DALALBYTES RESEARCH

NDR Auto

The Maruti Seat Specialist With a Rs 3,000 Crore Promise

A Tier 2 seating compounder
at about 24x earnings, zero bank debt,
and a Rs 3,000 crore promise to prove

NSE: NDRAUTO · BSE: 543214

October 27, 2026

Reference: Rs 658.95, NSE close of October 27, 2026.
Market cap about Rs 1,567 cr; 52-week range Rs 605.05 to Rs 1,052.00.
Business, financials, competition, management,
valuation vs peers, risks, and FY2029 scenarios.

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VERDICT

62 / 100 : Selective Positive

NDR Auto Components is the Relan group's listed seating specialist: it makes the seat frames and seat trims that its associate Bharat Seats assembles into complete seats, overwhelmingly for Maruti Suzuki cars. The operating record since the 2020 demerger listing is genuinely strong. Consolidated revenue rose from Rs 233 cr in FY22 to Rs 822.54 cr in FY26, operating margin expanded every year from 6% to 11%, consolidated PAT rose from Rs 15 cr to Rs 62.09 cr, and Q1 FY27 kept the slope going with revenue up 19.6% to Rs 221.45 cr and PAT up 20.6% to Rs 16.40 cr. Promoters hold 73.36% with zero pledging, the company carries no bank debt on its own account, and interest cover is 31.7x.

The selective part has three layers. First, concentration: about 70% of end revenue traces to Maruti Suzuki and 85 to 90% to Maruti plus Toyota, on ICRA's numbers, and NDR reaches Maruti mainly through Bharat Seats, a company it owns 28.66% of but does not control. Second, cash: FY26 free cash flow was negative Rs 36 cr as the Rs 149.80 cr expansion programme consumed cash, and the cash balance fell from Rs 58 cr to Rs 23.26 cr. Third, the promise: management targets Rs 3,000 cr of revenue by FY30, which needs 38% compound growth from FY26, against 15.4% growth in FY26, a flat Rs 650 cr order book in Q1 FY27, and management's own project maths, Rs 823 cr plus about Rs 450 cr of new-project revenue, bridging only to about Rs 1,300 cr.

At Rs 658.95 the stock trades at about 24x consolidated trailing earnings, a clear premium to direct Maruti-supplier peers Sharda Motor at about 14x and Jay Bharat Maruti at about 9x, though well below the broad auto-component industry average near 46x. The premium buys the best margin and the fastest growth in the Maruti supplier set. It does not buy proof of the FY30 slope. That is a Selective Positive, not a Positive.

Reference price: Rs 658.95 (NSE close, October 27, 2026). Market cap about Rs 1,567 cr. 52-week range Rs 605.05 to Rs 1,052.00. Q2 FY27 results had not been announced at this report's date; the latest quarter is Q1 FY27.

FY2029 targets: Bear Rs 400 / Base Rs 800 / Bull Rs 1,175. See Section 12 for assumptions.

1. SNAPSHOT

Item	Detail
Company	NDR Auto Components Ltd (NACL), Gurugram, Haryana
Incorporated	March 19, 2019; listed July 30, 2020 via demerger from Sharda Motor Industries (no IPO, no fresh capital)
Group	Rohit Relan Group, founded by N. D. Relan in the 1930s; Bharat Seats JV with Maruti and Suzuki Motor since 1988

Item	Detail
Business	Tier 2 seating: seat frames (about 60% of FY25 revenue) and seat trims (about 40%), plus BIW parts
End customers	Maruti Suzuki about 70% of end revenue; Maruti plus Toyota 85 to 90% (ICRA); Kia from January 2025
Plants	Pathredi and Sector 37, Gurugram; Harohalli, Karnataka; Naviyani, Gujarat; Penukonda, Andhra Pradesh (July 2026)
FY26 revenue	Rs 822.54 cr (+15.4%); Q1 FY27 Rs 221.45 cr (+19.6% YoY)
FY26 PAT	Rs 62.09 cr consolidated; Rs 53.05 cr standalone; EPS Rs 26.04 consolidated
Balance sheet	Net worth Rs 358 cr; cash Rs 23.26 cr; company reports zero bank debt
Promoters	73.36% (September 2026), held via Rohit Relan Family Trust; pledging 0.00%
Key holdings	Bharat Seats 28.66% (associate); three 50:50 JVs: Toyota Boshoku Relan, Toyo Sharda, NDR Hayashi

2. FOUNDING STORY: A STOCKBROKER'S FAMILY BECOMES MARUTI'S SEAT MAKER

The group came first. The Rohit Relan Group traces to the 1930s, when N. D. Relan, whose initials the company carries, started as a stockbroker. In the mid-1980s the family diversified into auto manufacturing through Bharat Seats and Sharda Motor Industries. Sharda Motor began with a stitching unit supplying seat trims, then added metal structures and frames supplied to Bharat Seats.

The 1988 joint venture is the foundation. In 1988 Rohit Relan and Associates entered a joint venture with Maruti Udyog and Suzuki Motor Corporation of Japan to build Bharat Seats, one of Maruti's first joint ventures, making complete seating systems. That 38-year relationship, not any single product, is the group's core asset. Bharat Seats today makes complete seats, carpets and body sealing products in the NCR and Gujarat, sells effectively 100% to Maruti Suzuki and Suzuki Motorcycle, and earned PAT of Rs 42.23 cr in FY26 on revenue of Rs 1,951 cr.

NDR is the demerged specialist. NDR Auto Components was incorporated on March 19, 2019 as the vehicle to demerge Sharda Motor's automobile seating business. The NCLT approved the scheme in February 2020, it took effect on March 16, 2020, and the shares listed on July 30, 2020. There was no IPO and no fresh capital: the listing simply gave the seating frames and trims business its own balance sheet and its own multiple.

The build since listing. The company extended into Body in White (BIW) stampings in 2021, started the Gujarat plant in March 2023, issued two 1:1 bonus issues (July 2023 and September 2024, quadrupling the

share count to 2.38 cr shares), began seating sales to Kia in January 2025, and in 2025 launched its adjacency phase: a wholly owned safety-systems subsidiary for seat insert fabric, a wholly owned southern subsidiary at Anantapur, and a 50:50 joint venture with Hayashi Telempu of Japan for NVH parts, ambient lighting, sunshades and carpets.

Succession was settled early. In September 2025 the entire promoter holding of 73.13% was transferred by gift to the Rohit Relan Family Trust, with family members as trustees. Whatever else it does, that removes the succession overhang that hangs over most promoter microcaps.

3. WHAT THE BUSINESS ACTUALLY DOES

Tier 2, and that matters. NDR does not sell complete seats to carmakers in its core business. It sells frames and trims to Tier 1 seat assemblers, above all Bharat Seats, which assembles and supplies Maruti. Other Tier 1 customers include Toyota Boshoku Automotive India, Hyundai Transys and Bellsonica. The distinction decides the margin and the risk: NDR keeps the manufacturing margin, Bharat Seats carries the assembly pass-through, and Maruti's purchasing power reaches NDR through an intermediary it part-owns.

Seat frames. The steel skeleton of the seat: pressed, tube-bent and robotically welded sheet metal and pipe structures, including high-tensile frames made with Toyo Seat technology through the Toyo Sharda joint venture. A frame is a safety part that must not fail in a frontal crash, and it is model-specific: a frame tooled for one car cannot be used for another. Frames were about 60% of FY25 revenue.

Seat trims. The cut and stitched covers, fabric and leather, produced on CNC cutting machines and stitching lines. Trims were about 40% of FY25 revenue. Two-wheeler frames and trims add roughly Rs 50 to 60 cr a year on older management commentary (FY23), and the company does not publish a current split.

BIW parts. Stamped and welded Body in White components, added in 2021, supplied for Maruti models including the Jimny. Small today, but it is the one product line that escapes the seat.

The adjacency kit. The growth story is content per car. Management frames current seating content at Rs 10,000 to Rs 15,000 per car, and the joint-venture product kit, ambient lighting, sunshades, NVH carpets, seat inserts, latches and seat belt reminder systems, at Rs 20,000 to Rs 25,000 per car. These products ride the premiumisation of Indian cars: quieter cabins (where EV cabins make NVH more valuable), ambient lighting moving down from luxury models, and safety regulation pushing seat belt reminders. The technology is real, the revenue is not yet: the Hayashi joint venture lost Rs 0.58 cr in Q1 FY27 as its Bengaluru plant started on sunshades.

Commercial terms. Orders are monthly against model programmes that typically run about seven years. Raw material prices pass through with fortnightly to monthly revision, which protects margin with a lag. Material cost was Rs 613 cr in FY26, 74.5% of sales, so the lag is not a detail: a 100 basis point slip in material recovery is about Rs 8 cr, roughly 13% of FY26 PAT.

4. CUSTOMERS AND CONCENTRATION: ONE SUN, TWO PLANETS

Exposure	Share	Source
Maruti Suzuki, end customer	About 70% of topline	ICRA rationale, July 2025
Maruti Suzuki plus Toyota	85 to 90% of topline	ICRA rationale, July 2025
NDR share of Maruti frame and trim requirement	30 to 35%	ICRA rationale, July 2025
Bharat Seats sales to Maruti group	Effectively 100%	Management, Q4 FY25 call
NDR revenue via management estimate	About 70% Maruti, plus Toyota and new Kia	Management, Q4 FY25 call

Read the structure, not just the percentages. NDR's diversification so far is product diversification inside the same two OEM groups, not OEM diversification. Kia seating sales began in January 2025 (Syros, Carens) and Toyota adjacency products are growing, but 85 to 90% of end demand still comes from Suzuki and Toyota groups. Models supplied span Maruti's Grand Vitara, Brezza, Fronx, Dzire, e-Vitara, Wagon R, Alto and Jimny, Toyota's Hyryder and Urban Cruiser, and Kia's Syros and Carens. Because frames are model-specific, the real concentration is at model level: a weak Brezza or Fronx cycle cannot be offset by redeploying the tooling.

The demand backdrop is favourable right now. Maruti sold 24.23 lakh vehicles in FY26, up from 22.34 lakh in FY25, with exports of 4.48 lakh units, and reported record quarterly domestic sales in September 2026 as its new plants ramped. NDR's Q1 FY27 growth of 19.6% rode that volume. The risk is symmetrical: when Maruti sneezes, this P and L catches pneumonia, and there is no non-auto leg to stand on. Management has explicitly ruled out diversification outside the auto cabin, including railways.

5. FINANCIALS: FIVE YEARS OF COMPOUNDING, MARGINS UP EVERY YEAR

Year	Revenue (Rs cr)	YoY	Operating profit (Rs cr)	OPM	PAT (Rs cr)	EPS (Rs)
FY22	233	+104%	15	6%	15	6.26
FY23	393	+69%	33	8%	28	11.81
FY24	602	+53%	56	9%	39	16.26
FY25	713	+18%	73	10%	53	22.39
FY26	823	+15%	91	11%	62	26.04
Q1 FY27	221	+20%	25	11%	16	6.90

Consolidated, Screener basis. Operating profit excludes other income. FY26 revenue Rs 822.54 cr and PAT Rs 62.09 cr per company presentation and results. Q1 FY27 is the June 2026 quarter, year on year growth shown.

The arc is volume plus margin. Revenue compounded at about 53% a year over FY22 to FY25 as Maruti volumes recovered and content rose, then slowed to 15.4% in FY26 as the base grew. The margin line is the better story: operating margin rose every single year, 6%, 8%, 9%, 10%, 11%, with Q4 FY26 at 12% and presentation EBITDA margin of 11.3% in FY26 against 10.8% in FY25. Premium mix, operating leverage and the fortnightly raw material pass-through all contributed.

Consolidated is not standalone, and the gap matters. Standalone FY26 PAT was Rs 53.05 cr on the same Rs 822.54 cr of revenue. Consolidated PAT of Rs 62.09 cr is about Rs 9 cr higher, mainly the equity-accounted share of Bharat Seats' profit (Rs 2.36 cr in Q1 FY27 alone). Roughly 15% of consolidated profit is therefore associate contribution, not NDR's own factory profit. That is real economic profit, NDR owns 28.66% of Bharat Seats, but it is not cash unless Bharat Seats pays it out as dividend, and it must not be capitalised as if it were wholly owned operating earnings without noting the difference.

Returns are strong on any labelled basis. Screener consolidated ROCE was 22.2% and ROE 18.9% for FY26. The company cites ROCE of 36.22% excluding non-productive land, right-of-use assets and surplus cash. Both can be true; the report uses the 22.2% consolidated figure as the conservative headline.

6. BALANCE SHEET AND CASH FLOW: STRONG STRUCTURE, ONE HUNGRY YEAR

Item (Rs cr)	FY24	FY25	FY26
Net worth	254	302	358
Fixed assets (net)	147	153	269
Operating cash flow	27	84	37
Free cash flow	-7	36	-36
Cash and equivalents	n.a.	58	23
Interest cost	3	3	3
Dividend payout	12%	12%	15%

The structure is a fortress with a construction site inside it. The company reports zero bank debt, interest cost is Rs 3 cr on Rs 823 cr of sales, interest cover is 31.73x, and the debt-equity ratio in the annual report is 0.12. One reconciliation note: Screener shows a borrowings line of Rs 62 cr for FY26, which on the company's own account and other data providers' zero-debt presentation consists of lease and similar liabilities rather than bank borrowing. DalalBytes treats bank debt as nil and flags the classification difference rather than hiding it.

Working capital is genuinely well run. Debtor days were 45 in FY26, inventory days 28, payable days 74, for a cash conversion cycle of minus 1 day: suppliers fund the operation. The standalone current ratio of 1.25, down from 1.39, is adequate rather than lush, and it is the number that tightened as capex absorbed cash.

FY26 cash flow is the honest blemish. Operating cash flow fell to Rs 37 cr from Rs 84 cr while investing outflow rose to Rs 59 cr, so free cash flow printed negative Rs 36 cr and cash fell from Rs 58 cr to Rs 23.26 cr. This was not distress spending: fixed assets jumped from Rs 153 cr to Rs 269 cr as the five-project programme was built. But it means the expansion is being funded out of a finite internal pool, and the January 2027 project starts are the moment that pool has to start refilling.

7. THE EXPANSION PROGRAMME AND THE ORDER BOOK

Project	Entity	Cost (Rs cr)	Location	SOP
Seat insert support fabric, 6 mn pcs p.a.	Safety Systems (WOS)	21.89	Manesar	Jan 2027
Seat trims and frames	NDR South (WOS)	22.56	Anantapur	Jul 2026, done
Ambient light, carpet, sunshades	NDR Hayashi (50:50 JV)	80.49	Bengaluru	Sunshades Jun 2026; lighting Jul 2027 guided
Seat latch, 3 mn pcs p.a.	NDR Auto	17.43	Pathredi	Jan 2027
Seat belt reminder, 1.5 mn pcs p.a.	NDR Auto	7.43	Gujarat	Jan 2027
Total		149.80		

Delivery so far is respectable. The Anantapur plant at Penukonda was inaugurated in July 2026 on schedule, adding 50,000 frame sets and 28,000 trim sets, with sales guided from Q2 FY27. The Hayashi Bengaluru plant began sunshade operations in Q1 FY27. Against that, ambient lighting, the largest value item in the Hayashi kit, was guided on the Q4 FY25 call to start production in July 2027, later than presentation timelines implied, and the joint venture ran at a small loss in its first operating quarter.

The order book needs careful reading. The stated order book was Rs 450 cr at December 2025, rose to Rs 650 cr at March 2026, and was flat at Rs 650 cr at June 2026. Management admitted in February 2026 that the December quarter brought no new orders. The five projects are expected to add about Rs 450 cr of revenue gradually over two to three years, mostly from late FY27. Land is already bought for the next phase: about 9 to 10 acres at Kharkhoda for Maruti's expansion there, and 26 acres at Aurangabad aimed at future Toyota business.

New business is being bid, not yet banked. In August 2026 the company described expansion into seat inserts, latches and seat belt reminder systems, and bids for Toyota and Kia business. Wins on record in the past year are the Toyota ambient lighting order to the Hayashi JV and a second Maruti letter of intent for

ambient lighting. Real, but small against the target discussed next.

8. ROADMAP AUDIT: WHAT WAS PROMISED, WHAT ARRIVED

Commitment	Promised	Delivered	Score
Gujarat plant	Commercial production March 2023	Started March 2023	Met
Kia seating sales	Commence January 2025	Commenced January 2025	Met
Sunshade sales to Toyota	Start Q3 FY25	Started Q3 FY25, moved to Hayashi JV 2026	Met
Hayashi JV formation	Board approval May 2025	Incorporated October 10, 2025	Met
Anantapur plant	SOP July 2026	Inaugurated July 2026	Met
Hayashi ambient lighting	Presentation implied 2026 start	Guided July 2027 on concall; JV loss-making in Q1 FY27	Missed, delayed
Order book growth	Update promised after flat December 2025 quarter	Rs 450 cr to Rs 650 cr by March 2026, then flat at Rs 650 cr	Partial
FY26 EBITDA margin	Improvement via premium content	11.3% vs 10.8% in FY25	Met
Dividend payout	10 to 15% policy	15% in FY26, Rs 4.00 a share	Met
Revenue Rs 3,000 cr by FY30	38% CAGR needed from FY26	FY26 growth 15.4%, Q1 FY27 19.6%, order cover Rs 650 cr	Not on track

The Rs 3,000 cr gap is the central finding of this report. Management's aspiration, repeated in presentations, is Rs 3,000 cr of revenue by FY2030 with ROCE above 25%. From FY26 revenue of Rs 822.54 cr that requires 38.2% compound growth for four years. In the February 2026 call an analyst put the arithmetic to management directly: about Rs 800 cr of current revenue plus about Rs 450 cr from the five projects reaches only about Rs 1,300 cr, and asked what bridges the remaining Rs 1,700 cr. No quantified bridge appears in the material reviewed for this report. Until one does, Rs 3,000 cr is an aspiration to be audited annually, not a forecast to be capitalised. Even this report's bull case reaches only about Rs 1,565 cr by FY29.

9. MANAGEMENT AND GOVERNANCE

A family board, professionally staffed at the top of operations. There is no separate Managing Director. The board is chaired by Sanjiv Kapur, with Rohit Relan as Co-Chairman, his sons Pranav and Ayush Relan as Whole Time Directors (Pranav is the public face on concalls), Rishabh Relan as a non-executive director,

and Rajat Bhandari as Executive Director and Company Secretary. Five of nine directors are family or family-aligned; three are independent. Vikram Krishan Rathi appears as CFO on the August 2026 concall invitation, succeeding Vinod Kumar in older listings.

Pay is modest for a promoter microcap. The latest exact verified figures are FY24: Pranav Relan about Rs 82 lakh in total, Ayush Relan about Rs 77 lakh, and Rajat Bhandari about Rs 95 lakh, the highest paid key manager. Total key management pay was Rs 2.94 cr in FY24. Nothing in that record suggests extraction. An ESOP grant of 66,641 options at Rs 500.50 was made in Q1 FY27.

Promoter record is clean where it counts. Holding has been essentially flat for twelve quarters, 73.06% to 73.13%, rising slightly to 73.36% in September 2026, with pledging at 0.00% in every quarter checked. Dividends have risen on a bonus-adjusted basis from Rs 0.25 a share for FY21 to Rs 4.00 for FY26, and the FY26 payout of 15% sits at the top of management's stated 10 to 15% policy. Two 1:1 bonuses were funded from reserves; there has been no dilutive raise since listing.

Two governance questions deserve daylight. First, the group spent about Rs 11.25 cr on 7,500 sq ft of office space at the Aria Signature Office in the JW Marriott, Aerocity, per the FY26 Directors Report: about 18% of one year's PAT on a luxury hotel address, which needs a better justification than it has received. Second, disclosure quality: management declines to disclose kit values precisely, concall answers have historically been terse, and an income tax search from an earlier year has produced demand orders now under appeal at the Commissioner of Income Tax (Appeals), with the amount not quantified in the material reviewed. None of these is disqualifying. Together they cap the governance grade.

10. COMPETITION: THE MOAT IS A RELATIONSHIP, AND A GIANT JUST ENTERED THE ROOM

Competitor	Position	Quantified comparison
Bharat Seats (associate)	Tier 1 complete seats for Maruti; NDR's largest customer and 28.66% holding	FY26 revenue Rs 1,951 cr, PAT Rs 42.23 cr, operating margin about 5%; NDR earns more PAT on 42% of its revenue
Forvia (Faurecia) plus Anand Group	New JV announced October 7, 2026: Gabriel India and Forvia, Rs 100 cr planned equity	Targets about 10% of India's seating market in 5 years; first complete-seat contract already won; Forvia already supplies Maruti, Tata, Mahindra, Skoda, VW
Toyota Boshoku India	Tier 1 seating for Toyota; also NDR's JV partner and customer	Unlisted in India; global Toyota group scale
Lear and Adient	Global seating majors with Indian plants	Global scale, multi-OEM; no India listed comparison
Tata AutoComp	Diversified Indian Tier 1 with seating lines	Unlisted; competes for new OEM programmes
Sharda Motor and Jay Bharat Maruti	Fellow Maruti-ecosystem suppliers (exhaust, sheet metal)	Not seat rivals, but the valuation peer set: P/E about 14x and 9x

What defends NDR. Thirty to thirty-five percent of Maruti's frame and trim requirement, a 38-year Suzuki relationship, Japanese technology through three joint ventures, high-tensile frame capability, and an 11% operating margin that is double its Tier 1 associate's. Switching a safety-critical frame supplier mid-model is expensive and risky for an OEM, and programmes run about seven years.

What does not defend it. NDR owns no complete-seat relationship with Maruti directly for its core products: Bharat Seats does. Pricing is set in an ecosystem where Maruti is famous for annual cost-down pressure. And the October 2026 Forvia-Anand joint venture is the first credible, fully capitalised attempt by a global seating major to take share in India at scale, with a stated 10% market target and Maruti already on its customer list. It will not touch NDR's current programmes, which are locked to model lives. It will contest every new programme from 2027 onward, and it hands Maruti a leverage supplier it did not have before.

11. STRENGTHS

What to watch

Two consecutive quarters above 25% revenue growth as the January 2027 projects start, a disclosed order book above Rs 900 cr, and a full year of free cash flow above Rs 40 cr. Proof of slope, not the FY26 record, is what an upgrade waits for.

- 1. Compounding with margin expansion: revenue up 3.5x and PAT up 4.1x over FY22 to FY26, with operating margin rising every year from 6% to 11%.
- 2. Cash conversion cycle of minus 1 day, debtor days of 45, and a working capital model funded by suppliers.
- 3. Zero bank debt, interest cover of 31.7x, and an expansion programme funded entirely from internal accruals.
- 4. Promoter stability for a microcap: 73.36% holding, zero pledging across twelve quarters, succession settled into a family trust in 2025, dividends rising every year on a bonus-adjusted basis.
- 5. A hidden asset: 28.66% of Bharat Seats, whose market value at October 27 prices is roughly Rs 375 cr against an equity-accounted book value far below that, inside a Rs 1,567 cr market cap.
- 6. Content-per-car optionality: a Rs 149.80 cr programme that roughly doubles addressable content per car if the Hayashi and safety products convert.

12. WEAKNESSES AND RISKS

- 1. Concentration is existential, not theoretical: about 70% of end revenue from Maruti Suzuki, 85 to 90% from Maruti plus Toyota, model-specific tooling, and no non-auto business by deliberate policy.
- 2. The Rs 3,000 cr FY30 target needs 38% compound growth; the visible bridge reaches about Rs 1,300 cr and the order book was flat at Rs 650 cr in Q1 FY27.

- 3. Free cash flow was negative Rs 36 cr in FY26 and cumulative free cash flow over five years is negative despite rising profits: growth here eats cash before it returns it.
- 4. About 15% of consolidated PAT is associate profit from Bharat Seats, not NDR factory profit, and consolidated multiples flatter the standalone business (standalone EPS Rs 22.30 vs consolidated Rs 26.04).
- 5. Forvia-Anand entered Indian seating in October 2026 with Rs 100 cr of equity and a 10% share target: every new programme from 2027 is now contested by a global major.
- 6. Governance and disclosure watch items: the Rs 11.25 cr Aerocity office, an unquantified income tax demand under appeal, terse disclosure on kit values and orders, and a family-heavy board.
- 7. Liquidity: mutual funds hold 0.00%, FIIs 0.05%, free float is 26.6%, average daily traded value is about Rs 2.4 cr, and the stock fell 37% from its high while profits rose 17%. Exit is not guaranteed at quoted prices.

13. VALUATION VS PEERS

At Rs 658.95 (October 27, 2026): P/E about 24x on consolidated trailing EPS of Rs 27.29 (25.3x on FY26 EPS of Rs 26.04; 29.6x on standalone FY26 EPS of Rs 22.30), P/B about 4.4x on consolidated book value of Rs 150 a share, P/S about 1.9x, EV/EBITDA about 14 to 17x depending on the EBITDA definition, dividend yield 0.61%.

Company	Price (Rs)	P/E (x)	Market cap (Rs cr)	Note
NDR Auto Components	658.95	about 24	about 1,567	FY26 PAT Rs 62 cr; OPM 11%; ROE 18.9%
Bharat Seats	185.22 (Oct 26)	about 25	about 1,163	FY26 revenue Rs 1,951 cr, PAT Rs 42 cr; spiked 12.6% on Oct 27 to Rs 208.58, so Oct 26 is the cleaner comp
Sharda Motor Industries	808.70	about 14	about 4,643	Demerger parent; FY26 revenue about Rs 3,397 cr; dividend yield about 2.5%
Jay Bharat Maruti	111.88	about 9	about 1,211	Maruti sheet metal; FY26 revenue about Rs 2,554 cr
Industry average (auto components)	n.a.	about 46	n.a.	Includes high-multiple names such as Uno Minda and Sona; not a fair comp for Tier 2 Maruti suppliers

The premium is the debate. Against the broad industry, NDR looks cheap. Against the suppliers who share its customer, it is the most expensive name in the set, at 1.7x Sharda Motor's multiple and 2.7x Jay Bharat Maruti's. The justification offered by the price is margin (11% operating, the best in the set), growth (19.6% in Q1 FY27) and the content-per-car option. The counter is that Sharda offers Maruti-ecosystem earnings at 14x with a 2.5% yield. DalalBytes' view: the correction from Rs 1,052 to Rs 659 has already removed the FY30 fantasy premium; what remains is a fair price for the FY26 business plus a modest option on the adjacencies, which is exactly what Selective Positive means.

14. FY2029 SCENARIOS (INR)

Built off FY26 revenue of Rs 822.54 cr and consolidated PAT of Rs 62.09 cr; 2.3785 cr shares; assumptions explicit. DalalBytes estimates, not guidance.

Scenario	Revenue CAGR FY26-29	FY29 revenue (Rs cr)	PAT margin	FY29 PAT (Rs cr)	EPS (Rs)	Exit P/E	Target (Rs)
Bear	8%	1,036	6.5%	67	28.3	14.0x	400
Base	16%	1,284	7.8%	100	42.1	19.0x	800
Bull	24%	1,565	8.5%	133	55.9	21.0x	1,175

Bear Rs 400: Maruti volumes flatten, the January 2027 projects slip, Forvia-Anand wins the next programme round, and the PAT margin gives back the FY26 gains to 6.5%. The stock de-rates toward Jay Bharat Maruti territory. Net worth of Rs 358 cr and the Bharat Seats stake limit, but do not prevent, the fall.

Base Rs 800: Maruti and Toyota volumes grow at industry rates, the five projects deliver their Rs 450 cr over the guided window, content per car rises modestly, and margins hold near 11% operating. Growth of 16% is roughly the FY26 rate sustained, well below the FY30 target slope, and a 19x exit multiple keeps a discount to today's 24x.

Bull Rs 1,175: the adjacency kit lands: Hayashi ambient lighting and NVH scale from 2027, Kia and direct Toyota business compound, Kharkhoda and Aurangabad add a second volume leg, and revenue compounds at 24% with PAT margin expanding to 8.5%. Even the bull case reaches only about Rs 1,565 cr by FY29, roughly half the FY30 target in the year before it falls due, which is the honest scale of the promise gap.

15. WHAT WOULD CHANGE THE VERDICT

Upgrade triggers: two consecutive quarters above 25% revenue growth as the January 2027 projects start; a disclosed order book above Rs 900 cr; the Rs 3,000 cr bridge quantified by management with named programmes; free cash flow back above Rs 40 cr for a full year; a first complete programme win at Tata, Mahindra or another non-Suzuki, non-Toyota OEM.

Downgrade triggers: promoter holding falling or any pledging appearing; Maruti frame and trim share slipping below 30%; the tax appeal resolving adversely at a material amount; Hayashi losses widening past FY27; order book still at Rs 650 cr by March 2027.

16. WHY IT MATTERS

NDR Auto is the cleanest listed expression of a question that runs through Indian auto ancillaries: what is a superbly run, single-customer franchise worth when the customer is the best carmaker in the country and the franchise is expanding from frames into the whole cabin? The record says the Relans compound quietly and honestly: margins up five years straight, no debt, no pledging, no dilution, dividends rising. The audit says the next claim, Rs 3,000 cr by FY30, is not yet a plan with numbers attached. At 62/100 Selective Positive, the verdict is to own the compounder's record at a peer premium, and to make the FY30 promise earn its own re-rating, project by project, starting with the three plants that switch on in January 2027.

SOURCES

- Company filings and presentations: Annual Report 2025-26 (plants, registered office, Directors Report standalone financials, office agreement), Q1 FY27 results and concall invitation (August 2026), May 2026 investor presentation (FY26 revenue Rs 822.54 cr, PBT Rs 79.63 cr, order book Rs 650 cr, cash Rs 23.26 cr, zero debt, five projects Rs 149.80 cr), February 2026 concall transcript (order book Rs 450 cr at December 2025, land bank, Rs 3,000 cr exchange), Q4 FY25 concall (Maruti share about 70%, Bharat Seats 100% Maruti, dividend policy, Hayashi July 2027), promoter trust gift filing (NSE, September 29, 2025)

- ICRA rating rationale, July 2025, and reaffirmation announcement for Rs 100 cr facilities, October 26, 2026 (grades as per filing): end-customer concentration, share of Maruti requirement

- Company joint ventures page, ndrauto.com: Bharat Seats 28.66%, Toyota Boshoku Relan 50%, Toyo Sharda 50%

- Market and financial data: Screener consolidated and standalone (financials, shareholding, ratios), Finnhub (October 27, 2026 closes for NDRAUTO, BHARATSE, SHARDAMOTR, JAYBARMARU), IIFL, 5paisa, Upstox, Trendlyne corporate actions (dividends, bonuses), Smart-Investing shareholding history

- Competition: Just Auto and Hindu BusinessLine on the Gabriel-Forvia seating joint venture, October 7, 2026; Bharat Seats FY26 results via StockAnalysis