

MINDA INDUSTRIES LTD

INSPIRED BY MOBILITY
DRIVEN BY TECHNOLOGY

Investor Presentation –November 2015



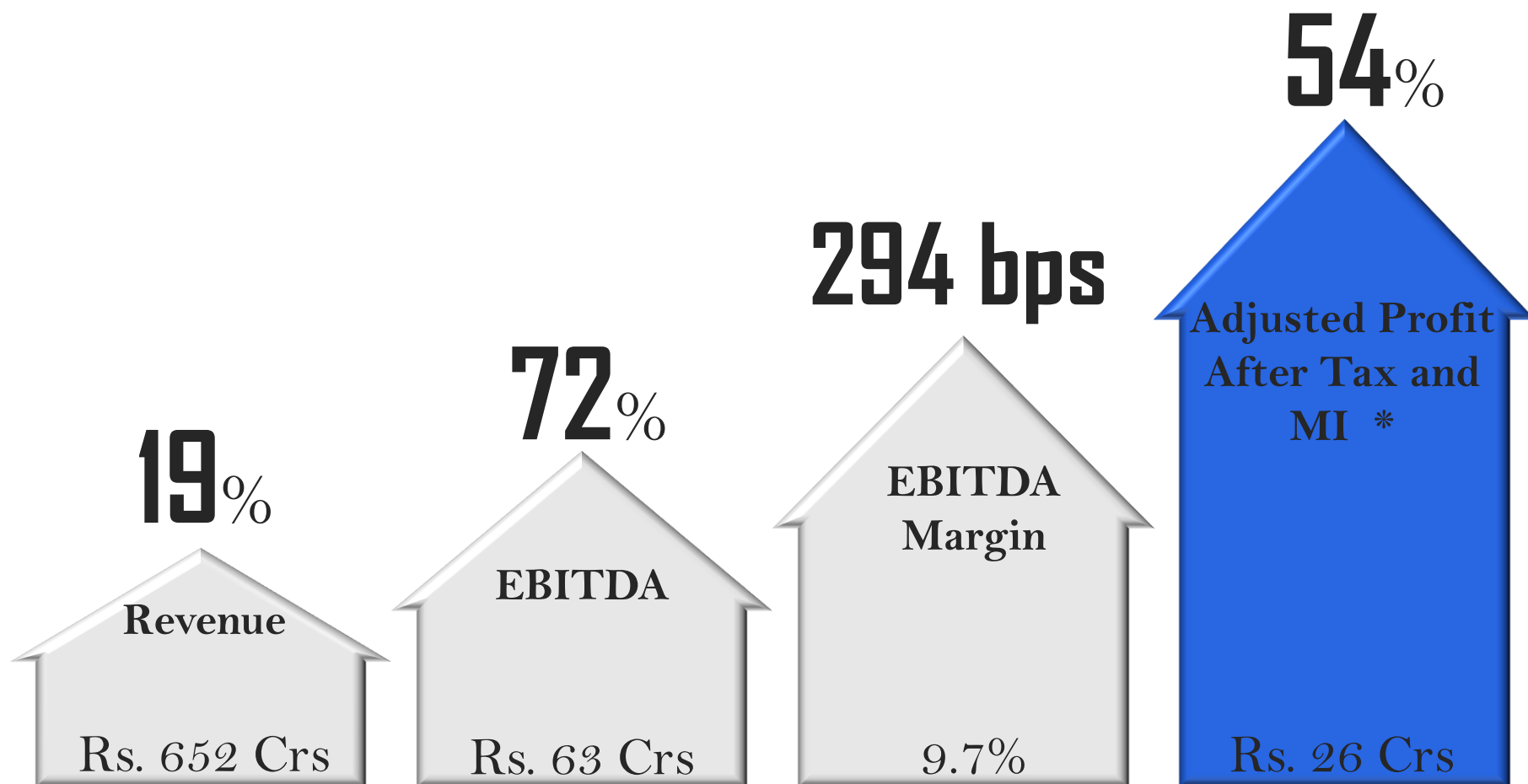


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Robust Performance continues in Q2 FY16



All comparison are year on year

** PAT after Minority Interest (MI) adjusted for exceptional item in Q2 FY15*

New Happenings



Clarton Horn:

New Facility in Mexico

- Operations started on CKD basis from September onwards
- Actual production expected to start from April 2016

PTMA:

New Order

- PTMA received new order from Suzuki for Automotive Lighting for 4W
- Expected Peak revenue of ~ Rs.23 Cr

Horns Division:

New Orders

- Received Export order from Renault for Brazil
- New Orders from MSIL and Tata motors in Domestic Market

Alloy Wheel :

1st Shipment Executed

- Minda Kosei Alloy Wheel Private Limited recorded its 1st Shipment in month of October, 2015

MJ Casting:

New Order

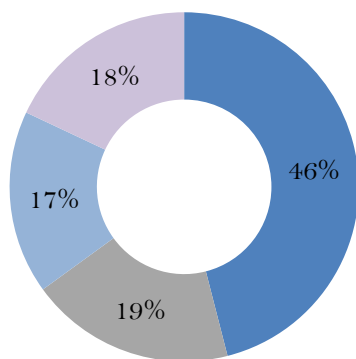
- Received new order from Wabco
- Supply expected to begin by Dec'15
- Expected Peak revenue of ~Rs. 18 Cr

Consolidated Revenue Distribution – H1 FY16



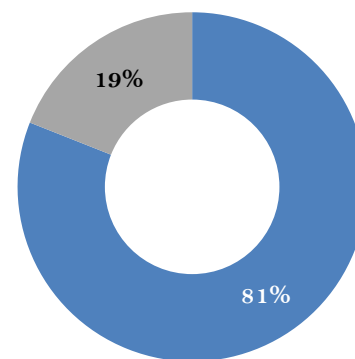
Product-wise Breakup

■ Switch ■ Lighting ■ Horns ■ Others

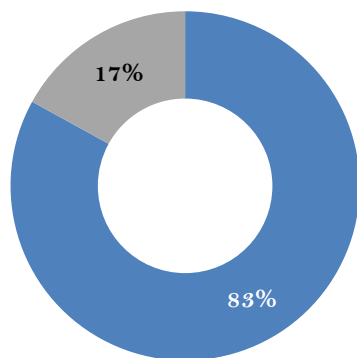


Channel-wise Breakup

■ OEM ■ Replacement

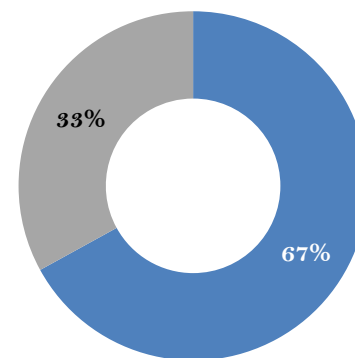


Geography-wise Breakup



■ India ■ International

Segment -wise Breakup



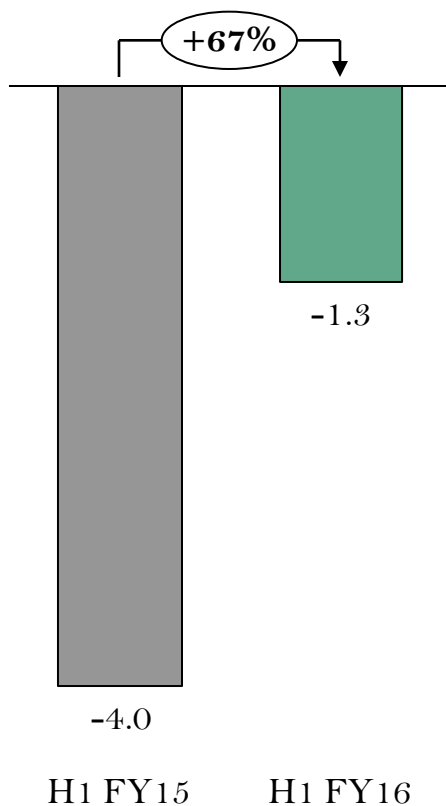
■ 2Wheeler ■ 4Wheeler

Visible Turnaround in Subsidiaries

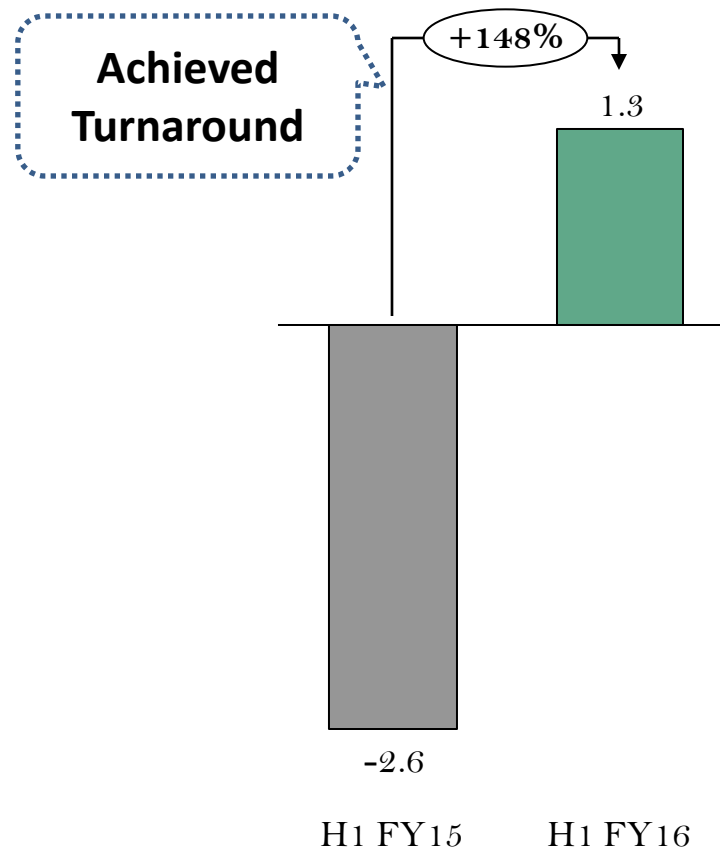


Rs.Crs

PBT – MJ Casting Ltd



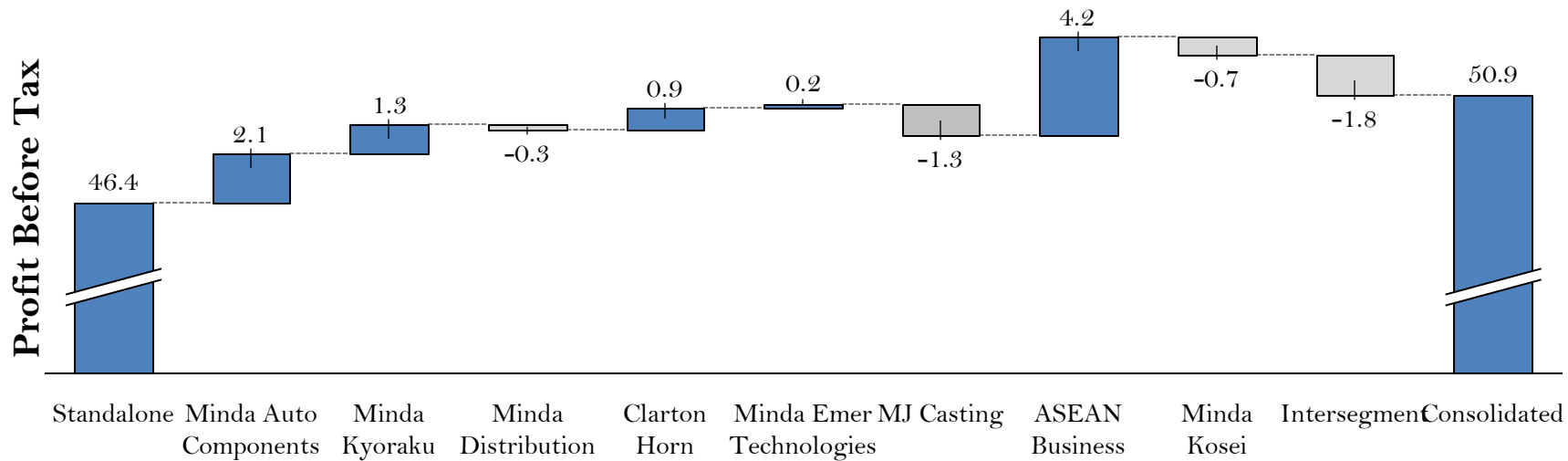
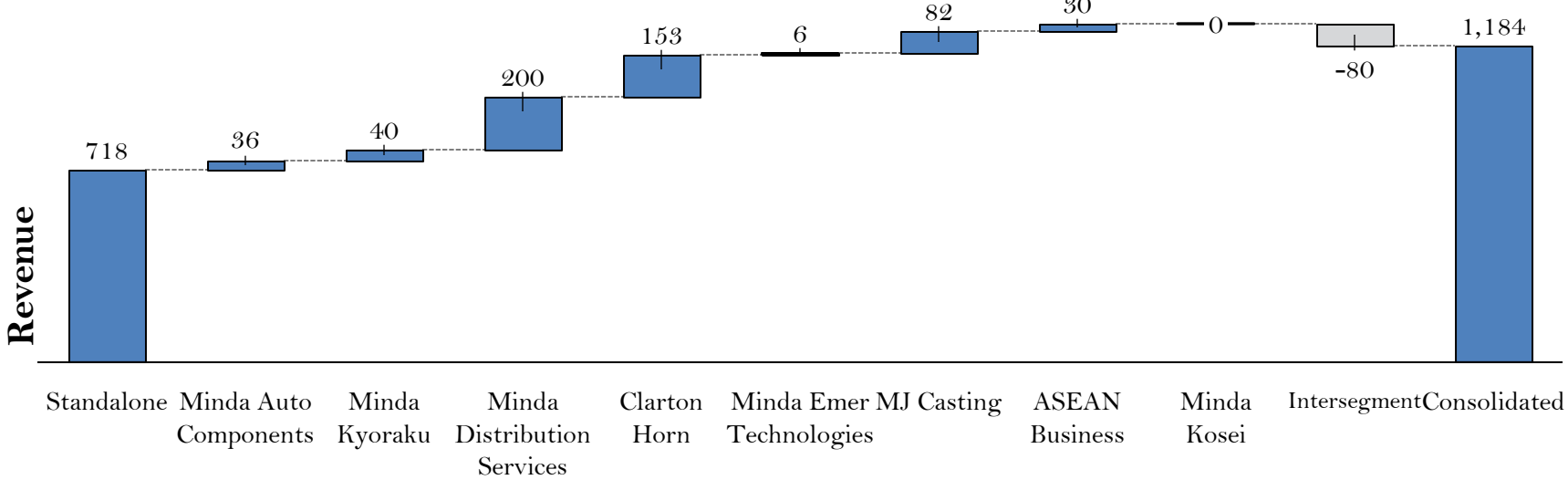
PBT – Minda Kyoraku Ltd



Entity-Wise Break-Up : H1 FY16



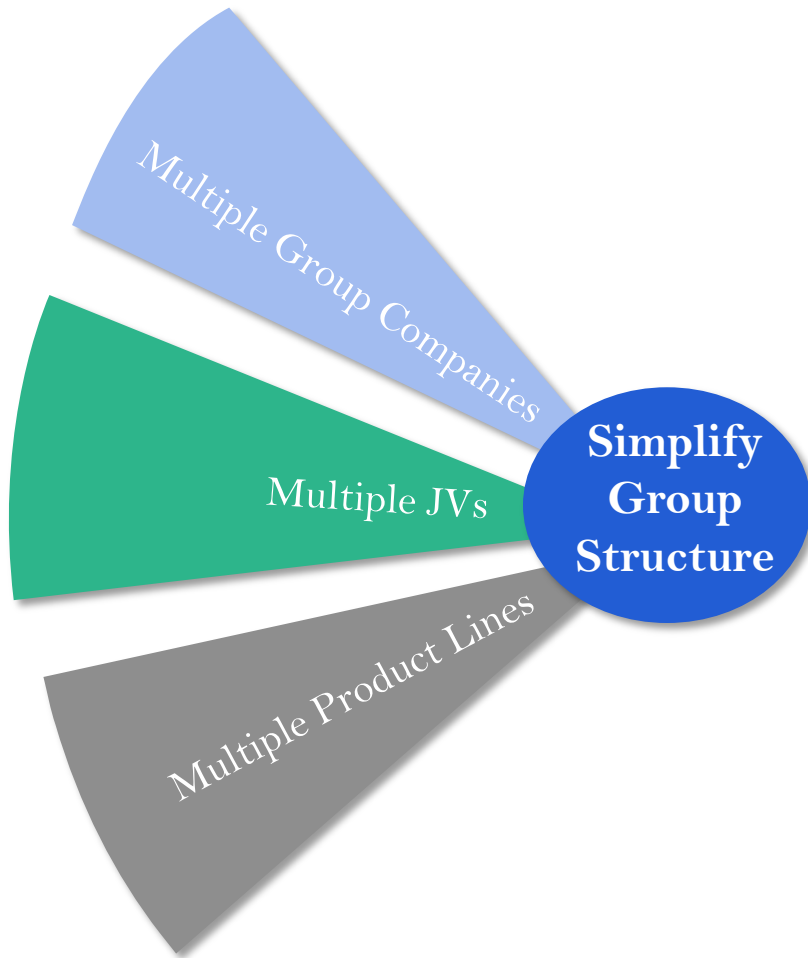
Rs.Crs





Company Overview

“Re-Aligning” Group Structure...



- Consolidate product lines across UNO MINDA Group
- Increasing MIL stake in JV companies & Group Companies
 - MJ Castings to 98%
 - PT Minda Asean Automotive (Indonesia) to 51%
 - SAM Global Pte Ltd, Singapore to 51%
 - Through SAM Global Pte Ltd acquired stake in its 100% subsidiary, Minda Industries Vietnam Company Ltd, based in Vietnam
- Appointed KPMG to work on a scheme to simplify corporate structure in a tax efficient manner

...to drive Stronger Growth

Company Overview



20+ years of relationship with OEMs

50+ OEMs served in India & Overseas

Strong network of more than **500**

Business partners & **10,000** dealers

3 R&D Centres across
country

More than **100+** product
patents registered

Leading Player in Automotive
Switch, Horns, Lightings

More than **120+** design registration

Partnered with **9** Global
Technology Players

Global Presence across **3**
Continents

Rich experience of **57** years
in Automotive Industry

More than **20** different Products
manufactured

Operations spread across **25** plants in India



Leading Auto Components Player in India



No. 1 Player
in 2W, 3W, 4W
segments

**Automotive
Switch**

No. 1 Player
in 2W, 3W, 4W
segments

**Automotive
Horns**

First Movers
With Confirmed
Orders for
Passenger Vehicles

**Alloy
Wheels**

**Aspire to
be No.1 in
Every
Product**

**Aspire to be
leading Player**
in Automotive
batteries

Batteries

**Among Top 5
Players**
in 2W, 3W, 4W
segments

**Automotive
Lighting**

Product Innovation & ...





2W / 3W Switches



Extend
leadership
position across
OEMs & global
platforms

Lighting



Widen
presence across
OEM to
improve
utilization levels
across units

Horns



Strengthen
with synergies
from Clarton
Horn across
globe

Others



Leverage
existing OEM
relationships &
Distribution
network

...will enable us "To Achieve Leadership every Product Line"

Business Overview



Switches – Extending Leadership position to global markets



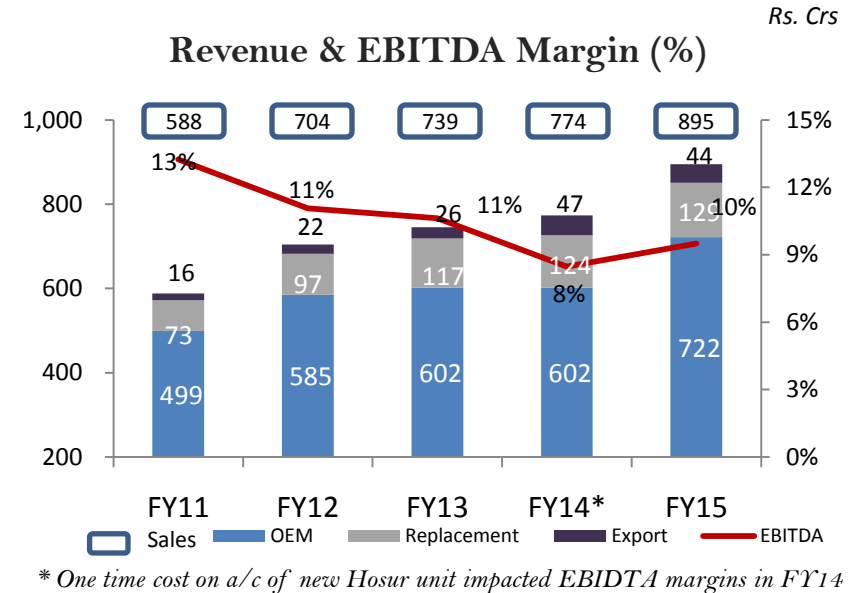
- **India's largest manufacturer** of Automotive switches, with more than 5 decades of experience with market share of ~67%
- **End-User Segment Serviced** : 2/3 Wheeler & Off-road
- Present in 4W switches through associate company
- **Manufacturing Facilities across India:**
 - Manesar Pantnagar
 - Aurangabad Pune
 - Hosur
- Independent in-house **R&D**
- **Exports** to USA, France, Italy, Austria and others
 - Contributing ~5% to Switch sales in FY15

Key Events :

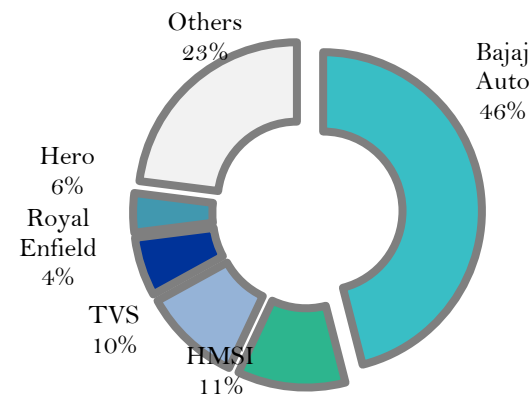
- Received fresh exports orders from Piaggio, Moto Guzzi
- Developed Seat Heater Switch for High End Bikes of BMW

Focus Area:

- Improve product-mix towards more advanced technology switches
- Increase Share of business among OEMs
- Increase Exports and Aftermarket



Diversified OEM Mix [FY15]



Lighting – Ramping-up Utilization levels



- Prominent player in automotive lighting components
- **End-User Segment Serviced** : 2/3 Wheeler, 4Wheeler and Off-road
- **Manufacturing Facilities** across India:

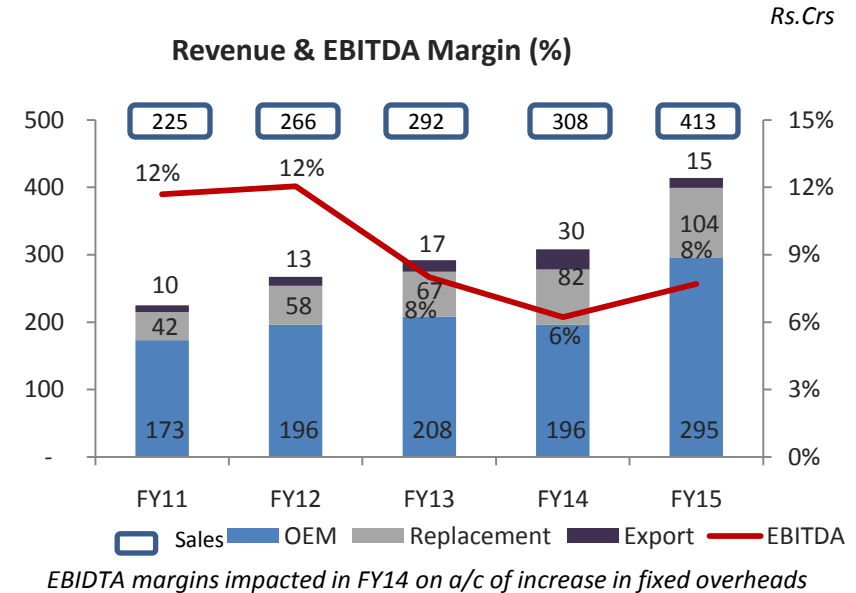
Manesar	Pantnagar
Sonepat	Haridwar
Chennai	
- **Strong R&D** capabilities:
 - Design centre in Taiwan
 - Technical Arrangement with Korean Company
- **Exports** to Italy, Indonesia, France, Japan and others
 - Contributing 4% to Lighting Sales in FY15

Key Events :

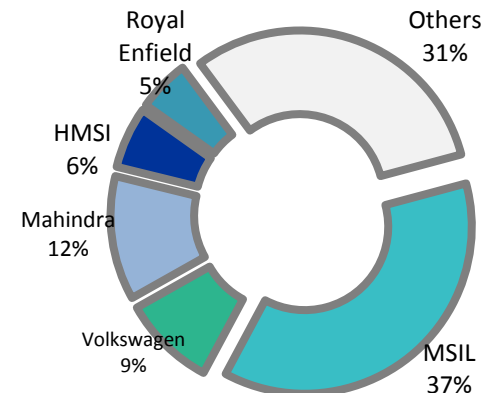
- Received orders from Renault, MSIL
- Received orders in PTMA from Suzuki

Focus Area:

- To be “Primary Supplier” to OEMs
- Increase product mix towards Headlamps
- Improve Utilization levels



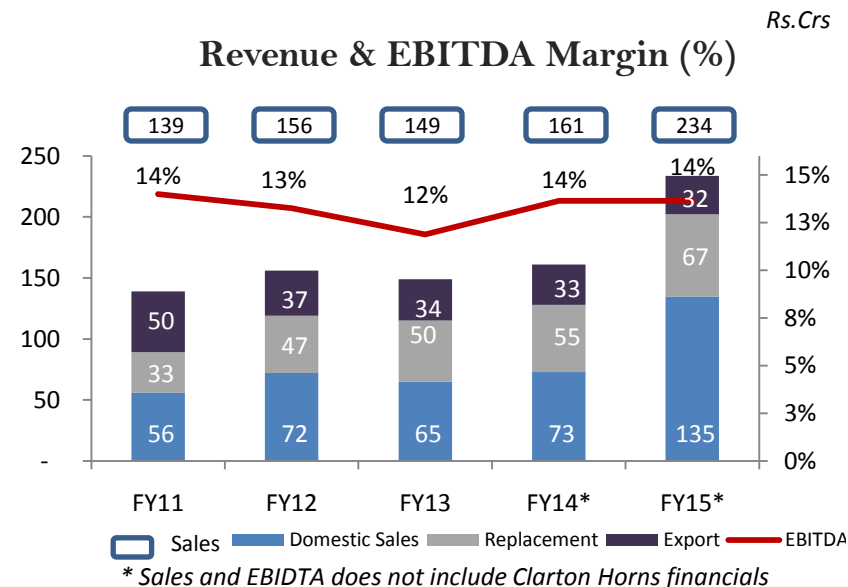
Diversified OEM Mix [FY15]



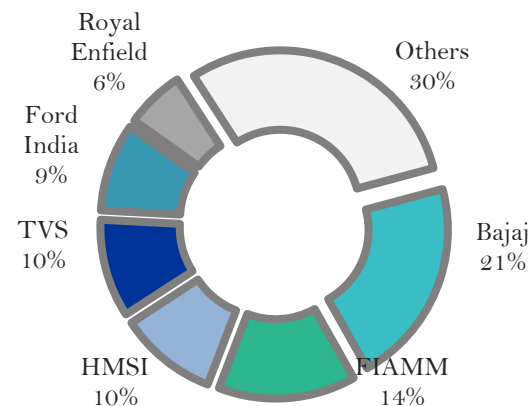
Horns – Strengthening leadership position...



- India's largest manufacturer of horns with 47% market share
- End-User Segment Serviced :** 2/3 Wheeler, 4Wheeler, Off-road and Commercial Vehicles
- Manufacturing Facilities** across India:
 - Manesar
 - Pantnagar
- Strong in-house R&D** capabilities
 - Developed technology with FIAMM, Italy
- Exports** to Italy, South Africa, China, Thailand and others
 - Contributing 13% of Consolidated Horns Sales in FY15
- Acquired Clarton Horns** in FY14
 - Revenue of Rs. 397 Crs in FY15 for 15 months



Diversified OEM Mix [FY15]



Key Events :

- New Facility at Mexico to be operational by April 2016
- Received export orders from Renault for Brazil
- Received fresh orders from MSIL, Tata Motors for Domestic market

Focus Area:

- Leverage Indian low cost manufacturing base
- Leverage Clarton's European OEM base

... By becoming World's 2nd Largest player in horns



Acquired Clarton Horns, S.A.U

- Incorporated in 1973, has produced up to 150 million horns till date
- Product portfolio includes
 - Electromechanic disk horn
 - Electronic horns
- Manufacturing facilities located
 - La Carolina (Spain)
 - Tanger (Morocco)
- Owns 9 product patents
- Investing Euro 6 Mn over 3 years in New Facility in Mexico
 - Manufacturing to start from April'16

Strategic Advantages & Synergies

- First mover advantage to Minda in India
 - Access to technology for Electronic horns
- Strengthen R&D base
 - Expedite new offerings to Clients
- Access to existing client base of Clarton
 - Leverage OEM relationship
- Leverage low cost production base of India
 - Increase competitiveness in European market

Snapshot of Global Client Base



JV with Kosei Group, Japan for Aluminium Alloy Wheels...



- Incorporated “Minda Kosei Aluminium Wheel Pvt Ltd”
 - Uno Minda Group holding 70% stake & 30% stake by Kosei Group
- To develop, manufacturer and sell Aluminium Alloy Wheels for Passenger Vehicles
- Offer better products in terms quality to OE Customers, with technological support from Kosei Group
- JV plans to set-up plant at Bawal, Haryana
 - Investment of Rs. 200 Crs in 1st phase of production
 - Expected to commence production capacity by 2016
 - Production Capacity of 720,000 units p.a
- **First Shipment to MSIL completed in Oct’15**



... to leverage OEM relationships and retail network to tap alloy wheels market

Others – Consolidating Product Range



- Other product lines like CNG/LPG kits, Die Casting, Blow moulds, Batteries, Fuel cap
- End-User Segment Serviced : 2/3 Wheeler, 4Wheeler, Off-road and Commercial Vehicles
- Manufacturing Facilities across India in Pune, Hosur, Bawal, Bangalore, Pantnagar and Manesar
- 50% JV with **Emer**, Italy for CNG/LPG Kits
- 72% JV with **Kyoraku Co. Ltd** for Blow moulded products

Key Events :

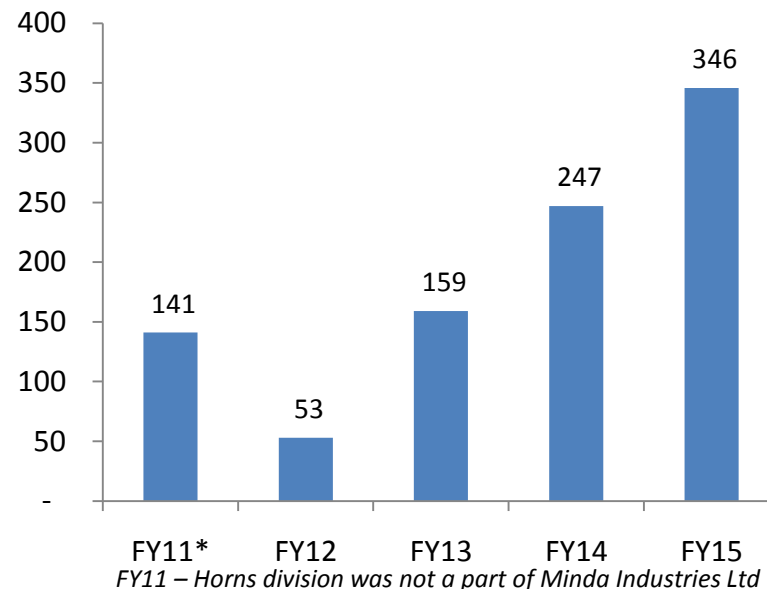
- Battery Division – Signed JV Agreement with **Panasonic Corp.**
- Entered into JV with **Kosei Group** for Alloy Wheels
- MJ Casting received order from **Wabco**

Focus Area:

- Leverage existing OEM relationship and Distribution Network

Revenue

Rs.Crs



Diversified OEM Mix



Deep Rooted Relationships



Dominant Supplier among Domestic Customers



Established Player across Global Customers



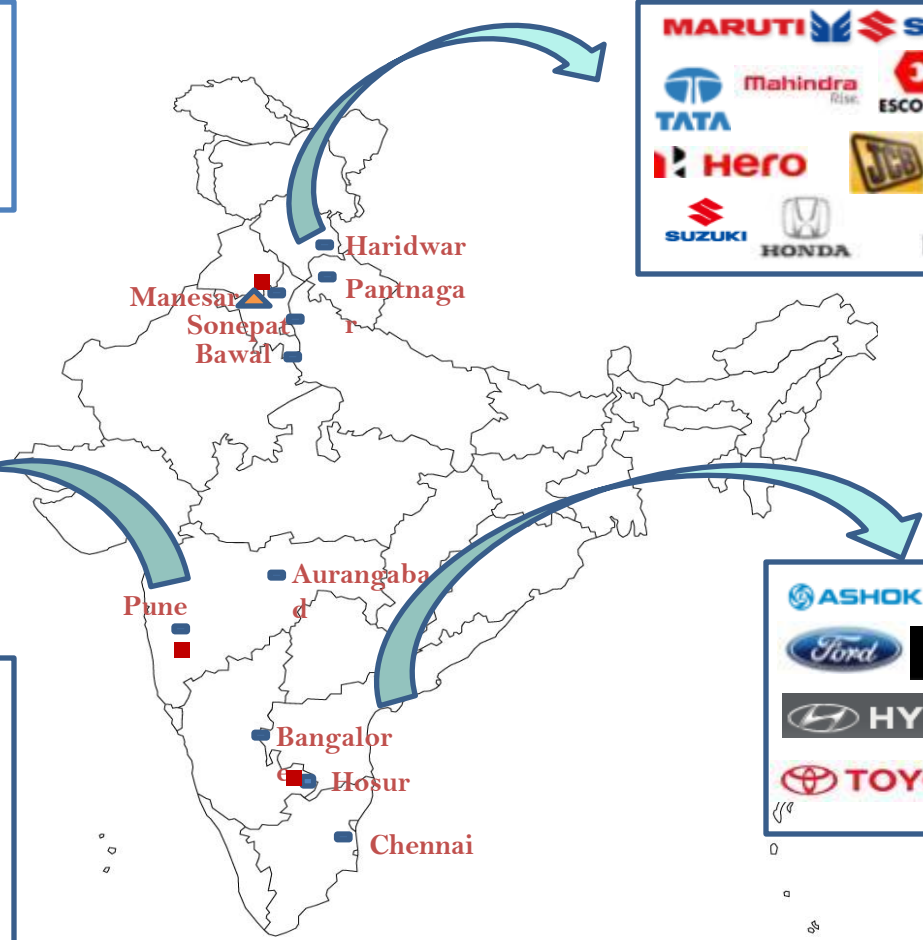


Extensive Manufacturing Presence

Strategically located in Automotive Hubs



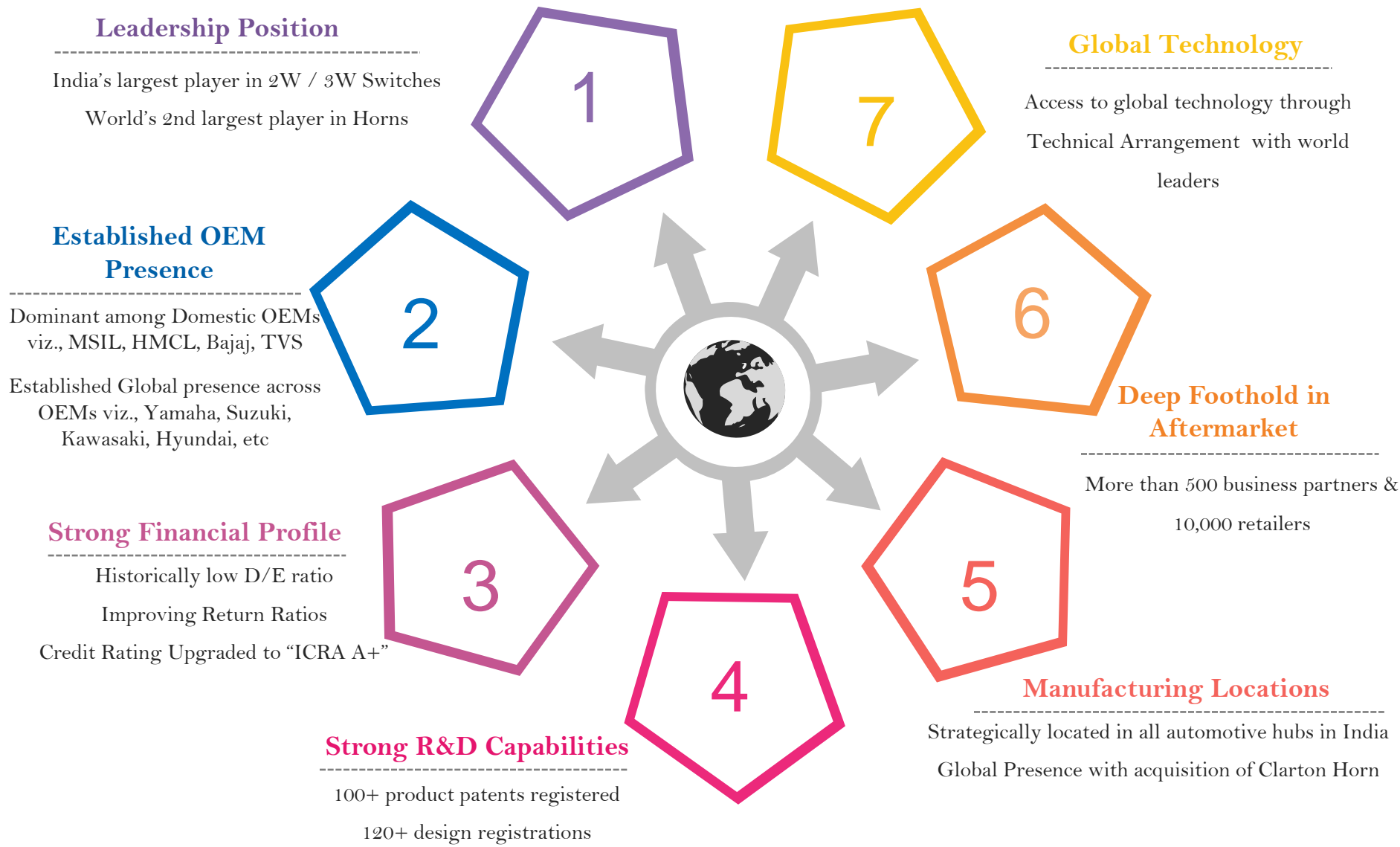
- 25 Manufacturing Facilities
- 3 R&D Centres
- ▲ Corporate Office





Advantage MINDA INDUSTRIES

Advantage MINDA INDUSTRIES



Consolidated Profit & Loss



Rs.Crs	Q2 FY16	Q2 FY15	YoY%	H1 FY16	H1 FY15	YoY%	FY15
Total Operating Income	652	546	19%	1,184	1,039	14%	2,227
Cost of Material consumed	420	361		773	677		1,478
Employee Cost	81	67		151	131		288
Other Expenses	87	81		164	156		307
EBITDA	63	37	72%	97	75	30%	154
<i>Margin</i>	9.7%	6.8%		8.2%	7.2%		6.9%
Other Income	5	6		9	9		23
Interest	8	9		13	16		25
Depreciation	25	20		43	38		83
PBT before exceptional item	35	15	136%	51	29	76%	69
<i>Margin</i>	5.4%	2.7%		4.3%	2.8%		3.1%
Exceptional Item	(0)	16		(0)	16		16
PBT	35	31		51	45		85
<i>Margin</i>	5.4%	5.6%		4.3%	4.3%		3.8%
Tax	8	8		12	9		19
PAT After Minority Interest	26	24		40	39		68.0
<i>Margin</i>	4.0%	4.5%		3.2%	3.7%		3.1%
<i>Adjusted PAT after MI*</i>	26	12	110%	40	26	54%	57

* PAT after MI excluding exceptional item post tax

Consolidated Balance Sheet



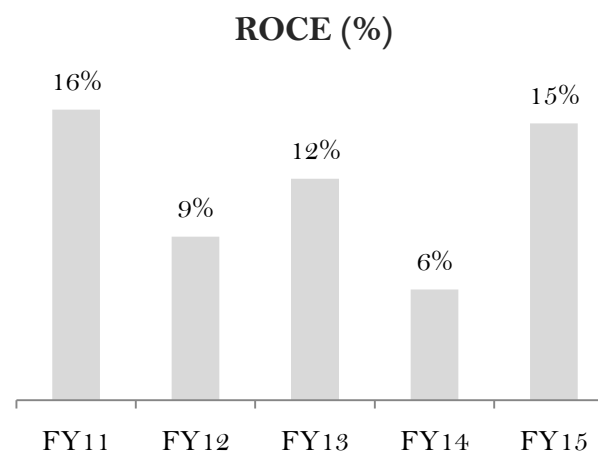
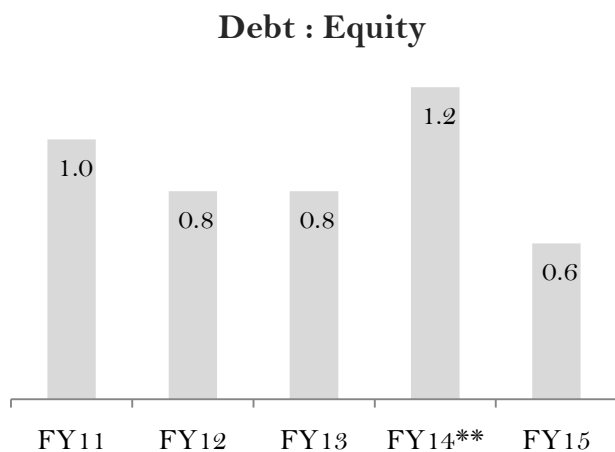
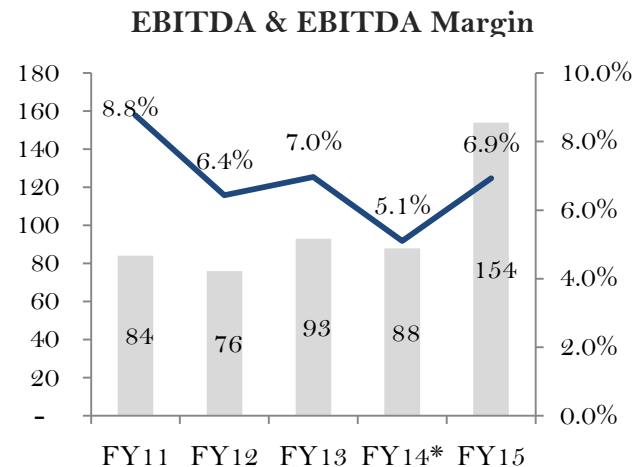
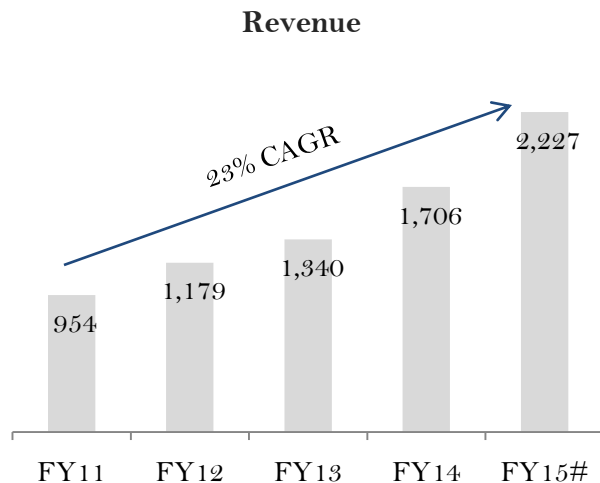
Rs. Crs.	Sep-15	Mar-15
<i>Shareholder's Fund</i>		
Share capital	19	19
Reserves & Surplus	412	346
<i>Minority Interest</i>	75	21
<i>Non-current liabilities</i>		
Long term borrowings	148	97
Other non-current liabilities	31	29
<i>Current liabilities</i>		
Short term borrowings	167	112
Trade Payables	304	267
Other current liabilities	132	105
Total Liabilities	1,288	997

Rs. Crs.	Sep-15	Mar-15
<i>Non-current assets</i>		
Fixed assets	575	421
Non Current Investments	32	26
Long-term loans and advances	43	31
<i>Current assets</i>		
Current Investments	2	2
Inventories	163	141
Trade receivables	343	289
Cash and bank balances	38	28
Short-term loans and advances	71	54
Other current assets	20	5
Total Assets	1,288	997

Improving Profitability with Strong Balance Sheet



Rs.Crs



Notes;

FY15 Sales inclusive of 15M Clarton Sales

* FY14 EBITDA is Adjusted for acquisition related one-time expenses

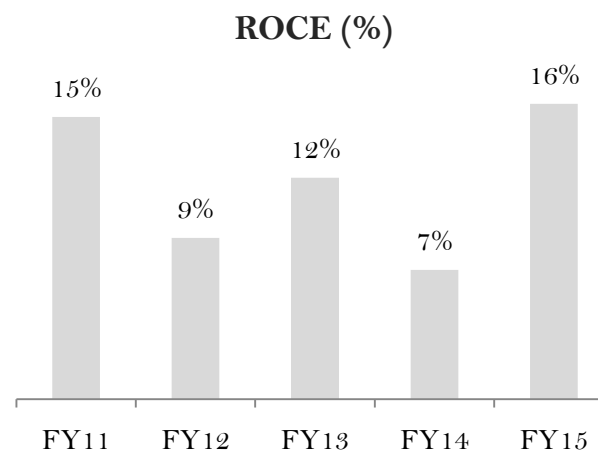
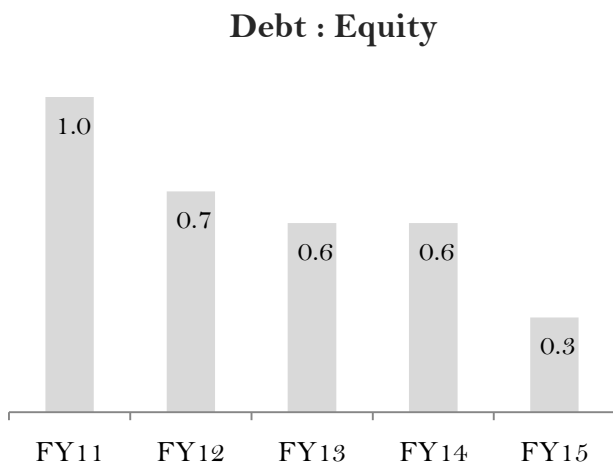
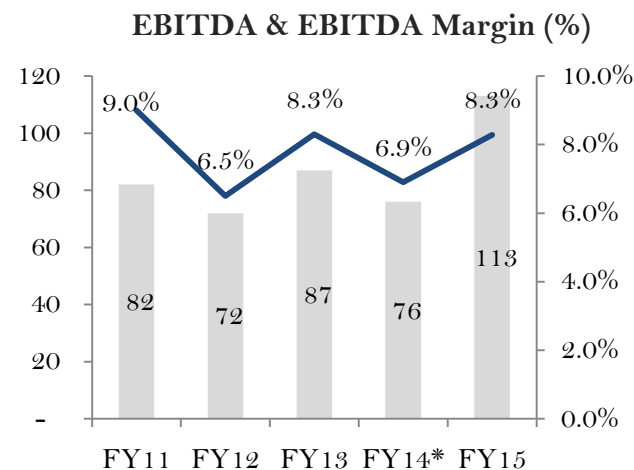
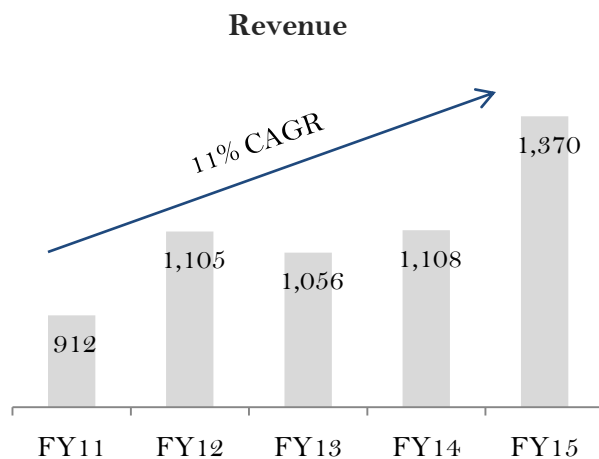
** FY14 debt increased on account of acquisition related debt

Consolidated

Improving Profitability with Strong Balance Sheet



Rs.Crs



Standalone

Notes;

* FY14 EBITDA is Adjusted for acquisition related one-time expenses

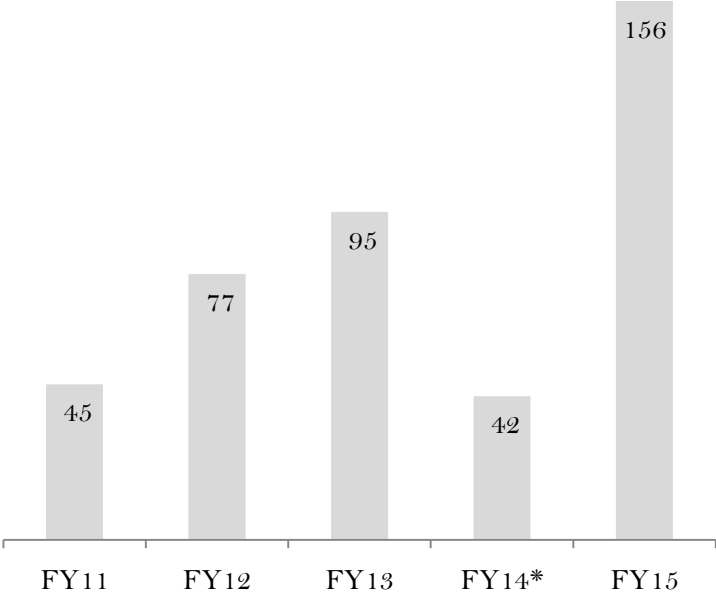
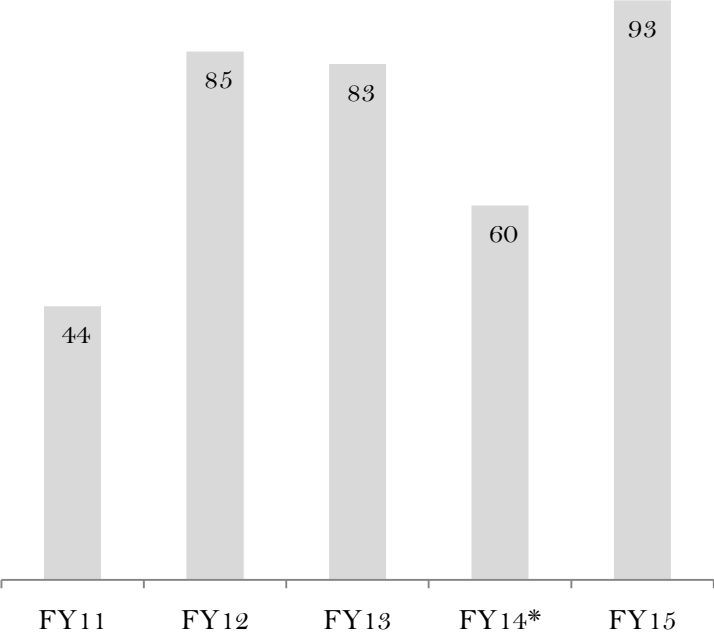
Strong Operating Cashflows



Rs.Crs

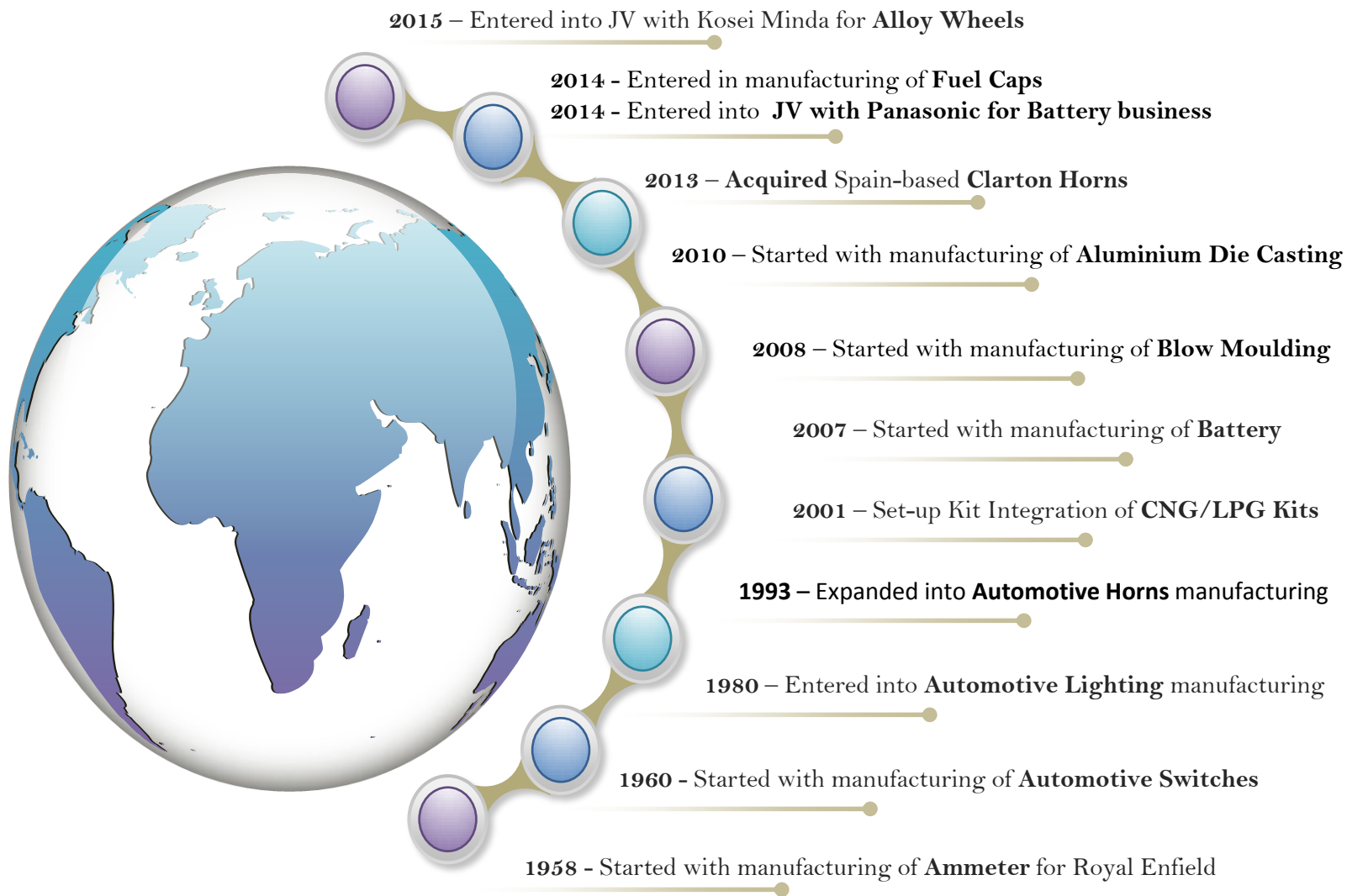
Standalone

Consolidated



*FY14 – Lower Operating CashFlow on account of acquisition of Clarton Horns

The Journey So Far..



Experienced Leadership



Mr. N.K.Minda,
Chairman & M.D.



Mr Sudhir Jain, E.D. &
Group CFO



Mr. Pradeep Tewari,
CEO

Automotive Horns
Automotive Lighting
Alternate Fuel Systems
CNG/LPG Kits



Mr. Revi Mehra,
CEO

Switches (2W)
Sensor, Body
Electronics



Mr. J.K.Menon,
CEO

Switches (4W)
Blow Moulding
Fuel Caps



Mr. Anand Minda,
Director, CEO

Alloy Wheels
After Market
Distribution

Led & Guided by Industry Professional



Experienced Independent Board

Mr. Satish Sekhari –
Ex Kalyani Group

Mr. Alok Dutta
– Ex Eicher

Ms Renu Challu
- Ex DMD (SBI)

Statutory Auditors

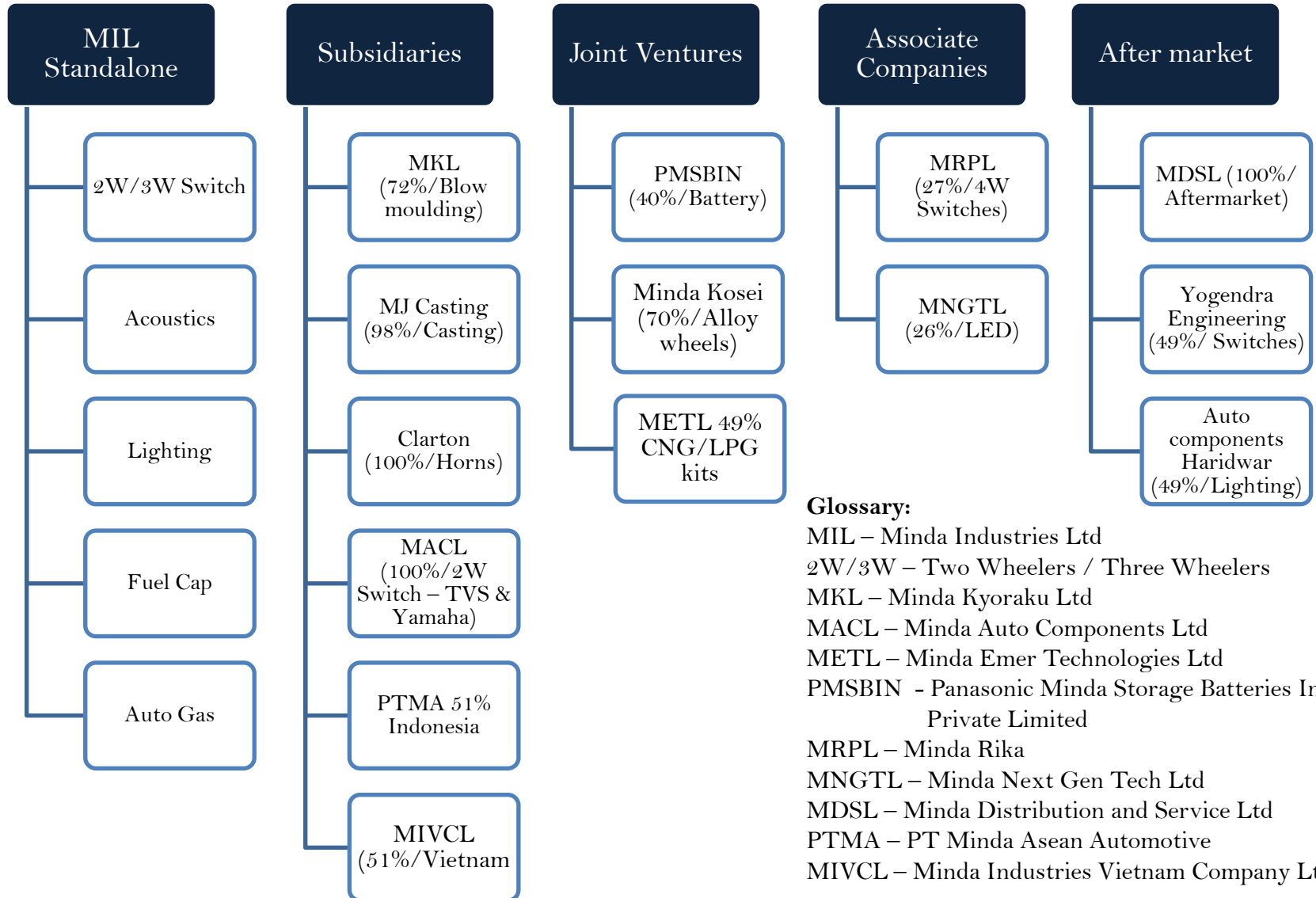
KPMG as Statutory
Auditors

Internal Auditors

Protiviti , a Global
Consulting firm is our
Internal Auditor

Professionally Qualified Management Team

Group Profile: Products & Structure



For further information, please contact:

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Ms. Sanjita Ghosh / Mr. Shogun Jain
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