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The Officer-In-Charge (Listing)
Listing Department
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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:

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

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
September 26, 2016	Institutional Investors	Mumbai	Anand Rathi 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

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Delhi

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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
September 2016

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# Company Background



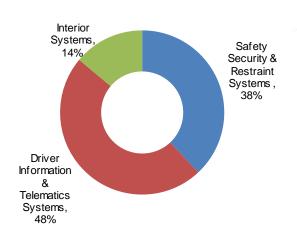
Leading automotive component and flagship company of Spark Minda, Ashok Minda Group, founded in 1958 by Late Shri S. L. Minda

### **Diversified Business Segments**

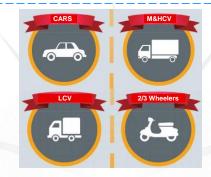


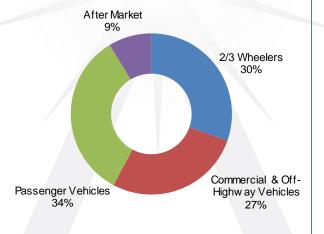






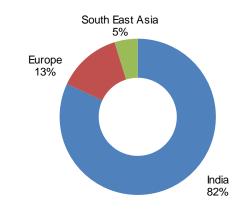
# Catering to End Market across Auto Industry





### 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

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• T GIOT CIMOTI & C

- 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.

Public Issue and listing at Delhi Stock Exchange

Rebranding of Group as 'Spark Minda' Listing of Company on NSE and BSE

1958

1985 1986

1995 2001 2003 2004

04

2007 2009

2011

2012

2

4 20

2016

Inception of Minda Switch Auto Ltd.

Started manufacturing of electronic security systems

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

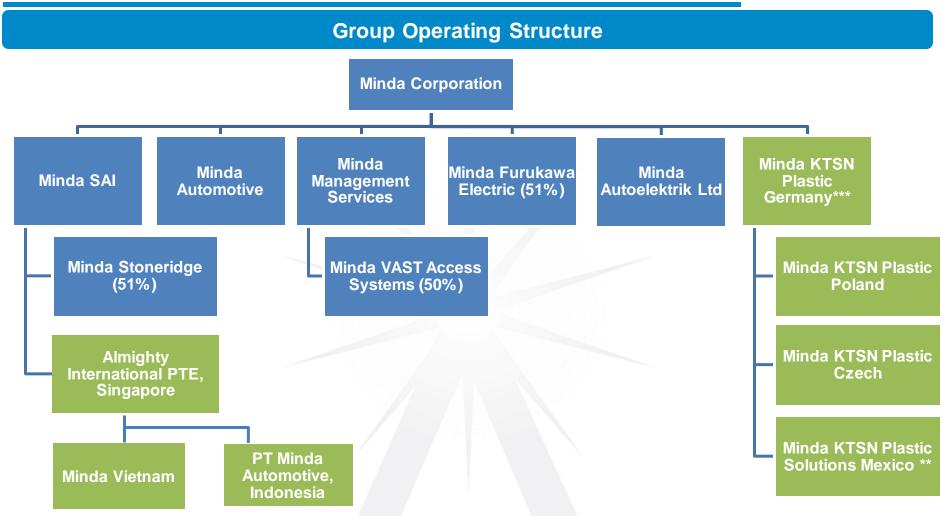
JV with Stoneridge Inc. USA to form Minda Stoneridge Instruments Ltd.; Now Minda SAI holds 51% equity of this JV w.e.f from Oct. 1, 2015

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 green field 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		
	Electronic & Mechanical locks,	Minda Corporation Ltd.	2/3 W, CV, Tractors, Off Road Vehicles	Aurangabad, Greater Noida, Noida, Pant Nagar, Pune (2)		
Safatu Saguritu	Door Handles, Latches, Door Checker, Key (Mechanical and	Minda VAST Access Systems Pvt. Ltd.	PV	Manesar, Pune		
Safety Security and Restraint	Electronic), Die Casting: AL	PT Minda Automotive Indonesia	2 W	Indonesia		
system	(HPDC, GDC, LPDC) and Zn: Hot Chamber, Alternators,	Minda Vietnam Automotive Co. Ltd.	2 W	Vietnam		
	Starter Motors	Minda Autoelektrik Ltd	CV, Agriculture Machinery, Construction Equipment	Baw al		
Driver Information and Telematics System	Wiring Harness, Connectors, Terminals, Steering Roll connectors, Relay & Fuse box, Instrument Clusters,, Dashboard Assemblies, Sensors - Speed, Temperature, Position, Pressure etc.	Minda Furukawa Electric Pvt. Ltd.	PV	Baw al, Chennai (2), Noida, Tihar Jail		
		Minda Stoneridge Instruments Ltd.	2/3 W, PV, CV, Tractors	Chennai, Pune		
		Minda SAI Ltd.	2/3W , CV, PV	Chennai (2), Greater Noida (2), Haridwar, Murbad, Pithampur, Pune, Yerwada Jail		
	Plastic Interior trims & Subsystem, Kinematic Modules, Structural Modules, Soft Touch Technology etc.	Minda KTSN Plastic Solution GmbH & Co. KG	PV, CV	Germany		
Interior		Minda KTSN Plastic & Tooling Solutions Sp Zo.o	PV, CV	Poland		
Systems		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

Lock for Off road Vehicles

Steering and Glove Box Locks

Pannier Latches

Aluminium High Compressor Housing Gear Shift Lock Pressure Die Casting

Intake Manif old

Minda VAST Access Systems



Immobilizers

System

Locksets

Mechatronic



Handles



Handles

Inside Door Handles









Remote Key Latches Less Antenna

Remote Key Steering Lock

PT Minda Automotive Indonesia











Locksets

Speedometers

Minda Vietnam **Automotive** 











Minda Autoelektrik Ltd





Alternator

Starter Motor

- Accounts for 38% of the group's total revenues
- 2 Wheelers: Second largest player in security systems; client base includes most OEMs in India and global OEMs
- Acquired 'Minda Autoelektrik Ltd', based in Haryana, in April 2016. It manufactures Starter Motors and Alternators Establishment of 'Spark Minda Technology Centre' in Pune; expected to be operational by Q1 FY2017



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

Minda SAI



Wiring Harness Solutions



Terminals



Connectors



**Battery Terminals** 



Minda Furukawa Electric



Wiring Harness



Steering Roll



Junction Box



Grommets



Plastic Injection Molding Parts

Minda Stoneridge Instruments





Fuel Level Sensors



Speed Sensors



Instrument



Cluster

- Accounts for 48% 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

















Structural Parts

Oil Sump

Connectors

Middle Arm Rest

Seat Panel

Glov e Box

Ash Tray

Cup Holder

Steering Column

Minda KTSN Plastic & Tooling Solutions Sp Zo.o















Automotiv e

Mechanical

Minda KTSN Plastic Solutions s.r.o.







Ash Trav





Cup Holder

- Accounts for 14% 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

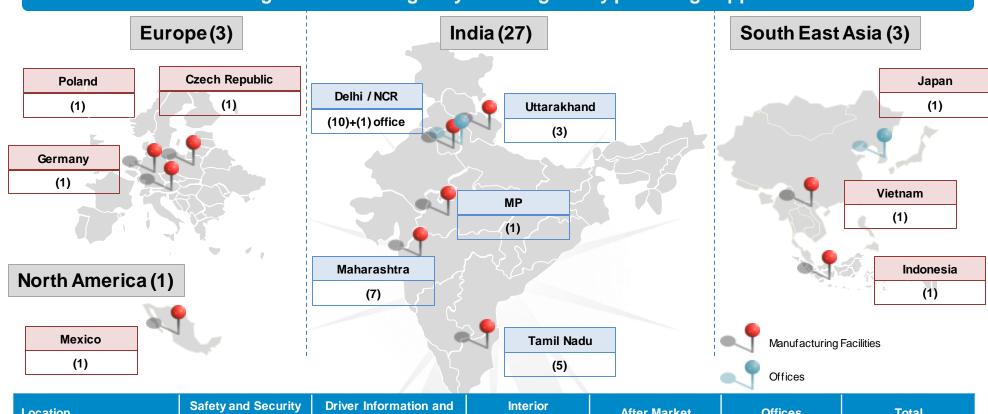


- ✓ Supplies complete range of products locking system, wiring harness, keys etc
- ✓ Strong dealer distributor network of about 400 dealers
- ✓ Launched new advanced product line for 2 wheelers and 4 wheelers which includes high value products such as Clutch Plates, Brake Shoe, control cables, CDI, wipers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

## **Business Overview**



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



Location	Safety and Security Systems	Driver Information and Telematics Systems	Interior Systems	After Market	Offices	Total
India	9	16		1	1	27
Germany			1			1
Poland			1			1
Czech Republic			1			1
Mexico			1			1
Indonesia	1					1
Vietnam	1					1
Japan					1	1
Total	11	16	4	1	2	34

### **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**



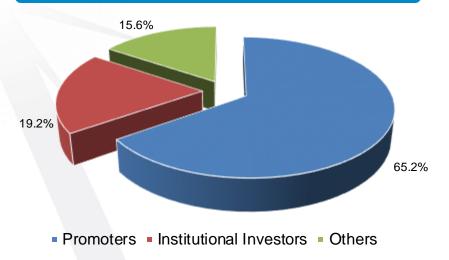
#### One Year Share Price Performance



#### Market Data (12th September 2016)

Market Cap. (Rs. mn)	24,500
Outstanding Shares (mn)	209
52 week High/Low	143.6/71.0
Bloomberg Ticker	MDA:IN
Reuters Ticker	MINC.NS
Key Institutional Investors	Birla Sunlife, Government Pensions Fund Global, Kotak Private Equity and UTI

### **Shareholding Pattern** (30<sup>th</sup> June 2016)



# Recent Corporate Developments



#### **Business Updates**

- Inorganic Growth: In April 2016, acquired 'Minda Autoelektrik Ltd' based in Haryana, manufacturer of Starter Motors and Alternators
- · Additional Greenfield Capacities:
  - Manufacturing plant at Querétaro, Mexico (space: approx. 8300 sq meter), start of production scheduled in CY 2017 (annual order value approx. Euro 19 million, order life: 5 years)
  - · Setting up additional greenfield capacity in Pune for Die Casting
- New Customer Additions:
  - · Yamaha, Colombia and Piaggio, China for export of Locksets from ASEAN plants
  - Suzuki Indonesia (Vietnam) for Lead Harness business
- Major Orders Received:
  - · Received single source nominations for Locksets and Door Handles for new car platform of M&M
  - Received nominations for 3 Die Casting export orders for Compressor Housing for a leading global automotive firm in Europe (order lifetime value of approx. Rs. 350 Cr)
  - · Won order for wiring harness business for Piaggio, Vietnam
  - · New orders for Audi Q3 and Q6 at Minda KTSN for plastic interiors components
- Technology Centre: Construction of Spark Minda Technical Centre (Pune) at final stage; expected to be operational in Q3
- New Patented Product: Introduced Push to Open, Push to Close Magnetic Module Locksets in Suzuki Indonesia (joint patent with Suzuki Japan)
- New Opportunities: Entered into a 50:50 Joint Venture with SBHAP, China (a BAIC group subsidiary) in Aug 2016

### **Other Developments**

- In May 2016, launched the 'Investor Relations Activity Report FY2016', to share Minda Corp's efforts in raising the benchmark in investor relations practices
- In April 2016, launched the website of the "Spark Minda Foundation", a 100% subsidiary of the Company to carry out the CSR activities of the Group
- BSE Top 500 position moved up from #455 (31 Dec 2015) to #415 (30 Jun 2016)

# Recent Corporate Developments



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

- Entered into a 50:50 joint venture with Shandong Beiqi 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 12 - 15 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 & Magneton
- 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**

















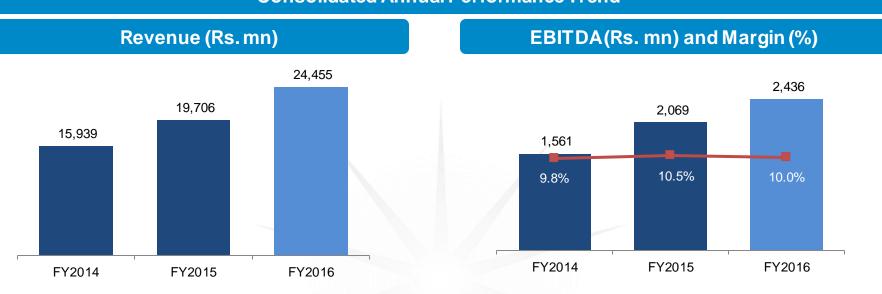




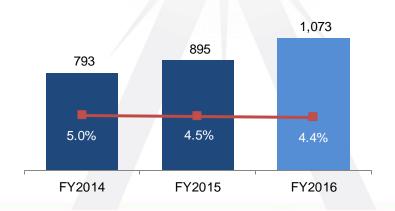
# **Financial Metrics**



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



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







### **Quarterly Consolidated Financials**

	Q1		у-о-у
(Rs. Million)	FY2017	FY2016	Growth (%)
Total Revenue	6,954	5,281	31.7%
EBITDA	626	491	27.5%
Margin (%)	9.0%	9.3%	
Profit After Tax (PAT)	249	202	22.9%
Margin (%)	3.6%	3.8%	
Basic EPS (Rs.)	1.19	0.97	22.9%

#### Highlights - Q1 FY2017 vs. Q1 FY2016

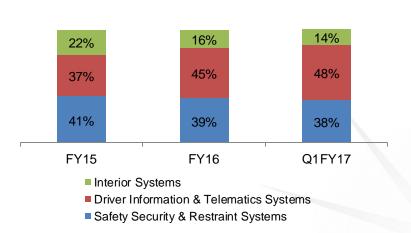
- Total revenue for the year increased by 31.7% y-o-y to Rs. 6,954 million. The overall auto industry grew by 13.4% with robust performance across sectors. Minda Corp continued to record double digit growth in both segments 'Safety Security & Restraint Systems' and 'Driver Information & Telematics Systems'.
- EBITDA increased by 27.5% with margins of 9.0%. The employee cost increased in this quarter due to changes in Payment of Bonus act and incremental hiring at the 'Spark Minda Technical Centre'. Depreciation increased from Rs. 151 million to Rs. 213 million. Full quarter depreciation was charged on the capex incurred during the last year.
- PAT increased by 22.9% due to higher operating profit. Margins stood at 3.6%. The Net Debt increased from Rs. 4,548 million to Rs. 5,234 due to additional loan taken for greenfield expansion in Mexico along with consideration paid through internal cash accruals for acquisition of 'Minda Autoelektrik Limited'. Interest expense increased marginally from Rs. 87 million to Rs.89 million.

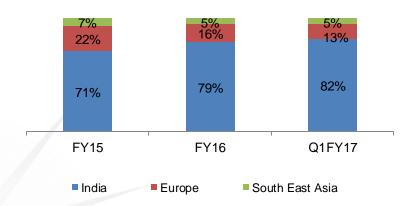
## **Financial Metrics**



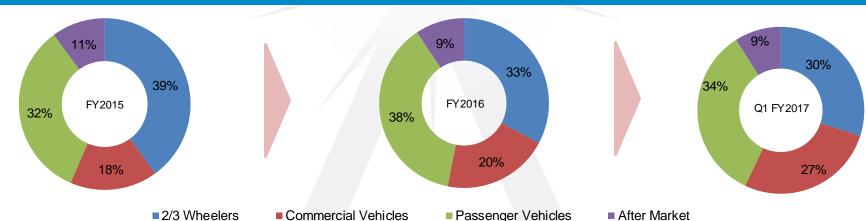
### Revenue Breakdown by Product Category

# Revenue Breakdown by Geography





### Revenue Breakdown by End User Market



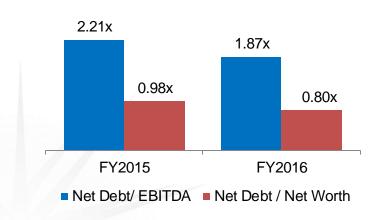
# **Financial Metrics**



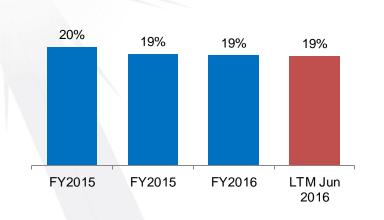
Particulars (Rs. million)	30 Jun 16	31 Mar 16
Short Term Borrowings	4,363	4,014
Long Term Borrowings	1,413	1,416
Total Debt	5,776	5,430
Less: Cash & Cash Equivalents	542	882
Net Debt / (Net Cash)	5,234	4,548
Net Worth	5,905	5,674
Net Debt / Net Worth	0.89x	0.80x

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 Equity (%)**



# 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



Ashok Kumar Jha

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



Mathew

Former Executive
Director of the LIC of
India. Presently
Director on the
Board of STCI
Finance Limited

Thankom T.

# 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.



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 Management, 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**



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



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



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



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



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

### **Corporate Social Responsibility**



Convocation Ceremony at Aakarshan Pantnagar Center I and II



Convocation Ceremony at Aakarshan Chennai



Women Empowerment Project on Menstrual Hygiene

# 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 over ~19%







### **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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Minda Corporation

Jitesh Bhatia/

Ankul Adlakha

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minda@churchgatepartnersindia.com

+91 22 6169 5988

#### **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.