

Automotive Axles Limited
45th Annual General Meeting Call Transcript
12th August 2026
(3.00 PM- 3.50 PM IST)

Debadas Panda (Company Secretary):

Ladies & Gentlemen, Good afternoon.

I, Debadas Panda, Company Secretary & Compliance Officer of Automotive Axles Limited welcome you all to the 45th Annual General Meeting of the Company.

Now I will introduce our dignitaries who have joined this meeting today:

1. Dr. B N Kalyani, Chairman of the Company & Chairman Stakeholders Relationship Committee.
2. Mr. Girish Dinanath Nadkarni, Independent Director & Chairman of Audit Committee and Risk management Committee.
3. Dr. P. V. Ramana Murthy, Independent Director, Chairman of Nomination & Remuneration Committee and Corporate Social Responsibility Committee.
4. Mr. Nagaraja Gargeshwari, President & Whole Time Director.
5. Mr. Raman K , Interim Chief Financial Officer of the Company.
6. Mr. Pradip Agarwal, Representative-Statutory Auditors.
7. Ms. Pracheta M, Secretarial Auditor & Scrutinizer.
8. Representative from Integrated Registry Management Services (RTA), Mr. Sai is present here.

Now I request Dr. B. N. Kalyani, Chairman to occupy the Chair for this meeting.

As per the Companies Act, 2013 and SEBI Listing Regulations, the Company had provided remote e-voting facility to the Members, whose shareholding are recorded as on cut-off date of 5th August 2026, to enable them to cast their votes electronically on all the AGM agenda from 9th August, 2026 (9:00 am) to 11th August, 2026 (5:00 pm).

Facility of e-voting is also provided to Members present in the meeting and who have not yet cast their votes. Such Members may please go to voting page of NSDL e-voting website and can now exercise their votes, while at the same time watch the proceedings of AGM.

Ms. Pracheta M., Practicing Company Secretary has been appointed as the Scrutinizer to scrutinize the votes cast at the meeting and through remote e-voting. The Scrutinizer will submit her report in the prescribed manner to the Chairman or his authorized within the stipulated timeline after the conclusion of the meeting.

Since the AGM has been convened through Video Conferencing and Other Audio-Visual Means and facility of e-voting has been provided, there will be no vote by show of hands or no proposing and seconding of resolutions.

For the convenience of Members, I would now like to brief on certain points regarding participation by Members and speakers at this meeting.

Facility of participation by Members in this AGM through NSDL e-voting platform is provided on first come first serve basis. All Members present at this meeting are by default put on mute by the Moderator in order to avoid any disturbance arising out of background noise and towards smooth and seam-less conduct of the meeting.

Members may please note that, on receipt of requests from certain shareholders, Company has registered them as speaker Shareholders at this AGM.

Once the Chairman opened the floor for questions and answers, the name of the registered members will be announced one by one. Upon announcement the respective speaker(s) audio shall be unmuted by the Company's Moderator. We request speakers to use earphones for undisturbed listening and further ensure that undisturbed and reliable internet bandwidth connection is in place to have good video and audio experience. If there is any connectivity or internet problem at speakers end and speakers could not effectively communicate their questions, Company may allow other registered speakers to ask their questions. Once all other registered speaker Shareholders complete their turn, the opportunity shall be given at the end to those speakers who could not be able to speak in their allotted turn.

Further I will share few important points for Speaker shareholders' attention:

All the registered Speaker Members are requested to mention their name, folio no. and place from where joining.

All the questions from the registered Speakers should be precise and short, relevant and should not be forward looking or personal.

Speaker members may please note that in order to avoid repetition, answers will be given by the Chairman/management team at the end after receipt of the all queries from the members.

During the AGM, if a member faces any technical issue, he/she may contact the helpline number mentioned in the Notice of AGM.

I take this opportunity to thank all the Investors, shareholders, directors, Auditors and invitees for joining this meeting and for your unconditional support and confidence reposed on us.

I hereby declare that the requisite quorum is present for this meeting, and I request the Chairman to proceed for conducting the Meeting.

Over to you Sir.

Dr. B N Kalyani (Chairman):

Thank you Mr. Panda.

Ladies & Gentlemen, Good afternoon to all of you.

I, Baba Kalyani, Chairman of the meeting, participating in this Annual General Meeting from Pune and extend a warm welcome to all of you at this 45th AGM. I pray that you all, your family and all your loved ones are safe and staying healthy.

As the requisite quorum is present and the meeting is validly convened, I will now call the meeting to order.

Before proceeding further, I would like to request Directors to introduce themselves one by one.

1. Mr. Girish Nadkarni.

Good afternoon all, I am Girish Nadkarni, Independent Director and chairman of Audit Committee. Thank you!

2. Dr. Ramana Murthy.

Thank you Chairman, Good afternoon, everyone! My name is P V Ramana Murthy, Independent Director, Chairman of Nomination and Remuneration Committee and I am joining this meeting from Mumbai. Thank you!

3. Mr. Nagaraja Gargeshwari

Good afternoon everyone! I am Nagaraja Gargeshwari, President & Whole Time Director of the Company - Attending this call from my office at Mysuru. Thank You!

Mr. Kenneth James Hogan and Mrs. Bijal Ajinkya are unable to attend this meeting due to their other business exigency.

We also have our Statutory Auditors, Secretarial Auditors, Interim Chief Financial Officer and Company Secretary respectively participating in this AGM through Video Conferencing from their respective locations.

I would like to thank all Directors, Auditors, Officials and Members for joining this meeting today.

We are conducting this meeting through Video Conferencing or Other Audio-Visual Means in compliance with the directions issued by Ministry of Corporate Affairs and SEBI. Live streaming of this AGM is also webcasted through the NSDL website.

Since this AGM is being held pursuant to the MCA Circulars through Video Conferencing without physical attendance of the Members, the requirement of appointing proxies by the Members is not applicable.

Statutory Registers, as required under Companies Act, 2013, are open to the Members for inspection. Members who want to inspect these registers may kindly send their request to email id provided on Company's website under the Investors Service Center.

It gives me immense pleasure to welcome you to the 45th Annual General Meeting of Automotive Axles Limited and to present the Annual Report for FY 2025-26.

Every year brings its own opportunities and challenges, but it is our ability to adapt, innovate and execute with discipline that defines our progress. The year under review was another year in which your Company demonstrated resilience, strengthened customer partnerships and advanced its transformation journey. More importantly, it reaffirmed that sustainable success is built not only on financial performance but also on engineering excellence, operational discipline and the unwavering commitment of our people.

As industries evolve and mobility undergoes rapid transformation, the role of trusted engineering partners becomes increasingly significant. At Automotive Axles, we have continued to invest in advanced manufacturing, digital technologies, automation and product innovation, ensuring that we remain well equipped to address the changing needs of our customers while creating long-term value for all stakeholders. These investments are strengthening our capabilities today and preparing us to lead tomorrow.

Economic Environment

The global economy remained resilient during FY 25-26 despite geopolitical uncertainties, shifting trade dynamics and continued volatility in energy and commodity markets. Across industries, businesses are increasingly focused on building resilient supply chains, adopting advanced technologies and strengthening regional manufacturing ecosystems to navigate a rapidly changing environment.

India continued to stand out as one of the world's fastest-growing major economies. Strong domestic demand, sustained infrastructure investments, expanding manufacturing activity and progressive policy initiatives continued to reinforce the country's long-term growth trajectory. Programs such as PM Gati Shakti, make in India Initiative and the Production Linked Incentive scheme are accelerating industrial competitiveness and positioning India as an increasingly important manufacturing hub within the global economy. These structural developments continue to create meaningful opportunities for the commercial vehicle and automotive component industries.

Automobile and Automotive Component Industry

The Indian automotive industry continued to demonstrate resilience during the year, supported by healthy freight movement, infrastructure development and sustained investments across logistics and manufacturing. Commercial vehicle demand remained stable as fleet operators increasingly focused on productivity, reliability and operational efficiency.

The automotive component industry is simultaneously entering a new phase of transformation. Electrification, digitalization, localization and intelligent manufacturing are reshaping the future of mobility. Engineering innovation, manufacturing excellence and deep customer collaboration

will increasingly define competitive advantages. Companies that can anticipate these shifts and respond with agility will be best positioned to create enduring value.

With decades of engineering expertise, robust manufacturing capabilities and enduring partnerships with leading OEMs, Automotive Axles is well positioned to contribute meaningfully to this transformation while continuing to strengthen its leadership in axle and drivetrain solutions.

Performance in FY 2025-26

FY 25-26 was a year of disciplined execution and consistent progress for your Company. Supported by healthy commercial vehicle demand and focused implementation of our strategic priorities, we continued to enhance operational efficiency, strengthen manufacturing capabilities and improve customer responsiveness.

Revenue increased by 5.0% to ₹22,099 million in FY 25-26 from ₹21,048 million in the previous year. In FY 25-26, our EBITDA stood at ₹2,573 million, with an EBITDA margin of 11.8%, while Profit after Tax increased to ₹1,644 million. These results reflect our disciplined approach to cost management, productivity improvement and operational excellence.

Operationally, we maintained capacity utilization of around 90% while consistently achieving delivery performance, demonstrating the strength, flexibility and reliability of our manufacturing operations.

A key milestone during the year was the continued ramp-up of our advanced axle platforms, particularly the MS185 program, which gained further acceptance among leading OEMs. As the commercial vehicle industry gradually transitions towards higher-tonnage vehicles and tractor-trailer configurations, our comprehensive portfolio of heavy-duty axle solutions positions us strongly to participate in this structural shift.

We also accelerated our manufacturing transformation through investments in robotic automation, advanced inspection systems, furnace modernization, intelligent material handling and Industry 4.0-enabled manufacturing processes. These initiatives have enhanced productivity, quality, traceability and process consistency while reinforcing our position as a world-class manufacturing organization.

Beyond our core commercial vehicle business, we continued to expand our capabilities across defense, off-highway and export markets while advancing next-generation drivetrain technologies aligned with the future of mobility.

Sustainability and Responsible Growth

At Automotive Axles, sustainability is not a separate agenda—it is embedded in the way we operate, innovate and create value. We recognize that long-term business success must be accompanied by responsible stewardship of natural resources, care for our people and strong governance practices.

During FY 25-26, we crossed an important milestone by sourcing more than 90% of our electrical energy requirements from renewable sources. Alongside this achievement, we continued to strengthen resource conservation, cleaner manufacturing, water stewardship, waste management and biodiversity initiatives across our operations.

Equally important are our investments in people. We continued to build leadership capabilities, strengthen employee engagement, enhance workplace safety and foster an inclusive, high-performance culture.

Strong governance remains the cornerstone of stakeholder trust. Guided by transparency, accountability and ethical conduct, our Board continues to provide effective oversight while ensuring that risk management, compliance and responsible decision-making remain integral to every aspect of our business.

Outlook

The future presents significant opportunities for Automotive Axles. India's continued investment in infrastructure, manufacturing, logistics and industrial development is expected to sustain long-term demand across the commercial vehicle sector. At the same time, changing mobility technologies and evolving customer expectations will create new avenues for innovation and growth.

To prepare for this future, we are progressing with the next phase of our capacity expansion scheduled for completion by the end of calendar year 2026. These investments will strengthen manufacturing capabilities, improve productivity and enable us to serve both domestic and international customers more effectively.

We also remain focused on expanding our export footprint, strengthening our presence across defense and off-highway applications and advancing next-generation drivetrain technologies, including e-axle solutions.

While technologies may evolve and markets may change, our purpose remains constant—to engineer reliable, high-quality mobility solutions that create lasting value for our customers, our shareholders and society. Supported by our people, our engineering capabilities and our culture of continuous improvement, I am confident that Automotive Axles is well positioned to build on its legacy and shape the next chapter of its growth journey.

On behalf of the Board of Directors, I extend my heartfelt gratitude to our employees, whose passion, expertise and commitment continue to drive our success. I also thank our customers for their enduring trust, our suppliers and business partners for their valued collaboration, our shareholders for their continued confidence, and the Government and regulatory authorities for their guidance and support.

The achievements of FY 25-26 reflect the collective strength of everyone associated with Automotive Axles Limited. Together, we have built a stronger organization—one that is more agile, more innovative and better prepared for the opportunities of tomorrow.

As we look to the future, we do so with optimism and purpose. Our legacy has been built on engineering excellence, our present is defined by disciplined execution, and our future will be shaped by innovation, sustainability and the unwavering pursuit of excellence. With your continued trust and support, I am confident that Automotive Axles will continue to create enduring value and contribute meaningfully to the future of mobility.

Thank you for your continued confidence in our journey.

Since Notice convening 45th Annual General Meeting was already circulated on 18th July 2026, I request the Members present to take the Notice of the AGM together with the Financial Statements and Board's Report as read.

The Company has taken requisite steps and provided facilities to enable Members to participate and vote electronically on all four Agenda items of the Notice of this AGM.

Members who have not voted earlier through remote e-voting can cast their vote during the course of the meeting through NSDL e-voting facility.

The Auditors' Report on the Financial Statements of the Company for the year ended 31st March 2026 and Secretarial Audit doesn't have any qualifications, observations or comments on financial statements which have any adverse effect on the functioning of the Company. Accordingly, as per Section 145 of the Companies Act, 2013, with the concurrence of the Members the Auditors' Report to be taken as read.

We now take up agenda items as set forth in the Notice, namely:

Item No. 1 – Adoption of Audited Standalone Financial Statements.

Item No. 2 – Declaration of Final Dividend.

Item No. 3 – Re-appointment of a Director.

The Brief Profile and Additional Details of each of the agenda items is already provided in the Notice of the AGM.

Now I would like to open the floor of questions and answers and take up the questions from the Members, who are already registered as Speakers through mail.

Members may please note that in order to avoid repetition, answers will be given at the end after completion of questions by all speakers.

One by one speakers will then be activated and unmuted by the Company. Company Secretary to announce the name of speakers.

With this now we have received all questions and comments from speaker Members.

Now I request the management team to respond to the query of the shareholders.

Debadas Panda (Company Secretary):

Now, Mr. Saket Kapoor, you are there in the call? Yes Saket.

Mr. Saket Kapoor, unmute yourself and please speak.

Saket Kapoor (Speaker Shareholder):

I hope I'm audible. Thank you first of all for this opportunity. I am a privileged shareholder of Automotive Axles Limited. In terms of the services that the company and secretarial department are providing, whether it is pertaining to Hardcopy of the Annual Report or Questioning in the Con-Call regularly, and the call being answered and being conducted very well by Mr. Raman Sir and Mr. Nagaraja sir.

Sir, the only point of understanding is that we do not have a broader reach among investor communities, since we are only restricted to 3 or 4 calls and we do not have any investor presentations and press releases that has also been requested earlier. So, I request our Executive Team, Nagaraja Sir and Raman Sir, to kindly look into these aspects. And other than that sir, 32 Rupees Dividend payout, Cash Rich Company, Chaiman, founded and run by Shri Baba Kalyani Group, we are privileged with all these aspects. The Company has all good for the Investors and when it comes to Valuation and other aspects, Mr. Kalyani, I would request that more steps should be taken in order to get our story well encrypted among the investing community and that could be done by our Executive team, Mr. Raman and Mr. Nagaraja Sir. So, I request them to be proactive and getting the pulse from the investing community.

With respect to our Secretarial Team, I have already concluded that we have a well-managed team that looks after the Investors request and their addressing in adequate time. Sir, in the last Q1 results, you outlined about the industry regrowth of 5%-10%, which is lower than you estimated of 20%. I cannot understand the reason why we are expecting regrowth this year for the peak, is it only on the reason on high base, and going ahead sir, our vision of 2030, the topline one and cost efficiency, if you could just explain to us, where are we? And other than that sir, I am contended shareholder and very happy to speak here. I request for a plant visit also, that could be arranged sometime in the next month, that would be very helpful.

Namaskar to Baba Kalyani Ji and others. Thank You!

Dr. B N Kalyani (Chairman): Thankyou Mr. Kapoor.

Debadas Panda (Company Secretary): Mr. Manjit Singh, can you hear us?

Mr. Manjit Singh (Speaker Shareholder):

Am I audible sir? I welcome, Management team, Secretarial team and all co-shareholders of Automotive Axles Limited. I welcome all of you.

Sir, along with AGM, you have placed the 1st Qtr. results, which shows the growth in the Margin and Profit. We expect the same growth in the next three quarters also. Going forward, what is our order book? And during the festival season, wedding season, there is increase in the demand. So how is the order from the vehicle manufacturing company during this period of time?

The plant is situated in Mysuru, Panthnagar and Jamshedpur, whether is it running in full capacity or are there any expansion plan, considering the order book? Company is already a major player in LCV, MHCV, HCV. Vehicles cannot be manufactured without our contributions. So, what is the expansion plan in the future? What is the plan for our future growth and margin?

Thank you to the Company Secretary for preparing the Annual report. I pray for the future growth of the company. Thank you Management team and Secretarial team.

Dr. B N Kalyani (Chairman): Thankyou Mr. Manjit Singh.

Debadas Panda (Company Secretary): Mr. Himanshu, can you hear us?

Mr. Himanshu Trivedi (Speaker Shareholder):

Respected Chairman, Baba Saheb Kalyani and other Board of Directors sitting in the Dias. My name is Himanshu Trivedi, attending from Vadodara, Gujrat. First of all, thank you for our Company Secretary who has sent the Hardcopy of the AGM notice well in advance, which is full of information which is easy to follow and understand. Report is nicely prepared, all the parameters of the Corporate Governance are covered in this report.

So, I don't have any questions, I have full faith on how they are working and I support all the agenda items. As a speaker, I still have few questions, what is the Market share? We have domestic as well as International Market. My second query is, what would be the profit share in the coming Financial Year.

I wish good luck and bright future in the coming Financial Year and coming Festival. Thank you, please remember the speaker shareholders at the time of festival seasons as same as your employees and their family members. Thank you to Automotive Axles Limited.

Dr. B N Kalyani (Chairman): Thankyou Mr. Trivedi.

Mr. Nagaraja Gargeshwari (President & Whole time Director):

Thank you Mr. Kapoor, Thankyou Mr. Manjit Singh and Thankyou Mr. Trivedi.

So here we will be answering all your questions. Mr. Kapoor wanted us to reach out to broader investing community, highlighting our Company's strength and our plans. Sir, we have already been doing it, as you can see that there are lot of information which has been put on website. In the last 6 months, we have been also introduced in the Instagram and LinkedIn, we are sharing the information. We will take your advice and then we will further take it on the Board's advice on how we can reach out to a larger investing community.

Thank you for showing interest in visiting our plant. Mr. Debadas will support it, and all the logistics will take care of it. So please reach out to us.

Secondly, you also talked about the market, so we are looking out to this particular market, at its best it will be same as that of the last year and we are expecting anywhere between 5%-10% lower revenue compared to the last year. These are M&HCV volumes. So, while we put all the effort to continue, to maintain our share of business, at the same time see it to increase it. Current forecast is , we may be coming slightly lower than the last year revenue. But that is more on the customer and their demand. Purely, based on the forecast what we are having.

Coming to Mr. Manjit Singh, your question on the Order book, industry wise order is based on monthly requirement from the end customers and also from the OEMs. So, this keeps changing and we are also hoping just like you, the next three quarters will be strong, as you see the 1st Quarter has been strong, we are hoping that we can really convert all the opportunity, which we are going to get in terms of the demand. So, when it comes to the capacity of all the three plants, Mysuru, Panthnagar and Jamshedpur, during the peak we are operating at the 90% of the capacity.

Chairman mentioned in his speech that we have already been investing close to about 120 crores in the Phase-1 and Phase-1A expansion which will be completed in this calendar year and that should really put us in a position to meet the increased demand from all our OEMs and also potentially give us an opportunity to explore further Export Business.

Finally, to Himanshu Trivedi, what is the Market share? So, when we look at it, we still have been maintaining for at least last couple of decades as the largest independent axle manufacturer and we would like to continue to maintain that, where we would be focusing on maintaining and expanding our business with our key OEMs. So, I like I said, Market share keeps on changing and keeps fluctuating, with the OEMs and market share also. Our focus and effort is always to maintain and continue to not only to the topline but also the bottom line. So, with that I believe that we have answered all your questions.

And thank you very much for showing interest and sharing your thoughts with us. And if any other further questions, you can always reach out to us. We will try to communicate to you through email. Thank you everyone and Thank you Chairman.

Chairman's Announcement:

Thank you Mr. Nagaraja!

I will now authorize Mr. Debadas Panda, Company Secretary, to conduct the voting procedure and conclude the meeting.

E-voting facility will be open on NSDL site for next 15 minutes to enable those Members who have not cast their votes and would like to cast their votes at this AGM.

Results of the votes would be announced to stock exchanges at the earliest and the same would also be available on the website of the Company and NSDL.

With your consent, I and other Board Members would like to leave the meeting and wish all stakeholders a safe and healthy future.

Thank you very much.
