



“Uno Minda Limited
34th Annual General Meeting”

July 31, 2026



Management:

Mr. Nirmal Kumar Minda –Chairman
Mr. Ravi Mehra – Managing Director
Ms. Pallak Minda – Non-Executive Director
Mr. Rajiv Batra – Non-Executive Independent Director
Dr. Sandhya Shekhar – Non-Executive Independent Director
Mrs. Rashmi Urdhwareshe – Non-Executive Independent Director
Mr. Abhay Damle – Non-Executive Independent Director
Mr. Shekar Viswanathan – Non-Executive Independent Director
Mr. Randhir Singh Kalsi – Non-Executive Independent Director
Mr. Sunil Bohra – Chief Financial Officer
Mr. Tarun Kumar Srivastava – Company Secretary & Compliance Officer

Other invitees:

Mr. Vikas Mehra, Partner, S.R. Batliboi & Co. LLP, (Statutory Auditors)
Mr. Anil Mehta, Partner, S.R. Batliboi & Co. LLP, (Statutory Auditors)
Mr. Devesh Kumar Vasisht, Managing Partner, DPV & Associates (Secretarial Auditor)



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Tarun K Srivastava: Good morning, ladies and gentlemen, I am Tarun Kumar Srivastava, Company Secretary and Compliance Officer of Uno Minda Limited. It gives me a great pleasure to welcome you all to this 34th Annual General Meeting of the Company. I hope that you, your families and all your loved ones are keeping safe and staying healthy. This Annual General Meeting is being organized through video conferencing, which is in compliance with the guidelines and various circulars issued in this regard by the Ministry of Corporate Affairs and Securities and Exchange Board of India. The Company has taken all feasible steps to enable the members to participate in this meeting through video conferencing and to vote electronically. Mr. Swapnil Parab, who is from NSDL, is the moderator, who is operating this meeting for smooth conduct of proceedings. Over to you Mr. Swapnil!

Swapnil Parab: Dear shareholders, the 34th Annual General Meeting of Uno Minda Limited is being conducted through video conferencing facility provided by NSDL. As a reminder, for the smooth conduct of the meeting, the members will be in mute mode and audio and video will be enabled for speaker shareholders when they will speak at the AGM as per the pre-registration. Please note that as per the requirements, the proceedings of the Annual General Meeting will be recorded and available on the website of the Company. I now hand over the proceedings to Mr. Tarun Kumar Srivastava, Company Secretary and Compliance Officer of Uno Minda Limited. Over to you, Sir!

Tarun K Srivastava: Thank you, Mr. Swapnil. I would like to inform that the requisite quorum is present and the meeting is duly constituted and we can now commence the proceedings of the meeting. I take this opportunity to introduce the Directors and other dignitaries, who have joined this meeting. Shri. Nirmal Kumar Minda, Chairman of the Company, he is Chairing this meeting from Gurgaon.

Nirmal Minda: Namaskar.

Tarun K Srivastava: Shri. Ravi Mehra, Managing Director of the Company, he is joining this meeting from Gurgaon.

Ravi Mehra: Namaskar.

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Tarun K Srivastava: I wish to inform that Shri. Vivek Jindal, Whole-Time Director of the Company and Ms. Paridhi Minda, Director, are unable to join this meeting due to bereavement in their family. Ms. Pallak Minda, , Non-Executive Director of the Company she is joining this meeting from Gurgaon.

Pallak Minda: Nameste.

Tarun K Srivastava: Shri. Rajiv Batra, Independent Director of the Company. He is the Chairperson of the Audit Committee. He is joining this meeting from Pune.

Rajiv Batra: Namaskar.

Tarun K Srivastava: Ms. Rashmi Urdhwareshe, Independent Director of the Company. She is the Chairperson of Nomination and Remuneration Committee and CSR committee. She is joining this meeting from Pune.

Rashmi Urdhwareshe: Namaskar.

Tarun K Srivastava: Dr. Sandhya Sekhar, Independent Director of the Company. She is joining this meeting from Chennai.

Sandhya Shekhar: Nameste.

Tarun K Srivastava: Mr. Shekar Viswanathan, Independent Director of the Company. He is the Chairperson of Risk Management Committee. He is joining this meeting from Bengaluru.

Shekar Viswanathan: Namaskar.

Tarun K Srivastava: Mr. Abhay Damle, Independent Director of the Company. He is the Chairperson of Stakeholder Relationship Committee. He is joining this meeting from Gurgaon.

Abhay Damle: Namaskar.

Tarun K Srivastava: Mr. R. S. Kalsi, Independent Director of the Company. He is joining this meeting from Gurgaon.

R. S. Kalsi: Namaskar.



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Tarun K Srivastava: Shri. Sunil Bohra, Chief Financial Officer of the Company. He is joining this meeting from Gurgaon.

Sunil Bohra: Namaskar.

Tarun K Srivastava: Shri. Vikas Mehra, Partner of Statutory Auditors, M/s S.R. Batliboi & Company is joining this meeting from Delhi.

Vikas Mehra: Namaskar.

Tarun K Srivastava: Shri. Anil Mehta, Partner of Statutory Auditors, M/s S.R. Batliboi & Company, LLP, joining this meeting from Delhi.

Anil Mehta: Namaskar.

Tarun K Srivastava: Mr. Devesh Vasisht, Managing Partner of Secretarial Auditors, M/s DPV & Associates, he is joining this meeting from Faridabad.

Devesh Vasisht: Namaskar.

Tarun K Srivastava: As our Chairman is unwell, Shri. Ravi Mehra, Managing Director shall deliver the Chairman's speech on his behalf. Over to you, Ravi Mehra Sir!

Ravi Mehra: I Think. Nirmal Ji, would you like to address a few lines in the beginning before I read out your speech.

Nirmal Kumar Minda: Yes, Ravi. Thank you very much. Thank you, Tarun. Ladies and gentlemen, good afternoon, good morning and Namaskar. It gives me immense pleasure to welcome you all to the 34th Annual General Meeting of Uno Minda Limited. On behalf of the Board of Directors, I extend my warm greetings and heartfelt gratitude to all our shareholders who have joined us today. Your continued trust, confidence and unwavering support have been the foundation of Uno Minda's remarkable journey over the past 65 years. Sorry to say, due to severe cough and cold, I am unable to speak for long, therefore, I request our Managing Director, Shri. Ravi Mehra Ji to kindly deliver the welcome address and speak on my behalf. Thank you for your

support and thank you for your understanding. Namaskar. Over to you, Ravi!

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Ravi Mehra:

Dear shareholders, let me add my personal welcome to all of you to this 34th Annual General Meeting of Uno Minda and I take this privilege to share Chairman's message on his behalf. On behalf of the Board of Directors, I extend my warm greetings and heartfelt gratitude to all our shareholders, who have joined us today. Your continued trust, confidence, and unwavering support have been the foundation of Uno Minda's remarkable journey over the past 65 years. I would also like to sincerely thank our valued customers, business partners, technical collaborators, suppliers, financial institutions, employees, and the communities we serve. Every milestone that Uno Minda has achieved is the collective outcome of your confidence in our vision and your unwavering partnership.

The last few years have reminded us that volatility is no longer an exception. It is becoming a feature of the global business environment. Geopolitical conflicts, tariff uncertainties, supply chain disruptions, energy market volatility, and changing trade relationships continue to reshape the global economy.

Yet, amid all this uncertainty, India continues to demonstrate remarkable resilience. With GDP growth of 7.7% in FY2025-FY2026, India remains among the world's fastest growing major economies.

These developments also carry an important lesson. In an increasingly fragmented world, economic strength will depend upon a nation's ability to build domestic capabilities in critical technologies, materials, and manufacturing. India must accelerate its journey towards Atmanirbhar Bharat. Uno Minda is playing a leading role in enabling this self sufficiency of automotive sector for years. Our efforts align with both "Make in India" and "Make for the World" as we continue to develop indigenous capabilities, promote technology leadership, and drive global competitiveness from India.

Allow me now to take you through the business and financial performance of Uno Minda.

I am pleased to share that FY2025-FY2026 has been another year of a strong operational and strategic progress for Uno Minda. We

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delivered robust financial performance while simultaneously investing in the technologies, capabilities, and infrastructure that will drive sustainable growth in the years ahead. During the year, our consolidated revenue grew by 17% to close to about Rs.20,000 Crores while the group turnover including joint ventures and associates crossed Rs.25,000 Crores. Growth was broad based across product categories, with standout contributions from our two-wheeler switch and lighting businesses, a meaningful ramp up in EV system revenues, phase one commissioning of our Greenfield four-wheeler alloy wheel plant at Kharkhoda, and international revenues growing impressively 28% to Rs.2,175 Crores reflecting the global acceptance of our technology and quality standards. Our EBITDA increased by 20% to Rs.2,251 Crores maintaining a healthy margin of 11.5% and profit after tax attributable to shareholders grew by an impressive 27% to Rs.1197 Crores. We delivered ROCE of 19.2% and return on equity of 19.1% for FY2026. Returns that validate both the quality of our capital allocation and the underlying earnings power of the businesses.

The automotive industry is currently witnessing one of the most profound technological transformations in its history. Electrification, connectivity, software defined vehicles, advanced safety systems, artificial intelligence, and digital manufacturing are fundamentally redefining mobility. At the same time, customer expectations continue to evolve, with increasing demand for safer, smarter, cleaner, and more personalized mobility solutions. At Uno Minda, we have continuously prepared ourselves for this transformation over many years. Rather than pursuing growth through scale alone, we are focused on building capabilities that will remain relevant across multiple technology cycles.

Our mission at Uno Minda is clear. **No matter how vehicles are designed or what technology powers the next generation of vehicles, at Uno Minda, component or system will be inside it.**

Today, our diversified and powertrain agnostic product portfolio enables us to serve customers across internal combustion engines, hybrid vehicles, electric vehicle platforms, and emerging alternate fuel technologies. At Uno Minda, we are investing with conviction

across EV powertrains to seize the opportunities, having built a strong component and systems portfolio for electric two wheelers



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and electric three wheelers, which achieved revenues of around Rs.750 Crores in FY2026, we are now working on our component and systems for electric passenger vehicles. In Q4 of FY2026, we commence supplies of wall mounted chargers to four-wheeler EV OEMs. To support the next phase of growth, the Board has approved setting up of two Greenfield four-wheeler EV powertrain facilities complemented by an EV casting plant.

Today, Uno Minda is no longer viewed merely as a supplier of automotive components. We are increasingly recognized as a global automotive technology Company, delivering integrated systems and solutions that combine mechanical, engineering, electronics, software, and intelligent technologies. Our innovation network comprises 37 engineering and R&D centers across India, Germany, Czech Republic, Vietnam, Japan, Taiwan, and Spain, supported by more than 1200 highly skilled engineers working across diverse technology domains. Among these R&D centers, we also have a dedicated software center in Bengaluru. As vehicles evolve into software defined vehicles, technology ownership is the only durable competitive advantage. Our R&D engine is translating deep engineering capability into record commercial outcomes. The breakthrough this year was the development of an entirely in-house, competitively priced, Android-based in-vehicle infotainment system. This secured a sizable order reflecting our growing software competence and our ability to compete as a fully integrated technology solutions provider. In vehicle safety and automation, we became the first Company in India to localize camera module production for rear and front parking assistance systems, a component previously fully imported and supplied to the customers. Our intellectual property portfolio is perhaps the clearest measure of our technology depth, and it is unmatched among Indian automotive companies. During FY2026, we filed 140 new IP rights and received 100 grants, taking our cumulative tally to over 1100 intellectual property filings and more than 850 granted rights.

India's automotive industry provides us with powerful structural tailwinds but at Uno Minda we do not rely on the tailwinds alone. We have built and are actively executing across six distinct growth levers that compound our revenue and earnings power independent

of any single market cycle. These six levers, winning market share, growing kit value, riding premiumization wave, scaling exports,

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expanding into new products, and electrification, represent diversified, resilient, and compounding growth architecture. No single lever carries the full weight of our ambition. All six work together, simultaneously, to build a business that grows faster than the industry, regardless of which technology cycle we are in. Strong governance is not a parallel agenda to financial performance. It is a precondition for it.

I am proud that Uno Minda was conferred the Best Governed Company Award at the 25th ICSI National Awards for Excellence in Corporate Governance, a rigorous, independent validation of the framework, Board practices, and ethical culture that underpins every decision we make. This recognition matters beyond the trophy. It translates directly into the trust our shareholders, lenders, and global partners place in our institution and the trust is a genuine competitive and financial asset.

On sustainability, we are making measurable progress against clear commitments. Through significant new investments in captive solar and wind power across Haryana, Tamil Nadu, and Gujarat, alongside our 38 rooftop solar installations, green energy is expected to contribute nearly 50% of our total electricity consumption. We remain firmly committed to achieve our ESG roadmap of 60% renewable energy by 2030 and carbon neutrality by 2040. Beyond financial and environmental performance, we believe deeply that business success must go hand-in-hand with social progress. Through the Suman Nirmal Minda Foundation, we inaugurated our 19th Samarth Jyoti Vocational Training Center at Supa, Pune. Through our partnerships with Atypical Advantage and Next Bharat Ventures, we have sensitized over 20,000 employees on workplace inclusion and successfully onboarded our first cohort of persons with special abilities at our Hosur facility. This is only the beginning of building a truly diverse workforce at Uno Minda.

Looking ahead, the automotive industry is expected to sustain its growth momentum in FY2027 and beyond. Against this backdrop, Uno Minda will continue to execute its dual strategy, driving vertical growth in core businesses through higher value addition and market share gains, while simultaneously scaling new age and emerging



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technology platforms. In line with this approach, we will maintain a strong investment focus on both capacity expansion and capability enhancement.

Uno Minda's journey is anchored in a relentless focus on innovation, localization, and customer centricity. With a diversified portfolio and our most ambitious manufacturing expansion to date, we remain committed to delivering sustainable long-term value to our shareholders while empowering the transition towards a smarter, greener, and more technologically advanced automotive era.

Thank you all for your unwavering trust and partnership on this exciting journey. I sincerely thank each of you for your unwavering support and belief on the Uno Minda. Together, I look forward to an exciting and promising year ahead. Thank you.

Nirmal Kumar Minda: Thank you, Ravi. Over to you, Tarun.

Tarun K Srivastava: Thank you, Chairman Sir and MD Sir. The registers as required under the Act and other prescribed documents are accessible for inspection on the website of the Company and on the NSDL e-voting platform for inspection electronically till the conclusion of this meeting. As the notice of the AGM has already been circulated, it may be taken as read. I now request Shri Vikas Mehra, partner of our statutory auditor, S.R. Batliboi & Company, to kindly read the statutory auditor's report.

Vikas Mehra: There are no qualifications, reservations or adverse remarks in our auditor's report on both standalone and the consolidated financial statements for FY2025-FY2026. Thanks. Over to you, Tarun!

Tarun K Srivastava: Thank you, Mehra Ji. I would like to apprise that the auditor's report together with their respective annexures may be taken as read. I would like to apprise that the Board report to be read along with all annexures there including the secretarial auditor's report and the comments of the secretarial auditors are addressed in the Board report.

I now would like to brief the shareholders about the resolutions, which are being put before the shareholders for their approval. There

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are nine resolutions in the notice to be approved by the shareholders at this annual general meeting.

First resolution is related to consideration and adoption of the audited standalone financial statement for FY2025-FY2026 and the report of the Board of Directors and auditors thereon by passing Ordinary Resolution.

Second resolution is related to consideration and adoption of the audited consolidated financial statement for FY2025-FY2026 and the report of auditors thereon by passing Ordinary Resolution.

Third resolution is regarding declaration of final dividend of Rs.1.75 per equity share and to approve interim dividend of Rs.0.90 per equity share already paid for financial year March 31, 2026 by passing Ordinary Resolution.

Fourth Resolution is regarding appointment of a Director in place of Shri. Nirmal Kumar Minda, who retires by rotation and being eligible, offers himself for reappointment by passing Ordinary Resolution.

Fifth Resolution is regarding appointment of a Director in place of Shri. Ravi Mehra, who retires by rotation and being eligible, offers himself for reappointment by passing Ordinary Resolution.

Sixth Resolution is regarding reappointment of S.R. Batliboi & Company LLP, Chartered Accountants as Statutory Auditors of the Company for second tenure of five years and fixing their remuneration by passing Ordinary Resolution.

Seventh Resolution is regarding ratification of remuneration of Jitender Navneet & Company, Cost Accountants, the Cost Auditors of the Company for FY2026-FY2027 by passing Ordinary Resolution.

Eighth Resolution is regarding enabling provision for raising of funds up to Rs.2500 Crores through issuance of securities in one or more tranches by passing Special Resolution.

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Ninth resolution is regarding delegation of authority to Board for the appointment of auditors for the branch offices of the Company by passing Ordinary Resolution.

We now move on to our discussions with shareholders, who have registered themselves as speaker shareholders with the Company for raising their queries or to share their views. Those shareholders who have not registered themselves as speakers can communicate and share their comments or queries, if any, through the chat box available on the screen for online communication. On question-and-answer session, a video operator will call name of speaker shareholders one-by-one and the said speaker shareholder will switch on his audio and video before speaking. The speaker shareholders are requested to start his or her video after an announcement of his or her name. In case of any network issue while speaking, the speaker shareholder may switch off his or her video and use the audio only. In case of connectivity problem at speaker shareholder's end, video operator will ask the next speaker shareholder to join and the said speaker may send his query over chat box. For smooth conduct of meeting, we request that the speaker shareholders to kindly limit their speech for one to two minutes and may refrain from asking the questions which are already asked. Answer to the queries raised by speaker shareholders will be provided once all the speaker shareholders have spoken. Over to you, Mr. Swapnil!

Swapnil Parab:

Thank you so much, Sir. Ladies and gentlemen, we will now begin with the question-and-answer session. We will take our first question right now from speaker number one, Mr. Pradeep Sood. Mr. Sood, please unmute your microphone and your camera as well.

Pradeep Sood:

Namaskar, Chairman Sir. I, Pradeep Sood, from Delhi welcome you and the entire Board of Directors and I am grateful to you for giving me the time to speak. Chairman Sir, for the years you have been working with dedication and devotion for the Company and have given great heights for Company's share. It has given an excellent dividend and has brought excellent results. You are all worthy of congratulations, Board of Directors, Chairman Sir and I have this hope, and I can say with full hope and hope that in the future, while working in the same way, the Company's share score will rise, you will get an even better dividend and you will get even better results. Chairman Sir, you keep doing good work with such honesty. All of

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us shareholders are with you. I would like to thank my Company Secretary, Mr. Tarun, and Mr. Gorakh Koundal in Secretarial Department. It has been so many years, Sir, that we have never had any complaints with these people. Whenever we have to ask anything about the Company, we talk to Company Secretary Tarun ji, Gorakh Koundal ji, and they immediately reply to us on the phone or e-mail. When such good people like Chairman Sir are with you, then why should not our company grow day-by-day? There can never be any complaint to any shareholder and Chairman Sir, I request that this platform of ours, be used by anyone anywhere in the world. The whole world can watch our Minda Industries meeting. Whether I am in the USA, UK or France and if it is Minda Industries shareholder he can also join the meeting from there this is a very good thing and in the whole of global India, in the global world, any shareholder can attend a meeting on this topic this is a matter of joy for us. So if we let this meeting remain in this mode for years, Chairman Sir, aap ese tarah din duhani raat chougani taarke karte rahi. Thank you very much Company Secretary. Thank you very much Gorakh Koundal. Thank you Sir. Thank you very much.

Swapnil Parab:

Thank you so much, Mr. Sood. We are taking our next question now from speaker number two, Mr. Gagan Kumar. Please go ahead, Sir.

Gagan Kumar:

Good morning, Mr. Chairman, Board of Directors, and fellow shareholders. Myself, Gagan Kumar, I am joining this meeting from Delhi. First of all, I would like to mention that I have requested for a hard copy of annual report, which I received well in time and I am very happy to share that I do not have any question pertaining to accounts, as each and every aspect of balance sheet is very much clear, Sir. Sir, now one or two general queries of mine for today's AGM is that is there is any negative impact on our export due to the geopolitical issues and what is our vision for next five years along with the capex, and where do we see our Company by 2030? Mr. Minda you have a team of directors, and we have a team of our CFOs, our CSs, Mr. Srivastava Ji, Mr. Gorakh Koundal Ji. They should be called the darling of shareholders. All the shareholders in the investor community are given very good investor services. This is not at the time of AGM and EGM. If we have any query throughout the year, we are just a mail away. So thank you so much for this kind of team and hope to see a healthy growth in the business and as well

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as in the size of the Company. Thank you so much for this opportunity.

Swapnil Parab:

Thank you. We have our next question coming in from speaker number three, Ankur Chanda. Please go ahead.

Ankur Chanda:

Good morning to everyone. Sir, I just want to say that our corporate governance is too good. There is no problem. We are growing consistently. It will be also good if could increase the dividend little more. There are few small questions that I want to ask. What are the key drivers behind the recent strong stock price appreciation and do you believe the Company fundamental justify the current valuation and what revenue and margin growth target does management have for the next three to five years, Just let me know about this. Rest, management is doing a very good job, there is no problem. Thank you.

Swapnil Parab:

Thank you Mr. Chanda. Our next speaker shareholder number four, Yashpal Chopra has registered; however, he has not joined the meeting, hence, we will move to our next speaker. We have speaker number five. Okay, we have Yash Pal Chopra Sir. So, we will take his question now. Mr. Yashpal Chopra. Please go ahead and unmute your microphone so that we can hear your question. We will wait for the connection from Mr. Chopra. Yes, Mr. Chopra, please go ahead. Mr. Chopra, we are unable to hear you. Can you check your microphone, please? Sorry, Mr. Chopra, we are unable to hear you. Mr. Chopra, would you like to check your connection, please? It seems we have a network issue with Mr. Chopra. We have speaker number five, Mr. Chander Jeet.

Chander Jeet:

Good morning to Chairman Sir, the Board of Directors and my fellow shareholders greetings to all of you. Myself, Chander Jeet, joining from Delhi. Before I proceed, I would like to thank our CS and the whole secretarial team for giving me chance to speak and interact with the management. As per the Chairman's speech and the results are fantastic, no issues about the Company's performance, but I would like to know that how much we spent on R&D in last financial year and how AI can benefit to our Company like EV. So we have a very strong CS team with Tarun Srivastava Ji and Gorakh Sir as members have already discussed about that. So all in all, there

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are no specific questions, but I would like to know how much spent on R&D. Thank you, Sir. Thank you.

Swapnil Parab:

Thank you so much. Our next speaker, number six, Mr. Jahangir Rohinton Batiwala, has registered; however, he has not joined the meeting. We have speaker number seven, Ms. Susheel Arora. Ms. Arora, please go ahead.

Karam Singh Arora:

Myself, Karam Singh Arora, on behalf of Susheel Arora speaking because she is not feeling well. So kindly allow me to speak, Sir. Respected Chairman, Sir, Board of Directors, management team, and my fellow shareholders, greetings to all of you. My name is Karam Singh Arora, and I am very proud to be a shareholder of Uno Minda Limited. First of all, I would like to congratulate the Chairman, Sir, and the entire management team for Company's excellent growth and visionary leadership. Uno Minda has carved a distinct niche for itself in the global automotive component industry, driven by innovation, technology, and quality. As we rapidly advance in areas like electric vehicles, soft mobility, and cutting-edge technologies, I am confident that Uno Minda is well-positioned for the future, thanks to its robust product portfolio and global partnerships. As a shareholder, it is gratifying to see the company consistently focusing on innovation and sustainable growth alongside long-term value creation. I have a brief question for the management team: what are the company's top priorities for further strengthening its leadership in the global electric mobility market over the next three to five years? In closing, I extend my gratitude to all the company's employees and stakeholders for their hard work and dedication. I wish Uno Minda a bright future and hope that, by achieving new milestones in the times ahead, it will create even greater value for shareholders. Thank you very much. Best wishes to everyone for the 34th AGM. Jai Hind. Jai Bharat.

Swapnil Parab:

Thank you so much, Mr. Arora. We have our next speaker, number eight. We have Ashok Kumar Jain. Mr. Jain, please unmute your microphone.

Ashok Kumar Jain:

Good morning, Chairman, Sir. MD Sir, Board of Directors and my co fellow shareholders, I, Ashok Kumar Jain joining the AGM from Delhi. I am thankful to the management and secretarial team for providing me an opportunity to express my view. First of all, I thank

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our Chairman Sir, MD Sir, and management team for giving us excellent results this year. Their dedication, devotion, and hard work gave us a new height of our Company, Sir. Sir, I am very happy to see the business growth of our Company, and thanks for healthy dividends. I also thank the Company Secretary, and his entire team for helping me to join the AGM on VC Portal. On my single request, I received a hard copy of annual report. I have gone through the annual report, very, very informative and colorful. There is no space to raise any questions, Sir. Sir, most of my queries covered under the MD Sir's speech and also raised by the previous shareholder. Sir, my only one question, please advise company's strategy on marketing of its products. Thank you, Sir. Thank you. I support all the resolution, Sir. Thank you, Sir. Thank you.

Swapnil Parab:

Thank you so much, Mr. Jain. We have our next speaker member, number nine, Mr. Ajay Khurana. Mr. Ajay Khurana, please go ahead. Mr. Khurana, please go ahead with your question. Mr. Khurana, please go ahead. We are unable to hear you.

Ajay Khurana:

Respected Chairman Sir, esteemed Board of Directors and co shareholders Sir. First of all, Sir, a very good morning from my side, myself Ajay Khurana speaking from Delhi, Sir. I am extremely thankful to you, Sir, for giving me an opportunity to share my thoughts and my comments on this VC platform, Sir, which is the need of the hour. Here, not only a shareholder, director, banker, even any stakeholder, Sir, may join not only from India, from all over the world, Sir. So, it is a pan world, Sir. So, I request you to continue with this platform, Sir. Secondly, Sir, there is no exaggeration to say our Company is extremely doing well, Sir, good results, good dividend, and a nicely drafted balance sheet, Sir and good CSR, corporate governance. Excellent, Sir. No issue, Sir. Sir, next point is very simple, Sir Dil Maange More Sir. We request you to kindly, Sir, give good dividends in future as well as try to consider split or bonus at appropriate time, Sir and one small query, Sir, keeping in view of this war situation which is pending so long, is there any impact on our input costs, Sir or export potential? If so, what are the future roadmaps of the Company, Sir, in this regard? Kindly, Sir, elaborate on this, and really I am proud to be a member of Uno Minda Group and Uno Minda family since more than 30 years or so. So I wish, Sir, a good health to you and all the Board of Directors. Last but not least Sir, I am thankful to CFO Sir, CS Srivastava Sir and Gorakh Koundal

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who enabled me to join this VC platform. Extremely thankful Sir. God bless you all. Namaskar. Thank you.

Swapnil Parab:

Thank you so much Mr. Khurana. We now move to our next speaker member number 10. We have Mr. Vimal Jain. Please go ahead.

Vimal Jain:

Thank you, Sir. Good morning, Chairman Sir, MD Sir and Board of Directors and the fellow shareholders attending this meeting at this virtual platform. An excellent speech is given by the MD Sir wherein he has already elaborated about the achievements and the planning of the Company. So there is nothing to ask any question in regards to the accounts of the Company as the Company is already achieving good results in the year under review wherein the revenue is also increased around 20% and profit after tax is also increased accordingly. So the dividend is also increased, but in this regard, my simple question is that can you tell me about the export policy of the Company that in this scenario of the world globally tensions is rising so what is the export policy and how it will be affected for our e-vehicles module in the world? So in the end, I would like to congratulate the whole staff for giving the good results, including the technical staff and mechanical staff of the Company and also, I would like to thank the Company Secretary, Shri. Tarun Srivastava Ji and Mr. Gorakh Ji for providing a copy of the annual report in just a single request and also providing the link to share my views in front of the eminent management. Thank you, Sir, and all the best.

Swapnil Parab:

Thank you so much, Mr. Jain. We have our next speaker member, speaker number 11, Surendra Kumar Jain. Mr. Jain, please go ahead. You can unmute your microphone now. Mr. Jain, we are unable to hear you. Please unmute your microphone. We will wait for the connection from Mr. Jain. Mr. Surendra Jain, we are unable to hear you. Hello.

Surendra Kumar Jain:

Chairman Sir, Namaskar. I am Surendra Kumar from New Delhi. Sir, I heard your speech and you told us about the present and future of the Company. Sir, I wholeheartedly support all the existing resolutions. I hope that our Company grows well in the future. Sir, what are we going to do in the future and what will be our roadmap for the next 2 -3 years? Thanks to secretary department for providing the link. Thank you Sir.

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Swapnil Parab: Thank you so much, Mr. Jain. We will take our next question now from speaker number 12. We have Himanshu Trivedi. Mr. Trivedi, please go ahead now.

Himanshu Trivedi: *Respected Chairman, Nirmal Minda, other Board of Directors, this is Himanshu Trivedi from Gujarat, Vadodara. First of all, thankful to our Company Secretary, Tarun Kumar Srivastava, who has been sending the hard copy of the agenda, easy to follow and easy to understand, so I am thankful to you and your entire secretarial team. The report is nicely prepared. All corporate and governmental parameters are covered in the AGM notice. Sir, I do not have much question because I have full faith on Board and they are working. I have already sent my question and query to the e-mail well in advance, which will save the time of the AGM, give the opportunity to the rest of the speaker shareholder. Sir, still I have as a speaker a few questions. What is the market share we have in the domestic market? My second query, what would be the profit sharing ratio of coming financial year? I wish good luck and bright future for coming financial and coming festival. Thank you for allowing me to speak. Sir, Sir. Thank you to allow me to speak. Thank you, Sir.*

Swapnil Parab: Thank you. We have our next speaker member, number 13, Mr. Lokesh Gupta.

Lokesh Gupta: *Namaskar, Sir. I welcome you and all the Board members. Sir, MD Sir was giving an excellent Chairman speech there are no questions left after that. Sir, I have full faith and confidence in you; I stand by the decisions we have made regarding the company in the past and will continue to do so—just as we have supported the company before, we will do so in the future. Sir, I will not repeat the questions that other shareholders have already asked. In conclusion, I extend my best wishes for the company's bright future. Thank you, Sir.*

Swapnil Parab: Thank you so much Mr. Gupta. Our next speaker member number 14, we have Mr. Praveen Kumar. Mr. Kumar, please go ahead.

Praveen Kumar: *A very, very good morning to my honorable respected Chairperson, Board of Directors, my fellow shareholder, myself, Praveen Kumar, and I am joining this meeting from New Delhi. Few observation, love to share with the entire house, Sir, but before that, in the starting of the financial year this is our first interaction with the management,*

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so I wish the entire management team, each and every dedicated employee of a Company, a happy, healthy, and prosperous future. I am with the Company for more than two decades, and I have the deepest, deepest respect for our Founder and respected Chairperson. I truly salute your leadership, your dedication, and your devotion to bring sustainable value creation for a retail investor like me. It is a classic sales advisor. Our hard-earned money is a great multiplier if you see the record and I am very, very thankful for your annual address to the shareholder. For a retail investor like me, it is very, very informative, Sir. I wholeheartedly support all the resolutions, which is set up for the notice today and my question to the management is, yes, our philosophy is we take our country first and the business second please enlighten us about the CSR activity. I truly delighted to hear from you Sir and one more thing, which is very, very important for the retail investor like me, who are the pillar of the Company, is the communication between the Company and the retail investor in this regard, I would love to thank our respected CS, Mr. Tarun Srivastava; our Investor Relations Officer, Mr. Gorakh. They are with the Company for years now and they are the biggest asset, mark my word, as far as the communication with the retail investor, Sir, because even during the course of year, if we have any update about our Company that will be truly answered in a prompt time that truly boosts our morale as far as our investment in the Company is concerned, and our Company is growing leap and bound in the future under your leadership. I just pray to the God that he will bless you with all the positivity so that you will take our Company to the new height in the future. Thank you very much for this opportunity. Jai Hind, Sir. Jai Hind.

Swapnil Parab:

Thank you. Our next question, we have speaker number 15, Mr. Raju Verma. Mr. Verma, please go ahead. Mr. Verma, we can hear you. Please go ahead.

Raju Verma:

Namaskar Sir, Namaskar, Sir. I am Raju Verma, speaking from New Delhi. Many of my questions were already answered in your Chairman's speech, so there is nothing left for me to ask, Sir. I will not repeat anything. I have just one small question Sir, what percentage of the annual budget is spent on the R&D department? I wish the company for their future. Thank you so much.

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Swapnil Parab:

Thank you so much, Mr. Verma. We have our next speaker, number 16, Chetan Chadha. Mr. Chadha, please go ahead with your query now.

Chetan Chadha:

Thank you, Sir. Thank you so much for giving me the chance to speak with you. Myself, Chetan Chadha and I am joining this AGM from New Delhi at my home and I am really thankful to the entire secretarial team to give me the chance to speak with you and I am also thankful to them for I have requested for the hard copy of the annual report. They have sent it in time to me and the moderator Inba, he is also giving me the confirmation of the speaker. This is the good marvelous regard. Sir, being a shareholder is not unusual, there are many speaker shareholders, but the fact that everyone is happy speaks volumes about the management's good performance. This year marks our 34th AGM. Given the stage we have reached that we have not only split our shares and rewarding shareholders with bonuses in these years I would like to make a request today before this board and in this live session, could we consider issuing a 1:1 bonus to our shareholders before the next AGM? Our capital base has not grown in proportion to our expansion, so this is something the board might consider. Now the entire auto industry is going to be diluted on EV. So, the new industry is preparing to move towards Gujarat and Dholera are we also thinking of moving in that direction because the new industry is moving in that direction and the way we have launched our products, the new market capability that we will get, are we also considering moving our factory there to expand our presence, so please elaborate on this aspect as well. There aren't many other questions. You have also given a dividend, and the work done by the Secretarial Department has been very good. We get to see the results on a quarterly basis, which is a very positive sign. It shows the clarity and strong bond that you have built with your shareholders. Sir, I would like to request again that this is the 7th year AGM that we are doing on the VC model. If possible, we should do this meeting on a hybrid model we should be able to do it physically and meet each other hybridly because we get only one chance to meet you all. So, we are trying to take AGM to hybrid by next year. It will be a good model. Thank you, Sir. Thank you so much for giving me the chance to speak with you. I would like to thank the Secretary and the whole department and the moderator who gave me the opportunity to connect with you through this medium. Thank you, Sir. Thank you so much.

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Swapnil Parab: Thank you so much, Mr. Chadha. We have our next speaker, No. 17, Pramod Kumar Jain with his question now. Mr. Jain, please go ahead.

Pramod Kumar Jain: *Namaskar, I am Pramod Kumar Jain from Delhi. Chairman Sir, Board of Directors and secretarial department greeting to all of you. I support all the resolutions passed today. Sir, in your speech you have told everything about Company's future, there are no questions left for us to ask. In your leadership, our Company will, din dugni raat chauguni tarakki karege, I wish for that. I have a one or two small questions. Automotive industry is moving very fast towards electric vehicle, how much revenue is the company getting from electric vehicle segment? What is the condition of the new order? Number two, the Company has recently increased its shareholding in Minda Onkyo India Private Limited to 99% and the Board is considering for merger. What positive impact will this merger have on the Company's operations and profits? Sir, I would like to suggest one more thing to you. Sir, as you are calling these speakers by our names, you should also tell holdings of the speaker, that how many shares we have with Company.*

Swapnil Parab: Thank you. We will take our next question now from speaker number 18. We have Narendra Singh Chauhan. Mr. Chauhan, please unmute your microphone, so that we can hear your question. Mr. Narendra Singh Chauhan, we have given you permission to speak.

Narendra S Chauhan: *Good morning, Chairman Sir, Board of Directors and co shareholders, First of all, I would like to thank the Company Secretary staff and their supporting staff who gave me the opportunity to speak on this platform. Sir, on a single request, I asked for a hard copy of the Annual Report they immediately provided it to me. Sir, if we have any kind of grievances, the Company Secretary and their supporting staff immediately reply to us, Sir. and Company Secretary takes complete care of every shareholder. I support all the resolutions passed today. We have full faith and confidence in your leadership. I am shareholder of this Company for approximately 30 years, I am a very old shareholder. I have full faith in you seeing how the Company has achieved new heights and good results. Shareholders have benefitted from that.*

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- Swapnil Parab:** Thank you so much Mr. Chauhan. That was our last speaker shareholder. I will now hand it over back to the management for further proceedings. Over to you, Tarun Sir.
- Tarun K Srivastava:** I now request Shri. Sunil Bohra Ji, CFO to kindly address the queries raised by speaker shareholders and other shareholders who have raised queries through chat box. He may also refer some questions to Shri Ravi Mehra, Managing Director. Over to you, Bohra Sir.
- Sunil Bohra:** Thank you, Tarun and many thanks to all the speaker shareholders for raising their questions and also, first of all, thank you for all the compliments and appreciation for the whole team. We are really grateful for the acknowledgement. Thank you very much. I will go one-by-one. So starting with Mr. Sood. So thank you very much for all the compliments Sood Sir. Mr. Gagan Kumar, is there any negative impact on export due to geopolitical issues and capex for next five years was the question. So Gagan, in terms of export, while we all know that the market remains ever challenging, a lot of uncertainties, but there have been certain developments which actually are very good for the automotive sector and also, I would say, for the whole country, with the Government of India leading the front in terms of signing the FTAs with multiple countries, EU, US, and other countries and this will definitely provide a lot of opportunities not only for Uno Minda but as I said for a lot of industries across India. In terms of capex, for next five years, as you know, that today we are in the process of constructing almost 13 to 14 new plants, which has approved capex of almost Rs.3000 Crores. So this is what currently it is under execution, which will take maybe around a couple of years. There are certain more projects as we see, we will come along and we will keep you posted as and when they are put up to Board for consideration. Ankur Chanda Ji, thank you for your compliments. Dividend can be increased. So just to mention here that last year the Company has actually increased the dividend payout by almost 18% so for 2024-25 dividend was Rs.129 Crores and 2025-2026 including the final dividend is Rs.153 Crores so there is an increase of 18% in terms of dividend. This same dividend question by another shareholder also so I will not repeat that. There is also a question in terms of key drivers behind the recent stock price appreciation do justify valuation, etc., etc., so obviously Company does not comment on any stock market movements they are not in our hands they are market forces, global uncertainties, global events,

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which drive the stock market performance not only for Uno Minda but also for a lot of other organizations, so we do not comment or focus on stock market in our hand, its performance and results and that is what the focus of the entire organization is. Then next Mr. Chander Jeet Singh Ji thanks for your appreciation. Spend on R&D last year was the question. So our actual R&D spend for last year, you can see in the annual report as well, it was Rs.261 Crores and another shareholder asked the question in terms of percentage. As a percentage if we see it is 1.77% of turnover. Sushil Arora Ji, thank you very much for compliments. In fact, Karamjeet Singh Arora Ji, so next question, your question was three to five years in electric mobility and top priorities of the companies to be leader. So as you would have seen that last five to seven years, Uno Minda has been at forefront of seizing the opportunity, which the electric or the e-mobility segment has been provided, starting with the two wheeler and the three wheeler EV segment. We have been frontrunners in terms of a lot of EV products and actually if you would have seen our auto expo as well the Bharat Mobility Show, we have actually demonstrated the capabilities in terms of putting an electric two wheeler specifically on the show in terms of showing our competencies and recently, you would have seen that we also started working on the electric four wheeler segment with a couple of collaborations for EVSE and the EDU segment, so the Company has been working relentlessly on capturing those products, but as it was also mentioned, by Chairman and MD in their speech initially that the group's large part of portfolio is agnostic to what kind of vehicle runs on. So like lights, seats, switches, airbags, infotainment, alloy wheels, they are application, etc., in any kind of vehicle or any energy vehicle runs on. So your Company actually is in a very sweet spot in terms of capitalizing that transition not only in terms of existing product but also aggressively working on the EV segment as well. Ashok Jain, thank you for your compliments in terms of advising your suggestions to advise marketing for product. Definitely, we will share this feedback. We do have our aftermarket team leading our marketing efforts and a lot of initiatives have been taken in last three years, but we take your point in a positive spirit and see how we can further enhance in terms of marketing efforts for our products. Ajay Khurana Ji, thanks for compliments and thanks for being a shareholder for last 30 years, as you mentioned. It is really grateful for you to stay with us. Dividend in future, as we have said, dividend has been increasing year-on-year, in fact, over last five years,

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dividend actually has gone almost absolute three to four times in terms of dividend payout and there was also a request to consider split bonus at an appropriate time by another shareholder as well. So definitely we will discuss or put up to the Board for its consideration. Vimal Jain Ji, export policy of the Company, so obviously there is in terms of export, the Company has been working very, very aggressively and you would have noticed in the last quarterly results, we have also mentioned the kind of export business, which have been secured by the Company has been almost to the tune of Rs.300 Crores per annum of value, which was secured, so the Company has been working very aggressively in terms of capitalizing exports from India and we continue to sort of increase our export portfolio. Then Himanshu Trivedi Ji, thanks for joining from Vadodara and you said what is our market share and what is our profit ratio next year? So, in terms of market share, our strategy has been, look first of all we have multiple products so we cannot say Uno Minda is like a single market share, but we have to see product-by-product and our endeavor, whatever product we are we should be ideally in the top three players of the country and I am happy to say that a lot of the products we are already there, not only top three we are actually maybe number one or number two in some of the products as well. So that has been our endeavor and in terms of profit ratio for next year definitely Company do not comment on future profitability but our endeavor has consistently been to make sure that we remain healthy and we remain profitable enough in terms of not only paying dividend to shareholders but also to sort of fund our future growth and all the capex. Praveen Kumar Ji again thank you for being shareholder for two decades as you have mentioned and you also mentioned it has been a great multiplier thank you. Thank you for that and you also mentioned in terms of CSR activity enlightenment. So as also has been highlighted by Chairman and his Speech by Mr. Mehra as well. The Company aggressively has been working on multiple CSR fronts. We have also now recently opened as it was mentioned in the speech the 19th Center for the community vocational training, which helps people to sort of being self-reliant and a lot of other trainings being given. In fact our last year our CSR spent has been almost Rs.16 Crores, close to Rs.16 Crores, and in the current year 2026-2027 we further plan to increase this by almost 10% to 20% as we move forward. Raju Varma Ji, question on R&D spend, I have already responded. Chetan Chadha Ji, thank you for your feedback. As mentioned, we will put up to the Board for the bonus point. In terms of EV industry movement to Gujarat, etc., and

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do we plan to move there? So, Mr. Chadha, we already have around eight plants in Gujarat and we have been growing our presence in the region already. Also, your proposal was to do AGM in the hybrid model definitely that shall be evaluated. Pramod Ji, EV segment, how much of revenue? So Pramod, if you would have seen in the last FY2025-FY2026 results presentation, we have actually carved out a new segment called the green mobility segment, which includes not only EV but also the green mobility like the CNG business or stuff like that. So from that, if you see our last year revenue has been around 7% of the total revenues from the green mobility segment. Also, we note your point. We will take your feedback, which you shared an improvement area where there may be some area for improvement in terms of treatment of shareholders as you mentioned. We take that in a positive spirit and we will definitely look into that matter and Narendra Singh Chouhan Ji, thank you for your appreciation. Thank you very much. I believe I have responded to all the questions. So, Tarun, over to you.

Tarun K Srivastava:

Thank you, Bohra Ji. I believe that we have addressed all the queries and questions raised by the shareholders. Still, if any of the members have queries, they can send their queries to email id dedicated for investors that is to investors@unominda.com or csmil@unominda.com. We will now move on to the e-voting. The Company had provided remote e-voting facility to the members to vote between 9:00 am on July 28, 2026 till 5:00 pm on July 30, 2026 in proportion to the shareholding as on cutoff date July 24, 2026. Now, in order to provide the facility to those shareholders who have not cast their vote through remote e-voting, the e-voting is now open and will close after 30 minutes. The icon for e-voting is available on the screen, which will redirect you to a separate window on the e-voting portal of NSDL. Sri Devesh Kumar Vasisht, Managing Partner of DPV & Associates LLP has been appointed as a scrutinizer for voting by the shareholders. On the receipt of the report from the scrutinizer, the results of the voting along with remote e-voting will be submitted to NSE and BSE not later than three days or the two working days whichever is earlier from the conclusion of the meeting. The results of voting once declared will also be placed on the website of the Company and website of NSDL. The Company simultaneously forwards the results to National Stock Exchange and BSE, where the securities of the Company are listed. As the meeting is convened through VC today, resolutions have already been put to

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vote through remote e-voting and the requirement to propose and second are not applicable for this meeting. As all the items of business as part of AGM notice has been taken up, I propose a vote of thanks to the chair and also like to thank shareholders for fully engaging in the proceedings of the virtual meeting. I thank all directors and participants for joining this meeting. Over to you, Mr. Swapnil.

Swapnil Parab:

Thank you. Dear members, as instructed by the scrutinizers, we request all the members participating in the AGM and who have not yet cast their vote to do so in the remaining period of 30 minutes.

(After 30 minutes) Thank you. Dear members, as advised by the scrutinizers, the time for e-voting has elapsed, and they are of the view that all members who are participating in the AGM have been given adequate time and opportunity to vote at the AGM.

Tarun K Srivastava:

Thank you, Swapnil. Thank you, everyone. The meeting is concluded with a vote of thanks to the Chair, all panelists, shareholders, and all other individuals who have supported in the smooth conduct of this AGM. Thank you very much.