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# Section 1: RPG Group Overview

# RPG Group: Powered by Passion, Driven by Ethics

**UNLEASHTALENT  
TOUCHLIVES  
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 over \$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.

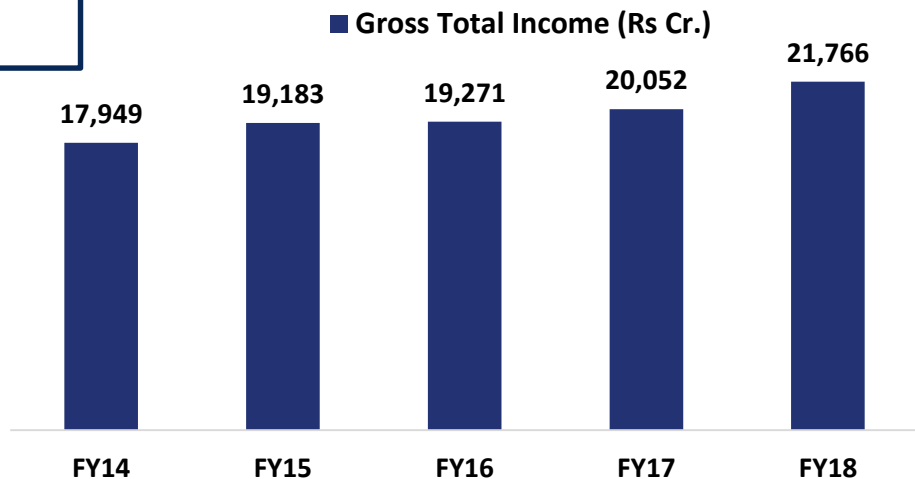


**Harrisons  
Malayalam**

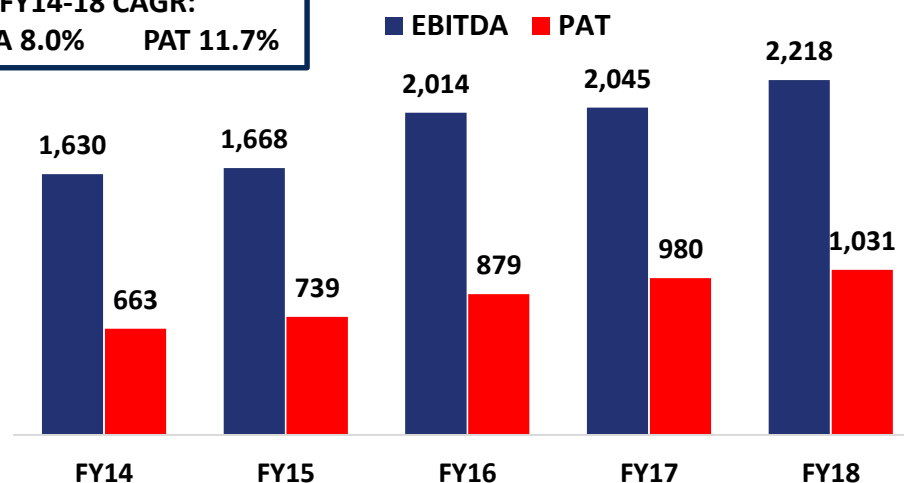
One of India's  
largest plantation  
companies with  
tea, rubber and  
other agro  
products.

# RPG Group: Key Financials

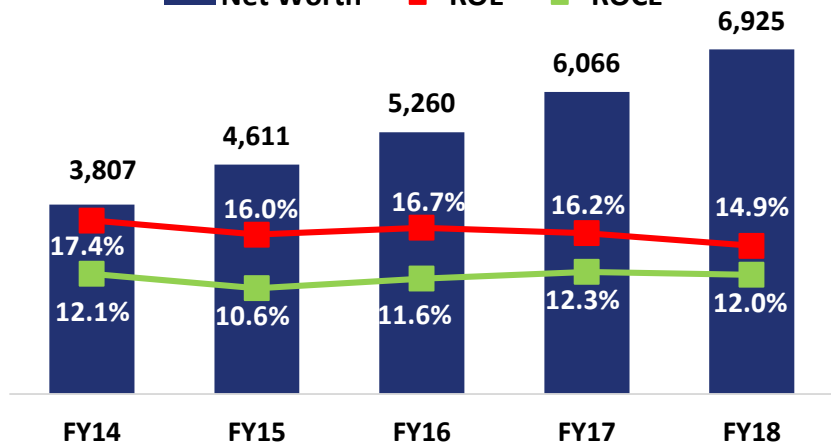
FY14-18  
CAGR: 4.9%



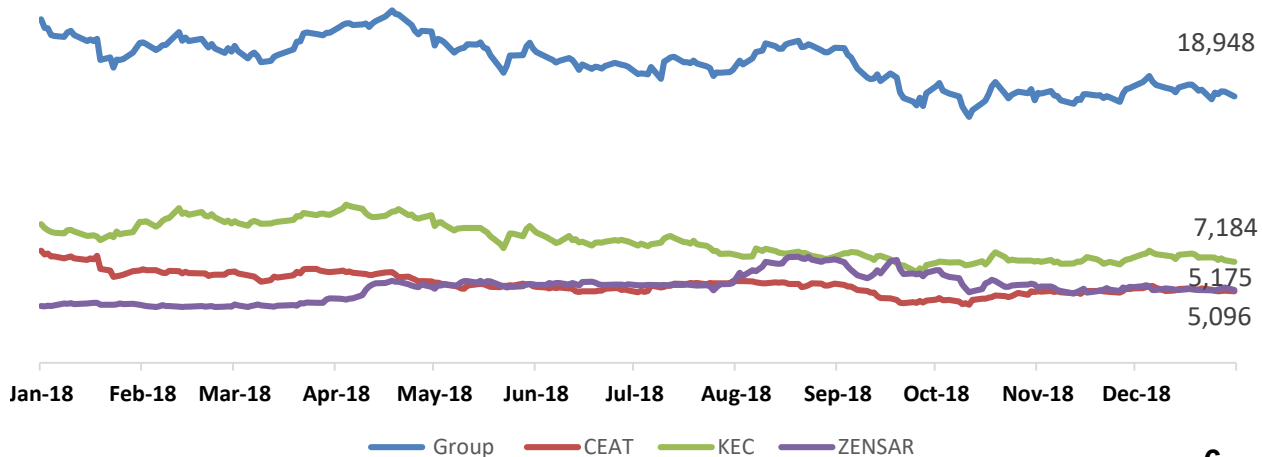
FY14-18 CAGR:  
EBITDA 8.0% PAT 11.7%



Net Worth ROE ROCE



Market Cap



**Note:**

- 1) ROCE is calculated by taking EBIT\*(1-ETR) divided by Capital Employed
- 2) ROE is calculated by taking PAT divided by Net-worth
- 3) Market Cap updated till 18<sup>th</sup> July 2018

# Section 2: Business Overview

# Board of Directors



**Harsh Vardhan Goenka**  
Chairman, Non Executive Director



**Anant Vardhan Goenka**  
Managing Director



**Arnab Banerjee**  
Whole -Time Director



**Atul C. Choksey**  
Non Executive Independent Director



**Pierre E. Cohade**  
Non Executive  
Non Independent Director



**Hari L. Mundra\***  
Non Executive  
Non 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

\*Mr. Hari L Mundra has resigned from the directorship of the Company with effect from January 29, 2019



# 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 &  
Chief Mentor Technology**

**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

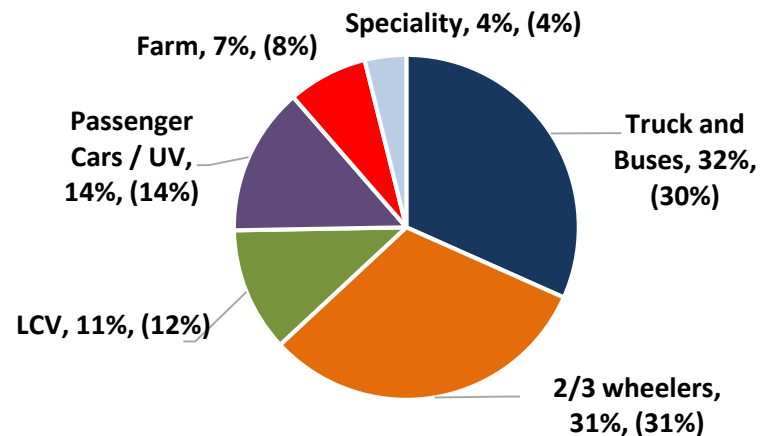
Distribution Network : **4,500+** dealers, **500+** exclusive CEAT franchisees

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

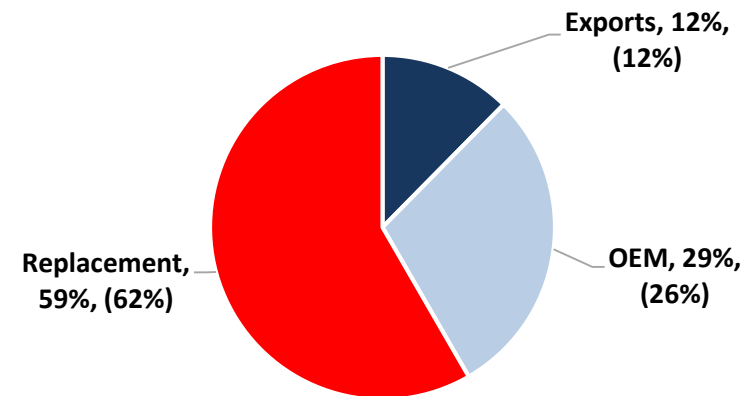
**100+** countries where products are sold with strong brand recall

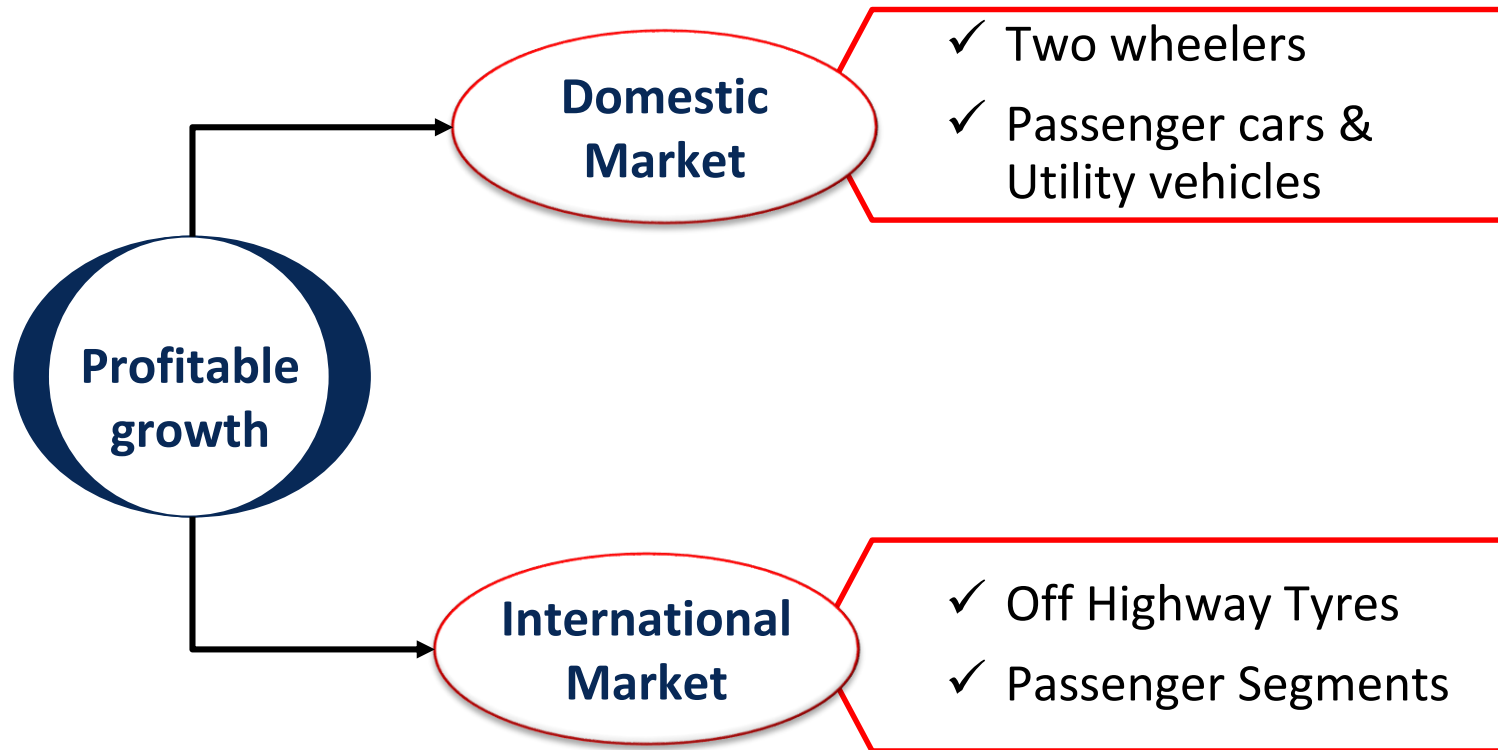
**#No 1** player in Sri Lanka in terms of market share

H1 FY19 Revenue Breakup by Product



H1 FY19 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 Supplier to OEM's



## Key developments

- **Focus on OEM, recent entries in new models** – Bajaj New Platina, Honda Cliz, Ashok Leyland Stag and Partner, Tork T6X, Hero Motocorp Achiever 150, Renault Kwid, Himalayan ABS (Royal Enfield), The Ace Deluxe – Cleveland Cycleworks, **Hyundai New Santro, Hero Destini, Royal Enfield Classic ABS**
- **Recent entries into OEM's existing models** – Bajaj Pulsar 160, Tata Motors TBR, AL Partner LCV, Escort Tractors, Wagon R, Zylor, Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ, Volvo
- **Platforms** like Fuelsmart, Gripp, Mileage X3, SecuraDrive etc.

## 2 Strong Brand

CEAT's association continues with Rohit Sharma



Launched Gripp X3 Everlasting Grip Tyres for motorcycles



Launched SecuraDrive Tyres for cars



CEAT's GRIPP X3 [#BeLikeNair](#) ad campaign

CEAT won 3 Mobexx Awards



# 3 Extensive Distribution

Shoppe



Shop in Shop (SIS)



Distribution Network

- 4,500+ dealers
- 500+ CEAT Franchisees (Shoppes + Hubs)
- 280+ two-wheeler distributors
- Developed Multi Brand Outlet / Shop in Shop model over last 2 years. Over 400 outlets so far
- Launched CEAT Bike Shoppes in Bangalore and Kolkata

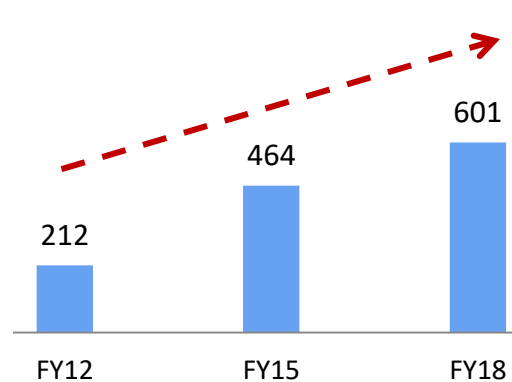
Multi Brand Outlet (MBO)



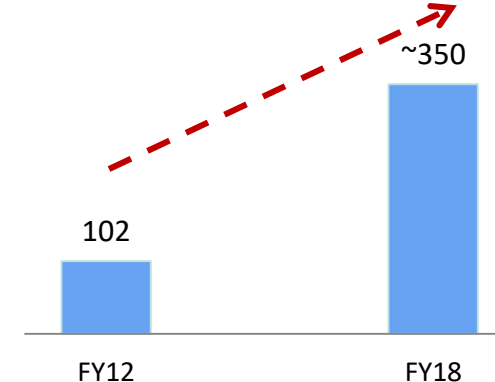
Bike Shoppe



District coverage



No. of CEAT Shoppes



# 4 Deep OEM Partnerships



## 5 World Class R&D



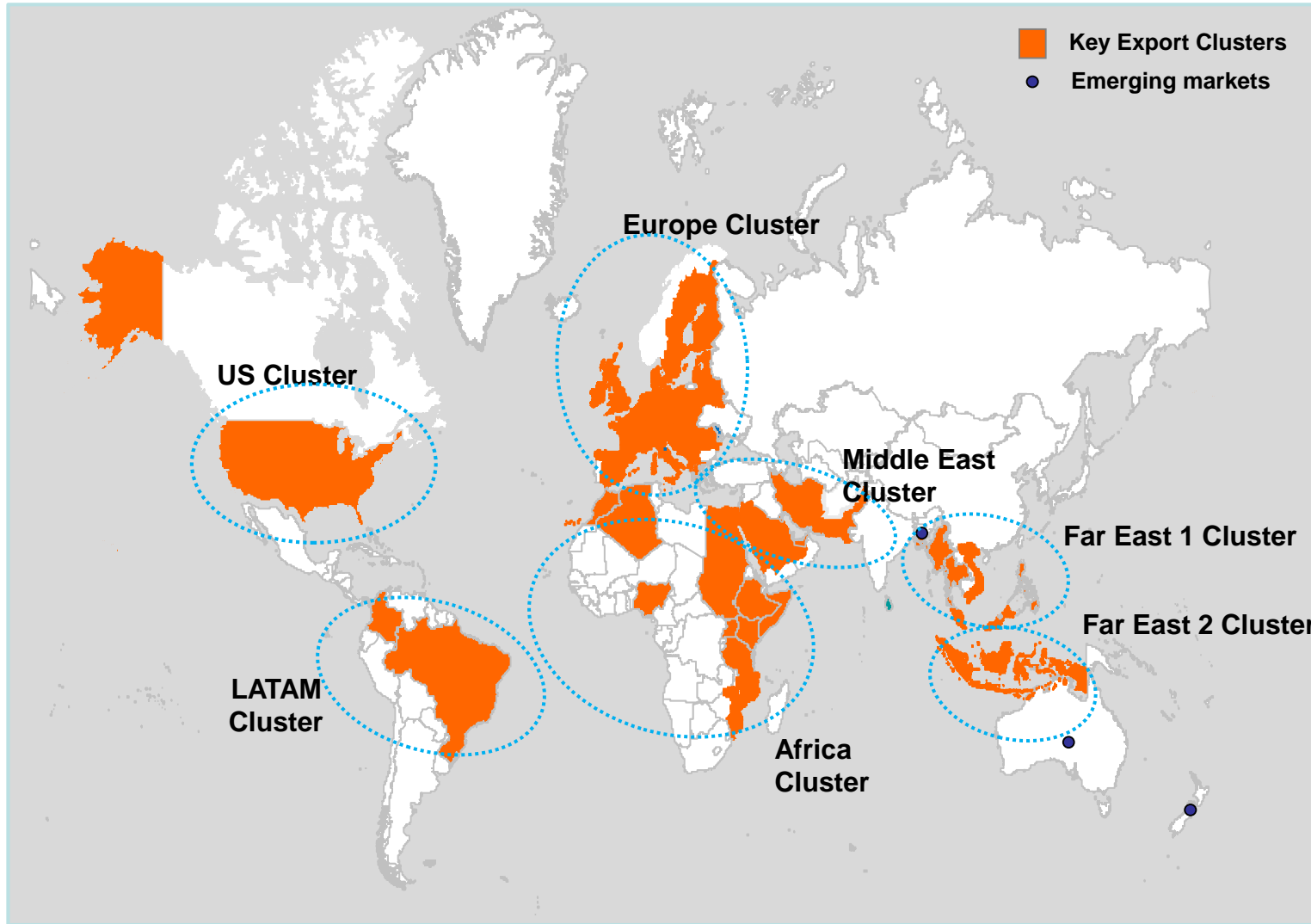
- State of the art R&D facility at Halol plant
- R&D focussed on development of breakthrough products, alternate materials, green tyres & smart tyres
- Partnerships with global institutes and technology partners

### Breakthrough Products

- “Puncture Safe” tyres for Two Wheelers – India’s 1st Self Sealing tyre
- “FuelSmarrt Tyres” for Passenger Cars – Reduced rolling resistance, less fuel consumption and more savings
- “Milaze Tyres” for SUV segment– Higher mileage up to 1,00,000 kilometers



# 6 Expanding Global Reach

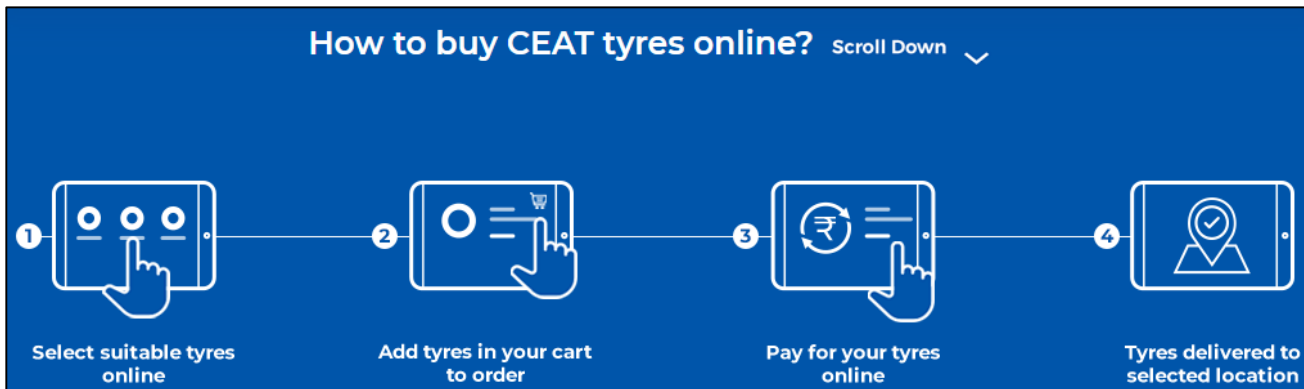





- Exports to 90+ Countries in 7 clusters
- Sri Lanka: Manufacturing facility and Leadership position in the market and with 50+% market share
- Focused product and distribution strategy for select clusters and countries

# Section 3: Operational & Financial Overview

# Q3 FY19 Operational Highlights

## Launch of CEAT's Online Brand Store



<p>90/100-10 ZOOM D TT 53J</p>  <p><b>WARRANTY 72 MONTHS*</b></p>	<p>25% OFF</p> <p>2.50-16 SECURA F85 TT 41L</p>  <p><b>WARRANTY 72 MONTHS*</b></p>	<p>25% OFF</p> <p>145/70R13 MILAZE X3 TL 71T</p>  <p><b>WARRANTY 60 MONTHS*</b></p>
<ul style="list-style-type: none"> <li>✓ Good Ride Quality</li> <li>✓ Wet Grip &amp; Braking</li> <li>✓ Stable Ride</li> </ul> <p>Out of stock</p>	<ul style="list-style-type: none"> <li>✓ Good Ride Quality</li> <li>✓ Wet &amp; Dry Grip</li> </ul> <p>₹785/- <del>₹1,045/-</del></p> <p><a href="#">Add to Cart</a></p>	<ul style="list-style-type: none"> <li>✓ Long Tyre Life</li> <li>✓ Safer Drive</li> <li>✓ Stable Ride</li> </ul> <p>₹2,840/- <del>₹3,785/-</del></p> <p><a href="#">Add to Cart</a></p>

## OEM Model Entry



Hyundai New Santro



Hero Destini



Royal Enfield Classic ABS

# Consolidated: Q3 FY19 Financial Highlights

## Q3 FY19 v/s Q2 FY19 (Q-o-Q)

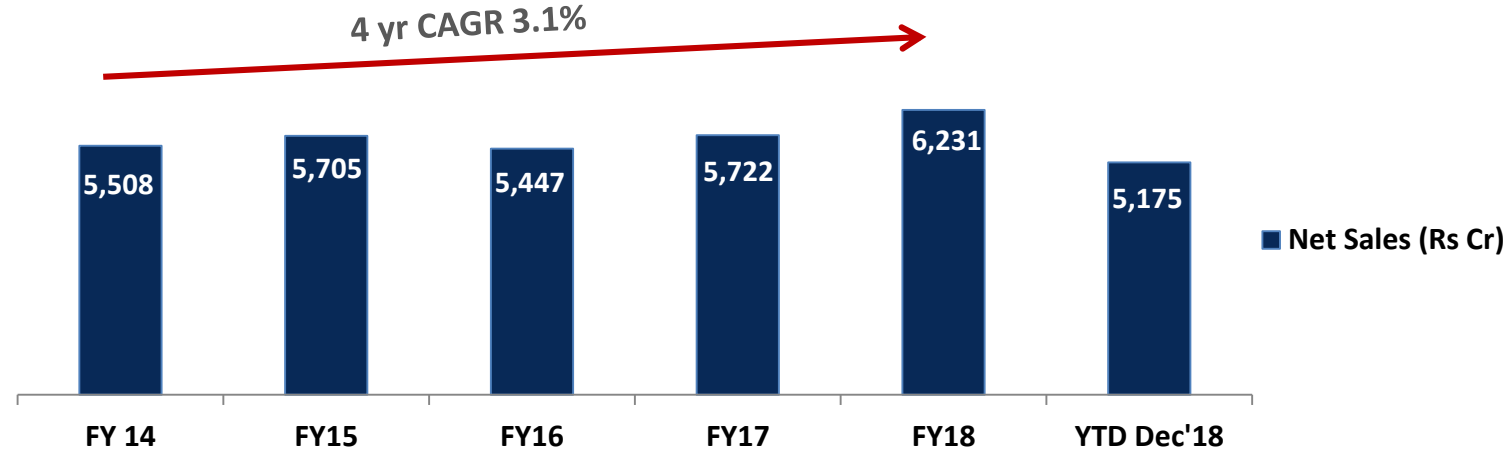
- Net revenue from operations declined by 2.3% at INR 1,714 Crs from INR 1,755 Crs
- Gross margins grew to 40.9% from 39.3%
- EBITDA stood at INR 149 Crs compared to INR 165 Crs; margins at 8.7% from 9.4%
- PAT stood at INR 52 Crs compared to INR 63 Crs
- Debt / equity at 0.47x compared to 0.34x

## Q3 FY19 v/s Q3 FY18 (Y-o-Y)

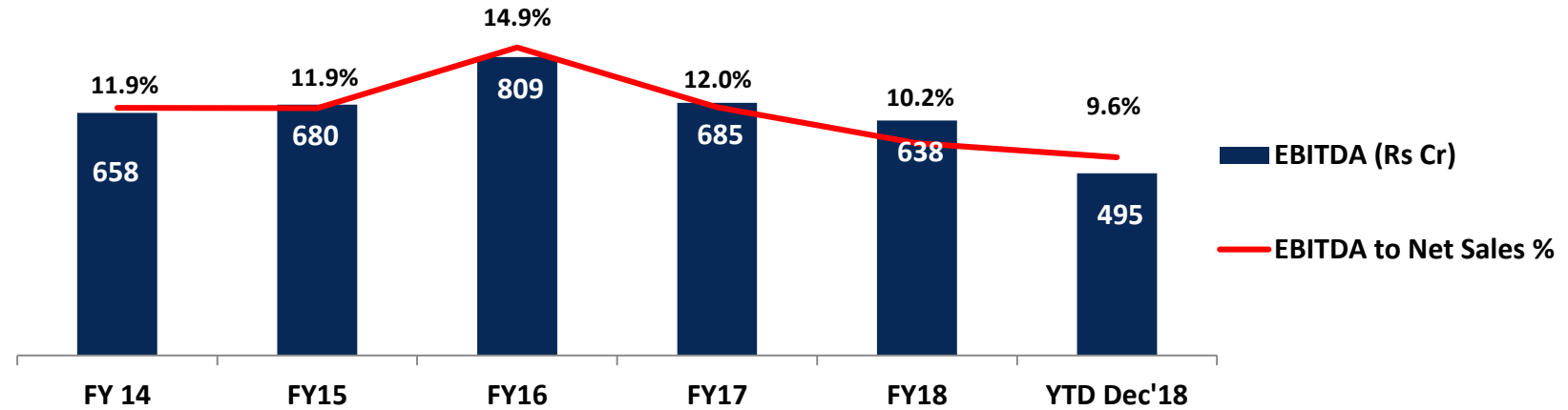
- Net revenue from operations increased by 8.9% at INR 1,714 Crs from INR 1,574 Crs
- Gross margins contracted to 40.9% from 41.8%
- EBITDA stood at INR 149 Crs compared to INR 195 Crs; margins at 8.7% from 12.4%
- PAT stood at INR 52 Crs compared to INR 82 Crs
- Debt / equity at 0.47x compared to 0.31x

# Consolidated: Financial Trends

Revenue growth



Margin trends

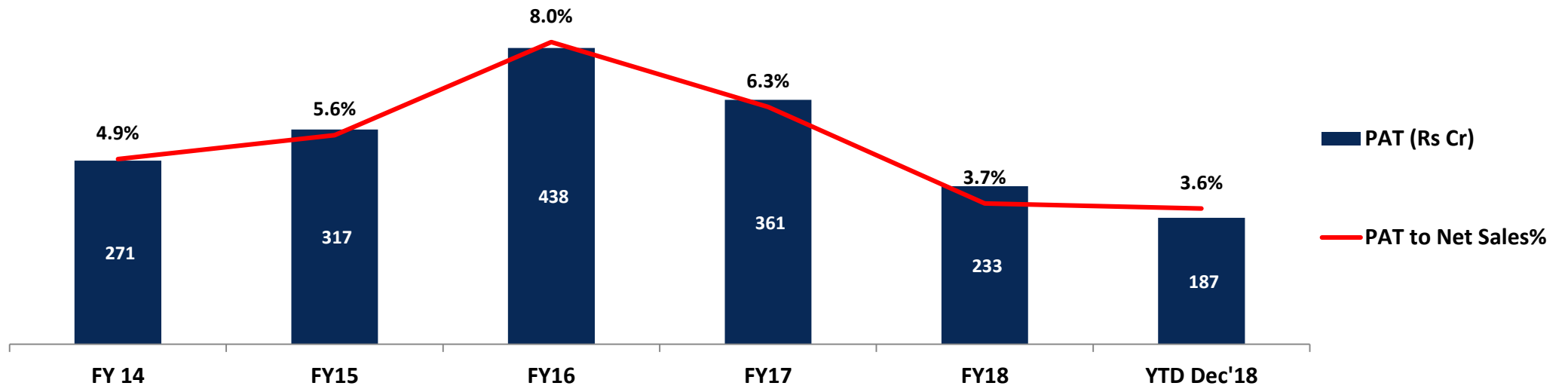


**Note**

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



**Notes**

FY16 onwards the figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods

# Consolidated: Q3 FY19 Financials

All figures in INR Cr

Parameter	Q3 FY18	Q2 FY19	Q3 FY19	QoQ	YoY	YTD Dec'17	YTD Dec'18	YoY
<b>Net Revenue from operations</b>	<b>1,574</b>	<b>1,755</b>	<b>1,714</b>	<b>-2%</b>	<b>9%</b>	<b>4,557</b>	<b>5,175</b>	<b>14%</b>
Raw Material	916	1,065	1,013	-5%	11%	2,800	3,113	11%
<b>Gross margin</b>	<b>658</b>	<b>690</b>	<b>701</b>	<b>2%</b>	<b>7%</b>	<b>1,757</b>	<b>2,062</b>	<b>17%</b>
<b>Gross margin %</b>	<b>41.8%</b>	<b>39.3%</b>	<b>40.9%</b>	<b>159 bps</b>	<b>-90 bps</b>	<b>38.6%</b>	<b>39.9%</b>	<b>130 bps</b>
Employee Cost	112	142	142	0%	27%	323	402	24%
Other Expenses	359	389	417	7%	16%	1,017	1,182	16%
<b>EBITDA</b>	<b>195</b>	<b>165</b>	<b>149</b>	<b>-10%</b>	<b>-24%</b>	<b>434</b>	<b>495</b>	<b>14%</b>
<b>EBITDA %</b>	<b>12.4%</b>	<b>9.4%</b>	<b>8.7%</b>	<b>-72 bps</b>	<b>-368 bps</b>	<b>9.5%</b>	<b>9.6%</b>	<b>3 bps</b>
Finance Cost	27	19	22	19%	-19%	74	61	-17%
Depreciation	43	48	48	1%	11%	124	142	15%
<b>Operating PBT</b>	<b>124</b>	<b>99</b>	<b>78</b>	<b>-21%</b>	<b>-37%</b>	<b>237</b>	<b>292</b>	<b>23%</b>
Exceptional expense	1	2	-			9	4	-54%
Non-Operating income	7	3	4	23%	-39%	23	11	-53%
<b>PBT</b>	<b>130</b>	<b>100</b>	<b>82</b>	<b>-18%</b>	<b>-36%</b>	<b>251</b>	<b>298</b>	<b>19%</b>
<b>PAT</b>	<b>82</b>	<b>63</b>	<b>52</b>	<b>-17%</b>	<b>-36%</b>	<b>156</b>	<b>187</b>	<b>19%</b>

## 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

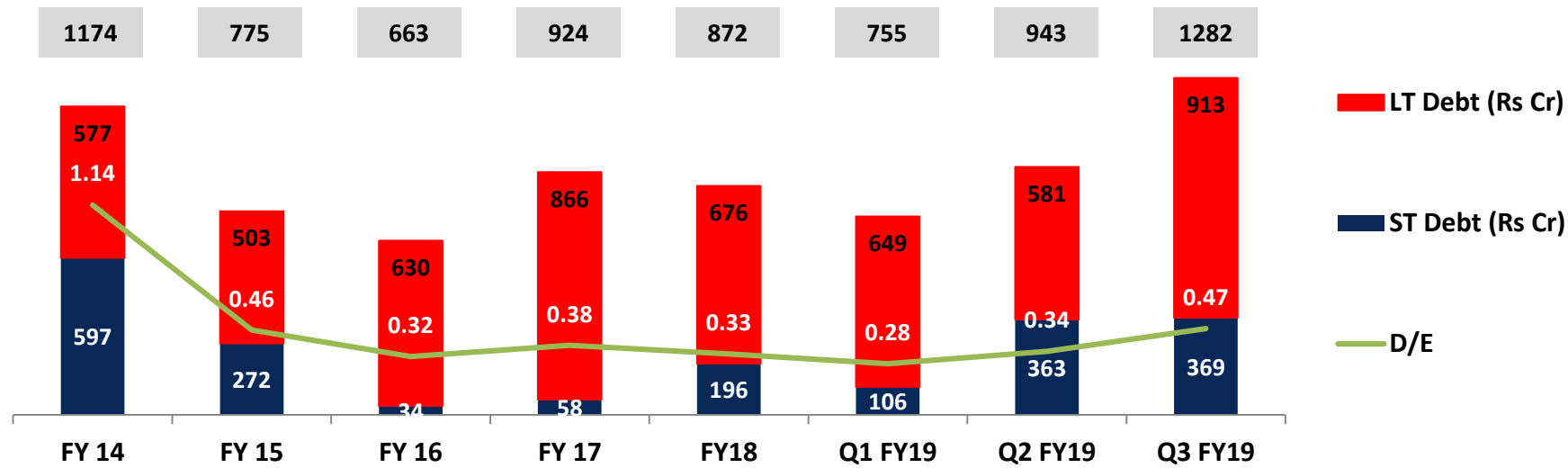
EBITDA includes profit from Sri Lanka JV

EBITDA does not include Non- operating income

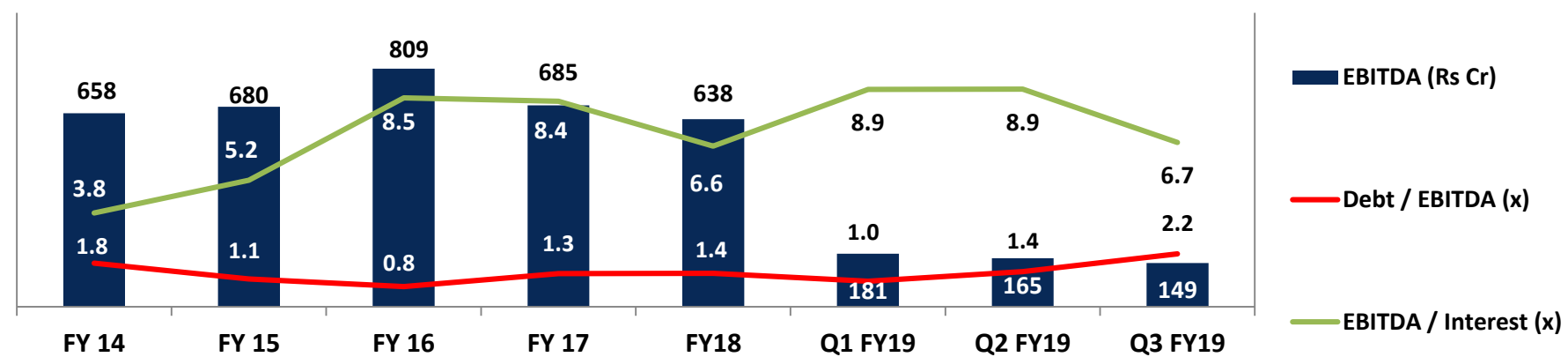
# Consolidated: Leverage / coverage Profile

Total Debt  
(INR Cr)

Debt breakup



Leverage ratios



**Note**

FY16 onwards the figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods

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

For Debt / EBITDA, quarterly EBITDA has been annualised

For debt break-up, we have reclassified Current Maturities of Long Term Debt under Long Term debt



# Standalone: Q3 FY19 Financials

All figures in INR Cr

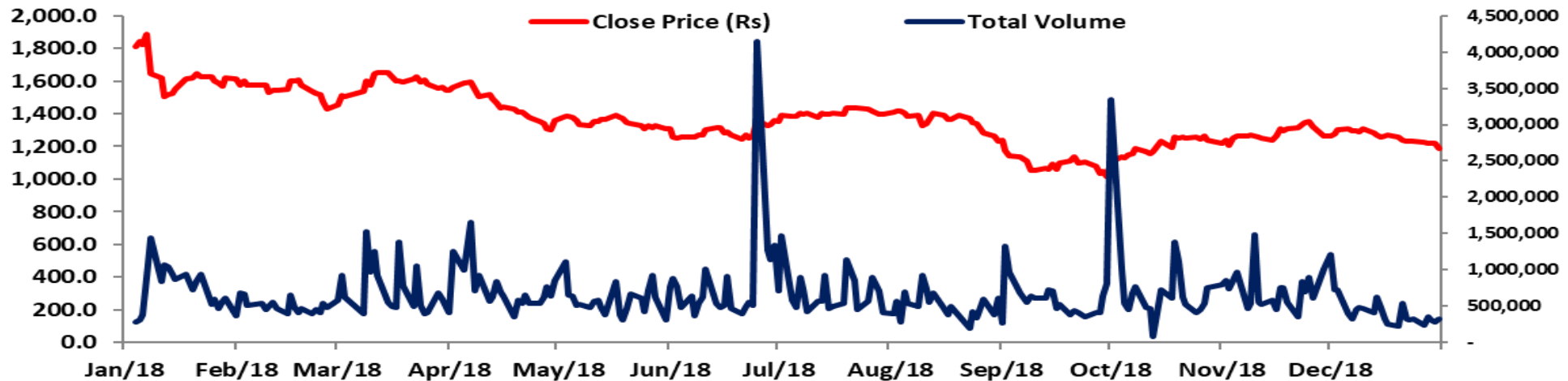
Parameter	Q3 FY18	Q2 FY19	Q3 FY19	QoQ	YoY	YTD Dec'17	YTD Dec'18	YoY
<b>Net Revenue from operations</b>	<b>1,550</b>	<b>1,718</b>	<b>1,673</b>	<b>-3%</b>	<b>8%</b>	<b>4,513</b>	<b>5,066</b>	<b>12%</b>
Raw Material	910	1,058	1,002	-5%	10%	2,795	3,087	10%
<b>Gross margin</b>	<b>640</b>	<b>660</b>	<b>672</b>	<b>2%</b>	<b>5%</b>	<b>1,717</b>	<b>1,978</b>	<b>15%</b>
<b>Gross margin %</b>	<b>41.3%</b>	<b>38.4%</b>	<b>40.1%</b>	<b>170 bps</b>	<b>-112 bps</b>	<b>38.1%</b>	<b>39.1%</b>	<b>99 bps</b>
Employee Cost	106	132	131	0%	24%	307	373	22%
Other Expenses	342	372	401	8%	17%	984	1,135	15%
<b>EBITDA</b>	<b>192</b>	<b>157</b>	<b>139</b>	<b>-11%</b>	<b>-27%</b>	<b>428</b>	<b>470</b>	<b>10%</b>
<b>EBITDA %</b>	<b>12.4%</b>	<b>9.1%</b>	<b>8.3%</b>	<b>-79 bps</b>	<b>-405 bps</b>	<b>9.5%</b>	<b>9.3%</b>	<b>-20 bps</b>
Finance Cost	22	13	16	27%	-26%	67	44	-35%
Depreciation	41	44	43	0%	7%	120	128	7%
<b>Operating PBT</b>	<b>130</b>	<b>101</b>	<b>80</b>	<b>-21%</b>	<b>-38%</b>	<b>240</b>	<b>298</b>	<b>24%</b>
Exceptional expense	1	2	-			2	4	144%
Non-Operating income	9	12	6	-48%	-26%	48	24	-50%
<b>PBT</b>	<b>137</b>	<b>111</b>	<b>86</b>	<b>-22%</b>	<b>-37%</b>	<b>286</b>	<b>318</b>	<b>11%</b>
<b>PAT</b>	<b>91</b>	<b>75</b>	<b>58</b>	<b>-23%</b>	<b>-36%</b>	<b>194</b>	<b>211</b>	<b>9%</b>

**Notes**

Financials are as per IND AS

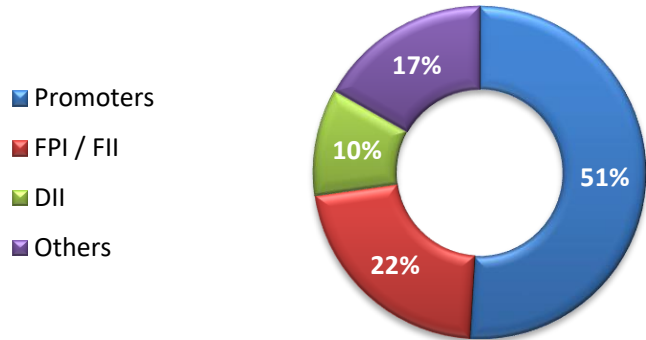
EBITDA does not include Non- operating income

# Equity Shareholding & Price trends



Source : Capitaline. The above data is updated till 25<sup>th</sup> January, 2019

## Shareholding Pattern as on Dec 31, 2018



## Market Information

- Market Price (January 25): INR 1,220/share
- Face Value : INR 10/share
- Market Cap (January 25): INR 4,808 Cr

THANK YOU