

Ref.No. Z-IV/R-39/D-2/NSE/207 & 174
Date : 10/11/2022

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: 532539

Sub: Investor Presentation

Dear Sir(s),

Pursuant to Regulation 30 SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further reference to our intimation dated 01 November, 2022, we are enclosing herewith the Presentation to be made to the Analysts/Investors on the Un-Audited Financial Results (Standalone and Consolidated) for the quarter and half year ended on 30 September, 2022.

The same is also being made available on the Company's website www.unominda.com. This is for your information and records.

Thanking you,

Yours faithfully,
For Uno Minda Limited



Tarun Kumar Srivastava
Company Secretary & Compliance Officer



Encl: As above.



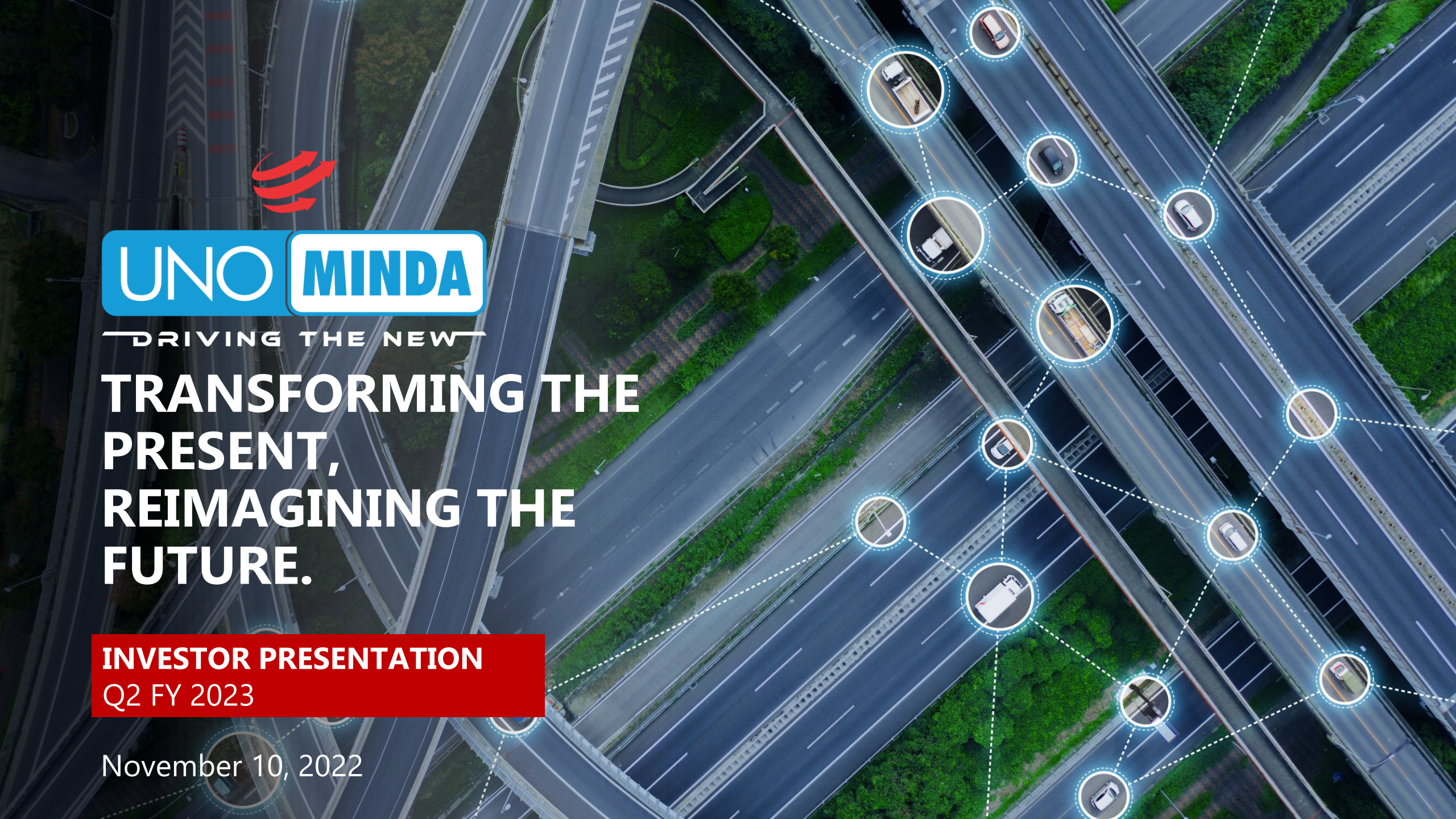
UNO MINDA

— DRIVING THE NEW —

**TRANSFORMING THE
PRESENT,
REIMAGINING THE
FUTURE.**

INVESTOR PRESENTATION
Q2 FY 2023

November 10, 2022



SAFE HARBOR

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INDUSTRY HIGHLIGHTS

Government Initiatives:

Anti dumping duty has been extended on 4W Alloy Wheels to protect the domestic alloy wheel manufacturers.

Semi-conductor Chip Shortage:

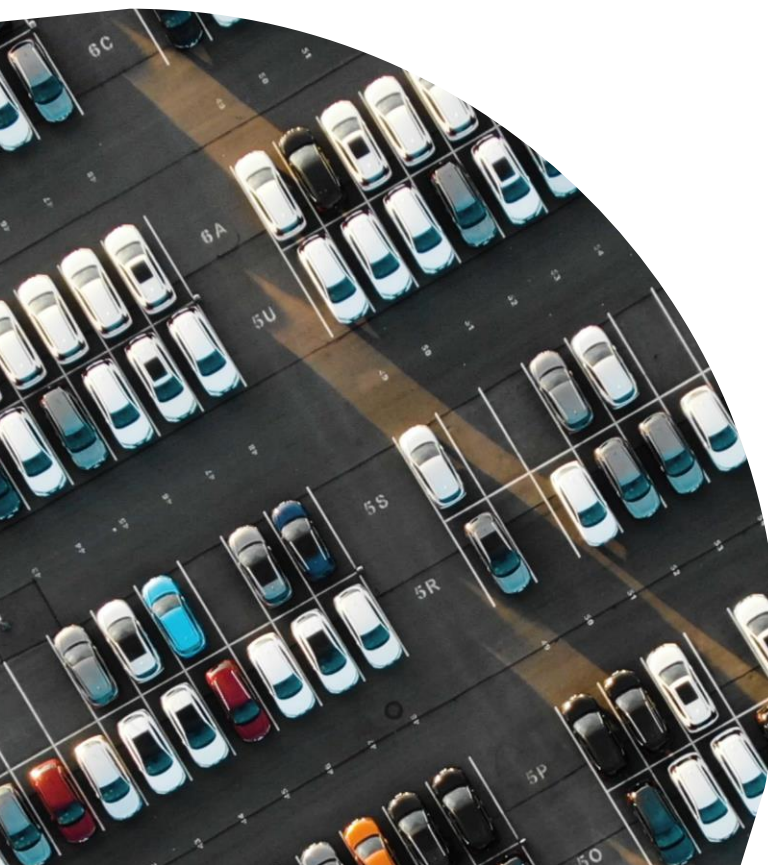
The supply side pressures are easing out with promising volumes from the OEMs.

Improved 2W Demand amidst stable PV volumes:

PV demand continued to remain promising led by the array of new launches amidst the early signs of revival in 2W and CV business

Pricing Pressure:

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



KEY OPERATIONAL HIGHLIGHTS FOR THE QUARTER

JV with Buehler

The Board approved formation of JV with 50.1% stake held by Uno Minda to manufacture traction motors for 2W and 3W EV vehicles

New 4W Light Manufacturing Facility

is approved by Board at a capital outlay of Rs ~240 Crs

Expansion in 4W Alloy Wheel Capacity

The Board approved another expansion of 60K wheels at a project cost of Rs 190 Crs at Bawal Plant of Minda Kosei Aluminum Wheels.

JV with Tachi-S

The Board has approved formation of JV with 51% stake held by Uno Minda to manufacture recliners and other seating mechanisms in phased manner

New 4W Switches Manufacturing Facility

is approved by Board to be set up at Farukhnagar under the subsidiary, Mindarika Pvt. Ltd at a capital outlay of Rs 110 Crs



FINANCIAL INFORMATION & RECENT UPDATES



KEY FINANCIAL HIGHLIGHTS FOR THE QUARTER

Revenues increased by 36% Y-o-Y to

Rs 2,877 Cr

for the quarter



EBIDTA higher by 40% Y-o-Y to

Rs 318 Cr

for the quarter



EBIDTA margin stood at

at 11.1% higher by 29 bps on Y-o-Y basis



PAT increased by 80% on Y-o-Y basis to

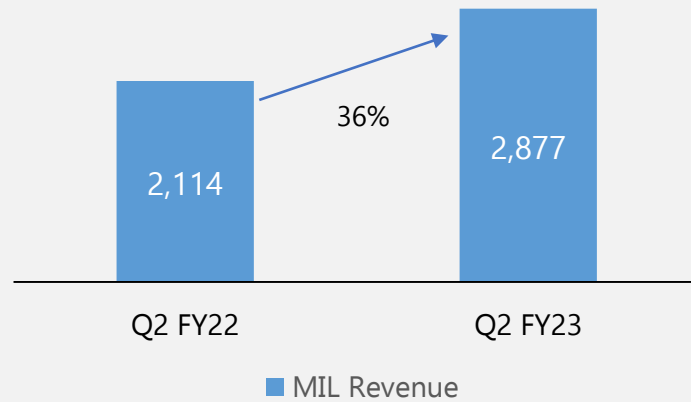
Rs 170 Cr

for the quarter

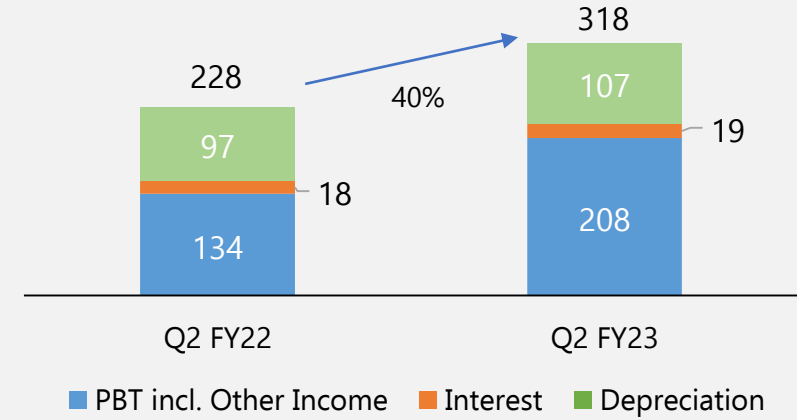


CONSOLIDATED FINANCIAL HIGHLIGHTS – Q2 FY23

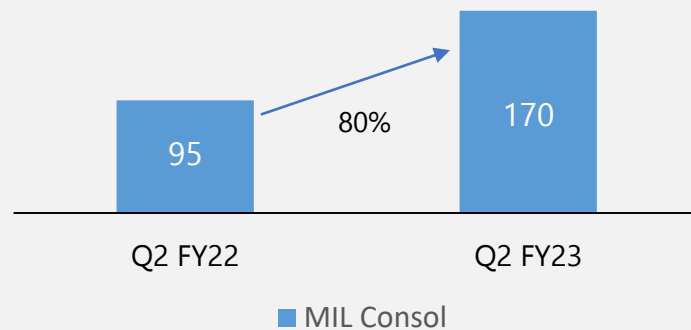
Revenue (Rs. Cr)



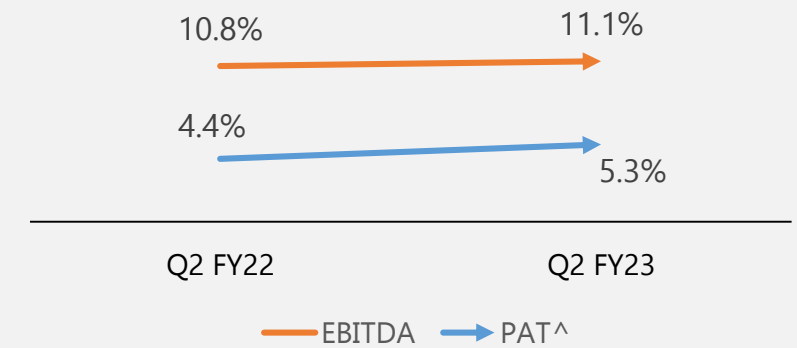
EBITDA (Rs. Cr)



PAT* (Rs. Cr)



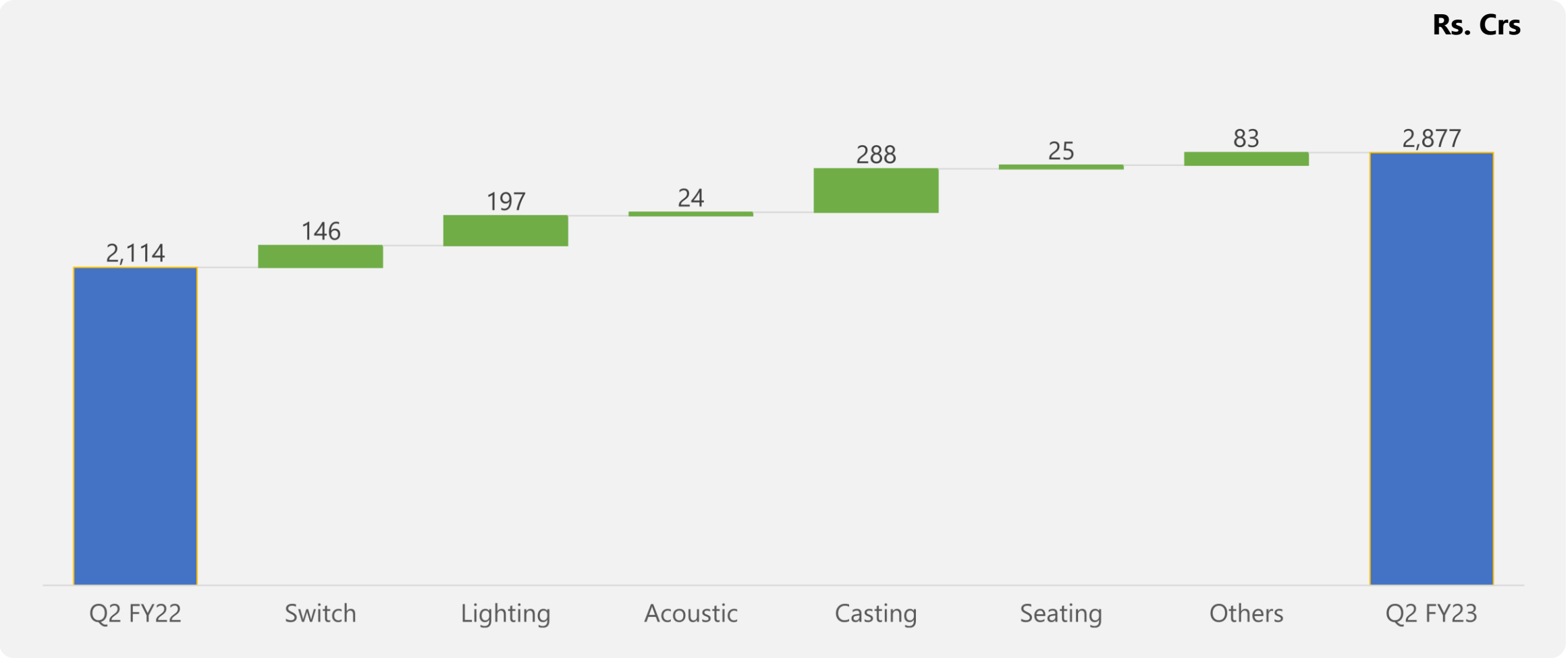
Margin (%)



*PAT MIL Share

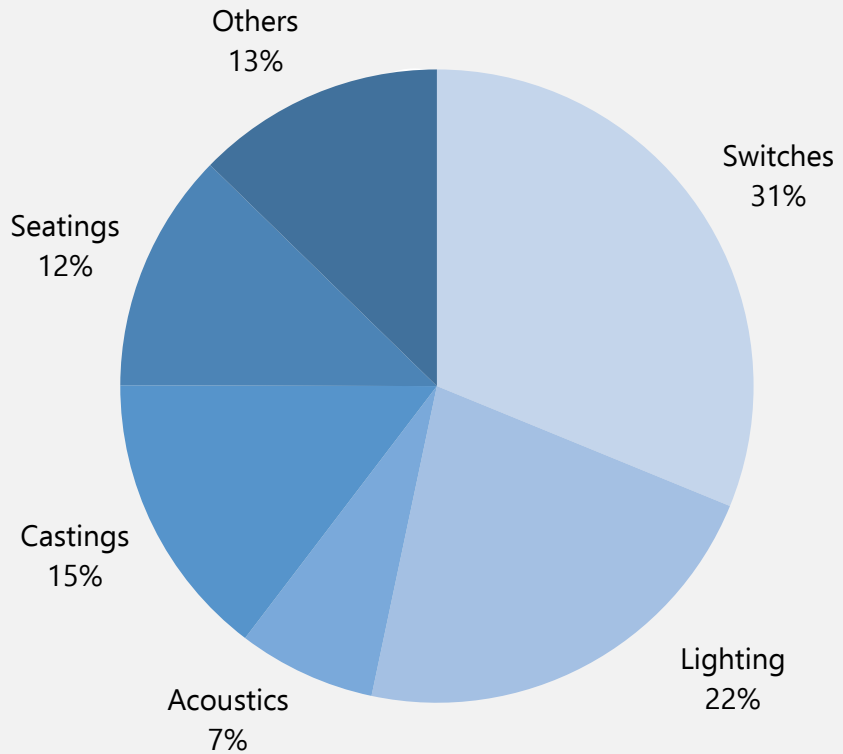
| ^PAT before profit share of JVs/ & Associates and Minority Interest

REVENUE BRIDGE – Q2 FY23

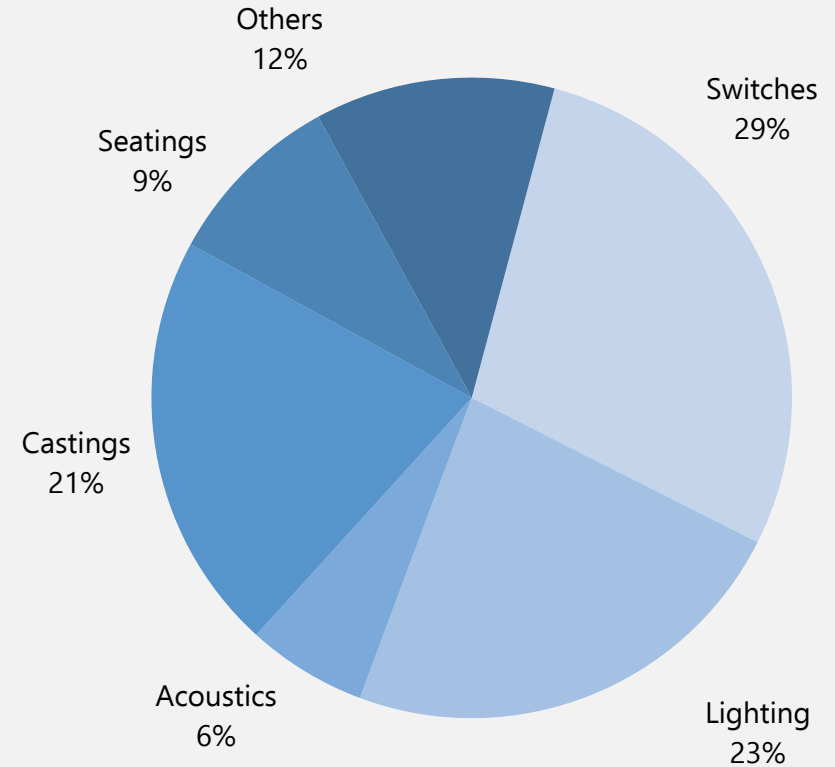


DIVISION-WISE REVENUE MIX

Q2 FY22 (%)



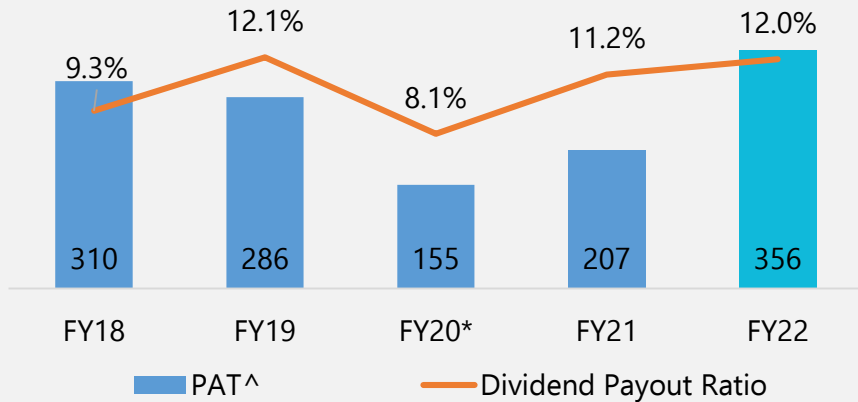
Q2 FY23 (%)



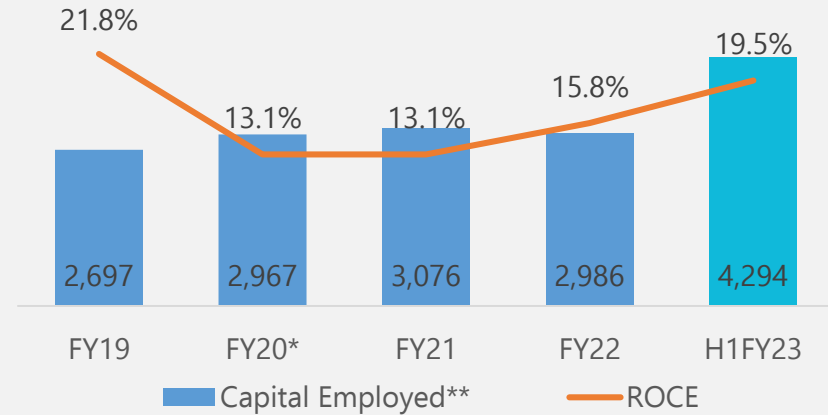
FINANCIAL INDICATORS

Building Shareholder Value year on year...

Dividend Profile

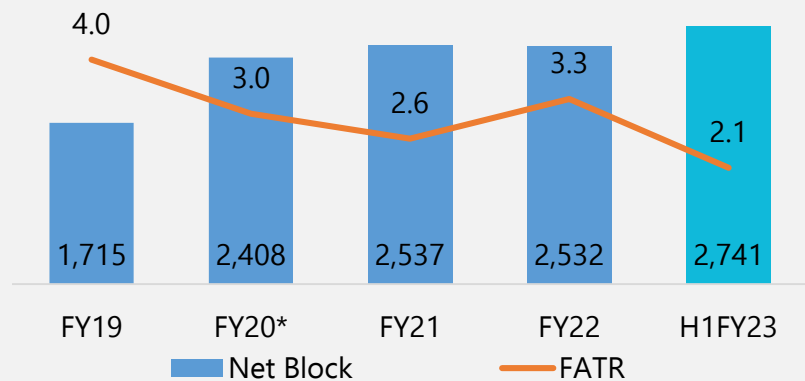


ROCE

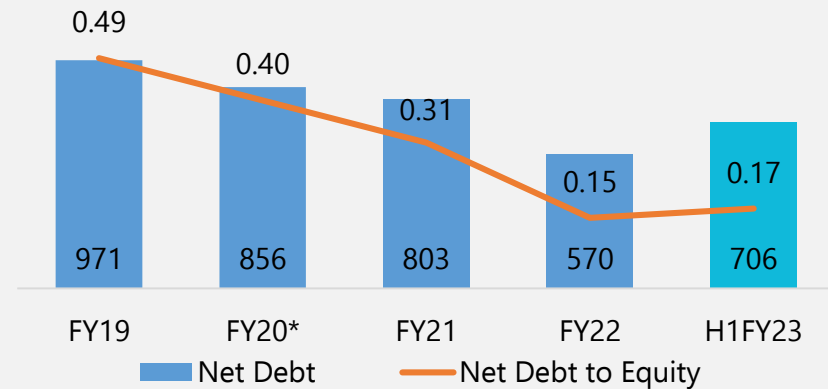


Growth without stressing the Balance Sheet...

Fixed Asset T/O Ratio



Debt Levels

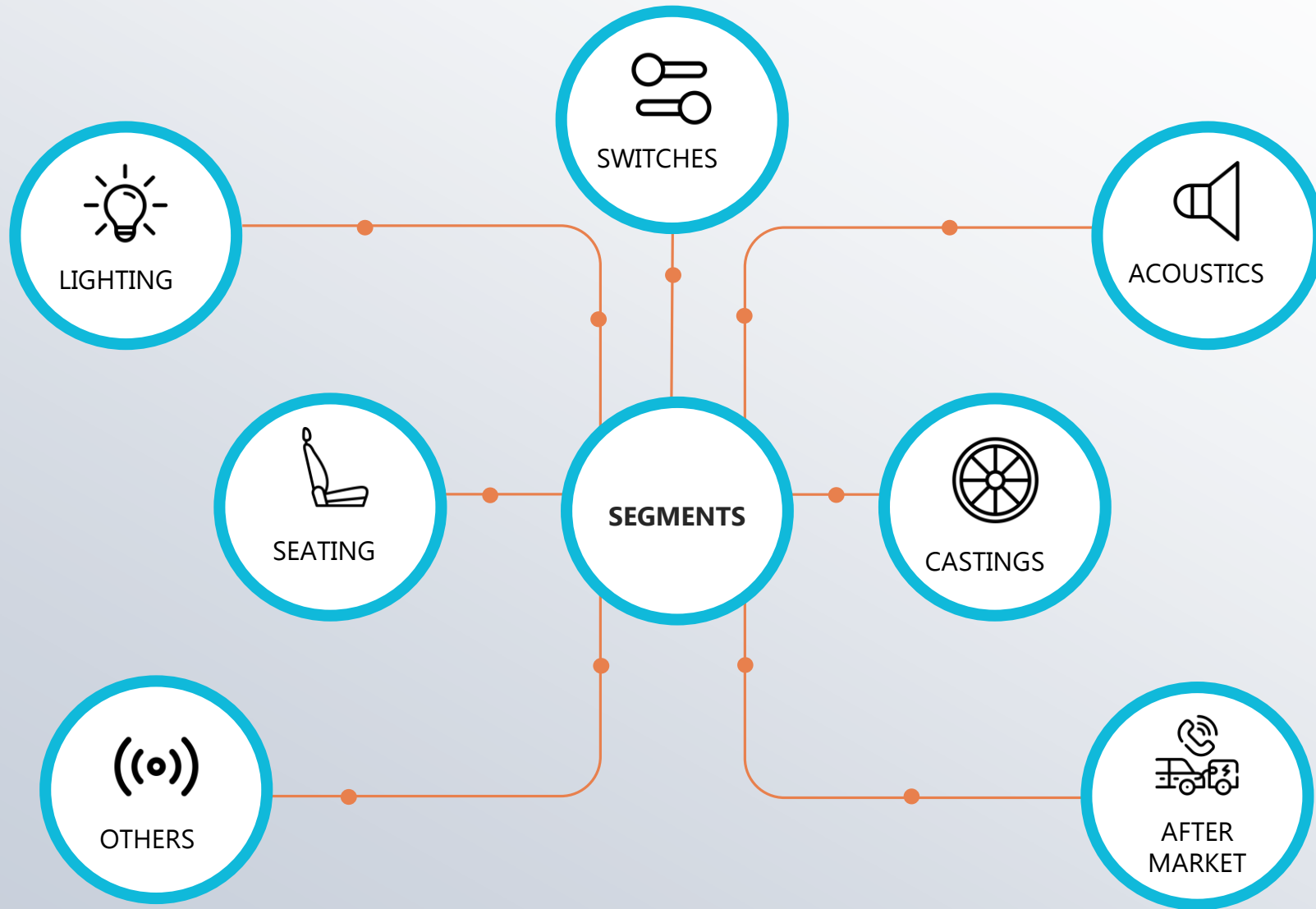


*Restated


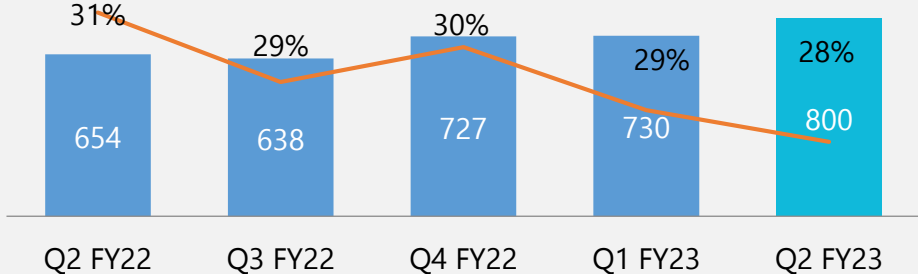

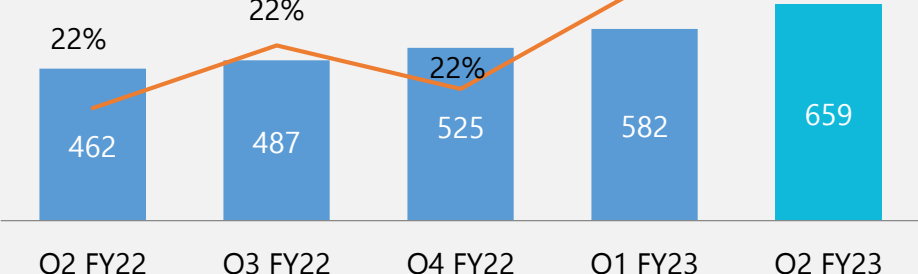

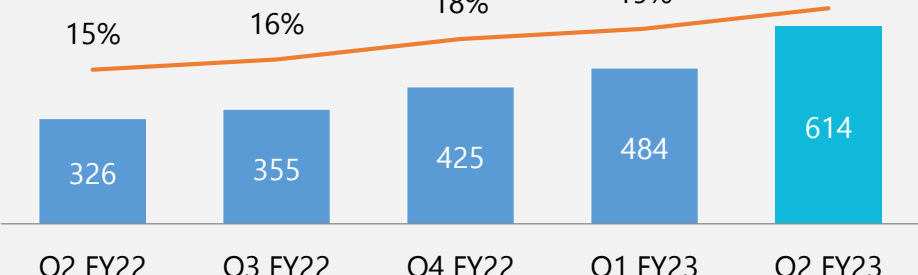
**Capital Employed less Non-current Investments in JV/Associates

^PAT MIL Share

BUSINESS REVIEW


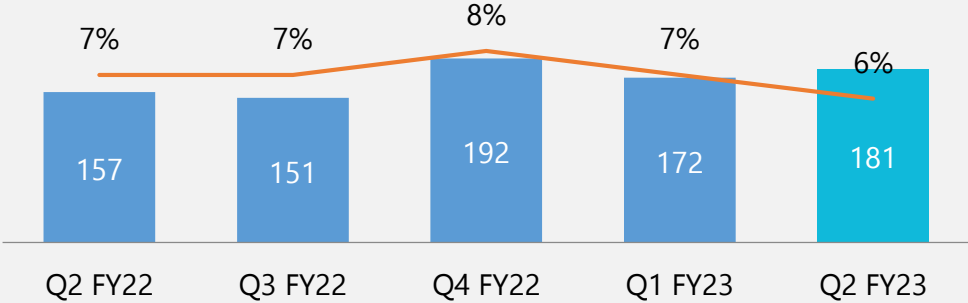

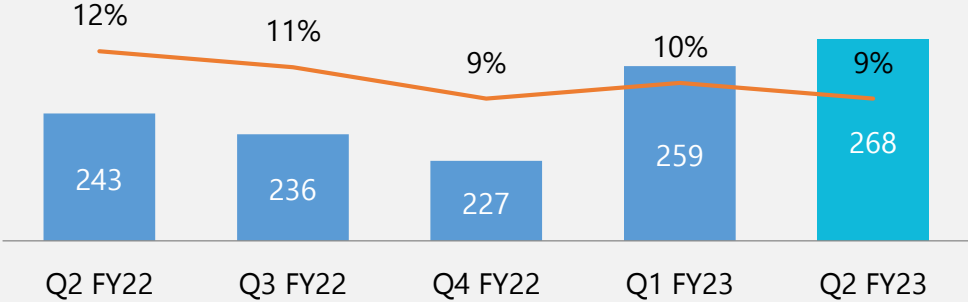

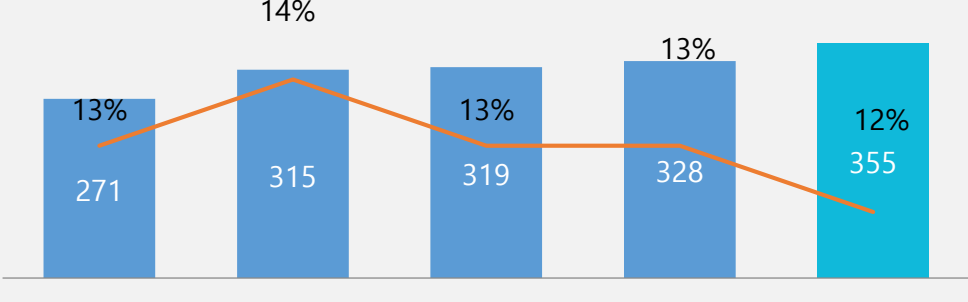


BUSINESS REVIEW

Product Segment	Revenue Growth (Figures in Rs Crores)	Strategic Business Developments																		
 <p>Switches</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs Crores)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 FY22</td> <td>654</td> <td>31%</td> </tr> <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> </tbody> </table>	Quarter	Revenue (Rs Crores)	Revenue Share (%)	Q2 FY22	654	31%	Q3 FY22	638	29%	Q4 FY22	727	30%	Q1 FY23	730	29%	Q2 FY23	800	28%	<ul style="list-style-type: none"> Received Order for heated 2W handle grip from an American auto major
Quarter	Revenue (Rs Crores)	Revenue Share (%)																		
Q2 FY22	654	31%																		
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 <p>Lighting</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs Crores)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 FY22</td> <td>462</td> <td>22%</td> </tr> <tr> <td>Q3 FY22</td> <td>487</td> <td>22%</td> </tr> <tr> <td>Q4 FY22</td> <td>525</td> <td>22%</td> </tr> <tr> <td>Q1 FY23</td> <td>582</td> <td>23%</td> </tr> <tr> <td>Q2 FY23</td> <td>659</td> <td>23%</td> </tr> </tbody> </table>	Quarter	Revenue (Rs Crores)	Revenue Share (%)	Q2 FY22	462	22%	Q3 FY22	487	22%	Q4 FY22	525	22%	Q1 FY23	582	23%	Q2 FY23	659	23%	<ul style="list-style-type: none"> Received Order for 2W lamps from an American auto major Received an order for complete lighting solution (LED Head Lamp/ Tail Lamp/ Blinkers) from a 2W EV OEM
Quarter	Revenue (Rs Crores)	Revenue Share (%)																		
Q2 FY22	462	22%																		
Q3 FY22	487	22%																		
Q4 FY22	525	22%																		
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Quarter	Revenue (Rs Crores)	Revenue Share (%)																		
Q2 FY22	326	15%																		
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■ Revenue — Revenue Share

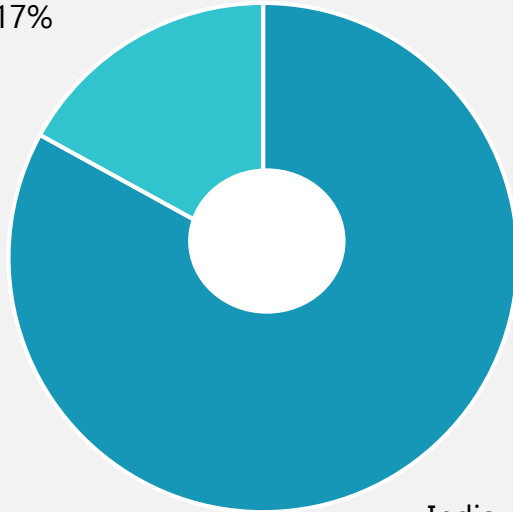
BUSINESS REVIEW

Product Segment	Revenue Growth (Figures in Rs Crores)	Strategic Business Developments																		
 Acoustic	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs Crores)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 FY22</td> <td>157</td> <td>7%</td> </tr> <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> </tbody> </table>	Quarter	Revenue (Rs Crores)	Revenue Share (%)	Q2 FY22	157	7%	Q3 FY22	151	7%	Q4 FY22	192	8%	Q1 FY23	172	7%	Q2 FY23	181	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.
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Quarter	Revenue (Rs Crores)	Revenue Share (%)																		
Q2 FY22	243	12%																		
Q3 FY22	236	11%																		
Q4 FY22	227	9%																		
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 Others	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Revenue (Rs Crores)</th> <th>Revenue Share (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 FY22</td> <td>271</td> <td>13%</td> </tr> <tr> <td>Q3 FY22</td> <td>315</td> <td>14%</td> </tr> <tr> <td>Q4 FY22</td> <td>319</td> <td>13%</td> </tr> <tr> <td>Q1 FY23</td> <td>328</td> <td>13%</td> </tr> <tr> <td>Q2 FY23</td> <td>355</td> <td>12%</td> </tr> </tbody> </table>	Quarter	Revenue (Rs Crores)	Revenue Share (%)	Q2 FY22	271	13%	Q3 FY22	315	14%	Q4 FY22	319	13%	Q1 FY23	328	13%	Q2 FY23	355	12%	<ul style="list-style-type: none"> Received an order for side-stand sensor from an Italian OEM Received an export order of wireless chargers
Quarter	Revenue (Rs Crores)	Revenue Share (%)																		
Q2 FY22	271	13%																		
Q3 FY22	315	14%																		
Q4 FY22	319	13%																		
Q1 FY23	328	13%																		
Q2 FY23	355	12%																		

■ Revenue — Revenue Share

REVENUE BREAKUPS

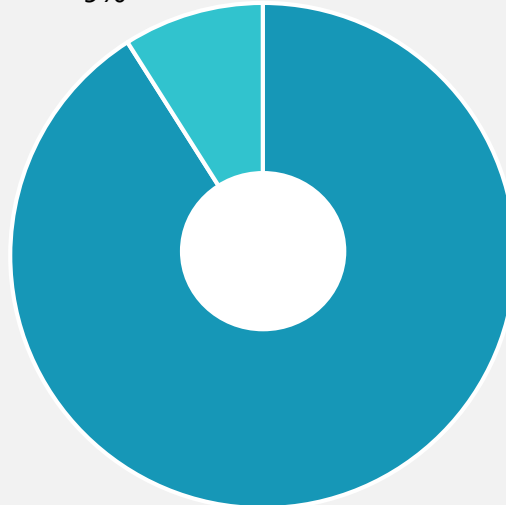
International
17%



India
83%

Geography-wise Breakup

Aftermarket
9%



OEM
91%

Channel-wise Breakup

2W
48%



4W
52%

Segment-wise Breakup

AFTERMARKET- EXPANDING B2C BUSINESS

Key Highlights

- Revenue of Rs 252 Crs 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

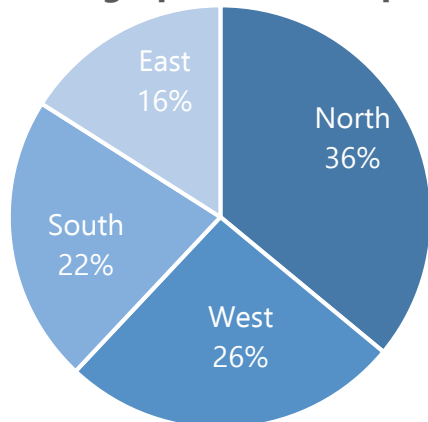
150,000+

Workshops

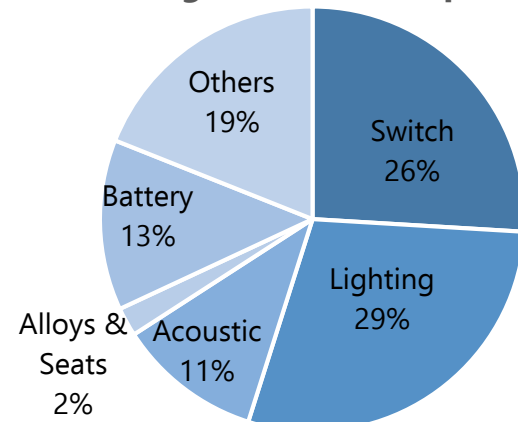
6 Export Regions

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

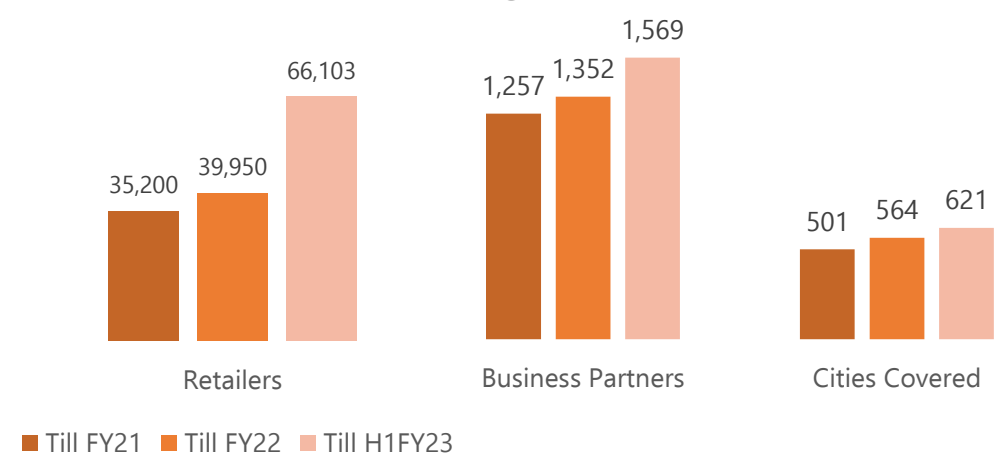
Geographical Breakup



Segmental Breakup



Expanding Network



Strategic Business Update

Joint Venture with Buehler

About JV Partner

- Buehler Motor GmbH ("Buehler"), is a Germany based, leading global company providing Intelligent e-drive solutions.
- Being the leading suppliers of customized mechatronic drive solutions today with 11 sites on three continents. They specialize in product offerings like DC and BLDC motors, gear motors, pumps and more.
- They have a well diversified customer mix and their customer base not only covers automotive industry but aviation and other industries too.
- Uno Minda shall hold 50.1% stake in this JV, while remaining stake shall be held by Tachi-S.
- Total Capex for the project is envisaged to be Rs ~110 Crores over the course of next 5 years including sustaining capex. This shall be funded through an appropriate mix of Equity, Debt and Internal Accruals.

JV Rationale and Way Forward

- The Joint Venture currently, will offer traction motors for battery driven electric 2 wheelers and 3 wheelers
- The joint venture will also explore development of traction motors between 9kW up to 15 kW based on technical and commercial feasibility



DC Motors



BLDC Motors

Strategic Business Update

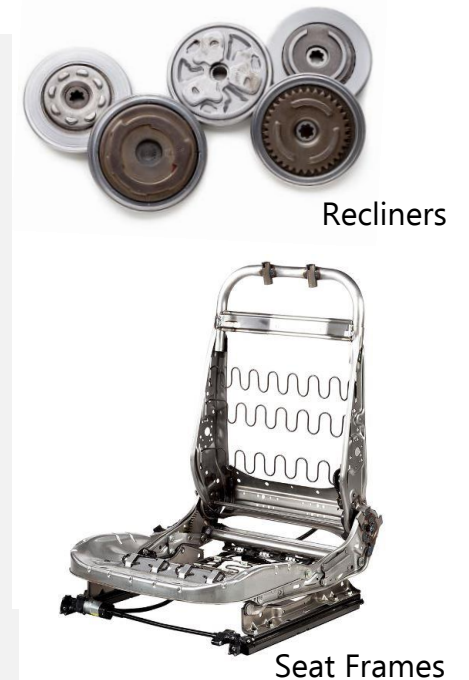
Joint Venture with Tachi-S

About JV Partner

- Established in 1954, Tachi-S is a leading seats manufacturer headquartered in Tokyo, Japan.
- With a diversified revenue of 206 BN ¥, TACHI-S is an integrated automobile seat manufacturer having 70 facilities in 13 countries.
- Uno Minda shall hold 51% stake in this JV, while remaining stake shall be held by Tachi-S

JV Rationale and Way Forward

- Uno Minda group is already an established automotive seating system supplier for CVs, 2Ws and Off-road vehicles. With this JV, we firmly announce our expansion into 4Ws too
- In addition to its current offerings, the JV intends to develop following products in a phased manner subject to feasibility:
 - ✓ Seating mechanisms including sliders, height adjusters
 - ✓ Seat Frames
 - ✓ Full Seats and Seating Assembly



Capacity Enhancement - 4W Lighting Project

- Lighting, along with the Alloy Wheel business has been a major contributor to revenue growth of the group as we have been able to make significant in-roads with new OEMs. As a result, capacity constraint at our current manufacturing facilities have arisen amidst plethora of new launches.
- The Board has now approved a new project with a total outlay of Rs ~430 Crs over the course of next 6 years including sustaining capex. This shall be funded through an appropriate mix of Equity, Debt and Internal Accruals.
- The project shall be operational by Q4FY24

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	Capex on Track
4W Alloy Wheels	Minda Kosei Aluminum Wheels	74	Ahmedabad	30k Wheels p.m.	Q1 FY24	Construction started
2W Alloy Wheels	Uno Minda Ltd	190	Pune	2 MN Wheels p.a.	Q4 FY23	Construction started
4W Lighting	Minda Industries Vietnam (MIVCL)	37	Hanoi, Vietnam	New Lighting Facility	Q3 FY23	Capex on track
EV Specific	UnoMinda EV Systems Pvt Ltd	390	Gurugram	New facility for EV specific products	Q1 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 under process
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	Q2 FY24	Project announced
4W Lighting	Uno Minda Limited	430 (Phase I – 230 Cr)	Under Evaluation	New Lighting Facility	Q4 FY24	Project announced To be spend over 6 years

ANNEXURES



CONSOLIDATED PROFIT & LOSS STATEMENT

Particulars (Rs. Crores)	Q2 FY23	Q1 FY23	Q-o-Q%	Q2 FY22	YoY%	H1 FY23	H1FY22	YoY%
Revenue from Operations (Net of Excise)	2,876.8	2,555.2	13%	2,114.0	36%	5,432.0	3,716.5	46%
Raw Material	1,865.9	1,656.2		1,340.6		3,522.0	2,322.6	
Employee Cost	364.8	341.0		302.5		705.8	578.7	
Other Expenses	327.8	292.2		243.0		619.9	440.7	
EBITDA	318.4	265.9	20%	227.9	40%	584.3	374.6	56%
EBITDA Margin	11.1%	10.4%	66 bps	10.8%	29 bps	10.8%	10.1%	68 bps
Other Income	16.1	9.7		21.1		25.8	27.2	
Depreciation	107.2	99.5	3.73%	96.8	4.58%	206.7	187.3	
EBIT	227.3	176.1	29%	152.1	49%	403.4	214.5	88%
EBIT Margin	7.9%	6.9%	101 bps	7.2%	70 bps	7.4%	5.8%	165 bps
Finance Cost	19.2	16.8	0.67%	17.7	0.83%	36.0	36.2	
Profit before Share of Profit/Loss of JVs and Tax	208.1	159.3	31%	134.5	55%	367.4	178.3	106%
PBT Margin	7.2%	6.2%	100 bps	6.4%	87 bps	6.8%	4.8%	197 bps
Tax	54.6	31.1		42.3		85.7	56.2	
Profit before Share of Profit/Loss of JVs	153.6	128.2	31%	92.2	55%	281.7	122.1	106%
Share of Profit/Loss of JVs	28.8	21.7		21.2		50.5	16.2	
Net profit/(loss) after share of profit/(loss) of associates / joint ventures (A)	182.4	149.9	22%	113.4	61%	332.2	138.3	140%
PAT Margin %	6.3%	5.9%	47 bps	5.4%	97 bps	6.1%	3.7%	239 bps
PAT attributable to:								
- Owners of MIL	170.1	138.8	23%	94.7	80%	308.9	110.1	180%
- Non Controlling Interests	12.2	11.1		18.7		23.3	28.2	
Other Comprehensive Income	17.6	5.5		3.8		23.2	8.5	
Total Comprehensive Income for MIL	187.7	144.4	30%	99.0	90%	332.0	119.0	179%
TCI Margin %	6.5%	5.7%	87 bps	4.7%	184 bps	6.1%	3.2%	291 bps
Total Comprehensive Income for Non Controlling Interests	12.3	11.0		18.2		23.3	27.8	

CONSOLIDATED BALANCE SHEET

Particulars (Rs. Crores)	H1 FY23	FY22
ASSETS		
1. Non-current assets		
Property, plant and equipment	2,274.9	2,052.7
Right-of-use assets	189.7	183.2
Capital work-in-progress	125.6	335.3
Goodwill	282.1	284.0
Other intangible assets	270.4	284.8
Intangible assets under development	6.6	11.3
Investment in associates and joint ventures	772.0	594.6
<u>Financial Assets</u>		
(i) Other financial assets	34.5	26.0
Deferred tax assets	57.0	33.8
Other non-current assets	84.4	38.7
Non-current tax assets	33.9	31.5
Total- Non current asset	4,131.0	3,875.8
2. Current Assets		
Inventories	1,231.9	1,046.4
<u>Financial Assets</u>		0.0
(i) Investments	1.7	12.1
(ii) Trade receivables	1,677.5	1,376.7
(iii) Cash and cash equivalents	238.3	202.3
(iv) Bank balance other than (iii) above	25.0	31.9
(v) Other financial assets	119.0	46.2
Other current assets	264.0	240.4
Total- Current asset	3,557.4	2,955.9
TOTAL ASSETS	7,688.3	6,831.7

Particulars (Rs. Crores)	H1 FY23	FY22
EQUITY AND LIABILITIES		
Equity share capital	114.5	57.1
Share Application Money Pending Allotment	1.9	0.0
Other equity	3,639.2	3,381.3
Equity attributable to owners of the Company	3,755.6	3,438.5
Non-controlling interest	339.7	326.3
Total Equity	4,095.3	3,764.8
1. Non-current liabilities		
<u>Financial Liabilities</u>		
(i) Borrowings	362.2	374.7
(ii) Lease liabilities	103.6	111.0
(iii) Other financial liabilities	43.8	33.4
Provisions	131.3	85.1
Deferred tax liabilities	73.3	62.4
Other non current liabilities	4.2	58.1
Total- Non current liabilities	718.4	724.7
2. Current Liabilities		
Contract liabilities	82.9	116.3
<u>Financial Liabilities</u>		
(i) Borrowings	608.8	441.2
(ii) Lease liabilities	15.4	16.9
(iii) Trade payables		
(a) Dues of micro & small enterprises	327.2	179.1
(b) Dues of creditors other than micro & small enterprises	1,359.7	1,232.6
(iv) Other financial liabilities	171.9	177.3
Current tax liabilities	34.8	27.6
Other current liabilities	176.4	86.8
Provisions	97.7	64.5
Total Current liabilities	2,874.6	2,342.2
TOTAL Equity and Liabilities	7,688.3	6,831.7

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

11 R&D Centers

Head Office

Registered Office



North and South America

Mexico (Queretaro)	
Colombia (Manizales)	

Europe

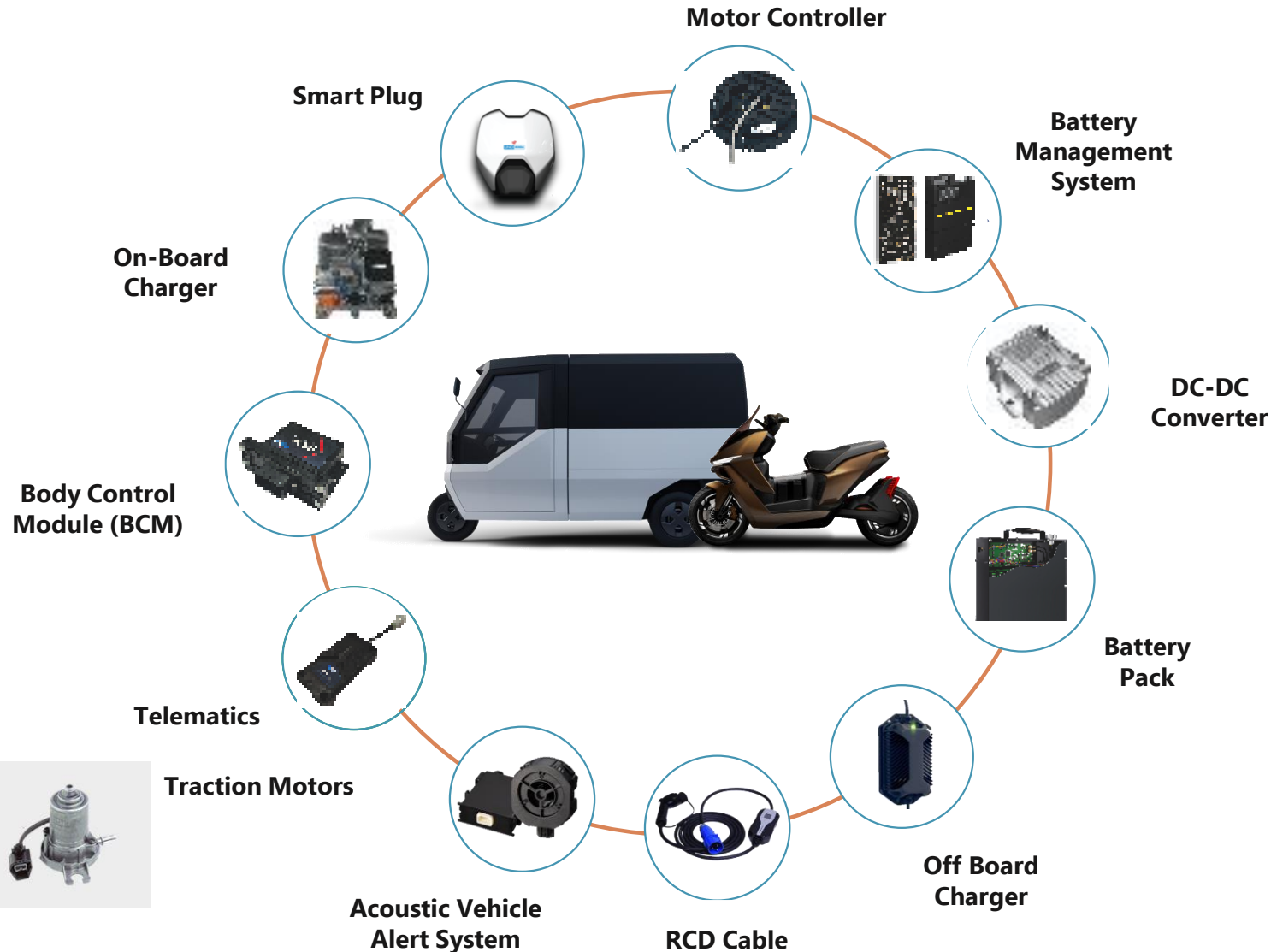
France (Epernon)	
Italy (Turin)	
Spain (La Carolina)	
Germany (Ettlingen/Konzell, Munich, Reutlingen)	

Asia (w/o India)

Indonesia (Karawang)	
Taiwan (Tainan)	
Thailand (Bangkok)	
Vietnam (Vin Phuc)	
Japan (Nagoya)	

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 H1 FY24

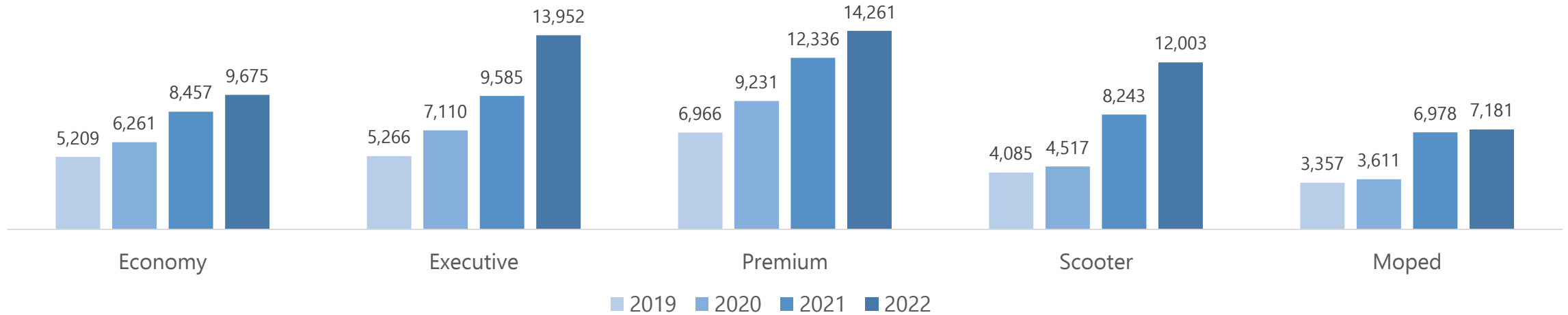
- Motor Controllers
- DC-DC Converter

Products under discussion with customers for supply

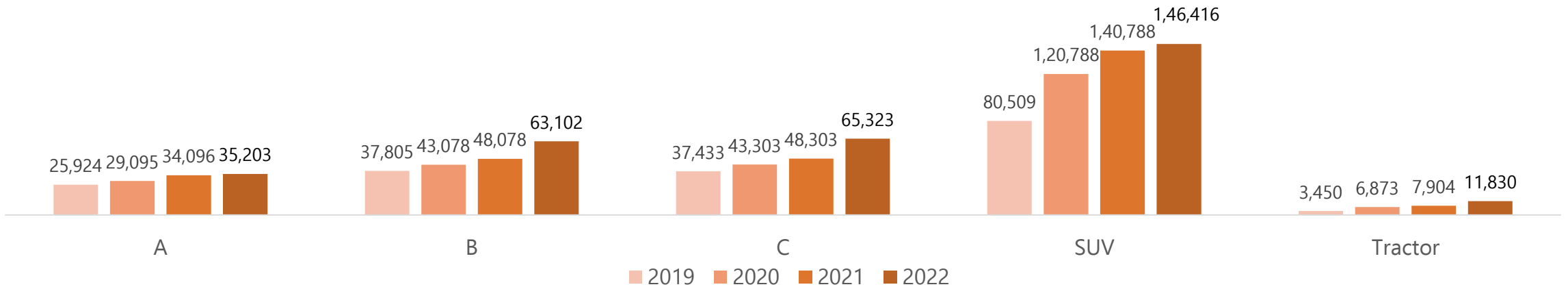
- Traction Motors
- Battery Packs
- Acoustic Vehicle Alert System (AVAS)

Kit Value - UNO MINDA

Kit Value – 2 Wheelers

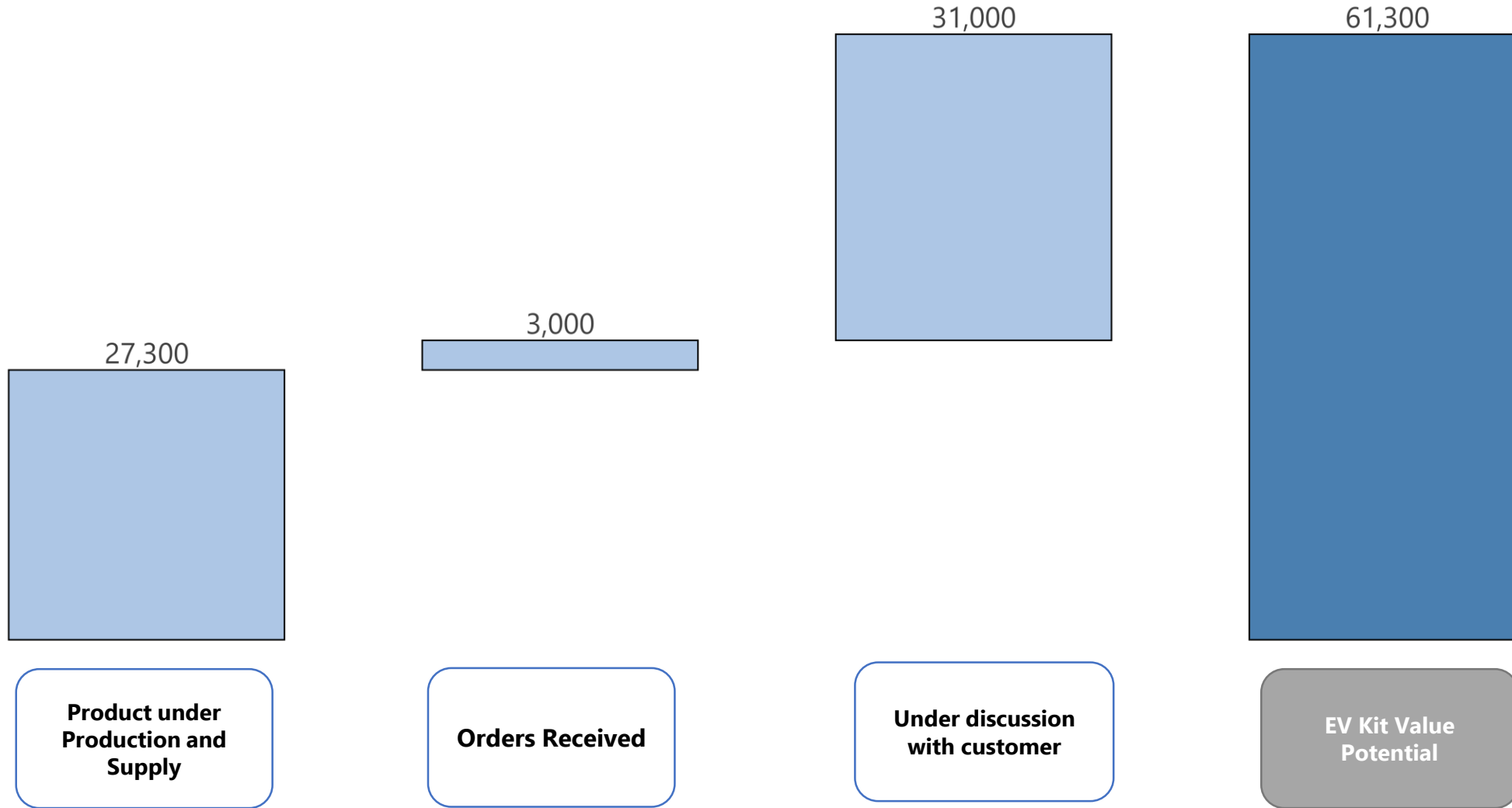


Kit Value – 4 Wheelers



POTENTIAL EV KIT VALUE (2W & 3W)

Values in INR



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



DRIVING THE NEW

THANK YOU.

Corporate Office

Uno Minda Ltd
(Formerly known as Minda Industries Ltd)

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