



**SECRETARIAL DEPARTMENT**

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Maharashtra, India  
CIN No.: L17117MH1925PLC001208  
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[www.raymond.in](http://www.raymond.in)

RL/SE/23-24/171

November 3, 2023

To

The Department of Corporate Services - CRD  
BSE Limited  
P.J. Towers, Dalal Street  
Mumbai - 400 001  
Scrip Code: 500330

The National Stock Exchange of India Limited  
Exchange Plaza, 5<sup>th</sup> Floor  
Bandra-Kurla Complex  
Bandra (East), Mumbai - 400 051  
Symbol: RAYMOND

Dear Sir/Madam

**Sub: Raymond Limited – Investor Presentation**

Pursuant to Regulation 30 of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015, please find enclosed investor presentation on corporate initiatives.

The Investor Presentation is also available on the website of the Company i.e. [www.raymond.in](http://www.raymond.in).

We request you to take the above information on record.

Thanking you.

Yours faithfully,  
For **Raymond Limited**

**Rakesh Darji**  
Company Secretary

Encl.: A/a



**REGISTERED OFFICE**

Plot No. 156/H No. 2, Village Zadgaon,  
Rajnagiri - 415 612, Maharashtra  
Tel: (02352) 232514  
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# Raymond Ltd.

*Forays into sunrise sectors of  
Aerospace, Defense and EV  
Components Business*



*through Acquisition  
of Business of:*

**MAINI PRECISION PRODUCTS LTD.  
(MPPL)**

November-2023



# CURRENT ENGINEERING BUSINESS



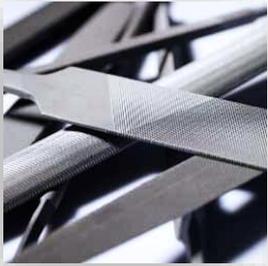
**JK Files & Engineering Limited**

A subsidiary of **raymond** Limited



# JKFEL — Current Product Portfolio

Market leading position in key precision engineering products



Steel Files



Ring Gears



Flex Plates



Drills



Water Pump Bearings



Hand Tools



Power Tools

## STEEL FILES

**#1 in India**

with **60%+**  
Market Share

## STEEL FILES

**#1 in Global**

Installed Capacity with  
**~25% Market Share**

## RING GEARS

**#1 in India**

with **Market Share:**

- ~55% in **PV**
- ~45% in **CV**

## FLEXPLATES

**Sole Domestic**

Manufacturer with **~25%**  
**Market Share** in India

- Catering across sectors including- Agriculture, Industrial, Automotive, Construction, Engineering, Home Improvement DIY, Real Estate
- **Domestic Presence:** Pan India ~1.5 lac POS across 600 towns & cities in B2C and caters to OEMS & Tier 1 suppliers in auto sector
- **International Presence :** Caters to leading global players across geographies to 65+ countries
- **USP:** Manufacturing excellence, established customer relationship, strong brand recall, product development capabilities

# JKFEL — Business Overview

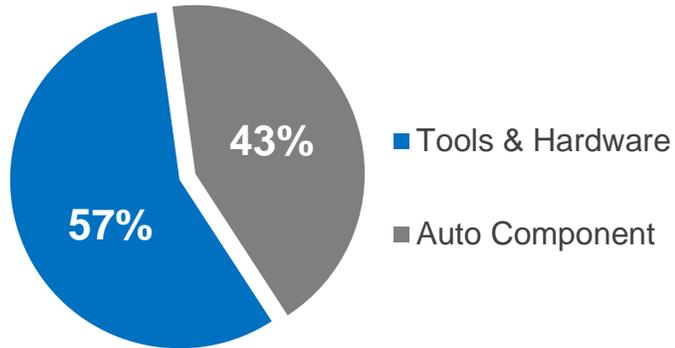


**65+**  
Countries

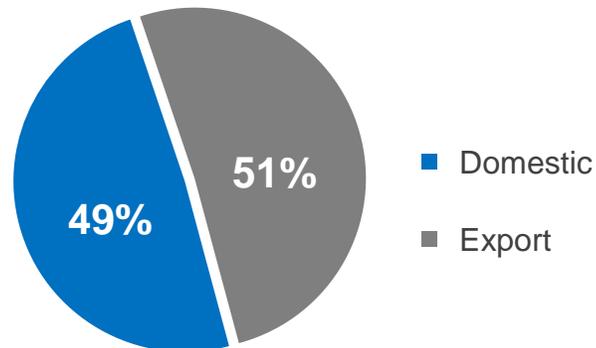


**6**  
Mfg. Plants

## SALES MIX in FY23



## GEOGRAPHICAL MIX



## P&L Overview (FY23)



More than  
**6** Decades  
of Experience

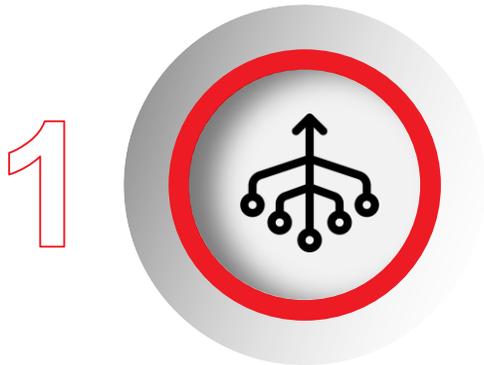


**~120**  
Major Customers



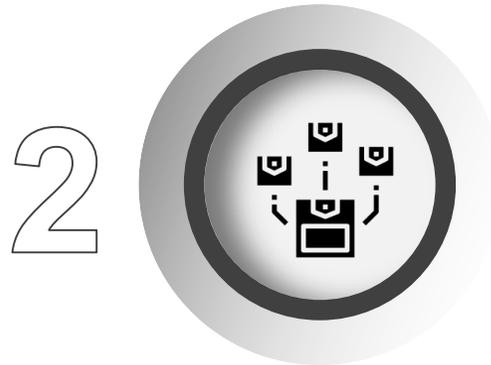
**700+**  
Domestic Distributors

# JKFEL — Current Engineering Business Strategy



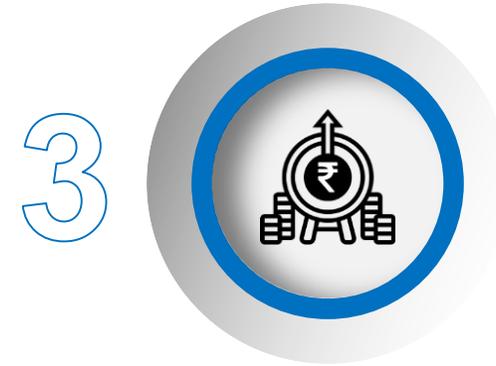
## CONSOLIDATE

- Consolidate market leadership position
- Expand to build relationships with customers
- Increase wallet share



## EXPAND

- Add new customers and products
- Develop new engine agnostic products
- Increase presence in non-auto exports market



## MARGIN IMPROVEMENT

- Building operational efficiencies across manufacturing and supply chain processes
- Manufacturing efficiency – Outsourcing, Ancillaries, Modernization and Automation

# MPPL — Product Portfolio



**AEROSPACE & DEFENSE**



**MAINI GROUP**  
Value delivered. Always



**ELECTRIC & HYBRID**



**AUTO AND INDUSTRIAL**

Supplying products to diversified customer base including leading  
**Aerospace & Defense, Global Passenger & Commercial Vehicles and Industrial Companies**

# MPPL — Leading Exporter of Precision Components

## Business Overview

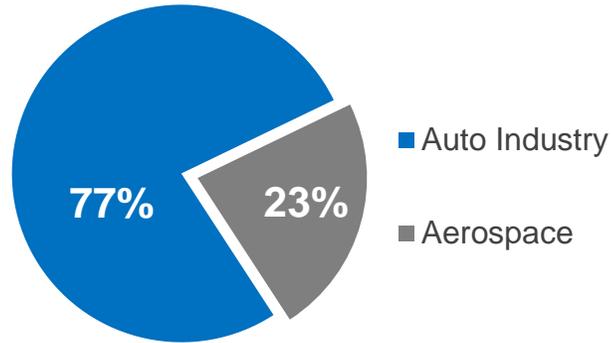


**25**  
Countries

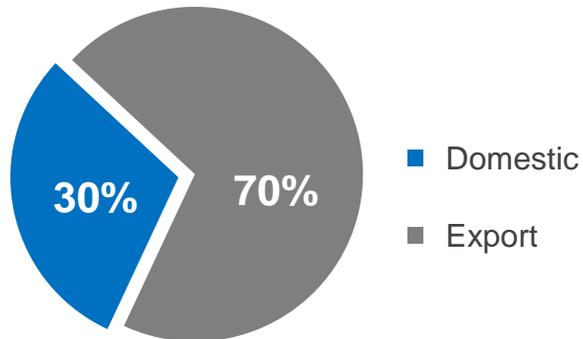


**11**  
Mfg. Plants

### SALES MIX in FY23



### GEOGRAPHICAL MIX



### P&L Overview (FY23)

₹ **750+** Cr.  
**REVENUE**

₹ **~97** Cr.  
**EBITDA**

**~13%**  
**EBITDA MARGIN**



Nearly  
**5** decades  
of Experience



**~60**  
Major Customers



**~350** Personnel  
as part of the  
development team

# Building a Stronger Scalable Combined Engineering Business

Our Strategy is significantly boosted by this acquisition

## CURRENT Business Strategy



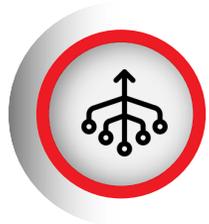
JK Files & Engineering Limited



JK Files & Engineering Limited



1

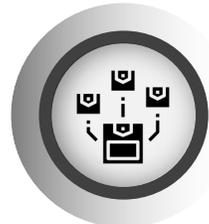


**CONSOLIDATE**



Strong Auto Component business catering to leading OEM

2



**EXPAND**



Entry into sunrise sectors of Aerospace, Defense and EV

3



**MARGIN  
IMPROVEMENT**



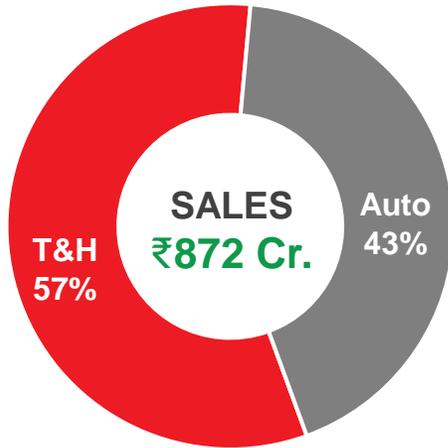
Operating Cost Synergies led by Sourcing and Mfg. efficiencies

Combination of two highly  
Complementary Engineering Companies  
Led by MPPL founder Mr. Gautam Maini

# Empowering 'Make in India' Dream

A Strategic Acquisition Leveraging the 'China Plus One'

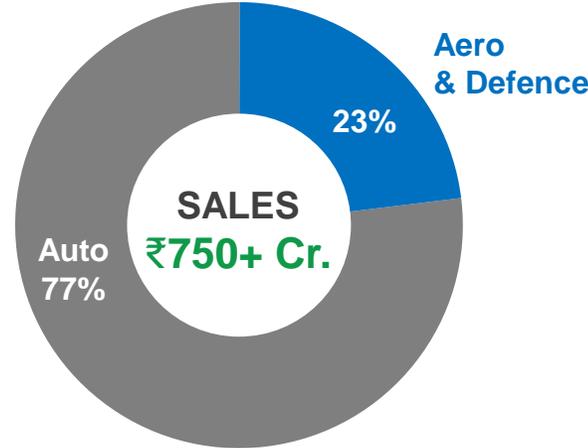
**JKFEL**



More than **60% revenue** from export business



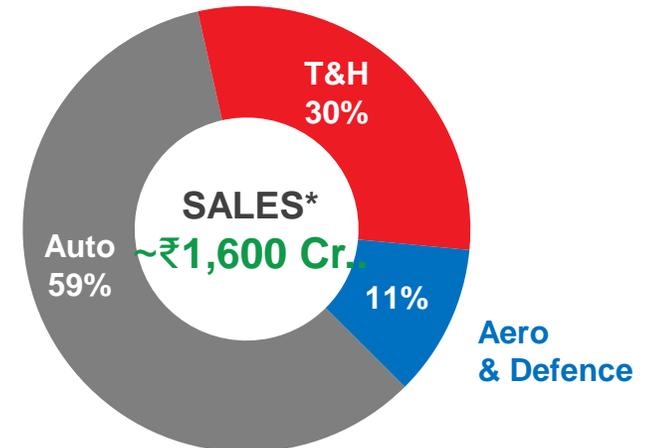
**MPPL**



Supplying products to the top **10 Global Auto OEMs**



**Combined Entity 'Newco'**



**Caters to Tier 1 Mfg.** across Aerospace, Defense, Auto and industrial businesses



**AatmaNirbhar Bharat**

\*Proforma FY23 Sales

# Resulting Shareholding Structure

## Step: 1

Acquisition of Business of  
**Maini Precision Product (MPPL)**

**RPAL\*** will acquire  
**59.25% Stake in MPPL**  
for a consideration of **₹682 Cr.**

### Source of Funding

Internal Accrual of Engineering Business	₹85 Cr.
External Debt	₹342 Cr.
Raymond Internal Debt	₹255 Cr.
<b>Total Funding</b>	<b>₹682 Cr.</b>

Debt will be  
in 'Newco'

## Step: 2

Simplification of  
**Engineering Entities Structure**

### Shareholding Post Consolidation

Raymond Ltd.  
66.3%

RPAL NCI#  
5.2%

MPPL Group  
28.5%

Business of **JK Files**  
along with **RPAL**,  
and **MPPL** to be  
merged in '**Newco**'  
(Subsidiary of *Raymond Ltd.*)

**NEWCO**

\*RPAL: Ring Plus Aqua Limited, a subsidiary of JK Files and Engineering Ltd  
# NCI: Non Controlling Interest (Minority Shareholders)

# Transaction Summary



Acquisition of Business of MPPL by acquiring **59.25%** stake of **MPPL** for **₹682 Cr.** Transaction to be **completed in FY24\***



**Acquisition** being funded by mix of **Debt and Internal Accruals** of Engineering business



Post acquisition, **consolidation of business** of JK Files, RPAL & MPPL in **'Newco'**



Strengthen existing engineering business with a complementing presence in the sunrise sectors of **Aerospace, Electric Vehicles (EV)** and **Defense**



Pave way for an eventual strategic value unlocking in Engineering business leading to **significant shareholder value creation** for Raymond shareholders

*\*Subject to regulatory approvals*

Post transaction, Raymond group to **Remain Net Cash Surplus**

# Consolidated Engineering Business — Way Forward

Particulars	FY'23 (Proforma)	4 year Outlook
Sales	~₹1,600 Cr.	High teens growth
EBITDA	~₹220 Cr.	Over 20% growth

## Growth Driving Factors:



**Creating Scalable Business**

# Transformation Journey in Raymond Group

Demonstrating affirmative actions



Selling FMCG Business



Group becoming Net Cash Surplus



Demerger of Lifestyle business under progress



Shaping scalable Real Estate Business



Building scale in Engineering business with acquisition of business of MPPL

With strong free cash generation and no major capex requirement,  
**Raymond group** continues to remain net cash positive

# Raymond Group: Primed for Growth



## RAYMOND GROUP

### Three Distinct Vectors Of Growth

1

#### Lifestyle

(Branded Consumer Company)

- Branded Textile
- Branded Apparel
- Garmenting
- High Value Cotton Shirting

(₹ 6,550 Cr. Aggregate Revenue in FY23)

2

#### Real Estate

- Thane land Development  
(₹ 25,000 Cr + Revenue Potential)
- JDA in MMR Region:  
(2 Projects Signed)

3

#### Engineering Business

- Tools and Hardware
- Auto Component
- Aerospace and Defense
- EV Components  
(~₹ 1,600 Cr. Revenue in FY23)



Set To Profitable Growth in Every Business- Unlock Shareholder Value

## Chairman & Managing Director Message

“ This acquisition will catapult the growth of our Engineering business and will open new vistas to us for our foray into rapidly growing segments like Aerospace, Defense, and Electric Vehicles (EV). Raymond Group has always believed in the ‘Make in India’ initiative and this acquisition will also provide an impetus to China Plus One strategy that has been benefitting us. These are growing sectors with visible momentum presenting us with ample opportunities to leverage. I am pleased to welcome Gautam Maini, founder of MPPL to the leadership team of our engineering business and we will significantly benefit from his domain expertise and his vast experience. ”

**GAUTAM HARI SINGHANIA**

*(Chairman & Managing Director)*





THANK

YOU