

BALKRISHNA INDUSTRIES LTD.

Investor Presentation

October '25



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- Q2 & H1FY26 HIGHLIGHTS

- GROWTH ROADMAP: GOALS AND STRATEGY

- BKT AT A GLANCE

- RECENT ACHIEVEMENTS & MILESTONES

- SUSTAINABILITY AT BKT



GROWING TOGETHER

Q2 & H1FY26 Highlights



Performance Snapshot – Q2FY26



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Sales Volume

70,252 MT
-4% YoY



Revenue

Rs. 2,320 cr
-6% YoY



EBITDA

Rs. 500 cr
-19% YoY



EBITDA Margin

21.5%
-358 bps YoY



Net Profit

Rs. 265 cr
-24% YoY



Dividend*

Rs. 4/- per equity share

All Figures on Standalone basis

* 2nd Interim Dividend

Performance Snapshot – H1FY26



Investor Presentation



Sales Volume

150,916 MT
-4% YoY



Revenue

Rs. 5,079 cr
-2% YoY



EBITDA

Rs. 1,155 cr
-13% YoY



EBITDA Margin

22.7%
-286 bps YoY



Net Profit

Rs. 552 cr
-33% YoY



Dividend*

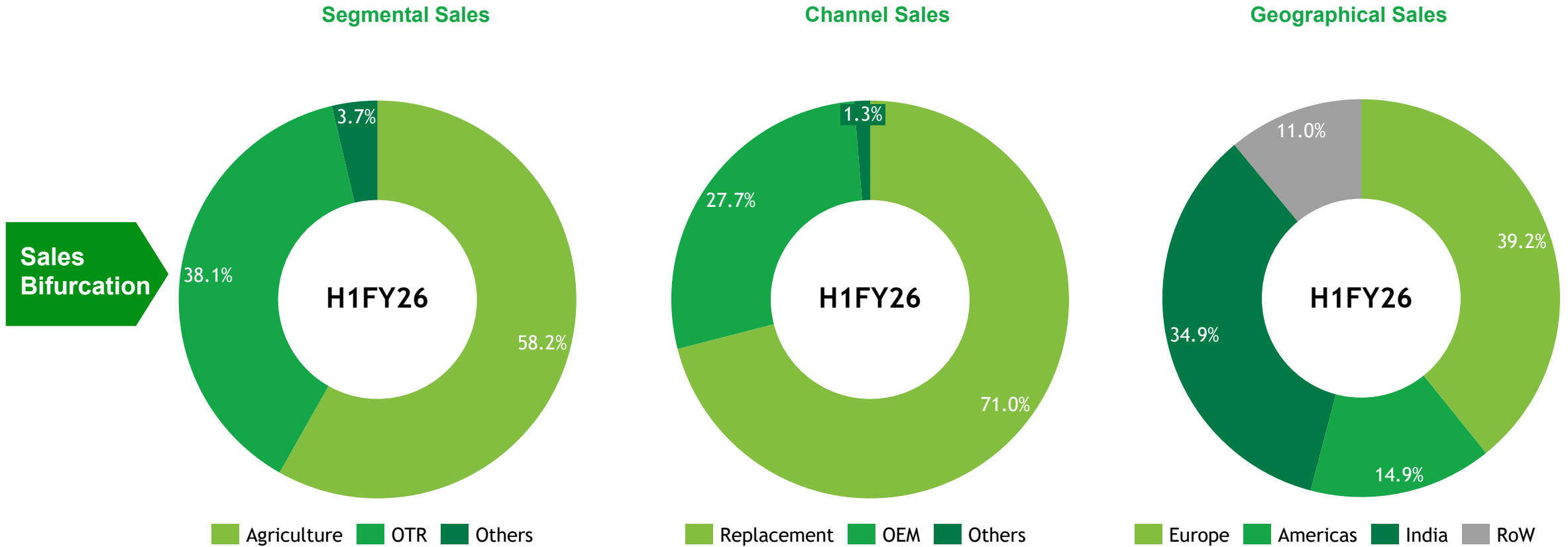
Rs. 8/- per equity share

All Figures on Standalone basis

* Total of 1st and 2nd Interim Dividend



Sales volumes in MT
All Figures on Standalone basis



Profit & Loss



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Particulars (Rs in Cr)w	Standalone					
	Q2FY26	Q2FY25	YoY	H1FY26	H1FY25	YoY
Sales (MT)	70,252	73,298	-4%	150,916	156,867	-4%
Revenue from Operations	2,389	2,436		5,149	5,126	
Realized Gain on Foreign Exchange	-68	29		-70	81	
Total Income	2,320	2,465	-6%	5,079	5,207	-2%
Raw Material	1,145	1,158		2,431	2,467	
(Increase) / Decrease in Stock	12	12		65	-11	
Employee Expenses	126	119		257	235	
Other Expenses	537	558		1,172	1,183	
EBITDA	500	619	-19%	1,155	1,333	-13%
EBITDA Margin	21.5%	25.1%		22.7%	25.6%	
Other Income	71	105		175	187	
Unrealized Gain / (Loss)	-1	-53		-155	-48	
Interest & Finance Charges (Net)	32	40		61	54	
Depreciation	190	165		376	326	
Profit Before Tax	347	465	-25%	738	1,092	-32%
Tax	83	116		187	265	
Profit After Tax	265	350	-24%	552	827	-33%
PAT Margin	11.4%	14.2%		10.9%	15.9%	

All Figures on Standalone basis

Balance Sheet

Particulars (Rs. Cr.)	Sep'25	Mar'25
ASSETS		
Non-current assets	11,502	10,040
Property, Plant and Equipment	6,953	6,834
Capital work-in-progress	1,757	985
Investment Property	57	61
Other Tangible Assets	2	1
Right of use Assets	18	17
Financial Assets		
(i) Investments	1,767	1,562
(ii) Other Financial Assets	30	106
Income Tax Assets (Net)	0	21
Other non-current assets	918	453
Current assets	4,934	5,519
Inventories	1,669	1,716
Financial Assets		
(i) Investments	1,346	1,703
(ii) Trade Receivables	1,429	1,611
(iii) Cash and cash equivalents	42	57
(iv) Bank Balances other than (iii) above	4	6
(v) Loans	12	10
(vi) Others	79	91
Other Current Assets	352	327
TOTAL	16,436	15,560

Particulars (Rs. Cr.)	Sep'25	Mar'25
EQUITY AND LIABILITIES		
EQUITY	10,443	10,384
Equity Share Capital	39	39
Other Equity	10,404	10,345
Non-Current Liabilities	1,196	1,013
Financial Liabilities		
(i) Borrowings	346	387
(ii) Other Financial Liabilities	321	22
Provisions	48	43
Deferred Tax Liabilities (Net)	349	457
Other Non-Current Liabilities	132	103
Current liabilities	4,797	4,163
Financial Liabilities		
(i) Borrowings	3,270	2,825
(ii) Trade Payables	766	746
(iii) Other Financial Liabilities	404	302
Other Current Liabilities	350	285
Provisions	6	5
Tax Liabilities	-	-
TOTAL	16,436	15,560

All Figures on Standalone basis

Particulars (Rs. Cr.)	H1FY26	FY25
Operating profit before working capital changes	1,161	2,665
Changes in working capital	248	-432
Cash generated from operations	1,409	2,232
Direct taxes paid (net of refund) and others	-155	-479
Net Cash from Operating Activities	1,254	1,753
Net Cash from Investing Activities	-1,288	-1,477
Net Cash from Financing Activities	19	-268
Net Change in cash and cash equivalents	-15	9



Gross Cash and Cash equivalents of Rs. 3,159 Cr as on 30th September, 2025



Diversified Product Portfolio, spread across Agriculture, Industrial, Construction, Earthmoving, Mining, Port, Lawn and Garden and ATV tires



Self Reliant in Carbon Black along with Multiple sourcing arrangements for other Raw Materials



Total Achievable capacity to reach ~425,000 MTPA post completion of current tire capex and de-bottlenecking

BKT has built a resilient business model and is confident to withstand the near-term challenges to emerge stronger with a higher global market share

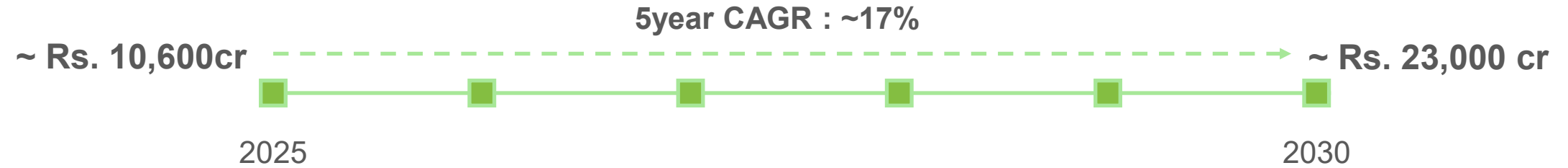


GROWING TOGETHER

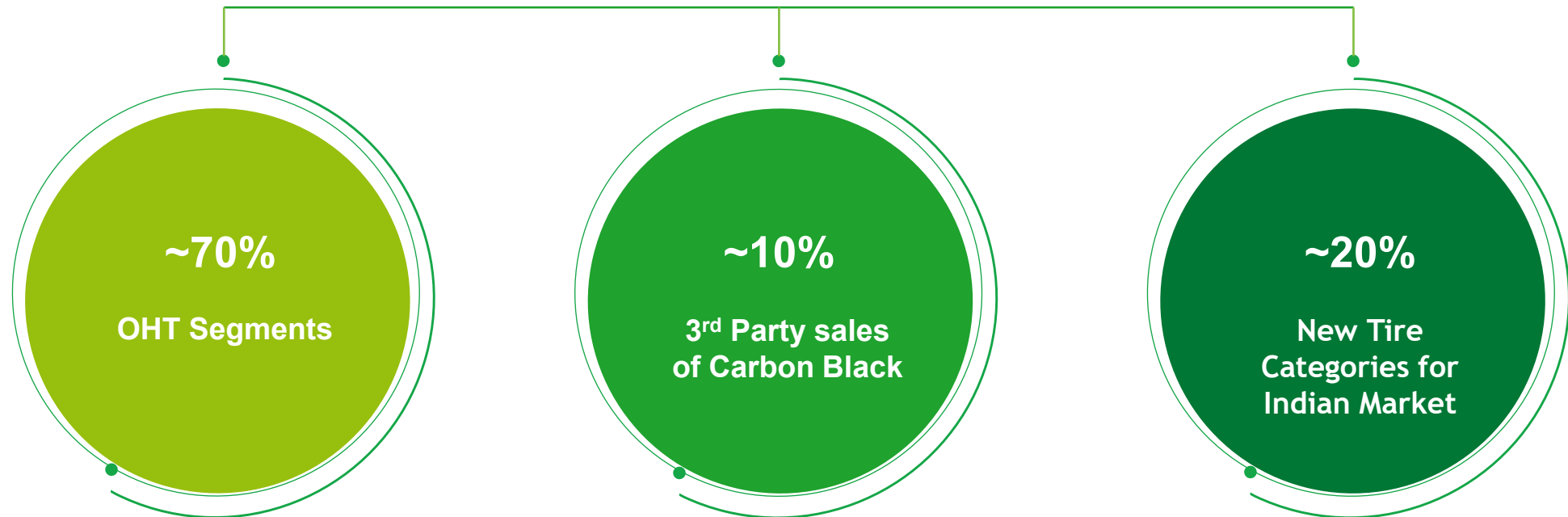
Growth Roadmap: Goals & Strategy



2.2x Revenue Growth by 2030



~ Rs. 23,000 cr by FY30



2.2x Revenue Growth by 2030



New Growth Capex for Carbon
Black, Rubber Tracks and New
Category Tire:
Rs. 3,500cr over next 3 years

Achieve 8% global market
share in
OHT segment

2.2x Revenue
by FY30



- **Agricultural Tires:** To sustain and further consolidate global leadership
- **Mining Tires:** Only Indian manufacturer to develop All-Steel Radial technology up to 57 inches. With full range in both Bias and Radial technologies, the global mining tire market offers a clear runway for accelerated growth
- Established a strong portfolio in Tracks, Industrial and Construction tires



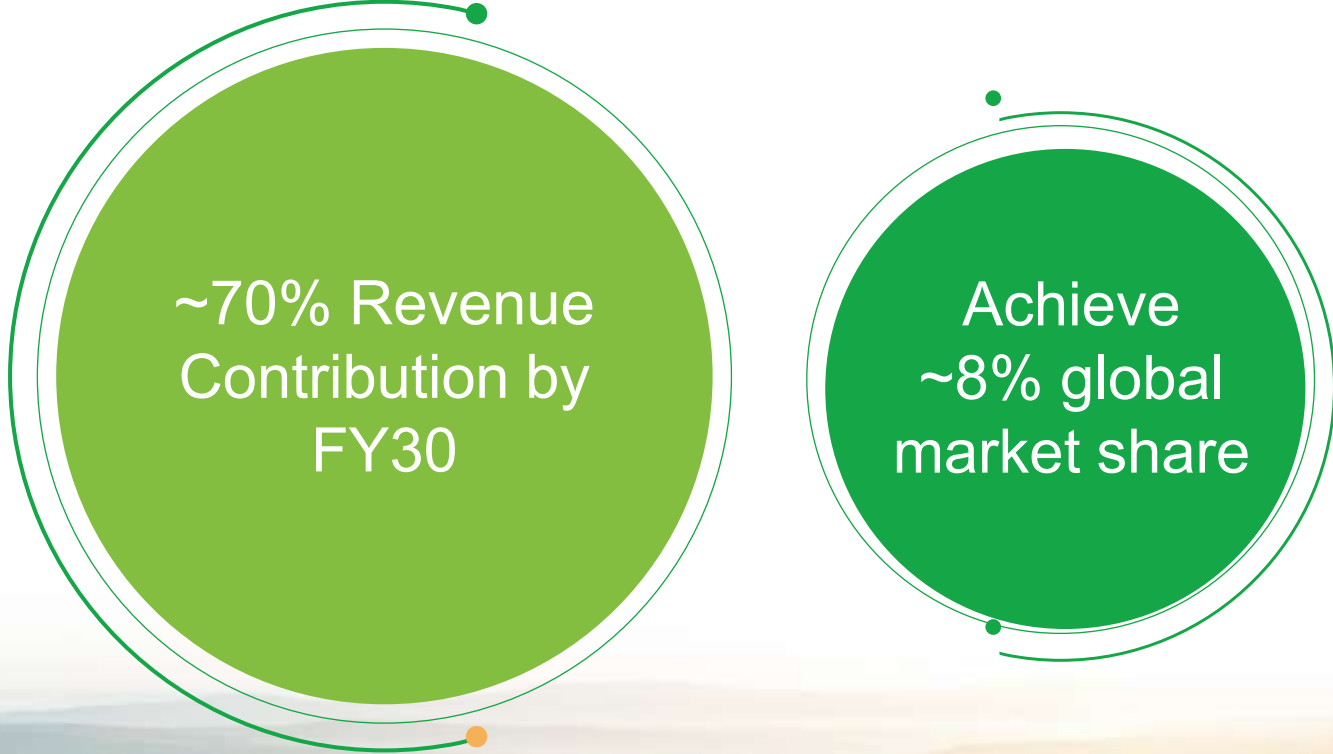
- Tracks: Expanding of dedicated manufacturing facility for Tracks; expected to commence production in H2-2026



- The on-going capex of 35,000 MTPA along with De-bottlenecking efforts, the OHT tire capacity will increase to 425,000 MTPA enabling us to reach 8% global market share



- Reaching 10% global market remains a strategic goal, to be pursued through modular, carefully phased investments.



~70% Revenue
Contribution by
FY30

Achieve
~8% global
market share

Expand Carbon Black capacity



- To capitalize on synergies with tire operations and leverage energy and raw material integration, the Board of Directors has approved the expansion of Carbon Black plant



- Expansion to be completed by early 2026. Increased capacity to ensure Raw material availability, Energy circularity and support sustainability efforts.



- Capacity to increase from 200,000 MTPA to 360,000 MTPA along with a 24 MW cogeneration power plant taking our total co-gen power capacity to 64 MW at Bhuj



- Further strengthens market position as a high-quality reliable supplier of Carbon Black to Tire companies in Domestic and International markets

Expand Carbon Black capacity



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~10% Revenue
Contribution by
FY30

To become a
preferred
supplier for Tire
& Non-Tire
segment

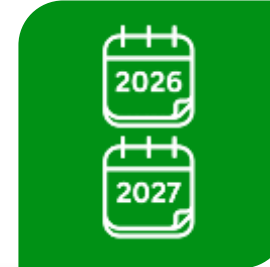
To enter New Tire verticals for India



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- Planning a modular entry into:
 - Premium Passenger Car Radial Tires
 - Commercial Vehicles Radial Tires
- Initial focus in on Indian Replacement Market for both the categories.



- CV Radial tires pilot will launch in Q4FY26 and will ramp up gradually
- PCR tires pilot will follow in Q3FY27 and will ramp up gradually



To enter New Tire verticals for India



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~20% Revenue
Contribution by
FY30

Achieve ~5%
market share



SCALABLE INFRASTRUCTURE

Sufficient land and upstream equipment in place. Also possess the talent and systems required to scale the business



STRONGER BRAND EQUITY

Investments in brand building will now generate greater value across a wider revenue base



INTEGRATED CARBON BLACK PLANT

The Carbon Black plant generates power for tire facilities, reducing a major manufacturing cost and ensuring control over a key raw material



ROBUST PROFITABILITY OUTLOOK



Expect blended margins post full commercialization to be in the range of 23-25% allowing absolute EBITDA to grow significantly

On enhanced revenue backed by a superior product mix and operational strengths, do not anticipate a significant decline in ROCE as full potential is achieved.





GROWING TOGETHER

BKT At A Glance



Global Leadership in Off-Highway Tires

India's foremost exporter in the Off-Highway tire segment, with a solid presence across agriculture, construction, mining, and industrial applications

No. of facilities

Tire Manf. : 4
Carbon Black Manf.: 1
Mould Manf. : 1
Drum Manf. : 1
Wind Farm: 1

Wide and comprehensive product portfolio

A deep understanding of customer needs has led to the development of over 3600 SKUs, enabling tailored solutions across a wide range of specialised applications

Capacities

Tire manufacturing capacity:
Achievable output of 3,60,000 MTPA
Carbon Black: In-house achievable capacity of 2,00,000 MTPA, including 30,000 MTPA of high-value advanced carbon material

Global distribution network

Sales to over 160 countries through Distribution network in the Americas, Europe, India and the rest of the world

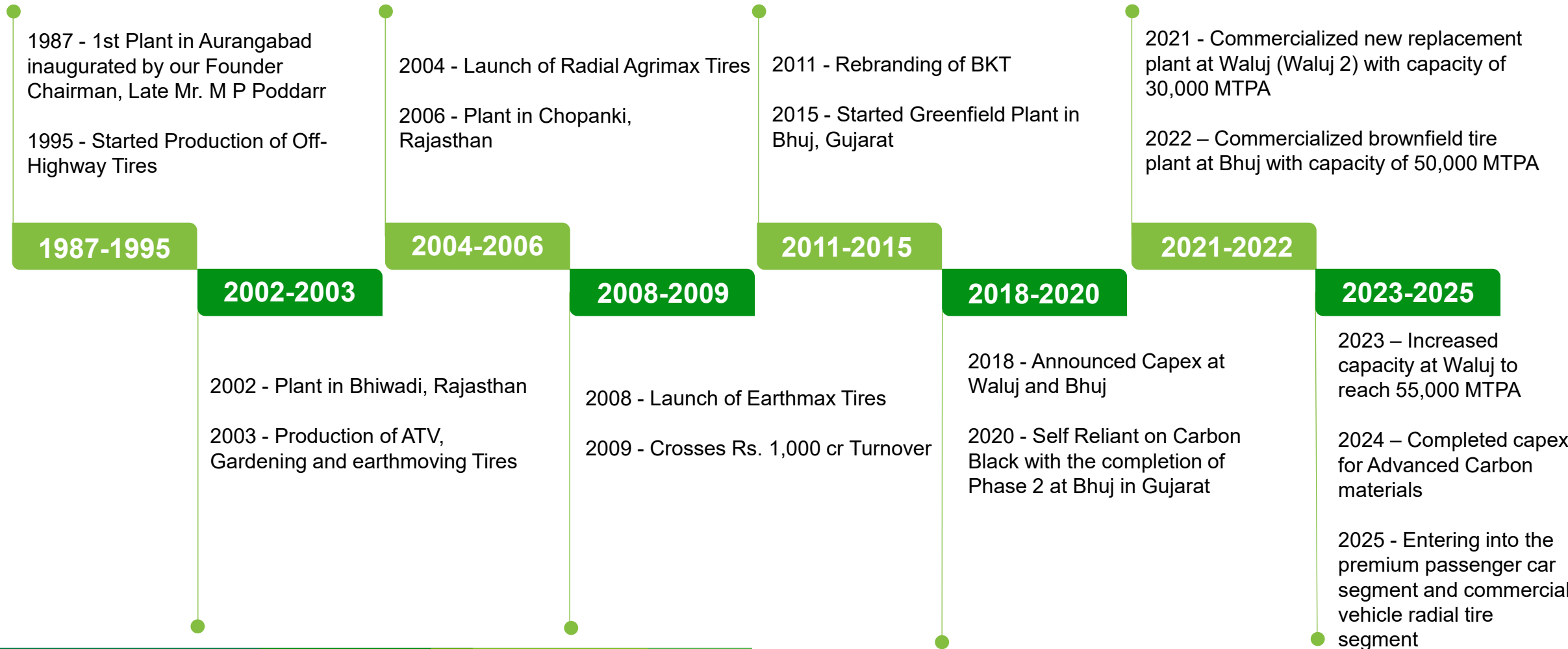
FY25 Financials

Revenue: Rs. 10,413 Crs
PAT: Rs.1,628 Crs

BKT Through the Years



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Manufacturing Footprint: Tires & Carbon Black



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India
Our Manufacturing Base

▼ Waluj,
Maharashtra



▼ Bhiwadi,
Rajasthan



▼ Chopanki,
Rajasthan



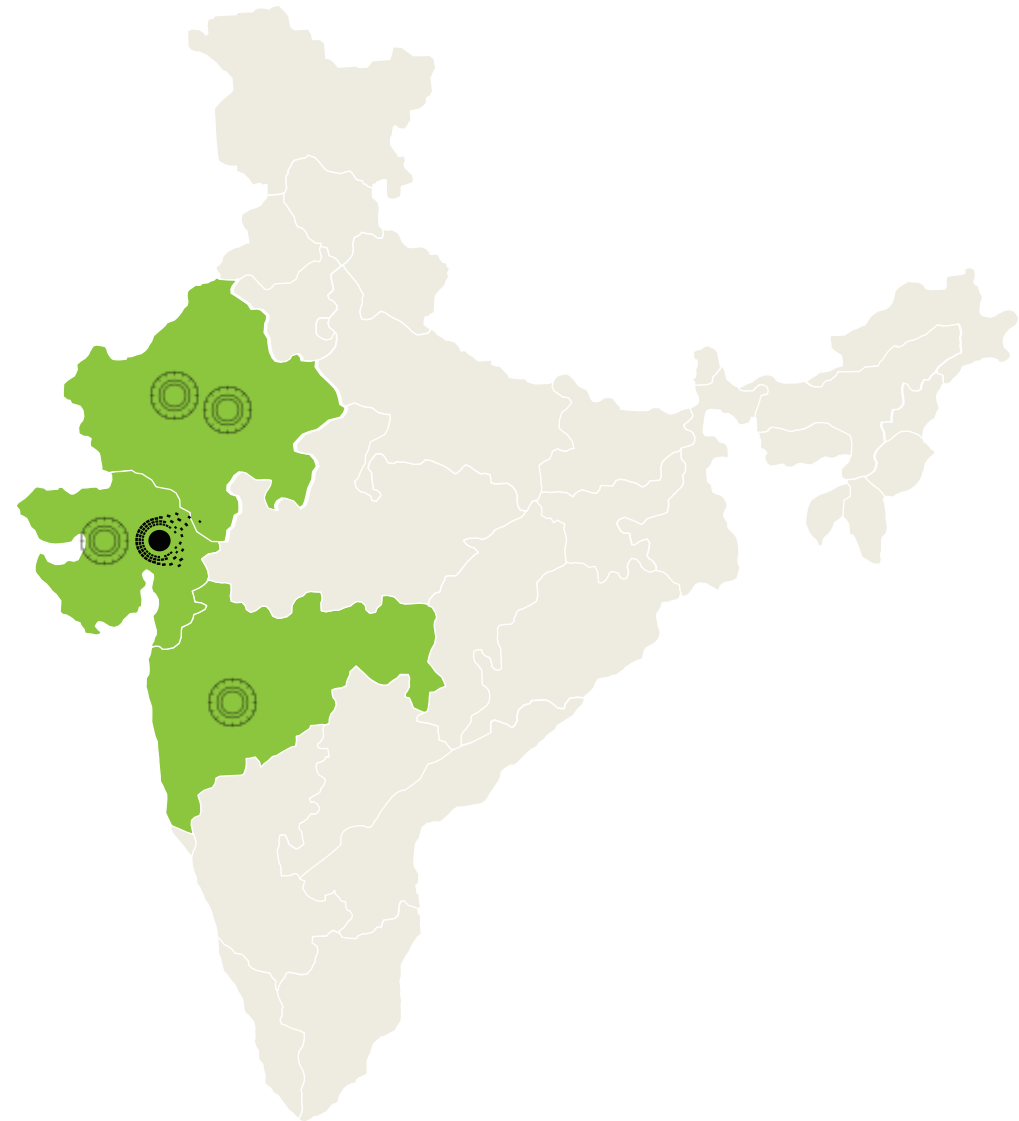
▼ Bhuj,
Gujarat



Tire



Carbon
Black



Note - Maps not to scale. All data, information, and maps are provided “as is” without warranty or any representation of accuracy, timeliness or completeness



The Brand Names and logos mentioned are the property of their respective owners and are used here for identification purposes only



Arvind Poddar

Chairman, Managing Director and member of Business Responsibility and Sustainability Committee



Rajiv Poddar

Joint Managing Director and member of Business Responsibility and Sustainability Committee



Vipul Shah

Director and Company Secretary



Vijaylaxmi Poddar

Non-Executive — Non-Independent Director



Pankaj Ghadiali

Non-Executive — Independent Director and Chairman of Business Responsibility and Sustainability Committee



Shruti Shah

Non-Executive – Independent Director



Laxmidas Merchant

Non-Executive – Independent Director



Rahul Dutt

Non-Executive – Independent Director



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Recent Achievements & Milestones



BKT Receives Caterpillar “Excellence Level” Recognition for Fourth Consecutive Year

BKT received the
“Excellence Level” award
from Caterpillar’s Global
Supplier Excellence
Recognition (SER) program
for outstanding performance
in quality, delivery, and
customer support



BKT Sets Up Advanced R&D Base at NATRAX



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BKT inaugurated a dedicated Vehicle Dynamics & Testing (VD&T) base at the National Automotive Test Tracks (NATRAX) in Indore, Asia's second largest and longest test track facility

BKT Bhuj Plant Achieves Five-Star Rating from British Safety Council



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BKT Bhuj plant achieved a Five-Star grading in the British Safety Council's Occupational Health and Safety Audit, reflecting best-in-class standards in workplace safety, health management, and risk control systems



BKT Partners with RFEF to Support Spanish Football



BKT has entered a four-year partnership with RFEF as the official sponsor of Spanish referees and Official Tire Partner of the Copa del Rey Final, reinforcing its commitment to sport as a platform for growth, inclusion, and social impact



BKT Partners with Cricket Australia to Support Australian Cricket



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BKT Tires has been announced as the naming-rights partner for Cricket Australia's men's ODI and T20I series against India, taking place across Australia from October 19.

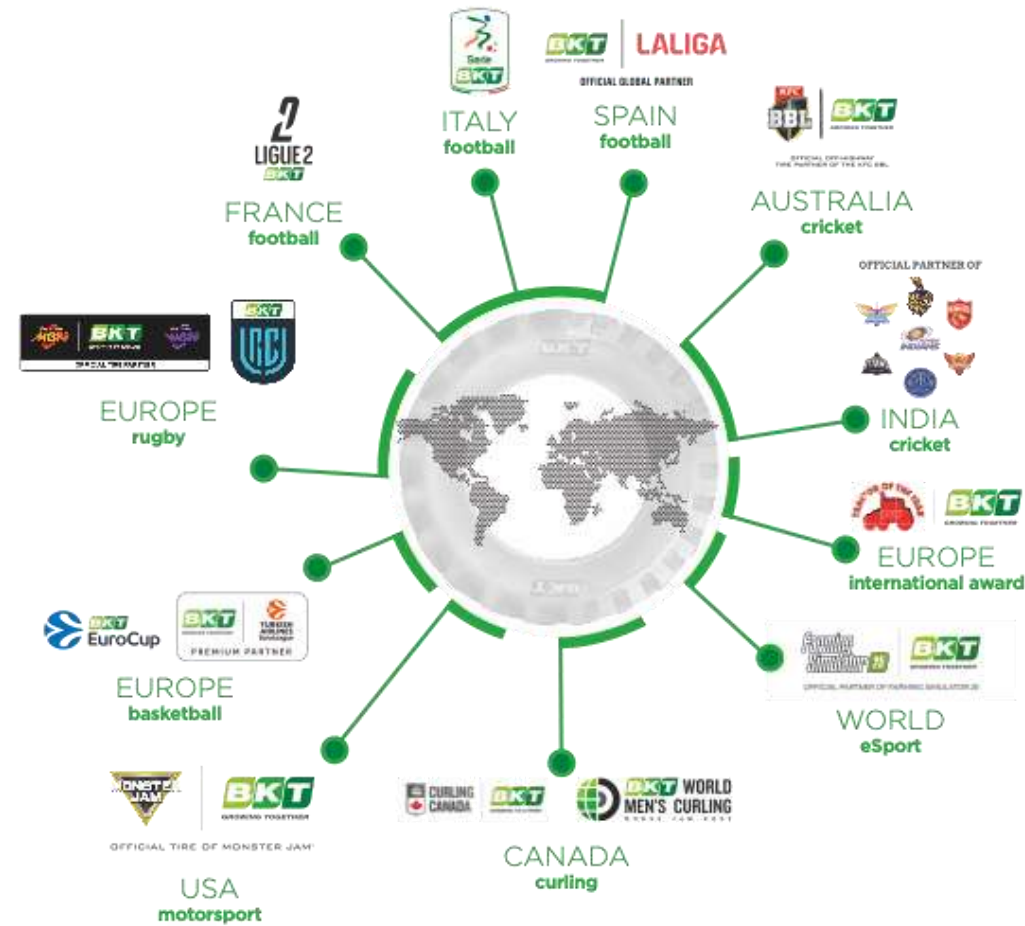
The partnership reinforces BKT's ongoing commitment to elite cricket and provides strong brand visibility across two key markets.



Well recognized International Brand



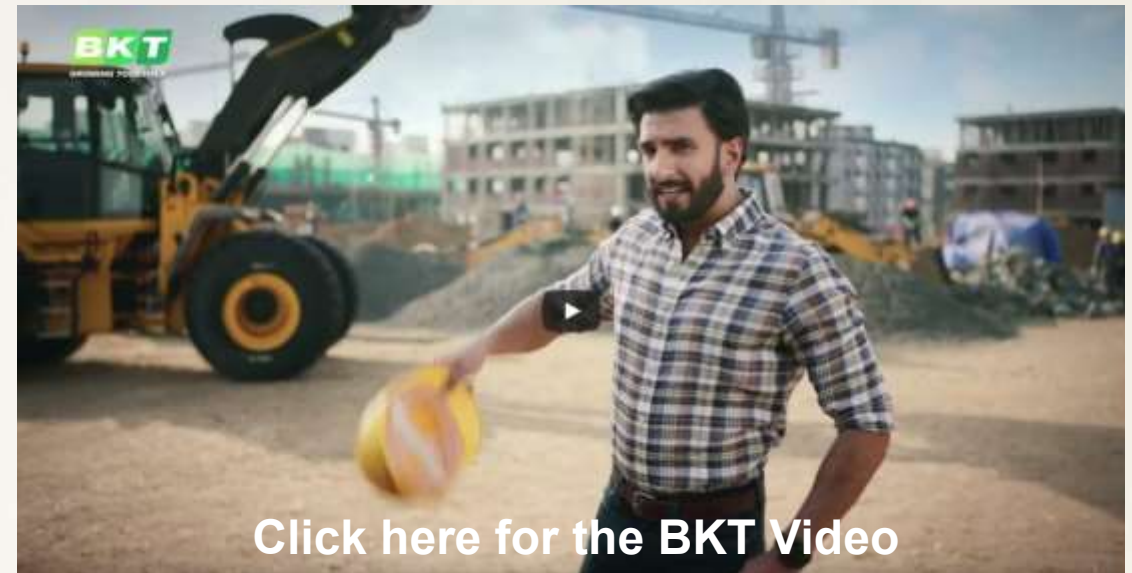
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Strengthening BKT Brand: India



Investor Presentation



[Click here for the BKT Video](#)

Ranveer Singh is the Brand Ambassador of BKT

Strengthening BKT Brand: India



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Ravichandran Ashwin
is the Brand
Ambassador of BKT



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Sustainability at BKT





ENVIRONMENT

- Sustainable Strategy for Climate Resilience
- Energy Management
- Emission Management
- Waste Management and Circular Economy
- Water Stewardship
- Biodiversity Protection



SOCIAL

- Labour Management and Human Rights
- Training, Education and Wellbeing
- Diversity, Equity and Inclusion
- Prioritising Occupational Health and Safety
- Education
- Health
- Rural Development



GOVERNANCE

- Economic Performance
- Corporate Governance
- Business Ethics and Compliance
- Ethical Procurement
- Sustainable Supply Chain
- Innovation and Digitisation



Strategic ESG priorities: Progress that's measurable

Our approach to ESG is both strategic and outcomes-driven, centred on four core themes.



Climate
resilience



Circularity



Inclusive
growth



Integrity-led
governance

Demonstrated tangible progress across these priorities:

98.17%

of total waste
generated was
recycled or reused

36,177

GJ of renewable
energy was
consumed

21.37%

YoY reduction in non-
renewable grid
electricity consumption

14.92%

YoY reduction in total
waste

7,306

tCO₂e emissions
avoided through
renewable energy

14.85

GJ energy intensity
per tonne of
production

2.03%

Reduction in water
intensity

100%

of manufacturing sites
ISO 9001:2015
certified

Advancing Healthcare, Education & Community Well-being



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Healthcare Access & Technology



- Donated **robotic surgery systems** to AIMS Thane & KEM Hospital Mumbai
- Supported **Tata Memorial Hospital** for cancer care access
- Partnered with **BAVP** to strengthen rural healthcare & expand Hedgewar Hospital
- Donated **ambulances** to boost emergency care in Daman & Silvassa

Nutrition & Education



- With **Akshaya Patra**, served 23,000 mid-day meals to children in Bhuj
- Supported **Muktangan Education Trust** for inclusive learning & teacher training

Community Development



- Constructing a **Community Hall for Ahir Samaj** in Bhuj to promote social and educational engagement
- Extended support to several **grassroots NGOs** including **Child Welfare Trust (Bhuj)**, **Sapna Shikshalaya (Delhi)**, **Sunshine Society (Noida)** and others

4,36,484+

hours training provided to employees and workers

0

Cases of human rights violation

3,040

Training sessions held in FY25

0

Fatalities in the last three financial years

Dignity & Fairness

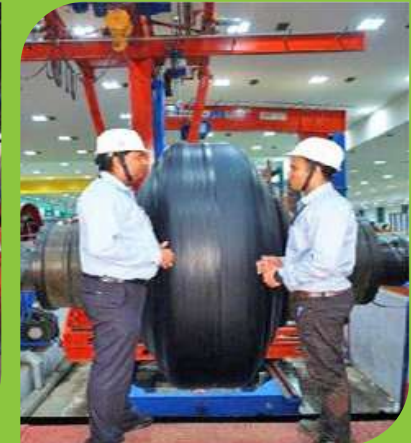
Learning & Growth

Diversity & Inclusion

Health & Safety

Product Excellence & Sustainability

A culture built on **trust, inclusion, safety, and innovation** — empowering our people to lead BKT's journey forward, **together with purpose and conviction.**





S&P Global ESG score: 53 (+11),
Top among Indian Industry Peers



CRISIL Rating: AA/Positive to AA+/Stable



Crisil ESG Rating: 57 (+3), Adequate



Thank You

Company



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