

16th Annual General Meeting

7th August 2025

kirloskar
Oil Engines

limitless

Kirloskar Oil Engines Limited
A Kirloskar Group Company



World's smallest 1000kva genset

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Kirloskar Oil Engines Ltd

We are a company within the
Kirloskar group, which has a
legacy that spans over a century

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Engineering Excellence

Our core competency is in
Engineering, Manufacturing,
Sales Distribution and Service

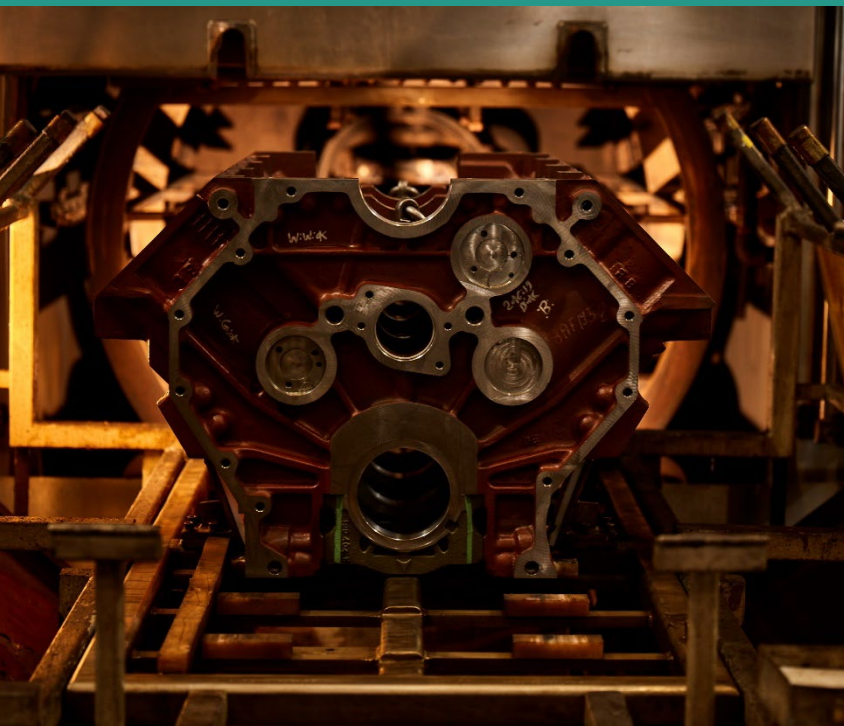
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Value Driven Culture

We are a values-driven firm, and
we work towards enabling all our
stakeholders, including business
partners, customers, investors
suppliers, employees, etc

Limitless
opportunities

.....



OUR VALUES

**EXCELLENCE
INTEGRITY
COLLABORATION
EMPATHY
VALUE CREATION
INNOVATIVE THINKING**

VISION & MISSION

ARE THE VALUES THAT PROPEL OUR VISION WHERE

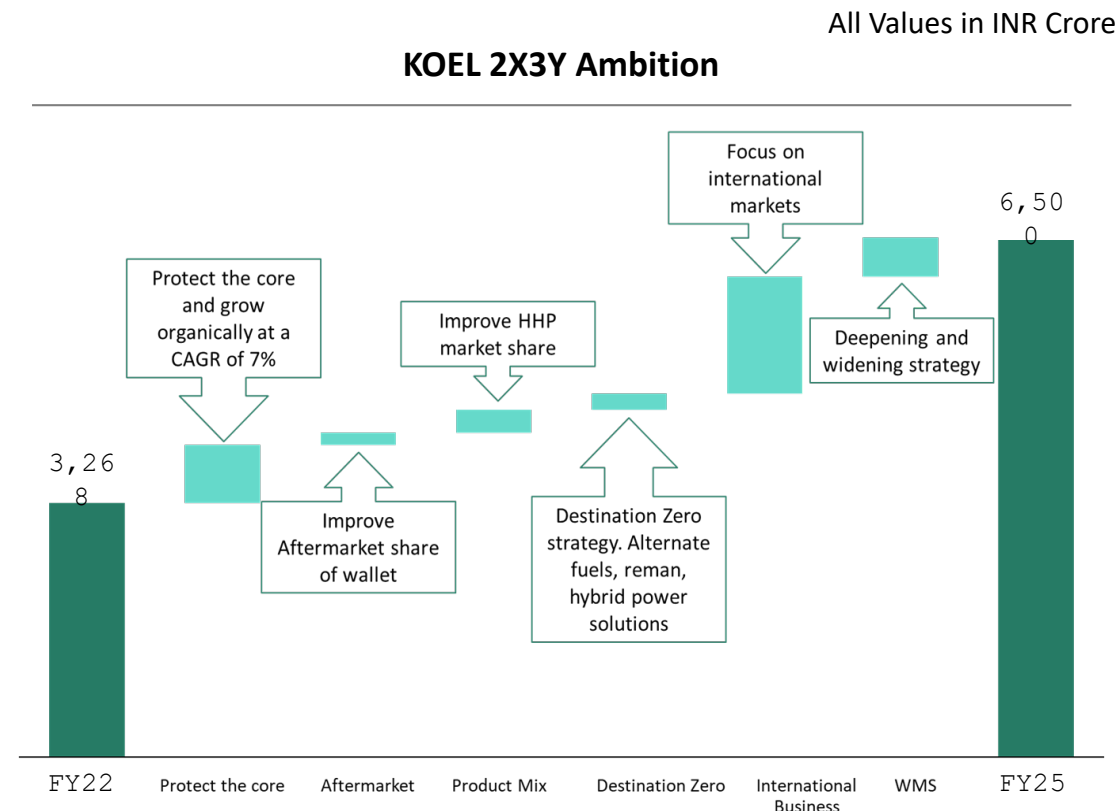
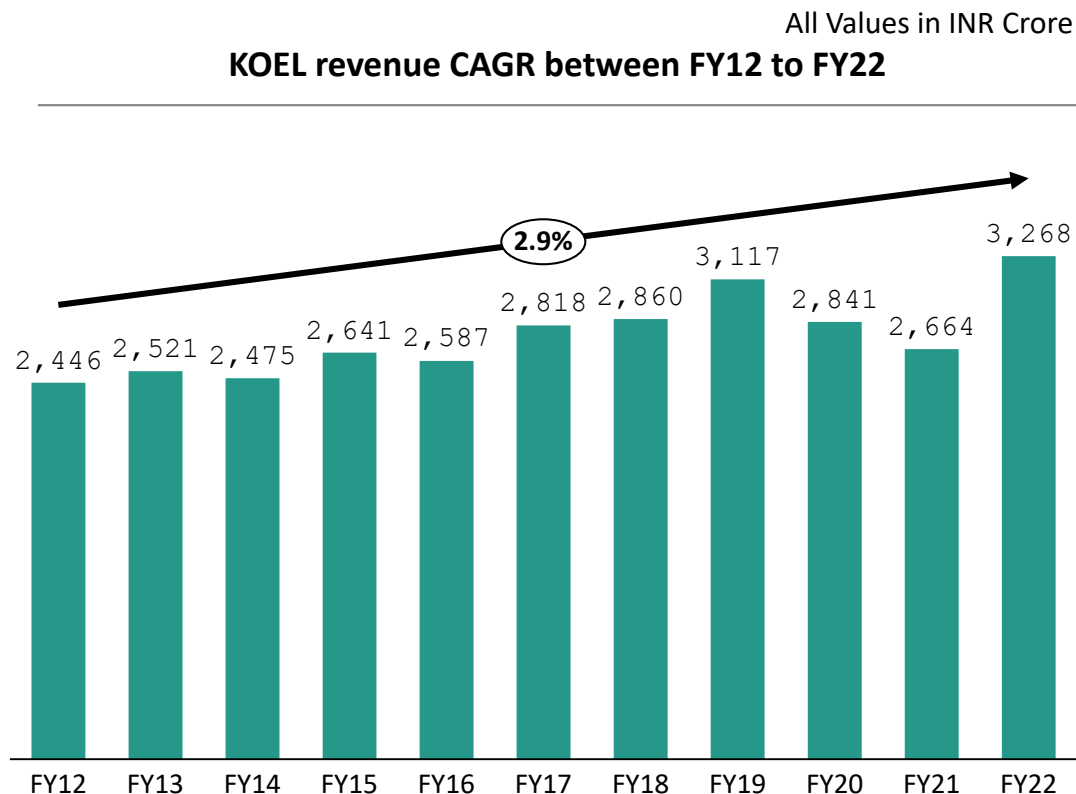
**WE POWER A CARING, PROSPEROUS
AND SUSTAINABLE FUTURE.**

THIS VISION PROPELS US ON A MISSION WHERE

**WE ENGINEER SOLUTIONS
TO ENABLE OUR CUSTOMERS
TO LIVE THEIR LIMITLESS POTENTIAL.**

- UPDATE ON STRATEGY
- FINANCIAL PERFORMANCE UPDATE
- BUSINESS SEGMENT OVERVIEW
- PEOPLE AND CULTURE
- SUSTAINABILITY
- 2B2B STRATEGY

The ambition of 2X3Y was a significant departure from the previous 10 years performance



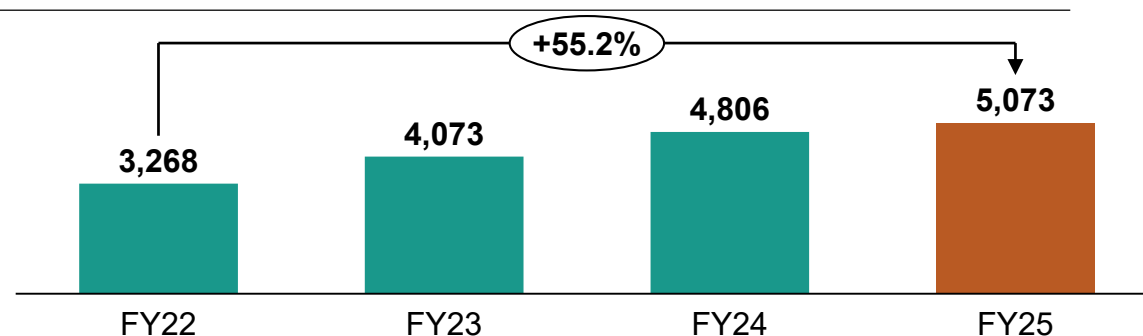
- Our long term growth rate for Kirloskar Oil Engines was below inflation
- We took an ambitious target to double our revenues by FY25
- The ambition had several inherent assumptions and relied very heavily around growth in international markets in B2B and deepening & widening in B2C

Our 2X3Y journey ended with Q4'25 -> A satisfying performance across the trifecta

1.6X



Revenue grew from INR 3,268 Cr to INR 5,073 Cr

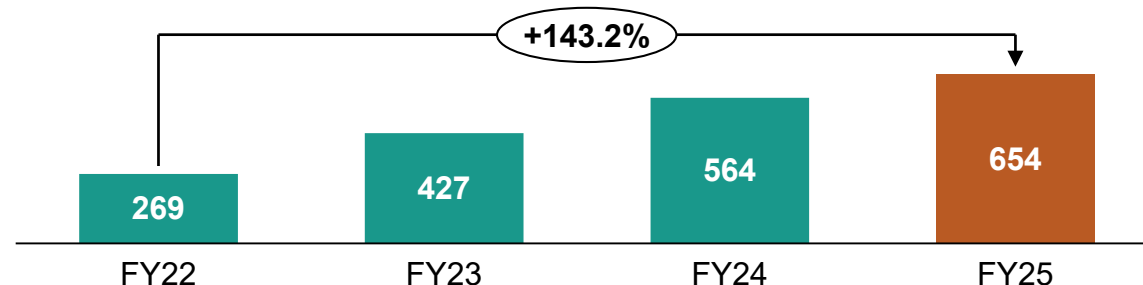


EBITDA

2.4X



EBITDA grew from INR 269 Cr to INR 654 Cr

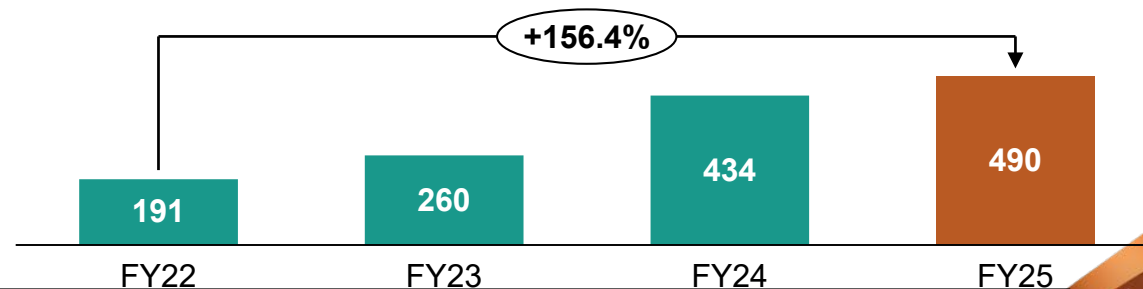


Cash (Operations)

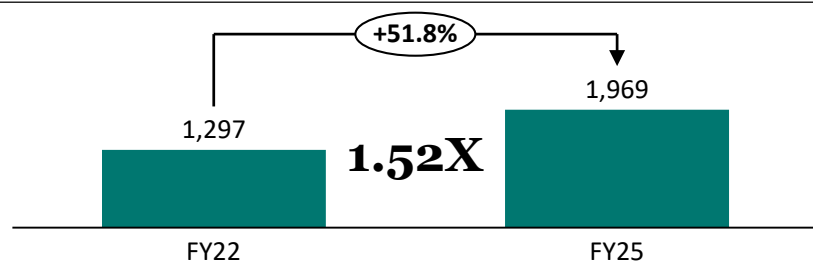
2.6X



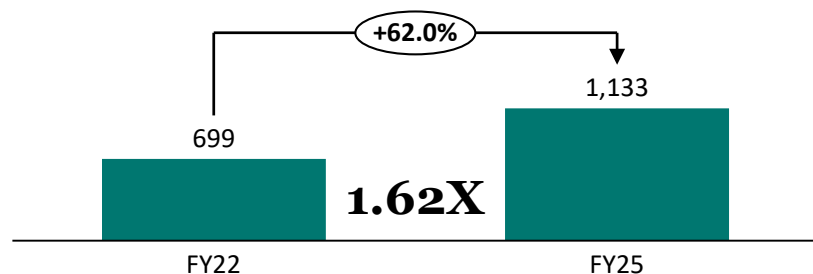
Cash from Operations grew from INR 191 Cr to INR 490 Cr



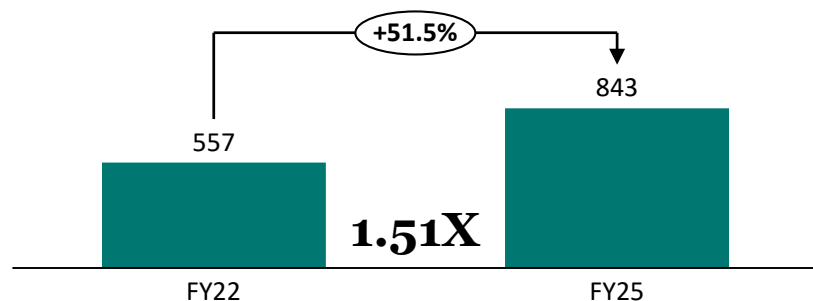
Our 2X3Y journey -> Every business achieved >1.5X (other than FMS)



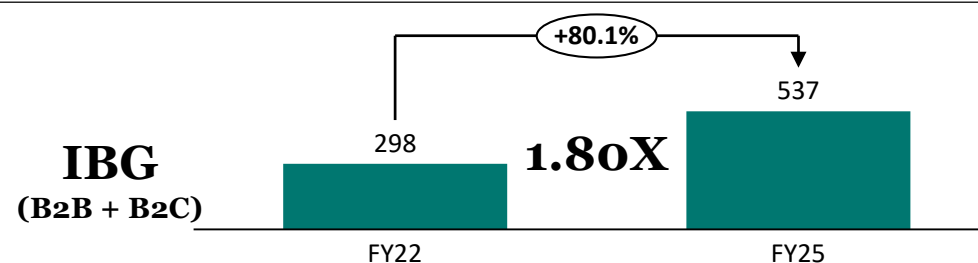
PGBU



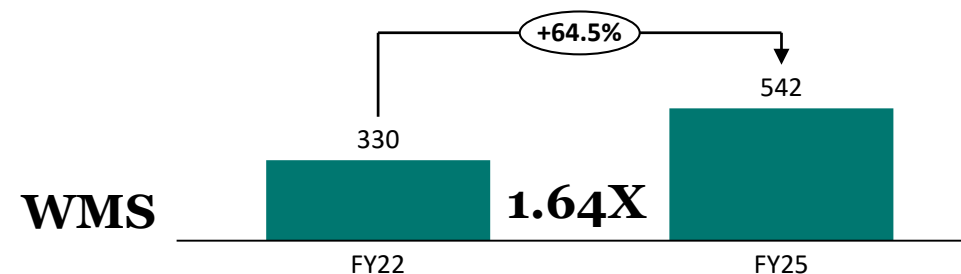
Industrial



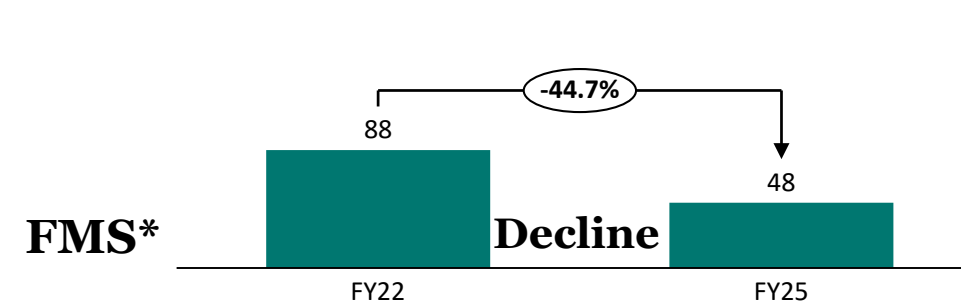
DABU



**IBG
(B2B + B2C)**



WMS



FMS*

Decline

FMS* declined due to restructuring

Our Products & Solutions: We have launched multiple new products and solutions in the last 3 years



Kirloskar Oil Engines unveils world's smallest 1000 kVA generator at Middle East Energy Exhibition



This latest product is a testament to KOEL's engineering excellence, combining compact design, high performance, and environmental sustainability

Kirloskar launches world's smallest 1000 kVA generator, boosts green energy push

In addition, Kirloskar introduced the Sentinel Series for homes and small businesses, reinforcing its dedication to energy efficiency and compliance with global emission standards.

By BL Pune Bureau

Updated - April 08, 2025 at 07:53 PM.



**2500 kVA Dual Core
OptiPrime Power System**



Hybrid Gensets

Our Products & Solutions: We are working with the Indian Navy to develop indigenized propulsion engine platform

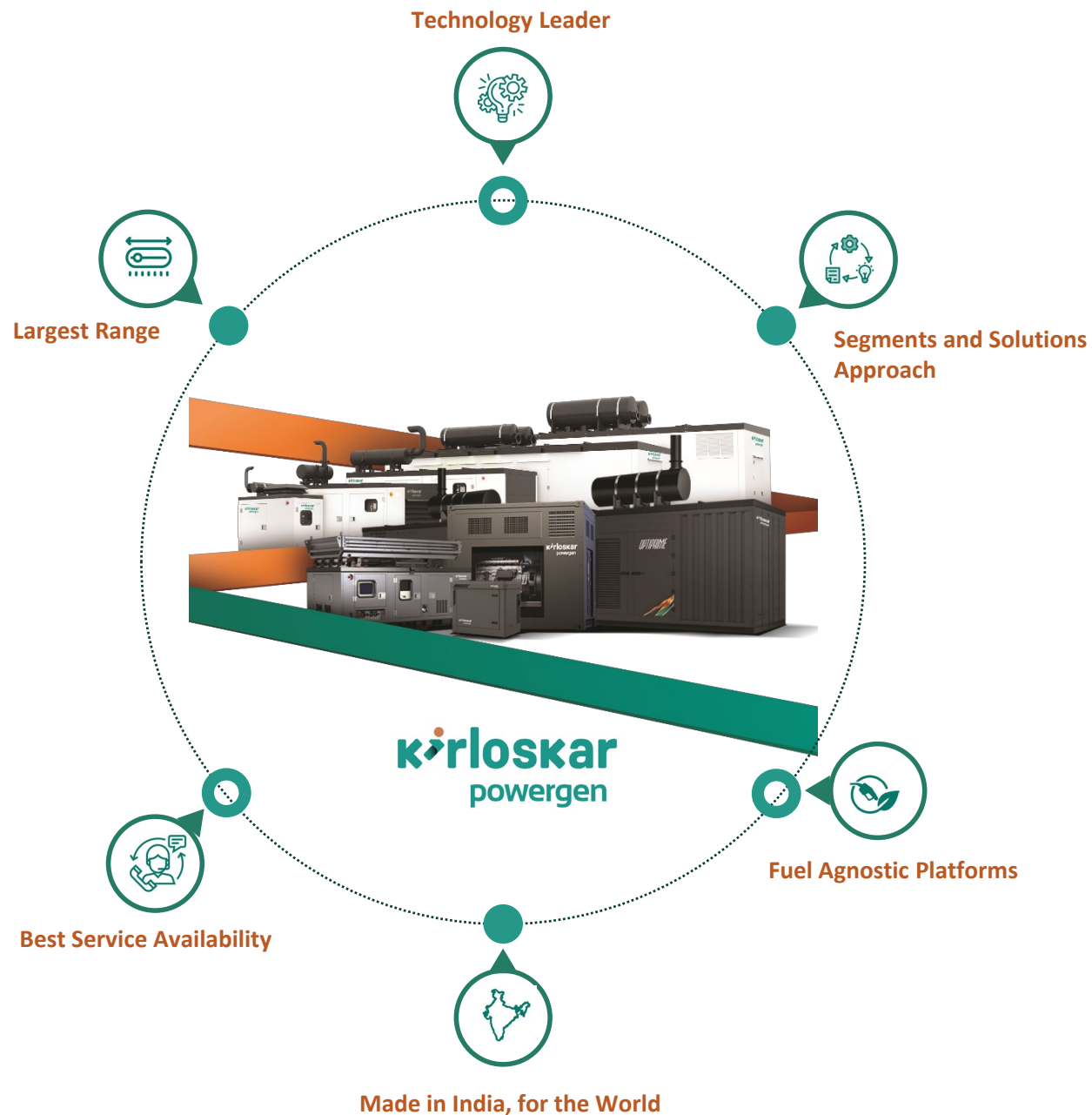


3 MW to 10 MW



Indian Navy & Kirloskar Oil Engines Sign ₹270 Crore Deal for 6MW Engine

India has relied on foreign makers for diesel engines, but this project boosts self-reliance. It supports PM Modi's vision of indigenizing defence technology and Aatmanirbharta.

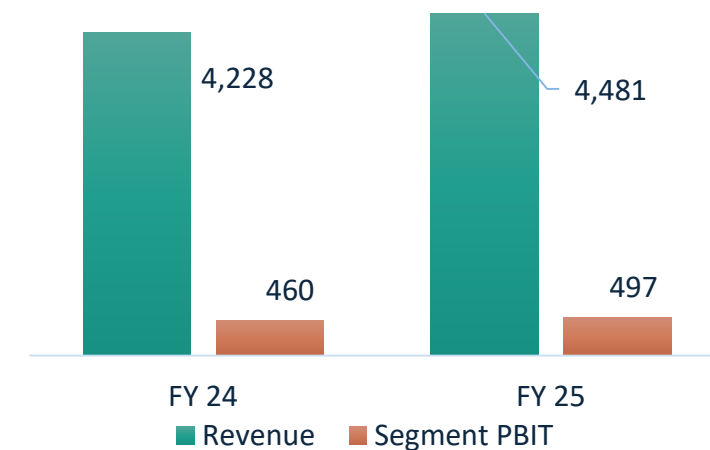


B2B Segment

Key Updates

- Transition of B2B portfolio to CPCB IV+ and BSV emission norms
- Successful launch and sales of Optiprime solutions
- The Distribution and Aftermarket Business and Industrial Business witnessed Double-Digit Growth

Segment Performance





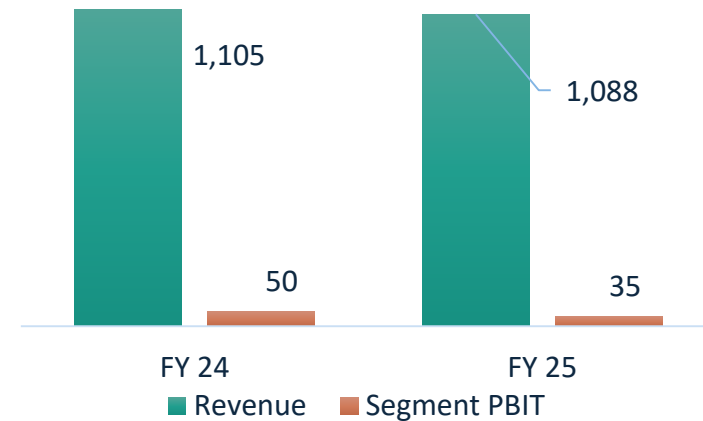
Aerial view of LGM plant at Sanand

B2C Segment

Key Updates

- LGM has consolidated five of its pump manufacturing units into a single plant at Sanand
- B2C operations stabilized in the last quarter with significant profitability increase over earlier quarters

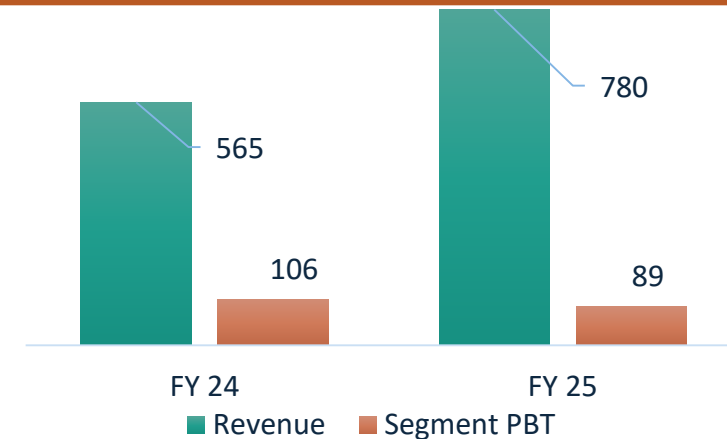
Segment Performance



Key Updates

- KOEL's total investment in AFHPL as on 31st March 2025 stood at ₹ 1,053 Crore#
- AFHPL PAT for FY25 stood at ₹ 71.8 Crore; a growth of ~7% YoY
- Total Debt as on 31st March 2025 stood at ₹ 5,495 Crore
- Total AUM* as on 31st March 2025 at ₹ 7,255 Crore
- Drive to grow Secured granular retail business continues

Segment Performance



*Excludes treasury assets and includes off balance sheet loan book

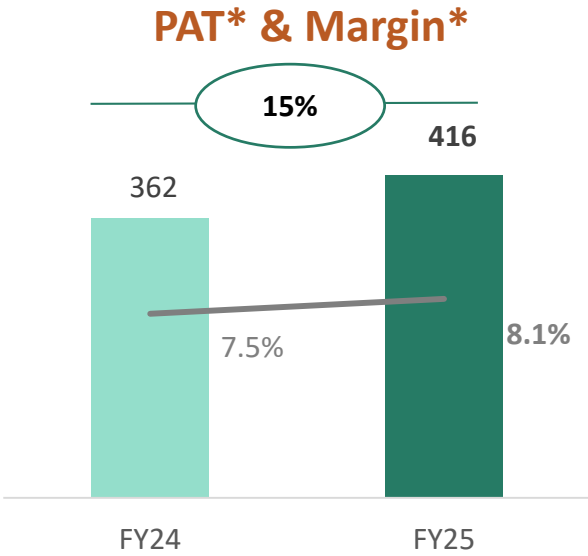
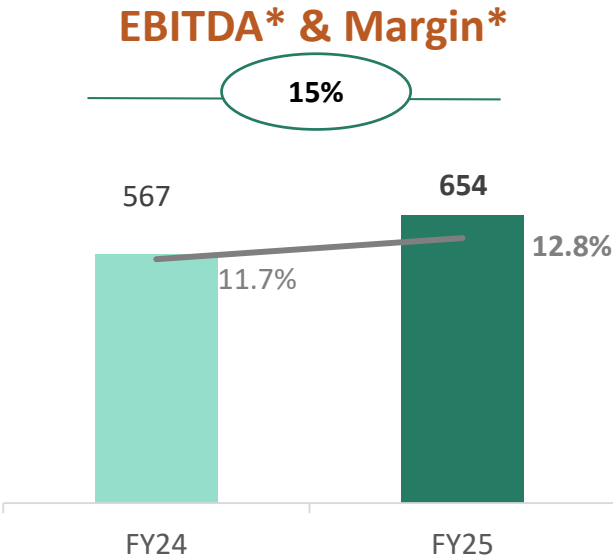
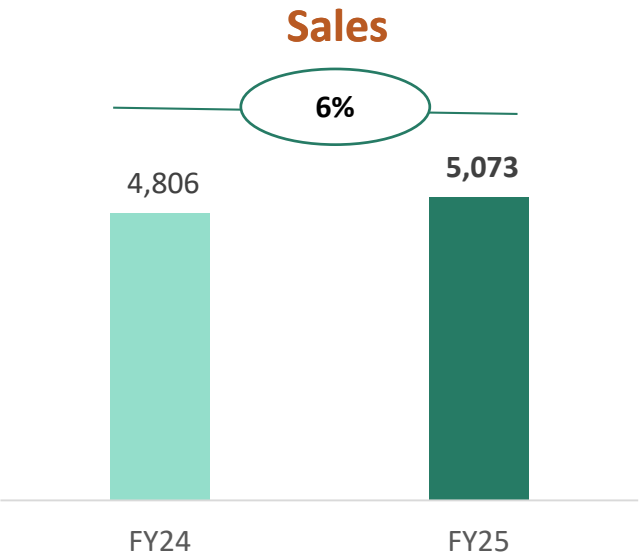
Includes profit of ₹. 53 Crore on holding structure change.

- Figures for the previous period have been regrouped and / or reclassified wherever considered necessary to conform to current period presentation

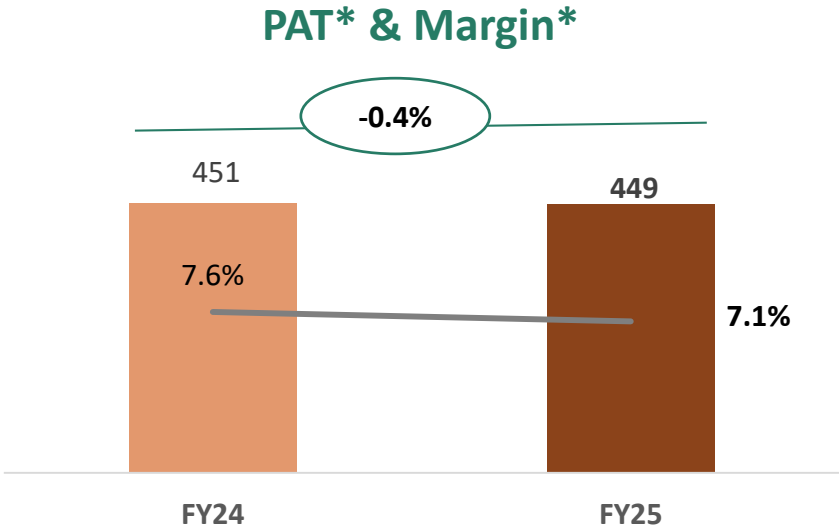
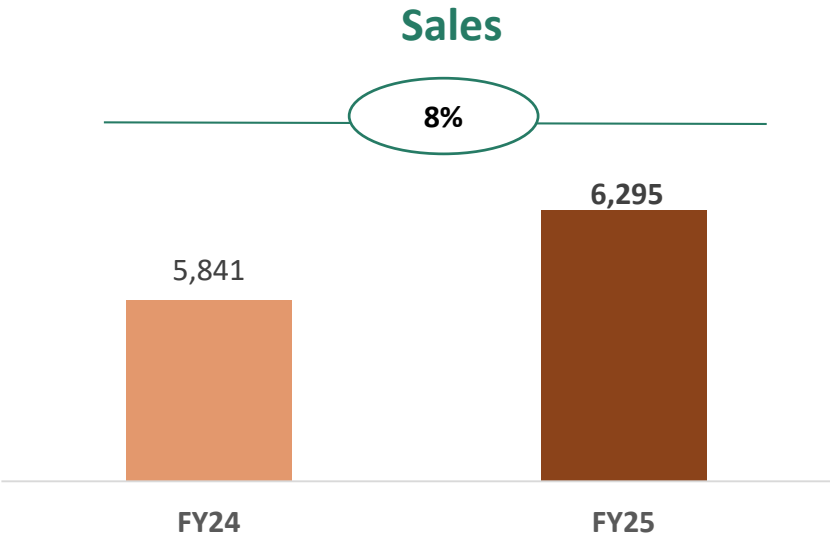
PERFORMANCE HIGHLIGHTS

All amounts are in “₹ Crore”

Standalone



Consolidated



*Numbers excluding exceptional item and including provision/(reversal) for overdue receivables made for a customer towards sales made in previous years. For details, please refer 'Note to the Audited Financial Results' published on the stock exchanges.

- Numbers for the previous periods have been regrouped wherever required to make them comparable with those of the current periods.

To drive sustainable growth by becoming the first choice of customers through development of innovative segment relevant products, deep application understanding and creating a fungible talent pool for KOEL

Organization Design



- Thinking through & evaluating organization structures with a strong succession plan
- Evaluate opportunities to centralized/outsource transactional work
- Workforce source mix to drive account relationships, improve efficiency and optimize cost

Skills & Knowledge



- Scanning the landscape for attracting diverse talent pool
- Investment in Development program to up-skill current workforce
- Creation of a fungible talent pool to ensure succession talent is available within the system
- Investing in core R&D expertise

Culture & Transformation



- Leadership Engagement - Career conversations at a structured cadence
- Ensure culture alignment to promote inclusion
- Increase diversity representation in Operation's roles
- Promote cross functional & cross BU moves along with cross functional projects & rotation programs

ENVIRONMENT

EMISSION
NORMS



ALTERNATE
TECHNOLOGY



CARBON
NEUTRAL
PLANTS



PLANT
ENERGY
MGMT



PLANT WATER
MGMT



BIODIVERSITY
@ PLANT



SOCIAL

COMMUNITY
OUTREACH



ORGANIC
FARMING



EDUCATION



AWARENESS
CAMPAIGNS



HEALTH



GOVERNANCE

ESG POLICIES



BOARD
OVERSIGHT



GROUP ESG
COMMITTEE



FEEDBACK
MECHANISM



ACCOUNTING
STANDARDS

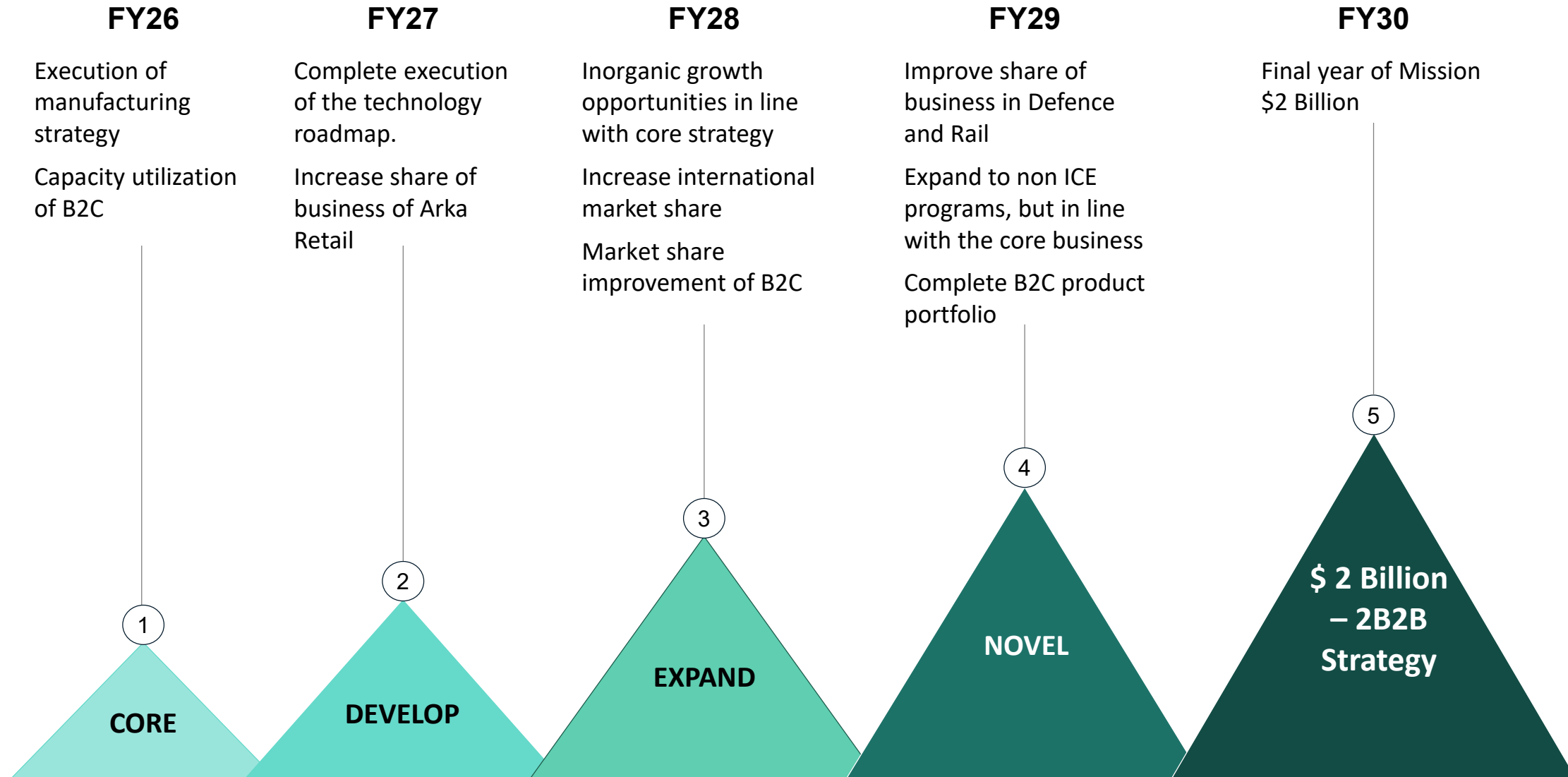


Sustainability has long been integral to KOEL—well before ESG became a buzzword. It's not a 'nice to have' for us; it's core to our purpose. Our products are built around clean, efficient energy solutions, and with the shift to CPCB4+ and BS 5 norms, we now offer some of the lowest-emission engines globally. As the world transitions, KOEL remains committed to powering progress—responsibly, reliably, and sustainably

- Our current range of CPCBIV+ and BSV compliant gensets meets one of the most stringent emission norms globally
- Our technology drives our ESG focus and we are committed to R&D to develop cleaner products to meet the energy needs of our customers
- We provide a portfolio of products that work on multiple fuel options like natural gas, hythane, ethanol methanol etc
- We provide products and solutions that enables our customers meet their ESG targets, whether it is through our new products or with our programs on remanufacturing and reconditioning
- We manufacture our products at locations that are water neutral and we manage our GHG emissions through harnessing on clean energy sources like Solar
- Our commitment to adhering to the highest ethical and governance standards continues unabated



2B2B Strategy - The Ambition: Grow the Kirloskar Oil Engines business to \$2 Billion in the next 5 years at a consolidated level



A Billion Dollar Enterprise by 2030



3-3-3

3x AuM, 3% RoA & <3% GNPA by FY30



Growth Engines

- Small Ticket Loans Against Property
- Pre-Owned Wheels Financing
- Incubate Genset Financing

- 1 Huge credit gap in MSME segment & significant growth potential in retail credit
- 2 Kirloskar's lineage | Robust Governance | Pan-India distribution
- 3 Building Granular Secured Retail Book (Livelihood Financing)
- 4 Cycle resilient team backed by a marquee board
- 5 Robust Credit underwriting & Risk Management Framework
- 6 Integration of Technology; fueled by GenAI applications and workflows
- 7 RoA Upliftment Story

For Further Information Please Contact:

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