



**UNO MINDA**

**Minda Industries Ltd.**

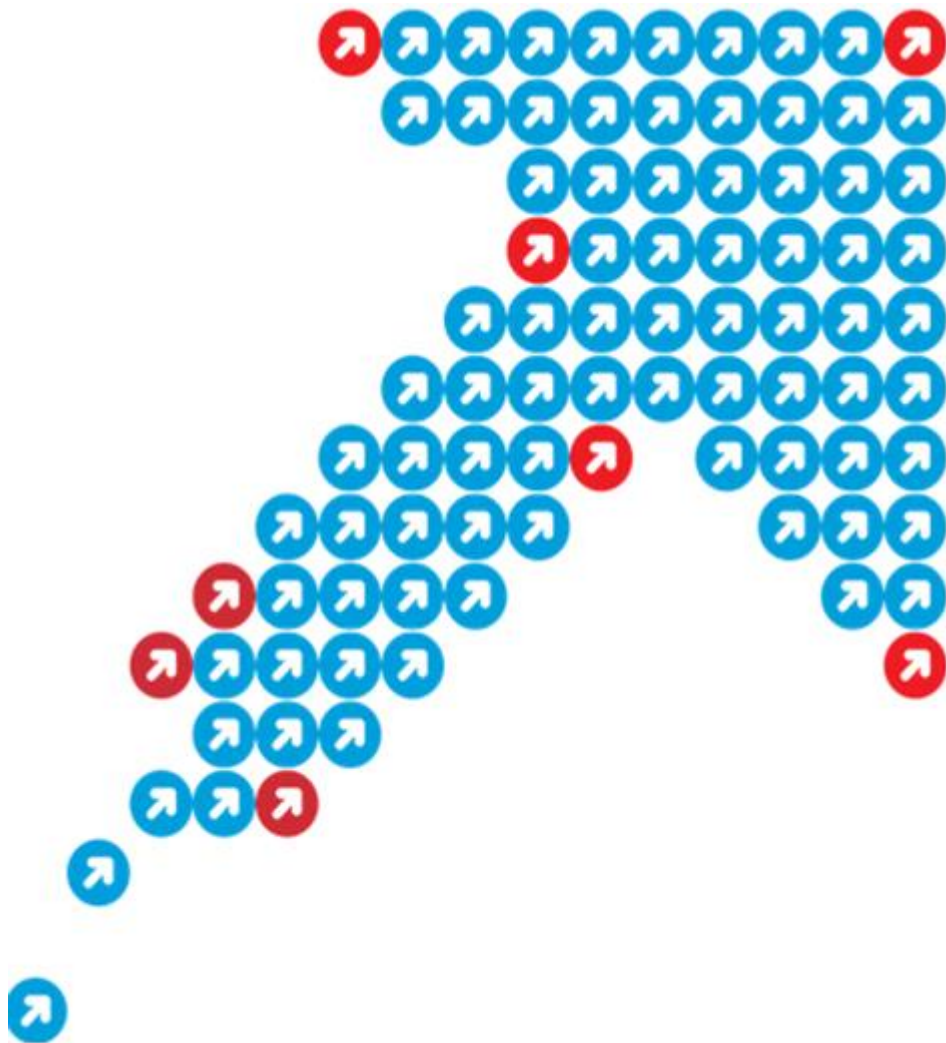
**Investor Presentation – May 2019**



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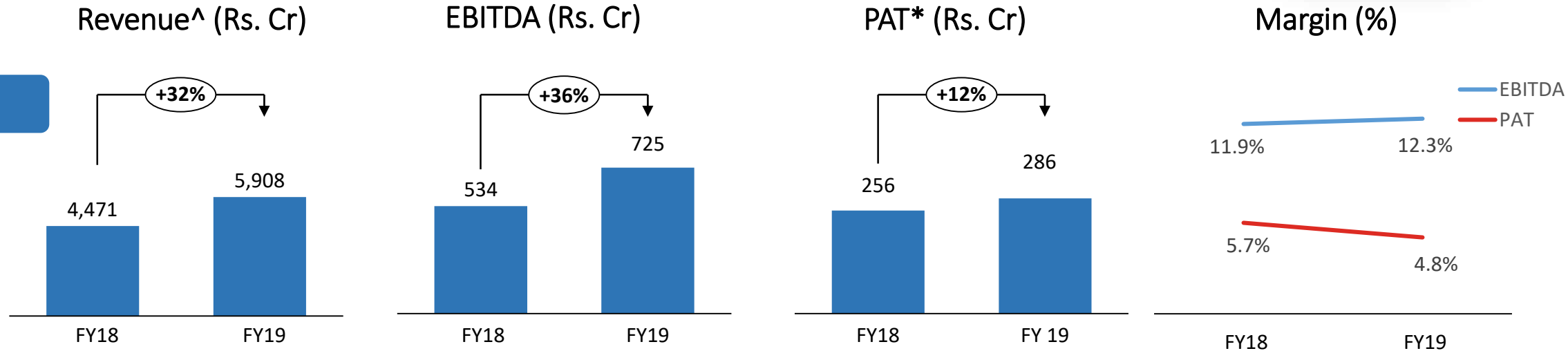
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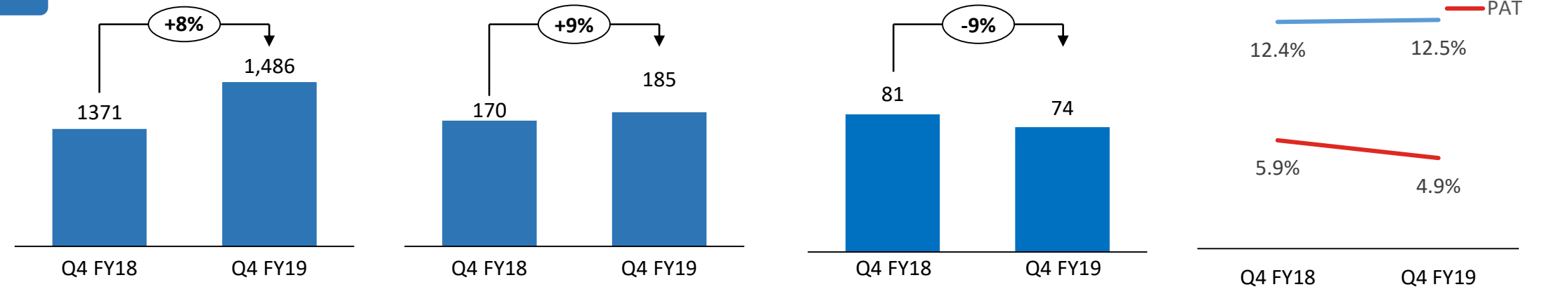


# Quarterly Update Presentation

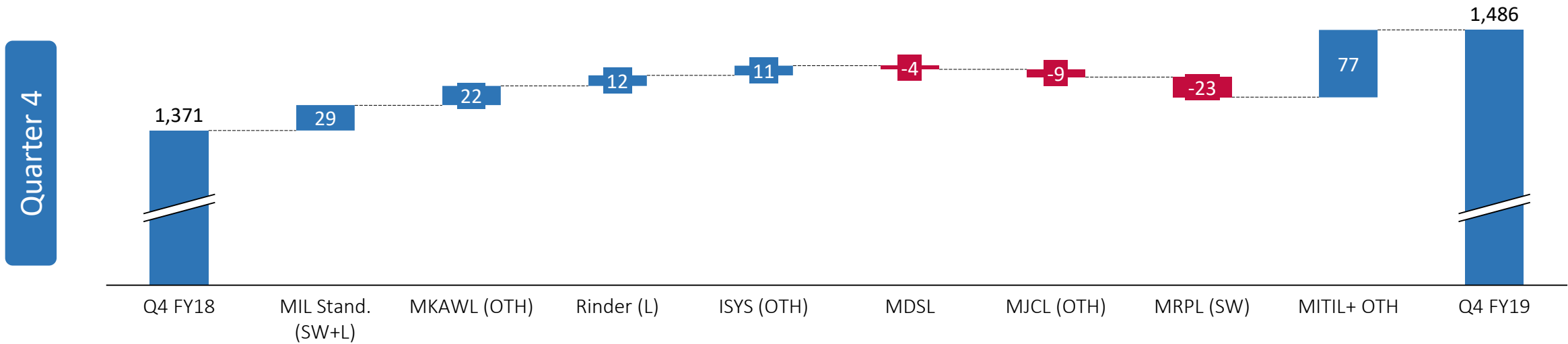
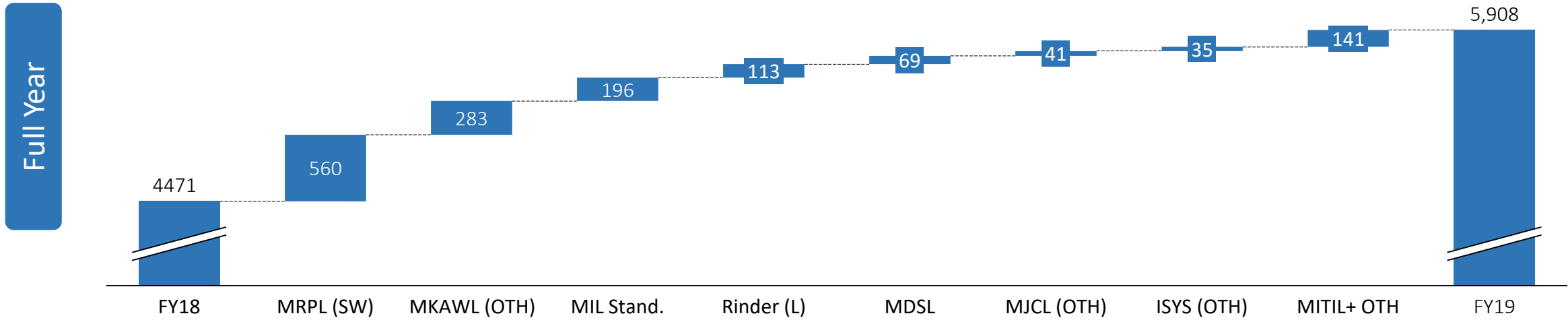
## FY19



## Quarter 4



^ Revenue is Net of Excise; \* Normalised PAT (MIL Share), without exceptional Items and resultant DTA

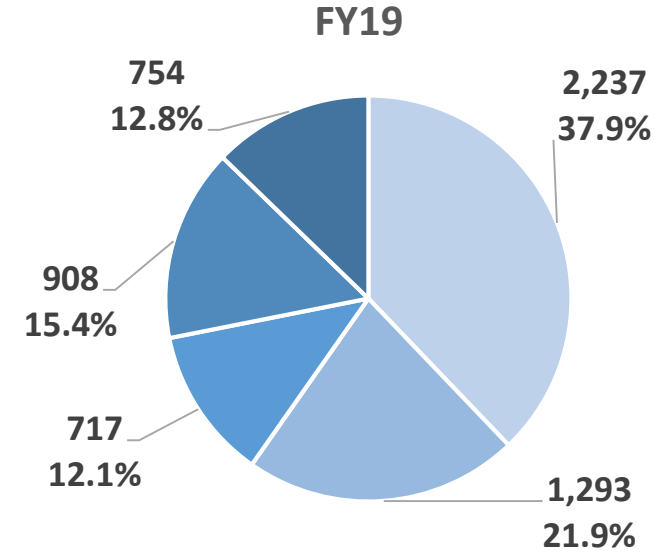
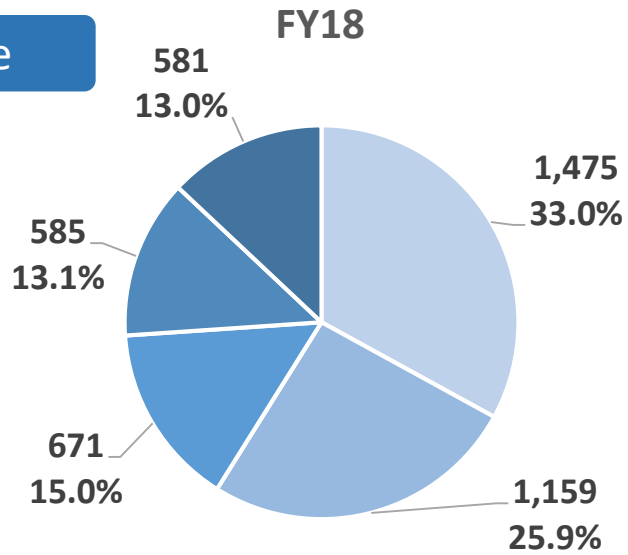


SW: SWITCH, L: LAMP, OTH: OTHERS \* Revenue is Net of Excise

# Division Wise Revenue & EBITDA Mix

INR Cr.

## Revenue

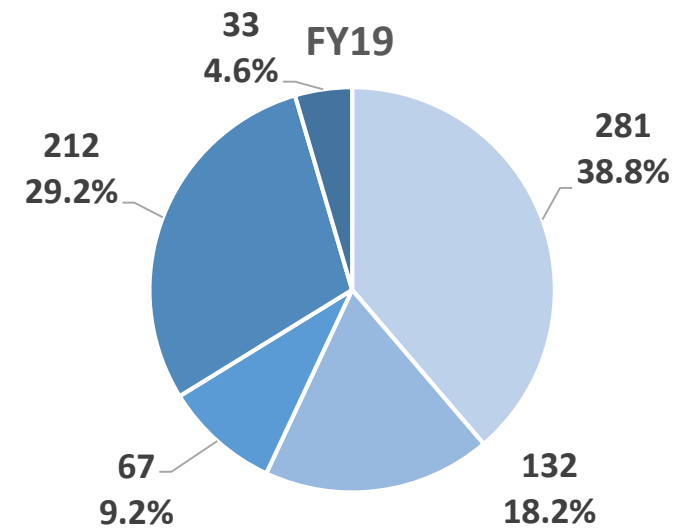
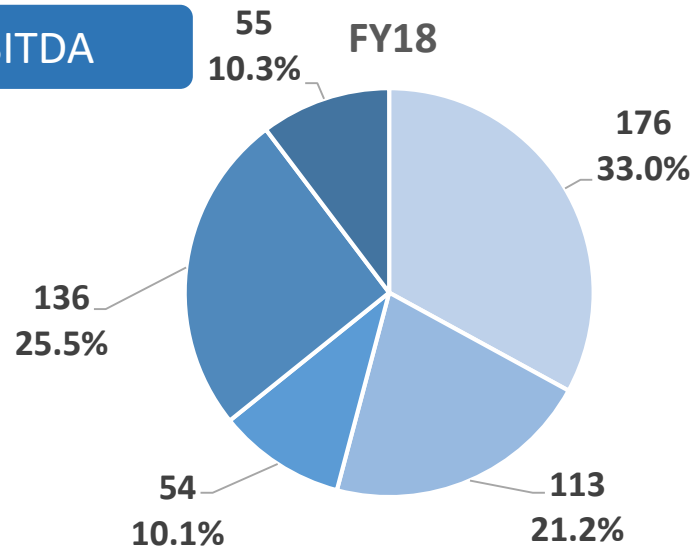


■ Switches

■ Lighting

■ Acousics

## EBITDA



■ LMT\*

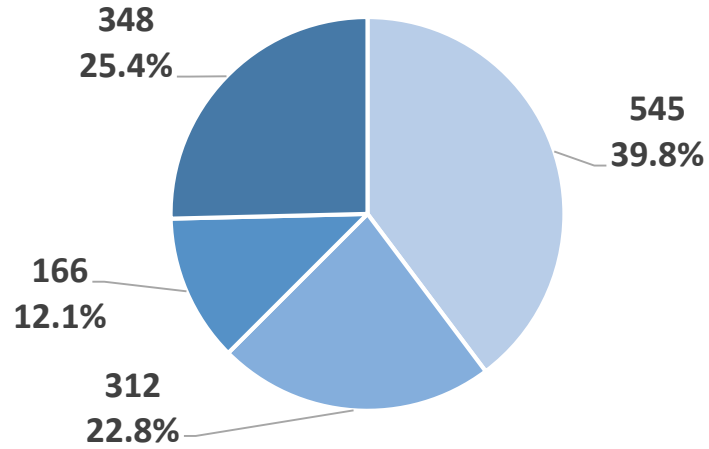
■ Others

\* Light Metal Technology

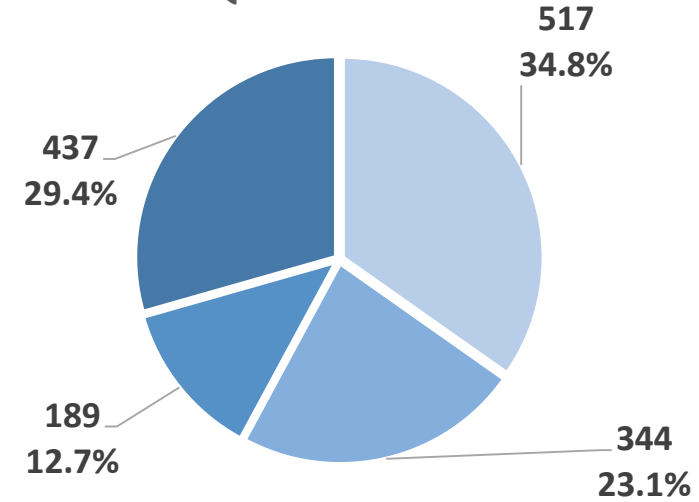
# Q4 Division Wise Revenue & EBITDA Mix

## Revenue

### Q4 FY18



### Q4 FY19

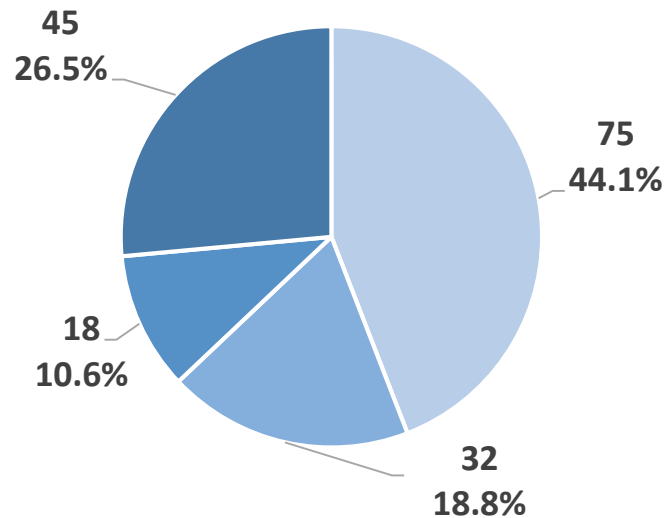


Switches

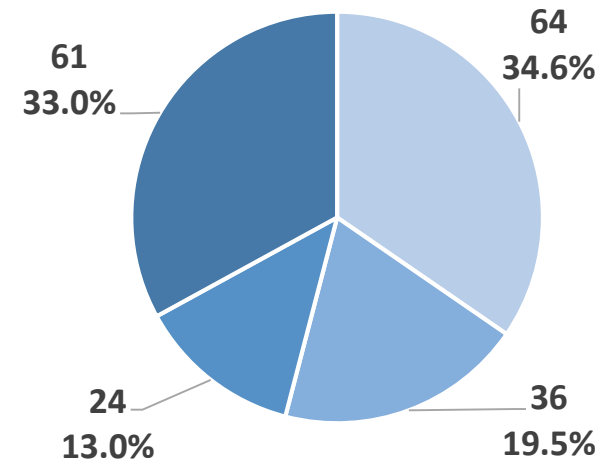
Lighting

## EBITDA

### Q4 FY18



### Q4 FY19

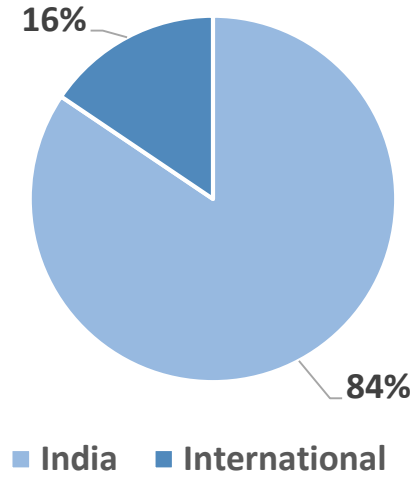


Acousics

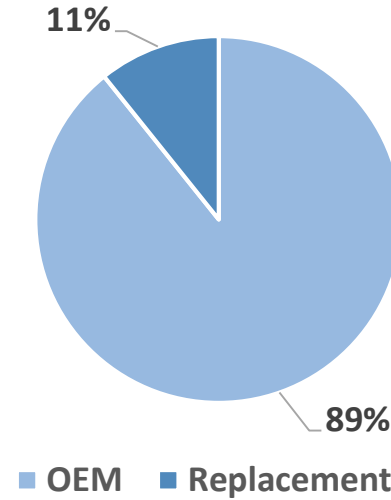
Others

FY 19

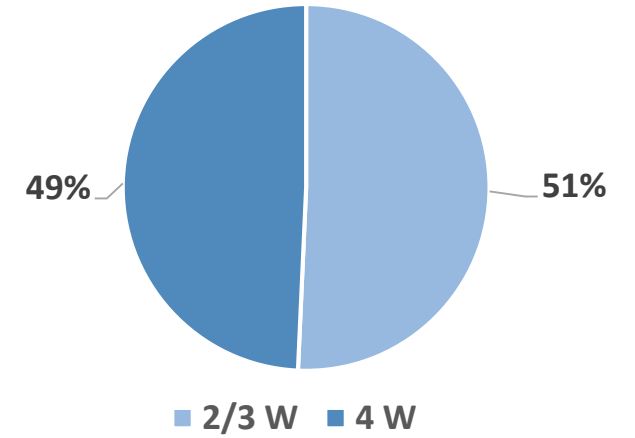
### Geography-wise Breakup



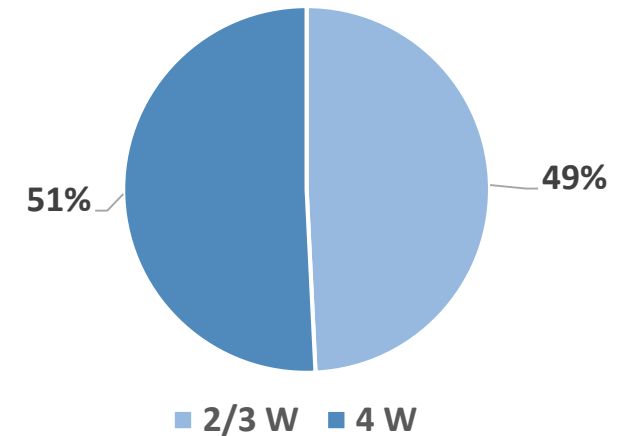
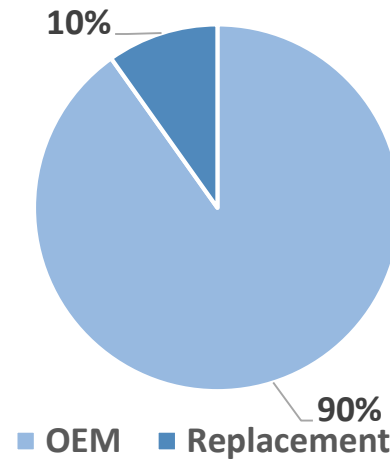
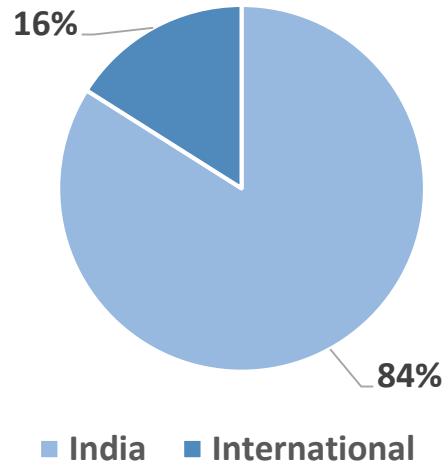
### Channel-wise Breakup



### Segment -wise Breakup



Quarter 4



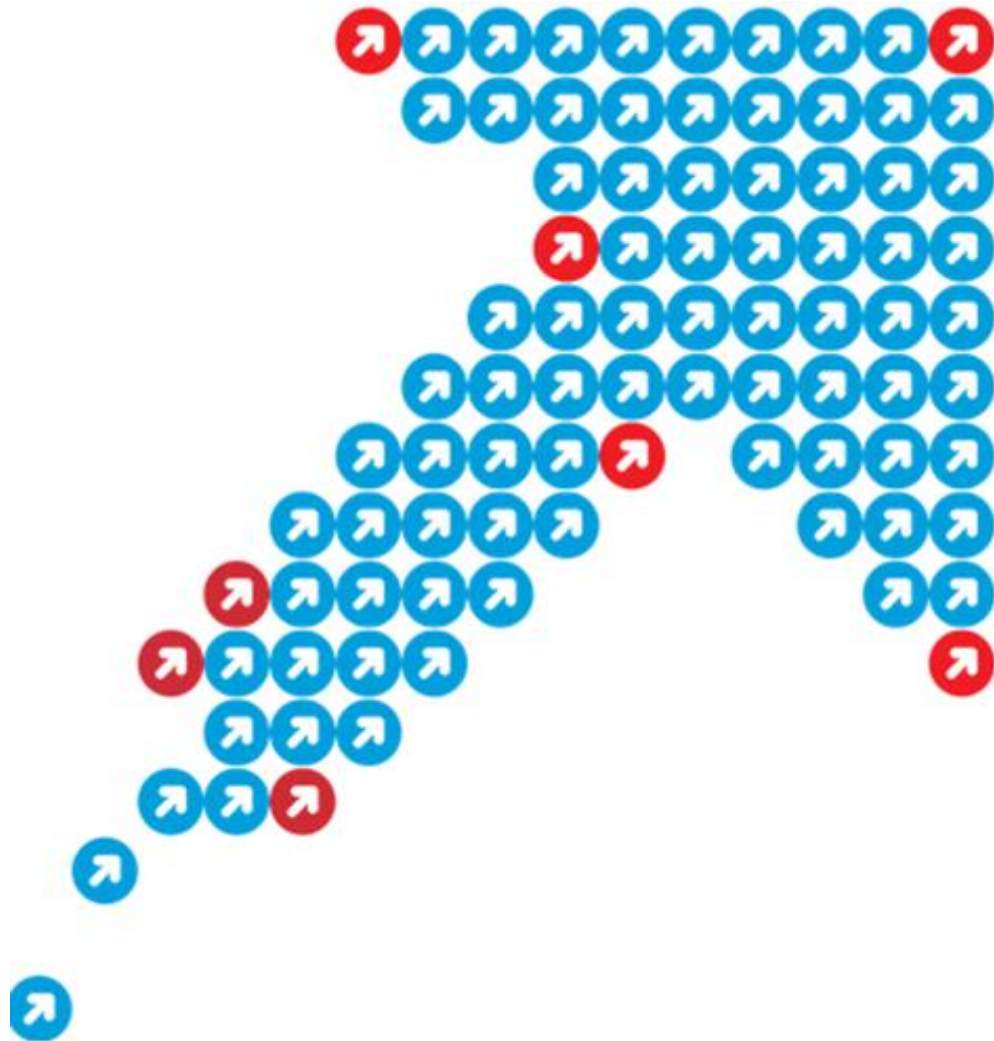


# Consolidated Profit & Loss Statement

Particulars (Rs. Cr)	Q4 FY19	Q4 FY18	YoY %	Q3 FY19	QoQ %	FY19	FY18	YoY %
<b>Revenue from Operations (Net of Excise)</b>	<b>1,486.46</b>	<b>1,370.88</b>	<b>8%</b>	<b>1,470.09</b>	<b>1%</b>	<b>5,908.09</b>	<b>4,470.56</b>	<b>32%</b>
Raw Material	898.97	845.32		903.37		3,622.48	2,763.18	
Employee Cost	202.52	176.48		204.92		791.29	586.8	
Other Expenses	197.81	179.59		181.38		767.35	586.76	
<b>EBITDA</b>	<b>187.16</b>	<b>169.49</b>	<b>10%</b>	<b>180.42</b>	<b>4%</b>	<b>726.97</b>	<b>533.82</b>	<b>36%</b>
<b>EBITDA Margin</b>	<b>12.59%</b>	<b>12.36%</b>	<b>31bps</b>	<b>12.27%</b>	<b>-17bps</b>	<b>12.30%</b>	<b>11.94%</b>	<b>45bps</b>
Other Income	11.28	12.38		2.7		25.24	33.35	
Depreciation	68.18	48.86		60.83		234.38	164.85	
<b>EBIT</b>	<b>130.26</b>	<b>133.02</b>	<b>-2%</b>	<b>122.29</b>	<b>7%</b>	<b>517.83</b>	<b>402.32</b>	<b>29%</b>
<b>EBIT Margin</b>	<b>8.76%</b>	<b>9.70%</b>	<b>-40bps</b>	<b>8.32%</b>	<b>-75bps</b>	<b>8.76%</b>	<b>9.00%</b>	<b>8bps</b>
Finance Cost	20.43	13.91		14.51		63.15	35.09	
<b>Profit before Share of Profit/Loss of JVs and Tax</b>	<b>109.83</b>	<b>119.11</b>	<b>-8%</b>	<b>107.78</b>	<b>2%</b>	<b>454.68</b>	<b>367.23</b>	<b>24%</b>
<b>PBT Margin</b>	<b>7.39%</b>	<b>8.69%</b>	<b>-72bps</b>	<b>7.33%</b>	<b>-74bps</b>	<b>7.70%</b>	<b>8.21%</b>	<b>-20bps</b>
Exceptional Item		38.24					38.24	
Tax	33.39	22.50		28.34		134.07	97.69	
<b>Profit before Share of Profit/Loss of JVs</b>	<b>76.44</b>	<b>134.84</b>	<b>-43%</b>	<b>79.44</b>	<b>-4%</b>	<b>320.61</b>	<b>307.78</b>	<b>4%</b>
Share of Profit/Loss of JVs	8.34	5.10		1.88		18.87	23.08	
<b>Net profit/(loss) after share of profit/(loss) of associates / joint ventures (A)</b>	<b>84.78</b>	<b>139.94</b>	<b>-39%</b>	<b>81.32</b>	<b>4%</b>	<b>339.48</b>	<b>330.86</b>	<b>3%</b>
<b>PAT Margin %</b>	<b>5.70%</b>	<b>10.21%</b>	<b>-73bps</b>	<b>5.53%</b>	<b>-30bps</b>	<b>5.75%</b>	<b>7.40%</b>	<b>-40bps</b>
<b>PAT attributable to:</b>								
- Owners of MIL	73.5	135.46	<b>-46%</b>	69.35	<b>6%</b>	285.62	310.19	<b>-8%</b>
- Non Controlling Interests	11.28	4.49		11.97		53.86	20.67	
Other Comprehensive Income	-4.1	6.32		-3.61		-0.68	5.31	
<b>Total Comprehensive Income for MIL</b>	<b>69.47</b>	<b>141.25</b>	<b>-51%</b>	<b>65.83</b>	<b>6%</b>	<b>284.91</b>	<b>314.99</b>	<b>-10%</b>
<b>TCI Margin %</b>	<b>4.67%</b>	<b>10.30%</b>	<b>-89bps</b>	<b>4.48%</b>	<b>-59bps</b>	<b>4.82%</b>	<b>7.05%</b>	<b>-73bps</b>
Total Comprehensive Income for Non Controlling Interests	11.21	5.02		11.88		53.89	21.18	

ASSETS	31st March 2019	31st March 2018
<b>1. Non-current assets</b>		
Property, Plant and Equipment	1,629.40	1,199.39
Capital work-in-progress	131.52	192.11
Intangible Assets	66.84	39.32
Intangible Assets Under Development	18.61	18.68
Goodwill on Consolidation	164.92	111.79
<b>Financial Assets</b>		
(i) Investments	355.58	155.23
(ii) Loans	21.21	14.49
(iii) Others	9.66	16.79
Deferred tax assets (net)	0	18.61
Other Tax Assets	33.05	31.18
Other Non-current Assets	67.1	40.43
<b>Sub-total - Non-Current Assets</b>	<b>2,497.89</b>	<b>1,838.03</b>
<b>2. Current Assets</b>		
Inventories	560.97	417.52
<b>Financial Assets</b>		
(i) Trade receivables	899.22	789.73
(ii) Cash and cash equivalents	92.77	125.56
(iii) Bank balance other than those included in cash and cash equivalents	17.29	33.91
(iv) Loans	2.01	1.59
(v) Others Current Financial Assets	22	18.04
Other current assets	138.48	140.74
<b>Sub-total - Current Assets</b>	<b>1,732.74</b>	<b>1,527.08</b>
<b>TOTAL - ASSETS</b>	<b>4,230.63</b>	<b>3,365.11</b>

Liabilities	31st March 2019	31st March 2018
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Equity share capital	52.44	17.41
Other Equity	1651.72	1,374.28
<b>Equity attributable to owners of the Company</b>	<b>1704.16</b>	<b>1,391.69</b>
Non-Controlling Interest	266.71	211.01
<b>Total Equity</b>	<b>1970.87</b>	<b>1,602.70</b>
<b>LIABILITIES</b>		
<b>1. Non-current liabilities</b>		
<b>Financial Liabilities</b>		
(i) Borrowings	606.34	240.04
(ii) Other financial liabilities	75.58	51.46
Provisions	99.64	103.78
Deferred tax liability	0.62	
<b>Total- Non current liabilities</b>	<b>782.18</b>	<b>395.28</b>
<b>2. Current Liabilities</b>		
<b>Financial Liabilities</b>		
(i) Borrowings	349.15	302.81
(ii) Trade payables		
(a) Total outstanding dues of micro & small enterprises	64.61	6.08
(b) Total outstanding dues of creditors other than micro & small enterprises	733.21	792.33
(iii) Other financial liabilities	231.15	155.41
Other current liabilities	77.9	91.84
Provisions	21.56	14.83
Current tax liabilities (net)		3.83
<b>Total- Current liabilities</b>	<b>1477.58</b>	<b>1,367.13</b>
<b>TOTAL Equity and Liabilities</b>	<b>4,230.63</b>	<b>3,365.11</b>



# About Us

## Vision

To be a **Sustainable Global** organization that enhances value for all its **Stakeholders**, attains **Technology Leadership** and cares for its people like **a Family**

**₹ 80B Group Turnover (FY19)**

**62 Plants Globally**

**15 Joint Ventures**

**4 Acquisitions**

**8 R&D Centers**

**20+ Product lines**

**215+ Product Patents**

**230+ Design Registrations**





## Board Of Directors



Mr. Nirmal K Minda  
*Chairman & Managing Director*



Mr. Anand K Minda



Mr. K K Jalan



Mr. Satish Sekhri



Ms. Pravin Tripathi



Ms. Paridhi Minda

## Top Management Team



Mr. Sunil Bohra  
*ED & Group CFO*



Mr. Anand K Minda  
*CEO , Battery & Aftermarket Business*



Mr. Rajeev Kapoor  
*Group Head Human Resources*



Mr. J.K. Menon  
*CEO , Electrical & Electronics Domain*



Mr. Pradeep Tiwari  
*CEO , Body & Structure Domain*



Mr. Ravi Mehra  
*CEO , Interior, Controls & Safety Domain*



Mr. Kundan K Jha  
*CEO, Light Metal Technology Domain*



Mr. Amit Jain  
*CEO, Advanced electronics domain (Infotainment, telematics, CREAT)*

## Regulatory Norms

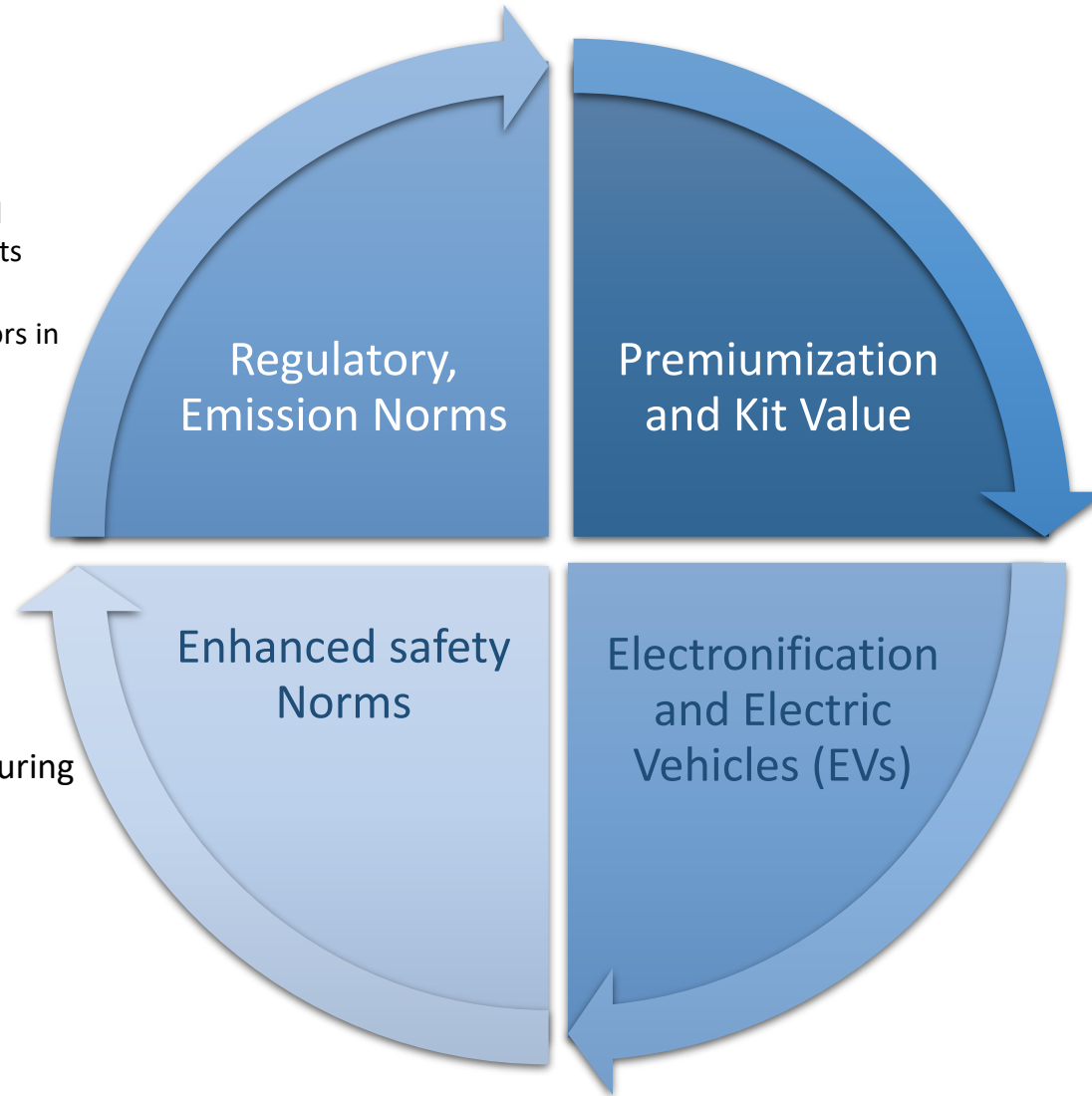
BS-VI expected implementation by 2020 will benefit UNO MINDA as it ready with products which are likely to see strong demand

1. Sensors( BS VI) and Engine related Sensors in association with Sensata, US
2. Advance Filtration and Canisters
3. On Board Diagnostics (OBD)
4. Seat Belts

## Enhanced Safety

NCAP and Crash Test Norms are ensuring a swift migration to a safe car.

1. Air Bags & Seat belts
2. Reverse parking Sensors
3. Combi Braking Systems



## Premiumization

Indian Automobile market is likely to undergo premiumization of vehicles and UNO MINDA is Poised to strongly benefit.

1. LEDs replacing convention lamps
2. Advanced Driving Assistance System (ADAS)
3. Alloy Wheels
4. Infotainment System
5. Telematics
6. Wireless Chargers
7. AMT

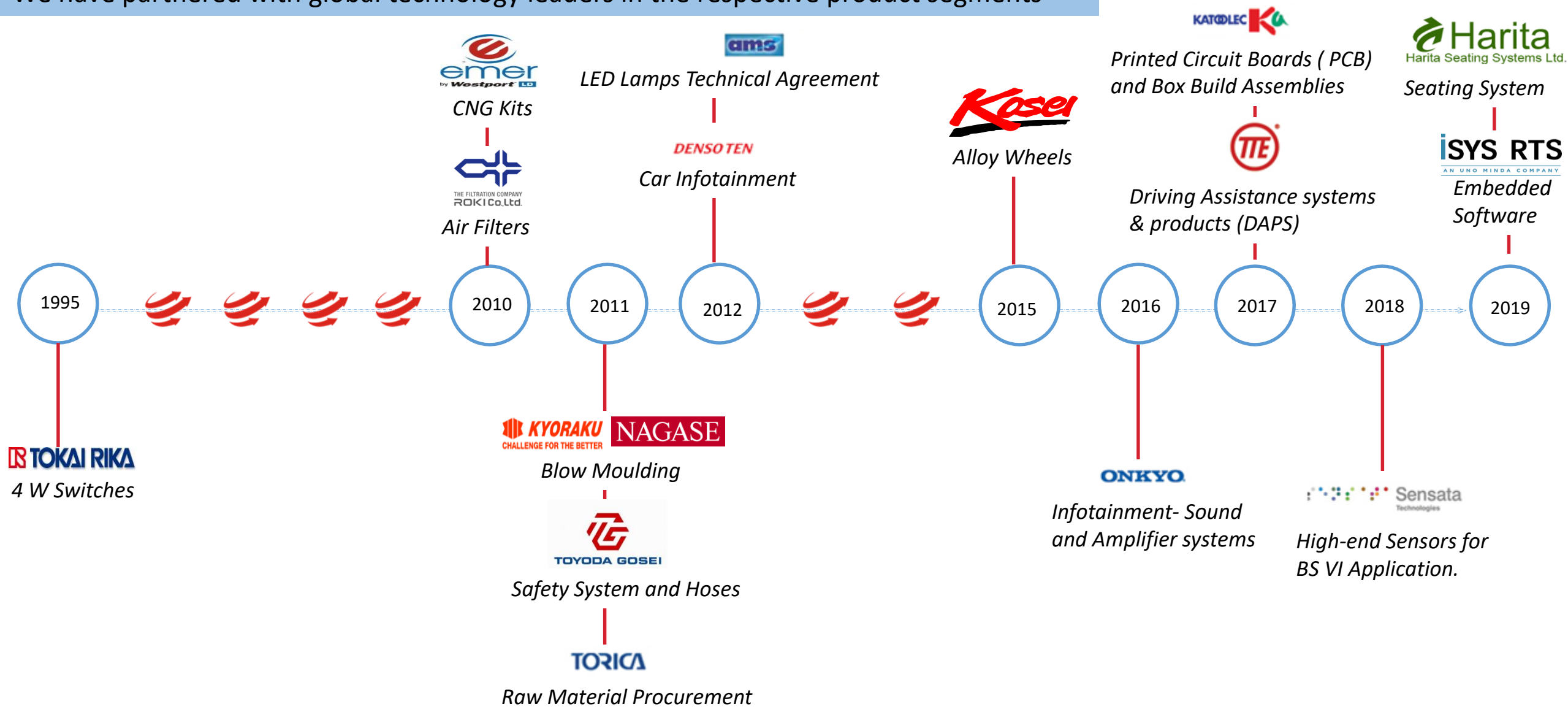
## Electronification & EVs

UNO MINDA has set up CREAT for Advanced research engineering and advanced technologies focused to capture

1. Cockpit Electronics
2. Body Exterior & advanced Lighting  
Air Bags & Seat belts
3. Actuators / Motors , Controllers and Sensors
4. EV technologies

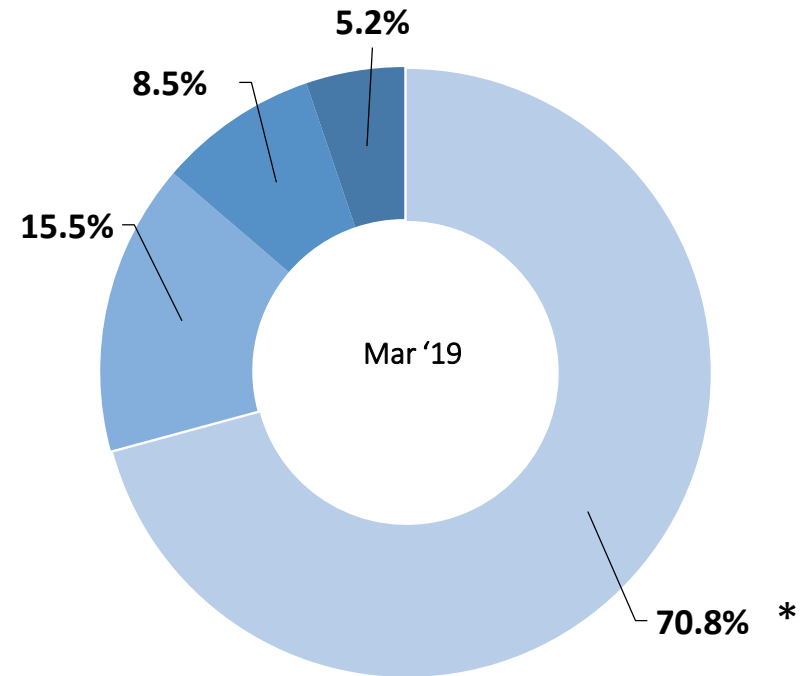
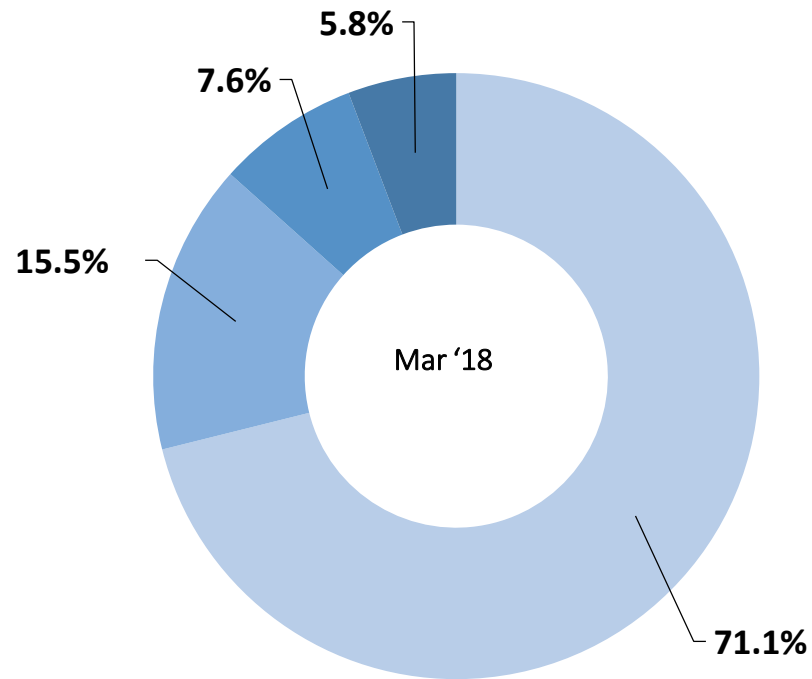
# Pioneer in localization: Through JVs & Associations

We have partnered with global technology leaders in the respective product segments



## Shareholding distribution

Promoters   Institutions   Retail   Corp Bodies / Others

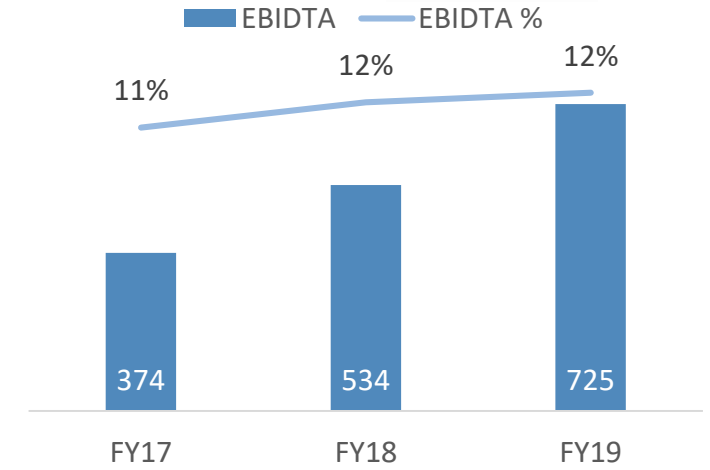
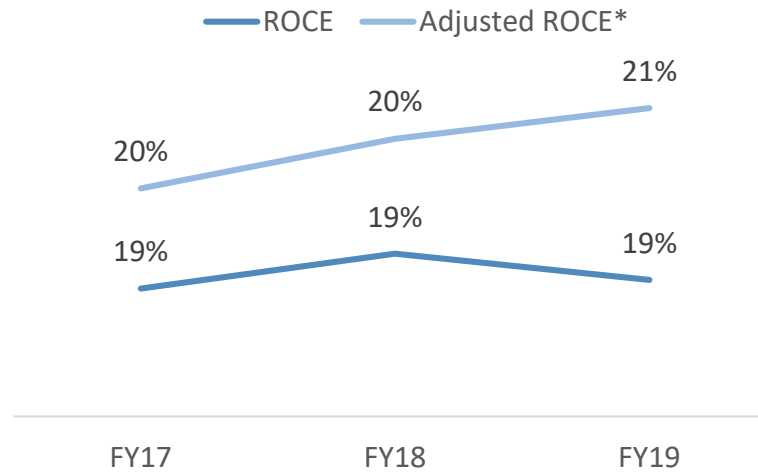
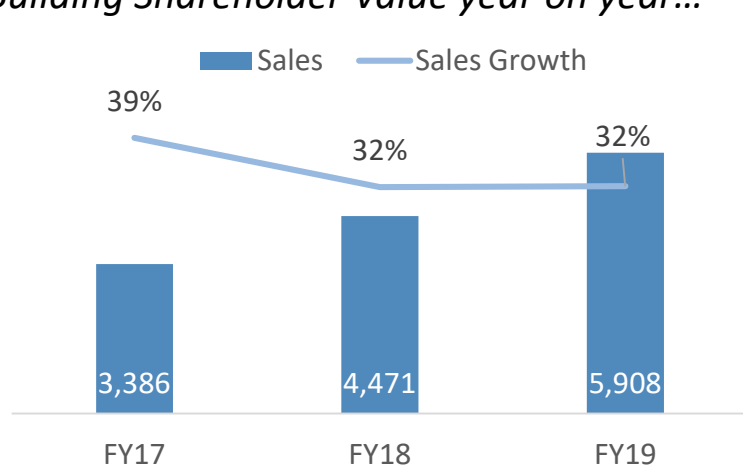


\* Change in promotor shareholding on account of exercise of ESOP

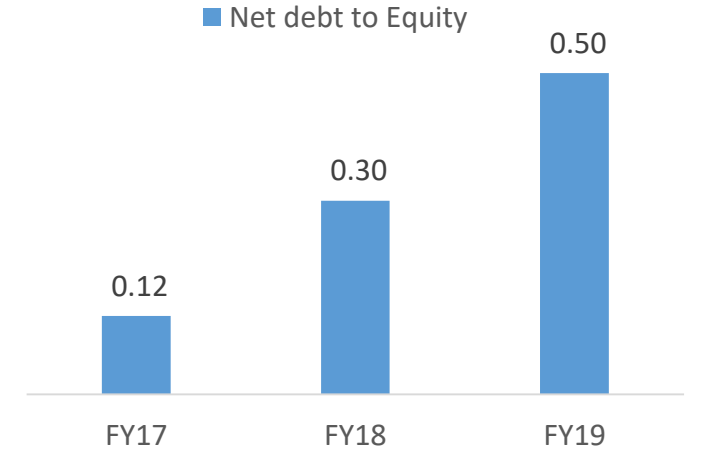
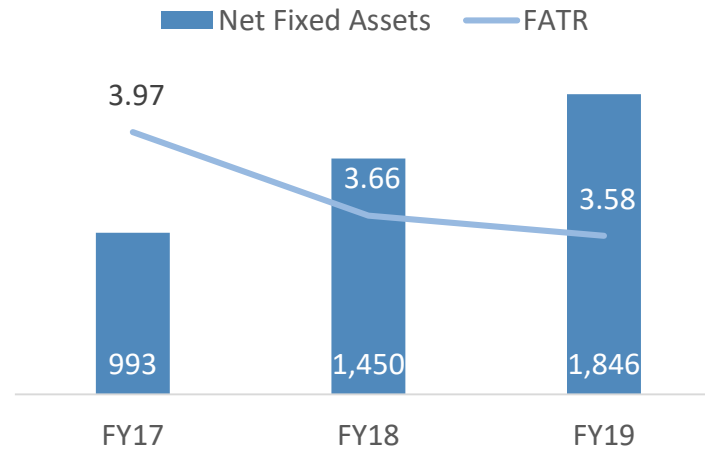
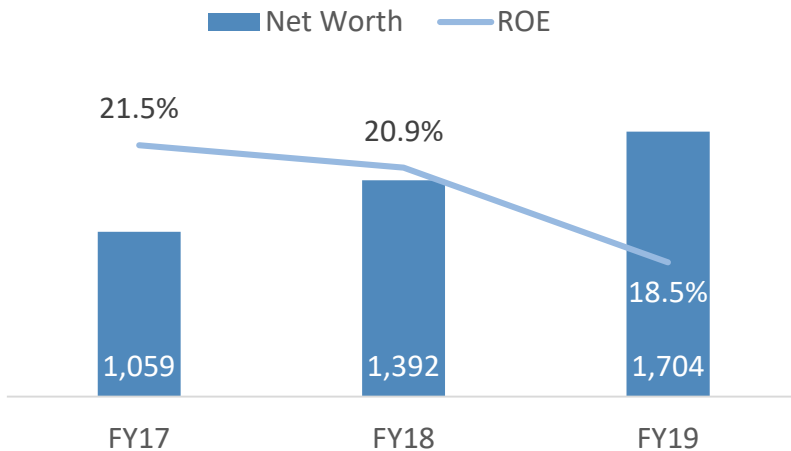


# Strengthening our Balance Sheet

## Building Shareholder Value year on year...



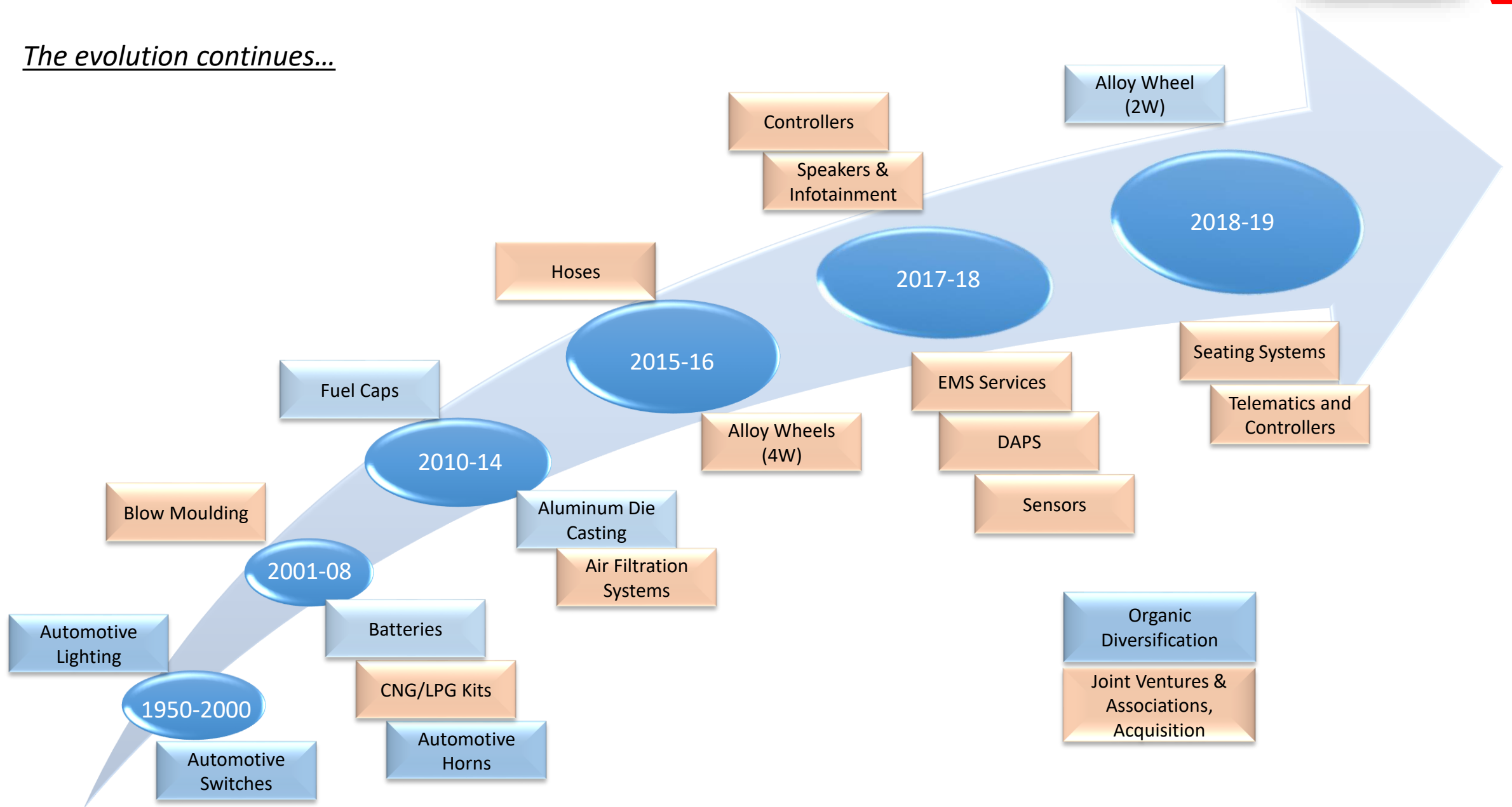
## Growth without stressing the Balance Sheet...





# Business Overview

The evolution continues...



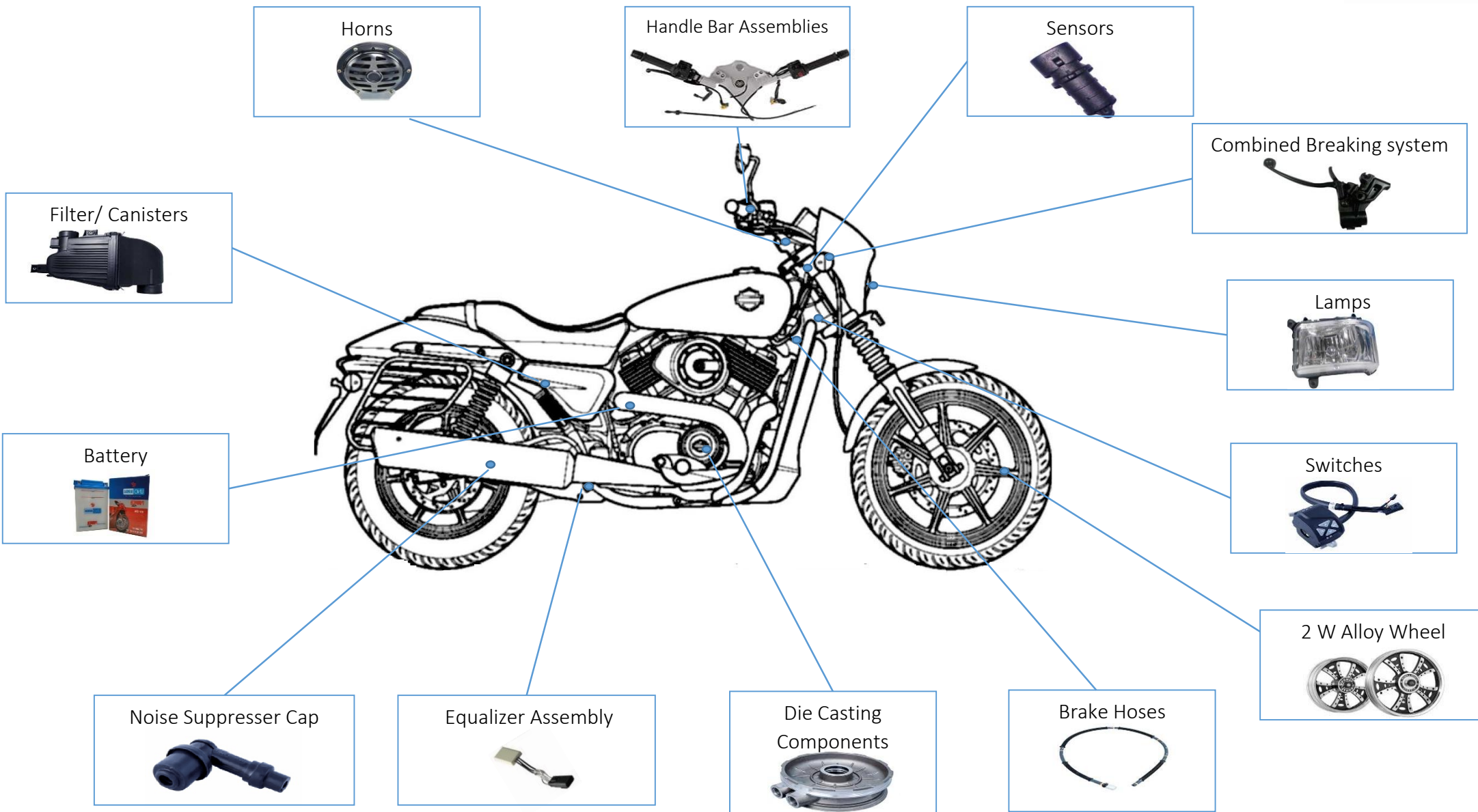
# Advent of EVs: Our Hedged Product Portfolio

S. No	Product Lines		Company Name	Technologies			
				BS VI	PEV	BEV	
			Approximate timelines	Revenue	Apr-20	2022-25	2025-2030
1	Engine & Transmission Parts	Alternate Fuel Systems	METL	41	✓	X	X
2		Air Filtration Systems	Roki Minda	400	Δ	Δ	X
3		Canisters	Roki Minda	400	Δ	Δ	X
4		Brake Hoses	Minda TG	92	✓	✓	Δ
5		Fuel Hoses	Minda TG	92	✓	✓	X
6	Safety Parts	Alloy Wheels	Minda Kosei	600	✓	✓	✓
7		Cameras	MFTL, Minda TTE	16	✓	✓	✓
8		EA Pad	MKL	18	✓	✓	✓
9		Steering Wheel with Airbags	TGMN	496	✓	✓	✓
10		Fuel Caps	MIL	32	✓	✓	X
11	Body Parts	Lamps	MIL-Ltg Div	465	✓	Δ	Δ
12		Air Ducts & Washer Bottle	MKL	158	✓	✓	✓
13		Spoiler	MKL	158	✓	✓	✓
14		Body Sealings	TGMN	496	✓	✓	✓
15	Comfort & Convenience Parts	4W Switches & HVAC	MRPL	801	✓	Δ	Δ
16		Cigar Lighters & Chargers	MRPL	801	✓	✓	✓
17		Wheel Covers	MRPL	801	✓	✓	✓
18		Infotainment Systems (CD Tuners, Display Audio & Audio Video Navigations)	Minda D Ten	98	✓	✓	✓
19		Speakers	Minda Onkyo	21	✓	✓	✓
20	Reverse Parking Aid Systems & Advanced Driver Assistance Products and Systems	Minda TTE	16	✓	✓	✓	
21	Sensors	MIL-SAC Div	131	Δ	Δ	Δ	
22	Actuators	MIL-SAC Div	131	✓	✓	✓	
23	Controllers	MIL-SAC Div	131	✓	Δ	Δ	
24	End to End Telematics & Connected Car Solutions	MIL Controllers	25	✓	✓	✓	
25	Horns	MIL + CH	708	✓	Δ	Δ	
26	Others	Batteries-Lead Acid	MIL-Battery Div	84	✓	Δ	Δ

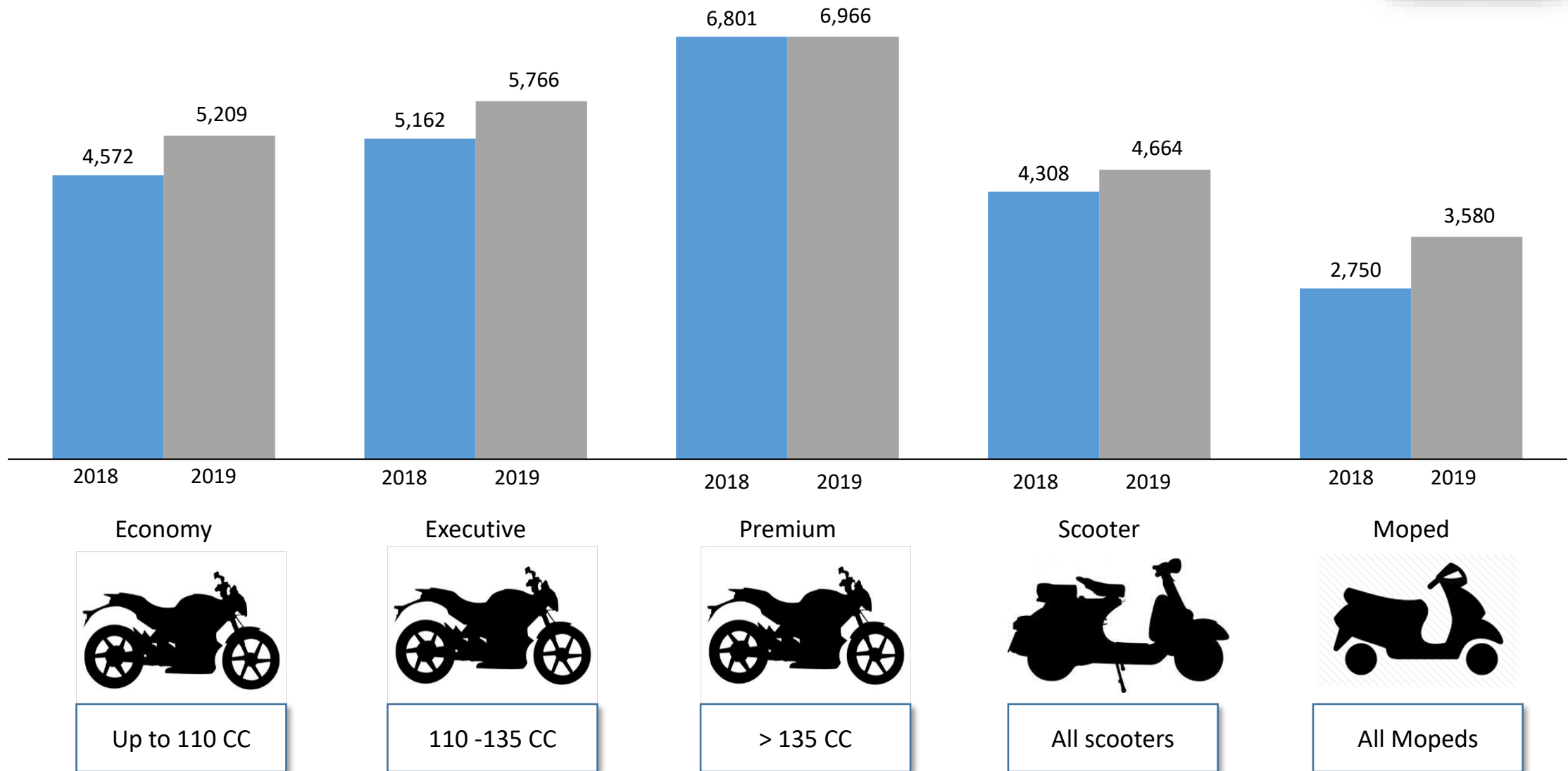
### Legend

- ✓ To continue as it is
- Δ To continue with changes
- X Obsolete
- Positively Impacted

# Group product portfolio – 2 Wheeler



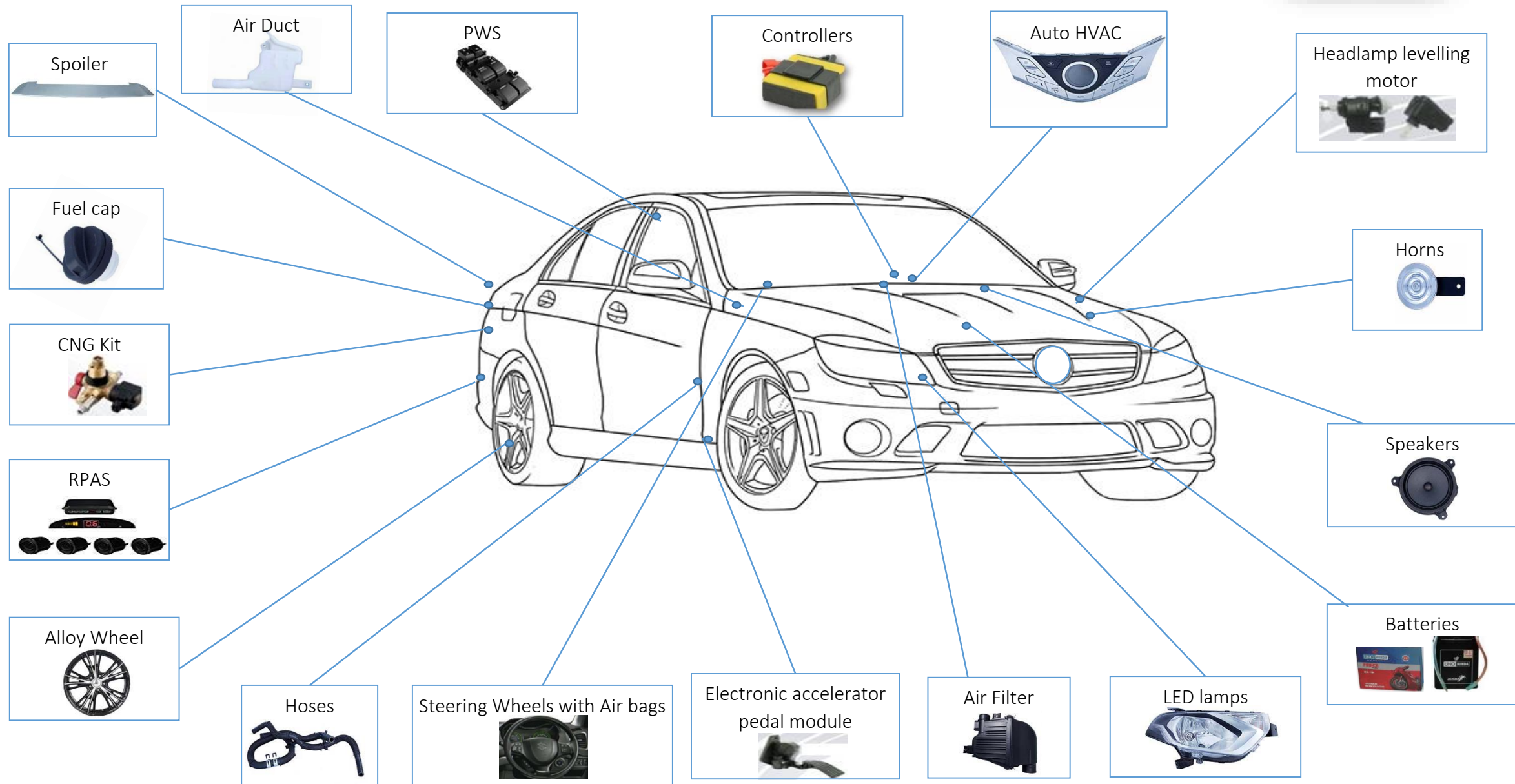
# Kit Value\* – 2 Wheelers



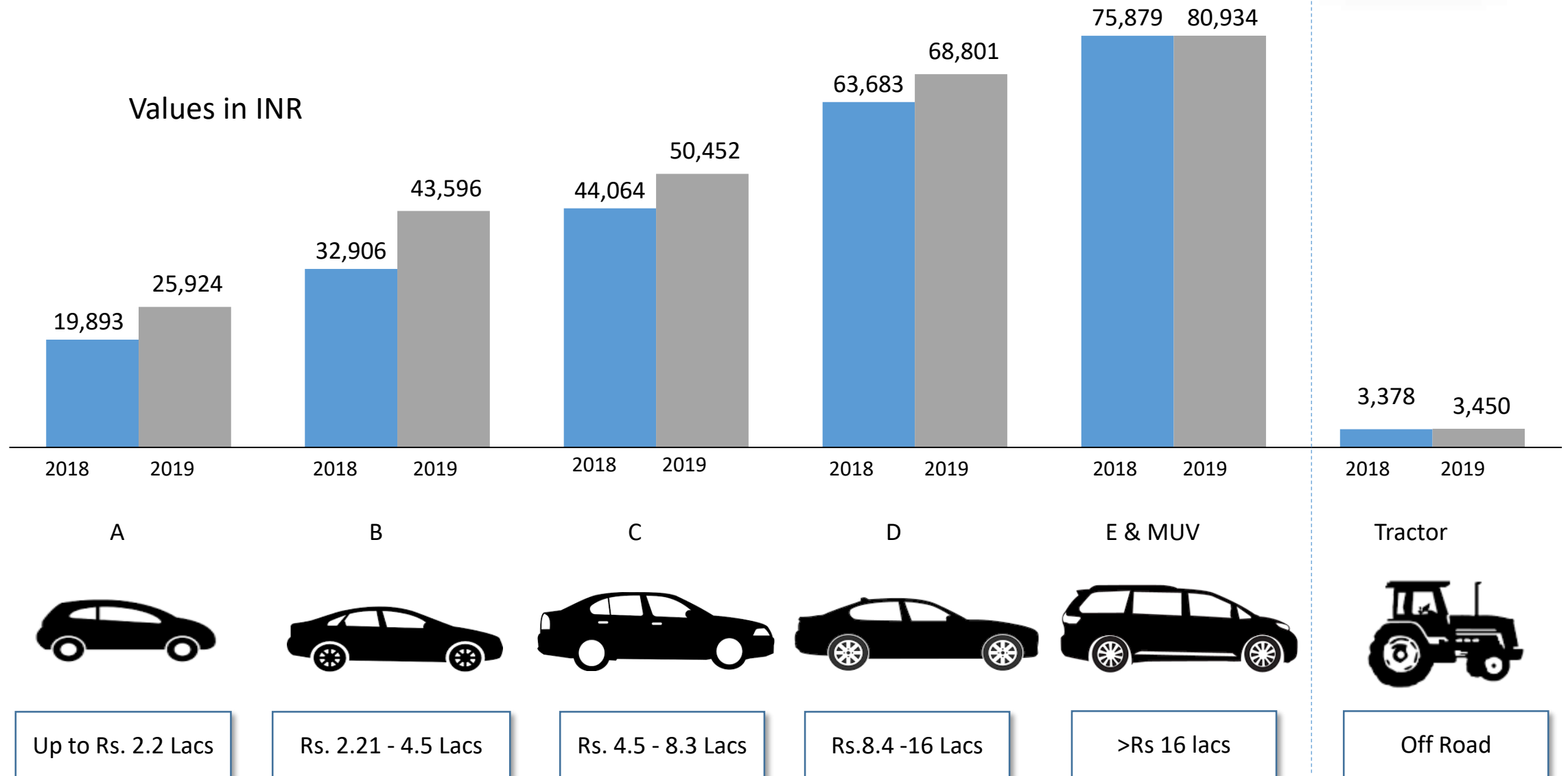
\*Contribution from Group Companies which are not yet consolidated is not included in the Kit Value



# Group product portfolio – 4 Wheeler



# Kit Value\* – 4 Wheeler PVs & Tractor

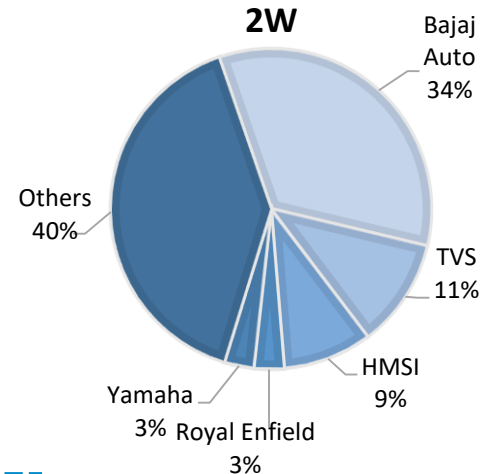
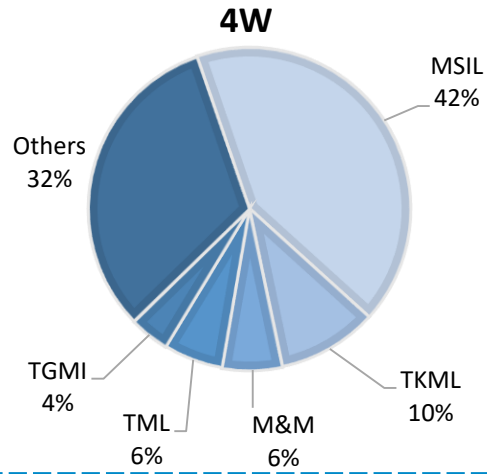


\*Contribution from Group Companies which are not yet consolidated is not included in the Kit Value

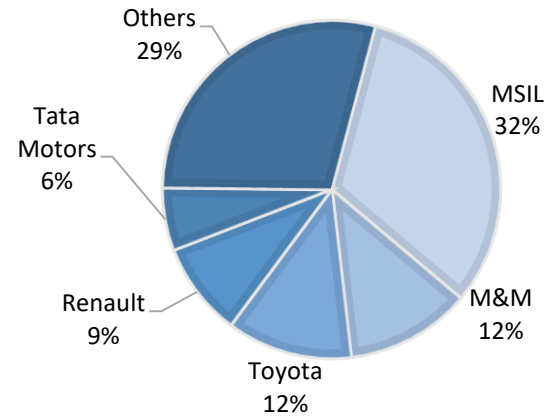
\*Potential is calculated on basis that all products manufactured by the group is supplied in the vehicle.



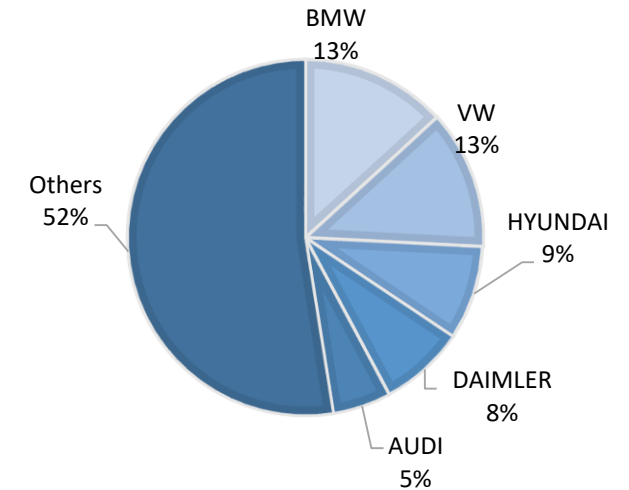
## Switching Systems



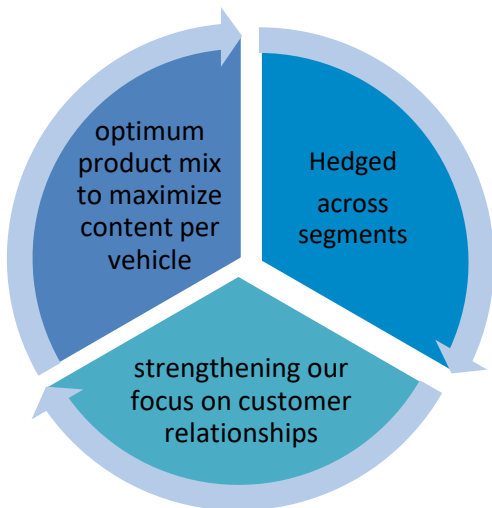
## Lighting Systems



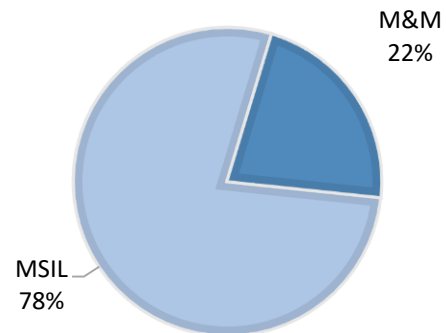
## Acoustics Systems



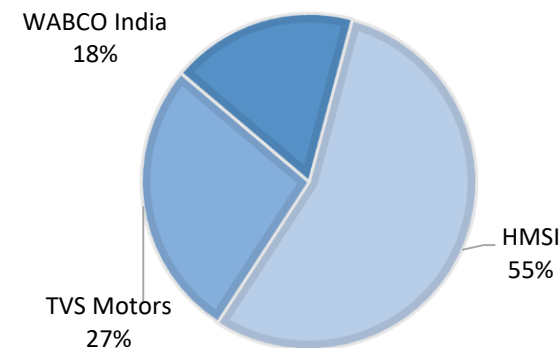
## Maximize Customer Value



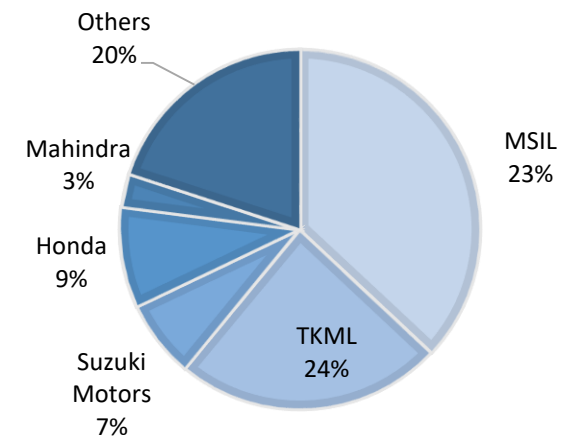
## Alloy Wheels (MKA)



## Die Casting (MJ Casting)



## Blow Molding



Note: Consolidated Data

## Indian's Largest Manufacturer

- World leader in 2W Switches by Volume.
- 2W switches Market Share in India ~65%
- Independent in-house R&D
- Exports to USA, France, Italy, Austria and others contributing ~6% to Switch sales in FY19
- Minda Rika ( 4W SW):Market share India 55%

## End User Segment

- 2/3 Wheeler & Off-road
  - 4 Wheeler (Minda Rika)
- Key Customers:  
**2W /3W/OR-** HMSI, Bajaj, HMCL, TVS , REML & Yamaha  
**4W –** MSIL, TKML, M&M, TML & HCIL

## Manufacturing Facilities

### 2W switch:

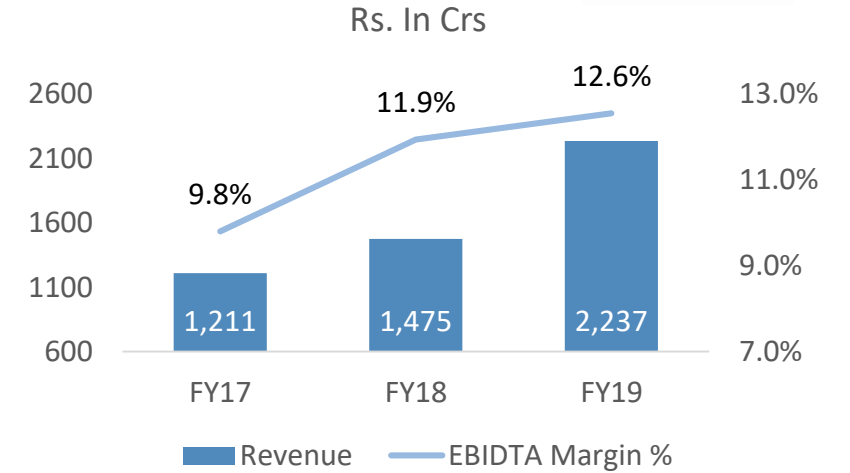
- Manesar
- Pune
- Pantnagar
- Hosur
- Aurangabad

### ASEAN(2W):

- Indonesia
- Vietnam

### 4W switch:

- Manesar
- Pune
- Chennai
- Gujarat



2W Switches



Handle Bar Assembly



Off road Switches



4W Switches



HVAC Panels

## Leading automotive lighting Systems

- Strong R&D capabilities with Design centre in Taiwan and Technical Arrangement with Korean Company
- Exports to Italy, Indonesia, France, Japan and others Contributing ~9% to Lighting Sales in FY19
- R&D Base for 2W in Spain and 4 W in India

## End Use Segment

- 2/3 Wheeler,
- 4Wheeler
- Off-road

Key Customers:

**4W:** Maruti Suzuki, Bajaj, TVS , REML , Renault

**2W:** Bajaj, RE, Triumph, KTM

## Manufacturing Facilities

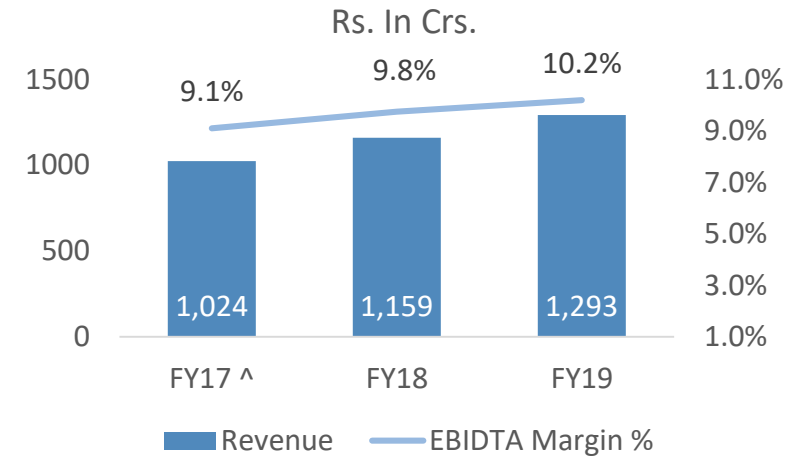
- Pantnagar
- Sonapat
- Haridwar
- Chennai

2 W Facilities (India):

- Chakan & Pimpriin Pune
- Bahadurgargh

2 W Facilities (Overseas):

- Columbia
- Design Centre in Spain



^ Consolidation of Rinder



## One of India's Largest Players in Horns

- With 47% market share in India
- Strong in-house R&D capabilities
- Clarton Horn, a wholly owned subsidiary of MIL is technology leader in Horns and No 2 in market share globally.

## End Use Segment

- 2/3 Wheeler,
- 4Wheeler,
- Off-road and Commercial Vehicles

### Key Customers:

Domestic – MSIL, Bajaj, TVS, Royal Enfield, Yamaha, M&M  
International – Daimler, Hyundai, Nissan, Mobis, Renault

## Manufacturing Facilities

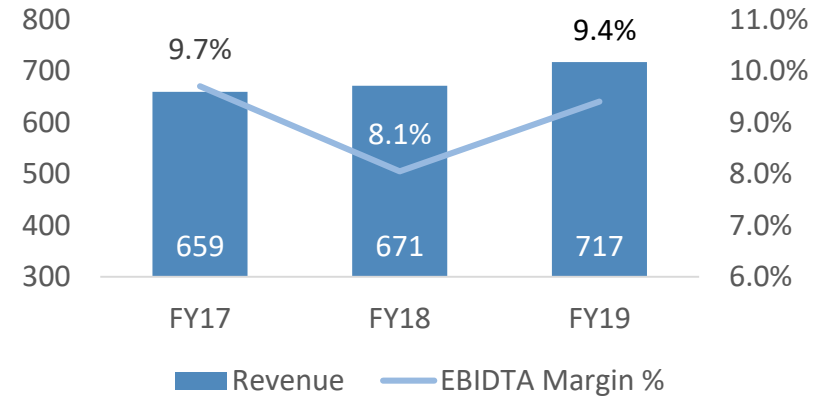
### MIL Facilities

- Manesar
- Pantnagar
- Indonesia

### Clarton Horns Facilities:

- Spain
- Morocco
- Mexico

Rs. In Crs



## Products

### Alloy Wheel

- Market Leader in PV segment with 45% market share ( installation ) in India

- Kosei - Strong Technology Leader as JV partner
- Moulding and Tooling Capability for high end wheels

### Aluminium Die Casting

- Manufacturer of performance and non performance parts

## End Use Segment

### Key Customers:

- Alloy Wheel  
MSIL, Mahindra, Toyota, Renault  
Nissan and Honda
- Aluminium Die Casting  
HSMI, TVS, Wabco

### Capacity

- Alloy Wheel  
2.7 Mn Wheels p.a.
- Aluminium Die Casting  
1.32 lacs ton p.a.

## Manufacturing Facilities

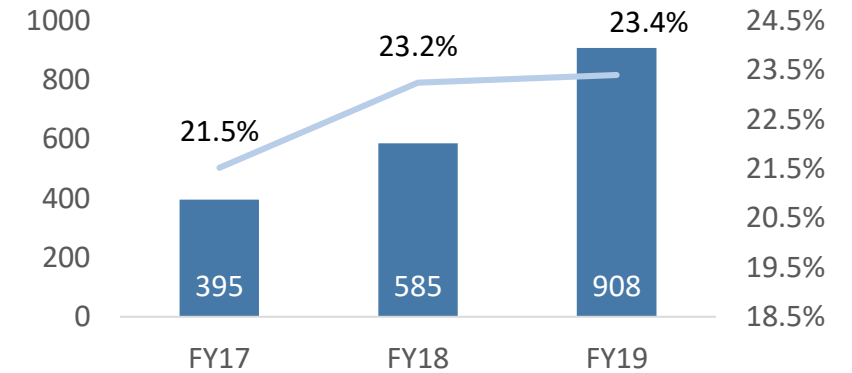
### Alloy Wheel

- Bawal
- Gujarat
- Chennai ( JV Plant )

### Aluminium Die Casting

- Hosur
- Bawal

Revenue\* Rs. In Crs



Alloy Wheels & Die Casting

EBITDA Margins



Alloy Wheels



Aluminium Die casting

## Products

### Other products

- Blow Molding
- Speakers & Infotainment
- Fuel Caps
- Air Filtration System
- Hoses
- Batteries
- Sensors and Controllers

## End Use Segment

- 2Wheelers, 4Wheelers, Commercial Vehicle

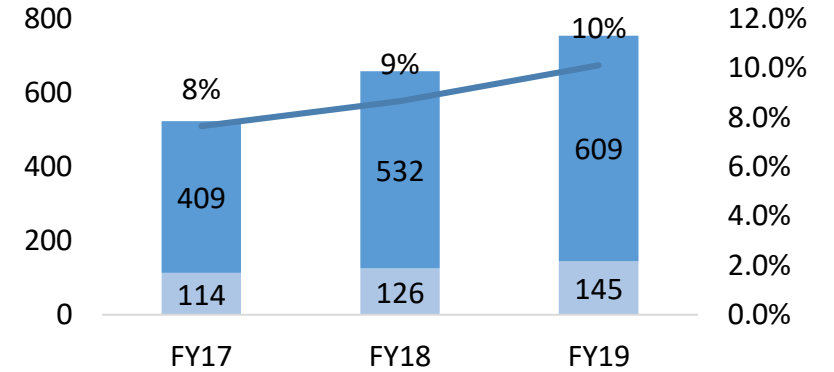
Key Customers:

MSIL, HMSI, TVS, Mahindra, Toyota & Renault Nissan

## Manufacturing Facilities

- Bawal – Filters, Hoses, Blow molding
- Bangalore -Blow Molding, Filters
- Manesar - Fuel Caps,
- Chennai & Gujarat –Filters
- Pantnagar( Minda Storage Battery)

Revenue\* Rs. In Crs



Blow Moulding Others EBITDA Margins



Speaker



Hoses



Air Bags



Fuel Cap



Controllers



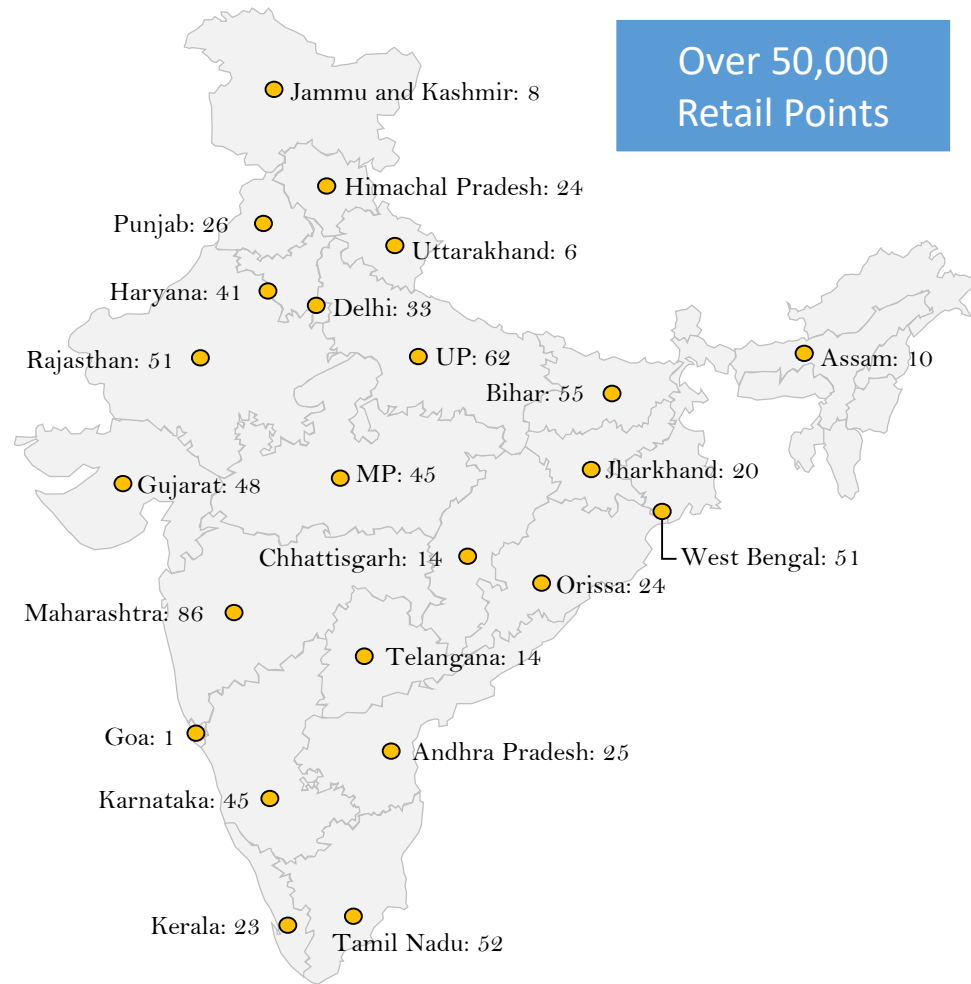
Blow Molding



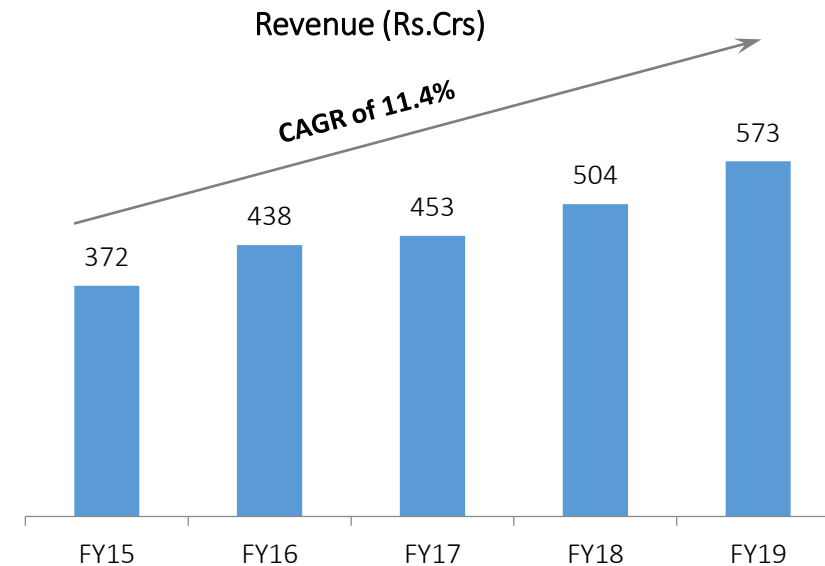
Battery

Note: Consolidated Data

# MDSL : Strong Presence in Replacement Market



Product(Rs.Crs)	FY19 After Market Sales	% of total After Market Sales
Switches	179	31%
Lighting	181	32%
Horns	81	14%
Others	132	23%

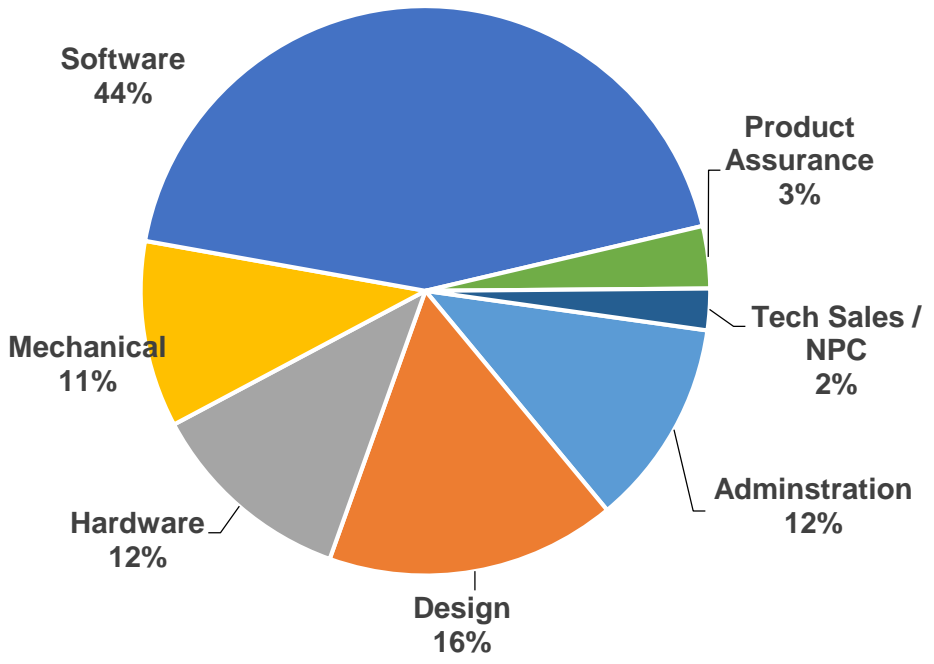


Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness



- First Flagship Technical Center of UNOMINDA Group
- Located in Pune, Phase II in Gurgaon
- 160+ Engineers
- Center of Competency for Hardware & Software
- Electronics Lab functional since Oct 2018

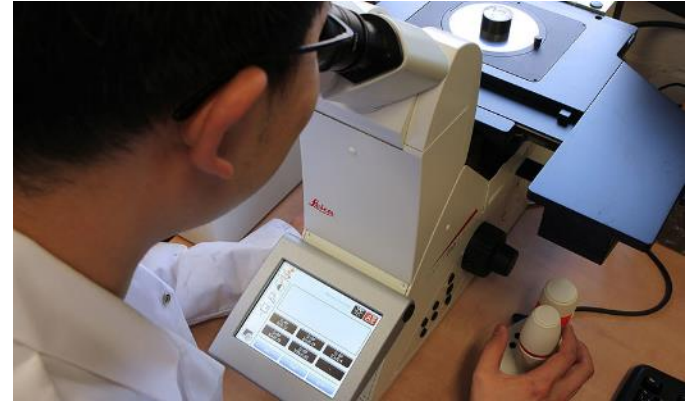
**CREAT: Manpower Mix**



## Hardware, Software & Test

- Hardware & Software for existing products
- New Products end to end

**Captive & New Products**

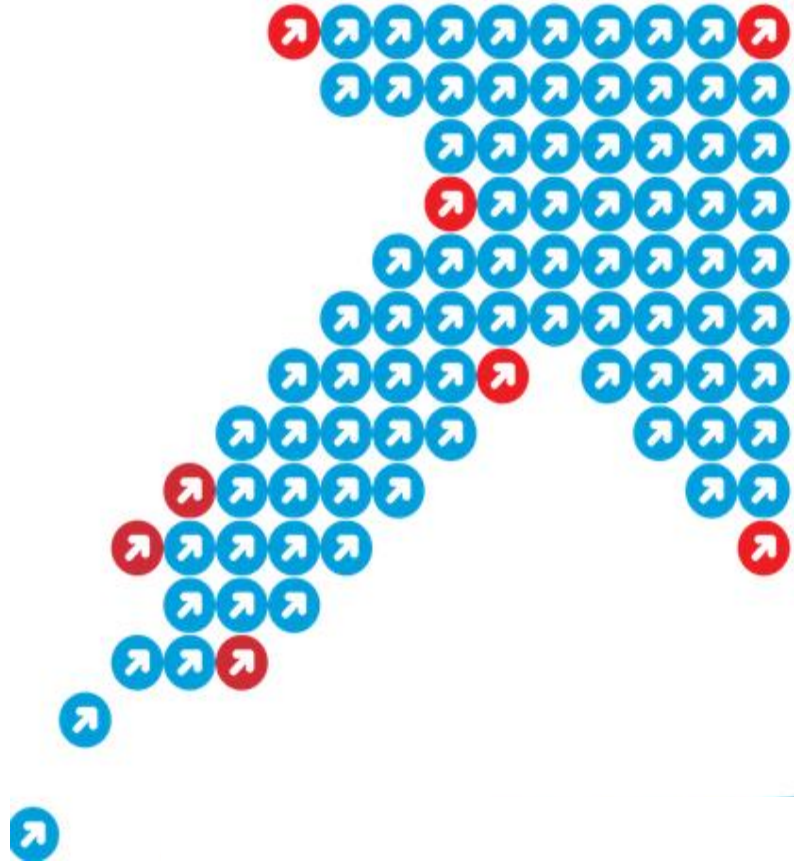


## Center of Excellence

Material Sciences, Optics, Surface Coating, EMI/EMC

**Captive**





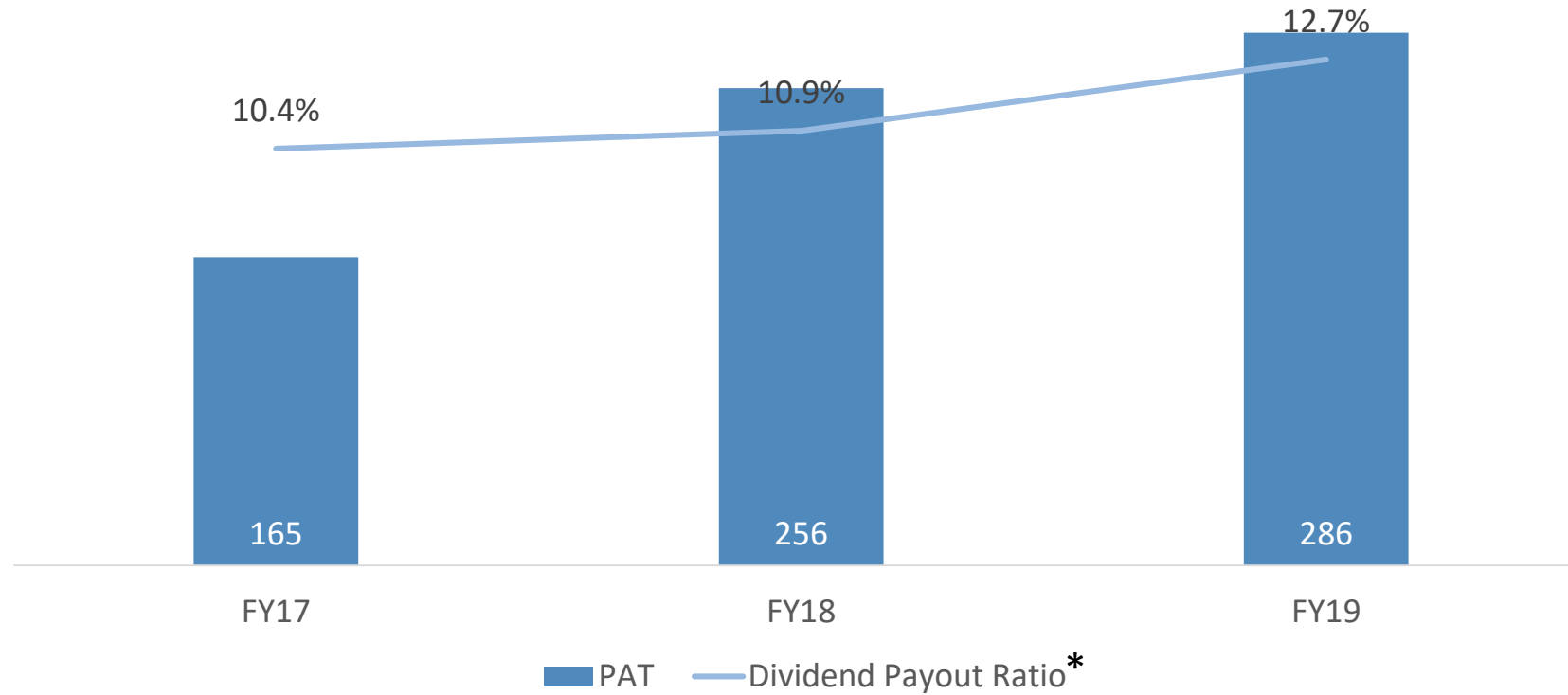
# Historical Financials

# Consolidated Profit & Loss Statement

Particulars (Rs. Cr)	FY19	FY18	YoY %
<b>Revenue from Operations (Net of Excise)</b>	<b>5,908.09</b>	<b>4,470.56</b>	<b>32%</b>
Raw Material	3,622.48	2,763.18	
Employee Cost	791.29	586.8	
Other Expenses	767.35	586.76	
<b>EBITDA</b>	<b>726.97</b>	<b>533.82</b>	<b>36%</b>
<b>EBITDA Margin</b>	<b>12.30%</b>	<b>11.94%</b>	<b>45bps</b>
Other Income	25.24	33.35	
Depreciation	234.38	164.85	
<b>EBIT</b>	<b>517.83</b>	<b>402.32</b>	<b>29%</b>
<b>EBIT Margin</b>	<b>8.76%</b>	<b>9.00%</b>	<b>8bps</b>
Finance Cost	63.15	35.09	
<b>Profit before Share of Profit/Loss of JVs and Tax</b>	<b>454.68</b>	<b>367.23</b>	<b>24%</b>
<b>PBT Margin</b>	<b>7.70%</b>	<b>8.21%</b>	<b>-20bps</b>
Exceptional Item		38.24	
Tax	134.07	97.69	
<b>Profit before Share of Profit/Loss of JVs</b>	<b>320.61</b>	<b>307.78</b>	<b>4%</b>
Share of Profit/Loss of JVs	18.87	23.08	
<b>Net profit/(loss) after share of profit/(loss) of associates / joint ventures (A)</b>	<b>339.48</b>	<b>330.86</b>	<b>3%</b>
<b>PAT Margin %</b>	<b>5.75%</b>	<b>7.40%</b>	<b>-40bps</b>
<b>PAT attributable to:</b>			
- Owners of MIL	285.62	310.19	<b>-8%</b>
- Non Controlling Interests	53.86	20.67	
Other Comprehensive Income	-0.68	5.31	
<b>Total Comprehensive Income for MIL</b>	<b>284.91</b>	<b>314.99</b>	<b>-10%</b>
<b>TCI Margin %</b>	<b>4.82%</b>	<b>7.05%</b>	<b>-73bps</b>
Total Comprehensive Income for Non Controlling Interests	53.89	21.18	

ASSETS	31st March 2019	31st March 2018
<b>1. Non-current assets</b>		
Property, Plant and Equipment	1,629.40	1,199.39
Capital work-in-progress	131.52	192.11
Intangible Assets	66.84	39.32
Intangible Assets Under Development	18.61	18.68
Goodwill on Consolidation	164.92	111.79
<b>Financial Assets</b>		
(i) Investments	355.58	155.23
(ii) Loans	21.21	14.49
(iii) Others	9.66	16.79
Deferred tax assets (net)	0	18.61
Other Tax Assets	33.05	31.18
Other Non-current Assets	67.1	40.43
<b>Sub-total - Non-Current Assets</b>	<b>2,497.89</b>	<b>1,838.03</b>
<b>2. Current Assets</b>		
Inventories	560.97	417.52
<b>Financial Assets</b>		
(i) Trade receivables	899.22	789.73
(ii) Cash and cash equivalents	92.77	125.56
(iii) Bank balance other than those included in cash and cash equivalents	17.29	33.91
(iv) Loans	2.01	1.59
(v) Others Current Financial Assets	22	18.04
Other current assets	138.48	140.74
<b>Sub-total - Current Assets</b>	<b>1,732.74</b>	<b>1,527.08</b>
<b>TOTAL - ASSETS</b>	<b>4,230.63</b>	<b>3,365.11</b>

Liabilities	31st March 2019	31st March 2018
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Equity share capital	52.44	17.41
Other Equity	1651.72	1,374.28
<b>Equity attributable to owners of the Company</b>	<b>1704.16</b>	<b>1,391.69</b>
Non-Controlling Interest	266.71	211.01
<b>Total Equity</b>	<b>1970.87</b>	<b>1,602.70</b>
<b>LIABILITIES</b>		
<b>1. Non-current liabilities</b>		
<b>Financial Liabilities</b>		
(i) Borrowings	606.34	240.04
(ii) Other financial liabilities	75.58	51.46
Provisions	99.64	103.78
Deferred tax liability	0.62	
<b>Total- Non current liabilities</b>	<b>782.18</b>	<b>395.28</b>
<b>2. Current Liabilities</b>		
<b>Financial Liabilities</b>		
(i) Borrowings	349.15	302.81
(ii) Trade payables		
(a) Total outstanding dues of micro & small enterprises	64.61	6.08
(b) Total outstanding dues of creditors other than micro & small enterprises	733.21	792.33
(iii) Other financial liabilities	231.15	155.41
Other current liabilities	77.9	91.84
Provisions	21.56	14.83
Current tax liabilities (net)		3.83
<b>Total- Current liabilities</b>	<b>1477.58</b>	<b>1,367.13</b>
<b>TOTAL Equity and Liabilities</b>	<b>4,230.63</b>	<b>3,365.11</b>



\* Dividend payout ratio after considering dividend distribution tax



# Awards & Recognitions



Minda Industries Ltd won the “Most Promising Company of the Year” at the Indian Business Leader Awards



Mr. N K Minda conferred with EY Entrepreneur of the Year for the year 2018 ( Manufacturing Category)



## CERTIFICATIONS



## RECENT AWARDS: 2018-19

“Comprehensive Excellence” – UNO MINDA  
 “Overall Performance” – MKL & M DTEN  
 “Quality Excellence” MTG & Roki Minda  
 “VA- VE” - MTG

“Special Support Award”  
 MIL – Switch Division

“Delivery Management Award”  
 M J Casting Ltd.  
 “ Best QCDDM Performance”  
 Roki Minda Co. Pvt. Ltd.

“Supplier Business Capability Award”  
 MIL – Lighting Division

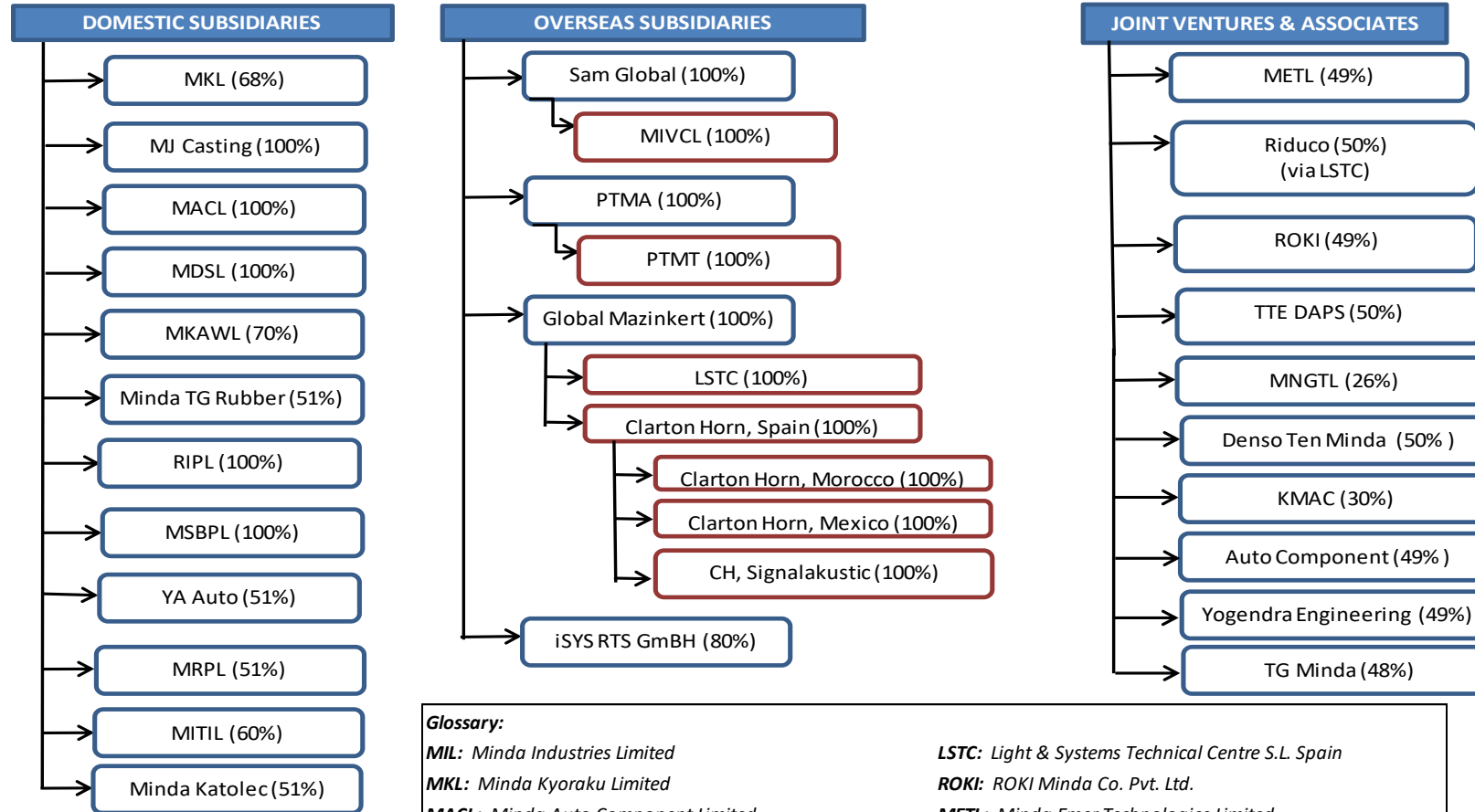
“National IP Award” in category Top Indian Company for Designs  
 Minda Industries Ltd.

“Quality Excellence”  
 MIL – Lighting Award

“Exceptional Support Quality”  
 MIL – Lighting Award



## MIL'S SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES



**Glossary:**

<b>MIL:</b> Minda Industries Limited	<b>LSTC:</b> Light & Systems Technical Centre S.L. Spain
<b>MKL:</b> Minda Kyoraku Limited	<b>ROKI:</b> ROKI Minda Co. Pvt. Ltd.
<b>MACL:</b> Minda Auto Component Limited	<b>METL:</b> Minda Emer Technologies Limited
<b>MDSL:</b> Minda Distribution and Services Limited	<b>Riduco:</b> Rinder Riduco, S.A.S., Columbia
<b>MKAWL:</b> Minda Kosei Aluminum Wheel Private Limited	<b>MNGTL:</b> Minda NextGen Tech Ltd
<b>RIPL:</b> Rinder India Private Limited	<b>MRPL:</b> Mindarika Private Limited
<b>MSBPL:</b> Minda Storage Batteries Private Limited	<b>KMAC:</b> Kosei Minda Aluminum Company Pvt Ltd
<b>PTMA:</b> PT Minda Asean Automotive, Indonesia	<b>TG Minda:</b> Toyota Gosei Minda India Private Limited
<b>MIVCL:</b> Minda Industries Vietnam Company Limited	<b>PTMT:</b> PT Minda Trading, Indonesia

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