



Disclaimer

This presentation may include statements which may constitute forward-looking statements. All statements that address expectations or projections about the future, including, but not limited to, statements about the strategy for growth, business development, market position, expenditures, and financial results, are forward looking statements. Forward looking statements are based on certain assumptions and expectations of future events. The Company cannot guarantee that these assumptions and expectations are accurate or will be realized. The actual results, performance or achievements, could thus differ materially from those projected in any such forward-looking statements.

The information contained in these materials has not been independently verified. None of the Company, its Directors, Promoter or affiliates, nor any of its or their respective employees, advisers or representatives or any other person accepts any responsibility or liability whatsoever, whether arising in tort, contract or otherwise, for any errors, omissions or inaccuracies in such information or opinions or for any loss, cost or damage suffered or incurred howsoever arising, directly or indirectly, from any use of this document or its contents or otherwise in connection with this document, and makes no representation or warranty, express or implied, for the contents of this document including its accuracy, fairness, completeness or verification or for any other statement made or purported to be made by any of them, or on behalf of them, and nothing in this document or at this presentation shall be relied upon as a promise or representation in this respect, whether as to the past or the future. The information and opinions contained in this presentation are current, and if not stated otherwise, as of the date of this presentation. The Company undertake no obligation to update or revise any information or the opinions expressed in this presentation as a result of new information, future events or otherwise. Any opinions or information expressed in this presentation are subject to change without notice.

This presentation does not constitute or form part of any offer or invitation or inducement to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of CEAT Limited (the “Company”), nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment therefore. Any person/ party intending to provide finance / invest in the shares/businesses of the Company shall do so after seeking their own professional advice and after carrying out their own due diligence procedure to ensure that they are making an informed decision. This presentation is strictly confidential and may not be copied or disseminated, in whole or in part, and in any manner or for any purpose. No person is authorized to give any information or to make any representation not contained in or inconsistent with this presentation and if given or made, such information or representation must not be relied upon as having been authorized by any person. Failure to comply with this restriction may constitute a violation of the applicable securities laws. The distribution of this document in certain jurisdictions may be restricted by law and persons into whose possession this presentation comes should inform themselves about and observe any such restrictions. By participating in this presentation or by accepting any copy of the slides presented, you agree to be bound by the foregoing limitations.

Table of Contents

Section 1: RPG Group Overview

5-6

Section 2: Business Overview

8-18

Section 3: Operational & Financial Overview

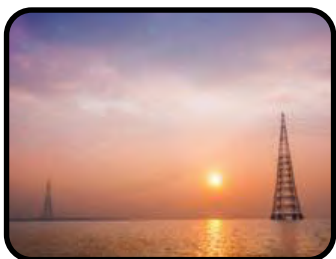
20-27

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.

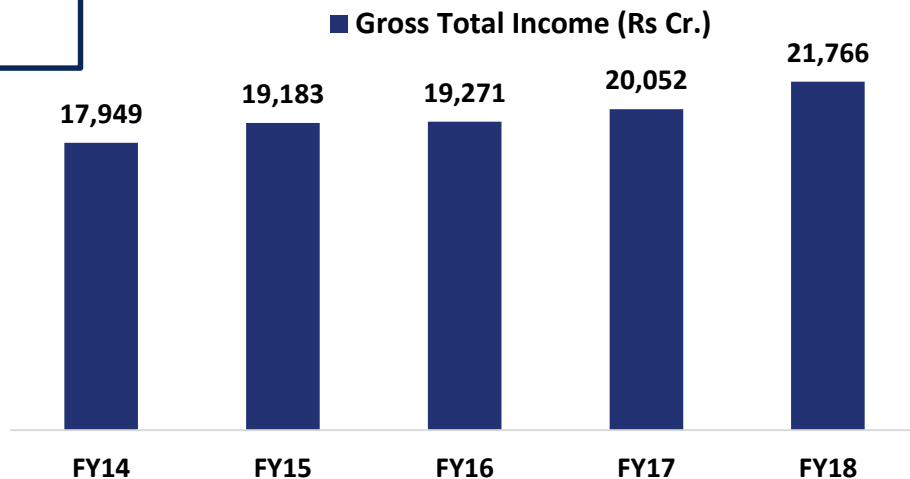


Harrisons Malayalam

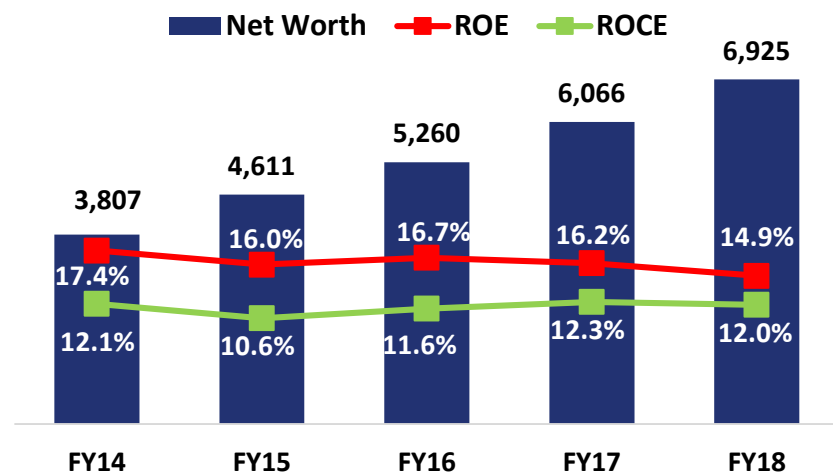
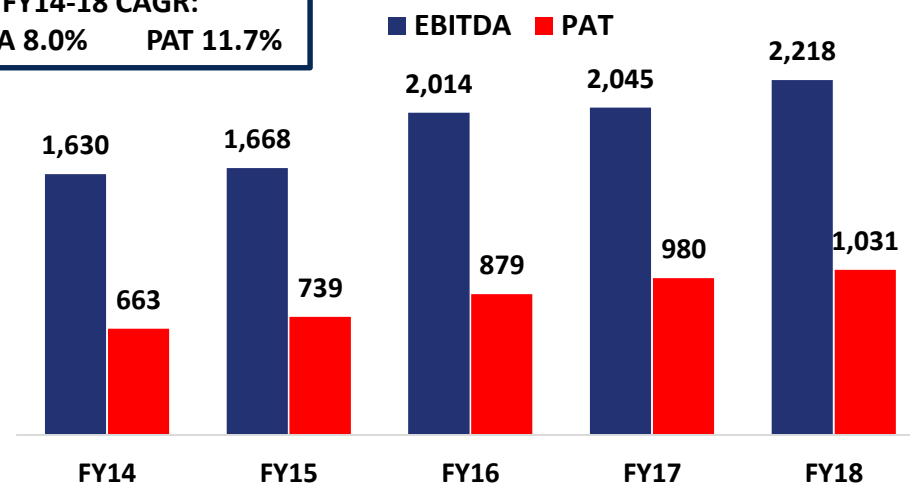
One of India's
largest plantation
companies with
tea, rubber and
other agro
products.

RPG Group: Key Financials

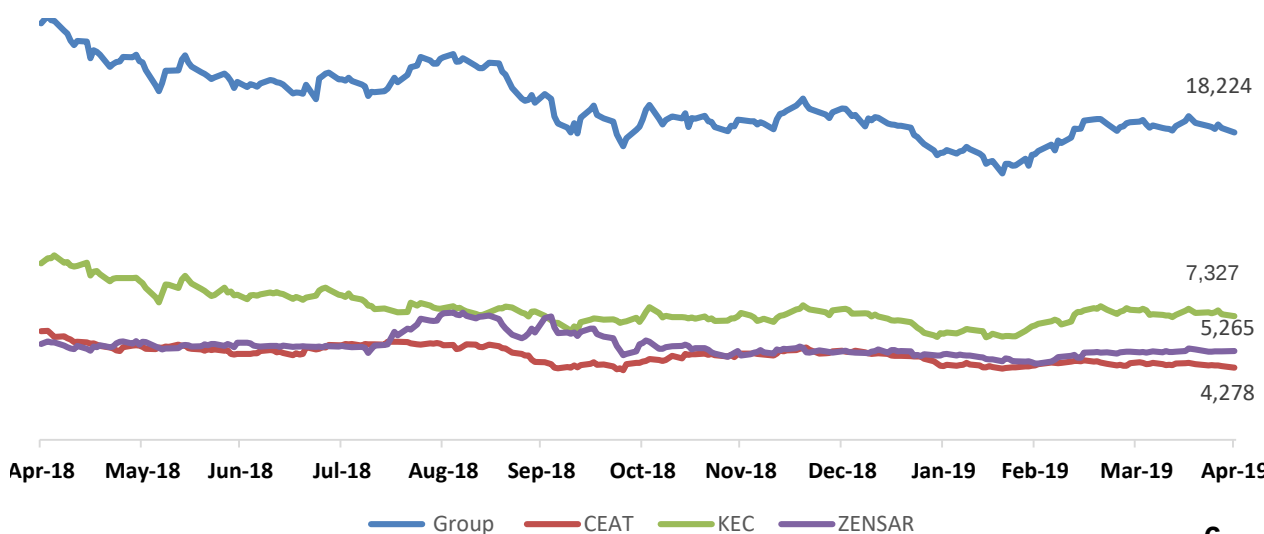
FY14-18
CAGR: 4.9%



FY14-18 CAGR:
EBITDA 8.0% PAT 11.7%



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 30th April 2019

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



Haigreva 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



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 &
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

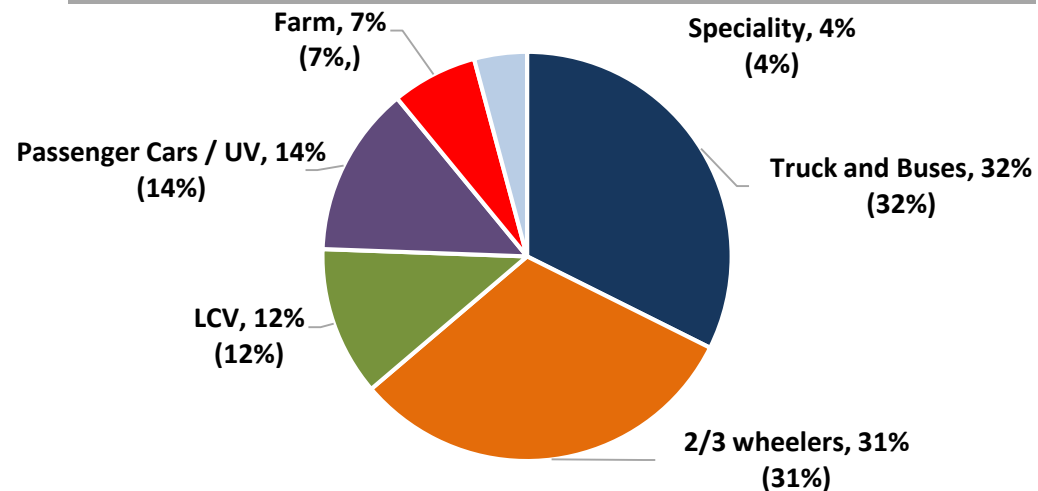
Distribution Network : **4,500+** dealers, **500+** exclusive CEAT franchisees

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

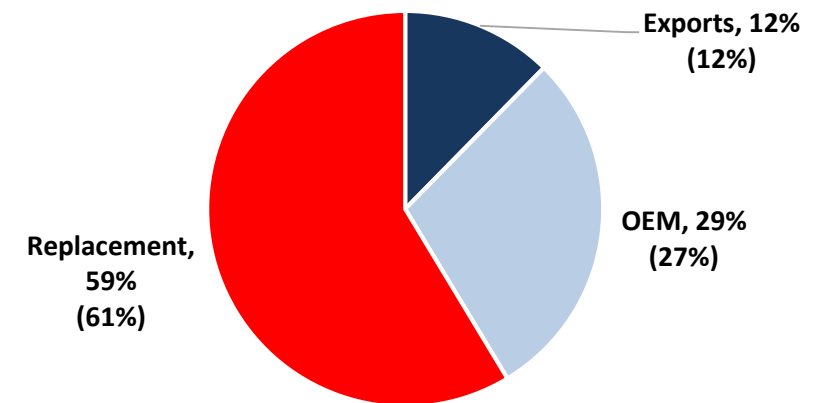
100+ countries where products are sold with strong brand recall

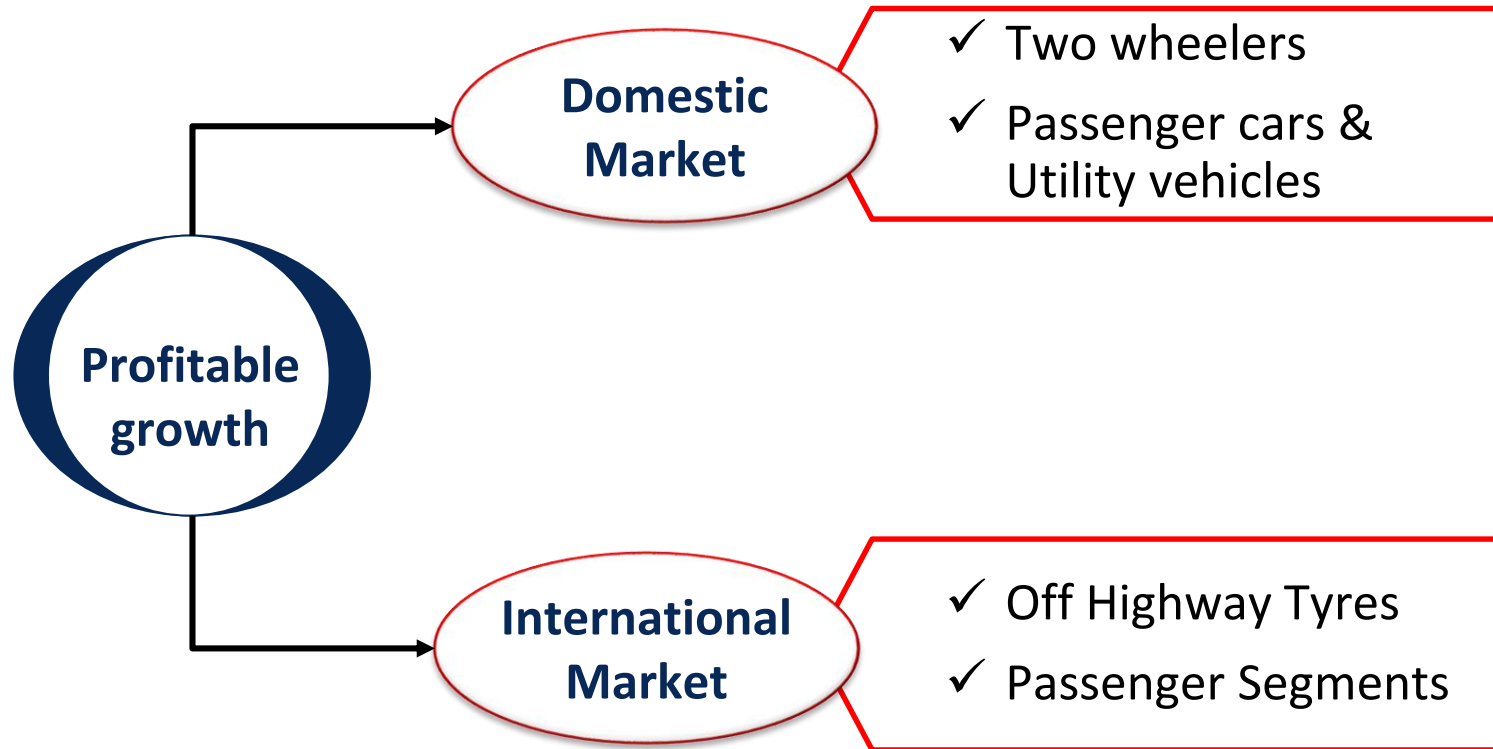
#No 1 player in Sri Lanka in terms of market share

FY19 Revenue Breakup by Product



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** – 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, **Royal Enfield Bullet Trails, Okinawa i-Praise, eSpa Scooter**
- **Recent entries into OEM's existing models** – Bajaj Pulsar 160, Tata Motors TBR, AL Partner LCV, Escort Tractors, Wagon R, Zylo, Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ, Volvo, **Mahindra Bolero Pick Up, JBM CNG Bus**
- **Platforms** like Fuelsmart, Gripp, Mileage X3, SecuraDrive etc.

Strong Brand

CEAT launches association with
Mayank Agarwal



Launched Gripp X3
Everlasting Grip Tyres for motorcycles



Hyundai Partnership Awards
Awarded for “Excellence in Customer Delight”



CEAT's Safety Banner
campaign at Kumbh
Mela

ET Innovation Award
for Marketing &
Brand Innovation



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

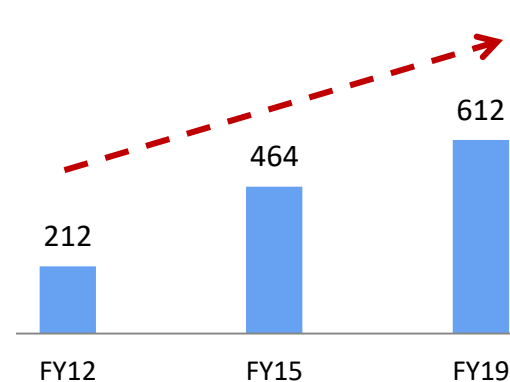
Multi Brand Outlet (MBO)



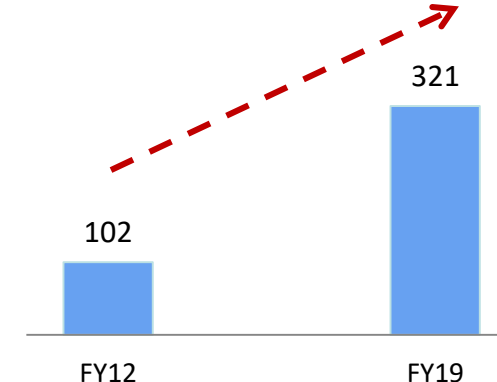
Bike Shoppe



District coverage



No. of CEAT Shoppes



4 Deep OEM Partnerships



World Class R&D

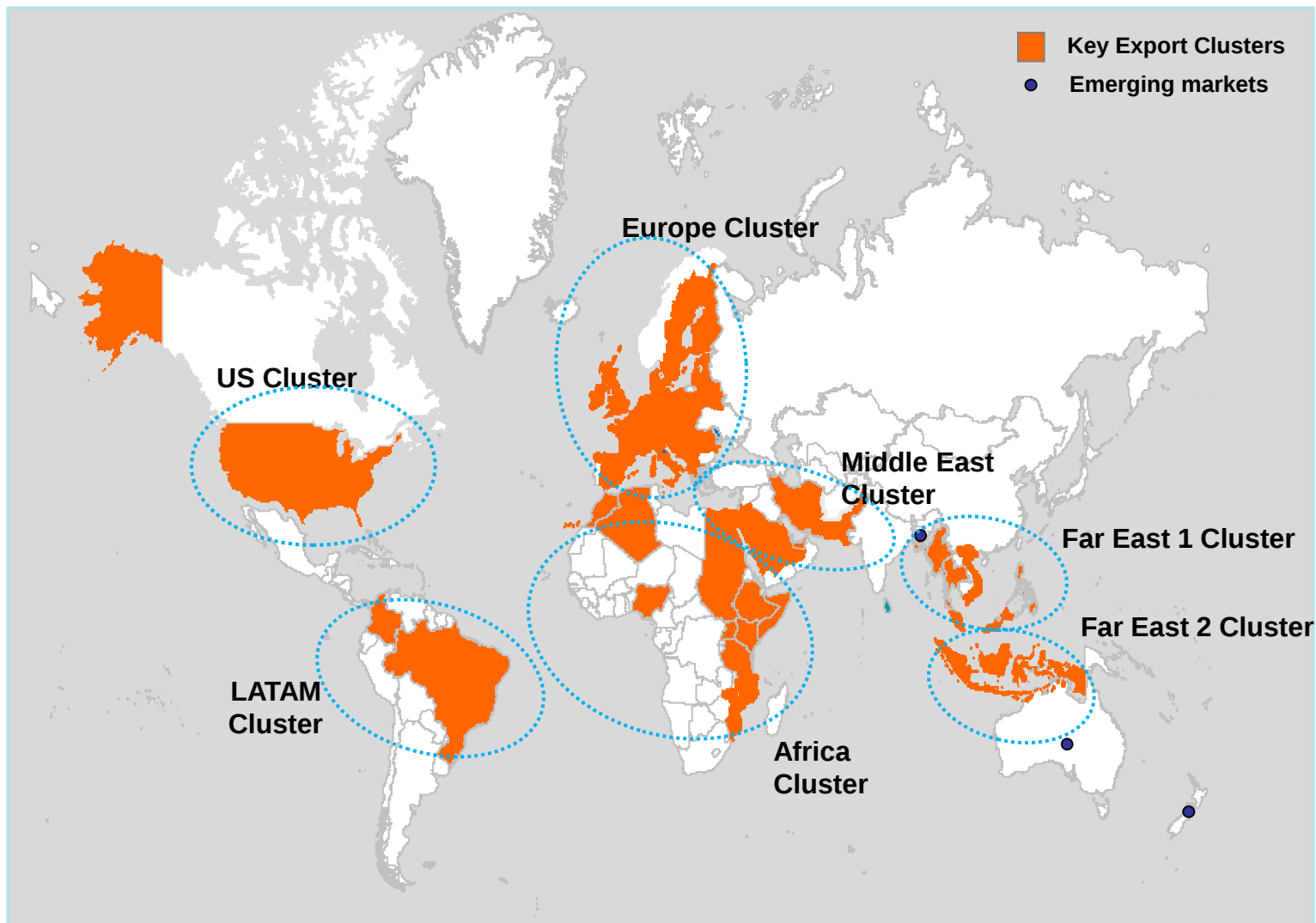


- State of the art R&D facility at Halol plant
- R&D focussed on development of breakthrough products, alternate materials, green tyres & smart tyres
- Partnerships with global institutes and technology partners

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

Halol Expansion – Commissioning and Smooth Ramp-up



Ramp-up in progress and on schedule

Section 3: Operational & Financial Overview

Q4 FY19 Operational Highlights

Launch of New Products

Gripp X3 launched for motorcycles
Maintains same grip in entire lifetime



OEM Model Entry



Mahindra Bolero



**Royal Enfield
Bullet Trails**
350cc and 500cc



i-Praise e-Scooter
By Okinawa Scooters
Exclusive launch by CEAT

Consolidated: Q4 FY19 Financial Highlights

Q4 FY19 v/s Q3 FY19 (Q-o-Q)

- Net revenue from operations increased by 1.8% at INR 1,760 Crs from INR 1,730 Crs
- Gross margins contracted to 39.3% from 41.5%
- EBITDA stood at INR 166 Crs compared to INR 149 Crs; margins at 9.4% from 8.6%
- PAT stood at INR 64 Crs compared to INR 52 Crs
- Debt / equity at 0.54x compared to 0.47x

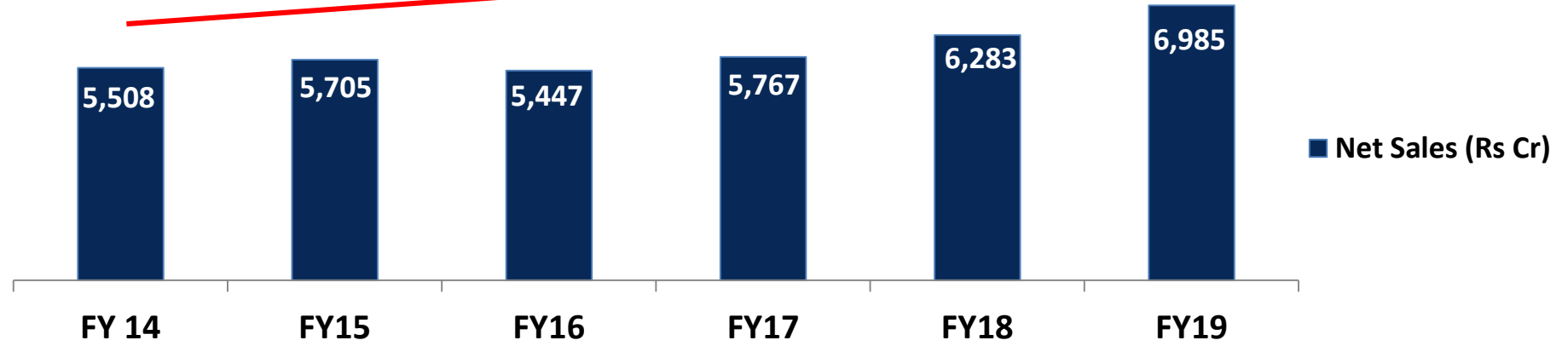
Q4 FY19 v/s Q4 FY18 (Y-o-Y)

- Net revenue from operations increased by 4.4% at INR 1,760 Crs from INR 1,686 Crs
- Gross margins contracted to 39.3% from 40.1%
- EBITDA stood at INR 166 Crs compared to INR 203 Crs; margins at 9.4% from 12.0%
- PAT stood at INR 64 Crs compared to INR 77 Crs
- Debt / equity at 0.54x compared to 0.33x

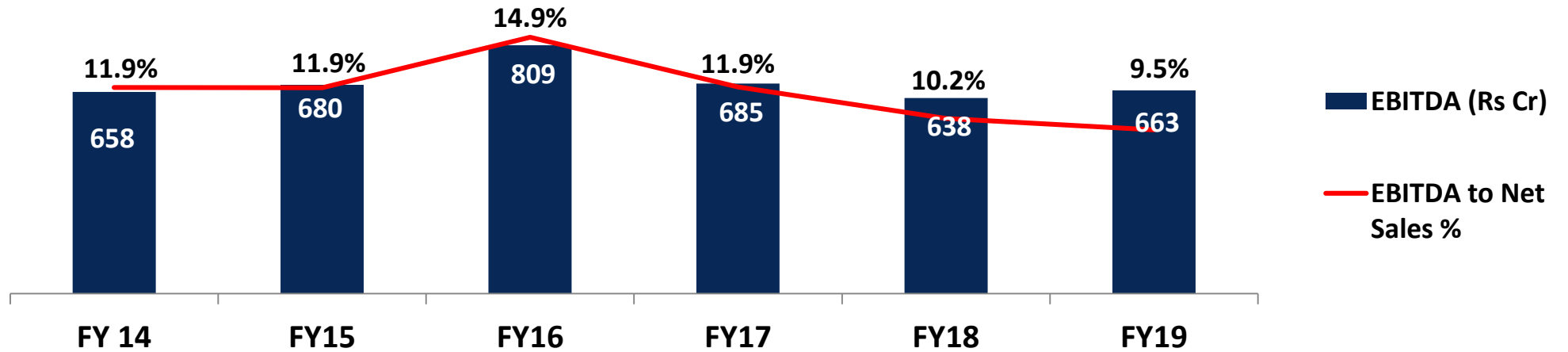
Consolidated: Financial Trends

5 year CAGR: 4.9%

Revenue growth



Margin trends



Note

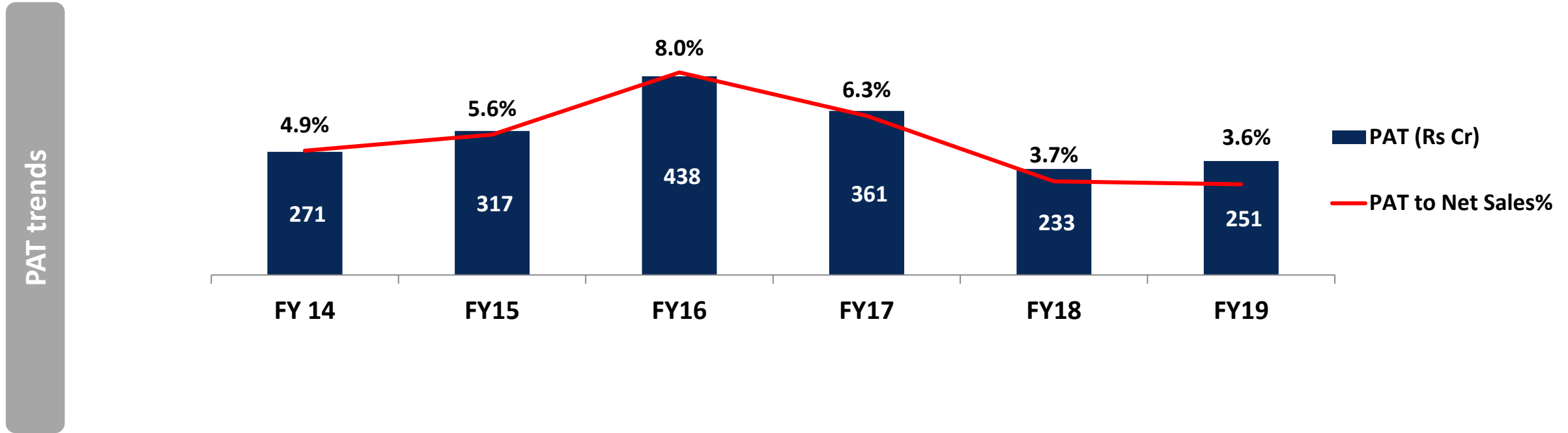
FY16 onwards the figures are per IND AS; Other financial figures are as per IGAAP as published in previous periods

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



Notes

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

Consolidated: Q4 FY19 Financials

All figures in INR Cr

Parameter	Q4 FY18	Q3 FY19	Q4 FY19	QoQ	YoY	FY18	FY19	YoY
Net Revenue from operations	1,686	1,730	1,760	2%	4%	6,283	6,985	11%
Raw Material	1,010	1,013	1,069	6%	6%	3,810	4,182	10%
Gross margin	676	717	691	-4%	2%	2,473	2,803	13%
Gross margin %	40.1%	41.5%	39.3%	-220 bps	-80 bps	39.4%	40.1%	70 bps
Employee Cost	115	142	128	-10%	11%	438	530	21%
Other Expenses	363	433	401	-7%	10%	1,420	1,630	15%
EBITDA	203	149	166	11%	-18%	638	663	4%
EBITDA %	12.0%	8.6%	9.4%	80 bps	-260 bps	10.2%	9.5%	70 bps
Finance Cost	24	22	27	21%	13%	97	88	-10%
Depreciation	45	48	51	5%	13%	169	193	14%
Operating PBT	134	78	88	12%	-35%	372	382	3%
Exceptional expense	25	-	41			34	45	32%
Non-Operating income	7	4	31	662%	341%	29	39	32%
PBT	117	82	78	-5%	-33%	367	376	2%
PAT	77	52	64	23%	-16%	233	251	8%

Notes

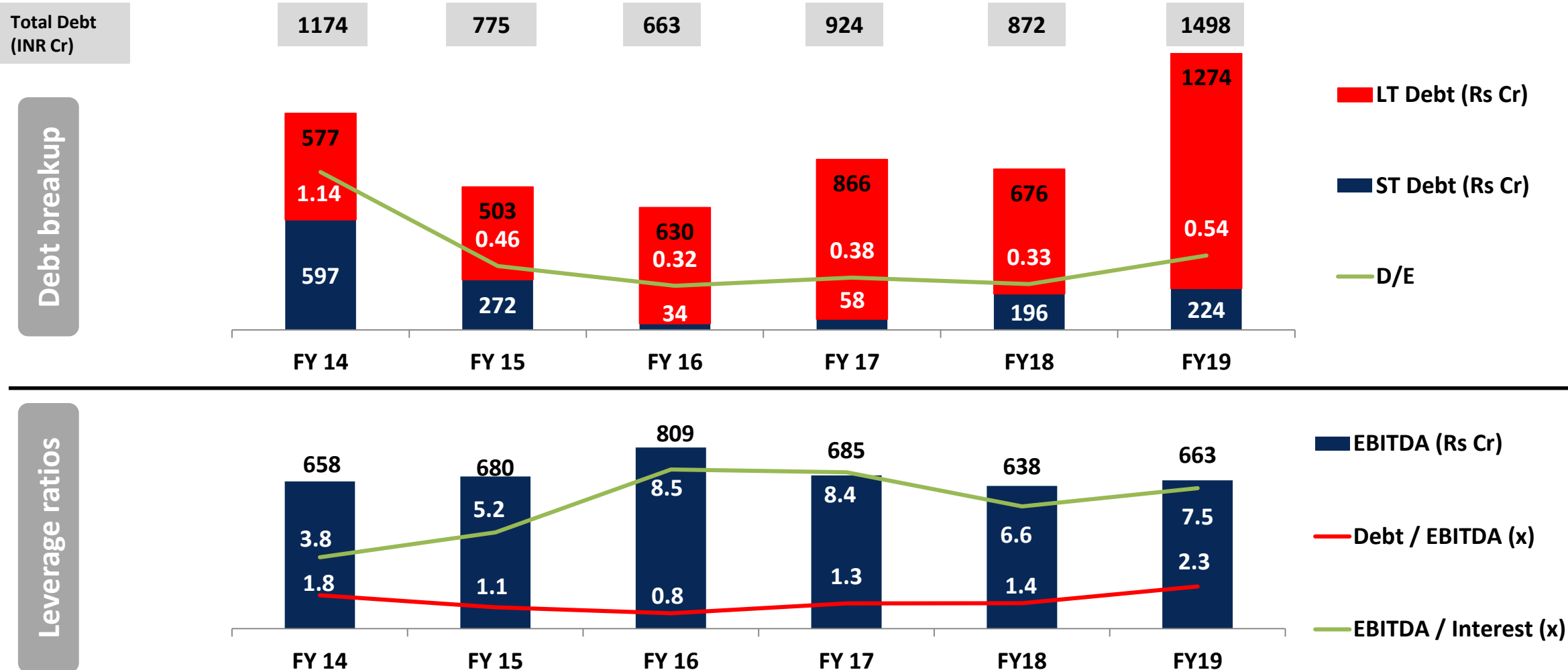
Figures are as per IND AS

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



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: Q4 FY19 Financials

All figures in INR Cr

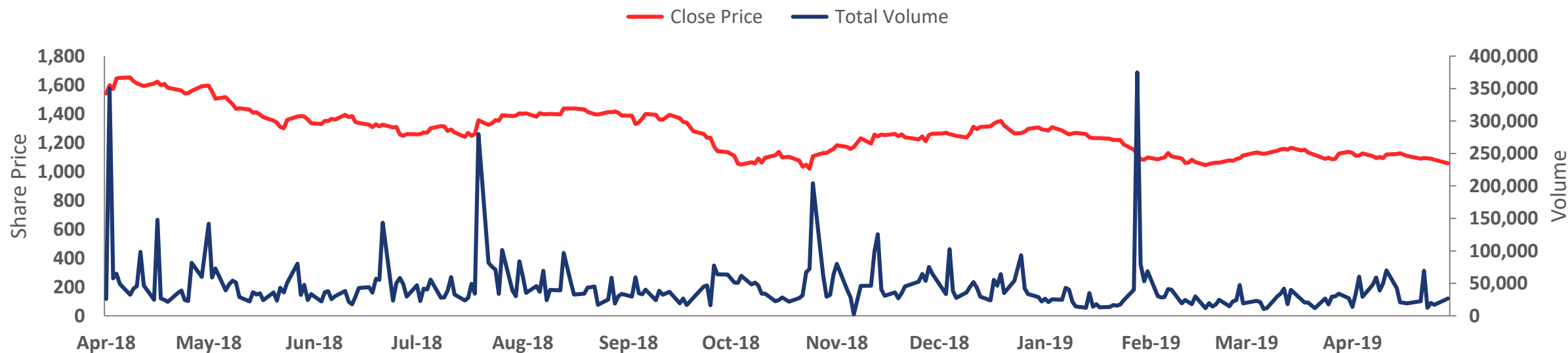
Parameter	Q4 FY18	Q3 FY19	Q4 FY19	QoQ	YoY	FY18	FY19	YoY
Net Revenue from operations	1,661	1,689	1,717	2%	3%	6,213	6,831	10%
Raw Material	1,008	1,002	1,053	5%	4%	3,804	4,140	9%
Gross margin	653	687	665	-3%	2%	2,409	2,691	12%
Gross margin %	39.3%	40.7%	38.7%	-200 bps	-60 bps	38.8%	39.4%	60 bps
Employee Cost	106	131	119	-10%	12%	413	492	19%
Other Expenses	347	416	380	-9%	10%	1,369	1,562	14%
EBITDA	199	139	166	19%	-17%	627	638	2%
EBITDA %	12.0%	8.3%	9.7%	140 bps	-230 bps	10.1%	9.3%	-80 bps
Finance Cost	19	16	21	29%	7%	86	65	-25%
Depreciation	41	43	46	6%	12%	162	174	8%
Operating PBT	139	80	99	24%	-29%	379	399	5%
Exceptional expense	25	-	40			26	44	68%
Non-Operating income	9	6	32	406%	251%	57	55	-3%
PBT	124	86	92	6%	-26%	410	410	0%
PAT	85	58	78	34%	-9%	279	289	4%

Notes

Financials are as per IND AS

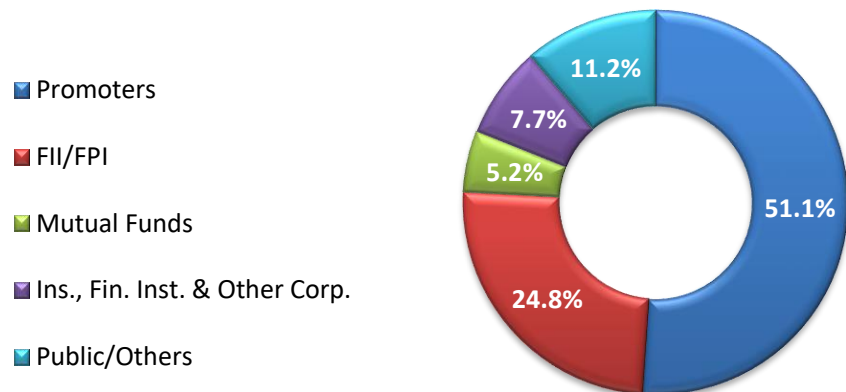
EBITDA does not include Non- operating income

Equity Shareholding & Price trends



Source : Capitaline. The above data is updated till 30th April 2019

Shareholding Pattern as on March 31, 2019



Market Information

- Market Price (April 30th): INR 1,058/share
- Face Value : INR 10/share
- Market Cap (April 30th): INR 4,278 Cr

THANK YOU