

May 27, 2021

The Officer-In-Charge (Listing) Listing Department National Stock Exchange of India Ltd., Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051 Symbol: MINDACORP	Head - Listing Operations, BSE Limited, P.J. Towers, Dalal Street, Fort, Mumbai – 400 001 Scrip Code: 538962
--	---

Dear Sir/ Madam

Sub: Participation in Conference Call

In compliance with regulation 30 read with schedule III, of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that the Company will participate in a virtual conference call to be held on Thursday, May 27, 2021 hosted by Dam Capital.

This information is also being uploaded on the Company's Website www.sparkminda.com

The presentation to be given by Company is also attached.

This is for your information and record.

Thanking You,

Yours Faithfully

For Minda Corporation Limited



Pardeep Mann
Company Secretary
Membership No A13371

MINDA CORPORATION LIMITED (GROUP CORPORATE OFFICE)

CIN: L74899DL1985PLC020401

Office Address: Plot No. 404 & 405, 5th Floor, Sector-20, Udyog Vihar, Phase-III, Gurugram, Haryana (India) - 122016.

TEL: +91 – 124 – 4698400; FAX: +91 – 124 – 4698450

Registered Office: A-15, Ashok Vihar, Phase-I, Delhi - 110052.

Website: www.sparkminda.com



DAM Capital
India Vision 2030

Spark Minda

Innovation for Connected
and Shared Mobility

CONTENTS

- Company Snapshot ◉
- Innovation and Focus Areas ◉
- Q4 & FY21 Performance ◉
- CSR, ESG and Awards ◉

SPARK MINDA - Kaleidoscope

Leading Automotive Component Supplier – Since 1958

	<p>16,000+ WORKFORCE</p>		<p>6 PARTNERSHIPS</p>				
<p>INR 32,570 million REVENUE</p>		<p>33 PLANTS/OFFICES</p> <table border="0"> <tr> <td>14 NORTH</td> <td>13 WEST</td> </tr> <tr> <td>3 SOUTH</td> <td>3 ASEAN</td> </tr> </table>	14 NORTH	13 WEST	3 SOUTH	3 ASEAN	
14 NORTH	13 WEST						
3 SOUTH	3 ASEAN						

— VISION —

To be a dynamic, innovative and profitable global automotive organization for emerging as the preferred supplier and employer, to create value for all stakeholders.

*It includes revenue from JVs also

Schematic Representation of Minda Corporation



Key Products across various Business Verticals

Mechatronics (Business Vertical 1)



Ignition
Switch
Cum
Steering
Lock



Smart
Key
System



Mechatronics
Handles



Immobilizer
System



Aluminum
Die
Casting



Compressor
Housing



Alternator



Starter
Motor

Information & Connected Systems (Business vertical 2)



Speedometer



Wiring
Harness



Steering Roll
Connector



Junction
Box



Speed



EGT &
EGRT



PM / SOOT
Sensor

Plastics & Interiors (Business vertical 3)



Cup Holder



Ash Tray



Louvers



Glove Box



Steering
Column
Shroud



Seat
Panel



Structural
Parts



Oil
Sump



Cylinder
Head



Battery
Tray

Aftermarket (Business vertical 4)



Spares of BV1 & BV2

Electronics Manufacturing Excellence



DC/DC & Chargers



Antenna
Products



ITS



BCM/MFECU



Telematics

LEADERSHIP Team



Ashok Minda
Chairman & GCEO

BUSINESS VERTICALS

Arvind Chandra

CEO, BV I, Vehicle
Access Control System

27 years of Automotive Experience in Europe, US and India (AC Consulting & Investments, Wabco, Faurecia, Delphi, GeneralMotors etc.)

Aakash Minda

ED- Group Finance & Strategy &
CEO BV III -Plastics & Interior

7 years of Global Auto Component Industry experience



Biranchi Mohapatra

CEO, BV II, Information &
Connected System

Over 29 years of experience in Auto Component Industry (Plastic Omnium, Ashok Leyland, Varroc etc.)

Neeraj Sharan

CEO BV IV, Aftermarket

29 years in Auto Industry in India and overseas (Lohia Global, Greaves Cotton, Tractor India etc.)



CORPORATE FUNCTION

D. Suresh

Group CTO

26 Years of Global and domestic experience in R & D of Auto Industry



Neeraj Mahajan

GCMO

30 years in India and overseas with OEMs and Auto Components (JKEKT, Genavco LLC, Toyota Kirloskar, ARB Bearings etc.)

N. K. Modi

ED & President GCEO Office

35 yrs of experience in Auto Comp Industry



Ashim Vohra

Group Chief Manufacturing
Excellence Officer

Over 30 years of experience in Auto Component Industry



Vikas Thapa

GCHRO

29 years of Global HR Leadership experience including UK and US (Ex Indian Army) (Cummins India, Tata Group.)

CUSTOMER Centricity



WHAT DO WE OFFER

Key to sustainable Growth

KEY TO SUSTAINABLE GROWTH



VEHICLE ACCESS Control System

We Differentiate Ourselves

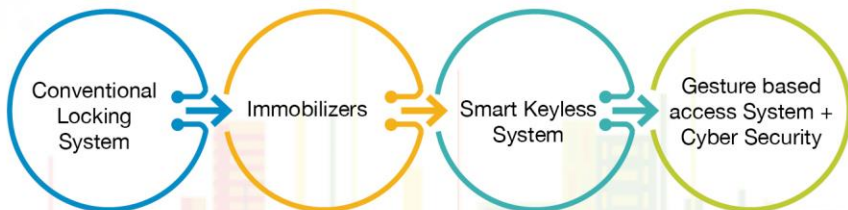
- Preferred supplier where reliability is a key aspect
- Diverse customer base across segments
- Global Technology alliance to stand at par with Customer future needs

Benchmark Manufacturing Practices

- A completely automated robotic paint shop for door handles and locksets



Technology Trends



Major Offerings



Keyless System



ESCL



Conv. Locksets



Latches



Fuel Cap



Door Handles

PARTNERSHIP

Leveraging technology and strength with
US Partner – **VAST**

We Differentiate Ourselves

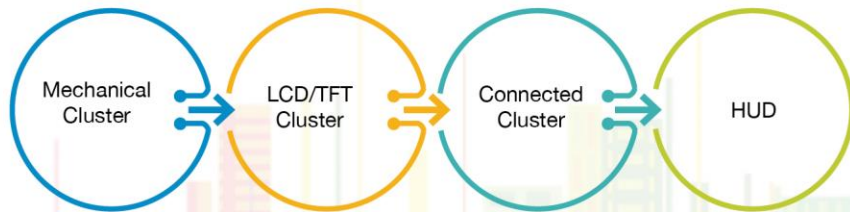
- ⊙ Preferred supplier where on-time delivery and reliability is a key aspect
- ⊙ Diverse customer base across segments
- ⊙ Field warranty and support

Benchmark Manufacturing Practices

- ⊙ SMT Capability
- ⊙ Dust Control by Operations Control



Technology Trends



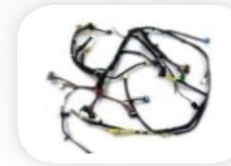
Major Offerings



TFT Cluster



Elec. Cluster



Wiring Harness



Mech. Clusters



Speed Sensor



Emission Sensor

PARTNERSHIPS

Partnered with leaders like **Stoneridge**, US and **Furukawa**, Japan

WIRING HARNESS Capability Enhancement

We Differentiate Ourselves

- Full System Supplier Capability for Wiring Harness Products in convention vehicles & EV's

State of Art NPD Proto Shop



Automatic Cutting, Crimping, Wire seal Insertion M/C Setup



Ultrasonic Welding M/c for joints



Courtesy : CATIA is trademark of Dassault system, Creo, UGS is trademark of UGS Siemens, AutoCAD is trademark of Autodesk, Capital Harness XC is trademark of Mentor / Siemens

Features

- State-of-the-art NPD proto shop facility for first time right proto manufacturing
- In-house capability to design wiring harness (W/H) using specialized design tools like Capital Harness, CREO, CATIA
- Integrated manufacturing facility and advanced engineering set-up capable of black box design & validation

Benefits

- Reliable W/H manufacturing using navigation system, vision camera and automatic end-of-line testing rig
- Affordable W/H with in-house developed conventional and next-gen connectors & terminals (025, 040srs in development)

PLASTICS & LIGHT Weighting Solution

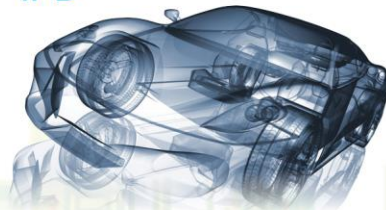
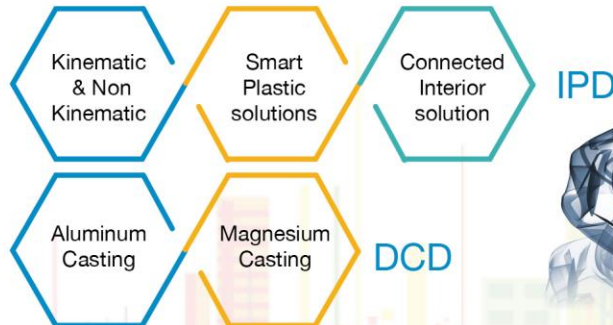
We Differentiate Ourselves

- ⦿ Diverse Segment Offering
- ⦿ Focused capability in engine light weighting solution
- ⦿ Dedicated In house design and development capability

Benchmark Manufacturing Practices

- ⦿ First Mover in engine light weighting Components
- ⦿ A global benchmark plant for Intricate parts for casting products

Technology Trends



Major Offerings



Cylinder Head Cover



Compressor Housing



Centre Console



Engine Mounting Bracket



Battery Tray



Motored Air Vents

FOCUS AREA

Localization: Product development and transformation to suit customer specific needs

ELECTRIC & CONNECTED Mobility Solution

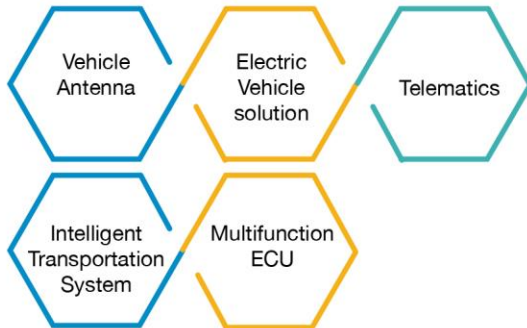
We Differentiate Ourselves

- Establishment of strong advance R&D Centre for electronics initiatives
- A comprehensive portfolio in Electric Mobility Solution
- Expertise in Electronic control units design, Power electronics design & Embedded System Solution

Benchmark Manufacturing Practices

- In-house SMT facility and EMI/EMC facility for product validation

Technology Trends



Major Offerings



Antenna



DC-DC Converter



Battery Charger



Telematics



ITS



MFECU/ BCM

FOCUS AREA

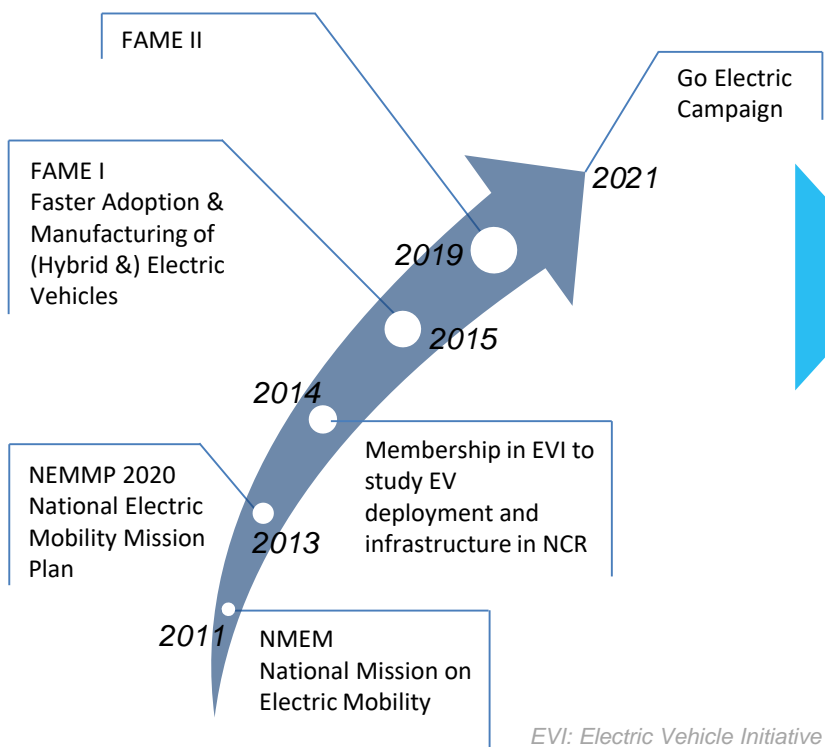
Innovation & Technology
Leadership

Innovation and Focus Areas: Research & Development Capabilities

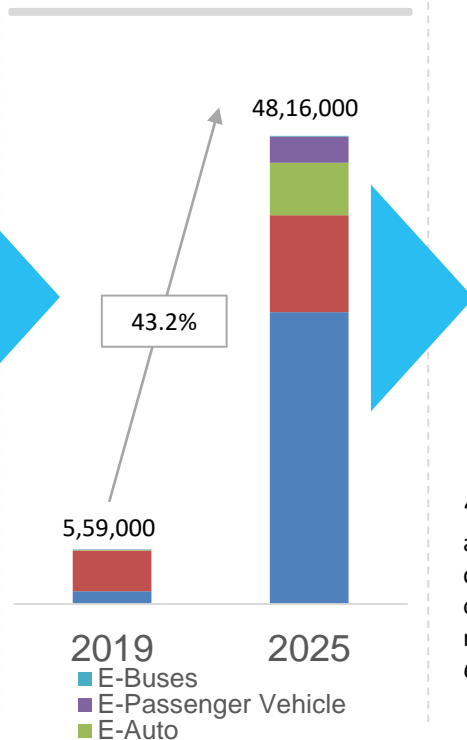


INDUSTRY Expectations....

Government Initiatives



Potential EV Market in India



Government Support

- 1 Active stimulus and incentives from the government for EV migration
- 2 Long-term well defined policy and regulation for EV adoption
- 3 Standardized charging infrastructure and ports
- 4 Structured approach to reduce dependency on China for EV components

“What the government and industry must do is build a multi-year road map together, with milestones that could help all the players understand shared objectives, build capabilities and infrastructure and minimize any surprises along the way” – *Tata Sons Chairman N Chandrasekaran*

EVI: Electric Vehicle Initiative Source: Frost & Sullivan

HOW HAVE WE Worked Around.....

Engaging in technology tie-ups with global counterparts with strong regulatory support is a potential way forward for local suppliers

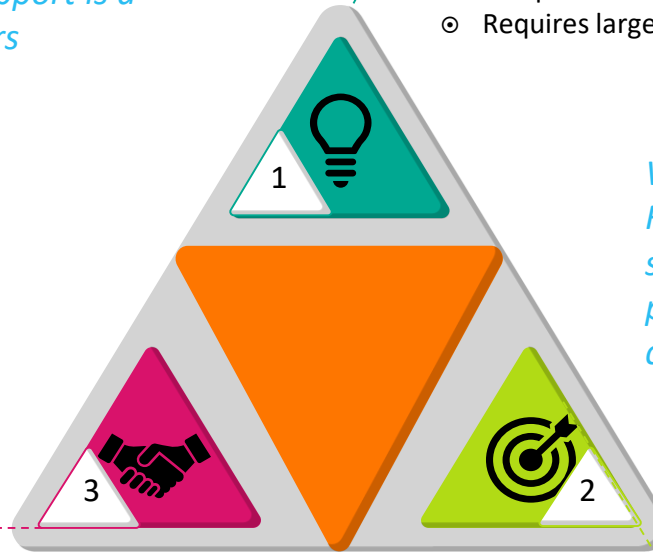
Setting Up own R&D Unit for xEV

- ⦿ Suppliers to set up their own R&D in xEV specific components
- ⦿ Requires large investments in terms of money and time

We have already set up our in-house R&D facility for xEV solutions while simultaneously scouting for partners to bring in quality, scalable, cost effective EV solutions

JV's with Global xEV Players

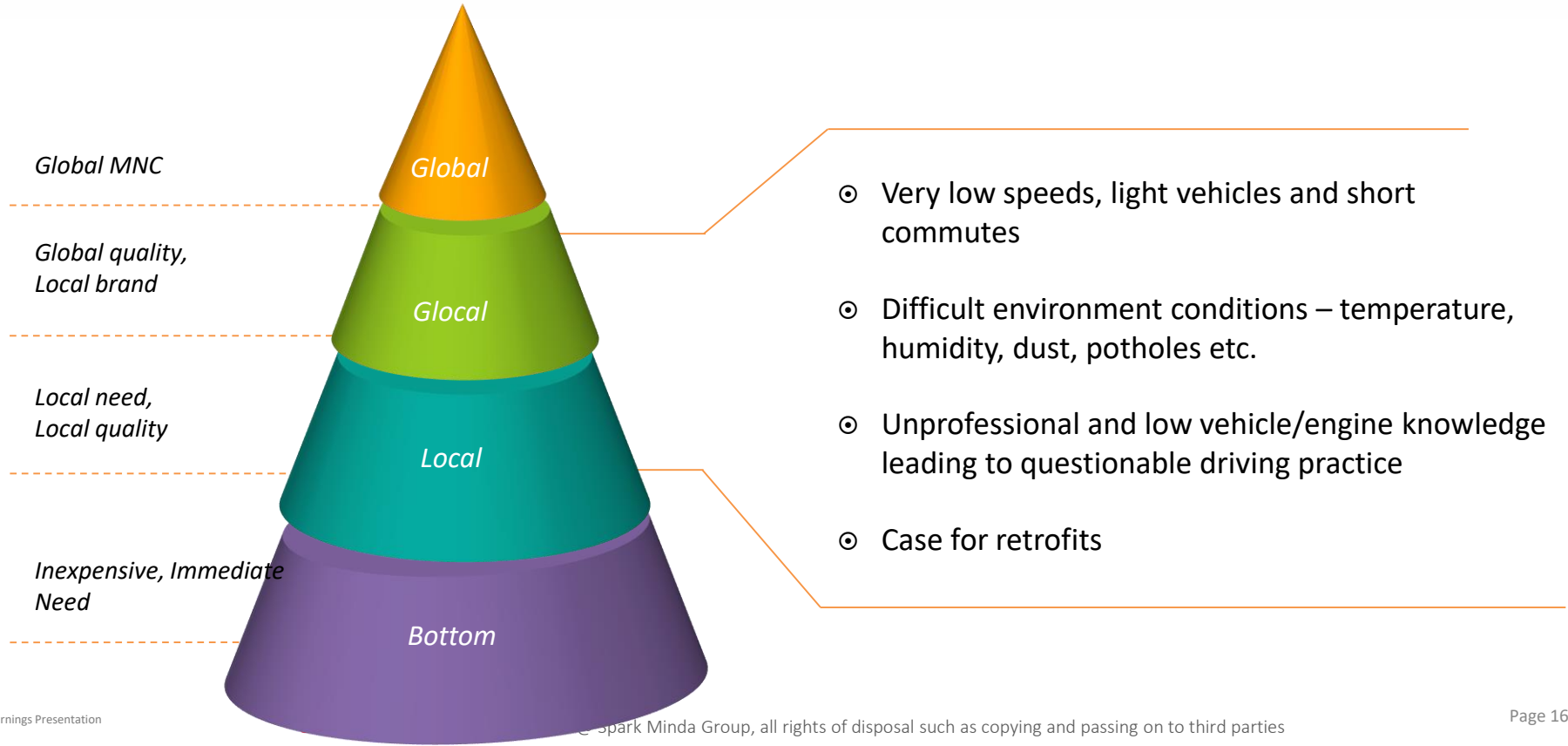
- ⦿ Entering into JV's with global suppliers would give Indian suppliers access to existing technology
- ⦿ Commercialization of technology at the shortest time with the potential to further develop joint IPR ownership in the future.



Technology Licensing

- ⦿ Licensing of existing technology from global suppliers' xEV sub-components to manufacture in India
- ⦿ Further development of licensed technology is often challenging

Bottom-up strategy to create a *Robust, Cost Effective Solution* catering to *Local Need* with *Global Quality*



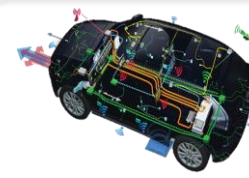
Global Trends



Trends Impacting India



Connectivity & Shared Mobility



Vehicle Electronification



Vehicle & Passenger Safety



Vehicular Emission



Vehicular Light-weighting



Human Machine Interface



Big Data & Digitization



Virtual Assistants



E-Mobility

Global Trends



Trends Impacting India & Our Offerings

Connectivity & Shared Mobility



Antennas



Telematics



ITS



Connected Digital Cluster

Safety



2W ADAS



Airbag Wiring Harness



Cyber Security

Light-weighting



Cylinder Head



AI Die-Casting Parts



Oil Pan



Battery Tray

Electronification



Keyless Entry Solutions



Immobilizer



MFECU/BCM



TFT Cluster

Emissions



Wiring Harness



Compressor Housing



Powertrain Sensors

Green Mobility



Battery Charger



Motor Controller



DC to DC Converter



BMS*



VCU*



Motor*

* Under Development ITS: Intelligent Transportation System MFECU/BCM: Multi-Function Electronic Control Unit/Body Control Unit BMS: Battery Management System VCU: Vehicle Control Unit

Engineering Capability Expansion

Advanced Engineering & Electronics



SMIT, Pune
225+ Engineers |
Embedded Software

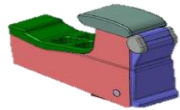


SMIT, Bengaluru
20+ Engineers |
Telematics & Connectivity

E&E and Light-weighting



50+ Engineers | WH Design |
E&E Architecture



40+ Engineers | Light-
weighting

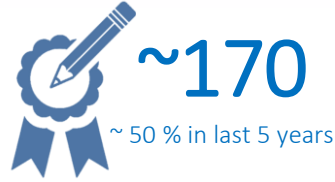
Power Electronics & Vehicle Access



15+ Engineers |
Power Electronics



50+ Engineers | Vehicle
Access



Total IPs/Patents

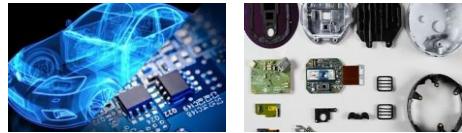


R&D Spending



Engineering Headcount

Engineering Capabilities to Address Future Trends



Electronics Hardware



Embedded Software



Product Validation

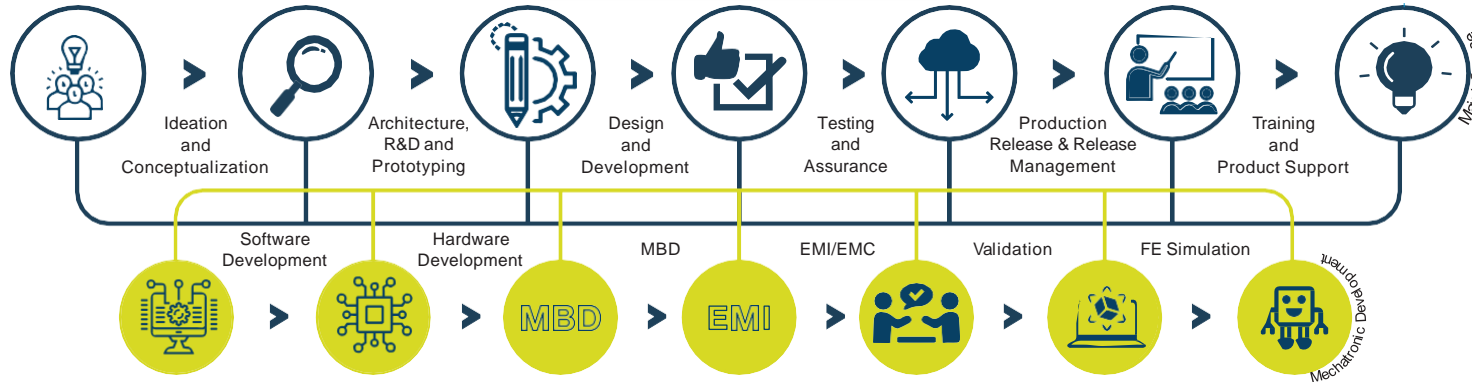


Mechatronics Engineering



- Over 130 patents.
- End-to-End Product Development.
- Semi-Anechoic EMI/EMC Component Test Facility
- Complete ownership of product throughout PLC.

Concept to Realization

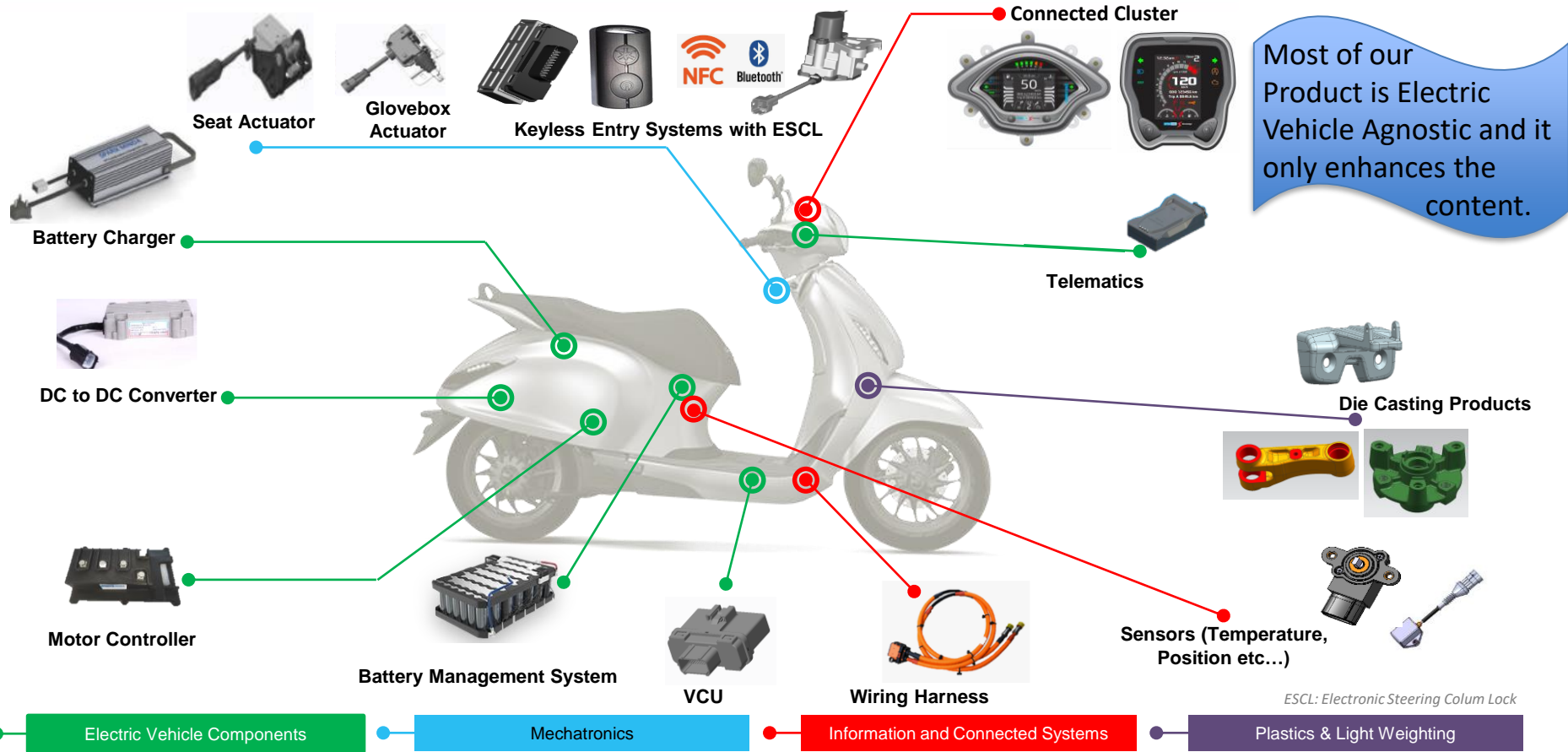


- Platform Design & Development Capability.
- Embedded Development & Simulation Tools Availability
- Product Specific Custom Made DV/PV Test Set up

ACCREDITATIONS



Electric Vehicle:- Its an Opportunity and not a Threat



SUCCESSFUL DEVELOPMENT OF INHOUSE Power Electronics Solution

3x3x3 Strategy

3 SEGMENTS



3 PRODUCTS



DC-DC Converter



Battery Charger



Motor Controller

UPTO 3kW

Battery: Lead acid / Lithium

Battery Voltage: 48 to 60 v

Battery Capacity: 25 to 120 AH

Motor: 600W – 3 kW

Peak Speed: 25km – 80 km

Range: 60km – 120km

Products ≤ 3 kW

EV
Customers



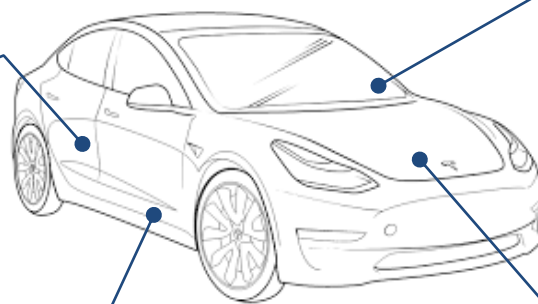
SUCCESSFUL DEVELOPMENT OF INHOUSE Connected Mobility Solutions

Spark Minda has a telematics solution for every E&E architecture of EV



Battery Swap Telematics

For a battery swap EV, tracking the battery, its SOC and discharge profiles is a must have. A built-in telematics function makes it smart battery



Connected Cluster



Connects the vehicle to the cloud through the cluster. All ride parameters are available for big data analysis on the cloud

Connected Vehicle Control Unit (VCU)



Connected Vehicle Control Unit not only monitors the vehicle data but also provides vehicle control options like limp home, vehicle mode set, geofence etc in addition to FOTA features



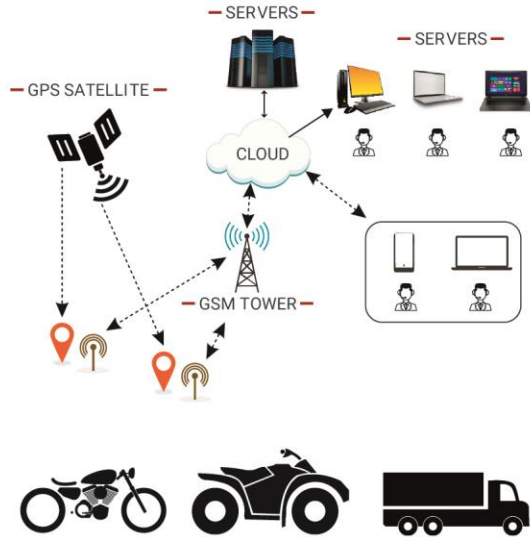
Telematics Gateway



Track and Trace, Immobilization and find me functions with a simple gateway

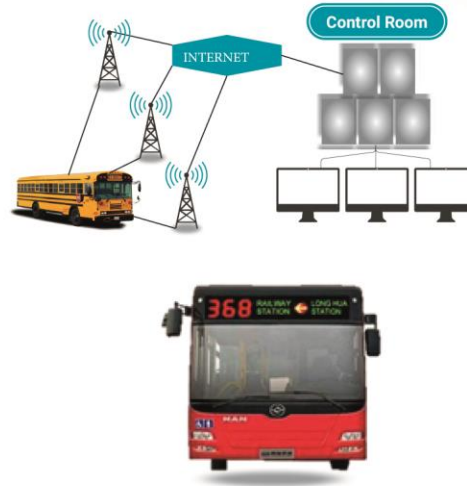
SYSTEM SOLUTIONS: End-to-End Product Development

Connected Mobility Solutions



UBSII & IS16833 Certified System In-vehicle Passenger Information System, Voice & Data Connectivity, In Vehicle Video Surveillance System

Intelligent Transport System 2.0



AIS 140 Certified In house end-to-end expertise in technologies related to telematics

Key Less Entry System Solution

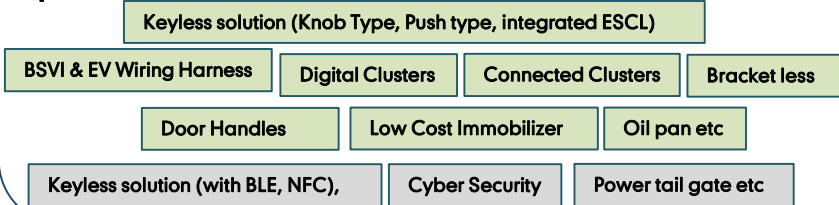


21 IPs are filed (HW, System & Mechanical) in Key Less Entry Systems

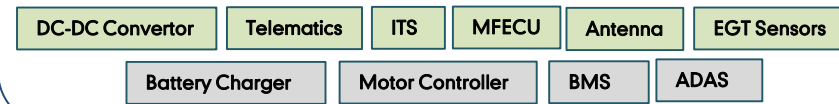
Customer Trust on New Technology Product

Customer Won

Premiumisation Lightweight and Increased Electronics Content offerings in existing products

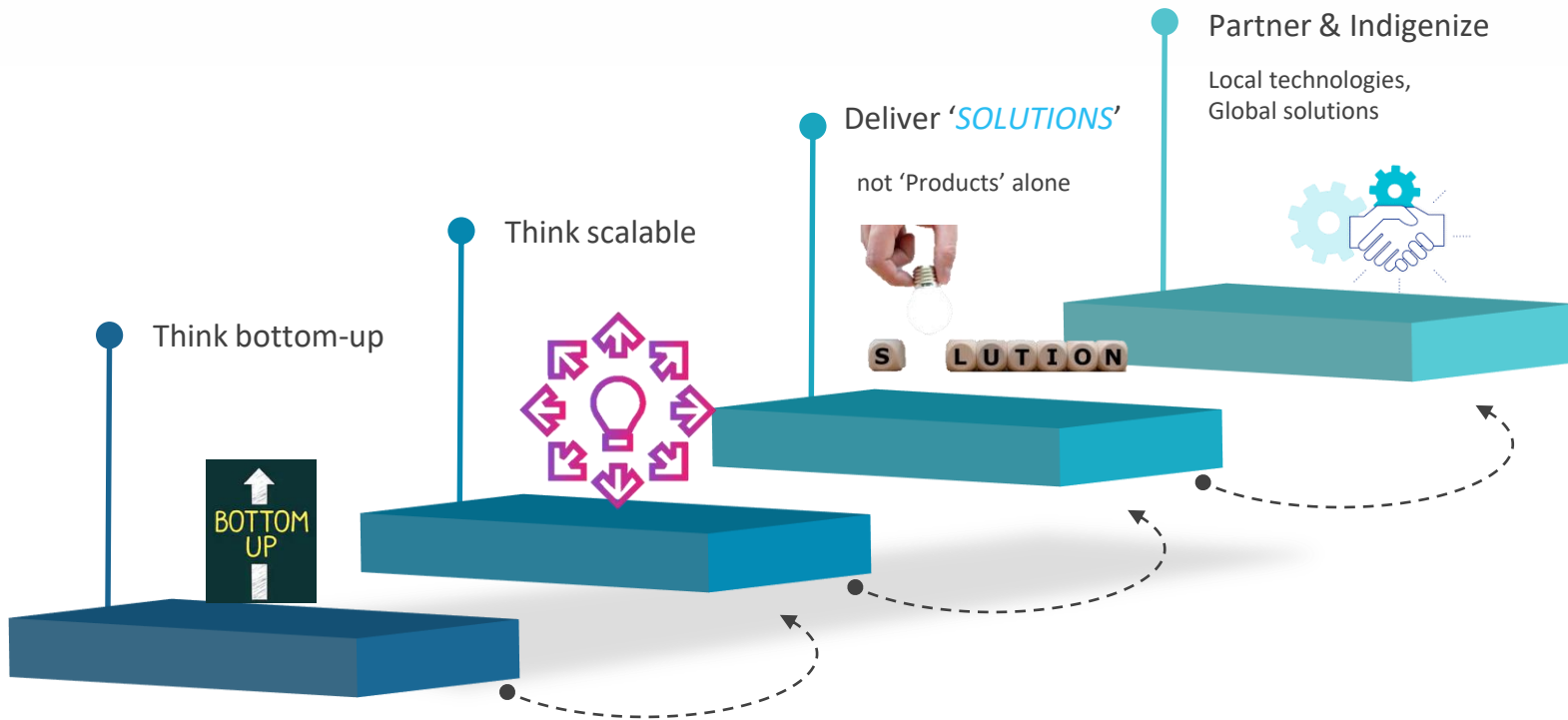


Connected, Safety, Electronic, EV products for existing & future segment:



Text in Green	Ready
Text in Grey	In Progress

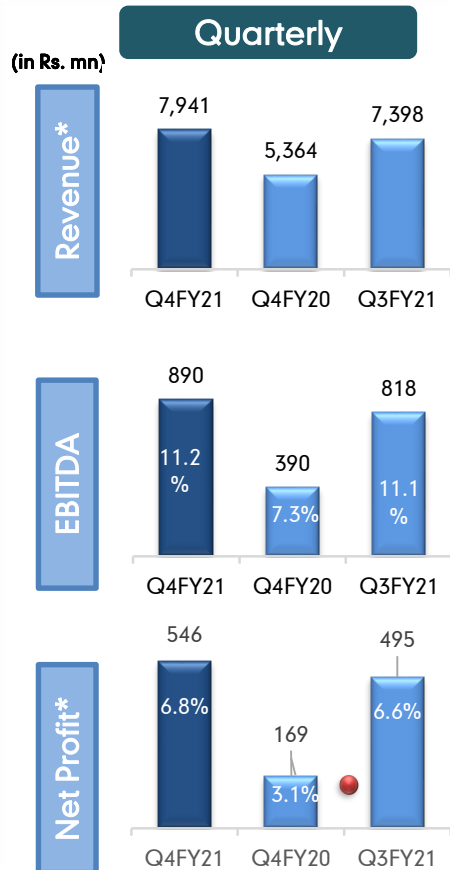
THE BIG Picture.....



Financials



Consolidated Performance – Q4 & FY21



Commentary – Q4 FY21 vs Q4 FY20

Overall Revenue of Rs. 7,941 million showed growth of 48.0% due to

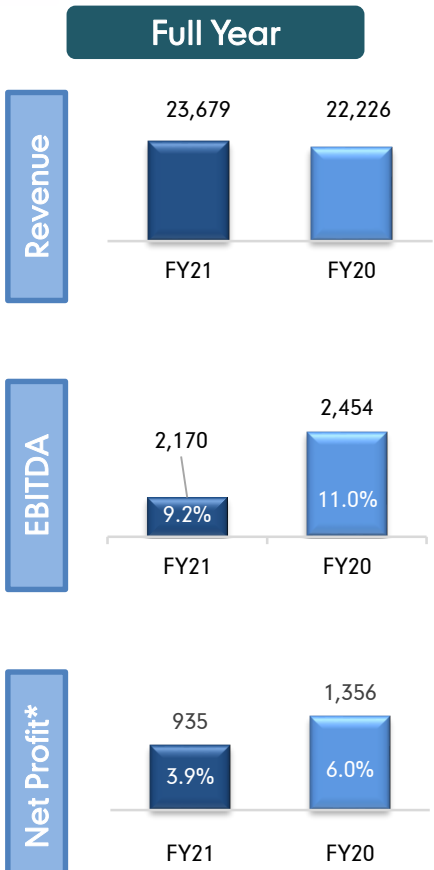
- Transition from B-IV to BS-VI led by increased wiring harness content in 2W category
- Increase in Aftermarket Sales and Exports

EBITDA margin at 11.2% in Q4 FY21 :-

- Positively by operating leverage and cost control measures like reduction in fixed cost.
- Adversely by lag of raw material indexation, product mix, labor productivity and transition to BS VI

Highest Ever Quarterly Net Profit of Rs. 546 million from continued operations

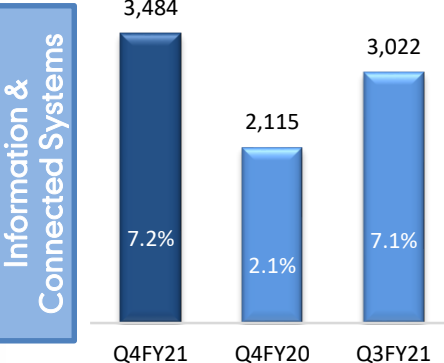
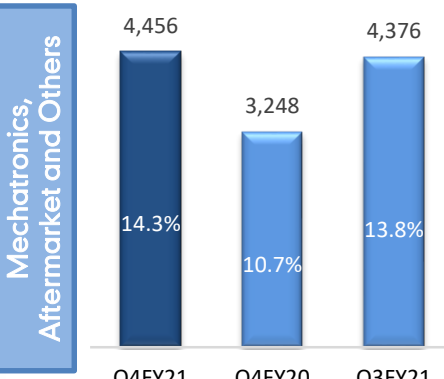
- Share of profit in JV of Rs. 57.4 million as against profit of Rs.19.9 million



*PAT is from continued operations

Business Verticals Performance – Q4 & FY21

Quarterly (in Rs. mn)



Commentary – Q4 FY21 vs Q4 FY20

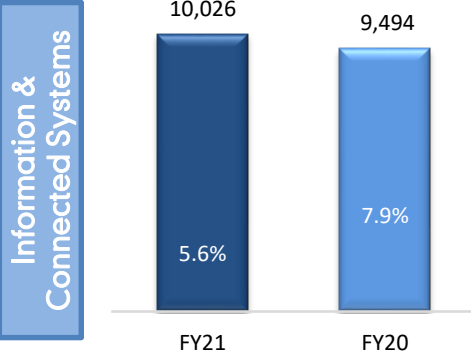
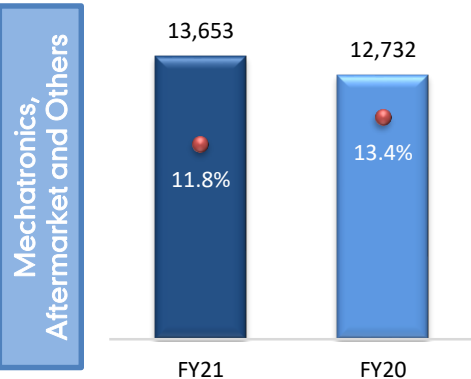
Mechatronics and Aftermarket:

- The growth in revenue better than Industry was supported by higher aftermarket and exports sales
- EBITDA margin at 14.3% due to
 - Favorable impact of higher aftermarket, export sales and various cost cutting measures across the divisions
 - Adversely impacted by RM Indexation

Information & Connected Systems

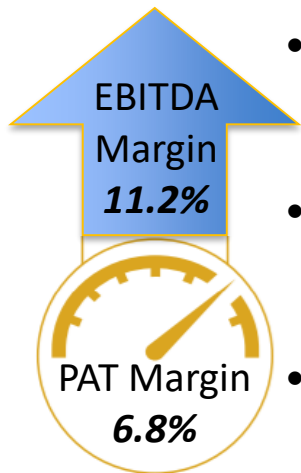
- The growth in revenue better than Industry was supported by higher content increase in 2W due to BS VI
- EBITDA margin at 7.2% due to
 - Improved QoQ due to improvement in labor productivity, operating leverage, favorable product mix and tight control on fixed cost
 - Opportunity for improvement as it is impacted by lag of RM indexation, BS VI transition cost, labor productivity lower as compare to BS IV

Full Year (in Rs. mn)



Revenue & EBITDA margin improvement seen on Q-o-Q basis for all the Vertical

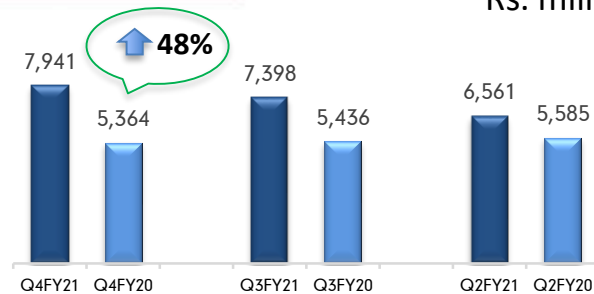
Consistent and Sustainable Market Beating Profitable Growth



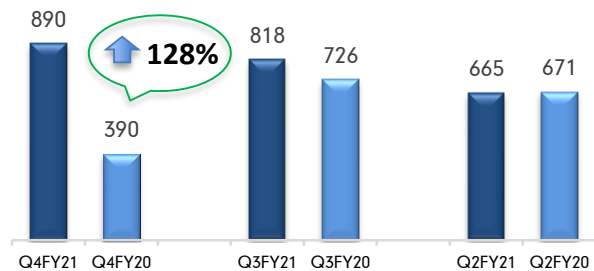
- **Highest Ever**: Quarterly Operating Revenue of **Rs. 7,941 million** with growth of **48.0%** on Y-o-Y basis
- **Highest Ever**: Quarterly Absolute EBITDA of **Rs. 890 million** and margin improves by **390bps** on Y-o-Y basis
- **Highest Ever**: Quarterly PAT from continuing operations of **Rs. 546 million**



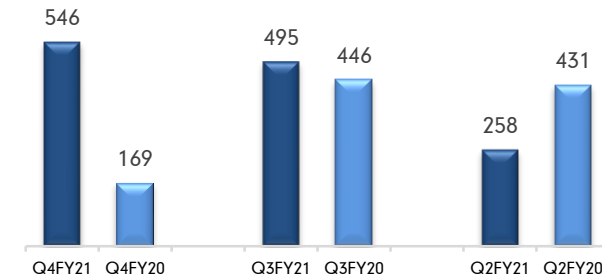
Revenue Trend



EBITDA Trend



PAT Trend*



On Sequential Basis, Delivers Third Successive Quarter of Improved Double-Digit EBITDA Margins of 11.2% with Focus on Consistent and Sustainable Market Beating Growth

Consolidated Leverage Position

Particulars (Rs. mn)	Mar 31 st , 2021	Mar 31 st , 2020
Net Worth	11,466	9,751
Gross Debt	4,832	5,320
Less: Cash & Cash Equivalents (Inc. FDR)	4,993	4,724
Net Debt	(161)	596
Net Debt / Net Worth	-	0.06 x

Particulars	Mar 31 st , 2021	H2 FY21 Annualised	Mar 31 st , 2020
ROCE	12.0%	24.4%	17.8%
Working Capital Days	46	36	33

Note: ROCE excluding Exceptional Items and interest on fixed deposit

Both the Rating Agencies reaffirmed the Rating in the month of June'20

Rating Agencies	Instrument	Rating
India Ratings & Research	Term Loan	IND AA- / Stable
	Working capital limits (Fund-based and Non-fund-based)	IND AA-/Stable/IND A1+
	Commercial paper	IND A1+
CRISIL	Long Term	CRISIL A+/Stable
	Short Term	CRISIL A1

CSR, ESG and Awards



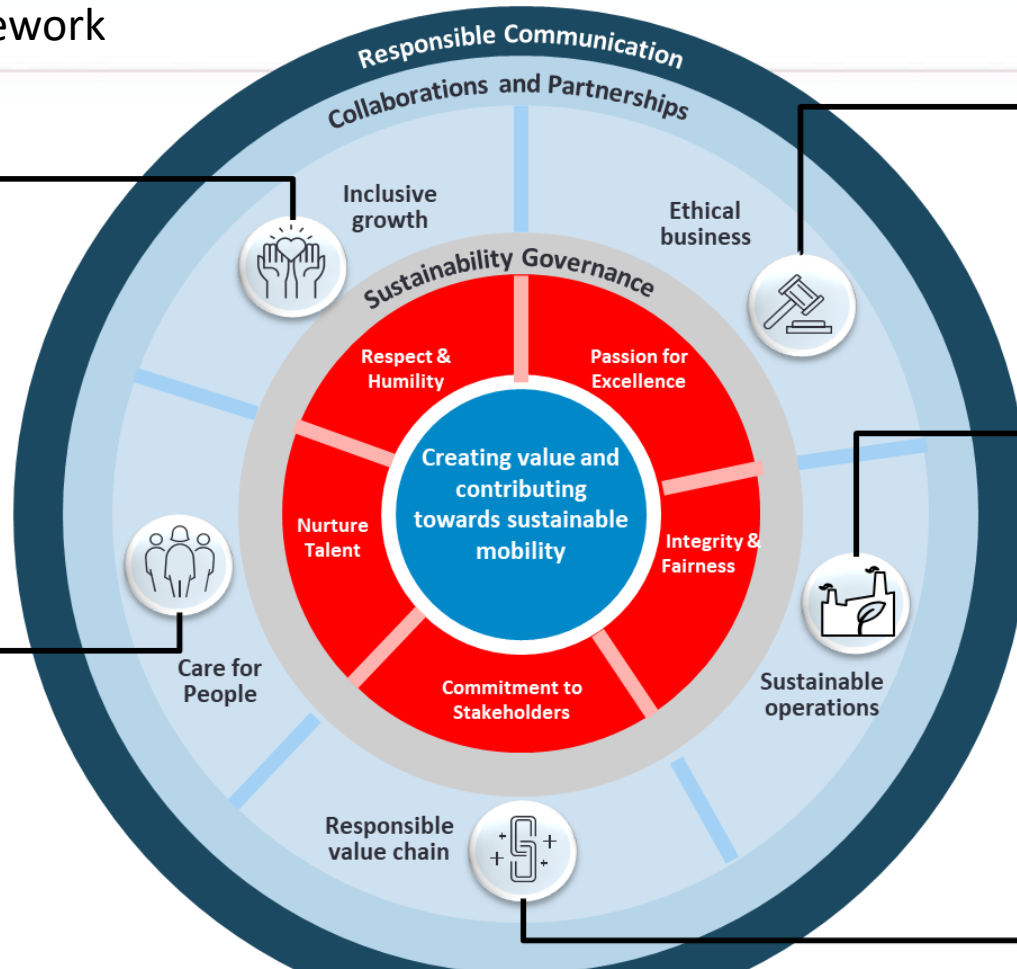
Sustainability Framework

Inclusive growth

- Local communities
- Customer satisfaction
- Product quality and safety
- Marketing and labelling

Care for people

- Occupational health and safety
- Labour management/relations
- Human rights
- Training and education
- Diversity and equal opportunity



Ethical business

- Business Ethics
- Regulatory compliance
- Anti-competitive Behaviour
- Economic performance

Sustainable operations

- Materials management
- Energy management
- Emissions reduction
- Water and effluents management
- Waste management

Responsible value chain

- Sustainable and local sourcing
- Innovative product and lifecycle management

The Spark Minda Foundation worked on multiple social initiatives to help different aspects of the society during the Year FY21



Shakti Project Launched in collaboration with Indian Vision Foundation and Prison Authorities of Haryana



WOW project launched in Collaboration with HP, BSG and NIIT



Cooked food package were distributed in Khed, Pune and to PWDs in collaboration with CII and District Administration



Blood Donation camp was organised at MCL Pantnagar



Aakarshan (Skill Development Programme started on virtual platform) completed its virtual classes(FY20-21) with 1498 learners



1197 People Covered

Eye check-up camp and menstrual hygiene camp organised in Bagla, Hisar-



539 People Covered

Eye check-up camp was organised Pantnagar in collaboration with HelpAge India-539 people covered.



113 People Covered

Health check-up camp organised with GCO at Aakarshan, Haryana - 113 people covered .



300 families

Kits distributed to families in Jammu under Sadhbhavana project, which is in collaboration with the Indian Army



Around 20,000

masks are distributed till date.

Our continues effort towards providing worker friendly environment and providing clients with superior quality product with effective cost efficiencies have been recognized and awarded by multiple organization

Worker Friendly

- Awarded '20 Best Companies To Work For In 2020' by CEO Insights
- Minda Corp-Aftermarket division wins 3rd position in ACMA 1st northern regional Best HR Practices Competition
- Spark Minda wins 1st runner up position for ASSOCHAM Diversity & Inclusion Excellence Awards 2020
- SMIT – HR team wins People First HR Excellence Awards 2020

Effective Management

- MSIL awarded 17th National awards for excellence in cost management by ICAI (3rd position)
- Quality circle Award for FY 2019-2020
- Minda Stoneridge receives Q1 Award, highest designation for a Supplier from Ford Motor
- Minda Stoneridge Instrument won numerous awards at QCFI Kaizen Competition



August 7, 2020

N.K.Modi & NITIN SAXENA
 WINDA STONERIDGE INSTRUMENTS LTD.
 NANDGARH, TALUKA-WIND
 PUNE, MH, 411001

Subject: Q1 Award

Dear N.K.Modi & NITIN SAXENA,

We are pleased to inform you that MINDA STONERIDGE INSTRUMENTS LTD., PUNE, location code, GSSSA, has met the requirements of Q1 effective August 7, 2020.

To acknowledge this achievement, you will receive a Q1 plaque and flag which we hope you will proudly display as a symbol of your accomplishment and dedication to quality.

We congratulate MINDA STONERIDGE INSTRUMENTS LTD., PUNE for this achievement and look forward to seeing the results of your efforts in the quality of the vehicles we produce.

Please extend our congratulations and appreciation to your employees, whose hard work was critical in enabling the PUNE facility to achieve Q1. We ask that you reinforce to all employees that Q1 is not the end of the road, but the first step toward continuous improvement in the quality of our products.

Sincerely,
 Thomas Manoj, STA Regional Director
 Linda Cai, Purchasing Director



Narrowing Focus & Deepening Capabilities

Enhancing the Core

1. Operational Partnership with PHI Capital
2. Cost leadership position in Operations.
3. Greater focus in Manufacturing Excellence & Sourcing
4. Improving
 - a) Working Capital
 - b) Employee Cost
 - c) Raw Material Cost
5. Strengthening the management team
6. Bring back Wiring Harness division to closer to double digit EBITDA margin.
7. Strengthening the ESG framework in the Company
8. Setting up of a New Division i.e. Electronic Manufacturing Excellence
9. Greater share of business from Export & Aftermarket
10. Right Capital Allocation.

Creating Value

Technology & Digitization

1. Achieve Thought leadership position in Technology
2. TLA with Israel based Ride Vision for 2W ADAS
3. Filling of 15 Patent in FY21 and total patent is 166
4. Incorporation of Spark Minda Green Mobility Company.
5. Enhancing Testing & Validation Capability in Electronics.
6. Focus on Light weight, Safety, Connected, Electronics, EV

Customer Centricity

1. Commercial Production of **new products** like ITS 2.0, DC-DC Convertor, Connected Clusters etc
2. New plant in Gujarat for Interior Plastic Division & Expanding capacity in Mysore & Pune
3. Strengthening KAM structure for customers
4. Focus on Premiumisation, increasing Kit value and Content per vehicle
5. More products per customer, More customers per product
6. Increasing Market Share, Wallet share & Order book



High value, technologically advanced products; global presence with 33 plants



Cost leadership in manufacturing and Thought leadership position in Technology



Offering Advanced Technology products and System Solution in Light weighting, Active Safety, Connected, Electronification, and EV



Technological tie ups with global automotive component manufacturers



Well diversified customer base, product portfolio and business segments



Low leverage providing significant flexibility for organic / inorganic growth



Four-tier Governance Structure to excel in Corporate Governance



Higher Focus on Sustainability by Strengthening the framework of ESG



This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to Minda Corporation Limited (“Minda Corp” or the Company) future business developments and economic performance.

While these forward looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance.

Minda Corp undertakes no obligation to publicly revise any forward looking statements to reflect future / likely events or circumstances.

**Corporate Office:**

Plot No: 404-405, 5th Floor, Udyog Vihar, Phase-III
Sector - 20, Gurugram - 122016
Tel: +91 124 469 8400 • Fax: +91 124 469 8450

Registered Office:

A-15, Ashok Vihar, Phase – 1, Delhi – 110 052

INVESTOR RELATIONS CONTACT

Bikash Dugar
Lead-Investor Relations
Minda Corporation
Bikash.dugar@mindacorporation.com
+91 124 469 8485

Ravi Gothwal / Vikas Luhach
Churchgate Partners
minda@churchgatepartners.com
+91 22 6169 5988