
Years of Prosperity and Trust...

# 80 +Years of Spreading Prosperity. Impacting Lives.

## August 2026

# Investor Presentation

Escorts Kubota Limited

# Safe Harbor

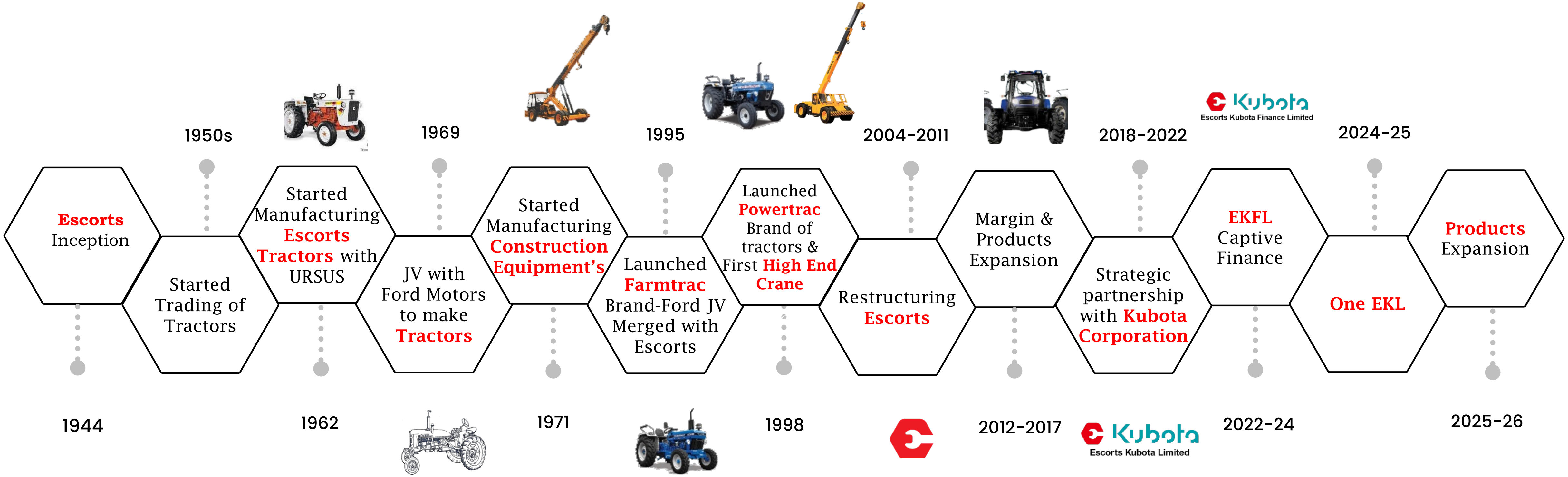
Certain statements in this document may include forward-looking comments and information concerning the company's plans and projections for the future, including estimates and assumptions with respect to economic, political, technological, weather, market acceptance and other factors that impact our businesses and customers. Such forward-looking statements are subject to certain risks and uncertainties like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements. Escorts Kubota Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

**Accounting standard:** Financials in presentation are as per IndAS.
All numbers are rounded off to nearest decimal

# Escorts Kubota Limited (EKL) : Journey

(Formerly Escorts Limited)






## Thought and Innovation

# EKL with **Kubota Corporation, Japan**

Escorts Kubota Limited

**Combining the strengths of Escorts and Kubota to deliver advanced, affordable farm mechanization solutions worldwide.**

Kubota

Escorts Kubota Limited

POWERTRAC

FARMTRAC

KBT Global Expertise

Creating Specialized Products for World

EKL Agile Product Development

**1890 - Current**

**Over 215 years of Excellence & Expertise**

**1944 - Current**

**EKL as strategic development base for affordable products and leading innovation**

■ Growth Driver

# 3. Mid-Term Business Plan 2030

## (1) Selection and concentration of management resources

## ② Business and Project from India: Turning India, the world's growth center, into Kubota's growth engine

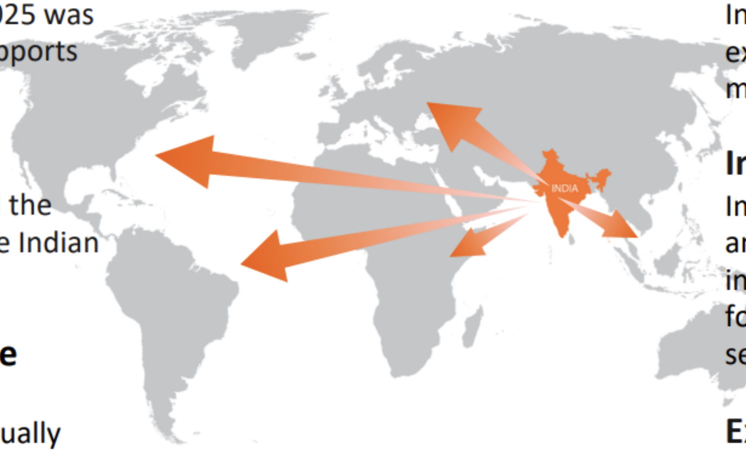
**While aiming to capture high-growth markets, we will leverage India as a global hub for R&D, procurement and production, and improve the cost competitiveness of the entire group and strengthen our supply chain.**

### Opportunity: Structural growth

**Strong economic growth**
Real GDP growth in the first half of fiscal 2025 was recorded at 8%. Solid domestic demand supports the business environment.

**The world's largest tractor market**
With the development of the economy and the increasing mechanization of agriculture, the Indian market is expected to continue to expand.

**Expansion of the basic market in the global market**
In Europe, demand for basic models is gradually expanding. In Africa, Latin America and other countries, the rate of agricultural mechanization is low, and government subsidies and international aid are expected to boost the basic tractor market.



### Key Strategies

**Strengthening cost competitiveness**
Introducing new products under the Kubota brand with excellent cost competitiveness, utilizing the R&D, manufacturing, and procurement resources of Escorts Kubota.

**Improving quality and productivity**
Improve costs and product quality by utilizing Escorts Kubota and Kubota's know-how. Furthermore, improve productivity by introducing the Kubota Production System (KPS) and build a foundation for the future development of high-value-added services (data, maintenance).

**Expanding product lineup**
Deepen the Indian market by expanding the lineup of each of our three brands: Farmtrac, Powertrac and Kubota, and reorganizing and strengthening our sales channels.

Click Here for more details

# EKL At a Glance

**80+** Years Of Prosperity and Trust

**6** Plant in India & **1** Plant in Poland

**1** R&D Centre & Corporate Office

**15K+** No. of Employees

Escorts Kubota Finance Limited — Captive Finance company

More than **2.6 Mn** Equipment Sold

Exporting to **80+** Countries

**1,600+** Pan India Dealers & Over **1,250** Branches

For Kubota, Farmtrac, Powertrac & Escorts Brand

**9,000+** Pan India Registered Spare Part Retailers

**10,500+** Pan India Registered Workshop Mechanics

## Spreading Prosperity, Impacting Lives.

# EKL Today

Escorts Kubota Limited

**ATTRACTIVE INDUSTRY DYNAMICS**

India World's Largest Tractor Market

Government Support

Growing Mechanization

Credit Availability

**DIVERSIFIED PRODUCT**

Agri Machinery Products

Construction Equipment's

Joint Product Development with Kubota

**GLOBAL REACH**

Leveraging Kubota Channel

Component Export

Manufacturing Hub

**ROBUST FINANCIALS**

Profitability with Prudence

Strong Balance Sheet

**ESG**

Carbon Neutral by 2050

Water Positive by 2030

3X Renewable Energy Share by FY 2030

Escorts Kubota Limited

# India Dynamics & Mega Trends in Next Decade

### Population

- 9.2 billion+ globally and 1.6 billion+ to feed in India
- More Educated ~**22%+ increase in higher education.**
- **Younger people with dietary change**

### GDP

- Fastest largest economy.
- Smart investment Choice.
- Global Trade
- Focused investment in infrastructure.

### Food Demand

- 1,445 Million tones Projected household + Other Food demand under BAU
- Major Hub for Global food, as second largest amount of arable land.

### Agri Workforce

- Agri workforce share reduce to ~42% as against 53% + in 2010
- Further 8-10% reduction expected in next 10-15 years

### Deglobalization

- Outsourcing
- Massive investment in infrastructure for manufacturing, ports, urban transportation
- India Surplus skilled workforce

### Decarbonization

- Rising Temperature
- How can we sustainably produce all this food, when soil, water and energy resources are becoming scarcer?

### Technology

- Mechanization.
- Emission norm changes.
- Data linkage platform for circular economy
- Growing area under irrigation

### Digitization

- A beacon of technological advancement, driven by human-centered design and a commitment to improving the quality of life for its citizens.

*Source- https://www.worldometers.info/world-population/world-population-projections/, Niti Aayog Reports, Greater pacific report and Google reports

BAU – Business As Usual

# EKL: Drivers of Growth and Value Creation

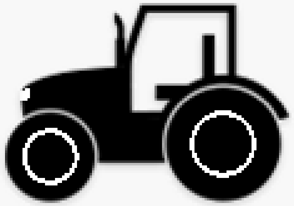
### Advantage India

### Construction Machinery Growth

### Digital Transformation & Innovation

### Kubota Partnership

### Premium HP Shift



### Agri Solutions Ecosystem

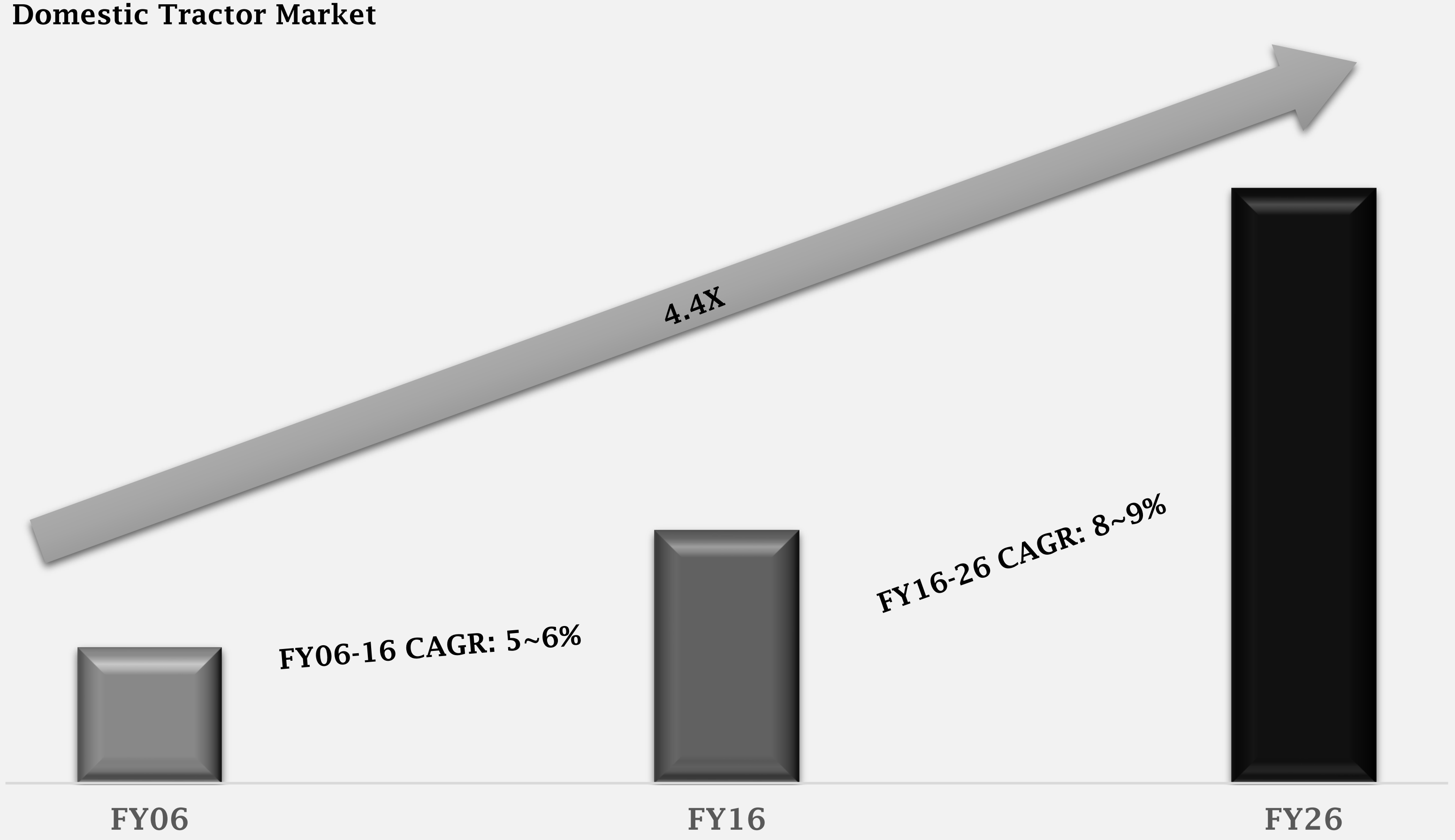
### Global Opportunity

### Financial Discipline

**"Bringing world's best to India and giving India's best to the world"**

# Indian Tractor Industry

Escorts Kubota Limited




*Source: TMA*

- World's largest Tractor Market
- Rising Farm Mechanization
- Power-Led Premiumization
- Labor Challenges
- Government Support
- Credit Availability

❖ India is the **largest** manufacturer of farm equipment
❖ India accounts for nearly **1/3rd** of the overall tractor production globally
❖ Over 1.16 Million Tractors Sold Annually in India

# Indian Farm Mechanization – Industry Dynamics

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**FARMER'S NEED**

| Tractors | Land Preparation | Sowing | Crop Care | Harvesting | Post Harvesting |
|---|---|---|---|---|---|
| **Mechanization Level In India (~45%)** | **~70%** | **~40%** | **~30%** | **~35%** | **~20%** |

## Farmer Behavioral Shift

Farm Application Requirement Based Decision

High Productivity, High-Performance Application

Complete end-to-end Solutions

## Industry & Manufacturer Shift

**TRACTOR MANUFACTURER**

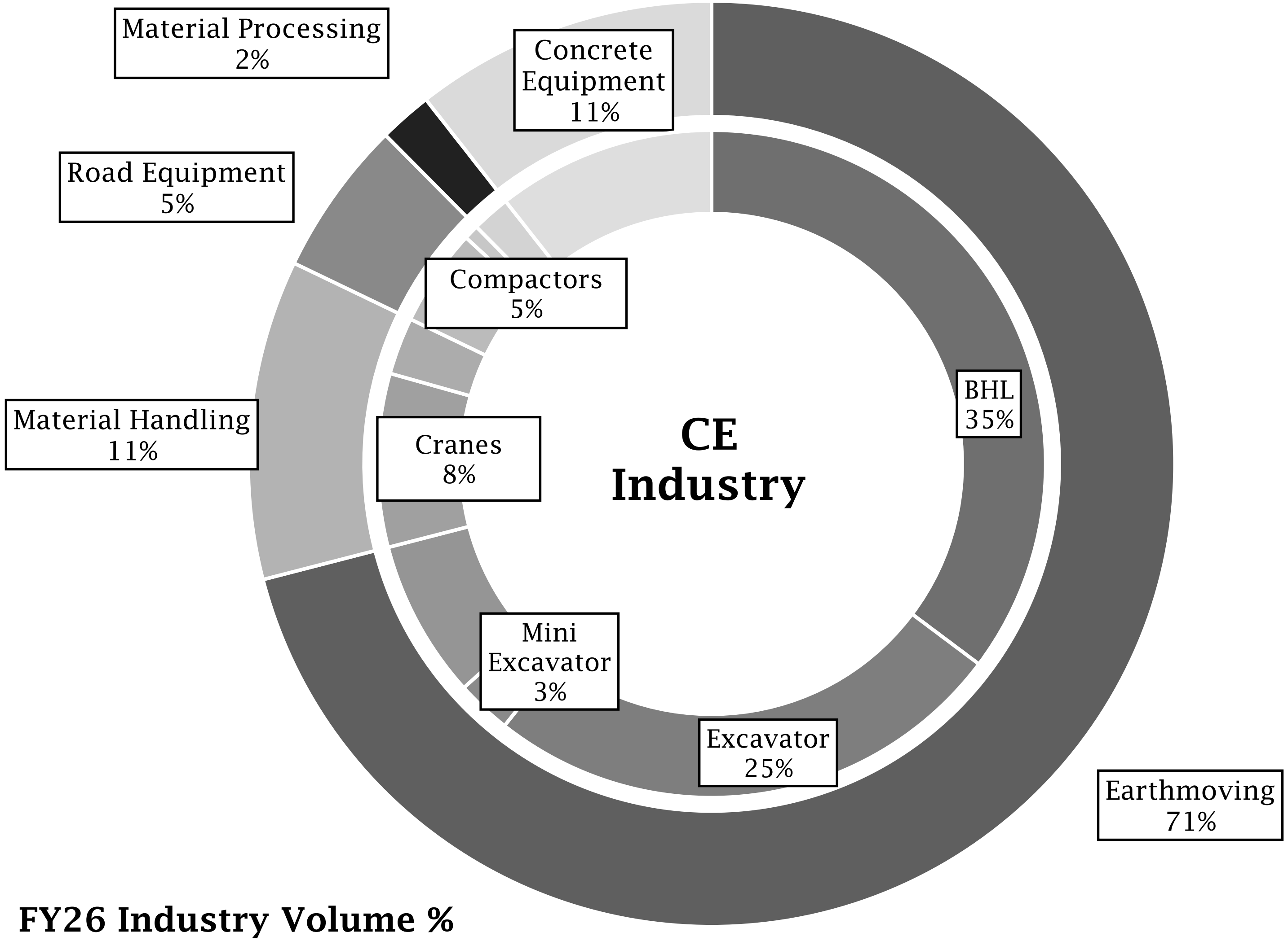
**INTEGRATED AGRI SOLUTIONS PROVIDER**

**Tractors · Planters · Sprayers · Implements · Harvesters · Post-Harvest Equipment**

- In 2021 - Mechanization Levels in India was ~45%
- Govt. target to raise mechanization to 75% by 2047

*Source: FICCI and EKL internal Estimate*

# India CE Market Dynamics and EKL Market Position




**FY26 Industry Volume %**

Outer Circle Segment, Inner Circle Product

**EKL Present in 3 major Segment of Earthmoving, Material Handling and Road Equipment**

**EKL Present in 51% by Volume of total CE Industry**

BHL – 35%

Mini Excavator – 3%

Cranes- 8%

Compactors - 5%

**Served Industry %**

*Source: ICEMA*

# EKL : Diversified Product

## Tractors

| | |
|---|---|
| POWERTRAC | ***11 – 75 HP*** *(Fuel Efficient with Cost competitiveness & Application focus)* |
| FARMTRAC | ***26 – 110 HP (****Powerful, Premium Feel & Application Suitability)* |
| Kubota | ***21 – 55 HP*** (Premium Technology, Versatile & Comfortable) |

## Non Tractor

**Agri Solution Business**

**Engine Business**

**Escorts**

**Kubota**


**Spare Parts and Service Business**

## Construction Equipment


**Material Handling & Cranes**
Hydra & High-end and RT Cranes

**Earthmoving**

Mini Excavators

Backhoe Loaders


**Road Building Equipment**
Compactors

# Recently Launched/Introduced Products: Tractors

DiGiTRAC (PT)

SHAURYA (PT)


PROMAXX (FT)


MU 4201 (KBT)

# Recently Introduced Product : Agri Solutions

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## Pro-588i-G

Harvester

Sustainable alternatives to stubble burning that enhance rice harvesting efficiency and promote climate-smart agriculture

## Rice Transplanter

### KA-6

### KA-8

Efficient | Operator Comfort | Precision-driven

# Recently Launched/Introduced Products: CE

## BLX75
**Backhoe Loader**


## Hydra 72
**Concept showcased**


## Hydra 12


## Kubota U22-3
**Mini Excavator**

Performance | Operator Comfort | Reliability

# Product Pipeline

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*Representative Visuals*

Continued investment in technology, customer value, and platform expansion across brands.

# Global Reach: Leverage KBT Channel

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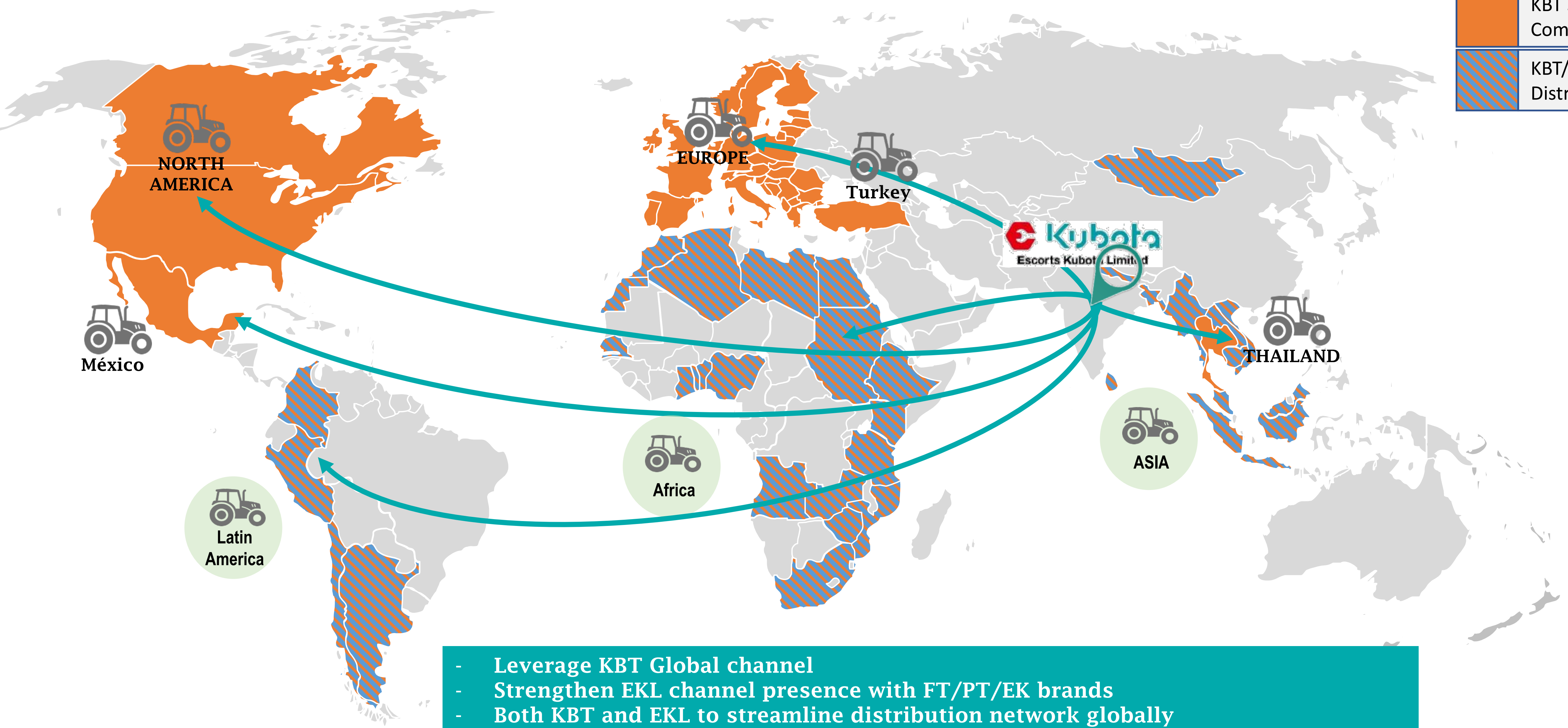
| | |
|---|---|
| (orange) | KBT Sales Companies |
| (hatched) | KBT/EKL Distributors |




- Leverage KBT Global channel
- Strengthen EKL channel presence with FT/PT/EK brands
- Both KBT and EKL to streamline distribution network globally
- Aim to launch our business through KBT sales companies in North America in foreseeable future

# Global Product Offering

**Expand EKL Brands via KBT Global Channel**

| | |
|---|---|
| Compact Segment | FARMTRAC<br>POWERTRAC<br>E-KUBOTA |
| Utility Segment | |
| Narrow Segment | |

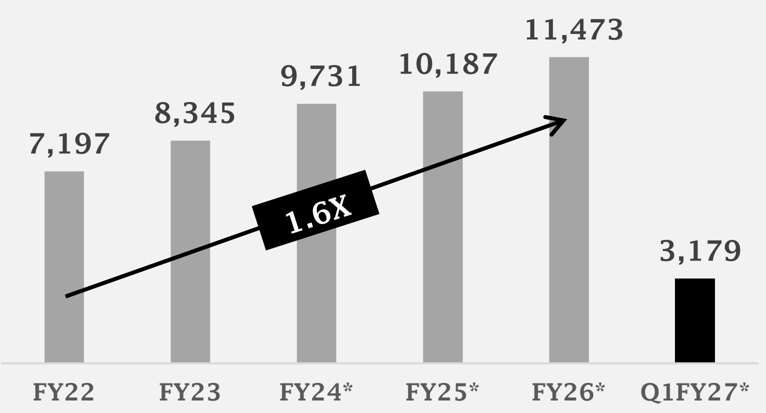
X → 2X new Products across Segment

**Improve & Expand product range in all tractor segments up to 110 HP across addressable market**

Escorts Kubota Limited

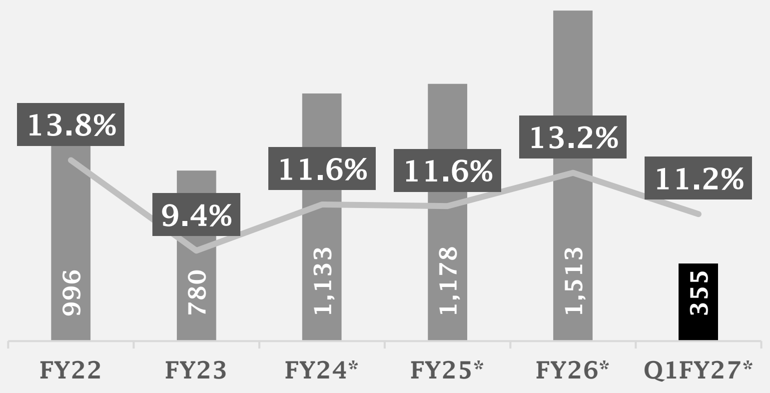
# EKL : ROBUST FINANCIALS

## OPERATIONAL REVENUE (₹ Cr.)

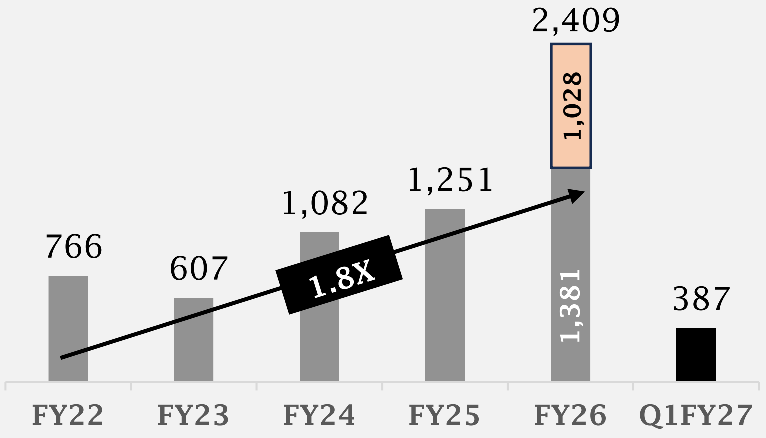



## EBITDA (₹ Cr.)

% Margin

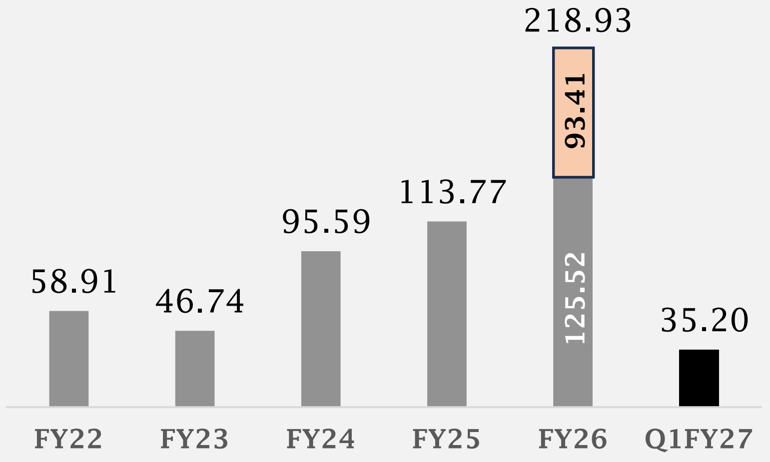



## Reported PAT (₹ Cr.)

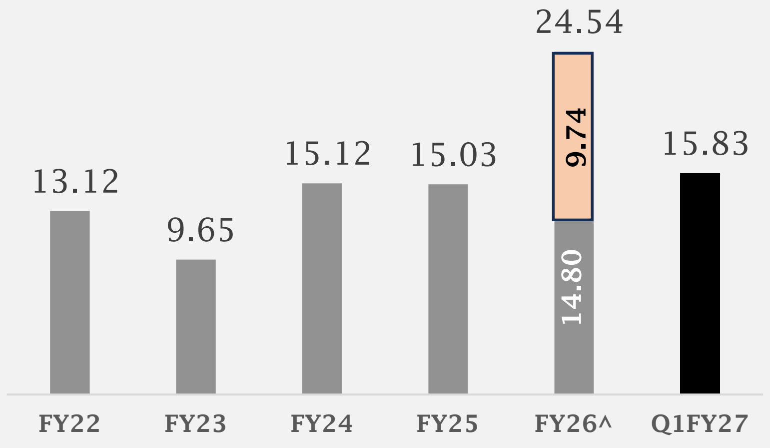



* From Continuing operations including amalgamating companies

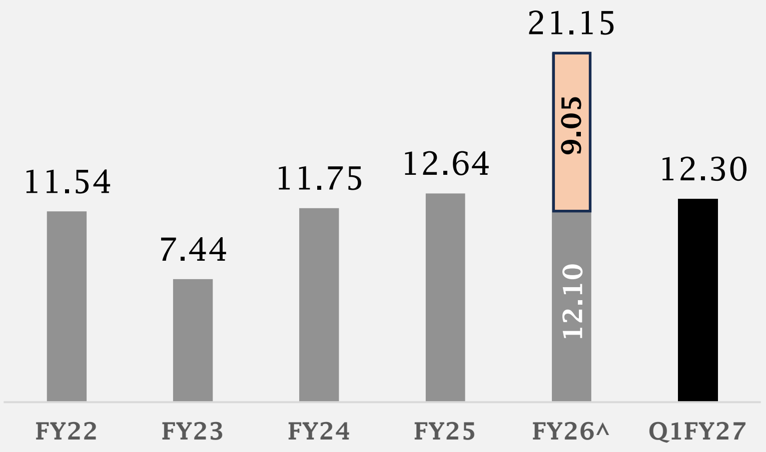
## EPS (₹)




## ROCE (%)




## ROE (%)




Standalone Numbers

^Includes Divested Operations

Shows From Divested operations

# ESG @ EKL

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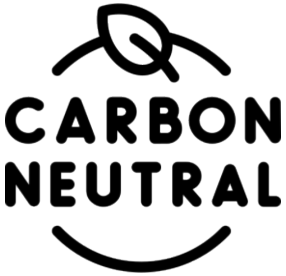
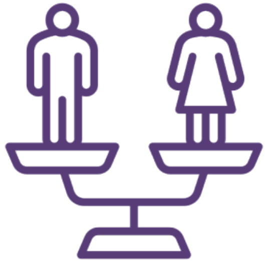



By 2050

Water Positive By FY 2030

Zero Waste to Landfill by Exit March 2027

Triple Renewable Energy Share by FY 2030



15% Gender Diversity in employee category by FY 2031

Sustainability awareness

Giving Back to Society

Governance Standard

Sustainable Value Chain

Tree Plantation

Stock Icons and Google Image

# EKL: Creating Sustainable Value Through Comprehensive Solutions

Escorts Kubota Limited

## STRATEGIC ASPIRATIONS

- Comprehensive Solutions Provider for Indian Agriculture
- Leader in India-led Tractor Exports
- Significant Presence in Farm Implements
- Preferred Brand Contributing to Nation Building
- Strategic Global Hub for Growth & Innovation

→

## KEY ENABLERS

- Brand & Product Excellence
- Innovation
- Digital Transformation
- Channel Expansion
- Kubota Group Synergies
- Capital Allocation
- Culture Transformation
- ESG Leadership

# Capital Allocation Strategy > Profitable Growth

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**EKL is focused on its key priorities for Cash Deployment Strategy through Mid-Term Business Plan**

| Particulars | Aspiration |
|---|---|
| **Dividend Payout** | Upto 40% of Net profit |

**Cash Applications**

**1. Core Business Growth**

- Products, Innovation & Technology
- Green field Expansion
- Captive Finance

**2. Inorganic Opportunities**

**3. Dividend Distribution & Buyback**

# Vibrant Board of Directors


Nikhil Nanda


Akira Kato


Nitasha Nanda


Bharat Madan

Executive, Non-Independent Directors


Hardeep Singh


Nobushige Ichikawa


Hitoshi Sasaki


Satoshi Suzuki

Non Executive Director


Sunil Kant Munjal


Tanya Dubash


Harish N. Salve


Ravindra Chandra Bhargava


Vimal Bhandari


Reema Nanavaty


Dr. Rupinder Singh Sodhi


Kinji Saito

Independent Directors

# Management Team

      

| Nikhil Nanda | Akira Kato | Bharat Madan | Amit Singhal | Hisashi Tsukatani | Takayuki Okada | Kenji Ennyu |
|---|---|---|---|---|---|---|
| Chairman and Managing Director | Deputy Managing Director Chief Officer, Corporate Planning Division | Whole Time Director & Chief financial officer Chief Officer, Corporate Planning Division | Chief Officer, Human Resource & General Affairs | Chief Officer, R&D Division | Chief Officer, Quality Assurance Division | Chief Officer, Operation Division |

     

| Neeraj Mehra | Rajan Chugh | Yuki Amano | Sanjeev Bajaj | Dhiraj Tiwary | Kohei Kawabe |
|---|---|---|---|---|---|
| Chief officer, Tractor Business Division (Farmtrac & Powertrac Brand) | Chief Officer, Tractor Business (Kubota Brand) & Agri-Solutions Business Division | Chief Officer, Tractor Business Division (Export) | Chief Officer, Construction Equipment Business | Chief Officer, Service & Spare Parts Business Division | Chief Officer, Engine Business Division |

Escorts Kubota Limited

# Shareholding Pattern

| Shareholding Trend in % | June'2025 | Sept'2025 | Dec'2025 | Mar'2026 | June'2026 |
|---|---|---|---|---|---|
| Promoters | 68.04 | 68.04 | 68.04 | 68.04 | 68.04 |
| Institutions# | 16.65 | 17.07 | 17.45 | 17.37 | 17.02 |
| Public | 13.64 | 13.23 | 12.85 | 12.94 | 13.29 |
| Non-Promoter Non-Public | 1.67 | 1.66 | 1.66 | 1.65 | 1.65 |
| **Total** | **100.00** | **100.00** | **100.00** | **100.00** | **100.00** |

# FPI/Financial Institutions/ Banks/Insurance Companies/QIB/AIF

| Top 10 Shareholders As on 30-06-2026 | |
|---|---|
| **Name** | **% to Equity** |
| Kubota Corporation *(Promoter Group)* | 54.07 |
| Har Parshad and Company Private Limited *(Promoter Group)* | 9.59 |
| HDFC Mutual Fund (PAN Consolidated Holding) | 6.73 |
| Escorts Employees Benefit And Welfare Trust - (Trustee - Anil Kumar Chandrashekaran) | 1.65 |
| Big Apple Clothing Private Limited *(Promoter Group)* | 1.58 |
| Rekha Jhunjhunwala | 1.53 |
| AAA Portfolios Private Limited *(Promoter Group)* | 1.51 |
| Nikhil Nanda *(Promoter Group)* | 1.08 |
| Investor Education and Protection Fund Authority | 0.69 |
| SBI Life Insurance Co. Ltd. | 0.57 |
| **Total** | **79.00** |

% rounded off to nearest double decimal

# Narrations

- **EKL** - Escorts Kubota Limited
- **EKFL** – Escorts Kubota Finance Limited
- **FY** – Fiscal Year represents the 12 months period from 1st April to 31st March.
- **Q1FY** – Represents the 3 months period from 1st April to 30th June.
- **Q2FY** - Represents the 3 months period from 1st July to 30th September.
- **Q3FY** – Represents the 3 months period from 1st October to 31st December.
- **Q4FY**– Represents the 3 months period from 1st January to 31st March.
- **9MFY**– Represents the 9 months period from 1st April to 30th December.
- **QoQ** – Represents Quarter on Quarter
- **YoY** – Represents Year on Year
- **AM** – Agri Machinery Products
- **CE** – Construction Equipment
- **RED** – Railway Equipment Division
- **BHL** – Backhoe Loader
- **IndAS** - – Indian Accounting Standards
- **NPD** – New Product Developed
- **PnC** – Pick & Carry Crane
- **NSE** – National Stock Exchange of India
- **BSE** – Bombay Stock Exchange
- **EBIDTA** - Earnings Before Interest, Depreciation & Taxes
- **EBIT**- Earnings Before Interest & Taxes
- **PBT** – Profit Before Tax
- **PAT** – Profit After Tax
- **ROE** – Return on Equity, Calculated as PAT divided by Average capital employed.
- **ROCE** – Return on Capital Employed, calculated as EBIT divided by Average capital Employed for the quarter.


## Contact Details

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धन्यवाद | ご視聴ありがとうございました。 | Thank you