May 21, 2021

The Officer-In-Charge (Listing) **Listing Department** **National Stock Exchange of India Ltd.,** **Exchange Plaza, Bandra Kurla Complex,** **Bandra (East),** **Mumbai - 400 051** **Symbol: MINDACORP**	**Head - Listing Operations,** **BSE Limited,** **P.J. Towers, Dalal Street, Fort,** **Mumbai – 400 001** **Scrip Code: 538962**

Dear Sir/ Madam

Sub: Participation in Conference Call

In compliance with regulation 30 read with schedule III, of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that the Company will participate in a virtual conference call to be held on Friday, May 21, 2021 hosted by Emkay.

This information is also being uploaded on the Company's Website www.sparkminda.com

The presentation to be given by Company is also attached.

This is for your information and record.

Thanking You,

Yours Faithfully

For Minda Corporation Limited

Minda Corporation Limited DELHI

Pardeep Mann
Company Secretary
Membership No A13371

EMKAY Electric Vehicle Conference

Spark Minda

Innovation for Connected and Shared Mobility

CONTENTS

Company Snapshot

Innovation and Focus Areas

Q4 & FY21 Performance

CSR, ESG and Awards

SPARK MINDA - Kaleidoscope

Leading Automotive Component Supplier – Since 1958



16,000+
WORKFORCE



6
PARTNERSHIPS

INR 32,570 million
REVENUE



33
PLANTS/OFFICES

14 NORTH	13 WEST
3 SOUTH	3 ASEAN

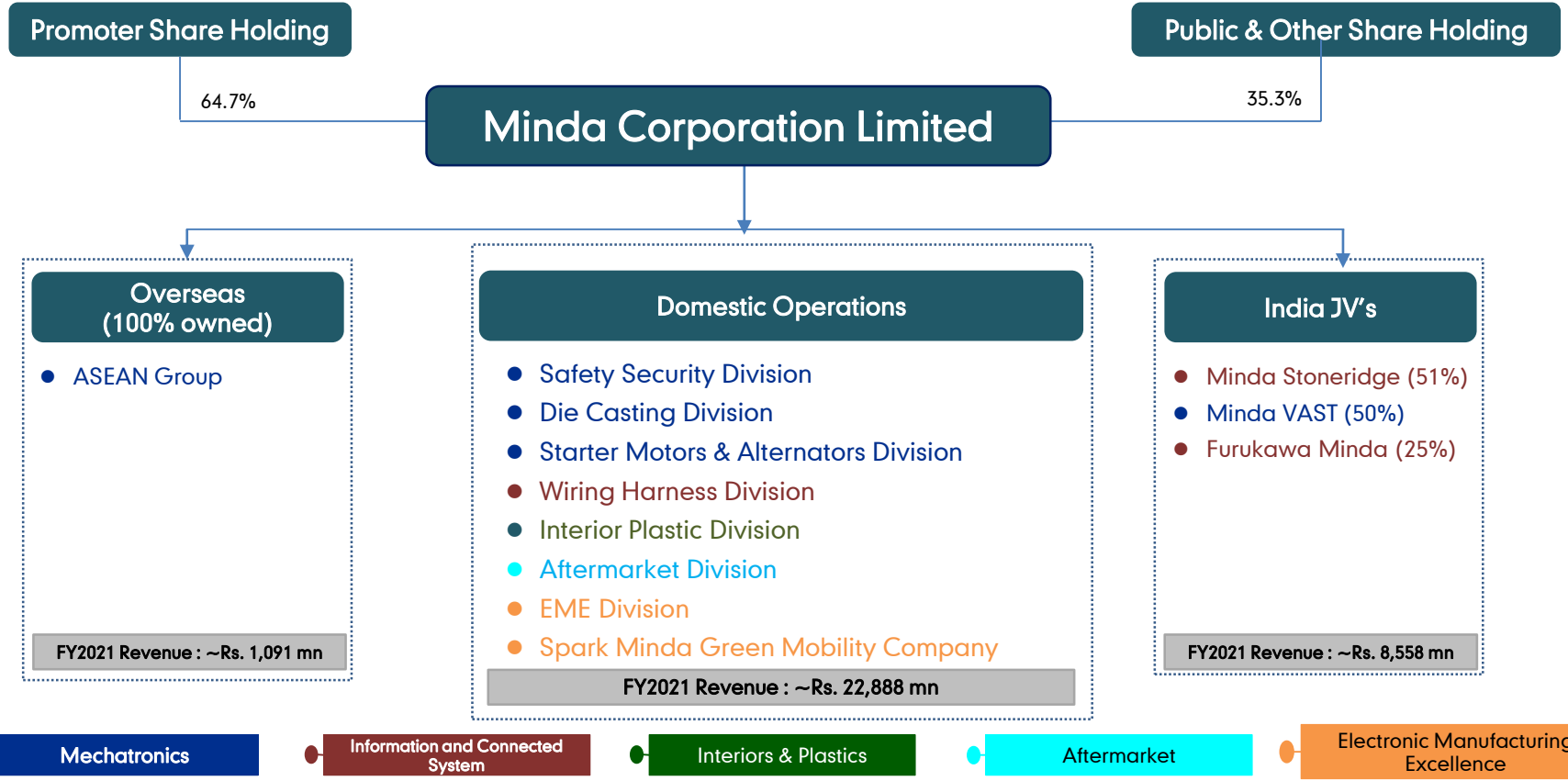
Stoneridge, VAST, SLCA, INFAC 주식회사 인팩, FURUKAWA ELECTRIC, RIDEVISION

VISION

To be a dynamic, innovative and profitable global automotive organization for emerging as the preferred supplier and employer, to create value for all stakeholders.

*It includes revenue from JVs also

Schematic Representation of Minda Corporation



Key Products across various Business Verticals

Mechatronics (Business Vertical 1)	 Ignition Switch Cum Steering Lock	 Smart Key System	 Mechatronics Handles	 Immobilizer System	 Aluminum Die Casting	 Compressor Housing	 Alternator	 Starter Motor						
Information & Connected Systems (Business vertical 2)	 Speedometer		 Wiring Harness	 Steering Roll Connector	 Junction Box	 Speed	 EGT & EGRT	 PM / SOOT Sensor						
Plastics & Interiors (Business vertical 3)	 Cup Holder		 Ash Tray	 Louvers	 Glove Box	 Steering Column Shroud	 Seat Panel	 Structural Parts	 Oil Sump	 Cylinder Head	 Battery Tray				
Aftermarket (Business vertical 4)	 Spares of BV1 &BV2			**Electronics Manufacturing Excellence**		 DC/DC & Chargers	 Antenna Products	ITS	 BCM/MFECU	 Telematics				

Diversified portfolio for Indian & International market !!

LEADERSHIP Team



Ashok Minda
Chairman & GCEO

BUSINESS VERTICALS



Arvind Chandra
CEO, BV I, Vehicle Access Control System
27 years of Automotive Experience in Europe, US and India
(AC Consulting & Investments, Wabco, Faurecia, Delphi, GeneralMotors etc.)



Biranchi Mohapatra
CEO, BV II, Information & Connected System
Over 29 years of experience in Auto Component Industry
(Plastic Omnium, Ashok Leyland, Varroc etc.)



Aakash Minda
ED- Group Finance & Strategy & CEO BV III -Plastics & Interior
7 years of Global Auto Component Industry experience



Neeraj Sharan
CEO BV IV, Aftermarket
29 years in Auto Industry in India and overseas
(Lohia Global, Greaves Cotton, Tractor India etc.)

CORPORATE FUNCTION



D. Suresh
Group CTO
26 Years of Global and domestic experience in R & D of Auto Industry



Neeraj Mahajan
GCMO
30 years in India and overseas with OEMs and Auto Components
(JKEKT, Genavco LLC, Toyota Kirloskar, ARB Bearings etc.)



N. K. Modi
ED & President GCEO Office
35 yrs of experience in Auto Comp Industry



Ashim Vohra
Group Chief Manufacturing Excellence Officer
Over 30 years of experience in Auto Component Industry



Vikas Thapa
GCHRO
29 years of Global HR Leadership experience including UK and US (Ex Indian Army)
(Cummins India, Tata Group.)

CUSTOMER Centricity

Innovation
Commercialization of patents & technology

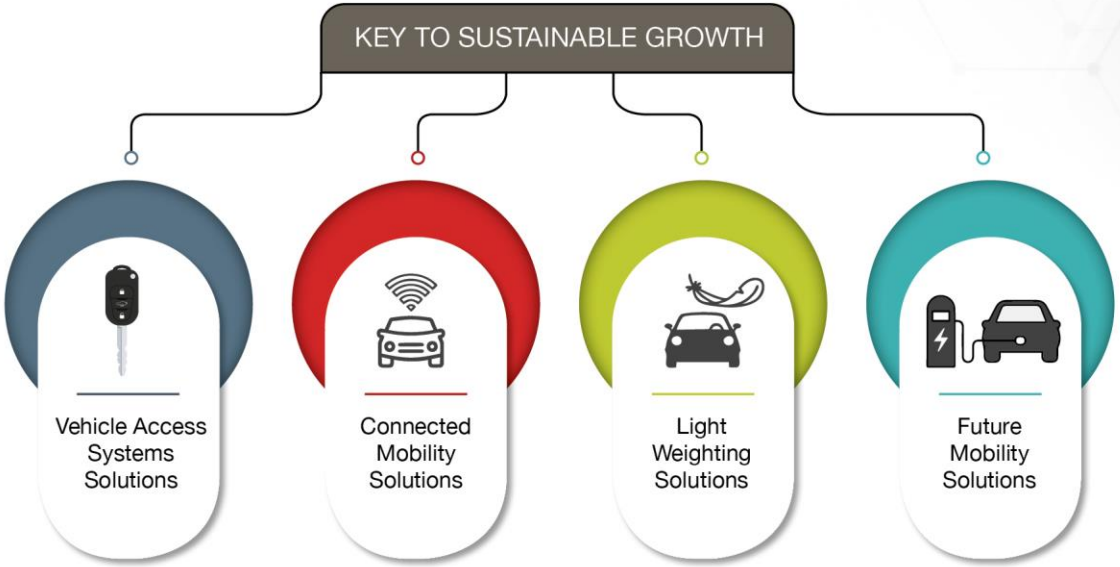
Agility
Captive customization & adaptation meeting QCDD

KAM
Dedicated point of contact for customer

Proximity
33 plants & offices spread across 5 countries

WHAT DO WE OFFER

Key to sustainable Growth



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VEHICLE ACCESS Control System

We Differentiate Ourselves

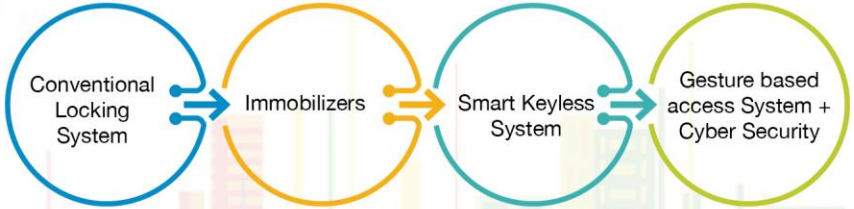
- Preferred supplier where reliability is a key aspect
- Diverse customer base across segments
- Global Technology alliance to stand at par with Customer future needs

Benchmark Manufacturing Practices

- A completely automated robotic paint shop for door handles and locksets



Technology Trends



Major Offerings



Keyless System



ESCL



Conv. Locksets



Latches



Fuel Cap



Door Handles

PARTNERSHIP

Leveraging technology and strength with US Partner – **VAST**

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INFORMATION & Connected Solution

We Differentiate Ourselves

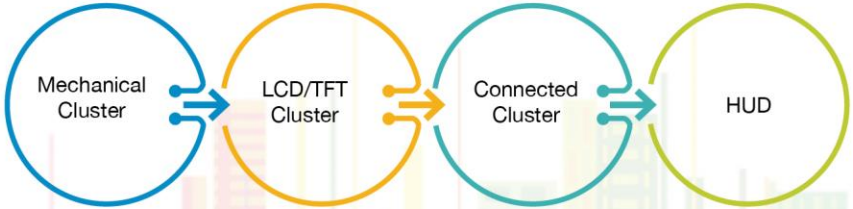
- Preferred supplier where on-time delivery and reliability is a key aspect
- Diverse customer base across segments
- Field warranty and support

Benchmark Manufacturing Practices

- SMT Capability
- Dust Control by Operations Control



Technology Trends



Major Offerings



TFT Cluster



Elec. Cluster



Wiring Harness



Mech. Clusters



Speed Sensor



Emission Sensor

PARTNERSHIPS

Partnered with leaders like **Stoneridge,** US and **Furukawa,** Japan

WIRING HARNESS Capability Enhancement

We Differentiate Ourselves

- Full System Supplier Capability for Wiring Harness Products in convention vehicles & EV's



Features

- State-of-the-art NPD proto shop facility for first time right proto manufacturing
- In-house capability to design wiring harness (W/H) using specialized design tools like Capital Harness, CREO, CATIA
- Integrated manufacturing facility and advanced engineering set-up capable of black box design & validation

Benefits

- Reliable W/H manufacturing using navigation system, vision camera and automatic end-of-line testing rig
- Affordable W/H with in-house developed conventional and next-gen connectors & terminals (025, 040srs in development)

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PLASTICS & LIGHT Weighting Solution

We Differentiate Ourselves

- Diverse Segment Offering
- Focused capability in engine light weighting solution
- Dedicated In house design and development capability

Benchmark Manufacturing Practices

- First Mover in engine light weighting Components
- A global benchmark plant for Intricate parts for casting products

Technology Trends



Major Offerings


Cylinder Head Cover


Compressor Housing


Centre Console


Engine Mounting Bracket


Battery Tray


Motored Air Vents

FOCUS AREA

Localization: Product development and transformation to suit customer specific needs

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ELECTRIC & CONNECTED Mobility Solution

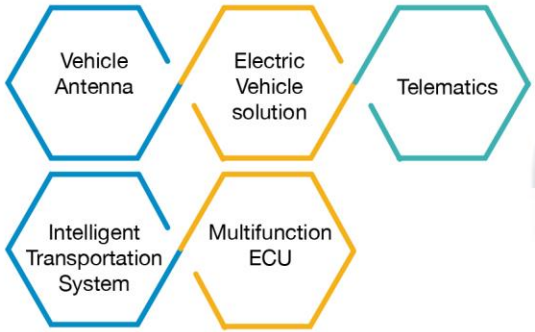
We Differentiate Ourselves

- Establishment of strong advance R&D Centre for electronics initiatives
- A comprehensive portfolio in Electric Mobility Solution
- Expertise in Electronic control units design, Power electronics design & Embedded System Solution

Benchmark Manufacturing Practices

- In-house SMT facility and EMI/EMC facility for product validation

Technology Trends





Major Offerings


Antenna


DC-DC Converter


Battery Charger


Telematics


ITS


MFECU/ BCM

FOCUS AREA

Innovation & Technology Leadership

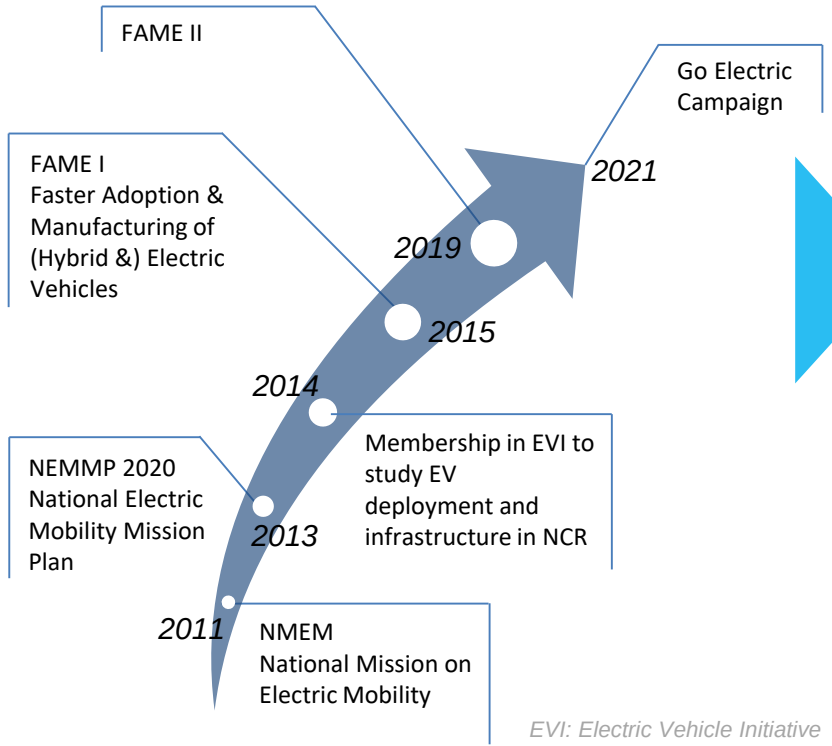
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Innovation and Focus Areas:

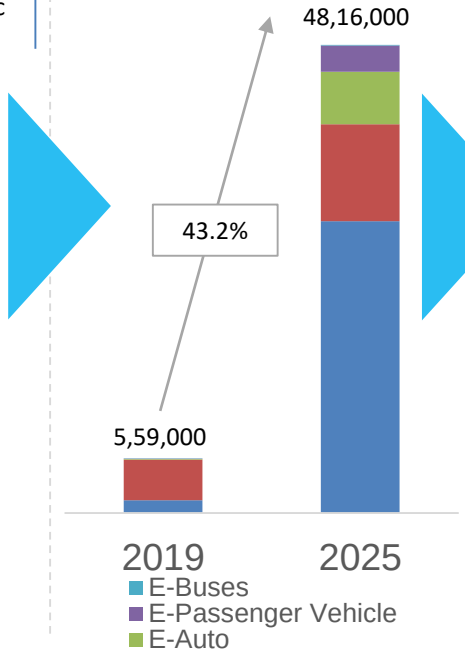
Research & Development Capabilities

INDUSTRY Expectations….

Government Inititives



Potential EV Market in India



Government Support

1. Active stimulus and incentives from the government for EV migration
2. Long-term well defined policy and regulation for EV adoption
3. Standardized charging infrastructure and ports
4. Structured approach to reduce dependency on China for EV components

"What the government and industry must do is build a multi-year road map together, with milestones that could help all the players understand shared objectives, build capabilities and infrastructure and minimize any surprises along the way" – *Tata Sons Chairman N Chandrasekaran*

EVI: Electric Vehicle Initiative *Source: Frost & Sullivan*

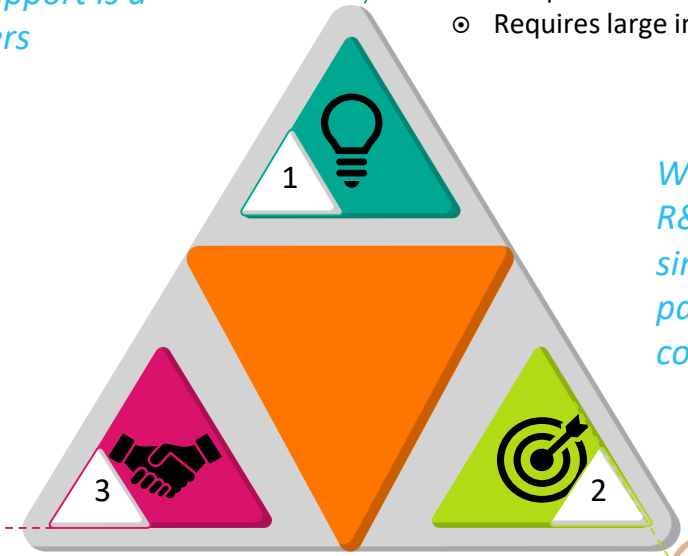
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HOW HAVE WE Worked Around……

Engaging in technology tie-ups with global counterparts with strong regulatory support is a potential way forward for local suppliers

Setting Up own R&D Unit for xEV

- Suppliers to set up their own R&D in xEV specific components
- Requires large investments in terms of money and time



We have already set up our in-house R&D facility for xEV solutions while simultaneously scouting for partners to bring in quality, scalable, cost effective EV solutions

JV's with Global xEV Players

- Entering into JV's with global suppliers would give Indian suppliers access to existing technology
- Commercialization of technology at the shortest time with the potential to further develop joint IPR ownership in the future.

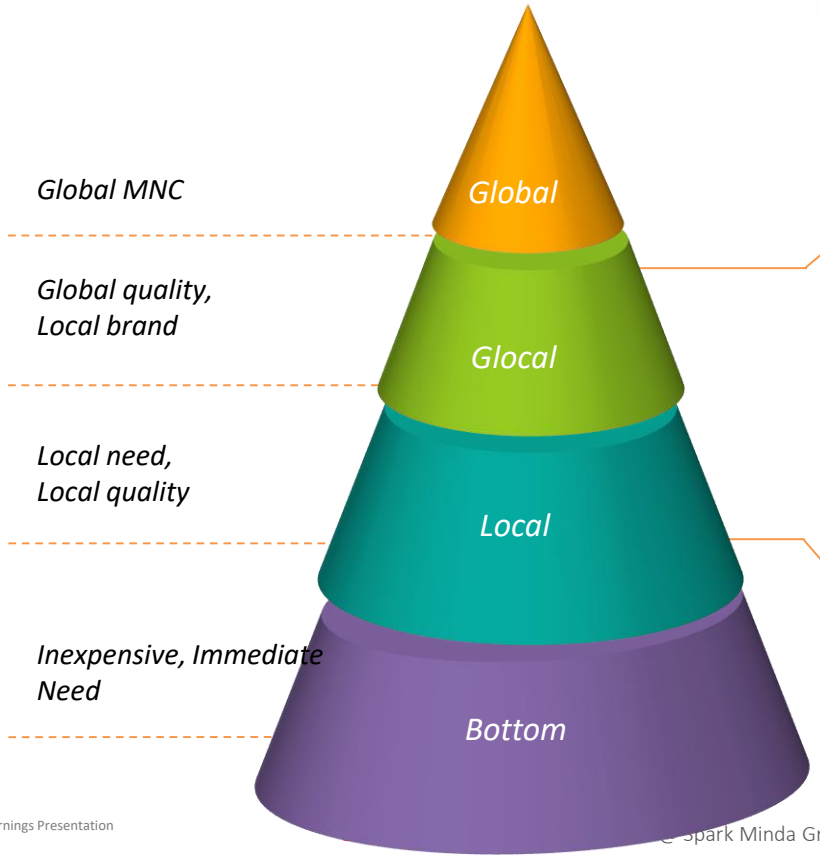
Technology Licensing

- Licensing of exsting technology from global suppliers' xEV sub-components to manufacture in India
- Further development of licensed technology is often challenging

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SPARK MINDA Group Strategy

Bottom-up strategy to create a *Robust, Cost Effective Solution* catering to *Local Need* with *Global Quality*



- Very low speeds, light vehicles and short commutes
- Difficult environment conditions – temperature, humidity, dust, potholes etc.
- Unprofessional and low vehicle/engine knowledge leading to questionable driving practice
- Case for retrofits

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Global Megatrends Impacting Indian Auto Industry

Global Trends





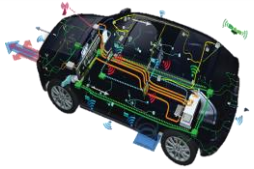




Trends Impacting India



Connectivity & Shared Mobility



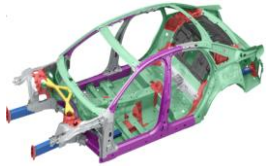
Vehicle Electronification



Vehicle & Passenger Safety



Vehicular Emission



Vehicular Light-weighting



Human Machine Interface



Big Data & Digitization



Virtual Assistants



E-Mobility

The one put in green circle are the trends where the Company is working.

Trends and our offerings

Global Trends









Trends Impacting India & Our Offerings

Connectivity & Shared Mobility

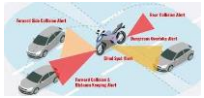

Antennas


Telematics


ITS


Connected Digital Cluster

Safety


2W ADAS


Airbag Wiring Harness


Cyber Security

Light-weighting


Cylinder Head


Al Die-Casting Parts


Oil Pan


Battery Tray

Electronification


Keyless Entry Solutions


Immobilizer


MFECU/BCM


TFT Cluster

Emissions


Wiring Harness


Compressor Housing


Powertrain Sensors

Green Mobility


Battery Charger


Motor Controller


DC to DC Converter


BMS*


VCU *


Motor*

** Under Development ITS: Intelligent Transportation System MFECU/BCM: Multi-Function Electronic Control Unit/Body Control Unit BMS: Battery Management System VCU: Vehicle Control Unit*

Engineering Capability

Engineering Capability Expansion

Advanced Engineering & Electronics

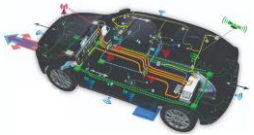


225+ Engineers | Embedded Software

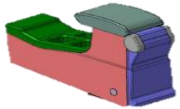


20+ Engineers | Telematics & Connectivity

E&E and Light-weighting



50+ Engineers | WH Design | E&E Architecture



40+ Engineers | Light-weighting

Power Electronics & Vehicle Access



15+ Engineers | Power Electronics



50+ Engineers | Vehicle Access

SMIT: Spark Minda Technical Centre WH: Wiring Harness

~170

~ 50 % in last 5 years

Total IPs/Patents

~ 2.0%

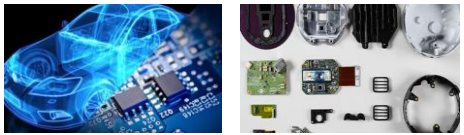
of annual revenue

R&D Spending

450+

Engineering Headcount

Engineering Capabilities to Address Future Trends



Electronics Hardware



Embedded Software



Product Validation



Mechatronics Engineering

SPARK MINDA Technical Centre (SMIT)

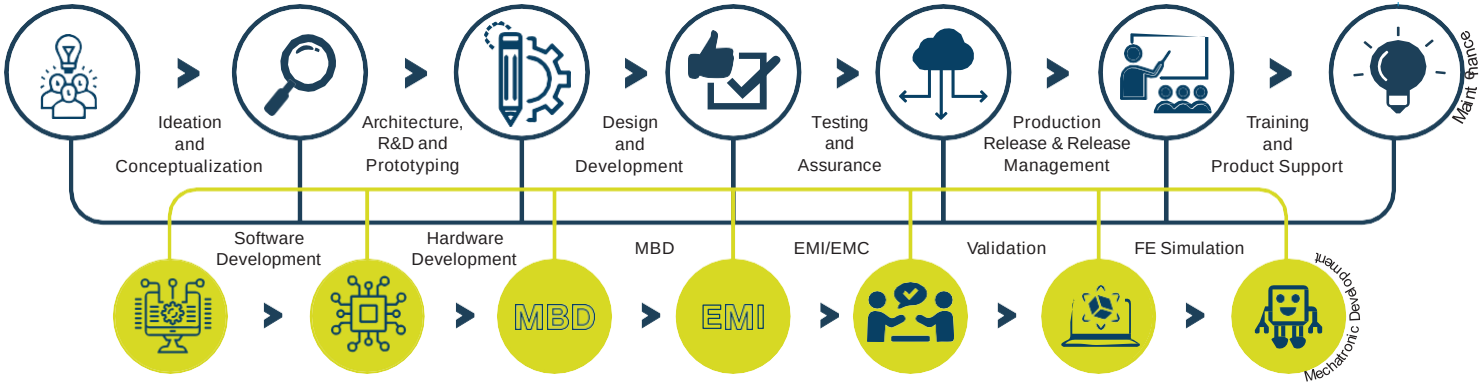

Spark Minda Technical Centre, Pune


EMI/EMC Lab


Anechoic Chamber

- Over 130 patents.
- End-to-End Product Development.
- Semi-Anechoic EMI/EMC Component Test Facility
- Complete ownership of product throughout PLC.

Concept to Realization



- Platform Design & Development Capability.
- Embedded Development & Simulation Tools Availability
- Product Specific Custom Made DV/PV Test Set up

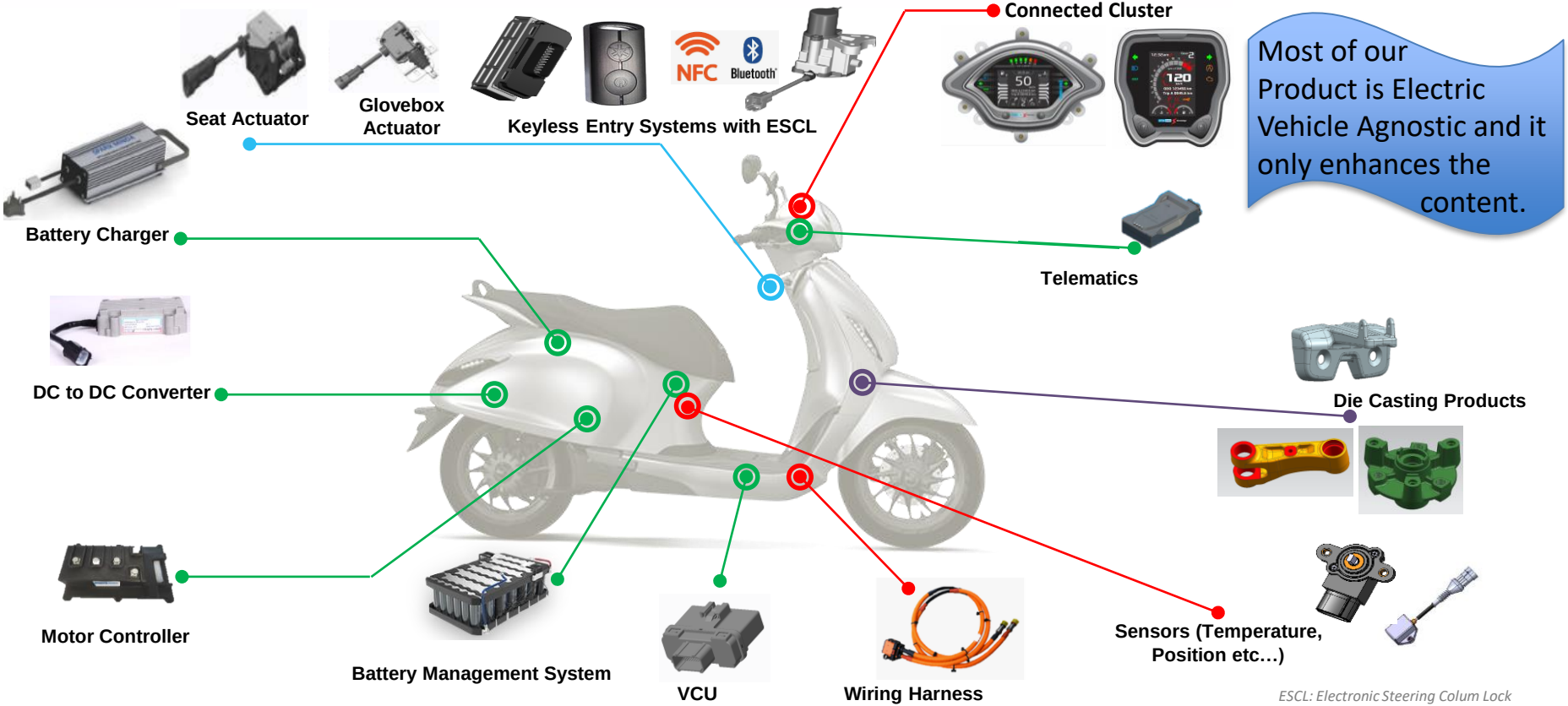
ACCREDITATIONS

Arplus IDIADA

NABL

DSIR RECOGNIZED

Electric Vehicle:- Its an Opportunity and not a Threat



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SUCCESSFUL DEVELOPMENT OF INHOUSE Power Electronics Solution

3x3x3 Strategy

3 SEGMENTS







3 PRODUCTS



DC-DC Convertor



Battery Charger



Motor Controller

UPTO 3kW

Battery: Lead acid / Lithium

Battery Voltage: 48 to 60 v

Battery Capacity: 25 to 120 AH

Motor: 600W – 3 kW

Peak Speed: 25km – 80 km

Range: 60km – 120km

Products ≤ 3 kW

EV Customers

AMPERE By GREAVES, ASHOK LEYLAND, BAJAJ, BGAUSS, ELECTRA EV, ESCORTS, ETERGO, Mahindra electric, OLA ELECTRIC, Olectra, POLARITY, TAFE, TVS, virya MOBILITY 5.0

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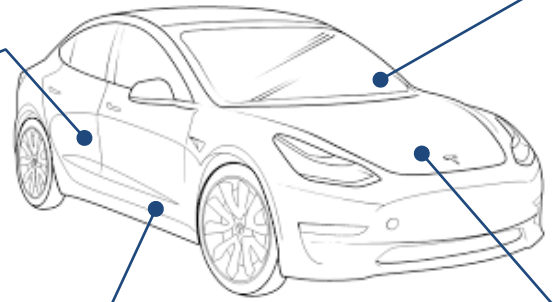
SUCCESSFUL DEVELOPMENT OF INHOUSE Connected Mobility Solutions

Spark Minda has a telematics solution for every E&E architecture of EV



Battery Swap Telematics

For a battery swap EV, tracking the battery, its SOC and discharge profiles is a must have. A built-in telematics function makes it smart battery



Connected Cluster



Connects the vehicle to the cloud through the cluster. All ride parameters are available for big data analysis on the cloud

Connected Vehicle Control Unit (VCU)



Connected Vehicle Control Unit not only monitors the vehicle data but also provides vehicle control options like limp home, vehicle mode set, geofence etc in addition to FOTA features



Telematics Gateway

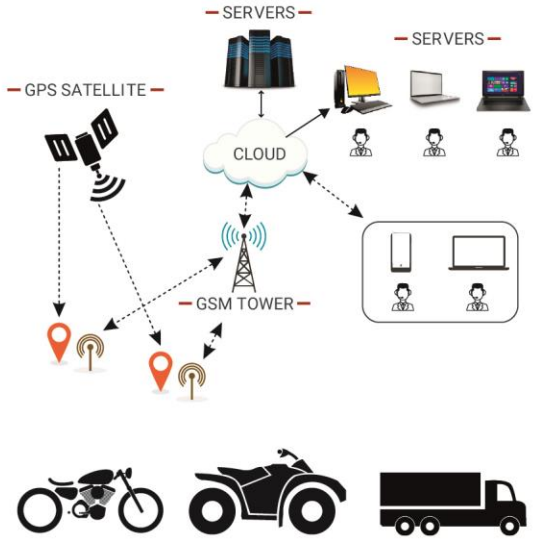


Track and Trace, Immobilization and find me functions with a simple gateway

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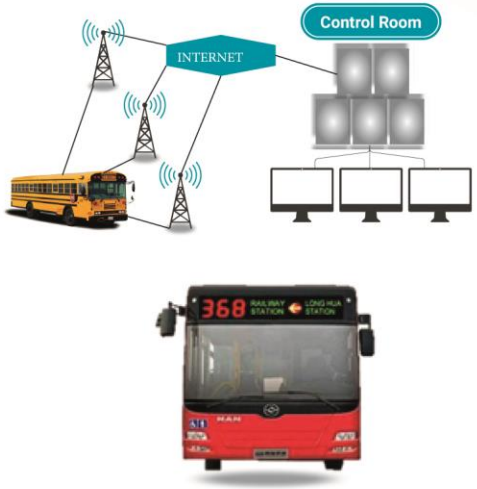
SYSTEM SOLUTIONS: End-to-End Product Development

Connected Mobility Solutions



UBSII & IS16833 Certified System In-vehicle Passenger Information System, Voice & Data Connectivity, In Vehicle Video Surveillance System

Intelligent Transport System 2.0



AIS 140 Certified In house end-to-end expertise in technologies related to telematics

Key Less Entry System Solution



Key less entry System
(PEPS)

21 IPs are filed
(HW, System & Mechanical) in
Key Less Entry Systems

Customer Trust on New Technology Product



Premiumisation Lightweight and Increased Electronics Content offerings in existing products

- Keyless solution (Knob Type, Push type, integrated ESCL)
- BSVI & EV Wiring Harness
- Digital Clusters
- Connected Clusters
- Bracket less
- Door Handles
- Low Cost Immobilizer
- Oil pan etc
- Keyless solution (with BLE, NFC),
- Cyber Security
- Power tail gate etc

Customer Won

BAJAJ, Cummins, ETERGO, Hero, KTM, Mahindra Rise, OLA ELECTRIC, PIAGGIO, MARUTI SUZUKI Way of Life!, TATA, VINFAST



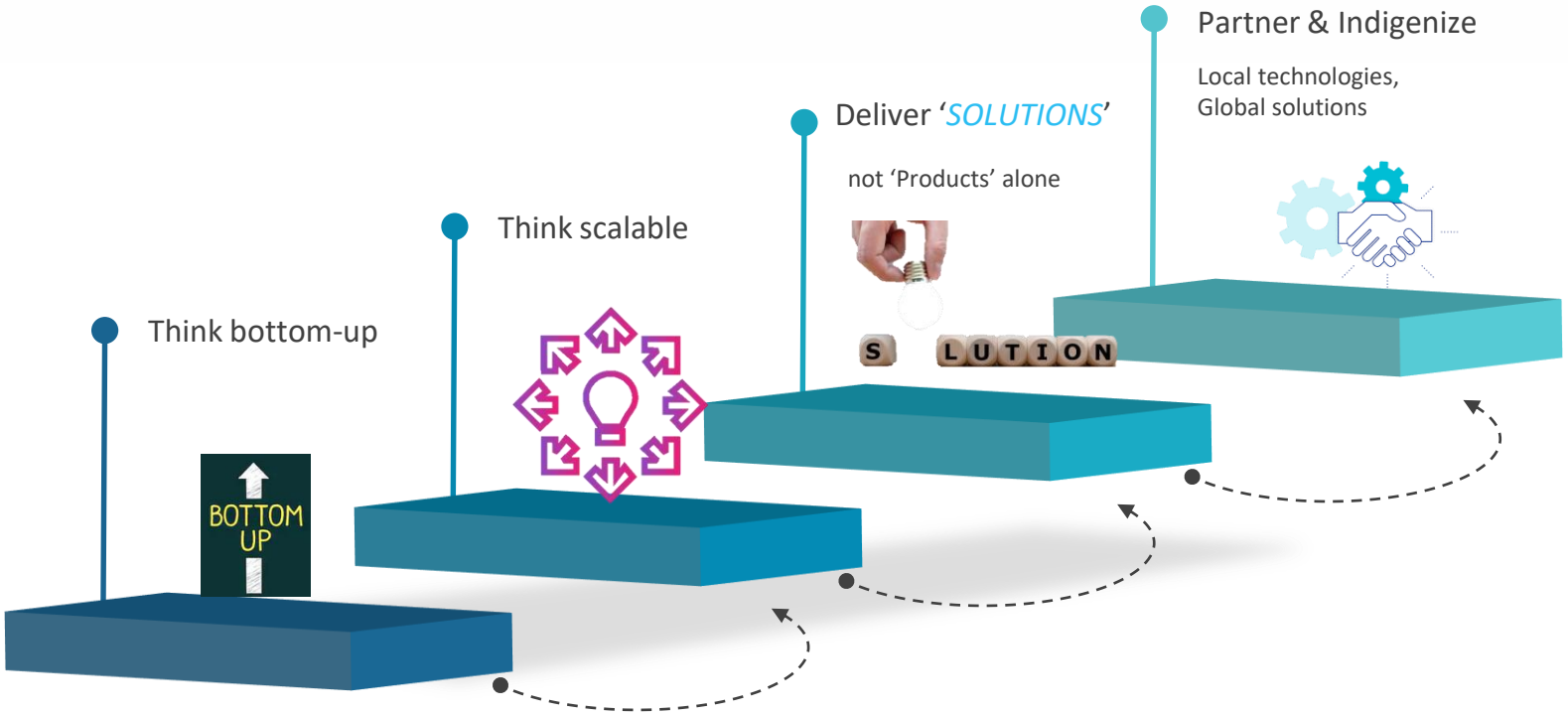
Connected, Safety, Electronic, EV products for existing & future segment:

- DC-DC Convertor
- Telematics
- ITS
- MFECU
- Antenna
- EGT Sensors
- Battery Charger
- Motor Controller
- BMS
- ADAS

AMPERE By GREAVES, ASHOK LEYLAND, BAJAJ, BGAUSS, ETERGO, HYUNDAI, MARUTI SUZUKI Way of Life!, OLA ELECTRIC, POLARITY, REVOLT, TVS, virya MOBILITY 5.0

Text in Green	Ready
Text in Grey	In Progress

THE BIG Picture…….



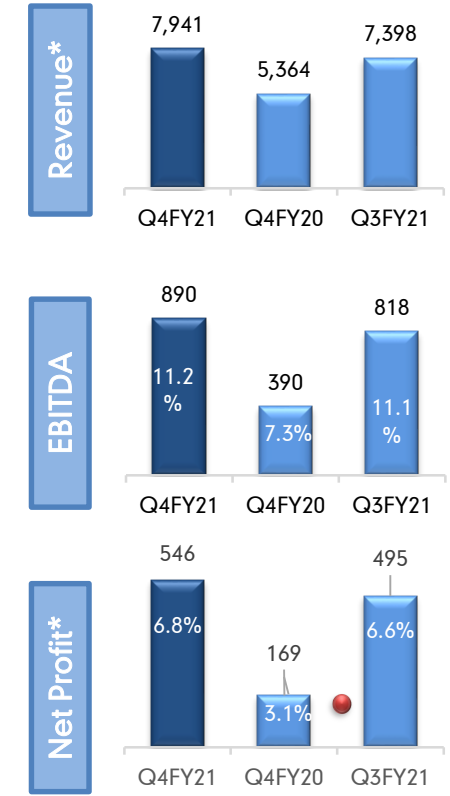
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Financials

Consolidated Performance – Q4 & FY21

Quarterly

(in Rs. mn)



Commentary – Q4 FY21 vs Q4 FY20

Overall Revenue of Rs. 7,941 million showed growth of 48.0% due to

- Transition from B-IV to BS-VI led by increased wiring harness content in 2W category
- Increase in Aftermarket Sales and Exports

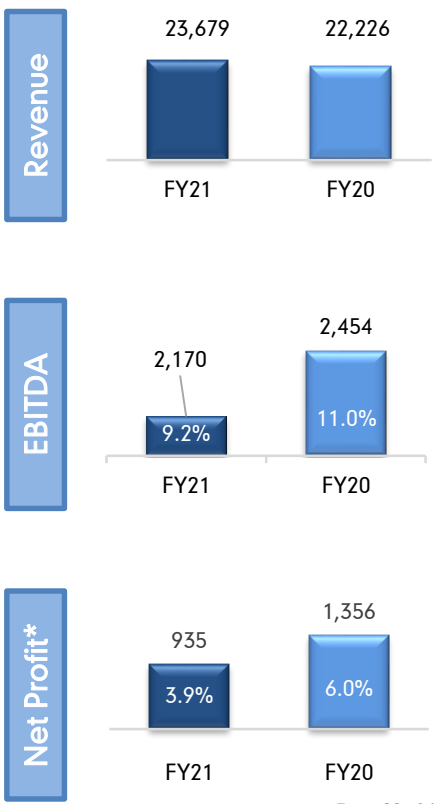
EBITDA margin at 11.2% in Q4 FY21 :–

- Positively by operating leverage and cost control measures like reduction in fixed cost.
- Adversely by lag of raw material indexation, product mix, labor productivity and transition to BS VI

Highest Ever Quarterly Net Profit of Rs. 546 million from continued operations

- Share of profit in JV of Rs. 57.4 million as against profit of Rs.19.9 million

Full Year

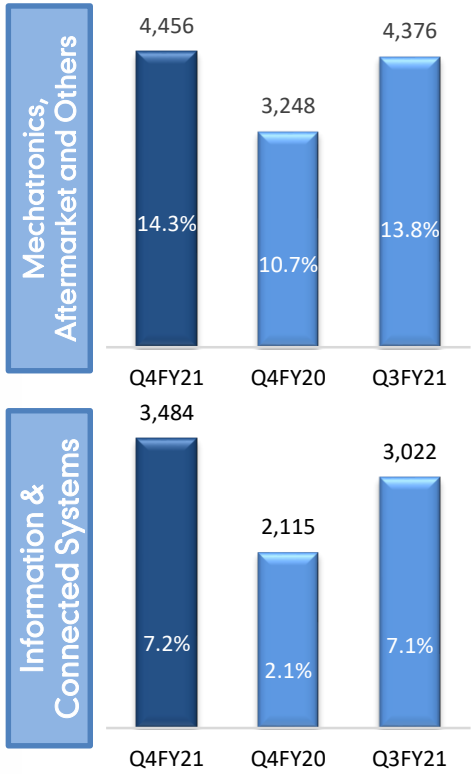


*PAT is from continued operations

Business Verticals Performance – Q4 & FY21

(in Rs. mn)

Quarterly



Commentary – Q4 FY21 vs Q4 FY20

Mechatronics and Aftermarket:

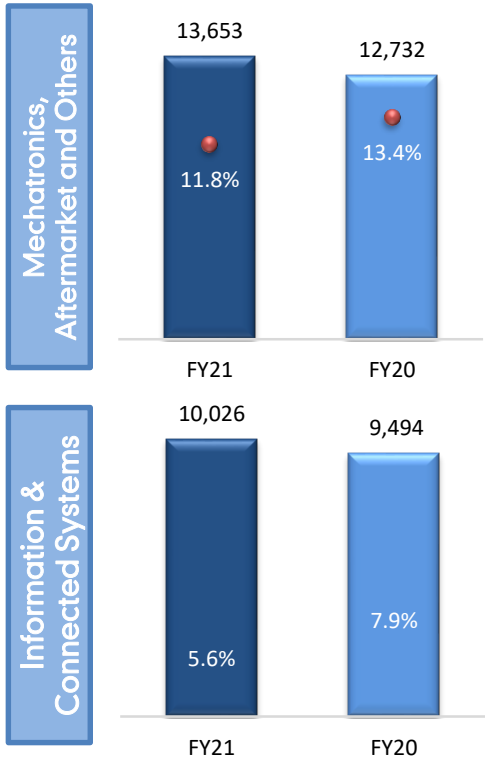
- The growth in revenue better than Industry was supported by higher aftermarket and exports sales
- EBITDA margin at 14.3% due to
  - Favorable impact of higher aftermarket, export sales and various cost cutting measures across the divisions
  - Adversely impacted by RM Indexation

Information & Connected Systems

- The growth in revenue better than Industry was supported by higher content increase in 2W due to BS VI
- EBITDA margin at 7.2% due to
  - Improved QoQ due to improvement in labor productivity, operating leverage, favorable product mix and tight control on fixed cost
  - Opportunity for improvement as it is impacted by lag of RM indexation, BS VI transition cost, labor productivity lower as compare to BS IV

(in Rs. mn)

Full Year



Revenue & EBITDA margin improvement seen on Q-o-Q basis for all the Vertical

Consistent and Sustainable Market Beating Profitable Growth

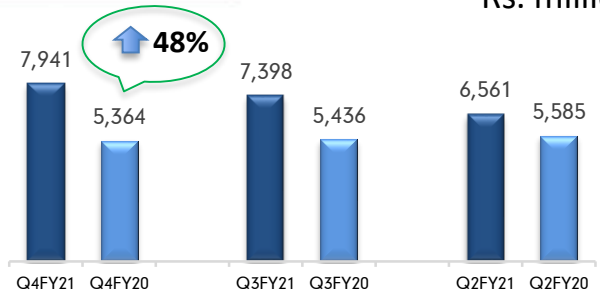
EBITDA Margin *11.2%*

PAT Margin *6.8%*

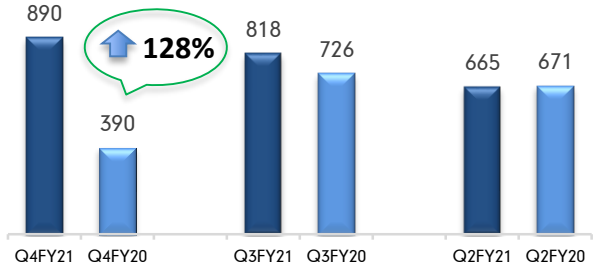
- **Highest Ever :** Quarterly Operating Revenue of **Rs. 7,941 million** with growth of *48.0%* on Y-o-Y basis
- **Highest Ever:** Quarterly Absolute EBITDA of **Rs. 890 million** and margin improves by *390bps* on Y-o-Y basis
- **Highest Ever:** Quarterly PAT from continuing operations of **Rs. 546 million**

Rs. million

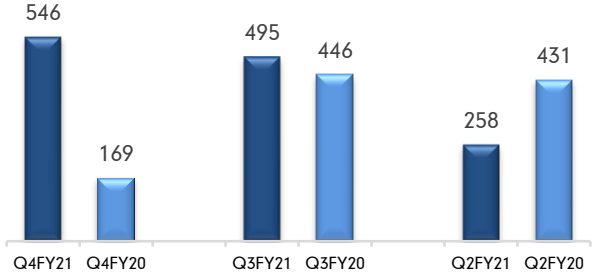
Revenue Trend



EBITDA Trend



PAT Trend*



On Sequential Basis, Delivers Third Successive Quarter of Improved Double-Digit EBITDA Margins of 11.2% with Focus on Consistent and Sustainable Market Beating Growth

*PAT is from continued operations

Consolidated Leverage Position

Particulars (Rs. mn)	Mar 31st, 2021	Mar 31st, 2020
Net Worth	11,466	9,751
Gross Debt	4,832	5,320
Less: Cash & Cash Equivalents (Inc. FDR)	4,993	4,724
Net Debt	(161)	596
Net Debt / Net Worth	-	0.06 x

Particulars	Mar 31st, 2021	H2 FY21 Annualised	Mar 31st, 2020
ROCE	12.0%	24.4%	17.8%
Working Capital Days	46	36	33

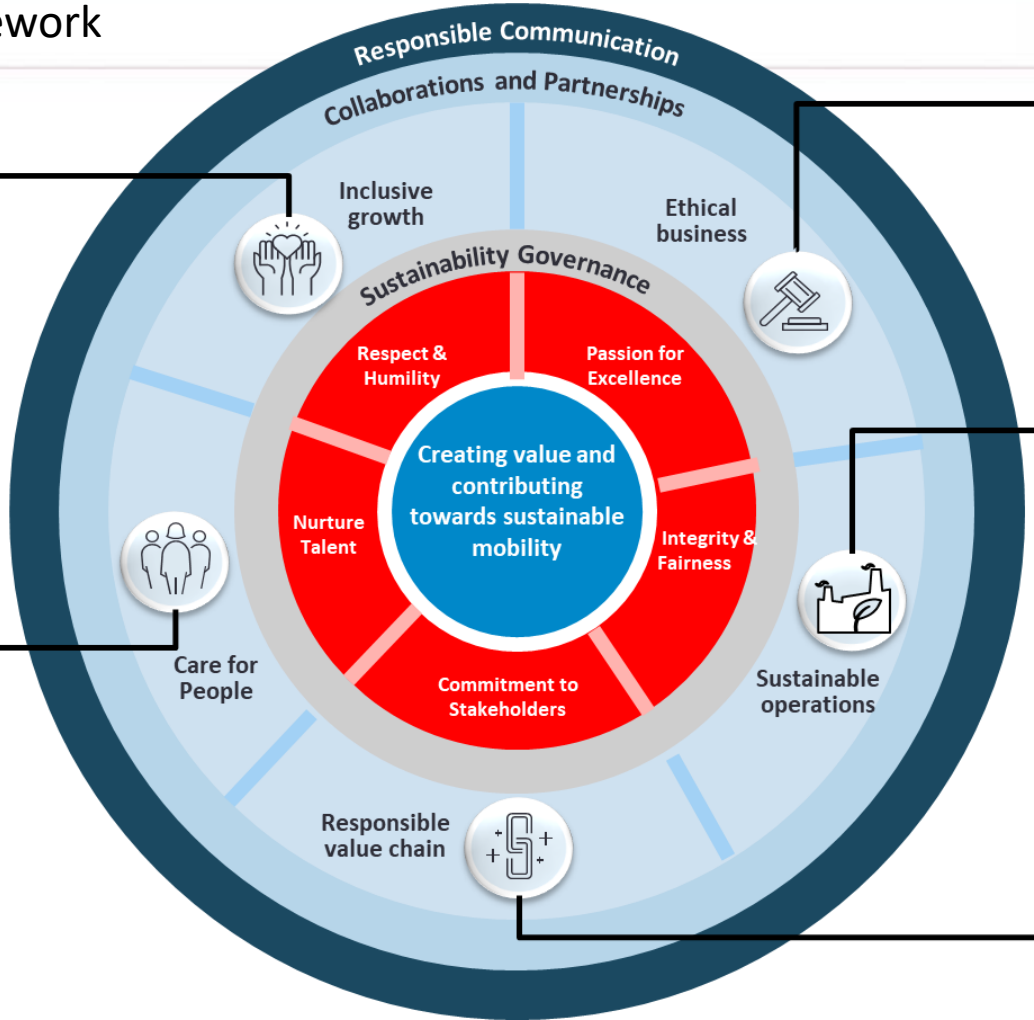
Note: ROCE excluding Exceptional Items and interest on fixed deposit

Both the Rating Agencies reaffirmed the Rating in the month of June'20

Rating Agencies	Instrument	Rating
India Ratings & Research	Term Loan	IND AA- / Stable
	Working capital limits (Fund-based and Non-fund-based)	IND AA-/Stable/IND A1+
	Commercial paper	IND A1+
CRISIL	Long Term	CRISIL A+/Stable
	Short Term	CRISIL A1

CSR, ESG and Awards

Sustainability Framework



Inclusive growth

- Local communities
- Customer satisfaction
- Product quality and safety
- Marketing and labelling

Ethical business

- Business Ethics
- Regulatory compliance
- Anti-competitive Behaviour
- Economic performance

Sustainable operations

- Materials management
- Energy management
- Emissions reduction
- Water and effluents management
- Waste management

Care for people

- Occupational health and safety
- Labour management/relations
- Human rights
- Training and education
- Diversity and equal opportunity

Responsible value chain

- Sustainable and local sourcing
- Innovative product and lifecycle management

People, Planet & Profit

The Spark Minda Foundation worked on multiple social initiatives to help different aspects of the society during the Year FY21



Shakti Project Launched in collaboration with Indian Vision Foundation and Prison Authorities of Haryana



WOW project launched in Collaboration with HP, BSG and NIIT



Cooked food package were distributed in Khed, Pune and to PWDs in collaboration with CII and District Administration



Blood Donation camp was organised at MCL Pantnagar .



Aakarshan (Skill Development Programme started on virtual platform) completed its virtual classes(FY20-21) with 1498 learners



1197 People Covered

Eye check-up camp and menstrual hygiene camp organised in Bagla, Hisar-



539 People Covered

Eye check up camp was organised Pantnagar in collaboration with HelpAge India-539 people covered.



113 People Covered

Health check-up camp organised with GCO at Aakarshan, Haryana - 113 people covered .



300 families

Kits distributed to families in Jammu under Sadhbhavana project, which is in collaboration with the Indian Army



Around 20,000

masks are distributed till date.

Awards & Achievement

Our continues effort towards providing worker friendly environment and providing clients with superior quality product with effective cost efficiencies have been recognized and awarded by multiple organization

Worker Friendly

- Awarded '20 Best Companies To Work For In 2020' by CEO Insights
- Minda Corp-Aftermarket division wins 3rd position in ACMA 1st northern regional Best HR Practices Competition
- Spark Minda wins 1st runner up position for ASSOCHAM Diversity & Inclusion Excellence Awards 2020
- SMIT – HR team wins People First HR Excellence Awards 2020

Effective Management

- MSIL awarded 17th National awards for excellence in cost management by ICAI (3rd position)
- Quality circle Award for FY 2019-2020
- Minda Stoneridge receives Q1 Award, highest designation for a Supplier from Ford Motor
- Minda Stoneridge Instrument won numerous awards at QCFI Kaizen Competition

















Narrowing Focus & Deepening Capabilities

Enhancing the Core

1. Operational Partnership with PHI Capital
2. Cost leadership position in Operations.
3. Greater focus in Manufacturing Excellence & Sourcing
4. Improving
   a) Working Capital
   b) Employee Cost
   c) Raw Material Cost
5. Strengthening the management team
6. Bring back Wiring Harness division to closer to double digit EBITDA margin.
7. Strengthening the ESG framework in the Company
8. Setting up of a New Division i.e. Electronic Manufacturing Excellence
9. Greater share of business from Export & Aftermarket
10. Right Capital Allocation.

Creating Value

Technology & Digitization

1. Achieve Thought leadership position in Technology
2. TLA with Israel based Ride Vision for 2W ADAS
3. Filling of 15 Patent in FY21 and total patent is 166
4. Incorporation of Spark Minda Green Mobility Company.
5. Enhancing Testing & Validation Capability in Electronics.
6. Focus on Light weight, Safety, Connected, Electronics, EV

Customer Centricity

1. Commercial Production of **new products** like ITS 2.0, DC-DC Convertor, Connected Clusters etc
2. New plant in Gujarat for Interior Plastic Division & Expanding capacity in Mysore & Pune
3. Strengthening KAM structure for customers
4. Focus on Premiumisation, increasing Kit value and Content per vehicle
5. More products per customer, More customers per product
6. Increasing Market Share, Wallet share & Order book

Value Proposition

- High value, technologically advanced products; global presence with 33 plants
- Cost leadership in manufacturing and Thought leadership position in Technology
- Offering Advanced Technology products and System Solution in Light weighting, Active Safety, Connected, Electronification, and EV
- Technological tie ups with global automotive component manufacturers
- Well diversified customer base, product portfolio and business segments
- Low leverage providing significant flexibility for organic / inorganic growth
- Four-tier Governance Structure to excel in Corporate Governance
- Higher Focus on Sustainability by Strengthening the framework of ESG

This presentation contains statements that contain "forward looking statements" including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to Minda Corporation Limited ("Minda Corp" or the Company) future business developments and economic performance.

While these forward looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance.

Minda Corp undertakes no obligation to publicly revise any forward looking statements to reflect future / likely events or circumstances.

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