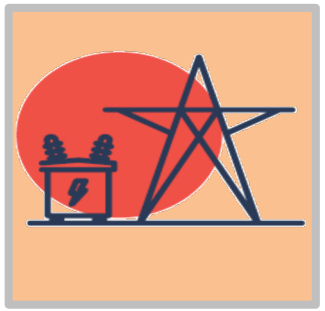
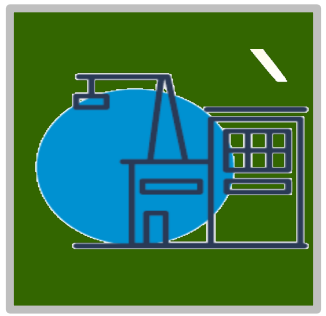
KEC International Limited

Corporate Presentation

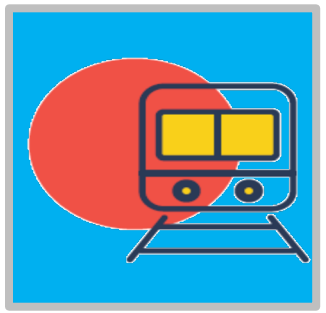
16 May 2026



Power T & D



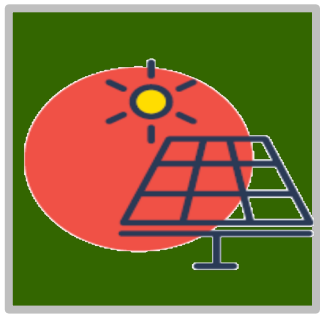
Civil



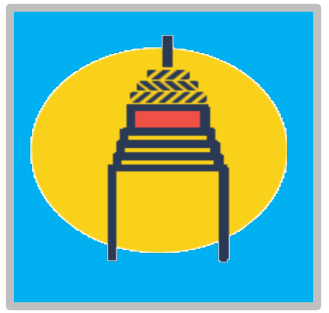
Transportation



Oil & Gas Pipelines



Renewables



Cables & Conductors

An RPG Company

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1

Overview – RPG Group & KEC International



765/400 kV GIS at Maheshwaram, Telangana

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

Revenue FY26
23,506 Cr

FOOTPRINT IN
110+
COUNTRIES

250+
ONGOING PROJECTS

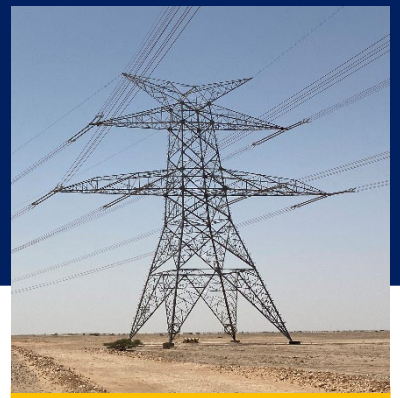
8
Manufacturing Facilities

85
HAPPINESS SCORE

8000+
EMPLOYEES

40+
NATIONALITIES

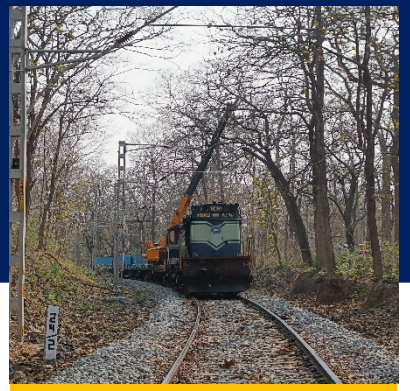
Order Book & L1
40,000 Cr+



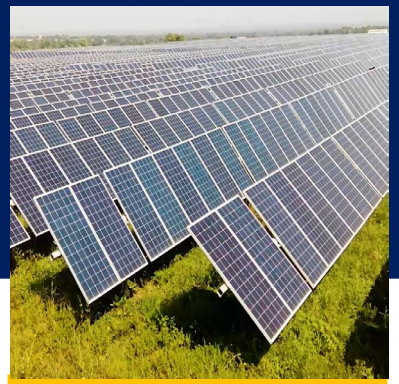
Transmission & Distribution



Civil



Transportation



Renewables



Oil & Gas

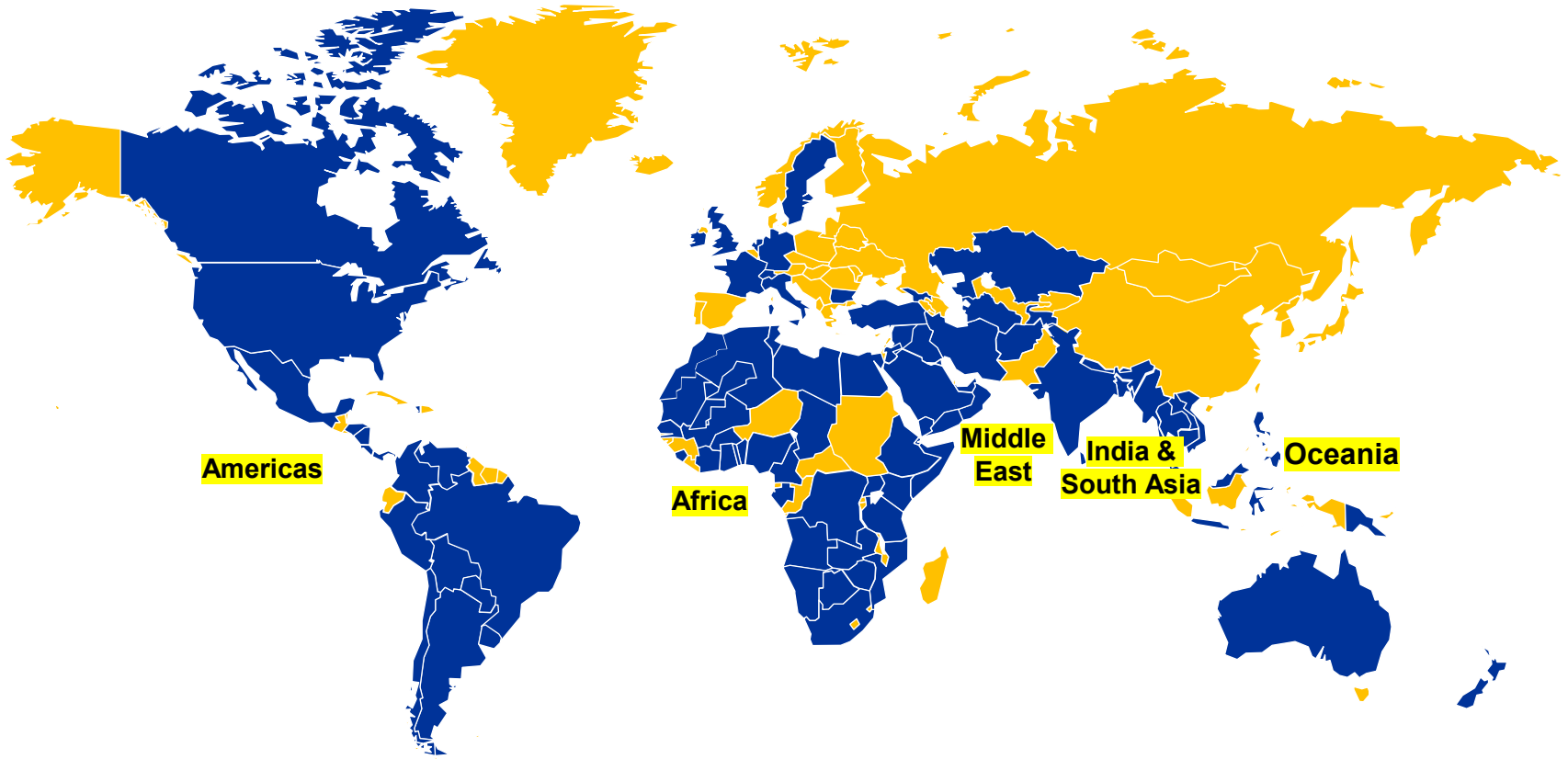


Cables & Conductors

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


Logistics


Metros – Civil


Metros - Tech


TCAS - *Kavach*


Wind EPC


Substations


Residential Buildings


Airports


OHE


S&T


Speed Upgradation


Semiconductor


HVDC


Commercial Buildings



Hospitals


Ballastless Tracks


Stations & Platforms


Automatic Signalling


Thermal Power


Underground Cabling


Water


Data Centre


Tunnel Ventilation


Smart City


Solar


Ropeway



Cables


Warehouses


Defence


Depot & Workshops


Oil & Gas Pipelines


STATCOM


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)



2

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



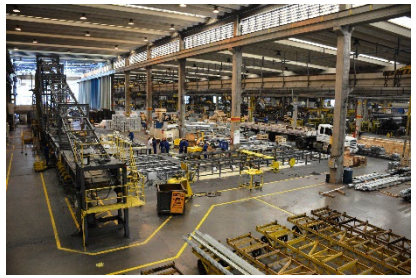
Tower Manufacturing Facility, Mexico

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

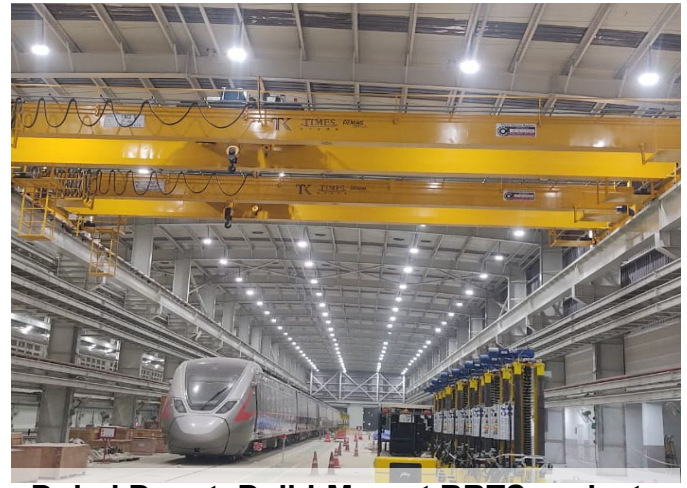
- End-to-end EPC solutions (Railways, Metros & Ropeways)
- Proven capabilities in railway electrification (OHE/2x25 kV), track laying, gauge conversion, and civil works
- Expertise in signalling & telecommunication systems including advanced safety technologies like TCAS (KAVACH) and Automatic Block 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



3

Key Performance Highlights

High Rise Residential Building, Mumbai, Maharashtra

Key Performance Highlights – Consolidated Q4 & Full year 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%

Consolidated Highlights for Q4 FY26 v/s Q4 FY25

- **Revenue** of Rs. 6,390 Cr against Rs. 6,872 Cr
- **EBITDA Margin** at 7.0% against 7.8%
- **Interest cost** as % to sales at 2.7% against 2.5%
- **PBT** at Rs. 258 Cr against Rs. 342 Cr
- **PBT Margin** at 4.0% against 5.0%
- **PAT** at Rs. 193 Cr against Rs. 268 Cr
- **PAT Margin** at 3.0% against 3.9%

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

Management Commentary



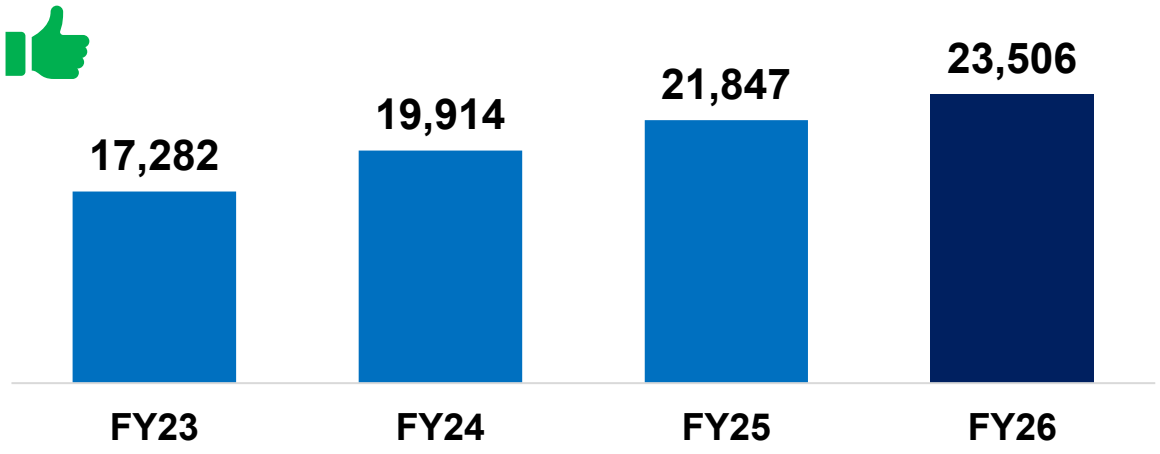
Vimal Kejriwal
Managing Director & CEO

We achieved our highest-ever Revenues, Profitability and Order Intake during the year, despite a challenging operating environment especially in Q4. The record performance was driven by robust execution in our T&D business, with its contribution to revenues increasing significantly to 68% from 59% last year. Profitability also improved considerably, with operating PBT growing by 21% and operating PAT growing by 18% YoY.

Our order book has been substantially strengthened through multiple strategic wins, taking the combined order book and L1 position beyond Rs. 40,000 crore. Despite the uncertain operating environment, our robust order book and healthy tender pipeline position us well to deliver sustained growth in the coming quarters.

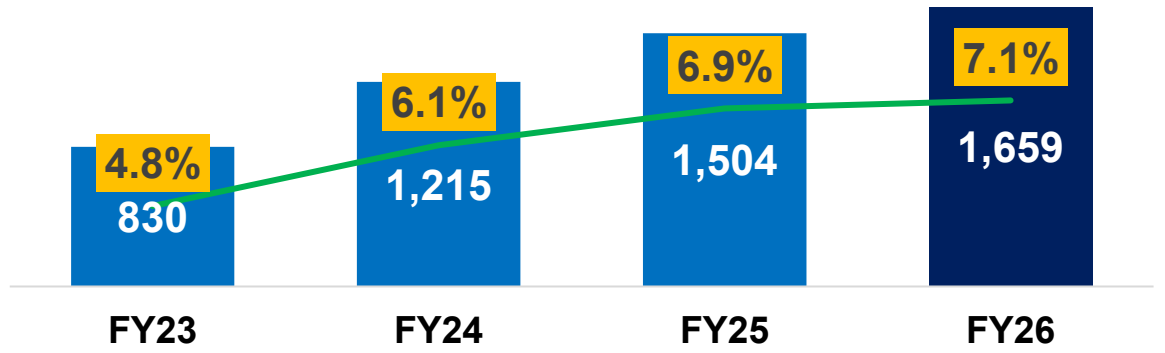
Sustained Profitable Growth – Last 3 Years

Revenue (₹ Crore)



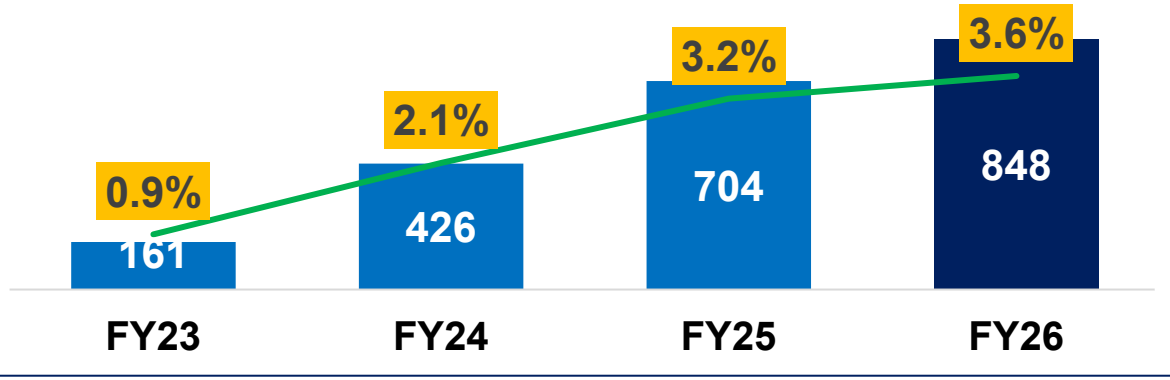
EBITDA (₹ Crore) and EBITDA Margin (%)

EBITDA Margins Improved by 230 bps



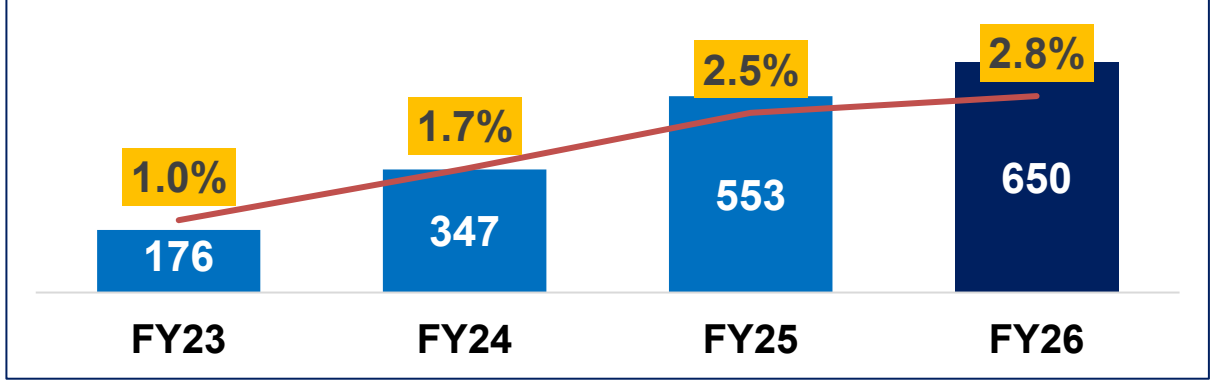
Operating* PBT (₹ Crore) and PBT Margin (%)

Operating PBT Improved by 270 bps



Operating* PAT (₹ Crore) and PAT Margin (%)

PAT Margins Improved by 180 bps



*Operating PBT & PAT excludes: 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

Key Strategic Moves – Last 3 Years

Grow T&D business - Leverage market tailwinds	**T&D Revenue share increased to 68% in FY26 from 50% in FY23; Order book & L1 doubles to Rs. 25,000 Cr in last three years**
International expansion of Non-T&D businesses	**Secured 4 International orders in Transportation & Oil & Gas businesses across Africa, Middle East and SAARC**
Foray in New EPC Segments	**Secured breakthrough orders in Wind, Semiconductor, Thermal, Hospitals, Commercial buildings, HVDC Converter Stations, STATCOM, Ropeway, Automatic Block Signaling**
Manufacturing facility for Aluminium Conductors	**Commissioned in FY25 – Supplied power transmission conductors (ACSR and AL-59) to various clients in India**
Expanding Tower Manufacturing Capabilities	**Increasing tower manufacturing capacity by ~15% to over 4,80,000 MT**
Subsidiarisation of Cables business	**Transferred the Cable business into a subsidiary in FY25 to capitalize on its strong performance and market potential, and bring sharper focus**
Capability Building	**Developed significant capabilities across business especially manpower at leadership level**

4

Financial Performance



Aluminium Conductor Plant, Vadodara, Gujarat

Profit and Loss Summary - Consolidated

(₹ crore)

Particulars	Q4 FY26	Q4 FY25	Growth (Y-o-Y)	FY26	FY25	Growth (Y-o-Y)
Revenues	**6,390**	**6,872**	**-7%**	**23,506**	**21,847**	**8%**
EBITDA	**448**	**539**	**-17%**	**1,659**	**1,504**	**10%**
EBITDA Margins	***7.0%***	***7.8%***		***7.1%***	***6.9%***	
(+) Other Income	**30**	**20**		**50**	**47**	
(-) Depreciation	**51**	**47**		**197**	**184**	
(-) Interest	**170**	**170**	**0%**	**664**	**664**	**0%**
Interest as % to sales	***2.7%***	***2.5%***		***2.8%***	***3.0%***	
Operating PBT	**258**	**342**	**-25%**	**848**	**704**	**21%**
Operating PBT Margins	***4.0%***	***5.0%***		***3.6%***	***3.2%***	
Tax	**65**	**74**		**198**	**151**	
Tax Rate %	***25.2%***	***21.6%***		***23.4%***	***21.4%***	
Operating PAT	**193**	**268**	**-28%**	**650**	**553**	**18%**
Operating PAT Margins	***3.0%***	***3.9%***		***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 - Standalone

(₹ crore)

Particulars	Q4 FY26	Q4 FY25	Growth (Y-o-Y)	FY26	FY25	Growth (Y-o-Y)
Revenues	**5,260**	**6,048**	**-13%**	**19,047**	**19,178**	**-1%**
EBITDA	**273**	**352**	**-22%**	**1,054**	**1,037**	**2%**
EBITDA Margins	***5.2%***	***5.8%***		***5.5%***	***5.4%***	
(+) Other Income	**34**	**28**		**64**	**84**	
(-) Depreciation	**36**	**34**		**140**	**146**	
(-) Interest	**142**	**139**	**3%**	**560**	**581**	**-4%**
Interest as % to sales	***2.7%***	***2.3%***		***2.9%***	***3.0%***	
Operating PBT	**129**	**208**	**-38%**	**418**	**394**	**6%**
Operating PBT Margins	***2.5%***	***3.4%***		***2.2%***	***2.1%***	
Exceptional (Expense)/ Income	166	0		114	24	
PBT	**295**	**208**	**42%**	**531**	**418**	**27%**
PBT Margin %	***5.6%***	***3.4%***		***2.8%***	***2.2%***	
PAT	**247**	**161**	**53%**	**428**	**324**	**32%**
PAT Margin %	***4.7%***	***2.7%***		***2.2%***	***1.7%***	

- Exceptional items include:
  - Provision of Rs. 52 crore made in Q3 FY26 towards the new labour code
  - Income of Rs. 166 crore towards reversal of impairment of SAE Towers subsidiary in Q4 FY26
  - Income of Rs. 24 crore from an arbitration award recognized last year in Q1 FY25
- Wef 1st Jan'25, Cables business has been transferred into a wholly owned subsidiary, KEC Asian Cables Limited and hence its financials have ceased to be a part of standalone numbers. On a like-to-like basis, excluding Cables financials for 9M FY25 from the previous year's standalone numbers, the Revenue growth stands at 6% for FY26

Businesswise Revenue Performance - Consolidated

(₹ crore)

Particulars	Q4 FY26	Q4 FY25	Growth (Y-o-Y)	FY26	FY25	Growth (Y-o-Y)
T&D:	**4,485**	**4,328**	**4%**	**15,883**	**12,833**	**24%**
- T&D (KEC)	3,999	3,975	1%	14,082	11,508	22%
- SAE Towers	487	353	38%	1,800	1,325	36%
Non T&D:	**2,192**	**2,877**	**-24%**	**8,369**	**9,616**	**-13%**
- Civil	992	1,171	-15%	3,823	4,483	-15%
- Transportation	309	681	-55%	1,555	2,112	-26%
- Oil & Gas Pipelines	69	70	-1%	258	363	-29%
- Renewables	68	361	-81%	516	853	-40%
- Cables & Conductors	754	594	27%	2,217	1,805	23%
Inter SBU:	**-288**	**-333**		**-746**	**-603**	
Total Net Sales	**6,390**	**6,872**	**-7%**	**23,506**	**21,847**	**8%**
T&D Share	70%	63%		68%	59%	
Non T&D Share	30%	37%		32%	41%	

Borrowings & Working Capital - Consolidated

(₹ crore)

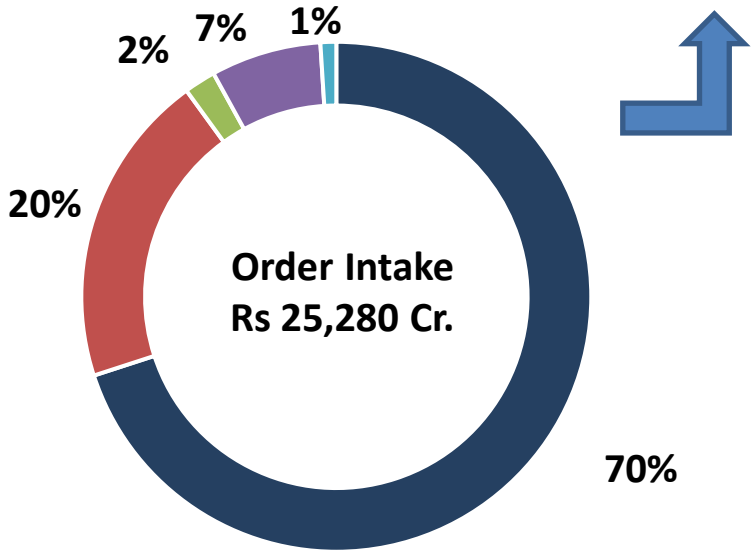
Particulars	31-Mar-26	31-Dec-25	Increase/ (Decrease)	31-Mar-25	Increase/ (Decrease)
I) Net Debt	4,601	4,865	-264	3,051	1,550
II) Interest Bearing Acceptances	2,121	1,941	179	1,507	613
Total (I + II)	**6,722**	**6,806**	**-84**	**4,558**	**2,164**

- **Net debt including acceptances have reduced by Rs. 84 Cr in Mar'26 to Rs. 6,722 Cr compared to Dec'25. There was a spillover of collections of ~Rs. 450 Cr from certain large clients which have been realized in first week of April'26**
- **Net Working Capital (NWC) stands at 137 days as on 31 Mar'26 vis-à-vis 135 days as on 31 Dec'25**
- **Interest expenses (% of revenue) have reduced by 20 basis points to 2.8%, with absolute interest costs remaining flat despite the 8% growth in revenues**
- **Debt and Working capital levels could have been reduced further but for the following reasons: Spillover of collections as mentioned above, higher inventory due to delayed dispatches in Dubai amid Middle East disruptions, strategic inventory build-up owing to volatile steel prices, muted collections in the Water business and increase in revenue driven debt**
- **We expect the debt levels to improve by Q2 FY27**

Order Intake & Order Book (Consolidated)

Order Intake – FY26

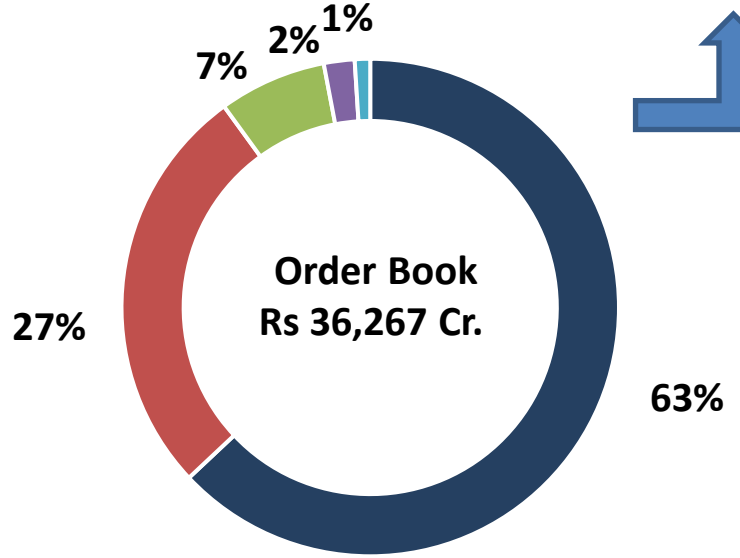
T&D : 62% | SAE : 8%



Domestic : 46% | International : 54%

Order Book – 31 Mar'26

T&D: 56% | SAE : 7%



Domestic : 52% | International : 48%

T&D | Civil | Transportation | Cables & Conductors | Others

*Others include Renewables and Oil & Gas

- ✓ Secured order intake of over Rs. 1,000 Cr in YTD FY27
- ✓ Robust Order Book + L1 of over Rs 40,000 Crore
- ✓ Tenders under Evaluation and in Pipeline of over Rs. 1,80,000 Crore

Business Outlook

TAILWINDS

- **Sustained Govt. focus on infrastructure with capex outlay increased to ₹12.2 lakh Cr. (up 9% YoY); overall infrastructure-led spending including grants and PSU investments, is estimated at over ₹17 lakh Cr.**
- **Strong pipeline in International T&D**
  - Expect more T&D infrastructure in Middle East due to the war - Rehabilitation & Rebuild, Grid Redundancy/ creation of spare capacity and Renewables to reduce dependence on fossil fuels
  - Recovery in Africa and CIS markets
  - SAARC market likely to improve with political stability in Bangladesh and Nepal
  - Strong opportunities for supply of Towers in US, Brazil & Mexico
- **Momentum continues in India T&D market** amid rising peak demand and grid congestion – Large opportunities in HVDC
- **Renewable energy target increased to 900 GW by 2035 in India** – Significant opportunities across T&D, Solar, Wind and BESS
- **AI-led Data Centre expansion** driving a strong opportunity pipeline
- **Gradual recovery in private capex** especially in Metals & Mining
- **Govt. focus on Railway continues with opportunities in TCAS *Kavach***
- **International opportunities in Civil, Transportation and Oil & Gas**

HEADWINDS

- **Geopolitical unrests in the Middle East**
  - Supply chain and logistics disruptions
  - Significant increase in Freight cost and lead times globally
  - Availability of labour in India due to LPG related issues
- **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)



500 MW Solar Project at Bhadla, Rajasthan

Key Highlights – ESG & Sustainability

- **Significant improvement across all nine Sustainability goals resulting in ESG Rating improvement**
- **Expanded deployment of ESG initiatives** across project sites in addition to factories
- **Investment in Solar Rooftop plants –** Increased solar footprint across our factories to 39%, up from 32% last year
- **Energy efficient products –**
  - High Conductivity Aluminium conductor (ACSR & AL59) for renewable energy evacuation – Supplies commenced during the year
  - E-Beam process (Sustainable manufacturing, Material & Energy Efficiency) - Expected to commence production by Q2 FY27
- **All 5 plants in India are water positive, deploying initiatives to projects**
- **Robust culture of Corporate Governance & Ethical behaviour across the organisation**
- **Onboarded an external consultant to advance our Scope 3 Inventorisation and Net Zero Strategy**

Outcome

✓ **Improvement in ESG Ratings by MSCI, S&P Global DJSI and Morningstar Sustainalytics**

✓ **KEC International has been ranked 19th among BW India's Most Sustainable Companies (IMSC) 2024–25**

ESG & Sustainability Goals and Status

Happiness Quotient

Target: Increase Happiness Quotient to 85% by FY26

Status:
Happiness Quotient for FY26 increased to 85% vis-à-vis 80% for FY21

Diversity & Inclusion

Target: Increase in diversity by 25% by FY26

Status:
Diversity has increased by 57% in FY26 vis-à-vis FY21

Occupational Heath & Safety

Target: Work towards the goal of achieving Zero accidents

Status:
LTIFR has reduced to 0.09 in FY26 vis-à-vis 0.68 in FY21, a reduction of 87%

Corporate Social Responsibility

Target: Reach 2 lac CSR beneficiaries by FY 26

Status:
Cumulative CSR beneficiaries till FY26 from FY21 are ~16 lac

Circularity

Target: Zero waste to landfill by FY 26 for manufacturing plants

Status:
- All plants except Butibori have achieved the target
- Due to statutory restrictions at Butibori, strategy being reworked

Water Positive Approach

Target: Reduce water consumption intensity in manufacturing plants by 20% by FY26

Status:
Water consumption intensity has reduced by 35% in FY26 vis-à-vis FY21

Energy Consumption

Target: Reduce energy consumption intensity of manufacturing plants by 15% by FY26

Status:
Energy consumption intensity has reduced by 23% in FY26 vis-à-vis FY21

Carbon Emission

Target: Reduce Greenhouse Gas (GHG) emissions intensity of manufacturing plants by 20% by FY26

Status:
GHG emission intensity has reduced by 25% in FY26 vis-à-vis FY21

Sustainable Procurement

Target: 100% of key suppliers to be assessed under ESG criteria by FY23

Status:
100% of key suppliers assessed under ESG Criteria

Sustainability Roadmap – Key Initiatives and Approach

Happiness Quotient

- KECARES 2.0 expanded its footprint, health melas, fitness initiatives, yoga, and expert-led sessions
- Dedicated programmes being developed on capability building

Diversity & Inclusion

- Women's Day webinars were conducted featuring experts - sessions focused on physical, mental, financial, and professional well-being
- Introduction of Support Beam – a virtual program enabling managers to become stronger allies

Occupational Heath & Safety

- Implementing safety standards on Working at Height, Electrical Safety and Mechanical Lifting
- Developing E-learning modules for employees and contractors

Corporate Social Responsibility

- Restoring urban green spaces as a corrective measure to improve carbon footprint
- Training women in hand spinning, weaving and tailoring

Circularity

- Recovery of Zinc from Ash & Dross
- Construction of artificial reefs using steel and cement leftover from our project sites

Water Positive Approach

- Installation of ETP to recycle the treated effluent in Galva process
- Recycling of Waste-water and AC condensate water at project sites

Decarbonisation

Reducing energy consumption & carbon emission

- Installation of induction furnaces and electric construction equipment
- Installation of TAABI Fuel Management Systems at Projects and Factories

Sustainable Procurement

- Formulated the Code of Conduct (CoC) based on sustainability / ESG criteria
- Formulated Sustainable Procurement Policy

Key Awards & Recognition





KEC Achieved 19th rank at BW India's Most Sustainable Companies

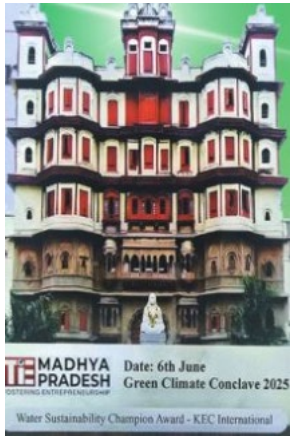




Earned global recognition by winning the Sword of Honour from British Safety Council for our KEC Civil project



Achieved Distinction and 20 awards in ISA 2026 Awards from British Safety Council





Won Water Sustainability Champion Award at Green Climate Conclave 2025 for Water Positive Initiatives



Won 2 ROSPA Gold Awards for Safety in International Projects



Bagged Sustainable Initiative of the year award by UBS Forums

THANK YOU





*Includes EPC and Supply

Follow us on:

Registered Office

RPG House, 463, Dr. Annie Besant Road, Worli, Mumbai - 400 030.

Phone: +91-22-6667 0200 | Email: kecindia@kecrpg.com

www.kecrpg.com