



Lumax Auto Technologies Limited

Q3 & 9M FY26 Investor Presentation



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Lumax Group

A Legacy of Innovation, A Future of Transformation

8 Decades of Group Legacy
2 Decades of Lumax Auto Technologies



- Amalgamation of our 8-decade legacy & our eternal existence
 - Seamless and smooth transition over three generations
 - Shows the lineage of our Brand's ethos across each era

8 Decades of Lumax Group



Built by passion, relationships, and resilience

1945-1955

Founded 'Globe Auto Industries' as a trading partnership firm

1955-1975

Set-up dedicated unit for Automotive Lighting Equipment in Delhi- NCR and Maharashtra

1975-1985

Lumax Industries Pvt Limited established from Globe Auto Industries

TA signed with Stanley, Japan for Lighting Equipment



Lumax Auto Electricals was established to manufacture 2-wheeler Lighting at Bhosari, Maharashtra

1995-2005

Lumax Auto Electricals was renamed to Lumax Auto Technologies Limited

1985-1995

Lumax Industries lists on Stock exchanges
Lumax industries formed JV with SL Corporation Korea.

2005-2015

Listed Lumax Auto Technologies Limited on stock exchanges
Formed JV with Cornaglia, Italy; & Mannoh Industrial, Japan



2015-2023

Formed JV with FAE Spain; Ituran – Israel JOPP, Germany; Yokowo- Japan; Alps Alpine- Japan



2023-2026

Acquisition of 100% stake in IAC India and 60% stake in Greenfuel Energy Solutions

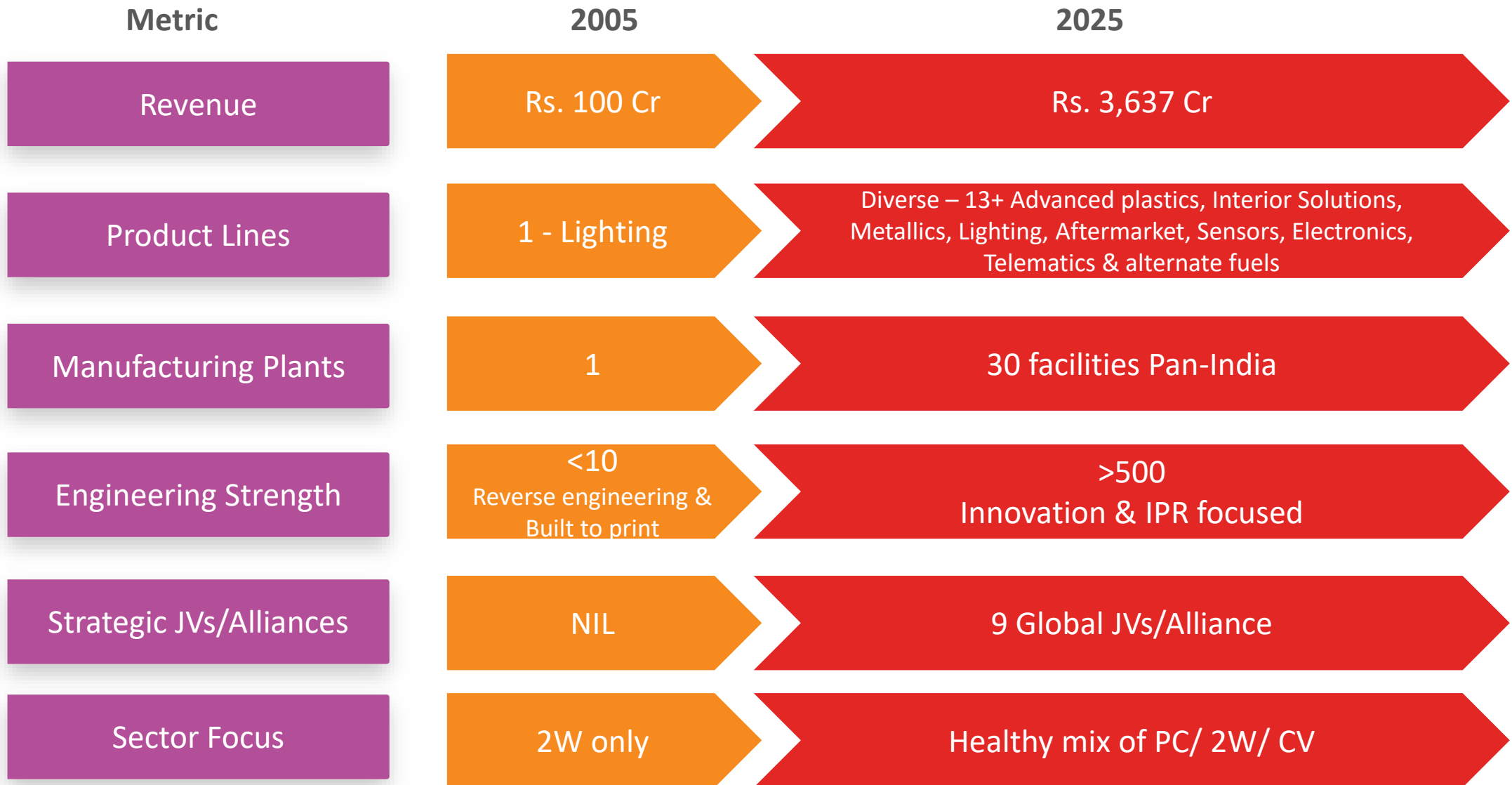
Opening of 'SHIFT' tech center

Opening of Japan satellite office & China representative office



20 Years Of Lumax Auto Technologies - The Journey So Far

(Growth Through Partnerships, Product Diversification & Strategic Acquisition)



EV Agnostic Product Portfolio

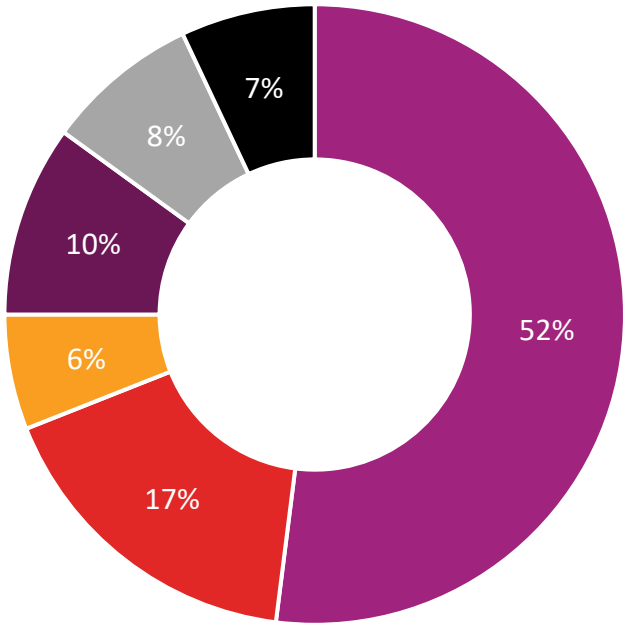


Segment	Product Categories	Products Lines	ICE	EV	Content per Vehicle (Rs.)
4W	Advance Plastics	Cockpits & Consoles	✓	✓	70K – 75K 5X Growth Last 5 years
		Headliners	✓	✓	
		Door Panels	✓	✓	
		Trims	✓	✓	
		Louvers	✓	✓	
		Air Intake Systems	✓	X	
		Tanks	✓	✓	
	Mechatronics	Power window switch	✓	✓	
		Telematics Control Unit	✓	✓	
		Antennas	✓	✓	
	Structures & Control Systems	Gear Shifters	✓	✓	
		Control Housing	✓	✓	
		Monostable E-shifters	✓	✓	
		Smart Actuator	✓	✓	
Shift Tower		✓	✓		
Alternate Fuels	Seating Structures	✓	✓		
	CNG delivery System		NA		
2W	Advance Plastics	Lamps	✓	✓	22K – 25K 5X Growth Last 5 years
		Fenders	✓	✓	
	Mechatronics	O2 Sensors, TPS & IVI	✓	✓	
		Frames	✓	✓	
	Structures & Control Systems	Swing Arms	✓	✓	

Powered By Diversification Across Products, Customers And Vehicle Segments

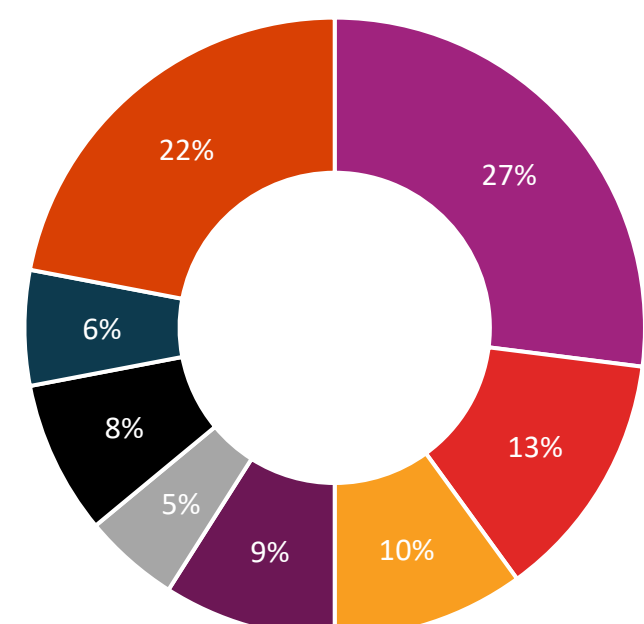


Product Wise Revenue (9M FY26)



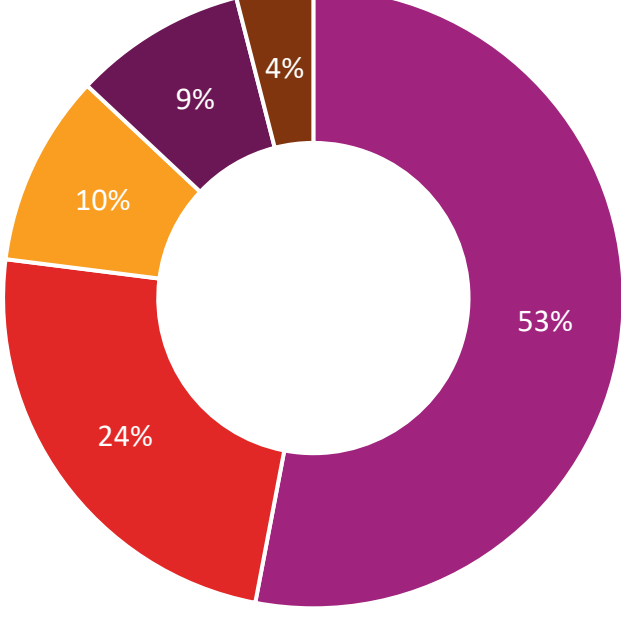
- Advance Plastics
- Mechtronics
- Alternate Fuels
- Structures & Control Systems
- Aftermarket
- Others

Customer Wise Revenue (9M FY26)



- M&M
- MSIL
- TATA
- Bajaj
- HMSI
- Others (Misc)
- After Market
- LIL

Segment Wise Revenue (9M FY26)

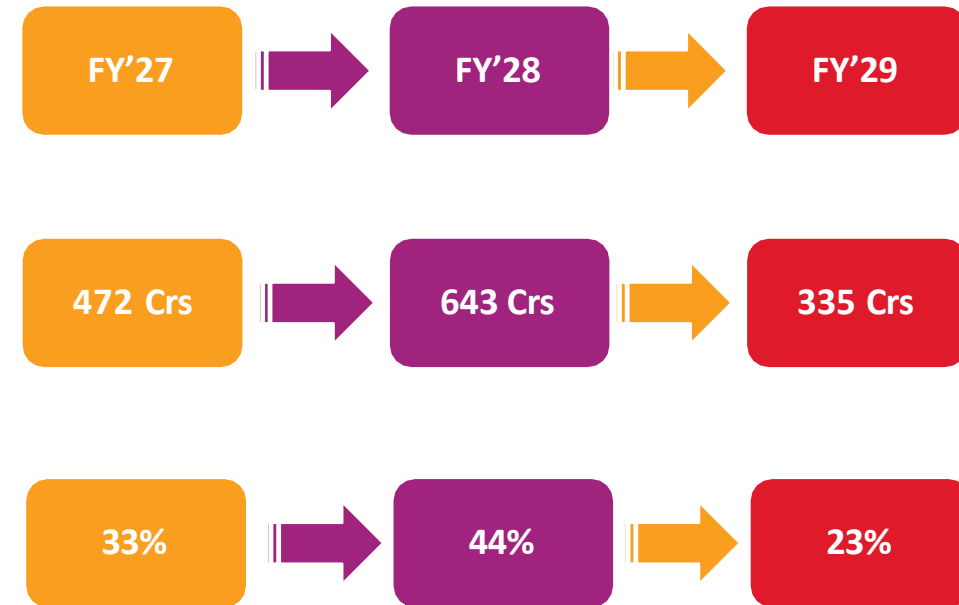
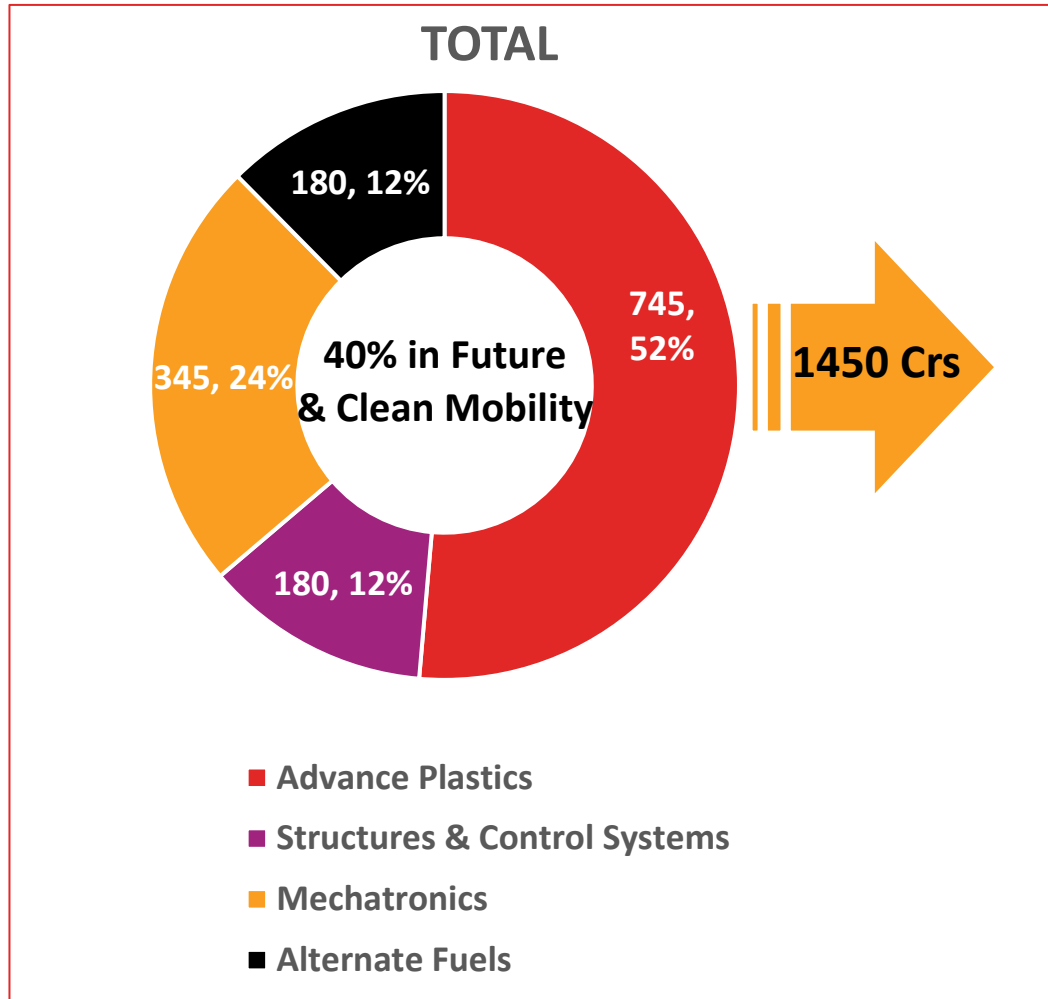


- PV
- 2/3W
- After Market
- CV
- Others

Growth strategies

- **Innovation-Led Growth**
Driving scale through R&D investments, new product development in future mobility, clean mobility, sensors and mechatronics
- **Strategic JVs & Acquisitions**
Accelerating capabilities and market access via targeted partnerships.

Order Pipeline Timeline



The order book is set to progress in stages achieving full completion by FY29.

Strategic Manufacturing Locations in Proximity to Customers



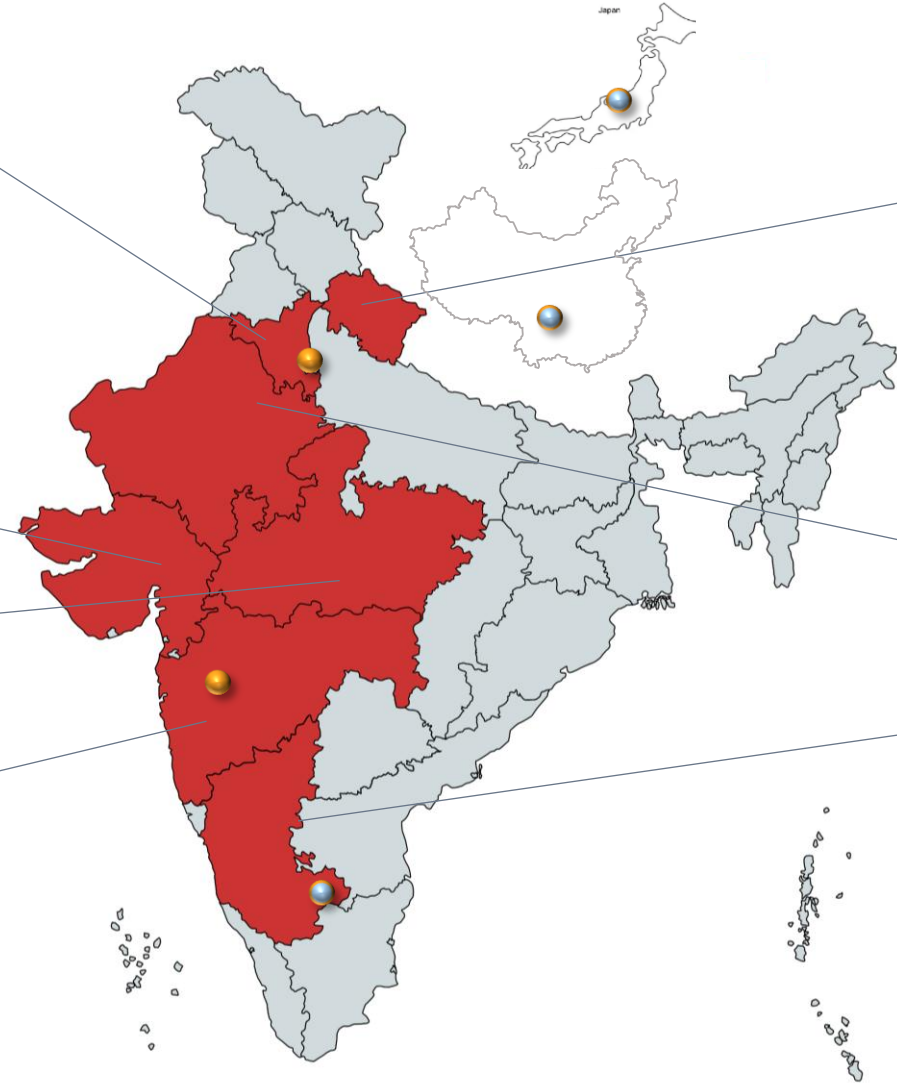
Manesar & Gurugram (Haryana)
No of Plants - 10



Mehsana (Gujarat)
No of Plants - 1

Pithampur (Madhya Pradesh)
No of Plants - 1

Pune, Nashik & Waluj (Maharashtra)
No of Plants - 11



Pantnagar (Uttarakhand)
No of Plants - 3



Bhiwadi (Rajasthan)
No of Plants - 1

Bangalore (Karnataka)
No of Plants - 3



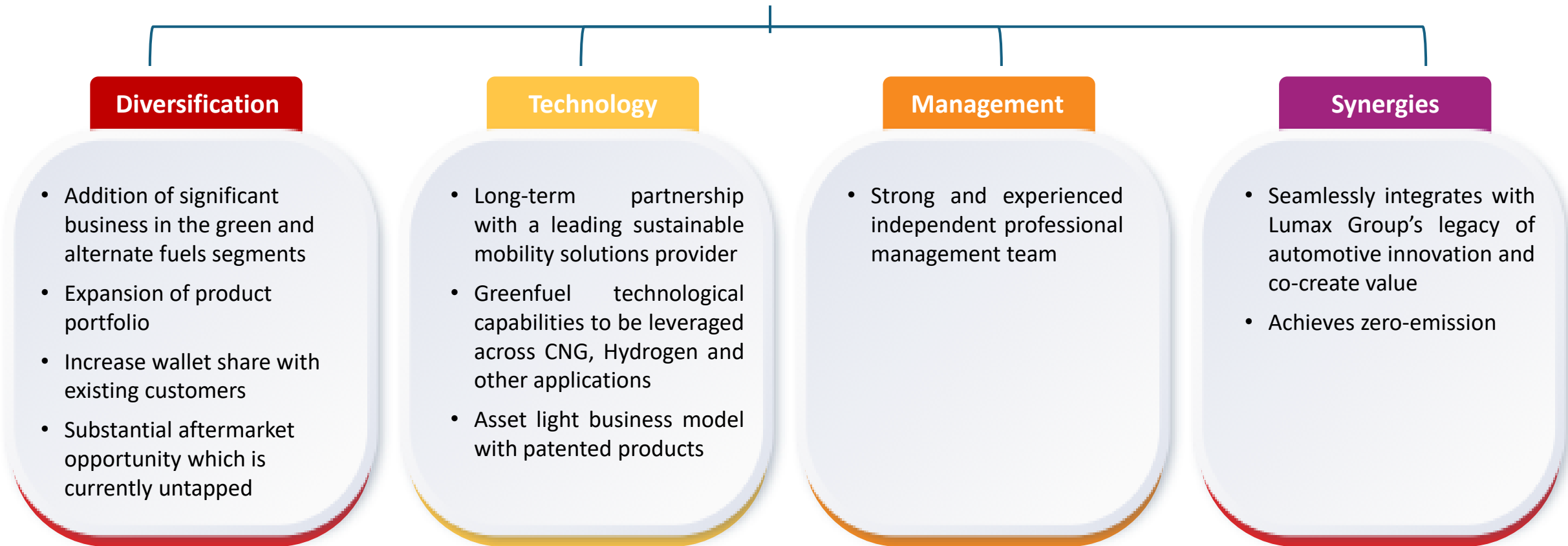
30 Plants in 7 States

R&D Centre in Manesar
 Engineering Centres in Pune

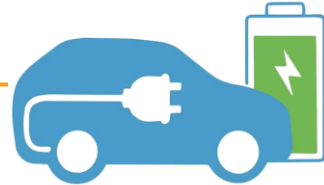
1 satellite office in Japan & 1 representative office in china
 1 tech center in Bengaluru - SHIFT – Smart Hub for Innovation & Future Trends

Map not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

Acquisition of Greenfuel to Unlock Diverse Growth Opportunities



Greenfuel is industry leader in **Alternate Fuel Systems** to key automotive OEMs in India



Future Mobility

- Strategic investments and partnership with Greenfuel to accelerate adoption of clean mobility solutions
- Meeting rising demand for advanced solutions in lightweighting and electronics by leveraging JV capability (IAC, Alps Alpine, Yokowo)



Smart Connected Vehicles

- Launch of SHIFT (Smart Hub for Innovation and Future Trends) to explore technologies like telematics, ADAS, HMI, and SDVs
- 100% acquisition of IAC India and strategic portfolio realignment to cater to OEMs' focus on premiumization



Focus on Sustainability

- Advancing carbon-neutral manufacturing through emission tracking and renewable energy integration across operations
- Enabling a carbon-neutral supply chain via green sourcing, strategic locations, supplier training and digitalization
- Driving water neutrality with STP upgrades, smart monitoring & investments in water-saving tech

Key Trends

Lumax Auto Technologies

Next Mid term Plan

(FY26 – FY31)

THE WAY FORWARD

What got us here will not take us there!

Our NorthStar: 20.20.20.20
(A Four Fold Strategy)



20%
CAGR (Minimum) in Revenue



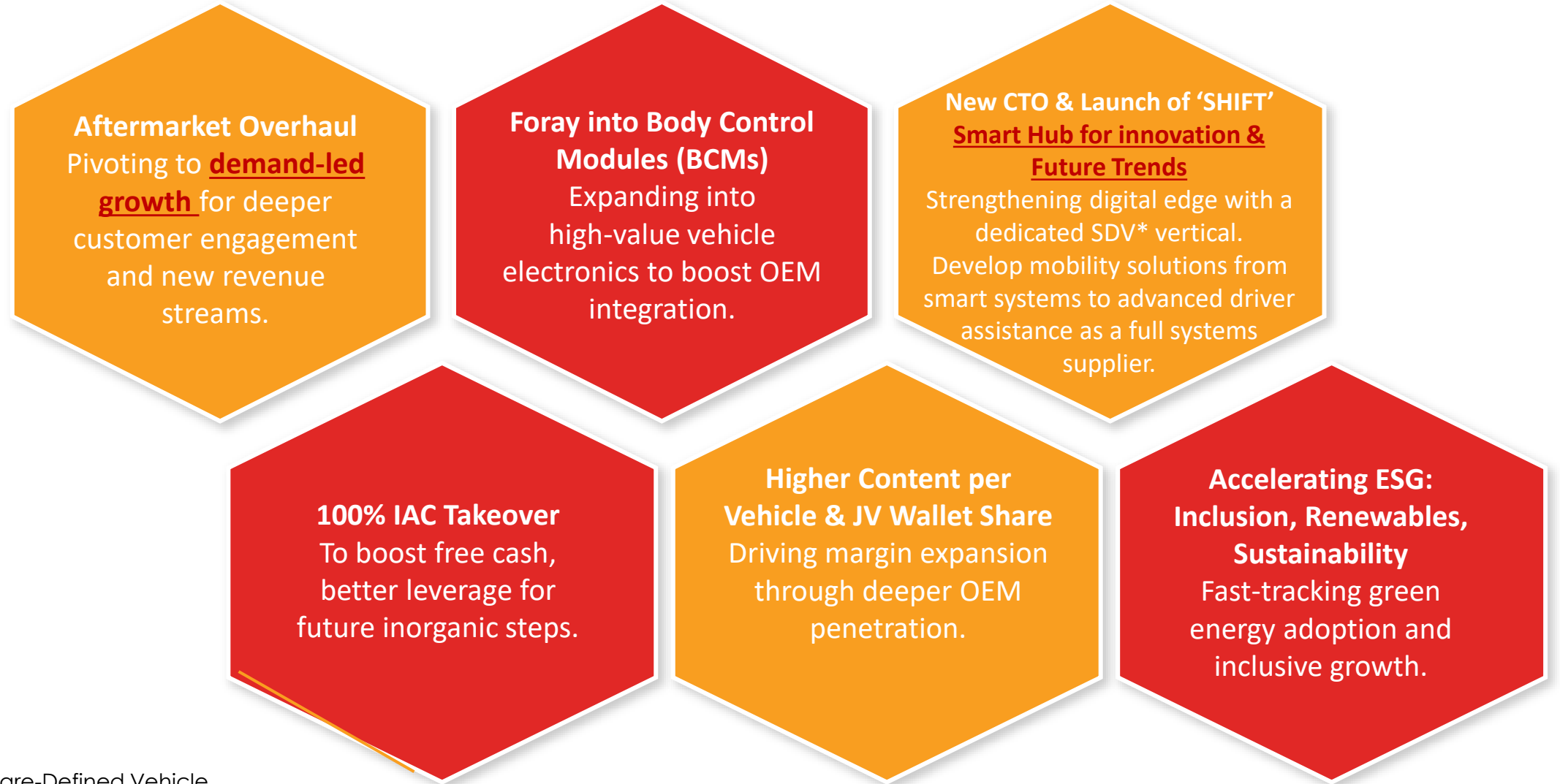
20%
Future & Clean Mobility

20+%
ROCE – Capital Efficiency

20%
Vision for EBITDA Margin

Theme For Next Mid Term Plan (FY26-31)

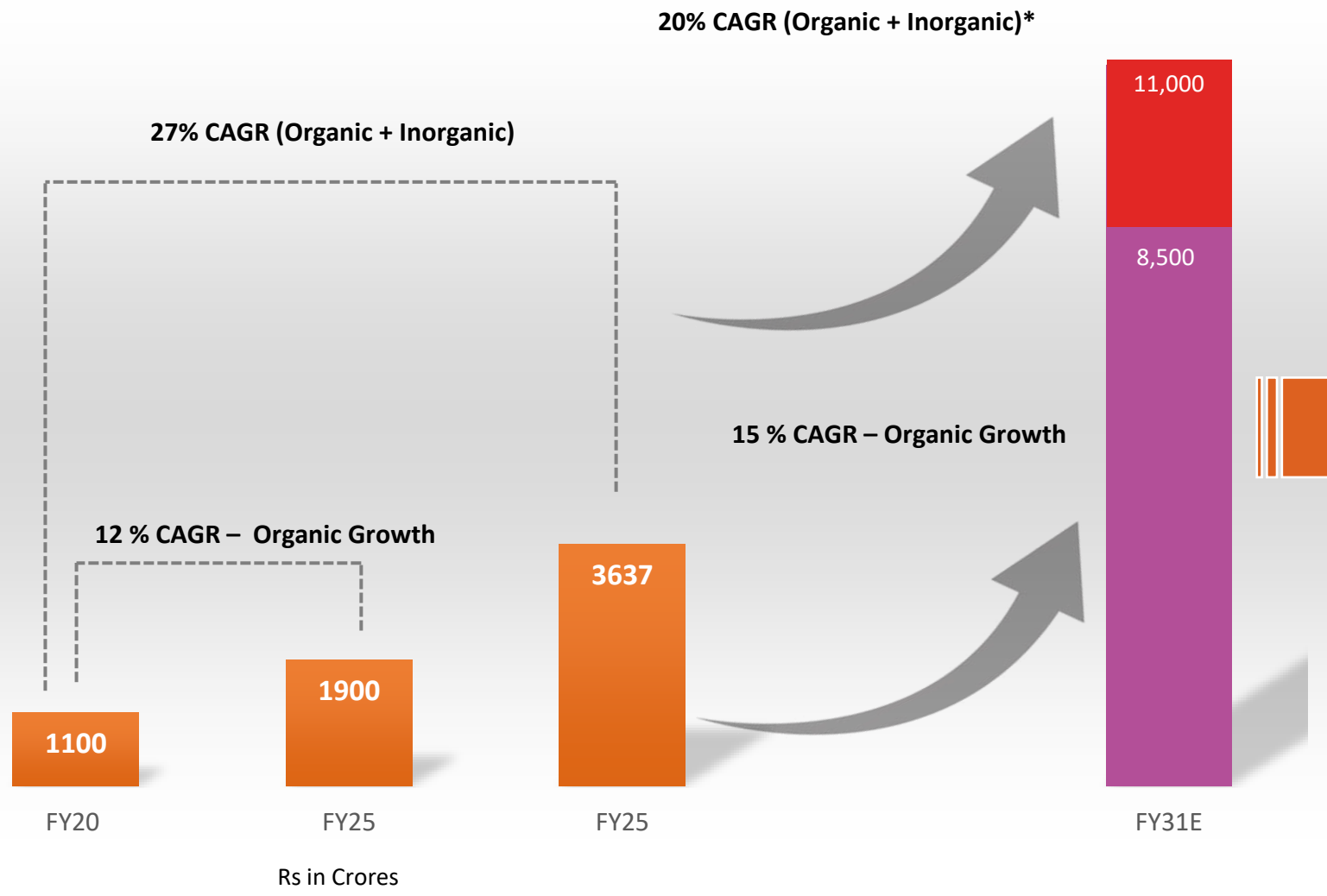
BRIDGE: *Bold Roadmap Integrating Diverse Growth Engines* (Transforming From Tier-1 To Tier-0.5 System Integrator)



*SDV - Software-Defined Vehicle

Minimum 20% Revenue CAGR

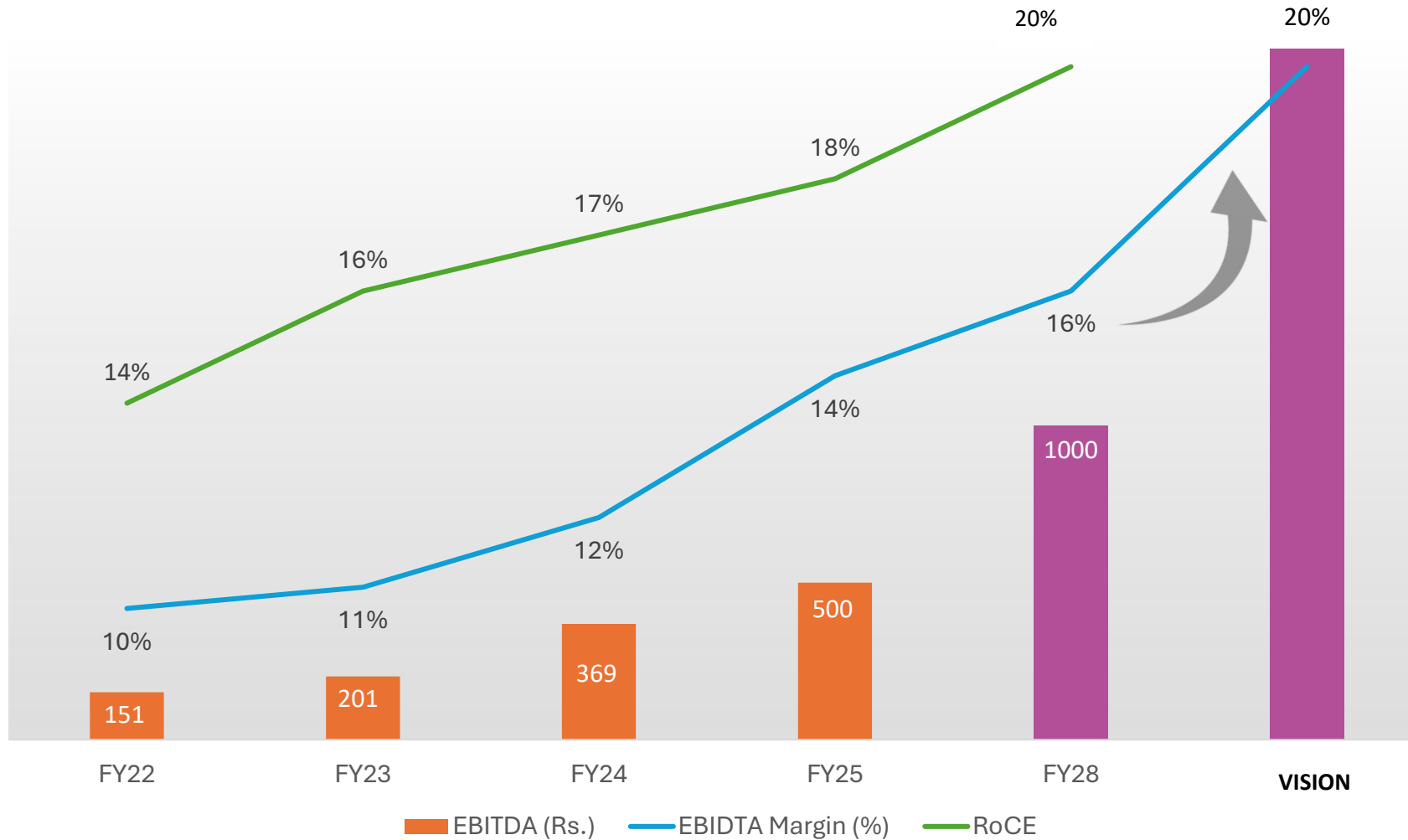
From Past Growth to Future Target



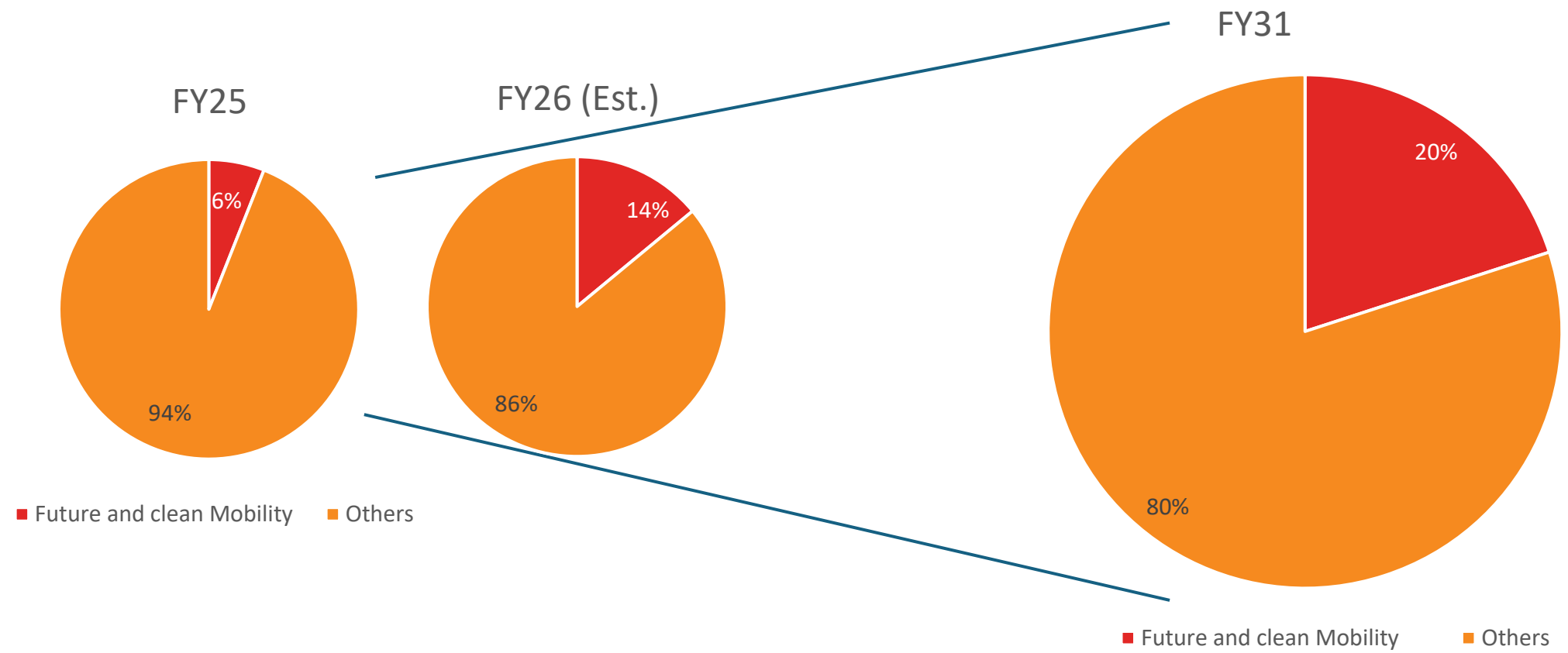
- Accelerated Growth From:**
- *New Product Segments In Clean And Future Mobility*
 - *Software Driven Solutions for ADAS & Connected vehicles*
 - *Trends in Premiumization & Light weighting*
 - *Future Acquisitions*

20% EBITDA Margin & ROCE

Profitability & Value Creation



20+% from Future & Clean Mobility Shift Towards Future Mobility



Focus on BEVs, Clean Energy, Electronification



Q3 & 9M FY26

Operational & Financial Performance



Q3 & 9M FY26 Highlights (Consolidated)



REVENUE

- **Q3FY26 - 1271 cr; 2nd Consecutive quarter of Highest ever sales**
- **YoY 40% up, QoQ – 10% up**
- **9MFY26 - 3453 cr; YoY 38% up**
- **Full year growth outlook revised upwards from 25% to 30%**
- **Standalone OEM Q3FY26 YoY 20% up; 9MFY26 15% up**
- **Good traction in 2W industry: Q3FY26 YoY 15% up; 9MFY26 9% up**
- **Aftermarket Q3FY26 YoY 16% up; 9MFY26 15% up**
- **Demand generation, New product launches; growth for FY26 estimated at 15%**
- **Subsidiaries (excl. Greenfuel) Q3FY26 YoY 43% up ; 9MFY26 39% up**
- **IAC & Mechatronics leading the growth**
- **Greenfuel revenue Q3FY26 100 cr ; 9MFY26 270 cr**
- **Consolidated (excl. Greenfuel) Q3FY26 YoY 33% up, QoQ 8% up, 9MFY26 28% up**



PROFITABILITY & RETURN METRICS

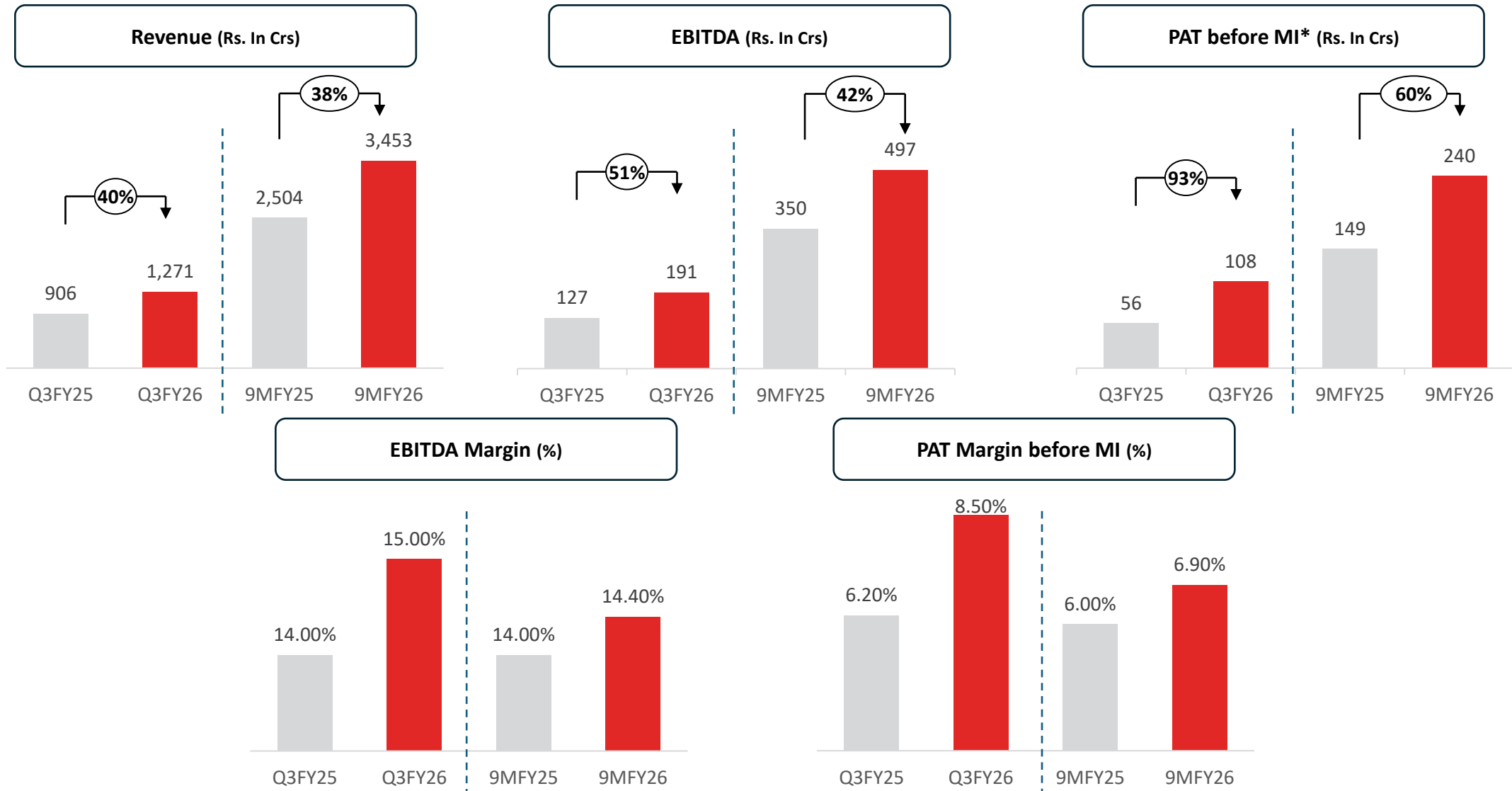
- **EBITDA: Q3FY26 15.0%; up by 100 bps YoY (Q2FY26 14.7%);**
- **9MFY26 – 497 cr @ 14.4% (9MFY25 14.0%)**
- **PBT: 9MFY26 – 295 cr @8.5%**
- **Free Cash: 421 cr (9% of revenue)**
- **Debt: Long term (gross) = 574 cr ; Net = 153 cr**
- **Capex: 9M FY26 - 172 cr (incl 44 cr on Land)**
Full year guidance - 220 to 240 cr



MERGER UPDATES

- **IAC Merger status (with LATL) – First motion done; Order awaited**
- **LAL Merger (with LATL) - 2nd motion order awaited**
- **Greenfuel merger (with SPV) – Done**

Q3 & 9M FY26 – Financial Snapshot



*Post exceptional items for Q3 and 9M FY26 of Rs. 14.9 cr pertaining to notification of Labour Code by Government of India

Consolidated Profit & Loss Statement



Particulars (Rs. in Crores.)	Q3FY26	Q3FY25	Y-o-Y	Q2FY26	Q-o-Q	9MFY26	9MFY25	Y-o-Y
Revenue	1,270.7	905.6	40%	1,156.4	10%	3,453.4	2,503.8	38%
Raw Material Consumption	820.3	587.1		734.4		2,218.1	1,609.5	
Employee Expenses	156.2	120.1		150.7		446.0	341.9	
Other Expenses	118.3	80.5		116.8		334.0	244.2	
Other Income	15.0	8.9		15.6		41.4	41.7	
EBITDA	190.9	126.8	51%	170.1	12%	496.7	349.9	42%
EBITDA %	15.0%	14.0%		14.7%		14.4%	14.0%	
Depreciation	47.6	32.7		41.3		127.3	91.5	
Finance Cost	27.3	19.8		24.5		74.9	57.8	
Profit Before Exceptional Item & Tax	116.0	74.3	56%	104.3	11%	294.6	200.5	47%
Exceptional Item	14.9	-		-		14.9	-	
Profit Before Tax	101.1	74.3	36%	104.3	(3%)	279.6	200.5	39%
Tax	(7.0)	18.2		26.8		40.0	51.1	
Profit After Tax (Before Minority Interest)	108.1	56.0	93%	77.6	39%	239.6	149.5	60%
PAT Margin % (Before Minority Interest)	8.5%	6.2%		6.7%		6.9%	6.0%	
EPS (In INR)	12.10	6.58		9.81		27.99	17.52	

Consolidated Balance Sheet



ASSETS (Rs. in Crore)	Sept 25	Mar 25
Non-current assets		
Property, Plant and Equipment	768.9	682.4
Right-of-use assets	139.4	124.2
Capital work in progress	51.1	69.2
Intangible assets	292.1	310.9
Investment properties	22.0	22.3
Goodwill	175.7	175.7
Financial Assets		
Investments	338.8	198.3
Loans	1.2	0.6
Other financial assets	31.2	23.9
Deferred tax assets (net)	2.3	3.9
Non-current tax assets (net)	24.9	16.1
Other non-current assets	21.7	16.0
Total non-current assets (A)	1,869.3	1,643.5
Current assets		
Inventories	400.1	366.5
Financial assets		
Investments	222.0	191.4
Trade receivables	808.0	792.4
Cash and cash equivalents	83.0	72.2
Other bank balances	15.6	7.5
Loans	1.5	1.7
Other financial assets	31.8	22.0
Other current assets	130.7	140.8
Total current assets (B)	1,692.7	1,594.4
Assets held for sale (C)	1.2	1.2
Total Assets (A+B+C)	3,563.3	3,239.1

EQUITY AND LIABILITIES	Sept 25	Mar 25
Equity share capital	13.6	13.6
Other equity	1,041.7	921.0
Equity attributable to equity holders of the parent (A)	1,055.3	934.7
Non-controlling interest (B)	215.0	358.5
Total Equity (A+B)	1,270.3	1,293.2
LIABILITIES		
Non-current liabilities		
Financial liabilities		
Borrowings	405.0	341.5
Lease liability	117.8	109.4
Provisions	3.1	3.0
Deferred tax liabilities (net)	79.5	63.5
Provisions - employee benefit obligations	9.7	8.2
Total non-current liabilities (C)	615.1	525.6
Current liabilities		
Financial liabilities		
Borrowings	555.9	426.9
Lease liability	31.9	24.4
Trade payables		
- total outstanding dues of micro and small enterprises	84.8	68.0
- total outstanding dues of other than micro and small enterprises	675.0	617.9
Other financial liabilities	73.0	94.2
Provisions - employee benefit obligations	39.0	34.9
Current tax liabilities (net)	9.6	7.7
Other current liabilities	208.7	146.5
Total current liabilities (D)	1,677.9	1,420.3
Total Equity and Liabilities (A+B+C+D)	3,563.3	3,239.1

Consolidated Cashflow Statement



Particulars (Rs. in Crores.)	H1 FY26	H1 FY25
PBT	178.6	126.3
Operating profit before working capital changes	283.5	191.7
Cash generated from operations	377.0	182.7
Direct taxes paid (net of refund)	-55.3	-32.5
Net Cash from Operating Activities	321.7	150.2
Net Cash from Investing Activities	-395.0	-29.1
Net Cash from Financing Activities	84.1	-89.3
Net Change in cash and cash equivalents	10.8	31.8
Opening Cash Balance	72.2	51.0
Closing Cash Balance	83.0	82.8

Upholding Excellence in Corporate Governance

Board of Directors



Promoter Group



Mr. Dhanesh Kumar Jain
Chairman

Over 6 decades of experience in the automotive industry in management, operations & administrative roles. He has held various industry positions



Mr. Anmol Jain
Managing Director

He holds a bachelor's degree in Business Administration in Finance and Supply Chain Management (double major) from Michigan State University, USA. He worked as a Management Trainee with GHSP, USA and subsequently, joined Lumax Group, in 2000 and has over 25 years of experience. He also holds various industry positions



Mr. Deepak Jain
Director

He holds a business graduate degree from the Illinois Institute of Technology, USA with specialization in operations management & international business. He has undergone extensive training at Stanley Co. Inc., USA & Stanley Electric Co. Limited, Japan and has over 25 years of experience and also holds various key industry positions.

Independent Directors



Mr. Parag Chandulal Shah

BS in Computer Engineering from Illinois and General Management Program from HBS having over 25 years of experience, including various Leadership positions at Mahindra Group



Mr. Arun Kumar Malhotra

B.E Mechanical & MBA from IIM, Kolkata having over 30 years of experience



Ms. Diviya Chanana

Graduate & holds Diploma in Travel and Tourism having over 25 years of experience



Mr. A P Gandhi

Mechanical Engineer, possesses over 5 decades of experience. Held top leadership positions in prestigious organizations.

Visionary Leadership Team



Mr. Vikas Marwah
Chief Executive Officer
Experience: 30+ Years



Mr. Sunil Koparkar
Managing Director, (IAC India)
Experience: 30+ Years



Mr. Akshay Kashyap
Managing Director and CEO - Greenfuel
Experience: 20+ Years



Mr. Sanjay Bhagat
Head After Market
Experience: 30+ Years



Mr. Sanjay Mehta
Director & Group CFO
Experience: 30+ Years



Mr. Ankit Thakral
Chief Financial Officer
Experience: 15+ Years



Mr. Satish Sundaresan
Chief Technology Officer
Experience: 20+ Years



Mr. Pankaj Mahendru
Company Secretary
Experience: 15+ Years

Our ESG Roadmap

RE 40	RE 70	RE 90	RE 100		
<ul style="list-style-type: none"> ✓ 100% ETP & STP in all plants ✓ Diversity ratio 10% ✓ ISO 14001 & ISO 45001 (EHS) in all major plants ✓ ISO 27001- R&D 	<ul style="list-style-type: none"> ✓ Advance Equipment installation for the reduction of fresh-water intake. ✓ 5% reduction of Co2 (Supply chain partners) ✓ Diversity ratio by 15%. ✓ ISO 50001:2018 (EnMS)- Model plants ✓ ISO 27001- Model plants 	<ul style="list-style-type: none"> ✓ 100% rain-water harvesting setup. ✓ 10% reduction of Co2 (Supply chain partners) ✓ Diversity ratio by 20% ✓ ISO 50001:2018 (EnMS) in all major plants ✓ ISO 27001- in all plants & offices. 	<ul style="list-style-type: none"> ✓ 25% reduction of Co2 (Supply chain partners) 	<ul style="list-style-type: none"> ✓ 30% reduction of Co2 (Supply chain partners) 	<ul style="list-style-type: none"> ✓ 40% reduction of Co2 (Supply chain partners) ✓ Diversity ratio by 25% ✓ Inclusivity 5%
FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30

Lumax – Plant Carbon Neutrality Strategy



First, we will mitigate the carbon emission by using Renewable energy, then by motivating team to increase daily Kaizen & by reducing energy consumption

Total Inclusivity Number - 80

Gender Diversity & Inclusivity

20+% Today → **30% In next few years**

We believe in upskilling women and promote gender diversity



Driving Social Progress, One Initiative at a Time



Lumax Charitable Foundation, the CSR arm of Lumax Group, the Foundation is committed to three key SDGs, reaching underserved communities across five states:



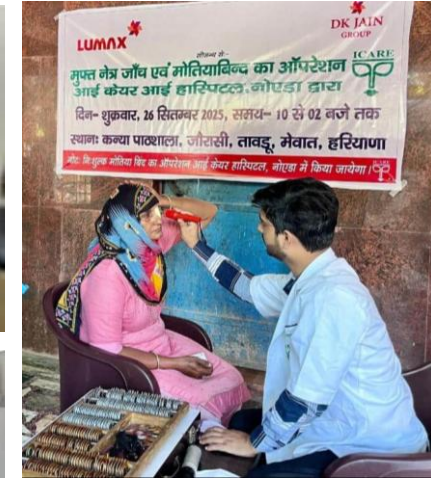
Eye care and cataract surgeries

Cancer awareness, screening & treatment interventions

Children supported with **juvenile diabetes** management

Sanitary Napkin production unit for women SHG for captive consumption

Mobile Health Unit – Primary Health care to communities



CSR Initiatives



Operating across **33** government and low-income private schools in five states across India, near Lumax plant locations, the Foundation provides holistic educational support ‘beyond classroom learning’.

7,870 students received Life Skills Education

5,850 students benefited from Career Counselling & Guidance

500 students engaged in Life Skills & STEAM Education

338 scholarships awarded to support higher education

7,870 students reached with personal and menstrual hygiene awareness

Transforming lives through education and health interventions.
Empowering communities—one student, one patient, one future at a time.



Celebrating Milestones with Awards & Accolades



LCAT received Sustainability Excellence Award at the Tata Motors Annual Supplier Conference 2025



Mr. Vikas Marwah, CEO received Hall of Fame at the Manufacturing Today Annual Summit



Lumax Mannoh Allied Technologies honoured with CNBC-TV18 SME Champions Awards 2025 – Season 2 in the category of Manufacturing SME of the Year – Industrial Excellence.



Lumax Ituran Telematics received Runner-Up award under 'Partnership' category at Daimler Truck Annual Supplier Meet 2025



LCAT received "Supplier of the Year" award for Excellent Performance in SPD (Spare Part Division) Supply by Škoda Auto Volkswagen India



LATL Bengaluru and Chakan received the Manufacturing Excellence Award at the 59th ACMA Excellence Awards & 10th Technology Summit 2025



LATL Bangalore - received "Best QCDDM Performance Award" at HMSI Annual Supplier Convention 2025



LATL Bengaluru - received the JIPM TPM Award for Consistent Commitment Japan Institute of Plant Maintenance (JIPM) in March 2025

Celebrating Milestones with Awards & Accolades



LMAT received the Overall Performance Award for the year 2024-25 at Maruti Suzuki Vendor Conference 2025



LATL received Overall Performance award for the year 2024-25 at Maruti Suzuki Vendor Conference 2025



IAC India received certificate of appreciation in recognition of its superior performance in Vendor System Audit Rating at Maruti Suzuki Vendor Conference 2025



LCAT won Gold award at the 50th International Convention on Quality Control Circle (ICQCC 2025) held in Taiwan. Lumax Group has been getting recognition at the ICQCC for 7 consecutive years.



IAC India – 3 Awards (Business partner of the year, Special appreciation award for Thar & BE6 at M&M Vendor conference in Feb 2025)



LCAT– won innovation award in M&M Vendor conference in Feb 2025



Ms. Priyanka Sharma, Sr. VP & Corporate Head – Corporate Communications & CSR received Top Inspiring Women Leaders 2025 (Corporate Communications & CSR) at National Business Awards



Mr. Ankit Thakral, CFO was recognized in Mizuho India's 40 under 40 list for Excellence in Finance

The biggest part of *Transformation* is changing the way we Think.



Our vision is clear. Our momentum is real. Together, we build the BRIDGE — driving sustainable value, long-term growth, and leadership in our domain



Annexures



Strong Partnerships



IAC India



Mannoh



Cornaglia

Products

Vehicle Interior Systems & Components

Shift levers (AT and MT), Spare wheel carriers, Forged cutting products

Air filters, Plastic fuel tanks, and Urea tank

No of Plants

7

3

2

Key Customers

M&M & MSIL

MSIL, M&M, Toyota, TATA, Honda, Daimler

Tata, Toyota, Volkswagen, M&M, MG

Order Book

Rs 500 Crores

Rs 95 crores

Rs 40 crores

Key Financials (9M FY26)
(crs)

Revenue	EBITDA	PAT
1,123	202	92

Revenue	EBITDA	PAT
287	46	28

Revenue	EBITDA	PAT
129	30	15

Shareholding (%)

100%

55%

50%

Strong Partnerships



ALPS/ALPINE

Alps Alpine

Electric devices and components

1

MSIL, HMSI

Rs 30 Crores

Key Financials (9M FY26)
(crs)

Revenue	EBITDA	PAT
89	13	7

Shareholding (%)

50%

ituran

Ituran

Telematics

1

Daimler India

-

Revenue	EBITDA	PAT
26	3	1

50%

yokowo

Yokowo

Antennas & other vehicle communication products

1

M&M, HCIL, Toyota

Rs 60 crores

Revenue	EBITDA	PAT
28	0.4	-2

50%

Strong Partnerships



JOPP



FAE



Greenfuel Energy

Products	Control Housing, Monostable E-shifters, Smart Actuator, Shift Tower	Oxygen Sensors	CNG Products																		
No of Plants	1	1	2																		
Key Customers	M&M, MSIL	REML, M&M	MSIL & Tata																		
Order Book	Rs 50 Crores	Rs 5 Crores	Rs 180 crores																		
Key Financials (9M FY26) (crs)	<table border="1"> <tr> <th>Revenue</th> <th>EBITDA</th> <th>PAT</th> </tr> <tr> <td>13</td> <td>-1</td> <td>-2</td> </tr> </table>	Revenue	EBITDA	PAT	13	-1	-2	<table border="1"> <tr> <th>Revenue</th> <th>EBITDA</th> <th>PAT</th> </tr> <tr> <td>54</td> <td>5</td> <td>2</td> </tr> </table>	Revenue	EBITDA	PAT	54	5	2	<table border="1"> <tr> <th>Revenue</th> <th>EBITDA</th> <th>PAT</th> </tr> <tr> <td>270</td> <td>51</td> <td>35</td> </tr> </table>	Revenue	EBITDA	PAT	270	51	35
Revenue	EBITDA	PAT																			
13	-1	-2																			
Revenue	EBITDA	PAT																			
54	5	2																			
Revenue	EBITDA	PAT																			
270	51	35																			
Shareholding (%)	50%	84%	60%																		

Thank You



For further information, please contact:

Company



Lumax Auto Technologies Limited
CIN: L31909DL1981PLC349793

Ms. Surabhi Chandna
Surabhi.Chandna@lumaxmail.com

www.lumaxworld.in/lumaxautotech

Investor Relations



ADFACTORS PR

Mr. Snighter Alberqueque
snighter.a@adfactorspr.com

Tel: +91 9819123804
<https://www.adfactorspr.com>