



TENNECO CLEAN AIR INDIA LIMITED
(formerly known as Tenneco Clean Air India Private Limited)
CIN: L29308TN2018FLC126510
Telephone: +2135 612501/506
Email: Tennecoindiainfo@tenneco.com
Website: www.tennecoindia.com

Date: 13th February, 2026

To
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra Kurla Complex,
Bandra (E), Mumbai – 400051
Scrip Symbol: TENNIND

To
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street,
Mumbai – 400001
Scrip Code: 544612

Sub: Investor Presentation

Dear Sir/Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our intimation letter dated 11th February, 2026 wherein we had informed the schedule of the Earnings Conference Call for the quarter and nine months ended on December 31, 2025, please find enclosed herewith the presentation to be made at the earnings conference call scheduled on 16th February, 2026 at 4:00 PM (IST).

Further, the above presentation is also being uploaded on the Company's website at: <https://tennecoindia.com/investor-relations/>.

You are requested to kindly take the same on record.

Sincerely,
For **Tenneco Clean Air India Limited**
(Formerly known as **Tenneco Clean Air India Private Limited**)

Roopali Singh
Company Secretary and Compliance Officer
Membership No: A15006

Place: Gurugram

Encl: As above

TENNECO **INVESTOR**

PRESENTATION
Q3 & 9M'FY2026



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Q3 AND 9M' FY2026

FINANCIAL HIGHLIGHTS

13th February 2026

Q3 & 9M' FY2026 Highlights

Value Added Revenue* Q3/9M'

11,941 / 35,122

In INR Mn

EBITDA Margin Q3/ 9M' (VAR)

18.6% / 19.0%

PAT Margin Q3/ 9M' (VAR) **

9.9% / 12.5%

ROCE 9M' FY2026

>80%

*Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance,

**Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

STRONG FINANCIAL PERFORMANCE WITH CONTINUED STRATEGIC WIN MOMENTUM

New suspension technology launch (DaVinci) with leading OEM with higher CPV

- Launched DaVinci DCx suspension technology with a leading Indian passenger vehicle OEM (~INR 2,200 Mn in annual revenue), reinforcing our leadership position in shock absorbers in India
- The technology enhances driver and passenger comfort on different Indian road conditions through a patented shim stack disc design that enables selective control of hydraulic flow

New Clean Air business win with a leading truck OEM, leading to market share gain

- Secured a strategic program win with a leading EU commercial truck OEM through an aftertreatment solution that meets customer affordability requirements (~INR 1,150 Mn in annual revenue potential)
- Enabled customer to retain its internal powertrain architecture vs. sourcing from a third-party supplier

Strong order book underpins overall growth outlook

- Exports >20% of lifetime order book; recent U.S. tariff easing supports pipeline
- Order book covers 100% of FY2028 revenue, supporting double-digit CAGR over the next three years
- The order book is well balanced across Clean Air, Powertrain, and ART segments

Clean Air Capacity Expansion – North India Greenfield Plant

- Based on business growth, plan to setup a Clean Air greenfield plant in North India (Kharkhoda, Haryana), to strengthen proximity to key customer base and support growth across LV, OH and Tractor segments
- Plan envisages ~INR 710 Mn capex with estimated start of production in Q3 FY2027

DISCIPLINED EXECUTION DRIVING CONSISTENT PERFORMANCE AND ENHANCED REVENUE VISIBILITY



Arvind Chandrasekharan
WTD and CEO

CEO Update

"The quarter demonstrated sustained execution across our business. We delivered strong business growth, resilient margins, and meaningful progress across Clean Air, Powertrain, and Advanced Ride Technologies.

At Tenneco, we believe in engineering consumer experiences beyond just building automotive parts. The DaVinci DCx suspension system is our promise to India – bringing global suspension technology specifically tuned for Indian road conditions to provide superior comfort to drivers and passengers. The selection of DaVinci for a flagship SUV platform at a leading Indian OEM, positions us to capture additional opportunities as OEMs seek to differentiate through ride quality. Unlike conventional systems, the DaVinci technology uses specially designed discs (or shim stacks) to control hydraulic flow, delivering consistent comfort across varying speeds and road conditions, achieved affordably and with a fast time to market.

Our Clean Air strategic program win at a leading Commercial Truck OEM, demonstrated our ability to translate the voice of the customer into high-velocity execution, enabled by resident engineering support and a disciplined focus on first-time-right validation.

Supporting the Clean Air growth trajectory, the Board has approved to develop a greenfield plant in North India (Kharkhoda, Haryana) to strengthen proximity to the northern customer base and support awarded programs across LV, OH and Tractor segments. The project envisages ~INR 710 million capex with estimated start of production in Q3 FY27, further enhancing Tenneco's operational footprint and customer responsiveness.

In Exports, our order book remains very strong, reflecting a higher mix versus domestic business and supporting better margins. New tariff and duty reduction announcements by US and EU will strongly improve the tailwinds to allow us to grow our exports further. The overall order book already covers 100% of FY 2028 revenue, underpinning a double-digit CAGR growth over the next three years."

18.6%

EBITDA Margins

9.9%*

PAT Margins

**Continued Robust Margin
Delivery in Q3 FY2026**

~INR 2,200 Mn

Estimated annual revenue from the DaVinci Suspension
Technology program awarded by a leading OEM

**Technology-Led
Differentiation**

> 20%

Exports Portion of Lifetime Order Book

Scaling Exports

Note: *Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

SUSTAINED REVENUE GROWTH WITH MARGIN EXPANSION AND EXCEPTIONAL BALANCE SHEET STRENGTH



Mahender Chhabra
Chief Financial Officer

CFO Update

"We delivered a disciplined financial performance in Q3 and 9M' FY2026, marked by steady revenue growth, expanding profitability and continued balance-sheet strength.

VAR grew 15% YoY in the quarter, supported by strong PV demand. Q3 FY 2026 EBITDA margins improved ~151 bps YoY and remained at industry-leading levels, reflecting the benefits of commercial actions, mix improvements, and operational efficiencies. PAT impacted by -5% YoY, due to a one-time expense arising from incremental provisioning related to New Labour Code (~INR 203 Mn).

We maintained a robust ROCE profile (> 80%) and continued to operate with the trend of negative cash conversion cycle - reinforcing our capital-efficient model."

(INR Mn.)

11,941

Q3 FY2026 Revenue

15%

YoY Revenue Growth

Value Added Revenue

(INR Mn.)

2,225

Q3 FY2026 EBITDA

25%

YoY EBITDA Growth

EBITDA

(INR Mn.)

1,188

Q3 FY2026 PAT*

-5%

YoY PAT Growth
(New Labour code impact)

PAT

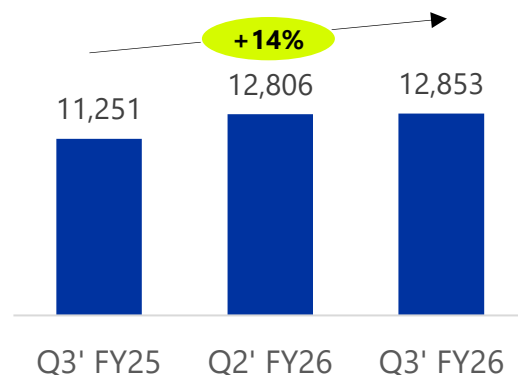
Note: Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods.
*Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

SUSTAINED REVENUE GROWTH WITH INDUSTRY-LEADING MARGINS – Q3 FY2026

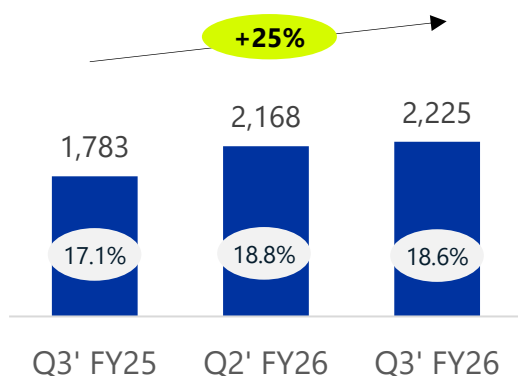
All numbers in INR Mn, unless specified

₹ Revenue from Operations

(Includes pass-through substrates / catalyst components)

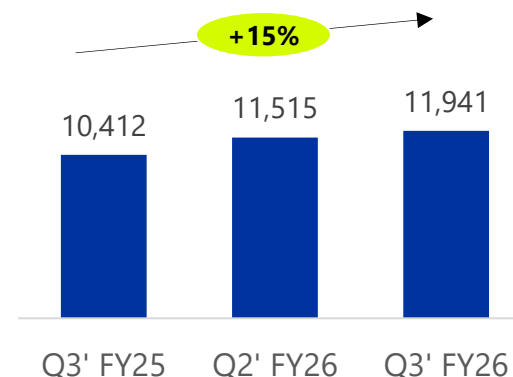


EBITDA

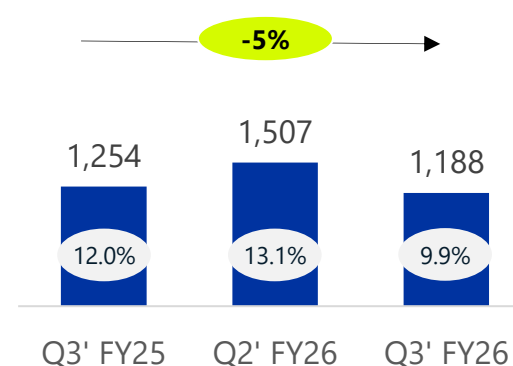


Value Added Revenue

(Excludes pass-through substrates / catalyst components)



PAT



- **VAR growth of 15% YoY**, demonstrating continued momentum, driven by increased volumes and new programs
- **EBITDA margin (VAR)** stood at 18.6%, benefiting from operating leverage, commercial actions, and effective cost management
- **PAT** includes a one-time impact of INR 203 Mn (1.7%) associated to new labour codes

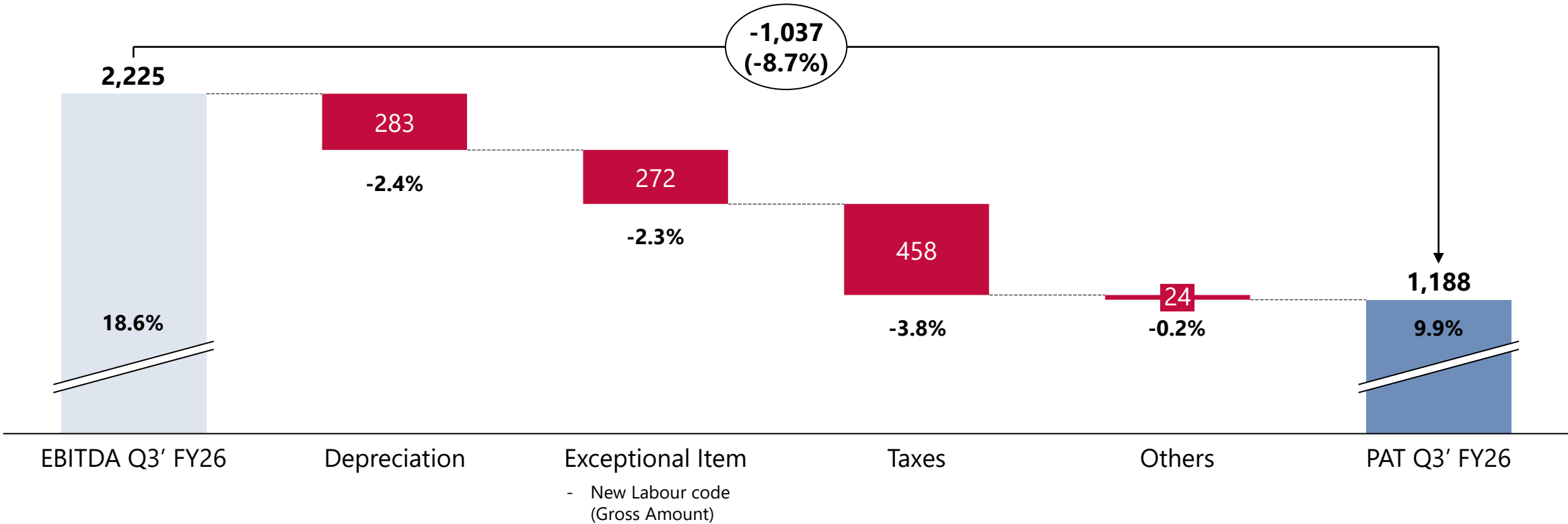
EBITDA & PAT Margin (% VAR)

Note: Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

EBITDA to PAT Bridge Q3' FY2026

Exceptional item related to New Labour code impacting PAT

All numbers in INR Mn, unless specified

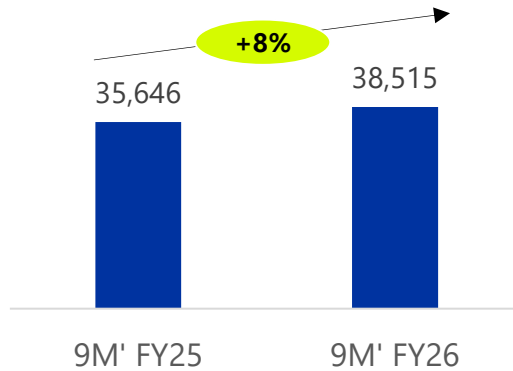


CONSISTENT GROWTH WITH SUSTAINABLE MARGINS – 9M' FY2026 (YTD)

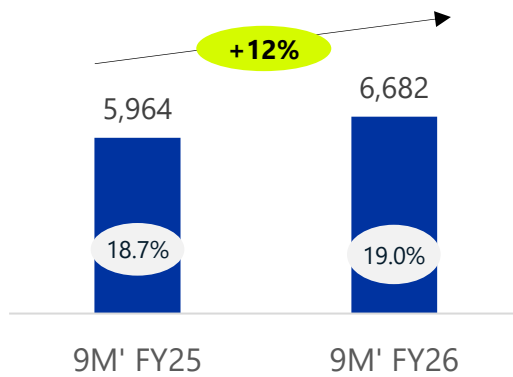
All numbers in INR Mn, unless specified

₹ Revenue from Operations

(Includes pass-through substrates / catalyst components)

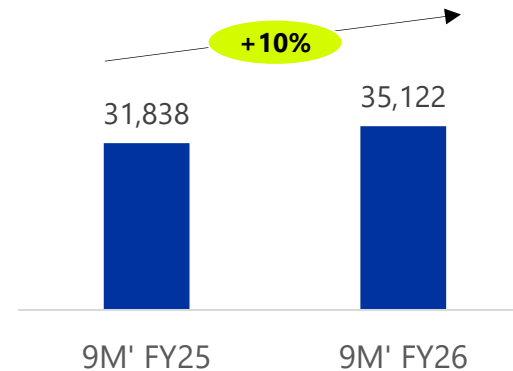


EBITDA

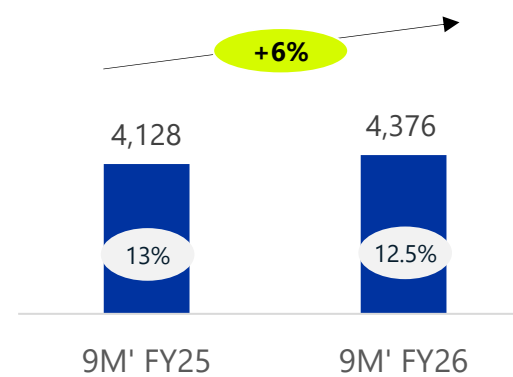


Value Added Revenue

(Excludes pass-through substrates / catalyst components)



PAT



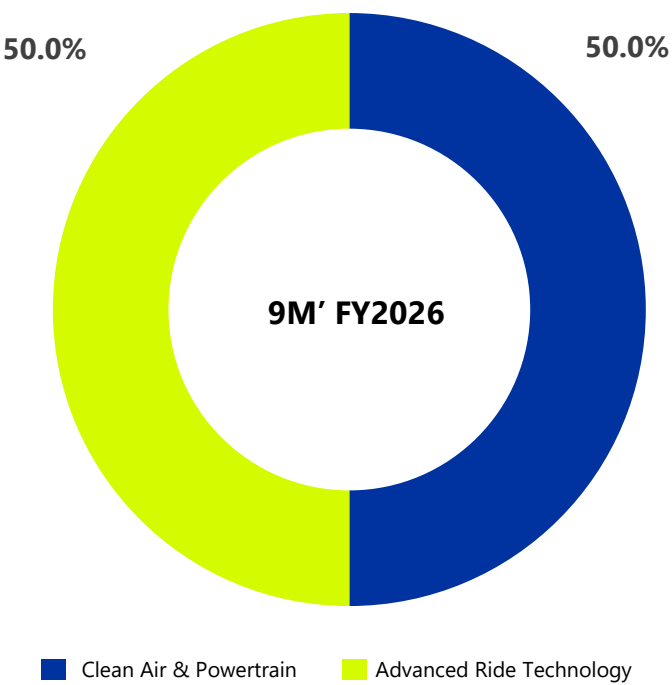
- **VAR growth of 10% YoY**, demonstrating continued momentum, driven by increased volumes incl. exports and a favorable product mix
- **EBITDA margin (VAR)** stood at 19.0%, benefiting from operating leverage, commercial actions, and effective cost management
- **PAT** includes a one-time impact of INR 203 Mn associated to new labour codes

EBITDA & PAT Margin (% VAR)

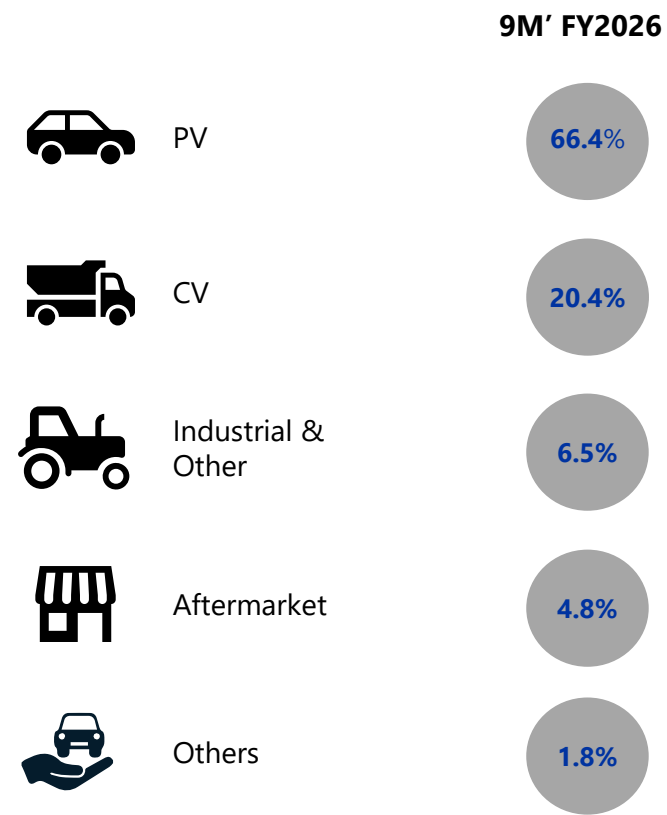
Note: VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

DIVERSIFIED REVENUE MIX

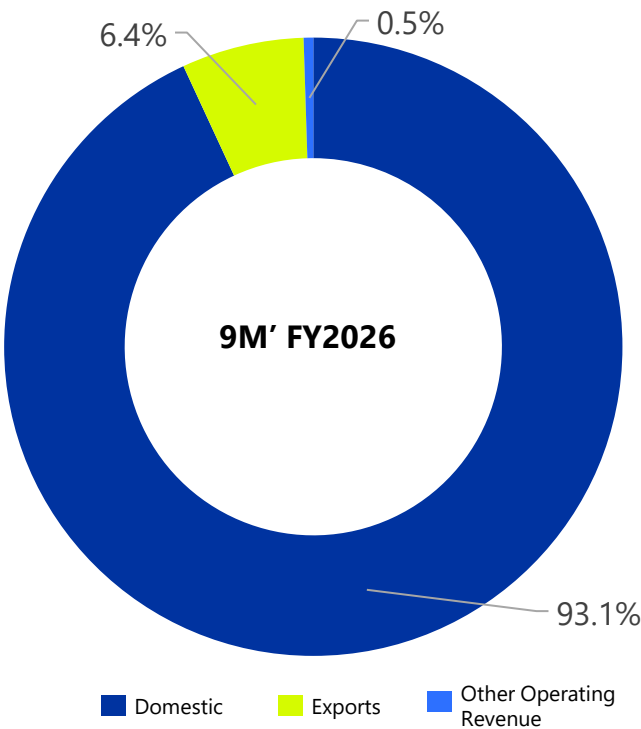
Segment-wise Split



End Market-wise Split



Exports



Note: Calculations based on Value Added Revenue (VAR)

About Tenneco Clean Air India Limited

Tenneco Global

Strong Global Parentage With Long Term Customer Relationships

Tenneco Group

- **Global Tier 1 player and market leading** automotive component supplier
- **Trusted partner of choice** with **long-term customer relationships** across 100+ customers
- **Scale platform with high degree of localization** manufacturing **highly engineered products and systems** for Automotive, Off-highway and Industrial segments
- **Global** engineering and manufacturing **footprint** strategically located to **serve global customer base** with competitive cost position and scalable deployment

Product categories

Segment	Clean Air	Powertrain	Ignition	Performance solution	DRiV
Product categories	• Hot/ Cold end exhaust system	• Pistons • Piston rings • Valves, Valve seats & Guides, • Bearings & Sealings	• Spark plugs • Ignition coils	• Advanced ride solutions • Braking • NVH • Systems protection	• Aftermarket

Global Presence



Tenneco Group Awards



Source: RHP.
Notes: 1. As of December 31, 2024. 2. As of June 30, 2025

Tenneco Clean Air India

Supplying Critical Systems That Keep India's Vehicles Running Cleaner, Safer And Smoother

We build and supply the critical systems that keep India's passenger, commercial and off-highway vehicles running cleaner, safer and smoother, supported by decades of engineering depth, diversified capabilities and consistent delivery to the country's largest OEMs.



**Leader in Clean Air
Solutions to Indian Commercial Trucks OEMs**
(57% market share)¹



**Leader in Shock Absorbers
and Struts to Indian Passenger Vehicle OEMs**
(52% market share)¹



**Leader in Clean Air
Solutions to Off-Highway OEMs**
(68% market share)¹

Operational Highlights

45+
years of operations

Top 2
Market position across
key segments²

119
customers served

20 Countries
Exported

12
Manufacturing facilities
2
R&D technical centers

1,950+
full-time
people employed

Financial Highlights

INR 44bn
FY25 VAR
(INR 49bn revenue from
operations)

18.6%
FY25 EBITDA margin³
(16.7% on revenue from
operations)

12.6%
FY25 PAT margin⁴
(11.3% on revenue from
operations)

5.9%
FY23–25 VAR CAGR

56.8%
FY25 ROCE⁵

(24)
FY25 Cash Conversion Cycle
Days⁶

VAR (Value Added Revenue) = Revenue from Operations - Cost of Substrates

1. Market Share in terms of value / revenue basis FY2025, 2. Key segments include clean air solutions to CT and OH (excluding tractors), 3. EBITDA Margin (%) (Basis VAR) is calculated as EBITDA as a percentage of VAR, 4. PAT Margin % (Basis VAR) is calculated as Restated profit for the year as a percentage of VAR, 5. Return on Capital Employed is calculated as earning before interest and taxes (EBIT) as a percentage of Capital Employed. EBIT is calculated as Restated profit for the year plus finance cost plus total tax expense less other income. Capital employed is calculated as sum of Total Equity, Total Debt (including lease liabilities), Deferred tax liabilities minus Intangible assets, Deferred tax assets, Capital redemption reserve, Capital Reserve on Business Combination and Capital reserve. 6. Cash Conversion Cycle is calculated as the sum of Receivable Days and Inventory Days less Payable Days, rounded to the nearest whole number. Receivable Days is calculated as average trade receivables divided by (revenue from operations divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Inventory Days is calculated as average inventories divided by (cost of goods sold divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Cost of goods sold comprises Cost of Materials Consumed, Purchases of Stock in Trade and Changes in inventories of finished goods, semi-finished goods and Stock in trade. Payable Days is calculated as average trade payables divided by (total purchases divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Purchases includes purchase of stock-in-trade, raw materials and packing materials. Average Trade payable included payables for purchases and vendor bill financing

Business Segments

Delivering Diverse Products For Evolving Mobility Needs

Clean Air and Powertrain Solutions

52.6%

FY2025 VAR¹: ~INR23bn



Hot End / DOC & SDPF system



Cold End / Mufflers and resonators



Hot gasket



Heat shield



Main bearing



Spark plug and Ignition coil

Advanced Ride Technologies

47.4%

FY2025 VAR¹: ~INR21bn



Shock absorbers & strut assembly



Shock absorbers & strut assembly-semi active



Shock absorbers & strut assembly- passive



Shock absorbers & strut assembly- CV

Market Leadership

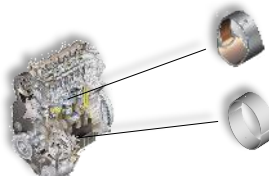
Ensuring a leadership or a top 2 position in every end market segment we service



Passenger vehicles



Advanced Ride Technologies products



Engine bearings

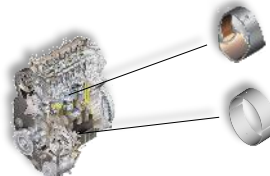
Leader & Top 2
with **52%, 44%**
market share⁴ in Shock
absorbers & Struts and
Engine Bearings, respectively



Commercial Trucks



Clean Air Solutions



Engine bearings

Leader & Top 2
with **57%, 34%**
market share⁴ in Clean Air
Solutions and Engine
Bearings, respectively

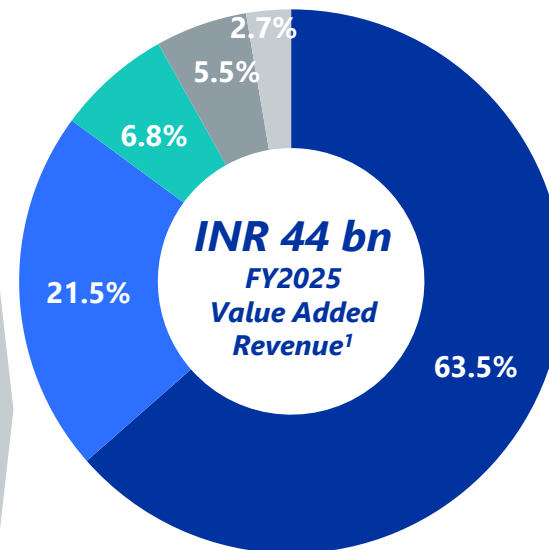


Off Highway³



Clean Air Solutions

Leader
with **68%**
market share⁴
in Clean Air Solutions



- Passenger Vehicles
- Commercial Vehicles (CT + OH)²
- Industrial / Others
- Aftermarket
- Other Operating Revenue

Long Standing Relationships and Revenue Profile

Customized & tech intensive nature of products and time-consuming approval processes ensures sticky customers

We Serve All Top 7 PV OEMs¹ and All Top 5 CV OEMs¹ in India

OEM 1

29 years

OEM 2

28 years

OEM 3

27 years

OEM 4

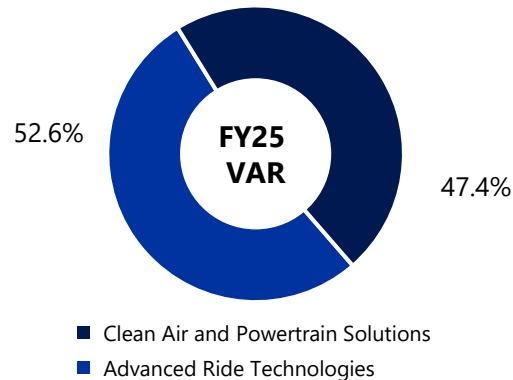
18 years

OEM 5

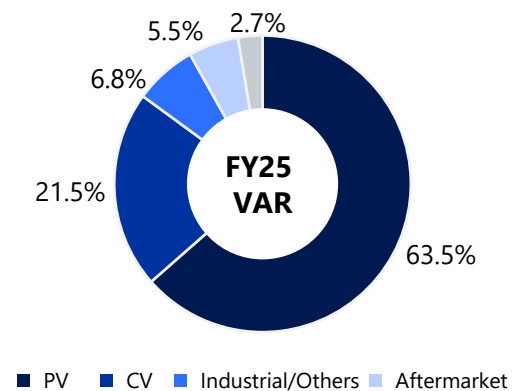
17 years

years of customer relationship

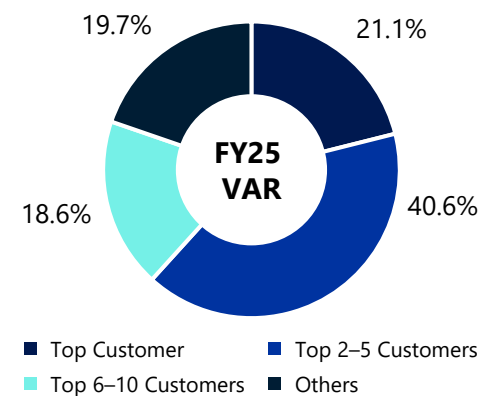
Business Divisions



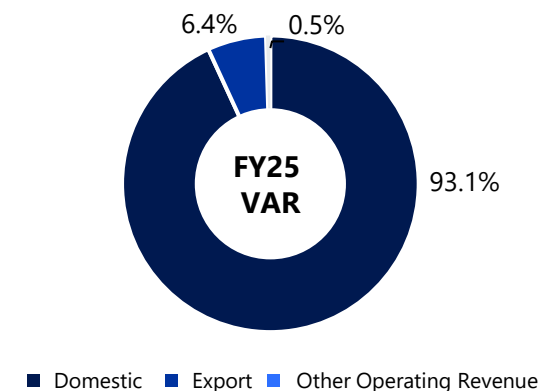
Well diversified end markets



No single customer contributes more than 22% of VAR



Growing "Make in India" Platform



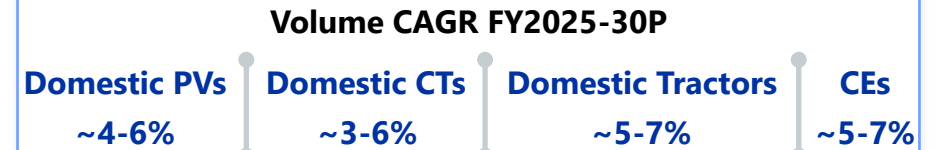
Favourable Industry Tailwinds

Uniquely Positioned To Benefit From Tailwinds Of Growing Customer Base, Stricter Emissions Norms And Premiumization



Low vehicle penetration – Significant growth headroom

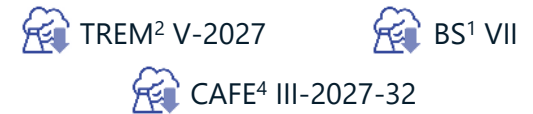
- Increase in disposable income
- Faster economic growth, younger population



Tightening emissions norms increasing CPV³

- Emission norms require investment in engine technology and after-treatment systems

Upcoming emission regulations



Accelerating premiumization increasing CPV³

- Indian market is shifting to premium vehicles including SUVs
- Focus on driving experience, safety, advanced features and comfort



India evolving as a key export hub

- Lower costs, supportive government policies & strategic location near growing market

Auto components export outlook



Source: Crisil Report

Notes: E: Estimated P: Projected

1. Bharat Stage; 2. Tractor Emission Regulation of India V emission standard; 3. CPV: Content per Vehicle; 4. Corporate Average Fuel Economy; 5. Based on OEM factory cost for Indian PVs

Market Opportunity

Auto Components Sector Expected To Grow Faster Than Overall Auto Market

Tenneco Clean Air India Limited relevant components

INRbn

(A) Clean air solutions¹



(B) Domestic suspension²



(C) Domestic spark plug²



(D) Bearings and sealings³



Source: Crisil Report.

Note: E: Estimated P: Projected OE: Original Equipment AM: Aftermarket 1. The catalytic converter considered above do not include the ceramic substrate or any catalyst elements. Tenneco only performs canning and packaging of the ceramic substrate and hence, it is not part of the current market size, or the Tenneco revenues considered for market positioning. 2. For OE and AM. OE includes 2W, 3W, PV, and SCV. AM includes 2W, 3W, PV, and SCV. 3. For OE and AM. OE includes PV, SCV, CT, OH and tractors for bearings and sealings, AM includes 2W, 3W, PV and SCV for bearings. Components included in sealings are: Cold gaskets, Heat shield, Cylindrical head gasket, Turbo gasket and Exhaust system gasket

Our Manufacturing Excellence

12 Manufacturing Facilities And 2 R&D Centers Of Global Standards Strategically Located In Key Automotive OEM Hubs

Clean Air and Powertrain Solutions

Chakan I



Chakan II



Chennai



Pithampur



Parwanoo - Bearings



Chakan - Sealings



Bhiwadi - Ignition



Advanced Ride Technologies

Pondicherry



Sanand



Pune



Bawal



Hosur



Our R&D Tech Centers

Chakan



Hosur

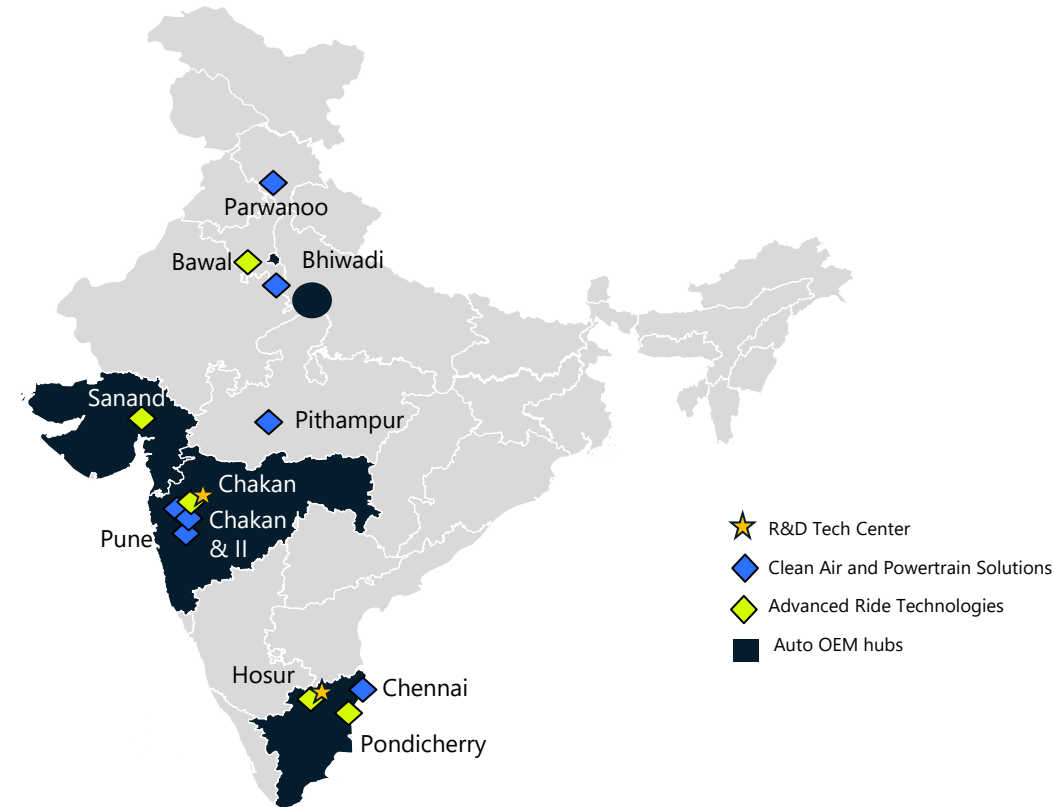


Clean Air	Cold Ends	Hot Ends
Installed Capacity	3 Mn	2 Mn
Capacity utilization	54.8%	80.6%

Advanced Ride Technologies

Advanced Ride Technologies	Struts & Shock Absorbers
Installed Capacity	21 Mn
Capacity utilization	83%

Powertrain	Spark Plugs	Bearings
Installed Capacity	51 Mn	43 Mn
Capacity utilization	96%	80.8%



Qualified And Experienced Board Of Directors



30+

C M M

Niranjan Kumar Gupta

Chairman, Independent Director
Ex-CEO, Hero MotoCorp Limited



20+

C C M

Jaidit Singh Brar

Independent Director
Ex-Senior Partner, McKinsey & Company India LLP



39+

C C M

Gopika Pant

Independent Director
Managing Partner, Indian Law Partners



21+

M

Arvind Chandrasekharan

Whole Time Director & CEO,
Tenneco Clean Air India



25+¹

M M

Manavendra Singh Sial

Non-Executive Director
Executive VP and CFO, Tenneco LLC



28+¹

M

Prakash Mahesh

Non-Executive Director
Executive VP & President -
Performance Solutions, Tenneco LLC



24+

M

Nathan Patrick Bowen

Non-Executive Director
Executive VP and Group President
(Clean Air, Powertrain and
Champion) Tenneco LLC



24+

M

Utsav Baijal

Non-Executive Director
Partner,
Apollo Global Management

C Chairperson M Member

Audit Committee

Nomination and Remuneration Committee

Stakeholders' Relationship Committee

Risk Management Committee

CSR Committee

Years of experience

Supported By An Experienced And Professional Management Team



Arvind Chandrasekharan
WTD and CEO



Mahender Chhabra
CFO



Rishi Verma
President – India



Sankar Babu Sampangiappa
Director- Advanced Ride Technologies Engineering



R C Subramaniam
ED and General Manager – Advanced Ride Technologies



Bapu Shivaji Kumbhar
Director- Clean Air Engineering

Delphi	Faurecia Exhaust Systems	WABCO Europe BVBA-SPRL	Minda Corporation	Motherson Sumi Wiring India	HMD Mobile India (CFO)	Microsoft India	Bharti Airtel	Pepsi Foods	National Engineering Industries	Dana India Technical Centre	Walker Exhaust India
Bharat Technologies Auto Components	Minda HUF	AISIN NTTF	Renowned Auto Products MFRS	General Motors India	International Auto	Saint-Gobain Glass India	Balmer Lawrie & Co.	Frito-Lay India	Grupo Antolin Pune	LML Limited	Tractors and Farms Equipment

Committed leadership along with Technically Qualified Workforce

Cumulative Years of experience # Years associated with Tenneco Group

Source: RHP
WTD – Whole Time Director; ED – Executive Director.

Glossary

Term / Acronym	Description
PV	Passenger Vehicles
CT	Commercial Trucks
OH	Off-Highway vehicles
OE	Original Equipment - parts supplied to vehicle manufacturers (OEMs)
OEM	Original Equipment Manufacturer
CA	Clean Air Solutions
ART	Advanced Ride Technologies
VAR (Value Added Revenue)	Revenue excluding pass-through substrate costs; better reflects core operating performance
Substrates	Substrates are porous ceramic filters coated with a catalyst - typically, precious metals such as platinum, palladium, and rhodium; treated as pass-through cost (excluded from VAR)
CPV	Content per vehicle
BS6.2 / BS VII	Bharat Stage emission standards (BS6 = current national standard; BS6.2/BS VII = subsequent tighter phases)
TREM	Tractor Emission Regulation of India (tractor-specific emission norms).
CAFE	Corporate Average Fuel Economy

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Q3 & 9M'FY2026



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Q3 AND 9M' FY2026

FINANCIAL HIGHLIGHTS

13th February 2026

Q3 & 9M' FY2026 Highlights

Value Added Revenue* Q3/9M'

11,941 / 35,122

In INR Mn

EBITDA Margin Q3/ 9M' (VAR)

18.6% / 19.0%

PAT Margin Q3/ 9M' (VAR) **

9.9% / 12.5%

ROCE 9M' FY2026

>80%

*Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance,

**Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

STRONG FINANCIAL PERFORMANCE WITH CONTINUED STRATEGIC WIN MOMENTUM

New suspension technology launch (DaVinci) with leading OEM with higher CPV

- Launched DaVinci DCx suspension technology with a leading Indian passenger vehicle OEM (~INR 2,200 Mn in annual revenue), reinforcing our leadership position in shock absorbers in India
- The technology enhances driver and passenger comfort on different Indian road conditions through a patented shim stack disc design that enables selective control of hydraulic flow

New Clean Air business win with a leading truck OEM, leading to market share gain

- Secured a strategic program win with a leading EU commercial truck OEM through an aftertreatment solution that meets customer affordability requirements (~INR 1,150 Mn in annual revenue potential)
- Enabled customer to retain its internal powertrain architecture vs. sourcing from a third-party supplier

Strong order book underpins overall growth outlook

- Exports >20% of lifetime order book; recent U.S. tariff easing supports pipeline
- Order book covers 100% of FY2028 revenue, supporting double-digit CAGR over the next three years
- The order book is well balanced across Clean Air, Powertrain, and ART segments

Clean Air Capacity Expansion – North India Greenfield Plant

- Based on business growth, plan to setup a Clean Air greenfield plant in North India (Kharkhoda, Haryana), to strengthen proximity to key customer base and support growth across LV, OH and Tractor segments
- Plan envisages ~INR 710 Mn capex with estimated start of production in Q3 FY2027

DISCIPLINED EXECUTION DRIVING CONSISTENT PERFORMANCE AND ENHANCED REVENUE VISIBILITY



Arvind Chandrasekharan
WTD and CEO

CEO Update

"The quarter demonstrated sustained execution across our business. We delivered strong business growth, resilient margins, and meaningful progress across Clean Air, Powertrain, and Advanced Ride Technologies.

At Tenneco, we believe in engineering consumer experiences beyond just building automotive parts. The DaVinci DCx suspension system is our promise to India – bringing global suspension technology specifically tuned for Indian road conditions to provide superior comfort to drivers and passengers. The selection of DaVinci for a flagship SUV platform at a leading Indian OEM, positions us to capture additional opportunities as OEMs seek to differentiate through ride quality. Unlike conventional systems, the DaVinci technology uses specially designed discs (or shim stacks) to control hydraulic flow, delivering consistent comfort across varying speeds and road conditions, achieved affordably and with a fast time to market.

Our Clean Air strategic program win at a leading Commercial Truck OEM, demonstrated our ability to translate the voice of the customer into high-velocity execution, enabled by resident engineering support and a disciplined focus on first-time-right validation.

Supporting the Clean Air growth trajectory, the Board has approved to develop a greenfield plant in North India (Kharkhoda, Haryana) to strengthen proximity to the northern customer base and support awarded programs across LV, OH and Tractor segments. The project envisages ~INR 710 million capex with estimated start of production in Q3 FY27, further enhancing Tenneco's operational footprint and customer responsiveness.

In Exports, our order book remains very strong, reflecting a higher mix versus domestic business and supporting better margins. New tariff and duty reduction announcements by US and EU will strongly improve the tailwinds to allow us to grow our exports further. The overall order book already covers 100% of FY 2028 revenue, underpinning a double-digit CAGR growth over the next three years."

18.6%

EBITDA Margins

9.9%*

PAT Margins

**Continued Robust Margin
Delivery in Q3 FY2026**

~INR 2,200 Mn

Estimated annual revenue from the DaVinci Suspension
Technology program awarded by a leading OEM

**Technology-Led
Differentiation**

> 20%

Exports Portion of Lifetime Order Book

Scaling Exports

Note: *Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

SUSTAINED REVENUE GROWTH WITH MARGIN EXPANSION AND EXCEPTIONAL BALANCE SHEET STRENGTH



Mahender Chhabra
Chief Financial Officer

CFO Update

"We delivered a disciplined financial performance in Q3 and 9M' FY2026, marked by steady revenue growth, expanding profitability and continued balance-sheet strength.

VAR grew 15% YoY in the quarter, supported by strong PV demand. Q3 FY 2026 EBITDA margins improved ~151 bps YoY and remained at industry-leading levels, reflecting the benefits of commercial actions, mix improvements, and operational efficiencies. PAT impacted by -5% YoY, due to a one-time expense arising from incremental provisioning related to New Labour Code (~INR 203 Mn).

We maintained a robust ROCE profile (> 80%) and continued to operate with the trend of negative cash conversion cycle - reinforcing our capital-efficient model."

(INR Mn.)

11,941

Q3 FY2026 Revenue

15%

YoY Revenue Growth

Value Added Revenue

(INR Mn.)

2,225

Q3 FY2026 EBITDA

25%

YoY EBITDA Growth

EBITDA

(INR Mn.)

1,188

Q3 FY2026 PAT*

-5%

YoY PAT Growth
(New Labour code impact)

PAT

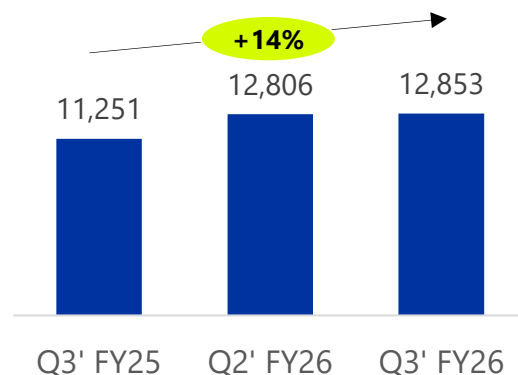
Note: Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods.
*Q3 PAT margin includes one-time impact of INR 203 Mn (1.7%) due to new labour code

SUSTAINED REVENUE GROWTH WITH INDUSTRY-LEADING MARGINS – Q3 FY2026

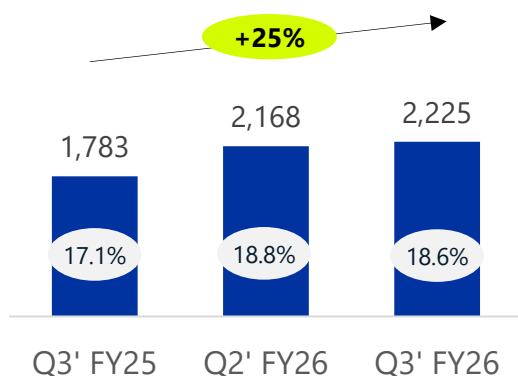
All numbers in INR Mn, unless specified

₹ Revenue from Operations

(Includes pass-through substrates / catalyst components)

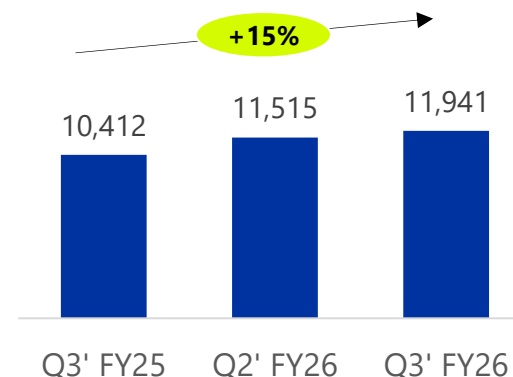


EBITDA

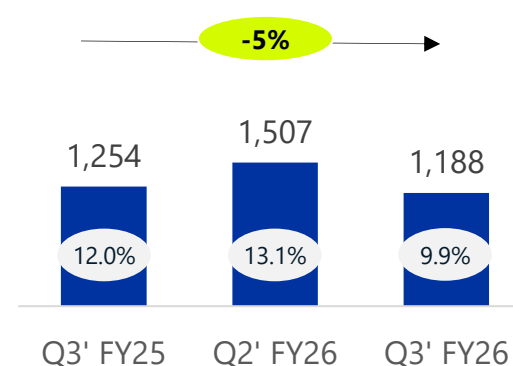


Value Added Revenue

(Excludes pass-through substrates / catalyst components)



PAT



- **VAR growth of 15% YoY**, demonstrating continued momentum, driven by increased volumes and new programs
- **EBITDA margin (VAR)** stood at 18.6%, benefiting from operating leverage, commercial actions, and effective cost management
- **PAT** includes a one-time impact of INR 203 Mn (1.7%) associated to new labour codes

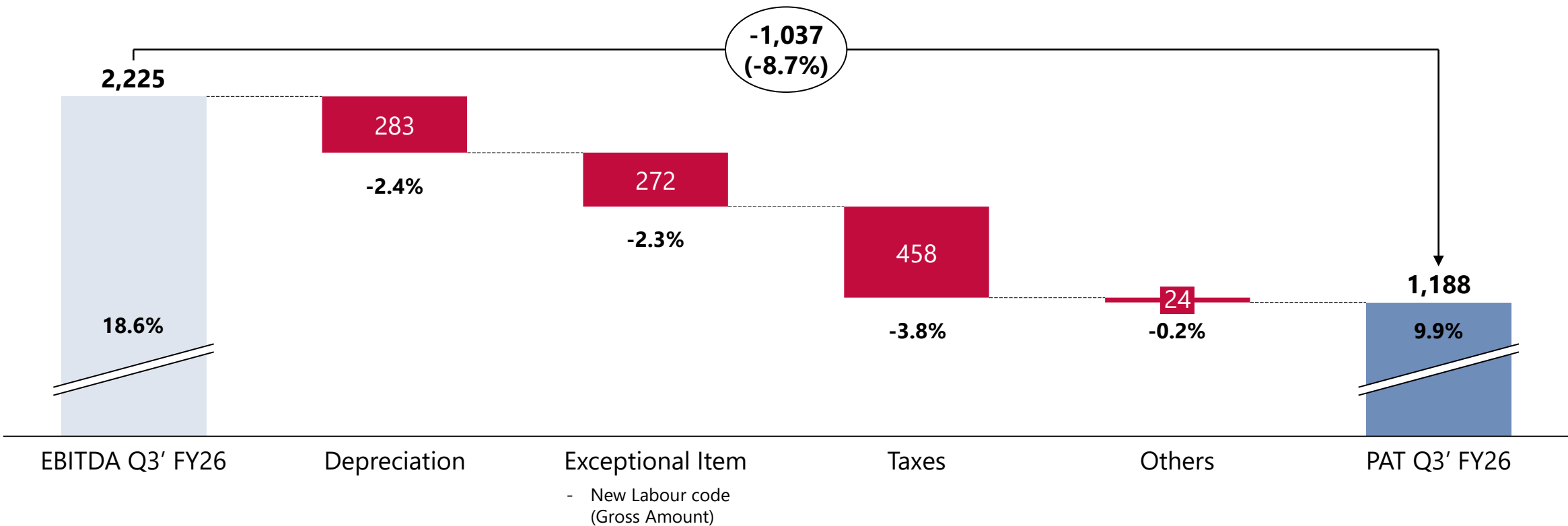
EBITDA & PAT Margin (% VAR)

Note: Value Added Revenue (VAR) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

EBITDA to PAT Bridge Q3' FY2026

Exceptional item related to New Labour code impacting PAT

All numbers in INR Mn, unless specified

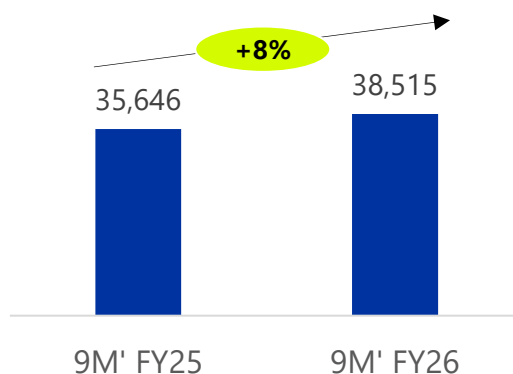


CONSISTENT GROWTH WITH SUSTAINABLE MARGINS – 9M' FY2026 (YTD)

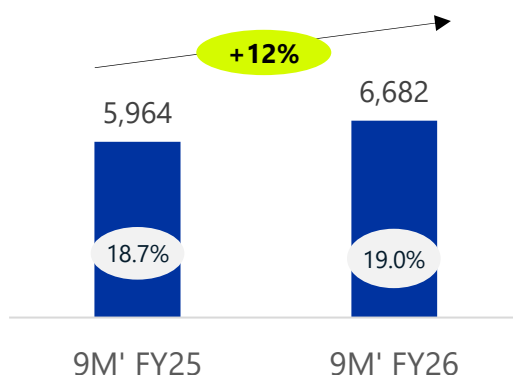
All numbers in INR Mn, unless specified

₹ Revenue from Operations

(Includes pass-through substrates / catalyst components)

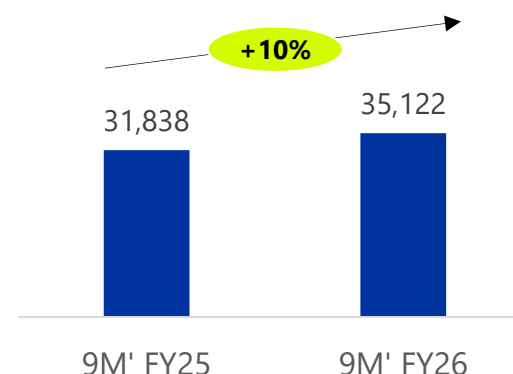


EBITDA

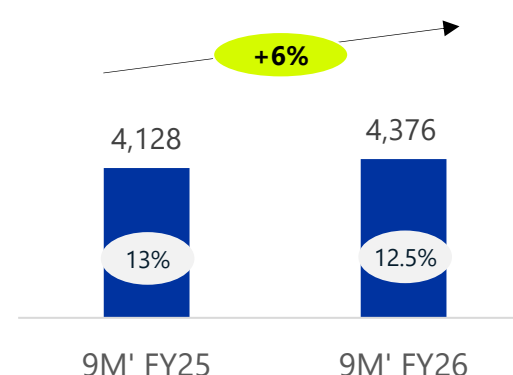


Value Added Revenue

(Excludes pass-through substrates / catalyst components)



PAT



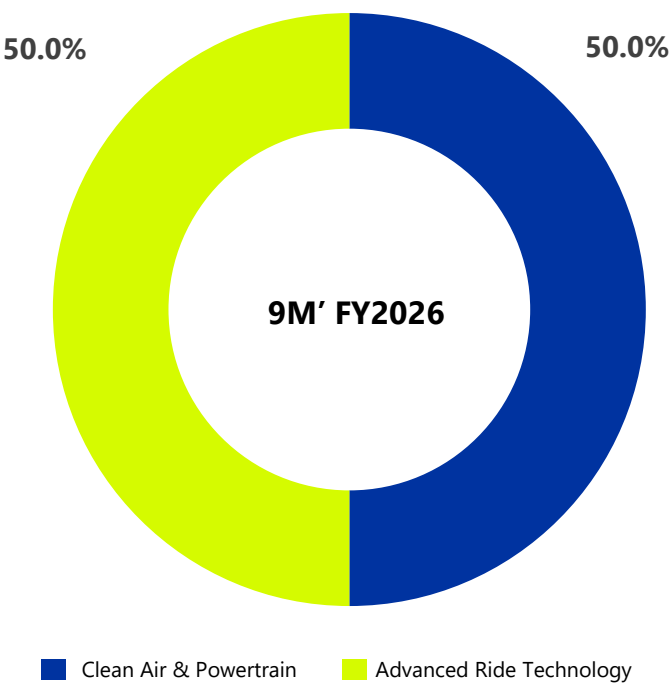
- **VAR growth of 10% YoY**, demonstrating continued momentum, driven by increased volumes incl. exports and a favorable product mix
- **EBITDA margin (VAR)** stood at 19.0%, benefiting from operating leverage, commercial actions, and effective cost management
- **PAT** includes a one-time impact of INR 203 Mn associated to new labour codes

EBITDA & PAT Margin (% VAR)

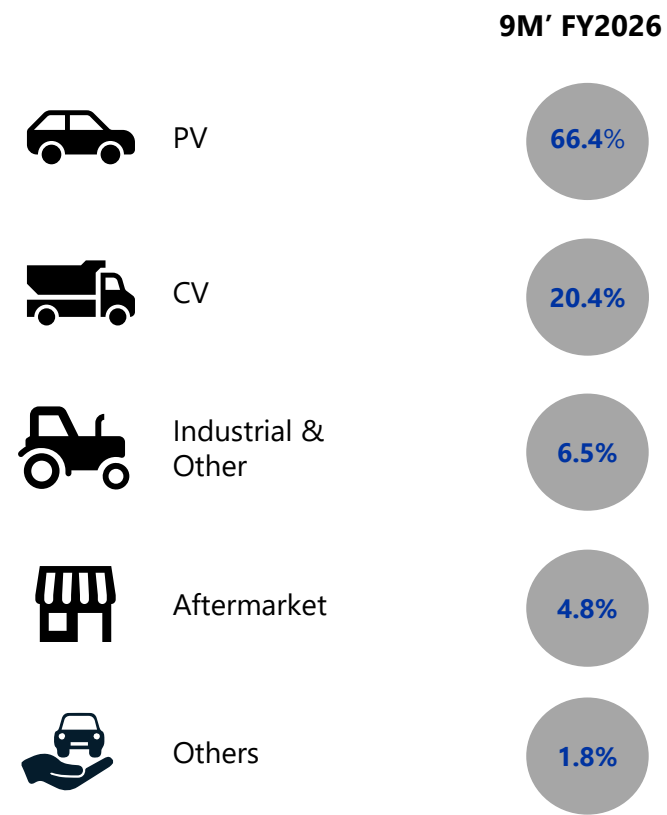
Note: VAR (Value Added Revenue) is used as the primary metric as it excludes pass-through substrate costs from the revenue from operations and better reflects the underlying operating performance, margins, and comparability across periods. Audited by Independent Chartered Accountants

DIVERSIFIED REVENUE MIX

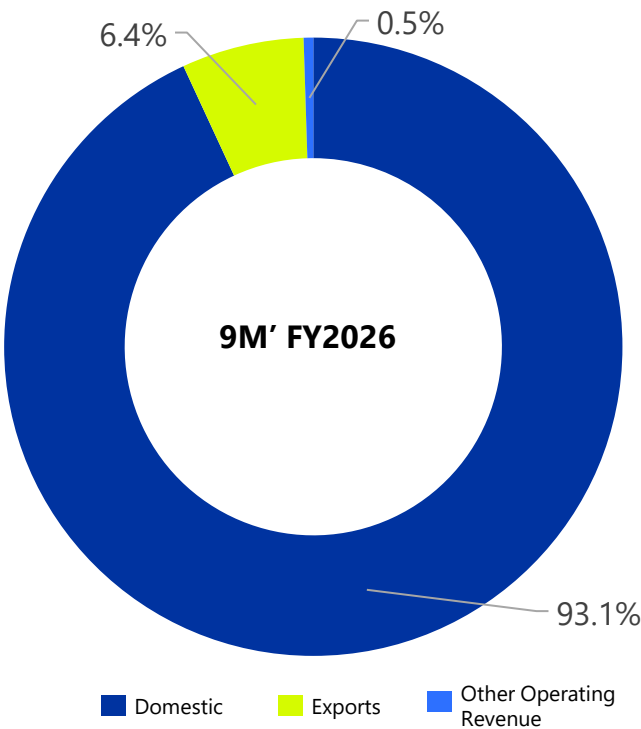
Segment-wise Split



End Market-wise Split



Exports



Note: Calculations based on Value Added Revenue (VAR)

About Tenneco Clean Air India Limited

Tenneco Global

Strong Global Parentage With Long Term Customer Relationships

Tenneco Group

- **Global Tier 1 player and market leading** automotive component supplier
- **Trusted partner of choice** with **long-term customer relationships** across 100+ customers
- **Scale platform with high degree of localization** manufacturing **highly engineered products and systems** for Automotive, Off-highway and Industrial segments
- **Global** engineering and manufacturing **footprint** strategically located to **serve global customer base** with competitive cost position and scalable deployment

Product categories

Segment	Clean Air	Powertrain	Ignition	Performance solution	DRiV
Product categories	• Hot/ Cold end exhaust system	• Pistons • Piston rings • Valves, Valve seats & Guides, • Bearings & Sealings	• Spark plugs • Ignition coils	• Advanced ride solutions • Braking • NVH • Systems protection	• Aftermarket

Global Presence



Tenneco Group Awards



Source: RHP.
Notes: 1. As of December 31, 2024. 2. As of June 30, 2025

Tenneco Clean Air India

Supplying Critical Systems That Keep India's Vehicles Running Cleaner, Safer And Smoother

We build and supply the critical systems that keep India's passenger, commercial and off-highway vehicles running cleaner, safer and smoother, supported by decades of engineering depth, diversified capabilities and consistent delivery to the country's largest OEMs.



**Leader in Clean Air
Solutions to Indian Commercial Trucks OEMs**
(57% market share)¹



**Leader in Shock Absorbers
and Struts to Indian Passenger Vehicle OEMs**
(52% market share)¹



**Leader in Clean Air
Solutions to Off-Highway OEMs**
(68% market share)¹

Operational Highlights

45+
years of operations

Top 2
Market position across
key segments²

119
customers served

20 Countries
Exported

12
Manufacturing facilities
2
R&D technical centers

1,950+
full-time
people employed

Financial Highlights

INR 44bn
FY25 VAR
(INR 49bn revenue from
operations)

18.6%
FY25 EBITDA margin³
(16.7% on revenue from
operations)

12.6%
FY25 PAT margin⁴
(11.3% on revenue from
operations)

5.9%
FY23–25 VAR CAGR

56.8%
FY25 ROCE⁵

(24)
FY25 Cash Conversion Cycle
Days⁶

VAR (Value Added Revenue) = Revenue from Operations - Cost of Substrates

1. Market Share in terms of value / revenue basis FY2025, 2. Key segments include clean air solutions to CT and OH (excluding tractors), 3. EBITDA Margin (%) (Basis VAR) is calculated as EBITDA as a percentage of VAR, 4. PAT Margin % (Basis VAR) is calculated as Restated profit for the year as a percentage of VAR, 5. Return on Capital Employed is calculated as earning before interest and taxes (EBIT) as a percentage of Capital Employed. EBIT is calculated as Restated profit for the year plus finance cost plus total tax expense less other income. Capital employed is calculated as sum of Total Equity, Total Debt (including lease liabilities), Deferred tax liabilities minus Intangible assets, Deferred tax assets, Capital redemption reserve, Capital Reserve on Business Combination and Capital reserve. 6. Cash Conversion Cycle is calculated as the sum of Receivable Days and Inventory Days less Payable Days, rounded to the nearest whole number. Receivable Days is calculated as average trade receivables divided by (revenue from operations divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Inventory Days is calculated as average inventories divided by (cost of goods sold divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Cost of goods sold comprises Cost of Materials Consumed, Purchases of Stock in Trade and Changes in inventories of finished goods, semi-finished goods and Stock in trade. Payable Days is calculated as average trade payables divided by (total purchases divided by 365 for Fiscals or 91 for the three months ended June 30 (as applicable)), rounded to the nearest whole number. Purchases includes purchase of stock-in-trade, raw materials and packing materials. Average Trade payable included payables for purchases and vendor bill financing

Business Segments

Delivering Diverse Products For Evolving Mobility Needs

Clean Air and Powertrain Solutions

52.6%

FY2025 VAR¹: ~INR23bn



Hot End / DOC & SDPF system



Cold End / Mufflers and resonators



Hot gasket



Heat shield



Main bearing



Spark plug and Ignition coil

Advanced Ride Technologies

47.4%

FY2025 VAR¹: ~INR21bn



Shock absorbers & strut assembly



Shock absorbers & strut assembly-semi active



Shock absorbers & strut assembly- passive



Shock absorbers & strut assembly- CV

Market Leadership

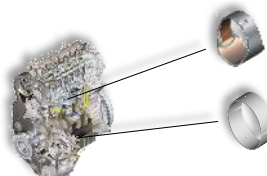
Ensuring a leadership or a top 2 position in every end market segment we service



Passenger vehicles



Advanced Ride Technologies products



Engine bearings

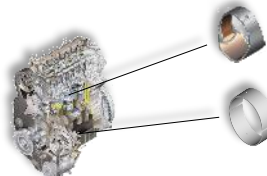
Leader & Top 2
with **52%, 44%**
market share⁴ in Shock
absorbers & Struts and
Engine Bearings, respectively



Commercial Trucks



Clean Air Solutions



Engine bearings

Leader & Top 2
with **57%, 34%**
market share⁴ in Clean Air
Solutions and Engine
Bearings, respectively

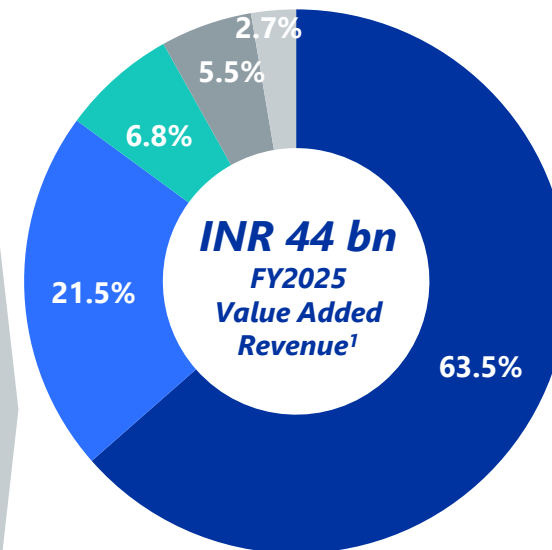


Off Highway³



Clean Air Solutions

Leader
with **68%**
market share⁴
in Clean Air Solutions



- Passenger Vehicles
- Commercial Vehicles (CT + OH)²
- Industrial / Others
- Aftermarket
- Other Operating Revenue

Long Standing Relationships and Revenue Profile

Customized & tech intensive nature of products and time-consuming approval processes ensures sticky customers

We Serve All Top 7 PV OEMs¹ and All Top 5 CV OEMs¹ in India

OEM 1

29 years

OEM 2

28 years

OEM 3

27 years

OEM 4

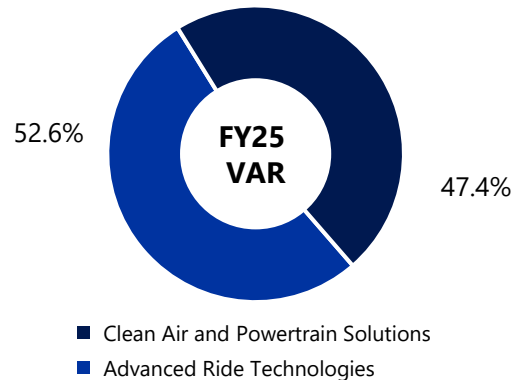
18 years

OEM 5

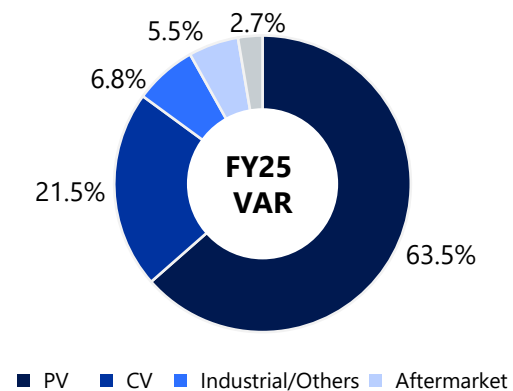
17 years

 # years of customer relationship

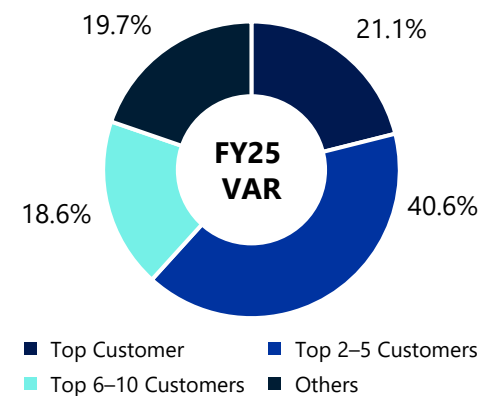
Business Divisions



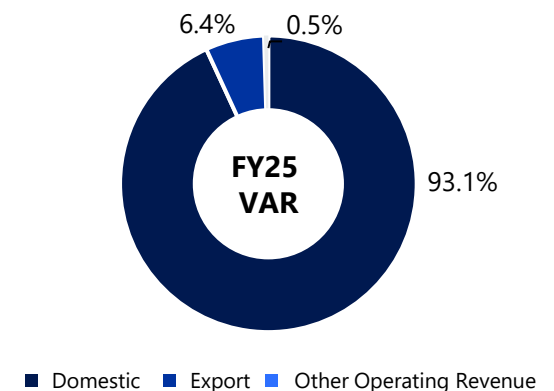
Well diversified end markets



No single customer contributes more than 22% of VAR



Growing "Make in India" Platform



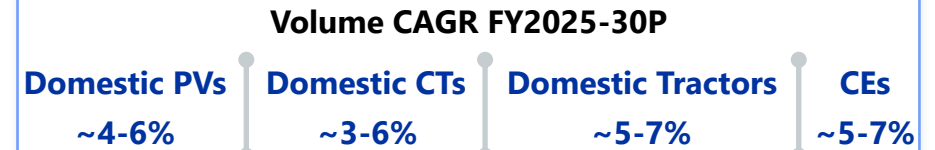
Favourable Industry Tailwinds

Uniquely Positioned To Benefit From Tailwinds Of Growing Customer Base, Stricter Emissions Norms And Premiumization



Low vehicle penetration – Significant growth headroom

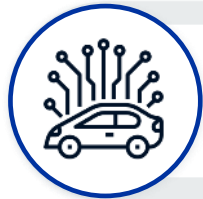
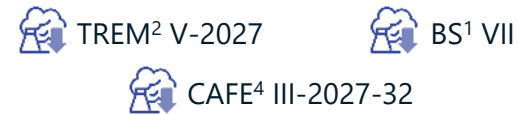
- Increase in disposable income
- Faster economic growth, younger population



Tightening emissions norms increasing CPV³

- Emission norms require investment in engine technology and after-treatment systems

Upcoming emission regulations



Accelerating premiumization increasing CPV³

- Indian market is shifting to premium vehicles including SUVs
- Focus on driving experience, safety, advanced features and comfort



India evolving as a key export hub

- Lower costs, supportive government policies & strategic location near growing market

Auto components export outlook



Source: Crisil Report

Notes: E: Estimated P: Projected

1. Bharat Stage; 2. Tractor Emission Regulation of India V emission standard; 3. CPV: Content per Vehicle; 4. Corporate Average Fuel Economy; 5. Based on OEM factory cost for Indian PVs

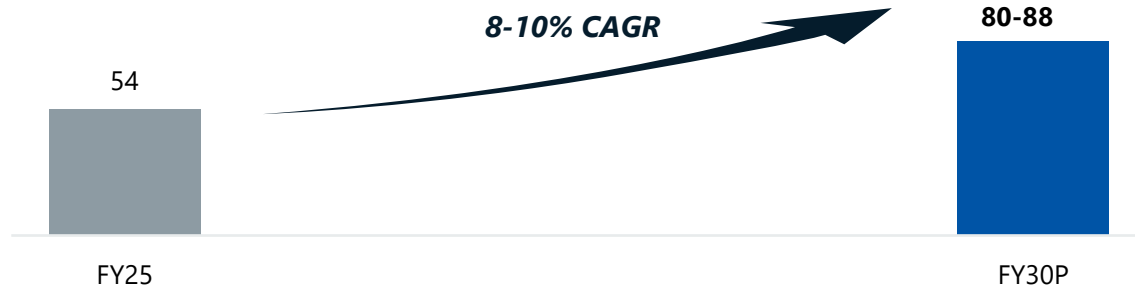
Market Opportunity

Auto Components Sector Expected To Grow Faster Than Overall Auto Market

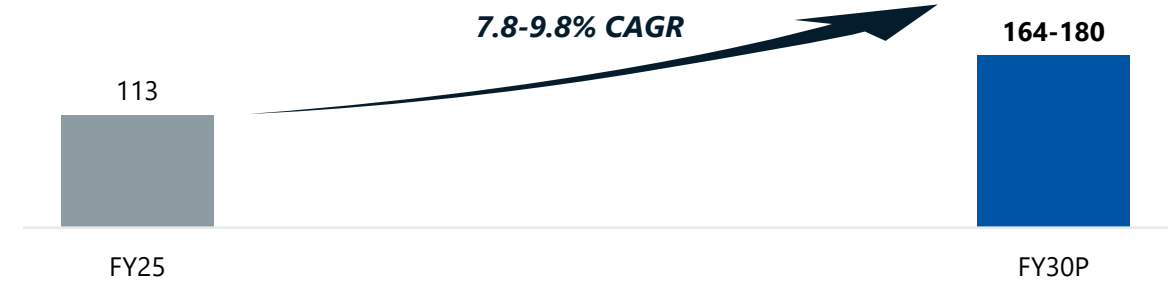
Tenneco Clean Air India Limited relevant components

INRbn

(A) Clean air solutions¹



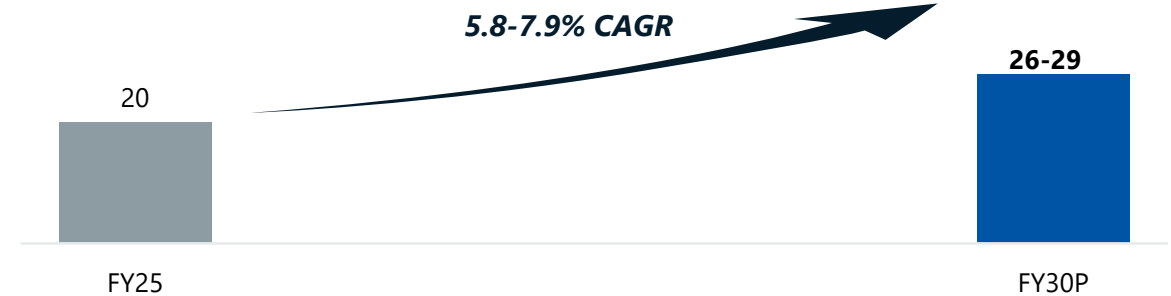
(B) Domestic suspension²



(C) Domestic spark plug²



(D) Bearings and sealings³



Source: Crisil Report.

Note: E: Estimated P: Projected OE: Original Equipment AM: Aftermarket 1. The catalytic converter considered above do not include the ceramic substrate or any catalyst elements. Tenneco only performs canning and packaging of the ceramic substrate and hence, it is not part of the current market size, or the Tenneco revenues considered for market positioning. 2. For OE and AM. OE includes 2W, 3W, PV, and SCV. AM includes 2W, 3W, PV, and SCV. 3. For OE and AM. OE includes PV, SCV, CT, OH and tractors for bearings and sealings, AM includes 2W, 3W, PV and SCV for bearings. Components included in sealings are: Cold gaskets, Heat shield, Cylindrical head gasket, Turbo gasket and Exhaust system gasket

Our Manufacturing Excellence

12 Manufacturing Facilities And 2 R&D Centers Of Global Standards Strategically Located In Key Automotive OEM Hubs

Clean Air and Powertrain Solutions



Advanced Ride Technologies



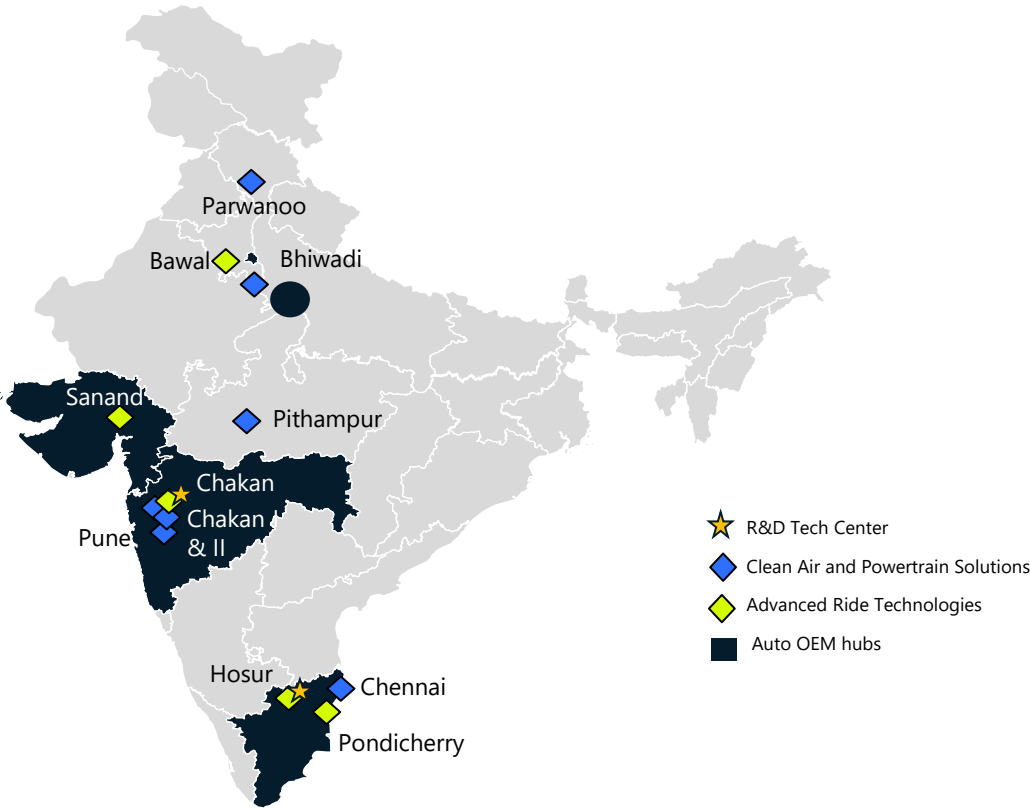
Our R&D Tech Centers



Clean Air	Cold Ends	Hot Ends
Installed Capacity	3 Mn	2 Mn
Capacity utilization	54.8%	80.6%

Powertrain	Spark Plugs	Bearings
Installed Capacity	51 Mn	43 Mn
Capacity utilization	96%	80.8%

Advanced Ride Technologies	Struts & Shock Absorbers
Installed Capacity	21 Mn
Capacity utilization	83%



Source: RHP.
Note: Data is as of March 31, 2025, and for Fiscal 2025

Qualified And Experienced Board Of Directors



30+

C M M

Niranjan Kumar Gupta

Chairman, Independent Director
Ex-CEO, Hero MotoCorp Limited



20+

C C M

Jaidit Singh Brar

Independent Director
Ex-Senior Partner, McKinsey & Company India LLP



39+

C C M

Gopika Pant

Independent Director
Managing Partner, Indian Law Partners



21+

M

Arvind Chandrasekharan

Whole Time Director & CEO,
Tenneco Clean Air India



25+¹

M M

Manavendra Singh Sial

Non-Executive Director
Executive VP and CFO, Tenneco LLC



28+¹

M

Prakash Mahesh

Non-Executive Director
Executive VP & President -
Performance Solutions, Tenneco LLC



24+

M

Nathan Patrick Bowen

Non-Executive Director
Executive VP and Group President
(Clean Air, Powertrain and
Champion) Tenneco LLC



24+

M

Utsav Baijal

Non-Executive Director
Partner,
Apollo Global Management

C Chairperson M Member

Audit Committee

Nomination and Remuneration Committee

Stakeholders' Relationship Committee

Risk Management Committee

CSR Committee

Years of experience

Supported By An Experienced And Professional Management Team



Arvind Chandrasekharan
WTD and CEO



Mahender Chhabra
CFO



Rishi Verma
President – India



Sankar Babu Sampangiappa
Director- Advanced Ride Technologies Engineering



R C Subramaniam
ED and General Manager – Advanced Ride Technologies



Bapu Shivaji Kumbhar
Director- Clean Air Engineering

Delphi	Faurecia Exhaust Systems	WABCO Europe BVBA-SPRL	Minda Corporation	Motherson Sumi Wiring India	HMD Mobile India (CFO)	Microsoft India	Bharti Airtel	Pepsi Foods	National Engineering Industries	Dana India Technical Centre	Walker Exhaust India
Bharat Technologies Auto Components	Minda HUF	AISIN NTTF	Renowned Auto Products MFRS	General Motors India	International Auto	Saint-Gobain Glass India	Balmer Lawrie & Co.	Frito-Lay India	Grupo Antolin Pune	LML Limited	Tractors and Farms Equipment

Committed leadership along with Technically Qualified Workforce

Cumulative Years of experience # Years associated with Tenneco Group

Source: RHP
WTD – Whole Time Director; ED – Executive Director.

Glossary

Term / Acronym	Description
PV	Passenger Vehicles
CT	Commercial Trucks
OH	Off-Highway vehicles
OE	Original Equipment - parts supplied to vehicle manufacturers (OEMs)
OEM	Original Equipment Manufacturer
CA	Clean Air Solutions
ART	Advanced Ride Technologies
VAR (Value Added Revenue)	Revenue excluding pass-through substrate costs; better reflects core operating performance
Substrates	Substrates are porous ceramic filters coated with a catalyst - typically, precious metals such as platinum, palladium, and rhodium; treated as pass-through cost (excluded from VAR)
CPV	Content per vehicle
BS6.2 / BS VII	Bharat Stage emission standards (BS6 = current national standard; BS6.2/BS VII = subsequent tighter phases)
TREM	Tractor Emission Regulation of India (tractor-specific emission norms).
CAFE	Corporate Average Fuel Economy