



Q2 FY18 – Investor Presentation

November 14th, 2017

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Table of Contents

Section 1: RPG Group Overview

5-6

Section 2: Business Overview

8-20

Section 3: Operational & Financial Overview

22-30

Section 1: RPG Group Overview

RPG Group: Powered by Passion, Driven by Ethics

**UNLEASHTALENT
TOUHLIVES
OUTPERFORM
AND😊**

RPG Enterprises was founded in 1979. The group currently operates in various industries - Infrastructure, Technology, Life Sciences, Plantations and Tyre Manufacturing. The group has a history of business dating back to 1820 AD in banking, textiles, jute and tea. 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

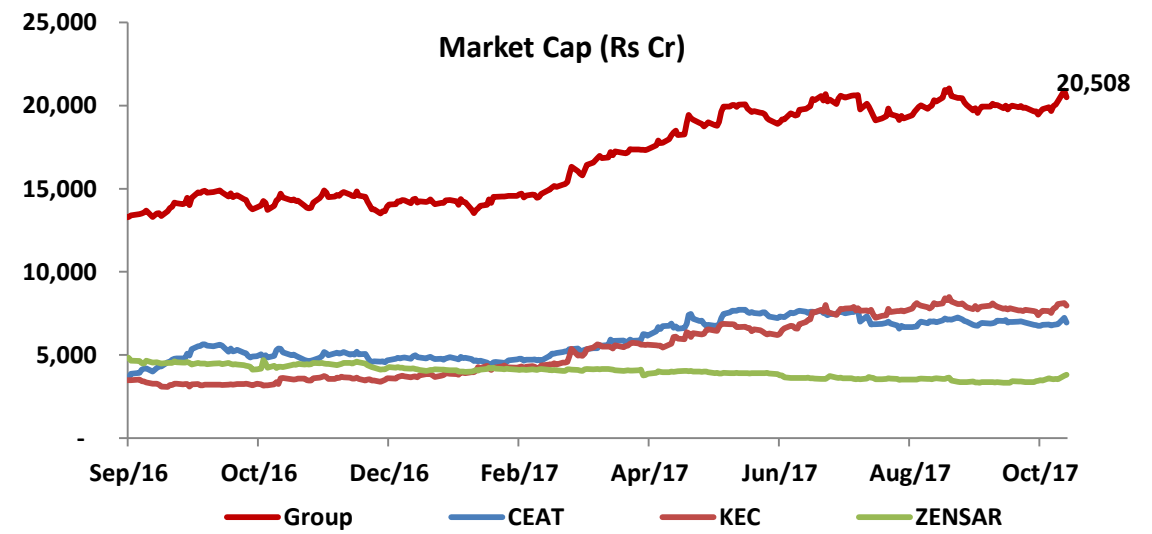
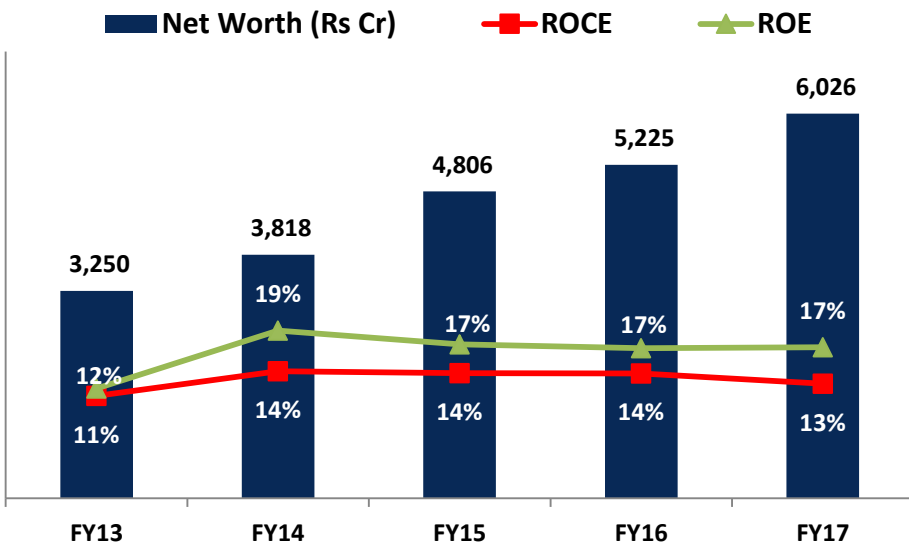
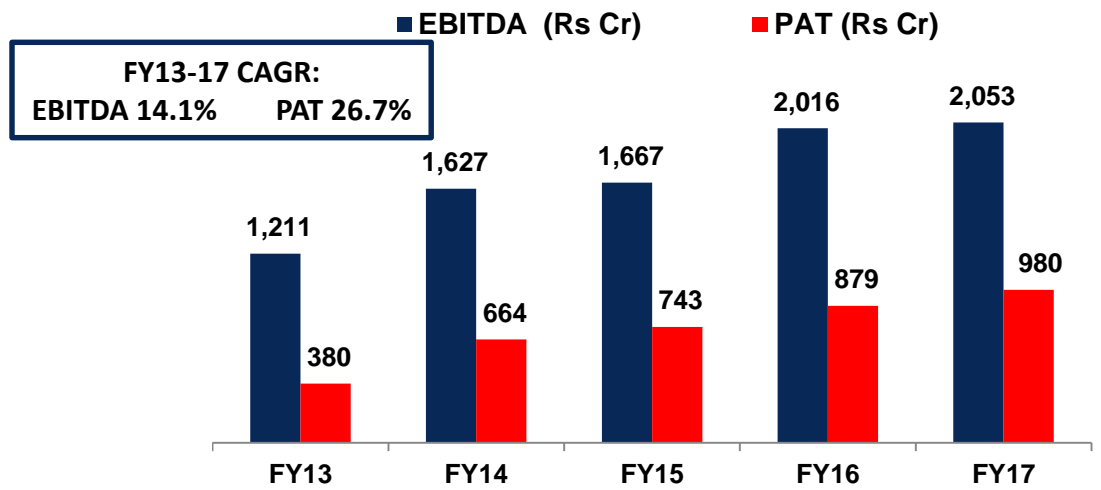
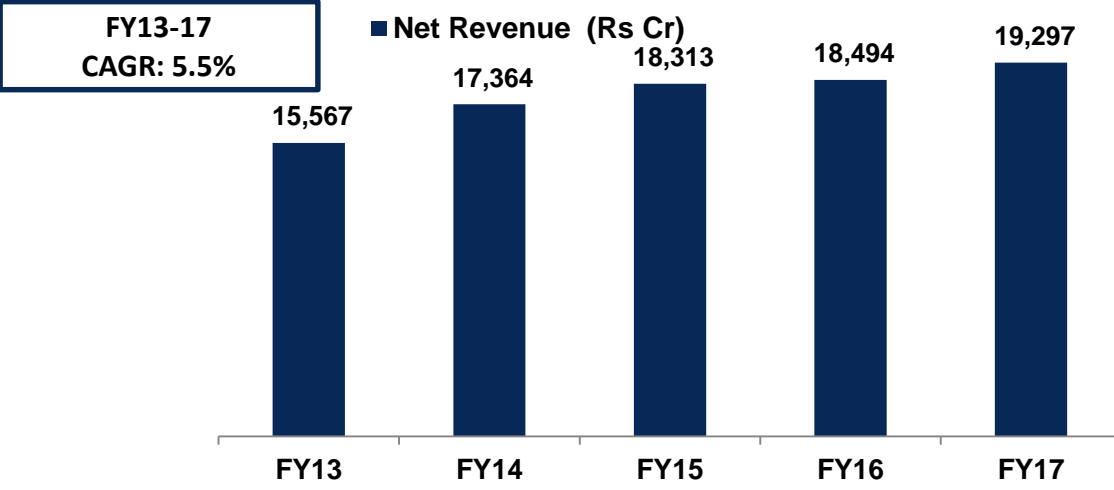
Engineering products and services catering to infrastructure segment of the economy.



Harrisons Malayalam

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

RPG Group: Key Financials



Note:

- 1) ROCE is calculated by taking EBIT divided by Average Capital Employed
- 2) ROE is calculated by taking PAT divided by Average Net-worth
- 3) Market Cap updated till 7th Nov 2017

Section 2: 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
- Projects**

Dilip Modak



**Senior Vice President
- Manufacturing**

Chandrashekhar Ajgaonkar



**Senior Vice President
- Quality Based Management**

Peter Becker



**Senior Vice President
- R&D and Technology**

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

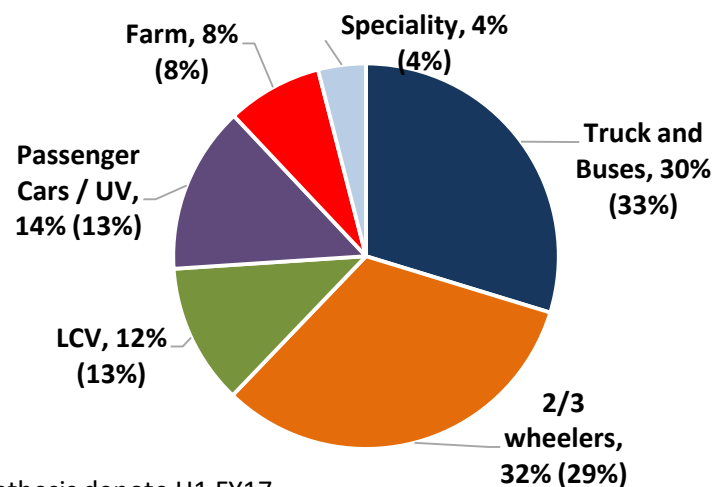
Distribution Network : **4,500+** dealers, **490+** exclusive CEAT franchisees

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

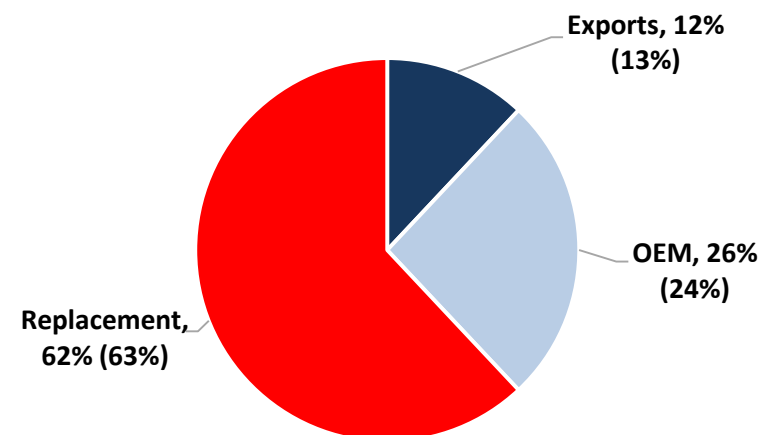
100+ countries where products are sold with strong brand recall

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

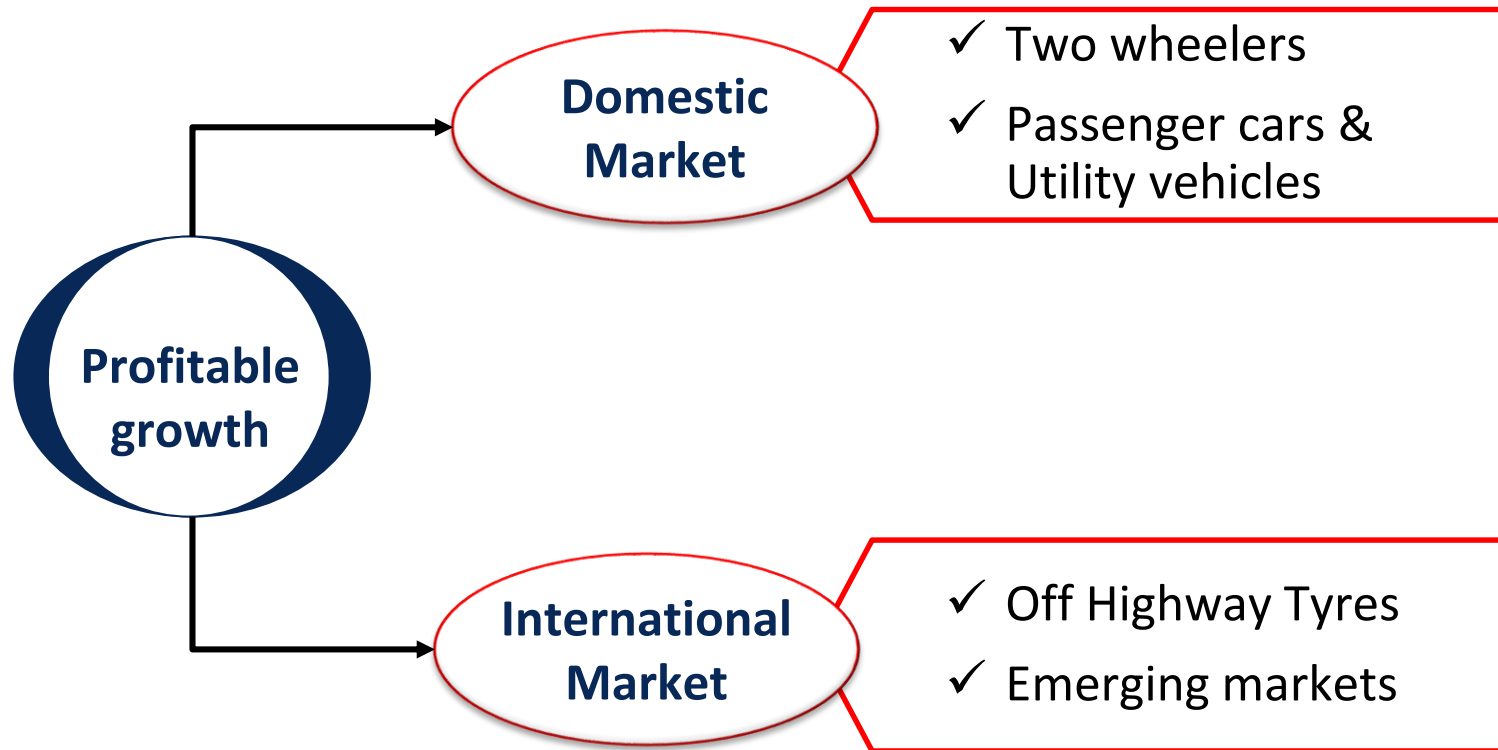
H1 FY 18 Revenue Breakup by Product



H1 FY 18 Revenue Breakup by Market



Note : Figures in parenthesis denote H1 FY17



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 in new models** – Hyundai New Verna, Ashok Leyland Dost, Mahindra E Alpha, Bajaj New Platina, Honda Cliq, Ashok Leyland Stag and Partner, Tork T6X, Hero Motocorp Achiever 150, Renault Kwid, M&M TUV 300, RE Himalayan, Bajaj Vikrant V15, etc.
- **Recent entries into OEM's existing models** – AL Partner LCV, Escort Tractors, Wagon R, Zylo, Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ, Volvo Eicher Commercial Radial etc.
- **Platforms** like Fuelsmart, Gripp, Mileage X3, SecuraDrive etc.

2 Strong Brand



CEAT's unique solution to fill potholes to make roads safe

[View here](#)

#CEATHappyRoads

'Tarakki Pe Pakkad' TVC for farm tyres

[View here](#)



3 Extensive Distribution

Shoppe



Shop in Shop (SIS)



Distribution Network

- 4,500+ dealers
- 490+ CEAT Franchisees (Shoppes + Hubs)
- 270+ two-wheeler distributors
- Developed Multi Brand Outlet / Shop in Shop model over last 2 years. Over 380+ outlets so far
- Launched CEAT Bike Shoppes in Bangalore and Kolkata

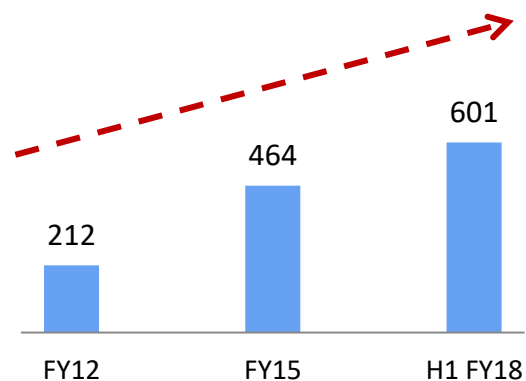
Multi Brand Outlet (MBO)



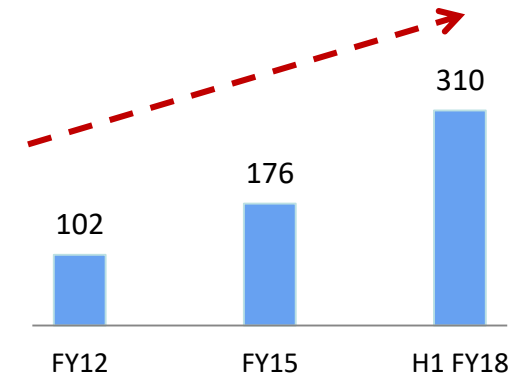
Bike Shoppe



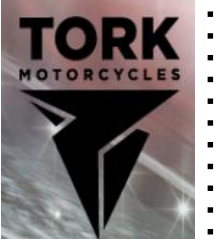
District coverage



No. of CEAT Shoppes



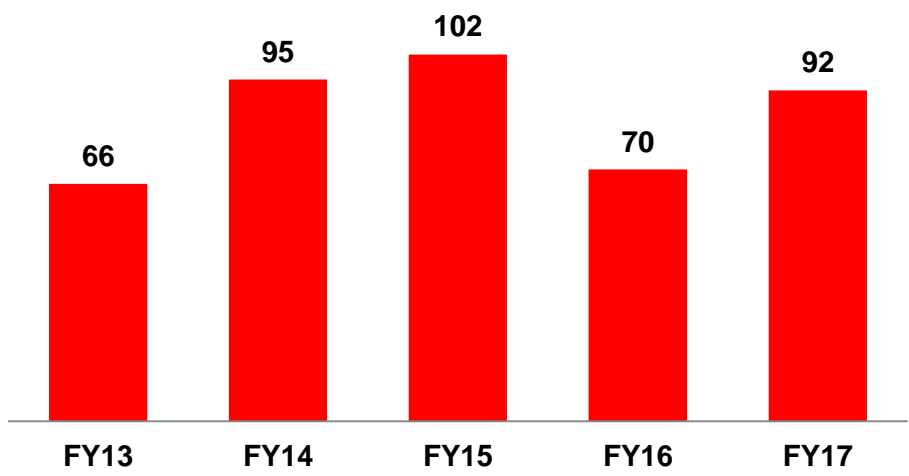
4 Deep OEM Partnerships



5 World Class R&D

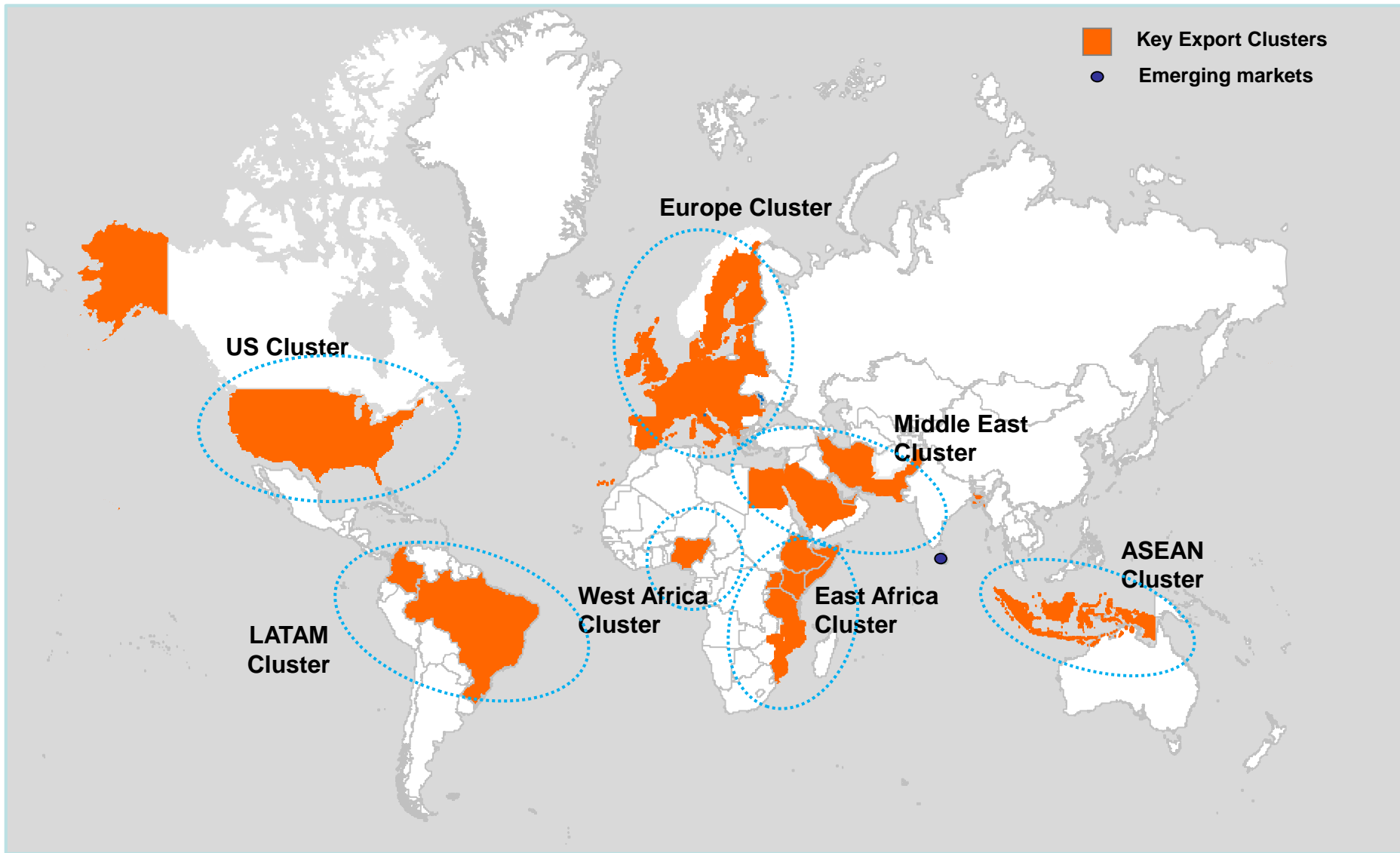


New Products Developed



- 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 and technology partners
- Increased allocation towards R&D

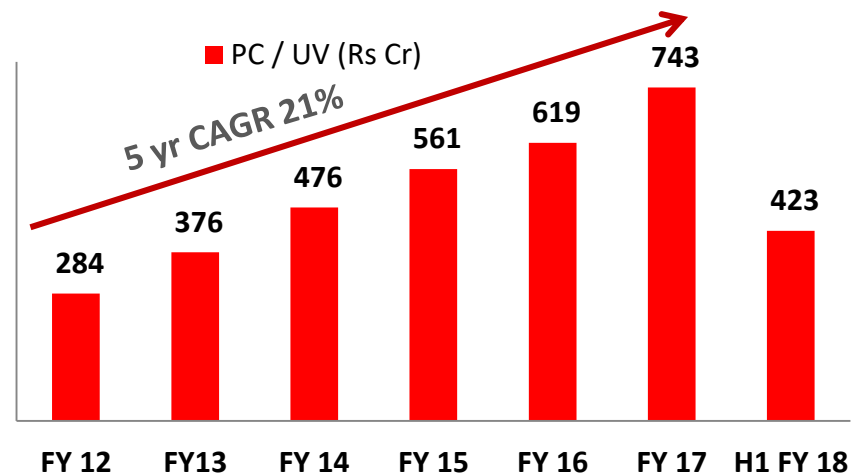
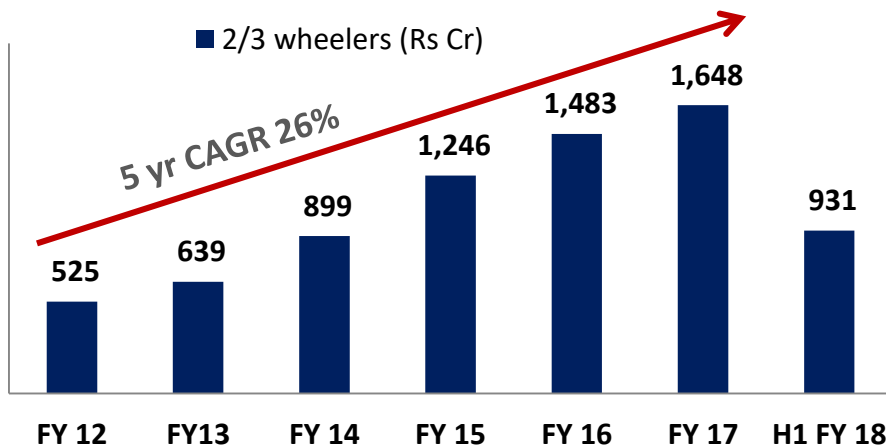
6 Expanding Global Reach



- **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 69 MT/day capacity as of September 2017; total capacity of 120 MT/day
- Halol Phase II plant commissioned 76 MT/day as of September 2017; total capacity of 120 MT/day

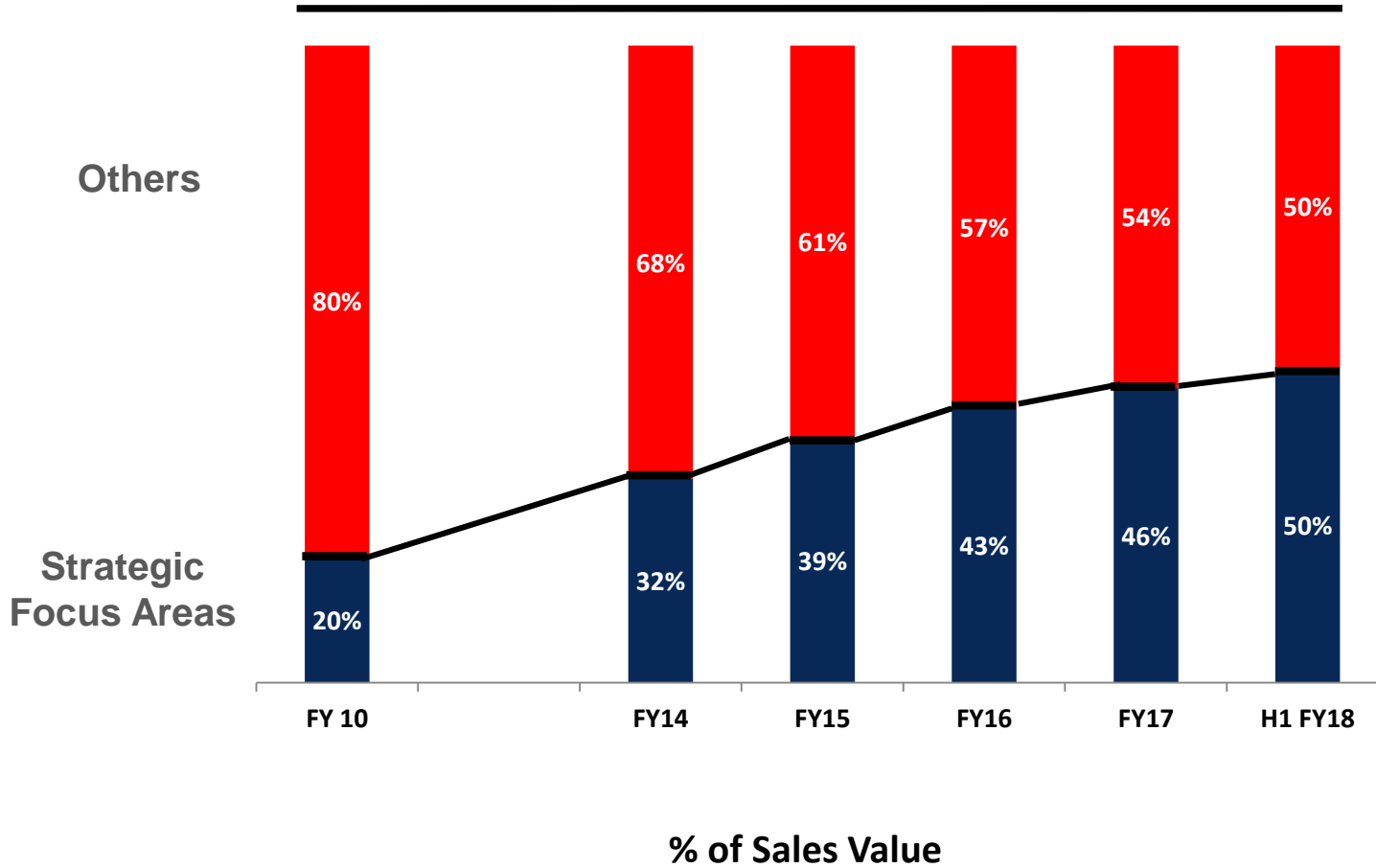
Off Highway Tyres



Status Update

- Greenfield OHT (Off Highway Tyres) radial plant in Ambernath
- Investing INR 330 Crs for a Phase 1 capacity of 40 MT/day which will be further ramped up to 100 MT/day
- Plant is now live and tyres are being tested across multiple global markets

Strategic Focus Areas – Continued Momentum



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

- CAGR of 25%
- Substantial contribution towards increasing profitability
- Market share growing

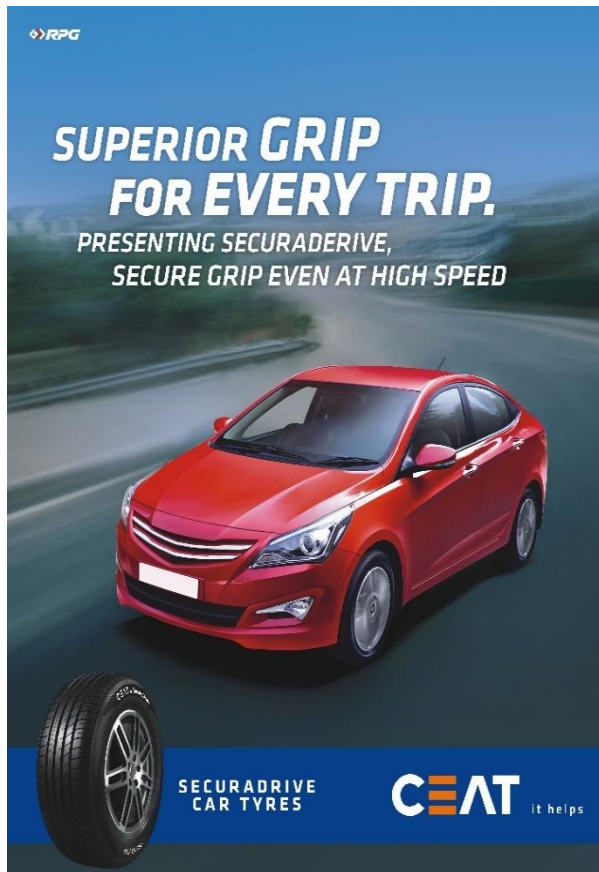
Section 3: Operational & Financial Overview

Q2 FY18 Operational Highlights

Platforms & Products

SecuraDrive Tyres

superior grip at higher speeds and effective braking



Milaze X3 tyres

superior longevity; lasts upto 1 lakh kilometers.

A TYRE THAT CAN GO 2.5 TIMES AROUND THE WORLD

PRESENTING **MILAZE X3**. LASTS UPTO **1,00,000 KMS***.



MILAZE X3 CAR TYRES

CEAT it helps

All season tyres (Europe)



Seasons change, but your tyres don't need to! The 4 Season Drive has been expressly designed to weather different road conditions. Say no to aquaplaning problems as slush and water are effortlessly displaced by the tread with directional pattern. Braking on snow covered or wet roads is easy as a result of multi-functional sipes. What's more, the 4 Season Drive has been officially tested and certified for real winter conditions. A perfect drive in any weather!

OEM entries



Hyundai's New Verna



Ashok Leyland Dost Plus



Mahindra E- Alfa

Q2 FY18 Operational Highlights

Deming Prize



- CEAT bagged the prestigious Deming Prize in October 2017
- The Deming Prize recognizes companies that achieve business transformation by implementing Total Quality Management (TQM).
- CEAT is the first tyre company in the world, outside of Japan, to have the honour of receiving this award
- This is a significant milestone and testimony of CEAT's journey of quality and customer-centricity

Consolidated: Q2 FY18 Financial Highlights

Q2 FY18 v/s Q1 FY18 (Q-o-Q)

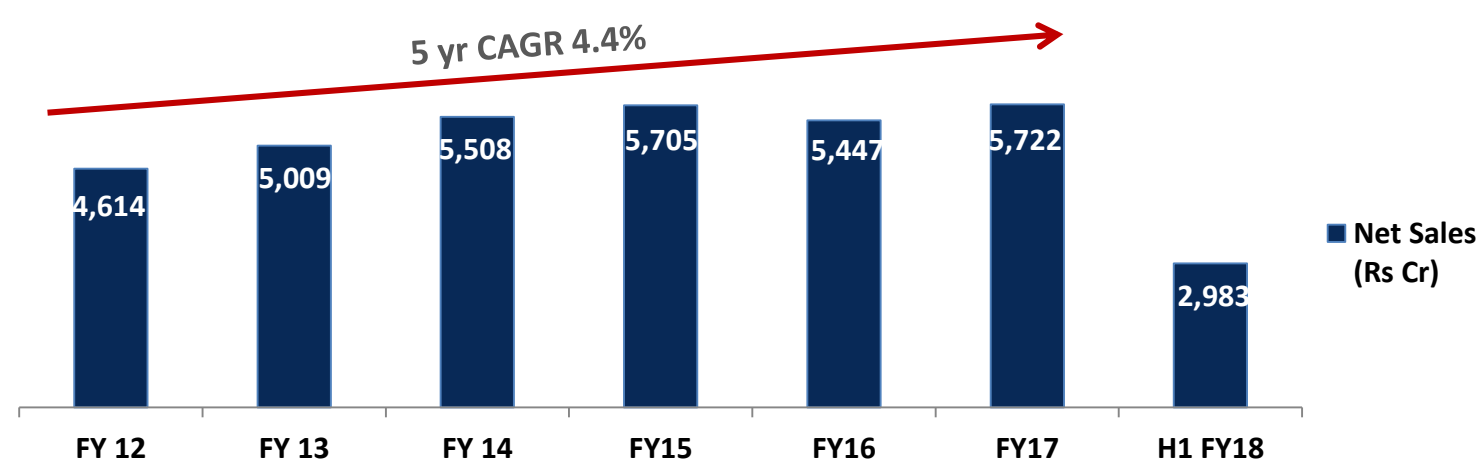
- Net revenue from operations increased by 4.3% at INR 1,523 Crs from INR 1,460 Crs
- Gross margins have expanded to 39.4% from 34.2%
- EBITDA stood at INR 181 crs compared to INR 58 Crs; margins at 11.9% from 4.0%
- PAT stood at INR 73 Crs compared to INR 1 Cr
- Debt / equity at 0.4x; same as for Q1 FY18
- Debt / EBITDA stood at 1.4x from 4.4x

Q2 FY18 v/s Q2 FY17 (Y-o-Y)

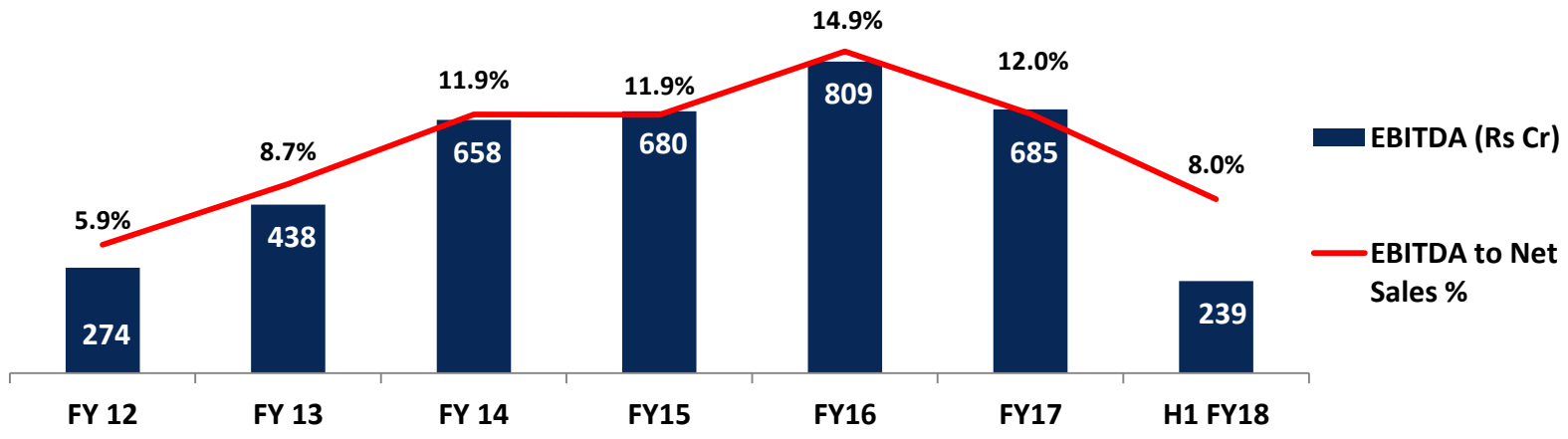
- Net revenue from operations increased by 6.7% at INR 1,532 Crs from INR 1,427 Crs
- Gross margins have contracted to 39.4% from 42.6%
- EBITDA stood at INR 181 Crs compared to INR 194 Crs; margins at 11.9% from 13.6%
- PAT stood at INR 73 Crs compared to INR 106 Crs
- Debt / equity at 0.4x compared to 0.3x
- Debt / EBITDA stood at 1.4x from 1.0x

Consolidated: Financial Trends

Revenue growth



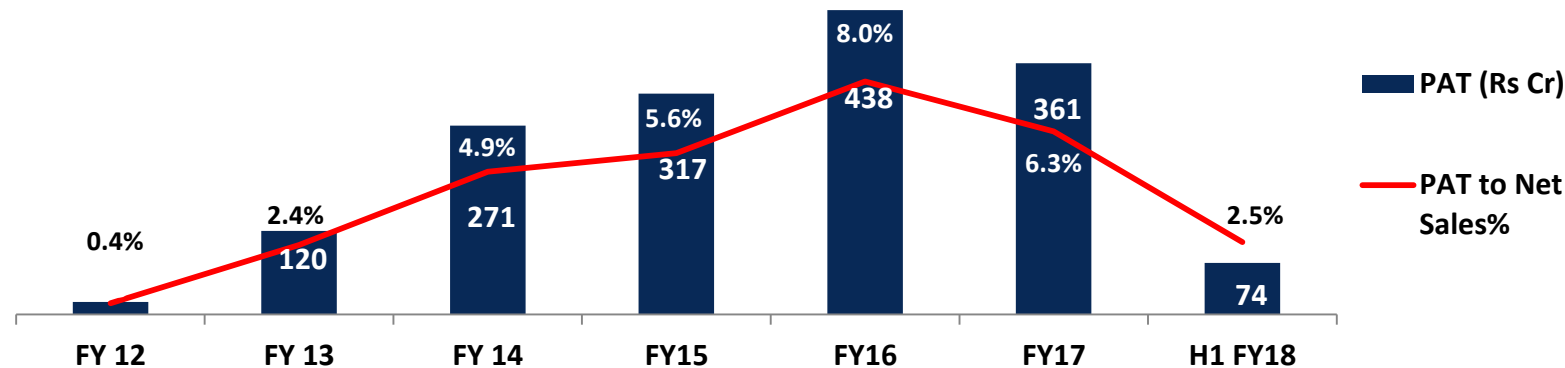
Margin trends



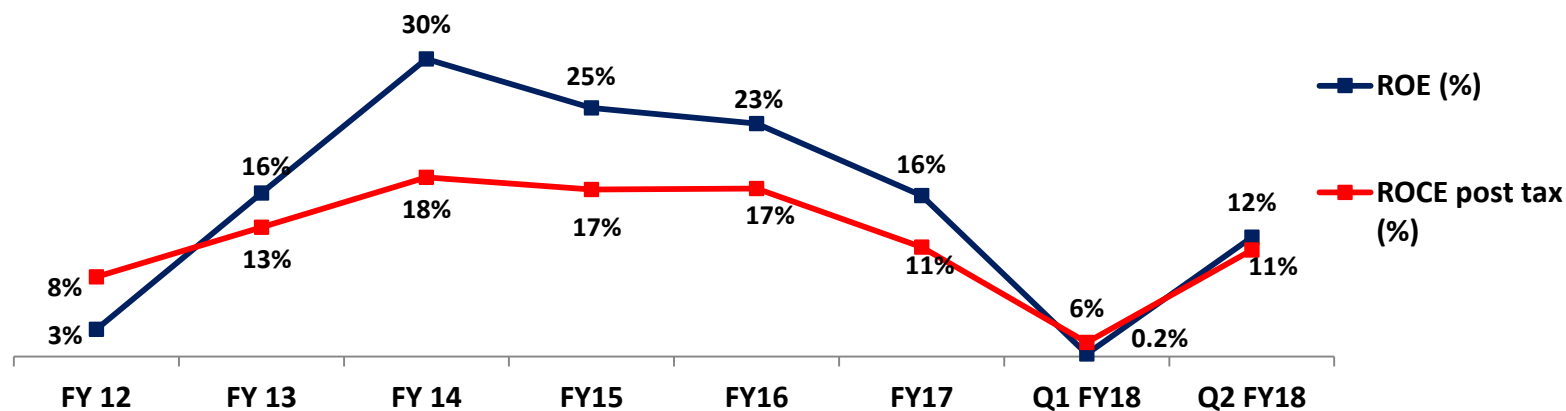
Note
 FY16 onwards the figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods
 FY16 onwards the Company's investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method
 FY16 onwards the EBITDA includes profit from Sri Lanka JV
 EBITDA does not include Non- operating income

Consolidated: Financial Trends

PAT trends



Return Ratios



Notes

FY16 onwards the figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods
 ROCE is based on PBIT *(1-tax rate) and average capital employed has been considered for calculations

Consolidated: Q2 FY18 Financials

Parameter	Q2FY17	Q1FY18	Q2FY18	QoQ	YoY	H1FY17	H1FY18	INR Cr
								YoY
Net Revenue from operations	1,427	1,460	1,523	4%	7%	2,897	2,983	3%
Raw Material	819	961	923	-4%	13%	1,655	1,884	14%
Gross margin	608	499	600	20%	-1%	1,242	1,099	-12%
Gross margin %	42.6%	34.2%	39.4%	500 bps	-300 bps	42.9%	36.8%	-600 bps
Employee	100	100	111	11%	11%	196	211	8%
Other Expenses	323	344	314	-9%	-3%	676	658	-3%
EBITDA	194	58	181	211%	-7%	389	239	-38%
EBITDA %	13.6%	4.0%	11.9%	800 bps	-200 bps	13.4%	8.0%	-500 bps
Finance Cost	16	23	24	5%	46%	41	46	12%
Depreciation	32	40	41	3%	29%	62	80	30%
Operating PBT	146	(4)	117	na	-20%	286	113	-61%
Exceptional expense	-	0	8	na	na	1	8	857%
Non-Operating income	4	10	6	-38%	76%	9	17	80%
PBT	149	6	115	1777%	-23%	294	121	-59%
PAT	106	1	73	5188%	-31%	210	74	-65%

Notes

Figures are as per IND AS

Revenue from operations for periods prior to Q2FY18 is net of excise duty

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

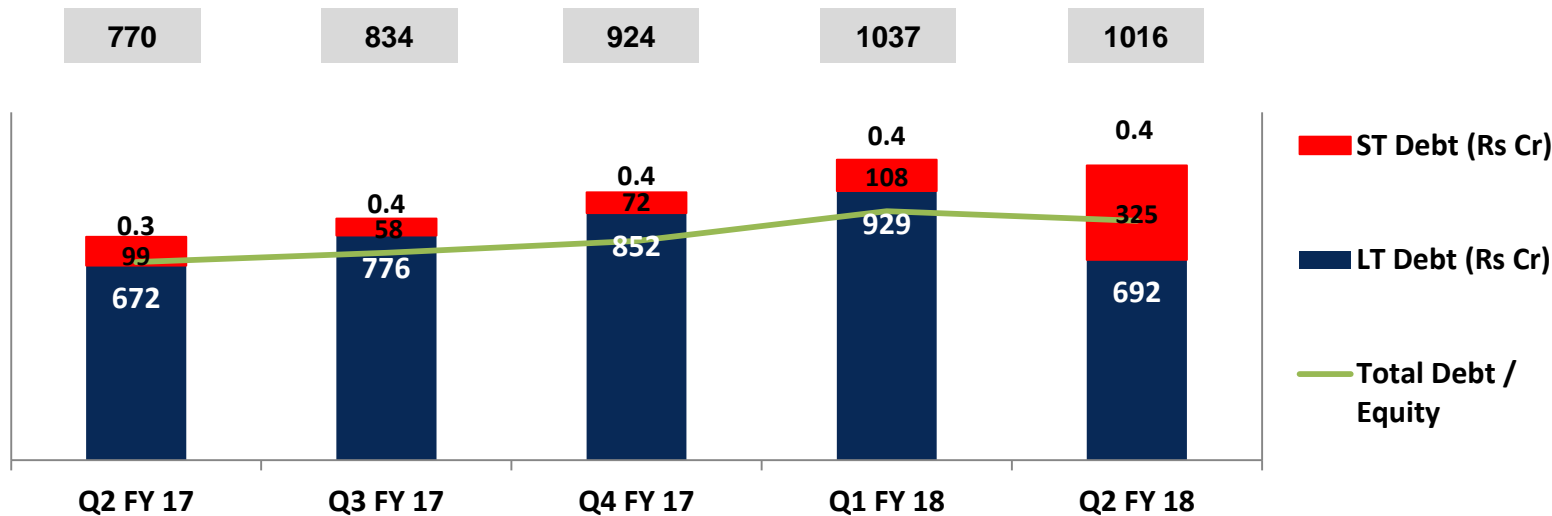
EBITDA includes profit from Sri Lanka JV

EBITDA does not include Non- operating income

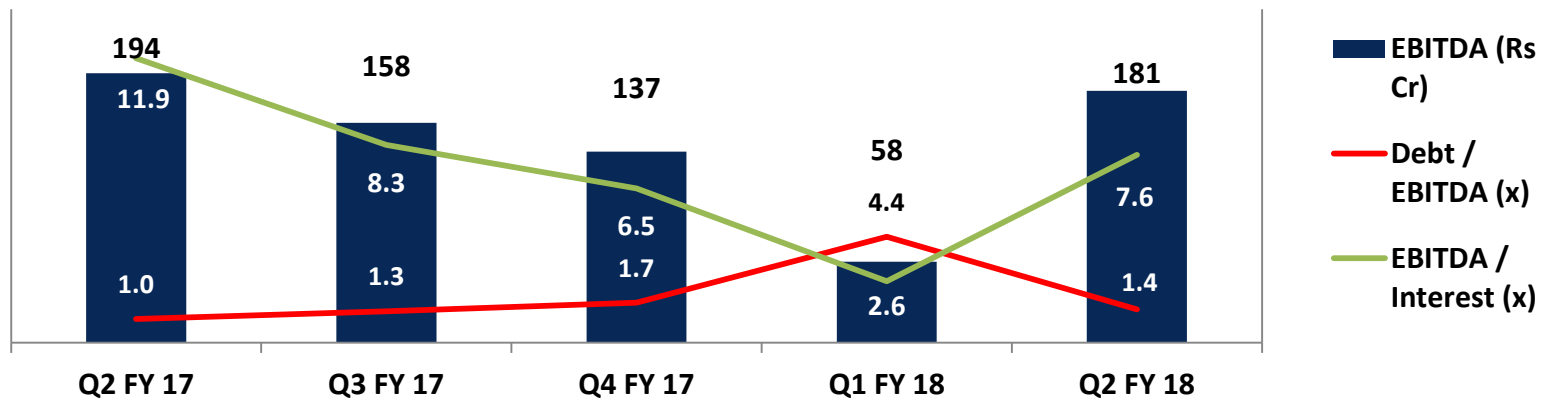
Consolidated: Leverage / coverage Profile

Total Debt
(INR Cr)

Debt breakup



Leverage ratios



Note
 Figures are 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
 EBITDA does not include Non- operating income

Standalone: Q2 FY18 Financials

Parameter	Q2FY17	Q1FY18	Q2FY18	QoQ	YoY	H1FY17	H1FY18	INR Cr
								YoY
Net Revenue from operations	1,413	1,451	1,512	4%	7%	2,869	2,963	3%
Raw Material	816	965	920	-5%	13%	1,650	1,885	14%
Gross margin	597	486	592	22%	-1%	1,219	1,078	-12%
Gross margin %	42.2%	33.5%	39.2%	600 bps	-300 bps	42.5%	36.4%	-600 bps
Employee	95	96	105	9%	11%	185	201	9%
Other Expenses	316	336	306	-9%	-3%	663	641	-3%
EBITDA	185	54	181	236%	-2%	371	235	-37%
EBITDA %	13.1%	3.7%	12.0%	800 bps	-100 bps	12.9%	7.9%	-500 bps
Finance Cost	16	22	23	5%	49%	40	45	13%
Depreciation	31	39	41	3%	29%	61	80	30%
Operating PBT	138	(8)	117	na	-15%	269	110	-59%
Exceptional expense	(0)	0	1	na	na	1	1	5%
Non-Operating income	5	31	8	-73%	59%	12	40	227%
PBT	144	24	125	432%	-13%	281	149	-47%
PAT	102	19	83	336%	-18%	198	103	-48%

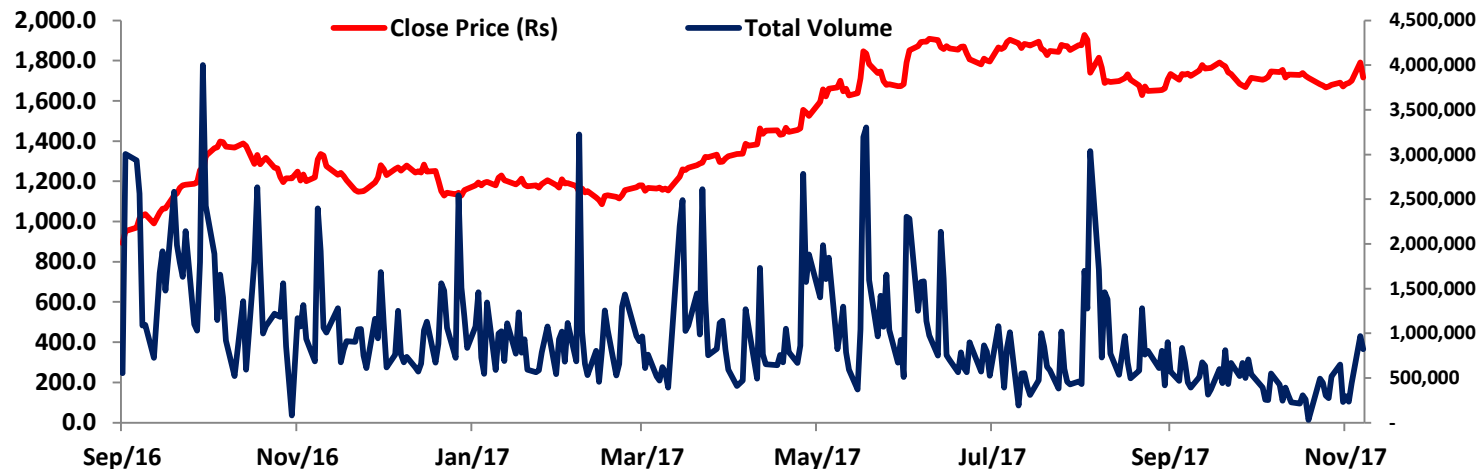
Notes

Financials are as per IND AS

Revenue from operations for periods prior to Q2FY18 is net of excise duty

EBITDA does not include Non- operating income

Equity Shareholding & Price trends

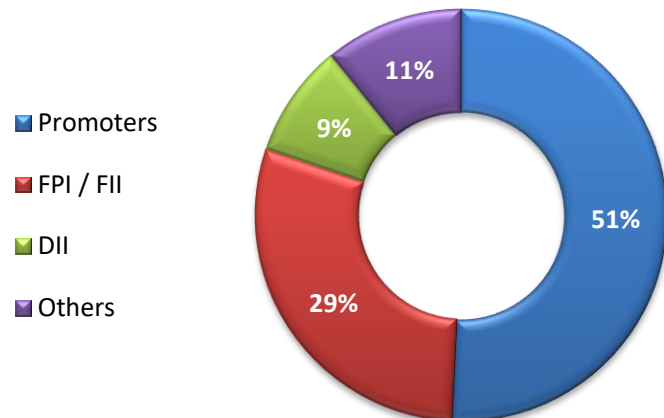


Returns since September '16

- CEAT: 92%
- NIFTY: 18%

Source : Capitaline. The above data is updated till 7^h Nov 2017

Shareholding Pattern as on September 30, 2017



Market Information

- Market Price (Nov 13): INR 1,747/share
- Face Value : INR 10/share
- Market Cap (Nov 13): INR 7,068 Cr

T H A N K Y O U