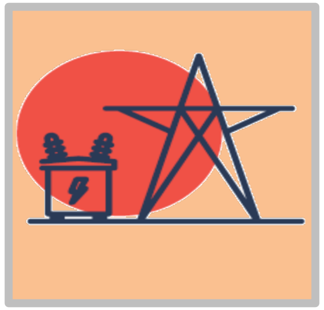
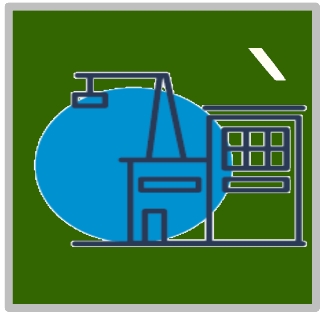
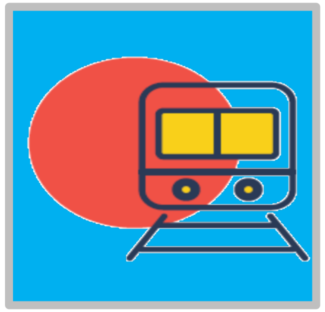
KEC International Limited

Corporate Presentation

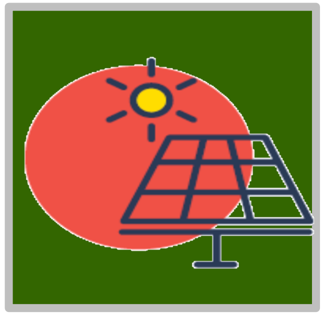
10 August 2026


Power T & D


Civil


Transportation


Oil & Gas Pipelines


Renewables


Cables & Conductors

An RPG Company

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Overview – RPG Group & KEC International

Semiconductor Manufacturing Plant, Gujarat, India

RPG Group: Powered by Passion, Driven by Ethics

UNLEASH**TALENT**
TOUCH**LIVES**
OUT**PERFORM**
AND ☺

RPG Enterprises was founded in 1979. The group currently operates various businesses in Infrastructure, Technology, Life Sciences, Plantations and Tyre industries. The group has business history dating back to 1820 AD in banking, textiles, jute and tea. The Group grew in size and strength with several acquisitions in the 1980s and 1990s. RPG Group is one of India's fastest growing conglomerates with 35,000+ employees, presence in 135+ countries and annual gross revenues of USD 5.2 Bn

KEC	CEAT	zensar	RPG LIFE SCIENCES	Raychem RPG	HARRISONS MALAYALAM LIMITED
EPC major in infrastructure segments like T&D, Civil, Transportation, Oil & Gas, Renewables & Cables & Conductors	One of India's leading tyre manufacturers	Global technology consulting and IT services company	Integrated pharma company in formulations and synthetic APIs	Technology solutions company catering to energy and infrastructure	One of India's largest plantation companies producing tea, rubber, etc.

KEC International : A Legacy of 8 Decades, A Promise of Happiness

8+
DECADES
OF EXPERIENCE
& EXPERTISE

FOOTPRINT IN
110+
COUNTRIES

250+
ONGOING
PROJECTS

$2.7
BILLION
GLOBAL EPC
MAJOR

8
MANUFACTURING
FACILITIES

7800+
EMPLOYEES

40+
NATIONALITIES


Transmission & Distribution


Civil


Cables & Conductors


Transportation


Renewables

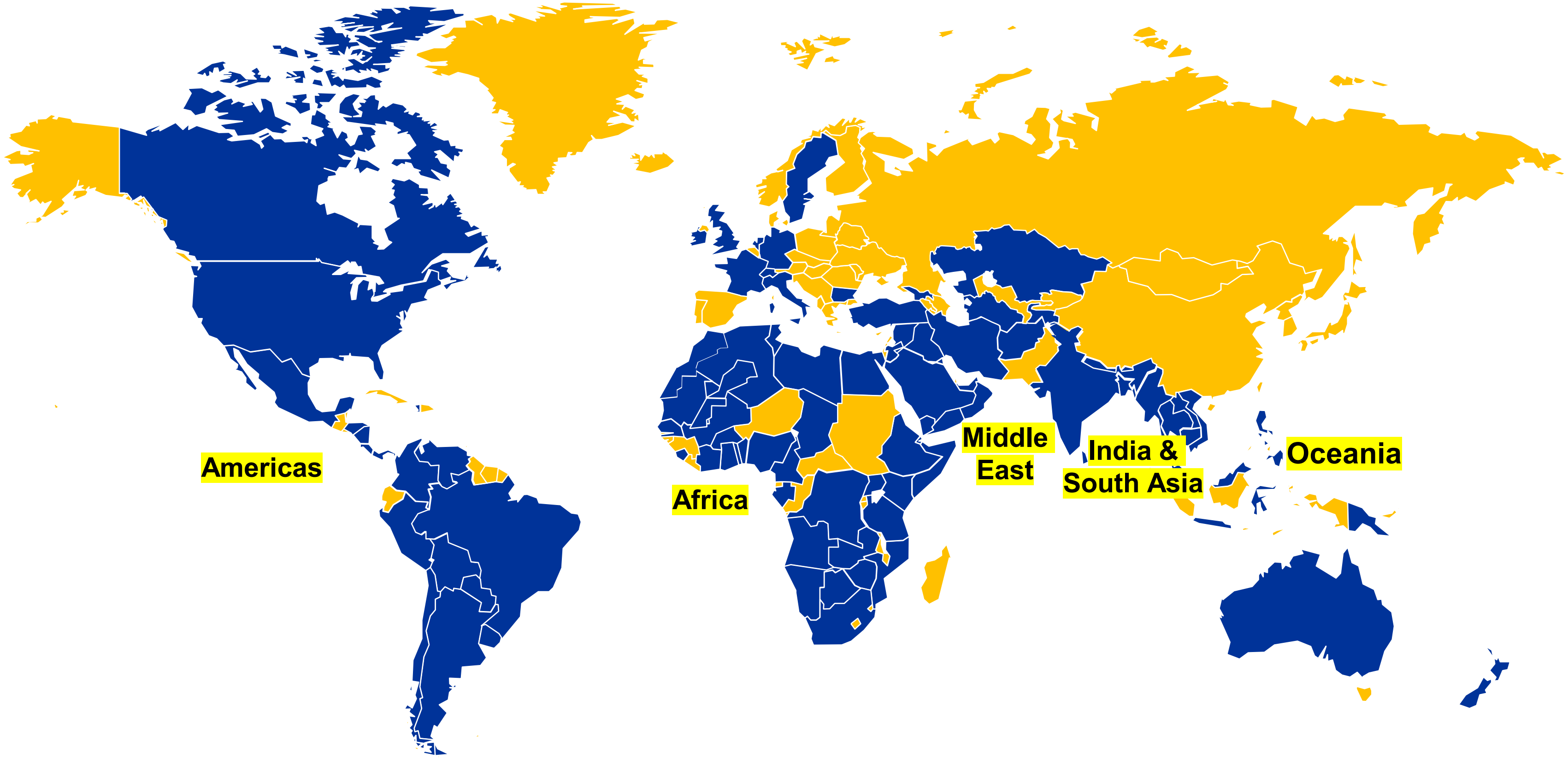

Oil & Gas Pipelines

**USD/ INR FY26 Average Exchange Rate of 88.4*

KEC Overview

- Global infrastructure EPC major
- FY26 Sales: Rs. 23,506 crore (USD 2.7 billion)
- Eight manufacturing facilities across India, Dubai, Brazil and Mexico

Footprint in 110+ countries across the globe



🟦 **EPC Footprint countries**

EPC: 75+ countries

Tower Supply: 70+ countries

Cables Export: 95+ countries

Diverse Portfolio of Offerings


Transmission Lines


Factories


MEP


Metros – Civil


Metros - Tech


Solar


Wind


Substations


Residential Buildings


Airports


OHE


S&T


TCAS - *Kavach*


Semiconductor


HVDC


Commercial Buildings


Hospitals


Ballastless Tracks


Stations & Platforms


Speed Upgradation


Thermal Power


STATCOM


Water


Data Centre

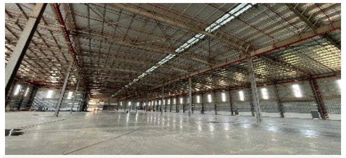

Tunnel Ventilation


Smart City


Automatic Signalling


Ropeway


Underground Cabling


Warehouses


Defence


Depot & Workshops


Oil & Gas Pipelines


Cables


Conductors

Purpose Statement and Culture Pillars

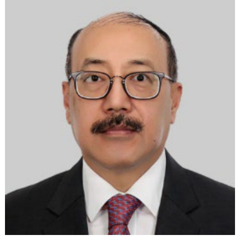
“WE TRANSFORM LIVES
BY BUILDING SUSTAINABLE
WORLD CLASS INFRASTRUCTURE”

Board of Directors

H. V. Goenka
Chairman, Non Executive Director

Vimal Kejriwal
Managing Director
& CEO

Arvind Singh
Non Executive
Independent Director



Harsh Vardhan Shringla
Non Executive
Independent Director

M.S. Unnikrishnan
Non Executive
Independent Director

Neera Saggi
Non Executive
Independent Director

Shirish Sankhe
Non Executive
Independent Director

Vikram Gandhi
Non Executive
Independent Director

Vimal Bhandari
Non Executive
Independent Director

Vinayak Chatterjee
Non-Executive
Non-Independent Director

Management Team

Vimal Kejriwal
Managing Director & CEO

Rajeev Aggarwal
Chief Financial Officer

Somraj Roy
Chief Human Resources Officer &
Executive Director

Ganesh Srinivasan
President -
T&D

Raman Kapil
President -
Civil

Manish Srivastava
Managing Director,
KEC Asian Cables Ltd.

Ankur Dev
Executive Director - Transportation &
Renewable Energy

Mayank Agrawal
SVP - Materials, Excellence
& Project Assurance

Rakesh Gaur
CEO – SAE Towers &
ED – T&D (Africa & CIS)

Rajinder Gupta
Chief Executive –
T&D (India & SAARC)

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Business Overview

Transmission line project, Kuwait – Saudi Arabia Interconnection

Transmission & Distribution (T&D)

400 kV IBRI-New Rustaq O/H Transmission Line, Oman

132 kV Air Insulated Substation, Papua New Guinea

- One of the largest Power T&D EPC companies; footprint across 75+ countries
- Global leadership with experience of 8 decades
- Integrated solutions on turnkey basis
  - ➢ Transmission Lines up to 1,200 kV
  - ➢ Large size substations – Air Insulated up to 1,150 kV, Gas Insulated up to 765 kV & Hybrid Substations up to 220 kV
- Leading turnkey provider of Optical fibre cable laying & Optical ground wire stringing
- Strong capabilities in ahead of schedule & on-time delivery of projects
- Successfully ventured into emerging areas of STATCOM, Digital GIS Substations and HVDC terminal stations
- Leveraging robotic process automation, artificial intelligence, and advanced analytical techniques to improve design timeline and costing accuracy for tendering as well as execution.

Transmission & Distribution (T&D) (contd.)

SAE Towers, USA
Wholly owned subsidiary

- Leading manufacturer of steel lattice transmission towers in the Americas
- 7 decades of rich and diverse experience in the region
- Manufactures Transmission Towers, Poles, Substation structures and hardware at 2 facilities (Brazil & Mexico)
- Offering comprehensive tower testing solutions
- Expanded hardware portfolio with fittings for OPGW, Cross-rope steel wire and Stock Bridge Damping system

Tower Manufacturing Facility, Brazil

Tower Manufacturing Facility, Mexico

In-house capabilities for turnkey solutions

Design & Engineering

- In-house design centers with 350+ engineers across eight centres in India, the Middle East and Americas
- >70 years library of transmission lines design database, including towers, hybrid poles and monopoles; expertise across designing substations (AIS, GIS, Hybrid) and solar structures
- Equipped with latest design, detailing and profiling software

Manufacturing

- Largest globally operating manufacturing capacity of 4,68,200 MTs p.a. (including Transmission towers, Steel poles, Hardware, Structures for Railways, Solar, and Substations)
- Six tower manufacturing plants – 3 in India, 1 in Dubai, 1 in Mexico and 1 in Brazil

Tower Testing

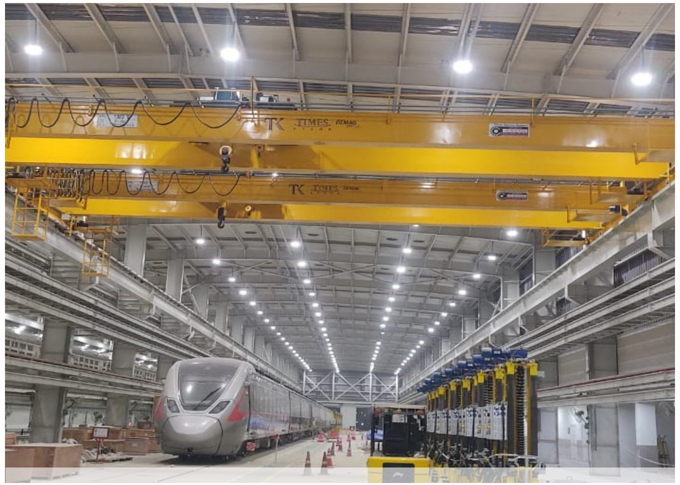
- Only company in the world to have 4 tower testing stations - 3 in India; 1 in Brazil
- Complete testing solutions for all kinds of transmission towers of up to 1,200 kV, including Lattice and Guyed Towers, Tubular Towers and Monopoles

Transportation

- End-to-end EPC solutions (Railways, Metros & Ropeways)
- Proven capabilities in railway electrification (OHE/2x25 kV), track laying, gauge conversion, and civil works
- Expertise in signalling & telecommunication systems including advanced safety technologies like TCAS (KAVACH) and Automatic Block Signalling (ABS)
- Strong portfolio in metro systems covering viaducts, stations, depots, third rail, power supply, and ballastless track laying
- Experience in tunnel ventilation, MEP systems, and port-connectivity infrastructure
- Pioneer in erecting heavy precast metro superstructures in high-density urban areas
- Entered the ropeway infrastructure segment
- Track record of delivering projects across 21+ Indian states and union territories
- Deep domain expertise, integrated delivery model, and focus on safety, quality, and innovation across all transportation modes

Third Line between Mathura, Uttar Pradesh & Dholpur, Rajasthan

Hubli - Tinaighat Railway Electrification project, Karnataka



Duhai Depot, Delhi-Meerut RRTS project

Civil

- End-to-end EPC solutions across residential, commercial, industrial, data centres, defence, and water infrastructure
- Expertise in delivering high-rise buildings, smart campuses, and complex industrial structures
- Strong execution in water transmission, reservoirs, and treatment plants under national missions
- Early mover in Tier III/IV data centre construction with in-house MEP capabilities
- Advanced use of digital tools like BIM, AI planning, IoT monitoring, and automated scheduling
- Expertise in modern construction techniques, including precast, aluminium formwork, and modular systems
- Focused on safety, sustainability, and client-centric delivery with growing presence in domestic and international markets
- Executing more than 70 high-rise luxury residential and commercial buildings

Beneficiation Plant at Dariba, Rajasthan

Construction of luxury residential project in Goa

Kochi Metro Rail project, Kerala

Renewables

- Comprehensive EPC solutions across Solar, Wind, and Green Hydrogen
- Executing over 500 MWp of solar projects including ground-mounted, rooftop, and carport systems
- Offers integrated services for generation and evacuation, supported by in-house design, civil works, and O&M
- Delivering Wind EPC projects with full Balance of Systems (BOS) and evacuation infrastructure
- Extending capabilities into Green Hydrogen, covering generation, storage, and end-use applications
- Backward integration with in-house manufacturing of mounting structures, cables, and towers
- Strong utility and developer relationships across domestic and global markets, aligned with India’s renewable and hydrogen energy goals

150 MWp Ground Mount Solar Project, Rajasthan

20 MW Solar Carport project, Haryana

30 MW Tracker Based Installation, Andhra Pradesh

Oil & Gas Pipelines

Station Piping Works at Sultanpur-Jhajjar Pipeline Project

Kandla Gorakhpur Pipeline Project

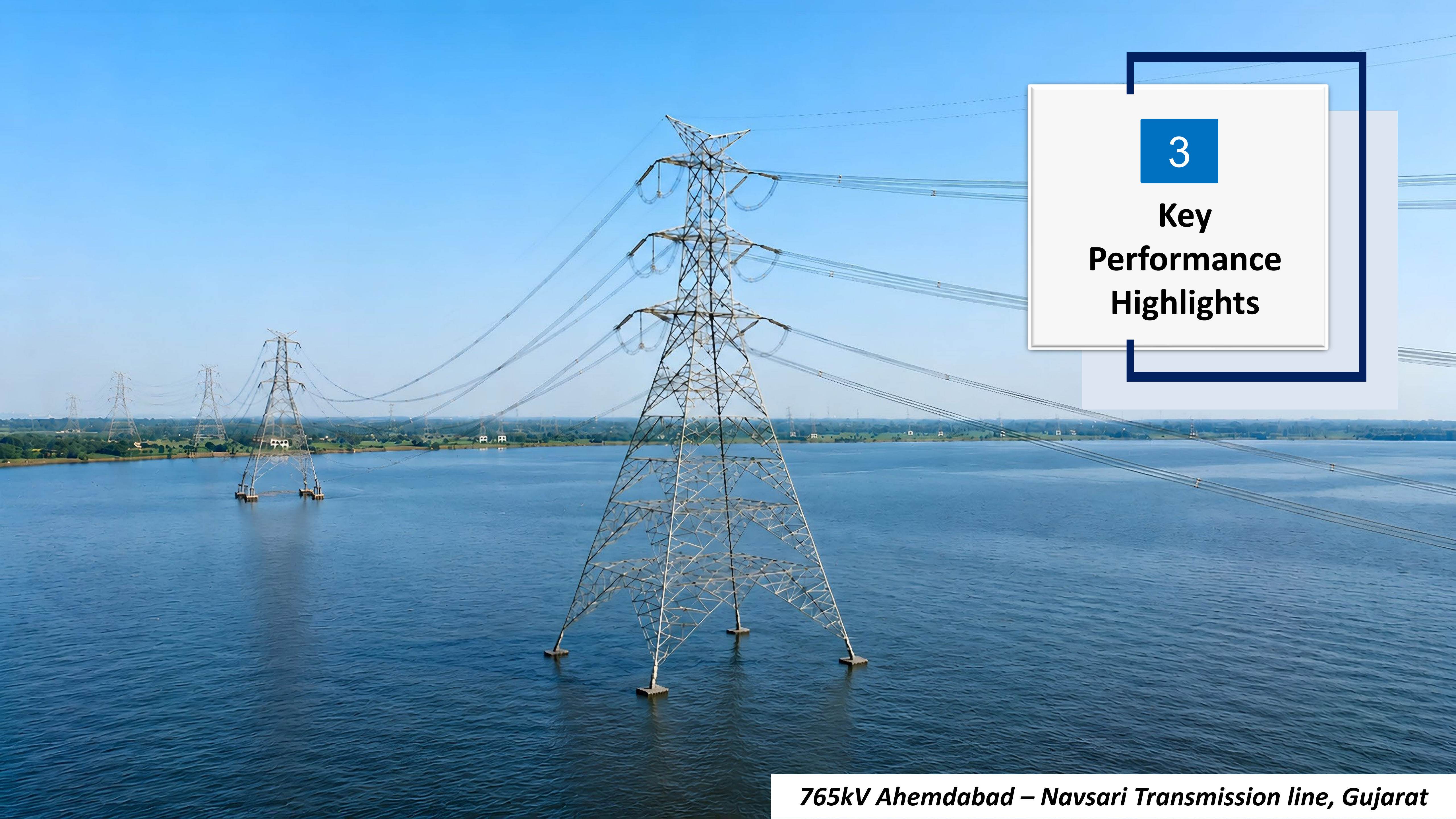
- **End-to-end EPC capabilities** across oil, gas, slurry, and water pipeline infrastructure
- Expertise in **cross-country pipelines, terminal works, process piping, and storage tankages**
- Successfully delivered **1,200+ km** of hydrocarbon pipelines across India
- Currently executing **125+ km** of slurry pipelines for a leading private player
- **30+ projects under execution** across diverse terrains and geographies
- **Expanding presence in Africa with ongoing execution of international pipeline and terminal projects**
- Proven capability in laying pipelines ranging from **8” to 32” diameter**
- Strong track record in **mechanical, civil, electrical, and instrumentation works** for terminal stations
- Strengthened offerings through the acquisition of **Spur Infrastructure** in 2021
- Emphasis on **quality, safety, and on-time delivery** through robust project management and supply chain systems

Cables

- KEC's wholly owned subsidiary KEC Asian Cables manufactures a comprehensive range of power cables, special cables, & O/H conductors
- Product portfolio spans Extra High Voltage (up to 220 kV), High & Low Voltage, Control & Instrumentation, Railway, Telecom, and Solar cables
- Two state-of-the-art, fully integrated manufacturing facilities in Vadodara and Mysuru, India
- Equipped with NABL-accredited lab and DSIR-certified in-house R&D centres for continuous innovation
- Vadodara plant is the first cable factory in India to receive IGBC Green Factory Platinum certification
- Offers customised cable solutions across T&D, Railways, Metro, Renewables, Oil & Gas, and industrial applications
- Manufactures key railway components such as Cu–Ag contact wire, signalling cables, catenary conductors, and dropper wires
- Specialised in niche offerings like hybrid cables, mining cables, cathodic protection cables, and CPR-compliant fire-resistant cables
- Strong presence in both domestic and international markets with a wide base of industrial and infrastructure clients
- Delivers reliable, high-performance cabling solutions aligned with global quality and sustainability standards

Cables Manufacturing Facility at Vadodara, Gujarat

Cables manufacturing unit, Mysore, Karnataka



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Key Performance Highlights

765kV Ahemdabad – Navsari Transmission line, Gujarat

Key Performance Highlights – Consolidated FY26

Consolidated Highlights for FY26 v/s FY25

- **Record Revenues** of Rs. 23,506 Cr - **Growth of 8%**
- **EBITDA Margin** at 7.1% against 6.9%
- **Interest cost** as % to sales at 2.8% against 3.0%
- **Operating PBT** at Rs. 848 Cr against Rs. 704 Cr
- **Operating PBT Margin** at 3.6% against 3.2%
- **Operating PAT** at Rs. 650 Cr against Rs. 553 Cr
- **Operating PAT Margin** at 2.8% against 2.5%

**The Operating PBT & PAT numbers are excluding exceptional items:*
- *Provision of Rs. 59 Cr made in FY26 towards the new labour code*
- *Income of Rs. 24 Cr from arbitration award in FY25*

Considering this impact, the PBT and PAT are as below:

- **PBT Margin** at 3.4% against 3.3%
- **PAT Margin** at 2.6% against 2.6%

Key Business Highlights – FY26

T&D

- Revenues of Rs. 15,883 Cr, growth of 24%
- Order intake of ~Rs. 17,700 Cr across India, Middle East, Americas, SAARC, Africa and CIS
- Secured largest-ever order of over Rs. 1,000 Cr in India T&D from a reputed private client
- Robust order book & L1 of over Rs. 25,000 Cr

Civil

- Revenues of Rs. 3,823 Cr
- Bheden water project supplying to over 58,000 households has been commissioned – One of the largest projects in Odisha
- Order intake doubled to over Rs. 5,000 Cr in Buildings & Factories segment
- Strong order book & L1 of over Rs. 10,000 Cr

Transportation

- Revenues of Rs. 1,555 Cr; focus on expediting completion of existing projects
- Secured orders of ~Rs. 550 Cr in Kavach and a railway siding project from a private client
- Continue to bid for opportunities in technologically enabled areas of Metros and tunnel ventilation

Cables & Conductors

- Revenues of Rs. 2,217 Cr., growth of 23%
- Achieved highest ever Profitability
- Elastomeric cables are slated to commence production in Q2 FY27, followed by the start of the E-Beam process within the same quarter

Renewables

- Revenues of Rs. 516 Cr
- Forayed into the Wind Energy segment with two orders for 100+ MW Wind projects
- Commissioned two projects totalling ~1,000 MW of solar capacity across Rajasthan and Karnataka - among the largest tracker-based installations in India

Oil & Gas

- Revenues of Rs. 258 Cr
- Secured two international orders in the Africa & Middle East
- West Asia crisis expected to drive investments in energy security, creating increased opportunities in Oil & Gas

Performance Snapshot – Q1 FY27

Resilient Performance in a challenging environment – Maintained Revenues, Reduced Debt & Strengthened Order Book

Financial Performance

- Achieved Revenues of Rs. 5,024 Cr, higher than last year
- Delivered PBT of Rs. 90 Cr and PAT of Rs. 73 Cr.; Achieved PBT margin of 1.8% and PAT margin of 1.4%
- Performance could have been better but for the West Asia crisis, shortage of labour and slower execution in water projects

Order Book & Tender Pipeline

- YTD order intake of over Rs. 6,300 Cr across T&D, Civil, Renewables, Cables & Conductors and Transportation businesses
- Order Book + L1 position of over Rs. 40,000 Cr – More than 60% from T&D
- Robust Tender Pipeline of over Rs. 2 lac crore, equally distributed between T&D and Non T&D

Leverage

- Net Debt incl. Acceptances have been reduced by more than Rs. 150 Cr to Rs. 6,568 Cr as on 30 Jun’26 vis-à-vis 31 Mar’26
- Debt could have been lower but for:
  - Delay in realisation of significant collections from Afghanistan, which we expect to materialize in Q2
  - Higher strategic inventory levels due to ongoing disruptions

Key Business Highlights – Q1 FY27

T&D

- Revenues of Rs. 3,217 Cr
- Order intake of ~Rs. 3,600 Cr across India, Middle East, Africa and Americas
- Secured first transmission line order for evacuation of power to a Data Centre from a private developer
- Robust order book & L1 of over Rs. 25,000 Cr

Civil

- Revenue grew to Rs. 993 Cr
- Order Intake/ L1 of over Rs. 1,400 Cr
- Widened presence in the automobile and Residential building segments by securing prestigious orders from new clients
- Strong order book & L1 of over Rs. 10,000 Cr

Transportation

- Revenues of Rs. 259 Cr; focus on completion of ongoing projects
- Secured orders of over Rs. 250 Cr in the Automatic Block Signalling (ABS) segment
- Continue to bid for opportunities in TCAS (Kavach), technologically enabled areas of Metros and tunnel ventilation

Cables & Conductors

- Revenues of Rs. 601 Cr., growth of 57%
- Steady inflow of orders
- Elastomeric cables are slated to commence production in Q2 FY27, followed by the commissioning of the E-Beam plant in Q3 FY27

Renewables

- Secured new orders of ~Rs. 800 crores across Wind and Solar segments
- Executing solar and wind energy projects with a cumulative capacity of over 600 MW
- ~1 GW solar projects for IRCON Pavagada and NTPC Bhadla commissioned recently are operating successfully at their rated capacity

Oil & Gas

- Initiated the merger of our wholly owned subsidiary, KEC Spur Infrastructure Private Limited, with KEC International Limited
- The Oil & Gas Pipelines portfolio will be integrated into our Civil – Hydrocarbon segment, enabling a unified approach towards hydrocarbon projects

Management Commentary

We delivered a resilient performance for the quarter, by maintaining revenues, strengthening our order book, reducing debt and building a healthy growth pipeline, despite a challenging operating environment. The performance for the quarter could have been better but for the continued geopolitical disruptions in the Middle East, labour shortages and calibrated execution of water projects due to delayed payments.

While certain near-term challenges persist, we believe they are largely transitory. With supply chains gradually normalising, labour availability improving, an Order Book and L1 position of over Rs. 40,000 crore, a robust tender pipeline exceeding Rs. 2 lakh crore, and strong opportunities across both domestic and international markets, we remain confident of delivering stronger execution and improved financial performance in the coming quarters.

Vimal Kejriwal
Managing Director & CEO

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Financial Performance

Rubber Cables Facility at Vadodara, Gujarat

Profit and Loss Summary – Consolidated FY26

(₹ crore)

Particulars	FY26	FY25	Growth (Y-o-Y)
Revenues	**23,506**	**21,847**	**8%**
EBITDA	**1,659**	**1,504**	**10%**
EBITDA Margins	***7.1%***	***6.9%***	
(+) Other Income	**50**	**47**	
(-) Depreciation	**197**	**184**	
(-) Interest	**664**	**664**	**0%**
Interest as % to sales	***2.8%***	***3.0%***	
Operating PBT	**848**	**704**	**21%**
Operating PBT Margins	***3.6%***	***3.2%***	
Tax	**198**	**151**	
Tax Rate %	***23.4%***	***21.4%***	
Operating PAT	**650**	**553**	**18%**
Operating PAT Margins	***2.8%***	***2.5%***	

PBT & PAT with Exceptional Item	FY26	FY25	Growth (Y-o-Y)
Operating PBT as above	848	704	21%
Exceptional (Expense)/ Income	-59	24	
PBT	**789**	**727**	**8%**
PBT Margin %	***3.4%***	***3.3%***	
PAT	**606**	**571**	**6%**
PAT Margin %	***2.6%***	***2.6%***	

- Exceptional items include:
  - Provision of Rs. 59 crore made in Q3 FY26 towards the new labour code
  - Income of Rs. 24 crore from an arbitration award recognized last year in Q1 FY25

Profit and Loss Summary – Consolidated Q1 FY27

(₹ crore)

Particulars	Q1 FY27	Q1 FY26	Growth (Y-o-Y)
Revenues	**5,024**	**5,023**	**0%**
EBITDA	**291**	**350**	**-17%**
EBITDA Margins	***5.8%***	***7.0%***	
(+) Other Income	**14**	**5**	
(-) Depreciation	**51**	**46**	
(-) Interest	**164**	**151**	**9%**
Interest as % to sales	***3.3%***	***3.0%***	
PBT	**90**	**159**	**-43%**
PBT Margins	***1.8%***	***3.2%***	
Tax	**17**	**34**	
Tax Rate %	***19.2%***	***21.4%***	
PAT	**73**	**125**	**-42%**
PAT Margins	***1.4%***	***2.5%***	

Profit and Loss Summary – Standalone Q1 FY27

(₹ crore)

Particulars	Q1 FY27	Q1 FY26	Growth (Y-o-Y)
Revenues	**3,898**	**4,030**	**-3%**
EBITDA	**156**	**197**	**-21%**
EBITDA Margins	***4.0%***	***4.9%***	
(+) Other Income	**17**	**8**	
(-) Depreciation	**36**	**32**	
(-) Interest	**136**	**123**	**10%**
Interest as % to sales	***3.5%***	***3.1%***	
PBT	**1**	**50**	**-97%**
PBT Margins	***0.0%***	***1.2%***	
Tax	**1**	**13**	
Tax Rate %	***61.3%***	***26.0%***	
PAT	**1**	**37**	**-99%**
PAT Margins	***0.0%***	***0.9%***	

Businesswise Revenue Performance – Consolidated FY26

(₹ crore)

Particulars	FY26	FY25	Growth (Y-o-Y)
T&D:	**15,883**	**12,833**	**24%**
- T&D (KEC)	14,082	11,508	22%
- SAE Towers	1,800	1,325	36%
Non T&D:	**8,369**	**9,616**	**-13%**
- Civil	3,823	4,483	-15%
- Transportation	1,555	2,112	-26%
- Oil & Gas Pipelines	258	363	-29%
- Renewables	516	853	-40%
- Cables & Conductors	2,217	1,805	23%
Inter SBU:	**-746**	**-603**	
Total Net Sales	**23,506**	**21,847**	**8%**
T&D Share	68%	59%	
Non T&D Share	32%	41%	

Businesswise Revenue Performance – Consolidated Q1 FY27

(₹ crore)

Particulars	Q1 FY27	Q1 FY26	Growth (Y-o-Y)
T&D:	**3,217**	**3,157**	**2%**
- T&D (KEC)	2,767	2,797	-1%
- SAE Towers	450	359	25%
Non T&D:	**2,026**	**1,990**	**2%**
- Civil	993	940	6%
- Transportation	259	471	-45%
- Oil & Gas Pipelines	117	60	93%
- Renewables	56	136	-58%
- Cables & Conductors	601	383	57%
Inter SBU:	**-219**	**-124**	
Total Net Sales	**5,024**	**5,023**	**0%**
T&D Share	64%	63%	
Non T&D Share	36%	37%	

Borrowings & Working Capital – Consolidated Q1 FY27

(₹ crore)

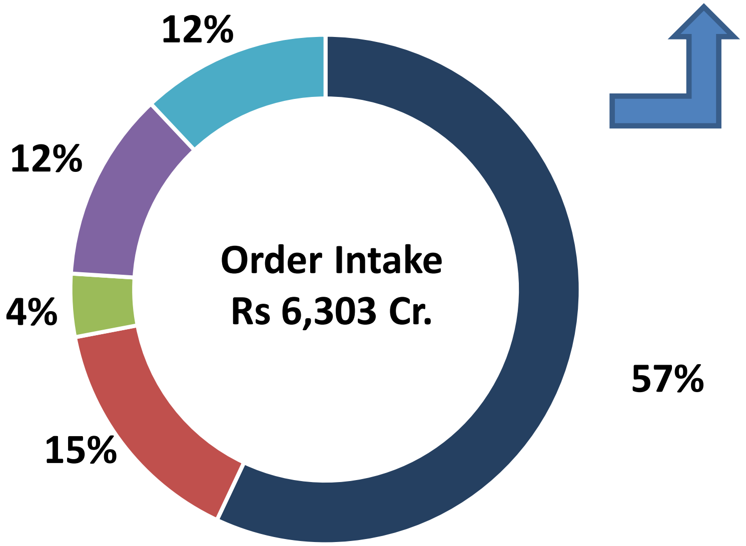
Particulars	30-Jun-26	31-Mar-26	Increase/ (Decrease)	30-Jun-25	Increase/ (Decrease)
I) Net Debt	4,492	4,601	-109	3,660	833
II) Interest Bearing Acceptances	2,075	2,121	-45	1,689	387
Total (I + II)	**6,568**	**6,722**	**-154**	**5,348**	**1,220**

- **Net Debt incl. Acceptances have been reduced by more than Rs. 150 Cr to Rs. 6,568 Cr as on 30 Jun’26 vis-à-vis 31 Mar’26**
- **The reduction in debt has also translated into a lower absolute interest cost compared to Q4 FY26**
- **Net Working Capital (NWC) has been reduced to 134 days as on 30 Jun’26 vis-à-vis 137 days as on 31 Mar’26**
- **Debt and Working capital levels could have been reduced further but for the delay in realisation of significant collections from Afghanistan, which we expect to materialize in Q2, as well as higher strategic inventory levels due to ongoing disruptions**

Order Intake & Order Book (Consolidated) – YTD FY27

Order Intake

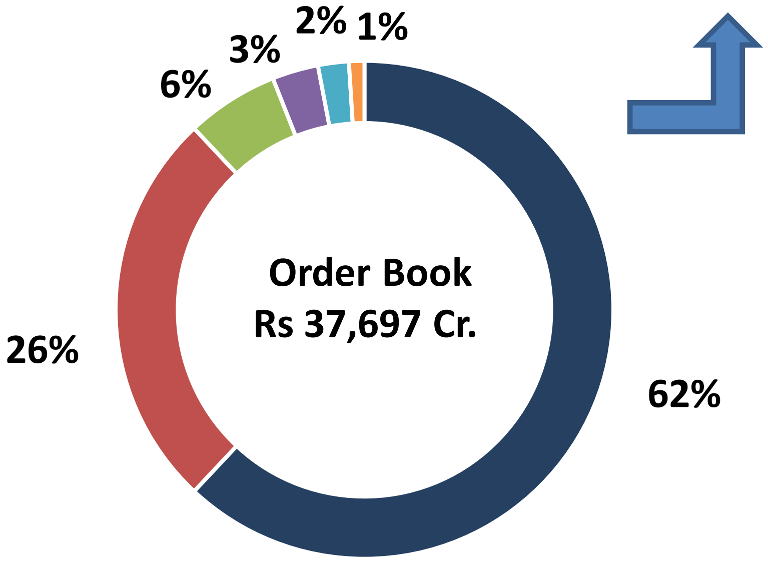
T&D : 30%	SAE : 27%



Domestic : 65%	International : 35%

Order Book

T&D: 52%	SAE : 10%



Domestic : 54%	International : 46%

🟦	T&D	🟥	Civil	🟩	Transportation	🟪	Cables & Conductors	🟦	Renewables	🟧	Oil & Gas

- ✓ Robust Order Book + L1 of over Rs 40,000 Crore
- ✓ Tenders under Evaluation and in Pipeline of over Rs. 2,00,000 Crore

Business Outlook

TAILWINDS

- **Strong multi-year T&D opportunity driven by rising power demand, grid expansion, renewable integration and grid modernisation**
- **Momentum continues in India T&D market** with accelerating investments in HVDC to evacuate renewable power and strengthen the national grid
- **Strong pipeline in International T&D**
  - Large opportunities in the Middle East driven by grid resilience, reconstruction, renewable integration and regional interconnections
  - Recovery in Africa
- **Rising investments in Renewables, Energy Storage and Grid Flexibility** to support the energy transition and reduce hydrocarbon dependence
- **AI-led Data Centre expansion** driving a strong opportunity pipeline across T&D and Civil
- **Gradual recovery in private capex** especially in Metals & Mining
- **Increasing opportunities in Commercial Real Estate**
- **Large opportunities in Urban Infra – Underground Metros, PSP, Elevated bridges**
- **Healthy order book, L1 position and tender pipeline providing strong revenue visibility**
- **Improving labour availability & gradual normalisation of supply chains**

HEADWINDS

- **Geopolitical uncertainty in the Middle East**
  - Supply chain and logistics disruptions
  - Elevated costs and longer lead times globally
  - Revenue and margin timing impact
  - Delays in finalisation and award of projects in the Middle East
- **Delay in legal closure of disputes/ settlement of claims in Transportation and Metro projects**
- **Delay in payments in Water projects** leading to slower progress and impacting working capital
- **Continued ROW issues in India T&D**

5

Environmental, Social and Governance (ESG)

- *Hon'ble Prime Minister, Shri Narendra Modi inaugurated the recently commissioned Bheden Water Supply Project in Odisha*
- *This landmark project will provide safe and reliable drinking water to 166 villages through ~58,000 household tap connections*

ESG & Sustainability Goals FY 2030

Diversity & Inclusion

Target:

Increase in diversity by 25% by FY30

Occupational Heath & Safety

Target:

Work towards the goal of achieving ‘Zero Harm’

Corporate Social Responsibility

Target:

Reach 3 lac CSR beneficiaries by FY30

Sustainable Procurement

Target:

- 70% of key suppliers to be ISO 14001 certified by FY30
- 70% of key suppliers to comply with ethical labour practices by FY30

Circularity

Target:

Reduce Waste intensity by 30% by FY30

Water Positive Approach

Target:

Reduce water intensity by FY30:

- 25% for manufacturing plants
- 20% for project sites

Carbon Emission

Target:

Reduce GHG emissions intensity by 20% by FY30

Sustainability Roadmap – Key Initiatives and Approach

Diversity & Inclusion	• Support Beam : Ongoing program to enable people managers to act as effective allies to women employees • Organised sessions on ‘Creating Respectful & Inclusive Workplace’
Occupational Heath & Safety	• High-consequence activities including work at height, electrical energisation, lifting operations, excavation, confined spaces and mobile equipment movement are managed through the Fatality Prevention Programme and the “10 Hazards That Kill” framework
Corporate Social Responsibility	• Restoring urban green spaces as a corrective measure to improve carbon footprint • Training women in hand spinning, weaving and tailoring
Sustainable Procurement	• Assessed 100% of key suppliers against ESG criteria, embedding sustainability across the supply chain • Initiated Scope 3 emissions assessment of key suppliers to support value chain decarbonisation
Circularity	• Optimised manufacturing processes to reduce material losses, improve yield and enhance resource productivity • Reused waste plywood and plastic waste to create site facilities and utility infrastructure, promoting resource efficiency
Water Positive Approach	• Enhanced digital monitoring of water consumption to optimise water use and improve operational efficiency • Integrated water conservation measures into project planning and execution to improve water efficiency and minimise freshwater consumption
Carbon Emission	• Optimised compressed air systems, process heating and utility operations to improve energy efficiency across manufacturing facilities • Implemented real-time fuel monitoring across 505+ vehicles to optimise fleet utilisation and reduce fuel consumption

THANK YOU


Global Footprint in
110+ countries*

*Includes EPC and Supply

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