



NDR AUTO COMPONENTS LIMITED

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

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Phone No.: 9643339870-74

06th November, 2025

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 six months ended 30th September 2025

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 six months ended 30th September 2025.

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

Q2FY26 results presentation

November 2025



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

Business overview

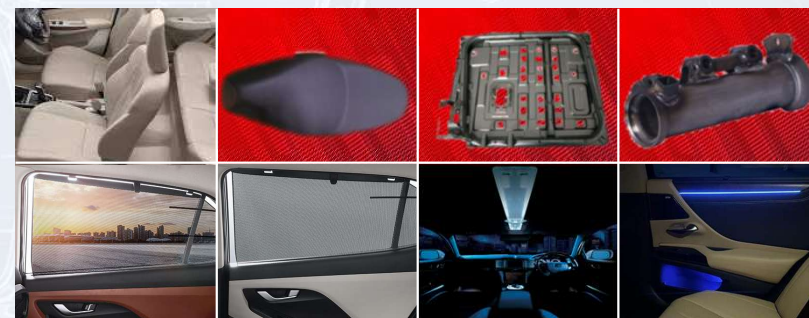
- Robust performance in a progressive macro environment
- Turn in environment with focus on volume growth
 - Maruti expected to witness a recovery in surge of demand led by positive triggers such as GST rates reduction, festive demand, high disposable income due to lower personal taxation, well supported by new launches and premiumization
 - New product launches across OEMs
 - OEMs see big hike in dispatches
 - Sunshade deliveries back on track
 - Progression on KIA offtake

Financial overview

- Revenues higher by 14.77%
- Increasing proportion of premium content combined with efficiency enhancements translating to improving EBITDA margins and ROCEs
 - **31.07%** ROCE as on September 30, 2025 (not accounting for non productive land and surplus cash)
- Outlook remains strong
 - Easing of Supply chain bottlenecks expected to result in improved sales traction in the second half of the current financial year
 - Sales of Sunshades and Ambient Lighting also expected to contribute strongly
 - Product rollout from Hayashi Telempu JV also expected to roll out early in the next financial year

Product portfolio:

Seat Frames, Seat Trims, Sun Shades and Ambient Lighting



Companies we work with



New Technology License Agreements (TLAs/TAA)

In continuation of its focus on expanding its Product portfolio and introducing new and innovative offerings, NDR Auto has entered into two TLAs

- **Seat Belt Reminder System (SBRS) – TAA agreement with Fujikura Ltd**

- Fujikura possesses years of experience developing seat belt reminder systems for vehicles across Japan and other developed markets
- The sensor technology is integrated into the seat design and has applications in both the front and rear seats
- As part of the agreement, the Fujikura Ltd will assist NDR to set up an SBRS manufacturing facility over the next 12 months
- The total investment proposed by NDR Auto is Rs 7.43 cr

A-Surface SBR



B-Surface SBR (for Pan Type Seat)



B-Surface SBR (for Spring Type Seat)



- **Physical latches for car seats – TLA agreement with Fischer Dynamics**

- Fischer Dynamics is an over 100 year old entity highly regarded for its innovation capabilities across design, engineering and manufacturing,
- The Company's portfolio comprises a range of high quality seat structures and mechanisms
- Fischer Dynamics will give license to NDR Auto to setup a latch manufacturing facility over the next 12 months.
- The total investment proposed by NDR Auto is Rs 17.43 crore

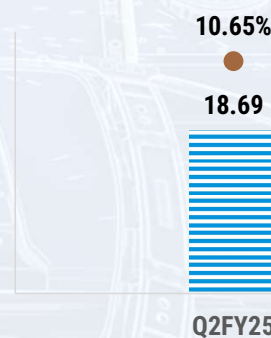


Q2FY26 Financial Metrics – Consolidated

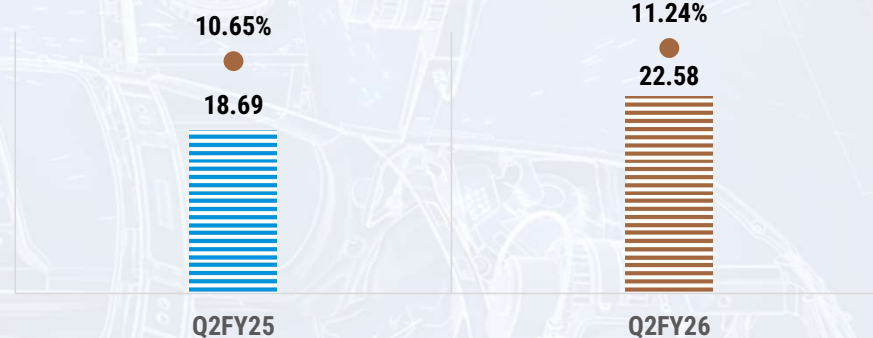
Total Income (Rs. Crore)



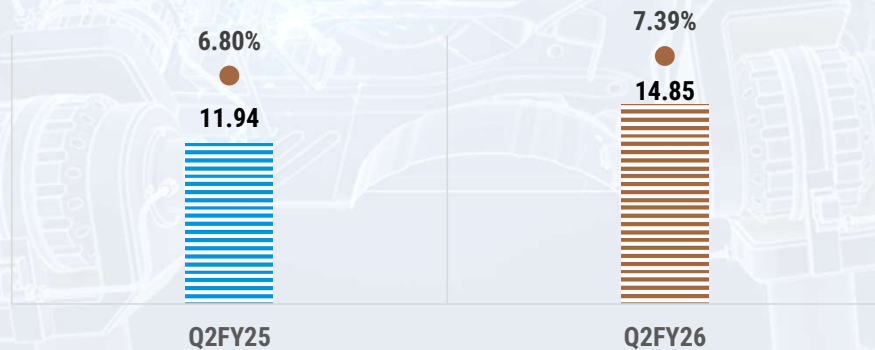
EBITDA (Rs. Crore)



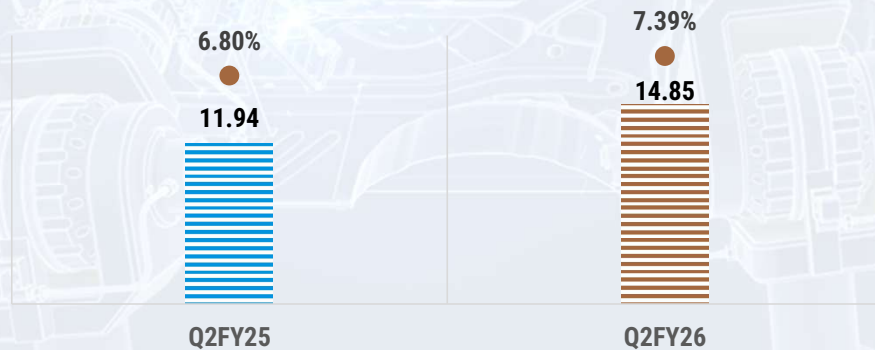
EBITDA Margin (%)



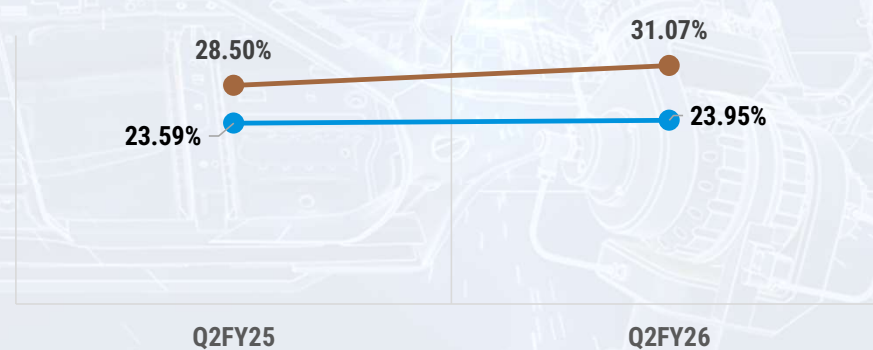
Net Profit (Rs. Crore)



NPM (%)



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

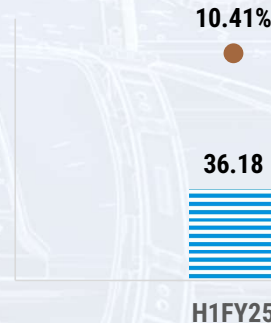


H1FY26 Financial Metrics – Consolidated

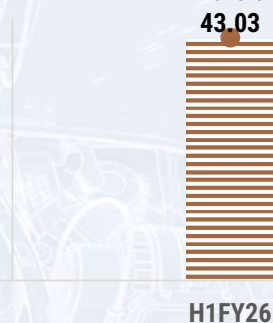
Total Income (Rs. Crore)



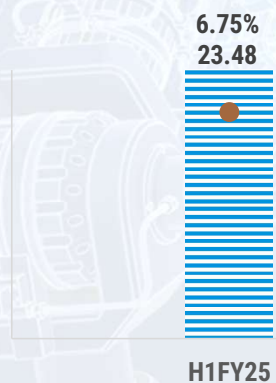
EBITDA (Rs. Crore)



EBITDA Margin (%)



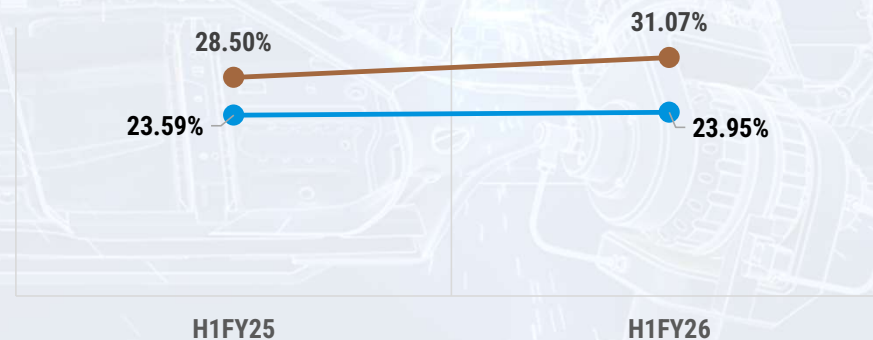
Net Profit (Rs. Crore)



NPM (%)



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



(Rs. in lakhs, except as otherwise stated)

Profit & Loss Statement - Consolidated

S No.	Particulars	Notes	Six Months Ended 30th Sept, 2025		Six Months Ended 30th Sept, 2024		Quarter Ended 30th Sept, 2025		Quarter Ended 30th Jun, 2025		Quarter Ended 30th Sept, 2024		Year Ended 31st Mar, 2025	
I	INCOME													
	Revenue from operations	28	38,517.56		34,553.30		19,995.61		18,521.95		17,422.63		71,277.91	
	Other income	29	139.96		213.36		80.94		59.02		134.44		432.17	
	Total income		38,657.52		34,766.66		20,076.55		18,580.97		17,557.07		71,710.08	
II	EXPENSES													
	Cost of materials consumed	30	28,642.63	73.93%	26,566.42	77.01%	15,044.30	74.51%	13,598.33	73.30%	13,434.56	76.88%	54,421.97	76.13%
	Changes in inventories of finished goods and work in progress	31	(167.36)		43.37		(145.73)		(21.63)		(40.48)		(158.24)	
	Employee benefits expense	32	1,387.94	3.60%	1,012.63	2.93%	732.19	3.66%	655.75	3.54%	520.99	2.99%	2,161.19	3.03%
	Finance costs	33	149.41	0.39%	166.04	0.48%	81.71	0.41%	67.70	0.37%	86.69	0.50%	323.47	0.45%
	Depreciation and amortization expenses	34	976.29	2.53%	790.57	2.29%	500.64	2.50%	475.65	2.57%	396.88	2.28%	1,611.57	2.26%
	Other expenses	35	4,491.15	11.66%	3,526.21	10.21%	2,188.21	10.94%	2,302.94	12.43%	1,772.63	10.17%	7,520.61	10.55%
	Total expenses		35,480.06		32,105.24		18,401.32		17,078.74		16,171.27		65,880.57	
III	Share of profit/(loss) of associate		544.35		396.24		283.79		260.56		207.31		939.89	
IV	Share of profit/(loss) of joint ventures		(18.18)		5.67		1.16		(19.34)		(3.04)		21.52	
V	Profit/(loss) before tax (I-II+III+IV)		3,703.63	9.58%	3,063.33	8.81%	1,960.18	9.76%	1,743.45	9.38%	1,590.07	9.06%	6,790.92	9.47%
VI	Tax expenses													
	Current tax	21	847.72		704.54		456.49		391.23		377.70		1,469.32	
	Deferred tax expenses/(credit)	21	11.71		10.90		19.09		(7.38)		17.91		(4.19)	
	Income tax expense		859.43	23.21%	715.44	23.35%	475.58	24.26%	383.85	22.02%	395.61	24.88%	1,465.13	21.57%
VII	Profit/(loss) for the year after tax (V - VI)		2,844.20	7.36%	2,347.89	6.75%	1,484.60	7.39%	1,359.60	7.32%	1,194.46	6.80%	5,325.79	7.43%

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.	Jul-27	Project under Implementation
2	Seat Trim & Frames	100% subsidiary of NDR Auto	22.56	Anantapur	New Facility	Jul-26	Project under Implementation
3	Ambient Light, Carpet, Sun Shades	NDR Hayashi Automotive	80.49	Bangaluru	New Facility	Apr-26	Project under Implementation
4	Seat Latch	NDR Auto	17.43	Pathredi	3 Mn Pcs p.a.	Jan-27	Project Announced
5	Seat Belt Reminder System	NDR Auto	7.43	Gujarat	1.5 Mn Pcs p.a.	Jan-27	Project Announced
Total			149.80				

FY2030 vision

Financial



Revenues expected to touch Rs. 3,000 crore



Gradually Improving margin profile



ROCE of ~25%+

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 OEMs like Maruti, Toyota and KIA



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

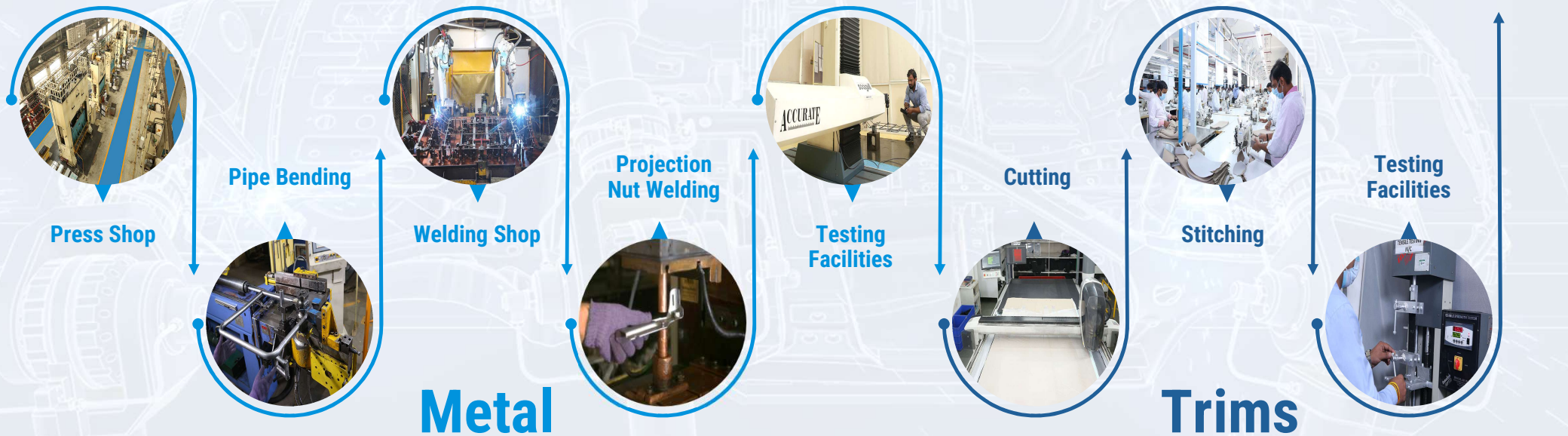
Established scale combined with 35+ years of experience translates to enhanced efficiencies and cost management



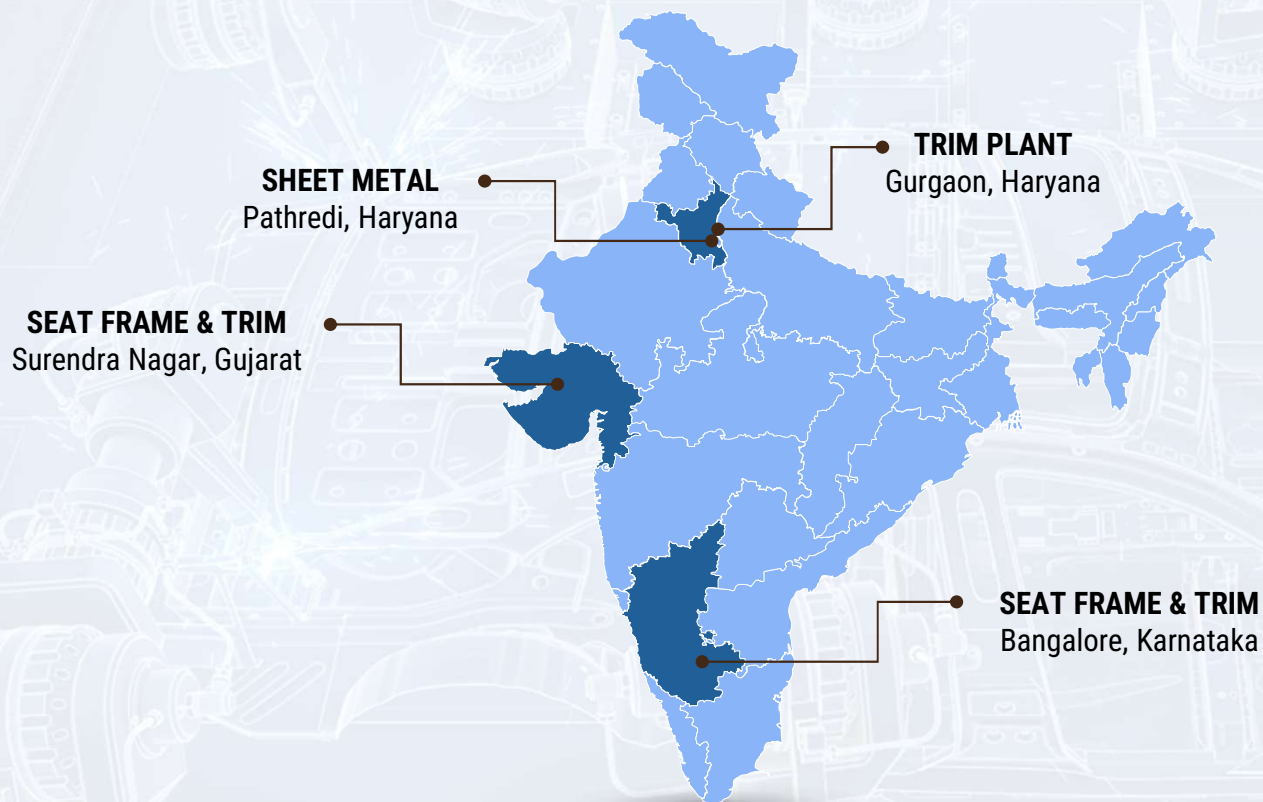
- Joint Venture with global leaders like Suzuki Motor Corporation, Japan; Maruti Suzuki India; Toyo Seats, Japan and Toyota Boshoku

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



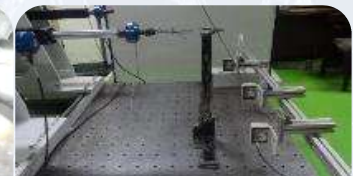
Lateral Strength of Armrest



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



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.

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



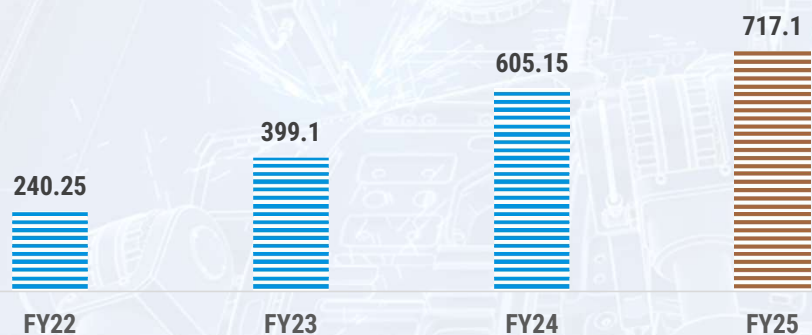
MS. SHYAMLA KHERA
Independent Director



MS. VANITA CHHABRA
Independent Director

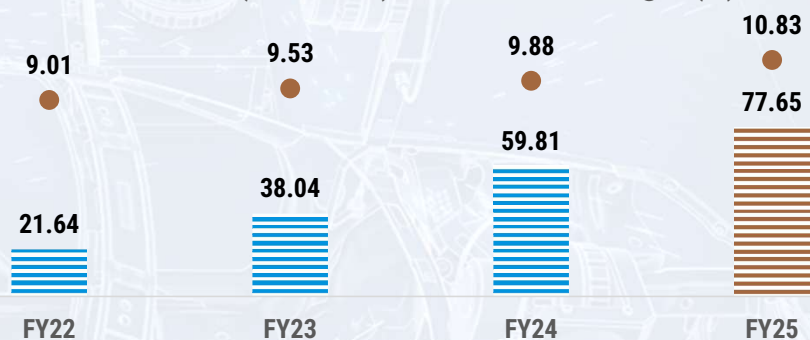
Key Financial Highlights - Consolidated

Total Income (Rs. Crore)



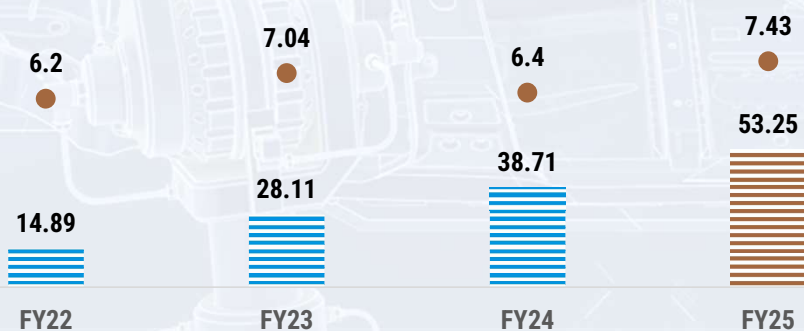
EBITDA (Rs. Crore)

EBITDA Margin (%)



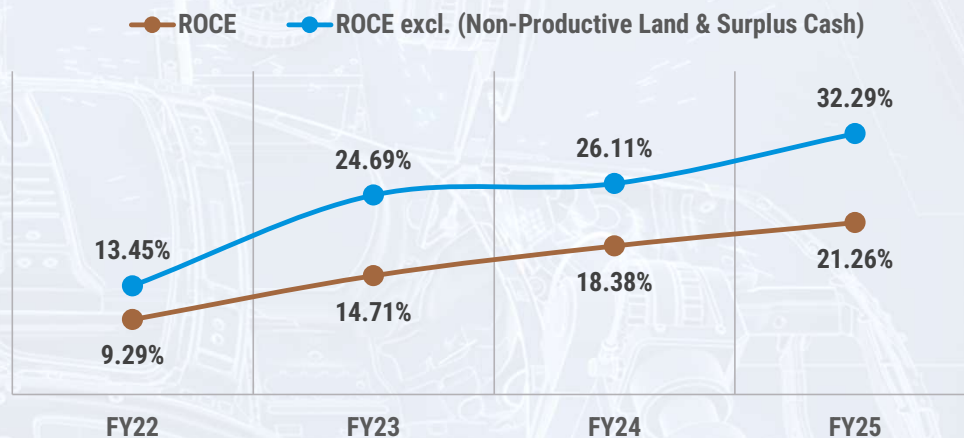
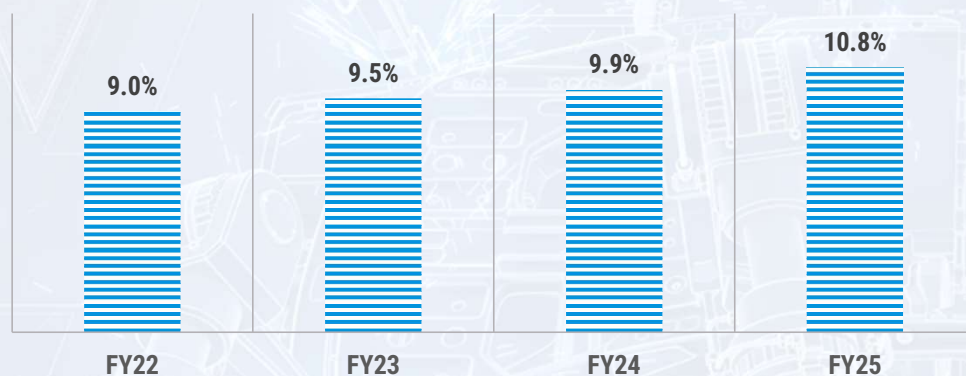
Net Profit (Rs. Crore)

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

