



SL/BSE/NSE/2023-24/

November 9, 2023

The Manager,
Listing Department,
National Stock Exchange of India Ltd.,
'Exchange Plaza' C-1 , Block G,
Bandra-Kurla Complex, Bandra (E),
Mumbai-400 051.
Security ID: SUBROS

Dy. General Manager,
Department of Corporate Services,
BSE LIMITED,
First Floor, P.J. Towers,
Dalal Street, Fort,
Mumbai – 400001.
Security ID: 517168

Dear Sir/Madam,

Sub: Investor Presentation on the financial results for the quarter ended 30th September, 2023

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith the investor presentation on financial results for the quarter & half year ended 30th September, 2023.

Kindly take the same on your record.

Thanking you,

Yours faithfully,
For **SUBROS LIMITED**

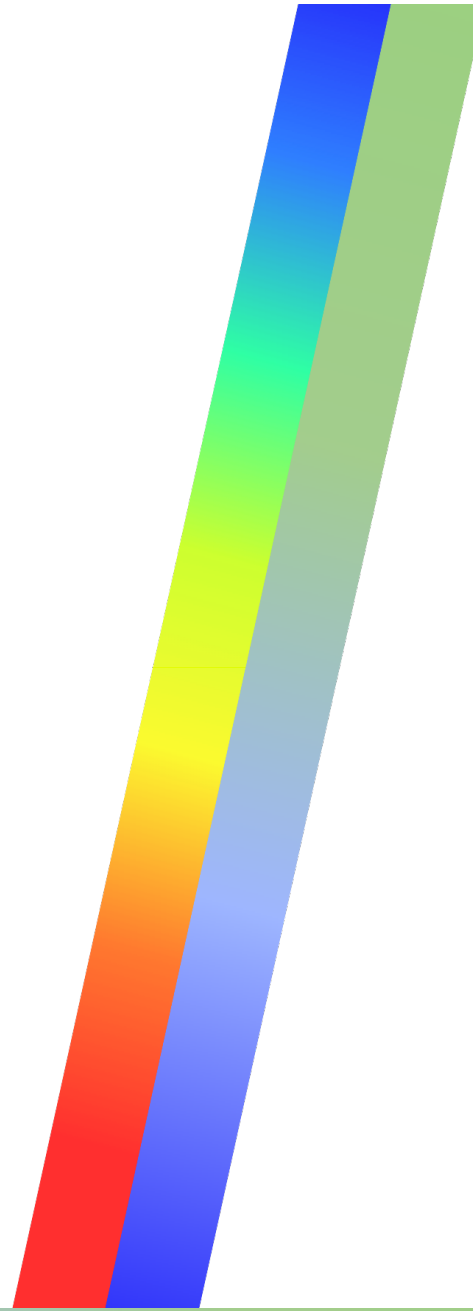
Kamal Samtani
Company Secretary

SUBROS LIMITED

Corporate & Registered Office: LGF, World Trade Centre, Barakhamba Lane, New Delhi 110001 (India). Tel: 23414946-49 | Fax: 01123414945
Website: www.subros.com | CIN: L74899DL1985PLC020134

***Financial Results
Quarter 2, FY 2023-24***

**Investor
Presentation**



Subros



Cooling the Planet

SAFE HARBOUR

This presentation might contain forward looking statements which involve a number of risks, uncertainties and other factors that could cause the actual results to differ materially from those in the forward looking statements. The Company undertakes no obligation to update these to reflect the events or circumstances thereof. Secondly, these statements should be understood in conjunction with the risks the company faces.

Subros



About
Subros

Company Profile

*Established in 1985, Subros is the Largest Air Conditioning & Thermal Products company in India.
A Joint Venture company between*

Subros

SUZUKI.

DENSO

Equity Distribution	Indian Promoters-36.79%, Denso-20%, Suzuki-11.96%, Public-31.25%
Business	Integrated Thermal Products manufacturer for auto and non auto products
Segments for Thermal products	Car, Bus, Truck, Tractor, Reefer, Railways and Home AC.
Plants	7 Locations (Pan India Presence)
Technical Centre	2 Location(Noida)
Tool Engineering Centre	1 Location (Noida)
Certifications	ISO 14001, IATF 16949, OHSAS 18001
Market Shares	42% (Passenger Car AC) 51% (Truck Aircon/Blower)
Gross Revenues	Rs. 2806 Cr. (2022-23) US\$ 338 Mn



Noida Plant



Pressure Die Casting



Pune Plant



Manesar Plant



Chennai Plant



Karsanpura Plant



Nalagarh



Technical Centre



Tool Engineering Centre



DSEC

Our Board



Ms. Shradha Suri
Chairperson & Managing
Director



Dr. Jyotsna Suri
Director



Mr. P. K. Duggal
Whole Time Director and
Chief Executive Officer



Mr. H. Takeuchi
Representative of Suzuki
Motor Corporation, Japan



Mr Naohisa Kuriyama
Representative of
DENSO Corporation, Japan



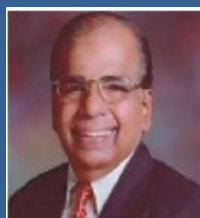
Mr. Tomoaki Yoshimori
Representative of
DENSO Corporation, Japan



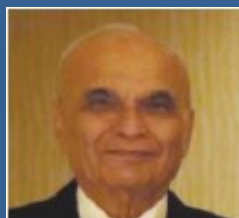
Mr. Yasuhiro Iida
Alternate Director



Mrs. Meena Sethi
Independent Director



Mr. K.R. Ramamoorthy
Independent Director



Mr. M A Pathan
Independent Director



Mr. G.N. Mehra
Independent Director



Mr. Arvind Kapur
Independent Director



Mr. Shailendra Swarup
Independent Director

Total 12 members → 6 from Promoter and Collaborators and 6 Independent

Leadership Team



Ms. Shradha Suri
Chairperson &
Managing Director



Mr P K Duggal
Chief Executive Officer



Mr T Murayama
Advisor



Mr. Y P Negi
Chief Operating Officer
(Technical & SCM)



Mr. A Parashar
Chief Operating Officer
(Operations, STEC & Service)



Mr. D Sрни
EVP
Technical Centre



Hemant Agarwal
CFO & VP Finance

Customer Map

Passenger Car Segment (AC+ECM)



Refrigeration Trucks



Commercial Vehicle Segment (Bus, Truck, Tractor)



Railways (Driver Cabin + Coach)



Residential and Commercial



Tooling



Our Difference



Backward integrated to enable built-in quality



India's leading automotive AC company



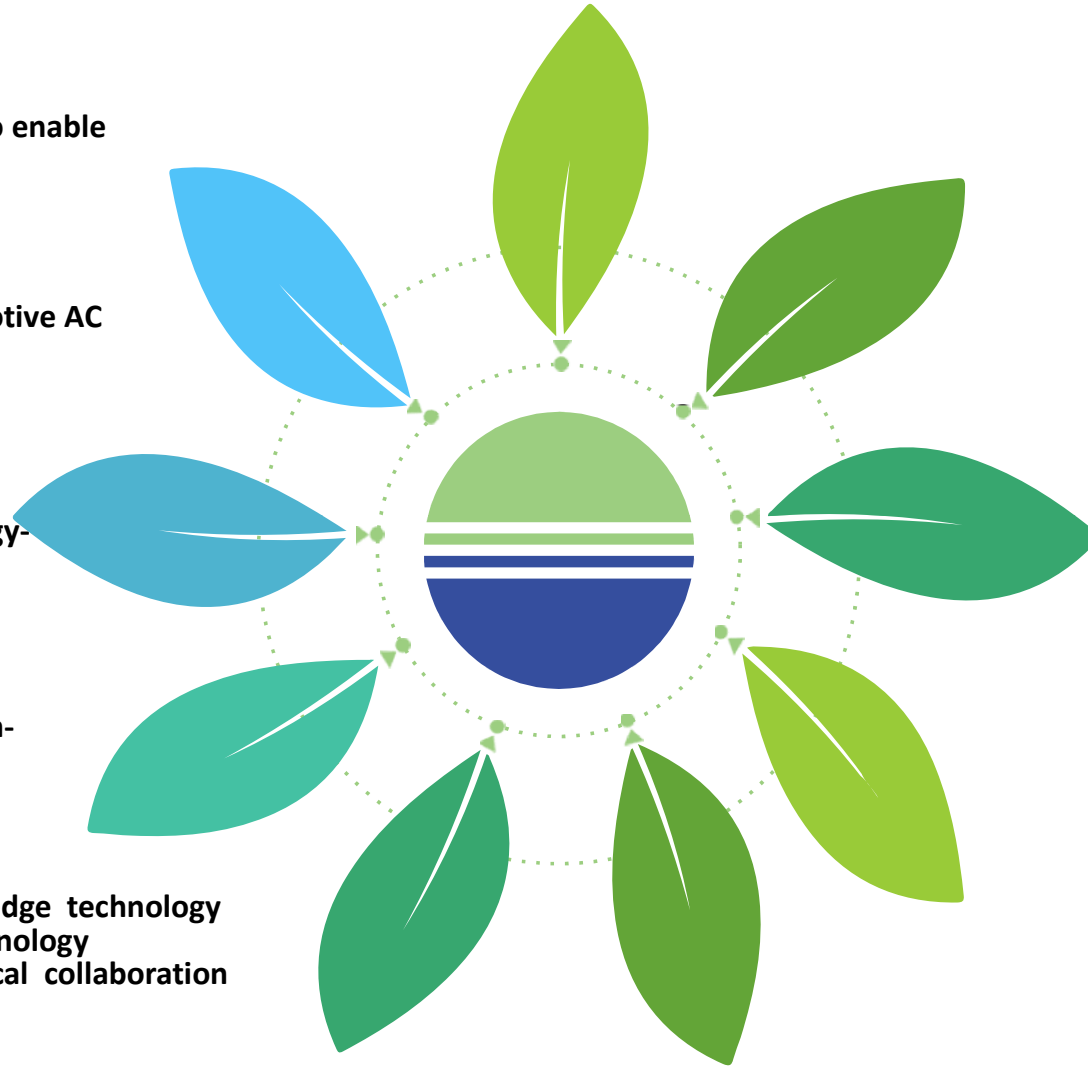
Highly reliable & energy-efficient products



Cost-effective and high-quality durable solutions



Availability of cutting-edge technology through in-house technology development & technical collaboration with Denso Japan



Strong manufacturing & process technology infrastructure



Proven capabilities in full-system design, validation, manufacturing & supplies



Pan-India presence



Diversified business into multiple segments

Financial Results & Highlights

Results Analysis - HY1 FY 2023-24 v/s HY1 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q2 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q1 FY 2023-24

Way Forward

Business Highlights (Q2 2023-24)

Q2 23-24 vs Q2 22-23

Revenue growth is 17%

EBIDTA growth is 66%

PBT growth is 183%

PAT growth is 172%

Q2 2023-24 Highlights

Highest ever Revenue reported for Rs. 813.37 Cr. in quarter 2

SOP of K2 Tractor (one model) started from Pune plant in Q2

SOP of 1 New project is in pipeline for Q3 2023-24

Development in progress for new EV business awarded in 2022-23

Subros

Highlights – Financial Performance

HY1 2023-24 v/s HY1 2022-23

Indicator	Amount (Rs. in Cr.)	Growth
Revenues	1506.58	7% ↑
EBIDTA	121.87	36% ↑
PBT	61.44	91% ↑
PAT	40.19	89% ↑

Q2 2023-24 v/s Q2 2022-23

Indicator	Amount (Rs. in Cr.)	Growth
Revenues	813.37	17% ↑
EBIDTA	73.07	66% ↑
PBT	41.66	183% ↑
PAT	26.73	172% ↑

Q2 2023-24 v/s Q1 2023-24

Indicator	Amount (Rs. in Cr.)	Growth
Revenues	813.37	17% ↑
EBIDTA	73.07	50% ↑
PBT	41.66	111% ↑
PAT	26.73	99% ↑

Standalone Results For Quarter Ending and Six Months Ending 30.09.2023

Amt in Lacs

PARTICULARS	Quarter Ended			Six Months Ended		Year Ended
	30.09.2023	30.06.2023	30.09.2022	30.09.2023	30.09.2022	31.03.2023
Net Sales	81,112	69,136	69,337	1,50,246	1,40,012	2,79,980
Other Operating Income	226	186	167	411	344	648
Revenue from Operation	81,337	69,321	69,504	1,50,658	1,40,357	2,80,628
Other Income	284	152	443	436	648	2,057
Total Income	81,621	69,473	69,947	1,51,094	1,41,005	2,82,685
Raw Material Consumed	60,463	51,722	53,220	1,12,186	1,07,445	2,15,033
Total Material cost % to Net Sales	74.54%	74.81%	76.76%	74.67%	76.74%	76.80%
Staff Cost	7,206	6,734	6,349	13,940	12,732	24,772
Staff cost % to Net Sales	8.88%	9.74%	9.16%	9.28%	9.09%	8.85%
Other Exp.	6,645	6,136	5,974	12,781	11,889	24,073
Other Exps. % to Net Sales	8.19%	8.88%	8.62%	8.51%	8.49%	8.60%
EBIDTA	7,307	4,880	4,405	12,187	8,939	18,807
% to Net Sales	9.01%	7.06%	6.35%	8.11%	6.38%	6.72%
Depreciation and Amortisation exp	2,887	2,743	2,763	5,630	5,419	11,028
Depreciation % to Net Sales	3.56%	3.97%	3.99%	3.75%	3.87%	3.94%
Interest	254	159	169	413	310	678
Interest cost % to Net Sales	0.31%	0.23%	0.24%	0.27%	0.22%	0.24%
Net Profit/(Loss)	4,166	1,978	1,472	6,144	3,210	7,101
% to Net Sales	5.14%	2.86%	2.12%	4.09%	2.29%	2.54%
(a) Current Tax	670	346	256	1,016	562	1,218
(b) Deferred Tax	823	286	234	1,109	523	1,075
Total Tax	1,493	632	490	2,124	1,085	2,293
Tax as % to PBT	35.83%	31.93%	33.31%	34.57%	33.79%	32.29%
Net Profit after Tax/(Loss)	2,673	1,346	982	4,019	2,125	4,808
% to Net Sales	3.30%	1.95%	1.41%	2.67%	1.52%	1.72%
Other Comprehensive Income (net of tax)	(215)	4	(11)	(211)	7	15
Total Comprehensive Income	2,458	1,350	971	3,808	2,132	4,823
% to Net Sales	3.03%	1.95%	1.40%	2.53%	1.52%	1.72%
EPS	4.10	2.06	1.51	6.16	3.26	7.37

Financial Results & Highlights

Results Analysis - H1 FY 2023-24 v/s H1 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q2 FY 2022-23

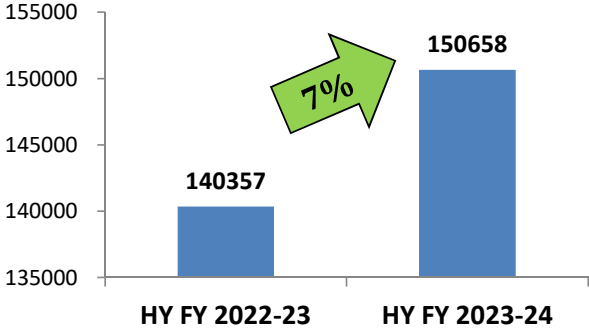
Results Analysis - Q2 FY 2023-24 v/s Q1 FY 2023-24

Way Forward

HY 1 FY 2023-24 v/s HY 1 FY 2022-23

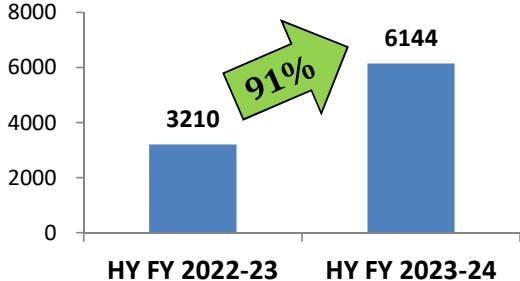
Amt. in Lacs

Revenue



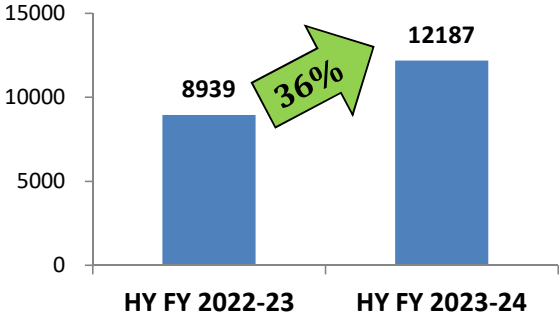
Recorded revenue growth of 7% in HY 1 FY 2023-24

PBT



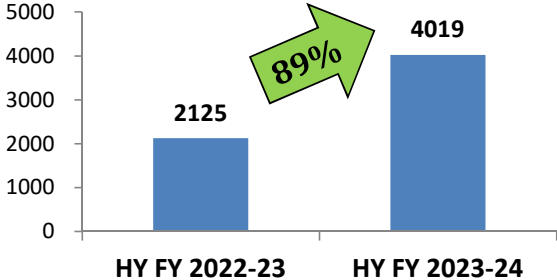
PBT stands at 4.09% agst. 2.29%

EBIDTA



EBIDTA realization @ 8.11% against 6.38%

PAT



PAT Levels at 2.67% of sales as against 1.52%

Key Indicators HY 1 FY 2023-24 v/s HY 1 FY 2022-23

Rs. in Cr.

Indicators	H1 FY 2022-23	H1 FY 2023-24	Change	Status
Net Sales	1400.12	1502.46	102.34	●
Other Income	6.48	4.36	-2.12	●
Material Cost	76.74%	74.67%	-2.07	●
Employee Cost	9.09%	9.28%	0.19	■
Other Expenses	8.49%	8.51%	0.02	■
Op. EBIDTA	6.38%	8.11%	1.73	●
Finance Cost	0.22%	0.27%	0.05	■
Depreciation	3.87%	3.75%	-0.12	●
PBT	2.29%	4.09%	1.80	●
PAT	1.52%	2.67%	1.15	●

Key Aspects:

- Sales is higher by 7.31% due to increase in volume and Start of Production (SOP) of new business award.
- Other Income is lower due to decrease in fair value of change in derivative contracts
- MSR is lower due to softening of commodity prices, Container cost, Product mix & Cost reduction efforts.
- Employee Cost is higher due to yearly salary revision and sales volume.

●	<i>Positive</i>	■	<i>Moderate - variation upto 5%</i>	●	<i>Negative - variation exceeding 5%</i>
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Financial Results & Highlights

Results Analysis - HY1 FY 2023-24 v/s HY1 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q2 FY 2022-23

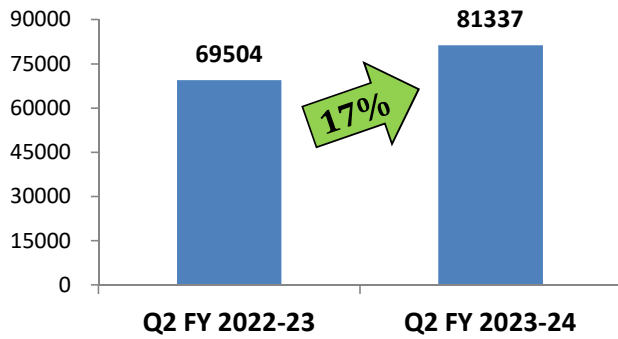
Results Analysis - Q2 FY 2023-24 v/s Q1 FY 2023-24

Way Forward

Q2 FY 2023-24 v/s Q2 FY 2022-23

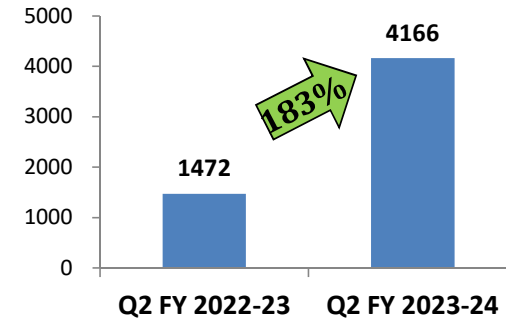
Amt. in Lacs

Revenue



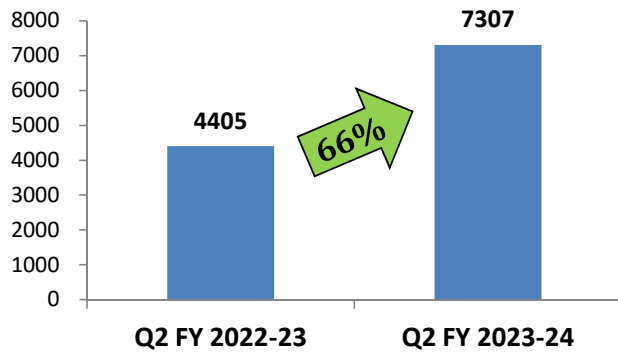
Recorded revenue growth of 17% with corresponding Qtr

PBT



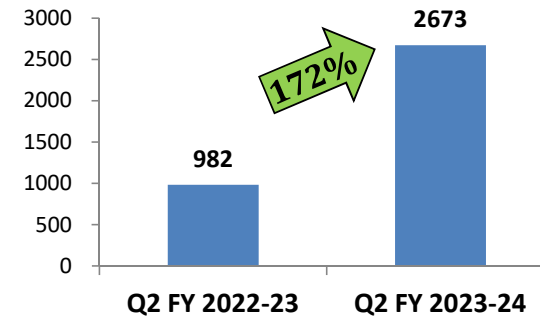
PBT realization at 5.14% as against 2.12%

EBIDTA



EBIDTA realization at 9.01% as against 6.35%

PAT



PAT realization at 3.30% as against 1.41%

Key Indicators Q2 FY 2023-24 v/s Q2 FY 2022-23

Rs. in Cr.

Indicators	Q2 FY 2022-23	Q2 FY 2023-24	Change	Status
Net Sales	693.37	811.12	117.75	●
Other Income	4.43	2.84	-1.59	●
Material Cost	76.76%	74.54%	-2.22	●
Employee Cost	9.16%	8.88%	-0.28	●
Other Expenses	8.62%	8.19%	-0.43	●
Op. EBIDTA	6.35%	9.01%	2.66	●
Finance Cost	0.24%	0.31%	0.07	●
Depreciation	3.99%	3.56%	-0.43	●
PBT	2.12%	5.14%	3.02	●
PAT	1.41%	3.30%	1.89	●

●	Positive	■	Moderate - variation upto 5%	●	Negative - variation exceeding 5%
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Key Aspects:

- Sales is higher by 16.98% due to increase in volume and Start of Production (SOP) of new business award.
- MSR is lower due to softening of commodity prices, Container cost, Product mix & Cost reduction efforts.
- Other Income is lower due to decrease in fair value of change in derivative contracts
- Employee cost is lower due to higher sales volumes in spite of salary revision.

Financial Results & Highlights

Results Analysis - HY1 FY 2023-24 v/s HY1 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q2 FY 2022-23

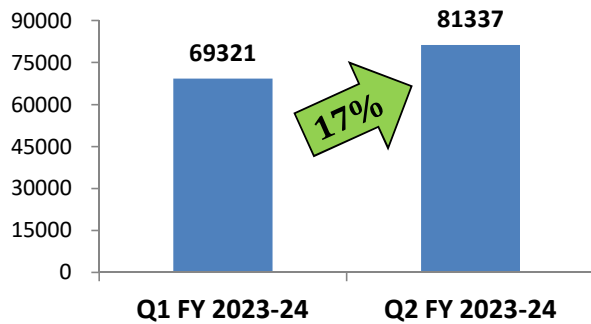
Results Analysis - Q2 FY 2023-24 v/s Q1 FY 2023-24

Way Forward

Q2 FY 2023-24 v/s Q1 FY 2023-24

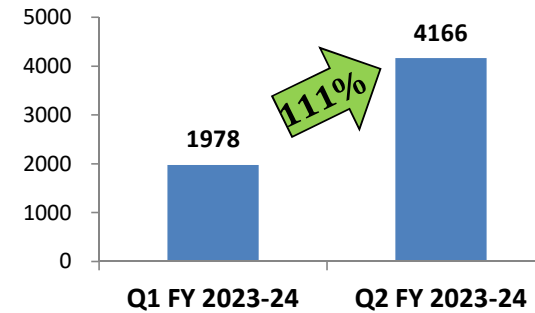
Amt. in Lacs

Revenue



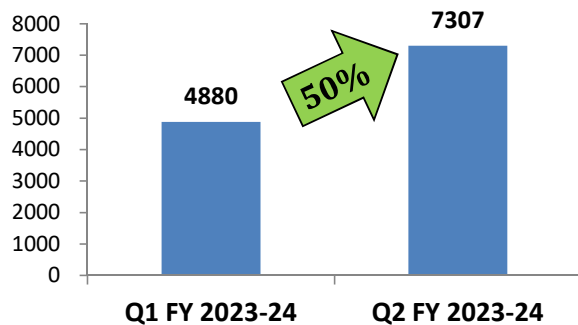
Recorded revenue growth of 17% with previous Qtr

PBT



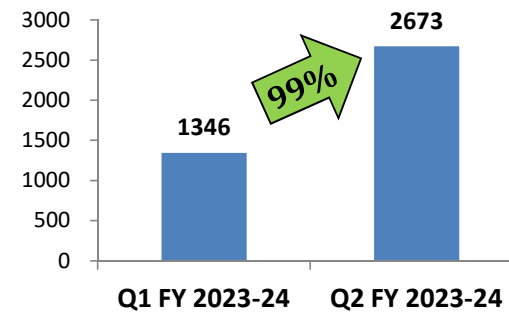
PBT realization at 5.14% as against 2.86%

EBIDTA



EBIDTA levels at 9.01% as against 7.06% in previous Qtr

PAT



PAT realization at 3.30% as against 1.95%

Key Indicators Q2 FY 2023-24 v/s Q1 FY 2023-24

Rs. in Cr.

Indicators	Q1 FY 2023-24	Q2 FY 2023-24	Change	Status
Net Sales	691.36	811.12	119.76	●
Other Income	1.52	2.84	1.32	●
Material Cost	74.81%	74.54%	-0.27	●
Employee Cost	9.74%	8.88%	-0.86	●
Other Expenses	8.88%	8.19%	-0.69	●
Op. EBIDTA	7.06%	9.01%	1.95	●
Finance Cost	0.23%	0.31%	0.08	●
Depreciation	3.97%	3.56%	-0.41	●
PBT	2.86%	5.14%	2.28	●
PAT	1.95%	3.30%	1.35	●

Key Aspects:

- Sales is higher by 17.32% due to increase in volume in view of festival season.
- Employee Cost, other expenses and depreciation is lower in percentage terms due to higher Sales volume.

●	Positive	■	Moderate - variation upto 5%	●	Negative - variation exceeding 5%
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Financial Results & Highlights

Results Analysis - HY1 FY 2023-24 v/s HY1 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q2 FY 2022-23

Results Analysis - Q2 FY 2023-24 v/s Q1 FY 2023-24

Way Forward

WAY FORWARD

Market and Revenue Potential

Growth in Line with the performance of Indian Automobile Industry

Business Expansion in Bus, Railways, Truck AC, Home AC and Refrigeration Trucks

Preparation to meet all regulatory changes including BSVI, RDE, CAFÉ and EV

Aggressive business development in Truck aircon and Railways

Mitigating Impact of Foreign Exchange Fluctuations thru prudent hedging policy, Commodity Fluctuation back to back arrangement with Customer

Operational Aspects

Material Cost Down thru VA/VE, Alternate sourcing, Make or buy feasibility (Focus on Localisation for De-risking FE Impact)

Cost Optimization by Consolidation of Plants/Shift Optimization/Renewable energy / Optimisation of Carbon foot print (Improvement in EBIDTA & ROCE)

Operational efficiency thru Automation of critical process, digitisation to reduce dependency on human.

Capacity enhancement thru cycle time reduction and process improvement to optimise Capital expenditure

Thank You

Subros



Cooling the Planet

www.subros.com

Subros