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Date : 08/02/2023

National Stock Exchange of India Ltd. Listing Deptt., Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051	BSE Ltd. Regd. Office: Floor - 25, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001.
NSE Scrip: UNOMINDA	BSE Scrip: UNOMINDA, 532539

Sub: - Investor Presentation

Dear Sirs,

Enclosed please find the Investor Presentation Q3 FY 2023.

The copy of the aforesaid Investor Presentation is also available on the website of the Company www.unominda.com

This is for your information and record please.

Thanking you,

Yours faithfully,
For Uno Minda Limited

Tarun Kumar Srivastava
Company Secretary & Compliance Officer

Encl: As above.

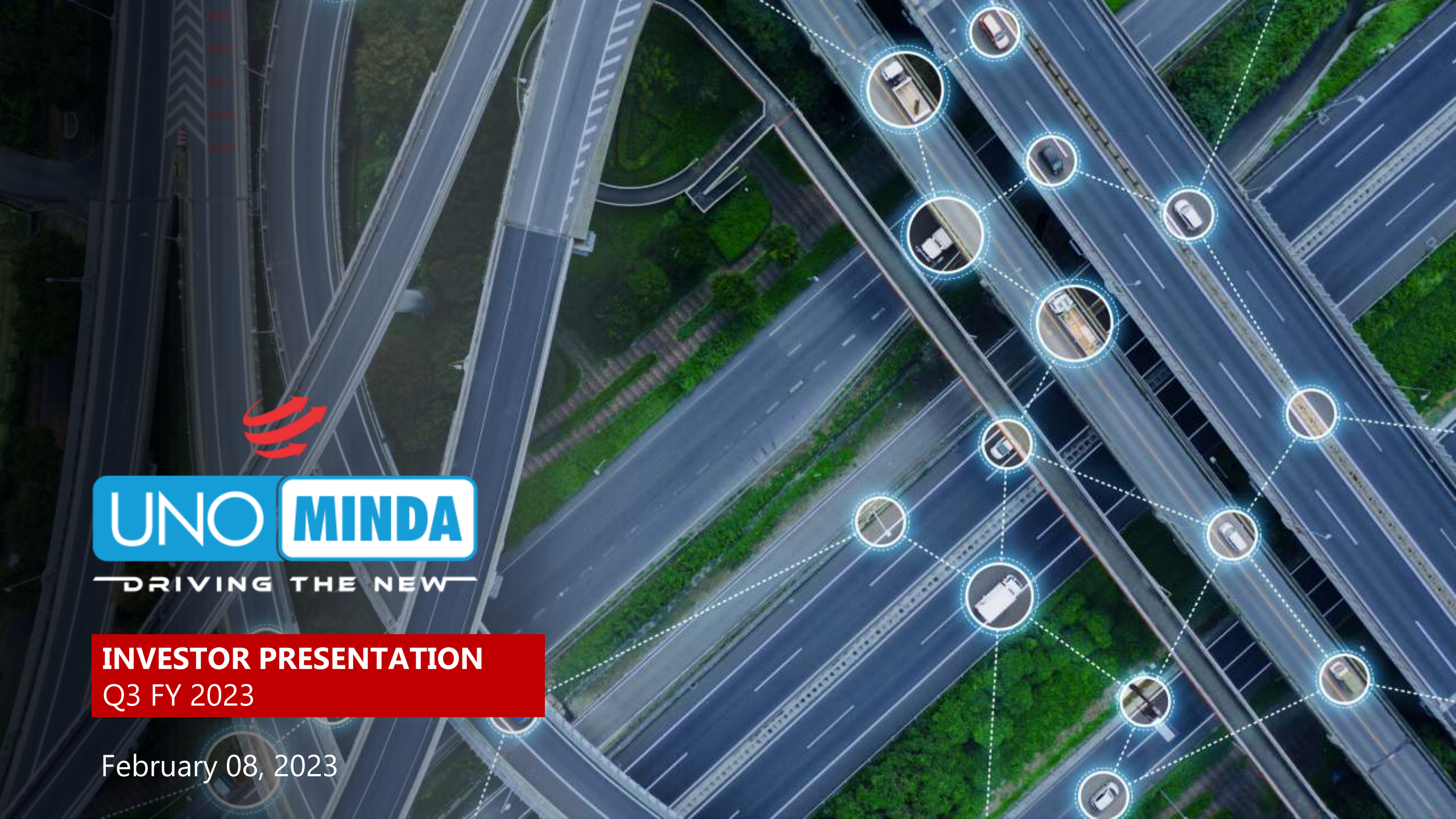


UNO MINDA

DRIVING THE NEW

INVESTOR PRESENTATION
Q3 FY 2023

February 08, 2023



SAFE HARBOR

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Union Budget 2023:

Duty Exemption on import of capital goods for lithium-ion cells.

Further support for vehicle scrapping

Increased Infrastructure spending

Semi-conductor Chip Shortage:

The supply side pressures are easing out with promising volumes from the OEMs.

Healthy growth in Production Volumes:

Production volumes for all vehicles segment
Production Volumes decline QoQ basis due to

- Early festival, related growth was captured in Q2 FY23 itself
- Planned Annual Maintenance shutdown

Pricing Pressure:

Pricing Pressure have started to ease out as the metal costs continue to dip southwards, however gas prices remain at elevated level

Auto Expo Component 2023: Uno Minda's Stellar Show



KEY OPERATIONAL HIGHLIGHTS FOR THE QUARTER

JV with Buehler & Tachi-S Signed

Executed JV agreement with Buehler Motors and Tach-S

Received confirmed orders from couple of 2W EV OEMs for motors

Large Order wins for EV Products

Won incremental order with annual peak value of Rs 300 Crores comprising of Off board charger, Motor controllers, BMS and DC-DC Converters

TLA with Asentec, Korea

Entered into TLA with Asentec Korea to design, develop, manufacture and market high tech wheel speed sensors in India

Incremental Export order from American 2W OEM

The company strengthened relationship with marque American 2W OEM with incremental orders for switches as well as heated grips





FINANCIAL INFORMATION & RECENT UPDATES

KEY FINANCIAL HIGHLIGHTS FOR THE QUARTER

Revenues increased by 34% Y-o-Y to

Rs 2,915 Cr

for the quarter



EBITDA higher by 44% Y-o-Y to

Rs 338 Cr

for the quarter



EBITDA margin higher by 82 bps on Y-o-Y at

at 11.6%

for the quarter



PAT (UML Share) increased by 60% on Y-o-Y basis to

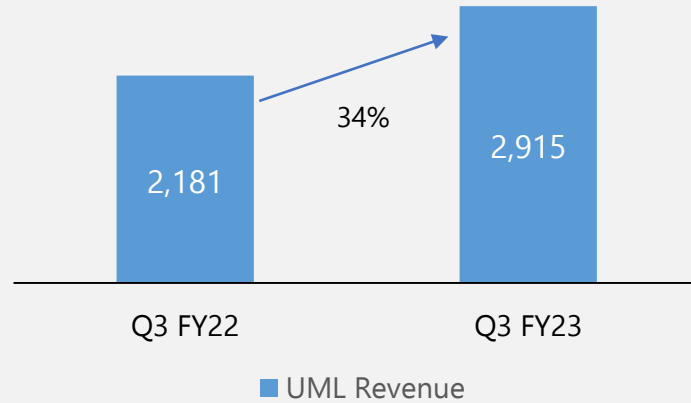
Rs 162 Cr

for the quarter

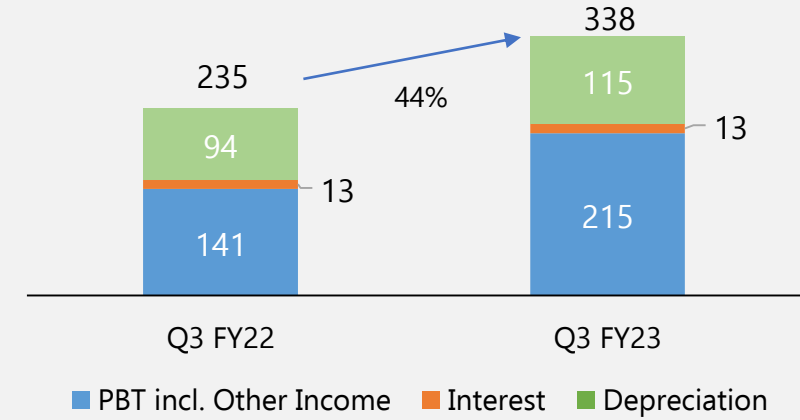


CONSOLIDATED FINANCIAL HIGHLIGHTS – Q3 FY23

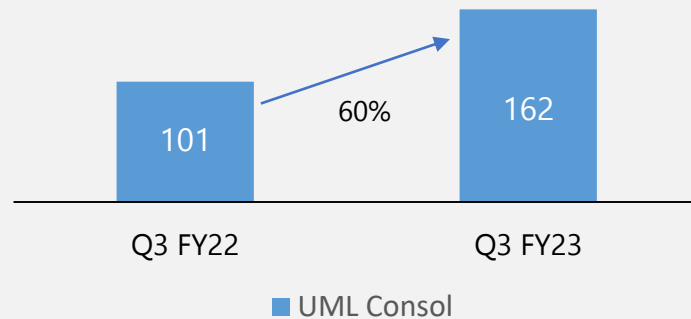
Revenue (Rs. Cr)



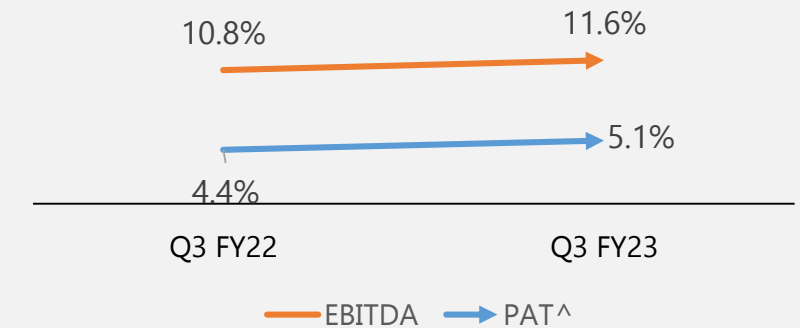
EBITDA (Rs. Cr)



PAT* (Rs. Cr)



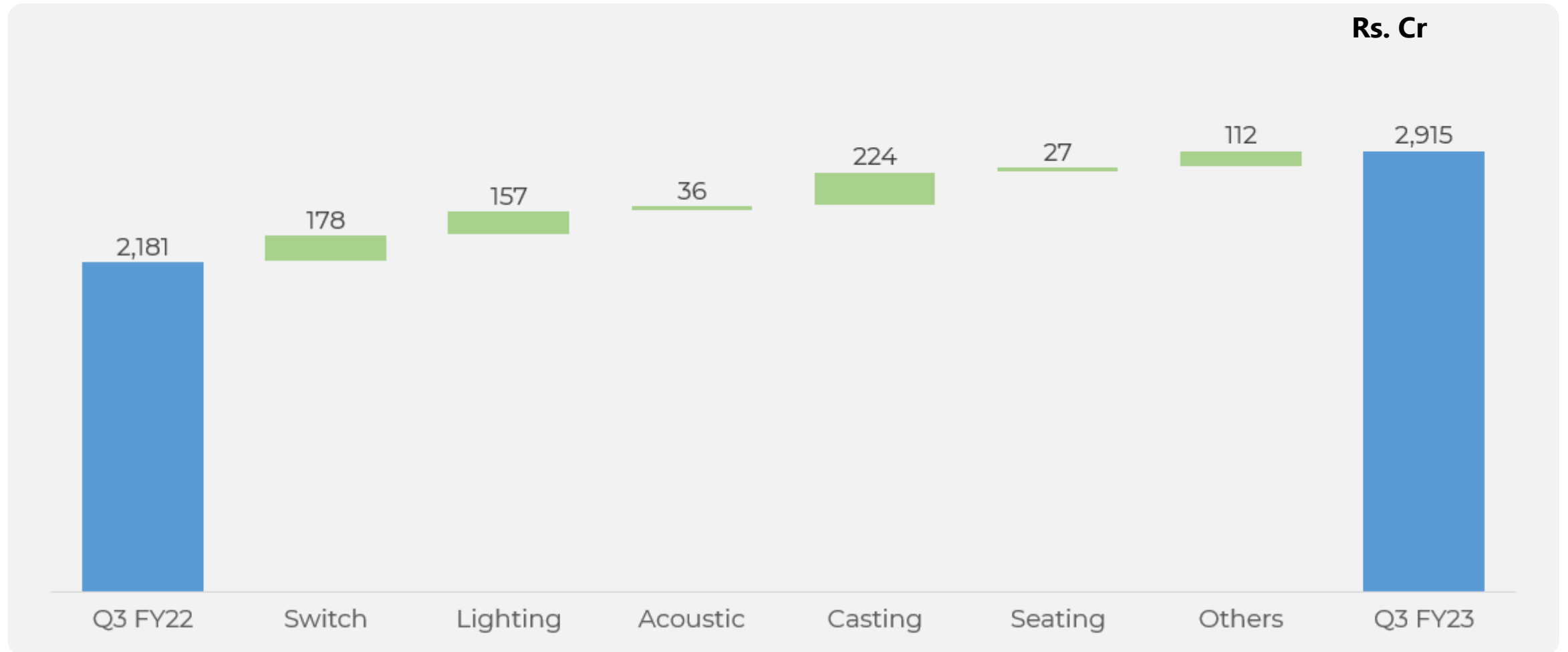
Margin (%)



*PAT UML Share

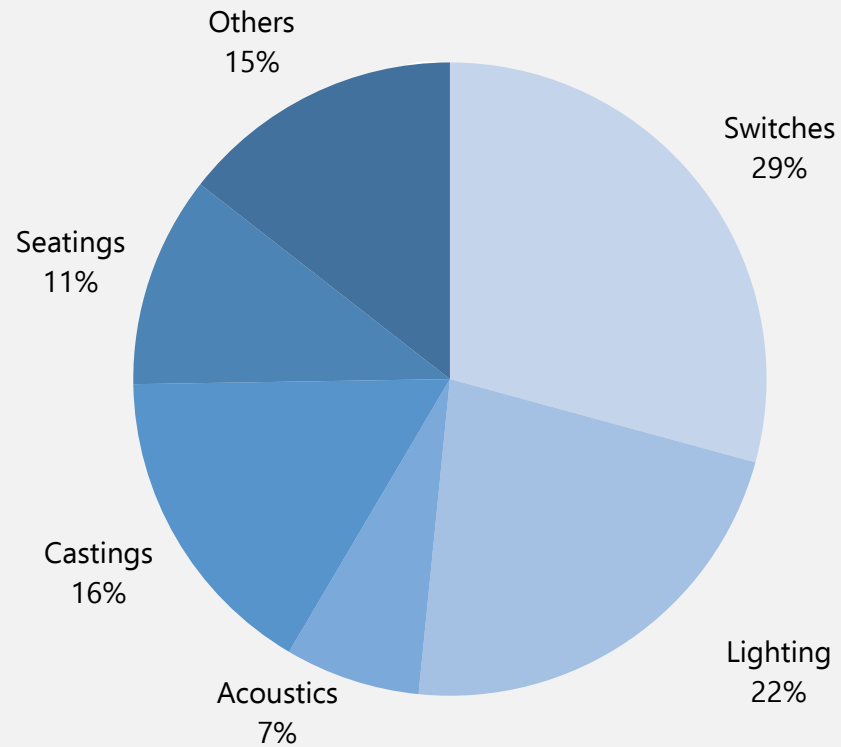
| ^PAT before profit share of JVs/ & Associates and Minority Interest

REVENUE BRIDGE – Q3 FY23

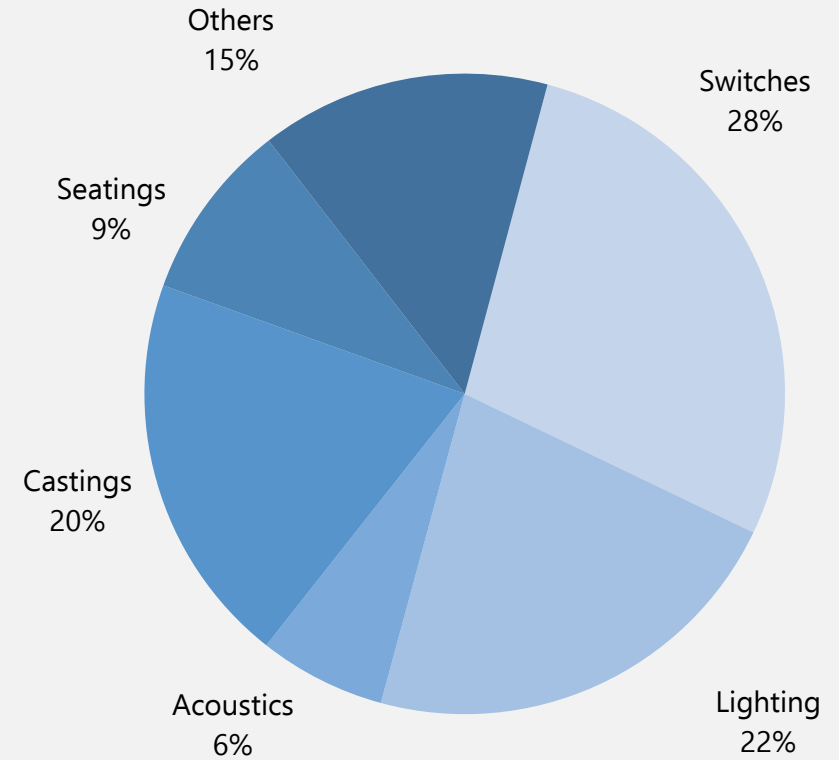


DIVISION-WISE REVENUE MIX

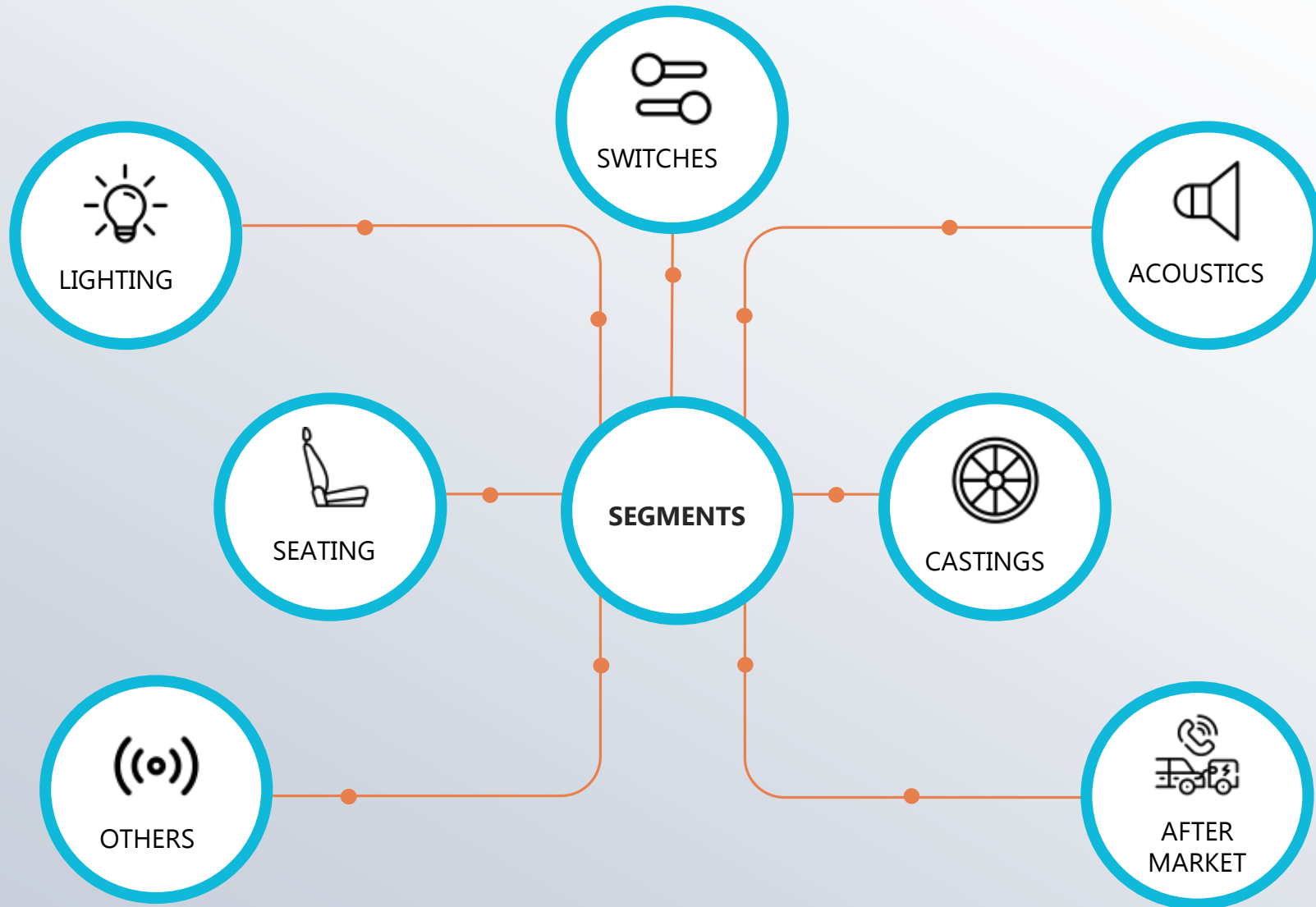
Q3 FY22 (%)



Q3 FY23 (%)



BUSINESS REVIEW



OTHERS

AFTER
MARKET

CASTINGS

SEATING




SEGMENTS

ACOUSTICS

SWITCHES


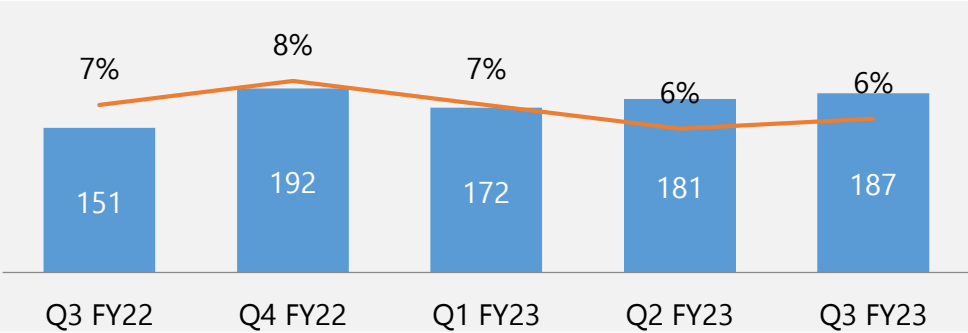

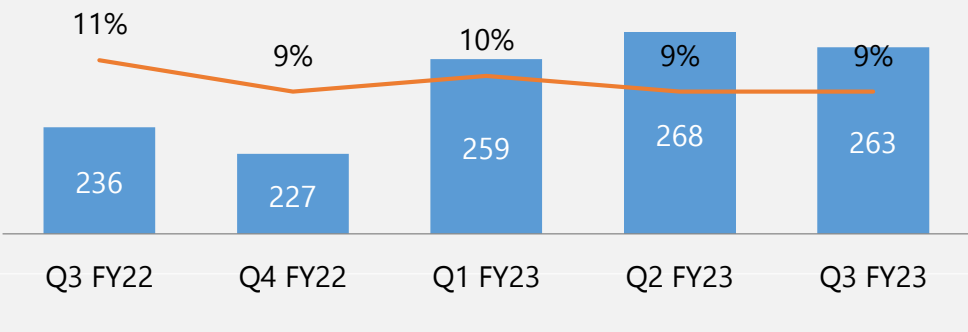

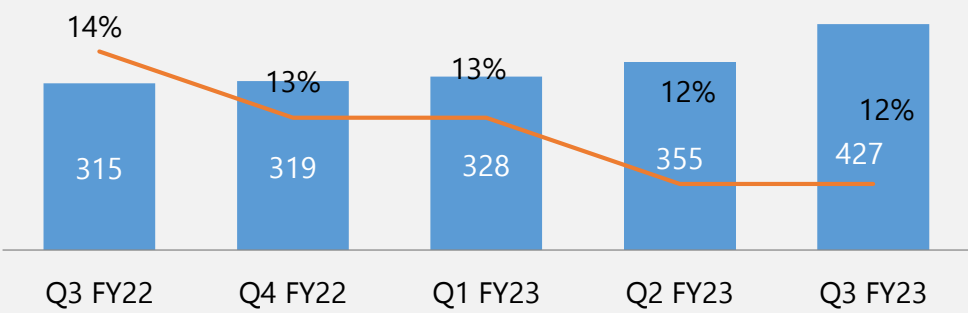
LIGHTING

BUSINESS REVIEW

Product Segment	Revenue Growth (Figures in Rs. Cr)	Strategic Business Developments																		
 Switches	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs. Cr)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 FY22</td> <td>638</td> <td>29%</td> </tr> <tr> <td>Q4 FY22</td> <td>727</td> <td>30%</td> </tr> <tr> <td>Q1 FY23</td> <td>730</td> <td>29%</td> </tr> <tr> <td>Q2 FY23</td> <td>800</td> <td>28%</td> </tr> <tr> <td>Q3 FY23</td> <td>815</td> <td>28%</td> </tr> </tbody> </table>	Quarter	Revenue (Rs. Cr)	Revenue Share (%)	Q3 FY22	638	29%	Q4 FY22	727	30%	Q1 FY23	730	29%	Q2 FY23	800	28%	Q3 FY23	815	28%	<ul style="list-style-type: none"> Received order from Korean Customer in 4W Switch Received order for 2w Switch and heated handle grip from an American auto major
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Quarter	Revenue (Rs. Cr)	Revenue Share (%)																		
Q3 FY22	487	22%																		
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Quarter	Revenue (Rs. Cr)	Revenue Share (%)																		
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■ Revenue — Revenue Share

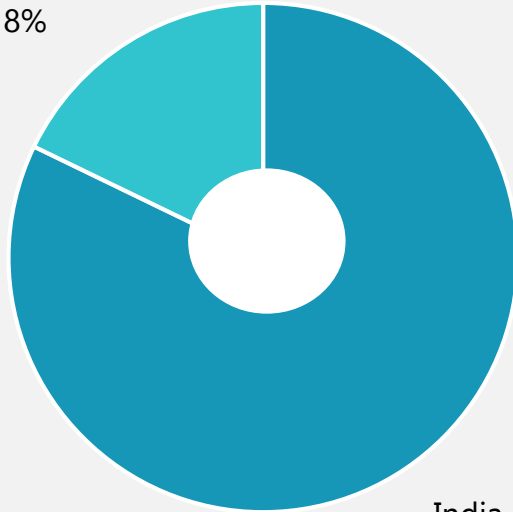
BUSINESS REVIEW

Product Segment	Revenue Growth (Figures in Rs. Cr)	Strategic Business Developments																		
 Acoustic	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs. Cr)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 FY22</td> <td>151</td> <td>7%</td> </tr> <tr> <td>Q4 FY22</td> <td>192</td> <td>8%</td> </tr> <tr> <td>Q1 FY23</td> <td>172</td> <td>7%</td> </tr> <tr> <td>Q2 FY23</td> <td>181</td> <td>6%</td> </tr> <tr> <td>Q3 FY23</td> <td>187</td> <td>6%</td> </tr> </tbody> </table>	Quarter	Revenue (Rs. Cr)	Revenue Share (%)	Q3 FY22	151	7%	Q4 FY22	192	8%	Q1 FY23	172	7%	Q2 FY23	181	6%	Q3 FY23	187	6%	<ul style="list-style-type: none"> India business remains stable European subsidiary Clarton Horn remained under pressure along with unprecedented increase in energy cost
Quarter	Revenue (Rs. Cr)	Revenue Share (%)																		
Q3 FY22	151	7%																		
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Quarter	Revenue (Rs. Cr)	Revenue Share (%)																		
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Quarter	Revenue (Rs. Cr)	Revenue Share (%)																		
Q3 FY22	315	14%																		
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Q3 FY23	427	12%																		

■ Revenue — Revenue Share

REVENUE BREAKUPS Q3 FY 23

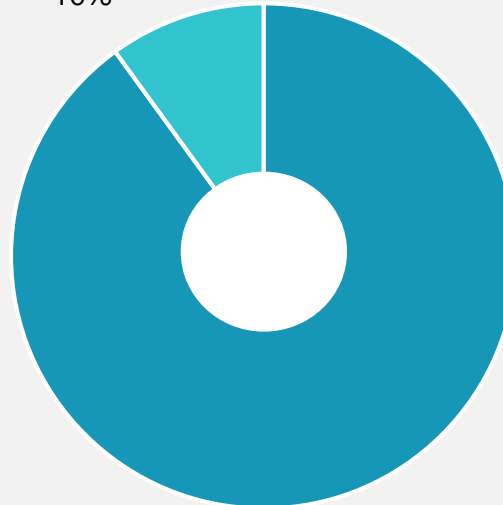
International
18%



India
82%

Geography-wise Breakup

Aftermarket
10%



OEM
90%

Channel-wise Breakup

2W
47%



4W
53%

Segment-wise Breakup

AFTERMARKET- EXPANDING B2C BUSINESS

Key Highlights

- Revenue of Rs. 286 Cr during the quarter
- Leadership position in major products categories
- Strong brand recall with loyal customer base
- Continuous expansion of existing Product portfolio & addition of new product lines- Alloys, Infotainment, Seating, Air Braking etc.

6,500+ SKUs

Switches, Horns, Lightings, Batteries, Filter, Indicator, Bulbs, RVMs, Braking, Shocks & struts and Accessories

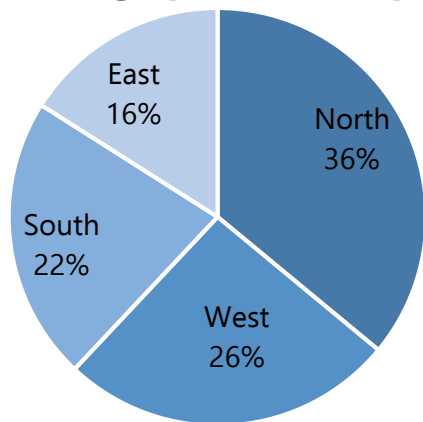
150,000+

Workshops

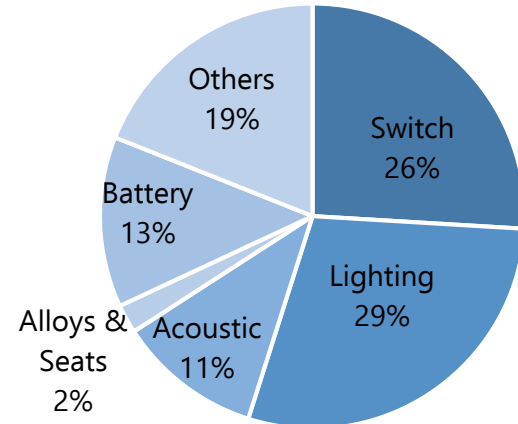
6 Export Regions

Exporting to SAARC, ASEAN, EU, LATAM, MENA & Africa

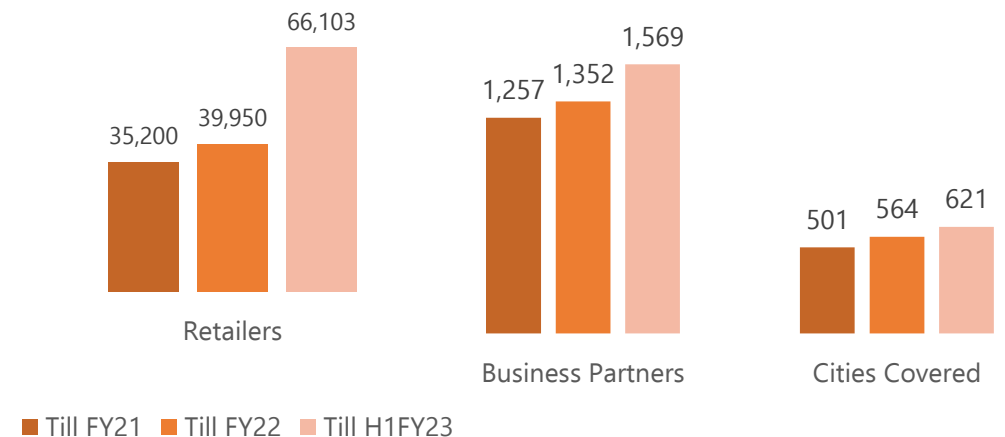
Geographical Breakup



Segmental Breakup



Expanding Network



Strategic Business Update

- **Minda Kosei Aluminum to become wholly owned subsidiary** : The company continues to identify opportunities for further consolidation thereby creating enhanced shareholders value. In pursuit of the same, The board of the company has in principle approved acquiring remaining stake i.e. 22.64% currently held by joint venture partner Kosei to make Minda Kosei Aluminum a wholly owned subsidiary. The purchase consideration for 22.64% stake is agreed at Rs 115.50 Crores. Post-acquisition, while joint venture for MKA will be terminated, the company will enter into TLA with Kosei to ensure continuity of technology support. The transaction is targeted to be completed on or before 31st March 23.
- **TG Minda Capex:** To meet the accompanying growth in demand, Toyota Gosei Minda India will expand its Neemrana plant and install airbag production equipment. The Board has approved capital expenditure of Rs. 175 Cr for the said expansion. The commercial production of the expansion is expected to start from December 2024.

ESG Awards & Recognitions



Top 25
India's Best
Workplaces™
in Manufacturing
2023



This is to certify that UNO Minda Group has successfully completed the assessment conducted by Great Place to Work® Institute, India, and is certified as a great workplace.

Second consecutive **“Great Place to Work Award”** in a row



Certificate of Recognition for
Excellence in Corporate Governance

ESG Awards & Recognitions



Excellent accomplishment
In category of
Promotion of Education



Gold Award
In category of
Women Empowerment



ANNEXURES



CONSOLIDATED PROFIT & LOSS STATEMENT

Figures in Rs Crores

Particulars (Rs. Cr)	Q3 FY23	Q2 FY23	QoQ%	Q3 FY22	YoY%	9M FY23	9M FY22	YoY%
Revenue from Operations (Net of Excise)	2,915	2,877	1%	2,181	34%	8,348	5,898	42%
Raw Material	1,843	1,866		1,402		5,365	3,725	
Employee Cost	371	365		295		1,077	874	
Other Expenses	363	328		249		983	689	
EBITDA	338	318	6%	235	44%	923	610	51%
EBITDA Margin	11.6%	11.1%	54 bps	10.8%	82 bps	11.1%	10.3%	71 bps
Other Income	4	16		13		30	40	
Depreciation	115	107		94		322	281	
EBIT	227	227	0%	154	48%	631	368	71%
EBIT Margin	7.8%	7.9%	-10 bps	7.0%	76 bps	7.6%	6.2%	131 bps
Finance Cost	13	19		13		49	49	
Profit before Share of Profit/Loss of JVs and Tax	215	208	3%	141	52%	582	319	82%
PBT Margin	7.4%	7.2%	13 bps	6.5%	91 bps	7.0%	5.4%	156 bps
Tax	66	55		42		152	99	
Profit before Share of Profit/Loss of JVs	149	154	3%	99	52%	431	221	82%
PAT Margin %	5.1%	5.3%	-23 bps	4.5%	58 bps	5.2%	3.7%	142 bps
Share of Profit/Loss of JVs	25	29		19		76	36	
Net profit/(loss) after share of profit/(loss) of associates / joint ventures (A)	174	182	-5%	118	47%	506	256	97%
PAT attributable to:				0		0	0	
#NAME?	162	170	-5%	101	60%	471	211	123%
- Non Controlling Interests	12	12		17		35	45	
Other Comprehensive Income	42	18		-2		65	7	
Total Comprehensive Income for Uno Minda	204	188	9%	100	104%	536	219	145%
TCI Margin %	7.0%	6.5%	46 bps	4.6%	241 bps	6.4%	3.7%	271 bps
Total Comprehensive Income for Non Controlling Interests	12	12		16.6		35	44	

ABOUT UNO MINDA

TRANSFORMING THE PRESENT,
REIMAGINING THE FUTURE.



ABOUT UNO MINDA



#1

Seats

Telematics

Automotive Horns

Alloy Wheels

Blow Moulding

Parts

Automotive

Switches

#2

Reverse Parking

Sensor

Speakers

Airbags

Air Filters

- Uno Minda Limited is one of the leading manufacturers of auto components domestically with leadership across key product segments. With **20+ Product Lines**, **1000+ Business Partners** and over **23,000 employees**, covering **50,000+ touch points**, the company has **6 decades of experience** in the Auto space
- The company has a well diversified product portfolio with marquee clientele, both globally and domestically.
- Continuously expanding capabilities through capacity expansion & partnerships with global majors.
- Product portfolio is well insulated from any foreseeable market disruptions, with an ICE-EV agnostic product portfolio and constantly increasing kit value, leading to higher wallet share with existing and potential clients.
- The company has been steadily growing its global presence through sustained capacity additions and channel expansions.
- Strong R&D focus and infrastructure helps in in-house product development and localization of products, with a team of **700+ engineers**, **275+ Patents** and **250+ design registrations**, with **75+ R&D technology projects** underway
- Track record of robust financial performance and delivering strong shareholder returns, supported by reputed promoters with rich experience and backed by professional management team.
- Uno Minda over the years has diversified across product divisions (Acoustics, Switches, Castings, Lighting and others), segments (4Ws & 2Ws) and geographies (International & Domestic) and channels (replacement & OEM).

GLOBAL & DOMESTIC PRESENCE - UNO MINDA

Strategically located plants across all major auto hubs

Overseas

6 Plants

7 Sales Offices

4 Design Centers

India

66 Plants R&D **11** R&D Centers

HO **Head Office** RO **Registered Office**



North and South America

Mexico
(Queretaro)

Colombia
(Manizales)

Europe

France
(Epernon)

Italy
(Turin)

Spain
(La Carolina)

Germany
(Ettlingen/ Konzell, Munich, Reutlingen)

Asia (w/o India)

Indonesia
(Karawang)

Taiwan
(Tainan)

Thailand
(Bangkok)

Vietnam
(Vin Phuc)

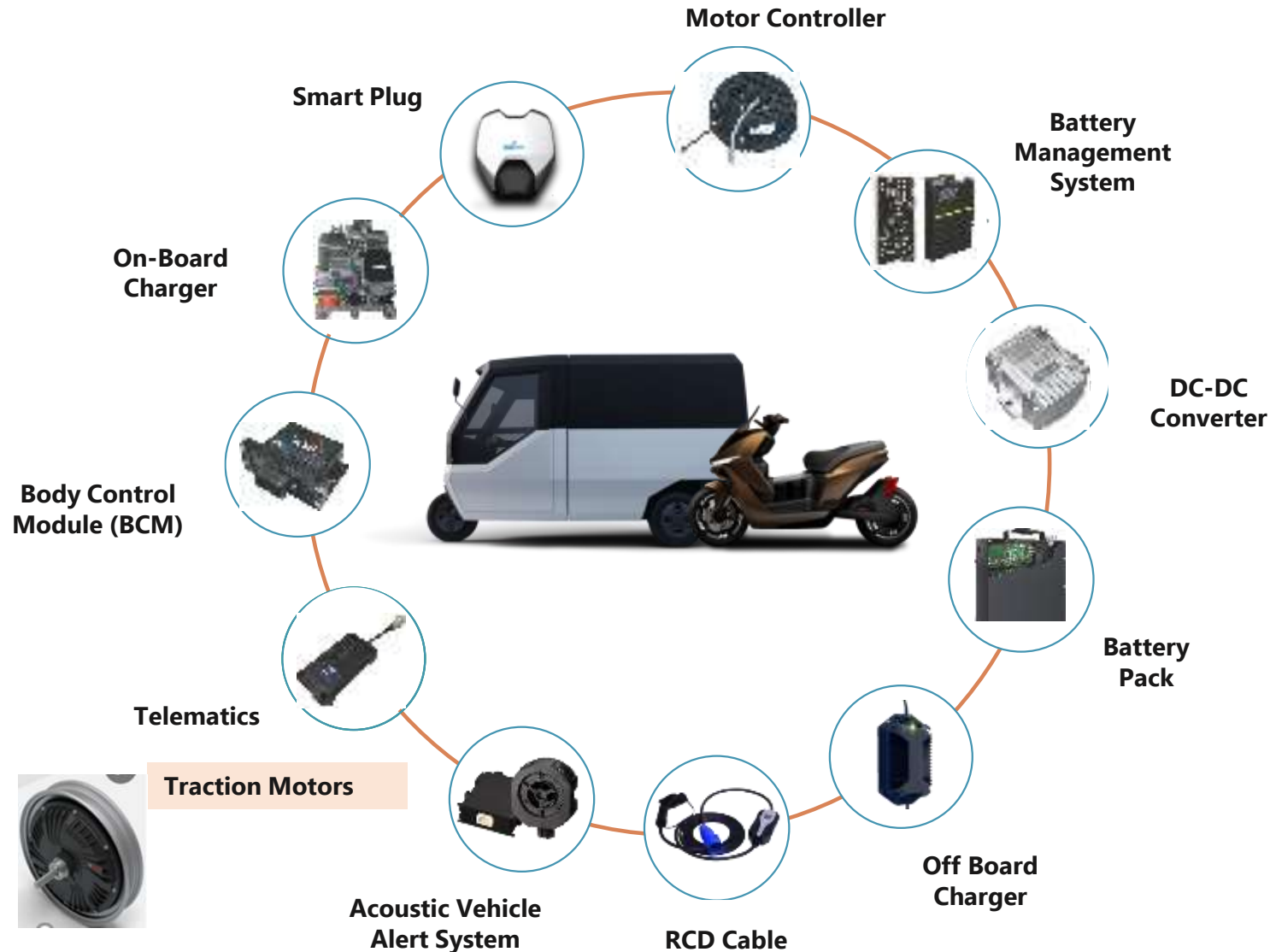
Japan
(Nagoya)

Engine agnostic portfolio with potential upside from EV transition

Domains	Product Lines	BS VI	EV
Electronic & Control Systems	4W Switches & HVAC	✓	✓
	Charging Sockets	✓	✓
	Sensors	✓	✓
	Actuators	✓	✓
	Controllers	✓	✓
	Seat Belts	✓	✓
	Shifters	✓	✓
	Infotainment Systems	✓	✓
	Cameras	✓	✓
	Telematics & TCU	✓	✓
	RPAS & ADAS	✓	✓
Safety & Comfort Systems	Steering Wheel with Airbags	✓	✓
	Body Sealing	✓	✓
	EA Pad	✓	✓
	Air Ducts & Washer Bottle	✓	✓
	Spoiler	✓	✓
	Brake Hoses	✓	✓
	Fuel Hoses	✓	x
	Seats	✓	✓
Lighting & Acoustics	Alternate Fuel Systems	✓	x
	Horns	✓	✓
	Lamps	✓	✓
	Speakers	✓	✓
Light Metal & Power Train	Alloy Wheels	✓	✓
	Casting	✓	✓
	Air Filtration Systems	✓	x
	Canisters	✓	x
Battery	Batteries - Lead Acid	✓	✓

UNO MINDA's EV PRODUCT PORTFOLIO (2W & 3W)

Low Voltage EV Products (48V to 96V)



Products under Production and supply

Battery Management System (BMS)

On Board Charger

Off Board Charger

RCD Cable

Body Control Module

Smart Plug

Telematics

Orders received, SOP in next 1 year

Motor Controllers

DC-DC Converter

Traction Motors

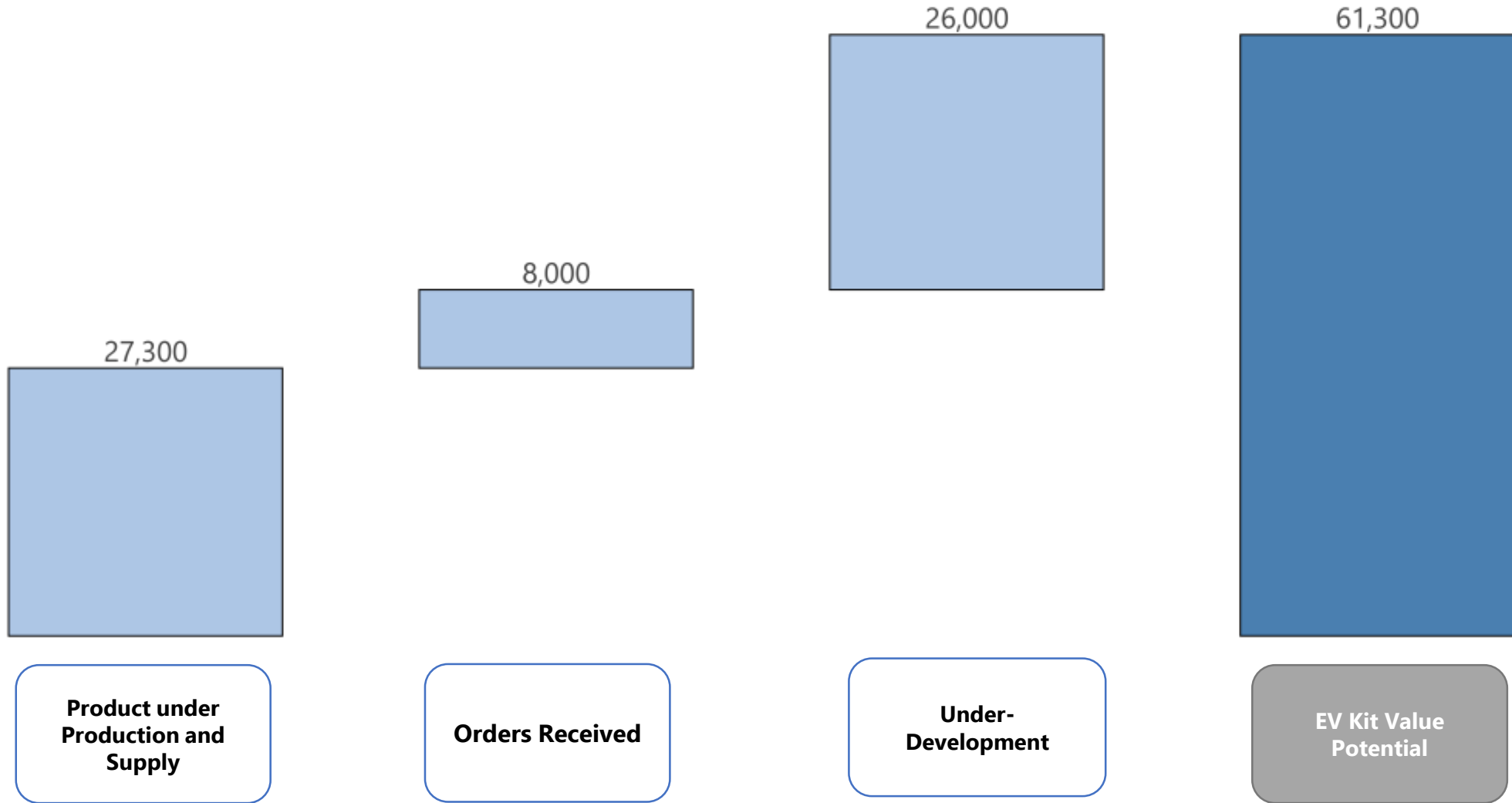
Under Development

Battery Packs

Acoustic Vehicle Alert System (AVAS)

POTENTIAL EV KIT VALUE (2W & 3W)

Values in INR

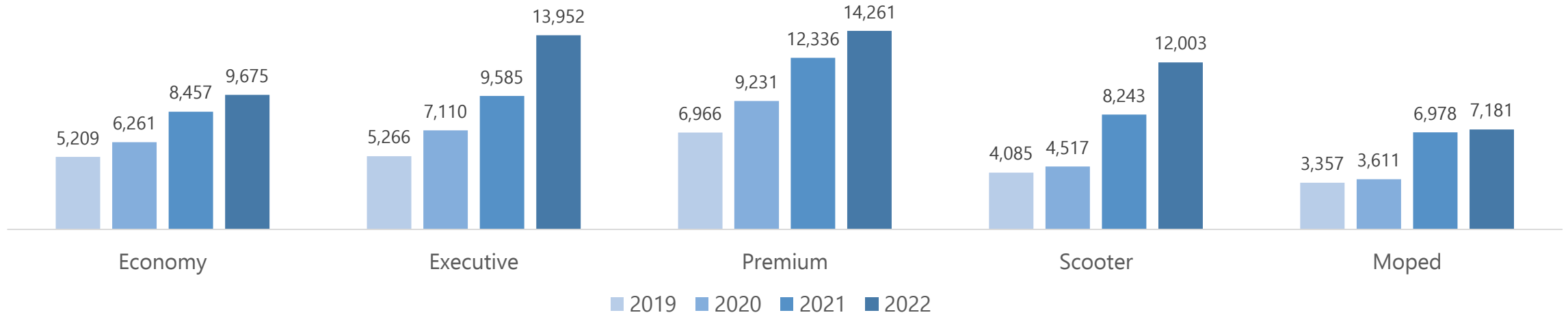


Capital Expansion Update

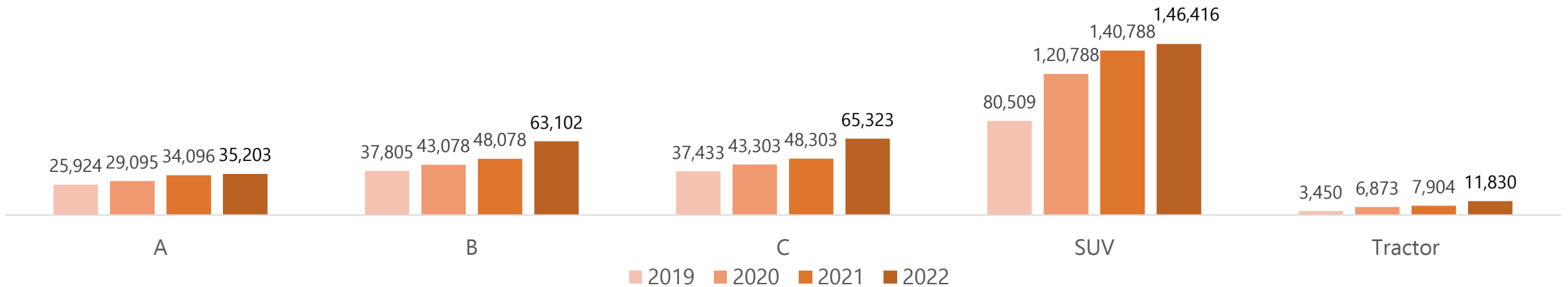
Product Line	Entity	Total Cost (In Crs)	Location	Capacity	Expected SOB	Update
Blow Moulding	Minda Kyoraku Ltd	90	Bengaluru	Blow Moulding and Paint Shop Facility	Q4 FY23	Commenced and under stabilisation
4W Alloy Wheels	Minda Kosei Aluminum Wheels	74	Ahmedabad	30k Wheels p.m.	Q2 FY24	Capex on track
2W Alloy Wheels	Uno Minda Ltd	190	Pune	2 MN Wheels p.a.	Q1 FY24 Phase 1	Capex on track
4W Lighting	Minda Industries Vietnam (MIVCL)	37	Hanoi, Vietnam	New Lighting Facility	Q1 FY24	Capex on track
EV Specific	UnoMinda EV Systems Pvt Ltd	390	Gurugram	New facility for EV specific products	Q2 FY24 Phase I	Construction started To be spend over 6 years
4W Switches	Mindarika Pvt Ltd	73	Chennai	New Switch Facility	Q2 FY24	Land acquisition complete
4W Alloy Wheels	Minda Kosei Aluminum (MKA)	190	Bawal	60k Wheels p.m.	Q2 FY25	Project announced
4W Switches	Mindarika Pvt Ltd	110	Gurugram	New Switch Facility	Q3 FY24	Land acquisition under process
4W Lighting	Uno Minda Limited	400 (Phase I – 230 Cr)	Under Evaluation	New Lighting Facility	Q4 FY24	Project announced To be spend over 5 years
EV Specific	Buehler Motor JV	110	Bawal	Traction Motor Production Facility	Q4 FY 24	Project announced To be spend over 6 years

Kit Value - UNO MINDA

Kit Value – 2 Wheelers



Kit Value – 4 Wheelers



Environment, Social and Governance (ESG) Initiatives



Environmental

- Group has taken various initiatives which are expected to have environmental benefits and reduce operational costs
- Roof-top solar installation- Installed 9.27 MW rooftop solar cells across 23 plants- ~10% of power requirement of the Group
- Solar Open access renewable energy- 13.59 MW capacity across 06 plants (in Maharashtra & Tamilnadu)
- Green belt plantation drive- ~40% green area for new plants
- Many energy efficiency projects implemented i.e. Electronic Commutated Blowers in AHU's, VFD installation, APFC panels, LED lights, WHRS installation, Conversion of furnaces from HSD to PNG etc.



Mindarika Pune

Minda Kosei Bawal



Social

- Vision to enable and empower every member of the society particularly the disadvantaged to live with dignity and happiness
- Samarth - Jyoti was started in 2012 under the aegis of Suman Nirmal Minda Charitable Trust to engage and empower the underprivileged people in the rural areas through education, vocational training and skills enhancement programs which has supported over 150 Self Help Group (SHGs) so far.
- Supported nearby govt. schools and aganwadi with infrastructure development.
- Providing short term courses to women in the area of Beautician, Computer training and Cutting & Tailoring.



S.L Minda Memorial Hospital, Bagla – Haryana

The Suman Nirmal Minda School (TSNMS), Near Detroj, Gujrat



Corporate Governance

- Mission to continually enhance the stakeholders' value through global competitiveness while contributing to society
- Corporate Governance framework ensures effective engagement with our stakeholders and which help us to evolve with changing time
- Corporate Governance focusses on appropriate size & mix of Board, formation of various Board Committees, etc.
- More than half of the composition of board is held by Independent Directors reflecting our commitment towards ensuring governance of highest order



Uno Minda Covid Care Center, Gurgaon

Uno Minda Covid Care Center, Gurgaon



THANK YOU.

Corporate Office

Uno Minda Ltd
(Formerly known as Minda Industries Ltd)

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