



“61st Annual General Meeting of Engineers India Limited”

September 18, 2026

Management:

Shri Atul Gupta – Chairman & Managing Director, Addl. Charge Director (Commercial)
Mr. Sanjay Jindal – Director Finance
Mr. Atul Gupta – Director Commercial
Mr. Rajiv Agarwal – Director Technical
Mr. Subhas Balakumar – Director Projects
Mr. Rupesh Kumar Singh – Director HR
Mr. Arun Kumar – Government Nominee Director
Mr. Mahesh Goyal – Independent Director- Chairman of Audit Committee
Mr. Shambhu Nath Keshri – Independent Director- Chairman of Nomination & Remuneration Committee-Chairman of Stakeholders Relationship Committee
Mr. Ashish Kumar Gupta-Independent Director
Smt Kahuli Sema-Independent Director
Mr. S K Padhi – Company Secretary

Moderator: Dear shareholders, good morning and a very warm welcome to the 61st Annual General Meeting of Engineers India Limited. This meeting is being held through video conference and other audio-visual means. Please note that for the smooth conduct of the Annual General Meeting, all the members will remain on mute by default. Audio and video access will be enabled only for those members who have pre-registered to speak during the AGM. I now hand over the floor to our Company Secretary, Mr. S.K. Padhi, to initiate the proceedings of the AGM. Over to you, sir.

S K Padhi: Thank you, Sudhanshu. Good morning, ladies and gentlemen. I, S.K. Padhi, Company Secretary of Engineers India Limited, extending a warm welcome to you all to the 61st Annual General Meeting of our company being held through video conferencing and other audio-visual mode in accordance with the circulars issued by the Ministry of Corporate Affairs. It also gives an opportunity to the members residing worldwide to attend the meeting and give their valuable suggestions.

Now I would like to give you an overview of the process to participate at this meeting. The members have been provided the facility to join the meeting through video conferencing and other audio-visual mode on a first-come-first-serve basis. All the members joining this meeting are placed on mute mode by the host to avoid any disturbance arising from the background noise and to ensure smooth and seamless conduct of the meeting. During the Q&A session, the name of the shareholder who has registered to speak at the meeting shall be announced one by one. The sequencing of all the registered shareholders has been informed by email. The name will be called in that order. The speaker shareholder, if present, will thereafter be unmuted by the host to enable him or her to speak. Before speaking, the shareholder is requested to switch on the video as well as the audio icon appearing on the screen, and if for some reason the shareholder is not able to join through video mode, he or she can still speak through audio mode. While speaking, we request the shareholder to use earphones so that they are clearly audible and it would also minimize the background noise. It is also requested to ensure Wi-Fi is not connected to any other device and no other applications are running and proper light is available to have clarity on video and audio. If there is any connectivity problem at the speaker's end, the host will mute such speaker and the next speaker will be invited to speak. Once the connectivity improves, the speaker shareholders will be called back again to speak. Each speaker shareholders will be given two minutes time and I request each speaker to adhere to this time limit. During the Annual General Meeting, if the members face any technical issues, he or she may contact the helpline number of CDSL as mentioned in the AGM notice.

As per Article 69 of the Articles of Association of Engineers India Limited, Mr. Atul Gupta, Chairman & Managing Director of Engineers India Limited is chairing today's AGM. Now I cordially invite Chairman and Managing Director, Mr. Atul Gupta to take over the meeting. Thank you. Over to you, sir.

Atul Gupta Good morning, ladies and gentlemen, and a warm welcome to our company's 61st Annual General Meeting. I, Atul Gupta, Chairman & Managing Director of Engineers India Limited, is attending this meeting from the registered office of the company. As informed by the Company Secretary, your company has arranged for the shareholders to join the meeting through video conference and other audio-visual mode in compliance with the circulars issued by the Ministry of Corporate Affairs. I thank all of you for joining us virtually today. I gratefully appreciate your efforts taking out the time to attend the Annual General Meeting of your company. As confirmed by the Company Secretary, the requisite quorum of members participating through video conferencing is present. Accordingly, the meeting is properly constituted and I call the meeting to order. Let me introduce the members of the Board and the Presidential Nominee present with us at the venue:

Under Secretary of Government of India, Ministry of Petroleum and Natural Gas and Presidential Nominee for the 61st AGM, Shri Harit Kumar Shakya. Independent Director, Shri Mahesh Kumar Goyal. Director (Finance), Shri Sanjay Jindal. Director (Technical), Shri Rajiv Agarwal. Director (Projects), Shri Subhas Balakumar. Director (HR), Shri Rupesh Kumar Singh Company Secretary, Shri S.K. Padhi.

All other Directors on the Board are also joining us from different locations. I will introduce them one-by-one. Independent Director, Shri Shambhu Nath Keshri, joining from Gaya. Independent Director, Shri Ashish Kumar Gupta, joining from Kashipur. Independent Director, Smt. Kahuli Sema, joining from Dimapur.

Shri Mahesh Kumar Goyal is the Chairman of the Audit Committee. Shri Shambhu Nath Keshri is the Chairman of the Stakeholders Relationship Committee and Chairman of Nomination and Remuneration Committee are present in this meeting.

Government Nominee Directors, Shri Arun Kumar and Shri Kapil Verma are not present in this meeting due to pre-occupation.

On behalf of everyone, I welcome all Directors and Presidential Nominees to this meeting.

The Statutory Auditors of our company, Ms. Vishakha Harit, Partner of M/s Datta Singla & Co., Chartered Accountant, Ms. Parul Jain, Managing Partner, VAP and Associates, Company Secretaries, the Secretarial Auditors and Scrutinizers for e-Voting and Remote e-Voting Process for this AGM have joined this meeting through video conferencing from their respective offices. The Registrar of Directors and Key Managerial Personnel and their Shareholding, Registrar of Contracts and Arrangements in which Directors are interested as required to be kept at the Annual General Meeting, are available electronically on our website www.engineersindia.com under the Investors tab, with the subtotal of Shareholders information and then General Meeting information, and the same are open for inspection during the meeting. Members who wish a copy of the same may send their request to the Company Secretary Department by e-mail at company.secretary@eil.co.in and will be provided through e-mail.

The Notice of the 61st Annual General Meeting and Integrated Annual Report containing Audited Financial Statements including Consolidated Financial Statements for the Year Ended March 31, 2026, Directors' Report and Auditors' Reports, CAG Comments, was sent by electronic mode to all members whose e-mail addresses are registered with the company or depositories. In accordance with Regulation 36(1)(b) of SEBI LODR Regulations 2025, a letter providing a web link for assessing the Integrated Annual Report was sent to those members who have not registered their e-mail IDs. The company has also sent the physical copy of Integrated Annual Report to those shareholders by post, who have requested for the same. These documents are also available on the company's website. Considering the above, the Notice is being taken as read.

S K Padhi:

My I now request our CMD sir to kindly address the shareholders.

Atul Gupta:

Esteemed Shareholders, my colleagues on the Board of EIL, ladies and gentlemen, and members of EIL Family, it is my privilege to welcome you to the Annual General Meeting of your company, Engineers India Ltd. As we come together to reflect on the year gone by, I am pleased to share with you that financial year 2025-26 has been an exceptional year for your company across every important parameter. It has been a year in which your company delivered its strongest financial performance to date, while also demonstrating the breadth of its capabilities and the immense possibilities that lie ahead. This has been a year of momentum, transformation, purposeful diversification and a clear futuristic approach. With an order book of Rs. 15,109 crore and the highest profitability in the history of the company, EIL has entered the next stage of its growth journey from a position of considerable strength.

While continuing to strengthen our leadership in the hydrocarbon sector, your company is expanding its capabilities in high growth and strategically important areas including niche infrastructure, data centres, defence, ferrous and non-ferrous metallurgy, nuclear, critical minerals, marine infrastructure, power, biofuel and other emerging areas. This diversification is not merely about entering into new sectors. It is about leveraging EIL's core engineering strengths, applying our project management and execution capabilities and creating new avenues of growth.

We are also strengthening our engagement with startups, advancing indigenous technologies development and research and development, as well as contributing to the vision of Make in India.

Let me now briefly reflect on the journey that has brought EIL to where it is today. For more than six decades, your company has been an integral part of India's industrial and energy story. What began as a mission to build indigenous engineering and consultancy capabilities, has evolved into a knowledge-driven organisation founded on deep technical expertise, institutional experience and engineering excellence. Over the decades, EIL has continuously adapted to the changing needs of the country and the industry, while remaining anchored in its core values of integrity, professionalism and excellence. Today, this legacy provides a strong foundation of our journey ahead backed by the capabilities and trust built over more than six decades. Let me share some of the key financial milestones achieved during the year:

The financial year 2025-26 was a landmark year for your company and with revenue from operations increasing by 27.1% to around 3,849 crore, the highest ever achieved by EIL.

Profitability grew even faster, with profit after tax increasing by 37.3% to around Rs. 630 crore. The highest ever recorded by your company.

The operating margin improved to 16.22% from 14.76%, reflecting stronger execution and operating efficiency.

Our earning per share also reached a record Rs. 11.36 compared with Rs. 8.28 in the previous year.

On a consolidated basis, profit for the year stood at around Rs. 691 crore, registering a growth of approximately 19%.

Our wholly owned subsidiary CEIL reported a profit after tax of Rs. 24.71 crore compared with Rs. 20.62 crore in the previous year, while our joint venture RFCL recorded a profit after tax of Rs. 47.37 crore as EIL's share.

These results reflect both the scale of business secured and our ability to execute with discipline and efficiency.

In recognition to the continued support of our shareholders and the company's strong financial performance, the Board has recommended a final dividend of Rs. 2.50 per share on a face value of Rs. 5. This is in addition to the interim dividend of Rs. 2.50 per share already paid during the year, taking the total dividend of financial year 2025-26 to Rs. 5 per share. The total dividend amount is Rs. 28,102 lakhs, representing a payout ratio of 44% of standard on profits.

Financial performance is only one part of our story. It has been underpinned by a strong and growing business pipeline, reflecting the continued confidence that our clients place in our company. During financial year 2025-26, your company secured total business of Rs. 7,978 crore, taking the order book to an all-time high of Rs. 15,109 crore as on March 31, 2026. Consultancy accounted for Rs. 6,009 crore while turnkey business contributed Rs. 1,969 crore. A particularly significant achievement has been the strong momentum in our international

business, with foreign order inflow reaching Rs. 4929 crore, the highest ever achieved by your company.

Our international business is becoming an increasingly important pillar of growth. We are strengthening our presence across Africa, the Middle East, Central Asia and South America, while leveraging the successful execution of our projects to create new opportunities in these markets. At the same time, we are placing stronger focus on the private sector and expanding beyond our traditional client base, while building opportunities across new and emerging sectors. This is enabling EIL to participate in a wide range of investments and create a more diversified and resilient business portfolio.

During the year, your company commissioned or mechanically completed more than 40 major units and packages across the company, demonstrating the scale and breadth of our project execution capabilities. One achievement deserves particular mention. Our project team executed Rs. 4,058m horizontal directional drilling pull-back across the Brahmaputra River for the Paradip-Numaligarh crude oil pipeline. This is the longest HDD crossing ever executed anywhere in the world for a 26-inch pipeline diameter, surpassing our own previous record of 4,027m across the river Ganga.

In the LNG and offshore space, we commissioned two LNG storage tanks for Petronet LNG at Dahej, achieved mechanical completion and commissioning of the LNG import, storage and regasification terminal at Chhara and completed the breakwater at Konkan LNG Dabhol, which has now been certified as an all-weather port. We also continue to serve as EPCM consultant for the phased expansion of Petronet LNG's Dahej gasification terminal.

In pipelines, your company continued to execute more than a dozen major cross-country projects including the 1,637km Paradip-Numaligarh crude oil pipeline and the Dobhi-Durgapur-Haldia natural gas pipeline, taking total pipeline execution currently to more than 5,000km.

Refining and petrochemicals remain key areas of our expertise. Alongside the successful commissioning of the Vizag refinery project, among the year's most significant achievements, was the successful commissioning of the Rajasthan refinery project of HRRL, recently dedicated to the nation by the Hon. Prime Minister. It is India's first integrated refinery cum petrochemical complex with a petrochemical intensity of 26% among the highest globally. Another important milestone was the dedication of India's first bamboo-based bio-refinery of ABEPL, which converts bamboo into ethanol and other value-added products, contributing to the country's bio-economy and renewal energy ambitions.

In petrochemicals, we completed the 60 KTPA polypropylene unit at GAIL's Pata complex and continued as managing PMC for the Bina petrochemical and refinery expansion project. We also progressed the Paradip petrochemical complex for Indian Oil Corporation.

Our diversification into niche infrastructure is gathering momentum. We successfully developed the Advanced Training Institute at Goa for India Energy Week 2026 within exceptionally stringent timelines. We also completed the Reserve Bank of India's Greenfield Data Centre and Training Institute at Bhubaneswar, further strengthening our capabilities in mission-critical digital infrastructure. Our association with the Sri Ram Temple complex at Ayodhya continued through project management consultancy and third-party audit services, while we advanced institutional campus projects for IIT Jodhpur, IIT Jammu and IIM Nagpur, among other premier institutions.

In the airport segment, we completed independent engineer service for Noida International Airport and Bhogapuram while executing Leh Airport as PMC, and securing the revised DPR for a second runway at the proposed Greenfield Airport on Great Nicobar Island. Alongside these achievements, several major projects are currently under execution in areas such as nuclear energy and non-ferrous metallurgy, reflecting the growing breadth of EIL's capabilities.

In Africa, our flagship Dangote refinery and petrochemical project in Nigeria achieved a major milestone with all process units, utilities and off-site facilities fully commissioned. The 6,50,000 BPSD refinery, the world's largest single-train refinery, is now shipping products including gasoline, kerosene, diesel, LPG, ATF and polypropylene to the market. The trust earned through this landmark project has translated into new opportunities. Your company was awarded the assignment for the Dangote Train-2 expansion, valued at approximately USD 360 million, as well as separate PMC and EPCM contracts for a new Dangote fertilizer project at Lake Lagos, valued at approximately USD 70 million.

In the Kingdom of Saudi Arabia, your company entered a new market through the operationalization of our office in the Kingdom, supported by a long-term in-Kingdom service agreement with Saudi Aramco. This provides us with a platform to participate in future investments across the hydrocarbon value chain.

In other markets, we continued to progress the 1.5 MMTPA grassroots refinery in Mongolia under a Government of India line of credit through EXIM Bank. We also made progress on the Guyana Integrated NGL plant and CCGT power plant.

In the EMEA, your company further strengthened its relationship with ADNOC Group. Following EIL's empanelment in Framework Agreement for Concept Design Pre-Feed and Feed Services Phase 1 for projects with CapEx more than USD 200 million, your company received its first assignment under the framework during the year. EIL also progressed the pre-feed and feed services for naphtha upgradation to jet fuel for AGNOC refining. We also continued our long-standing engagements with Bapco Refining in Bahrain, Sonatrach in Algeria and KNPC in Kuwait, reflecting the depth and continuity of EIL's relationship with leading international energy companies. While geopolitical developments in part of the Middle East created some caution in client decision-making towards the end of the year, the breadth of your company's international presence across Africa, the Middle East, Central Asia and South America helped sustain the momentum of our overseas operations.

Regarding the technology, AI and innovation, technology is becoming an increasingly important differentiator in our engineering and EIL is determined to be at the forefront of this transformation. We believe that the coming decade will be a decade of Make in India, as well as the Make in India indigenous technology. Innovation and R&D will play an increasingly important role in strengthening India's technological self-reliance. Our R&D centre in Gurgaon now has a technology portfolio of more than 40 process technologies with around 60% commercialized patents. During the year, we filed 24 new patent applications and secured 10 grants, taking our active portfolio to 58 granted patents, with a further 74 pending.

Your company's indigenous technologies have been successfully commercialized and deployed across India's refining sector, contributing to technological self-reliance. We are also pursuing several technological initiatives in areas relevant to the energy transition. Our sustainable aviation fuel technology is being commercialized, while in CO₂ our indigenous carbon accounting platform has been extended from refining and upstream assets, into petrochemical plants.

Collaboration is an important part of our technology and innovation journey. EIL is working with leading research organizations, educational institutions and corporate R&D organizations across areas such as energy intensification, renewable energy and carbon capture, utilization and storage. During the year, we entered into a Memorandum of Agreement with IIT Kanpur for collaborative research on catalytic solar thermal decomposition of ammonia to produce hydrogen, alongside our continuing CO₂ to methanol research program with IIT Roorkee. We also entered into collaborative initiatives with CSIR, CMERI, CPCL, BPCL and CST for evaluation and remedial solutions for ammonia chloride and ammonium bisulphite corrosion in petroleum refineries.

Digitalization and artificial intelligence are important enablers for this transformation, as EIL combines these technologies with the deep domain knowledge accumulated over six decades. During the year, EIL further advanced the application of AI in engineering and project delivery, and AI design is now deployed across all new EIL projects and has delivered close to 20% optimization in instrumentation cabling with significant capital cost saving on large refinery projects. Our AIPredixon, now patent pending, extends AI into predictive asset integrity monitoring. We are therefore placing digitalization and AI at the heart of our pursuit for operational excellence, business growth and people excellence, enabling faster engineering, smarter execution, greater project certainty and stronger digital solutions, while empowering our people with new capabilities.

So regarding sustainability which is an integral part of EIL's business, our responsibility extends beyond the projects we deliver to impact of our own operations. We remain committed to achieving net-zero emissions across Scope 1 and Scope 2 by 2035. We are making steady progress towards this commitment. During the year, we commissioned an additional 130 kWp of solar capacity, taking our installed solar photovoltaic capacity to 1,422 kWp. We generated 11.56 lakh kWh of renewal power, avoiding an estimated 817 tonnes of CO₂ equivalent emissions. Together with the continued deployment of building management systems, these measures helped reduce our combined Scope 1 and Scope 2 emissions by approximately 5.7% over the previous year.

But our sustainability journey goes beyond reducing the footprints of our own operations. We are increasingly using our engineering capabilities to develop practical solutions for energy transition. Our Demonstration CBG (compressed biogas plant) at Gurgaon, which converts campus waste into energy, has advanced towards commissioning. We have also commenced development of larger 5 TPD CBG facility at Kolhapur, Maharashtra, using 125 TPD of press mud from nearby sugar mills. These initiatives mark an important evolution in EIL's role in the energy transition, from advising clients on clean energy solutions to developing and owning clean energy infrastructure, while building capabilities in emerging business models.

Sustainability is also being embedded in our project execution. At our construction sites, increased use of precast and modular construction, increasing prefabricated station buildings, pipe sleepers, cable trains, drains, is helping reduce construction and demolition waste. Through these efforts, EIL is meaningfully contributing to India's transition towards a cleaner, more sustainable and energy secure future.

I think we are coming to the next one, how we can support India in building the supply ecosystem. Supporting India's manufacturing capabilities has been part of EIL's mandate since its inception. As India moves towards greater self-reliance, your company is playing an active role in strengthening the domestic manufacturing and vendor ecosystem across the hydrocarbon infrastructure and energy value chains. Today we have a database of more than 2,768 vendors and 580 contractors enlisted across more than 850 items and 70 services. Through our Atmanirbhar 1 and Atmanirbhar 2 initiatives, we have enlisted the first Indian supplier in 69 item categories and a second Indian supplier in a further 127 categories, taking cumulative enlistment to 196 categories. Under the Make in India policy, we enlisted or upgraded two additional manufacturers across three product categories, taking the cumulative count to 48 categories and 31 manufacturers. Our prototype route has also supported seven manufacturers across eight categories.

During India Energy Week 2026, we hosted a Make in India pavilion showcasing several domestic suppliers and convened several vendor meets, including dedicated engagements with MSCs, SC/ST and women entrepreneurs. Our objective is not simply to localize procurement. It is to build a stronger and more capable Indian manufacturing ecosystem that can meet international standards, compete in global markets and contribute to the vision of Viksit Bharat. Through these initiatives, EIL is seeking to create a more resilient domestic supply chain while enabling Indian manufacturers to progressively develop the capabilities required to participate in large and technological demanding projects, both in India and globally.

Behind every project or behind every assignment, every innovation and every number in our results is a team of people. As of March 31, 2026, EIL had 2,747 professionals with an average age of under 41 years. EIL's low attrition rate of 2.34% reflects the stability of our workforce. Our human resource policies continue to focus on employee engagement and development.

Our focus on developing this talent was recognized through the Golden Peacock HR Excellence Award in February 2026, acknowledging our competency-based development architecture and KRA/KPI-driven performance management system. Our leadership development programs, including Shikhar, Aarohan, and Pragaman, continue to build a pipeline of future project leaders. During the year, we also trained more than 60 delegates from Mongolia under the ITEC program of the Ministry of External Affairs, including through our WeLead Women Leadership Program.

We remain committed to building an inclusive and future-ready workforce. Women constitute approximately 11.9% of our workforce, with 96% serving in the officer cadre. Our Women Forum, Mother to Mother mentoring program, crèche facility, and women-centric welfare and engagement initiatives continue to support a more inclusive work environment.

Above all, the health, safety, and well-being of our employees remain a key priority, as we believe that a healthy and engaged workforce is fundamental to sustaining EIL's performance and growth.

Regarding creating impact beyond projects, our responsibility extends beyond the project boundary to the communities around our projects and operations.

During the year, our CSR initiatives including sanitary hygiene infrastructure across Shahjahanpur, Unnao, Kanpur Dehat, Ghaziabad, and Meerut. A mobile health clinic van for migrant workers in Gurgaon. Water purification system for schools and public institutions across West Jaintia Hills in Meghalaya and A new dormitory facility at a multi-specialty hospital in Ankleshwar. At Barmer, our medical van under Project Sanjeevani provided primary healthcare to more than 20,000 beneficiaries in underserved rural communities and the HRRL site.

These initiatives reflect EIL's endeavor to create meaningful and sustained social impact, particularly in areas where access to healthcare, sanitation, and essential services remain a challenge.

Regarding shaping EIL's next chapter, our strategic priorities are clear –

Business growth and diversification, Operational excellence, Technical excellence with innovation

Digitalization and AI, Human excellence, Business growth and diversification will strengthen our core business while expanding into new and emerging sectors. International growth will remain an important avenue, supported by deeper client relationships, new geographies, and greater engagement with the private sector.

Operational excellence will drive greater productivity and customer value in project delivery.

Technical excellence and innovation will build on our strong R&D and indigenous technology base, with a sharper focus on taking innovations from development to commercial deployment through collaboration with industry, research institutions, and the startup ecosystem.

Digitalization and AI will increasingly become integral to the way we engineer, execute, and manage our business, enabling better decisions, higher productivity, and greater project certainty.

Human excellence will remain the foundation of this transformation. We will continue to invest in skilling, reskilling, leadership development, and continuous learning to build a future-ready workforce equipped to work across new technologies, sectors, and geographies.

Regarding corporate governance, upholding the principles of strong leadership and responsible management, your company is committed to a culture of sound corporate governance. In alignment with SEBI regulations and DPE guidelines, we have established a governance framework that emphasizes transparency, accountability, and ethical conduct at every level. This framework ensures compliance and supports informed decision-making. Our governance practices help ensure that we stay true to our values, earn the trust of our stakeholders, and lead with integrity as we move towards our goals.

Before I conclude, I would like to acknowledge the institutions and people whose trust, guidance, and support have been integral to EIL's journey –

To the Ministry of Petroleum and Natural Gas and the other ministries and departments of the Government of India, I extend my sincere gratitude for your continued guidance, confidence, and policy support.

To our clients in India and across the world, thank you for your trust in EIL and for entrusting us with projects of national and strategic importance. Your confidence continues to inspire us to raise the bar in engineering execution and service.

To our bankers, statutory auditors, and the Comptroller and Auditor General of India, thank you for your continued diligence, guidance, and counsel.

To my colleagues across EIL, every EILian, I extend my deepest appreciation. The achievements of this year belong to all of you. Your engineering practice, commitment, teamwork, and sense of responsibility have built this institution over more than 6 decades and continue to take it forward.

And to our shareholders, thank you for your continued faith and confidence in Engineers India Limited. Your support strengthens our resolve to create sustained value and build an EIL that is ready for the opportunities ahead.

I take on the responsibility of leading EIL at a moment of considerable opportunity. Our task is to build on our strong foundations and take EIL to the next level of growth and transformation - stronger in its core, bolder in its ambitions, more agile in its execution, and increasingly relevant to India and global markets, while contributing meaningfully to the nation's journey towards Viksit Bharat 2047.

I look forward to the continued support of our shareholders, clients, employees, and all our stakeholders as we shape the next chapter of EIL together. Thank you, Jai Hind.

Company Secretary may now read the Independent Auditor's Report, Secretarial Audit Report, Report on Corporate Governance, and CAG comments, along with management replies thereon. Thereafter, Company Secretary will brief the shareholders about e-voting. Now, I hand it over to Company Secretary.

S K Padhi:

Thank you, Sir. Before that, I will welcome our Government Nominee Director, Shri. Arun Kumar Sir, who has joined this meeting on virtual mode. Sir, I welcome you to this AGM.

The Statutory auditor, M/s Datta Singla & Co., Chartered Accountants, have submitted their report on 21st of May'2026 on the financial statement, both standalone and consolidated, for the year ended 31st of March'2026, which is given in Page number 240-256, as well as in 338-347 of

the Integrated Annual Report, respectively. The Auditor's report doesn't contain any qualification, modified opinion, or adverse remarks.

The CAG has given nil comments on the standalone and consolidated statement, placed at Page number 337 and Page number 438 of the Integrated Annual Report, respectively.

There being no qualification in the entire report, hence the Auditor's report and the CAG report is being taken as read.

As far as Secretarial Audit Report, M/s VAP & Associates, Company Secretaries, have made certain observations in the report dated on 5th of June'2026. These observations are primarily on non-compliances and are non-material. Both the Secretarial Auditor's Report and the management response thereon are given on Page number 234-237 of the Integrated Annual Report.

Now, I will take you through the e-voting instruction -

In compliance to the provision of the Companies Act, 2013, SEBI Listing Obligations and Disclosure Requirements Regulation, 2015, read with the Ministry of Corporate Affairs and SEBI circulars, the members are provided the facility to cast their vote electronically through remote e-voting services administered by CDSL on all the resolutions set forth in this notice. The shareholder holding shares as on the cut-off date on 11th September'2026 were entitled to vote on the proposed resolution of this Annual General Meeting. The remote e-voting was started on Monday, that is on 14th of September'2026, at 9:00 AM Indian Standard Time and it was closed on Thursday, on 17th of September'2026, at 5:00 PM Indian Standard Time. The members who have not cast their vote on the resolutions as mentioned in the Annual General Meeting notice by remote e-voting prior to the Annual General Meeting may cast their vote. Members are requested to refer to the instructions provided in the notice or appearing on the video conferencing page of CDSL for seamless participation through video conference and also for voting. The Board of Directors has appointed Ms. Parul Jain, Managing Partner at VAP & Associates, Company Secretaries, to act as a scrutinizer to scrutinize the remote e-voting and the e-voting cast at this meeting and provide the consolidated results. Since the Annual General Meeting is being held through video conference and other audiovisual mode, the resolutions mentioned in the notice convening the Annual General Meeting have already been put to vote through remote e-voting as the facility of e-voting is also available during the Annual General Meeting proceedings. There will be no proposing and seconding the resolution.

Thank you. I will now hand over the meeting back to Chairman Sir.

Atul Gupta:

Thank you, Mr. Padhi. Now, we'll ask Company Secretary, Company Secretary will read the business to be transacted at the meeting.

S K Padhi

Thank you, Sir. In terms of the notice of 61st Annual General Meeting, the following item of Ordinary and Special business are to be considered at this meeting.

1. To receive, consider, and adopt the audited, standalone and consolidated financial statement of the company for the financial year ended 31st March'2026, together with the Directors' Report, and the Auditors' Report thereon, and the comments of the Comptroller and Auditor General of India, to be passed as an Ordinary resolution.
2. To declare the final dividend of the financial year ended 31st March'2026, to be passed as an Ordinary resolution.
3. To appoint a Director in place of Shri. Rajiv Agarwal, Director Identification Number 09748894, who retires by rotation, and being eligible, offer himself for reappointment, to be passed as an Ordinary resolution.

4. To appoint a Director in place of Shri. Arun Kumar, DIN number 10627518, who retires by rotation, and being eligible, offer himself for re-appointment, to be passed as an Ordinary resolution.

5. To authorize the Board of Directors of the company to fix the remuneration of the Statutory auditor for the FY2026-27, to be passed as an Ordinary resolution.

On the Special business-

6. To appoint Shri. Atul Gupta, DIN number is 09704622, as Chairman and Managing Director of the company, to be passed as an Ordinary resolution.

7. To appoint Smt. Kahuli Sema, DIN number 11893225, as Non-Official Independent Director of the company, to be passed as a Special resolution.

8. To appoint Shri. Ashish Kumar Gupta, DIN number 00728633, as Non-Official Independent Director of the company, to be passed as a Special resolution.

The objective and the implication of the Special business proposed at the Annual General Meeting are already set out in the notice proposed at the Annual General Meeting, and the explanatory statement, and the for the sake of brevity, are not being repeated again.

I'll now hand over the meeting back to CMD sir.

Atul Gupta:

Okay. Thank you, Mr. Padhi.

The company has received request from some shareholders to register themselves as speaker at the meeting. Accordingly, the floor is now open for these members to ask question or express their views.

The Moderator will facilitate the session.

I urge the members to confine their queries to the agenda of the Annual General Meeting. Personal issues, grievances, matters relating to policy, and other general queries, if any, may be taken up at appropriate forums to save time for meaningful interaction on the business in hand.

Some of the shareholders who have already sent their queries to us will be answered during the course of meeting.

Before we commence the session, I request Company Secretary to share a few guidelines for the Q&A session. Over to Company Secretary.

S K Padhi:

Sir, we have 27 number of shareholders registered for the Q&A Sessions for today's AGM. Here are the some of the points to note for your convenience – The Q&A Session will be anchored by the Moderator and he will call the pre-registered shareholder to come one by one. Members are requested to unmute their microphone before speaking and also enable webcam if they wish to appear on the video. Members are also requested to mention their name and introduce themselves before raising the question. Members are requested to restrict their questions to 2 minutes so that all the speakers may get an opportunity to share their views. To avoid repetition, the answer to all the questions will be provided towards the end. Members may also note that the company reserves the right to limit the number of members asking the questions or the number of questions to be raised by each member depending on the availability of time. Over to Moderator.

Moderator: Thank you, Sir. We will now invite those shareholders who are logged in to speak at the AGM, and with this, we now invite our first shareholder, Mr. Ajay Kumar Jain. Mr. Jain?

Ajay Kumar Jain: Namaskar Chairman Sir. Main Dilli se Ajay Kumar Jain, company ka shareholder bol raha tha. Aapne bahut achhi speech di, Sir, aur itni jaankari di aur jo mere mann mein questions the ki main iss AGM ke dauran main poochunga, uska aapne pehle hi reply de diya. Iske liye main aapko badhai aur dhanyawad bhi deta hoon. (Greetings Chairman Sir. I am Ajay Kumar Jain, a shareholder of the company calling from Delhi. You gave a very good speech, Sir, and provided so much information; the questions I had in my mind to ask during this AGM, you have already answered them in advance. For this, I extend my congratulations and thanks to you.)

Aur ek achha vision hai aur aapki speech sunne ke baad yeh lagta hai ki FY26-27 ki jab ending hogi toh koi na koi achha corporate action mere ko meri company ke dwara mil sakta hai. Kyunki aapke dwara kiya hua jo bhi decision hai, woh company aur shareholder ke laabh ke saath saath desh ke vikas mein bhi kaam aata hai. (And there is a good vision, and after listening to your speech, it feels like when FY26-27 ends, I might get some good corporate action from my company. Because whatever decision is taken by you, it serves not only the benefit of the company and shareholders, but also contributes to the development of the nation.)

Aur sabse achhi jo aapki mere ko majbooti lagi na, Sir, hum log padhte hain ad mein, aaj bhi aap Pradhan Mantri ji ki jo yeh ek hai na ki logon ko rozgar mile, toh meri company aapke netritva mein uss disha mein sabse aage hai. (And the best strength of yours that I felt, Sir, we read in advertisements, even today, about the Prime Minister's vision to generate employment for people, and my company under your leadership is at the very forefront in that direction.)

Jitne sabha mein prastav lagaye hain, unka anumodan karta hoon. Aur yeh vishwas karta hoon ki aane wala samay aapko nayi unchai pe leke jayega. (I approve all the resolutions proposed in the meeting. And I trust that the coming time will take you to new heights.)

Aur, Sir, thoda sa shareholder aur management ke beech mein yeh thoda relation aur badhe, aap hamein yaad karenge. Toh, Sir, itna achha khushiyon ka samay hai, toh hamein Investor Meet ke saath saath ya kisi anya roop mein hamein aapse milne ka mauka dilaya jaye. Isse vishwas ke saath, namaskar. Jai Hind. (And, Sir, so that the relationship between shareholders and management strengthens further, you will remember us. So, Sir, this is such a joyous time, please give us an opportunity to meet you either through an Investor Meet or in some other form. With this trust, greetings. Jai Hind.)

Moderator: Thank you, Mr. Jain. We now invite our next shareholder, Mr. Surendra Kumar Jain. Sir, we have placed you in the meeting, kindly unmute your microphone to speak.

Surendra Kumar Jain: Hello, Sir, aawaz aa rahi hai? (Hello, Sir, am I audible?)

Moderator: Ji, Sir, hum aapko sun pa rahe hain. (Yes, Sir, you are audible.)

Atul Gupta: Ji haan, ji haan. (Yes-yes)

Surendra Kumar Jain: Chairman Sir, namaskar. Main Surendra Kumar Jain, Nayi Dilli se. Sir, aapki speech suni. Aapne company ke vartaman aur bhavishya ke baare mein bataya. Isse hamare saare question hal ho gaye, Sir. (Greetings Chairman Sir. I am Surendra Kumar Jain from New Delhi. Sir, I listened to your speech. You talked about the present and future of the company. Because of this, all our questions have been resolved, Sir.)

Sir, main aaj ke sabhi prastavit resolutions ka tahe dil se samarthan karta hoon. Aage aane wale samay mein hamari company achhi tarakki kare, aisi Bhagwan se kamna karta hoon. (Sir, I wholeheartedly support all of today's proposed resolutions. I pray to God that our company makes great progress in the time to come.)

Sir, hum aane wale samay mein kya naya karne ja rahe hain? Aur FY2026-27 aur 3 saal ka roadmap kya rahega, Sir? Batana, sir? (Sir, what new things are we going to do in the coming time? And what will be the roadmap for FY2026-27 and the next 3 years, Sir? Please tell us, Sir.)

Main Secretarial department ka dhanyawad karna chahta hoon jinhone mujhe VC ke madhyam se joda aur guide kiya. (I would like to thank the Secretarial department who connected and guided me through VC.)

Aage aane wale sabhi festival ki dher saari shubhkaamnayein. Sir, speaker shareholders ka dhyān rakhna. Dhanyawad, Sir. (Best wishes for all the upcoming festivals. Sir, please take care of the speaker shareholders. Thank you, Sir.)

Atul Gupta: Thank you.

Moderator: Thank you, Mr. Jain. We now invite our next shareholder, Mr. Vishnu Dutt Sharma. Mr. Sharma, kindly unmute...

Vishnu Dutt Sharma: Hello, am I audible to you, Sir?

Moderator: Yes, Sir, please proceed.

Vishnu Dutt Sharma: Okay. Thank you, Respected Chairman Sir, and esteemed Board of Directors, that they give me an opportunity to speak at this forum today. Sir, my name is Vishnu Dutt Sharma, shareholder, speaking from Delhi. Sir, I hereby approve all the agenda items in favor. Sir, at present the company is doing well and I hope it will do extremely well in future also. Sir, I have been getting full cooperation from our Secretarial team, headed by your Company Secretary and CFO. Sir, corporate governance of our company is satisfactory. Sir, Balance Sheet of our company is transparent. Sir, my questions
I want to know the expenses incurred by our company on CSR activities?
Sir, may I know the roadmap of growth of our company for the next 3 years? Sir, I hereby convey my regards and best wishes to our management team and Secretarial team, they are doing their best sincerely. Jai Hind, Jai Bharat, Sir Thank you, Sir.

Atul Gupta: Thank you.

Moderator: Thank you, Mr. Sharma. We now invite Mr. Dileep Kumar Jain to speak. Mr. Jain, kindly unmute your microphone to speak. Mr. Jain, please proceed, you are unmuted.

Dileep Kumar Jain: Hello? Hello? Hello?

Moderator: Mr. Jain, we can hear you, please proceed.

Dileep Kumar Jain: Yes. Jai Jinendra. Namaskar, Atul Gupta ji. Bahut bahut namaskar, aapka bahut bahut swagat hai, Sir. Acche result diye, company shareholders ko dividend badhiya diya, aur aap sab dhyān rakhte hain, aur jo aapke Secretary sahab hain unki taraf se bhi 2-3 baar remind karaya gaya, uske liye unko bhi dhanyawad. (Yes. Jai Jinendra. Greetings, Atul Gupta ji. A very warm greeting and a very warm welcome to you, Sir. You have delivered good results, given a great dividend to the company's shareholders, and you all take good care of us. Also, the Secretary has sent reminders 2-3 times, so thank you to him as well.)

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Aur, Sir, mere do question the, woh aapne reply kar diye hain unko, isliye main unko repeat karke aapka time, iss meeting ka time nahi kharab karna chahta. Ek bas mera ek favor hai aapse ki ek maine Secretary sahab ko ek PPT bheji hai, educational project hai. Agar aapke CSR mein wo fit baithta ho, toh woh usko aap thoda sa dekhiyega, that is 30 kilometers from Jaipur in

Bassi, and that is 38 bighas of land we have already acquired and bhoomi puja also uska karwa diya hai. Ab uske liye karib ₹80-₹90 crore ka project hai, aur karib ₹13-₹14 crore rupaye hum usme kar chuke hain. Agar Narendra Modi ji ka bhi educational pe bahut accha, bahut zyada diversion hai, aur aap bhi mere khayal se apne bhi educational institutions mein kafi devote karna bhi chahiye aur aap karte bhi hain. Toh agar aapke agar woh CSR mein, usme CSR registered firm hai, woh trust hai, agar usme agar aapke usme fit baithta ho toh please consider kijiye usko. Bahut accha, this is ancient values plus modern education, Gurukul, dono ka mix up karke usko bana rahe hain. Aur uske plinth level ki kaam bhi, apne neev ka kaam, poora ho chuka hai. Agar aap usme agar thoda kar sakein toh bahut accha lagega, Sir. (And, Sir, I had two questions, which you have already answered, so I do not want to repeat them and waste your time, the time of this meeting. I just have one favor to ask of you that I have sent a PPT to the Secretary, it is an educational project. If it fits into your CSR, then please look into it a little, that is 30 kilometers from Jaipur in Bassi, and that is 38 bighas of land we have already acquired and foundation laying ceremony for it has also been performed. Now for that, it is a project of around ₹80-₹90 crore, and we have already spent around ₹13-₹14 crore on it. Narendra Modi ji also has a very good, a very high focus on education, and you too, I think, should devote quite a bit to your educational institutions, and you do so as well. So if it fits into your CSR—it is a CSR-registered firm, a trust—if it fits into that, then please do consider it. It is very good, this is ancient values plus modern education, a Gurukul, we are building it by mixing both. And the plinth-level work for it, the foundation work, has been completed. If you could contribute a little to it, it would be wonderful, Sir.)

Baki woh aane wale festivals ke liye, Deepawali, Dussehra ke liye aapko bahut bahut shubhkamnayein, Ganpati ki bhi aapko shubh kamnayein. Aur, Sir, Jai Jinendra. Bahut accha laga. Mera sabhi resolutions mein support hai, fully support hai. (As for the upcoming festivals, best wishes to you for Deepawali and Dussehra, and best wishes for Ganpati as well. And, Sir, Jai Jinendra. It was very nice. I have full support for all the resolutions, complete support.)

Thank you, Sir. Aap thoda dhyan dijiye ispe. (Do give this due consideration.) Thank you, Sir. Thank you very much.

Atul Gupta: Thank you.

Moderator: Thank you, Mr. Jain. Our next shareholder to speak is Mr. Daljeet Singh. Mr. Singh, you have been placed in the meeting and are unmuted. Please proceed.

Daljeet Singh: Hello? *Sir, aawaz aa rahi hai meri?* (Sir, am I audible?)

Moderator: *Haan ji, Sir. Aap baat kar sakte hain.* (Yes, Sir. Please, speak)

Daljeet Singh: *Sir, main Daljeet Singh, AGM mein Delhi se shamil ho raha hoon. Sabse pehle Engineers India Limited ki 61st AGM mein CMD, Shri. Atul Gupta ji, and CFO, Shri. Sanjay Jindal ji, aur sabhi Board members aur fellow shareholders ka welcome. CMD Sir ne apni welcome speech mein company ke baare mein acche tareeke se poori jaankari di aur aage ke roadmap ke baare mein bhi acche se jaankari di hai.* (Sir, I am Daljeet Singh, joining the AGM from Delhi. First of all, welcome to CMD, Shri Atul Gupta ji, CFO, Shri Sanjay Jindal ji, all Board members, and fellow shareholders at the 61st AGM of Engineers India Limited. CMD Sir, in his welcome speech, thoroughly explained the company details and also gave a clear overview of the roadmap ahead.)

Sir, Company Secretary, Shri S. K. Padhi ji, and unki team, unka thanks jinhone VC ke madhyam se mujhe AGM mein shamil hone ka mauka diya ji. Sir, Annual Report badhiya tareeke se taiyar ki gayi hai taki sabhi cheezein acche tareeke se samjhi ja sakein. Iske liye Secretarial team ka dhanyawad. (Sir, thanks to the Company Secretary, Shri S. K. Padhi ji, and his team, who gave me the opportunity to join the AGM via VC. Sir, the Annual Report has been prepared in an excellent manner so that all aspects can be easily understood. Thanks to the Secretarial team for this.)

Sir, company apni vision aur mission par acche se kaam kar rahi hai. Sir, do cheezein jaankari chahiye thi (Sir, the company is working well on its vision and mission. Sir, I wanted information on two things)–

Ek toh, Sir, hamari company Viksit Bharat @ 2047 vision par kya kaam kar rahi hai? Iski koi planning shuru kar di gayi hai, ya kya development hai? (Firstly, Sir, what work is our company doing on the Viksit Bharat @ 2047 vision? Has any planning been initiated for this, or what is the development?)

Aur, Sir, doosri cheez, company engineering field mein hai aur AI se kya aur kitna benefit le sakti hai, iski koi planning ya iski koi iski study wagera ki gayi hai? Kripya, iski jaankari dein. (And, Sir, second thing, the company is in the engineering field, so what and how much benefit can it gain from AI? Has any planning or study been conducted regarding this? Please provide information on this.) Thank you very much.

Moderator: Thank you, Mr. Singh. We now invite our next shareholder, Mr. Kaushik Sahukar, to speak.

Kaushik Sahukar: Hello, am I audible?

Moderator: Yes Sir, please proceed.

Atul Gupta Yeah-yeah.

Kaushik Sahukar: Yeah. Respected Chairman Sir, Mr. Atul Gupta, esteemed Board members, and fellow shareholders, good afternoon to all. It gives me immense pleasure to interact with you once again this year. I am also deeply grateful to our Company Secretary for granting me the opportunity. I sincerely wish everyone good health and success. Sir, coming to my only query, EIL has decades of engineering expertise and a strong position in energy sector, what is the Board's concrete, time-bound strategy to significantly increase the share of high-margin consultancy and international engineering projects so that future growth is driven not merely by order volumes, but by sustainable improvement in revenue quality and profitability? On a lighter note, Engineers India can engineer refineries, pipelines, and mega projects with precision. Now, please engineer one more thing, a revenue graph that makes shareholders laugh louder than AGM microphone. Chairman Sir, Mr. Atul Gupta, I earnestly request you to kindly empathize with my medical condition, which is unfortunately aggravating very rapidly. And consider my professional credentials for opportunity in the area of certification audit. I wish to remain professionally active and self-reliant for as long as I am able to work. And with your support in this regard, would truly mean a great deal to me. Thank you very much for your valuable time, and patience, and kind consideration. I remain hopeful for a positive response and sincerely look forward to meeting you again next AGM. Sir, Atul Gupta, hope you have noted my plea and please help me out. Thank you, Sir.

Atul Gupta: Thank you.

Moderator: Thank you, Mr. Sahukar. We now invite our next shareholder, Mr. Himanshu Trivedi.

Himanshu Trivedi: Hello? Hello, Sir, am I audible?

Moderator: Yes, Sir, please proceed.

Himanshu Trivedi: Yeah, yeah. Good morning all of you. Respected Chairman, other Board of Directors sitting on dais, myself Himanshu Trivedi from Gujarat. First of all, thankful to our Company Secretary who has sent soft copy and the hard copy of AGM notice very well in advance, which is full of information, facts and figures in place, which is very easy to follow and easy to understand. I am thankful to you, your entire Secretarial team. Report is nicely prepared. All corporate governance, all parameters covered in the AGM. So, I don't have much questions, I have full

faith on Board and their working. I support all agenda items. I have already sent my questions and query to the email well in advance to save the time of the meeting and give the opportunity to speak to fellow shareholders. Chairman Sir and MD Sir given the informative speech, excellent speech, so my all questions answers given by the Chairman Sir in opening remarks. So, I don't have further query. Sir, only the one question, what is the market share we have domestic as well as international market? I wish good luck and bright future for coming financial and coming festival. Sir, during festival, please remember speaker shareholders as same as your employees and as same as your family member. Thank you.

Moderator: Thank you, Mr. Trivedi. We are now inviting our next shareholder, Mr. O. P. Kejriwal. Sir, you have been placed in the meeting, kindly proceed to speak.

Om Prakash Kejriwal: Hello, Sir, am I audible?

Moderator: Yes, Sir, please proceed.

Om Prakash Kejriwal: Thank you, Moderator. Thank you. Good morning, Sir ji.

Atul Gupta: Good morning, ji.

Om Prakash Kejriwal: And good morning everybody attending this AGM. Myself Om Prakash Kejriwal, your equity shareholder from Kolkata. Thank you, Sir ji, for giving me the platform to speak something before you. Thanks to our Secretarial department, especially thanks to Tomar ji and Pankaj ji for calling me and taking my know-how.

Sir ji, this is my 2nd AGM only due to virtual, though I am your very old shareholder. So, if possible, please follow this virtual AGM in next year also so that more and more investor from different parts of the world could join our AGM and express their views, and company could take benefit from their views.

Sir ji, firstly I want to thank you people for increasing our dividend from ₹4 to ₹5 per share on face value of ₹5, despite the difficult business conditions environment all over the world. Our revenue and profit has improved in both the accounts. In consolidated account, our EPS has grown to ₹12.30 on face value ₹5, compared to ₹10.32 in previous year. And in standalone account, our EPS has grown to ₹11.36, compared to ₹8.28 in previous year. Very good result, Sir ji. *Iske liye aapko, sabhi Board of Directors ko, aur sabhi employees ko bahut-bahut badhai.* (For this, many congratulations to you, all the Board of Directors, and all the employees.)

Sir ji, in first quarter result which was declared on 13th August'26, our revenue has down in both the accounts, but our profit has improved in both the accounts. In consolidated account our EPS has improved to ₹2.81, compared to ₹1.16 in corresponding quarter of the previous year.

Sir ji, what is your expectation for the remaining three quarters of the current FY26-27?

Sir ji, what is our orderbook position? And how much extra work we will get due to US-Iran war? There are so many projects of pipeline, gas pipeline, crude pipeline, and now 3-4 days ago Houthis and Saudi Arabia war has created again for your opportunity for pipeline work. And how are you doing in data center? Have you got any order for making data center, Sir?

Sir ji, I have two suggestion for CSR committee –

First suggestion, Sir, please use some of CSR fund to provide drinking water nearby our villages, nearby our projects, and nearby our business points. Because, Sir, *jal hi jeevan hai*. And second request, Sir, please use some of CSR fund in skill development to make our country a developed country. Sir ji, *padhega India to badhega India*.

Sir ji, I have 2 requests also –

For early AGM. Sir, we are a Navratna company, we have done our board meeting on 21st May '26. So, please call our AGM at an early date, in July or August month. It will help us, Sir. And second request, Sir, please do remember the speaker shareholders at the time of festivals in the same manner as you remember your friends and relatives.

At last, Sir ji, please maintain your smile and be cheerful. We are always with you as a long term investor. Thank you. Thank you, Sir ji.

Atul Gupta: Thank you, thank you.

Moderator: Thank you, Sir. We are now inviting our next shareholder, Ms. Urmila Jain to speak. Ms. Jain, kindly unmute your microphone to speak. Ms. Jain, a gentle reminder for you to once again unmute your microphone. Sir, we are not getting any response from Ms. Urmila Jain, so we are now inviting Ms. Ashika Talreja to speak. Ma'am, you have been placed in the meeting, kindly unmute your microphone to speak. Ma'am, you are unmuted.

Ashika Talreja: Sir, am I audible?

Moderator: Yes, please proceed.

Ashika Talreja: Hello?

Moderator: Yes, Ma'am, please proceed.

Ashika Talreja: I am Ashika Talreja from Delhi. Respected Chairman Sir and my fellow shareholders, my all doubts have been cleared by the speech of Chairman Sir. The company is progressing very well. And I would like to thank the Secretarial Department who gave me the opportunity to speak. I support all your resolution. My best wishes and many congratulations for the upcoming festivals. Thank you very much sir.

Atul Gupta: Thank you.

Moderator: Thank you, ma'am. We now invite our next shareholder Mr. Subhash Chander Wadhwa. Mr. Wadhwa, kindly unmute your microphone to speak. Sir, you are unmuted, please proceed. Please proceed sir. We can hear you.

Subhash Chander Wadhwa: Respected Chairman and Board of Directors, good morning. My name is Subhash Wadhwa and I have joined from Delhi. I first of all congratulate Chairman sir and entire management of EIL for doing very well during Financial Year '25-26. Our Secretarial Department is doing great job and I am happy that we get response from them quickly. Thanks for giving me a chance to speak at this platform. I want to know from Chairman sir: What is the roadmap of the company for the next 5 years? I have gone through Annual Reports of the company that there is sufficient cash balance in the books of the company. How the company is going to use these funds? Is there any plan of future buyback? With this, I support all the resolutions of the company and wish the company to go and generate more profits in the coming years. Thank you, ma'am. Thank you, sir.

Moderator: Thank you, sir.

Atul Gupta Thank you.

Moderator: We are now inviting our next shareholder, Ms. Prakashini G. Shenoy. Ma'am, kindly unmute your microphone to speak.

Prakashini G. Shenoy: Am I audible?

Moderator: Yes, ma'am. Please proceed.

Atul Gupta: You are audible.

Prakashini G. Shenoy: Thank you, sir. I am Prakashini Ganesh Shenoy from Bombay. Respected honourable Chairman, other dignitaries of the board and my fellow shareholders, good morning to all of you. I received the AGM report well in time, which is colourful, informative, transparent and contains all the information as per the corporate governance. I thank the Company Secretary and his team for the same. The Chairman has given a beautiful picture regarding the company and its working in all parameters. Chairman, sir, you have not let me to ask any questions. You have covered all my questions. So, thank you very much for the same. At the outset, I am thankful to the board for recommending a dividend for the Financial Year 2025-2026. Also, glad to note that the company is doing outstanding work in the field of CSR activities. Sir, just one question. Are we using AI application? I wish the company good luck for a bright future and pray to God that the profit of the company shall reach the peak in due course. Sir, last but not the least, my honest request to you, please continue with VC so that people all over will have an opportunity to express their views. Sir, I strongly and wholeheartedly support all the resolutions put forth in today's meeting. Thank you, Chairman, sir.

Moderator: Thank you, ma'am. We now invite our next shareholder, Mr. Ashit Kumar Pathak to share his thoughts and views with us. Mr. Pathak.

Ashit Kumar Pathak: Good afternoon, sir. Am I audible?

Moderator: Yes, please proceed, sir.

Ashit Kumar Pathak: Good afternoon, respected Chairman, Board of Directors, Company Secretary, fellow members joining at 61st AGM of EIL Limited. My name is Ashit Kumar Pathak, joining from Dum Dum, Kolkata. At first, my esteemed gratitude to our Company Secretary, Mr. S. K. Padhi for sending me the Notice and digital Annual Report very well in advance and allowing me to speak. Sir, in your opening remarks, you have explained everything which is in the balance sheet. Apart from this, thanks to my company's management team, near about profit after tax ₹ 692 crores and EBITDA near about ₹ 600 (1.42.11 – 1.42.18 – Video froze) crores in this challenging global turmoil and dividend paying ₹ 5 per equity share. Sir, my first view which I would like to share, my company's stand-alone net worth increased significantly to ₹ 31,457 million in FY26. How does management plan to deploy this strong capital base to maximize the return of net worth and which stands at 22% at present? With an all-time high order book near about ₹ 15,109 crores, what is the expected billing burn rate or conversion ratio over the next 24 to 36 months between the consultancy and turnkey segments? Share your thoughts. In 1.43.18, measures and data sovereignty the dip.....(1.43.21 – 1.43.27 Audio lost)

Moderator: Mr. Pathak, we are not able to hear you. Are you there with us? Sir, we have lost connectivity with Mr. Pathak and we are now inviting our next shareholder, Mr. Narender Singh Chauhan.

Narender Singh Chauhan: Hello, am I audible?

Moderator: Yes, sir. Please proceed.

Narender Singh Chauhan: Yeah, thanks. So, good afternoon, respected Chairman, sir, and the member of the board. This is Narender Singh Chauhan speaking from New Delhi. First of all, it's a privilege to address such distinct board members and thank you for this opportunity. I am pleased to note that Engineers India Limited has been performing very well and I commend the board and the management for the company's strong and consistent performance in a competitive environment. I am also confident that under Chairman's leadership, the company will continue to perform very well in upcoming times also. And I would also like to place on record an appreciation for our Company Secretary who has been very prompt, professional, and very supportive in addressing all

shareholders' queries. I don't have any such question that has already been covered in Chairman sir's speech. Thank you once again. Thank you.

Moderator:

Thank you, Mr. Chauhan. Chairman sir, all of our registered shareholders who did log in were given an equal opportunity to speak at the AGM. And now I hand over the floor back to you to conduct the further proceedings of the AGM. Over to you, sir.

Atul Gupta:

We thank each and every shareholder for their questions and showing active interest in the affairs of the company. There are many questions asked by you and I will try to sort them into key themes so that I will be able to respond to them in a better way and then go through the questions which are individually asked, which don't get covered in the themes. In the meantime, hope you will enjoy watching some of our initiatives as can be seen in this video. And immediately after that we will come back shortly to respond to all the questions. (1.45.46 – 1.54.41 - AV Plays) *Innovation defines progress. For over 6 decades, Engineers India Limited has been shaping India's energy landscape, designing, engineering and delivering solutions that power a sustainable tomorrow. Transforming energy, transforming the world. At the heart of this transformation is the Research and Development Division, EIL's innovation engine, where the ideas ignite and the future of energy is being written. From refining to petrochemicals, biofuels to hydrogen, carbon capture to digital twins, EIL R&D is where ideas evolve into technologies and technologies transform into national assets. EIL provides a range of technical offerings like licensing of hydro processing technologies. With IOCL as partner, EIL has offered an entire range including DHDT, DHDS, KERO and ATF Hydrotreating. SRU, EIL has licensed an entire spectrum of Sulphur block units with capacity ranging from 3 to 340 TPD for both grassroots as well as revamped projects. Refining Technologies LPG treating is one of the most successful technologies with over 25 implementations across the country. Hot well off gas treating, Amine purification, Visbreaking, Aromatic extraction, Gas sweetening, Bitumen blowing, Solvent dewaxing are a few of the other commercially successful technologies. Supply of Hardware, plugging the gap in the Indian context, EIL has developed indigenous desalter in collaboration with BPCL. Column and reactor internals, contactors, mixing devices are other prominent R&D design hardware.*

*One of the most complex equipment indigenized desalter by EIL and specialized technical services like CFD and Dynamic simulations for design, troubleshooting and safety applications. EIL has a track record of conducting these studies for 15 Indian refineries and 8 Petrochemical plants. The list of clients also includes prestigious global majors like Saudi Aramco and Adnoc. With 31 patents filed in a single year, our innovation ecosystem continues to strengthen intellectual leadership in clean fuels, refinery processes and decarbonization technologies. 2025 witnessed the commissioning of advanced research facilities from EngAPU, India's first Amine Purification pilot system, to the bench scale catalyst testing facility. EIL continues to expand capabilities for future ready research. From Kuala Lumpur to Vienna, from Boston to Abu Dhabi, our engineers showcased EIL's technological strength on global platforms, demonstrating innovations in Sulphur recovery, digital twins for coal gasifiers and sustainable aviation fuels. Our commitment to excellence was recognized nationally. NAVL accreditation for analytical labs has put EIL labs in an elite league. EIL has also expanded its analytical capabilities to hydrocarbon and water samples. As India accelerates towards a cleaner, greener and self-reliant future, EIL R&D stands committed to innovate, collaborate and lead. This is India's promise to the world, clean energy, self-reliance, sustainability. The future is not coming, we are building it. Together, we are **Engineers India Limited.**) (1.50.14 – 1.54.41 – AV repeated)*

Atul Gupta:

Regarding the questions which have been asked, I would like to thank each and every shareholder who have asked these questions and also all our other shareholders for their continued support. Regarding one of the important queries which is definitely relevant and raised by everyone is roadmap for our organization, for your company in the next 3 years to 5 years. As you have already seen in my welcome speech, as well as the path forward which we have laid down in our Annual General Report and the Chairman's speech, we are progressing on basically the 5 fronts which is very, very important, which we feel for our organization. The first

one is regarding the business growth and diversification. So, all the initiatives which we explained in the diversification which we have been working in last 3 years to 4 years, that have already started giving fruit and going forward 3 to 5 years that's going to be an accelerated growth is going to happen. And the revenues and turnover it will get reflected in the years to come. The other aspect is of the international business which is definitely we are going to further enhance. Lot of new territories we are already starting like Saudi Arabia it will continue to give revenue and growth, as well as contribute in the order book. The other aspect is with respect to, the important aspect, is about the reducing our expenses, the operational excellence. And there we are working internally as we have told all the project execution agility which has brought us with the various digital initiatives' re-skilling our manpower and also the timelines of the project execution how to further reduce it. It is giving quite a good operational excellence as well, by enhancing these efficiencies. The third aspect is going to be with respect to the technological innovation and the technological excellence. We are very much focused on developing the new technologies. We believe the other question was also there that how we are going to take towards the 'Viksit Bharat 2047'. So that also will get covered in this particular response. We believe that India not only the manufacturing sector, the technology and the indigenous designs are going to take us to an era where we are now having every indigenous solutions available. And that is why our technical excellence, innovation, R&D initiatives and collaborative R&D initiatives are going to give a very robust position of EIL to own the technologies, to develop the indigenous technologies, to develop the indigenous design which will lead us to a 'Viksit Bharat 2047' vision of our country. And EIL is well placed to take a very lead role in these initiatives. The other part which we are focusing very much is on AI and digitalization. As we have already elaborated in our speech and various forums, the AI initiatives inside the company for dovetailing to our engineering need, dovetailing to our project management need is the need of the hour and that also is getting supplemented with the deliverables to our clients. And these things are definitely resulting, has already started resulting in various cost saving as well as the efficiency and the robustness of our deliverables. The last one which is very important again is human excellence. The sort of re-skilling, the competency gap analysis which we are carrying out for the diversification sectors, as well as our strengthening the core hydrocarbon sectors in the international segments, our people are making a difference. So how to further enhance the human excellence? How do we skill them with the latest technologies, the updated one? These all are going to give us a path where right now the projections which we have given to you in terms of the order book which in the last ₹ 8,000 crore we are definitely going to maintain that momentum in the year for this order book, which we have told you ₹ 8,000 crore and maybe we would like to do it better. As well as the turnover we are already confident that around a 10% growth in the last year's revenue is going to result due to all these initiatives. Whatever be the operating expenses which we are reducing, the operating margins which we have enhanced, we are definitely trying to maintain the same which we have in fact around 14% which has been there and in the last quarter it has got enhanced to 16%. So, which we are definitely trying to keep in the range of 14 to 16%. As well as the other figures which are on the EBITDA or on the profit after tax and those ratios, that also we are definitely going to maintain the same or even doing it better with the sort of initiatives which your company is already undertaken. Regarding the other query which was about the AI and digital, I will again dwell upon it. We have made sure that the day-to-day our activities which are there in various domains, whether it is project management, whether it is technical or with respect to our clients' needs. We already are having a separate digital technical service department which is already working since last 2 years, 2.5 years very diligently and we have a robust team and which is making day-to-day advancement in various streams. As we have told in design, engineering, even procurement services also, even costing services also, those are initiatives which has already been undertaken and they are already started giving results and further also it is being kept into the focus. The other question which was coming to this particular point was about the consultancy growth and the high margin consultancy as well as. Yes, we agree with our shareholders. It is our duty and it is our responsibility to reward our shareholders to the best, to the maximum. And whatever the efforts from our organization for your organization can be taken, it is there. So, we are very much focused on how to enhance the high margin business, but also at the same time the focus on the top line should also be there. But we assure you the sort of initiatives which are there, the overall

margin which we have already exemplified in the last Financial Year 2025-2026 results and in the current quarter one which we have declared, we are definitely confident to maintain the same or even doing better those margins. So that the aspiration or our aim also, high margin consultancy business which rewards shareholders more should be there into the focus. Regarding the part about the share of the international and domestic business segments, domestic in the total of our order book, order position which we have told around ₹ 15,100 crore in the last Financial Year 2025-2026, it was around 57% domestic, as well as 43% international. In the Q1 also it is 55% domestic and international around 45%. And based on the international initiatives as well as the domestic opportunities, and the domestic opportunities further not only in hydrocarbon end but also in the diversified sectors, it is going to give a very good business to us in the rest of the thing. Remaining the 3 quarters, the other query was, how are we going to fare well in the remaining 3 quarters? The first quarter the revenue what you are seeing is slightly lesser than the previous one but as you all know traditionally; the first quarter trend is like that. The first quarter is not sometimes getting those results because the project starts, the client investment also starts but the quarter 2, 3 and 4 are going to take this further momentum on the revenue growth. Of course, on the profitability aspects we have definitely done far better than that. But on the revenue also we are confident in the quarter 2, 3 and 4 we will not only reach to the revenue what we were having the last year but we will surpass that as well. Order book position we have quite elaborated to you. In the last year also, we got around close to ₹ 8,000 crore order book inflow was there. And this also till now we have already got ₹ 3,565 crore order book. It is already there in hand along with Go Ahead. And the order book, and the overall company's order book which we told you ₹ 15,100 which was there in FY25-26 which is now around ₹ 17,000 crore after at present what we are sitting right now. So, this is also further got enhanced from the previous one. Regarding the opportunities emanating about the Iran war and other things, yes, first of all of course these are the difficult times and our revenues from the Middle East still despite these difficult times we are able to maintain our revenues, our order book from the Middle East. Of course, these opportunities what is in the next quarter 3 and quarter 4 we feel the projects which has been put on the urgency basis for bypassing the Hormuz or the other aspects which has happened, those will get accelerated. So, quarter 3 and quarter 4 are going to definitely give us a good opportunity to get those particular business in that particular area. Regarding Data Center yes, your company is one of the leading companies in executing the Data Center. And recently also we have got a Data Center from one of the public sectors in PowerTel and we are already executing, this execution has also started. Apart from what we have told the RBI Data Center, which I have elaborated in our welcome speech.

Yes, of course we have noted your suggestion for the early AGM which we should conduct and we will definitely work on that. Regarding the cash balance what we are having and how to utilize it, you are already aware that in 2021 we already had a buyback and in all the years ahead and consistently we are rewarding our shareholders with a very good dividend. This last year also we have given the 100% dividend. So, going forward we are evaluating the possibilities. As in the past, as you have seen, your company has invested in Numaligarh Refinery, has invested in RFCL, Ramagundam Fertilizer, and those have also started giving results. And good profitability is coming in Ramagundam as well. So, going forward, we are having a plan to further invest or look for the opportunities, good opportunities where we can utilize our this surplus and cash, which will definitely not only will be investment from our side, but also it will add to the process of economic growth of our country. So, we intend to evaluate such type of proposals and look for the possibility where we can invest our surplus in such type of initiatives as we have been doing in the past. So, this all sums up all the queries we have. Regarding CSR, yeah, we are already having a budget of around more than ₹ 9 crore and that also is being accelerated. All our CSR initiatives are in a positive direction where the actual benefit to our people, including the reskilling, including the education, including the theme, which is provided by our Government of India. So how to take it forward. So, all those efforts are already going on in these directions. And CSR, the budget of more than ₹ 9 crore also has been allocated towards that. So, I would like to sum up now with this positive enthusiasm. And the sort of initiatives which we are taking, your company is taking and we assure our shareholders to be there always. And we are always going to make it better. That's what our aim is, depending on all the

circumstances. So, thank you again. Thank you again to all our shareholders and here also all our Board of Directors who-so-ever has, Board of Directors, as well as our other partners who have joined here. Thank you again, to all our shareholders. So, I would now like to conclude this meeting. So now I request our Company Secretary to propose vote of thanks. Over to Company Secretary.

S K Padhi:

Thank you, sir. It is my privilege to propose a vote of thanks to all the members who have spared their valuable time to join this meeting, and made their great contribution, for which the company is extremely thankful to them. I express my sincere thanks to respected CMD sir, our Functional Directors, our Government Nominee Directors, our Non-Official Independent Directors for their prudent steering of the company. My special thanks to Harit Kumar Sakya, Under Secretary - Refinery, MOPNG and the Presidential nominee, who has carved out the time in joining this meeting and honored us. On behalf of Board of Directors, I expressed my sincere thanks to the Ministry of Petroleum and Natural Gas, which provide all around support to direct the company to success. Our thanks to our Statutory Auditor who have spared their valuable time amongst their busy schedule. Our thanks to Ms. Parul Jain, Managing Partner of Messrs. VAP & Associate, Company Secretary and the Secretarial Auditor and the Scrutinizer for scrutinizing the process at the 61st AGM. Our thanks to our event partner CDSL and their team and the technical team and our RTA M/s. Alankit Assignments Limited and their team for providing all the support in conducting this AGM. Last, but not the least, our thanks to all the employees of EIL for their valuable contribution and support.

E-voting process will continue for the next 30 minutes and will be disabled thereafter. I have been authorized to countersign the Scrutinizer's report in respect of e-voting. The result of the e-voting will be declared by today evening, and the same will be intimated to the stock exchanges and also uploaded on the website of the company and on the website of the agency providing e-voting platform that is CDSL.

Thank you. Stay safe and stay healthy. Thank you. Thank you everyone.

E-Voting in progress.

END OF TRANSCRIPT