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# THE KUMAR BULLETIN

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A note from Team Kumar

# A Kumar future for Food, Feed, Fuel and the Circular Economy

in conversation with our CEO,  
Shrinivas Samant



## 2025 marked a year of growing scale and responsibility across Food, Feed, Fuel and the Circular Economy

Kumar is at a point where scale and responsibility are growing together. Across Food, Feed, Fuel, and Circular Economy applications, customer demand is no longer just for capacity but for efficiency, recovery, and long-term viability. That shift plays directly to our strengths as a process engineering and EPC partner.

In food systems, we see strong momentum in upgrading soya extraction plants to move beyond basic outputs. Products such as white flakes, specialised meals, and higher-value ingredients like soya protein concentrate are a key step forward for both nutrition and economics.

Waste-to-value solutions that close loops rather than create new ones are the definitive next step. As technologies evolve, our industry has a real opportunity to become more circular and sustainable. As one of its longest-standing players, we see it as our responsibility to be at the forefront of this transition.

As a generational business, Kumar has the advantage of long-term thinking. Continuity allows us to invest patiently in technology, people, and systems as markets evolve. As a result, Kumar can make a real difference by helping customers extract more value from existing resources while reducing waste and operating costs.

## Looking ahead to 2026, the focus is on sharper execution, stronger capabilities, and resilient systems

Execution begins with capability. As we expand into newer areas such as oleochemicals and biofuels, we are deliberately investing in specialised expertise and technology partnerships. Diversification only works when supported by deep technical understanding and disciplined delivery.

At the same time, we are strengthening our internal systems to support larger, more integrated projects. Tools like SAP are not just administrative upgrades; they are foundational to how we plan, procure, track, and deliver complex EPC projects with predictability.

What comes next for Kumar is a sharpening of focus with better systems, better coordination, and a stronger link between long-term strategy and daily execution.

## Lessons from delivering EPC projects across geographies continue to guide how we take on larger, integrated work

Engineering challenges are often the easiest part. The real complexity comes from working across local regulations, languages, cultures, and environmental conditions, whether that is excessive heat, cold, or seasonal constraints that directly affect project timelines.

My experiences only reinforce the importance of planning, clear communication, and being adaptable. Large projects succeed when teams understand local realities and when decision-making is clear and timely. With Kumar taking on more integrated, start-to-finish global projects, these learning are key to how we structure teams and manage execution.

## Rising customer expectations around efficiency, recovery, and sustainability are shaping our technology choices

Sustainability has to make economic sense. At Kumar, we focus on offering technologies that reduce utility consumption, improve yields, enhance equipment reliability, and lower overall operating costs. These are tangible outcomes that customers can measure.

Equally important is helping customers understand technological change – why it matters, how it performs, and what the payback looks like over time. Our role is not only to supply equipment, but to guide customers through transitions that make their operations more resilient and future-ready.

## As Kumar scales, building a culture of clarity, accountability, and ownership remains a priority

Scale demands clarity and collaboration across functions is deliberate rather than incidental. Organisations thrive on clear accountability and ownership, whereas people need both autonomy to innovate and discipline to execute consistently.

We are working towards a culture where problems are addressed openly, where cross-functional coordination is strengthened, and where progress comes from involvement and ownership. I believe this is essential for delivering complex projects reliably.

## Customer relationships built over decades continue to deepen as plants grow in size and complexity

Many of our customer relationships span decades and have translated into repeat orders,

expansions, and new projects. As plant sizes and complexity increase, that trust becomes even more important.

Customers look for partners who understand their operations, anticipate challenges, and stay engaged beyond commissioning. That continuity of people, values, and approach is a defining part of Kumar's way of working.

### Over the next five to ten years, consistency in delivery will define Kumar's success

Success will be defined by consistency. Strong systems, capable teams, and solutions that help customers operate more efficiently, sustainably, and reliably. Growth will follow naturally if we continue to execute well and stay aligned with real customer needs.

### Leadership shaped by end-user and EPC experience continues to guide long-term decisions

Having worked as an end user and in global EPC roles, I have seen technology from multiple perspectives. Time spent on the end-user side, in particular, shapes how I think because it builds a clear understanding of expectations, constraints, and real-world performance.

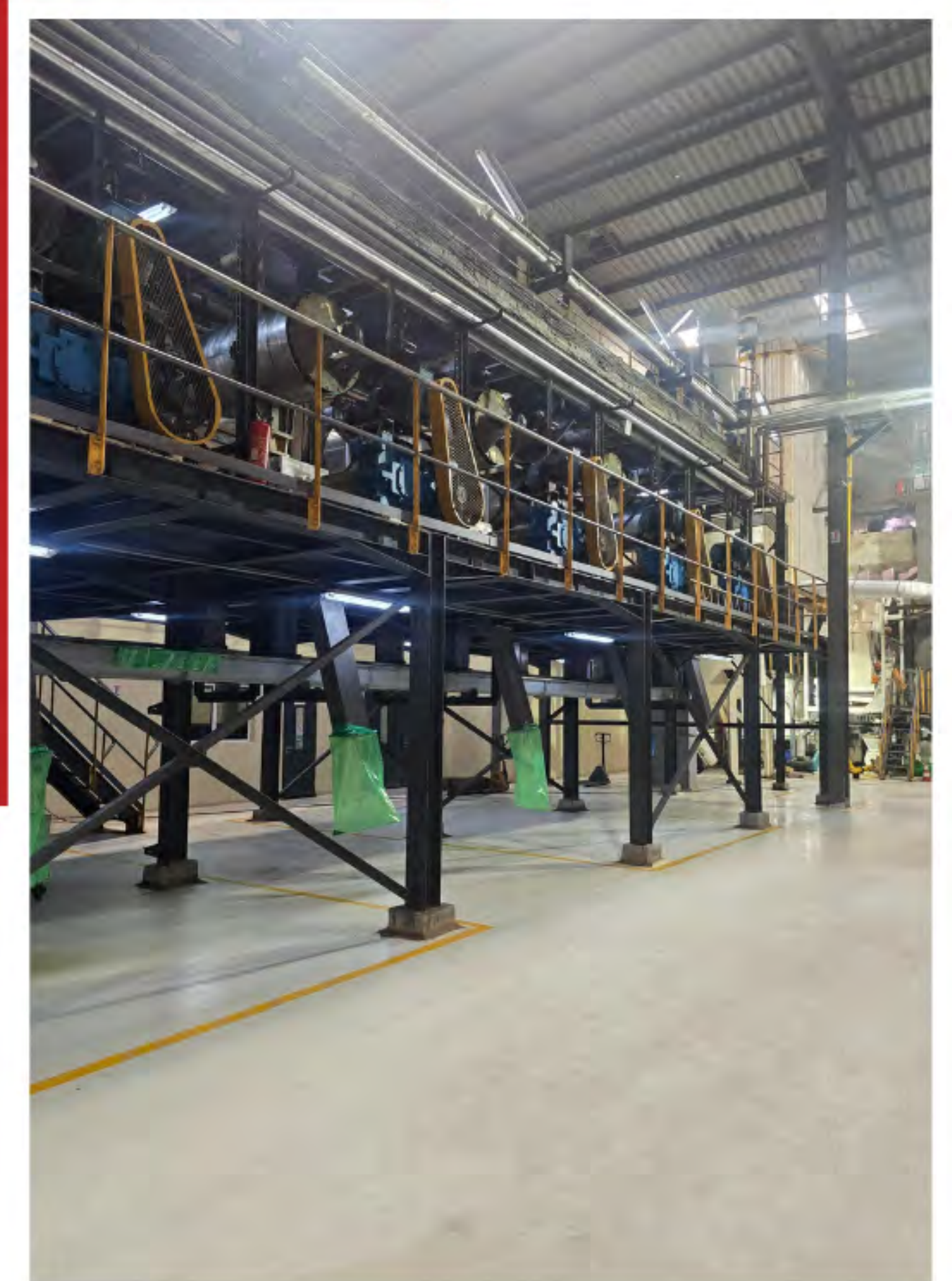
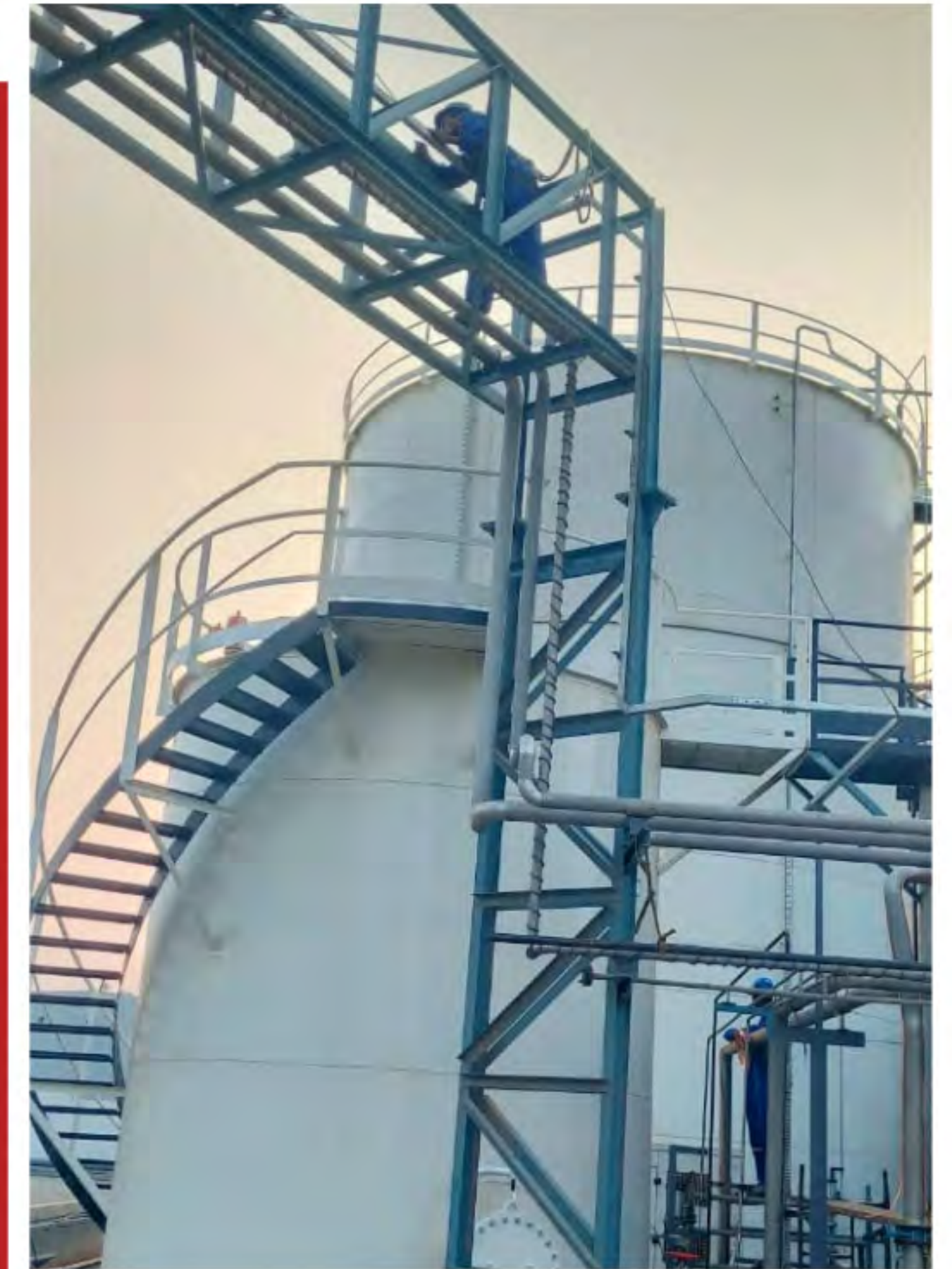
That perspective keeps decision-making grounded. It reminds us that engineering only succeeds when it works on the plant floor and delivers long-term satisfaction.

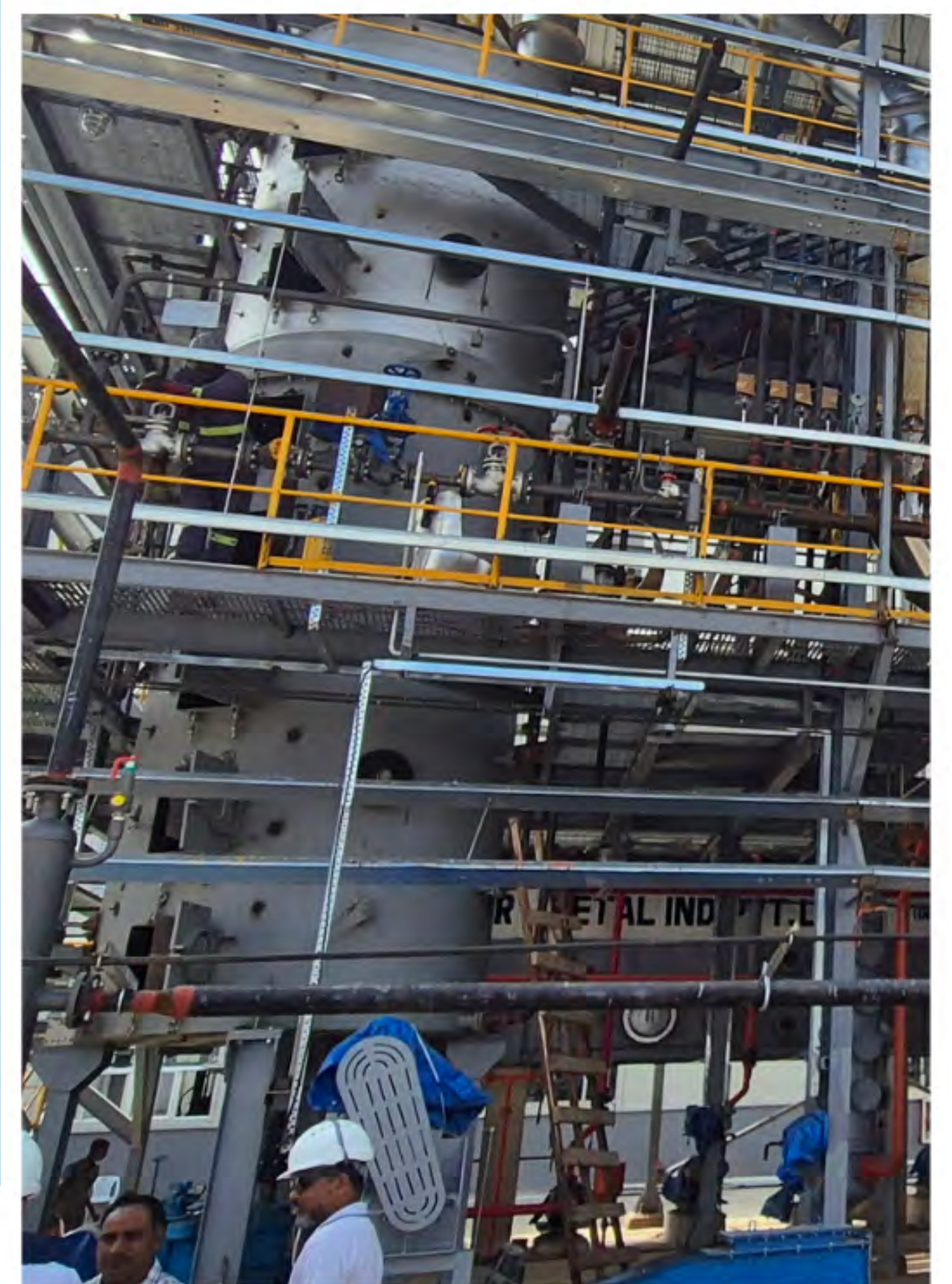
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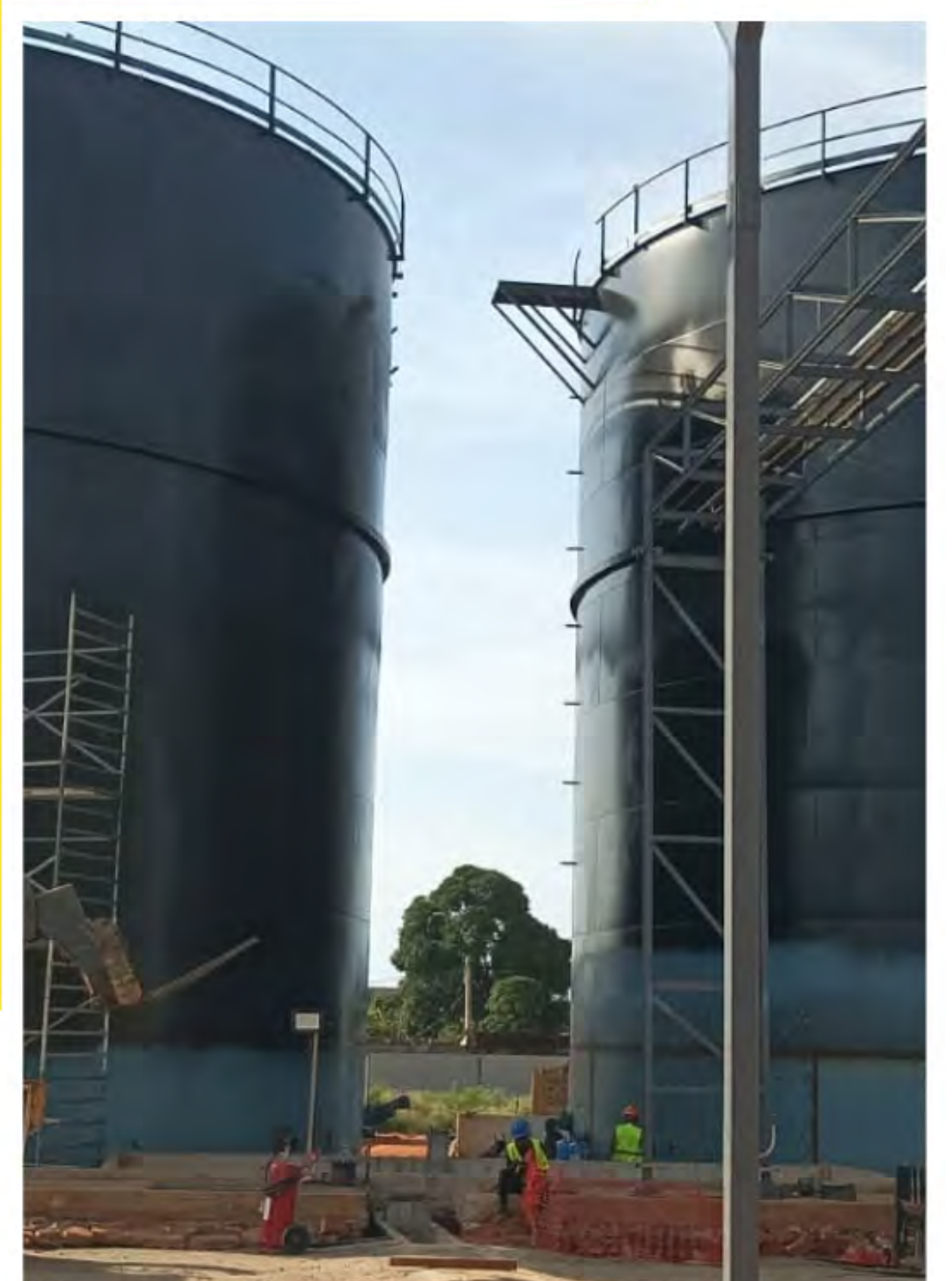
2025, we  
commissioned

20 projects  
ACROSS

10 countries







built  
proprietary  
**KUMAR**  
tech



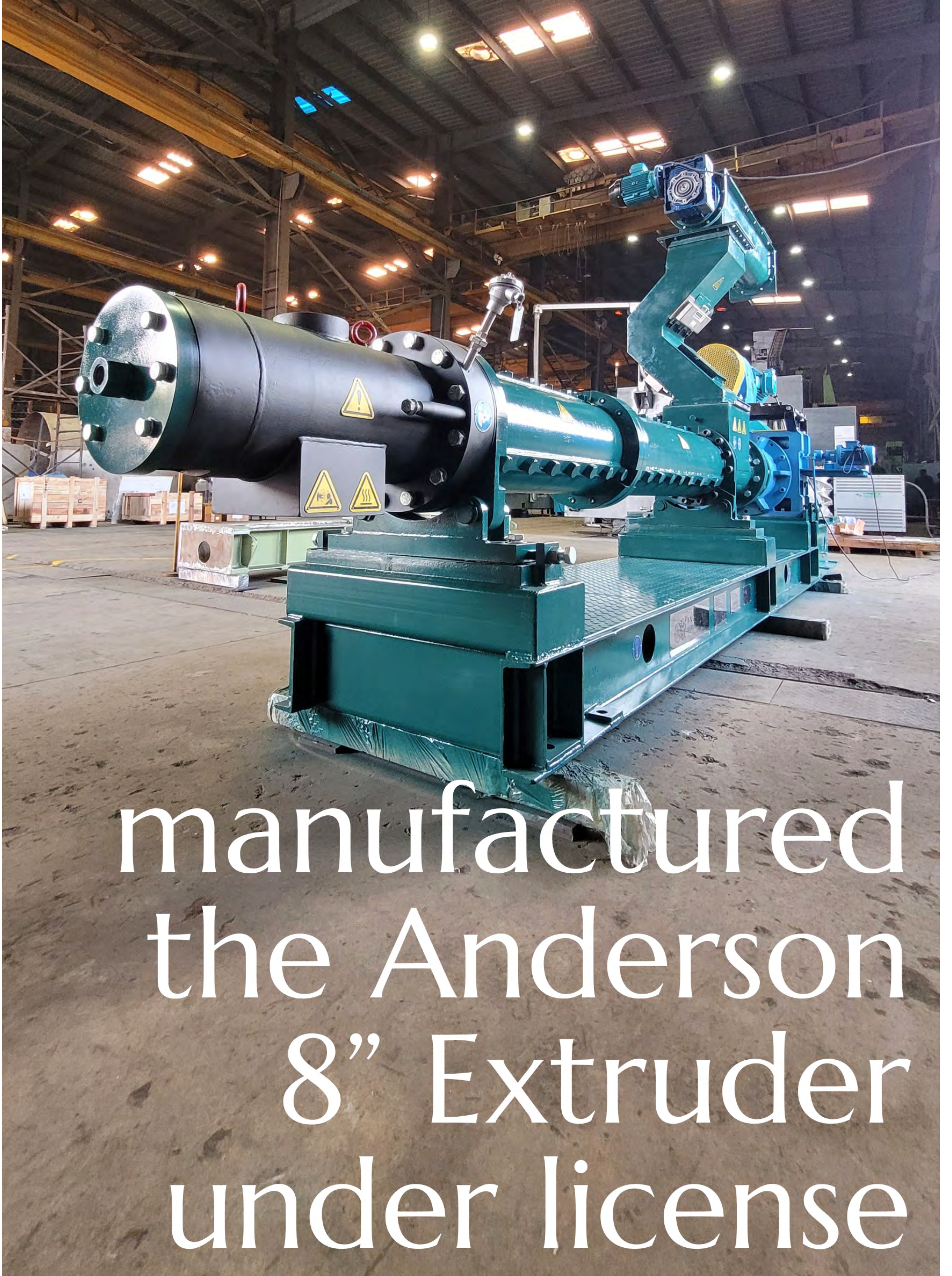




# Horizontal Cake Cooler



# ExtroK-10000



manufactured  
the Anderson  
8" Extruder  
under license

and represented

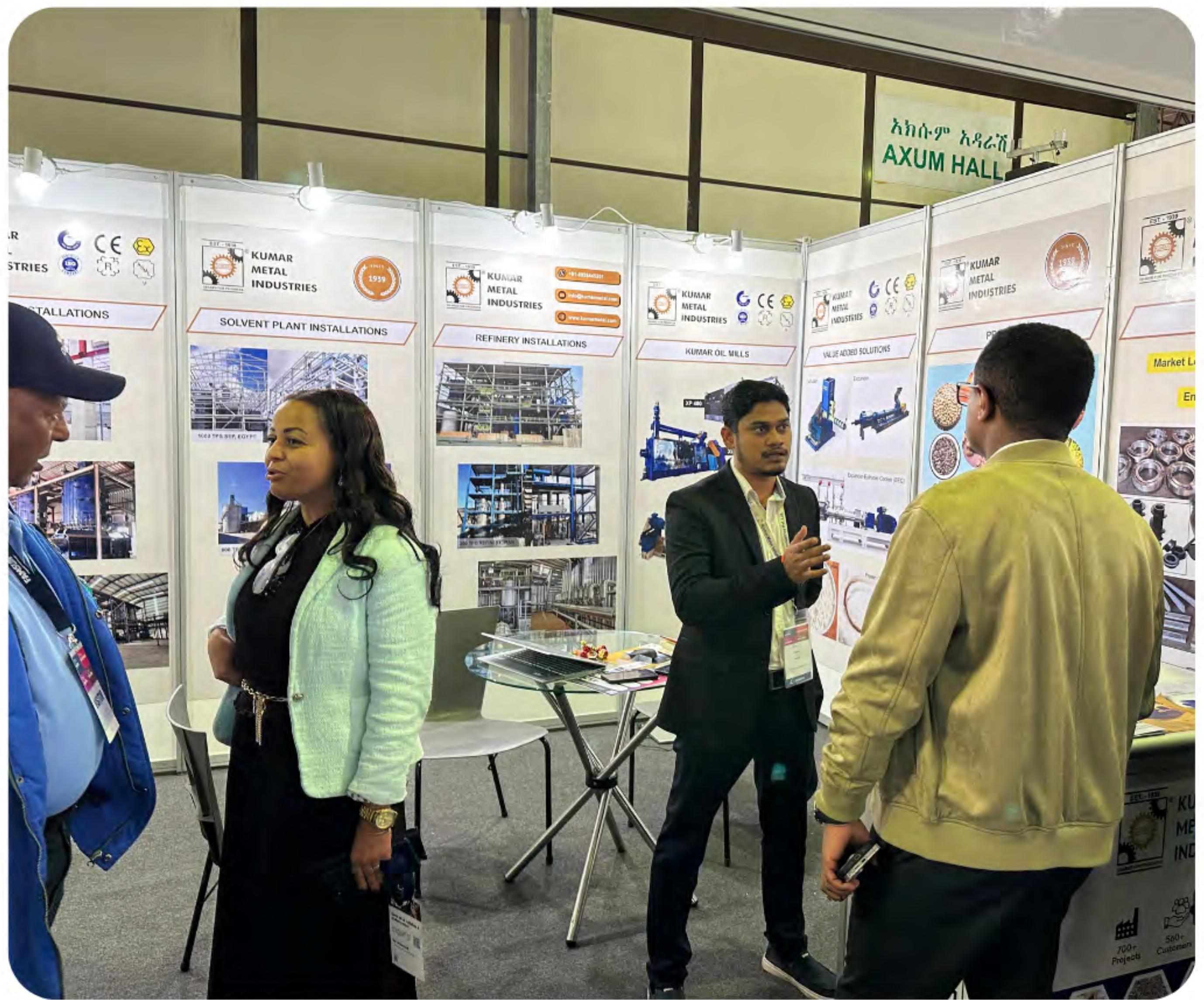
**KUMAR** at

**10**  
industry  
events

around the world









## Thank you for your faith in Team Kumar!

Everything we achieved in 2025 was made possible by the faith shown by our 577+ customers across 78 countries.

In 2026, our 86<sup>th</sup> year, we rededicate ourselves to innovating, building and executing with integrity and passion so you continue to THRIVE.

Watch our corporate video





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