



# Company Update

**Mahindra CIE Automotive Limited**

September, 2016 | Mumbai



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## Background

- Mahindra CIE (MCIE) became part of the CIE Group on **Dec 10 2014**
- Alliance between **CIE Automotive** of Spain (majority) and **Mahindra Group** of India (minority)
- Created with a vision to build and **auto-components manufacturing** company with **presence across multiple technologies and geographies**

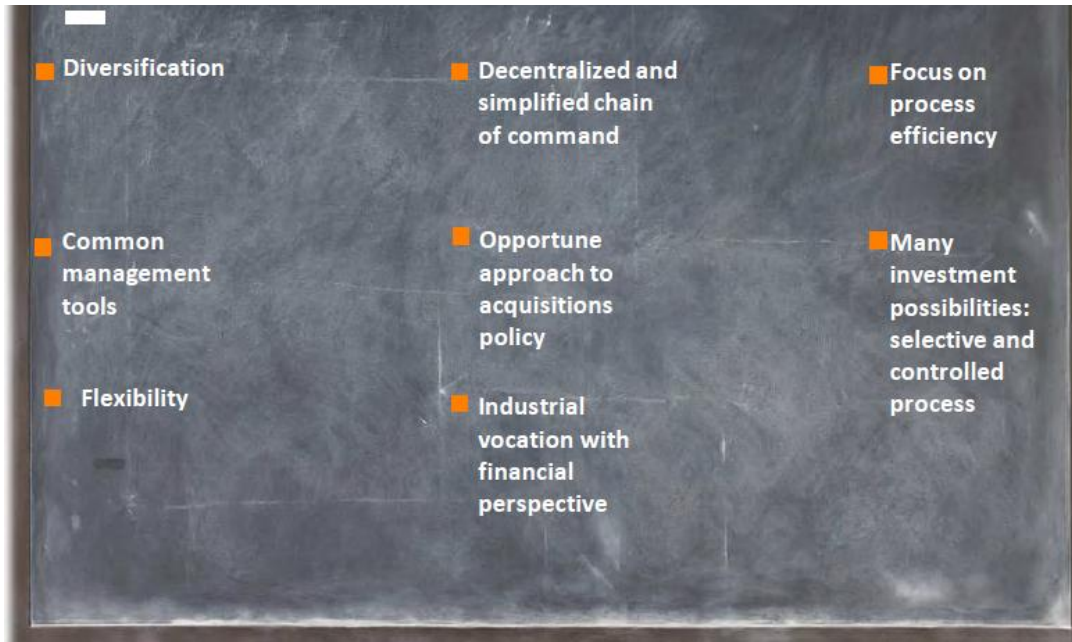


### MCIE Positioning

- MCIE is CIE Automotive's vehicle to expand in:
- Forgings Worldwide
  - In Asia for other verticals such as machining, foundry, plastics, aluminium etc.

*Note: Pls refer Annexure 1 for an overview of Mahindra CIE*

# CIE Management Culture & Key Deliverables



*Note: Pls refer Annexure 3 for an overview of CIE Automotive*



## Five Key CIE Parameters

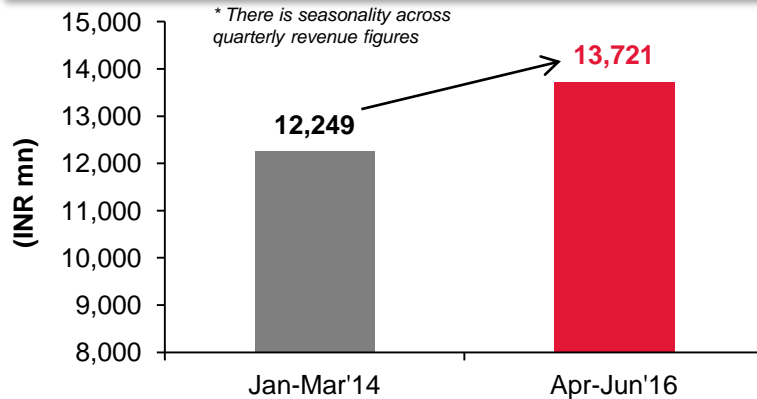


*Note – RONA: Return on Net Assets, FCF: Free Cash Flow after Capex, NOA: Net Operating Assets*

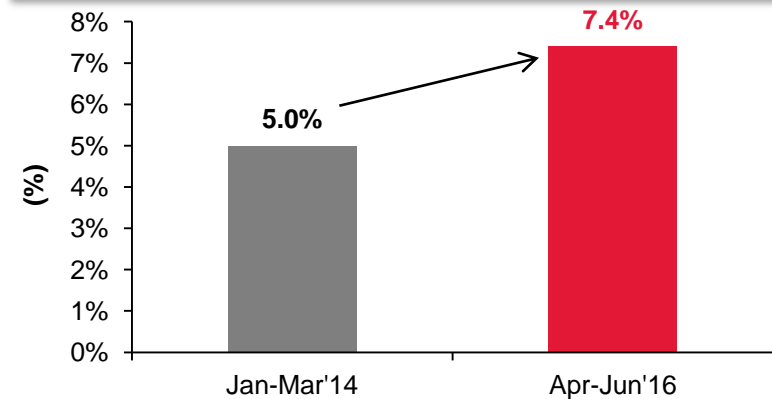
Source: CIE company presentation dated 12/05/2016 available on [www.cieautomotive.com](http://www.cieautomotive.com)

## Evolution

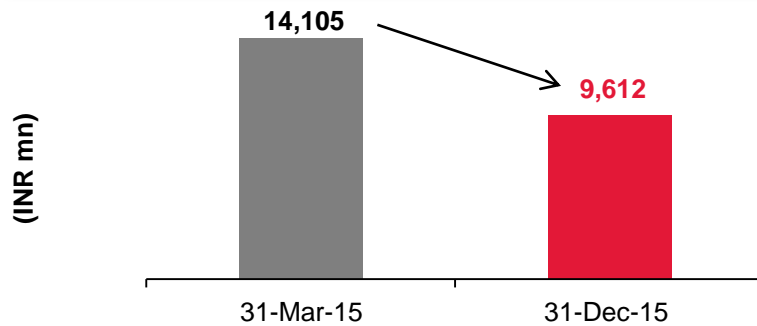
### Consolidated Sales\*



### Consolidated EBIT Margin



### Consolidated Net Debt



Net Debt/EBITDA

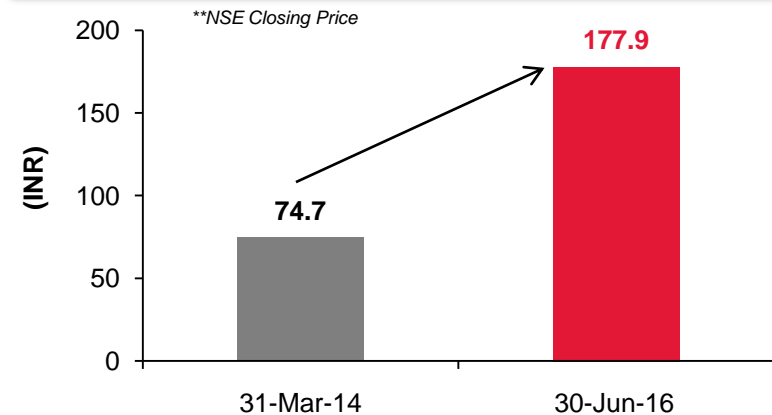
2.6

1.9

Note:

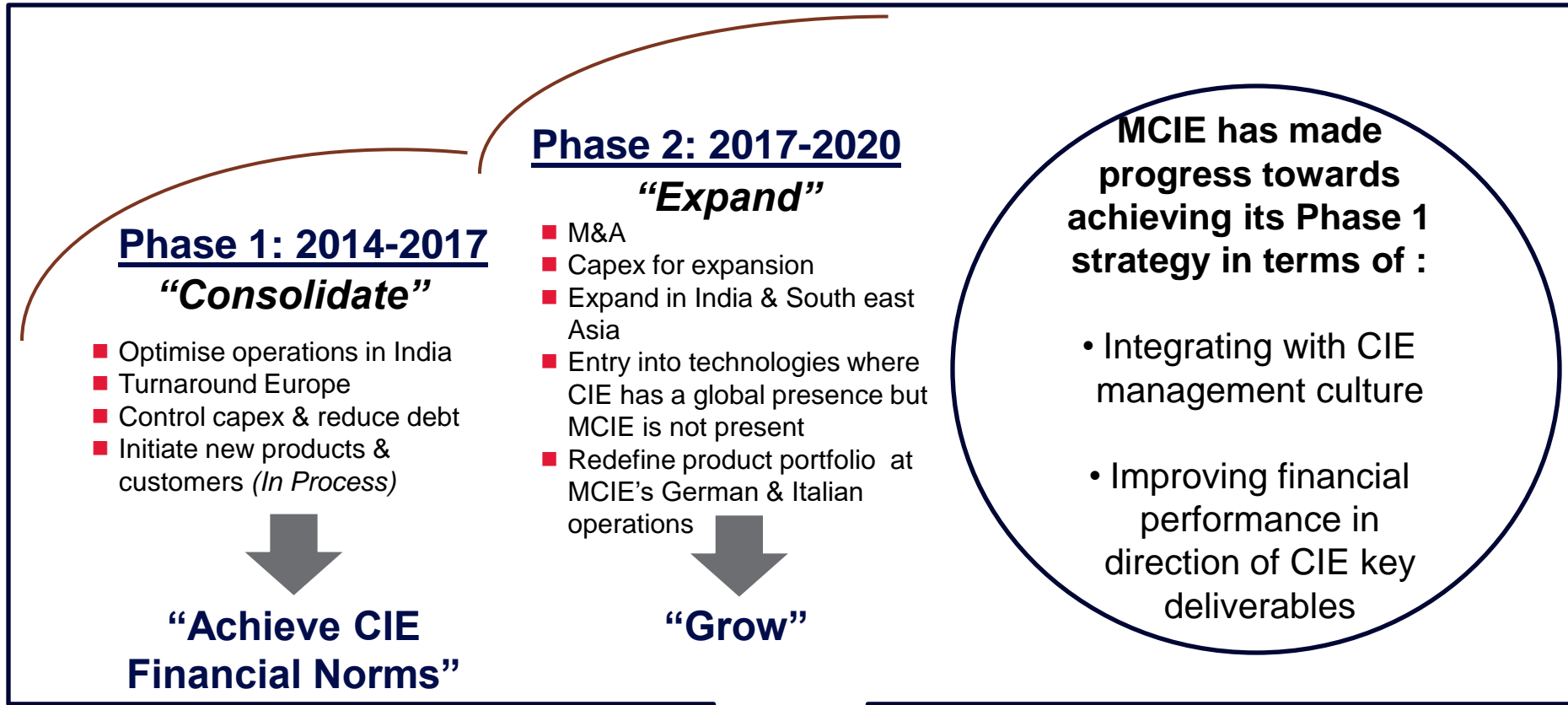
1. Quarter ending Mar'14 (Q4F14) was the first quarter for which MCIE Consolidated EBIT margins are available. They were presented in the Q4F15 / Full Year FY15 update. These are unaudited results. Financial figures of foreign subsidiaries have been converted at the exchange rate of 1 Euro = Rs 77.31
2. Quarter ending June'16 (Q2C16) is the latest quarter for which the results are available on the company website, These are unaudited results. EBIT% nos. are without considering one time costs of Rs90mn towards VRS at one of the plants in India. Exchange Rate considered for converting subsidiaries' is 1 EUR = 75.1 INR
3. To calculate Net Debt/ EBITDA, the EBITDA for FY15 is Rs 5328 mn which is without exceptional costs to the extent of Rs 3,187 Mio like provision of Redundancies, provision for employee pension based on actuarial valuation and goodwill writeoff. EBITDA for 9M CY15 is Rs 3780 without exceptional costs of rs 778mn for restructuring in Germany
4. EBIT=Profit before tax+Finance Costs; EBITDA = Profit before tax+Depreciation & Amortisation+Finance Costs- Other Income Net Debt=Long term borrowings+Short term borrowings+Current maturities+Sales Tax Deferral Loan+ Loan from Banks-Current Investment-Cash Balance

### Share Price\*\*





# Strategy



**Ready to launch Phase 2 of its strategy**

*Note: Pls refer Annexure 1 for an overview of Mahindra CIE*

## Growth Aspirations

- Replicate CIE technology & product portfolio in India (& Asia)
  - Forgings\* + Machining + Aluminium
- Diversify customer base
  - Reduce dependence on “Indian OEMs”\*\* in India
- Strengthen relationships with market leaders
  - Gain entry into “Eastern OEMs”\*\* in India
- Reduce debt risk
- Continue to pursue both organic& inorganic growth opportunities

*\* Forgings can be worldwide*

*\*\* Indian Auto Market consists of “Eastern OEMs” like Maruti, Hyundai etc.; “Indian OEMs” like M&M etc. and “Western OEMs” like Renault etc.*



### Learn from CIE Global Growth Experience –

“Successful M&A track record of almost 70 M&A transactions since 1996, with 20,000 people integrated in Europe, NAFTA, South America and Asia”\*\*\*

*Note: Pls refer Annexure 3 for an overview of CIE Automotive*

*\*\*\* Refer CIE company presentation of Aug 2016 available on [www.cieautomotive.com](http://www.cieautomotive.com) for the statement*

## India Market Growth Projections

“Long-term growth in cars and UV sales to remain strong. Domestic sales of cars & utility vehicles (UVs) are expected to grow at a **11-13 per cent CAGR from 2014-15 to 2019-20**, after recording a 6 per cent CAGR in the last 5 years”

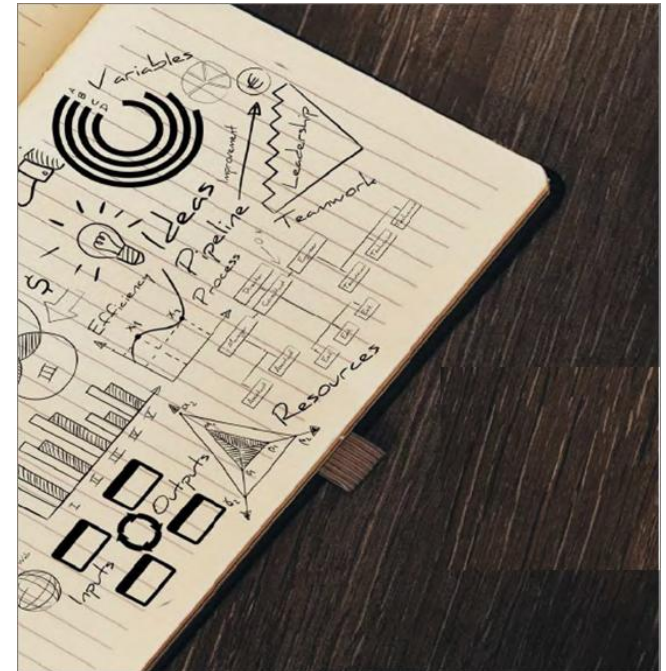
*Extracted from CRISIL Long Term forecast issued on 20-May-2016*





## Key Developments

- Ander Arenaza Alvarez appointed **CEO** in July 2016 to :
  - Strengthen integration with CIE management culture
  - Accelerate achievement of CIE deliverables
  - Kickstart growth
- Announcement of **acquisition** of Bangalore based Bill Forge Pvt Ltd in Sept 2016 subject to shareholders approval
  - Forgings & machining company with diversified and complementary products & customer mix
  - 100% acquisition
- Announcement of plan to **strengthen MCIE Balance Sheet**
  - Proposal to issue and allot equity shares to the parent company CIE via its subsidiary PIA2 on preferential basis



## Bill Forge Pvt Ltd (BFPL) : Rationale for Acquisition

- Increases current revenue & profitability from **Asian (Indian) markets**
- **Strengthens MCIE's forgings product portfolio**
- Leads to **diversification of MCIE India** :  
Complementary product and customer mix, which helps MCIE India to diversify its business portfolio
  - BFPL indirectly supplies to "Eastern OEMs" of the Indian auto industry
  - Increases exposure to car segment
  - Provides entry into two-wheeler segment
- **BFPL track record\***
  - Consistent historical financial performance and margins across cycles
  - Strong management team, led by industry veterans, team is being retained fully
  - Diversified product portfolio & customer base; significant machining content

\* MCIE Assessment



*Note: Pls refer Annexure 2 for an overview of Bill Forge*

## Indicative Financial Summary MCIE & Bill Forge

All figures in Rs mn or %

| Mahindra CIE            | 9Months<br>CY15 (Apr-<br>Dec'15) |
|-------------------------|----------------------------------|
| Consolidated Sales      | 38162                            |
| India Sales % of Total  | 32%                              |
| EBITDA                  | 3780                             |
| EBITDA %                | 9.8%                             |
| India EBITDA % of Total | NA                               |
| PAT                     | 1362                             |
| EPS                     | 5.6                              |
| Net Debt                | 9,612                            |

| Bill Forge | FY16<br>(Apr'15-<br>Mar'16) |
|------------|-----------------------------|
| Sales      | 5,823                       |
| EBITDA     | 1,205*                      |
| EBITDA %   | 20.7%*                      |
| PAT        | 514                         |
| EPS        | NA                          |
| Net Debt   | 754                         |

\*After one time adjustments incl. inventory adjustments, forex gains etc. This is based on MCIE analysis of BFPL's audited FY2016 nos.

### Note

- EBITDA = Profit before tax+Depreciation & Amortisation+Finance Costs- Other Income. Net Debt=Long term borrowings+Short term borrowings+Current maturities+Sales Tax Deferral Loan+ Loan from Banks-Current Investment-Cash Balance
- MCIE nos. are 9months CY15 figures. EBITDA is without onetime exceptional cost of Rs 778mn mainly for restructuring and redundancies in Germany for ~ 200 employees. Net Debt is as on 31-Dec-2015. Exchange rate considered for foreign subsidiaries is 1EUR = 71.6INR. They have been excerpted from the MCIE investor update for Q3FY16/9monthsCY15 available on [www.mahindracie.com](http://www.mahindracie.com)
- BFPL nos. are as per FY16 audit report

## Transactions : Acquisition + Issue of Equity Shares on Preferential

**MCIE to acquire 100% of Target (“BFPL”) for INR 13,312 mn**

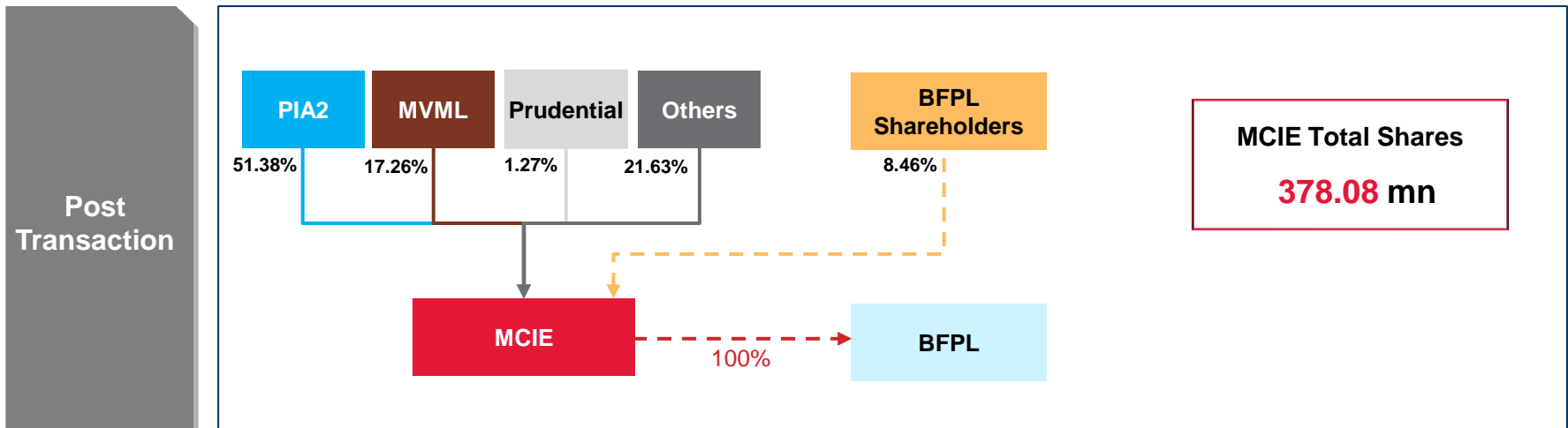
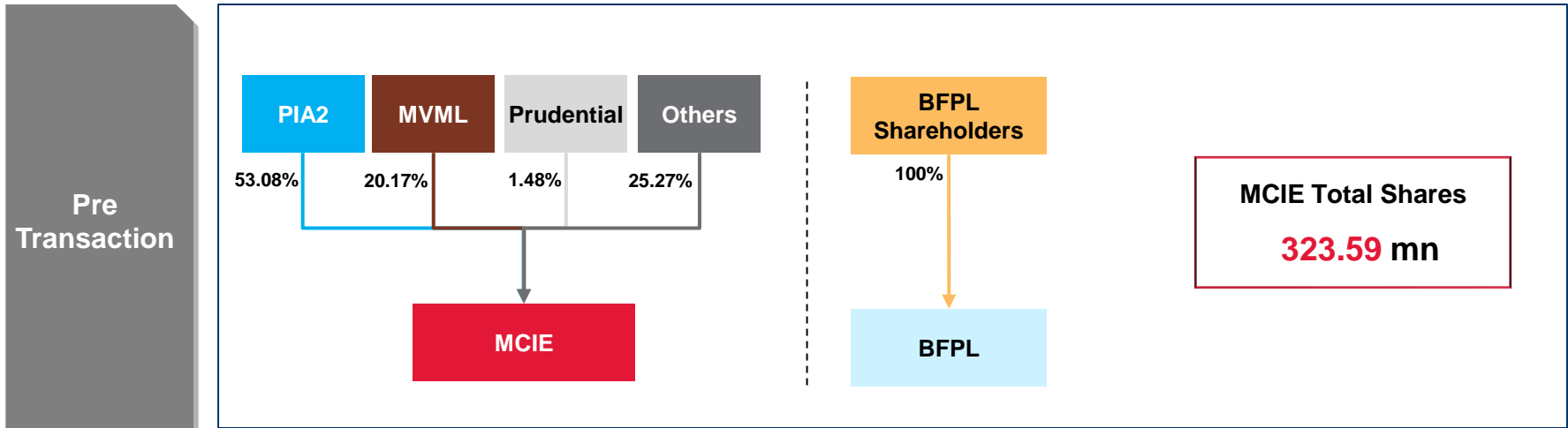
**Allotment of 31.99 mn equity shares to shareholders of BFPL at INR 200/share (INR 6,399 mn) on preferential basis**

**Allotment of 22.5 mn equity shares to PIA2 (subsidiary of CIE & one of the promoters of MCIE) at INR 200/share (INR 4,500 mn) on preferential basis**

### MCIE Assessment

- **BFPL management team to become shareholders of MCIE - “skin in the game”**
  - **CIE reposes faith in MCIE by increasing stake**

# Structure Post Acquisition & Preferential Allotment



Note: PIA2 is subsidiary of CIE; MVML is subsidiary of M&M Ltd.; Prudential is promoter group company; Others & BFPL shareholders are public shareholders



## Indicative Timeline for the Transaction

| Event   | Estimated Timeline |
|---|--------------------|
| Board Resolutions & Announcement  | Sep 12             |
| Shareholder meeting to approve issuance of equity shares  | Oct 13             |
| Completion of Acquisition of BFPL and issue and allotment of equity shares on preferential basis to shareholders of BFPL and PIA2 | Oct 27             |
| Stock Exchange approval for listing of equity shares issued under preferential allotment  | Oct 31             |

## What does MCIE strive for?

### ***Operational Efficiency***

- MCIE aims to be among the 'best in class' operationally in each of our verticals
- Guided by the five key CIE parameters (viz. RONA%, EBIT%, FCF/ EBITDA, NOA/ EBITDA, Debt/ EBITDA)

### ***Lean Organizational Model***

- MCIE is imbibing the CIE philosophy of reducing overheads by creating a networked organization with minimal centralized functions backed by significant autonomy to plant managers. This enables MCIE to make quick business decisions at local level and to better serve customers

### ***Diversification in products, customers & geographies***

- MCIE is present across multiple technologies viz. forgings, castings, stampings, gears, magnetic products & composites in India, Germany, Italy, UK, Spain & Lithuania

***Complex & value added parts that afford sufficient volume but with relatively lesser competition : "Tier 1.5 player as supplier of components"***

- E.g. crankshafts, differential housings, turbocharger housings, CV Joints etc.

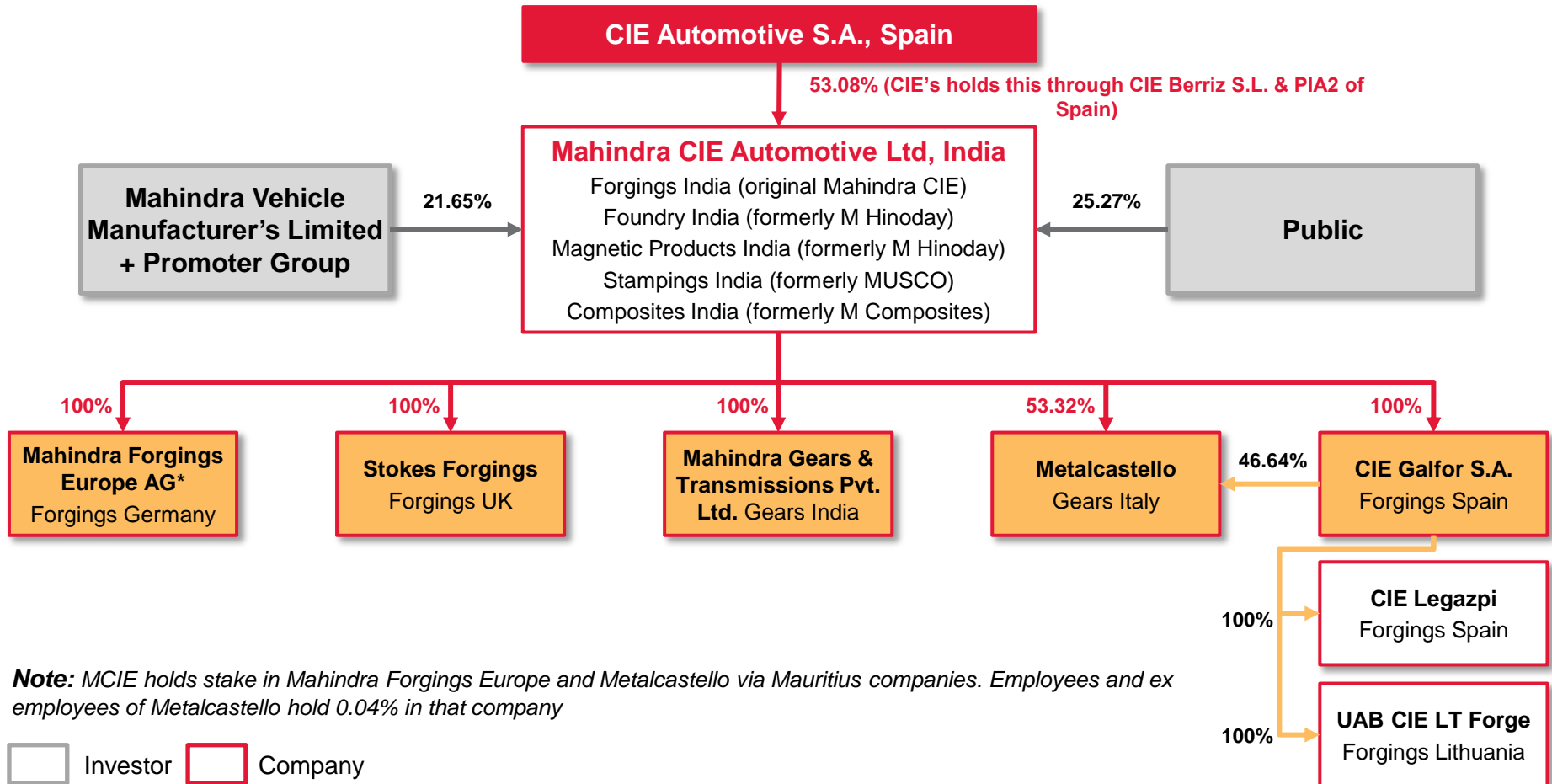


# Annexure 1

## Overview of Mahindra CIE

# Mahindra CIE: Global Alliance of CIE + M&M

Structure as on 12<sup>th</sup> September 2016




\* Includes GSA, Schoeneweiss, Falkenroth & JECO Jellinghaus all in Germany. For business purposes, Stokes is considered part of Mahindra Forgings Europe

# India Snapshot


### Product Portfolio

**Forgings**




**Crankshafts & Stub axles**  
Forged & Machined

**Castings**




**Ductile iron castings** like housings, manifolds, turbochargers & crankshafts – cast & machined

**Stampings**




**Stampings & Stamped Assemblies**

**Gears**




**Gears & Shafts**

**Magnetic Products**



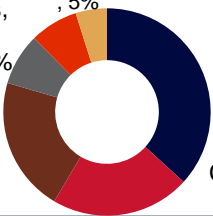
**Pioneers in ferrite manufacturing** in India  
**Global supplier of automotive magnets**

**Composites**

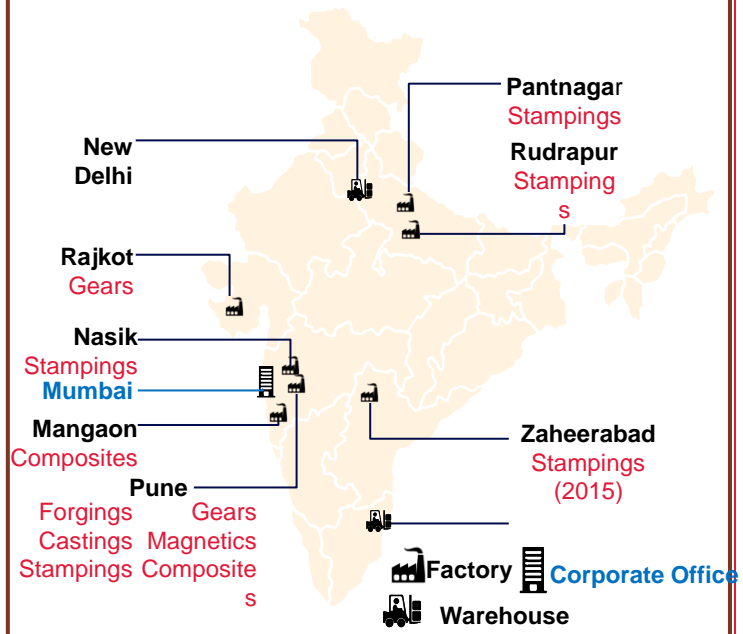


**Thermoset Composite Materials & Products**  
**Light weighting automotive solutions capability**

**9M CY15 India Revenue : By Technology**

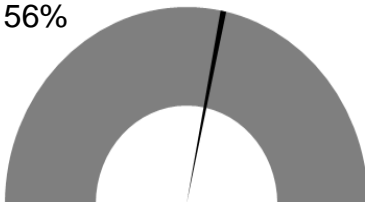


| Technology | Revenue % |
|------------|-----------|
| Stampings  | 37%       |
| Castings   | 22%       |
| Forgings   | 21%       |
| Gears      | 8%        |
| Magnetics  | 7%        |
| Composites | 5%        |



### Customers

Top 2 Customers = 56%



**Top Customers:**

- M&M
- Tata Motors
- Renault Nissan India
- Maruti Suzuki Limited
- JCB
- Daimler
- Honeywell
- Ashok Leyland
- John Deere
- Ford
- Hyundai
- Caterpillar
- Valeo
- New Holland Agriculture
- Cummins Turbo

Source: Excerpted from 9 Month CY 15 Investor update presentation and Annual report for 9months Apr-Dec 2015, both available on [www.mahindracie.com](http://www.mahindracie.com)





# Europe Snapshot

## Product Portfolio

### Forgings (Germany + UK)



Basket of forged & machined parts for the European truck market in Europe  
**Strong presence in Front Axle Beams & Steel Pistons**

### Forgings (Spain + Lithuania)

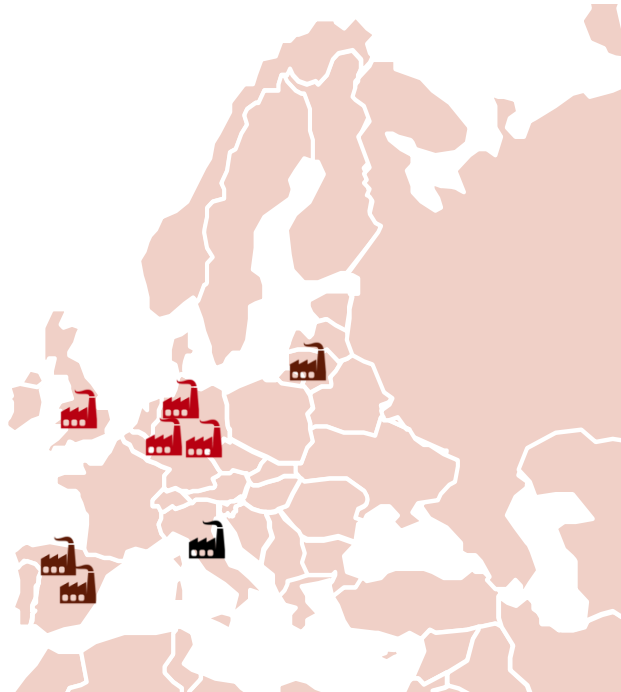


**Strong presence in Crankshafts, Common Rails & CV Joints in Europe**

### Gears (Italy)



**High precision Gears & Shafts** for engines, transmissions, clutch & pumps

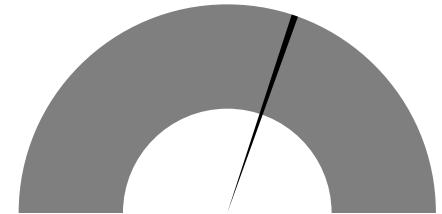


**Mahindra Forging Europe: 4 Location in Germany & UK; Focus: Trucks**

**CIE Forgings Europe: 3 Locations in Spain & Lithuania; Focus: Cars**

**Metalcastello : 1 Location In Italy; Focus: Off Road**

## Customers



**Top 10 Customer Revenues = 61%**

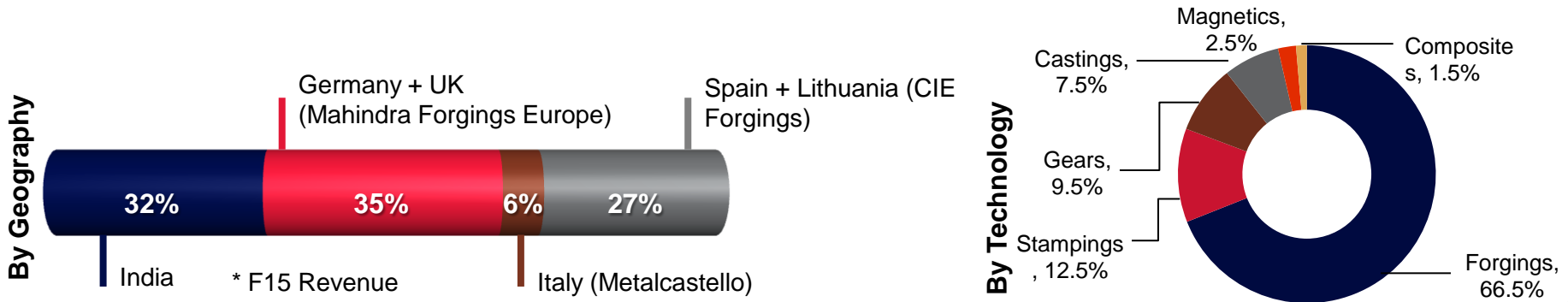
**Top Customers:**

- Daimler
- Renault
- VW Group
- DAF
- MAN
- Caterpillar
- Volvo
- Kolbenschmidt
- GKN
- Jaguar Land Rover
- Ford

Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

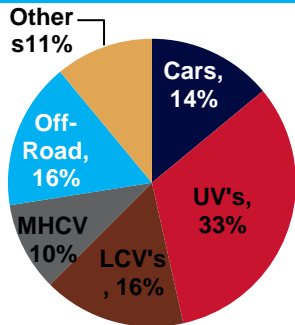
# Business Overview

## Revenue Distribution



### India

Stampings, Forgings, Castings, Gears, Magnetics, Composites

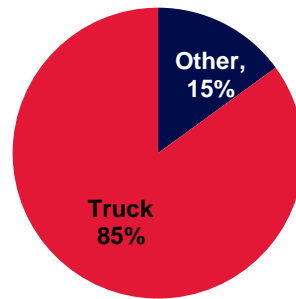


**13%**

Out of India

### Europe

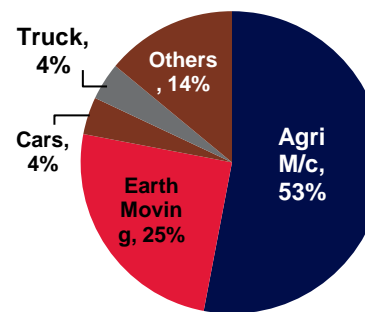
Mahindra Forgings Europe (Germany) + Stokes Forgings (UK)



**NIL**

Out of Europe

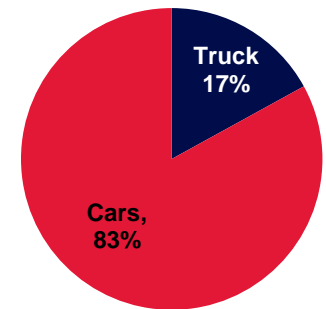
Metalcastello (Gears, Italy)



**30%**

Out of Europe

CIE Forgings (Spain) + CIE Forgings (Lithuania)



**NIL**

Out of Europe

Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

# Mahindra CIE: Strategy Update (1)



INDIA

Forgings, Stampings,  
Castings, Magnetic  
Products, Gears,  
Composites

Market Outlook

Sales of Key customers picking up, backed by new launches

Strategy

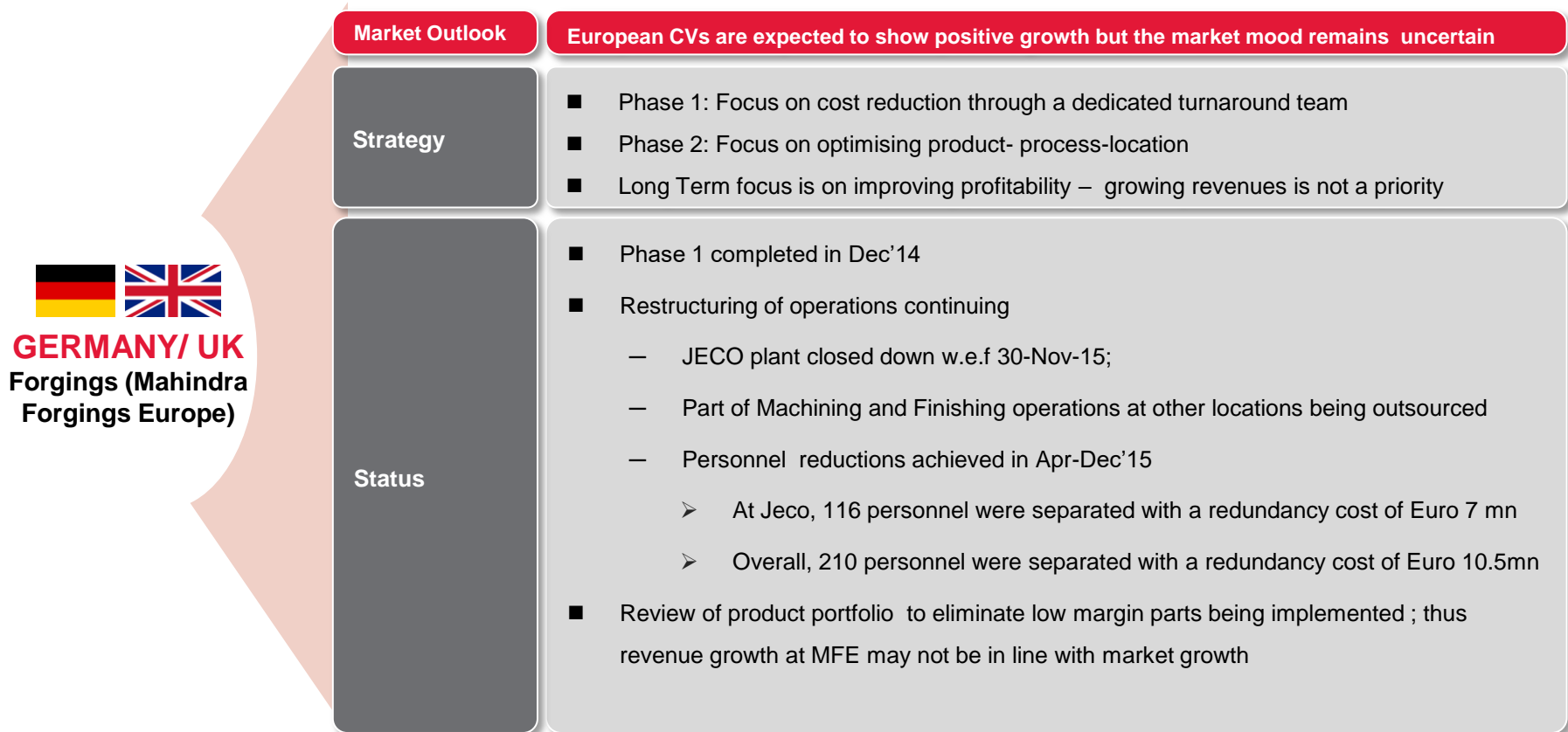
- Continue vigil on costs in face of uncertain market situation and increasing labour & power cost
- Focus on debottlenecking processes & automation to limit current costs and future investments
- Diversify customer portfolio & Target Western OEM's in India
- Diversify customer base

Status

- Focus on cost management has helped combat adverse demand & cost situation; increase in power and wage costs and declining scrap rates
  - Restructuring done at Gears & Composites
- Synergies with CIE focused on debottlenecking & automation
- Participating on all new models of Key customers
- Developed new Products for key customers:
  - Stampings: Load body, cargo body, fuel tanks (all supplied from the new plant at Zaheerabad)
  - Castings: Gear Carrier & Bearing Carrier
- Developed new 'complicated' products for non key customers, but volume ramp-up has not happened : e.g. Balancer Shaft (Forgings) & Turbo-manifold (Castings)
- Exports from India at Gears, Magnetics and Foundry continue to expand



Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

# Mahindra CIE : Strategy Update (2)



Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

# Mahindra CIE : Strategy Update (3)

|  |                       |  |
|--|-----------------------|--|
|  <p><b>SPAIN/ LITHUANIA</b><br/>Forgings (CIE Forgings)</p> | <b>Market Outlook</b> | <b>European car market is expected to grow marginally in the coming years</b>  |
|  | <b>Strategy</b>       | <ul style="list-style-type: none"> <li>Profitability at CIEF is in line with overall profitability achieved by the CIE group worldwide and the focus is on maintaining the profitability</li> </ul>  |
|  | <b>Status</b>         | <ul style="list-style-type: none"> <li>Results continue to be robust</li> </ul>  |
|  <p><b>ITALY</b><br/>Gears (Metalcastello)</p>             | <b>Market Outlook</b> | <b>Agricultural Machinery and Earthmoving markets continue to be stressed and expected to shrink further in CY16</b>   |
|  | <b>Strategy</b>       | <ul style="list-style-type: none"> <li>Turnaround margins through restructuring of operations</li> <li>Improve sales by diversifying customer portfolio</li> </ul>   |
|  | <b>Status</b>         | <ul style="list-style-type: none"> <li>Restructuring started in CY14 completed</li> <li>Review of customer/product portfolio and the production process done to remove lower profitability parts</li> <li>Company has adapted its cost structure to current volumes</li> </ul> |

Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)



## 9 months CY15 (Apr-Dec'15) Performance

| Parameter | Standalone  |             |        | Consolidated |             |        | Subsidiaries |             |        |
|-----------|-------------|-------------|--------|--------------|-------------|--------|--------------|-------------|--------|
|           | Apr-Dec. 15 | Apr-Dec. 14 | Change | Apr-Dec. 15  | Apr-Dec. 14 | Change | Apr-Dec. 15  | Apr-Dec. 14 | Change |
| Revenue   | 12,036      | 12,285      | -2.0%  | 38,612       | 39,139      | -1.3%  | 26,576       | 26,854      | -1.0%  |
| EBITDA    | 1008        | 1078        | -6.5%  | 3780         | 3520        | 7.4%   | 2772         | 2442        | 13.5%  |
| EBITDA%   | 8.4%        | 8.8%        | -0.4%  | 9.8%         | 9.0%        | 0.8%   | 10.4%        | 9.1%        | 1.3%   |
| EBIT      | 515         | 727         | -29.1% | 2318         | 1797        | 29.0%  | 1803         | 1070        | 68.5%  |
| EBIT%     | 4.3%        | 5.9%        | -1.6%  | 6.0%         | 4.6%        | 1.4%   | 6.8%         | 4.0%        | 2.8%   |
| EBT       | 492         | 615         | -20.0% | 1846         | 879         | 110.0% | 1354         | 264         | 412.6% |
| EBT%      | 4.1%        | 5.0%        | -0.9%  | 4.8%         | 2.2%        | 2.5%   | 5.1%         | 1.0%        | 4.1%   |
| PAT       | 308         | 456         | -32.4% | 1362         | 850         | 60.3%  | 1054         | 394         | 167.7% |
| PAT%      | 2.6%        | 3.7%        | -1.1%  | 3.5%         | 2.2%        | 1.4%   | 4.0%         | 1.5%        | 2.5%   |

All figures in INR Millions. All numbers above are without including one time exceptional costs.  
Exchange Rate considered is 1 EUR= 71.6 INR

|                   |     |     |     |     |
|-------------------|-----|-----|-----|-----|
| Exceptional Items | 778 | 644 | 778 | 644 |
|                   | (a) | (b) | (a) | (b) |

(a) Mainly for restructuring and redundancies in MFE-Germany for ~ 200 employees.

(b) For repair of 12000 ton press and redundancies in MFE and inventory write down Metalcastello

Note: EBIT=Profit before tax+Finance Costs; EBITDA = Profit before tax+Depreciation & Amortisation+Finance Costs- Other Income

Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

## Balance Sheet as on 31-Dec-15

| Particulars                         | Standalone    |               | Consolidated  |               |
|-------------------------------------|---------------|---------------|---------------|---------------|
|                                     | 31-Dec-15     | 31-Mar-15     | 31-Dec-15     | 31-Mar-15     |
| <b>SHAREHOLDERS' FUNDS</b>          | 23,462        | 23,085        | 20,107        | 19,020        |
| Non- Current Liabilities            | 821           | 686           | 10,834        | 16,978        |
| Current Liabilities                 | 3,406         | 3,581         | 20,992        | 13,841        |
| <b>Total Equity and Liabilities</b> | <b>27,689</b> | <b>27,352</b> | <b>51,934</b> | <b>49,839</b> |
| <b>Non-current assets</b>           |               |               |               |               |
| Fixed Assets                        | 5,886         | 6,111         | 16,262        | 16,120        |
| Goodwill                            | -             | -             | 17,714        | 16,381        |
| Investments                         | 15,598        | 15,281        |               |               |
| Other non current assets            | 1,031         | 1,031         | 3,913         | 3,532         |
| Current Assets                      | 5,174         | 4,930         | 14,045        | 13,807        |
| <b>Total Assets</b>                 | <b>27,689</b> | <b>27,352</b> | <b>51,934</b> | <b>49,839</b> |
| <b>For Information</b>              |               |               |               |               |
| Long Term Borrowings                | 107           | 223           | 7,625         | 14,229        |
| Short Term Borrowings               | 2             | 122           | 2,931         | 954           |
| <b>Total Debt</b>                   | <b>109</b>    | <b>345</b>    | <b>10,556</b> | <b>15,183</b> |

All Figures in INR Million  
Exchange Rate used 1 EUR= 71.6 INR

Source: Excerpted from 9 Month CY 15 Investor update presentation, available on [www.mahindracie.com](http://www.mahindracie.com)

# Annexure 2

## Overview of Bill Forge (BFPL)

# Forging & Machining of Auto Components

Bill Forge is a precision forging and machining company focused on two-wheeler and passenger car auto components, primarily for steering, transmission and wheel-related assemblies



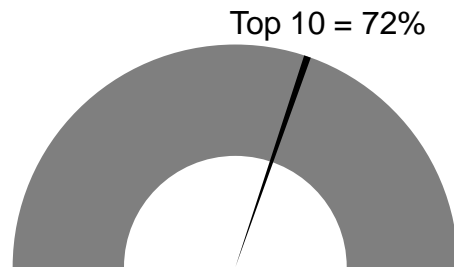
- Currently operates **6 manufacturing facilities across India** : 4 in Bangalore, 1 in Coimbatore and 1 in Haridwar and an upcoming plant in Celaya, **Mexico**



- One of a handful of Indian forging companies with **capabilities in cold and warm forging** in addition to hot forging, as well as experience with horizontal part formers

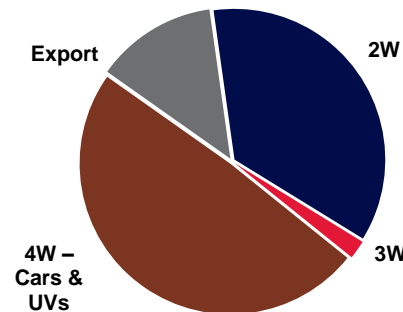
# Diversified & Complementary Business Mix

## Customer Mix (F16)



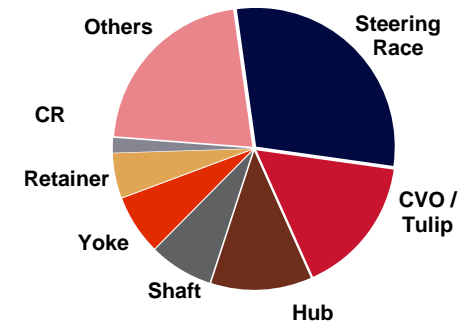
- **Key 2W customers:** Hero, Bajaj, HMSI and TVS
- **Key 4W customers:** Ford, GKN, NTN, Nexteer, Rane NSK
- **Attractive underlying OEM exposure,** with majority of passenger cars business in India's best-selling / fastest-growing OEMs like Maruti, Hyundai and Honda

## Segment Mix (F16)



- 4W presence to grow further
- Growing Exports to Thailand, China, Mexico, Europe, USA

## Product Mix (F16)



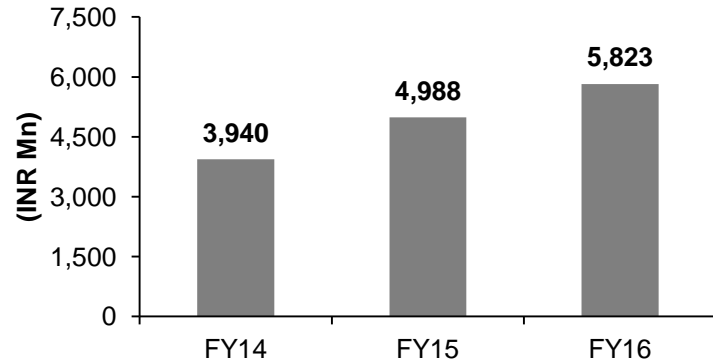
- Key products include **steering races and engine valve retainers** for two-wheelers and **constant velocity joints, tulips, steering shafts, steering yokes and wheel hubs** for passenger cars
- **High value addition** as majority of products are **either fully finished (~60%) or semi-finished (~30%)**

**Diversified Customer Portfolio + Exposure to leading 4W OEMs + Strong presence in 2W + Significant Exports & Diversified Product Mix + High Machining Content + Competitive position in top products**

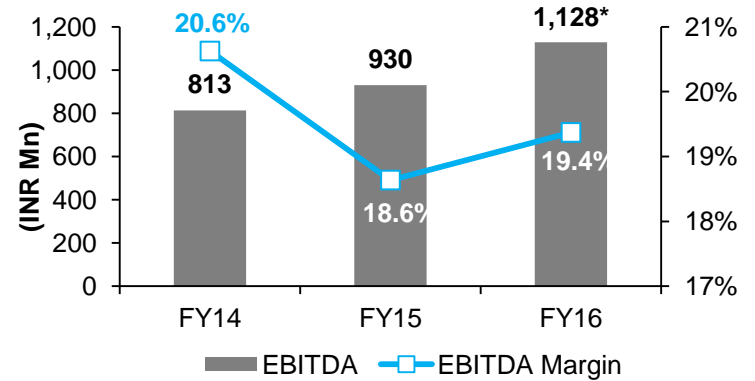


# Financials (1)

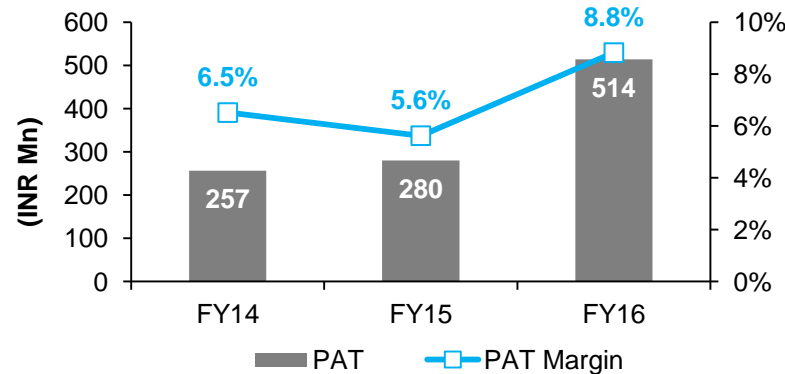
## Revenue



## EBITDA vs EBITDA Margin



## PAT & PAT Margin



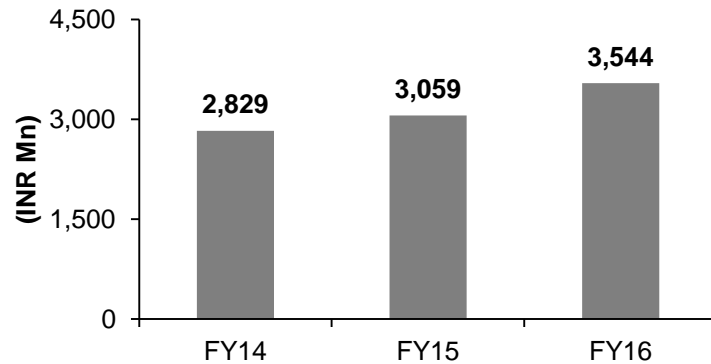
\* Based on MCIE analysis of BFPL's audited FY2016 nos, adjusted EBITDA after one time adjustments incl. inventory adjustments, forex gains etc. is Rs 1205mn

Note:

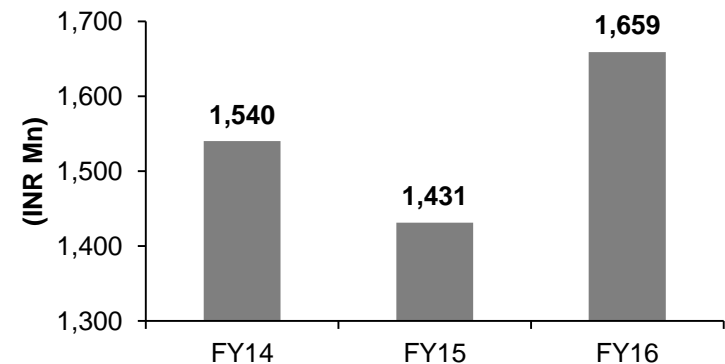
1. FY16 financials have been obtained from standalone FY16 audited statements; while FY14 and FY15 have been obtained from FY15 audited statements. However, FY15 numbers have been restated as provided in standalone FY16 audited statements.
2. Revenue includes other income
3. EBITDA is computed as (Revenue – Cost of materials consumed – Change in inventories – Employee benefit expense – Other expenses)

## Financials (2)

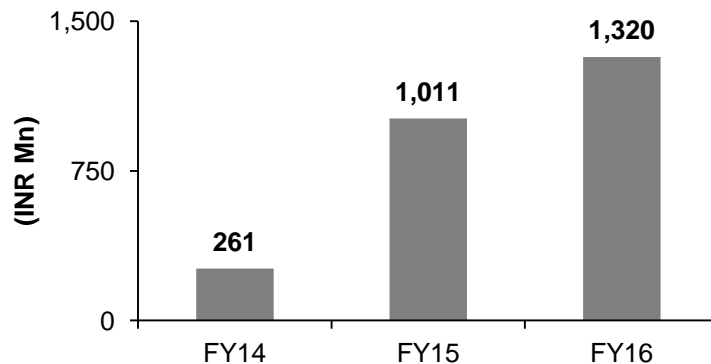
### Gross Block



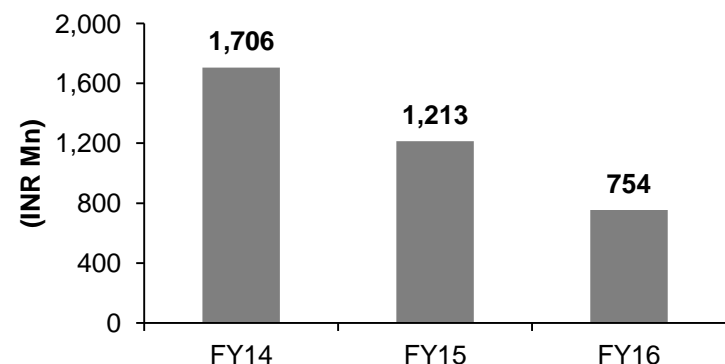
### Net Block



### Net Working Capital



### Net Debt



Note:

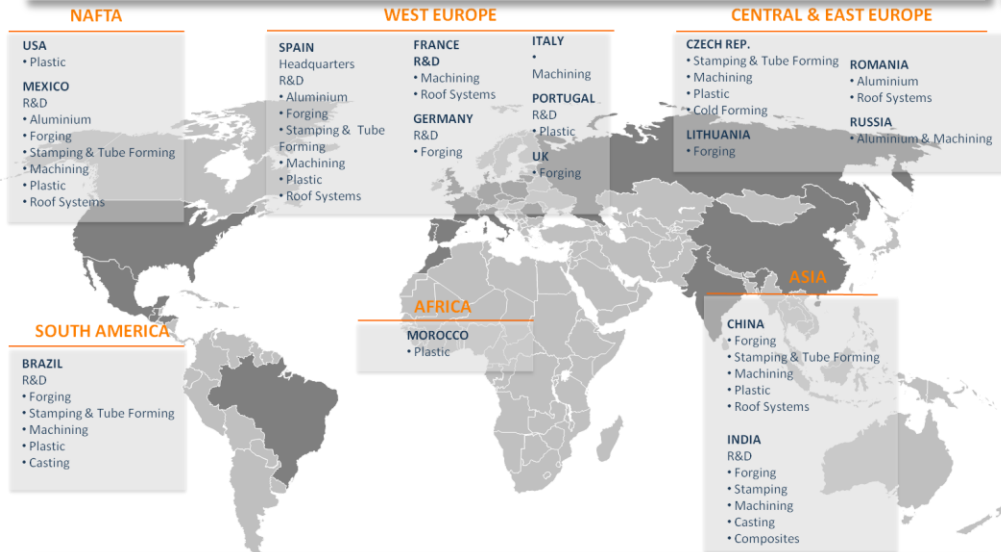
1. FY16 financials have been obtained from standalone FY16 audited statements; while FY14 and FY15 have been obtained from FY15 audited statements. However, FY15 numbers have been restated as provided in standalone FY16 audited statements
2. Gross block is computed as (Tangible assets + Intangible assets)
3. Net block is computed as (Tangible assets + Intangible assets – Accumulated Depreciation)
4. Net working capital is computed as (Current Assets – Current Liabilities)
5. Net Debt is computed as (Long term borrowings + Short term borrowings + Current portion of long term debt – Cash & Equivalents – CCPS)

# Annexure 3

## Overview of CIE Automotive

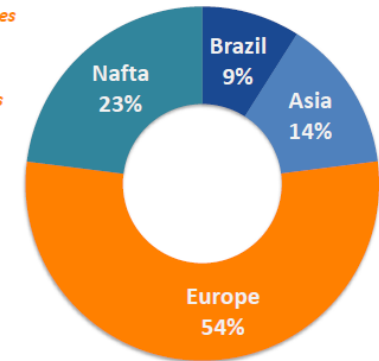
## Overview

### Locations



### Geographic Mix

- > 80 production plants
- ≈ 18,000 employees
- 7 R&D centers
- 4 main markets
- > 6,000 references



### Customer Mix

**Top 6 Customers = 34%**

#### Customers Include

- |          |        |
|----------|--------|
| Renault  | Nissan |
| Chrysler | PSA    |
| Mahindra | Ford   |
| Daimler  | GM     |
|          | VW     |

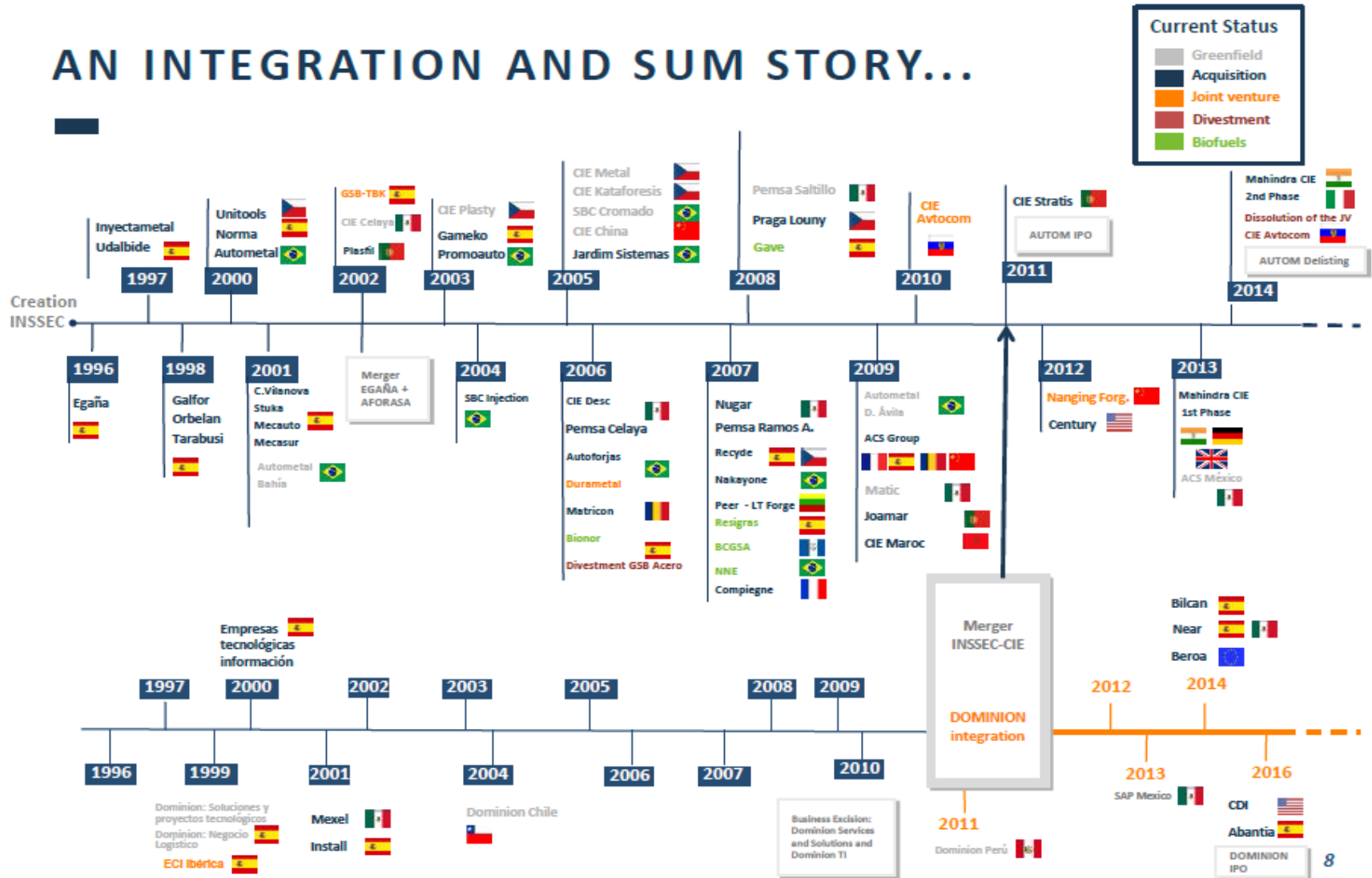
### Technology Mix

| Technology              | Icon | Aggregated Sales |
|-------------------------|------|------------------|
| ALUMINIUM HPDC          |      | 209 Mill €       |
| FORGING                 |      | 558 Mill €       |
| STAMPING & TUBE FORMING |      | 513 Mill €       |
| MACHINING               |      | 334 Mill €       |
| PLASTICS                |      | 329 Mill €       |
| IRON CASTING            |      | 92 Mill €        |
| ROOF SYSTEMS            |      | 108 Mill €       |

Source: CIE's company presentation of Aug 2016 available on [www.cieautomotive.com](http://www.cieautomotive.com)

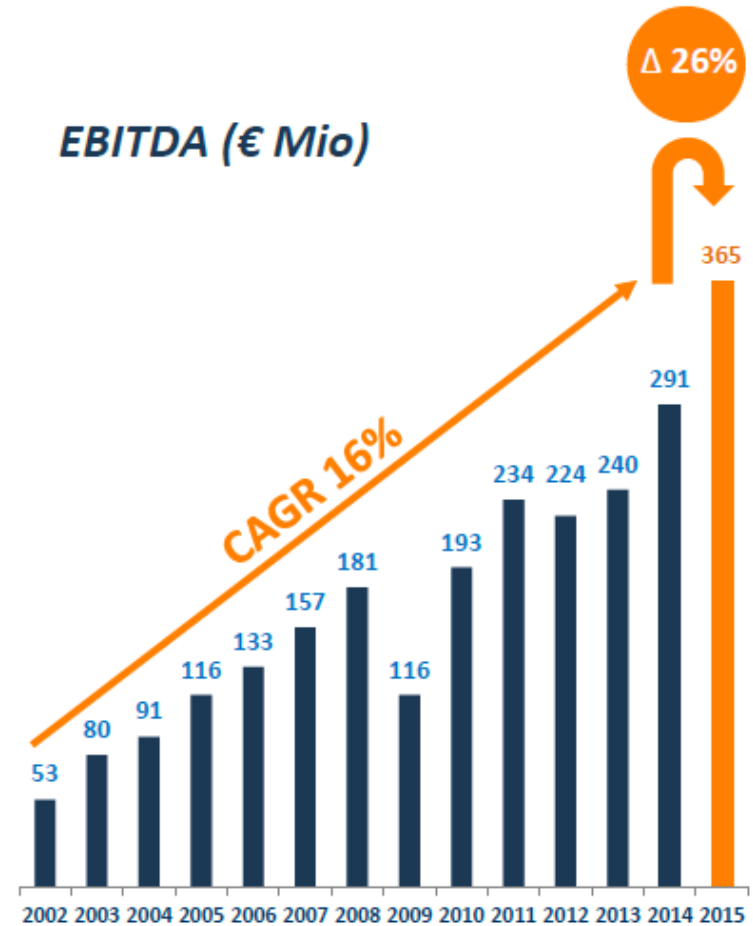
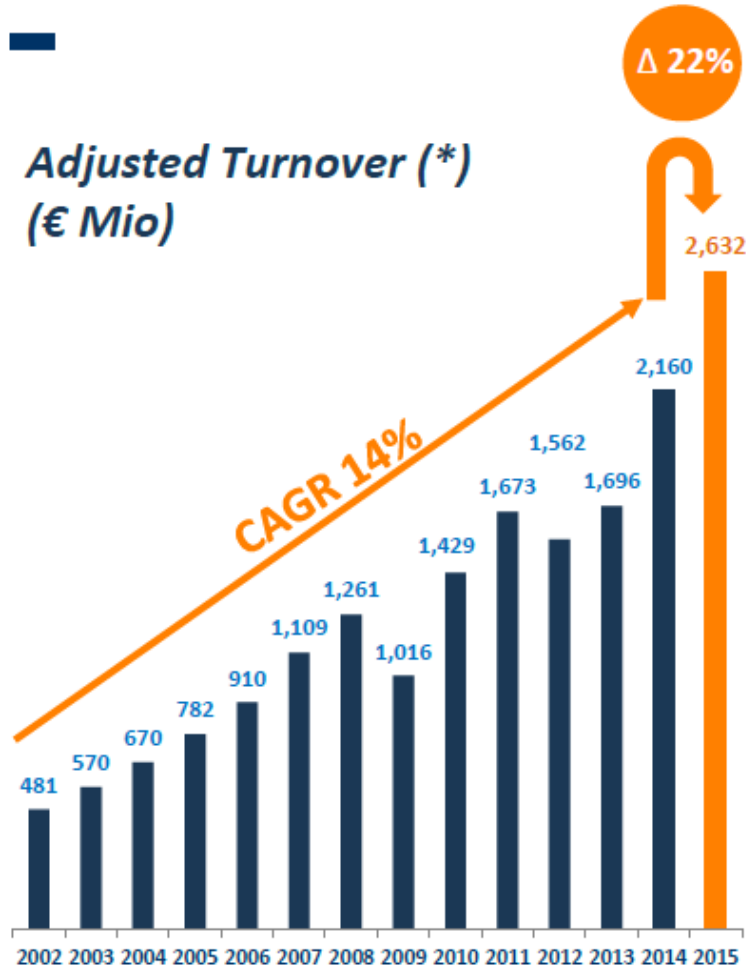
# Integration History

## AN INTEGRATION AND SUM STORY...



Source: Excerpted from CIE's company presentation of Aug 2016 available on [www.cieautomotive.com](http://www.cieautomotive.com)

# Financials (1)



(\*) From 2006 until 2014, proforma values calculated by deducting turnover of diesel oil used for blending.  
EBITDA: Net Operating Income + Depreciation.

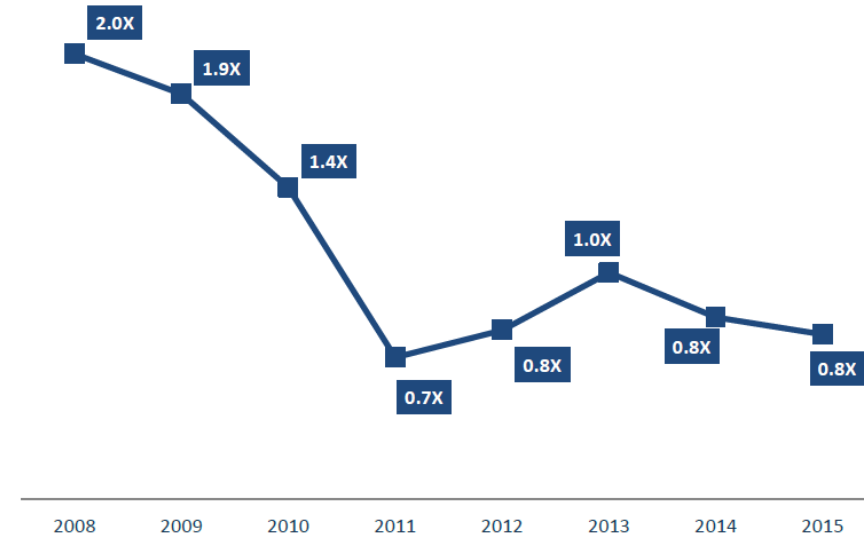
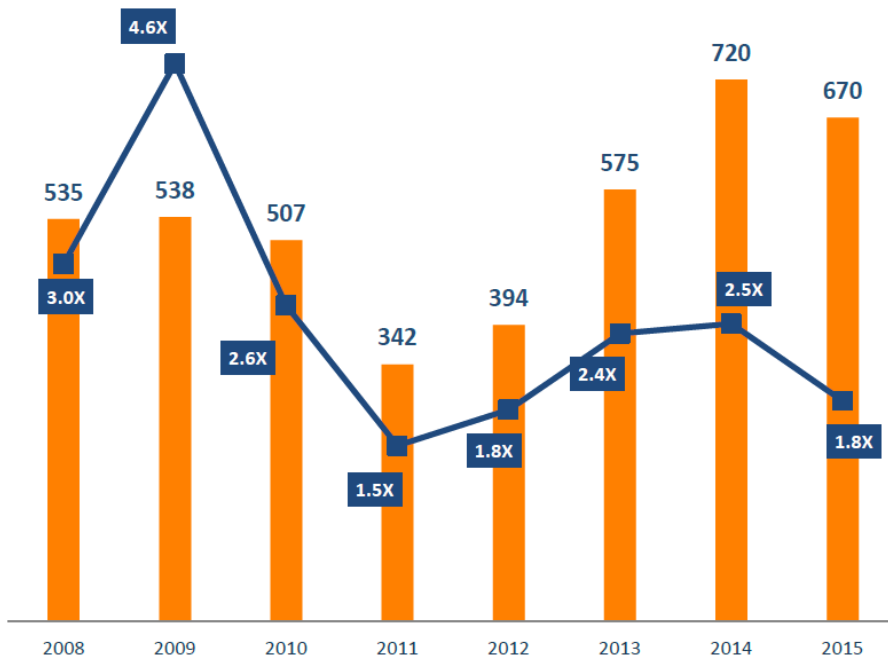
CAGR (Compound Annual Growth Rate)

Source: Excerpted from CIE's company presentation of Aug 2016 available on [www.cieautomotive.com](http://www.cieautomotive.com)

## Financials (2)

Net Financial Debt (€ Mio)  
NFD/EBITDA

NFD/Equity



(\* NFD = Net Financial Debt= Debt with banks and other financial institutions – Cash and equivalents / EBITDA: Net Operating Income + Depreciation

Source: Excerpted from CIE's company presentation of Aug 2016 available on [www.cieautomotive.com](http://www.cieautomotive.com)



# Thank you

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