

RAMKRISHNA FORGINGS LIMITED

Date: 13th September, 2023

To
The Listing Department
BSE Limited
PJ Towers
Dalal Street
Mumbai – 400 001

To
The Listing Department
National Stock Exchange of India Limited
"Exchange Plaza" C-1, Block G
Bandra- Kurla Complex, Bandra (E)
Mumbai- 400051

BSE SCRIP CODE: 532527

NSE SYMBOL: RKFORGE

Dear Sir / Madam,

Sub.: Disclosure under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 – Intimation of schedule of Analyst/Institutional Investors Meet/Call in United Kingdom (UK)

This is to inform you that the Management of the Company is schedule to meet with the following Analyst/Institutional Investors in United Kingdom (UK), details of the same are given below:

Date of Meeting	Analyst/Institutional Investors
18th September, 2023	Mondrian Investment Partners
	Quantum Mutual Fund
	Hermes Investment Management
Date of Meeting	Analyst/Institutional Investors
19th September, 2023	William Blair & Company
	RBC Global Asset Management (UK)
	Wellington Management
Date of Meeting	Analyst/Institutional Investors
20th September, 2023	Crux Asset Management
	Baillie Gifford
	Aegon Asset Management

Note: The above schedule meeting may undergo changes due to exigencies on the part of the investor or the Company.

Please note that no Unpublished Price sensitive information is proposed to be shared during the Meeting.

Further, enclosed herewith presentation which will be made at the aforesaid meeting.

Request to kindly take the same into record.

Yours truly,
For Ramkrishna Forgings Limited

Rajesh Mundhra
Company Secretary: ACS12991

Encl.: As above



REGISTERED & CORPORATE OFFICE

23 CIRCUS AVENUE, KOLKATA 700017, WEST BENGAL, INDIA

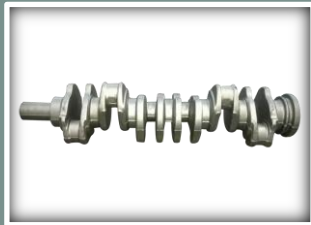
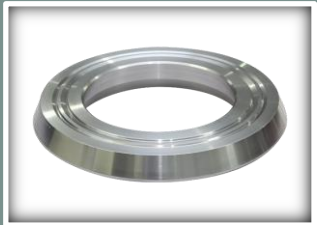
PHONE : (+91 33)4082 0900 / 7122 0900, FAX : (+91 33)4082 0998 / 7122 0998, EMAIL : info@ramkrishnaforgings.com, WEB : www.ramkrishnaforgings.com

CIN NO. :L74210WB1981PLC034281



Ramkrishna Forgings Limited

Corporate Presentation – September 2023





About Ramkrishna Forgings



MR. NARESH JALAN



Our company is committed to stringent capital allocation practices, aimed at improving return ratios and generating higher shareholder value. We prioritize sustainable growth and profitability by carefully evaluating investment opportunities and integrating sustainability principles into our operations. Through automation and artificial intelligence, we are in process of enhancing operational efficiency, increase productivity, and address evolving customer demands. Our focus on improving return on capital employed (ROCE) and return on equity (ROE) drives financial performance.

We remain vigilant and closely monitor macroeconomic risks, proactively mitigating them by prioritizing customer relationships and delivering excellent service. We are dedicated to proactively positioning ourselves for future growth and increasing our market share. Our strategic focus revolves around preparing for improved market conditions, ensuring that we are well-prepared to seize opportunities. This includes our efforts to enhance our capacity, aligning our actions with our long-term vision to thrive and succeed in the future.

Additionally, we are actively working towards reducing our debt burden, targeting a Debt to EBITDA level of 1:1 by FY25. This disciplined approach will strengthen our financial position, reduce risks, and provide us with flexibility to pursue growth opportunities.

Key Highlights



Manufacturer and supplier of a variety of auto and non-auto components



Global presence with footprints in North America and Europe



2nd largest forging player in India with over 40 years of experience



Promoter possessing multi-decade forgings industry experience



Continued focus on diversification with foray into EV components



Longstanding relationship with marquee customers

One of the largest forging players in India

Vision, Mission & Core Values



Vision

To Create Value for all business partners, shareholders and customers in all areas of business Ramkrishna Forgings Limited is associated while demonstrating world-class standards of Sustainability, Social Responsibility and Governance



Mission

To be the most preferred supplier of forged, rolled, machined, fabricated and cast products for all end use industries like Railways, Automotive, Earth Moving, Mining, Farm Equipment, Oil & Gas and General Engineering globally by supplying products meeting highest quality standards at highly competitive costs

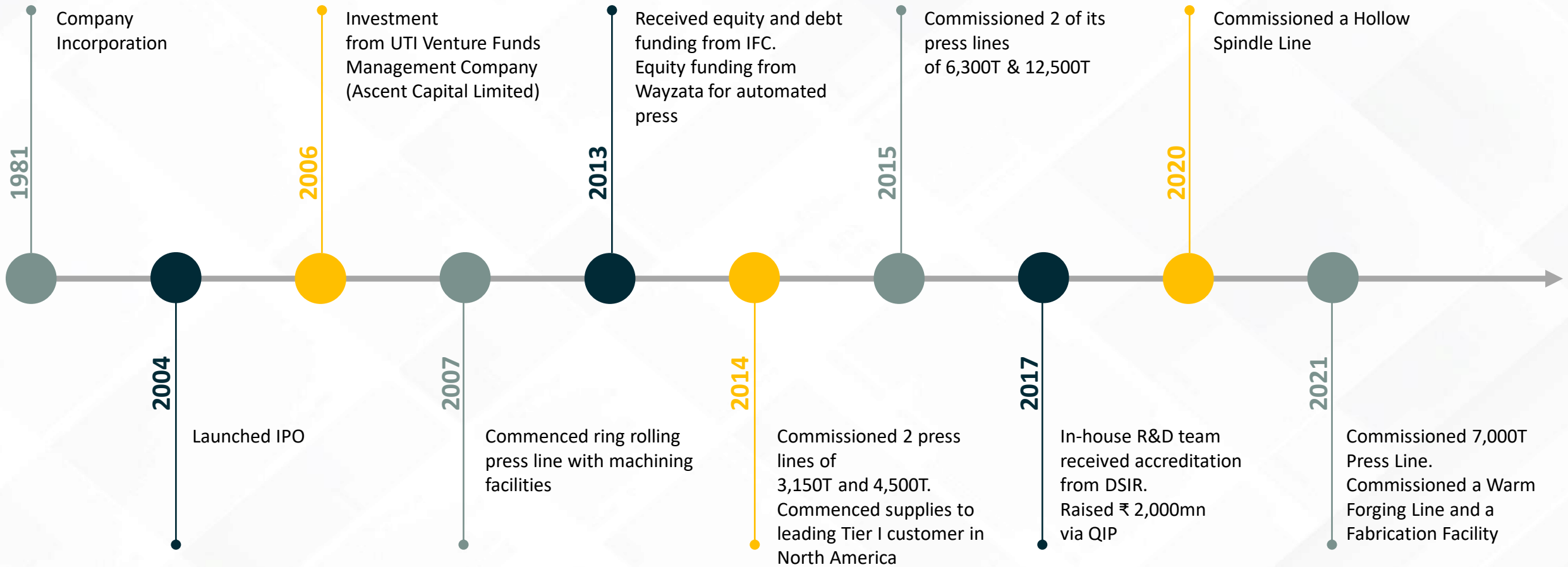


Core Values

- Customer centric approach
- Continual improvements in systems
- Commitment to human development



... with over four decades of unique capabilities



... at strategic locations giving us competitive edge



Proximity to automobile manufacturing hubs & key suppliers

- RKFL's facilities in eastern India are located in close proximity to automobile manufacturing hubs and key suppliers of raw material
 - Less chance of supply interruptions
 - Lower logistics cost
 - Reduced working capital requirements

All facilities located within the same region

- Better integration resulting in efficient processes
- Improved coordination
- Overall cost savings, including administrative costs

Proximity to key export hubs

- Reduces logistics cost
 - 302km* to Kolkata port
 - 270km* to Haldia port

Availability of labor

- Eastern region is the industrial center of India
- Low cost labor easily available
- Lower dependency on migrant laborers

... demonstrating superior performance*



23

Countries Served



1,87,100T

Installed Capacity

Increased to **2,10,900T**
with effect from 18th July 2023



87%

Capacity Utilisation



1,34,654

Sales Volume

↑ 21% YoY



₹ 3,001 cr

Revenue

↑ 31% YoY



100%

Dividend#



3%

Total Turnover
from EV



₹ 668 cr

EBITDA

↑ 27% YoY



22.3%

EBITDA Margin



19.3%

ROCE



17.8%

ROE



1.6x

Net Debt to EBITDA

*As on 31st March 2023 on standalone financials; #Dividend as % of Face Value of Rs 2 each

... clear focus on de-risking business

Company has a clear focus towards de-risking the business by reducing dependency on single product or single client

New verticals

New product categories

New Geographies

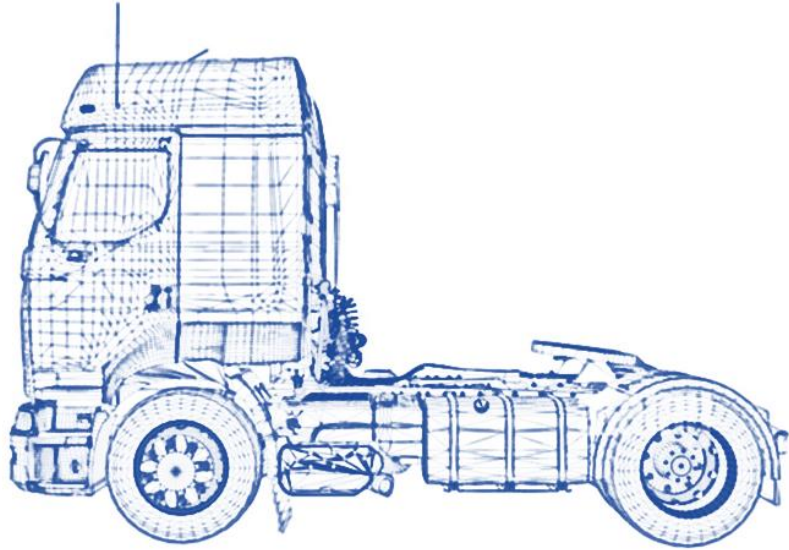
New customers


























Increased machining

New fabrication products

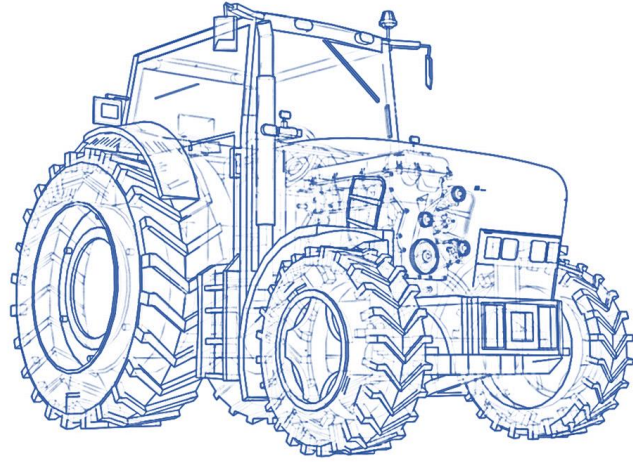
	2019	2023
De-risking Business Strategies		
New verticals	2	4
New product categories	35	51
New Geographies	15	23
New customers	153	218
Increased machining	59%	74%
New fabrication products	0	7

... offering diversified products



<h2>Front Axle & Steering</h2>	 I Beam	 Knuckle	 Steering Arm	 Tie Rod Arm	 Sector Shaft	 Front Hub		
<h2>Engine</h2>	 Crankshaft	 Camshaft	 Connecting Rod	 Piston	 Pitman Arm			
<h2>Suspension & Chassis</h2>	 BC Lever Assembly		 Mounting Brackets	 Yokes	 UJ Cross			
<h2>Transmission</h2>	 Transmission Gears			 Transmission Shafts Gears				
<h2>Rear Axle</h2>	 Crown Wheel	 Pinion	 Differential Case	 Differential Case Cover	 Spindle	 Rear Axle Shaft	 Spider	 Gears

... offering diversified products



Tractors & Tillers



Crown Wheel & Pinion



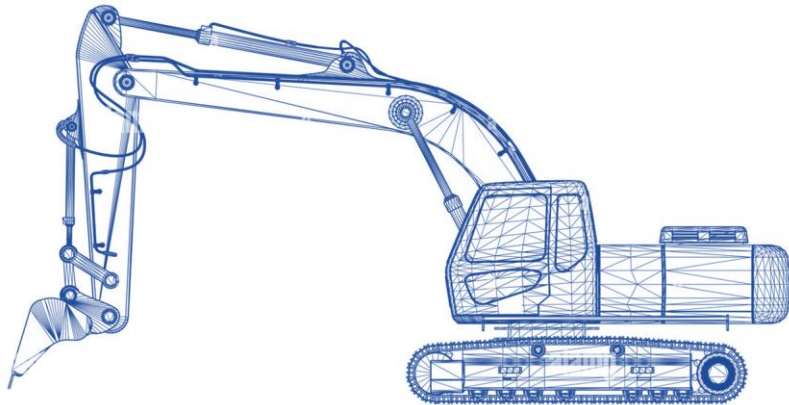
1,2,3 & 4 Cyl Forged Crankshafts



Transmission Shafts & Gears



Rear Axle Shafts



Earth Moving



Bucket



Backhoe Bucket



Shovel



Track Link



Track Roller



Bucket Tooth



Pivot Pin

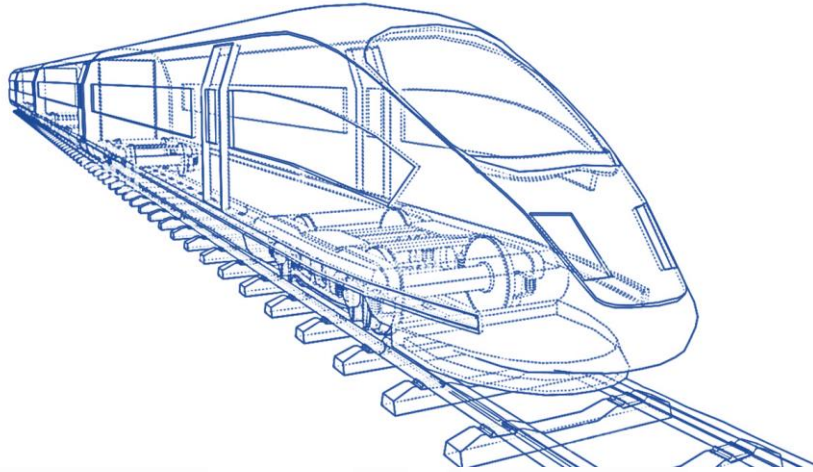


Prop Shaft



Bearing Centre

... offering diversified products



Railways



Bogie Frame - LHB



Bogie Bolster - LHB



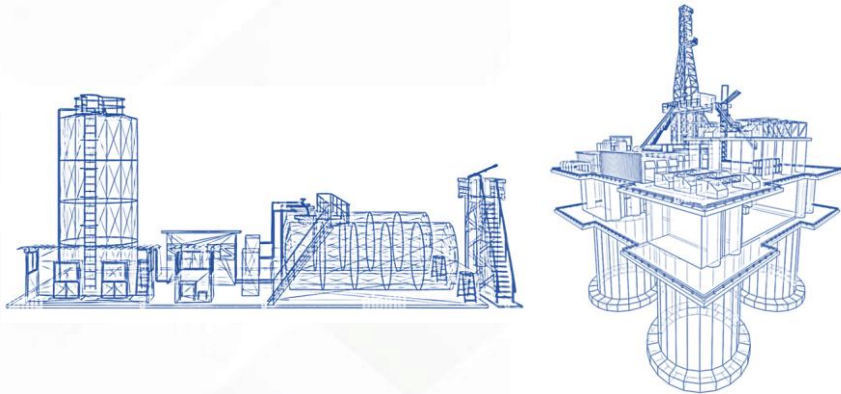
Bogie Frame- Euro Project



Bogie Frame - Kolkata Metro



Fully Assembled Bogie - Vande Bharat



Energy



Wing Nut



Valve Bonnet



T Bolt Socket Joint



Toothed Crusher Hammer



SUB 3 Inch - Female



Valve Seat- 5 inch



Tee Forging

... with growing global footprints



Headquarters & Manufacturing facilities

- Headquarters – Kolkata
6 manufacturing facilities
- Jamshedpur – 3
 - Seraikela – Kharswan – 2
 - Howrah – West Bengal – 1



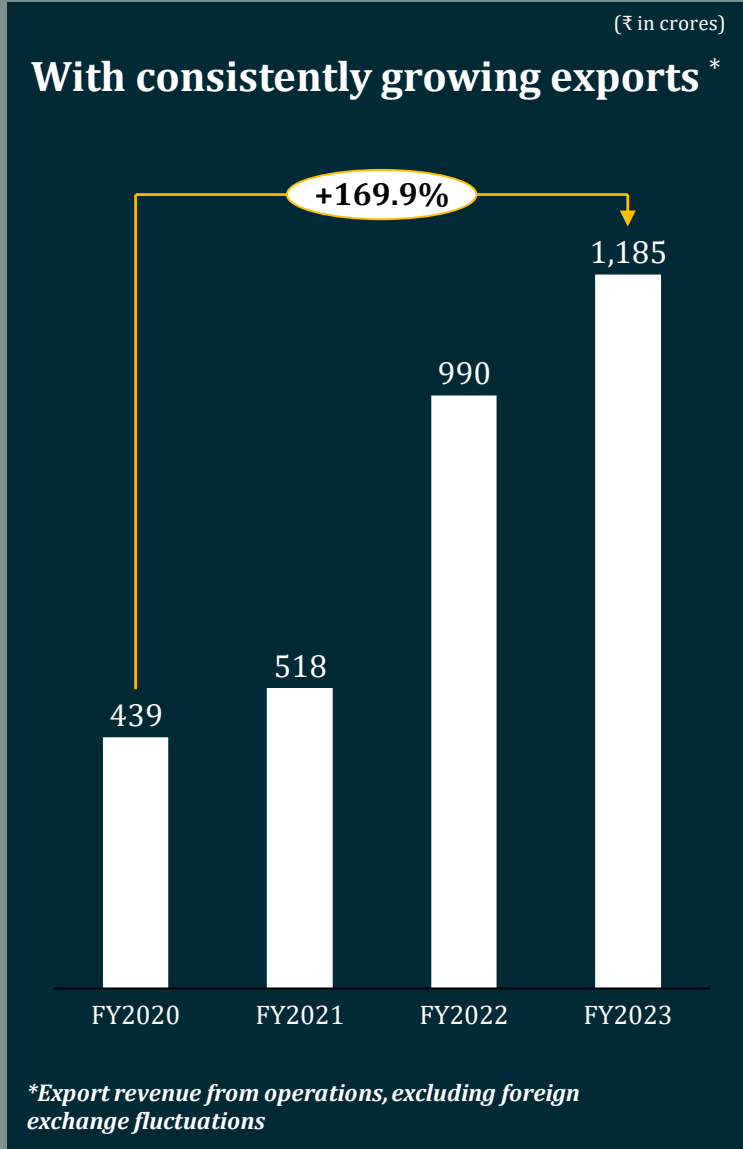
Sales & support office:

- Detroit, USA
- Sao Paulo, Brazil
- Istanbul, Turkey
- Monterrey, Mexico
- Toluca, Mexico
- Frankfurt, Germany
- Milan, Italy



Warehousing facility:

- Shelbyville, USA
- Hagerstown, USA
- Indianapolis, USA
- Monterrey, Mexico
- Toluca, Mexico
- Pubela, Mexico
- Westerloo, Belgium



...with multiple accreditations & certifications



ISO 9001:2015
QMS



IATF 16949:2016
QMS for Automotive
Production



ISO 14001:2015
Environmental
Management



ISO 45001:2018
Occupational Health and
Safety Management



ISO/TS 22163:2017
Quality & Business
Management Systems
for Railways



EN 15085-2:2020
Welding of Railway Vehicles
And Components





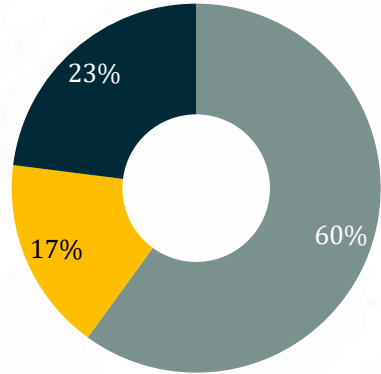
Financial Prudence



Diversified revenues across segments & geographies

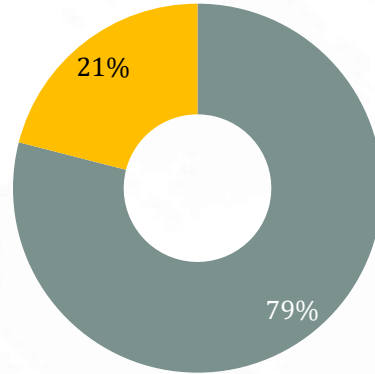
Q1FY24

By Geography



Asia Europe North America

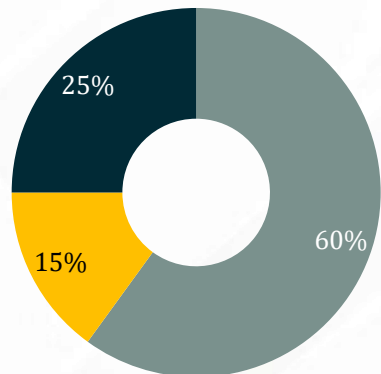
By Segment



Auto Non-Auto

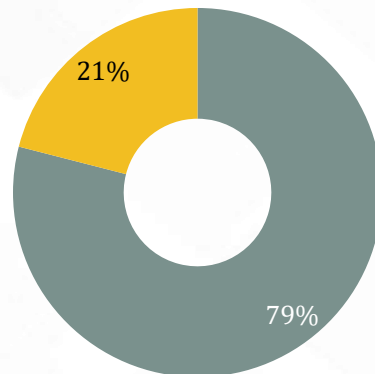
FY23

By Geography



Asia Europe North America

By Segment



Auto Non-Auto

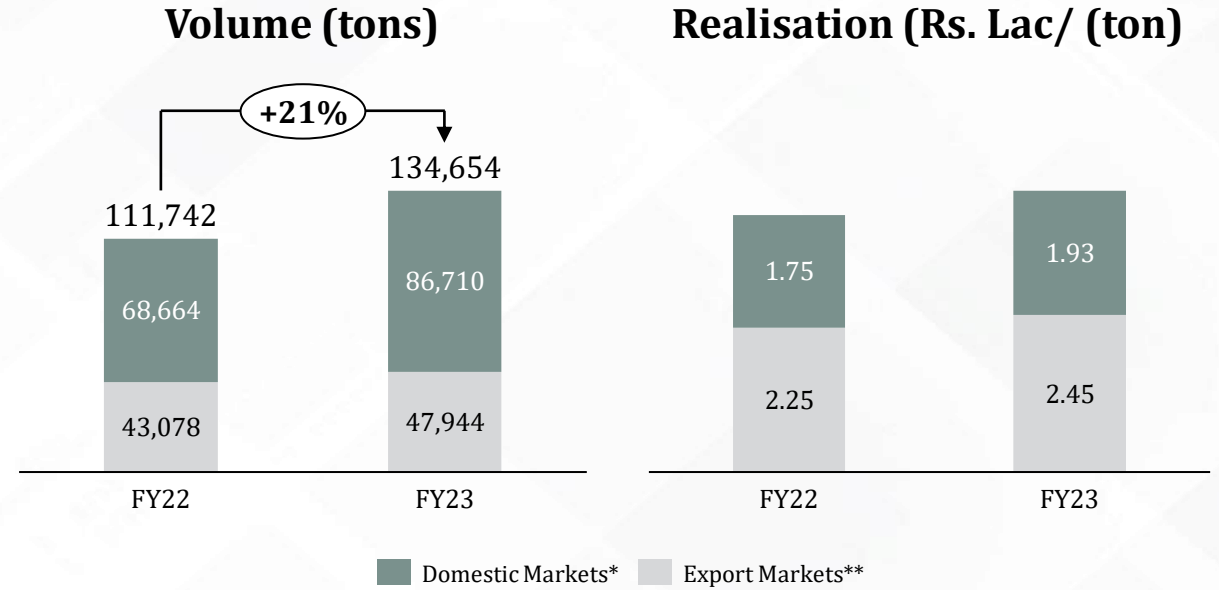
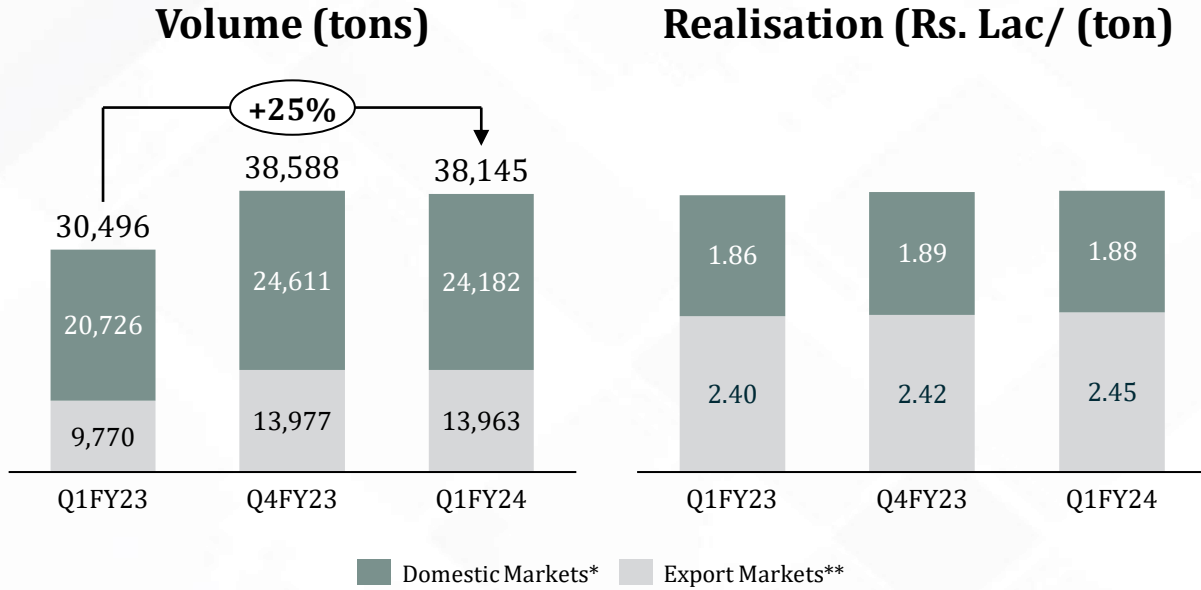
By Industry

	Q1FY24	FY23	Q1FY23
Automobiles	78.8%	78.6%	80.3%
Railways	3.2%	2.9%	2.1%
Mining, Earth Moving, Farm & Gen. Engg	8.5%	8.4%	7.0%
Oil & Gas	1.9%	1.9%	1.9%
Others	7.6%	8.2%	8.7%

Strong growth across both domestic (8% CAGR) and export markets (24% CAGR) from FY19 to FY23

Continued focus on de-risking of geographical revenue by new customer additions globally. Absolute contribution from North America, Latin America, Europe and South East Asia has increased

... coupled with increasing volumes



Total Revenue Breakup (Rs. Lakhs.)					
Particulars	Q1FY24	Q1FY23	YoY	Q4FY23	QoQ
Domestic Markets	48,243	39,925	20.8%	49,037	-1.6%
Export Markets	34,564	24,739	39.7%	33,811	2.2%
Other Income & Export Incentive	1,261	477	164.4%	862	46.3%
Total	84,068	65,141	29.1%	83,710	0.4%

Total Revenue Breakup (Rs. Lakhs.)			
Particulars	FY23	FY22	YoY
Domestic Markets	1,74,498	1,24,086	40.6%
Export Markets	1,23,351	1,02,837	19.9%
Other Income & Export Incentive	2,628	1,775	48.1%
Total	3,00,477	2,28,698	31.4%

*Realisation excluding Fabrication sales

** Realisation excluding ocean freight

.... leading to higher utilizations



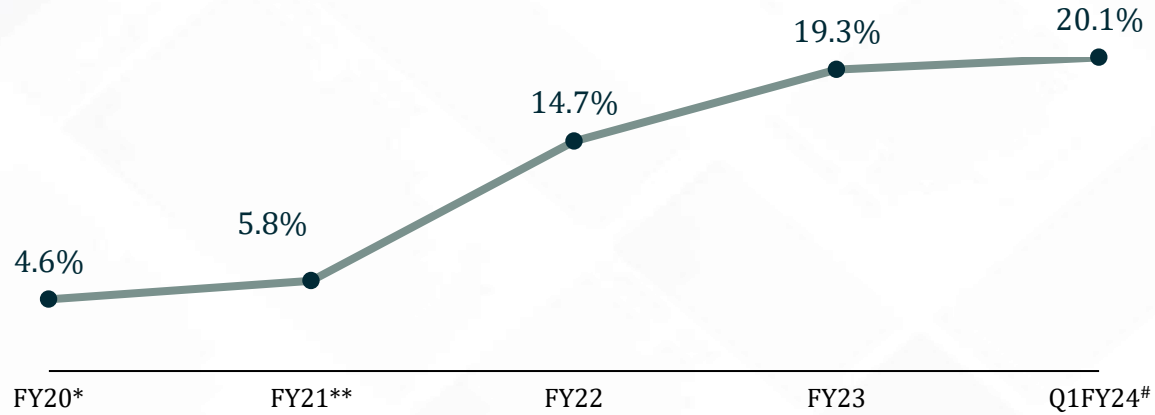
Particulars	Installed Capacity	Q1FY24		Q4FY23		Q1FY23	
		Production Capacity (MT)	Utilisation (%)*	Production Capacity (MT)	Utilisation (%)*	Production Capacity (MT)	Utilisation (%)*
Ring Rolling	24,000	7,617	127%	8,047	134%	7,018	117%
Forgings	46,000	11,944	104%	12,655	110%	10,963	95%
Press	117,100	23,681	81%	27,660	94%	18,489	63%
Total Capacity	187,100	43,242	92%	48,362	103%	36,470	78%

*Utilization (%) has been calculated on installed capacity on Annualized basis

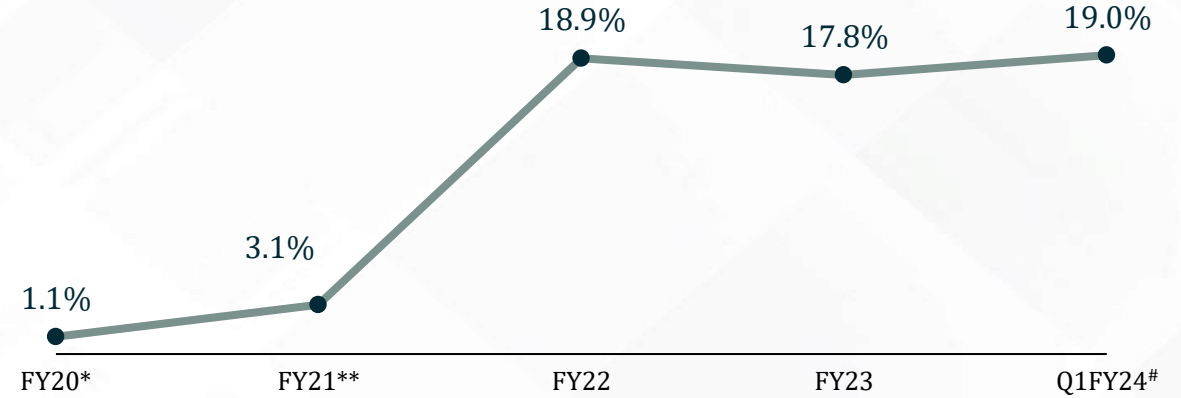
Strong key ratios



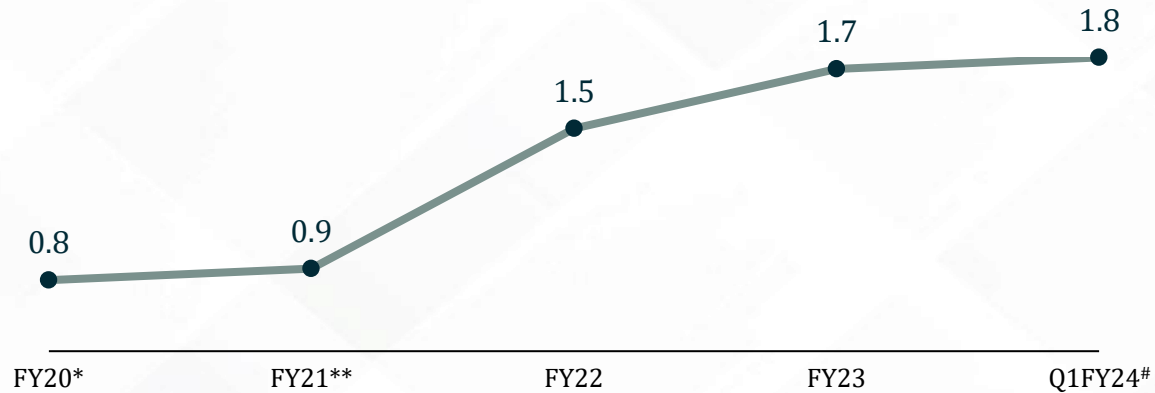
ROCE (%)



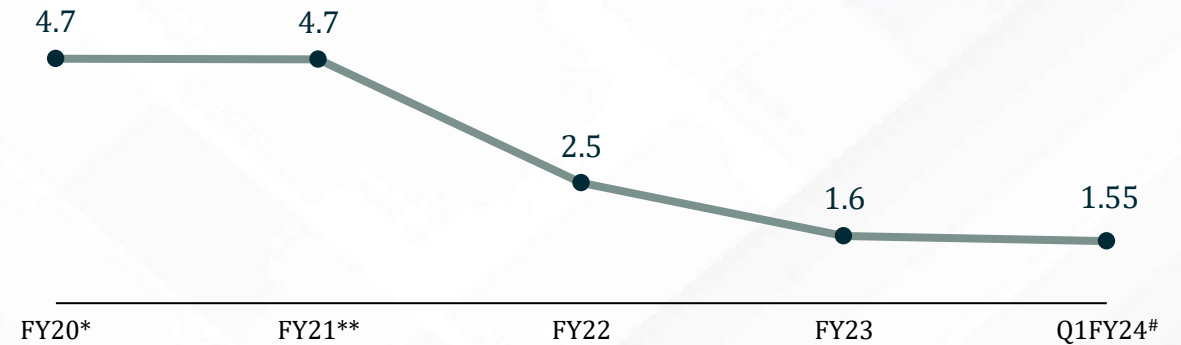
ROE (%)



Fixed Asset Turnover (x)



Net Debt to EBITDA (x)



ROCE- EBIT Less Other Income / (Net Debt + Equity); Net Debt to EBITDA- Net Debt/ EBITDA; FATR- Revenue / Fixed Assets (Net); *- Fy20 Performance impacted due to economic slowdown leading to sluggish demand for CVs; ** - FY21 Performance impacted due to COVID-19 induced lockdown; #Q1FY24 numbers are annualized.



Way Forward



Multiple vectors to accentuate growth and increase profitability



CLEARLY IDENTIFIED GROWTH STRATEGIES

01



Continued focus on De-risking

- Geographical – Further diversification into international markets
- Sector – Increasing the gamut of products that are currently manufactured towards non-automotive customers
- Product – Diversification into high margin, niche products and EV

02



Continued investment in innovation and technology

- Enhancing R&D capabilities to further provide competitive edge with respect to quality and cost
- Investment in modern technology and equipments solidifying the competitive edge

03



Continued cost and process optimization

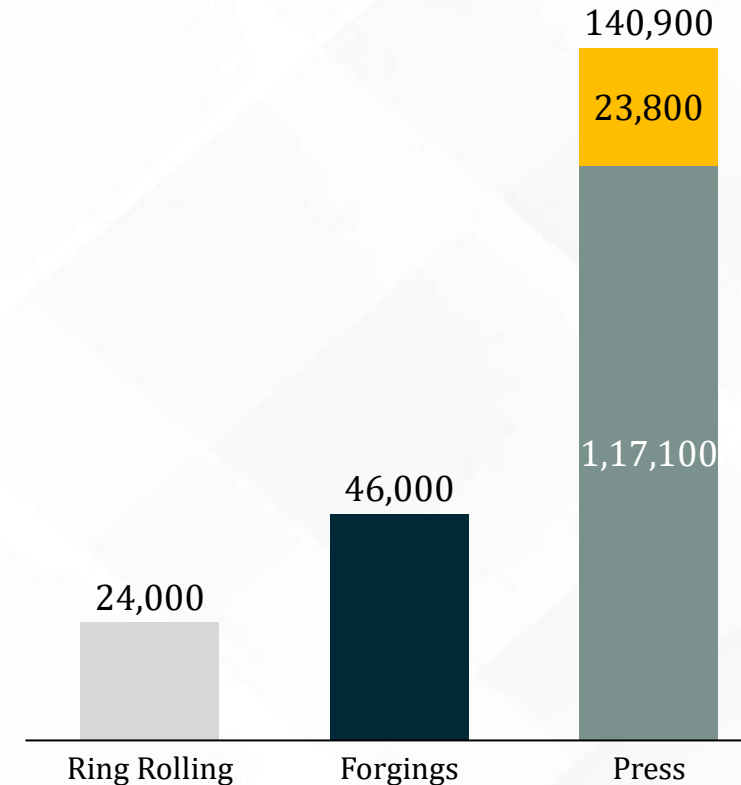
- Accelerated efforts to optimize and improve process efficiency
- Focus on achieving economies of scale
- Automation to increase productivity & decrease cost
- Increase Yields, decrease RMC

Well positioned to capture future growth



- ❖ The forging capacity of the company will be augmented by 56,300 Tons by addition of warm forging press, upset forgings, 6000T press line
- ❖ The company has commissioned 23,800T of capacity as on 18th July 2023 and the remaining 32,500T will be commissioned by September 2023. In addition, the company has planned to setup cold forging capacity of 25,000T
- ❖ The Company has sufficient capacity for the next phase of healthy & robust growth.
- ❖ Capacity ramp-up along with operating leverage will result in faster improvement in profitability
- ❖ Future growth capex through internal accruals

Installed Capacity (in Tons)*



*As on 18th July 2023

Leveraging Free Cash Flows generated to Fund Growth Capex

Cold forgings capability



Total capacity of **25,000T** will be added



The total project cost for the project will be ₹ **125 Cr**



Cold Forging Press line to be commissioned by **Q1FY25**



Entire **100%** capacity has been booked by an OEM, the contract of the same is valid for **7 years**

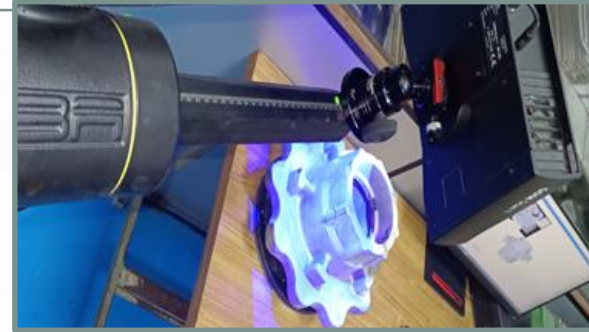


Strategic acquisition of Multitech Auto



About Multitech Auto Private Limited

- Multitech Auto Pvt. Ltd. (MAPL), incorporated in 1994 in Jamshedpur as a Machine Shop to supply high quality Machined part, have over the years been able to set up a wholly owned foundry and a cold drawing Bright Bar Unit.
- With a single-minded focus towards enhancing value addition and customer engagement, MAPL embarked on a growth path by continually investing in technologies and skill development and today is regarded as the pioneers of high-quality SG and CI Castings and the first to introduce ADI castings in Eastern India. Now the company is one of the leading ADI Castings player in India.
- The manufacturing capabilities include Precision Machined Austempered Ductile Iron (ADI) Castings, Precision Machined SG & CI Castings from 1KG to 45KG Weights – 1800MT/Month, Bar Draw Facility with Capacity of 500 MT/ Month
- It is an IATF 16949:2016 certified company
- The company has a wide range of hi-tech, precision machined, heat treated and ground automobile components from bars, castings, primarily for brakes, gear boxes, axle and suspension parts of commercial vehicles and railway, having extensive and modern machining facilities, SCADA Controlled Heat Treatment facilities and well-equipped inspection facilities for metrological, material testing and verification
- The company Manufacture's machined cast parts for Medium and Heavy Commercial vehicles, Railways.



Strategic acquisition of Multitech Auto

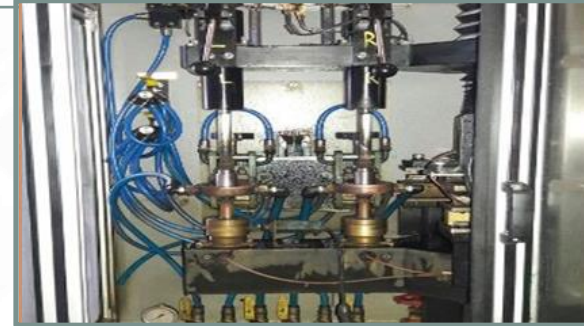


Details & Rationale of the acquisition

- Ramkrishna Forgings (RKFL) to acquire Multitech Auto Private Limited and its wholly owned subsidiary Mal Metalliks Private Limited with a capacity to manufacture Machined SG & CI Castings and Bar Draw Facility
- This acquisition will help RKFL to manufacture and supply the entire differential assembly and trailer axle assembly consisting of Casting and Forgings.
- It will strengthen the presence of RKFL in Passenger Vehicles, Light Commercial Vehicles & Heavy Commercial Vehicles segment
- RKFL is also acquiring Mal Auto Products Private Limited with 10 acres land (4,30,000 sq. ft approx.) which will be used for further expansion
- This acquisition will aid further value add combined with forgings to be value accretive

Way forward

- RKFL proposes to add further capacities in MAPL and take it to 70000 mtpa by FY 24-25 and to 100,000 mtpa by FY25-26, with these additional capacities RKFL aims to achieve a topline of Rs 1000 Crores in MAPL by FY25-26.
- Currently the EBITDA of MAPL is at 14%, RKFL aims to achieve an EBITDA of 18% by FY25-26



Way Forward - RKFL's vision on acquiring MAPL

- Ramkrishna Forgings aims to enter in the manufacturing of Trailer Axle Assembly and Differential Assembly with this acquisition
- Market size of the Trailer Axle Assembly is about Rs. 8000 Crores per annum
- The company aims to capture 20% of market share of Trailer Axle Assembly in next 2/3 years

Trailer Axle Assembly



Differential Assembly

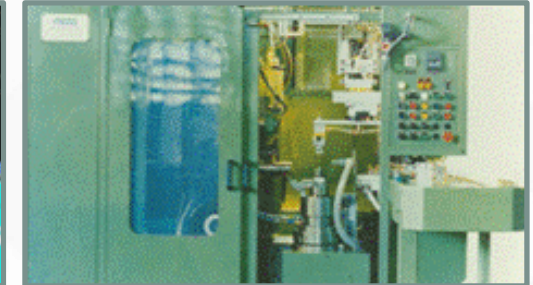


Enhancing product portfolio by acquiring JMT Auto



JMT Auto

- ❖ Lenders to JMT Auto have approved a resolution plan by Ramkrishna Forgings Limited
- ❖ The acquisition will help the company grow in terms of diversification & market reach as JMT Auto has significant expertise in the auto sector with capabilities in heat treatment and gear and in manufacturing a variety of components for the Oil and Gas industry
- ❖ The acquisition plan had been duly approved by 84.61% Committee of Creditors and has also been approved by NCLT Delhi on August 21, 2023
- ❖ As per the resolution, the company will make an upfront payment of Rs 70 Crores, with the remaining Rs 55 Crores to be paid over four years
- ❖ Additionally, the company will infuse Rs 50 Crores over two years for refurbishing plant and machinery
- ❖ The company plans to finance the acquisition through a combination of internal accruals and debt
- ❖ With this acquisition RKFL will manufacture engine products, Gear components, Axle components, Excavator components, Oil and Gas components and other components.
- ❖ JMT Auto's primary clientele in the domestic sector includes companies such as BEML, KOBELCO, Caterpillar, Cummins, L&T, and Komatsu, among others. In the international market, they serve clients like Halliburton, Daimler Chrysler, GM, Danfoss, and Massey Ferguson, to name a few.
- ❖ JMT Auto has 6 plants in Jamshedpur & 2 plants in Dharwad in western India
- ❖ The company aims to achieve a turnover of Rs 400-500 cr from JMT Auto by FY26



JMT AUTO LTD.

Accelerated growth through inorganic route



FORAYING INTO NEWER SEGMENTS

ACIL

- ❖ Lenders to ACIL Ltd have approved a resolution plan by Ramkrishna Forgings Limited
- ❖ The acquisition will help the company to foray into Tractors and PV segments
- ❖ It will be a forward integration which will enable the company to supply machined crankshafts, camshafts for tractors, PV, HCV, LCV as well as two wheelers. Besides, the company also manufactures various products which are used in Tractors and PV
- ❖ The acquisition will be financed through internal accruals and debt
- ❖ As of now Supreme Court decision is awaited to initiate the acquisition process, which is expected in Q3FY24

ACIL LTD.

EXPANDING THE EV PORTFOLIO

RKFL - TSUYO

- ❖ Ramkrishna Forgings to acquire upto 51% voting rights in TSUYO Manufacturing”
- ❖ Ramkrishna Forgings approved an investment to acquire upto 51% voting rights of TSUYO Manufacturing Private Limited (“TSUYO”)
- ❖ It is a leading Mid-Drive BLDC, IPM and AC Induction based motor topologies & a Make-In-India start-up company engaged in powertrain solutions for electric vehicles
- ❖ It will aid in expanding its facilities for the manufacture of motors, controllers, E-axles, and differentials
- ❖ The Company plans to invest around Rs. 100 Crores over the next 5 (five) years that will generate a turnover of around Rs. 500 Crores by the end of the fifth year

Tsuyo

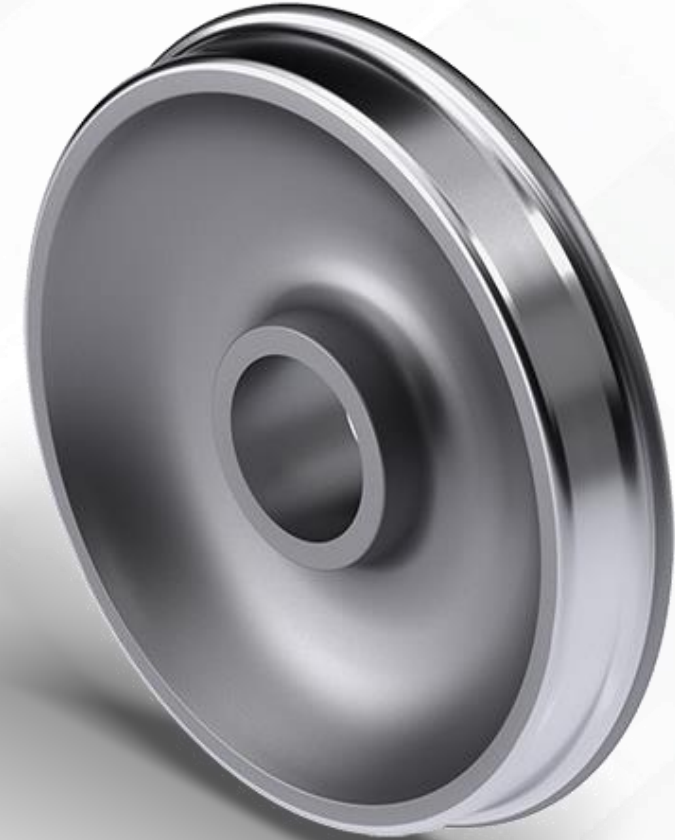
Accelerated growth through organic route



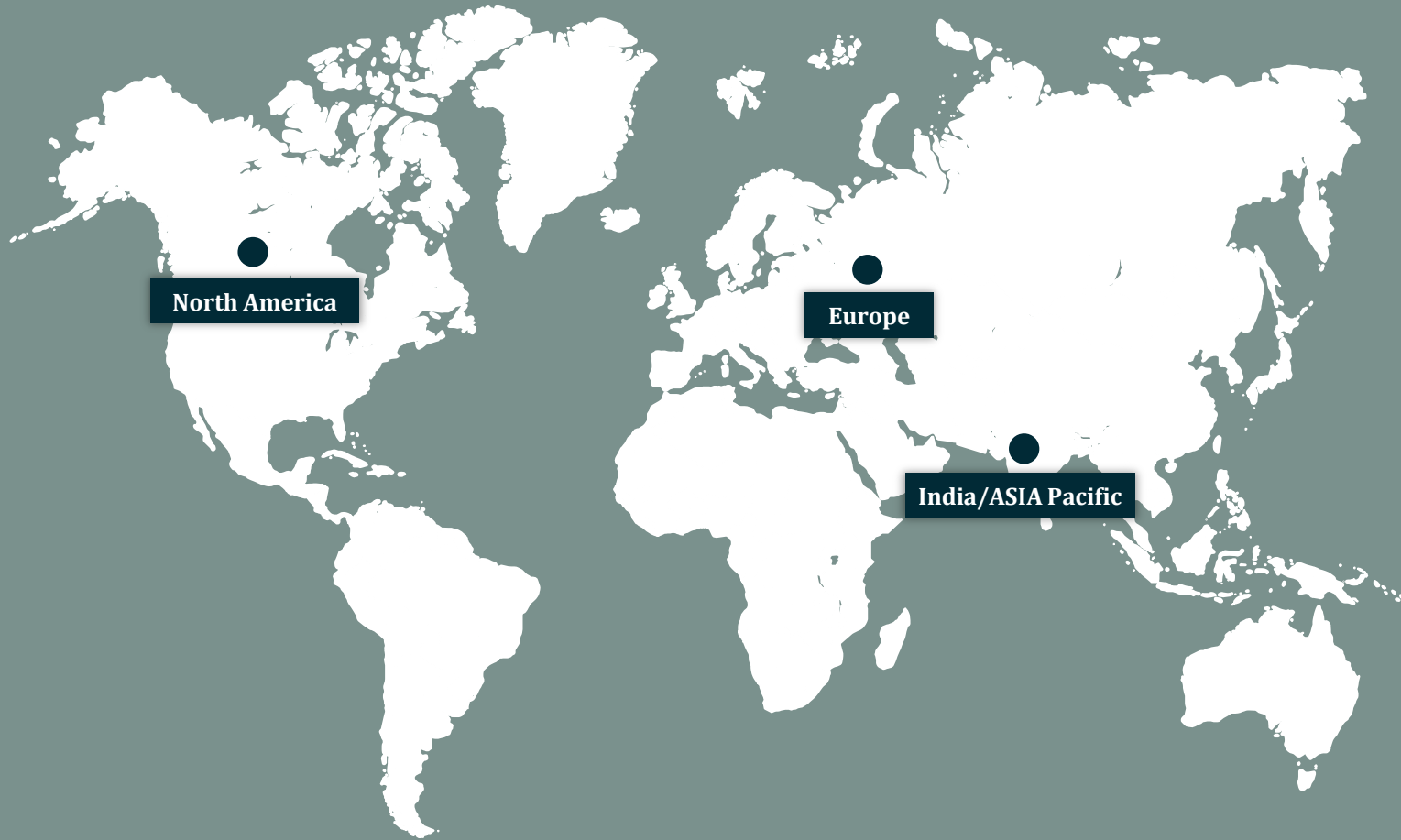
COMBINING FORCES FOR SUCCESS

Rail Wheel Project

- ❖ Ramkrishna Forgings & Titagarh Rail Systems Consortium receives LOA for Manufacturing and Supplying of Forged Wheels for the Indian Railways
- ❖ Ramkrishna Forgings holds 51% in the Joint Venture and is a lead partner in this railway contract
- ❖ It will establish a manufacturing plant in India for the production of 200,000 forged wheels per annum
- ❖ Expected to start operation by end of FY26



EV programs running globally



India / Asia Pacific

5 Customer

- ❖ 7 Programs
- 6 Programs

Europe

2 Customer

- 3 Programs

North America

1 Customer

- ❖ 5 Programs
- 4 Programs

- ❖ Programs in Serial Productions
- Programs in Order book

➤ Swedish OEM awards business worth 15 million Euros for component to their EV truck for European Market to commence their development & supplies till 2030 for the awarded business.



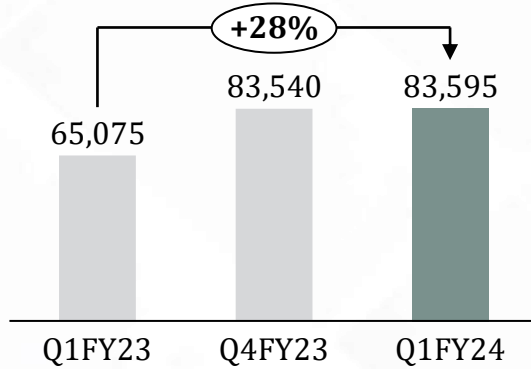
Financial Performance



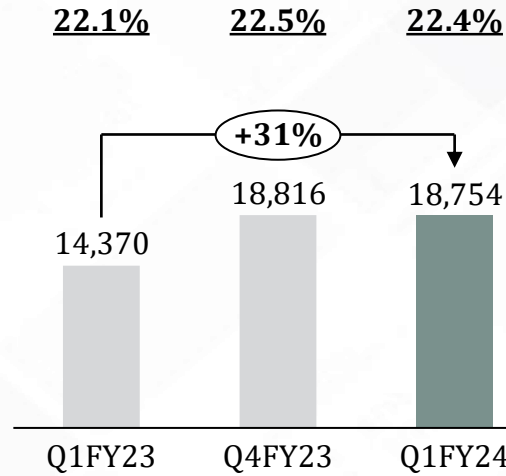
Key performance indicator (Standalone)

(₹ in lakhs)

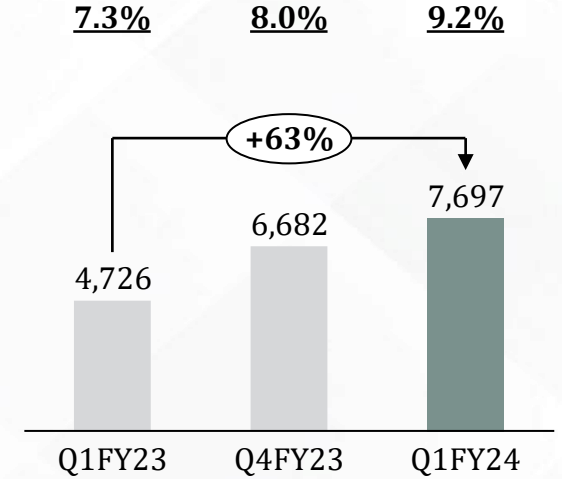
Revenue*



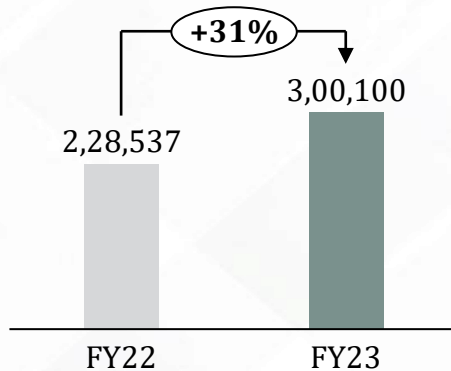
EBITDA* & EBITDA Margin



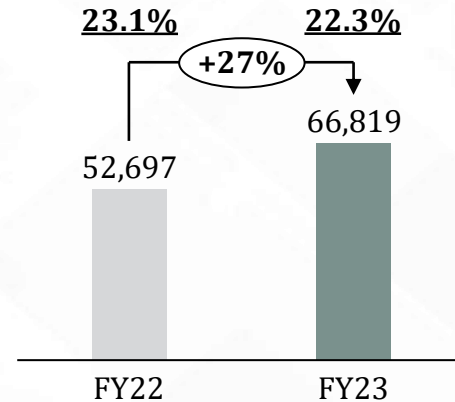
PAT & PAT Margin (%)



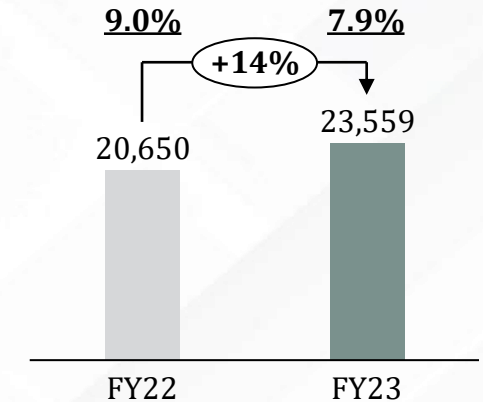
Revenue*



EBITDA* & EBITDA Margin



PAT & PAT Margin (%)

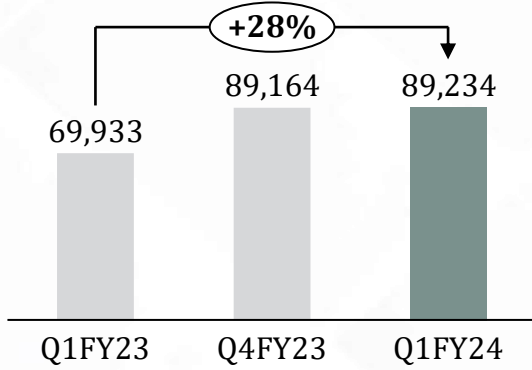


*Excluding Other Income ; Note: Rounded off to the nearest whole number

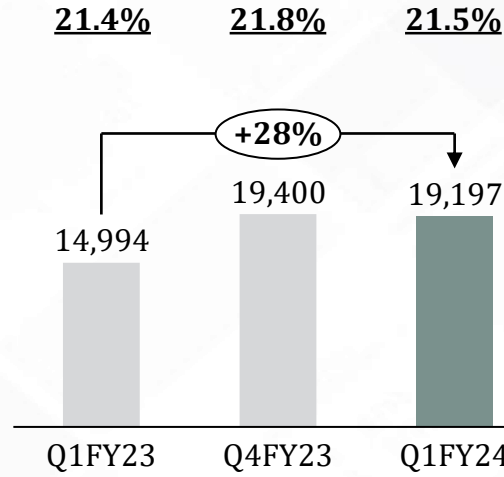
Key performance indicator (Consolidated)

(₹ in lakhs)

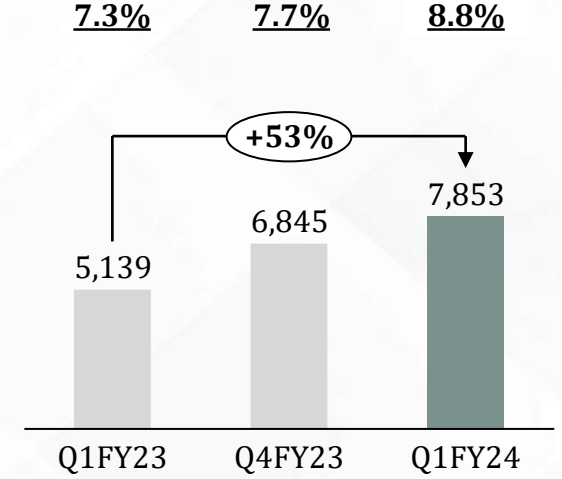
Revenue*



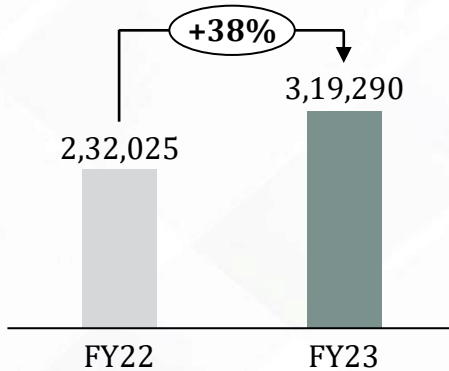
EBITDA* & EBITDA Margin



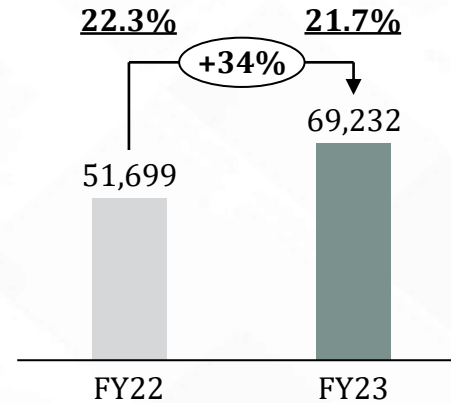
PAT & PAT Margin (%)



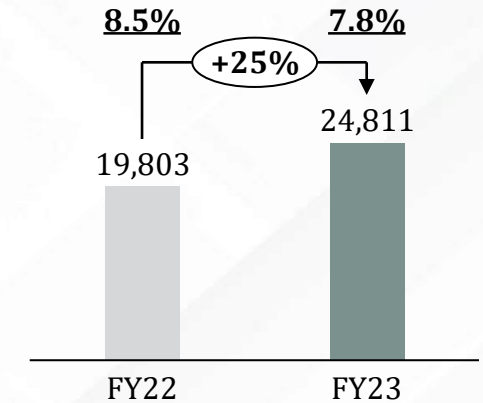
Revenue*



EBITDA* & EBITDA Margin



PAT & PAT Margin (%)



*Excluding Other Income ; Note: Rounded off to the nearest whole number

Income Statement



Particulate (₹ in lakhs)	FY19	FY20	FY21	FY22	FY23
Revenue from Operations	1,80,669	1,11,182	1,28,838	2,28,537	3,00,100
Cost of Goods Sold	92,650	50,673	64,240	1,03,077	1,44,374
Gross Profit	88,019	60,509	64,597	1,25,459	1,55,725
Gross Profit Margin	48.7%	54.4%	50.1%	54.9%	51.9%
Employee Cost	9,682	9,424	9,037	12,028	14,431
Power and Fuel	14,248	9,719	9,354	15,240	18,792
Other Expenses	26,139	20,995	23,214	45,493	55,683
EBITDA	37,950	20,372	22,993	52,697	66,819
EBITDA Margin	21.0%	18.3%	17.9%	23.1%	22.3%
Other Income	299	602	461	161	377
Depreciation	12,083	12,016	11,628	16,906	20,135
EBIT	26,166	8,957	11,826	35,952	47,061
EBIT Margin	14.5%	8.1%	9.2%	15.7%	15.7%
Finance Cost	7,922	7,515	7,678	9,335	11,496
Exceptional Item Gain / (Loss)	-	-	-	-	-
Profit before Tax	18,244	1,442	4,148	26,617	35,565
Profit before Tax Margin	10.1%	1.3%	3.2%	11.6%	11.9%
Tax	6,313	480	1,352	5,967	12,005
Profit After Tax	11,931	961	2,796	20,650	23,559
Profit After Tax Margin	6.6%	0.9%	2.2%	9.0%	7.9%

Balance Sheet



Particulate (₹ in lakhs)	FY19	FY20	FY21	FY22	FY23
Net block (Tangible assets)	123,445	137,376	149,385	155,903	173,955
Intangible assets	145	922	1,088	3,171	3,041
Investments	1,930	1,930	1,938	1,938	1,939
Other non-current assets	5,323	4,274	3,174	7,111	9,543
Total non - current assets	130,843	144,502	155,585	168,123	188,478
Inventories	33,126	35,719	42,994	68,267	86,852
Investments	0	0	0	5,500	0
Trade receivables	46,604	30,260	55,993	87,781	72,536
Cash and cash equivalents	248	233	6,680	3,237	4,247
Other current assets	4,088	7,049	6,671	10,704	10,946
Total current assets	84,066	73,261	112,338	175,489	174,581
Total assets	214,909	217,763	267,923	343,612	363,059
Total equity	87,290	87,643	88,997	109,408	132,492
Borrowings	45,816	47,903	66,360	85,945	75,092
Lease liabilities		353	378	2,280	2,054
Other non-current liabilities	7,687	7,622	8,287	9,495	16,077
Total non-current liabilities	53,503	55,878	75,025	97,720	93,223
Borrowings	33,207	36,425	54,160	71,794	49,008
Lease liabilities		40	22	429	550
Trade payables	26,472	20,693	42,916	57,457	76,614
Other current liabilities	14,437	17,084	6,803	6,804	11,172
Total current liabilities	74,116	74,242	103,901	136,484	137,344
Total equity & liabilities	214,909	217,763	267,923	343,612	363,059

Cash Flow Statement



Particulate (₹ in lakhs)	FY19	FY20	FY21	FY22	FY23
Cash Flow from Operating Activities					
Profit before Tax	18,244	1,442	4,148	26,617	35,565
Adjustment for Non-Operating Items	18,022	17,667	18,453	23,592	26,758
Operating Profit before Working Capital Changes	36,266	19,109	22,601	50,210	62,322
Changes in Working Capital	-4,841	6,678	-9,394	-41,746	22,177
Cash Generated from Operations	31,425	25,786	13,207	8,464	84,499
Less: Direct Taxes paid	-4,148	-670	-557	-4,556	-6,724
Net Cash from Operating Activities	27,277	25,116	12,650	3,908	77,776
Cash Flow from Investing Activities	-25,385	-22,493	-22,622	-35,348	-29,727
Cash Flow from Financing Activities	-1,735	-2,590	16,405	27,884	-47,057
Net increase/ (decrease) in Cash & Cash equivalent	157	33	6,432	-3,556	992
Add: Cash and cash equivalents as at 1st April	37	194	226	6,659	3,102
Cash and cash equivalents as at 31st March	194	226	6,659	3,102	4,094



Our Commitment





ENVIRONMENTAL CONSCIOUSNESS

We will take sustained efforts towards creating a healthy planet by reducing our carbon footprint, mitigating climate change and optimizing our business operations



ROBUST GOVERNANCE

Following an effective governance model and focus on business integrity to achieve business & sustainability goals



VALUABLE PARTNERSHIPS

Develop relationships with our suppliers through assessments, collaborations, capacity building and develop a resilient supply chain



REWARDING WORKPLACE

We value a diverse workforce and work towards creating a healthy workplace where talent is developed, recognized and rewarded



EMPOWERED COMMUNITIES

Ensuring positive relationships with our communities and contributing to their welfare by reducing inequality, promoting education, health and gender equality

Preserving and protecting the environment across our operations (1/2)



Our Targets



Carbon Neutral

across scope 1 & 2 by 2050



50%

of energy use will be from renewable sources by 2028



100%

recycling of water for use by 2025



50%

decrease in overall waste through the 3R approach

Key Initiatives

01 Waste & Water Management

- Setting up an **effluent treatment plant, sewage treatment plant and cooling tower, compressor** on our plant premises

	Plant 5	Plant 7
ETP	150 KLD	100 KLD
STP	62 KLD	65 KLD

- Recycling 71,000 litres of water per day**

02 Product Stewardship

- Conducting **Life Cycle Assessment** for three of our products - front axel beam, crown wheel and knuckles by considering **impact at each stage of the product's life cycle** from raw material extraction to transportation, product use and disposal



Preserving and protecting the environment across our operations (2/2)



Key Initiatives

03 Energy Optimisation

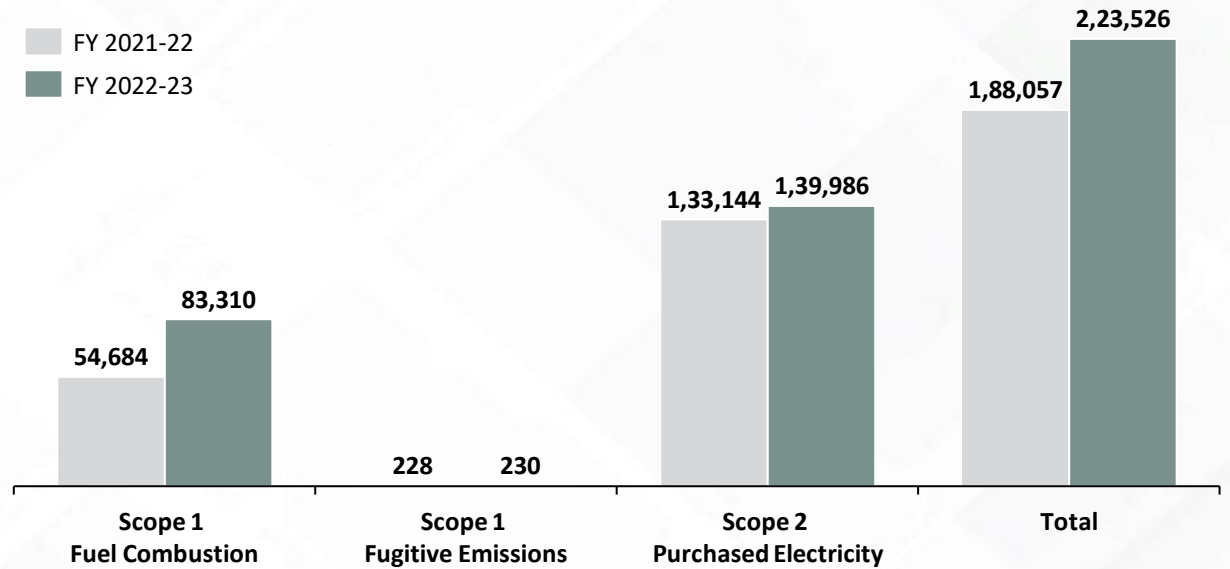
- Developed a carbon-neutral strategy wherein key levers for decarbonisation are **optimizing energy use, transitioning to renewable energy, switching to zero carbon fuel and carbon offsets**

Identified initiatives for emission reduction including –

- Renewable energy power procurement inline with RE100
- Replacement of **motors under NMRP***
- Optimising **cooling tower** functionalities
- Retrofitting compressors with VFD**** for unloading power optimization

- Setting up an 8MW solar power plant** in our Jamshedpur Plant through an approximate investment of INR 30 Cr, in addition to the existing 1MW solar plant.

Category-wise emissions (tCO2e) in FY2022-23



Aspiring to be employer and partner of choice

Our Targets



55%

increase in employee volunteering participation by 2030



Well Being

program focused on employees' mental and physical health will be launched in 2023



Supply Chain

framework to work with supplier responsibly

Key Initiatives

01 Responsible Supply Chain Management

- **Categorised suppliers based on criticality** using factors such as business volume, procurement spent, non-substitutability & price sensitivity
- Planning to conduct sample supplier audits which will help **evaluate suppliers on ESG parameters**
- **Refreshing Supplier Quality Manual** to include sustainability as a parameter in vendor evaluation

02 Employee Development

- Conducted **training sessions** on ESG Awareness, Human Rights and Diversity, Equity & Inclusion across all our plants
- Introducing **Capacity Building Workshop** on Employee Code of Conduct & Supplier Quality Manual to create a robust & ethical working environment



Aspiring to be employer and partner of choice



Our Targets



10%

increase in representation of women in our leadership by 2030



Train

all permanent employees to live the values set out in the Code of Conduct



Raise the Bar

to drive business growth and deliver on our ESG Vision

Key Initiatives

01 Policy Information

- Refreshed **Corporate Responsibility Policy** as per Ministry of Corporate Affairs Companies (Corporate Social Responsibility Policy) Amendment Rules, 2022
- Introduced **Stakeholder Engagement Approach** which includes details of engagement priority concerns, channels & frequency
- Reviewing existing policies on **POSH & whistle-blower mechanism**
- Introducing a new policy on **customer grievance redressal**



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THANK YOU

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