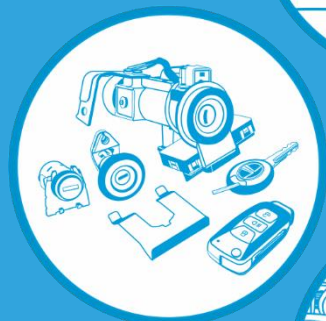
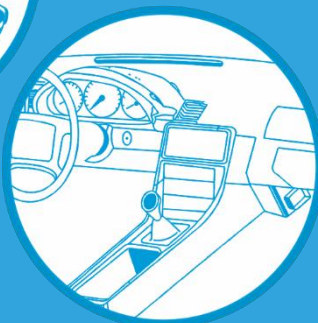




Driver Information
And Telematics System



Safety, Security And
Restraint System



Interior System

Minda Corporation Limited

(NSE: MINDACORP; BSE: 538962)

Investor Presentation

March 2018



Instrument Clusters



Sensors



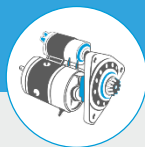
Wiring Harness



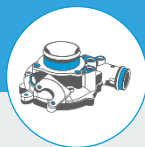
Locks



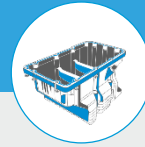
Door Handles



Starter Motors



Al & Zn Cutting Parts



Plastic Component

1. Business Overview
2. Strategic Focus
3. Consolidated Financial Performance
4. CSR and Awards



Business Overview

One of India's leading automotive component companies with global footprint

Diversified product portfolio, global customers, strong manufacturing, and advanced R&D with six decades of automotive experience

Revenue Rs. 29,620 mn (FY2017)

Business Verticals

- Safety, Security And Restraint System
- Driver Information And Telematics System
- Interior System

Customers Major Indian and Global OEMs

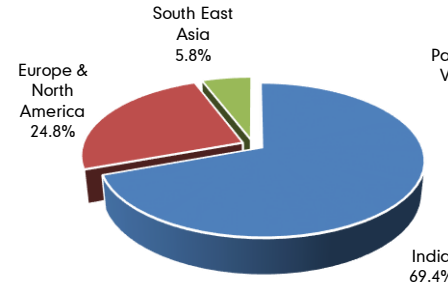
Manufacturing Facilities 34 Manufacturing facilities strategically located globally providing support to OEMs

R&D Capabilities Advanced Engineering Centre of Electronics & Mechatronics in Pune and multiple specialised R&D Centre across India

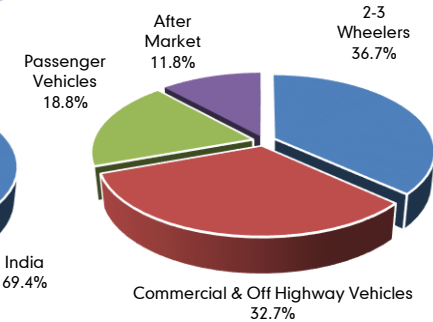
Market Capitalisation Approx. Rs. 39,612 mn
(as of 16 March 2018) (Promoter Holding ~70.2%)

Revenue Breakdown*

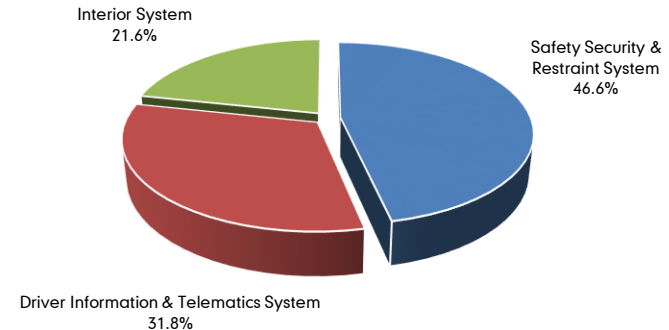
By Geography



























By End Market



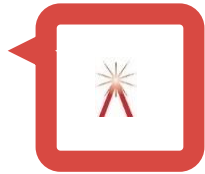
By Business Verticals



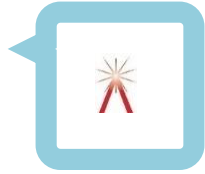
Diversified Product Portfolio

<p>Safety, Security and Restraint System</p>	 Ignition Switch Cum Steering Lock	 Smart Key System	 Mechantronics Handles	 Immobilizers System	 Aluminium High Pressure Die Casting	 Compressor Housing	 Alternator Starter Motor			
<p>Electronic and mechanical security systems</p>		<p>Die casting components</p>		<p>Starter motors and alternators</p>						
<p>Driver Information and Telematics System</p>	 Speedometer	 Wiring Harness	 Steering Roll Connector	 Junction Box	 Speed EGT & EGRT PM / SOOT Sensor	 ITS EKO				
<p>Instrument Clusters</p>		<p>Wiring Harness</p>		<p>Sensors</p>		<p>ITS & IOT</p>				
<p>Interior System</p>	 Cup Holder	 Ash Tray	 Louvers	 Glove Box	 Steering Column Shroud	 Seat Panel	 Structural Parts	 Oil Sump	 Cylinder Head	 Battery Tray
<p>After Market</p>	<p>Major products of Safety, Security and Restraint System</p>		<p>Major products of Driver Information and Telematics System</p>		 Filters Clutch Plates Bearings Wiper Blades Brake Shoe					
<p>Other Contract Manufactured Products</p>										

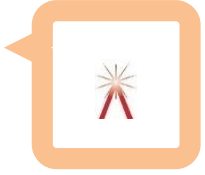
WELL DIVERSIFIED customer base and product portfolio



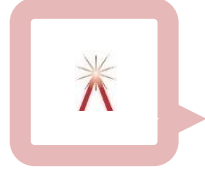
A LEADING PLAYER in several of its product segments in India



PROFESSIONALLY MANAGED company with strong team
Experienced & independent Board



STRONG RELATIONSHIPS with major Indian and Global OEMs

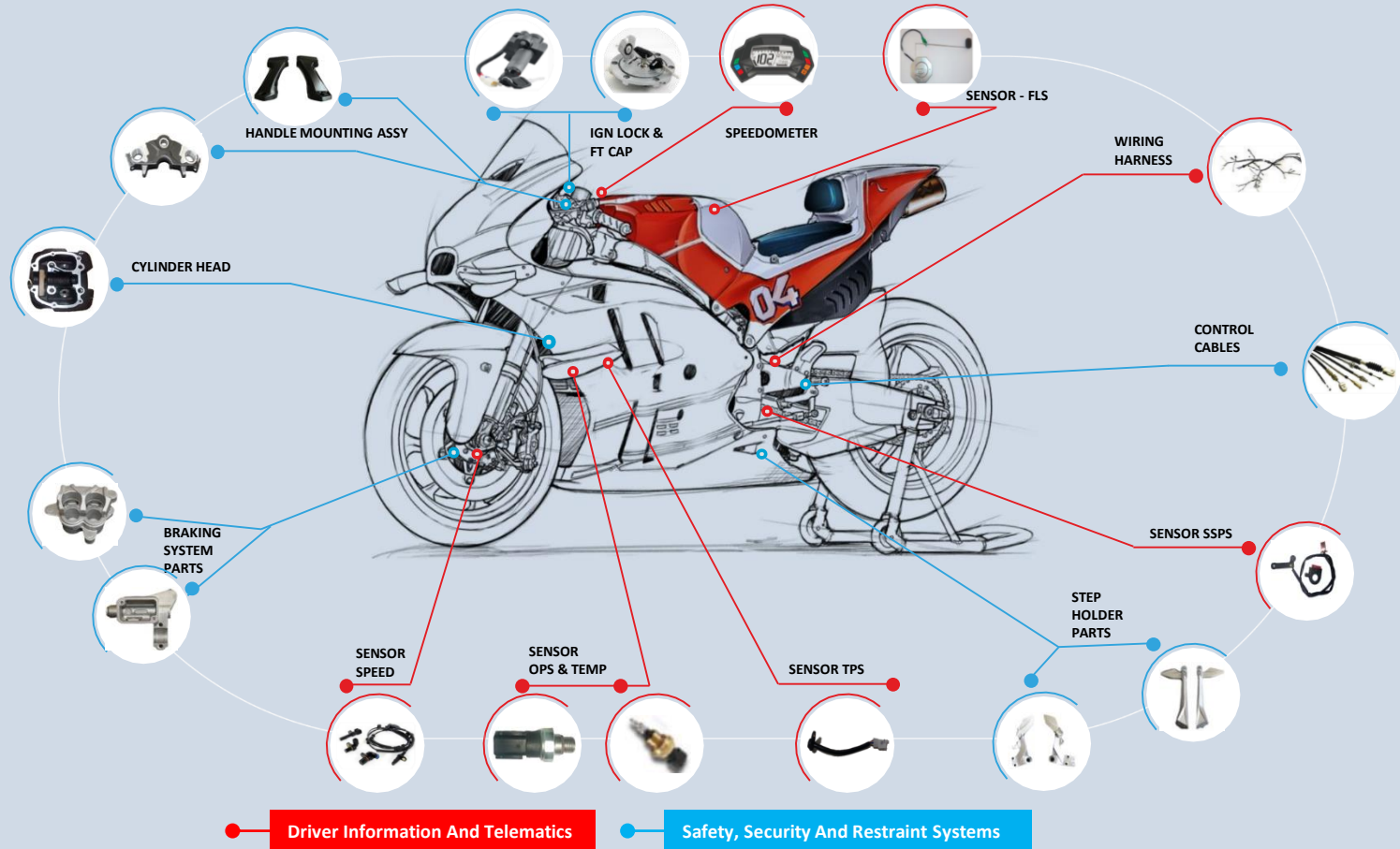


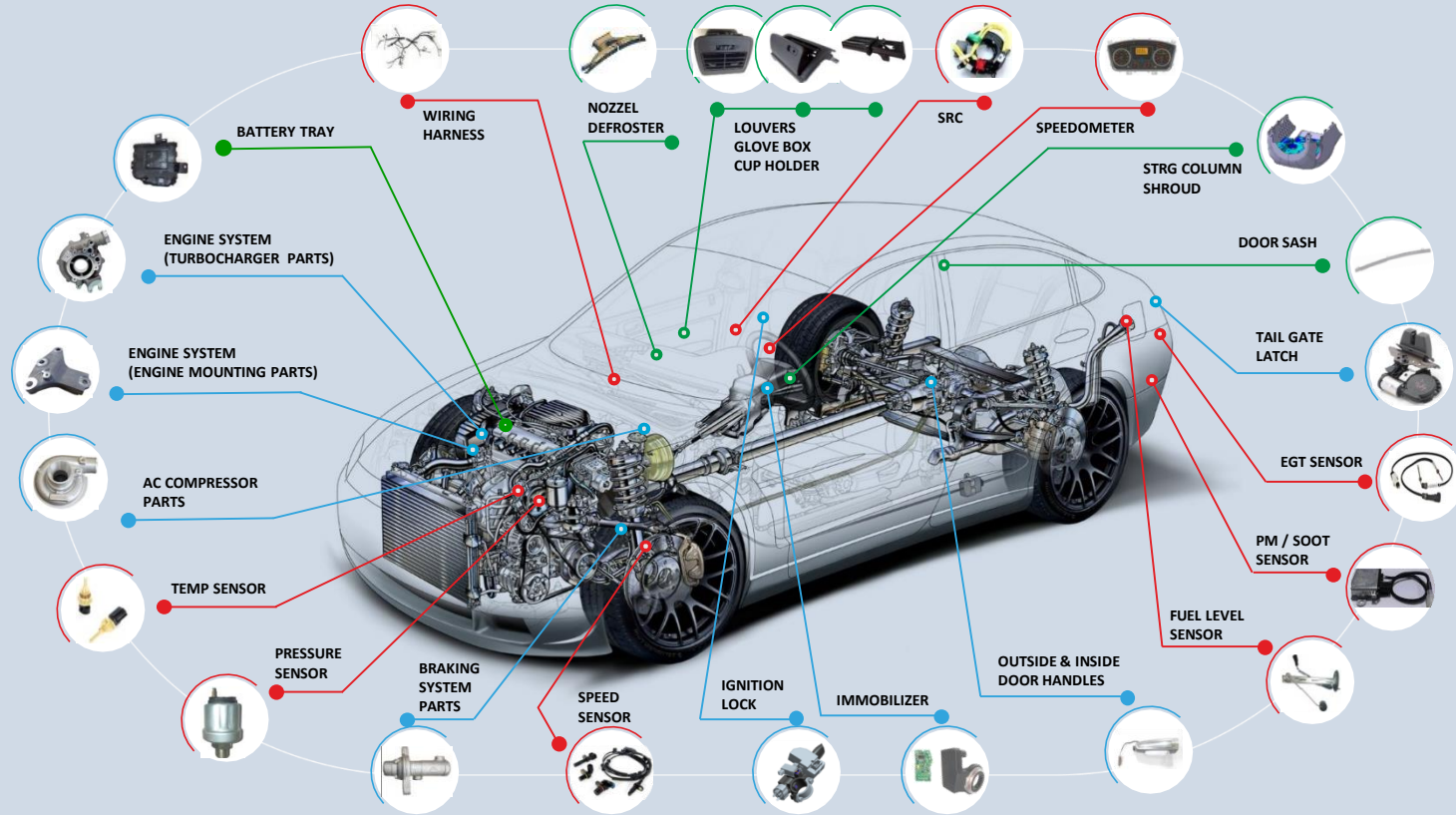
TECHNOLOGICAL COLLABORATION with global automotive component manufacturers



STRONG IN-HOUSE R&D capabilities backed up by Advanced Engineering Centre for Electronics & Mechatronics

Product Portfolio – 2 Wheelers

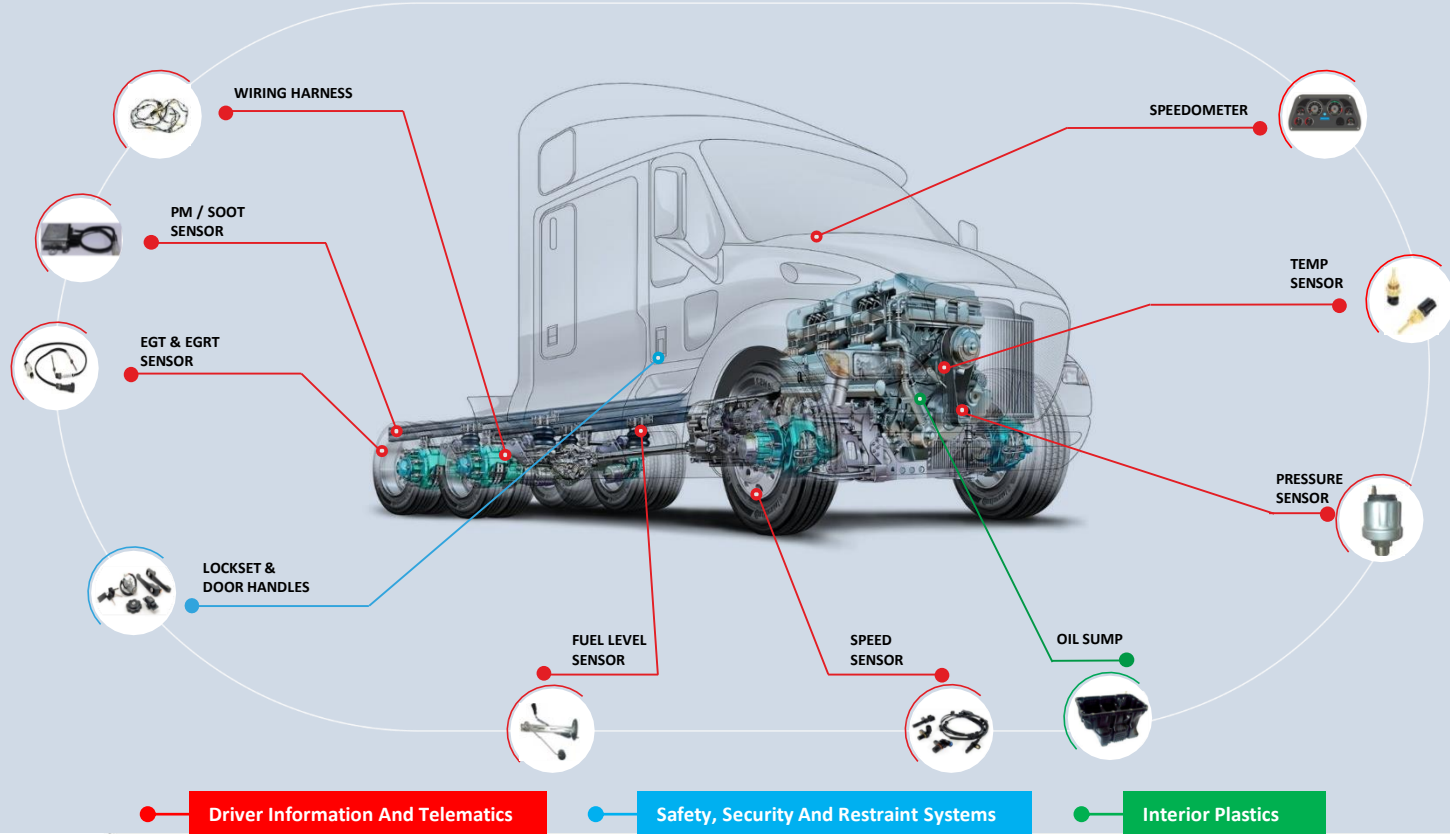


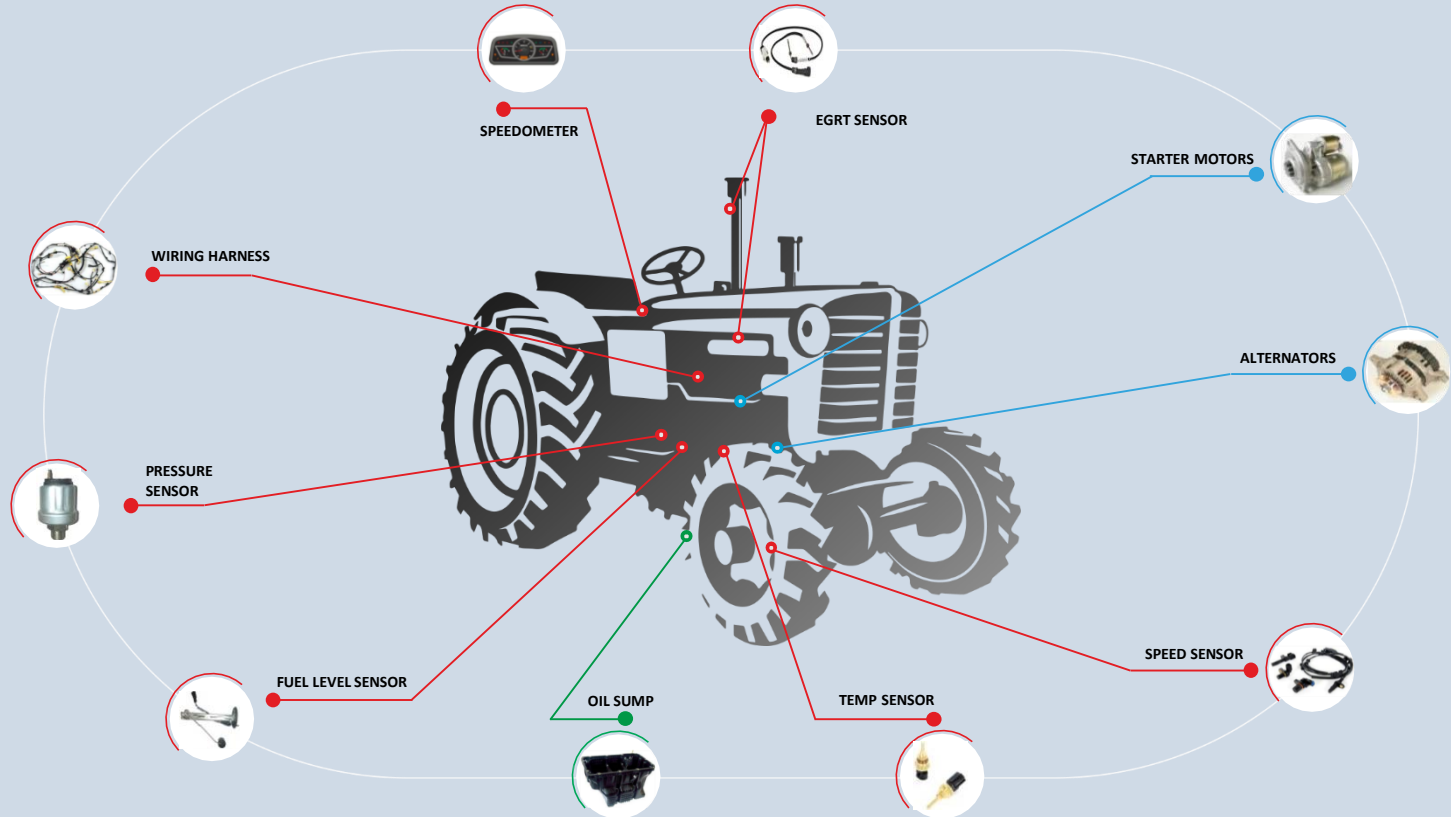


● Driver Information And Telematics

● Safety, Security And Restraint Systems

● Interior Plastics





- **Driver Information And Telematics**
- **Safety, Security And Restraint Systems**
- **Interior Plastics**

Manufacturing facilities strategically located globally providing support to OEMs

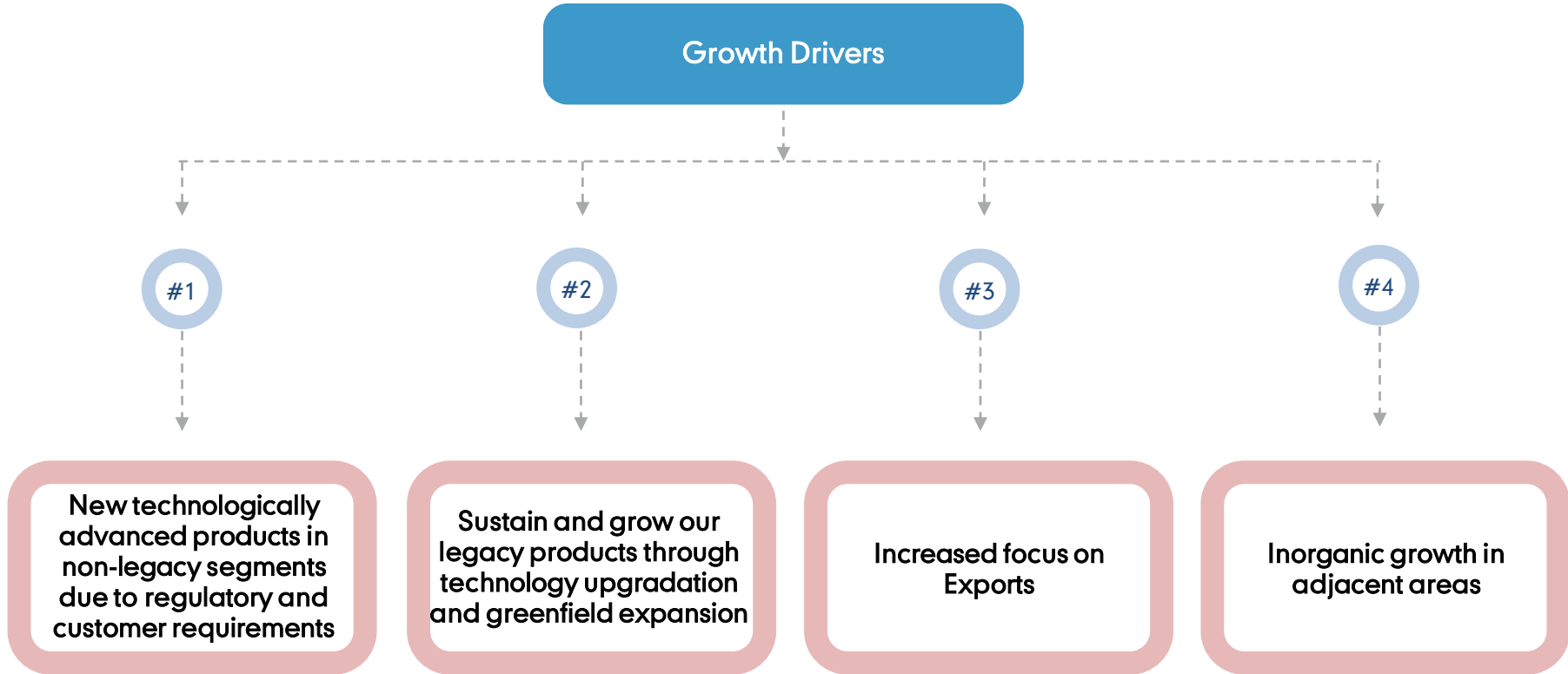


- Manufacturing Facilities
- Proposed Facility
- Offices

Major automotive clusters in India Upcoming major automotive cluster in India

Manufacturing Facilities	Safety and Security System	Driver Information and Telematics System	Interior System
Total – 34 Plants	15	15	4

Strategic Focus



1

Increased electronic content per vehicle and technological advanced products in non legacy product business:

EGT/EGRT Sensors, Connected Cars / Connected Mobility / Telematics, PM Sensors / Soot, Control Cables, RPAS

EFI/EMS Systems, ABS and CBS, ISG Systems, Body Control Modules



ISG



BCM



ECU



Solenoid Modulator Valve



Wheel Speed Sensor



Pole wheel

ABS System

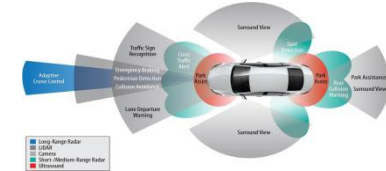
2

Focus on new technologies in legacy products such as:

PEPS, Electronic Clusters, 2-Wheeler electronic locks (smart key), Bracket less Door Handles & Low Cost Immobilizer
LED Soft Touch, Power Lift Gate Mechanism, Mirror Replacement System, ADAS



Mirror replacement system



ADAS system

3

Strong focus on: New Customer Additions, Unaddressed Vehicle Segment (eg Off-road vehicles), Emerging Future Segments (e.g. electric vehicles)

Steering Roll Connector (Air Bag)

EV Related Products / Solutions



DC-DC Converter



Battery Charger



Motor Controller



Residual current detector

Text in Green	Ready
Text in Grey	In Progress

Advanced Engineering Centre

- Spark Minda Technical Centre (SMIT), Pune is the Advanced Engineering Centre of Electronics which aims to help Spark Minda to expand beyond legacy product segments
- R&D centre equipped with test and measurement equipment, development tool chains & environment and fully operational laboratory for supporting development of embedded software and hardware
- EMI-EMC test facility to cater to various suite of design and product validation tests



Aluminum Die Casting

- Minda Corp (Die Casting - Pune) commenced commercial operations in FY2017-18
- Focused on Gravity Die Casting & Low Pressure Die Casting with High precision Machining Centre and Powder Coating; Well-equipped Test Lab with added facilities like X-Ray, Metallurgy & Mechanical and Environmental test equipment



Plastic Interiors

Mexico:

- Minda KTSN (Interior System - Mexico) commenced commercial production in Q1 FY2017-18
- Start of Production for one platform for leading European OEM in December 2017. Manufacturing products such as Glove Box, St. Column, End Cap, Hang on parts etc.



China:

- Minda KTSN (Interior System – Germany) entered into a 50:50 Joint Venture in China
- Key products to be manufactured are Plastic Oil Pans & Cylinder Head along with other plastic under-bonnet / interior parts



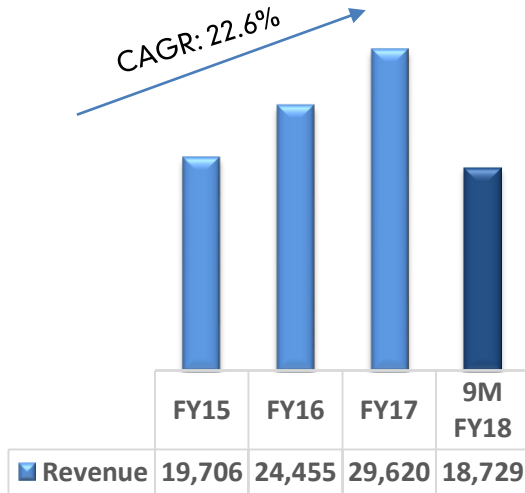
Connected Mobility

- Acquired EI Labs India Pvt Ltd in August 2017
- Located in Bangalore, EI Labs India Pvt Ltd delivers inter disciplinary products in the connected mobility, ITS and IoT space

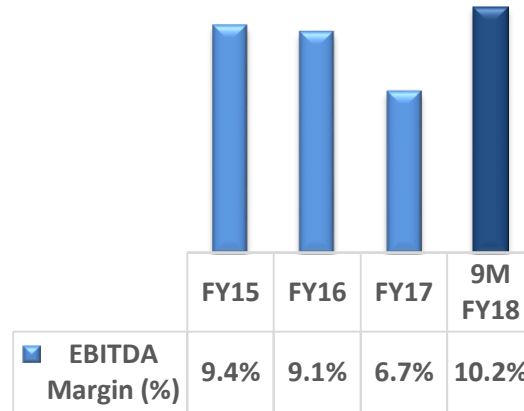


Consolidated Financial Performance

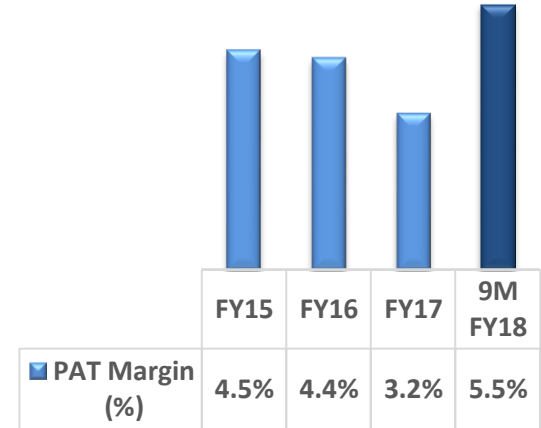
Revenue (Rs. mn)



EBITDA Margin



PAT Margin



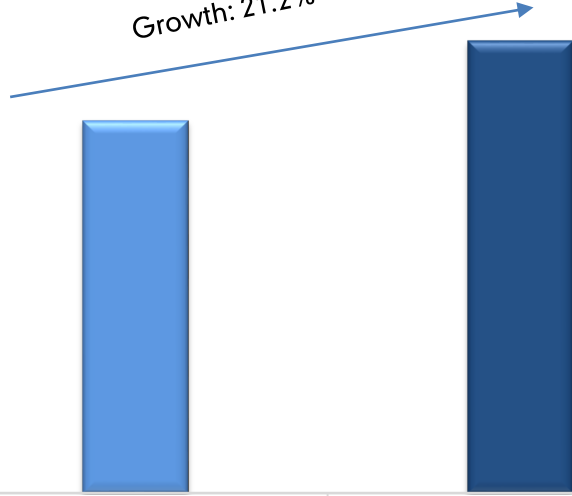
Notes:

1. Financials for FY2015 to FY2017 are in accordance with I-GAAP and for 9M FY2018 are in accordance with IND-AS
2. IND-AS are applicable to Minda Corporation from 1st April 2017 with transition date of 1st April 2016
3. Revenue is net of excise duty

Consolidated Performance

Revenue (Rs. mn)

Growth: 21.2%



Revenue

9M FY17

15,447

9M FY18

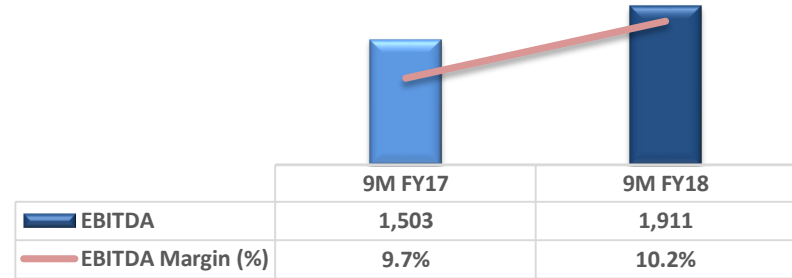
18,729

Notes:

1. IND-AS are applicable to Minda Corporation from 1st April 2017 with transition date of 1st April 2016
2. Revenue is net of excise duty

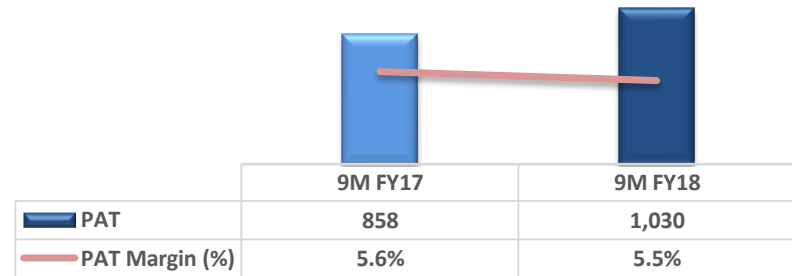
Investor Presentation

EBITDA (Rs. mn)



EBITDA EBITDA Margin (%)

Profit After Tax (Rs. mn)



PAT PAT Margin (%)

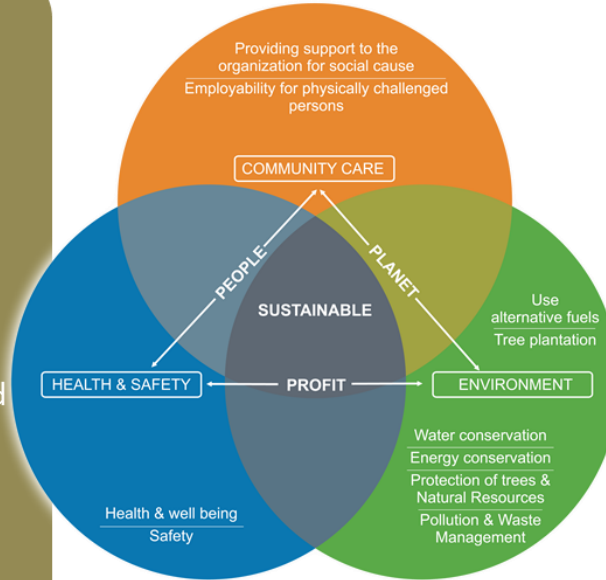
Consolidated Leverage Position

Particulars (Rs. mn)	30 Sept. 17
Net Worth	6,838
Long Term Borrowings	2,829
Short Term Borrowings	4,800
Total Debt	7,629
Less: Cash & Cash Equivalents	884
Net Debt	6,745
Net Debt / Net Worth	0.99x

Agency	Instrument	Rating
India Ratings & Research (Fitch)	Long-Term Funds	IND A+ / Stable
	Short-Term Funds	IND A1+
	Commercial paper	IND A1+

CSR and Awards

CSR Intervention Model



- **Minda Balgram:** Long term institutional care to children in need at Alipur, Delhi.
- **Minda Seva Kendra:** Training, employment & entrepreneurship of youth at Hisar, Haryana.
- **Moga Devi Minda Memorial School:** Quality education for the less privileged children at Hisar, Haryana.
- **S L Minda Sports Academy:** Promotion & encouragement to the youth in Haryana.

- **Aakarshan:** Vocational training program for children & youth at Greater Noida, Chennai, Pantnagar & Pune.
- **Care for Persons with Disability:** Assistive & accessible technology with ergonomics, training & employment.
- **Women Empowerment:** Through improved health status & entrepreneurship.
- **Business Integrated CSR:** PPP model at Tihar & Yerwada Jail for Wire Harness Manufacturing.

Significant Awards



Comprehensive Excellence Award presented by Managing Director/CEO of Maruti Suzuki 2016-17



Silver award for **Best in class Performance in Business Alignment;** Supplier Summit 2017 - Ashok Leyland



Conferred with **Best Kaizen Award** during the Annual Supplier Convention of **Honda Cars India** for the year 2017



Spark Minda Foundation wins 4th **CSR Impact Award at India CSR Summit 2017**



PT Minda Indonesia: **Best Suzuki Vendor Performance 2016** award



Spark Minda Foundation Received **Asia Corporate Excellence & Sustainability Award (ACES)**, 2016



Wins **Best New Product Development Award** by Volvo Eicher Commercial Vehicles Limited (VECV), 2016



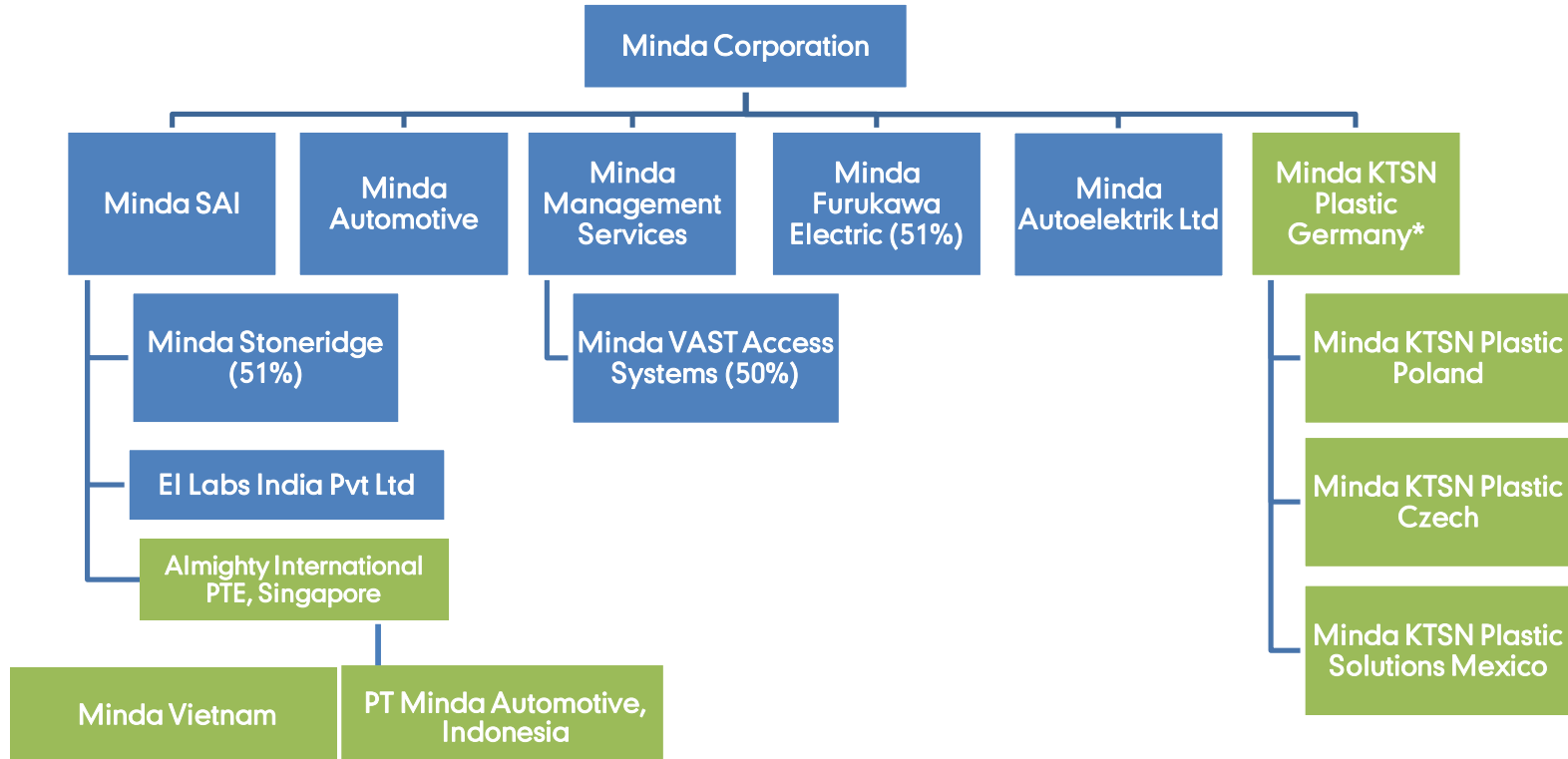
Bags **Bajaj Auto Limited Gold Quality Award 2016**



Won the "2015 - **GLOBAL AWARD**" for Excellence in Cost Innovation from Yamaha Motor Co. Ltd., Japan

Annexures

Group Operating Structure



* Entered into a 50:50 Joint Venture in China

** 100% subsidiaries unless specified in parenthesis

Eminent and Experienced Board of Directors



Mr. Ashok Minda
Chairman and Group CEO



Mr. Sudhir Kashyap
Executive Director & CEO



Mr. R. Laxman
Director & Group President, Finance



Mr. Avinash P. Gandhi

On the Board of Lumax Industries, Indo Alusys, Hyundai Motors, EV Motors, Schaeffler India and QRG Enterprises



Mr. Rakesh Chopra

On the Board of GPR Enterprises, Kemptoy Cottages, Bharat Gears, Axles India and Cleantec Infra



Mr. Ashok Kumar Jha

On the Board of Setco Automotive, Great Eastern Energy Corporation, Nuziveedu Seeds & Xpro India



Ms. Pratima Ram

On the Board of Havells India, Suzlon Energy, Deccan Gold Mines Limited, SF Forge Limited

Senior Management Team



Ashok Minda
Chairman & Group CEO



N. K. Taneja
Group Chief Marketing
Officer



R. Laxman
Director and Group
President, Finance



Sudhir Kashyap
ED and CEO, Minda
Corporation



Sanjeev Saxena
CEO, Minda SAI and Minda
Stoneridge



Vinayak Hegde
MD, Minda KTSN Plastic
Solutions



Suresh D
CEO – SMIT
CTO – Spark Minda Group



Sanjay Aneja
CFO, Minda Corporation



Ajay Sancheti
Head - Group Legal and
Company Secretary

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ASHOK MINDA GROUP

Powered by Passion

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