operating EBITDA.

Q: You said, "greater number of store cohorts moving in better productivity buckets". Can you throw some more colour on that, specifically, beyond FY19&FY20 cohorts.
A: We are pleased to share that our trends across our broader cohorts remain very robust. For 9MFY26, stores opened in FY19&FY20/FY21&FY22/FY23 are already at revenue per store per month (PSPM) of INR11.7mn/ INR8.2mn /INR 6.9mn. This implies annualised revenue per store per annum of INR141mn/INR98mn/INR83mn respectively. Thus, across these cohorts, now **more than 150 stores are already comfortably trending towards productivity levels of INR100mn** annualised revenue per store per month with significant room for further expansion.

There is a **clear runway for all cohorts to** scale to at least **INR 141mn in annualised per store revenue**—a level already achieved by our oldest cohort—and potentially exceed this, supported by larger store formats and improved inventory availability. This is one of the key drivers of growth and continued operating margin expansion in the business.



Q: What has driven the sharp moderation in A&P to 5.7% of sales this quarter?
A: We have maintained that A&P spends will continue to show operating leverage on a YoY basis. This is driven by larger scale of the business, improving share of repeats (57.8% revenue from repeats) and tweaking in big old upgrade promotions. We continue to remain strategic about our investments and our old gold exchange promotions remain most competitive. Overall A&P as a % of sales is down 129bps YoY for the quarter. Additionally, our 9MFY26 A&P spends stood at 6.8% as against 9.3% 9MFY25 as the absolute spends remained range bound for the past the three quarters even as revenue scale expands.

Q: How has the performance been on the core contribution margins?
A: Core contribution margin performance (excluding inventory gains) was strong at 33.3%, an improvement of +333 bps YoY and +152bps QoQ. This is despite lower studded mix (YoY) of 61% offset by scale benefits, improved product mix within studded and manufacturing efficiencies.

Q: The quarter has generally been good for the jewellery sector (as per trading updates) with most of the players reporting high YoY growth numbers. How do you see your growth this quarter in this context?
A:
- Our revenue accounting is all retail sales based (even for franchisee stores), so our reported growth is all secondary sales only.
- Given the sharp rise in the gold prices, the general market demand structure this quarter was significantly tilted towards commodity and investment demand led products (eg. coins, chains etc). These are predominantly price led lower margins product categories where we haven't historically participated aggressively. Thus, we don't benefit significantly from this given our tech led and product first (high margin) approach. At the pure consumer product level, demand was strong during the festive period in October, moderated in November, and rebounded strongly in December.
- On consumer product dynamics, the sharp rise in gold prices pushed product prices higher, leading to the vacating of certain entry-level price points. As we

began repopulating these price points, momentum improved, reflected in a **strong December with ~35% YoY exit revenue growth**.

Q: Given your exit growth rates for December are significantly higher than Q3FY26, should we see Q3 growth dip as one-off with Q4FY26 back to growth trends seen earlier?
A: Yes, we see the dip in growth in Q3 as one-off and expect broader growth trends to be back as seen in December. Our trendline growth trends are higher, as seen in Q1 and Q2, where growth was in the 35%-40% range. **We see January revenues also trending better than 35% YoY**. The same growth trends are visible in SSSG. While Q3 was at 12% YoY, December exit rates were in the mid-teens, and January is trending better than December.

Q. How was the reported profit performance for the quarter?
A. We are very pleased to report our first full quarter of reported PAT and the Non-GAAP PAT (ex-ESOP) performance is even stronger. It's important to note that some of the reported impact on PAT comes from non-cash items. The main factors are ESOP charges and the way lease costs are accounted for under IND AS 116, which tends to show higher expenses in the early years of a store lease. Our actual cash rent payments are lower than what accounting reflects. Below is our PAT performance adjusting for these items which is even better than our reported PAT performance.

Standalone Pre-IND AS Non-GAAP profit / (loss):

Particulars (in INR mn)	Q3FY26	Q3FY25	Y-o-Y Growth	YTDFY26	YTDFY25	Y-o-Y Growth
Reported Profit / (Loss) before tax	714.5	(268.8)	NM	(104.4)	(1,705.7)	NM
ESOP expenses	229.3	190.7	20.3%	740.1	363.9	103.4%
Net Impact of IND AS 116 (Dep. On ROU + int. on LI - rent payment)	104.8	104.6	0.2%	320.4	291.6	9.9%
Pre-IND AS profit / (loss)	**1,048.7**	**26.5**	**3851.5%**	**956.1**	**(1,050.3)**	**NM**

Q: Can you give some colour on your inventory levels?
A: Our closing inventory for the quarter of INR 22,801mn, up 16% QoQ as we added 12 stores sequentially and significant upward movement in gold prices.

Q: How many stores does BlueStone currently operate?
A: As of Q3FY26, we have 323 stores across 130 cities adding 12 stores QoQ. Overall, we have added 48 stores in 9MFY26, and we plan to add more pins on the map this year.

Q: Any store closures in the quarter?
A: No.
PS: We don't consider relocations in an area as closure.

Q: How do you think about and track profitability?

A: Given the significant growth opportunity ahead, we remain focused on striking the right balance between growth investments and profitability. Much of our investments over the past 15–24 months were frontloaded, and their productivity is starting to get visible in the metrics we track and report. We are happy to report that this is begun to play out as reflected in our YTD EBITDA performance and first full quarter of reported PAT, even after adjusting for inventory gains. Fundamentally, we encourage looking at these metrics across two horizons. In the short term, profitability is best assessed through Adjusted EBITDA and Cash PAT. Over the medium term, core store ROCE profile of our business model at scale should reflect through at corporate level ROCE and ROE.

For the quarter ended December 2025, we reported Adjusted EBITDA of INR 1908mn as against INR 707mn in Q3FY25. Cash PAT of INR 1225mn vs. INR 149mn in same quarter last year.

Thank you

Housekeeping Q&A

Q: Gross Margins and Contribution Margins

A:

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Gross margin	45.2%	39.5%	37.2%
Contribution Margin	41.2%	34.9%	30.0%
Contribution Margin (excl. inventory gains/losses)	33.3%	31.8%	30.0%

Q: Adjusted EBITDA reconciliation

A:

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Reported EBITDA	1,666	427	500
ESOP charge	229	277	191
Franchise commission (Opex)	12	9	17
Adjusted EBITDA	**1,908**	**714**	**708**
Adjusted EBITDA Margin	**25.5%**	**13.9%**	**12.1%**

Q: Rent for the quarter

A

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Rent payment	416	393	302

Q: Pre-IND AS EBITDA Reconciliation

A.

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Profit / (Loss) before tax	715	(491)	(269)
Finance cost	524	522	527
Depreciation and amortization expense	536	511	400
Other income	(107)	(115)	(158)
ESOP expenses	229	277	191
Franchise commission (Opex)	12	9	17
Rent payment	(416)	(393)	(302)
Pre-IND AS EBITDA	**1,492**	**321**	**406**
Margin %	**19.9%**	**6.2%**	**6.9%**
Inventory gain / (loss)	589	160	-
Pre-IND AS EBITDA (excl. inventory gain / (loss))	**903**	**160**	406
Margin %	**12.1%**	**3.1%**	**6.9%**

Q: Pre-IND AS Non-GAAP Profit/(Loss) Reconciliation

A.

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Profit / (Loss) before tax	715	(491)	(269)
ESOP expenses	229	277	191
Net Impact of IND AS 116 (Dep. On ROU + int. on Leases - rent payment)	105	106	105
Pre-IND AS Non-GAAP profit / (Loss)	**1,049**	**(108)**	**27**

Q: Reconciliation to Cash PAT

A:

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Profit / (Loss) before tax	715	(491)	(269)
Depreciation and amortization expense	536	511	400
Finance cost on lease	162	157	129
ESOP expenses	229	277	191
Rent payment	(416)	(393)	(302)
Net	**1,225**	**61**	**149**

Q: Any inventory gains or loss?

A: Every jewellery company has exposure to gold, either through unhedged positions and/or futures contracts, where the buy/sell arbitrage contributes to inventory gains. In line with our commitment to transparency and to give investors clear visibility into the core operating performance of the business, we disclose this separately each quarter. For Q3, we reported an inventory gain of INR 589mn.

Q: Gross and net debt level at the end of the quarter

A:

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Gross debt	6,503	7,322	6,936
Net debt	2,227	(152)	4,381

Q: Methodology for Same Store Sales Growth (SSSG)?

A: All stores that have been operational for at least 12 months are included in the SSSG calculation. The month of opening is excluded, even if the store was opened at the very beginning of that month. As a result, a store is considered for SSSG from its 13th month of operation onwards.

Annexure A –KPIs

Standalone Financial Performance Indicators

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Net Revenue	7,479	5,131	5,871
Net Revenue (year on year growth) (%)	27.4%	37.4%	-
Gross Profit	3,382	2,029	2,182
Gross Margin (%)	45.2%	39.5%	37.2%
EBITDA	1,666	427	500
EBITDA Margin (%)	22.3%	8.3%	8.5%
Adjusted EBITDA	1,908	714	708
Adjusted EBITDA Margin (%)	25.5%	13.9%	12.1%
Restated Profit After Tax for the year / period	715	(491)	(269)
PAT Margin (%)	9.6%	-9.6%	-4.6%

Other KPIs

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Number of stores	323	311	262
Number of cities	130	127	113
Advertising and Marketing cost	424	420	408
Advertising and Marketing cost as a percentage of revenue from operations (%)	5.7%	8.2%	7.0%

Particulars	Q3 FY26	Q2 FY26	Q3 FY25
No. of Customers (Life till Date)	9,03,068	8,58,457	7,19,248
Average order Value (AOV) (INR)	72,984	59,907	50,651
Studded Revenue (%)	61%	62%	67%
Same Store Sales Growth (year on year growth) (%)	12.0%	11.1%	NA

Consolidated Financial Performance Indicators

Particulars (in INR mn)	Q3 FY26	Q2 FY26	Q3 FY25
Net Revenue	7,486	5,136	5,871
Net Revenue (year on year growth) (%)	27.5%	37.6%	-
Gross Profit	3,423	2,049	2,182
Gross Margin (%)	45.7%	39.9%	37.2%
EBITDA	1,647	401	500.23
EBITDA Margin (%)	22.0%	7.8%	8.52%
Adjusted EBITDA	1,888	688	708
Adjusted EBITDA Margin (%)	25.2%	13.4%	12.1%
Restated Profit After Tax for the year / period	688	(521)	(269)
PAT Margin (%)	9.2%	-10.1%	-4.6%

Annexure B – Standalone Financial Details (DataBook)

Employee Benefit Expense Schedule (in INR mn)

Particulars	Q3 FY26	Q2 FY26	Q3 FY25
Employee cost	495	437	405
Expense on employee stock option scheme	229	277	191
Total employee benefits expense	725	714	596

Depreciation and Amortisation Schedule (in INR mn)

Particulars	Q3 FY26	Q2 FY26	Q3 FY25
Depreciation of property, plant and equipment	173	166	121
Amortization of other intangible assets	4	4	1
Depreciation of right to use assets	359	342	278
Total depreciation and amortization expense	536	511	400

Finance Costs Schedule (in INR mn)

Particulars	Q3 FY26	Q2 FY26	Q3 FY25
Interest and others	264	267	294
Interest on Franchisee deposit	98	98	104
Interest on lease liabilities	162	157	129
Total finance costs	524	522	527

Glossary of Terms

Term	Description
A&P	Advertising expense plus selling or promotional expenses.
Adjusted EBITDA	EBITDA plus ESOP charge plus franchisee commission as part of opex. Franchisee commission includes minimum guarantee on the franchisee deposits and the margin paid to the Franchisees over and above the minimum guarantee (forms part of brokerage and commission in our Restated Financial Information).
Average Inventory	Average of the sum of opening inventory plus closing inventory.
Average Order Value or AOV	Average Order Value (AOV) measures the average amount of revenue generated per customer order. .
Capital Employed	Total equity plus non-current borrowings plus current borrowings (including gold metal loan).
Cash PAT	Cash profit after payment of expenses – depreciation, interests, ESOP expenses, rent payment
Contribution Margin	Margin after deducting direct costs from gross profit
EBITDA	EBITDA is calculated as loss before tax less other income plus depreciation and amortization expense plus finance cost plus fair value through profit or loss (one-time loss in Fiscal 2022).
EBITDA Margin	EBITDA Margin is calculated as EBITDA as a percentage of revenue from operations.
Gross Debt	Non-current borrowings plus current borrowings.
Gross Margin	Gross Margin is calculated as gross profit divided by revenues from operations.
Gross Profit	Gross Profit is calculated as revenue from operations less cost of raw materials consumed plus change in inventory.
Inventory Turnover Ratio	Inventory Turnover Ratio is calculated as the annualized revenue from operations divided by the average inventory for the period (calculated as the average between the opening and closing inventory for the period).
Net Debt (without GML)	Gross Debt excluding GML less cash and bank balances.
Net Debt / Equity (without GML)	Net debt without GML divided by total equity
Net Debt (with GML)	Gross Debt - Cash and Bank Balances (including all unrestricted bank deposits, and deposits for Gold Metal Loan)
Net Debt / Equity (with GML)	Net debt with GML divided by total equity
Number of customers	Number of customers refers to the total count of unique customers who have made and retained a purchase till date
PAT	Profit after tax
PAT Margin	Profit after tax as a percentage of revenue from operations.
Pre-IND AS EBITDA	EBITDA calculated removing the impact of IND AS accounting
Return on Capital Employed or ROCE	EBIT / (Equity+Net Debt)
Same Store Sales Growth (SSSG)	Same Store Sales Growth represents the period-over-period percentage change in net revenue from operations of all stores which are operational for more than 12 months for the reported Fiscal.
Studded Revenue	Studded Revenue refers to the revenue generated through the sale of Studded Jewellery. Studded jewellery refers to jewellery pieces that prominently feature gemstones or precious stones. These stones, such as diamonds, rubies, etc., are set into jewellery to add colour and value. *(Source: RedSeer Report)*