

# DISA India Limited

## Transcript of 40<sup>th</sup> Annual General Meeting held on August 14, 2025

- **Ms. Deepa Hingorani – Chairperson, DISA India Limited:**
- Good afternoon, ladies and gentlemen. I, Deepa Hingorani, Chairperson of your - Company, have the great honor and privilege to welcome all of you to this 40<sup>th</sup> Annual General Meeting being held through Video Conferencing. On behalf of the Board of Directors of the Company, I extend a warm welcome to all of you to this 40<sup>th</sup> Annual General Meeting. The Ministry of Corporate Affairs (MCA) and SEBI have permitted the Companies to hold the AGM through Video Conferencing or other Audio-Visual Means until September 30, 2025. Accordingly, this 40<sup>th</sup> AGM of your Company is being held through Video Conferencing in accordance with the circulars issued by the MCA and SEBI. Participation of Members through Video Conferencing is being reckoned for the purpose of quorum as per the circulars issued by MCA and Section 103 of the Companies Act, 2013.
- The required quorum being present, I call the meeting to order.
- In terms of MCA and SEBI Circulars, the requirement of dispatching the physical copies of Notice and Annual Report for the FY24-25 for this AGM has been dispensed with. Hence, the Notice of this Meeting along with the Annual Report has been sent electronically to all the eligible members who had registered their email ids and a letter providing a web-link for accessing the Annual Report, including the exact path, is being sent to those members who have not registered their email address with the Company. Therefore, ladies and gentlemen, with your permission, I take the Notice as read.
- Now, before starting the proceedings, I take this opportunity of announcing the names of my colleagues who are participating in today's AGM. I'll start with those Board members who are present in the room with me here.
  - To my right, we have Mr. Bhagya Chandra Rao, Independent Director, Chairman of Audit Committee and Nomination and Remuneration Committee.
  - To his right, we have Ms. Vidya Viswanathan, Independent Director, Chairperson of Risk Management Committee.
  - And then to her right is Mr. Ranjan Sen, Independent Director, Chairperson of Corporate Social Responsibility Committee.
  - And then to my left, we have Mr. Lokesh Saxena, Managing Director of the company.
- Moving on to Board members who are attending virtually.

- We have Ms. Malvieka Joshi, Independent Director, Chairperson of Stakeholders' Relationship Committee. Ms. Malvieka, if you could raise your hand.
- Okay, we will move on to Mr. Anders Wilhjelm, Director.
- And Ms. Ulla Tonnesen, Director.

We also have here with us –

- Ms. Vidya Jayant, CFO of the company
  - Ms. Shrithee M S, Company Secretary.
- And we have with us, participating virtually, Mr. Sunil Gaggar and Mr. Pradip Agarwal, Partners of S. R. Batliboi & Associates, company's Statutory Auditors. We have Mr. Vijayakrishna KT, Secretarial Auditor and Mr. Nagendra D Rao, Partner of GDR & Partners LLP, Company Secretaries, proposed appointee as Secretarial Auditor. They are also present in this AGM.
  - I am sure that all of you have received the Annual Report and that you have studied the same with interest.
  - I now request Ms. Shrithee M S, Company Secretary, to provide general instructions to the members regarding participation in this meeting.
  - **Ms. Shrithee M S – Company Secretary, DISA India Limited:**
  - Thank you, Madam. Good afternoon, dear members. The Company has enabled the Members to participate at this AGM through the Video Conferencing facility provided by CDSL in compliance with the applicable circulars issued by the Ministry of Corporate Affairs and SEBI. Members have been provided with the facility to exercise their right to vote by electronic means through remote e-voting and e-voting at the AGM in accordance with the provisions of the Act and the SEBI. Members may note that remote e-voting was made available from August 10, 2025 to August 13, 2025. The Members joining the meeting through VC, who have not already cast their vote by means of remote e-voting, may cast their votes through e-voting facility provided at the AGM by CDSL. The Company has appointed Mr. Shripad as the scrutinizer for this Annual General Meeting. Representation under Section 113 of the Companies Act has been received from our promoters and few corporate shareholders. Members are requested to refer additional information provided in the notes to AGM Notice. The Register of Directors, the Register of Contracts are available for inspection electronically during the AGM. Members seeking to inspect such documents may write to the company. As the AGM is being held through Video Conferencing, the facility for appointment of proxies is not applicable and, hence, the Proxy register is not available for inspection. The Company has also received requests from a few members to register them as speakers at the meeting. Accordingly, the floor will be open for these members to ask questions or express their views. The Moderator will facilitate this session once the Chairperson opens the floor for questions and answers.
  - Thank you very much. I hand it over to the Chairperson to continue with the

proceedings.

**- Ms. Deepa Hingorani – Chairperson, DISA India Limited:**

- Thank you, Shrithee, for taking us through these general instructions. So, the Company has made all the efforts feasible under the circumstances to enable the members to participate and vote on the items being considered at this meeting.
- As there are no qualifications in the Independent Auditor's Report on the Financial Statements of the Company for the financial year 2024-25 and in the Secretarial Audit Report, with the consent of the members, I take them as read.
- I will now request Mr. Lokesh Saxena, Managing Director of the Company, to highlight on the operations of the Company for the financial year 2024-25.

**- Mr. Lokesh Saxena – Managing Director, DISA India Limited:**

- Thank you, Chairperson. Good afternoon to all. I welcome you all again and I will brief you on the various operational highlights of your company which will be of interest to you as shareholders. I have put it up in a small presentation, which I'll share with all of you now.
- First and foremost, I'd like to present the financials of the company, primarily the four important indicators, which is the Revenue from the Operations. If you look at over the last five years, we have given a very strong growth in our Company. Our current CAGR, if we include FY24-25, is at 21.3%. The turnover for the year, FY24-25, is resting at 3846.9 million.
- Our Profit After Tax for the year has been 537.4 million. And if you look at the profit over the last five years, it has grown at a CAGR level of 22.9%.
- The Earning Per Share, a very strong indicator of the health of the Company, 369.5.
- The Dividend percentage, we have again declared a very strong dividend of 2000%, which has already been credited to your accounts.
- I'll just give you some other highlights of the company. So, this turnover of 3846.9 million is the highest ever revenue and the profit of 537.4, which is again the highest for the Company.
- Our OEM businesses, both our foundry business and wheelabrator business have gained a very strong ground in the Indian market.
- Our Aftermarket full-service operations have benefited customers at large through a strong interface on productivity improvements.
- Our Tumkur factory, the operations have given a very strong efficiency in productivity after the consolidation stabilization, which we did about three years ago.
- Last but not the least, our focus on safety, health and a strong workforce defines our

actions and programs on EHS and capability development.

- Here are some of the other key highlights, which I've also discussed in my Annual Report addressed to you.
  - Advancing the green energy and environmental commitments. Our commitment to a greener future is both a responsibility and a passion that runs deep within our organization. At our Tumkur facility, we are proud to continue sourcing 100% of our energy from wind power, which is a significant milestone in our journey to reduce emissions under our science-based targets.
  - Investing locally and growing globally. We took a bold step forward in our growth journey. The acquisition of land for a new state-of-the-art facility. This strategic development is a part of our long-term vision to enhance our capacity and position us to better serve growing demand in both domestic and the international markets.
  - Transforming Aftermarket with the full-service approach. We are supporting our customers beyond the initial sale is more than critical. In FY24-25, we launched our full-service initiative, a strategic transformation of our aftermarket portfolio to serve our customers at every stage of their equipment lifecycle. This includes a go-to-market sales strategy, product innovation and customer segmentation strategy, all aimed at delivering faster, smarter and more responsive service. By strengthening our distributors network and developing tailored services offerings, we are aligning closely with the customer needs across the lifecycle of our equipment.
  - Technology transfer milestone on SIMPSON Multi Cooler. We have proudly marked a significant milestone with a successful tech transfer and launch of SIMPSON Multi Coolers in India; the first of its kind built in India. This achievement not only shows our capability to absorb and adapt global technologies but also strengthen our position in delivering best-in-class solutions with trusted quality and efficiency for the Indian market.
  - Accelerating change with the digital at the core. Digitalization remains central to our transformation journey. Through our Monetizer digital solutions, we are helping customers reach their production potential with intelligent, real-time data that reduces downtime, waste and emissions. In response to strong market feedback and through continuous innovation, we are retrofitting our global installed base to ensure more customers benefit from connected, integrated IIoT and AI solutions.
  - Seizing opportunities for long term growth. We stay anchored in our core values and energized by Norican's global mission of 'Exceeding customers' expectations'. With the steadfast support of Norican's leadership and our Board of Directors, we are confidently moving forward ready to embrace new opportunities and create lasting value for all our stakeholders.

- Very important slide for all of your interest. The kind of programs what we are doing as a part of our Corporate Social Responsibility in the financial year.
1. The first one is Norican Scholarship. This is a direct scholarship to the institutions around Tumkur and our facilities. Total 8 institutions benefit out of this program. In FY24-25, 498 students benefitted through this scholarship program. Since the start of this scholarship, we have already given scholarships to more than 3,700 students. This program supports students from grades 9-12 and those in ITI and Diploma in Engineering courses.
  2. Second one is Norican-FFE Scholarship. In partnership with an NGO, Foundation for Excellence, we are supporting more than 50 engineering students every year. Since the inception, more than 590 Graduate Engineering students have benefited through this program.
  3. The third one is Jan Johansen DISAMATIC Scholarship. It's a direct MOU with National Institute of Advanced Manufacturing Technology, Ranchi. We are supporting students of B.Tech and M.Tech stream specializing in Mechanical, Metallurgy and Materials Engineering. 35 students have benefited since the start of this program from 2019 to now.
  4. Facility Improvement. We are providing financial aid to improve facilities such as clean water, sanitation, furniture, projectors, computers and laboratory equipment to the institutions in the vicinity of our manufacturing facility.
  5. Last but not the least and one of the most important, the Tree Plantation Drive. Partnered with That's Eco Foundation to focus on forest and sustainable greening solutions - options such as wetland, Miyawaki forest (technique pioneered by Japanese botanist Akira), which helps in growing dense, native forests, traditional forests, grassland, ecology for plantation. Since the start of this program, we have already planted close to 4000 saplings in the last 3 years.
- These were the highlights which I wanted to share with you. Thank you.
  - Over to the Chairperson.
  - **Ms. Deepa Hingorani – Chairperson, DISA India Limited:**
  - Thank you, Lokesh, for an insightful presentation highlighting, I would say, a very strong, holistic performance of the company. We'll now resume the proceedings.
  - With the consent of the members, I hereby read out all the resolutions which are stated in the notice of the AGM.
  - There are six items of business; three are ordinary business items and three are special business items. We start with the ordinary business.

#### Ordinary Business

1. To receive, consider and adopt the Audited Financial Statements (including the consolidated financial statements) of the Company for the year ended March 31, 2025, together with the Reports of the Board of Directors and the Auditors thereon.
  2. To confirm the payment of Interim Dividend of ₹100/- (1000%) and to declare Final Dividend of ₹100/- (1000%) per Equity Share of ₹10/- each for the Financial Year ended March 31, 2025.
  3. To appoint a director in place of Mr. Anders Wilhjelm (DIN: 08507772), who retires by rotation at this Annual General Meeting and being eligible, offers himself for re-appointment.
- Moving over to Special Business items.
  - 4. To appoint the Secretarial Auditors of the Company.
  - 5. To ratify the remuneration of Cost Auditors.
  - 6. To approve 'Material Related Party Transactions' for FY 2025-26 with DISA Industries A/S, Denmark.
  - The texts of the proposed resolutions along with explanatory statement are provided in the Notice circulated to the Members.
  - Members who are yet to cast their votes, may kindly vote on the above resolutions through e-voting facility at the end of the meeting.
  - Since this AGM is being held through VC, we had requested the members to register themselves as speakers in advance. Before proceeding for the e-voting on the resolutions, I invite those members to offer comments and seek clarifications, if any, on the Audited Financial Statements and resolutions contained in the Notice.
  - In the interest of time, I request the speakers to be brief and avoid repeating the questions/comments made by earlier speakers. Each speaker is requested to speak within 3 minutes. And you have done that in the past, so we'll request you to keep that discipline in this meeting as well.
  - Members are requested to mention their name and their Folio ID or Client ID before asking their questions.
  - And for the sake of efficiency, we will give a consolidated reply at the end.
  - Now, I'll request the Moderator to unmute the speakers in the speaking order assigned.
  - **Moderator:**
  - Thank you, Ma'am. We have our 1<sup>st</sup> speaker, Ankit.

- He is not present in the meeting, so we are going to 2<sup>nd</sup> speaker, Mr. Amol Rao.
- Sir, please unmute yourself. Sir, can you please unmute yourself and enable your video?
- **Mr. Amol Rao – Shareholder:**
- Madam Chairperson, members of the Board, thank you for your time and this opportunity. My name is Amol Rao. Our client ID is 16411406. I have three pointed questions.
- The 1st is on our manufacturing capacity. We have decided to expand our manufacturing capacity, so at what cost is this being done? And when can we start seeing the revenues from this expansion come into our system? And what is the revenue generation potential of this expense?
- Second, last year in FY25, our exports seem to have shrunk in absolute terms at 34 crores versus 55 crores the previous year and in relative terms. So, any specific reasons? And what's the outlook on the revival for exports?
- And, lastly, we seem to be registering a slight increase in other expenses over the years and this was noticed especially in the first quarter's results of this year. So, any specific reason for the same?
- Those are my pointed questions. Thank you for your time and wish you all the best.
- **Moderator:**
- Thank you, Sir. We have our 3<sup>rd</sup> speaker, Mr. Shrey. Sir, can you please unmute yourself? So, due to technical issue I think he has logged out, so we'll go for a 4<sup>th</sup> speaker, Jaideep. I think he has come back, Mr. Shrey. Sir, can you unmute yourself? So, Mr. Jaideep is not present in the meeting, so we are going for 5th speaker, Rohit. Even he's not...One second. Mr. Rohit, can you please unmute yourself?
- **Mr. Rohit – Shareholder:**
- Good afternoon, everybody. Thank you for this opportunity. Sir, I have few questions. So, Sir, again, as you mentioned in your presentation, I think we've done really well in the last 3-4 years in terms of the top line. However, one would have expected that EBITDA margins as business would have scaled up the margins would have increased from percentage point of view. And the previous participant also sorts of highlighted to that point that some fixed costs or our raw material costs have sort of increased, things like legal and professional costs or Group IT cost, etc., have gone up. And that is also visible in Q1. So, given that we are, I think, at sort of a peak utilization right now, one would have expected the margins to improve a bit more as it generally happens with companies in the capital goods where when utilization goes up, the margins also inch up. So, I wanted to hear your perspective on this and maybe share some outlook as well going forward.
- The other question was also similar to what the previous participant asked in terms

of this new plant. When do we see this coming online and what is the expected top line from it and how do you see this getting utilized? How long will it take?

- And, specifically for this year, Sir, if you can give some outlook. I see that the order book has kind of stagnated over the last 4-5 quarters, is it driven by the lack of capacity that we have and hence we're not taking up new orders? Is that how it is?
- Also, Sir, when you're giving this outlook for FY26, if you can specifically talk about exports. We were doing really well with exports and hitting 50-55 crores and last year was a bit of a disappointment there. And you've also mentioned in your presentation that you are looking at manufacturing locally but selling globally, so how do you see that as an opportunity for the company in slightly longer term, let's say next 2 years?
- So, these are my questions, Sir. So, if you can maybe answer them in a pointed manner, that'd be really helpful, as is the only chance that we get to speak to you. So, yeah, thank you, Sir.

- **Moderator:**

- Thank you, Sir. Our 6<sup>th</sup> speaker, Mr. Kothari, he's not present in the meeting. So, we will go for the 7<sup>th</sup> speaker, Mr. Gaurav. He's also not present in the meeting. So, we have the last speaker, Mr. Aspi Bhesania. Sir, please unmute yourself.

- **Mr. Aspi Bhesania – Shareholder:**

- Chairman Sir, I'm Aspi from Bombay. Thanks for giving me an opportunity to speak for which I should thank the Company Secretary. But nobody called me before the meeting, I just got a link and a speaker number. So, please ensure that somebody should call and give a cell number so that in case of any problem, we can call that number.
- On 40<sup>th</sup> AGM, our revenue including other income has crossed ₹400 crores, when can I expect ₹500 crore revenue? Please don't say 50<sup>th</sup> AGM.
- In Q1, our margins have reduced, how do you see margins going forward? Can we maintain the Q1 margin or increase it?
- New plant, our capacity will increase by how much percentage compared to now in volume and value terms?
- And please send a physical Annual Report because I have not given my email ID.
- Thank you very much and all the best for the future.

- **Moderator:**

- Thank you, Sir. Mr. Shrey, can you unmute yourself?

- **Mr. Shrey – Shareholder:**

- Thank you so much for giving me 2<sup>nd</sup> chance. Good afternoon, everyone. I have sent in the questions, I won't repeat most of them but just a few pointers that I wanted to understand and specifically more to do with the CapEx trends as you see in the domestic market and in the global markets given that now we're aspiring globally.
- If you can give us an idea of how is the, you know, products slate split between us and Noricon Global. And what all comes under our purview, which all range of products and what is the cutoff of each of the products in terms of speed that we can take care of from India for the world? And when we say for the world, which all geographies are we specifically referring to?
- And purposely not repeating the questions that I've sent in. Second part is, it's very heartening to see that SIMPSON Multi-Cooler has been incubated within our fold. Could you just give us an idea of what is the functionality gap that it fulfills? And like that, is there a way like how do we think about innovating more such products? Is there any R&D budget that we carve out specifically to keep incubating newer and better value propositions?
- The third part is, you know, we've bought a new land supposedly close to our existing plant. I believe the other questions have been asked but more importantly when we have a landed at Hoskote free why buy another land? What is the plan for Hoskote? And more importantly, as India embarks over the manufacturing curve, there may be a need for non-ferrous casting products as well. The relevance may go up over the next 10 years, what is our internal view on that? And how do we think about incorporating Itaipresse on the banner behind?
- You know, few of these questions are not there as part of the questions, would be great, I would appreciate if you can take each question and give us pointed responses as we really look forward to this once in a 365-day event. Thank you.
- **Moderator:**
- Thank you, Sir.
- Ma'am, that's all from all the speakers, you can proceed now.
- **Ms. Deepa Hingorani – Chairperson, DISA India Limited:**
- Alright, thank you. And thank you all members for raising these very thoughtful questions. I'll request the Company's management team, Mr. Lokesh Saxena, and Ms. Vidya Jayant to reply to the queries as they would find appropriate.
- **Mr. Lokesh Saxena – Managing Director, DISA India Limited:**
- Thank you, Chairperson. So, we received some questions in email and writing to us and some of the eminent speakers who have spoken just now. What we are trying to do is to divide these queries and questions into specifics and I'll I'd like to give a consolidated response to all these questions. If we are missing out something, we are always available and request shareholders to seek a direct response from our

side if we miss out on anything which you are expecting in this meeting.

- So, first and foremost, on the on the business outlook. So, there was a question on what is the level of automation in the Indian foundries and the answer is 10%. So, even now the 90% of the foundries are non-automated and that really forms the basis of our growth, you know, possibility over the next many years in this country.
- Second question has been on the automation penetration in the foundries. I would say it's pretty low at this moment. But the good part is that we are getting good response and better interest from at least some of our larger customers going to this direction. What this automation penetration will help customers on is primarily to reach the rated capacities, reduced reduction in the unplanned downtime and addressing the non-availability of the skilled workforce which is not only the Indian but a global phenomenon as well and has been a challenge for many, many years.
- If you look at the market side on the CapEx, I think the CapEx in the Foundry industry is still very, very alive. And despite a global slowdown, we still see the Indian market has got a good traction on the CapEx trends.
- Q3 and Q4 of FY23-24 has been a bit slow for us but I think if we look at more closely to Q1 of this financial year, I think we have seen very encouraging trends when it comes to the CapEx on the Foundry side.
- On the order backlog, one question was there was a decline on the order backlog and order inflows. Primarily, this is due to some challenges on the export order due to extremely uncertain global environment. I'll try to cover that slightly more in detail as I go forward.
- I think when it comes to, you know, 12-month revenues and quarter on revenues or yearly revenue, most of these numbers could be a timing issue and they are a timing issue when it comes to projects and despite what we can deliver in the financial year. We are seeing a strong performance, as you could see in my presentation, that for every financial year we have done a very good performance in excess of 20%; 19%-20%. And all the years we are delivering almost like 2.5 times of the GDP growth. So, I don't see a concern when it comes to order backlog, if you see it more closely. In a quarter or two we see a reduction; it should not bother you as a shareholder.
- There's a question on the market share where we are on the molding machines and the shot blasting machine. As I said that we have grown much faster than the GDP and the market itself, so we have only gained share in India. As you all know that we command almost more than 50% of the DISA market, more than 50% of the foundry market through our DISAMATIC machines and we also have a very strong, sizable, good presence on the Wheelabrator business.
- If you look at the Wheelabrator business, we are almost unmatched when it comes

to the customized applications across not only Foundry industry but also around Steel, Railways and the Shipyard solutions. And you will see more such installations coming to India with a strong support from the group organization on this.

- There's a question on the competition. Definitely, the competition is intensifying and that's a very clear sign that the market is quite vibrant. So, more and more competition wants to come here. Not only on the competitor side but also from the customer side, we are seeing a lot of investments coming from the global players who are entering into the Foundry industry and also the local players who were more forging industry but they have now entered into the Foundry industry quite a lot. So, we are seeing that this market is very alive, competition is alive. But one thing which I want to just share with you all, some of the customers have used some of the Chinese players to put up foundries but over the next few years' time they will come back to us and they have not received the same level of performance from those machines and there are some instances where we have even replaced that Chinese installation with our DISA machines.
- So, yes, somebody may go into these solutions in a short-term basis but when it comes to on a long-term basis, I think our equipment is giving a very good output for the installed capacities.
- There was a question on the product mix. If I, very specifically, go to the FY24-25, our DISA business has constituted close to 50% of the overall turnover for us. SIMPSON, which we just started last year, accounts for a very small 1% turnover as of now. Filters have given us around 11%, Wheelabrator has given us around 15% and it has grown in the share on an overall basis.
- So, OEM stands at around 75% of our business, whereas Aftermarket constitute about 25% of the business. If you look at the growth in each area, I think, OEM business has shown a very strong growth of 21% over last year and Aftermarket stands at about 19%.
- There were questions around molding machine and very specific to say that how's the demand shaping up for the DISAMATIC, DISA MATCH and DISA FLEX machines and what kind of product portfolio are we seeing as a good traction. I think, primarily in high-speed machines which come from Denmark, for sure. So, on the speed side, we can make a machine up to 350 molds per hour in India but any machine which is requiring high speed production beyond that up to almost 555 molds per hour, we have to get it from our Danish facility. We are seeing a good capacity availability when it comes to automotive industry, on a very broad level I'm saying. However, the segments were heavy castings. They have shown a better promise for the last few years. So, DISA FLEX is one product which is gaining a good traction in the marketplace and it has been gaining slightly better advantage versus other two business lines what we have.

- So, there was one question on that, have we lost market share in large castings and all that. I think, our play is very different. So, our play is in the horizontal lines or DISA FLEX lines is very different and we have gained only in these categories of business. We don't serve 100% market when it comes to horizontal lines.
- There was a question on since we are building good machines, are we also using these skills to make core machines and special process CNC machines. I think the answer to that is very simple that we want to remain in our core area of technology, which is primarily molding machines, sand plant applications, cooling mechanisms, sand reclamation solutions and shot blasting solutions. The endeavor is to improve and better our own benchmark through a very focused process rather than getting into something new which we don't have a technology and we don't want to go or venture into that direction at all.
- There's a question around the strategy on our shot blasting machine, SIMPSON and filters. I think one of the key strategies for us to gain market in India is to build machines in India. So, we have been building Wheelabrator machines for quite long but over the last few years we are seeing some very specialized applications which the customers are seeking solutions from us and we have started to build those intricate machines with the support of our tech center back in Germany. Same thing we are following for SIMPSON as well. So, SIMPSON; the first tech transfer started in last year and we delivered our first equipment in the month of January. We are seeing a very good response from the marketplace and not only on the SIMPSON Coolers but also on the sand reclamation, which is also ultimately impacting our environment. So, those things we are doing as a part of our strategy for India.
- There was a question around will the non-molding business line become 50%-60% of the business eventually. I think it's slightly speculative, we cannot comment on that. What we do on an everyday basis to see that we grow faster in the marketplace, we give lot of very good solutions to our customers and we deploy all the necessary resources and capability to address it. And you are seeing that happening for many years and it will continue in that fashion as we go forward.
- And there's another question on that shot blasting machines sales to outside of the India market, especially in the North American factory, so is there any development on that. I think we are still evaluating what is the best solution, how can we do that.
- There's another question on business on localization, which is happening due to the growth coming in the defense and the aerospace segment. I think, defense and aerospace segment are gaining a very strong momentum in India and we are proud to say that we have very strong applications around these segments. So, both defense and aerospace will form our future growth strategy platform for Wheelabrator business, since you asked for shot blasting machines. And one additional segment, which I can add here, is the shipyard segment where we are working very closely to gain some of these customers and sell very specialized machine in this area.

- There was a question on the aluminum side of the business. So, just to inform you all, in Q1 of this financial year, Italtipresse has been hived off into another business entity. So, it is no more a part of Noricon Group from this financial year onwards. In case of StrikoWestofen, which is a melting and dosing furnace on the aluminum applications, our role has been to sell this unit. So far we are not manufacturing it in India but I'll not rule that out depending on the kind of scale of requirements we see in this market and we will have available space and the capacity to do that. So, that's where it stands on the Striko line.
- One very interesting question on the non-ferrous castings. I think we are running a global project to go into/venture into areas which is non-ferrous and there is a strong focus on the growth and DISA India is not untouched on that. It's a very good market to gain. So, whether it is a steel casting or a brass casting, these are of good interest to us. In the last few months, we have also sold some foundries to these applications which are non-ferrous. And we are putting up a lot of focused effort to educate the customers that, 'Yes, our machines could be used for making these castings' and we are getting some good results from the customer's interface.
- Then there are some questions on the digital offerings in the aftermarket. So, just to give you a very specific number, close to 100 of our equipments have been digitized in the last 2 years. I mean, I'm talking of the installed base which is already there running machines and this drive is continuing at a very fast pace. We anticipate that the adoption of automation in the Indian foundries will gain quite a good traction and I don't see that why we'll not look at doubling these kinds of requirements over the next few years.
- In the aftermarket, we have launched a full-service, as I said in my presentation as well, where it goes beyond the supply of the parts and covering customers requirement from end-to-end applications. This is not only going to help us grow the business but is going to help customers a lot because they will be able to produce the required and the rated capacity from their equipments.
- There were some questions on exports that we have seen export decline. I think I'll just give a very broad view on this as we see. The external business environment, it plays a very crucial role when it comes to our export business. And over the past few years, this has gone into pretty challenging territory, primarily Middle East, some CIS countries where we have been going and winning businesses and even now in the U.S. So, we are likely to see more uncertainty at this, at least in the short run. Over and above, the tariffs from the U.S. will also decide some future course of action for us when it comes to export businesses. It is very, very difficult to assess today in such a dynamic situation that what will happen to export. The wars in Middle East, the wars between Ukraine and Russia and U.S. tariffs, they are going to really make something not so easy for us to assess how do we move into a different market. The new opportunity which is opening up for us is Southeast Asia market where there's a lot of investment happening and we will see some good traction coming from

Southeast Asian countries because there's a lot of activity which is happening in countries like Thailand, Indonesia, Vietnam, so to say.

- On the capacity utilization, I think our capacity is not what we do in the plant, our capacity is more about what we do at the suppliers' level because we are ultimately assembling machines in our plant. So, any creation of a facility inside cannot define what capacity we have, so there is a strong supply chain process what we have around our plants in which we develop suppliers and we try to see that even if there is this crunch of the space or something, we are still able to do a lot of activities on outsourced basis and can expand our business towards that.
- In the near short term, and I would say slightly longer term, we are seeing a very good growth for India not only in the Auto but also the segments of Steel, Railways, Road construction, Infrastructure, Shipyards and, accordingly, with the new plant what we are constructing will give us a strong leverage to meet any such requirements. We have purchased this land and we are now evaluating the construction process and we should be in a position to be up very fast because this is a greenfield project and not a consolidation or an action in the existing plant. So, once we have that decision done on how we go and what do we construct there then we can come back with other questions on what is our investment plan on that beyond the land and what could be the peak revenue potential we can look at. Very broadly, I can say that, it can add in at least 30%, roughly 30%-40% of revenue potential once we have the facility up and running.
- On the margin side, I think we have delivered a very strong margin over every year. The EBITDA margins have been fluctuating with some costs coming in, as rightly pointed out with by some of the shareholders, but we have still given a very strong and a consistent margin when it comes to EBITDA and we'll continue to move in that direction. We are very conscious of the cost development and we keep taking actions on any cost which comes to us - either it is passed onto the customer or it is addressed through the efficiency route. And that is what we have been doing for many, many years.
- I will still not like to comment on the FY25-26, there were some questions on that but that we can take up in the next meeting. But this is where we are on broadly all the questions.
- There was a question on why we are not giving bonus share. I think our policy is more to give you immediate good dividend, which we are giving for the last many years, and that is where we stand. We are not seeing anything happening on the splitting of the share or doing some bonus share either.
- So, this is broadly I would like to speak to all of you based on your questions and queries. Thank you very much and over to the Chairman.

- **Ms. Deepa Hingorani – Chairperson, DISA India Limited:**
- Thank you very much, Lokesh, for covering all the questions very comprehensively, not only the questions raised in the meeting today but also received in a written form by the company.
- Members who are yet to vote are now requested to cast their votes using the e-voting facility of CDSL. E-voting facility will be available for 30 more minutes from the conclusion of this AGM.
- And the results of the remote e-voting and e-voting during the AGM will be declared on receipt of Scrutinizer's Report and placed on the Company's website and sent to Stock Exchange within two working days from the conclusion of the Annual General Meeting.
- With that then, on behalf of the Board of Directors, I'd like to thank you all for participating in the meeting and I hereby declare the proceedings as closed.
- Thank you all very much and see you next year.
- **Mr. Lokesh Saxena – Managing Director, DISA India Limited:**
- Thank you.
- **Ms. Vidya Jayant - CFO, DISA India Limited:**
- Thank you.

*(eVoting)*

**End of Transcript**