

UNO MINDA Group - Organisation and Business Transformation

Gurugram – March 15, 2021

Uno Minda embarks on Organisation and business transformation which will reimagine, redesign and realign our businesses, processes, systems and structures to be a future ready and Sustainable Organization. We have been working on Organization & Business Transformation project for last few months in partnership with one of the largest global consulting firm.

The Objective of this Project was to transform the way we work, the way we do business, and the way we provide value to all our stakeholders. The exercise is encompassed around all critical areas like Streamlining Structures and Processes, Work Simplification, Digitization leading to Agility and Customer Centricity.

Key changes effective from April 1st 2021 pursuant to Organization & Business Transformation are as follows:

1. Strengthening Board

Mr Ravi Mehra, who has served our Organization for the last 26 years, a senior leader, has been elevated as a Whole Time Director on the Board of Minda Industries Ltd and hence apart from his role as CEO of ECS Domain, he has been entrusted with the responsibilities of **Deputy Managing Director** of UNO MINDA Group. He is a fellow member of the Institute of Chartered Accountants of India and The Institute of Company Secretaries of India and brings a vast experience along him to the Board. With 31 years in the industry, He has handled roles in strategy, finance, marketing, manufacturing, materials, HR, and product/technology development. Under his leadership, the Group's 2W/3W switch business has expanded globally, catering to ASEAN countries, Europe, and Japan, besides being No. 1 in India.

2. Realignment of Business Domains

The Organisation is being carved into Four Domains which shall be System Oriented. Domain realignment has been done basis the similar technologies under one domain to drive synergies between related business. Further all product line from one joint venture is clubbed in one domain with the objective of one face to one collaborator facilitating better coordination and communication. Continuing our customer centric approach, we have also considered relationship with procurement of our key OEM's while redesigning domains.

Realigned four Business Domains with Product Lines/Businesses and their CEO's are shared below:

S No	Domain Name	CEO Name	Product Lines / Businesses
A	Electrical & Control Systems (ECS)	Mr Ravi Mehra	Switches, Controllers, Sensors, Seat Belts & Gear Shifters, RPAS, Infotainment Systems, EMS

B	Lighting & Acoustics Systems (LAS)	Mr Rajeev Gandotra	Lamps, Acoustics, CNG Kits, ASEAN Business
C	Light Metal & Powertrain Systems (LPS)	Mr Kundan K Jha	2W & 4W Alloy Wheels, Castings and Filters
D	Safety & Comfort Systems (SCS)	Mr Sudhir Kashyap	Seats, Blow Molding, Airbags, Weather Strips & Hoses, Air Brakes

3. Centralisation of Functions to reap benefits of scale

The Group is also redesigning key functions like marketing, procurement and R&D to have centralized team facilitating better control and cost efficiency on account of scale. Key personnel for these functions and their gamut of roles are as follows:

- A. Mr Sunil Bohra who is the Group CFO, responsible for finance, investor relations, legal, corporate affairs and corporate communication functions, will also hold additional responsibility for the newly created Group Purchasing Function.
- B. Mr Naveesh Garg shall be responsible for leading the Group Central Marketing (Domestic and Global), Strategy and IT functions.
- C. Mr Amit Jain who is the Group CTO and will also hold responsibility for Central R&D which shall also include Overseas R & D locations in Europe viz. iSys, Delvis.
- D. Mr Rajiv Kapoor shall continue to Head the Group HR function.

4. Increased focus on Exports and international sales.

We have increased our focus on exports and international sales to increase international presence in line with our vision to be a **Sustainable Global Organisation**. We have formed a dedicated team within marketing function to focus on ASEAN, EU, Americas and Japan markets. We also propose to open office in Thailand to cater to ASEAN market for better coordination and strengthening relationship with global OEM's. We endeavour to be more than just a company focussed on exports i.e. a company with overwhelming international presence.

All these transformational changes will create several benefits to our customers and shareholders, including:

- Driving more accountability to serve global and local customers
- Enabling stronger customer insights to drive more powerful innovation
- Empowering to make faster decisions and improve speed and service to customers
- Improve productivity and streamlining the organization by simplifying reporting lines

Mr. Nirmal K Minda, CMD of UNO MINDA Group, commenting on the organisation changes said, "Evolving to the needs of industry is key to sustainable future and creating a robust

business model. UNO MINDA Group continues to transform how it operates and build a more customer-driven and streamlined organization for the future. The latest phase of our transformation journey is designed to improve growth and operational efficiency, and will enable us to create even more value for our customers and shareholders. This is a defining moment for the group and will be instrumental in our journey of transformation to a unified force”.

About Minda Industries Limited:

Minda Industries Limited (MIL) is a flagship Company of UNO MINDA Group. UNO MINDA, a technology leader in Auto Components Industry is a leading supplier of proprietary automotive solutions to OEMs as Tier-1. It manufactures automobile components for Original Equipment Manufacturers (OEMs). It is an INR 7,200 crores (~US\$ 1.0 billion) Group as in 2019-20 and is rapidly expanding with growing market share across all its product lines. It endeavours to deliver high technology and quality products to its customers globally.

For more information about the Group and its businesses, please visit website at <http://www.unominda.com>

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