



NDR AUTO COMPONENTS LIMITED

Corporate office: Plot No.1, Maruti Joint Venture Complex, Gurugram, Haryana-122015

CIN: L29304DL2019PLC347460

Website: www.ndrauto.com

Email id: contact@nacl.co.in

Phone No.: 9643339870-74

11th May, 2026

BSE Limited Corporate Relationship Deptt. PJ Towers, 25 th Floor, Dalal Street, Mumbai – 400 001 Scrip Code: 543214	National Stock Exchange of India Ltd. Exchange Plaza, Plot No. C/1, G-Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Scrip Code: NDRAUTO
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Sub: Investor Presentation on the Financial Results for the quarter and year ended 31st March 2026

Dear Sir/ Madam,

Pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the investor presentation on financial results for the quarter and year ended 31st March 2026.

Please take the same on record.

**Thanking You
For NDR Auto Components Limited**

**Rajat Bhandari
Executive Director and Company Secretary
DIN: 02154950**

Enclosed as above



NDR AUTO Components Ltd

Q4 and FY26 results presentation

May 2026



Disclaimer

Certain statements in this communication may be 'forward looking statements' within the meaning of applicable laws and regulations. These forward-looking statements involve number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. Important developments that could affect the Company's operations include changes in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, import duties, litigation and labour relations.

NDR Auto Components Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward looking statements to reflect subsequent events or circumstances.



Business Highlights

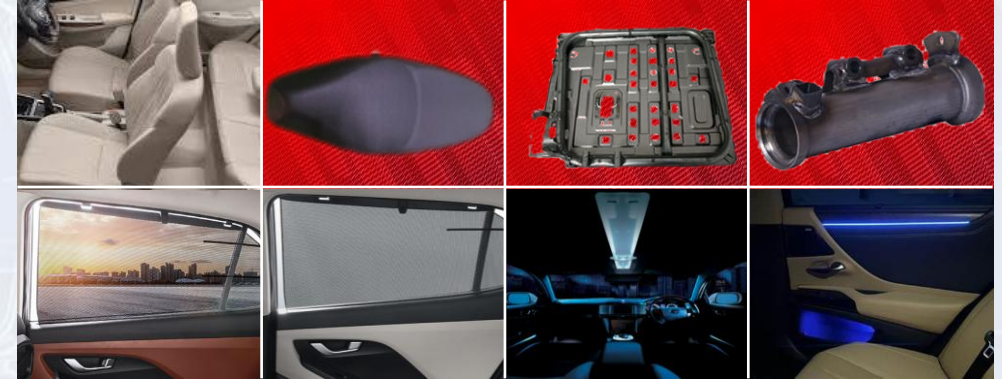
- Continuing strong execution drives revenues and profitability
- Order wins across logos improves visibility. Order book as on March 31, 2026, stands at Rs. 650 crores
- IInd LOI of Ambient Lighting business received from MSIL, reaffirming NDR Auto's diversification beyond seating solutions
- Establishment of back end for a new range of disruptive product offerings continuing in line with plan

Financial overview

- FY26 revenues higher by 15.40% at Rs. 822.54 cr
- ZERO debt company. Cash in Hand 23.26 cr as on March 31, 2026. All capex funding via internal accruals.
- Increasing proportion of premium content combined with efficiency enhancements translating to improving EBITDA margins and ROCEs
 - 36.22% ROCE as on March 31, 2026 (not accounting for non-productive land, ROU and surplus cash)
 - Q4 FY26 EBITDA margins stood at 11.9% versus 11.3% in the corresponding quarter last year. FY26 EBITDA margins at 11.3% w.r.t versus 10.8% in FY25
 - FY26 PBT Rs.79.63 Cr, vs Rs. 67.91 Cr in FY25
- Outlook remains strong
 - All time Highest sales in Q4. Rs.229.07 cr. & Rs. 822.54 cr in FY26
 - Easing of Supply chain bottlenecks expected to result in improved sales traction in the current financial year

Product portfolio:

Seat Frames, Seat Trims, Sun Shades and Ambient Lighting

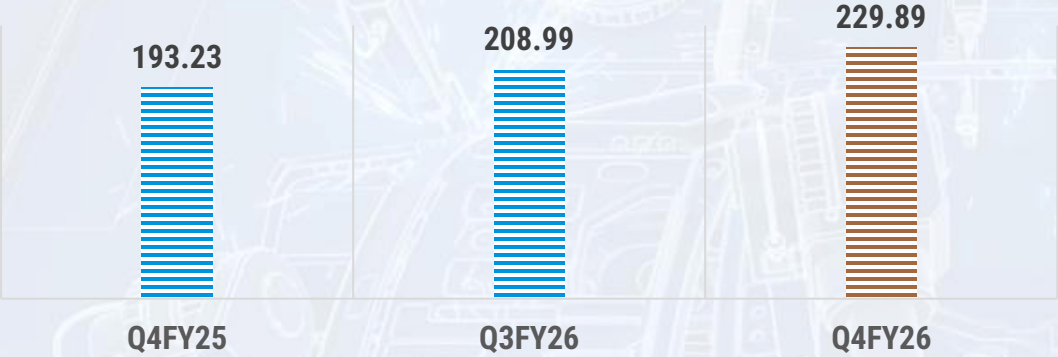


Companies we work with

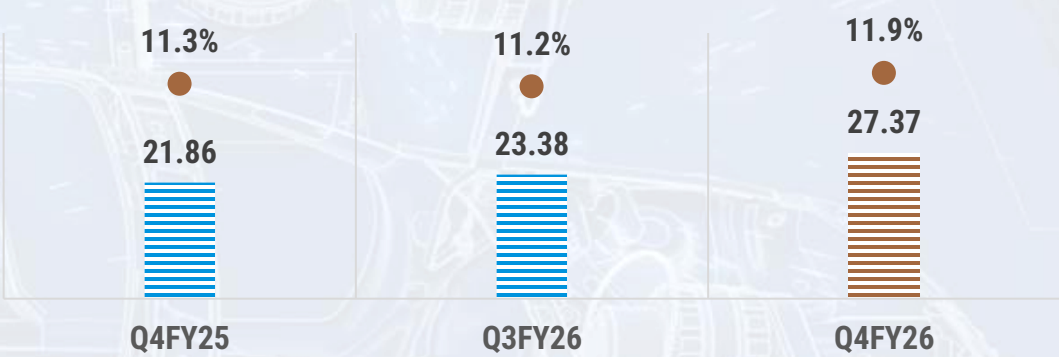


Q4FY26 Financial Metrics – Consolidated

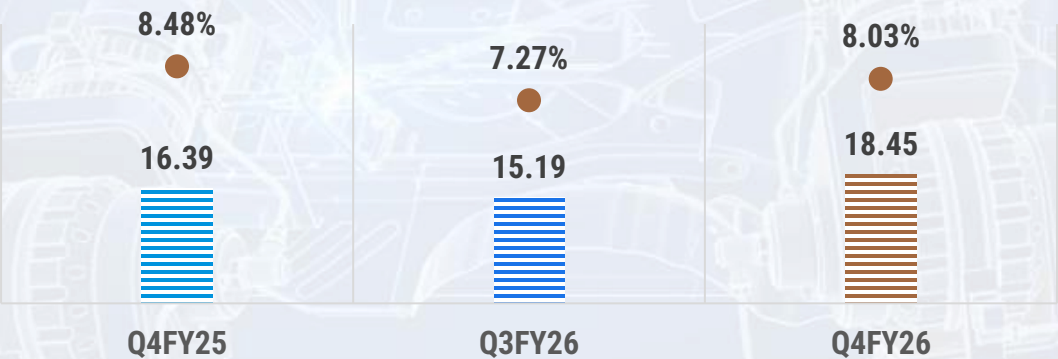
Total Income (Rs. Crore)



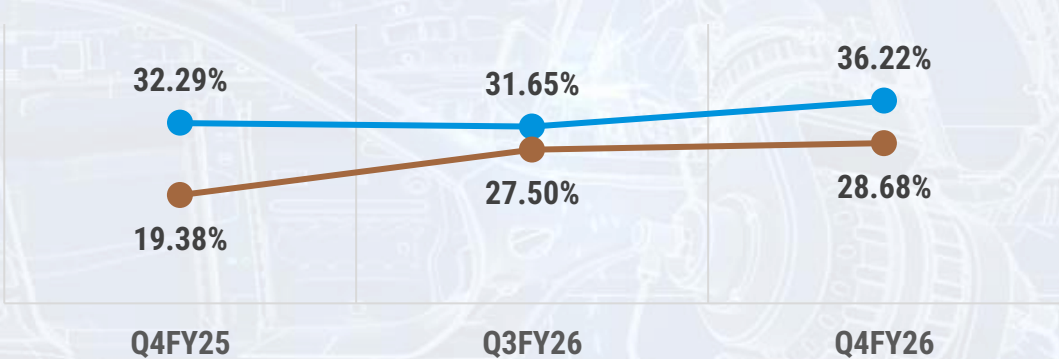
EBITDA (Rs. Crore) ● EBITDA Margin (%)



Net Profit (Rs. Crore) ● NPM (%)

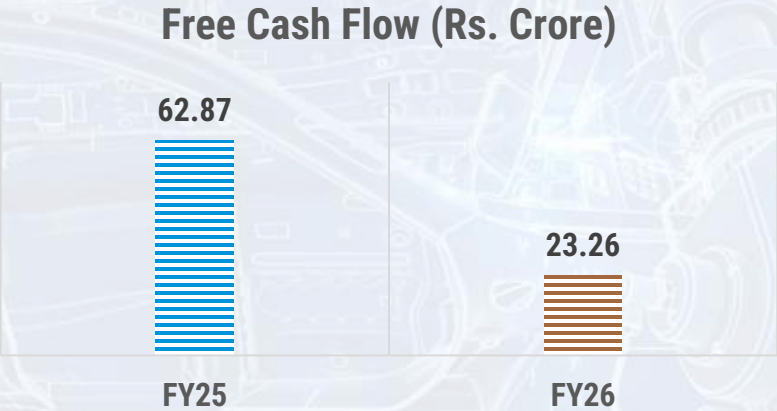
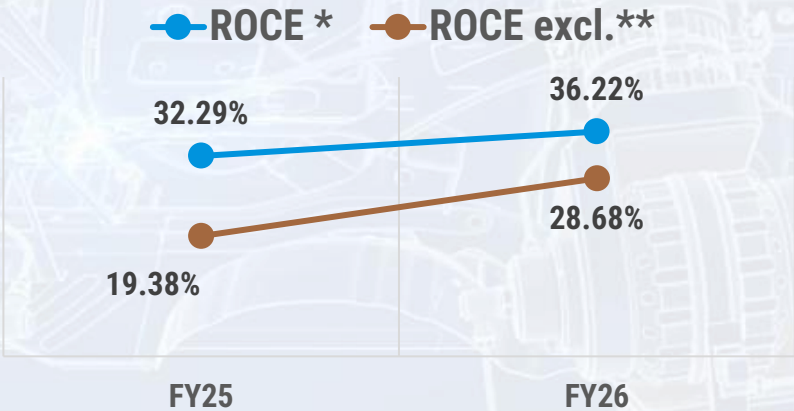
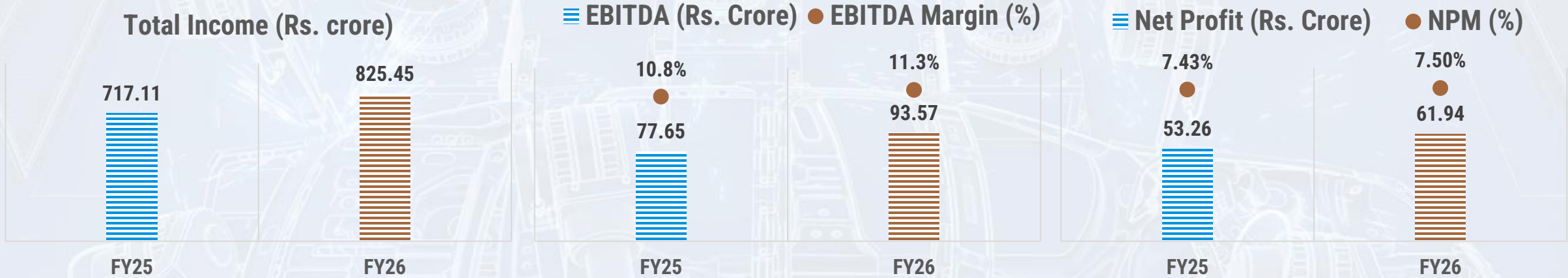


ROCE ● ROCE excl. (Non-Productive Land & Surplus Cash)



- Increasing contribution of value added components, better scale and efficiencies drive operating margins and return metrics
- Improved demand cross all OEMs

FY26 Financial Metrics – Consolidated



* Non-Productive Land, ROU & Surplus Cash
 ** Before Surplus Cash & ROU

FY26 Profit & Loss Statement - Consolidated

S. No.	Particulars	Notes	Year Ended 31st March,2026	%	Year Ended 31st March,2025	%	Quarter Ended 31st Mar,2026	%	Quarter Ended 31st Dec,2025		Quarter Ended 31st Mar,2025	%
I	INCOME											
	Revenue from operations	28	82,253.80		71,277.91		22,906.85		20,829.39		19,204.26	
	Other income	29	290.89		432.17		81.76		69.17		118.43	
	Total income		82,544.69		71,710.08		22,988.61		20,898.56		19,322.69	
II	EXPENSES											
	Cost of materials consumed	30	61,510.85	74.26%	54,421.97	75.67%	16,913.59	74.34%	15,954.63	75.29%	14,472.82	74.71%
	Changes in inventories of finished goods and work in progress	31	(211.40)		(158.24)		175.21		(219.25)		(37.28)	
	Employee benefits expense	32	2,867.78	3.47%	2,161.19	3.01%	752.84	3.27%	727.00	3.48%	642.58	3.33%
	Finance costs	33	328.02	0.40%	323.47	0.45%	99.96	0.43%	78.65	0.38%	80.24	0.42%
	Depreciation and amortization expenses	34	2,109.70	2.56%	1,611.57	2.25%	575.48	2.50%	557.93	2.67%	420.17	2.17%
	Other expenses	35	9,020.95	10.93%	7,520.61	10.49%	2,416.60	10.51%	2,098.81	10.04%	2,059.02	10.66%
	Total expenses		75,625.90		65,880.57		20,933.68		19,197.77		17,637.55	
III	Share of profit/(loss) of associate		1,194.25		939.89		380.70		269.20		331.61	
IV	Share of profit/(loss) of joint ventures		(84.96)		21.52		(67.76)		0.98		19.08	
V	Profit/(loss) before tax (I-II+III+IV)		8,028.08	9.73%	6,790.92	9.47%	2,367.87	10.30%	1,970.97	9.43%	2,035.83	10.54%
VI	Exceptional Items											
	Statutory impact of new Labour Codes		64.75		-		-		64.75		-	
VII	Profit/(loss) before tax (V - VI)		7,963.33	9.65%	6,790.92	9.47%	2,367.87	10.30%	1,906.22	9.12%	2,035.83	10.54%
VIII	Tax expenses											
	Current tax	21	1,759.46		1,469.32		526.49		385.25		392.41	
	Tax relating to earlier years	21	9.68		-		-		9.68		-	
	Deferred tax expenses/(credit)	21	(0.26)		(4.19)		(3.85)		(8.12)		4.14	
	Income tax expense		1,768.88	22.21%	1,465.13	21.57%	522.64	22.07%	386.81	20.29%	396.55	19.48%
IX	Profit/(loss) for the year after tax (VII - VIII)		6,194.45	7.50%	5,325.79	7.43%	1,845.23	8.03%	1,519.41	7.27%	1,639.28	8.48%
	EBIDTA		9,356.51	11.3%	7,764.55	10.8%	2,730.77	11.9%	2,337.37	11.2%	2,185.55	11.3%

Project Expansion Update

Sr. No.	Product Line	Entity	Total Cost (Rs. Cr.)	Location	Capacity	Expected SOP	Update
1	Seat Insert Support Fabric	NDR Auto Safety	21.89	Manesar	6 Mn Pcs p.a.	Jan-27	Project under Implementation
2	Seat Trim & Frames	NDR Auto Components South	22.56	Anantapur	New Facility	Jul-26	Project under Implementation
3	Ambient Light, Carpet, Sun Shades	NDR Hayashi Automotive	80.49	Bangaluru	New Facility	Jun-26	Project under Implementation
4	Seat Latch	NDR Auto	17.43	Pathredi	3 Mn Pcs p.a.	Jan-27	Project under implementation
5	Seat Belt Reminder System	NDR Auto	7.43	Gujarat	1.5 Mn Pcs p.a.	Jan-27	Project under implementation
Total			149.80				

Board of Directors



MR. SANJIV KAPUR
Chairman



MR. ROHIT RELAN
Co-Chairman



MR. PRANAV RELAN
Whole-Time Director



MR. AYUSH RELAN
Whole-Time Director



MR. RISHABH RELAN
Director



MR. RAJAT BHANDARI
Executive Director and Company
Secretary



MS. DEEPA GOPALAN WADHWA
Independent Director



MS. SHYAMLA KHERA
Independent Director



MS. VANITA CHHABRA
Independent Director

Key Senior Management



Rajiv Arora,
Group CEO

Over 30 years of experience with a Tier 1 Auto ancillary company; playing a pivotal role in identifying greenfield and strategic partnerships, profitability improvement, customer acquisition and quality systems implementation.



Vikram Krishna Rathi,
Group CFO

Qualified Chartered Accountant and M.B.A. Brings a rich experience of over two decades of auto ancillary experience with responsibility for Finance & Accounting functions including Strategic planning, Risk management and Compliance.



Kathirvel Mani,
Operations Head

Over 29 years of experience in the auto ancillary sector with strong track record in Operation & Manufacturing excellence roles, Promoting & Complying with HSE through TEI, Upgrading & Controlling Quality of Products, Process and Systems through TQM, New product development and Manufacturing complexity reduction amongst others



Akira Furukawa,
Group CTO

Over 34 Years experience automobile sector. Worked at Suzuki Japan, Suzuki Hungary and MSIL India. Expert in field of Body and interior design

FY2030 vision

Financial



Revenues expected to touch Rs. 3,000 crore



Gradually Improving margin profile



ROCE of ~35%+

Business enablers



Expanding and deepening OEM partnerships



Portfolio expansion – introducing disruptive and innovative auto ancillaries



Expanding capacities in the next 5 years to cater to a wider range of OEMs



Appendix



Seating systems – a critical aspect for any automobile

Safety



- It is estimated that a good seat and seat belt is key to saving the lives of occupants in close to 50% of accidents
- A good seat protects the head, neck, and spinal column; shoulder belts and car seat harnesses help to keep the head and upper body away from the hard interior surfaces of the vehicle aside from external injury

Economics



- Seats presently comprise 2 -3% of the OEM's costs
- Advancements in automobile technology, increasing requirements and faster speeds can be expected to see this increase

Regulatory norms



- Every automobile must conform to various regulations at vehicle level as well as system level as captured in the Automotive regulatory framework controlled in India by the Ministry of Heavy industry.
- This framework is promulgated by the CMVR (Central Motor Vehicle Regulations) in India amongst others stipulates:
 - Dynamic regulatory needs – the seat design must withstand – Frontal crash , Offset crash and side crash requirements are dynamic
 - Static regulatory needs – the seat design must conform to critical vehicle level regulation like Front field visibility of driver mapping blind spots of the driver

Aesthetics and ergonomics



- 70% of a passenger cabin in a vehicle is consumed by the seating system making aesthetics and comfort important parameters
- The need to hold occupants with optimal comfort for short and long-haul trips is built around human anthropology, namely– Lumbar support and seat width and back height

Technology requirements, regulatory compliances act as high entry barriers in the sector

The NDR Auto Components difference

State of the art fully integrated infrastructure with capabilities to manufacture sheet metal and trims for all OEMs



- Fully equipped in-house test and validation lab
- A preferred and reliable source of four-wheeler seating systems, and two-wheeler seating systems

Well entrenched relationships – caters to ~30% of Maruti's requirements



- Business association with Bharat Seats Ltd a joint venture with Maruti Suzuki India and Suzuki Motor Corporation, Japan for over three decades

Established scale combined with 35+ years of experience translates to enhanced efficiencies and cost management



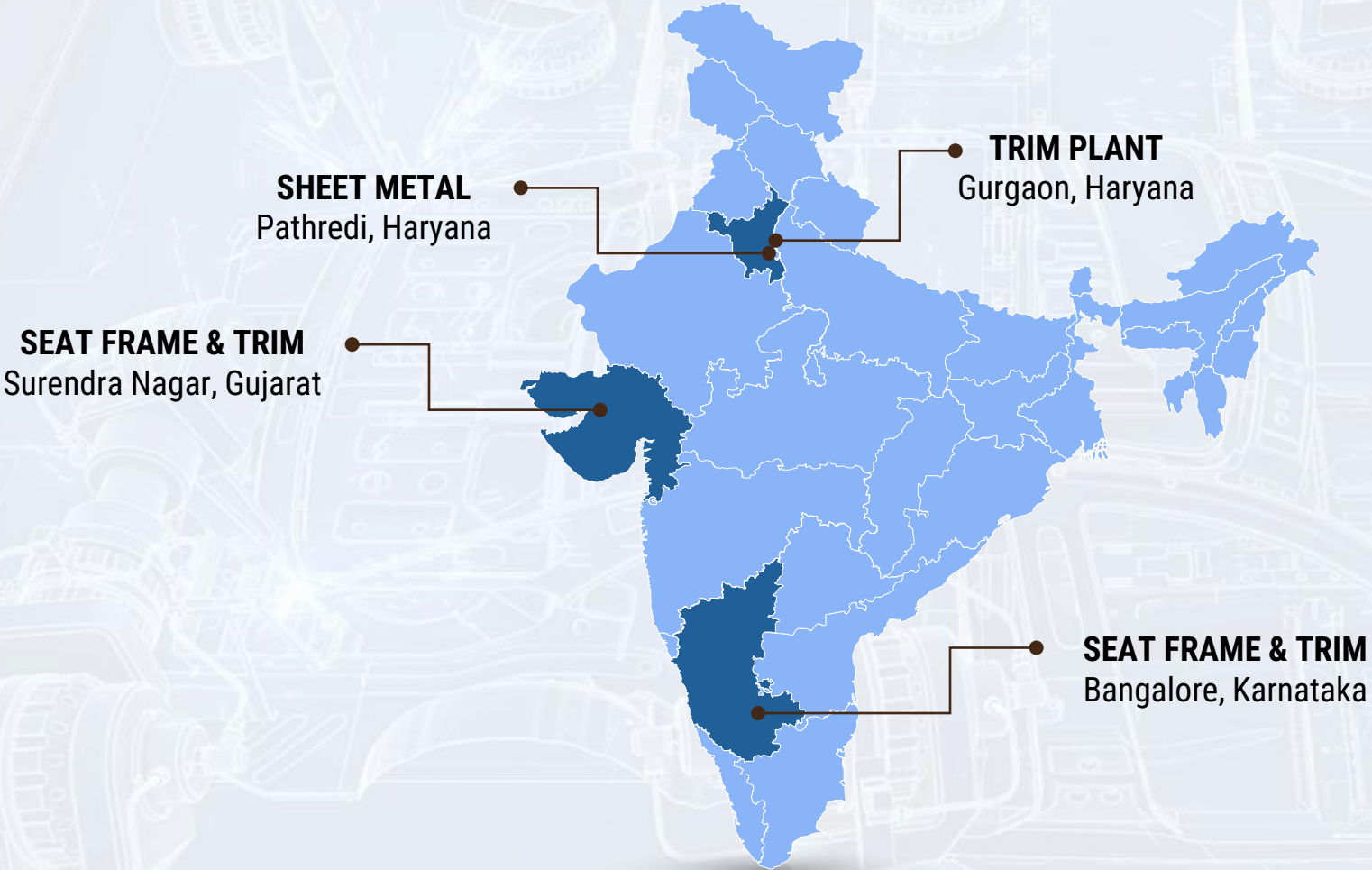
- Joint Venture with global leaders like Suzuki Motor Corporation, Japan; Maruti Suzuki India; Toyo Seats, Japan and Toyota Boshoku

Our operations

- End to end assembling of automobile seats for 2 and 4 wheelers
- Growing Body In White (BIW) business
- A complete product with 34 critical and safety tests conducted delivered to the OEM



Strategically Located & Certified Manufacturing Facilities



Facilities spread across Gurgaon, Pathredi, Bangalore and Gujarat in close proximity to OEMs

Manufacturing Capabilities

Fully integrated facility for Sheet Metal fabrication & Trim manufacturing.

Metal

Pipe Bending



Press Shop

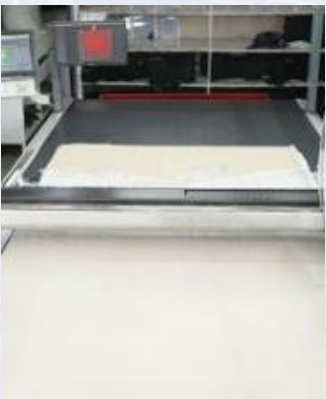


Welding Shop

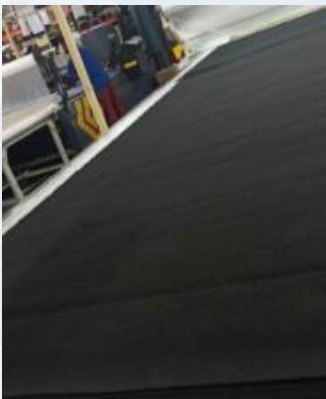


Trim

Cutting



Stitching



Testing Facilities

Metal

In-house testing facility equipped to carry out Colour Matching, Weld Penetration Test and various other mechanical tests on aspects like Tensile Elongation, Hardness, Profile Projector, etc.



Cushion Strength Test



Horizontal Backward Moment Loading Test (Strength Test)



Forward & Backward Moment Durability Test



Right & Left Back 45 deg Moment Durability Test



Lateral Rigidity Test



Lateral Load Durability Test



Hardness Testing (Vicker Type)



Tensile, Elongation, Yield, Compression Test and Bend



Lateral Strength of Armrest



Armrest Downward Strength Test



Strength Test for Welding Checking



Strength Test For Lock Assy

Type of Testing

Testing Facilities

Trim

Colour is one of the most important features of the trim

NACL's testing facility is equipped with a colour chamber with various types of lights, Colorimeter and industrial magnifying glasses to validate the design pattern and the colour of the material

Mechanical properties like tensile elongation, flammability, etc. are also tested for in-house

Testing infrastructure also includes a state-of-the-art digitizer for pattern-building and auto-nesting. This ensures accuracy and precision of the pattern during cutting besides acting as a quality check parameter



GSM



Heat Cycle Test/Low Temperature/High Temperature Test



Tensile Strength, Tear and Elongation



Scratch Resistance



Type of Testing: Cushion Strength Test



Type of Testing: Cushion Strength Test



Type of Testing: Cushion Strength Test



Type of Testing: Cushion Strength Test

Type of Testing

Supplying to popular four wheeler and two wheeler models

 **MARUTI SUZUKI**



Grand Vitara



Fronx



Brezza



Dzire



e Vitara



Wagon R



Alto



Jimny

 BIW

 **TOYOTA**



Hyryder



Urban Cruiser





Syros

 **SUZUKI**



Access



Gixxer

Supplying seating systems - frames and trims to all and BIW to Jimny

Joint Ventures



Bharat Seats Limited (BSL)

Rohit Relan & Associates had entered into a Joint Venture Agreement in 1988 with Maruti Suzuki India Limited and Suzuki Motor Corporation, Japan to manufacture Car Seating Systems

Bharat Seats Limited was one of the first Joint Venture's of Maruti Udyog Limited and Suzuki Motor Corporation, Japan. Currently, BSL manufactures seating systems for passenger vehicles and two-wheelers, Noise Vibration Harness (NVH) Products for Passenger vehicles and body sealing products.

BSL has three manufacturing plants in the National Capital Region and two plants in Gujarat. NDR Auto Components Limited holds 28.66% equity in BSL, whose shares are listed on Bombay Stock Exchange



Toyota Boshoku Relan India Private Limited (TBRI)

A Joint Venture between NDR Auto Components Limited and Toyota Boshoku Asia Company Limited, this entity was formed in 2014 to secure business and supply components from Toyota Boshoku product range for customers in the Indian Market.

NDR Auto Components Limited holds 50% equity in TBRI.



Toyo Sharda India Private Limited (TSIL)

A Joint Venture between NDR Auto Components Limited and Toyo Seat, Japan was formed 2015 to manufacture seat devices and high tensile seat frames for passenger vehicles in India.

TSIL has set up a manufacturing plant in National Capital Region and supplies seat devices and seat frames to Bharat Seats Limited.

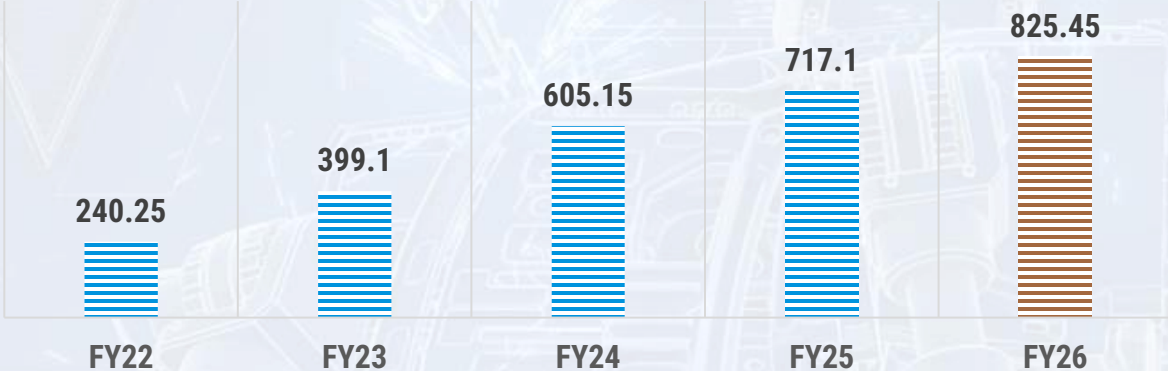


NDR Hayashi Automotive India Pvt. Ltd. (NHI)

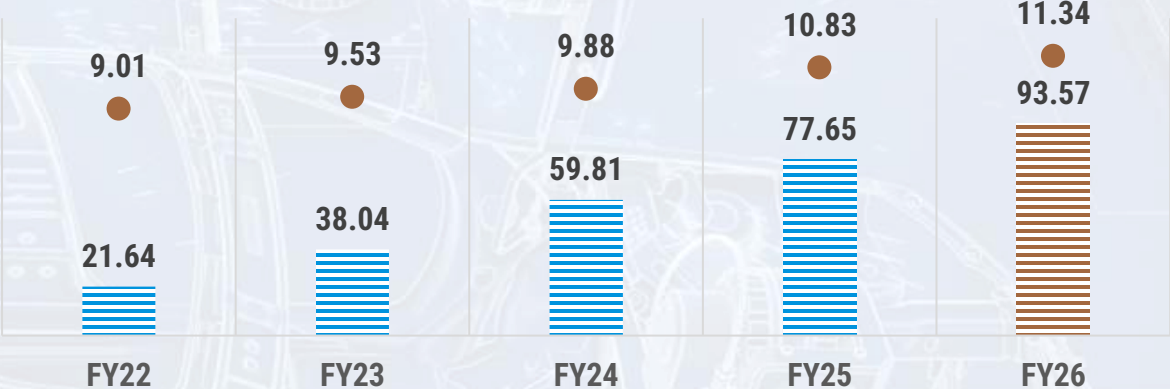
A Joint Venture between NDR Auto Components Limited and Hayashi Telemu Corporation, Japan formed in 2025 to manufacture NVH floor carpet, dash inner, rear shade, tonneau cover, ambient lighting and other automotive interior and exterior components including floor mat for passenger vehicles in India.

Key Financial Highlights - Consolidated

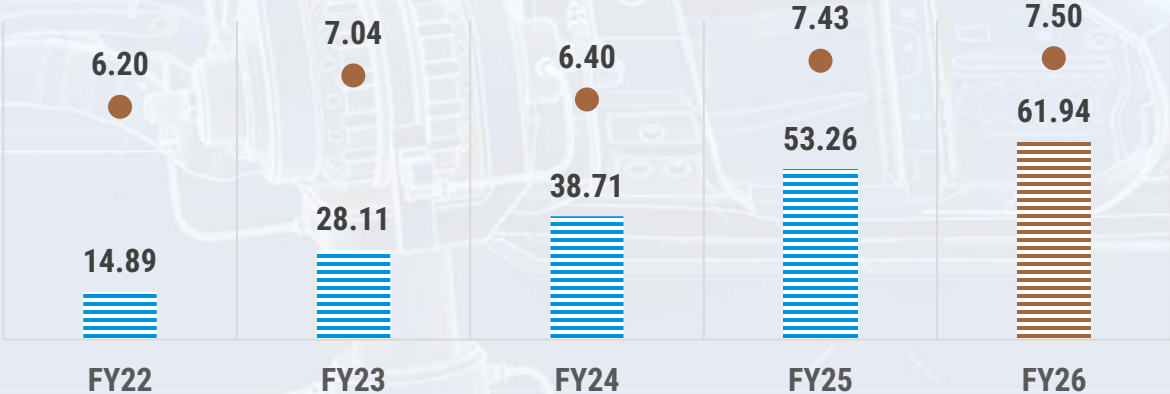
Total Income (Rs. Crore)



EBITDA (Rs. Crore) ● EBITDA Margin (%)

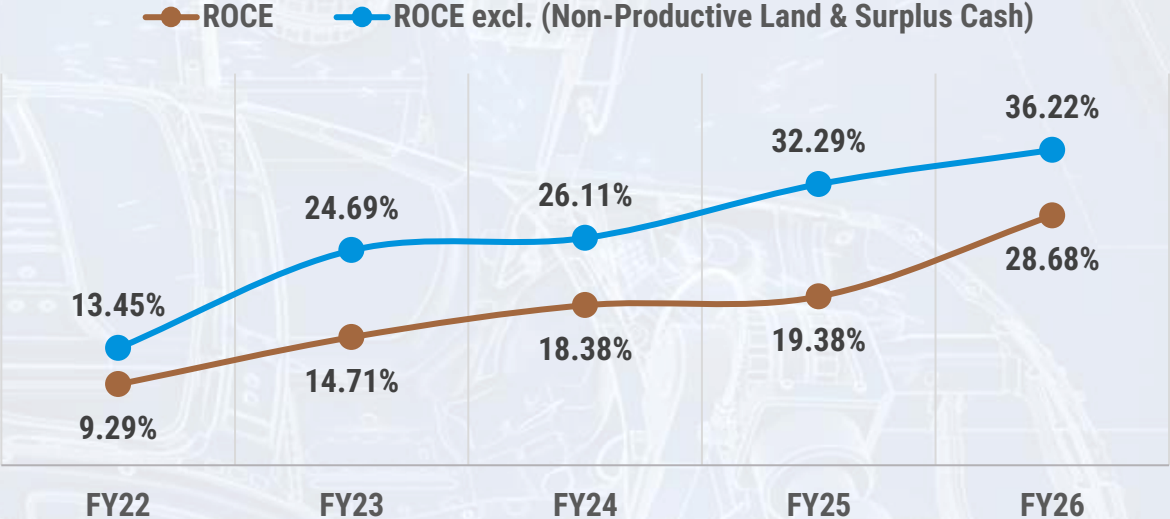
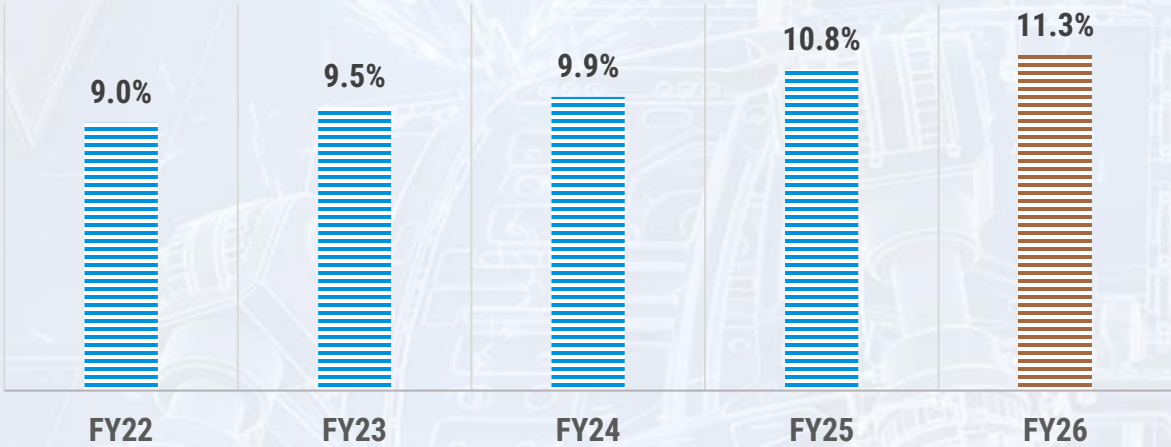


Net Profit (Rs. Crore) ● NPM (%)



Improving financial metrics

EBITDA Margin (%)



Improvement in margins and return ratios reflective of the Company's objectives of sustainably enhancing profile and value creation through disruption and innovation



Thank You



Gavin Desa



CDR India



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