



This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Amber Enterprises India Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

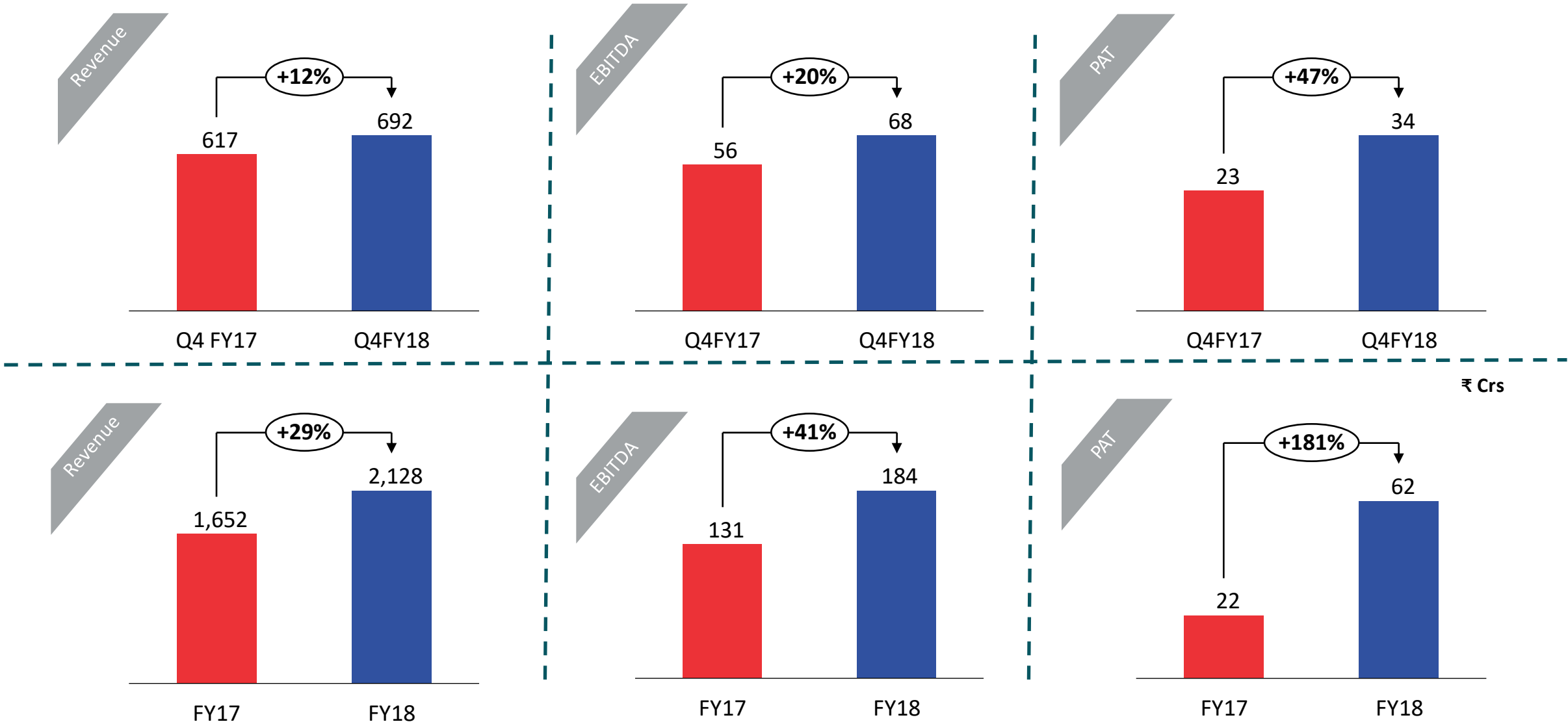
This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

# Growth Momentum Continues\*

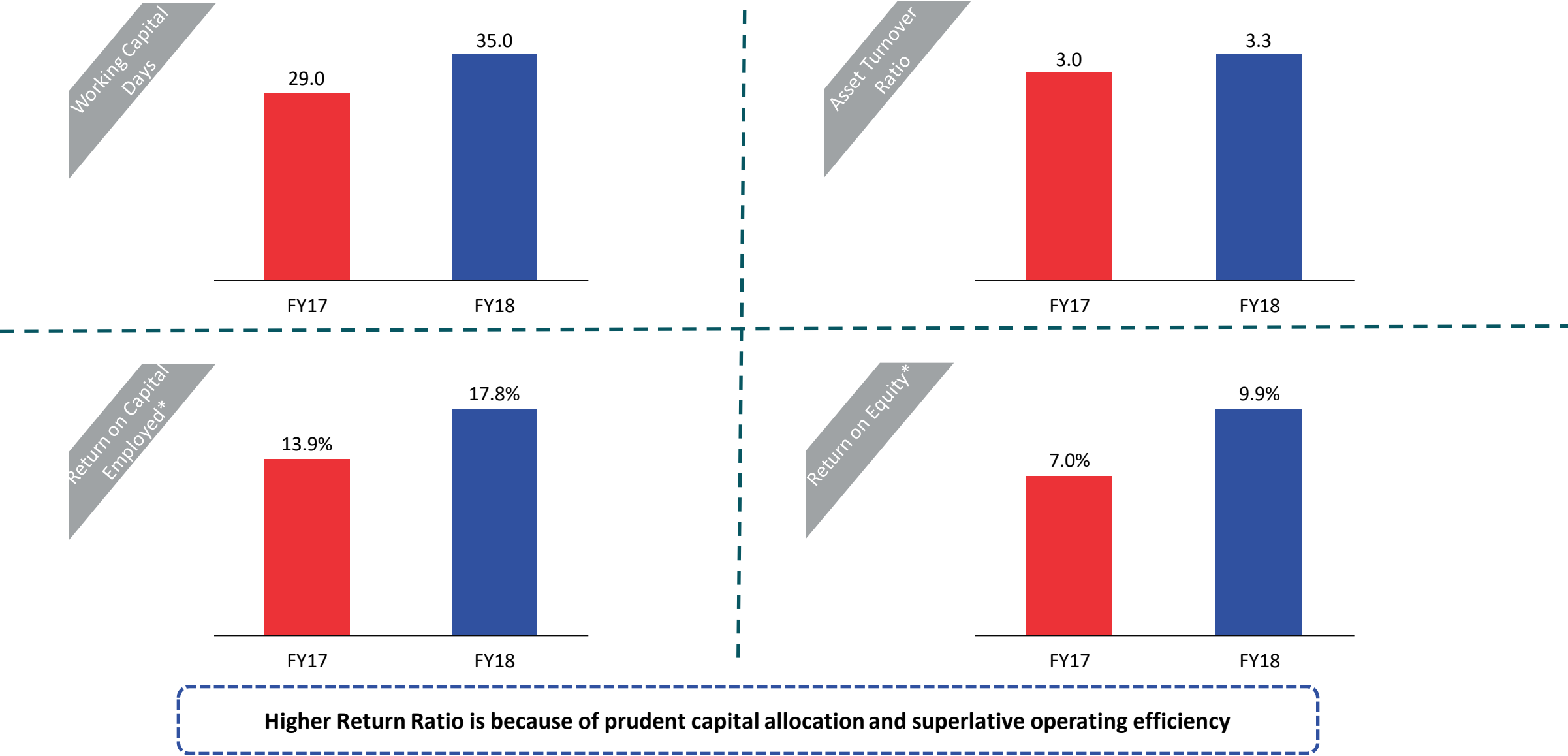


₹ Crs

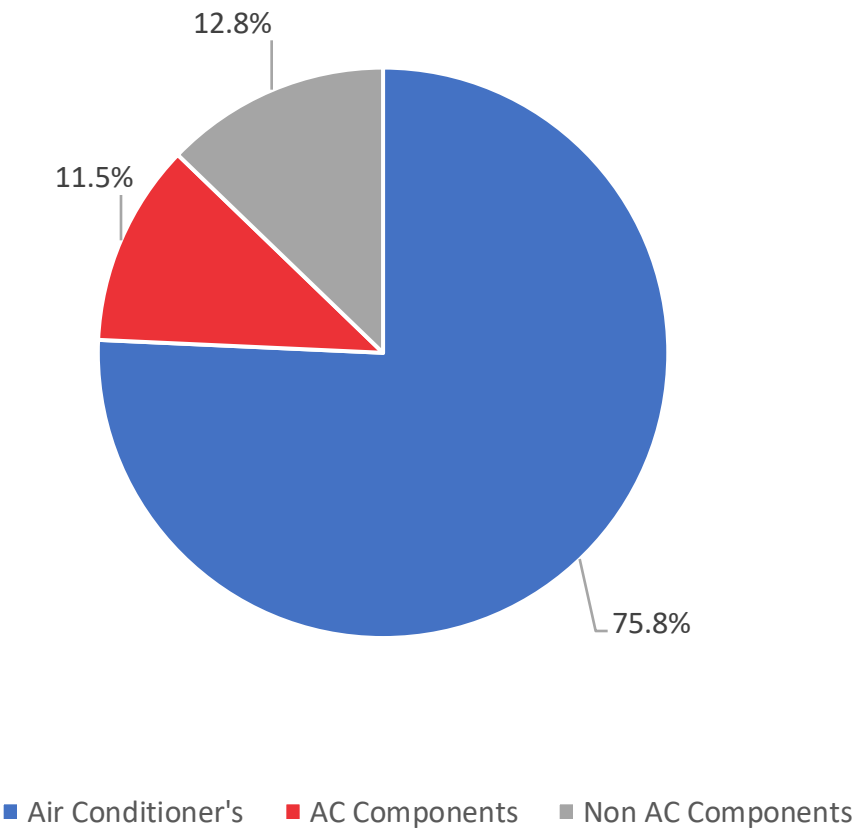


\*Quarterly data are on standalone basis; Yearly data are on Consolidated basis

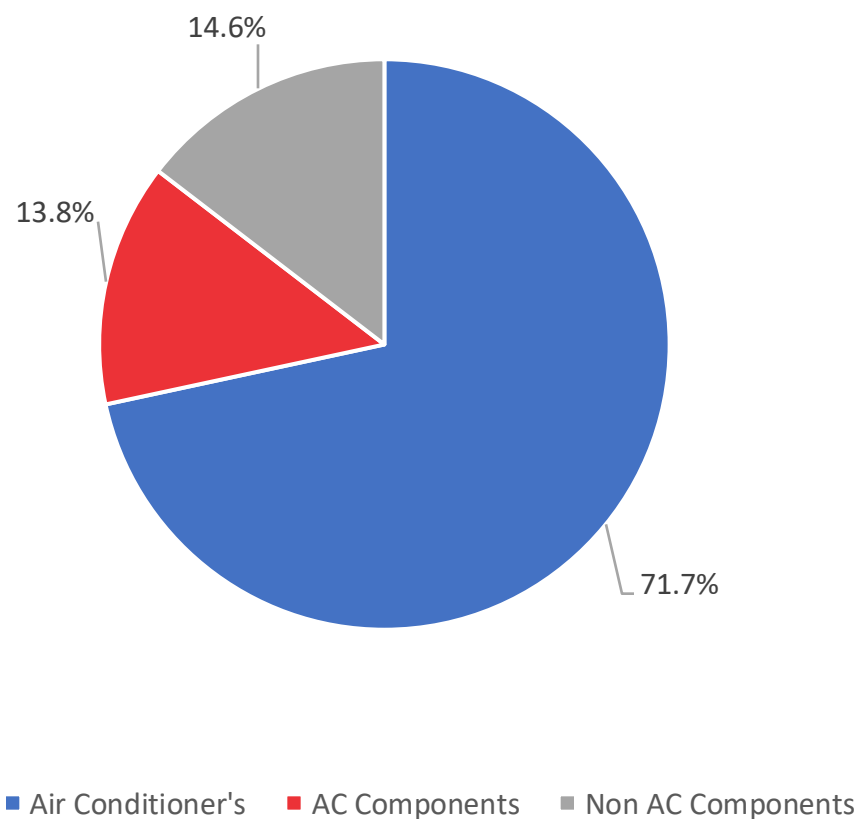
# Key Ratios



FY 17 Revenue Mix across Segments



FY 18 Revenue Mix across Segments



# Strong Growth across Segments



## Value Growth

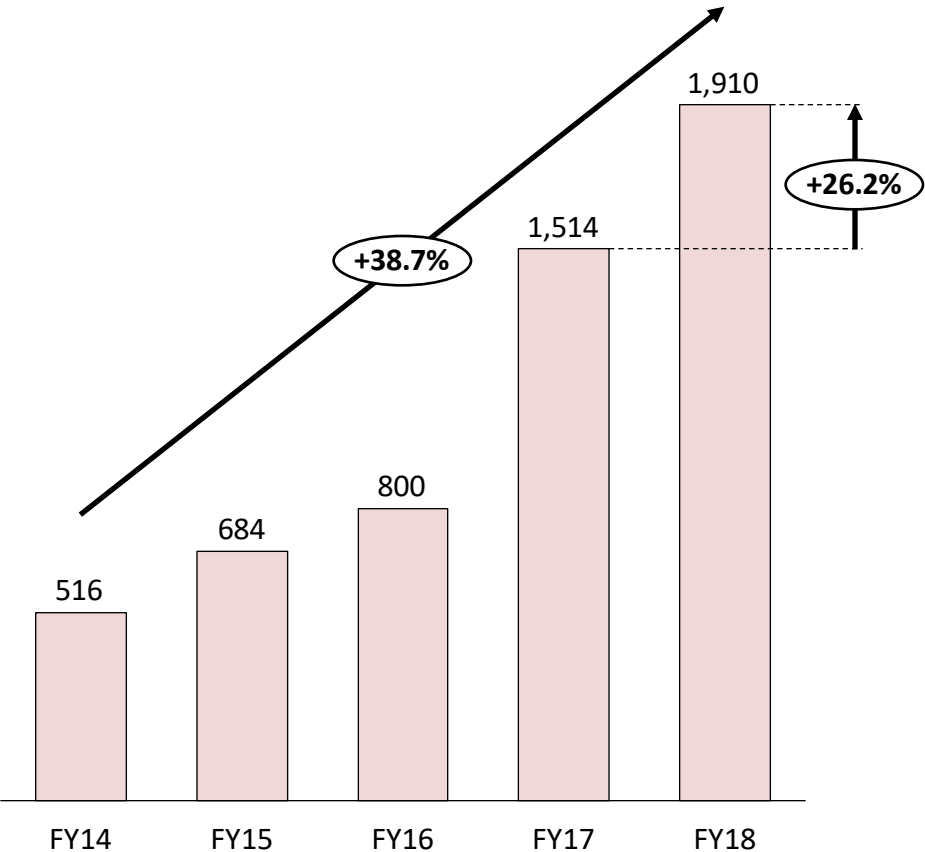
Particulars	Revenues (in. Crs)					
	Q4 FY17	Q4 FY18	% Growth	FY17	FY18	% Growth
Air Conditioner's	501.87	559.34	11.5%	1,251.83	1,524.94	21.8%
AC Components	88.70	143.38	61.6%	189.27	293.24	54.9%
Non AC Components	68.43	132.64	93.8%	210.76	309.90	47.0%
<b>Total</b>	<b>658.99</b>	<b>835.36</b>	<b>26.8%</b>	<b>1,651.86</b>	<b>2,128.08</b>	<b>28.8%</b>

Particulars	Revenues (in. Crs)					
	FY14	FY15	FY16	FY17	FY18	CAGR
Air Conditioner's	525.62	699.41	699.48	1,251.83	1,524.94	31%
AC Components	186.15	211.52	210.13	189.27	293.24	12%
Non AC Components	261.61	319.34	179.42	210.76	309.90	4%
<b>Total</b>	<b>973.38</b>	<b>1,230.27</b>	<b>1,089.03</b>	<b>1,651.86</b>	<b>2,128.08</b>	<b>22%</b>



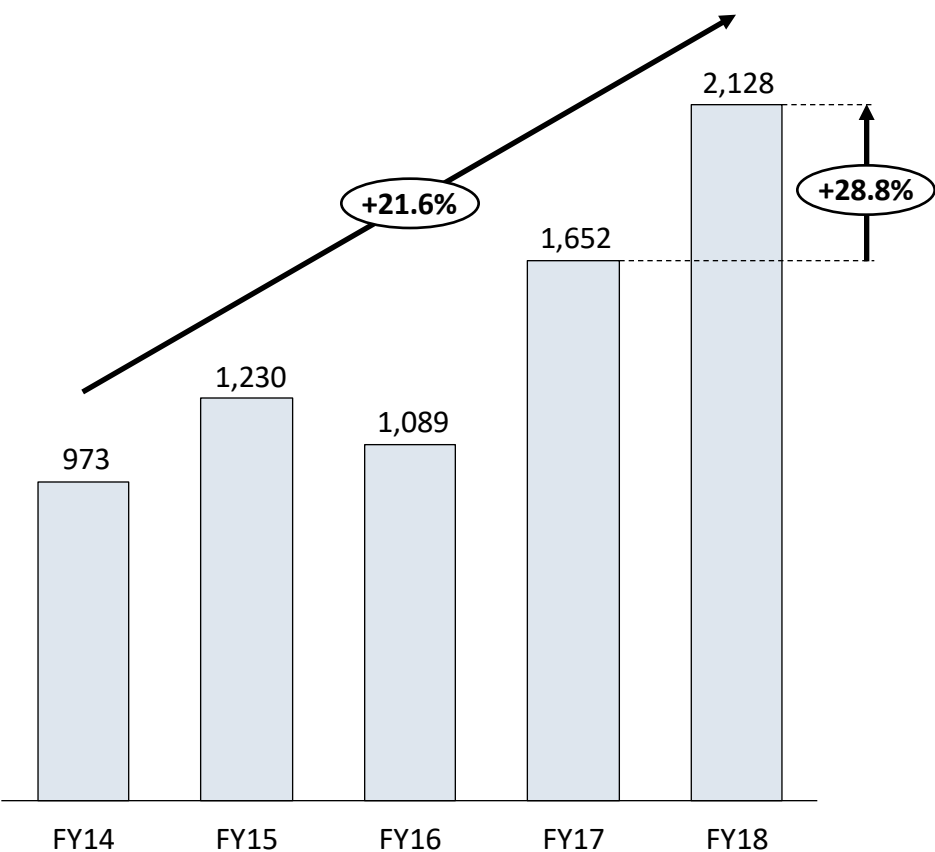
Amber's Growth (Volume)

Units in '000



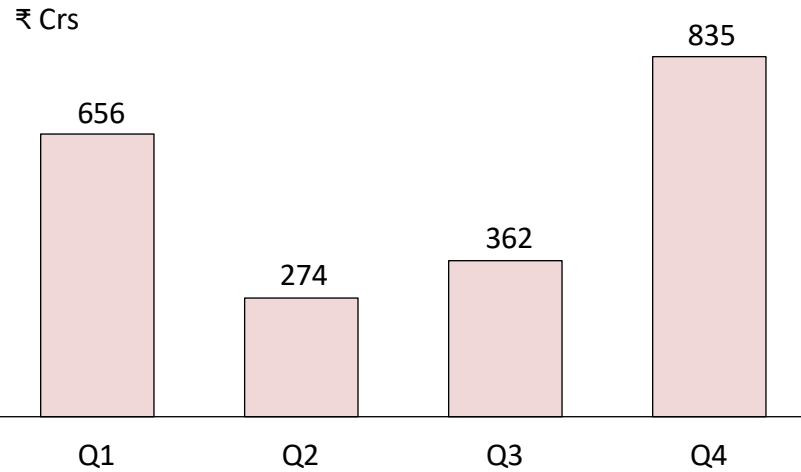
Amber Growth (Value)

₹ Crs

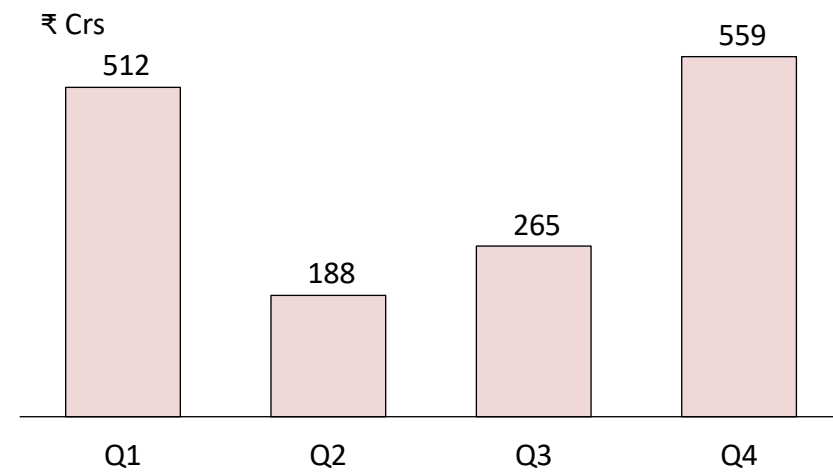


# Seasonality in Sales for FY18

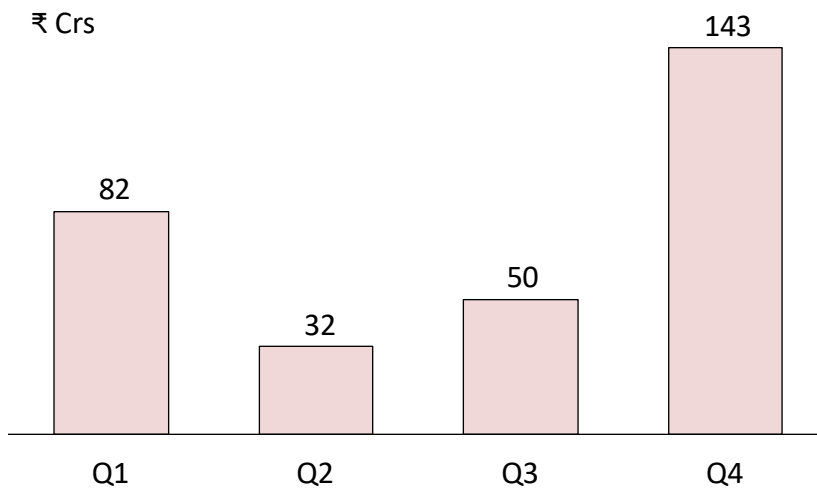
## Sales in value



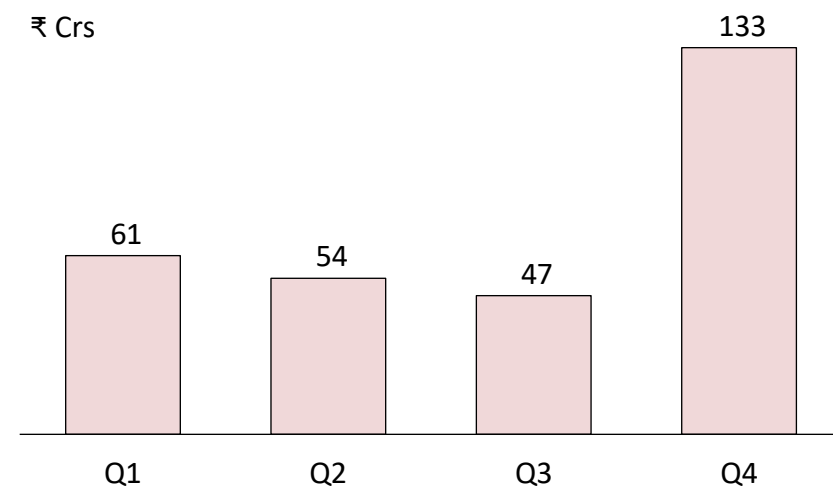
## Air Conditioner's



## AC Components



## Non AC Components





# Profit & Loss Statement



Particulars (Rs in. Crs)	Standalone			Consolidated		
	Q4 FY18	Q4 FY17	Change	FY18	FY17	Change
<b>Revenue from Operations</b>	<b>692.0</b>	<b>652.2</b>		<b>2,171.5<sup>#</sup></b>	<b>1,735.8</b>	
Less: Excise duty	-	35.0		43.4	84.0	
<b>Total Revenue</b>	<b>692.0</b>	<b>617.2</b>	<b>12.1%</b>	<b>2,128.1</b>	<b>1,651.8</b>	<b>28.8%</b>
Raw Material	575.9	518.5		1,768.8	1,371.2	
Employee Expenses	12.7	11.8		49.8	43.7	
Other Expenses	35.5	30.5		125.8	106.4	
<b>Total Expenses</b>	<b>624.1</b>	<b>560.8</b>		<b>1,944.4</b>	<b>1,521.3</b>	
<b>EBITDA</b>	<b>67.9</b>	<b>56.4</b>	<b>20.4%</b>	<b>183.5</b>	<b>130.5</b>	<b>40.6%</b>
<b>EBIDTA %</b>	<b>9.8%</b>	<b>9.1%</b>	<b>+700 bps</b>	<b>8.6%</b>	<b>7.9%</b>	<b>+700 bps</b>
Depreciation & Amortisation	11.3	9.1		49.0	40.1	
Other Income	0.8	5.8		8.7	8.8	
<b>EBIT</b>	<b>57.4</b>	<b>53.1</b>	<b>8.0%</b>	<b>143.2</b>	<b>99.2</b>	<b>44.4%</b>
Finance Cost	7.2	15.9		53.8	63.5	
<b>PBT</b>	<b>50.2</b>	<b>37.2</b>	<b>34.8%</b>	<b>89.4</b>	<b>35.7</b>	<b>150.4%</b>
Tax	16.4	14.2		27.1	13.6	
<b>PAT</b>	<b>33.8</b>	<b>23.0</b>	<b>46.8%</b>	<b>62.3</b>	<b>22.1</b>	<b>181.4%</b>
<b>PAT %</b>	<b>4.9%</b>	<b>3.7%</b>	<b>+1200 bps</b>	<b>2.9%</b>	<b>1.3%</b>	<b>+1600 bps</b>
<b>EPS</b>	<b>10.8</b>	<b>9.7</b>		<b>19.8</b>	<b>9.3</b>	

<sup>#</sup>FY 18 includes revenue & expenses of IL JIN (3 months revenue) which was acquired on 27<sup>th</sup> Dec, 2017

Financials are as per IND-AS

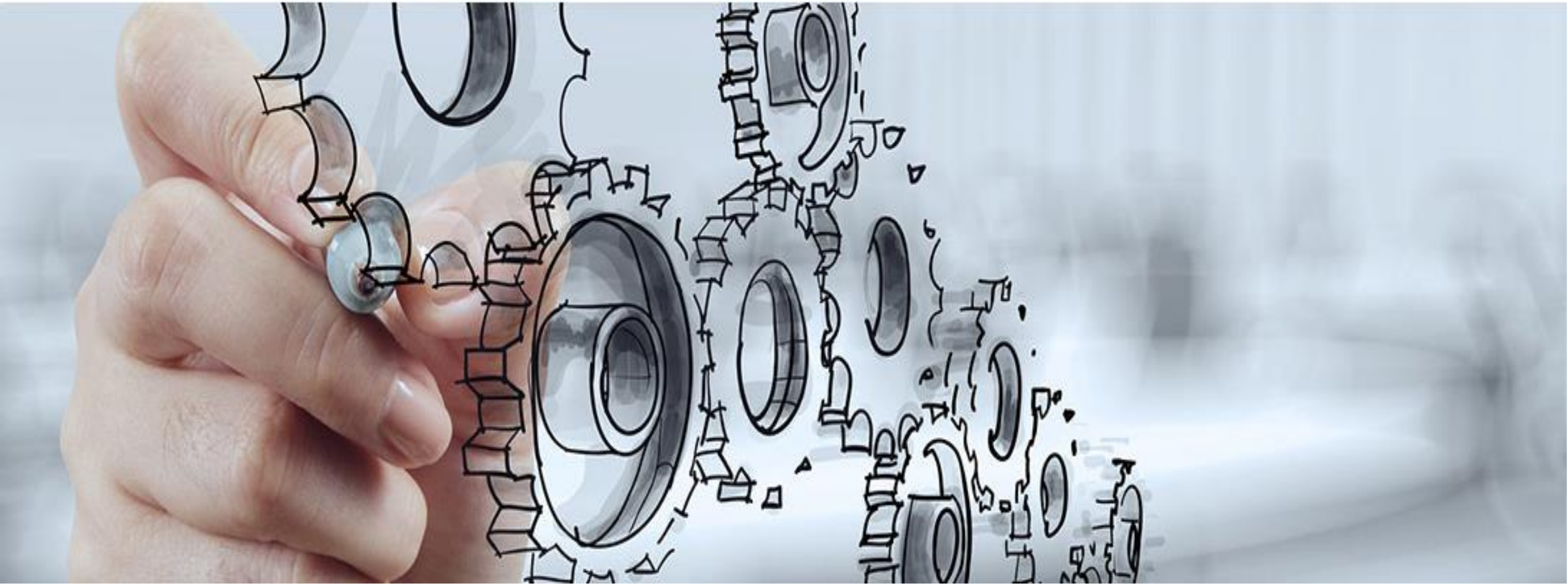
# Consolidated Balance Sheet

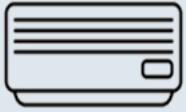


Particulars (Rs in. Crs.)	31-Mar-18	31-Mar-17
<b>Non-Current Assets</b>	<b>765</b>	<b>600</b>
Property, Plant and Equipment	563	463
Capital work-in-progress	9	9
Goodwil	65	34
Other Intangible Asset	82	60
Intangible Asset Under Development	20	12
Financial Assets		
(i) Investments	6	0
(ii) Loan	7	5
(iii) Other financial assets	2	6
Non-current tax assets (Net)	4	1
Deferred Tax Assets (Net)	0	0
Other non-current assets	7	10
<b>Current Assets</b>	<b>964</b>	<b>651</b>
Inventories	396	269
Financial Assets		
(i) Trade receivables	379	310
(ii) Cash and cash equivalents	119	17
(iii) Bank balances other than cash and cash equivalents	14	19
(iv) Loans	13	10
(v) Others Financial Assets	15	4
Other Current Assets	28	23
<b>Total Assets</b>	<b>1,729</b>	<b>1,251</b>

Particulars (Rs in. Crs.)	31-Mar-18	31-Mar-17
<b>Equity</b>	<b>893</b>	<b>363</b>
Equity Share Capital	31	24
Other Equity	861	339
<b>Non-Current Liabilities</b>	<b>108</b>	<b>235</b>
Financial Liabilities		
(i) Borrowings	43	222
(i) Other Financial Liabilities	23	0
Provisions	4	3
Deferred Tax Liabilities	3	7
Other non-current liabilities	35	3
<b>Current liabilities</b>	<b>728</b>	<b>653</b>
Financial Liabilities		
(i) Borrowings	62	152
(ii) Trade Payables	572	446
(iii) Other Financial Liabilities	47	44
Other Current Liabilities	39	8
Provisions	1	3
Current Tax Liabilities (Net)	7	0
<b>Total Equity &amp; Liabilities</b>	<b>1729</b>	<b>1251</b>

# Strategic Priorities





## Product Expansion

- Special focus on new models of IOT based Inverter RAC
- Add RAC components such as brushless DC Motor, Resin-core motors & inverter controllers to achieve greater backward integration
- New critical components added in the basket by takeover of PCB largest manufacturing companies in India



## Customer Expansion

- Increase wallet share per Customer
- Pre-empt market dynamics & improve customer offerings
- Design higher energy efficient models



## Geography Expansion

- Increase customer acceptance of our products in international markets
- Initiate exports to Middle East, South East Asia & Europe

Economies of scale operating leverage to play out



Focus on integration & in-house processing



Profitable Growth

# The Leadership Company





# Leading Integrated Solution Provider for RAC...



Incorporated in 1990, Amber has emerged as a **market leader in Indian Room AC OEM/ODM industry**

**Comprehensive product portfolio** - Room AC, Reliable Critical Components with long approval cycle

**One of the Largest Manufacturer & Supplier** of critical components of RAC & other consumer durables like heat exchangers, PCB's, motors, sheet metal, case liner etc

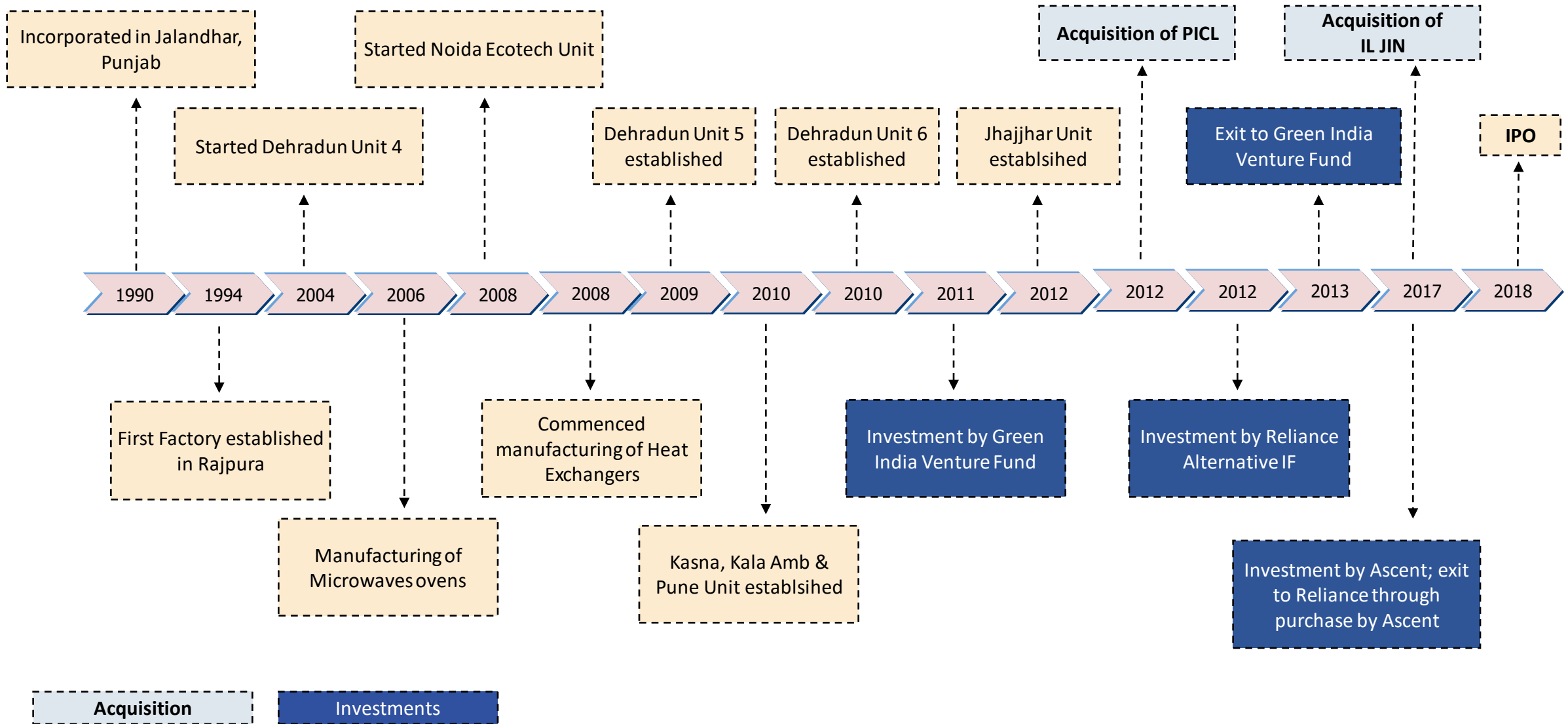
**55.4%** market share in RAC OEM/ODM; **19.1%** market share in overall RAC market in India (FY17)\*

**High degree of backward integration and strong R&D capabilities**, resulting in high proportion of ODM

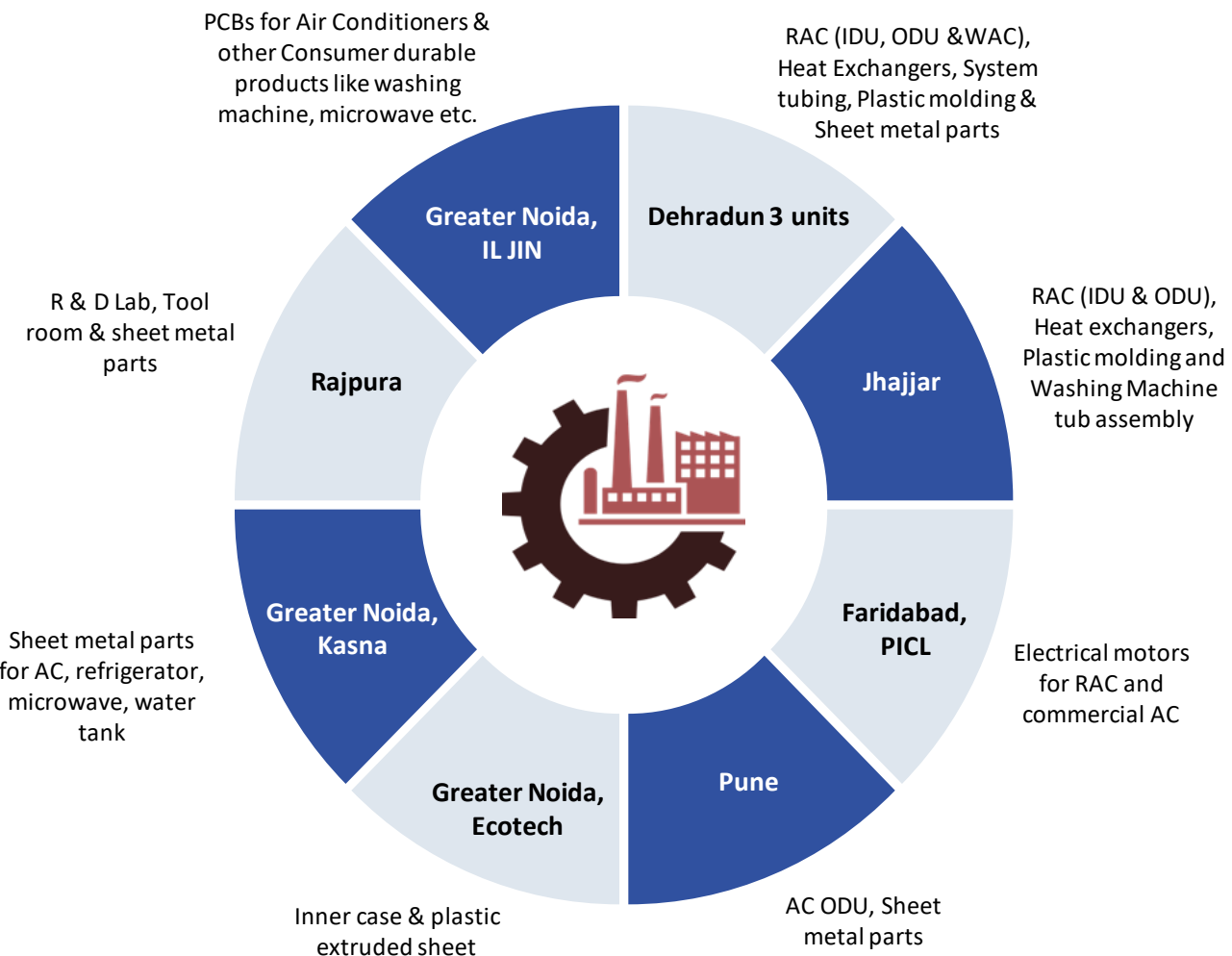
**Marquee customer base** - 8 out of top 10 RAC brands; serving majority of customers for over 5 years

**11 manufacturing facilities** strategically located close to customers, enabling faster turnaround

# ...with 3 decades of History



# Our facilities are Strategically located near Customers...





...having facilities across 7 locations



Dehradun Unit 4



Dehradun Unit 5



Dehradun Unit 6



IL JIN Unit



Jhajjar Unit



Ecotech Unit



Kasna Unit



Rajpura Unit



Pune Unit



PICL Unit

# Our Strategy that drives Leadership



Leadership Strategy				
Product Portfolio	Research & Development	Backward Integration	Economies of Scale	Customer Relationships
RAC (IDU, ODU & WAC) & Reliable & Critical Functional Components of RAC & other consumer durables	High focus on ODM through R&D initiative offers attractive value proposition to RAC	Enables Flexibility & Cost Competent Solutions	Justify investment of Capital, Time & Efforts	8 out of top 10 Marquee RAC Brands are our Customers
Longer Approval Cycle	24 employees strong R&D team equipped with latest tools & softwares	Entry into Newer Brands through Components	Cost Competitiveness and Better Profitability	Serving majority of customers for over 5 years

**55%**<sup>#</sup>

Market Share  
in  
RAC OEMs and ODMs

**19%**<sup>#</sup>

\*Market Share  
in  
Overall RAC Market in India

# Our Comprehensive Product Portfolio



## RAC

Split AC



## Energy Rating



## Capacity

1 ton  
1.5 ton  
2 ton  
Inverter AC (1, 1.5 & 2 ton)

Window AC



1 ton  
1.5 ton  
2 ton

## Components

Heat exchangers



Injection moulding



Multi flow condenser



Sheet metal components



Motor



System tubing



Printed circuit board





# We offer Critical and Reliable Functional Components...



**One of Largest Manufacturer and Supplier of Critical & Reliable Components in Room AC segment & other consumer durable products**

## AC Components



Heat Exchangers



Printed Circuit Boards (PCB)



System Tubing



Sheet Metal Parts



Motors



Injection Moulding

## Non AC Components



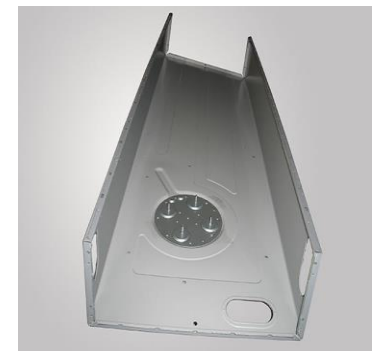
Washing Machine Tub



Printed Circuit Boards (PCB)



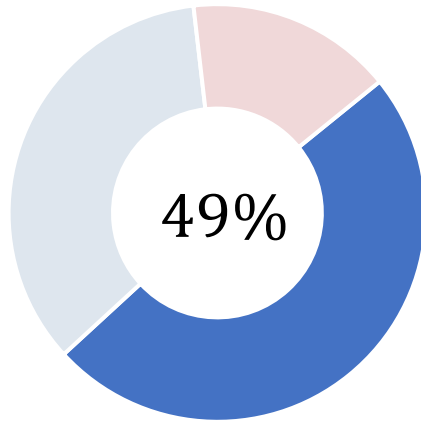
Case Liner & Plastic Extruded Sheets



Sheet Metal Parts

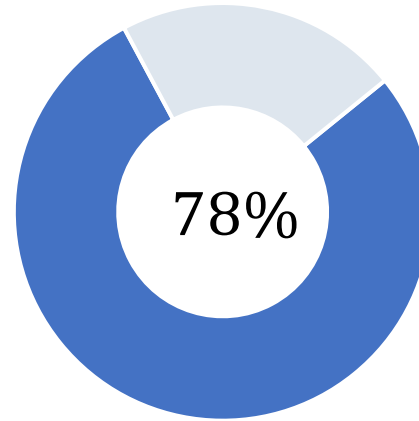
# ...High degree of Backward Integration....

Outdoor Units\*



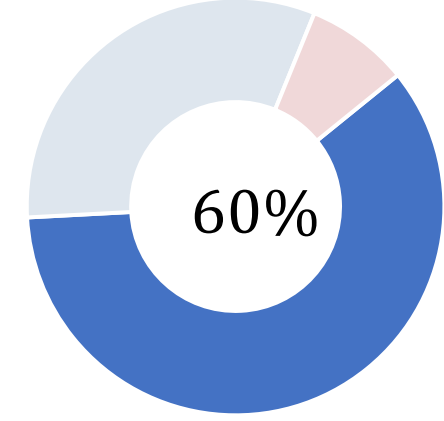
■ Amber ■ Compressors ■ Outsourced

Indoor Units



■ Amber ■ Outsourced

Window ACs



■ Amber ■ Compressors ■ Outsourced

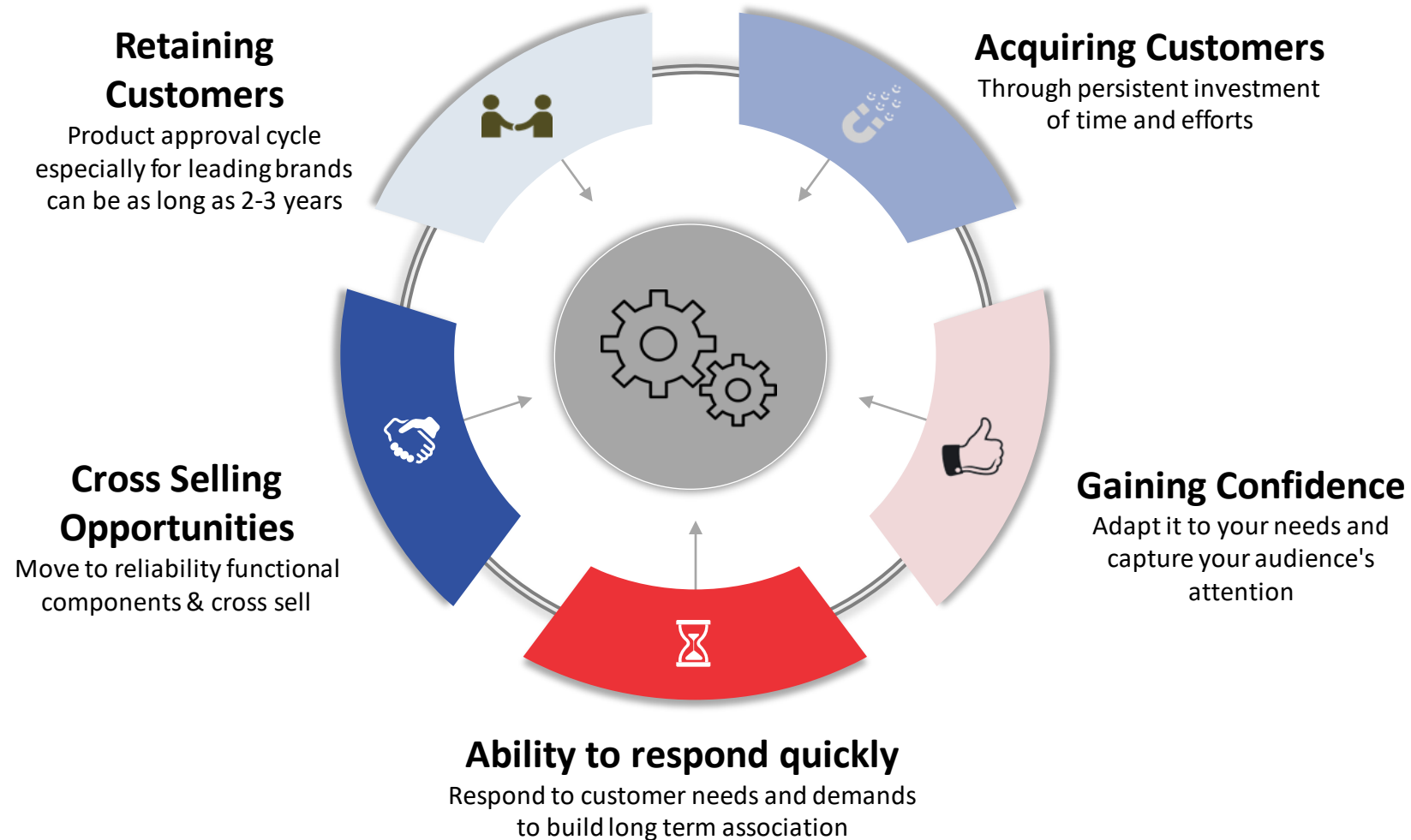
**Critical  
& Reliable  
Functional  
Components**

**Compressors  
are Largely  
Imported**

**Entry into New  
Brands through  
Components**

**Flexibility  
and  
Cost Control**

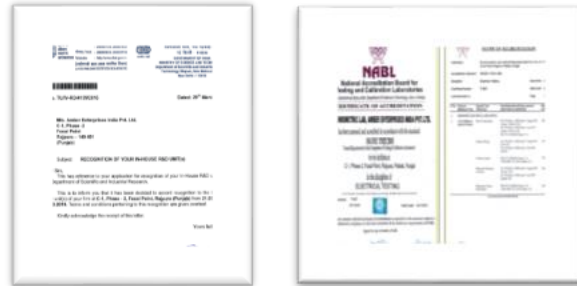
# Our Products have Huge Entry Barriers



Client **Approval** process : **2-3 yrs** & gradual **Ramp-up** process : **4-5 yrs**

## Certifications:

- Approved by Department of Scientific & Industrial Research (DSIR)
- Accredited by National Accreditation Board for Testing & Calibration Laboratories (NABL)



**Drop Test**

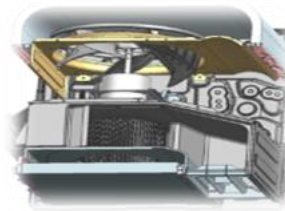


**Product Reliability Test**

## Facility

Facility located in Rajpura, Punjab has:

- 3-D CAD
- Psychometric lab
- Anechoic sound proof room
- Reliability test room
- PCB on-off test infra



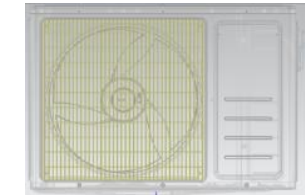
**3D CAD Designing**

## R&D Team includes

- 24 dedicated employees
- From engineering background
- Core team experienced in RAC manufacturing industry
- Area of expertise include energy efficient design, Inverter AC technology, various simulations, 3D designing etc.
- Focus on R&

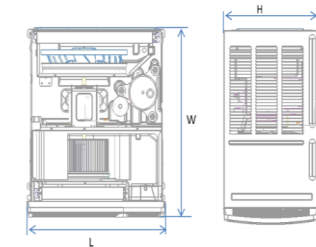
Software's such as 3D modeling, product life cycle management

## Structure Design



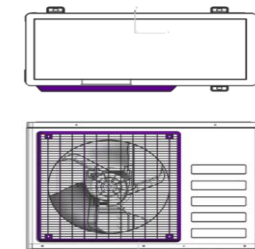
**3D Design**

## Software Simulation



**Design of a Window AC model**

## Cycle Balancing



**Design of a Split AC model**

# ...drive ODM business through our R&D capabilities

**Amber's R&D and product design capabilities**



**Leads to high Proportion of ODM business**



**Which in turn leads to better Profit Margins & Customer Stickiness**

**One of the few Indian manufacturers with the capability to design and manufacture Inverter ACs**



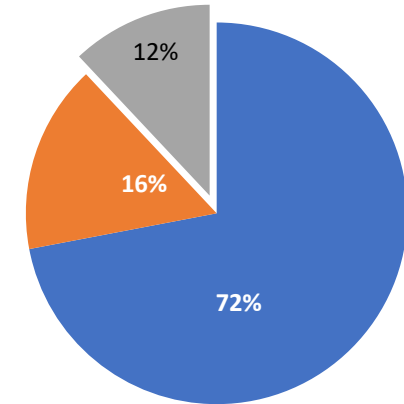
**R & D Facilities**



**Psychometric Lab**



**Amber designs & manufactures Inverter AC Models**



■ Split ■ Window ■ Inverter

**12% of the RAC market is Inverter AC\***

\*Source: Frost & Sullivan Reports

\*In FY17



# We are Serving Leadership in the RAC Industry



**Our Customer  
commands  
75%  
Market Share**



**HITACHI**  
Inspire the Next

**Most of the Customers  
associated with  
Amber for 5 Years**



**Panasonic**  
ideas for life



**Collaborative  
Approach for new  
products with  
Customers**



# ...with Experienced Leadership & Management Team



**Jasbir Singh**  
Chairman & CEO

- Over 13 years of experience in RAC Manufacturing sector
- Instrumental in successful commissioning of 6 factories in last 10 years
- Initiated the concept of additive manufacturing solutions
- Handles key customer relationships
- Engineering in Industrial Production, Karnataka University & MBA from University of Hull, United Kingdom



**Daljit Singh**  
Managing Director

- Over 9 years of experience in RAC Manufacturing sector
- Previously worked with Morgan Stanley in New York
- Awarded “Entrepreneur of the Year 2016” by Ludhiana Management Association
- Engineering in Electronics, Nagpur University & Masters in Information Technology, Rochester Institute of Technology, USA



**Sanjay Arora**  
Director - Operations

- Responsible for Operations, innovation, security & legal matters
- 34 years of work experience; joined Amber in 2012
- Electrical Engineering from YMCA Institute of Engineering, Faridabad



**Udaiveer Singh**  
President – RAC Division

- Responsible for Planning & Operations of the RAC manufacturing facilities
- 22 years of work experience; joined Amber in 2003
- Mechanical Engineering



**Sachin Gupta**  
VicePresident – RAC Division

- Responsible for Business Development
- 14+ years of work experience; joined Amber in 2014
- Electrical Engineering from Punjab Technical University & PGDBA from AIIMS Chennai



**Sudhir Goyal**  
CFO

- Responsible for Finance & Accounts
- 13+ years of work experience; joined Amber in 2012
- Chartered Accountant from ICAI, B.Com (Hons) from Delhi University

# ...with Testimony from our Customers

Consistently recognized by customers for performance, infrastructure, quality & support



All the units are accredited with relevant Accreditations



Quality Management  
Systems Certification



Environmental Management  
Systems



Occupational Health and Safety  
Management Systems



Quality Management  
Systems Certification

Year	Particulars
2017	<ul style="list-style-type: none"> <li>'Best Support: Green Supply Chain' from <b>Godrej</b> for 2016-2017.</li> <li>Gold award in relation to green company rating system from CII-Sohrabji <b>Godrej</b> Green Business Center in 2017</li> </ul>
2016	<ul style="list-style-type: none"> <li>'Best of Best Performance Award' from <b>LG Electronics</b> for 2015 and 2016</li> <li>'Leadership Business Innovation Award' from <b>Panasonic</b> for 2015-2016</li> <li>'Best Infrastructure Improvement Award' from <b>LG Electronics</b> for 2016.</li> <li>'Vendor Performance Excellence Award' in finished goods category from <b>Blue Star</b> for 2015-2016.</li> </ul>
2015	<ul style="list-style-type: none"> <li>'Best Development Support Award' from <b>Panasonic</b> for 2014-2015</li> <li>'Best Supplier Award for on-time Delivery' in Strategic Business Partners Meet, 2015</li> <li>'Best Supplier Award' from <b>Honeywell</b>, 2015</li> </ul>
2014	<ul style="list-style-type: none"> <li>'Cost Improvement Outstanding Performance Award' from <b>Panasonic</b> for 2014</li> <li>'Best ASCE Performance Award Year' from <b>LG Electronics</b> for 2014</li> <li>'Localization Support Excellence Award' from <b>Panasonic</b> for 2013-2014</li> </ul>

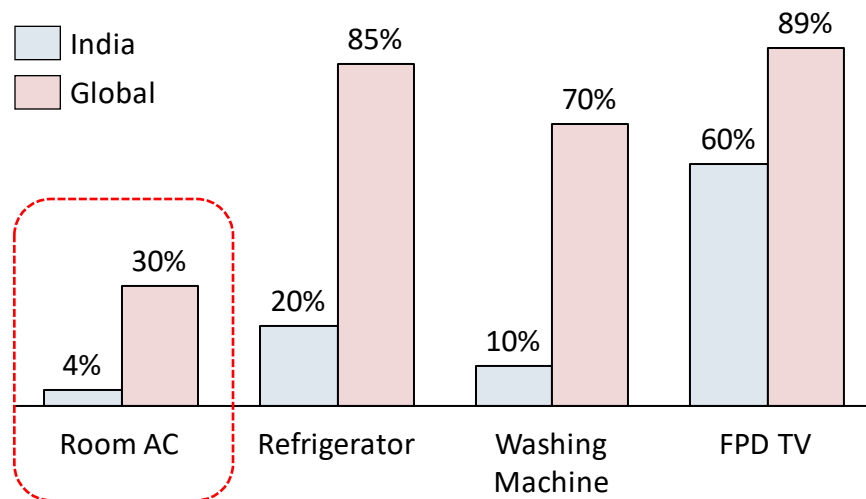
# Product Market Update



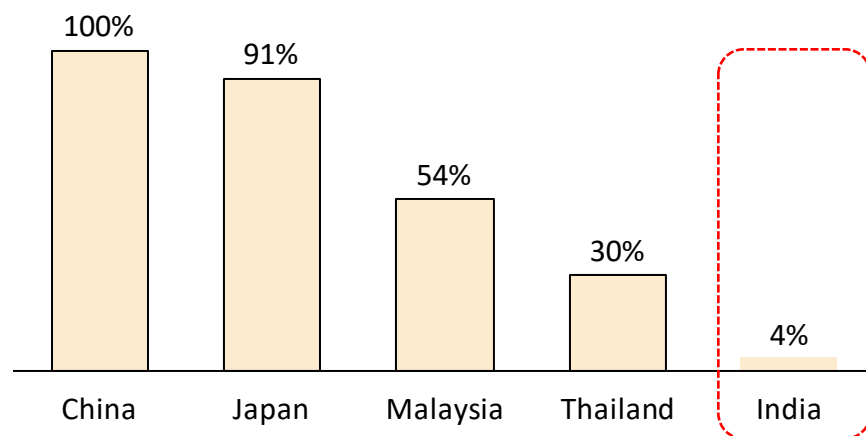
# RAC's is highly underpenetrated in India



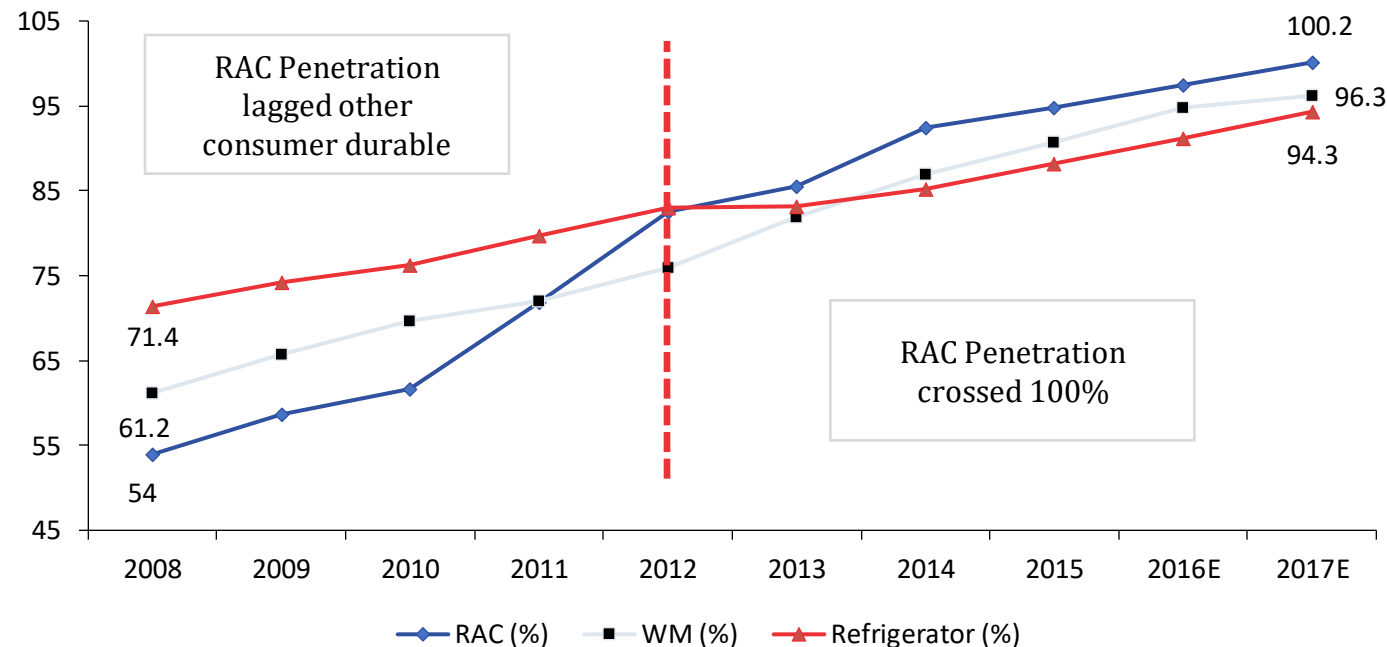
## RAC Penetration v/s other Consumer Durables



## RAC Penetration in India

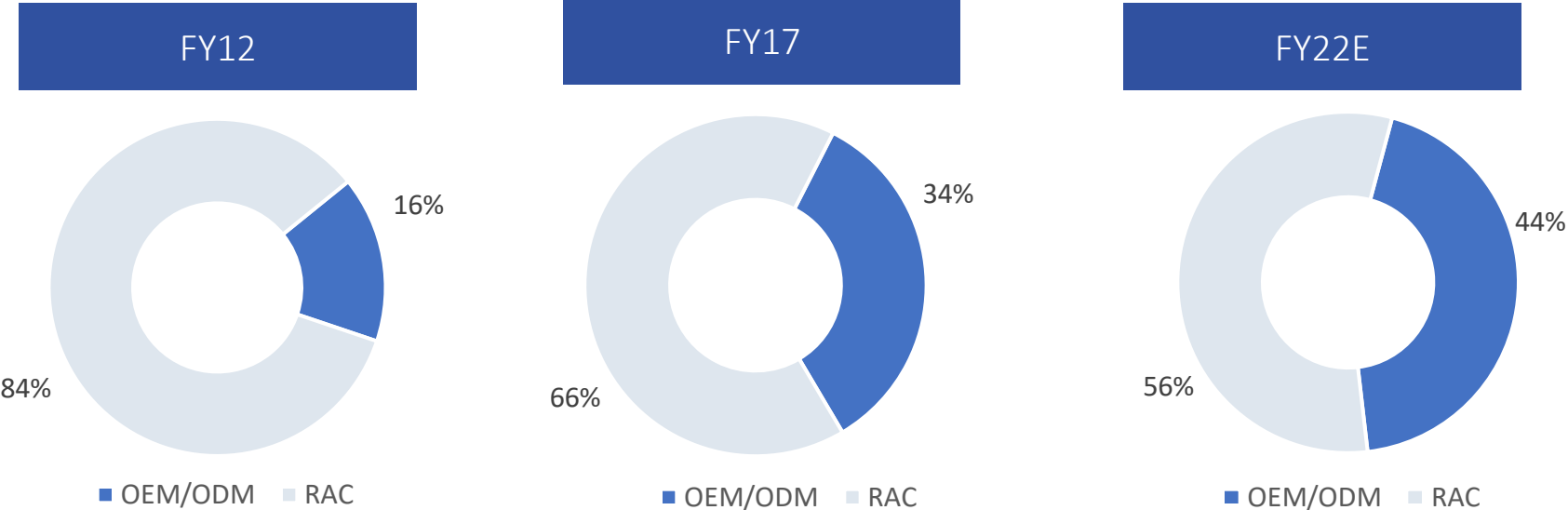


## Exponential Growth in China



1	2	3	4	5
Aspirational Middle class & Changing lifestyles	Low Market Penetration	Adequacy of Power	Energy-efficient Air Conditioners	Increase in Average Temperatures

# Brands are focussed on Asset Light Strategy for growth...



Brands focusing on Asset Light Strategy with focus on Innovation, Marketing & Distribution

ODMs have economies of scale with qualitative Manufacturing Facilities and R&D

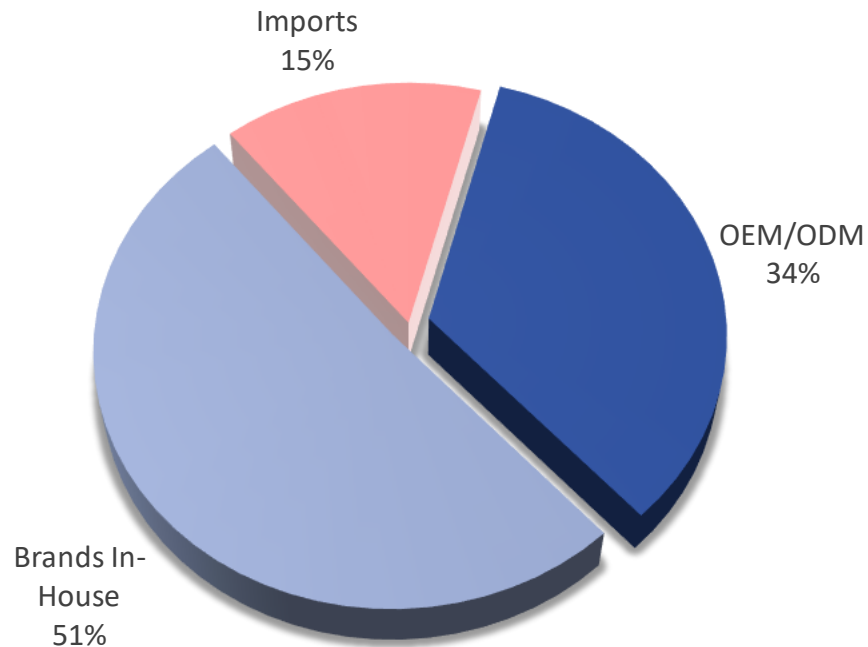
ODMs are backward integrated with Flexibility, Nimble Operations and Better Timelines

Mn	Total RAC Volume	OEM/ODM Volumes
FY12	3.0	0.5
FY17	4.7	1.6
FY22E	8.6	4.9



# ...leading to solid growth in a Structural Deficit Market

Break down of RAC Sourcing (FY17)



ODM allows faster product development, design support along with manufacturing



ODM is a step forward in gaining customer confidence besides acquiring higher wallet share



RAC brands avoid manufacturing challenges & save on cost along with faster time to market



New market entrants find ODM an attractive option in order to achieve faster market penetration



Association with ODM is strategic whereas, OEM collaboration is transactional

# Huge Opportunity : Underpenetrated & Latent Demand



Global Penetration\*

Aspirational Buying Behaviour



FPD TV

**89%**

1-2 Units per House



Refrigerator

**85%**

1-2 Units Per House



Washing Machine

**70%**

1-2 Units per House



Room AC

**30%**

Huge Potential  
Existing Underpenetrating  
per house



Multiple Units per House



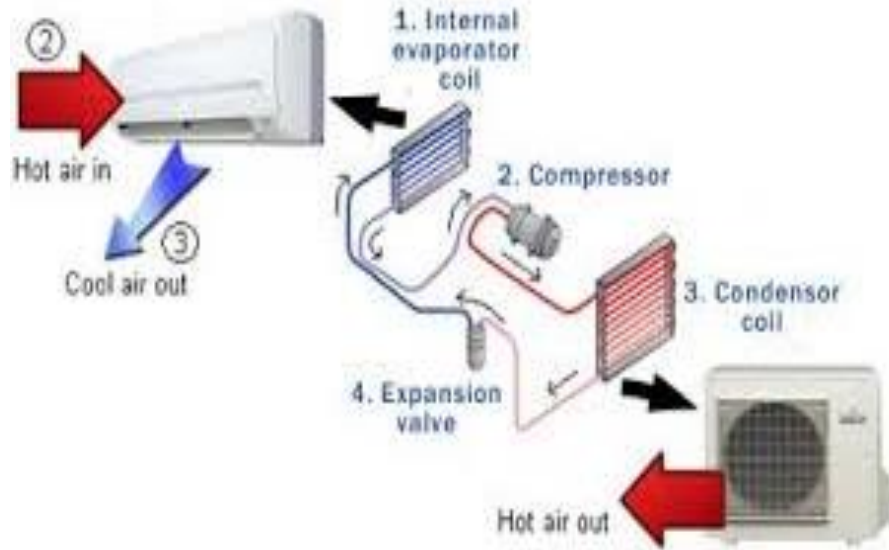
Institutional Usage



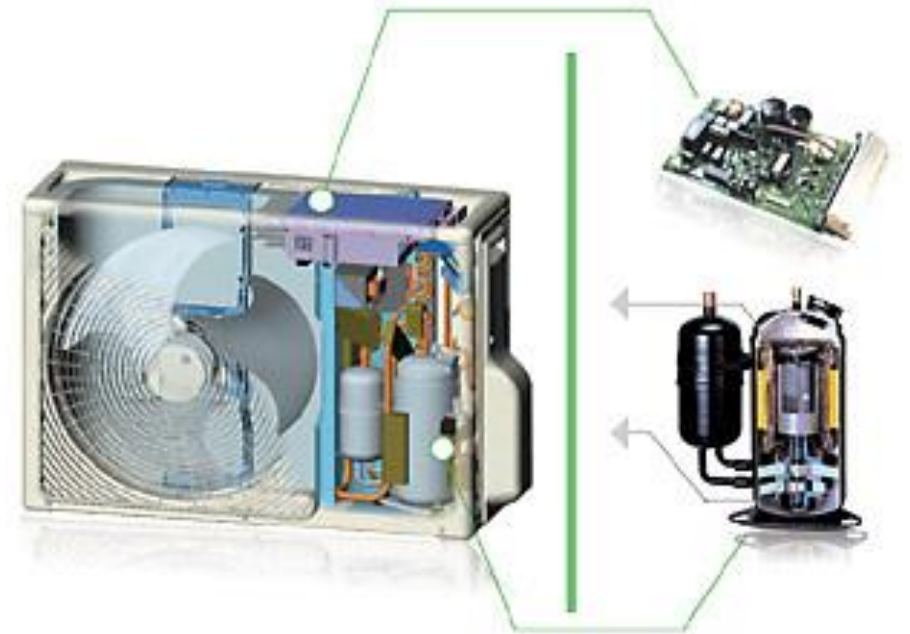
# Acquisitions : Access to Future Ready Technology



## Mechanical Product



## Smart Electronic Product



# Acquisitions to add Future Ready Technology



- IL JIN is engaged in manufacturing, assembling, dealing, importing and exporting of electronic assembled PSBA for Consumer Electronics
- Customers : Panasonic, Samsung, LG etc

## Ever Electronics

- No.1 PCBA Manufacturer in India engaged in manufacturing of Consumer Electronics PCBA
- Customers: LG, LS Automotive, Powercraft Electronics Pvt Ltd, Godrej, Intangibles Labs Pvt Ltd etc

**Mechanical Product  
to  
Smart Electronic Product**

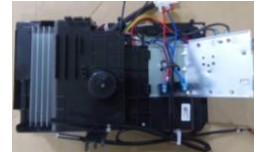
## Amber's Position

## Growth Drivers

- AMBER 's Leadership Position :
  - ✓ Only OEM / ODM in India with integration of all high reliability parts , except compressor
  - ✓ Leading edge in OEM segment
  - ✓ Access to forthcoming technology

- Amber's Future Growth Drivers
  - ✓ Portfolio of Components
  - ✓ Addition in Product Category
  - ✓ Expansion in Business Segment
  - ✓ Addition of Customers

# Range of Products





# Glimpse of the Manufacturing Facilities of IL JIN



# Long Term Value Creation

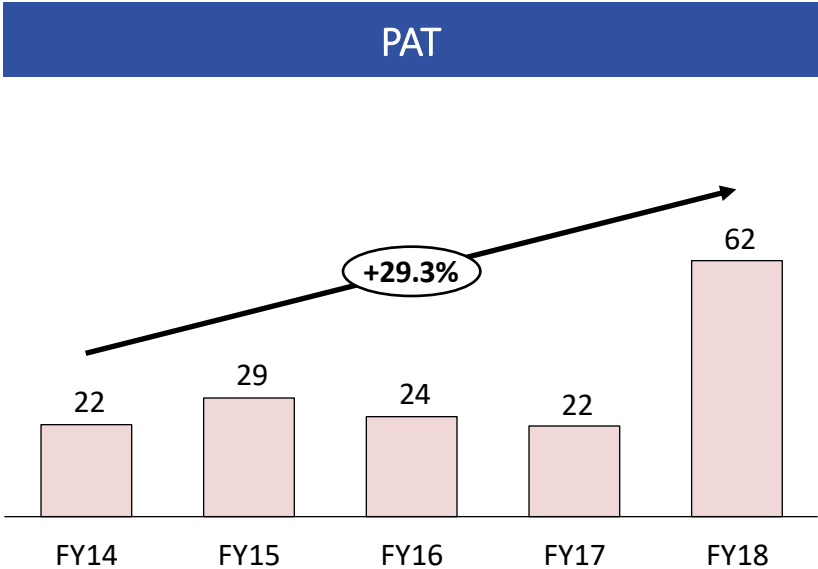
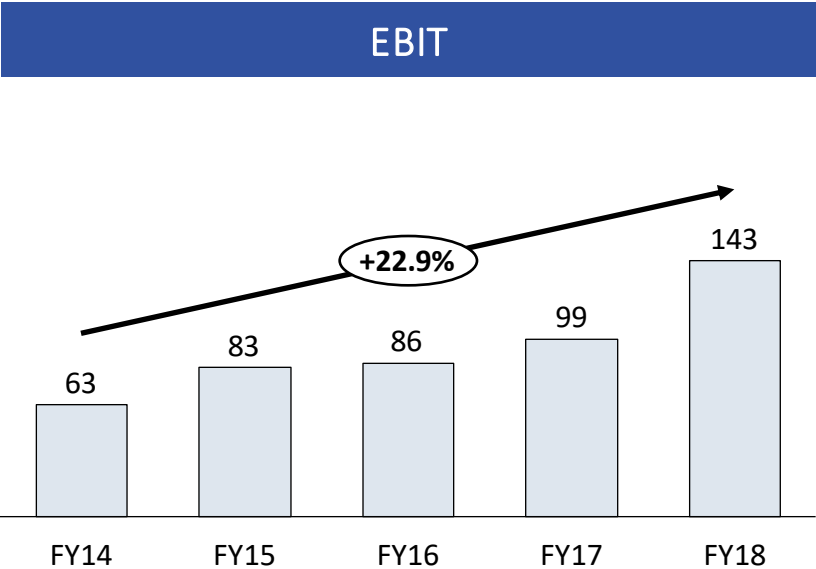
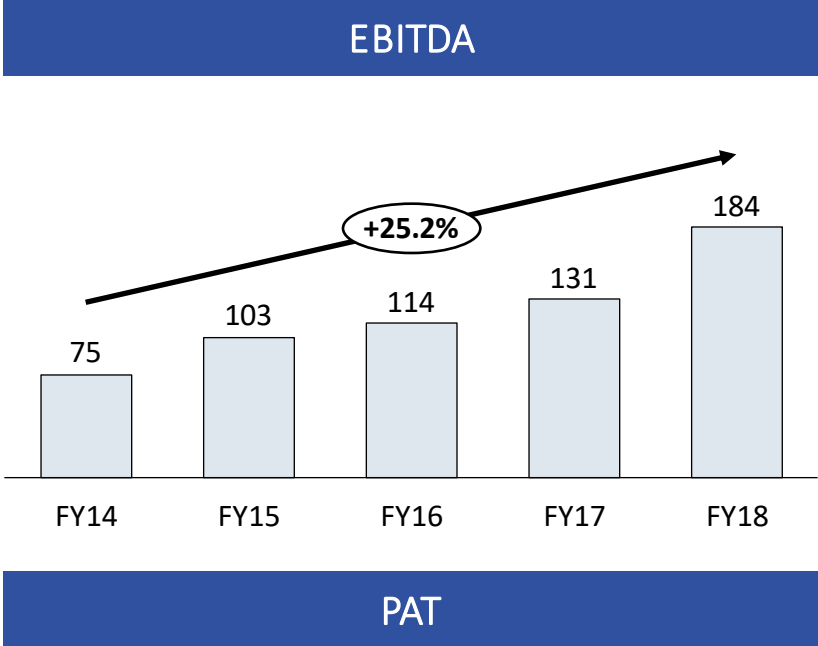
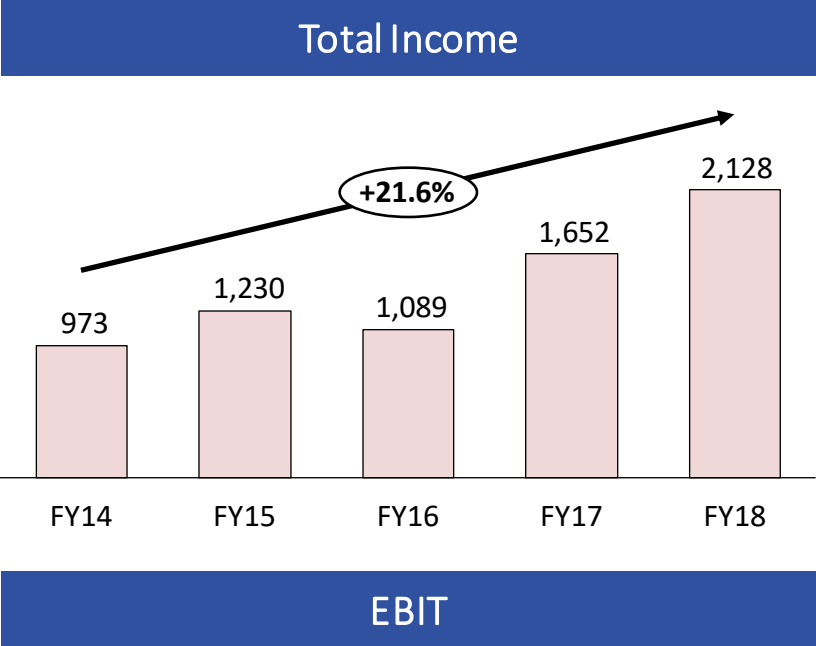




# Consolidated Operating Performance



Rs. (In Crs.)



# Consolidated Profit & Loss Statement



Rs. In Crs	FY18	FY17	FY16	FY15	FY14
<b>Revenue from operations</b>	<b>2,172</b>	<b>1,736</b>	<b>1,145</b>	<b>1,281</b>	<b>1,014</b>
Excise duty	43	84	56	51	41
<b>Total Revenue</b>	<b>2,128</b>	<b>1,652</b>	<b>1,089</b>	<b>1,230</b>	<b>973</b>
Raw Material	1,769	1,371	859	1,013	798
Employee Expenses	50	44	37	34	32
Other Expenses	126	106	80	81	69
<b>Total Expenses</b>	<b>1,945</b>	<b>1,521</b>	<b>975</b>	<b>1,128</b>	<b>899</b>
<b>EBITDA</b>	<b>184</b>	<b>131</b>	<b>114</b>	<b>103</b>	<b>75</b>
Depreciation & Amortisation	49	40	31	26	18
Other Income	9	9	3	6	6
<b>EBIT</b>	<b>143</b>	<b>99</b>	<b>86</b>	<b>83</b>	<b>63</b>
Finance Cost	54	64	53	43	32
<b>PBT</b>	<b>89</b>	<b>36</b>	<b>33</b>	<b>40</b>	<b>31</b>
Tax	27	14	9	11	8
<b>PAT</b>	<b>62</b>	<b>22</b>	<b>24</b>	<b>29</b>	<b>22</b>

---

**Company :**

CIN: L28910PB1990PLC010265

Mr. Sudhir Goyal

[sudhirgoyal@ambergrouppindia.com](mailto:sudhirgoyal@ambergrouppindia.com)

[www.ambergrouppindia.com](http://www.ambergrouppindia.com)

---

**Investor Relations Advisors :**

**SGA** Strategic Growth Advisors

CIN: U74140MH2010PTC204285

Mr. Sagar Shroff / Ms. Payal Dave

[sagar.shroff@sgapl.net](mailto:sagar.shroff@sgapl.net) / [payal.dave@sgapl.net](mailto:payal.dave@sgapl.net)

+91 98205 19303 / +91 98199 16314

[www.sgapl.net](http://www.sgapl.net)