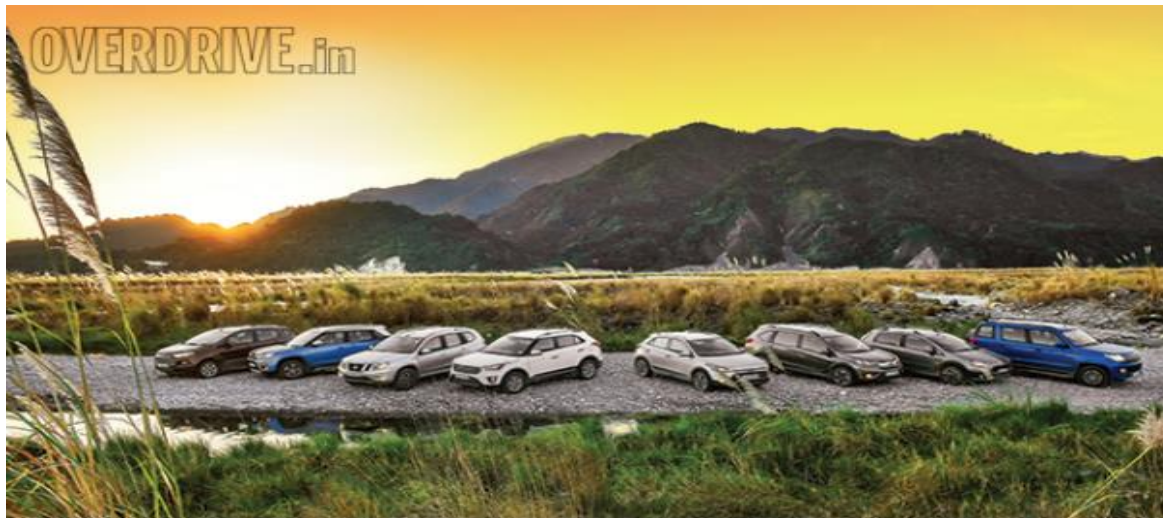




Q3 FY17 – Investor Presentation

February 7th, 2017

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Section 1: RPG Group Overview

RPG Group: Powered by Passion, Driven by Ethics

**UNLEASH
TALENT
TOUCH
LIVES
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

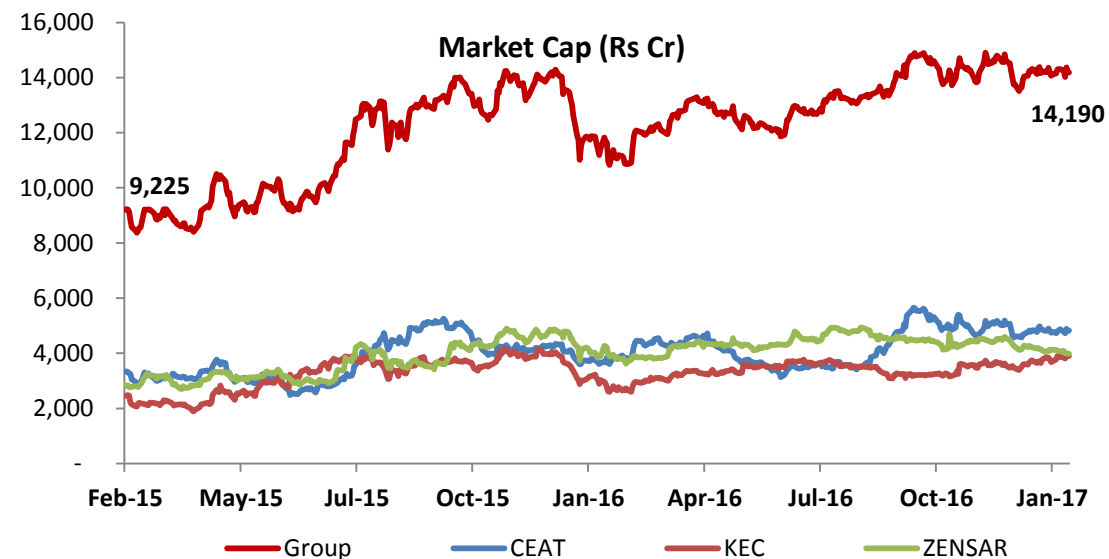
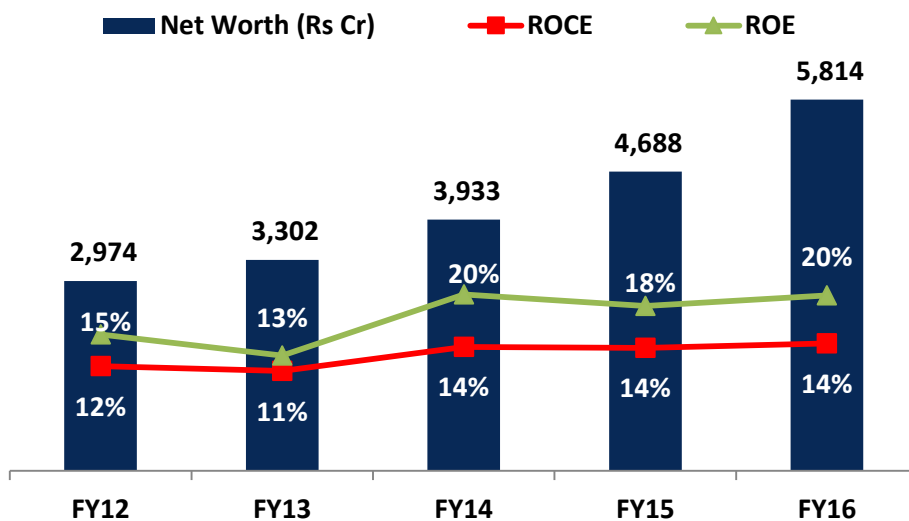
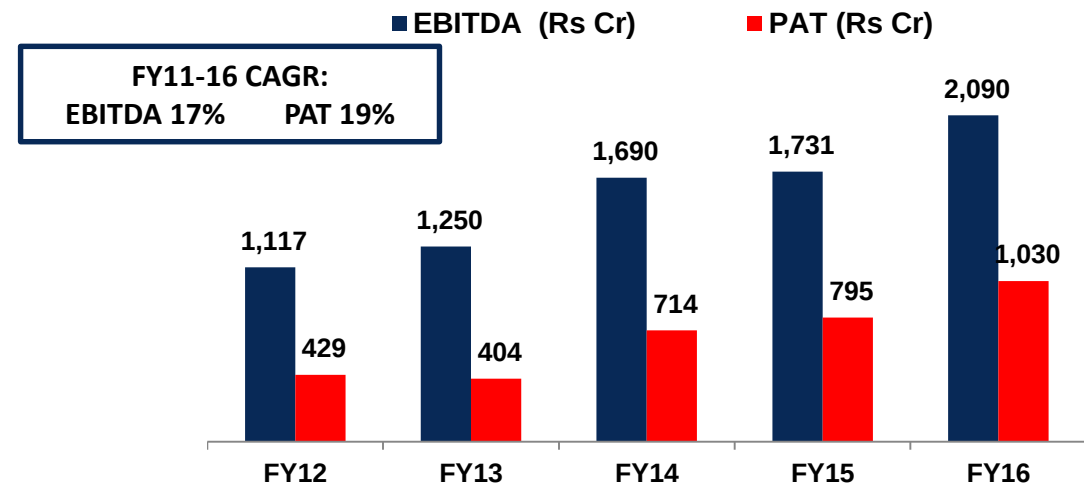
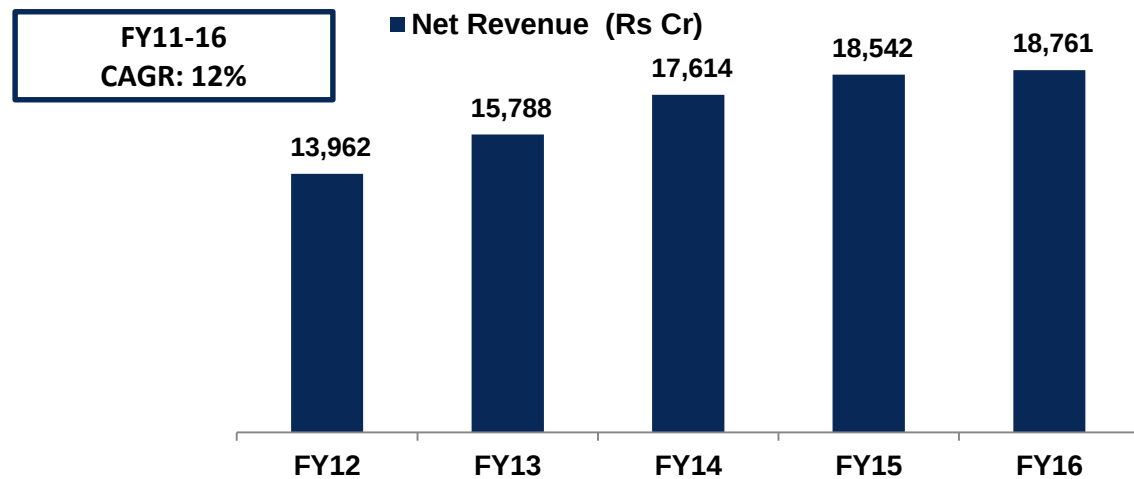
Engineering
products and
services
catering to
infrastructure
segment
of the economy.



Harrisons Malayalam

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

RPG Group: Key Financials



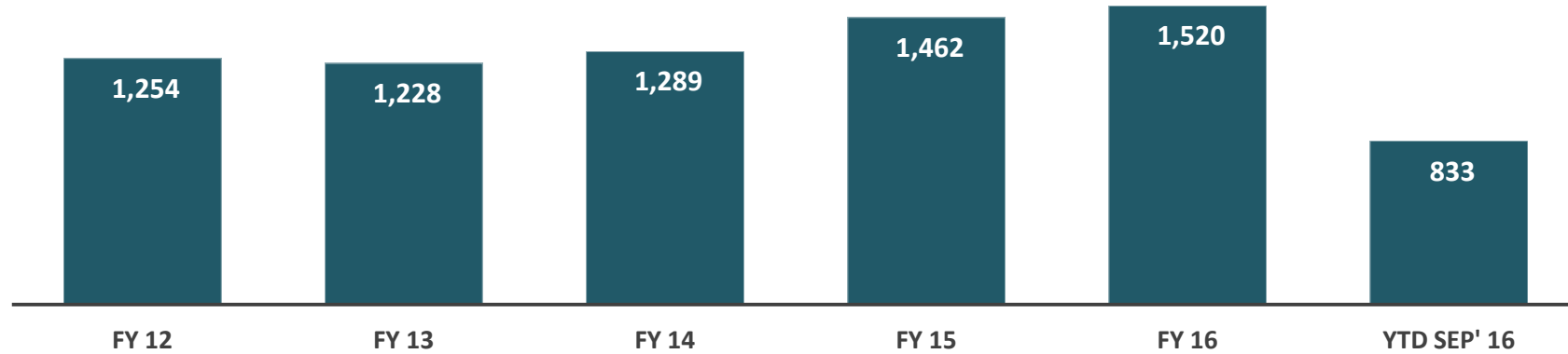
Note:

- 1) ROCE is calculated by taking EBIT multiplied by (1 minus tax rate @ 33%) divided by Average Capital Employed
- 2) ROE is calculated by taking PAT divided by Average Net-worth
- 3) Market Cap updated till 3rd Feb 2017

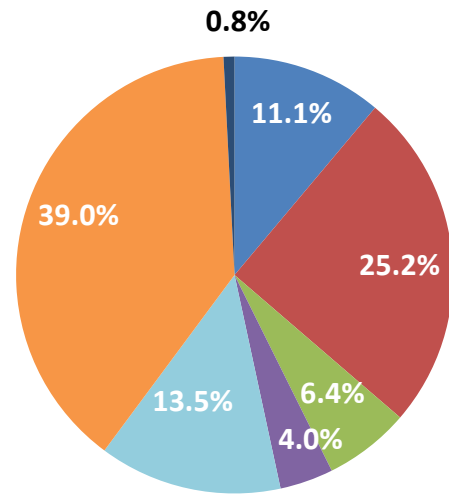
Section 2: Industry Overview

Indian Tyre Industry

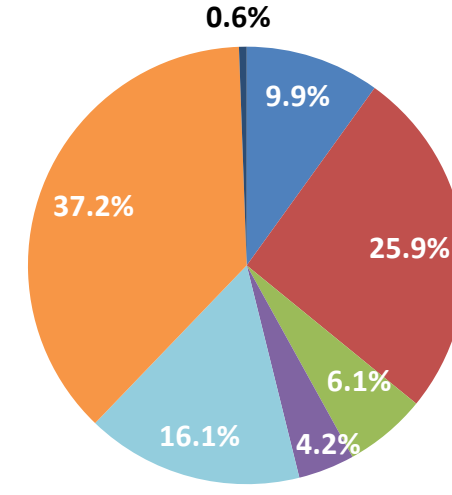
Total Tyre Production in India (Volumes in Lakhs)



April-September FY16



April-September FY17



M&HCV (T&B)

Passenger Car/Jeep

Light Truck (LCV)/ SCV

Tractor

Scooter

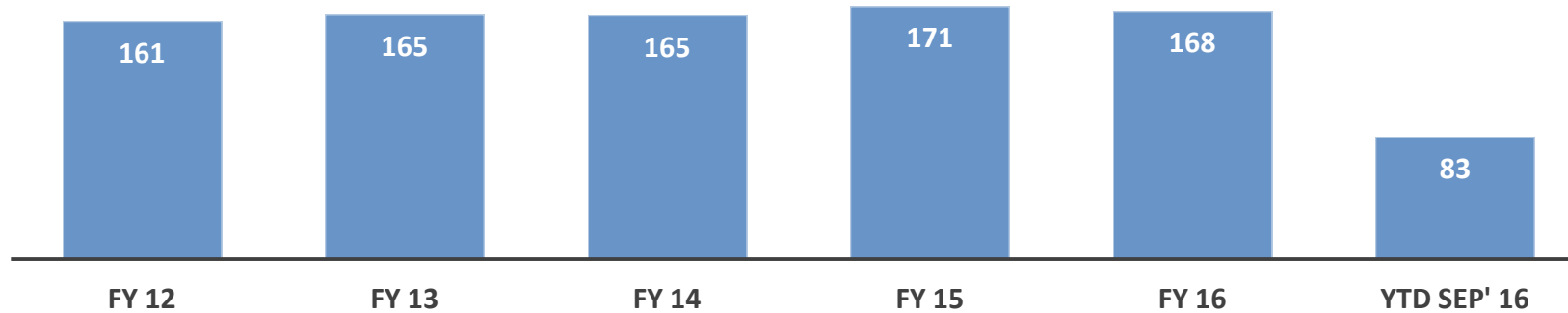
Motorcycle & Moped

Others (OTR, Industrial & ADV)

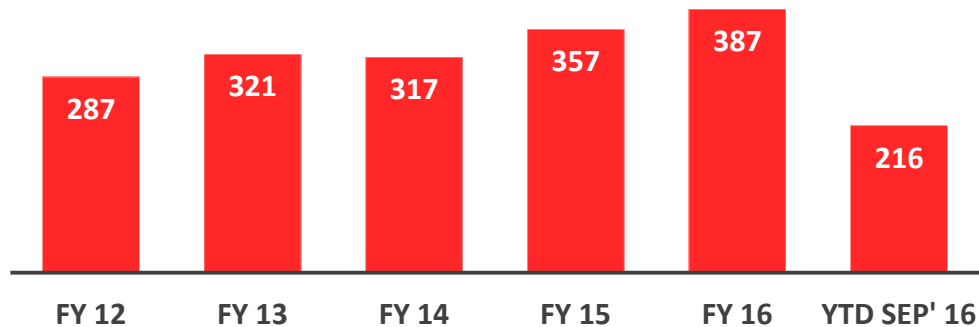
Indian Tyre Industry

Tyre Production in India (Volumes in Lakhs)

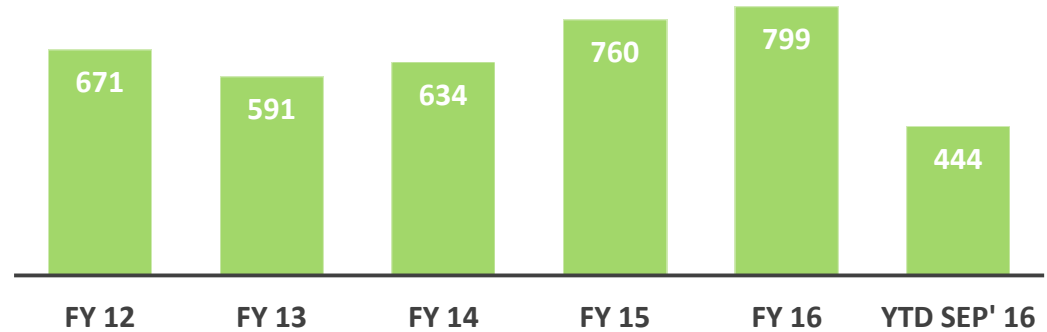
MHCV (T&B)



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



Atul C. Choksey
Non Executive
Independent Director



Haigreave Khaitan
Non Executive
Independent Director



Hari L. Mundra
Non Executive
Non Independent Director



Kantikumar R. Podar
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

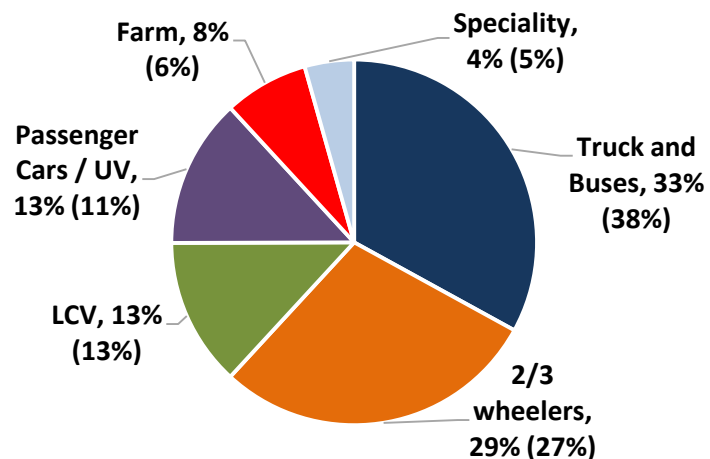
Distribution Network : **4,500+** dealers, **400+** exclusive CEAT franchisees

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

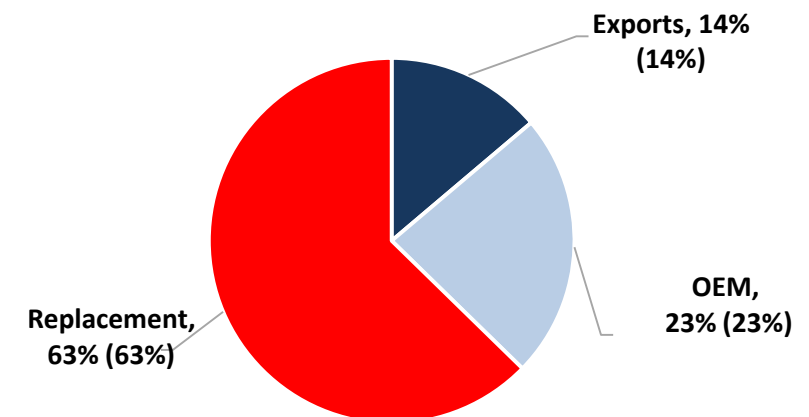
100+ countries where products are sold with strong brand recall

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

YTD Dec'16 Revenue Breakup by Product

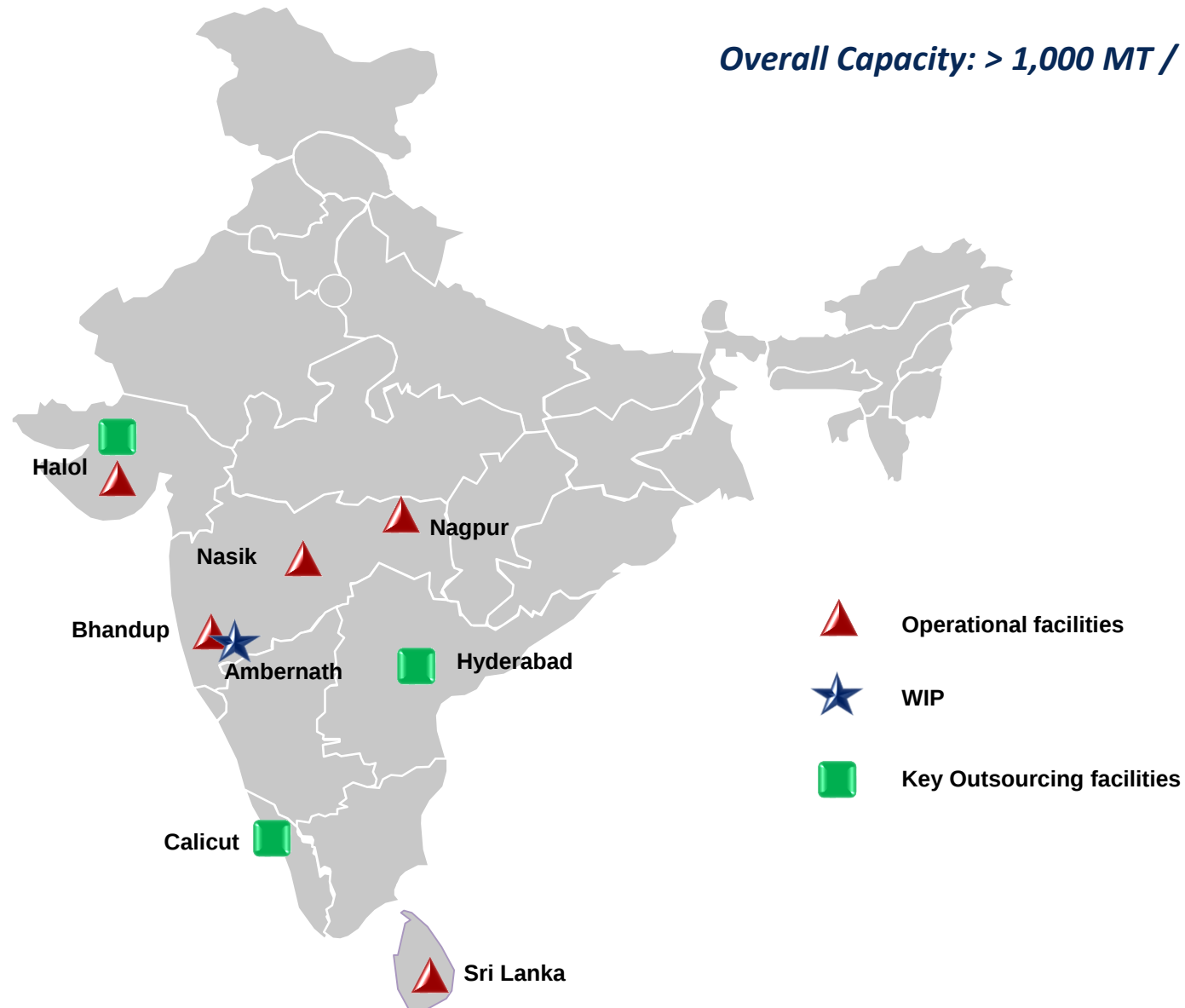


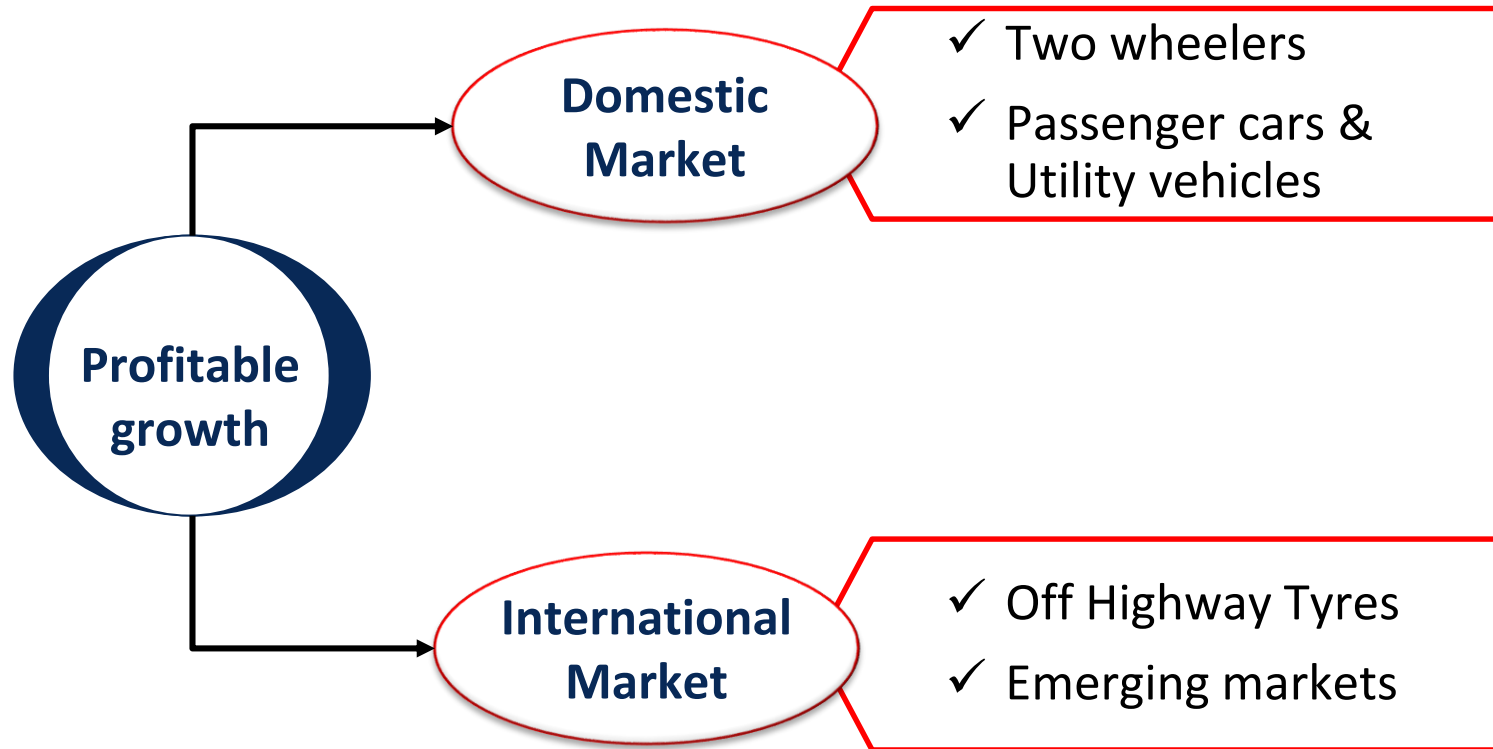
YTD Dec'16 Revenue Breakup by Market



Manufacturing Facilities

Overall Capacity: > 1,000 MT / day





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 primary supplier for OEM launches-** 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 –** Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ, Volvo Eicher Commercial Radial etc.
- **Platforms like** Fuelsmart, Gripp, Mileage etc.

2 Strong Brand

Renault Kwid and Duster ran on CEAT summer & winter tyres from Delhi to Paris without a single puncture during this epic journey



In the new 2W TVC, “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

#NoMoreFunny
Social Media Campaign



1.47 mn views on youtube

CEAT organized a crossover vehicle drive from Guwahati to Arunachal Pradesh with Overdrive. Different cars ran on CEAT tyres during this tough journey



3 Extensive Distribution

Shoppe



Shop in Shop (SIS)



Distribution Network

- 4,500+ dealers
- 400+ 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

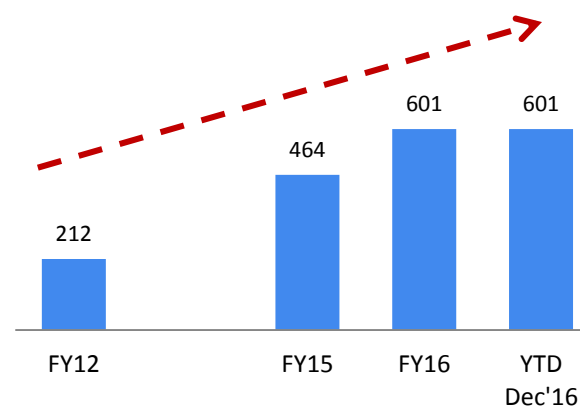
Multi Brand Outlet (MBO)



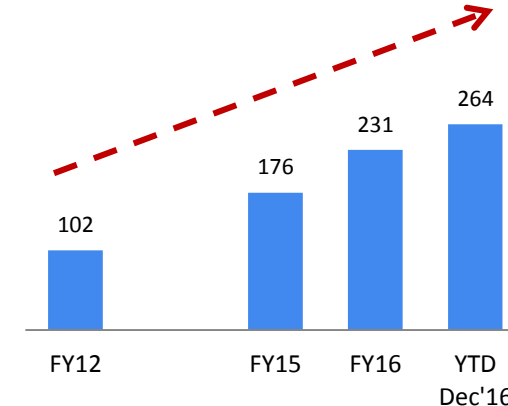
Bike Shoppe



District coverage



No. of CEAT Shoppes

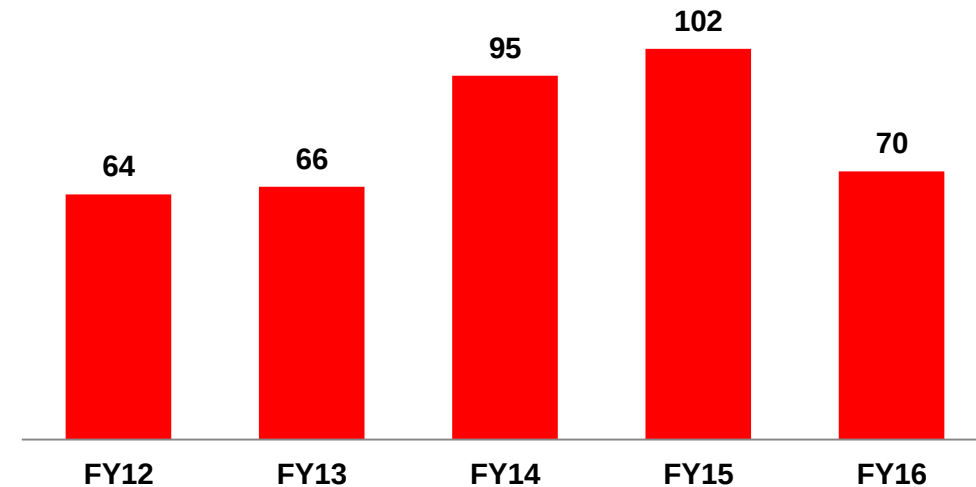


4 Deep OEM Partnerships



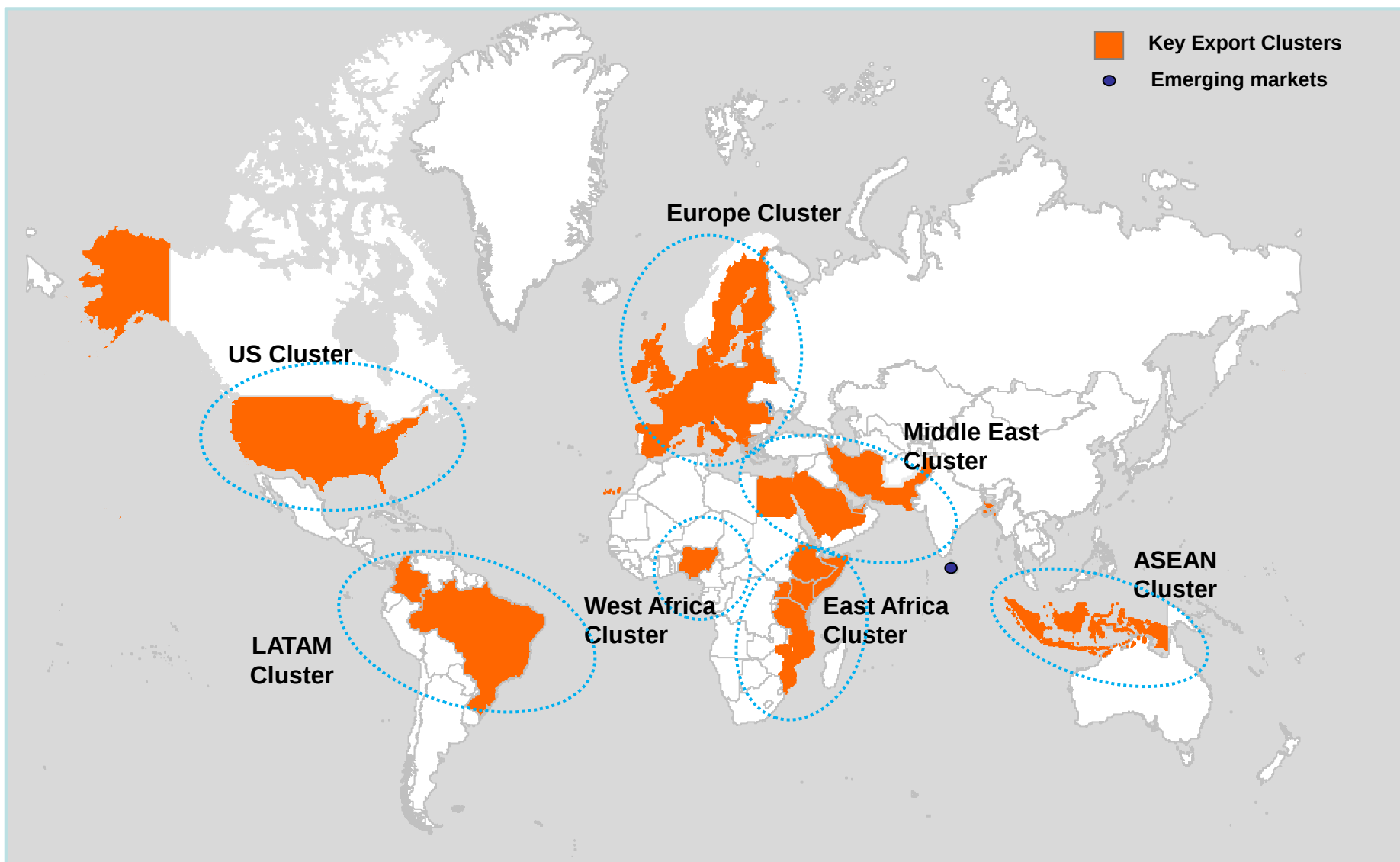


New Products Developed



- 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

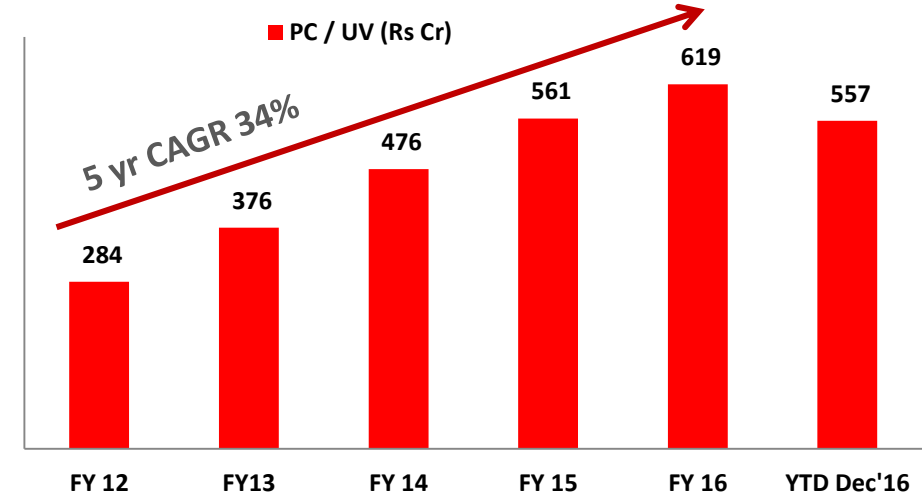
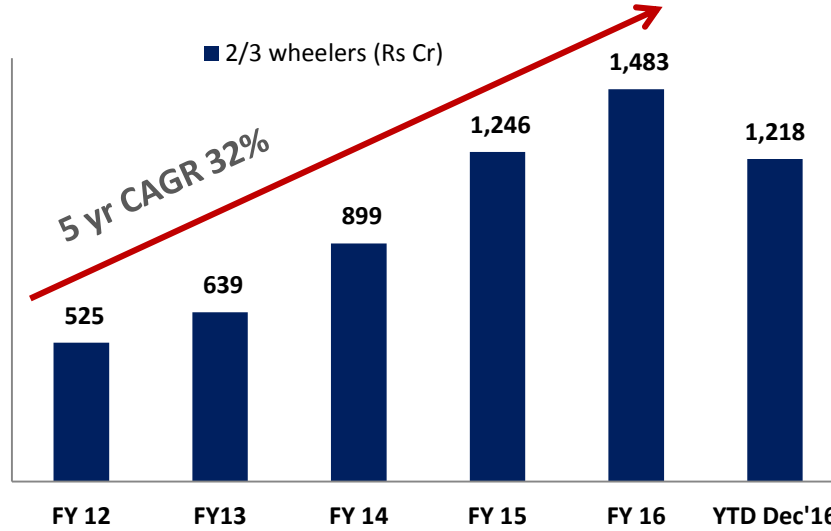
6 Expanding Global Reach



- **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 50 MT/day capacity as of December 2016; total capacity of 120 MT/day
- Halol Phase II plant commissioned 69 MT/day as of December 2016; total capacity of 120 MT/day
- YTD Dec'16/ YTD Dec'15 volume growth: 2 wheelers (+20%), PC/UV (+20%)

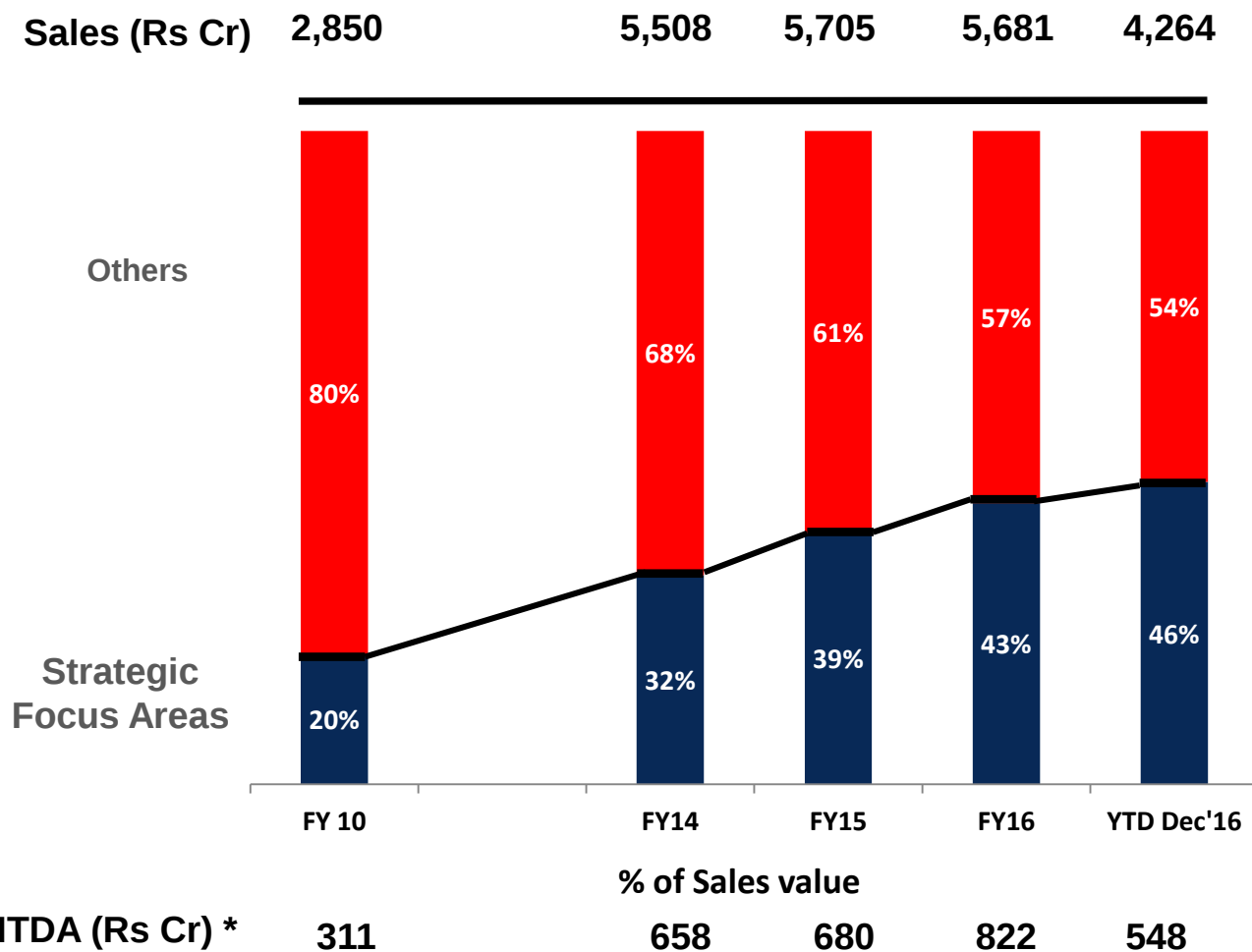
Off Highway Tyres



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 is expected to commence by Q4 FY17

Strategic Focus Areas – Continued Momentum



Strategic Focus Areas

(Passenger Segment, Specialty Exports & Emerging Markets)

- CAGR of 27%
- 4.3x growth from Rs.570 (FY10) to Rs. 2,450 crs (FY16)
- Substantial contribution towards increasing profitability
- Market share growing

Note

YTD Dec'16 figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods

For YTD Dec'16, Company's investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method

For YTD Dec'16, EBITDA includes profit from Sri Lanka JV (after tax)

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

Section 4: Operational & Financial Overview

Q3 FY17 Operational Highlights

Credit Rating

Long term credit rating upgraded to AA by CARE and India Ratings & Research

OEM approvals & entries



Ashok Leyland PRO R10



Mahindra Bolero Power+



Nissan Milaze

Capex Investment

2,800 cr capex investment over next five years.

With this, the capacity will go up by 1 mn TBR tyres, 17 mn 2-Wheeler tyres, 6 mn PCR tyres per annum



India's first electric bike
Tork T6X launched on CEAT



Bajaj – V12

Consolidated: Q3 FY17 Financial Highlights

Q3 FY17 v/s Q2 FY17 (Q-o-Q)

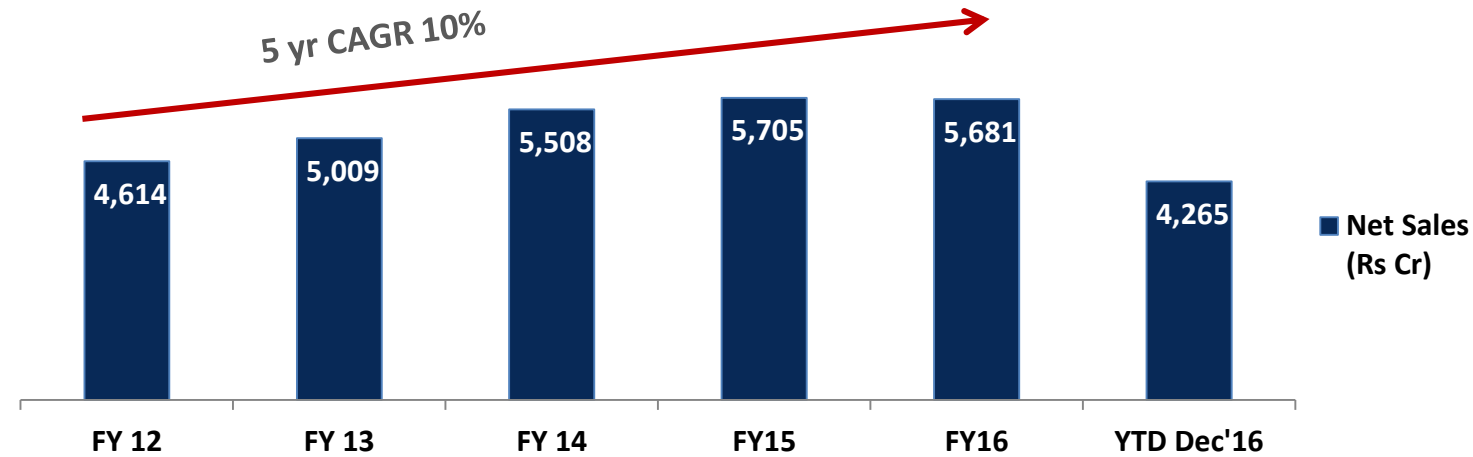
- Sales down by 2.2% at Rs 1,386 Crs from Rs 1,418 Crs; volume decline of 2.2%
- Gross margins have contracted to 40.8% from 42.3%
- EBITDA stood at Rs. 158 crs compared to Rs 194 Crs; margins at 11.4% from 13.7%
- PAT stood at Rs 84 Crs compared to Rs 107 Crs
- Debt / equity at 0.4x compared to 0.3x
- Debt / EBITDA stood at 1.3x from 1.0x

Q3 FY17 v/s Q3 FY16 (Y-o-Y)

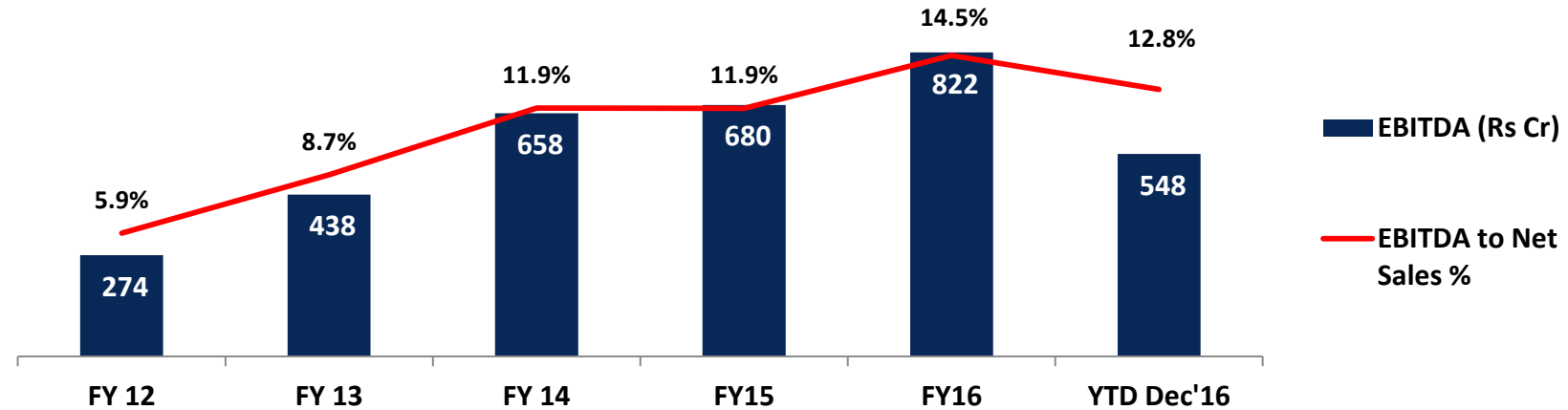
- Sales up by 5.4% at Rs 1,386 Crs from Rs 1,315 Crs; volume growth of 10.7%
- Gross margins have contracted to 40.8% from 44.4%
- EBITDA stood at Rs. 158 crs compared to Rs 201 Crs; margins at 11.4% from 15.2%
- PAT stood at Rs 84 Crs compared to Rs 112 Crs
- Debt / equity at 0.4x; same as for Q3 FY16
- Debt / EBITDA stood at 1.3x from 0.9x

Consolidated: Financial Trends

Revenue growth



Margin trends



Notes

YTD Dec'16 financials are per IND AS; Other financial figures are as per IGAAP as published in previous periods

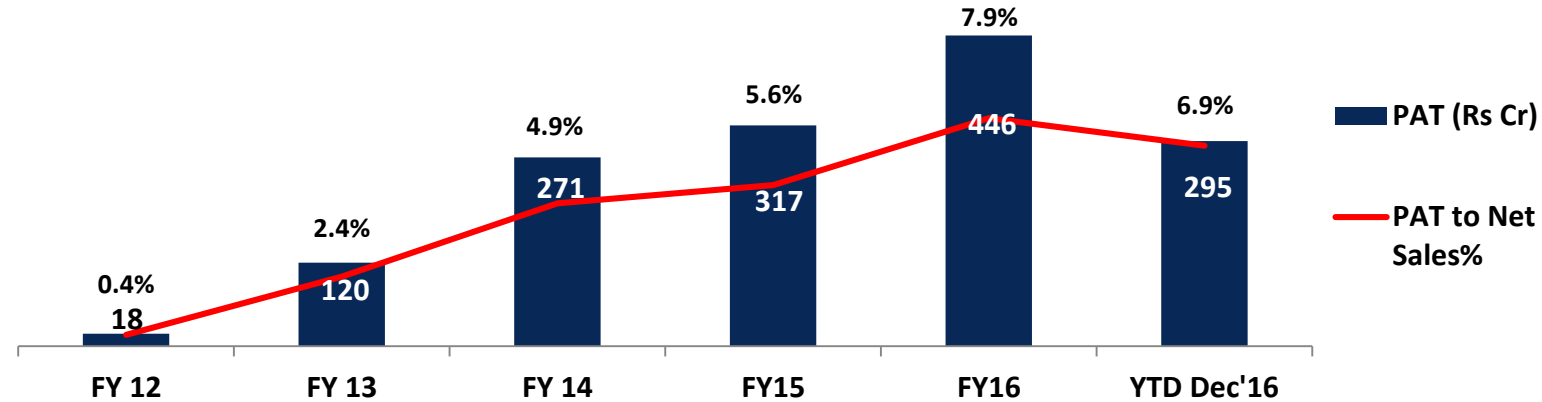
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For YTD Dec'16, EBITDA includes profit from Sri Lanka JV (after tax)

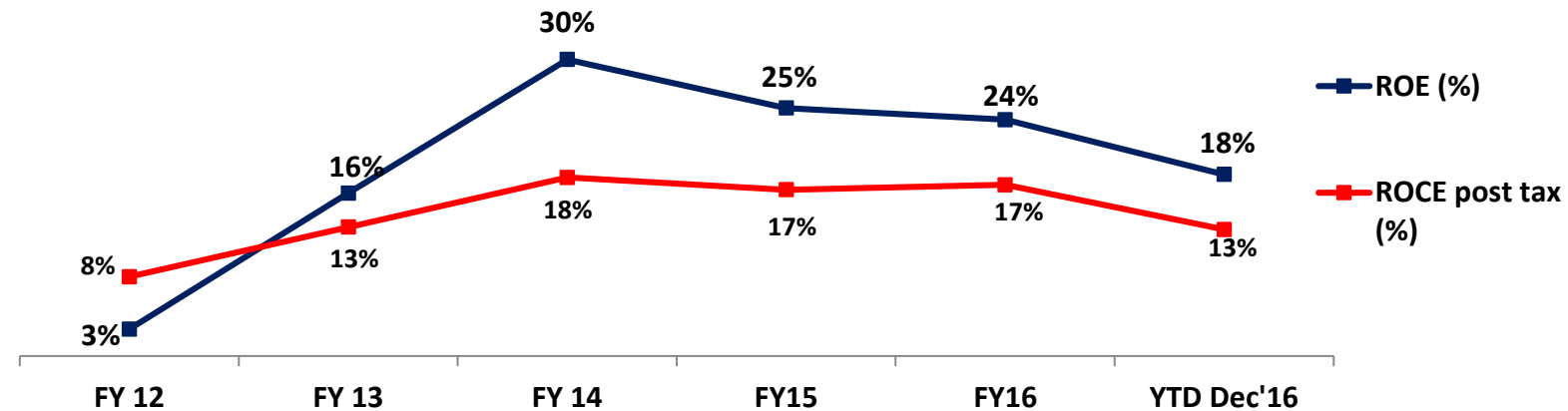
EBITDA includes Other operating income; does not include Non- operating income

Consolidated: Financial Trends

PAT trends



Return Ratios



Notes

For Income statement figures - FY17 figures are as per IND AS; other figures are as per IGAAP

For Balance Sheet figures – only Q2 FY17 figures are as per IND AS

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: Q3 FY17 Financials

Parameter	Q3FY16	Q2FY17	Q3FY17	QoQ	YoY	YTD Dec' 15	YTD Dec' 16	Rs Cr YoY
Net Sales	1,315	1,418	1,386	-2.2%	5.4%	4,062	4,265	5.0%
Raw Material	731	819	820	0.1%	12.2%	2,303	2,475	7.5%
Gross margin	584	599	566	-5.5%	-3.1%	1,759	1,790	1.8%
Gross margin %	44.4%	42.3%	40.8%	-140 bps	-360 bps	43.3%	42.0%	-130 bps
Employee	97	100	106	5.5%	8.7%	296	302	2.0%
Other Expenses	307	323	319	-1.3%	3.9%	903	994	10.0%
EBITDA	201	194	158	-18.4%	-21.1%	616	548	-11.2%
EBITDA %	15.2%	13.7%	11.4%	-230 bps	-380 bps	15.2%	12.8%	-230 bps
Finance Cost	20	16	19	17.5%	-3.7%	69	61	-11.7%
Depreciation	26	32	35	10.7%	33.0%	73	97	33.5%
Operating PBT	155	147	105	-28.5%	-32.4%	476	391	-17.9%
Exceptional expense	-	-	-	-	-	1	1	-17.4%
Non-Operating income	5	4	6	55.2%	10.2%	21	15	-28.5%
PBT	159	150	110	-26.6%	-31.2%	495	404	-18.4%
PAT	112	107	84	-21.6%	-25.3%	339	295	-13.1%

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

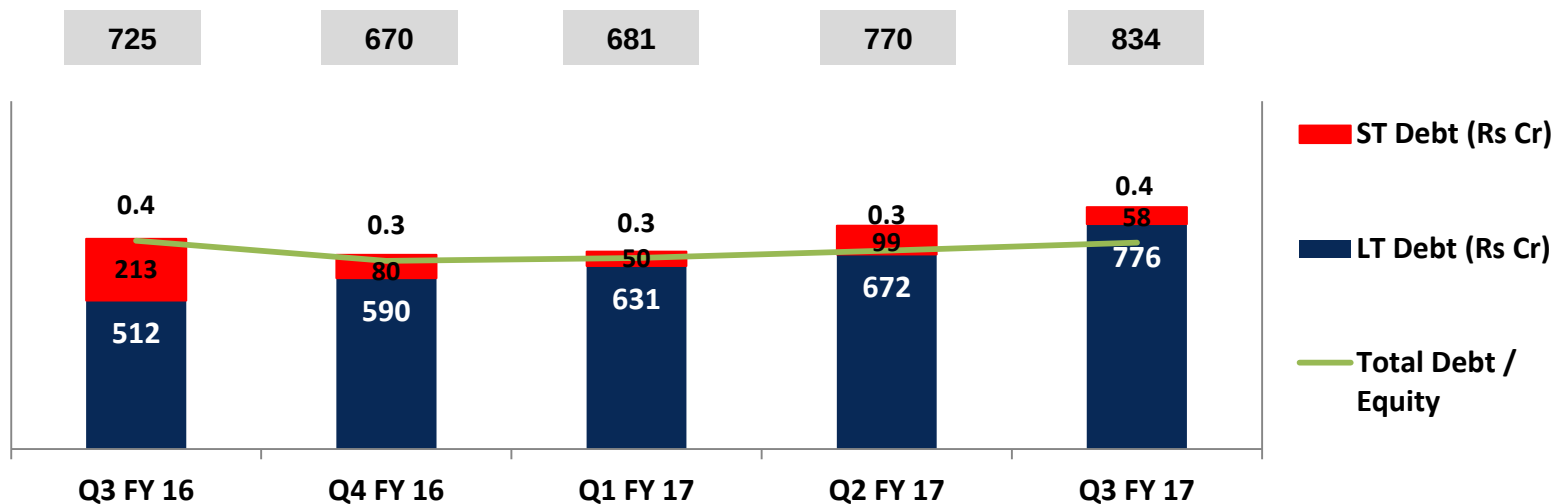
EBITDA includes profit from Sri Lanka JV (after tax)

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

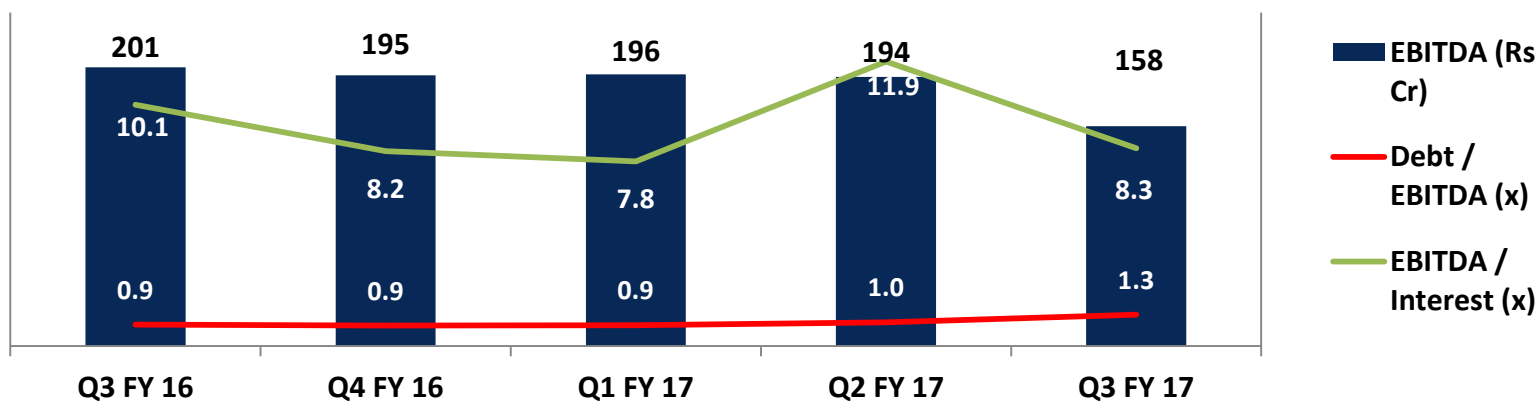
Consolidated: Leverage / coverage Profile

Total Debt
(Rs Cr)

Debt breakup



Leverage ratios



Notes

For Income statement figures - FY17 figures are as per IND AS; other figures are as per IGAAP

For Balance Sheet figures – only Q2 FY17 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

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: Q3 FY17 Financials

Parameter	Rs Cr							
	Q3FY16	Q2FY17	Q3FY17	QoQ	YoY	YTD Dec' 15	YTD Dec' 16	YoY
Net Sales	1,310	1,404	1,371	-2.3%	4.6%	4,046	4,221	4.3%
Raw Material	734	816	813	-0.3%	10.8%	2,305	2,463	6.9%
Gross margin	576	587	558	-5.1%	-3.2%	1,742	1,758	0.9%
Gross margin %	44.0%	41.8%	40.7%	-120 bps	-330 bps	43.0%	41.6%	-140 bps
Employee	92	95	100	5.2%	7.9%	281	285	1.3%
Other Expenses	294	316	319	0.7%	8.2%	885	981	10.9%
EBITDA	196	185	151	-18.8%	-23.4%	604	521	-13.7%
EBITDA %	15.0%	13.2%	11.0%	-220 bps	-400 bps	14.9%	12.3%	-260 bps
Finance Cost	19	16	19	18.7%	-5.0%	68	59	-13.8%
Depreciation	26	31	35	10.8%	32.9%	72	96	33.5%
Operating PBT	152	139	98	-29.5%	-35.3%	465	367	-21.0%
Exceptional expense	-	(0)	-	-100.0%	-	1	1	-17.0%
Non-Operating income	12	5	24	351.0%	101.2%	41	36	-12.2%
PBT	163	144	121	-15.7%	-25.6%	502	401	-20.0%
PAT	117	102	94	-7.5%	-19.4%	348	292	-16.0%
Volumes (mt)	65,200	73,700	72,300	-2.0%	10.8%	1,98,000	2,12,000	12.2%

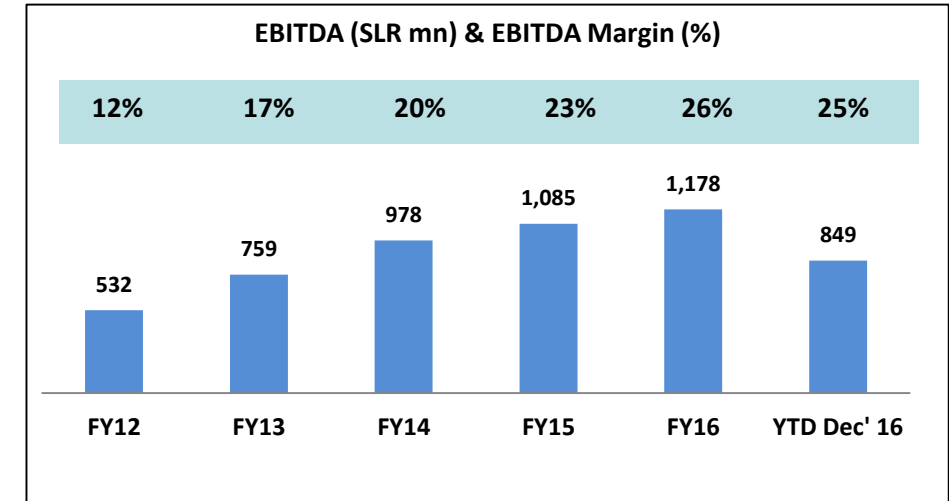
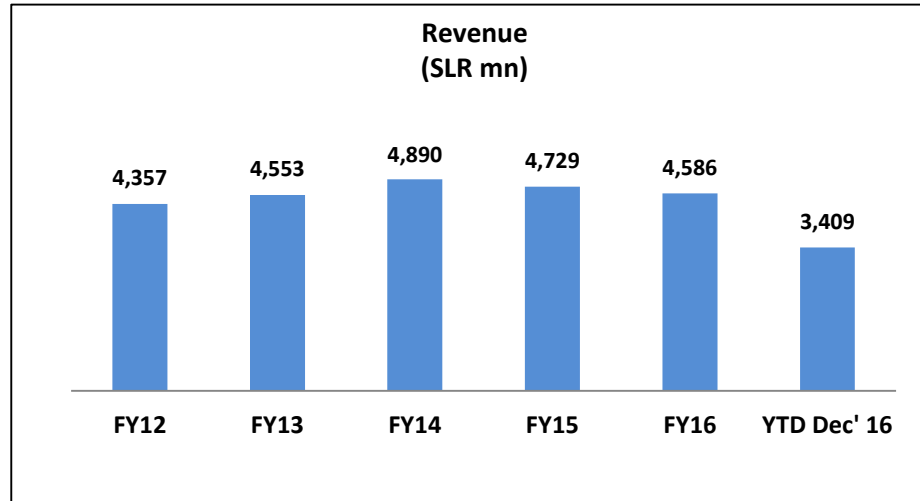
Notes

Financials are as per IND AS

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

Emerging Markets Trends

Sri Lanka



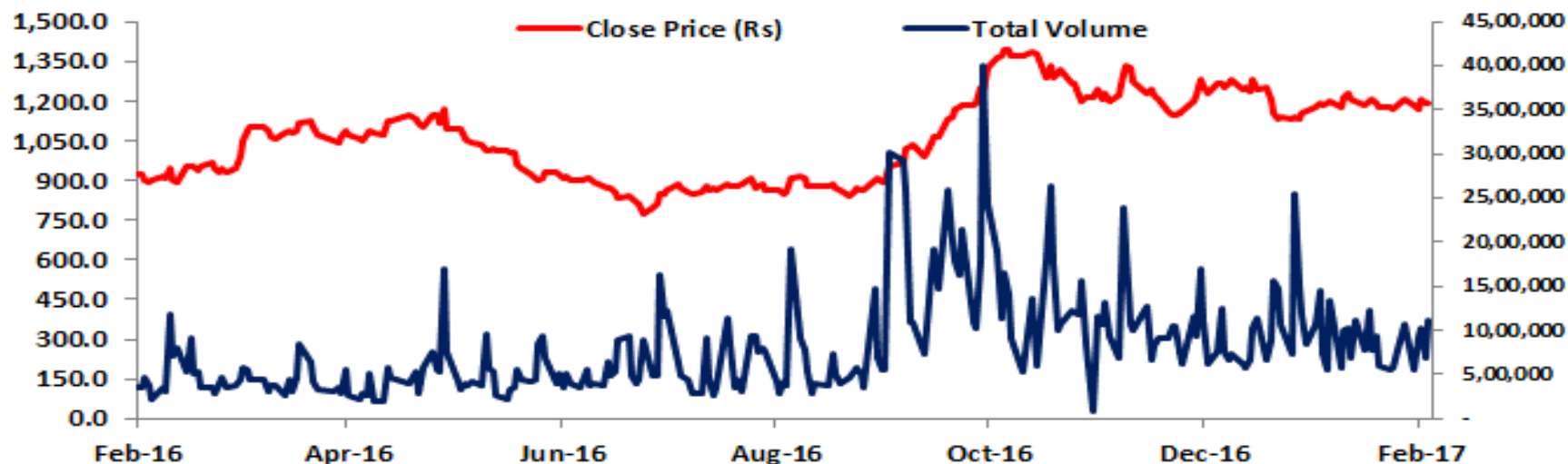
- 50% JV with Kelani Tyres Ltd
- Strong presence in the truck, light truck, 2 / 3 wheeler and radial tyre segments
- Two manufacturing facilities with total capacity of 61 MT/day
- Only company with local presence supported by brand, network & strong after sales service
- Q3 FY17 Volume stood at 3,955 MT

Notes

EBITDA = Profit before taxation + Depreciation and Amortization Exps + Finance Costs (EBITDA includes non-operating income)

Capacity refers to achievable capacity

Equity Shareholding & Price trends

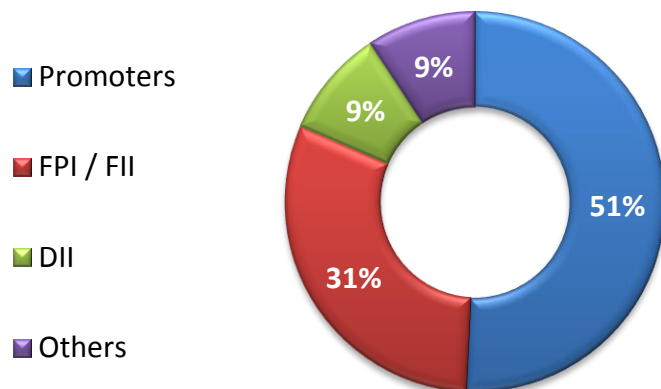


Returns since Feb' 16

- CEAT: 29%
- Sensex: 14%

Source : Capitaline
Data is updated till 3rd Feb 2017

Shareholding Pattern as on December 31, 2016



Market Information

- Market Price (Feb 3): Rs 1,193/share
- Face Value : Rs 10/share
- Market Cap (Feb 3): Rs 4,829 Cr

THANK YOU