

Investor Day - Presentation

August 2022

Cautionary Statement

This presentation contains statements relating to future business developments and economic performance that could constitute ‘forward-looking statements. While these forward-looking statements represent the Company’s judgments and future expectations, a number of factors could cause actual developments and results to differ materially from expectations. The Company undertakes no obligation to publicly revise any forward-looking statements to reflect future events or circumstances. Further, investors are requested to exercise their own judgment in assessing various risks associated with the Company and also the effectiveness of the measures being taken by the Company in tackling them, as those enumerated in this Report are only as perceived by the Management.

Note: Across this presentation
“KOEL” refers to “Kirloskar Oil Engines Limited.”

Key macroeconomic factors affecting our business...



Macroeconomic Tailwinds:

- Increasing power deficit and energy requirements giving impetus to our core business
- Government focus on infrastructure development



Changing compliance and ESG Requirements:

- Regulations around CPCB 4+, BSV
- ESG: Focus on environment and sustainability by Corporates



Consumer Asks:

- Increased expectations around Service Quality, asset availability and total cost of ownership
- Technology enabled conveniences



Global Markets:

- Global OEMs looking for credible partners in India (China+1)
- With CPCB 4+ India shall be at par with most international compliances- giving rise to market entry opportunities in non-traditional markets

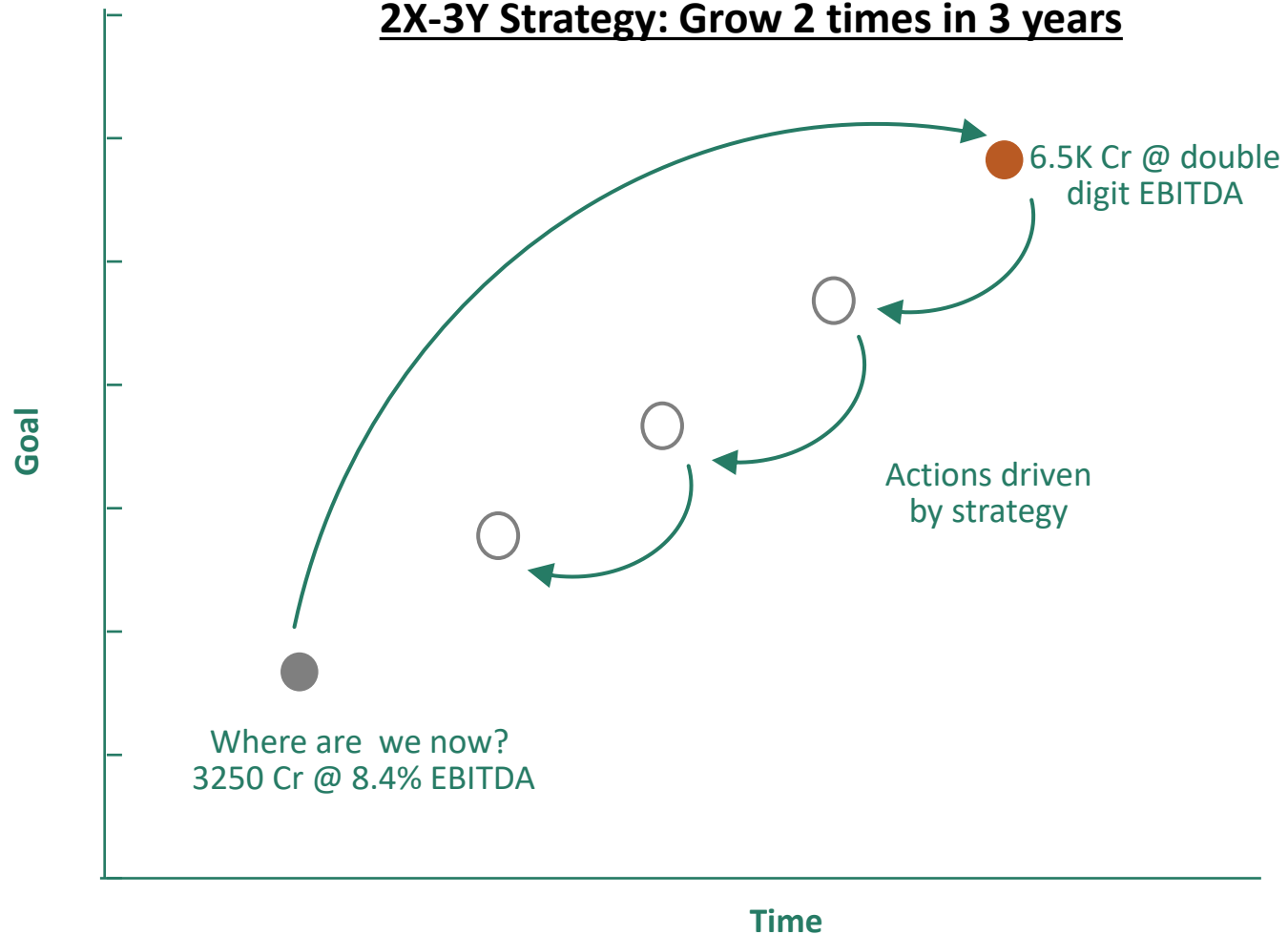


Advantage KOEL



Our 2X-3Y Strategy: Looking to drive exponential growth over the next 3 years

2X-3Y Strategy: Grow 2 times in 3 years



2X-3Y Strategy Pillars



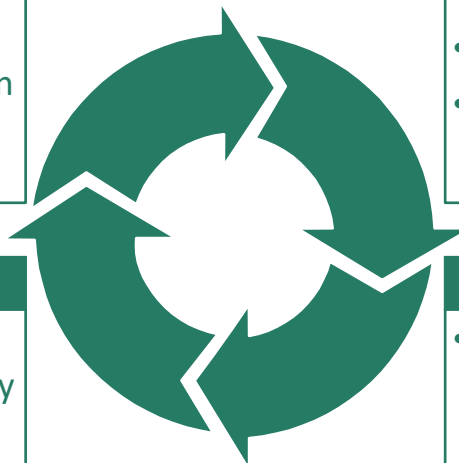
Growth Strategy: Focus on core diesel strategy as we look to pivot towards new technologies

Core Diesel Strategy

- Greater Focus on Strategic Segments: Develop HHP portfolio to enter key markets such as data centers and IT/ITes
- Market Share gains in high growth segments of infrastructure, construction and defense

Drive growth in International Markets

- New compliances giving rise to opportunities of growing business in key markets
- Fit for market Channel & GOEM expansion

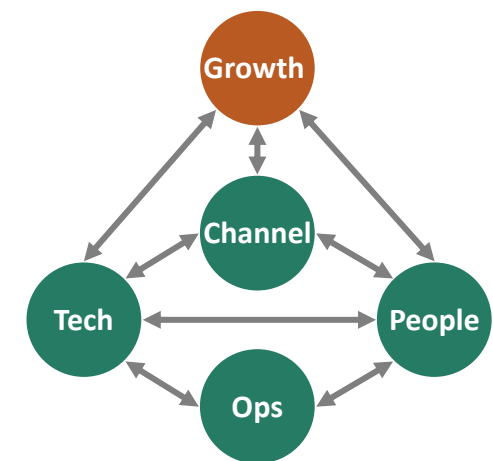


Focus on Destination "Zero"

- Carbon & emissions neutrality
- New product developments with alternate fuels and energy sources
- Develop a remanufacturing program
- Integration of Solar with DG hybridization

Create partnerships with Key OEMs

- "Sole survivor strategy" - work with OEMs to sweat KOEL assets and drive mutual growth



Channel Strategy: Leveraging our channel footprint to create an integrated ecosystem to encircle our customers

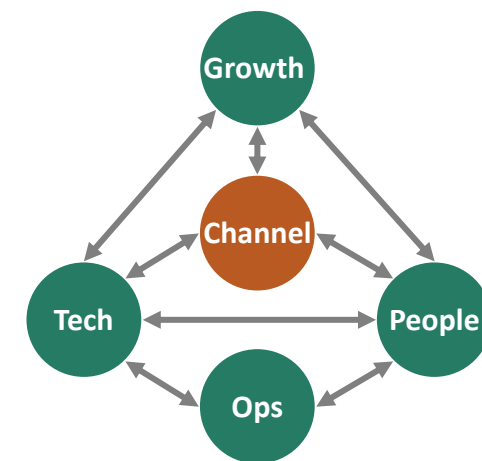
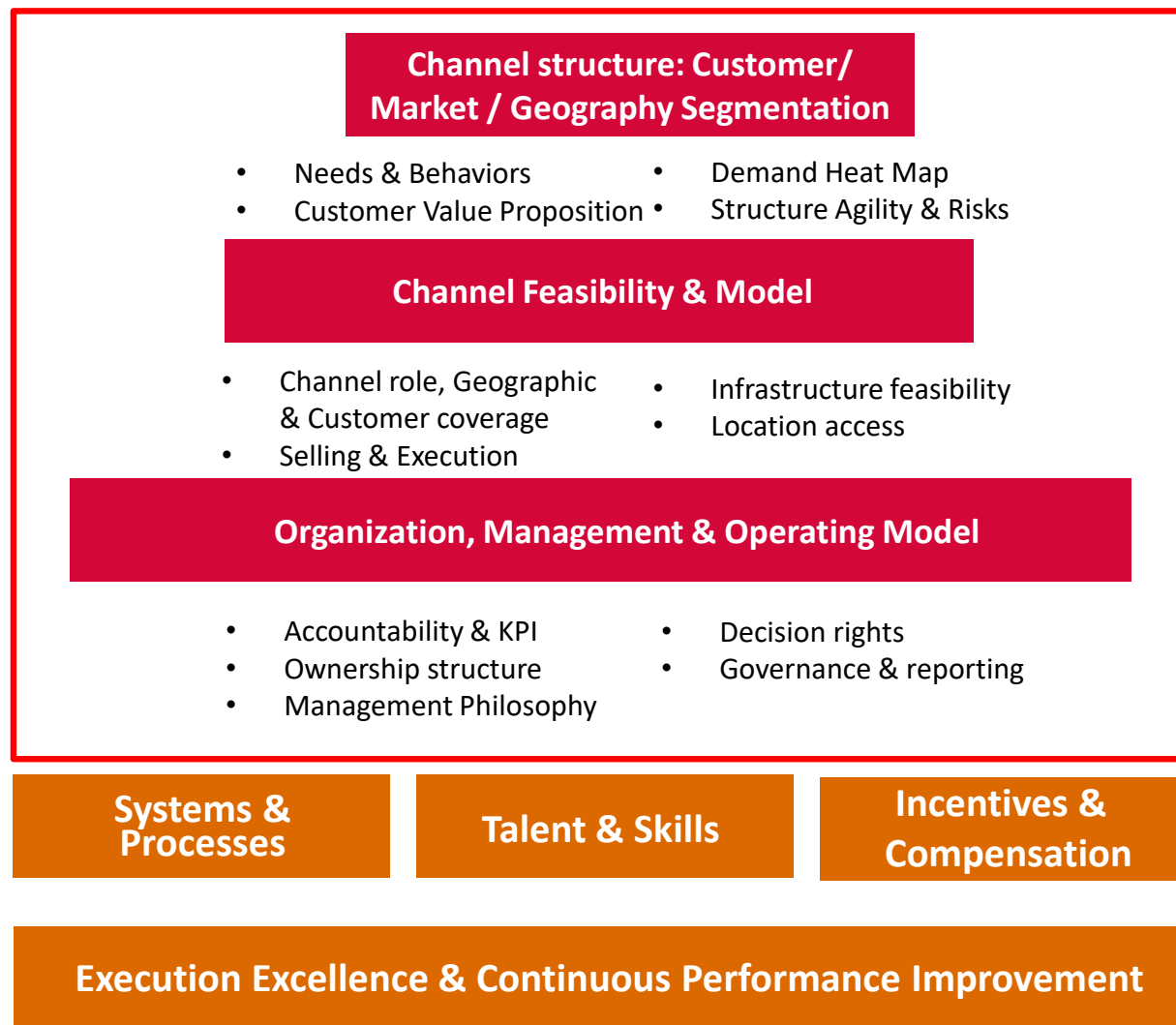
What is the need, demand, economics and market structure?

What are desirable, feasible and viable options?

How do we need to organize, manage and operate

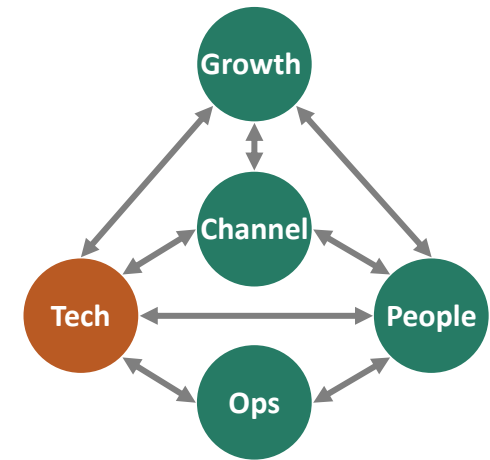
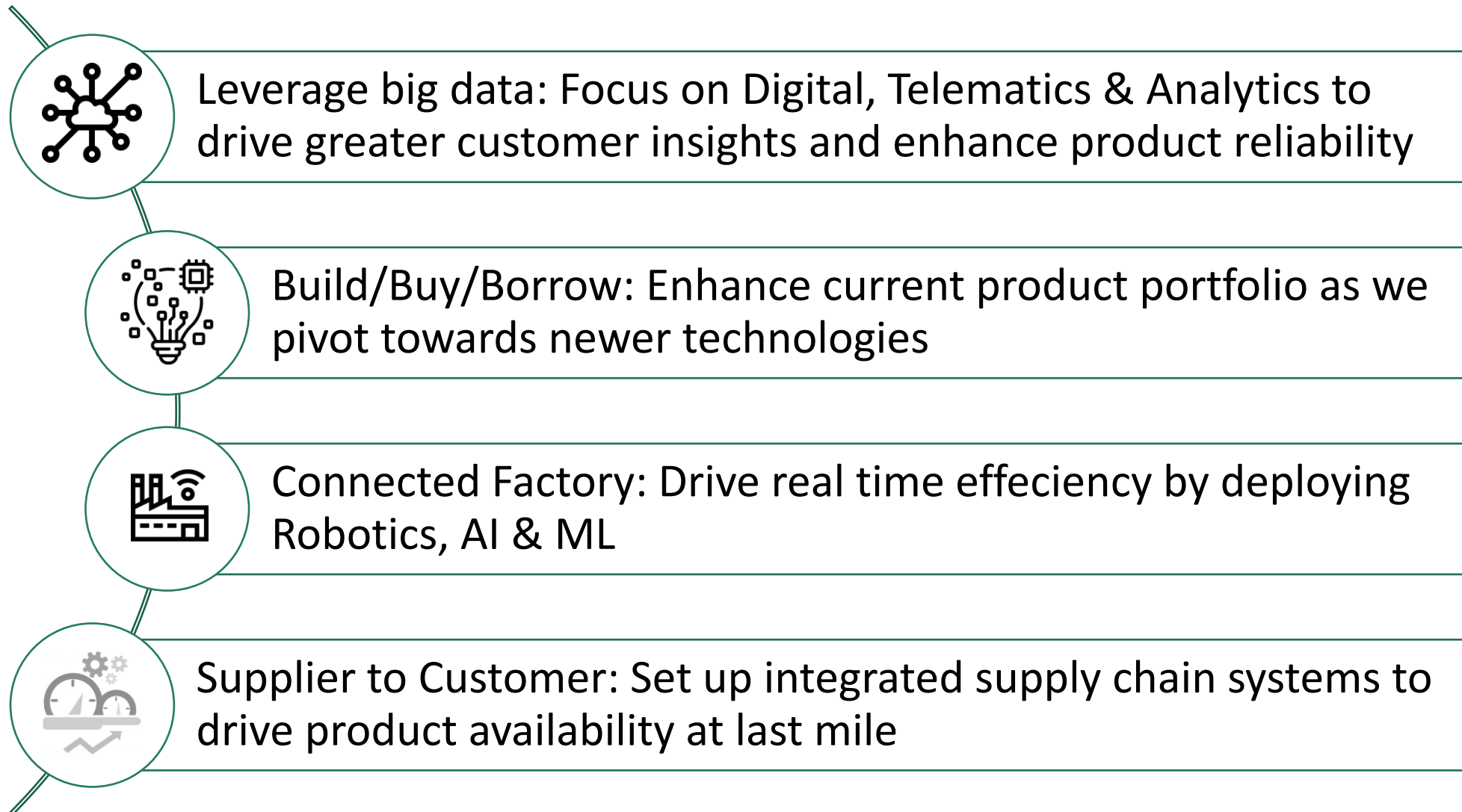
How do we enable performance in each ownership structure?

How do we rigorously execute and improve

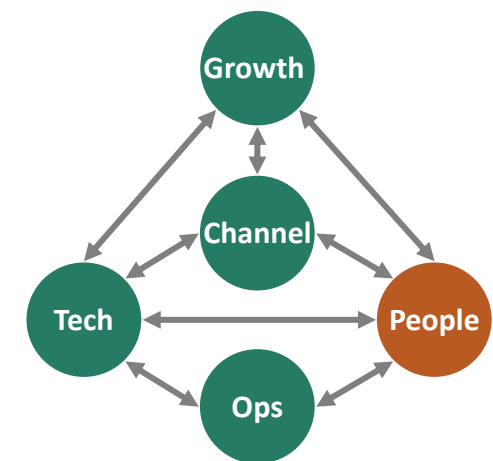
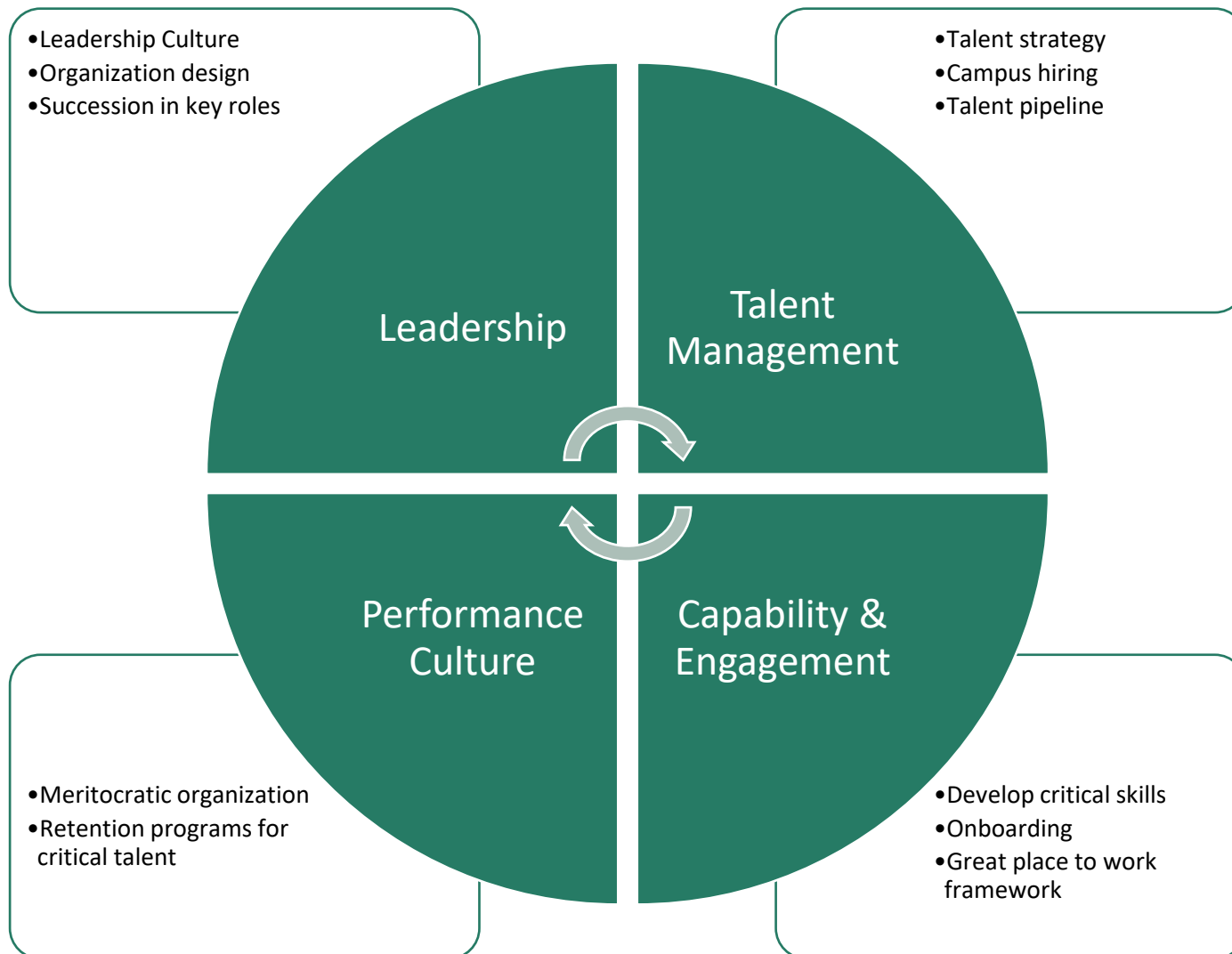


Driving greater sustainability of our GOEM, Dealer and direct channels to be closer to our customers

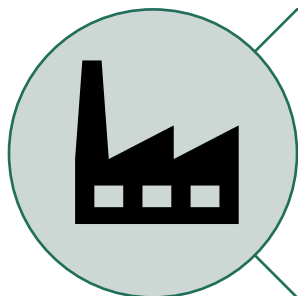
Technology Roadmap: Enhance our product portfolio and digital capabilities



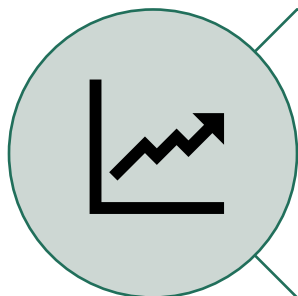
People & Talent Development: Creating an ecosystem and investing in people to become the employer of choice



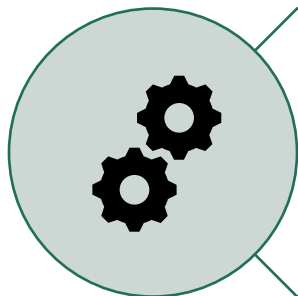
Operational & Manufacturing Excellence: Creating resilient manufacturing and supply chain processes to meet our delivery and quality targets



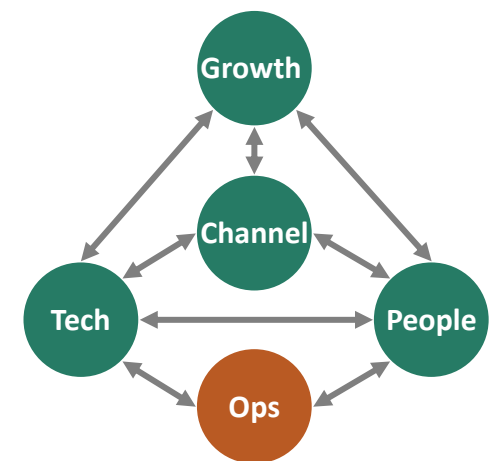
Enhance capacity and manufacturing footprint in line with changing business requirements

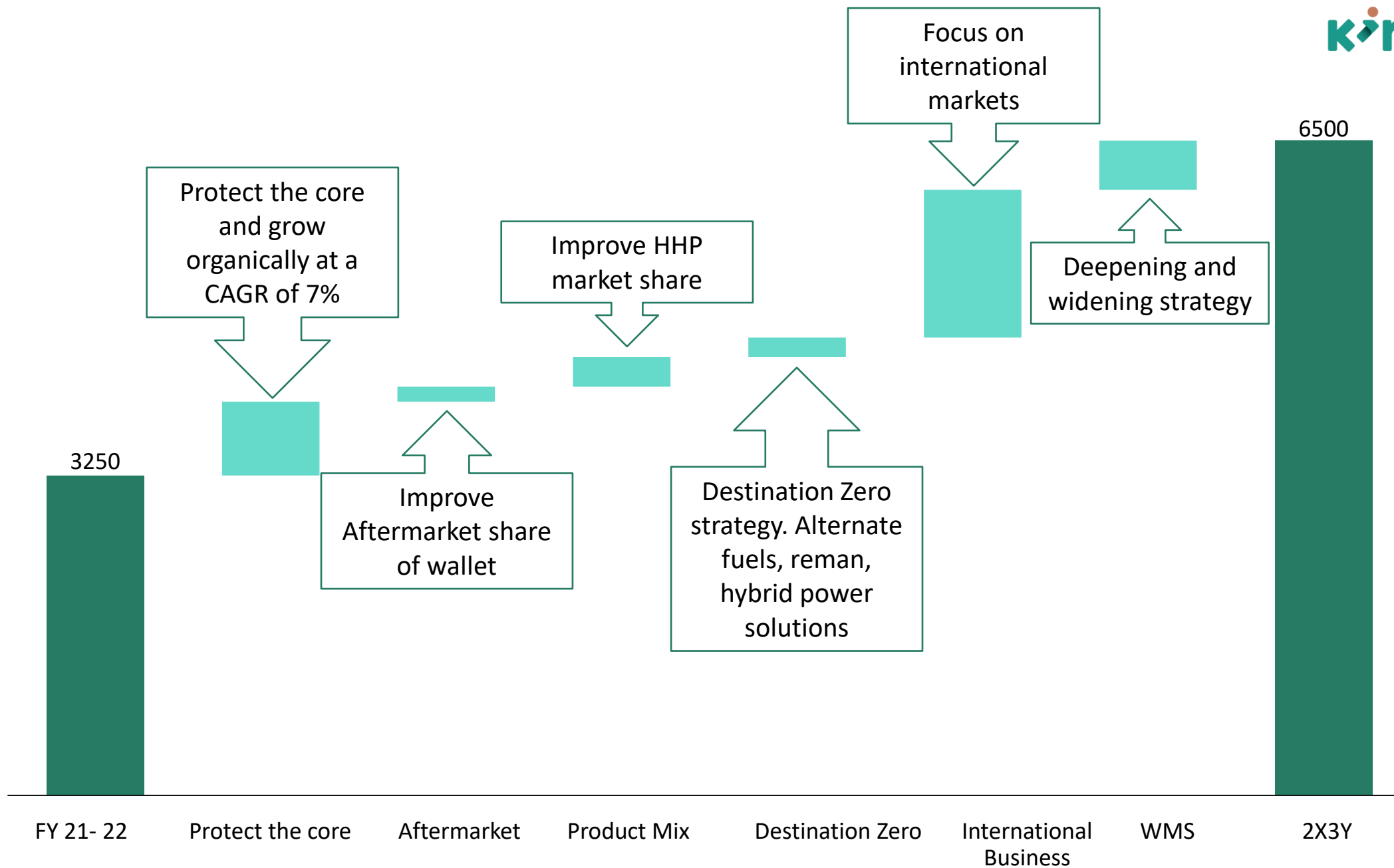


Improve procurement and supply chain processes to meet profitability targets



Focus on Manufacturing excellence to deliver the product at the right cost, quality and time





Deploying the 2X-3Y strategy to deliver value to all stakeholders

6.5K @
double
digit
EBITDA

Customer
Delight

Employer
of Choice

THANK YOU