



TENNECO CLEAN AIR INDIA LIMITED
(formerly known as Tenneco Clean Air India Private Limited)
CIN: L29308TN2018FLC126510
Telephone: +2135 612501/506
Email: Tennecoindiainfo@tenneco.com
Website: www.tennecoindia.com

Date: June 2, 2026

To
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra Kurla Complex,
Bandra (E), Mumbai – 400051
Scrip Symbol: TENNIND

To
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai – 400001
Scrip Code: 544612

Sub: Investor Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our intimation letter dated May 31, 2026 wherein we had informed the schedule of the Earnings Conference Call for discussing the financial results for the quarter and year ended on March 31, 2026, please find enclosed herewith the presentation to be made at the earnings conference call scheduled on June 3, 2026 at 4:00 PM (IST).

Further, the above presentation is also be uploaded on the Company's website at:
<https://tennecoindia.com/investor-relations/>.

You are requested to kindly take the same on record.

Sincerely,
For Tenneco Clean Air India Limited
(Formerly known as Tenneco Clean Air India Private Limited)

Roopali Singh
Company Secretary and Compliance Officer
Membership No: A15006

Place: Gurugram

Encl: As above

Q4 & FY2026

Sustained Growth and Value Creation

Investor Presentation
June 2026

TENNECO

Disclaimer

Important Disclosures and Forward-Looking Statement

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Successful IPO Amid Challenging Market Conditions

Tenneco Clean Air India IPO, Nov 19, 2025



Strong Post-IPO Performance

Blockbuster Start, Continued Market Outperformance

Strong IPO Performance

61.8x

Strong Overall IPO Subscription

56%

Share price growth since IPO (issue price)¹

10%

Top-decile share price performance among BSE-listed companies since listing¹

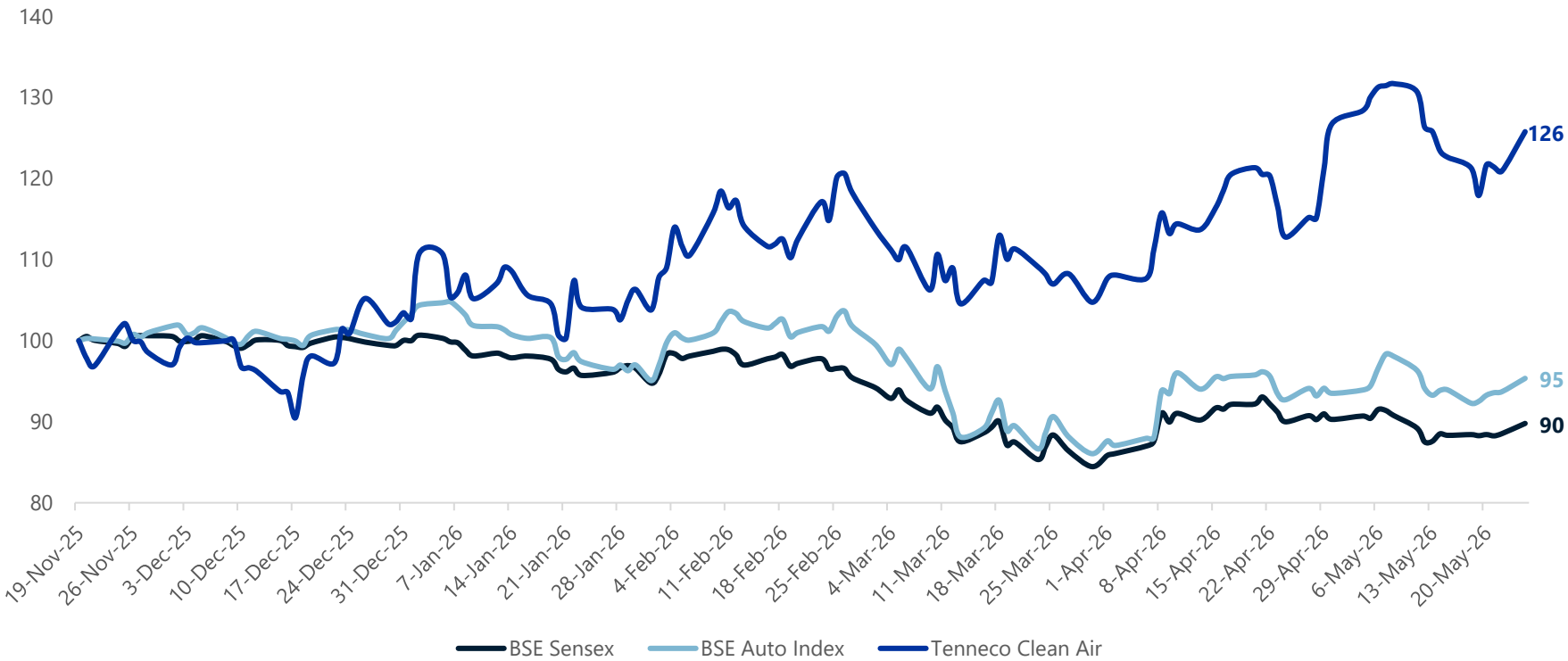
21.7%

Institutional Holding²

1. Share price as on 25th May 2026; 2. Institutional holding as on 15th May 2026

Strong Post-IPO Outperformance vs Market and Sector

Share Performance Chart (19th Nov 2025-25th May 2026) – Rebased to 100



Tenneco Clean Air India Limited

Our leadership advantage gives us legitimacy to grow faster

All numbers in INR million, unless specified

Our Leadership Advantage

45¹+

Years of operations

Top 2²

Market position across key segments¹

119

Customers served

17 Countries

Exported

12

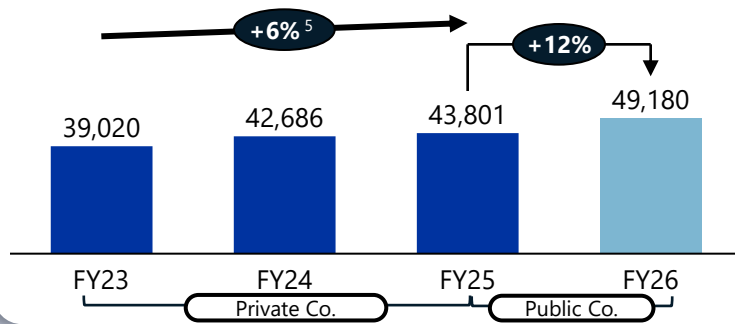
Manufacturing facilities

2

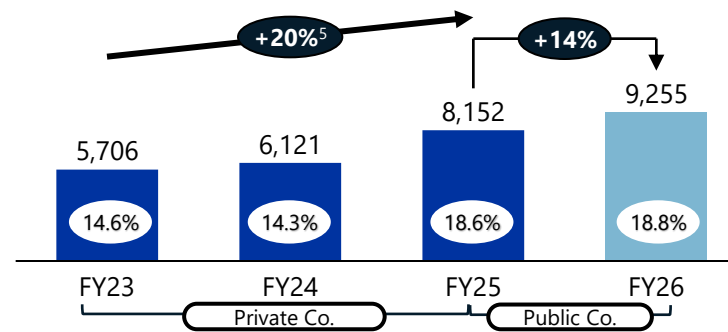
R&D technical centers

Strong Execution Record³

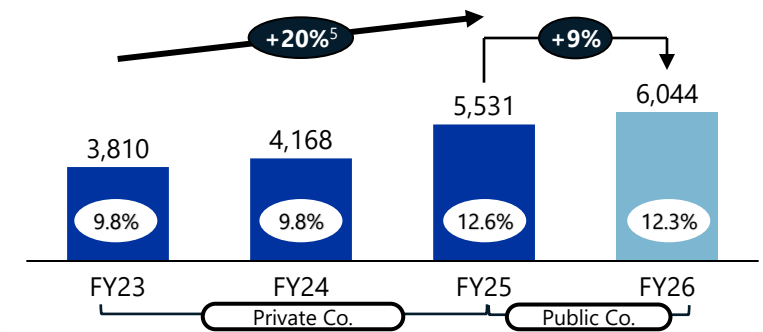
VAR⁴



EBITDA



PAT



1. Including operations by erstwhile companies, Tenneco Clean Air Limited was incorporated in 2018; 2. Key segments include Clean Air Solutions to Commercial Trucks and Off Highway Vehicles (excluding Tractors), Shock Absorbers & Struts to Indian Passenger Vehicles; 3. All numbers are on consolidated basis; 4. VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods.; 5. CAGR

Building A Resilient, Diversified And Execution Led Business Model



Arvind Chandrasekharan
WTD and CEO

CEO Update

"Over the past few years, the team has worked diligently to build a resilient, diversified, and execution led business model. This was clearly demonstrated during the quarter and the year under review. Despite geopolitical headwinds since the end of February 2026, the team delivered healthy double digit topline growth and, more importantly, a strong operating performance with highest ever EBITDA margin for FY2026.

Supported by a strong and expanding order book, we continue to proactively scale our manufacturing capabilities to meet rising customer demand. In addition to the recently announced expansion in Northern India of INR 710 Mn, we plan to expand our manufacturing presence in Western India with an investment of INR 690 Mn, leading to a total of INR 1,400 Mn. These strategic capacity additions position us well to capture incremental growth opportunities, strengthen customer partnerships, and support long term value creation.

We recently completed a strategic Proof of Concept (PoC) for a leading European Truck OEM for Euro VII emissions legislation paving the way for India's rising status as an export hub. Also, we were honored with the Zero-Defect Supplier Award by Toyota in the ART business, underscoring our commitment to operational excellence. In addition, we secured a strategic entry into the engine bearings business at a large Japanese OEM, due to superior product technology, better quality and longstanding business relationship across other product verticals.

Our H2 FY2026 order book addition stands at INR 60,254 Mn. Combined with the previously announced H1 order book, net of orders currently under production, the incremental lifetime order book reached INR 124,000 Mn as of March 31, 2026. This robust order book provides strong revenue visibility covering more than 100% of FY2028 target revenues underpinning a healthy double-digit CAGR trajectory."

17.5% | **12.3%**
Q4 FY2026 | FY2026

VAR Growth (YoY)

~1,400 Mn

Announced Capex on Greenfield Expansion

Continued investments in Capacity Expansion

~INR 124,000 Mn

Incremental lifetime# Order Book as of 31st March 2026

Strong Order Book Provides Robust Revenue Visibility

Note: # Incremental lifetime order book includes all orders secured - based on OEM confirmation on volume and price, but not put into production, as of 31 Mar 2026 and enhances Company's revenue visibility over the next 5-6 years approximately

Profitable Growth with Strong Returns and Balance Sheet Discipline

CFO Update



Mahender Chhabra
Chief Financial Officer

"We delivered a resilient and healthy operating performance during the quarter and the year under review, reflecting the strength of our underlying business model. EBITDA for the quarter stood at INR 2,573 Mn, up 17.6% and INR 9,255 Mn, up 13.5% for the full year. While the impact of cost inflation arising from geopolitical developments was elevated, this was largely mitigated through timely commercial actions and ongoing efficiency initiatives. Profit after tax stood at INR 1,668 Mn for the quarter, registering a growth of 18.8% YoY. For the full year, PAT stood at INR 6,044 Mn, registering a growth of 9.3% YoY.

Over the past several years, we have focused on building a more resilient, efficient, and scalable organization by embedding Tenneco's global P3 operating framework—People, Performance, and Pride. This standardized operating system defines how we run our plants and distribution centers globally, driving consistent execution, operational discipline, and adoption of industry best practices. By actively leveraging the P3 framework, the business is driving continuous improvement across safety, quality, delivery, and cost, while maintaining facilities that meet the highest global benchmarks. This disciplined approach underpins our ability to deliver best-in-class operating and financial performance and positions us well for sustainable long-term value creation.

Supported by robust operating performance, strong cash generation, and disciplined capital allocation, our balance sheet continues to strengthen. We remain a net debt free company in FY2026, providing flexibility to navigate near-term volatility while capitalizing on medium- to long-term growth opportunities.

As part of our listing as a public entity in November 2025, we have significantly improved our governance framework by adding both capacity and competency to key functions of finance and legal and increased discipline & rigor at the board level"

17.6% | **13.5%**
Q4 FY2026 | FY2026

EBITDA Growth (YoY)

18.8% | **9.3%**
Q4 FY2026 | FY2026

PAT Growth (YoY)

94%
FY2026
57% in FY2025

ROCE

FINANCIAL HIGHLIGHTS

Q4 & FY2026

Q4 & FY2026

Key Highlights

All numbers in INR million, unless specified

Value Added Revenue

Q4 FY2026	FY2026
14,058 +17.5% YoY	49,180 +12.3% YoY

EBITDA & EBITDA Margin (VAR)

Q4 FY2026		FY2026	
2,573 +17.6% YoY	18.3% Flat YoY	9,255 +13.5% YoY	18.8% +21 bps YoY

PAT & PAT Margin (VAR)

Q4 FY2026		FY2026	
1,668 +18.8% YoY	11.9% +13 bps YoY	6,044 +9.3% YoY	12.3% (34) bps YoY

ROCE FY2026

94%
Vs 57% in FY2025

Strong Growth, Healthy Margins / Cash Flows and Robust Order Momentum

Strong Growth: New business wins validate market leading position

- **Market volume outperformance:** VAR¹ +12.3% (FY2026) and +17.5% (Q4) vs volume growth of 10% and 13% resp.
- **ART Business:** DCx DaVinci suspension selected by leading Indian OEM; expanded with multiple new DCx applications
- **CA & PT Business:**
 - Secured first-ever CA program with leading Japanese PV OEM in India
 - Won aftertreatment program with a leading European commercial vehicle OEM
 - Secured first ever entry into Bearings systems with leading Japanese PV OEM in India (Q4 FY2026)
- Additionally, completed Euro VII PoC with European truck OEM, enabling readiness for future legislation (Q4 FY2026)

Healthy Margins: Highest ever FY2026 EBITDA %

- **Delivered record profitability:** EBITDA margin at 18.8% in FY2026 (highest ever), driven by P3 operating model efficiencies, better fixed cost absorption, and customer recoveries; Q4 FY2026 EBITDA at 18.3%
- **Maintained margin resilience:** FY2026 PAT margin at 12.3%, supported by strong operating performance despite one-time labor code impact; Q4 FY2026 PAT at 11.9%

Healthy Cash Flows / Capital Efficiency: Balance sheet strength reinforced & highest ever ROCE

- **Delivered strong cash flows:** Robust operating cash flows with FY2026 adjusted FCF/EBITDA² at 58%, reflecting disciplined execution and efficiency
- **Maintained balance sheet strength:** We continue to be a net debt free company in FY2026, providing flexibility to navigate near-term volatility while capitalizing on medium- to long-term growth opportunities
- **Realized highest ever ROCE** performance at 94% for FY2026

Robust Order Momentum: Strategic initiatives driving double digit CAGR

- **Built strong growth visibility:** Order book at ~INR 124,000 Mn, exceeding 100% of FY2028 revenue target and underpinning a healthy double-digit CAGR trajectory
- **Driving capacity expansion:** ~INR 1,400³ Mn total planned capex across Northern and Western India to support future growth demand across both business units

1. VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods.

2. Excluding sale proceeds of Motocare (net of taxes).

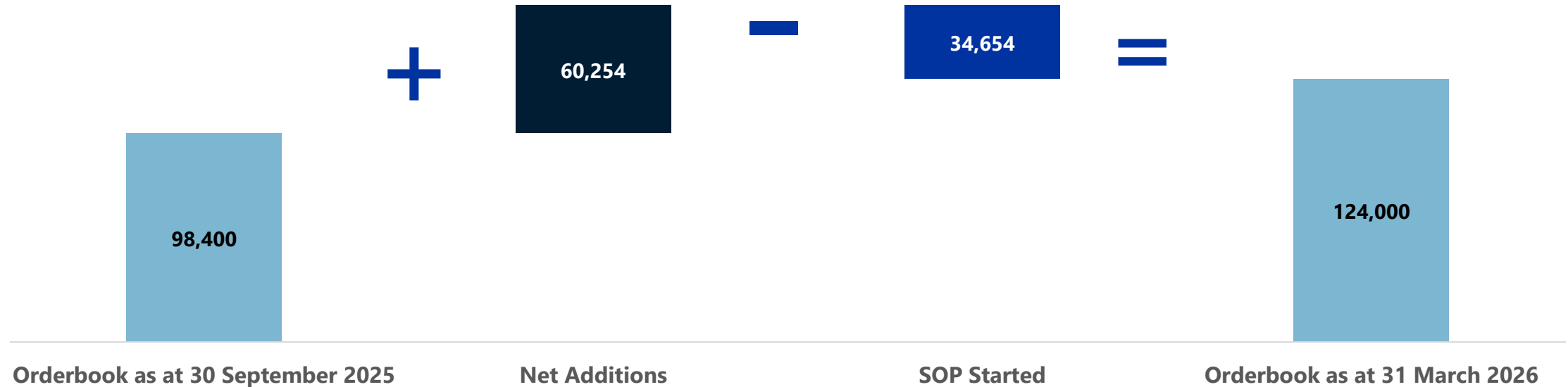
3. Includes earlier announced capex of INR 710 Mn in Northern India.

Strong Order book

Robust Order Book Driving Multi-Year Revenue Visibility

All numbers in INR million, unless specified

Order Book Growth



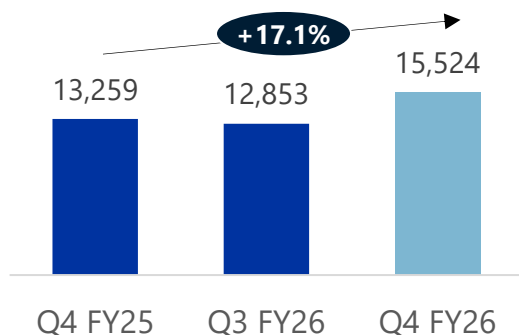
Notes:

- Lifetime order book includes all orders secured - based on OEM confirmation on volume and price, but not put into production, as of 31st March 2026 and enhances Company's revenue visibility over the next 5-6 years approximately
- Net Additions: New program wins, adjusted for any true-ups in LTR, and / or awards getting dropped / cancelled

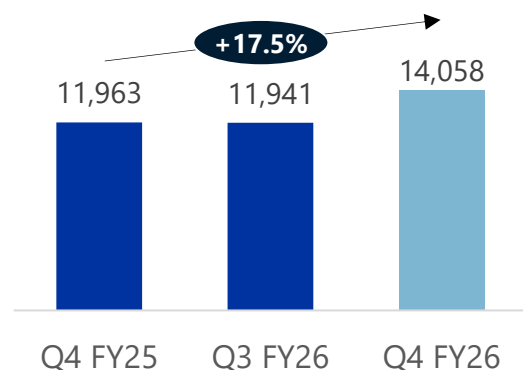
Quarterly Performance (Q4 FY2026)

All numbers in INR million, unless specified

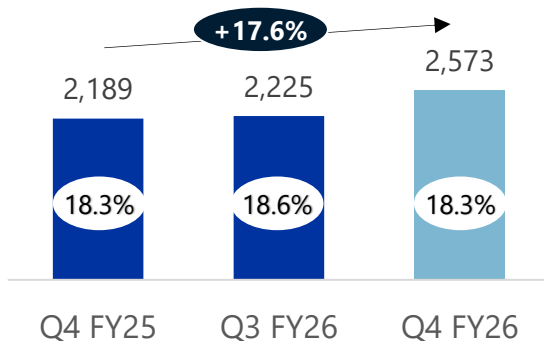
Revenue from Operations



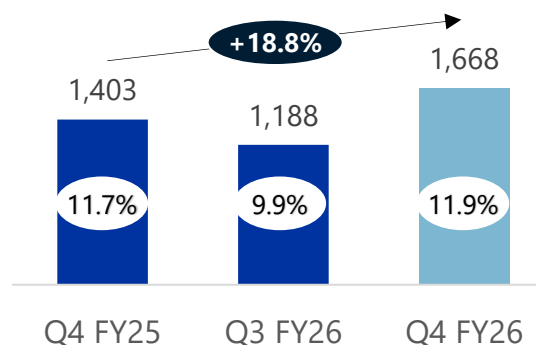
VAR



EBITDA



PAT



EBITDA & PAT Margin (% VAR)

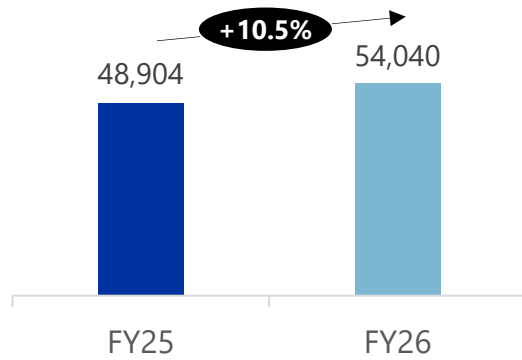
- **VAR grew 17.5% YoY**, driven by higher volumes and new program wins.
- **EBITDA grew 17.6%**, supported by strong topline growth, operating efficiencies and commercial actions, offsetting cost pressures and incremental administrative costs associated with being a listed entity.
- **PAT grew 18.8%**, aided by better fixed cost absorption and higher other income.

Note: VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

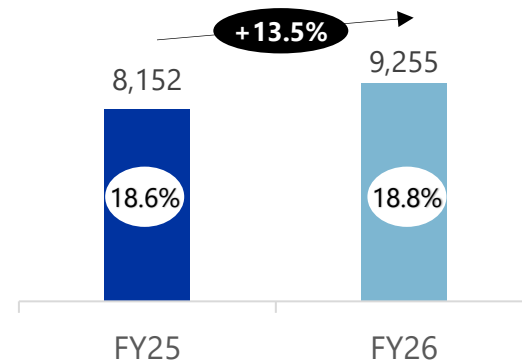
Annual Performance (FY2026)

All numbers in INR million, unless specified

Revenue from Operations

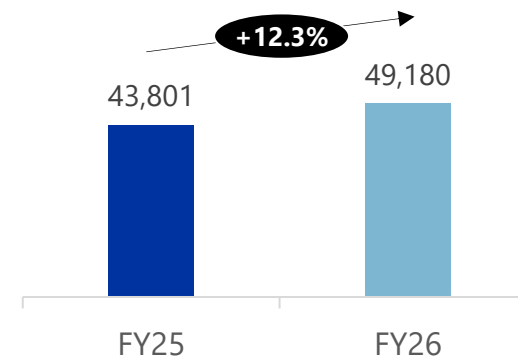


EBITDA

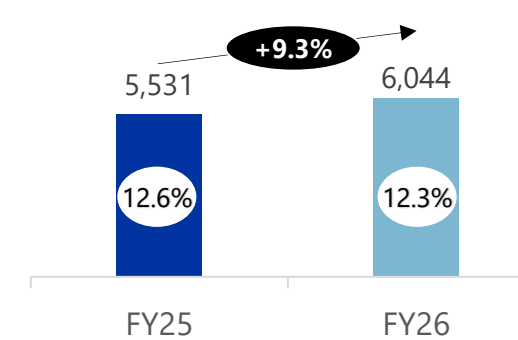


EBITDA & PAT Margin (% VAR)

VAR



PAT



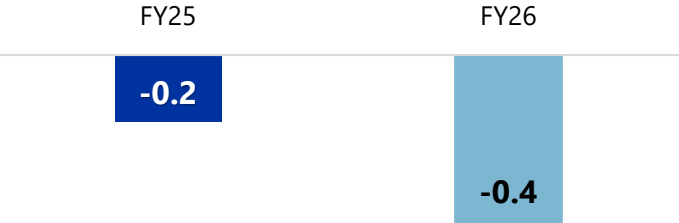
- **VAR grew 12.3% YoY**, On the back of higher volumes and new program wins.
- **EBITDA grew 13.5%**, on the back of P3 operating model driven efficiency improvements, better fixed cost absorption, and commercial actions.
- **PAT grew 9.3%** impacted by one-time labor code change, partially offset by improved operating performance and higher other income.

Note: VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

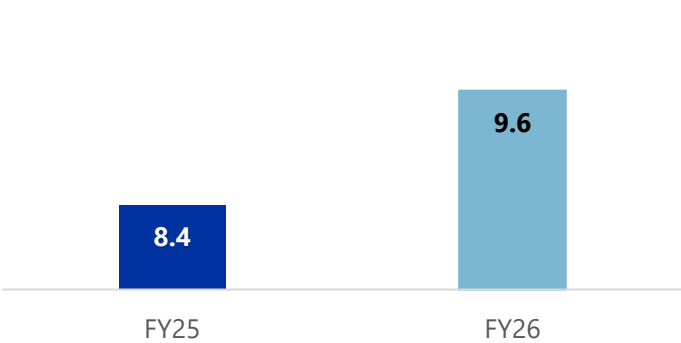
Key Metrics (FY2026)

Our robust ratios reflect financial strength, operational and capital efficiency

Net Debt/Equity



Fixed Asset Turnover



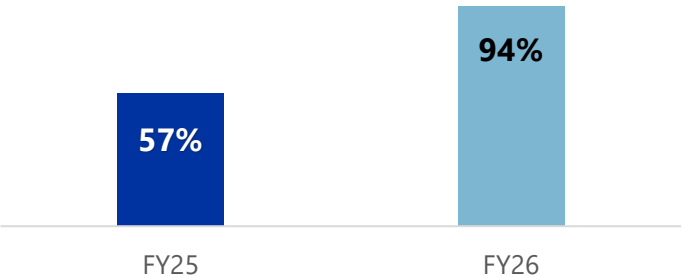
Net Working Capital Days (Excluding Cash)



ROE (%)



ROCE (%)



Cash Conversion Cycle Days



Key Structural Highlights

Tenneco Clean Air India Limited

Why Tenneco India

Our Key Differentiators

**Extremely well placed to leverage trends towards premiumization, tightening emission standards.
Positioning India operations as global export hub with global manufacturing standards**

1

*Strong Global parentage. Market leading supplier in **critical, highly engineered and technology intensive** solutions, leading to decades long OEM relationships*

2

*Strategically **diversified portfolio of proprietary products and solutions***

3

Innovation-focused approach** aided by ability to leverage **Tenneco Group's global R&D initiatives

4

*Flexible and automated manufacturing footprint of **12 strategically located plants***

5

Strong financial performance** supported by **growth, profitability and efficient use of capital

6

Qualified and experienced board of directors and management team** supported by **skilled work force

Tenneco Group

Global Parentage: Scale, Technology Leadership and Governance Strength

Tenneco Group

- **Global Tier 1 player and market-leading** automotive component supplier
- **Trusted partner of choice** with **long-term customer relationships** across 100+ customers
- **Scale platform with high degree** of localization **manufacturing highly engineered products and systems** for automotive, off-highway and industrial segments
- **Global** engineering and manufacturing **footprint** strategically located to **serve global customer base** with competitive cost position and scalable deployment

Product Categories | *By Business Segment*

Clean Air

- Hot/cold end exhaust systems

Powertrain

- Pistons
- Piston rings
- Valves, valve seats & guides
- Bearings & sealings

Ignition

- Spark plugs
- Ignition coils

Performance Solutions

- Advanced ride technologies
- Braking
- NVH
- Systems protection

DRiV

- Aftermarket

Global Presence

28
Countries¹

US\$16,777 Mn
CY24 Revenue

180
Manufacturing plants¹

5k+ Patents² **7.5k+** Trademarks²

~59,400
Employees¹

39
R&D and Technical Centers¹

Tenneco Group Awards



Cummins' Best Supplier Award



GM Supplier of the Year Award



33rd annual
supplier of the year



Ethisphere's World's Most Ethical Companies



EcoVadis' Sustainability Ratings - Gold



Source: RHP.

¹ As of December 31, 2024.

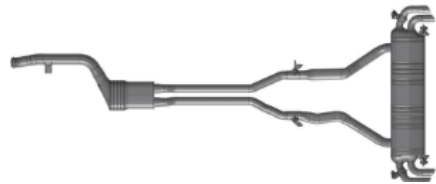
² As of June 30, 2025.

Diverse product offerings for key end markets

49.4% Clean Air and Powertrain Solutions



Hot End / DOC & SDPF system



Cold End / Mufflers and resonators



Hot gasket



Heat shield



Main bearing



Spark plug and Ignition coil

50.6% Advanced Ride Technologies



Shock absorbers & strut assembly



Shock absorbers & strut assembly-semi active



Shock absorbers & strut assembly- passive



Shock absorbers & strut assembly- CV


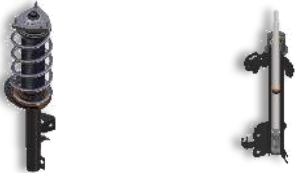
○ % of Contribution to FY26 VAR

Notes: 1 VAR: Value Added Revenue means revenue from operations after excluding the cost of substrates.

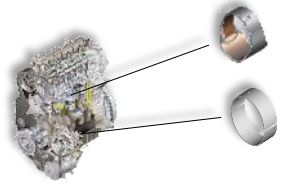
Market Leadership

Ensuring a leadership or a top 2 position in every end market segment we service

Passenger vehicles

Advanced Ride Technologies products





Engine bearings

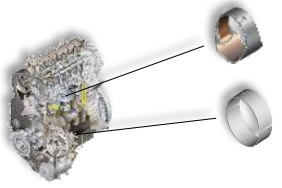
Leader & Top 2 with 52%, 44% market share⁴ in Shock absorbers & Struts and Engine Bearings, respectively

#1 #2

Commercial Trucks

Clean Air Solutions



Engine bearings

Leader & Top 2 with 57%, 34% market share⁴ in Clean Air Solutions and Engine Bearings, respectively

#1 #2

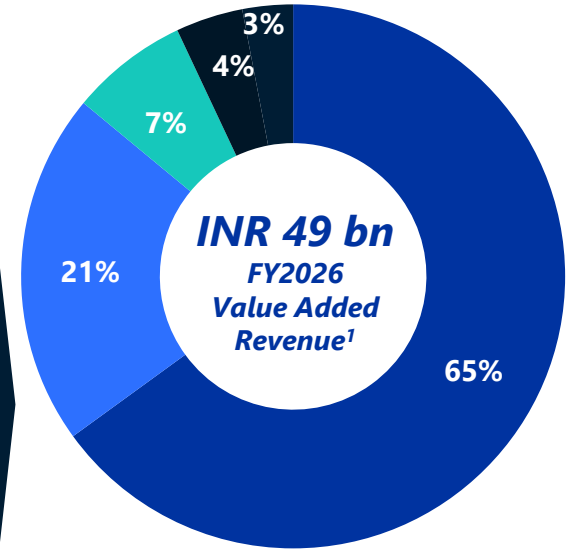
Off Highway³




Clean Air Solutions

Leader with 68% market share⁴ in Clean Air Solutions

#1



- Passenger Vehicles
- Commercial Vehicles (CT + OH)²
- Industrial / Others
- Aftermarket
- Other Operating Income

Source: RHP, CRISIL Report dt. Oct 2025

Note: 1. Value added Revenue (VAR) means revenue from operations after excluding the cost of substrates 2. CT: Commercial Trucks and OH: Off Highway 3. Excludes Tractors 4. Market Share in terms of value / revenue basis FY2025

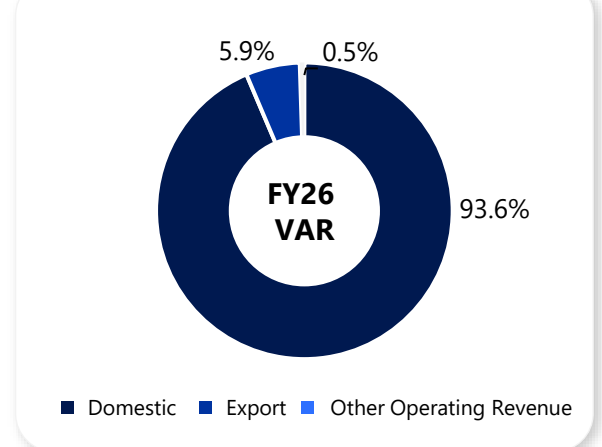
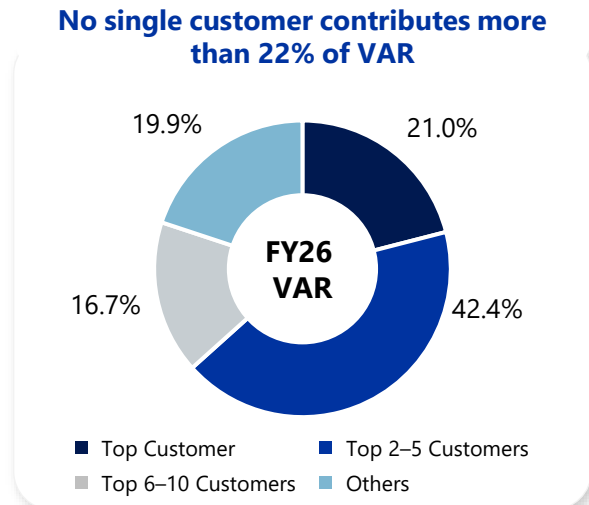
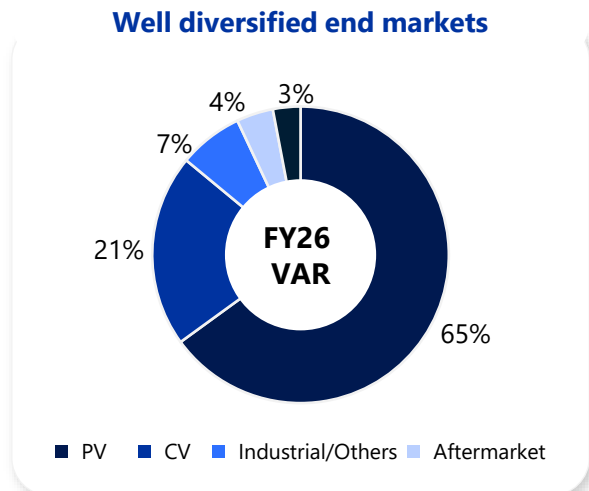
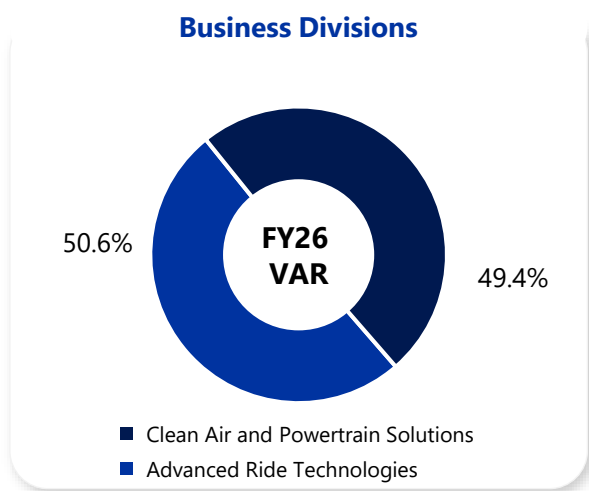
Long Standing Relationships and Revenue Profile

Customized & technology intensive nature of products and time-consuming approval processes ensures sticky customers

We Serve All Top 7 PV OEMs¹ and All Top 5 CV OEMs¹ in India



years of customer relationship
Growing "Make in India" Platform



Source: RHP.
 Note: 1. Ranking of OEMs determined based on sales volume in Fiscal 2025.

Customers Rewards and Recognitions - FY2026

Daimler: Quality



Kirloskar Oil Engines: NPD



Volvo Eicher: Efficiency



Toyota Kirloskar : Zero Defect



Albonair: Quality



Isuzu: Quality



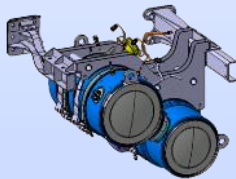
Innovation Focused Strategy

Adapting Global Technology For Indian Needs And Price Points

Collaborative Product Development with an Indian OEM

Co-Developed a “C-type” exhaust aftertreatment system architecture

- ✓ **20% reduction in weight vs predecessor**
- ✓ **Increased productivity** at the manufacturing plant, with fewer parts and a simpler architecture



Pioneer BS6-Compliant Solutions in India

Utilized Tenneco’s European Clean Air solutions products to develop India-specific solutions

- ✓ **Introduced 45 new BS6 compliant products** in India across 26 vehicle platforms over a 13-month period
- ✓ **Introduced gasoline particulate filter for a CAFÉ compliant exhaust after treatment** solution for a large passenger vehicle OEM in India

India’s First Electronic Suspension System for Mahindra’s EV models

Introduced continuously variable semi-active suspension electronic dampers

- ✓ **Improved ride comfort** and stability for BE6 and XEV9e models
- ✓ Offered **driver-selectable modes** (Comfort, Standard, Sport)



Optimizing Capacity Through Focused Capex

12 Manufacturing Facilities and 2 R&D Centers Of Global Standards

3 Mn | 2 Mn
Cold Ends | Hot Ends
Installed Capacity

51%

78%

21 Mn
Struts & Shock Absorbers
Installed Capacity

90.0%

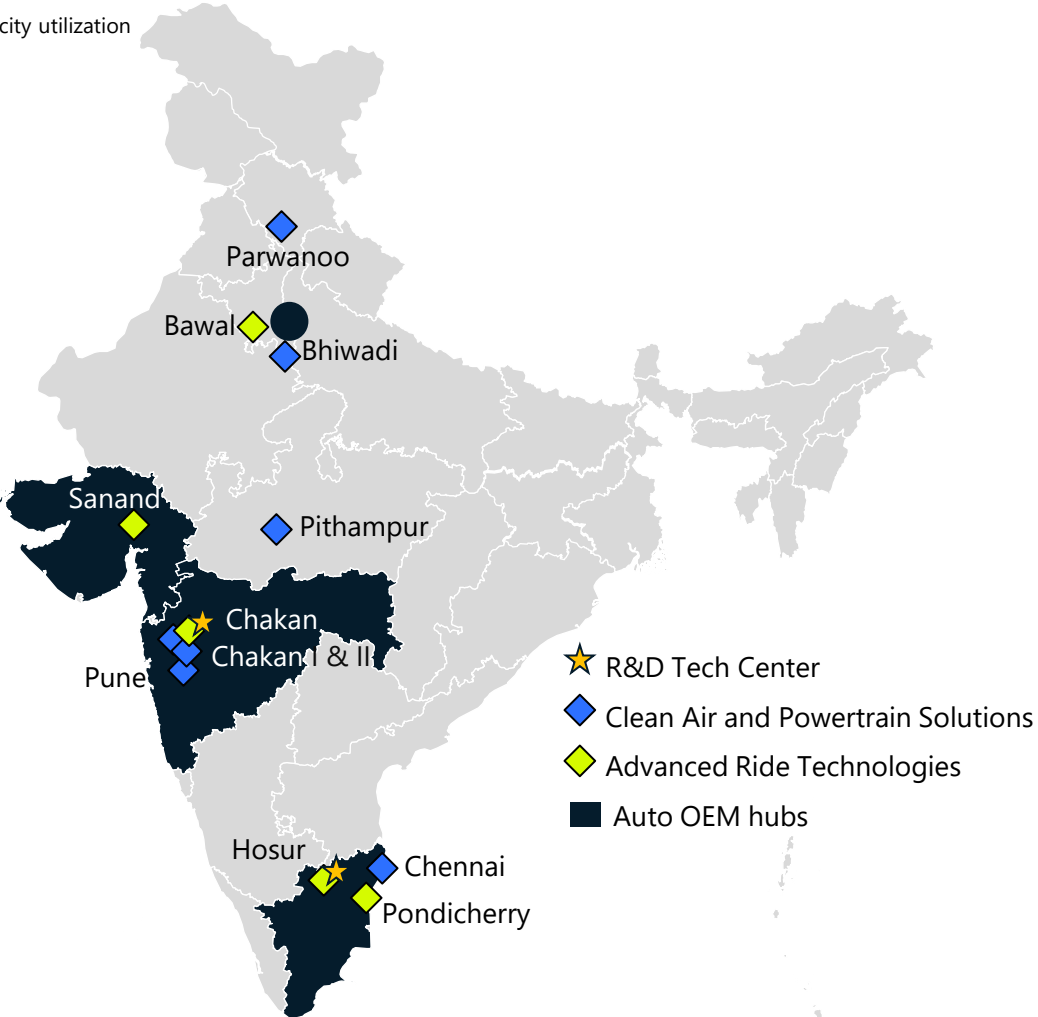
% Capacity utilization

Clean Air and Powertrain Solutions

Chakan I 	Chakan II 	Chennai
Pithampur 	Parwanoo - Bearings 	
Chakan - Sealings 	Bhiwadi - Ignition 	New Plant Haryana

Advanced Ride Technologies

Pondicherry 	Sanand
Pune 	Bawal
Hosur 	New Plant Maharashtra

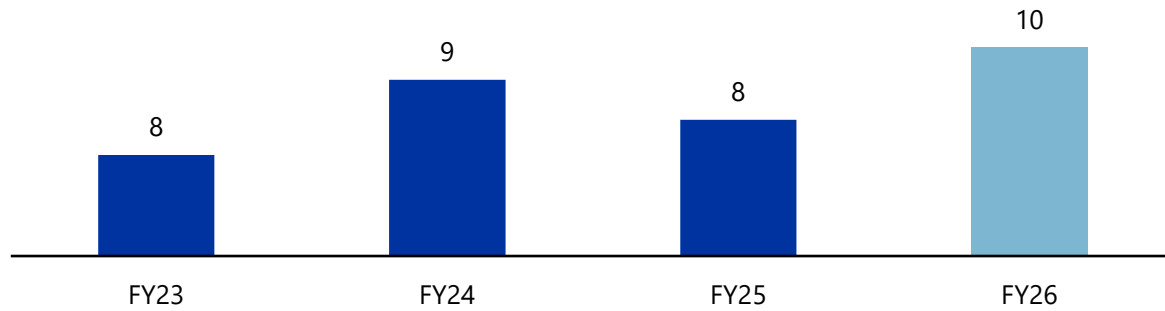


Note: 1. Data is for FY 2026

Enhanced Asset Efficiency, Cash Flow Generation and ROCE

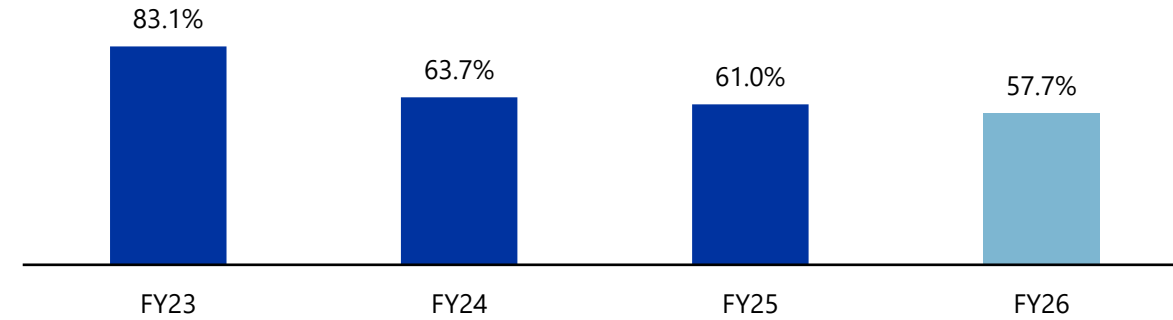
Fixed Asset Turnover Ratio¹

No. of times



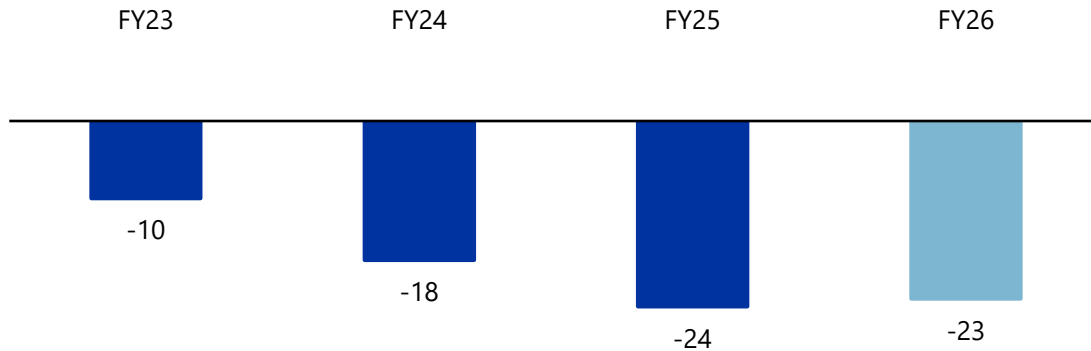
Free Cash Flow / EBITDA³

%



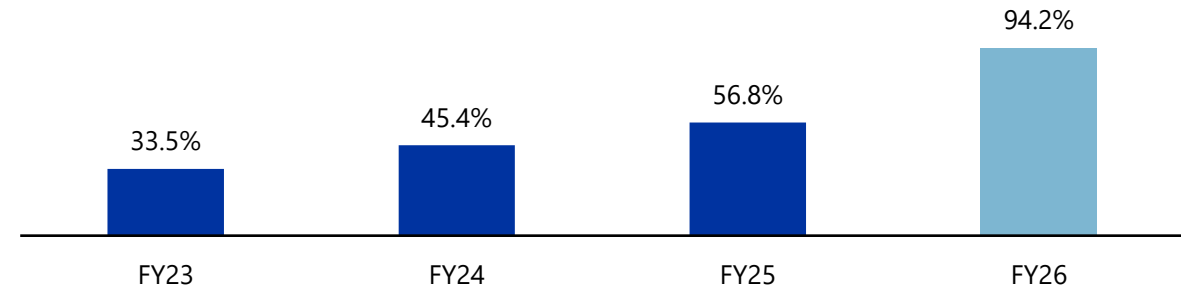
Cash Conversion Cycle²

No. of days



Return on Capital Employed

%



Note: 1. Fixed Asset Turnover Ratio is calculated as Revenue from operations divided by Average Net Fixed Assets. Average Net Fixed Assets is calculated as average of opening and closing balance of Property, Plant and Equipment and Capital work-in-progress as per the Restated Consolidated Financial Information 2. Cash Conversion Cycle is calculated as the sum of Receivable Days and Inventory Days less Payable Days, rounded to the nearest whole number. Receivable Days is calculated as average trade receivables divided by (revenue from operations divided by 365), rounded to the nearest whole number. Inventory Days is calculated as average inventories divided by (cost of goods sold divided by 365), rounded to the nearest whole number. Cost of goods sold comprises Cost of Materials Consumed, Purchases of Stock in Trade and Changes in inventories of finished goods, semi-finished goods and Stock in trade. Payable Days is calculated as average trade payables divided by (total purchases divided by 365), rounded to the nearest whole number. Purchases includes purchase of stock-in-trade, raw materials and packing materials. Average Trade payable included payables for purchases and vendor bill financing 3. Free cash flow ("FCF") as a % of EBITDA is calculated as FCF (excluding sale proceeds of Motocare, net of taxes) divided by EBITDA for respective year. FCF is calculated as net cash flow from operating activities less capital expenditure

Qualified And Experienced Board Of Directors



31+
Years of
experience

Niranjan Kumar Gupta
Chairman, Independent Director
CFO, Hindustan Unilever Limited



21+
Years of
experience

Jaidit Singh Brar
Independent Director
Ex-Senior Partner, McKinsey &
Company India LLP



40+
Years of
experience

Gopika Pant
Chairman
Managing Partner, Indian Law
Partners



22+
Years of
experience

Arvind Chandrasekharan

Whole Time Director & CEO,
Tenneco Clean Air India



26+1
Years of
experience

Manavendra Singh Sial

Non-Executive Director
Executive VP and CFO, Tenneco
LLC



29+1
Years of
experience

Prakash Mahesh

Non-Executive Director
Executive VP & President -
Performance Solutions, Tenneco
LLC



25+
Years of
experience

Nathan Patrick Bowen

Non-Executive Director
Executive VP and Group President
(Clean Air, Powertrain and
Champion) Tenneco LLC



Noah Jesse Falk

Non-Executive Director
Apollo Management



C Chairperson
 A Audit Committee
 S Stakeholders' Relationship Committee
 CS CSR Committee

M Member
 N Nomination and Remuneration Committee
 R Risk Management Committee

Notes: 1. Years since graduation

Supported by Strong Management team



Arvind Chandrasekharan

WTD and CEO

Delphi
Faurecia Exhaust Systems
WABCO Europe BVBA-SPRL
Minda Corporation



Mahender Chhabra

CFO

Motherson Sumi Wiring India
HMD Mobile India (CFO)
Microsoft India
Bharti Airtel
Pepsi Foods



Rishi Verma

President – India

National Engineering Industries
Dana India Technical Centre
Walker Exhaust India



Sankar Babu Sampangiappa

Director- ART Engineering

Bharat Technologies Auto Components
Minda HUF
AISIN NTTF
Renowned Auto Products MFRS



R C Subramaniam

ED and General Manager – ART

General Motors India
International Auto
Saint-Gobain Glass India
Balmer Lawrie & Co.
Frito-Lay India



Babu Shivaji Kumbhar

Director- CA Engineering

Grupo Antolin Pune
LML Limited
Tractors and Farms Equipment



Aditya Kohli

CHRO

Orient Electric
Clix Capital
Bharti Airtel
Standard Chartered Bank
Hewitt Associates

WTD – Whole Time Director; ED – Executive Director.

Cumulative Years of experience

Years associated with Tenneco Group

The image features the word "TENNECO" in a bold, italicized, white sans-serif font. The letters are closely spaced and have a slight slant. The background is a dark blue gradient with a series of light blue, parallel lines that create a sense of depth and movement, resembling a stylized 'V' or a series of overlapping planes. The lines are most prominent on the left side and fade towards the right.

TENNECO