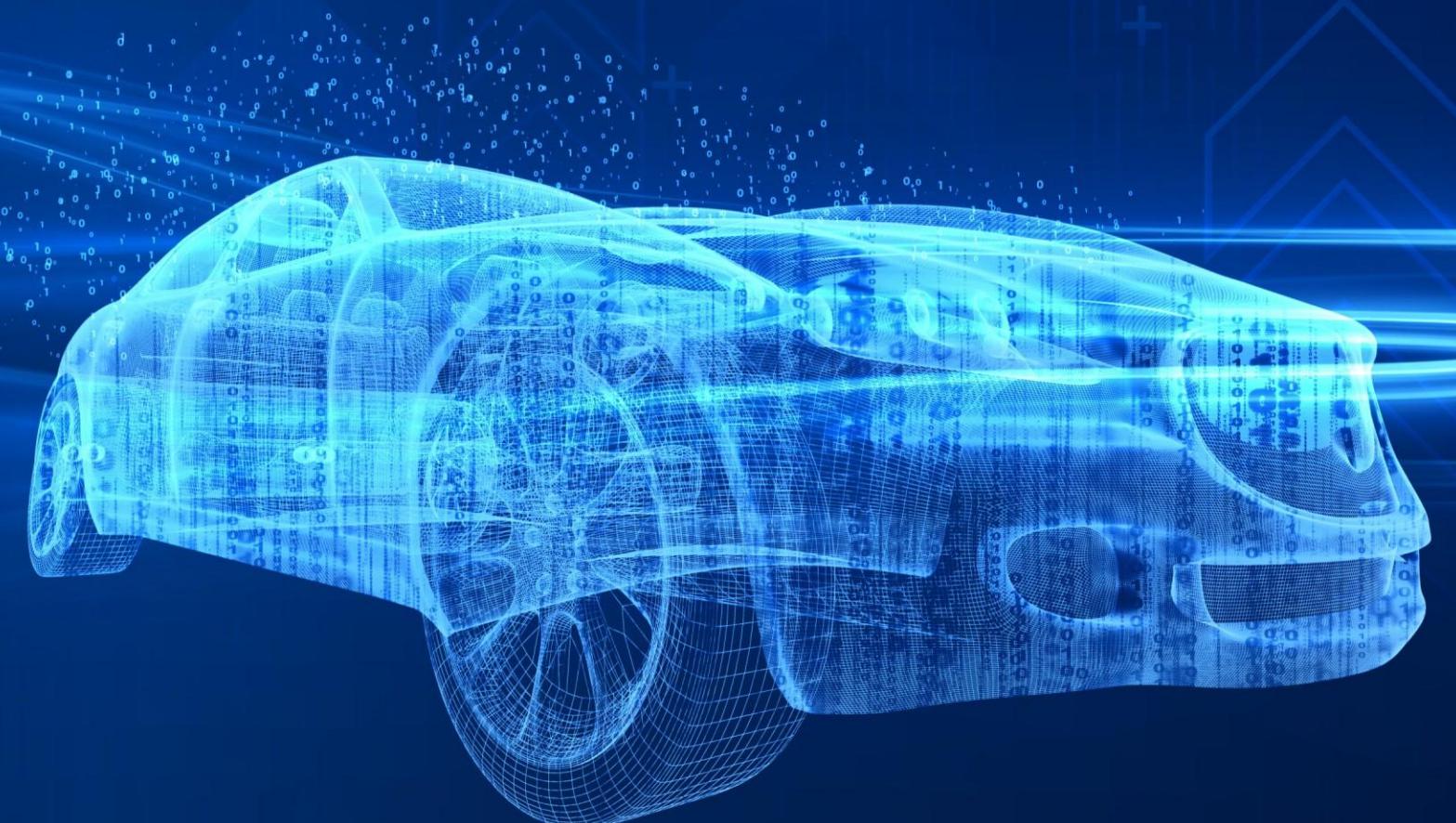


Gabriel India Limited

Investor
Presentation

February 2026



SAFE HARBOR

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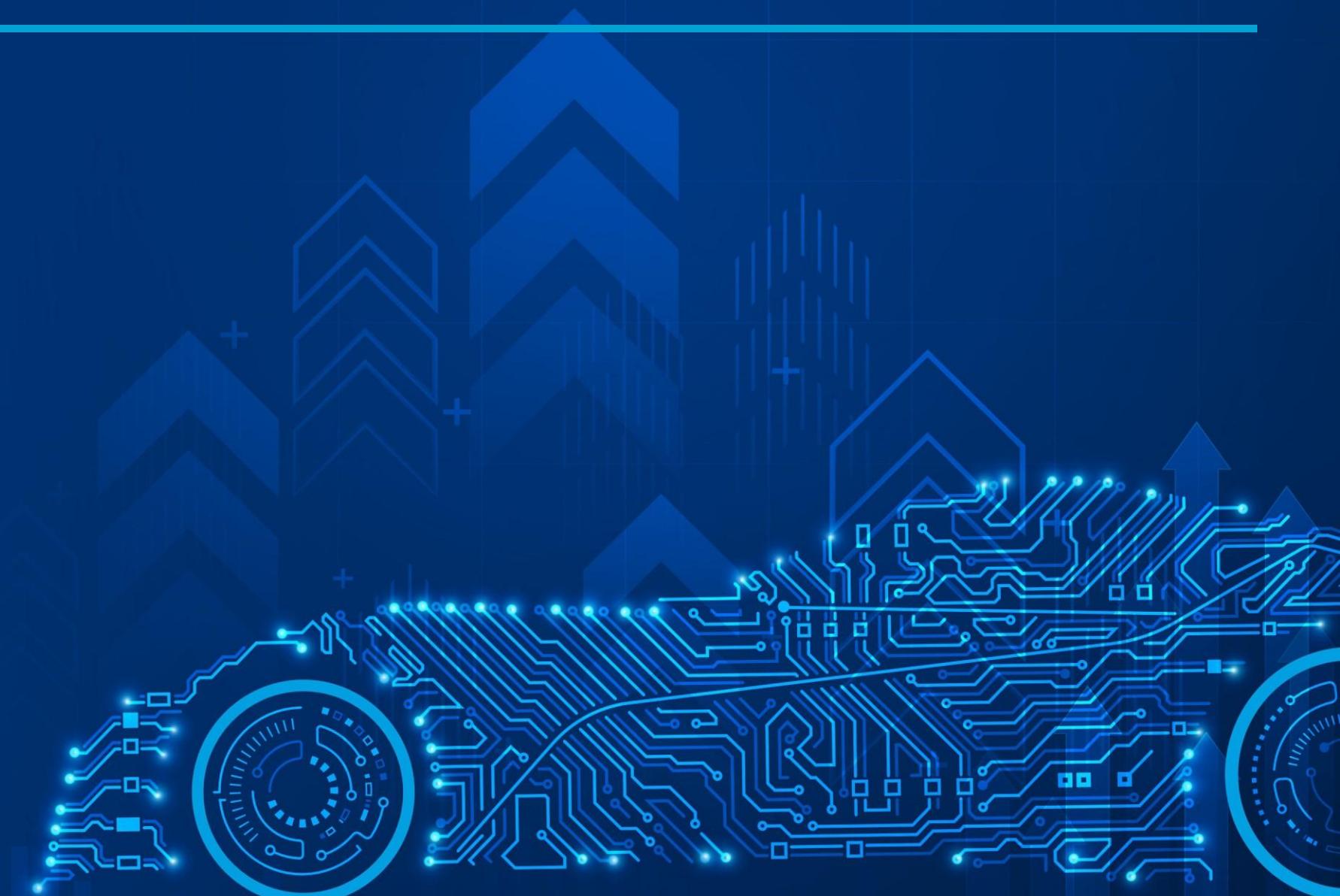
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- 01** Q3 & 9M FY26 Result Update
- 02** Corporate Overview
- 03** Business Overview
- 04** Strategy Going Forward

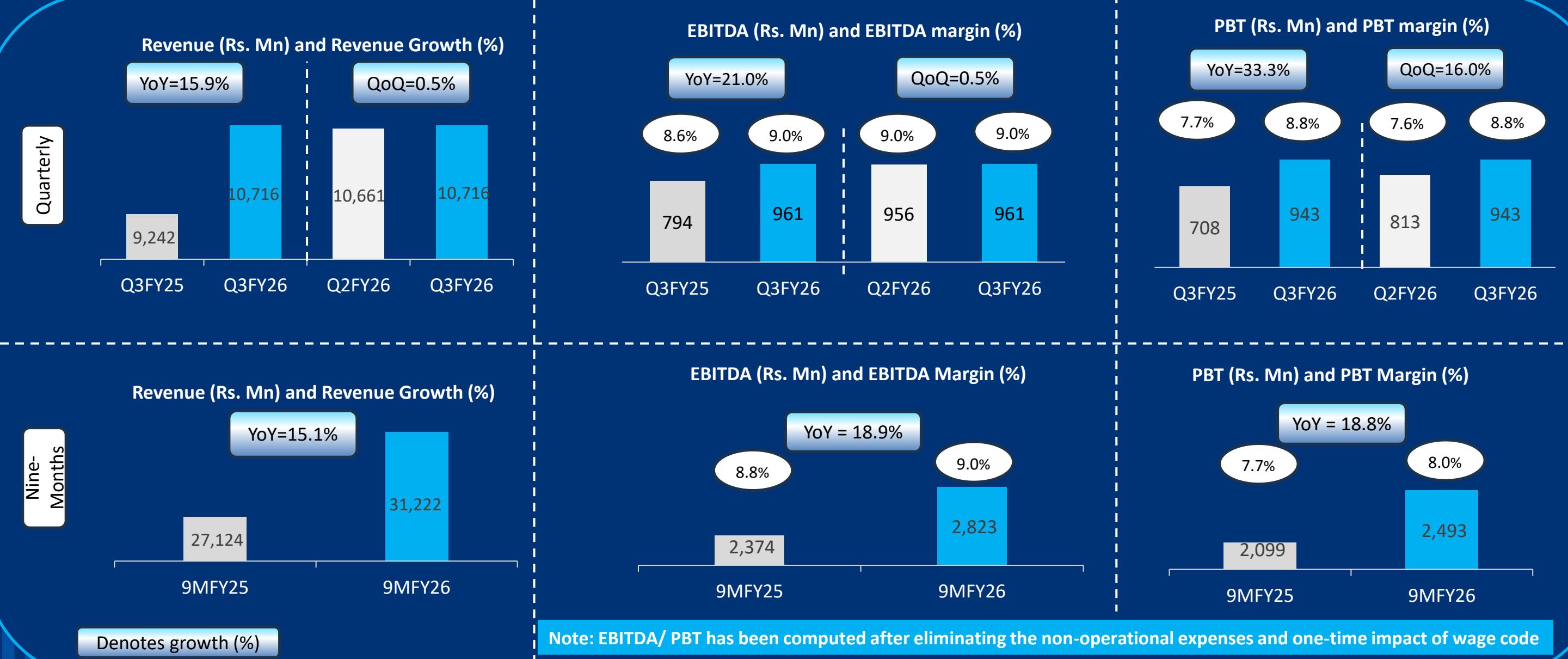
Slides with no changes from Q1 FY26 have been removed, (like corporate overview). The investors may refer the investor's presentation of Q1 FY26 for such slides.





Q3 & 9M FY26 Standalone Results Update

STANDALONE FINANCIAL HIGHLIGHTS – Q3 & 9M FY26



STANDALONE FINANCIAL HIGHLIGHTS – 9M FY26

9M FY26

Balance Sheet

Net cash position of Rs. 3,022 Mn as compared to Rs. 2,960 Mn in 9M FY25

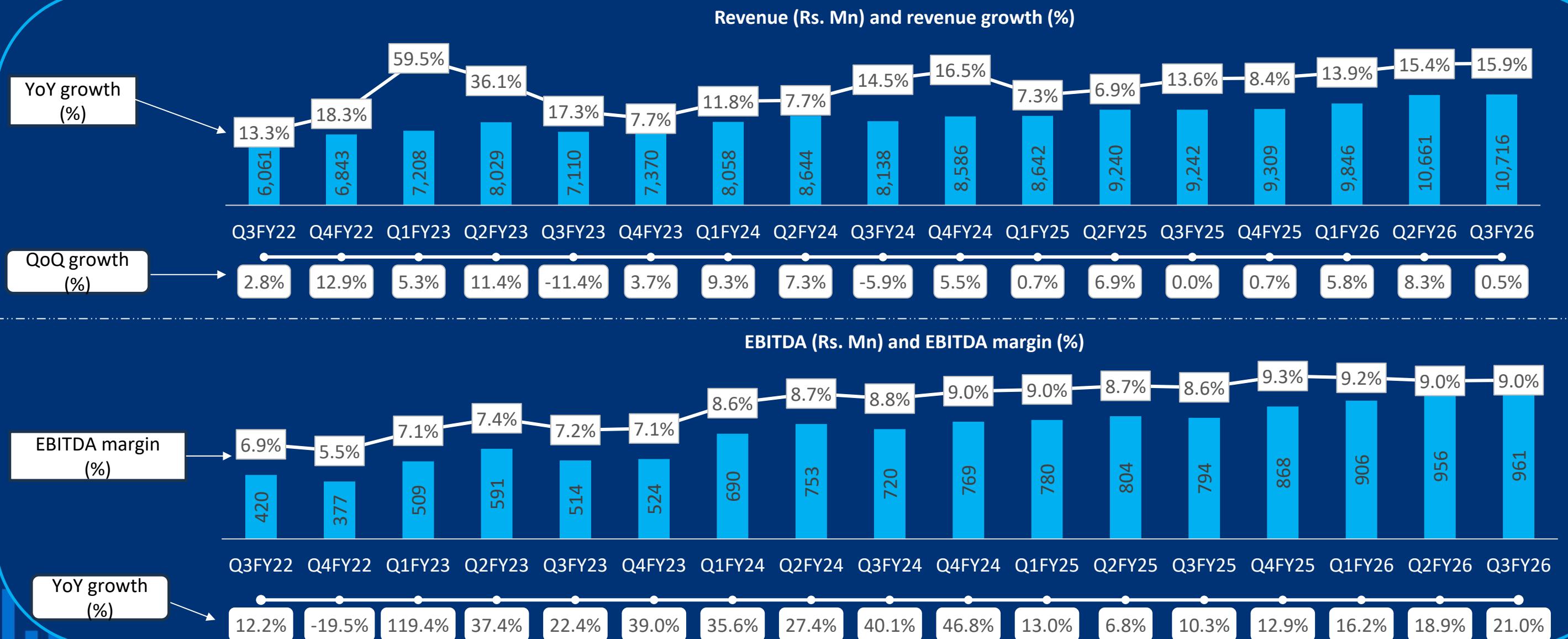
Cash Flow

Cash Flow from operations to the tune of Rs.1,450 Mn as compared to Rs.1,117 Mn inflow in 9M FY25

Capex

Capex incurred during the period Rs. 1,387 Mn as compared to Rs. 952 Mn in 9M FY25

STANDALONE QUARTERLY PERFORMANCE TREND

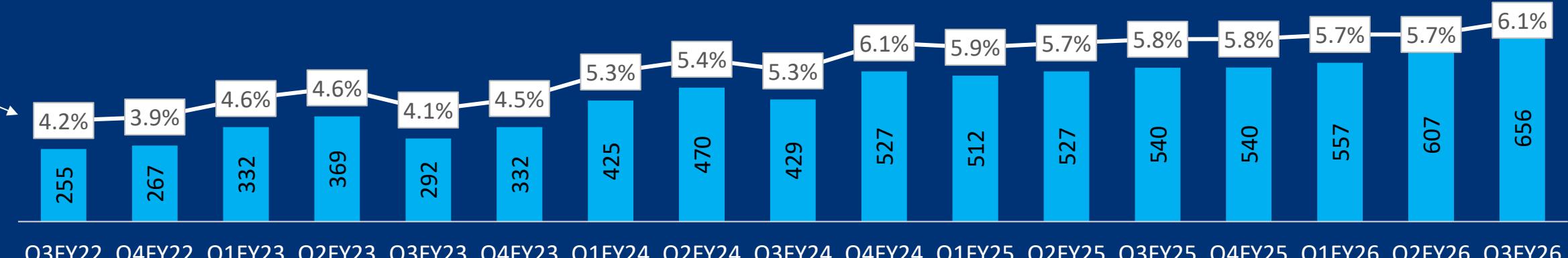


Note: EBITDA has been computed after eliminating the non-operational expenses and one-time impact of wage code

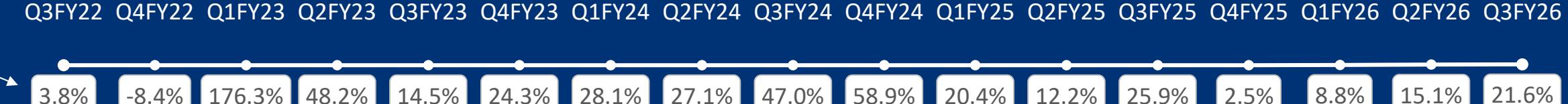
STANDALONE QUARTERLY PERFORMANCE TREND

PAT (Rs. Mn) and PAT margin (%)

PAT margin (%)



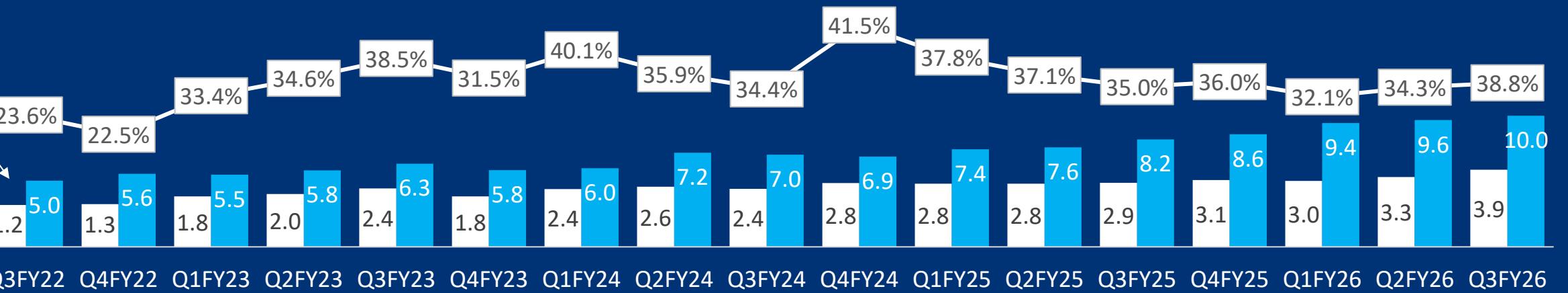
YoY PAT growth (%)



PBIT/ Invested capital (Rs. Bn) and ROIC(%)

Invested capital (Rs. Bn)

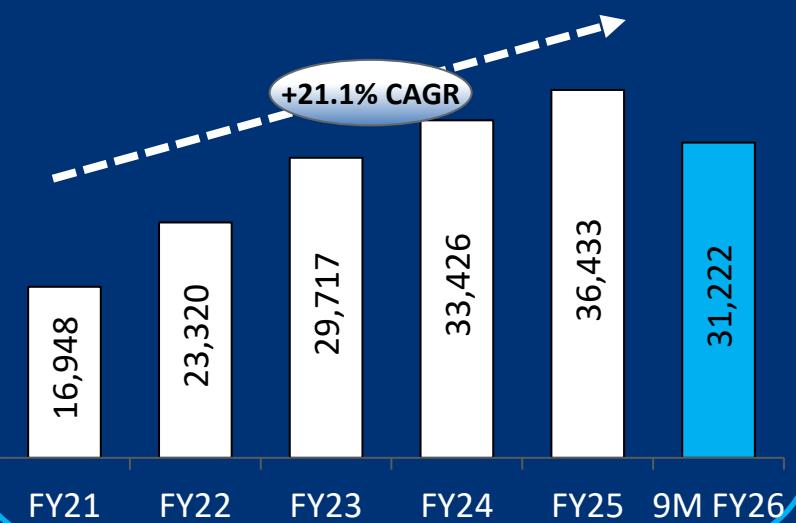
PBIT (Rs. Bn)



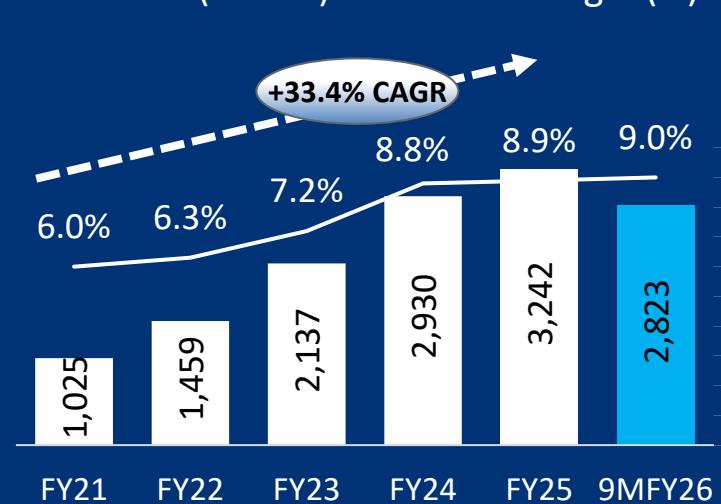
Note: PBIT has been annualized based on present quarter performance for computation of Return on invested capital (ROIC)

STANDALONE FINANCIAL TRACK RECORD

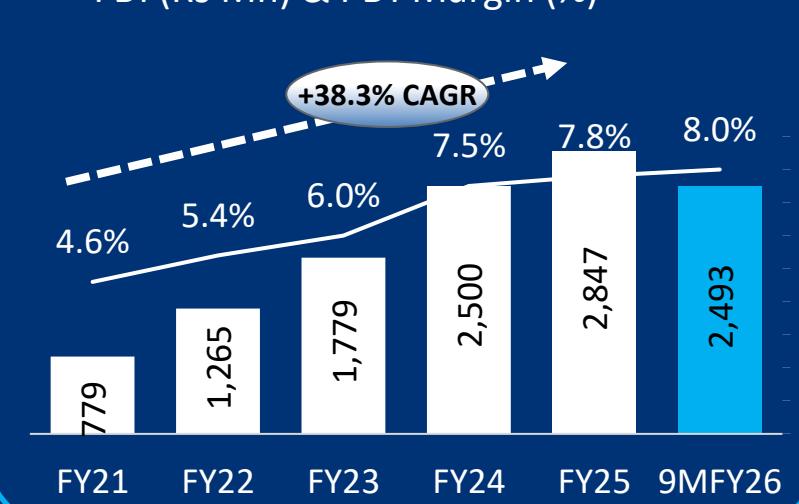
Revenue (Rs. Mn)



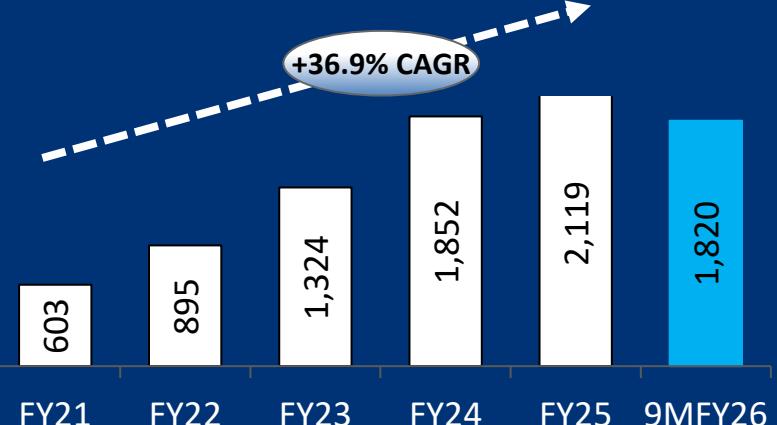
EBITDA (Rs Mn) & EBITDA Margin (%)



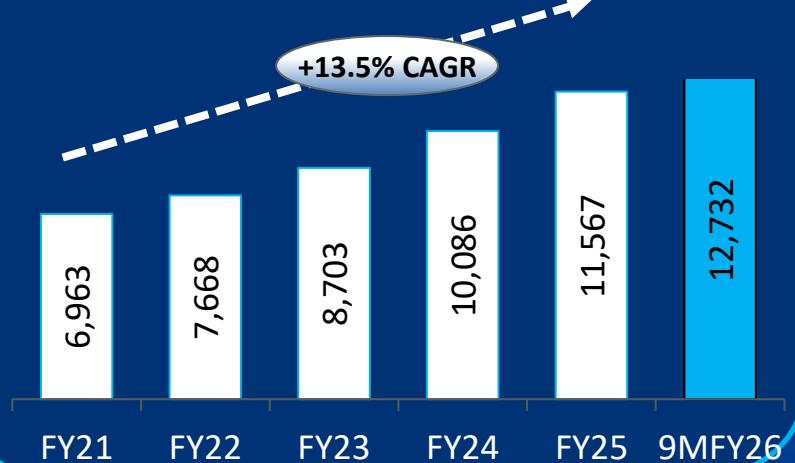
PBT (Rs Mn) & PBT Margin (%)



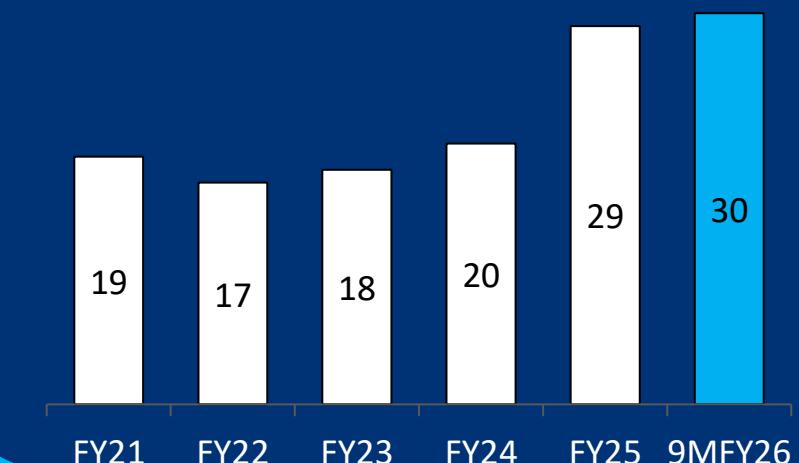
PAT (Rs. Mn)



Net Worth (Rs. Mn)



Net Working Capital Days



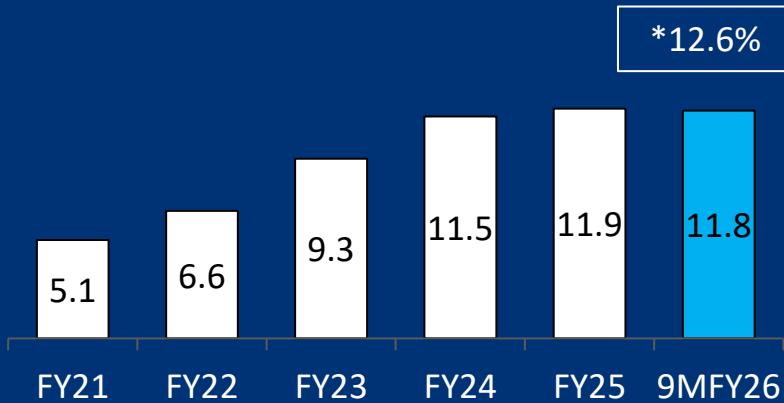
Note: EBITDA/ PBT has been computed after eliminating the non-operational expenses and one-time impact of wage code

KEY RATIOS

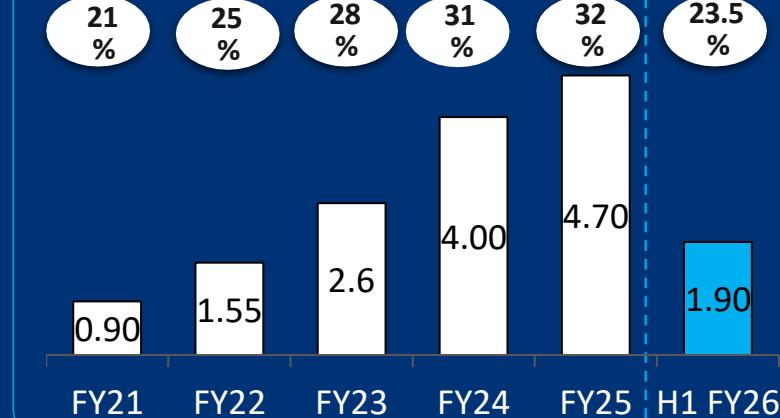
Return on Equity (ROE) ^ (%)



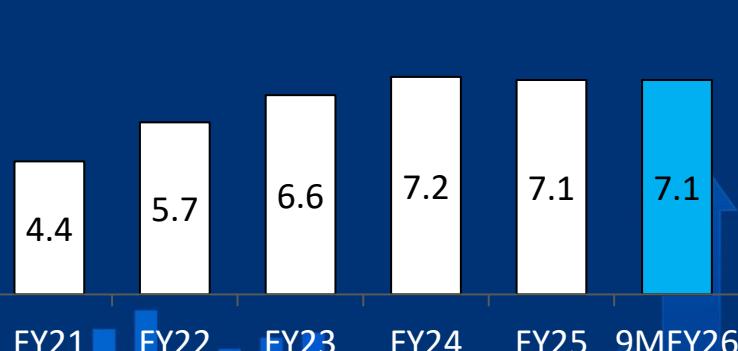
Return on Assets (ROA) ^ (%)



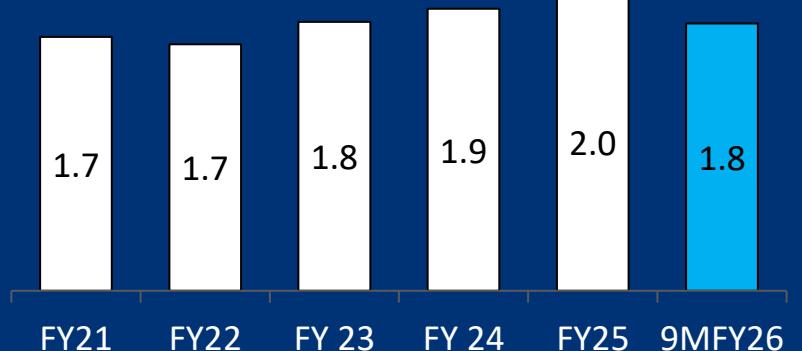
Dividend (Rs/share) & payout

Payout
Ratio

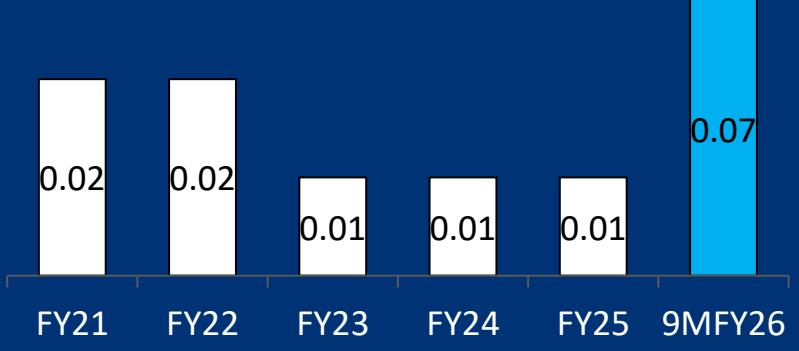
Fixed Asset Turnover (x)



Current ratio (x)



Debt : Equity Ratio

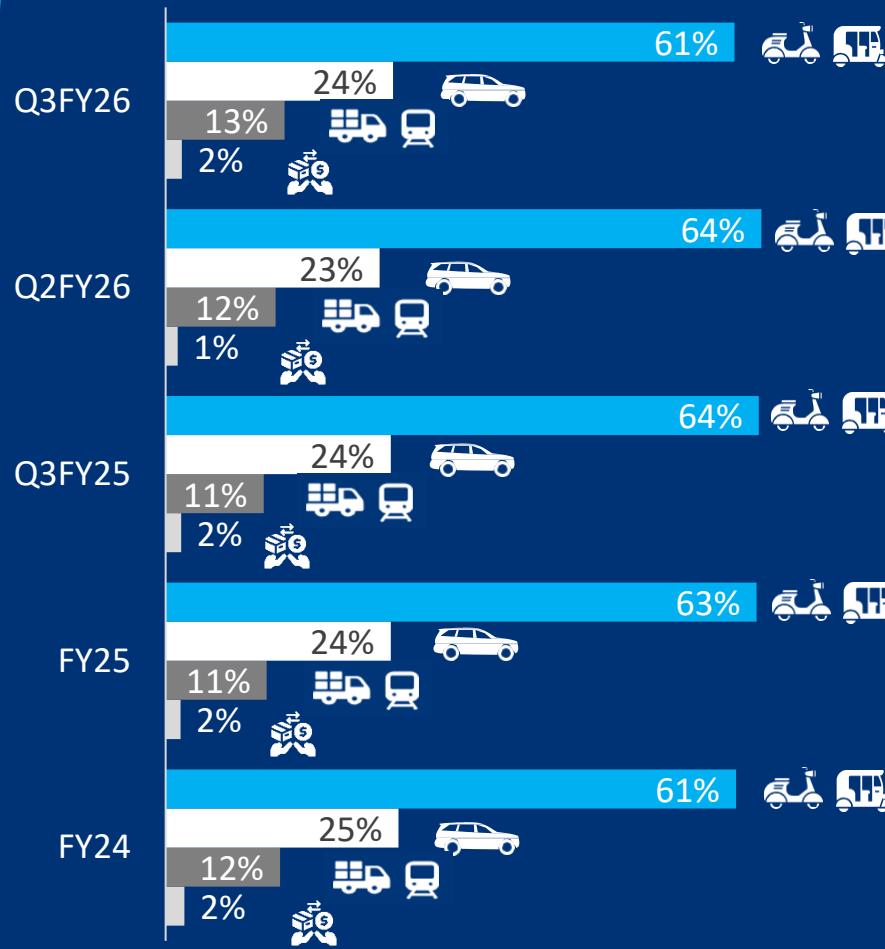


* These numbers excludes exceptional item for 9M FY26

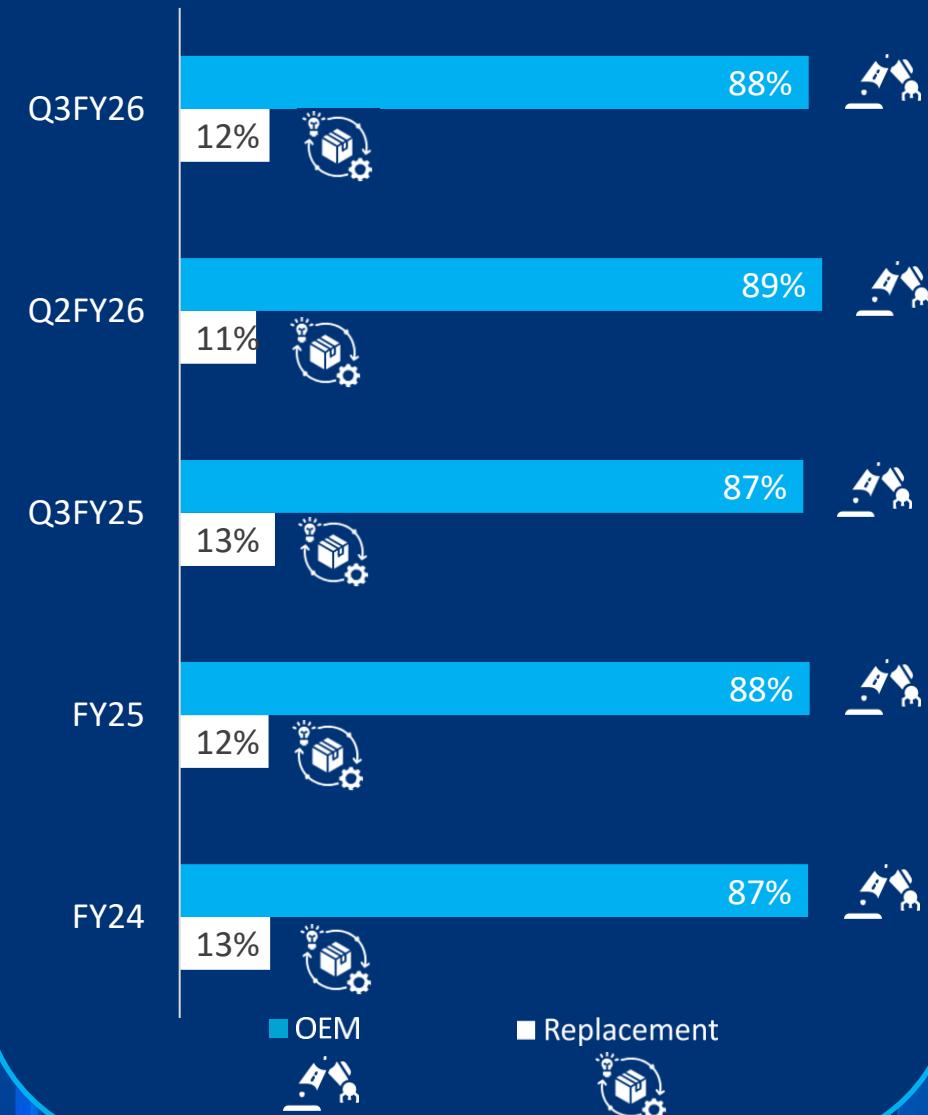
^ ROE and ROA have been computed by annualizing the PAT for the present quarter.

REVENUE MIX (INCLUDING TRADING)

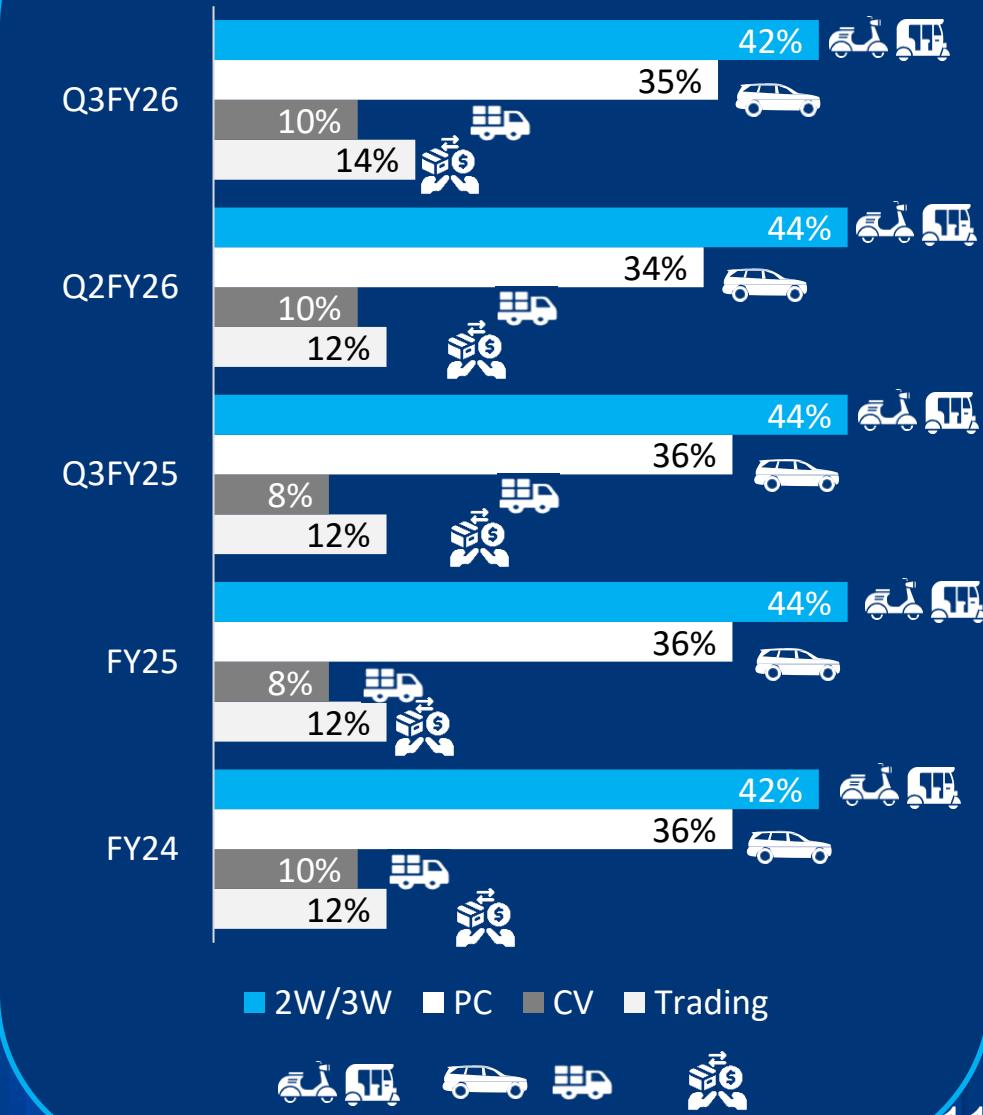
Segment Mix



Channel Mix



Aftermarket Mix



■ 2W/3W ■ PC ■ CV ■ Trading

■ OEM ■ Replacement

■ 2W/3W ■ PC ■ CV ■ Trading

BALANCE SHEET

Assets (Rs. Mn)	Dec-25	Mar-25	Mar-24
Non-current assets	7,151	6,179	5,577
Current assets	13,392	11,681	10,543
Total Assets	20,543	17,860	16,120

Equity and Liabilities (Rs. Mn)	Dec-25	Mar-25	Mar-24
Equity	12,732	11,567	10,086
Non-Current Liabilities	500	350	356
Current liabilities	7,311	5,943	5,678
Total Equity and Liabilities	20,543	17,860	16,120

- Net Cash stood at Rs. 3,022 Mn at the end of Dec-25 as compared to Rs. 2,896 Mn at end of Sep-25.
- Net Working Capital Days for Q3 FY26 stood at 30 days (29 days for Q2 FY26). This is owing to company maintaining higher inventory to service elevated customer demand. In a quarter, it is expected to revert to normalized levels.
- Capex for 9M FY26 to the tune of Rs.1,387 Mn compared to Rs.952 Mn in 9MFY25. Major capex spent on growth initiatives specifically on Chakan 2 plant and other capex across GIL plants.

VISION

TO BE
AMONGST THE

TOP 5

SHOCK ABSORBER

MANUFACTURERS IN THE WORLD



REDEFINING
RIDE COMFORT

EXPORTS

MERGERS & ACQUISITIONS

DOMESTIC DOMINANCE

TECHNOLOGY ADVANCEMENT

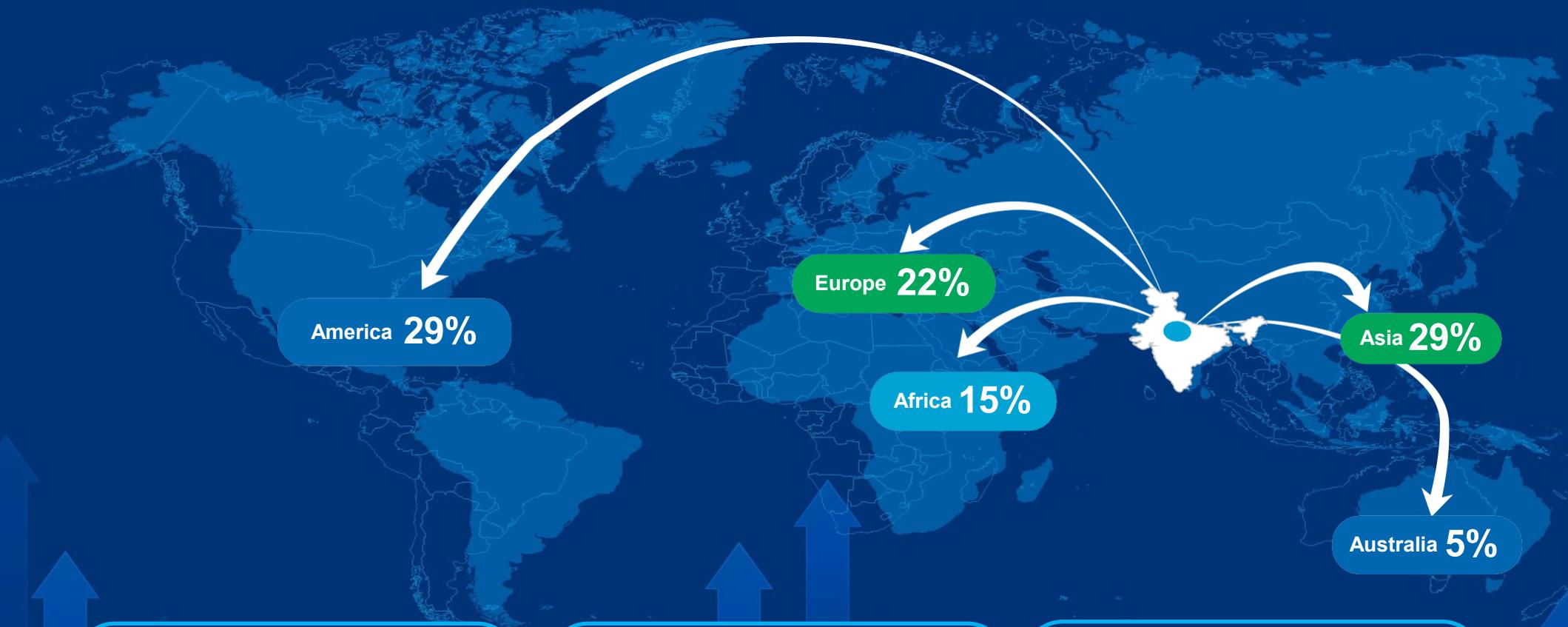
OUR STRATEGIC BUSINESS DRIVERS



EXPORTS



ELEVATING GLOBAL PRESENCE THROUGH EXPORTS YTD



Leveraging relationship with Global OEMs in India to penetrate their Global Operations

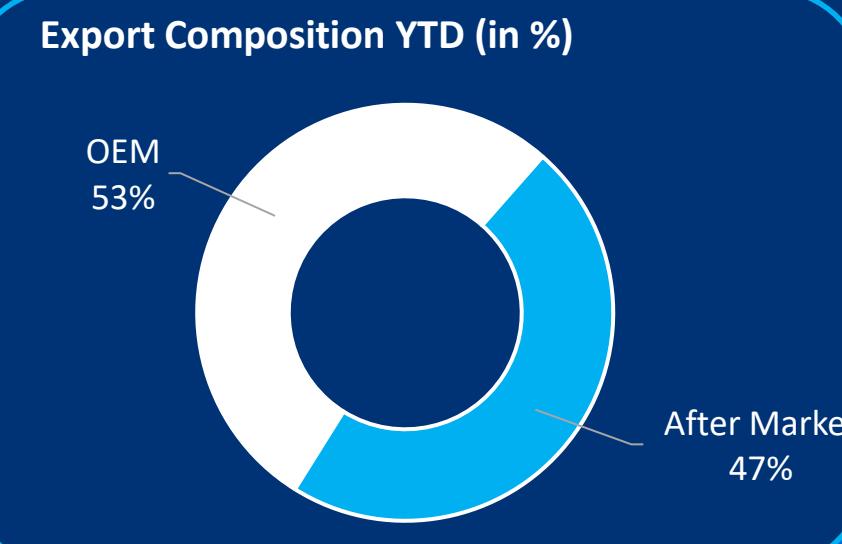
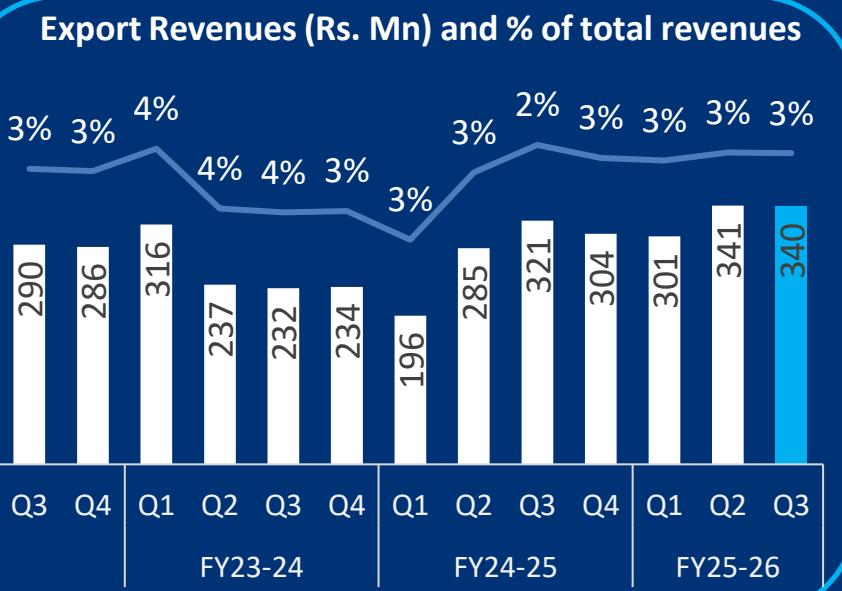
Added countries like Haiti, Republic of Panama and Bolivia in Q3 FY26 for aftermarket exports

Focus on aftermarket and OEM customers

Manufacturing of solar dampers expected from Q1FY27

Consistent supply to DAF (Netherlands)

RFQs from major global CV OEMs



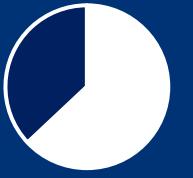
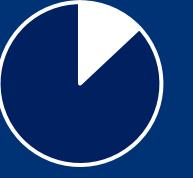
OUR STRATEGIC BUSINESS DRIVERS



DOMESTIC
DOMINANCE



GIL PERFORMANCE ACROSS SEGMENTS

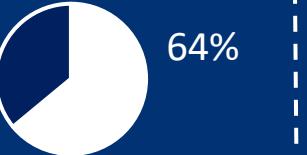
Segment	9M FY26 Market Performance (As per SIAM)	9M FY26 GIL Performance	New Programs (Q3 FY26)	Top Customers	Total Sales contribution	Market Share
2W/ 3W (including Aftermarket)	2W Industry: 8.8% YoY growth in production - Scooters grew 13.5% YoY - Motorcycles grew 7.1% YoY - Mopeds declined 3.0% YoY 3Ws Industry: 21.1% YoY growth	- Sales: 13.3% YoY growth* - Key drivers: Strong demand from key customers	- SOP-Bajaj-Riki-e-3W - LOI from TVS, Bajaj Auto, Suzuki, Kawasaki India	- TVS - HMSI - Yamaha	 62% to Total sales	 32% Market share
Passenger Vehicles (including Aftermarket)	PV Industry: 8.7% YoY growth - Cars grew 5.9% YoY - Utility Vehicles grew 10.3% YoY - Vans grew 8.5% YoY	- Sales: 14.5% YoY growth* - Key drivers: Mainly strong traction in Utility Vehicles	- LOI received from MSIL for their new programs	- MSIL - M&M - Skoda Volkswagen	 24% to Total Sales	 25% Market share
Commercial Vehicles (including Aftermarket and Railways)	CV Industry: 10.4% YoY growth - Medium and Heavy Commercial vehicles (M&HCVs) grew 12.2% YoY - Light Commercial Vehicles (LCVs) grew 9.4% YoY.	- Sales: 35.4% YoY growth* - Key drivers: Rising demand of cabin dampers	- LOI received from TML	- TML - M&M - AL	 13% to Total Sales	 87% Market share

AL-Ashok Leyland; HMSI- Honda Motorcycle and Scooters India; M&M- Mahindra & Mahindra Limited; MSIL- Maruti Suzuki India Limited; TML-Tata Motors Limited
VECV-Volvo Eicher Commercial Vehicles

Balancing figure in total sales contribution represents the trading revenues.

* 9M FY26 includes sales from Chakan-2, that was acquired on 1st April 2025

WELL- ENTRENCHED AMONG ALL EMERGING SEGMENT PLAYERS

Segment	Presence with Major OEMs	GIL 9M FY26 Performance
2W/3W EV Players	 TVS   OLA  ATHER  Mahindra electric  KINETIC GREEN  TVS   ULTRAVIOLETTE	 <p>GIL E2W market share at 62% in 9M FY26</p>
Utility Vehicles/ SUV-Coupe	         	 <p>Share of utility vehicle sales in GIL PV business</p>

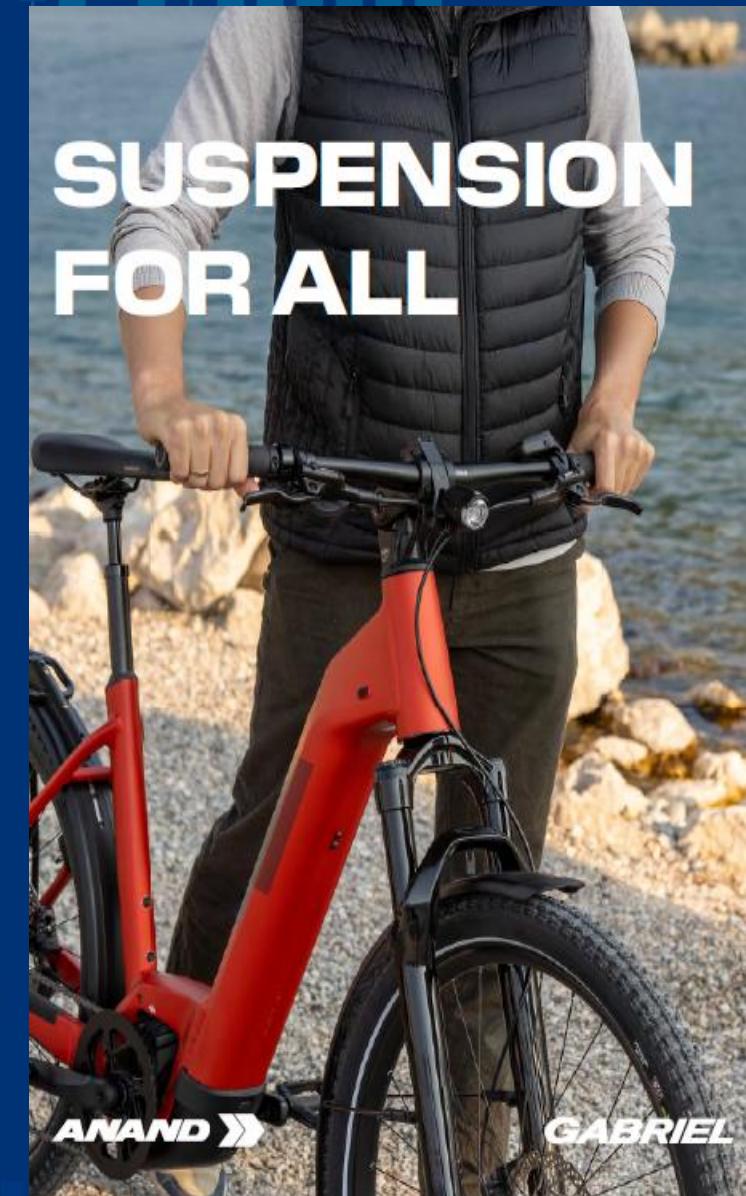
GABRIEL ADVANCES INTO FUTURE MOBILITY-EBIKES

Upcoming Developments

- Dropper Post with light integration
- USD Fork
- 35 Air and Coil

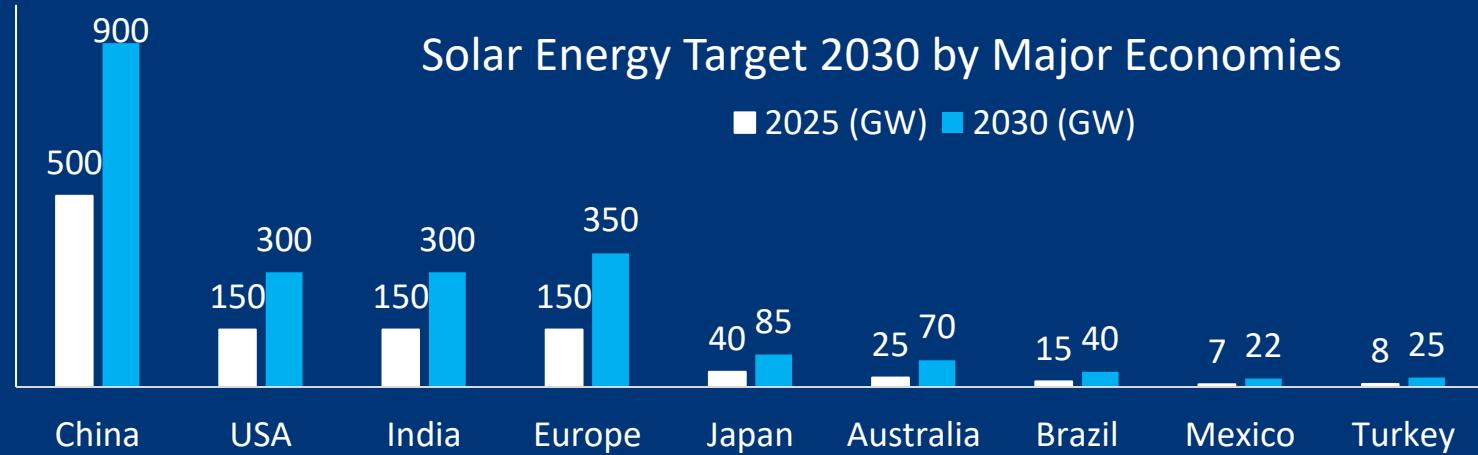


- Upside Down Fork Technology acquired.
- Several European customers have placed sample orders.
- Patent applications submitted for two innovative designs.
- Effective discussions ongoing for converting sample discussions to mass production orders.



GABRIEL ENTRY INTO SOLAR DAMPERS

- As solar energy continues to play a crucial role in the global shift towards sustainable practices, the reliability and durability of solar panels become paramount.
- Solar Tracker** - It is a device deployed along with solar panels, to direct it towards the sun. Trackers not only maximize the energy capture but also boost efficiency of overall power generation process.
- Solar damper market is estimated at USD326 Mn in 2025 which is expected to grow at a CAGR of 14.9% (2025-30).
- Dampers** : Help to reduce motion, preventing damage to the tracker and ensuring stable operation.
- Orders won**: 3 Customers catering to both domestic and export geographies. Sample submitted to export customers and feedback expected in coming months.



Source of data-mordorintelligence.com



GABRIEL PRESENCE- RAILWAYS



1978

Conventional CoachShox – 2 Variant
4 Nos / Coach

2007

EMU CoachShox – 8 Variant
8 Nos / Coach

2016

LHB CoachShox – 6 Variant
18 Nos / Coach

2019

Train 18 CoachShox – 4 Variant
20 Nos / Coach

2021

WAG 9H LocoShox – 4 Variant
20 Nos / Loco

2022

Vande Bharat CoachShox – 4 Variant
20 Nos / Coach

2024

Siemens HP 9000 LocoShox – 4 Variant
16 Nos / Loco
Under Approval

Government OEM



ICF



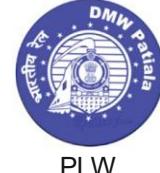
RCF



MCF



ALL ZONAL RAILWAYS



PLW



BLW



CLW

Private OEM

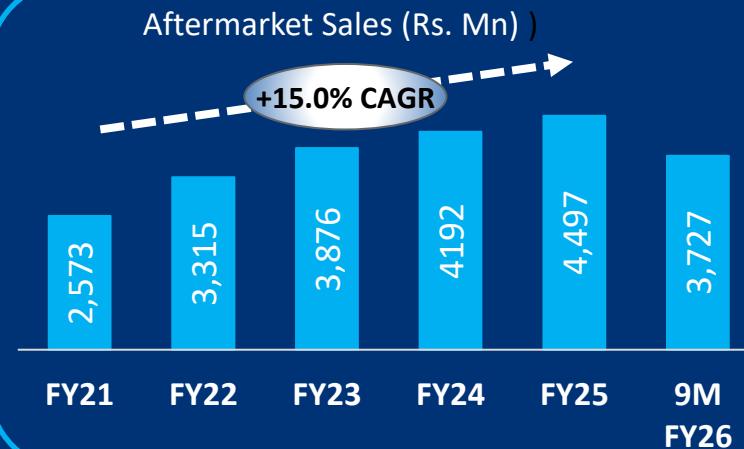
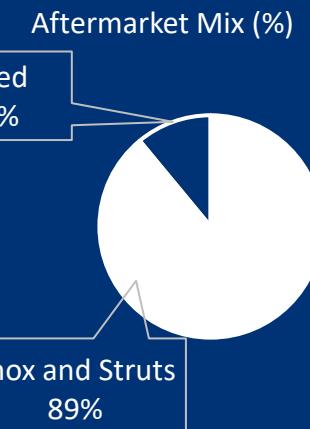


SIEMENS

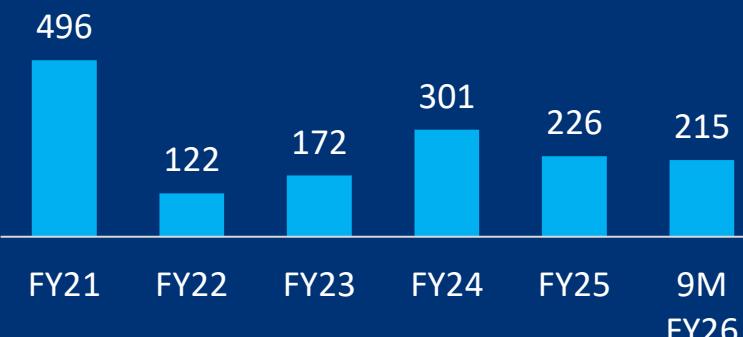
AFTERMARKET

9M FY26 Performance and Outlook:

- Achieved 10.7% YoY sales growth over 9M FY25
- **Launched new product line-2W Drum Brake, 2W Clutch Assembly & PC Coil Spring Pads**
- Launched 215 SKU's in 9M FY26
- Major focus in B & C class towns.
- Focus on Latin American, Australia & African markets for growth in exports.



SKUs launched (in Nos)



Number of business partners (Nos)



Number of retailers (in '000 Nos)



OUR STRATEGIC BUSINESS DRIVERS



**MERGER &
ACQUISITION**

IGSSPL (INALFA GABRIEL SUNROOF SYSTEMS)



Entered into a JV with Netherland based Inalfa Roof systems in May'23. Inalfa is world no. 2 in automobile sunroof systems.



- 2 in every 5 utility vehicles now have a sunroof with penetration as high as 70% in some models.
- Domestic sunroof industry is expected to grow at a CAGR of 16% (FY24-27)



- Setup a plant in Chennai with an annual production capacity of 200,000 sunroofs for anchor customers Hyundai and Kia.
- Second line of another 2,00,000 units became operational from H2 FY26 at same location.



Aspiration to hit Rs. 10 Bn in revenues by 2030



Manufacturing Plant



Assembly Line



PU Line

Revised arrangement between Inalfa & Gabriel India for IGSSPL - Update

Revised Joint Venture Agreement (JV Agreement)

- On November 12, 2025, the Board of Directors of the Gabriel India accorded their approval for initialization of Revised JV Agreement between the Company, Inalfa Roof Systems Group B.V. ('Inalfa') and Inalfa Gabriel Sunroof Systems Private Limited ('IGSSPL').
- Execution of the Revised JV Agreement is subject to obtaining requisite regulatory approvals for which Inalfa will initiate the application process.

Key agreements to be executed

- Amended and Restated Technical Collaboration and Alliance Agreement**
- Addendum to the Corporate Service Agreement**
- Brand License Agreement:** To grant IGSSPL exclusive license to use Inalfa's trademarks in India
- Investment Agreement:** For infusion by Inalfa in equity shares of IGSSPL

Proposed shareholding

Upon receipt of requisite corporate & regulatory approvals, Inalfa will subscribe to new equity shares for 35% shareholding in IGSSPL, and resultantly Gabriel India's ownership in IGSSPL will reduce from 100% to 65%.

ASSET PURCHASE AGREEMENT



Asset purchase agreement (APA) between MMAS (Marelli Motherson Auto Suspension) and GIL with the aim of solidifying GIL's market position in suspension.



License agreement and technical assistance agreement signed with Marelli Suspension system Italy.



- Acquired additional capacity of 3.2 Mn shock absorbers and 1 Mn gas springs.
- Since all the conditions precedents of the aforesaid transaction are duly completed, GIL has now completed transaction on April 1, 2025 and accounted in its Standalone business.



Manufacturing Plant



Plant inauguration



Plant inauguration

BUSINESS RESTRUCTURING - STRATEGIC RATIONALE

Update: An order pronounced on 29.01.2026 by the Hon'ble NCLT, Mumbai, directing the convening of a shareholders' meeting has been uploaded on the NCLT website. The certified true copy of the order is awaited.

**Transformation of Gabriel
(through itself or through its investments)**



- Transformation of Gabriel (through itself or through its investments) from single product suspension manufacturing company into a diversified, technology driven mobility solutions provider, reducing the product concentration risk by entry into newer segments
- Enable direct collaboration with foreign strategic partners for investment and development of new technologies
- Achieve synergies through economies of scale, shared resources etc.

Domestic Dominance and Global Presence



- Expansion of customer base and increase in market share for existing customers and aftermarket segment, solidifying its leadership position
- Enhance supply chain synergies through exports and new customer acquisition by leveraging global relationships of foreign strategic partners
- Larger product portfolio open-up possibilities to focus and enhance after market presence; fortify / improve customer relationships

Simplification of Group Structure



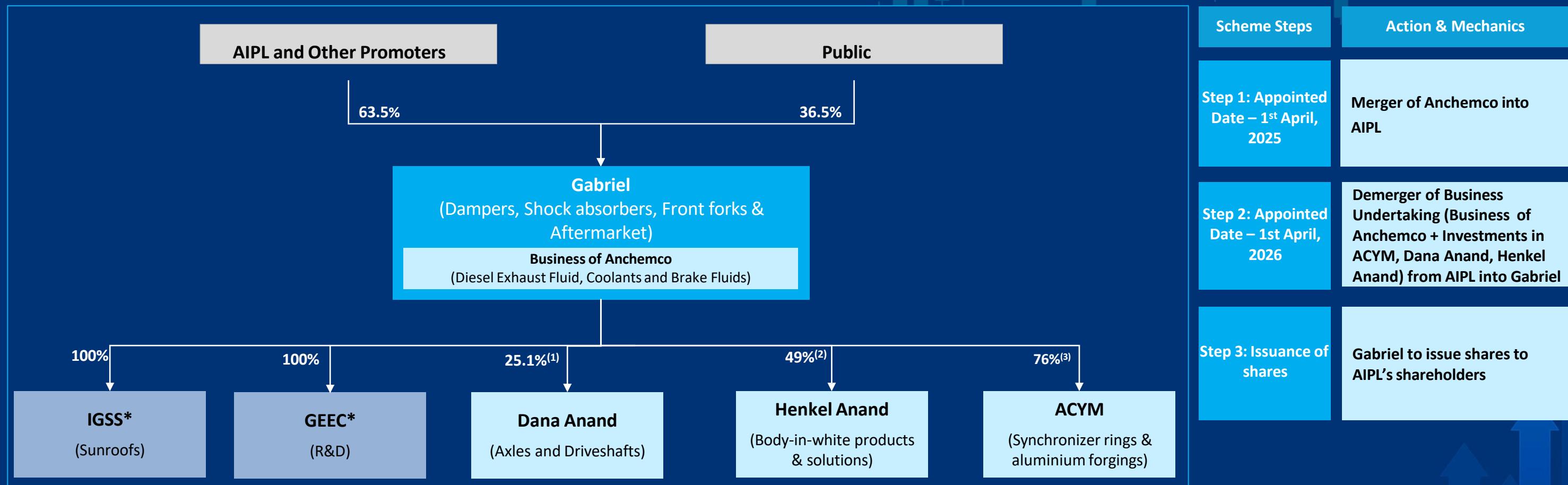
- This Scheme will consolidate the business of the Demerged Undertaking of AIPL in automotive components and products like Drive Train products including transmissions for EVs, Body in White and NVH Products and solutions, brass and steel synchroniser rings, aluminium forgings, brake fluids, radiator coolants and diesel exhaust fluids (DEF) / Ad-Blue for 2W, 3W and 4W vehicles and trucks and PU and PVC based adhesives in Gabriel.
- Making Gabriel the main engine for growth of automotive businesses

Responding to Shareholders' concerns and Value Creation



- Addressing investor queries on product diversification and M&A strategy by bringing existing matured JVs under Gabriel's fold
- Increased scale of Gabriel without any leverage or cash outlay
- Accretion in EPS by INR 7 per share (~ 41%) for FY25 and improved cashflows leading to wealth creation for shareholders
- Enhanced ability to raise funds for future organic and inorganic growth

BUSINESS RESTRUCTURING - TRANSACTION MECHANICS



1. 74.9% will continue to be held by JV partner Dana World Trade Corp., USA
2. 51% will continue to be held by JV partner Henkel AG & Co, Germany
3. 24% held by JV partner CY Myutec Co. Ltd, Korea

* Existing subsidiaries

JV BETWEEN GABRIEL AND JINHAP



An affiliate of JINOS



About JINHAP

Global Player in Auto and Industrial Fastener Technology and Precision Forged Products



Year founded: 1978



Headquarter: Daejeon, South Korea



Revenue: ~ 594 Bn KRW (~USD 435 Mn) in CY24



Employees: ~1200



Plant locations: 3 plants in South Korea, 1 in China and 1 in USA

DETAILS OF THE TRANSACTION



- JV announced between Gabriel India Limited (GIL) and JINHAP Korea (an affiliate of JINOS) to enter the business of fasteners.
- GIL would be investing Rs. 268 Mn by way of cash which would lead GIL holding 51% in the JV and making Jinhap Automotive India Private Limited (JAIPL) subsidiary of Gabriel India.
- The transaction is expected to see completion by 28th February 2026.



Rationale of this transaction:

- Entry into fasteners to address anchor customer's localization needs.
- Addressing larger fasteners market beyond anchor customers.

Automotive fasteners



Precision forged products



JV BETWEEN GABRIEL AND SK Enmove



About SK Enmove

Global Player in Base Oil, Lubricants and Functional Fluids



- World's largest producer of premium base oil with 500 + blending formulations and global presence in Lubricants
- Part of SK Group, Korea's 2nd largest conglomerate



Revenue: USD 3.4 Bn (SK Enmove, 2024)
USD 148 Bn (SK Group, 2024)



Employees: 36,500+ (SK Group, globally)



HQ: Seoul, South Korea

DETAILS OF THE TRANSACTION



- JV between Gabriel India Limited (GIL) and SK Enmove (SKEN) to enter the business of lubricants and functional fluids.
- **GIL: SKEN to have 49:51 shareholding:** GIL to infuse Rs.294 Mn in the equity share capital of the JV Co., in one or more tranches upon its incorporation.
- JVA was signed at SK HQ, Korea on 15th October 2025.
- **Name of the JV entity: SK Enmove Gabriel India Private Limited**



Rationale of this transaction:

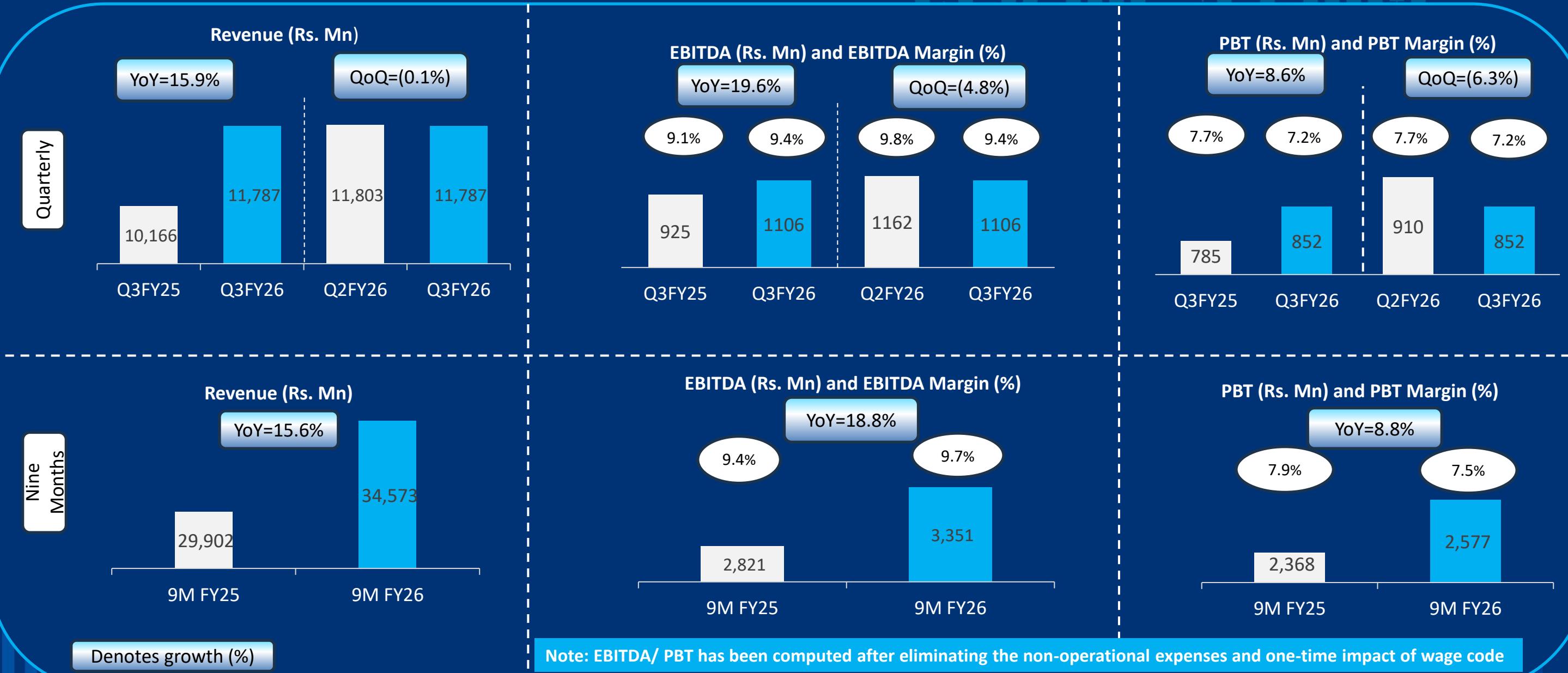
- Leverage OEM customer base as well as aftermarket channel of GIL.
- Synchronous with Anchemco's fluids business.
- Synergy with respect to captive consumption of industrial lubricants in the ANAND Group (e.g. Shock Absorber Oil in GIL)



Product Portfolio of JV Company:

- Engine Oils, E-fluids, Shock Absorber Oil, Industrial Lubricants, Greases, E-thermal Fluids
- Use of "ZIC" trademark (SK's current brand)
- Include "SK" and "GABRIEL" as endorsing corporate brands

CONSOLIDATED FINANCIAL HIGHLIGHTS – Q3 & 9M FY26



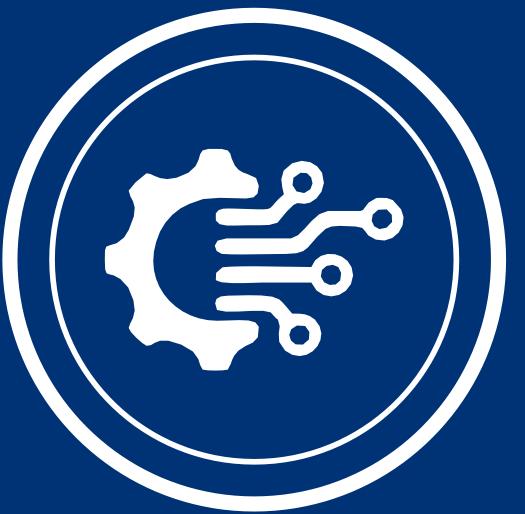
CONSOLIDATED PROFIT & LOSS STATEMENT

	Particulars (Rs. Mn)	Q3 FY26	Q2 FY26	Q3 FY25	9M FY26	9M FY25	FY25
Consolidated P&L							
Revenue from operations	11,787	11,803	10,166	34,573	29,902	40,634	
<i>Raw material % to sales</i>	73.9%	73.8%	74.3%	73.6%	74.2%	74.1%	
<i>Employee costs % to sales</i>	6.1%	6.5%	6.4%	6.4%	6.3%	6.2%	
<i>Other expenses % to sales</i>	10.9%	10.2%	10.2%	10.6%	10.0%	10.0%	
EBITDA	1,106	1,162	925	3,351	2,821	3,917	
EBITDA %	9.4%	9.8%	9.0%	9.7%	9.4%	9.6%	
<i>Other income % to sales</i>	0.6%	0.5%	0.9%	0.5%	0.7%	0.6%	
<i>Interest % to sales</i>	0.3%	0.2%	0.3%	0.3%	0.2%	0.3%	
<i>Depreciation % to sales</i>	2.2%	2.1%	1.9%	2.2%	1.9%	2.0%	
PBT Before Exceptional Items	852	910	785	2,577	2,368	3,242	
PBT %	7.2%	7.7%	7.7%	7.5%	7.9%	8.0%	
Exceptional Items	133	-	-	133	-	-	
Tax	173	220	184	587	561	792	
PAT	547	690	601	1,857	1,806	2,450	
PAT (Adjusted for Exceptional Items)	680	690	601	1,990	1,806	2,450	
PAT %	5.8%	5.8%	5.9%	5.8%	6.0%	6.0%	
EPS	3.8	4.8	4.2	12.9	12.6	17.0	

Note: EBITDA/ PBT has been computed after eliminating the non-operational expenses and one-time impact of wage code

Foreign exchange fluctuation (net) are part of other Income

TECHNOLOGICAL ADVANCEMENT



TECHNOLOGICAL
ADVANCEMENT

GABRIEL EUROPE ENGINEERING CENTRE (GEEC)

R&D Competencies

Advanced Damper design

Material expertise Damper

Control Logics

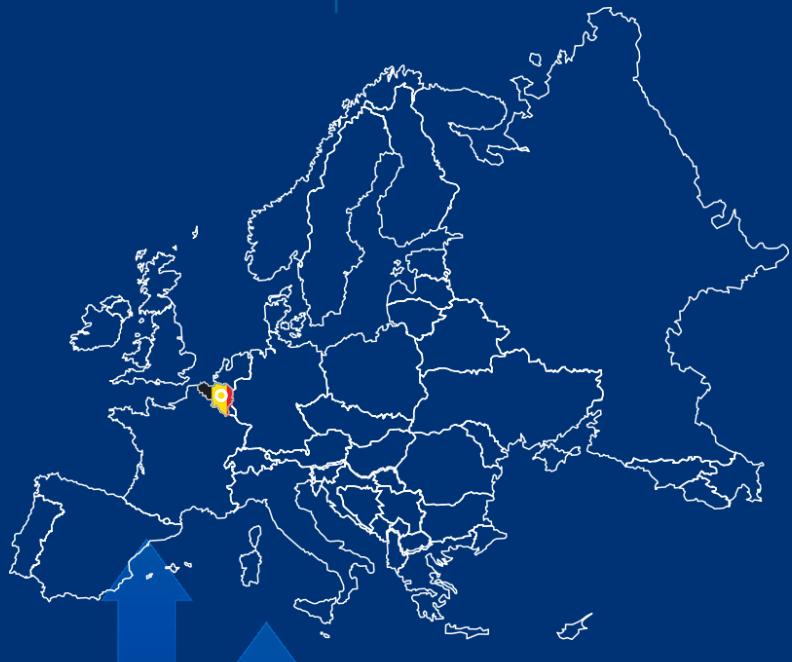
NVH damper test rig Comfort and
NVH assessments

Vehicle dynamics on car and
virtual engineering

R&D Location for Gabriel



Belgium





**GABRIEL PUNE TECH CENTRE:
“IGBC” CERTIFIED
GREEN BUILDING**

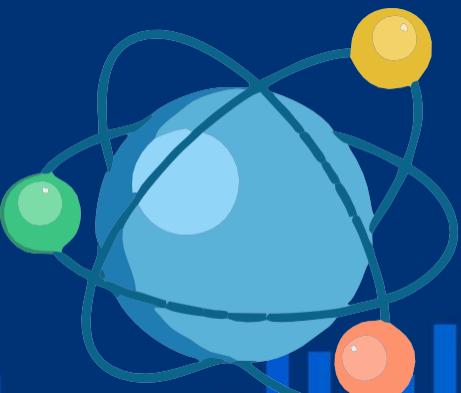
GABRIEL TECH CENTRE: POWERING OUR FUTURE, DRIVING POSSIBILITIES



TECHNOLOGICAL COLLABORATION/ ASSISTANCE



PATENTS FILED TILL DATE - 87
PATENTS GRANTED TILL DATE - 32



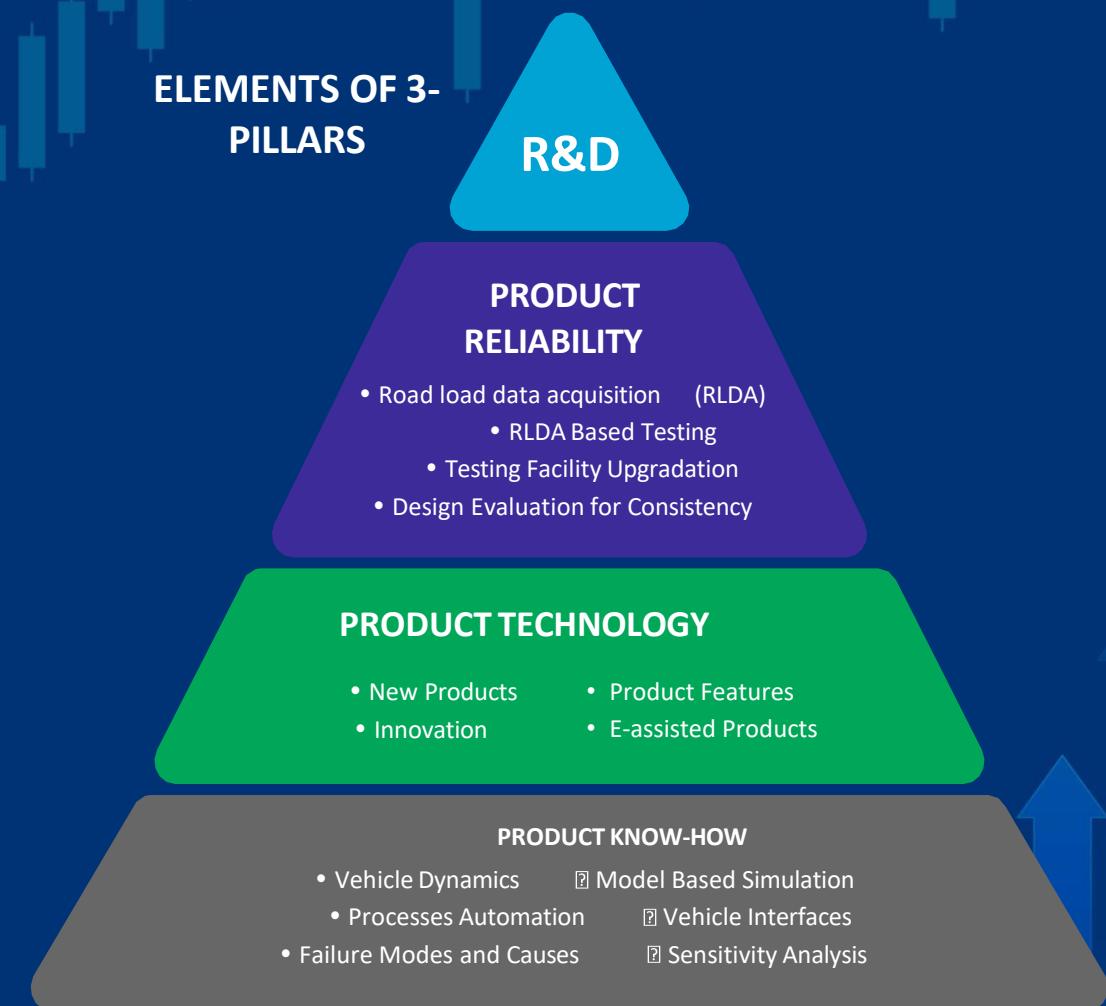
R&D, INNOVATION AND TECHNOLOGY: ESSENTIAL COMPONENTS FOR STRATEGIC EVOLUTION

At Gabriel India, our constant endeavors towards investing in R&D, innovation and technology are considered integral to our continuous improvement process.

Our R&D technology centers at Hosur and Chakan (recently launched) are recognized by the Department of Scientific and Industrial Research (DSIR), part of the Ministry of Science and Technology.



ELEMENTS OF 3-PILLARS



72 R&D Specialists

87 Patents Filed

AWARDS & ACCOLADES DURING Q3 FY26



GIL Hosur received Clean Energy Champion Award by TVS Motors



TVS Motors awarded GIL Parwanoo 'Best in Process Control Award for delivering 100% Quality Performance'. It also won Quality Improvement Case Study Award.



SUSTAINABILITY MISSION



**TO BE CARBON & WATER NEUTRAL BY 2027
WITH ZERO WASTE TO LANDFILL**

SUSTAINABILITY

Focus area	Ambition	9M FY26 Progress	Status FY25
Waste Management/ Waste Stewardship	All sites to achieve zero waste to landfill (ZWTL) status by 2027	7 out 7 plants achieved zero waste to landfill	1 out 7 plants achieved zero waste to landfill
Water Stewardship	To achieve water-neutral operations by 2027	47%	51%
Climate Resilience	50% of the energy needs are to be met from renewable sources by 2027	18%	17%
	Carbon neutral operations by 2027	39%	38%
Occupational Health and Safety	Zero injuries	2 Lost Time & 9 Recordable Injuries	14 Lost Time & 17 Recordable Injuries
	To achieve 36 safety training hours per employee by 2027	22.90	18.15
Responsible Procurement	To audit all Tier I suppliers in by 2027	88%	90%

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The SNS Foundation (SNSF), established in 1976, serves as the CSR arm of the ANAND Group and operates as an independent non-profit organization. It aligns its initiatives with the United Nations' Sustainable Development Goals (SDGs), focusing on empowering communities through social transformation. Gabriel India supports SNSF's efforts across its four key thematic areas:



Education

- Since 2014, 8K+ government school students benefited from infra projects under GIL CSR.
- 28 scholarships** : 18 for diploma engineering & 10 for education at ANAND School (100% females).

Skill Development

- 552 youth graduated from multiple NSDC approved skilling courses: 215 are under training.
- Family income increased by 49% after youth skilled at SNSF joined employment or started a business.

Health & Hygiene

The proposed Water ATM installation in Thoduthepalli village, (near GIL, Hosur) is under installation and aims to improve access to safe drinking water for 150 families & reduce incidences of waterborne diseases like diarrhoea & vomiting.

Community & Environment

- Renewable energy and rainwater harvesting projects undertaken.
- Supported 1,968 rural women in 181 groups. INR15.87 Mn bank loan facilitated for 32 Groups. 64 Women initiated livelihood activities.
- 03 Public Parks are maintained in Parwanoo having 3.2k plants.



GIL Leadership

BOARD OF DIRECTORS



Anjali Singh
Executive Chairperson Gabriel India



Mahendra K Goyal
Group President & Group CEO ANAND Group



Atul Jaggi
Managing Director Gabriel India



Mahua Acharya
Non-Executive Independent Director



Pallavi Joshi Bakhru
Non-Executive Independent Director



BVR Subbu
Non-Executive Independent Director

EXECUTIVE LEADERSHIP



Atul Jaggi
Managing Director



Anand Sontakke
Chief Operating Officer



Amitabh Srivastava
Chief Operating Officer-
Railways and Aftermarket



R. Vasudevan
Chief Marketing Officer



Mohit Srivastava
Chief Financial Officer



Prashant Shah
Chief Purchase
Officer



Koen Reybrouck
Chief Technical Advisor



Vinod Razdan
Chief Human Resources



Abdul Wahid
Head-Quality

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Investor Relations Advisors :

Strategic Growth Advisors Pvt. Ltd.
CIN : U74140MH2010PTC204285

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