

January 22, 2020

BSE Limited

Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001

National Stock Exchange of India Limited

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

Security Code: 500878

Symbol: CEATLTD

ISIN: INE482A01020, INE482A14874, INE482A14882, INE482A14890

Dear Sir/Madam,

Sub: Investors Presentation

In continuation of our letter dated January 15, 2020, please find enclosed herewith Investor's presentation for the quarter and nine months ended December 31, 2019, for the investor call scheduled on Thursday, January 23, 2020 at 10.30 a.m. IST, dial-in details of which are reproduced below for ready reference:

Dial-in Details:

Mumbai: Primary Access Number: +91 22 6280 1123

+91 22 7115 8024

Location	Toll Number	Toll-Free Number
USA	+132 3386 8721	+186 6746 2133
UK	+44 20 3478 5524	+080 8101 1573
Singapore	+65 3157 5746	+80 0101 2045
Hong Kong	+852 3018 6877	+800 964 448

You are requested to kindly take the same on record.

Thanking you,

Sincerely,

For **CEAT Limited**


Vallari Gupte

Company Secretary and Compliance Officer

Encl: As above





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.

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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.

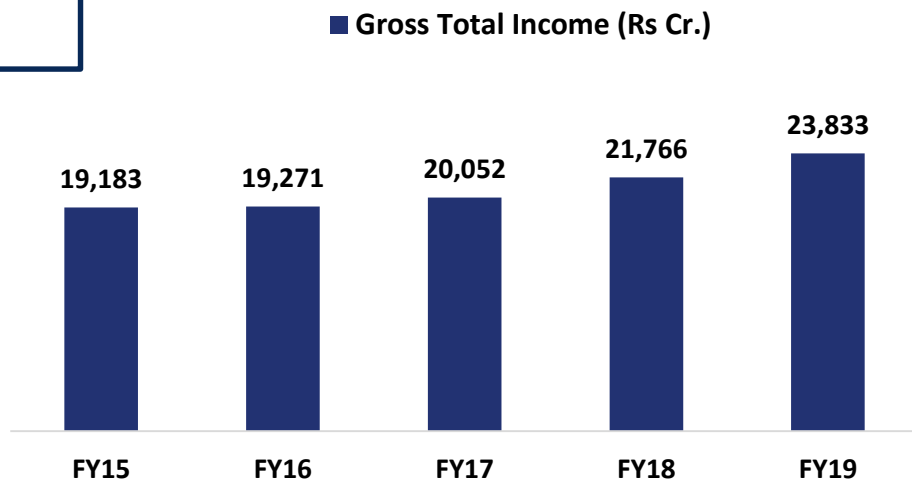


**Harrisons
Malayalam**

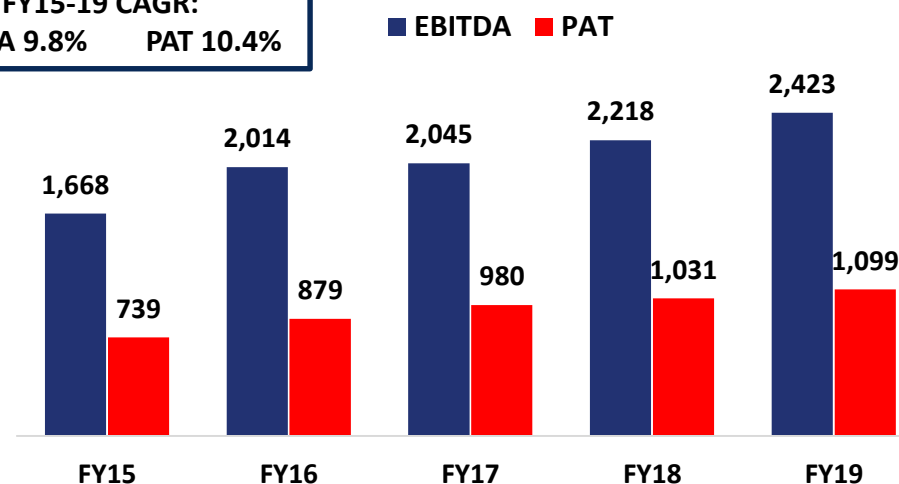
One of India's
largest plantation
companies with
tea, rubber and
other agro
products.

RPG Group: Key Financials

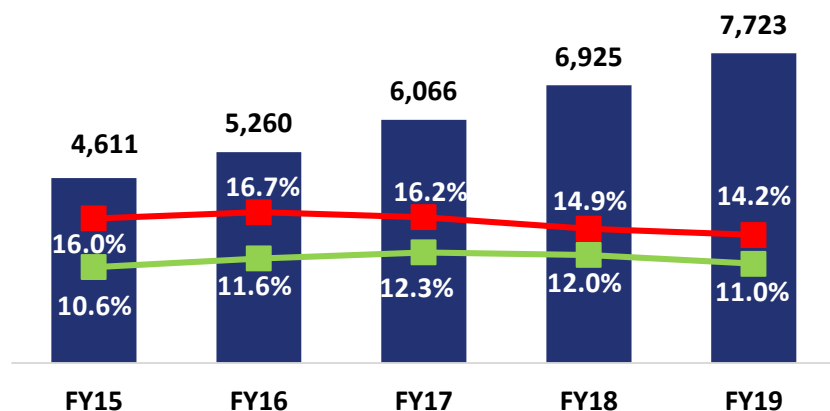
FY15-19
CAGR: 5.6%



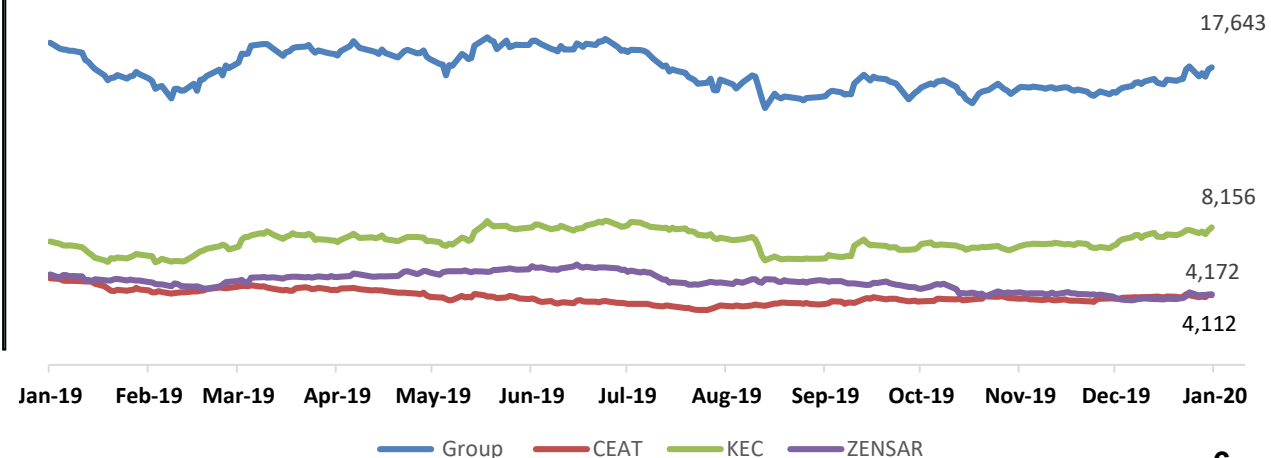
FY15-19 CAGR:
EBITDA 9.8% PAT 10.4%



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 10th January 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

Leadership Team

Anant Goenka



Managing Director

Kumar Subbiah



Chief Financial Officer

Arnab Banerjee



Chief Operating Officer

Milind Apte



**Senior Vice President
– Human Resources**

Tom Thomas



**Executive Director – Projects &
Chief Mentor Technology**

Dilip Modak



**Senior Vice President
– Manufacturing**

Vijay Gambhire



**Managing Director – CEAT Specialty,
Senior Vice President – QBM**

Peter Becker



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

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

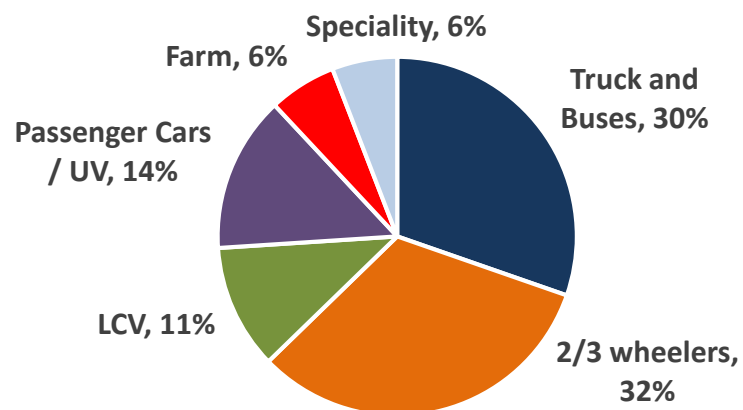
Distribution Network : **4,500+** dealers, **500+** exclusive CEAT franchisees

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

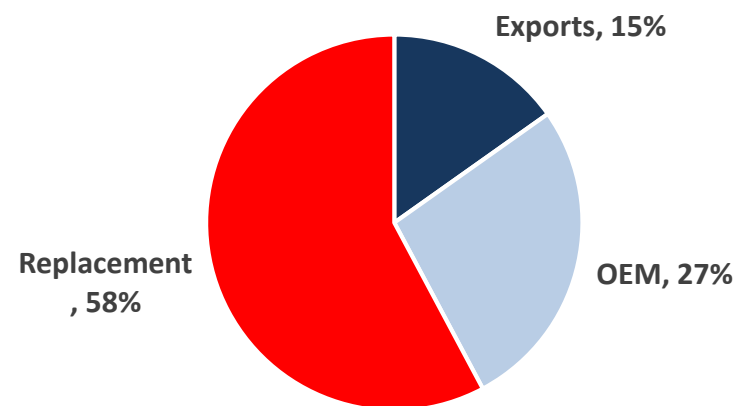
100+ countries where products are sold with strong brand recall

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

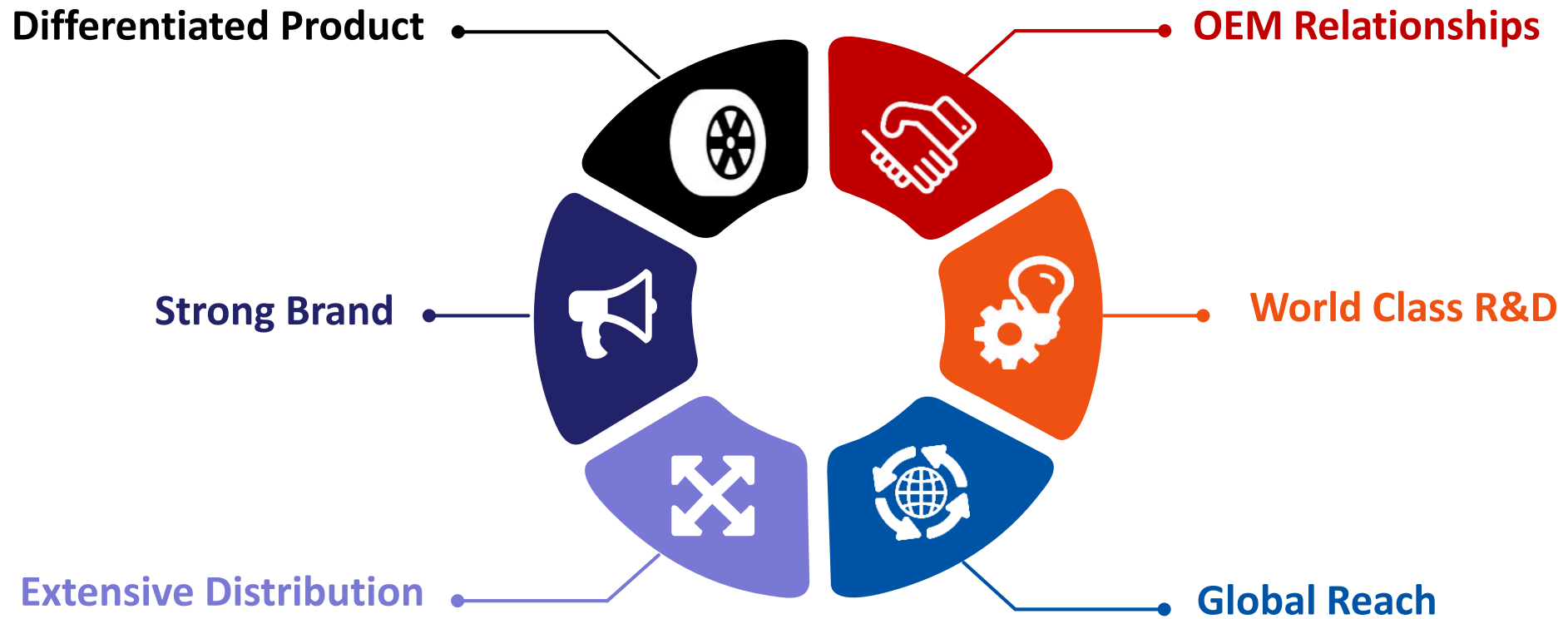
H1 FY20 Revenue Breakup by Product



H1 FY20 Revenue Breakup by Market



1. Consolidated revenue breakup
2. Corresponding figures in investor presentations till Q4 FY19 had standalone revenue break-up



1 Differentiated Products

New Entries and Supplier to OEM's



- Key developments**
- Focus on OEM, recent entries in new models – Royal Enfield Classic 350 (BSVI) and Himalayan, Honda Activa (BSVI), 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+
 - 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
 - Platforms like Fuelsmart, Gripp, Mileage X3, SecuraDrive etc.

2 Strong Brand

CEAT Ltd launched range of tyres at **India Bike Week 2019**



Tubeless GRIPP XL
Superior Grip for all-terrain



Zoom X3 & Zoom X3 F Tubeless
Superior control at High Speeds



CEAT is associate sponsor of **Dadagiri Season 8**

CEAT is associate sponsor of **Big Boss Tamil**



3 Extensive Distribution

CEAT Shoppe



Shop in Shop (SIS)



Multi Brand Outlet



CEAT Bike Shoppe

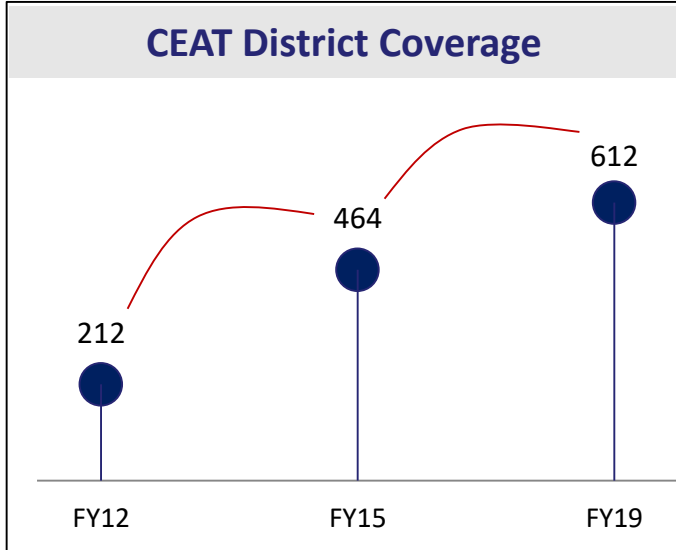


4500+
Dealers

280+
2W Distributors

500+
CEAT Franchisees

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



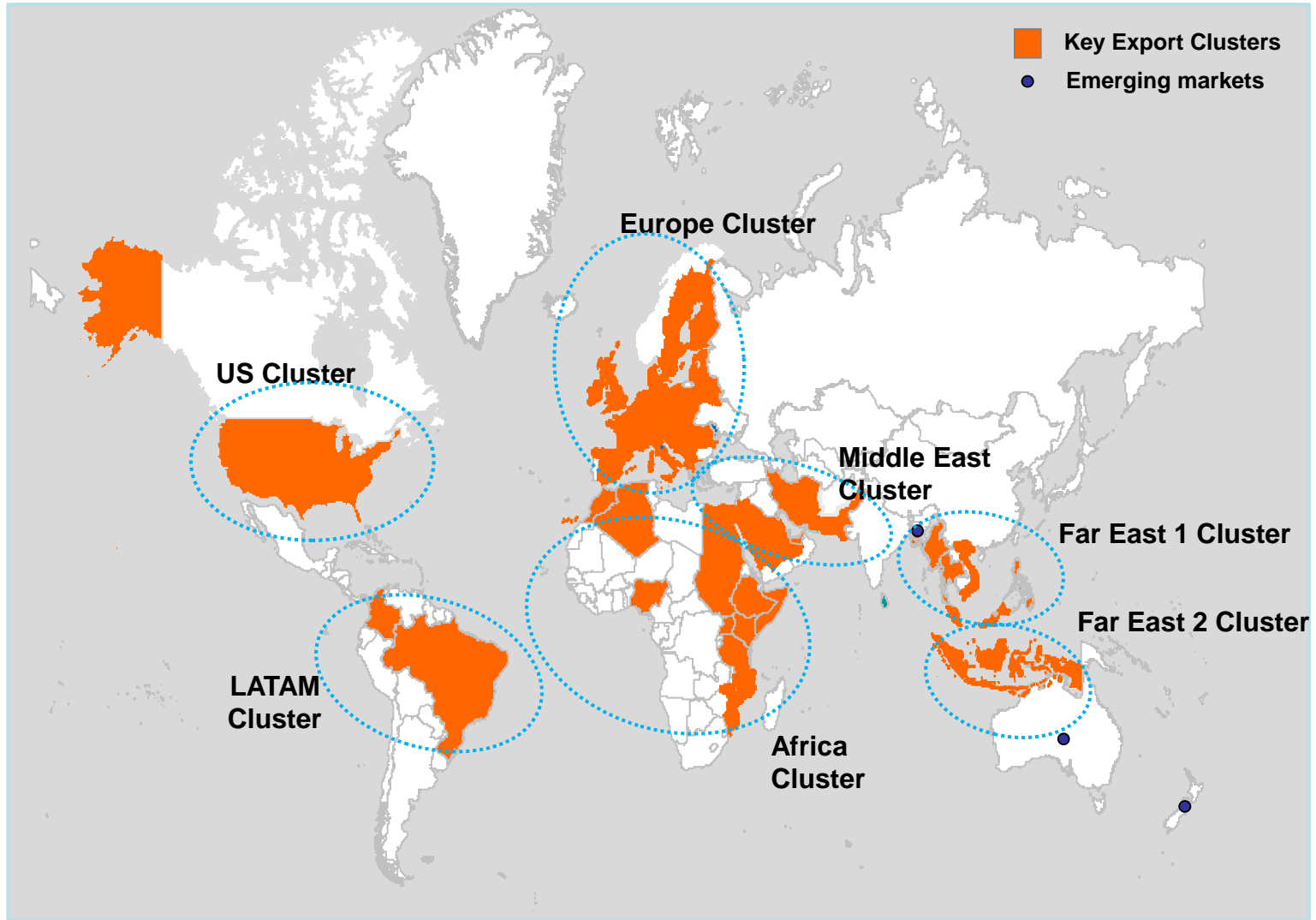
State-of-the-Art R&D Center, Halol



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

Q3 FY20 Operational Highlights

Improving Customer Experience

Won the **CII Award of Digital Transformation**
for the **e-Claims initiative**



OEM Model Entry



BS VI Compliant
Honda Activa



BS VI compliant
Hero Splendour iSmart



M&M Jawa 'Perak'



Hero MotoCorp Duet E

Consolidated: Q3 FY20 Financial Highlights

Q3 FY20 v/s Q2 FY20 (Q-o-Q)

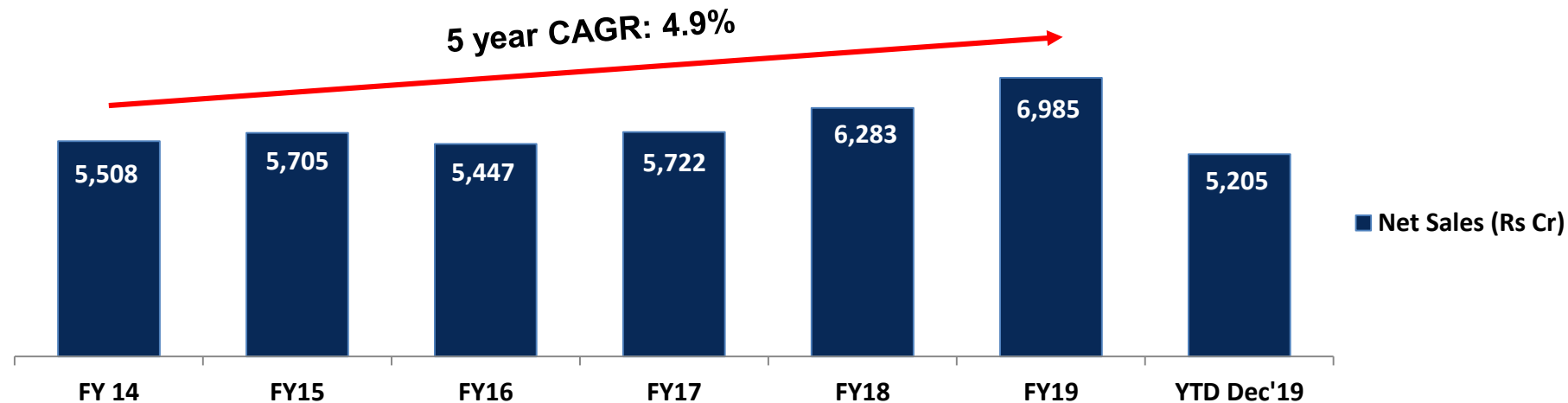
- Net revenue from operations grew by 4.2% at INR 1,762 Crs from INR 1,692 Crs
- Gross margin expanded to 43.0% from 41.1%
- EBITDA stood at INR 188 Crs compared to INR 175 Crs; margins at 10.7% from 10.4%
- PAT stood at INR 53 Crs compared to INR 44 Crs
- Debt / equity at 0.65x compared to 0.64x

Q3 FY20 v/s Q3 FY19 (Y-o-Y)

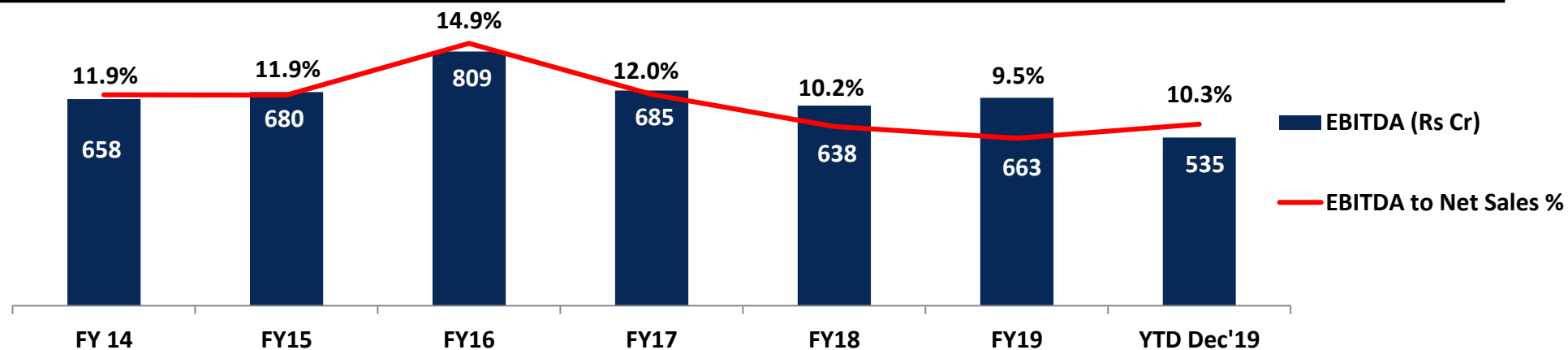
- Net revenue from operations grew by 1.8% at INR 1,762 Crs from INR 1,730 Crs
- Gross margin expanded to 43.0% from 41.5%
- EBITDA stood at INR 188 Crs compared to INR 149 Crs; margins at 10.7% from 8.6%
- PAT stood at INR 53 Crs compared to INR 52 Crs
- Debt / equity at 0.65x compared to 0.47x

Consolidated: Financial Trends

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

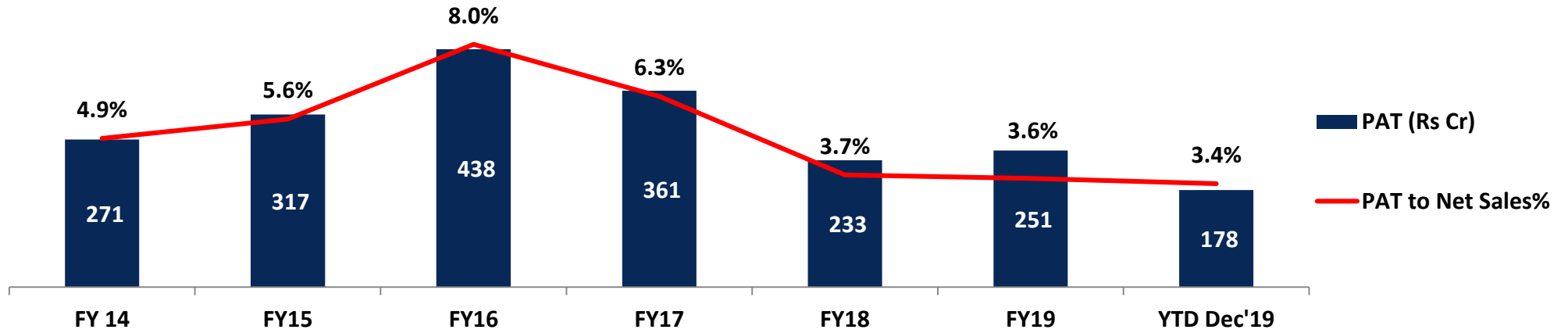
FY16 onwards the Company's investment in Sri Lanka JV is accounted using Equity method under IND AS which was earlier consolidated using proportionate consolidation method

FY16 onwards the EBITDA includes profit from Sri Lanka JV

EBITDA does not include Non-operating income

Consolidated: Financial Trends

PAT trends



Notes

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

Consolidated: Q3 FY20 Financials

All figures in INR Cr

Parameter	Q3 FY19	Q2 FY20	Q3 FY20	QoQ	YoY	YTD Dec'18	YTD Dec'19	YoY
Net Revenue from operations	1,730	1,692	1,762	4.2%	1.8%	5,224	5,205	-0.4%
Raw Material	1,013	996	1,005	0.9%	-0.8%	3,113	3,060	-1.7%
Gross margin	717	696	757	8.8%	5.6%	2,112	2,145	1.6%
Gross margin %	41.5%	41.1%	43.0%	183 bps	152 bps	40.4%	41.2%	80 bps
Employee Cost	142	121	144	18.9%	1.9%	402	400	-0.6%
Other Expenses	433	404	430	6.3%	-0.8%	1,230	1,225	-0.4%
EBITDA	149	175	188	7.2%	26.2%	496	535	7.9%
EBITDA %	8.6%	10.4%	10.7%	31 bps	206 bps	9.5%	10.3%	82 bps
Finance Cost	22	37	38	1.6%	71.3%	61	110	80.4%
Depreciation	48	67	71	5.2%	46.2%	142	202	42.3%
Operating PBT	78	71	79	12.2%	1.1%	293	223	-23.9%
Exceptional expense	-	1	0	-69.2%		4	2	-61.1%
Non-Operating income	4	4	4	-16.0%	-11.2%	10	20	104.5%
PBT	82	74	83	11.5%	0.2%	298	241	-19.2%
PAT	52	44	53	20.3%	0.5%	187	178	-4.6%

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

Total Debt (INR Cr)

775

663

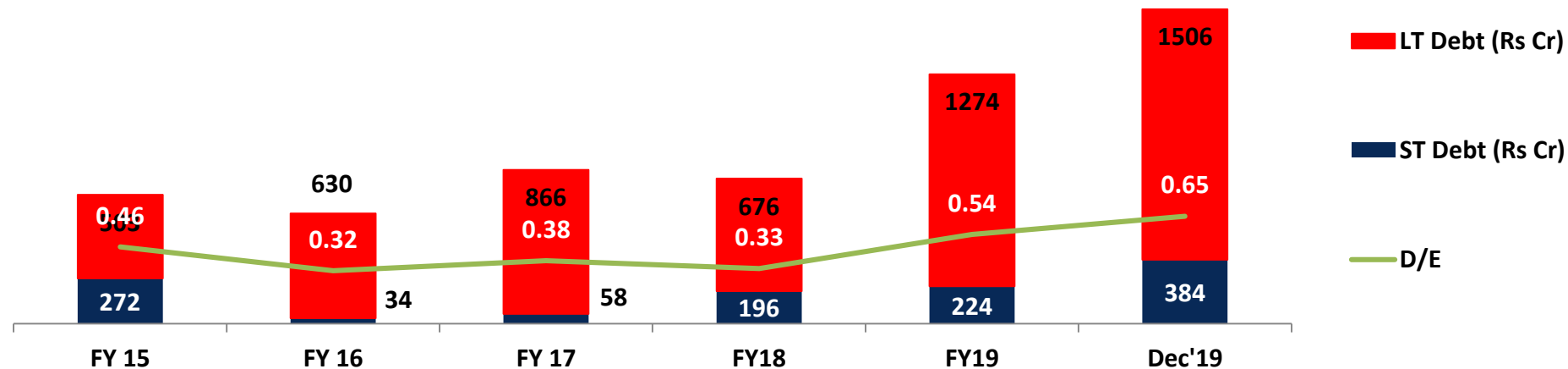
924

872

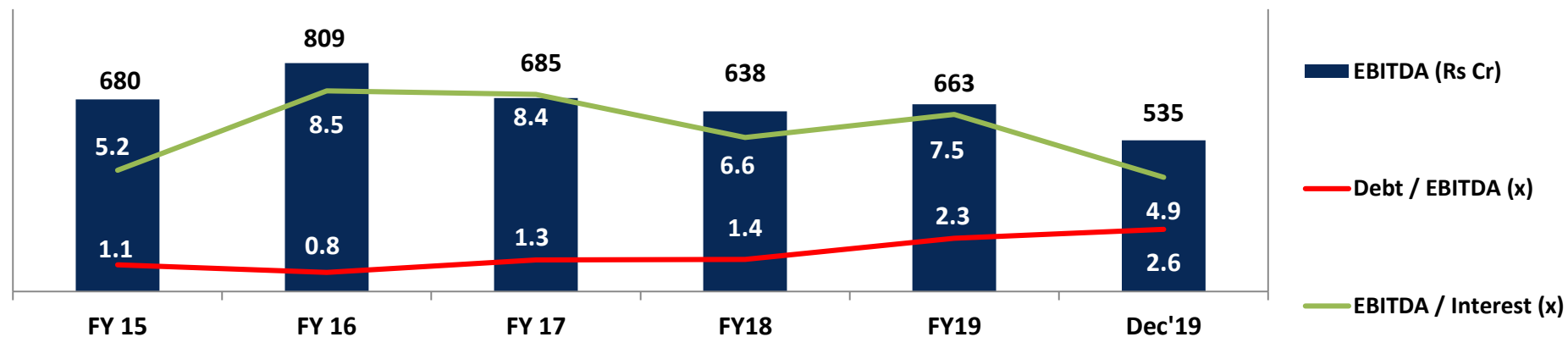
1498

1890

Debt breakup



Leverage ratios



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 break-up, we have reclassified Current Maturities of Long Term Debt under Long Term debt

For H1 FY20 Debt/EBITDA calculation, EBITDA has been annualized

Standalone: Q3 FY20 Financials

All figures in INR Cr

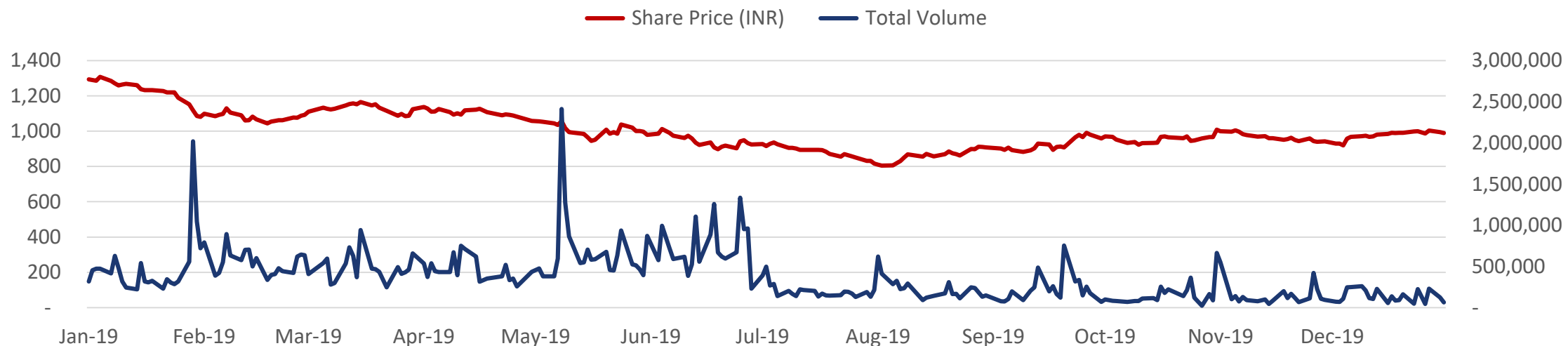
Parameter	Q3 FY19	Q2 FY20	Q3 FY20	QoQ	YoY	YTD Dec'18	YTD Dec'19	YoY
Net Revenue from operations	1,689	1,645	1,709	3.8%	1.2%	5,114	5,057	-1.1%
Raw Material	1,002	976	981	0.6%	-2.0%	3,087	3,004	-2.7%
Gross margin	687	670	727	8.6%	5.8%	2,026	2,053	1.3%
Gross margin %	40.7%	40.7%	42.6%	185 bps	187 bps	39.6%	40.6%	97 bps
Employee Cost	131	112	134	19.4%	2.0%	373	370	-0.8%
Other Expenses	416	387	412	6.5%	-1.1%	1,182	1,170	-1.0%
EBITDA	139	171	181	6.0%	30.0%	471	513	8.7%
EBITDA %	8.3%	10.4%	10.6%	22 bps	235 bps	9.2%	10.1%	94 bps
Finance Cost	16	30	30	1.9%	87.1%	44	89	103.5%
Depreciation	43	62	65	4.6%	49.1%	128	186	45.0%
Operating PBT	80	79	86	8.7%	8.1%	299	237	-20.7%
Exceptional expense	-	1	0	-69.2%		4	2	-61.1%
Non-Operating income	6	17	6	-66.8%	-11.4%	23	38	64.0%
PBT	86	96	92	-4.1%	6.4%	318	273	-14.0%
PAT	58	66	62	-5.8%	6.9%	211	215	1.8%

Notes

Financials are as per IND AS

EBITDA does not include Non-operating income

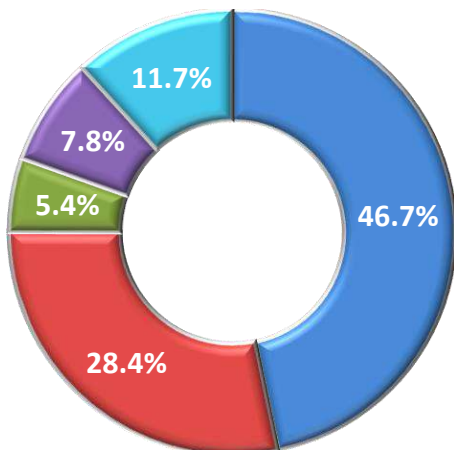
Equity Shareholding & Price trends



Source : Capitaline. The above data is updated till 31st December 2019

Shareholding Pattern as on Dec 31, 2019

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



Market Information

- Market Price (Jan 20th, 2020): INR 1,010.4/share
- Face Value : INR 10/share
- Market Cap (Jan 20th, 2020): INR 4,087 Cr

THANK YOU