



**MINDA INDUSTRIES LIMITED**

*Investor Presentation February '17*

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**20+** years of relationship with OEMs

**50+** OEMs served in India & Overseas

Strong network of more than **700**  
Business partners & **10,000** dealers

**5** R&D Centres  
Globally

More than **120+** product  
patents registered

Leading Player in Automotive  
Switch, Horns, Lightings

Partnered with **9** Global  
Technology Players

Rich experience of **58** years  
in Automotive Industry

More than **20** different Products  
manufactured

Operations spread across over **30** plants in  
India



More than **145+** design  
registration

Global Presence across **3**  
Continents

**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**

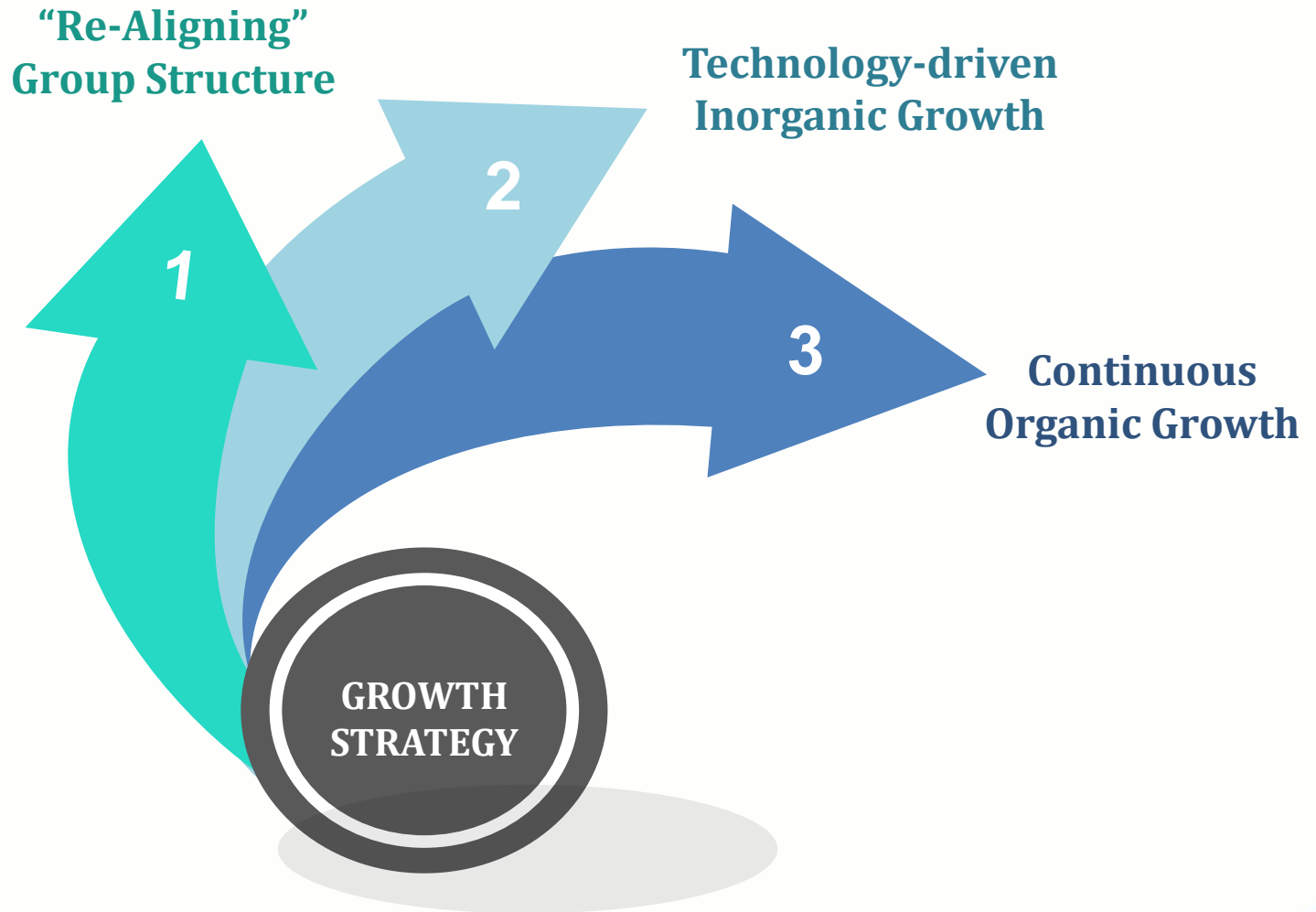
**Among Top 3  
Players**  
in 2W, 3W, 4W  
segments

**Automotive  
Lighting**

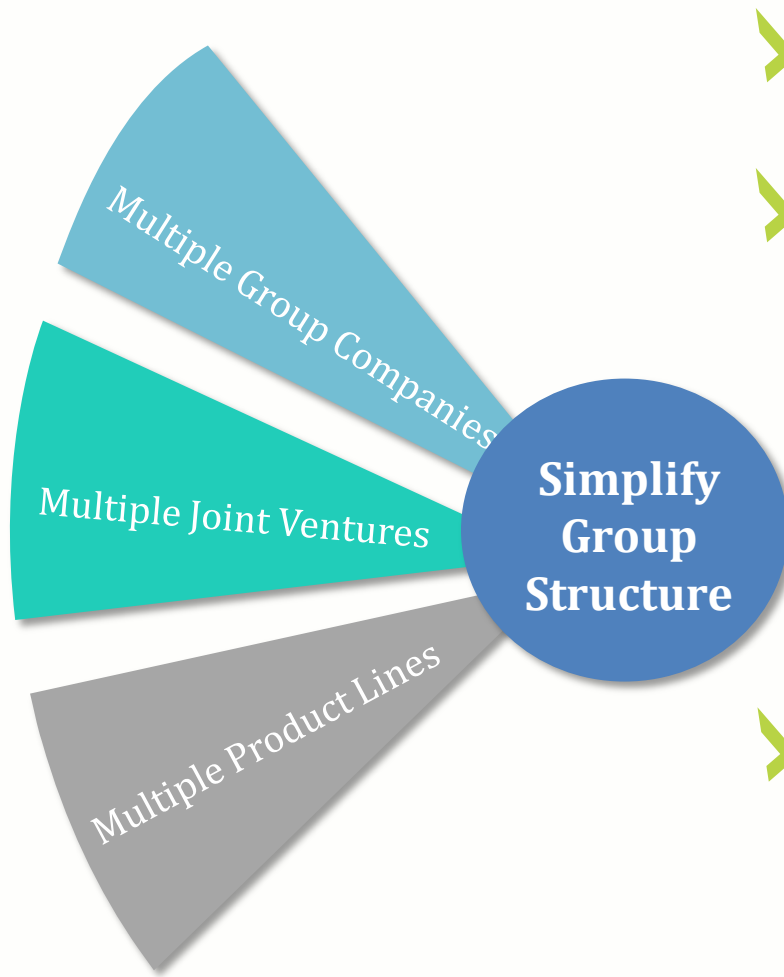
**Aspire to be  
leading Player**  
in Automotive  
batteries

**Batteries**

# Our Three Pronged Strategy for Growth



# 1. “Re-Aligning” Group Structure...



- Consolidate product lines across UNO MINDA Group
- Rationale:
  - Creation of single entity with better financial strength resulting in improved competitive position of the businesses of combined entity
  - Help in cost optimization / operating leverage
  - Enable company to optimize resources resulting in elimination of overlapping activities
- Appointed KPMG to work on scheme to simplify corporate structure in tax efficient manner
  - KPMG laid out 1<sup>st</sup> phase of Consolidation
  - Implementation of Phase 1 currently underway

## Phase 1, Stage 1 - Increasing MIL stake through Investment in JV companies & Group Companies

- Additional 48% in MJ Castings for Rs.14.04 Crs, increasing stake to 98%
- Invested Rs.19.41 Crs SAM Global Pte Ltd, Singapore for 51% equity stake  
  
SAM Global Pte Ltd, Singapore holds 37% equity shares in PT Minda Asean Automotive, Indonesia (PTMA)
- Invested Rs. 6.13 Crs for additional 13% in PT Minda Asean Automotive (Indonesia), increasing holding to 32%
- Invested Rs. 17.85 Crs in Minda TG Rubber for 51% equity stake
- Invested Rs. 12.28 Crs in Kosei Minda Aluminum Co. for 30% shareholding

## Phase 1, Stage 2 - Increasing MIL stake in JV companies & Group Companies

- PTMA, Indonesia will become 100% subsidiary of Minda Industries Limited
- MIVCL, Vietnam will become 100% subsidiary of Minda Industries Limited
- 49% interest in Roki Minda has been purchased for a consideration of ~Rs 42.9 Cr, the entity has been consolidated from October 1, 2016
- Minda Storage Batteries Pvt Ltd (Erstwhile Panasonic Minda Storage Batteries India Pvt Ltd) will become 100% subsidiary.
- Battery Division of Minda Industries is being hived off to Minda Storage batteries (A WOS of MIL).

*All investments have been done at Book Value or close to Book Value to maximize shareholder's value*



## 2. Technology-driven Inorganic Growth

### Technology & Know-how

- Access to well-developed R&D base of Clarton Horns & Rinder Group
- Access to New Technologies viz., Electronic Horn in Clarton, LED lighting in Rinder Group

### Synergistic Fit

- Product Portfolio and Customer mix - complementary in nature



### Achieve Leadership Position

- World's 2nd largest Horns Player, post-acquisition of Clarton Horns
- India's 3rd largest Automotive Lighting Player, post-acquisition of Rinder Group

### Economies of Scale

- Cost Efficiency
- Operational Efficiency



# 3. Continuous Organic Growth

## 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

## Alloy Wheels



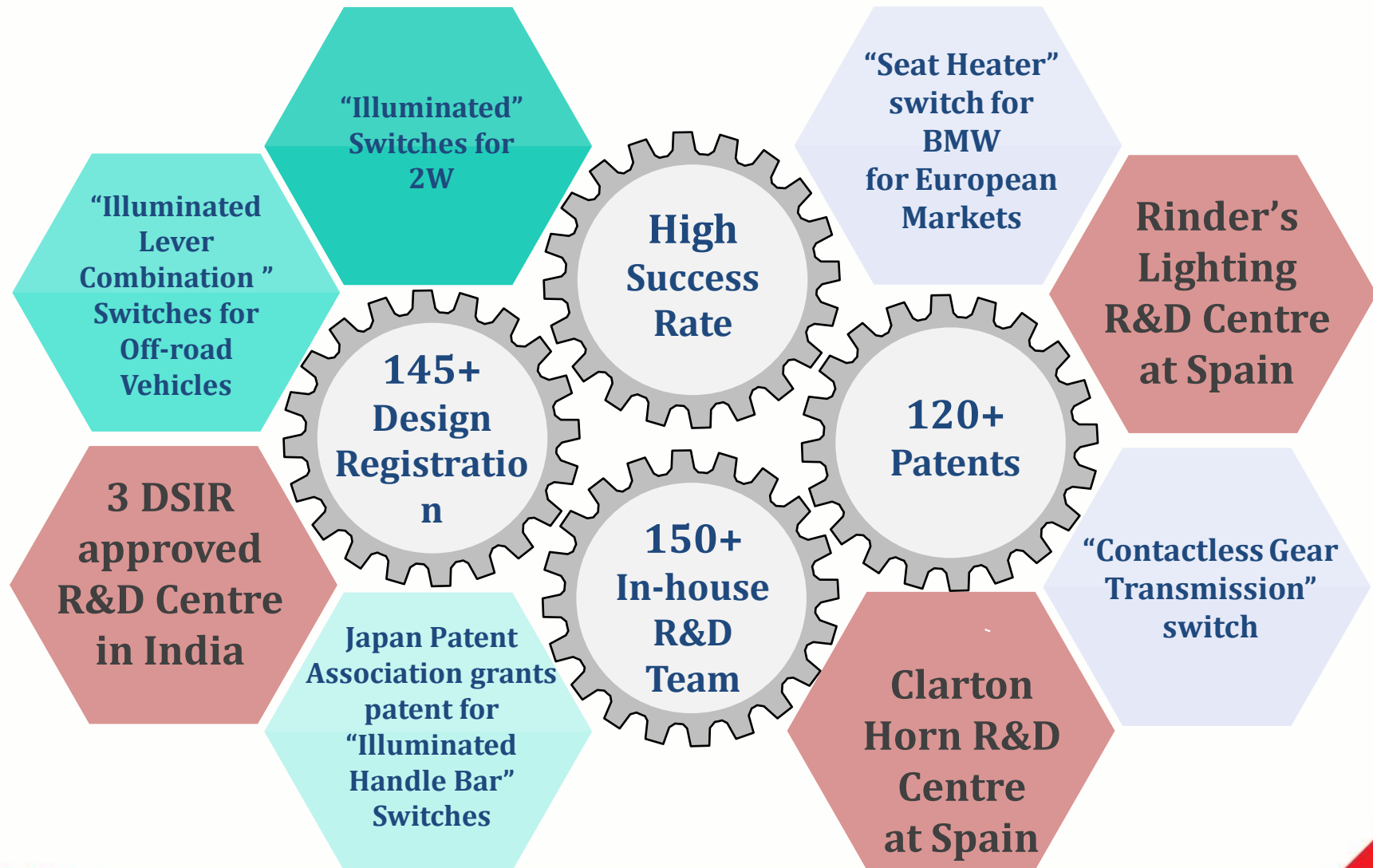
**Leverage**  
existing OEM  
relationships  
&  
JV  
relationship









## Others



**Leverage**  
existing OEM  
relationships  
&  
Distribution  
network

*...Across Existing Business Domains*



Technology partner	Country	Year of JV	Segment	Comments
	Japan	1992	4W switches	<ul style="list-style-type: none"> <li>Tokai Rika is amongst global leaders in 4W switches with widest product portfolio in E&amp;M lockset segment</li> <li>JV is India's largest 4W switches manufacturer with ~ 47% market share in OEM segment</li> </ul>
	Italy	2001	CNG	<ul style="list-style-type: none"> <li>Emer, a subsidiary of Westport is a global leader in natural gas vehicle technology</li> <li>JV is the only domestic manufacturer of electronic cylinder valves</li> </ul>
	Japan	2008	Hoses	<ul style="list-style-type: none"> <li>#1 manufacturer of Hoses in Japan; #2 globally for Brake hoses; #3 globally for Fuel hoses</li> <li>TG is one of the key ancillaries of Toyota with market leading technology in 4W hoses</li> </ul>
	Japan	2008	Blow Moulding	<ul style="list-style-type: none"> <li>Kyoraku is a leading moulding company with strong OEM relationships</li> </ul>
	Japan	2011	Procurement	<ul style="list-style-type: none"> <li>Torica is a subsidiary of Tokai Rika</li> <li>JV procures raw materials, primarily plastic related, for Minda Industries and other group companies</li> </ul>
	Japan	2015	Alloy wheels	<ul style="list-style-type: none"> <li>Kosei Aluminium, Japan is amongst the largest players globally in alloy wheels</li> <li>Kosei is global supplier for Toyota and Honda; in India the JV has started receiving orders from Maruti and M&amp;M</li> </ul>
	Japan	2012	Air Filters	<ul style="list-style-type: none"> <li>Roki Co. Ltd. is a leading manufacturer of Air Filtration Systems with its main research center Japan. Products include automotive filtration equipment, air and water purification, fuel cell and cogeneration filter systems</li> </ul>
	Japan	2016	Infotainment	<ul style="list-style-type: none"> <li>Onkyo Corporation, Japan is among the leading manufacturers of sound amplifier systems (speakers) with proven capabilities in audio technology with state of the art technology like WRAT, VLS and Cinema Filter etc</li> </ul>

# Business Overview



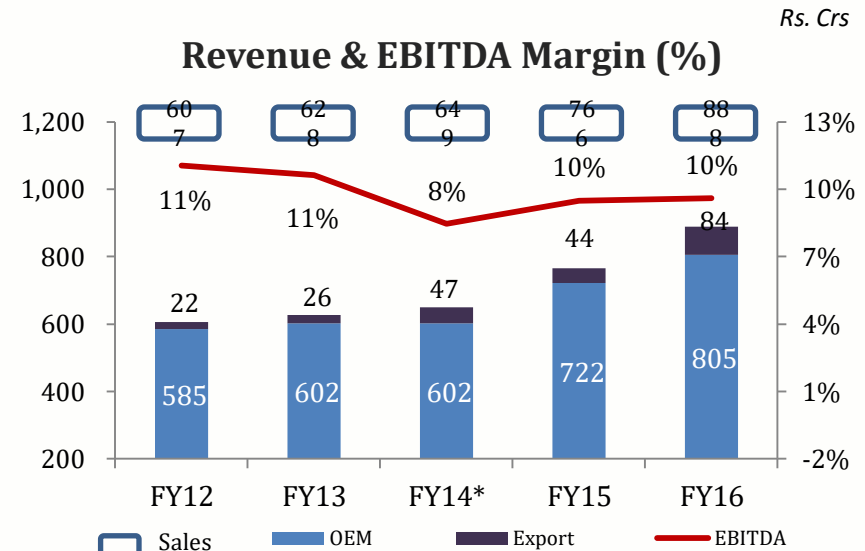
- **India's largest manufacturer** of Automotive switches, with more than 5 decades of experience with market share of ~67%
- **End-User Segment Serviced** : 2/3 Wheeler & Off-road
- Present in 4W switches through associate company
- **Manufacturing Facilities across India:**
  - Manesar                      Pantnagar
  - Aurangabad                  Pune
  - Hosur
- Independent in-house **R&D**
- **Exports** to USA, France, Italy, Austria and others
  - Contributing ~8% to Switch sales in FY16

## Key Events :

- Supplies commenced for HMSI –K74 Project
- Commenced supplies to KTM, Austria
- Developed Seat Heater Switch for High End Bikes of BMW

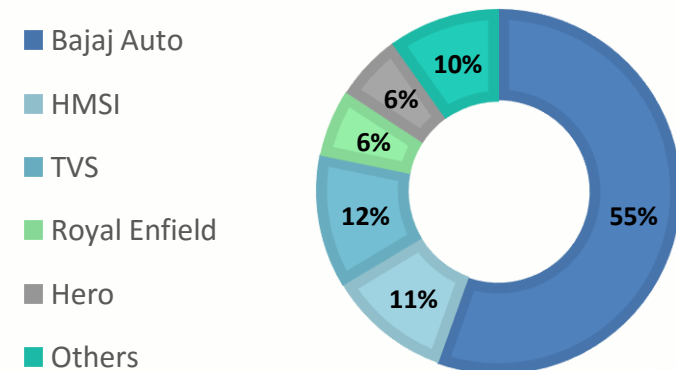
## Focus Area:

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



\* One time cost on a/c of new Hosur unit impacted EBITDA margins in FY14

## Diversified OEM Mix [FY16]



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

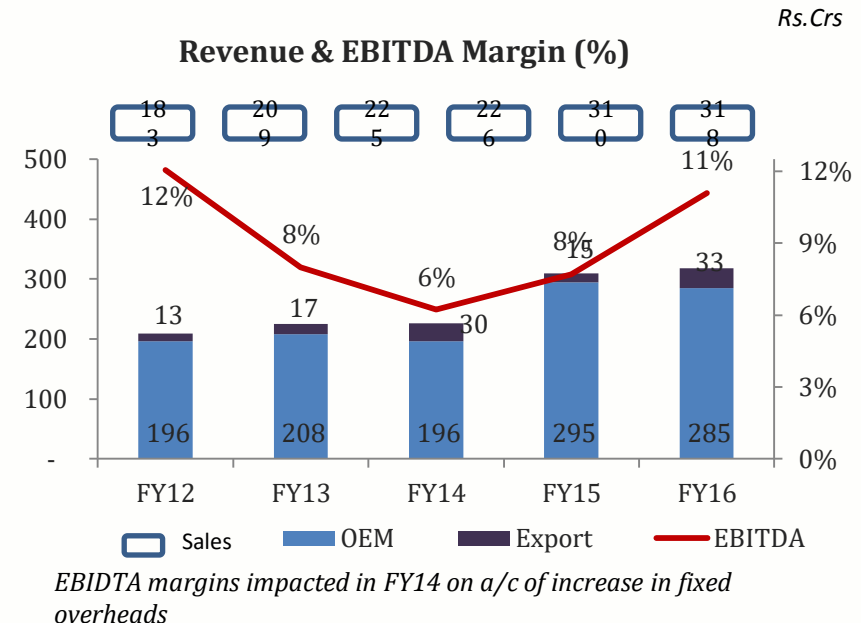
Manesar	Pantnagar
Sonepat	Haridwar
Chennai	
- **Strong R&D** capabilities:
  - Design centre in Taiwan
  - Technical Arrangement with Korean Company
- **Exports** to Italy, Indonesia, France, Japan and others
  - Contributing 8% to Lighting Sales in FY16

## Key Events :

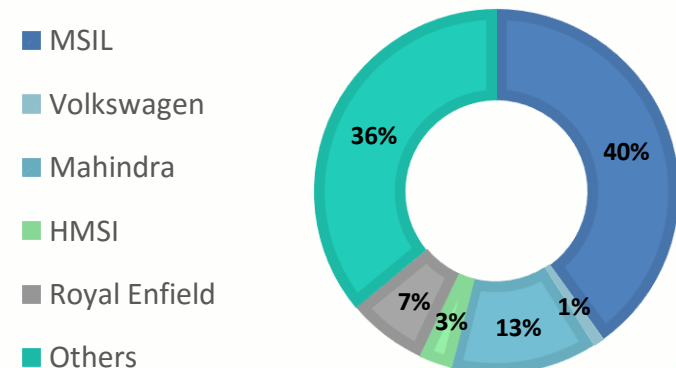
- Supplies commenced for HMSI –K74 Project
- Received new orders from Jaguar / Land Rover in India
- Received orders from Renault, MSIL

## Focus Area:

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



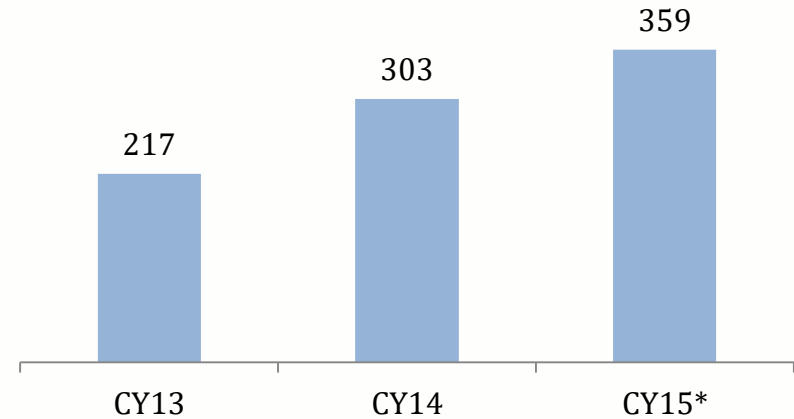
## Diversified OEM Mix [FY16]





- **Signed Definitive Agreement to acquire Rinder Group in Mar'16**
- Spain based Rinder Group is a **pioneer in technology related to LED lighting in Automotive lamps.**
- Rinder Group includes:
  - 100% Subsidiary, **Light Systems & Technical Centre**- Product Design and R&D centre in Spain
  - 50% Equity Stake in Joint Venture- **Rinder Riduco**, in Columbia with Riduco
  - 100% Subsidiary, **Rinder India**- a WOS in India with 2 manufacturing plants in Pune & 1 in Bahadurgarh.
- **End User Segment Serviced:**
  - 2W contributing 80%
  - CV contributing 20%
- Acquired for a total consideration of **€20million (incl. debt)**
- Acquisition was completed June 2016

**Revenue (Rs.Crs)**



\* CY15 Provisional

**Key Customers**



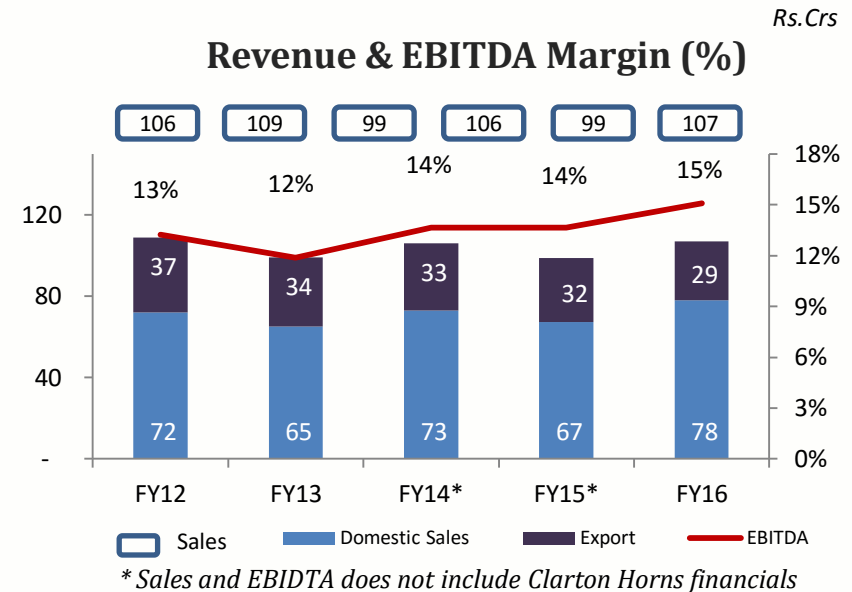
- India's largest manufacturer of horns with 47% market share
- End-User Segment Serviced** : 2/3 Wheeler, 4Wheeler, Off-road and Commercial Vehicles
- Manufacturing Facilities** across India:
  - Manesar
  - Pantnagar
- Strong in-house R&D** capabilities
  - Developed technology with FIAMM, Italy
- Exports** to Italy, South Africa, China, Thailand and others
  - Contributing 16% of Consolidated Horns Sales in FY16
- Acquired Clarton Horns** in FY14
  - Revenue of Rs. 326 Crs in FY16

## Key Events :

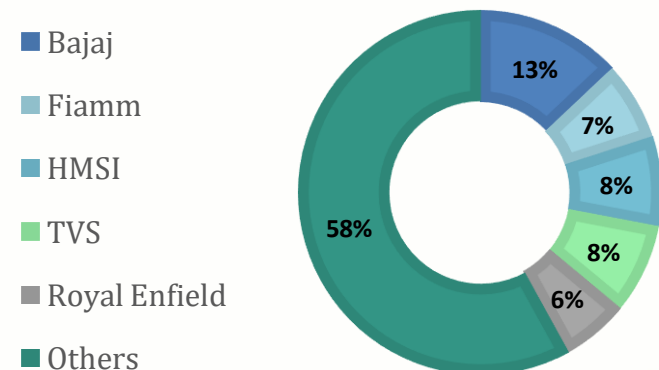
- Received order from MSIL YSD, New Honda Jazz & Brio
- Supplies started for HMSI – K74 Project
- Received export orders from Renault for Brazil

## Focus Area:

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



### Diversified OEM Mix [FY16]



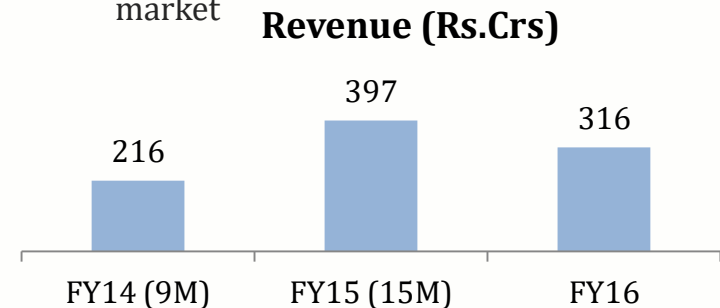
## Acquired Clarton Horns, S.A.U

- Incorporated in 1973, has produced up to ~180 million horns till date
- Product portfolio includes
  - Electromechanic disk horn
  - Electronic horns
- Manufacturing facilities located
  - La Carolina (Spain)
  - Tanger (Morocco)
- Owns 10+ product patents
- Investing Euro 6 Mn over 3 years in New Facility in Mexico
  - Manufacturing and Supplies commenced to Volkswagen, Daimler and BMW

## 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

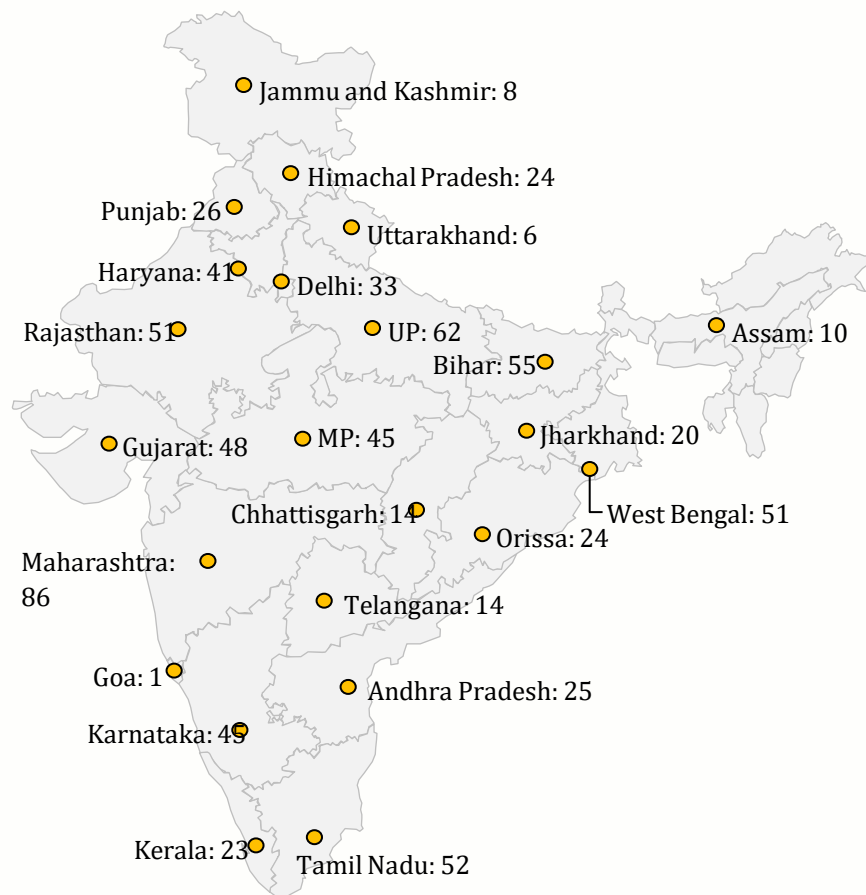


- India's largest manufacturer of Alloy Wheels for 4Wheelers
- Entered into Technical Arrangement with Japan-based Kosei Aluminium Co. Ltd to develop, manufacturer and sell Aluminium Alloy Wheels for Passenger Vehicles
- **Setting-up new plant in Bawal, Haryana with Capacity of 720,000 units p.a**
  - JV with Kosei Aluminium Co holding 30% equity stake
  - Investment of Rs. 200 Crs in 1<sup>st</sup> phase of production
  - Production & Supplies commenced for MSIL - Vitara Brezaa & Baleno
- **Existing Plant in Chennai with capacity of 720,000 units p.a.**
  - Set-up in 2012 as JV with Kosei Aluminium Co holding 70% equity stake and Uno Minda Group holding 30% equity stake
  - Supplying to Toyota, Renault & Honda Cars
  - Under on-going corporate re-alignment, MIL bought Uno Minda stake in JV, making it 30% partner in JV
- **Combined Capacity of 1.44 Million units p.a**

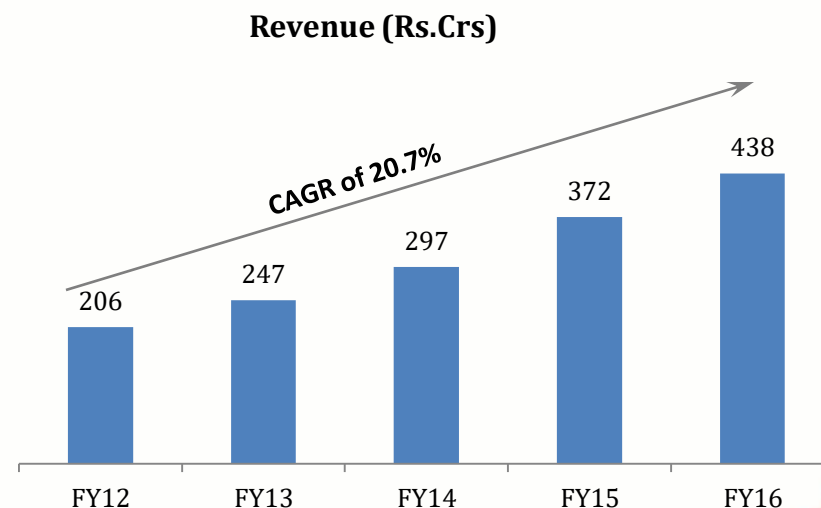


**Total number of distributors : 764**

**Total number of touch points/ retailers : ~10,000**



Product (Rs.Crs)	FY16 After Market Sales	% of total After Market Sales
Switches	146	14%
Lighting	121	28%
Horns	77	15%
Others	94	23%



- Other product lines includes 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
- 51% JV with **Emer**, Italy for CNG/LPG Kits
- 72% JV with **Kyoraku Co. Ltd** for Blow moulded products

## Key Events :

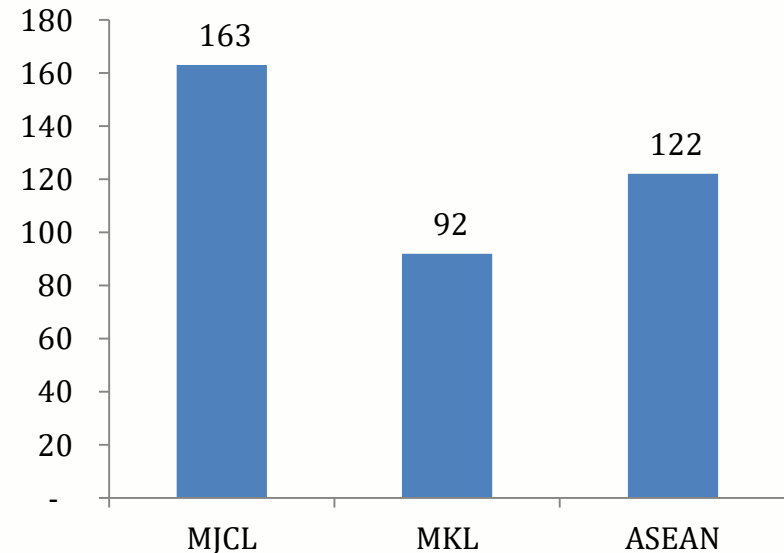
- MKL achieved turnaround
- MJ Casting achieved turnaround

## Focus Area:

- Leverage existing OEM relationship and Distribution Network

## FY16 Revenue

Rs.Crs



## Diversified OEM Mix







# Deep Rooted Relationships

# Dominant Supplier among Domestic Customers



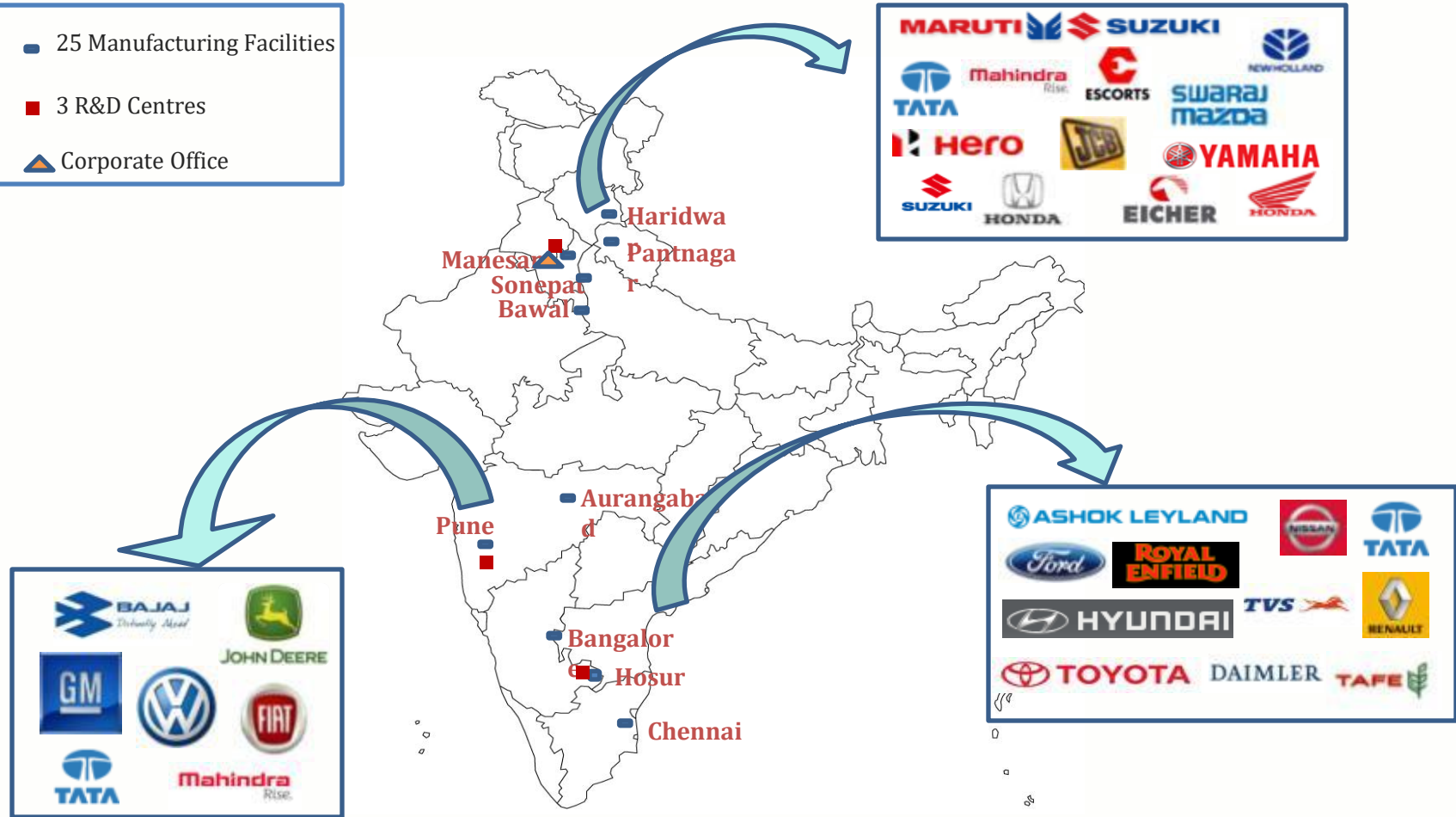




# Extensive Manufacturing Presence



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





# Advantage MINDA INDUSTRIES



## Leadership Position

India's largest player in 2W / 3W Switches  
Among Top 3 players in Automotive Lighting  
World's 2nd largest player in Horns

## Established OEM Presence

Dominant among Domestic OEMs  
viz., MSIL, HMCL, Bajaj, TVS  
Established Global presence across  
OEMs viz., Yamaha, Suzuki,  
Kawasaki, Hyundai, etc

## Strong Financial Profile

Historically low D/E ratio  
Improving Return Ratios  
Credit Rating Upgraded to "ICRA A+"

## Strong R&D Capabilities

120+ product patents registered  
145+ design registrations  
5 R&D Centers Globally

## Global Technology

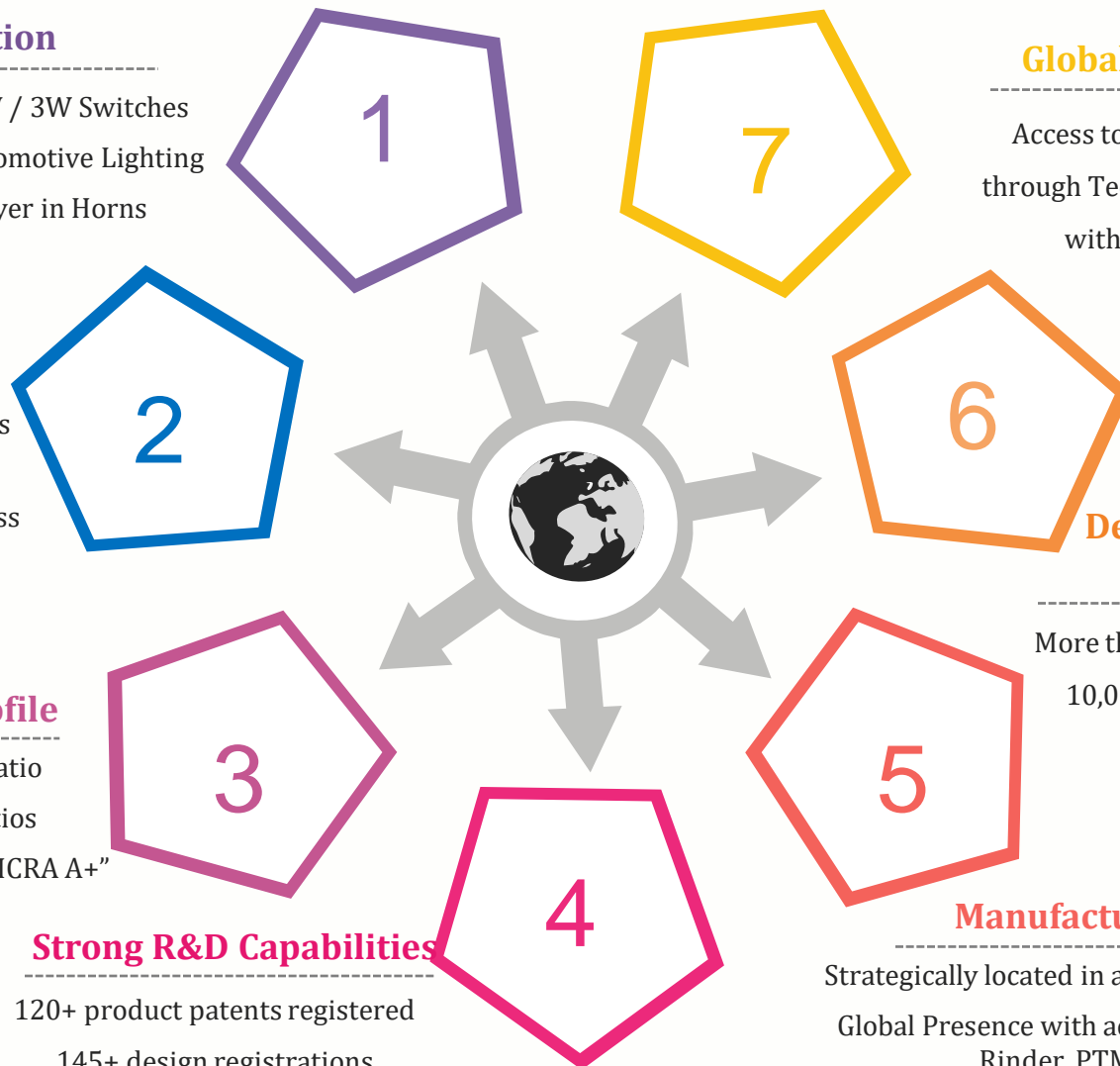
Access to global technology  
through Technical Arrangement  
with world leaders

## Deep Foothold in Aftermarket

More than 700 business partners &  
10,000 retailers/ Touchpoints

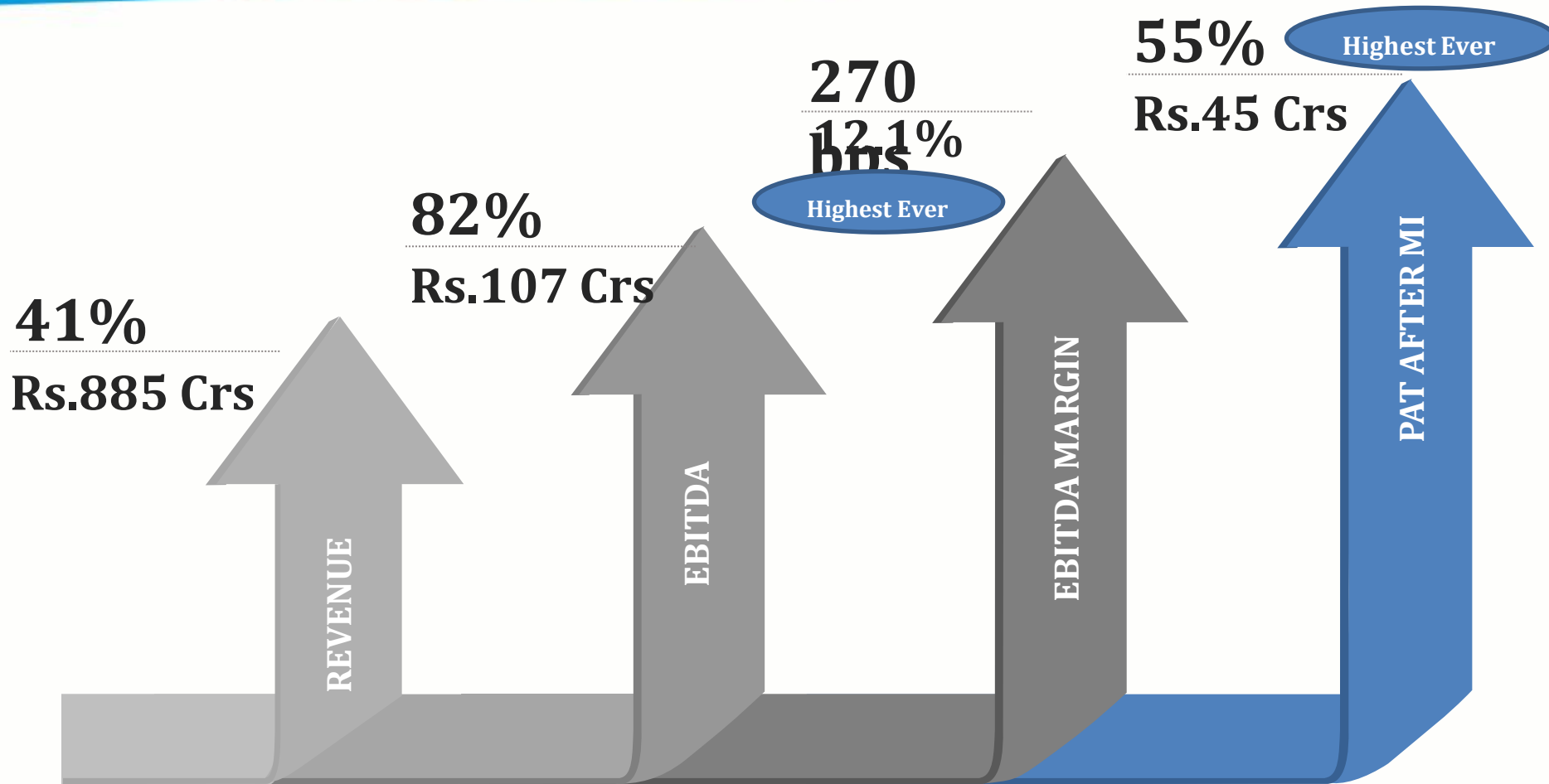
## Manufacturing Locations

Strategically located in all automotive hubs in India  
Global Presence with acquisition of Clarton Horn,  
Rinder, PTMA, SAM Global





# Quarterly Performance



Note:

- Consolidated Results
- All comparison are year on year

## **Consolidated Revenue grew by 41% YoY**

- Primarily driven by Consolidation of Roki Minda, Minda TG, Minda Kosei Aluminum Wheel Pvt Ltd, & Acquisition of Rinder Group.
- Standalone business grew by 8.09% Y-o-Y, despite demonetization impact in second half of previous quarter

## **Consol. EBITDA Margin expanded by 270 bps to 12.1%:**

- Improvement in margins on account of higher efficiency & operating leverage
- Better performance coming through from Minda Kosei, MJCL and Roki Minda

## **YoY Increase in Interest cost on account of :**

- On account of consolidation of Rinder, Minda Kosei, Minda TG and Roki Minda & acquisition loan for Rinder
- Net interest with respect to previous quarter has reduced by Rs. 83 lacs on account of improvement in credit rating and repayment of certain term loans

## **New Entities consolidated in this Quarter:**

- Roki Minda has been consolidated as a Joint Venture company from the current Quarter (49%)

## **Entities – to consolidated from Q1 2017-18:**

- PTMA & MIVCI (ASEAN Business) to become 100%
- Consolidation exercise is expected to be completed by 2017-18

## MKAWL Capacity Expansion

- To set up a new Alloy Wheels plant in Gujarat with investment outlay of ~ Rs. 300 Cr
- Capacity of 120,000 wheels per month

- Additional Line Approved for Expansion in Mexico
- Additional outlay of ~Rs 20 Crs

## Carlton Horns Capacity Expansion

Mexico

## Rinder India Ltd.:

### New orders

- New Orders from Hero Motors
- Including Head Lamps

- New Product Speaker under Infotainment segment approved
- Total outlay of ~Rs. 40 Crs

## JV with Onkyo Japan

### New Speaker Unit



# Consolidated Profit & Loss Statement

Rs. Crs	Q3 FY17	Q3 FY16	YoY	9M FY17	9M FY16	YoY	FY16
Sales	876	623	40.6%	2,537	1,797	41.2%	2,506
Other Operating Income	9	3		20	13		21
<b>Total Operating Income</b>	<b>885</b>	<b>626</b>	<b>41.4%</b>	<b>2,557</b>	<b>1,810</b>	<b>41.3%</b>	<b>2,527</b>
Cost of Material consumed	539	390		1,590	1,163		1,610
Employee Cost	122	89		337	239		326
Other Expenses	117	88		357	252		353
<b>Operating EBITDA</b>	<b>107</b>	<b>59</b>	<b>89.1%</b>	<b>273</b>	<b>156</b>	<b>74.5%</b>	<b>238</b>
<b>Margin</b>	<b>12.12%</b>	<b>9.42%</b>	<b>2.70%</b>	<b>10.67%</b>	<b>8.64%</b>	<b>2.03%</b>	<b>9.40%</b>
Other Income	4	8		10	17		14
Interest	9	7		32	20		26
Depreciation	38	22		100	64		93
<b>PBT before exceptional item</b>	<b>65</b>	<b>38</b>	<b>71.2%</b>	<b>151</b>	<b>89</b>	<b>70.5%</b>	<b>134</b>
<b>Margin</b>	<b>7.31%</b>	<b>6.04%</b>	<b>1.27%</b>	<b>5.91%</b>	<b>4.90%</b>	<b>1.01%</b>	<b>5.30%</b>
Exceptional Item	-	3		-	3		5**
PBT	65	39	60.0%	151	91	65.6%	139
<b>Margin</b>	<b>7.31%</b>	<b>6.19%</b>	<b>0.85%</b>	<b>5.91%</b>	<b>5.04%</b>	<b>0.87%</b>	<b>5.50%</b>
Tax	13	9		36	21		28
<b>PAT After Minority Interest</b>	<b>45</b>	<b>29</b>	<b>55.0%</b>	<b>110</b>	<b>69</b>	<b>60.8%</b>	<b>111</b>
<b>Margin</b>	<b>5.06%</b>	<b>4.61%</b>	<b>0.45%</b>	<b>4.31%</b>	<b>3.79%</b>	<b>0.52%</b>	<b>4.40%</b>
<b>EPS (In Rs.)*</b>	<b>5.6</b>	<b>3.6</b>		<b>13.9</b>	<b>8.6</b>		<b>70</b>
<b>Cash PAT</b>	<b>82</b>	<b>51</b>	<b>62.9%</b>	<b>210</b>	<b>133</b>	<b>57.9%</b>	<b>204</b>
<b>Margin</b>	<b>9.31%</b>	<b>8.07%</b>	<b>1.23%</b>	<b>8.21%</b>	<b>7.35%</b>	<b>0.86%</b>	<b>8.10%</b>

\* Face Value of Rs.2 per equity share \*\* Exceptional item pertaining to profit on sale of land in PT Minda Asean

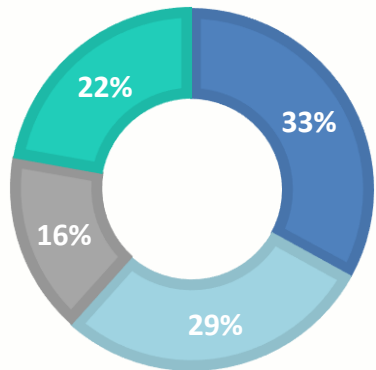
# Consolidated Balance Sheet

Rs. Crs.	Sep-16	Mar-16
<b>Shareholder's Fund</b>	<b>647</b>	<b>472</b>
Share capital	19	19
Reserves & Surplus	628	452
<b>Minority Interest</b>	<b>127</b>	<b>110</b>
<b>Non-current liabilities</b>	<b>283</b>	<b>212</b>
Long term borrowings	214	169
Other long-term liabilities	7	9
Long Term Provisions	62	34
<b>Current liabilities</b>	<b>945</b>	<b>694</b>
Short term borrowings	292	184
Trade Payables	481	321
Other current liabilities	153	169
Short-term provisions	18	19
<b>Total Liabilities</b>	<b>2,002</b>	<b>1,487</b>

Rs. Crs.	Mar-16	Mar-15
<b>Non-Current Assets</b>	<b>1,018</b>	<b>787</b>
Fixed assets	910	697
Goodwill	0	6
Non Current Investments	50	44
Long-term loans and advances	40	25
Other Non-Current Assets	17	15
<b>Current assets</b>	<b>984</b>	<b>700</b>
Inventories	234	184
Trade receivables	512	364
Cash and bank balances	139	57
Short-term loans and advances	90	87
Other current assets	9	8
<b>Total Assets</b>	<b>2,002</b>	<b>1,487</b>

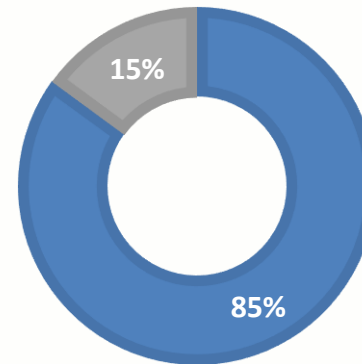
## Product-wise Breakup

■ Switch ■ Lighting ■ Horns ■ Others



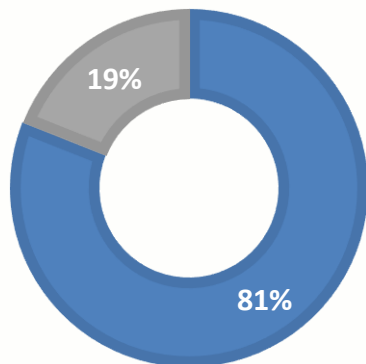
## Channel-wise Breakup

■ OEM ■ Replacement



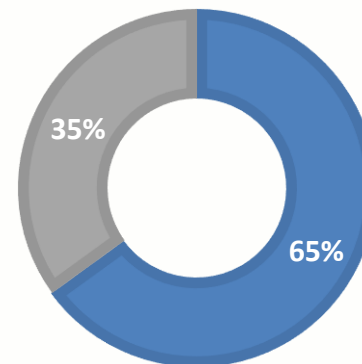
## Geography-wise Breakup

■ India ■ International



## Segment -wise Breakup

■ 2Wheeler ■ 4Wheeler



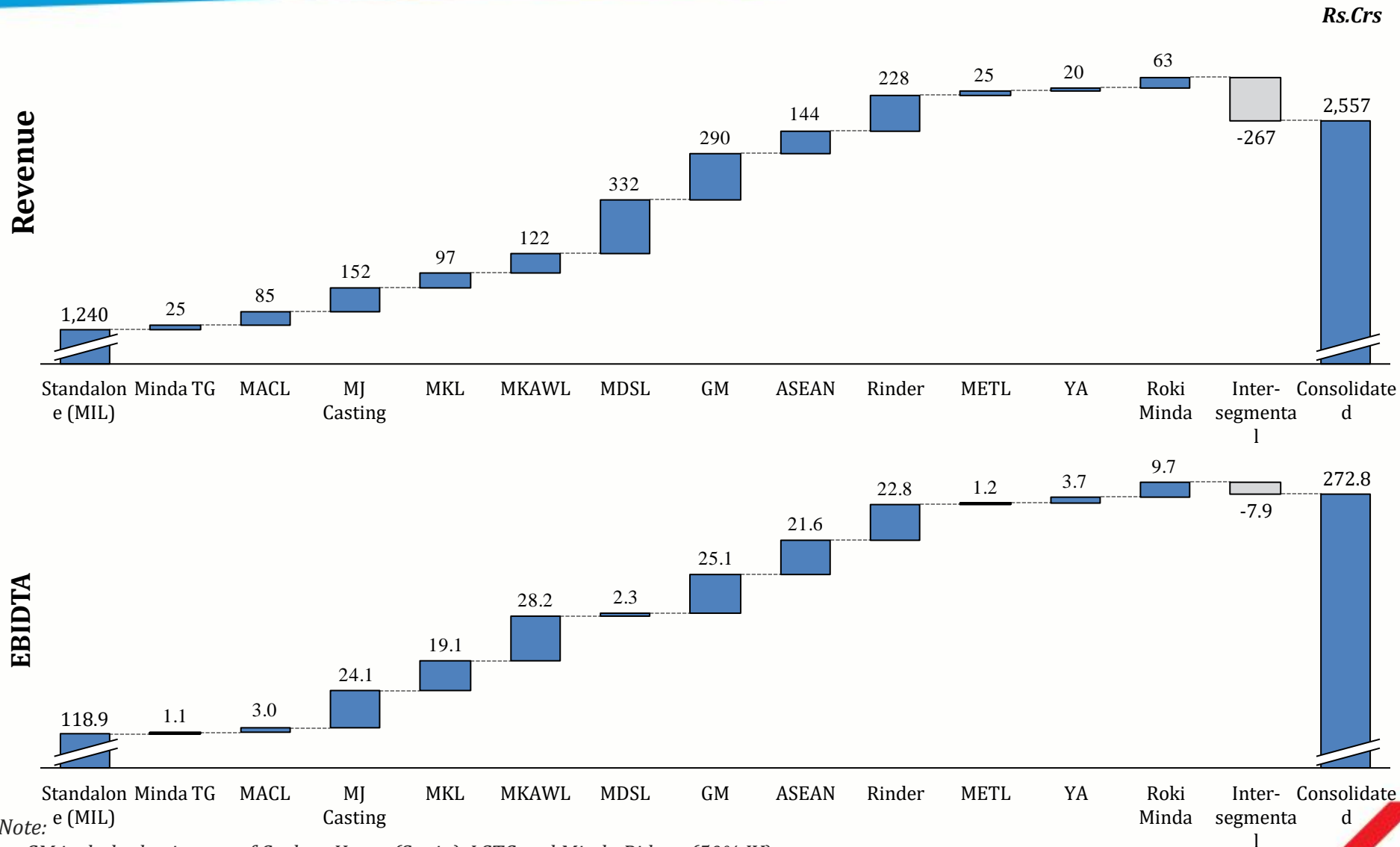
# Subsidiary/JV Performance : 9M FY17

Rs. Crs.	Revenue	EBIDTA	EBIDTA Margin %	PBT Before Exceptional Items	PBT Before Exceptional Items Margin %
MDSL	332.3	2.25	0.70%	2.3	0.70%
GM*	290.3	25.1	8.60%	10.7	3.70%
Rinder	228.2	22.77	10.00%	7.7	3.40%
MJ Casting	151.7	24.05	15.90%	4.9	3.20%
ASEAN**	143.8	21.6	15.00%	18.2	12.70%
MKAWL	122.1	28.23	23.10%	13.7	11.20%
MKL	97.2	19.09	19.60%	11.4	11.70%
MACL	85.1	2.96	3.50%	2.4	2.90%
Roki Minda	63.4	9.72	15.30%	3.4	5.40%
Minda TG	25.2	1.06	4.20%	-3.4	-13.40%
METL	24.9	1.21	4.80%	-0.3	-1.30%
YA	19.9	3.69	18.60%	3.5	17.50%

Note:

- \*GM includes businesses of Carlton Horns (Spain), LSTC and Rinder Riduco (50% JV)
- \*\*ASEAN includes business of MIVCL (Vietnam) and PTMT (Indonesia)

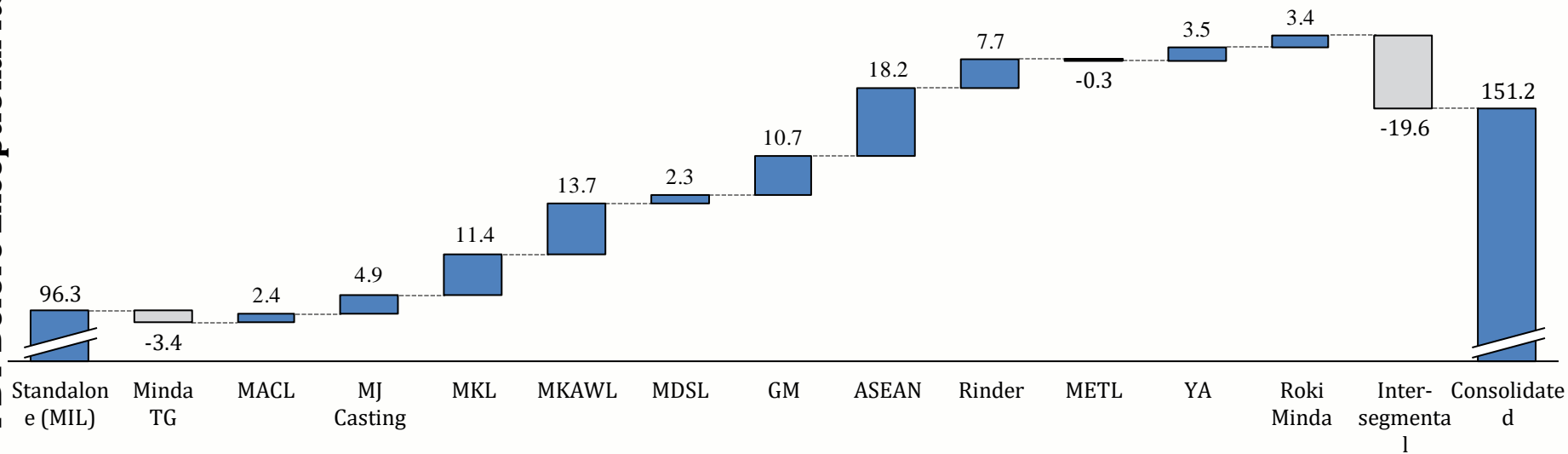
# Entity-Wise Break-Up : 9M FY17



# Entity-Wise Break-Up : 9M FY17

Rs.Crs

PBT Before Exceptional Items



Note:

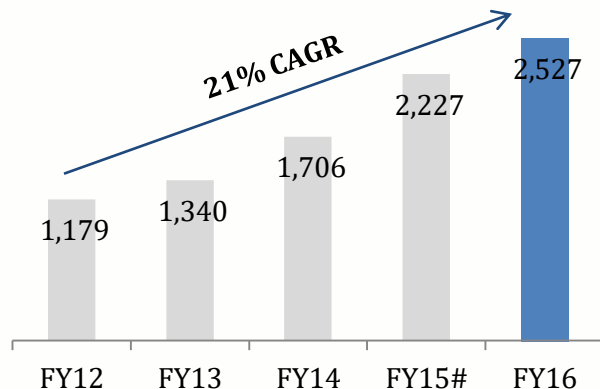
- GM includes businesses of Carlton Horns (Spain), LSTC and Minda Riduco (50% JV)
- ASEAN includes business of MIVCL (Vietnam) and PTMT (Indonesia)





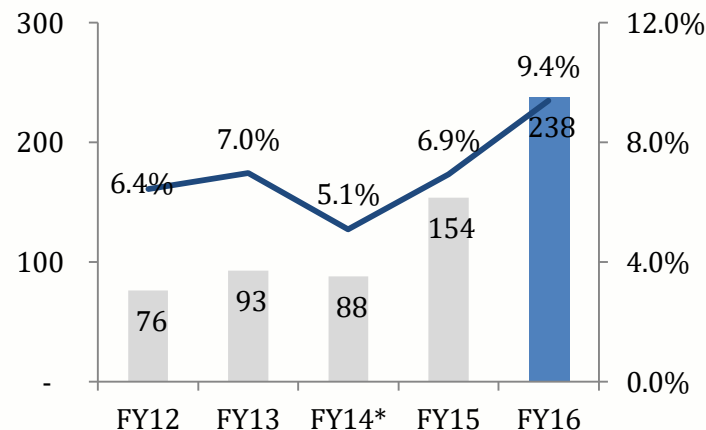
# Historical Financials

## Revenue

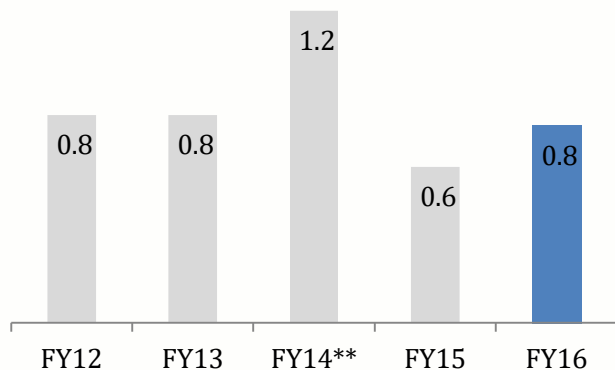


## EBITDA & EBITDA Margin

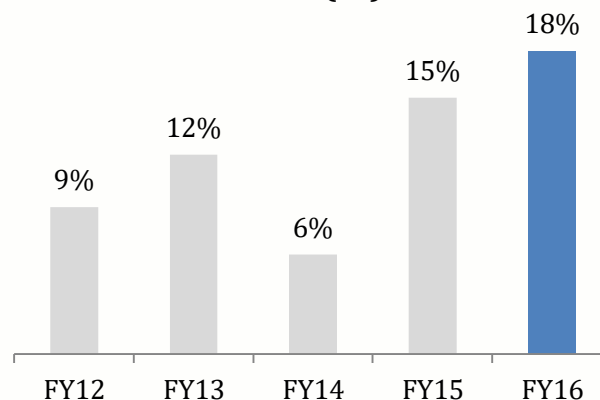
Rs. Crs



## Debt : Equity



## ROCE (%)



Notes;

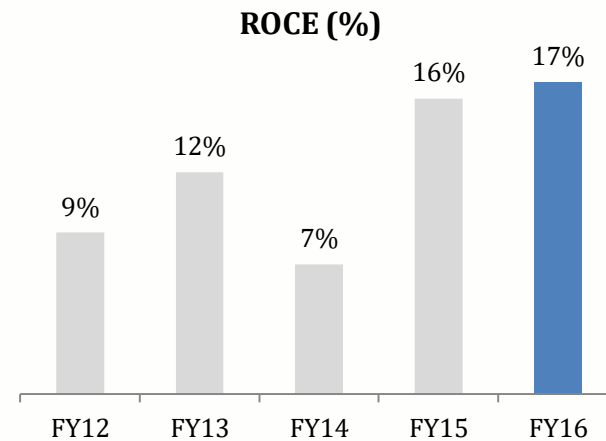
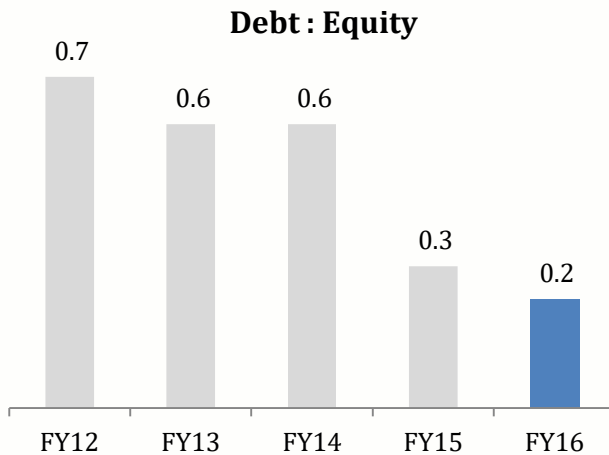
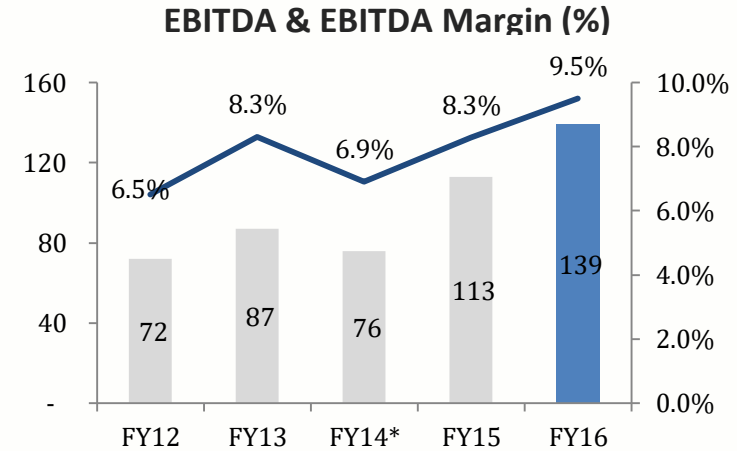
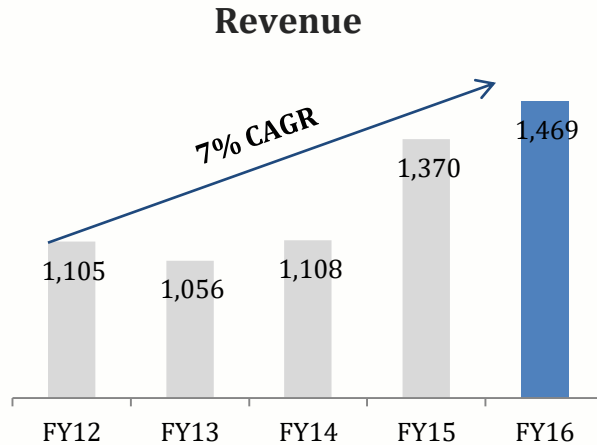
# FY15 Sales inclusive of 15M Clarton Sales

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

\*\* FY14 debt increased on account of acquisition related debt

Consolidate

Rs. Crs



Standalone

Notes;

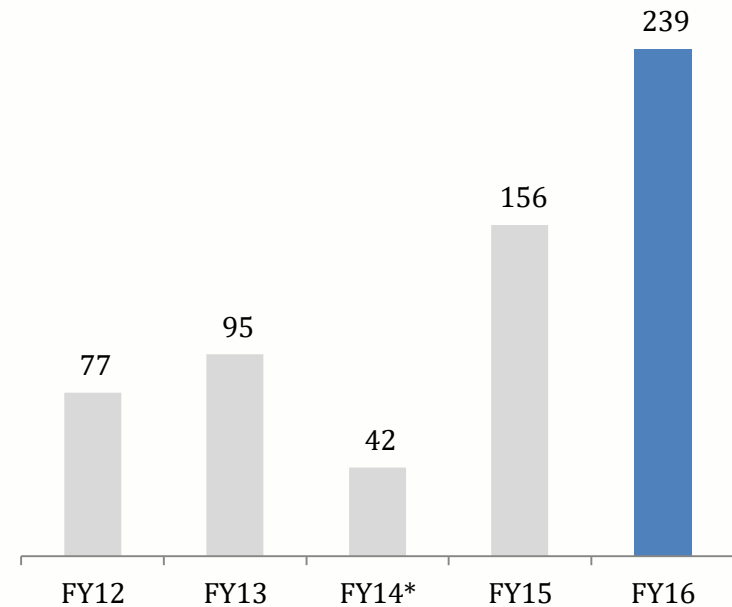
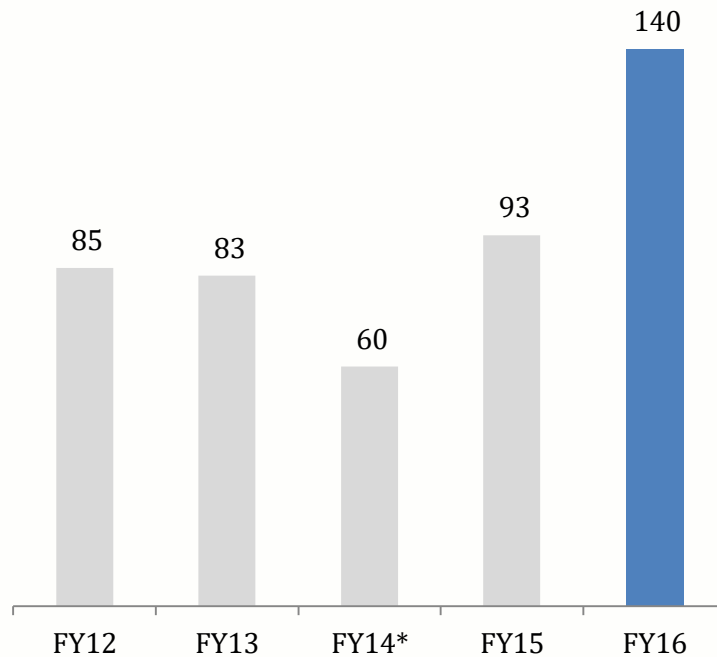
\* FY14 EBITDA is Adjusted for acquisition related one-time expenses

# Strong Operating Cashflows

**Standalone**

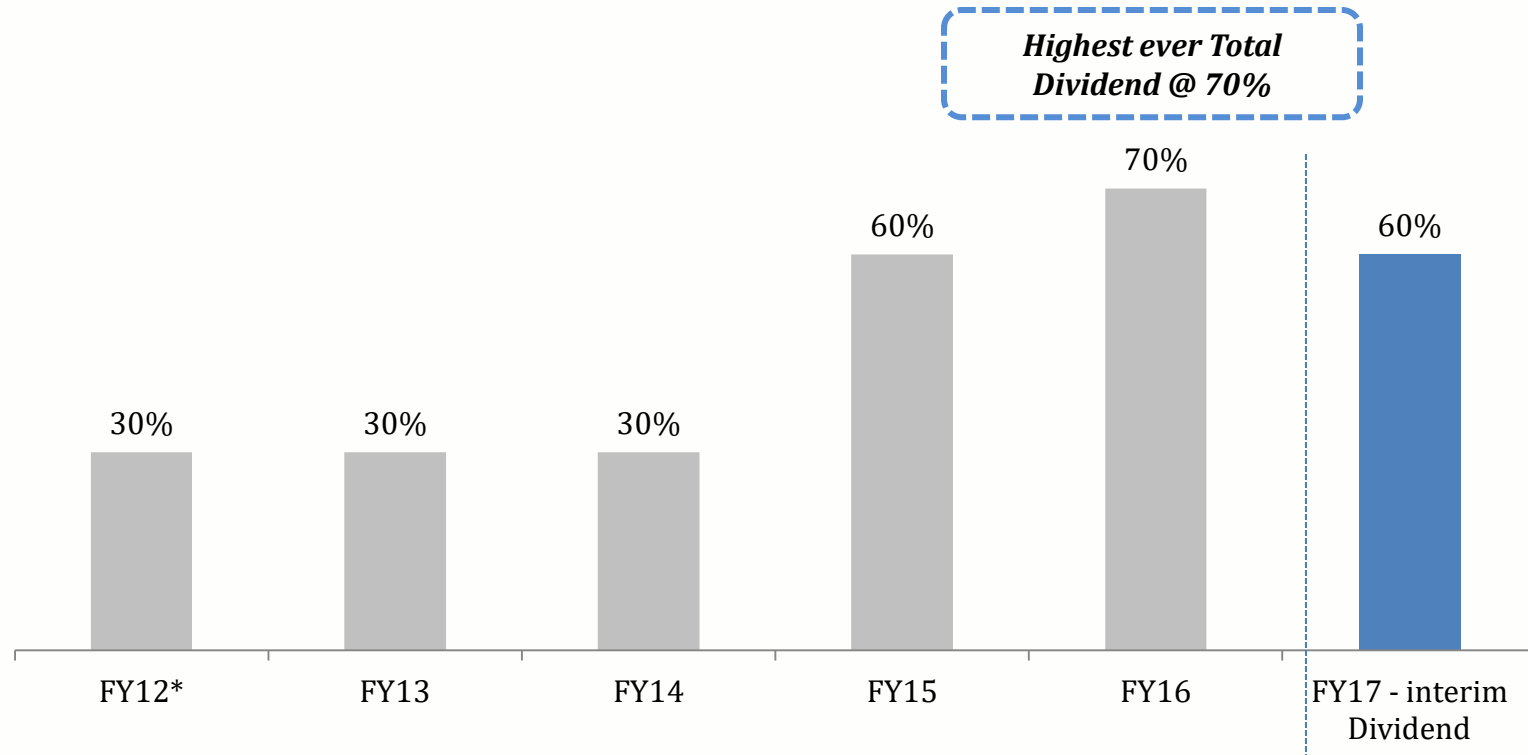
**Consolidated**

*Rs.Crs*



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

## Dividend as % of Face Value



*Announced Interim Dividend of Rs. 1.20 per share (60% of FV)*

# Consolidated Profit & Loss

Rs.Crs	FY16	FY15	YoY%
Sales	2,506	2,206	
Other Operating Income	21	26	
<b>Total Operating Income</b>	<b>2,527</b>	<b>2,232</b>	<b>13%</b>
Cost of Material consumed	1,610	1,483	
Employee Cost	326	288	
Other Expenses	353	307	
<b>Operating EBITDA</b>	<b>238</b>	<b>154</b>	<b>54%</b>
<b>Margin</b>	<b>9.4%</b>	<b>6.9%</b>	<b>250 bps</b>
Other Income	14	17	
Interest	26	25	
Depreciation	93	83	
<b>PBT before exceptional item</b>	<b>134</b>	<b>63</b>	<b>112%</b>
<b>Margin</b>	<b>5.3%</b>	<b>2.8%</b>	<b>247 bps</b>
Exceptional Item	5**	16*	
PBT	139	79	
<b>Margin</b>	<b>5.5%</b>	<b>3.5%</b>	
Tax	28	19	
<b>PAT After Minority Interest</b>	<b>111</b>	<b>68</b>	<b>64%</b>
<b>Margin</b>	<b>4.4%</b>	<b>3.0%</b>	<b>135 bps</b>
<b>Cash PAT</b>	<b>204</b>	<b>151</b>	<b>35%</b>
<b>Margin</b>	<b>8.1%</b>	<b>6.8%</b>	<b>128 bps</b>

\*Exceptional Item pertaining to reversal of impairment charge of Rs. 15.76 Crs in battery division

\*\* Exceptional Item pertaining to profit on sale of land in PT Minda Asean



# The Journey So Far..



**2016** – Entered into JV with **Onkyo Japan** for Infotainment

**2016** – Completed Acquisition of **Rinder Group, Spain**

**2015** – Entered into JV with Kosei Minda for **Alloy Wheels**

**2014** - Entered in manufacturing of **Fuel Caps**

**2013** – Acquired Spain-based **Clarton Horns**

**2010** – Started with manufacturing of **Aluminium Die Casting**

**2008** – Started with manufacturing of **Blow Moulding**

**2007** – Started with manufacturing of **Battery**

**2001** – Set-up Kit Integration of **CNG/LPG Kits**

**1993** – Expanded into **Automotive Horns** manufacturing

**1980** – Entered into **Automotive Lighting** manufacturing

**1960** - Started with manufacturing of **Automotive Switches**

**1958** - Started with manufacturing of **Ammeter** for Royal Enfield

# Experienced Leadership



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



Mr. Anand Minda,  
Director, CEO



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 (4W)  
Blow Moulding  
Fuel Caps



Mr. J.K.Menon,  
CEO

Switches (2W)  
Sensor, Body  
Electronics



Mr. Kundan Jha,  
E.D. & CEO

Alloy Wheels (Minda  
Kosei & Kosei Minda)  
Aluminum Die Casting  
Roki Minda (Filters)

## **Experienced Independent Board**

Mr. Satish Sekhari –  
Ex Kalyani Group

Mr. Alok Dutta  
– Ex Eicher

Ms Renu Challu  
- Ex DMD (SBI)

## **Statutory Auditors**

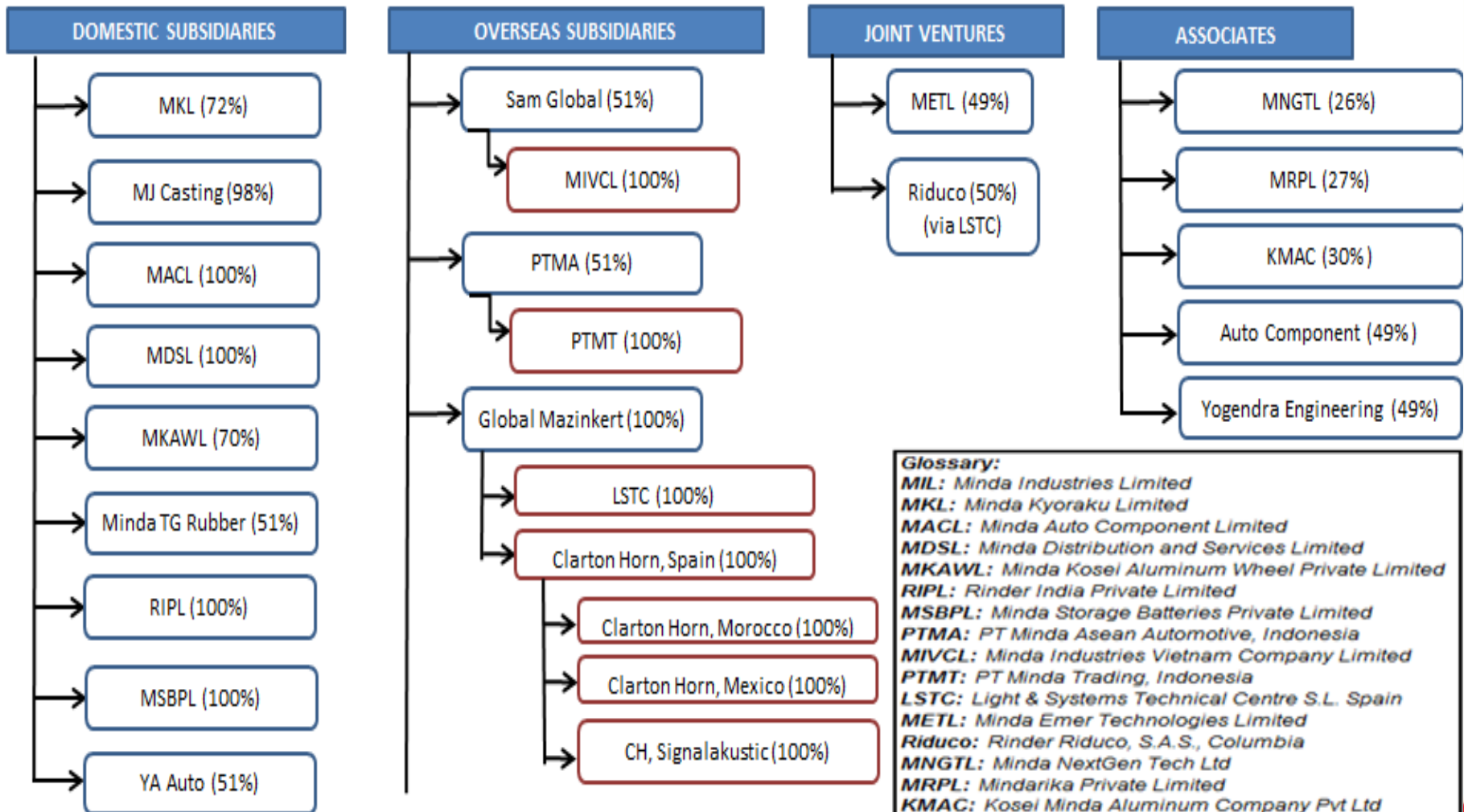
KPMG as Statutory  
Auditors

## **Internal Auditors**

Protiviti, a Global  
Consulting firm is our  
Internal Auditor

**Professionally Qualified Management Team**

## MIL'S SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES



**For further information, please contact:**

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DGM Strategy & Finance  
[tripurarik@mindagroup.com](mailto:tripurarik@mindagroup.com)

[www.mindagroup.com](http://www.mindagroup.com)

**Investor Relations Advisors :**

Strategic Growth Advisors Pvt. Ltd.  
CIN : U74140MH2010PTC204285  
Mr. Jigar Kavaia / Ms. Ruchi Rudra  
09920602034 / 07738384532  
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