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May 19, 2020

BSE Limited 25th Floor, P. J. Towers, Dalal Street, MUMBAI – 400 001 (Company Code: 505714) National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra (E), MUMBAI – 400 051 (Company Code: GABRIEL)

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Dear Sirs,

We are enclosing herewith the Investor/Result presentation to be disclosed to the Stock exchanges under Regulation 30(2) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We request you to take the above information on record and kindly acknowledge the receipt.

Thanking you,

Yours faithfully,

For Gabriel India Limited

Nilesh Jain Company Secretary

Encl: a/a

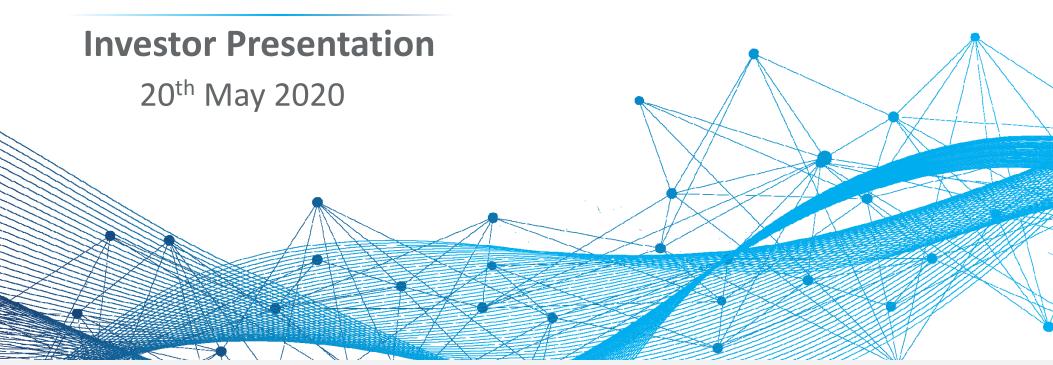
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Gabriel India Ltd.



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GABRIEL

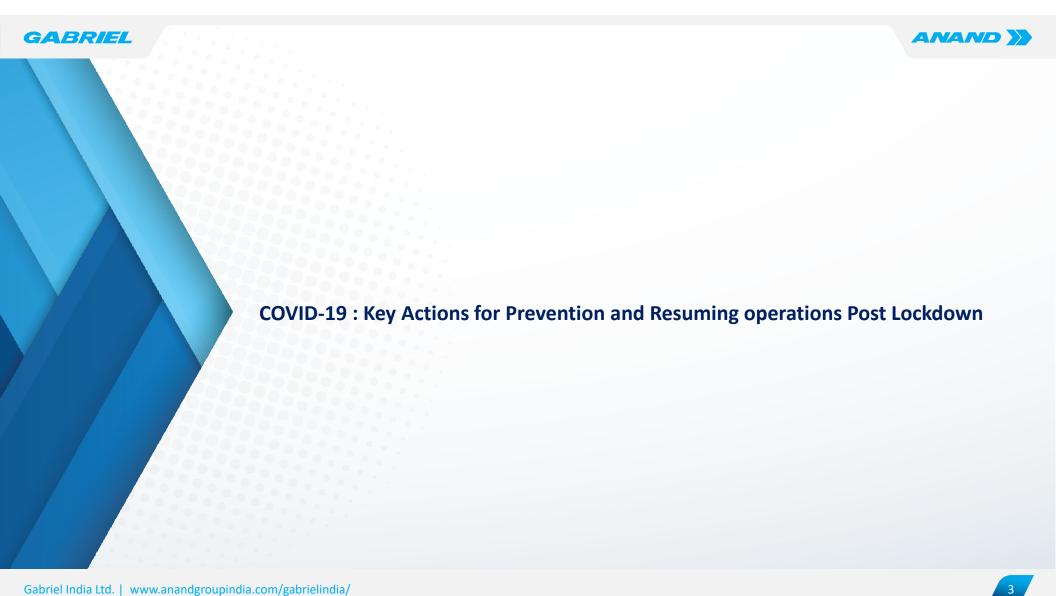


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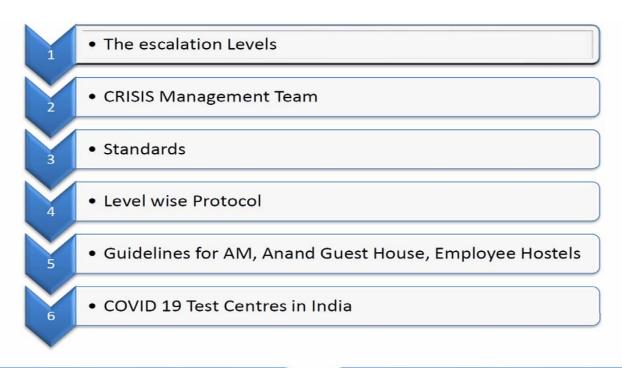
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Prevention from Covid – An Overview

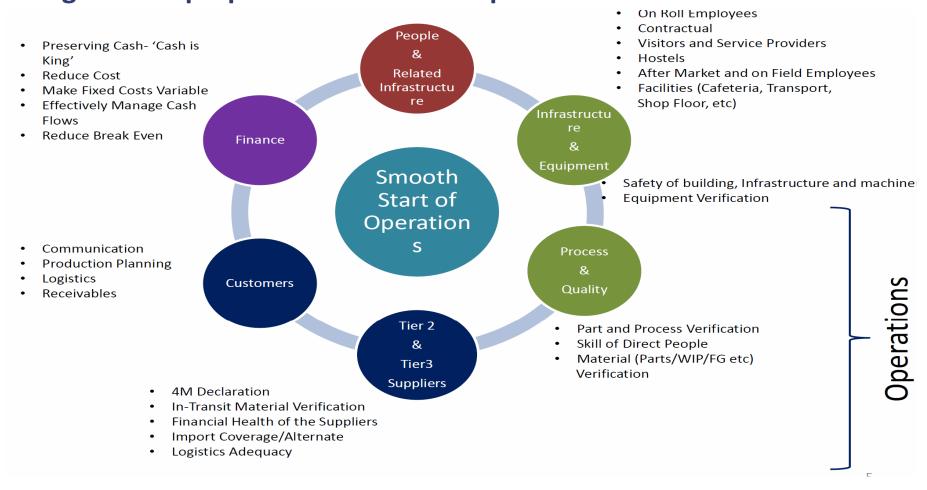


Say no to Rumours

Don't Panic



Planning for Ramp-up: Smooth Start of Operations





People & Related infrastructure

The Escalation Process
• Index : Check Sheets
Crisis Management Team – Responsibilities
Guidelines to deal with Critical situations
Criteria for returning to Office
Manpower Planning
PPE Inventory
Protocols for returning to Office
Expectations on Work-Place
Daily Procedures to follow
Onsite Access Control
Disinfection Guidelines
Protocol for Suppliers and Visitors
Protocol for Canteen
Protocol for employees commuting in Office Buses
Protocol for L4 & L5 Escalation
Protocol for Hostels
Protocols for After Market



Customer Interface



Communication

- Communicate Force Majeure to Customers (Refer Annex- BD1)
- Communicate change in committed milestones for new product development or any other aspect
- Communicate change in Quote Deadlines for any new RFQ's on portal
- Declare BSIV Stocks if any for compensation.



Receivables

 Monitor AR status & Follow up for release of payments (Refer to Annex - BD2)



Stock

- Review Status of Goods in Transit
- Check FG Stock status at Warehouses if any
- · Check FG Stock @ Plant Store



Quality

- Ensure Part Quality in Warehouse / Transit
- Ensure Part Quality in plant FG Area



Customer SOP

- Check Start of Production date with the customers of respective plants
- Seek Production plan for next 3 Months
- Seek start date for Material Inwarding at Plant
- Get Mandatory conditions laid down by customers for inwarding material at their plants



Logistics

- Ensure readiness of vehicles to start dispatch post lock down
- Ensure availability of Drivers with Each Vehicle

Supplier Interface



Quality

- · Restart of Production to be aligned with SQA
- Validate the Shelf Life of the material in store / warehouse



Schedule Planning

- Release of Schedule to suppliers
- Ensure requirements for Interplant Transfer & Aftermarket for Material Planning
- Adjust purchasing orders in case of fluctuating customer demands (e.g., shutdowns)



Logistics

- Packaging Guideline to be shared with suppliers for despatch of material
- Ensure readiness of vehicles to start despatch post lock down
- Ensure availability of Drivers with each vehicle





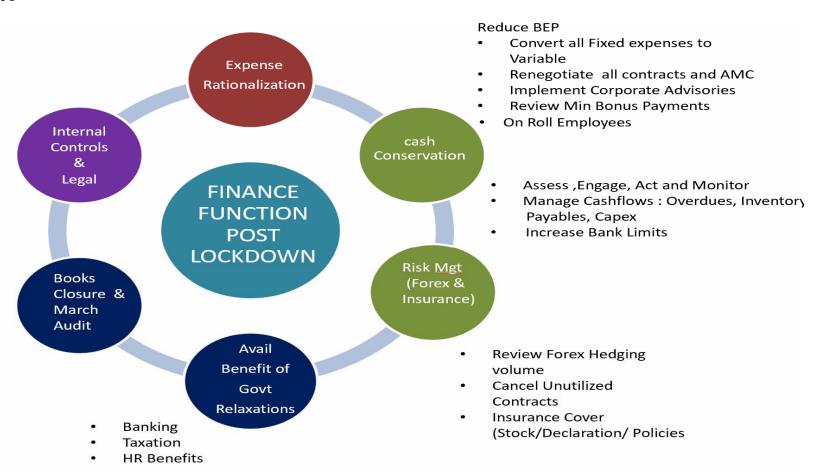
Finance Function

Internal Control

- · Review Controls
- IT Processes (Data Confidentiality)
- IFC Regularization

Legal

- Force Majeure Clause
- Company Law related relaxations
- SEBI Relaxations
- Document Handling / GRN Booking/Bill booking
- Banking (RTGS regularization)
- Inventory Count
- · Online Audit handling
- Account <u>reco</u> for advances paid
- Material in Transit





SNAPSHOT OF PREPAREDNESS – HOSUR



Transport



Canteen 'Q'



Canteen Area



Entrance



Sanitizer



Washroom



Shop Floor



Car Disinfection



Hostel (Isolation Room)



SNAPSHOT OF PREPAREDNESS – Chakan











Shop Floor



Canteen 'Q'



Entrance

Sanitizer



Car Disinfection



Canteen Area



Washroom



Hostel



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- 1 Q4 & FY20 Result Update
- 2 Corporate Overview
- 3 Business Overview
- 4 Strategy Going Forward

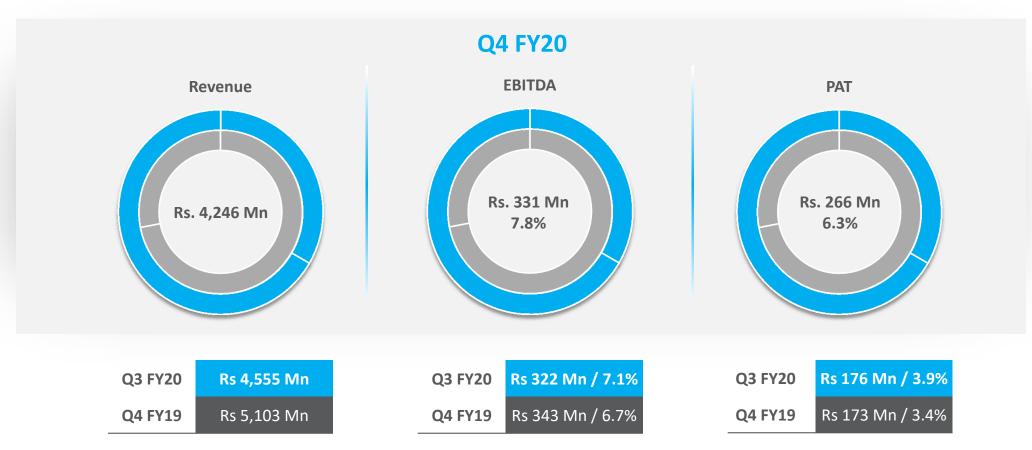








Financial Highlights – Q4 FY20





Financial Highlights – FY20

Revenue

Rs. 18,700 Mn

as compared to Rs. 20,765 Mn in FY19 (Y-o-Y -9.9%)

Balance Sheet

Net Cash position of Rs. 1326 Mn Capex incurred of Rs. 563 Mn.

EBITDA

Rs. 1,378 Mn (7.4%)

as compared to Rs. 1,778 Mn in FY19 (Y-o-Y -22.5%)

Cash Flow

Cash Flow from operations to the tune of Rs. 1,201 Mn as compared to Rs. 928 Mn in FY19

PAT

Rs. 847 Mn (4.5%)

as compared to Rs. 950 Mn in FY19 (Y-o-Y -10.8%)

EPS/Dividend

EPS of Rs. 5.90 Total Dividend* of Rs. 1.30/share

^{*} Includes, Interim Dividend of Rs.0.45/share before DDT



Financial Track Record

P&L (Rs. Mn)	Q4 FY20	Q4 FY19	YoY	Q3 FY20	QoQ
Revenue from Operations	4,246	5,103	-16.8%	4,555	-6.8%
Gross Margin (%)	28.4%	26.1%	2.3%	27.1%	1.3%
EBITDA Margin (%)	7.8%	6.7%	1.1%	7.1%	0.7%
Net Margin (%)	6.3%	3.4%	2.9%	3.9%	2.4%

FY20	FY19	YoY
18,700	20,765	-9.9%
26.8%	27.4%	-0.6%
7.4%	8.6%	-1.2%
4.5%	4.6%	-0.1%

Balance Sheet (Rs. Mn)	FY20	FY19
Net worth	6,518	5,900
Gross Debt	78	70
Liquid Investments	1326	936
Fixed Assets	3,662	3,515

Key Performance Indicators	FY20	FY19
Net Working Capital (days)	33	30
ROIC (%)	19.8%	29.1%
Cash Flow from Operations	1,201	928

Q4 FY20 vs Q4 FY19

Improved Margins on account of Cost reduction drives

FY20 V/S FY19

- → Strengthened Net worth
- → Maintenance of high liquidity
- → Improvement of Working Capital efficiency



Profit & Loss Statement

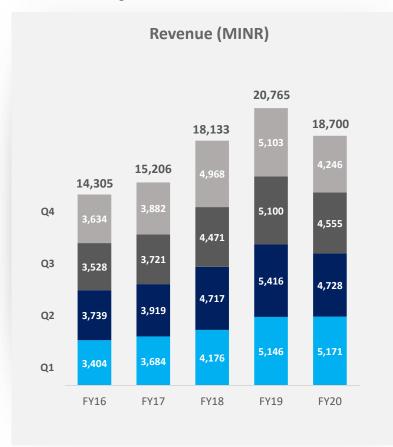
Particulars (Rs. Mn)	Q4 FY20	Q4 FY19	YoY	Q3 FY20	Q-o-Q	FY20	FY19	Y-o-Y
Revenue from Operations	4,246	5,103	-16.8%	4,555	-6.8%	18,700	20,765	-9.9%
Raw Material	3,042	3,774		3,321		13,697	15,070	
Employee Expenses	355	374		404		1,553	1,540	
Other Expenses	519	612		508		2,071	2,376	
EBITDA	331	343	-3.5%	322	2.8%	1,378	1,778	-22.5%
Other Income	32	27		26		97	92	
Interest	11	8		8		36	29	
Depreciation	128	105		101		436	411	
PBT	223	257	-13.2%	239	-6.5%	1003	1,431	-29.9%
Tax	-43	84		63		156	481	
PAT	266	173	53.7%	176	51.5%	847	950	-10.8%
EPS	1.85	1.20		1.22		5.90	6.61	

- Raw material prices at 71.6% of sales in Q4 FY20 as compared to 73.9% in Q4 FY19 driven by change in segment mix and adverse conditions in key export markets
- Tight operational cost control maintained resulting in reduction in employee costs and other expenses

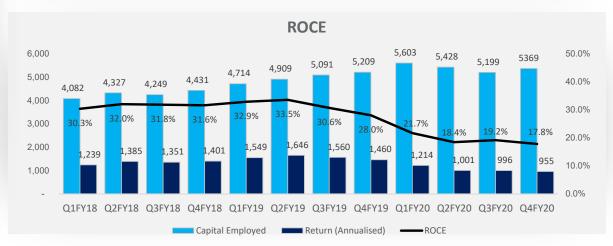




Quarterly Performance Trend

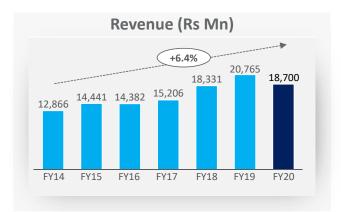


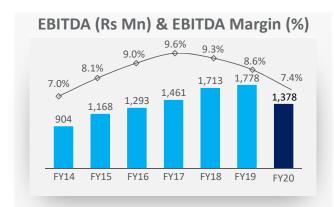


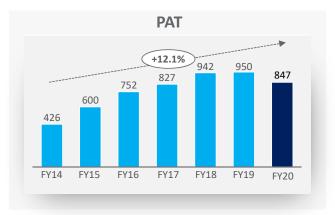


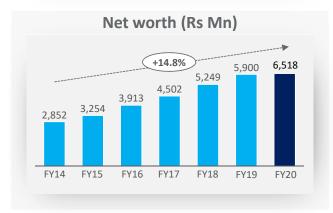


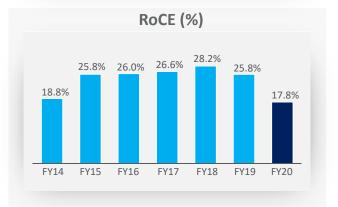
Financial Track Record

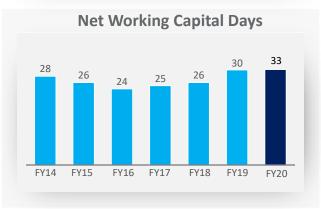








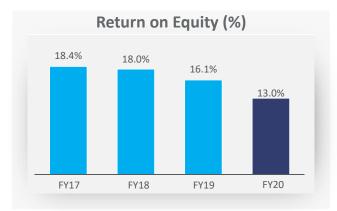


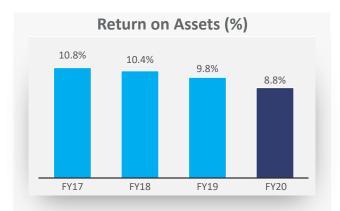


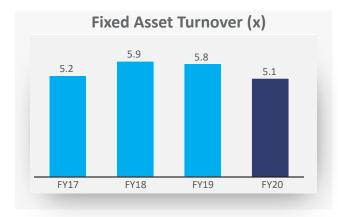
^Note: Financials for FY17-20 as per IND-AS

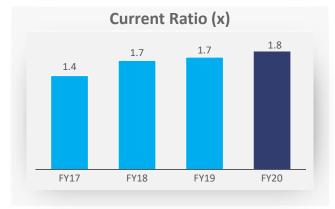


Key Ratios

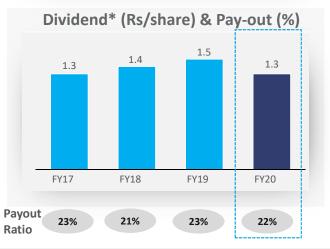










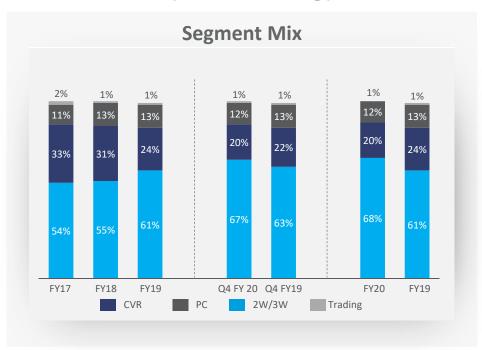


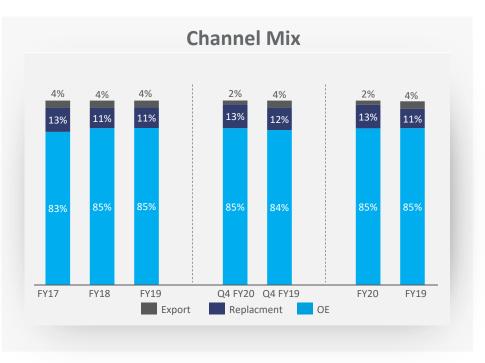
^{*}Dividend excluding Dividend Distribution Tax





Revenue Mix (Inc. Trading)





- · Change in product mix towards 2W segment where GIL continues to gain market share
- Passenger car segment impacted by discontinuation of Maruti Omni due to safety norms, Alto and replacement of Wagon R with newer model where GIL is not the supplier
- Aftermarket Revenue grew to 13% in FY20 to Rs 2,676 Mn.



YTD Segment Performance – 2W&3W (Incl. AM)

Performance

 Growth was primarily driven by efforts in terms of improving market share with key customers, higher efforts in terms of developing new products and on account of strong acceptance of end products in the market

New Program

- TVS Motors N360, N282, N289 RR
- Bajaj Auto R107, CNG

Challenge

- As per SIAM data, the 2W and 3W sales declined 18% YoY and 11% YoY respectively in FY20
- Within the 2W segment, Scooters, Motorcycles and Mopeds declined by 15%, 13% and 28% respectively in FY20

Future Development

- Electric Vehicles
 - 2W Okinawa, Ather, TVS, Hero Electric
 - 3W Bajaj, M&M, TI

Top 3 Customers

TVS Motors, Yamaha, Bajaj Auto







YTD Segment Performance – Passenger Vehicles(Incl. AM)

Performance

 Growth impacted by discontinuation of Maruti Omni due to safety norms and replacement of Wagon R with newer model where GIL is not the supplier

New Program

Maruti Suzuki: S-Presso

Challenge

- As per SIAM data, the sale of Passenger Vehicles declined by 20% in FY20 over the same period last year
- Within Passenger Vehicles, the sales for Passenger Cars, Utility Vehicle & Vans declined by 20% YoY and 4% respectively in FY20

Future Development

M&M (3), VW (2), PSA (1), TML (1)

Top 3 Customers

Maruti Suzuki, Volkswagen, Mahindra & Mahindra







YTD Segment Performance – Commercial Vehicles(Incl. AM & Railways)

Performance

- Growth impacted by significant cut in production volumes by OEMs
- Drop in M&HCV in Q4 FY20 is over 47% YoY, LCV's ~33% YoY

New Program

WABCO- Air suspension, MTBD- ICV 16T & Force Motors – T1 3350

Challenge

- As per SIAM data, the overall commercial vehicles segment registered a decline of 35% FY20 as compared to FY19
- Medium & Heavy Commercial Vehicles (M&HCVs) sales declined by 47% YoY and Light Commercial Vehicles (LCVs) declined by 22% YoY in FY20

Future Development

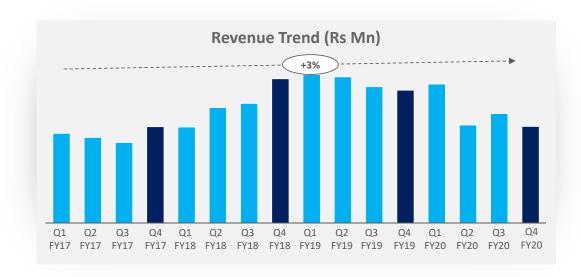
Ashok Leyland – MBP, Partner; Force Motors – T1N

Top 3 Customers

Tata Motors, Mahindra & Mahindra, Ashok Leyland

12% % to Total Sales

75% Market Share





Aftermarket

Strong Brand Equity

- Brand "Gabriel" synonymous with shock absorbers and struts
- Leadership with market share
 > 40%

Extensive Distribution Network

- 11 CFA locations & 664 dealer network
- ~12,000 retail outlets supported by effective sales force
- Present in the aftermarket segment across six continents

Recent Highlights

- Operationalized two product lines which received positive market response (drive shaft & break fluid)
- Appointed new channel partners for Latin America and Africa
- Growth of 6% which is ahead of market in very tough market domestic conditions

Widest Product Range

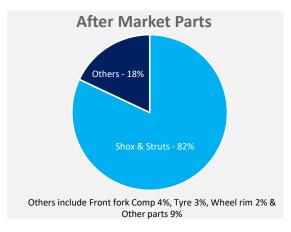
- Launched 150 SKU's LY
- More than 750 SKU's launched in last 5 years
- Continuous focus on expanding Product Portfolio

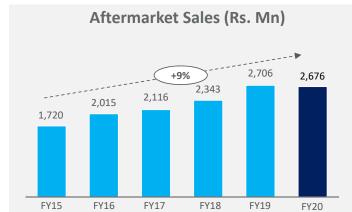
Presence Through Allied Products

- Leveraging Brand Strength & Distribution Network
- 11 New Product lines launched successfully

Focus Areas & Outlook

- Develop more products for the core segment
- Increase sales through national channels
- Major focus in B & C class towns
- Leveraging Brand Gabriel by launching new product lines
- Launch 200+ SKUs and kickstart CRM model to forge stronger ties with key clients
- Focus on export markets with share of 20% by 2023







Creating Global Presence through Exports

Leveraging relationship with Global OEMs in India to penetrate their Global Operations Dedicated Marketing team for exploring opportunities in Overseas Markets

Caters to demand from OEM & Aftermarket

Exports to developed markets of North America, Europe, Australia and Asia-Pacific Region

Focusing to increase presence in Aftermarket of Latin America, Africa & North America

Won an order from ISUZU for Thailand and Indonesia in CV Segment

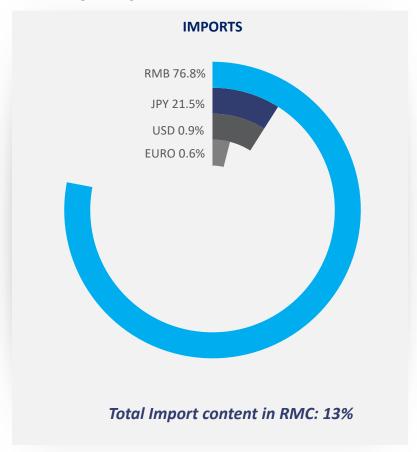
Export order from DAF Netherlands, VW Russia

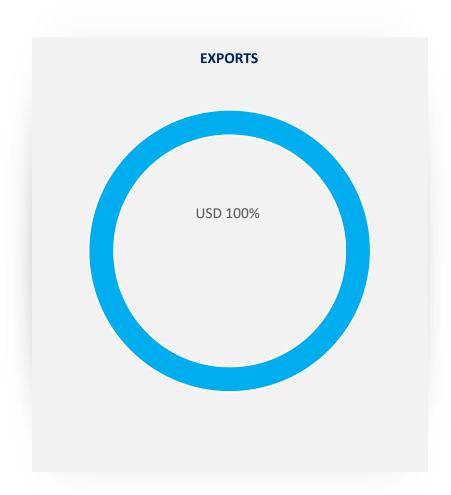






Currency Exposure







Balance Sheet

Assets (Rs. Mn.)	Mar-20	Mar-19
Non-current assets	4,677	3,970
Current assets	5,056	5,722
Total Assets	9,733	9,692

Equity and Liabilities (Rs. Mn.)	Mar-20	Mar-19
Equity	6,518	5,900
Non-Current Liabilities	335	436
Current liabilities	2,880	3,356
Total Equity and Liabilities	9,733	9,692

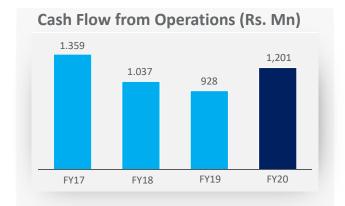
- Net Cash stood at Rs 1326 Mn at the end of Mar'20
- Net Working Capital Days at 33 as compared to 30 same period last year
- Capex for FY20 to the tune of Rs. 563 Mn

Capex for FY20

- Sanand Plant Set up
- Tech Centre at Chakan
- Expansion in Casting Plant

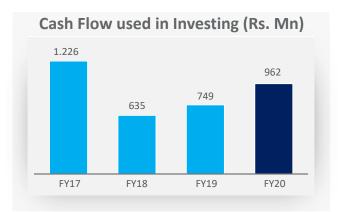


Cash Flows

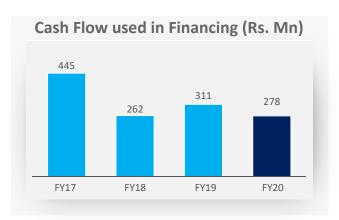














GABRIEL

ANAND >>





Gabriel At A Glance

Corporate Profile

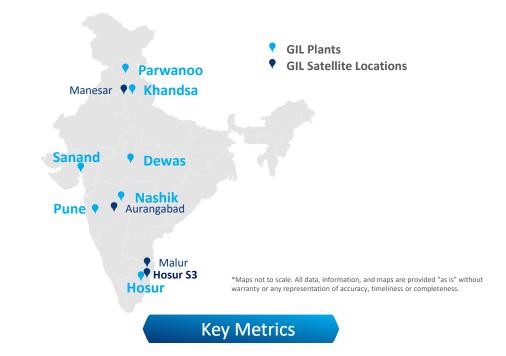
- Incorporated in 1961
- Pioneer of Ride Control Products in India with state-of-the-art integrated operations
- Strong R&D focus, employing 60 specialists, highest in the industry
- Experienced, professional management team and Board of Directors
- Marquee clientele across all vehicle segments
- Market Leadership in Aftermarket
- Impetus on Sustainability and Environment: 1,984 MT Reduction in Carbon Footprint over last 6 years; 19.5% of power from renewable sources in FY19 from 0% in FY14
- Consistent dividend track record since '98





Recognized fifth year in a row

Revenue PAT ROCE Net Cash INR 18,700 INR 847 Mn 18% INR 1326 Mn



500+

New Product Additions

7+4(satellite plants)
Manufacturing Plants

25

Countries of Presence

75

Patents Filed

664

Distributors

3,684

Employees



Strategic Manufacturing Footprint

Plant Location	Segment Served	Commencement Year	Products	Clients
Nashik	2W / 3W	1990	Shock absorbers, front forks	Bajaj Auto, HMSI , Suzuki, Yamaha, Piaggio, M&M, Atul Auto
Hosur	2W / 3W	1997	Shock absorbers, front forks	TVS, HMSI, Royal Enfield, Yamaha, Suzuki, M&M
Parwanoo	2W, PV, CV, Aftermarket	2007	Shock absorbers, front forks, struts	TVS, Tata Motors, M&M
Chakan	PV, Railways &2W	1997	Shock absorbers, struts	Volkswagen, M&M, Toyota, Tata Motors, Bajaj Auto, Piaggio & Indian Railways
Khandsa	PV	2007	Shock absorbers, struts	Maruti Suzuki, Honda Cars
Sanand	2W, PV	2010	Shock absorbers, struts (final assembly)	HMSI, Tata Motors
Dewas	OE, Aftermarket and Exports	1992	Shox – Commercial Vehicles	Tata Motors, M&M, Daimler, Force Motors, Ashok Leyland, VECV

Proximity to OEMs Ensures Just-in-Time Supply As Per Demand While Rationalising Logistics Costs



Sticky Relationships with Marquee OEM Client Base



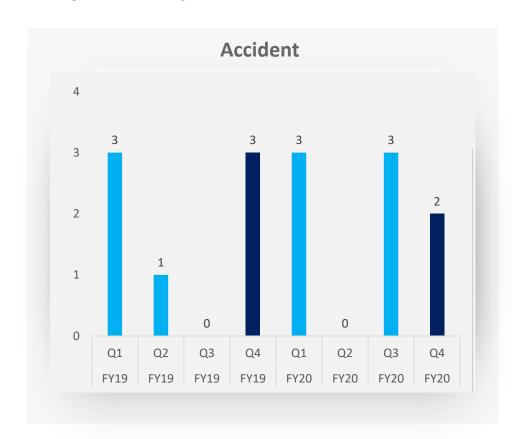


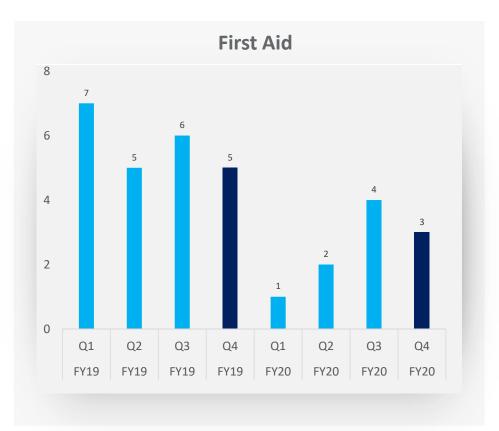






Safety Development







Human Resources



Key Metrics	Mar'20	Mar'19	Mar'18
Revenue per employee (Rs Cr)	0.51	0.53	0.45
Average employee experience (person years)	8.0	7.0	6.5
Investment in training programmes (Rs Cr)	2.21	1.45	1.44
Employees covered under training programmes (%)	80%	65	40



"Great Place to Work" - 5th Consecutive Year

2019

 Rank #90 among Top 100 Companies to work for in India

2017

- Ranked #2 in Auto & Auto Component Industry
- Rank #52 among Top 100 Companies to work for in India

2015

- Ranked #2 in Auto Component Industry
- Rank #43 among Top 50 Companies to work for in India

2018

- Rank #89 among Top 100 Companies to work for in India
- Ranked in Top 25 workplaces in manufacturing in India

2016

- Ranked #3 in Auto Component Industry
- Rank #70 among Top 100
 Companies to work for in India

2012

- Ranked #3 in Auto
 Component Industry
- Recognized among the Best Companies in its Industry





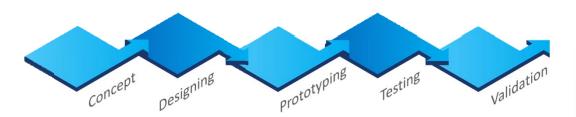






Strong In-house R&D & Technology Partnerships

End-to-End Product Development Capabilities



DSIR Approved state-of-the-art R&D Facilities at Chakan and Hosur

A strong team of 60+ Specialists

Over 75 patents filed till date

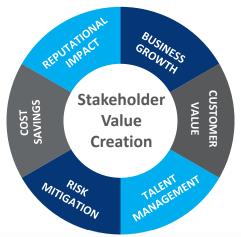
Technical Collaborations with KYB Japan (Passenger Cars) and KONI (Commercial Vehicles)

Key Initiatives

- In-house facility for customers for ride tuning of vehicles
- Advanced damper technology for the enhanced user experience
- CO2 footprint reduction through product light weighting and use of green technologies
- Virtual analysis for structural durability assessment of components
- Implementation of product life cycle management (PLM) to increase the reuse of existing components & to improve productivity
- NVH measurement and reduction techniques to address noise issues in the new generation vehicles

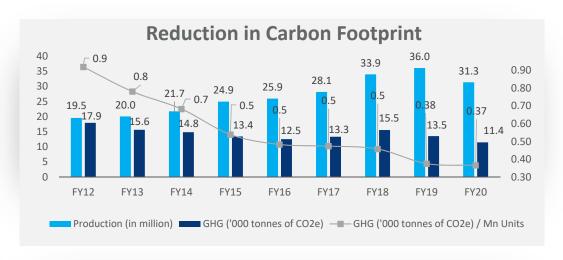


Environmental Sustainability





"Sustainability Award – Automotive and Farm Division" from Mahindra in FY18



- Reducing energy consumption per unit of shock absorber through reduction in manufacturing losses
- 6,464 MT reduction in carbon footprint since FY12
- Invested in solar rooftops across manufacturing plants with a capacity of 1.1 MW
- Invested in group captive wind power plant to source renewable power at Hosur of 3.6 million units annually.
- 19.5% of power from renewable sources from 0% in FY14



Achieving Engineering Excellence



Honoured with "Golden Peacock Eco – Innovation Award for Hollow Piston Rod"



CSR Initiatives

Thematic area	Parwanoo	Dewas	Nashik	Hosur
Education	 11 Govt. School 2100 Students 18 Teacher SNSF scholar programme @ANAND school 	 5 Govt. School 766 Students 6 Teachers Classes for adults MEDHAVI @ govt. polytechnic & acropolis: 10 awardees (4 added in '19) 	9 Govt. School2856 Students18 Teachers	 3 school 7 Teachers 2637 student MEDHAVI@PMC Tech30 awardees (6added in'19)
Skill Development (Introduction of NSDC Certification across courses)	 6-month Courses in Cutting & tailoriing, dress designing Beauty culture Computer 	6-month Courses in para nursing (Health assistance training program		
Health & Hygiene	 Doctor consultation & free medication in slums Govt. partnership project of HIV/AIDS & RCH 			
Community Conservation	 Maintenance of ANAND municipal park and sports complex Maintenance of war trophy memorial park (ANAND van vatika) Classes for out of school students & adults 	 Ultra high-density mango plantation in lake view farm incl. GIL share land Implementing agency of NABARD's E shakti and livelihood entrepreneurship Development program 	'	



Board of Directors



Anjali Singh Executive Chairperson, Gabriel India

- Business Management at University of Westminster, UK, and Fine Arts at Central Martin's School of Arts and Design, UK
- Joined ANAND Group in 2005
- Chairperson, Supervisory Board, ANAND Group since 2011



Manoj Kolhatkar MD, Gabriel India

- B.E. (Mechanical) & DBM, with more than 25 years of experience in Automotive industry
- Associated with Gabriel India since 2011
- Prior to this, served in TATA Group in senior roles for 22 years



Jagdish Kumar Group President & Group CFO, ANAND Group

- Joined ANAND Group in September 2015
- Over 29 years of cross-cultural experience of running business at Asia Pacific level as well leading strategic planning efforts for Asia-Pacific at Global Companies like Du Pont, BILT, TCS



Aditya Vij Non-Executive Independent Director

- Operating Partner, Kedaara Capital Advisors LLP
- CEO of Fortis Healthcare Ltd. from 2011 to 2014
- Spent 30 years in the Automotive and Defence Industries including 18 years with General Motors, Europe



Pradeep Banerjee

Non-Executive
Independent
Director

- VP, Supply Chain, South Asia at HUL. Director on the Board of HUL. Associated with HUL since 1980 in various senior roles
- Chairman of CII National Committee on intellectual Property and committee member on Environment, Convenor of CII National Working Group on Plastic Waste Management



Matangi Gowrishankar

Non-Executive
Independent
Director

- Graduate from XLRI in Personal Mgt & Industrial Relation, with more than 40 years of experience in Banking, Financial Services, IT, Manufacturing, Sports & Oil Industry
- Was board member of NHRDN and one of 20 mentors for NHRDN Womentoring Initiative
- Qualified coach and works with senior business leaders to support business leadership effort



Management Team



- Masters in Quality
 Management with over
 20 years of experience
- Associated with Gabriel since 1999

Atul Jaggi Chief Operating Officer, Two and Three Wheelers and Commercial Vehicles Business Unit



Umesh Shah Head of Strategy

- MBA, Michigan, UDA, 2004, PG (MS Industrial Engineering), University of Ohio, USA, B.E. (Mechanical)
- Over 17 years of experience
- Associated with Gabriel since April 2010



Manoj Sharma Chief Human Resource Officer

- Masters in Personnel Management
- Associated with Gabriel since April 2016



Sarabjit Singh Chief Operating Officer, Passenger Cars Business Unit



Rishi Luharuka Chief Financial Officer

 CA & CFA, DIFRS, FRM more than 17 years in the Mining, Construction, Metals, Garments and Automotive industry

• B.E. (Mechanical) with

· Associated with Gabriel

since January 2017

over 20 years of

experience

Associated with Gabriel since Sept 2019

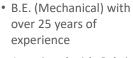


Prashant Shah
Chief Purchase Officer

- B.E. (Production Engineering) with over 25 years of experience
- Associated with Gabriel since November 2012



Amitabh Srivastava Chief Operating Officer, Railways and Aftermarket Business Unit



 Associated with Gabriel since April 2007



Rajendra Abhange Chief Technical Officer

- B.E. (Mechanical) with over 30 years of experience
- Associated with Gabriel since March 2004



CR Vijaykumar Head Central Quality

- Diploma in Management
- Associated with Gabriel since July 2001



Awards & Accolades



'India's Best Workplaces for Women' - 2019: Top 75



Gabriel was awarded for Delivery Management by Honda Motorcycle and Scooter India, at their 21st Supplier Convention 2020



Gabriel Chakan Team "Spartans" emerged as the winners at National Level Toyota Kirloskar Supplier Association Quality Circle Competition

GABRIEL ANAND >





Growth Strategies



Financial Worthiness

- Debt reduction
- Break even point (BEP) reduction
- Simplification of parts
- Automation

Customer Focus

- Enhancing customer delight and deepening relationships
- Collaboration and product co-development

Aftermarket

- Product development
- Expanding reach
- Exports focus

Technology & Innovation

- Improvement in quality
- R & D focus
- Sustainable manufacturing
- Innovation culture

Customer & Product Focus, Aftermarket Expansion and Export Push



Strengthening Focus Areas



Cultural Transformation

- Increasing organizational competencies and process orientation
- Regular trainings focused on talent development and leadership development with the help of ANAND University
- Promote equal opportunity and diversity
- Internal culture of collaboration, execution and accountability



Sustainability

- Reducing energy consumption per unit
- Using / improving energy efficiency using LED lighting technology at its plants, saving energy & reducing carbon footprint
- Installation of renewable sources of energy at various plants



Financial Robustness

- Leverage brand and diverse product portfolio to drive growth
- Focus on driving operational efficiencies, judicious allocation of capital while maintaining a lean balance sheet



Manufacturing Excellence

- Customer centricity
- Deepening competence, enhancing product quality and expanding product portfolio
- Adopted ANAND House of Quality Culture
- Driving increased asset utilization



Research & Development

- Investments in robust testing infrastructure to enhance value proposition to customers at compelling price
- Collaborations with global technology partners

To be amongst the 'Top 5 shock absorber manufacturers in the world' by 2025



For further information, please contact:

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