

CEAT STRATEGIC TIMEOUT

CEAT **2:00**
NO.1* IN CUSTOMER SATISFACTION



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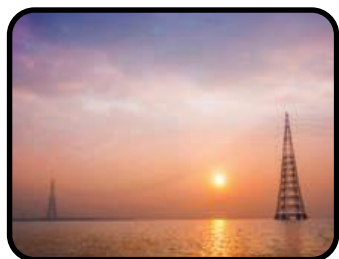
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Section 1: RPG Group Overview

RPG Group: Powered by Passion, Driven by Ethics

**UNLEASHTALENT
TOUHLIVES
OUTPERFORM
AND😊**

RPG Enterprises was founded in 1979 by Shri Rama Prasad Goenka, popularly known as RP Goenka, a pioneering fifth generation business leader from the Goenka family. The Goenkas have a history of business dating back to 1820 AD in banking, textiles, jute and tea. Under RP Goenka's dynamic leadership, the Group grew in size and strength with several acquisitions in the 1980s and 1990s. CEAT became a part of the RPG Group in 1982, which is now one of India's fastest growing conglomerates with 20000+ employees, presence in 100+ countries and annual gross revenues of ~\$3 Bn.



**KEC
International**

World leader in
Power
Transmission
EPC space



CEAT

One of India's
leading
manufacturer of
automobile tyres



**Zensar
Technologies**

Software
services provider
spread across 20
countries,
400+ customers.



**RPG Life
Sciences**

Pharma
company with
wide range
medicines in
global generics
and synthetic
APIs.



Raychem RPG

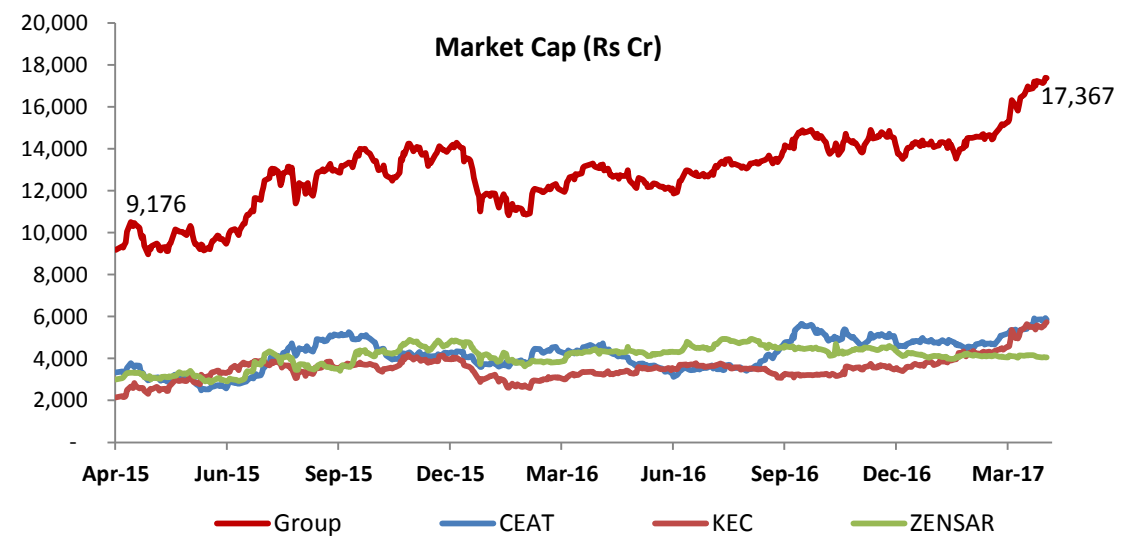
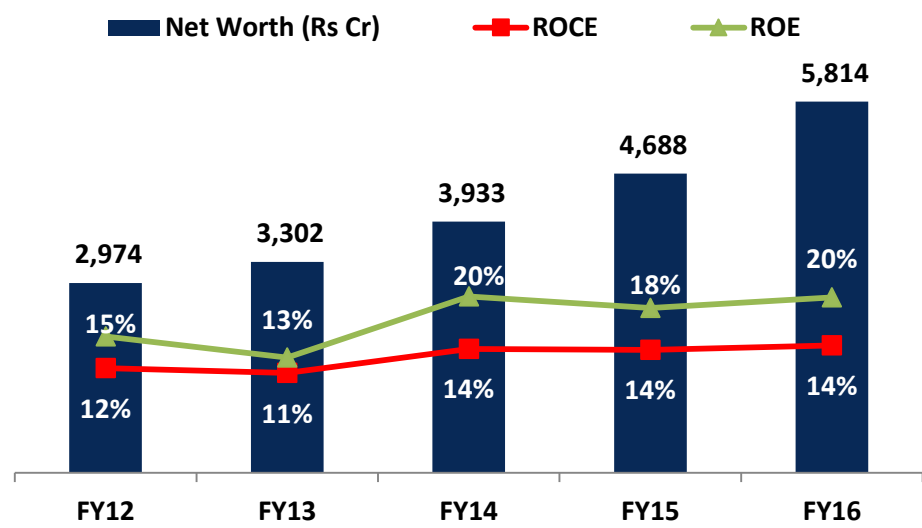
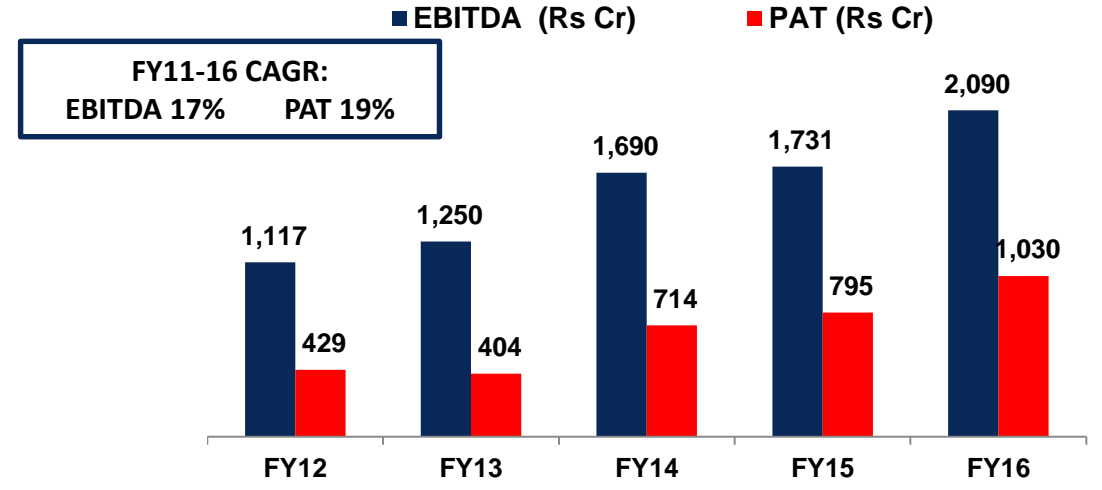
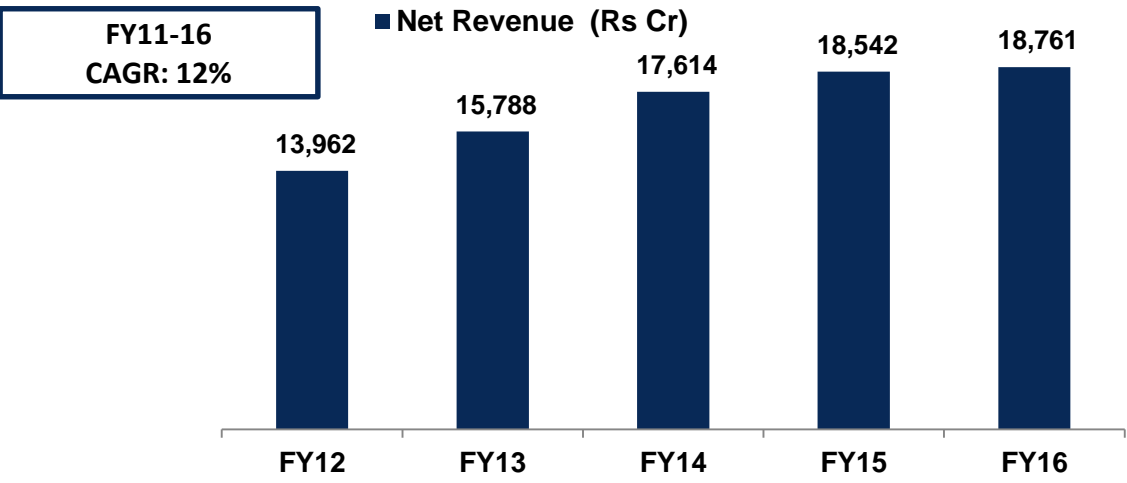
Engineering
products and
services
catering to
infrastructure
segment
of the economy.



**Harrisons
Malayalam**

One of India's
largest plantation
companies with
tea, rubber and
other agro
products.

RPG Group: Key Financials



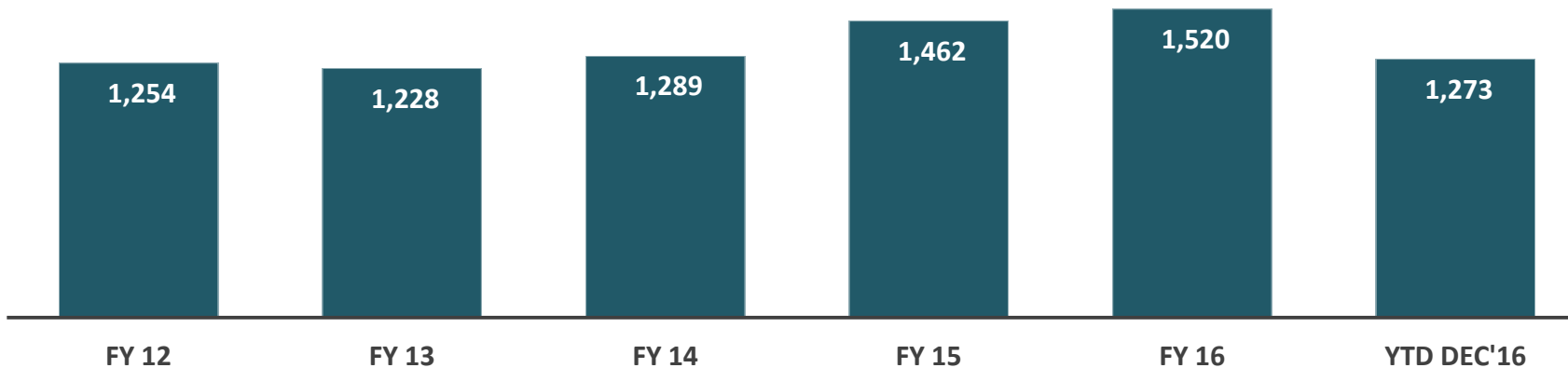
Note:

- ROCE is calculated by taking EBIT multiplied by (1 minus tax rate @ 33%) divided by Average Capital Employed
- ROE is calculated by taking PAT divided by Average Net-worth
- Market Cap updated till 21st April 2017

Section 2: Industry Overview

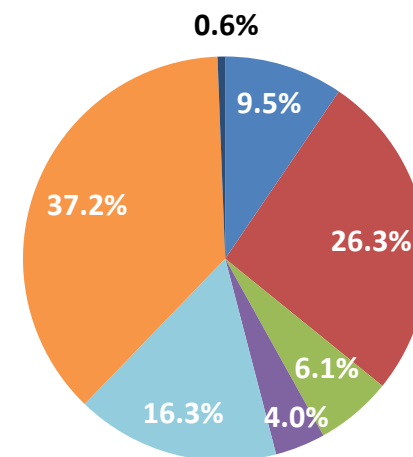
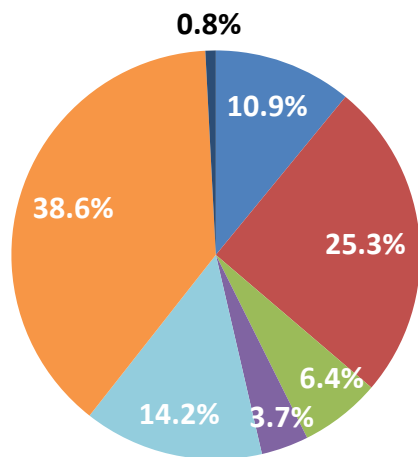
Indian Tyre Industry

Total Tyre Production in India (Numbers in Lakhs)



April-December FY16

April-December FY17



M&HCV (T&B)

Passenger Car/Jeep

Light Truck (LCV)/SCV

Tractor

Scooter

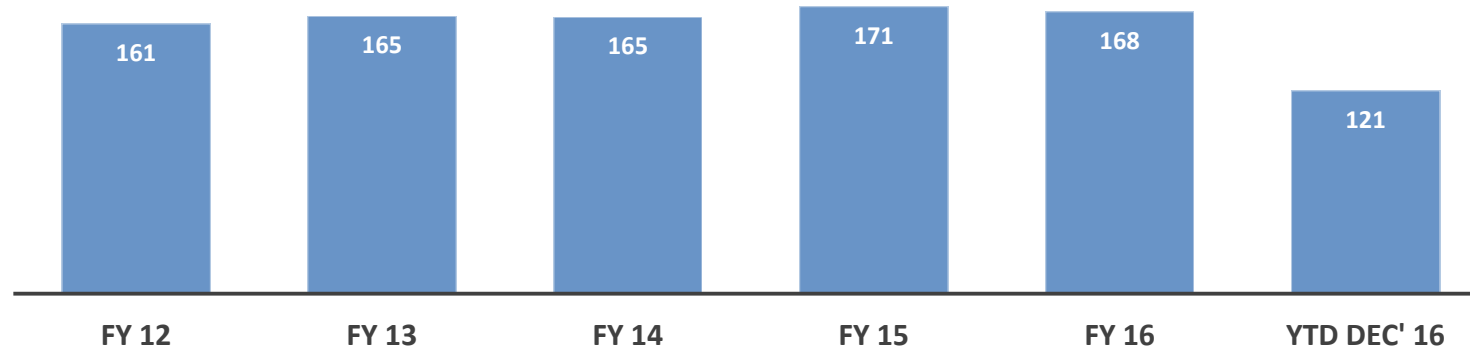
Motorcycle & Moped

Others (OTR, Industrial & ADV)

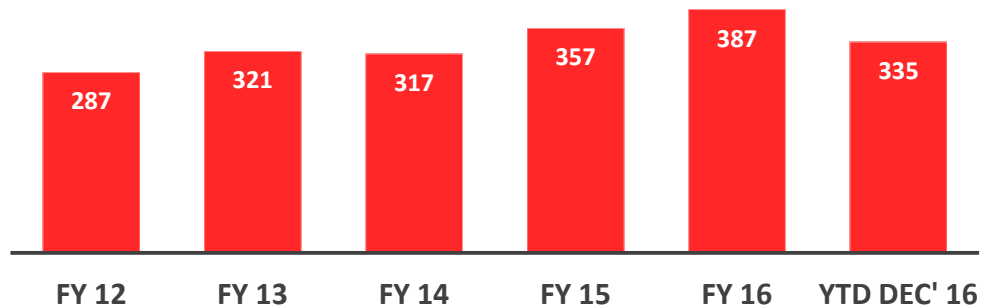
Indian Tyre Industry

Tyre Production in India (Numbers in Lakhs)

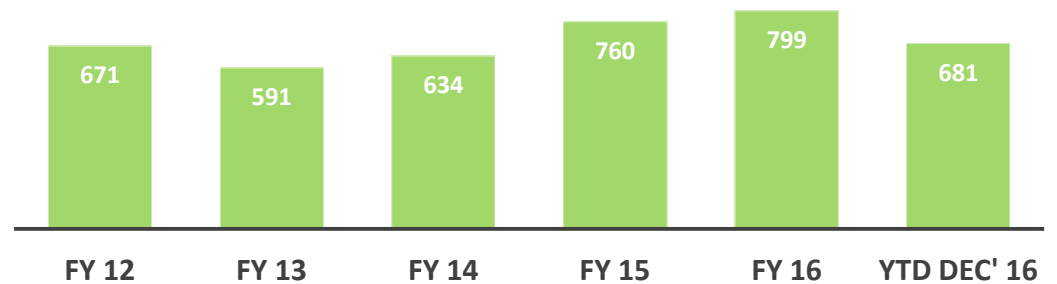
MHCV (T&B)



Passenger Car / Jeep



2 / 3 wheeler



Section 3: Business Overview

Board of Directors



Harsh Vardhan Goenka
Chairman, Non Executive Director



Anant Vardhan Goenka
Managing Director



Arnab Banerjee
Whole -Time Director



Hari L. Mundra
Non Executive
Non Independent Director



Atul C. Choksey
Non Executive
Independent Director



Haigreve Khaitan
Non Executive
Independent Director



Mahesh S. Gupta
Non Executive
Independent Director



Paras K. Chowdhary
Non Executive
Independent Director



Punita Lal
Non Executive
Independent Director



Ranjit Pandit
Non Executive
Independent Director



S. Doreswamy
Non Executive
Independent Director



Vinay Bansal
Non Executive
Independent Director

Leadership Team

Anant Goenka



Managing Director

Kumar Subbiah



Chief Financial Officer

Arnab Banerjee



**Executive Director
- Operations**

Milind Apte



**Senior Vice President
- Human Resources**

Tom Thomas



**Executive Director
- Technology & Products**

Dilip Modak



**Senior Vice President
- Manufacturing**

Chandrashekhar Ajgaonkar



**Senior Vice President
- Quality Based Management**

India's leading tyre company with over **50** yrs of presence

Distribution Network : **4,500+** dealers, **450+** exclusive CEAT franchisees

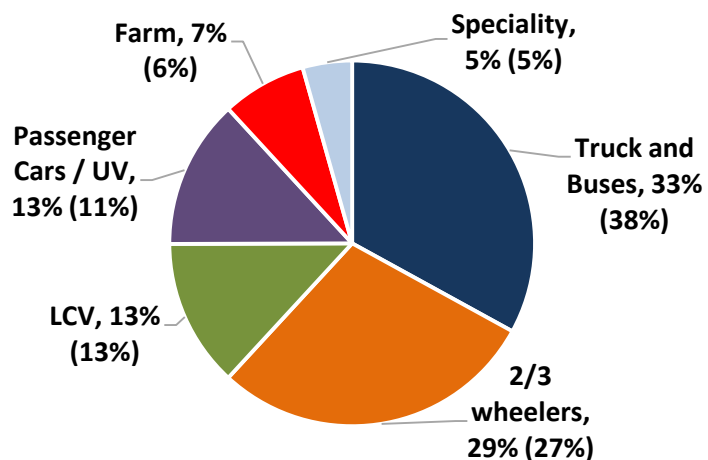
6 Manufacturing facilities - Bhandup, Nasik, Halol, Nagpur, Ambernath* & Sri Lanka

100+ countries where products are sold with strong brand recall

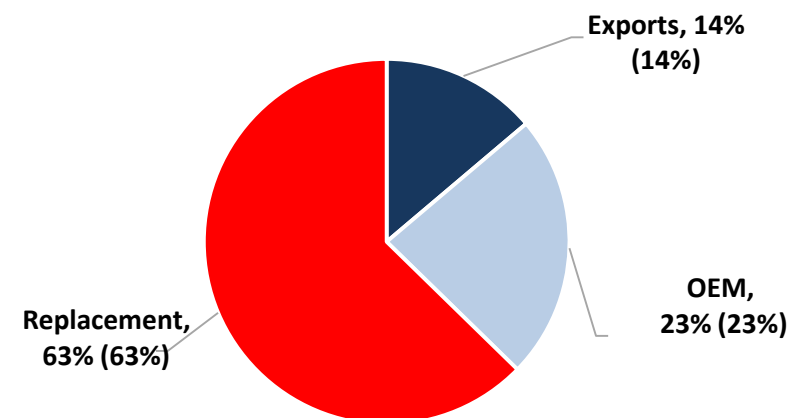
#No 1 player in Sri Lanka in terms of market share

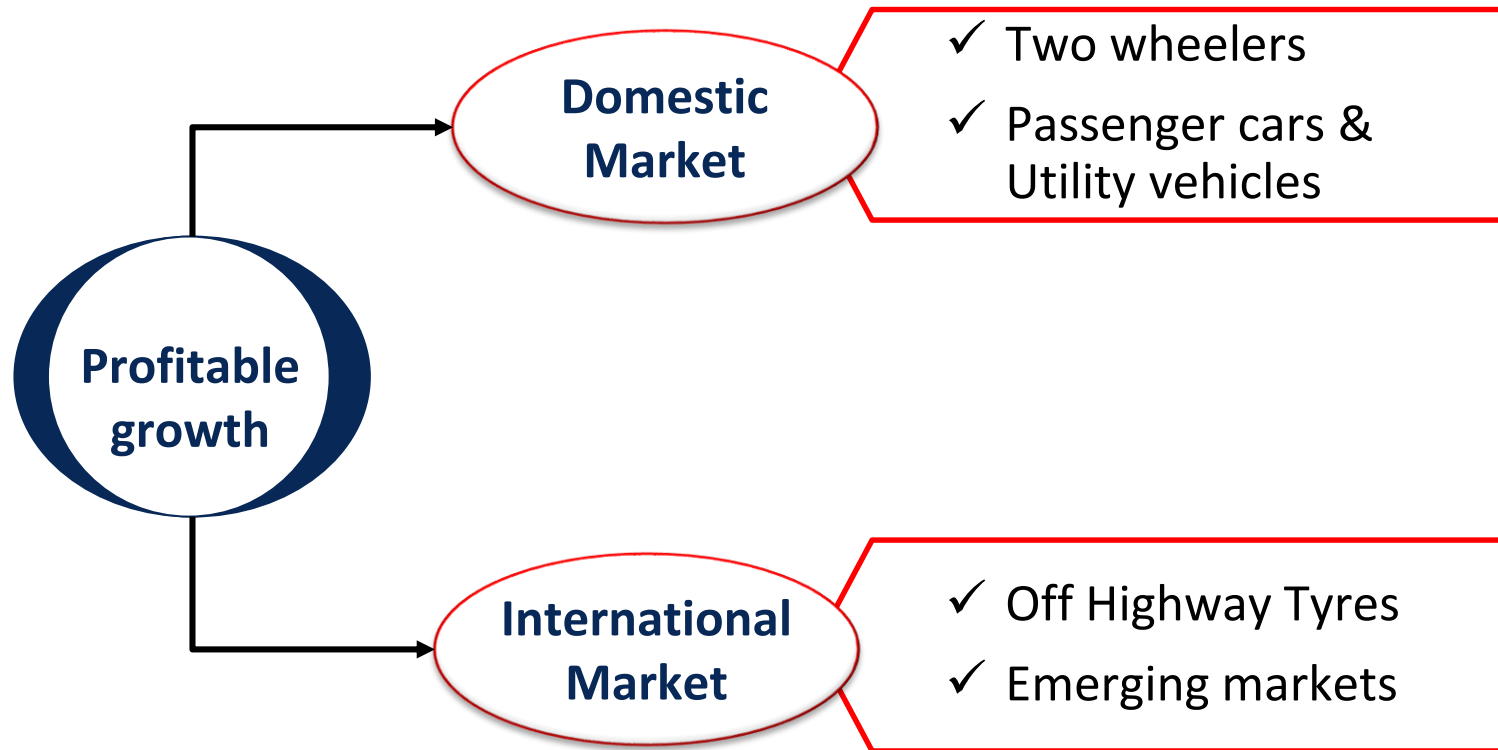
* Under commissioning

FY 17 Revenue Breakup by Product



FY 17 Revenue Breakup by Market





1 Differentiated Products

2 Strong Brand

3 Extensive Distribution

4 Deep OEM Partnerships

5 World Class R&D

6 Expanding Global Reach

1 Differentiated Products

New Entries and Primary Supplier to OEM's



Key developments

- **Focus on OEM, recent entries as first source suppliers for OEM launches-** Ashok Leyland Stag and Partner, Tork T6X, Hero Motocorp Achiever 150, Renault Kwid, M&M TUV 300, RE Himalayan, Honda Navi, Bajaj Vikrant V15, Hero Splendor iSmart 110, Datsun Redigo, Suzuki Access 125 etc.
- **Recent entries into OEM's existing models –** Wagon R, Zylo, Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ, Volvo Eicher Commercial Radial etc.
- **Platforms like Fuelsmart, Gripp, Mileage etc.**

2 Strong Brand



In the new TVCs, “In the Game of Roads, CEAT Helps”, the concept of “Be Idiot Safe” campaign was evolved to the next level. It reflects CEAT’s purpose of making mobility safer & smarter

[“In the game of Roads–CEAT Helps”
TVC video](#)

Drive Safe Dad Campaign- with the Bobble Head

Dads received a personalized bobble head which is attached to the odometer of the vehicle. The campaign focuses on discouraging dads from over-speeding vehicles.

[Drive Safe Dad Campaign Video](#)



3 Extensive Distribution

Shoppe



Shop in Shop (SIS)



Distribution Network

- 4,500+ dealers
- 450+ CEAT Franchisees (Shoppes + Hubs)
- 250+ two-wheeler distributors
- Developed Multi Brand Outlet / Shop in Shop model over last 2 years. Over 350+ outlets so far
- Launched CEAT Bike Shoppes in Bangalore and Kolkata

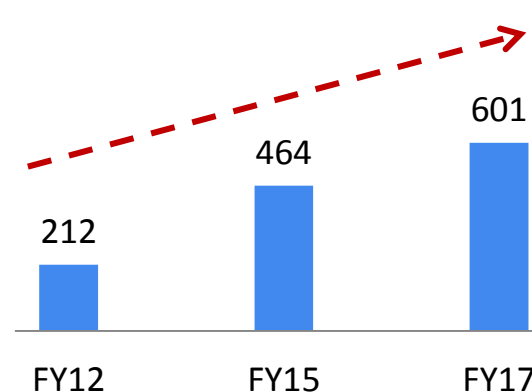
Multi Brand Outlet (MBO)



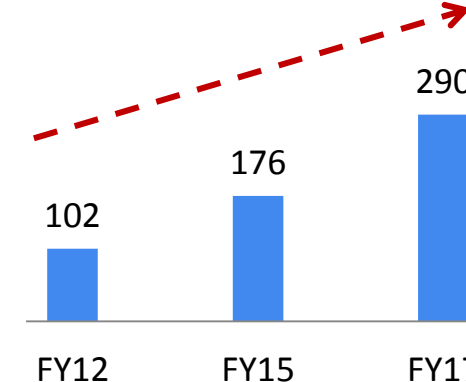
Bike Shoppe



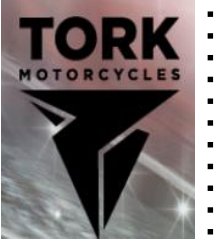
District coverage



No. of CEAT Shoppes



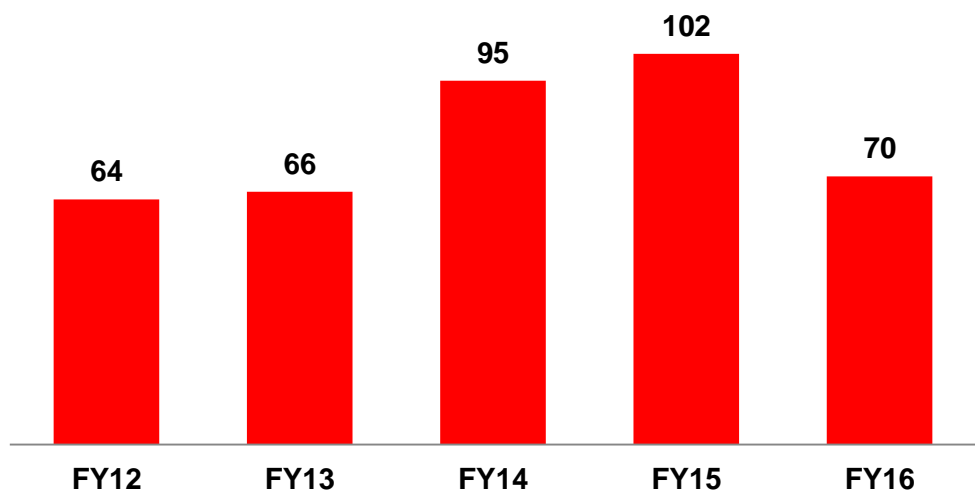
4 Deep OEM Partnerships



5 World Class R&D

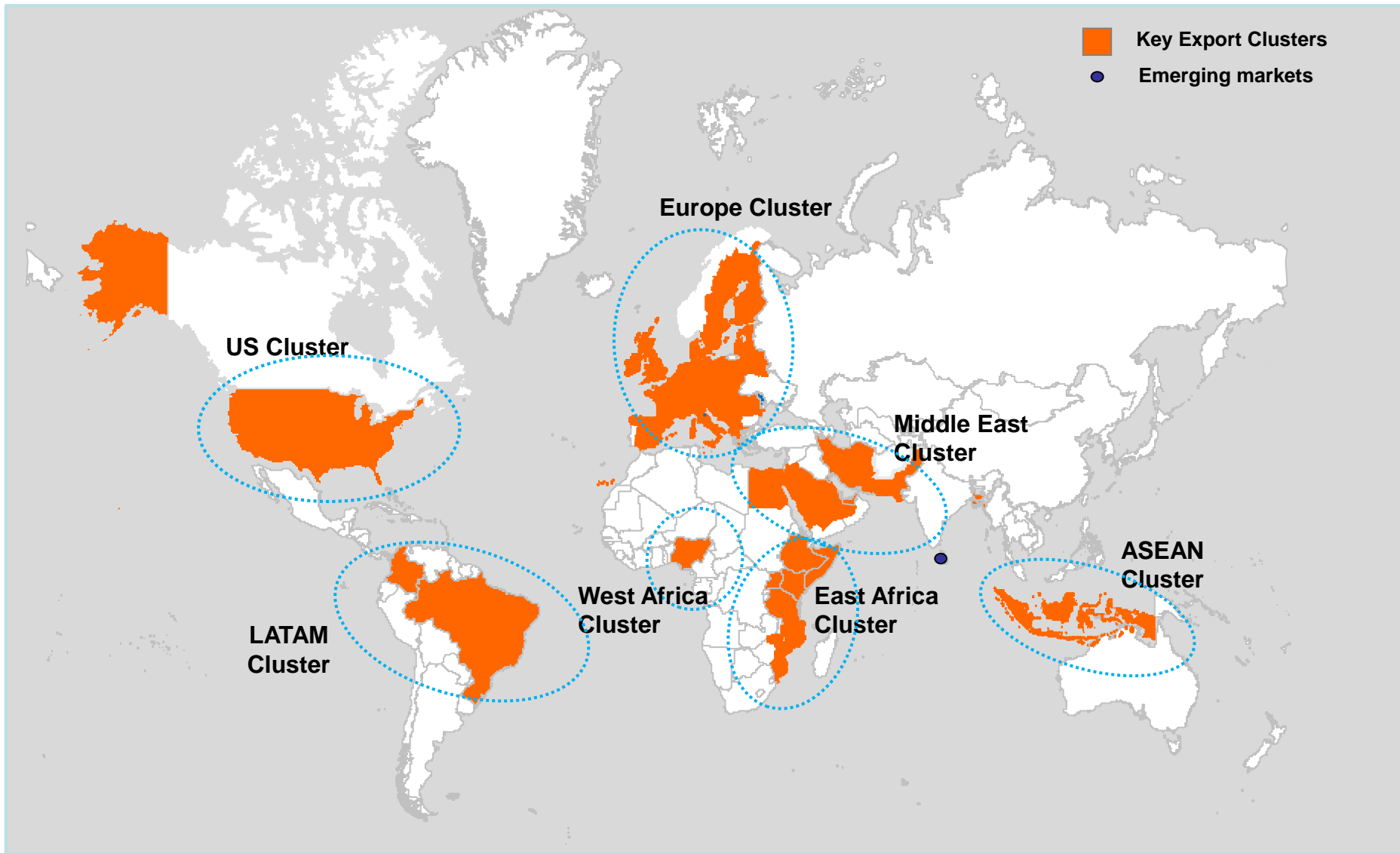


New Products Developed



- State of the art R&D facility at Halol plant
- R&D focussed on development of breakthrough products, alternate materials, green tyres & smart tyres
- Partnerships with global institutes
- Increased allocation towards R&D

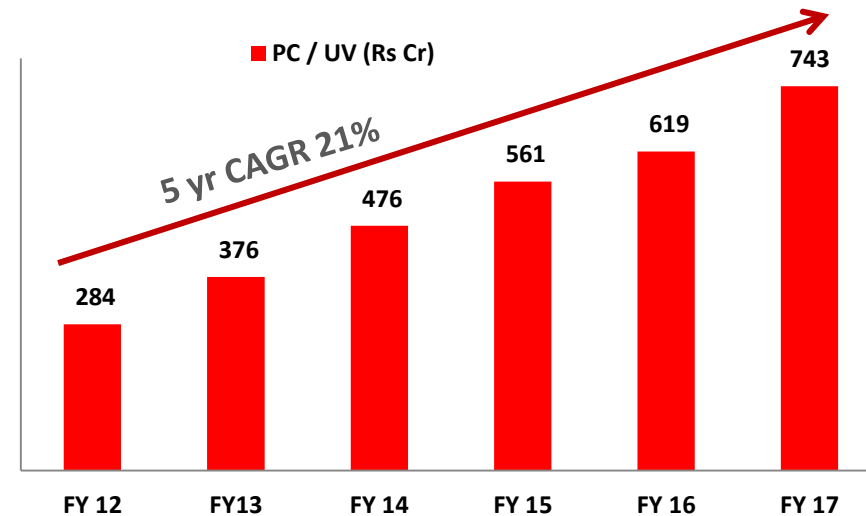
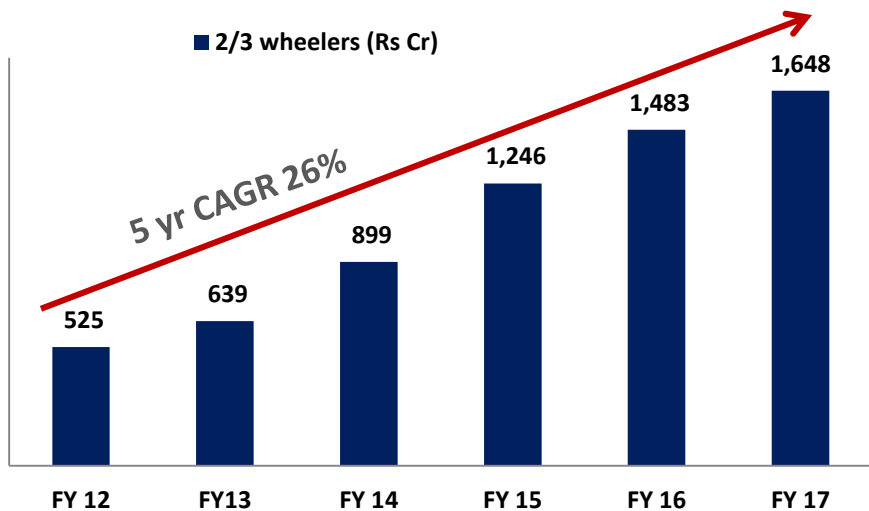
6 Expanding Global Reach



- **Sri Lanka:**
Leadership position with 50+% market share
- Focused product and distribution strategy for select clusters

Passenger Segment Trends

Revenue



Expanding Capacities

- Nagpur plant commissioned 67 MT/day capacity as of March 2017; total capacity of 120 MT/day
- Halol Phase II plant commissioned 76 MT/day as of March 2017; total capacity of 120 MT/day
- FY17/ FY16 volume growth: 2 wheelers (+20%), PC/UV (+15%)

Off Highway Tyres

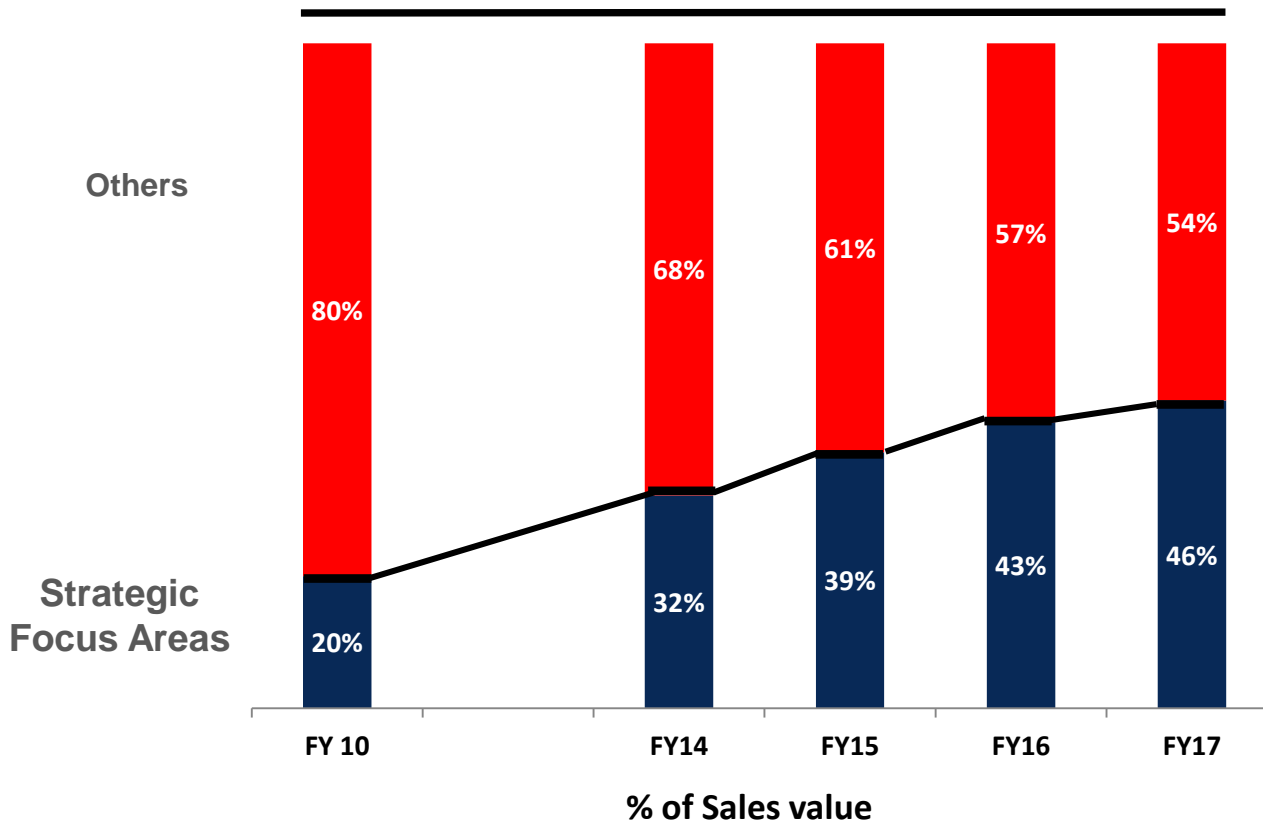


Status Update

- Greenfield OHT (Off Highway Tyres) radial plant in Ambernath
- Investing Rs 330 Crs for a Phase 1 capacity of 40 MT/day which will be further ramped up to 100 MT/day
- Production shall commence in Q2 FY18

Strategic Focus Areas – Continued Momentum

Sales (Rs Cr) 2,850 5,508 5,705 5,447 5,722



EBITDA (Rs Cr) * 311 658 680 809 658

Note

FY16 and FY17 figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods
 For FY16 and FY17, Company’s investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method
 For FY16 and FY17, EBITDA includes profit from Sri Lanka JV (after tax)
 EBITDA includes Other operating income; does not include Non- operating income

Strategic Focus Areas
 (Passenger Segment, Specialty Exports & Emerging Markets)

- CAGR of 25%
- 4.7x growth from Rs.570 (FY10) to Rs. 2,700 crs (FY17)
- Substantial contribution towards increasing profitability
- Market share growing

Section 4: Operational & Financial Overview

Q4 FY17 Operational Highlights

Accolades

CEAT ranked highest in India for OE Tyre customer satisfaction as per J.D. Power 2017 India Original Equipment Tyre Customer Satisfaction Index (TCSI)

Products

Launch of MILAZE tyres for the high selling Taxi SUV segment across India



Launch of BULAND range of tyres completed for Small Commercial Vehicles (SCV) across India.



OEM entries



Honda Activa 125



Maruti Suzuki Wagon R



Ashok Leyland Stag and Partner



Volvo Eicher LCV

Consolidated: Q4 FY17 Financial Highlights

Q4 FY17 v/s Q3 FY17 (Q-o-Q)

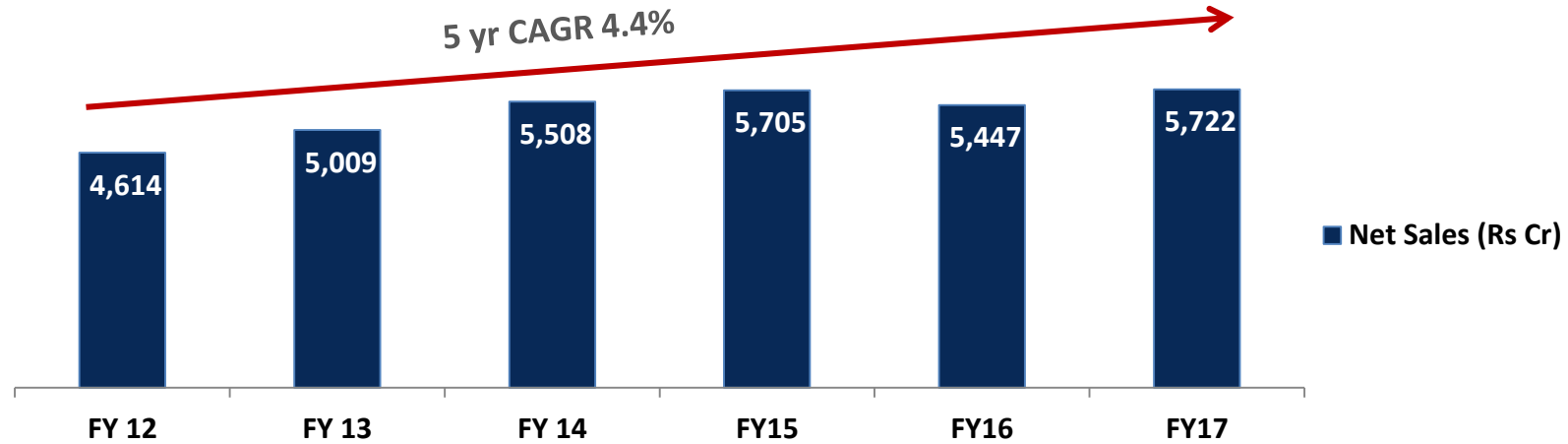
- Sales up by 5.2% at Rs 1,458 Crs from Rs 1,386 Crs
- Gross margins have contracted to 36.5% from 40.8%
- EBITDA stood at Rs. 137 crs compared to Rs 158 Crs;
margins at 9.4% from 11.4%
- PAT stood at Rs 66 Crs compared to Rs 84 Crs
- Debt / equity at 0.4x; same as for Q3 FY17
- Debt / EBITDA stood at 1.7x from 1.3x

Q4 FY17 v/s Q4 FY16 (Y-o-Y)

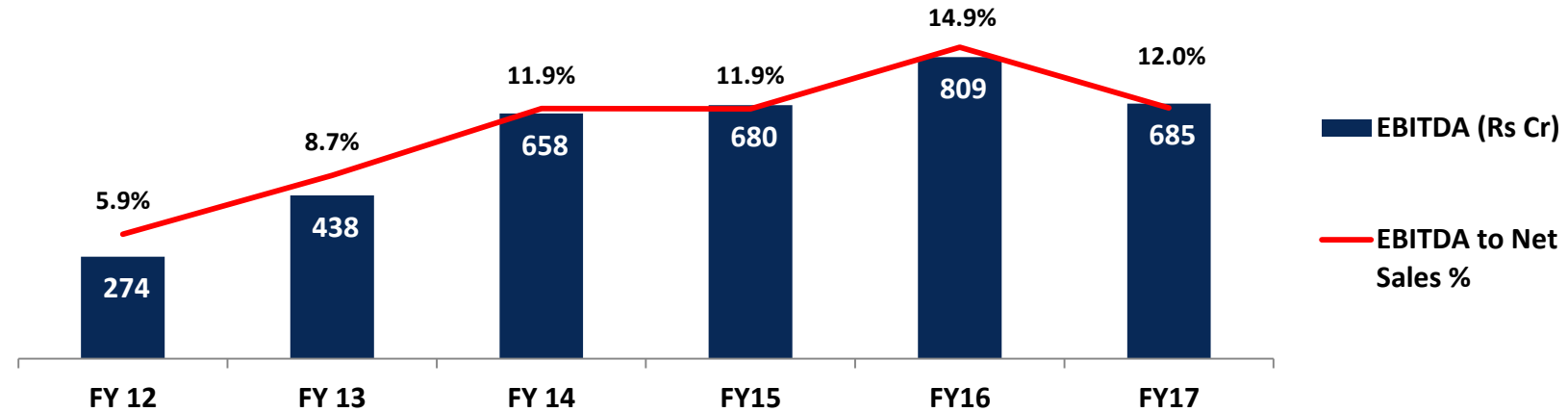
- Sales up by 5.2% at Rs 1,458 Crs from Rs 1,386 Crs
- Gross margins have contracted to 36.5% from 43.1%
- EBITDA stood at Rs. 137 crs compared to Rs 193 Crs;
margins at 9.4% from 13.9%
- PAT stood at Rs 66 Crs compared to Rs 98 Crs
- Debt / equity at 0.4x compared to 0.3x
- Debt / EBITDA stood at 1.7x from 0.9x

Consolidated: Financial Trends

Revenue growth



Margin trends



Notes

FY16 and FY17 figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods

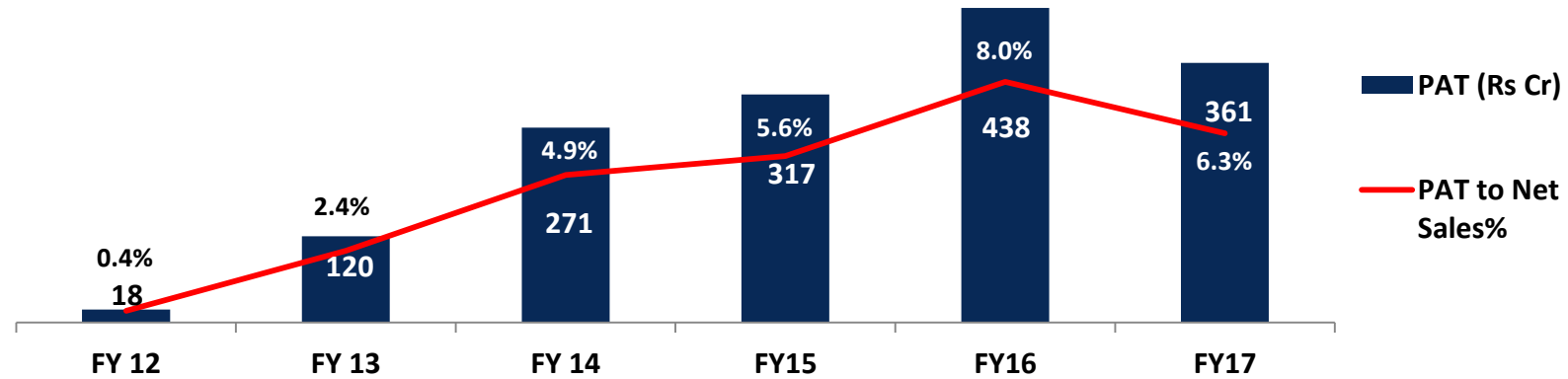
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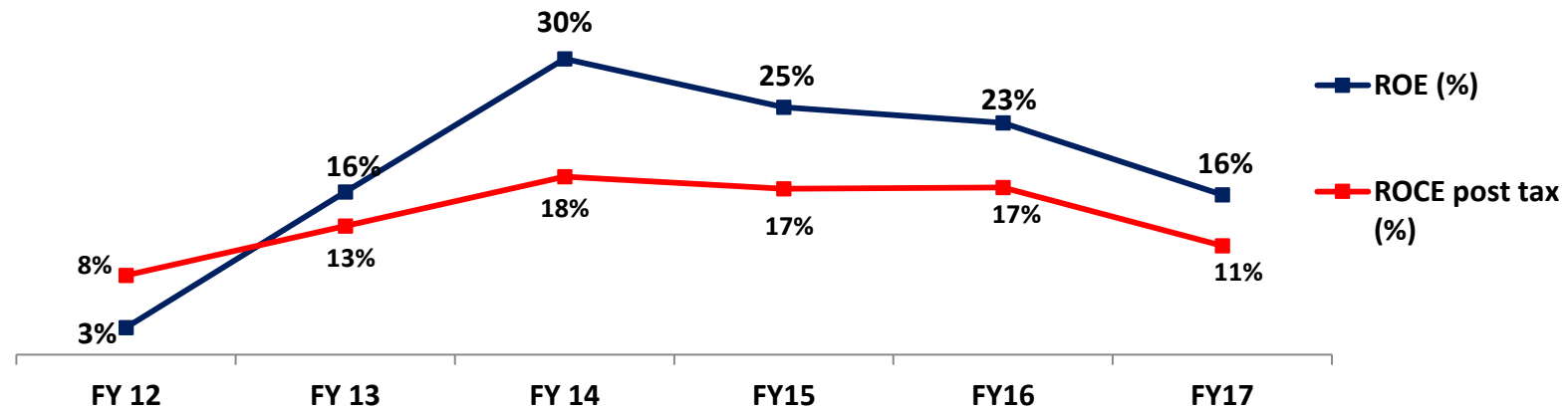
EBITDA includes Other operating income; does not include Non- operating income

Consolidated: Financial Trends

PAT trends



Return Ratios



Notes

For Income Statement and Balance Sheet – FY16 and FY17 figures are as per IND AS; other figures are as per IGAAP

QIP proceeds considered for part of the year for 2015

ROCE is based on PBIT *(1-tax rate) and average capital employed has been considered for calculations

Consolidated: Q4 FY17 Financials

Parameter	Rs Cr							
	Q4FY16	Q3FY17	Q4FY17	QoQ	YoY	FY16	FY17	YoY
Net Sales	1,386	1,386	1,458	5.2%	5.2%	5,447	5,722	5.1%
Raw Material	788	820	925	12.9%	17.4%	3,091	3,400	10.0%
Gross margin	598	566	533	-5.9%	-10.9%	2,356	2,323	-1.4%
Gross margin %	43.1%	40.8%	36.5%	-430 bps	-660 bps	43.3%	40.6%	-270 bps
Employee	92	106	105	-1.0%	13.1%	388	406	4.7%
Other Expenses	328	319	310	-2.8%	-5.6%	1,231	1,304	5.9%
EBITDA	193	158	137	-13.1%	-28.7%	809	685	-15.4%
EBITDA %	13.9%	11.4%	9.4%	-200 bps	-450 bps	14.9%	12.0%	-290 bps
Finance Cost	26	19	21	11.3%	-19.5%	95	82	-13.9%
Depreciation	35	35	46	31.0%	31.5%	108	143	32.8%
Operating PBT	132	104	70	-32.5%	-46.6%	607	460	-24.1%
Exceptional expense	10	-	12	-	20.4%	11	13	16.9%
Non-Operating income	7	6	4	-36.9%	-46.0%	28	19	-32.7%
PBT	128	110	61	-44.1%	-52.0%	623	466	-25.3%
PAT	98	84	66	-20.9%	-32.5%	438	361	-17.5%

Notes

Figures are as per IND AS

Company's investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method

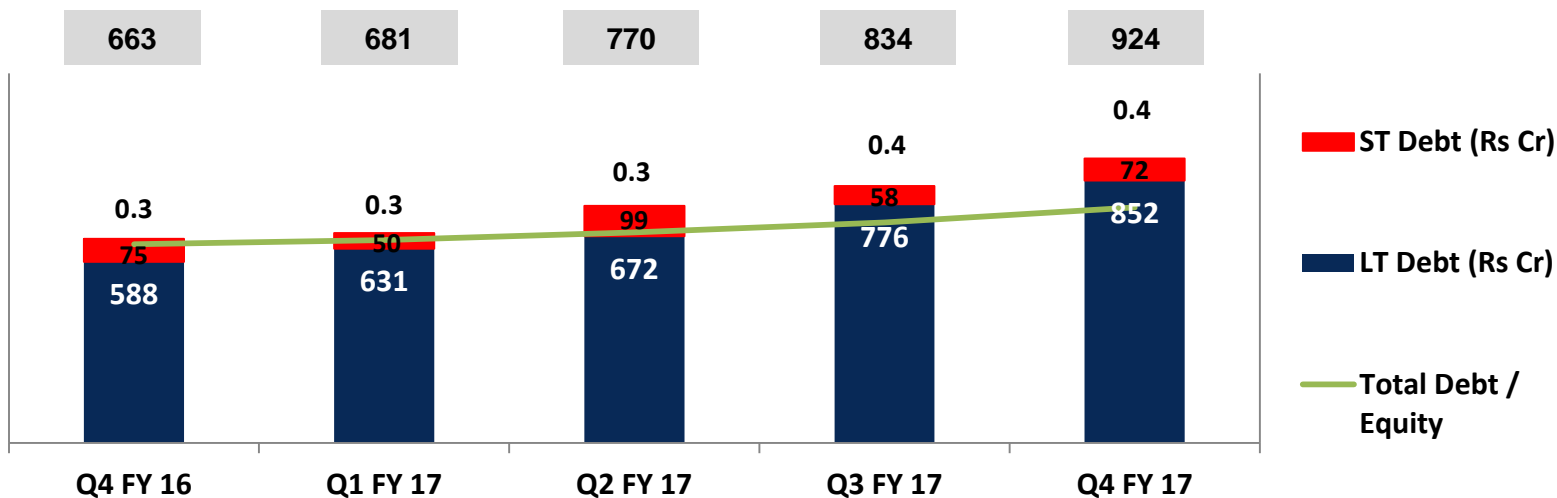
EBITDA includes profit from Sri Lanka JV (after tax)

EBITDA includes Other operating income; does not include Non- operating income

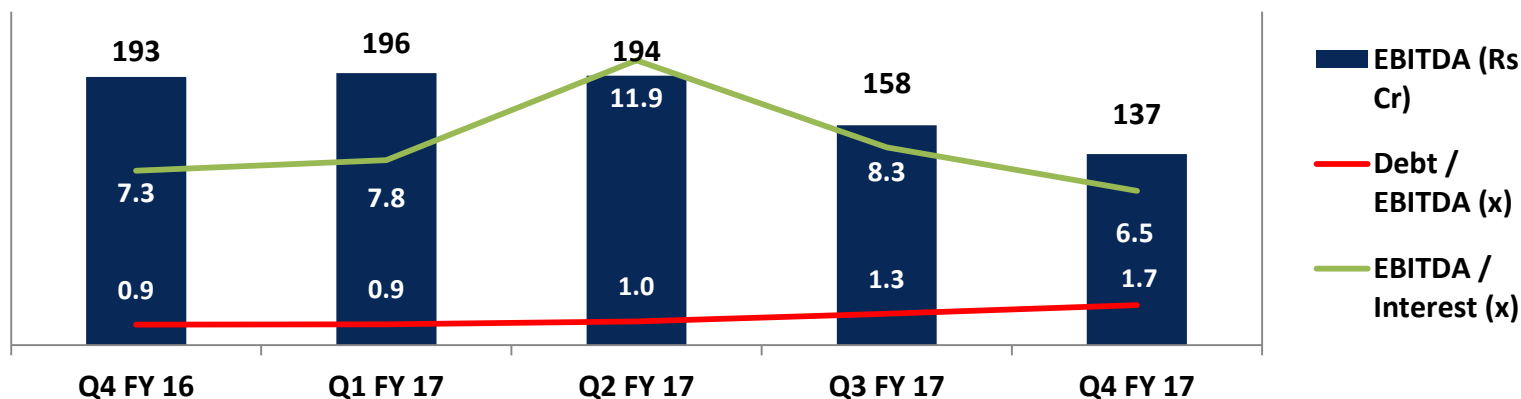
Consolidated: Leverage / coverage Profile

Total Debt
(Rs Cr)

Debt breakup



Leverage ratios



Notes

For Income Statement and Balance Sheet - FY16 and FY17 figures are as per IND AS; other figures are as per IGAAP

Company's investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method

FY16 and FY17 EBITDA includes profit from Sri Lanka JV (after tax)

EBITDA includes Other operating income; does not include Non- operating income. Debt includes current maturities of long term debt

Standalone: Q4 FY17 Financials

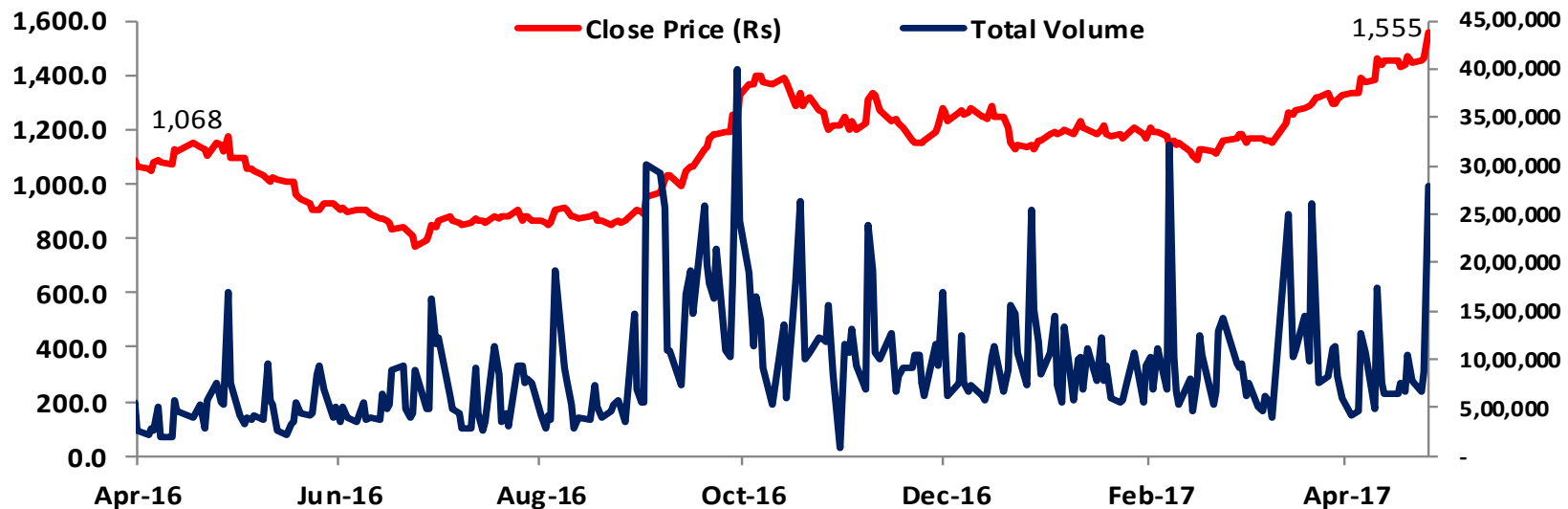
Parameter	Rs Cr							
	Q4FY16	Q3FY17	Q4FY17	QoQ	YoY	FY16	FY17	YoY
Net Sales	1,372	1,371	1,437	4.8%	4.7%	5,419	5,658	4.4%
Raw Material	785	813	912	12.1%	16.2%	3,090	3,375	9.2%
Gross margin	588	558	525	-5.9%	-10.7%	2,329	2,283	-2.0%
Gross margin %	42.8%	40.7%	36.5%	-410 bps	-630 bps	43.0%	40.3%	-260 bps
Employee	88	100	99	-0.9%	12.9%	369	384	4.0%
Other Expenses	318	319	301	-5.5%	-5.3%	1,203	1,283	6.6%
EBITDA	191	151	139	-7.9%	-27.3%	793	660	-16.8%
EBITDA %	13.9%	11.0%	9.7%	-130 bps	-430 bps	14.6%	11.7%	-300 bps
Finance Cost	25	19	20	9.7%	-19.5%	93	79	-14.8%
Depreciation	35	35	46	31.3%	31.8%	107	142	32.9%
Operating PBT	131	97	73	-25.3%	-44.5%	593	439	-26.1%
Exceptional expense	10	-	12	-	20.3%	11	13	16.9%
Non-Operating income	5	24	5	-79.1%	-1.2%	46	41	-10.0%
PBT	126	121	65	-46.2%	-48.1%	628	467	-25.7%
PAT	97	94	70	-25.5%	-27.3%	445	363	-18.5%

Notes

Financials are as per IND AS

EBITDA includes Other operating income; does not include Non- operating income

Equity Shareholding & Price trends

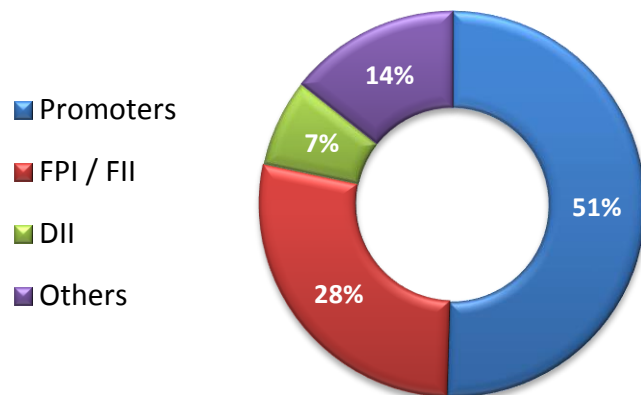


Returns since April' 16

- CEAT: 46%
- NIFTY: 21%

Source : Capitaline. The above data is updated till 26th April 2017

Shareholding Pattern as on March 31, 2017



Market Information

- Market Price (April 26): Rs 1,555/share
- Face Value : Rs 10/share
- Market Cap (April 26): Rs 6,290 Cr

THANK YOU