

Ref.No. Z-IV/R-39/D-2/NSE/207 & 174

Date : 15/02/2020

<b>National Stock Exchange of India Ltd.</b> Listing Deptt., Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051	<b>BSE Ltd.</b> Regd. Office: Floor - 25, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001.
NSE Scrip: MINDAIND	BSE Scrip: 532539

Dear Sir,

**Sub: Intimation of Schedule of Analyst / Institutional Investor meetings under the SEBI [Listing Obligations and Disclosure Requirements], Regulations 2015**

Pursuant to the relevant provisions of SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015, we would like to inform you that the officials of the Company will be attending the following Conference of Institutional Investors.

Date	Organised by	Place
17 <sup>th</sup> February 2020	Antique Stock Broking	Mumbai

The copy of Investor Presentation – February 2020 which will be shared with Investors at the conference is attached herewith and is also available on website of the Company at [www.unominda.com](http://www.unominda.com)

No unpublished price sensitive information (UPSI) is intended to be discussed during the interactions.

This information is submitted to you pursuant to Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015.

Kindly note that changes may happen due to exigencies on the part of Host / Company.

Please take the same on records.

Thanking you.

Yours faithfully,

For **MINDA INDUSTRIES LTD.**


**Tarun Kumar Srivastava**  
Company Secretary & Compliance Officer

Encl: As above

BUILDING TRUST  
EXPANDING  
POSSIBILITIES



UNO MINDA

Minda Industries Ltd  
Investor Presentation – February 2020



*This presentation and the accompanying slides (the “Presentation”), has been prepared by Minda Industries Limited (the “Company”), solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.*

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# Quarterly Update Presentation



## Favourable Factors

- ✓ Improved performance from leading 4W OEM's .
- ✓ Successful closure of Delvis Acquisition
- ✓ Entered into LPDC Technology for manufacturing of Alloy Wheel for PVs



## Un-Favourable Factors

- ✗ Lower capacity utilization due to lower demand from select OEMs

## Switches

01

Secured additional Business from MSIL new Model  
2W : New product :- Side Stand Switch for Yamaha & RE

## Lighting

02

New customer 2W lamps – Yamaha & Lamps for Chetak EV  
2W plant commissioned in Hosur to cater to customers in South.

## Acoustics

03

Domestic business maintained despite volume cuts by OEM  
Clarton Horn volume is lower on account of tepid European market

## Light Metal Technology

04

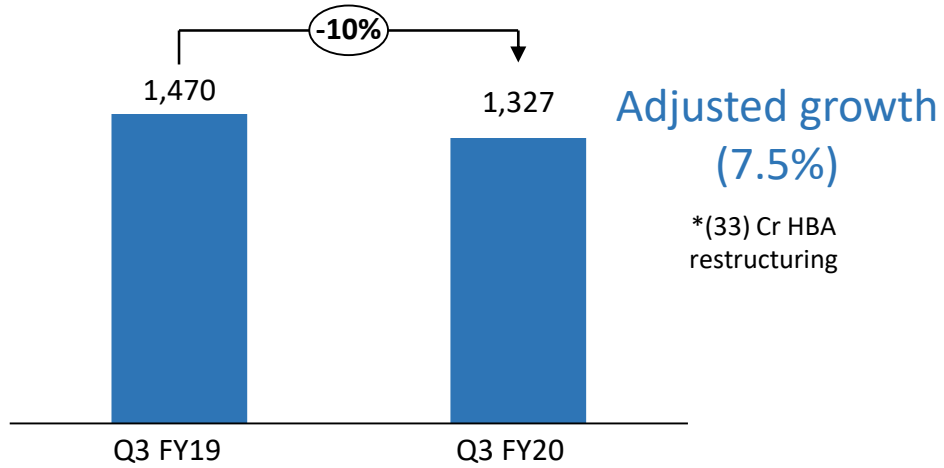
Enters into LPDC Alloy wheels for 4W.  
MJCL has become Tier-I exporter for die casting parts.

## Others

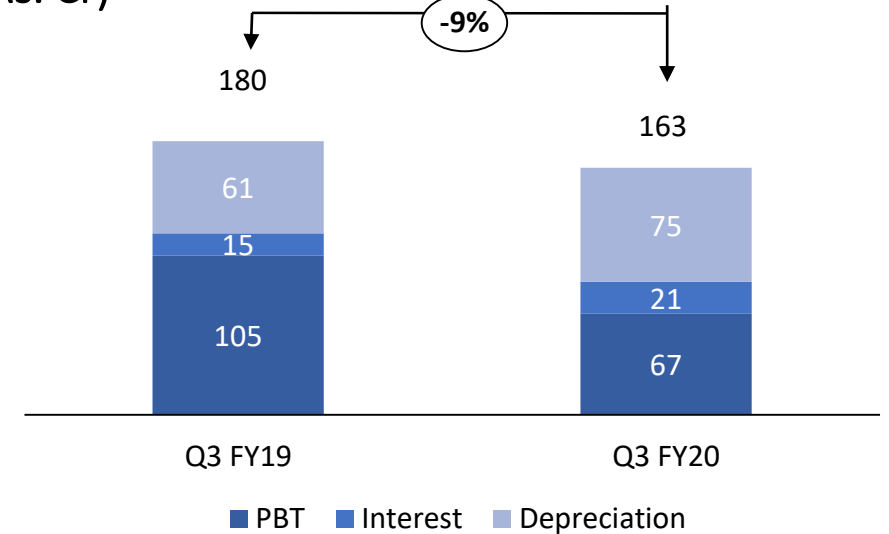
05

Bagged orders for EV :- On-board Chargers (smart plugs) & DC, DC Converter.  
Katolec and Sensors have contributed to top line growth.

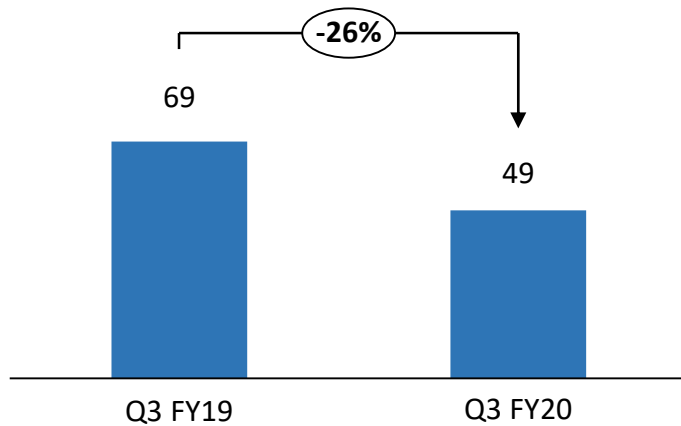
Revenue (Rs. Cr)



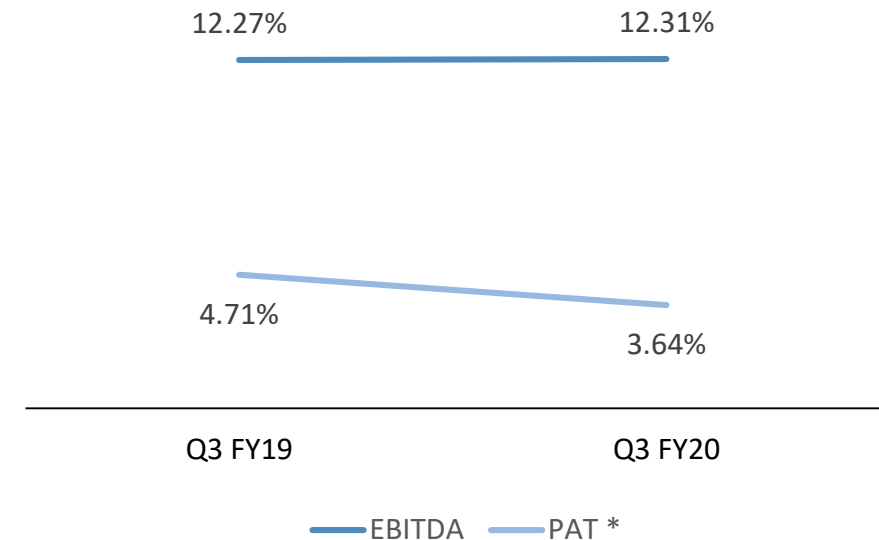
EBITDA (Rs. Cr)



PAT\* (Rs. Cr)

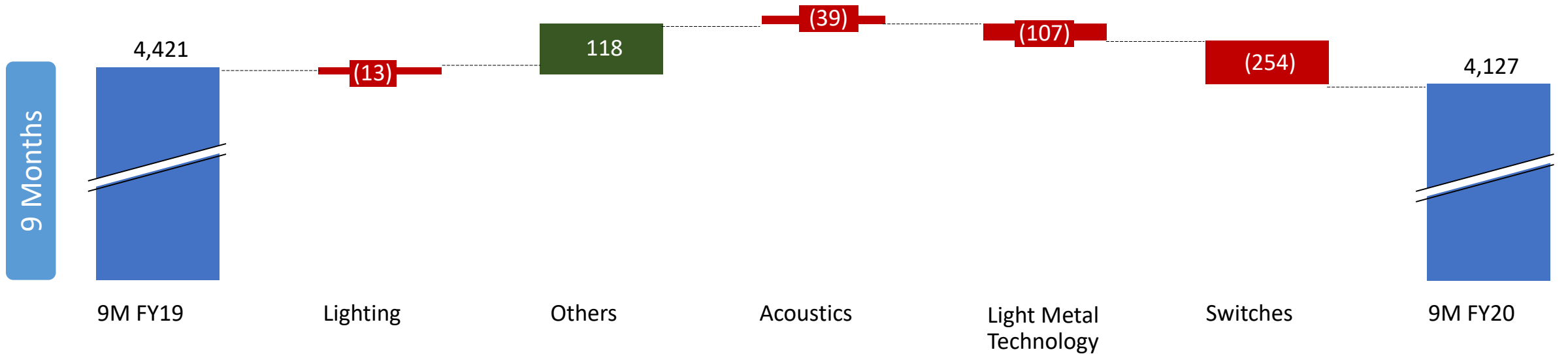
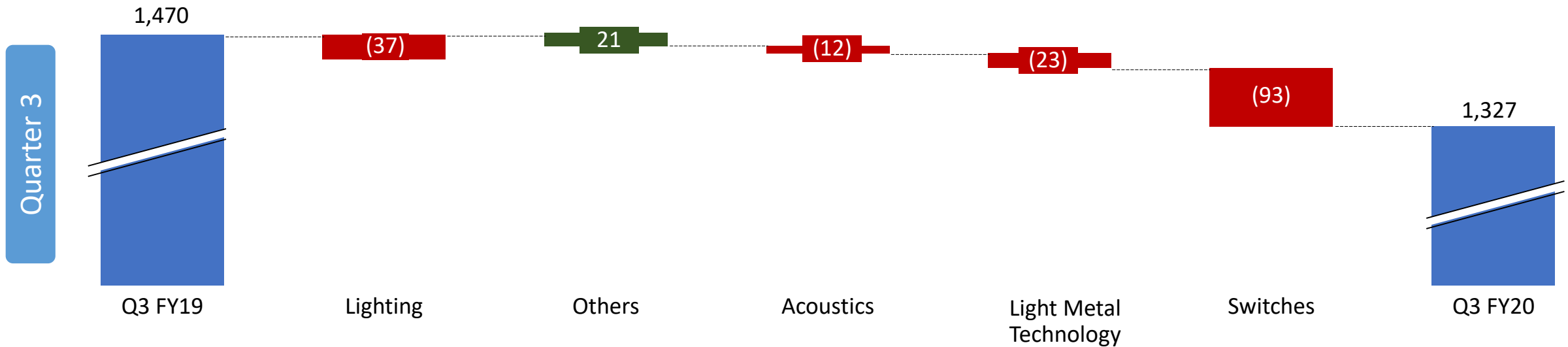


Margin (%)



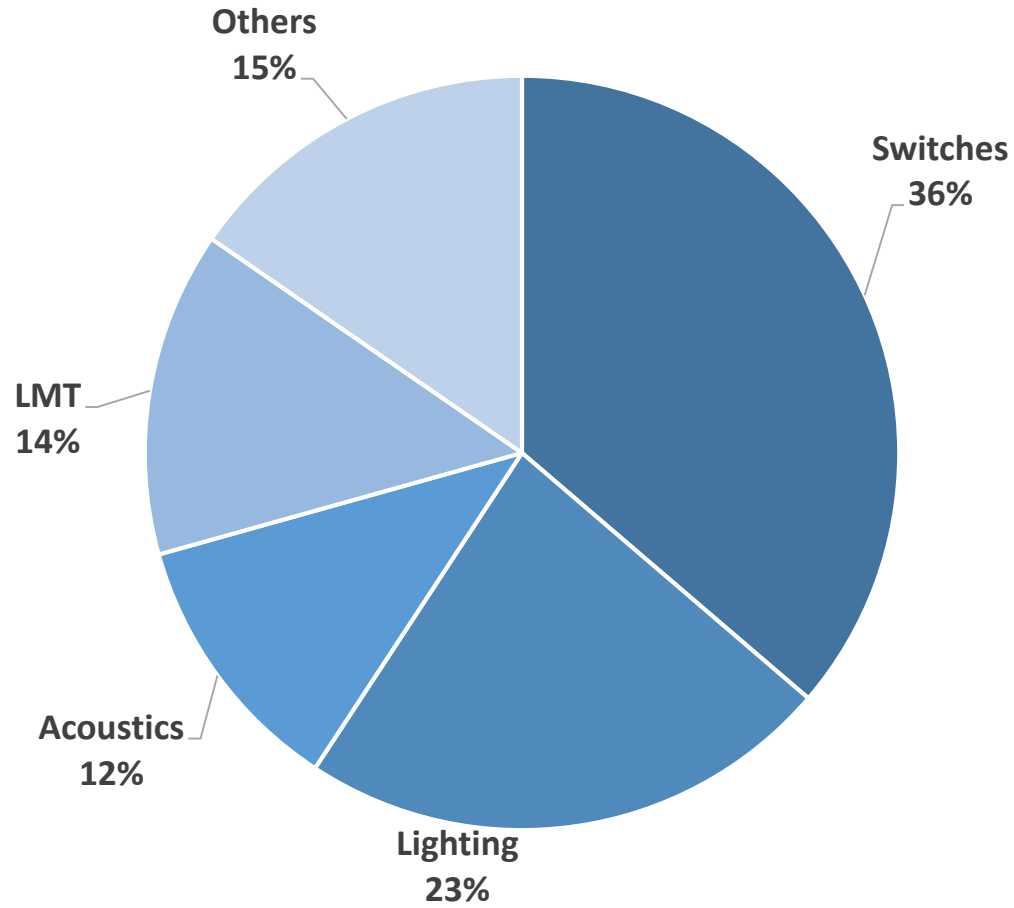
\* PAT = PAT ( MIL Share adjusted for exceptional item )

# Revenue Bridge – Q3 FY & 9MFY20

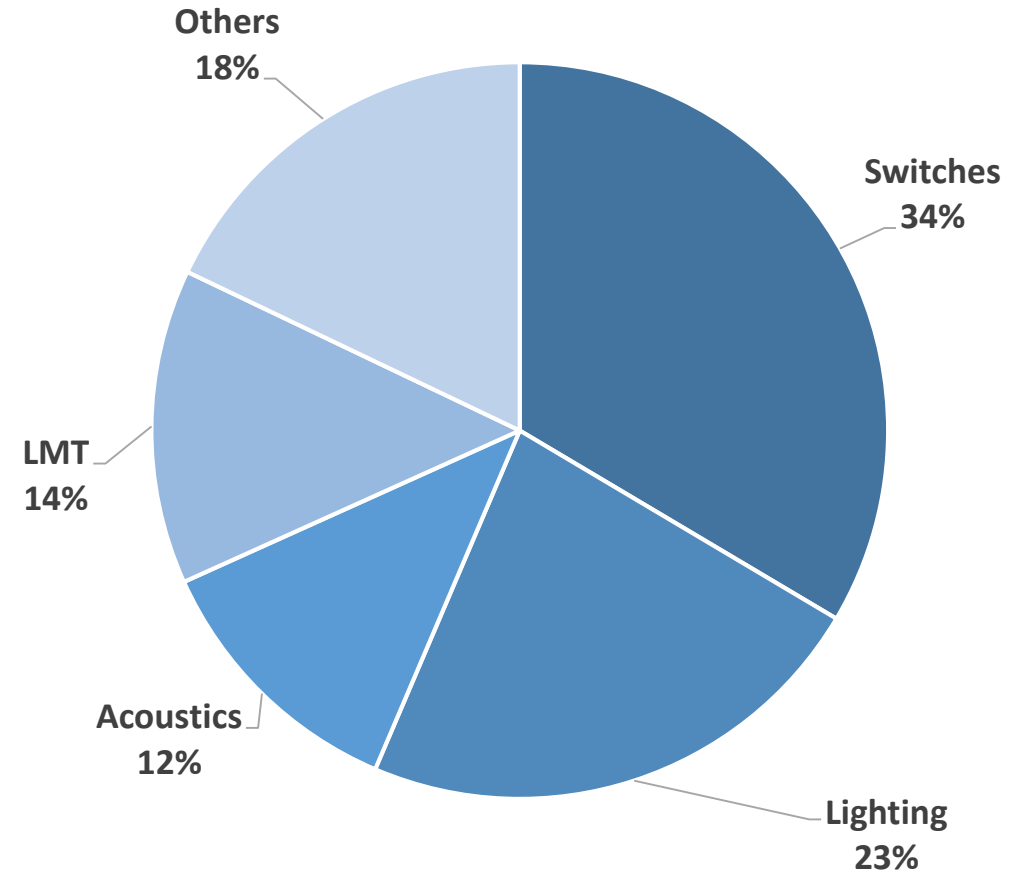




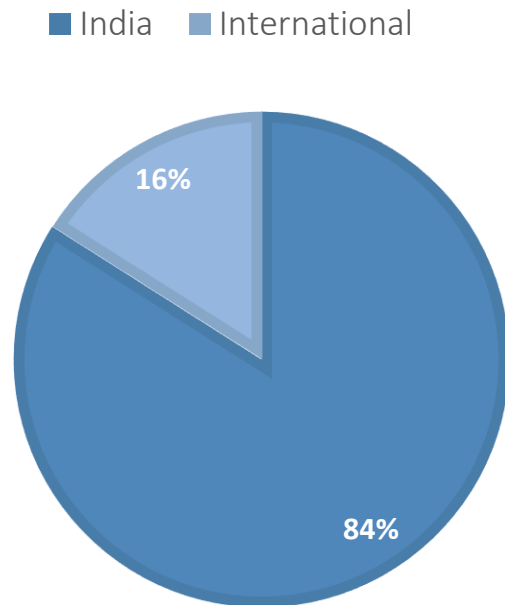
### Revenue – Q3FY19



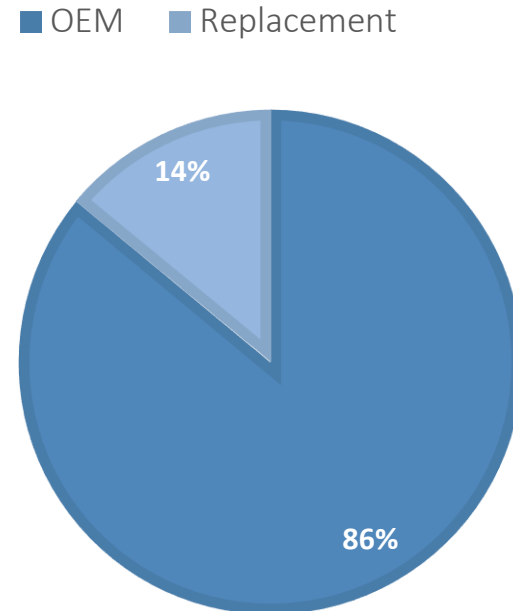
### Revenue – Q3FY20



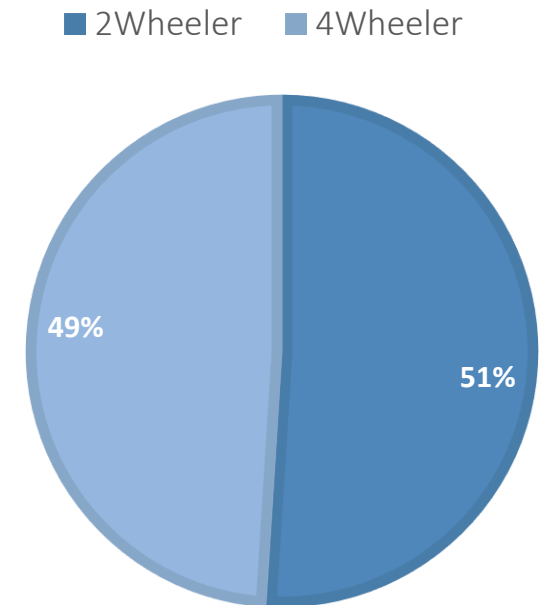
### Geography-wise Breakup



### Channel-wise Breakup



### Segment -wise Breakup



**Diversification across Categories and Geographies**

## **DELVIS Acquisition**

Acquisition completed on December 12, 2019. It has been consolidated for 19 days in Q3 2020

## **Harita Seating Systems Merger**

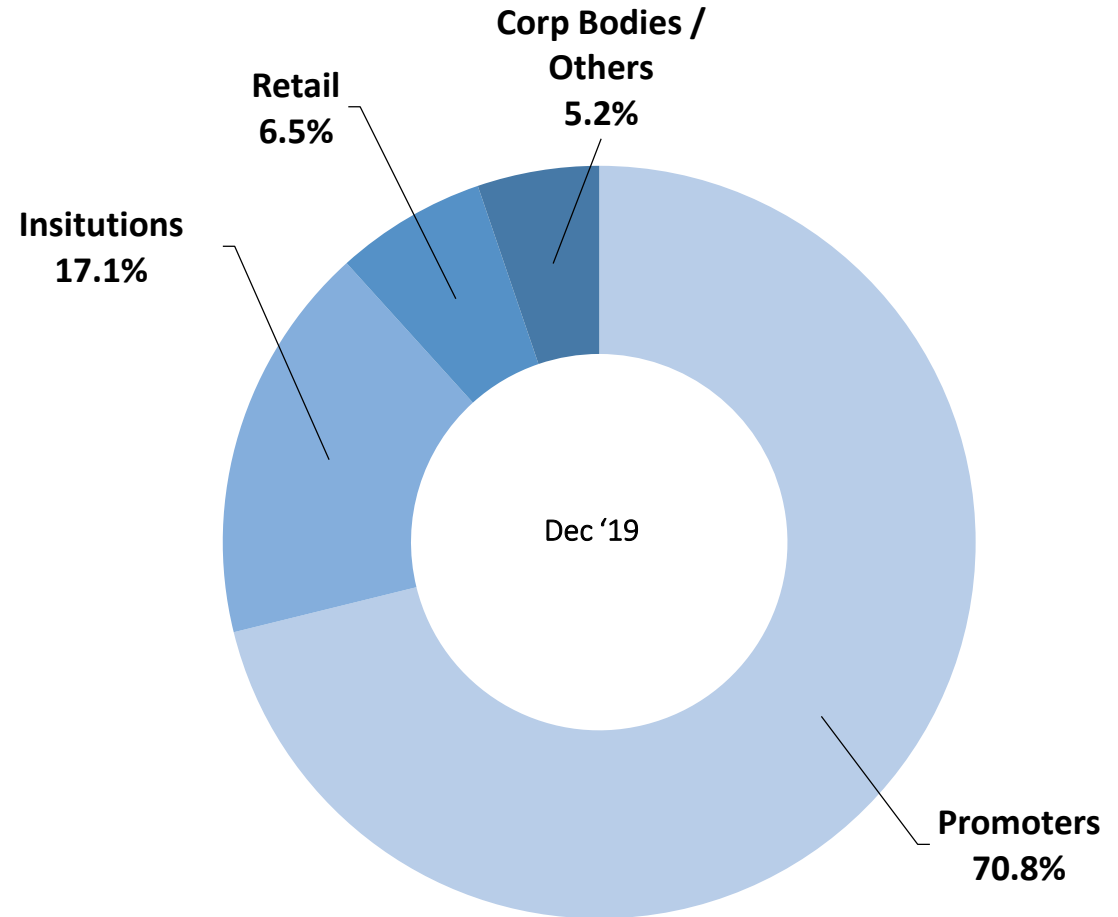
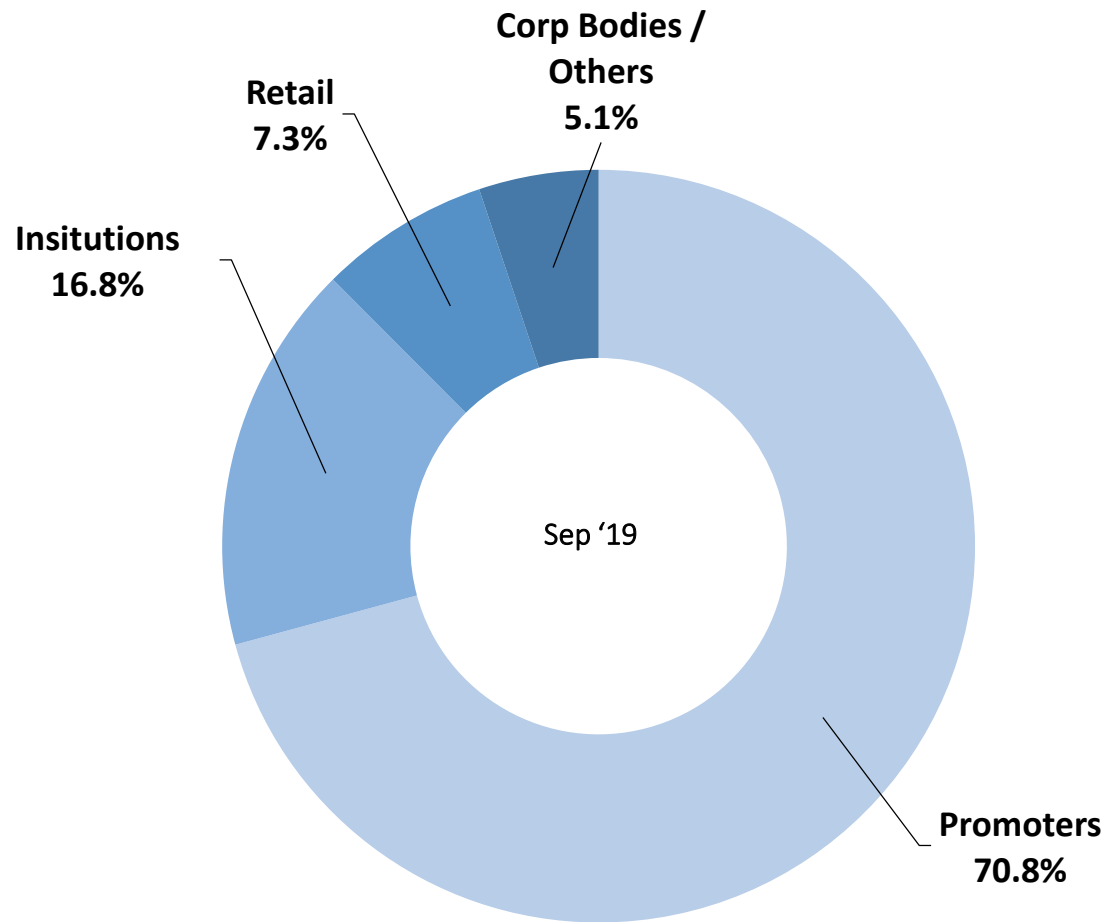
NCLT final hearing is scheduled on February 25, 2020. Shareholder and Creditor approval has been received

## **Merger of 4 WOS**

Shareholder and creditor approved. NCLT final hearing is proposed on March 16, 2020.

## **Acquisition-cum-Merger of Minda iConnect**

Board has approved the Acquisition and Amalgamation scheme to Merge **Minda i connect** private ltd.(**MIPL**) into Minda Industries Ltd (**MIL**).



# Consolidated Profit & Loss Statement

Particulars (Rs. Cr)	Q3 FY20	Q3 FY19	YoY %	Q2 FY20	QoQ %	FY19
<b>Revenue from Operations (Net of Excise)</b>	<b>1,326.85</b>	<b>1,470.09</b>	<b>-10%</b>	<b>1,359.58</b>	<b>-2%</b>	<b>5,908.09</b>
Raw Material	795.36	903.37		814.71		3,622.48
Employee Cost	208.88	204.92		208.39		791.29
Other Expenses	159.24	181.38		174.86		769.14
<b>EBITDA</b>	<b>163.37</b>	<b>180.42</b>	<b>-9%</b>	<b>161.62</b>	<b>1%</b>	<b>725.18</b>
<b>EBITDA Margin</b>	<b>12.31%</b>	<b>12.27%</b>	<b>4 bps</b>	<b>11.89%</b>	<b>42 bps</b>	<b>12.27%</b>
Other Income	11.3	2.7		5.07		27.03
Depreciation	75.06	60.83		73.95		234.38
<b>EBIT</b>	<b>99.61</b>	<b>122.29</b>	<b>-19%</b>	<b>92.74</b>	<b>7%</b>	<b>517.83</b>
<b>EBIT Margin</b>	<b>7.51%</b>	<b>8.32%</b>	<b>( 81) bps</b>	<b>6.82%</b>	<b>69 bps</b>	<b>8.76%</b>
Finance Cost	21.58	14.51		23.84		63.15
<b>Profit before Share of Profit/Loss of JVs and Tax</b>	<b>78.03</b>	<b>107.78</b>	<b>-28%</b>	<b>68.90</b>	<b>13%</b>	<b>454.68</b>
<b>PBT Margin</b>	<b>5.88%</b>	<b>7.33%</b>		<b>5.07%</b>		<b>7.70%</b>
Exceptional Item	-5.17	0.00		0.00		0.00
Tax	19.4	28.34		17.16		134.07
<b>Profit before Share of Profit/Loss of JVs</b>	<b>53.46</b>	<b>79.44</b>	<b>-33%</b>	<b>51.74</b>	<b>3%</b>	<b>320.61</b>
Share of Profit/Loss of JVs	1.00	1.88		6.35		18.87
<b>Net profit/(loss) after share of profit/(loss) of associates / joint ventures (A)</b>	<b>54.46</b>	<b>81.32</b>		<b>58.09</b>		<b>339.48</b>
<b>PAT Margin %</b>	<b>4.10%</b>	<b>5.53%</b>	<b>( 143) bps</b>	<b>4.27%</b>	<b>(17) bps</b>	<b>5.75%</b>
<b>PAT attributable to:</b>						
- Owners of MIL	44.74	69.35	<b>-35%</b>	49.44	<b>-10%</b>	285.62
- Non Controlling Interests	9.72	11.97		8.65		53.86
Other Comprehensive Income	-0.31	-3.61		-2.66		-0.68
<b>Total Comprehensive Income for MIL</b>	<b>44.4</b>	<b>65.83</b>	<b>-33%</b>	<b>47.07</b>	<b>-6%</b>	<b>284.91</b>
<b>TCI Margin %</b>	<b>3.35%</b>	<b>4.48%</b>		<b>3.46%</b>		<b>4.82%</b>
Total Comprehensive Income for Non Controlling Interests	9.75	11.88		8.36		53.89



# About Us



## UNO MINDA GROUP VISION

To be a **Sustainable, Global** organization that enhances value for all of 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

*Sustainable* | *Global* | *Stakeholders* | *Technology Leadership* | *Employee Care*

## BOARD OF DIRECTORS



**Mr. Nirmal K Minda**  
Chairman & Managing  
Director



**Mr. Anand K Minda**



**Mr. Satish Sekhri**



**Mr. K K Jalan**



**Mrs. Pravin Tripathi**



**Ms. Paridhi Minda**



**Dr. Chandan  
Chowdhary**

## TOP MANAGEMENT TEAM



**Mr. Sunil Bohra**  
ED & Group CFO



**Mr. Anand K Minda**  
Director & CEO –  
Aftermarket Domain



**Mr. Rajiv Kapoor**  
ED & Group HR Head



**Mr. Pradeep Tiwari**  
ED & CEO ,  
International  
Business



**Mr. J.K. Menon**  
ED, Group Chief  
Strategy Officer



**Mr. Sudhir Kashyap**  
ED & CEO, Electrical  
& Electronics Domain



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



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



**Mr. Naveesh Garg**  
ED & Group Chief  
Marketing Officer



**Mr. Amit Jain**  
ED & CEO – Adv.  
Electronics Domain &  
Group Chief Technology  
Officer



**Mr. Rajeev Gandotra**  
ED & CEO – Body &  
Structure Domain



**Mr. Amit Gupta**  
President, Group  
Business Excellence



## Regulatory Norms

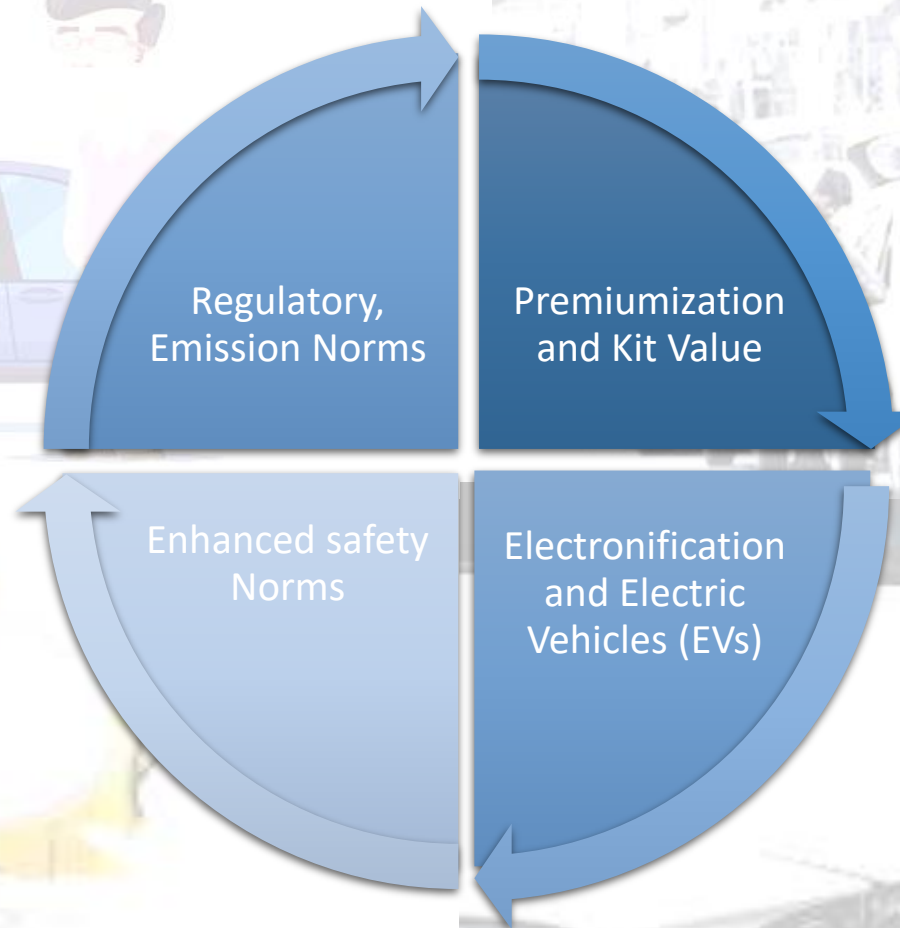
BS-VI expected implementation by 2020 will benefit UNO MINDA as it ready with products which are likely to see strong demand

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. Controllers and Sensors
4. EV technologies



GLOBAL



INDIA



CONNECTED



AUTONOMOUS



SHARED MOBILITY



ELECTRIC



CONNECTED



COMFORT &  
CONVINIENCE



SAFETY &  
SECURITY



SHARED MOBILITY



मयमेव जयते

REGULATIONS



GREEN  
TECHNOLOGY



CONNECTED

Fleet Management,  
Apps, UBI

Telematics, FOTA, eCall

V2X, V2I, Gateway,  
Smart Home



COMFORT &  
CONVINIENCE

Larger Displays,  
Infotainment

Fully Automatic  
Temprature Control,  
TPMS, HUD

Around View Monitor,  
Ultrasonic Sensor



SAFETY &  
SECURITY

Collision Warning &  
Avoidance

Emergency Braking,  
Lane Keeping, Blindspot

Airbag, ESP



SHARED MOBILITY

Car Sharing, Bike  
Sharing, On Demand  
Ride

Cost & ownership Model

Durable components &  
faster replacement



सत्यमेव जयते

REGULATIONS

BS-6 : Emission  
Standards- Bharat Stage  
VI ( BS-6)

AIS 140, ITS

Pedestrian Protection,  
Collision Protection

ABS



GREEN  
TECHNOLOGY

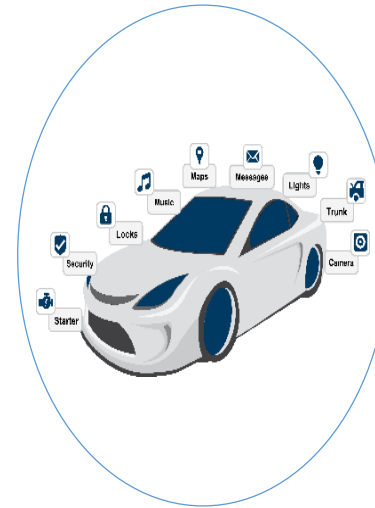
Hybrid Electric Vehicle

Battery Electric Vehicle

Charing Infrastructure

## Body, Exterior and Safety Technologies

## Cockpit Electronics and Advanced Technologies



Controllers

Lighting

Advanced Driver Assist

Infotainment & Connectivity

Telematics & IOT

Electric Vehicle Technologies

Distributed & Integrated Body Controllers

Multi Function Controllers

Wireless Chargers

Digital Lamps

Adaptive Front Lighting

Sequential Lighting

Ambient Lighting

Parking Systems

Collision Avoidance

Around View

Aug reality HUD

Smart city Brake Support System

Android Infotainment

Deep Thinking & Interactive Voice

Rear Seat Entertainment

Smart City Solutions

3G/4G TCU

Flash Over the Air

Smart Antenna

Data Analytics

Power Management Controllers

Brushless Motor Controllers

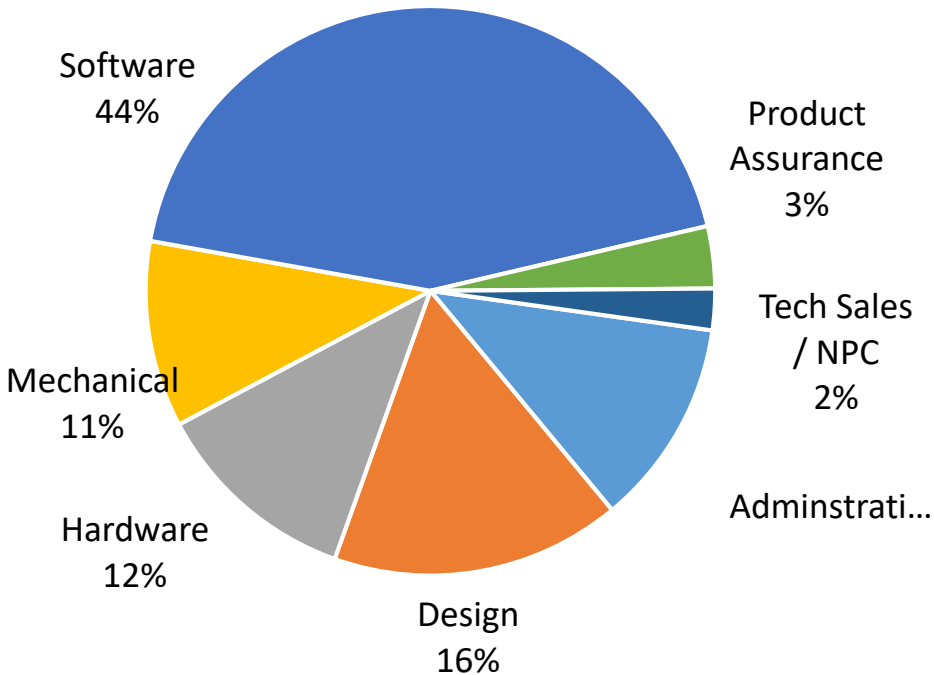
DC DC Converters

On Board Chargers

Battery Packs

- First Flagship Technical Center of UNOMINDA Group
- Located in Pune, Phase II in Gurgaon
- 170+ 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**



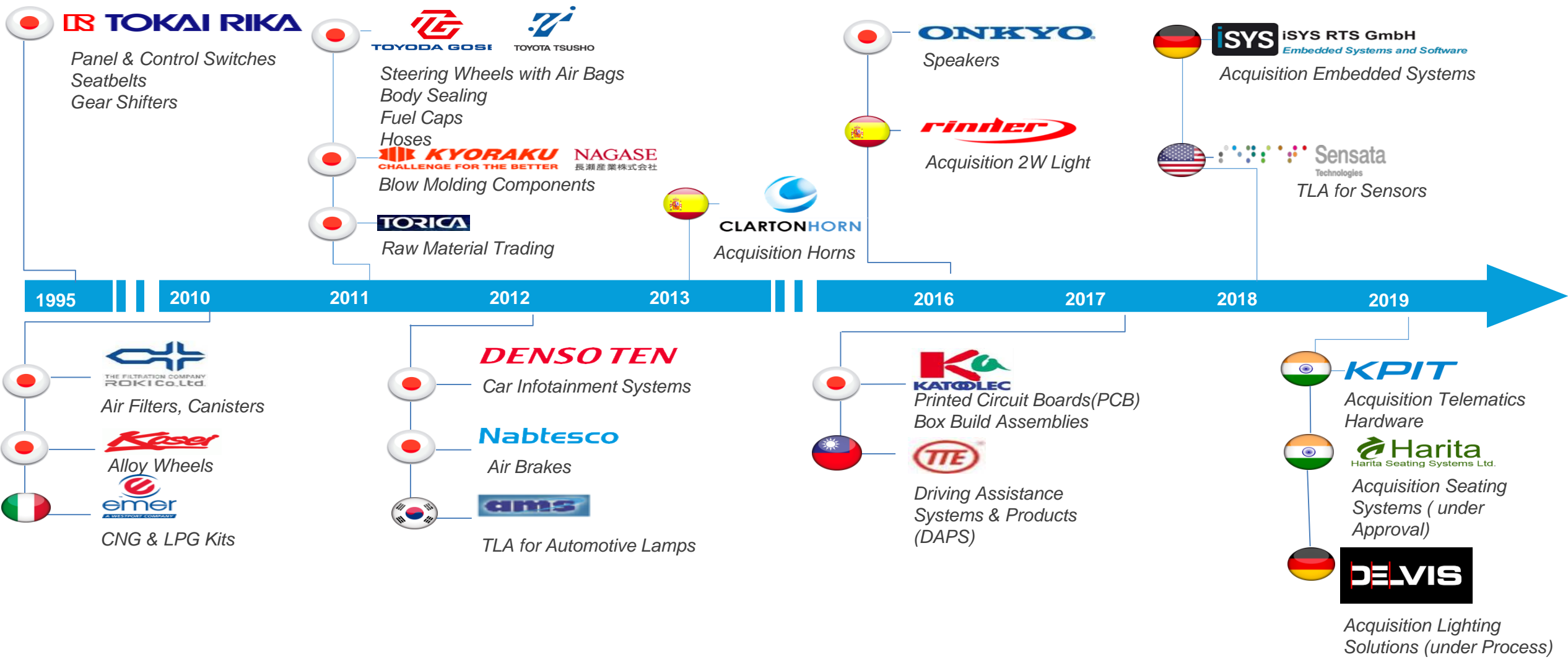
## Center of Excellence

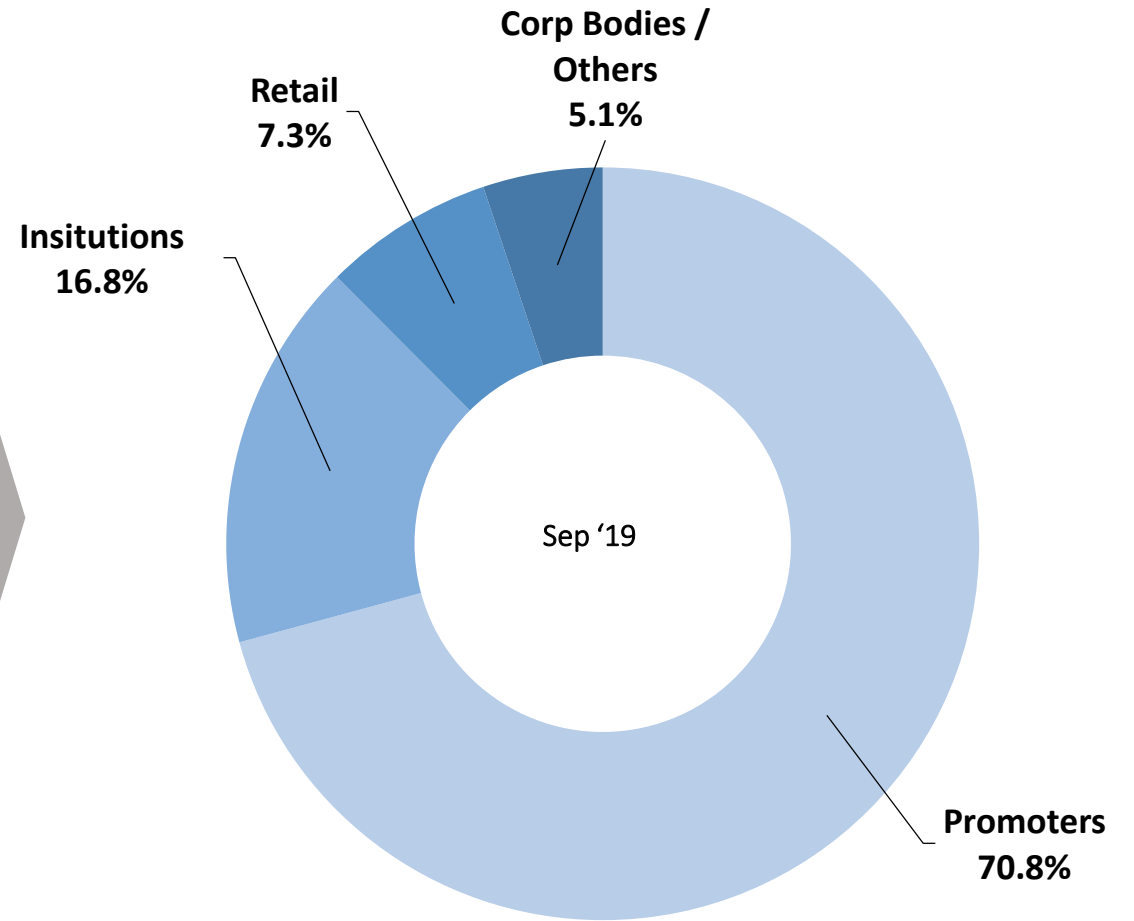
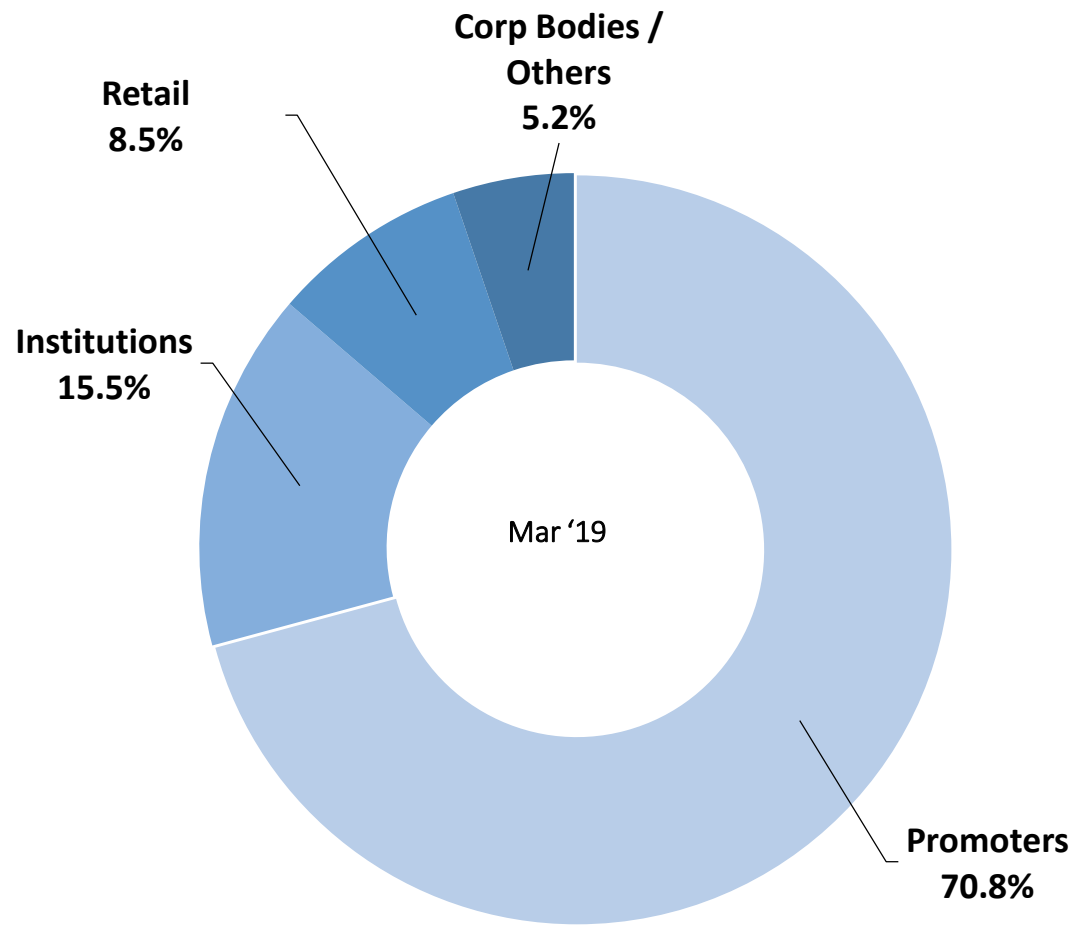
Material Sciences, Optics, Surface Coating, EMI/EMC

**Captive**

# Pioneer in localization: Through JVs & Associations

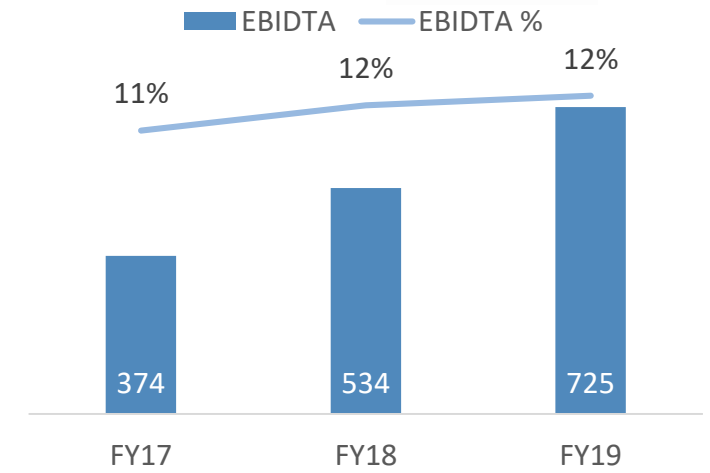
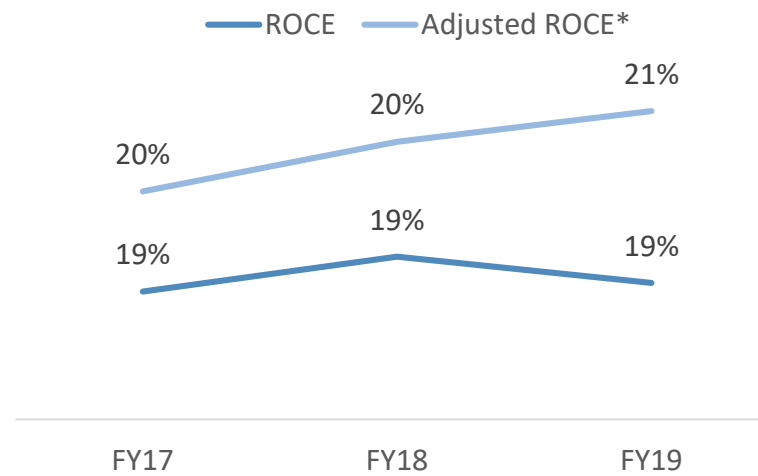
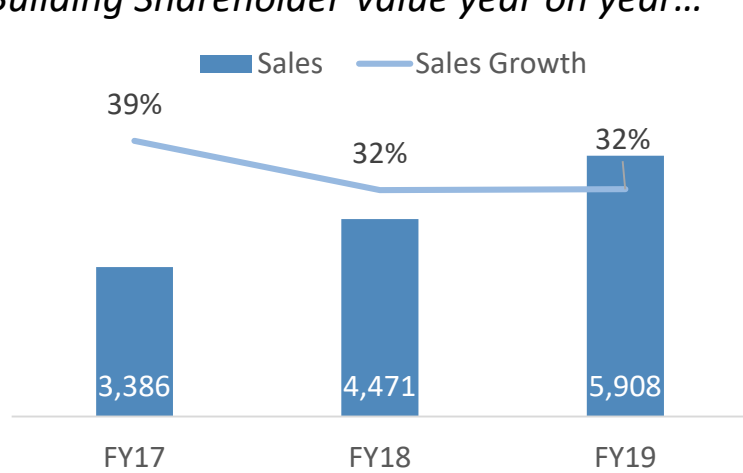
We have partnered with global technology leaders in the respective product segments



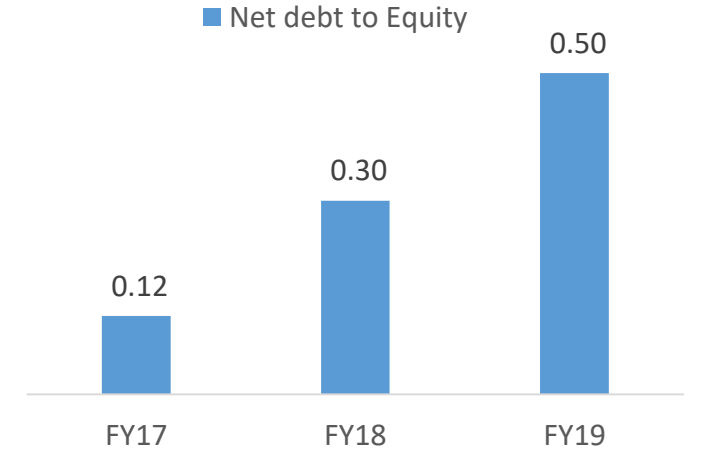
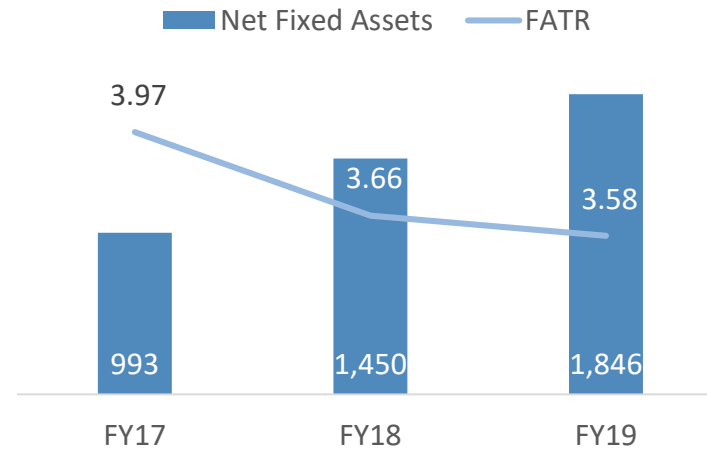
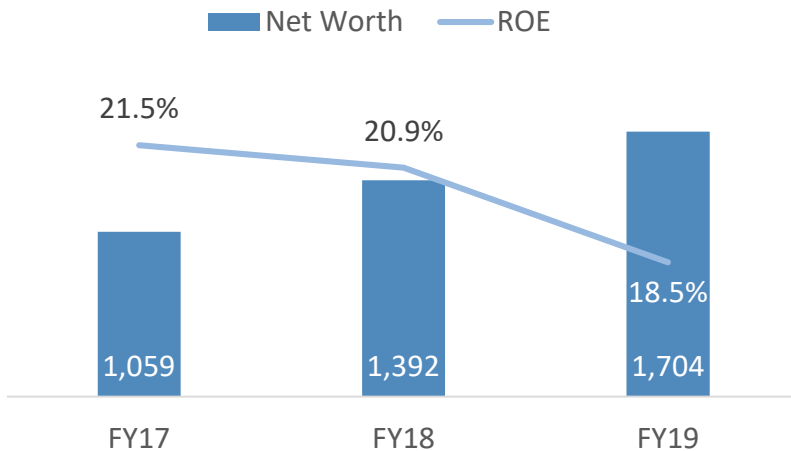


# Strong Balance Sheet:

## Building Shareholder Value year on year...



## Growth without stressing the Balance Sheet...







# Business Overview

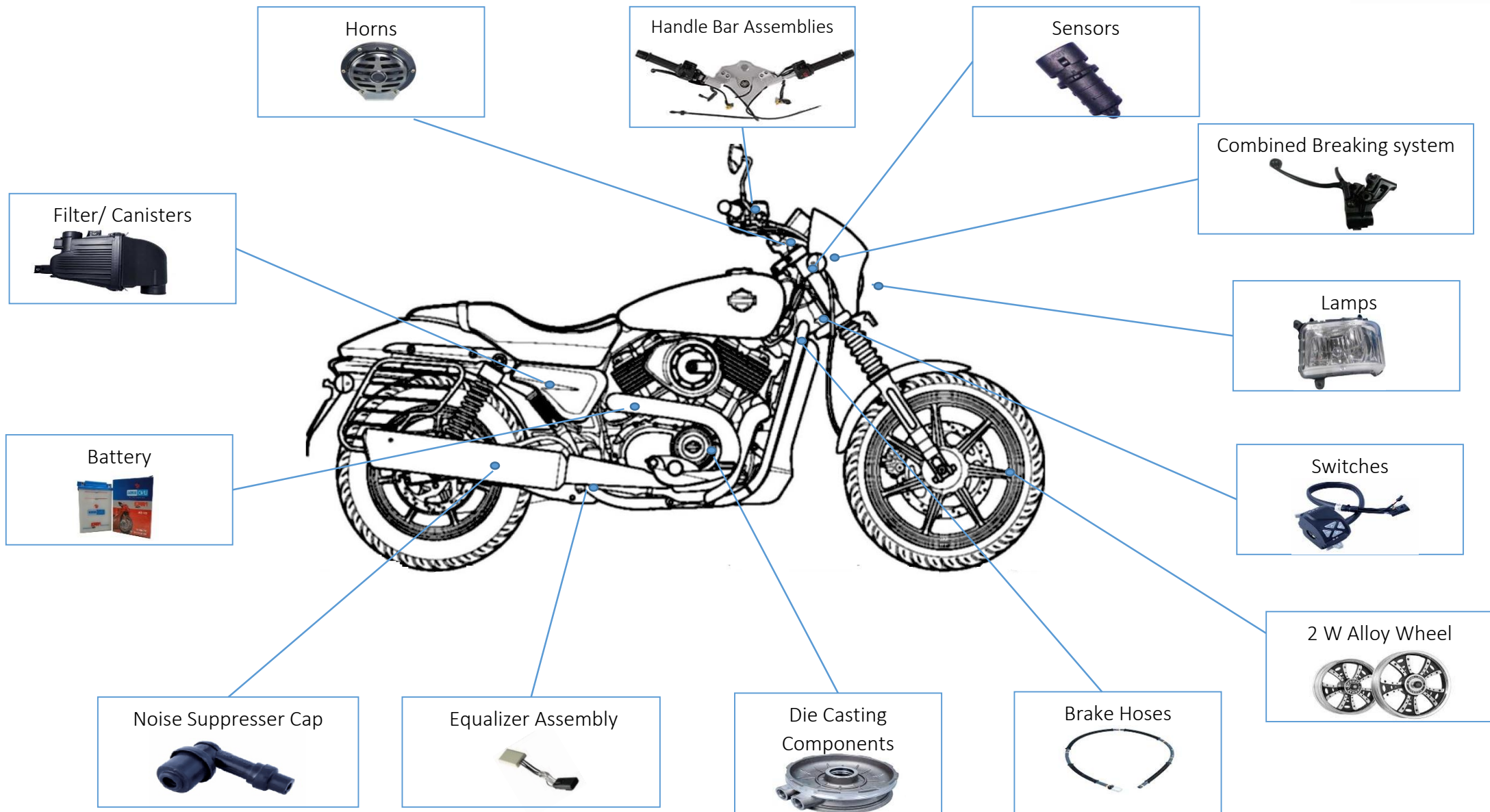
# Advent of EVs: Our Hedged Product Portfolio

S. No	Product Lines	Company Name	Technologies				
			BS VI	PEV	BEV		
		Approximate timelines	Revenue March 19	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		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

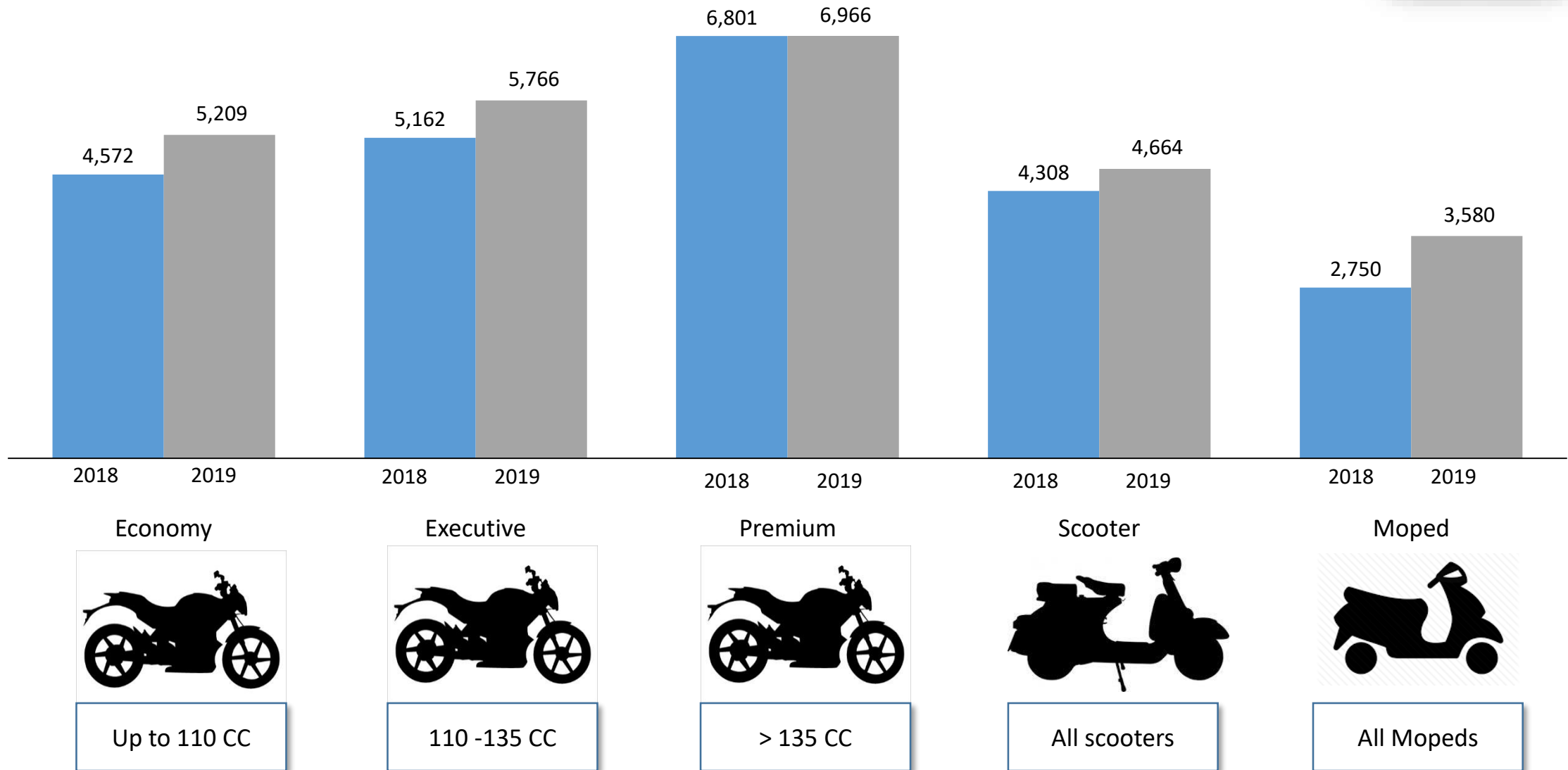
### Legend

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

# Group product portfolio – 2 Wheeler

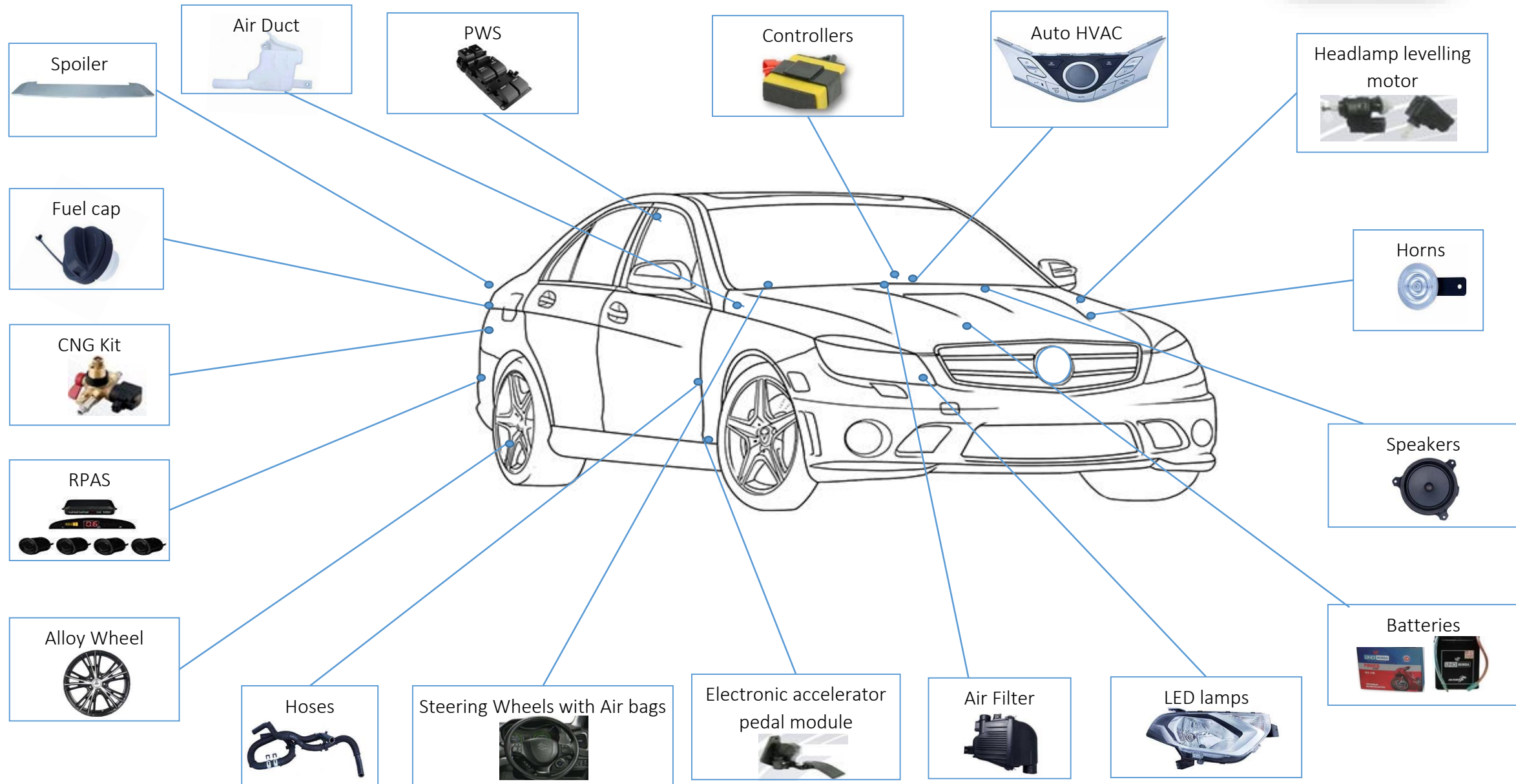


# Kit Value\* – 2 Wheelers

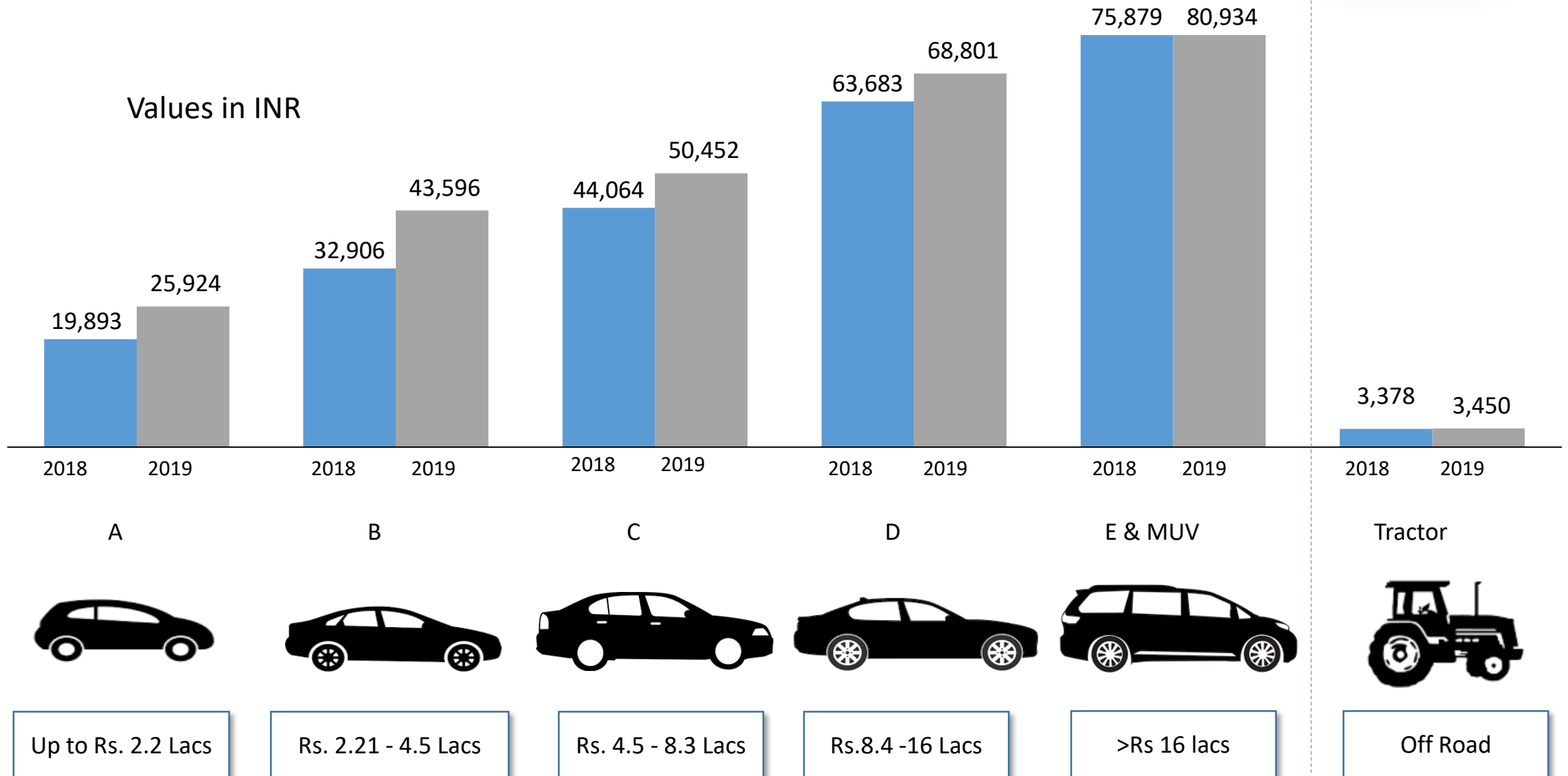


\*Contribution from Group Companies which are not yet consolidated is not included in the Kit Value

# Group product portfolio – 4 Wheeler



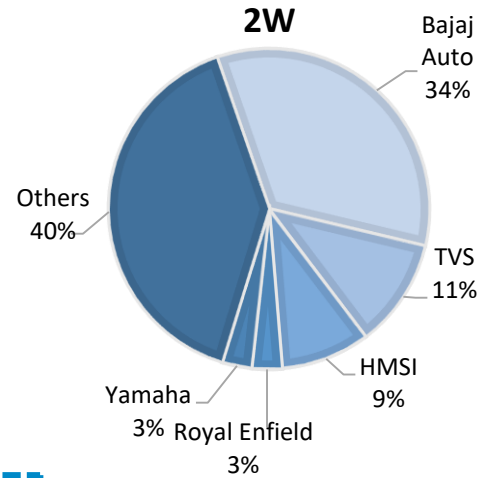
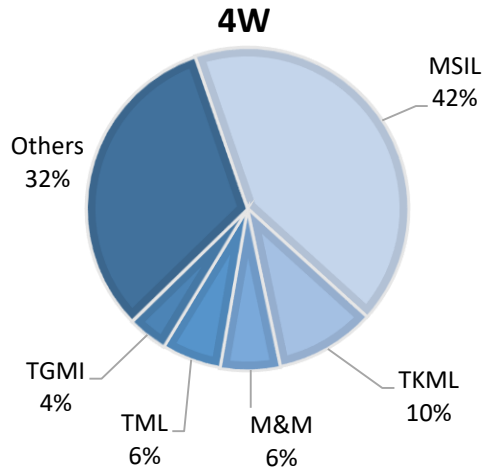
# Kit Value\* – 4 Wheeler PVs & Tractor



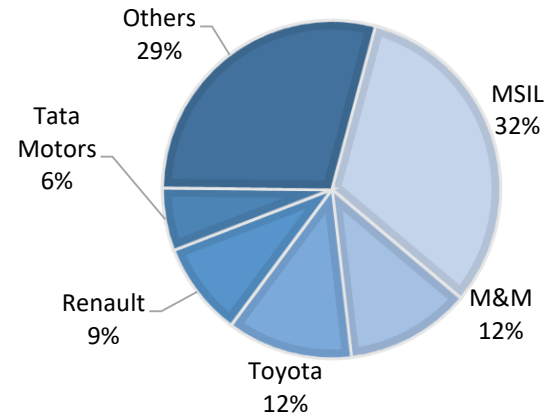
\*Contribution from Group Companies which are not yet consolidated is not included in the Kit Value

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

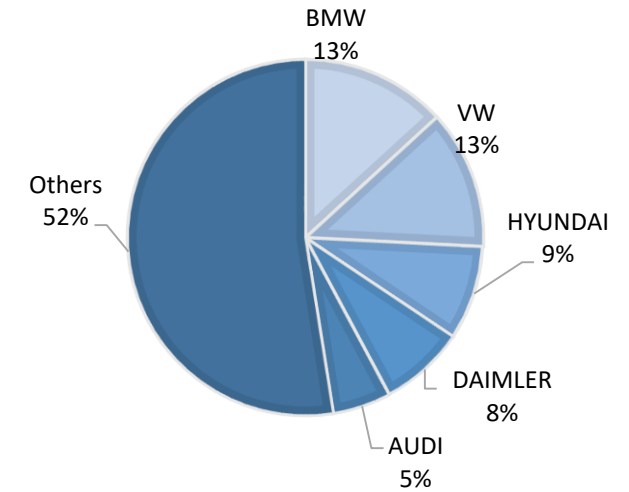
## Switching Systems



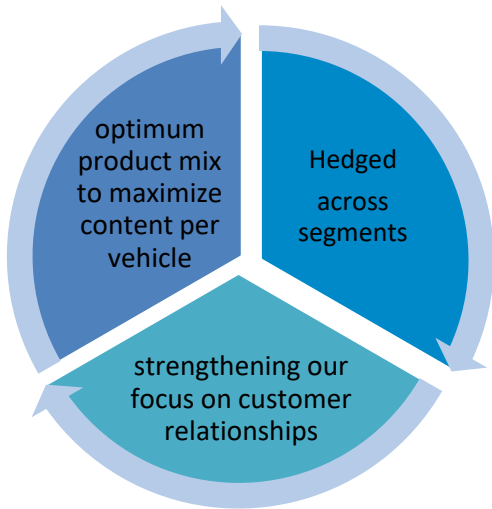
## Lighting Systems



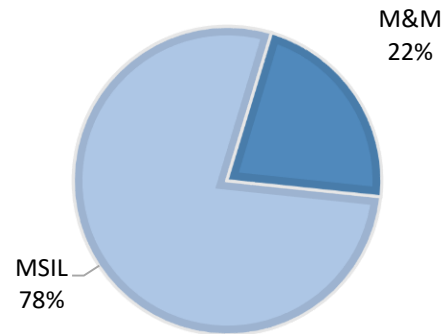
## Acoustics Systems



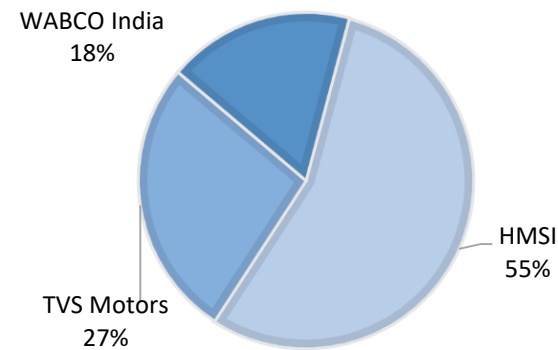
## Maximize Customer Value



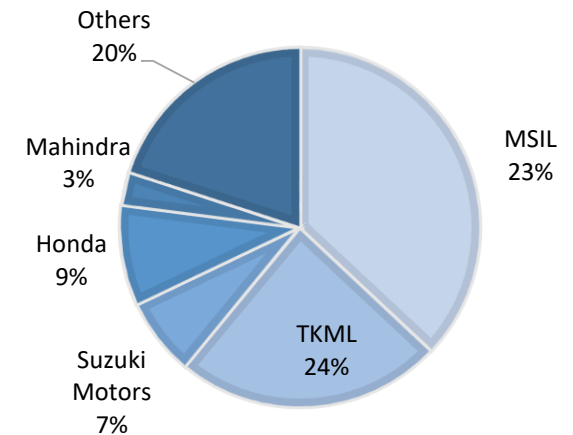
## Alloy Wheels (MKA)



## 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:

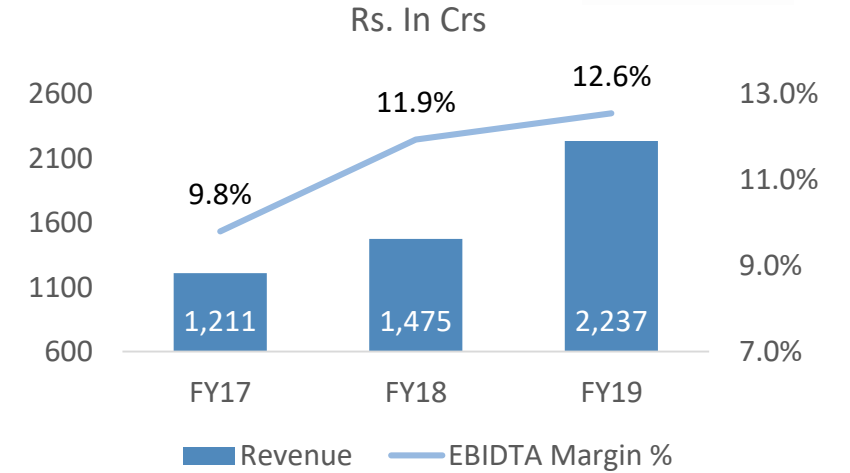
- Manesar
- Pune
- Pantnagar
- Hosur
- Aurangabad

### 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

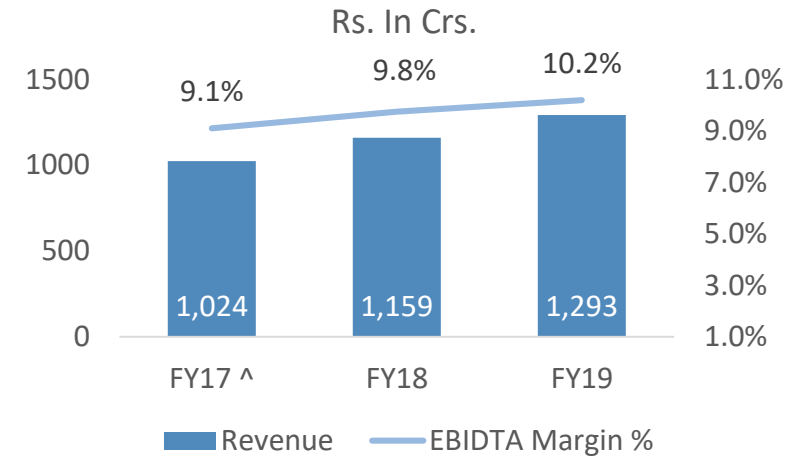
- Pantnagar
- Sonapat
- Haridwar
- Chennai

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

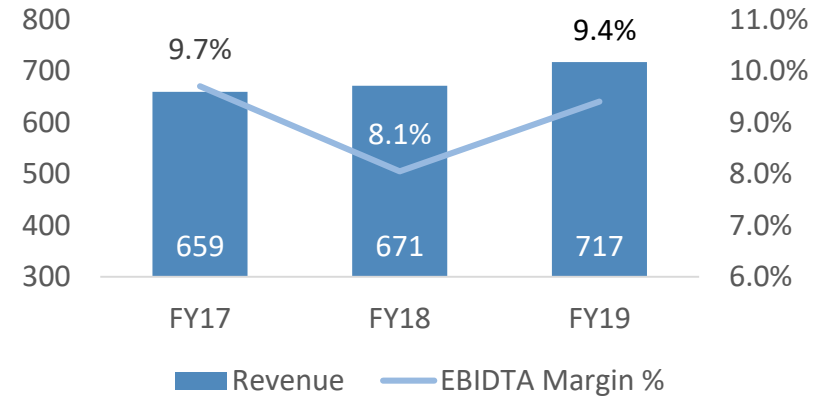
### MIL Facilities

- 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

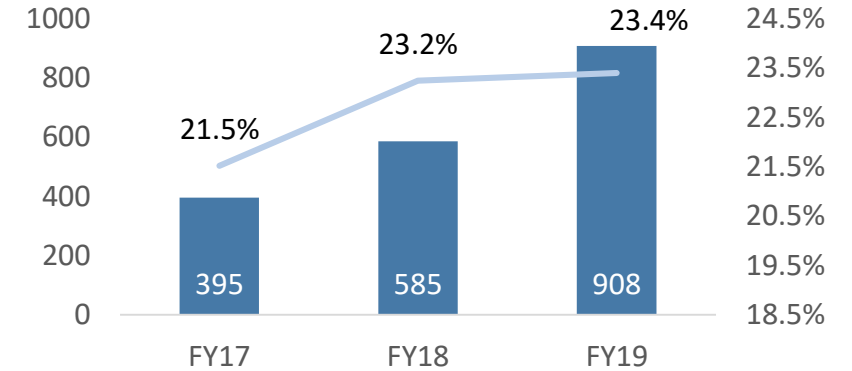
### Alloy Wheel

- 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

Note: Consolidated Data

## Products

### Other products

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

## End Use Segment

- 2Wheeler, 4Wheeler, Commercial Vehicle

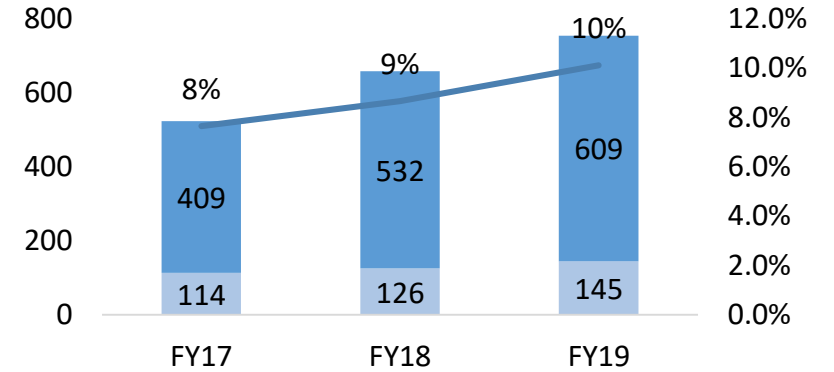
Key Customers:

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



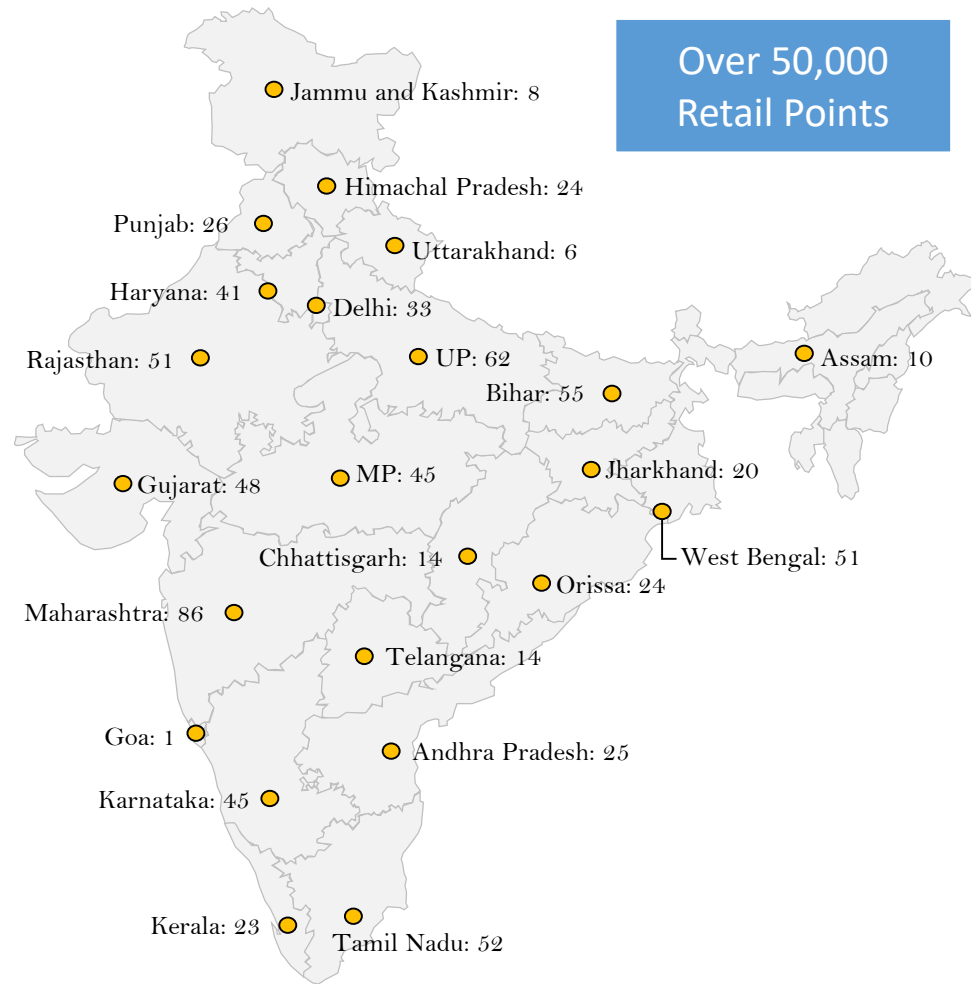
Blow Molding



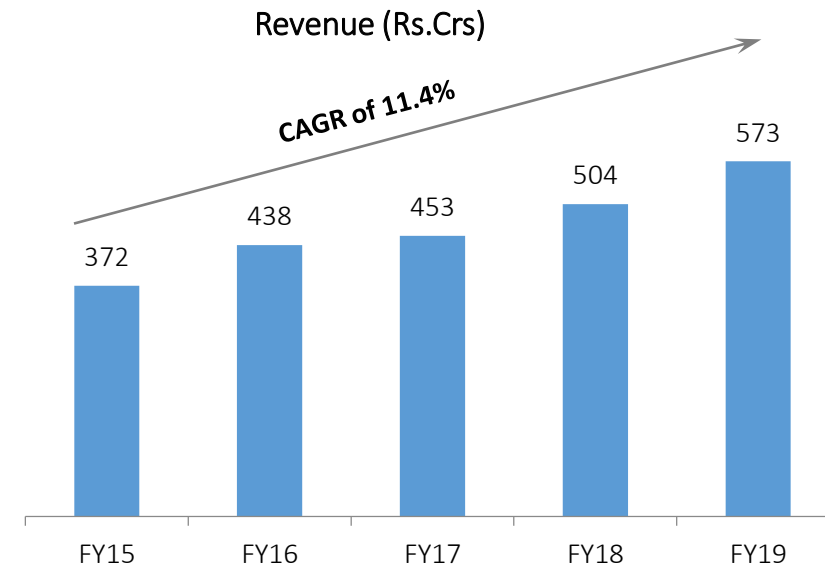
Battery

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



# Historical Financials

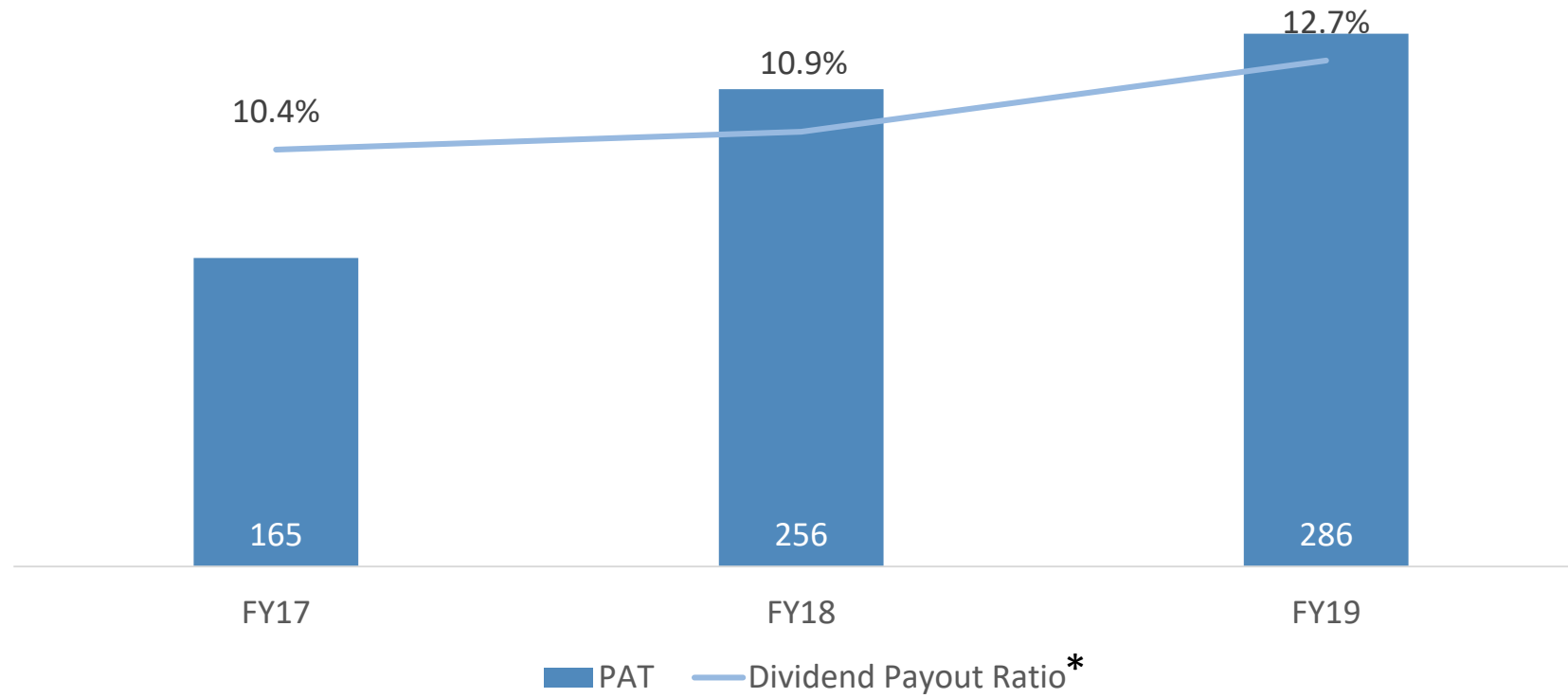
# Consolidated Profit & Loss Statement

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

## CERTIFICATIONS

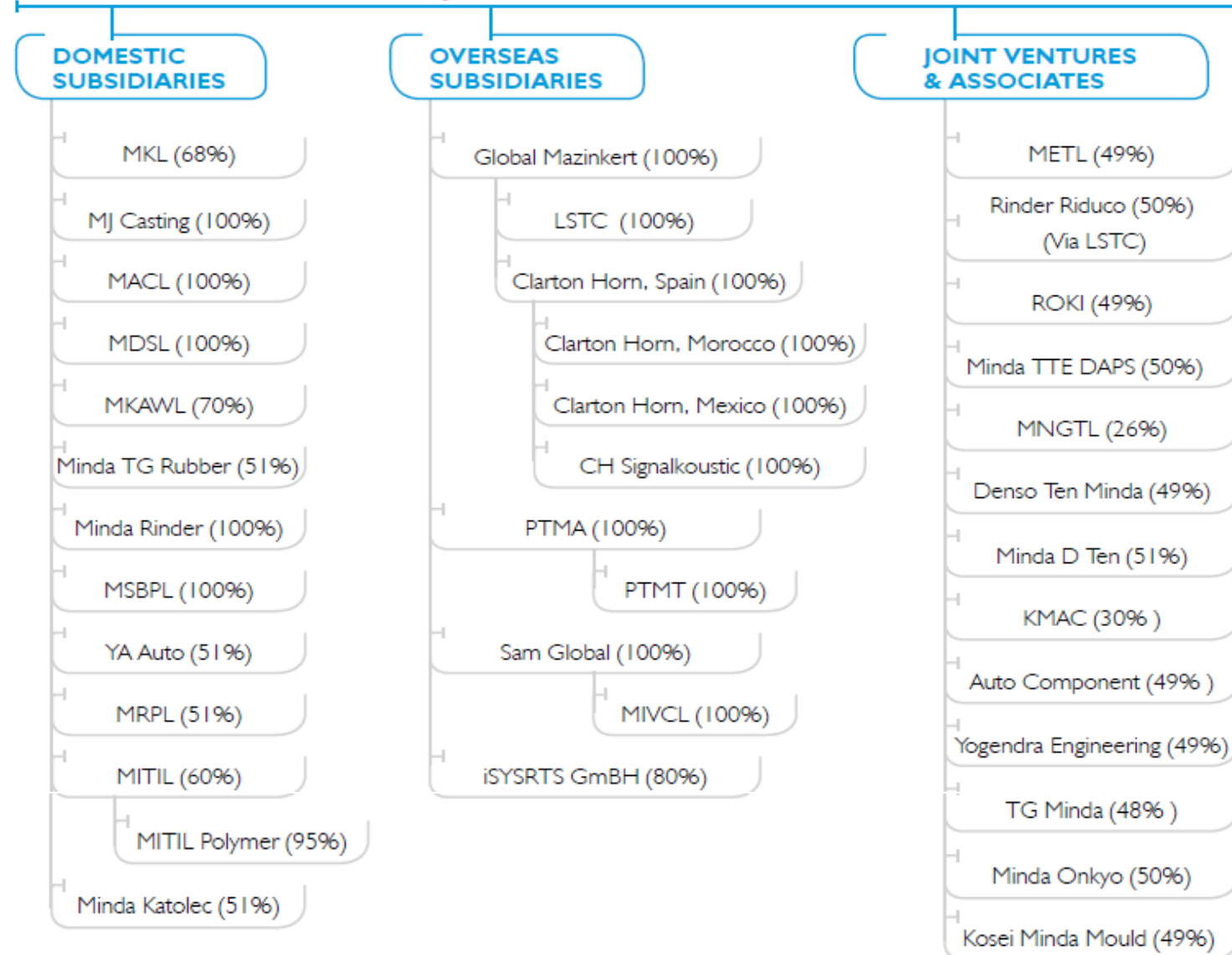


## RECENT AWARDS: 2018-19

<p>“Comprehensive Excellence” – UNO MINDA                  “Overall Performance” – MKL &amp; M DTEN                  “Quality Excellence” MTG &amp; Roki Minda                  “VA- VE” - MTG</p>	<p>“Special Support Award”                  MIL – Switch Division</p>	<p>“Delivery Management Award”                  M J Casting Ltd.                  “ Best QCDDM Performance”                  Roki Minda Co. Pvt. Ltd.</p>	<p>“Supplier Business Capability Award”                  MIL – Lighting Division</p>
<p>“National IP Award” in category Top Indian Company for Designs                  Minda Industries Ltd.</p>	<p>“Quality Excellence”                  MIL – Lighting Award</p>	<p>“Exceptional Support Quality”                  MIL – Lighting Award</p>	



## MIL'S SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES



MIL: Minda Industries Ltd.

MKL: Minda Kyoraku Ltd.

MACL: Minda Auto Component Ltd.

MDSL: Minda Distribution and Services Ltd.

MKAWL: Minda Kosei Aluminum Wheel Private Ltd.

MSBPL: Minda Storage Batteries Private Ltd.

PTMA: PT Minda Asean Automotive, Indonesia.

MIVCL: Minda Industries Vietnam Company Ltd.

LSTC: Light & Systems Technical Centre S.L. Spain.

ROKI: ROKI Minda Co. Pvt. Ltd.

METL: Minda Emer Technologies Ltd.

Riduco: Rinder Riduco, S.A.S., Columbia.

MNGTL: Minda NextGen Tech Ltd.

MRPL: Mindarika Private Ltd.

KMAC: Kosei Minda Aluminum Company Pvt Ltd.

TG Minda: Toyoda Gosei Minda India Pvt. Ltd.

PTMT: PT Minda Trading, Indonesia.

MITIL: MI Torica India Pvt. Ltd.

For further information, please contact:

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GM Finance  
[tripurarik@mindagroup.com](mailto:tripurarik@mindagroup.com)

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

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