

Earnings Presentation 2Q & 1HFY26









Product Portfolio and Strategy



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Safe Harbor

Remsons: 5 Decades of Excellence



Initially founded by Mr. V Harlalka as a cable manufacturing company, Remsons has diversified into high-tech fuel agnostic products.

As an OEM manufacturer Remsons supplies to two, three and four-wheeler vehicles, commercial vehicles and off highway vehicles across India and globally

EV

All new Products range is for EV and fuel agnostic.

20+

Countries Exports.

Over 60 Years

Of experience in the

automotive sector.

250+

Dealers.

Business Diversification

Sensors, Lighting, Electronics & Tire Mobility Kit, Rail and Defence.

4,00,000 Sq. Ft.

Built - up manufacturing facility

600,000,000

Parts fitted across all segments.

Top 25

India's Best Building a
Culture of Innovation by all.

Top 25

India's Best Workplaces in Manufacturing.

20OEM's

6

Global Technology Centers

2 Technology Centers in England (UK).

4 Technology Centers in India.

Mobility

Mechanical

- Gear Shifters & Cables
 - Winches
 - Engineering Components

Electronics

- Sensors
- Infotainment
- Speaker Systems

Lightings

- Head & Tail Lamps

 Day Light
- Running Lamp
- Interior Lighting

Electric Mobility

3 - WH Electric
 Vehicle in
 Passenger and
 Cargo.

Key Highlights of 1HFY26



Preferred supplier of high precision components to two, three, and four - wheeler vehicles, commercial vehicles, and off - highway vehicles

Rs 2152 Mn



Revenue (1H FY26)

Rs 239 Mn



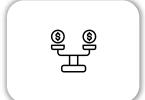
EBITDA (1H FY26)

Rs 77 Mn



PAT (1H FY26)

0.63x



Net Debt to Equity ratio as at March,2025

11%



EBITDA Margin (1H FY26)

3%



PAT
Margin
(1H FY26)

- Remsons Announces Strategic Technical Licensing Agreement with AUSUS Automotive Systems do Brazil LTDA for Technology Transfer to Serve Brazilian OEMs
- BEE Lighting Ltd has secured a significant INR 12 Cr order from a Global Multinational OEM for the design and development of exterior vehicle lighting.
- Remsons Automotive Ltd.'s step-down subsidiary has secured a notable INR 80 Cr order from FORD OTOSAN for the supply of Spare Wheel Winch.
- Remsons has inaugurated a 30,000 sq. ft. state-of-the-art manufacturing facility in Chakan, Pune, for locomotive applications, featuring advanced engineering, assembly systems, and quality controls.
- ICRA has upgraded Remsons Industries Ltd.'s credit rating outlook; Longterm rating improved from BBB to BBB+ and short-term from A3+ to A2, covering INR 86.82 crore in facilities.
- Remsons has secured a landmark INR 300 Cr, 7-year order from Stellantis N.V. for the supply of control cables - one of the largest in our history.
- Remsons Industries acquires Astro Motors, an Electric three-wheeler companies with a gear technology
- Remsons Industries added another 80,000 sq. ft. of property in the National Capital Region. This expansion is driven by increasing customer demand and supports the company's vision to achieve Rs 900 crore revenue by 2030.

Management Commentary on 2Q & 1HFY26 Results





Krishna Kejriwal
Chairman & Managing Director

Remsons Industries Ltd

I am pleased to share that **Remsons Industries** has delivered a strong performance in 2QFY26, with revenue growing by **27% yoy to ₹1155 million**. EBITDA for the year stood at **₹133 million**, marking a **77%** increase and maintaining a healthy margin of **11%**. Our net profit also grew by **29% YoY to ₹40 million**, further strengthening our financial position. Backed by this momentum, we remain on course to achieve our FY29 revenue target of **₹9,000 - ₹10,000 million**.

This outstanding performance is the result of our strategic focus on high - value products, operational efficiency improvements, and strong export realizations. Looking ahead, we are confident in our ability to sustain this momentum and position the company for long - term success.

As always, we remain committed to delivering exceptional value to our shareholders with passion and dedication. In the coming quarters, our focus will continue to be on strengthening our business model, moving up the value chain, and driving sustained growth. We plan to broaden our product portfolio and further diversify into the Railways sector.

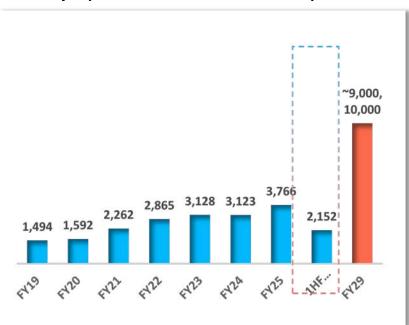


Established Base; High Growth Trajectory



Net Revenue (Rs Mn)

3X jump in Revenue over the next three years



- Promoted by Vishwa Prakash Harlalka and his family, Remsons went public in 1995.
- Estimated Revenue CAGR of ~20% by FY29 (calculated from FY19).
- Next leg of growth from high margin businesses.

Historically

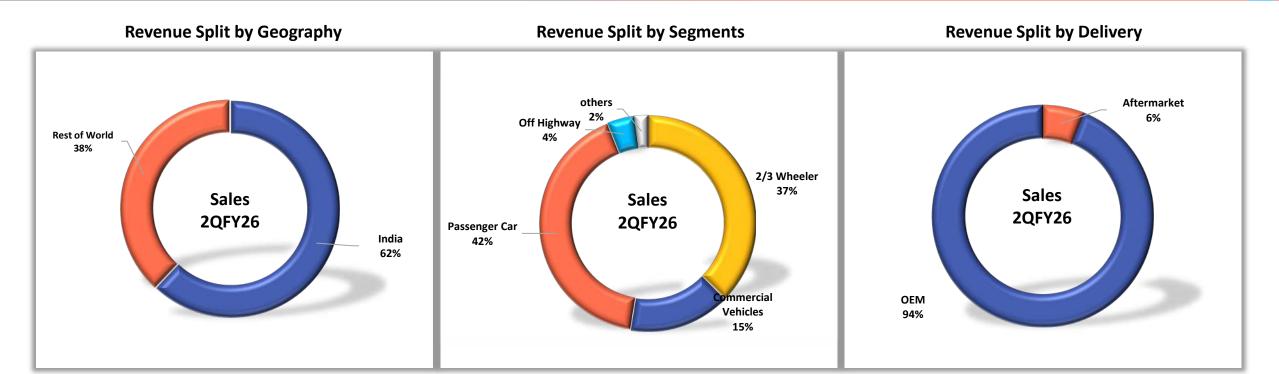
- Established a strong cable business.
- Built Loyal Customer Base with OEM's.
- Diversified Organic Portfolio preferred supplier across category of vehicles.
- Survived the industry downturn on multiple occasions and de - risked business model.

Hereafter

- Expanding products offering units to Next Gen.
- Change management, Complete restructuring, People focused.
- Moving up the value chain with high margin high value products.
- Accelerating our growth journey, via JV's, collaborations and Acquisitions.
- EV agnostic product portfolio.
- ~Rs100 Crores of capital expenditure to be incurred over the next three years.

Global and Diversified Business Model





- A global business model thriving on customer centricity, digital prowess, and strategic efficiency, cultivating key relationships and boosting profit margins.
- Engineering driven, backward integrated precision solutions provider.
- Manufacturing facilities strategically located across India in Pardi, Gurgaon, Daman, Pune and UK (Stourport & Redditch).
- Moving up the value chain in HCV segment.
- Rs 9-10bn revenue target by FY29.

Largely EV Agnostic Product Portfolio



Mobility

Mechanical

- Cables
- Gear Shifters
 - Winches
- Pedal Box
- Parking Brake System
 - Tire Mobility
- Other Engineering Components

Electronics

- Sensors
- Rear View Camera
- Sound System
- Shark Fin Antenna
- Wireless Charger
- Digital Cluster
- Infotainment System

Lighting

- Head Lamp
- Tail Lamp
- Day Light Lamp
- Signal Lamp
- Active Spoiler CHMSL
 - Interior Lighting



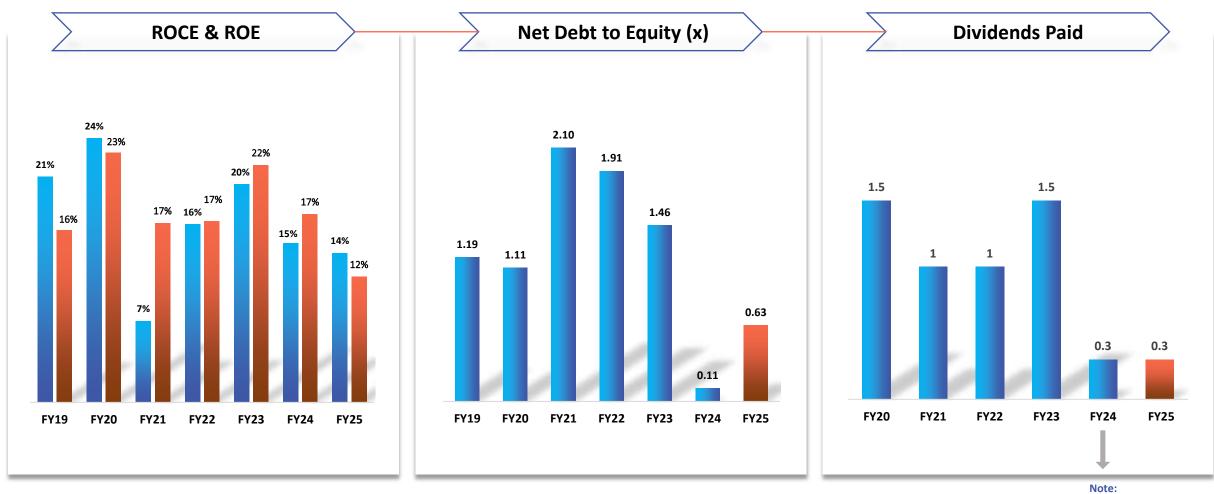


At the heart of every Mobility Segment

Two Wheeler Three Wheeler Railway **Off Roader Four Wheeler Commercial Vehicle Agriculture**

Strong Balance Sheet to support future growth





- FY21 Debt Surge attributed to Magal Cables, UK Acquisition.
- Capital raised to support future growth and strengthen Balance Sheet.
- Consistent history of dividend payment.

Subdivision of Face Value of Equity Shares from Rs: 10/- to Rs: 2/-

Maintaining Resilience: Strong Position Amid Market Headwinds



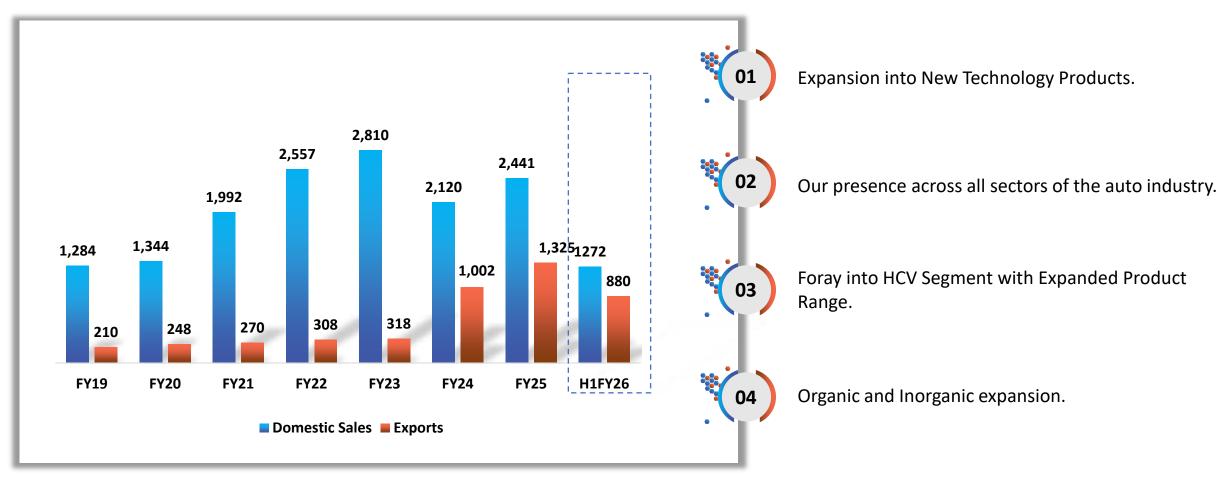
The Automotive Industry continues to face several challenges in the recent years....



Remsons Approach to Staying Resilient



Geographical Revenue Structure (INR mn)

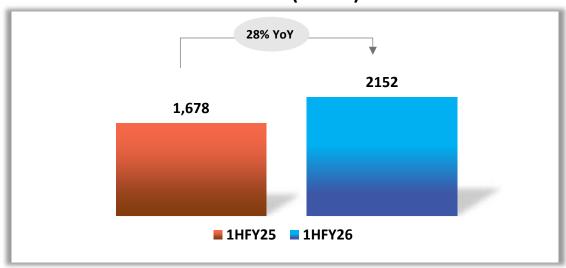


Increased focus on exports, Acquisition's and Change in Product mix has helped Remsons to grow at a steady pace

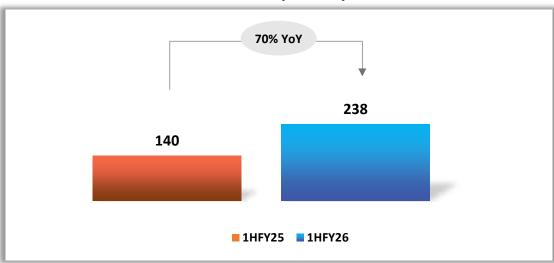
1HFY26 Consolidated Key Result Highlights



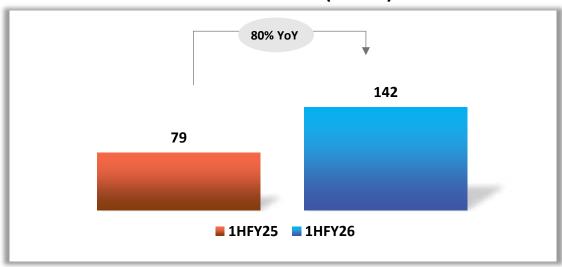
Revenue (Rs Mn)



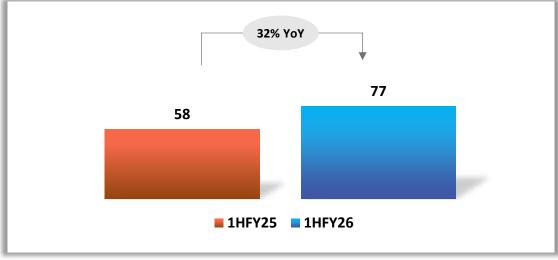
EBITDA (Rs Mn)



Profit Before Tax (Rs Mn)



Profit After Tax (Rs Mn)

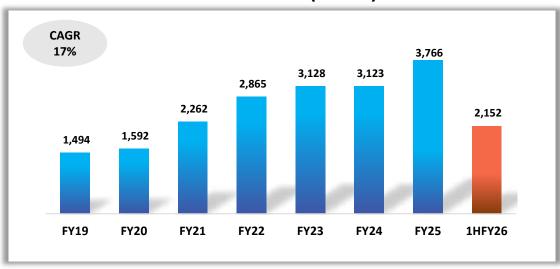


EBIT and EBITDA margin exclude Other Income

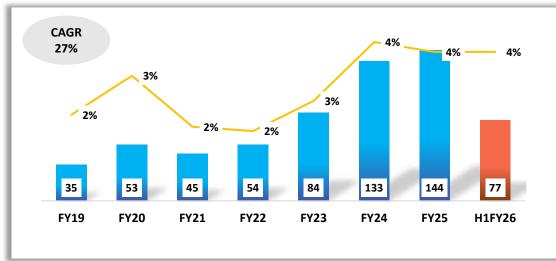
Our Rapid Growth Milestone



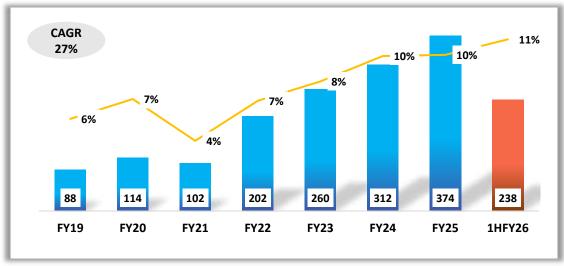
Net Revenue (Rs Mn)



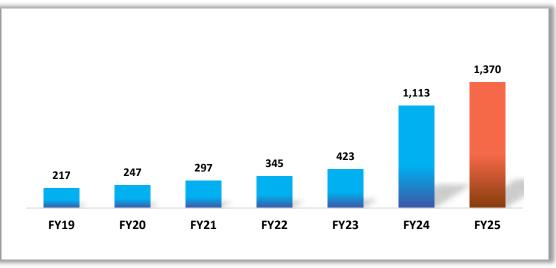
PAT (Rs Mn) & PAT Margin %



EBITDA (Rs Mn) & EBITDA Margin %



Net worth (Rs Mn)



Consolidated 2QFY26 Financial Performance



Particulars (Rs in Mn)	2QFY26	2QFY25	YoY%	1QFY26	QoQ%	1HFY26	1HFY25	YoY%
Revenue from Operations	1155	913	27%	996	16%	2152	1,678	28%
EBITDA	133	75	77%	106	25%	239	140	70%
EBITDA Margin %	11%	8%	326 bps	11%	84 bps	11%	8%	277 bps
Depreciation	39	32	20%	37	6%	75	62	22%
Earnings Before Interest & Tax	94	43	120%	69	35%	164	78	109%
Interest	21	17	27%	20	4%	42	31	33%
Other Income	9	16	(46)%	12	(26%)	20	23	(11%)
Profit Before Tax	81	42	94%	61	34%	142	79	80%
Тах	18	12	49%	13	41%	31	22	39%
Net Profit	40	31	29%	36	11%	77	58	32%
PAT Margin (%)	3%	3%	6 bps	4%	(16 bps)	4%	3%	10 bps
Earnings Per Share Basic (Rs)	1.16	0.90	29%	1.04	12%	2.21	1.67	32%
Earnings Per Share Diluted (Rs)	1.16	0.90	29%	1.04	12%	2.21	1.67	32%

Standalone 2QFY26 Financial Performance



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Particulars (Rs in Mn)	2QFY26	2QFY25	YoY%	1QFY26	QoQ%	1HFY26	1HFY25	YoY%
Revenue from Operations	819	730	12%	663	24%	1481	1343	10%
EBITDA	70	70	1%	51	37%	122	116	5%
EBITDA Margin %	9%	10%	(95 bps)	8%	85 bps	8%	9%	(210 bps)
Depreciation	23	23	2%	22	5%	46	44	5%
Earnings Before Interest & Tax	47	46	1%	29	62%	76	72	5%
Interest	17	13	38%	16	6%	34	23	45%
Other Income	8	16	(52%)	15	(48%)	23	23	(3%)
Profit Before Tax	37	50	(26%)	27	36%	65	81	(20%)
Тах	10	14	(30%)	7	34%	17	22	(24%)
Net Profit	28	36	(24%)	20	37%	48	59	(19%)
PAT Margin (%)	3%	5%	(162 bps)	3%	32 bps	3%	4%	(117 bps)
Earnings Per Share Basic (Rs)	0.79	1.04	(24%)	0.58	36%	1.37	1.70	(19%)
Earnings Per Share Diluted (Rs)	0.79	1.04	(22%)	0.58	36%	1.37	1.70	(19%)

Consolidated Historical Income Statement



FYE March (Rs Mn)	FY21	FY22	FY23	FY24	FY25	1HFY26
Revenue from Operations	2,262	2,865	3,128	3,123	3,766	2152
EBITDA	102	202	260	310	374	239
EBITDA Margin	4%	7%	8%	10%	10%	11%
Depreciation	44	79	91	110	117	75
EBIT	58	123	168	200	257	164
EBIT Margin	3%	4%	5%	6%	7%	8%
Finance Cost	35	64	63	68	64	42
Other Income	24	7	16	34	33	20
Exceptional Items	33	7	-	(4)	(1)	0
РВТ	79	74	121	162	224	142
PBT Margin	4%	3%	4%	5%	6%	7%
Tax Expense	34	20	37	29	55	31
PAT	45	54	84	133	144	77
PAT margin	2%	2%	3%	4%	4%	4%
EPS Basic	1.57	1.88	2.93	4.48	4.12	2.21
EPS Diluted	1.57	1.88	2.93	4.48	4.12	2.21

Consolidated Balance Sheet

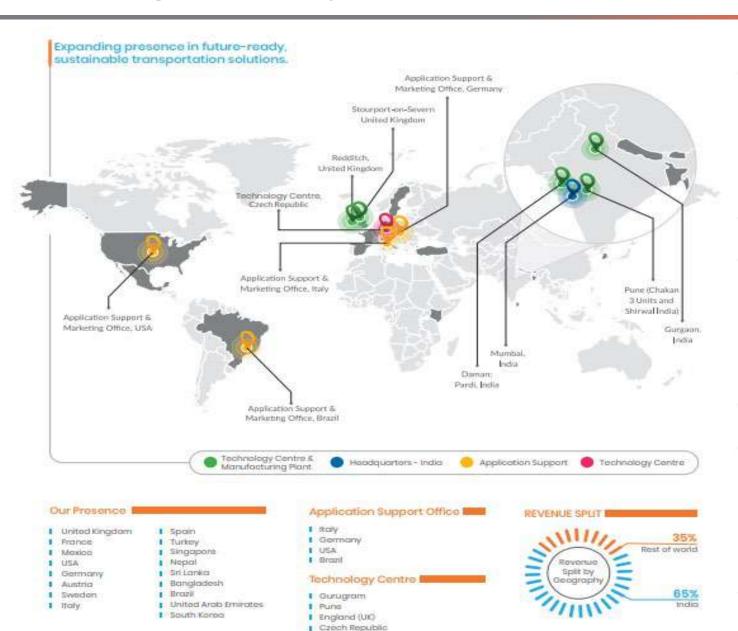


FYE March (Rs Mn)	FY21	FY22	FY23	FY24	FY25	1HFY26
Assets						
Non - Current Assets						
Fixed Assets	317	344	407	424	679	719
Right to use assets	88	69	49	70	43	57
Intangible Assets	35	35	32	48	132	270
Intangible Assets under devpt	0	0	0	1	1	0
Capital Work-In-Progress	3	5	9	15	54	105
Investment Property	152	150	153	159	166	179
Financial Assets	20	11	13	15	169	132
Other Non-Current Assets	26	36	11	12	17	20
Total Non Current Assets	641	649	673	744	1,260	1481
Current Assets						
Cash and Bank Balances	22	64	154	483	146	335
Inventories	472	462	472	496	742	757
Trade Receivables	427	521	547	582	762	842
Other Financial Asset	9	1	5	20	25	22
Investments	5	5	0	0	0	0
Loan	0	0	0	0	40	0
Current Tax Assets net	0	0	0	5	6	7
Other Current Assets	76	46	51	44	141	90
Total Current Assets	1,012	1,099	1,230	1,631	1,863	2053
Total Assets	1,653	1,748	1,903	2,375	3,122	3534

FYE March (Rs Mn)	FY21	FY22	FY23	FY24	FY25	1HFY26
Equity and Liabilities						
Shareholders funds						
Share Capital	57	57	57	70	70	70
Reserves and Surplus	240	288	366	1,043	1186	1286
Non Controlling Interest					114	91
Net Worth	297	345	423	1,113	1,370	1447
Non-Current Liabilities						
Long term Borrowings	344	294	321	154	406	452
Deferred Tax Liabilities	42	46	52	51	75	73
Other Long Term Liabilities	84	60	35	40	10	5
Long Term Provisions	4	4	4	5	4	6
Total Non-Current Liabilities	473	405	413	249	494	536
Current Liabilities						
Short Term Borrowings	303	429	449	451	407	526
Trade Payables	490	484	533	495	527	669
Other Current Liabilities	75	82	74	63	298	317
Short Term Provisions	10	1	3	3	10	6
Current tax liabilities	6	2	9	1	17	13
Total Current Liabilities	883	998	1,067	1,013	1,258	1551
Total Liabilities	1,356	1,403	1,480	1,262	1,753	2087
Total Equity and Liabilities	1,653	1,748	1,903	2,375	3,122	3534

Strong Global Footprint





Strategically located manufacturing capabilities



Have the second second

Gurugram, Haryana

Pune, Chakan





Shirwal

Pardi, Gujarat







Redditch (UK)

Expanding Manufacturing Footprint - Magal Cables



Acquired Magal Cables, UK in 2020 which was our existing client.



The unit specializes in the production of Control Cables, Pedal Boxes, Winches, Jacks and Gear Shifters.



Magal Cables Ltd has been renamed to Remsons Automotive UK Ltd.



Got an access to cater to marquee global clients.



Cross pollination of products leading to Technology access for the Indian Markets.



Acquisition of BEE Lighting













BEE Lighting is UK based automotive lighting company, excelling in design, engineering, and manufacturing. The company specializes in various external and internal lighting solutions with LED and Adaptive Driving Beam (ADB) systems.



Acquired 51% stake of BEE lighting at GBP 3.0 million.



BEE Lighting has its own state of the art manufacturing facility equipped with testing, simulation and a dust chamber.



The acquisition is in line with Remsons strategy to diversify and expand its portfolio of EV agnostic products.



This acquisition is expected to further enhance Remsons' EBITDA and profit margins.









Acquisition of Uni Automation SENSORS & Embedded Technologies









- Majority Shareholding in Uni Automation, a Sensor Manufacturing Company established since 1985
- In House Design, Manufacturing, Validation, Software Development, Industry Leading 10,000 Clean Room

A wide array of sensors including Throttle Position, Fuel Level, Temperature, Brake, Hall effect - based sensors, etc to meet all industry requirements

CUSTOMERS







Investment In Astro Motors





Navya geared electric cargo 3-wheeler

Astro Motors is an emerging EV innovator in cargo, loader, passenger, and micro - mobility segments. Remsons' strategic entry into the electric three - wheeler space accelerates its push toward sustainable, high - growth mobility solutions.

Navya – India's first geared electric cargo 3-wheeler with 4-speed gearbox

- Longer range at 130 Km
- Best In Class Payload capacity 747 Kg
- Longer Battery Life due to less load on battery

UNMATCHED DRIVER COMFORT

- Comfortable seat
- More leg space
- · Better view of the road
- Easy-to-use controls

UNMATCHED PASSENGER COMFORT

- Wide seating
- Smooth ride

UNMATCHED STORAGE CAPACITY

 Best in class smartly designed boot space for higher storage



Growth & Expansion

- Expanding dealer network across India
- Passenger EV launch planned in 4 6 months
- Targeting Top 5 EV three-wheeler brands in India within 3 years

Stake Acquired

36% in Astro Motors

Deal Value: Rs 10 crore

Strategic Rationale for Remsons

- Entry into the electric three wheeler market
- Tapping into high demand last mile delivery segment
- Diversifies & strengthens Remsons' EV portfolio



The India electric three - wheeler market size reached USD 1,174.1 Million in 2024. Looking forward, the market is expected to reach USD 3,782.3 Million by 2033, exhibiting a growth rate (CAGR) of 13.19% during 2025 - 2033.

Strategic Foray into the Railway Sector





FLEXBALL CABLE



POTENTIOMETER



PUSH ROD BMBS



PRESSURE REDUCING VALVE



SLACK ADJUSTER



BRAKE CYLINDER



AIR RESERVOIR



LOAD SENSING DEVICE







Business Award by: Stellantis N. V. North America

Size of the order: Over INR 300 crore.

Time period : 7 years

Nature of order: Supply of Auto Control Cables for Stellantis Smart Cars, Jeep and their Three-Wheeler Segment.

Brands Under Stellantis





Jeep

















Electrification
Of Vehicles

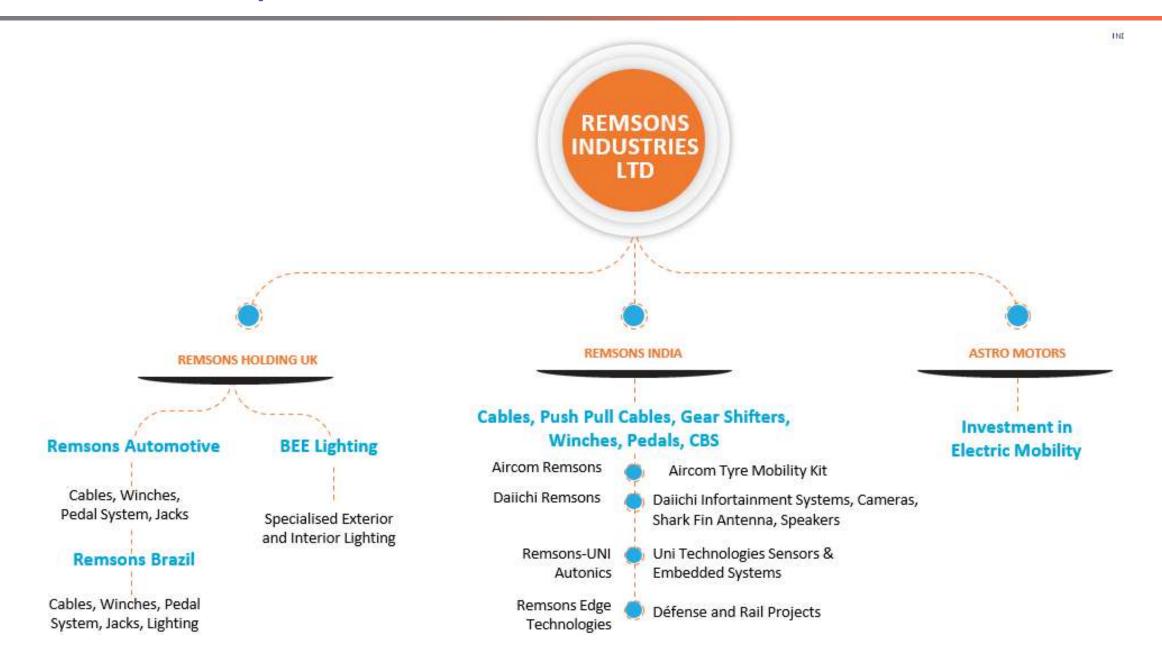
Government Policies

Premiumization and feature laden vehicles

Rising population of young and HNI's

The GROUP Today

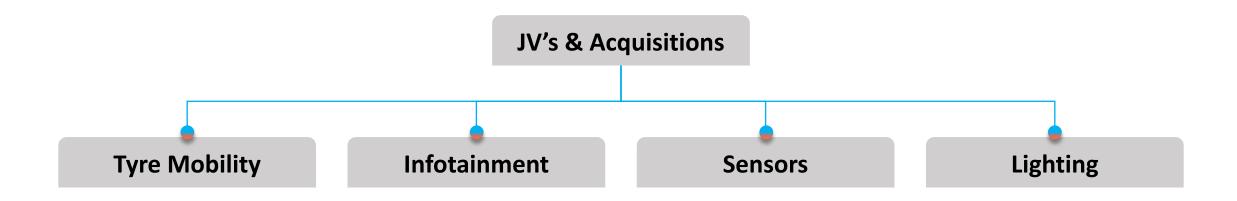






From India's leading Control Cable manufacturer,

We have diversified.



Why the inorganic way? Cash Flow Management Improved Margins Global Partnerships Asset Light Execution

Our Foray into Tire Mobility Kit







Entered into exclusive JV with Aircom Group, Poland, wherein Remsons has 26% stake



A further journey could be continued for 1000 kilometers with a maximum speed of 80km/h (50mph)



Requirements for existing OEM's and strong aftermarket prospects



The kit effectively replaces the need of a regular spare wheel



High growth opportunity directly co related to number of cars produced, which is anticipated to grow at CAGR of $^{\sim}6-9\%$ each year



Sustainability a key focus: Eco Friendly Sealant

JV with DAIICHI for Automotive Electronics



India's automotive electronics market is likely to cross \$18 billion by 2027 from \$6 billion in 2020 with a CAGR of 17%, with average electronic component cost per passenger vehicle projected to reach nearly INR200,000 by 2027.











50:50 JV with Daiichi, part of Dogan Group, one of the largest conglomerates in Turkey.



Daiichi is a preferred OEM to Stellantis Group, Hyundai, Ford, Daimler, IVECO, Navistar, VW, Mahindra, ISUZU.

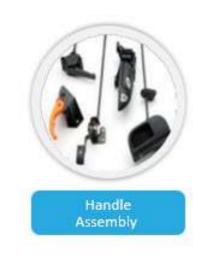


The JV will focus on developing advanced electronics solutions tailored to meet the demands of next-generation vehicles, including: Infotainment Systems, Digital Clusters, Rear View Cameras, USB chargers, Shark Fin Antennas, AVAS system, DMS.

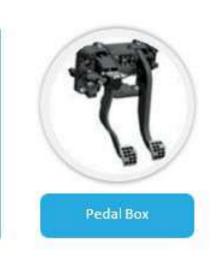
PRODUCT RANGE





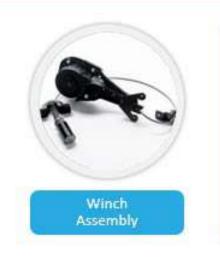












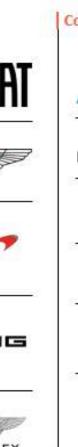




Leading Partnerships Fueling Our Growth











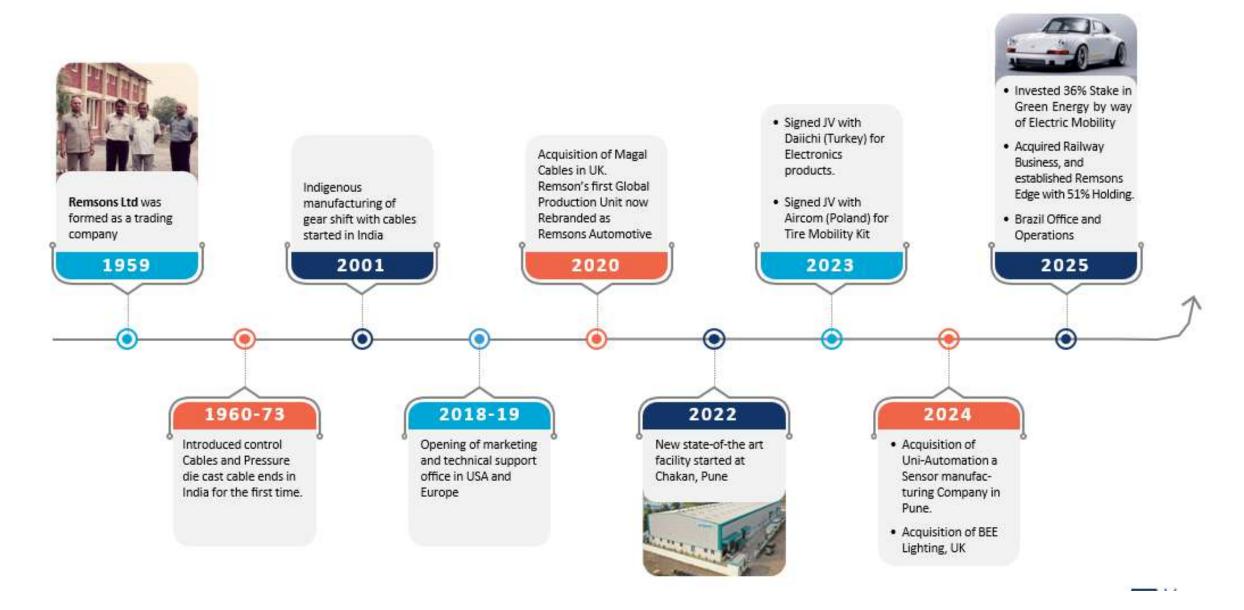




Locomotive

Our Milestone





Sectoral Tailwinds to Support Future Growth





India is projected to be one of the largest global automotive and mobility hub.



In India, only 29 out of 1000 people own a car, compared to 226 in China and 581 in the US, underscoring significant growth potential in the Indian market.

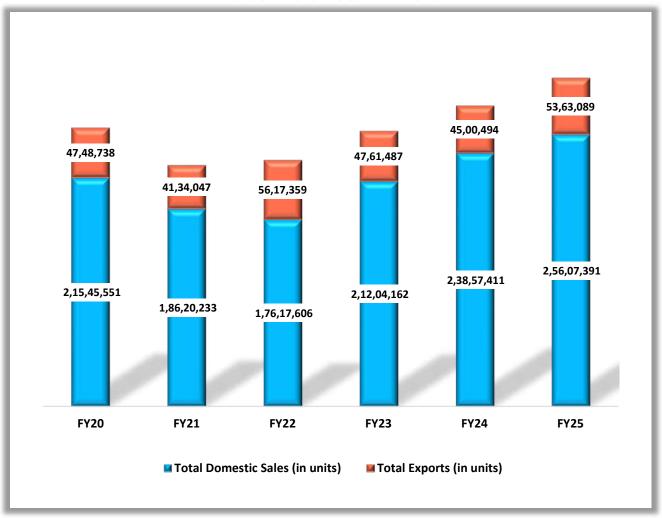


The Indian auto - component industry is poised to attract investments of approximately **USD 6.5-7 billion** in the **next five years**, nearly doubling the expenditure compared to the **USD 3.5-4 billion** invested in the last **five years**.



The Indian automobile industry is projected to achieve a CAGR of 8.1%, propelling it to a value of USD 160 billion by 2027.

Domestic consumption and Export Trends of Automobiles in India



Way Forward



With a robust action plan, a diversified portfolio and strategic partnerships, Remsons is confident in accelerating its growth and reaching new heights of success.



Capacity Expansion to aid long-term growth plan





30,000 sq. ft. brownfield expansion at the Pune Chakan facility to enter the locomotive sector and accelerate market growth.



The primary focus of work at this facility will be manufacturing products for **locomotive applications**, serving both **freight and passenger rail segments**.

Key Highlights of the Facility



- · Cutting edge CNC machining
- Advanced sheet metal fabrication
- In house testing and validation lab for railway standards compliance
- Skilled workforce training centre

Key Reasons for Expansion:



- New Sector Entry: Foray into freight & passenger rail markets.
- Modern Tech: CNC machining, welding, testing lab, and training center.
- Global Reach: Supports high-performance locomotive systems worldwide

Financing & Timeline:



- Existing capacity: ₹50 Crores
- Investment: ₹5 Cr funded via debt.
- Timeline: Full capacity expansion planned over 3 years.



Management Profile





Krishna Kejriwal, Chairman & MD

Science Graduate, from University of Bangalore and has ~ 43 years of experience across production, marketing, exports, accounts, finance, banking and overall administration of the Company.

Current Primary Focus on Corporate Governance, ESG, Finance.

He has held the prestigious position of President of Bombay Industries
Association, President of Automotive
Component Manufacturers Association of India (ACMA) & President Rotary Club of Bombay West.



Rahul Kejriwal, Whole - Time Director

He has ~20 years of experience in the field of management and is involved in key strategic decisions relating to acquisition of new technologies and in - organic growth avenues.

Primary Focus is on **Acquisitions** and **Joint Ventures** for diversification into various fuel **agnostic technologies**.

He has attended various **specialized management courses** from **IIM, Ahmedabad.**



Amit Srivastava, CEO

A seasoned professional ~30 years' experience with reputed corporates - Essar Group, Aditya Birla Group, Bridgestone, Apollo Tyres managing P&L responsibility for Domestic and Export. Proven track record in Business Turn - Around, Change Management, Organizational Restructuring, Business Strategy, Strategic Alliances and International Business.

He has completed Senior Management Program along with courses Managing Strategic Alliances, Supply chain Management from IIM Ahmedabad and Sales Management Program from Administrative Staff College of India.

Certified "Great Manager to Work With" by the Great Manager Institute.



Remsons Quality Certifications



















Recognitions and Honors: Celebrating Our Wins















2020

2022

2023

2024

2025

FORD – World Excellence Award ASHOK LEYLAND -Gold Quality Award INTEVA - Best Supplier Award ADVIK - Best
Development
Award

ACMA - 1st Place in
QC competition for
Productivity
Improvement

ACMA - 1st Place in
HR Competition

Quality Forum India

 GOLD Award For TQM and Kaizen TISAX Label for Information Security
 Ecovadis Gold Rating for Sustainability Great Place to
Work - Certified
4 times in a row
& Rank 30 among
India's Best places.

Sustainability



Gold Rating Of Sustainability



This result places our company among the top 5% percent of companies assessed by EcoVadis (95+ percentile). EcoVadis is the world's most trusted provider of business sustainability ratings,

They cover four sustainability themes: Environment

- Labour & Human Rights
 - Ethics
- Sustainable Procurement

Member Of The Un Global Compact



The Ten Principles of the United Nations Global Compact are derived from:
The Universal Declaration of Human Rights, and the United Nations Convention Against Corruption.

- Environment
- Labor & Human Rights
 - Anti Corruption

Corporate Social Responsibility -Award 2023



Education to the handicapped, the poor and the marginalized children in rural areas, tribal villages and urban slums is a priority concern for IDF.

We are also focusing on Women Empowerment Programs providing adult education and vocational training to women.

Generation Of 500 Kva Per Month



In keeping with the efforts of Clean and Renewable energy, Two of Remsons Units are Solar Powered generating almost 500 KVA per Month.

Great Place To Work Certified









Ranking: Top 25

INDIA'S BEST WORKPLACES IN MANUFACTURING.
INDIA'S BEST BUILDING A CULTURE OF INNOVATION BY ALL.













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