KIRLOSKAR ELECTRIC COMPANY LTD.,

Transcript of 79th Annual General Meeting of Kirloskar Electric Company Limited held on Thursday, 13th day of August 2026 at 11.00 AM through video conferencing

Moderator	**:**	Dear shareholders, good morning. Welcome to the 79th Annual General Meeting of Kirloskar Electric Company Limited. I now hand over the floor to Mr. Vijay R. Kirloskar, Executive Chairman of the company to take the proceedings forward.
Mr. Vijay R. Kirloskar, Executive Chairman	:	Hello, shareholders. This is the 79th AGM of Kirloskar Electric and I welcome you all to the board meeting and to the AGM. I will then start proceedings as we have a quorum, and we will start meeting now. Before I go further, let me introduce all the directors who are here and who are present. One is my dear wife, Meena Kirloskar, who is the Vice Chairman.
Mrs. Meena Kirloskar, Vice Chairperson	:	Namaste, everybody. Very happy to join the AGM.
Mr. Vijay R. Kirloskar, Executive Chairman	:	My other daughter, Rukmini Kirloskar, who is the Non-Executive Director. And a new generation coming in, Ms. Janaki Kirloskar, Joint Managing Director.
Ms. Janaki Kirloskar, Joint Managing Director	:	Namaste. Good morning.
Mr. Vijay R. Kirloskar, Executive Chairman	:	Many of you have asked me about special planning and she is the one. Then we have Suresh Kumar, who is our Audit Committee Chairman.
Mr. Suresh Kumar – Independent Director & Chairman of Audit Committee, SRC & NRC	:	Good morning.

Mr. Vijay R. Kirloskar, Executive Chairman : And then we have Mr. Mohammad Saad Bin Jung, who is our Independent Director

Mr. Mohammad Saad Bin Jung – Independent Director : Good morning, Chairman. Good morning, everyone.

Mr. Vijay R. Kirloskar, Executive Chairman : Then Dr. Pangal Ranganath Nayak, a very well-known cardiologist in Bangalore and in India.

Then we have Mr. Ravi Ghai, Independent Director, who has been with us for some time.

And then Mr. Shanth Kumar, an Independent Director, who has joined us last year.

And Anand Hunnur, who is the Managing Director, an old timer.

Mr. Anand Hunnur, Managing Director : Good morning.

Mr. Vijay R. Kirloskar, Executive Chairman : And of course, Mr. Dilip Kumar Pani, who is now the new CFO, a very young man. We have great expectations of him. And Mr. Bhat, who has been here for years, and he is our Company Secretary.

And now, apart from them, we also have statutory auditors of the company, K.N. Prabhashankar & Company, Mr. Umesh Patwardhan from K.N. Prabhashankar & Co. And of course, we have cost Auditor and secretarial Auditor. And Chandra Sekhar, who is the Practising Company Secretary, joining the meeting from VC.

We have our members attending the AGM through video conferencing, audio-visual means also. And they will be counted for the purpose of quorum.

I will now request, I have a little problem with my eye, I will request Anand to read out the rest. And although I am conducting the meeting, Mr. Anand will do the reading. Anand?

Mr. Anand Hunnur, Managing Director : Now I request the Company Secretary to provide general instruction to participate in this meeting.

Mr. Mahabaleshwar Bhat, Company Secretary **:** Good morning, everyone.
I welcome you all to this 79th Annual Meeting of the Company. I would like to mention that the Company has engaged the service

of CDSL to provide remote e-voting during the AGM. The facility for joining this meeting is made available for members on a first-come, first-served basis.

The register of directors and key managerial personnel, the register of contracts or arrangements and other documents mentioned in the AGM notice have been made available for inspection by members during this AGM.

As the AGM is being held through video conferencing, the facility for appointment of proxy is not applicable. Members who have joined this meeting by default will be placed on mute to ensure smooth and seamless conduct of the meeting.

The notice of the 79th Annual Meeting and Annual Report including standalone and consolidated financial statements for the year ended 31st March 2026, along with the board's report and the auditor's report, they all have been sent through electronic mode to those members whose email addresses are registered with the Company or with their respective depositories. These documents have also been made available on the Company's website.

The Company has provided the facility to cast votes electronically on all the resolutions set forth in the notice. The remote e-voting period started on Monday, August 10, 2026 and has ended on Wednesday, August 12, 2026. Members who have not cast their votes electronically and who are participating in this meeting will have an opportunity to cast their votes through the e-voting system provided by CDSL.

Members may please note that there will be no voting by show of hands. Members can click on the vote tab on the video conference screen to make use of this facility. Members are requested to refer to the instructions provided in the notice for a seamless participation through video conferencing and also [39:25] audio unavailable.

Members may also kindly note that this AGM is being recorded. The Company has taken all feasible efforts to enable members to participate through video conferencing and vote at the AGM.

I thank all the Board of Directors, members and the auditors for joining this meeting over the video conferencing.

Now I request the Chairman Sir to address the shareholders. Thank you.

Mr. Vijay R. Kirloskar, Executive Chairman : I have a request. I am requesting Mr. Anand Hunnur, MD, to read out my speech.

Mr. Anand B Hunnur, Managing Director : Good morning, everybody. On behalf of the Executive Chairman, I read this speech for you.

Dear shareholders, members of the Board, colleagues and friends, it is my privilege to welcome you all to the Annual General Meeting of Kirloskar Electric Company.

As we reflect on the years gone by, I would like to begin by acknowledging the continued support and confidence of our esteemed shareholders, bankers, customers, employees, business partners and other stakeholders.

Kirloskar Electric has been part of India's industry journey for eight decades. Since our incorporation in 1946, our company has evolved alongside the changing needs of Indian industry from the early stages of industrialization to today's transition towards electrification, digitization, energy efficiency and a more resilient eco-power system. We stand today at the threshold of another such era of growth and we intend to meet it with the same engineering conviction that has carried us thus far.

Mr. Vijay R. Kirloskar, Executive Chairman : I would like to just interfere here… we have a new team now as part of the succession planning. One is that we have Anand Hunnur, who is now the MD. We have Janaki Kirloskar, my older daughter, who is now the JMD and is taking charge of operations. And we have Mr. Dilip Pani, who is the CFO of the company. Along with, of course, Mr. Mahabaleshwar Bhat and others who are joining us periodically as we need. Whether it's the sales team, whether it's the marketing team, whether it's finance, manufacturing, engineering, we are seeing a lot of new talent coming in. And with this I hope that our company will grow stronger and stronger.
Thank you.

Mr. Anand B Hunnur, Managing Director : Thank you, sir.
Our objective going forward is clear - to build sustainable, profitable and consistent growth by leveraging our engineering capabilities, our installed base and the opportunities emerging across India's industrial and infrastructure landscape.

India remains on a long-term investment cycle supported by infrastructure development, manufacturing growth, power sector investments and increasing demand for energy efficient industrial

equipments. At the same time, we do recognize that our industry remains competitive and that commodity prices, project cycles and execution requirements influence performance from year to year.

Our approach, therefore, will remain balanced, targeting measured growth, supported by stronger execution, better capacity utilization and disciplined cost management. We will not pursue growth at the expense of financial discipline.

I would like to briefly outline where we see meaningful opportunity for Kirloskar Electric.

- The continued expansion of India's power infrastructure, generation, transmission and distribution remains central to our business and our transformers, generators and motors as well to participate in the growth.

- India's transition towards renewable energy is creating a parallel opportunity since every additional unit of renewable capacity requires a supporting electrical infrastructure that is core to our engineering base. Our industrial customers, meanwhile, are increasingly focused on energy efficiency and modernization and with an installed base of nearly 3 million motors plus across Indian industry.

- We are all well-placed to build on service, replacement and life cycle value.

- And looking further ahead, electric mobility and rapid growth of data centers and critical infrastructure represent newer avenues where our capabilities in motors, transformers and generators remain directly relevant.

- These are encouraging opportunities, but opportunities alone do not create shareholder value, execution does.

- Our aim, therefore, is not to chase short-term revenue growth, but to progressively build a stronger business, one with better operating leverage, improved product mix, stronger customer relationship and greater resilience across market cycles.

- We will remain disciplined in capital allocation and also selective in the opportunities we pursue, pragmatic about the challenges before us and equally confident about the road ahead.

- India's requirements for electricity, industrial capacity and energy-efficient solutions will continue to expand and our responsibility is to ensure that Kirloskar Electric is positioned to participate meaningfully in that growth with a disciplined engineering excellence and a long-term view.

On behalf of the board, I thank our shareholders for their continued trust and I acknowledge our employees, customers, vendors, suppliers and all our stakeholders who continue to contribute to the company's progress.

We look forward to the years ahead with measured confidence and a very clear objective to make Kirloskar Electric a stronger, more competitive and a more valuable enterprise for the value of all of you.

Thank you. Jai Hind.

I now request Mr. Mahabaleshwar Bhat, Company Secretary, to read the Auditor's Report.

Mr. Mahabaleshwar Bhat, Company Secretary : Thank you, sir.
The auditor's report on standalone and consolidated financial statements are available on page Nos. 68 and 113 respectively of the 79th Annual Report. The secretarial auditor's report is enclosed with the board's Report on page no. 50 of the Annual Report. The Statutory auditors, K.N. Prabhashankar & Co., have expressed their unqualified opinion on the standalone audit report for the Financial Year 2025-26. I request the Chairman to consider the audit report taken as read.

Mr. Vijay R. Kirloskar, Executive Chairman : Please take it as read. And the annexure also. Can we take the annexure as read also? Thank you.

Mr. Mahabaleshwar Bhat, Company Secretary : The company has received requests from few members to register them as speakers at the meeting. Members who did not wish to speak were also given the option to send their queries in advance. I request the speakers to keep the questions brief and specific to the operations of the company. To avoid repetition, the answers to all the questions will be provided towards the end.

We will now begin the questions and answers session.

I request the moderator to take over.

Moderator: : Thank you, sir.

I request the speaker shareholders to unmute themselves to ask the question as per the sequence number allotted to them. Speakers are requested to state their names, folio ids, DP ids, client ids, number of shares and location from where they are participating for the record purpose. Once you have asked your questions, you can unmute and switch off the video to watch the proceedings.

Speakers may note that this meeting is being recorded. Please do not disclose any sensitive personal information or personally identifiable information belonging to you or any other person that has no bearing on this meeting. In case, shareholders who have not pre-registered as speakers but wish to raise any clarifications can write an email to the company.

Speakers are requested to limit their questions to performance of the company and not repeat the questions which have already been asked by other speakers. If there is any problem at the speaker's end, the moderator will call out the name of the next speaker shareholder.
For now, I request the first speaker shareholder, Mr. Praveen Kumar, to ask his questions.

Mr. Vijay R. Kirloskar, Executive Chairman : Dear shareholders, I would like Mr. Anand Hunnur and my daughter, Janaki Kirloskar, who will be answering the questions as we are in the operations. I am still there.

And we also have the Audit Committee Chairman, Mr. Suresh Kumar, here to moderate or answer any other questions that you may have.

Mr. Praveen Kumar – Speaker Shareholder : Hello, I am audible. Hello, I am audible

Moderator : Yes, you are.

Mr. Praveen Kumar – Speaker Shareholder : A very, very good morning to my honourable respected chairperson, respected board of directors, my fellow shareholder, myself, Praveen Kumar, and I'm joining this meeting from New Delhi, sir.

Sir, thank you very much for your very, very in-depth address to the shareholder. I am with the company for more than 25 years, and I am thankful that I invested my hard-earned money into this company. It's a legacy for me. And today, if you see the year under review, there are so many concerns. And every other week,

our Donald Trump uncle will be coming out with a different script to interrupt the market. Worldwide war is going on, on the home front also. The commodity price is going haywire.

But despite those challenges, sir, I truly salute your leadership, your dedication, your devotion, your focused approach to bring sustainable value creation for a retail investor like me. Our company is coming out with very, very satisfactory results, sir. It is due to your focused approach, sir.

I wholeheartedly support all the resolutions.

Please let me know under CSR activities what kind of initiative our company is taking to build India in a very, very constructive way.

One more thing which is very, very important for a retail investor like me is the litmus test of the company is decided by the communication between the company and retail investor. In this regard, I love to thank our respected company secretary and his entire team. He is the biggest asset, mark my words, sir, as far as the communication is concerned. Even during the course of year, if we need any update, there will be timely reply. That truly boosts our morale as far as our investment in the company is concerned.

At the end, sir, I just pray to God that he will bless you with all the health and happiness so that along with the professional team and dedicated employees, you can take our company to the near heights in the future.

Thank you for this opportunity. Jai Hind, sir.

Mr. Vijay R. Kirloskar, Executive Chairman : Thank you very much for your good wishes.

Moderator : Thank you, Mr. Praveen. We have noted your questions and queries.
Now, I request the second speaker shareholder, Mr. Gundluru Reddeppa to ask a question. Sir, you have been placed in the meeting. Kindly unmute the microphone and speak.

Mr. Gundluru Reddeppa, Speaker Shareholder : Respected Chairman, Board of Directors, Non-Executive Independent Directors, scrutinizers, auditors, company secretary and my fellow shareholders.

Good morning, Namaste, Vanakkam, Namaskaram. Myself, Reddeppa Gundluru, attending this session from Hyderabad.

As a shareholder of Kirloskar, I am very happy and proud about the company's performance.

Thank you, Company Secretary, for sending me the physical annual report promptly. I have gone through the annual report. The numbers and figures as per the statutory guidelines are very wonderful. I found there is wonderful corporate governance, Mr. Chairman and MD, under your leadership. With the support of CS, all the KMPs, the governance is very transparent, ethical, and especially the integrity is there.

Thank you and a special kudos to all the KMPs of the company. Also, sir, a wonderful financial performance, thanks you so much.

Thank you for continuing to devote and thank you for the CSR activities.

Here, my question is, what is your outlook for Financial 2027?

Also, what is the vision for 2030?

I don't have any questions to ask. Balance sheet is very good and no other questions on balance sheet.

The Company Secretary is always reachable, so I don't have any questions. If anything, I will let you know through mail.

Thank you so much, sir. E-voting has been done.
I support wholeheartedly all the resolutions and e-voting has been done.

Finally, thank you so much to all the KMPs and all the hardworking employees of my company and Company Secretary. Very wonderful, friendly approach and professional manner they are doing the compliance, and a smooth AGM, Mr. Mahesh Bhat is doing, sir. He needs special appreciation in this regard.

So, sir, we have faith on you, trust on you. So, go ahead, sir. Sir, God is with us and our shareholders are with you, supporting you. So, I pray God to give more wisdom and strength to entire board members, families with the health and wisdom and all the KMPs of my company. Also, I pray God to give the very good health to all the hardworking employees.

Thank you so much for giving this opportunity.

Proud and happy shareholder Reddeppa Gundluru from

Hyderabad.

Mr. Vijay R. Kirloskar, Executive Chairman : Thank you very much. It's a great responsibility on me that you have so much faith in me. Thank you very much and my team. Thank you.

Moderator : Thank you, Mr. Reddeppa. We have noted your questions.

Chairman sir, our third speaker shareholder, Ms. Jaya Bharati Timulluri has not connected.

So, we'll move on to the next speaker shareholder number four, Mr. Hiranand Kotwani. Sir, you've been placed in the meeting. Kindly unmute your microphone to speak.

Mr. Hiranand Kotwani – Speaker Shareholder : Namaste. I am Hiranand Kotwani from Kalyan. I hope I am audible

Mr. Vijay R. Kirloskar, Executive Chairman : Yes, very much.

Mr. Hiranand Kotwani – Speaker Shareholder : It's a great company and namaste to all those who are listening to me.

Gentlemen, your relation with the investors is visible. The participation is low. And the compliance is good, I regularly receive your balance sheet on time, but this time I have not received it due to the water logging and all these things, but the presentation was not there.

Every company used to initially present what is the operation efficiency and where turnover and sustainability, order position, pain and gain. Please narrate regarding the company's future turnover, order position, expansion, because now the world is changing. Previously, heavy machines were there, now they are small and the world is moving fast. We have to see the global challenges and all these things. How the market, how new product will come? Efficiency, expansion? Sustainability will come only when the expansion and innovation will be there. Please direct the future growth and prosperity? How you're going to reward the minority shareholder?

Thank you and best wishes from Hiranand Kotwani.

Moderator : Thank you, Mr. Kotwani. We have noted your questions. Chairman Sir, we'll move on to our next Speaker Shareholder, Mr. Rohit Vinod Ohri. Sir, you've been placed in the meeting. Kindly unmute your microphone to speak.

Mr. Rohit Vinod Ohri, Speaker Shareholder : Am I audible?

Moderator : Yes, Sir. Please go ahead.

Mr. Vijay R. Kirloskar, Executive Chairman : Yes, you are.

Mr. Rohit Vinod Ohri, Speaker Shareholder : Thank you. Thank you, Sir. So, I really like this idea of playing Vande Mataram at the beginning of the presentation, celebrating the 150th anniversary of the National song. Sir, hats off to whosoever came up with that idea, and celebrating everything related to the country is really commendable.

Sir, secondly, this new team that is coming up, which is a good thing, a lot of smiling faces on the screen that I can see. Sir, what target or milestones are assigned to them, maybe that they have to achieve over the next 2 or 3 years?

Vijay ji, the company is still a little bit dependent on restructuring and committed capital. We require some more infusion, I believe that, but my question is that, Sir, by when do you think that this will probably come to an end? Or what are the pending milestones, according to you? And by when do you think that this restructuring will be completed?

Apart from that, I have sent a list of questions. If you have it with you handy, then I will not repeat it. But Janaki, Anand ji, and Dilip ji, if you have it with you right now, if you can answer all of them, I'll be very happy. These are a set of 16 or 17 questions trying to understand more about the business, and I continue to be a committed long-term shareholder of the company.

Thank you for patiently listening. I hope you answer my questions. Thank you. Thanks a lot.

Mr. Vijay R. Kirloskar, Executive Chairman : We will answer to the best of our ability and to your satisfaction. But we will cover the questions in the last part after all the shareholders have spoken. Because some of the questions are similar, therefore, we will cover it all at the end. So, we are ready to answer all the questions and just give us a chance once we finish all the shareholders.

Moderator : Thank you, Sir. We'll move on to our 6th Speaker Shareholder, Mr. Yogesh Paras Bathia. Sir, you've been placed in the meeting. Kindly unmute your microphone to speak.

Mr. Yogesh Paras Bathia, Speaker Shareholder : Good morning. Good morning, Sir. Am I audible?

Mr. Vijay R. Kirloskar, Executive Chairman : Yes

Mr. Yogesh Paras Bathia, Speaker Shareholder : Sir, first of all, I have a few questions. It will be very helpful if you can answer them in detail towards the end.

- Sir, first is, you know, in 2017 our turnover was ₹589 crores and in 2026 also our turnover is similar. So, you know, given a decade of underperformance, and there is such an up cycle in the entire power equipment products, what is our strategy? What do we plan to do? And if you can give us some sense as to how we plan to, you know, participate in this sectoral up cycle?
- My second question is, Sir, we have multiple plants, can you explain us what is the capacity utilization and, you know, what could be our next 2 to 3-year target that we would like to achieve with respect to, you know, turnover?
- Another thing is, Sir, we had planned the Hubli land monetization, 31 acres. If you can explain us the timeline, the expected value, and what would be the planned use of the proceeds?
- My one more question was, Sir, recently we did a ₹40 crore promoter infusion in the company, so what would be the rationale behind it? And is it because we want to support the balance sheet or we have some confidence in the growth plans?
- And finally, Sir, if you can explain and give us some brief about what is the current order book and, you know, what is the strategy to gain market share in transformers, motors, generators? That should be all, Sir.

Moderator : Thank you, Sir.

Chairman Sir, our Speaker Shareholder 7, Mr. Dharmesh Pravin Bhai Gosalia, and Speaker Shareholder 8, Mr. P. P. Shyam Sundari, have not joined yet.

So, we'll move on to our next Speaker Shareholder, 9, Mr. Abhishek Jain. Sir, you've been placed in the meeting. Kindly unmute your microphone to speak. Mr. Abhishek, kindly unmute your microphone to speak.

Mr. Vijay R. Kirloskar, Executive Chairman : Mr. Abhishek?

Moderator : Sir, we'll move on to our next speaker shareholder, Mr. Shrinivas Adikesar. Sir, you've been placed in the meeting, kindly unmute your microphone to speak.

Mr. Shrinivas Adikesar, Speaker Shareholder : Yes, good morning. Am I audible?

Mr. Vijay R. Kirloskar, Executive Chairman : Yes, you are audible.

Moderator : Yes

Mr. Shrinivas Adikesar, Speaker Shareholder : Yes, thank you, Sir. See, my folio number is 22555041. My name is Shrinivas Adikesar. See, first of all, I would like to express my, meaning, appreciation to the management, Board of Directors, Chairman, and Company Secretary for their consistently prompt and helpful responses.

Chairman Sir, business initiatives what you took way back 70-75 years ago, the electric motors are still running in many industry, and you built a good brand and portfolio, product portfolio. Thank you so much. You are a very good entrepreneur, and I will try to learn from you.

Sir, I have one or two minor questions. We note from regulatory filings that several recent changes in senior management, including few resignations, new appointments across the management team, Board of Directors, especially Joint Managing Director has been joined. I think when I read the profile of Ms. Janaki Kirloskar, her profile and work experience is quite impressive. We hope these strategic changes will drive business expansion and growth further. In the Chairman opening remark, he already indicated the positive on new generation leaderships. I would like to understand from the management on these initiatives and visions behind these transitions and comment on the expected impact on the business of the company.

My second question is regarding the transformer business, you know. Does the management have any specific focus on expansions? Can we expect any capacity increases or capital expenditure, CapEx under consideration in the near term?

The third question is what I understand from the public domain or maybe exchange filings, about recent restructuring initiatives such

as amalgamation, merger of some subsidiaries, 4-5 companies has been amalgamated recently, what kind of growth in the revenue, profitability is anticipated going forward?

So, thank you. Thank you to all secretarial team for wonderful interactions, meaning sending annual reports, and they are positive on all these aspects. Thank you so much.

Mr. Vijay R. Kirloskar, Executive Chairman : We will be answering your questions at the end of the question and answer session. Thank you for your appreciation

Moderator : We'll go back to our 9th Speaker Shareholder, Mr. Abhishek Jain. Sir, you've been placed in the meeting. Kindly request you to unmute and kindly speak. Mr. Abhishek?

Mr. Abhishek Jain, Speaker Shareholder : Am I audible?

Moderator : Yes, Sir.

Mr. Vijay R. Kirloskar, Executive Chairman : Yes, you are audible

Mr. Abhishek Jain, Speaker Shareholder : First of all, I congratulate the management on the eve of 79th Annual General Body Meeting. Sir, our company is doing good, and we are marching towards our 80th year, that is our diamond jubilee year. Shareholders have a lot of expectations from the management, hope that the management will fulfill the wish and desire of the minority shareholders by means of bonus issue in the years to come. And kindly arrange a plant visit for the shareholders, sir.

And some of my questions sent via email also, I shall not repeat the same question again in the interest of time.

Nothing much to ask, Sir. I wish the company and the Board of Directors a great success and prosperity in the coming future, and thank you for giving this opportunity, Sir. Hope to see you in the upcoming hybrid AGM next year. Thank you.

Mr. Vijay R. Kirloskar, Executive Chairman : We are proud to hear you speak. And thank you for your good wishes.

Moderator : Thank you, Mr. Abhishek.

Chairman Sir, we will move onto our next speaker shareholder, Mr. Girish Gupta. All the shareholders who registered under login

were given a chance to speak. I now hand it over back to you, sir. Thank you. Sir, kindly unmute the microphone to speak.

Mr. Girish Gupta, Speaker Shareholder : Hello? Hi, am I audible?

Mr. Vijay R. Kirloskar, Executive Chairman : Yes, you are audible.

Mr. Girish Gupta, Speaker Shareholder : Hello? Good morning, Sir. I have already sent my queries in the email. I think it is a waste of time again and again I repeat. But there are 2-3 questions which I want to ask.

- First thing, you are in transformer business and I learned from the newspaper and other articles there is a shortage of the transformer business. So, how big opportunity you can see in the transformer business?
- Second thing, OAVM AGM, I am attending every AGM. And you are saying that if it is possible that we will also declare the dividend. So, what you can think that the company will turn around and we can expect the dividend from the company?

And the other queries I have already sent by email. Please give the answer for each and every query. That is very helpful to me. Thanks.

Mr. Vijay R. Kirloskar, Executive Chairman : We will do the needful, thank you very much.

Moderator : Thank you, Mr. Girish.

Chairman Sir, all the shareholders who registered and did login were given a chance to speak. I now hand it over back to you, Sir. Thank you.

Mr. Vijay R. Kirloskar, Executive Chairman : With no other shareholders there who are wanting to ask questions, I will now request the MD and Joint MD to answer the questions and also to talk a little bit more, since the shareholders are very keen and interested about KEC, and it's a pleasure to see that. They will be answering questions, and they'll also take you through the path of how KEC is looking at the future. Anand.

Mr. Anand B Hunnur, Managing Director : Thank you, Sir.

So, we are covering all these questions one by one. And if any question which you feel was asked but left out, you can remind us at the end of the session.

So, to begin with, comments on FY16 performance, restructuring progress, and turnaround. We are happy to report, as already shared in the Balance Sheet, FY26 marks very clear and measurable progress. Our Revenue from Operations grew from ₹543 crores to ₹589 crores, with EBITDA improving from ₹33 crores to ₹38.5 crores. And company returned to a profit before exceptional item amount of ₹16.77 crores as against ₹597 lakhs in the previous years, which is a turnaround of ₹22.7 crores. Profit After Tax more than doubled to ₹838 lakhs. This itself shows the inherent strength, competencies, and internal efficiencies increased in the last year.

On the restructuring front, we have made significant progress. Milestones basically relate to completion of committed capital infusion and continued strengthening of the Balance Sheet in coordination with the lenders. We are engaged constructively with lenders, and we expect to bring these initiatives to a satisfactory conclusion in an orderly manner soon. We are confident FY26 just is the beginning of structural turnaround story rather than a temporary recovery.

Three main leading indicators support this view -

- Firstly, very healthier and a strong, well, diversified order book across all the products in all the units covering industrial engineering, power, renewable, infrastructure, transportation, and mobility.
- Secondly, the sustained margin disciplines. Perhaps, this is the first time you must be hearing this word "discipline" in our presentation, in our speeches, and in our documentations. That itself is an indication how focused we are on in disciplining our operation, financial management, and other associated activities. So, we would like to focus further on sustained discipline arising from operational excellence rather than one-off factors.
- Last but not the least, steadily improving Debt Service Coverage Ratio, which is now at 1.51, alongside a reduction in debt and an improvement in the Debt/Equity ratio to 0.76.

Ms. Janaki Kirloskar, Joint Managing Director : Good morning, everybody. I will now address the second general question or the theme that had been sent to us. It was about our margins and quality and sustainability of the margins. The margin improvement that we saw in FY26 is broad-based, and in the management's assessment, is largely sustainable.

EBITDA margin improved from 6.1% to 6.5%. This improvement

was driven by operational improvements, better raw material consumption, an improved product mix towards higher-value orders, and an improved absorption of fixed costs on higher volumes.

A meaningful proportion of the company's orders today involve customized application-specific engineering, which typically commands better price realization than standardized products. That being said, the company continues to focus on its standardized products and find better efficiencies and margins while making them.

The management strategy is to progressively increase the share of value-added and customized solutions, which is going to support our margin resilience going forward.

Anand, over to you.

Mr. Anand B Hunnur, Managing Director : Next query was on growth roadmap and 3-5-year outlook. Over the next 3-5 years, we aspire to deliver steady, profitable growth accompanied by continued margin expansion and improving Return on Capital Employed. The principal growth drivers are the strong demand environment in power transmission and distribution, e-mobility, and others, giving rise for increase in demand for motors in electric vehicle applications and growing spares and services team.

We believe FY27 can build meaningfully on the FY26 base, and we are committed to sharing more specific guidance as visibility firms up. The favourable fundamentals for us are expanding addressable market driven surge in demand, favourable regulatory frameworks, and a long-term sector tailwinds. We continue to focus on strategic alignment with key macro trends including digitization, sustainability, urban consumption, and supply chain realignments.

Strong core foundation positioned to outperform broader market growth and capture incremental market share.

We continue to focus on planned expansions, capacity expansions, organic volume growth, and unlocking the operational efficiencies across primary business units.

Last but not the least, we continue to focus on commercializing new high-potential growth verticals to build revenue resilience and expand overall margins.

Ms. Janaki Kirloskar, Joint Managing Director : Thank you. The next question that we had was about our rotating machine division and the segment profit mix that we have at the company. The rotating machine division has historically been the company's operational challenge and, today, we have taken structural steps to address this. This includes consolidated discipline in order selection, improvements in throughput, and a sharper focus on higher-valued, application-specific machines. This division is on track to recovering steadily this year.

The power generation and distribution business delivered the strongest profit improvement in FY26. Going forward, we expect this business and the recovering rotating machine business to be significant contributors to the incremental profitability of the company.

Across the portfolio that we have, the company has gained ground in transformers, higher-value motors, and services, and continues to sharpen its competitive edge in these categories.

Mr. Anand B Hunnur, Managing Director : Next query was on promoter's capital infusion of approximately ₹40 crores. The proposed promoter's infusion of ₹40 crores approximately is currently awaiting shareholder clearance at this Annual General Meeting. It should be viewed as a very clear signal of promoter confidence in the company's turnaround story. The infusion is intended primary to strengthen the Balance Sheet, support working capital requirements, and reduce the debt.

On approval and deployment, management expects the infusion to lower the interest cost and improve return on capital progressively. The Board will keep shareholders duly informed as the infusion is completed and deployed.

Ms. Janaki Kirloskar, Joint Managing Director : The next query was on order-book and diversification. The company's order-book is well diversified across end markets, which strengthens our business perspective. Our order booking is spread across industrial and engineering segment, power and renewable energy segment, infrastructure and construction segments, as well as other segments. We are present in India and in the overseas market.

This diversification across transformers, motors, generators, and our spares and service division positions the company to capitalize on multiple demand segments simultaneously, as well as improve its competitive standing across all segments during FY27.

Mr. Anand B Hunnur, Managing Director : Query on transformer shortage and power equipment opportunity. We are aware of the current surge in demand and

demand-supply mismatch of transformers in the domestic market. With 80 years of experience in this field, we are well placed to capitalize on this opportunity, and is progressively aligning its capacity utilization and order intake to participate meaningfully in this favourable cycle.

With the Balance Sheet now strengthening, order-book improving and competitiveness sharpening, we are confident that the company is better placed to participate and exploit the opportunity from FY27 onwards.

Ms. Janaki Kirloskar, Joint Managing Director : We had a query about electric vehicle motors. The company manufactures electric motors for electrical vehicle applications and we are progressively increasing volumes in line with customer demand. As firm demand builds, company is well positioned to meet the demand. The management regards the EV segment as an important avenue of growth for us.

Mr. Anand B Hunnur, Managing Director : Net worth strengthening and the path ahead. One shareholder also asked the question, the question of Net worth. The management is firmly committed to strengthening the company's financial position and FY26 show a very clear progress. On a consolidated basis, Net worth improved and the debt reduced approximately by ₹15.78 crores, taking the Debt/Equity ratio down from 0.93 to 0.76. This improvement is driven by the return to profitability, disciplined working capital management, and also debt reduction.

We expect continued strengthening through FY27, supported by the proposed capital infusion and sustained operating performance.

Ms. Janaki Kirloskar, Joint Managing Director : In the same field, we had questions about the company's debt position and monetization of non-core assets. The management remains focused on deleveraging. The company continues to pursue disciplined cash generation and monetization of identified non-core assets to reduce debt further.

On idle or non-core assets, the management is actively evaluating identified assets to monetize, to support debt reduction and to strengthen Net worth, subject to applicable approvals.

On the path of becoming debt-free, the management is committed to a steady reduction in borrowings over the medium term.

Mr. Anand B Hunnur, : Few asked a query on Hubli land monetization. On the proposed

Managing Director		monetization of Hubli land, this matter is currently sub-judice, with a stay order in place in Dharwad High Court. The management will update shareholders on the status, timeline, and value once the legal position is resolved and the company can proceed further. In continuation, there was a query also on capacity utilization and plant productivity. The company operates across multiple manufacturing locations covering transformers, motors, generators, and related equipment. As a matter of policy, we do not disclose plant-wise capacity utilization. However, continuously we pursue productivity improvement programs, better asset utilization, and also improved return on capital across all our facilities by reducing bottlenecks, increasing output, and maintaining disciplined capital allocation.
Ms. Janaki Kirloskar, Joint Managing Director	:	Thank you. With regard to the senior leadership changes that are there, I think, like any organization, we are in process of strengthening our entire manpower, be it across sales, manufacturing, operations, finance; at all areas of the company. Today's current leadership team at the company is well placed to drive the company's turnaround strategy and we are confident that each member of this team is going to be an asset to the organization.
Mr. Vijay R. Kirloskar, Executive Chairman	:	I'd just like to add one thing. These changes that we have brought in and the succession plans, our age group today has come down to around the age of 40s and 50s. This is a very good sign because then we also have people taking risk and working harder to see that our goals are achieved. So, this is a change that has been brought about, and we continue to build upon it so that the youngness of the organization is felt in the market and in the floor.
Ms. Janaki Kirloskar, Joint Managing Director	:	We had one other question about key monthly operational metrics. The management here reviews order booking, book-to-bill, operating margin, EBITDA, collections, and working capital on a daily and a monthly basis, amongst other operational parameters. So, we are looking at every single number that feeds into this Annual Report and Balance Sheet. And we are also digitizing the company, where we are building digital dashboards that help us to get this information faster and more accurately.
Mr. Anand B Hunnur, Managing Director	:	So, we have covered all the queries. If any of the queries is left out, you are most welcome to write back to the Company Secretary and we will send you a written reply.

Mr. Vijay R. Kirloskar, Executive Chairman : So, now I request Mr. Mahabaleshwar Bhat to read the next agenda.

Mr. Mahabaleshwar Bhat, Company Secretary : We will now take up the resolutions as set out in the Notice. There is no proposing and seconding as the voting through electronic means has already been undertaken as per the Companies Act and Secretarial Standards. Those who have not voted yet will also be given an opportunity to cast their vote at the conclusion of the meeting.

1. Item No.1 of the Notice: Adoption of the audited standalone financial statement of the company for the year ended 31st March 2026, together with reports of the Board of Directors and Auditors thereon, and the audited consolidated financial statement of the company for the financial year ended 31st March 2026, and the reports of the Auditors thereon.

2. Item No.2 of the Notice: To appoint a Director in place of Rukmini Kirloskar, who retires by rotation and, being eligible, offers herself for re-appointment.

3. Item No.3 of the Notice: To re-appoint Mr. Vijay R. Kirloskar as Executive Chairman of the company, as a Whole-Time Director.

4. Item No.4 of the Notice: To appoint Janaki Kirloskar as Director of the company.

5. Item No.5 of the Notice: Promote Janaki Kirloskar as Managing Director of the company. Joint Managing Director, sorry. Promote Janaki Kirloskar as Joint Managing Director of the company.

6. Item No.6 of the Notice: To appoint BMS Auditing, Chartered Accountants, as Auditor of branch office situated at Ajman, UAE.

7. Item No.7 of the Notice: To ratify the remuneration of Cost auditors for the financial year ending 31st March, 2026.

8. Item No.8 of the Notice: Raising of funds through preferential issue and allotment of equity shares to Kirloskar Power Equipment Limited, a promoter group entity of the company, for cash.

The text of resolutions along with the explanatory statement is provided in the Notice circulated to the members. If any member

desires to ask any questions pertaining to any of the items in the Notice, may feel free to write to us.

E-Voting on CDSL platform will continue to be available for the next 30 minutes. Therefore, request members who have not cast their votes yet, they can do so within the next 30 minutes.

The Board of Directors appointed K. Chandra Sekhar, Practicing Company Secretary, as scrutinizer to supervise the e-voting process.

Mr. Anand B Hunnur, Managing Director : Further, I hereby authorize Mr. Mahabaleshwar Bhat, Company Secretary, to declare the results of e-voting and place the results on the website of the company at the earliest.

The resolution, as set forth in the Notice, shall be deemed to be passed today, subject to the receipt of requisite number of votes.

I hereby declare the proceedings of the 79th Annual General Meeting of Kirloskar Electric Company Limited as concluded. On behalf of the Board of Directors, we thank each one of you. Stay, all of you, safe and please take care.

***** End of Transcript *****