INVESTORS’ MEET
December, 2020

G. Chatterjee
Senior Management

Gautam Chatterjee
Managing Director & CEO
BE (NIT, Dgp.) (Gold Medallist)
PGDBA (IIM A)
Total Experience: 48 Years
Exide Experience: 38 Years
25 Years as Director
5 Years as MD & CEO

Subir Chakraborty
Deputy Managing Director
B Tech (IIT, Madras)
PGDM (IIM C)
Total Experience: 38 Years
Exide Experience: 24 Years
7 Years as Director

A K Mukherjee
Director – Finance & CFO
FCA, FCMA
Total Experience: 36 Years
Exide Experience: 22 Years
13 Years as Director

Arun Mittal
Director - Auto
FCA, ACMA, ACS
Total Experience: 29 Years
Exide Experience: 27 Years
4 Years as Director

Avik Roy
President - Industrial
BEE (JU), MBA (AIM, Manila)
Total Experience: 31 Years
Exide Experience: 2 Years

All Highly Qualified Professionals
## Financials

### 2019-20 vs 2020-21 - Q2

<table>
<thead>
<tr>
<th></th>
<th>2019-20</th>
<th>Growth %</th>
<th>2020-21 - Q2</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>9,857</td>
<td>-6.9%</td>
<td>2,753</td>
<td>5.5%</td>
</tr>
<tr>
<td>PBT</td>
<td>1,057</td>
<td>-6.5%</td>
<td>305</td>
<td>8.5%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>1,365</td>
<td>-3.3%</td>
<td>392</td>
<td>6.8%</td>
</tr>
<tr>
<td>EBITDA %</td>
<td>13.8%</td>
<td></td>
<td>14.2%</td>
<td></td>
</tr>
</tbody>
</table>

### CAGR 5 Years

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Adjusted*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9.5%</td>
<td>10.8%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>7.4%</td>
<td>10.3%</td>
</tr>
<tr>
<td>PBT</td>
<td>3.9%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

*Last Quarter Covid Impact Adjusted*
• Domestic Retail Sales (Auto + Industrial) - Around 60%
• B → B (Auto + Industrial) - Around 40%
• OEM Share of Auto Business (Vehicular 2W + 4W) - Around 60%
## Focus - Technology

<table>
<thead>
<tr>
<th>Collaborators</th>
<th>Auto</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Immediate Short Term / Ongoing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hitachi (Japan)</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>• Furukawa (Japan)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>• East Penn (USA)</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>• Moura (Brazil)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td><strong>Medium Term - Disruption</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Leclanche (Switzerland)</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Li-Ion Technology</td>
<td></td>
</tr>
<tr>
<td>• E-Coult (Australia)</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td><strong>Long Term - Innovation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ABC (USA)</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td>Bi-Polar Batteries</td>
<td></td>
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</tbody>
</table>
Company - Focus

- Increasing Margin
- Balanced Capital Allocation
- Better Cash Flow and Liquidity
- Growing Insurance Business
Company - Focus

- Market Mapping and Structure Transformation
- Customer Centricity through Technology
- Small Scale Segment
- Sales Growth at least 200 bps more than Market Growth
- Investment in Latest Technology / Plant and Equipment
Cost Leadership

- Transformation Supply Chain
- Manpower Rationalization
- Power Cost Reduction through Solar
- Higher Productivity and Automation in Factories
- Warranty Management
Currently Exports is below 10% - we aim to double it in next 3 years.
Future Proof

- Digitization of Sales, Service, Supply Chain and Manufacturing in Phase I
- Nexcharge – The most modern and versatile Li-Ion Pack and Module making Plant in India
- Increasing Smelting Operations
MANUFACTURING CAPABILITIES

- Prismatic Module Line
- Cylindrical Module Line
- Pouch Module Line
- Low Voltage Pack Line
- High Voltage Pack Line
Prismatic Line Status

- Line will be fully commissioned and validated as per SAT in Dec 20.

- First bulk order received for 3000 Battery Packs for Electric -3W from a large OEM. Value 18Cr.

- Line will also be used for making E-Bus & Telcom Modules.
Line installation will be expected to be completed by 30th December.

Line will be used for making battery modules for Electric 2W.

Protos under testing for many OEM’s.
Pouch Module Line

Key Features:

- Developed in Switzerland with key controls on Safety and Process
- Flexible to handle different variants of Pouch cell
- All station supervised with MES control
- Pouch line is sued for making battery modules for Bus/Car Application.
Lines Commissioned and ready for production.

Line will be used for making modules into pack for all low voltage applications like 2W/3W/Telecom/UPS etc.
HV Line Status

> HV Line is commissioned and read for production.

> HV line to be used for making High voltage packs for Bus/Car and other high voltage applications.
Capacity Summary for all Lines >1.5GWh

Capacity Summary for all Lines >1.5GWh

Capacity in Nos

Capacity in MWh
Thank You