castrol.co.in

16 November 2026

To

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra East,
Mumbai – 400 051

Scrip Code: 500870

Scrip Symbol: CASTROLIND

Dear Sir/Madam,

Sub.: Analyst/Investor Meet - Presentation

Pursuant to Regulation 30 read with Para A Part A of Schedule III to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further to our communication dated 12 November 2026, informing the Exchanges about Castrol India Limited's participation at the "Avendus Spark INDX: Annual Investor Conference", scheduled on 17 November 2026, we hereby enclose the presentation to be made at the aforesaid meet.

The presentation will also be made available on the website of the Company on the following link: Investor Presentation.

Kindly take the same on record.

Thank You.

Yours faithfully,
For **Castrol India Limited**

Hemangi Yateen Ghag
Digitally signed by Hemangi Yateen Ghag
Date: 2026.11.16 17:37:55 +05'30'

Hemangi Ghag
Company Secretary & Compliance Officer

Encl.: As above

Registered address:
Castrol India Limited
CIN: L23200MH1979PLC021359
Technopolis Knowledge Park, Mahakali Caves Road, Andheri (East), Mumbai – 400093
Tel: +91 22 7177 7111 / Fax: +91 22 6698 4101
Customer Service Toll Free No: 1800222100 / 18002098100

Castrol India Limited

3Q FY26 Investor Presentation



Disclaimer:
This Release / Communication, except for the historical information, may also contain statements indicating projected performance or results. These statements are based on certain expectations & assumptions, which are dependent on external economic, market, supply chain, geo-political, legal and policy factors, which factors may vary from time to time. Consequently, the expectations and assumptions will be reassessed, revised and/or released in a suitable manner, if warranted. The data is stated on as is basis as on 31 March 2026.



Company overview

Castrol: 127-year young ‘global’ organisation

Land

Sea

Air

Space

7K+

Employees powering legacy and loyalty

Source: Castrol global website

>160
Countries where Castrol markets products

200M+
Customer touchpoints

7
Technology centres

21
Blending plants

1st

Lubricant company to power space expedition

Castrol for India

India's most trusted lubricant brand

115+
Years in India

40+
Years as listed entity

630+
Employees

04
Regional offices

03
Plants

01
Tech center

14
Depots & DC (Hubs)

#1
Market share across automotive categories

90+
OEM customers

~167K
Retail outlets

~46K
Rural outlets

~55K
Servicing network
(IWS, multi-brand workshops, CAS and Rural Service Express)

700K
Mechanics

23
Chemical management sites

8 Litres
of Castrol is sold in India every second



IWS – Independent workshops
CAS – Castrol Auto Service

Moments from India's story









Keeping the wheels of the country moving



Powering the passion to race



Championing the spirit of Indian cricket

Board of Directors: Global governance standards, deep local experience

Over 200 years of collective experience across the automobile, FMCG, logistics, and finance sectors, providing strategic oversight and governance stewardship to the organisation.

1 **Mr. Rakesh Makhija**
Chairperson
Last held position: President, AB SKF

2 **Ms. Sangeeta Talwar**
Independent Director
Last held position: President (South Asia), Tata Global Beverages

3 **Ms. Satyavati Berera**
Independent Director
Last held position: COO, PwC India

4 **Mr. Kartikeya Dube**
Nominee Director
& Chairman, bp India, Senior Vice President bp group



5 **Ms. Nisha Trivedi**
Nominee Director, Castrol India & VP Finance Control, Castrol (global)

6 **Mr. Saugata Basuray**
Managing Director, Castrol India

7 **Ms. Mrinalini Srinivasan**
Wholetime Director & CFO, Castrol India

Management team

Over two-and-a-half centuries of collective experience across the automobile, FMCG, logistics, pharma, and finance sectors.



1. Siddharth Shetty
   Managing Counsel
   Work experience: 29 years

2. Priyanka Ghosh
   Vice President - Industrial Sales
   Work experience: 20 years

3. Mayank Pandey
   Vice President - B2C Sales
   Work experience: 30 years

4. Chikita Sobti
   Head – Communications
   Work experience: 21 years

5. Kaushik Vedula
   Vice President – Marketing
   Work experience: 22 years

6. Maria P Valles
   Vice President - People & Culture
   Work experience: 34 years

7. Rajesh Madathingal
   Head – Technology
   Work experience: 24 years

8. Mrinalini Srinivasan
   Wholetime Director and Chief Financial Officer
   Work experience: 19 years

9. Jyoti Prakash
   Vice President - Supply Chain
   Work experience: 23 years

10. Anoop Jindal
    Vice President – B2B Sales & OEM, South Asia
    Work experience: 27 years

11. Saugata Basuray
    Managing Director, Castrol India
    Work experience: 27 years

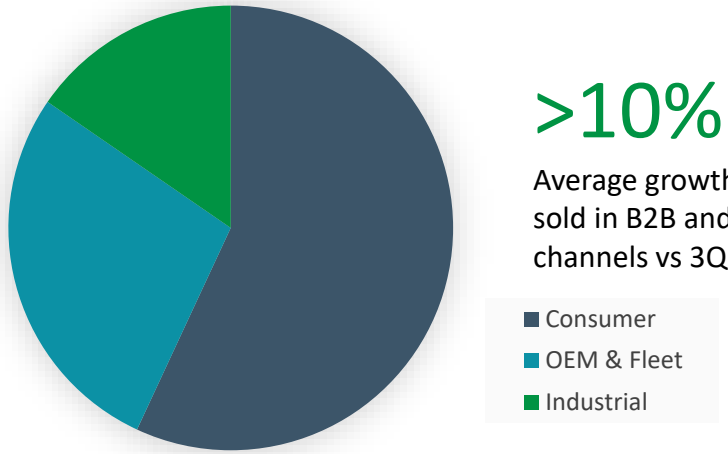


3Q 2026 highlights

3Q 2026 highlights

Segment contribution in lubes

3Q 2026



>10%

Average growth in volume sold in B2B and Industrial channels vs 3Q 2025

Step out sectors



~50K

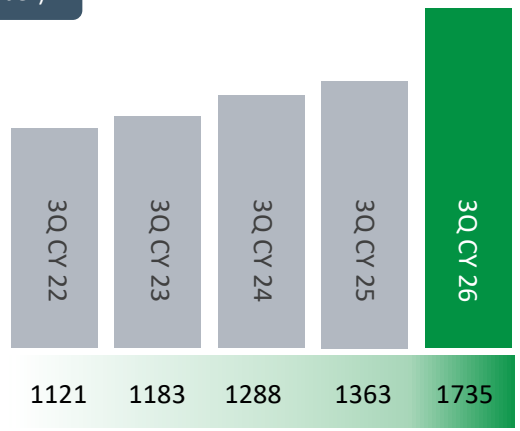
Physical outlets availability

Highlights from the quarter

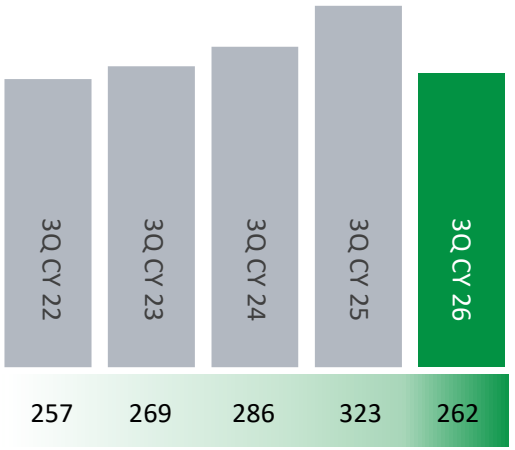
Product innovation and portfolio expansion	Launched Magna CTX circulating oils for industrial applications and localized Hysol 35 XBB and Alusol 61 XBB
Marketing engagement	Celebrated Castrol's Super Mechanics with a graduation-day ceremony, with participants receiving certificates from ASDC
Consumer proposition	Strengthened consumer proposition around "non-stop protection even before you start", highlighting MAGNATEC's role in engine protection even when it's switched off

Financial highlights

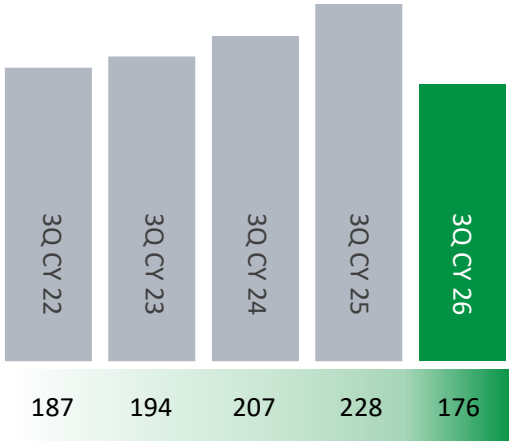
3Q trend (July-September)



Revenue from operations
In ₹ Crore

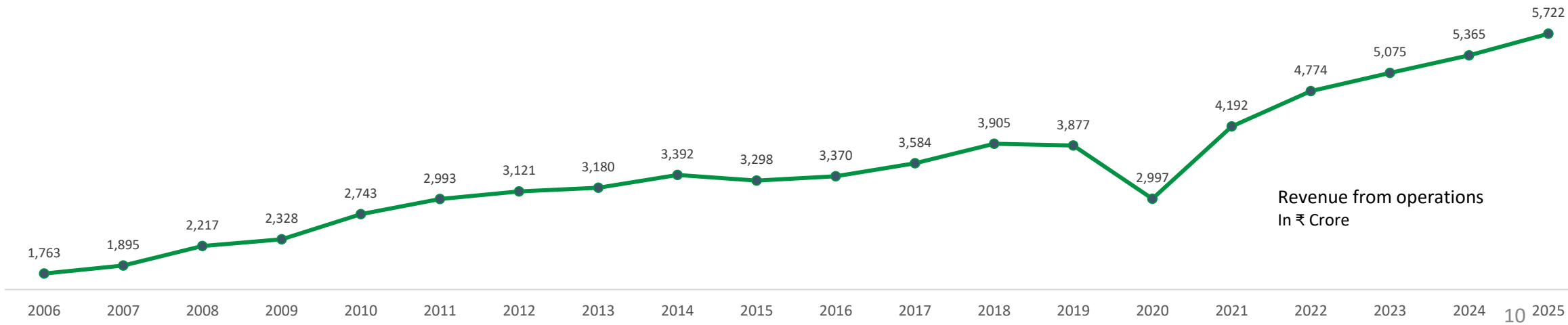


EBITDA
In ₹ Crore



PAT
In ₹ Crore

Yearly trend (Jan – Dec)



*EBITDA is excluding Other Income



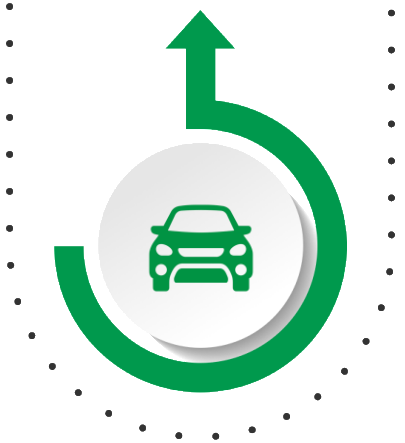
Business landscape

India is changing

A new era of mobility…energy…expectations.

Evolving market

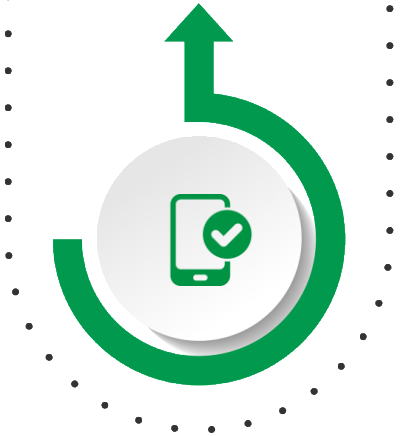
Growth in passenger vehicle sales driven by rising SUV adoption in urban markets and increasing pre-owned car consumption in *rurban* markets





Rural contributes to growth in two-wheeler sales

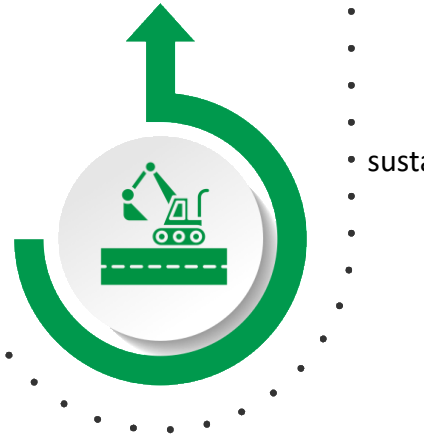
Digitisation and digital literacy is shaping consumer choice





Expansion of India's manufacturing sector driving industrial demand growth

Large-scale investments in roads, construction, and logistics are driving demand in building, construction and fleets segments





Greater push for sustainability in operations across industries

Many Indias. One Bharat.

Growth story is no longer metro-led; distinct city clusters are growing at different speeds.

Broadening growth beyond THE BIG SIX

Households across Top 100 cities

61.7M → 79.3M

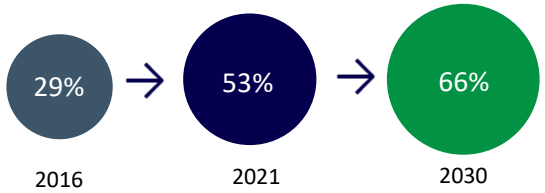
2025-2026 | 2030-2031

Big Six	Other cities
25.2M → 32.6M	36.5M → 46.7M
+7.4M	+10.2M

The next ~18M urban households will come predominantly from beyond the Big Six.

Changing face of consumption

Middle-income households



19%	35%	31%
Of India's population	Of India's income	Of India's consumption

Drivers behind changing consumption patterns

Rising middle class
Driving higher incomes and aspirations

Mobility-led consumption
Fueled by discretionary spend and experiences

Expanding economic base
Infrastructure, manufacturing, logistics and services are powering demand

Under-indexed mobility

23 cars or 64 bikes every 100 household in urban	5 cars or 60 bikes every 100 household in rural	90%+ Indian households don't own a car	129M households don't own a two-wheeler	Urban car-owning households average 1.6 vehicles, signaling multi-car growth.

Please note: India has 342 million households | 203 rural household, 143 urban household

Source: PRICE and TATA research – The Many Urban Indias
Crisil
IBEF

Vectors of mobility growth to be driven by parc expansion



Logistics and infrastructure

~1.5 lakh km*
highways

71 km*
Constructed everyday

12M
CV parc (March 2026)

- India's infrastructure buildout is strengthening long-term demand drivers for commercial vehicles and freight movement

Industrial



Market size

$1.7 trillion*

(7.26% CAGR till 2031)

- Manufacturing is contributing ~25% to India's GDP.
- Expanding manufacturing activity continues to strengthen industrial demand, in turn increasing demand for HD vehicles and industrial lubricants.

*PIB | Year end review
Crisil
IBEF
Mordor Intelligence

India is expected to add ~4.8M GWh of energy over the next decade, ~35% of this will be renewable

India’s path to a lower-carbon energy system will include diversification of its primary energy mix, with renewables, bioenergy and gas playing a growing role, while oil demand remains resilient.

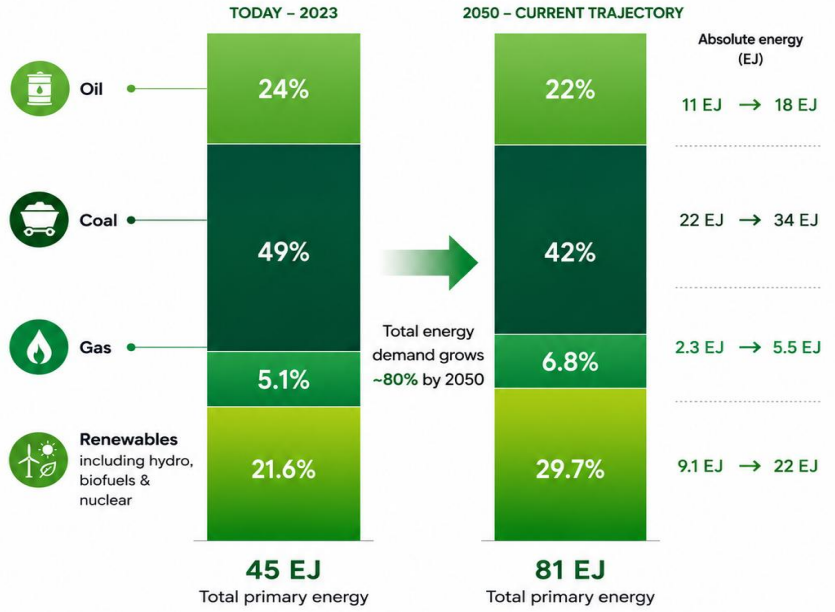
India is not replacing energy, but adding it



10.7%
Energy demand growth CAGR (2024-2035)

+150 GW
Power capacity addition needed by 2030

Multiple fuels. One transition.



Source: Energy Outlook 2025

Multiple pathways to low-carbon solutions

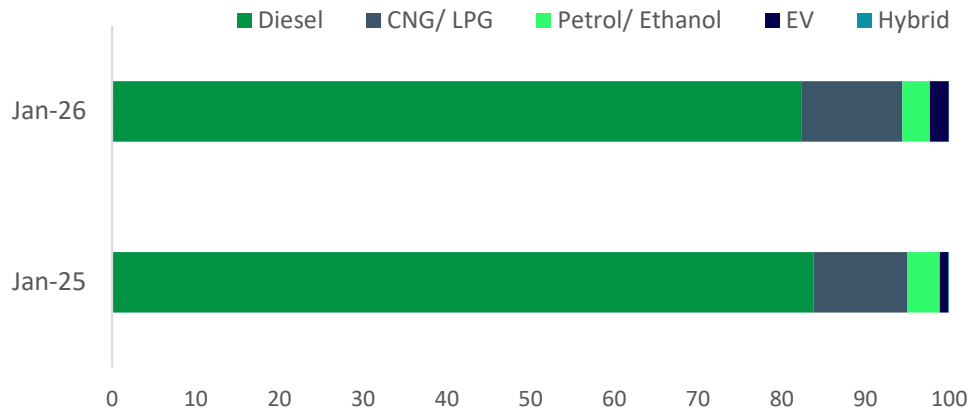
Landscape

~328 Mn Total vehicle parc (March'26)

~243 Mn 2-wheelers

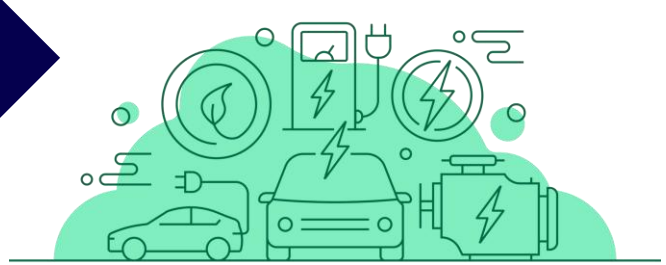
~50 Mn 4-wheelers

Current scenario **



Multiple drivers for move towards low-energy in mobility

In future



- Flex fuels
- Hybrids
- CNG/ LPG
- EVs
- Plug-in hybrid
- Biogas
- H2 ICE
- More efficient ICE engines

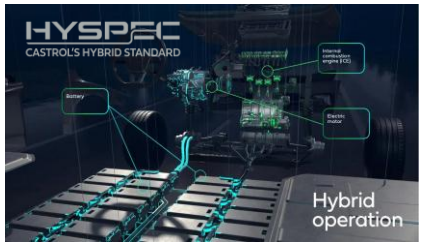
How is Castrol participating?



Advanced lubricants for engine and transmission



Experimenting with products for hydrogen ICE engines





Lubricant for flex fuel and hybrid vehicles



EV fluids for e-motors, transmission, batteries



Re-refined base oil solutions for sustainability

*PIB | Year end review
** FADA
Automobile landscape taken from IBEF

Our strategy: Onward. Upward. Forward.

Onward

Powering growth in mobility

- Innovation-driven portfolio
- Network expansion



Upward

Boosting industrial performance

- Focus on step out sectors
- CMS to deliver value to customers.

Forward

Diversifying for the future

- Autocare range
- Services
- EV-ready fluids
- Data centre cooling solutions

Industrial solutions for Viksit Bharat

Growth landscape



Cement

8%



Steel

7%



Automotive

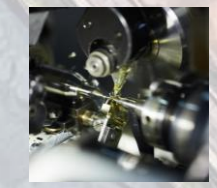
8%



Machinery

10%

How is Castrol participating?



Advanced products
to fight friction, corrosion and wear as the application demands.



Product localisation
to better meet consumer demands across coolants, cleaners, chain oils, gear oils and greases.



Chemical Management Services
for unique end-to-end service where we manage all aspects of lubricants and fluids for our customers.



Smart Control
Gives real-time measurement of fluid parameters to automate tasks

Source:
*Mordor Intelligence
Industry reports by IBEF

Our rural go-to-market

Landscape*

~640K
Villages in India

~20K
Feeder villages in India

Demand drivers

Ownership is under-indexed; thus growth is driven by more disposable income and people moving to personal mobility.

Rural landscape has the largest emerging market in terms of FTU.

More value conscious as vehicle is directly associated to livelihood.

How is Castrol participating?



A service first offer for rural markets with **~1000 Rural Service Express**



Product accessibility through **1100+ distributors; 46K outlets**



Distinct product offering for different needs

*Source: Local Government Directory

Extensive portfolio to meet all customer needs





2-Wheelers





Mobility solutions

A portfolio that delivers reliable engine performance, protection, and efficiency across diverse operating conditions.







Commercial vehicles

Cars & SUVs











Portfolio for step-outs

Industrial lubricants & fluids

The portfolio supports industries such as steel, automotive, textile, and energy.

Castrol Hysol
Castrol Rustilo
Castrol Tribol
Castrol Optigear
Castrol Alusol
Castrol Techniclean

Electric vehicles

Range of high-quality lubricants, including EV greases.





Cooling & digital infrastructure

Single-phase immersion cooling fluids.



Rural Service Express

Mobile kiosks for quality vehicle maintenance.

Auto care portfolio

Assortment of futuristic solutions for vehicle maintenance



Rider care



Aesthetic care



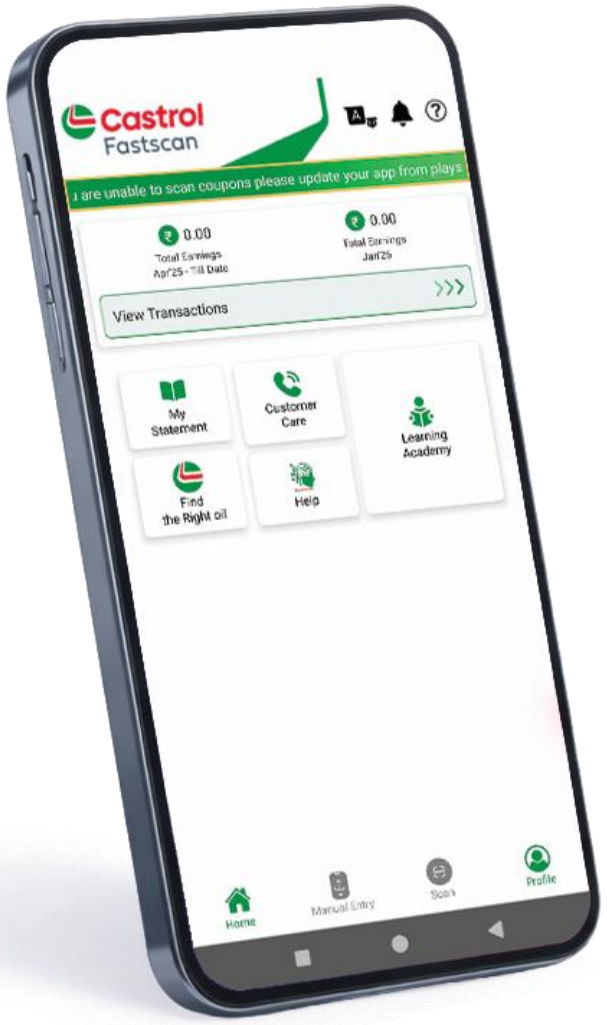
Mechanical care



Appearance and chain care



Digital stack: Insight-led decision making, faster execution



Castrol FASTSCAN

Interactive platform for reaching out to mechanics & retailers

150K+ transactions/day

Castrol ELEVATE

Distributor management system

Castrol Rural ELEVATE

Solution for rural sub-distributors

Castrol CONNECT

Workshop booking app for consumers to avail car services

Castrol DIGICLAIM

Digital processing of customer claims

Castrol SMART

Digital order collection enabling distributors to capture demand, clocking in 15K+ sales calls/ day


Castrol
Beyond business

Positively impacting communities around us



Castrol Sarathi Mitra

Aimed at trucker's wellbeing and training. Includes awareness of welfare schemes, healthy living, and financial empowerment.

~ 300,000
truck drivers trained since 2017



Castrol Eklavya

Upskilling independent mechanics to ensure their long-term sustenance.

~ 290,000
mechanics trained since 2009



Castrol Ujwal Kal

Empowering communities around our plants through education, and skill development.

~ 10,000
community members impacted



Two Wheels, One Life

Dedicated to saving lives and fostering a culture of safety on our roads.

~ 95,000
youth participation since 2015



In summary

Built to capture the next growth chapter

Growth drivers



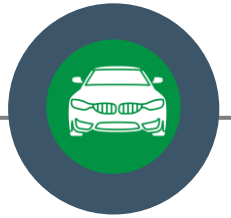
Growing consumption fueled by surplus income in urban clusters.



Rural India emerging as a key growth driver for personal mobility



Growth in commercial vehicles is driving investment in infrastructure and road construction

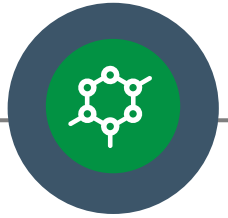


Premiumisation in urban mobility led by SUVs and premium cars

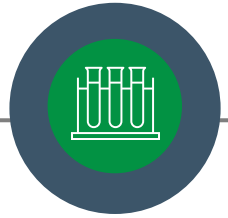


Manufacturing and infrastructure growth driving industrial demand

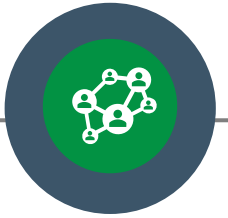
Capabilities that support



Trusted brand powered by cutting-edge innovation



Blend of global capabilities and world-class manufacturing facilities for product development



Strong distribution network, now targeting the next 50K outlets.



700K mechanics to drive trials at scale using our digital stacks


Castrol
Thank You