

India

ADD (no change)

| Consensus ratings*: Buy 8         | Hold 1 Sell 2 |
|-----------------------------------|---------------|
| Current price:                    | Rs2,834       |
| Target price:                     | Rs3,100       |
| Previous target:                  | Rs2,875       |
| Up/downside:                      | 9.4%          |
| InCred Research / Consensus:      | 18.5%         |
| Reuters:                          | SKFB.NS       |
| Bloomberg:                        | SKF IN        |
| Market cap:                       | US\$1,883m    |
|                                   | Rs140,122m    |
| Average daily turnover:           | US\$1.9m      |
|                                   | Rs139.7m      |
| Current shares o/s:               | 49.4m         |
| Free float:<br>*Source: Bloomberg | 47.4%         |

#### Key changes in this note

Raise FY22-24F sales by 4-5%

Raise FY22-24F EBITDA by 7-9%



#### Analyst(s)



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## SKF India Ltd

Industrial Machinery | India | July 26, 2021

## Increasing capex, reach to drive growth

- 1QFY22 PAT was 7% above our estimate, aided by higher-than-estimated gross margin led by favourable mix, pricing actions and transfer pricing.
- We expect increased penetration, new product launches, localization and pricing to aid growth and margins going forward.
- Maintain Add with higher TP of Rs3.100.

#### PAT beat led by sharp improvement in gross margin

1QFY22 sales (+130% yoy, -18% qoq) was in line with our estimates with auto/ industrial/exports contributing 38%/53%/9% vs 33%/60%/8% in 1QFY21. 1Q EBITDA margin came in at a solid 16.4% (-109bp qoq), better than our estimate of 15% led by improvement in gross margin to 45.4% (+645bp yoy, +434 bp qoq) aided by favourable mix (lower traded goods share yoy), pricing actions, and one-off transfer pricing benefits. PAT was 7% above our estimates, aided by higher-than-estimated EBITDA margin.

#### Increasing capex, reach to drive growth

As per management, the gross margin trend may flatten to decline, as some inflationary cost pressure has not yet fully reflected in margins, though the company has taken price actions to mitigate it. Most of the cost reduction measures on the fixed cost side could likely sustain. The company was not able to meet demand in a few products and has planned capex of Rs1.5bn-1.7bn p.a. for expansion as well as on new products. The company is able to reach almost 50% of the country's pin codes and expand to drive growth. SKF made progress in rotating equipment performance (REP) with a pay-per-ton contract with SAIL, gaining a competitive advantage in split truck HUB units (sTHU), and increased its share of TVS Motor's business in FY21.

#### Traction seen in a few industrial segments

In the industrial segment, the company sees traction in distribution, general machinery (pump, drives, motors), F&B and textiles though overall industrial OEMs is yet to pick up. For electric (EV) two wheelers, the company is in talks with various players though current volumes are low. It expects realization to be stable despite lower number of bearings in EV, due to material, technology upgradation requirement for EV applications. In railways, the company expects to improve its share in the freight market going forward. In FY21, SKF launched new products for European and Asian auto customers and expects volumes to ramp up from 2HFY22. It had ~113 new products in the pipeline in FY21.

#### Maintain Add

Despite near-term hiccups in commodity prices, the gradual pass through of prices, localisation, and increasing REP share should aid margins. We raise our FY22-24F EPS by 7-9% factoring in higher sales and margins, and raise TP to Rs3,100 based on 30x Sep 2023F EPS (five-year average). Demand revival not sustaining, and higher commodity prices are downside risks.

| Financial Summary                 | Mar-20A | Mar-21A | Mar-22F | Mar-23F | Mar-24F |
|-----------------------------------|---------|---------|---------|---------|---------|
| Revenue (Rsm)                     | 28,416  | 26,707  | 33,176  | 37,265  | 41,868  |
| Operating EBITDA (Rsm)            | 3,952   | 4,579   | 5,486   | 6,405   | 7,298   |
| Net Profit (Rsm)                  | 3,347   | 3,355   | 3,974   | 4,711   | 5,453   |
| Core EPS (Rs)                     | 67.7    | 67.9    | 80.4    | 95.3    | 110.3   |
| Core EPS Growth                   | (8.8%)  | 0.2%    | 18.4%   | 18.6%   | 15.7%   |
| FD Core P/E (x)                   | 41.87   | 41.76   | 35.26   | 29.74   | 25.70   |
| DPS (Rs)                          | 12.0    | 130.0   | 14.0    | 16.0    | 16.0    |
| Dividend Yield                    | 0.42%   | 4.59%   | 0.49%   | 0.56%   | 0.56%   |
| EV/EBITDA (x)                     | 33.95   | 29.54   | 24.40   | 20.50   | 17.55   |
| P/FCFE (x)                        | 177.62  | 17.95   | 71.16   | 42.22   | 34.92   |
| Net Gearing                       | (31.3%) | (30.9%) | (33.2%) | (38.6%) | (43.7%) |
| P/BV (x)                          | 7.35    | 8.96    | 7.41    | 6.14    | 5.10    |
| ROE                               | 17.6%   | 21.5%   | 21.0%   | 20.6%   | 19.8%   |
| % Change In Core EPS Estimates    |         |         | 9.18%   | 8.28%   | 6.82%   |
| InCred Research/Consensus EPS (x) |         |         | 1.08    | 1.08    | 1.08    |



# Increasing capex, reach to drive growth 1QFY22 results

### SKF India 1QFY22 concall highlights >

- On gross/EBITDA margins: Gross margin was aided by favourable mix (lower traded share yoy), pricing actions and one-off transfer pricing benefits. Gross margin trend may flatten to decline as per management, as some of the inflationary cost pressure has not yet fully reflected due to long effect of purchase of raw material, which could come in ensuing quarters. The company expects gross margin of 6-8% for traded goods going forward. Manufacturing gross margin would likely sustain and the company would try to mitigate any inflationary pressure on the raw material side through pricing. Most of the cost reduction measures taken by the company on the fixed cost side could likely sustain.
- On industrial segment demand: Management saw good traction in the distribution business in terms of demand as well as pricing, while it is a likely link to utilization of sectors like steel, cement, etc. General machinery (pumps, drives and motors) is showing good traction, which is a good proxy to small scale machinery. The demand for the domestic wind segment is very tepid, although there is good export side demand for the wind segment. F&B and textiles have grown sharply in the last two years, and the size of these segments has increased considerably. The company is investing in new resources, new technologies and new manufacturing to be able to supply to these segments
- EV market: The number of bearings remains the same on the wheel side, but the number of non-wheel bearings would drop from 10-12 to 6-7 for electrical two wheelers. However, the company does not expect any change in realization due to material, technology upgradation requirement for EV applications. The current electrical two-wheelers component and vehicle companies have not reached the desired scale to be profitable. SKF is in talks with all OEMs and is working with 8-9 OEMs and 25 component manufacturers. The company has the technology to serve the market as and when it develops to maturity.
- Railways: Four subsegments of the Indian Railways include freight, passenger, locomotive and metros. a) Freight segment: The Railways has 3lac freight wagons and adds 10-12k wagons p.a. Traditionally, the company has not been strong in the new build freight wagons, but has got product approvals for both new build wagons and aftermarkets. SKF got its first order for 2400 Kclass bearings, but delays in the completion of the Dedicated Freight Corridor (DFC) has impacted further orders. The company would see a pick-up in class-K bearings once the DFC becomes fully operational by Jun 2022. The freight segment aftermarket has not been as badly affected due to COVID as the passenger segment. b) Passenger segment: New passenger wagons production has stopped for the last one-and-a-half years, while low utilization has also impacted the aftermarket. c) Locomotives: The company has been strong in locomotives. d) Metros: The company is in various stages of the approval process in the metros segment. The demand of bearings from large cities metro projects - Delhi and Mumbai are about 55-60% of the total bearings demand for metro projects in India. The company's focus is on both large city and small city metros (25 small cities to launch metro projects).
- **Capex:** The company expects to do capex of Rs1.5bn-1.7bn in the next few years. Capex has been delayed by 3-6 months due to the second COVID wave. The company was not able to meet demand in a few products, where the company would go in for expansion. The company is also looking at new product offerings.



- Increase reach through E-market: The company is able to cater to 9,500 of the 19k pin codes in India. The E-market platform would not only help to increase its reach, but control sales of counterfeit bearings.
- On rotating equipment performance: The company is still at level-I and II of its rotating equipment performance strategy, which is a hybrid mode, where the company has contracts with customers for bearings and services. The company is still transforming into level-III REP which involves purely performance-based contracts and would take some time achieve.

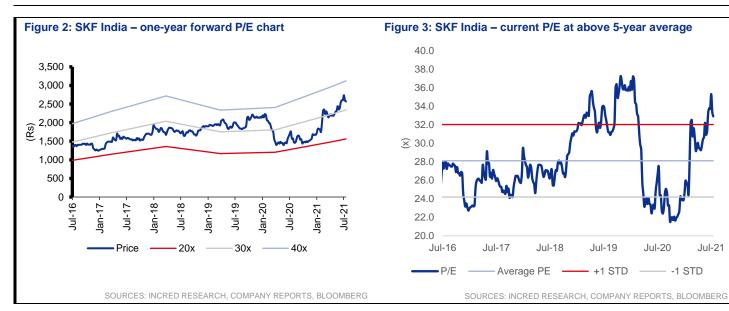
#### 1QFY22 result highlights >

- SKF reported 1QFY22 net sales of Rs6.94bn (130% yoy, -18% qoq), in line with our estimate of Rs7bn (2.5% above Bloomberg consensus), aided by overall revival in demand. A recent management interview highlighted that demand remains strong especially in the Industrial side (except Railways) and production was running at full capacity. In fact, the company has to selectively turn down some orders.
- 1QFY22 reported EBITDA of Rs1.14bn (-Rs6m in 1QFY21, -23% qoq), 8.5% above our estimates of Rs1.05bn (11% above Bloomberg consensus).
- EBITDA margin came in at a solid 16.4% (-109bp qoq), better than our estimate of 15% (vs the Bloomberg consensus estimate of 15.1%) led by solid improvement in gross margin offset to some extent by higher-than-estimated other expenses and personnel expenses.
- Gross margin improved to 45.4% (+645bp yoy, +434 bp qoq). Year-on-year gross margin is not comparable due to the reset in transfer pricing with the parent for trading goods. Gross margin was aided by its favourable mix (lower traded share yoy), pricing actions, and one-off transfer pricing benefits. Other/ personnel expense was up 117%/20% yoy, which is 19%/8% higher than our estimates.
- Other income at Rs64m (-58% yoy) was below our estimate of Rs80m.
- 1QFY22 PBT was at Rs1.06bn (-Rs3m in 1QFY21, -24% qoq), 8% above our estimate of Rs983m.
- The tax rate stood at 25.2%, in line with our estimate of 25%.
- Accordingly, core PAT stood at Rs791m (vs -Rs2m in 1QFY21, -25% qoq), 7% above our estimated PAT of Rs737m (8% above Bloomberg consensus estimate) led by higher margins.

| YE March (Rs m)                          | 1Q FY22 | 1Q FY21 | yoy % chg  | 4Q FY21 | qoq % chg  | FY21   | FY20   | yoy % chg  | 1Q FY22F | Deviation |
|--|---------|---------|------------|---------|------------|--------|--------|------------|----------|-----------|
| Total Revenue                            | 6,935   | 3,012   | 130.2%     | 8,475   | -18.2%     | 26,707 | 28,416 | -6.0%      | 6,987    | -0.7%     |
| Less:                                    |         |         |            |         |            |        |        |            |          |           |
| Net Raw Material consumed                | 3,786   | 1,839   | 105.9%     | 4,994   | (24.2%)    | 15,612 | 17,905 | (12.8%)    | 4,192    | (9.7%)    |
| Other Expenses                           | 1,333   | 613     | 117.5%     | 1,353   | (1.5%)     | 4,434  | 4,620  | (4.0%)     | 1,118    | 19.2%     |
| Personnel                                | 680     | 567     | 19.8%      | 646     | 5.3%       | 2,463  | 2,397  | 2.8%       | 629      | 8.1%      |
| Total Expenditure                        | 5,798   | 3,019   | 92.1%      | 6,993   | (17.1%)    | 22,509 | 24,921 | (9.7%)     | 5,939    |           |
| EBITDA                                   | 1,138   | (6)     | NA         | 1,483   | (23.3%)    | 4,198  | 3,495  | 20.1%      | 1,048    | 8.5%      |
| Less: Depreciation                       | 140     | 145     | (3.1%)     | 137     | 2.3%       | 580    | 571    | 1.5%       | 145      |           |
| EBIT                                     | 997     | (151)   | NA         | 1,345   | (25.9%)    | 3,619  | 2,923  | 23.8%      | 903      |           |
| Less: Interest paid                      | 4       | 5       | (30.0%)    | 5       | (30.0%)    | 18     | 95     | (80.9%)    | -        |           |
| Non-operating Income                     | 64      | 153     | (58.0%)    | 47      | 37.6%      | 362    | 690    | (47.5%)    | 80       |           |
| Extraordinary Income                     | -       | 0       | NA         | -       | NA         | -      | 349    | NA         | -        |           |
| Profit Before Tax                        | 1,058   | (3)     | NA         | 1,387   | (23.7%)    | 3,963  | 3,868  | 2.5%       | 983      | 7.6%      |
| Profit Before Tax Excl. extra-ordinaries | 1,058   | (3)     | NA         | 1,387   | (23.7%)    | 3,963  | 3,519  | 12.6%      | 983      |           |
| Less: Total Tax                          | 267     | (1)     | NA         | 338     | (21.1%)    | 986    | 978    | 0.8%       | 246      |           |
| Core PAT                                 | 791     | (2)     | NA         | 1,049   | (24.6%)    | 2,978  | 2,542  | 17.1%      | 737      | 7.3%      |
| Reported PAT                             | 791     | (2)     | NA         | 1,049   | (24.6%)    | 2,978  | 2,890  | 3.0%       | 737      | 7.3%      |
| Diluted Shares Outstanding (m)           | 49      | 49      |            | 49      |            | 49     | 49     |            | 49       |           |
| Reported EPS (Rs)                        | 16.00   | (0.1)   | NA         | 21.2    | (24.5%)    | 60.2   | 58.5   | 2.9%       | 14.9     | 7.3%      |
| Proforma EPS (Rs)                        | 16.00   | (0.1)   | NA         | 21.2    | (24.6%)    | 60.2   | 51.4   | 17.1%      | 14.9     |           |
| Margin Analysis                          |         |         | yoy bp chg |         | qoq bp chg |        |        | yoy bp chg |          |           |
| Raw Material % of Total Revenue          | 54.6%   | 61.0%   | (645.5)    | 58.9%   | (434.0)    | 58.5%  | 63.0%  | (455.4)    | 60.0%    |           |
| Other Expenses % of Total Revenue        | 19.2%   | 20.3%   | (112.6)    | 16.0%   | 324.9      | 16.6%  | 16.3%  | 34.4       | 16.0%    |           |
| Personnel % of Total Revenue             | 9.8%    | 18.8%   | (903.1)    | 7.6%    | 218.0      | 9.2%   | 8.4%   | 78.9       | 9.0%     |           |
| EBIDTA Margin                            | 16.4%   | -0.2%   | 1,661.2    | 17.5%   | (108.9)    | 15.7%  | 12.3%  | 342.2      | 15.0%    |           |
| EBIT Margin                              | 14.4%   | -5.0%   | 1,939.4    | 15.9%   | (149.3)    | 13.5%  | 10.3%  | 326.2      | 12.9%    |           |
| PBT Margin (%)                           | 15.3%   | -0.1%   | 1,536.5    | 16.4%   | (111.0)    | 14.8%  | 13.6%  | 122.8      | 14.1%    |           |
| Proforma NPM                             | 11.4%   | -0.1%   | 1,149.1    | 12.7%   | (126.0)    | 11.3%  | 9.8%   | 143.3      | 10.6%    |           |
| Effective Tax Rate (%)                   | 25.2%   | 24.2%   | 97.5       | 24.4%   | 82.7       | 24.9%  | 25.3%  | (41.4)     | 25.0%    |           |



## **InCred** Equities



|          | Old    | l Estimates |        | Nev    | v Estimates |        |       | Change |       |
|----------|--------|-------------|--------|--------|-------------|--------|-------|--------|-------|
| Rsm      | FY22F  | FY23F       | FY24F  | FY22F  | FY23F       | FY24F  | FY22F | FY23F  | FY24F |
| Revenue  | 31,784 | 35,541      | 39,749 | 33,176 | 37,265      | 41,868 | 4.4%  | 4.9%   | 5.3%  |
| EBITDA   | 5,039  | 5,915       | 6,846  | 5,486  | 6,405       | 7,298  | 8.9%  | 8.3%   | 6.6%  |
| PAT      | 3,640  | 4,351       | 5,105  | 3,974  | 4,711       | 5,453  | 9.2%  | 8.3%   | 6.8%  |
| EPS (Rs) | 74     | 88          | 103    | 80     | 95          | 110    | 9.2%  | 8.3%   | 6.8%  |

| Figure 5:  | Peer comp | oarison |       |       |          |       |         |       |           |          |          |          |        |         |          |           |          |
|------------|-----------|---------|-------|-------|----------|-------|---------|-------|-----------|----------|----------|----------|--------|---------|----------|-----------|----------|
| Compony    | Bloomberg | Deeem   | Price | TP    | Mkt cap  |       | P/E (x) |       |           | P/BV (x) |          | EV/      | EBITDA | (x)     | Divid    | end Yield | d (%)    |
| Company    | Ticker    | Recom.  | Rs    | Rs    | (US\$ m) | FY21F | FY22F   | FY23F | FY21F     | FY22F    | FY23F    | FY21F    | FY22F  | FY23F   | FY21F    | FY22F     | FY23F    |
| SKF        | SKF IN    | Add     | 2,832 | 3,100 | 1,742    | 47    | 36      | 30    | 9.0       | 7.5      | 6.2      | 32       | 25     | 21      | 4.5      | 0.5       | 0.6      |
| Schaeffler | SCHFL IN  | Add     | 6,853 | 6,500 | 2,264    | 74    | 41      | 35    | 6.8       | 6.0      | 5.3      | 38       | 24     | 21      | 0.5      | 0.6       | 0.7      |
| Timken     | TMKN IN   | Hold    | 1,607 | 1,200 | 1,586    | 83    | 54      | 41    | 8.8       | 7.6      | 6.5      | 46       | 32     | 26      | 3.2      | 0.1       | 0.1      |
|            |           |         |       |       |          |       |         | SOURC | ES: INCRE | ED RESEA | RCH ESTI | MATES, C | OMPANY | REPORTS | . PRICED | AS AT 26  | JUL 2021 |



#### **BY THE NUMBERS**





#### Profit & Loss (Rs mn) Mar-20A Mar-21A Mar-22F Mar-23F Mar-24F Total Net Revenues 28.873 27.085 33.176 37.265 41,868 **Gross Profit** 17,459 10.968 11.473 13.768 15,539 **Operating EBITDA** 3,952 4,579 5,486 6,405 7,298 Depreciation And Amortisation (571) (580) (596) (651) (709) 4,000 **Operating EBIT** 3,381 4,890 5,754 6,589 Financial Income/(Expense) (95) (21) Pretax Income/(Loss) from Assoc. Non-Operating Income/(Expense) 1,039 362 430 553 711 Profit Before Tax (pre-El) 4,325 4,341 5,320 7,300 6,307 Exceptional Items Pre-tax Profit 4,325 4,341 5,320 6,307 7,300 Taxation (978) (986) (1,346) (1,596) (1,847) Exceptional Income - post-tax **Profit After Tax** 3,347 3,355 3,974 4,711 5,453 Minority Interests Preferred Dividends FX Gain/(Loss) - post tax Other Adjustments - post-tax Net Profit 3,347 3,355 3,974 4,711 5,453 Recurring Net Profit 3,974 5,453 3.347 3.355 4,711 Fully Diluted Recurring Net Profit 5,453 3,347 3,355 3,974 4,711

| (Rs mn)                          | Mar-20A | Mar-21A | Mar-22F | Mar-23F | Mar-24F |
|----------------------------------|---------|---------|---------|---------|---------|
| EBITDA                           | 3,952   | 4,579   | 5,486   | 6,405   | 7,298   |
| Cash Flow from Invt. & Assoc.    | (84)    | (616)   | (166)   | (98)    | 2       |
| Change In Working Capital        | 906     | (16)    | (1,225) | (843)   | (949)   |
| (Incr)/Decr in Total Provisions  |         |         |         |         |         |
| Other Non-Cash (Income)/Expense  | 571     | 580     | 596     | 651     | 709     |
| Other Operating Cashflow         | (737)   | (231)   | (430)   | (553)   | (711)   |
| Net Interest (Paid)/Received     | (95)    | (21)    |         |         |         |
| Tax Paid                         | (1,215) | (1,057) | (1,346) | (1,596) | (1,847) |
| Cashflow From Operations         | 3,298   | 3,218   | 2,915   | 3,966   | 4,502   |
| Capex                            | (953)   | (736)   | (1,200) | (1,200) | (1,200) |
| Disposals Of FAs/subsidiaries    | 361     | 43      |         |         |         |
| Acq. Of Subsidiaries/investments | (1,530) |         |         |         |         |
| Other Investing Cashflow         | 582     | 5,282   | 430     | 553     | 711     |
| Cash Flow From Investing         | (1,540) | 4,589   | (770)   | (647)   | (489)   |
| Debt Raised/(repaid)             | (969)   |         | (176)   |         |         |
| Proceeds From Issue Of Shares    |         |         |         |         |         |
| Shares Repurchased               |         |         |         |         |         |
| Dividends Paid                   | (715)   | (6,427) | (692)   | (791)   | (791)   |
| Preferred Dividends              |         |         |         |         |         |
| Other Financing Cashflow         | (95)    | (21)    |         |         |         |
| Cash Flow From Financing         | (1,779) | (6,448) | (868)   | (791)   | (791)   |
| Total Cash Generated             | (21)    | 1,359   | 1,277   | 2,528   | 3,222   |
| Free Cashflow To Equity          | 789     | 7,807   | 1,969   | 3,319   | 4,013   |
| Free Cashflow To Firm            | 1,852   | 7,828   | 2,145   | 3,319   | 4,013   |

SOURCES: INCRED RESEARCH, COMPANY REPORTS



### BY THE NUMBERS...cont'd

| (Rs mn)  | Mar-20A   | Mar-21A   | Mar-22F   | Mar-23F   | Mar-24F   |
|--|---|---|---|---|---|
| Total Cash And Equivalents   | 6,183   | 5,003   | 6,280   | 8,808   | 12,030  |
| Total Debtors  | 4,357   | 5,834   | 5,908   | 6,636   | 7,456   |
| Inventories  | 4,518   | 4,680   | 5,454   | 6,126   | 6,882   |
| Total Other Current Assets   | 3,568   | 3,185   | 3,143   | 3,423   | 3,738   |
| Total Current Assets   | 18,626  | 18,703  | 20,785  | 24,993  | 30,107  |
| Fixed Assets   | 3,927   | 4,100   | 4,704   | 5,253   | 5,743   |
| Total Investments  | 1,972   | 25  | 25  | 25  | 25  |
| Intangible Assets  | · · · · · · · · · · · · · · · · · · ·   |   |   |   |   |
| Total Other Non-Current Assets   | 228   | 228   | 228   | 228   | 228   |
| Total Non-current Assets   | 6,127   | 4,353   | 4,957   | 5,506   | 5,997   |
| Short-term Debt  |   |   |   |   |   |
| Current Portion of Long-Term Debt  |   |   |   |   |   |
| Total Creditors  | 4,120   | 5,769   | 4,999   | 5,615   | 6,309   |
| Other Current Liabilities  | 1,303   | 1,444   | 1,793   | 2,014   | 2,263   |
| Total Current Liabilities  | 5,423   | 7,213   | 6,793   | 7,630   | 8,572   |
| Total Long-term Debt   | 218   | 176   |   |   | ,   |
| Hybrid Debt - Debt Component   | -   | -   |   |   |   |
| Total Other Non-Current Liabilities  |   |   |   |   |   |
| Total Non-current Liabilities  | 218   | 176   |   |   |   |
| Total Provisions   |   |   |   |   |   |
| Total Liabilities  | 5,641   | 7,388   | 6,793   | 7,630   | 8,572   |
| Shareholders Equity  | 19,053  | 15,638  | 18,920  | 22,840  | 27,502  |
| Minority Interests   | ,   |   | ,   | ,   | ,   |
| Total Equity   | 19.053  | 15,638  | 18,920  | 22,840  | 27,50   |
|  |   |   |   |   |   |
| Key Ratios   |   |   |   |   |   |
|  | Mar-20A   | Mar-21A   | Mar-22F   | Mar-23F   | Mar-24F   |
| Revenue Growth   | (6.4%)  | (6.0%)  | 24.2%   | 12.3%   | 12.4%   |
| Operating EBITDA Growth  | (24.7%)   | 15.9%   | 19.8%   | 12.3%   | 12.47   |
| Operating EBITDA Growth<br>Operating EBITDA Margin   | 13.9%   | 17.1%   | 16.5%   | 17.2%   | 14.07   |
| Net Cash Per Share (Rs)  | 120.65  | 97.64   | 127.03  | 178.16  | 243.3   |
| BVPS (Rs)  | 385.37  | 316.30  | 382.68  | 461.98  | 556.2   |
| Gross Interest Cover   |   |   | 302.00  | 401.90  | 550.2   |
|  | 35.66<br>22.6%  | 187.78<br>22.7%   | 25.3%   | 25.3%   | 25.3%   |
|  |   | // / %  | 25.3%   |   |   |
| Effective Tax Rate   |   |   | 47 40/  |   |   |
| Net Dividend Payout Ratio  | 17.7%   | 191.6%  | 17.4%   | 16.8%   |   |
| Net Dividend Payout Ratio<br>Accounts Receivables Days   | 17.7%<br>60.49  | 191.6%<br>68.67   | 64.59   | 61.43   | 61.43   |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days   | 17.7%<br>60.49<br>93.04   | 191.6%<br>68.67<br>107.52   | 64.59<br>95.29  | 61.43<br>97.27  | 61.43<br>97.20  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days   | 17.7%<br>60.49<br>93.04<br>(77.58)  | 191.6%<br>68.67<br>107.52<br>(115.60)   | 64.59<br>95.29<br>(101.25)  | 61.43<br>97.27<br>(89.16)   | 61.43<br>97.20<br>(89.15  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%   | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%  | 64.59<br>95.29<br>(101.25)<br>38.7%   | 61.43<br>97.27<br>(89.16)<br>41.0%  | 61.43<br>97.26<br>(89.15<br>42.6%   |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%  | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%   | 61.43<br>97.20<br>(89.15<br>42.6%<br>24.0%  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%   | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%  | 64.59<br>95.29<br>(101.25)<br>38.7%   | 61.43<br>97.27<br>(89.16)<br>41.0%  | 61.43<br>97.20<br>(89.15<br>42.6%<br>24.0%  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%  | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%   | 14.5%<br>61.4;<br>97.20<br>(89.15<br>42.6%<br>24.0%<br>15.1%  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%  | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%   | 61.43<br>97.20<br>(89.15<br>42.6%<br>24.0%  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets   | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%   | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%  | 61.4:<br>97.20<br>(89.15<br>42.6%<br>24.0%<br>15.1%   |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers  | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>Mar-20A  | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F   | 61.4:<br>97.20<br>(89.15<br>42.69<br>24.09<br>15.19<br>Mar-24I  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM  | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>Mar-20A<br>(22.4%)   | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%   | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%   | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%  | 61.4:<br>97.20<br>(89.15<br>42.69<br>24.09<br>15.19<br><b>Mar-24I</b><br>11.09                                    |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket  | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>Mar-20A<br>(22.4%)<br>(8.0%)                                       | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%<br>N/A  | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%<br>21.0%  | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%<br>10.0%                                   | 61.4:<br>97.20<br>(89.15<br>42.69<br>24.09<br>15.19<br><b>Mar-24</b><br>11.09<br>10.09                            |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket<br>Exports (largely Auto)  | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>Mar-20A<br>(22.4%)<br>(8.0%)<br>60.0%                              | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%<br>N/A<br>(33.0%)                                       | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%<br>21.0%<br>27.0%                                   | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%<br>10.0%<br>10.0%                          | 61.4:<br>97.2(<br>(89.15<br>42.6%<br>24.0%<br>15.1%<br>Mar-24I<br>11.0%<br>10.0%<br>10.0%                         |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket<br>Exports (largely Auto)<br>Total auto  | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>Mar-20A<br>(22.4%)<br>(8.0%)<br>60.0%<br>(7.7%)                    | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%<br>N/A<br>(33.0%)<br>(3.0%)                             | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%<br>21.0%<br>27.0%<br>22.7%                          | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%<br>10.0%<br>10.0%<br>10.6%                 | 61.4:<br>97.2(<br>(89.15<br>42.69<br>24.09<br>15.19<br><b>Mar-24</b><br>11.09<br>10.09<br>10.09                   |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket<br>Exports (largely Auto)<br>Total auto<br>Industrial OEM                            | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>(22.4%)<br>(8.0%)<br>60.0%<br>(7.7%)<br>(6.0%)                     | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%<br>N/A<br>(33.0%)<br>(3.0%)<br>(11.5%)                  | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%<br>21.0%<br>27.0%<br>22.7%<br>24.0%                 | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%<br>10.0%<br>10.0%<br>10.6%<br>14.0%        | 61.4:<br>97.2(<br>(89.15<br>42.69<br>24.09<br>15.19<br><b>Mar-24</b><br>11.09<br>10.09<br>10.09<br>10.69<br>14.09 |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket<br>Exports (largely Auto)<br>Total auto<br>Industrial OEM<br>Industrial after market | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>(22.4%)<br>(8.0%)<br>60.0%<br>(7.7%)<br>(6.0%)<br>(6.0%)<br>(4.0%) | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br><b>Mar-21A</b><br>8.8%<br>N/A<br>(33.0%)<br>(3.0%)<br>(11.5%)<br>(6.0%) | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br><b>Mar-22F</b><br>22.5%<br>21.0%<br>27.0%<br>22.7%<br>24.0%<br>27.0% | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br><b>Mar-23F</b><br>11.0%<br>10.0%<br>10.0%<br>10.6%<br>14.0% | 61.4:<br>97.20<br>(89.15<br>42.69<br>24.09<br>15.19<br>Mar-24I  |
| Net Dividend Payout Ratio<br>Accounts Receivables Days<br>Inventory Days<br>Accounts Payables Days<br>ROIC (%)<br>ROCE (%)<br>Return On Average Assets<br>Key Drivers<br>Auto OEM<br>Auto aftermarket<br>Exports (largely Auto)<br>Total auto<br>Industrial OEM                            | 17.7%<br>60.49<br>93.04<br>(77.58)<br>30.3%<br>17.5%<br>13.9%<br>(22.4%)<br>(8.0%)<br>60.0%<br>(7.7%)<br>(6.0%)                     | 191.6%<br>68.67<br>107.52<br>(115.60)<br>37.0%<br>25.3%<br>14.6%<br>Mar-21A<br>8.8%<br>N/A<br>(33.0%)<br>(3.0%)<br>(11.5%)                  | 64.59<br>95.29<br>(101.25)<br>38.7%<br>25.8%<br>15.4%<br>Mar-22F<br>22.5%<br>21.0%<br>27.0%<br>22.7%<br>24.0%                 | 61.43<br>97.27<br>(89.16)<br>41.0%<br>25.2%<br>15.4%<br>Mar-23F<br>11.0%<br>10.0%<br>10.0%<br>10.6%<br>14.0%        |   |

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|---------------------|---|
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