



Castrol India Limited

2Q 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

>160
Countries where Castrol
markets products

200M+
Customer
touchpoints

7
Technology
centres

23
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)

8 Litres

of Castrol is sold in
India every second

#1

Market share across
automotive categories

90+

OEM customers

~160K

Retail
outlets

~50K

Rural
outlets

~64K

Servicing
network
(IWS, CAS and Rural
Service Express)

700K

Mechanics

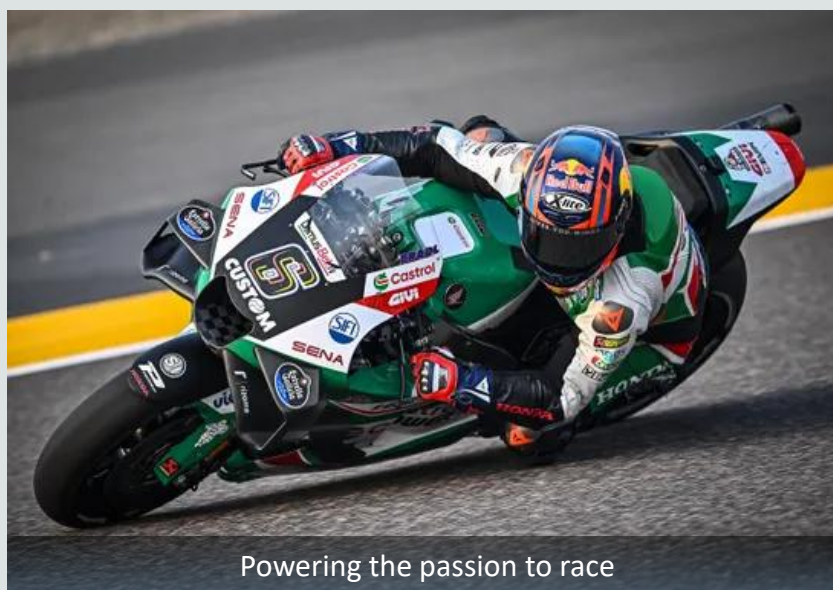
23

Chemical
management sites

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



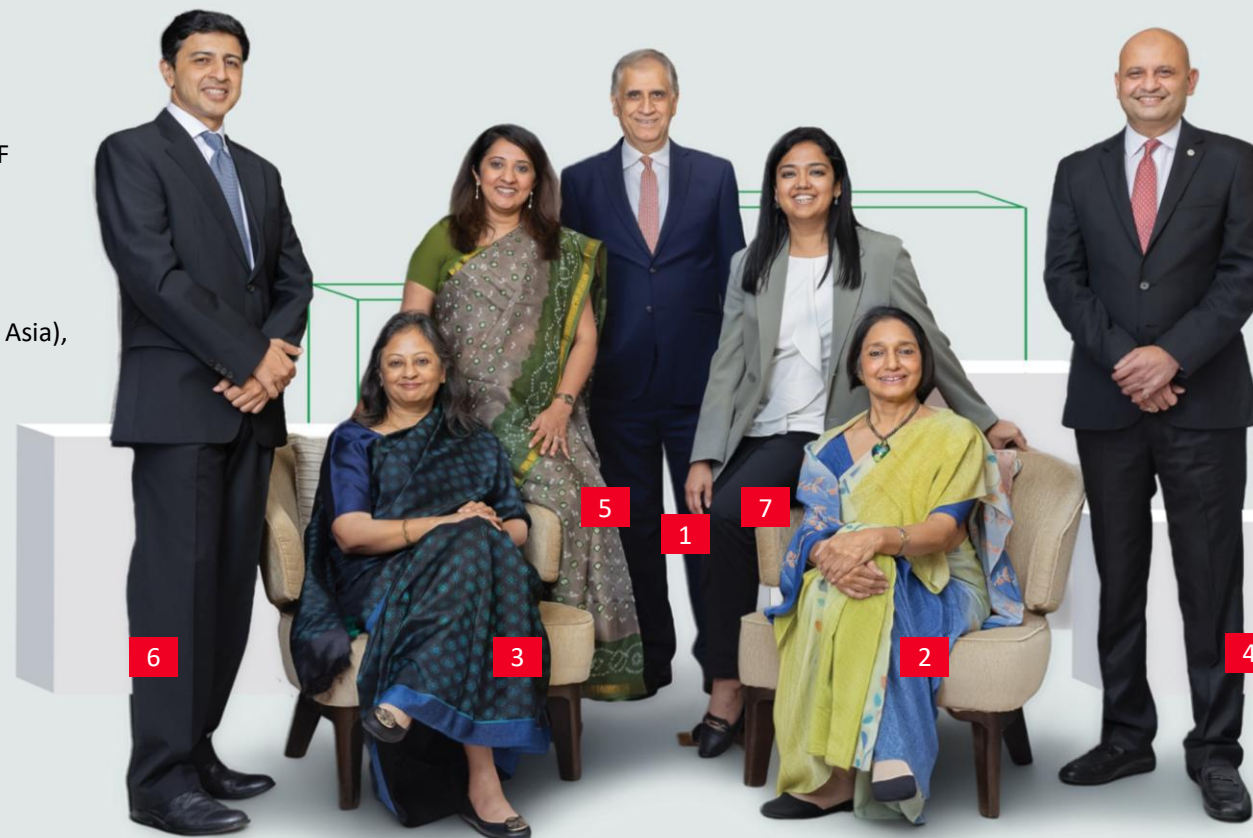
Over 200 years of collective experience across the automobile, FMCG, logistics, and finance sectors, providing strategic oversight and governance stewardship to the organisation.

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
Wholetime Director and
MD, 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.



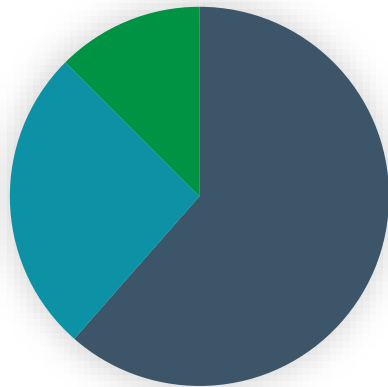
1. Siddharth Shetty
Managing Counsel
Work experience: 29 years
2. Priyanka Ghosh
Vice President - Industrial Sales
Work experience: 20 years
3. Mayank Pandey
Vice President - B2C Sales
Work experience: 30 years
4. Chikita Sobti
Head – Communications
Work experience: 21 years
5. Kaushik Vedula
Vice President – 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
Wholetime Director and MD, Castrol India
Work experience: 27 years

2Q 2026 highlights

2Q 2026 highlights

Segment contribution in lubes

2Q 2026



>5%

Average growth in volume sold vs 2Q 2025

■ Consumer
■ OEM & Fleet
■ Industrial

Step out sectors



44%

Growth in demand vs 2Q 2025

Highlights from the quarter

Product launches & innovation

Expanded portfolio with full synthetic lubricant for Castrol Activ and Castrol GTX, and localization of Alusol SL 61 XBB.

Marketing engagement

Launched the Castrol Activ Full Synthetic TV campaign featuring Zombie, reaching 150+ million consumers.

Brand and trade engagement initiatives reached 22+ million consumers and trade partners.

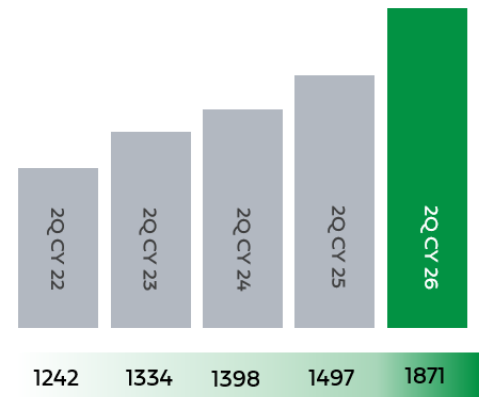
Strategic development

Signed MoU with Tata Motors Commercial Vehicle to establish a pilot programme for responsible collection, recycling and circular use of used engine oil.

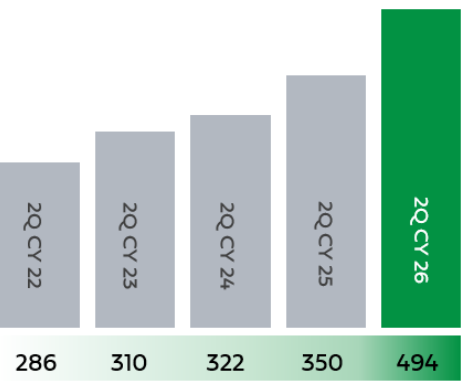
Financial highlights



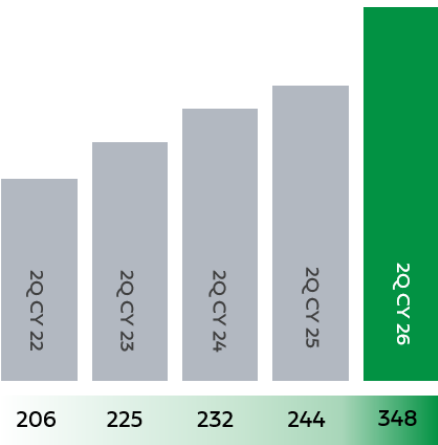
2Q trend (Apr – June)



Revenue from operations
In Crore

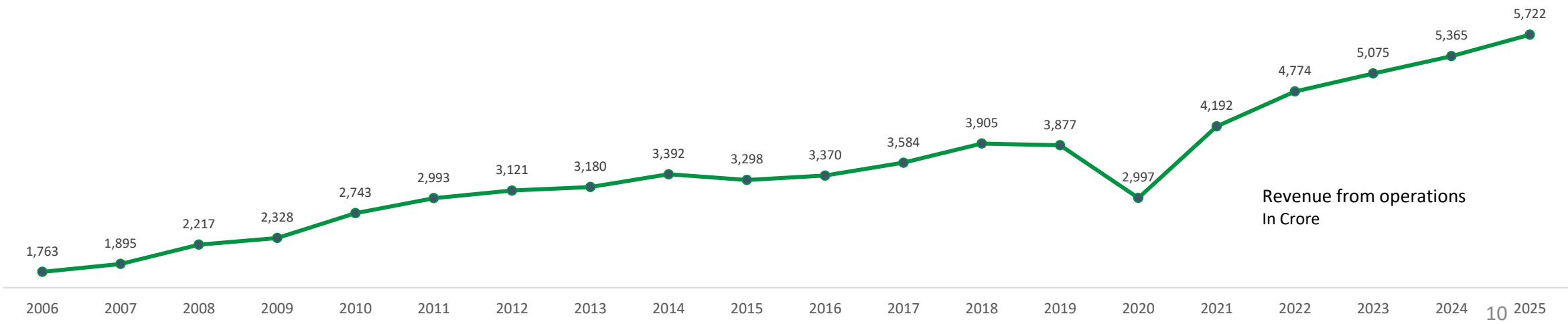


EBITDA
In Crore



PAT
In Crore

Yearly trend (Jan – Dec)



Revenue from operations
In Crore

*EBITDA is excluding Other Income

Business landscape

India is changing

A new era of mobility...energy...expectations.



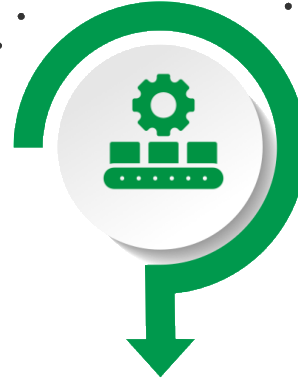
Evolving market

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



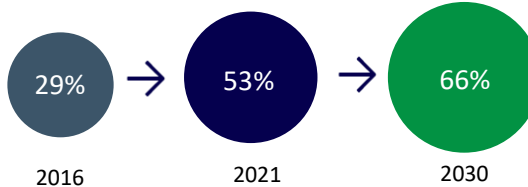
Big Six
25.2M → 32.6M
+7.4M

Other cities
36.5M → 46.7M
+10.2M

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

Changing face of consumption

Middle-income households



19%
Of India's
population



35%
Of India's
income



31%
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

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.

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



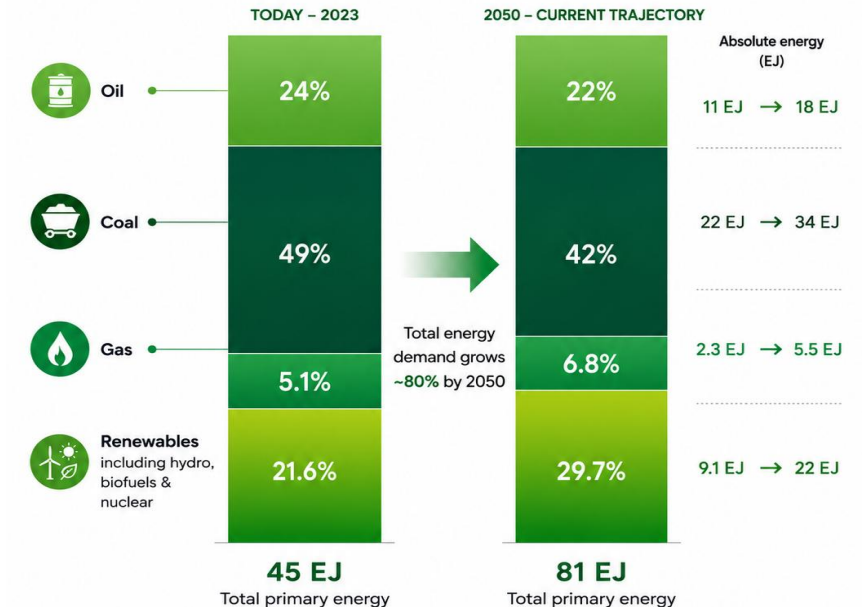
10.7%

Energy demand growth CAGR (2024-2035)

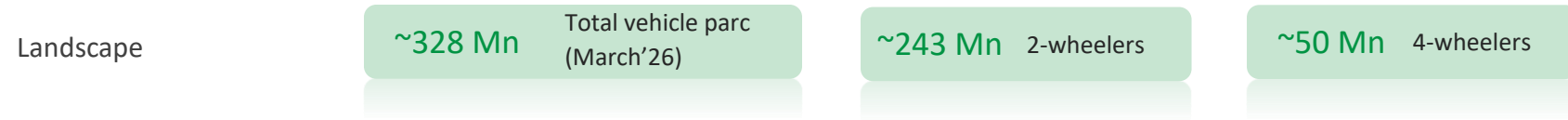
+150 GW

Power capacity addition needed by 2030

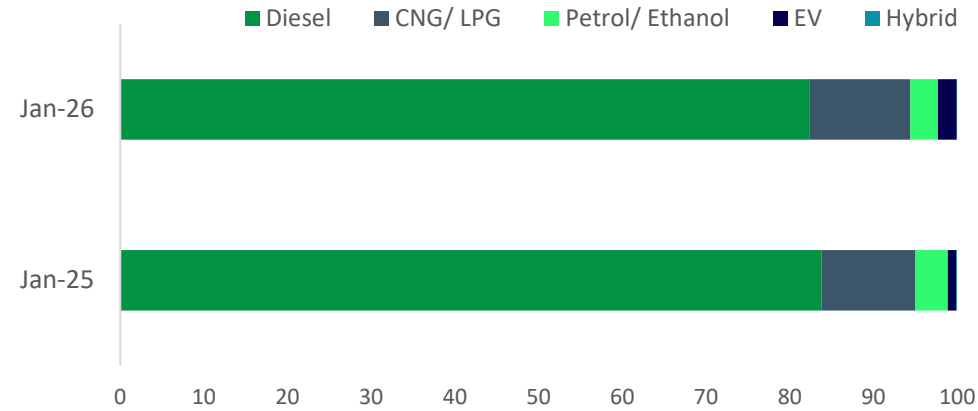
Multiple fuels.
One transition.



Multiple pathways to low-carbon solutions

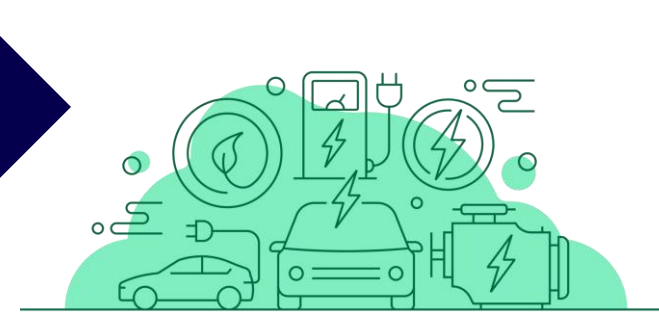


Current scenario **



In future

Multiple drivers for move towards low-energy in mobility



- 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%

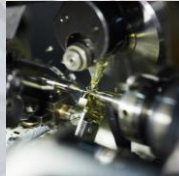


Automotive
8%



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

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
~950 Rural Service Express



Product accessibility through
1100+ distributors; 45K outlets



Distinct product offering for different needs

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.

Cars & SUVs



Commercial vehicles



Portfolio for step-outs



Industrial lubricants & fluids

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



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.



Rider care



Auto care portfolio

Assortment of futuristic solutions for vehicle maintenance

Aesthetic care



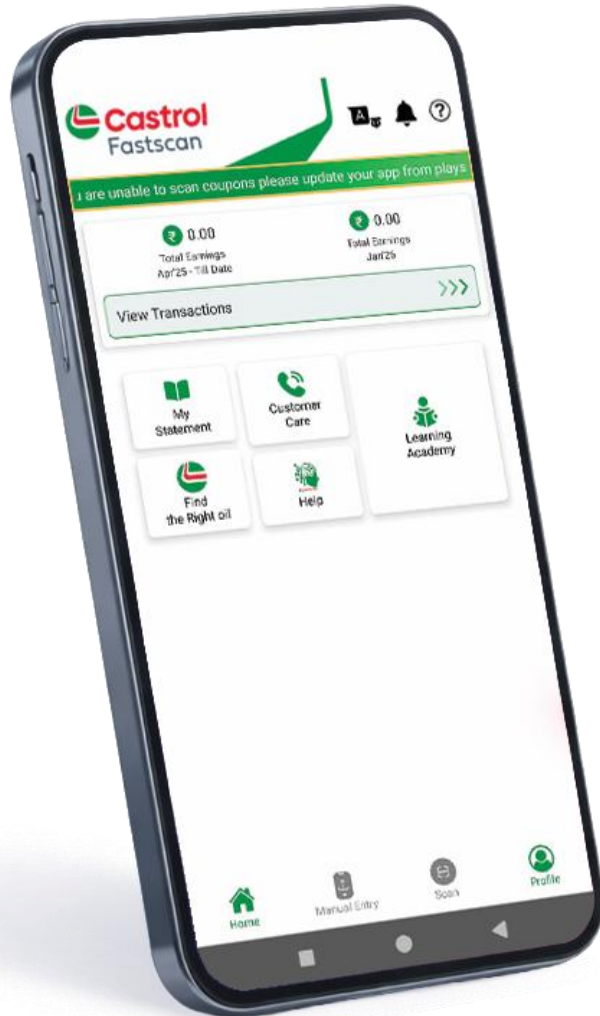
Mechanical care



Appearance and chain care



Digital stack: Insight-led decision making, faster execution



Interactive platform for reaching out to mechanics & retailers
150K+ transactions/day



Distributor management system



Solution for rural sub-distributors



Workshop booking app for consumers to avail car services



Digital processing of customer claims



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

**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

A wide-angle, high-angle photograph of a multi-lane highway stretching into the distance. The highway is filled with traffic, including several large white semi-trucks and smaller cars. The road is flanked by lush green fields and trees. In the background, a line of wind turbines stands on a hill. To the left, a calm lake reflects the sky. The sun is low on the horizon, creating a warm, golden glow across the entire scene. The sky is filled with soft, white clouds.

In summary

Built to capture the next growth chapter



Growth drivers



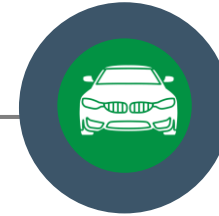
Growing consumption fueled by surplus income in urban clusters.



Rural India emerging as a key growth driver for personal mobility



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

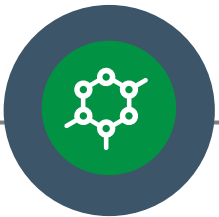


Premiumisation in urban mobility led by SUVs and premium cars

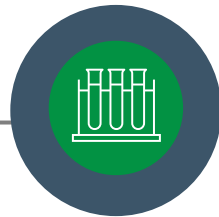


Manufacturing and infrastructure growth driving industrial demand

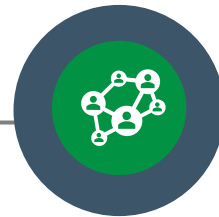
Capabilities that support



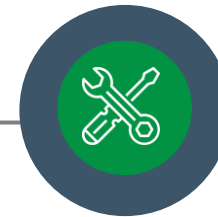
Trusted brand powered by cutting-edge innovation



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

Thank You