

REF: TEIL:SE:

Date: 29<sup>th</sup> May, 2026

BSE Limited Phiroze Jeejeebhoy Towers Dalal Street, Fort, Mumbai – 400 001 Thru: BSE Listing Centre	National Stock Exchange of India Limited Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (E) Mumbai – 400 051 Thru: NEAPS
Scrip Code: 532356	Symbol: TRIVENI
<b>Sub: Presentation for Q4 &amp; FY26 ended March 31, 2026</b>	

Dear Sirs,

We send herewith a copy of Presentation on the performance of the Company for the Q4 & FY26 (consolidated) ended March 31, 2026 for your information. The same is also being made available on the Company's website [www.trivenigroup.com](http://www.trivenigroup.com).

Thanking you,

Yours faithfully,

**For Triveni Engineering & Industries Ltd.**



**GEETA BHALLA**  
Group Vice President &  
Company Secretary  
M.No.A9475

**GEETA**  
**BHALLA**

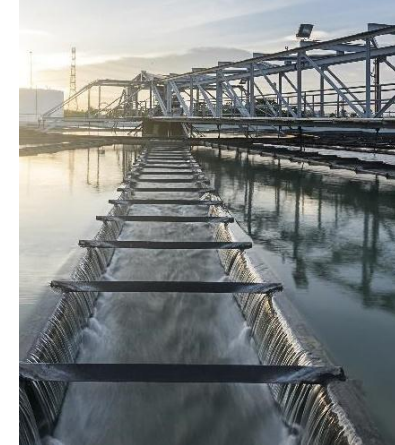
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by GEETA BHALLA  
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Encl: As above

# INVESTOR PRESENTATION

## Q4 FY 26

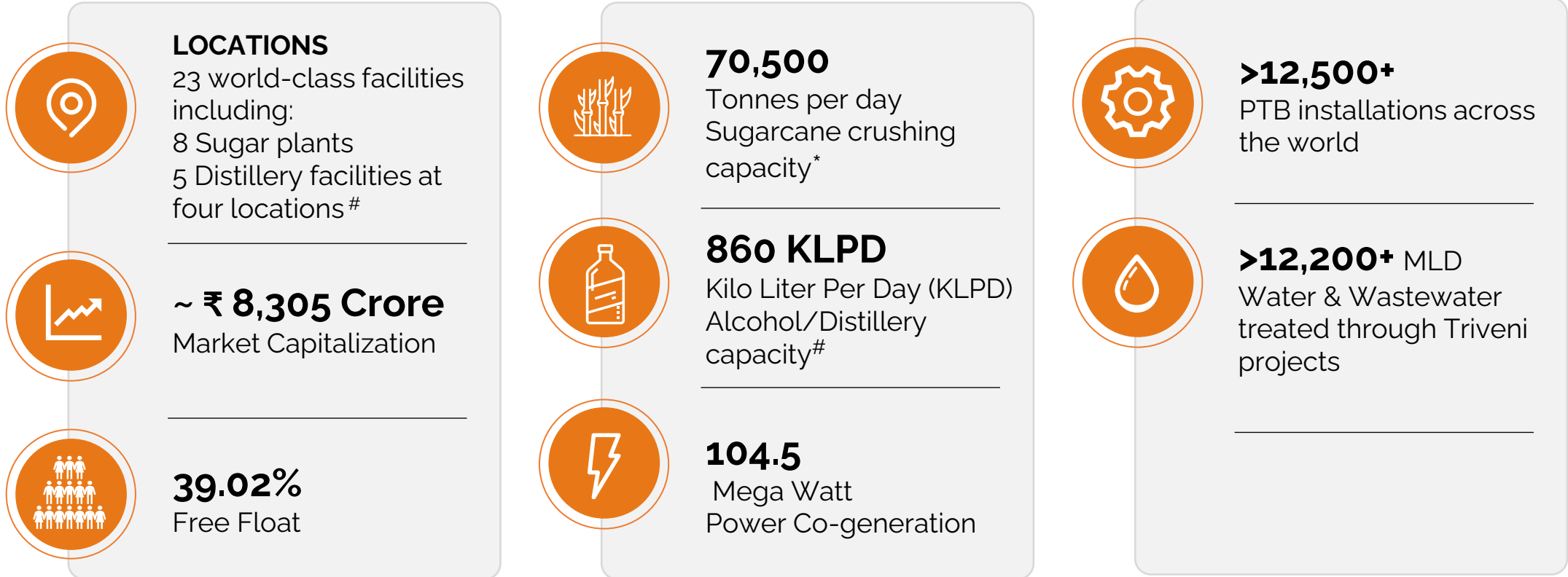
29 May 2026



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# TRIVENI AT A GLANCE



Note:  
Market Capitalization and Free Float as on March 31, 2026 for Triveni Engineering & Industries Ltd. (TEIL)  
# Excluding the distillery unit of 100 KLPD located at Shamli

# OUR STRENGTHS



## Strong Leadership & Governance

- **Experienced management team** with a proven track record of value creation across diverse sectors.
- **Robust corporate governance** with a majority-independent board comprising members with diverse and distinguished backgrounds.



## Market Leadership

- **Among the leading players** in the India's sugar industry with best-in-class infrastructure and forward integration into distilleries.
- **Dominant position in high-speed gearboxes** domestically and expanding international footprint.
- **Operating in industries with high entry barriers** and long gestation periods, ensuring sustainable competitive advantage.



## Financial Strength & Resilience

- **Significantly strengthened balance sheet** over the past five years, enhancing the Company's risk-return profile.
- **Demonstrated ability to incubate and scale businesses**, reflecting strategic foresight and execution capability.



## Stakeholder Trust & Ecosystem Integration

- **Deep-rooted relationships** with external stakeholders, including suppliers, customers, and regulatory bodies, fostering long-term stability and growth.



## Strategic Tailwinds & Growth Drivers

- **Well-positioned to benefit from rising rural prosperity** and increasing Government focus on agriculture and rural development.
- **Import substitution opportunities** in both ethanol (biofuel) and engineering segments, aligning with national priorities.

# OUR BUSINESS-WISE OUTLOOK



## SUGAR

- Continued push for varietal substitution of vulnerable Co238 – all units /areas which were subject to substantial red rot disease have fully controlled Co238 in planting in total area.
- Intensive crop protection and integrated pest and disease control program across units.
- Expecting relatively low impact of El-Nino in our areas.
- Key interventions in select units for improving efficiencies and plant reliability underway.
- Mitigation of cost pressures due to geo-political conditions.
- The sugar realisation prices are higher by 4% for the year, which, together with improved recoveries, has partially mitigated the impact of the increased cane price.
- In view of softened global prices, the exports have remained subdued and thus, it is imperative for the government to increase the MSP of sugar to ensure the long-term viability and profitability of the sugar sector.



## ALCOHOL

- Strong Government push for enhancing ethanol blending in petrol beyond E-20 and consumption through flex fuel vehicles as a strategic imperative in reducing crude oil imports.
- Expectation of higher ethanol offtakes by OMCs.
- Working on further enhancing efficiencies/achieving cost optimization at our distilleries.
- Hopeful of Government announcing enhancement of ethanol prices supplied from sugarcane-based feed stocks.
- In IMIL, continue to enhance market position and focus on improving profitability.
- In IMFL, focus is to strengthen distribution channels to enhance market presence and accessibility. We have recently expanded our IMFL range to Delhi, thereby significantly expanding our reach and footprint.



## POWER TRANSMISSION

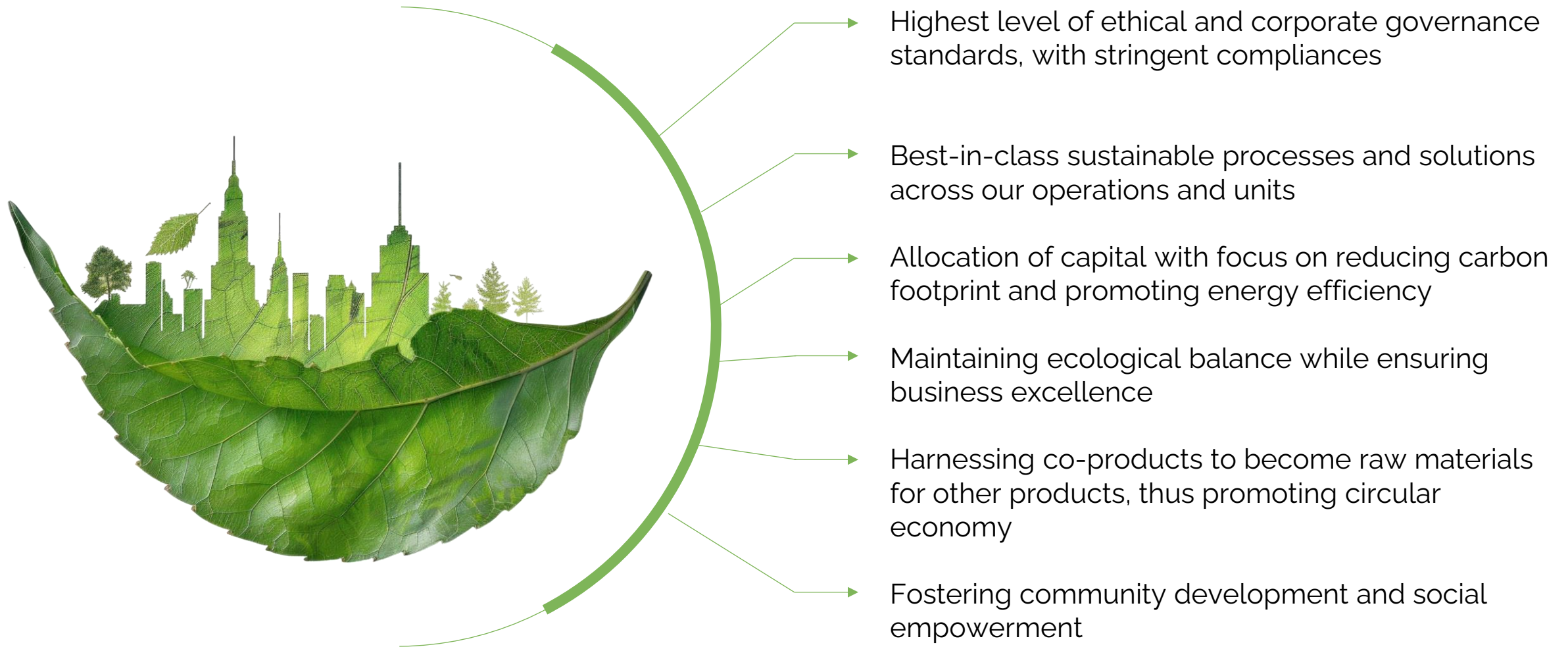
- Outlook for the domestic product segment within high-speed gears is promising with robust industrial capex and economic growth.
- Significant uptick in our enquiry levels. Product enquiries in FY26 have doubled and in Aftermarket segment, have grown by 43% as compared to previous year. Higher enquiries witnessed from the export market.
- Closing order book is higher by 24% .
- Major machineries like CNC lathe machine, Deep hole drilling machine, Boring machine etc. have been successfully installed and commissioned at the new Defense facility with production in progress.
- Continued engagement with key customers and major OEMs and proven technical competence provide opportunities to expand in the export market. Expanding our inclusion in approved vendor list of major OEMs, EPCs and other potential customers.



## WATER

- Supported by funding from Central & State governments including from external sources, new opportunities are emerging in recycle, reuse and Zero Liquid Discharge kind of business on EPC as well as PPP model and wherever industries are available as off-takers for buying treated sewage, this model is expected to emerge significantly predominantly in thermal power sector.
- The Company is also evaluating select international opportunities in Water & Wastewater treatment projects mostly wherever it possesses pre-qualifications preferably on its own and funding is assured through multilateral and reputed agencies, etc.

# ENVIRONMENT, SOCIAL, GOVERNANCE (ESG) GUIDING PRINCIPLES





**RESTRUCTURING**

# CORPORATE STRUCTURE SIMPLIFICATION – SCHEME APPROVED

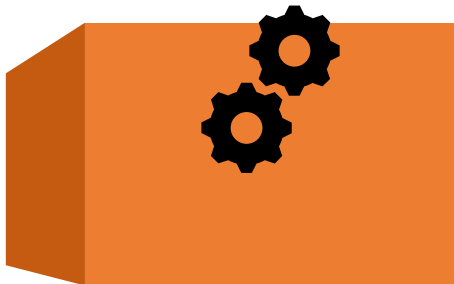


On [10 December 2024](#) the Board of Directors of Triveni Engineering & Industries Limited (TEIL/Amalgamated Company/Demerged Company), Sir Shadi Lal Enterprises Limited (SSEL/Amalgamating Company) and Triveni Power Transmission Ltd. (TPTL/ Resulting Company) have approved a Composite [Scheme of Arrangement](#) (Scheme).

**NCLT has approved the said Scheme vide its orders dated 07 May 2026 & 18 May 2026 and the Scheme has become effective from 19 May 2026 upon filing with ROC. Further steps necessary for implementing the Scheme (including corporate actions towards issue of shares) shall follow.**



Amalgamation of Sir Shadi Lal Enterprises Limited (SSEL) with Triveni Engineering & Industries Limited (TEIL). SSEL is a subsidiary of TEIL, in which TEIL holds a 61.77% stake presently.

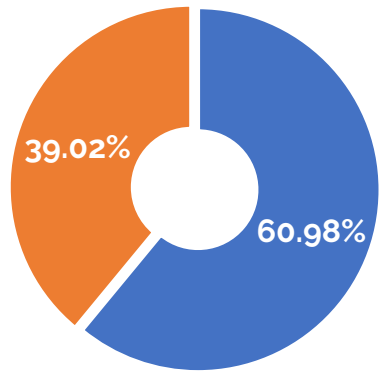


Transfer and vesting of PTB Undertaking (as defined in the Scheme) of TEIL to Triveni Power Transmission Limited (TPTL). TPTL is a wholly-owned subsidiary of TEIL presently.

# EXISTING AND RESULTANT STRUCTURE OF ENTITIES: TEIL & SSEL

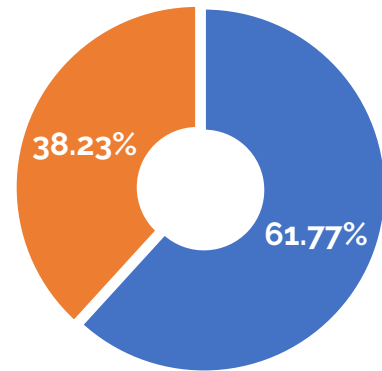


Before Amalgamation of SSEL with TEIL



■ Promoters ■ Public

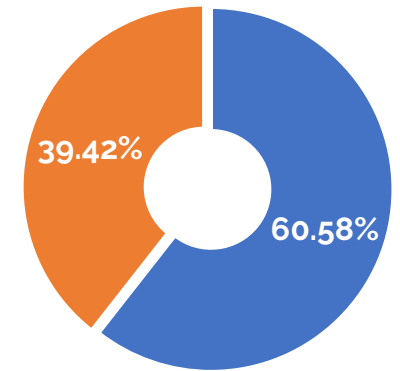
~21.89 cr shares of INR 1 each



■ TEIL (Promoter) ■ Public

~52.5 lakh shares of INR 10 each

After Amalgamation of SSEL with TEIL



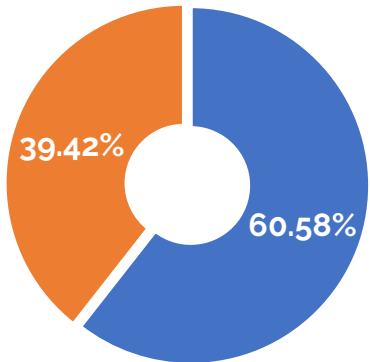
■ Promoters ■ Public

~22.04 cr shares of INR 1 each

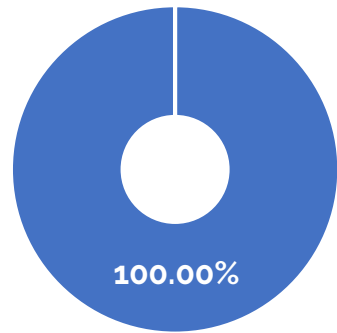
- Shareholding held by TEIL in SSEL (i.e. SSEL Promoter Shareholding) shall get cancelled pursuant to the Scheme
- SSEL shall stand dissolved without following the procedure of winding up, upon the Scheme becoming effective

# EXISTING AND RESULTANT STRUCTURE OF ENTITIES: TEIL & TPTL

After Amalgamation of SSEL with TEIL and before PTB Demerger



■ Promoters ■ Public



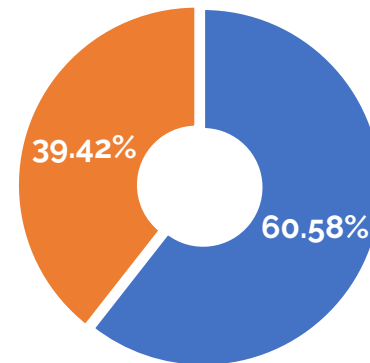
■ TEIL (Promoter)

~22.04 cr shares of INR 1 each

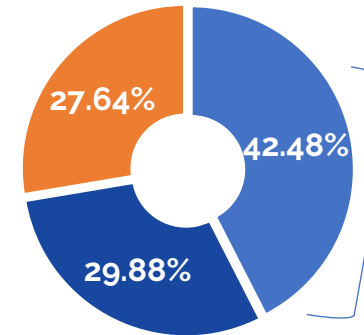
~3.13 cr shares of INR 2 each



After PTB Demerger



■ Promoters ■ Public



■ Existing Promoters of TEIL (Promoter)  
 ■ TEIL (Promoter)  
 ■ Public

72.36% Total Promoter Holding

~22.04 cr shares of INR 1 each

~10.48 cr shares of INR 2 each



# RATIONALE FOR DEMERGER OF POWER TRANSMISSION BUSINESS & RATIO OF ISSUE OF EQUITY SHARES BY TPTL



## Sharpened focus

The transfer of the PTB Undertaking (as defined in the Scheme) into TPTL will enable each business to sharpen its focus and organize its activities and resources to improve its offerings to their respective customers. This would help to improve its competitiveness, operational efficiency, agility and strengthen its position in relevant markets resulting in more sustainable growth and competitive advantage



## Competitive position and market penetration

PTB has attained a significant size, scale and has a large headroom for growth in its market. As PTB is entering the next phase of growth, the transfer and vesting of the PTB Undertaking into the Resulting Company pursuant to this Scheme would result in focused management attention and efficient administration to maximize its potential



## Value unlocking

Further, as PTB has separate growth trajectories, risk profile and capital requirement, the segregation of the PTB Undertaking and the Residual Business will enable independent value discovery and lead to unlocking of value for each business

TPTL will issue 1 equity share of face value INR 2 each to shareholders of TEIL for every 3 equity shares of face value INR 1 each held in TEIL, provided that the Existing Equity Shares held by TEIL shall continue to be held by TEIL in TPTL.



# OUR FINANCIAL HIGHLIGHTS

# OUR LONG-TERM HIGHLIGHTS



## Well Diversified and Growing

- FY 21-26 Gross Revenue CAGR 10.1%
- Rising revenue contribution# from non-sugar business from 20% to 46% during FY 2021-26

## Key Business Highlights

- Judicious investment in Sugar facilities to enhance sugarcane crush rate, sugar quality and efficiencies.
- Enhanced Alcohol distillation capacities over the years in alignment with Government's Ethanol Blended Petrol Program
- Power Transmission Business continues its long-term growth journey with increasing order book and continuous capacity expansion

01

03

## Strong balance sheet position

- Improved leverage and cost of funds over the period
- ICRA Long Term Credit Rating of AA+

04

## Consistent focus on returns

- Long history of returning cash through combination of dividend and buybacks including record buyback of ₹ 800 crore in FY 23 and sustained dividends over the years

05

## Focused on Value Creation

- Restructuring aimed at corporate structure simplification and value creation
- Divested 21.85% stake in Triveni Turbine Limited to monetize non-core assets and unbundle businesses in Sep 2022
- Announced Amalgamation of SSEL and Demerger of PTB in Dec 2024

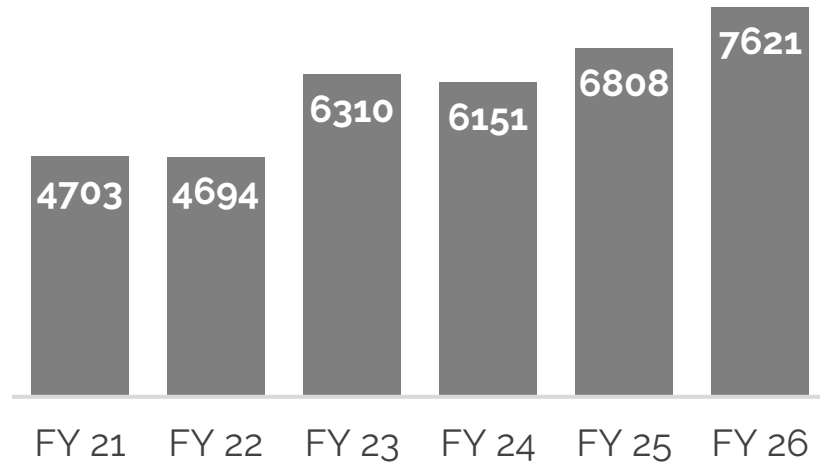
# Percentages calculated on Gross Revenue from Operations and intersegmental revenue adjusted from Sugar as these are largely due to sale of sugar by-products

# ROBUST FINANCIAL PERFORMANCE

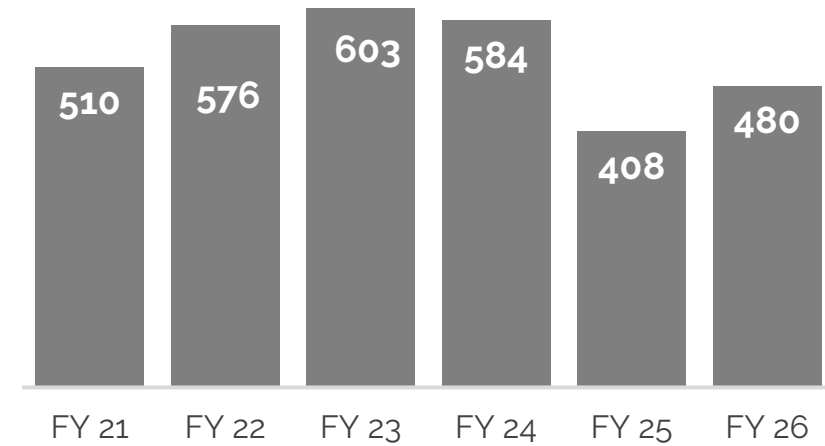


₹ Crore

## Revenue from Operations (Gross)\*



## Profit Before Interest and Tax (PBIT)



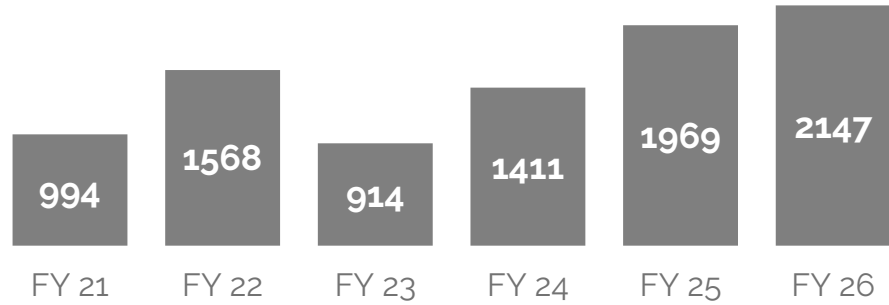
**Robust revenue growth of 10.1% p.a. during FY 2021-2026 with increasing contribution from non-sugar businesses**

Note: \* Revenue from Operations (Gross) include Excise duty of ₹ 1,330 crore in FY26, ₹ 1,119 crore in FY25, ₹ 931 crore in FY24, ₹ 693 crore in FY23, ₹ 403 crore in FY22 and ₹ 29 crore in FY21 on account of potable liquor sales

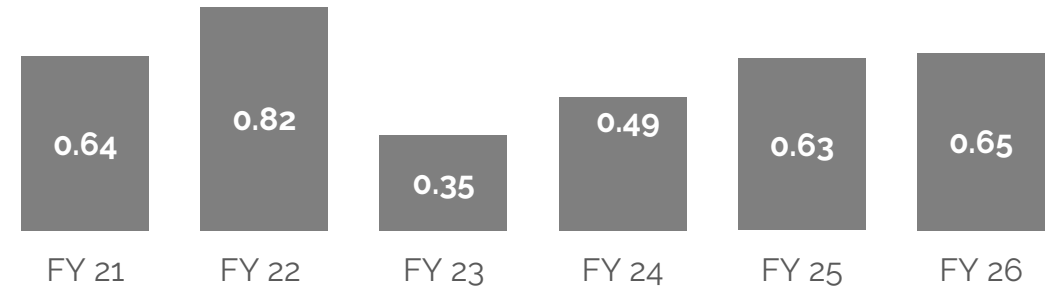
# STRONG BALANCE SHEET POSITION



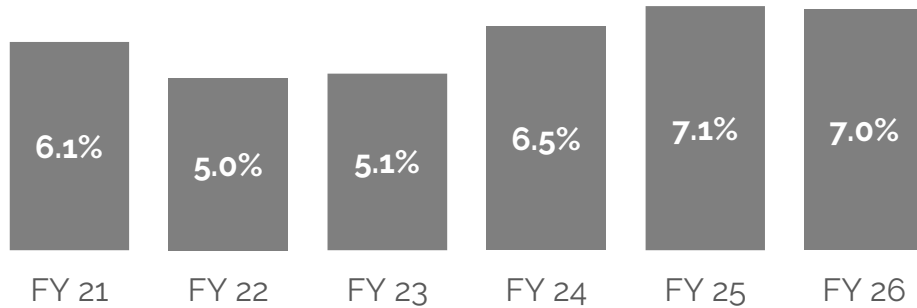
Total Consolidated Debt (₹ Crore)



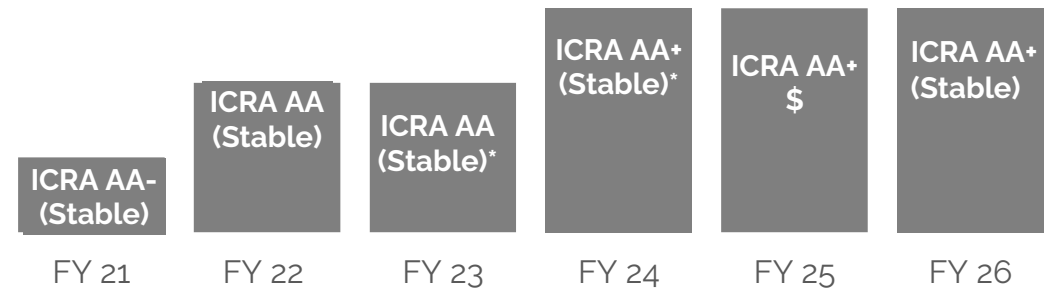
Total Consolidated Debt To Equity (x times)



Average Cost of Debt (Standalone)

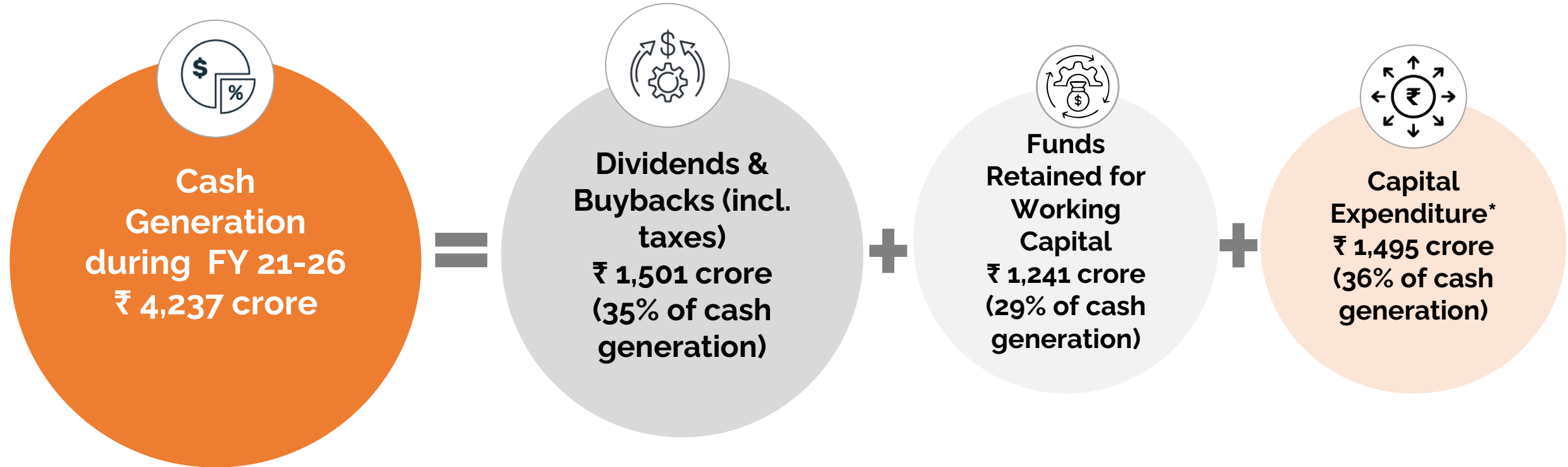


Long-term credit rating



Note: \*Upgraded to ICRA AA- (Positive) on April 6, 2021 and further upgraded to ICRA AA (Stable) on November 23, 2021. Reaffirmed on March 24, 2023. Upgraded to ICRA AA+ (Stable) on March 27, 2024. \$ Placed on ratings watch with developing implications on December 19, 2024 and reaffirmed as AA+ (Stable) by removing the rating watch on 27 May 2026

# CREATING SHAREHOLDER VALUE



Healthy mix of investments in business for future growth and returns to shareholders

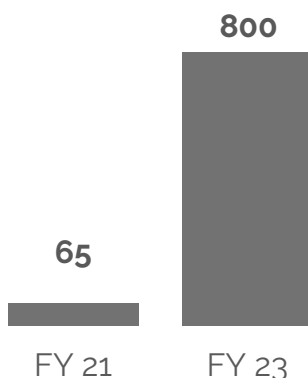
Note: Based on Standalone Statement of Cash Flows from FY 21 to FY 26

\*Capital Expenditure: Purchase of property, plant and equipment and intangible assets, net of term loans availed/paid

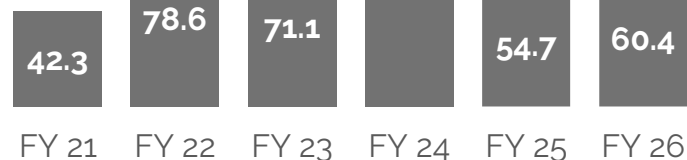
# ENHANCING SHAREHOLDER RETURNS THROUGH COMBINATION OF BUYBACKS & DIVIDENDS



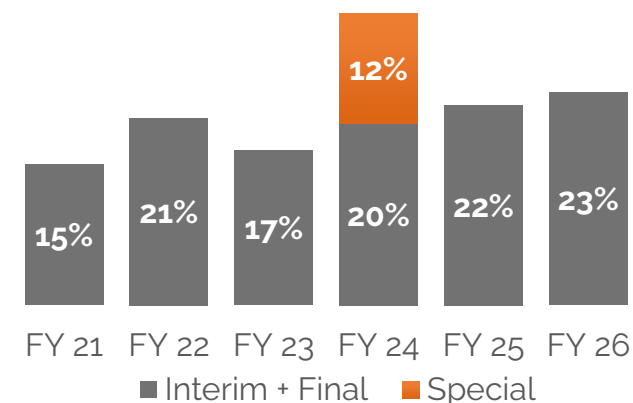
Buyback of Shares (₹ Crore)



Dividend (₹ Crore)



Dividend Payout Ratio (%)



- Past history of returning cash through combination of dividend and buybacks
- Concluded record buyback of ₹ 800 crore in FY 23
- Dividend of ₹ 2.75 per equity share for FY 26
- Dividend Policy: Payout ratio of the dividend is in the range of 15-25% of the normal business income after deduction of tax

Note: The Company completed buyback of ₹ 100 crore, ₹ 65 crore and ₹ 800 crore in August 2019, August 2020 and February 2023 respectively. Buybacks under FY 20 and FY 21 were announced in preceding year.

Dividend and buyback amounts are excluding taxes

FY 24 Dividend payout ratio of 12% represents special dividend of ₹ 2.25 per equity share

FY 26 Final Dividend of ₹ 1.25 per equity share is subject to approval from shareholders

# CONSOLIDATED FINANCIAL HIGHLIGHTS Q4 FY 26



₹ Crore

	Q4 FY26	Q4 FY25	Change %	FY 26	FY 25	Change %
Revenue from Operations (Gross)	1,834	1,925	(4.8)	7,621	6,808	11.9
Revenue from Operations (Net of excise duty)	1,508	1,629	(7.4)	6,291	5,689	10.6
EBITDA	286	317	(10.0)	624	534	16.9
EBITDA Margin	18.9%	19.5%	(0.6)	9.9%	9.4%	0.5
Profit Before Tax before exceptional item	221	255	(13.4)	378	324	16.7
Profit Before Tax (PBT)	229	255	(10.1)	364	324	12.3
Profit After Tax (PAT)	167	187	(10.5)	269	238	12.8
EPS (not annualised) (₹/share)	7.60	8.55	(11.1)	12.19	10.88	12.0

- **Net turnover (Net of excise duty) for FY26 increased by 10.6% due to higher sales volume in sugar and distillery segments and improved sugar realisation prices, while the Engineering business registered a marginal increase of 1%**
- **Profitability (before exceptional items) during FY26 is higher by 16.7%, attributable mainly to the Distillery segment on account of lower procurement costs of maize and other production/operational efficiencies.**



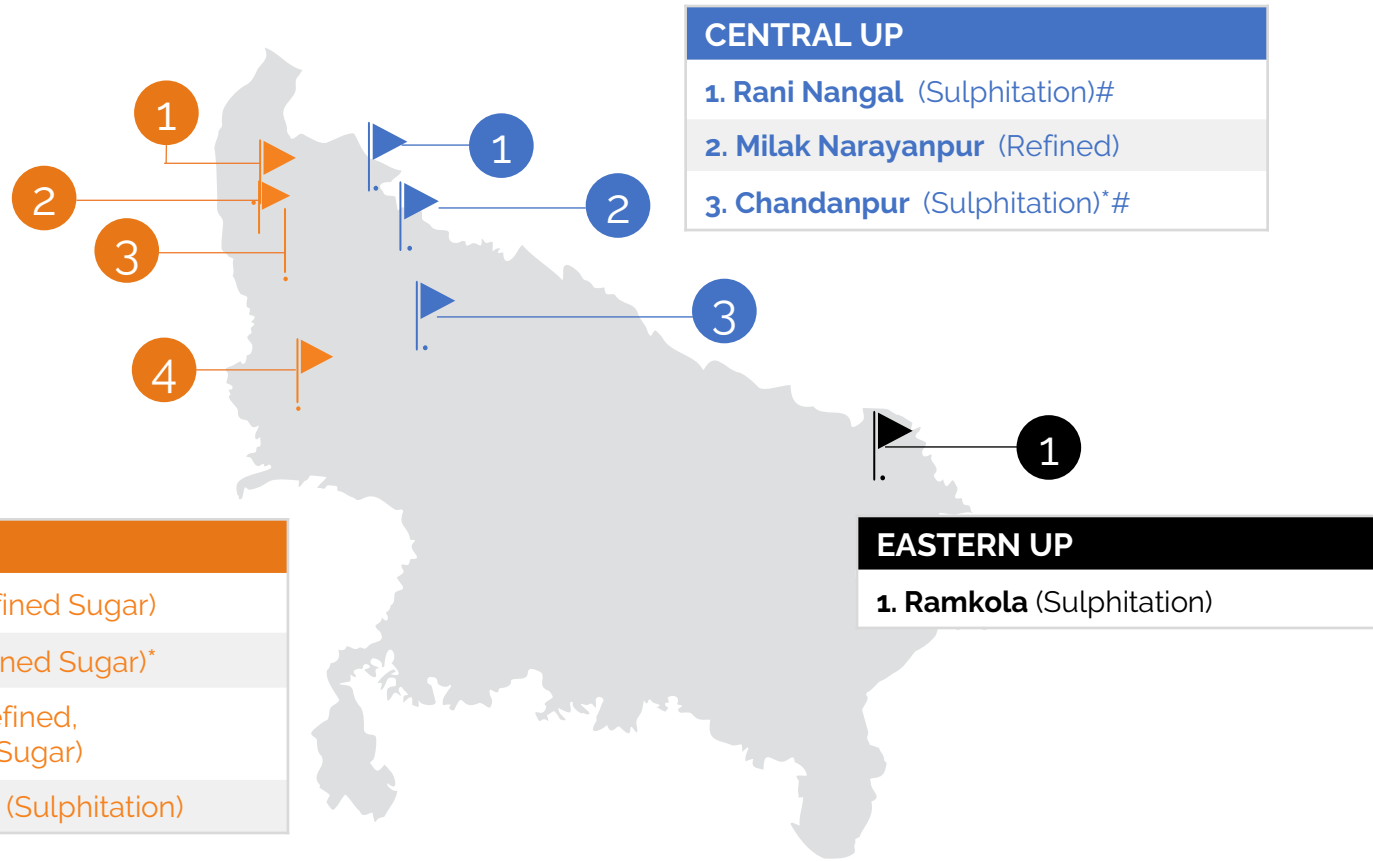
**OUR  
BUSINESSES**



**SUGAR**

# OUR SUGAR BUSINESS PROFILE

## Strategic Manufacturing Presence



### WE MANUFACTURE

- Refined sugar for high-grade end users
- Various grades of pharmaceutical sugar, which can be customised as per user requirements
- White crystal sugar



### OUR USPs

- Strategic Location
- Strong Sugar Recoveries
- Product Mix and Price Benefit
- Prestigious Customer base
- 360K+ farmer relationships

\* Bonsucro Certified  
# Largely selling to institutional clients

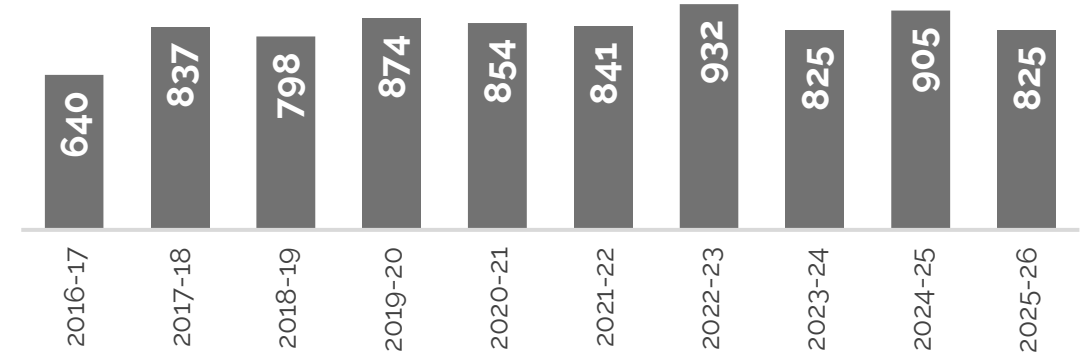
# SUGAR BUSINESS PERFORMANCE OVER THE YEARS



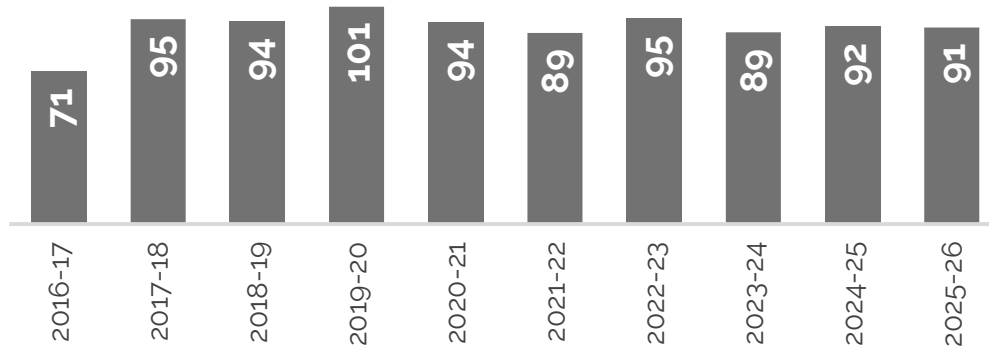
Area under Sugarcane (Lakh Hectares)



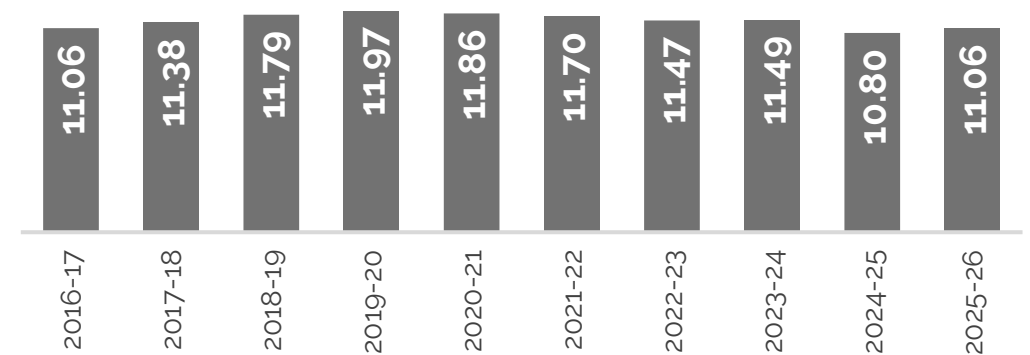
Sugarcane Crushed (Lakh Quintals)



Sugar Produced (Lakh Quintals)

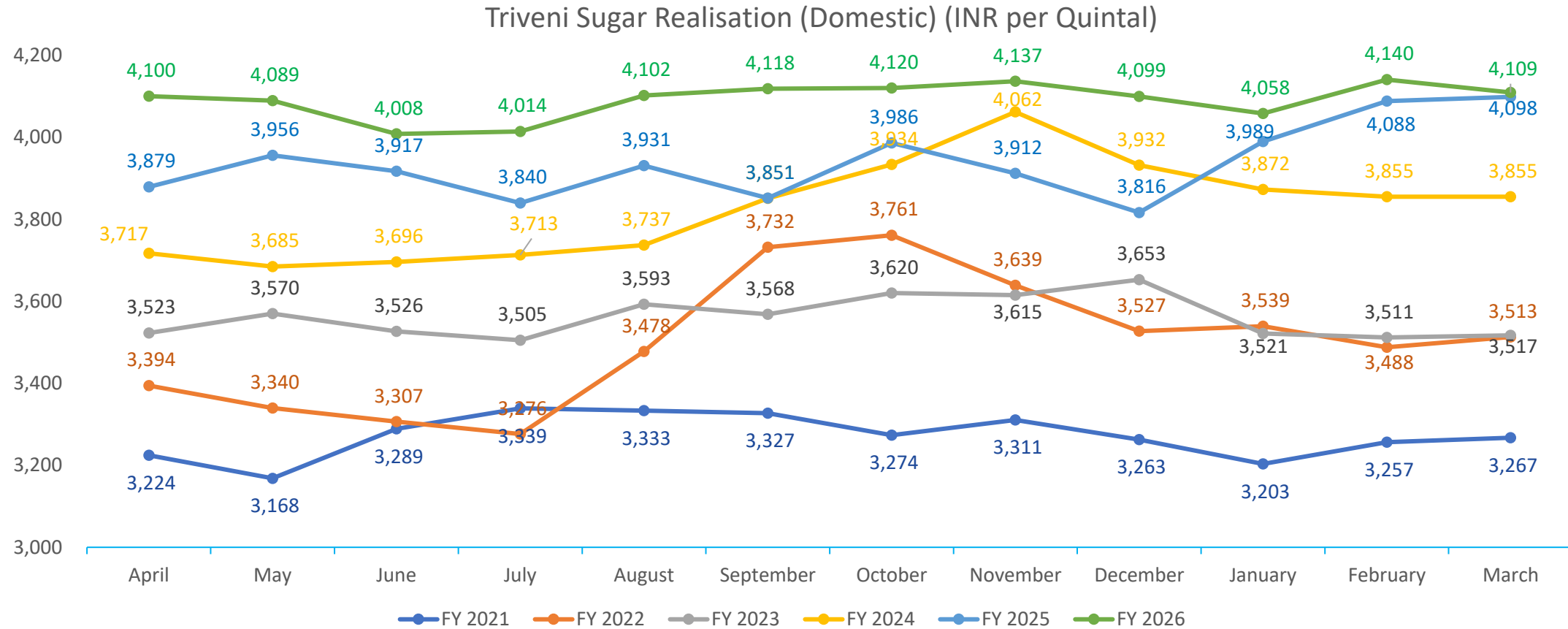


Gross Recovery (%)



Note: Data for Sugar Seasons; Gross recoveries (after adjustment on account of B-heavy molasses and syrup diversion)  
Crush for SS 2025-26 impacted by climatic factors across the state of UP

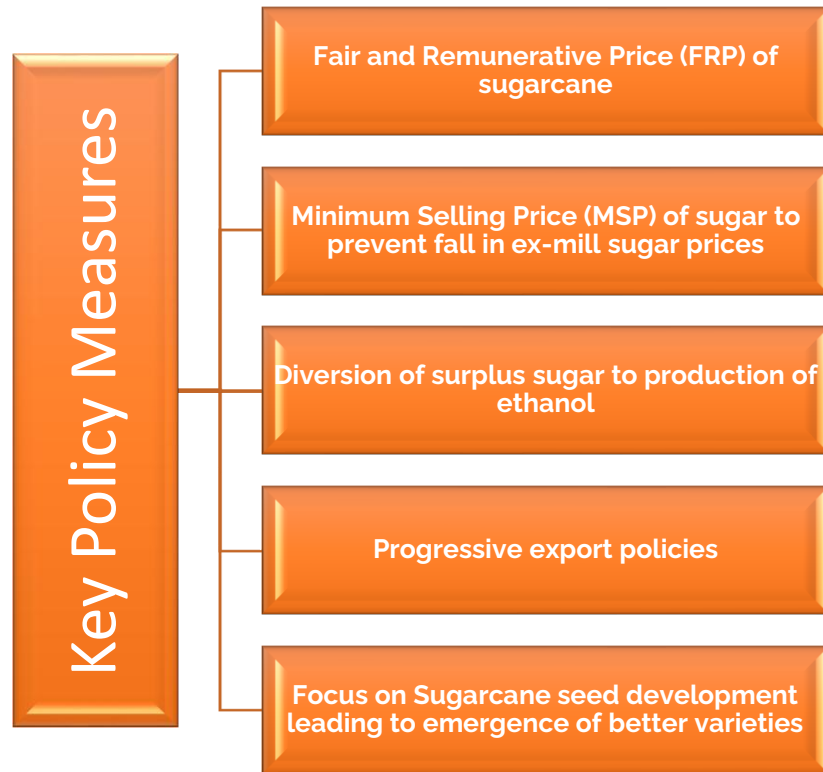
# SUGAR REALISATIONS SET TO STRENGTHEN



- Over the years sugar realisations have moved up significantly
- Sugar realisations have also been supported by an increasing share of refined sugar in institutional supplies, along with a higher proportion of pharma-grade sugar

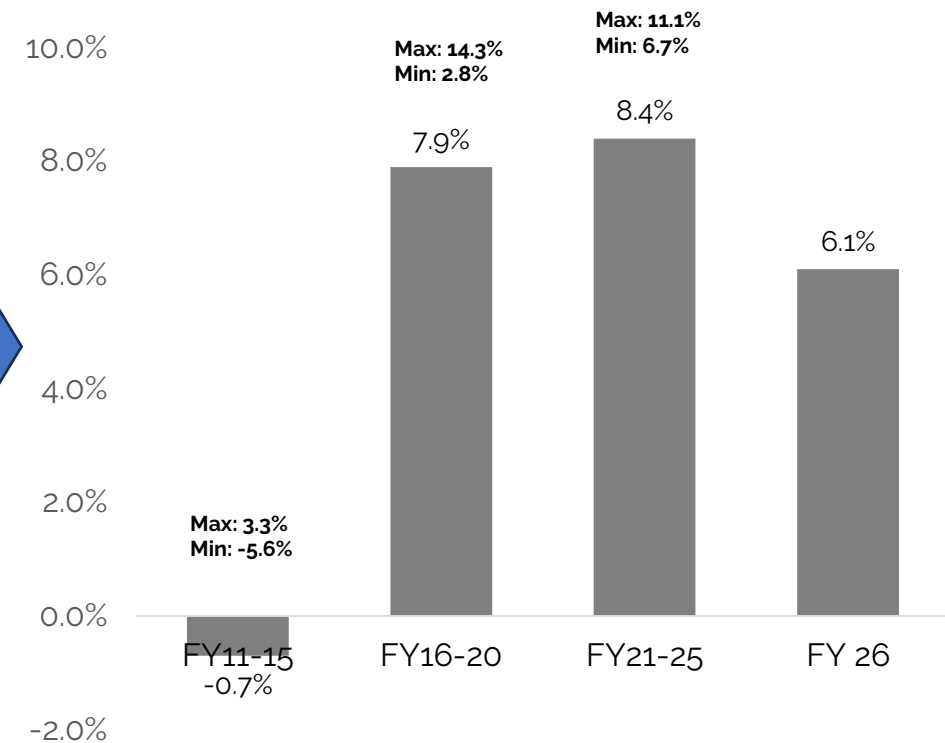
# Sugar Industry: Structural Shift Driving Margin Stability

We believe Sugar Industry has undergone significant changes in last few years, which has in turn significantly reduced the cyclical nature of the industry



Resulting in an improved and stable margin profile

Sugar Segment EBIT Margin

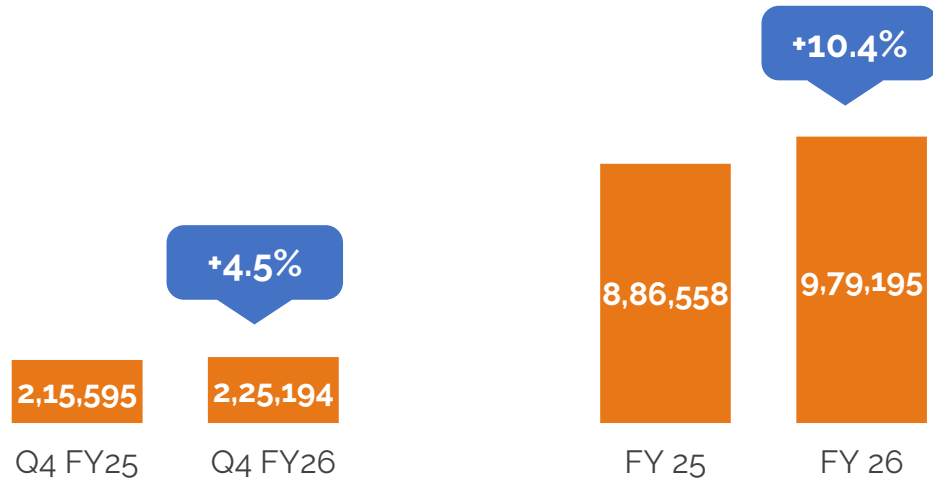


**A combination of supportive policy reforms and strategic diversification into ethanol has transformed the sugar industry from a cyclical to a structurally stable sector**

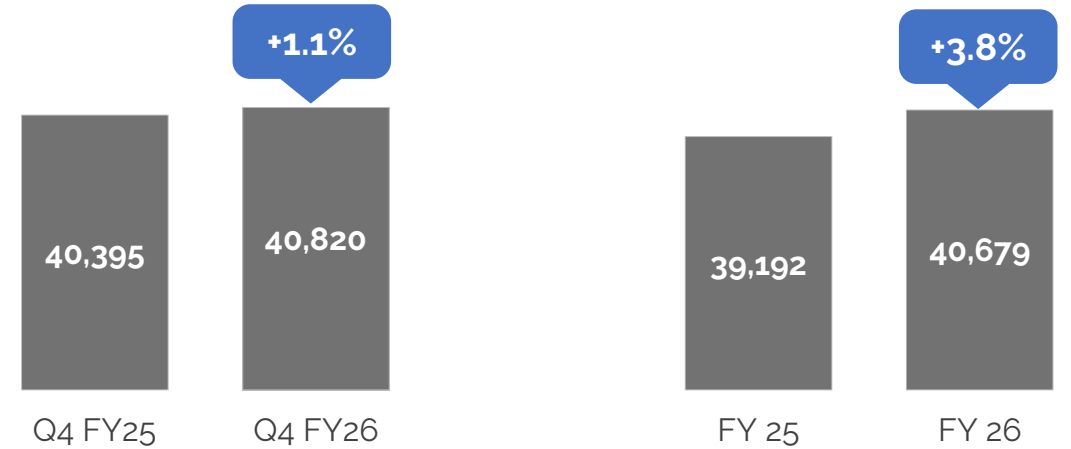
# SUGAR: VOLUMES AND REALISATIONS DRIVE TOPLINE GROWTH



### Domestic Sugar Dispatches (Tonnes)



### Average Realisation (₹/MT)

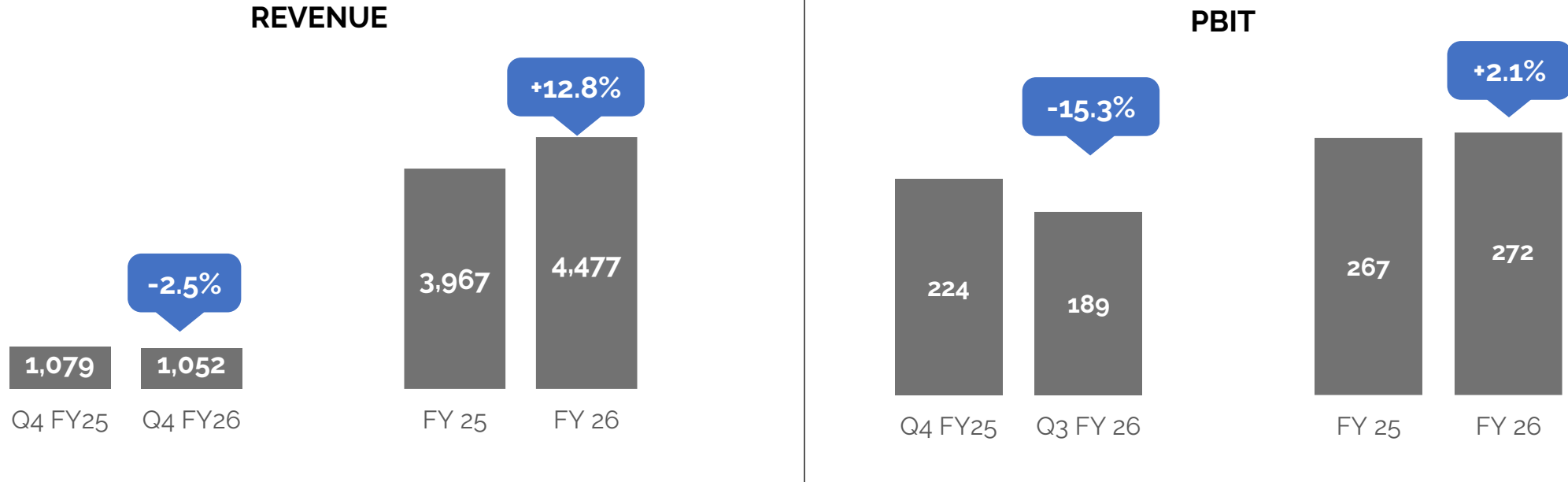


- FY26 witnessed a volume growth of 10.4% along with improvement in realisation by 3.8% on YoY basis

# SUGAR: PROFITABILITY IMPACTED BY HIGHER COSTS



₹ Crore

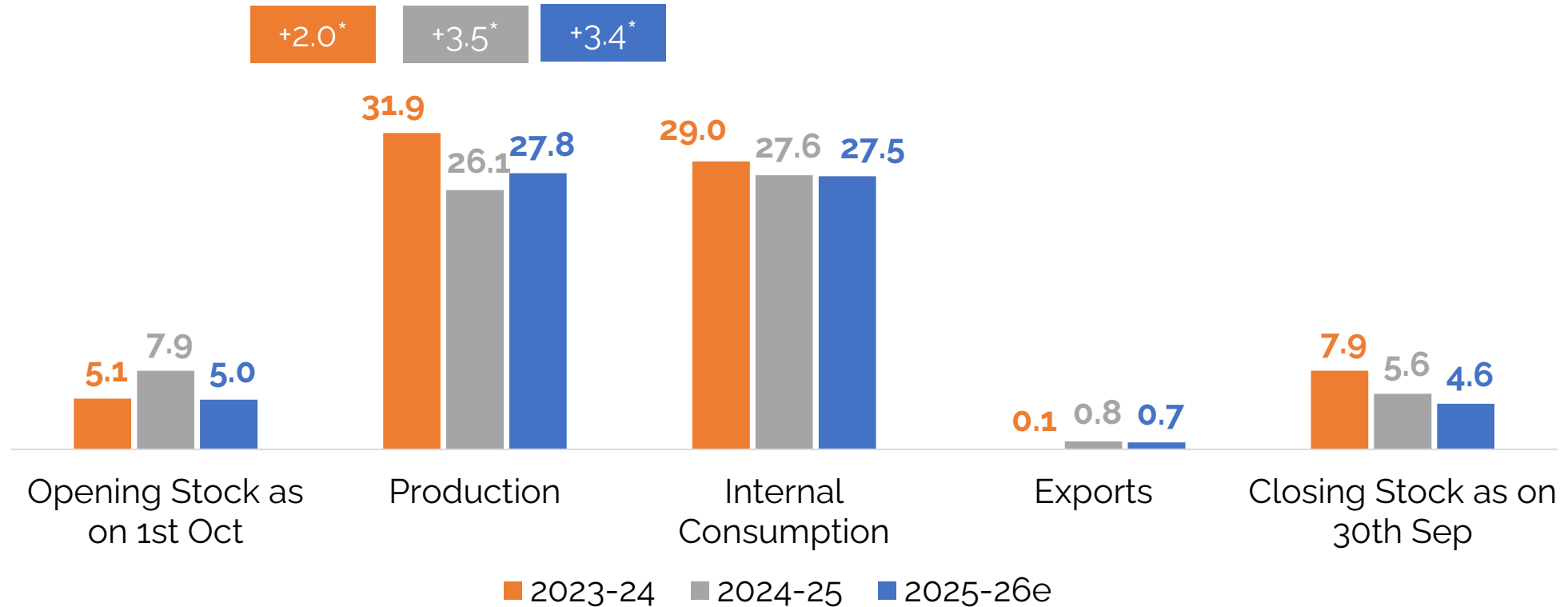


- Despite increase in cane price by Rs 300/MT, the improvement in profitability is due to higher sales volume, higher sugar realization price, higher recoveries and cost optimisation; additionally, the benefit of upward revision in power export tariff during FY26 was granted with retrospective effect from 01 April 2024 resulted in additional profit of ₹ 31 crores.
- The sugar inventory as on 31 March 2026 was 59.7 lakh quintals, which is valued at ₹ 38.09/kg (31 March 2025 – 60.4 lakh quintals valued at Rs 37.62/Kg)

# INDIA SUGAR BALANCE SHEET: IN DEFICIT IN 2024-25 BUT SURPLUS IN 25-26



in million tonnes



- **SS 2025-26e: Market projected to be deficit (net 0.4 MMT), based on 31.2 MMT gross production, 3.4 MMT ethanol diversion, and 0.7 MMT exports**

\*Sugar diversion to ethanol production in million tonnes

# SUGARCANE DEVELOPMENT PROGRAMME – KEY HIGHLIGHTS



**A Structured Varietal Substitution Programme** for the mutual benefit of the Company and the farmers



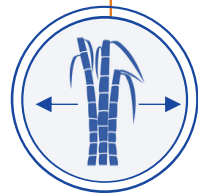
**Active engagement with farmers** through model demonstration (demo) plots



**Crop Protection** from different Pests & Diseases using a structured surveillance programme



Various **digital initiatives** towards sugarcane development programme



Significant focus on **Yield improvement** through various agronomic interventions



**Soil Health Improvement** for application of balanced dosage of fertilizers & nutrients as per soil analysis reports and recommendations



**Farm implements and mechanization** for enhancing inter-cultural operations, etc.



# ALCOHOL

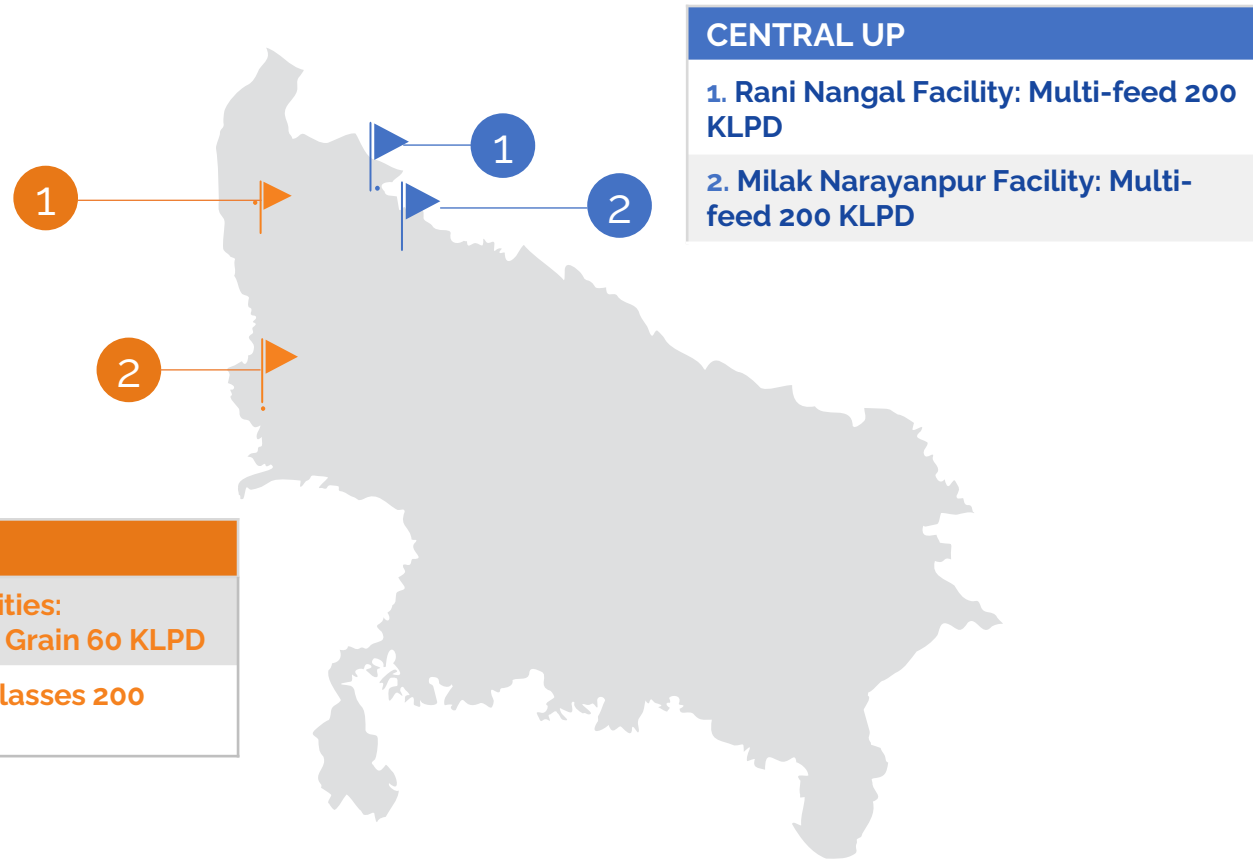
RAISSUE TANK  
DAAIT-2  
CAPACITY 199450BL

DENATURED RAISSUE TANK  
DAAIT-1  
CAPACITY 199450BL

DENATURED RAISSUE TANK  
DRSIT-1

# OUR ALCOHOL BUSINESS PROFILE

## Strategic Manufacturing Presence



### WE PRODUCE

- Bio-ethanol
- Extra Neutral Alcohol (ENA), Rectified Spirit (RS) and Denatured Spirit (SDS)
- Co-products such as DDGS, Potash-rich ash, CO<sub>2</sub>,

### OUR STRENGTHS

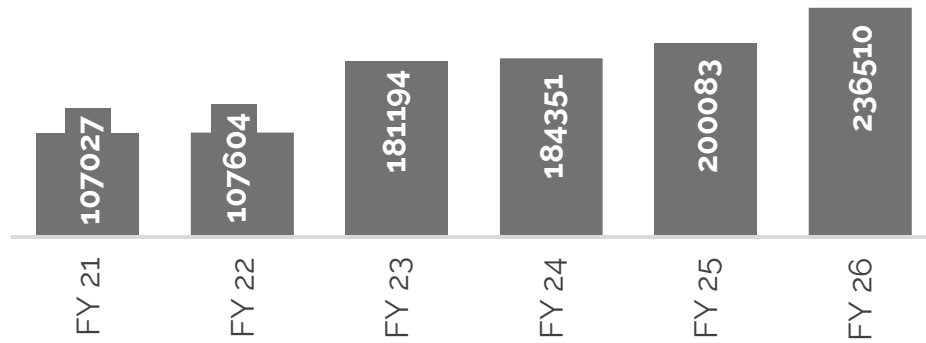
- Integrated Operations
- Flexibility of feedstock
- High Operational Efficiencies
- Modern & Efficient Technology
- Focus on Environment, Health and Safety
- High-quality by-products

Note: Excluding the distillery plant of 100 KLPD located at Shamli since it has not operated during the year

# ALCOHOL BUSINESS PERFORMANCE OVER THE YEARS



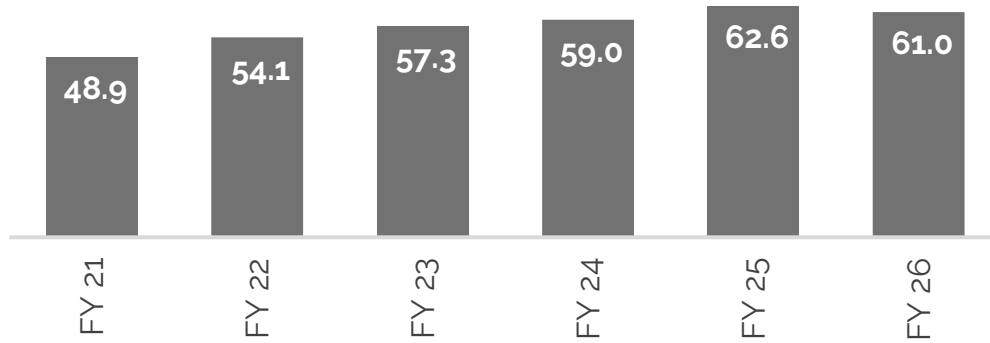
### Alcohol Production (in KL)



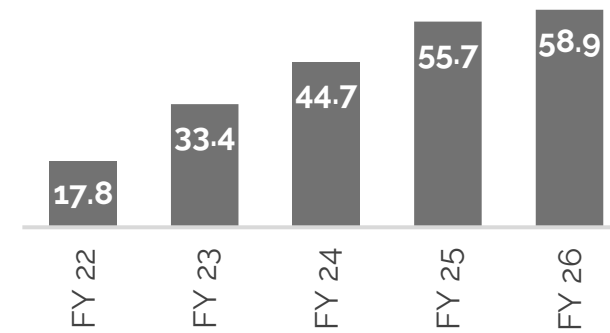
### Alcohol Sales (in KL)



### Average Realisation (₹/ ltr)



### IMIL Sales (Lakh Cases)



- Enhanced alcohol distillation capacity over the years in alignment with Ethanol Blended Petrol (EBP) Programme

## AMONG TOP 5 PLAYERS IN UP IN INDIAN MADE INDIAN LIQUOR BUSINESS



- We produce premium-quality molasses-based IMIL (Indian Made Indian Liquor) and grain-based UPML (UP Made Liquor), catering to the Uttar Pradesh market through an extensive distributor and retail network.
- Following capex announcements in FY 25, enhanced our capacity to produce 7.5 lac cases per month/ 90 lac cases per annum.
- In a short duration of 5 years, the Company has garnered a healthy market share in UP. It is also the fastest-growing IMIL liquor Company in UP with CAGR of more than 27% and among the top 5 players in the industry, committed to quality, innovation, and market leadership.



# INDIAN MADE FOREIGN LIQUOR WINS MULTIPLE AWARDS IN 1<sup>st</sup> YEAR OF LAUNCH



## MATSYA AWARDS

Spiritz Achievers Awards 2024

INDSPIRIT 2025

World Whiskies Award Design

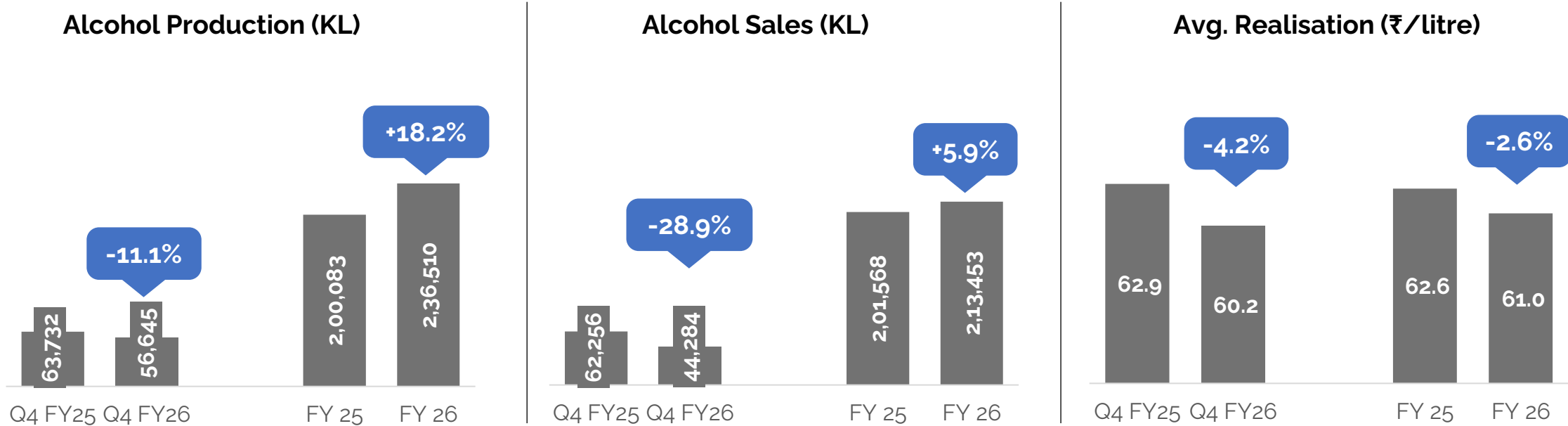


## THE CRAFTER STAMP

Spiritz Achievers Awards 2024

World Whiskies Award Design

# ALCOHOL: INCREASED VOLUMES DRIVEN BY CAPACITY ADDITION



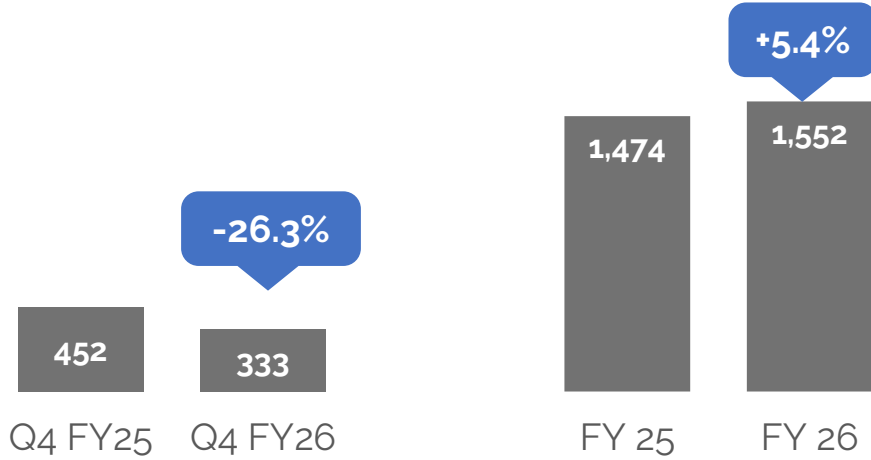
- Higher production / Sales Volume is on account of full operations in FY26 whereas in FY25, the production was impacted due to stabilisation period of the new grain distillery commissioned in April'24 as well due to distillery operations were impacted in view of shortage of feedstock.

# ALCOHOL: PROFITABILITY IMPROVED



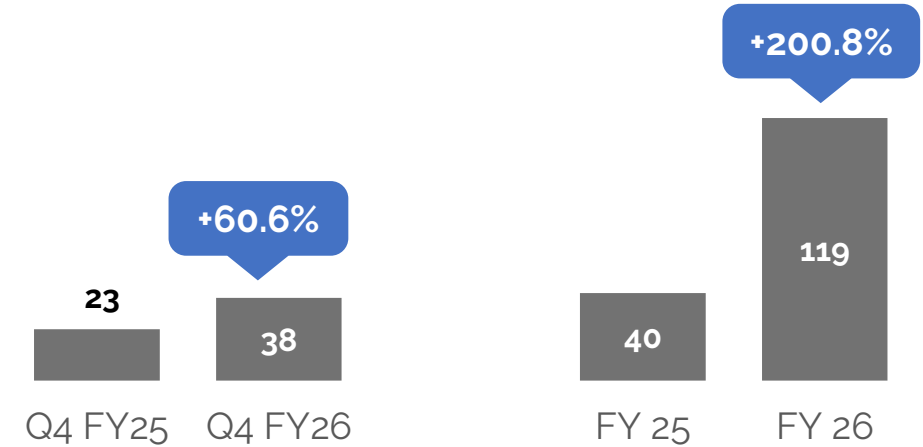
₹ Crore

## NET REVENUE\*



\* Revenue net of excise duty

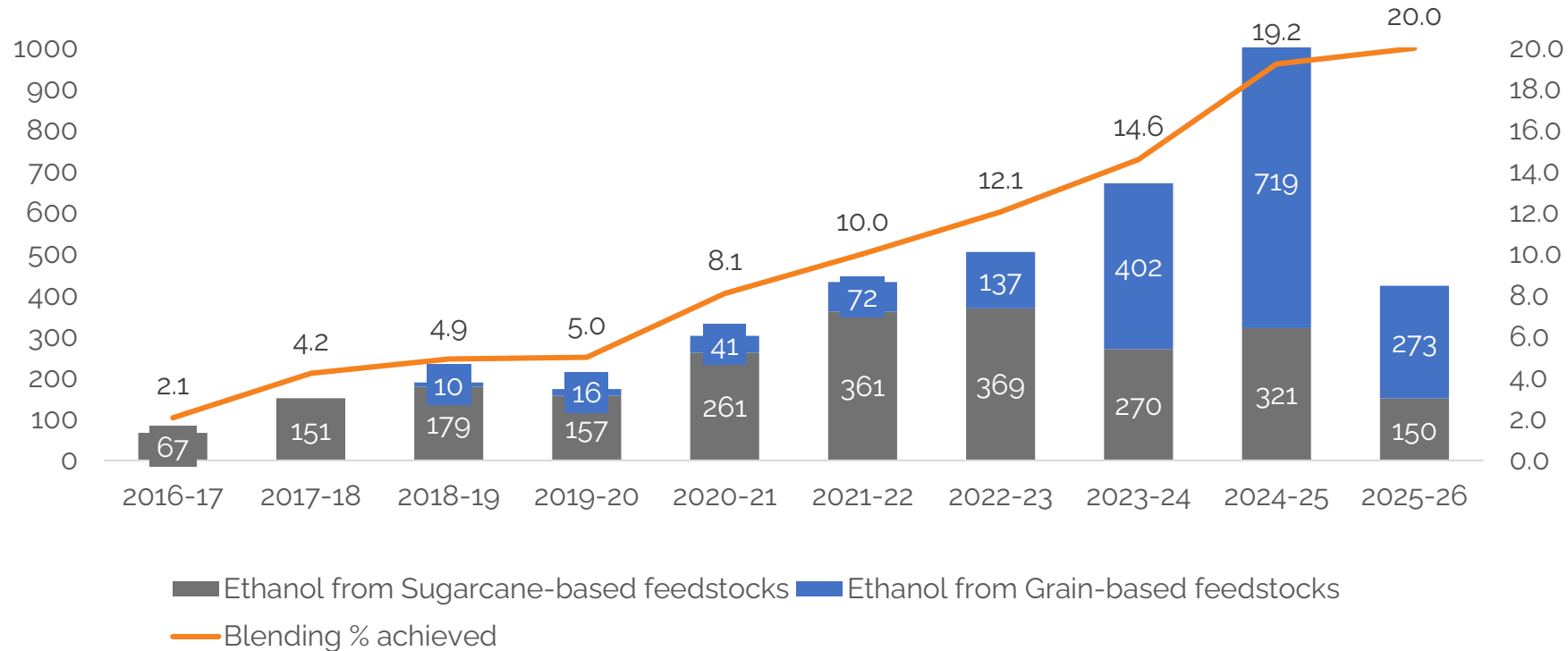
## PBIT



- Improvement in the profitability is due to lower procurement cost of maize, higher sales volume and internal efficiencies.

# EBP PROGRAMME DRIVING ETHANOL DEMAND

Ethanol Supplied (Cr. Litres)



- For ESY 2025-26 (cycle 1), OMCs have allocated 1,048 crore litres for supplies. Further allocation in subsequent cycle is awaited
- In view of rising crude oil import prices, various plans/ policy decisions are being evaluated to effectively utilise existing production capacities in the country. These include roadmap for ethanol blending “Beyond E20”, promotion & adoption of flex-fuel vehicles, Bio-Isobutanol blending with high-speed diesel, introduction of ethanol stoves etc.

Note: Data pertains to Ethanol Supply Year (ESY)



# POWER TRANSMISSION

## OUR GEARS PORTFOLIO

- High power & high-speed gears designed for steam turbines, gas turbines, compressors, pumps, blowers, and other special purpose industry applications
- Niche low speed gearboxes for mini hydel turbines, steel mills, sugar mills, rubber mixers and extruders, cement mills, thermal plants, plastics etc.
- Marine gearing solutions
- Spares and Aftermarket solutions
- Naval and Defence products

# POWER TRANSMISSION BUSINESS HIGHLIGHTS

**One of the largest** engineered-to-order turbo gear manufacturers in India



**Largest domestic market share across OEMs** & patronised by global OEMs across application spectrum like STG/GTG/ Compressor / Pumps / Blower / ID-FD Fans



**One of the few companies globally** catering to AGMA & API standards and supplying gearboxes to hazardous and sub-zero temperatures



**Reliable aftermarket services** throughout the product life cycle at the lowest cost, thus maximising uptime and performance



**Cost and Quality Leadership** are the major differentiators



**Industry leading Product delivery cycle:** Ranging from few weeks to 6 months for full gearboxes



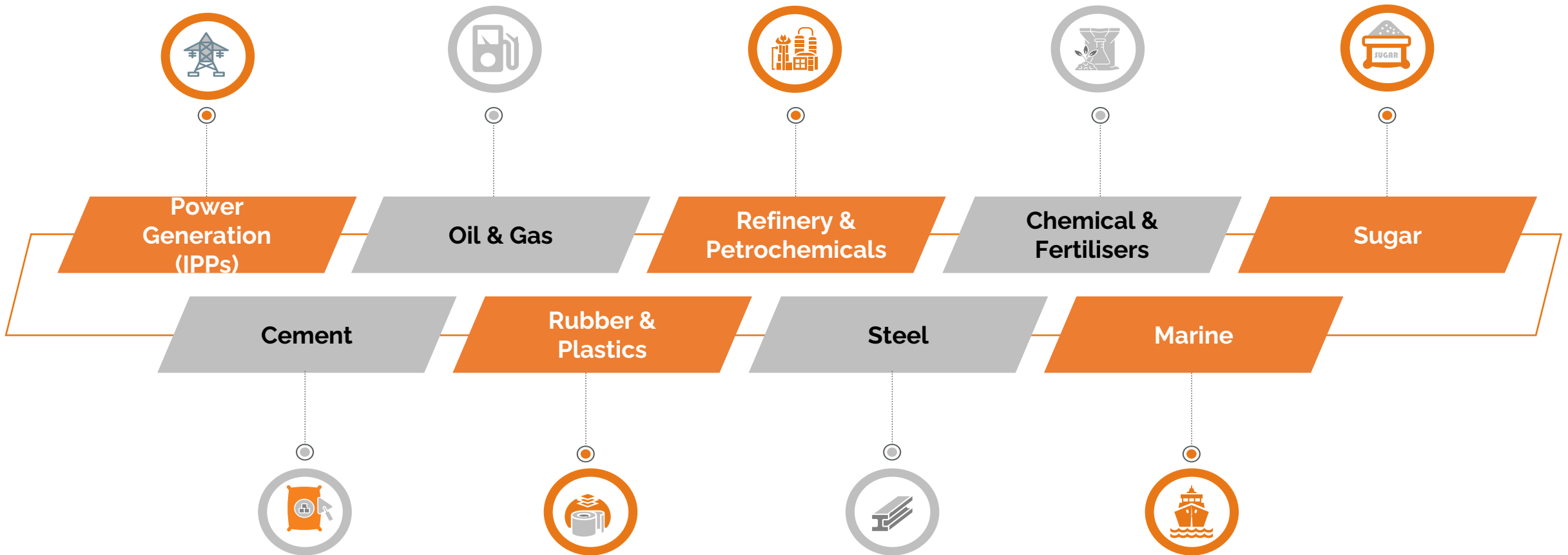
**Strong focus on** value engineering, low-cost manufacturing, R&D for new product and expertise in reverse engineering & replacement solutions



**Providing critical technology** and engineered solutions on multiple fronts to Indian Navy and Indian Defence industry

# SERVING A MULTITUDE OF INDUSTRIES

## Industries We Serve

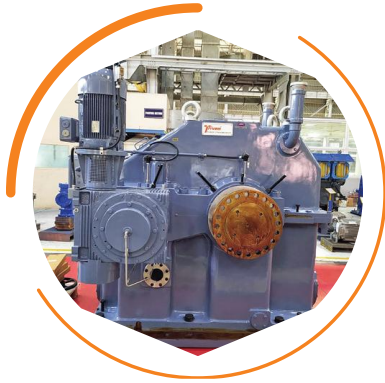


Note: Sample list

# ENABLING OEMS CONSISTENTLY



>50,000 MW globally installed gears capacity



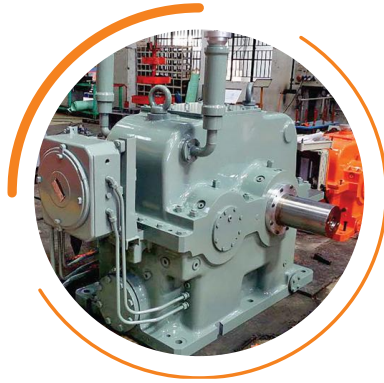
**Steam Turbines**



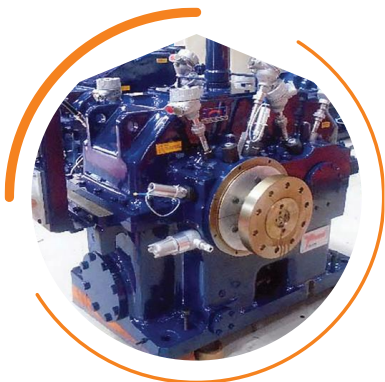
**Gas Turbines**



**Centrifugal Compressors**



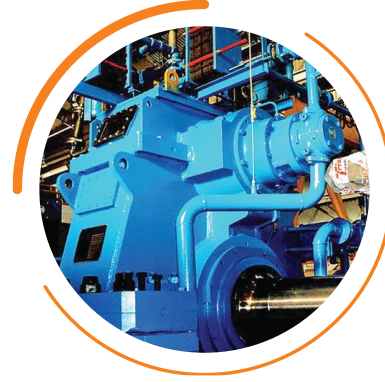
**Reciprocating Compressors**



**Centrifugal Pumps**



**Fans and Blowers**



**Hydel Turbines**

# OUR POWER TRANSMISSION BUSINESS CLIENTELE



## Steam Turbines



MAN Energy Solutions



## Gas Turbines



## Compressors



Howden  
A Chart Industries Company



MAN Energy Solutions



## Pumps



## Fans and Blowers



TLT-Turbo



## Defence



गोवा शिपयार्ड लिमिटेड  
GOA SHIPYARD LTD



Mazagon Dock Shipbuilders Limited



# OUR POWER TRANSMISSION BUSINESS CLIENTELE



## Other Key Clients



# FORAY INTO DEFENCE

## OUR DEFENCE PORTFOLIO

- Marine Propulsion Gearboxes and other critical gearboxes
- Special Application Pumps
- Special Application Motor-driven Pumps
- Gas Turbine Generators for Auxiliary Power
- Complex Turbo-Auxiliaries
- Propulsion System Integration
- Propulsion Shafting for Surface Ships
- Propulsion Shafting for Submarines
- Solutions for Steering Systems / Stabilisers
- Winches and Deck Machinery
- Aero Auxiliary Transmission

## OUR DEFENCE ADVANTAGE



**R&D expertise** on critical turbo products



Stringent adherence to **quality standards**



**Design, engineering & analysis capability**



**Best-in-class manufacturing infrastructure**



Compliance with **dynamic defence market demands in India**

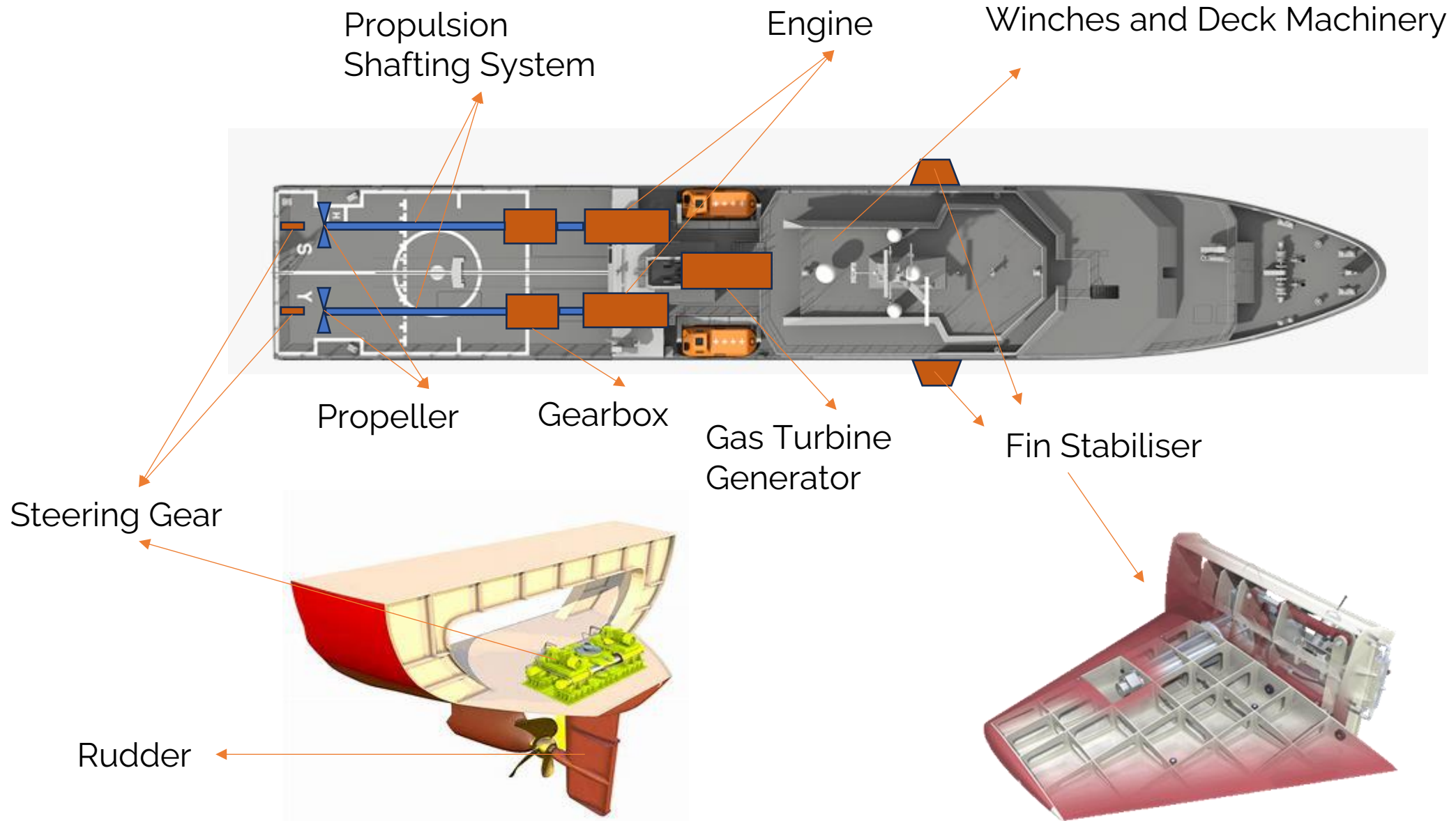


**Technological prowess**



**Experience in reverse engineering, retrofitting & customisation**

# OUR MARINE PRODUCT PROFILE

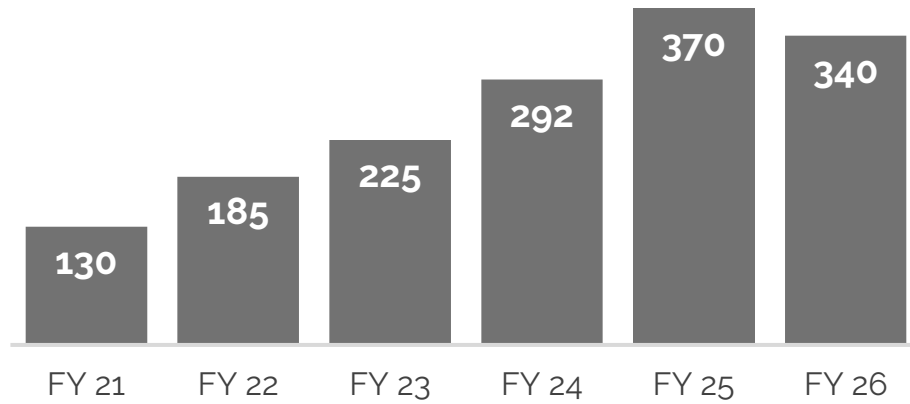


# POWER TRANSMISSION BUSINESS PERFORMANCE OVER THE YEARS

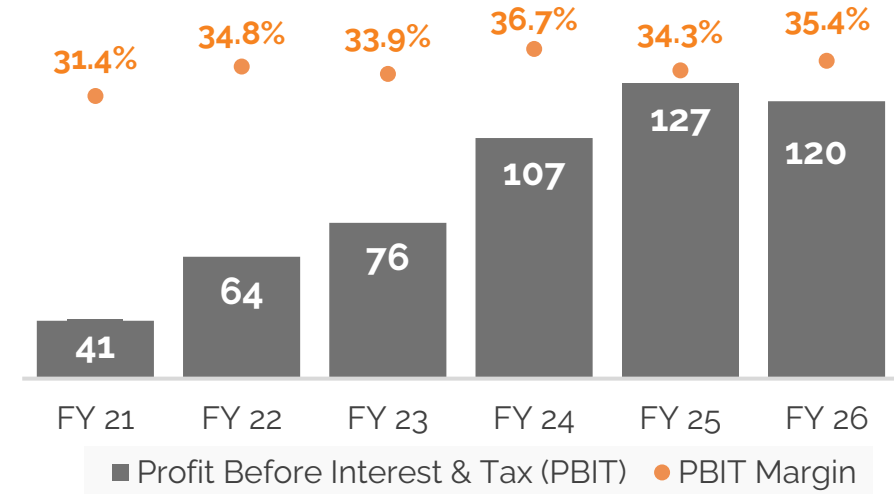


₹ crore

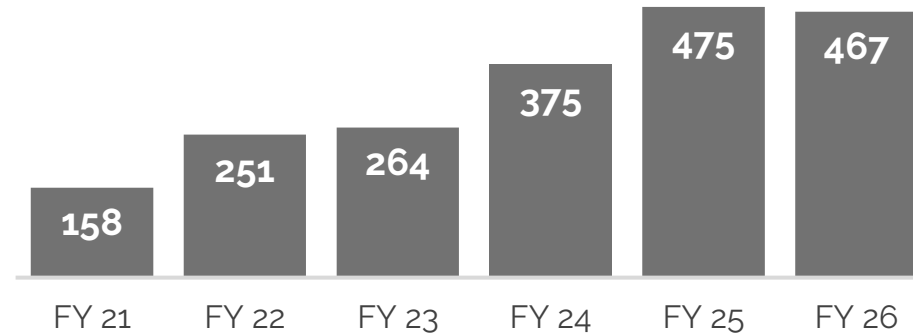
5Y Revenue CAGR of 21% between FY 21-26



5Y PBIT CAGR of 24% between FY 21-26



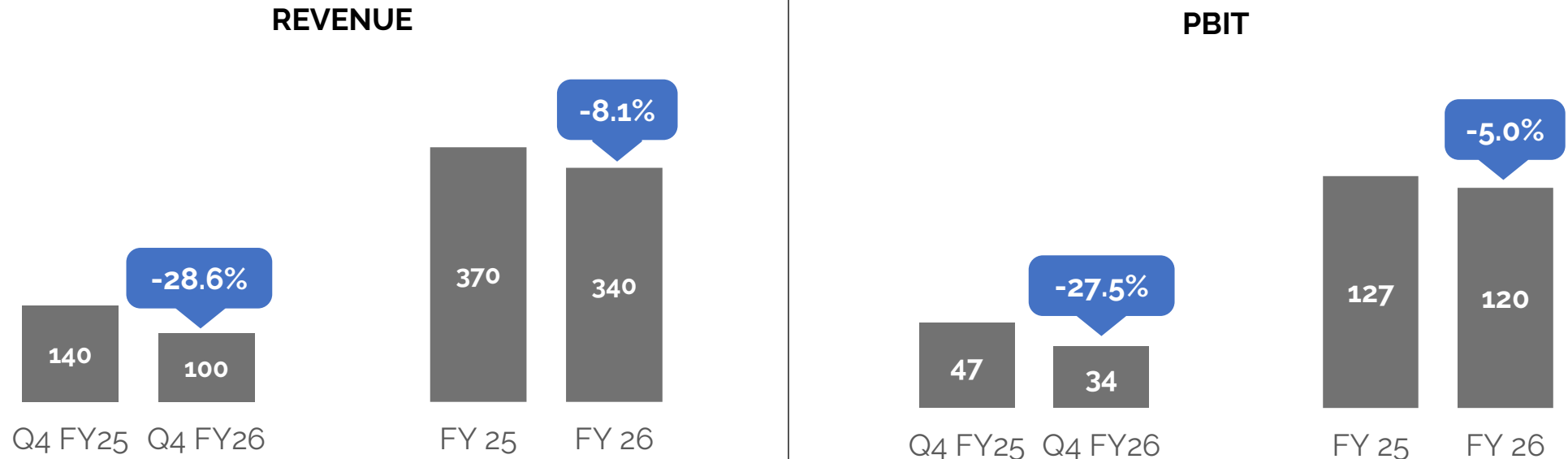
5Y Order Booking CAGR of 24% between FY 21-26



# POWER TRANSMISSION: IMPACTED BY GLOBAL UNCERTAINTIES



₹ Crore

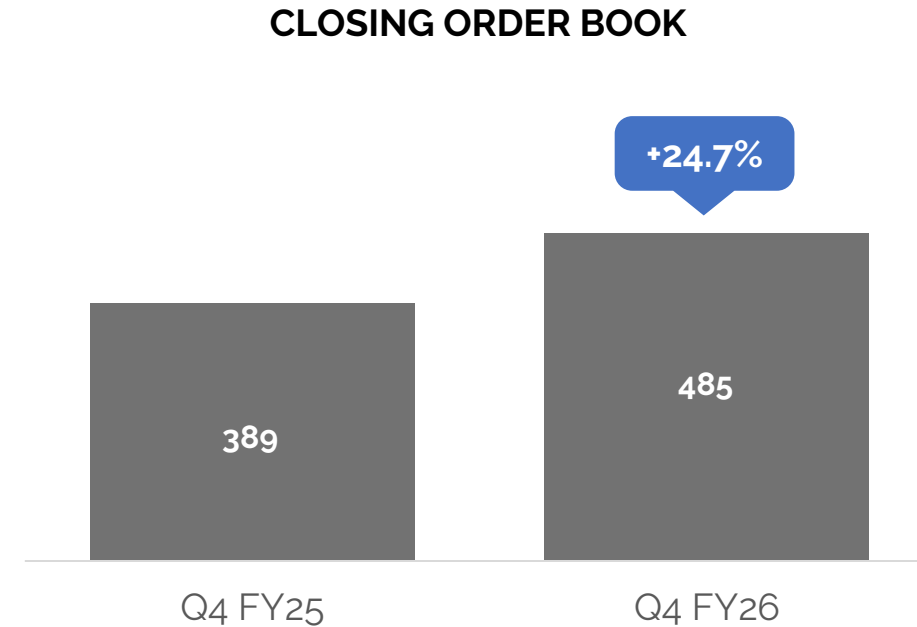
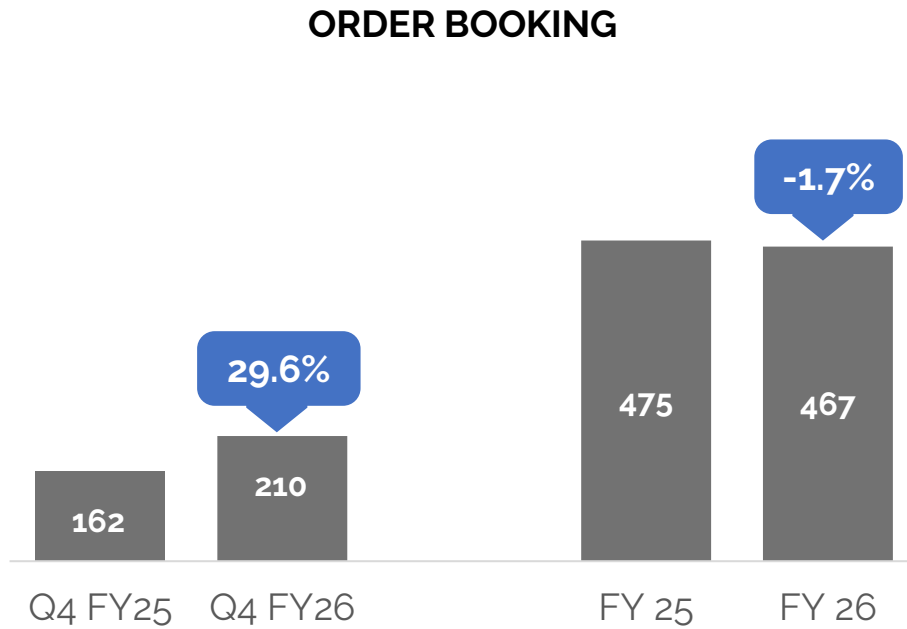


- Decline in turnover is attributable to deferment in deliveries due to ongoing geopolitical tensions as well as slowdown in order finalisation in the STG market for domestic projects.
- Despite a challenging operating environment and after absorbing incremental costs relating to capacity increase, the business has been able to maintain its PBIT margins at ~35%, on the back of strong focus on cost optimisation.
- Key items of machinery have been installed/ commissioned at the new Defence manufacturing facility.

# POWER TRANSMISSION: RECORD CLOSING ORDER BOOK



₹ Crore



- Overall enquiries in FY26 doubled compared to FY25. Significant increase in enquiry flow of Products in Q4 FY26 (higher by 183% compared to same period last year), supported by growth in enquiry from domestic segment.
- We continue to secure repeat orders from marquee customers, highlighting our strong relationships with key clients.
- During FY26, we registered 24 high potential new international customers in the product segment, including some of the marquee industry names.

# POWER TRANSMISSION BUSINESS INITIATIVES



**GEARING  
FOR FUTURE  
GROWTH**

The Power Transmission business is executing capacity additions that would take the Gears capacity (not including Defence) to ₹700 crore by September 2026.

Investments towards new bay (grinder/ hobber/ equipment) for both power transmission & defence products

Expansions include setting up dedicated Aftermarket bay at existing facility




Expansions include setting up a new multi-modal facility, dedicated to Defence products



# WATER SOLUTIONS

# OUR WATER BUSINESS PROFILE

- A water solutions platform, with capabilities across the water and wastewater treatment value chain – EPC projects, products, solutions, concessions and O&M
- The division has been operating for **40+ years**, with a history of inhouse product development, relationships with key Indian institutions and global partnerships

Business Highlights	12,000+ MLD Wastewater treated	100+ Projects executed	1,500+ Pan-India Installations
Key Offerings	 <p><b>Wastewater Treatment</b></p> <ul style="list-style-type: none"> <li>• Municipal sewage</li> <li>• Industrial effluent</li> <li>• Sludge treatment</li> <li>• Biogas handling</li> </ul>	 <p><b>Water Treatment</b></p> <ul style="list-style-type: none"> <li>• Municipal water</li> <li>• Sea water</li> <li>• Industrial process water</li> <li>• High purity water</li> <li>• Intake works</li> </ul>	 <p><b>Water Recycle, ZLD &amp; Desalination</b></p> <ul style="list-style-type: none"> <li>• Municipal sewage recycling</li> <li>• Industrial wastewater recycling</li> <li>• Water desalination</li> </ul>

## OUR WATER BUSINESS HIGHLIGHTS

- **Offers a complete range** of water & wastewater treatment solutions to both industrial & municipal segments in EPC and PPP models
- Undertakes **specialized projects** across desalination, recycling, ZLD and utility management for water & sewerage networks
- **Recurring revenue streams** via long-term O&M contracts
- **Key Project Offerings:**
  - EPC: End to End Turnkey offerings (100+ projects)
  - DBO: EPC and operational management (60+ projects)
  - PPP: Portfolio of 2 HAM projects operational
- **Key Industries:** Municipal STP/WTP, Power, Oil & Gas, Chemicals, Textiles, Steel, Non-ferrous and Desalination Industries
- **Key Regions:** India, SAARC, Middle East, Europe and Africa
- **Inhouse manufacturing** capacity in NCR for specific equipment manufacturing

# PROMISING LONG-TERM GROWTH OUTLOOK FOR WATER TREATMENT IN INDIA

**Strong  
Regulatory Push**



**Increasing  
Urbanization with  
Focus on Quality**



**Increasing Demand for  
Recycled Water**



**Resurgence of  
Traditional Industrial  
Segments**



**Increased Sewage  
Treatment Capacities**



**Industrial Wastewater  
Treatment Compliance**

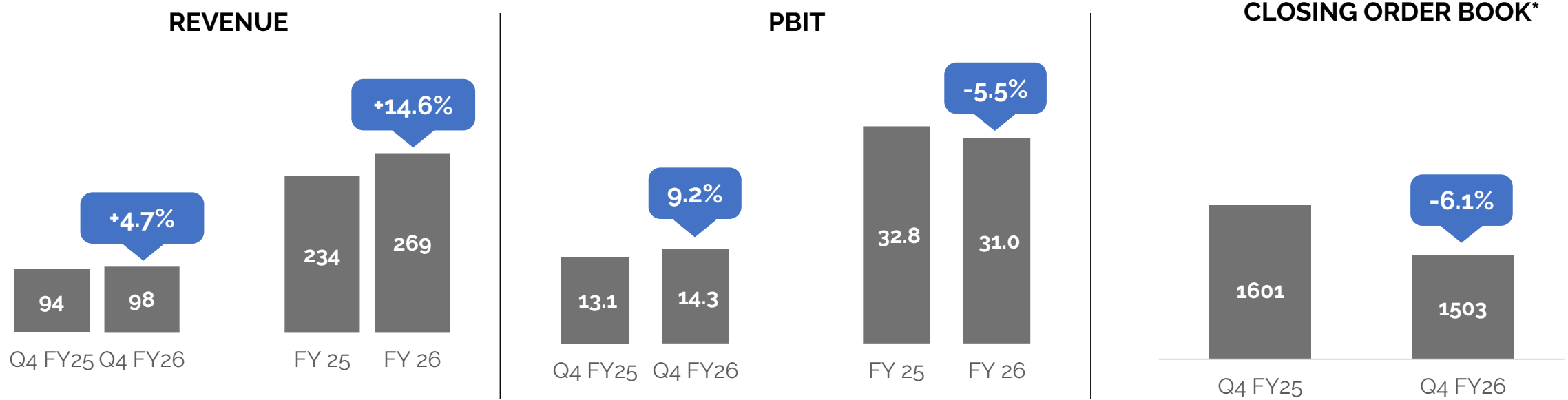


**Desalination Opportunity**

# WATER: HEALTHY CLOSING ORDER BOOK



₹ Crore



- The outstanding order book as on 31 March 2026 stood at ₹ 1,503 crores, which includes ₹ 1,077 crore towards O&M contracts for extended duration.

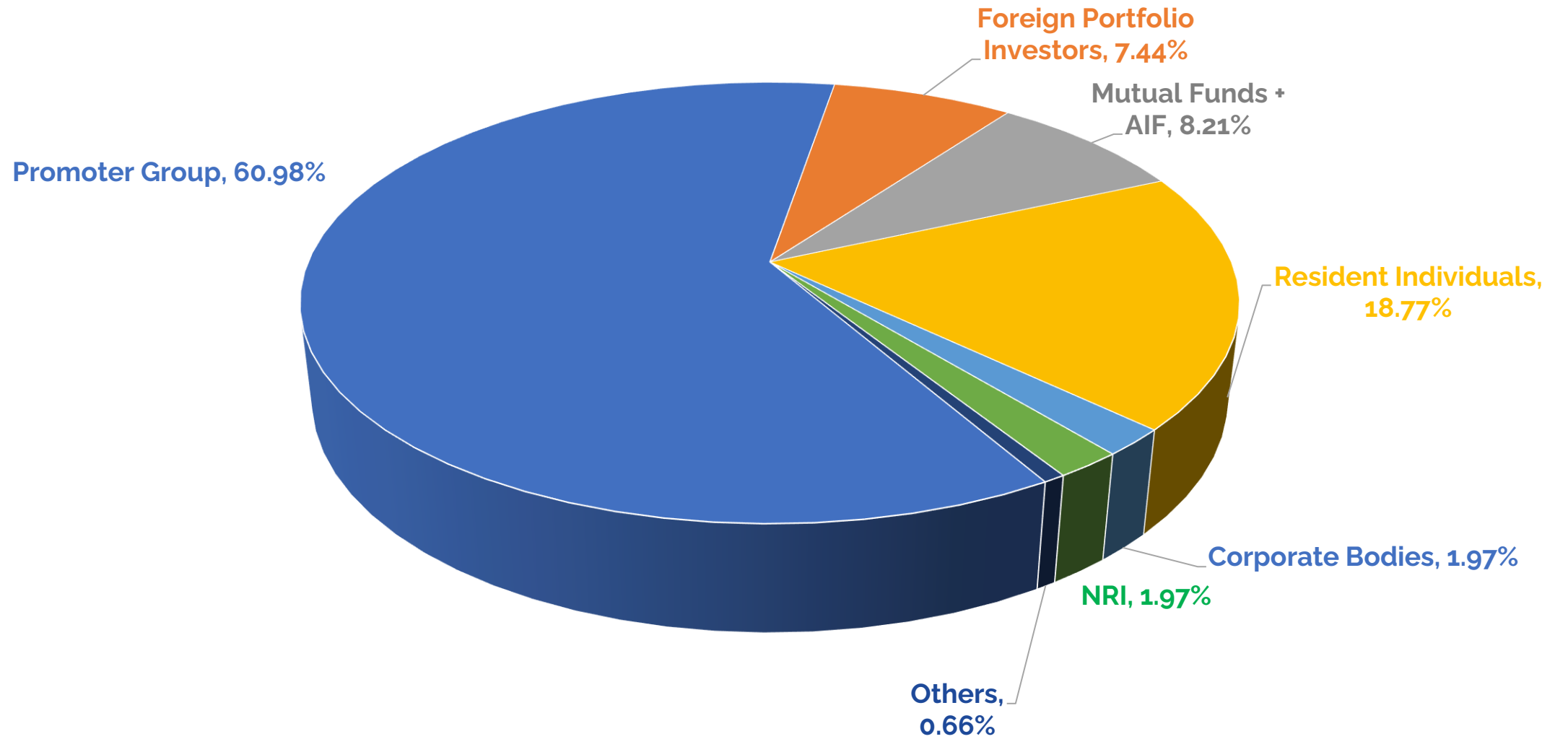
Note: These results are based on consolidated results including wholly owned SPVs executing (i) Mathura PPP/HAM Project awarded by UP Jal Nigam, funded by National Mission of Clean Ganga (NMCG) under Namami Gange Programme and (ii) Pali ZLD Pvt. Ltd.

\*Including long duration orders for Operations & Maintenance (O&M)



# SHAREHOLDING PATTERN

# SHAREHOLDING PATTERN AS ON 31 MARCH 2026



Total number of outstanding equity shares is 21,88,97,968 of Face Value of ₹ 1/- each



# ANNEXURES

# RATIONALE FOR TEIL AMALGAMATION WITH SSEL & SWAP RATIO

## Synergies

The proposed amalgamation will create and provide operational synergies, economies of scale, optimum utilization of resources, simplification of business processes, elimination of duplication and rationalization of administrative expenses, which will lead to savings in the costs

## Reducing compliance related costs

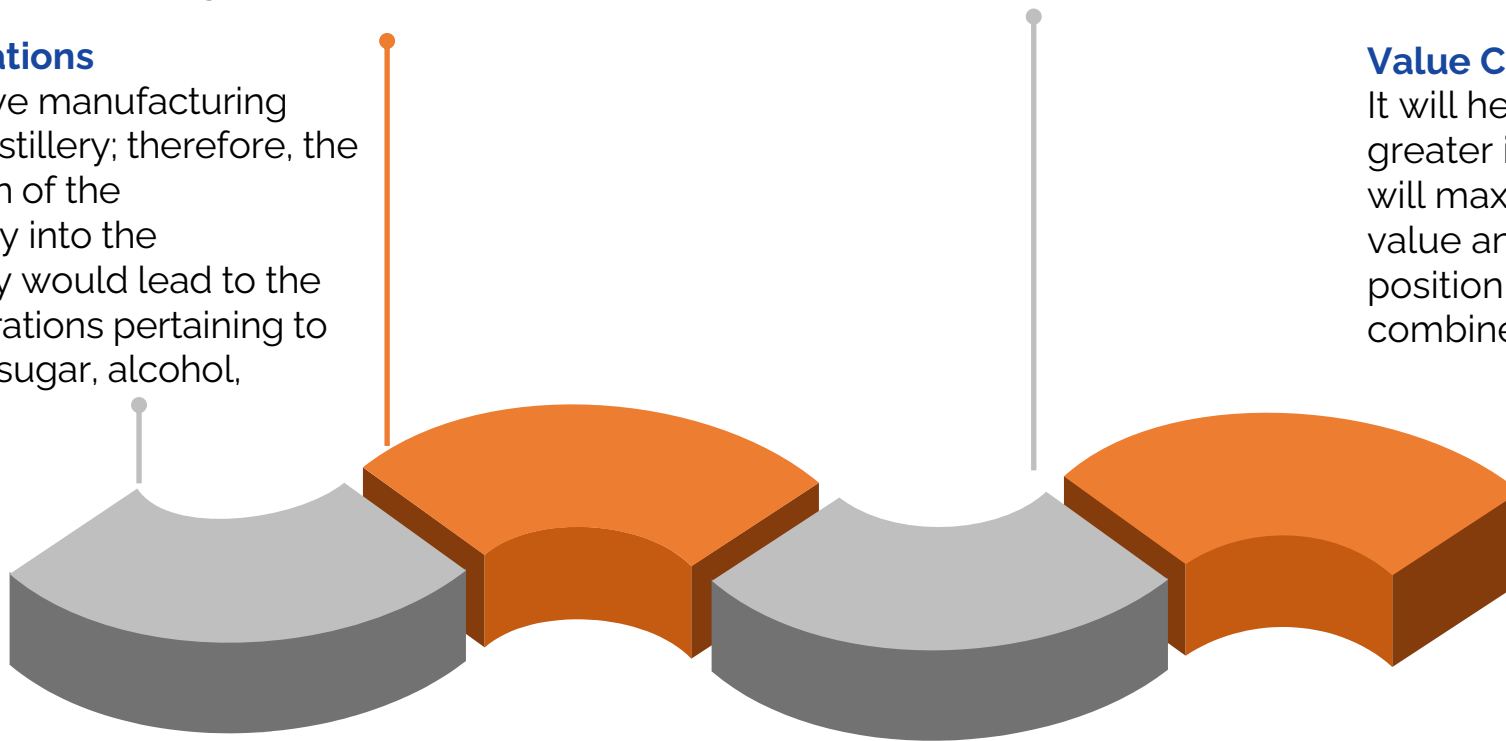
It will result in reduction of multiplicity of entities, thereby reducing compliance cost of multiple entities viz., statutory filings, regulatory compliances, labour law/ establishment related compliances

## Consolidation of Operations

Both the companies have manufacturing verticals of sugar and distillery; therefore, the proposed amalgamation of the Amalgamating Company into the Amalgamated Company would lead to the consolidation of all operations pertaining to the manufacture of the sugar, alcohol, ethanol in one entity

## Value Creation

It will help in achieving consolidation, greater integration and flexibility that will maximize overall shareholder's value and improve the competitive position and negotiating power of the combined entity



- (A) TEIL will issue 100 equity shares of face value of INR 1 each to shareholders of SSEL for every 137 equity shares held in SSEL of face value of INR 10 each
- (B) Shareholding held by TEIL in SSEL (i.e. SSEL Promoter Shareholding) shall get cancelled pursuant to the Scheme

# RATIONALE FOR DEMERGER OF POWER TRANSMISSION BUSINESS & RATIO OF ISSUE OF EQUITY SHARES BY TPTL



## Sharpened Focus

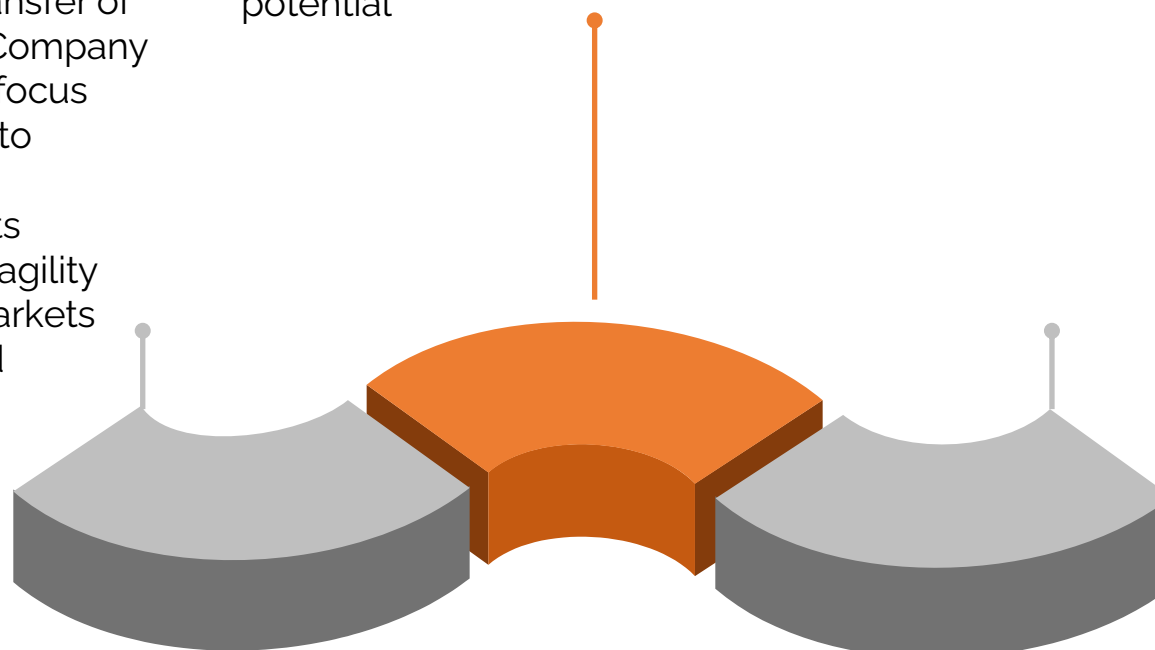
The PTB and the Residual Business (*defined in the Scheme*) address different market segments with unique opportunities and dynamics in terms of business strategy, customer set, geographic focus, competition, capabilities set, talent needs and distinct capital requirements. The transfer of the PTB Undertaking into the Resulting Company will enable each business to sharpen its focus and organize its activities and resources to improve its offerings to their respective customers. This would help to improve its competitiveness, operational efficiency, agility and strengthen its position in relevant markets resulting in more sustainable growth and competitive advantage

## Competitive Position and Market Penetration

PTB has attained a significant size, scale and has a large headroom for growth in its market. As PTB is entering the next phase of growth, the transfer and vesting of the PTB Undertaking into the Resulting Company pursuant to this Scheme would result in focused management attention and efficient administration to maximize its potential

## Value Unlocking

Further, as PTB has separate growth trajectories, risk profile and capital requirement, the segregation of the PTB Undertaking and the Residual Business will enable independent value discovery and lead to unlocking of value for each business



TPTL will issue 1 equity share of face value INR 2 each to shareholders of TEIL for every 3 equity shares of face value INR 1 each held in TEIL, provided that the Existing Equity Shares held by TEIL shall continue to be held by TEIL in TPTL.

# CHRONOLOGICAL TRANSACTION MILESTONES

- ✓ Approval of the Board of Directors on recommendation of Audit Committee & Independent Directors to the Scheme
- ✓ Filing of Application with Stock Exchanges for No Objection
- ✓ Filing the Scheme along with Application with NCLT for issuance of summons for directions on convening/ conducting/ dispensing meetings of shareholders and creditors; Hearing and receipt of the NCLT order
- ✓ Meetings of shareholders & creditors (where required)
- ✓ Filing of petition with NCLT for sanction of the Scheme
- ✓ Listing of matter before NCLT and Issuing of Notices to relevant statutory authorities and publication in the newspapers
- ✓ Filing of replies/NOC by the relevant statutory authorities
- ✓ Final hearing of NCLT for approval of Scheme
- ✓ Filing of NCLT order with Registrar of Companies
- Allotment of TEIL shares to the shareholders of SSEL; Record date for that is fixed as 03 June 2026
- Filing of Listing Application with the Stock Exchanges for listing and trading of shares allotted pursuant to the Scheme
- Allotment of TPTL shares to the shareholders of TEIL
- Filing of application by TPTL with the stock exchange(s) for listing and trading of shares of TPTL
- Receipt of listing and trading approval from stock exchange(s) by TPTL

*[Kindly note that these consist of only the key steps of the process involved in the Scheme, and is not exhaustive in nature]  
Steps in green are the completed ones*

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ENGINEERING**

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These statements are based on information currently available to us, and we assume no obligation to update these statements as circumstances change. There are risks and uncertainties that could cause actual events to differ materially from these forward-looking statements. These risks include, but are not limited to, the level of market demand for our services, the highly-competitive market for the types of services that we offer, market conditions that could cause our customers to reduce their spending for our services, our ability to create, acquire and build new businesses and to grow our existing businesses, our ability to attract and retain qualified personnel, currency fluctuations and market conditions in India and elsewhere around the world, and other risks not specifically mentioned herein but those that are common to industry.

Further, this presentation may make references to reports and publications available in the public domain. Triveni Engineering & Industries Ltd. makes no representation as to their accuracy or that the company subscribes to those views / findings.

# COMMONLY USED TERMS

Term	Definition
AGMA	American Gear Manufacturers Association (AGMA)
Alcohol	Colourless liquid produced by natural fermentation of sugary feedstocks and used as an intoxicating constituent of potable spirits, industrial solvent and as fuel
API	American Petroleum Institute
ASP	Activated Sludge Process
Bagasse	Cane fibre leaving cane mill after extraction of juice
B-Heavy Molasses	These are molasses produced from 2nd stage (B-massecuite) pan boiling during production of sugar
Bio-ethanol	Ethanol used for blending in low concentration in gasoline
BNR	Biological Nutrient Removal
BOD	Biological oxygen demand
Cane development	Activities for improving quality and quantity of cane in sugarcane command area of factory
Cane yield	Cane produced per acre/hectare
C-Heavy Molasses	Also known as final molasses, blackstrap molasses, treacle. This is the end by-product of the processing in the sugar factory.
COD	Chemical oxygen demand
Co-product	Products of the sugar industry essentially e.g. bagasse, press cake, molasses, simultaneously produced during sugar production
Co-generation	Production of electricity and usable steam in same plant
CSR	Corporate Social Responsibility
DDGS	Distillers Dried Grain Solubles. A co-product of a grain ethanol facility which contains higher protein and is sold as an animal feed, poultry and swine feed.

# COMMONLY USED TERMS

Term	Definition
Denatured spirit	Ethanol that has additives to make it poisonous, bad tasting, foul smelling or nauseating to discourage its recreational consumption.
Distillation	Process of separating alcohol from water via evaporation and condensation
EBP	Ethanol Blended Petrol. The EBP programme seeks to achieve blending of ethanol with petrol with a view to reducing pollution, conserve foreign exchange and increase value addition in the sugar industry enabling them to clear cane price arrears of farmers.
EHS	Environment, Health & Safety
ENA	Extra Neutral Alcohol. Colourless food grade alcohol without any impurity, used in alcoholic beverages.
Fly ash	Fine solid particles of ashes, dust and soot carried out from burning fuel
Grain distillery	Distillery producing Ethanol / Alcohol using grain as a feedstock. Starch available in grain is converted with enzymes to sugar and fermented with yeast to produce grain alcohol
GTG	Gas Turbine Generator
HAM	Hybrid Annuity Model
ID-FD	Induced Draft/Forced Draft
IMIL	Indian Made Indian Liquor
MBBR	Moving Bed Biofilm Reactor
MEE	Multi Effect Evaporator
MoEF & CC	Ministry of Environment, Forests & Climate Change
Molasses	A co-product/by-product of sugar manufacturing process used mainly for ethanol production

# COMMONLY USED TERMS

Term	Definition
Multi-feed distillery	Distillery producing Ethanol / Alcohol using various feedstocks such as sugarcane juice/syrup, B-Heavy molasses, C-Heavy molasses, grains such as maize, surplus rice, broken rice and other damaged food grains
NGT	National Green Tribunal
O&M	Operations & Maintenance
OMC	Oil Marketing Companies
Potable alcohol	Highly purified alcohol with very neutral odor and taste
Rectified spirit	Alcohol of 95 concentration which is used for Industrial purpose as well as for manufacturing Potable Alcohol & Ethanol
RO	Reverse Osmosis
SBR	Sequencing Batch Reactor
SLOP	Slop is the concentrated spent-wash which is an effluent generated during alcohol manufacturing in distilleries, which is used as fuel in incineration boilers
Steam cycle	A process in which steam is generated in a boiler, produced steam is expanded through a turbine to extract mechanical work, steam is condensed into water and water is feed to the boiler to produce steam.
STG	Steam Turbine Generator
STP	Sewage Treatment Plant
Sugarcane juice	Juice obtained from sugarcane after crushing it in mills
Sugarcane syrup	Sugar solutions of higher concentration obtained after evaporating water of juice in evaporators
WTP	Water Treatment Plant
ZLD	Zero Liquid Discharge

Grazie Tack  
Tēnā koe Muchas gracias  
Obrigado Многовам Multumes  
Mahalo 감사합니다 Asante 𑌵𑌶𑌶𑌶  
Shukran תודה Rahmat Děkuji Merci  
Благодарю **THANK**  
धन्यवाद Hvala  
Teşekkürler Salamat Tak Terima kasih  
唔該(晒) Tualumba Dziękuję Shukria  
Gamsahabnida Σ' ευχαριστώ! Хвала  
M goi Takk skal du ha Danke  
ありがとう Cảm ơn Kiitos  
Nandri

**YOU**