



# TD Power Systems Ltd

**September 2013**

*Company Presentation*



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## COMPANY OVERVIEW

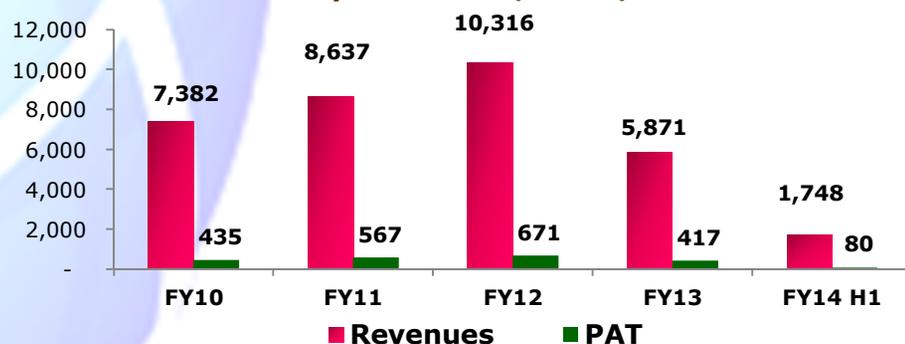


POWERING ahead ...

# TD Power Systems Ltd

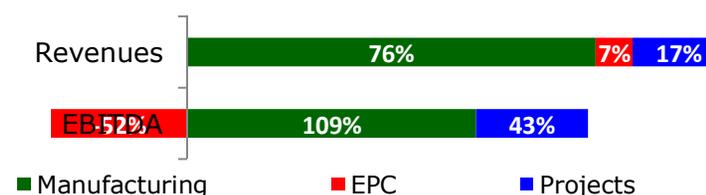
- Incorporated in 1999, TD Power Systems is one of the leading manufacturers of AC Generators for a diverse range of prime movers with output capacity in the range of 1 MW to 52 MW and as of September 30, 2013 has supplied 2,160 generators with an aggregate output capacity of over 17,562 MW and has signed a license agreement for manufacturing generators upto 200 MW.
- Also undertakes execution of Power Projects and has till date, executed 111 projects aggregating 2,969 MW
  - Turbine Generator ('TG') island projects for steam turbine power plants upto 52 MW, and;
  - Engineering, Procurement & construction ("EPC") of steam turbine power plants with output capacity upto 150 MW through its subsidiary, **DF Power Systems Pvt Ltd**
- Has in-house technology for manufacturing generators up to 40 MW
  - Supplemented by Technology tie-ups with international power equipment manufacturers such as Siemens AG and Sicme Motori Srl for diverse applications and higher capacities
- Granted license to GE, USA to manufacture generators for the Brazilian market, and on co-manufacturing basis for other countries in Central & South America
- As on September 30, 2013 the total outstanding order book stood at ~Rs. 8,266 million
- Promoted by Mr. Nikhil Kumar, Mr. Hitoshi Matsuo and Mr. Mohib N. Khericha, Mr. Nikhil and Mr. Hitoshi have extensive experience in the manufacturing and project businesses in the power sector in India and overseas

Summary financials (Rs Mn)



1. Restated Financials - after intersegment & intercompany eliminations.

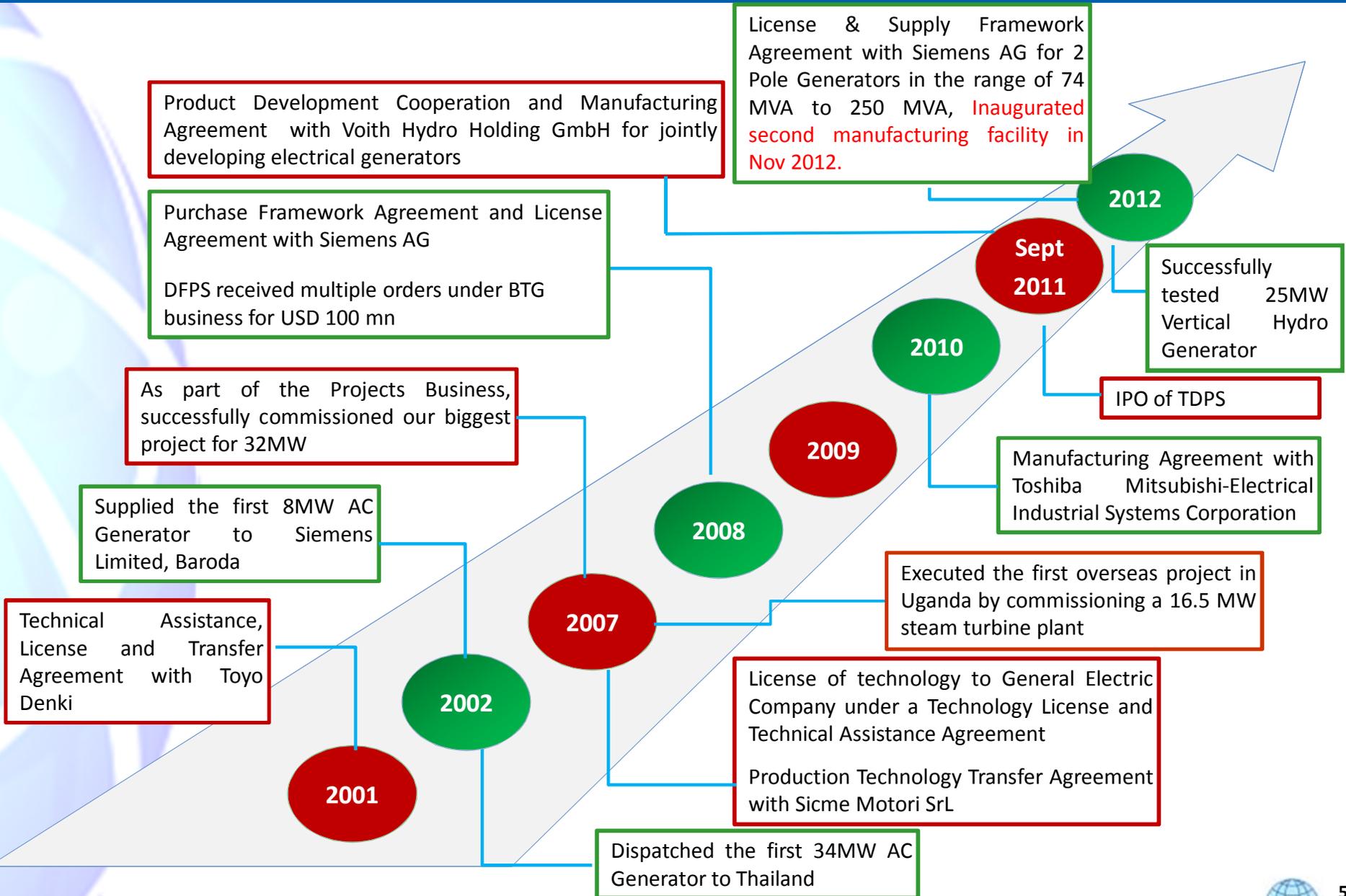
Business segments (FY14 H1)



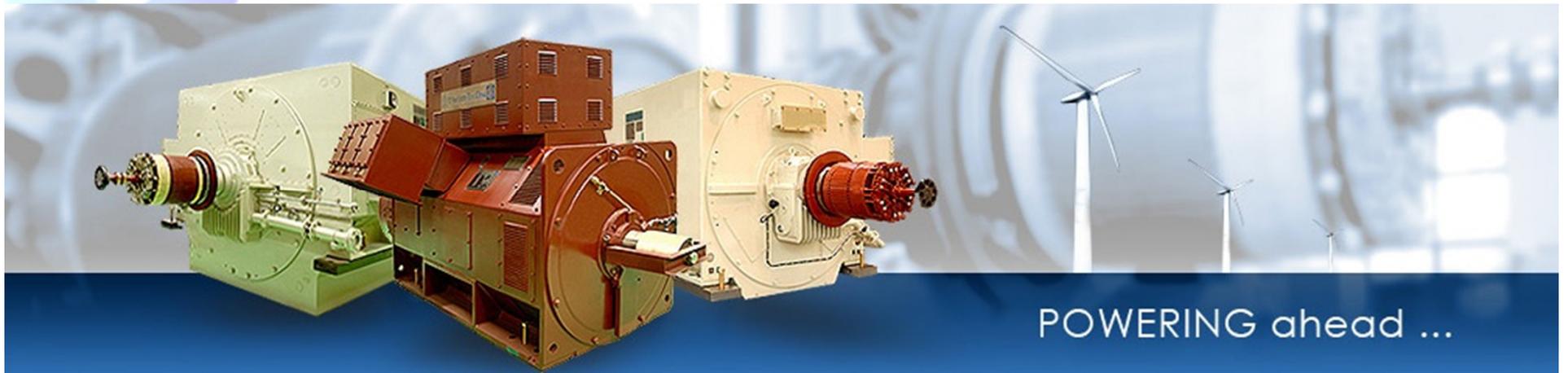
Segmental revenues without inter-segment elimination

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization, including Other Income

# Milestones



## BUSINESS SEGMENTS



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# Business Structure

**TD Power Systems Ltd  
(TDPS)**



*Wholly owned subsidiary*

**DF Power Systems Pvt  
Ltd  
(DFPS)**

*AC Generator  
manufacturing up to  
200 MW*

- For prime movers such as steam turbines, gas turbines, hydro turbines, wind turbines and diesel and gas engines
- Technology tie ups with international power equipment manufacturers

*TG island projects up to  
52 MW  
(Projects)*

- **Turbine-Generator ('TG') Projects** – using Japanese turbine with TDPS Generators

*EPC of Steam Turbine  
Power Plant Projects  
( Upto – 150 MW)*

- **Engineering, Procurement & construction ('EPC')** of steam turbine power plants

**Manufacturing \***

**Power Projects**

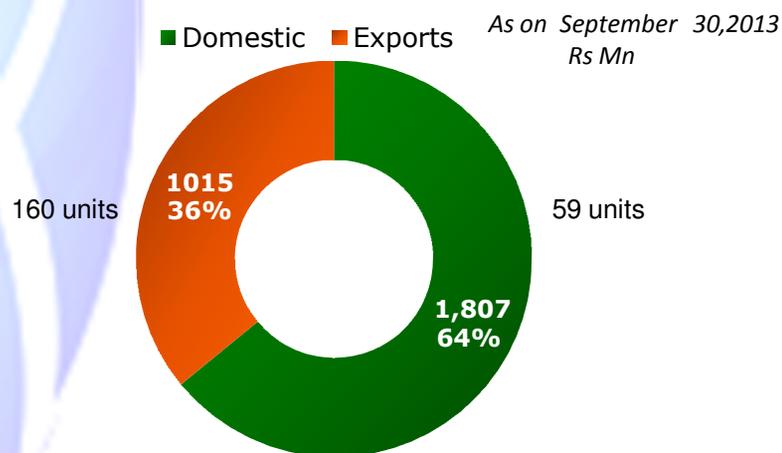
\* - Excludes sale of generators manufactured in India and sold to branch office in Japan which are included as a part of the Power Projects business

# Business Segments – Manufacturing

## Business highlights

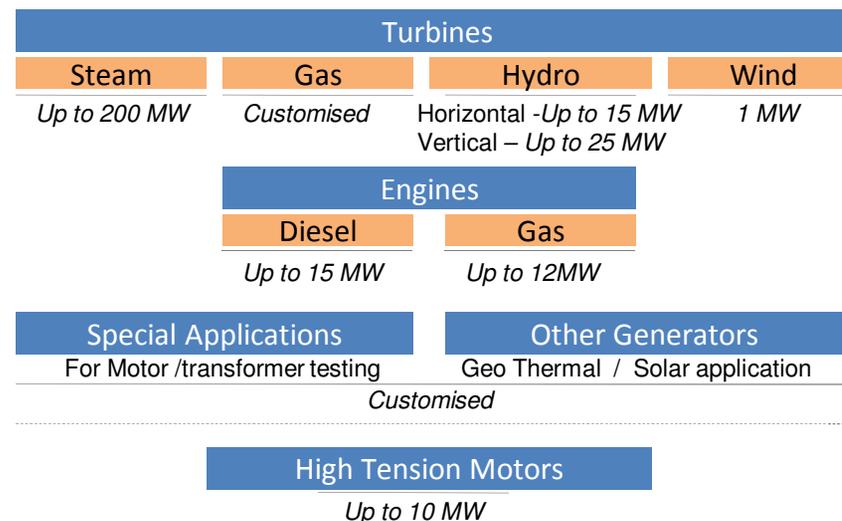
- One of the leading manufacturers of AC Generators in the range of 1 MW up to 200 MW for prime movers such as steam & gas, and upto 52 MW for hydro, wind turbines, diesel and gas engines
- 2,160 generators supplied as of September 30, 2013 with an aggregate output capacity of over 17,562 MW in 49 Countries
- Two manufacturing facilities in Bangalore equipped with the latest technology, third facility under construction.
- In the past our generators have been approved by leading engineering consultants

## Order book (Rs 2,822 Mn)

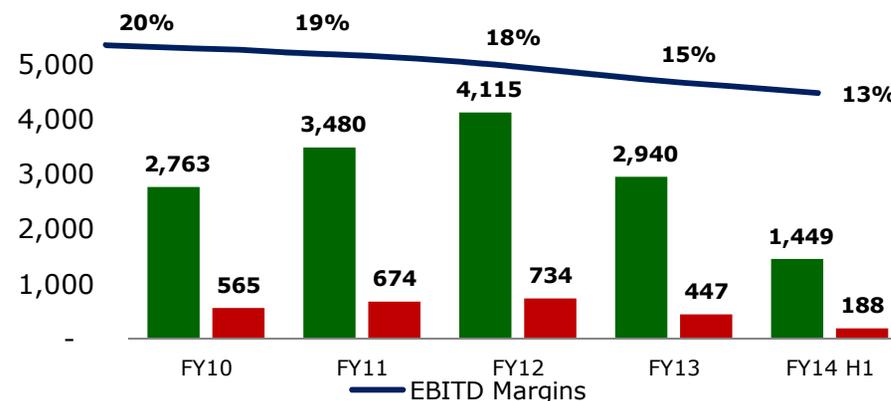


Exports order book includes orders for motors amounting to Rs 11.00 Mn

## AC Generators for various applications



## Key Segment Financials (Rs Mn)



(LHS)

■ Revenue ■ EBITD

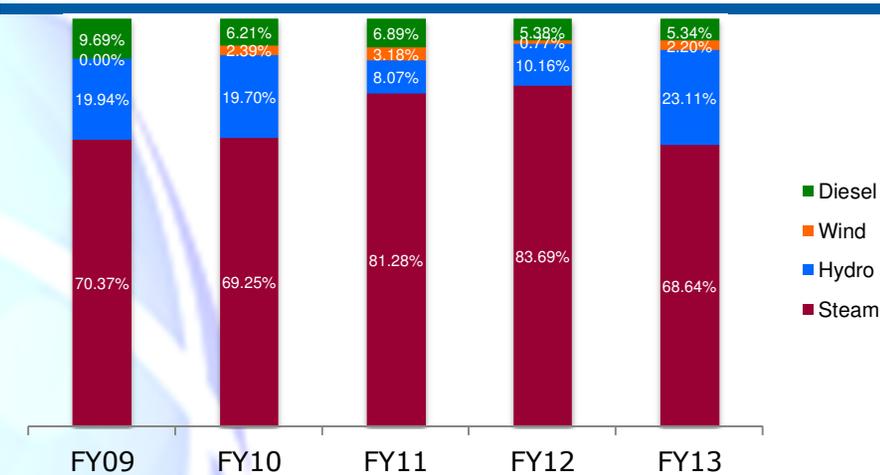
(RHS)

Segmental revenues without inter-segment & inter-company elimination

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization

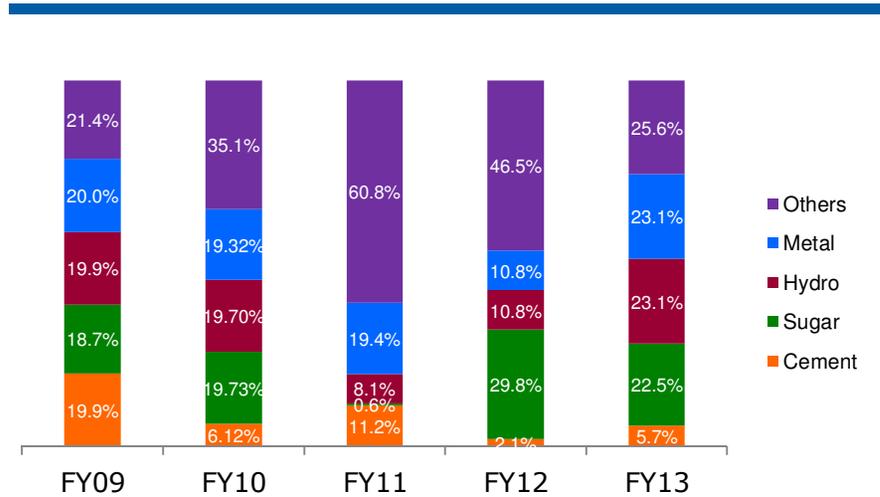
# Business Segments – Manufacturing

Product-wise sales (%)



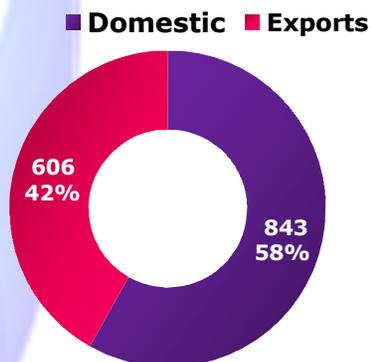
\*Other units include generators for transformer motor testing applications not reflected in charts above

Key end user industries (%)



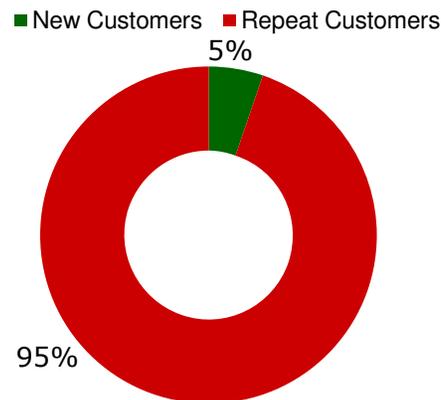
\* Others include Chemical, Food, Paper, Textile, Process, Wind, Distillery, Fertilizer etc

Geographical Distribution of Sales FY14 Q1 (%)

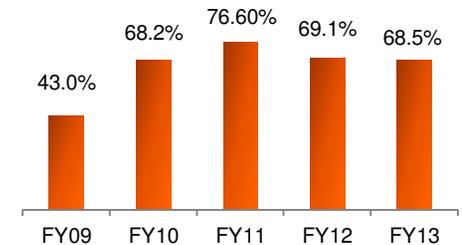


All % based on value of sales **FY14 H1**

Customer Profile FY 13 (%)



Revenue of Top 10 Customers (%)\*



\* Of Restated Consolidated Net Sales

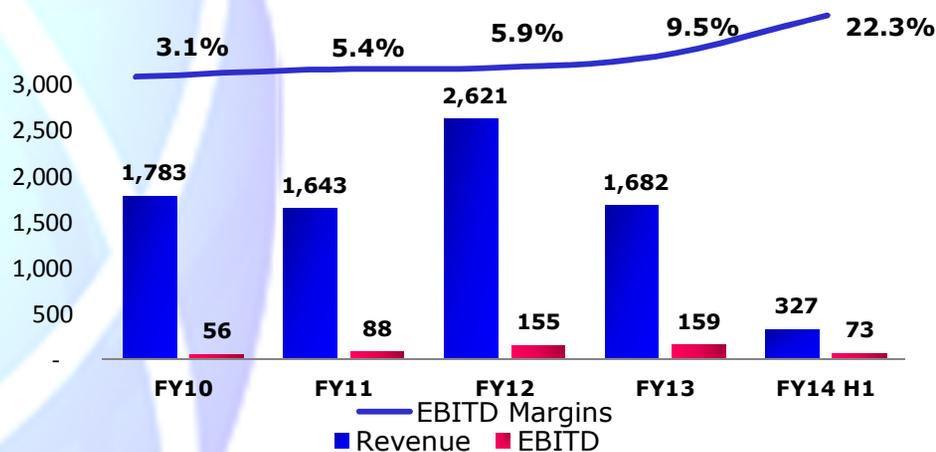
Product portfolio spread across diverse and loyal customer base

# Business Segments – Power Projects

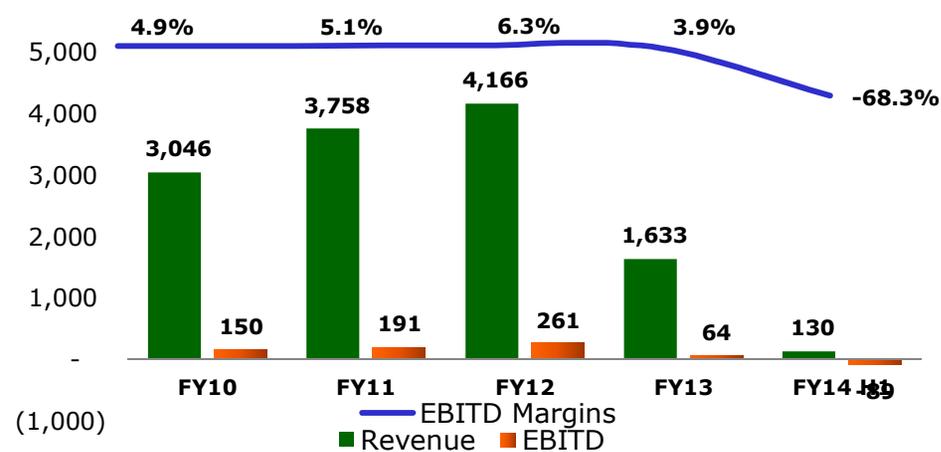
## Business highlights

- TG Projects for steam turbine power plants with output capacity of up to 52 MW done under *TD Power Systems Ltd*
- *DF Power Systems Private Ltd*, a wholly owned subsidiary, executes EPC projects for steam turbine power plants with output capacity up to 150 MW
- Executed 111 projects aggregating 2,969 MW in India and abroad (100 TG island projects and 11 BTG island projects)
- Experienced teams with established track record and reputation for efficient project management
- Power Projects order book as on September 30<sup>th</sup>, 2013 stands at Rs 5,444 Mn (18% in TDPS, 82% in DFPS)

### TG Projects - Key Segment Financials (Rs Mn)



### EPC Projects – Key segment Financials (Rs Mn)



Segmental revenues without inter-segment elimination

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization

Established track record of executing power projects

## STRENGTHS & STRATEGY



POWERING ahead ...

# Key Strengths

Leading manufacturer of AC Generators with a diversified product portfolio

Skilled senior management and technical team

Technology ownership, relationships and in-house design expertise

State of the art manufacturing facilities and cost efficient production

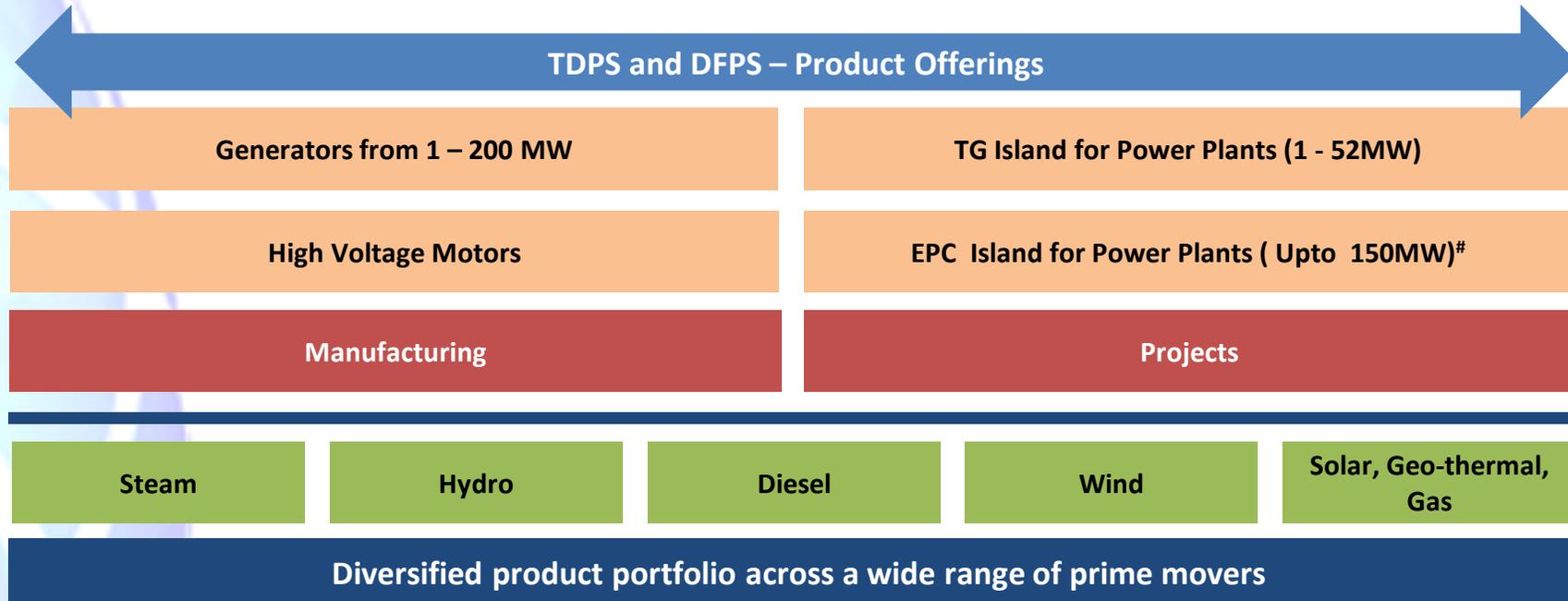
Project Execution Capabilities for Power Project Business

Customer centric approach with the ability to customize



# Leading Manufacturer of AC Generators With a Diversified Product Portfolio

We believe, we are among the very few Indian manufacturers with the capability to manufacture generators with output capacities ranging from 1MW - 200MW



*References to Company as well as TDPS or TD Power Systems includes reference to DF Power Systems Limited  
# Business conducted by DF Power Systems Limited (DFPS)*



# Technology Ownership, Collaborations and In-house Design Expertise

## Ability to absorb and improvise on external technology and expand product range

- Well established track record of successfully absorbing new technologies for manufacturing generators
  - In 2001, licensed technology from Toyo Denki for manufacturing of AC generators of up to 30 MW; currently owns the technology, and has further developed in-house capability to manufacture and supply generators of up to 45 MW
- In-house product development team comprising 52 technical personnel as of September 30, 2013

### General Electric Company, USA

Granted a limited license to General Electric Company, USA, to manufacture generators using its design for the Brazilian market, and if on a co-manufacturing basis, to other countries in Central and South America  
(2007)

### Voith Hydro Holding GmbH & Co.KG

Product Development Cooperation and Manufacturing Agreement for electrical generators  
(2009)



## Technology/license arrangements

### Siemens AG

Steam/Gas turbine based generators 20 MW- 200 MW  
(2007 & 2012)

### Sicme Motori Srl

Wind turbine based generators 1 MW  
(2008)

### Toshiba Mitsubishi-Electrical Industrial Systems Corporation

High Voltage Motors <10 MW  
(2010)

# Project Execution Capabilities for Power Project Business

**Established track record and reputation for efficient project management, execution and timely completion of projects in the power generation sector**

- **Significant experience and established track record and reputation for efficient project management, execution and timely completion of projects in the power generation sector**
  - Experience and capability in the execution of different types of projects has given ability to adapt to and operate in different work conditions on complex power plant projects
  - Successful and timely implementation of projects provides significant competitive advantages and enables meeting pre-qualification criteria for bidding for similar and more complex projects
- **Experienced teams for Power Project Business which consists of over 165 employees as of September 30, 2013, of which 138 are engineers having expertise in the fields of planning and procurement, design and development, and execution**

**Projects executed until September 30, 2013**

**111 projects**

→  
*Aggregating to*

**2969 MW**

→  
*Includes projects executed in*

**India  
Uganda  
Kenya  
Zambia  
Philippines**



# Customer Centric Approach With the Ability to Customize

**Satisfied customer base is a result of the high quality products that TDPS manufactures and customer centric approach**

- **Customer centric approach enables the Company to understand and respond to the requirements of customers**
  - Also enables to expand and innovate product and project portfolio in line with current and future requirements of customers
- **Works closely with customers from the pre-order phase through manufacturing, installation & commissioning up to monitoring the performance of the machines supplied to ensure customer satisfaction**
  - Strong emphasis on post-delivery customer service to ensure it is quick and responsive
  - Also provide after sales service through a dedicated customer support and a technically qualified team
- **Branch office in Japan that markets and sells products and services to international customers in the Asia Pacific region.**
- **Set up Wholly owned Subsidiary in USA & Japan to expand overseas market further.**

## Long-term client relationships leading to repeat business

nts

**Nava Bharat  
Ventures Limited**

**Vasavadatta  
Cements**

**Chettinad Cement  
Corporation  
Limited**

**Balrampur Chini  
Mills Limited**

**Shree Cements  
Limited**



# State of the Art Manufacturing Facilities and Cost Efficient Production

Manufacturing units with advanced machines help in delivering competitively priced products with the highest quality standards

- IT infrastructure to ensure seamless interaction between various teams and processes
- Long term relations with several dedicated vendors
- Quality management procedures which focus on
  - Improvement in customer satisfaction
  - Supplier performance improvement
  - On-time delivery
  - Reduction of wastage



ISO 9001:2008 compliant manufacturing units in Bangalore

## Unit I - 157,623.66 sq ft

Core building  
Coil making  
Winding  
Impregnation and curing  
Balancing  
Final assembly and testing  
Material handling & general facilities  
Power House  
Quality lab and instruments

## Unit II – 219,756 sq ft

Core building  
Machining  
Material Handling & General Facilities  
Testing  
Power House



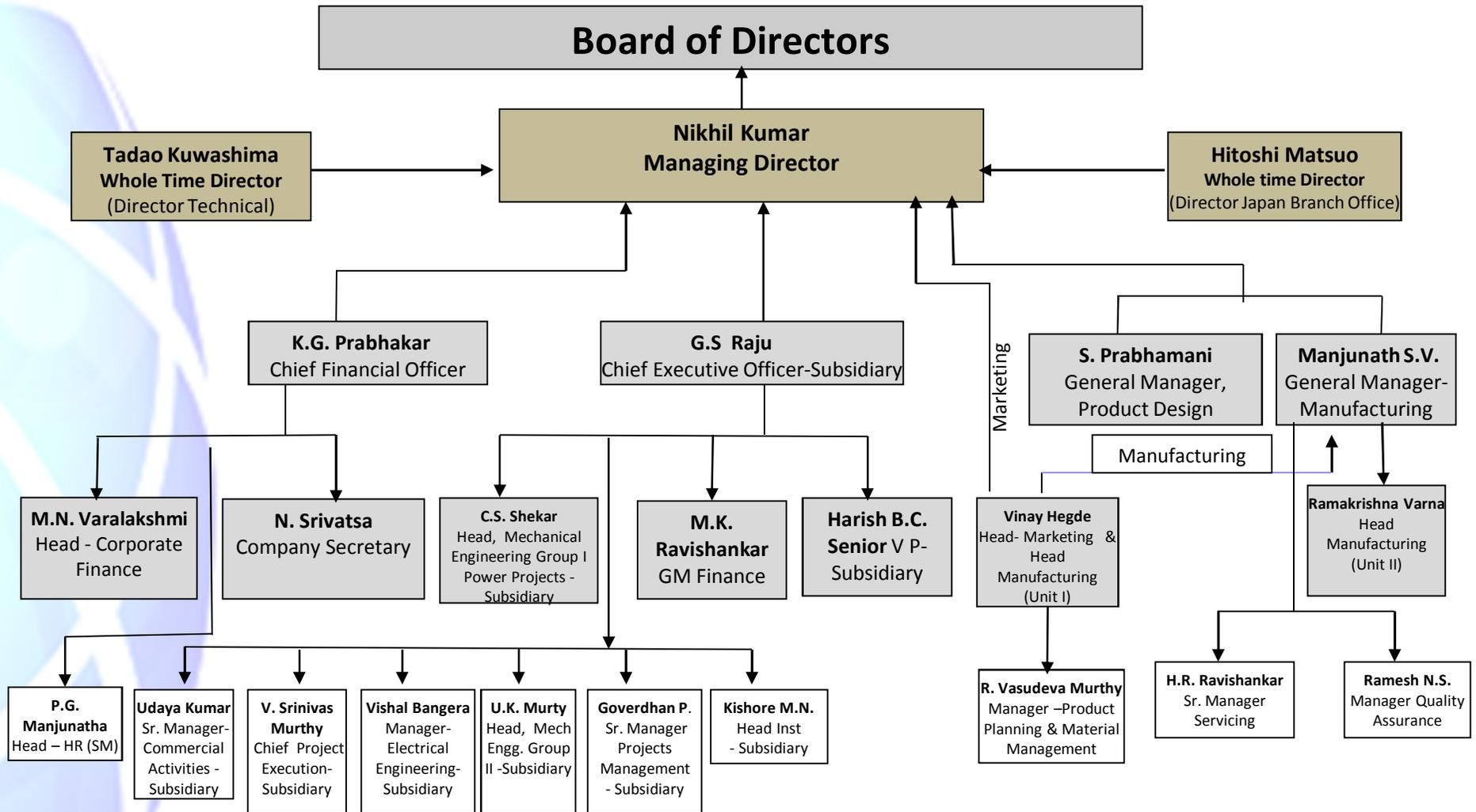
# Skilled Senior Management and Technical Team

## Experienced promoters and strong management framework

- Promoters of TDPS, Nikhil Kumar and Hitoshi Matsuo have significant experience in the manufacturing and project businesses in the power sector in India and overseas
- Management and technical teams have contributed to growth of operations and the development of in-house processes and competencies
- **Management team** consists of technically qualified and highly experienced professionals who operate business and work in an independent manner under the guidance of senior management
- **Technical teams** bring with them extensive experience in marketing, engineering, procurement, manufacturing, quality assurance, finance, project execution and after sales services



# Managerial Organisation Structure



# Growth Strategy

1

**Enhance Product Portfolio**

2

**Strengthen presence in developed & emerging markets and explore new geographies**

3

**Constant focus on technology, operational efficiency and cost competitiveness**

4

**Expansion of power projects business**

# Growth Strategy

1

## Enhance product portfolio

- ❑ Enhance **AC generators product portfolio** by upgrading and introducing new products for new geographies
- ❑ **Develop innovative designs** which will help lower manufacturing costs and expand customer base
- ❑ Explore opportunities to **expand manufacturing capabilities** to produce generators **up to 200MW**
- ❑ This will help TDPS to
  - Address emerging demand
  - Leverage economies of scale
  - Widen geographic presence
  - Provide unique and value-added products

3

## Constant focus on technology, operational efficiency and cost competitiveness

- ❑ Continue to **devote significant resources to upgrade** technological capabilities
- ❑ **Establish technical tie-ups** to explore strategic opportunities
- ❑ **Focus on reducing operational costs and improving efficiency** by continuous improvement of operations and processes through
  - Kaizen techniques
  - Management information systems
  - Quality control tools

2

## Strengthen presence in developed & emerging markets and explore new geographies

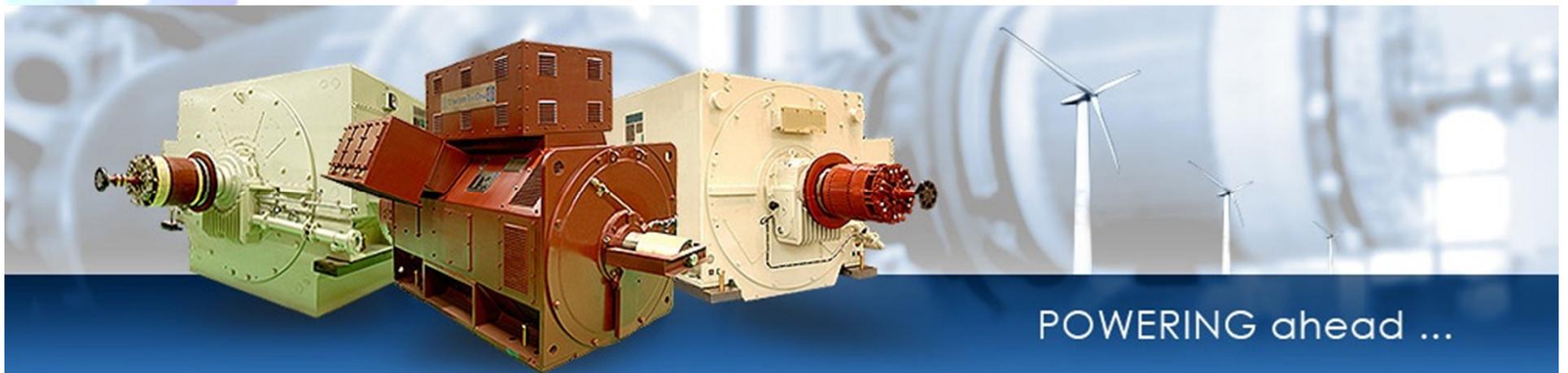
- ❑ **Continue focus on existing markets** in emerging economies of Middle East, Africa and South East Asia
- ❑ **Expand geographical coverage** by selling products to global OEMs manufacturing prime movers
  - Located in developed countries such as Japan, Austria, Germany, and USA.
- ❑ **Leverage market presence**, brand name and execution capabilities to attract new clients and obtain new projects in different geographies
- ❑ **Enter into partnerships/ alliances** with local partners to understand and penetrate newer markets

4

## Expansion of power projects business

- ❑ **Continue to grow Power Project Business** in India and in other emerging markets
- ❑ Plan to **bid for projects up to 200 MW as full EPC**
- ❑ Concentrate on **executing large and complex projects** that leverage experience and expertise of TDPS

## MANAGEMENT TEAM



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# Board of Directors

## Nikhil Kumar

MD India Business Ops.  
B.E - REC Karnataka, General Management  
Harvard Business School

- Over 21 years of work experience in manufacturing business of electrical rotating machines
- Responsible for overall management of operations, strategic planning, technology alliances and sales and marketing. Prior to this he has worked in Kirloskar Electric Company

## Hitoshi Matsuo

MD Japan Business Ops.  
M.E (Electrical) – Kanazawa University

- Over 46 years of work experience in high voltage vacuum contactor design, power plant engineering and power plant sales. Prior to this, he was with Toyo Denki as General Manager

## Mohib N. Khericha

Non-Executive Chairman  
B.Com, Chartered Accountant - ICAI

- Over 41 years of work experience in capital structuring, restructuring, financial management and loan syndication before venturing into merchant banking in the year 1994
- Currently, also the MD of Chartered Capital And Investment Ltd

## Tadao Kuwashima

Director Technical  
Engineering from Tokyo University

- Over 46 years of work experience in power equipment, manufacturing and quality industry
- Responsible for product design and quality functions

## Nandita Lakshmanan

Independent Director  
M. Arts in English Literature – Delhi  
University

- Over 11 yrs of work experience in PR consultancy
- Currently heads the knowledge forum at Public Relations Consultants Association of India

## Nithin Bagmane

Independent Director  
B. Arts – St Josephs College, Bangalore

- Over 21 yrs of work experience in business and industry
- Currently manages a SEZ for IT activity in Bangalore

## Dr. Arjun Kalyanpur

Independent Director  
MBBS – AIIMS

- Over 11 years of work experience in diagnostic radiology and internal medicine
- He is also an assistant clinical professor at Department of Diagnostic Radiology at Yale University School of Medicine

# Senior Management Team at TDPS

**K G Prabhakar**

Chief Financial Officer

B.Com, Chartered Accountant - ICAI

- Over 29 years of work experience in accounting, corporate finance, and tax management.
- Responsible for Accounting, Financial and tax management of the Company and Group.

**N. Srivatsa**

Company Secretary

B.Com, Company Secretary - ICSI

- Over 21 years of work experience in corporate legal, banking and secretarial practice areas.
- Responsible for all the secretarial, legal and compliance matters of the Group.

**M N Varalakshmi**

Head – Corporate Finance

B.Com - Pune University,  
Cost Accountant -ICWAI

- Over 18 years of work experience in cost and financial accounting.
- Responsible for Accounts of Unit, Financial Management, Taxation of the company and Group and investors Relations.

**Manjunath S. V**

Head – Manufacturing

B.E Bangalore University, MBA, Central  
College, Bangalore

- Over 29 years of work experience in the manufacturing industry.
- Responsible for manufacturing operations.

**S. Prabhamani**

Head – Product Design

M.Tech- IIT Delhi

- Over 28 years of work experience in product design.
- Responsible for product design and engineering.

**Vinay Hegde**

Head – Marketing

B.E – NMAIT, Mangalore

- Over 18 years of work experience in marketing of generators and power plants.
- Responsible for business development and sale of generators, power plants and operations of Manufacturing Unit I.

**Ramakrishna Varna**

Head-Manufacturing (Unit II)

BE - Bangalore University, MBA -  
Central College, Bangalore

- Over 18 years of work experience in the manufacturing industry.
- Responsible for Manufacturing Operations of Unit II.

# Senior Management Team at DFPS

**G S Raju**  
CEO – DF Power Systems  
B.E, Andhra University, General  
Management- IIM-Bangalore

- Over 21 years of work experience in various corporate including EID Parry India Limited and GMR Industries Limited.
- Responsible for running the business of subsidiary, DF Power Systems Pvt. Ltd.

**B C Harish**  
Senior Vice President-Subsidiary  
Mechanical Engineering -  
Walchand College of Engineering

- Over 21 years of work experience in spectrum of energy sector including diesel, gas and coal power generation.
- Responsible for marketing activities of our Subsidiary.

**M K Ravishankar**  
GM Finance -Subsidiary  
M.Com - Mysore University

- Over 30 years of work experience in finance and accounts.
- Responsible for accounts and administration of DFPS and investors relations of TDPS.

**Udaya Kumar**  
Head – STG Projects and  
Commercial activities -Subsidiary  
B.E – BMS College, MBA, Bangalore  
University

- Over 21 years of work experience in purchase and commercial activities.
- Responsible for purchase, contract execution and commercial activities in our subsidiary.

**C S Shekar**  
Head Mechanical Engineering  
Group I Power Projects-Subsidiary  
BE - Gulbarga University

- Over 17 years of work experience in system and mechanical engineering.
- Responsible for the functioning of the mechanical engineering Group I for the Power Projects Business related to STG and BTG scope of activities of a capacity from 20 MW to 150 MW.

## FINANCIAL OVERVIEW

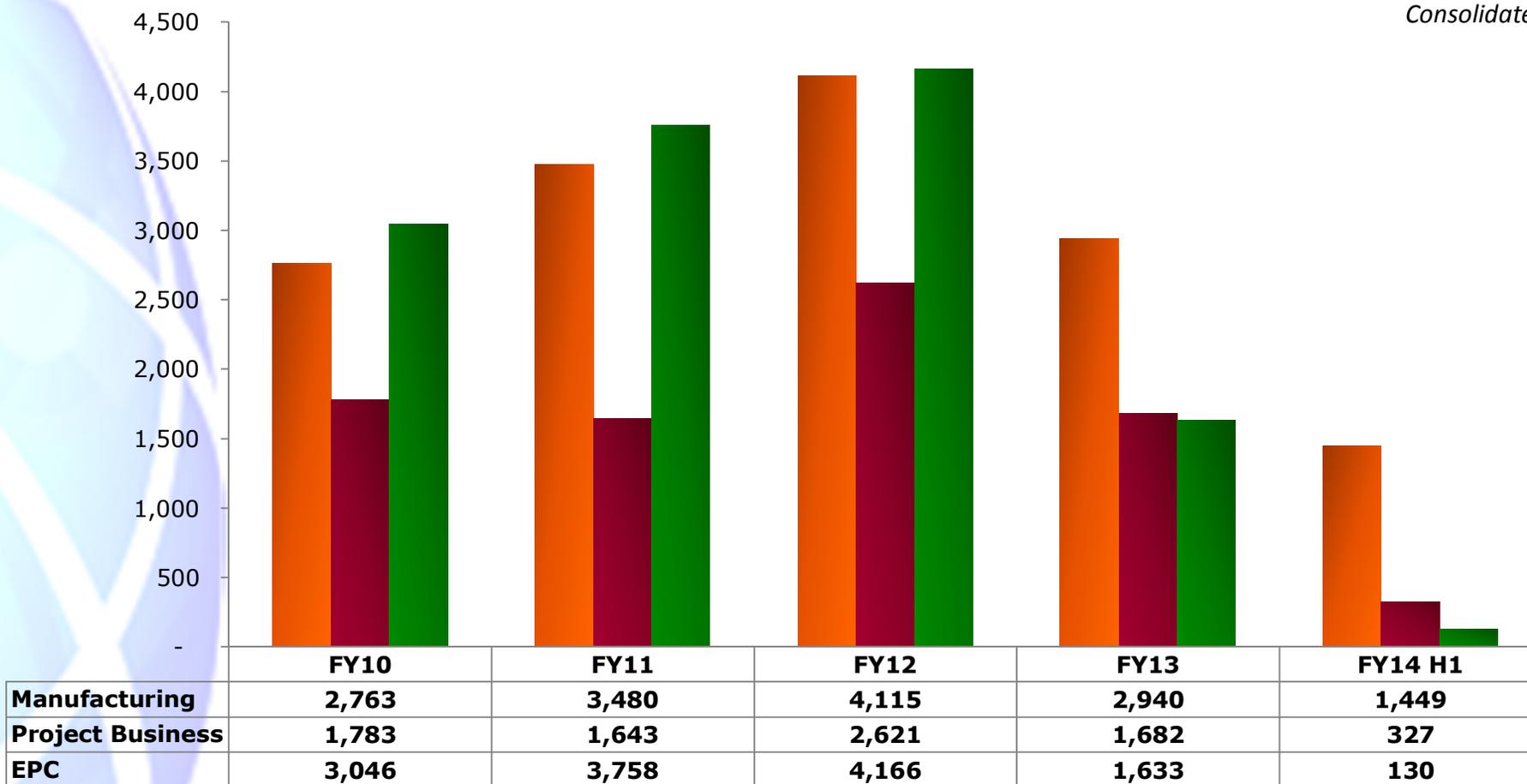


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# Financial Track Record

## Segmental Revenues Consolidated (Rs Mn)

Consolidated



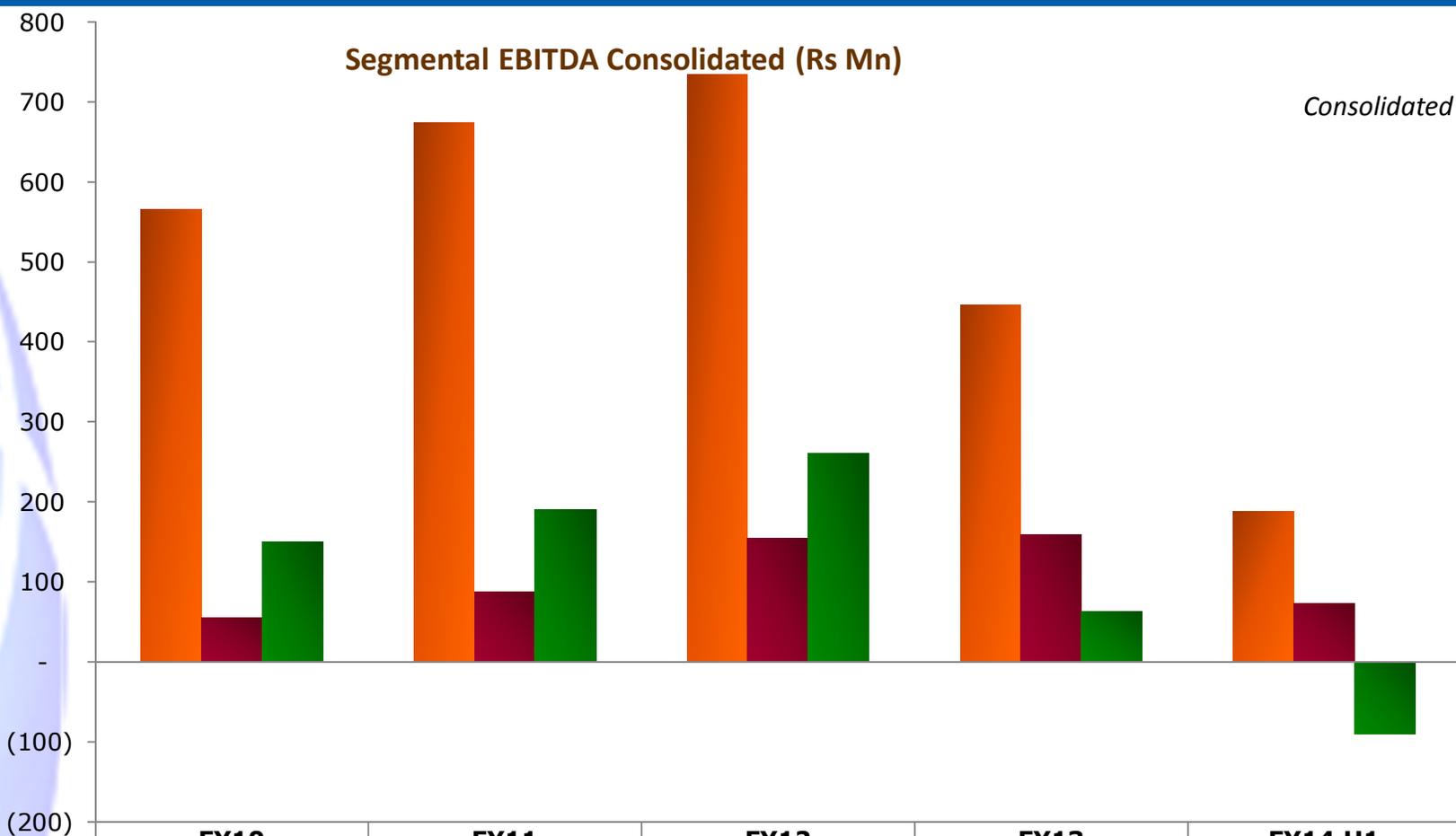
■ Manufacturing ■ Project Business ■ EPC

Segmental revenues without inter-segment elimination

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization including Other Income  
Strictly Private & Confidential



# Financial Track Record



	FY10	FY11	FY12	FY13	FY14 H1
<b>Manufacturing</b>	<b>565</b>	<b>674</b>	<b>734</b>	<b>447</b>	<b>188</b>
<b>Project Business</b>	<b>56</b>	<b>88</b>	<b>155</b>	<b>159</b>	<b>73</b>
<b>EPC</b>	<b>150</b>	<b>191</b>	<b>261</b>	<b>64</b>	<b>(89)</b>

■ Manufacturing     
 ■ Project Business     
 ■ EPC

Segmental revenues without inter-segment elimination

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization including Other Income

Strictly Private & Confidential



# P&L Snapshot

Rs Mn	Consolidated				
	FY10	FY11	FY12	FY13	FY14 H1
<b>Sales</b>	<b>7,382</b>	<b>8,637</b>	<b>10,316</b>	<b>5,871</b>	<b>1,748</b>
<b>EBITDA</b>	<b>718</b>	<b>894</b>	<b>919</b>	<b>495</b>	<b>(5)</b>
Depreciation (incl. Amortization)	57	80	91	124	70
EBIT	662	814	827	371	(75)
Other Income	72	109	224	308	258
Interest and Finance Charges	42	67	66	34	15
PBT	691	856	986	644	167
Tax	256	289	326	227	87
Restated PAT	435	567	671	417	80
Minority Interest	31	0	0	0	0
<b>Restated PAT after minority interest</b>	<b>404</b>	<b>567</b>	<b>671</b>	<b>417</b>	<b>80</b>
<i>EBITDA margin (%)</i>	<i>9.7%</i>	<i>10.4%</i>	<i>8.6%</i>	<i>8.4%</i>	<i>(0.3%)</i>
<i>PAT margin (%)</i>	<i>5.5%</i>	<i>6.6%</i>	<i>6.1%</i>	<i>7.1%</i>	<i>4.6%</i>

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization and Other Income

# Balance Sheet Snapshot

Rs Mn	Consolidated				
	As on				
	Mar-10	Mar-11	Mar-12	Mar-13	Sept-13
<b>Source of Funds</b>	<b>2,115</b>	<b>2,800</b>	<b>5,035</b>	<b>5,348</b>	<b>5,582</b>
<b>Net Worth</b>	<b>1,318</b>	<b>1,873</b>	<b>4,603</b>	<b>4,941</b>	<b>5,023</b>
<b>Minority Interest</b>	<b>44</b>				
<b>Borrowings</b>	<b>682</b>	<b>856</b>	<b>346</b>	<b>270</b>	<b>418</b>
<b>Deferred Tax Liability</b>	<b>70</b>	<b>72</b>	<b>85</b>	<b>137</b>	<b>141</b>
<b>Uses of Funds</b>	<b>2,115</b>	<b>2,800</b>	<b>5,035</b>	<b>5,348</b>	<b>5,582</b>
Gross Block	1,260	1,368	1,641	2,447	2,599
Less :- Depreciation	156	236	326	449	520
<b>Net Block</b>	<b>1,104</b>	<b>1,132</b>	<b>1,315</b>	<b>1,998</b>	<b>2,079</b>
<b>CWIP</b>	<b>-</b>	<b>20</b>	<b>126</b>	<b>162</b>	<b>377</b>
<b>Investments</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Working Capital incl. cash</b>	<b>1,007</b>	<b>1,648</b>	<b>3,593</b>	<b>3,188</b>	<b>3,125</b>
Current Assets	4,817	5,540	7,413	6,259	6,771
Inventories	373	777	830	530	571
Sundry Debtors	2,067	2,040	2,402	1,778	1,580
Cash and Bank Balances	1,436	2,078	3,022	2,905	3,104
Loans & Advances	941	645	1,159	1,046	1,516
Current Liabilities	3,429	3,767	3,676	2,938	3,578
Provisions	381	126	144	133	67

EBITDA – Earnings Before Interest, Taxes, Depreciation, Amortization and Other Income

Strictly Private & Confidential



# Order book

	As at September 30 <sup>th</sup> 2013	
	Value (Rs. Mn)	Quantity
<b>Manufacturing</b>	<b>2,821.83</b>	<b>219</b>
Domestic	1,807.31	160
Export*	1,014.52	59
<b>Projects Business ( Including Japan WOS)</b>	<b>960.01</b>	<b>8</b>
Domestic (Including Japan WOS value of Rs. 651.08 Million)	952.41	8
Export	7.60	
<b>EPC Business</b>	<b>4,484.10</b>	<b>3</b>
Domestic	4,484.10	3
<b>Total</b>	<b>8,265.94</b>	<b>230</b>

•includes orders for AC Generators placed through our branch office in Japan  
 The value of our order book may not necessarily indicate what our actual sales will be

**THANK YOU**



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