



THINK BEYOND. SHAPE THE FUTURE.

**Foseco India Ltd (FIL)**

**Delivering Value through Consistent Performance!**



## Disclaimer

This presentation includes forward-looking information and statements, including those concerning the outlook for our businesses.

The information and statements are based on current expectations, estimates and projections about the factors that may affect our future performance, encompassing global economic conditions, and the economic conditions of the regions and industries that are major markets for Foseco India. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects”, “believes”, “estimates”, “targets”, “plans”, “outlook” or similar expressions.

There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. The important factors that could cause such differences include, among others:

- Business risks associated with the volatile global economic environment and political conditions
- Costs associated with compliance activities
- Market acceptance of new products and services
- Changes in governmental regulations and currency exchange rates, and
- Such other factors as may be discussed / disclosed, from time to time in Foseco India Limited’s filings made with the Securities and Exchange Board of India (SEBI), Ministry of Corporate Affairs (MCA), the Stock Exchanges (SEs) and others, including whatever is stated in its Annual Report.

## Content

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- FIL financial performance – 2016 to 2025
- Business Overview
- Strategy – 2026 to 2028

## Content

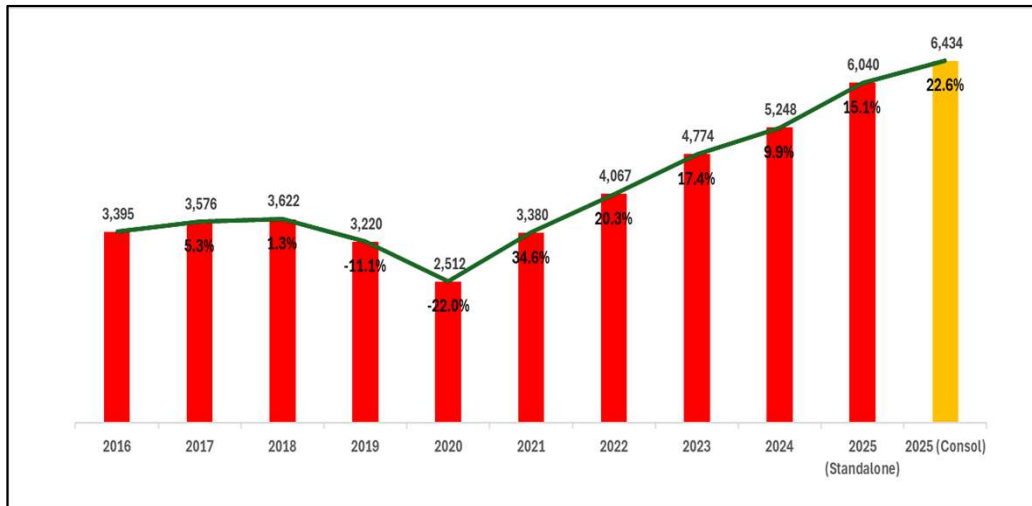
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## FIL' Robust Financial Performance

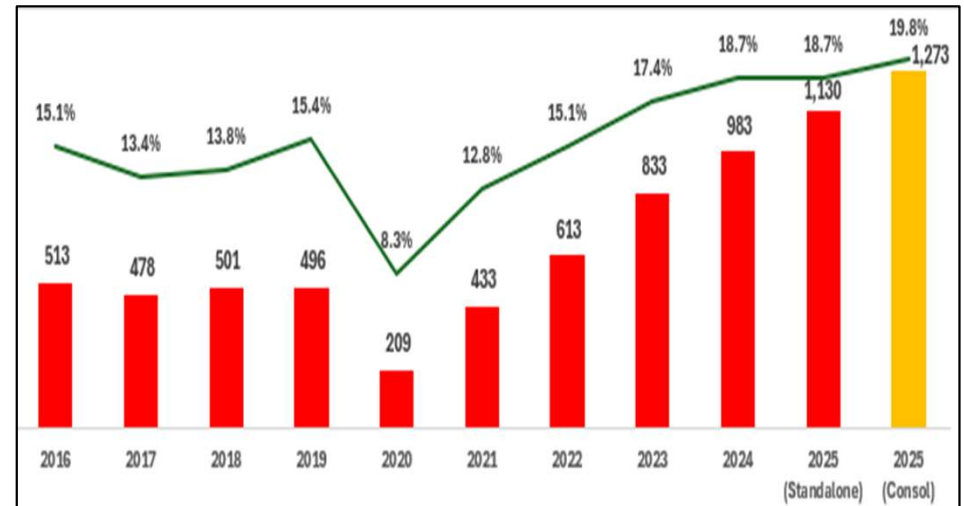
INR Millions

### Revenue & Revenue Growth %



- Revenue Grown with the CAGR of 15.6% in last 4 years (standalone)
- Growing 3x the market growth with continuous share gains

### PBT and PBT % (w/o Extraordinary Items)



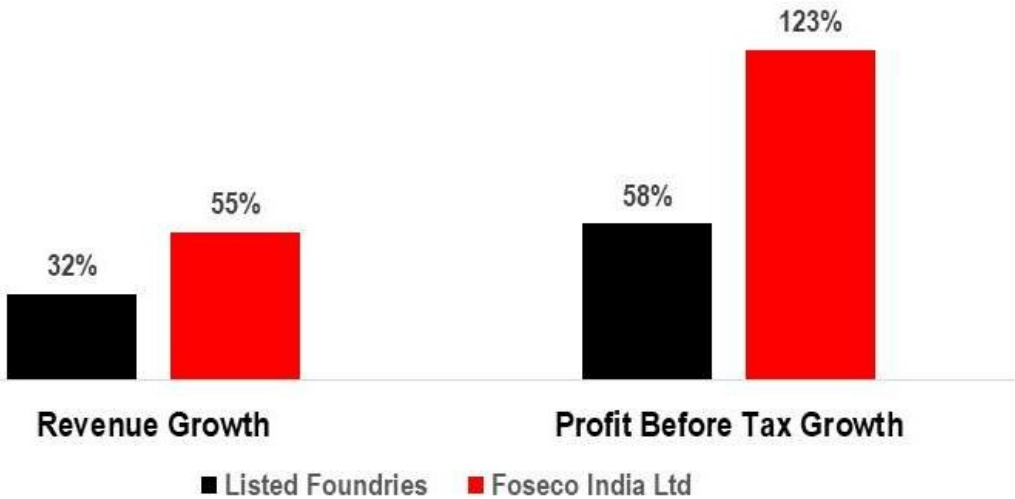
Extraordinary items, 2023 – Income 119, 2025 (standalone) – Expense 93, 2025 (Consol) – Expense 217

- PAT grown with the CAGR of 27% in last 4 years (2.6x since 2021)
- Profitable growth with volume benefit reflecting in increased PBT%

**We have demonstrated resilient and sustained financial strength since 2021 underpinned by the focused execution of strategic priorities and operational efficiency**

Foseco India Growth 2021-2024 Vs Listed Foundries in India shows significant outperformance

2024 Vs 2021 Performance



Performance of the 14 listed foundries in India is compared with Foseco India performance (2021 to 2024)

% CAGR	Listed Foundries	Foseco India
Revenues	9.6%	15.8%
PAT	16.6%	30.6%

- 14 listed foundries compared
1. AIA Engineering
  2. CIE Automotive India
  3. PTC Industries
  4. Electrosteel Castings
  5. Jayaswal Neco Industries
  6. Nelcast Ltd
  7. Kiroskar Ferrous Industries
  8. Investment and Precision Castings
  9. Steelcast
  10. Synergy Green Industries
  11. Enkei Wheels
  12. Alicon Castalloy
  13. Rico Auto Industries
  14. Steel Strips Wheels

Both top-line and bottom-line growth outpaced sector averages underscoring our premium position and market leadership



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## Foseco India – Strengths / Value Proposition

### Solutions Partnering approach building strong customer partnerships

- Co-creating foundry solutions that deliver measurable performance gains. Joint problem-solving, not transactional supply
- Solutions tied to customer KPIs (reducing casting defects, increasing yields, sustainability, cutting costs etc.)
- New Product development to address customer challenges and future needs – recognized as an Innovative partner
- On-site technical support ,new casting development, live trials and value quantification. Close collaboration to optimize processes and improve performance.
- Regular foundry process mapping, productivity workshops, and technical training to strengthen relationships
- Key Account Management (KAM) drives alignment on quality, delivery, cost, and innovation
- Widespread dedicated channel network to ensure reach to uncovered foundry regions/customers – Direct and Indirect Channel

### Market presence and Offerings

- Presence in diversified segments – On Highway, Off Highway applications, Power Gen, Construction, Mining, Railways, General Engg.
- Products and services across the entire foundry process in both Ferrous and Non-Ferrous areas – The only player with such a broad product range

### Local R&D capabilities well supported by Global R&D teams

- Expert M&T and R&D teams equipped to solve real-world foundry challenges.
- Local R&D lab at Pune aligned to Indian foundry needs, replicating real-world casting, for effective, on-ground solutions.
- Leverages Global R&D capabilities while customizing locally.
- Local R&D develops India-specific solutions, not just adapted imports / solutions
- Enables rapid prototyping, testing, and customer validation

**By aligning closely with customers' evolving needs and following our approach of solutions partnering, we have fostered enduring customer partnerships that fuel innovation, loyalty and mutual success**

## Foseco India – Strengths / Value Proposition

### Operational Excellence

- Fast, flexible, and engineered around the foundry's real-world needs — not just forecasts. Pan-India reach with two manufacturing plants and various warehouses
- LEAN, Kaizen and SPC (Statistical Process control)-driven operations
- Excellence in Safety and Sustainability with strong quality systems
- Balanced global sourcing with strong local vendor base for resilience

### People and Culture

- Technically and commercially strong and field-ready teams, trained across plant and customer environments
- Award-winning HR and people practices, focused on strategic goals, people development, safety, and performance culture
- Cross-functional collaboration and agility, enabling faster solutions and seamless execution
- Inclusive leadership and low attrition, driving stability, trust, and long-term customer partnerships
- Highly engaged and motivated workforce – Very high employee engagement scores and Certified as “Great place to Work” and “Future ready organisation by Economic Times of India”

**The synergy between disciplined execution and empowered teams continues to drive superior performance and strengthen organizational resilience**

# Customer-Led Innovations

## Coatings



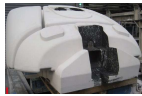
### Insta Technology

Reducing customer's cost, improving consistency in casting quality, enhanced HSE performance



### TENO TEC

Refractory coating for steel and heavy iron castings



### SEMCO FD

Reduced energy costs and increased productivity through faster drying



### SEMCO CC

Color change visualization, reduce energy costs and optimize the drying process.



### SEMCO IC

Coating reduces particulates by more than 50%, resulting in improved inner cleanliness of IC Engines.

## Binders



### FENOTEC 7022

Reduced application rates leading to improved reclaimed sand quality, cost saving

### FUROTEC 4080 L

Import substitution for Indian customer

### POLITEC 5103 SPU

Product customization for specific customer need

## FMT



### CONCENTRATED INOCULANTS

Minimises amount of Inoculant added to the melt resulting in lower application cost



### ROTOCLENE

A revolutionary melt treatment technology for steel foundries, resulting in a significant improvement in melt and casting quality, reducing the amount of rework and labor costs.

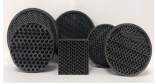


### HOLLLOTEX SHROUD

Sophisticated pouring system for steel castings helps minimizing reoxidation and inclusions during mold filling resulting in less casting rework

# Customer-Led Innovations

## Filters



### STELEX Optiflow

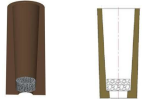
High-Capacity Filters for large castings with very consistent filter performance

## Feeding System



### KALMINEX 108Pro

Optimum sleeve performance at competitive price. Consistent sleeve performance



### KALPUR KSB / KSP

Combining metal filtration and feeding benefits at Competitive price



### KALMIN 100

Minimum contamination of metal with cost savings

## Non-Ferrous Metal Treatment



### Mini HDU

Reduces rejections caused by gas porosity and inclusions, Improves metal quality, Offers significant cost benefits, Environmentally friendly solution



### Flussum GR 510 and Flussum GR 530

Improves metal yield, Enhance metal quality, Reduces metal loss, Prevents oxide build up on furnace wall, Environment friendly



### Nucleant 1587

Improved mechanical properties, Lower addition rate, No additional cleaning or dosing flux required, More economical and efficient



### SMARTT

Consistent treatment result in all seasons, Consistent melt quality, Operator independent parameter selection

## Foseco India : Manufacturing Footprint and Product Portfolio



### Feeding Systems (In Pune and Puducherry)

- Exothermic and Insulating sleeves, High Density Feedex sleeves, Flat boards

### Filtration Systems (In Pune)

- SEDEX filters – Square, round and rectangular. 15 & 22 mm thick, 10, 20 and 30ppi

### Non-Ferrous Powder Fluxes (In Pune)

- Powder & Granular fluxes for Non-ferrous foundries

### Coatings (In Pune)

- Water based and Alcohol based coatings, Insta coatings

### Binders (In Pune)

- Organic and non-organic mold and core binders, Hardeners

NB. FIL supports VIL in respect of their Crucible sales for which it receives a management fee

**In addition, we also sell FMT and steel filtration products making us the only player in the Foundry consumable industry to serve as the one stop solution partner for foundry industry**

# Acquisition of Morganite Crucible India Ltd (MCIL)

- **Strategic Rationale**

- Increases FIL exposure to the faster growing non-ferrous market – leader in Crucible market
- Strong cost synergies from manufacturing
- Portfolio Upgrade
- Stronger Customer Proposition
- Innovation Boost - Access to advanced materials R&D at Sambhajinagar

- **Synergies**

- Revenue: cross-selling
- Cost: procurement, manufacturing efficiencies

- **Financial Rationale**

- EPS and margins enhancement
- Minimal Cash expenditure – paid with equity in FIL

FY 25-26	Amount (MINR)
Revenue from operations	1,719
Profit before exceptional item and tax	451

**Transforms Foseco into a higher-margin, innovation-led, diversified materials solutions player with improved resilience and long-term growth optionality**

## Fosceo India Safety Culture



### Competency

- Specific Training and certification Courses on Safety Standards
- Inhouse trainings by HSE on Behavior and Safety leadership
- Development of internal trainers for maximizing reach and effectiveness
- Competency building among Emergency Response Team

### Engagement

- Quarterly Safety Campaigns on focused standards for improvement
- Safety Line walks by leadership
- Safety Dialogues between leadership and operators
- HSE forum via committee by involvement of all employees

### Infrastructure

- Machine safety improvements with safety gadgets
- Process modifications to reduce the risks
- Automations to reduce manual and ergonomic risks

### Standards

- Focused on LTT and Ergonomics
- Re assessment of implementation of focused standards
- Self assessments on the status of implementation

**Our proactive safety practices continue to shape our excellence; drawing interest from our stakeholders (including prominent customers) to benchmark / share best practices**

## Benchmarking : HSE

### Connect with Communities

- Vesuvius District Safety Award  
Meeting Safety KPIs and 0 LTI
- Longest Accident- Free Days Award  
National Safety Council – INDIA
- Lowest Accident Rate Award -  
National Safety Council – INDIA
- Gold Award – Best Safety Practices  
Quality Circle Forum of INDIA
- Manufacturing Today  
HSE Excellence Award
- WRA – Awards

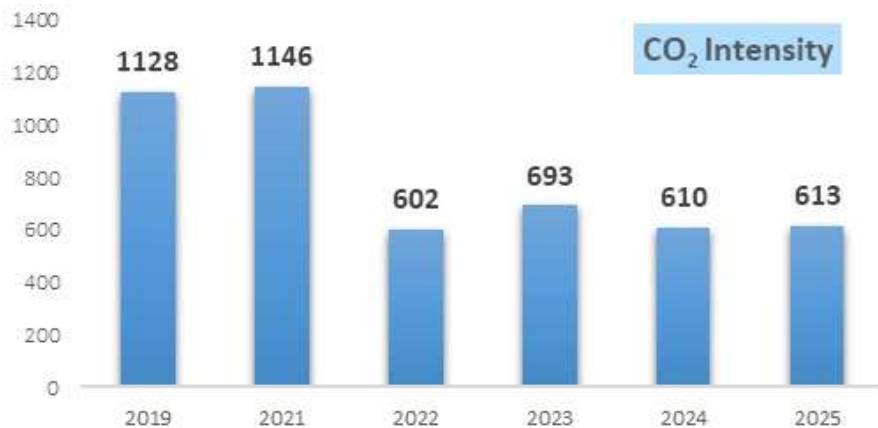


NATIONAL SAFETY COUNCIL, INDIA



Internal as well as External recognitions motivate us to further enhance our safety performance

## CO2 Intensity (Tons of CO2 / Tons of products packed)



## CO2 Emissions

### Scope 1 :

- **Operational Controls** : Effective Production Planning + Productivity Improvements
- **Equipment Efficiency** : Technology Upgradation + Maintenance
- **Innovation** : Migration to Low CO<sub>2</sub> fuel, Improved recipe

### Scope 2 :

- **Installed inhouse solar energy source 565kWP**
- Neutralization with Green energy certification

We are advancing our journey towards a low carbon future reaffirming our role as a conscious, forward-thinking organisation

## Continuous Improvement: Quality

### Q – Mindset

- Quality Workshop towards “Zero Defect” across all PLNs
- Data Analysis
- Risk Assessment via Process Walkthrough
- Developed action plan to mitigate the identified risks

### Q – Problem Solving

- Regional 8D Awards – India, Southeast Asia, Australia and New Zealand
- Silver Award Winner for consecutive 2 years – 2023 and 2024
- Gold and Silver Award winner in 2024
- Demonstration of Strong Problem-Solving Approach

### Q –Leadership Commitment

- Quality Path to Precision – Leadership Process Walkthrough
- Sensitize the team on Quality
- Create Zero Defect Rigor across sites
- Review the Current Customer and Internal Performance

**Every process, product and interaction upholds the highest standards and progress towards our zero-defect goal**

## Continuous Improvement: Kaizen



### Strategy : Continuous Improvement

- Engagement towards continuous improvement
- Motivation to create competitive environment
- Strengthen a culture of lean thinking
- Bottom Up : Idea generation, Collaboration involving all categories of employees direct & Indirect
- Top Down: LEANatic Walk, Kaizen Fest

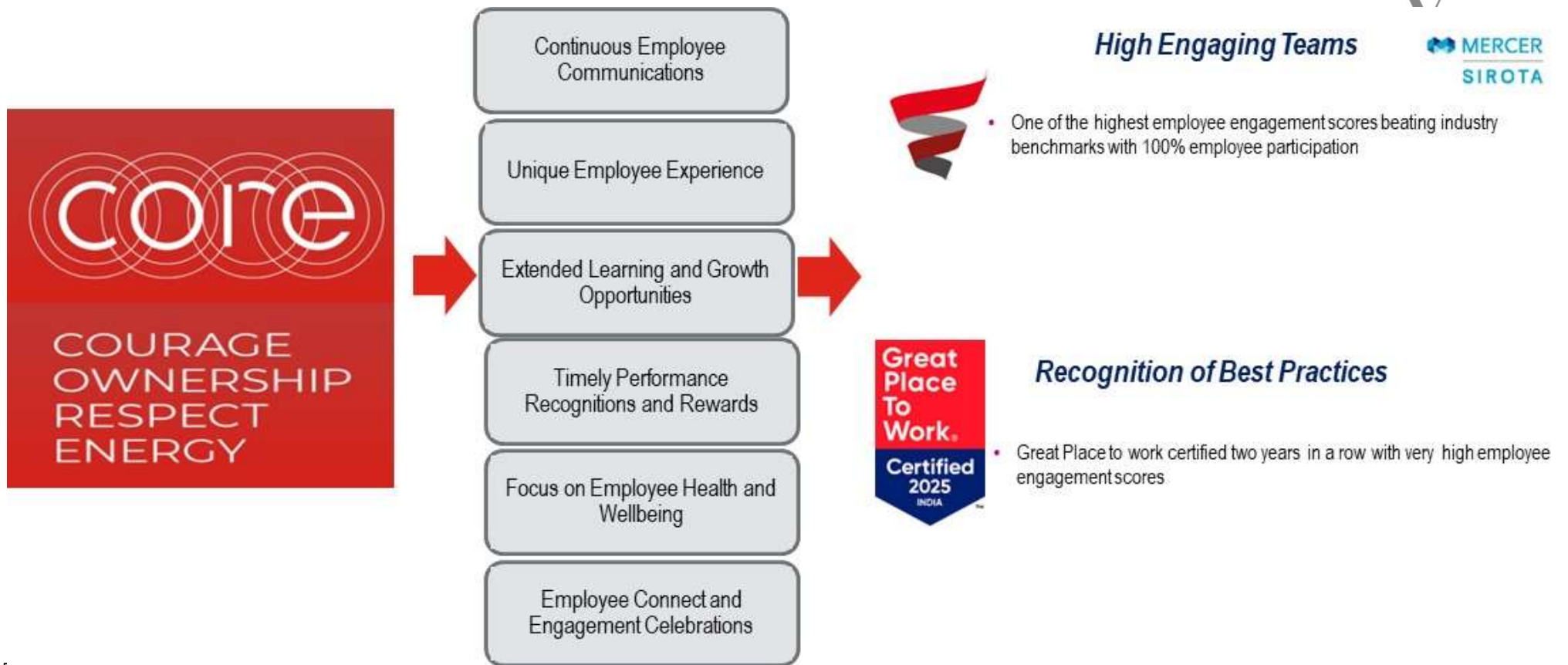
### Outcome

- Highly Motivated Workforce
- Culture of Celebration - Reward and Recognition, Wall of Fame, Kaizen Fest
- Contribution towards improvement in SQDCP

**TURBO**  
**Kaizen**  
**Factory**  
Enhancing Operational Excellence!!

The enthusiasm and engagement of our teams make our continuous improvement journey deeply rewarding – embraced with energy and pride!

## People Engagement and Culture



Guided by our CORE values, our people have demonstrated the commitment, creativity and discipline that consistently propel us forward

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## Key Market Trends

Trends	Implication to Foseco
<ul style="list-style-type: none"> <li>• <b>Continued High Demand Growth:</b> <ul style="list-style-type: none"> <li>• Growth in Automotive and Commercial vehicle segment</li> <li>• With the rise of electric vehicles (EVs), the automotive industry has significantly increased its adoption of aluminum, especially for battery housings, body panels, and structural components.</li> <li>• Upswing in Construction, Mining and Power Generation sector to support infrastructure development</li> <li>• Growth in windmill casting production and Continued spending on Railways</li> <li>• China plus one strategy Growth in DI pipe productions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for value addition through our products and services</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Tightening Casting Specifications:</b> <ul style="list-style-type: none"> <li>• Indian foundries expanding into global market – need to produce castings meeting global standards.</li> <li>• Adherence to agreed emission norms to auto segment – complex casting geometry with tighter tolerances, reduced millipore value.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to upsell high-performance products and a huge scope for introduction of high performance NPIs</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Intensified Competition:</b> <ul style="list-style-type: none"> <li>• Global players expanding and becoming more active in India</li> <li>• Entry and Expansion of local players</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Need for introduction of NPIs and further enhance our solutions partnering approach</li> </ul>
<ul style="list-style-type: none"> <li>• <b>HSE and Sustainability Drive:</b> <ul style="list-style-type: none"> <li>• Energy efficient offering, Packaging and Better sustainability performance from the foundry consumable companies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to upsell our products</li> <li>• Further improve our sustainability performance – Have received awards from our customer on sustainability</li> </ul>

**Our proven track record coupled with our strategic agility, means we are well equipped to navigate favourable market growth opportunities and drive sustainable growth in the years ahead**

## Our Strategy – FIL India

### Strategic Priorities

**Drive profitable revenue growth** by solutions partnering approach, introducing New Products offering broad product range with our strong reach

**Operational Excellence** : Fulfill customers' orders with faster turnaround with a sharper focus on SQDCP. Drive Continuous improvements and execute capex projects with speed and accuracy

**People and Culture**: Continue to enhance our culture and a further inculcate growth mindset

**With a resilient business model and a focus on innovation, we remain committed to delivering sustained excellent results and maximizing shareholder returns**



**Great Place To Work**  
**Certified**  
NOV 2024-NOV 2025  
INDIA



# Thank you!

Think beyond. Shape the future.

