Niveshaay

Vinyas Innovative Technologies Ltd

About Us

Niveshआय translates to income from investments

Our core focus is on small-mid size companies. We believe in **‘Thinking the Entrepreneur Way’** and prioritize **the Scuttlebutt way of Investing.** By interacting with our circle of entrepreneurs, we gain deep insights into various business models and identify industry trends. This unique approach sets us apart in identifying good companies in high-growth sector

Disclaimer

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- Investments in the securities market are subject to market risks. Read all the related documents carefully before investing.
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Why electronics penetration increasing?

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Electronic Content in Smart products vs Traditional Products

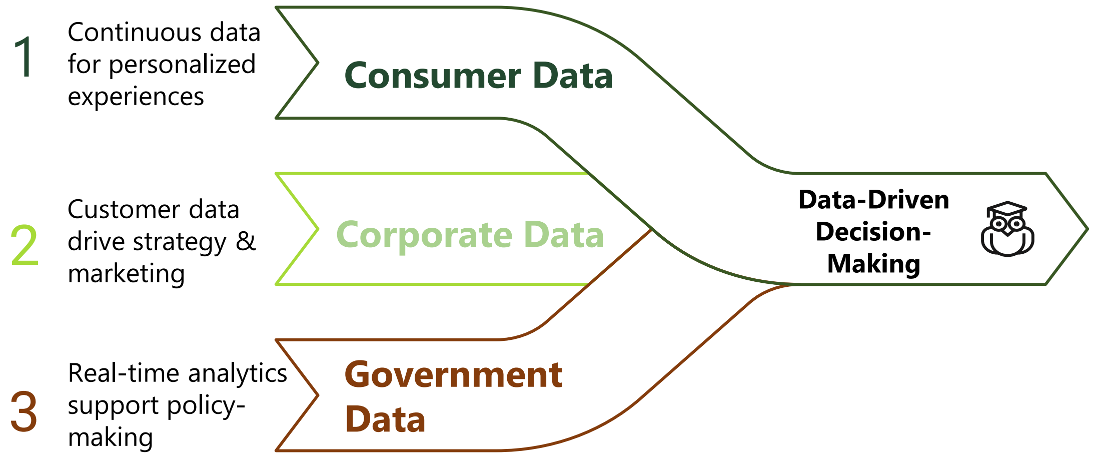
Product	Traditional Content Value (₹)	EV/Smart Content Value (₹)	Multiplier
2Ws	2,000	15,000–20,000	7–10×
4Ws	5,000–6,000	60,000–70,000	11–13×
Fan	0	350–450	—
Energy Meters	350–500	1,200–1,500	3–5×

Source: Company data, J.P. Morgan

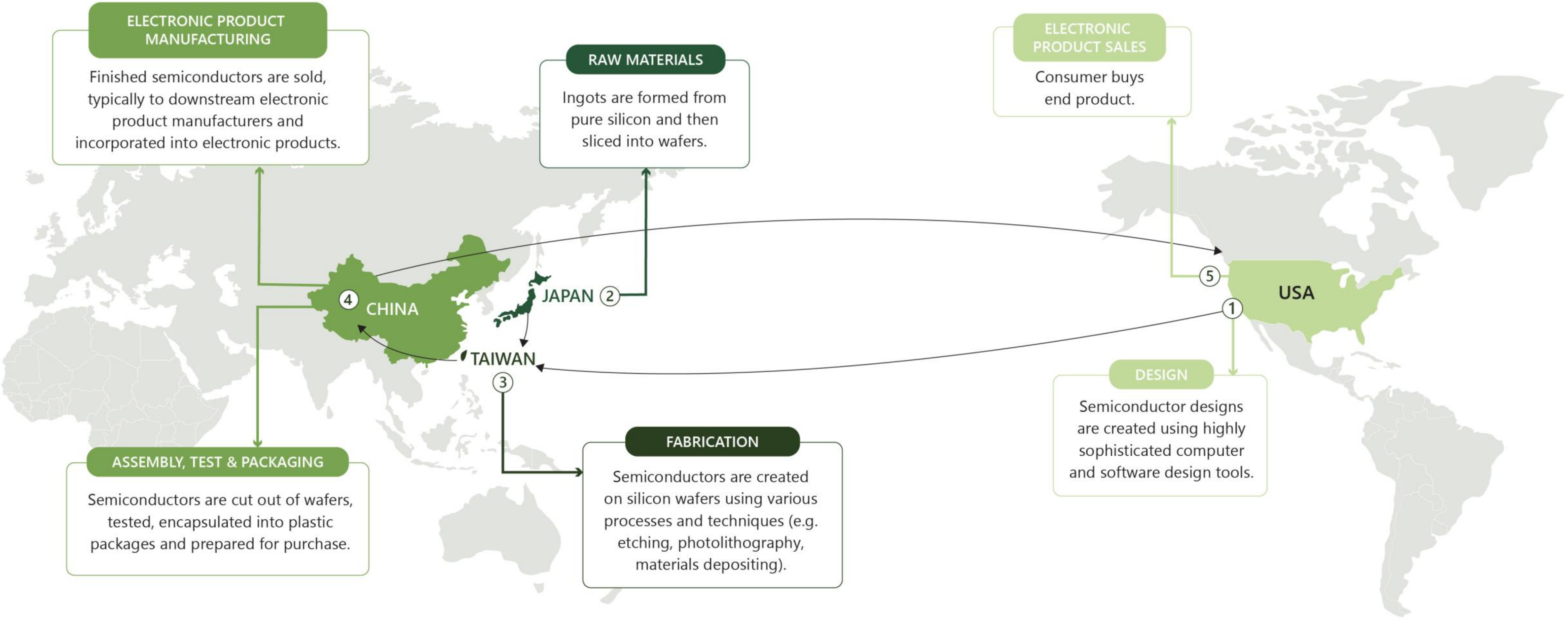
What has changed?

Technology is now affordable, scalable, and deeply embedded in daily life

- **AI/ML, Data Centres**
- **Industrial & Home Automation** (iot)
- **Wearables** like Whoop **& IoT devices**
- **Cloud & Data Storage** like ChatGPT



Global Semiconductor Value Chain



Electronics System Design & Manufacturing (ESDM) Industry

- ✓ End-to-end electronics lifecycle, design to service
- ✓ OEMs outsource electronics to ESDM partners
- ✓ Specialized manufacturing & testing capabilities
- ✓ OEMs focus on innovation and customers

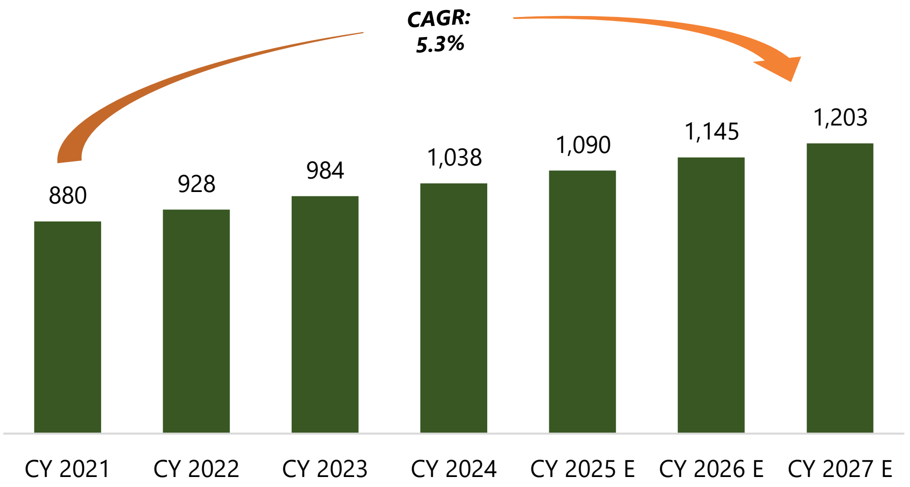
Electronic Components: Chips, Semiconductors

Design services: Software, product engineering.

PCB manufacturing and assembly: SMT/EMS services

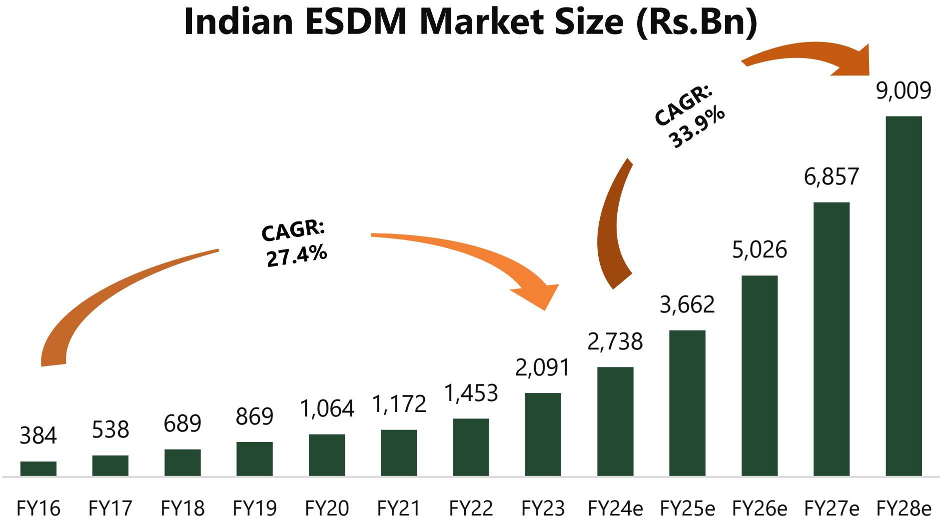
Final products: Consumer electronics

Global ESDM Industry Market Size (US$ Bn)

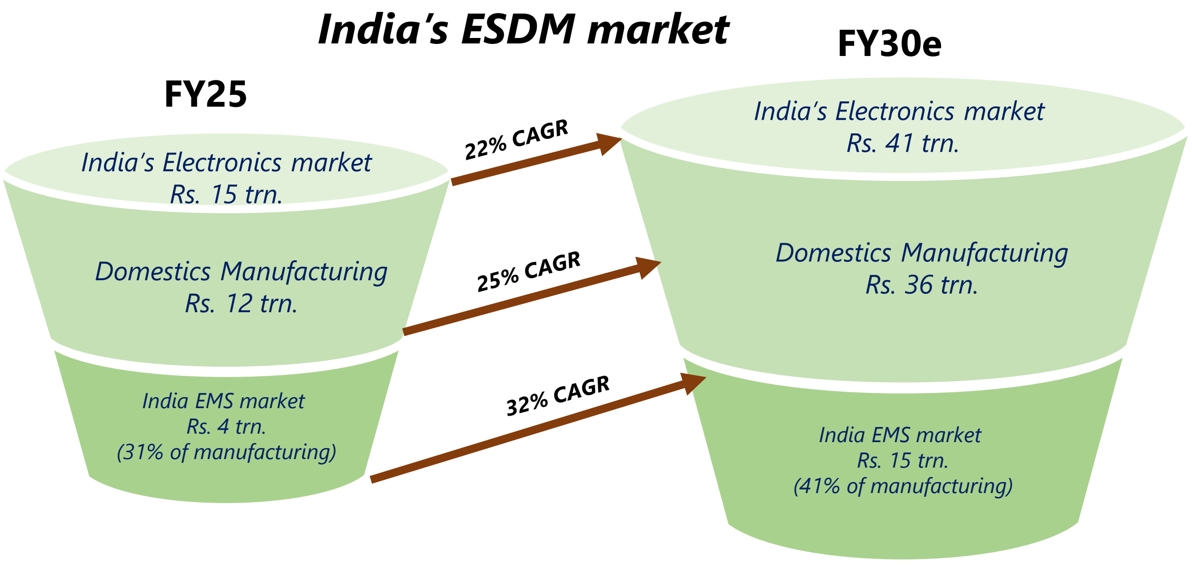


Source: Kaynes 2025 Annual Report

Domestic ESDM Industry

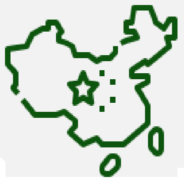


Source: Kaynes 2025 Annual Report

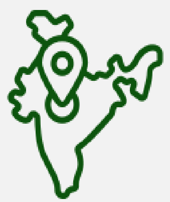


Source: Ministry of Electronics and Information Technology (MeitY), Industry estimates

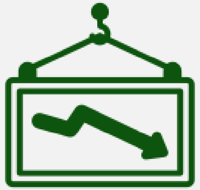
Growth Drivers



China +1:
- ✓ Customers diversifying their supply chains and reducing dependence on China
- ✓ Increasing labour costs geopolitical issues



Government's push for 'Make in India':
- ✓ **PLI Scheme** for Electronics & Components
- ✓ **Design Linked Incentive** – Supports R&D in electronics product and semiconductor design.
- ✓ **Electronics Component Manufacturing Scheme** – Encourages domestic production of passive electronic components.



ESDM Demand surge
- ✓ High domestic electronic consumption
- ✓ Aim to reduce electronics import
- ✓ Rising exports with Global Quality standards

Strengthening domestic manufacturing
- ✓ Investment by EMS companies in capabilities and capacities
- ✓ Improving manufacturing ecosystem

How India's Defense Industry growing?

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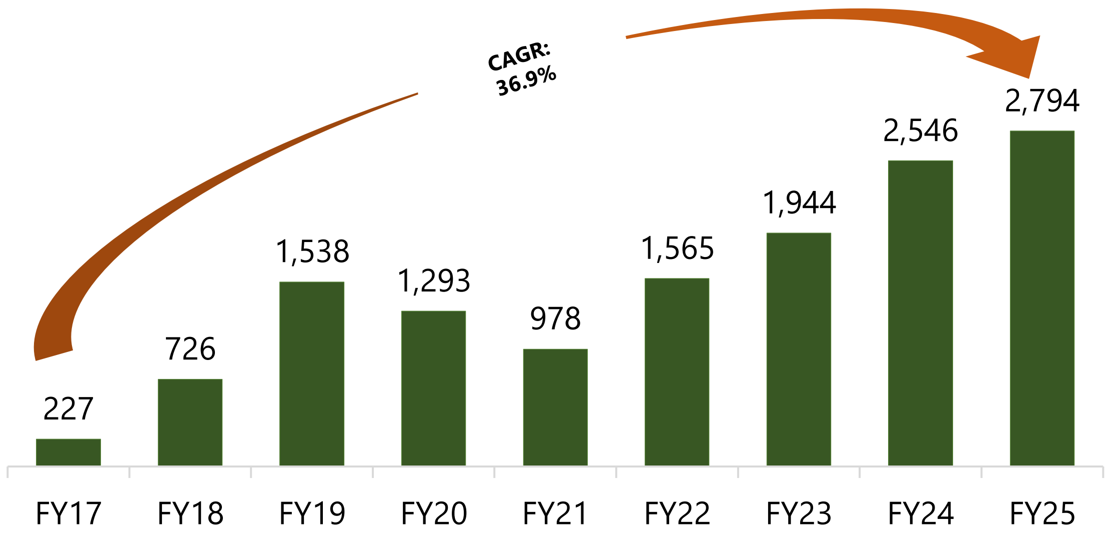
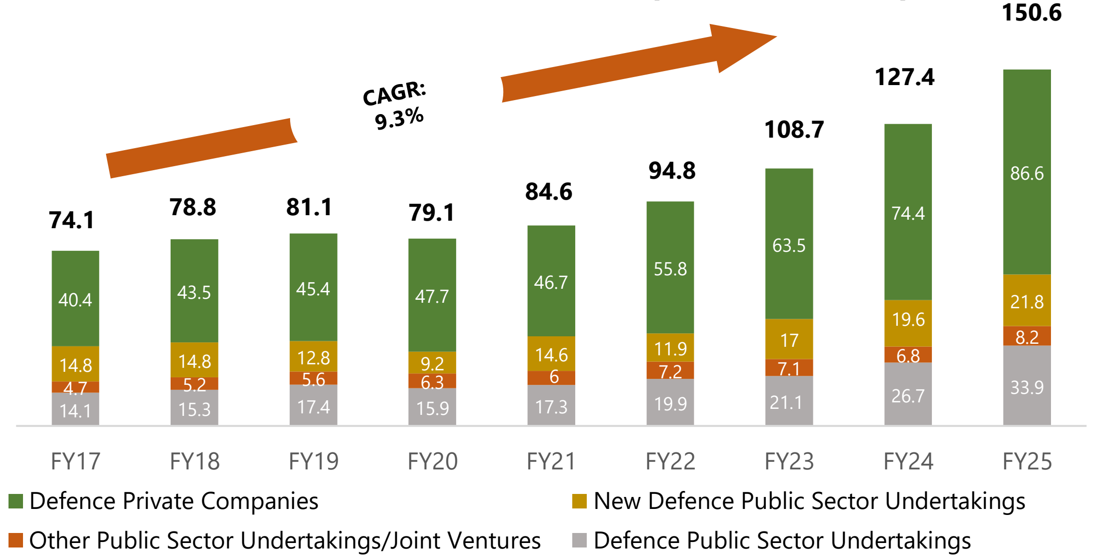
Defence Exports (US $ Million)

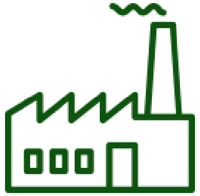


~Rs. 60,000 crores annual exports target by 2030

India Defence Production (Rs.'000 crores)



~Rs. 3,00,000 crores annual production target by 2030



Private Sector Rise →
20.8% share, Tata–L&T–Adani

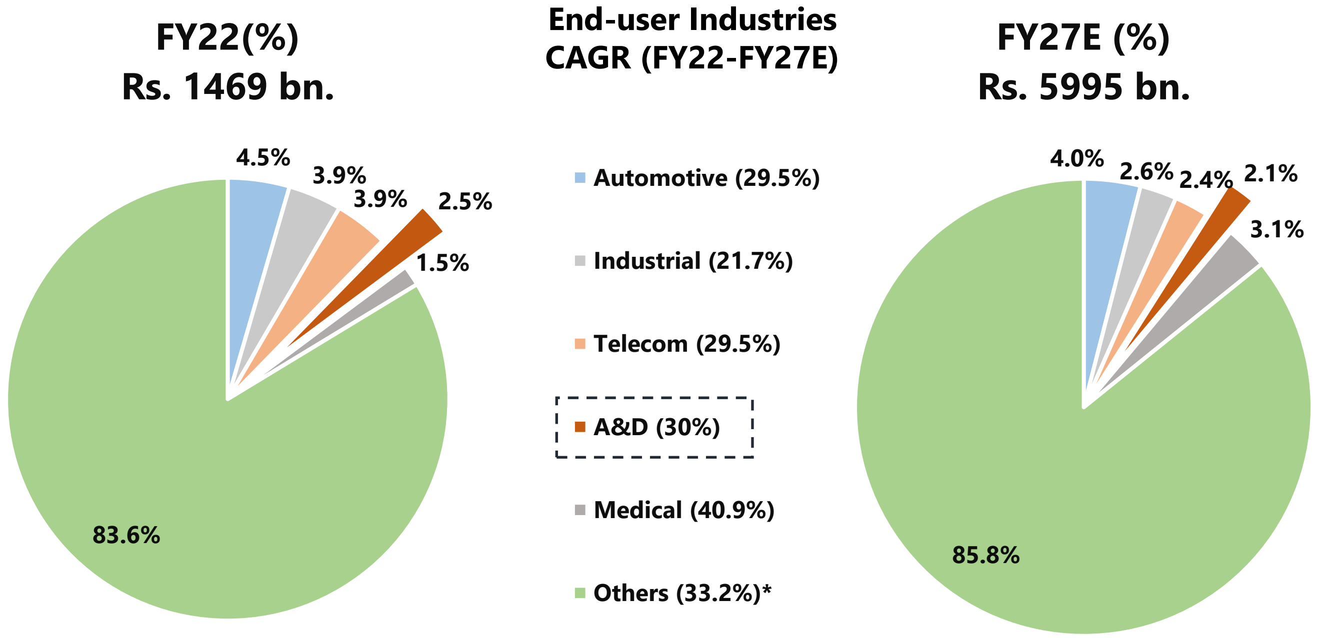
Rising Defence Budget :
₹2.53L → ₹6.81L

Record Contracts FY25
₹2.09L cr, 80% domestic

Rising Geopolitical tensions

Source: Department of Defence Production Dashboard and other Industry Reports

Defence Electronics



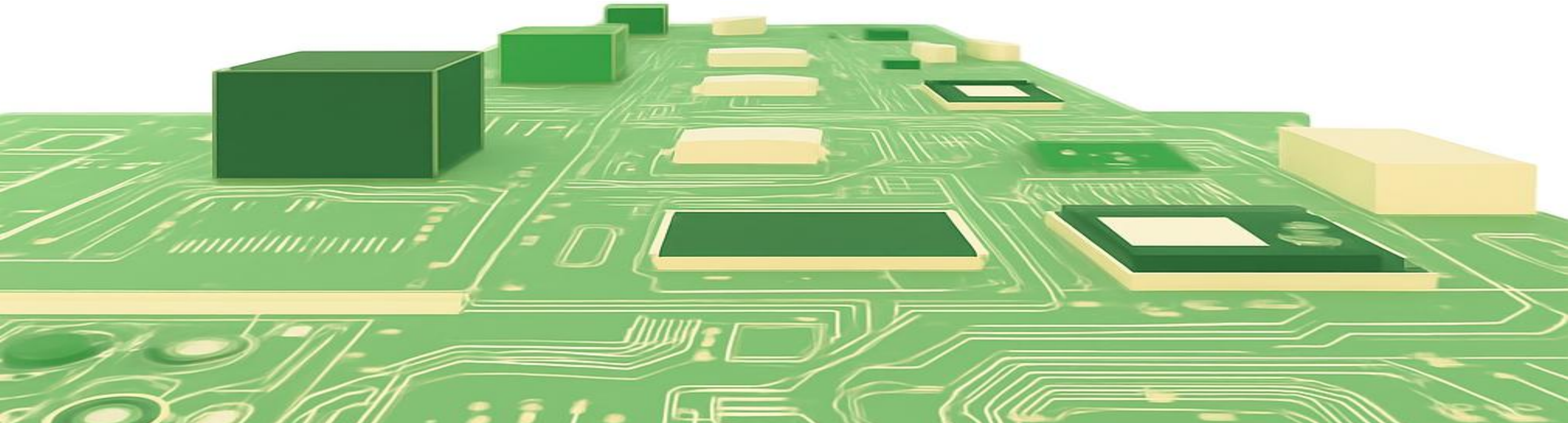
*Others include: Mobile Phones, Consumer electronics and appliances, IT, Lighting Energy, etc.
Source: MeitY, ELCINA, Frost & Sullivan Analysis

- ✓ Rising defence budget across the globe
- ✓ Push for self reliance in defence
- ✓ Growing ecosystem of localized defence suppliers
- ✓ Modernization agenda drives electronics growth
- ✓ Indigenous systems gaining adoption
- ✓ Demand for AI-powered, high-precision electronics

Defence to consume USD 70-72 Bn worth of electronics in the next decade

VINYAS INNOVATIVE TECHNOLOGIES

A deep dive into the growing EMS industry and Vinyas' strategic positioning in the global electronics supply chain



About the Company

Value Chain of the EMS Industry

R&D, IP ownership → Design & Services → Components Fabrication & Sourcing → Manufacture/ System Assembly → Configuration & Testing → Packaging, Distribution & Repair Services

Vinyas's Presence

Global OEMs and ODMs Customers

30+ years of domain expertise

Leverages wise industry knowledge

High-mix

High-complexity assembly

Complex PCBA
Multi-layer, flexible & rigid PCB

Box Builds
From small enclosures → complex electromechanical systems.

78%
Aerospace and Defence

22%
Medical, Industrial, and Others

Source: Niveshaay Research, Company Data

Vinyas's Journey

1

2001

Vinyas incorporated with a setup of Semi-auto SMT Lines

2

2004-2011

Partnered with Indian Defence Companies and became part of Indian Defence Offset Program

3

2014

Inaugurated a state-of-the-art manufacturing facility with 1,50,000 sq. ft. area

4

2018-2021

Manufactured India's first Dialysis machine. Produced Ventilators, and Oxygen concentrators during COVID

5

2023

Raised ~Rs. 55 crores in IPO for Working Capital (M. Cap: Rs. 207 crores)

6

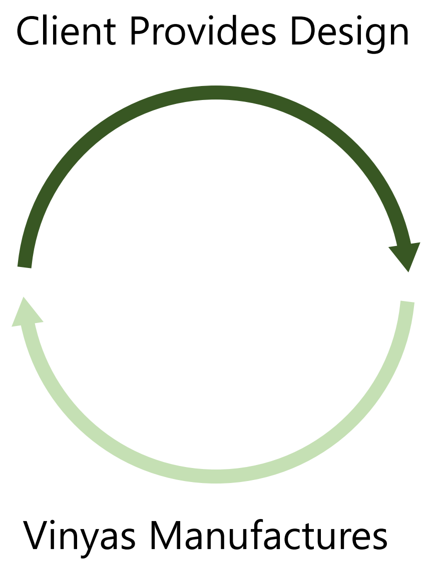
2024-2025

Fresenius Kabi Agreement
Received NADCAP Accreditation
Rs. 150 crores warrants for CAPEX

Source: Niveshaay Research, Company Data

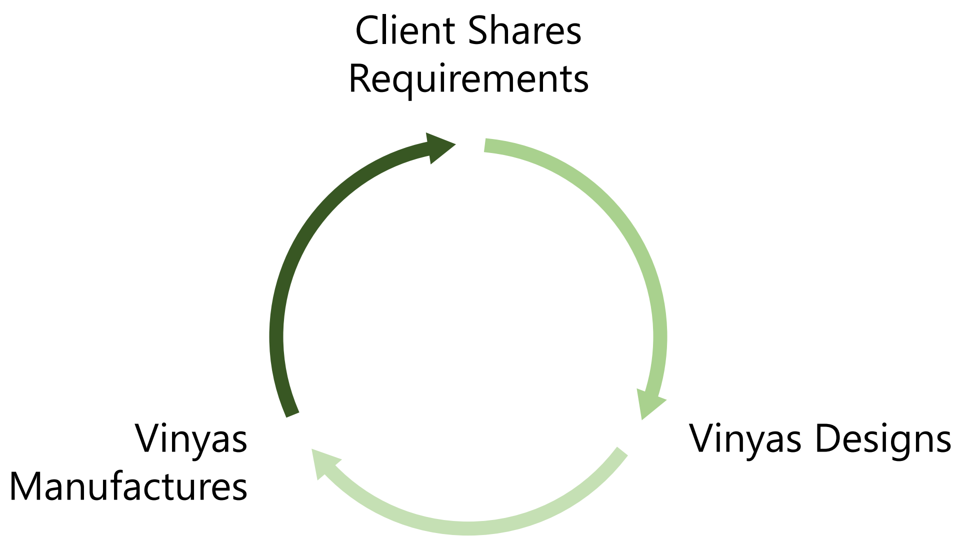
Vinyas's Offerings

Build to Print (B2P)



- ✓ Clients provide the design (typically drawings and BOM) for the product
- ✓ Vinyas provides **agile and flexible** manufacturing services

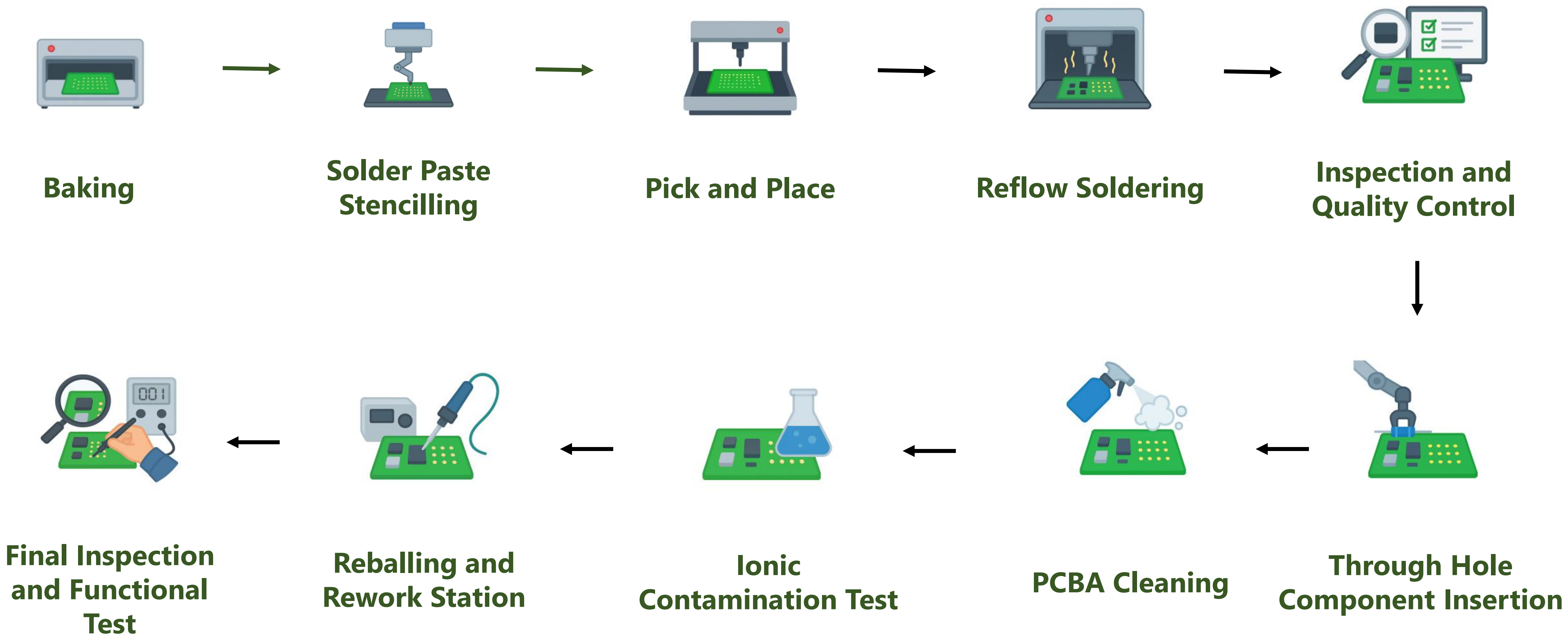
Build to Specification (B2S)



- ✓ End-to-end design & build services- from **concept to qualification**, with system-level ownership
- ✓ Provide DFM/DFT inputs; manufacture once client approves the design

Source: Niveshaay Research, Company Data

Manufacturing Process



Source: *Niveshaay Research, Company Data*

Product Applications

Radar and Surveillance System

Battlefield Surveillance Systems, Multi-function Naval Radar, AESA Radar

Indian Radar Market
CY24: USD 230.3 mn.
CY2033: USD 1.4 bn.
CAGR: 27.4%

Airborne Sighting and Avionics

Communication & Navigation Systems, Airborne Targeting Systems, EO/IR Payload Modules

Medical Devices

Electronics and control units for diagnostic platforms & infusion pumps

Indian Medical Device EMS
CY22: USD 57 bn.
CY27E: USD 156 bn.
CAGR: 40.9%

Unmanned Systems

UAV Payloads, Loitering Munitions, Mobile Radar Subsystems

UAV in Indian Defence
2025: INR 383 bn.
2030: INR 1010 bn.
CAGR: 21.4%

Weapon and Launcher Systems

Missile Launcher Control Units, Weapon Power Systems, Smart Munition Kits

Armoured Vehicle Subsystems

Fire Control Units, Armoured Mobility Electronics, Turret Control Modules

Strategic Communications

Software-defined Radios, Secure Tactical Networks, Vehicle Mounted Comm. Suites

Transportation (Rail)

Onboard Power control systems for railway, HVAC subassemblies

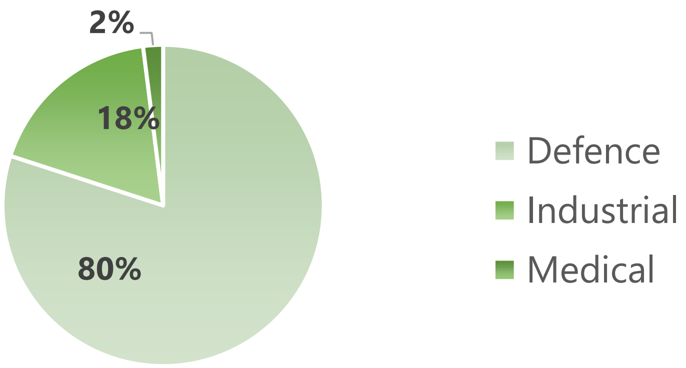
Source: Niveshaay Research, Astra Micro Annual Report, Industry Reports, and Company Data

Investment Rationale

Customers and their Order Book

Order Book and Customers

- ✓ Current order book as on H1FY26- **Rs. 1,062 crores** (vs Rs. 600 crores in July 2024)
- ✓ Execution expected ~18-24 months
- ✓ **Direct sourcing** of order to increase from **35% to 45-50%**



Confirmed order book to grow to 1,500 - 1,600 crores by the FY26 end

Nearly **80%** of order book aligns with 'Make in India' initiatives

Key Clients

BHARAT ELECTRONICS

HAL

IAI ELTA

elop Electro-Optics Industries Ltd.

TATA ADVANCED SYSTEMS

LARSEN & TOUBRO

Elbit Systems

CoreEL Technologies

ALPHA DESIGN TECHNOLOGIES

Source: Niveshaay Research, Company Data

Investment Rationale

Target Opportunity

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Opportunities Worth ₹ 10K + crores

a. Program Pipeline

- ✓ Manufacturing for mission-critical A&D programs
- ✓ Programs advancing into series production
- ✓ **Opportunity: ₹ 3000 Crores (5 Years)**
- ✓ **Order Book ₹ 727 Crores**

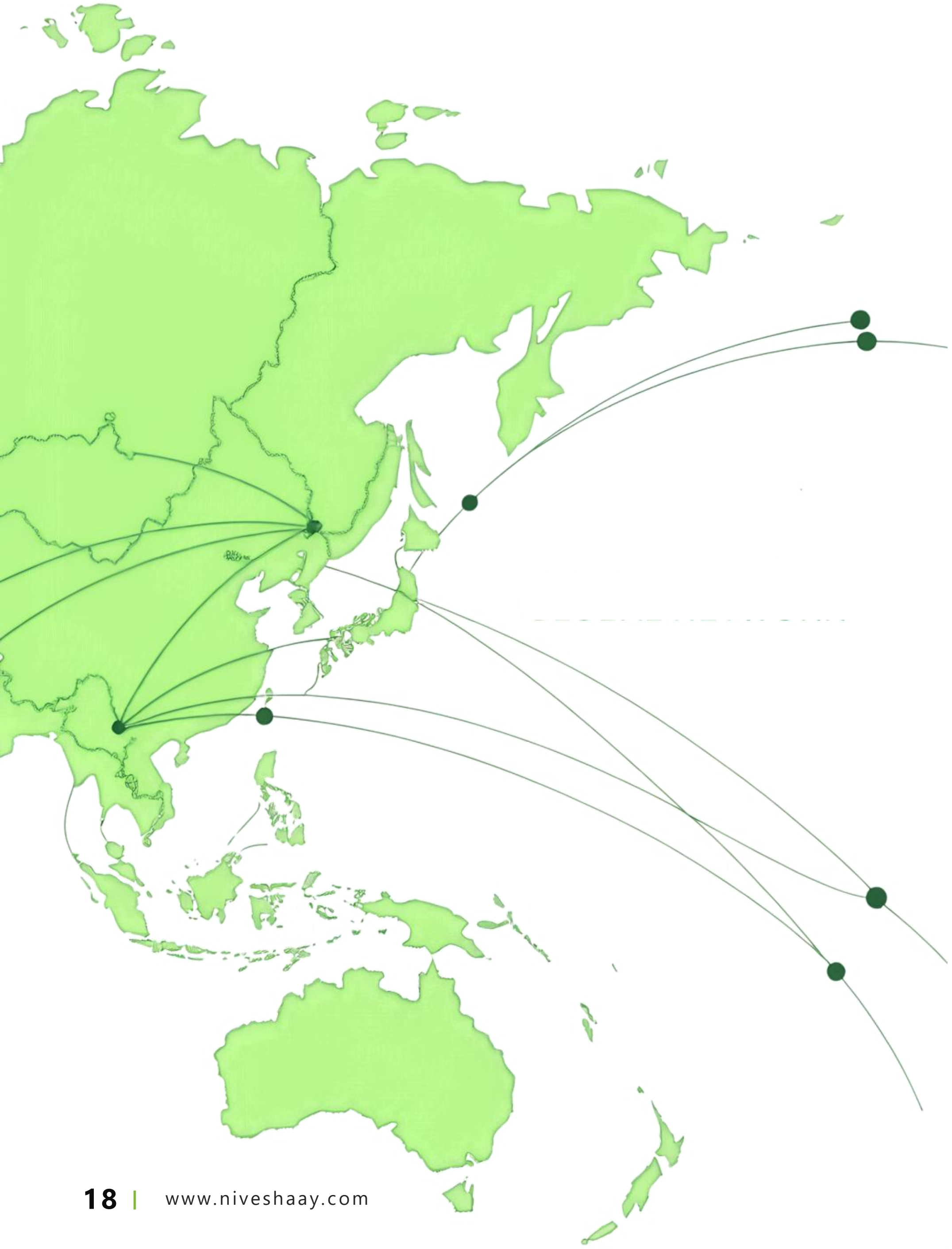
b. System Integration

- ✓ Evolving from PCBA to full integration
- ✓ Building deeper Tier-1 partnerships
- ✓ 2–2.5× higher revenue per program
- ✓ **Opportunity: ₹ 2000 Crores (5 Years)**
- ✓ **Order Book ₹ 290 Crores**

c. Technology Transfer Enablement

- ✓ Partnering with global OEMs
- ✓ Licensed manufacturing & lifecycle participation
- ✓ Stronger customer alignment & depth
- ✓ Positioned for larger platform ownership
- ✓ **Opportunity: ₹ 3000 Crores (5 Years)**

Source: Niveshaay Research, Company Data



d. Global Expansion

- ✓ Exploring front-end offices & units in North America & Europe
- ✓ Aligned with OEM hubs for integration & exports
- ✓ Targeting 15% revenue from global programs by FY29
- ✓ **Opportunity: ₹800 Crores (5 Years)**

e. Vertical Segment Expansion

- ✓ Qualified medical device line commissioned
- ✓ Tier-1 approval in commercial aerospace
- ✓ New verticals to drive ~10% revenue by FY27
- ✓ **Opportunity ₹800 Cr (5 Years)**
- ✓ **Order book ₹45 Cr**

f. License and Certifications

- ✓ Global infra & process approvals secured
- ✓ Access to export-controlled A&D programs
- ✓ Trusted partner for global Tier-1s
- ✓ **Opportunity: ₹600 Crores (5 Years)**

Source: Niveshaay Research, Company Data

Investment Rationale

Promoter Pedigree

Narendra Narayanan – Founder and MD

- ✓ Engineering in Electrical & Electronics from the University of Southern California.
- ✓ Known as **'Father of EMS'** with **3+ decades** of experience
- ✓ Laid **groundwork for Indian EMS** sector by creating a strong industrial base to compete globally
- ✓ Deep industry network & mentorship shaped next-gen leaders
- ✓ His efforts **transformed Mysore** into India's leading **EMS hub**

Sumukh Narendra – Director

- ✓ Director since 2018 with **10+ years** in design engineering
- ✓ B.E. (E&C, Mysore) | M.S. (Embedded Systems, UPenn)
- ✓ Work Exp: **Analog Devices** (System Eng.), **Tesla** (Firmware Intern)
- ✓ Drove European expansion and non-A&D **diversification leveraging expertise**
- ✓ Leading the **R&D-led growth** at Vinyas

*The **complementary leadership mix** where **Narendra ji** provides **vision** and **Sumukh ji** drives **innovation,** supports Vinyas' strategy to expand capacity, penetrate target markets, and leverage long-term partnerships*

Source: Niveshaay Research, Company Data

Investment Rationale

Manufacturing Infrastructure and CAPEX plans

CAPEX Plans

2024

- ✓ Rs. 30.4 crores CAPEX
- ✓ Doubled manufacturing capacity
- ✓ Revenue potential of ~Rs. 1300 crores post this CAPEX

2025

- ✓ Rs.150 crores warrants in Aug-25
- ✓ Installation of Additional SMT Lines & Assembly Units
- ✓ Upgrading testing & QC Infrastructure

Manufacturing Infrastructure

Infra

- ✓ Plastic injection molding
- ✓ Tool development
- ✓ Laser and Plasma cutting tools
- ✓ Cable Harness Development
- ✓ Powder Coating
- ✓ Printing surface

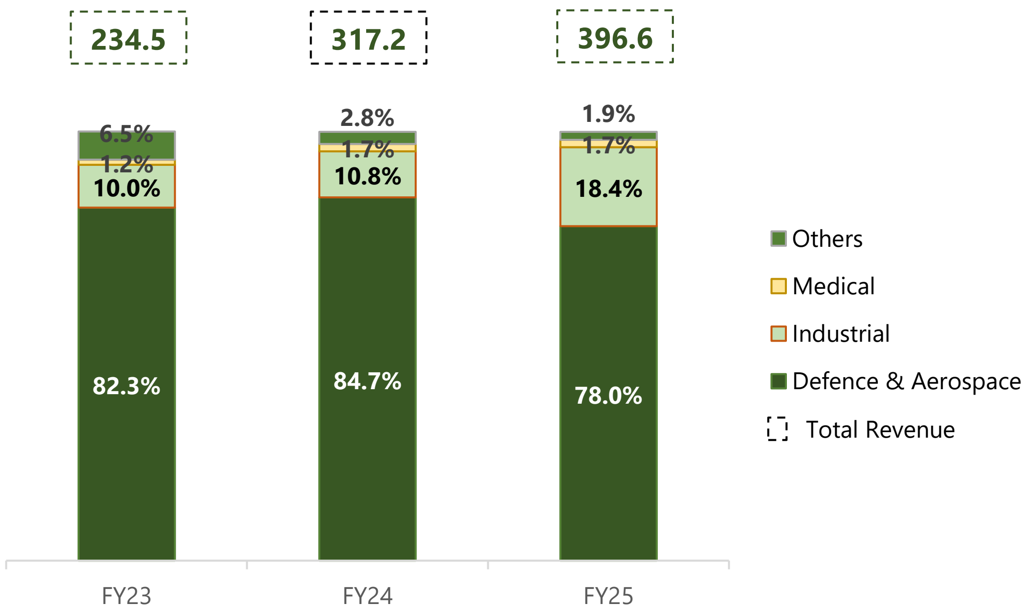
Advanced Testing Solutions

- ✓ Environmental Stress and functional test
- ✓ Failure Mode Effect Analysis
- ✓ Automated Optical Inspection
- ✓ 3D X-ray Inspection
- ✓ Ionic Contamination Testing
- ✓ Medical Device Simulators

Source: Niveshaay Research, Company Data

Investment Rationale

Diversification across sectors



Enhance Cost Management

Better Working Capital Management

Export Opportunities

- ✓ Contribution to increase from **15% of revenue to 35-40%** in medium term
- ✓ Partnered with **United Innovative Sol., USA** for quick-turn **prototypes** and **high-volume** manufacturing
- ✓ **NADCAP** positions them as a **reliable & qualified** supplier
- ✓ Plans to set up **front-end offices and manufacturing units** in **North America and Europe**

Agreement with Fresenius Kabi India Pvt. Ltd

- ✓ **Medical Indigenisation content** requirement to be increased from **27%** currently to **41% and then 51%**
- ✓ **Manufacture and distribute** Drug delivery systems, Infusion pumps, Syringe pumps, Enteral feeding, etc **in India**
- ✓ Target **SEA** market in Phase 2 (25% of Indian opportunity)
- ✓ Annual revenue from Medical up to **Rs. 150-180 crores** with ~26-28% GM (FY25 Medical Revenue: **Rs. 7 crores**)

Source: Niveshaay Research, Company Data

Investment Rationale

Certifications and Awards

Nadcap
Administered by PRI
ACCREDITED
Electronics - Printed Board Assemblies

Ensures PCB assemblies meet **A&D highest quality and reliability standards**

AS 9100 D
CERTIFIED

Organization's processes meet global A&D quality standards

ISO
9001:2015

Organisation’s overall processes are compliant and have consistent quality

MEDICAL DEVICES
ISO
ISO 13485:2016
QUALITY MANAGEMENT

Certifies medical device quality systems for safety & compliance

Outstanding Performance Award - Forbes Marshall, Pune (Quality, Cost & Delivery)

Vinyas achieves ZED Gold Certificate!!!

We are proud to announce that Vinyas has achieved the prestigious *"MSME Sustainable ZED Gold Certificate"* from the Ministry of Micro, Small & Medium Enterprises, India for meeting all the matrix standards of Quality, Productivity, Environment, Energy and other parameters.

MSME Sustainable ZED Gold Certificate

'Partners in Progress' Award from the Advanced Defense Systems Navy of BEL

Source: Niveshaay Research, Company Data

Risks Factors & Mitigations

Risks

Supply Chain Disruptions

- ✓ Global chip shortage
- ✓ Increased raw material lead times force higher inventory levels
- ✓ Raw material price fluctuations and forex volatility

Working Capital Intensity

- ✓ High Receivable Cycle due to government orders
- ✓ Inventory Cycle stretch due to supply chain issues

Project & Approvals Delays

- ✓ Long gestation periods for projects
- ✓ Long approval and certification timelines

Mitigations

Working Capital Management

- ✓ Material purchases initiated only after prototype approval.
- ✓ Advance payments from customers are mandated before mass procurement.

Protective Contract Clauses

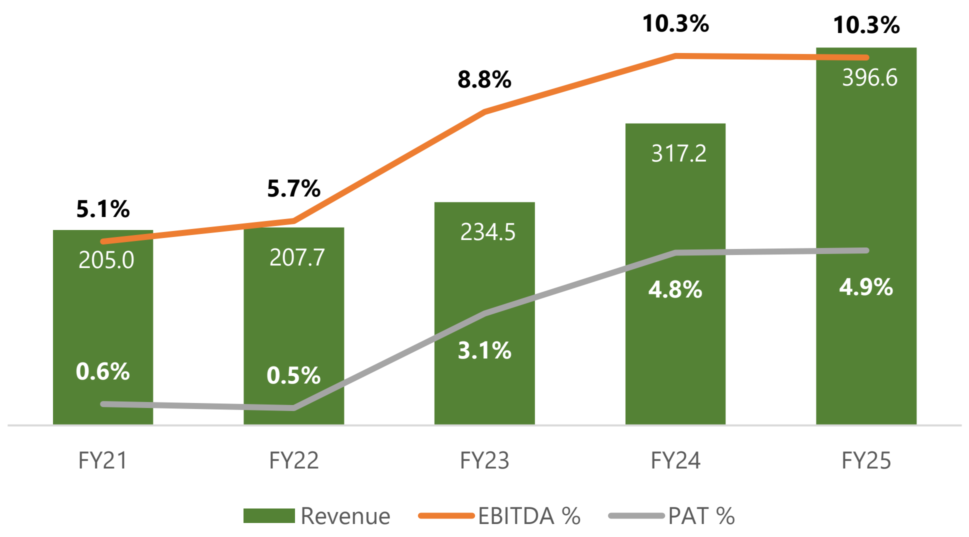
- ✓ Contracts with pass-on and forex variation clauses

Industry & Government Support

- ✓ Customers and government are pushing to accelerate programs, reducing delays
- ✓ Benefiting from defense indigenization and strong A&D sector tailwinds

Source: Niveshaay Research, Company Data

Financials



Return Matrix	FY21	FY22	FY23	FY24	FY25
ROE	**4.0%**	**3.2%**	**16.1%**	**12.0%**	**13.2%**
Gross Profit Margins	14.7%	17.1%	18.5%	20.1%	18.6%
Asset Turnover	**1.1**	**0.9**	**1.1**	**1.0**	**1.2**
Fixed Asset Turnover	12.4	13.9	14.4	7.5	9.9
Working Capital Turnover	49.9	13.4	9.2	3.7	3.4
Equity Multiplier	**6.0**	**7.0**	**4.7**	**2.4**	**2.2**
Debt to Equity	3.1	3.0	1.9	0.8	0.7
ROCE	**8.3%**	**10.8%**	**17.3%**	**15.2%**	**15.5%**
ROIC	**35.7%**	**18.0%**	**39.6%**	**19.6%**	**19.1%**

B/S (Rs. In cr)	FY21	FY22	FY23	FY24	FY25
Fixed Asset	16.6	14.9	16.3	42.1	40.2
Total Non-current Assets	**39.5**	**38.8**	**40.3**	**56.2**	**44.1**
Inventories	98.0	112.6	106.8	111.6	76.4
Cash and Bank	4.9	6.6	4.5	12.6	11.8
Trade receivables	29.1	57.1	21.0	88.1	177.1
Total Current Asset	**145.1**	**182.7**	**175.6**	**252.0**	**286.2**
Total Assets	**184.6**	**221.5**	**216.0**	**308.2**	**330.3**
Equity					
Equity Share Capital	3.7	3.7	3.7	12.6	12.6
Other equity	27.0	27.7	41.8	115.6	134.4
Total shareholders equity	**30.7**	**31.4**	**45.5**	**128.2**	**147.0**
Borrowings	12.2	21.8	18.9	12.1	8.5
Total non-current liabilities	**12.9**	**22.9**	**20.3**	**13.7**	**12.3**
Borrowings	81.4	73.6	66.8	84.6	94.2
Trade payables	38.3	59.5	44.1	49.9	30.8
Total Current liabilities	**141.0**	**167.1**	**150.2**	**166.2**	**171.1**
Total Liabilities	153.9	190.0	170.5	180.0	183.3
Total Equity and Liabilities	**184.6**	**221.5**	**216.0**	**308.2**	**330.3**

Cash Flow Statement	FY21	FY22	FY23	FY24	FY25
Cash from Operations	-24.6	11.8	11.6	-28.8	8.8
Cash from Investing	-2.5	-0.9	-3.4	-27.8	-3.3
Cash from Financing	26.0	-9.3	-10.3	64.8	-6.3
Net Cash Flow	**-1.1**	**1.6**	**-2.1**	**8.2**	**-0.8**

Source: Niveshaay Research, Company Data

Disclosure and Contact Us

Name

Niveshaay Investment Management Private Limited

SEBI Registration Number

CAT 3 AIF: IN/AIF3/24-25/1571,
CAT 2 AIF: IN/AIF2/24-25/1607,
Co Investment PMS: INP000009506

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