

**ISO 9001:2015**  
**ISO 14001:2015**

## **Indag Rubber Limited**

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**E-mail :** info@indagrubber.com, **Website:** www.indagrubber.com, **CIN-L74899DL1978PLC009038**

**Works :** Village Jhiriwala, Tehsil, Nalagarh, Distt. Solan, Himachal Pardesh - 174101, India  
**Phone :** 09736000123

January 24, 2020

**The Bombay Stock Exchange**  
Phiroze Jeejeebhoy Towers,  
Dalal Towers  
Mumbai-400001

**(Company code-1321)**  
**(Scrip code-509162)**

### **Sub: Investor Presentation of Q3 & 9M FY2020**

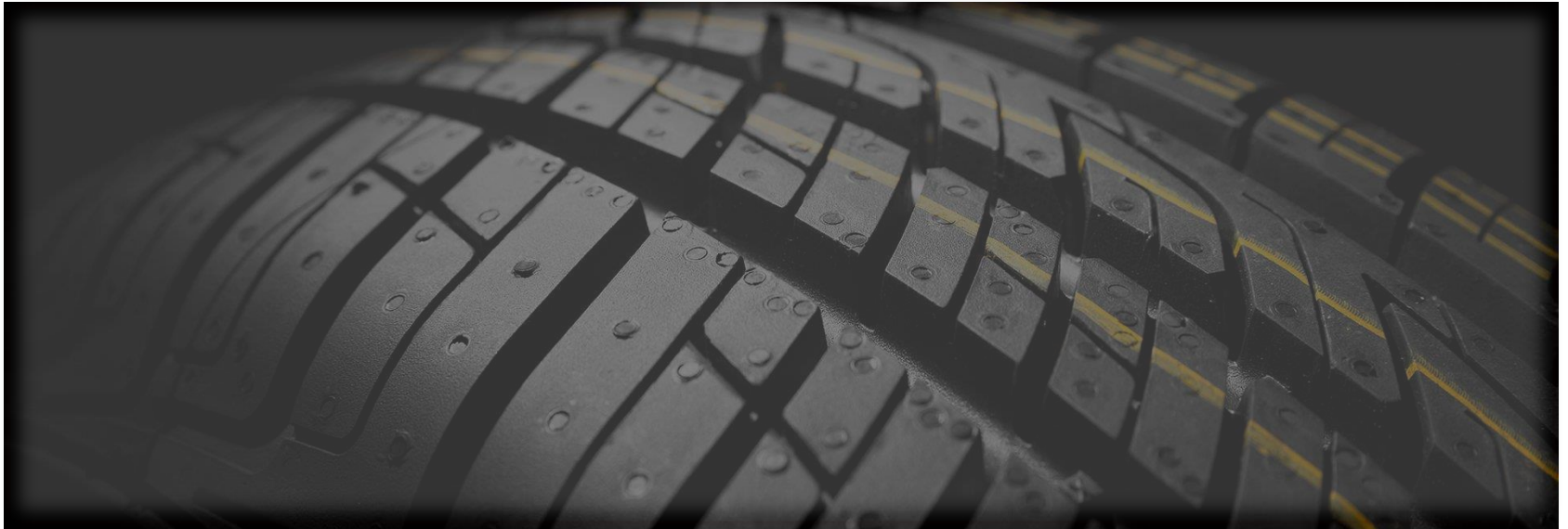
Dear Sir,

Enclosed please find the Investor Presentation of Q3 & 9M FY2020 for the information of the investors and public at large.

Thanking you.

For Indag Rubber Limited

**Manali D. Bjlani**  
**Company Secretary**



# **INDAG RUBBER LIMITED**

**Safety & Reliability Mile After Mile.....**

**Investor Presentation – Q3 & 9M FY20**

January 2020


# Safe harbor



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INDIA'S MOST TRUSTED RETREAD



THE ONLY ALTERNATIVE TO NEW TYRES

# About Retreading

# Retreading



Retreading is a technology where the old tyres are made serviceable by removing worn out and damaged treads and replacing it with new treads

## COLD PROCESS

- Precured rubber of high density & available in various tread designs is lined with cushion gum before applying to a buffed casing
- Curing is done in a pressure chamber at low temperature 100°C & pressure

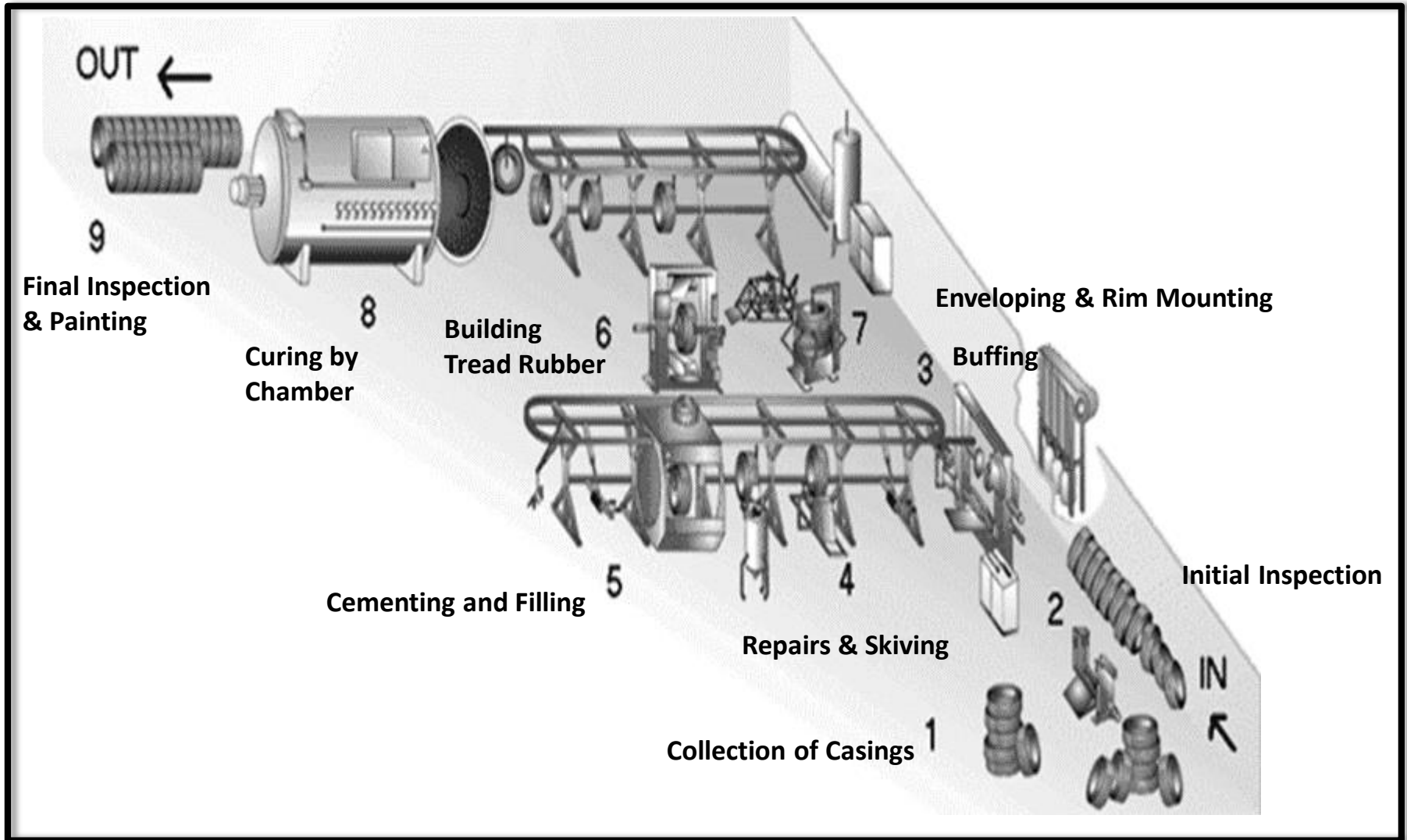
## HOT PROCESS

- Uncured rubber is added to a buffed casing & cured in the mold at temperatures of approximately 150°C-160°C
- This temperature allows uncured rubber to flow in the matrix forming the tread design during vulcanization

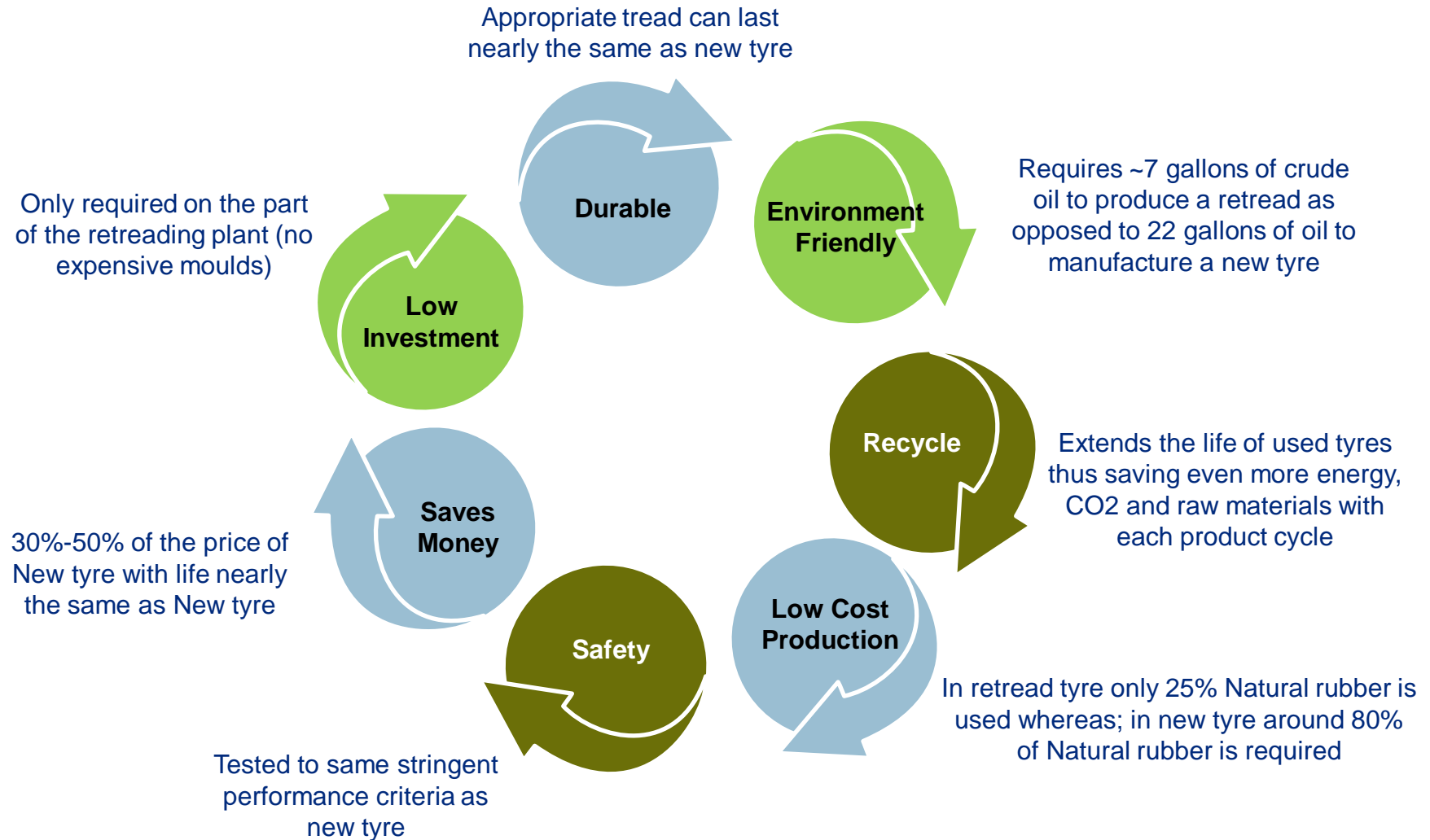





# Retreading Process



# Benefits of Retreading





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# Business Overview



# Company Overview



***India's Most Trusted Tread  
Manufacturing Company***

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***Pioneered Cold Retreading  
technology in India***

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***Presence in All types of  
Commercial Segments***

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***Best Quality with  
Reasonable Pricing***

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***"Lowest Cost Per  
Kilometre"***

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***Distributing through 25  
Depots across Country***

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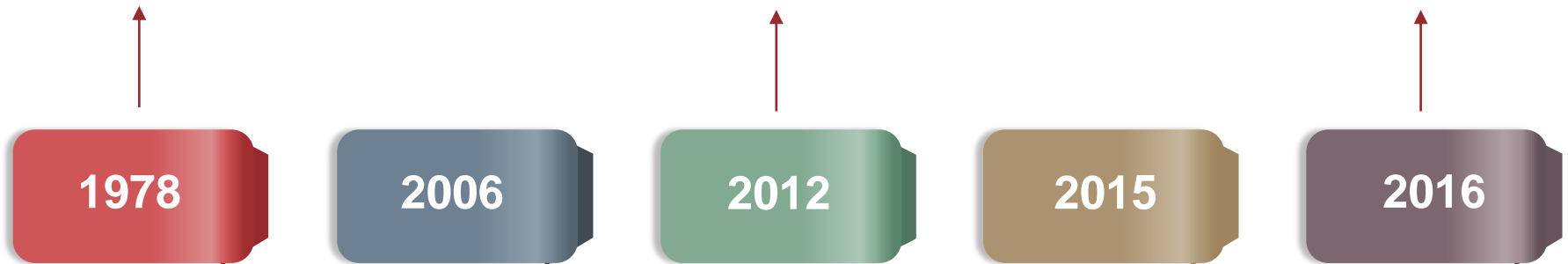
# History



- 1978- Incorporated as JV between Khemka Group & M/s Bandag Inc, (USA)
- 1979- Set up plant at Bhiwadi (Rajasthan)
- 1984- Listed on BSE

- Increased capacity at Nalagarh plant from 6000 MT to 13800 MT
- Foray into Foreign market with launch of “Zoma” Brand

- Expanded Capacity from 13,800 MT to 20,000 MT



- 2006- JV was terminated with Bandag
- Khemka Group took over 38.3% share
- 2006- Set up plant at Nalagarh (Himachal Pradesh)

- Included as one of the best “Under 1Bn” company by Forbes Asia
- Certificate of Excellence from Inc 500 in 2012 & 2013

# Products

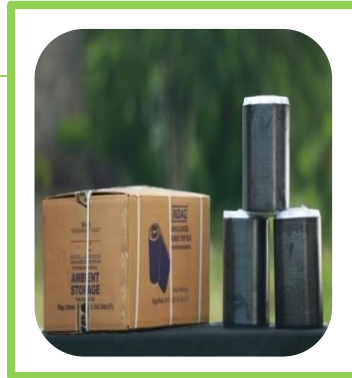


## PRECURED TREAD RUBBER



- Capacity of 20,000 MT
- Radial and Bias Range
- Range from Passenger to Truck/Bus Tyre
- OTR & Tractor

## UN – VUNCUNIZED RUBBER STRIP GUM



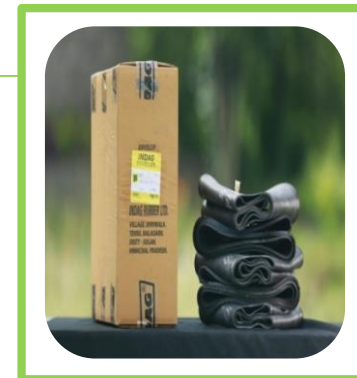
- Capacity of 1,800MT
- Bonding gum for curing process
- Specifically manufactured to provide longer shelf life

## UNIVERSAL SPRAY CEMENT



- Capacity of 1,800 KL
- Solution available in Ready to use and Thick forms

## ENVELOPE



- Various allied products and spare tools used in retreading units/shops

# Focused Management



**Mr. Nand Khemka**  
Chairman & Managing Director



- M.S. in Foreign Trade & MBA in Production Management from the Columbia University, New York, U.S.A.
- Over 40 years of experience in promoting and running successfully various organizations

**Mr. K K Kapur**  
CEO & Whole Time Director



- With the company since 2001, served as the CMD of GAIL & MD of Enron India (NG) until 1998
- Post-graduate in Mathematics Member of the Institute of Cost and Works Accountants of India with over 47 years of experience

**Mr. Uday Khemka**  
Director



- Son of Mr. Nand Khemka having more than 24 years of Investment Banking & Entrepreneurial experience in Emerging markets
- Vice-Chairman of the SUN Group of companies

**Mr. Shiv Khemka**  
Director



- Vice Chairman of SUN Group, founded in the early 90's
- Educated at Eton College, Brown University, and the Lauder program at The Wharton School, University of Pennsylvania

# Focused Management



Ms. Bindu Saxena  
Non Executive Director  
(Independent)



Mr. P R Khanna  
Non Executive Director  
(Independent)



Mr. R Parameswar  
Non Executive Director  
(Independent)



Mr. Harjiv Singh  
Non Executive Director  
(Independent)



Mr. Vijay Shrinivas  
Chief Commercial Officer



Mr. J K Jain  
Chief Finance Officer



Mrs. Manali D Bijlani  
Company Secretary



# Manufacturing Facilities



*State of the art  
manufacturing unit Located  
at Nalagarh Industrial Estate  
in Himachal Pradesh*

**Advanced Technology in terms  
of machinery and equipment**

**Modern Retreading Cum-  
Training centre to impart high  
quality of training**



**Brand – Indag & Zoma**

**Use superior raw material and  
pressed at a high pressure that  
gives high performance product  
both in term of mileage and tread  
life**

**Continuously R&D to develop  
superior compounds & enhance  
operational efficiencies**



**Only company who uses curing  
temperature of 99°C than others  
who cure at higher temperature of  
125 -150°C**

# Flow of Business



Fleet Owners Run the Vehicles

Treads get Worn after certain Usage



Buy new Tyre

OR

Retread the same Old Tyre



If Cost of New Tyre is

**Rs. 100**



Savings  
**50-70%**

Cost of Retreaded Tyre

**Rs. 30-50**



INDAG RUBBER LTD.

*Manufactures & Supplies the*

**Best Quality** with

Reasonable **Pricing**

*Retreading Products to*

*Retreaders*



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# Key Strengths & Opportunities



# Our Key Strengths



We have a PAN India Presence with over 25 depots

**STRONG DISTRIBUTION NETWORK**

Training imparted by Engineers who has unique qualifications of Retreading to achieve Highest standards of Quality while re-treading

**TRAINING IMPARTED**

**INNOVATION**

Innovations & Invention of Different Recipes & Patterns

Cost Efficiencies have been maintained throughout thereby improving our Margins .

**COST EFFICIENCIES**

We have a Strong Balance Sheet with zero Debt having High ROCE

**STRONG FINANCIALS**

We expanded our capacities from 13,800 tonnes to 20,000 tonnes. This helps us to be ahead of the curve

**EXPANDED CAPACITIES**

Retreaders get after-sales and support services with regards to machinery issues

**AFTER SALE SERVICES**

We also provide Logistic & warehouse support

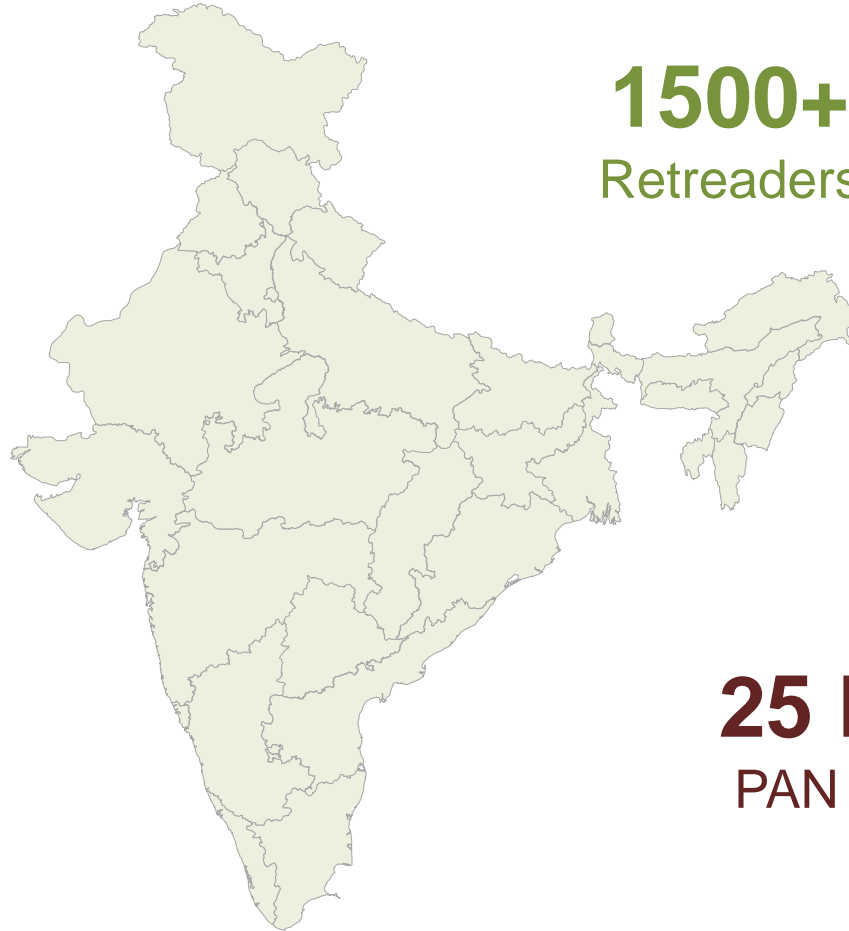
# Strong Distribution Network



**PAN India**  
Presence

**1500+**  
Retreaders

**200+**  
Dealers



**50+**  
Sales Team

**25 Depots**  
PAN India basis



# Training Retreaders



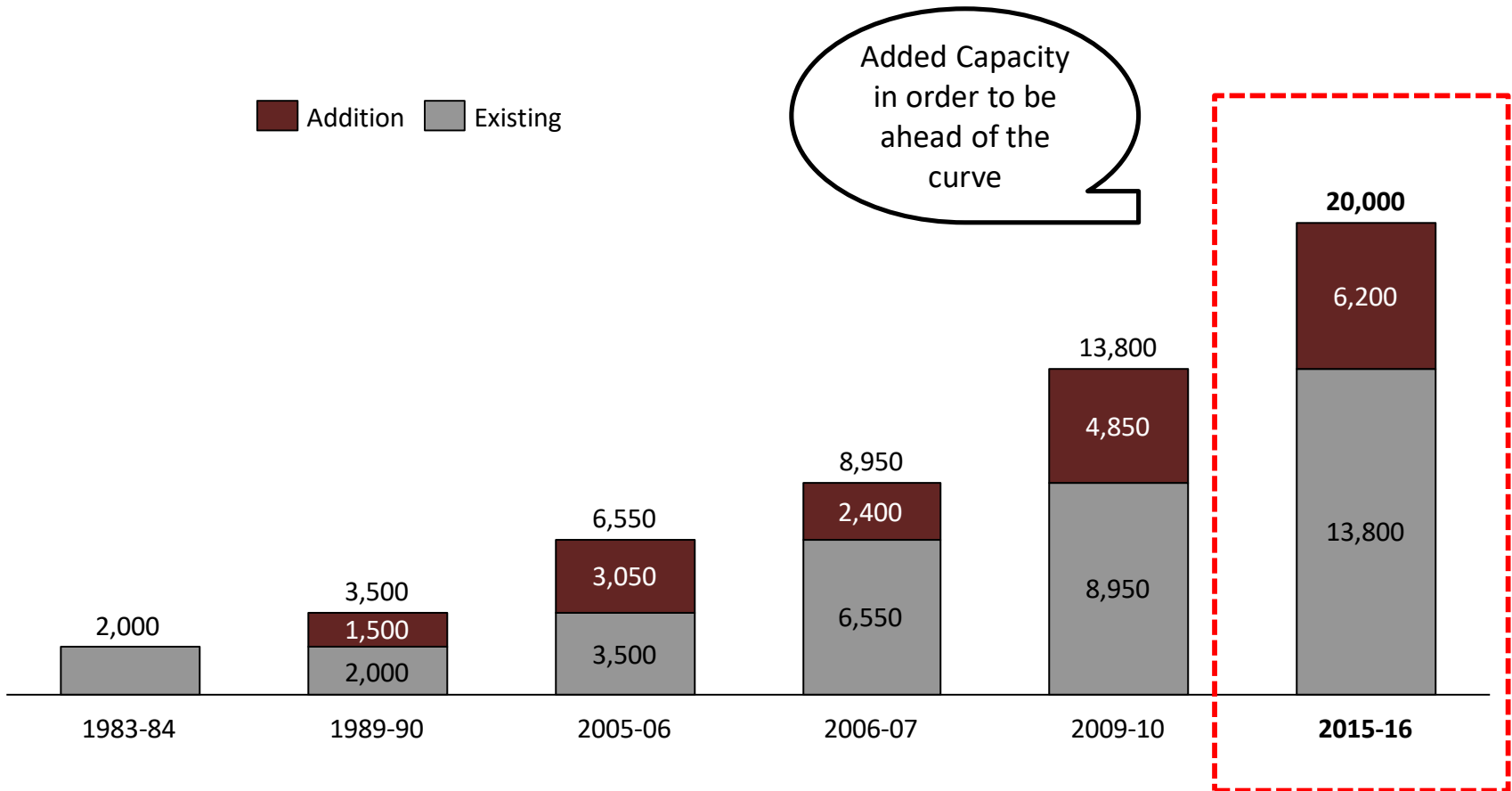
*Retreaders also get after-sales and support services*

*Problem solving and helping with the machinery issues*

*Logistic & warehouse support*



# Capacity Expanded



- Capacity expansion of 6,200 MTPA is on stream from Q1 FY17
- Capex spent of Rs. 7 crs. on Brownfield Expansion

# Opportunities



Increase in Commercial Vehicle Sales especially the MHCV segment

Improving roads and support infrastructure



Increase in Radialisation in CV segment

Implementation of GST has narrowed the pricing difference between the organised and the un-organised



Reduction in influx/dumping of Chinese tyres in India after demonetization and imposition of Anti-Dumping Duty

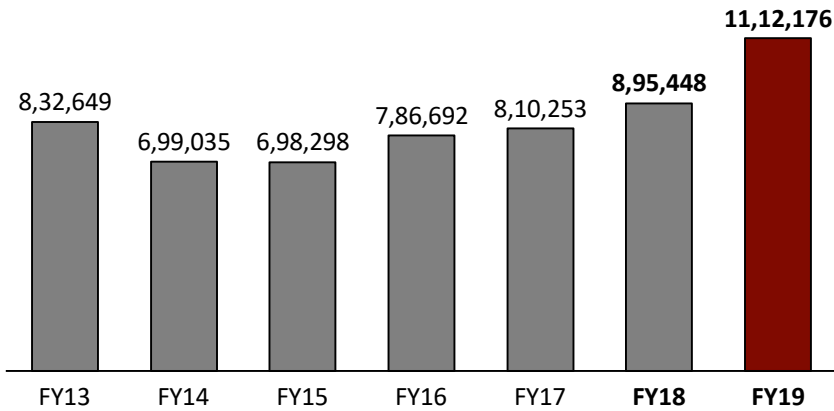
Has further reduced post GST Implementation



# Increase in CV Sales

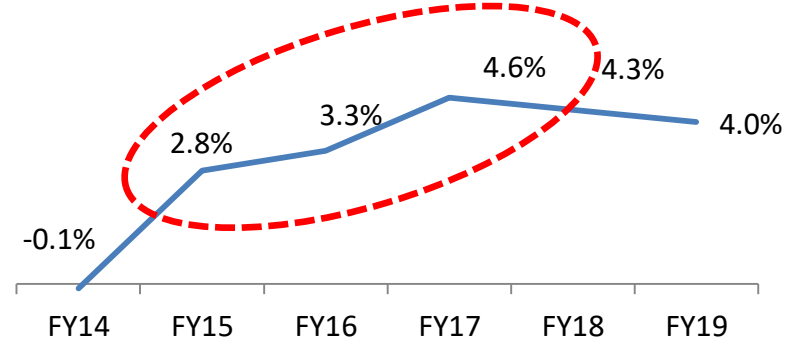


CV Production Trends



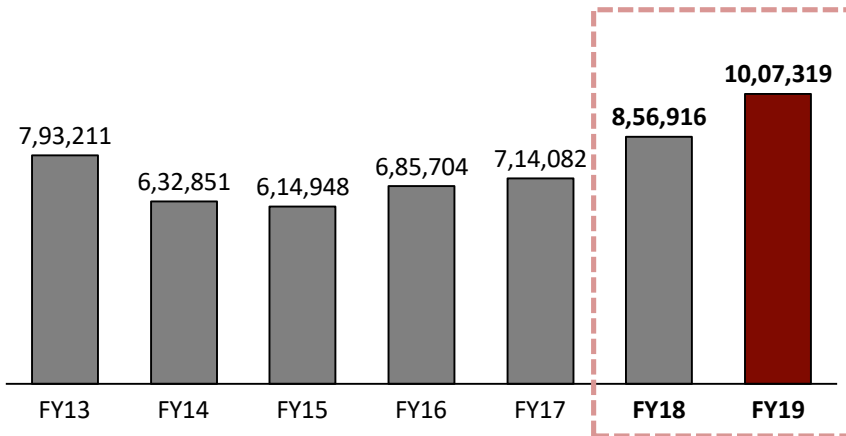
As Industrial Activity Picks up – More Demand for Commercial Vehicles for Movement of Goods – More Tires worn out – Retreading done on Tires

**IIP Growth Rate**



\*FY19 – From April 2018 – Feb 2019

CV Domestic Sales Trends



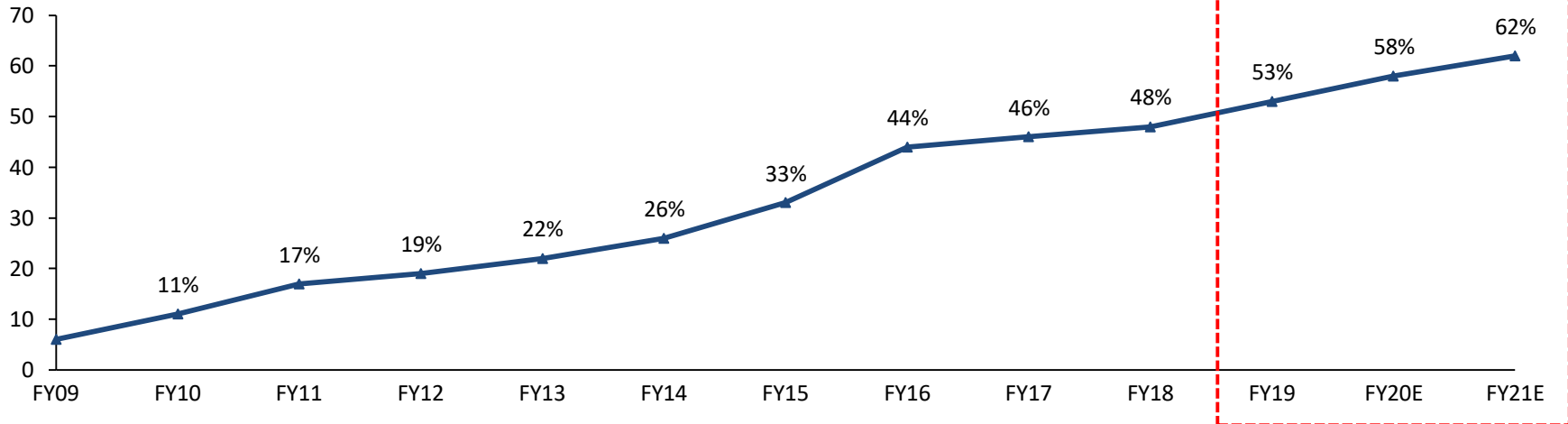
Retreading Industry Picks up with Lag effect

Large Opportunities for Retreading Business in coming years

# Increase in Radialisation



## Radialisation in Truck & Bus



Source: SIAM and Industry Reports

### Radialisation Requires

Better Road conditions, No overloading & Proper Maintenance of Vehicles

### Better Road Conditions

Faster vehicles, running on radials will consume tyres more frequently, narrowing the gap in retreading time by covering larger distances in shorter durations

### No Overloading & Proper Maintenance of Vehicles

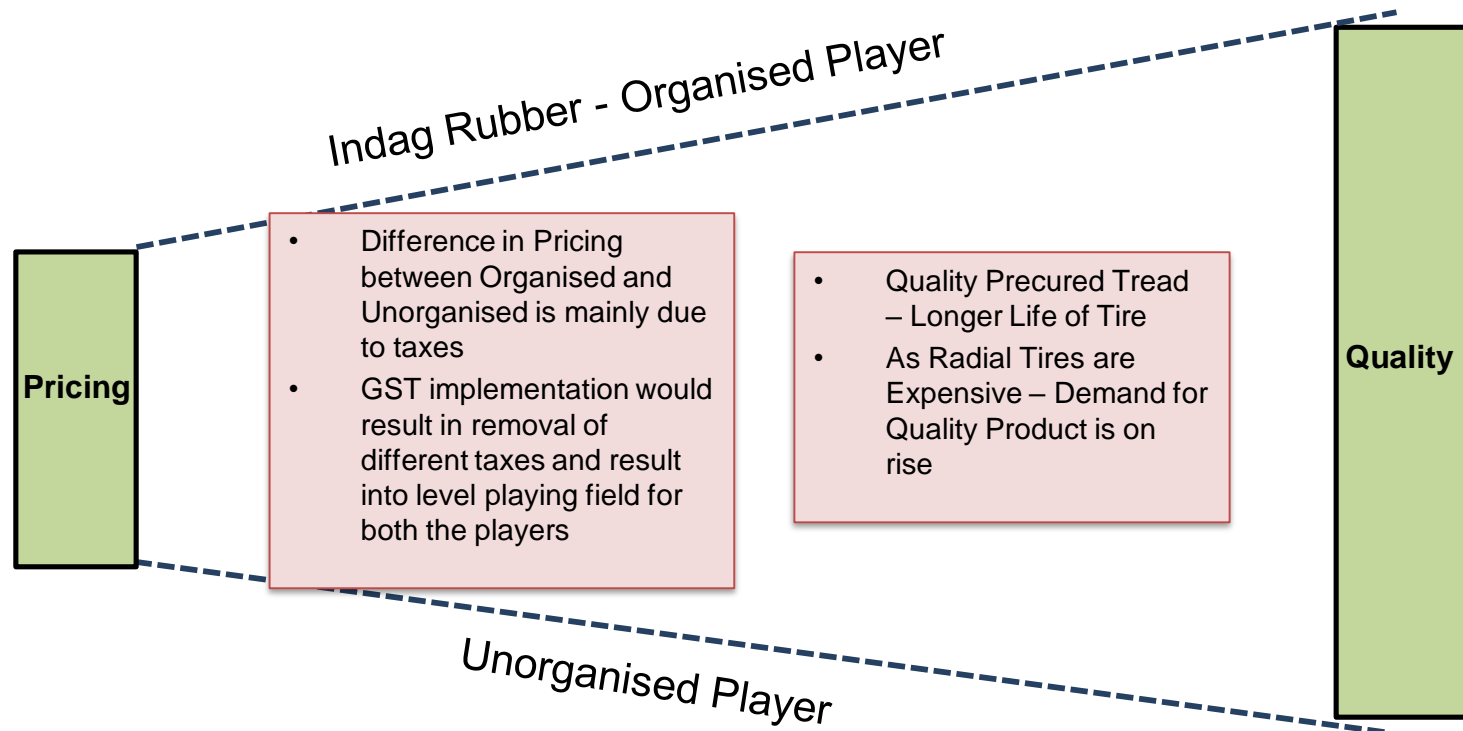
Will help to reduce Casing Failure, which is pre-condition for Tire Retreading




# GST - A Game Changer



Retreading was dominated by Unorganised Players  
There has been a Slow Shift towards Organised Players



Company Offers - Best Quality with Reasonable Pricing



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# Financial Highlights

# CEO's Message



Commenting on the Result, Mr. K. K. Kapur CEO, Indag Rubber Limited said,

*“Our Company has grown by 16% to a Revenue of Rs. 53 crores with EBITDA and PAT of Rs. 7 crores and Rs. 4 crores respectively during the last quarter despite challenging business environment.*

*We have received STU orders resulting in substantial increase in volumes during first nine months of FY20.*

*There has been sharp reduction in Imports of new pneumatic radial tyres from China on account of imposition of countervailing duty for five years. This move has been positive for Domestic tyre and retreading industry.*

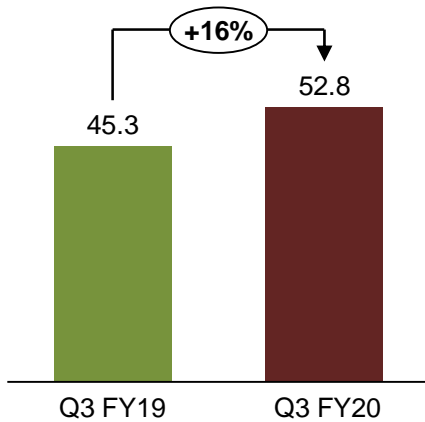
*We shall continue strive to improve efficiency of our operations which will help to enhance our performance going ahead.”*

# Financial Highlights – Q3 FY20

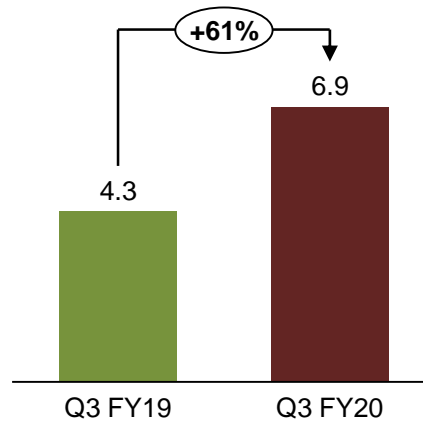


Rs. Crs.

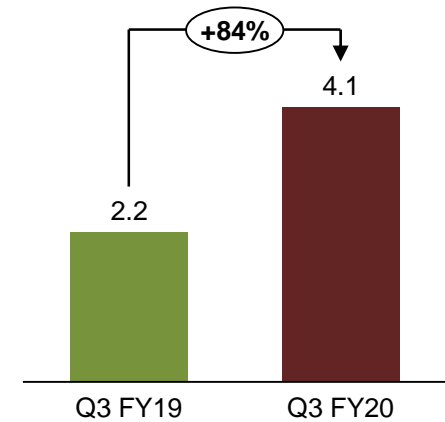
### Revenue\*



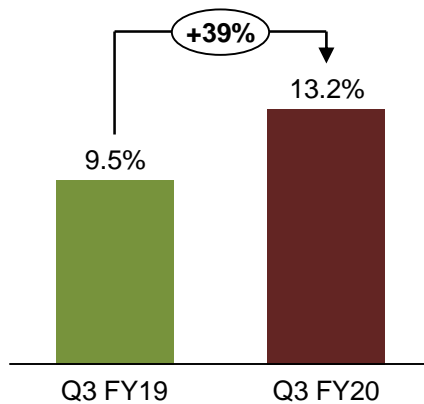
### EBITDA\*



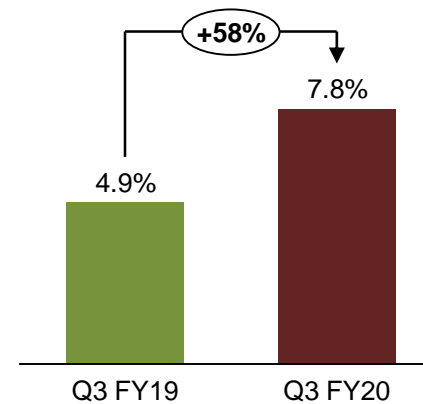
### Profit after Tax



### EBITDA Margin\* (%)



### PAT Margin (%)



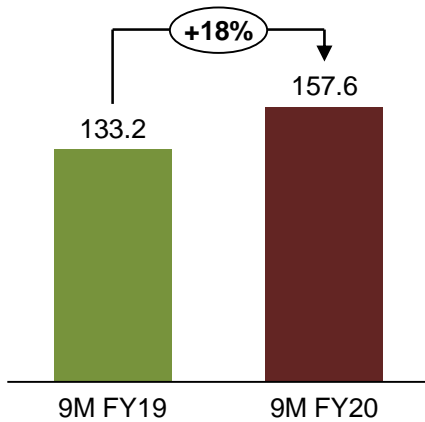
\*incl. Other Income  
On Consolidated Basis

# Financial Highlights – 9M FY20

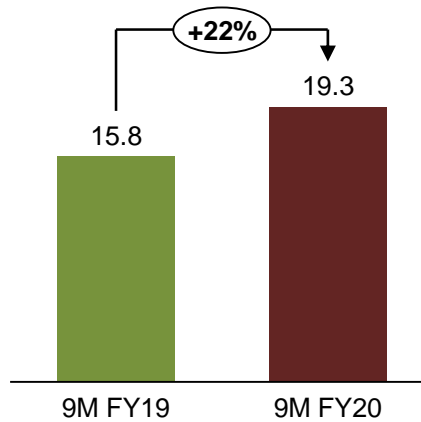


Rs. Crs.

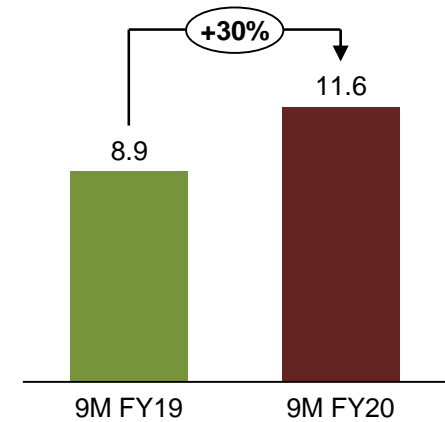
### Revenue\*



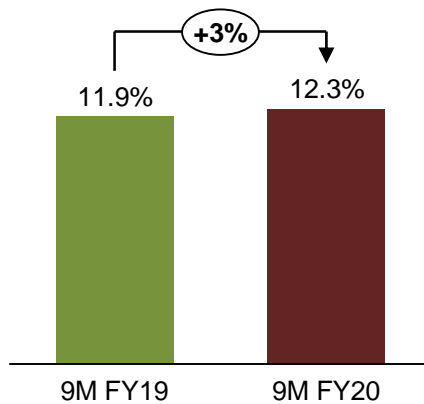
### EBITDA\*



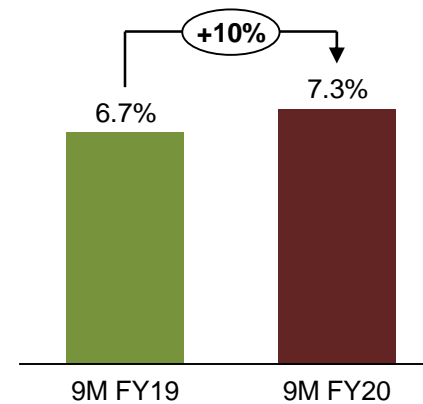
### Profit after Tax



### EBITDA Margin\* (%)



### PAT Margin (%)



\*incl. Other Income  
On Consolidated Basis



# Financial Highlights – Q3 & 9M FY20



| Particulars (Rs. In Crs.)  | Q3 FY20      | Q3 FY19      | Y-o-Y      | 9M FY20      | 9M FY19      | Y-o-Y      |
|--|--------------|--------------|------------|--------------|--------------|------------|
| Total Revenue from Operations  | 52.2         | 44.1         | 18%        | 154.4        | 129.8        | 19%        |
| Other Income   | 0.6          | 1.2          |            | 3.2          | 3.4          |            |
| <b>Total Revenue (incl. Other Income)</b>                            | <b>52.8</b>  | <b>45.3</b>  | <b>16%</b> | <b>157.6</b> | <b>133.2</b> | <b>18%</b> |
| Raw Material   | 33.0         | 29.9         |            | 99.8         | 85.8         |            |
| <b>Gross Profit</b>  | <b>19.8</b>  | <b>15.4</b>  | <b>28%</b> | <b>57.8</b>  | <b>47.4</b>  | <b>22%</b> |
| <b>Gross Profit %</b>  | <b>37.4%</b> | <b>34.0%</b> |            | <b>36.7%</b> | <b>35.6%</b> |            |
| Employee Expenses  | 5.3          | 4.6          |            | 15.6         | 12.9         |            |
| Other Expenses   | 7.5          | 6.5          |            | 22.9         | 18.6         |            |
| <b>EBITDA</b>  | <b>6.9</b>   | <b>4.3</b>   | <b>61%</b> | <b>19.3</b>  | <b>15.8</b>  | <b>22%</b> |
| <b>EBITDA %</b>  | <b>13.2%</b> | <b>9.5%</b>  |            | <b>12.3%</b> | <b>11.9%</b> |            |
| Depreciation   | 1.1          | 1.0          |            | 3.4          | 2.9          |            |
| <b>EBIT</b>  | <b>5.8</b>   | <b>3.3</b>   | <b>75%</b> | <b>15.9</b>  | <b>12.9</b>  | <b>24%</b> |
| <b>EBIT %</b>  | <b>11.0%</b> | <b>7.4%</b>  |            | <b>10.1%</b> | <b>9.7%</b>  |            |
| Finance Cost   | 0.4          | 0.4          |            | 1.2          | 1.3          |            |
| <b>Profit before share of profit/(loss) of joint venture and tax</b> | <b>5.4</b>   | <b>2.9</b>   | <b>86%</b> | <b>14.8</b>  | <b>11.6</b>  | <b>27%</b> |
| Share of loss of joint venture                                       | 0.1          | 0.0          |            | 0.1          | 0.0          |            |
| <b>Profit before Tax</b>   | <b>5.4</b>   | <b>2.9</b>   | <b>84%</b> | <b>14.7</b>  | <b>11.6</b>  | <b>27%</b> |
| Tax  | 1.3          | 0.7          |            | 3.2          | 2.8          |            |
| <b>Profit after Tax</b>  | <b>4.1</b>   | <b>2.2</b>   | <b>84%</b> | <b>11.6</b>  | <b>8.9</b>   | <b>30%</b> |
| <b>PAT %</b>   | <b>7.8%</b>  | <b>4.9%</b>  |            | <b>7.3%</b>  | <b>6.7%</b>  |            |
| <b>EPS</b>   | <b>1.55</b>  | <b>0.83</b>  |            | <b>4.37</b>  | <b>3.34</b>  |            |

# Balance Sheet



| Liabilities (Rs. In Crs.)                              | Sep - 19     | Mar-19       |
|--|--------------|--------------|
| <b>Equity</b>  |              |              |
| Share Capital  | 5.3          | 5.3          |
| Other Equity   | 187.7        | 185.6        |
| Equity attributable to the shareholders of the Company | 193.0        | 190.8        |
| Non-Controlling Interest                               | 3.2          | 3.1          |
| <b>Total Equity</b>                                    | <b>196.1</b> | <b>193.9</b> |
| <b>Non Current Liabilities</b>                         |              |              |
| Financial Liabilities                                  |              |              |
| Borrowings   | 10.4         | 10.9         |
| Provisions   | 0.7          | 0.6          |
| Deferred Tax Liabilities (Net)                         | 3.0          | 3.5          |
| <b>Total Non Current Liabilities</b>                   | <b>14.1</b>  | <b>15.0</b>  |
| <b>Current Liabilities</b>                             |              |              |
| Financial Liabilities                                  |              |              |
| Borrowings   | 0.0          | 0.0          |
| Trade Payables   | 15.6         | 14.6         |
| Other Financial Liabilities                            | 3.8          | 4.1          |
| Provisions   | 0.4          | 0.2          |
| Current Income Tax Liabilities(Net)                    | 0.0          | 0.0          |
| Other Current Liabilities                              | 2.0          | 1.7          |
| <b>Total Current Liabilities</b>                       | <b>21.7</b>  | <b>20.7</b>  |
| <b>Total Equity and Liabilities</b>                    | <b>231.9</b> | <b>229.6</b> |

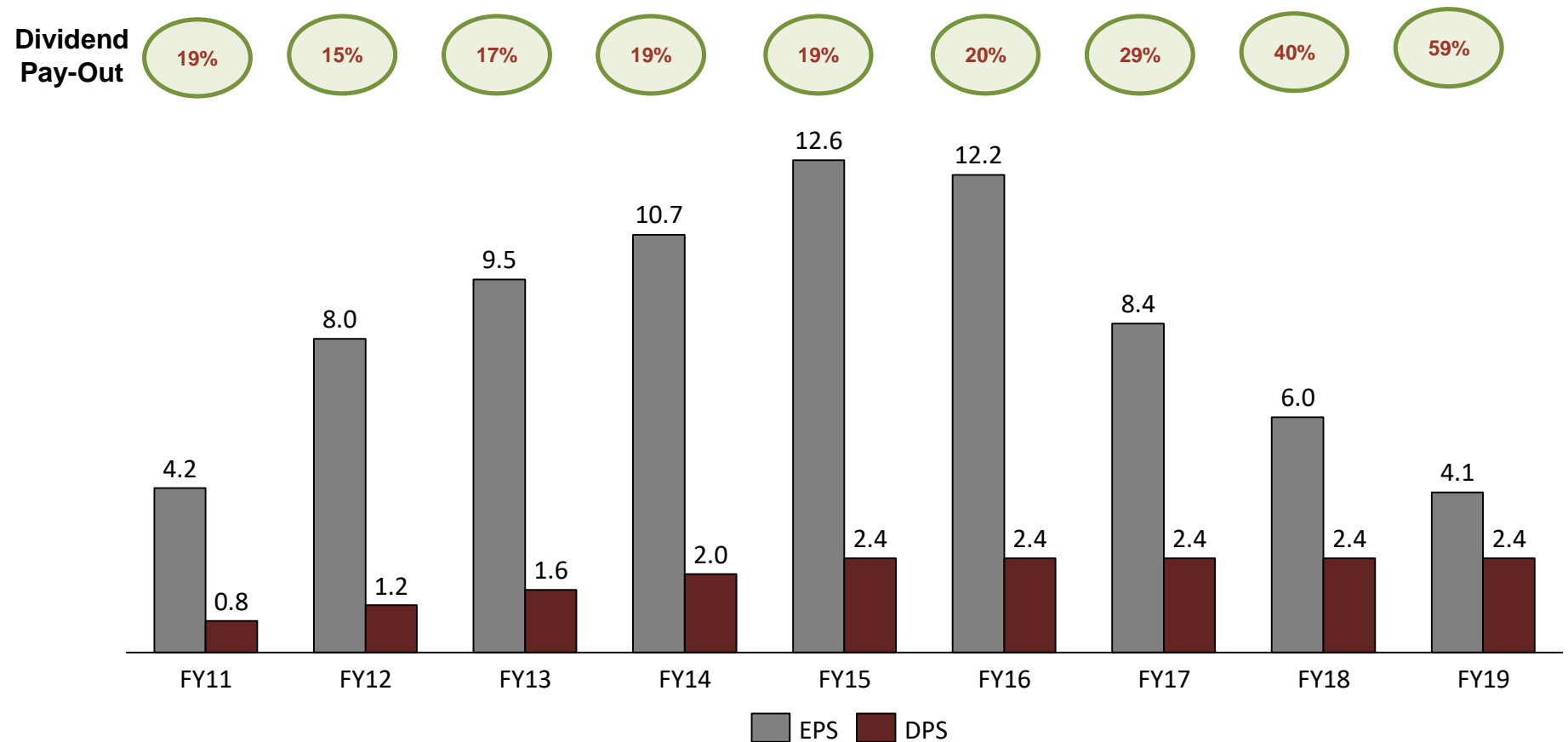
| Assets (Rs. In Crs.)            | Sep-19       | Mar-19       |
|---------------------------------|--------------|--------------|
| <b>Non Current assets</b>       |              |              |
| Property, Plant and Equipments  | 42.2         | 42.9         |
| Capital Work-In-Progress        | 3.8          | 0.9          |
| Goodwill                        | 0.4          | 0.4          |
| Other Intangible Assets         | 0.2          | 0.2          |
| Financial Assets                |              |              |
| Investments                     | 86.7         | 87.7         |
| Loans                           | 0.0          | 0.0          |
| Other Financial Assets          | 0.8          | 0.5          |
| Income Tax Assets (net)         | 0.2          | 0.7          |
| Other Non-Current Assets        | 2.4          | 0.7          |
| <b>Total Non Current Assets</b> | <b>136.9</b> | <b>134.1</b> |
| <b>Current Assets</b>           |              |              |
| Inventories                     | 34.4         | 38.1         |
| Financial Assets                |              |              |
| Investments                     | 5.9          | 8.3          |
| Trade Receivables               | 40.7         | 34.5         |
| Cash and Cash Equivalents       | 2.4          | 3.0          |
| Other Bank Balances             | 3.2          | 3.5          |
| Loans                           | 0.3          | 0.2          |
| Other Financial Assets          | 5.7          | 5.6          |
| Income Tax Assets (net)         | 0.0          | 0.0          |
| Other Current Assets            | 2.6          | 2.3          |
| <b>Total Current Assets</b>     | <b>95.1</b>  | <b>95.5</b>  |
| <b>Total Assets</b>             | <b>231.9</b> | <b>229.6</b> |

# Consolidated Cashflow Statement



| Particulars (Rs. In Crs.)                                   | Sep-19      | Sep-18      | Mar-19       |
|---|-------------|-------------|--------------|
| <b>Net Profit Before Tax</b>                                | <b>9.3</b>  | <b>8.7</b>  | <b>14.1</b>  |
| Adjustments for: Non Cash / Other Items                     | 0.7         | 0.7         | 0.9          |
| <b>Operating profit before working capital changes</b>      | <b>10.0</b> | <b>9.4</b>  | <b>15.1</b>  |
| Changes in working capital                                  | -1.8        | -7.4        | -10.6        |
| <b>Cash generated from operations</b>                       | <b>8.2</b>  | <b>2.0</b>  | <b>4.5</b>   |
| Direct taxes paid   | -1.9        | -2.7        | -4.4         |
| <b>Net Cash from Operating Activities</b>                   | <b>6.3</b>  | <b>-0.7</b> | <b>0.1</b>   |
| <b>Net Cash from Investing Activities</b>                   | <b>-0.7</b> | <b>6.0</b>  | <b>9.8</b>   |
| <b>Net Cash from Financing Activities</b>                   | <b>-6.2</b> | <b>-6.0</b> | <b>-10.5</b> |
| <b>Net Decrease in cash and cash equivalents</b>            | <b>-0.6</b> | <b>-0.7</b> | <b>-0.5</b>  |
| Add: Cash & Cash equivalents at the beginning of the period | 3.0         | 3.5         | 3.5          |
| <b>Cash &amp; Cash equivalents at the end of the period</b> | <b>2.4</b>  | <b>2.8</b>  | <b>3.0</b>   |

# Consistent Dividend Pay-out



**The Board has approved Interim Dividend for the Financial Year 2019-2020 of Rs. 0.90/- per equity share of Rs. 2/- each ( 45 % of FV)**

\*Adjusted EPS & DPS for the split



**For further information, please contact**

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