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The Officer-In-Charge (Listing)
Listing Department
National Stock Exchange of India Ltd.,
Exchange Plaza, Bandra Kurla Complex,
Bandra (East),
Mumbai - 400 051

Head - Listing Operations, BSE Limited, P.J. Towers, Dalal Street, Fort, Mumbai – 400 001

Sub:

<u>Intimation of Schedule of Investors Meeting under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015</u>

Dear Sir,

We wish to inform you that pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the management of the Company shall meet with the Institutional investors as per schedule given below:

Date	Interaction with	Venue	Event
November 16, 2016	Institutional Investors	Mumbai	IDFC Securities Investor Conference

A copy of Investor Presentation which shall be made to the investors is enclosed herewith and the same has been up-loaded on the Company's website <a href="www.minda.co.in">www.minda.co.in</a>

**Note**: Dates are subject to changes. Changes may happen due to exigencies on the part of investors/ Company.

This is for your information please.

Thanking you,

Yours faithfully,

For Minda Corporation Limited

Ajay Sancheti

Company Secretary

PAN No.: AQKPS0208E

Membership No.F5605

#### MINDA CORPORATION LIMITED

CIN: L74899DL1985PLC020401

Corporate Office: D-6-11, Sector 59, Noida - 201 301, U.P. India. TEL:: +91-120-4787100 FAX: +91-120-4787200

Registered Office: 36A, Rajasthan Udyog Nagar, Delhi - 110033 Website: www.minda.co.in



Safety, Security and Restraint Systems













Driver Information and Telematics Systems



Interior Systems



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# **Minda Corporation Limited**

(NSE: MINDACORP; BSE: 538962)

**Investor Presentation**November 2016

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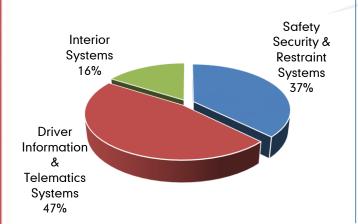
# Company Background



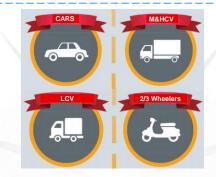
Leading automotive component and flagship company of Spark Minda, Ashok Minda Group, founded in 1958 by Late Shri S. L. Minda

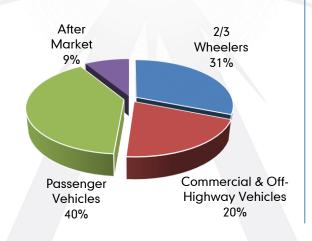
**Diversified Business Segments** 





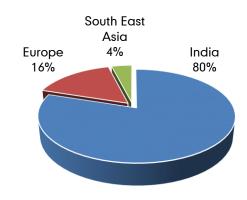
Catering to End Market across Auto Industry





Strategic Geographic Presence





# Company Background



### Our History - Long standing presence of over 5 decades

Foundation of Group by Late Sh. S.L. Minda Acquired Sylea Automotive through Minda Wirelinks Pvt. Ltd. and consolidated as Minda SAI Ltd.

> Joint Venture formed with Huf Hülsbeck & Fürst GmbH & Co. KG

Public Issue and listing at Delhi Stock Exchange

- JV with Furukawa, Japan to form Minda Furukawa Electric Pvt. Ltd.
- Acquisition of KTSN, Germany
- Establishment of design center in Japan
- JV with VAST, USA to form Minda VAST for manufacturing of 4 wheeler security system
- New manufacturing plant in Czech Republic
- Completion of group's reorganization efforts
- Acquired 51% equity of Minda Stoneridge Instruments Ltd.

Rebranding of Group as 'Spark Minda'

Listing of Company on NSE and BSE

1958

1985 1986

1995

2001 2003 2004

2007 2009

9 2011

2012

20

2015

2016

Inception of Minda Switch Auto Ltd.

Started manufacturing of electronic security systems

- Commencement of Interior Plastic Division
- Acquisition of Die casting business

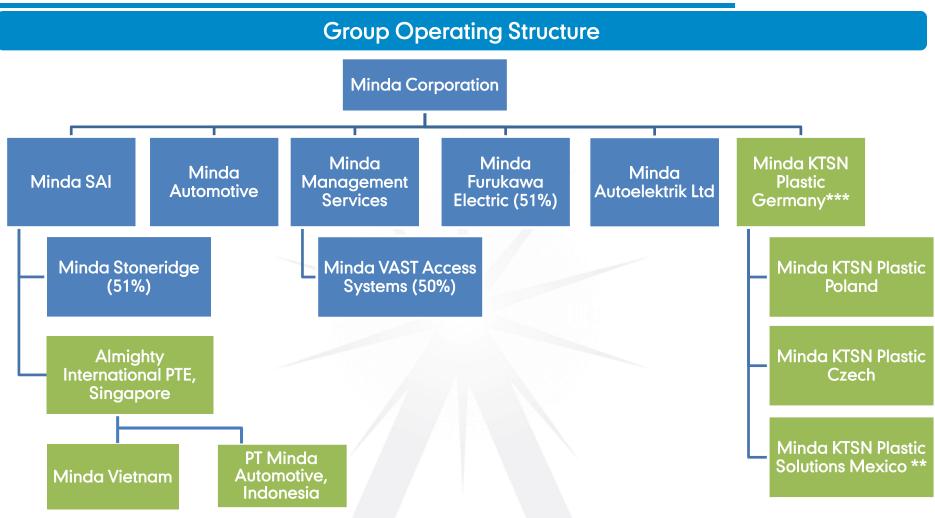
JV with Stoneridge Inc. USA to form Minda Stoneridge Instruments Ltd.; Now Minda SAI holds 51% equity of this JV w.e.f from Oct. 1, 2015

Start of Asean operations through subsidiaries in Vietnam and Indonesia

- Acquired 100% equity of 'Minda Autoelektrik Ltd'
- BSE and NSE Top 500 Company
- JV with China's BAIC Group subsidiary
- Setting up Greenfield plant at Mexico (Interior Systems) and Pune (Die Casting)

# Company Background





<sup>\* 100%</sup> subsidiaries unless specified in parenthesis





<sup>\*\*</sup> Subsidiary to hold a greenfield manufacturing plant

<sup>\*\*\*</sup> Entered into a 50:50 Joint Venture with SBHAP, China (a BAIC group subsidiary) in Aug 2016



Diversified Product Portfolio							
Category	Product Portfolio	Company	End Market *	Plant Locations			
Group Corp	Corporate Office	Minda Management Services Ltd.	-	Gurgaon			
	51	Minda Corporation Ltd.	2/3 W, CV, Tractors, Off Road Vehicles	Aurangabad, Greater Noida, Noida, Pant Nagar, Pune (2)			
	Electronic & Mechanical locks, Door Handles, Latches,	Minda VAST Access Systems Pvt. Ltd.	PV	Manesar, Pune			
Safety Security and Restraint	Door Checker, Key (Mechanical and Electronic),	PT Minda Automotive Indonesia	2 W	Indonesia			
system	Die Casting: AL (HPDC, GDC, LPDC) and Zn: Hot Chamber,	Minda Vietnam Automotive Co. Ltd.	2 W	Vietnam			
	Alternators, Starter Motors	Minda Autoelektrik Ltd	CV, Agriculture Machinery, Construction Equipment	Bawal			
	Wiring Harness, Connectors, Terminals, Steering Roll	Minda Furukawa Electric Pvt. Ltd.	PV	Bawal, Chennai (2), Noida, Tihar Jail			
Driver Information and Telematics	connectors, Relay & Fuse box, Instrument Clusters, , Dashboard Assemblies, Sensors - Speed, Temperature, Position, Pressure etc.	Minda Stoneridge Instruments Ltd.	2/3 W, PV, CV, Tractors	Chennai, Pune			
System		Minda SAI Ltd.	2/3W , CV, PV	Chennai (2), Greater Noida (2), Haridwar, Murbad, Pithampur, Pune, Yerwada Jail			
		Minda KTSN Plastic Solution GmbH & Co. KG	PV, CV	Germany			
Interior Systems	Plastic Interior trims & Sub- system, Kinematic Modules,	Minda KTSN Plastic & Tooling Solutions Sp Zo.o	PV, CV	Poland			
interior systems	Structural Modules, Soft Touch Technology etc.	Minda KTSN Plastic Solutions s.r.o.	PV, CV	Czech Republic			
		Minda KTSN Plastic Solutions Mexico, S. de R.L. de C.V. (LLP)	PV, CV	Mexico			
After Market	All products made by Group co. and outsourced products like control cables, filters and relays	Minda Automotive Solutions Ltd.	2/3 W, PV, CV, Tractors	Noida			
CSR	Group CSR initiatives	Spark Minda Foundation	-				

<sup>\* 2</sup> W = 2 Wheelers | 2/3 W = 2/3 Wheelers | CV = Commercial Vehicles | PV = Passenger Vehicles



#### Safety, Security and Restraint System

Minda Corporation (Standalone)

















Complete Lock Kit

Vehicles

Lock for Off road Steering and Glove Box Locks

Pannier Latches

Aluminium High Gear Shift Lock Pressure Die Casting

Intake Manifold

Minda VAST Access Systems



Immobilizers System



Handles



Outside Door Handles



Inside Door Handles



Latches





Less Antenna

Remote Key Steering Lock

PT Minda Automotive Indonesia





Locksets







Speedometers

Minda Vietnam **Automotive** 





Locksets







Minda Autoelektrik Ltd





Alternator

Starter Motor

- Accounts for 37% of the group's total revenues
- 2 Wheelers: 2nd largest player in security systems; client base includes most OEMs in India and globally
- Acquired 'Minda Autoelektrik Ltd', based in Haryana, in April '16. Manufactures Starter Motors, Alternators
- Establishment of 'Spark Minda Technology Centre' in Pune; expected to be operational by Q3 FY2017



#### **Driver Information and Telematics System**

Minda SAI



Wiring Harness Solutions



**Terminals** 



Connectors



**Battery Terminals** 



Plastic Interiors

Minda Furukawa Electric



Wiring Harness





Junction Box



Grommets



Plastic Injection Moldina Parts

Minda Stoneridge Instruments











Instrument Cluster

- Accounts for 47% of the group's total revenue
- 2 Wheeler and Commercial Vehicles wiring harness: Leaders in 2W/CVs wiring harness
- 4 Wheeler: Increasing presence in Passenger Vehicle segment through traction in Japanese OEMs with single source supplier in various models such as Maruti's Celerio & S-Cross and Nissan's Lodgy & KWID
- Incremental demand expected for high value add products such as ABS wiring harness, SRC for airbags and Immobiliser systems due to increased focus on road safety
- Increasing content of electronics and sensors in the vehicles offers growth opportunities



#### **Interior Systems**

Minda KTSN Plastic Solution GmbH & Co. KG



Oil Sump



Connectors







Glove Box



Ash Tray



Cup Holder





Column

Structural **Parts** 

Minda KTSN Plastic & Tooling Solutions Sp Zo.o







Seat Panel









Automotive

Mechanical

Electronics

**Tooling** 

Minda KTSN Plastic Solutions s.r.o.











Cup Holder

- Accounts for 16% of the group's total revenue
- Plants based in low cost countries
- Manufacturing plant at Querétaro, Mexico, start of production scheduled in CY 2017
- Entered into a 50:50 Joint Venture with SBHAP, China (a BAIC group subsidiary) in Aug 2016
- With the growth in demand for luxury cars, the segment is expected to register strong growth
- Incremental demand on account of increased plastic content in components replacing metal for improved efficiencies (e.g. Structural Parts, Battery Trays)



#### **After Market**



#### Minda Automotive Solutions

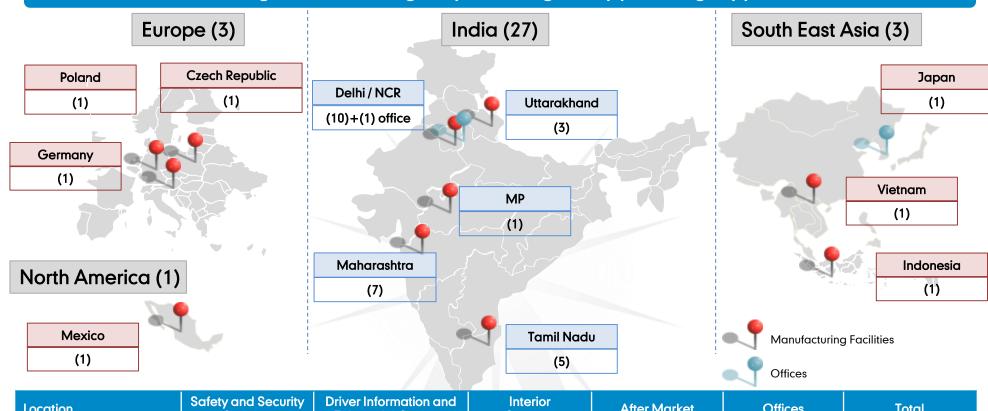


- ✓ Supplies complete range of products locking system, wiring harness, keys etc
- ✓ Strong dealer distributor network of about 400 dealers
- ✓ Launched new advanced product line for 2 wheelers and 4 wheelers which includes high value products such as Clutch Plates, Brake Shoe, control cables, CDI, wipers and automotive filters

# **Business Overview**



### Manufacturing facilities strategically located globally providing support to OEMs



Safety and Security Systems	Driver Information and Telematics Systems	Interior Systems	After Market	Offices	Total
9	16		1	1	27
		1			1
		1			1
		1			1
		1			1
1					1
1					1
		\		1	1
11	16	4	1	2	34
	Systems 9 1 1	Systems  9 16  1 1 1	Systems         Telematics Systems         Systems           9         16           1         1           1         1           1         1           1         1           1         1           1         1	Systems         Telematics Systems         Systems         After Market           9         16         1           1         1         1           1         1         1           1         1         1           1         1         1           1         1         1           1         1         1	Systems         Telematics Systems         Systems         After Market         Offices           9         16         1         1           1         1         1         1           1         1         1         1           1         1         1         1           1         1         1         1           1         1         1         1           1         1         1         1

# **Business Overview**



#### 2/3 Wheelers



























#### Passenger Vehicles



























# Commercial & Off Highway Vehicles

































#### **Others**



























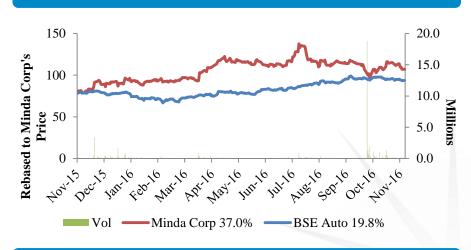
### Technology Tie-ups with Leading Global Firms

Partner	Country	Minda Group's Stake	JV Formed	Key Products (JV)	Summary
FURUKAWA ELECTRIC Furukawa Electric Co. Ltd.	Japan	51%	2007	Wiring Harness, Terminals, Relay Box, Related Coupler Terminals, Junction Box, Steering Roll Connector	<ul> <li>Furukawa electric is a Tokyo listed electronic equipment manufacturing company</li> <li>With approximately ¥900 bn of annual sales, the Group's presence consists of over 100 companies globally across telecommunications, electronics, new materials and automotive products</li> </ul>
Stoneridge Stoneridge Inc.	USA	51%	2004	Instrument Clusters, Dashboard Clocks, Fuel Level Sensors, Dashboard Assemblies, Speed Sensors, Temperature Sensors	<ul> <li>Stoneridge Inc. is a NYSE listed leading manufacturer of electronics instruments</li> <li>With approximately \$650 mn in annual sales, Stoneridge's footprint encompasses more than 20 locations in 15 countries</li> </ul>
Vehicle Access Systems Technology (VAST) LLC	USA	50%	2015	Locks & Keys, Steering Column Locks, Immobilizers, Latches, External & Internal Door Handles & Back Door Openers, Remote Controls, PEPS, Hood, Tail & Seat Latches, ESCL, Power Closure for 4 wheelers	<ul> <li>VAST, USA manufactures and markets automotive Access Control Products</li> <li>With approximately \$1.4 bn in annual sales, VAST is one of the global market leaders in the access systems business</li> <li>The Member Organizations of VAST are WITTE Automotive from Velbert/ Germany, STRATTEC Security Corporation from Milwaukee/ WI and ADAC Automotive from Grand Rapids/ MI (both USA)</li> </ul>

# **Business Overview**



#### LTM Share Price Performance



#### No. of Shareholders



#### **Shareholding Pattern**

(ln %)	Dec 31, 2015	Mar 31, Jun 30, 2016 2016		Sep 30, 2016
Promoters	63.2	65.3	65.2	70.2
Public	34.3	32.1	32.2	27.2
Others	2.6	2.6	2.6	2.6
Total	100	100	100	100

#### Market Data (7th Nov 2016)

Market Cap. (in Rs. mn)	22,417
Outstanding Shares (mn)	209
52 week High/Low	143.6/75.7
Bloomberg / Reuters Ticker	MDA:IN / MINC.NS
Key Institutional Investors	Birla Sunlife, Government Pensions Fund Global, Kotak Private Equity and UTI

# Recent Corporate Developments



#### **Business Updates**

- <u>New Customer Additions</u>: Maruti Suzuki for engine temp sensors; Discussions with OEM majors M&M and Ashok Leyland for sensor business at an advanced stage
- Significant Business Orders:
  - Won orders from Ford, TML and M&M for products Locksets, ODH, Deck Latch etc. (Order value: Rs. 19 Crores)
  - New business orders for Wiring Harness from Yamaha India (order worth Rs. 12 Crores), HMSI (order worth Rs. 5 Crores) and Ashok Leyland (order worth Rs. 25 Crores)
  - New order from Audi for plastic interiors in the Q3/Q6 models (Order worth €9.5 mn)
- Export peak order value worth approximately Rs. 340 Crores already booked until FY2020 in this fiscal year
  - Exports from India to Europe, ASEAN region in Die casting, 2-wheeler Security Systems, Cluster, Wire harness etc. (order value Rs. 305 Crores)
    - Received nominations for three Die casting business (Compressor Housing) for exports to Europe (order value of approx. Rs. 158 Crores)
    - Wiring Harness export orders for 2 Wheelers worth Rs. 12 Crores. The Company would also be focusing to enhance wiring harness exports significantly in the future
  - Exports from Minda ASEAN to Japan and Brazil for Security Systems (order value of Rs. 35 Crores)

### Manufacturing plant in collaboration with Aurangabad Central Prison Authority for supply to Bajaj Auto

- In Nov 2016, Minda Corp set up a new automotive assembly within the jail premises with dedicated training for Safety, Security & Restraint Systems (SSR)
- Product manufactured would be 'Lock Body Assembly Unit' and will be used in the final product to be made at the Company's facility in Pune to be supplied to Bajaj Auto Limited (BAL)
- Activities would include manufacturing, production, testing, inspection, storage of finished goods and dispatch
- Fourth similar Business integrated CSR initiative after Dresden Jail, Germany (2005), Tihar Jail (2014), New Delhi & Yerwada Jail, Pune (2015)





# Recent Corporate Developments



#### 50:50 Joint Venture with SBHAP, China (a BAIC group subsidiary)

- Entered into a 50:50 joint venture with Shandong Beigi Hai Hua Automobile Parts Co (a BAIC group subsidiary) through its 100% subsidiary Minda KTSN in Aug 2016
- JV to be known as 'Minda China Plastic Solutions Ltd'. Start of production expected in next 15 - 18 months
- Focus on producing and selling products such as 'Plastic Oil Pans and Cylinder Head' along with other plastic under-bonnet / interior parts
- Target customers include OEMs such as VW, BMW and Daimler, having manufacturing plants in China
- The total investment amount of the JV shall be \$12.5 mn



### Acquisition of Panalfa Autoelektrik Ltd

#### Overview

- Acquired Panalfa Autoelektrik (Haryana) in April 2016
- Renamed as 'Minda Autoelektrik Limited' wef 03 June 2016
- Incorporated in 2007 as Indo Czech JV promoted by Panalfa Automotive & Maaneton
- Primarily manufactures 'Starter Motors' and 'Alternators'
- End Markets: Commercial Vehicles, Agriculture Machinery, Construction Equipment and Automotive market
- FY2015 revenues of ~Rs. 70 Cr: employs over 400 people

#### **Key Customers**















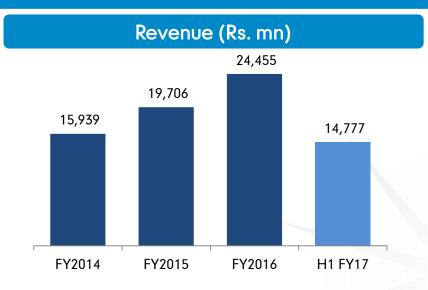




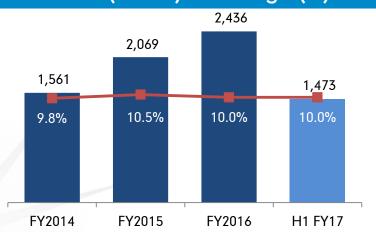
# **Financial Metrics**



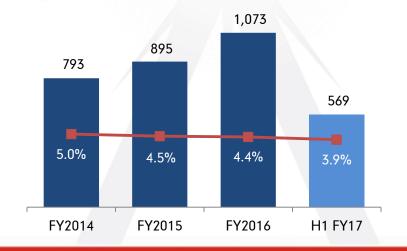
#### **Consolidated Annual Performance Trend**



# EBITDA (Rs. mn) and Margin (%)



#### PAT (Rs. mn) and Margin (%)







#### **Quarterly Consolidated Financials**

	G	22	у-о-у	Q1	<i>q-o-q</i>	Half Yed	ır Ended	у-о-у
(Rs. Million)	FY2017	FY2016	Growth (%)	FY2017	Growth (%)	FY2017	FY2016	Growth (%)
Total Revenue	7,822	6,162	26.9%	6,954	12.5%	14,777	11,443	29.1%
EBITDA	847	638	32.8%	626	35.3%	1,473	1,140	29.2%
Margin (%)	10.8%	10.3%		9.0%		10.0%	10.0%	
PAT	320	291	10.2%	249	28.7%	569	493	15.4%
Margin (%)	4.1%	4.7%		3.6%		3.9%	4.3%	
Basic EPS	1.53	1.39	10.2%	1.19	28.7%	2.72	2.36	15.4%

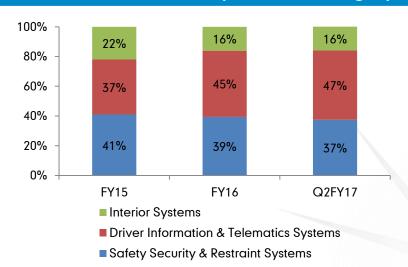
#### Highlights – Q2 FY2017 vs. Q2 FY2016

- Total revenue for the quarter increased by 26.9% y-o-y to Rs. 7,822 million. Overall auto industry grew by 19.1% with robust performance across sectors. Minda Corp continued to record double digit growth in all product segments i.e. 'Safety Security & Restraint Systems' 17.6%, 'Driver Information & Telematics Systems' 36.1% and 'Interior Systems' 25.7%
- EBITDA increased by 32.8% with margins of 10.8%. EBITDA margin expanded by ~50 bps. The employee cost increased in this quarter due to changes in Payment of Bonus act and incremental hiring at the 'Spark Minda Technical Centre'. Initiatives such as successful price negotiations with customers for increased input costs, cost reduction measures in some of the key subsidiaries and dedicated focus on technologically advanced high yield products have started yielding return. Depreciation increased from Rs. 192 million to Rs. 205 million.
- PAT increased by 10.2% due to higher operating profit. Margins stood at 4.1%. The Net Debt increased from Rs. 4,548 million to Rs. 5,331. Interest expense increased from Rs. 98 million to Rs. 139 million due to additional investment in acquisition of Minda Autoelektrik, expansion plans at Minda KTSN (Mexico) & the MCL Die Casting plant, and for the Technical Center in Pune

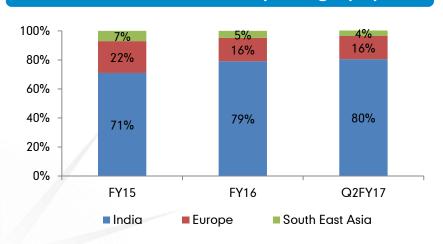
# **Financial Metrics**



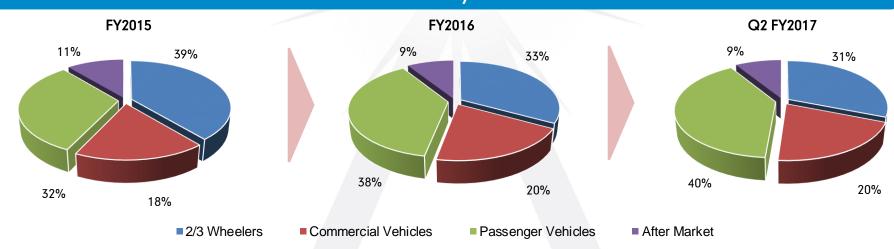
### Revenue Breakdown by Product Category



#### Revenue Breakdown by Geography



#### Revenue Breakdown by End User Market



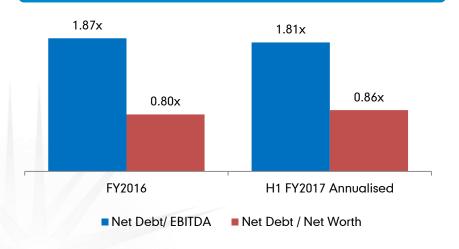
# **Financial Metrics**



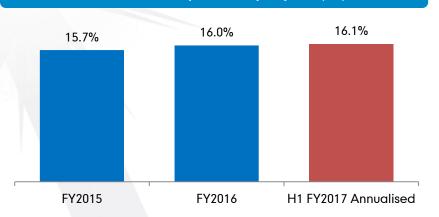
Particulars (Rs. million)	30 Sep 16	31 Mar 16
Short Term Borrowings	4,254	4,014
Long Term Borrowings	1,652	1,416
Total Debt	5,906	5,430
Less: Cash & Cash Equivalents	575	882
Net Debt / (Net Cash)	5,331	4,548
Net Worth	6,222	5,674
Net Debt / Net Worth	0.86x	0.80x

Agency	Instrument	Rating
CRISIL	Short-Term Funds	A1+
CRISIL	Long-Term Funds	A/ Stable

### Net Debt / EBITDA(x) & Net Debt / Net Worth(x)



### Return on Capital Employed (%)



# Management and Board



#### **Eminent and Experienced Board of Directors**



Ashok Minda

Chairman and Group CEO



Sudhir Kashyap

Executive Director and CEO



Avinash P. Gandhi

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



On the Board of GPR Enterprises, Kempty Cottages, Bharat Gears and Cleantec Infra

Rakesh Chopra



Laxman
Ramnarayan
On the Board of
Mahindra
Aerospace,
Mahindra
Aerostructures, NSL
Power and Samson
Maritime



Ex-Finance Secretary, Govt. of India and Ex chairman, MCX Stock Exchange

Ashok Kumar Jha



Ex Head of US
Operations at SBI
and on the Board
of Havells, Suzlon,
and Deccan Gold
Mines among
others

**Pratima Ram** 

# Management and Board



#### Qualified and seasoned executive management with vast global experience



#### Ashok Minda

#### Chairman and Group CEO

- Over 30 years of experience in the Auto Industry
- Member of various Committees of the Company's Board
- The Group under the leadership of Mr. Minda broke new frontiers by joining hands with world renowned companies of USA, Germany, Japan, France etc.

#### D. C. Sharma

#### Group Chief Financial Officer

- Association of ~25 years with the company
- Specialized in Finance & Strategy with strength in General Management, Business Turnaround, Strategic Funding, Merger & Acquisition, Corporate Finance, Corporate Affairs, Capital & Financial Markets, Networking in Domestic & International finance & banking communities both at Domestic and International Level
- Chartered Accountant by qualification



#### N. K. Taneja

#### Group Chief Marketing Officer

- Association of approx. 20 years with the Company
- Specialization in General Management, Marketing and Business Strategy
- Worked with eminent companies like L&T,
   Phillips, Harman International (USA),
   Manesmaan Group (Germany)
- CS and CWA by qualification



#### Sudhir Kashyap

#### ED and CEO, Minda Corporation

- Over 25 years of experience in Automotive Components Industry
- Associated with the group for over 12 years
- Prior to joining Minda Corp, he worked with Anand Group
- Mechanical Engineer and IIM Ahmedabad graduate



#### Sanjeev Saxena

#### CEO. Minda SAI

- Over 25 years of experience
- 8 years of International experience based out of Singapore and China
- Served as MD and Country Manager, Delphi Packard India
- Mechanical Engineer by qualification



#### N. K. Modi

#### MD, Minda Stoneridge Instruments

- Over 25 years of experience
- Has vast previous experience in General Management, Audit, Taxation and Fund Raising
- Has previously worked with LML and Birla DXL
- CA and CS by qualification



#### Vinayak Hegde

#### MD. Minda KTSN Plastic Solutions

- Experience of over 17 years in auto component industry globally in the field of Management, Customer handling, Operations, Business Acquisitions & Mergers
- B.E and MBA by qualification

# Awards and CSR



#### **Awards**



Minda Automotive Indonesia – Best Vendor Performance by PT Suzuki Indomobil Motor April 2016



MCL – 1st Prize in 4th BAVA Inter Cluster Kaizen Competition by Bajaj Auto April 2016



Minda
Stoneridge –
Gold Award for
Best in Class
Delivery & Ramp
Up by Ashok
Leyland
April 2016



Minda Furukawa - Overall Excellence Award 2015-16 by Maruti Suzuki May 2016



MCL – Best Presentation at 13<sup>th</sup> ACMA (NR) Quality Circle Competition July 2016



MCL - Best Presentation at 13th ACMA (NR) Quality Circle Competition July 2016



Minda
Stoneridge India's Best
Companies to
Work For 2016 by
Economic Times
September 2016

#### **Corporate Social Responsibility**



Convocation Ceremony at Aakarshan Pantnagar Center I and II



Convocation Ceremony at Aakarshan Chennai



Women Empowerment Project on Menstrual Hygiene



Artificial Limb Fitment Centre, Noida

# **Key Investment Themes**





High value, technologically advanced products; global presence with 32 plants





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





Professionally run company with strong second line management





Strong and independent board at Minda Corporation and its subsidiaries





Top BSE 500 company with institutional holding at  $\sim$ 13%







# Powered by Paysian

# **Minda Corporation Limited**

(CIN: L74899DL1985PLC020401)

Corporate Office: Plot No: 68, Echelon Institutional

Area, Sector-32,

Gurgaon-122001, Haryana (India).

Tel: +91-124-4698400; Fax: +91-124-4698450

Registered Office: 36A, Rajasthan Udyog Nagar,

Delhi - 110 033, India

#### **Investor Relations Contact**

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#### **Forward Looking Statements**

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.