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November 12, 2026

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001 **Scrip Code**:**530367**	**National Stock Exchange of India Limited** Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051 **Symbol: NRBBEARING**

Subject: Disclosure under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended – Earnings Call Transcript

Dear Sir/Madam,

This is further to our intimation dated October 29, 2026 w.r.t Earnings Conference call with Analysts/Investors on the unaudited Standalone and Consolidated Financial Results of the Company for Q2 FY 2026-27.

Pursuant to Regulation 30 read with Part A of Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, please find enclosed herewith the Earnings Call Transcript held with Analysts/Investors on Thursday, November 05, 2026 at 12:00 (IST).

Copy of the same is also being made available on the website of the Company at https://www.nrbbearings.com/

Please take the same on record.

Thanking you,
For NRB Bearings Limited

KHYATI HEMANG DANANI
Digitally signed by KHYATI HEMANG DANANI
Date: 2026.11.12 14:45:44 +05'30'

Khyati Danani
Company Secretary & Compliance Officer
Membership no. A21844

Encl: a\a

“NRB Bearings Limited
Q2 FY27 Earnings Conference Call”
November 05, 2026

MANAGEMENT: **MS. HARSHBEENA ZAVERI – VICE CHAIRMAN AND MANAGING DIRECTOR – NRB BEARINGS LIMITED**

MODERATOR: **MR. DIWAKAR PINGLE – ERNST & YOUNG**

Moderator: Ladies and gentlemen, good day and welcome to the NRB Bearings Q2 FY27 Earnings Conference Call. As a reminder, all participant lines will be in the listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing star, then zero on your touch-tone phone. Please note that this conference is being recorded.

I now hand the conference over to Mr. Diwakar Pingle from E&Y. Thank you, and over to you, sir.

Diwakar Pingle: Thank you. Good afternoon to all the participants in this call. Before we proceed on the call, let me remind you that the discussion may contain forward-looking statements that may involve known and unknown risks, uncertainties, and other factors. It must be viewed in conjunction with our business risks that could cause our future result performance or achievement to differ significantly from what is expressed or implied by such forward-looking statements.

Please note that we have mailed the results and the same is also available on the company's website. In case you have not received the same, you can write to the investor relations team, and we will be happy to send the same over to you.

To take us through the results and answer your questions today, we have from NRB Bearings Limited, Ms. Harshbeena Zaveri, Vice Chairman and Managing Director. We will start the call with a brief overview of the quarter gone past and then conduct the Q&A session.

With that said, I will now hand over the call to Harshbeena Zaveri. Over to you, ma'am.

Harshbeena Zaveri: Good afternoon, everyone. Thank you for joining us. This is NRB Bearings Q2 FY27 earnings conference call. It is indeed a pleasure to connect with all of you once again. Our quarter two FY27 was another encouraging quarter for NRB. Our revenue from operations stands at INR386 crores, which is a growth of 18.8% year-on-year for the quarter, and 19% for the half year.

Our adjusted EBITDA is INR71 crores, with an EBITDA margin of 18.2%. Profit after tax is INR36 crores for the quarter. As you all know, our profit after tax has the implication of depreciation because we are a company that does not have adequate capacity for the kind of growth opportunities that are before us.

We continue to see heavy traction across automotive exports, industrial applications, and new product programs. Growth was broad-based across every segment. More importantly, the quality of growth has remained extremely strong, supported by an improved product mix, deeper customer engagement, and a rising contribution from high-value engineering-led solutions.

While quarterly performance is important, as I highlighted last quarter, we are not a quarter-by-quarter driven company. Nonetheless, we believe holding on to our margins is imperative. Equally important as quarterly performance is the larger strategic direction of the company.

The decisions that we are taking today are designed to shape NRB over the next decade, and the substantial pivot that we have already begun our journey towards will lead to an entirely different NRB.

In five years' time, when compared to the past, our approach will be to build a differentiated business vertical in segments where technical complexity, customer stickiness, and credibility matter. Customers are increasingly looking for partners who can accelerate our plug-and-play model, and reorganizing our people. We are reorganizing our people to enhance product development, solve complex engineering challenges and deliver within a constantly changing and challenging environment. We believe precision engineering capabilities with speed and flexibility are rare in the current world, and therefore command a premium.

This is an area where NRB is going from strength to strength and enhancing its competitive position vis-à-vis peers domestically and the world over. NRB continues to see robust accelerated traction in terms of growth opportunities and order book across automotive, export, and industrial applications.

Our new product development programs address exactly this. So does our capacity enhancement. Unlike companies that have to sweat their capacity at any which price, NRB is focused on growth areas where both our legacy and our new verticals will deliver outstanding performance driven by the capacity enhancement and capability enhancement, and infrastructure mechanization tailwinds are indeed what we are servicing.

Commercial vehicles, two-wheelers continue to demonstrate resilient double-digit demand. I do not like to go into every segment detail because there are a lot of different seasonal variations.

But just as an example, I would like to state that our CV segment has actually grown 47%. This is focused on the highest value additions in that segment. I think that is an important point to mull on. While commercial vehicles and two-wheelers continue to demonstrate resilient double-digit demand, there are certain areas, certain technologies, certain new products that we are enabling in terms of new launches, which make the NRB strength indeed shine.

Expanding export pipelines, deeper engagements with global tier one OEMs are also proving that our global competitiveness and our very strong manufacturing base is in demand. More importantly, the quality and defensibility of our revenue expansion has structurally improved.

This performance was not driven by passive market tailwinds, but by a deliberate margin accretive shift in our product mix, deeper co-engineering partnerships with customers that value exactly our R&D capabilities, expanded content per platform, higher share of wallet at existing customers, focused share of business at new customers, and an accelerated revenue contribution from high-precision proprietary friction solutions.

Crucially, this quarter provides clear empirical proof that NRB has transitioned into a structurally higher sustainable growth trajectory. No longer are we operating within bounds of traditional cyclical automotive demand. With an expanding multi-year order pipeline, strong conversion on critical customer platform nominations, and new high-margin verticals or deeper penetration in some of the existing verticals, which have tremendous opportunities, NRB is forging ahead, adding capacity on orders that are already firmly in place. We've established a higher operational baseline.

Looking forward across the second half of the fiscal year, our forward visibility remains extremely strong, giving us an exceptionally high confidence level in our ability to compound top-line expansion while consistently protecting and expanding operating margins in the next five years.

Customers across industries are moving away from transactional, build-to-print component vendors. They're actively consolidating their partner bases through co-development partners, engineering leaders who can sit alongside their design team, anticipate complex mechanical and thermal failure models, solve intricate friction, noise, and torque challenges from day zero to launch date in sectors with sub-micron tolerances, extreme load conditions, uncompromising reliability are non-negotiable.

Merely producing commoditized products and meeting a print specification is just table stakes. What truly sets us apart is we are not adding machine capacity alone. We are building a world-class integrated engineering and manufacture infrastructure and platform.

This platform brings together an institutionalized, process-driven, scalable ecosystem. At the backend is proprietary material science, advanced multi-body simulation software that is copyrighted, in-house dynamic test-led validation, high-precision automated manufacturing.

We partner with incredible AI partners right through, whether it is IoT on the shop floor or advanced manufacturing, new product-led AI-driven technologies. From concept design at our manufacturing level, as we conceptualize new capacities, we do not just add machines. We are rethinking the future of manufacturing.

Our biggest advantage is that we are building, and today, what we are building is in fact within an extremely challenging and complex environment, as opposed to our peers who have pre-built, underutilized capacities, customized high-performance geometry, shortened developmental lead times, delivering solutions that consistently beat international benchmarks, and are hugely disruptive on friction reduction and durability.

This platform-centric model that we have built for our future strategy embeds not just our intellectual property directly onto our customers' next-generation architecture, it also creates a deeply integrated partnership approach with exceptionally high switching costs.

It is precisely this structural capability to serve sticky customers that is widening our competitive model and elevating NRB from an Indian market leader into premier world-class engineering platform, trusted by tier one OEMs worldwide. Key is our strategic priority development of an aerospace and defense business.

The acquisition of Mahant Tool Room and the addition of AS9100D certification capabilities has strengthened our position in high-precision and mission-critical applications at an opportune time. We are strategically broadening our addressable markets across the five vital verticals that I spoke about in my last earnings call.

I would like to repeat this for the benefit of those who have newly joined, and also as a reminder to our investors that we are firmly on this declared path. Aerospace, as I explained, is a vertical

where we are buying speed, not scale. NRB is an expert at scalability. What we want to do is ensure that we have the necessary certifications to leverage this scale.

Many people ask us why we acquired a relatively smaller aerospace company when our plans are ambitious. The answer is simple, and the answer applies to all partnerships that we are putting in place.

We buy access and speed, not capacity. We firmly believe that the kind of capacities that we create, which is why we are partnerships-driven and not, in the real sense, M&A-driven, where you actually go and acquire customers and you acquire capacities. We only acquire capabilities.

The automotive adjacency, our second legacy vertical, there we are moving beyond traditional boundaries, and we are going to exponentially expand our automotive business, as I explained in the earlier part of my earnings call. We are moving beyond legacy products into adjacent higher-value spaces at the same customers or similar customers, tapered and ball bearings, wheel hubs, spherical roller bearings of the highest and most critical applications.

Automotive applications beyond transmission and chassis, steering systems, one-way clutch, wheel bearings, all across EV neutral development.

What I have worded as EV agnostic developments, the third vertical is EV beyond electrification. We view electrification holistically, not just passenger electric vehicles or electric two-wheelers. NRB is expanding into high-frequency drives, commercial EV fleets, electric two-wheelers, off-highway, e-mobility, every application where electrification is going to make a defining difference.

Mobility beyond the current segments and beyond vehicles.

We define mobility as the movement of systems, not just cars. This includes high-growth, high-tech sectors such as robotics, automated guided vehicles (AGVs), urban air mobility, advanced automated transit systems. All of these require precision friction management, including industrial and heavy construction equipment.

Deepening our footprint in heavy-duty off-highway segments, construction, mining machinery, where extreme loads, harsh operating environments showcase the superiority of our sealing, lubrication, and material technologies. And finally, mission-critical friction solutions, both stationary and mobile.

As you can see, many of these feed off each other, because in the current world, it's very, very hard to separate. And that is another huge advantage NRB has, because we are a structurally integrated company where KRAs and KPIs are not driven the way legacy peers are structured.

That is the reason why the right hand and left hand plan together, and you don't end up with an outcome that was not intended. If anything, we can leverage pivots with incredible speed because we are structured and process-driven to do that. Looking ahead, our priorities remain unchanged.

When you are talking about a data center, cooling architectures, renewable energy drive, or precision gearboxes, or integrated e-mobility, or air transport, land transport, drones, it's very hard to predict what is going to replace which functionally driven, traditionally managed vertical. And therein lies the advantage of the NRB way.

Looking ahead, our priorities remain unchanged from what I explained to you in the last quarter. We will continue investing in technology, innovation, capacity expansion, and product development. Please keep in mind that you should stop looking at our profit after tax. You want NRB to invest.

That's been the first question that every investor has asked. Please look at our results from the viewpoint of capacity and capability expansion. Increasingly, pay attention to our EBITDA and our operational EBITDA, and not profit after tax and PBIT.

We remain focused on increasing the share of premium engineered products within our portfolio, strengthening customer relationships, expanding our presence in segments where engineering depth, technical expertise, and reliability create sustainable competitive advantages.

With that, I open the floor to your questions. Thank you.

Moderator: We will now begin the question-and-answer session. The first question comes from the line of Siddhant Mantri with InvesQ Investment. Please go ahead.

Siddhant Mantri: Yes. Congratulations, ma'am, for a good set of growth numbers. My first question was that we have been guiding for around 15% of top-line growth with similar range of margins. But in the first half, we have done around 19% of growth. If we see, the remainder of the half of last year was a bit of low, high-digit kind of a growth. Do we expect the second half to be slower, or do we see our underlying volumes to keep delivering the kind of growth of 19-20% in the second half? That is my first set of questions.

Harshbeena Zaveri: Is your question why we did 19% when we said we would do 15%? Just for me to understand.

Siddhant Mantri: Yes, ma'am. For the second half, since the base of second half is much lower, do we see this momentum going on forward?

Harshbeena Zaveri: No, just to again reiterate, I am a conservative person when it comes to commitment. You have to always take everything I say with a pinch of salt. We like to over-perform and under-promise. It is part of our company conservative financial approach. Is 19% growth sustainable? Definitely. Once we reach a new threshold of growth, we definitely intend to sustain and surpass it. Does that answer your question?

Siddhant Mantri: Okay. Yes, ma'am.. Just to build on the first question, we have seen that our EBITDA has grown much faster than our revenues for the first half. Is that the kind of momentum? Is that how the trajectory will be - EBITDA to be growing much faster than the revenue?

Harshbeena Zaveri: Sir, I do not give forward guidance. What I do tell you is our company, once it achieves something, it does not fall below it, at least on an annual basis. Again, I repeat, we are not a

quarterly-driven company, but the way our planning and our approach pans out, we typically do meet and surpass our commitments.

We have, last time, I actually said that we were moving into a growth trajectory towards 20%, and that we would maintain a 17-18% ratio, which means that if we have a current EBITDA as a percentage of sales, because you did not ask your question in terms of whether we will have EBITDA growth or whether we will maintain our EBITDA as a percentage of sales. We definitely like to maintain our EBITDA as a percentage of sales.

Now, if you are looking at operational level, if you are looking at things like forex up and down, dividend coming in from SNL in quarter one or quarter two or quarter three, those are not things that we allow to interfere with our operational vision. I think with that, I have addressed all your questions, and we could move to the next person.

Moderator: Thank you. The next question comes from the line of Varun Jain with Dolat Capital. Please go ahead.

Varun Jain: My first question was on the Unitec JV. Are we on track to commission it by April 2027 at Aurangabad? If yes, what is the kind of revenue we are expecting in FY28 from it?

Harshbeena Zaveri: We are on track, but again, we would not like to give you the revenue breakup at this stage. Everything that we give in terms of breakup is at the consolidated level. Will our growth move from 15%? It has already moved to 19%. Will it move beyond 19%? Yes.

Varun Jain: But ma'am, will we utilize the entire capacity in FY28 itself? Because it is a INR130 crores revenue potential, right? Will we utilize the entire thing?

Harshbeena Zaveri: Obviously not. I do not think that's the way capacities for an entirely new business division are led.

Moderator: Thank you. The next question comes from the line of Aditya Miglani with Burman Capital. Please go ahead.

Aditya Miglani: Hi, ma'am. Congratulations on a good set of results. My question was just following up on the Unitec JV question, actually. I was just trying to understand which segments within the industrial space are we exactly hoping to address through this specific JV? What specific capabilities of Unitec, if there are any specific capabilities that we are hoping to leverage, if you could highlight that?

Harshbeena Zaveri: I have given the answer to this in detail previously. In fact, it is even on our website. So, I do request you to have a look at that. It is broad industrial applications with a heavy focus on industrial gearboxes, because that is where you get the best price and you get also the highest traction, because in India, there is a very high growth potential. One of our customers for whom we are putting the capacity in place has recently listed on the stock exchanges. So, I think all this information is there when we announced the JV.

Aditya Miglani: Sure, ma'am. Thank you. Ma'am, if you could also explain in terms of the order book on the Mahant Tool Room and also on NRB's own different segment handling.

Harshbeena Zaveri: Sure. Again, I've explained on the Mahant Tool Room multiple times. Our actual sales for the past quarter was INR55 lakh, which is significantly higher than any targets that were set. We expect traction to continue along those lines. As you know, you cannot predict anything when it comes to new aerospace and defense business.

It has a long acquisition period, but once you get it, you have the business forever. Do we have adequate base? Yes. Are we expanding? Yes. Are we taking new facilities? Yes. Are we adding new products? Yes. Are we starting to speak to the global clients which had reached out to us in the first place to build such capabilities? Yes. As it pans out and it actually happens, we will keep announcing it. Expect announcement, but they will take six months.

Moderator: Thank you. The next question comes from the line of Lakshminarayanan KG with Tunga Investments. Please go ahead.

Lakshminarayanan KG: Yes, I have two questions. One is that the…

Harshbeena Zaveri: Sir, can you speak a little slower? Your voice is coming a little jumbled. If you speak a little slower, it will be easier for us to grasp.

Lakshminarayanan KG: Is this better now?

Harshbeena Zaveri: Yes, it is much better.

Lakshminarayanan KG: As NRB Bearings is expanding its footprint and transition towards EVs and hybrid platforms and defense, etcetera, how are you strengthening the leadership pipeline, both in terms of sales and as well as in terms of technical leadership? How are you thinking about it, and what kind of key appointments in case you have made in the last few months, you can highlight that?

Second question is that we have done a growth across, but however, I see that there has been an increase in receivables at a consolidated level in the cash flow statement. Can you just elaborate as to, is this because of a war scenario that there has been a strain in the export receivables? These are my two questions. Thank you.

Harshbeena Zaveri: The first question, just one sec. In terms of leadership pipeline, I think NRB absolutely stands apart in its ability to not just attract exceptional talent, but more importantly, what makes us stand apart is our ability to build talent. Just so that you understand the way the company addresses this, which is completely different.

I must highlight, it is totally different from how other companies in manufacturing do this, and it actually comes from my experience of being the founder of Ashoka University and also very deeply engaged in the education sphere and being a past teacher as well as a professor, as you may find on the Wellesley website. I was faculty of the Albright Institute, which is a developmental think tank which makes global leaders.

The point here is that we actually do very high talent acquisition at the master's stage, which means that we take 20 to 40 management trainees every year who have graduated from top engineering colleges but have just completed what we consider very valuable master's programs.

The master's program that we consider valuable is not degree collection. People will say, "Also have some correspondence MBA," and stuff like that. We are absolutely not interested in those kind of paper degrees. We go to what we have demonstratively noticed are top-notch programs which build thinking individuals on a layer of top engineering institutes.

Do we look for the highest marks? Definitely not. Do we look for the top institutions for the undergraduate engineering degree? Definitely. Do we look for toppers of the second-tier program that we think builds thinking capabilities? Yes.

Do we look for people who have had no work exposure? No. So we look for engineers who have had three years work exposures at very fine companies and then have left those companies or have been sponsored to take extremely meaningful master's programs, either in product development or marketing or in manufacturing or in finance or in product development on the engineering side, or an integrated holistic approach.

When we take them, I have been told on the feedback, and I have been told by people that I just meet socially, that this is the kind of program they would like their top-performing children to join. The kind of mentorship that our top leadership gives to these programs, I say, makes it outstanding. This is our pipeline. We accelerate these people every second or third year, and they fill vacancies within the company, which are cross-functionally shared.

This pipeline, for example, has led to individuals who are number two and number three in our engineering verticals, who are number two and number three in many of our marketing and international business development verticals. They have reached the second level of NRB's leadership by today, and they will increasingly fill all the requirements that are there for the future.

It is very, very, very different from what other companies do. Literally, we give 20% and 30% jumps, okay, to our people when they fill vacancies, rather than, our best people leave and then we go in the market and pick up someone, which is not culturally exactly the kind of person who do not fit in and understand our entire holistic approach and take them from competitors at 30% 40% higher salary. That is not how NRB operates. Did that answer your question, Mr. Lakshmi?

Lakshminarayanan KG: Yes, yes. That's answered. The second question is related to…

Harshbeena Zaveri: I'm coming to your second question. I haven't forgotten it. Customer receivables in terms of the DSO are at the same level. We consider that as extremely healthy because typically when you have such a high level of growth, your DSO goes up. NRB's DSO stands at the same level.

Moderator: Thank you. The next question comes from the line of Nisarg Shah with Pkeday Investments. Please go ahead.

Nisarg Shah: Thank you so much for the opportunity, and congratulations for a good result. My question is predominantly on the other expenses for this quarter, which has risen substantially. Could you just break down what has led to the other expenses to grow this quarter?

Harshbeena Zaveri: I actually didn't catch what you were saying before you asked the question. You mentioned that after expansion-

Nisarg Shah: Sorry, Ma'am, I will just repeat the question. Other expenses in our P&L for the quarter has risen by 19% year-on-year basis. What is the particular reason for that?

Harshbeena Zaveri: One of the things is that overall, if you notice, look at the peer results, look at the basis points by which their COGS has risen. You will find that NRB's COGS has barely risen roughly around 1%, which I think shows our extremely efficient cost management, waste elimination, and product mix response.

The other thing is that we are constantly building new products, and the new products obviously are priced in a manner that takes the realities of the world into account, and that our customers are increasingly and wholeheartedly supporting us on that.

In terms of power, fuel, logistics, and input cost, definitely there are other impacts which are coming in many ways in other expenses. Will we be able to offset them with increasingly higher growth as we build capacity? Yes. Can we move to the next question?

Nisarg Shah: Okay, just to understand the implication here, moving forward, will we be seeing a similar kind of a growth trajectory because our products have been improved and we are going into newer lines of products?

Harshbeena Zaveri: Would we see a similar what?

Nisarg Shah: Growth.

Harshbeena Zaveri: But I have already given you the five-year growth strategy. I very, very clearly outlined our entire five-year growth strategy and told you that we are firmly on path, sir.

Moderator: Thank you. The next question comes from the line of Shreyans Gathani with SG Securities. Please go ahead.

Shreyans Gathani: Hi, good afternoon, ma'am. A couple of questions. First one was if you could highlight any wins for the quarter, and you earlier provided a nomination number. If you could just give some wins for the quarter and just give some overview of anything that you would like to highlight there?

Harshbeena Zaveri: Basically, we don't do this on a quarterly basis. We do this on a half-yearly basis as a practice. If something is very significant and it requires a disclosure, we give it out. I mean, as I explained to you, we're constantly getting new platforms. If you see our top 10 customers, which I've highlighted in the past, it is companies like Magna, ZF, Daimler, etc.

So eventually, all this internationally goes into BMW, and I've highlighted to you that every single BMW has us in their gearbox. Every Mercedes, whether it's A-Class, C-Class, E-Class,

whether it's the S-Class, whether it is the Maybach, and whether it's SUV or sedan, I mean, through tier one, they have us in their transmission.

I have highlighted to you that from January, the steerings of the new BMWs when they are released will also have NRB Bearings. You have to keep in mind that if you keep track of the EV agnostic platforms, fundamentally chassis, powertrain, and steering systems, NRB is just right up there launching the future.

I don't think that it is correct for us to keep giving out the technological advances that our customers are making. But obviously, with the growth having moved from 15% - 19%, this is formally adding in. Now I told you that within the next six months, we should move to a higher growth trajectory. As I said, not Q1, Q2, but you will definitely every six months see an upswing as our capacities have started to come in.

Shreyans Gathani: Got it. That's what you're saying.

Harshbeena Zaveri: That is the reason why our profit after tax is not a correct measure. Because the depreciation is kicking in. You have to compare us for apples to apples with other companies, which is both actually operating EBITDA and EBITDA as a percentage of sales, which is where we are shining and outperforming.

Shreyans Gathani: Got it. That is very helpful, ma'am. The second question was you highlighted that CV sales was up 40% plus. Any segment that you would call out in terms of facing some headwinds or not performed as, or what you would like to improve further and not as per expectation?

Harshbeena Zaveri: Let me put it this way. We have grown in all segments, two-and-three wheelers, passenger cars, commercial vehicles, farm equipment, that is including LCV segment, MCV segment, HCV segment. Industrial has grown at 48%. I promised 34%, but actually it is at 48%. Our exports have gone back to a growth trajectory even when you are looking euro for euro and dollar for dollar. So export growth has been actually 16% plus, and that will keep moving up.

Aftermarket, as I mentioned to you earlier, our aftermarket is typically 9%-12%, and the one thing we do not do is grow at the expense of margin. We are the most diversified company. No single customer is even 10% of our sales.

Definitely in those products where there is a push to commoditization, for example, in the two-wheeler industry, we are happy to leave that to our competitors because it impacts their margins. If they want to supply increasingly commoditized products and we have an option to supply more and more differentiated high-margin products, we do pivot that Q1 too.

We have that flexibility. But it could be well deliberate, because see, we do not have excess capacity lying around to sweat. We are building capacity where the margin is strong. This will answer your question.

Shreyans Gathani: Just on the BMW clarification, would that be for the global platform or is that a specific geography that you mentioned?

Harshbeena Zaveri: I mean, BMW fully manufacture on a global platform. There is no difference in their transmission wherever they put it together.

Moderator: Thank you. The next question comes from the line of Abhishek Jain with KRIIS PMS. Please go ahead.

Abhishek Jain: Thanks for the opportunity and congrats for a decent set of numbers. My first question on the non-auto segment. In the first half, what was the revenue from the non-auto segment? What is your target for the non-auto segment by FY30?

Harshbeena Zaveri: By your very point, I do not know what you mean by non-auto, because every company has a different definition. Some companies consider automotive only cars. Some companies consider automotive including CVs and two-wheelers.

Some companies actually end up putting two-wheelers as industrial because in their home market, there is no significant market for scooters or mopeds in America or in, for example, parts of Europe other than Italy.

Therefore, what they do is they use those kind of bearings in small industrial gearboxes, like compressors or outboard motors, because their home market does not offer that, they consider that industrial. Or it goes into ATVs or little tractors and things that Walmart sells and stuff like that for the backyard. Our definition of auto is very wide. It is the widest.

It comprises of two and three-wheelers and passenger vehicles and commercial vehicles, and 99% of the companies do not consider. I mean, commercial vehicles are considered. They do not go to an end user or a consumer, okay, who drives it for their own reasons. Therefore, a lot of companies consider three-wheelers and commercial vehicles non-auto.

I think what matters is, do we have lots of different leveraged points? Is it the same capacity that NRB has which goes into two to three wheelers and passenger vehicles and tractors? Yes, it is. It is pretty much the same capacity.

Only, let us say 20%-30% of the capacity is a dedicated capacity. 60%-70% of it is common capacity. The point I am making again and again, this gives us a lot of wiggle room. It gives us a lot of opportunity to pivot.

That flexibility and speed of being able to pivot comes from the way our management organizational structure and performance-driven payouts are structured. It is the people advantage, the strategy advantage, the planning and integration advantage that we have.

In other companies, you literally have someone who is a boss of every little thing, and then bosses are, whatever, discussing with each other. Over here, it does not work like that. At the second layer, we have very integrated cross-functional team management flexible systems.

Abhishek Jain: Ma'am, my question is very simple. I want to understand that how much revenue right now you are with the industrial segment, and what is your revenue target for the next three years, and how

much revenue target you are from the other segment, like aerospace, defense. Just wanted to know that one.

Harshbeena Zaveri: Yes, but sir, the point I am making is, do you want me to consider farm equipment and CV the way many of my competitors consider farm equipment and CV, along with general industrial? If you do that, then it becomes 50/50.

Abhishek Jain: No, I am not talking about the numbers.

Harshbeena Zaveri: Ours is a much more complex company with a much more complex strategy. The main point of your question is, what is our risk when it comes to automotive? My answer to you is, the commercial vehicle segment does not move in tandem with two, three-wheelers.

Commercial market moves more in tandem with the infrastructure and growth, whereas two-wheelers and farm equipment moves with rural development in India. On the other hand, the entire size of the CV market in India is minuscule compared to the world, and every single truck in the world has NRB Bearings.

We are 30% of global market share for truck, which matches our 30% of global market share for two-wheelers. These are two segments that do not grow or go down together. The risk mitigation is the important part of that, and we are very, very risk mitigated, which is why we often outperform in difficult markets, as you can see today.

Moderator: Thank you. The next question comes from the line of Shreya Bajaj with Serene Alpha. Please go ahead.

Shreya Bajaj: Yes. My question is on the Mahant Tool Room side. At the Q1 call, you outlined a 2031 target to Mahant Tool Room of INR300 crores of revenue against the current order book of INR30 crores. Firstly, what did Mahant Tool Room contribute to Q2 revenue, and what are the milestones that take INR30 crores of orders to INR300 crores of revenue? Specifically, how much capex and how much additional certifications are required, and how much we depend on HAL versus other programs?

Harshbeena Zaveri: First of all, we gave a guidance on 2031. We started with a company that had a turnover of INR 2.5 crores. I am telling you that a company that had a turnover of INR2.5 crores, okay, is slowly now moving towards a turnover of INR1 crores per quarter, which will take another nine months to a year.

However, when you actually get the kind of customers that we are talking about, okay, it will jump at INR10 crores at a time at that point of time. I think that overall, MTR is a very small part of what we are discussing over the next two to three years. The growth will really come in year four and year five. That is my answer to you.

Shreya Bajaj: What additional certifications we are required for that?

Harshbeena Zaveri: What additional?

Shreya Bajaj: Certifications for MTRs.

Harshbeena Zaveri: We don't require any more certifications. We have all the certifications. Now we're moving on to business development. We don't just have the certification for the MTR product range. We also got the certification for bearings that go into those applications. But it takes you a minimum of 18 months to get the business for bearings. But once you get it's going to be a pretty big amount.

Moderator: Thank you. The next question comes from the line of Abhishek Sinha with Bodh Capital. Please go ahead.

Abhishek Sinha: Yes. So ma'am, a large aerospace player recently identified bearing types, its most difficult mechanical supply chain category, and shortages across a portfolio of, high-mix, low-volume SKUs. I am assuming they have already approached that. What I wanted to understand is, there are multiple technical tiers, and as you have recently commented that, bearings might take another 18 months. So, who is going to be the beneficiary, and, how are they going to plug this gap over the next 18 months if they are short of supply?

Harshbeena Zaveri: So, the most difficult product is bearings. The other products that MTR makes are much easier. Whatever the application that we are in currently, we supply to the most prestigious defense aircraft like Sukhoi and what we supply is the most critical application there. So you are supplying landing gears and you are supplying the doors which save the lives of the pilots, okay, when they need to evacuate.

Even for a commercial aircraft, the same applications along with plain spherical bearings, which is the type of bearing we make, which hardly one or two companies in the whole world make today. The other thing that I would like to highlight is the global players, my peers, are not strong in these products.

In fact, they are so customized, they are so highly engineered, they need so much flexibility, and they need exactly the kind of customized mindset that gives NRB Bearings an edge. Therefore, most of those companies have sold off almost all of their aerospace plants to other companies, because of their inability to navigate customized solutions. Traditionally, our peers have been strong in high-volume manufacturing, NRB is strong in customized manufacturing solutions. The world has moved to needing more and more and more customized bearing solutions.

So our entire infrastructure and the way the company is structured becomes a huge differentiated competitive advantage in not just the future world, but in the future of aerospace manufacturing. So that is my answer to you.

Moderator: Thank you. Ladies and gentlemen, that was the last question for today. I would now like to hand the conference over to the management for the closing remarks.

Harshbeena Zaveri: Thank you very much. I thoroughly enjoyed our interaction. Lots of food for thought. I can see that all the areas that we are working on and the strengths that we are building are indeed what most of those who are attending the conferences are also focused on and consider a differentiator. I thank you very much for your insightful questions and wish you all the best for Diwali.

Moderator: Thank you, ma'am. Ladies and gentlemen, on behalf of NRB Bearings, that concludes this conference call. Thank you for joining us, and you may now disconnect your lines.