



Annual Financial Overview & NRB Strategy

SAFE HARBOUR

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NRB STRATEGY

Business Expansion

- Current Capacity of INR 110 Cr per month will be further augmented by a INR 200 Cr capacity plan (SEBI disclosure dated 27th Apr 2025) . GROWTH MOMENTUM is 12%+ AT CONSOLIDATED REVENUE LEVEL .
- We have nomination for new product launches Rs 400 Cr which will require even more capacity enhancement in next 3-5 years (Lower leverage of company is an advantage for such capacity expansion & with strong internal accruals company will ensure equity stays in line with historical debt /equity level .
- At consolidated level> 25% of business is global, with strong presence across geographies.
- Good demand from International customers ; Global Truck & Defense demand remains strong
- Domestically we are seeing growth in the Agriculture segment and increasing penetration in Off-Highway.
- Positive : Our Domestic EV segment is expanding & the addition of Needle , Cylindrical , Spherical , Taper and Ball bearing will enable us to grow try growth .

Capacity Expansion

- ₹200 crore capacity expansion plan
- Focus on common products and platforms across ICE/Hybrid/EV (EV agnostic , steering , chassis applications and drive line programs)
- Capacity Expansion will support European OEM programs, including next-generation vehicle platforms of BMW Stellantis, DANA , Magna , ZF , Borgwarner , Diamler & Volvo across the globe
- Range expansion will allow further penetration of domestic market across segments.

Working Capital Management

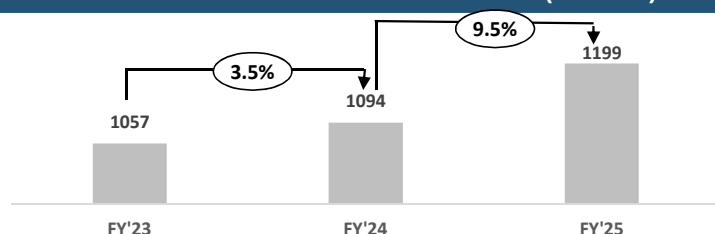
- Inventory Optimization started from Q4'25 which is expected to further improve .
- Working with World's best OEM's secures receivables and ensure better receivable days .
- Strategically increase payable days for better overall efficiency

Cost Management

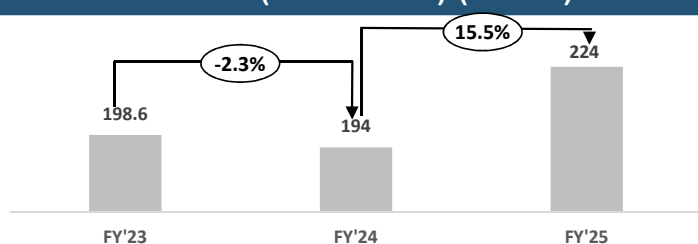
- Captive solar project
- Logistics cost optimization underway, including warehouse consolidation
- Process Robotization and operational efficiency

CONSOLIDATED REVENUE & EBITDA BACK TO NORMAL FROM Q4 FY25

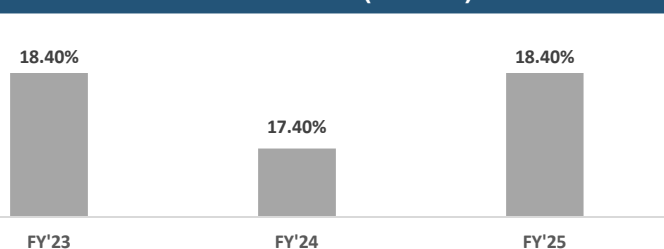
REVENUE FROM OPERATIONS (INR Cr)



EBITDA (ABSOLUTE) (INR Cr)



EBITDA (%AGE)



Explanation of exceptional gain due to Thane Land Sale (Q 3 FY 24), Low growth period due to fire at major plant and exceptional loss due to one time payment settlement in Q4 FY 25

It is important to read the results for past 3 years , keeping in mind that lower revenue growth & de-growth in EBITDA in FY 24 was due to fire incident broke in May 23 in one of the largest plant Waluj

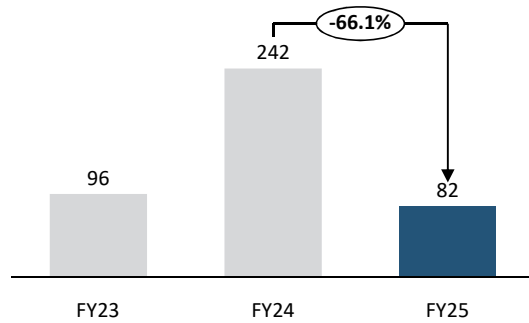
- The total loss on account of inventories, plant & equipment, civil structures damaged due to fire was INR 55 crores (subsequently paid by insurer)
- Low growth for 18 months period was due to fire incident impacting Q1 FY 24 up to Q3 FY 25 . Inventories had to be written off & produced again , Land & building had to be repaired and one entire production line machines has to be ordered & re-commissioned . Back to full capacity Q4 FY 25 .
- The total revenue impact based on share of business & Waluj Plant Operations impacted was over Rs 90 Cr .
- Higher profitability product categories were impacted in Fire and this led to lower overall profitability in FY 24 and part of FY 25.
- Fire claim procedure & process led to high inventory , write off & poor operational efficiency (now back to normal) . Back to business as usual with 30 Cr improvement in Working Capital and more improvements expected .

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OPERATING MARGIN IMPROVEMENTS Q4 FY 25 & FY 25 CONSOLIDATED PAT OVERVIEW

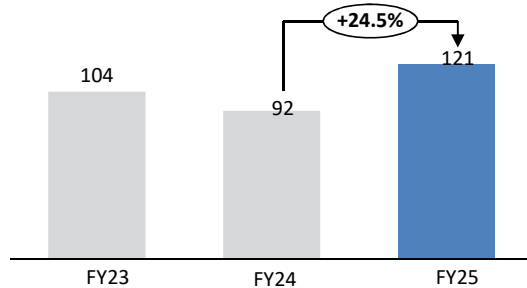
Including Exceptional items

PAT & PAT Margin



Excluding Exceptional items

PAT & PAT Margin



Explanation of exceptional gain due to Thane Land Sale (Q 3 FY 24), Low growth period due to fire at major plant and exceptional loss due to one time payment settlement in Q4 FY 25

It is important to read the results for past 3 years , keeping in mind that movement in PAT between FY'23 to FY'25 is due to following reasons such as

- Exceptional gain due to Thane Land Sale INR 178 Cr (in Q3'24)
- Low growth for 18 months period due to Fire Incident impacting business from Q1'23 up to Q3'25 , Land & building has to be repaired & machines has to be ordered & commissioned
- In many quarters the insurance payments were received which are showed up as exceptional gain .
- In Q4 FY'25 , the settlements payments to NIBL showed up as exceptional

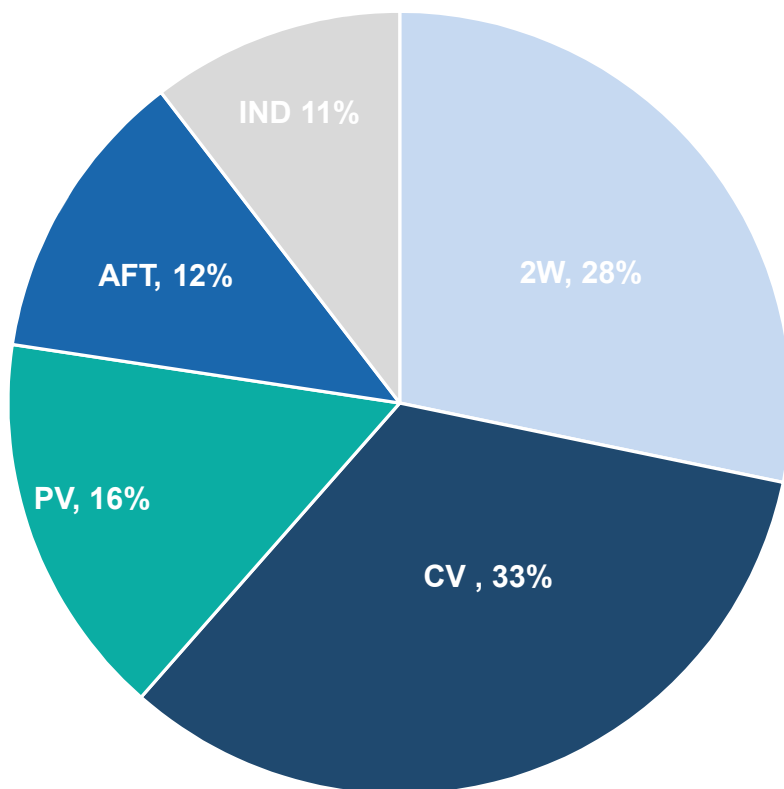
What's next for NRB ?

- NRB standalone back to pre-fire operating margin level ; please refer to consolidated EBITDA which is a better measure of restructured company
- Consolidated revenue will be up by 12 -14%
- Consolidated EBITDA will be up to 20%+ level

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CONSOLIDATED REVENUE OVERVIEW SEGMENT WISE (GLOBAL)

FY'2025



Business Segment	Business Break Up
Two Wheelers	28%
Commercial Vehicle & Ancillaries	33%
Passenger Vehicles & Ancillaries	16%
Industrial (Agriculture) (Future Focus : Off-highway , Aerospace , General Engineering)	11%
After Market	12%

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RELEASE OF PROMOTER PLEDGE

Our promoter, Harshbeena Sahney Zaveri, Vice Chairperson & Managing Director, has released the entire pledge on her shares of the company.

Names of the Stock Exchanges where the shares of the target company are listed:

National Stock Exchange of India Limited (NSE), BSE Limited (BSE)

Details of the Release of Encumbrance:

- **Date of Release:** June 10, 2025
- **Name of the Promoter:** Ms. Harshbeena Sahney Zaveri
- **Number of Shares Released:** 1,15,20,617 (One crore fifteen lakh twenty thousand six hundred and seventeen only)
- **Post-Release Encumbered Shareholding:** Ms. Zaveri now holds ZERO encumbered shares.
- **Release of Trust shares (also part of promoter holding) :** Trust have also released shares to the extent of 11,09,300. This step by step reduction will continue on behalf of Trust in near future also .

This marks a significant reduction in overall encumbrance, reflecting the promoters' continued efforts to repay obligations and strengthen the quality of shareholding.

WHAT SETS NRB APART ?

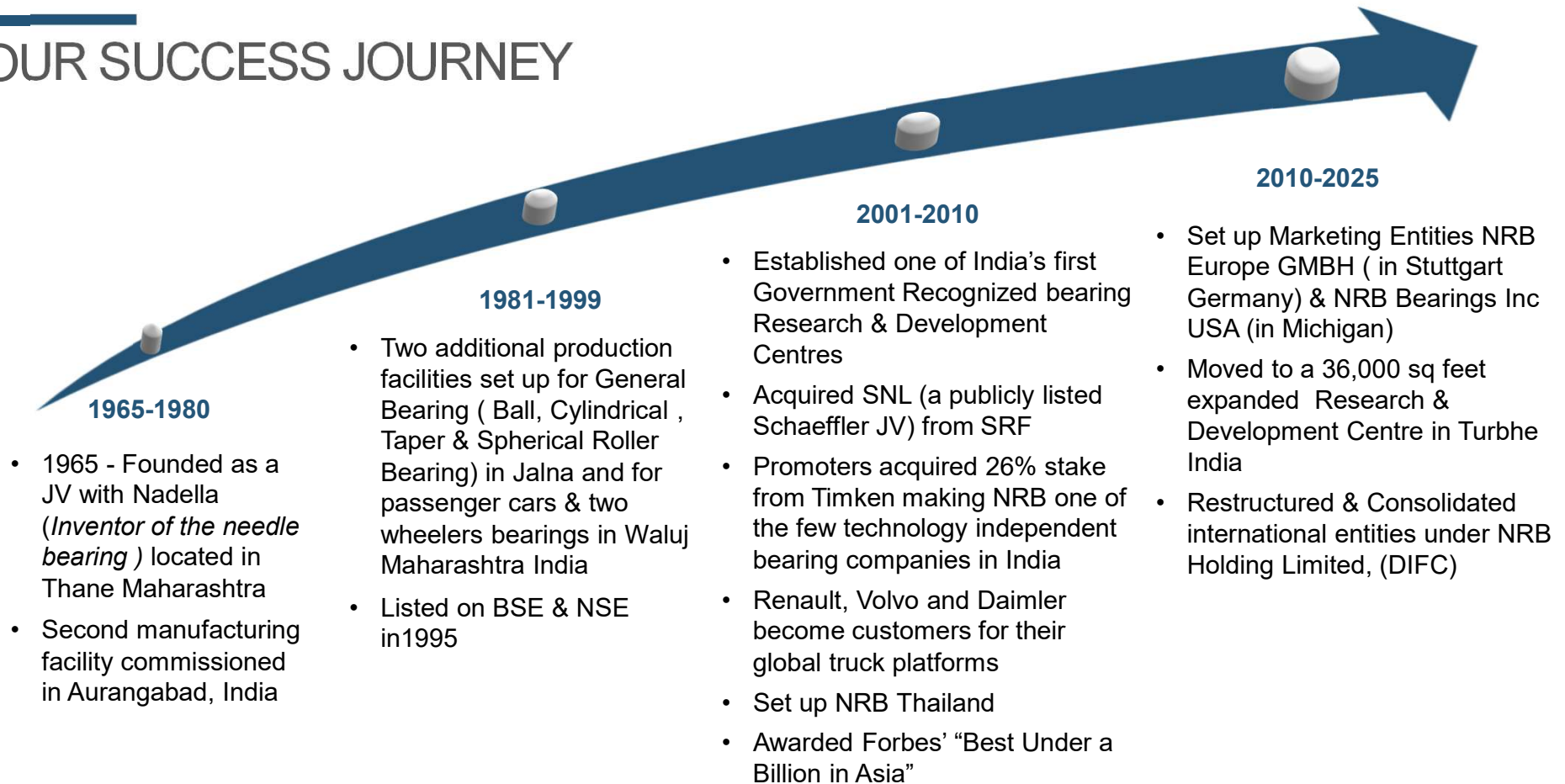
- #1 in India for needle and cylindrical roller bearing for mobility applications
- World-class Research & Development key to profitability; Offer customized friction solutions at optimized cost
- Wide product range- over 3000 parts across multiple product families.
- NRB's partners with Global leaders and Tier 2 customers, enabling them to launch next-generation futuristic platforms
- Unique de-risked business model -No one segment is over 30%, and no single customer is over 10% of revenue, top 10 customers are 49 % of Revenue
- Historically Low Leveraged, Financially Stable, high EBITDA

Note -: LOW GROWTH of FY 23 FY 24 due to fire incident is now in the past and NRB's CONSOLIDATED PERFORMANCE for Q\$4 25 is at 15.7 % REVENUE GROWTH and 19.2% EBITDA (as %of Sales)

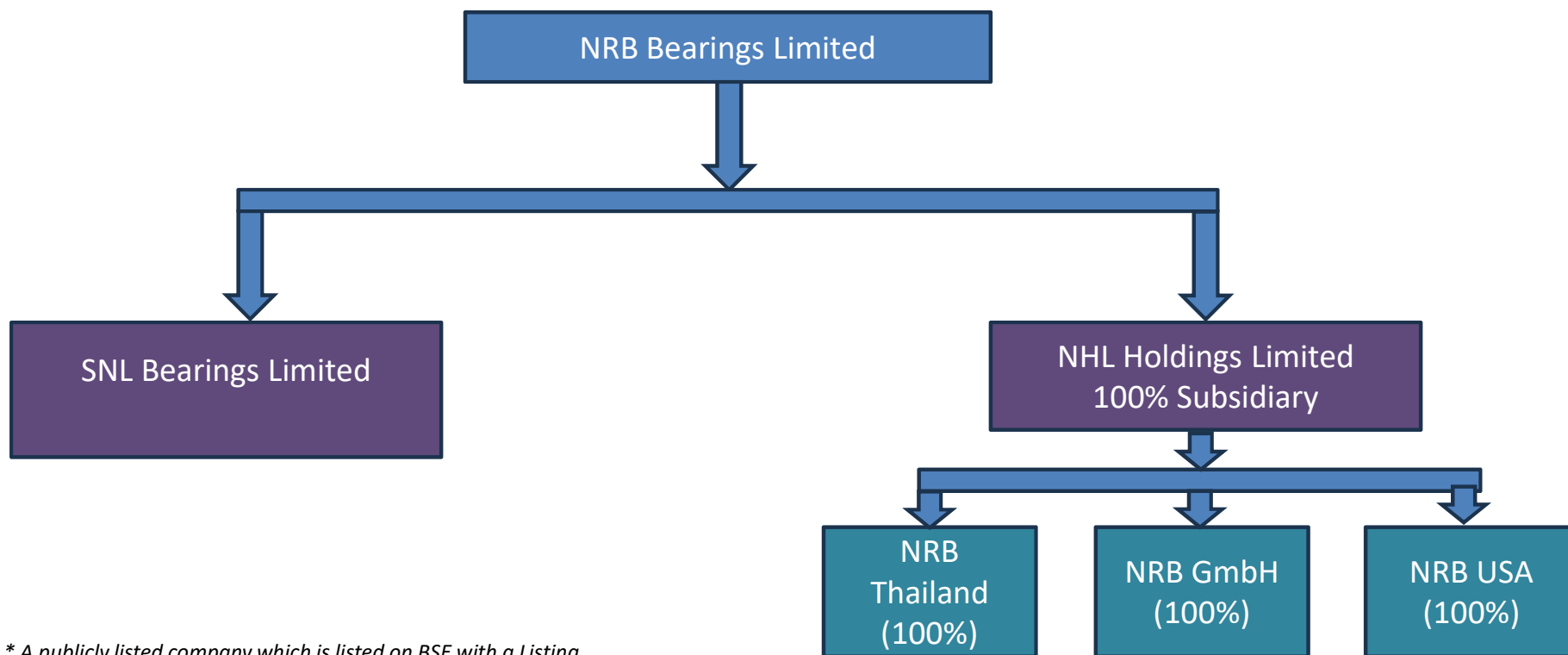


Company Overview

OUR SUCCESS JOURNEY



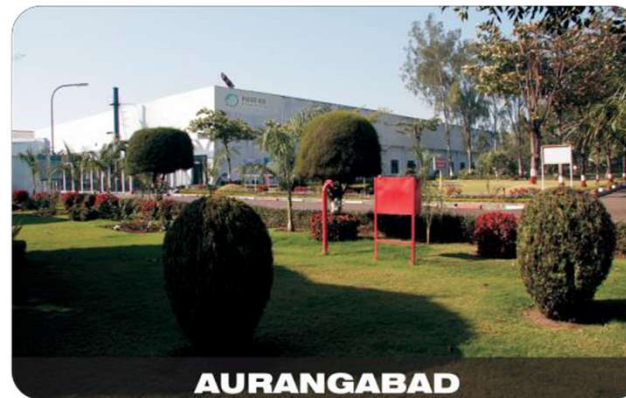
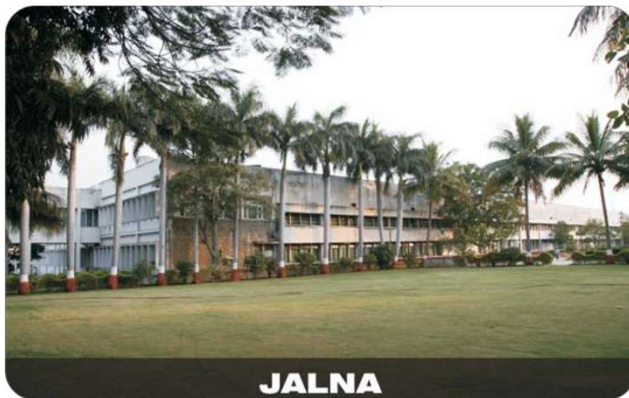
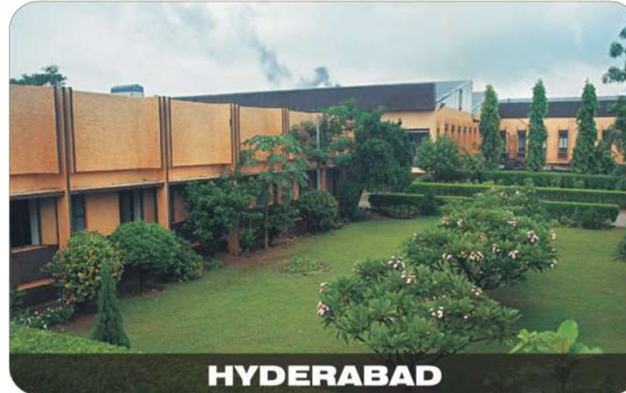
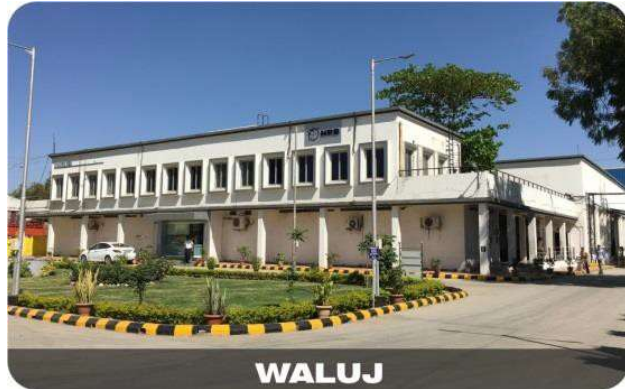
RESTRUCTURED ORGANIZATION (FOCUS ON CONSOLIDATED RESULTS)



* A publicly listed company which is listed on BSE with a Listing Code : 505827 . NRB hold 73.45% of shareholding

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WORLD CLASS MANUFACTURING FACILITIES



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STATE OF THE ART R&D CENTRE



Over 36000 Sq ft and 70+ Engineers

2000

- Received Government Recognition for R&D Center at Thane



2016

- Set up second R&D Centre at Waluj for Lightweighting and Sustainable Product Design



2020

- Inaugurated greatly expanded R&D Centre at Turbe



- 30% of NRB Group consolidated revenues come from Global MNCs
- NRB supplies European Japanese & American customers directly in 43 countries

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R&D CORE FUNCTIONS

Application Engineering /
CAE

Materials Engineering

Tool Designing

Product Design
(Gold / Platinum / Lithium)

Product Testing

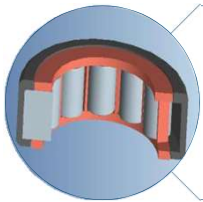
Robotic Automation

Benchmarking

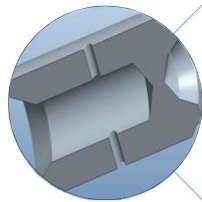
Packaging

Quality Management System

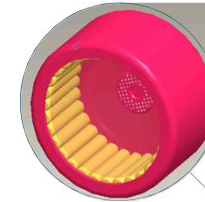
TRAILBLAZERING INNOVATION



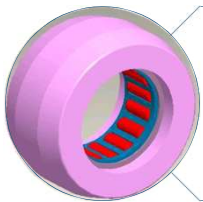
Lightweight CRB
with special HT for
balancer shaft
applications



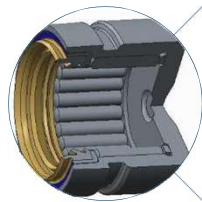
Shafts for planetary
gear box
transmission



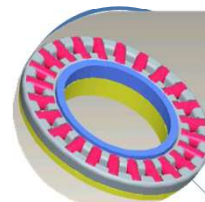
Universal joint
bearings for
steering column
application



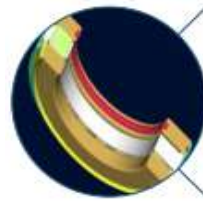
Delta flex bearings
for steering
applications



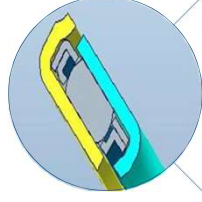
UJ cross cup
bearing with
special sealing for
the universal joint
application.



Needle thrust
cage with
spherical washer
for transmission



Maintenance free
king pin bearing

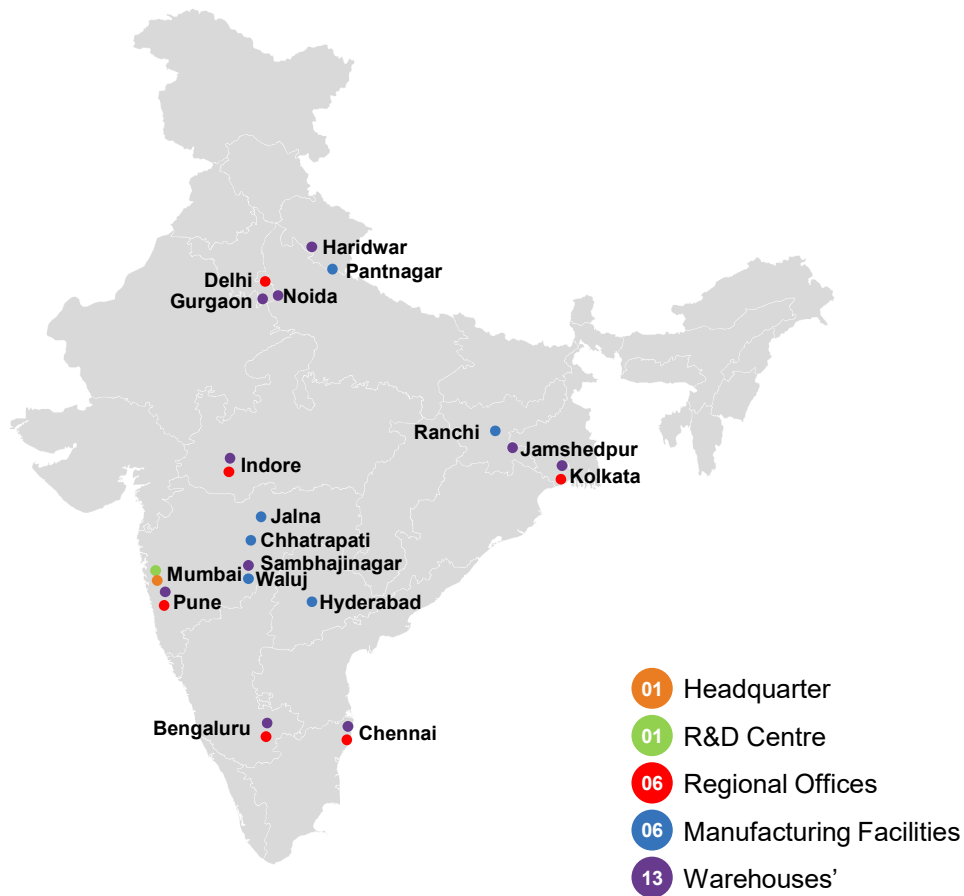


Unitized thrust
bearings



Tapered Thrust
Bearing

DOMESTIC PRESENCE & DOMESTIC CUSTOMERS



- Over **90%** vehicles on Indian roads run on NRB
- 75%** needle bearing market share
- 56%** cylindrical bearing market share with the below customers



INTERNATIONAL PRESENCE & CUSTOMERS



- NRB Global Presence
- Manufacturing Facilities
- Regional offices
- Warehouses

- Over **25%** of our annual turnover is exported to American, German and Swedish owned corporations spanning **45 countries**
- One of the largest global suppliers to the two-wheeler industry

INTERNATIONAL CUSTOMERS



DAIMLER



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RECENT AWARDS AND RECOGNITION

Most Preferred Workplace 2023-24



Focus on Young Talent and motivation and retention



NRB Young Leaders Awards 2025



NRB's Long Service Awards 2025



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Meeting Request

[Link](#)



Thank You