



HAPPY FORGINGS LIMITED

February 09, 2026

To

BSE Ltd, Corporate Relationship Department, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001  <b>Scrip Code: 544057</b>	National Stock Exchange of India Ltd. Listing Department, Exchange Plaza, Bandra-Kurla Complex, Bandra (East), Mumbai- 400 051  <b>Symbol: HAPPYFORGE</b>
---	--

**Sub : Presentation of Investor Meet**

Dear Sir/Ma'am,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed herewith the Investors' Presentation of financial results for the quarter and nine months ended December 31, 2025.

Kindly take the above information on your record.

Thanking you,

**For Happy Forgings Limited**

**(Bindu Garg)**  
**Company Secretary & Compliance Officer,**  
**M.N F6997**  
**Happy Forgings Limited**  
**B-XXIX-2254/1, Kanganwal Road,**  
**P O Jugiana, Ludhiana- 141120**

Regd Office :



+91 161 251 0421  
+91 161 251 0422



info@happyforgingsltd.com  
www.happyforgingsltd.com



BXXIX-2254/1, Kanganwal Road,  
P. O. Jugiana, Ludhiana, Punjab,  
CIN L28910PB1979PLC004008

India – 141120



HAPPY FORGINGS LIMITED

# INVESTOR PRESENTATION Q3 & 9MFY26



# ENGINEERING THE WAY FORWARD >>



This presentation and the accompanying slides (the “Presentation”), prepared by **Happy Forgings Limited** (the “Company”), are intended solely for information purposes and does not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.





## **Q3 & 9MFY26 Performance Highlights**

# MESSAGE FROM THE MANAGING DIRECTOR



**Mr. Ashish Garg**  
Managing Director

*"We are pleased to have delivered a strong performance in Q3FY26, reflected in continued scale-up in revenues and an improving profitability trend. The quarter was marked by peak quarterly EBITDA and PAT margins, underscoring the operating leverage and execution strength of our business model. We expect this momentum to carry into Q4FY26 and extend into FY27.*

*Volumes grew by 13.8% YoY during Q3FY26, while the revenue from operations stood at Rs.391 Crs, registering a 10.4% YoY growth. This growth was driven by healthy demand across key domestic end-markets, including Commercial Vehicles, Farm Equipment, and Passenger Vehicles, which more than offset the relatively weaker conditions in export markets.*

*During Q3FY26, profitability remained strong, with Gross Margin at 58.9% and EBITDA and PAT Margins at peak levels of 30.8%, and 20.2% respectively, resulting in a 22.3% YoY growth in PAT. For the 9MFY26 period, margins expanded meaningfully, with Gross Margin and EBITDA Margin improving by ~125 bps, while PAT Margin improved by ~100 bps on an adjusted basis, reflecting sustained improvements in operating efficiency.*

*Our capacity expansion initiatives continue to progress as planned. During Q3FY26, we increased machining capacity to 68,000 MT, in anticipation of an uptick in volumes. We are commissioning the 10,000-ton forging presses in the current quarter and plan to add 4,000-ton press in H1FY27, which will further augment forging capabilities and support future growth. Additionally, we have signed a long-term lease for 80 acres of land to set up a captive solar power plant, supporting our ESG objectives while also improving long-term cost efficiency.*

*Looking ahead, we expect domestic demand momentum to remain positive. With the recent developments related to tariffs and trade agreements, we expect tariff-related headwinds to moderate, which should support better performance in export markets. We currently have visibility of incremental business of ~Rs.800 Crs at peak annual rate, providing confidence in sustaining our growth momentum. A significant portion of this incremental business is aligned with our core diversification focus areas like Industrials, Passenger Vehicles, and Exports, which are expected to scale up within the overall revenue mix and further strengthen diversification of our business.*

*Our balance sheet remains very strong, supported by robust operating cash flow generation of ~Rs. 315 Crs during 9MFY26, driven by efficient working capital management. This has resulted in enhanced liquidity, with cash and financial investments now exceeding Rs. 400 Crs, providing us with significant financial flexibility to support growth, capex, and long-term value creation."*



# Q3 & 9MFY26 PERFORMANCE HIGHLIGHTS

Q3FY26



FG Volume

**16,323 MT**

+13.8% yoy



Realisation/Kg

**Rs. 240**

(-3.0%) yoy



Revenue

**391 Crs**

+10.4% yoy



Gross Profit

**230 Crs**

+12.2% yoy

Gross Margin: 58.9%



EBITDA

**120 Crs**

+18.7% yoy

EBITDA Margin: 30.8%



PAT

**79 Crs**

+22.3% yoy

PAT Margin: 20.2%

9MFY26



FG Volume

**45,807 MT**

+7.6% yoy



Realisation/Kg

**Rs. 245**

(-1.3%) yoy



Revenue

**1,122 Crs**

+6.2% yoy



Gross Profit

**663 Crs**

+8.5% yoy

Gross Margin: 59.1%



EBITDA

**337 Crs**

+10.8% yoy

EBITDA Margin: 30.1%



PAT

**218 Crs**

+9.2% yoy  
(+11.8% on adj. basis\*)

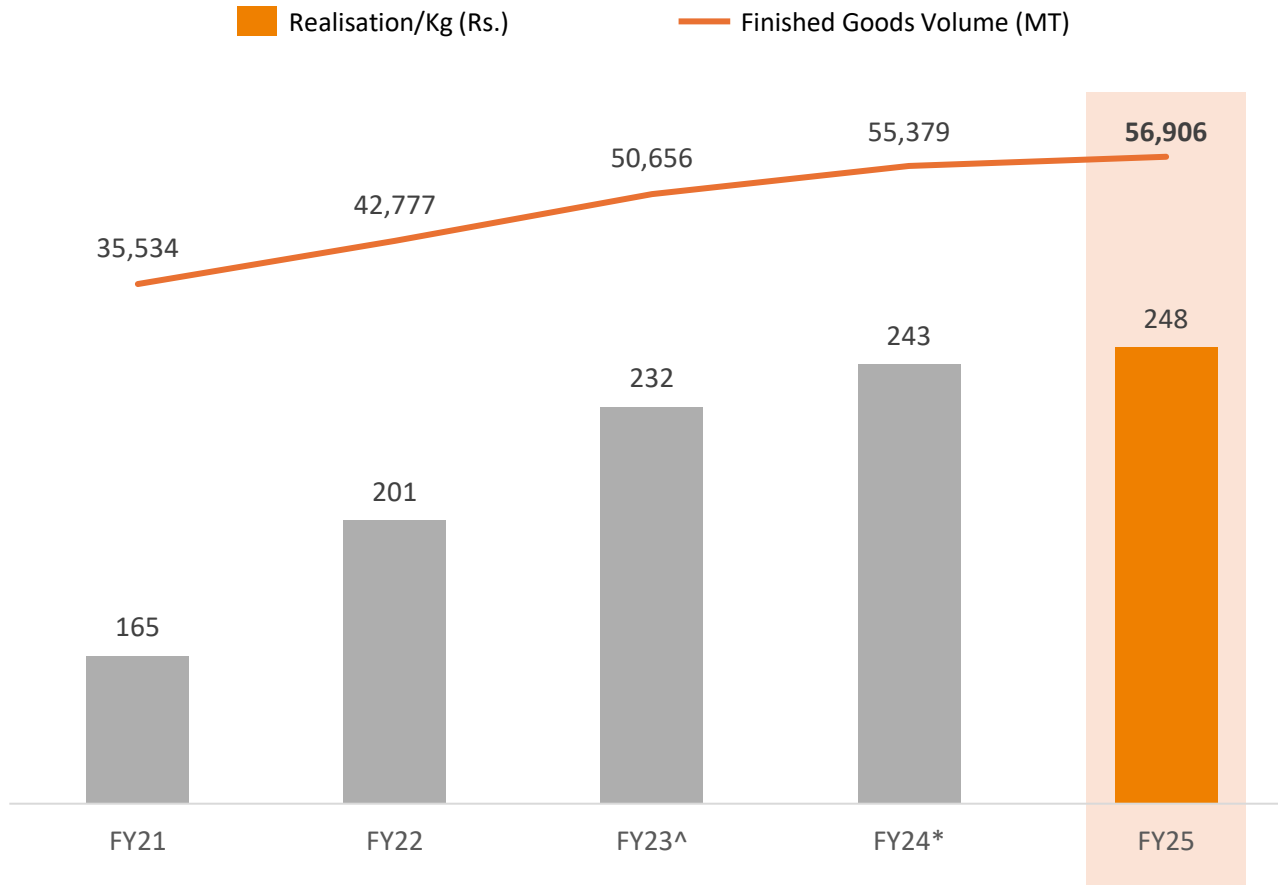
PAT Margin: 19.4%

Note: Financials in Rs. Crs.

\* Adjusted YoY PAT growth after excluding post-tax insurance income of Rs. 4.8 Crs

# VOLUME & REALISATION TREND

## Finished Goods Volume (MT)



## 9MFY26 vs 9MFY25 (Volume and Realisation)

Particulars	9MFY25	9MFY26	YoY
FG Volume (MT)	42,564	45,807	+7.6%
Realisation/Kg (Rs.)	248	245	(-1.3%)

Realisations remained broadly stable and range-bound, even as raw material prices softened during the period

^ FY23 realisation excludes prior period income

\* FY24 adjusted for higher realization on account of air freight costs recovery on one order



# PROFIT & LOSS STATEMENT

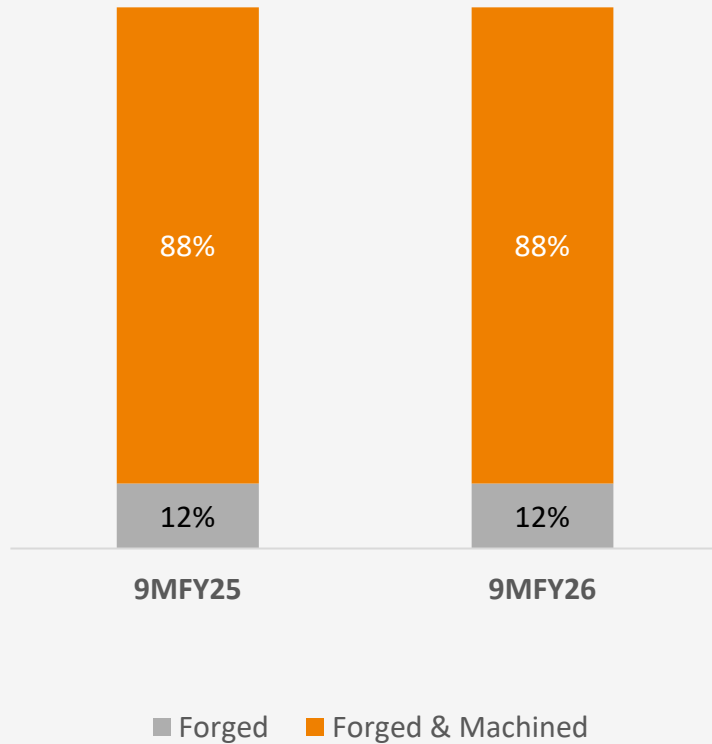
	QUARTERLY						NINE MONTHLY				ANNUAL
Consolidated P&L (Rs. Crs)	Q3FY26	Q3FY25	YoY	Q2FY26	QoQ		9MFY26	9MFY25^	YoY		FY25^
Revenue from Operations	391	354	10.4%	377	3.7%		1,122	1,057	6.2%		1,409
Raw Material Cost & Change in Inventories	161	149		150			460	446			592
Gross Profit	230	205	12.2%	228	1.2%		663	611	8.5%		817
Gross Profit Margin	58.9%	58.0%	91bps	60.3%	(143)bps		59.1%	57.8%	127bps		58.0%
Employee Cost	34	33		34			100	93			125
Other Expenses	76	71		78			225	214			286
EBITDA	120	101	18.7%	116	4.0%		337	304	10.8%		407
EBITDA Margin	30.8%	28.6%	213bps	30.7%	8bps		30.1%	28.8%	125bps		28.9%
Depreciation	22	19		22			65	57			77
EBIT	98	82	19.0%	94	4.0%		273	248	10.2%		330
Other Income	8	7		6			25	27			37
EBIT Incl. Other Income	106	89	19.3%	100	5.6%		298	275	8.2%		367
Finance Cost	2	2		2			7	5			8
Profit Before Tax	104	87	19.4%	99	5.1%		291	270	7.8%		360
Profit Before Tax Margin	26.5%	24.5%	199bps	26.1%	37bps		25.9%	25.5%	38bps		25.5%
Tax	25	22		25			73	70			92
PAT	79	65	22.3%	73	7.5%		218	200	9.2%		267
PAT Margin %	20.2%	18.2%	196bps	19.5%	71bps		19.4%	18.9%	53bps		19.0%
EPS (Diluted)	8.36	6.84		7.78			23.09	21.18			28.37

^ Other income for the period 9MFY25 and FY25 includes insurance income of Rs. 4.8 Crs (on a post-tax basis)

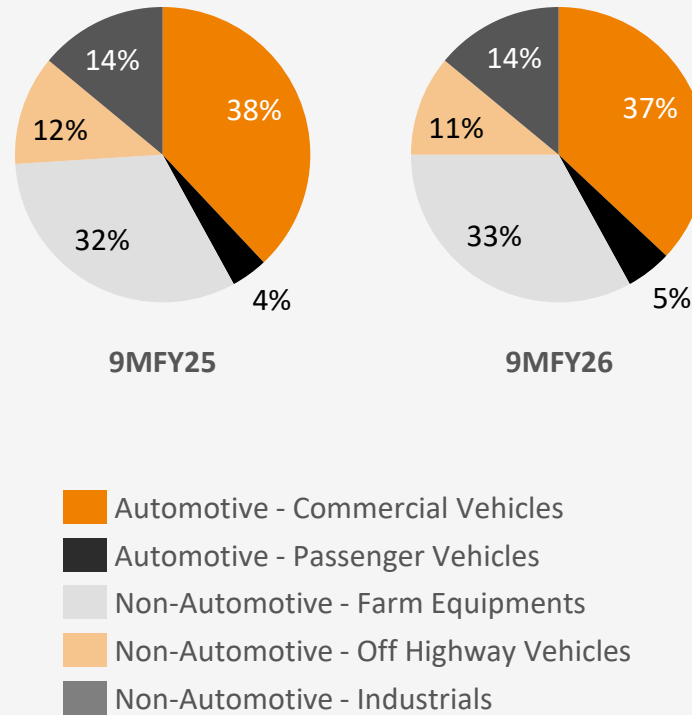


# OVERVIEW OF REVENUE SEGMENTS

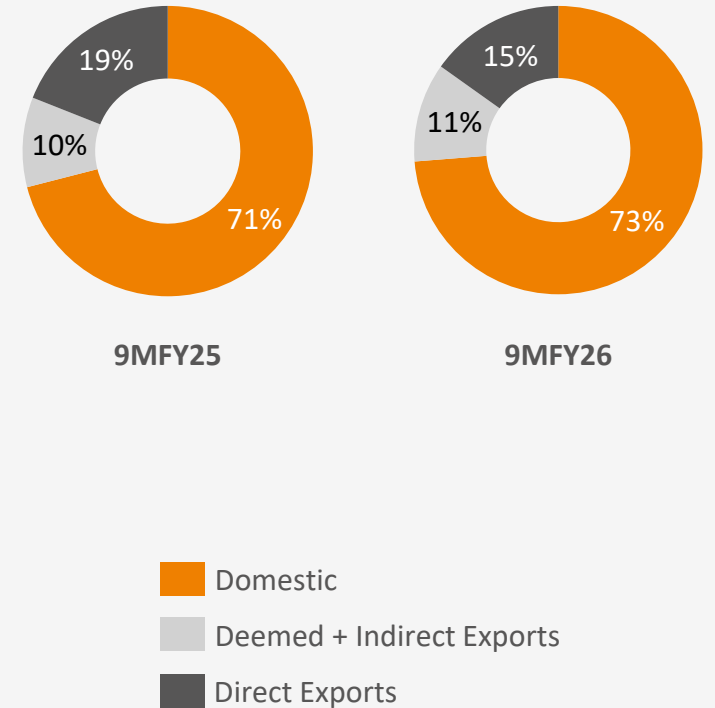
## PRODUCT MIX



## SECTOR MIX



## GEOGRAPHY MIX\*

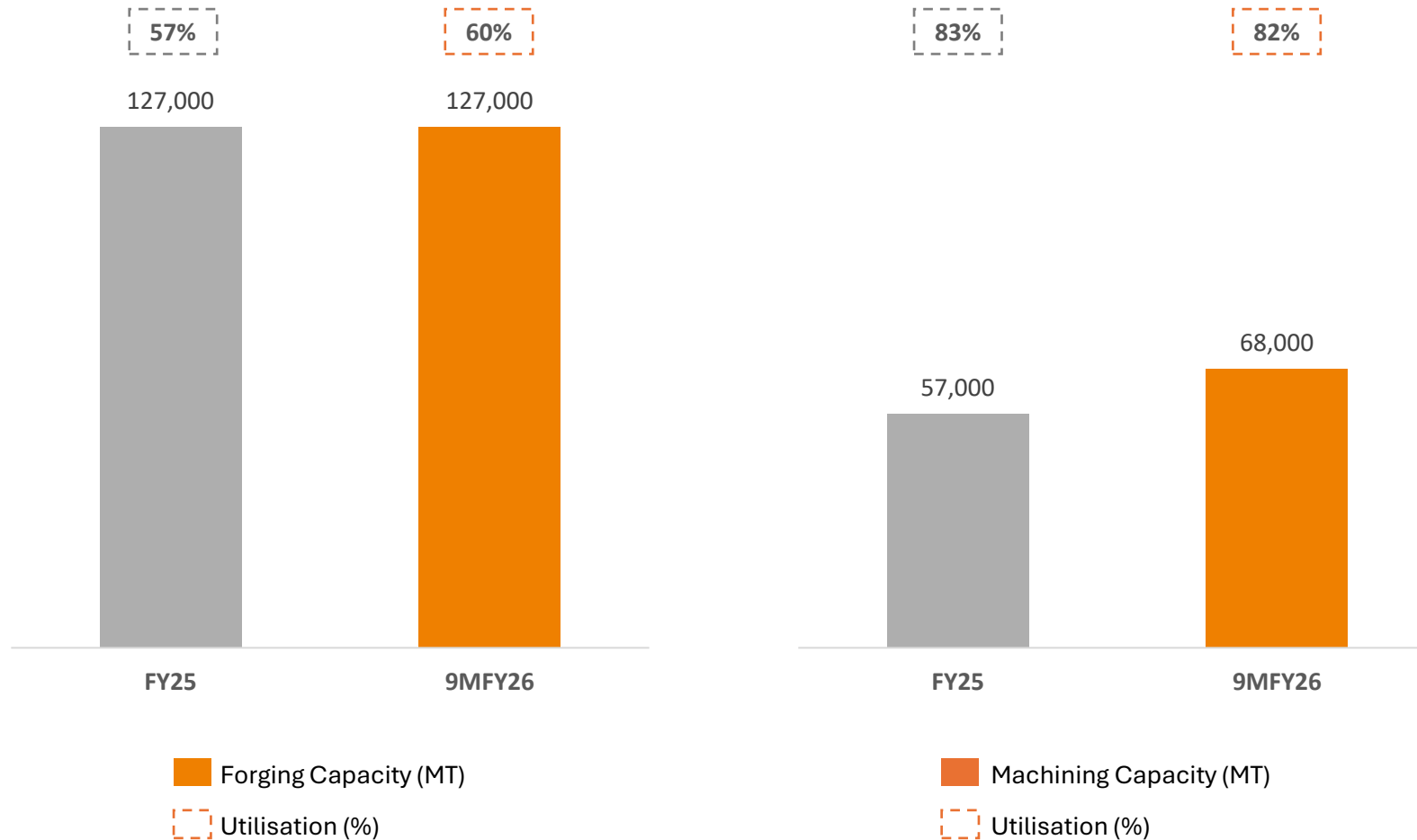


\*Percentages are rounded off; totals may not add up to 100%. During the period, changes in Incoterms for certain customers resulted in a reclassification of revenues from Direct Exports to Deemed and Indirect Exports.



# BUILDING CAPABILITIES FOR RESILIENT AND SUSTAINABLE GROWTH

## Installed Capacity and Utilisation



## Capacity Updates

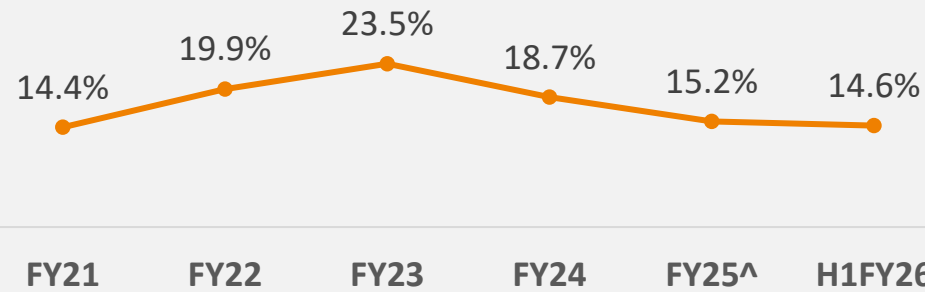
- Additional 9,800 MT of machining capacity added during Q3FY26
- 10,000-ton press commissioned in the current quarter; 4,000-ton press to be commissioned in H1FY27
- Total Capex of ~Rs. 300 Crs incurred for the period 9MFY26
- Investments in heavy component forging capacities remain on schedule; commissioning expected in FY27, with production commencing by the end of FY27
  - *Setting up one of the largest facilities of its kind in Asia and the second-largest globally*
  - *Enables expansion into the higher-weight segment (components weighing 250–3,000 kilograms)*
  - *Will cater to heavy forged component requirements in the Industrials and Farm Equipment segments*



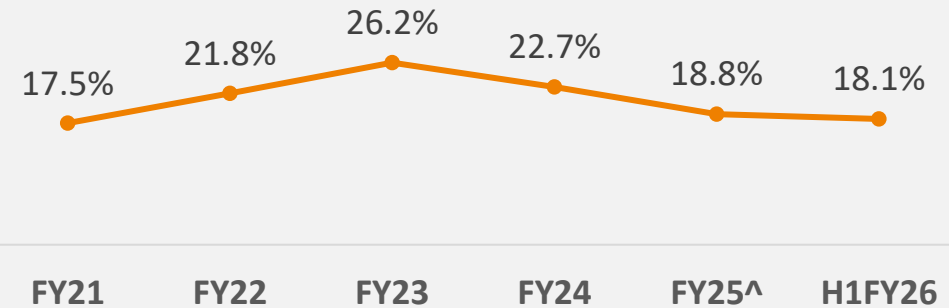
# STRONG FUNDAMENTALS WITH HEALTHY RETURNS AND LOWER LEVERAGE

Healthy internal cash accruals support organic growth with minimal reliance on external funding, reflected in declining Net Debt/EBITDA

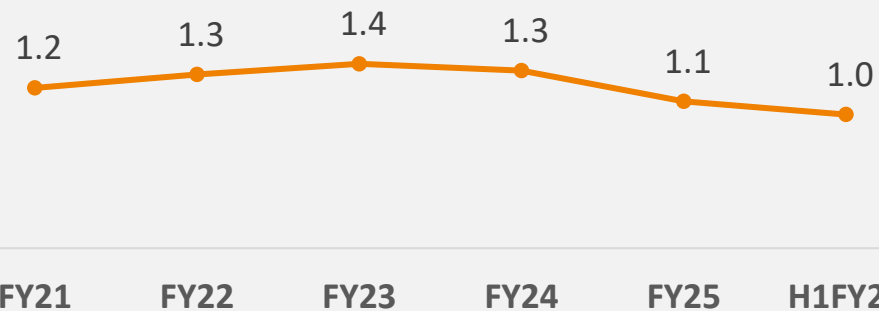
ROE %



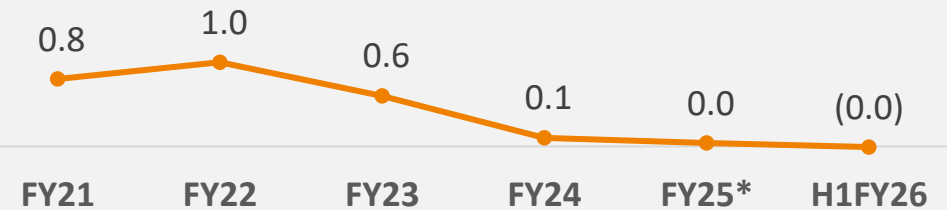
ROCE %



GROSS FIXED ASSETS TURNOVER



NET DEBT/EBITDA



\* Net debt computed by including short term liquid mutual fund investments and short-term fixed deposits along with cash and bank balances

^ Excluding post-tax insurance income of Rs. 4.8 Crs



## Company Overview





HAPPY FORGINGS LIMITED

# A LEGACY OF EXCELLENCE

## About Us

Incorporated in July 1979, Happy Forgings Limited is an Indian manufacturer specializing in designing and manufacturing heavy forgings and high-precision machined components

Manufactures high precision products such as crankshafts, front axle carriers, steering knuckles, differential housings, transmission parts, pinion shafts, suspension products and valve bodies catering to different industries and customers

**46 years**

of Manufacturing  
Excellence

**2<sup>nd</sup> Largest**

Producer of commercial  
vehicle and high horse-power  
industrial crankshafts in India

**4<sup>th</sup> Largest**

Engineering-led manufacturer of  
complex and safety-critical, heavy  
forged and high-precision machined  
components in India

**3**

Manufacturing  
Facilities

**1,27,000 MT**

Forging capacity\*

**68,000 MT**

Machining capacity\*

**Diversified  
Customer Base**

Across Indian & Global OEMs

**Rs. 1,409 Crs**

FY25 Revenue

**28.9%**

FY25 EBITDA Margin

**AA/STABLE**

CRISIL and ICRA Credit Rating



### OUR VISION

To be amongst the top 10 forging and  
machining companies globally



### OUR MISSION

- State-of-the-art Technology
- Deliver more than promised
- Respect and encourage people
- Inspire innovation and creativity
- Care for the environment and society

\* Installed capacity as on Dec 31, 2025



HAPPY FORGINGS LIMITED

# BUSINESS EVOLUTION SPANNING 4 DECADES



**1979**

Established with a single unit for manufacturing crank arms



**2005**

Heavy-duty hammers installed for oil engine and motor parts production



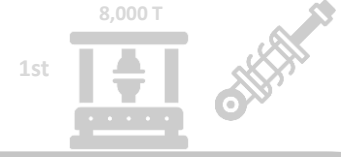
**2006**

Commenced operations at Kanganwal Facility II



**2007**

Crossed ₹100 Crs in revenue.



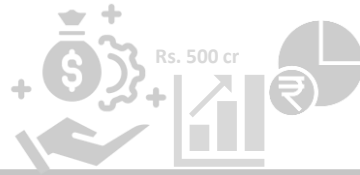
**2008**

Initiated installation of 8,000 tonne forging press and model grinding for 4/6-cylinder crankshafts



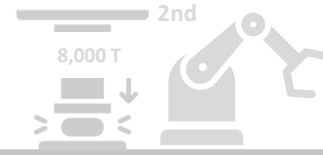
**2021**

Commenced operations at the Dugri facility  
Installed the 3<sup>rd</sup> 8,000-tonne forging press line



**2018**

Crossed ₹500 Crs In Revenue  
Secured funding through the financial sponsor route from the India Business Excellence Fund III



**2017**

Commissioned the second 8,000-tonne forging press.



**2010-15**

Expanded machining capacity and entered commercial vehicles and industrial segments



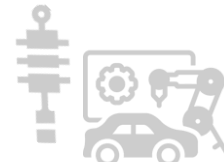
**2022**

Installed eight dedicated crankshaft manufacturing lines.  
Commissioned the first 14,000 tonne forging press line



**2023**

Crossed ₹1,000 Crs in revenue.  
Completed IPO and public market listing



**2024**

Commenced supply of crankshafts for SUVs



**2025**

Installed and began operations of the 6,300-tonne press along with expansion in machining capacity



**2026**

Commissioned the 10,000-tonne forging press line



HAPPY FORGINGS LIMITED

# FULLY INTEGRATED CAPABILITIES



## Forging

Fully automated forging press lines and hammers to produce high-quality forged products



## Machining

Advanced software and equipment to ensure that our machining processes adhere to stringent tolerance levels



## Die Design & Manufacturing

Latest technology and tools to offer a wide range of services, including design, prototyping, testing and manufacturing



## Metallurgical Facilities

Equipped with a range of advanced metallurgical testing & analysis equipment to ensure highest quality in the forging manufacturing process



## Heat Treatment Facilities

Equipped with the latest technology and equipment to provide precise and effective heat treatment processes for our products



## Inspection and Quality Control

World class and most advanced metrology room to ensure the highest standards of quality





HAPPY FORGINGS LIMITED

# COMPLETE PROCESS FLOW



Covered Raw Material Yard



Billet Cutting Section



Metallurgical Testing Lab



Forging



Machining



Heat Treatment



Control Cooling



Standard Room



Final Inspection



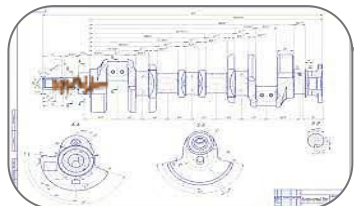
Packaging & Dispatch



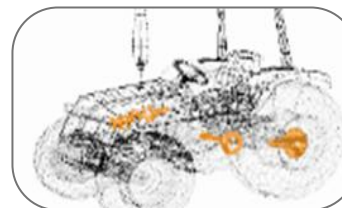
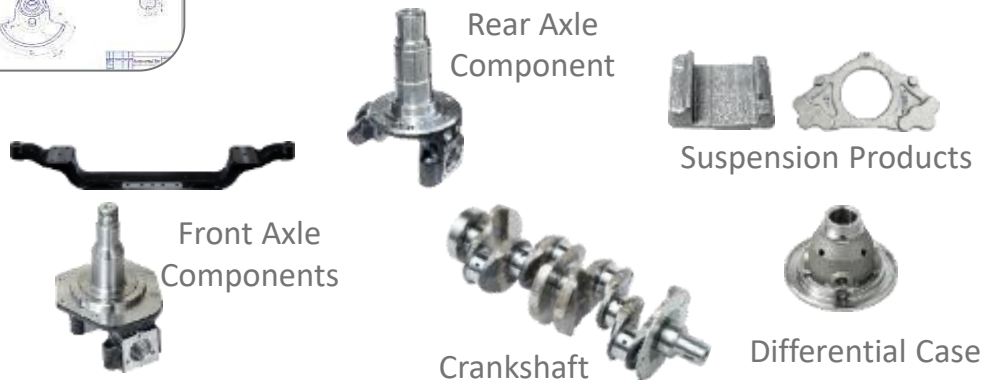


HAPPY FORGINGS LIMITED

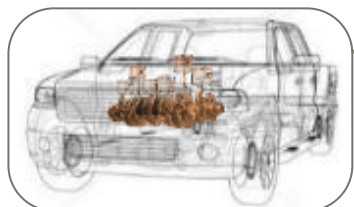
# MULTI-PRODUCT AND MULTI-INDUSTRY OFFERINGS (1/2)



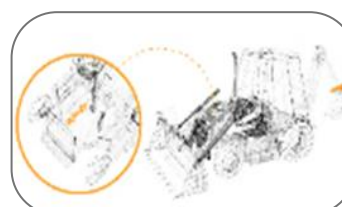
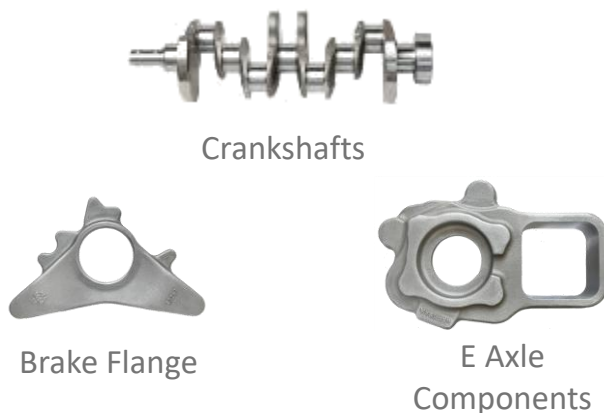
## Commercial Vehicles



## Farm Equipment



## Passenger Vehicles



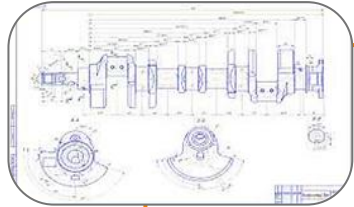
## Off-highway Vehicles





HAPPY FORGINGS LIMITED

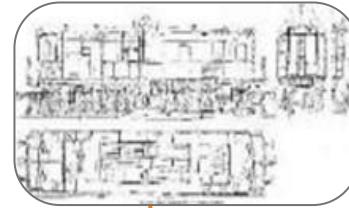
# MULTI-PRODUCT AND MULTI-INDUSTRY OFFERINGS (1/2)



## Power Generation



Crankshaft



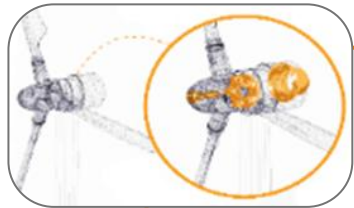
## Railways



Piston Pin



Connecting Rod



## Windmill Applications



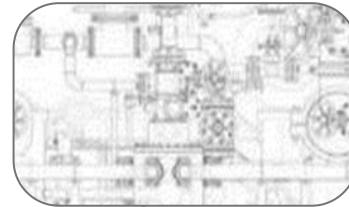
Housing



Output Shaft



Planetary Carrier



## Oil & Gas



Valve Bodies



HAPPY FORGINGS LIMITED

# PAVING OUR PATH TOWARDS ACCELERATED VALUE CREATION



**Transition from a forging led player to a leading manufacturer of machined components in India**



**In-house design capabilities & fungible production lines have led to a diverse product offering, continuous value addition**



**Increasing global presence through increase in direct & indirect exports**



**Increased wallet share from customers by offering additional products to existing customers**



**Track record of consistently building capabilities and infrastructure with a focus on capital efficiency**



HAPPY FORGINGS LIMITED

# HIGH ENTRY BARRIERS



## CAPITAL INTENSIVE BUSINESS

Capital-intensive business that involves complex technology, machinery and systems acting as an entry barrier for smaller and unorganized players



## STRATEGIC RESILIENCE

Lengthy customer and product approval processes



## SELECTIVE SUPPLIER DYNAMICS

Difficulty in acquiring new customers without existing relationships



## PRODUCT RELIABILITY

Global industry leaders are highly selective in qualifying new suppliers with respect to critical products given the high costs and risks of switching suppliers, especially where product reliability is critical



## PRECISION IN PRACTICE

Importance of implementing and sustaining quality systems while providing critical & high precision components involving tight tolerances (e.g. tolerance for machined products ranges between 0.005 mm & 0.2 mm)





HAPPY FORGINGS LIMITED

# HAVE DEMONSTRATED THE ABILITY TO INSTALL AND OPERATE HIGH TONNAGE PRESSES AND PRECISION MACHINING

1,27,000 MT

Total Forging  
Capacity\*

68,000 MT

Total Machining  
Capacity\*

46 Years

of Engineering  
Excellence

2<sup>nd</sup> Largest

Producer of Crankshafts  
in India for Commercial Vehicle  
and High Horsepower Industrial  
applications

## Kanganwal I, Ludhiana (Started in 1995)



### Continuous Investment in in-house infrastructure

- Second company in India to have 14,000 Tonne press
- The ability to forge heavier and complex parts up to 250 kgs to cater to different industries which require heavy and complex parts

## Kanganwal II, Ludhiana (Started in 2006)



### Strategic Location of Facilities

- Facilities located near inland container depot facility in Ludhiana and Dedicated Freight Corridor (DFCs) provides cost and logistical advantages

## Dugri, Ludhiana (Started in 2021)



### Operating Efficiencies

- Fungible product lines along with vertically integrated facilities helps drive diverse product offering, reduced operating costs and improve productivity



HAPPY FORGINGS LIMITED

# ARCHITECTS OF PROGRESS

## Executive Directors



**Paritosh Kumar**  
*Chairman & Managing Director*

- 45+ Years of experience
- Founded Happy Forgings in **1979**
- B.A. from S.C. Dhawan Government College, Ludhiana (P.U.)



**Ashish Garg**  
*Managing Director*

- 18+ Years of experience
- Joined Happy Forgings in **2006**
- Bachelor's degree in science (accounting and finance) and a Master's degree in science (manufacturing systems engineering), University of Warwick, UK



**Megha Garg**  
*Whole-time Director*

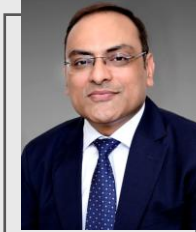
- 9+ Years of experience
- Joined Happy Forgings in **2016**
- Bachelor's degree in science (economics) from the University of Nottingham, UK

## Senior Management



**Narinder Singh Juneja**  
*Chief Operating Officer*

- 50+ Years of experience
- Postgraduate diploma in mechanical engineering, Y.M.C.A. Institute of Engineering, State Board of Technical Education, Haryana



**Pankaj Kumar Goyal**  
*Chief Financial Officer*

- 23+ Years of experience
- Joined Happy Forgings in **2013**
- Fellow Member of Institute of Chartered Accountants of India



**Patwinder Singh**  
*Chief Operating Officer*

- 29+ Years of experience
- Joined Happy Forgings in **2016**
- Bachelor's Degree in Science, Guru Nanak Dev University and MBA from CSM Institute of Graduate Studies



**Mangesh Shantaram Purandare**  
*Chief Marketing Officer*

- 30+ Years of experience
- Joined Happy Forgings in **2019**
- Bachelor's degree in Engineering and MBA from University of Pune



**Sushant Pustake**  
*Chief Operating Officer*

- 40+ Years of experience
- Joined Happy Forgings in **2025**
- Bachelor's degree in metallurgical engineering, College of Engineering, Pune



**G.S. Sandhu**  
*Chief Human Resource Officer*

- 30+ Years of experience
- Joined Happy Forgings in **2019**
- MBA in HR and Alumnus of ISB (Future CHRO Programme)

# NAVIGATING THE PATH TO SUSTAINABLE GROWTH

Growth at Happy Forgings has never been about chasing momentum.  
It is about making deliberate choices that create value over the long term.



**Use in-house capabilities** for product development to tap into industrial market opportunities



**Enter lightweight forging and machining** for passenger vehicle sector



**Expand wallet share and acquire new business** by leveraging existing OEM relationships and adding new customers



**Capitalise** on increasing demand from **international markets** to grow exports



**Expand capacity** at existing manufacturing facilities



**Grow inorganically** through strategic acquisitions and alliances



Continue to **reduce operating costs** and improve **operational efficiencies**



## Historical Financial Statements





# PROFIT & LOSS STATEMENT

Profit and Loss (Rs. Crs)	9MFY26	FY25^	FY24	FY23	FY22
<b>Revenue from Operations</b>	<b>1,122</b>	<b>1,409</b>	<b>1,358</b>	<b>1,197</b>	<b>860</b>
Raw Material Cost & Change in Inventories	460	592	597	551	388
<b>Gross Profit</b>	<b>663</b>	<b>817</b>	<b>762</b>	<b>645</b>	<b>472</b>
<b>Gross Profit Margin (%)</b>	<b>59.1%</b>	<b>58.0%</b>	<b>56.1%</b>	<b>53.9%</b>	<b>54.8%</b>
Employee Cost	100	125	114	88	69
Other Expenses	225	286	260	217	172
<b>EBITDA</b>	<b>337</b>	<b>407</b>	<b>388</b>	<b>341</b>	<b>231</b>
<b>EBITDA Margin (%)</b>	<b>30.1%</b>	<b>28.9%</b>	<b>28.5%</b>	<b>28.5%</b>	<b>26.8%</b>
Depreciation	65	77	65	54	38
<b>EBIT</b>	<b>273</b>	<b>330</b>	<b>323</b>	<b>287</b>	<b>193</b>
Interest	7	8	12	12	7
Other Income	25	37	13	6	6
<b>Profit Before Tax</b>	<b>291</b>	<b>360</b>	<b>324</b>	<b>280</b>	<b>192</b>
Tax	73	92	81	71	50
<b>PAT</b>	<b>218</b>	<b>267</b>	<b>243</b>	<b>209</b>	<b>142</b>
<b>PAT Margin (%)</b>	<b>19.4%</b>	<b>19.0%</b>	<b>17.9%</b>	<b>17.4%</b>	<b>16.5%</b>
EPS (Diluted)	23.09	28.37	26.75	23.32	15.90

^ In FY25 other income includes insurance income of Rs. 6.4 Crs. (Rs. 4.8 Crs on a post-tax basis included in PAT)



# BALANCE SHEET

HAPPY FORGINGS LIMITED

Assets (Rs. Crs)	Sep 30, 2025	Mar 31, 2025	Mar 31, 2024	Mar 31, 2023	Mar 31, 2022
<b>Non-Current Assets</b>	<b>1,352</b>	<b>1,297</b>	<b>1,144</b>	<b>836</b>	<b>704</b>
Property, Plant and Equipment	934	900	742	677	455
Capital work-in-progress	226	116	122	75	212
Intangible Assets	10	8	1	1	2
Intangible assets under development	8	6	5	-	-
Other Financial Assets & investments	38	151	204	31	8
Other Non-Current Assets	137	115	70	52	28
<b>Current Assets</b>	<b>949</b>	<b>919</b>	<b>742</b>	<b>489</b>	<b>425</b>
Inventories	225	232	224	170	184
Trade Receivables	380	427	357	308	222
Cash and Cash Equivalents	14	13	0.6	0.01	0.02
Bank Balances	86	124	121	0.3	1
Other Financial Assets	231	109	8	1	3
Other current assets	12	14	31	10	14
<b>Assets Held for Sale</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Assets</b>	<b>2,301</b>	<b>2,215</b>	<b>1,886</b>	<b>1,326</b>	<b>1,130</b>

Equity & Liabilities (Rs. Crs)	Sep 30, 2025	Mar 31, 2025	Mar 31, 2024	Mar 31, 2023	Mar 31, 2022
<b>EQUITY</b>	<b>1,959</b>	<b>1,850</b>	<b>1,612</b>	<b>988</b>	<b>788</b>
Equity Share Capital	19	19	19	18	18
Other Equity	1,940	1,831	1,594	970	770
<b>Non-current liabilities</b>	<b>40</b>	<b>39</b>	<b>32</b>	<b>81</b>	<b>97</b>
Borrowings	-	-	-	58	74
Deferred tax liabilities	40	39	32	23	23
<b>Current liabilities</b>	<b>301</b>	<b>326</b>	<b>242</b>	<b>257</b>	<b>245</b>
Borrowings	193	228	143	160	166
Trade Payables	42	45	56	48	44
Other Financial Liabilities	39	25	28	26	20
Other Current Liabilities	20	19	9	8	5
Provisions	5	5	4	4	3
Liabilities for current tax (net)	2	4	2	11	6
<b>Total Equity &amp; Liabilities</b>	<b>2,301</b>	<b>2,215</b>	<b>1,886</b>	<b>1,326</b>	<b>1,130</b>

# CASH FLOW STATEMENT

Cash Flow Statement (Rs. Crs)	Sep 30, 2025	Mar 31, 2025	Mar 31, 2024	Mar 31, 2023	Mar 31, 2022
<b>Profit before tax</b>	<b>187</b>	<b>360</b>	<b>324</b>	<b>280</b>	<b>192</b>
Adjustments for depreciation and other items	36	65	72	71	40
<b>Operating profit before working capital changes</b>	<b>223</b>	<b>424</b>	<b>396</b>	<b>351</b>	<b>232</b>
Changes in working capital	41	-49	-123	-78	-109
<b>Cash generated from operations</b>	<b>265</b>	<b>376</b>	<b>273</b>	<b>273</b>	<b>123</b>
Direct taxes paid (net of refund)	-47	-83	-84	-64	-43
<b>Net cash from operating activities</b>	<b>217</b>	<b>292</b>	<b>189</b>	<b>209</b>	<b>80</b>
<b>Net cash from investing activities</b>	<b>-149</b>	<b>-320</b>	<b>-470</b>	<b>-172</b>	<b>-166</b>
<b>Net cash from financing activities</b>	<b>-67</b>	<b>40</b>	<b>281</b>	<b>-37</b>	<b>83</b>
<b>Net change in cash and cash equivalents</b>	<b>1</b>	<b>12</b>	<b>0.6</b>	<b>-0.01</b>	<b>-3</b>

Improvement in working capital efficiency during H1 FY26 led to strong cash flow conversion



**Impact Beyond Performance**



# GOVERNANCE - A DIVERSE BOARD WITH STRONG INDEPENDENT DIRECTORS

Director  
(Name, Age, Experience)

Area of  
Expertise

Key Board  
Memberships

64

30+



**Atul Behari Lall**  
Independent Director

- Business Strategy & Operations
- Electronics manufacturing services industry

- **Current:** Dixon Technologies (MD & Vice Chairman), Max Estates Limited and Aditya Infotech Ltd.
- **Past:** Member of Technical Evaluation Committee for Electronic Manufacturing Services

55

30+



**Rajeswari Karthigeyan**  
Independent Director

- Credit Ratings & appraisal
- Financial and economic research

- **Current:** Craftsman Automation, Sunbeam Lightweighting Solutions Pvt. Ltd. and Belstar Microfinance
- **Past Role:** Associate Director – CRISIL Ratings

70

~40



**Ravindra Pisharody**  
Independent Director

- Sales & marketing
- Strategy development
- Diverse industry experience

- **Current:** Savita Oil Technologies Ltd., Muthoot Finance, Bonfiglioli Transmissions and Kwaliti Walls (India) Limited
- **Past:** Tata Motors Ltd., Castrol India and Kinara Capital

## Key Board Highlights

**Diverse Board** in terms of professional and industry experience, age and gender

**50%** Independent Directors (3 out of 6)

**2 Female** Directors out of 6

**3 committees** out of 5 headed by Independent Directors (Audit, NRC and SRC)

**~96%** attendance of the Board members in Board meetings in FY 2025

**~170+** years of collective experience of Board Members

**~100** Years of collective experience of Independent Directors

**~57** years average age of the Board Members



## Director's Statement

"We are at a crucial juncture in our organization's growth, dedicated to implementing robust frameworks and procedures that transform our core values into tangible actions with measurable goals, demonstrating our commitment to delivering sustainable value to all stakeholders.

To enhance our governance standards, we have prioritized diversity within our Board, ensuring a broad range of expertise, perspectives, and demographic representation to maintain transparency and accountability across our operations. We have established an ESG committee to develop a comprehensive strategy and execution plan, overseeing our progress against set targets and milestones.

Mindful of our environmental impact, we have pledged to halve our Scope 1 and Scope 2 carbon emissions by 2030 and achieve 100% wastewater recycling by 2025. Our initiatives include increasing the proportion of renewable energy usage and implementing effective resource management practices such as rainwater harvesting and groundwater recharging. Additionally, we are committed to reducing wood-based disposable packaging by 50% by 2030, planting 10,000 trees by 2025, installing a 20MW solar plant by 2028, discontinuing the use of CBFS by 2027, and discontinuing the use of furnace oil by 2025.

We strive to create a safe and supportive working environment for our employees, aiming to increase women's participation in our workforce and enhancing employee skills through expanded training and development programs. Additionally, we are boosting our investments in a wide range of CSR efforts focused on empowering vulnerable and marginalized sections of society. As a responsible organization, we are committed to developing and adopting best practices in ESG, aspiring to become a leader in our sector."

# 14

Material  
Topics  
identified

### ENVIRONMENT

- Energy Management
- Emissions Management
- Climate Strategy & Governance
- Waste Management & Product Stewardship
- Water Management

### SOCIAL

- Labour Practices
- Health & Safety
- Human Rights
- Diversity & Inclusion
- Community Relations

### GOVERNANCE

- ESG/Corporate Governance
- Supply Chain Management
- Risk Management
- Data Protection & Security

# ESG TARGETS AND COMMITMENTS

## Environment



- Reduce Scope 1 and Scope 2 emissions by 50% by 2030<sup>#</sup>
- Achieve 100% Zero Liquid Discharge implementation across all sites
- Lower freshwater consumption by 35% by 2031-32<sup>#</sup>
- Install a 20 MW solar plant by 2028
- Reduce non-hazardous waste by 30%<sup>#</sup>
- Participate in CDP Climate Change disclosure

**6.5 MW**

Green Power Generating Capacity

**105,500**

tCO<sub>2</sub>e  
Total GHG Emissions  
(Scope 1 and 2)

**4.0 GJ/Lakh ₹**

of Turnover  
Energy Intensity

**~10,000**

Saplings Planted

## Social



- Cover 100% of our workforce with skill development programs
- Lower LTIFR by 50% by 2030<sup>#</sup>
- Provide human rights and safety training to all raw material suppliers
- Conduct impact assessments for at least five CSR projects

**Rs. 4.8 Crs**

CSR Expenditure

**~13,300 Hours**

Cumulative Employee Training Hours

**0.37 LTIFR**

Lost Time Injury Frequency Rate  
reduced from 0.55 compared to  
previous year

**100%**

- Workforce Medical Coverage
- Employees covered under PF, ESI and Gratuity
- Grievance closure rate in 2024-25

## Governance



- Link ESG performance to Board evaluation KPIs
- Introduce an ESG risk management framework
- Screen suppliers for sustainability alignment
- Strengthen policies on ethical conduct and compliance

**~30 Years**

Average Experience of  
Directors

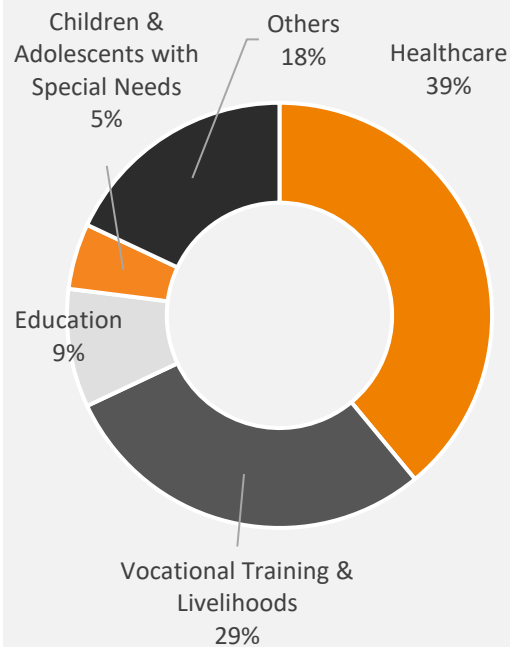
**3**

Independent  
Directors

**2/6**










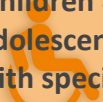




Board Directors are Women

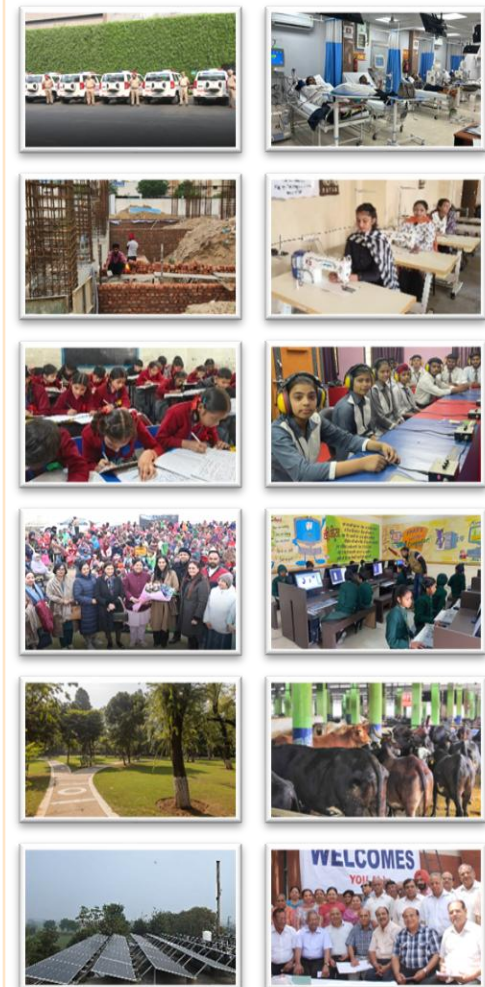
## CSR Spend – FY2025



**Total Spend – Rs. 4.8Cr**

## CSR Spend Details

Category	Project / Organization funded	Pictures Gallery
 <b>Healthcare</b>	<ul style="list-style-type: none"> <li>Donated 7 vehicles for administration of emergency/support health services</li> <li>Dialysis Machines donated to Helpful NGO</li> <li>Operation Theatre installed at Civil Hospital</li> <li>Eco &amp; Ultrasound machines donated to Shri Nav Durga Mandir Charitable Hospital &amp; Trust</li> </ul>	 
 <b>Vocational Training &amp; Livelihoods</b>	<ul style="list-style-type: none"> <li>Contribution to Bal Vikas Trust for infrastructure development for Vocational Training college for underprivileged girls</li> <li>Advanced stitching machines installed at polytechnic college</li> <li>Contribution to Indian Red Cross society (Future Tycoons project)</li> </ul>	 
 <b>Education</b>	<ul style="list-style-type: none"> <li>Adoption of Primary School, Umedpur</li> <li>Funding Noble Foundation for education of underprivileged kids</li> <li>Funded "Women Next Door" for education of slum children</li> </ul>	 
 <b>Children &amp; Adolescents with special needs</b>	<ul style="list-style-type: none"> <li>Funding to Ludhiana Education Society for education and vocational training of deaf children</li> <li>Vocational rehabilitation center for visually impaired students</li> <li>Sponsored sports and other activities for "Ekjot Viklang Bachhon ka School"</li> </ul>	 
<b>Others</b>	<ul style="list-style-type: none"> <li>Solar Power Panels installed at a mega kitchen of Jagannath Food For Life</li> <li>Maintenance and upkeep of Public Park</li> <li>Installed 2 bio compost machines at Leh for Army</li> <li>Funding support to Dhyan Foundation &amp; Krishan Balram Gaushala</li> </ul>	 





# AWARDS, ACCREDITATIONS AND RECOGNITIONS

2024 &  
2025

- 🏆 **Dun & Bradstreet 'Business Excellence Awards 2025'**: Automobiles - OEM & Components (Mid-Corporate)
- 🏆 **Special Appreciation Award** at **Mahindra** Supplier Excellence Awards - March 2025
- 🏆 **Quality Performance Award FY24** for excellent performance in incoming parts quality by **Ashok Leyland**
- 🏆 **Gold award** for "Superlative Performance in Agility" – 2024 **Ashok Leyland Supplier Summit**
- 🏆 Received **Next Level Quality award** by **Generac** – 2023 (Received in 2024)
- 🏆 Received **Best Quality Award** by **Escorts Kubota** Limited (2024)
- 🏆 Received **Supplier Excellence Award** for "Quality Performance" by **American Axle & Manufacturing** - 2024
- 🏆 Received '**Best Supplier Award**' at the Global supplier meet 2024 from **TAFE**

2023

- 🏆 '**Supplier Excellence Award**' for delivery performance at **AAM (American Axle Manufacturing)** India Supplier Event 2023
- 🏆 'Award for **Outstanding Contribution in Gear Business**' at the Annual Supplier Conference 2023 organised by **Eicher Engineering Components, VE Commercial Vehicles**
- 🏆 Received the **ISO 14001:2015 & ISO 45001:2018 accreditation** for manufacture of forged and machined components and excluding product design Dugri Facility
- 🏆 Received '**The Entrepreneur & Leadership Award**' at the **JCB Annual Supplier Conference** 2023
- 🏆 Received a **certificate of appreciation** for supplier Agri machinery under 'Business Excellence Process/ Digitalisation' by **Escorts Kubota Ltd**

2022

- 🏆 Received the **IATF 16949:2016 accreditation** for manufacture of forged and machined components and excluding product design Dugri Facility
- 🏆 "**Excellence Award**" by **Escorts Kubota** Limited

2021

- 🏆 Received the **ISO 45001: 2018 & ISO 14001: 2015 accreditation** for manufacture of forged and machined components Kanganwal Facility I
- 🏆 Received **IATF 16949:2016 accreditation** for manufacturing of forged and machined components without product design responsibility and with the extended manufacturing site(s) for Kanganwal Facility I



HAPPY FORGINGS LIMITED

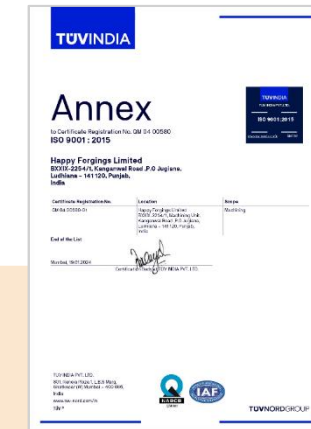
# CERTIFICATIONS



**IATF 16949:2016**  
Quality Management System  
Certification for Automotive Suppliers



**ISO 9001:2015**  
Quality Management System



**ISO 45001:2018**  
Occupational Health & Safety  
Management System



**ISO 14001:2015**  
Environment Management System



**ISO 9100:2018**  
Aerospace Quality  
Management System

For further information, Please contact



HAPPY FORGINGS LIMITED

COMPANY

CIN: L28910PB1979PLC004008

Mr. Vikas Thakur

E: [investor.relations@happyforgingsltd.co.in](mailto:investor.relations@happyforgingsltd.co.in)

T: +91 99159 51913

[www.happyforgingsltd.com](http://www.happyforgingsltd.com)

**SGA** Strategic Growth Advisors

INVESTOR RELATIONS  
ADVISOR

CIN: U74140MH2010PTC204285

Mr. Jigar Kavaiya / Ms. Devika Shah

E: [jigar.kavaiya@sgapl.net](mailto:jigar.kavaiya@sgapl.net) / [devika.shah@sgapl.net](mailto:devika.shah@sgapl.net)

T: +91 99206 02034 / +91 99207 64659

[www.sgapl.net](http://www.sgapl.net)

