OUR STRATEGY

BUILDING THE EPIC SHIFT

Our strategic priorities

S1 Electrification

With sustainability becoming a global priority, the automotive industry is transitioning toward electrification. Recognising this shift early, we are strategically invested in the electrification segment and aligned our roadmap with the future of mobility. This approach has positioned the Company as a key player in the electric mobility ecosystem, enabling it to stay ahead of industry trends and build long-term business.

The global automotive industry is witnessing a shift toward electrification, driven by environmental awareness, supportive government policies, and the growing demand for sustainable transportation solutions. Consumers across the world are becoming more conscious of sustainability, accelerating the adoption of electric vehicles (EVs). At the same time, declining battery costs, from nearly USD 180–190 per kWh in the early 2010s to below USD 100 per kWh today, have significantly improved the affordability and accessibility of EVs.

At Sona Comstar, we identified the electrification opportunity ten years ago and strategically aligned our business with the future of mobility. This enabled us to build strong capabilities in the EV ecosystem and stay ahead of industry trends.
In FY 2025-26, 35% of our revenue is derived from the BEV segment, with BEV revenue reaching INR 11,542 million during the year. With 70% contribution in our order book, EVs remains a central pillar of our long-term growth strategy.

70%
Share of EV in orderbook

INR 166 bn
Value of EV in orderbook

67
Cumulative no. of EV programmes awarded

35
EV Customers

Revenue from BEV
(%)

35

2026	35
2025	36
2024	29
2023	26

BEV Revenue
(INR mn)

11,542

2026	11,542
2025	12,235
2024	8,859
2023	6,707

EV Programmes
(%)

67

2026	67
2025	58
2024	54
2023	42

OUR STRATEGY

S2 Increasing global market significance

Since inception, our focus has been on delivering innovative and reliable solutions that address the evolving needs of customers. From starting our journey as an Indian brand, we have transformed into a globally recognised mobility technology company. Guided by customer-centricity, technological excellence, and innovation, we have consistently expanded our reach and strengthened our position across key markets.

We have been successfully created our footprint globally. We have our presence in India, China, the USA, Mexico and Europe. We have been able to satisfy the global customers and various OEMs. Our R&D and manufacturing facilities has been located strategically so that we can capture the global market and satisfy our clients through our future-ready products.

We have maintained global leadership in differential gears and starter motors and expanded our presence in differential assemblies, EV transmission gears, and traction motors. Our market share continues to remain strong as we deepen customer relationships and deliver differentiated, high-value solutions.

Our INR 237 billion order book reflects the growing trust of over 60 OEMs and Tier-1 suppliers worldwide across segments as diverse as PVs, 2W/3Ws, CVs, OHVs, and now, railways. We are also getting ourselves ready for the future of mobility through other Physical AI segments like robotics, humanoids, AMRs and eVTOLs.

SUPPLIER TO MAJOR GLOBAL OEMS

INR 57 bn
Worth of new orders added in FY26

31
Programmes won in FY26

3
New customers added in FY26

7
Of the world's top-10 PV OEMs

3
Of the world's top-10 CV OEMs

7
Of the world's top-10 tractor OEMs

3
Of the world's top-10 EV OEMs

3
Of the India's top-10 EV two-wheeler OEMs

TOP 3
Railway brake system suppliers in India

OUR ORDERBOOK

70%
Share of EV in Net Order Book

INR 237 bn
Net Order Book

Global market share of differential gears
(%)

8.7

2026	8.7
2025	8.8
2024	8.1
2023	7.2

Global market share of starter motors
(%)

4.2

2026	4.2
2025	4.4
2024	4.2
2023	4.1

OUR STRATEGY

S3 Diversifying revenue mix

Diversification has been a key pillar of our strategy, enabling us to strengthen business stability, enhance anti-fragility, and drive sustainable growth. Over the years, we have expanded our presence across geographies, customer segments, platforms, and product categories, creating a well-balanced and future-ready business portfolio. This approach has helped us mitigate risks, reduce dependency on specific markets or segments, and unlock new growth opportunities.

FY 2025-26 marked a decisive shift in our geographic mix. India became our largest market, contributing 51% of revenue versus 29% in FY 2024-25. Eastern markets also became the majority contributor for the first time since listing, with their share rising to 56% from 35% last year. This reflects the increasing importance of India and Asia in our growth journey.

Our diversification strategy is designed to balance near-term stability with long-term growth opportunities. While our foundation was built on driveline components and starter motors, we have expanded our capabilities into electric powertrains, embedded software, and broader mobility segments including railways.

The acquisition of the railway business reflects our commitment to diversification and sustainable value creation. Through this expansion, we established our presence in rail mobility solutions.

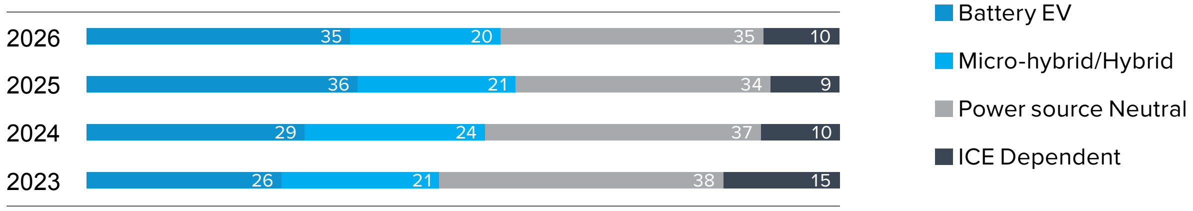
We are exploring opportunities in Physical AI and preparing ourselves for the next phase of diversification in mobility and intelligent systems. As the mobility sector increasingly converges with AI-driven technologies, we are strengthening our capabilities to address the emerging requirements of future mobility segments.

We have strategically diversified our global footprint. While North America and Europe remain important markets, we are deepening our presence across India, China, and other Asian regions to better support global OEMs with greater regional agility and responsiveness.

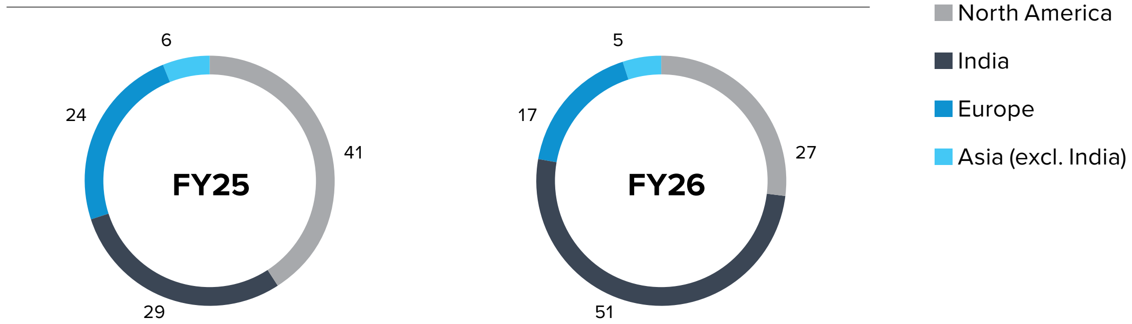
PORTFOLIO BUILT FOR THE FUTURE

Product revenue mix by powertrain

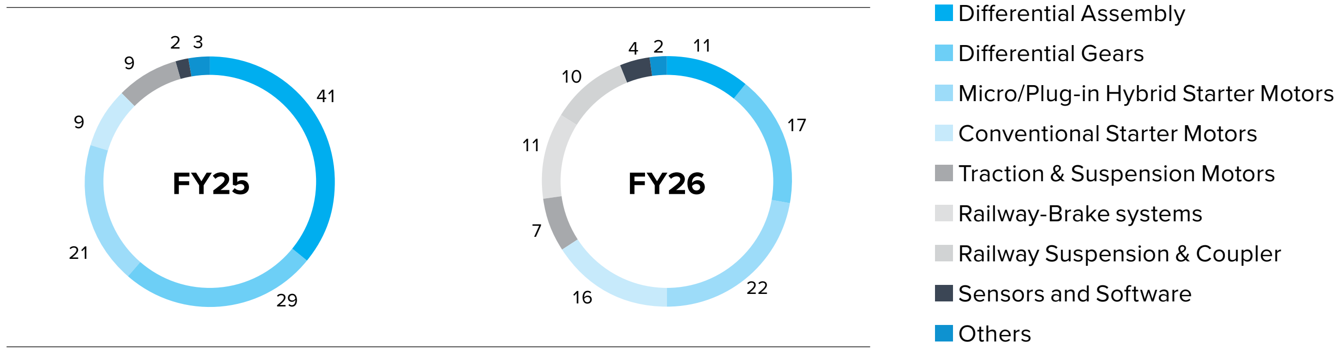
(%)



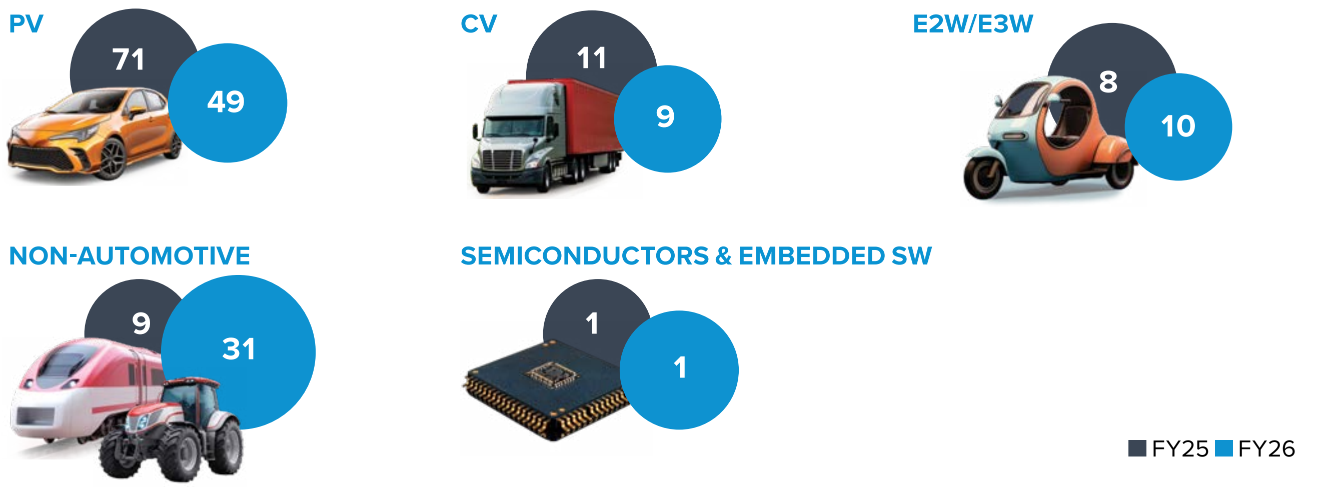
Revenue mix by geography%



Revenue mix by product%



Revenue mix by market segment (%)



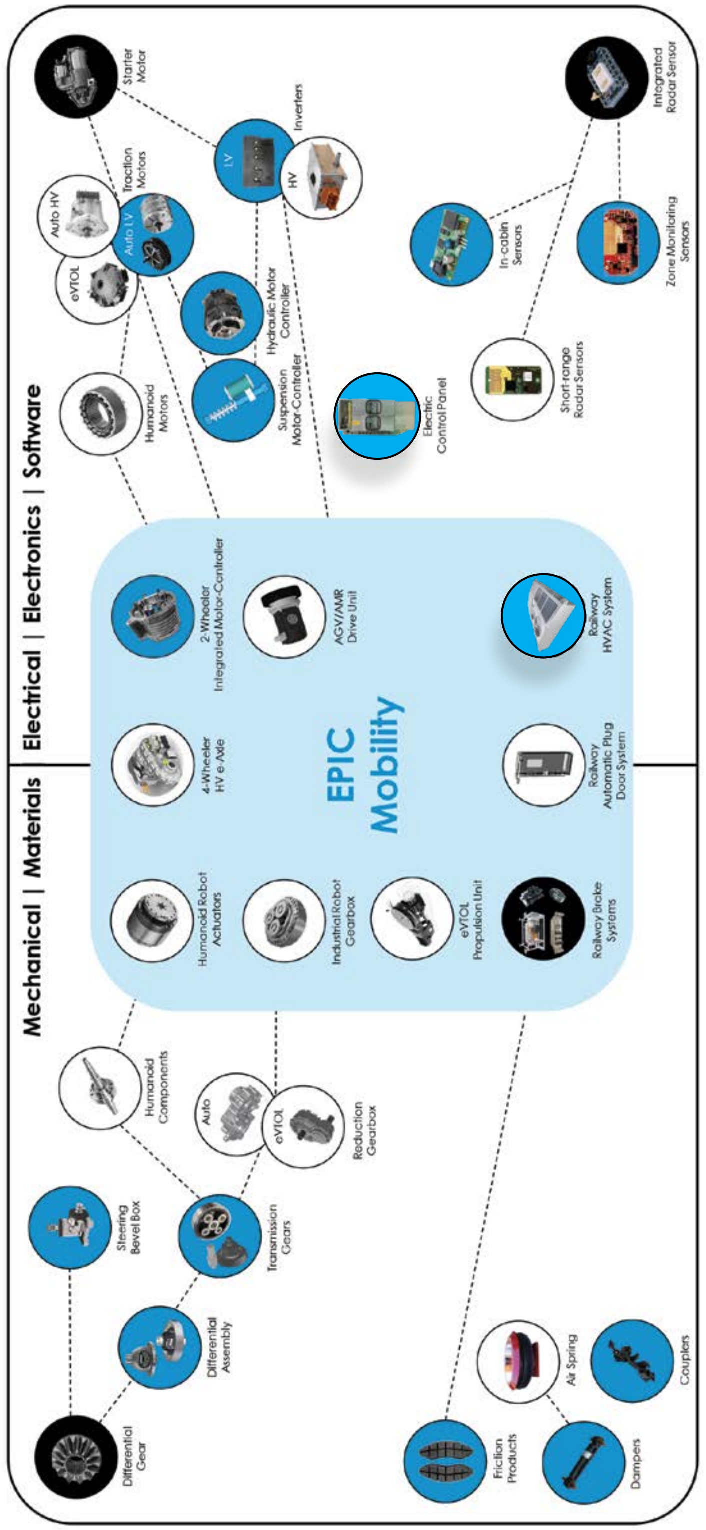
OUR STRATEGY

S4 Investing in Technology

Technology and innovation have always been at the core of our growth strategy, enabling us to develop sustainable solutions and create long-term value for customers and stakeholders. FY 2025-26 was marked by significant advancements in technology, research, and product development as we strengthened our capabilities across the mobility ecosystem. As a technology-driven company, we remain focused on developing innovative products and intelligent solutions that enhance the performance, efficiency, and value of mobility components.

OUR TECHNOLOGY ROADMAP FOR E.P.I.C. MOBILITY

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

FROM INNOVATION LABS TO MARKET IMPACT

In FY 2025-26, we promoted our E.P.I.C. (Electric, Personalised, Intelligent and Connected) mobility portfolio by converting advanced R&D into commercially viable solutions. We continue to strengthen our position as a diversified mobility technology company by expanding from components to advanced mobility systems.

In the beginning of the year, we integrated Railway Business products in our technology roadmap. In the railway segment, we hold a leadership position in railway braking systems in India and are among the leading suppliers of couplers, dampers and friction products.

During the year, we commercialised three new products, Hydraulic Motor Controller, Railway Electric Control Panel and HVAC System, further expanding our technology-driven mobility solutions portfolio.

Hydraulic Motor Controller

The integrated hydraulic motor controller is a compact electromechanical solution designed for farm equipment applications. Combining integrated electronics with hydraulic functionality, the system supports lifting operations, steering, braking and auxiliary functions. The product strengthens our presence in the agricultural mobility segment.

Railway Electric Control Panel

The railway electric control panel reflects our growing capabilities in railway electronics and control systems. Developed for locomotives and with further expansion into metro and modern trainsets, the system supports efficient power distribution, monitoring and operational control, enhancing reliability and safety across auxiliary operations.

Railway HVAC System

Our HVAC system is designed to deliver efficient climate control and passenger comfort for locomotives, metro and semi-high-speed trains. The system demonstrates our expertise in developing complex electromechanical solutions aligned with the evolving needs of modern railway infrastructure.

INNOVATION HIGHLIGHTS

Expanding beyond our core offerings, we are developing next-generation railway technologies and air springs for modern coaches, strengthening our position in premium and high-speed rail platforms. Our expansion into emerging mobility domains was confirmed through an MoU with Neura Robotics, Germany, opening new opportunities in cognitive robotics, Autonomous Mobile Robots (AMRs) and humanoid technologies. Our focus on intelligent mobility is also accelerating through Advanced Driver Assistance Systems (ADAS) technologies. Through NOVELIC, we are developing in-cabin and exterior radar systems aligned with upcoming ADAS regulations for commercial vehicles in India. Our advanced 180-degree field-of-view radar technology helps to simplify hardware architecture while improving safety, sensing and driver assistance capabilities. We have also participated in CES 2026 and highlighted our current and next generation products to technologically driven clients and industry peers.

- Portfolio of total 135 patents (42 granted, 93 applied)
- Strengthening our intellectual property to reinforce our technology-first position
- Each innovation advancing our EPIC vision of Electric, Intelligent, and Sustainable mobility

110+
Software engineers in R&D

490+
R&D manpower

135
Patents (Granted: 42, Applied: 93)

3%
Revenue spent on R&D on an average in last 3 years