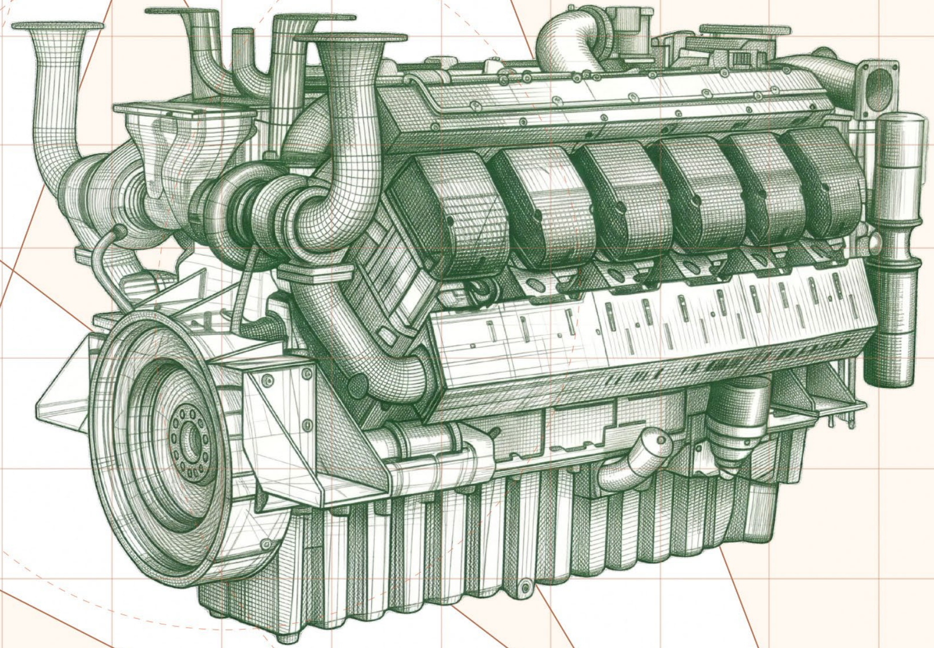
Engineering the Future of Performance



17th Annual General Meeting

7th August 2026

MADE IN KIRLOSKAR

kirloskar Oil Engines

DISCLAIMER & SAFE HARBOR STATEMENT

Kirloskar Oil Engines

Statements in this presentation, particularly those which relate to management's views and analysis, describing the Company's objectives, projections, estimates and expectations may constitute "forward looking statements" within the meaning of applicable laws and regulations. Actual results might differ materially from those either expressed or implied. Actual results may differ materially from those anticipated in the forward-looking statements. The company assumes no obligation to update forward looking statements to reflect actual results, changed assumptions or other factors.

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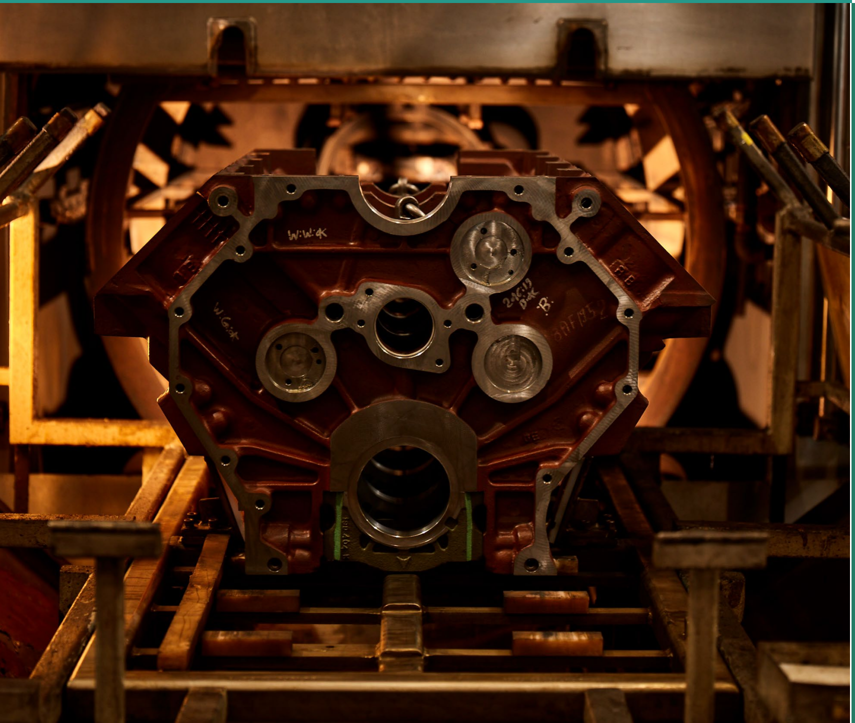
All amounts in INR Crore
All numbers are rounded off to the

Kirloskar Oil Engines Ltd

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

Engineering Excellence

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



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

Kirloskar Oil Engines

OUR VALUES

VISION & MISSION

EXCELLENCE
INTEGRITY
COLLABORATION
EMPATHY
VALUE CREATION
INNOVATIVE THINKING

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.

CONTENT

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

Oil Engines

FY26 SCORECARD

A Record Year — Standalone & Consolidated

Broad-based double-digit growth across domestic and international markets

STANDALONE^

₹5,604 Cr
Net Sales, +25% YoY

13.1%
EBITDA* Margin (vs 12.2% FY25)

₹464 Cr
Net Profit*, +35% YoY

₹1,522 Cr
Highest-ever quarterly sales (Q4)

CONSOLIDATED^

₹7,771 Cr
Total Income, +22% YoY

₹582 Cr
Net Profit*, +40% YoY

₹7.00
(Final **+ Interim) Dividend / Share (350%)

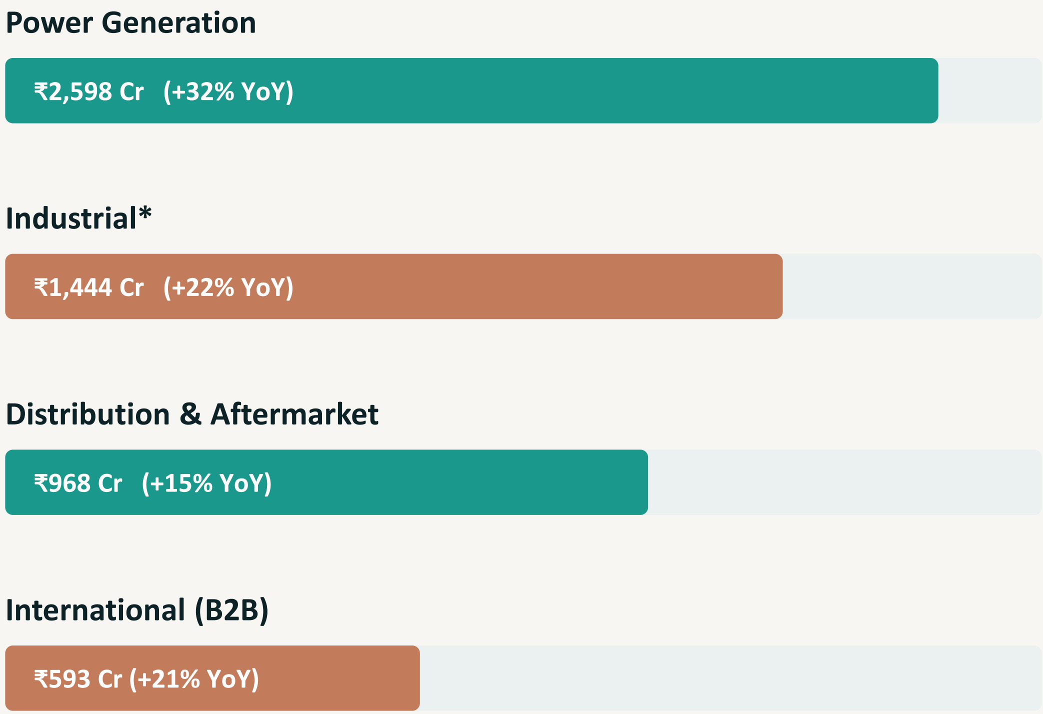
>₹1,000 Cr
Gross International Revenue, +37% YoY

^ Numbers reported are for continuing operations only and are excluding exceptional items, wherever applicable.
*Numbers for the previous year i.e. FY25 are excluding reversal of provision for overdue receivables made for a customer towards sales made in earlier years. There is no such reversal in the current year. Numbers, inclusive of the aforesaid reversal, for the previous year i.e. FY 25 are as below:
- EBITDA margin, at standalone level, was 13.1%..
- Net Profit, at consolidated level, was ₹ 447 Crore.

** Final dividend of 225% i.e. ₹4.50 per share is subject to shareholders' approval.

Standalone Business: Broad-Based Growth

FY26 SEGMENT SALES (STANDALONE)



STANDALONE HIGHLIGHTS — FY26

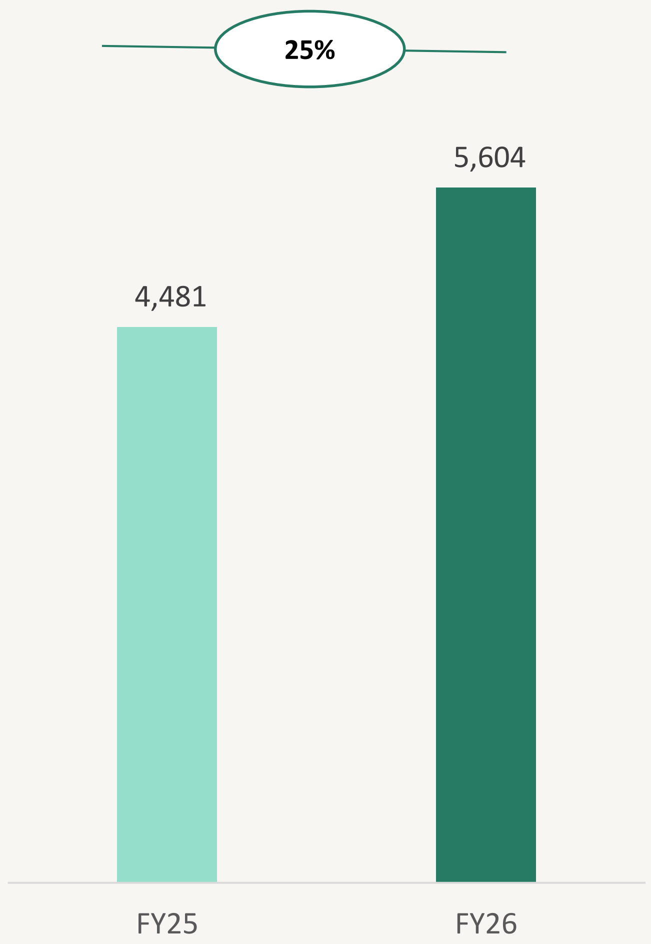
- Full-year net sales of ₹5,604 Cr, up 25% YoY — highest ever
- Strong performance across LHP, MHP, and HHP segment, registering volume growth rates higher than industry growth
- ₹1,500 Cr crossed in a single quarter for the first time in Q2 FY 26; H1 sales at ₹3,027 Cr
- B2C business transferred to wholly-owned subsidiary KOEL Fluid Dynamics
- Working capital discipline: inventory days improved from 51 to 48

* Industrial business includes numbers of FMS business, reorganized w.e.f 1 April 2025 and the comparative numbers are also regrouped accordingly.
- w.e.f. 11th October 2025, standalone B2C business is transferred to KFD (wholly owned subsidiary) and the B2C operations for the current and previous year are presented as discontinued operations in standalone.

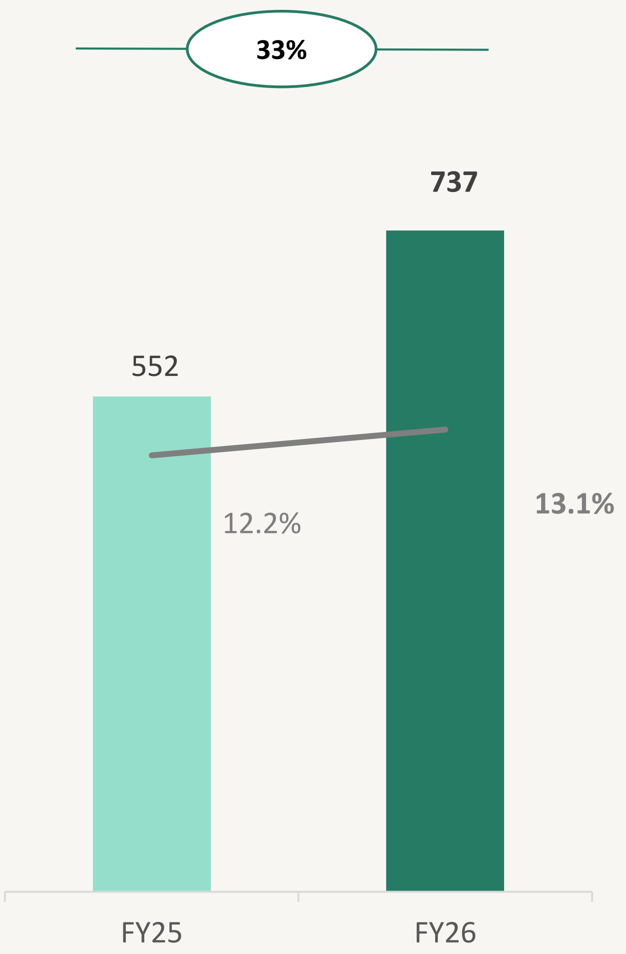
STANDALONE^ – P&L Highlights

All amounts are in "₹ Crore"

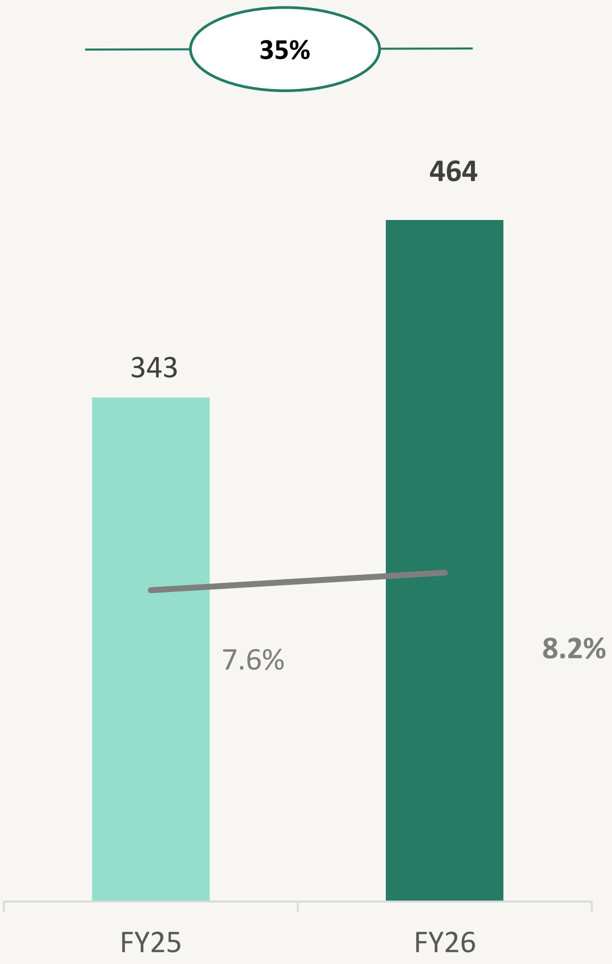
Sales



EBITDA* & Margin*



PAT* & Margin*



- Numbers reported above are from continuing operations only and are excluding exceptional items, wherever applicable.

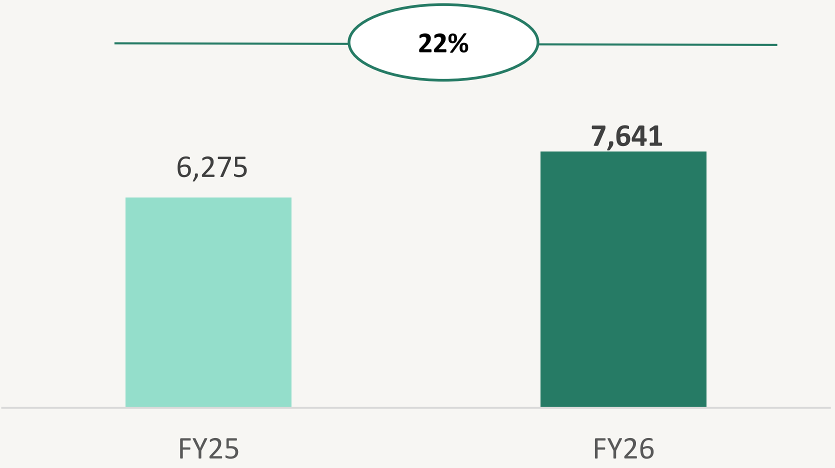
* PAT, EBITDA and Margins for the previous year are excluding reversal of provision for overdue receivables made for a customer towards sales made in earlier years. EBITDA Margin, at standalone level, including reversal for overdue receivable provision for previous year i.e. FY25 was 13.1%. In the current year there is no such reversal.

^ w.e.f. 11th October 2025, standalone B2C business is transferred to KFD (wholly owned subsidiary) and as the B2C operations are presented under discontinued operations in standalone, the comparative numbers are regrouped accordingly.

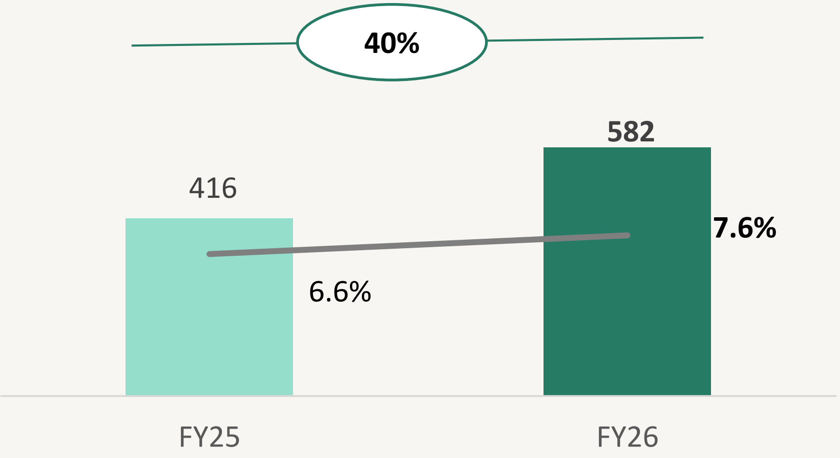
CONSOLIDATED^ – PERFORMANCE HIGHLIGHTS

All amounts are in “₹ Crore”

Sales



PAT* & Margin*



DIVIDEND UPDATE

₹7.00 / share

Final proposed** + Interim declared
(350% of face value ₹2)

- Record date: 31 July 2026
- 17th AGM: 7 August 2026, via video conference

^ Numbers reported are for continuing operations only and excluding exceptional items, wherever applicable.
* Numbers for the previous year are excluding reversal of provision for overdue receivables made for a customer towards sales made in earlier years. Net Profit for the previous year i.e FY25 including reversal for overdue receivable provision was ₹ 447 Cr. In the current year there is no such reversal.
- w.e.f. 11th October 2025, standalone B2C business is transferred to KFD (wholly owned subsidiary) , as this is within group transaction there is no impact on the consolidated results.

** Final dividend of 225% i.e. ₹4.50 per share is subject to shareholders’ approval.

SEGMENT UPDATE

B2B Portfolio: Power & Energy Segment

Configurable, engineering-led solutions across Powergen, Industrial and Distribution & Aftermarket — built for reliability, compliance and long-term operation.

Powergen

- Diesel, petrol & gas gensets — CPCB IV+ compliant
- Advanced gensets: Optiprime, Sentinel, Hybrid, PNG, Microgrid
- Backup power solutions & generator electrical systems

Industrial

- Industrial engines: 20 hp – 1,100 hp
- Over 85 industrial applications across sectors
- Serves Construction, Railways, Marine, Defence, Mining, Oil & Gas

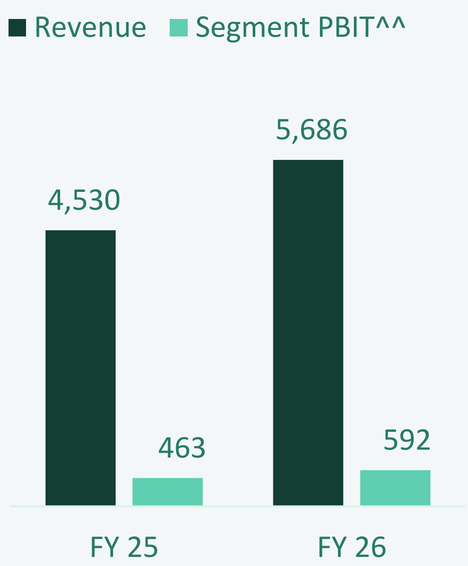
Distribution & Aftermarket

- Annual Maintenance Contracts (AMC) with nationwide reach
- KOEL Genuine Spares — retail channel
- "No-Compromise" after-sales support
- ~500 service touchpoints, 5,000+ engineers

International Business

- Gross international revenues crossed ₹1,000 Cr in FY 25-26
- MENA remains the largest international market
- Presence via Kirloskar Americas Corp. & Wildcat Powergen (US)

Segment Performance^



^ Numbers reported are excluding exceptional items, wherever applicable and after considering the reorganization of Farm Mechanisation business from B2C to B2B. The previous year figures are regrouped to make them comparable with those of the current year.
^^ Segment results for B2B excluding reversal for overdue receivable provision for FY25 was ₹ 421 Crore (41% YoY growth). In the current year there is no such reversal.
- Since the standalone B2C business transfer transaction is with a wholly owned subsidiary company i.e KFD, there is no impact on the consolidated segment performance.

SEGMENT UPDATE

B2C Portfolio: KOEL FLUID DYNAMICS

Engine Based Pumps

- High-quality diesel-powered solutions for agriculture
- Sold over 1 million pumps in FY 26
- Global installed base exceeding 1.5 million

Diesel Engines

- Reliable motive power for farmers
- Engine range: 1.5 hp – 28 hp
- Supports diverse farming applications

Electric Pumps

- Domestic, agricultural & commercial water management
- Efficient, reliable performance
- Backed by wide service network

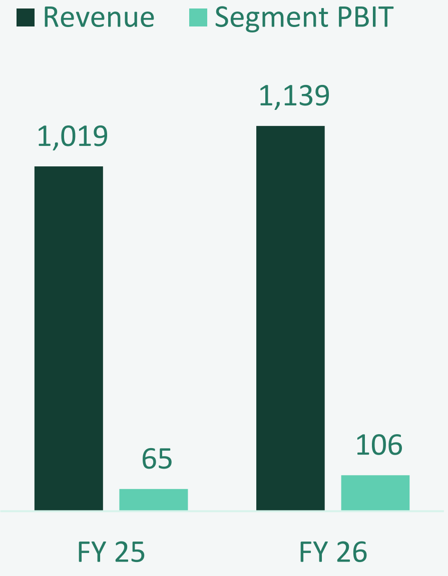
Alternators & Allied Products

- Aluminium body, CI Body & brushless series
- High performance, reliable power generation
- Products enhancing system efficiency & control

International Business

- Significant export sales to Saudi Arabia and the UAE
- Record annual results supported by 8 new product launches

Segment Performance^



^ Numbers reported are for continuing operations only and excluding exceptional items, wherever applicable and after considering the reorganization of Farm Mechanisation business from B2C to B2B. The previous year figures are regrouped to make them comparable with those of the current year.
- Since the standalone B2C business transfer transaction is with a wholly owned subsidiary company i.e KFD, there is no impact on the consolidated segment performance.

Financial Services – ARKA FINCAP

ARKA Fincap Limited is the Kirloskar Group's Non-Banking Financial Company (NBFC), driving a strategic pivot towards secured, granular retail lending.

About ARKA Fincap

- Non-Banking Financial Company (NBFC) — a Kirloskar Group company
- Operates under Arka Financial Holdings
- Strategic focus on secured, granular retail lending
- Financial services arm supporting the Group's diversification

Retail Expansion

- Crossed 1700 Employees with 137 branches
- Retail AUM reached ₹ 681 Cr

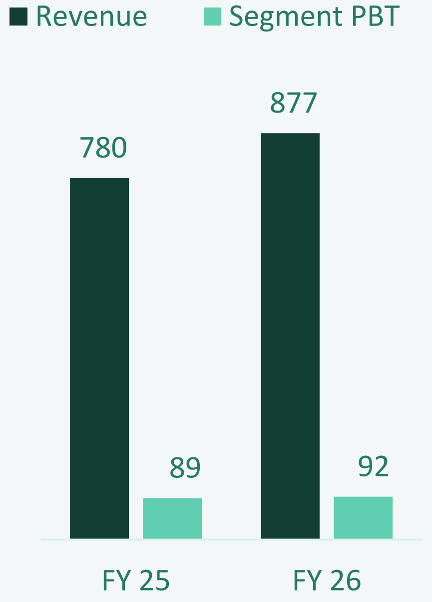
AUM & Disbursements

- Total AUM reached ₹7,947 Cr for FY 2025-26
- AUM and disbursements increased steadily through the year

Financial Performance

- 12% y-o-y revenue growth reported in FY 25-26
- Strategic focus on expanding the secured granular retail business

Segment Performance^



^ Numbers reported are excluding exceptional items, wherever applicable .The previous year figures are regrouped to make them comparable with those of the current year.

Aligning KOEL Talent Architecture to drive business strategy

KOEL Talent Strategy must be designed around the company KOEL is becoming – a joint strategy owned by Business revolving around 5 important pillars of organizational capacity

Leadership Capacity

- Hire the right talent for the right roles and create multiple leaders capable of leading businesses and segments
- Strengthen international teams to create strong regional team structures

Technical Leadership

- Focus on hiring technical talent aligned with the focus on HHP solutions and Data Centre opportunities
- Create customized learning interventions aligned with current and future business requirements with focus on deepening technical skills

Talent Mobility

- A successful conversion of > 20% of positions being filled internally giving an option to employees to expand and enhance their roles via different exposures
- Planned rotations to create a talent pool with diverse experiences

Future-Business Capability

- Dedicated Talent pools for new programs (OptiPrime, Data Centers)
- Flexible Talent movements

Performance Differentiation

- Drive performance driven processes to identify, develop and reward high performing and high potential talent
- Focus on creating deep succession for critical roles

This architecture is being supported by various initiatives around Employee Value Proposition (EVP) and Employee Experience

Sustainability: Woven Into Every Facet of Growth

Good business, good values — sustainable thinking integrated across manufacturing, product and reporting

Beyond Compliance

Focused on resource efficiency within our operations — water reuse, green belt development and energy conservation practices go well past regulatory minimums.

Clean Fuel Engineering

Alternate Fuel Engines - Biogas, Ethanol, Methanol and natural gas engines; hybrid and hydrogen-fuelled platforms developed.

Responsible Reporting

Business Responsibility & Sustainability Report (BRSR) filed annually along with reasonable assurance; transparent disclosure ahead of mandatory timelines.

Smart, Efficient Operations

IoT-enabled gensets and AI-driven predictive maintenance reduce downtime and lifecycle environmental impact for customers.

Sustainability is embedded in the 2B2B roadmap through the Environment & CSR pillar, aligning growth with long-term ecological and social responsibility.

2B2B Strategy

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

FY26

Execution of manufacturing strategy

Capacity utilization of B2C

FY27

Complete execution of the technology roadmap.

Increase share of business of Arka Retail

FY28

Inorganic growth opportunities in line with core strategy

Increase international market share

Market share improvement of B2C

FY29

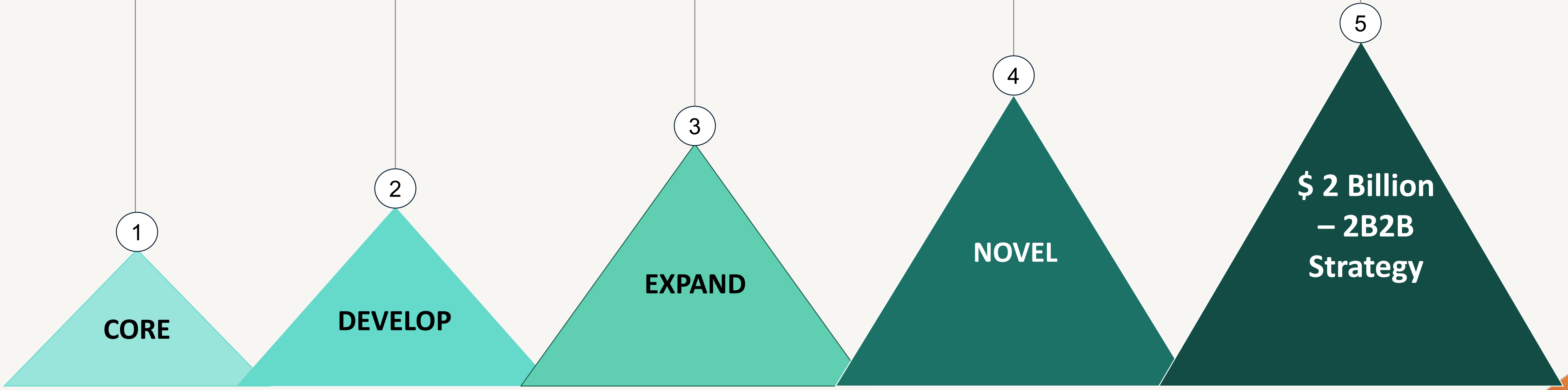
Improve share of business in Defence and Rail

Expand to non ICE programs, but in line with the core business

Complete B2C product portfolio

FY30

Final year of Mission $2 Billion



CONCLUSION

Disciplined Growth Toward $2 Billion by FY30

- Sustained double-digit revenue growth led by Power Gen, Industrial and International segments
- ₹2,100 Cr capacity investment coming online through FY27–28 to support HHP, data centre and export demand in two phases
- Focus on continued margin expansion through operating leverage, mix improvement and international scale
- Technology diversification across ICE, storage, electrification and fuel cells to future-proof the portfolio

Thank you.