India Nippon Electricals Ltd

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CIN : L31901TN1984PLC011021

INEL/SE/2025-26/49

March 17, 2026

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot no C 1,
G Block, IFB Centre, Bandra Kurla Complex,
Bandra (East), Mumbai - 400051
Scrip: INDNIPPON

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001
Scrip: 532240

Dear Sir/ Madam,

Sub: Investor presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time ("Listing Regulations"), we are enclosing herewith a copy of the Investor presentation which may be presented to various investors and analysts.

The presentation is also being made available on the Company's website: www.indianippon.com

You are kindly requested to take the above information on record.

Thanking you

Yours sincerely

For **India Nippon Electricals Limited**

S LOGITHA
Digitally signed by S LOGITHA
Date: 2026.03.17 12:21:10 +05'30'

S Logitha
Company Secretary
Membership No: A29260

Ecl: as above

India Nippon Electricals Ltd

INVESTOR PRESENTATION

February 2026

TABLE OF CONTENTS

India Nippon Electricals Ltd

Company Overview

SNAPSHOT

India Nippon Electricals Ltd

40+ Years Of Experience

3 Manufacturing Plants

1 State-of-art Research Center

Tier 1 Supplier to Major Auto OEM's

1,605+ Employees

Debt Free

14.26% 3 Year Revenue CAGR

INR 18,408 Mn Market Cap

30%+ Consistent Dividend Payout track record

COMPANY OVERVIEW

India Nippon Electricals Ltd

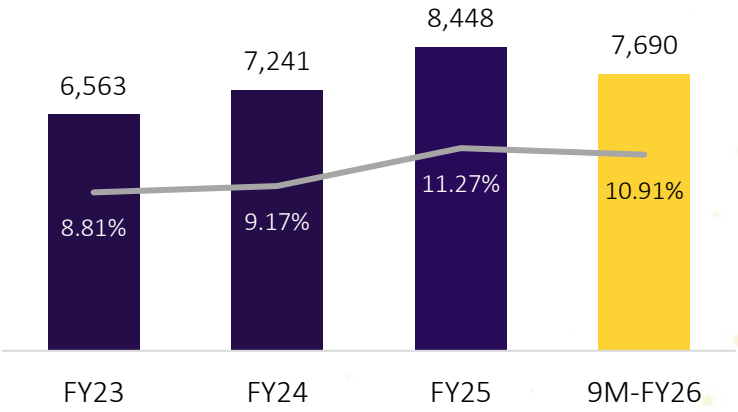
- India Nippon Electricals Limited (INEL) was incorporated in 1984 and owned by Lucas Indian Service Limited, a wholly-owned subsidiary of Lucas-TVS Limited to manufacture electronic ignition systems for two-wheelers, three-wheelers and portable engines.
- INEL's product offerings cover all custom-built ignition system parts for various applications to meet the whole range of OEMs in the vehicle industry and enjoys a market leadership position in the electronic ignition system products, and has also recently entered the market for electric vehicles.
- The Company continues to expand its product portfolio and capabilities with future technologies such as sensors, controllers, converters and engine control units etc., in addition to its offerings for internal combustion engines.
- The Company has 3 Manufacturing facilities and state-of-art Tech centre located at Tamil Nadu, Puducherry, and Haryana.
- Over the years, the Company has developed a range of high-quality, differentiated products, which has allowed it to establish a solid customer base in India and an expanding clientele abroad.
- INEL has built a wide customer base in North America, Japan, and Europe and remains committed to increasing its aftermarket and export operations as well.

TWO WHEELER

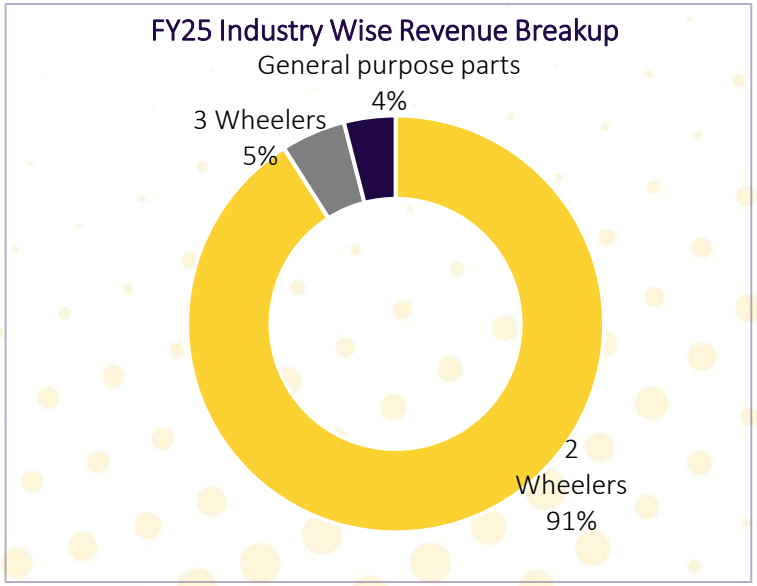
THREE WHEELER

GENERAL PURPOSE ENGINES

Revenue (INR Mn) & EBITDA Margins (%)



FY25 Industry Wise Revenue Breakup



JOURNEY

India Nippon Electricals Ltd

1984-1988

- Incorporation of the Company and its conversion into a joint venture
- Establishment of a manufacturing unit in Hosur, Tamil Nadu
- Commencement of production and supply to major 2 Wheeler OEMs

1989-1993

- Introduction of electronic ignition systems for Moped application
- Supply of Ignition parts to Generator application
- Introduction of Integral Unit (CDI + ignition coil

1994-1998

- Export of ignition coils to Japan.
- Recognition by the Department of Science and Technology, Government of India
- Started supplies to premium motorcycles
- Certification by BVQI for ISO 9001 Quality System for Hosur Unit

1999-2003

- Supply of Ignition System to Three Wheeler OEMs application
- Commencement of supply of digital CDI Ignition System to major Japanese 2Wh OEM for Indian Market
- Introduction of CDI cum Flasher Unit for 4S Motorcycle
- Certification by BVQI for QS-9000 Quality system and ISO 14001 EMS System for Hosur Unit

2004-2008

- Supply of FWM & RR Units to General Purpose Engines
- Commencement of exports to Italy, Malaysia, Slovenia, and Turkey
- Start of contract manufacturing of ECUs
- Award for ISO/ TS 16949:2002 certification for all three manufacturing locations of INEL by BVCI

2009-2013

- Commencement of Exports to USA & Thailand
- Supply of ignition coils to ATVs in Italy
- Supply of CDI to major 2Wheeler OEMs in North India
- Awarded ACG Business for Scooter by major Japanese OEM for Indian market
- Awarded 'Excellence in Technology' by ACMA

2014-2018

- Started supplies of EGR Controllers for Three Wheelers
- Started supplies of Throttle Position Sensors [TPS] for General Purpose Engines

2018-2023

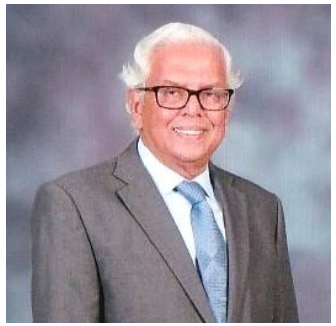
- Expanded into new product line: Sensors, Display, Entry in EV Segment through DC/DC.
- Acquired new customers in North America.
- Entered into a partnership with a reputed European maker for EFI-ECU
- Opened new Technical Center
- Expanded our manufacturing plant
- 3rd time in a row, certified for "Great Place to Work"

2023 onwards

- LIS acquired MEDJ and MHIPL's stake amounting to 19.51% and LIS holding become 70.32%
- Maintained its No.1 position in ignition systems for past 3 years, while expanding its customer base across ICE and EV segments.
- Introduced New products like Hi Efficiency magnetos, sensors and ISG controllers.
- Factory building expansion completed and capacity increase continues to meet future demand
- Intensified focus on exports and aftermarket
- Green Go certified with Gold in Hosur

EMINENT LEADERSHIP

India Nippon Electricals Ltd



Mr. T.K Balaji

- Chairman

- Mr. T. K. Balaji, (DIN 00002010), was appointed as a Director on the Board of the Company on 28" July, 1986, and is presently the Chairman of the Lucas-TVS Group of Companies, engaged in cutting-edge technology products in the field of mechatronics through Lucas-TVS Limited, Common Rail Diesel Fuel Injection Technology through Delphi-TVS Technologies Limited, and India's oldest leader in aftermarket distribution and service of these products through Lucas Indian Service Limited.
- He holds a bachelor's degree in mechanical engineering from Madras University where he secured first rank and is also a gold medallist alumnus of the Indian Institute of Management, Ahmedabad.
- He is the Past President of ACMA and had served as a Member of CII, National Council for a number of years. He was a Member of the Development Council for Automobiles & Allied Industries, Government of India.

Mr. Arvind Balaji

- Managing Director

- Mr. Arvind Balaji, (DIN 00557711), was appointed as director of the Company w.e.f 25th October, 2008 and was inducted on the board as a Managing Director of the Company w.e.f 27th August, 2014.
- He is an MBA in Finance from the Wharton School, University of Pennsylvania and also holds a master’s degree in manufacturing systems engineering from Stanford University and bachelor’s degree in mechanical engineering from BITS - Pilani, Rajasthan, India.
- He is currently engaged as Managing Director of Lucas TVS Limited, India Nippon Electricals Limited and Director of Lucas Indian Service Limited, Delphi-TVS Technologies Limited, TVS Motor Services Limited, TVS Training & Services Limited, Schaeffler India Limited, Blue Star Engineering & Electronics Limited.
- He is the past president of the Automotive Component Manufacturers Association (ACMA) and led the Technology, Safety and Regulatory (TSR) Committee of ACMA. He continues to play an active role in all ACMA Technology and Regulatory Committees.

BOARD OF DIRECTORS AND KEY MANAGEMENT PERSONNEL

India Nippon Electricals Ltd

Chairman	Managing Director	Independent Directors	Non- Executive Directors
TK Balaji	Arvind Balaji	▪ Heramb Ravindra Hajarnavis ▪ Anant Jaivant Talaulicar ▪ Gangapriya Chakraverti	Priyamvada Balaji

President	Chief Technical Officer	Chief Financial Officer	Company Secretary and Compliance Officer
Ravinder Sharma	K. Kanakaraju	Elango Srinivasan	S. Logitha

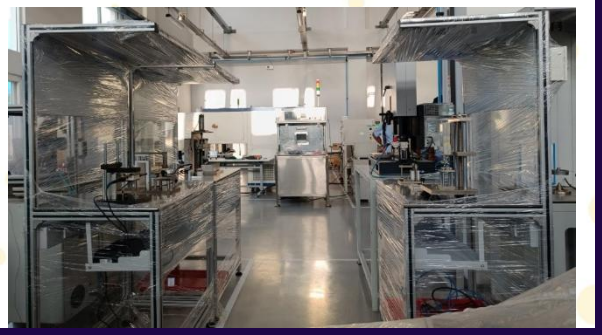
WORLD-CLASS MANUFACTURING FACILITIES

India Nippon Electricals Ltd







ASSISTED BY STRONG INTERNAL STATE-OF-THE-ART R&D FACILITIES & INFRASTRUCTURE

India Nippon Electricals Ltd

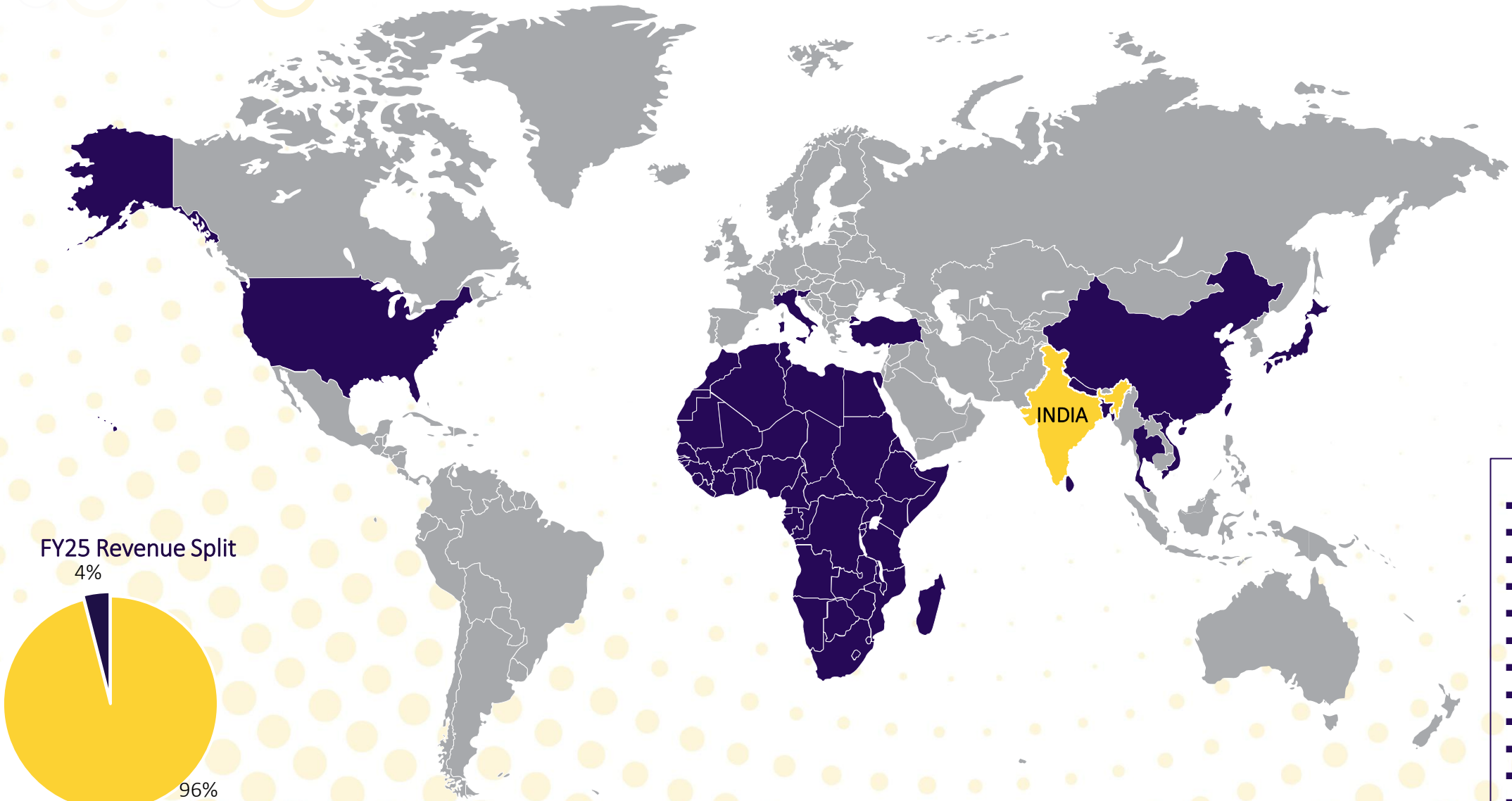
- Today's technology advances call for constant innovation and manufacture of products of high quality and reliability at competitive prices.
- Realizing this dictum, INEL has invested substantially in equipping its R&D to independently design and develop ignition products for various engine applications.
- The intense procedures adopted to achieve the specification of customers involves taking products through many comprehensive tests by a set of dedicated and qualified engineers.
- In recognition of this capability, the Department of Science and Technology, Ministry of Industry, Government of India, have accorded recognition to India Nippon Electricals Ltd., since the year 1994.

KEY CLIENTELE

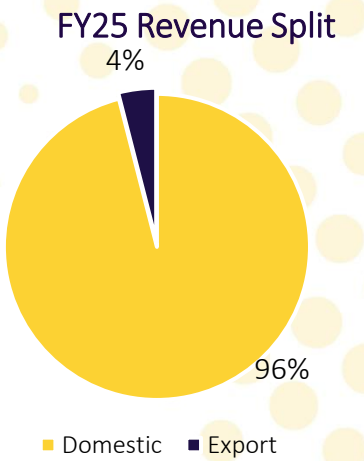
*Logos are meant for representative purposes only

GEOGRAPHICAL PRESENCE

India Nippon Electricals Ltd



- USA
- ITALY
- CHINA
- SLOVENIA
- TURKEY
- VIETNAM
- THAILAND
- JAPAN
- NEPAL
- SRI LANKA
- BANGLADESH
- AFRICA



Business Overview

PRODUCT PORTFOLIO

India Nippon Electricals Ltd

Electronic Ignition System

It is a modern automotive ignition system that replaces the conventional mechanical ignition systems used in older vehicles.

Its primary function is to ignite the air-fuel mixture in the engine's cylinders at the right time to facilitate combustion and power generation.

Controllers

It refers to the various electronic control units (ECUs) and modules that manage and control different systems and functions within the vehicle.

Modern vehicles are equipped with numerous electronic components and systems, and these controllers are responsible for monitoring, regulating, and coordinating their operations.

Integrated Starter Generator system [ISG], combines the functions of a starter motor and an electric generator into a single unit.

Sensors

It is the collection of various sensors installed throughout the vehicle to monitor and provide critical data on its operating conditions.

These sensors play a crucial role in modern automotive systems, enabling advanced functionalities, improving safety, and optimizing performance.

Electric Vehicles

Recently established world-class Technology center in Tamil Nadu is particularly focused on developing EV technology products and technologies for emission control and compliance.

Mechatronic products with new technology solutions and software are also being designed for wide applications across segments.

Aftermarket

A dedicated team is focusing on aftermarket and several measures are taken to strengthen brand image, product range, constant sales promotion efforts and distribution network to extract maximum value for business.

INEL also conducts skill development programme for 2W mechanics.

ELECTRONIC IGNITION SYSTEM

India Nippon Electricals Ltd

AC Generator/ Flywheel Magneto

Flywheel Magneto is an electrical machine with permanent magnet rotor that can function to generate electricity for supplying vehicle electrical loads and for battery charging.

Regulator & Rectifier/ Power Boosts Regulator

Regulator & Rectifier plays a crucial role to rectify and regulate the AC output from magneto, thereby charging the battery and supplying to DC loads. In addition, the RR unit regulates the magneto output and provides supply to AC loads.

Ignition Coil

Ignition Coil is an induction coil in an automobile's ignition system that transforms the battery's voltage to the thousands of volts needed to create an electric spark in the spark plugs to ignite the fuel.

CONTROLLERS

India Nippon Electricals Ltd

ISG Controller

It plays a central role in managing the operation of the Integrated Starter Generator system, which combines the functions of a starter motor and an electric generator into a single unit.

EGR Controller

Exhaust Gas Recirculation controller, is a component in a vehicle's engine management system that regulates the flow of exhaust gases back into the engine's combustion chambers.

EFI ECU

It is responsible for managing various aspects of the engine's operation, including precise fuel injection, air-fuel ratio regulation, ignition timing control, idle speed management, throttle control, and more.

SENSORS

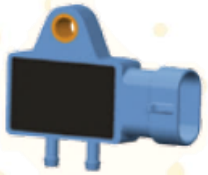
India Nippon Electricals Ltd

Speed Sensor

Temperature Sensor

Throttle Position Sensor

Oil Level Sensor



Differential Sensor

TMAP Sensor

Steering Angle Sensor

RPAS Ultrasonic Sensor

Tyre Pressure Monitoring Sensor

2W ELECTRIC VEHICLES

India Nippon Electricals Ltd

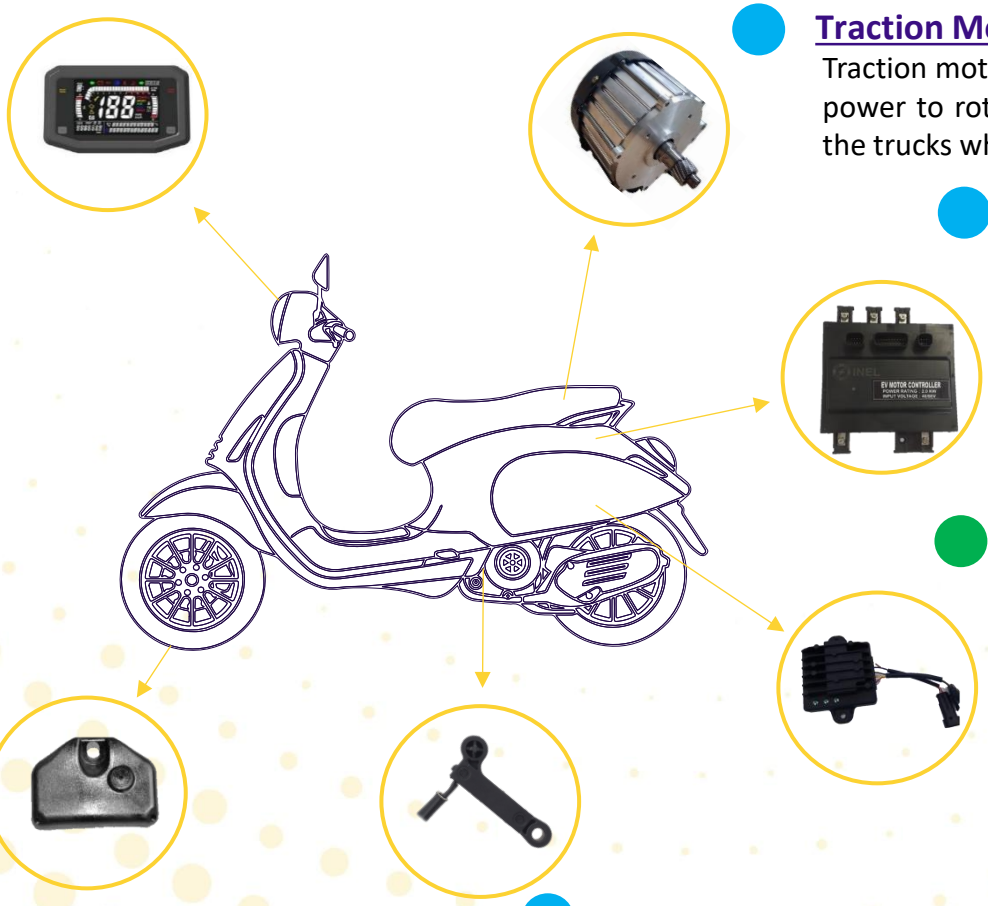
Cluster

It refers to the instrument cluster or dashboard panel found on a two-wheeled vehicle's handlebars or front section. It provides essential information to the rider about the vehicle's performance, speed, fuel level, engine status, and various other parameters.

Colored LCD Cluster in proto stage and TFT Cluster is in development stage.

TPMS

Tyre Pressure Monitoring System is an important safety feature in both conventional and electric vehicles. It is designed to monitor the air pressure in the vehicle’s tyres and alert the driver if there is a significant drop in pressure, which can lead to decreased vehicle performance, increased tyre wear, and potential safety risks.



Traction Motor

Traction motors are powered by electricity and generate the power to rotate the wheels. They are typically mounted in the trucks where the wheels are housed.

Motor Controller

It is a critical component in an electric vehicle (EV) that regulates and controls the operation of the electric motor. It manages the power flow from the vehicle's battery to the motor, allowing precise control over the motor's speed, torque, and direction.

DC-DC Converter

It helps manage the power flow and compatibility between these systems. The main purpose of a DC-DC converter in an electric vehicle is to convert the high-voltage DC power from the main battery pack (usually several hundred volts) to lower voltages.

Side Stand Sensor

It gives safety alert to ECU to stall the engine if the side stand is in the lowered position and not disengaged.

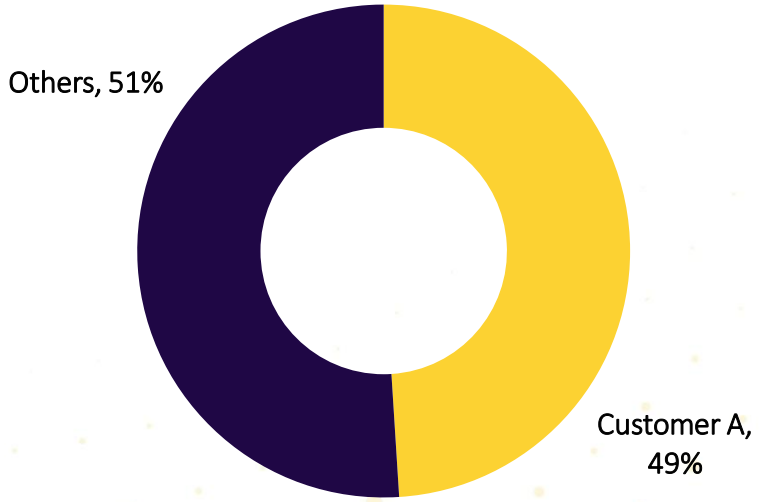
- Under Development
- In Mass Production

CUSTOMER WISE SALES

India Nippon Electricals Ltd

Customer wise Sales – FY 23/24

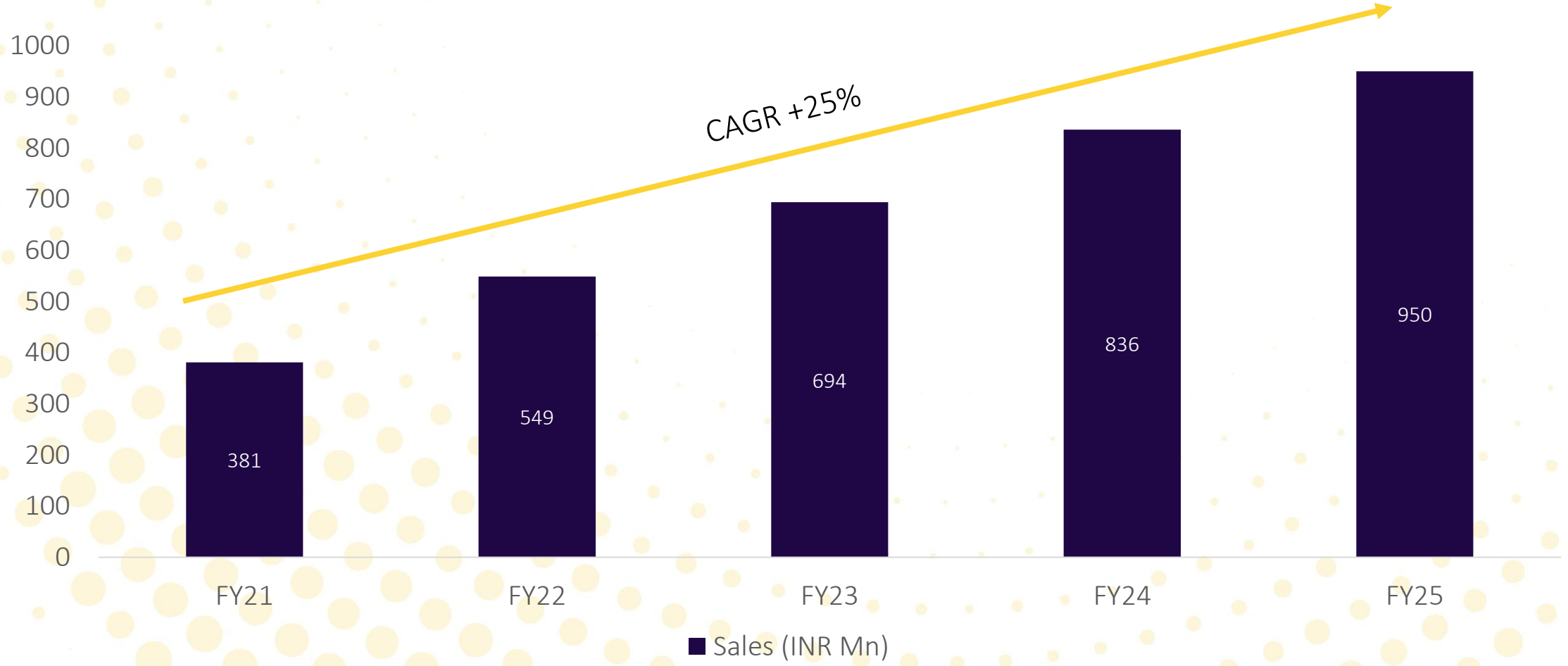
Customer wise Sales – FY 24/25



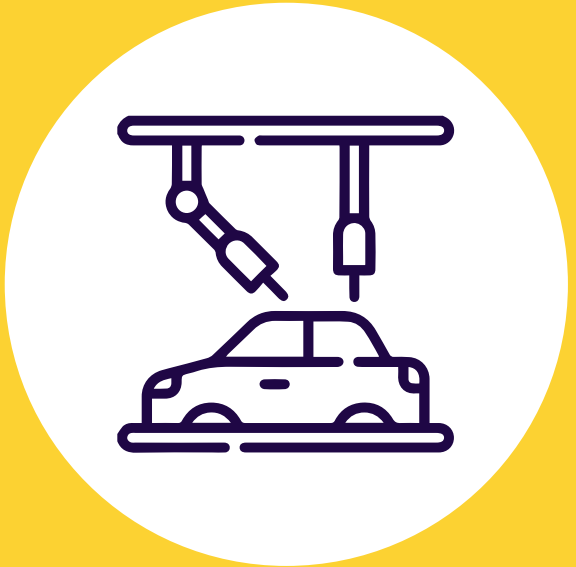
AFTER MARKET SALES

India Nippon Electricals Ltd

Currently After Market Sales contribute to around 12% of overall Sales with a target to reach 15% levels in the future.



Strategic Overview



INDUSTRY VS INEL PERFORMANCE OVER YEARS

India Nippon Electricals Ltd

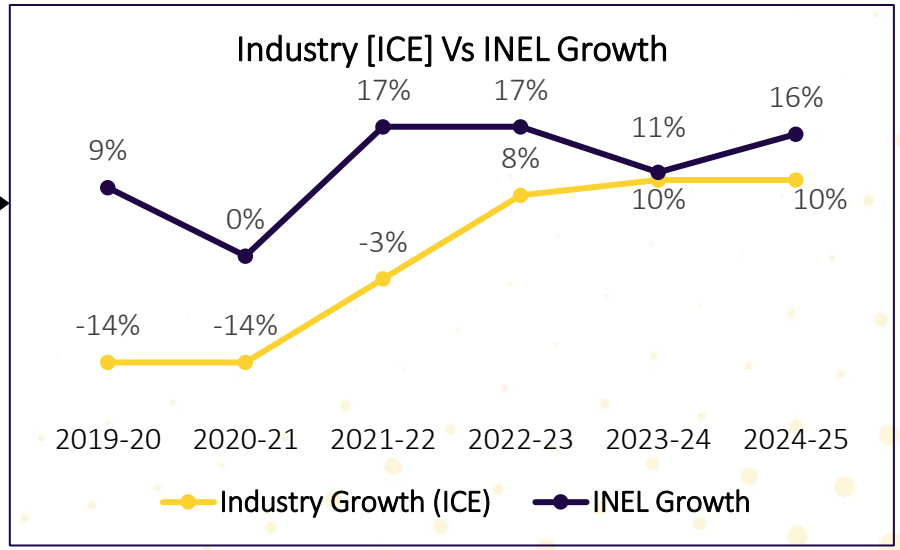
Highly volatile Situation :

- EV Penetration increased to 16%
- Global market uncertainty due to trade tariff barrier issues
- Recession in US and Europe markets, economic slow down in China
- Constant change in regulatory requirements for environment concerns.

Business Challenges and Outlook :

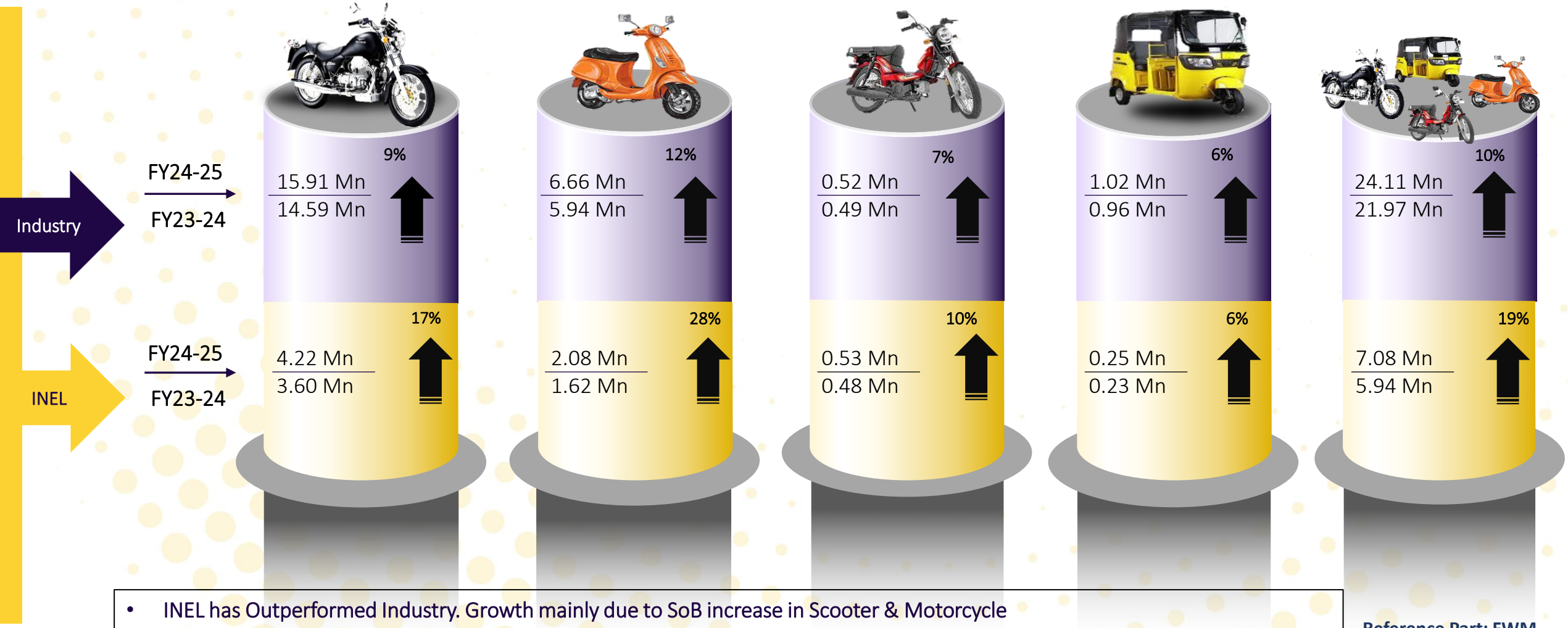
- Opportunities for new products in overseas markets
- Increasing demand for premium vehicles and robust development process
- All existing domestic products upgraded to meet BS6 norms
- Products upgradation to OBD II
- Restrictions on rare earth supplies from China
- High volatility in demand from customers and frequent disruptions in supply chain
- Quick phase out and introduction of new models by customers require increased development efforts

Despite all challenges INEL has outgrown the Industry in last 5 years



INDUSTRY GROWTH VS INEL SALES [FY 24/25: YTD - QTY]

India Nippon Electricals Ltd

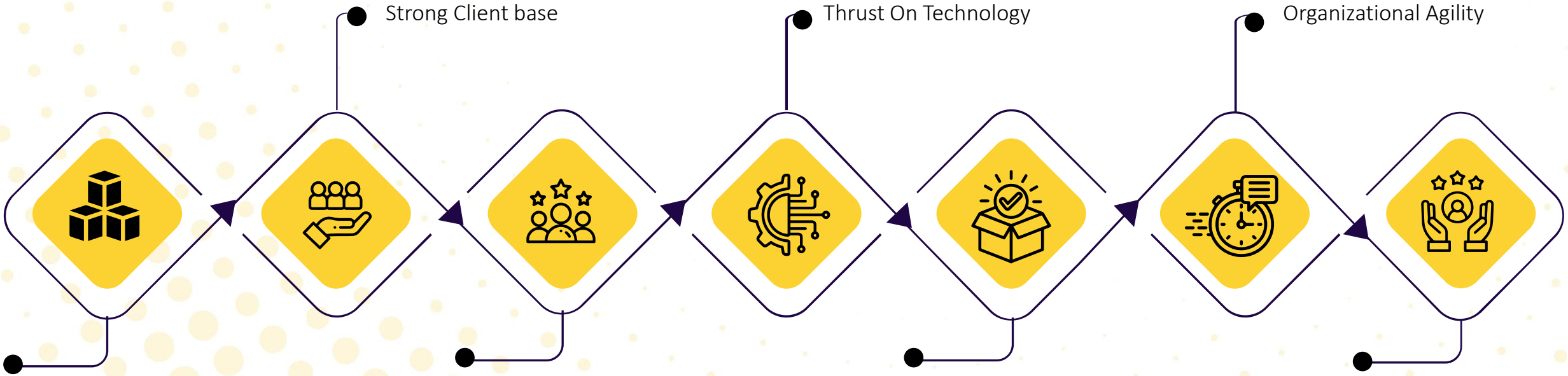


- INEL has Outperformed Industry. Growth mainly due to SoB increase in Scooter & Motorcycle
- Market Share at 28% , holding No 1 position in India for FWM

Reference Part: FWM

KEY STRENGTHS

India Nippon Electricals Ltd



FUTURE GROWTH STRATEGIES

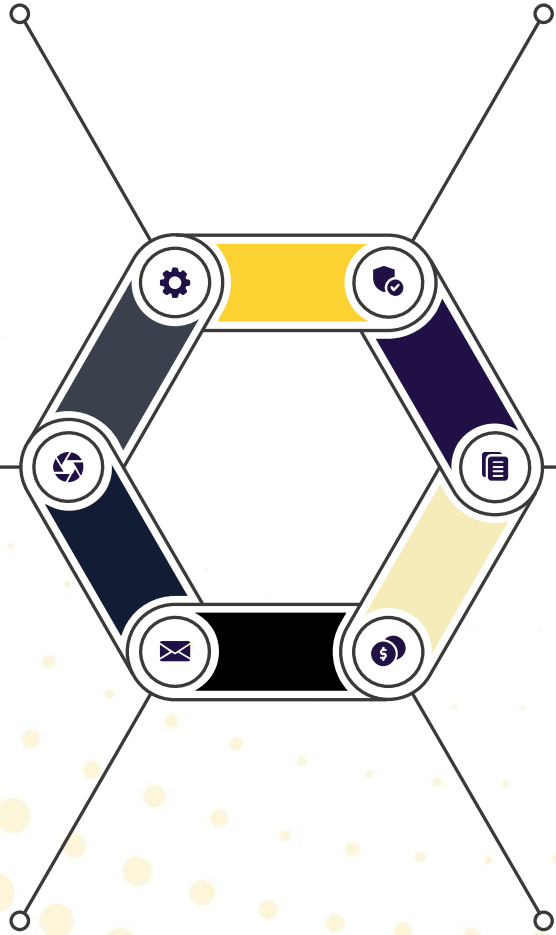
India Nippon Electricals Ltd

Capitalizing on Core Business

Focused on exploiting the opportunities presented within core business by introducing new products for two & three-wheelers.

Advancing Aftermarket Business

A dedicated team and several measures are taken to strengthen product range and distribution network to extract maximum value for business.



Entering into a New Technical Partnerships

Recently entered into a Technical Licensing partnership with a globally leading automotive supplier, for the Control unit for Electronic Fuel Injection (EFI ECU) which will enable to enter a new product segment of the EFI system and serve customers for two and three-wheeler applications.

Expanding to New Geographies

Focused on expanding presence to new geographical locations and penetrating deeper into existing markets.

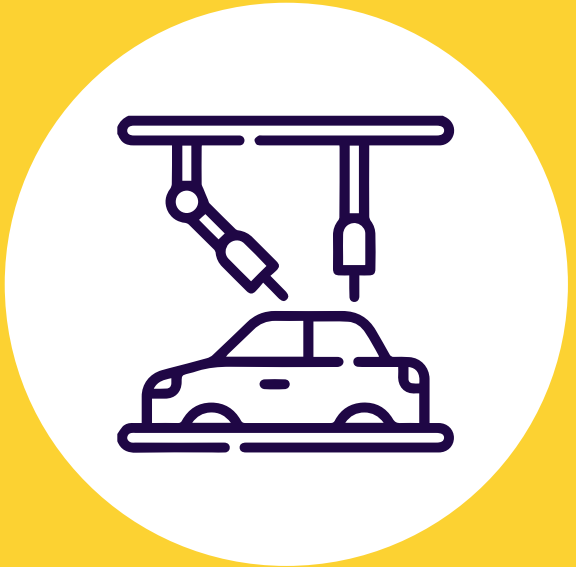
Growing EV Portfolio

Cognizant of the emerging reality, new R&D Centre and the talent engaged at the facility will particularly prove beneficial in the development of differentiated products and new technologies for EVs.

Exploring New Business Lines

Exploring new product applications for existing products using focused teams to identify potential applications for electronic solutions.

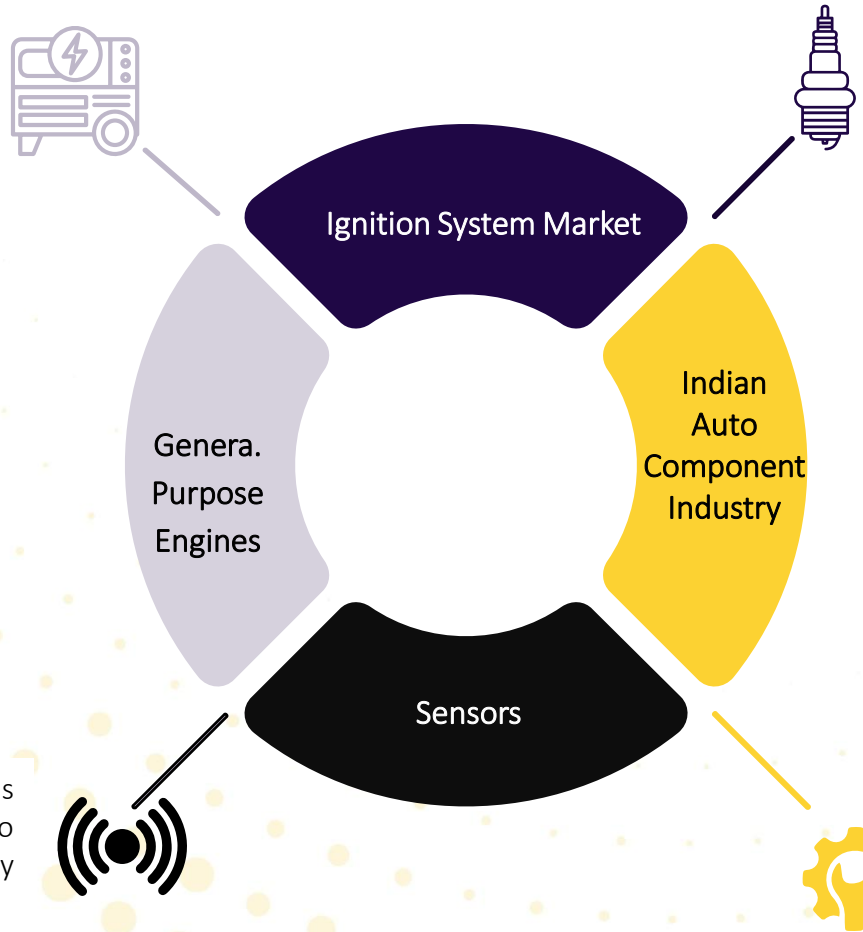
Industry Overview



AUTO-COMPONENT SECTOR

India Nippon Electricals Ltd

- Automotive Ignition System Market is estimated to grow at 6.2% CAGR to reach USD 15.2 Bn by 2033.



- The Indian auto-components industry is set to become the third-largest in the world by 2025.
- Auto-components industry accounts for 2.3% of India's GDP. The automobile component sector will contribute 5-7% of India's GDP by 2026.
- Indian auto-component makers are well-positioned to benefit from the globalization of the sector as export potential could be increased to USD 30 Bn by 2026.
- By FY28, the Indian auto industry aims to invest US$ 7 billion to boost localization of advanced components like electric motors and automatic transmissions, reducing imports and leveraging 'China Plus One' trend.

- The global General Purpose Engines market size was valued at USD 10.86 bn in 2024 and is expected to expand at a CAGR of 2.09% to reach USD 14.54 bn by the end of 2032.

- The Automotive Sensors Market size is estimated at USD 37.11 Bn in 2024, and is expected to reach USD 75.40 Bn by 2030, growing at a CAGR of 12.54% from 2024-2030.
- Over the long term, the automotive sensors market is expected to grow driven by the factors such as increasing demand for advanced driver assistance systems (ADAS) and autonomous vehicles.

Source: Global Automotive Ignition System Market to Reach USD 15.2 Billion by 2033) , General Purpose Engines Market to Reach USD 14,543.39, Automotive Sensors Market - Size, Growth & Share (mordorintelligence.com), Automotive Sensors Market Size & Share 2025-2030, Auto Components, Growth of Automotive Components Industry in India | IBEF

Financial Overview

CONSOLIDATED INCOME STATEMENT

India Nippon Electricals Ltd

Particulars (INR Mn)	FY23	FY24	FY25	9M-FY26
Revenue from Operations	**6,563**	**7,241**	**8,448**	**7,690**
Operating Expenses	6,035	6,577	7,496	6,851
EBITDA	**528**	**664**	**952**	**839**
EBITDA Margins (%)	*8.05%*	*9.17%*	*11.27%*	*10.91%*
Depreciation	146	151	206	130
Finance Cost	4	4	4	2
Other Income	226	249	287	251
PBT	**604**	**758**	**1,029**	**958**
Taxes	122	165	206	245
PAT	***482***	**593**	**823**	**713**
PAT Margins (%)	*7.34%*	*8.19%*	*9.74%*	*9.27%*
Other Comprehensive Income	298	260	339	445
Total Comprehensive Income	**780**	**853**	**1,162**	**1,158**
Diluted EPS (INR)	21.32	26.21	36.37	31.54

CONSOLIDATED BALANCE SHEET

India Nippon Electricals Ltd

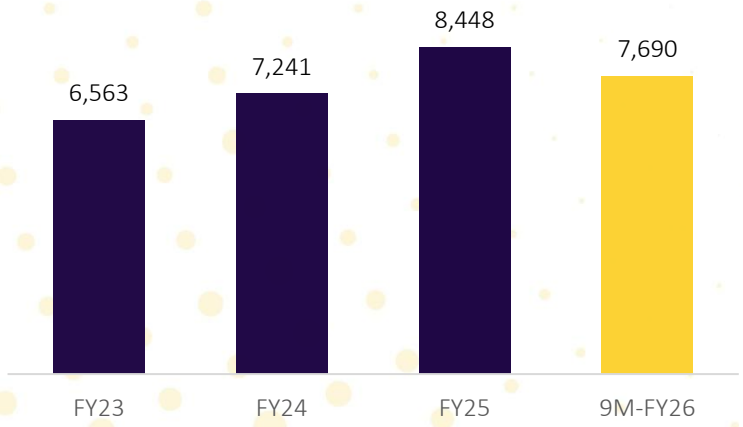
Particulars (INR Mn)	FY24	FY25	H1-FY26
EQUITY AND LIABILITIES			
Equity Share Capital	113	113	113
Other Equity	6,120	6,999	7,734
Shareholders Fund	**6,233**	**7,112**	**7,847**
Non-Current Liabilities			
Lease Liabilities	21	13	9
Deferred tax liabilities (net)	377	391	451
Provisions	36	39	50
Total Non-current Liabilities	**434**	**443**	**510**
Current Liabilities			
Lease Liabilities	8	8	8
Trade payables	1,303	1,402	1,486
Other financial liabilities	255	284	312
Provisions	20	18	80
Current tax liabilities (Net)	-	-	-
Other current liabilities	117	122	17
Total Current Liabilities	**1,703**	**1,834**	**1,903**
Total Equity and Liabilities	**8,370**	**9,389**	**10,260**

Particulars (INR Mn)	FY24	FY25	H1-FY26
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	1,312	1,437	1,440
Right-of-use Assets	109	100	95
Intangible Assets	14	10	7
Capital WIP	127	37	122
Investment Property	-	-	-
Investments	2,508	3,281	3,721
Loans	11	12	14
Other Financial Assets	10	141	94
Other Non-current Assets	-	5	24
Total non-current assets	**4,091**	**5,023**	**5,517**
Current Assets			
Inventories	692	722	884
Investments	1,811	1,443	1,448
Trade Receivables	1,417	1,697	2,064
Cash & Bank Balances	189	237	84
Other Financial Assets	6	84	91
Other Current Assets	111	105	131
Current Tax Assets	53	78	41
Total Current Assets	**4,279**	**4,366**	**4,743**
Total Assets	**8,370**	**9,389**	**10,260**

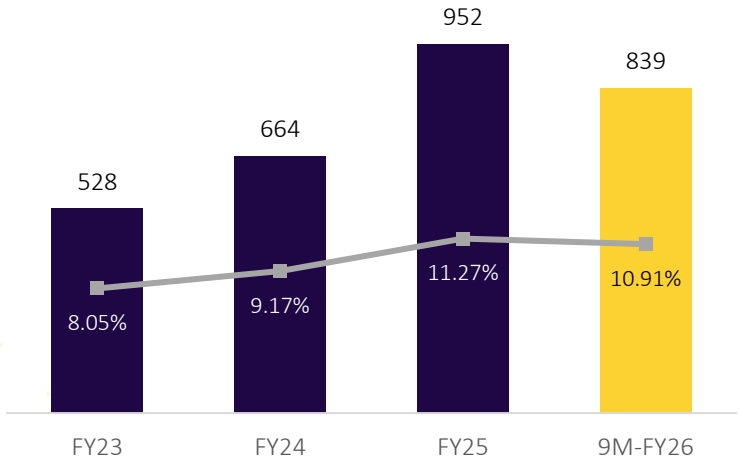
FINANCIAL GRAPHS

India Nippon Electricals Ltd

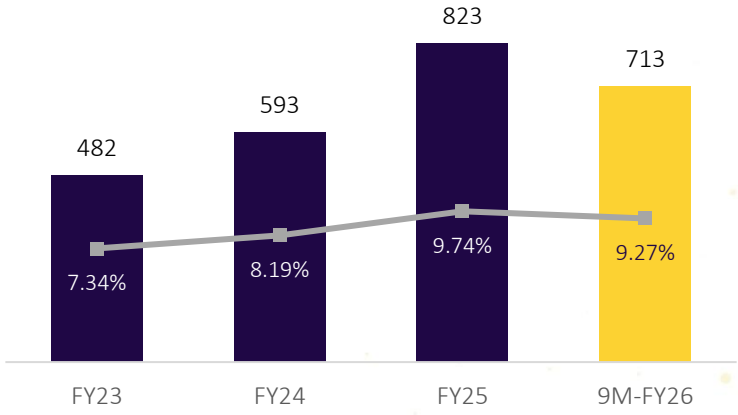
Revenue (INR Mn)



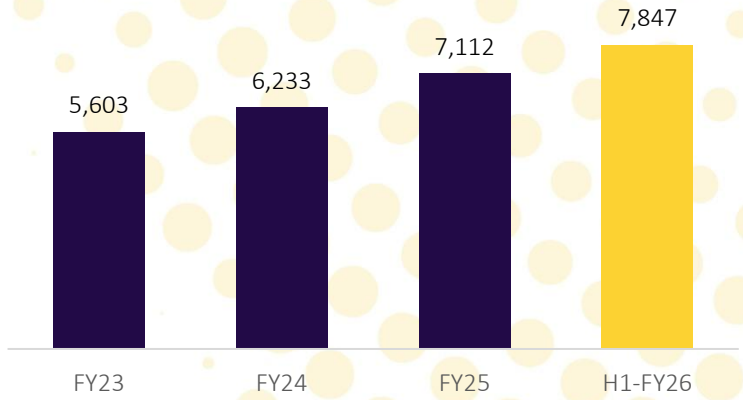
EBITDA (INR Mn) & EBITDA Margin (%)



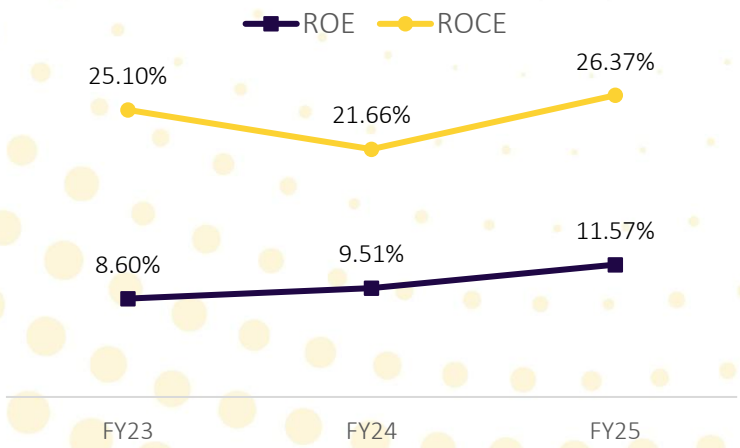
PAT (INR Mn) & PAT Margin (%)



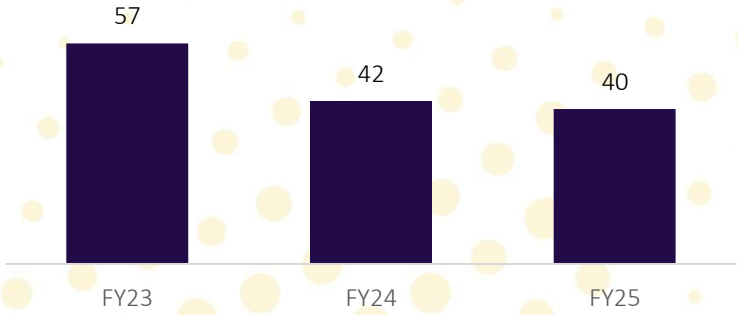
Net Worth (INR Mn)



ROCE & ROE (%)



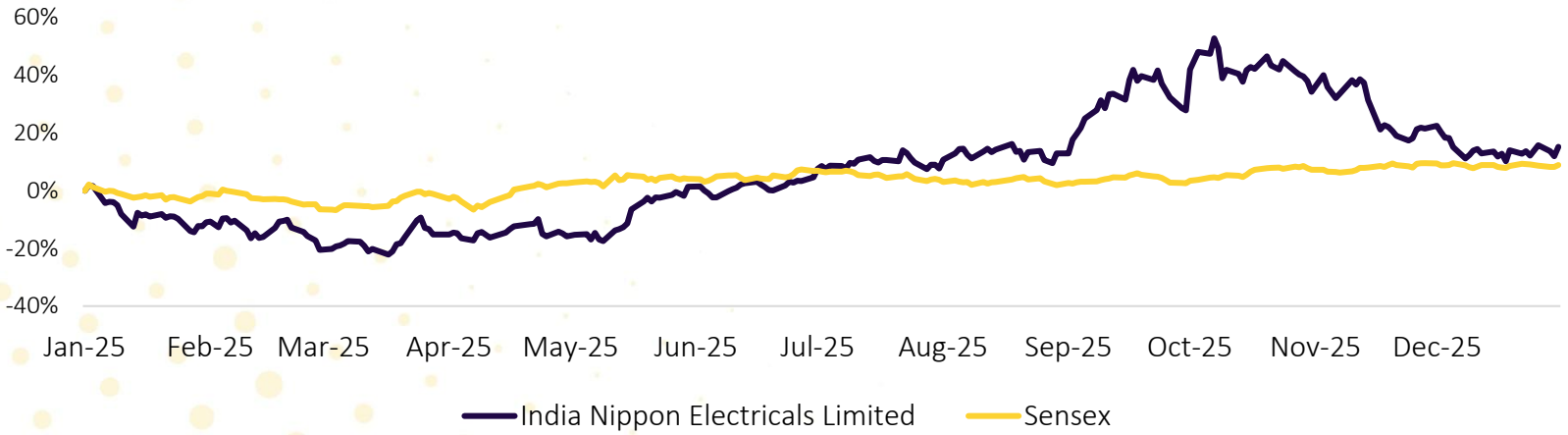
Working Capital Days



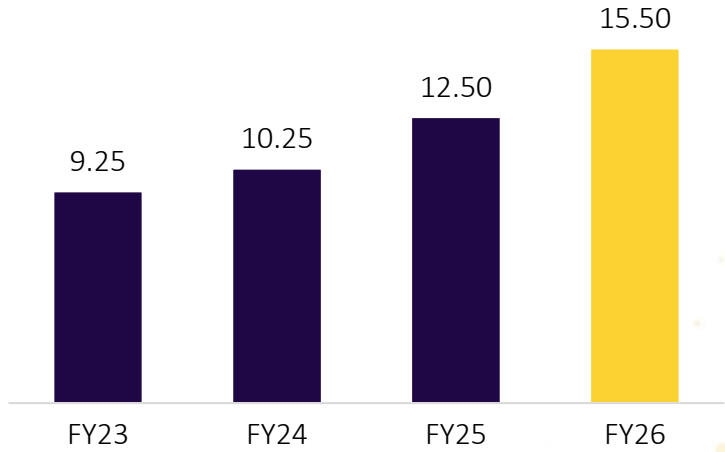
CAPITAL MARKET DATA

India Nippon Electricals Ltd

1 Year Stock Performance (up to 31st December, 2025)



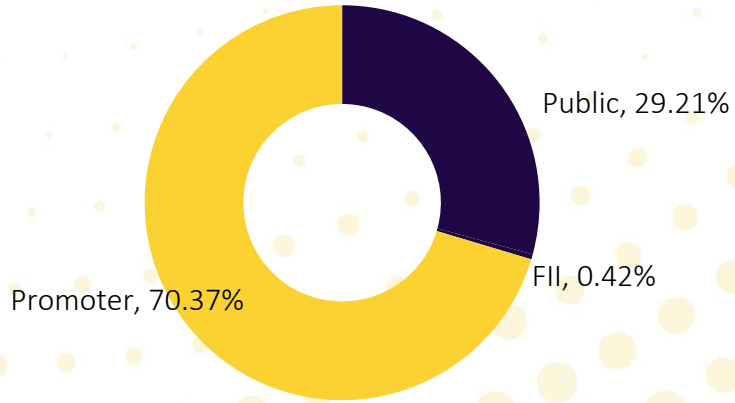
Dividend Per Share



Market Data (As on 31st December, 2025)

Particulars	
Face Value (INR per share)	5.00
CMP (INR per share)	813.75
52 Week H/L (INR per share)	1,099.95 / 545.20
Market Capitalization (INR Mn)	18,408.18
Shares O/S (Mn)	22.62
Average Volume ('000)	36.39

Shareholding Pattern (As on 31st December, 2025)



DISCLAIMER

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Thank You