20th November, 2026

The General Manager
The Corporate Relationship Department
BSE Limited
1st floor, New Trading Ring,
Rotunda Building
P J Towers
Dalal Street, Fort
Mumbai 400 001
BSE Scrip Code: 500249

The Manager
Listing Department
National Stock Exchange of India Limited
"Exchange Plaza", C-1, Block G
Bandra-Kurla Complex
Bandra (E)
Mumbai 400 051
NSE Symbol: KSB

Subject: Transcript for the Institutional Investors Meet.

Dear Sirs/Madam,

In continuation to our intimation dated 06th November, 2026 and 17th November, 2026 enclosing herewith the Transcript of the Institutional Investors Meet held and participated on 17th November, 2026.

Kindly take the same on your records.

Yours faithfully,
For KSB Limited

SHRADDHA SHAM KAVATHEKAR
Digitally signed by SHRADDHA SHAM KAVATHEKAR
Date: 2026.11.20 15:24:38 +05'30'

Shraddha Kavathekar
Company Secretary

Encl. as above

MANAGEMENT: Rajeev Jain - Managing Director
Mahesh Bhave - Chief Financial Officer
Shraddha Kavathekar - Company Secretary

Presentation

Moderator: Good morning. On behalf of ICICI Securities, I welcome you all to the Q3 CY '26 Institutional Investor Meet of KSB Limited. Today, we have with us on the dais Mr. Rajeev Jain, Managing Director; Mr. Mahesh Bhave, Chief Financial Officer; and Shraddha Kavathekar, Company Secretary. We'll start with the detailed presentation, which will be followed by Q&A. Over to you, sir.

Mahesh Bhave: Thank you. Good morning, all. So, we'll go through the presentation. Cautionary statement, I think we are all aware, and it is stated as noted instead of reading it again. So KSB India snapshot, you can see the milestones. 1960, we have started in Pimpri. 1974, we have this captive foundry into ferrous, non-ferrous. '78, we have started PPD, that time energy pump division. Now it is converted into SupremeServ after-sales business. '87, we have started our Coimbatore factory, valves factory. '94, we have started our Sinnar factory into standard pumps. MIL, we have taken over in 1997. 2005, we have our in-house tech center, and it is catering to the all group on engineering and IT services. We have built state-of-the-art factory in Shirwal, which is now handling all the energy pumps, including nuclear. BP&CL technology we bought in 2023. And '26, of course, we are expanding in Shirwal. This is a snapshot.

So KSB Limited at a glance, headquartered in Pimpri, Pune, as I mentioned, established in 1960. We have four zonal offices, 2,300 plus employees working across India, six manufacturing plants, 14 branch offices. We have 800 plus authorized dealer who are our business partners. And we have service stations as we are good into after-sales reach also across the country, and 350 plus service partners, and 22 warehouses. So legal entities, we have KSB Limited, we discussed. Tech, we discussed, it's a tech center. Bangladesh, we have a liaisoning office, and we have a MIL Control into control valves, a factory in Kerala.

So some of the snaps of our factories. Pimpri, you can see this is a headquarter and industrial pump division. Shirwal, we discussed, a state-of-the-art factory into energy pumps. Water division, Sinnar, Nashik, and foundry at Vambori. Coimbatore into valves. Chinchwad,

now it is into SupremeServ after-sales business, spare part warehouse. And Kochi, MIL headquarter and factory.

Board of Directors: Mr. Gaurav Swarup, who is the Chairman of the Board. Dr. Stephan Bross, who is the Chief Technology Officer of KSB SE Germany, who is a Non-Independent and Non-Executive Director. Dr. Schmitz, who is the Group CFO, and Mr. Jain, who is with us as Managing Director. Independent Directors: Mr. Ulhas Yargop, Mr. U. C. Muktibodh, Ms. Sharmila Roychowdhury, and Mr. Vishal Kampani. So these are all Independent Directors, all stalwart in their own field.

Management teams: You can see from left, Mr. Nitin Patil, Vice President IPD and EPD operations, and he's the COO of Nuclear Business for Pumps. Mr. Mohan Patil, who Heads HR. Mr. Jain, Managing Director. Myself, CFO. And Mr. Sunil Bapat, who is the Vice President who handles WPD, that is Sinnar and Foundry division, and he is the COO of Solar Business for Pumps. Mr. Prashant Kumar, Vice President, Sales and Marketing.

Financial performance: We continue to show a very robust financial performance. You can see 17% CAGR revenue growth. Even for nine months, you can see ₹20,647 million. Profit after tax 22% CAGR, continuously very robust and growing, so as EBITDA 17% CAGR. Net worth: You can see net worth is also again very stable and continue to grow. EPS ₹15.20, what we recorded last year, audited yearly numbers. ROCE also we are, if I take out the labor code one-time impact it is 24% what we recorded last year. And dividend, as you know, 220% we have declared last year.

Business highlights: These are the field of application for our products. We call it as a market segment. This includes energy, building services, general industry, petrochemical, chemicals, mining, and water. So these are six market areas, and we have 21 submarkets. Business performance, order intake, a consistent growth in order intake. You can see with 18% CAGR, and without nuclear and with nuclear details are also here. So we will of course discuss on the later slides how we are growing continuously in order intake.

Export also we are growing, barring of course geopolitical pressures. However, the growth continues. You see the CAGR is 22%. Major order which are already in public, we got a Dangote Fertilizers order which is around ₹1,180 million, and order from ONGC which is a offshore pumps, which is around ₹850 million. So these are two big-

ticket orders what we recorded. Again, a very strong orders on hand supporting future growth. You can see it's steadily growing. We are now YTD September is ₹28,599 million orders on hand. So this shows the future growth support scenario. So what are the key growth drivers? Few key growth drivers we tried to plot here. Energy, conventional, some of the key orders from Israel, Malaysia, and Oman into cycle power generation sector, waste-to-energy sector, gas processing and transfer sector, and you can see the product range.

Thermal: India opportunity and KSB readiness. So thermal power remains very important in meeting India's growing power needs while supporting grid reliability along with renewable energy growth. And the critical and energy-efficient pumping solution and how KSB is ready. We have a comprehensive pump portfolio catering this segment. Localized capabilities are there, and we have engineering, manufacturing, and service capabilities in India to cater this sector.

Petrochemical, again, Dangote we discussed, into fertilizers. We have LNG applications in USA, some of the orders, gas sweetening and sulfur recovery application in Kuwait, and petrochemical and refinery expansion applications. And these are the pump types. So India market, again, a very good market outlook. India is focusing on reducing the import dependence and critical process equipment capacity addition, that is the focus. And how KSB is ready abroad? Again, pump portfolio, what we are already having and experience across critical process and boiler feed water applications, what KSB is already having into this field.

Wastewater waste, you can see several sectors like tertiary treated water supply in Chhattisgarh. We have CEPT effluent treatment in Shahlon, and cooling water application and irrigation and public water supply. So several sectors where we could see again a very good market outlook. India's focus on water security, drinking water, wastewater treatment, river linking initiatives. These are the very good showing the outlook for India and how KSB is ready. Again, broad pumping solutions for water transfer, treatment, and wastewater applications. And we have capabilities across irrigation and public water infrastructure. Commercial building services, again, you can see Dubai Metro, Delhi Metro Rail Corporation, data center in Navi Mumbai, and liquid cooling OEM orders. So these are all key orders what we got, and this is the product portfolio which includes firefighting, pressure boosting, HVAC, and smart building solutions.

Outlook: rapid growth in digital infrastructure and cloud adoption. And increasing computing density is also creating a greater demand for efficient and reliable cooling infrastructure. And KSB, we again have our products are ready. We have a broad portfolio into it, and conventional and liquid cooling solution for data centers. So data center is, as all of you are aware, and this is how we are ready to gear up. Again, to share a good note that in the ESG we got this one platinum and one gold award. We have been continuously working on it and you can see renewable electricity, grid electricity. So 59% our need is met from the renewable electricity today. So which is a good number and we continuously strive to go further.

CSR: KSB is always being focusing, so it's into education, skill development. You can see some photographs. So continuously we are taking various projects into the school and women empowerment, skill development into CSR activities.

Yeah, thank you. So this is just to set the tone for the discussion of the today's interaction. Thank you.

Moderator: Thank you. We will now begin with the Q&A session. I request you to raise your hand, and before you ask a question, please introduce yourself.

Question-and-Answer Session

Mohit Surana: Good morning, sir. This is Mohit Surana from Monarch Networth Capital. Sir, my first question is with respect to the nuclear power orders. One, in today's presentation slide, that's not one of our growth drivers that you have enlisted over there. But some more thoughts on that. One, on October 14th, NPCIL came out with a tender for reactor coolant pumps. I think it will be a big tender of around 32 pumps, and KSB along with Kirloskar Brothers, Flowserve, they will be participating in this tender. Some thoughts on what's our chances of winning those tenders, what proportion are we expecting considering the competition has increased. I think that would be great to have some thoughts on that.

Second, your core business on the top line growth margins, Valves segment has come down in terms of the EBIT margins, it's only 2.9% this time. So some understanding on how the business is evolving? What kind of competitive pressure we are facing, if any, and how we plan to go back to the growth curve from what we have shown in the last 1.5 years?

Rajeev Jain: Yeah, I try to answer one by one. The first question was our nuclear order intake as a part of our order intake is not showing that growth what was there. I think in a way it is good because in the previous meetings you always, or we always said that our growth is driven mainly by nuclear. So it's a bit encouraging to see now that the non-nuclear aspects are growing. And the growth story is also good because you saw two orders already mentioned, one about the ONGC business which we got and also on the Dangote Refinery. And on the Dangote Refinery, it is not end of the story. I think similar level orders are under discussion. We hope to get a much more bigger share there. So that project has been a good booster for us in terms of order intake as well as export order intake. Also in the pipeline are projects on supercritical. We are almost at the verge of finalizing one supercritical project as well with on the JSW Salboni project for boiler feed pumps with a similar good value like these projects which I have mentioned. So the order intake scenario has been a very good indicator of things to come, and it shows the positivity of the Indian market and the outlook for it. And that's how I would say.

Nuclear business not being catching up to that speed is a known fact. A nuclear business comes when it has to come. We don't define that, and it's always a mix and a balance of both these businesses. Sometimes the nuclear comes and sometimes these come. So at this moment, it is the other businesses which is keeping the order book position very strong. So that's the answer to your first question. But having said that, nuclear business also is going on. There are inquiries with EPC contractors like Megha and other inquiries of export which we are working on, and this will also be finalized maybe in this year itself, a lot of jobs. So nuclear business will also follow.

The tender which you mentioned, the big tender, means sometimes that overshadows the other business which comes. So, referring to the new tender for the 32 reactor pumps, I think, as you mentioned, there are competitors this time which will be there. And yes, it will be a competitive bidding, and it's a bit early to comment on that because there are a lot of changed conditions in this specifications or in these tender conditions related to commercial as well, because everything is now revised, not following the earlier things. So we have to wait and see. There is a pre-bid meeting arranged tomorrow and a lot of things here yet to be clarified. But yes, this will be a competitive bidding this time compared to the earlier tenders. So we'll have to wait and see how it unfolds. We are being established proven supplier. We feel our chances are good and that optimism remains. On the bidding part and

the pricing part, I think it's too early to comment. It has to follow what the tender says and it will unfold as the situation progresses.

Mohit Surana: So taking cues from what you said, it will be slightly lower margin compared to what we were earlier building in?

Rajeev Jain: I can't conclude or clearly say on that because nuclear business works a lot on reliability, provenness and things like that. It has been the first pumps which have till not been revenue recognized so far fully. There is a big lot of learning curve out of it. Because in nuclear business, you can only learn from the execution of that contract. It is not as per the books, whatever is written in the specs. There are many things which follow in execution. So the margin aspect also has to be considered based on the costs which arise out of those learning costs and the developing specification. And every year by year, these specifications keep on getting upgraded and changed. So that's why I'm not commenting too much on that.

I think I wouldn't say the margins will be less or more. We have to review what have been our actual costs, what are the changed tender conditions, and accordingly when the decision comes, we'll have to make a decision on that. I'm just spelling out the different conditions which are there today. And we remain optimistic and we remain positive because, as you know, KSB is the only supplier who has the provenness and the complete development cycle completed. And we for sure know what our costs are, and we are confident that we should get a share out of this business. How much will it be? Time will answer that.

Mohit Surana: Sir, has the testing started for the two pumps that we have already supplied?

Rajeev Jain: Testing, unfortunately, it also don't bring positive news. There have been teething problems in the testing. There's nothing wrong with the pump. The pump has run many times and for some hours without any issue at all. In the first couple of testing, there were problems with the control valve which were not of KSB make. They had the failures in the control valve. Those control valves took time to get replaced. Now I think those have been replaced, but when they restarted it worked, the problem got solved. But then suddenly they found some thermowell or something in the piping which they had to stop. Then their main power cable got burnt or something damaged. So these -- all these issues are taking time to get sorted out. Now we have been told that it will take another two weeks, which means that the first

pump, which has to be tested for 500 hours will may not be completed in this financial year for KSB. So that's the unfortunate part that we things beyond our control, but I think NPCIL is also very keen. These are just unfortunate, I think, unexpected, or these teething things happen. So I guess all will be well, and hopefully in December the final leg of testing should start and should get completed in the first half quarter of the next year.

Mohit Surana: Understood. Sir, one last question with respect to our segmental performance. Valves segment, as I mentioned, the margins have come down very significantly. So what are the factors driving that both for valves and pumps and how are we going to pass on the increase in cost to the customers and how long will that take?

Rajeev Jain: I think that's a general comment, you must have seen our quarterly results, even in spite of our top line growth we bit suffered on the margins. And I mentioned it earlier also, I think this, in our business we all have fixed price contracts. And our portfolio is of standard business, project business. Standard business, we can do price increases based on finalization of our commodity price increase with our vendors. That takes time and then the price increase, so the recovery typically takes six to nine months to happen. This is something which is a part of the business cycle. And the project business unfortunately is happens takes a bit longer till those prices in the contracts get, means you can only wait for the next contract and correct there. So I think this year we'll have to go through that. We try as much as possible to recover that by an increased volume, and that is our endeavour to cover up that shortfall in margin with increased volume and that is what we have been trying.

The same story is for valves. It is and Valves business being, we -- in the past years we got our good results also due to the volume, substantial volume increase, which has not happened this year because of a product mix, more of project orders than our standard business. And so that product mix apart from this commodity issues have affected our margins in the Valve business, which I have addressed and I think in the coming time we would like or we should come back to our normal levels, because the good part is that the order intake is a good healthy situation and there is so much business on the table, project business, whether it is supercritical, whether it is petrochemical. So all these businesses are there. So I'm sure with the increased volume and a proper product mix, we should recover to that.

Mohit Surana: Thank you, sir. That's all from my end.

Dhawan: Yes, hi, sir.

Rajeev Jain: Hello.

Dhawan: So, Dhawan this side from AlfAccurate Advisors. Sir, my question is, out of this ₹2,400 crores of order book, can you break it up? How much is the fixed price contract and by when, up to when we can see deterioration or maybe some impact on the gross margins because of the commodity inflation or the contracts which we have bidded earlier which was like fixed in nature, which was having the lower inflation built in, in terms of the commodity and then we foreseeing that overall inflation in the commodity. So if you can help us, how much -- how many contracts are still pending in terms of the revenue execution and by when it will be completed, the low margin contracts?

Rajeev Jain: Yeah, first question, all our orders except the nuclear business are fixed-term contracts. So if you take out the nuclear orders, the remaining all are at fixed price contracts. Till when this will go on, it's very difficult to say, but I would say, to give you a specific answer to that, I think, in my expectations, it should go a maximum up to the first quarter of next year. This is what should go on because we -- for our standard business we have passed on the price increase to the market, not all, some of it we will be doing it also in the -- from the next year. So you can't, unfortunately, what we suffer we can't pass it on immediately to our suppliers who are much smaller than what they can – than us and can sustain. So we do it in steps. And so to give you an answer to this, I would say in my estimation, maximum it should go up to the first quarter next year.

Dhawan: And in terms of the current nuclear order testing, you mentioned that it will take another two weeks and then the testing would start. So the guidance is more or less intact for the next year, like two or three pumps which we mentioned in the last con call that it will be delivered in next fiscal. So it is more or less in line?

Rajeev Jain: Yes, yes, I think next year should be more than two, if everything goes well. Again, we should, the first pump is only which takes two to three months, then the next pumps should be much easier. So if everything goes well, I think having a target of four pumps is not a big deal, I would say. Having said that, it's not that we have not invoiced or recognized revenue for nuclear. We have invoiced the motors and some casings, which is partial invoicing. So this we have achieved, but the margins for motors, which is more as a traded item, is much,

much lower, and it is not doesn't reflect in the results of the company. So that, I think, once we invoice the pumps and all those things will be happening next year, the top line impact as well as to an extent the recovery of the margin of other business.

Dhawan: And for this new tender in the nuclear space, it is roughly ₹4,000 crores of contract across the three sites, the Gorakhpur, MP, and then Mahi Banswara. So here the qualification criteria is what for the new players? Is it like included in the contract or how is the eligibility and the winning, the qualification criteria for the new players, the Kirloskar Brother, and the other one is also going to be participate, I think. So the bid would open by when, and then, what is the possibility of us winning this contract? Like one contract will come to us, or is it like each contract will go to the new player, how is it going to be happen?

Rajeev Jain: Qualification, first question on the qualification criteria, yes, it is not, it has been in our opinion diluted to an extent to accommodate new players also. As I recollect, I am not very distinctly or very detailed remembering it, but what I recollect is if the other pump players have manufactured pumps with a similar application in the primary cycle, even though smaller, they have been considered as for qualification or their past references of other suppliers. So there is an opportunity for others to qualify based on these new criteria of the tender. This is of course with the intention of bringing in more players, which is very natural.

And your second question was what should be our share and things. I think it's going to be a competitive bidding, and I think NPCIL would want to distribute the business amongst all suppliers. So that the huge potential which is there in the future, there is a developed and an established supply chain. But how the things will unfold in terms of qualification, pricing, is something to be seen. The intent is -- I'm just talking about the intent is to get more players and ensuring that they develop a better, more -- better supply chain for their future potential.

Dhawan: Thank you, sir.

Rajeev Jain: Yes, please.

Shubham Borade: Yeah, morning. Shubham Borade from ICICI Securities.

Rajeev Jain: Yes, yes, Shubham.

Shubham Borade: Just one question -- so a couple of questions. So are you expecting any orders from Kenya refinery as well from Dangote? And any major orders expected apart from this from Dangote Refinery?

Rajeev Jain: Yes, this order which we have got is boiler feed pumps for the fertilizer project. I think that is what you are referring to. So this order which we have received of ₹100 crores plus ₹118 crores, whatever, is for boiler feed pumps for that fertilizer. For the refinery project, as I said, similar values, quantum of orders is under finalization where we feel we have good chances and we are expecting those orders to be materialized in this month, hopefully.

Shubham Borade: Just second question, are there any new discussions with other players, other thermal players apart from JSW Salboni for the new orders?

Rajeev Jain: Yeah, JSW Salboni, we are -- I already mentioned that we are on the verge of finalization, that it's something which has almost concluded. Apart from that, there are many projects with Larsen & Toubro going on for their other projects, Torrent projects, Adani has additional projects. So the supercritical, there is a lot of opportunities still ongoing. So this will continue till next year, basically from L&T as EPC contractor, JSW and other players also. So we have got a good share as we mentioned that the private players like L&T and JSW, they give us an opportunity, and so far we have been able to get one job is under execution of Nabinagar and Gadarwara from L&T, and the other one, Salboni. And the other projects will also come in the future, and we have to fight for those projects as well.

Shubham Borade: Yeah, another one question just as you mentioned that the KSB is ready with its liquid solutions for data center, so are you in discussions with any major data center players?

Rajeev Jain: Yes, yes. I think data center business looks promising. We are continuing our inroads with the OEMs step by step. It's a business which requires to be on the approved vendor list of these OEMs and the international manufacturers. So our progress has been good. We have recently also got some qualification or trial orders with Schneider, and hopefully once we supply those pumps, then the continuity of the business will be there. So the data centers is step by step, we are establishing ourselves first of all, to get on the approved list together with the support and help of our principal company in Germany who are also much ahead in this.

Our principal company in Germany are supplying or got good orders from U.S. and China. And based on that backdrop, we get -- we also get acceptance and we can -- we are participating in that. It's not only also the business directly with the customers, our intercompany business, where U.S. as well as China are getting orders. The issues about supply chain now, whosoever has a good supply chain will be successful, and that is where we are also getting inquiries, orders for supply of components for pumps. Even from China, we were successful in getting an order. So, our foundry is also having -- is having a good, I would say, potential and visibility for this component supply as well.

Shubham Borade: Sure, sir. Thanks. Just last question…

Rajeev Jain: Yes, please.

Shubham Borade: …if possible, can you please provide a cost of one boiler recirculation pump?

Rajeev Jain: Cost or price?

Shubham Borade: Yeah, price, of course.

Rajeev Jain: Boiler recirculation pump, yes, I forgot to mention that amongst the supercritical power plants, this, as you know, as I mentioned last time, KSB, again I mention as usual, any new pump technology or pump opportunity to localize, we are there. And boiler circulation pumps which was being imported, we got the first order for the Gadarwara project from L&T. And now we have in the pipeline of finalization with DVC project from BHEL as well as Adani Korba. So we are getting those prices. And the prices, of course, I don't remember, but the prices are based on competitive prices which we compete against other suppliers like Torishima and all. So those prices are competitive prices. I maybe have not answered your question. But it's difficult to give. I think those may be available on websites. If you go to BHEL website, you will see the winner and you can establish the prices there. That is what I would recommend, because anything I would give may be not 100% accurate. I have a figure in mind, but I'm not sure about it.

Shubham Borade: Sure, sir. Thank you. Thank you.

Raj Shah: Hello, sir.

Rajeev Jain: Yes.

Raj Shah: This is Raj Shah here from Enam AMC. Sir, my question was on the competitive intensity. If you see our listed peer Kirloskar Brothers, they have reported its numbers -- standalone numbers, where they have expanded margins as well as revenue growth. And during the con call, they even mentioned that they have gained market share. So my question was, sir, the commodity price inflation is across the industry. However, we have seen some margin contraction. At the same time, if you can elaborate how is the competitive intensity taking place, especially when it comes to absorbing prices and taking price hikes. Because they have also talked about some price hikes they have already taken and how the end customer is ready to take on the price hikes. If you can elaborate how the competitive intensity is changing here? Thank you.

Rajeev Jain: Yeah, I guess it differs from company to company depending on the product mix of these things. As I mentioned, our product business is a mix of a lot on project business as well as standard business. And I can't comment about other companies, I can only share about, and I mentioned it, also with you in my earlier answer. So, regarding competition intensity, it is in Indian market, even if the market is -- outlook is very good, positive growth, the competition intensity doesn't go away. This is the funny thing of Indian market. It doesn't -- that expanded market still is very competitive.

So in all the segments which we compete today are fiercely competitive, and so there is always a pressure on margins on these things. How do we intend to recover that margin is to increase our aftermarket business and also export business. These are the two areas which offer an opportunity to have better margins. And this is what our focus is, how we can improve our spare part business, how we can improve our service business, how we can improve our export business. So that way, we want to continue to maintain an EBITDA level of 13% to 14%. This is our goal.

And I am not deviating from this earlier statement I said, we will not go to EBITDA of 15% or 16%, no, because we are growing into many segments where we have not been before. And to make an entry into those markets, we have to take some strategic business calls. For the primary reason of long-term growth and sustainability and to increase our market share continuously, which we are growing. You can see that on our order intake. So our market share is continuously growing. But to sustain there, we will have to make entries into markets which

we have not been there before. Like for example, I mentioned water market, projects market where we have not been there. And in all these segments where we are making entries, we will suffer a bit on margins, but we want to recover it through our aftermarket and export business.

Raj Shah: Okay, thank you, sir.

Anirudh: Yeah, hi, sir. This is Anirudh from ValueQuest.

Rajeev Jain: Yes.

Anirudh: One question on this thermal opportunity, and we're excited about that on the India front. If you could just help us quantify what sort of TAM do you see for boiler feed, boiler circulation pumps, etc., cumulatively for your entire portfolio in a particular thermal plant?

Rajeev Jain: Yeah, I think with the kind of projects announced, you must have seen that the opportunity is quite huge for next year as well. Many, we hear, like for Adani, they announced projects. JSW, they have announced projects. So what can I say? I think, I would say that opportunity exist. How much of that we will be successful is depending on the price competition, because we need to ensure that -- because the competition is there as well. And we would like to ensure that we take orders business which we feel are affordable for us as well. So we are not targeting that we get every job. We are targeting that we get a fair share. And when I say a fair share, in boiler feed pumps, for example, there are basically two players, KSB and Sulzer, and in boiler circulation pumps, we are there as well as Torishima.

So, again, to give you an answer, I just gave a statement, maybe yeah, we look at 50-50% market share which we would be happy with. That's a very general statement, but I just to reflect our thought process in this that we don't want to aggressively go and look for 80%, 70% market share. It would be unrealistic and not possible. We feel that this business is good for long term for the company because of the long-term spare part business, service business potential in both these products and long-term sustainability of margins and profitability. So we would go with a reasonable approach where we feel we can balance the margins of the company.

Anirudh: And so per plant it would be like ₹200 crores, ₹300 crores of opportunity size per plant, is that a fair estimate, what would that number be?

Rajeev Jain: Per plant, let's say we talk of 800 megawatt, one plant would need five boiler feed pumps, five boiler turbine driven as well as motor driven. Depending on the configuration of the plant, whether it is 3 into 33 and so and so. Per plant, I don't think it is 200 megawatt -- ₹200 crore. I think for the order which we got, no, sorry, per plant it is three pumps, two turbine driven and one motor driven. So for the five units of Gadarwara and Nabinagar, five units, that was 15 pumps. Our order value was around ₹200 crores or something like that. So you can judge per unit it becomes ₹40 crores or something like that, something of that value. I am giving you a rough figure based on the orders which we have received so far.

Anirudh: The boiler circulation pumps are in addition to this?

Rajeev Jain: Boiler circulation pumps are in addition to that. Boiler circulation pumps in the new supercritical, they have reduced it, it's only one pump per unit. So earlier there used to be one working and one standby, but in the new specification there is only one unit. And but they always also buy a standby for the three units or something like that. And so let's say for the three units combined, they would buy four or five pumps. So that's how it is. And of course, the value is much smaller than these pumps, but I can give you a hint that these pumps offer a lot of aftermarket opportunities. Because these are very hard conditions, pump running at very high temperatures. So definitely the life is not unlimited and hence it gives opportunity as much as you have your installed base. It keeps on; you recover that initial investment. It's like mechanical seal business, something like that.

Anirudh: And sir, last question. There is also going to be a lot of upgradation of existing thermal plants to make them more flexible, especially the NTPC plants, etc. As part of that, will we also have an additional opportunity in terms of pump replacement and so on, or is that part of the project or not of upgradation?

Rajeev Jain: Yes, I think a lot of upgradation and unfinished projects buying out of plants which have been closed, this is happening. I think recently there was Hindustan Power, they also did, which we did not win. So these opportunities are also happening. That means projects which were closed, Lanco projects earlier, and earlier uncompleted projects, these are all now getting revived. So the opportunity is there to also supply for those pumps. Those was that Mahanadi projects or somewhere,

those also are -- we got those orders also somewhere. So those opportunities also are side by side apart from this.

Anirudh: One is this old plants that are getting revived, second is the flexibilization of the existing plants that are there, right, because today a lot of plants can't operate below say 55% utilization and there's a mandate to bring it down to 40% or whatever over a period of time. Does KSB have a role to play in that?

Rajeev Jain: Yes, of course. We in fact pride ourselves in that role because in the aftermarket business, the energy efficiency optimizing the pump to its actual site conditions. This is some business which we thrive on. And a big chunk of our aftermarket business, spare parts as well as service, comes out of the pumps which we supplied, also mainly to industrial power plants, that is captive units, as well as the utility where the pumps are modified to the revised actual site condition. And if this is flexibility of what you mentioned is coming in, we'll be there to modify it because ultimately as a pump manufacturer, we are the best ones to kind of ensure that the pump performs at the revised parameters. It is not like a retrofit job which anybody can do. Because here you have to meet the technical parameters as well. Yes, please.

Analyst 1: Hi, one question on the nuclear side again. The test bed at Tarapur is still occupied and the bids have to be in January. So when you for the other players to bid, will they not have to prove the product before they start bidding on how will this actually pan out?

Rajeev Jain: Yeah, unfortunately that is not the tender condition that has been -- I mentioned that that has been changed. So, their qualification is based on supply -- previous supply of maybe not even a similar size, maybe smaller, for a primary site. So, that is, we can debate on it, but as NPCIL, from their perspective, they have to have or want to have more suppliers, and since the business is in front of everybody. So they are -- they have taken that call to qualify maybe, but that qualification process will be known once the tenders are submitted, once the evaluation is completed. But as of today, the conditions of the tender allow a much more relaxed condition of qualification compared to the earlier ones.

Analyst 1: Okay, thank you. So the other thing is on solar pumps, we were expecting a much newer scheme and a much larger scheme. So is that something that you think should come out in the next few months or so or…

Rajeev Jain: Yes, yes, we -- the update on solar business is KUSUM 2.0, which we mentioned would come by the end of this year. The update is that the MNRE specifications -- again, as nuclear business, as any other business, these specifications get changed, upgraded. So in the new specifications of MNRE, there has been some changes now. The controller specifications are being changed. They want to make it multi-functional. So these changes now are almost at the end. They have taken all the participating vendors into consideration. They have taken our comments. We hope that this will be finalized by the next month and once they are finalized the tender, KUSUM 2.0 should start immediately. So early next year we are hoping that this business revives, which has slowed down in the last six to nine months.

Analyst 1: So the earlier receivables for some of the players which were pending should also then start flowing through in terms of…

Rajeev Jain: Receivables?

Analyst 1: Yeah.

Rajeev Jain: Receivables, I don't have an answer because this is something which everybody is struggling, and yeah, we are still -- we are also having a high receivable, I think more than ₹100 crores there. So we discuss it in all our management meetings, and I think our pain is much less than the others comparatively. So receivables, I think, is a separate subject, not linked to the other ones. So that happens on the government funds and funding, whatever is available. So that is a continuous project, and that's why I said we as KSB, we are limiting ourselves, our aggressive approach in this market because the working capital requirements are very tough, and we don't want to go beyond a share of 10% of our total revenue in this business, and so that we can sustain and afford to balance these working capital requirements.

Analyst 1: And sorry, just last one is to the previous question, did you -- did I hear correctly that you have a 50% market share in the boiler feed pumps?

Rajeev Jain: For the utility business, 800 megawatts supercritical business, whatever the plants are coming, 50% share of the private sector. I'll correct myself, the BHEL business, they is 100% BHEL pumps.

Analyst 1: Yes.

Rajeev Jain: So the remaining is private sector, which was not there, like L&T, JSW, out of that business, 50% share. So overall, you may ask how much; maybe it is 25. If we say 50% business goes to BHEL and 50% goes to -- I'm making it very simple; it may not be accurate, it's only to give you an idea.

Analyst 1: Yes, yes. Thank you so much. Thank you.

Rajeev Jain: Yeah.

Analyst 2: Yeah. Sir, you mentioned that in the PPT the market is roughly ₹28,000 crores to ₹30,000 crores for pumps. So can you help understand what is that market split broadly across the six markets that you disclose?

Mahesh Bhave: Segment-wise.

Rajeev Jain: Segment-wise?

Analyst 2: Yeah. The market size and for you what would be market share roughly?

Rajeev Jain: Yeah, market share overall I would say our market share, we would say 10% to 11%, that's what we claim. In some market segments we feel we are leading like energy segment, we feel we lead. Also in industry market we have a good share where we are also maybe one of the top two players. In other markets like buildings, commercial building services, mining market, petrochemical market, we are trying to increase our market share. We are not the leaders; we are maybe within the top three or top five. This is how it differs segment-wise. For example, building services, if I say we are gradually increasing our share and participation with products addition. So I can't say where we stand; maybe to give you an idea, between the top four, top five.

Same is with petrochemicals, but petrochemical is a project business. It varies suddenly. If we click one order from EPC, it goes up. If we lose order, somebody else clicks, we come back to zero. So here in project business, we always say it is zero or 100%, because in petrochemical the competition is much more than what we have in energy. There are more players, four or five.

Mining business, we have just recently entered. We have very small share, but we hope to increase it gradually, more out of exports

because we have now our own foundry qualified for that. Water business, we were historically only in the irrigation market -- irrigation and agriculture market, which was supplying of borehole pumps to our dealers, where we were leaders at one time, then we fell back, and but still today we say we are within the top three suppliers now. We have gained a good in this irrigation market share. But in the water project business, we were not present. But this is an area where by addition of our vertical turbine pumps, split case pumps, and now also our propeller pumps, submersible localization and all, we are targeting that we also have a market share which is low in this market today. As I said, we are a new entrant, and but in the coming three to five years, we feel we should develop a good healthy share, maybe at least 5% to 7% in the future.

Analyst 2: Sir, the idea was to understand, like, because in, let's say, energy, you would be dominant, so you would typically grow at the market growth rate, and in certain segments you are not present. There you would gain market share. So the idea is to understand which segments can drive what growth for you.

Rajeev Jain: Yeah, to answer your question, it's -- the growth is driven by all the segments. You may ask how, because let's say energy market, it gives a huge potential for growth. The market growth is very high today. And in other markets also whether we talk of the huge investment coming in petrochemical, fertilizer, water infrastructure, the growth is there. And since we are not having a high market share in this market, our growth also is dependent on these markets. To be more specific, let's say what building services, we are growing in firefighting now applications. We are in HVAC where we were not there presently.

So if you ask, our growth should be minimum 15% in those terms, if you talk in percentage. In terms of value, it will be lower, but in the terms of percentage it will be higher. So water wastewater market as well as commercial building services, we are targeting a growth of minimum 15%, if not 20% year on year. And energy market and industry market, this is based on opportunities. We definitely would like to grow much higher than the market growth. If the market growth is 10%, we again would like to grow 15%. So this is our goal or objective in the -- to give you an idea. So we are not restricting ourselves based on our own internal, it is based on the market opportunities and our position there.

Analyst 2: And sir, can you quantify the data center opportunity? Like, let's say per megawatt, the total cost of setting up data center would be ₹50 crores, let's say. So what would be the pumps cost in that?

Rajeev Jain: Can't really quantify it. See, the potential is high. You can take 3% to 5% of a total is the pump, normally the equipment. It can vary from two, three, four, not -- can't give you an exact figure. But this data center business today is very much dictated or influenced by the vendors who are on the vendor list, approved vendor list. So there's a lot of work to be done for us to get on those vendor list, and we are doing that to get confidence with new suppliers as I mentioned, Schneider, Rochem, many other players who are there and we are getting ourselves there step by step.

Analyst 2: Can I ask last question?

Rajeev Jain: Yes, please.

Analyst 2: Sir, what would be the exports potential for you? Like or is it catered by like is it like local for local or like…

Rajeev Jain: Export potential is part of our strategy, one of our foremost strategy. As I said, we say 15% to 20% of our revenue should come out of exports. And you see this year the exports have been good, helped by projects like Dangote Refinery and internal projects. As and when this geopolitical situation is changing, it's also giving us opportunity. Today, the big huge market is the U.S. market. And we have been successful in getting orders from U.S. EPC contractors like Kiewit. You did not ask, or but I also did not mention, but U.S. market has also opened us opportunities for export market today. And we are playing, we are accepted vendor, we have got orders, we are executing those projects for gas power plants and all those EPCs there.

So KSB Group, with participation of Germany and India, we are competing in the U.S. market and got -- I have got a good share there. Apart from other markets, in other market as well as European market also, we have projects in Germany as well where we are bidding. So recently we have small, small orders also from Turkey EPCs like ENKA also for these kind of -- so the export market is opening up because India's readiness, India's good relations and geopolitical situation is helping us to get access into newer markets.

Analyst 2: Thank you, sir.

Moderator: Last question.

Analyst 3: Yeah, thank you, sir. Sir, on the -- from the last meeting, there were two challenges on the cost front. One was the operations of foundry where the gas availability was challenged, supply chain issue one, and second was implementation of SAP project where we indicated that it can provide lead to some challenges for next couple of quarters. So maybe some update on that, number one.

Number two, would it be possible to give breakup of order intake which you usually give every quarter? So that would be helpful.

And third question, order book, you can split between nuclear and non-nuclear. Thank you.

Rajeev Jain: Yeah, I don't have it ready because first question, yeah, foundry issues are behind us now. All the supply issues or those gas supplies, I think those have been resolved. I would say we are 85% to 90% back on what was the situation earlier. I don't see that as a bottleneck. S/4HANA is under implementation. We should go live in February. That is the plan today. So all is going on track. So coming February, we should be implementing that. That should give us good internal improvement in our processes. And third question was on…

Analyst 3: Sir, order book breakup, if you can give us an order intake breakup.

Rajeev Jain: Order intake, I don't have it readily now, but I can say to you that our orders on hand today's situation is much higher in non-nuclear than nuclear. So that is a good sign. The big orders we have classified also, and this last two quarters have been quite good for us in terms of order intake. We showed it in our figures also, 14,000 something. This has been the order intake in the last quarter or last two quarters. But overall, the company has, including nuclear, somewhere between ₹2,600 crores to ₹2,800 crores orders on hand. And I feel this will month by month grow much higher because…

Analyst 3: Last quarter it was roughly nuclear was ₹1,250 crore, so it would not have changed from what it was there in the last…

Mahesh Bhave: Barring some spares, small spares.

Rajeev Jain: Small spares and small auxiliary pumps inquiries, because we should look at nuclear in totality. There is one is nuclear export and one is

nuclear auxiliary pumps apart from the main pumps. So those also keep on adding, and also the aftermarket keeps on adding.

Analyst 3: And last question on SupremeServ, what was the revenue growth and share of the revenue, sir? Thank you.

Rajeev Jain: Yeah, revenue growth has been consistent, I would say almost 12% to 15%, if I recollect, that is the growth which we are seeing. And as a revenue share of the overall business, if you take out the replacement pump, if you only pure look at, because sometimes in aftermarket you also have replacement pumps, so that I am not counting. But apart from that, only pure spare parts and service, it would be roughly 12% to 13% of the total revenue. Plus again, if you count a replacement pump, it would be much higher. Replacement pumps means we replace our own pumps as well as competitor pumps. So, but in our figures, financial figures, that is not reflected in separately. It only figures which we can measure is the spare parts and the service.

Analyst 3: Thank you, sir.

Rajeev Jain: Thank you.

Moderator: Thank you. So we'll now close the event, and thanks to management for answering the questions patiently, and thanks to all the attendees for making it a success. And we'd like to thank the management for giving us a chance to host the event. Thank you, sir. Thank you.

Rajeev Jain: I would also like to thank you all for coming here and spending your time and raising these questions. I hope we have answered most of them to your expectations, and I'm sure you will come and ask me outside this meeting also more questions. Anyway, thank you.