

Date: 26.05.2017

The Officer-In-Charge (Listing) Listing Department National Stock Exchange of India Ltd., Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051 Scrip Code: MINDACORP	Head - Listing Operations, BSE Limited, P.J. Towers, Dalal Street, Fort, Mumbai - 400 001 Scrip Code: 538962
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**Sub: Updated Investor Presentation for the quarter and year ended on March 31, 2017**

Dear Sir,

Please find enclosed herewith the Updated Investor presentation for the quarter and year ended on March 31, 2017.

Thanking you,  
Yours faithfully,

For Minda Corporation Limited

*Ajay Sancheti*

Ajay Sancheti  
Company Secretary  
Membership No. F5605



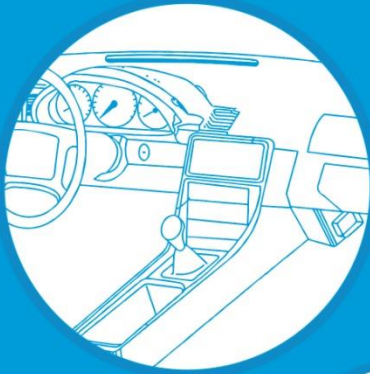
Reg. Office: A-15, Ashok Vihar, Phase-I, Delhi-110052

**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

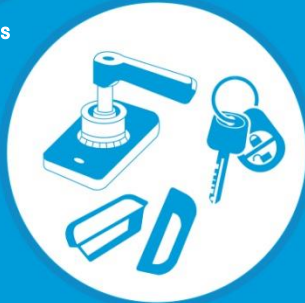
Website: www.minda.co.in



Interior Systems



Driver Information And Telematics Systems



Safety, Security And Restraint Systems



ASHOK MINDA GROUP

*Powered by Passion*

**MINDA CORPORATION LIMITED**

(NSE: MINDACORP; BSE: 538962)

Investor Presentation

26 May 2017



Locks



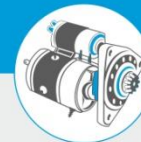
Door Handles



Instrument Clusters



Wiring Harness



Starter Motors



Plastic Components

## Earnings Conference Call - Q4 and Full Year FY2017

Friday, May 26, 2017 at 3.30 PM IST

The management team of Minda Corporation will be represented by:

**Mr. Ashok Minda** - Chairman and Group CEO  
**Mr. R. Laxman** - Group President, Finance  
**Mr. N.K Taneja** - Group Chief Marketing Officer  
**Mr. Sanjay Aneja** - CFO, Minda Corporation  
**Mr. Deepak Balwani** - Head, Investor Relations

Conference Dial-In Numbers	
Primary Number	+91 22 3960 0604
Local Access Number	3940 3977
<i>The numbers listed above are universally accessible from all networks and all countries</i>	
International Toll Free Numbers	USA: 1 866 746 2133 UK: 0 808 101 1573 Singapore: 800 101 2045 Hong Kong: 800 964 448

1. Company Background
2. Key Highlights - Consolidated
3. Key Achievements during the quarter
4. Future Growth Areas
5. Group Operating Structure
6. Our Team
7. Annexures

## Group Business

Minda Corp (Consolidated)

Minda Management Services Limited (Corporate)

### Safety Security and Restraint system

- Minda Corporation Ltd (Standalone) – Security Division, Die Casting Division & SMIT
- Minda VAST Access Systems Pvt. Ltd (50%)
- PT Minda Automotive Indonesia
- Minda Vietnam Automotive Co. Ltd
- Minda Autoelektrik Ltd

### Driver Information and Telematics System

- Minda Furukawa Electric Pvt. Ltd (51%)
- Minda Stoneridge Instruments Ltd (51%)
- Minda SAI Ltd.

### Interior System

- Minda KTSN Plastic Solution GmbH & Co. KG
- Minda KTSN Plastic & Tooling Solutions Sp Zo.o
- Minda KTSN Plastic Solutions s.r.o.
- Minda KTSN Plastic Solutions Mexico, S. de R.L. de C.V.

### After Market

- Minda Automotive Solutions Ltd

### Safety and Security System

### Driver Information and Telematics System

### Interior System

FY17 Revenue (Rs. mn)

11,430

14,058

4,132

% of total Revenue

39%

47%

14%

## Q4 FY2016-17

- Total revenue increased by 18.1% y-o-y to Rs. 7,614 million
- Q4 FY17 EBITDA was Rs. 338 million; EBITDA margins stood at 4.4%
- Net profit stood at Rs. 191 million, Margins stood at 2.5%

## FY2016-17

- Total revenue increased by 21.1% y-o-y to Rs. 29,620 million
- EBITDA at Rs. 1,981 million. EBITDA margin at 6.7%
- Net profit at Rs. 961 million. Margins at 3.2%
- Net Debt / Net Worth of 0.89x
- India Ratings and Research (Ind-Ra), a Fitch Group Company, has assigned a Long-Term Issuer Default Rating (IDR) of 'IND A+', with stable outlook
- Dividend recommended @ 25%, including interim dividend @ 10%

**Consolidated Net Profit for FY2017 includes the company's share of losses in one of the subsidiaries – Minda Furukawa to the tune of Rs. 372.5 Million**

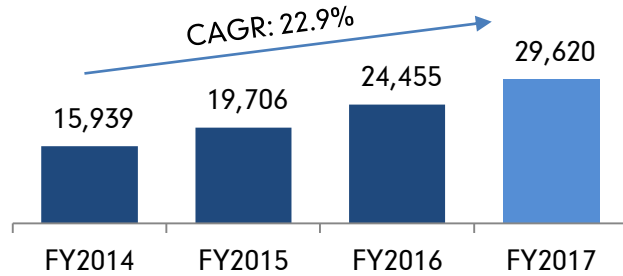
## Minda Furukawa – Turnaround Strategy

- A structured approach is being followed for the turnaround of Minda Furukawa, a JV focused on supplying wiring harness for Japanese passenger vehicles made in India
- Minda Corporation and joint venture partner jointly created a task force to make MFE sustainable and profitable on a long-term basis
- The task force has successfully completed the following steps:
  - The Company has successfully re-negotiated the raw material prices with JV partner as well as domestic suppliers.
  - Royalty payments and other costs to Furukawa have also been re-negotiated and reduced.
  - Rationalisation of manufacturing facilities progressing as per plan.

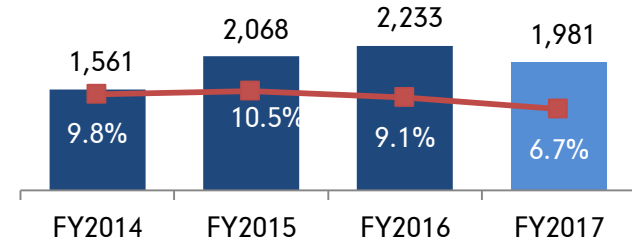
The above measures have been initiated during the later part of FY2017 and the benefits are expected to be reflected in FY2018

## Consolidated Annual Performance Trend

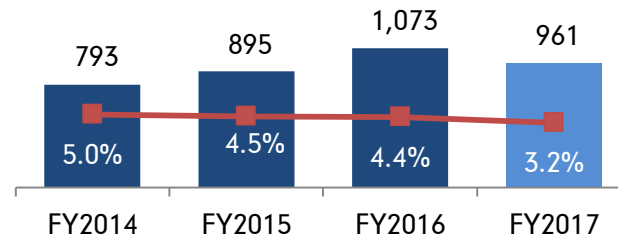
### Revenue (Rs. mn)



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

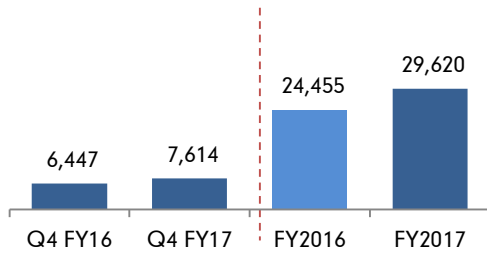


### PAT (Rs. mn) and Margin (%)

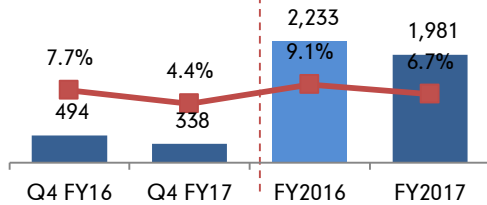


## Commentary – FY2017 vs. FY2016

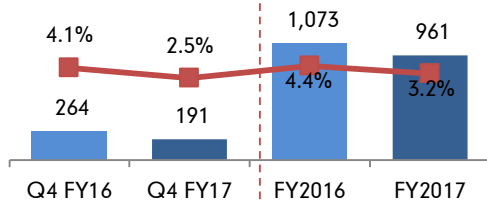
Revenue



EBITDA



Net Profit

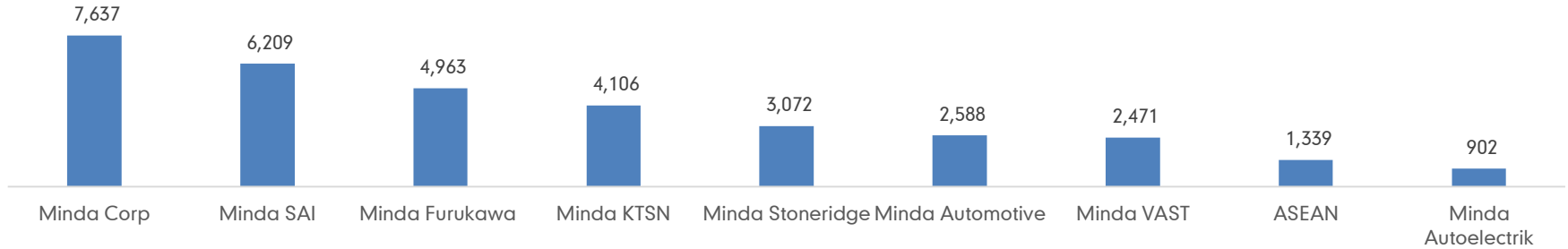


- The growth of 21.1% in FY2016-17 revenues was on account of steady increase in sales across the product segments and the group companies.

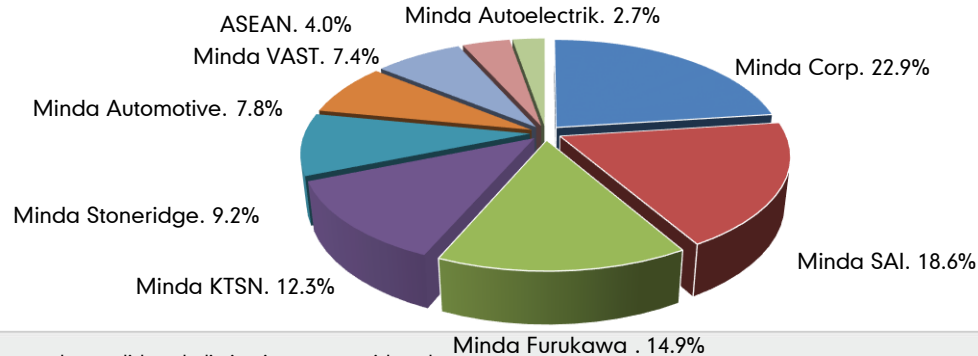
- FY2016-17 EBITDA margins declined due to increase in commodity prices and losses in one of the subsidiaries, which is now on the turnaround path. EBITDA margin are expected to return to normalcy in FY2017-18.
- EBITDA was also impacted due to initial expenses towards strategic investments in expansion projects such as the Mexico plant and Spark Minda Technical Centre (Pune)

- FY2016-17 Net profit stood at Rs. 961 million, lower by Rs. 112 million compared to the same period last year. Margins stood at 3.2%. Net Profit margins are expected to recover in FY2017-18
- Minda Furukawa: A structured approach is being followed for the turnaround of Minda Furukawa, a JV focused on supplying wiring harness for Japanese passenger vehicles made in India. The steps include re-negotiation of raw material prices with JV partner as well as domestic suppliers, reduction in royalty payments to Furukawa and rationalisation of manufacturing facilities

## Consolidated Sales for Full Year FY17 of Subsidiaries (In Rs. mn)



## Revenue breakup for Full Year FY17 of Subsidiaries



# Consolidated Leverage Position

Particulars (Rs. million)	31 Mar 17	31 Mar 16
Short Term Borrowings	4,283	4,014
Long Term Borrowings	2,064	1,416
<b>Total Debt</b>	<b>6,346</b>	<b>5,430</b>
Less: Cash & Cash Equivalents	570	882
<b>Net Debt</b>	<b>5,776</b>	<b>4,548</b>
<b>Net Worth</b>	<b>6,507</b>	<b>5,674</b>
<b>Net Debt / Net Worth</b>	<b>0.89x</b>	<b>0.80x</b>

The increase in Net Debt was due to additional investments in Minda Autoelektrik, expansion plans at Minda KTSN (Mexico), MCL Die Casting plant, and for the Spark Minda Technical Center (Pune)

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

## Key Achievements during the quarter

## Business Updates

### • Significant orders booked in Q4 FY2017:

- Total orders booked worth Rs. 2,580 million comprising Domestic: Rs. 1,840 million and Exports: Rs. 740 million

### Safety, Security and Restraint Systems

- Received export orders of immobilizers (peak business order value worth approx. Rs. 480 million p.a. / life time order worth Rs. 2,500 million)
- Received new business order from Hero Motocorp for key set with evap norm (order worth approx. Rs. 280 million p.a. / life time value of Rs. 1,400 million)
- Additional export orders received worth Rs. 550 million p.a. (life time value of approx. Rs. 2,750 million) for new Die Casting plant

### Driver Information and Telematics Systems

- New business orders for Euro 6 application sensors (EGT, EGRT) from M&M (order worth approx. Rs. 1,000 million / life time order value of Rs. 5,000 million)
- New business under finalization with OEMs in India for EGT / EGRT sensors (orders worth approx. Rs. 2,000 million pa / life time order value of Rs. 10,000 million)
- Order received for 1st ever electronic 2W cluster for domestic Indian market (life time order worth 750 million)

### Interior Systems

- Start of Production of Louvers for Maruti Suzuki's highest selling hatch back and notch back premium cars (lifetime business value of approx. Rs. 1,000 million)
- Order for New Product ' Nozzle Defroster' received from Maruti Suzuki (with technology support of Minda KTSN)
- Start of Production (SOP) of Interior Parts commenced in Q4 FY2017 for Volkswagen from Mexico plant

## Future Growth Areas

## Minda KTSN: Greenfield Plant at Mexico

- Inaugurated the new plant at Queretaro Industrial Park-II Puerto, Mexico in April 2017
- Start of Production (SOP) of Interior Parts for Volkswagen
- Total area of the plant is c. 17,320 sqm.
- Received orders for the manufacturing of parts including Glove Box, St. Column, End Cap, Hang on parts and others. Total orders received of approx. Euro 25 million per annum
- Capital investment of Rs. 1,000 million in FY2016-18; expected annual sales of Rs. 1,750 million by 2019-20



## Minda KTSN: 50:50 Joint Venture with SBHAP, China (a BAIC group subsidiary) in Aug 2016

- Located in Zibo, Shandong Province
- Acquired land with an overall size of approx. 10,000 sqm.
- Construction is expected to be completed in FY2017-18
- Products: 'Plastic Oil Pans & Cylinder Head' along with other plastic under-bonnet / interior parts
- Target customers: CV OEMs such as Daimler, Foton etc having manufacturing plants in China



## MCL: Greenfield expansion for Die Casting Plant at Pune

- Setting up 3rd die casting plant (Land Area: 36,500 sqm) with an initial investment of Rs. 750 million
- Existing production capacity is 4,600 MT p.a. and FY2019-20 target capacity is 9,600 MT p.a.
- Land development completed, civil work started and structural in progress
- **Planned Facility:**
  - Exclusively for Aluminium Gravity and Low Pressure Die Casting with machining
  - Separate machine shop will focus on precision parts – Compressor Housing
  - Expected to be completed in FY2017-18
- Capital investment of Rs. 1,000 million in FY2016-18; expected annual sales of Rs. 2,000 million by 2019-20. Total order booked for this plant of approx. Rs. 1,600 million per annum (i.e. life time value of Rs. 8,000 million)



## Spark Minda Technical Centre (SMIT), Pune

- Establishing EMC testing, HIL testing, proto shop & reliability engineering to increase the quality and efficiency of the R&D
- Will enable MCL to expand in automotive systems areas other than legacy products
- To help build up the products for the automotive mechatronics engineering use
- EMC facility is operational; 2<sup>nd</sup> Tier 1 to have EMC/EMI in India
- Around 35 engineers on board as on date; 2 patents filed so far
- Infrastructure and building is operational; team moved to the new facility in Oct 2016.
- The Company plans to invest approx. Rs 250 million opex and capex by 2017-18



## Business Integrated CSR plant: Collaboration with Aurangabad Central Prison Authority for supply to Bajaj Auto

- Minda Corp set up a new automotive assembly within the jail premises with dedicated training for Safety, Security & Restraint Systems (SSR) In Nov 2016
- Product focus: 'Lock Body Assembly Unit'
- Activities would include manufacturing, production, testing, inspection, storage of finished goods and dispatch
- Final assembly at the Company's facility in Pune for Bajaj Auto Limited



## Acquisition of Panalfa Autoelektrik Ltd

- Acquired Panalfa Autoelektrik (Haryana) in April 2016
- Renamed as 'Minda Autoelektrik Limited' wef 03 June 2016
- Incorporated in 2007 as Indo Czech JV
- Primarily manufactures 'Starter Motors' and 'Alternators'
- End Markets: Commercial Vehicles, Agriculture Machinery, Construction Equipment and Automotive market



## Focused approach to tap potential growth opportunities

1.

Incremental demand of electronics and technological advanced products such as EFI/EMS Systems, ABS, EGT/EGRT Sensors, ISG, ADAS, connected cars, soot sensors etc in non legacy product business

2.

Focus on new technologies in legacy products such as PEPS, Electronic Clusters, 2-Wheeler electronic locks, Bracketless Door Handles & Low Cost Immobilizer

3.

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

4.

Strong focus on increasing export business and expanding overseas operations

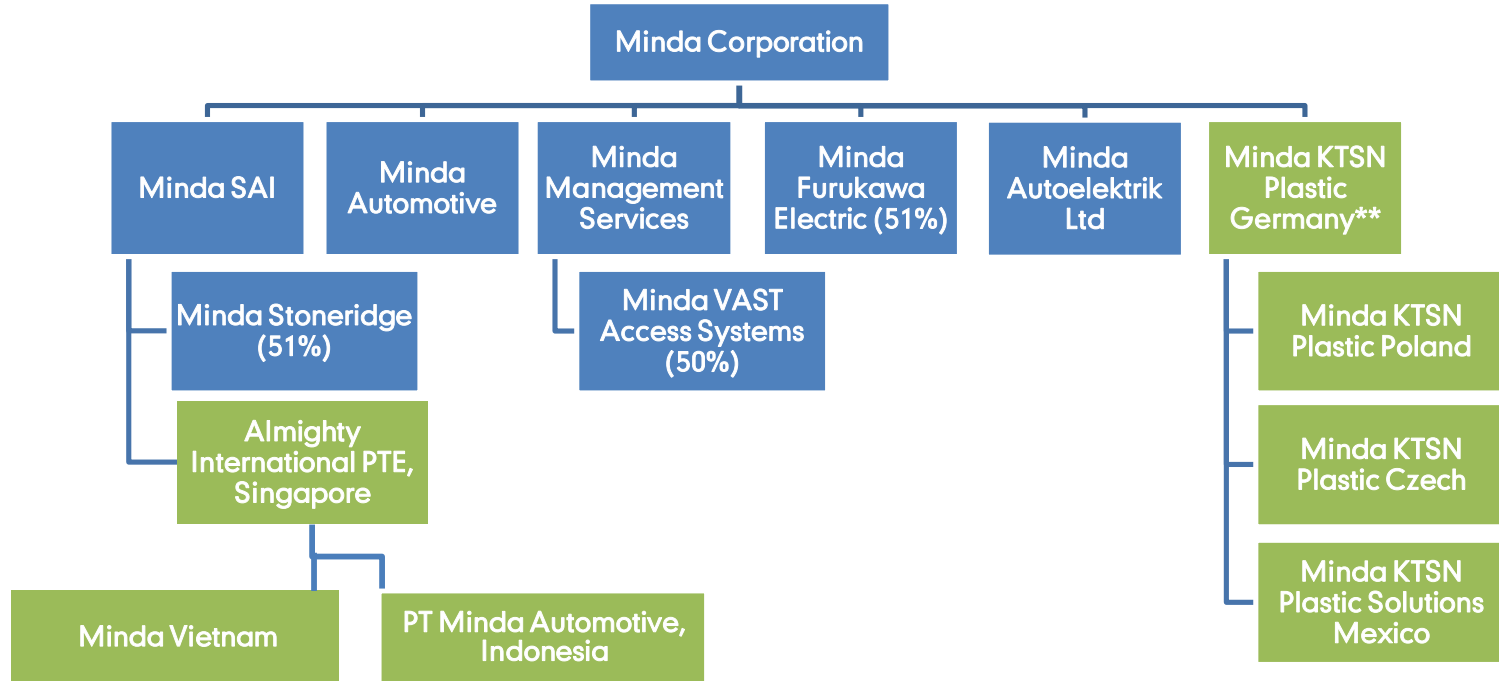
	FY2016-17	Target FY2019-20
ROCE	~11.7%	~20-22%

## Major Steps Being Undertaken

S. No	Particulars
1	Turnaround of Minda Furukawa
2	Optimization of employee cost
3	Increase in better margin business in export and electronics
4	Margin improvements in Minda KTSN

# Group Operating Structure

# Group Operating Structure
















\* 100% subsidiaries unless specified in parenthesis

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

# Safety, Security and Restraint System

Companies	Product Portfolio	Key Customers & No of Plants
<b>Minda Corporation (Standalone)</b>	 Complete Lock Kit  Lock for Off road Vehicles  Steering and Glove Box Locks  Pannier Latches  Gear Shift Lock  Aluminium High Pressure Die Casting  Compressor Housing  Intake Manifold	<ul style="list-style-type: none"> <li>Bajaj Auto</li> <li>TVS</li> <li>Ashok Leyland</li> <li>Yamaha</li> </ul> <p style="text-align: right;">7</p>
<b>Minda VAST Access Systems</b>	 Immobilizers System  Mechatronic Handles  Outside Door Handles  Inside Door Handles  Side Door Latches  Remote Key Less Antenna  Remote Key Steering Lock	<ul style="list-style-type: none"> <li>Nissan</li> <li>M&amp;M</li> <li>Tata Motors</li> <li>Maruti</li> </ul> <p style="text-align: right;">2</p>
<b>PT Minda Automotive Indonesia</b>	 Locksets  Speedometers	<ul style="list-style-type: none"> <li>Yamaha</li> <li>Suzuki</li> <li>Kawasaki</li> <li>Piaggio</li> </ul> <p style="text-align: right;">1</p>
<b>Minda Vietnam Automotive</b>	 Locksets  Wiring Harness	<ul style="list-style-type: none"> <li>Yamaha</li> <li>Suzuki</li> <li>Kawasaki</li> <li>Piaggio</li> </ul> <p style="text-align: right;">1</p>
<b>Minda Autoelektrik Ltd</b>	 Alternator  Starter Motor	<ul style="list-style-type: none"> <li>Escorts</li> <li>Magneton</li> <li>ITL</li> <li>TAFE</li> <li>CNH</li> </ul> <p style="text-align: right;">1</p>

	Q4 FY17	FY17
Revenue (Rs. mn)	2,999	11,430
% of total Revenue	39%	39%

Companies	Product Portfolio					Key Customers & No of Plants	
<b>Minda SAI</b>	 Wiring Harness Solutions	 Terminals	 Connectors	 Battery Terminals	 Plastic Interiors	<ul style="list-style-type: none"> <li>• M&amp;M</li> <li>• HMSI</li> <li>• TVS</li> <li>• Ashok Leyland</li> </ul>	9
<b>Minda Furukawa</b>	 Wiring Harness	 Steering Roll Connector	 Junction Box	 Grommets	<ul style="list-style-type: none"> <li>• Maruti Suzuki</li> <li>• Renault-Nissan</li> <li>• Honda</li> </ul>	4	
<b>Minda Stoneridge Instruments</b>	 Temperature Sensors	 Fuel Level Sensors	 Speed Sensors	 Instrument Cluster	<ul style="list-style-type: none"> <li>• HMSI</li> <li>• Ashok Leyland</li> <li>• Bajaj Auto</li> <li>• M&amp;M</li> </ul>	2	

	Q4 FY17	FY17
Revenue (Rs. mn)	3,672	14,058
% of total Revenue	48%	47%

Companies	Product Portfolio	Key Customers & No of Plants
<b>Minda KTSN Plastic Solution GmbH &amp; Co. KG (Germany)</b>	 Oil Sump  Quick Connectors  Middle Arm Rest  Seat Panel  Glove Box  Ash Tray  Cup Holder  Steering Column  Structural Parts	<ul style="list-style-type: none"> <li>• VW Group (Audi and Porsche Group)</li> <li>• BMW</li> <li>• Daimler</li> </ul> <p style="text-align: center;">4*</p>
<b>Minda KTSN Plastic &amp; Tooling Solutions Sp Zo.o (Poland)</b>	 Automotive  Mechanical  Electronics  Tooling	
<b>Minda KTSN Plastic Solutions s.r.o (Czech Republic)</b>	 Air Vent  Ash Tray  Cup Holder	

	Q4 FY17	FY17
Revenue (Rs. mn)	945	4,132
% of total Revenue	13%	14%

## Company

## Product Portfolio

**Minda Automotive Solutions Ltd**



Door Handles



Sensor



Clutch Plates



Control Cables



2/3W Locks



Filters



Wiper Blades



Glow Plug



Brake Shoe



Wiring Harnesses



Instrument Cluster

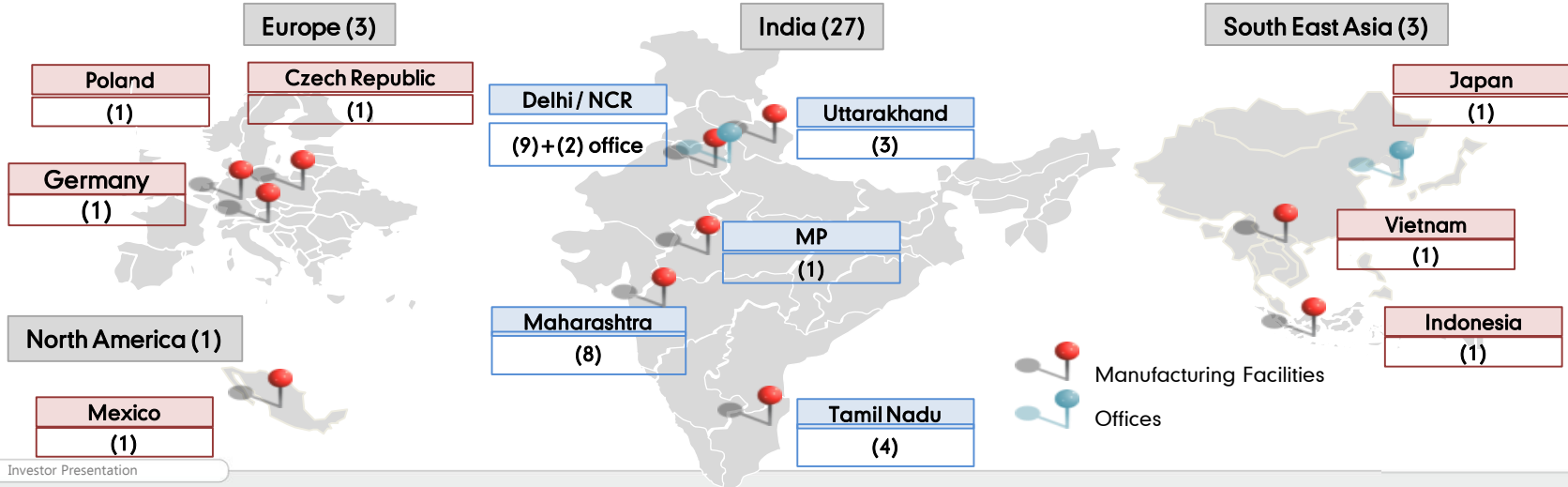
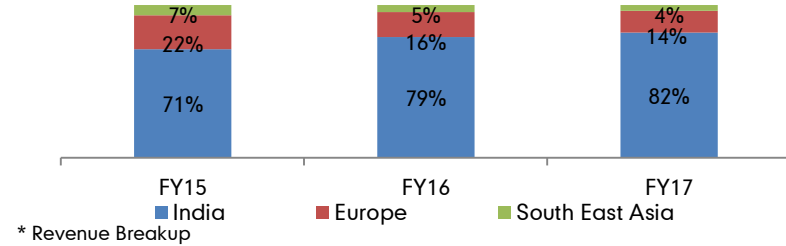
# Group at a glance

Category	Product Portfolio	Company	End Market *	Plant Locations / Offices
<b>Group Corp</b>	Corporate Office	<ul style="list-style-type: none"> <li>Minda Management Services Ltd.</li> </ul>	-	Gurgaon
<b>Safety Security and Restraint system</b>	Electronic & Mechanical locks, Door Handles, Latches, Door Checker, Key (Mechanical and Electronic), Die Casting: AL (HPDC, GDC, LPDC) and Zn: Hot Chamber, Alternators, Starter Motors	<ul style="list-style-type: none"> <li>Minda Corporation Ltd.</li> </ul>	2/3 W, CV, Tractors, Off Road Vehicles	Aurangabad (2), Greater Noida, Noida, Pant Nagar, Pune (2)
		<ul style="list-style-type: none"> <li>Minda VAST Access Systems Pvt. Ltd.</li> </ul>	PV	Manesar, Pune
		<ul style="list-style-type: none"> <li>PT Minda Automotive Indonesia</li> </ul>	2 W	Indonesia
		<ul style="list-style-type: none"> <li>Minda Vietnam Automotive Co. Ltd.</li> </ul>	2 W	Vietnam
		<ul style="list-style-type: none"> <li>Minda Autoelektrik Ltd</li> </ul>	CV, Agriculture Machinery, Construction Equipment	Bawal
<b>Driver Information and Telematics System</b>	Wiring Harness, Connectors, Terminals, Steering Roll connectors, Relay & Fuse box, Instrument Clusters, , Dashboard Assemblies, Sensors - Speed, Temperature, Position, Pressure etc.	<ul style="list-style-type: none"> <li>Minda Furukawa Electric Pvt. Ltd.</li> </ul>	PV	Bawal, Chennai, Noida, Tihar Jail
		<ul style="list-style-type: none"> <li>Minda Stoneridge Instruments Ltd.</li> </ul>	2/3 W, PV, CV, Tractors	Chennai, Pune
		<ul style="list-style-type: none"> <li>Minda SAI Ltd.</li> </ul>	2/3 W , CV, PV	Chennai (2), Greater Noida (2), Haridwar, Murbad, Pithampur, Pune, Yewada Jail
<b>Interior Systems</b>	Plastic Interior trims & Sub-system, Kinematic Modules, Structural Modules, Soft Touch Technology etc.	<ul style="list-style-type: none"> <li>Minda KTSN Plastic Solution GmbH &amp; Co. KG</li> </ul>	PV, CV	Germany
		<ul style="list-style-type: none"> <li>Minda KTSN Plastic &amp; Tooling Solutions Sp Zo.o</li> </ul>	PV, CV	Poland
		<ul style="list-style-type: none"> <li>Minda KTSN Plastic Solutions s.r.o.</li> </ul>	PV, CV	Czech Republic
		<ul style="list-style-type: none"> <li>Minda KTSN Plastic Solutions Mexico, S. de R.L. de C.V.</li> </ul>	PV, CV	Mexico
<b>After Market</b>	All products made by Group co. and outsourced products like control cables, filters and relays	<ul style="list-style-type: none"> <li>Minda Automotive Solutions Ltd.</li> </ul>	2/3 W, PV, CV, Tractors	Noida
<b>CSR</b>	Group CSR initiatives	<ul style="list-style-type: none"> <li>Spark Minda Foundation</li> </ul>	-	

Investor Presentation

## Manufacturing facilities strategically located globally providing support to OEMs

Location	Safety and Security Systems	Driver Information and Telematics Systems	Interior Systems
India	10	15	
Europe			3
North America			1
South East Asia	2		
<b>Total</b>	<b>12</b>	<b>15</b>	<b>4</b>



# Key Customers

## 2-3 Wheelers



## Passenger Vehicles



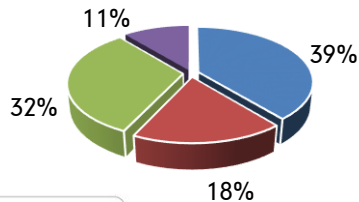
## Commercial & Off Highway Vehicles



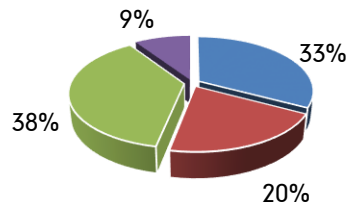
## Others



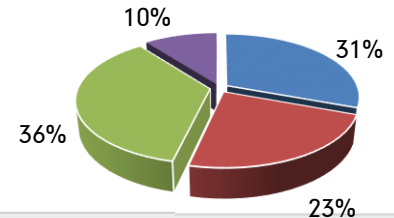
FY2015









FY2016



FY2017



## Joint Ventures & Technology Tie ups with Leading Global Firms

Partner	Country	Minda Group's Stake / Company	Year of JV	Segment	Key Products (JV)	Summary
 Furukawa Electric Co. Ltd.	 Japan	51% / Minda Furukawa Electric Pvt Ltd	2007	Driver Information and Telematics System	Wiring Harness, Terminals, Relay Box, Related Coupler Terminals, Junction Box, Steering Roll Connector	<ul style="list-style-type: none"> <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 Inc.	 USA	51% / Minda Stoneridge Instruments Ltd	2004	Driver Information and Telematics System	Instrument Clusters, Dashboard Clocks, Fuel Level Sensors, Dashboard Assemblies, Speed Sensors, Temperature Sensors	<ul style="list-style-type: none"> <li>Stoneridge Inc. is a NYSE listed leading manufacturer of electronics instruments</li> <li>With approximately \$700 mn in annual sales, Stoneridge's footprint encompasses more than 25 locations in 12 countries</li> </ul>
 Vehicle Access Systems Technology (VAST) LLC	 USA	50% / Minda Vast Access Systems Pvt. Ltd	2015	Safety Security and Restraint system	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 style="list-style-type: none"> <li>VAST, USA manufactures and markets automotive Access Control Products</li> <li>With approximately \$1.5 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>

# Our Team

## Eminent and Experienced Board of Directors



**Mr. Ashok Minda**  
*Chairman and Group CEO*



**Mr. Sudhir Kashyap**  
*Executive Director and CEO*



**Mr. R. Laxman**  
*Director & Group President, Finance*



**Mr. Avinash P. Gandhi**

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



**Mr. Rakesh Chopra**

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



**Mr. Ashok Kumar Jha**

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



**Ms. Pratima Ram**

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

Senior Management	Description
 <b>Ashok Minda</b> <i>Chairman and Group CEO</i>	<ul style="list-style-type: none"> <li>• Over 30 years of experience in the Auto Industry</li> <li>• Member of various Committees of the Company's Board</li> <li>• The Group under the leadership of Mr. Minda broke new frontiers by joining hands with world renowned companies of USA, Germany, Japan, France etc.</li> </ul>
 <b>N. K. Taneja</b> <i>Group Chief Marketing Officer</i>	<ul style="list-style-type: none"> <li>• Association of approx. 20 years with the Company</li> <li>• Specialization in General Management, Marketing and Business Strategy</li> <li>• Worked with eminent companies like L&amp;T, Phillips, Harman International (USA), Manesmaan Group (Germany)</li> <li>• CS and CWA by qualification</li> </ul>
 <b>R. Laxman</b> <i>Director and Group President, Finance</i>	<ul style="list-style-type: none"> <li>• 25 Years of experience in Finance, Merger &amp; Acquisition and Private Equity</li> <li>• Previously with Kotak PE and Kotak Investment Bank</li> <li>• MBA (Finance) and CWA by qualification</li> </ul>
 <b>Sudhir Kashyap</b> <i>ED and CEO, Minda Corporation</i>	<ul style="list-style-type: none"> <li>• Over 25 years of experience in Automotive Components Industry</li> <li>• Associated with the group for over 12 years</li> <li>• Prior to joining Minda Corp, he worked with Anand Group</li> <li>• Mechanical Engineer and IIM Ahmedabad graduate</li> </ul>
 <b>Sanjeev Saxena</b> <i>CEO, Minda SAI and Minda Stoneridge</i>	<ul style="list-style-type: none"> <li>• Over 25 years of experience</li> <li>• 8 years of International experience based out of Singapore and China</li> <li>• Served as MD and Country Manager, Delphi Packard India</li> <li>• Mechanical Engineer by qualification</li> </ul>
 <b>Vinayak Hegde</b> <i>MD, Minda KTSN Plastic Solutions</i>	<ul style="list-style-type: none"> <li>• Experience of over 17 years in auto component industry globally in the field of Management, Customer handling, Operations, Business Acquisitions &amp; Mergers</li> <li>• B.E and MBA by qualification</li> </ul>
 <b>Sanjay Aneja</b> <i>CFO, Minda Corporation</i>	<ul style="list-style-type: none"> <li>• Work Experience of ~26 years with 16 years of experience in automotive industry</li> <li>• Specialized in Finance &amp; Strategy with strength in General Management, Strategic Funding, Merger &amp; Acquisition, Corporate Finance, Corporate Affairs, Capital &amp; Financial Markets, Networking in Domestic &amp; International finance &amp; banking communities both at Domestic and International Level</li> <li>• CA and CS by qualification</li> </ul>
 <b>Ajay Sancheti</b> <i>Head -Group Legal and Company Secretary</i>	<ul style="list-style-type: none"> <li>• Associated with Minda Group for approx. 20 years</li> <li>• Extensive experience in international corporate restructuring , mergers and acquisitions, corporate governance and capital market</li> <li>• Specialization in Cross Boarder Merger &amp; Acquisition, Joint Ventures, funding, Foreign Exchange matters etc</li> <li>• Extensive networking with global legal firms/advisors</li> <li>• Mr. Sancheti is a Law graduate and Fellow member of The Institute of Company Secretaries of India</li> </ul>

# Annexures

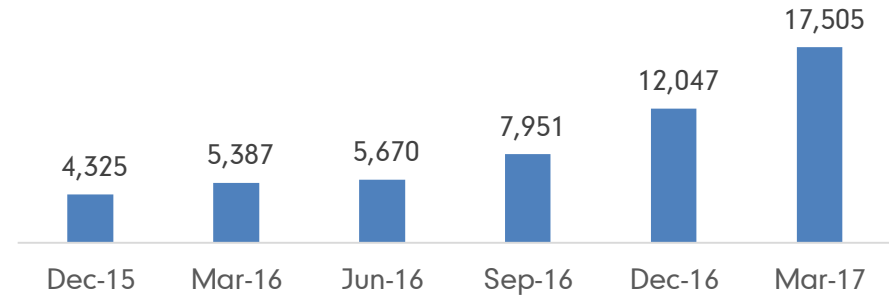
## Market Data (22 May 2017)

Market Cap. (Rs. mn)	22,940
Outstanding Shares (mn)	209.3
52 week High/Low	143.6/85.5
Bloomberg / Reuters Ticker	MDA:IN / MINC.NS
Key Institutional Investors	Kotak Private Equity, Birla Sunlife Mutual Fund and UTI Mutual Fund

## Shareholding Pattern

(In %)	Jun 30, 2016	Sep 30, 2016	Dec 31, 2016	Mar 31, 2017
<b>Promoters</b>	65.2	70.2	70.2	70.2
<b>Public</b>	32.2	27.2	27.2	27.2
<b>Others</b>	2.6	2.6	2.6	2.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

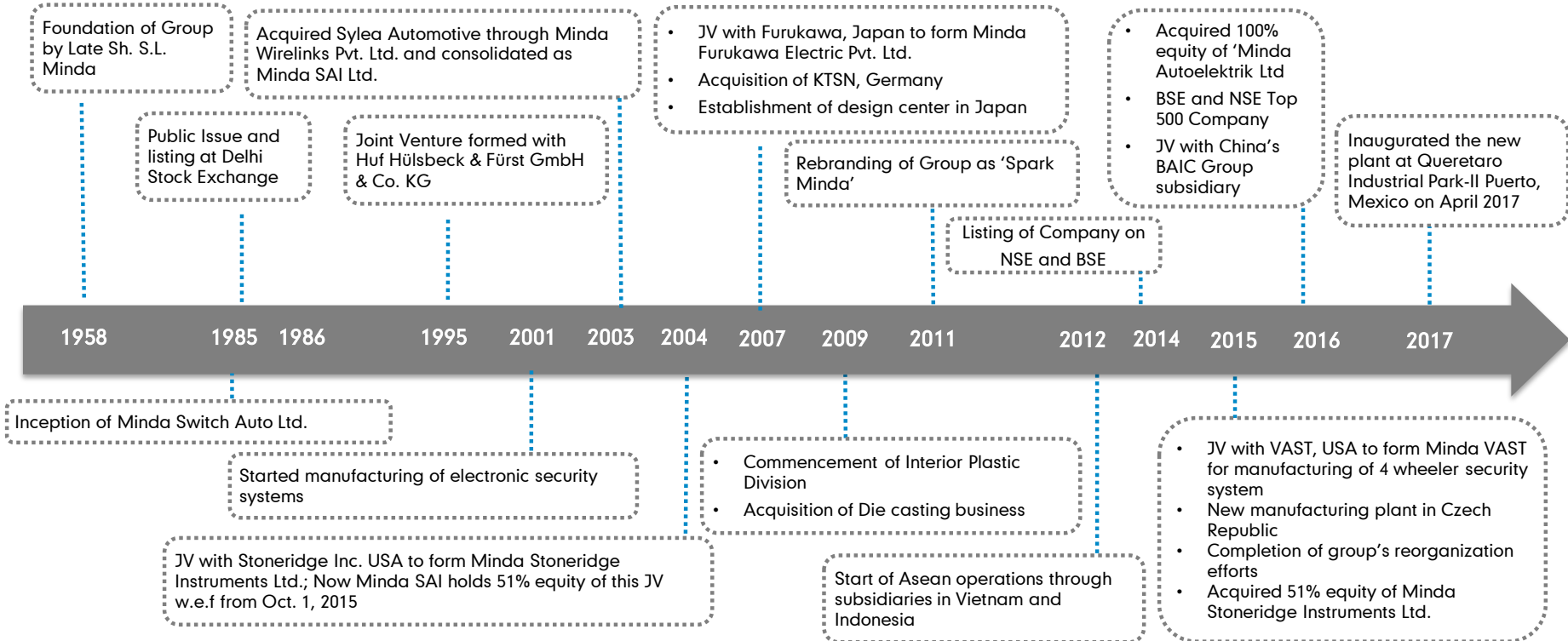
## No. of Shareholders



## Average Daily Trading Volumes (BSE & NSE)

	No. of Shares	Rs. (000)	\$ (000)
Nov 2016	129,285	13,053	203
Dec 2016	67,221	6,372	99
Jan 2017	481,841	44,186	688
Feb 2017	423,720	40,004	623
Mar 2017	131,999	12,281	191
Apr 2017	208,411	23,770	368
Until 22 May 2017	361,555	39,973	619

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



## Key Awards



**MFE** – Technology Innovation of the Year Award organized by Auto Tech Review Dec 2016



**MCL SSD** – National Award for Supply Chain & Logistics Excellence Dec 2016



**MSIL** – Award for New Development at Escorts Agri Machinery Partners Meet Dec 2016



**MVASPL** – Gold Award at Quality Circle Forum of India Dec 2016 Pune



**Spark Minda Foundation** – Award for Top Community Care in Asia, by MORS Nov 2016 Singapore

## Corporate Social Responsibility



Aakarshan Industrial Tailoring Training Program 2017



Toilet Construction Project 2017



Artificial Limb Fitment at Mumbai, Greater Noida and Chennai 2017



Old Age Home Service at Earth Saviour Foundation 2017





High value, technologically advanced products; global presence with 33 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



BSE and NSE Top 500 Company



# Important Notice

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.



ASHOK MINDA GROUP

*Powered by Passion*

**MINDA CORPORATION LIMITED**

(CIN: L74899DL1985PLC020401)

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