



**CEAT Ltd.**  
RPG House  
463 Dr. Annie Besant Road,  
Worli, Mumbai 400030, India  
+91 22 24930621  
CIN: L25100MH1958PLC011041  
www.ceat.com

December 07, 2020

**BSE Limited**

Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai 400 001

**Security Code: 500878**

**National Stock Exchange of India Limited**

Exchange Plaza, Bandra Kurla Complex,  
Bandra (East),  
Mumbai 400 051

**Symbol: CEATLTD**

**NCD symbol: CL23, CL25**

**CP Listed ISIN: INE482A14999, INE482A14AB3**

**Sub: Investor Conference- Reg. 30**

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find below the details of the Analyst/ Institutional Investors meet which will be participated by the Company along with the presentation to be made at the same:

<b>Date</b>	<b>Host</b>	<b>Venue/Mode</b>
December 08, 2020	Edelweiss	Audio/Video Conference

We request you to kindly take the above on record.

Thanking you,

Yours faithfully,  
For **CEAT Limited**

  
**Vallari Gupte**  
**Company Secretary**

Encl. A/a



# 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**

**4-6**

**Section 2: Business Overview**

**7-18**

**Section 3: Operational & Financial Overview**

**19-27**

# 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.



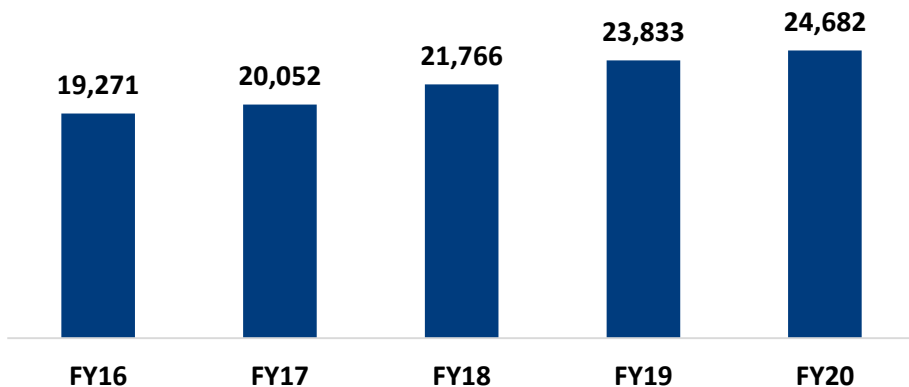
**Harrisons  
Malayalam**

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

# RPG Group: Key Financials

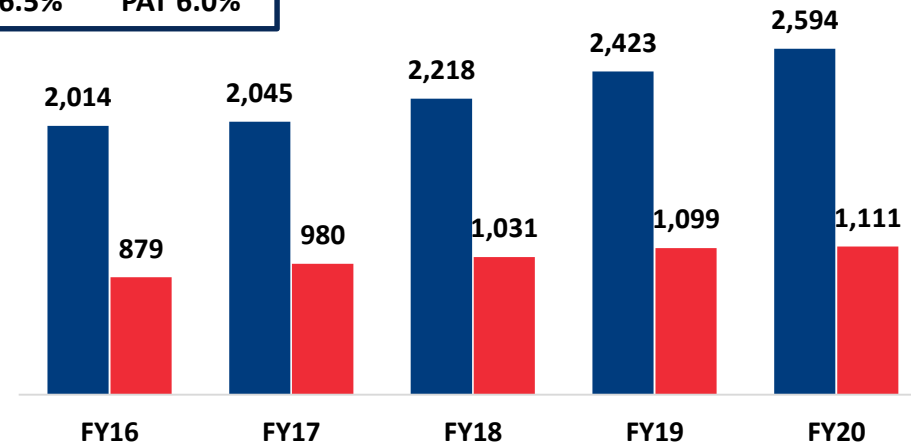
FY16-20  
CAGR: 7.6%

■ Gross Total Income (Rs Cr.)

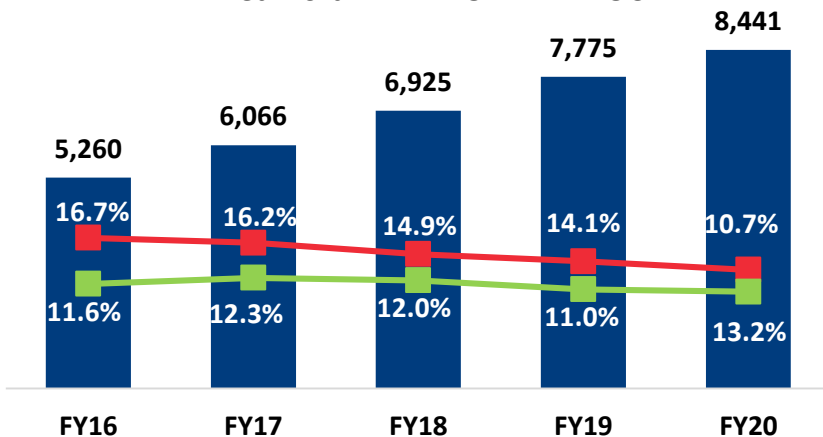


FY15-19 CAGR:  
EBITDA 6.5% PAT 6.0%

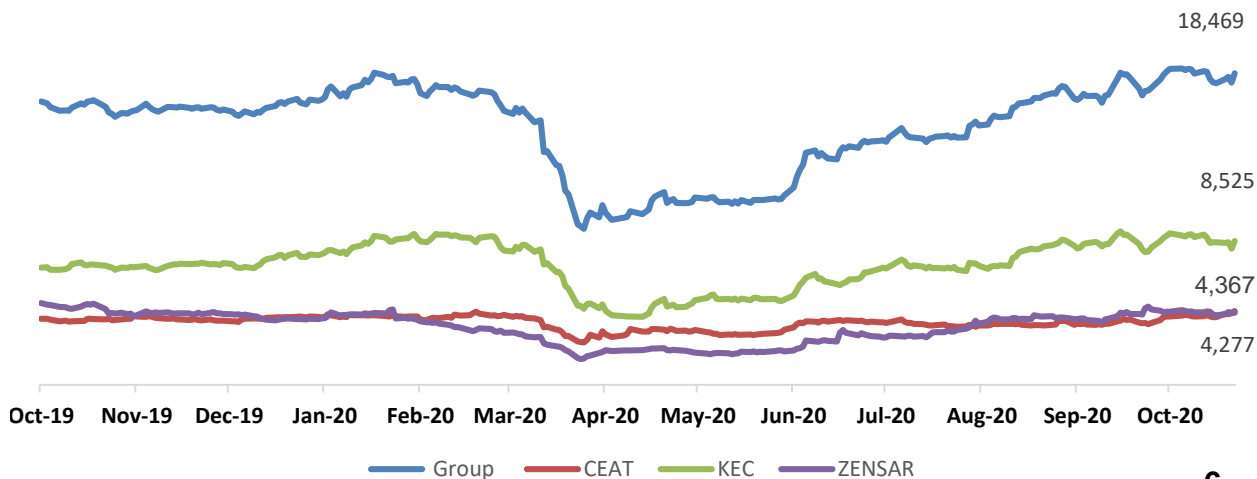
■ EBITDA ■ PAT



■ 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 22<sup>nd</sup> October 2020



# Section 2: Business Overview



# Board of Directors



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



**Anant Goenka**  
Managing Director



**Arnab Banerjee**  
COO and Whole Time Director



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



**Pierre E. Cohade**  
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



**Vinay Bansal**  
Non Executive  
Independent Director



**Priya Nair\***  
Non Executive  
Independent Director

\*appointed w.e.f. 27<sup>th</sup> October 2020

# Leadership Team

---

**Anant Goenka**



**Managing Director**

**Kumar Subbiah**



**Chief Financial Officer**

**Arnab Banerjee**



**Chief Operating Officer**

**Milind Apte**



**Senior Vice President  
– Human Resources**

**Dilip Modak**



**Senior Vice President  
– Manufacturing**

**Vijay Gambhire**



**Chief Executive – CEAT Specialty,  
Senior Vice President – QBM**

**Saurav Mukherjee**



**Senior Vice President  
– Global Sales**

**Peter Becker**



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

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

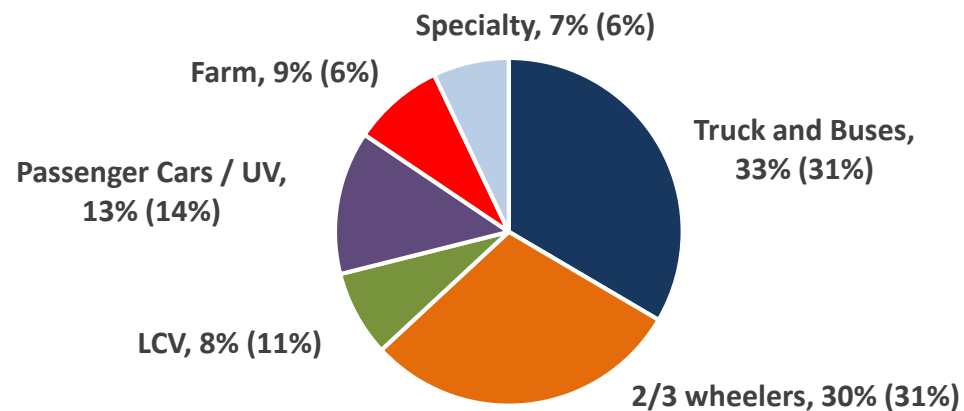
Distribution Network : **3,400+** dealers, **300+** exclusive CEAT franchisees

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

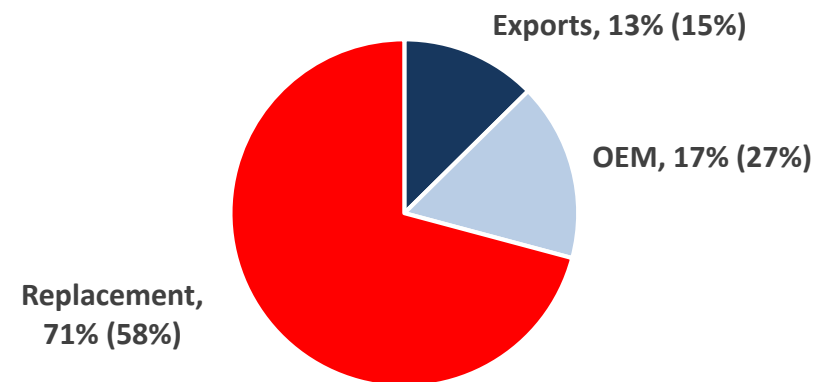
**100+** countries where products are sold with strong brand recall

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

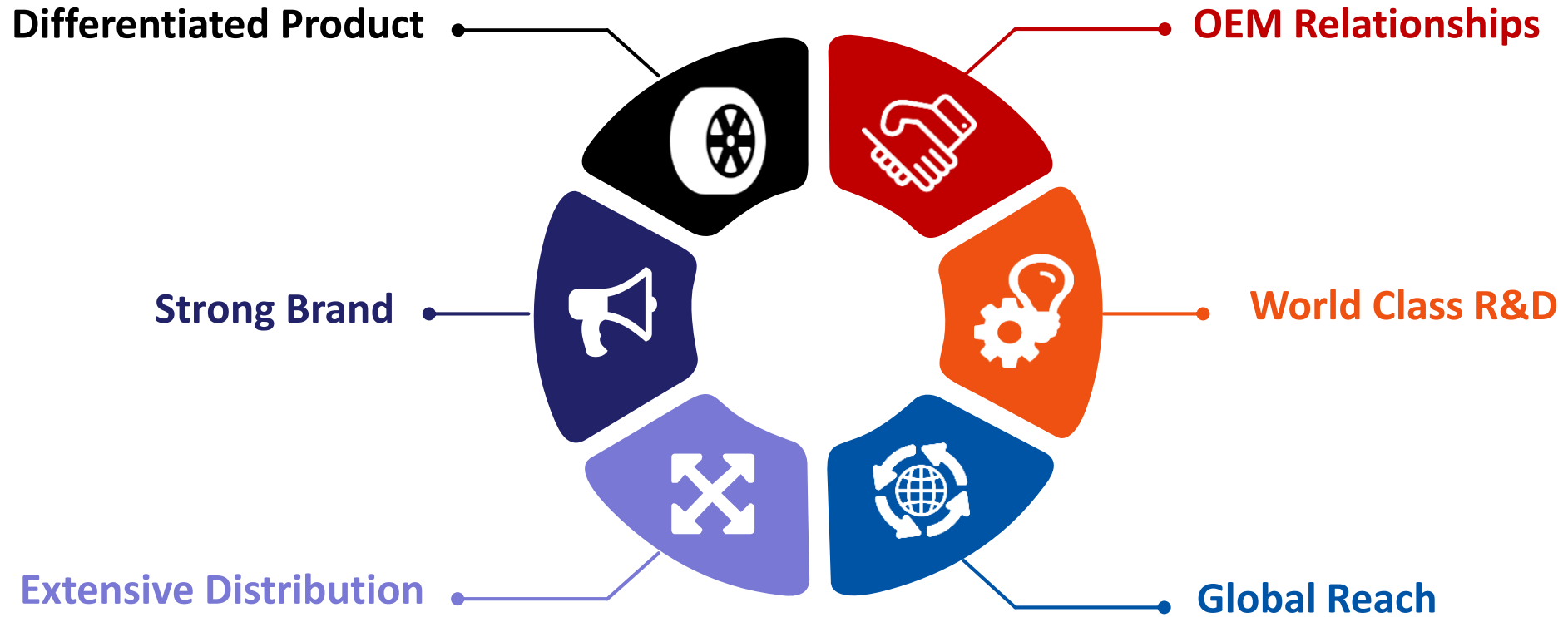
H1 FY21 Revenue Breakup by Product



H1 FY21 Revenue Breakup by Market



1. Consolidated revenue breakup
2. Corresponding figures in investor presentations till Q4 FY19 had standalone revenue break-up
3. Figures in parenthesis denote FY20 consolidated Revenue break-up





# 1 Differentiated Products

## Strengthening OEM Relationships



### Key developments

- Focus on OEM, recent entries in new models** – Honda CB Shine SP (BSVI), Hero MotoCorp Splendor iSmart (BSVI), Hero MotoCorp HF Deluxe (BSVI), Hero Dare 125, Hero Duet E, Maruti Suzuki Alto VXI+, Hero Glammer Refresh, Mahindra Jeeto Z Series, Tata Intra, Mahindra Perak, Mahindra Thar
- Recent entries into OEM's existing models** – JBM CNG Bus, Mahindra Scorpio S3, Honda Bikes till 125 CC, Yamaha FZ 150 CC, Suzuki Gixxer 150 CC, Ashok Leyland Truck 1618, Daimler BSVI Trucks, Piaggio Aprilia 150 CC
- Platforms** like Fuelsmart, Gripp, Mileage X3, SecuraDrive, Vardhan etc.



## 2 Strong Brand

Continued association with **IPL**



**Amir Khan** appointed as CEAT's Brand Ambassador



Proud association with **The Kapil Sharma Show** co-powered by CEAT

CEAT extended its partnership with **Torino Football Club** – one of the most historic and prestigious clubs in Italian football

# 3 Extensive Distribution

CEAT Shoppe



Shop in Shop (SIS)



Multi Brand Outlet



CEAT Bike Shoppe



**3400+**  
Dealers &  
Channel Partners

**275+**  
2W Distributors

**600+**  
Districts

**300+**  
CEAT Franchisees

**35,000+**  
Sub-dealers

**400+**  
MBO / SIS



# 4 Deep OEM Partnerships



TATA Motors

Ashok Leyland

VECV

Escorts

AMW

TAFE



Mahindra

Daimler

Eicher

SML Isuzu

JBM Group



Maruti Suzuki

TATA Motors

Mahindra

Renault

Hyundai

KIA



Force Motors

Datsun

Skoda

Peugeot

Volkswagen

Morris Garage



Honda

Royal Enfield

Bajaj

Yamaha

Suzuki

Hero

Hero Electric



Piaggio

LML

Tork

Tunwal

Okinawa Scooters

Kawasaki

## 5 World Class R&D



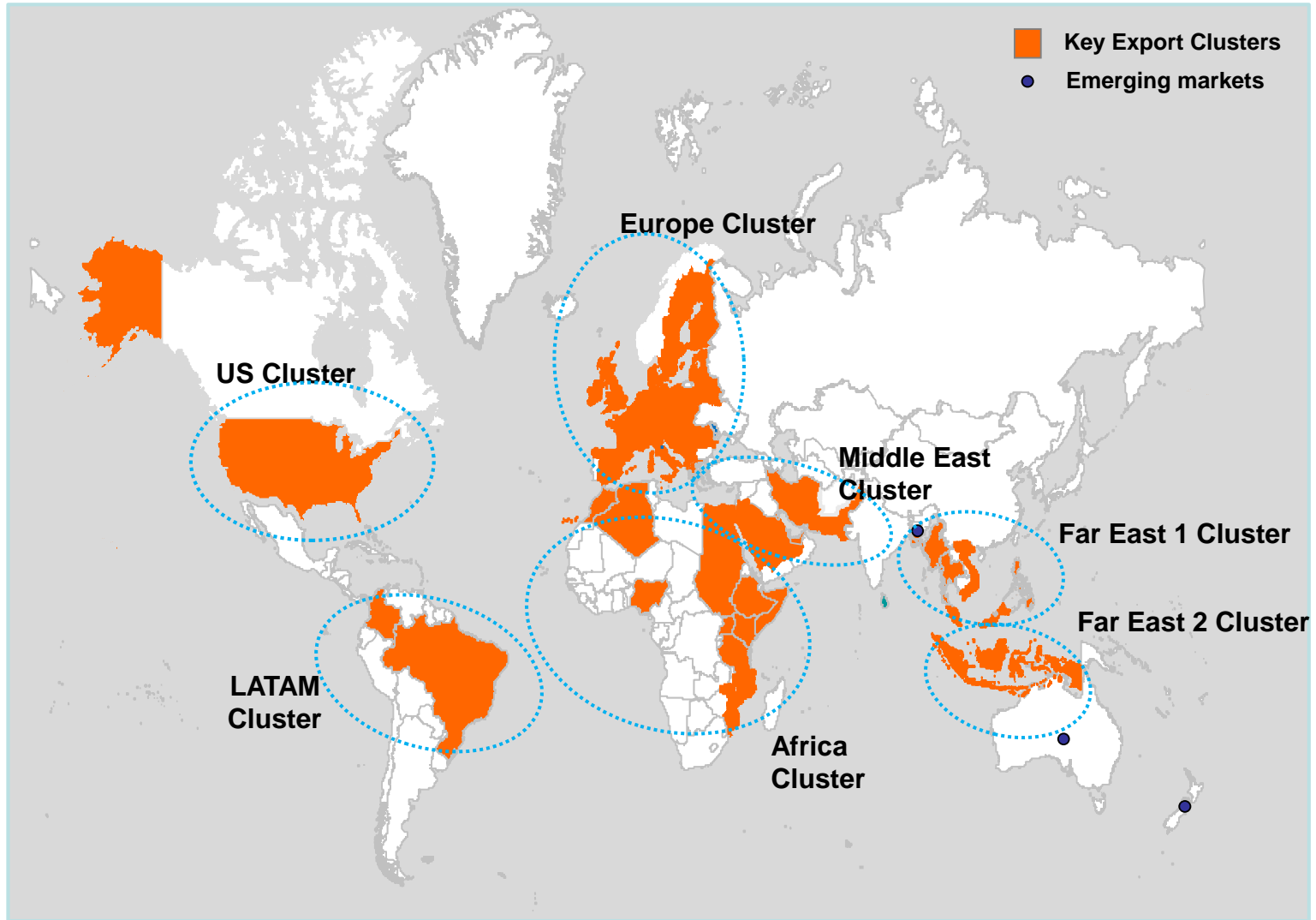
**State-of-the-Art R&D Center, Halol**



**R&D Office, Germany**

- Significant investment on tyre testing infrastructure like Anechoic Chamber, Flat Track Test Machine
- Focus on upcoming technologies like Electric Vehicle, Sustainability and Smart Tyres

# 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



# Q2 FY21 Operational Highlights

Commissioned Phase II of Nagpur plant



Launches on CEAT

**Mahindra Thar and Mahindra Perak**  
launched on CEAT



# Consolidated: Q2 FY21 Financial Highlights

## Q2 FY21 v/s Q1 FY21 (Q-o-Q)

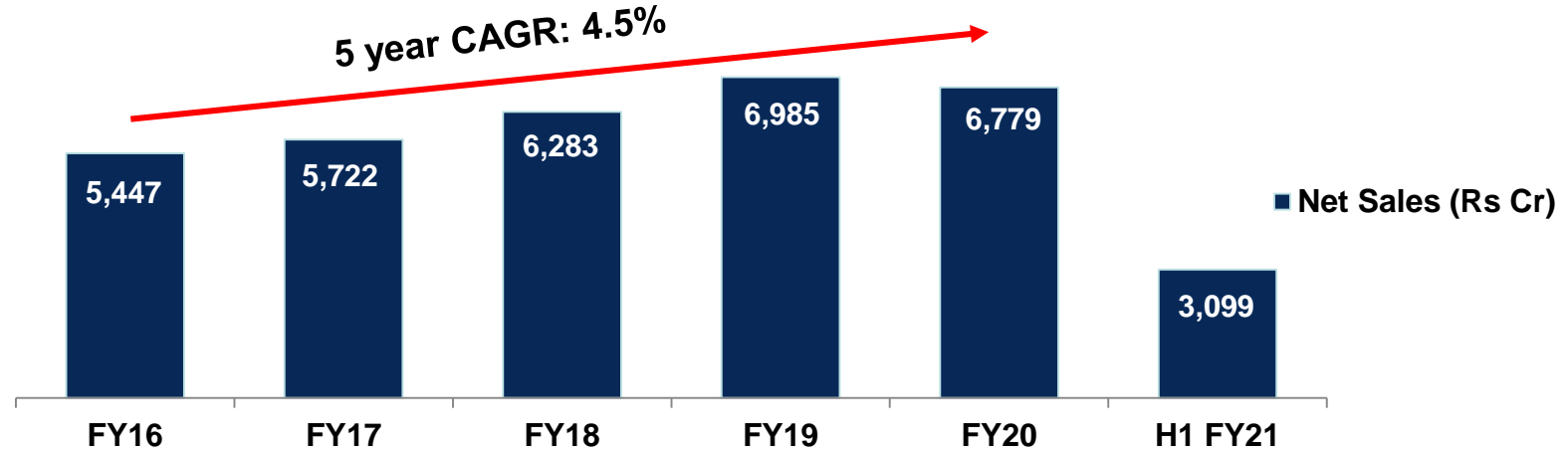
- Net revenue from operations grew by 76.6% to INR 1,978 Crs from INR 1,120 Crs
- Gross margin expanded to 46.5% from 40.3%
- EBITDA stood at INR 306 Crs compared to INR 105 Crs; margins at 15.5% from 9.4%
- PAT stood at INR 182 Crs compared to INR (35) Crs
- Debt / equity at 0.59x compared to 0.69x

## Q2 FY21 v/s Q2 FY20 (Y-o-Y)

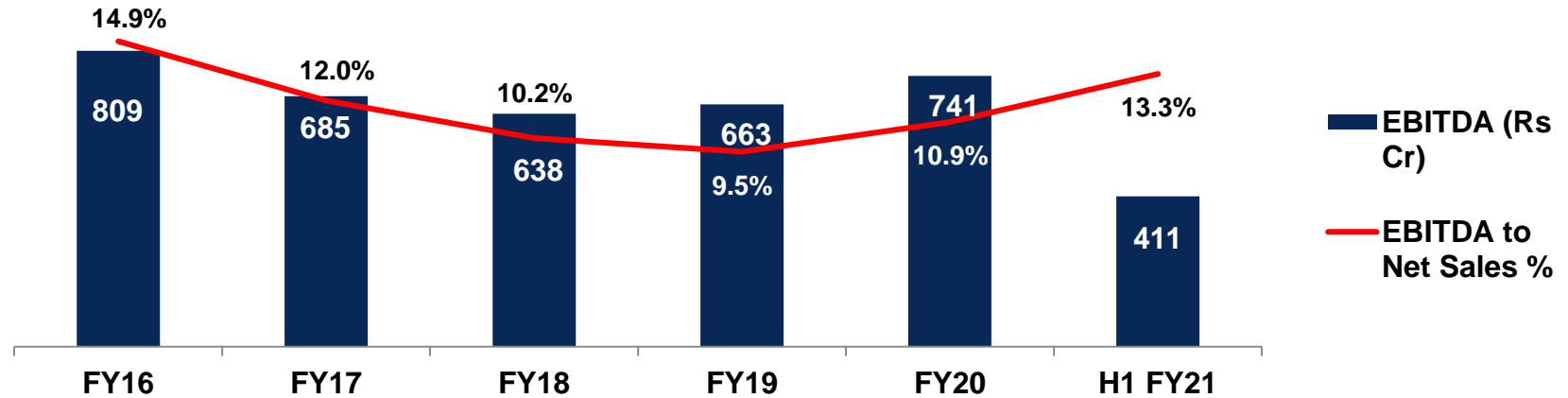
- Net revenue from operations grew by 17.0% at INR 1,978 Crs from INR 1,692 Crs
- Gross margin expanded to 46.5% from 41.1%
- EBITDA stood at INR 306 Crs compared to INR 175 Crs; margins at 15.5% from 10.4%
- PAT stood at INR 182 Crs compared to INR 44 Crs
- Debt / equity at 0.59x compared to 0.64x

# Consolidated: Financial Trends

Revenue growth



Margin trends



**Note**

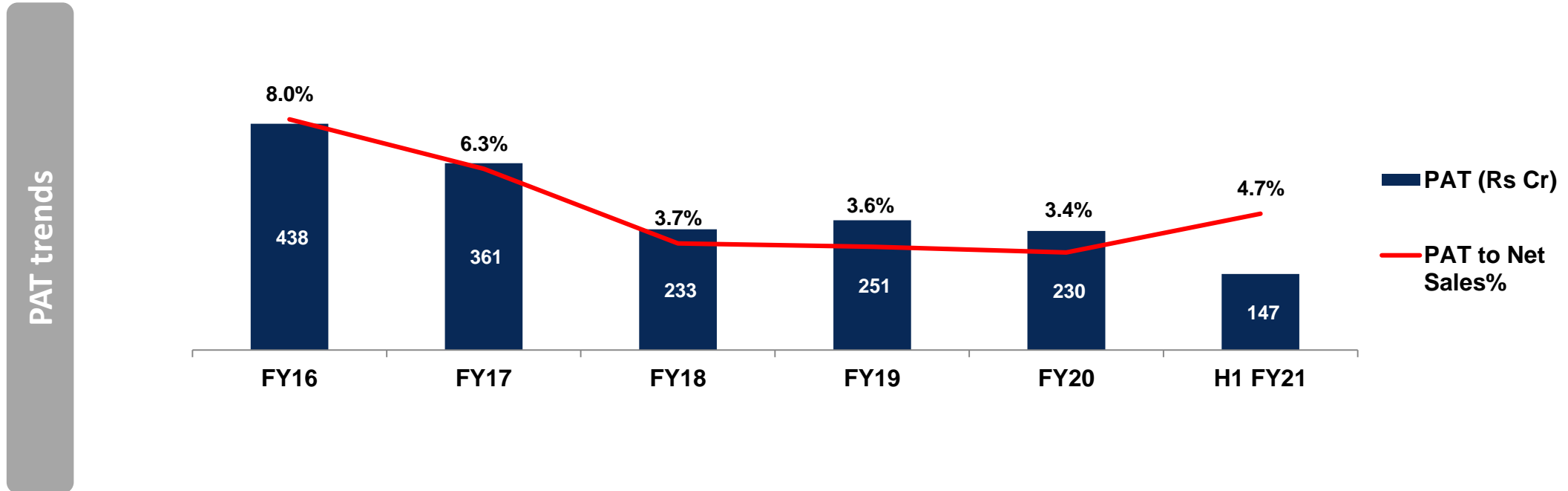
All figures are per IND AS

Company's investment in Sri Lanka JV is accounted using Equity method

EBITDA includes profit from Sri Lanka JV; EBITDA does not include Non-operating income



# Consolidated: Financial Trends



**Notes**

All figures are per IND AS

# Consolidated: Q2 FY21 Financials

All figures in INR Cr

Parameter	Q2 FY20	Q1 FY21	Q2 FY21	QoQ	YoY	H1 FY20	H1 FY21	YoY
<b>Net Revenue from operations</b>	<b>1,691.6</b>	<b>1,120.2</b>	<b>1,978.5</b>	<b>77%</b>	<b>17%</b>	<b>3,443.7</b>	<b>3,098.6</b>	<b>-10%</b>
Raw Material	995.6	669.3	1,059.2	58%	6%	2,055.2	1,728.4	-16%
<b>Gross margin</b>	<b>695.9</b>	<b>450.9</b>	<b>919.3</b>	<b>104%</b>	<b>32%</b>	<b>1,388.5</b>	<b>1,370.2</b>	<b>-1%</b>
<b>Gross margin %</b>	<b>41.1%</b>	<b>40.3%</b>	<b>46.5%</b>	<b>621 bps</b>	<b>532 bps</b>	<b>40.3%</b>	<b>44.2%</b>	<b>390 bps</b>
Employee Cost	121.4	151.3	161.0	6%	33%	255.7	312.2	22%
Other Expenses	404.2	197.6	465.9	136%	15%	795.2	663.5	-17%
<b>EBITDA</b>	<b>175.2</b>	<b>105.5</b>	<b>305.8</b>	<b>190%</b>	<b>75%</b>	<b>347.6</b>	<b>411.3</b>	<b>18%</b>
<b>EBITDA %</b>	<b>10.4%</b>	<b>9.4%</b>	<b>15.5%</b>	<b>604 bps</b>	<b>510 bps</b>	<b>10.1%</b>	<b>13.3%</b>	<b>298 bps</b>
Finance Cost	37.4	48.8	45.0	-8%	20%	72.3	93.7	30%
Depreciation	67.1	78.5	83.9	7%	25%	131.5	162.5	24%
<b>Operating PBT</b>	<b>70.7</b>	<b>(21.8)</b>	<b>176.9</b>	<b>910%</b>	<b>150%</b>	<b>143.8</b>	<b>155.1</b>	<b>8%</b>
Exceptional expense	0.8	21.8	-	NA		1.4	21.8	1445%
Non-Operating income	4.3	2.8	3.8	34%	-11%	16.2	6.6	-59%
<b>PBT</b>	<b>74.2</b>	<b>(40.8)</b>	<b>180.7</b>	<b>543%</b>	<b>144%</b>	<b>158.6</b>	<b>139.9</b>	<b>-12%</b>
<b>PAT</b>	<b>43.6</b>	<b>(35.2)</b>	<b>182.2</b>	<b>617%</b>	<b>317%</b>	<b>125.8</b>	<b>146.9</b>	<b>17%</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

Gross margin includes impact of non-material cost movement of inventory (FG + SFG)

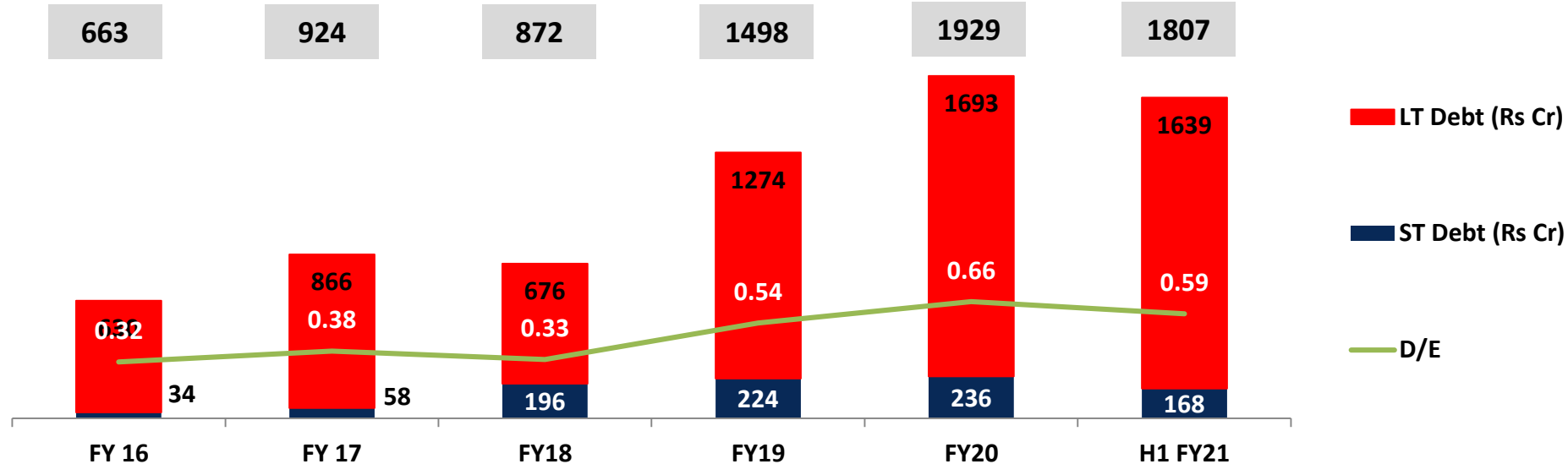
EBITDA includes profit from Sri Lanka JV

EBITDA does not include Non-operating income

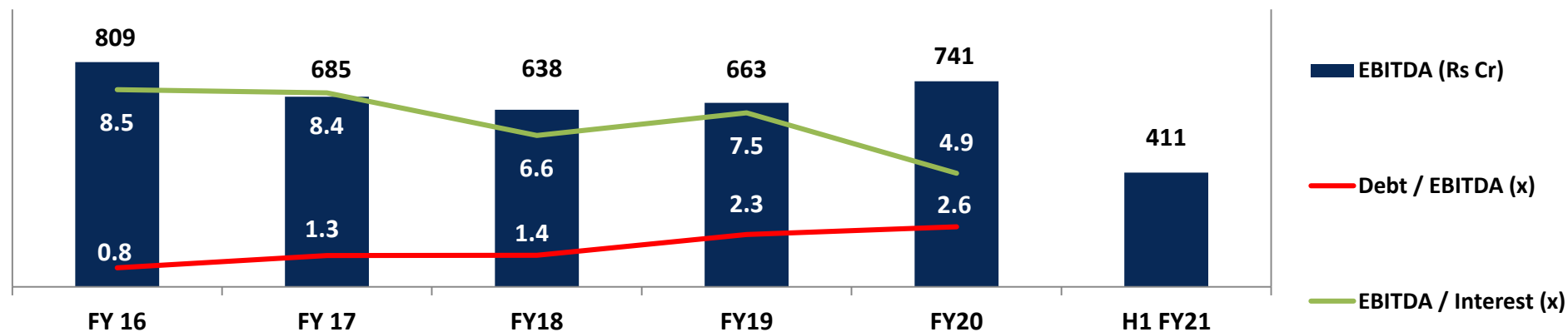
# Consolidated: Leverage / coverage Profile

Total Debt  
(INR Cr)

Debt breakup



Leverage ratios



**Note**

All figures are per IND AS  
 Debt numbers are on Gross basis  
 Company's investment in Sri Lanka JV is accounted using Equity method  
 EBITDA includes profit from Sri Lanka JV; EBITDA does not include Non- operating income  
 Long Term debt also includes the 'Current Maturities' component of the long-term debt

# Standalone: Q2 FY21 Financials

All figures in INR Cr

Parameter	Q2 FY20	Q1 FY21	Q2 FY21	QoQ	YoY	H1 FY20	H1 FY21	YoY
<b>Net Revenue from operations</b>	<b>1,687.3</b>	<b>1,116.2</b>	<b>1,965.1</b>	<b>76%</b>	<b>16%</b>	<b>3,432.9</b>	<b>3,081.3</b>	<b>-10%</b>
Raw Material	996.0	669.6	1,049.3	57%	5%	2,057.3	1,718.9	-16%
<b>Gross margin</b>	<b>691.2</b>	<b>446.5</b>	<b>915.9</b>	<b>105%</b>	<b>33%</b>	<b>1,375.6</b>	<b>1,362.4</b>	<b>-1%</b>
<b>Gross margin %</b>	<b>41.0%</b>	<b>40.0%</b>	<b>46.6%</b>	<b>660 bps</b>	<b>564 bps</b>	<b>40.1%</b>	<b>44.2%</b>	<b>415 bps</b>
Employee Cost	121.0	149.2	158.9	6%	31%	252.1	308.1	22%
Other Expenses	400.7	195.6	466.5	139%	16%	790.1	661.7	-16%
<b>EBITDA</b>	<b>169.6</b>	<b>101.7</b>	<b>290.5</b>	<b>186%</b>	<b>71%</b>	<b>333.4</b>	<b>392.6</b>	<b>18%</b>
<b>EBITDA %</b>	<b>10.1%</b>	<b>9.1%</b>	<b>14.8%</b>	<b>567 bps</b>	<b>473 bps</b>	<b>9.7%</b>	<b>12.7%</b>	<b>303 bps</b>
Finance Cost	37.0	48.3	44.4	-8%	20%	71.5	92.7	30%
Depreciation	67.1	78.5	83.9	7%	25%	131.6	162.4	23%
<b>Operating PBT</b>	<b>65.5</b>	<b>(25.1)</b>	<b>162.2</b>	<b>747%</b>	<b>148%</b>	<b>130.4</b>	<b>137.5</b>	<b>5%</b>
Exceptional expense	0.8	21.8	-			1.4	21.8	1445%
Non-Operating income	14.5	14.9	4.2	72%	-71%	26.4	18.7	-29%
<b>PBT</b>	<b>79.2</b>	<b>(32.0)</b>	<b>166.4</b>	<b>620%</b>	<b>110%</b>	<b>155.4</b>	<b>134.5</b>	<b>-13%</b>
<b>PAT</b>	<b>49.4</b>	<b>(25.9)</b>	<b>170.2</b>	<b>757%</b>	<b>244%</b>	<b>126.7</b>	<b>144.3</b>	<b>14%</b>

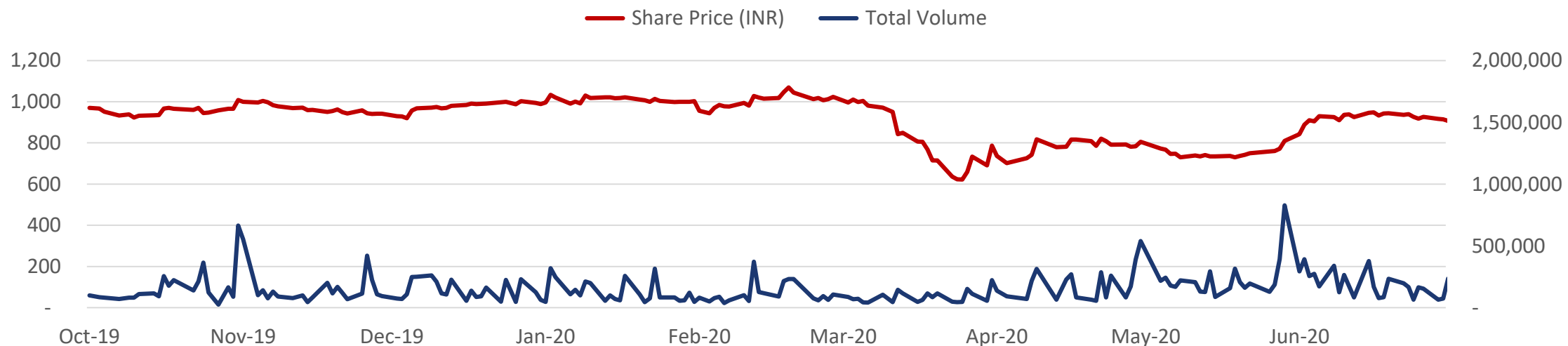
## Notes

Financials are as per IND AS

Gross margin includes impact of non-material cost movement of inventory (FG + SFG)

EBITDA does not include Non-operating income

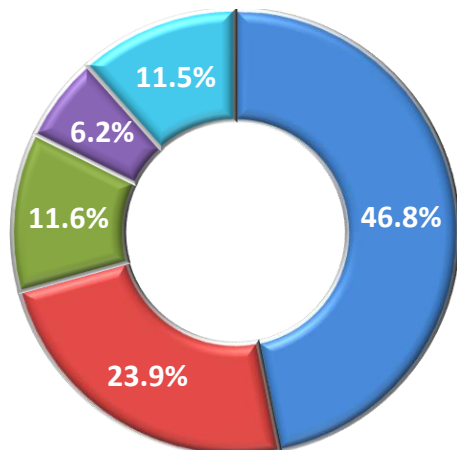
# Equity Shareholding & Price trends



Source : Stock Exchange. The above data is updated till 30<sup>th</sup> September 2020

## Shareholding Pattern as on September 30, 2020

- Promoters
- FII/FPI
- Mutual Funds
- Ins., Fin. Inst. & Other Corp.
- Public/Others



## Market Information

- Market Price (July 28<sup>th</sup>, 2020): INR 877.15/share
- Face Value : INR 10/share
- Market Cap (July 28<sup>th</sup>, 2020): INR 3,458 Cr

**T H A N K   Y O U**