

February 07, 2022

The National Stock Exchange of India Ltd  
Exchange Plaza, C-1, Block G  
Bandra – Kurla Complex  
Mumbai 400051

The Department of Corporate Services  
BSE Limited,  
P.J. Towers, Dalal Street  
Mumbai 400001

Scrip Symbol: SANSERA

Scrip Code: 543358

Dear Sir/ Madam

**Subject: Investors Presentation**

Please find attached a copy of Investors presentation that would be used in the call tomorrow at 11.30 am on the unaudited financial results of the Company for the quarter and nine months' ended on December 31, 2021.

The above presentation will also be made available on the website of our Company at [www.sansera.in](http://www.sansera.in).

Kindly take the same in your record.

Thanking you,

**for Sansera Engineering Limited**



**Rajesh Kumar Modi**  
**Company Secretary and Compliance Officer**  
**M.No. F5176**

Encls: a/a

**SANSERA ENGINEERING LIMITED**

(Formerly Sansera Engineering Pvt Ltd)

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E-mail id: info@sansera.in Website: www.sansera.in CIN: L34103KA1981PLC004542

**SANSEERA**  
*ideas@work*



**Investor Presentation  
February 2022**

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# Q3 & 9M FY22 Highlights





Sansera has been selected to be a recipient of a 2021 “**General Motors Overdrive Award**” at the General Motors’ 30<sup>th</sup> annual Supplier of the Year awards.

**Sansera is receiving the Overdrive Award for Launch Excellence for development and support of 6.2L small block connecting rod for full size truck engines.**

This award demonstrates the robust collaboration and valued partnership between Sansera and General Motors. This paved the way for further opportunities for us with GM. Also, with this testament of our deep domain expertise, we shall be able to expand our global customer base and win more business

# General Motors

30<sup>th</sup> annual  
**supplier**  
of the **year**  
**2021**

The Overdrive Awards recognize outstanding achievement in one of GM’s six GPSC Priorities that enable GM to navigate its business results with focused initiatives and cutting – edge culture.

# Key order wins as part of recent business diversification efforts

Sector	Auto xEV
	Chassis Part for 2W E Scooter from a leading Indian OEM
2W	Suspension Parts for 2W e-Motor cycle
	Drivetrain Parts for 2W e-Motor cycle
PV	Motor Rotor Shaft for Indian Arm of a leading Japanese Tier 1 Supplier

Sector	Auto Tech Agnostic
	Drivetrain Parts a leading European OEM
CV	Additional business for braking system components for Global Tier 1 supplier

Sector	Non-Auto
Off-road	Chassis parts for global OEM of recreational vehicle
	Structural parts for light utility helicopter
Defence	Ammunition accessory for fighter aircraft

### Key Quarterly Business Wins

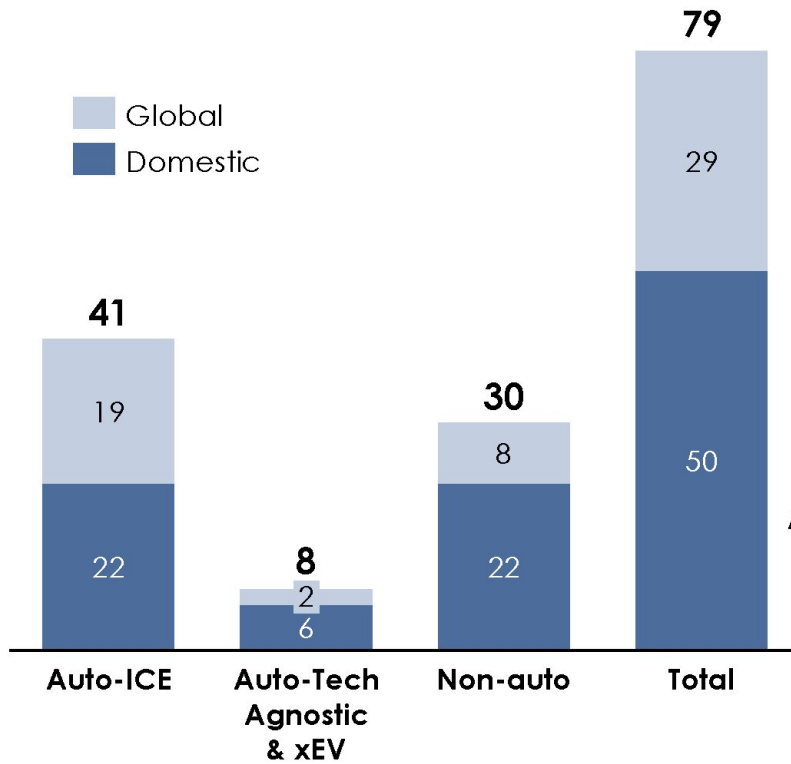
- › New business acquisition is ~Rs. 1,950 Mln (matured annual revenue)
- › Export - 65%; Domestic - 35%
- › xEV + Technology agnostic + Non-Auto: 49%
- › Aluminum Forgings business acquired : Rs. 231 Mln
- › Continued to strengthen our share of business in connecting rods with addition of ~Rs. 80 Mln new business acquisition

# Strong and diverse business pipeline for future growth

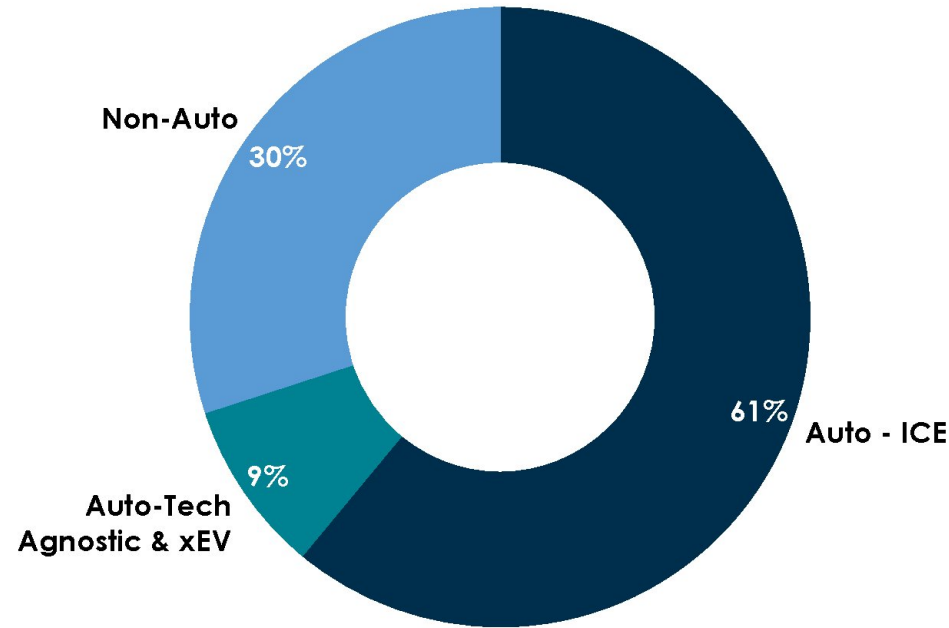
237 LOIs/Purchase Orders from 49 customers in the auto and 30 customers in the non-auto sector

Strong pipeline...

Total Customers (#)

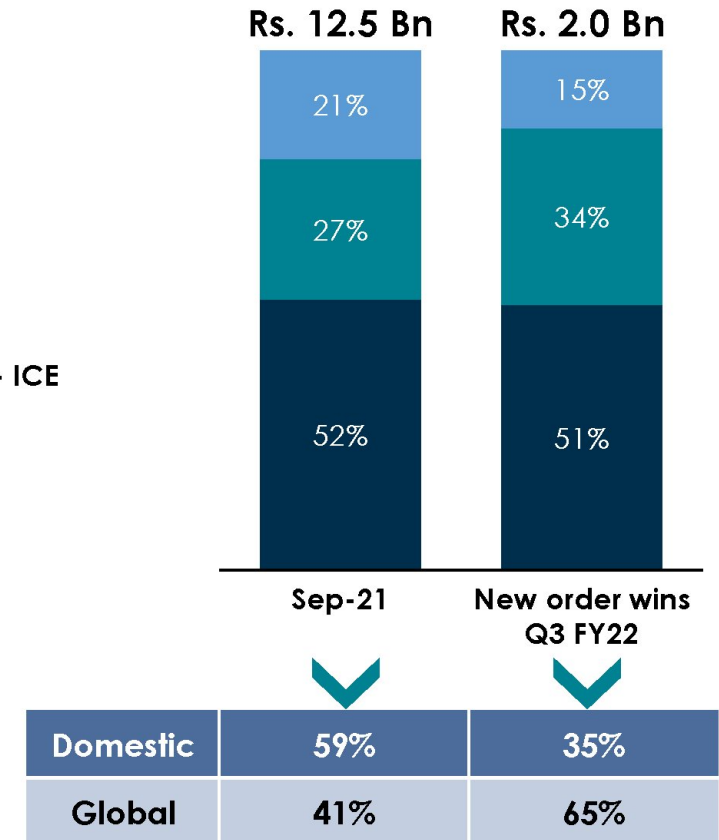


...with 237 LOIs/Purchase Orders



...and rising peak annual revenues

■ Non-auto      ■ Auto-ICE  
■ Auto-Tech Agnostic & xEV



Represents LOIs / POs as of 31-Dec-2021 for which production has started beyond 1-Apr-2020 or is yet to start.





**Mr. B R Preetham**  
Group CEO

**Commenting on the performance Mr. B R Preetham Group CEO, Sansera Engineering Limited said,**

*"The economic disruptions of the pandemic, and more recently, the severity of the semiconductor shortage, rising commodity prices, and supply chain issues have been causing pressure on the Automakers as well as Auto Component manufacturers. Despite multiple headwinds in the sector, Sansera delivered revenues of Rs. 4,868 Mln and an EBITDA margin of 15.6% during the quarter.*

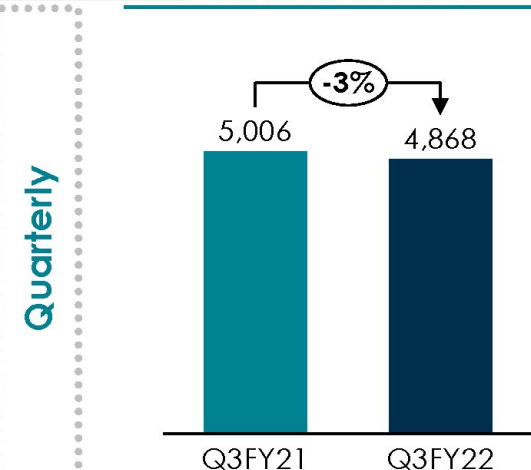
*The situation is improving gradually, and we are observing sign of recovery across the segments led by pent up demand and relaxation of lockdown restrictions. The medium-term outlook for Automotive sector remains positive despite near-term challenges of COVID-19 related disruptions and chips shortage. The passenger segment, both for 2W and 4W is expected to remain strong amid COVID-19, as preferred mode of personal transport by consumers. A sequential improvement in M&HCV sales is expected to continue, driven by expected rise in e-commerce, agriculture, infrastructure, and mining economic activities. EV market also continues to gain momentum and recent measures announced in the Budget (including battery swapping policy, creation of special mobility zones) will help enhance EV infrastructure and should propel the adoption of EVs in the country.*

*Diversification has been an integral part of Sansera's journey since the very beginning and we endeavor to continue on this path by addressing select high growth business segments to expand our customer base & addressable markets and develop new business by leveraging current capabilities and with capex fungibility. Some of our recent order wins in EVs, Suspension Parts, Aluminium parts, etc., underscores our strength in these upcoming areas. We are optimistic with the response that we have received in the EV space. We have already secured business from traditional OEMs and the new age startups in the EV space.*

*We are committed to broaden our revenue base in the long-term with non-auto and technology agnostic components (including xEVs) contributing a much larger share of the revenue pie. In the long-term, the company is targeting an enhanced revenue base with Auto ICE contributing about 60%, Auto-Tech Agnostic & xEV contributing 15% and the remaining 25% being non-auto."*

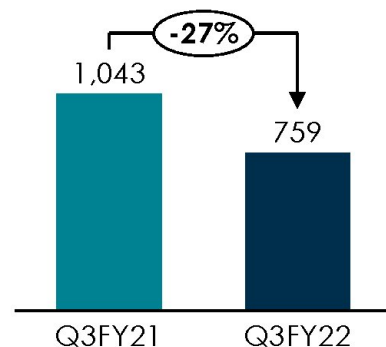
# Performance Highlights – Q3 & 9MFY22

Rs in Mln **Total Revenues**



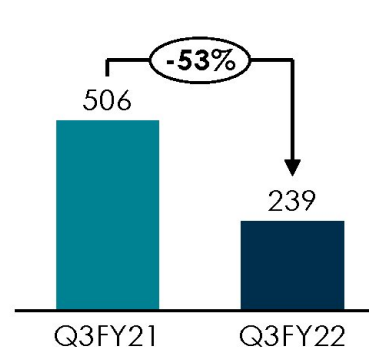
**EBITDA**

20.8% 15.6%

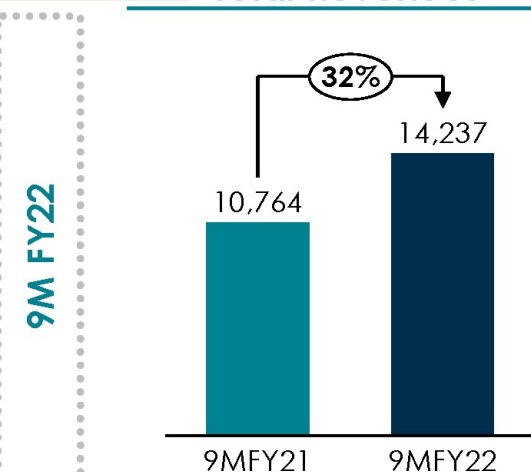


**PAT**

10.1% 4.9%

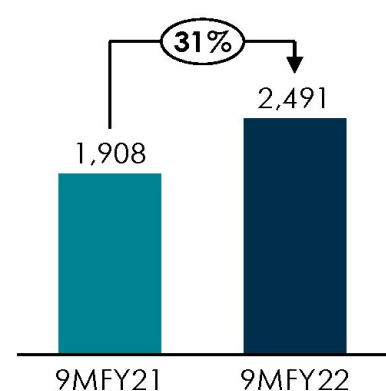


Rs in Mln **Total Revenues**



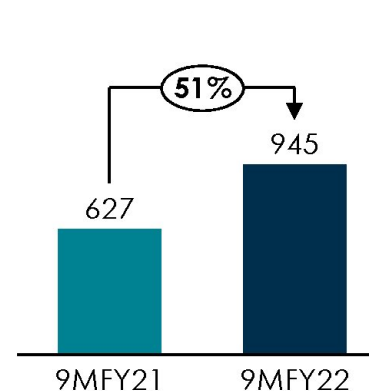
**EBITDA**

17.7% 17.5%



**PAT**

5.8% 6.3%



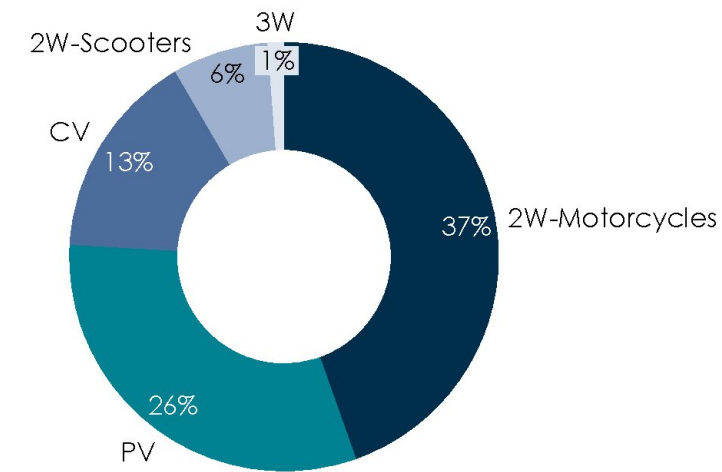
## Key Quarterly Highlights

- › Despite multiple headwinds in the sector, Sansera performed better than the industry supported by new business
- › Sansera was able to pass on the increase in RM prices to domestic customers. However, gross margins had a decline of 3.4% primarily due to:
  - Lag in price increase on domestic sales
  - Decrease in other operating income
  - Slight squeeze in margins on international revenues due to higher RM prices
- › Drop in EBITDA was driven by fall in gross profit, higher employee cost (salary increment and ESOP costs), partially offset by lower other expenses
- › On debt front, our net debt stood close to Rs. 6,000 Mln
- › The process of setting up a dedicated facility for hybrid and electric components within our existing Plant at Bengaluru has progressed as planned. A few lines are commissioned and mass production of these has begun in Q4
- › Won multiple orders with significant potential from reputed customers both domestically and globally
- › Tied-up for 30 Mln units of renewable energy for our Bengaluru plants from FY23

# Sales Mix – Q3 & 9MFY22

Sales mix (%)	Q3FY22	Q3FY21	9MFY22	9MFY21
<b>By End-Use Segments</b>				
Auto – ICE	85%	85%	<b>83%</b>	83%
Auto-Tech Agnostic & xEV	6%	5%	6%	5%
Non-Auto	9%	10%	11%	12%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>By Geographies</b>				
<b>India</b>	<b>64%</b>	<b>64%</b>	<b>63%</b>	<b>65%</b>
Europe	23%	27%	24%	25%
USA	9%	6%	10%	7%
Other Foreign Countries	4%	3%	3%	3%
<b>International</b>	<b>36%</b>	<b>36%</b>	<b>37%</b>	<b>35%</b>
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

9MFY22 – Auto – ICE breakdown



% reflect percentage of total sales



# 9M FY22 – Consolidated Profit & Loss Account

Particulars (Rs. in Mln)	Q3FY22	Q3FY21	YoY	Q2FY22	QoQ	9MFY22	9MFY21	YoY
<b>Total Revenue</b>	<b>4,867.9</b>	<b>5,006.3</b>	<b>-3%</b>	<b>5,418.2</b>	<b>-10.2%</b>	<b>14,237.1</b>	<b>10,763.7</b>	<b>32%</b>
Cost of goods sold (incl power & fuel cost)	2,974.9	2,888.3		3,170.0		8,424.8	6,285.5	
<b>Gross Profit</b>	<b>1,893.0</b>	<b>2,117.9</b>	<b>-11%</b>	<b>2,248.2</b>	<b>-15.8%</b>	<b>5,812.2</b>	<b>4,478.2</b>	<b>30%</b>
<b>Gross Profit Margin</b>	<b>38.9%</b>	<b>42.3%</b>		<b>41.5%</b>		<b>40.8%</b>	<b>41.6%</b>	
Employee benefit expenses	694.6	623.8		675.2		2,004.4	1,599.6	
Other Expenses	439.7	451.1		485.4		1,317.1	970.8	
<b>EBITDA</b>	<b>758.7</b>	<b>1,043.0</b>	<b>-27%</b>	<b>1,087.5</b>	<b>-30.2%</b>	<b>2,490.7</b>	<b>1,907.8</b>	<b>31%</b>
<b>EBITDA Margin</b>	<b>15.6%</b>	<b>20.8%</b>		<b>20.1%</b>		<b>17.5%</b>	<b>17.7%</b>	
Depreciation and amortisation expense	306.9	245.1		287.7		869.8	725.5	
<b>EBIT</b>	<b>451.8</b>	<b>798.0</b>	<b>-43%</b>	<b>799.9</b>	<b>-43.5%</b>	<b>1,620.9</b>	<b>1,182.3</b>	<b>37%</b>
<b>EBIT Margin</b>	<b>9.3%</b>	<b>15.9%</b>		<b>14.8%</b>		<b>11.4%</b>	<b>11.0%</b>	
Finance Cost	134.5	125.0		112.7		363.4	348.6	
<b>Profit before Tax</b>	<b>317.4</b>	<b>673.0</b>	<b>-53%</b>	<b>687.2</b>	<b>-54%</b>	<b>1,257.5</b>	<b>833.7</b>	<b>51%</b>
Tax	78.4	166.6		169.6		312.2	207.0	
<b>Profit After Tax</b>	<b>239.0</b>	<b>506.5</b>	<b>-53%</b>	<b>517.6</b>	<b>-54%</b>	<b>945.3</b>	<b>626.7</b>	<b>51%</b>
<b>Profit After Tax Margin</b>	<b>4.9%</b>	<b>10.1%</b>		<b>9.6%</b>		<b>6.6%</b>	<b>5.8%</b>	
EPS – Basic (Rs.)	4.51	9.55		9.94		18.08	11.92	
EPS – Diluted (Rs.)	4.35	9.34		9.55		17.39	11.66	

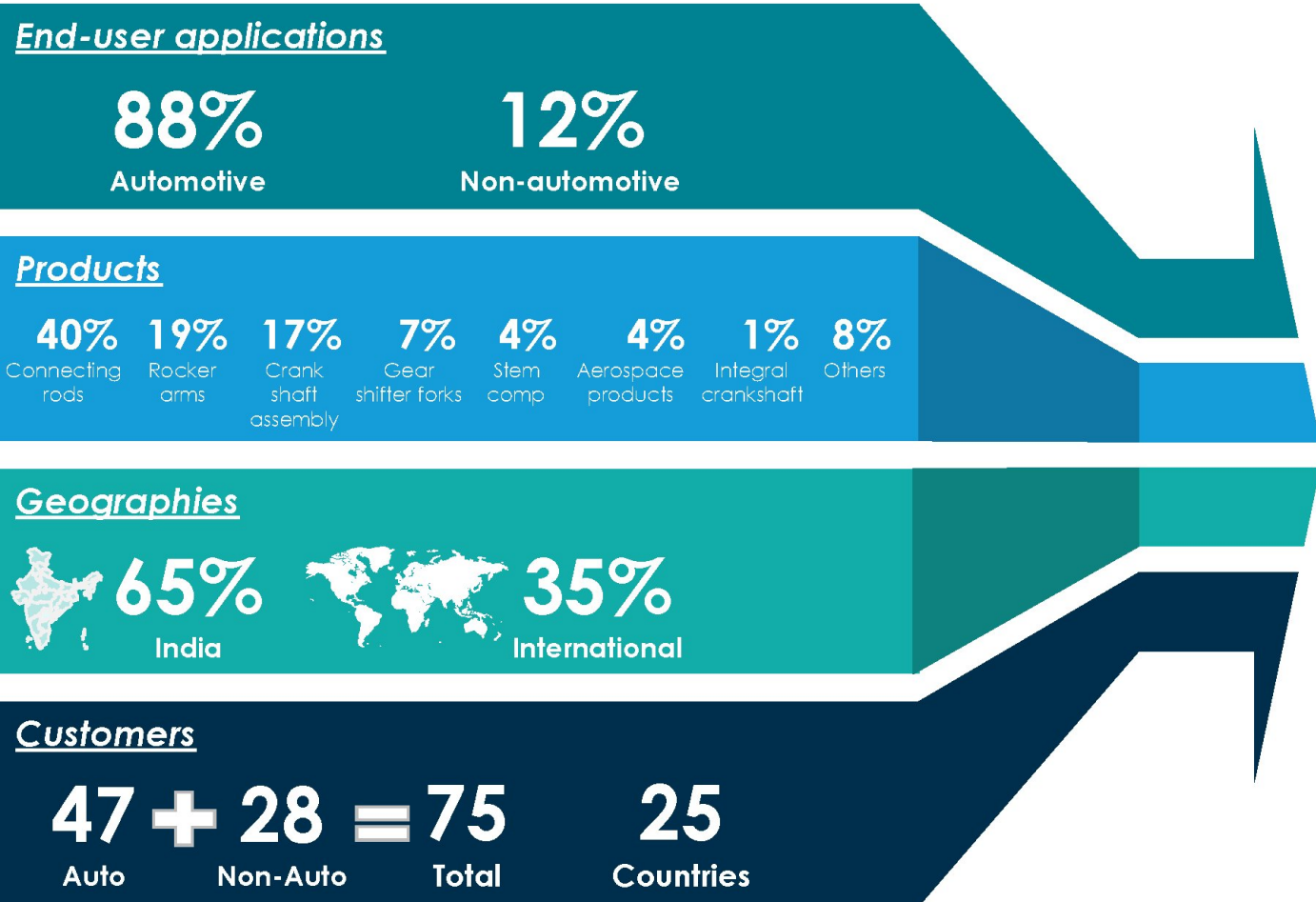
- › Sansera was able to pass on the increase in RM prices to domestic customers but gross margins declined by 3.4% due to:
  - Lag in price increase on domestic sales
  - Decrease in other operating income
  - Margins squeezing on international revenues slightly due to higher RM prices
- › Higher employee cost due to salary increment and ESOP costs
- › Rise in finance cost due to:
  - Incremental borrowings
  - Higher export financing cost - temporary effect. Will taper going forward
- › Surge in D&A on account of capital expansion



# Company Overview

An engineering-led integrated manufacturer of complex and critical precision forged and machined components catering to OEMs globally

Well diversified business across.....



Ready to capture upcoming opportunities with....

**17** Facilities

**Integrated manufacturing facilities**

- › Entire manufacturing process being carried out in-house & supported via concurrent engineering capabilities.
- › Modular and fungible production lines

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**218** Dedicated team

**Strong in-house engineering capabilities**

- › High focus on engineering, machine building, automation

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**Professional management**

- › Distinguished board and experienced management team
- › Professional leadership – CEO, CFO & Head of Operations

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**Resilient financial performance & strong profitability**

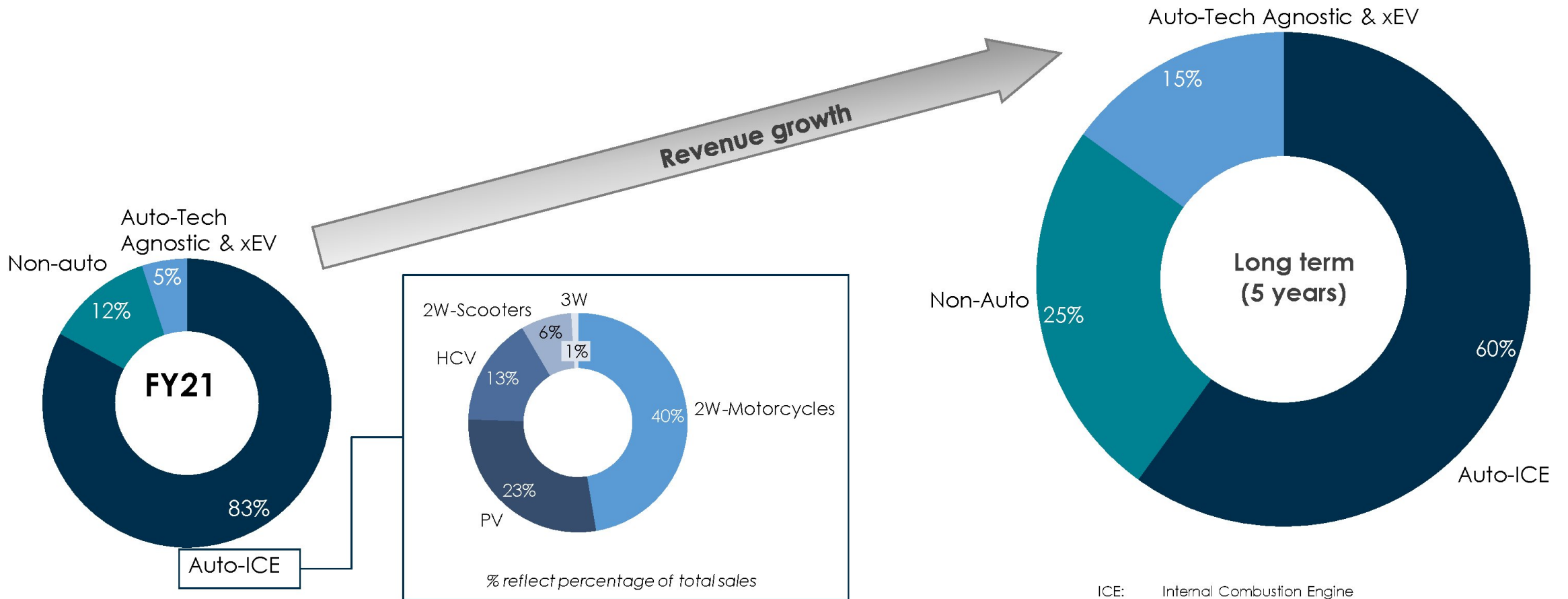
FY21 (Rs. Mln)		9M FY22 (Rs. Mln)	
<b>15,724</b>	<b>2,952</b> (18.8%)	<b>14,237</b>	<b>2,491</b> (17.5%)
Total Revenues	EBITDA	Total Revenues	EBITDA

Sales mix for FY21

Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.



Sansera plans to continue to improve its market share, participate in the growing xEV opportunity and diversify into technology agnostic components and non-auto sectors



# Leading supplier of precision forged and machined components

The critical applications of Sansera's products and stringent quality requirements, act as a strong competitive advantage for the company

## Indian market

### Two wheelers



**Largest** supplier of connecting rods, rocker arms and gear shifter forks

### Light Vehicles



**Largest** supplier of connecting rods and rocker arms

Connecting Rods  
**Rs. 11 bn**

**12%**  
FY21 – 26  
CAGR

Rocker arm  
**Rs. 5 bn**

**10%**  
FY21 – 26  
CAGR

Gear shifter forks  
**Rs. 3 bn**

**13%**  
FY21 – 26  
CAGR

Crankshaft  
**Rs. 17 bn**

**13%**  
FY21 – 26  
CAGR

Stem Comp  
**Rs. 8 bn**

**14%**  
FY21 – 26  
CAGR

## International market (Connecting Rods)

### Light Vehicles



**Top 10** supplier of connecting rods

### Commercial Vehicles



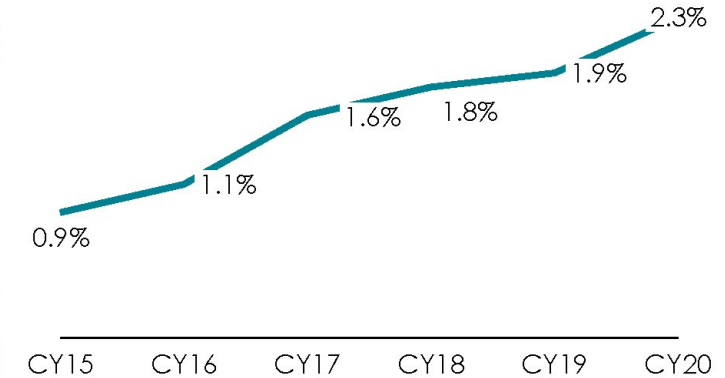
Connecting Rods(LV)  
**289 mn units**

**3%**  
FY21 – 26  
CAGR

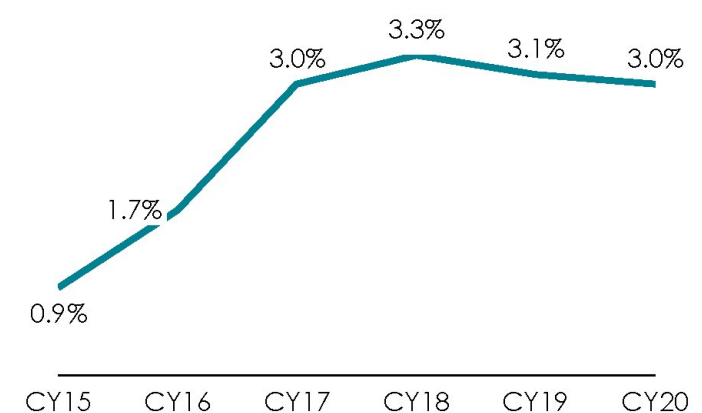
Connecting Rods(CV)  
**35 mn units**

**1%**  
FY21 – 26  
CAGR

### Sansera's Market Share (LV)



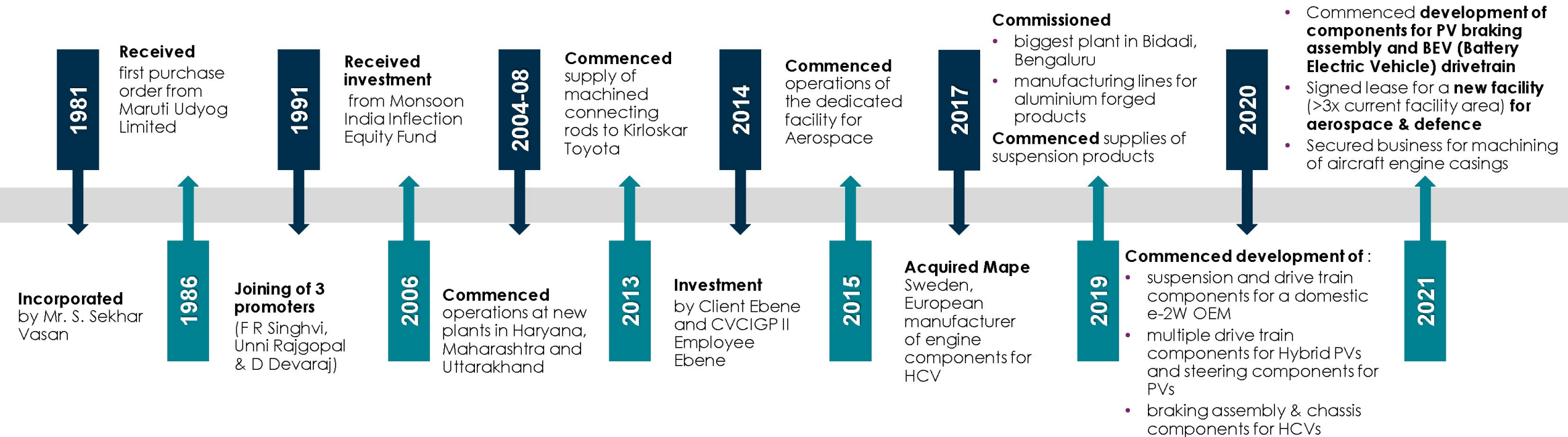
### Sansera's Market Share (CV)



Source: Prospectus, Ricardo report, CRISIL report.

# Emphasis on diversification for four decades

















Over the decades, adaptation and diversification into wider market has been the key for Sansera's growth





# Wide range of product offerings: Auto

Sansera has a track record of developing complex and critical precision engineered components for the automotive sector over multiple decades. Most of the products are sold directly to OEMs in finished (forged and machined) condition, resulting in significant value addition by us




















	Two - Wheelers		Passenger Vehicles		Commercial Vehicles				
<b>Product Offerings</b>	 Roller RA   Stem Comp (Suspension)	 Integral CR   Aluminium forged Comp. (Chassis)	 Crankshaft   Integral Crankshaft	 GSF	 Fractured CR   Rocker Arm (DLC)	 Split CR   Gear Shifter Fork	 Fractured CR   Integral Crankshaft (Braking System)	 Split CR   Cabin Tilt System Comp. (Chassis)	 Gear Shifter Fork
<b>Sales Mix FY21</b>	<b>Motorcycles 40%</b>		<b>24%</b>		<b>13%</b>				
<b>9MFY22</b>	<b>38%</b>		<b>27%</b>		<b>13%</b>				
<b>Key Customers (Indian and Global)</b>	<b>Indian</b> › 9 out of Top 10 Two Wheeler OEMs	<b>Global</b> › European, US and Japanese premium Two Wheeler OEMs	<b>Indian</b> › Major Japanese and European PV OEMs	<b>Global</b> › Leading North American and European PV OEMs › Global Tier 1 Supplier	<b>Indian</b> › Leading Indian and European OEMs › Global supplier of actuation and motion control systems	<b>Global</b> › Leading European, Japanese and US OEMs › Global suppliers of braking systems			

CR: Connecting Rods  
RA: Rocker Arms

Note: The remaining 1% of the auto segment's revenues was contributed by Three-Wheelers in both FY21 and 9MFY22

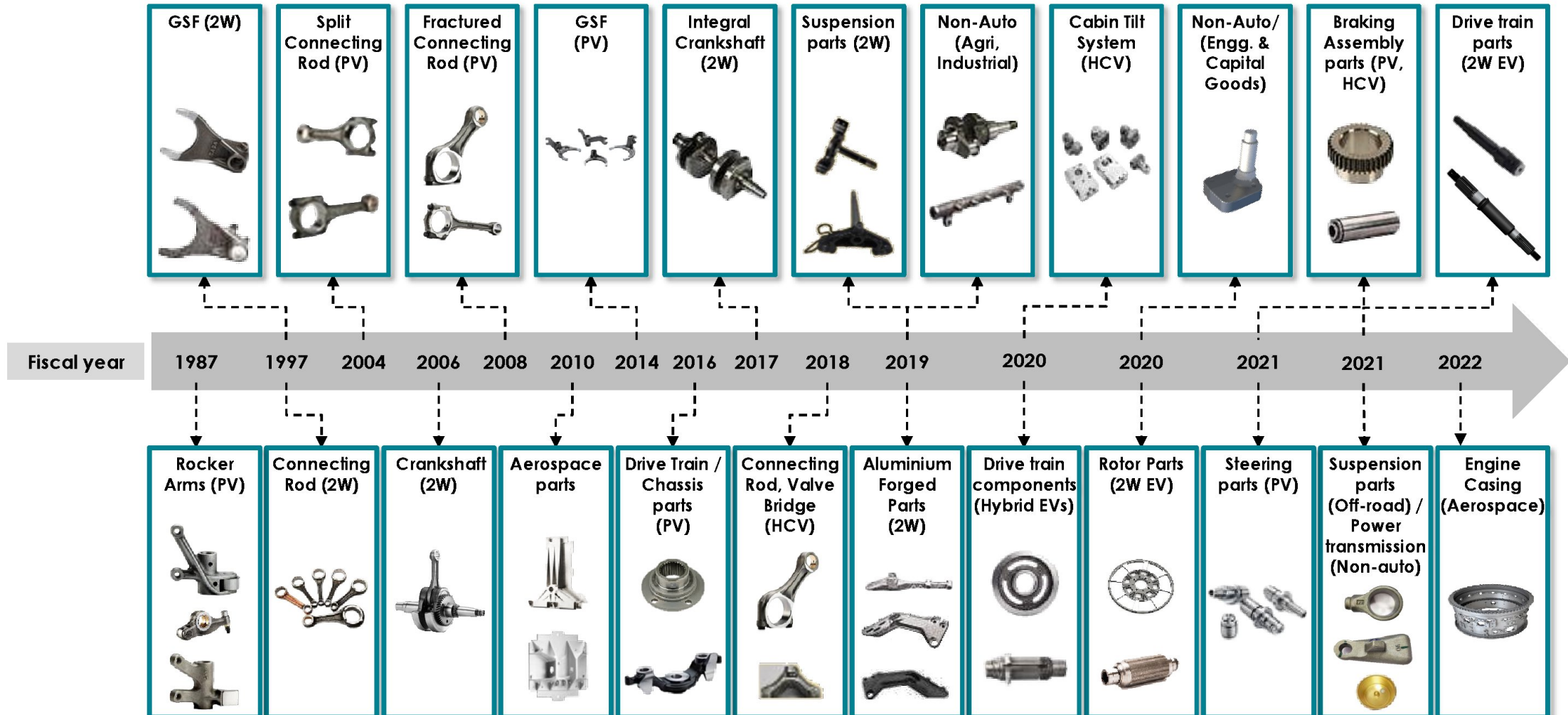
# Wide range of product offerings: Non-Auto

Over the years, the company leveraged its existing capabilities to manufacture precision components for several non-automotive sectors and established its presence in the aerospace, off-road and agriculture sectors

	Aerospace			Off-road			Agriculture		Others		
<b>Product Offerings</b>	 Speciality Seating	 Aerostructure	 Equipment-Housings	 Fractured CR	 Split CR	 Gear Shifter Fork	 Fractured CR	 Cam Shaft	 Fractured CR	 Split CR	
	 Cargo Systems	 Actuation parts	 Lighting parts	 Crankshaft	 Rocker Arms	 Pump Barrel	 Integral Crankshaft (Stationary Engine)	 Crankshaft	 Pump Barrel		
<b>Sales Mix FY21</b>	<b>4%</b>			<b>4%</b>			<b>3%</b>		<b>1%</b>		
<b>9MFY22</b>	<b>3%</b>			<b>3%</b>			<b>3%</b>		<b>2%</b>		
<b>Key Customers (Indian and Global)</b>	<b>Indian</b> <ul style="list-style-type: none"> <li>› Leading Indian Tier 1 supplier</li> </ul>	<b>Global</b> <ul style="list-style-type: none"> <li>› Global Tier 1 suppliers</li> <li>› Global European aircraft OEM</li> <li>› Global North American aircraft OEM</li> </ul>		<ul style="list-style-type: none"> <li>› Global Recreational Vehicle OEM</li> </ul>			<ul style="list-style-type: none"> <li>› Indian arm of a global supplier of fuel injection systems</li> <li>› Indian arm of a global engine-based fuel and air management systems manufacturer</li> </ul>		<ul style="list-style-type: none"> <li>› Global OEM of Earth Moving Equipment</li> <li>› Indian arm of a global manufacturing and supply chain management co.</li> <li>› Subsidiary of a leading global power tools manufacturer</li> <li>› Global marine engine manufacturer</li> </ul>		

# Consistent track record of product development

New products coupled with addition of product capabilities laying a strong foundation for future growth





# Diverse reach and customer base

Within India,  
relationship with  
**9 out of top 10**  
2 W OEMs

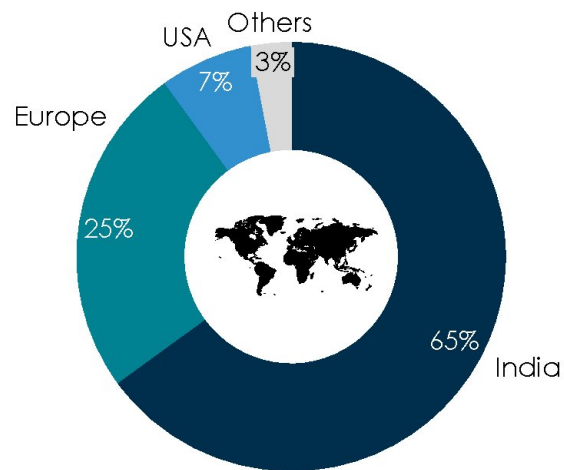
Globally,  
relationship with  
**6 out of top 10**  
LV OEMs

Globally,  
relationship with  
**3 out of top 10**  
MHCV OEMs

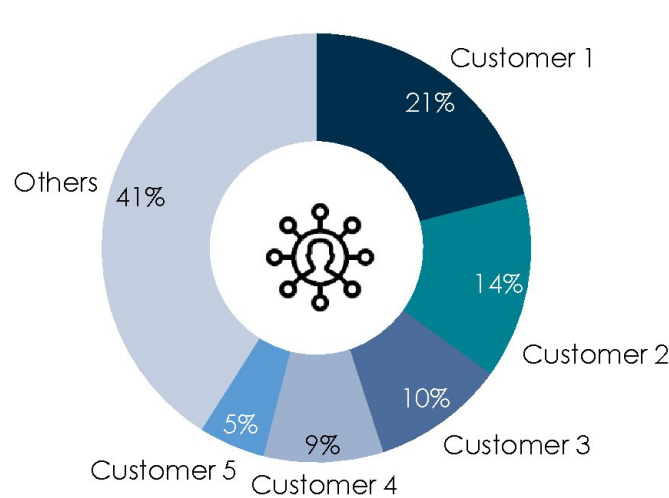
**30+ years** of  
relationship with  
the **Leading PV**  
OEM in India

## Sales Mix (FY21) <sup>(1)</sup>

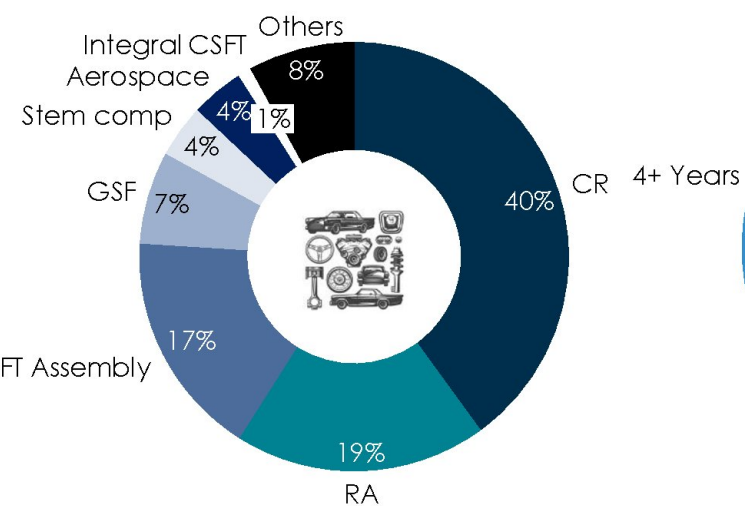
## Customer Relationship



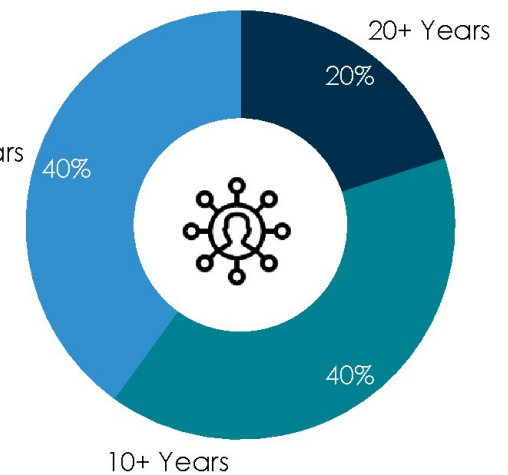
By Geography



By Customer



By Product



Top 20 Customers

Sansera has a wide portfolio of products across 71 product families catering to auto and non-auto customers across 25 countries

Source: Ricardo report, CRISIL report.  
1. Based on sale of products



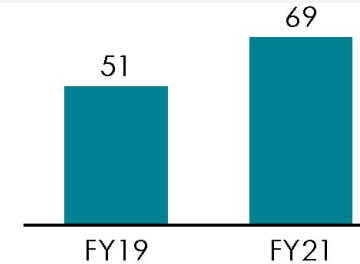
# Strong in-house engineering capabilities (1/2)

218 personnel working on design, engineering, machine building, automation & technical support functions

## 1 Concurrent Engineering and Design Capabilities



- › Optimized cycle time
- › New product development



Product families supplied

## 2 In-house Machine Building Capabilities

- Automated Cells
- 4 station special propose machines
- Double disc grinding machines
- Vertical honing machines
- Internal grinding machines

**950+** CNC  
Machines built in-house


**65** Machines  
manufactured in FY21

**56** dedicated personnel in  
machine building division


- › Capital and operating efficiency
- › Reduced reliance on third party suppliers
- › High responsiveness to customer needs

## 3 Automation Capabilities

**26**  
dedicated personnel in the  
automation division



Automated fracture and bolt assembly cells



Robotic final inspection cells

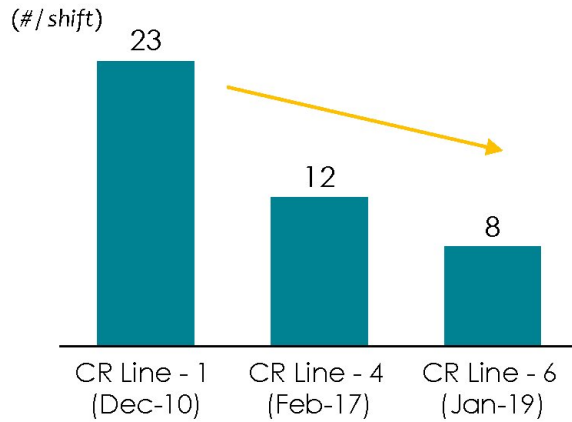
**149**  
robots installed across all  
facilities

- › Increased productivity
- › Increased cost control
- › Consistent product quality

**Improved** Productivity, **Increased** Automation, **Reduced** Manpower

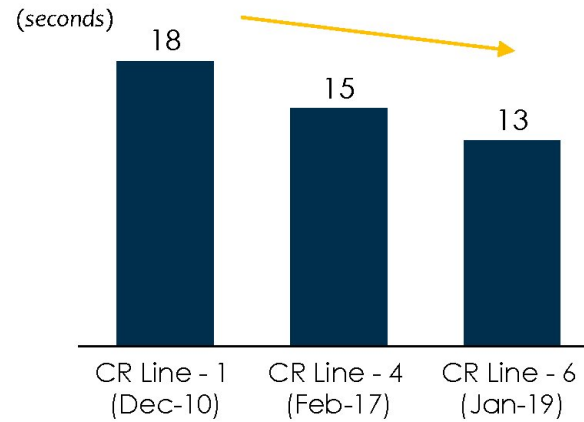
## Case Study: Evolution of fractured connecting rod (CR) lines over six generations over 8 years

### Manpower / Shift



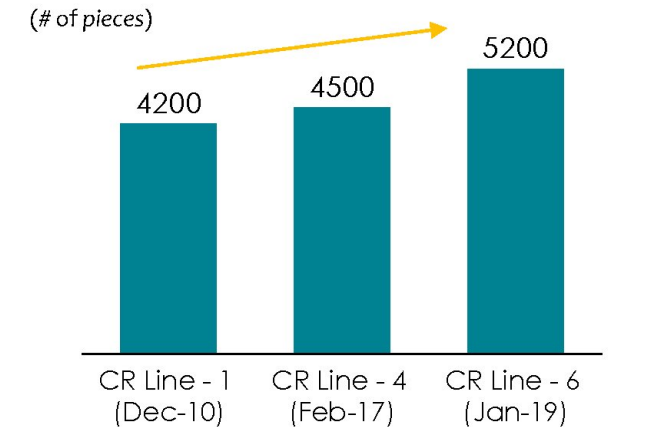
*Interchangeable capacity and product mix across all products categories (auto and non-auto) optimising productivity & efficiency*

### “Takt” Time<sup>(1)</sup>



*Designed and built automated gantry lines for suspension component - stem comp*

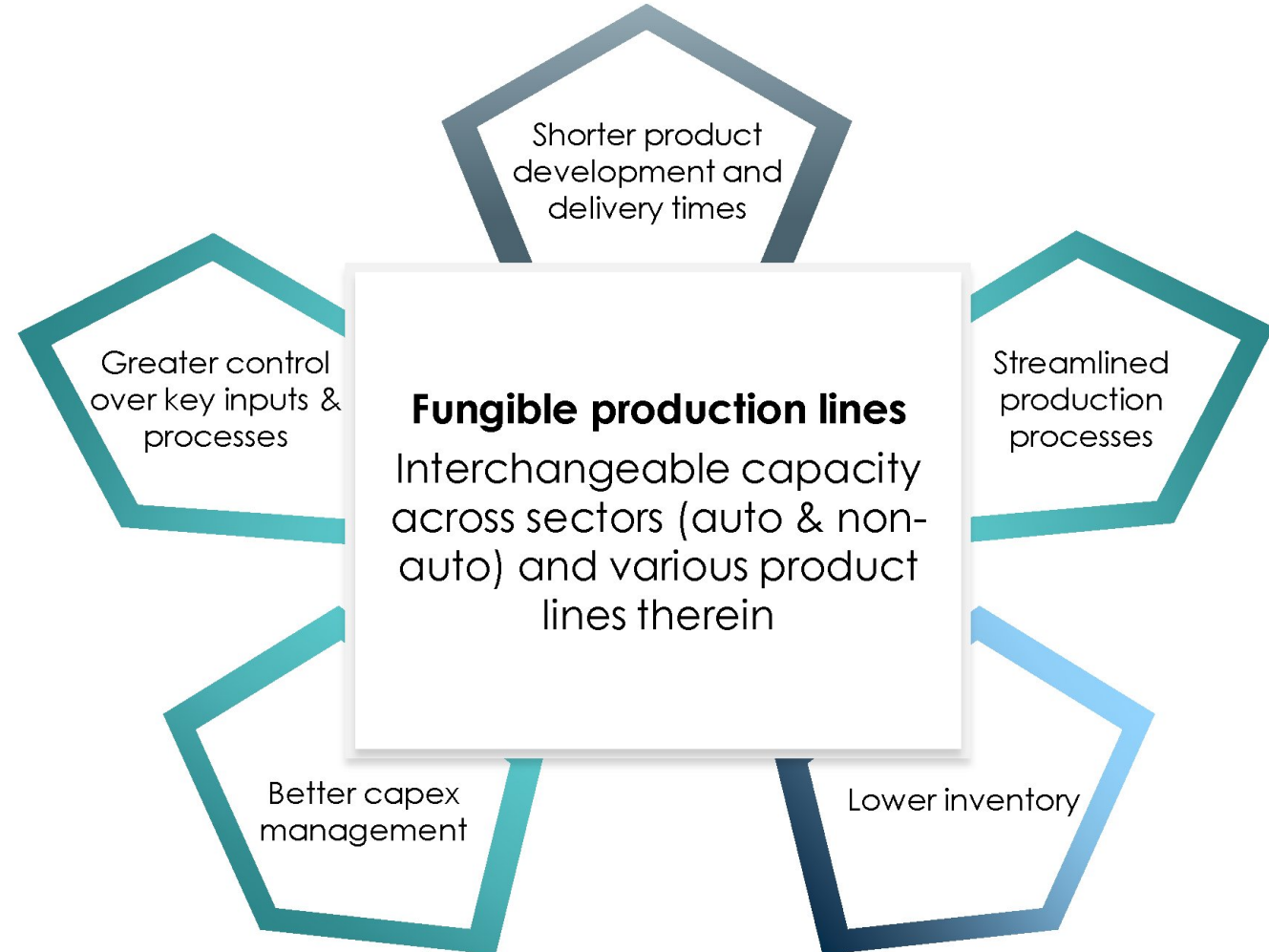
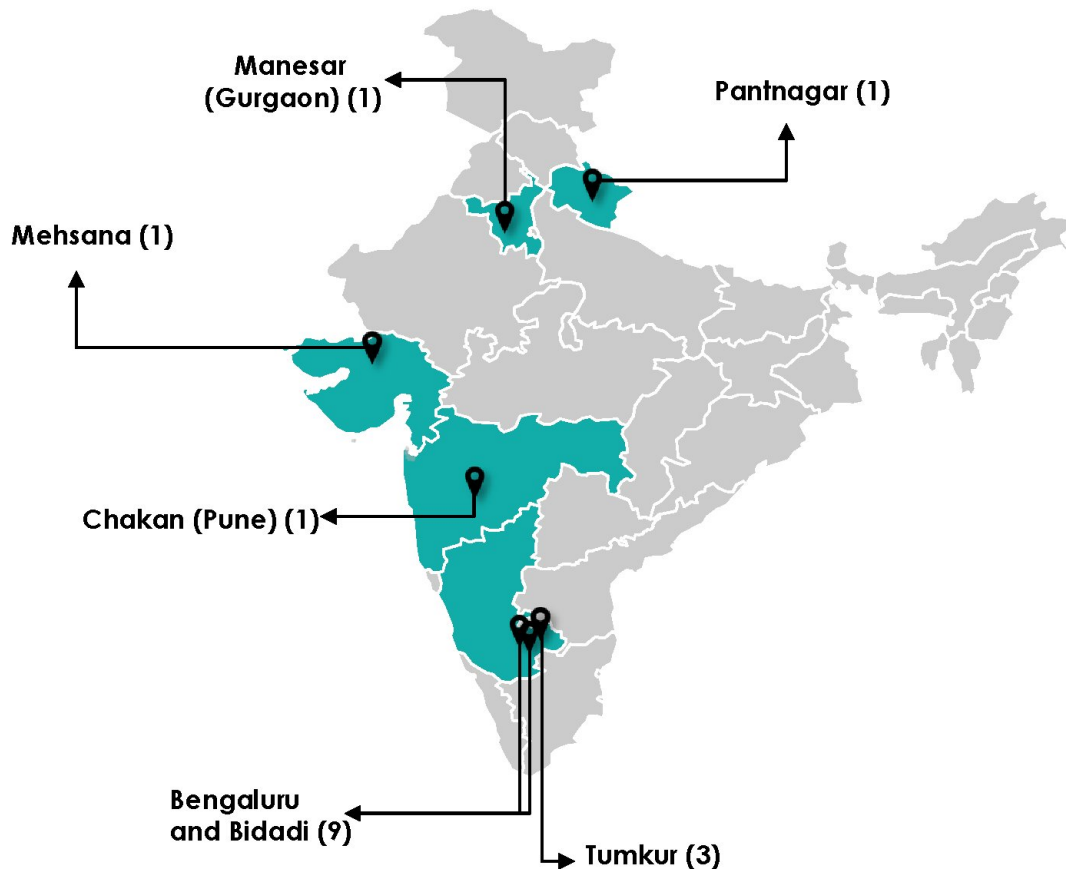
### Output per day



*Plan to deploy the automation capabilities across other manufacturing lines*

Note: 1. takt time – average time between the start of production of one piece and the start of production of the next piece.

Sansera has 16 plants under operation across India, 1 in Sweden and 1 under construction in India  
All its facilities are located in close proximity to the client production facilities





# Way Forward



# Clear path to accelerate growth



Diversify into tech-agnostic products and cater to the xEV opportunity

Consolidate and strengthen global market share in existing portfolio and diversify into technology agnostic products

Continue to leverage existing capabilities to diversify further into non-automotive businesses and **expand addressable market**

Retain and **strengthen technological leadership** through continued focus on engineering capabilities

# Diversify into tech-agnostic products and cater to the xEV opportunity

Technologically agnostic and EV / Hybrid components developed / under development for each segment

2W / e-2W



Drive Train Components



Suspension Components

- › Lol from a leading electric 2W OEM in FY21
- › Expected to commence supplies during FY22

PV / Hybrid / B-EV



Steering parts



Drive Train Components



Braking System Components

- › Supply of steering components started from Jun-21
- › Supply of drivetrain components for Hybrid EVs to start in FY23
- › Supply of braking assembly components to start in FY23

CV



Chassis Components (Cabin Tilt System)



Braking System Components

- › Developing proto samples for a leading global BEV OEM
- › Supply of cabin tilt system components started in FY21
- › Supply of braking system components to start from FY22

The process of setting up a dedicated facility for hybrid and electric components within our existing Plant at Bengaluru has progressed as planned. A few lines are commissioned and mass production of these has **began in Q4**

# Leverage existing capabilities to diversify into non-automotive businesses & expand addressable market



- › Supply of machined engine casings to Aerospace segment to start from FY22
- › Supply of suspension components for off-road segment to start in FY22
- › Supply of common rail systems for agriculture to start in FY23

	Key Initiatives
<b>Aerospace / Defence</b>	<ul style="list-style-type: none"> <li>› Dedicated facility for aerospace &amp; defence under construction in Bengaluru</li> <li>› Secured orders from defence sector for applications in radar system and space telescope</li> </ul>
<b>Bicycles</b>	<ul style="list-style-type: none"> <li>› Secured order for supply of premium Bicycle parts from North American customer</li> <li>› High potential in this growing market for forged (Aluminium, Steel) and machined parts</li> </ul>
<b>Other sectors</b>	<ul style="list-style-type: none"> <li>› Developed multiple components including CR for industrial engines &amp; construction equipment</li> <li>› Developed precision components for power transmission &amp; railways segment</li> <li>› Supply power tool components used in residential &amp; industrial sectors</li> </ul>

Sansera focuses on providing high value-added and technology-driven components to capture shifts in customer preferences as well as evolving regulatory requirements, such as heightened emissions control standards. Further, this would increase opportunities for us to become a preferred supplier to our customers and consolidate our position

## Leveraging engineering know-how in product design



Multiple Drive Train Components



Hybrid and BEV Transmission Systems



Business from Global Japanese OEM



Aluminium Forged



Intricately shaped components for ICE and Electric 2W



GSF with Moly Coating



Finger Followers with diamond like coating



For Multiple Global OEMs



PVs

## Continued focus to enhance engineering capabilities



### Commissioned Aluminium Forging Lines

- ✓ Capitalise on growing demand for light-weight and environmentally friendly components



### Five-axis Machining Capabilities

- ✓ For machining large structural components for aerospace



### Fatigue Testing Machine

- ✓ Enhance product reliability, durability and performance





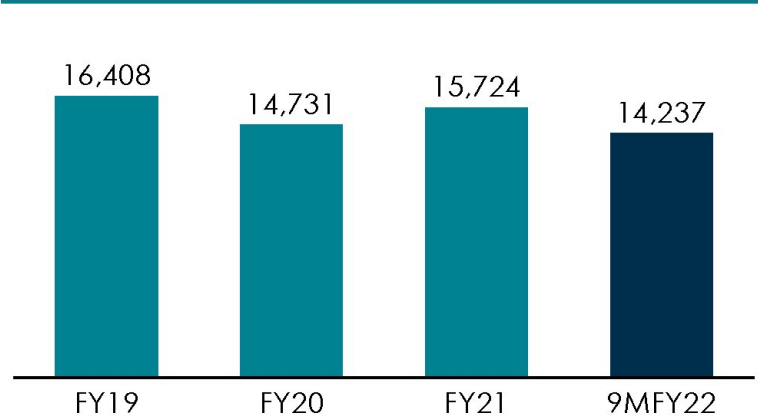
# Historical Performance

# Historical Performance Highlights

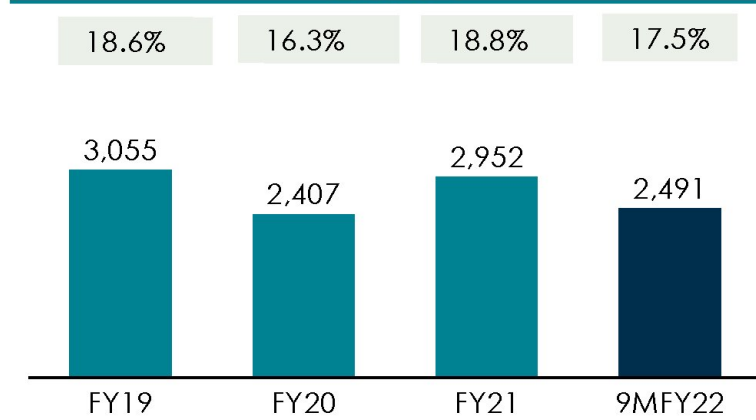
Rs in Mln

Margins

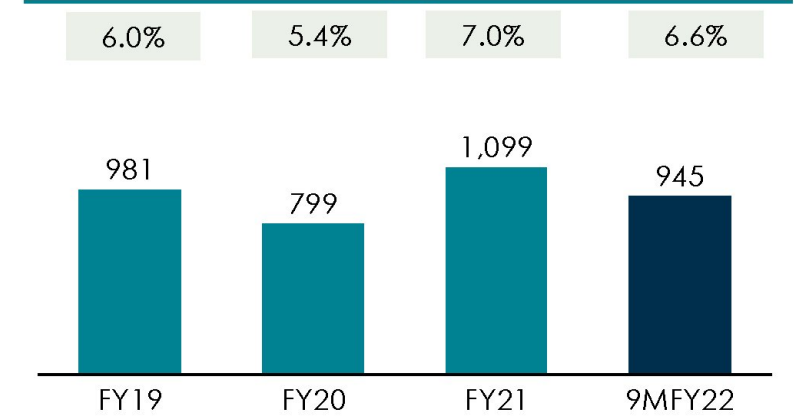
## Total Revenues



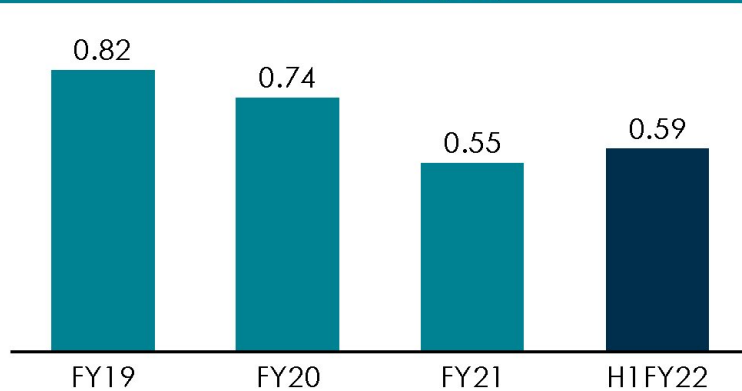
## EBITDA



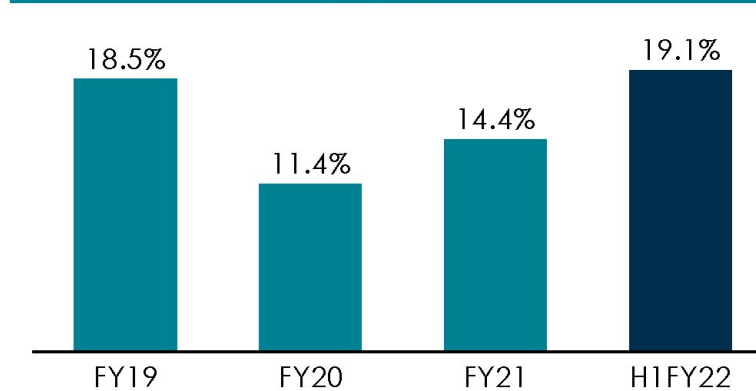
## PAT



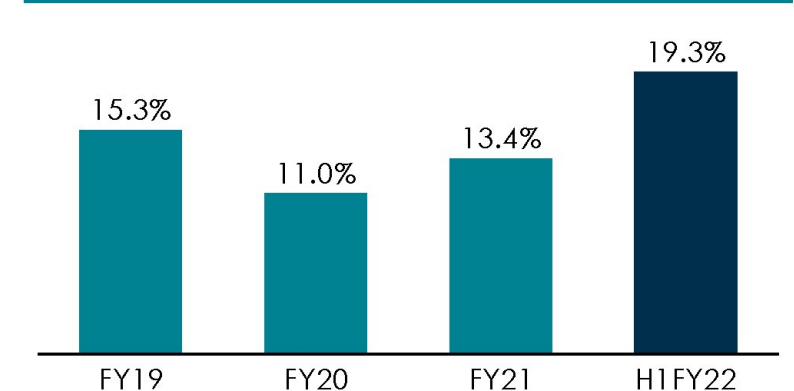
## Net Debt / Equity



## ROCE(%)



## ROE(%)



ROCE : TTM EBIT / Average Opening & Closing Capital Employed (Equity + Net debt)

ROE : TTM PAT / Average Opening & Closing Network

# Restated Consolidated Statement of Profit and Loss

Particulars (Rs. in Mln)	FY21	FY20	FY19
<b>Total Revenue</b>	<b>15,723.6</b>	<b>14,731.4</b>	<b>16,408.1</b>
Cost of goods sold (incl power & fuel cost)	9,167.2	8,811.1	9,869.4
<b>Gross Profit</b>	<b>6,556.4</b>	<b>5,920.3</b>	<b>6,538.7</b>
<b>Gross Profit Margin</b>	<b>41.7%</b>	<b>40.2%</b>	<b>39.9%</b>
Employee benefit expenses	2,137.5	2,134.2	2,174.1
Other Expenses	1,466.8	1,379.4	1,309.8
<b>EBITDA</b>	<b>2,952.1</b>	<b>2,406.7</b>	<b>3,054.8</b>
<b>EBITDA Margin</b>	<b>18.8%</b>	<b>16.3%</b>	<b>18.6%</b>
Depreciation and amortisation expense	1,016.8	939.0	757.5
<b>EBIT</b>	<b>1,935.4</b>	<b>1,467.7</b>	<b>2,297.2</b>
<b>EBIT Margin</b>	<b>12.3%</b>	<b>10.0%</b>	<b>14.0%</b>
Finance Cost	473.9	580.9	512.8
Exceptional items	-	-	134.9
<b>Profit before Tax</b>	<b>1,461.5</b>	<b>886.8</b>	<b>1,649.5</b>
Tax	362.8	87.7	668.9
<b>Profit After Tax</b>	<b>1,098.6</b>	<b>799.1</b>	<b>980.6</b>
<b>Profit After Tax Margin</b>	<b>7.0%</b>	<b>5.4%</b>	<b>6.0%</b>
EPS – Basic (Rs.)	21.02	15.63	18.73
EPS – Diluted (Rs.)	20.55	15.28	18.31

# Restated Consolidated Balance Sheet

Assets (in Rs. Mln)	Mar-21	Mar-20	Mar-19
<b>Non - Current Assets</b>	<b>12,461.6</b>	<b>11,899.8</b>	<b>11,213.7</b>
Property Plant & Equipments	10,000.1	9,421.3	8,890.7
CWIP	604.2	683.4	488.6
Goodwill	358.4	323.6	324.2
Other Intangible assets	19.2	25.7	32.5
Right of use asset	892.4	873.0	896.6
Financial Assets			
i) Investments	36.9	36.9	-
ii) Loans	-	267.1	257.3
iii) Other Financial Assets	298.6	34.8	34.2
Tax assets for current taxes (net)	27.1	29.3	62.5
Other Non-Current Assets	224.7	204.7	227.0
<b>Current Assets</b>	<b>6,827.3</b>	<b>6,382.6</b>	<b>6,241.2</b>
Inventories	2,485.7	2,389.2	2,434.6
Financial Assets			
(i) Investments	5.6	3.5	5.3
(ii) Trade receivables	3,129.8	2,591.2	2,712.4
(iii) Cash and cash equivalents	365.0	600.1	239.3
(iv) Bank balances other than cash and cash equivalents	286.4	116.4	76.7
(v) Other Financial Assets	222.8	236.5	256.5
Other Current Assets	331.9	445.7	516.4
<b>Total Assets</b>	<b>19,288.8</b>	<b>18,282.4</b>	<b>17,454.8</b>

Equity & Liabilities (in Rs. Mln)	Mar-21	Mar-20	Mar-19
<b>Total Equity</b>	<b>8,887.4</b>	<b>7,768.6</b>	<b>6,945.2</b>
Share Capital	93.9	93.9	93.9
Instruments entirely equity in nature	105.0	105.0	105.0
Other Equity	8,583.6	7,482.9	6,655.0
<b>Total equity attributable to owners of the company</b>	<b>8,782.4</b>	<b>7,681.8</b>	<b>6,853.8</b>
Non-Controlling Interest	105.0	86.8	91.4
<b>Non-Current Liabilities</b>	<b>3,923.8</b>	<b>3,622.9</b>	<b>4,226.6</b>
Financial Liabilities			
(i) Non-current borrowings	1,876.5	1,718.3	2,133.8
(ii) Lease liabilities	810.3	788.6	805.7
(iii) Other Financial Liabilities	-	11.0	76.9
Non-current provisions	151.8	126.9	85.8
Deferred Tax Liabilities	618.0	552.3	703.0
Other Non Current Liabilities	467.2	425.9	421.3
<b>Current Liabilities</b>	<b>6,477.7</b>	<b>6,890.9</b>	<b>6,283.1</b>
Financial Liabilities			
(i) Current borrowings	2,552.3	3,554.1	3,043.1
(ii) Lease liabilities	110.9	96.9	86.5
(iii) Trade payables	2,270.5	1,729.0	1,865.6
(iv) Other financial liabilities	1,236.7	1,218.3	1,002.4
Other Current Liabilities	207.6	164.5	137.6
Current Provisions	99.1	98.5	65.4
Current tax liabilities (net)	0.6	29.5	82.5
<b>Total Equity &amp; Liabilities</b>	<b>19,288.8</b>	<b>18,282.4</b>	<b>17,454.8</b>



# Restated Consolidated Cash Flow Statement

Particulars (in Rs. Mn)	FY21	FY20	FY19
<b>Net Profit Before Tax</b>	<b>1,461.5</b>	<b>886.8</b>	<b>1,649.5</b>
Adjustments to reconcile profit before tax to net cash flows:	1,375.4	1,522.7	1,266.6
<b>Operating profit before working capital changes</b>	<b>2,836.9</b>	<b>2,409.4</b>	<b>2,916.1</b>
Changes in working capital	54.1	257.6	(316.6)
<b>Cash generated from Operations</b>	<b>2,891.0</b>	<b>2,667.0</b>	<b>2,599.5</b>
Income taxes paid, net	(330.6)	(254.9)	(415.0)
<b>Net Cash from Operating Activities</b>	<b>2,560.4</b>	<b>2,412.1</b>	<b>2,184.5</b>
<b>Net cash used in investing activities</b>	<b>(1,394.7)</b>	<b>(1,770.9)</b>	<b>(2,376.1)</b>
<b>Net cash (used in)/generated from financing activities</b>	<b>(1,392.0)</b>	<b>(289.2)</b>	<b>144.7</b>
<b>Net Decrease in Cash and Cash equivalents</b>	<b>(226.3)</b>	<b>352.0</b>	<b>(48.1)</b>
Add: Cash & Cash equivalents at the beginning of the year	600.1	239.3	343.4
Effect of exchange differences on translation of foreign currency cash and cash equivalents	(8.8)	8.8	(56.0)
<b>Cash &amp; Cash equivalents at the end of the year</b>	<b>365.0</b>	<b>600.1</b>	<b>240.6</b>

# 6M FY22 – Consolidated Balance Sheet

Assets (in Rs. Mln)	Sep-21	Mar-21
<b>Non - Current Assets</b>	<b>13,272.4</b>	<b>12,461.6</b>
Property Plant & Equipments	10,109.1	10,000.1
CWIP	1,186.9	604.2
Goodwill	359.9	358.4
Other Intangible assets	18.3	19.2
Right of use asset	1,016.3	892.4
Financial Assets		
i) Investments	36.9	36.9
ii) Other Financial Assets	280.0	298.6
Tax assets for current taxes (net)	27.2	27.1
Other Non Current Assets	238.0	224.7
<b>Current Assets</b>	<b>8,099.8</b>	<b>6,827.3</b>
Inventories	3,176.6	2,485.7
Financial Assets		
(i) Investments	6.0	5.6
(ii) Trade receivables	3,517.6	3,129.8
(iii) Cash and cash equivalents	448.8	365.0
(iv) Bank balances other than cash and cash equivalents	313.9	286.4
(v) Other Financial Assets	169.8	222.8
Other Current Assets	467.2	331.9
<b>Total Assets</b>	<b>21,372.3</b>	<b>19,288.8</b>

Equity & Liabilities (in Rs. Mln)	Sep-21	Mar-21
<b>Total Equity</b>	<b>9,589.7</b>	<b>8,887.4</b>
Share Capital	102.8	93.9
Instruments entirely equity in nature	-	105.0
Other Equity	9,373.4	8,583.6
<b>Total equity attributable to owners of the company</b>	<b>9,476.1</b>	<b>8,782.4</b>
Non Controlling Interest	113.6	105.0
<b>Non-Current Liabilities</b>	<b>3,883.9</b>	<b>3,923.8</b>
Financial Liabilities		
(i) Non-current borrowings	1,682.0	1,876.5
(ii) Lease liabilities	929.5	810.3
Non-current provisions	164.1	151.8
Deferred Tax Liabilities	594.4	618.0
Other Non Current Liabilities	513.9	467.2
<b>Current Liabilities</b>	<b>7,898.7</b>	<b>6,477.7</b>
Financial Liabilities		
(i) Current borrowings	4,712.9	3,606.0
(ii) Lease liabilities	126.4	110.9
(iii) Trade payables	2,605.5	2,270.5
(iv) Other financial liabilities	91.3	183.0
Other Current Liabilities	213.4	207.6
Current Provisions	101.8	99.1
Current tax liabilities (net)	47.4	0.6
<b>Total Equity &amp; Liabilities</b>	<b>21,372.3</b>	<b>19,288.8</b>



# Annexure

## Sansera is an employee driven, professionally managed organization.

Majority of the senior management has been with the Company for more than 10 years and have led the expansion of our product families and customer base, resulting in business growth and diversification



**B R Preetham**  
Group CEO

- › **29+ years of experience** and has oversight across all areas of business including developing and maintaining relationships with suppliers
- › Bachelor of Engineering from Bangalore University



**Satish Kumar**  
Head Business Development

- › **34+ years of experience** in Operations, Business Development. **23+ years at Sansera**
- › Bachelor of Engineering from Bangalore University



**P R Suresh**  
Head Corp. Training & Quality system

- › **28+ years of experience** in the fields of quality systems management
- › Supervises the corporate training and quality systems department
- › Bachelor of Engineering from University of Mysore and an MBA from Indira Gandhi National Open University



**Vikas Goel**  
CFO

- › **29+ years of experience**
- › Previously worked with Ingersoll-Rand, Stanley Black & Decker, Weir and Motherson Sumi
- › Member of ICAI; Associate member of ICWAI; Bachelor of commerce from the University of Delhi



**Vidyadhar Janginamath**  
Head Engineering Design

- › **28+ years of experience, 14+ years at Sansera**
- › Responsible for the engineering department
- › Bachelor of engineering from Karnataka University



**Rakesh S B**  
Head Aerospace Division

- › **19+ years pf experience** in various fields including sales, marketing and aerospace engineering, **6+ years at Sansera**
- › Bachelor of engineering from University of Mysore



**Praveen Chauhan**  
Vice President (Group Operations)

- › **35+ years of experience, ~17 years at Sansera**
- › Previously worked with Maruti Udyog Limited
- › Diploma in Automobile Engineering from Board of Technical Education Delhi



**Rajesh Kumar Modi**  
Head Legal & Secretarial

- › **22+ years of experience** in the legal and secretarial field, **3+ years at Sansera**
- › Bachelor of law and MBA from Barkatullah University, Bhopal, Member of ICSI



# Distinguished Board of Directors



**S Sekhar Vasan**  
*Chairman and Managing Director*

- › **39 years of experience in the field of manufacturing of precision products, with Sansera since incorporation**
- › PGDM from IIM Bengaluru and Bachelor of Technology from IIT Madras



**F R Singhvi**  
*Joint Managing Director*

- › **39+ years of professional experience with 15+ years at Sansera guiding automobile and aerospace business**
- › Previously with M/s. Singhvi, Dev & Unni (C.A.) Chartered Accountant



**Raunak Gupta**  
*Non-Executive, Nominee Director*

- › **Director at TRG Advisors**
- › Previously with Citi VC, Motilal Oswal, Rabo India Securities and Infosys
- › PGDCM from IIM Calcutta and Bachelor of Technology from IIT Delhi



**Muthuswami Lakshminarayan**  
*Non-Executive, Independent Director*

- › Previously, held the position of MD at Bosch and Harman International
- › Masters' degree in Technology from IIT Bombay



**Revathy Ashok**  
*Non-Executive, Independent Director*

- › Previously with Tishman Speyer & CFO of Syntel
- › Awarded '**Faculty medal for Best Performance**' – **Habitat & Environmental Studies**
- › PGDM from IIM Bengaluru



**Sylvain Bilaine**  
*Non-Executive, Independent Director*

- › Previously with Renault & founded SY.B Consulting
- › Executive development from International Institute for Management Development in Switzerland
- › Engineering degree from National Higher College, Polytechnic National Institute of Grenoble



**Suspension parts**

STEM COM STEERING

**Engine parts**

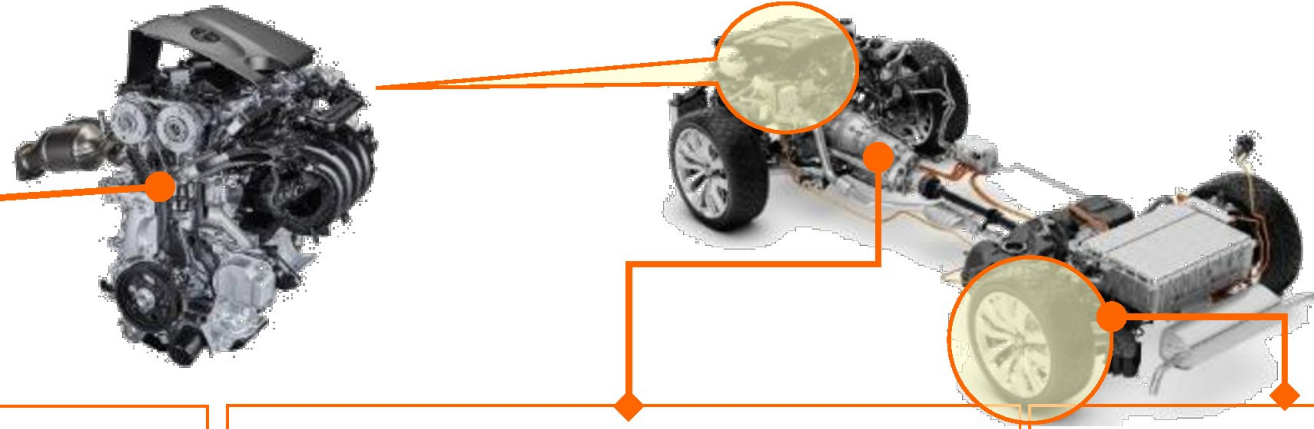
Rocker arms  
Connecting Rod  
Crankshaft

**Suspension Parts**

**Drive Line Parts**







## ENGINE PARTS



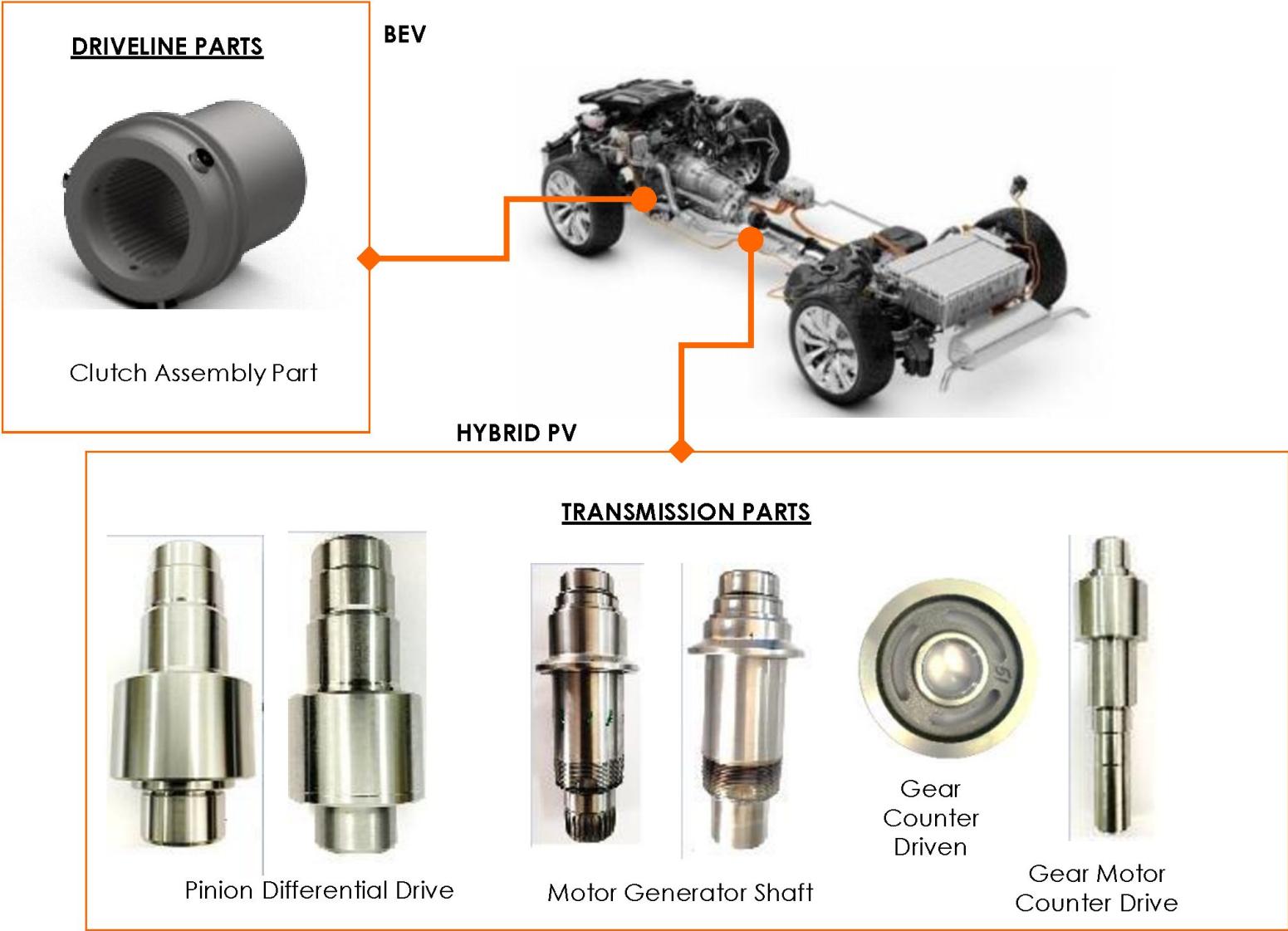
## TRANSMISSION PARTS

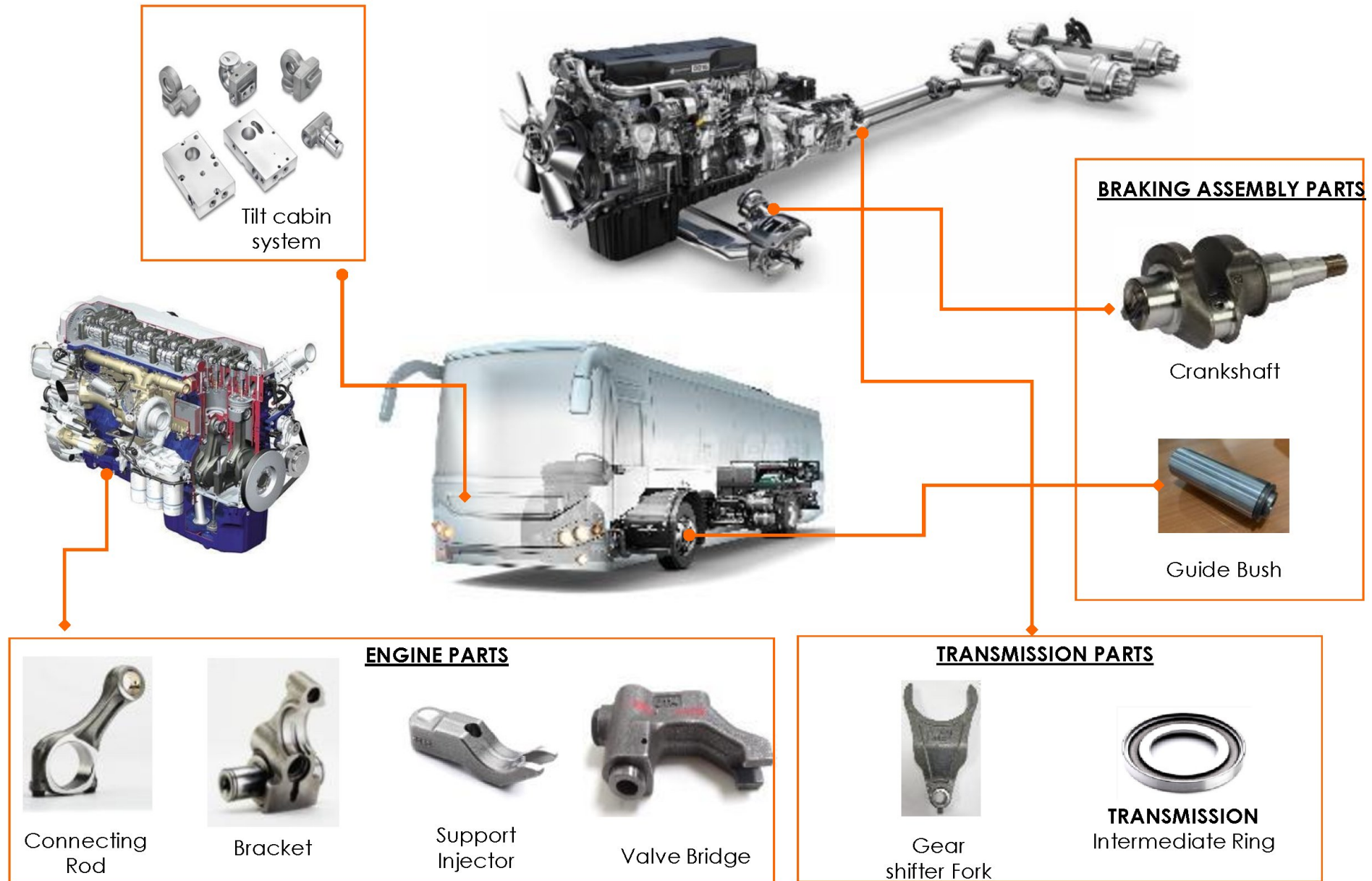


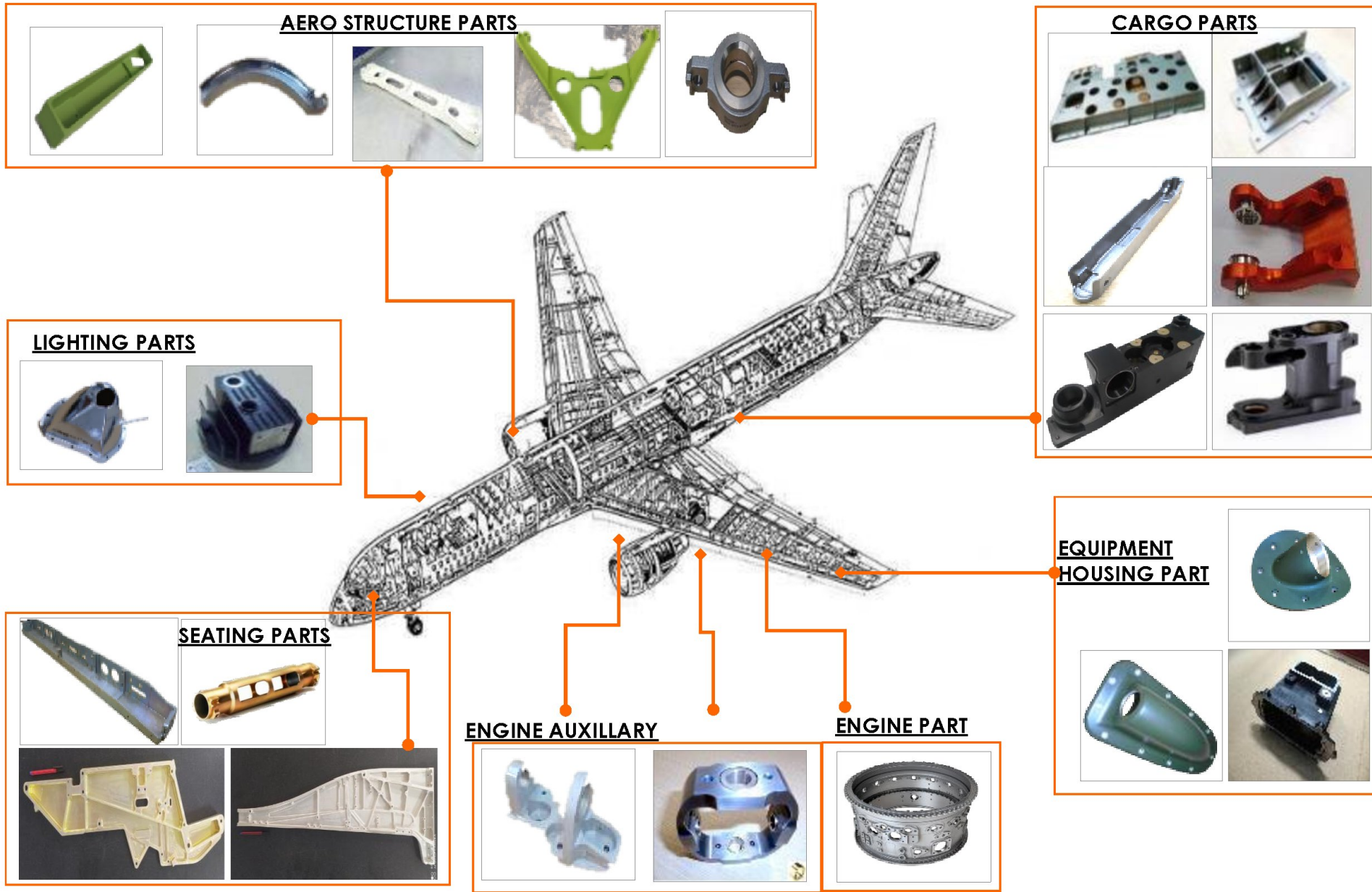
## STEERING, SUSPENSION AND CHASSIS PARTS













ATV



**ENGINE PARTS**

Crankshaft Assembly Connecting Rod Balancer Shaft

**SUSPENSION PARTS**

Taper Housing

Bearing Housing

**TRANSMISSION PARTS**



## AGRICULTURE



Cam Shafts



Pump Housing



Common Rail

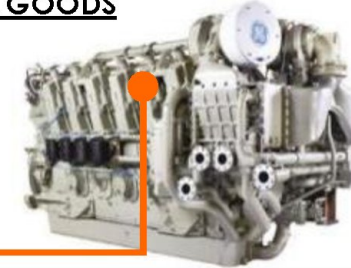


Body Flange

## ENGINEERING & CAPITAL GOODS



Connecting Rod



Valve Bridge



Integral Crank



Hub

## POWER TOOLS



Hand Tools  
(Residential and Industrial  
Applications)

## OTHERS (POWER TRANSMISSION)



Fuse cap



# Thank You

**For more information please contact:**

**SANSERA**  
*ideas@work*

**Sansera Engineering Limited**

CIN No: L34103KA1981PLC004542

Mr. Rajesh Kumar Modi, Company Secretary & Compliance Officer

Email id: [rajesh.modi@sansera.in](mailto:rajesh.modi@sansera.in)

**SGA** Strategic Growth Advisors

**Strategic Growth Advisors Pvt Ltd.**

CIN No: U74140MH2010PTC204285

Shikha Puri / Akashi Modi

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