

19th February, 2026

The Manager - Listing
BSE Limited
BSE Code - 501455

The Manager - Listing
National Stock Exchange of India Limited
NSE Code - GREAVESCOT

Dear Sir / Madam,

Subject: Investor Presentation

In furtherance to our intimation dated 12nd February, 2026 and pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the presentation which will be shared with the investors. A copy of the said presentation is also being uploaded to the Company's website at www.greavescotton.com.

Kindly take the same on record.

Thanking You,

Yours faithfully,
For Greaves Cotton Limited

Atindra Basu
Group General Counsel & Company Secretary
Membership No: F13799

Encl.: a/a

Greaves Cotton Limited

Email ID: investorservices@greavescotton.com | **Website:** www.greavescotton.com

Registered Office: J-2, MIDC Industrial Area, Chikalthana, Aurangabad - 431210, India

Corporate Office: Unit No.1A, 5th Floor, Tower 3, Equinox Business Park, LBS Marg, Kurla West, Mumbai - 400070, India

Tel: +91 22 41711700 | **CIN:** L99999MH1922PLC000987

ENGINEERING | E-MOBILITY | RETAIL | FINANCE | TECHNOLOGIES

165 YEARS OF ENGINEERING EXCELLENCE

70+
EXPORT COUNTRIES



60+ LAKH+
ENGINES IN USE



3.8
Billion + ekMs



1 LAKH+
GENSETS IN USE



GREAVES
Empowering Lives

A journey of growth since 1859

Built on Legacy. Driving India Forward



1859

Founded by James Greaves; later strengthened by George Cotton, forming Greaves Cotton & Company.



1947

Became an Indian company under industrialist Lala Karam Chand Thapar.



2005

Launched eco-friendly light diesel engine compliant with Bharat Stage II norms.



2019

Launched a single-cylinder BS-VI diesel engine for 3W applications. Acquired Ampere Vehicles, expanding presence into e-mobility, renamed Greaves Electric Mobility Limited.



2021

Invested INR 700 crore in the Ranipet EV plant; MoU signed with the Government of Tamil Nadu.



2024

Launched CPCB IV+ gensets and inaugurated as automated motor and controller conveyor line at the Shendra Plant operated by entirely by a 100% women's workforce



1939

Entered a joint venture with Ruston & Hornsby (UK) to manufacture diesel engines in India.



1976

Partnered with Lombardini Motori to set up a light diesel engine unit in Aurangabad.



2006

Inaugurated the Technology Centre in Aurangabad for automotive products.



2020

Launched the 'Genius' genset series; acquired 74% stake in Bestway Agencies Pvt. Ltd (BAPL) Ampere launched the Magnus Pro E-Scooter.



2023

Acquired Excel Control linkage, marking strategic expansion into advanced motion-control solutions.



2025

Launched G499W Euro V+ diesel engine for 4W microcars; Ampere Magnus won Electric Scooter of the Year.

Our Corporate Structure

Unlocking Synergies Across a Diversified Portfolio

Greaves Cotton Limited



ENERGY SOLUTIONS



MOBILITY SOLUTIONS



INDUSTRIAL SOLUTIONS

Subsidiaries

Excel Controlinkage Private Limited

Greaves Technologies Limited

B2B
Core
Businesses

GREAVES
Empowering Lives

B2C
Investee
Businesses

GREAVES
ELECTRIC MOBILITY
LTD



GREAVES
FINANCE LIMITED

ev.fin
By GREAVES

STRATEGIC

Approach

A Future-Ready Engineering Solutions Company - **GREAVES.NEXT**

GREAVES.NEXT



The Beginning of the next 165 Years...

Legacy, Reinvented

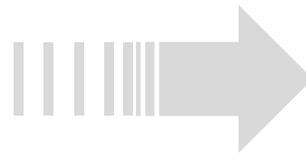
165 Years of Engineering. Now Powering India's Energy & Mobility Future

We have evolved primarily from being a pioneer in

**Single Product,
Single Fuel Company**

...To a

Trusted, Innovative
**Future-Ready,
Engineering Solutions
Company**



A New India is Emerging....

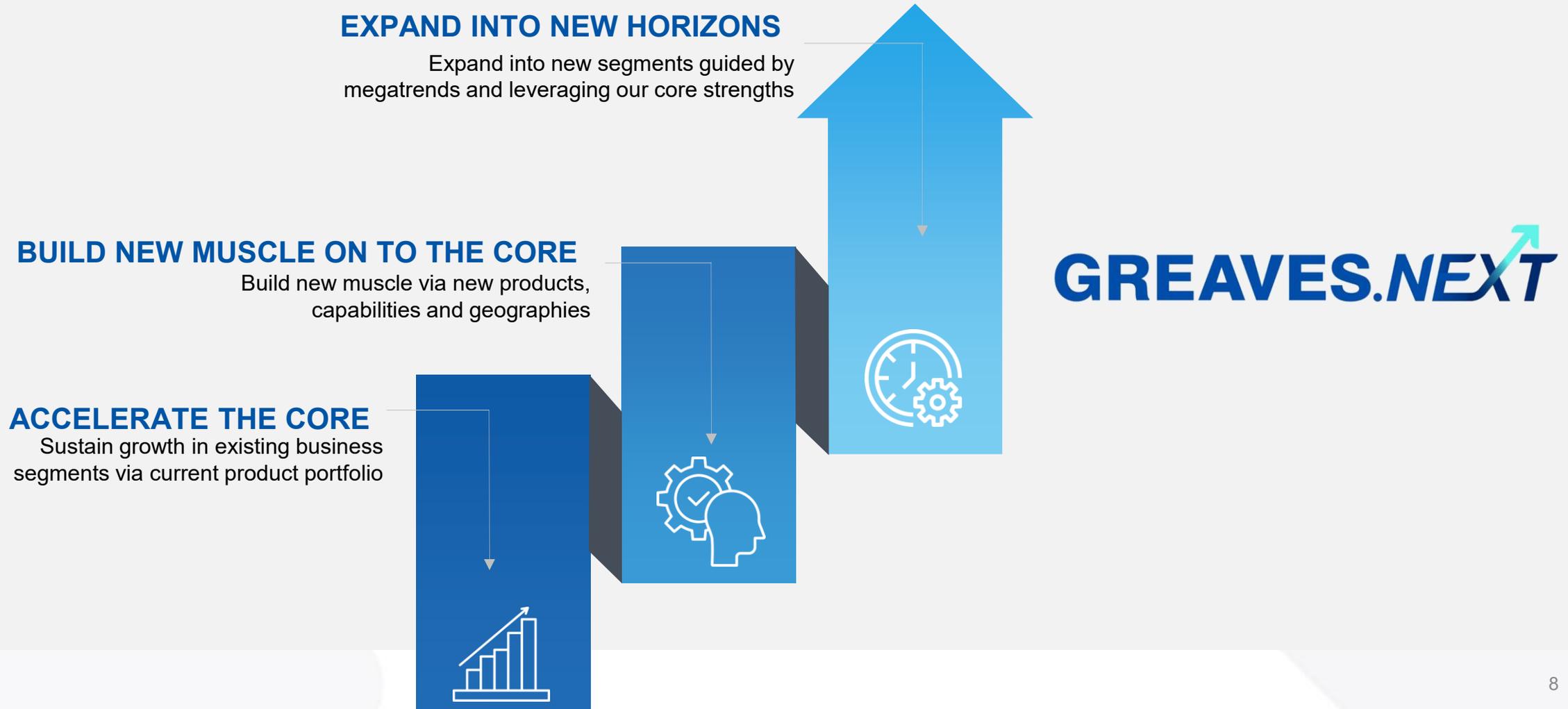
Evolving Regulations, Rising Demand, Expanding Opportunities

SUSTAINABILITY AND ADVANCED MOBILITY



... So are We

Positioned as a Trusted, Future-Ready, Innovative Engineering Solutions Company



Multi Year Transformation across Key Focus Areas

One Group. Three Core Segments



Breakout growth in **ENERGY SOLUTIONS**

- Pivot from **product company to solutions provider**
- Strengthen **distribution**
- Focus on **customer life-time value**



Strengthen **MOBILITY SOLUTIONS OFFERING**

- Deepen OEM collaborations by **leveraging manufacturing muscle**
- **Expansion of product platforms** into adjacencies for Engineered Components
- Shape **alternative fuel** powertrain ecosystem



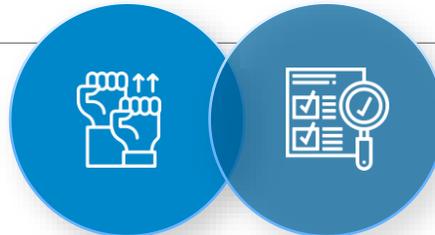
Enhance **INDUSTRIAL SOLUTIONS GROWTH**

- Build **new, compact platforms** for new applications
- Strengthen **OEM tie-ups & dealer networks**
- **Sustain leadership** in critical firefighting applications

Focus on growing **International business**

Organizational Enablement

- Leadership depth
- Digital enablement
- Operational excellence with superior R&D



Future Readiness

- Operational agility
- Capability development
- Advance innovation

Strategic Direction

The Next Phase of Transformation



Focused on **sustained organic growth**, complemented by **selective inorganic opportunities**

Organic Growth Engine
16-20 CAGR %



Priority on **execution discipline**, portfolio mix optimization and capital efficiency

EBITDA margins
13 - 15%



Investing in **product development, capability improvement, automation, and modernization**

Prudent Investment Plan
₹ 500 – 700 cr.



Expanding Beyond India with a focus on increasing International Business Share

Increasing Energy Solutions share to make it a dominant part of portfolio



Leveraging manufacturing expertise for potential growth across businesses



Enhance market-orientation and drive growth by strengthening OEM partnerships



Advancing excellence in product quality and technology



Early Wins

Driving the Momentum



Partnership with **European OEM Ligier**

Euro V+ Certified Diesel Engine
Vehicles retailed across 16 countries



21% Growth

Transitioning towards a solutions company:
building synergies across Sales,
Service and Spares



SBDO Global Supplier Quality Award

Shortlisted among Top 20 out of 1000+
global mechanical component suppliers



Disclaimer

This presentation may include statements of future expectations and other forward-looking statements based on management's current expectations and beliefs concerning future developments and their potential effects upon Greaves Cotton Limited and its subsidiaries/ associates ("Greaves"). These forward-looking statements involve known or unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Important factors that could cause actual results to differ materially from our expectations include, amongst others: general economic and business conditions in India and overseas, our ability to successfully implement our strategy, our research and development efforts, our growth and expansion plans and technological changes, changes in the value of the Indian Rupee and other currency changes, changes in the Indian and international interest rates, change in laws and regulations that apply to the related industries, increasing competition in and the conditions of the related industries, changes in political conditions in India and changes in the foreign exchange control regulations in India. Neither Greaves, nor our directors, or any of our subsidiaries/associates assume any obligation to update any forward-looking statement contained in this release.

GREAVES ELECTRIC MOBILITY LIMITED is proposing, subject to receipt of requisite approvals, market conditions and other considerations, to make an initial public offering of its equity shares and has filed a draft red herring prospectus dated December 23, 2024 ("DRHP") with SEBI and the Stock Exchanges. The DRHP is available on the website of SEBI at www.sebi.gov.in, on the websites of the Stock Exchanges, i.e., BSE and NSE at www.bseindia.com and www.nseindia.com, respectively, on the website of the Company at www.greaveselectricmobility.com and on the websites of the BRLMs, i.e. Motilal Oswal Investment Advisors Limited at www.motilaloswalgroup.com, IIFL Capital Services Limited (*formerly known as IIFL Securities Limited*) at www.iiflcap.com and JM Financial Limited at www.jmfl.com, respectively. Any potential investors should note that investment in equity shares involves a high degree of risk. For details, potential investors should refer to the red herring prospectus which may be filed with the Registrar of Companies, Tamil Nadu at Chennai in the future. Potential Bidders should not rely on the DRHP filed with SEBI and the Stock Exchanges in making any investment decision.

This announcement does not constitute an invitation or offer of securities for sale in any jurisdiction. The Equity Shares have not been and will not be registered under the U.S. Securities Act of 1933, as amended ("**U.S. Securities Act**"), and may not be offered or sold within the United States except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable U.S. state securities laws. Accordingly, the Equity Shares are only being offered and sold (i) within the United States to "qualified institutional buyers" (as defined in Rule 144A under the U.S. Securities Act) in private transactions exempt from the registration requirements of the U.S. Securities Act, and (ii) outside the United States in offshore transactions in reliance on Regulation S and the applicable laws of the jurisdiction where those offers and sales occur. There will be no public offering of the Equity Shares in the United States.

Thank You

Greaves Cotton

Ashish Kale

ashish.kale@greavescotton.com

Keya Muriya

keya.muriya@greavescotton.com

Adfactors PR

Shubham Sangle

shubham.sangle@adfactorspr.com

Wamika Arora

wamika.arora@adfactorspr.com