

MINDA INDUSTRIES LTD

INSPIRED BY MOBILITY
DRIVEN BY TECHNOLOGY

Investor Presentation – November 2015





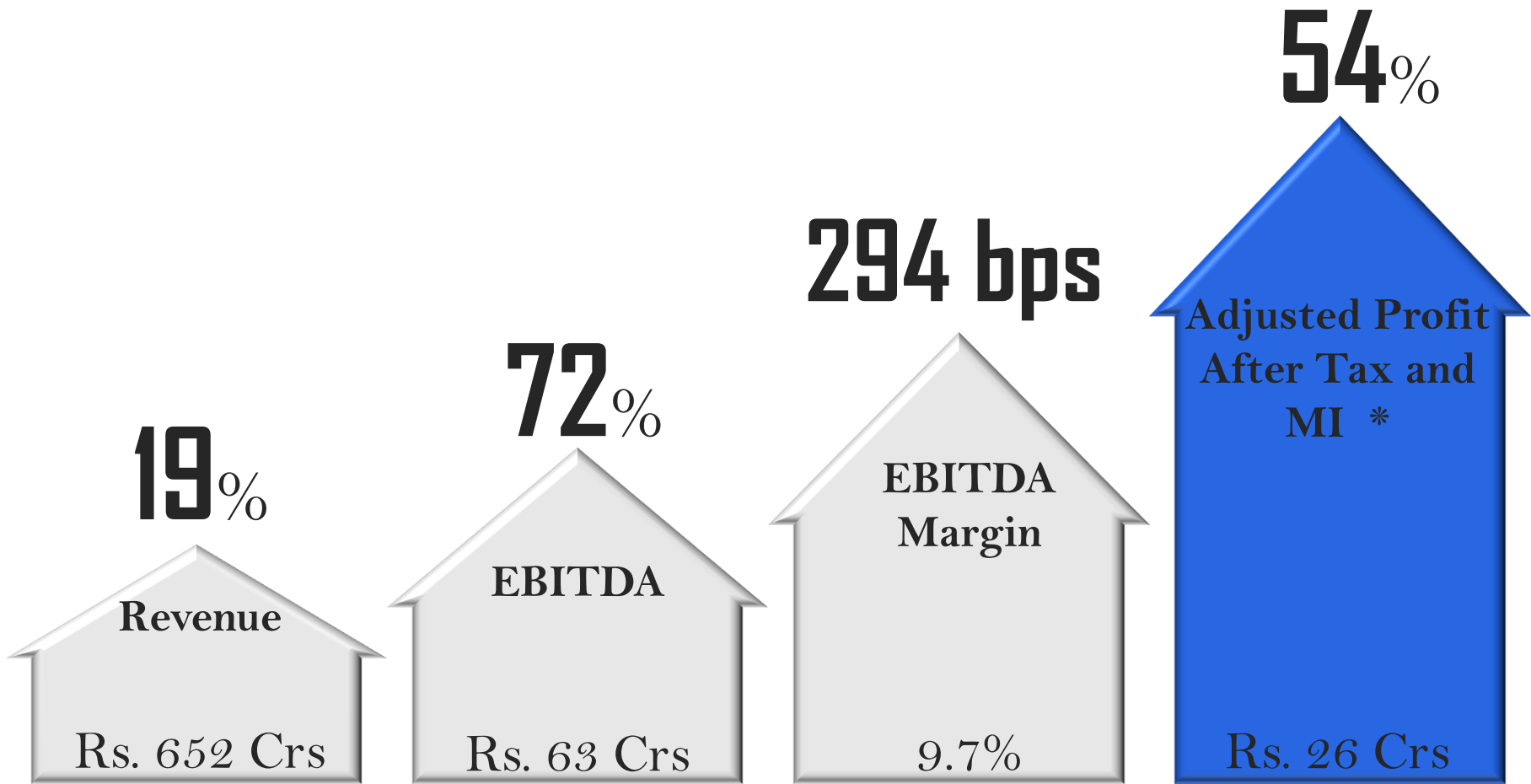
This presentation and the accompanying slides (the “Presentation”), has been prepared by Minda Industries Limited (the “Company”), solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or 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.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the auto ancilliary industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.



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

PTMA:

New Order

Horns Division:

New Orders

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

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

Alloy Wheel :

1st Shipment Executed

MJ Casting:

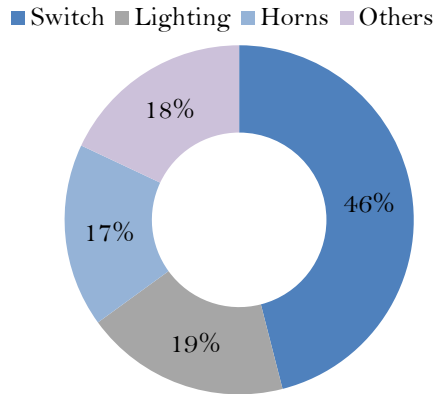
New Order

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

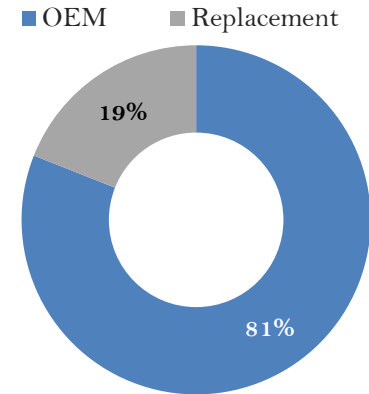


Consolidated Revenue Distribution – H1 FY16

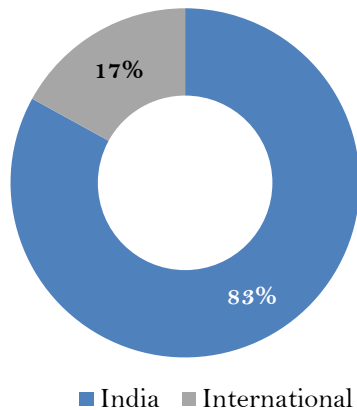
Product-wise Breakup



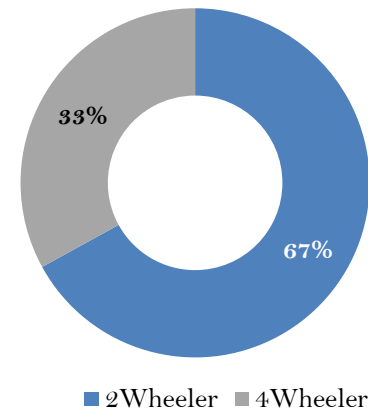
Channel-wise Breakup



Geography-wise Breakup



Segment -wise Breakup

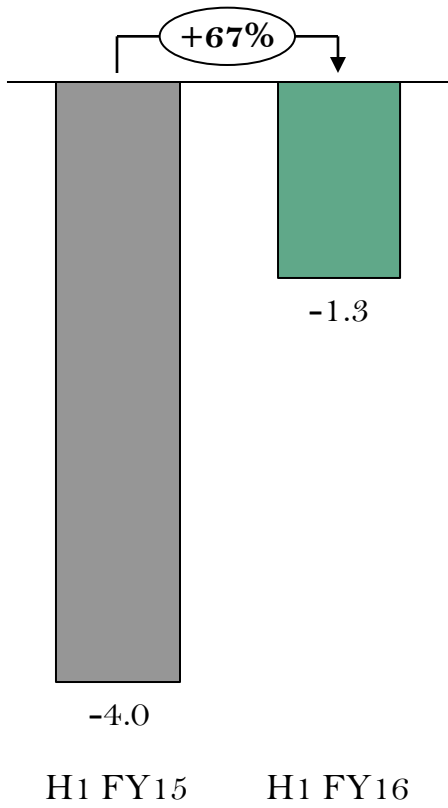


Visible Turnaround in Subsidiaries

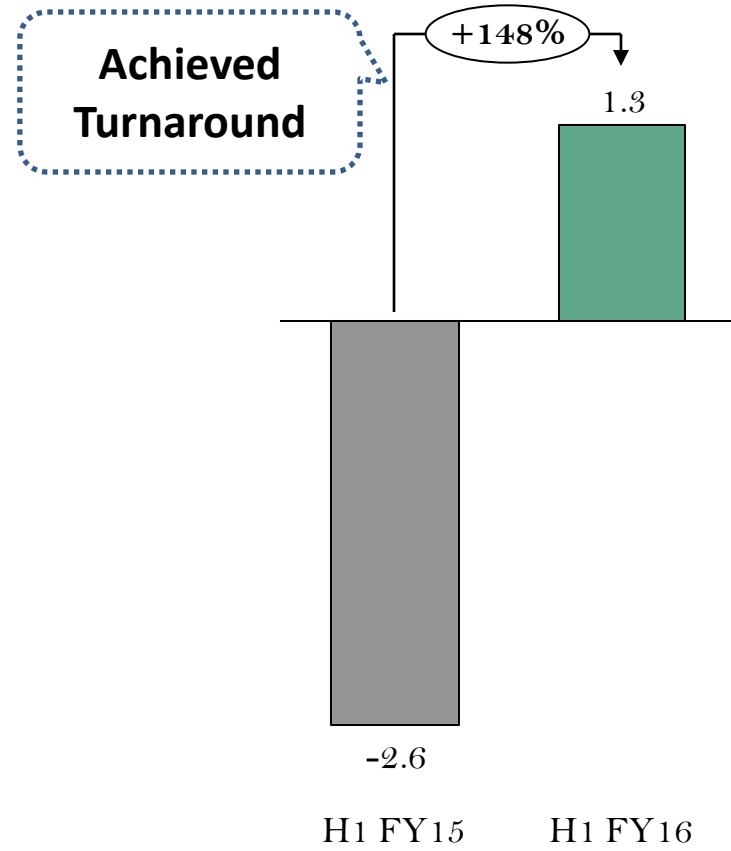


Rs.Crs

PBT – MJ Casting Ltd



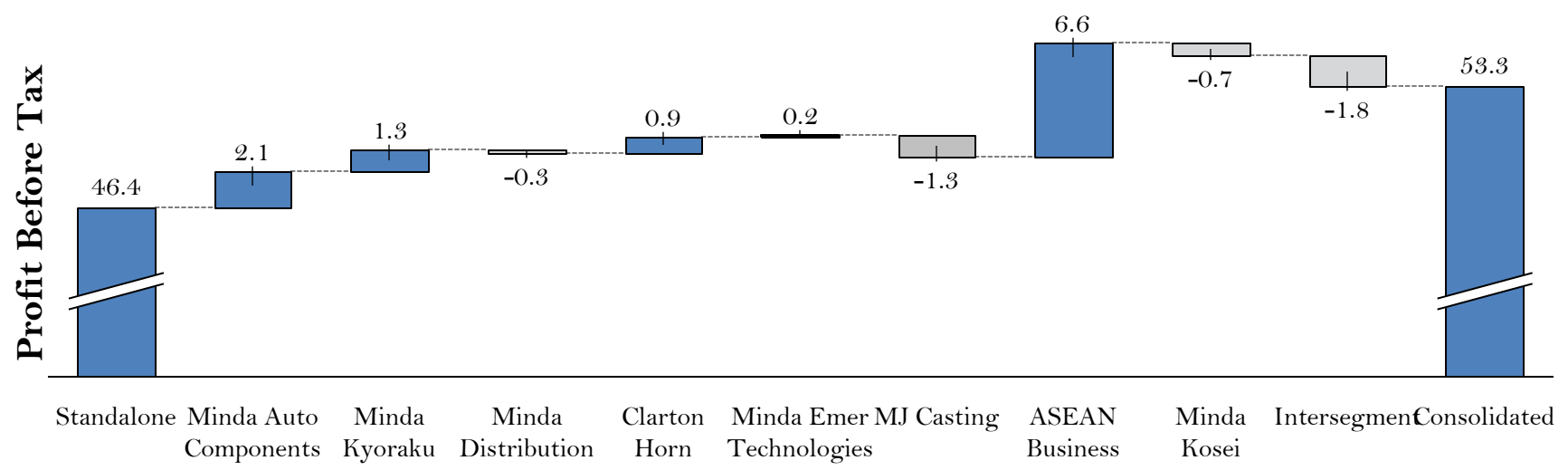
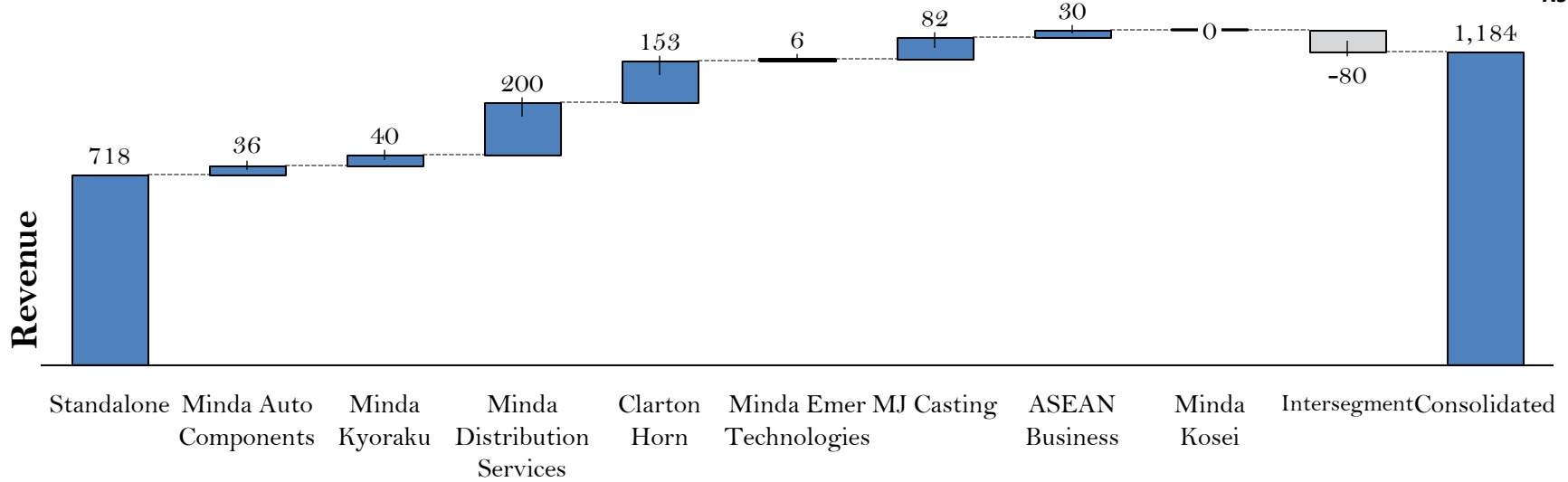
PBT – Minda Kyoraku Ltd





Rs.Crs

Entity-Wise Break-Up : H1 FY16

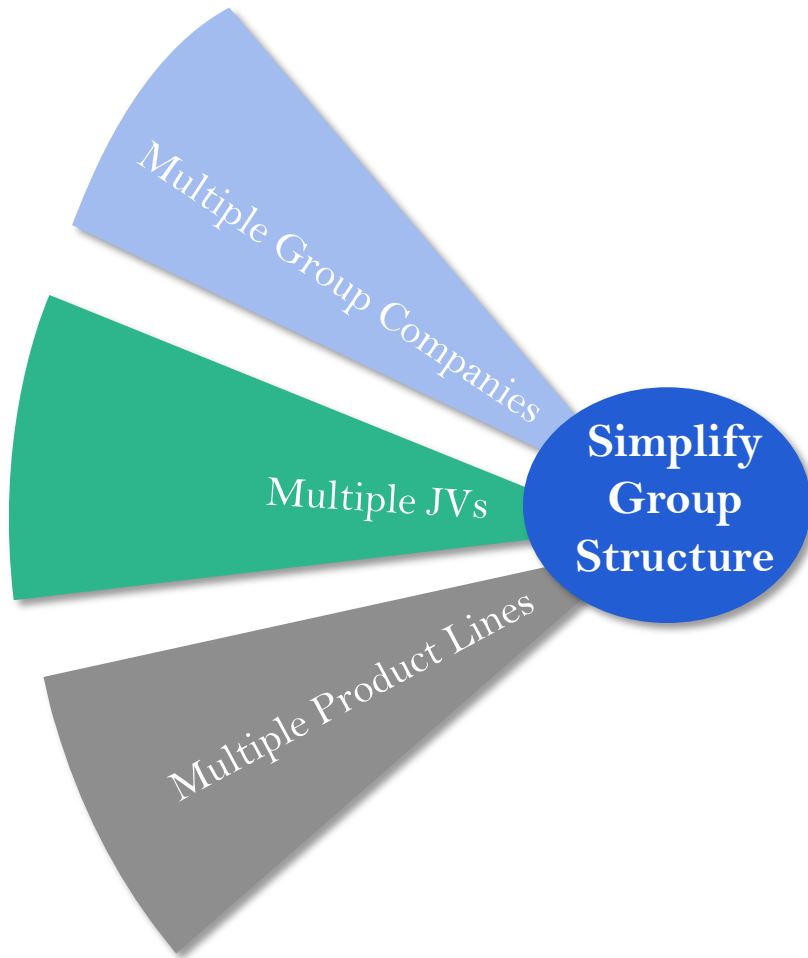




Company Overview



“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

Leading Player in Automotive
Switch, Horns, Lightings



More than **100+** product
patents registered

Partnered with **9** Global
Technology Players

More than **120+** design registration

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

Global Presence across **3**
Continents

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

**Automotive
Lighting**

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



Product Innovation & ...





... Process Efficiency...

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"



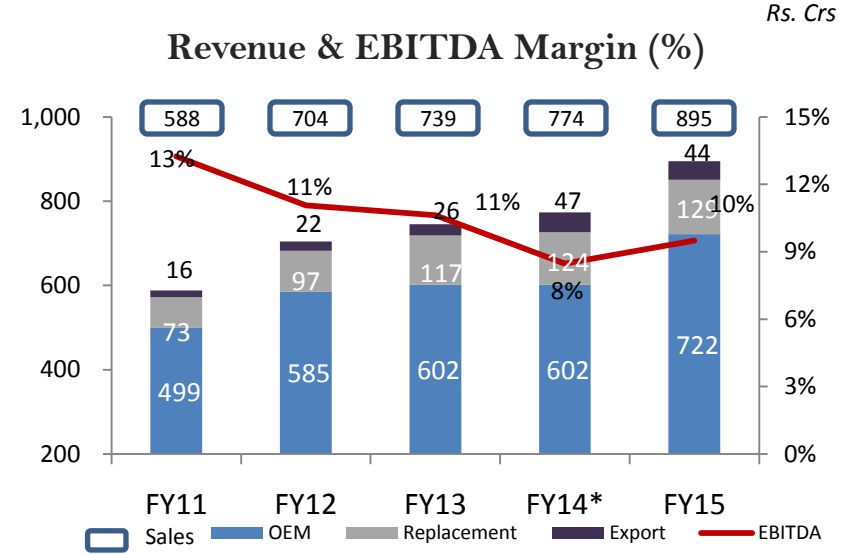
Business Overview



Switches – Extending Leadership position to global markets

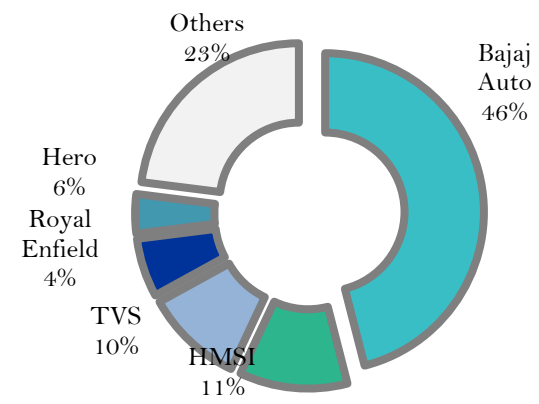
- **India's largest manufacturer** of Automotive switches, with more than 5 decades of experience with market share of ~67%
- **End-User Segment Serviced** : 2/3 Wheeler & Off-road
- Present in 4W switches through associate company
- **Manufacturing Facilities across India:**
 - Manesar Pantnagar
 - 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



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

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

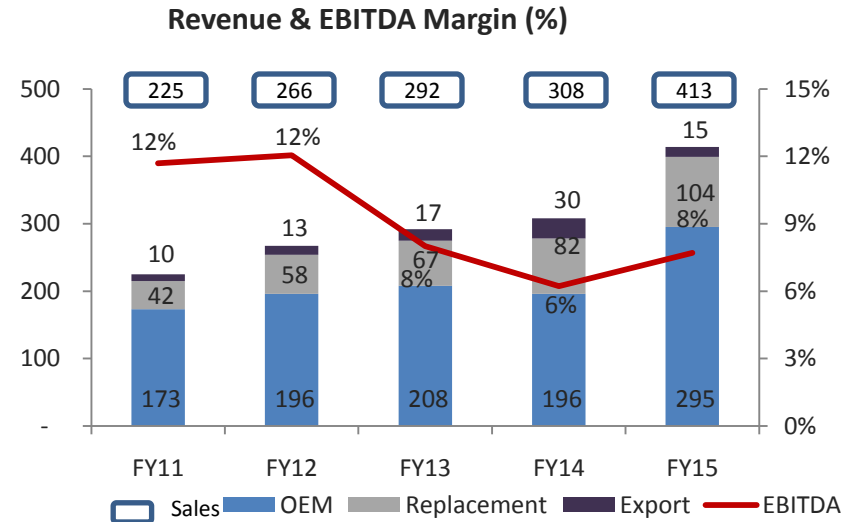
Key Events :

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

Focus Area:

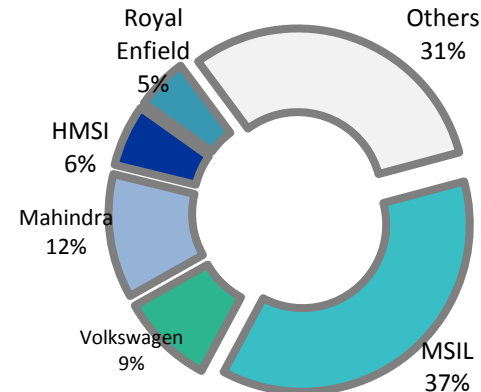
- To be “Primary Supplier” to OEMs
- Increase product mix towards Headlamps
- Improve Utilization levels

Rs.Crs



EBITDA margins impacted in FY14 on a/c of increase in fixed overheads

Diversified OEM Mix [FY15]

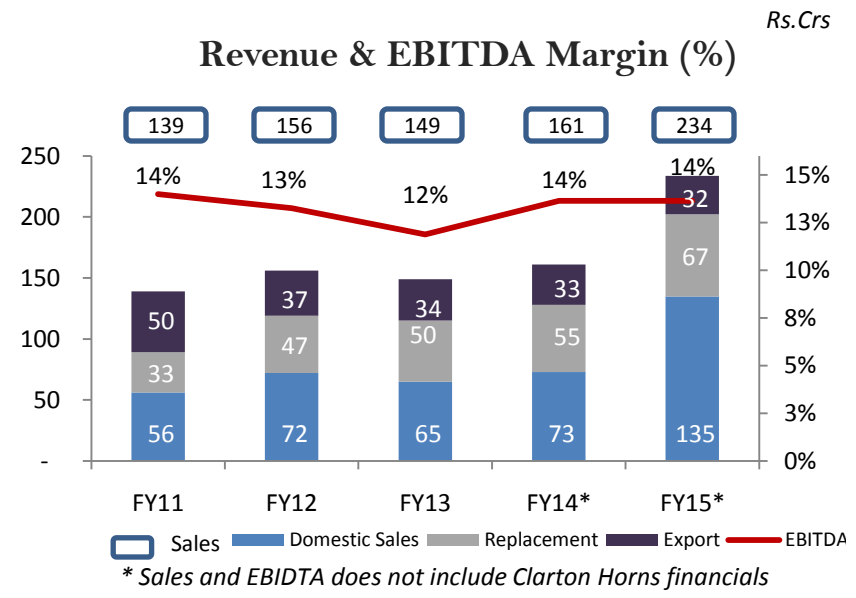




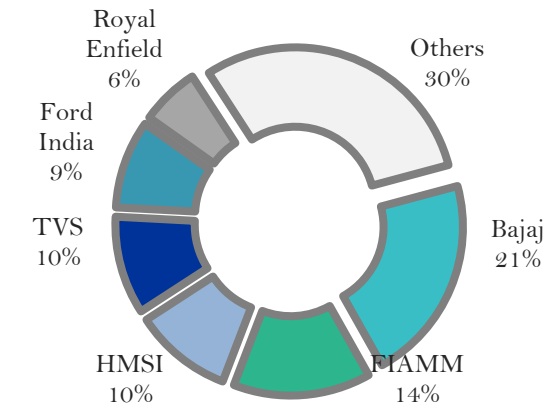
Horns – Strengthening leadership position...

- 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

- 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



Diversified OEM Mix [FY15]





... 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**



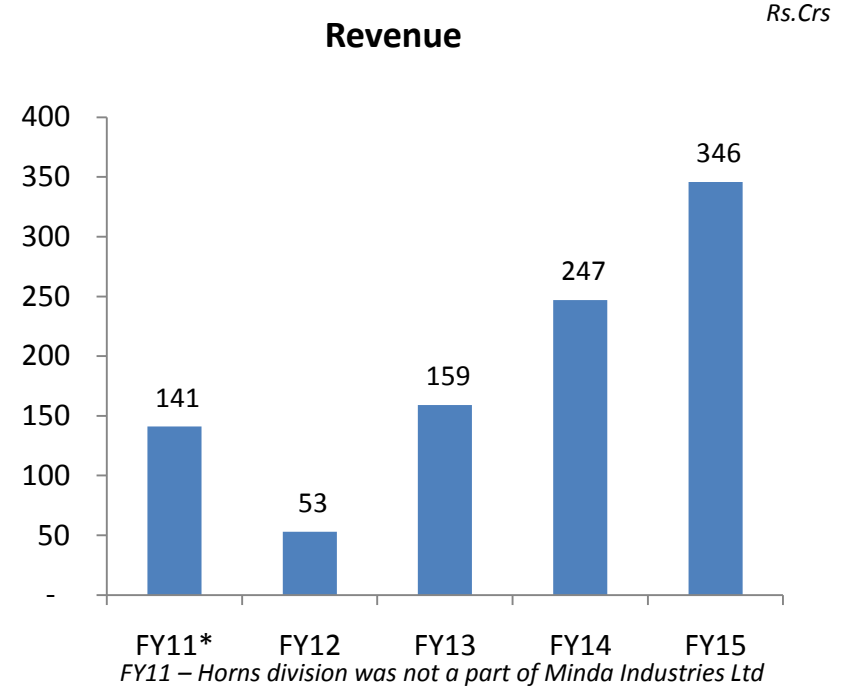
... to leverage OEM relationships and retail network to tap alloy wheels market



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



Diversified OEM Mix

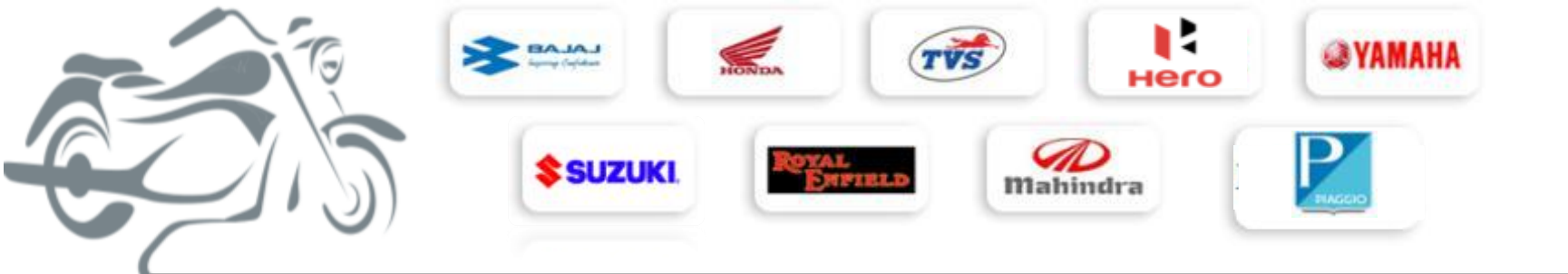
Logos of OEMs: TVS, MARUTI SUZUKI, BAJAJ, TOYOTA, HONDA, Mahindra, TATA, NISSAN, GM.

Deep Rooted Relationships



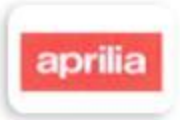


Dominant Supplier among Domestic Customers





Established Player across Global Customers



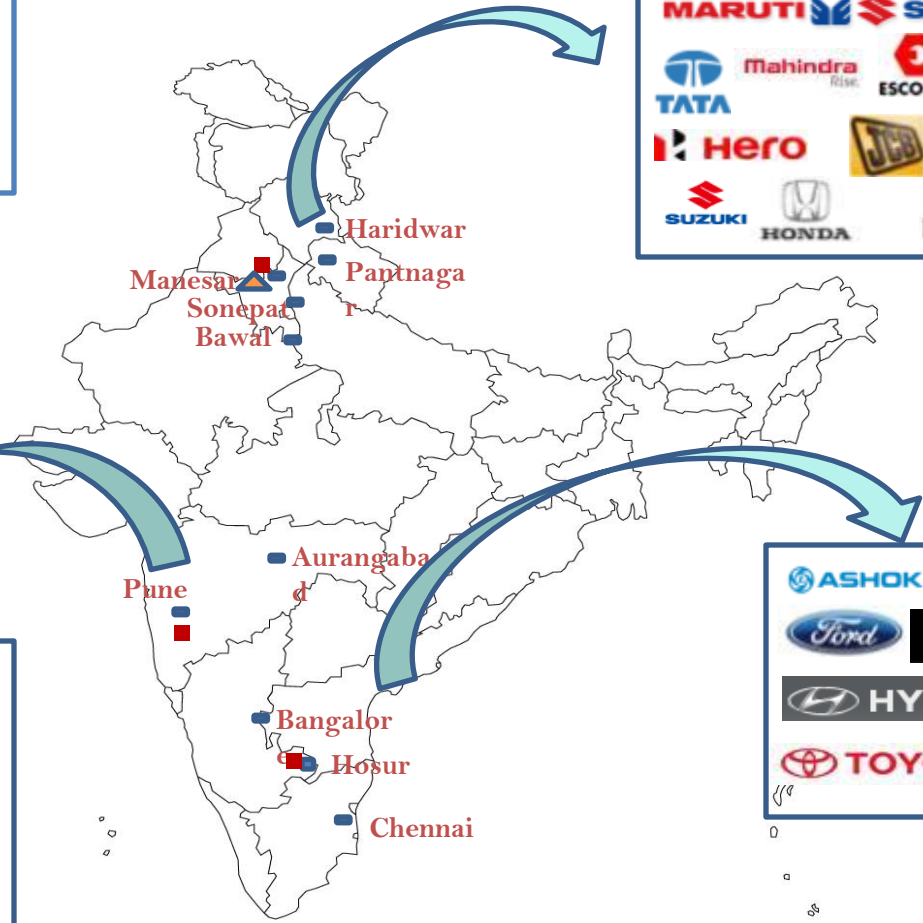


Extensive Manufacturing Presence



Strategically located in Automotive Hubs

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





Advantage

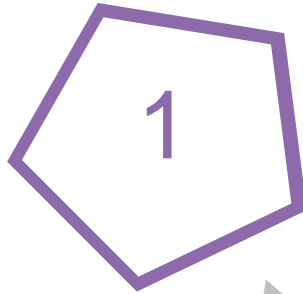
MINDA INDUSTRIES



Advantage MINDA INDUSTRIES

Leadership Position

India's largest player in 2W / 3W Switches
World's 2nd largest player in Horns



Global Technology

Access to global technology through
Technical Arrangement with world
leaders

Established OEM Presence

Dominant among Domestic OEMs
viz., MSIL, HMCL, Bajaj, TVS

Established Global presence across
OEMs viz., Yamaha, Suzuki,
Kawasaki, Hyundai, etc

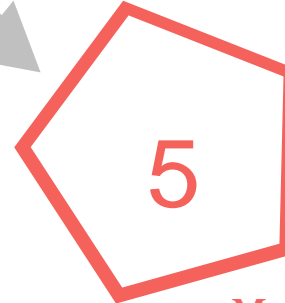
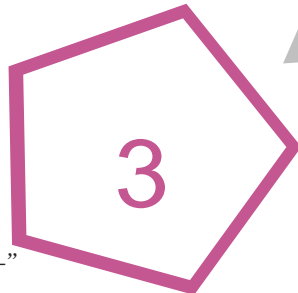


Deep Foothold in Aftermarket

More than 500 business partners &
10,000 retailers

Strong Financial Profile

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

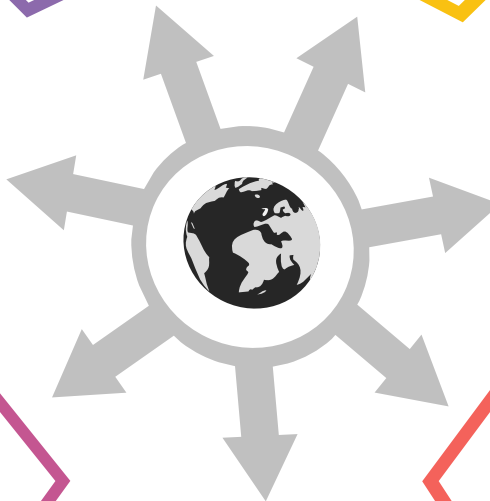


Manufacturing Locations

Strategically located in all automotive hubs in India
Global Presence with acquisition of Clarton Horn

Strong R&D Capabilities

100+ product patents registered
120+ design registrations



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	Rs. Crs.	Sep-15	Mar-15
<i>Shareholder's Fund</i>			<i>Non-current assets</i>		
Share capital	19	19	Fixed assets	575	421
Reserves & Surplus	412	346	Non Current Investments	32	26
<i>Minority Interest</i>	<i>75</i>	<i>21</i>	Long-term loans and advances	43	31
<i>Non-current liabilities</i>			<i>Current assets</i>		
Long term borrowings	148	97	Current Investments	2	2
Other non-current liabilities	31	29	Inventories	163	141
<i>Current liabilities</i>			Trade receivables	343	289
Short term borrowings	167	112	Cash and bank balances	38	28
Trade Payables	304	267	Short-term loans and advances	71	54
Other current liabilities	132	105	Other current assets	20	5
Total Liabilities	1,288	997	Total Assets	1,288	997

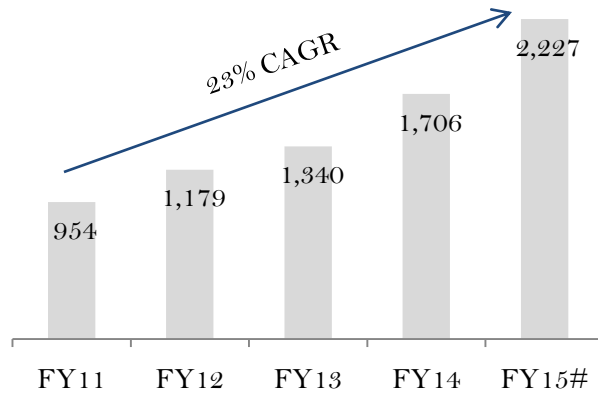


Rs.Crs

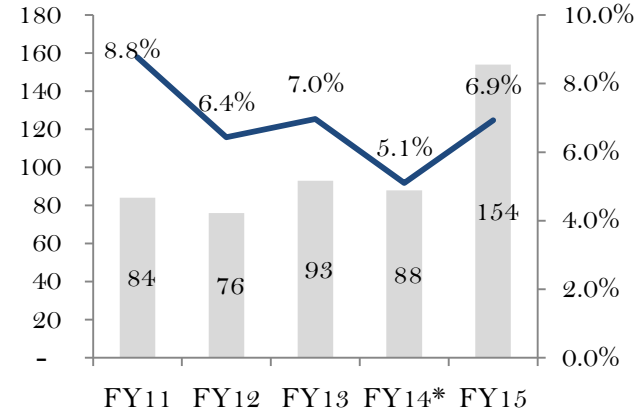
Consolidated

Improving Profitability with Strong Balance Sheet

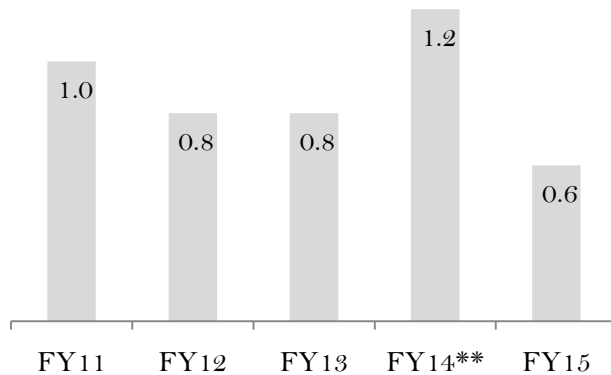
Revenue



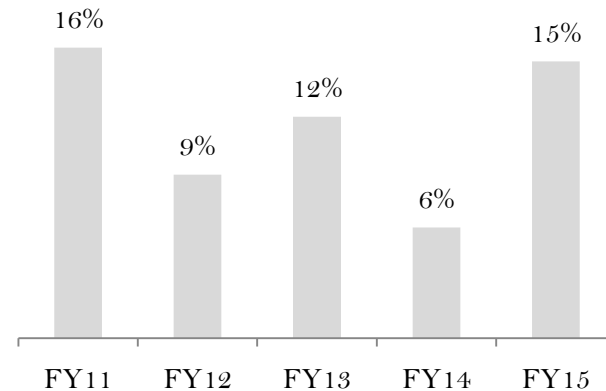
EBITDA & EBITDA Margin



Debt : Equity



ROCE (%)



Notes;

FY15 Sales inclusive of 15M Clarton Sales

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

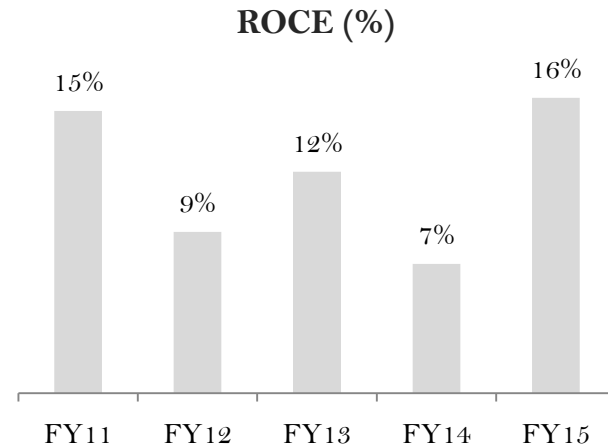
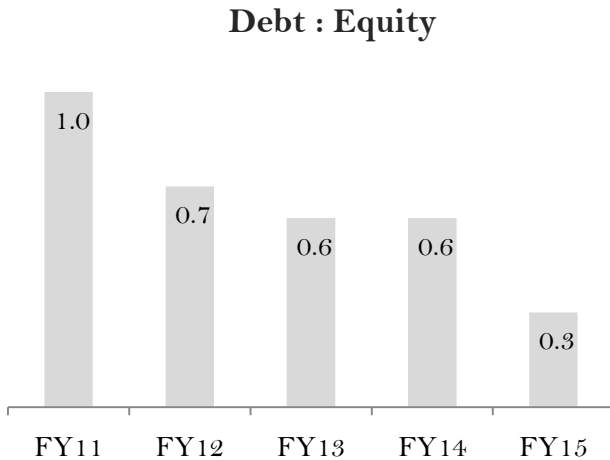
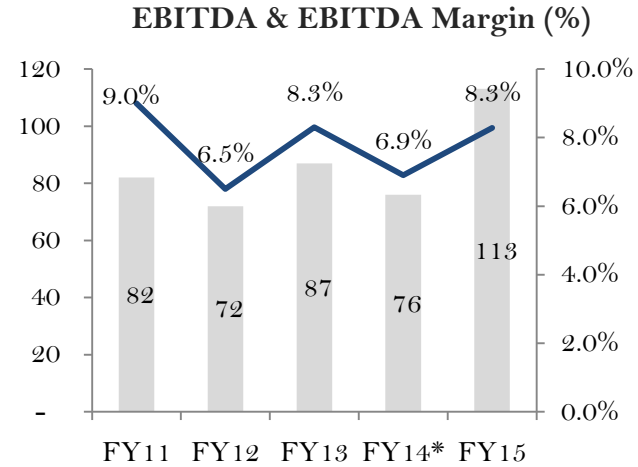
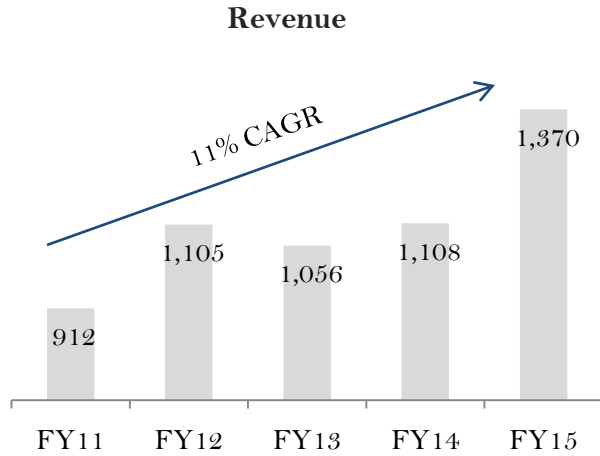
** FY14 debt increased on account of acquisition related debt



Rs.Crs

Standalone

Improving Profitability with Strong Balance Sheet



Notes;

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

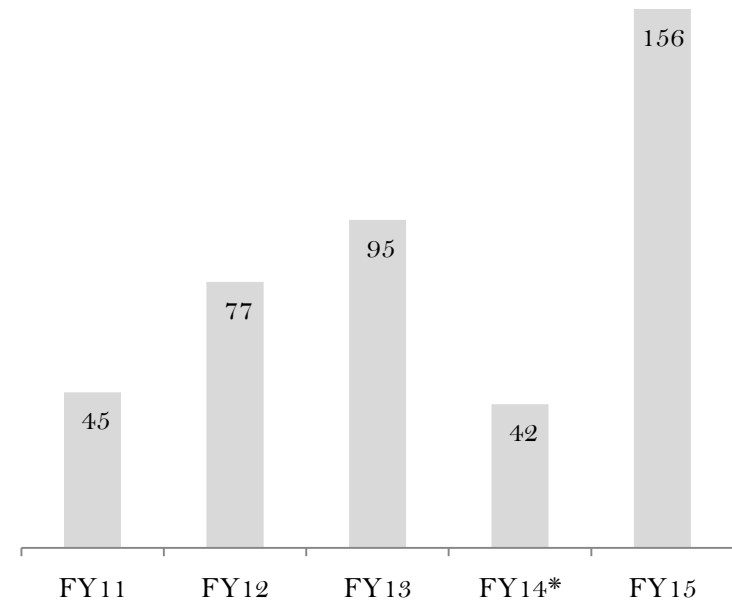
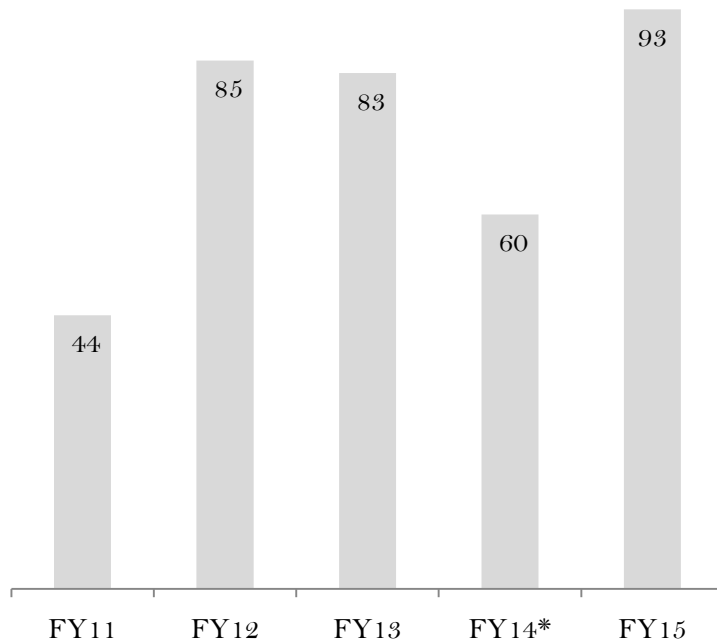
Strong Operating Cashflows



Rs.Crs

Standalone

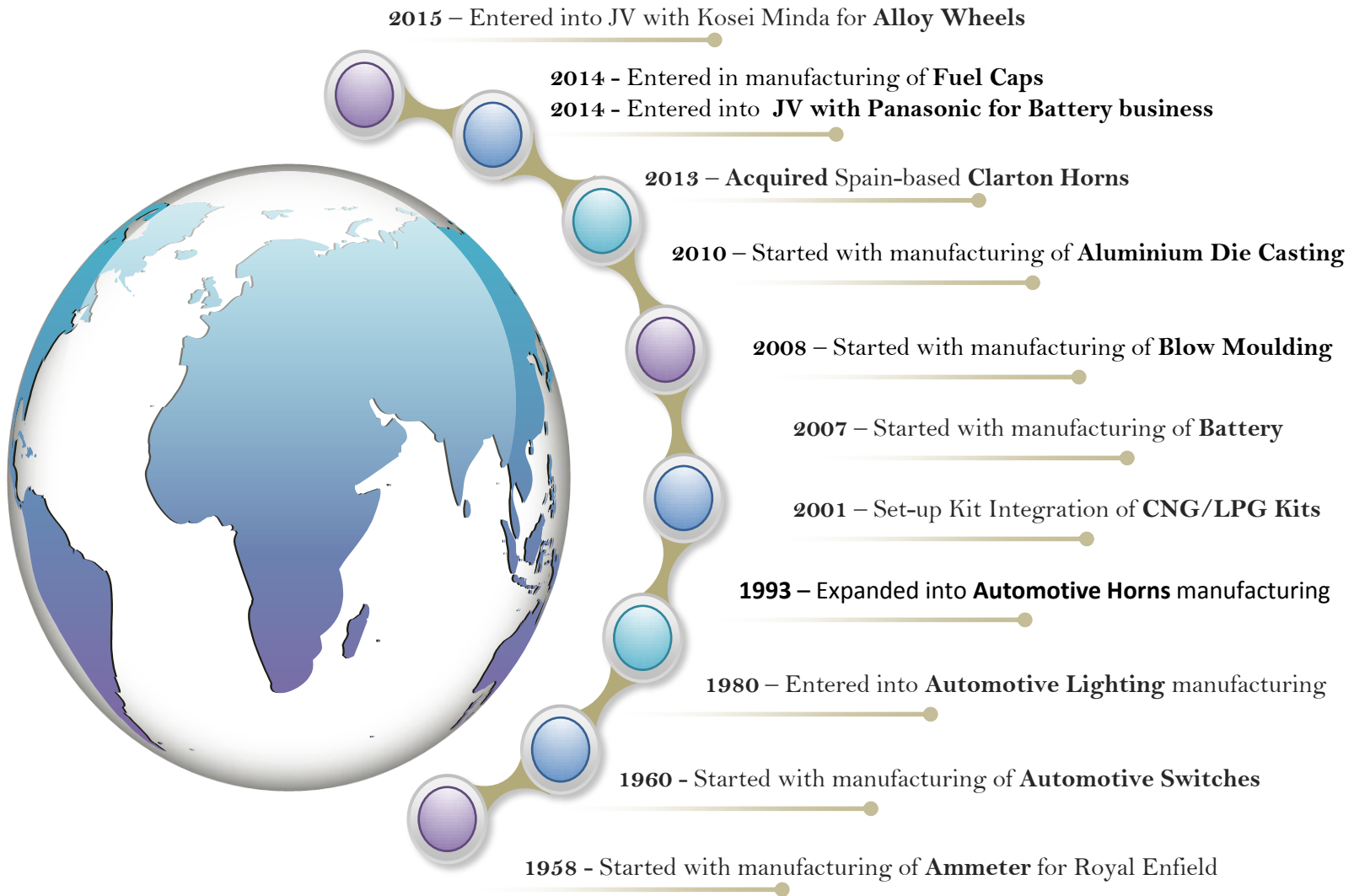
Consolidated



*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

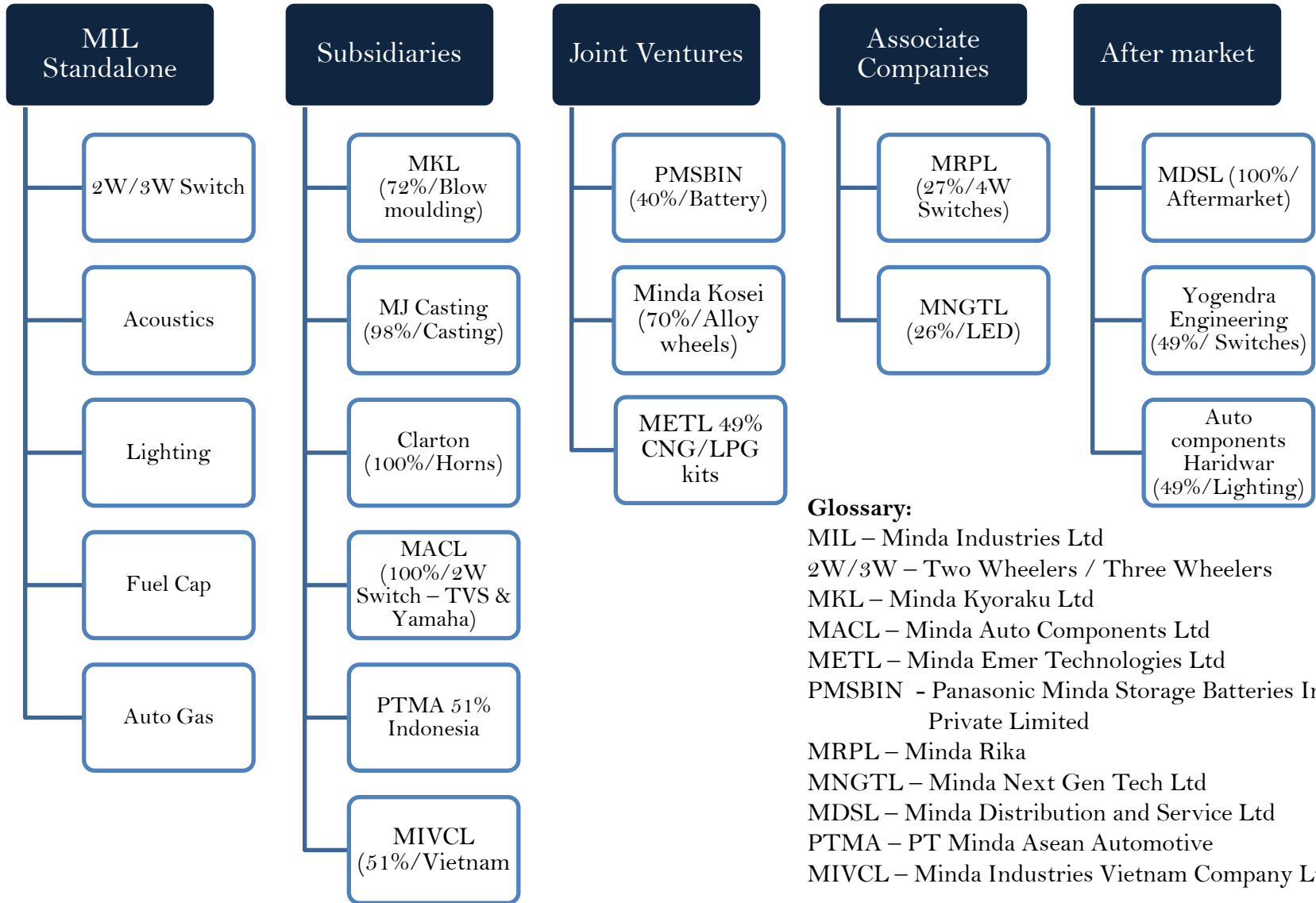
Internal Auditors

Protiviti , a Global
Consulting firm is our
Internal Auditor

Professionally Qualified Management Team



Group Profile: Products & Structure



For further information, please contact:

Company :

Minda Industries Ltd.
CIN : L74899DL1992PLC050333
Mr. Tripurari Kumar
tripurarik@mindagroup.com

www.mindagroup.com

Investor Relations Advisors :

Strategic Growth Advisors Pvt. Ltd.
CIN : U74140MH2010PTC204285
Ms. Sanjita Ghosh / Mr. Shogun Jain
gsanjita@sgapl.net / jshogun@sgapl.net

www.sgapl.net
