KILBURN ENGINEERING LTD.

Corporate office : 501, 5th floor, I-Think Techno Campus, Jolly Board Tower No.1, Kanjurmarg (East), Mumbai 400 042, Maharashtra, INDIA.
Tel No. : +91 22 6551 0300 **Website :** www.kilburnengg.com **Email :** marketing@kilburnengg.com

Date : 13th November, 2026

To
The Corporate Relationship Department
BSE Limited
1st Floor, P.J. Tower
Dalal Street, Fort
Mumbai-400 001
Scrip Code : BSE 522101

Sub : Investors' Presentation

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed an Investor Presentation – Q2 & H1 FY27 on the Un-audited Financial Results (Standalone and Consolidated) of the Company for the second quarter and half year ended 30th September 2026.

The presentation is being made available on the website of the Company i.e. www.kilburnengg.com.

This is for your information and record.

Thanking you,

Yours sincerely,

For **Kilburn Engineering Limited**

Abhijit Shevantilal Mehta
Digitally signed by Abhijit Shevantilal Mehta
Date: 2026.11.13 15:14:57 +05'30'

Abhijit Mehta
Company Secretary & Compliance Officer

Encl :A/a

KILBURN ENGINEERING LTD

Building India's Most Comprehensive Industrial Thermal & Process Technology Business



Investor Presentation **Q2 & H1 FY27**

DISCLAIMER

This presentation has been prepared by and is the sole responsibility of Kilburn Engineering Limited (hereinafter referred to as “KEL” or “the Company”). By accessing this presentation, you are agreeing to be bound by the following restrictions.

This presentation does not constitute or form part of any offer or invitation or inducement to sell or issue, or any solicitation of any offer or recommendation to purchase or subscribe for, any securities of the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contractor commitment thereof. In particular, this presentation is not intended to be a prospectus or offer document under the applicable laws of any jurisdiction, including India. No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. There is no obligation to update, modify or amend this communication or to otherwise notify the recipient if the information, opinion, projection, forecast or estimate set forth herein, changes or subsequently becomes inaccurate.



Q2 FY27 | CHALLENGES & RECOVERY INITIATIVES

Key Challenges Impacting Performance

Delayed finalisation of large orders

- Several **large standalone orders took longer than expected** to reach finalization.
- **Significant carbon black order has been received**, but customer execution has been put on hold and is **now expected in FY28**, subject to the customer's schedule.

Lower operating leverage

- Lower standalone business volumes resulted in **fixed costs being spread over lower revenue**.
- This **impacted operating margins** and profitability.

Less favourable product mix

- Q2FY26 benefited from a high-margin export order compared to Q2FY27.
- Absence of a similar high-margin order in the current period impacted EBITDA margins.

Mitigation Measures & Recovery Drivers

Accelerating order conversion

- Actively pursuing an **enquiry pipeline exceeding INR 25,000 Mn** in standalone (Kilburn) and **INR 40,000 Mn** across the Group.
- Focused on **converting qualified opportunities into executable orders**, improving capacity utilisation and **restoring operating leverage** as standalone business volumes recovers.

Investing in new growth opportunities

- Board-approved **investment of up to INR 250 Mn** for Monga Strayfield's Pune expansion.
- Targeting **data-centre infrastructure** and critical-power applications.

Leveraging subsidiary growth

- M.E. Energy benefiting from **strong order intake in steel and ferro-alloy sectors**.
- Monga Strayfield **scaling its enclosures & cabinets business**, supported by strong demand enquiries.

While the timing of large order finalisations impacted standalone performance during H1 FY27, **strong subsidiary momentum, a sizeable opportunity pipeline and investments in precision-engineered enclosures and cabinet capabilities** position the Group to pursue a meaningful recovery and growth.

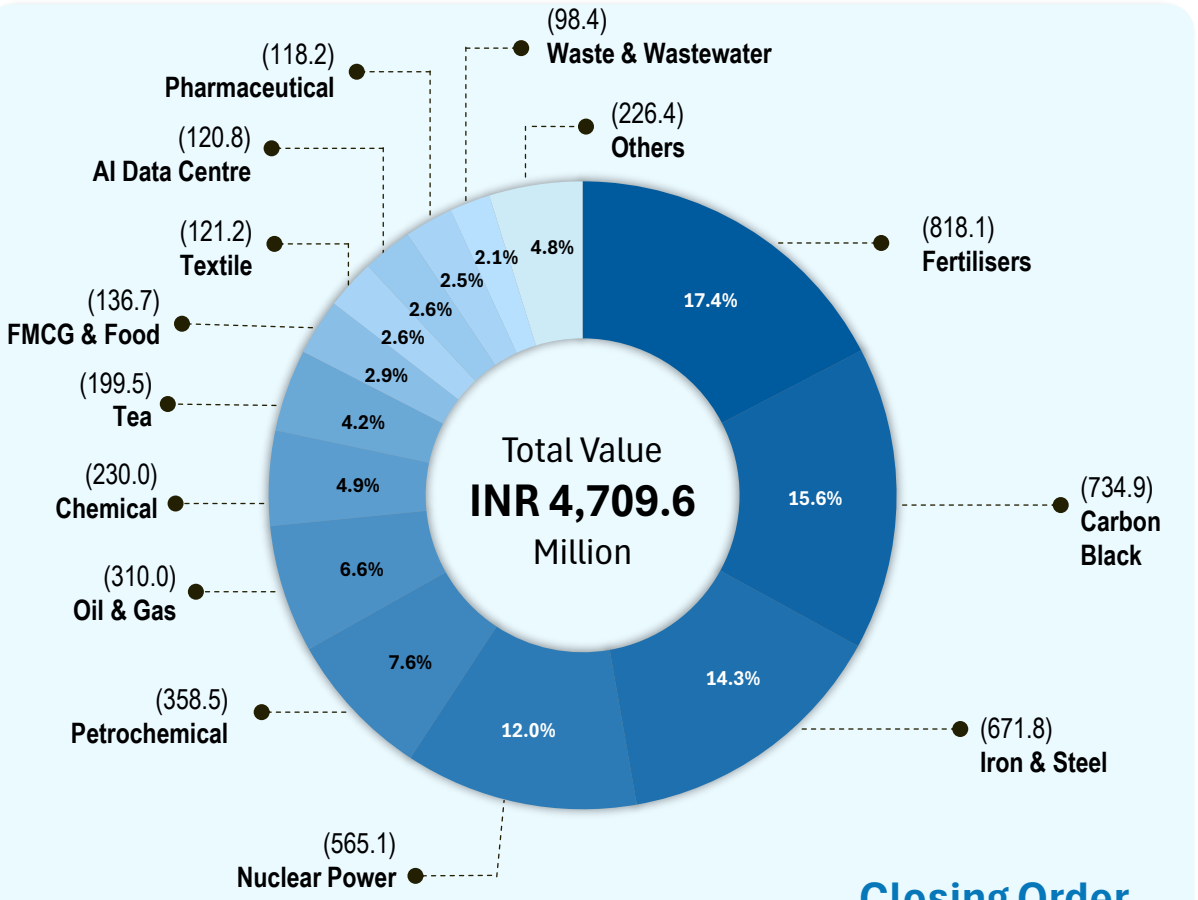
FINANCIAL METRICS

Quarterly Income Statement (**Consolidated**)

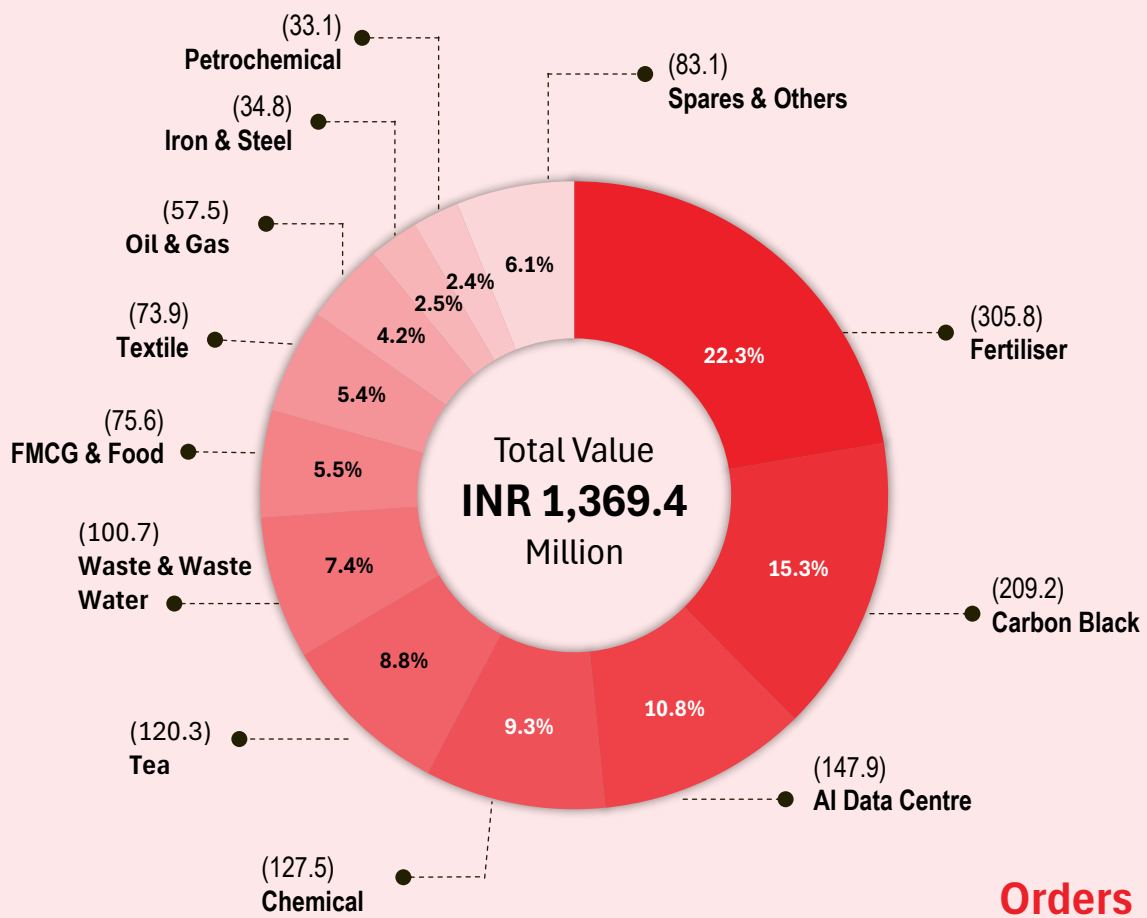
Particulars	Q2FY27	Q1FY27	Q2FY26	H1FY27	H1FY26
Total Income from Operations	1,557.0	1,205.2	1,559.9	2,762.2	2,877.7
Total Expenditure	1,278.1	962.9	1,137.0	2,241.0	2,095.3
EBITDA	**278.9**	**242.3**	**422.9**	**521.2**	**782.4**
EBITDA Margin (%)	**17.9**	**20.1**	**27.1**	**18.9**	**27.2**
Other Income	-	-	12.2	-	12.2
Depreciation	30.4	29.9	29.0	60.2	57.1
EBIT	**248.6**	**212.4**	**406.1**	**461.0**	**737.4**
Interest	35.7	37.0	31.9	72.6	66.7
PBT	**212.9**	**175.5**	**374.2**	**388.3**	**670.7**
Tax	47.8	44.6	105.4	92.4	188.8
PAT	**165.1**	**130.9**	**268.8**	**295.9**	**481.9**
PAT Margin (%)	**10.6**	**10.9**	**17.2**	**10.7**	**16.7**
Reported EPS (INR)	**2.98**	**2.39**	**5.45**	**5.35**	**9.77**

MULTI-SECTORAL ORDERS RECEIVED

Q2'FY27 (Consolidated - Value INR in Million, Share in %, as on 30th September 2026)



Closing Order Book



Orders Received

ORDER BOOK (CONSOLIDATED)

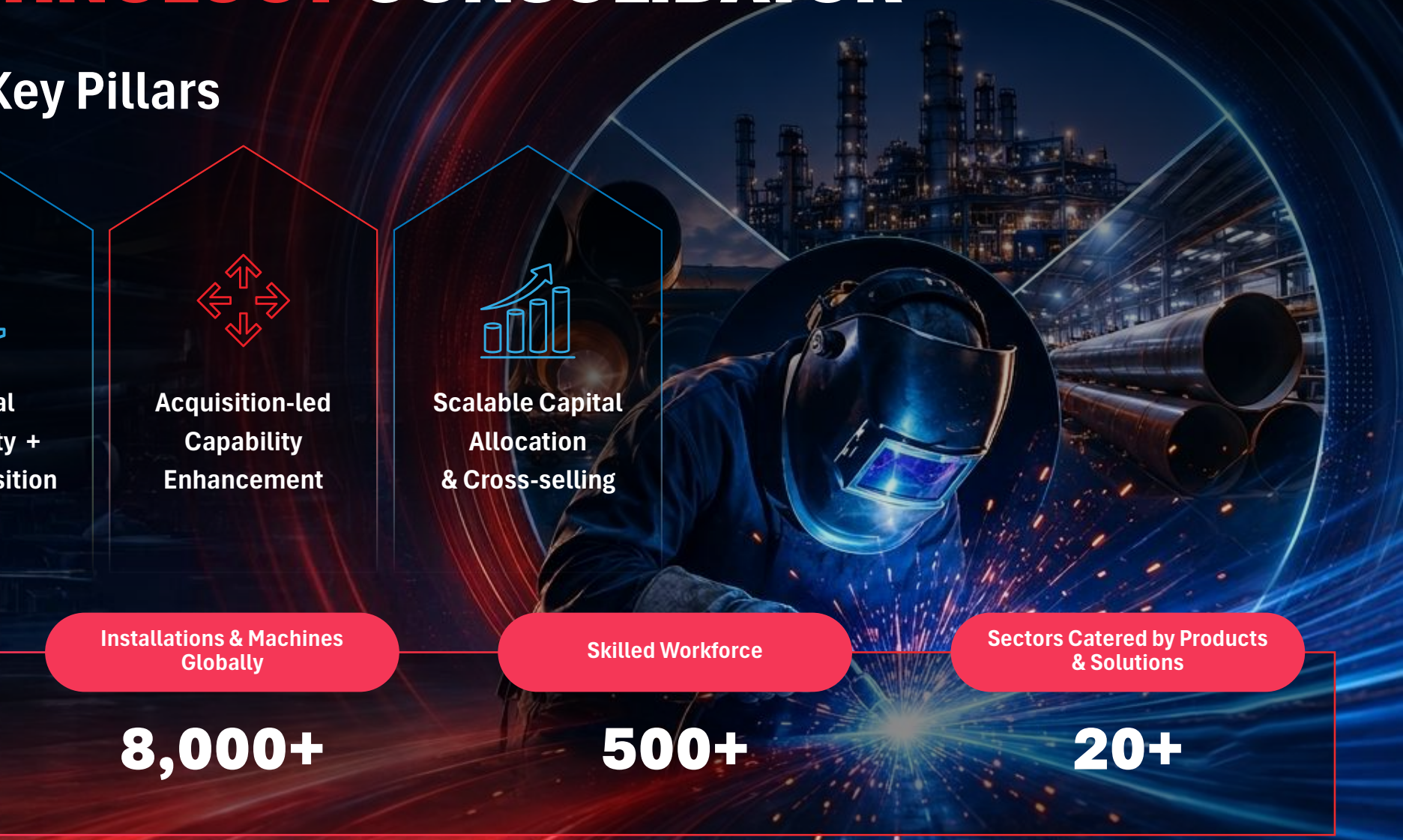
Particulars	Consolidated
Opening Order Book (as on 1st July 2026)	4,852.1
[+] Orders Received	1,369.4
[-] Orders Executed	1,512.1
Closing Order Book (as on 30th September 2026)	**4,709.6**



KILBURN ENGINEERING: INDIA'S INDUSTRIAL PROCESS TECHNOLOGY CONSOLIDATOR

Key Pillars

- Technology Platform Consolidation + Expansion
- Industrial Productivity + Energy Transition
- Acquisition-led Capability Enhancement
- Scalable Capital Allocation & Cross-selling



Years of Rich Experience	Installations & Machines Globally	Skilled Workforce	Sectors Catered by Products & Solutions
50+	8,000+	500+	20+

EVOLUTION OF KILBURN

Kilburn is evolving from a traditional process equipment manufacturer into India's leading industrial process technology provider through proprietary engineering capabilities, strategic acquisitions, energy-transition solutions and disciplined capital allocation.

Traditional Process Equipment Manufacturer



Thermal Engineering Leader



Strategic Acquisitions



Integrated Industrial Technology Platform



India's Industrial Process Technology Champion

INDUSTRIAL TECHNOLOGY PORTFOLIO

Technology Platform	Application
Process Drying	Chemicals, Food
Heat Transfer	Refining, Petrochemicals
Thermal Engineering	Energy Efficiency
RF Technology	Advanced Drying
Waste Heat Recovery	Decarbonization
Material Handling	Industrial Processes
Precision-engineered Enclosures	Data Centre, Electrical Systems

Integrated Platform Offerings

Combined process lines & drying

+

Heat recovery & multi-technology packages

=

Cross-sector Higher-ticket projects

ACQUISITION FLYWHEEL



A self- reinforcing flywheel driving **sustainable growth, stronger capabilities** & **long-term value creation**

BUILDING INDIA'S INDUSTRIAL TECHNOLOGY BUSINESS

Three specialist companies



ONE INTEGRATED INDUSTRIAL TECHNOLOGY BUSINESS

One Customer » Multiple Solutions

Kilburn has built a **diversified industrial technology platform**, is **entering significantly larger addressable markets** such as **data-centre infrastructure** and **global fertiliser projects**, has the **balance sheet and manufacturing capacity to scale**, and has a **INR 40,000+ mn opportunity pipeline supporting the next leg of growth**.

PROCESS DRYING & THERMAL SYSTEMS AND SOLUTIONS

CORE CAPABILITIES

- Customised industrial drying systems (Rotary, Fluid Bed, Flash, Paddle, Spray, Calciner)
- Air / Gas / Liquid drying packages
- Solvent & vapour recovery
- Heat exchangers, pressure vessels, reactors, columns & silos
- Material handling systems

KEY INDUSTRIES

- Chemical & Petrochemicals
- Fertilizers
- Carbon Black
- Pharmaceuticals
- Oil & Gas
- Nuclear
- Power
- Tea & Food



50+ years
of specialised process engineering and critical application experience

Foundation technology
layer for solid, liquid and gas processing

Established customer relationships
and qualification credentials in high-entry-barrier sectors

Integrated Solutions
Base on which acquired technologies are cross-sold and integrated into complete process solutions

ENERGY EFFICIENCY

STRATEGIC CAPABILITY

- Waste Heat Recovery
- Thermal Process Engineering
- Industrial Heating
- Energy Optimisation

INDUSTRIES

Steel, Power, Cement, Chemicals, Paper, Refineries among others

KILBURN ENGINEERING LTD

STRATEGIC BENEFITS

- Energy Transition
- Higher Engineering Content
- Larger Projects
- ESG Positioning
- Margin Expansion

RADIO FREQUENCY ENGINEERING

Applications

- Food
- Textiles
- Wood
- Medical
- Fiberglass
- Basalt Fibre
- Advanced Materials
- Composite Manufacturing & others

Existing RF Technology Business → Precision Sheet-Metal Fabrication → Global Power Infrastructure OEMs → Data-Centre & Electrical Infrastructure Opportunity



"Built on Precision sheet-metal engineering, now a leading engineered-enclosure partner for global power and data-centre infrastructure OEMs, with orders from these customers validating our capabilities."

AI & DATA CENTRE - 3 CORE PILLARS

Established Customer Relationships

- Long-standing relationships with marquee customers like Vertiv and a diversified industrial and power infrastructure customer base.
- Existing relationships provide a strong foundation for capacity expansion.

Growing Market Opportunities

- Addressing rising demand across India and international markets.
- Data centre opportunity complements the existing data centre, industrial and power infrastructure business.

Leveraging Group Capabilities

- Precision fabrication & enclosures (Monga Strayfield)
- Thermal management (M.E. Energy)
- Engineering & manufacturing (Kilburn)







Monga Strayfield's positioning

- Established sheet-metal enclosure manufacturing business since 1982.
- Precision-engineered enclosures, cabinets and assemblies.
- Long-standing customer relationship with Vertiv, predating Kilburn's acquisition of Monga Strayfield.
- Products serving data centre, UPS, power infrastructure and industrial applications.
- Opportunity to expand into international markets.

Proven in the US market

NEMA 4, 4X and Type 3R enclosures, already in service with US customers.

Built to UL, NEMA and IP

UL and cUL certified designs, including UL 508A Type 1 and Type 3R, sealed to IP65 and IP66.

Ready for the data center

UPS, battery and power distribution cabinets, being built consistently at volume.

Every enclosure is made under our ISO 9001:2015 certified quality system, audited by TÜV Austria.

Exploring additional solutions across data centres, critical power, transformers and thermal management along with the existing opportunities in Precision Engineered enclosures and cabinets

STRATEGIC INVESTMENT

To expand precision engineering capacity

INR 250 Mn investment to unlock approximately INR 1,200-1,500 Mn annual revenue potential.



INR 250 Mn
Capital investment

6–9 months
Implementation

Enables

- Enhanced precision fabrication and manufacturing capabilities at Monga Strayfield's Pune facility.
- Increased capacity for enclosures, cabinets and engineered assemblies.
- Manufacturing for data centre infrastructure, transformers and critical power applications.
- A combination of in-house manufacturing and selective outsourcing.

FY27 expected revenue on current capacity	**INR 500–600 Mn**
Key Data Centre Customer's indicated 2027 requirement from Monga Strayfield	**INR 900 Mn**
Annual revenue potential (Post Expansion)	**INR 1,500 Mn**

The expansion is designed to support approximately **2.5 – 3.0x** the current expected annual revenue of the precision engineering business at scale.

SYNERGIES BEING REALISED

COMMERCIAL

Cross-selling of RF drying, thermal drying, heat recovery & precision enclosure solutions

Ability to offer **integrated** process lines instead of standalone equipment



OPERATIONAL

Shared **engineering resources** and design capabilities

Combined **manufacturing** and fabrication strength

Improved **cost efficiencies** at group level



STRATEGIC

Entry into new **high-growth verticals** (including data-centre & electrical infrastructure)

Stronger **ESG positioning** through waste-heat and efficiency solutions

Foundation for the next phase of **technology acquisitions**



MANUFACTURING FOOTPRINT & CAPABILITIES

Saravali, Bhiwandi (Thane), Maharashtra

Core process equipment, heavy fabrication, drying systems, pressure vessels & heat exchangers

Ambernath, Maharashtra

Process equipment, drying systems, pressure vessels & heat exchangers

Pune, Maharashtra

Thermal systems, waste heat recovery equipment, industrial heating packages

Pune, Maharashtra

RF drying & heating systems, precision manufacturing, R&D

Theale, Berkshire, UK

RF technology manufacturing & support for international markets

Combined Capabilities

- Heavy and precision fabrication
- Specialised material handling
- Titanium clean-room capability
- Machining, rolling, welding, assembly and testing
- Design-to-commissioning engineering support



Ability to manufacture and integrate multiple technologies under one group



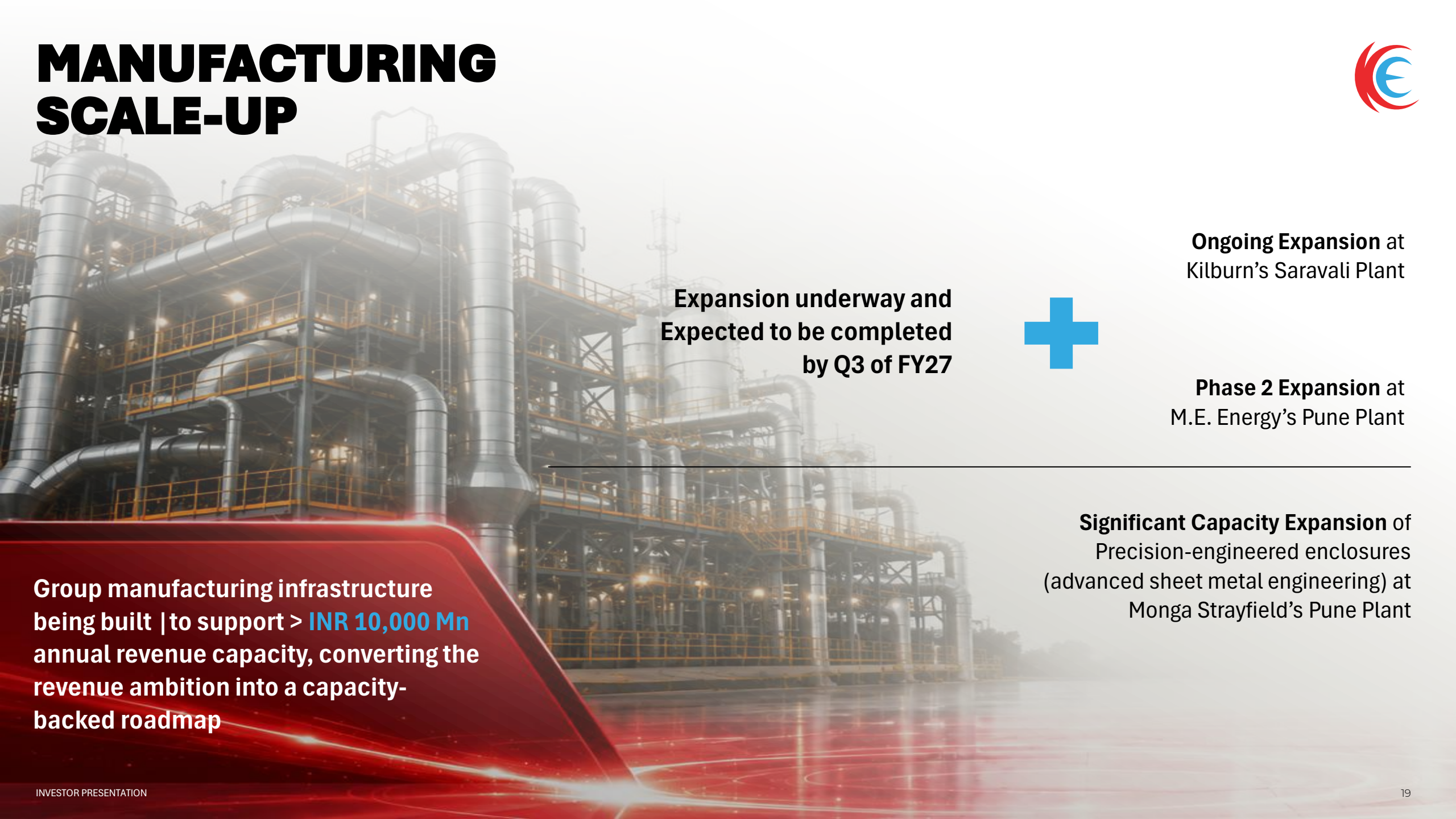
Flexibility to execute both large critical process packages and high-precision specialty systems



Geographic spread supporting domestic execution and international deliveries

The Group's manufacturing base supports the full range of process drying, energy-efficiency and RF technology solutions, enabling integrated project delivery rather than standalone equipment supply.

MANUFACTURING SCALE-UP



Expansion underway and Expected to be completed by Q3 of FY27

Ongoing Expansion at Kilburn's Saravali Plant

Phase 2 Expansion at M.E. Energy's Pune Plant

Significant Capacity Expansion of Precision-engineered enclosures (advanced sheet metal engineering) at Monga Strayfield's Pune Plant

Group manufacturing infrastructure being built |to support > INR 10,000 Mn annual revenue capacity, converting the revenue ambition into a capacity-backed roadmap

SOME OF OUR ESTEEMED CLIENTELE

Petrochemicals

Reliance Industries Limited · sabic · bpcl · LG Chem · FinOlex Industries · ONGC Mangalore Petrochemicals Limited (MRPL) · SANMAR · NOCIL Limited · SPIC Nourishing growth

Speciality Chemicals

Alufluoride Ltd. · UPL Open Ag · Gujarat State Fertilizers & Chemicals Ltd. · DORF KETAL · heubach · राष्ट्रीय केमिकल्स एण्ड फर्टिलाइज़र्स लिमिटेड Rashtriya Chemicals and Fertilizers Limited · CHAMBAL FERTILISERS AND CHEMICALS LIMITED · CFS Camlin Fine Sciences · GHARDA CHEMICALS LIMITED · SUDARSHAN

Oil & Gas

ONGC · LARSEN & TOUBRO · AFCONS · Bharat Petroleum · ESSAR · TOYO ENGINEERING · HP · SAMSUNG ENGINEERING · IndianOil

Carbon Black

PCBL · ADITYA BIRLA CARBON · Himadri · CABOT · Continental Carbon · BKT · epsilon · monolith

Power

NPCIL · BHEL · L&T

Pharmaceuticals

Piramal Pharma Limited · GRANULES · torrent PHARMA · Cipla · Dr.Reddy's · SANDOZ

Food & FMCG

PEPSICO · Kellogg's · FERRERO ROCHER · BRITANNIA Eat Healthy. Think Better · ITC Limited · Hindustan Unilever Limited

Fertilizer

DEEPAK FERTILISERS AND PETROCHEMICALS CORPORATION LIMITED · IFFCO पूर्णतः सहकारी स्वामित्व Wholly owned by Cooperatives · GREENSTAR · Coromandel FUTURE POSITIVE

Minerals, Mining & Others

ACC cement · Government of India Department of Atomic Energy HEAVY WATER BOARD · SAINT-GOBAIN · Lhoist · WÄRTSILÄ · Komline-Sanderson

Soda Ash

NIRMA · TATA CHEMICALS LIMITED · GHCL Gujarat Heavy Chemicals Limited · RSPL Evolution is Constant · DCW LIMITED

Metals, Iron & Steel

KALYANI STEELS · JSW Steel · ADITYA BIRLA HINDALCO · JINDAL STEEL & POWER · HINDUSTAN ZINC LIMITED · John Cockerill

Auto

Mahindra · Hero · TATA MOTORS · TVS

Textiles

raymond · Brenworth WOOLCARPETS-RUGS · WELSPUN · Vardhmān · ARVIND FASHIONING POSSIBILITIES · TRIDENTGROUP · Siyaram's PREMIUM SUITINGS & SHIRTINGS

Fiber Glass

JM Johns Manville A Berkshire Hathaway Company · PPG · CPIC FIBERGLASS

AI & Data Centre

VERTIV

OUR GLOBAL PRESENCE



WAY FORWARD

Build & Establish Kilburn as India's leading industrial process technology platform with growing global relevance.

Targeting Revenue CAGR of

20-25%

(FY26 to FY28)

01

Successful entry into **global fertiliser EPC vendor ecosystem** with multiple enquiries & **Validated** presence and capabilities in **data-centre / power infrastructure OEMs**

02

Explore **new and niche areas** of application by leveraging the **successful integration of world-class technologies** (process drying, waste heat recovery, RF systems, precision sheet metal engineering), in addition to primary sectors.

03

Continue to **enjoy cost advantages** available to the **Indian** manufacturing industry relative to **global players**, and actively utilise this opportunity. Maintain **focus** on both **domestic** and **international markets.**

04

Key Priorities

- Scale energy-transition and higher-engineering-content projects
- Accelerate cross-selling across the three technology platforms
- Protect healthy margins through richer mix and operating leverage
- Pursue selective technology acquisitions that strengthen the platform

ANNUAL INCOME STATEMENT (Consolidated)

Income Statement (INR Mn)	Standalone		Consolidated		
	FY22	FY23	FY24	FY25	FY26
Total Income from Operations	**1,227.5**	**2,215.3**	**3,331.4**	**4,276.2**	**6,432.9**
Expenses	**1,097.9**	**1,868.6**	**2,531.0**	**3,234.6**	**4,816.6**
Cost of Material Consumed	647.3	1,278.9	1,610.7	1,811.5	2,669.4
Subcontracting Charges	106.9	168.9	250.1	204.5	358.6
Changes in inventories of FG & WIP	(20.8)	(54.3)	43.4	(2.3)	39.5
Employee Benefit Expenses	144.2	187.9	274.5	501.5	719.2
Other Expenses	220.3	287.1	352.3	719.4	1,030.0
EBITDA	**129.6**	**346.7**	**800.5**	**1,048.6**	**1,616.3**
Other Income	16.5	146.6	-	-	12.2
Depreciation	27.9	26.5	34.6	73.3	116.6
EBIT	**118.1**	**466.8**	**765.9**	**975.3**	**1,511.9**
Interest	87.8	79.2	96.6	148.7	150.6
PBT	**30.4**	**387.7**	**669.3**	**826.6**	**1,361.3**
Tax	14.9	86.3	163.9	202.7	399.3
PAT	**15.5**	**301.3**	**505.4**	**623.9**	**962.0**
Reported EPS (INR)	**0.54**	**8.66**	**13.3**	**13.94**	**19.02**

BALANCE SHEET (Consolidated)

Particulars (INR Mn)	FY25	FY26	H1FY27
Equity & Liabilities:			
Shareholders' Funds	**4,725.1**	**6,541.1**	**7,820.9**
Share Capital	474.9	529.6	560.0
Other Equity	4,250.3	6,011.5	7,260.9
Non-Current Liabilities	**615.8**	**462.7**	**485.5**
Long Term Borrowings	514.7	315.6	345.0
Deferred Tax Liability (Net)	13.2	13.5	10.1
Lease Liability	69.0	109.5	100.5
Provision	18.9	24.1	30.0
Current Liabilities	**1,968.3**	**1,941.1**	**2,307.7**
Short Term Borrowings	272.4	451.8	445.2
Trade Payables	634.9	540.8	635.9
Short Term Provisions	21.9	30.8	47.5
Other Current Liabilities	1,039.1	917.8	1,179.1
TOTAL	**7,309.2**	**8,944.9**	**10,614.1**

Particulars (INR Mn)	FY25	FY26	H1FY27
Assets:			
Non - Current Assets	**3,110.9**	**3,163.4**	**3,244.2**
Property, Plant & Equipment	1,267.2	1,317.0	1,318.0
Right of Use Assets	355.2	388.5	371.7
Capital WIP	50.8	46.3	117.6
Goodwill	1,205.1	1,205.1	1,205.1
Intangible Assets	8.6	8.2	11.0
Investments	84.4	73.2	90.8
Deferred tax assets (net)	1.5	2.0	26.3
Other Non-Current Assets	138.0	123.2	103.7
Current Assets	**4,198.4**	**5,781.6**	**7,370.0**
Inventories	479.8	463.2	722.8
Trade Receivables	1,054.8	2,022.3	2,334.4
Cash & Cash Equivalents	270.4	673.8	1,221.7
Other Current Assets	2,393.3	2,622.2	3,091.1
TOTAL	**7,309.2**	**8,944.9**	**10,614.1**

OFFERINGS DIVERSIFIED AND BESPOKE SOLUTIONS (1/5)

Customized Industrial Drying System



Rotary Dryers & Coolers



Calciners



Fluid Bed Dryers



Flash Dryers



Paddle Dryers



Vibrating Fluid Bed Dryers



Spray Dryers



Band Dryers

OFFERINGS DIVERSIFIED AND BESPOKE SOLUTIONS (2/5)

Customized Package System



Air / Gas / Liquid Drying Systems



Solvent / Vapour Recovery Systems



Vibratory Feeders



Instrument Utility Gas Drying Systems

OFFERINGS DIVERSIFIED AND BESPOKE SOLUTIONS (3/5)

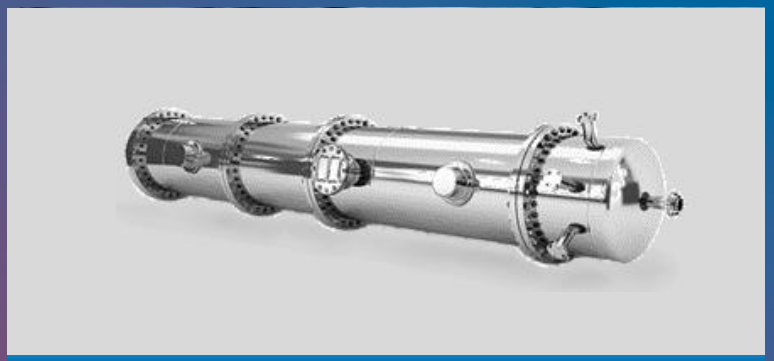
Fabricated and Large Critical Equipment



Pressure Vessels



Heat Exchangers



Columns



Reactors



Silos



Oil Field Systems

OFFERINGS DIVERSIFIED AND BESPOKE SOLUTIONS (4/5)

Energy Efficiency Systems



Fired Energy Systems



Special Energy Systems



Energy Savings Systems

Radio Frequency Solutions



RF Drying Systems

OFFERINGS DIVERSIFIED AND BESPOKE SOLUTIONS (5/5)

Standard Products



Tea Dryers



Sludge & Paddle Dryers



Sugar Dryers



Coconut Dryers

Other Products



Centrifugal Fans



Mechanised Withering System (Tea Leaf)



CONTACT US

KILBURN ENGINEERING LTD

Plot No.6, MIDC Industrial Area, Saravali,
Kalyan-Bhiwandi Road, Thane – 421 311.
Website: www.kilburnengg.com

KAPTIFY® Consulting

Strategy & Investor Relations | Consulting
Email: info@kaptify.in | + 91- 845 288 6099
Website: www.kaptify.in