Minda Industries Ltd.

Corporate Office

UNO MINDA

NK MINDA GROUP

THINK. INSPIRE. FLOURISH

Date : 12 August, 2016

National Stock Exchange of India Ltd. Listing Deptt., Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051.	**BSE Ltd.** Regd. Office: Floor - 25, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai-400 001.

Dear Sirs,

Enclosed is the:-

- **MIL Q1 FY 17 - Results Update Presentation**

Please upload the information on your website.

Thanking you,

Yours faithfully,
for Minda Industries Ltd.

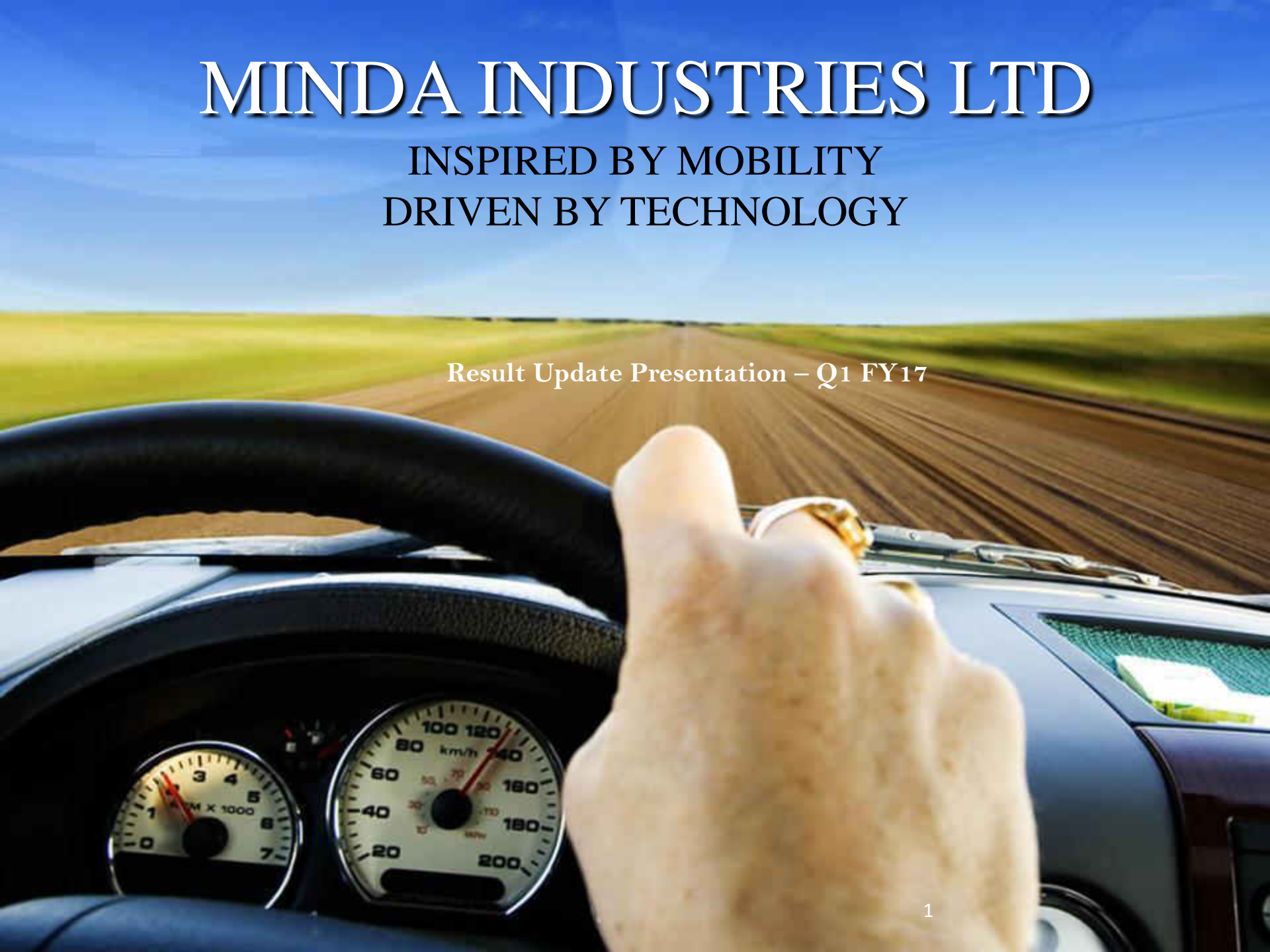
Minda Industries Limited
Delhi

H C Dhamija
VP Group Accounts,
Legal, Secretarial, Indirect Taxes &
Company Secretary

MINDA INDUSTRIES LTD

INSPIRED BY MOBILITY
DRIVEN BY TECHNOLOGY

Result Update Presentation – Q1 FY17



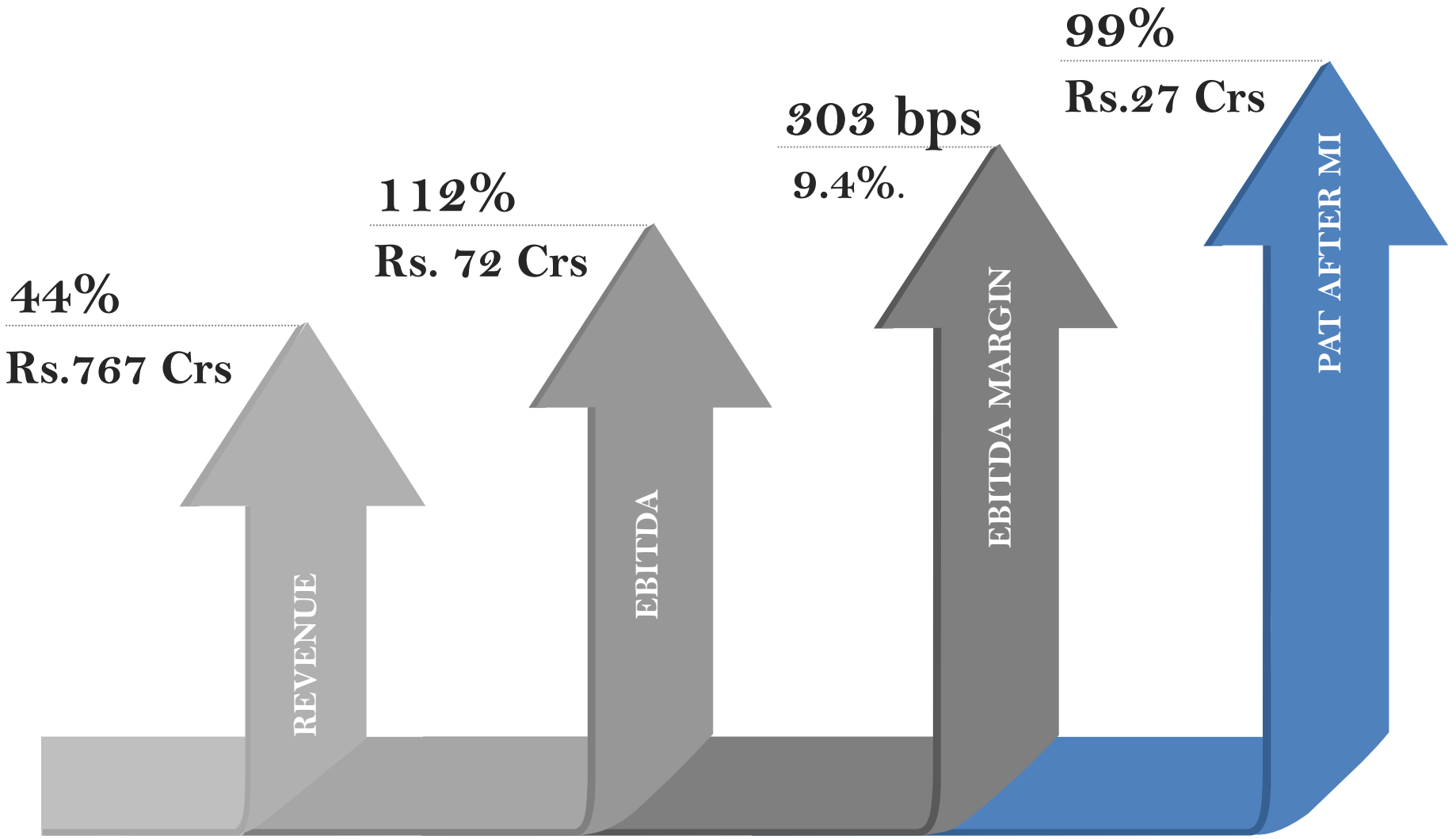
Safe Harbor

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

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

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

Growth Momentum Continues...



Note:
- *Consolidated Results*
- *All comparison are year on year*

Management Commentary on Q1 Results

Consolidated Revenue grew by 44% YoY

- Primarily driven by Consolidation of ASEAN Business, Minda TG, Minda Kosei Aluminum Wheel Pvt Ltd & MJ Casting Pvt Ltd
- Standalone business grew by 17% Y-o-Y

EBITDA Margin expanded by 303 bps to 9.4%:

- Primarily driven by consolidation and improving product-mix
- Margin maintained at FY16 levels despite Minda Kosei Aluminum Wheel Pvt Ltd & Minda TG commencing commercial operations in Q1 FY17 (1st year of commercial production)

Increase in Interest cost on account of :

- Acquisition loan of Rinder
- Consolidation of Minda Kosei (Interest capitalized till previous quarter)
- Consolidation of Minda TG Rubber

Group Consolidation – Update

New Entities consolidated in this Quarter:

- Rinder consolidated for 28 days in this quarter
- Minda Kosei Aluminum Wheel P Ltd. consolidated partially in this quarter
- Minda TG Rubber P Ltd. consolidated in this quarter

Update on Group consolidation

- Roki Minda Co. Ltd to become 49% Joint venture company of MIL with effect from October 1, 2016
  - Turnover Rs.~215 Cr with a PAT of Rs.6 Cr in FY 2015-16
  - Product Air Filtration System & Canisters for 4W & 2W
  - Acquisition has been done at Rs.10.50 per share against a book value of Rs.10.23 per share

Consolidated Profit & Loss Statement

Rs.Crs	Q1 FY17	Q1 FY16	YoY	FY16
Sales	760	529		2,506
Other Operating Income	7	4		21
Total Operating Income	767	533	**44%**	**2,527**
Cost of Material consumed	479	353		1,610
Employee Cost	102	69		326
Other Expenses	113	76		353
Operating EBITDA	72	34	**112%**	238
Margin	9.4%	6.4%	303bps	9.4%
Other Income	2	5		14
Interest	13	5		26
Depreciation	28	18		93
PBT before exceptional item	34	16	113.1%	134
Margin	4.4%	3.0%	143bps	5.3%
Exceptional Item	0	0		5**
PBT	34	16		139
Margin	4.4%	3.0%		5.5%
Tax	8	4		28
PAT After Minority Interest	27	**14**	**99%**	111
Margin	3.5%	2.6%	97bps	4.4%
EPS (In Rs.)*	17.1	8.6		70.0
Cash PAT	55	**32**	**71.9%**	204
Margin	7.2%	6.0%	116bps	8.1%

** Face Value of Rs.10 per equity share ** Exceptional item pertaining to profit on sale of land in PT Minda Asean*

New Happenings

Switch Division:

Won Orders from Piaggio

- Received new export orders from Piaggio
- To supply for USB Charger & H2O Sensor worth Rs. 6 Cr

Switch Division:

Won Orders from KTM & Arpillia

- Received export order for Accelerator Position Sensor from KTM &
- Received export order Handle Bar Switches from Aprillia

PTMA, Indonesia:

Supplies to Yamaha begins

- Started supplies of Power Socket to Yamaha Thailand
- 1st time Yamaha employing a power socket in ASEAN market

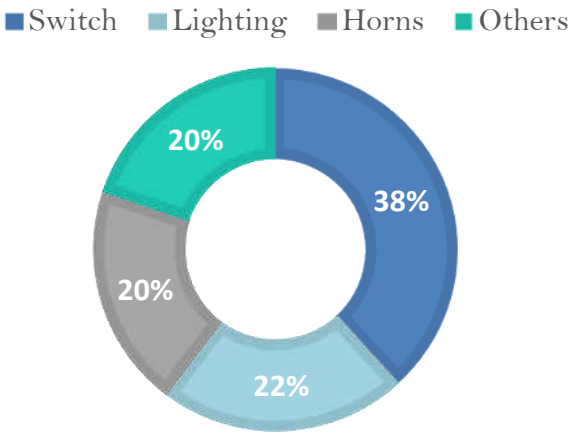
Lighting Division :

Won Orders in India

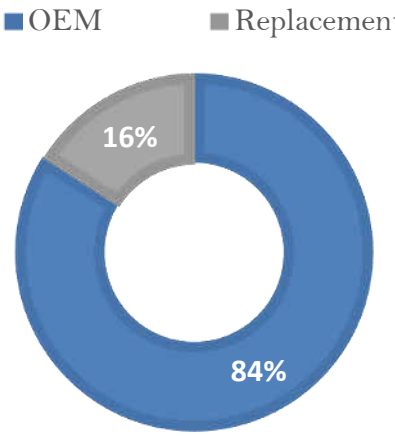
- Received orders from Tata Motors for Q501 Project
- To supply Reflex Reflector & Rear Fog Lamp

Consolidated Revenue Distribution – Q1 FY17

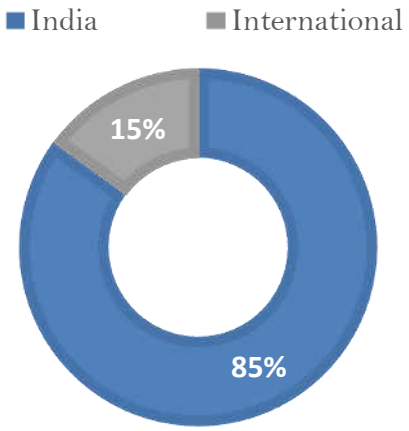
Product-wise Breakup



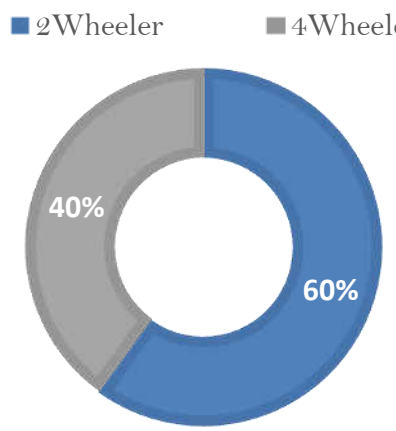
Channel-wise Breakup



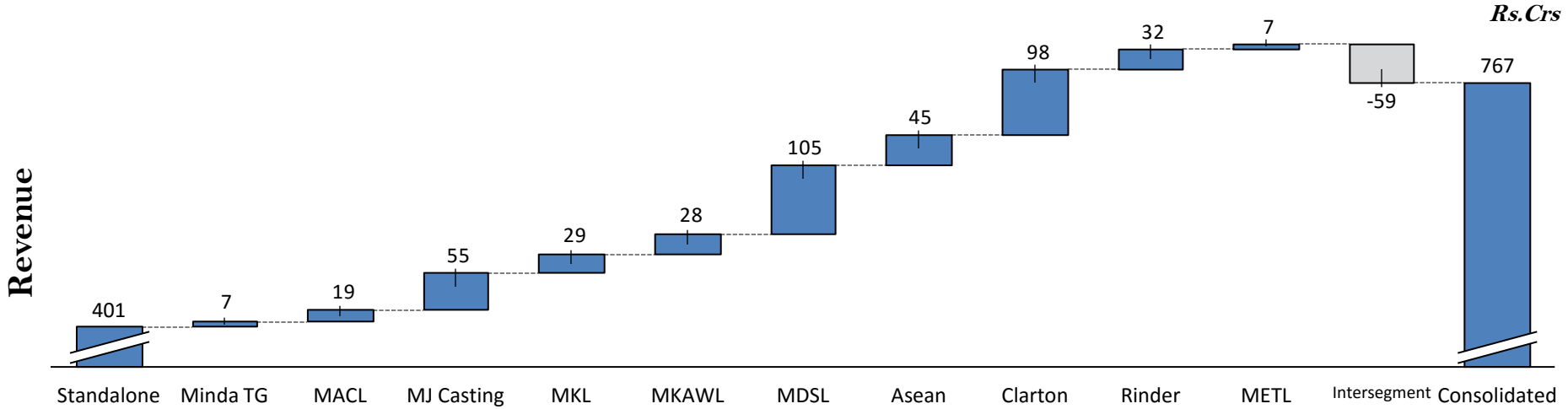
Geography-wise Breakup

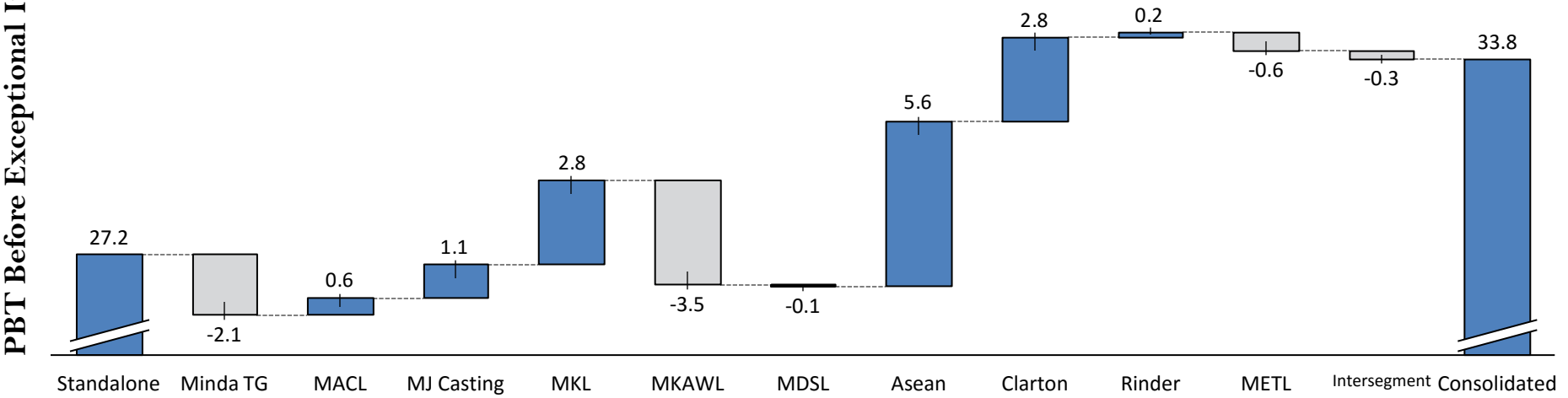


Segment -wise Breakup



Entity-Wise Break-Up : Q1 FY17

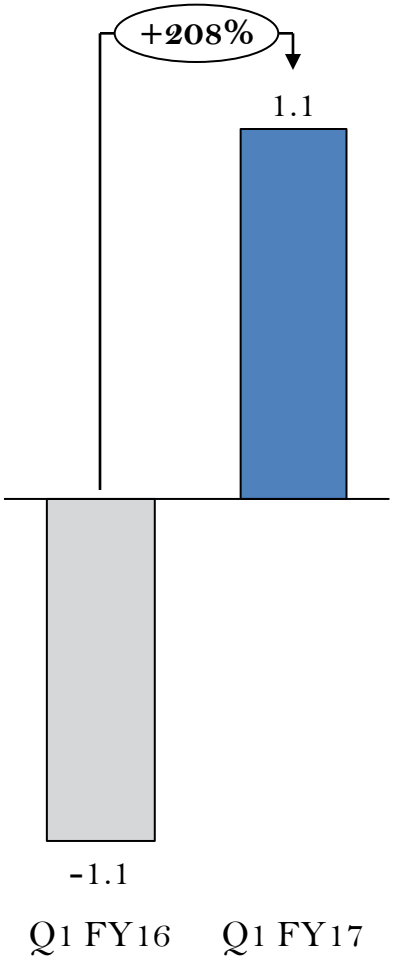




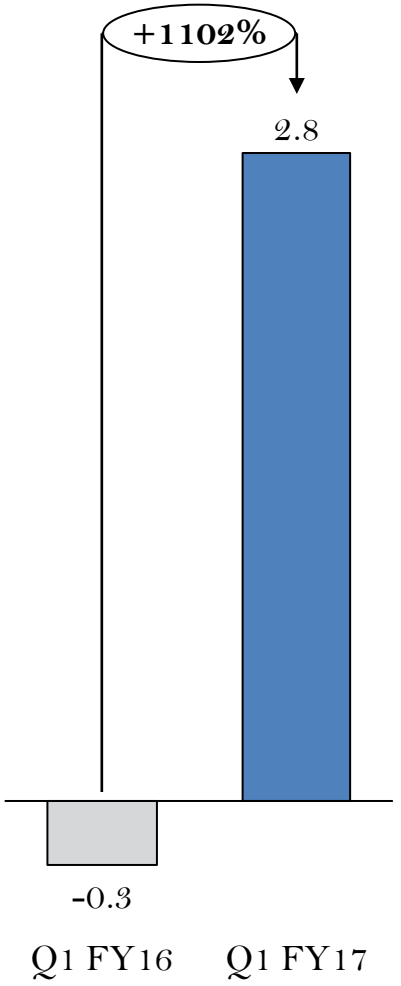
Loss-making Subsidiaries Achieved Turnaround

Rs.Crs

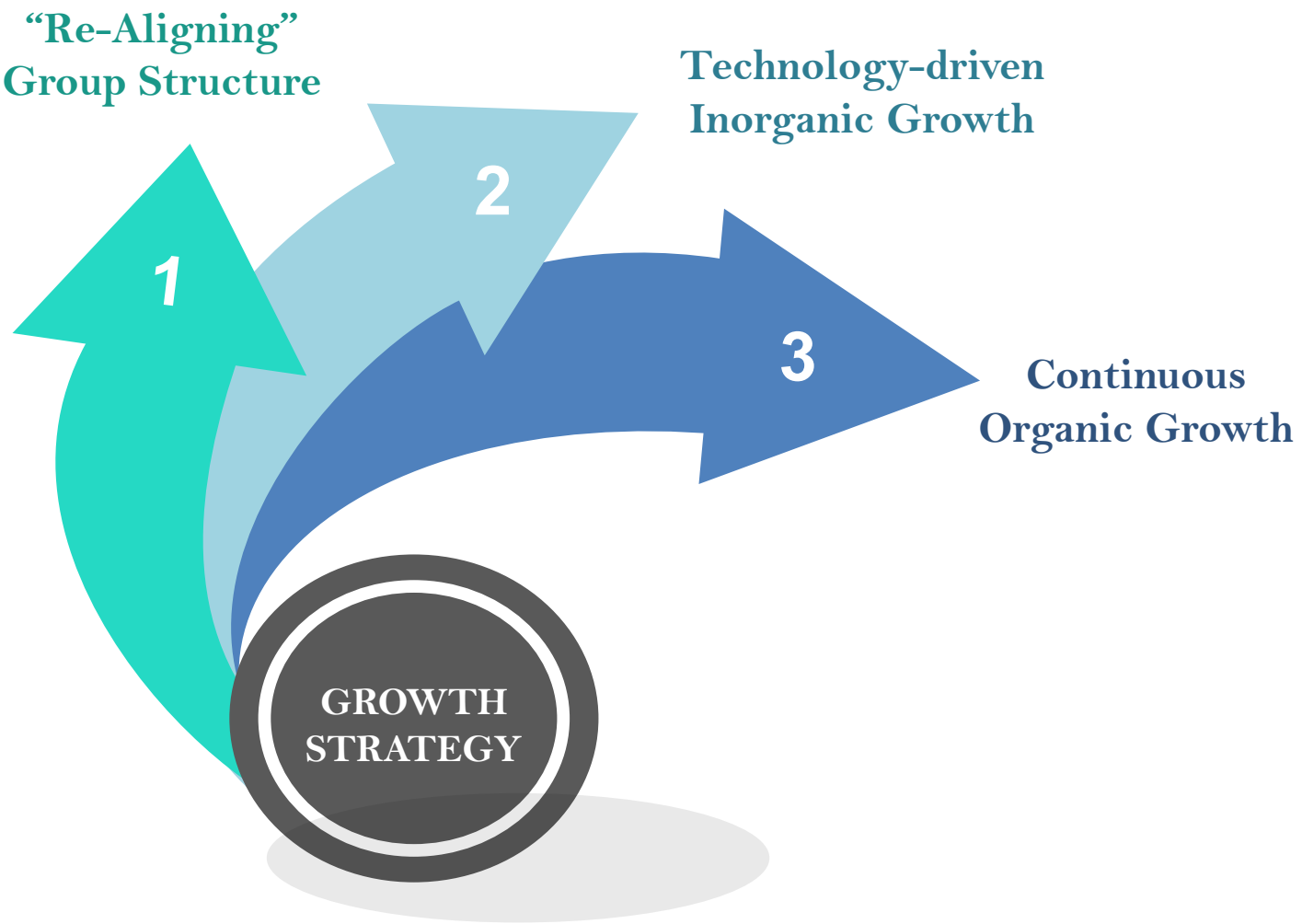
PBT – MJ Casting



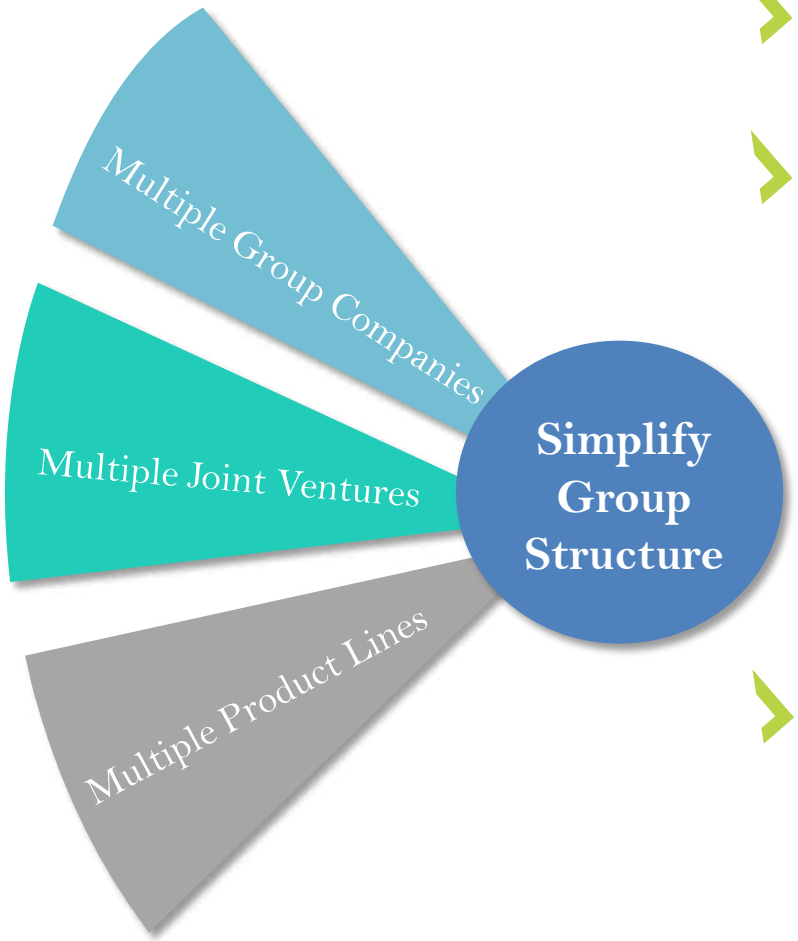
PBT – MKL



Our Three Pronged Strategy for Growth



1. "Re-Aligning" Group Structure...



- Consolidate product lines across UNO MINDA Group
- Rationale:
  - Creation of single entity with better financial strength resulting in improved competitive position of the businesses of combined entity
  - Help in cost optimization / operating leverage
  - Enable company to optimize resources resulting in elimination of overlapping activities
- Appointed KPMG to work on scheme to simplify corporate structure in tax efficient manner
  - KPMG laid out 1st phase of Consolidation
  - Implementation of Phase 1 currently underway

"Re-Aligning" Group Structure: Phase 1

Phase 1, Stage 1 - Increasing MIL stake through Investment in JV companies & Group Companies

- Additional 48% in MJ Castings for Rs.14.04 Crs, increasing stake to 98%
- Invested Rs.19 .41 Crs SAM Global Pte Ltd, Singapore for 51% equity stake

  SAM Global Pte Ltd, Singapore holds 37% equity shares in PT Minda Asean Automotive, Indonesia (PTMA)
- Invested Rs. 6.13 Crs for additional 13% in PT Minda Asean Automotive (Indonesia), increasing holding to 32%
- Invested Rs. 17.85 Crs in Minda TG Rubber for 51% equity stake
- Invested Rs. 12.28 Crs in Kosei Minda Aluminum Co. for 30% shareholding

Phase 1, Stage 2 - Increasing MIL stake in JV companies & Group Companies

- Board of Directors, subject to Shareholders and High Court approval, have considered and apprved the following:
  - Merger of MJ Casting Ltd (MJCL) with company
  - PTMA, Indonesia will become 100% subsidiary of Minda Industries Limited
  - MIVCL, Vietnam will become 100% subsidiary of Minda Industries Limited
  - Proposed effective date of the scheme is from 1st April 2016

All investments have been done at Book Value or close to Book Value to maximize shareholder's value

2. Technology-driven Inorganic Growth

Technology & Know-how

- Access to well-developed R&D base of Clarton Horns & Rinder Group
- Access to New Technologies viz., Electronic Horn in Clarton, LED lighting in Rinder Group

Achieve Leadership Position

- World's 2nd largest Horns Player, post-acquisition of Clarton Horns
- India's 3rd largest Automotive Lighting Player, post-acquisition of Rinder Group

Synergistic Fit

- Product Portfolio and Customer mix - complementary in nature

Economies of Scale

- Cost Efficiency
- Operational Efficiency

3. Continuous Organic Growth

2W / 3W Switches

Extend leadership position across OEMs & global platforms

Lighting

Widen presence across OEM to improve utilization levels across units

Horns

Strengthen with synergies from Clarton Horn across globe

Alloy Wheels

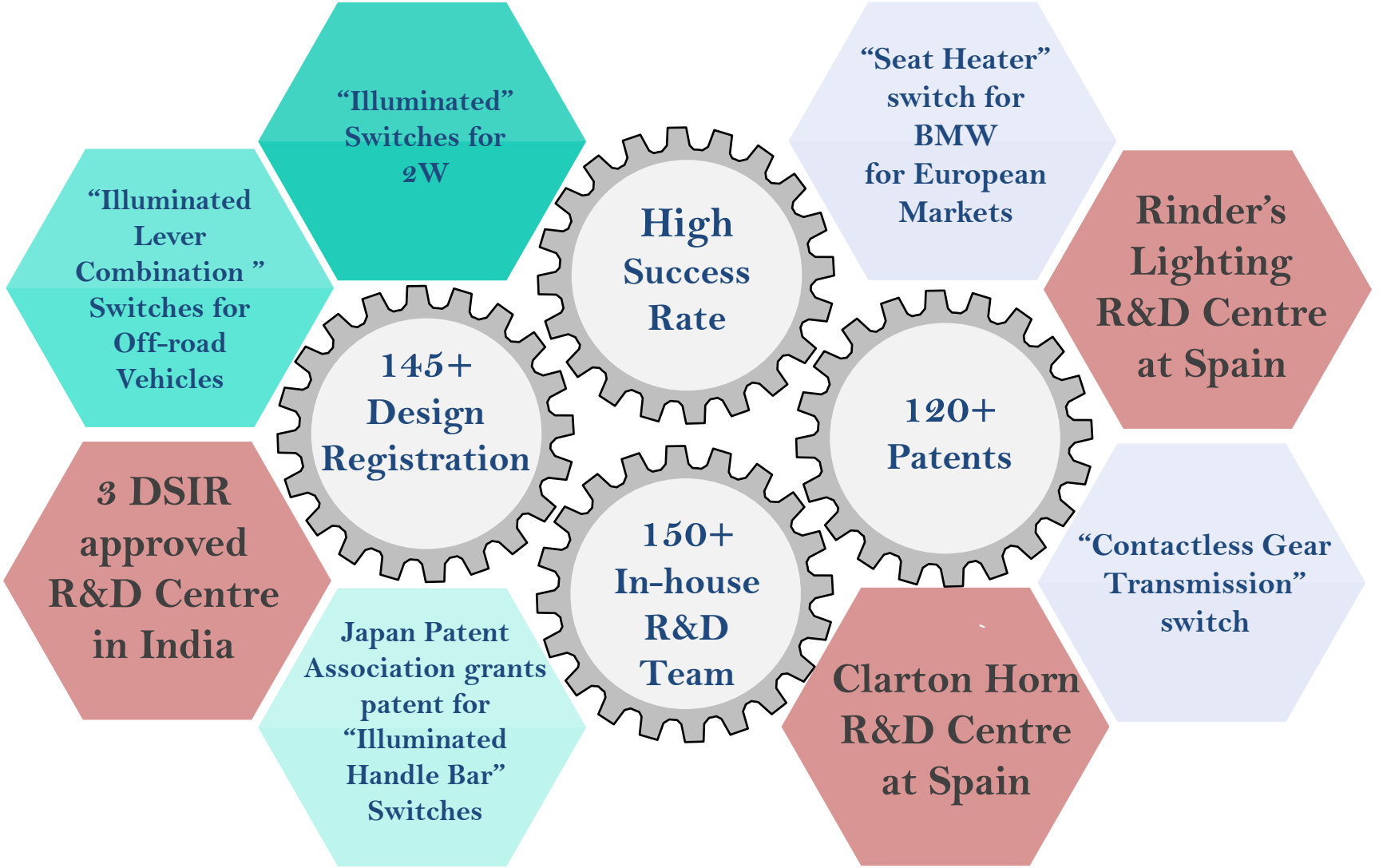
Leverage existing OEM relationships & JV relationship

Others

Leverage existing OEM relationships & Distribution network

…Across Existing Business Domains

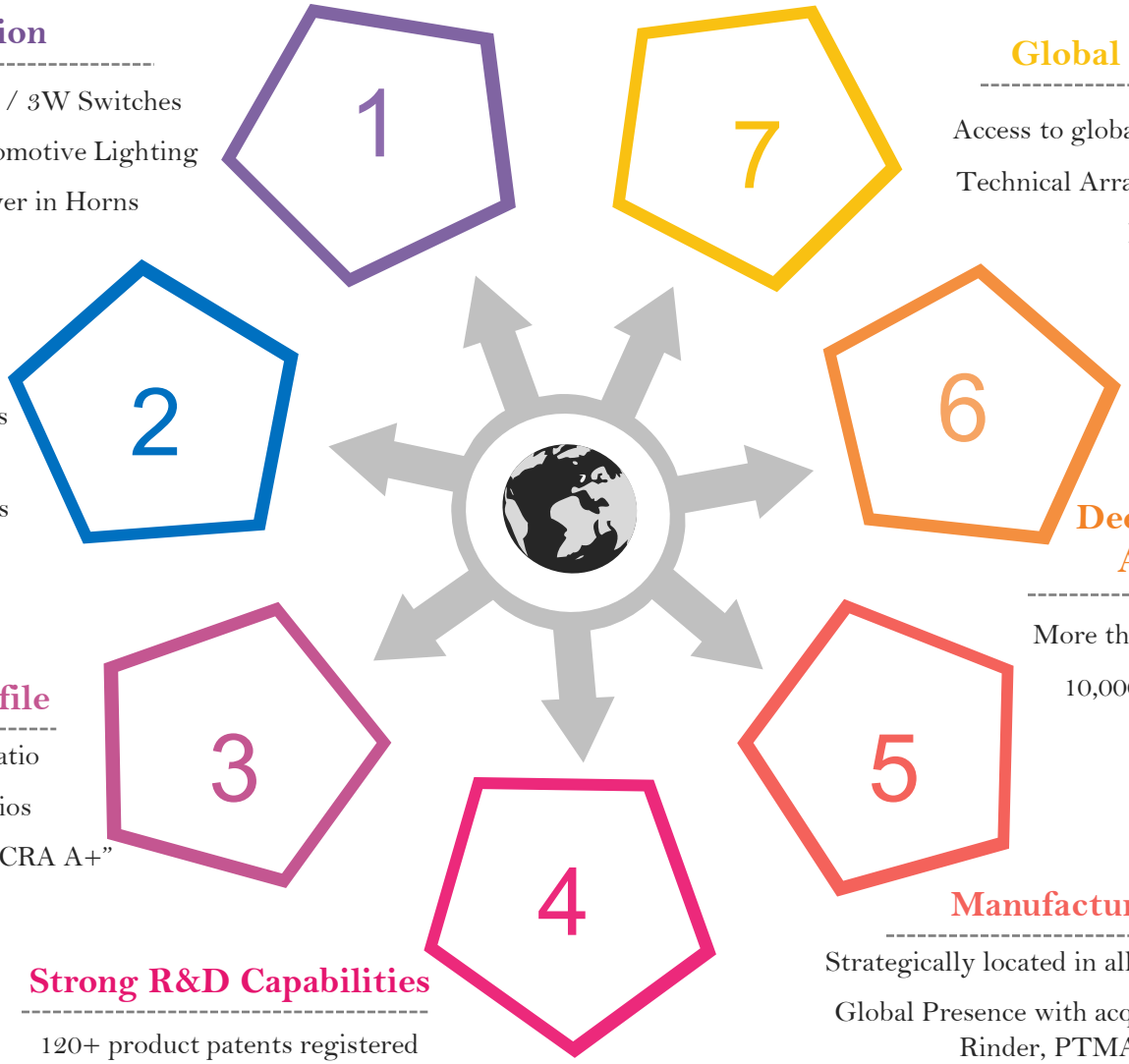
Growth Strategy supported by Focused R&D...



… & Technology Tie-ups with Global Leaders

Technology partner	Country	Year of JV	Segment	Comments
TOKAI RIKA	Japan	1992	4W switches	• Tokai Rika is amongst global leaders in 4W switches with widest product portfolio in E&M lockset segment • JV is India's largest 4W switches manufacturer with ~ 47% market share in OEM segment
emer	Italy	2001	CNG	• Emer, a subsidiary of Westport is a global leader in natural gas vehicle technology • JV is the only domestic manufacturer of electronic cylinder valves
TOYODA GOSEI	Japan	2008	Hoses	• #1 manufacturer of Hoses in Japan; #2 globally for Brake hoses; #3 globally for Fuel hoses • TG is one of the key ancillaries of Toyota with market leading technology in 4W hoses
KYORAKU CHALLENGE FOR THE BETTER	Japan	2008	Blow Moulding	• Kyoraku is a leading moulding company with strong OEM relationships
TORICA	Japan	2011	Procurement	• Torica is a subsidiary of Tokai Rika • JV procures raw materials, primarily plastic related, for Minda Industries and other group companies
	Japan	2015	Alloy wheels	• Kosei Aluminium, Japan is amongst the largest players globally in alloy wheels • Kosei is global supplier for Toyota and Honda; in India the JV has started receiving orders from Maruti and M&M
Panasonic	Japan	2014	Batteries	• Leading manufacturer of batteries in Japan; largest supplier of batteries to Electric Vehicles globally • JV will manufacture and market batteries for 2W, 4W and industrial (Inverter/ UPS)

Advantage MINDA INDUSTRIES



Leadership Position

India's largest player in 2W / 3W Switches

Among Top 3 players in Automotive Lighting

World's 2nd largest player in Horns

Established OEM Presence

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

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

Strong Financial Profile

Historically low D/E ratio

Improving Return Ratios

Credit Rating Upgraded to "ICRA A+"

Strong R&D Capabilities

120+ product patents registered

145+ design registrations

5 R&D Centres Globally

Manufacturing Locations

Strategically located in all automotive hubs in India

Global Presence with acquisition of Clarton Horn, Rinder, PTMA, SAM Global

Deep Foothold in Aftermarket

More than 700 business partners & 10,000 retailers/ Touchpoints

Global Technology

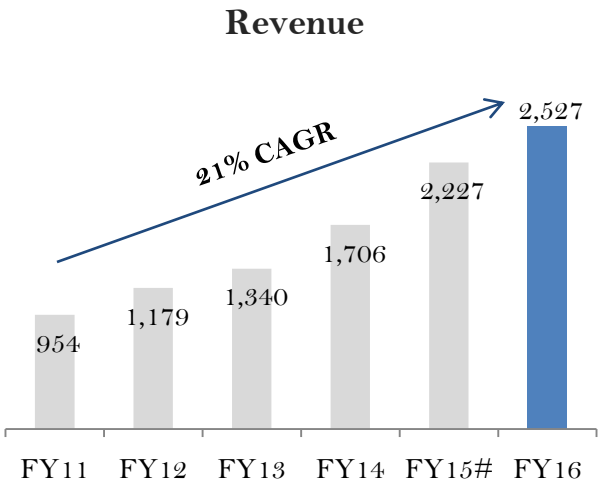
Access to global technology through Technical Arrangement with world leaders

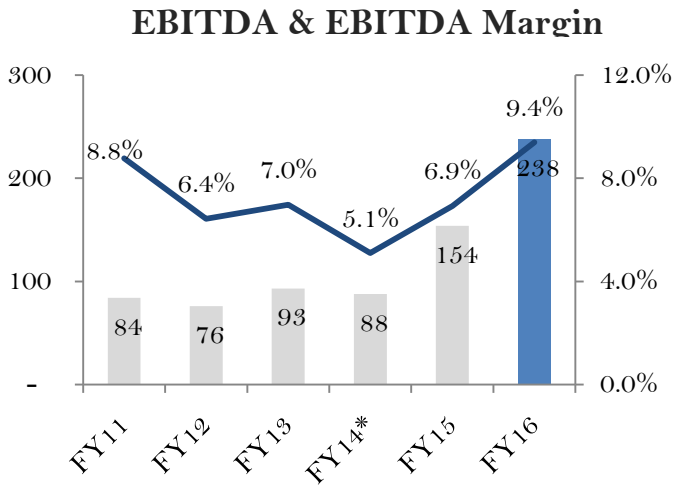
Annual Performance

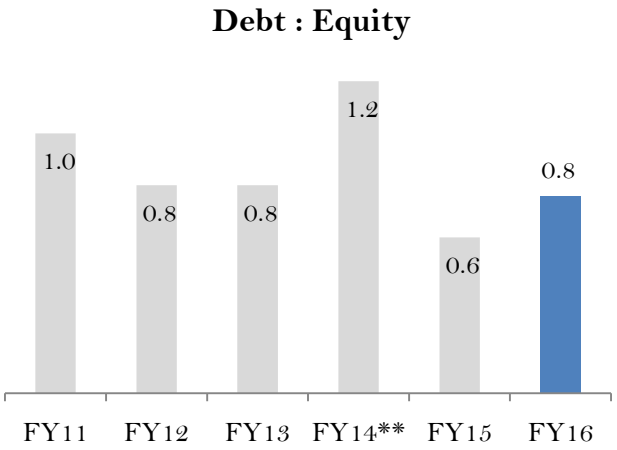
Improving Profitability with Strong Balance Sheet

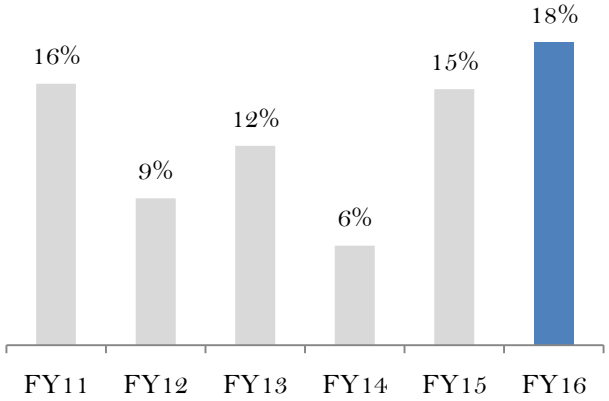
Rs.Crs

Consolidated









Notes;
FY15 Sales inclusive of 15M Clarton Sales
* FY14 EBITDA is Adjusted for acquisition related one-time expenses
** FY14 debt increased on account of acquisition related debt

Consolidated Profit & Loss

Rs.Crs	FY16	FY15	YoY%
Sales	2,506	2,206	
Other Operating Income	21	26	
Total Operating Income	**2,527**	**2,232**	**13%**
Cost of Material consumed	1,610	1,483	
Employee Cost	326	288	
Other Expenses	353	307	
Operating EBITDA	***238***	***154***	***54%***
Margin	***9.4%***	***6.9%***	***250 bps***
Other Income	14	17	
Interest	26	25	
Depreciation	93	83	
PBT before exceptional item	***134***	***63***	***112%***
Margin	***5.3%***	***2.8%***	***247 bps***
Exceptional Item	5**	16*	
PBT	139	79	
Margin	*5.5%*	*3.5%*	
Tax	28	19	
PAT After Minority Interest	***111***	***68***	***64%***
Margin	***4.4%***	***3.0%***	***135 bps***
Cash PAT	***204***	***151***	***35%***
Margin	***8.1%***	***6.8%***	***128 bps***

**Exceptional Item pertaining to reversal of impairment charge of Rs. 15.76 Crs in battery division*

*** Exceptional Item pertaining to profit on sale of land in PT Minda Asean*

Consolidated Balance Sheet

Rs. Crs.	Mar-16	Mar-15
Shareholder's Fund	***472***	***365***
Share capital	19	19
Reserves & Surplus	452	346
Minority Interest	***110***	***21***
Non-current liabilities	***213***	***127***
Long term borrowings	170	97
Other long-term liabilities	9	3
Long Term Provisions	34	26
Current liabilities	***693***	***483***
Short term borrowings	190	112
Trade Payables	322	267
Other current liabilities	162	89
Short-term provisions	19	16
Total Liabilities	**1,478**	**997**

Rs. Crs.	Mar-16	Mar-15
Non-Current Assets	***787***	***478***
Fixed assets	697	420
Goodwill	6	0
Non Current Investments	44	26
Long-term loans and advances	25	19
Other Non-Current Assets	15	12
Current assets	**751**	**519**
Current Investments	-	2
Inventories	184	141
Trade receivables	364	289
Cash and bank balances	57	28
Short-term loans and advances	72	54
Other current assets	23	5
Total Assets	**1,478**	**997**

For further information, please contact:

Company :	**Investor Relations Advisors :**
Minda Industries Ltd. CIN : L74899DL1992PLC050333 Mr. Tripurari Kumar DGM Strategy & Finance tripurarik@mindagroup.com www.mindagroup.com	Strategic Growth Advisors Pvt. Ltd. CIN : U74140MH2010PTC204285 Ms. Sanjita Ghosh / Mr. Shogun Jain 07738359389 / 07738377756 gsanjita@sgapl.net / jshogun@sgapl.net www.sgapl.net