



*SUNDARAM FINANCE  
HOLDINGS*

# Investor Presentation FY22-23





## About Us

**Sundaram Finance Holdings Limited** (SF Holdings), promoted by the TSF group, originated from the demerged investment arm of Sundaram Finance Ltd.

SF Holdings is an exempted core investment company listed on the National Stock Exchange of India and is involved in making investments, primarily in automotive companies. 90% of its investments must be in group companies. Significant investments include Brakes India, Wheels India, IMPAL, Turbo Energy, Axles India, and Sundaram Clayton – leaders in their respective markets. Through its 100% subsidiary, Sundaram Business Services Limited and its own operations, SF Holdings also provides outsourced business processing and support services.



## About the Promoter

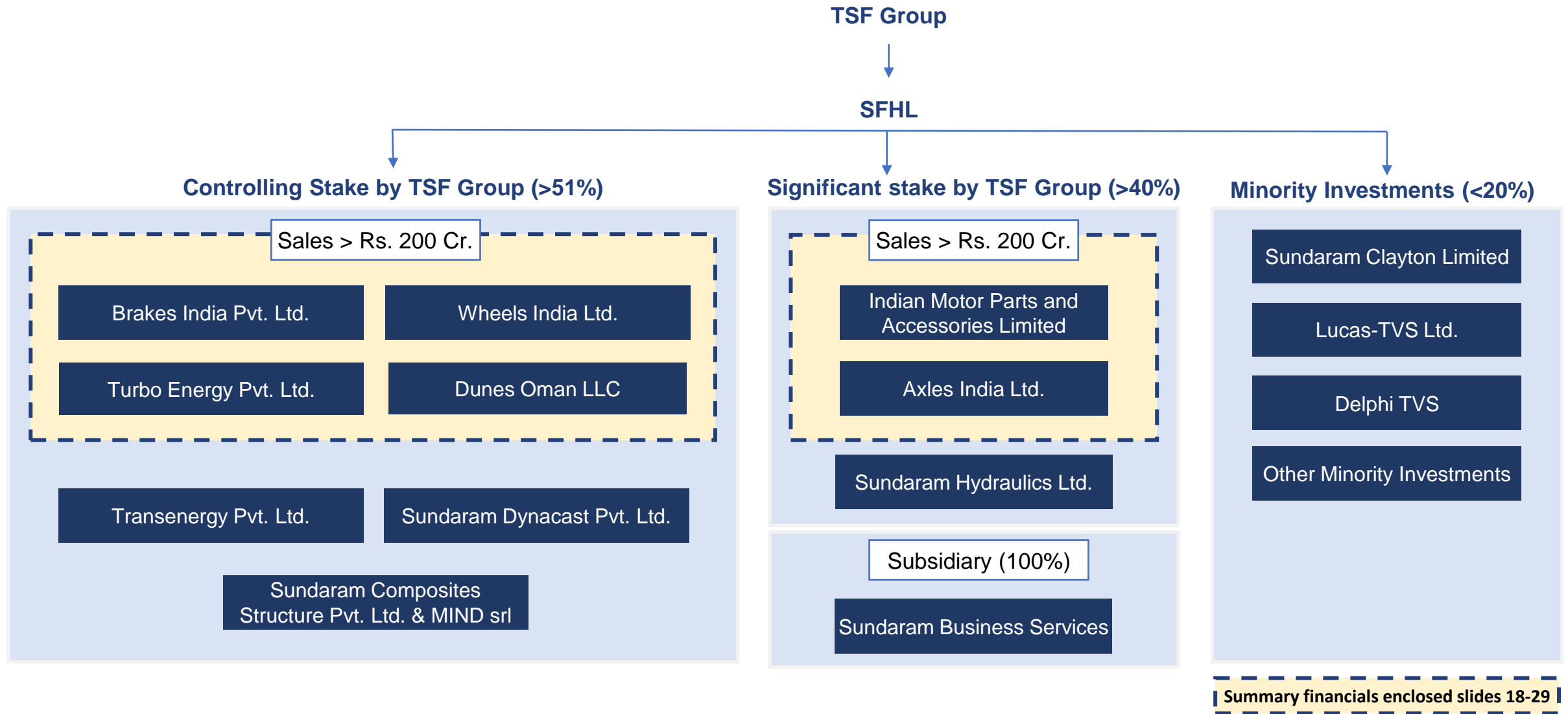
SF Holdings is promoted by TSF Group. With its heritage dating back to 1936, the TSF group's interests span the automotive and financial services sectors. Companies promoted by the TSF group have combined revenue of more than Rs 21,000 crore, 42,000 employees, 1,200 branches, and 36 factories.

In the automotive industry, the TSF group operates across segments from component manufacturing, parts distribution, vehicle dealership and vehicle financing. The group serves marquee customers across the globe and is known for high quality design-led manufacturing.

The TSF group businesses are market leaders in their segments and include Brakes India, Wheels India, Axles India, Turbo Energy, IMPAL, Madras Auto Service, and Sundaram Motors. In financial services, the TSF Group promoted Sundaram Finance, one of the most respected names in the NBFC sector, with interests in automotive lending, general insurance, housing loans, and asset management. The financial services business has more than Rs 50,000 crore in assets and a further Rs. 56,000 crore in assets managed.

The TSF group comprises the T.S. Santhanam branch of the erstwhile TVS group and continues the tradition of Trust, Value and Service that the group has been known for this past century.

# Holding Structure



# Timeline of Key Investments

- Wheels India
- Lucas TVS
- Brakes India
- India Motor Parts & Accessories Ltd
- Sundaram Clayton\*

1960 - 1980

1981 - 2000

- Axles India
- Turbo Energy
- Sundaram Dynacast
- Transenergy Pvt Ltd

- Delphi TVS
- Sundaram Business Services Ltd
- Dunes Oman LLC
- Flometallic India\*\*
- Sundaram Hydraulics

2001 - 2010

2011 - 2020

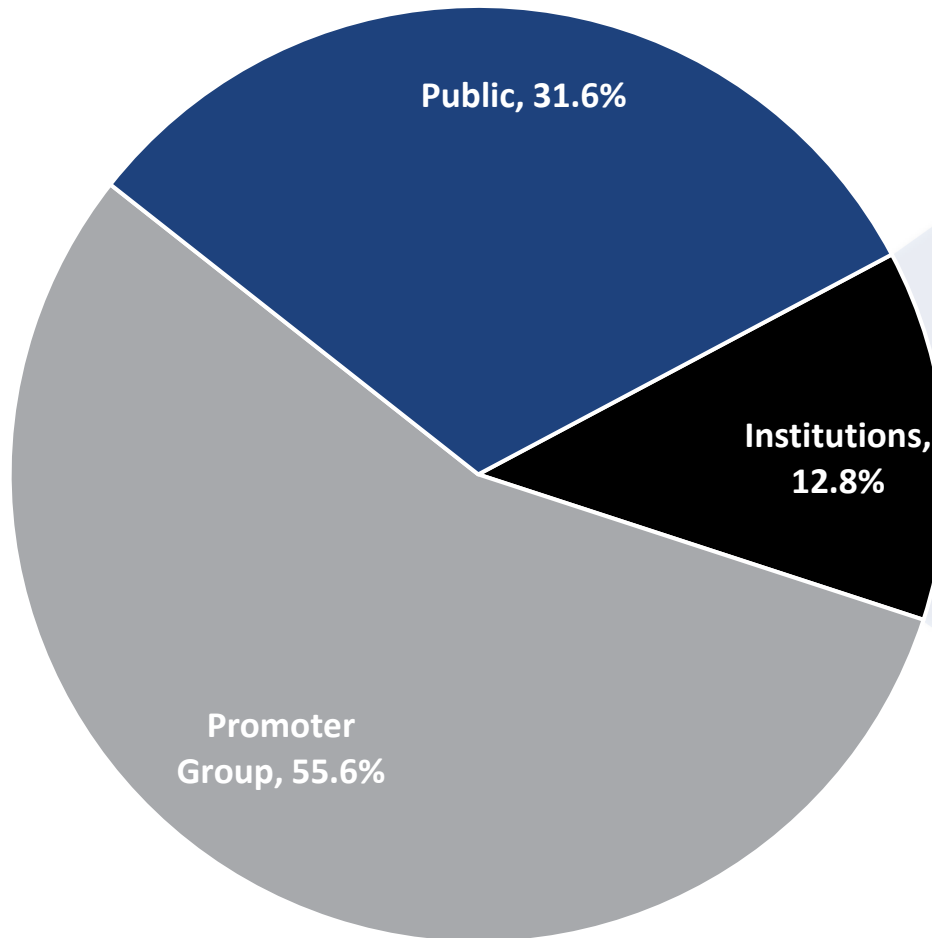
- TVS Investments\*\*\*

- Sundaram Composites
- Mind s.r.l. Italy

2021 - Present

\* Partially exited    \*\* Merged with Brakes India    \*\*\* Exited

# SF Holdings Shareholding Pattern



## Institutional shareholding structure:

Nippon Life India	4.2%
India Motor Parts & Accessories Ltd	2.1%
Bright Star Investments Pvt Ltd	1.9%
Damani Estate and Finance Pvt Ltd	0.7%
Sundaram Finance Employee Welfare Trust	0.6%
HDFC Life Insurance Co Ltd	0.6%
United India Insurance Company Ltd	0.6%
Integrated Investment Management	0.5%
Integrated Insurance Broking Services P Ltd	0.5%
The New India Assurance Co Ltd	0.2%
Others	0.9%
<b>Total</b>	<b>12.8%</b>

# Board of Directors



**Mr. Harsha Viji**  
*Chairman*

Has 2 decades of experience in financial services. He is the Executive Vice Chairman of Sundaram Finance Limited. Formerly with McKinsey & Company and Price Waterhouse.



**Mr. Srivats Ram**  
*Non-Executive Director*

Has more than 2 decades of experience in the automotive industry. He is the Managing Director of Wheels India Limited.



**Mr. R Venkatraman**  
*Independent Director*

Has close to 4 decades of experience in consulting and advisory services across various industries. He was the head of KPMG India's consulting practice, and the co-head of their risk advisory services. He was also a partner at AT Kearney and Andersen Business Consulting.



**Mr. S Prasad**  
*Independent Director*

Has more than a decade of experience in industry as finance professional and 42 years as a practicing Chartered Accountant.



**Mr. Sriram Viji**  
*Non-Executive Director*

Has more than 10 years experience in automotive sector. He is the Managing Director of Brakes India Pvt Ltd. Prior to Brakes India, was associated with McKinsey & Microsoft.



**Mr. Ananth Ramanujam**  
*Non-Executive Director*

Has more than 29 years experience in automotive sector. He is the Director of Turbo Energy Pvt Ltd & Sundaram Motors, a Division of TSSF Pvt Ltd.



**Ms. Shobhana Ramachandran**  
*Independent Director*

3 decades of experience in general management in the automobile industry. She is the Managing Director of TVS Sri chakra Limited.



**Ms. Priyamvada Ramkumar**  
*Independent Director*

Has over 17 years of experience across private equity, investment and commercial banking. She is a Partner in Lok Capital, a leading impact investment fund in India. Prior to Lok, she worked with Veda Corporate Advisors.



# Management Team



**Mr. Ravi S**  
**Chief Executive Officer**

Has over 3 decades of experience in the financial services & BPO industry, including more than 10 years in the TSF Group.



**Mr. Suresh I S**  
**Chief Financial Officer**

A Chartered Accountant. Has over 18 years of post-qualification experience in finance, accounts, operations and related areas.



**Mr. Kalyanaraman**  
**Secretary and Compliance Officer**

Has an overall experience of 39 years, had been associated with the TSF Group for 28 years, which included 21 years in the Secretarial Function. Earlier he was Company Secretary & Compliance Officer of India Motor Parts & Accessories.



# Strategy adopted by SF Holdings

Actively look for and invest in businesses that leverage TSF Group strengths in areas such as high-quality manufacturing and knowledge of the automotive ecosystem.



Build a controlling stake at a TSF Group level in core investments.

As opportunities arise, monetize assets to pivot the portfolio away from passive minority stakes, and towards a smaller set of active investments.

# Key portfolio transactions

In line with the strategy adopted by SF Holdings, the following key portfolio transactions were carried out -

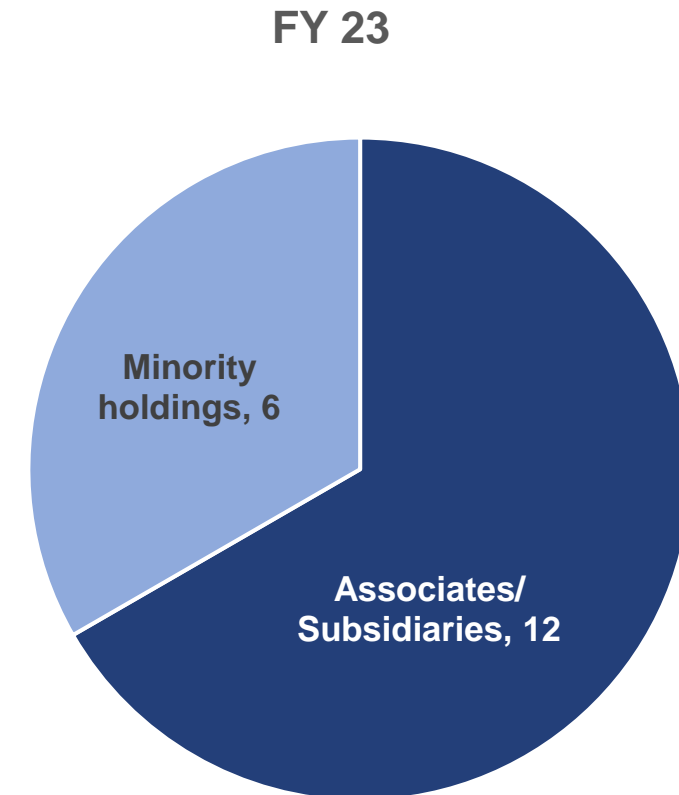
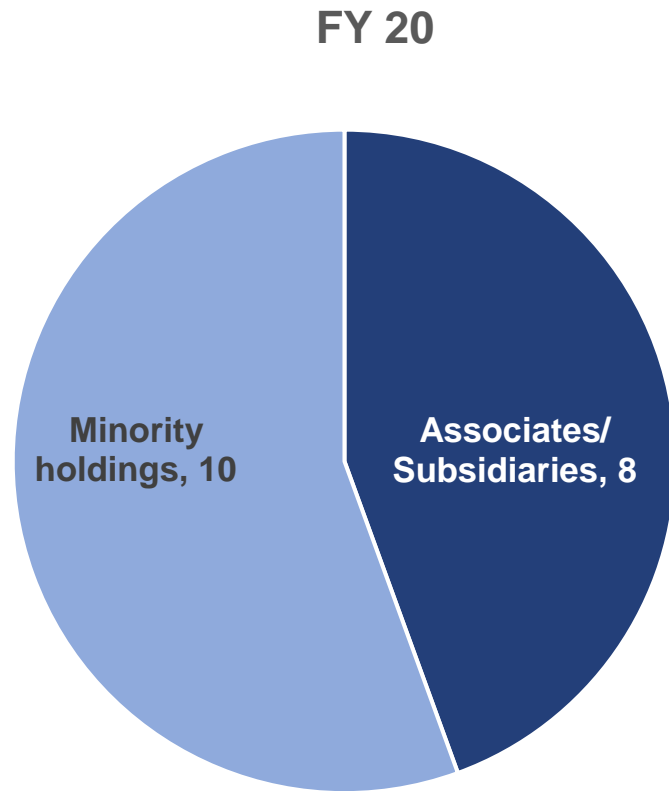
Launched global carbon fiber business under Leggaro brand (Mind s.r.l. Italy and Sundaram Composites).



- Bought out stake of ZF (JV partner) in Brakes India.
- Merged Flometallic India Foundry with Brakes India foundry division to create the largest ferrous foundry operation in India, making Brakes India an associate
- Acquired IMPAL shares from market making it an associate.
- Bought out stake of Titan (JV partner) in Wheels India thereby making it an associate, purchased further shares from market to increase holding

- Partial exit from Sundaram Clayton between 2021 to 2022 in three tranches
- Exited TVS Investments in Feb 2022.
- Dunes Oman LLC returned surplus capital through a capital reduction in 2022.

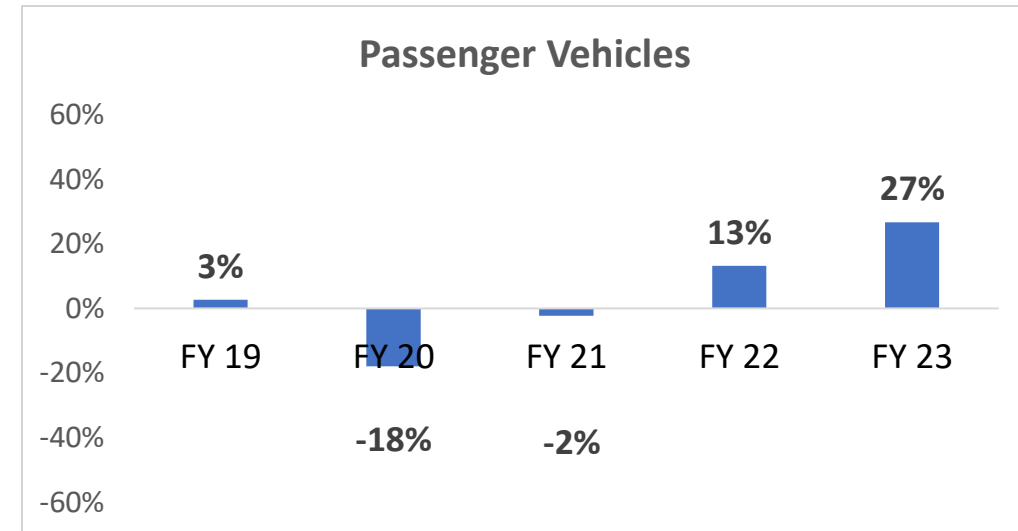
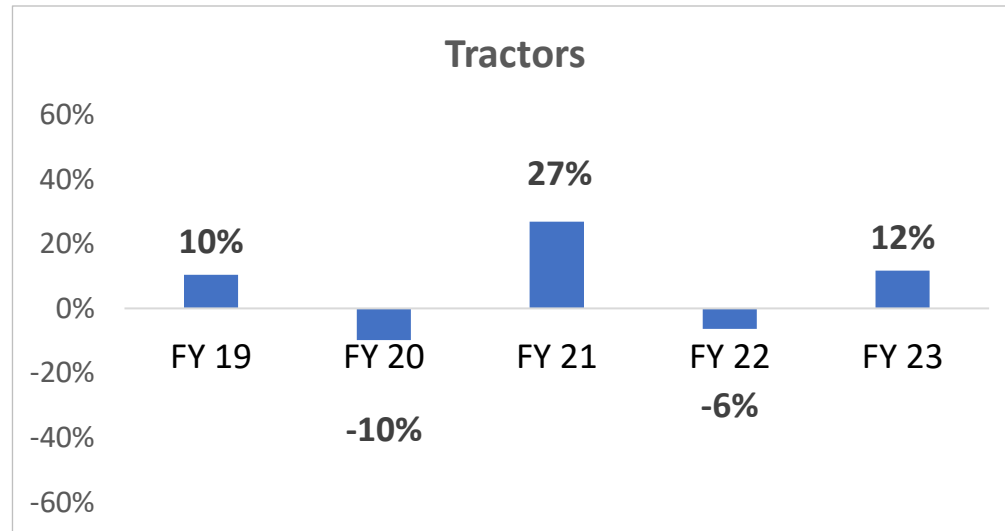
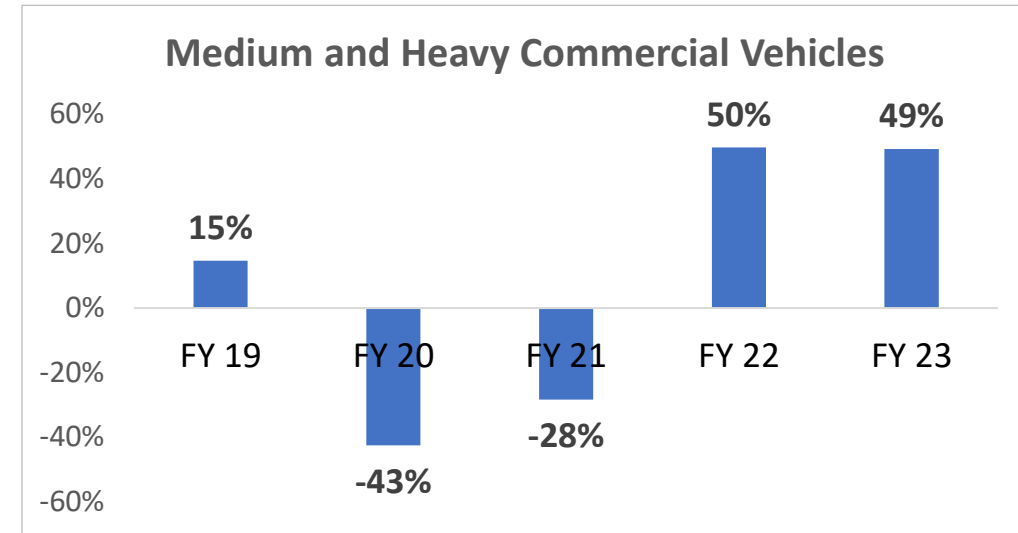
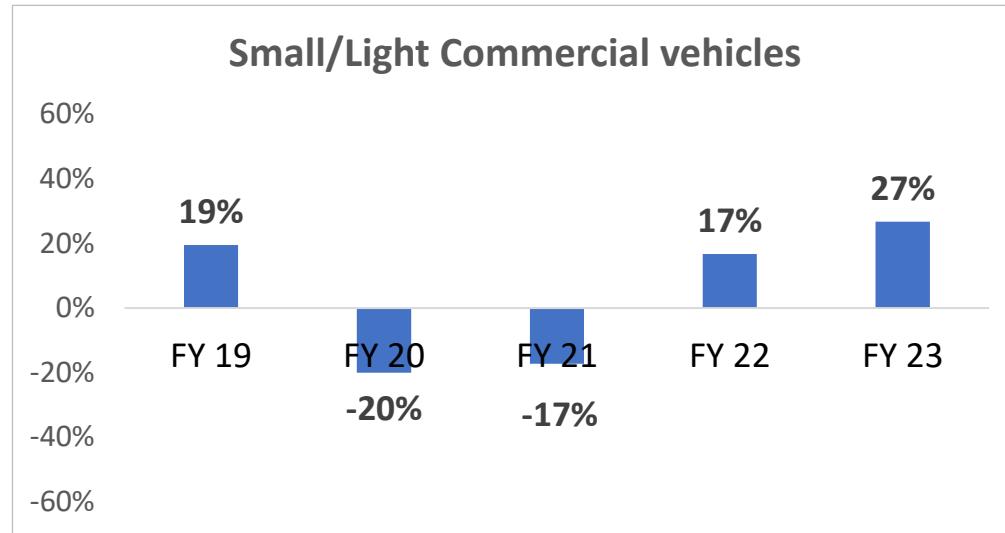
## Increasing count of associates/ subsidiaries



**Companies with minority holdings are progressively converted into associates/ subsidiaries by acquiring additional stake**



# Auto Industry (coming out of down cycle)



# Performance: SF Holdings Financials (1/3)

## Standalone

Particulars (Amount in INR cr.)	FY20	FY21	FY22	FY23	GOLY%
Revenue from Dividend	59.5	14.1	40.9	97.4	138
Revenue (Others)	34.9	25.6	39.2	33.2	(15)
<b>Total Revenue</b>	<b>94.4</b>	<b>39.7</b>	<b>80.1</b>	<b>130.6</b>	<b>63</b>
Profit before Tax	65.1	17.6	50.4	107.2	113
<b>Profit after Tax</b>	<b>61.4</b>	<b>14.6</b>	<b>46.9</b>	<b>94.8</b>	<b>102</b>
Earnings Per Share	4.1	1.0	2.3	4.2	83
Dividend Per Share	1.3	0.5	2.8	4.0	
Payout Ratio	35%	76%	130%	94%	
Dividend Declared	21.2	11.1	61.1	88.8	
Net worth	1,240.5	1,425.1	2,106.1	3,707.3	76

# Performance: SF Holdings Financials (2/3)

## Consolidated

Particulars (Amount in INR cr.)	FY20	FY21	FY22	FY23	GOLY%
<b>(i) Share of Profits from Associates (after tax)</b>	<b>48.8</b>	<b>64.2</b>	<b>143.4</b>	<b>206.0</b>	<b>44</b>
Dividend from Minority Holdings	24.1	5.5	18.4	15.1	
Operating Revenue (Others)	74.4	58.8	69.6	78.9	
<b>Total Revenue</b>	<b>98.5</b>	<b>64.3</b>	<b>88.0</b>	<b>94.0</b>	<b>7</b>
Profit before Tax	34.8	14.2	21.9	46.7	113
<b>(ii) Profit after Tax</b>	<b>29.3</b>	<b>9.7</b>	<b>17.3</b>	<b>31.6</b>	<b>83</b>
<b>(iii) Consolidated Profit after Tax ( i + ii )</b>	<b>78.1</b>	<b>73.9</b>	<b>160.7</b>	<b>237.6</b>	<b>48</b>
EPS	5.2	4.9	7.7	10.7	39
Net worth	1,857.3	2,195.0	3,002.1	3,570.0	19

*Note: Dividend income from Associate companies would not be accounted under 'Revenue from Dividend' unlike Standalone financials. However, in the consolidated financials, the proportional share of profits from associate companies would get accounted under 'Share of Profits from Associates' as per IAS.*



# Performance: SF Holdings Financials (3/3)

## Associate company-wise share of profits

(Amount in INR cr.)

Company Name	FY20	FY21	FY22	FY23
Brakes India Private Limited	-	-	-	84.7
Turbo Energy Private Limited	29.2	32.8	53.3	73.6
Axles India Limited	3.9	1.2	13.1	20.4
Dunes Oman LLC	7.4	8.6	11.2	13.3
Wheels India Limited	-	10.6	17.8	13.7
India Motor Parts & Accessories Limited	-	-	-	10.3
Sundaram Dynacast Private Limited	4.8	2.6	3.6	4.7
Transenergy Private Limited	0.0	2.1	4.1	-1.6
Flometallic India Private Limited	3.5	9.6	43.3	-1.8
Sundaram Composite Structures	-		-0.1	-3.5
Mind s.r.l Italy	-	-3.3	-2.9	-7.8
<b>Total share of profits from associates</b>	<b>48.8</b>	<b>64.2</b>	<b>143.4</b>	<b>206.0</b>

# Snapshot of key associate companies in FY23

(Amount in INR cr.)

Company Name	Shareholding %	Net worth	Share of net worth <sup>#</sup>	Sales	PAT	Share of PAT <sup>##</sup>
Brakes India Private Limited	23.6	2,597.2	612.1	6,869.5	359.3	84.7
Turbo Energy Private Limited	32.0	1,780.5	569.8	2,388.5	229.9	73.6
Axles India Limited	38.8	211.1	81.9	746.4	52.6	20.4
Dunes Oman LLC	43.7	245.5	107.3	292.0	30.3	13.3
Wheels India Limited	23.9	764.2	182.3	4,651.2	54.2	13.7
India Motor Parts & Accessories Limited	20.0	1,368.1	273.6	725.9	51.7	10.3

<sup>#</sup> Share of net worth = Shareholding % \* Net worth

<sup>##</sup> Share of PAT = Shareholding % \* PAT

# APPENDIX





Founded in 1962, Brakes India has emerged as a leading supplier of braking systems and ferrous castings to marquee OEMs across the globe. The company strictly adheres to world class manufacturing processes backed by strong in-house R&D capabilities, state-of-the-art test facilities etc. Their iron foundries operating in India and Oman, produce over 180,000 tons of safety-critical castings annually.

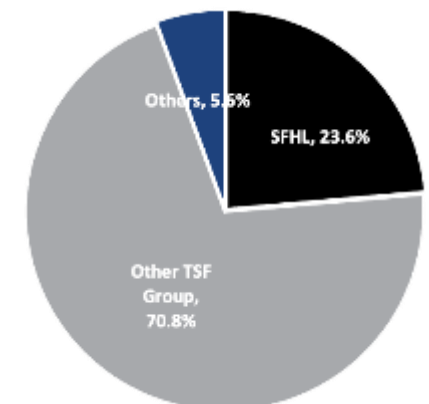
As a system supplier catering to the light vehicle, commercial vehicle and the off-highway segment, Brakes India, with over 10,000 dedicated employees supplying systems and components to global OEM's is a world class player in a very competitive market.

Their achievements also include prestigious honours such as National Awards for Energy Conservation, the Leadership and Excellence Award in Safety, Health & Environment, the TPM Excellence Award, and the esteemed Deming Application Prize.

In FY23, the company achieved a revenue of INR 6,583 crores and profit after tax of INR 466 crores.



Shareholding Pattern



## Performance: Brakes India Private Limited

Particulars (Amount in INR cr.)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	4,792.2	3,923.8	3,653.4	5,076.3	6,582.5	30%
EBITDA	796.6	486.8	383.8	638.7	912.1	43%
Profit before Tax	643.0	312.9	220.9	376.4	617.6	64%
<b>Profit after Tax</b>	473.9	245.7	167.8	322.9	465.6	44%
ROCE (annualized %)	27%	13%	9%	15%	26%	
Operating ROE(annualized %) ■	20%	9%	7%	20%	24%	
Total ROE (annualized %)	20%	10%	6%	20%	24%	
Total Assets	3,235.5	3,137.8	3,537.6	4,142.5	3,791.4	-8%
Debt	115.0	55.0	-	1,497.2	874.5	-42%
Total Equity	2,321.7	2,441.5	2,612.5	1,581.6	1,912.5	21%
Debt to Equity ratio	0.0	0.0	-	0.9	0.5	

*Note: Above numbers are as per the Standalone Financial Statement of the Company.*

- Operating ROE is the measure of Company's net income (excluding income from dividend) divided by its shareholders' equity (excluding Investments in Equity Instruments).



Established in 1982, TEL is a strategic joint venture between the TSF group and BorgWarner Turbo Systems (Germany). As a leading manufacturer of turbochargers and related components, Turbo Energy (TEL) is at the forefront of the automotive industry.

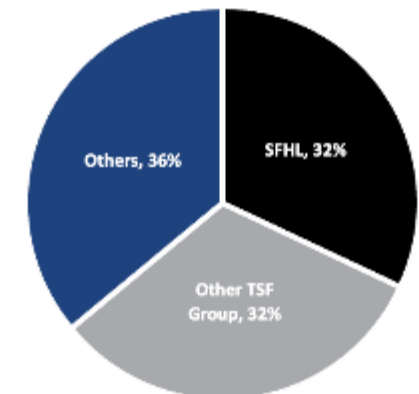
Their engineering and R&D Centre, recognised by the Department of Scientific and Industrial Research, Government of India, enables them to design, develop, and validate turbocharger components with in-house simulation and testing capabilities.

Driven by a dedicated team of over 750 professionals and robust supply chain, they cater to major OEMs in the automotive sector across the globe.

In FY23, the company achieved a revenue of INR 2,388 crore and profit after tax of INR 228 crore.



Shareholding Pattern





## Performance: Turbo Energy

Particulars (in Rs Cr)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	1,520.8	1,308.0	1,276.8	1,688.8	2,387.7	41%
EBITDA	307.2	263.0	223.2	302.8	382.1	26%
Profit before Tax	224.9	147.6	131.5	210.6	294.7	40%
<b>Profit after Tax</b>	167.4	100.8	102.1	164.9	228.2	38%
ROCE (annualized %)	15%	10%	8%	11%	15%	
Operating ROE(annualized %) ■	12%	7%	7%	10%	13%	
Total ROE (annualized %)	12%	7%	7%	10%	13%	
Total Assets	1,840.7	1,807.1	2,080.8	2,163.3	2,225.4	3%
Debt	127.9	93.6	210.3	275.5	200.9	-27%
Total Equity	1,395.7	1,432.2	1,534.0	1,658.3	1,775.6	7%
Debt to Equity ratio	0.1	0.1	0.1	0.2	0.1	

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## WHEELS INDIA LIMITED

With history dating back to 1962, Wheels India (WIL) has been a driving force in the development of automotive industry in our country. Headquartered in Chennai, their expertise extends across manufacturing of wheels, production of chassis for buses and trucks, suspension products, hydraulic cylinders, custom-fabricated assemblies, and precision components for wind turbines.

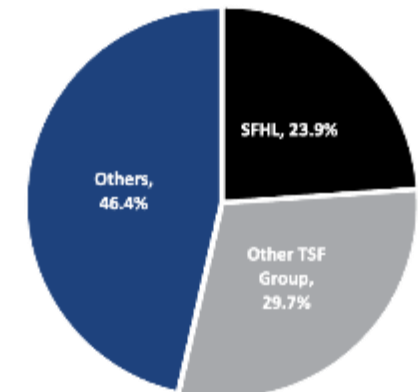
Backed by a workforce of over 2500 highly skilled professionals, WIL operates 10 state-of-the-art manufacturing plants across India. The company's dedication to technological advancement is evident through its impressive portfolio holding over 84 international patents.

On the global arena, WIL's exports account for more than 15% of their revenue, establishing them as a trusted partner in the international auto-components market.

In FY23, the company achieved a revenue of INR 4,332 crore and profit after tax of INR 65 crore.



## Shareholding Pattern



## Performance: Wheels India Limited

Particulars (Amount in INR cr.)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	3,181.0	2,428.6	2,211.8	3,686.7	4,332.1	18%
EBITDA	240.6	176.3	143.0	264.6	243.8	-8%
Profit before Tax	108.4	44.6	9.7	106.5	85.5	-20%
<b>Profit after Tax</b>	75.7	54.1	6.8	79.8	65.2	-18%
ROCE (annualized %)	18%	10%	5%	11%	12%	
Operating ROE(annualized %) ■	14%	9%	1%	12%	9%	
Total ROE (annualized %)	13%	9%	1%	12%	9%	
Total Assets	1,803.0	1,761.6	2,217.8	2,729.2	2,767.3	1%
Debt	385.1	459.0	609.2	811.1	721.6	-11%
Total Equity	568.6	597.5	599.3	675.1	713.5	6%
Debt to Equity ratio	0.7	0.8	1.0	1.2	1.0	

*Note: Above numbers are as per the Standalone Financial Statement of the Company.*

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Established in 2008, Dunes Oman has emerged as a key player in the global market, specialising in the export of safety-critical automotive castings with precise manufacturing capabilities.

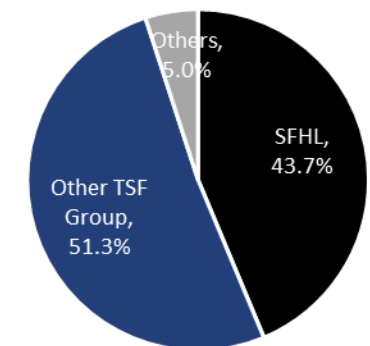
Headquartered in Salalah, Sultanate of Oman, Dunes Oman, with over 200 employees, operates with a robust capacity of 40,000 metric tons per annum (MTPA). Their cutting-edge foundry is equipped with DISAMATIC lines, complemented by a dedicated pattern, and die shop, enabling Dunes Oman to manufacture top-quality ductile iron castings.

Dunes Oman caters primarily to customers in Europe and America, delivering precision-engineered castings that meet stringent safety requirements. Their dedication to delivering superior products has earned them a strong reputation in the global automotive industry.

In FY23, the company achieved a revenue of INR 292 crore and profit after tax of INR 30 crore.



### Shareholding Pattern



## Performance: Dunes Oman

Particulars (Amount in INR cr.)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	352.7	261.7	231.4	229.6	292.0	27%
EBITDA	79.5	45.5	37.4	32.2	37.4	16%
Profit before Tax	51.8	17.0	19.8	25.5	30.4	19%
<b>Profit after Tax</b>	51.8	17.0	19.8	25.5	30.4	19%
ROCE (annualized %)	23%	9%	9%	13%	12%	
Operating ROE(annualized %) ■	27%	9%	9%	13%	12%	
Total ROE (annualized %)	27%	9%	9%	13%	12%	
Total Assets	243.4	270.2	284.5	272.3	321.0	18%
Debt	29.3	-	-	-	-	
Total Equity	192.9	199.2	213.7	199.2	245.5	23%
Debt to Equity ratio	0.2	-	-	-	-	

*Note: Above numbers are as per the Standalone Financial Statement of the Company.*

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# IMPAL

INDIA MOTOR PARTS & ACCESSORIES LIMITED

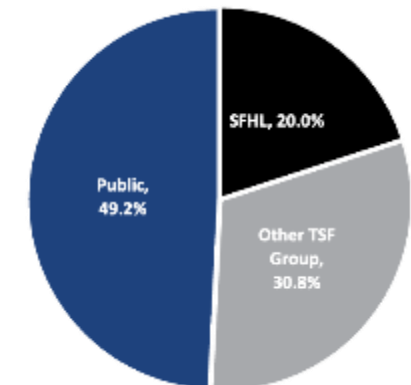
Incorporated in 1954, Indian Motor Parts and Accessories (IMPAL) is a premier distributor of automobile spare parts and accessories. With an extensive network of over 80 branches and 21000 dealers nationwide, the company proudly represents more than 50 renowned manufacturers, offering a comprehensive range of high-quality parts with seamless availability.

Based in Chennai, the operations are powered by a highly skilled workforce of approximately 850 professionals, instrumental for the company's exceptional service network.

In FY23, the company achieved a revenue of INR 708 crore and profit after tax of INR 74 crore.



## Shareholding Pattern





## Performance: IMPAL

Particulars (Amount in INR cr.)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	511.5	518.6	517.8	627.8	707.6	13%
EBITDA	58.1	61.2	66.5	72.2	92.7	28%
Profit before Tax	57.1	60.0	65.5	71.3	91.8	29%
<b>Profit after Tax</b>	40.4	48.9	50.3	56.8	73.7	30%
ROCE (annualized %)	6%	6%	5%	6%	7%	
Operating ROE(annualized %) ■	14%	18%	23%	23%	23%	
Total ROE (annualized %)	4%	5%	4%	5%	5%	
Total Assets	1,130.5	1,051.2	1,620.5	1,354.0	1,496.1	10%
Debt	13.5	13.6	-	5.3	-	-
Total Equity	1,009.9	935.2	1,432.6	1,222.5	1,363.9	12%
Debt to Equity ratio	0.0	0.0	-	0.0	-	

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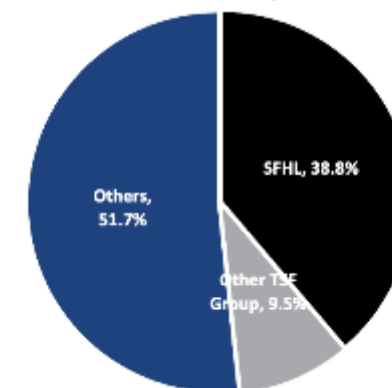
Axles India, established in 1982, is a strategic joint venture between the TSF Group and Dana Holding Corporation (USA). With focus on robust axle housings, trailer axle beams, and hub reduction axle housings, they cater to a comprehensive range of medium to heavy commercial vehicles.

The state-of-the-art facilities located in Sriperumbudur and Cheyyar along with their skilled workforce of over 2,000 employees have elevated the production capacity from 10,000 axle housing annually to an impressive 350,000 units. Their unswerving commitment to quality and safety continues to hold them as a trusted partner for many commercial vehicle OEMs.

In FY23, the company achieved a revenue of INR 746 crore and profit after tax of INR 53 crore.



### Shareholding Pattern



## Performance: Axles India

Particulars (Amount in INR cr.)	FY 19	FY 20	FY 21	FY 22	FY 23	GOLY
Revenue	616.1	404.8	306.0	569.6	746.4	31%
EBITDA	70.7	26.9	13.7	56.3	83.9	49%
Profit before Tax	58.6	14.0	4.0	45.2	70.7	56%
<b>Profit after Tax</b>	38.1	12.2	3.0	33.8	52.6	56%
ROCE (annualized %)	29%	9%	2%	20%	27%	
Operating ROE(annualized %) ■	28%	9%	2%	19%	25%	
Total ROE (annualized %)	28%	9%	2%	19%	25%	
Total Assets	309.3	257.7	340.7	372.0	416.5	12%
Debt	69.4	47.0	77.0	58.0	53.7	-7%
Total Equity	137.6	136.8	135.5	175.4	211.1	20%
Debt to Equity ratio	0.5	0.3	0.6	0.3	0.3	

*Note: Above numbers are as per the Standalone Financial Statement of the Company.*

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