SONA COMSTAR

Date: - 12th March, 2026

BSE Ltd. Regd. Office: Floor - 25, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001.	National Stock Exchange of India Ltd. Listing Deptt., Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051
BSE Scrip Code: 543300	NSE Scrip: SONACOMS

Subject: - Investor Presentation

Dear Sir / Madam,

In compliance with Regulation 30 read with Para 15(a) of Part A of Schedule III and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and pursuant to intimation made on 19th February, 2026 regarding investor group meeting – "Bernstein Innovators conference- The Future Can't Wait" held on 12th March, 2026, we have enclosed herewith the Investor Presentation, to be presented in this investor group meeting.

Kindly take the same on record.

Thanking you,
For Sona BLW Precision Forgings Limited

Ajay Pratap Singh
Digitally signed by Ajay Pratap Singh
Date: 2026.03.12 09:42:04 +05'30'

Ajay Pratap Singh
Senior Vice President - Group General Counsel,
Company Secretary and Compliance Officer

Enclosed: As above

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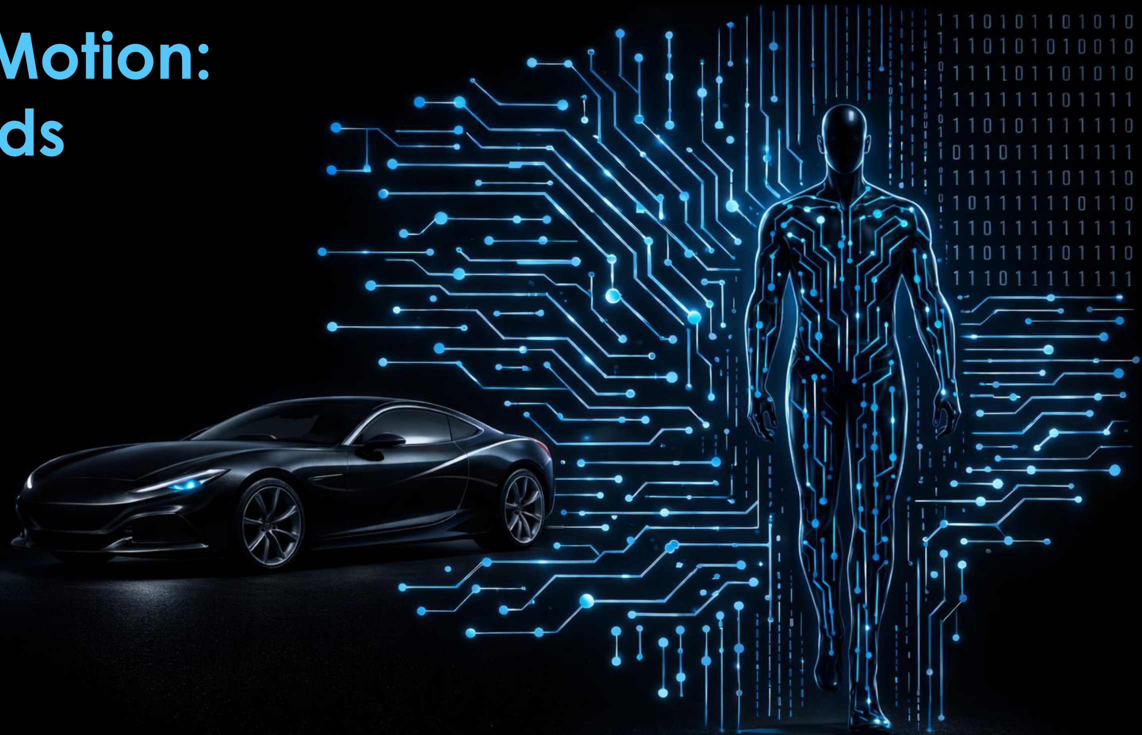
Bernstein's India Innovators Conference – The Future Can't Wait

12 March 2026

Engineering Intelligent Motion: From Autos to Humanoids

Vivek Vikram Singh, MD & Group CEO



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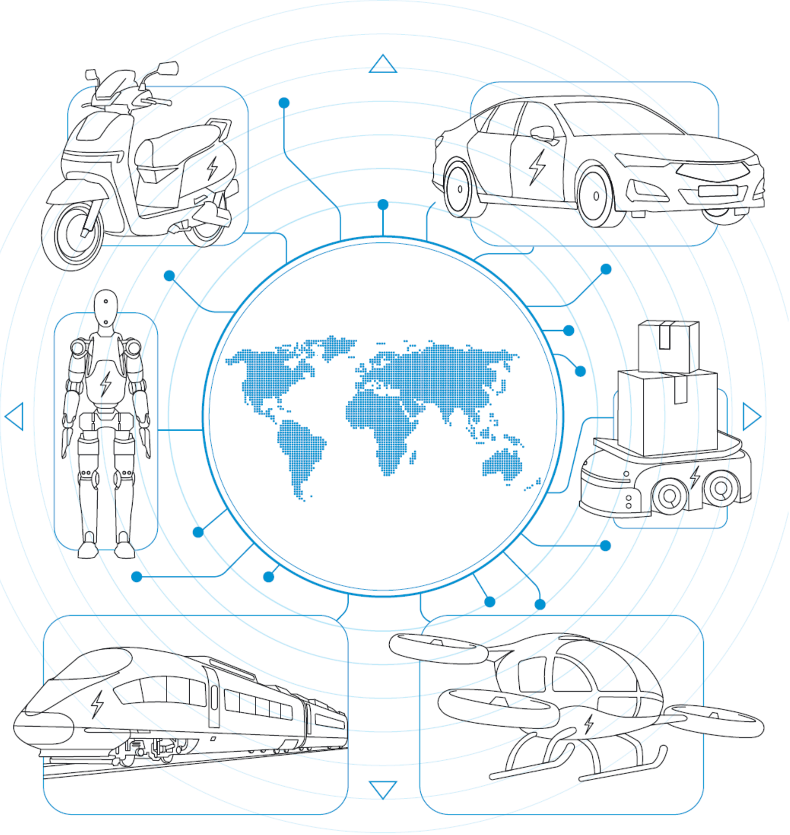
Bigger Bets.
Bolder Moves.
Beyond Boundaries.



Sona Comstar – Company Overview

1998 Production started **6,800+** Employees

₹42,700 mn 9MFY26 annualized revenue

33% BEV revenue share in auto products

51% Revenue from outside India

500 R&D employees **125** SW employees

133 Patents **3%** Revenue spent on R&D

4 Business Verticals

Driveline **Motor**

Sensors & SW **Railway**

Gurugram, India Headquartered

5 Countries **12** Manufacturing plants

5 R&D Centers **3** Engg. Capability Centers

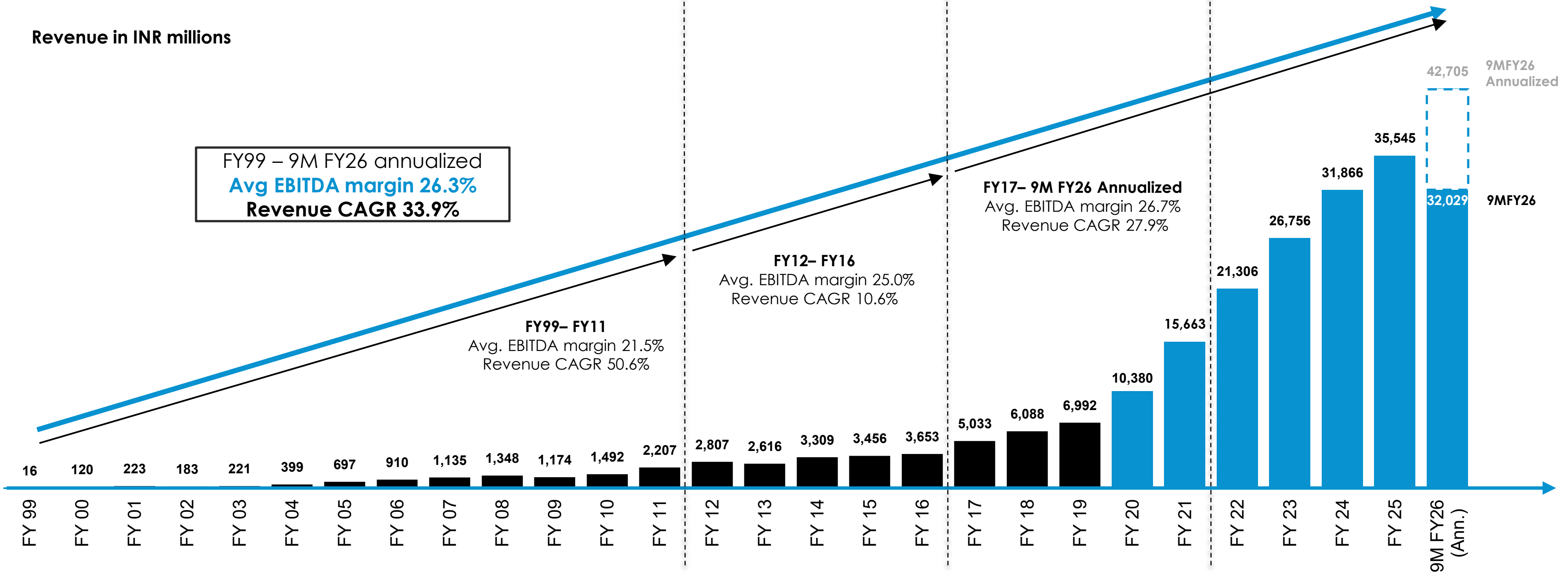
Our story so far…

Phase - 1
- 18 Customers
- 2 Plants
- 1 Product

Phase - 2
- 22 Customers
- 2 Plants
- 2 Products

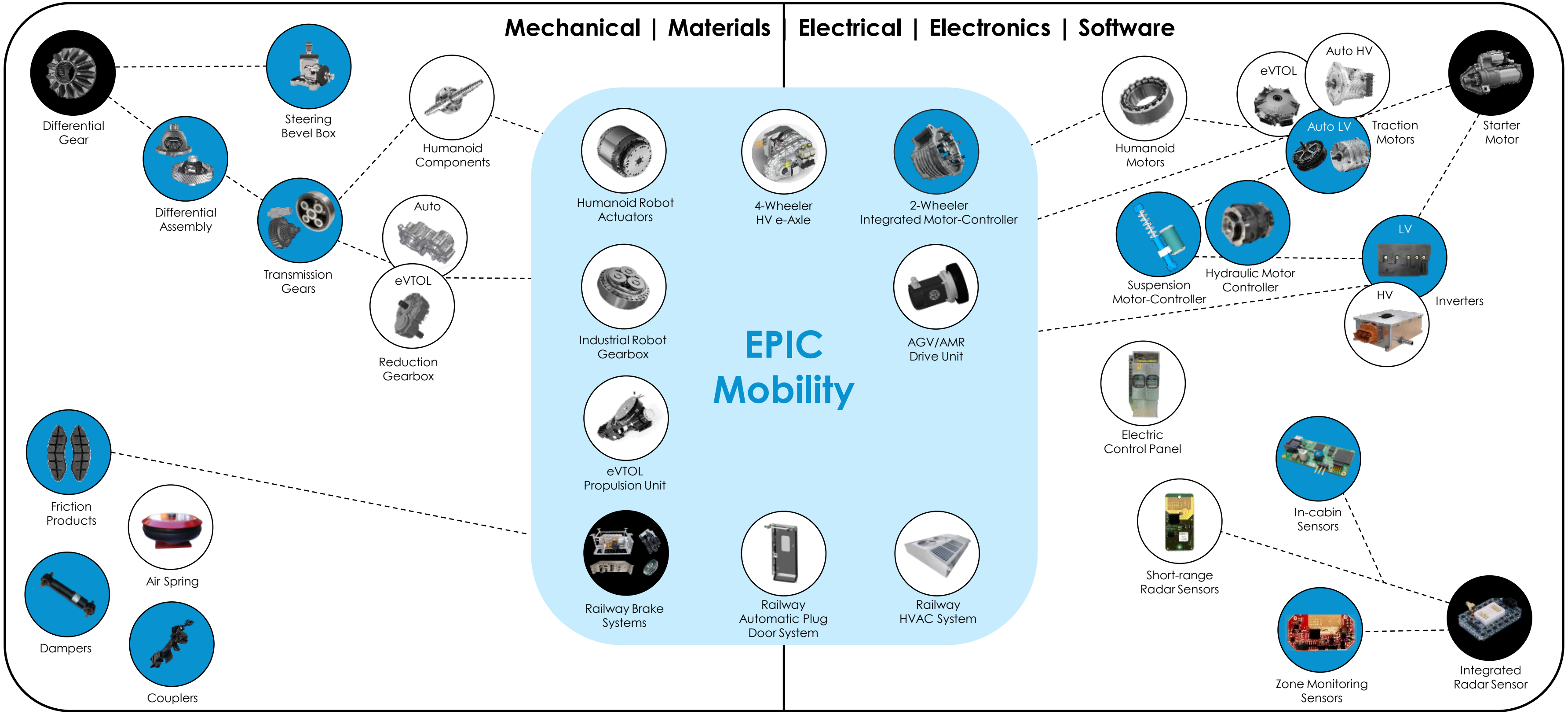
Phase - 3
- Acquisition of Comstar
- 47 Customers (37+10)
- 9 Plants (5+4)
- 10 Products (5+5)

Phase - 4
- Became publicly listed
- Acquisition of NOVELIC and Railway Business
- 12 plants
- 27 products



Our Technology Roadmap for EPIC Mobility (Electric•Personalized•Intelligent•Connected)

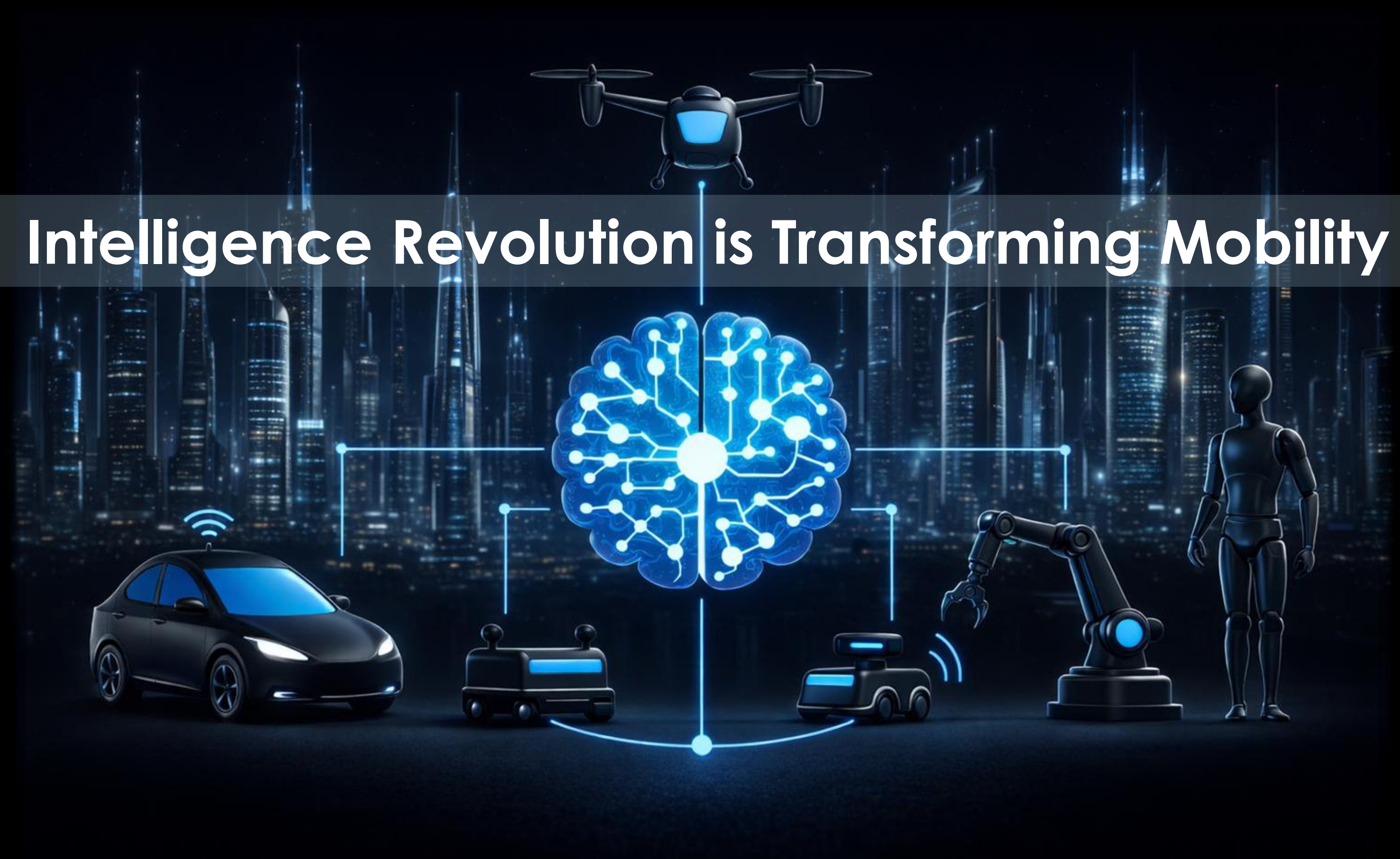
Harnessing capabilities to continue our journey from components to subsystems to systems in all areas of EPIC mobility



● Legacy Products ● Current Products ○ Future Products

Note: *The product images shown are for illustration purposes only and may not be an exact representation of the products*

Intelligence Revolution is Transforming Mobility



Each technological revolution creates a surplus, unlocking transformative changes in society and creating new markets

10,000 BC

Agriculture Revolution

Food Surplus

- Rise of feudal economy
- Emergence of trade and markets
- Permanent settlements
- Role based social classes

18th-19th century

Industrial Revolution

Goods & Productivity Surplus

- Rise of capitalist economy
- Birth of consumer markets
- Urbanization
- Wealth based social classes

Early 20th century

Digital Revolution

Information Surplus

- Rise of knowledge/attention economy
- Birth of global labour markets
- Start of digital social networks
- Fluidity in movement across classes

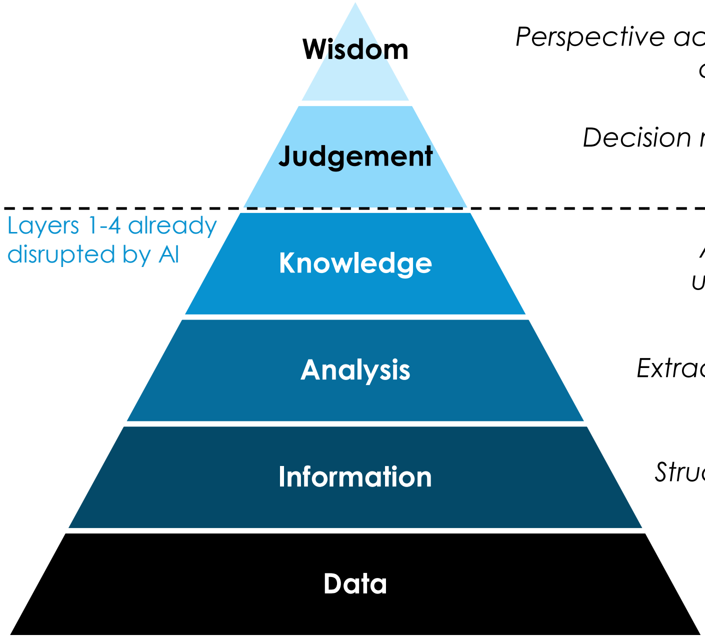
Now

AI Revolution

Time Surplus

What will the time surplus create?

Knowledge-Wisdom (ज्ञान-विवेक) pyramid suggests AI disruption is greatest at data and diminishes as you move up to wisdom



Layers 1-4 already disrupted by AI

Perspective across time and consequence

Decision making under uncertainty

Accumulated understanding

Extracting patterns

Structured signals

Raw observations

Knowledge-Wisdom (ज्ञान-विवेक) Pyramid[1]

AI can convert data into information and context. However, wisdom remains a human domain.

In the age of AI, knowledge and competence – once differentiators – are becoming commoditized.

What impact AI revolution will create on manufacturing and mobility?

Sources: 1) Improvement on the existing framework of DIKW Pyramid

AI changes **HOW** things are made

With more automation and robotics, factory becomes the product

Faster product launches and updates

+ Digital twins (virtual replica) and generative design compress R&D and testing cycles by 20 to 50%[1] allowing faster innovation and revenue growth acceleration.

– it reduces the product lifecycle, creating more uncertainty in future revenues

Flexible manufacturing and mass customization

+ AI enables real-time scheduling and rapid reconfiguration for manufacturing lines, creating new revenue streams by production of niche customized products

– Customization puts cost pressure due to the requirement of more intelligence/hour

Smarter factory operations

+ AI-driven vision inspection and predictive maintenance cut rework, scrap, and unplanned downtime (20 to 40%)[2] thereby supporting margin expansion

– Higher production efficiency can lower costs and put downward pressure on product prices.

(Faster revenue growth + New revenue streams) x Higher margins = Faster returns on investment

Sources: 1) McKinsey Article – Jul 2023; 2) BCG Article – Sep 2023

AI changes WHAT physical systems are built

Autonomous Cars

Autonomous vehicles free people from driving, turning travel time into productive or leisure time while improving traffic flow.

High-Speed Rail

AI enables smarter operations and dynamic scheduling, reducing delays and waiting times while improving network efficiency.

Urban Air Mobility (eVTOLs)

Autonomous eVTOL air taxis bypass ground congestion and significantly reduce urban commute times.

Autonomous Mobile Robots (AMRs)

AI-powered mobile robots automate warehouse movement and enable 24/7 logistics operations.

Humanoid Robots

AI-driven humanoid robots can perform repetitive and physically demanding tasks in human environments.

Time savings will accelerate adoption of these new mobility systems

Physical AI is the next wave of innovation – WHY NOW?

Hardware has reached a tipping point

- Advances in actuators, motors, and sensors enable lighter and more precise machines
- AI chips enable real-time intelligence at the device level

AI can finally understand the physical world

- AI can interpret complex and unstructured physical environments
- AI enables machines to perceive and make real-time decisions

Simulation accelerates scale

- Digital twins enable virtual testing and training of physical AI systems
- Simulation compresses years of learning into days

Economics are forcing adoption

- Labor shortages from aging populations are accelerating automation
- Physical automation is essential for unsafe and undesirable work

Together, these forces are moving Physical AI from experimentation to real-world deployment

WHICH technologies are used in Physical AI?

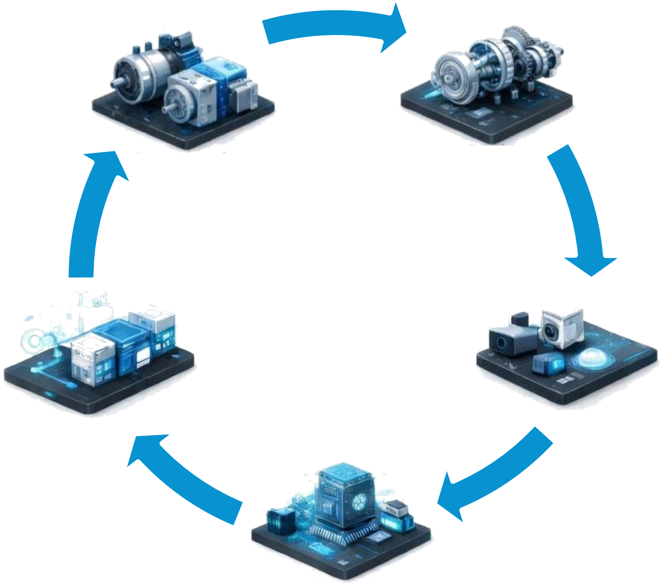
All these technologies are shared across modern vehicles and advanced robotics

Electric Motor & Actuation

High-efficiency lightweight motors and actuators power motion in both EVs and robots.

Mechanical Gearbox

Precision gearboxes are needed to convert motor output into high torque and controlled movement in both vehicle and robotics.



Battery & Power Electronics

Improvements in EV batteries and power management extend robotic operating time

Sensors & Perception

Vehicles and robots share common sensors—cameras, radar, lidar, and ultrasonics—for perception

Onboard Computing and AI

Both vehicles and robots rely on onboard computing and shared AI stacks for perception and real-time decision making

WHO is best placed in the Physical AI value chain ?

OEMs/Startups

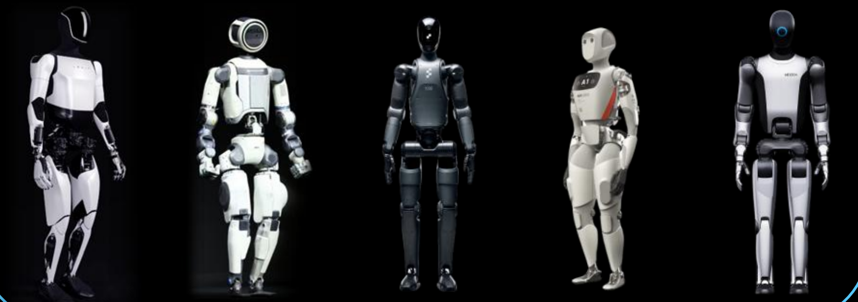
TESLA

HYUNDAI + Boston Dynamics

BMW + FIGURE

Mercedes-Benz + APPTRONIK

BYD + UBTECH



Tier-1s

BOSCH

Toolkit for AMR
Sensing and perception
Software for humanoids

AUMOVIO

Autonomous mobile robot
Autonomous driving tech

DENSO

Industrial robots/cobots
AI and autonomous solutions

HYUNDAI MOBIS

Actuators for humanoids
In-wheel motors for AMRs

均胜电子 JOYSON ELECTRONICS

AI head assembly for humanoid
Energy management solutions

Tech Platforms

NVIDIA

COSMOS for physical AI
DRIVE for autonomous cars
Isaac/Jetson for Robotics

Qualcomm

Dragonwing for robotics
Snapdragon Ride for ADAS/AV
6G for physical AI and sensing

Sona Comstar is engineering intelligent motion for all forms of Physical AI – from Autos to Humanoids

Intelligent Auto

Supplying driveline products and suspension motors

AMR

Showcased AMR platform; demonstrated capabilities in sensors and integrated drive unit at CES 2026

eVTOL

MoU with The ePlane Company for product development; Demonstrated gearbox at CES 2026

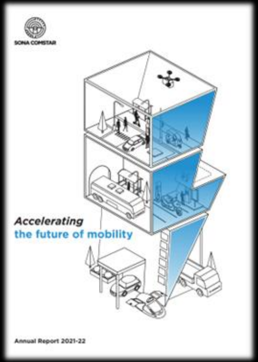
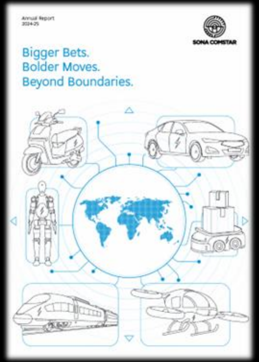
Industrial Robot

MoU with Neura Robotics for product development; Parallelly working on the development of gearbox

Humanoid Robot

MoU with Neura Robotics for product development

We have been conceptualizing our growth story every year and executing it effectively

FY21	FY22	FY23	FY24	FY25		FY40
					……	?
FY22	**FY23**	**FY24**	**FY25**	**FY26**		
Doubled our EV revenue from the previous year	Developed more EV focused products (EDL, EV Transmission Gears) and entered e-CV segment	Acquired NOVELIC and added sensors and software capabilities	Acquired Railway Business[1] and entered a new form of mobility	Initial steps taken to enter robotics domain		

1) *Acquisition of Railway Business completed on 1st Jun 2025 before publishing the next annual report*

Thank You

SONA COMSTAR

Engineering Intelligent Motion