



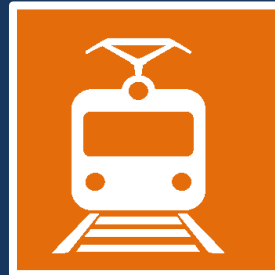
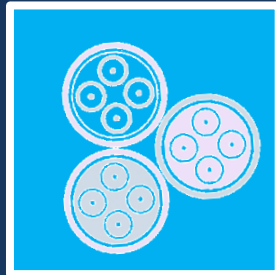
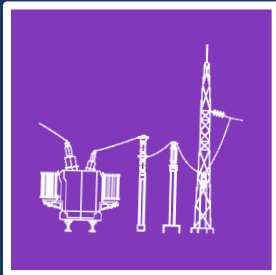
## ANNUAL INVESTOR CONFERENCE 2016



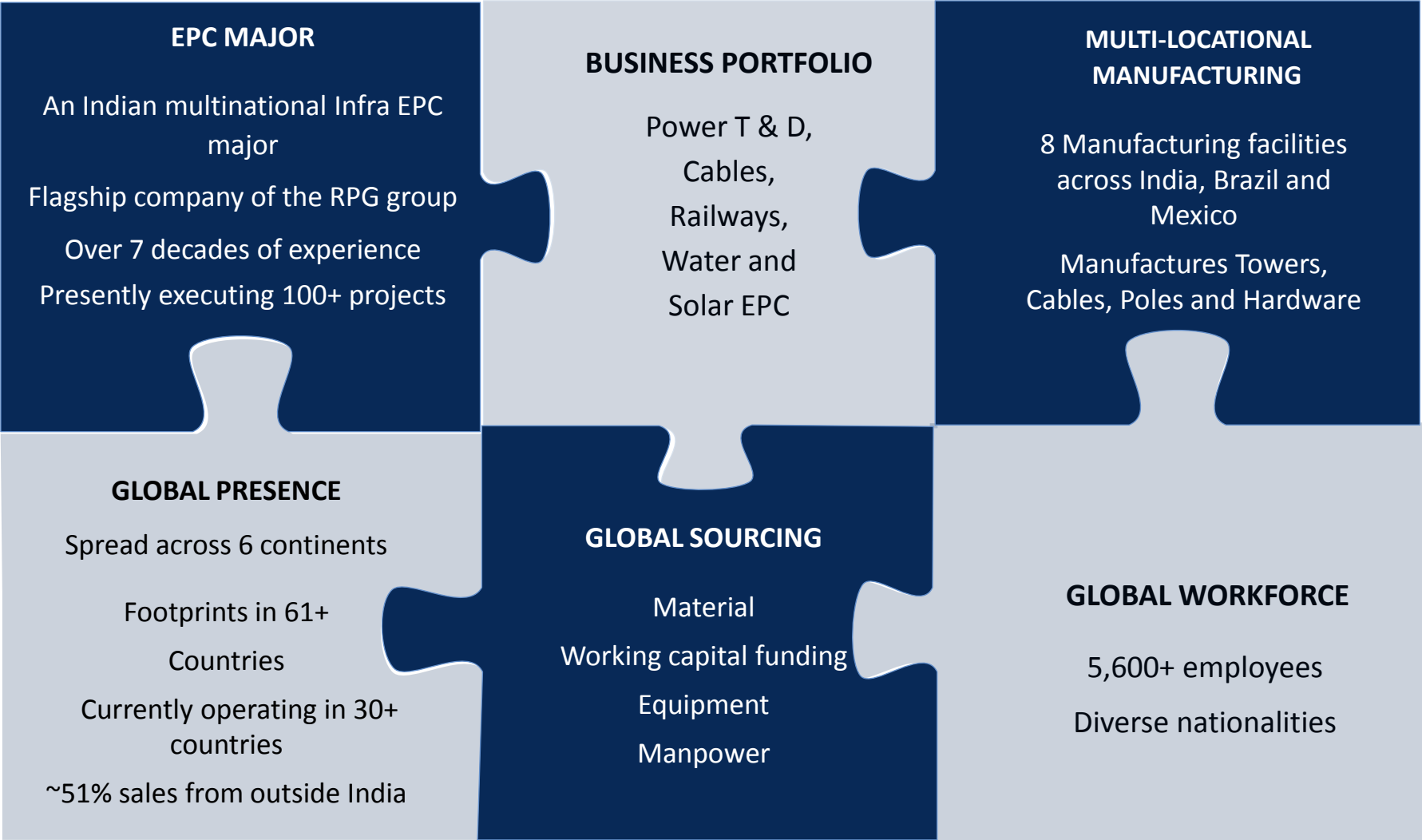
28<sup>th</sup> June 2016, Mumbai

# KEC INTERNATIONAL

A 1.3 BILLION DOLLAR GLOBAL INFRASTRUCTURE EPC MAJOR



# Overview



# Key Updates – FY16 (1/2)

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## Financials

- Significant profitability improvement – Q4 EBITDA margin highest in last 19 quarters
- Order intake growth in challenging environment and low commodity prices
- Significant reduction in interest cost
- SAE Turnaround with positive PBT

## Business expansion

- Expansion of Sub-station business internationally
- Strategic expansion into :
  - ✓ Saudi underground cabling market
  - ✓ 220kV Cable supply
- Solar business ramps up
- Railway: participated in tenders of ~Rs 3,000 Crs in last 6 months

# Key Updates – FY16 (2/2)

## Business excellence

- Continued focus on operational excellence- increase in number of projects delivered ahead of schedule.
- Completed two cross border inter-connectivity projects
  - ✓ 400kV Double Circuit Twin Indo-Bangladesh line five months ahead of schedule
  - ✓ Indo-Nepal cross border 400kV Double circuit line with 220 kV bay extensions
- Execution excellence in GIS :
  - ✓ Executed a landmark 765/400 kV GIS Substation in Thiruvalem, Tamil Nadu
  - ✓ Built and energized Asia’s largest 400kV GIS substation at Kishanganj
- Pioneered the use of Covered Conductor Technology in Bengaluru



## Three prestigious awards from PGCIL

- **Best Transmission Line Contractor** (large),
- **‘Safety’** award for institutionalizing best safety practices in KEC
- Recognition for admirable **‘overall performance demonstrated’**.

# T&D: Encouraging Growth Outlook

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## Growth in India T&D

- Intra-state connectivity investment increasing
- Changing SEB order sizes : Large ticket tenders being floated
- Focus on timely delivery: preference for larger players amongst SEBs
- High end products becoming more prevalent – GIS / HVDC lines
- Significant ordering from Green Energy corridor projects

## Strengthening global presence

- Focus on Far East - large generation capacity and grid expansion plans
- SAARC offers a huge opportunity
- Widening our base in MENA region (Egypt, UAE, Jordan etc.)
- Capturing potential in Africa - interconnection projects

## SAE : Positive momentum

- Current order book providing visibility for next 18 months
- Strong pipeline in Mexico
- Emerging North American replacement demand

# Railway: Encouraging Outlook

## Potential

- Overall capital outlay to Rs 1.21 lakh Crs for FY17
- Opportunity for KEC in excess of Rs 10,000 Crs in FY17

## Structural improvement in Railway bidding system & execution

- Tender values have reached Rs 500+ Crs
- Number of tenders are increasing
- Time frame reduction in award of contracts & projects execution

## Order Book

- Current order book of close to Rs 800 Crs, additionally L1 position of ~Rs 500 Cr



# Solar: Large Opportunity

Government plans to add 20 GW of Solar capacity in FY17 as against 5GW in FY16

## What a Developer wants :

- Speed of execution and mobilisation
- Credible EPC partner – enabling financial closure
- Better supply chain control – structures, inverters, transformers, cables etc.

**KEC well poised to capture the Solar EPC opportunity**





# Strategy

## ESTABLISHED BUSINESS POWER TRANSMISSION



- Expansion of Substations & Underground Cabling business
- Strengthen presence in SAARC & Southeast Asia
- Grow EPC presence in the Americas
- Increase pole business at SAE Mexico

## EMERGING BUSINESSES RAILWAYS & SOLAR



- Strengthen foothold in Indian market
- Target growth opportunities outside India by leveraging KEC's strong global presence in T&D
- Continue to acquire/ build pre-qualifications



# CEAT

MAKING MOBILITY SAFER AND SMARTER. EVERYDAY.



# Overview

One of India's **leading** tyre companies

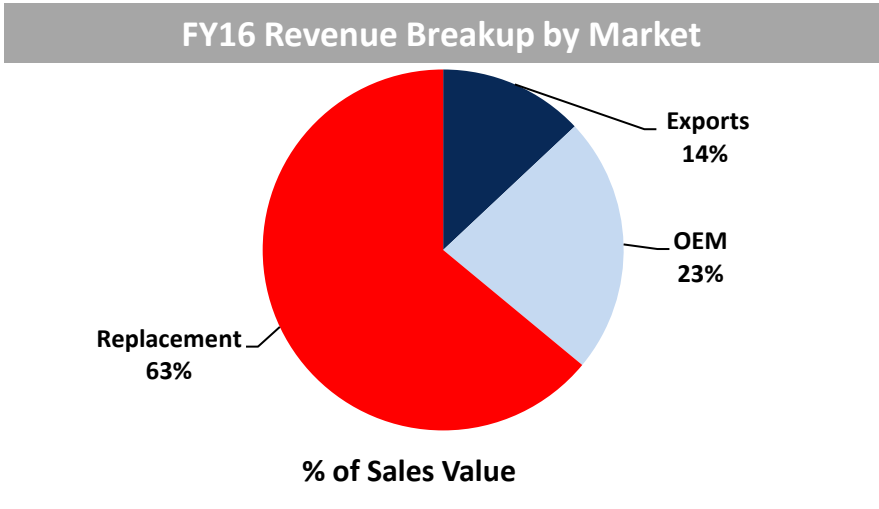
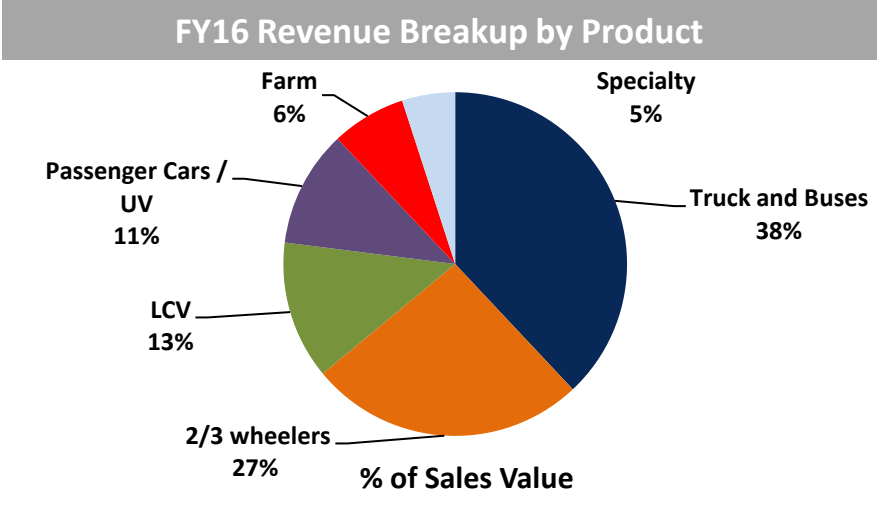
**4,000+** dealers, **390+** exclusive CEAT franchisees

**6** manufacturing facilities: Bhandup, Nasik, Halol, Nagpur, Ambernath\* & Sri Lanka

**100+** countries where products are sold

**#No 1** player in Sri Lanka

\* Under commissioning



# Key Updates

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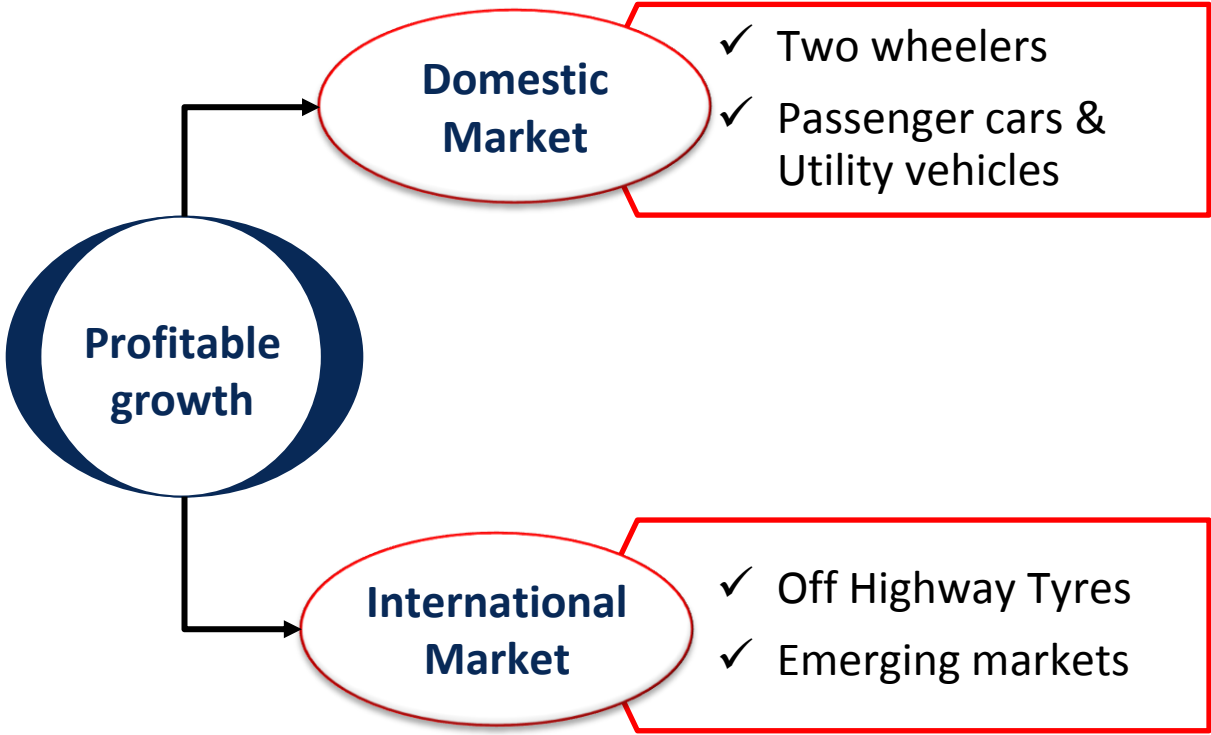
## Financials

- Gross margins have expanded from 38.1% to 44.2%
- EBITDA rose by 21% YoY to Rs. 822 crs (14.5%)
- Significant reduction in interest cost
- PAT for FY16 stood at Rs 446 Crs, a growth of 41%
- Debt / equity has come down to 0.3 from 0.5 and our rating has been upgraded to AA –

## Business

- Growth of over 20% in PCR and 2 wheeler segment
- Strategic expansion in :
  - ✓ Halol Phase II for Passenger cars & Utility Vehicles – 120 MT for Rs 650 Crs
  - ✓ Nagpur for 2/3 Wheelers – 120 MT for Rs 420 Crs
  - ✓ Entry into a new niche – Off Highway Tyres segment
- Recipient of prestigious five-star rating from the British Safety Council for Halol Plant

# Strategy



- 1 Differentiated Products
- 2 Strong Brand
- 3 Extensive Distribution
- 4 Deep OEM Partnerships
- 5 World Class R&D
- 6 Expanding Global Reach

# 1 Differentiated Product

New entries and Primary supplier to OEM's



## Key developments

- **New entries into OEMs** - Honda Motorcycle, Renault, Suzuki Motorcycle etc
- **Primary supplier for OEM launches** - Renault Kwid, M&M TUV 300, RE Himalayan, Honda Navi etc
- **Entry into existing models** – Daimler Truck Radials, Suzuki Gixxer, RE Classic, Yamaha FZ etc
- **New platforms** like Fuelsmart, Gripp, Mileage etc



## Strong Brand



CEAT  
Tubeless  
Bike  
Tyre  
Campaign



CEAT SUV  
Tyres  
Campaign  
-  
"Our Grip  
Your  
Stories"

IPL Strategic Timeout Partner



Bat  
Endorsement  
Deal

# 3 Extensive Distribution

Shoppe



Shop in Shop (SIS)



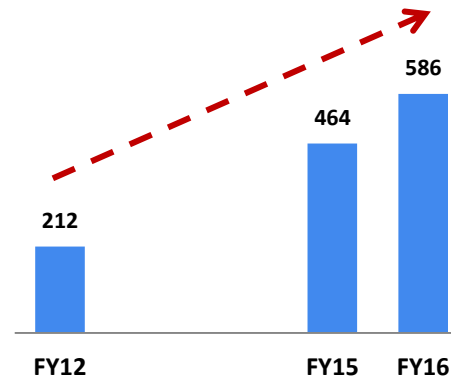
Distribution Network

- 4,000+ dealers
- 390+ CEAT Franchisees (Shoppes + Hubs)
- 270+ two-wheeler distributors
- Developed Multi Brand Outlet / Shop in Shop model over last 2 years
- Over 290 outlets so far

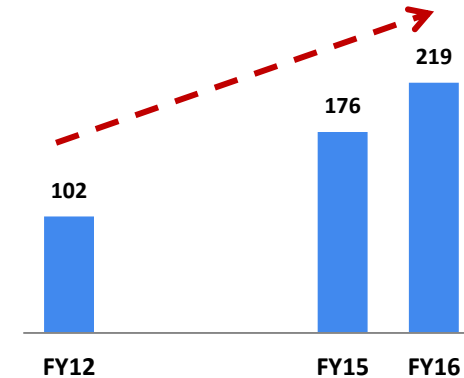
Multi Brand Outlet (MBO)



District Coverage



No. of CEAT Shoppes





# 4 Deep OEM Partnerships

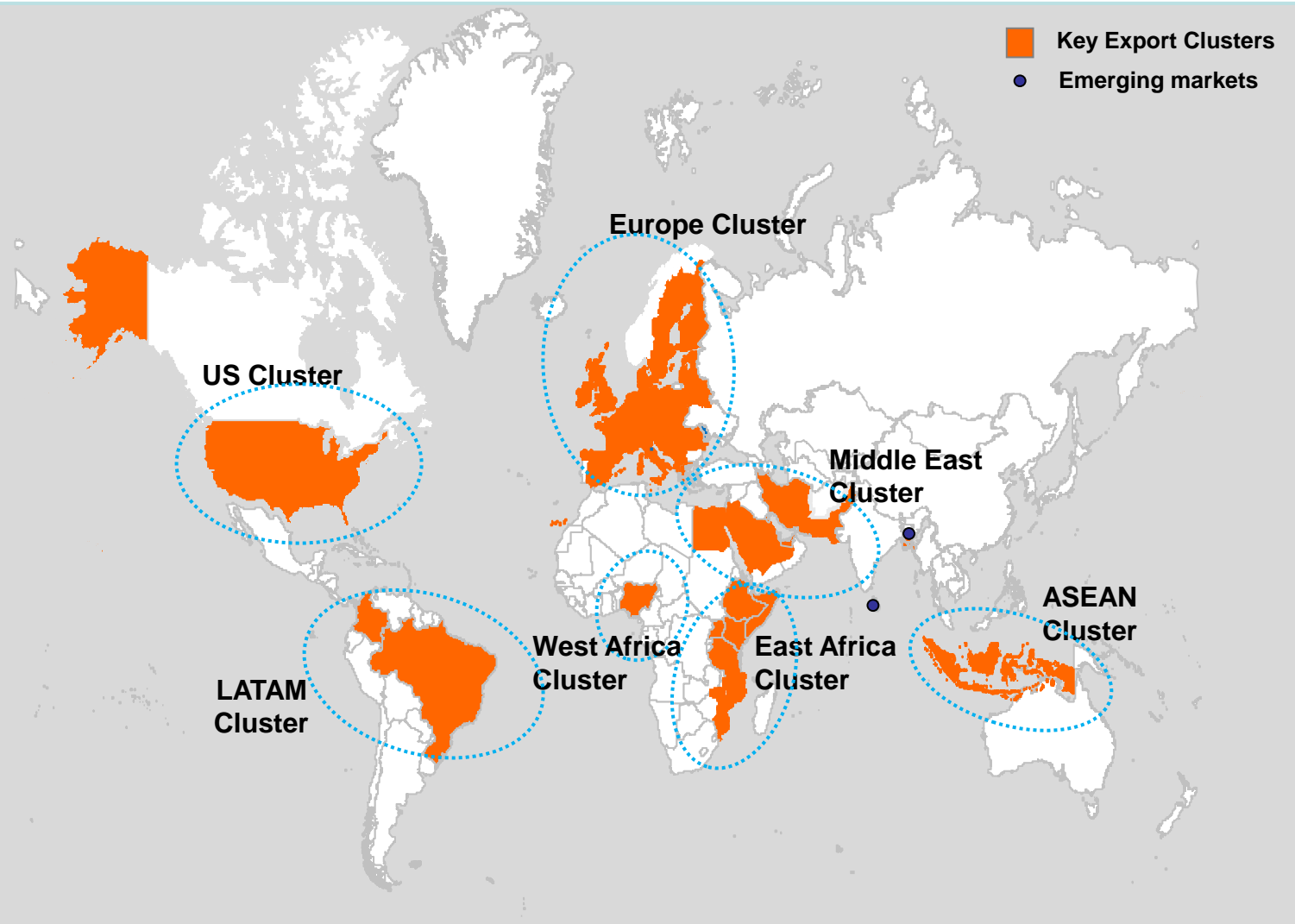




- State of the art R&D facility at Halol plant
- R&D focussed on development of breakthrough products, alternate materials, green tyres, smart tyres
- Partnerships with global institutes
- Increased allocation towards R&D

## 6 Expanding Global Reach

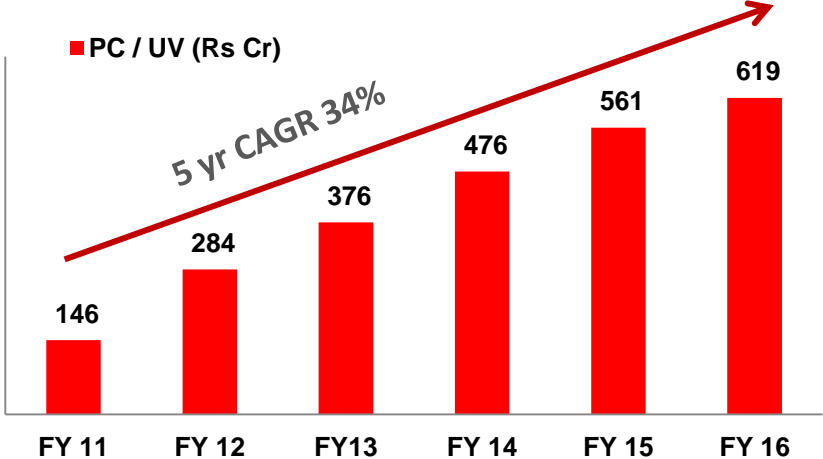
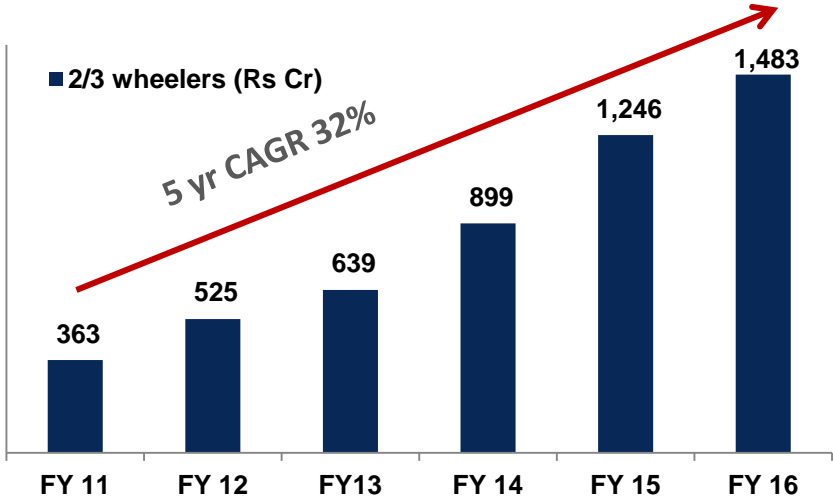
- Key Export Clusters
- Emerging markets



- **Sri Lanka:** Leadership position with 50+% market share
- **Bangladesh:** Planned manufacturing facility
- Focused product and distribution strategy for select clusters

# Passenger Segment Trends

Revenue



## Expanding Capacities

- Nagpur plant commissioned in March 2016; Capacity of 120 MT/day by Q2 FY18
- Halol Phase II plant commissioned in September 2015; Capacity of 120 MT/day by Q1 FY18



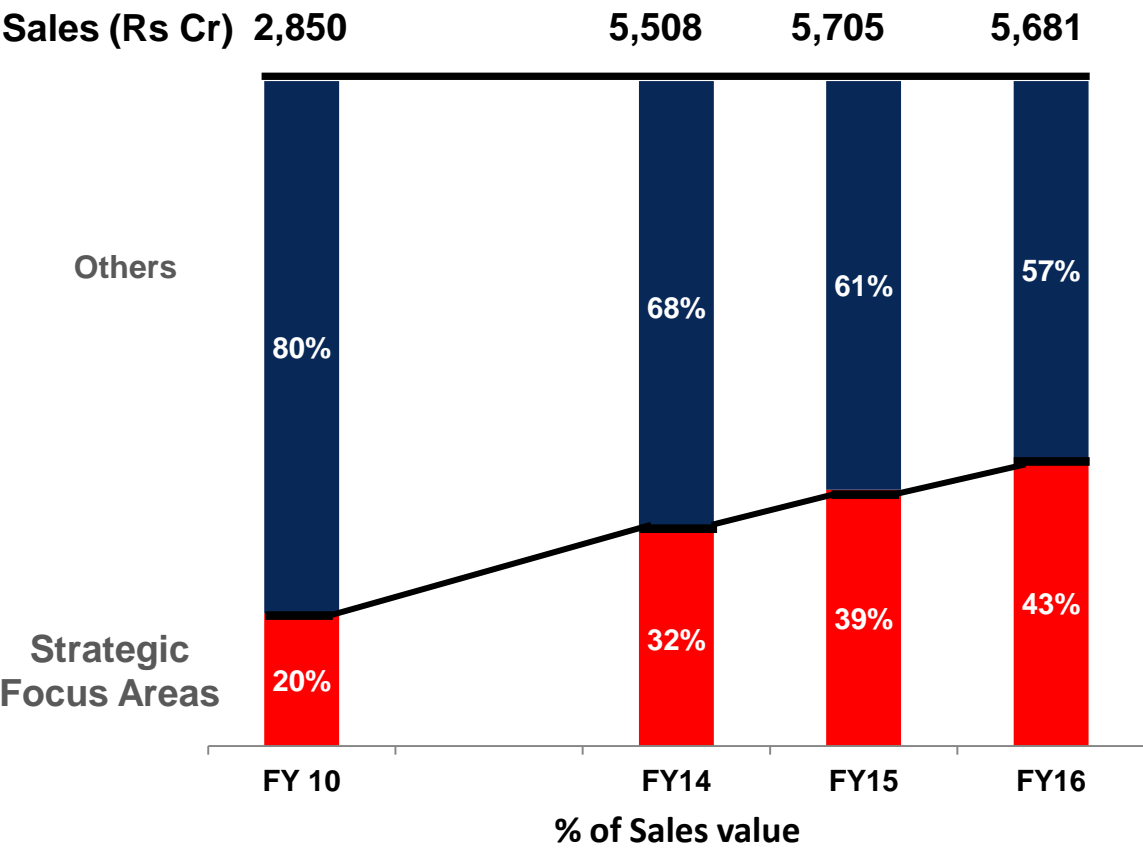
# Off Highway Tyres



## Status Update

- Greenfield OHT (Off Highway Tyres) radial plant in Ambernath
- Investing Rs 330 Crs for a Phase 1 capacity of 40 MT/day which will be further ramped up to 100 MT/day
- Production will commence by Q4 FY17

# Strategic Focus Areas – Continued Momentum



- Strategic Focus Areas**  
(Passenger Segment, Specialty Exports & Emerging Markets)
- CAGR of 27%
  - 4.3x growth from Rs.570 to Rs. 2,450 crs
  - Substantial contribution towards increasing profitability
  - Market share growing

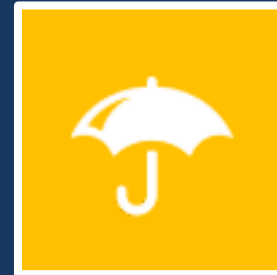
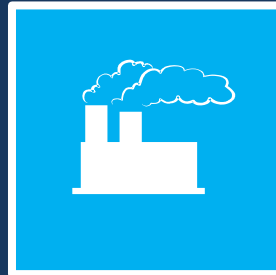
EBITDA (Rs Cr) 311 658 680 822



Note :  
# 50% of CEAT Sri Lanka sales are considered

# ZENSAR TECHNOLOGIES

ASSURING YOUR RETURN ON DIGITAL



# Overview



**USD 453 Mn Revenue**

5.4% FY16 Y-o-Y growth

**12.5%**  
Revenue CAGR over  
the past 5 years

**USD 67 Mn EBITDA**

5.1% FY16 Y-o-Y growth

**11.0%**  
EBITDA CAGR over  
the past 5 years

**USD 47 Mn Profit After Tax**

9.4% FY16 Y-o-Y growth

**10.1%**  
PAT CAGR over the  
past 5 years

**29 Global Locations**

**Traditional to  
Transformational**

**8200+ Associates**



# Key Updates – FY16 (1/2)

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## Revenue Performance

- Grew 8.5% Y-o-Y in constant currency (CC) terms led by 14.3% growth in Applications business
- Top 20 accounts account for 55% against 51% last year
- Large deal wins across all key geographies

## Profitability & EPS Performance

- All profitability parameters showed improvement on a Year-on-Year basis
- Profit After Tax grew by 9.4%, Operating profit grew 5.1%
- Diluted EPS grew 15.7%

## Digital Performance

- Digital now accounts for 27% of Zensar revenues, led by strong growth in Digital Commerce
- Digital and Digital Commerce recorded a growth of 25%+ over last year

# Key Updates – FY16 (2/2)

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## Key Territory Performance

- Africa grew 30% Y-o-Y in constant currency (CC)
- Europe grew 10% Y-o-Y in CC
- US grew by 7% and we continue to see increased customer traction led by Digital conversations

## Key Verticals Performance

- Retail continues to grow strongly on the back of commerce and digital revenues and grew 27% in USD terms
- BFSI had moderate growth due to loss of a key account and the continuing slide of the ZAR
- Manufacturing was impacted by large project ramp downs and the delay in start of a few projects

## Onsite-Offshore portfolio

- Onsite offshore mix has improved from 66:34 to 64:36
- Managed Services as a component of total revenue continue to improve now at 51% against 47% last year

# Large Deal Wins in FY16

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- Multi-year Managed Services Deal with UK's largest department store retailer
- Sole system integrator across SFDC and other 3<sup>rd</sup> part systems for Great Britain's leading purchaser of energy generated by the independent sector
- Multimillion dollar with a leading US kids products retailer to build and install their Ecommerce site
- Zensar's first Oracle Commerce Cloud deal with Latin America's leading Speciality retailer and financial services company
- Multi-year business transformation program with a Global inter-governmental organisation to enhance and reengineer its ERP & BI applications

# Analyst Recognition



One of twenty - Magic Quadrant for Data Center Outsourcing & Infrastructure Services, North America. Zensar is now a one-stop-shop for all infrastructure services.



One of twenty leading global System Integrators that are equipped to provide the next generation of Oracle's digital technologies - The New Breed Of Oracle Services Partner



One of twelve Global SIs – IoT Capabilities Offered by Systems Integrators in the Manufacturing Sector – IoT is at the intersection of Digital and Manufacturing in Zensar.



Among the top fourteen technology service providers for Property and Casualty Insurers – Novarica Market Navigator

Among eighteen featured in the EverestPEAK Matrix for Digital Services. Zensar's customers rank Zensar high on Buyer Satisfaction.

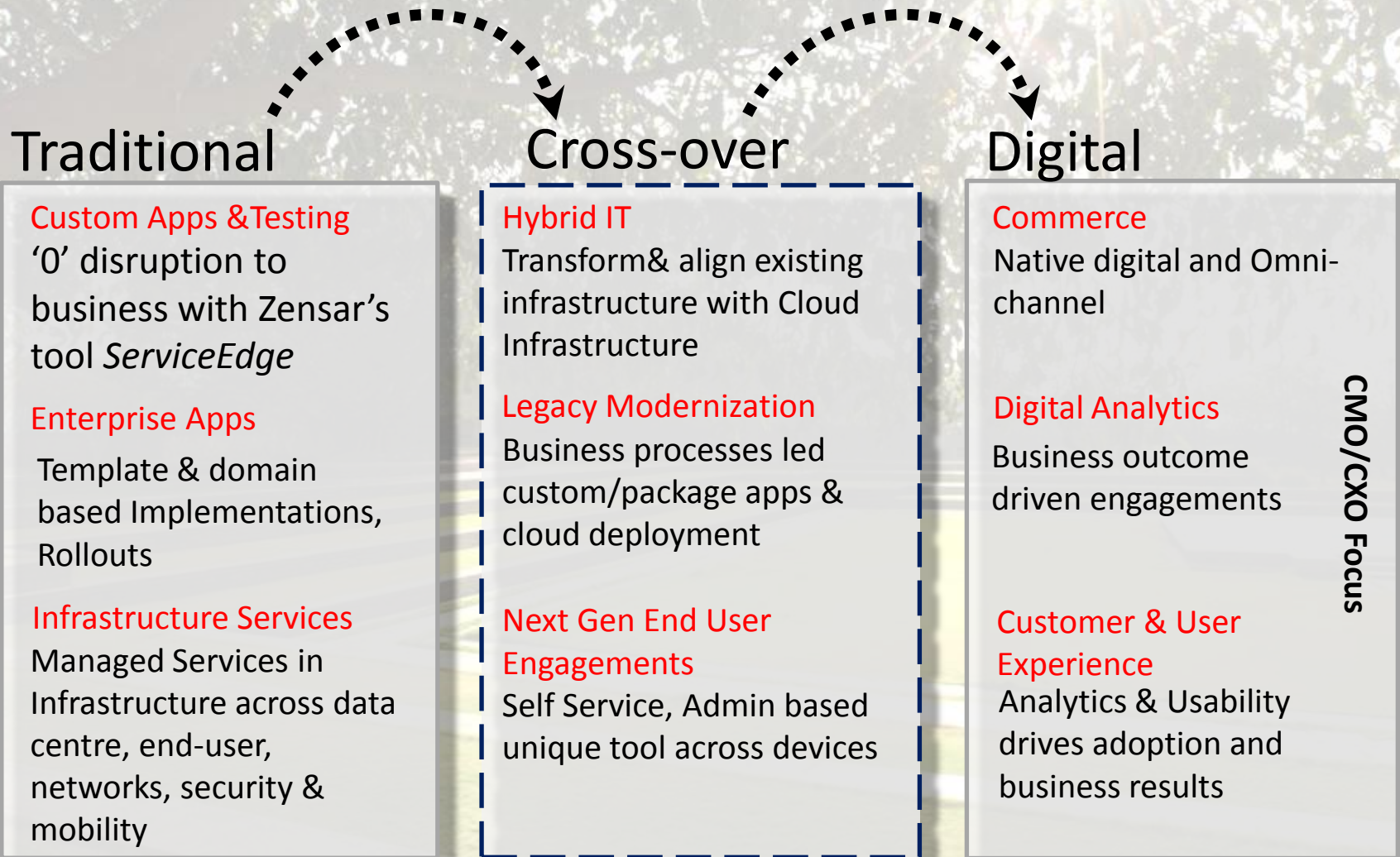




*Zensar is focused on **Return on Digital** for our customers enabled by **Digital Agility, Digital Cross-over of Business & IT Processes, & Stability of Core systems***



# Digital Ready - The multi-speed world



# Strategy

## Core Businesses with Excellence

- **Focus Regions:** US, UK, South Africa
- **Focus Industries:** Manufacturing, Retail, BFSI
- Client Assurance
- High quality delivery to clients
- Operational excellence

## Growth Accelerators

- Zensar Digital™
- Zensar Commerce™
- IMS and Cloud
- Large Deals
- Strategic Relationships
- Mergers and Acquisitions

## Market and Growth Aligned

- Dedicated Hunting & Farming
- Enhanced focus on all large accounts

# Our Growth Engines

## Zensar Digital



- To grow to 30% of Revenues in 12 months
- 20% of Revenues from Digital Commerce
- Balance from Other Digital and Cross-Over services
- Largest Oracle Commerce practice in the world
- Analytics focus on CX and Shopfloor & IOT

## IMS Cloud



- To grow to 20% of Zensar Revenues in 3 years
- Hybrid IT and RIM to drive all growth
- Zensar's cutting edge Automation IP key differentiator

## Strategic Deals



- Focus on Deal sizes of 10+ M TCV
- Zensar's differentiation is its Automation frameworks
- Multi-service focus
- Digital led

## Oracle



- 33% of Zensar's revenues from the Oracle Ecosystem
- Oracle Platinum partner
- Complete Portfolio of Services
- Big Bet on Oracle Cloud SaaS and PaaS solutions



# Superscaling Farm

- 65 High Potential Accounts with an average relationship age of 6 years
- Zensar rated highly in Delivery in all these accounts
- Multiple Vectors at play where Zensar is ideally positioned to grow



## Core Services

- Automation based AMS and IM
- Application cloud migration with Zensar’s differentiated capability in SaaS and PaaS



## Disintermediation through Commerce

- Commerce to scale Online B2C business for retail and Insurance
- B2B commerce to help scale Manufacturing accounts
- Digital CX solutions to stitch the entire Customer experience together



## Outcome based models

- Integration of Application – Infra – Business Process to help Zensar scale these accounts through out-come models

## Other Investments



Three-in-a-box



Client  
Partner  
Model



Client  
Specific IP

# To Summarize: Zensar is...

Partner of choice for some of the world's most successful enterprises



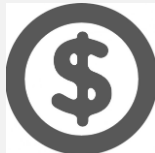
Committed to create direct business impact for our customers

Flexible & nimble - 'Large enough to deliver, small enough to care'



Digital ready, Enabling digital enterprise of the future through 'Return on Digital'

Large Deals Ready



# RPG LIFE SCIENCES

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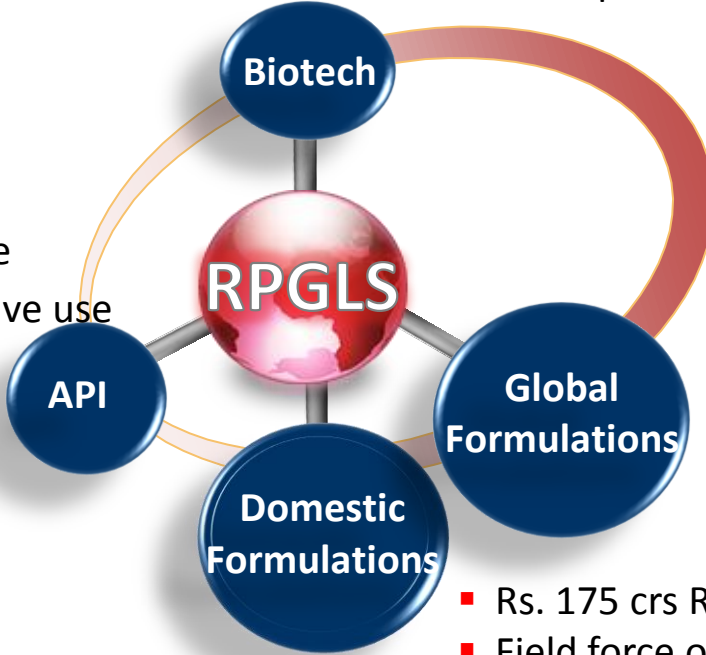
**RPG**  
**Life Sciences**

# Overview

**Rs. 275 crs Revenue**  
**34% Exports**  
**Rs. 11.5 crs PAT**

- Rs. 25 crs Revenue
- TGA approved unit in Thane
- Mostly legacy APIs for captive use

**3 Manufacturing Units**  
**DSIR approved R&D**  
**~1150 Employees**



- Rs.25 crs Revenue
- Manufacturing unit in Ankleshwar
- 2 APIs in Oncology
- Divesture process in final stage

- Rs. 50 crs Revenue
- EUGMP approved unit in Ankleshwar
- Immuno-suppressant focus
- Europe, Canada, ROW as main markets

- Rs. 175 crs Revenue
- Field force of 500 people
- Strengths in Nephrology, Oncology
- Strong products in anti-diarrhoeal, antacid, iron-vitamin in general prescription products

# Key Updates – FY16 (1/2)

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## Financials

- Turnaround year for RPG Life Sciences
- Revenue growth of 18% vs 8% average for the last 5 years
- PAT of 11.5 crs vs 1 cr last year

## Business portfolio

- Streamlining of portfolio initiated with sell-off of Biotech business
- Domestic formulations business growth of 17% vs 12% industry growth
- International formulations growth of 56% with renewed focus and thrust
- Outsourcing of API products/ technology started with contracts with USFDA approved sites
- Management team significantly strengthened with deep domain expertise

# Key Updates – FY16 (2/2)

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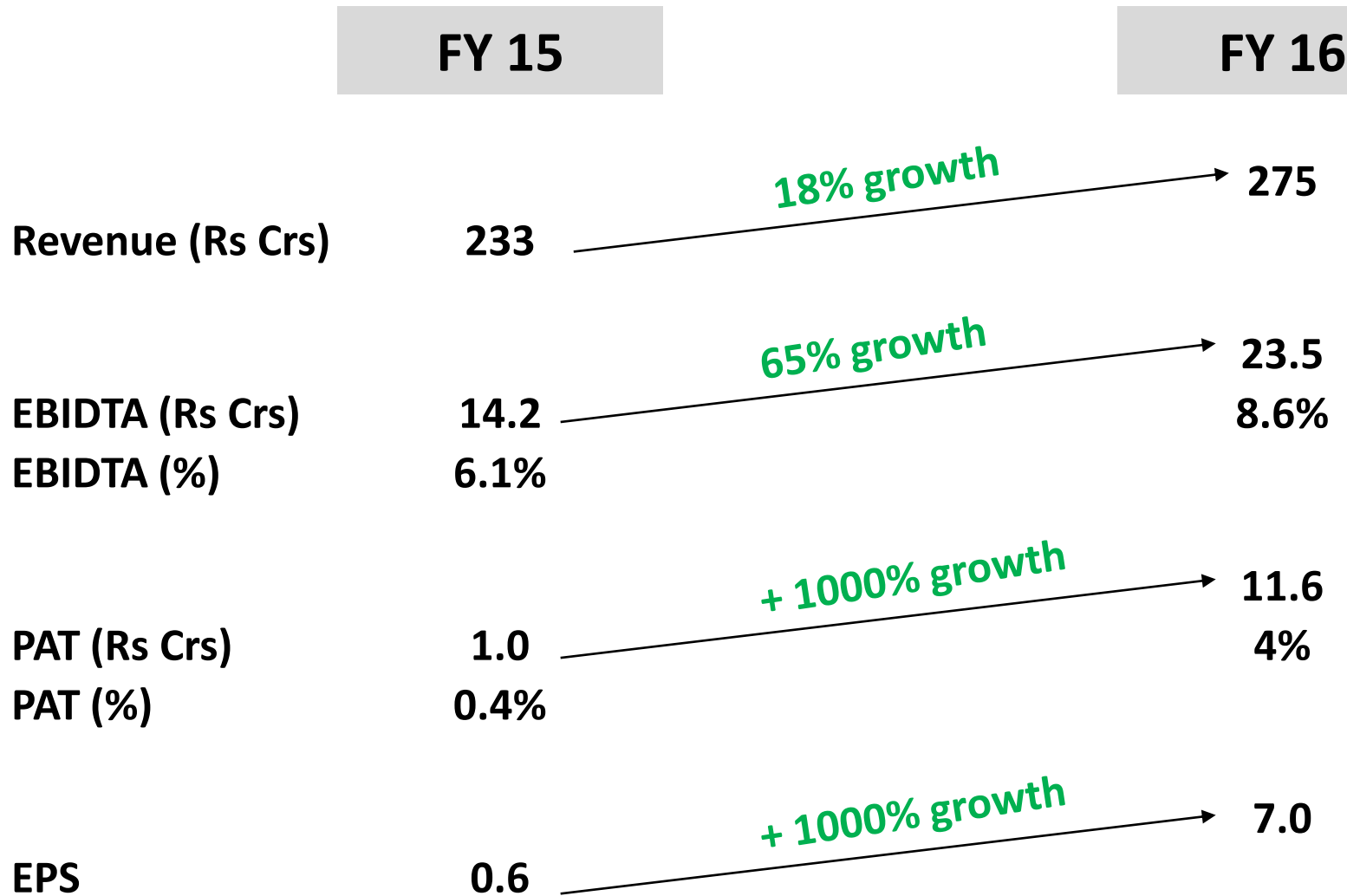
## Domestic formulation business

- Amongst fastest growing pharma companies; rank improved from 73 to 68
- MinMin, a focus brand, has grown at 90% and moved to 12<sup>th</sup> position in iron-vitamin supplement category
- Continues to maintain #1 position in transplant-dialysis segment

## Global formulation business

- Formulations unit at Ankleshwar secured EUGMP approval
- New facilities of hard gel and low RH commissioned in Ankleshwar
- API unit secured TGA approval
- New long term customers secured for Azothioprine
- First CRAMS project involving development of Nicorandil on track

# FY16 : A turnaround year



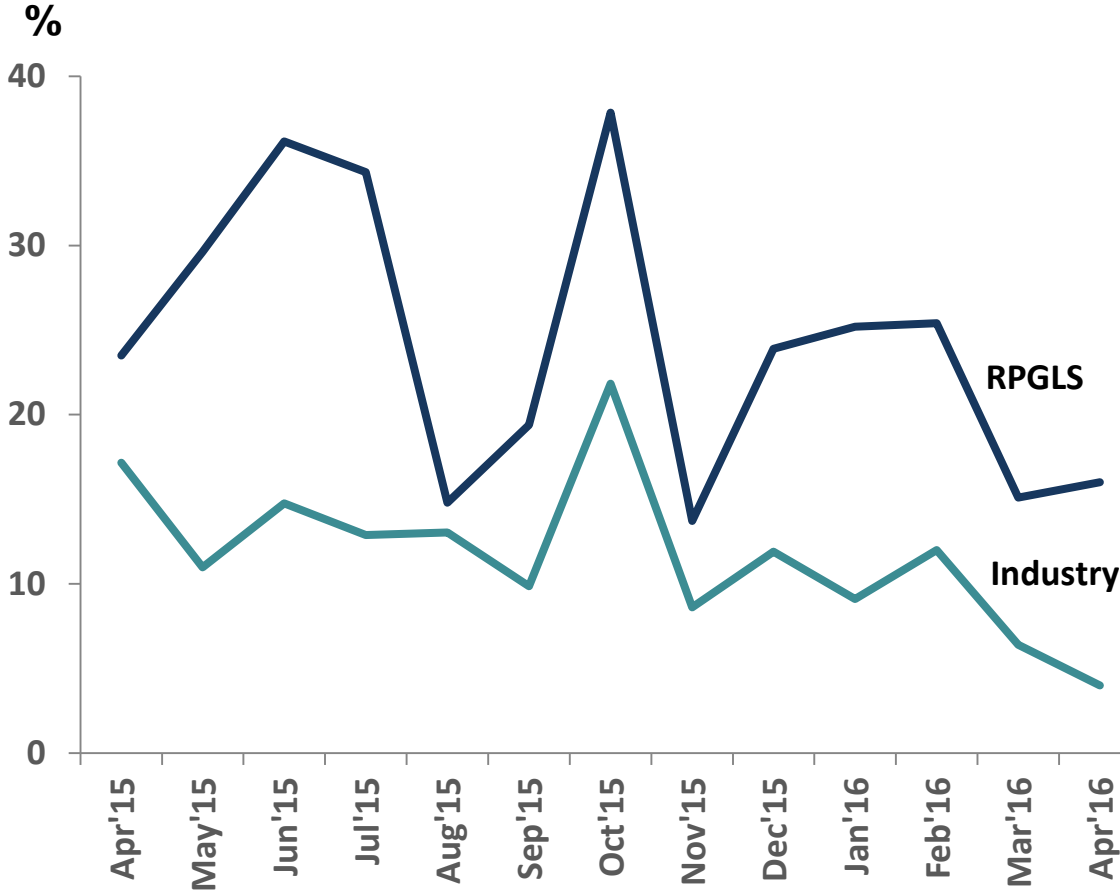
# Domestic Formulations : Strong growth momentum

### Focus Brands

- Minmin (Iron-Vitamin)
- Tricaine (Antacid)
- Azoran (Transplant)
- RPO (Haematopoietic)

### New Products

- Minmin PB (Platelet)
- Tricaine AR (Antacid)
- 1000 Para (Pain)



Amongst fastest growing companies



# Global Formulations : Breakthrough performance

## Regulatory Approvals

- EUGMP (Formulation)
- TGA (API)

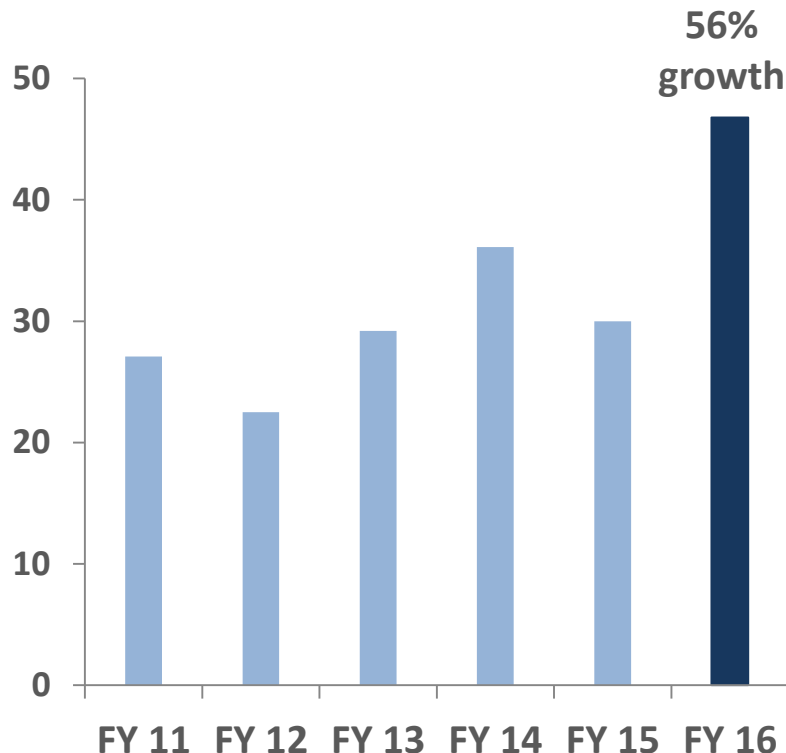
## Customer Approvals

- Apotex (Canada)
- Teva (Europe)
- Tillomed (UK)
- Aqvida (Europe)
- Medac (Germany)

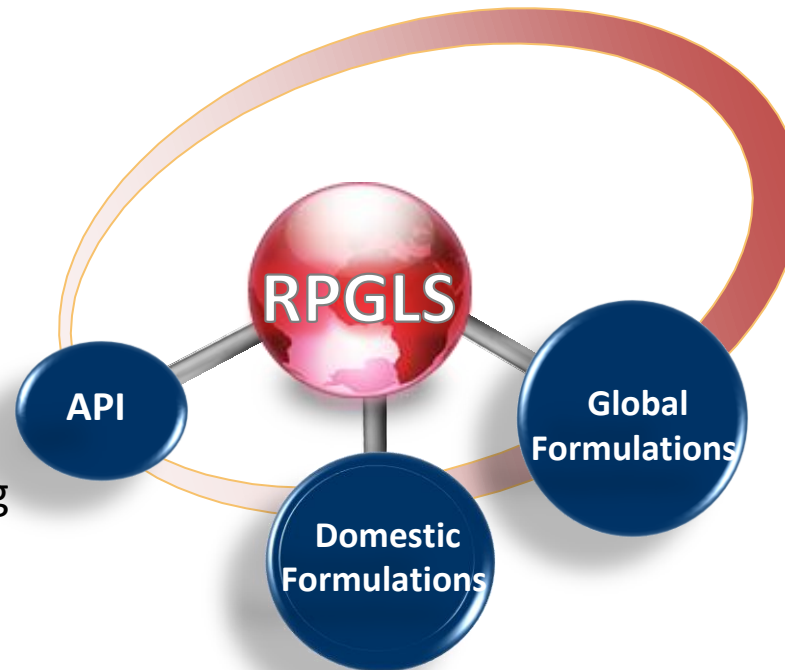
## New Product Lines

- Hard Gel
- Low RH

## Revenue (Rs cr)



# Strategy



- Focus on API molecules for Global Formulation
- Own technology; outsource manufacturing to USFDA approved sites

- Immediate term focus on ROW markets
- Readiness of formulations unit for USFDA approval
- Partners for new products and marketing for regulated markets

- New products/ extensions in chosen therapeutic areas
- Launch of cosmeto-dermatology product line with prescription focus
- Continuous field-force productivity enhancement through training, digital, etc.

**T H A N K   Y O U**