John Cockerill

Ref.: JCIL/BSE/2026
Date: May 19, 2026

To,
The Secretary,
BSE Limited,
Mumbai - 400 001.

Scrip Code: 500147

Sub.: Investor Presentation for the quarter ended March 31, 2026

Pursuant to the provisions of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation for the quarter ended March 31, 2026. The presentation will also be uploaded on the Company's website at www.johncockerillindia.com.

We request you to kindly take the same on your records.

Thanking you,

Yours faithfully,

For John Cockerill India Limited

Nidhi Narayan Salampuria
Digitally signed by Nidhi Narayan Salampuria
Date: 2026.05.19 15:12:19 +05'30'

John Cockerill India Limited Mumbai

Nidhi N. Salampuria
Company Secretary & Compliance Officer
(FCS: 10448)

John Cockerill India Limited

Investor Presentation

Q1CY26 | May 2026

Revolutionising the Steel Industry

200+ Years
JC Group
Engineering Legacy

28+ Countries
JC Group
Global Presence

360+
Employees in India
8000+ Employees at JC Group

INR 3.6 Bn
JCIL CY25 Revenue

Safe Harbor

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This presentation contains certain forward looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward looking statements become materially incorrect in future or update any forward looking statements made from time to time by or on behalf of the Company.

Financial & Operational Performance

Q1CY26

Chairman's Message

Mr. Francois-David MARTINO

Chairman

"After a period of restructuring and realignment, JCIL has entered 2026 with significantly stronger operational momentum, reflected in a robust recovery in business performance. Standalone revenue grew by 162% year-on-year, while consolidated revenue increased by 56% year-on-year, supported by improved execution, a stronger order pipeline, and growing market demand.

The restructuring of the Sales team has also started delivering visible results, enabling the Company to better capture the strong quarter-on-quarter growth opportunities emerging in the Indian market. Execution discipline across the business continues to improve, supported by stronger project management, better cash control, and growing demand for advanced steel processing technologies.

India remains one of the strongest steel investment markets globally, driven by infrastructure growth, manufacturing expansion, renewable energy investments, and increasing demand for higher value steel products.

At the same time, JCIL is strengthening its international presence, including re-entering China, the world's largest steel market where new investments are increasingly being driven by advanced technology requirements. To further strengthen customer engagement in the region, a new office has also been established in Shanghai, enabling closer proximity to customers in southern China.

The ongoing consolidation of the John Cockerill Group's Metals business under JCIL marks an important strategic milestone, positioning India as the execution and manufacturing hub for the wider global Metals platform.

The Revamps, Spares & Services business is also gaining momentum and is expected to become an increasingly important contributor to recurring growth and profitability.

As the steel industry moves toward greater efficiency, automation, and decarbonisation, JCIL is well positioned with advanced technologies and a stronger integrated global platform. The direction is clear, the foundation is stronger, and we believe the next phase of growth has only begun."

Consolidated Main Order Wins

Period	Customer	Scope of Work
Aug 2025	JSW JFE Electrical Steel	Tunnel Furnaces at Nashik
Sep 2025	Godawari Power & Ispat	Cold Rolling Mill at Chhattisgarh
September 2025	Tata Steel (Tinplate)	CAL, Push Pull Pickling Line & ARP, Jamshedpur
September 2025	JSW Steel Coated Products	CGL & Push Pull Pickling Line, Khopoli
December 2025	JSW Steel Coated Products	6 Hi Twin Stand
December 2025	Yongfeng	CAL and CGL, China
December 2025	Qarmet	CGL and CCL, Kazakhstan
March 2026	JSW Steel Coated Products	CGL

Total Order Wins (TTM): **INR 20bn+**

Standalone - Financial Highlights – Q1CY26

India business on steady footing with Order Book providing strong visibility for the coming years

Revenue

₹ 2,000 Mn

+162% Y-o-Y

EBITDA

₹ 114 Mn

Vs. –ve ₹ 4 mn in Q1CY25

PAT

₹ 70 Mn

Vs. –ve ₹ 7.5 mn in Q1CY25

Material Margin

45.7%

EBITDA Margin

5.7%

PAT Margin

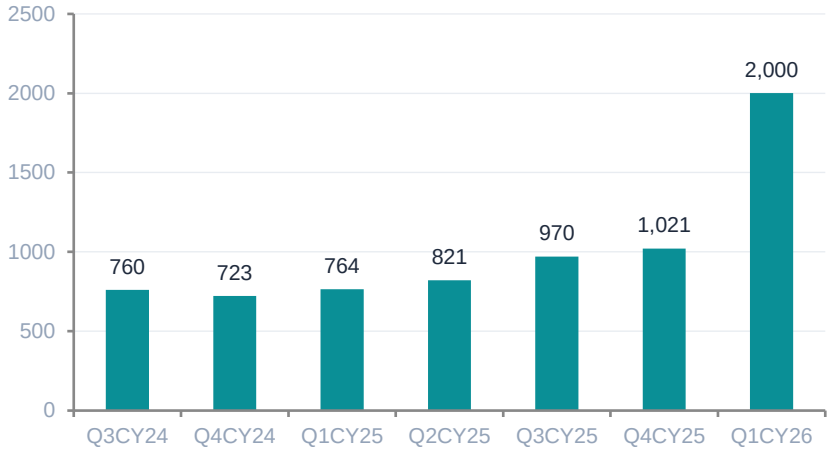
3.5%

India Order Book as of Mar-26: **INR 13,212 Mn** (+101% Y-o-Y)

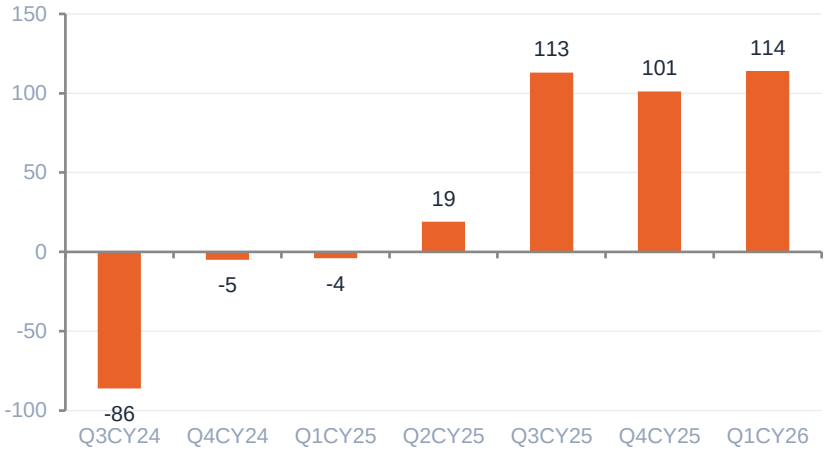
Standalone - Healthy Turnaround in Business Performance

Consistent improvement every quarter showcasing resilience, agility and execution discipline

Revenue (INR Mn)



EBITDA (INR Mn)



162% Revenue Growth in Q1CY26 on Y-o-Y basis

Sharp Turnaround in EBITDA

Standalone Profit and Loss Statement - Q1CY26

Standalone Profit and Loss Statement (INR Mn)	Q1CY26	Q1CY25	*Y-o-Y*
Revenue from Operations	**2,000.4**	**764.2**	***161.8%***
Raw Material Cost	1,085.8	388.7	
Material Margin	**914.6**	**375.5**	***143.6%***
Material Margin (%)	**45.7%**	**49.1%**	***-340 bps***
Employee Cost	252.8	189.2	
Other Expenses	547.8	190.8	
EBITDA	**114.1**	**-4.4**	***N.M.***
EBITDA Margin (%)	**5.7%**	**-0.6%**	***N.M.***
Depreciation	15.6	15.1	
Other Income	28.0	13.5	
EBIT	**126.5**	**-6.0**	***N.M.***
EBIT Margin (%)	**6.3%**	**-0.8%**	***N.M.***
Finance Cost	51.4	4.2	
(Exceptional Income) / Expense *	(23.9)	0.0	
Profit before Tax	**99.0**	**-10.2**	***N.M.***
Tax	28.9	-2.7	
Profit after Tax	**70.1**	**-7.5**	***N.M.***

** Exceptional Income pertains to one-time impact of change in Labour Code in Q4 and CY25 | N.M. - Not Measurable*

Consolidated Financial Highlights — Q1CY26

China, Belgium and Germany entities consolidated w.e.f. 01st January 2026

Revenue

₹ 3,445 Mn

+56% Y-o-Y

EBITDA

₹ 49 Mn

Vs. –ve ₹ 15 mn in Q1 CY25

PAT

₹ 74 Mn

Vs. –ve ₹ 29 mn in Q1 CY25

Material Margin

55.2%

EBITDA Margin

1.4%

PAT Margin

2.1%

Consolidated Order Book as of Mar-26: **INR 33,000 Mn (approx.)**

Consolidated Profit and Loss Statement – Q1CY26

Consolidated Profit and Loss Statement (INR Mn)	Q1CY26	Q1CY25	*Y-o-Y*
Revenue from Operations	**3,445.2**	**2,209.0**	***56.0%***
Raw Material Cost	1,543.1	998.6	
Material Margin	**1,902.1**	**1,210.4**	***57.1%***
Material Margin (%)	**55.2%**	**54.8%**	***40 bps***
Employee Cost	715.8	608.4	
Other Expenses	1,137.1	617.0	
EBITDA	**49.1**	**-14.9**	***N.M.***
EBITDA Margin (%)	**1.4%**	**-0.7%**	***N.M.***
Depreciation	32.8	24.8	
Other Income	93.8	61.3	
EBIT	**110.1**	**21.6**	***N.M.***
EBIT Margin (%)	**3.2%**	**1.0%**	***N.M.***
Finance Cost	70.4	43.5	
(Exceptional Income) / Expense *	(23.9)	0.0	
Profit before Tax	**63.6**	**-21.8**	***N.M.***
Tax	-10.0	7.3	
Profit after Tax	**73.6**	**-29.1**	***N.M.***

** Exceptional Income pertains to one-time impact of change in Labour Code in Q4 and CY25 | N.M. - Not Measurable*

Acquisition & Restructuring of Metals Business

Strategic transformation anchored in India

Consolidation of John Cockerill Group's Metals Business

Consolidation

Creation of JCMI (Belgium) and transfers carved-out Metals business. JCIL acquires 100% stake in JCMI w.e.f. 01 Jan 2026

Rationale

Create a focused, transparent and investible structure. Unlock efficiencies in technology, supply chain and lifecycle support.

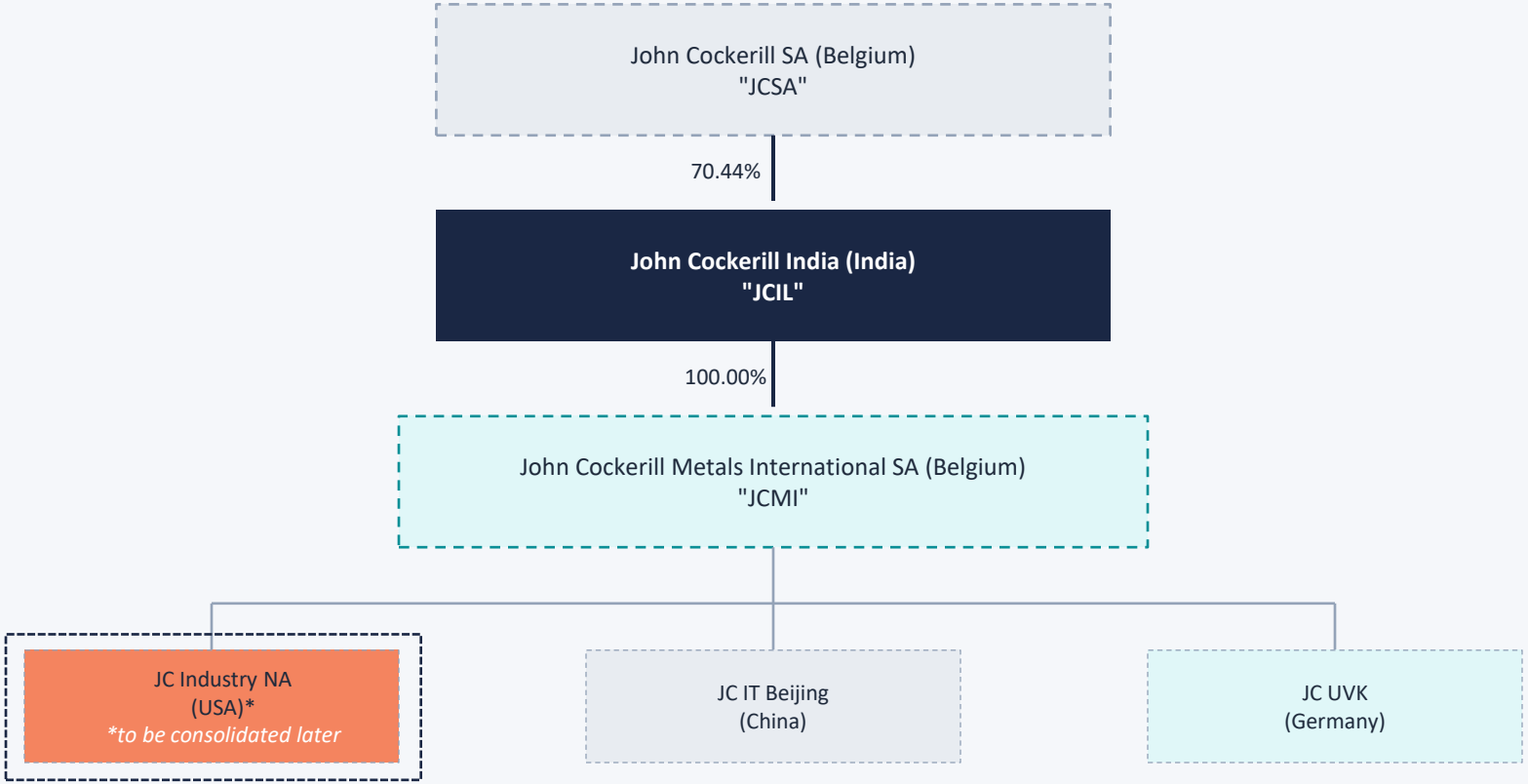
Consideration

Not exceeding EUR 50 million. Deferred payment facility over 5 years with no interest obligation under FEMA Regulations.

India — The Hub for International Business

Strong economic fundamentals, proactive industrial policies, deep domestic market and growing investor confidence.

New Corporate Structure



Growth Strategy

John Cockerill India Limited

Group Overview

Indian hub & centre of manufacturing for cold rolling mill complexes under the John Cockerill Group

Global leader in conception, manufacture & installation of reversible cold rolling mills

Technologies span processing lines, rolling mills, thermal and chemical processes

Headquartered in Mumbai with manufacturing sites at Taloja and Hedavali

Key customers include Tata Steel, Jindal, JSW, ArcelorMittal Nippon Steel

Our USP

- 200+ Years of Engineering Excellence as JC Group
- Technology Innovator & Partner
- Commitment to Sustainability
- Strong Focus on R&D

Revolutionising Steel

JVD Technology

Downstream steel coating

Hydrogen Process

Green steel manufacturing

Metals Business — Three Pillars

A trusted global supplier of sustainable & high-performance solutions for the steelmaking industry

01 Processing & Rolling

- Pickling Lines & Solutions
- Acid Regeneration Plants
- Cold Rolling Mills
- Continuous Annealing Lines
- Continuous Galvanising Lines
- Colour Coating Lines
- JVD (Jet Vapor Deposition)

02 Iron & Steel Making Technology

- **Volteron™ — CO_2-free steelmaking
- Electric Arc Furnaces (EAF)
- Hydrogen in steelmaking
- Pelletizing Units
- DRI Solutions

***Volteron is not part of the consolidation*

03 Services & Energy Efficiency

- Fit-to-purpose upgrading
- Decarbonising existing plants
- Process & tech consultancy
- Customised spares & services
- Mathematical models
- Automation & Technology Control

Revolutionary Technology — Jet Vapor Deposition (JVD)

A breakthrough in zinc coating — developed in partnership with ArcelorMittal

An advanced coating process that vaporizes zinc in a vacuum and deposits it onto steel at sonic speeds, creating a uniform, adaptable coating ideal for automotive, appliance, and industrial applications.

1 Million Tons

JVD coated steel already produced & sold from ArcelorMittal Kessales

2x Faster

Than existing HDG and EG galvanisation processes

Less CO_2

Low energy consumption, environment friendly process

99.5% Yield

High-speed production with minimal waste

Competitive Advantages

- Customizable coating thicknesses
- Superior surface quality
- Uniform and consistent output
- Better resistance to corrosion
- Flexibility to install independent lines

Steel Sector Outlook & India Opportunity

India — The World's Fastest Growing Steel Market

#2

World's 2nd Largest
Crude Steel Producer

~152 MT | ~9% global share

- Steel capacity target: 300 MTPA by 2030-31
- ~USD 156 billion investment planned
- Carbon emission reduction targets: 20% by 2030
- Green hydrogen-based steelmaking as focus area
- 100% FDI allowed in the sector

Growth Drivers for JCIL

Innovation & Technology

New routes for better efficiency — JVD, Volteron™, hydrogen steelmaking

Steel Decarbonisation

Green steel manufacturing and revamping of existing plants globally

India Market Growth

World's fastest growing market with increasing demand for high-end products

Policy Support

Government push for self-reliance in steel with supportive industrial policies

Source: IBEF Steel Report November 2025; WorldSteel.org

Business Strategy & Way Forward

01

Portfolio of Technologies in Steelmaking

Establish a market relevant portfolio of technologies in green steel, high strength steel and become a global Tier 1 steelmaking solutions provider.

02

Fostering Global Partnerships

Foray into upstream steel making processes with focus on decarbonization by building strategic alliances and collaborations.

03

Streamlining Client Operations

Implement advanced digital tools and technologies to enhance productivity with adjacencies in servicing and supply of spares.

04

Consolidation of Metals Business

Improve operational efficiencies and remain closer to key customers with localized offering and better margins.

New Technology & Manufacturing → Strengthen Customer Services → Explore JV / Inorganic Opportunities

ESG — Commitment to Sustainable Growth

Environmental

JCIL is actively implementing energy conservation measures, such as upgrading equipment and optimizing factory operations. These initiatives aim to reduce reliance on non-renewable energy and improve environmental sustainability.

- Improving the environmental footprint of our projects, products and services (Eco-efficient design)
- Improving the environmental footprint of our organization (Eco-working)

Social

The company has invested 5,668 man-hours in training up to December 2025 with 1,796 man-hours fully focusing on safety and health awareness programs. This reflects a robust commitment to employee development and skill enhancement, leading to improved productivity and a safer workplace.

- Severity and frequency rate of accidents with lost time*: 0
- Diversity (in %)*: 5%

Being a committed corporate citizen

- Number of solidarity projects supported by JCIL*: 3 (in the areas of health, environment and education)

Governance

JCIL adheres to strict ethical standards, including a zero-tolerance policy toward corruption. Mechanisms such as the Whistleblower Policy, Prohibition of Insider Trading Policy, and regular disclosures underscore the company's commitment to maintaining transparency and accountability.

Deploying exemplary governance

- Board of Directors attendance rate*: 96%
- Voluntary BRSR 2023 and BRSR 2024
- BRSR 2025 will be released in May 2026

Board of Directors

Mr. Francois-David MARTINO
Chairman

25+ years of international management experience, notably with Becker Stahl Services (Germany), Danieli, Thyssen Krupp and Siemens VAI (China).

Mr. Frederic MARTIN
Managing Director

35+ years of international business management experience, mainly with ferrous / non-ferrous metals sectors in various functions.

Mr. Vivek BHIDE
Non-Executive Director

30+ years of international experience in the chemicals and industrial manufacturing.

Mr. Frederic LEMAITRE
Non-Executive Director

25+ years of experience in the steel industry working in key finance positions for ArcelorMittal and John Cockerill

Mr. Nandkumar DHEKNE
Independent Director

40+ years of experience in diverse areas including Field services, Operations Management, Sales & Marketing & General Management.

Ms. Anupama VAIDYA
Independent Director

30+ years business management experience across various industries (Conglomerates, IT, Manufacturing/Engineering, Construction, etc.)

Ms. Anjali GUPTE
Independent Director

25+ years financial experience across Financial Services, Media & Advertising, Real Estate & Manufacturing sectors.

Mr. Anand SEN
Independent Director

40+ years of experience with Tata Group across Marketing and Sales, Strategy and Business Leadership.

India Leadership Team

Mr. Frederic Martin

Managing Director

35+ years in international business management in metals sectors

Mr. Marc Dumont

Chief Financial Officer

25+ years in finance, engineering with corporate development exposure

Ms. Neha Mistry

Human Resources Business Partner

18+ years in People Management and Skilling

Ms. Nidhi Salampuria

Company Secretary

15+ years experience in compliance, legal, regulations and governance standards

Mr. Shishir Naik

Head - Revamps, Spares & Services

18+ years in manufacturing, engineering, procurement, and commercial operations

Mr. Mithaleshwar Yadav

Vice President - Sales

20+ years in downstream processing of hot-rolled steel

Mr. Ujwal Kawale

Chief Operating Officer

20+ years in Steel Industry across manufacturing & projects

Global Leadership Team

Mr. Frederic Martin

CEO Global

35+ years in international business management in metals sectors

Mr. Marc Dumont

Chief Financial Officer

25+ years in finance, engineering with corporate development exposure

Mr. Gregory TOURNAY

Head – Strategy & Innovation

20+ years in industrial transformation across the metals, surface treatment, water, nuclear, tire, and oil & gas sectors

Mr. BRUSINI Emanuele

Head - Sales

30+ years in Sales & Managing Project Based Division

Mr. Pierre Dosogne

Human Resources Business Partner

15+ years experience in transformation & talent development

Ms. Agnieszka Borysowicz

CEO - China

30+ years of multi-jurisdictional experience globally in the B2B international industrial sector

Ms. Isabelle Widmer

CEO - Europe

25+ years in Metals sector for operational management, continuous improvement, lean manufacturing, and change management

Mr. Xuedong Fan

Head - Procurement

24+ years in procurement management experience in metal sector and manufacturing business

Mr. Pierre Mertens

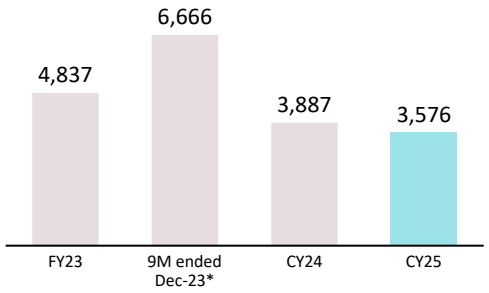
Head – Services & Energy Efficiency

20+ years in Metals, Hydrogen, Water Treatment, Air Treatment & Tires from Business development to New Servicing, including General Management

Historical Financial Performance

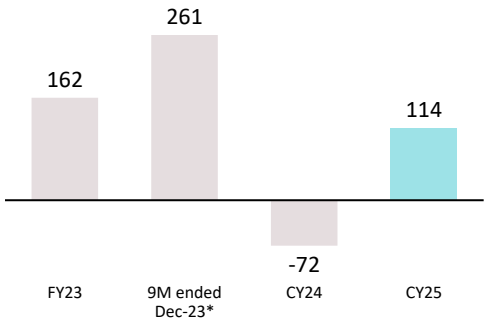
Standalone Historical Performance Highlights

Revenue (INR Mn)

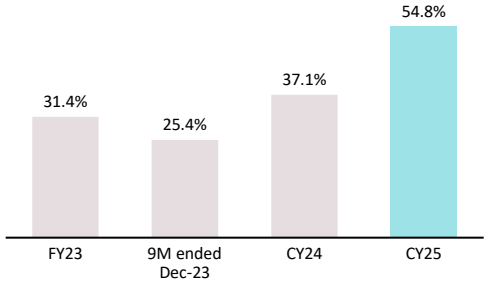


EBITDA (INR Mn)

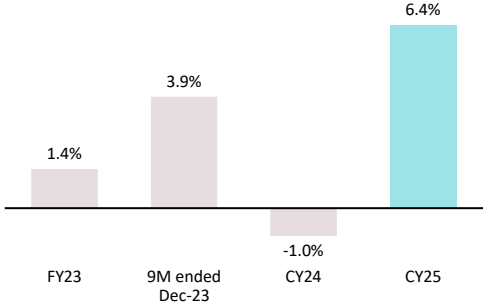
Profit Before Tax (INR Mn) (1)



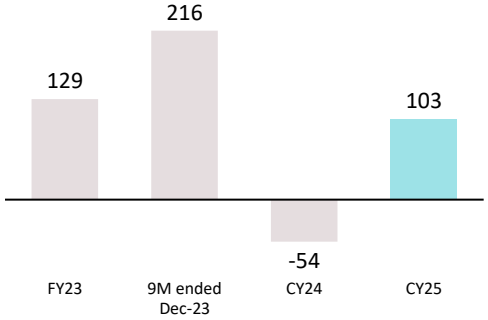
Material Margin (%)



EBITDA Margin (%)



Profit After Tax (INR Mn) (1)



Notes: (1) PBT and PAT is after Exceptional Expense relating to one-time impact of change in Labour Code in Q4 and CY25

Standalone Profit and Loss Statement

Profit and Loss Statement (INR Mn)	CY25	CY24	9M ended Dec-23 *	FY23
Revenue from Operations	**3,575.9**	**3,887.3**	**6,666.3**	**4,837.0**
Raw Material Cost	1,617.7	2,446.8	4,976.2	3,320.3
Material Margin	**1,958.2**	**1,440.5**	**1,690.0**	**1,516.7**
Material Margin (%)	***54.8%***	***37.1%***	***25.4%***	***31.4%***
Employee Cost	633.5	620.7	524.9	565.3
Other Expenses	1,095.6	857.7	904.5	885.0
EBITDA	**229.1**	**-37.9**	**260.6**	**66.5**
EBITDA Margin (%)	***6.4%***	***-1.0%***	***3.9%***	***1.4%***
Depreciation	61.5	59.7	38.5	51.5
Other Income	90.3	48.8	61.9	166.1
EBIT	**258.0**	**-48.8**	**284.0**	**181.1**
EBIT Margin (%)	***7.2%***	***-1.3%***	**4.3%**	**3.7%**
Finance Cost	30.3	22.8	23.3	19.3
Exceptional Income / (Expense) [(1)]	-114.1	0.0	0.0	0.0
Profit before Tax	**113.5**	**-71.7**	**260.7**	**161.8**
PBT Margin (%)	***3.2%***	***-1.8%***	***3.9%***	***3.3%***
Tax	10.4	-17.8	44.3	32.9
Profit after Tax	**103.1**	**-53.8**	**216.4**	**128.9**
PAT Margin (%)	***2.9%***	***-1.4%***	***3.2%***	***2.7%***
EPS (INR)	20.9	-10.9	43.8	26.1

*Notes: (1) Exceptional Expense relates to one-time impact of change in Labour Code in CY25 | *Company has changed financial reporting to calendar year w.e.f. CY23. The previous year financials are for a period of 9 months from April 2023 to December 2023 and hence not directly comparable.*

Standalone Balance Sheet

ASSETS (INR Mn)	Dec-25	Dec-24	Dec-23	Mar-23
Non-Current Assets				
Property, Plant and Equipment	506.0	474.0	489.1	469.2
Capital WIP	11.4	47.9	7.2	15.5
Investment Properties	0.0	44.9	0.0	0.0
Right of Use Assets	59.3	52.6	40.4	29.0
Intangible Assets	2.5	1.5	0.4	0.6
Trade Receivables	5.5	624.0	911.0	117.8
Other Non-Current Financial Assets	110.7	134.9	223.7	175.1
Deferred Tax Assets (Net)	42.1	34.5	0.0	0.0
Non-Current Tax Assets	69.9	40.6	55.9	56.5
Other Non-Current Assets	43.7	49.3	44.3	48.2
Total Non-Current Assets	**851.1**	**1,504.0**	**1,772.1**	**911.9**
Current Assets				
Inventories	161.7	205.9	186.6	232.3
Contract Assets	1,068.2	1,106.3	2,198.4	3,491.2
Trade Receivables	2,212.6	1,958.8	2,096.4	1,335.0
Cash & Cash Equivalents	2,265.0	625.3	1,304.6	1,185.1
Other Current Assets	250.9	380.0	718.6	1,352.0
Total Current Assets	**5,958.4**	**4,276.3**	**6,504.7**	**7,595.4**
Assets Held for Sale (Net of Liabilities)	43.9	0.4	-	-
Total ASSETS	**6,853.3**	**5,780.7**	**8,276.8**	**8,507.4**

EQUITY AND LIABILITIES (INR Mn)	Dec-25	Dec-24	Dec-23	Mar-23
Shareholders' Funds				
Share Capital	49.4	49.4	49.4	49.4
Reserves & Surplus	2,052.1	1,962.1	2,064.5	1,874.1
Total Shareholders' Funds	**2,101.4**	**2,011.5**	**2,113.9**	**1,923.5**
Non-Current Liabilities				
Lease Liabilities	37.4	36.6	7.0	1.5
Trade Payables	73.2	183.6	228.8	36.2
Other Non-Current Financial Liabilities	0.0	8.7	8.7	8.7
Long-Term Provisions	114.0	122.5	149.8	82.8
Deferred Tax Liabilities (Net)	0.0	0.0	8.9	27.5
Total Non-Current Liabilities	**224.6**	**351.4**	**403.1**	**156.8**
Current Liabilities				
Contract Liabilities	2,507.7	1,701.9	2,381.6	3,560.3
Lease Liabilities	15.7	9.3	7.3	0.6
Trade Payables	1,454.1	1,445.3	3,111.6	2,776.5
Short-Term Provisions	410.3	138.6	47.1	43.1
Current Tax Liabilities (Net)	5.5	5.5	29.6	4.6
Other Current Liabilities	134.0	117.1	182.5	41.9
Total Current Liabilities	**4,527.3**	**3,417.7**	**5,759.7**	**6,427.0**
Total EQUITY AND LIABILITIES	**6,853.3**	**5,780.7**	**8,276.8**	**8,507.4**

Note: Company has changed financial reporting to calendar year w.e.f. CY23. The previous year financials are for a period of 9 months from April 2023 to December 2023 and hence not directly comparable.

Standalone Abridged Cash Flow Statement

Abridged Cash Flow Statement (INR Mn)	CY25	CY24	9M ended Dec-23*	FY23
Profit/(Loss) Before Tax	**113.5**	**-71.7**	**260.7**	**161.8**
Adjustments for Non-Cash and Non-Operational Expenses / (Incomes)	215.7	49.4	16.0	-59.5
Operating Profit / (Loss) Before Working Capital Changes	**329.3**	**-22.3**	**276.7**	**102.3**
Changes in Working Capital	1,299.0	-608.8	-69.3	635.1
Cash from Operations	**1,628.2**	**-631.1**	**207.4**	**737.4**
Income Tax (Paid) / Refunded	-42.9	-29.7	-36.9	-29.3
Net Cash Flow from Operating Activities (A)	**1,585.4**	**-660.8**	**170.6**	**708.1**
Net Cash Flow from Investing Activities (B)	**-814.3**	**16.8**	**95.9**	**-74.4**
Net Cash Flow from Financing Activities (C)	**-21.0**	**-46.0**	**-26.5**	**-10.2**
Net Change in Cash & Cash Equivalents during the Year (A+B+C)	**750.0**	**-690.0**	**240.0**	**623.5**
Cash & Cash Equivalents at the Beginning of the Period	465.1	1,155.0	915.0	290.8
Effect of Exchange Difference	0.1	0.1	0.0	0.7
Cash & Cash Equivalents at the End of the Period	**1,215.3**	**465.1**	**1,155.0**	**915.0**

** Company has changed financial reporting to calendar year w.e.f. CY23. The previous year financials are for a period of 9 months from April 2023 to December 2023 and hence not directly comparable.*

Thank You

For more information, please contact

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