



Investor Presentation

May 2019





EICHER MOTORS LIMITED - OVERVIEW

ROYAL ENFIELD

VE COMMERCIAL VEHICLES

FINANCIALS

APPENDIX

Note: The Company followed “January-December” as its reporting year till December 2014. The Board of Directors in its meeting held on February 13, 2015 decided to align the reporting year of the Company with the requirements of Companies Act, 2013. Therefore the reporting year for 2015-16 commenced on January 1, 2015 and ended on March 31, 2016, being a period of 15 months.

However, to have comparability in the numbers from previous reported years, the presentation captures un-audited financials for FY15-16 (April 1st 2015 to March 31st 2016).

EICHER MOTORS LIMITED - OVERVIEW

Key Milestones



India's first tractor rolls out of Eicher factory in Faridabad

1959



Royal Enfield motorcycles acquired

1991



Enters heavy duty trucks segment

2002



Forms JV* with AB Volvo of Sweden; transfers commercial vehicle business to the JV*

2008



Shutdown of operations of Eicher Polaris

2018

1984

JV* with Mitsubishi Motors to make 'Canter' trucks



1993

JV* with Mitsubishi ended, enters medium duty bus segment



2005

Divests tractor & allied businesses to focus on commercial vehicle & motorcycle businesses

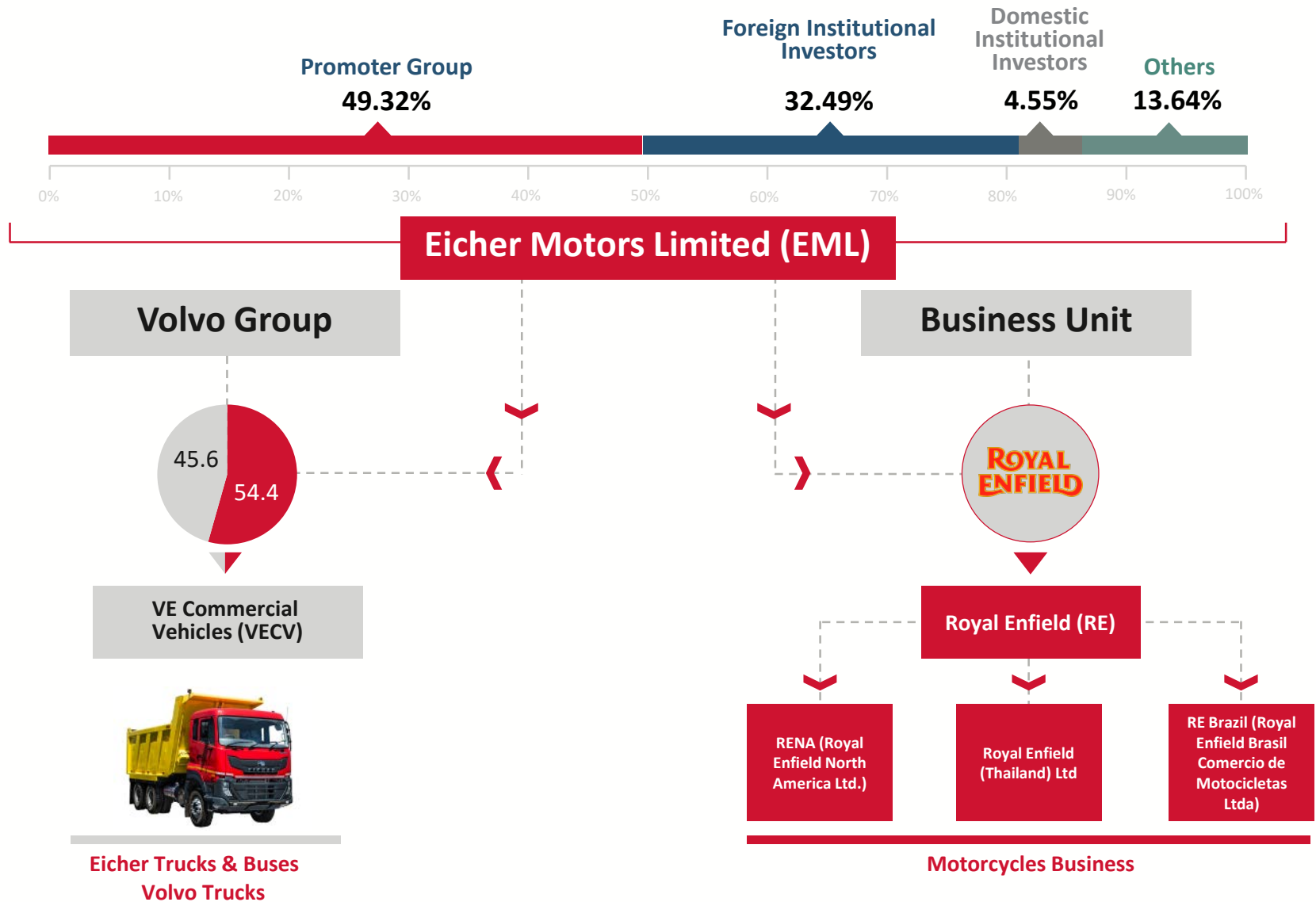


2012

Forms JV* with Polaris Industries Inc. USA, to design, manufacture & market personal vehicles



Shareholding Pattern (31st March 2019)



Eicher Management Philosophy

Break-through emerging market business model

- An evolved business model with 50+ years of experience in automotive space in India
- In-depth customer insights & market understanding
- Best-in-class capital optimization :
 - Frugal engineering practices
 - Extensive knowledge of suppliers
 - Operational excellence
 - Global quality standards
- Low cost supply chain & distribution – value chain

Established Corporate Governance

- Fully empowered management teams
- Annual 3 year rolling business plan
- Strategic quarterly board meetings – full review with management
- Strategic quarterly reviews & regular monthly operations review
- Product board, Quality board, Customer satisfaction board, Soft product board (after-market) held every quarter along with other statutory meetings

Strong Values

- Corporate conduct rooted in highest standards of ethics, integrity & transparency
- Highly professional work ethic based on mutual respect
- Very strong HR & IR culture and brand
- Long-term orientation
- Long history of institutionalized CSR & community activities



Eicher Motors Limited

➤ **S Sandilya**

Non-executive Chairman

➤ **Siddhartha Lal**

Managing Director

➤ **Vinod K. Dasari**

Whole Time Director & CEO - Royal Enfield

➤ **Vinod Aggarwal**

Non-Executive Director

➤ **Inder Mohan Singh**

Independent Director

➤ **Manvi Sinha**

Independent Director

 **VE COMMERCIAL VEHICLES** 
A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

VE Commercial Vehicles

➤ **Hakan Karlsson**

Chairman

➤ **Siddhartha Lal**

Director

➤ **Vinod Aggarwal**

Managing Director & CEO

➤ **Jacques Michel**

Director

➤ **Philippe Divry**

Director

➤ **Raul Rai**

Director

➤ **Lila Poonawalla**

Independent Director

Business Highlights – FY 2018-19[^]



0

EML continues to be
Debt free company



823,828

Motorcycles sold in FY19,
7x in last 7 years



>90%

Royal Enfield's market
share in the mid-size
motorcycles* segment



30.1%

Royal Enfield EBITDA
margin in FY19, benchmark
in automobile industry



29.4%

VE Commercial Vehicles
market share in domestic
LMD# segment

ROYAL ENFIELD

Oldest Motorcycle Brand in Continuous Production



Product Portfolio – Motorcycles

Royal Enfield range of motorcycles is able to address a unique mix of appeals – from its traditional customer base to urban, aspiration-driven youth

Bullet

- ▶ Longest production motorcycle
- ▶ Resolute, unchanged form
- ▶ Pride of the armed forces
- ▶ Iconic cues – thump, pinstripes, road presence

Classic

- ▶ Sense of distinctiveness
- ▶ Post-war styling
- ▶ Timeless design

Thunderbird

- ▶ Definitive highway tourer
- ▶ Long range & load-bearing capabilities
- ▶ For the free-spirited explorer

Himalayan

- ▶ Purpose-built for exploring the Himalayas
- ▶ Versatile for riding on- & off-road
- ▶ Fully ground-up with all-new engine
- ▶ Touring capabilities

Continental GT

- ▶ Authentic café racer
- ▶ Powered by modern Twin cylinder engine
- ▶ Perfect for high speed blasts on twisty backroads or as a stylish motorcycle for the city

Interceptor

- ▶ The quintessential roadster with commanding and comfortable riding position
- ▶ Powered by modern twin cylinder engine
- ▶ Fun and practical to ride in almost all terrains



Traditional & Iconic

Urban, Lifestyle and now Adventure

The Twins are Here – Heritage Inspired Machines that carry the Royal Enfield Legacy and Character into the 21st Century

In September 2018, 120 journalists from 13 countries participated in the global media ride of the Interceptor 650 and the Continental GT 650 at Santa Cruz, California

In November 2018, 60 media journalists and influencers attended the India launch and media ride in Goa, India



Continental GT 650

Interceptor 650

Royal Enfield aims to Lead and Expand the Mid-Weight Motorcycle Segment Globally

Parallel Twin Cylinder Engine



Interceptor 650 & Continental GT 650



- ▶ New platform is a single overhead cam, 8 valve, air/oil-cooled, 648cc parallel twin, producing 47bhp and 52Nm
- ▶ Royal Enfield aims to lead and grow the mid-weight (250-750cc) motorcycle segment globally, and Interceptor 650 and Continental GT 650 will help the company accomplish this

▶ Attractive Proposition

- Compelling upgrade for the large base in India
- Opportunity to step-up to the middle weight segment for riders in emerging markets in South East Asia and Latin America
- Evocative option to riders in mature motorcycle markets such as Europe, Australia and North America

Royal Enfield - Bullet Trials Works Replica

The Bullet Trials Works Replica
launched in 350cc and 500cc variants

Inspired by Royal Enfield's victories at the
International Six Days Trials Championships

A tribute to Royal Enfield factory rider,
the legendary Johnny Brittain



Commemorates 87 years of the
Royal Enfield Bullet (since 1932)

Royal Enfield - Thunderbird X

A new custom-inspired motorcycle for urban explorers

- ▶ Designed to resonate with the new-age motorcyclists' sense of self-expression and individualism
- ▶ Boasting a bold yet elegant design treatment with an overall blacked-out theme
- ▶ The Thunderbird X sports alloy wheels, tubeless tyres, 'gunslinger' styled seat and the new grab-rail and shortened rear mudguard
- ▶ Contemporary design with vibrant colors



Royal Enfield - The Himalayan Sleet

Inspired by the mountains

Built to inspire the explorer within

New colourway



Classic Signals 350 - An ode to Enfields in Service & those who ride them

Tribute to Royal Enfield's 65 years of association with the Indian armed forces



CLASSIC 350 AIRBORNE BLUE

The Classic 350 Airborne Blue paint scheme is inspired by Royal Enfield's long heritage of serving the guardians of our skies



Introducing Dual Channel Anti-lock Braking System (ABS) for better braking efficiency

Available in two colours – “Airborne Blue” and “Stormrider Sand” along with a dedicated collection of gear and over 40 motorcycle accessories

Product Portfolio – Apparel Business

Extension of One's Personality



Royal Enfield Apparels aim to become an extension of the owners' personality. Inspired by the motorcycling way of life, the range is built to help riders explore and express themselves, on and off the motorcycle.

Make Your Own

In an effort to make the brand more accessible and personal, Royal Enfield Apparel introduced a feature "MAKE YOUR OWN", which allows consumers to customise/personalise their helmets up to 500 options. These options include configuring decals, shell base colour, finish, visor, peak, peak colour and the inside lining.



Extending the Footprint



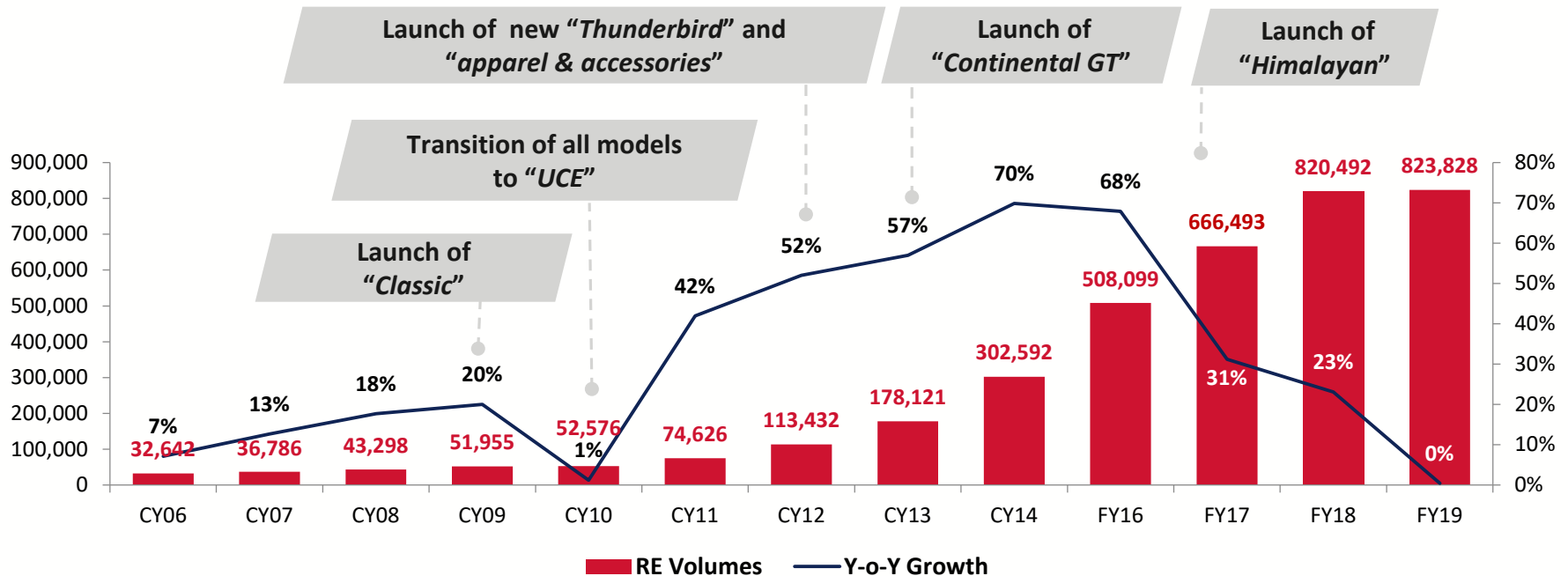
As a part of being available at more touch points for consumers, Royal Enfield Apparel Business successfully launched 9th Shop-in-Shop at CENTRAL, a leading multi-brand showroom. With this outlet, Royal Enfield apparel is now available across CENTRAL in Delhi, Kochi, Pune, Hyderabad, Bangalore and Kolkata.

On and Off the Saddle



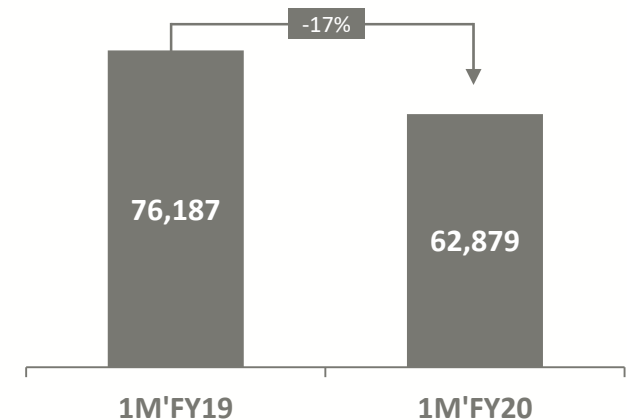
Introduced **STREETWIND** riding jacket that keeps one cool and protected, suitable for all-day rides. With the introduction of this jacket, the endeavour is to make Royal Enfield apparel accessible to more people.

Launch of “Classic” in 2009 was an Inflection Point



Note: Standalone volumes for Eicher Motors Limited

► Volumes grew by 40% CAGR during the period CY10 to FY19

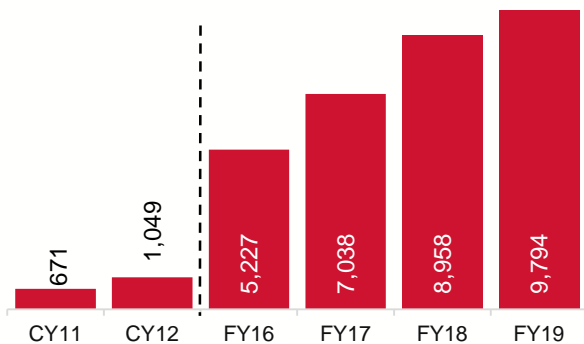


Financial Highlights – Eicher Motors Ltd. (Standalone)

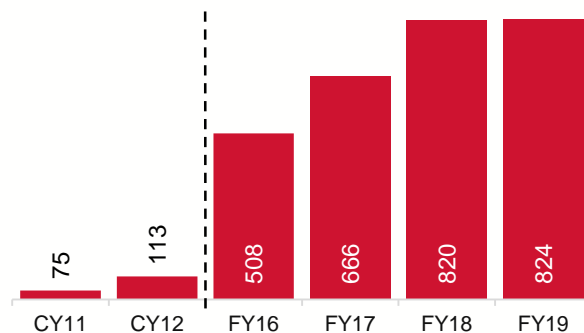
All figures are for Eicher Motors Limited Standalone (in Rs. cr unless specified)

Total Revenue

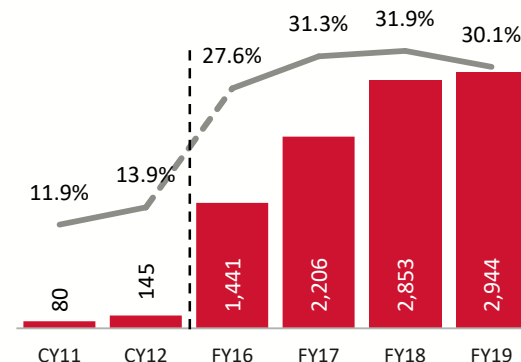
Total revenue from operations (net of excise duty)



Sales Volume (in Thousands)

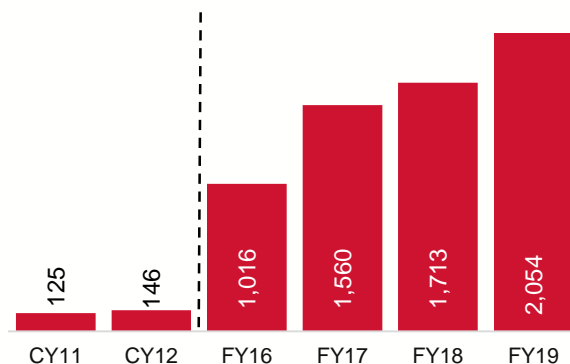


EBITDA & Margins

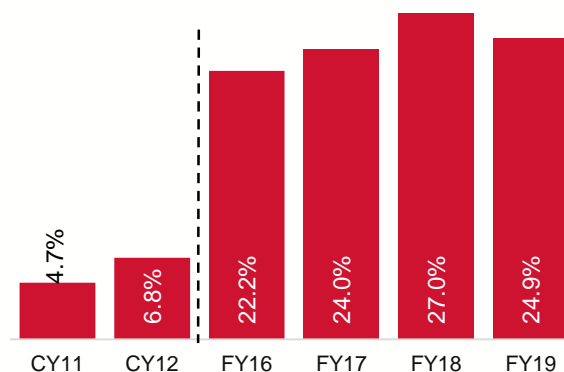


The figures in % indicate EBITDA Margins
 EBITDA Margin = EBITDA/Total revenue from operations
 (net of excise duty)

Profit After Tax

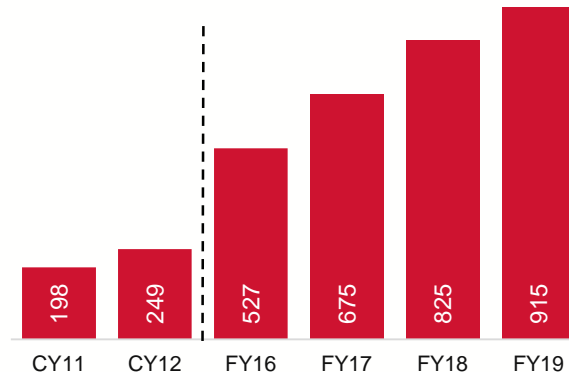


Market share* (India)



Dealer Network (India)

(in nos)



Note: PAT for FY18 and FY19 includes an impairment loss of Rs. 311.98 crores and Rs. 17.52 crores respectively on the company's investment in its joint venture, EPPL subsequent to winding down of operations of EPPL.

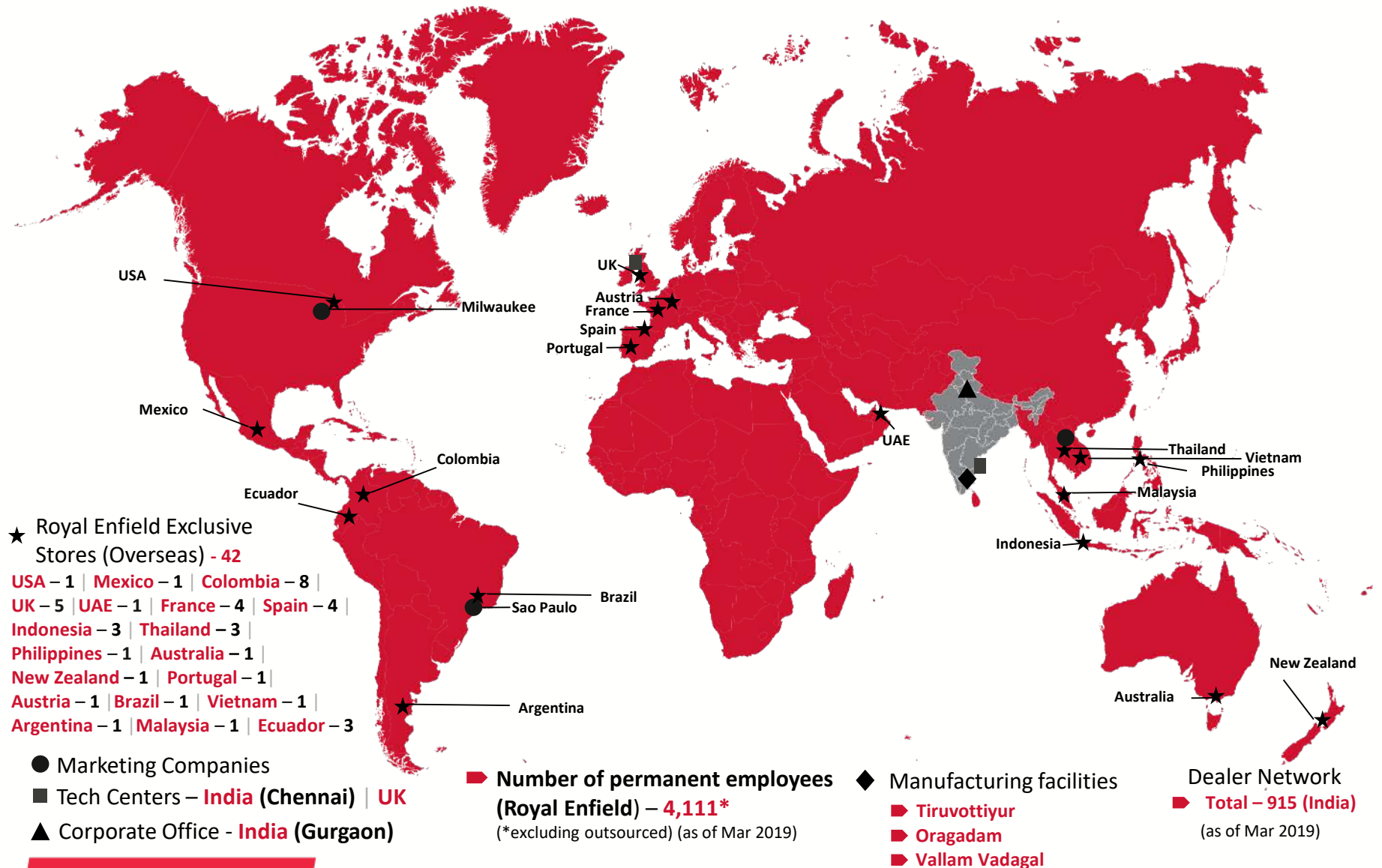


INVESTOR PRESENTATION
May 2019

Note: Figures for FY16 onwards are as per IND AS. Figures from CY11 and CY12 are as per IGAAP.

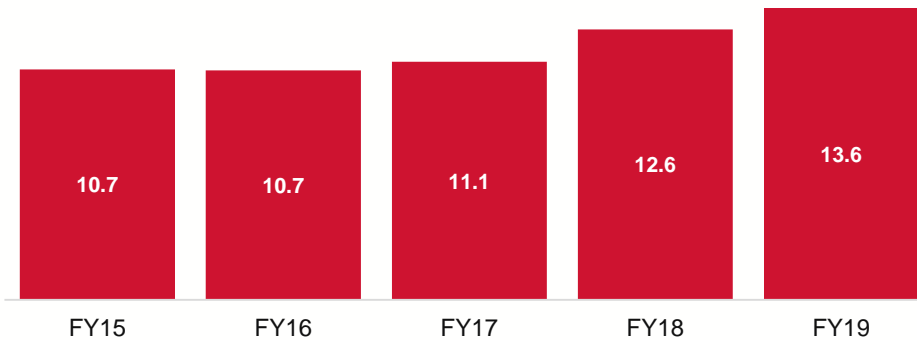
* Market share in 150cc and above segment
Source - SIAM

Our Footprint



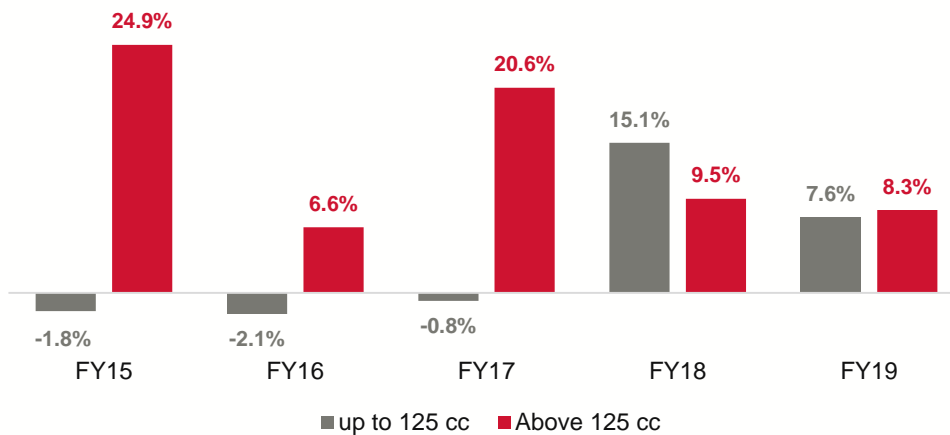
Industry Overview

Motorcycle Volumes (India) (in mn)



India - largest motorcycle market in world

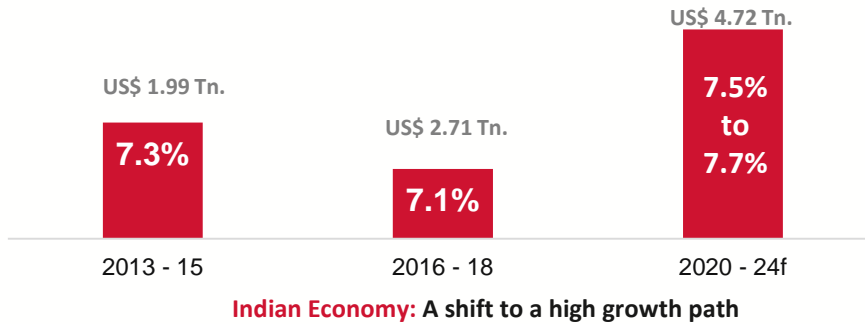
Growth rate of various motorcycle segments



Indicates growing premiumisation of motorcycle market

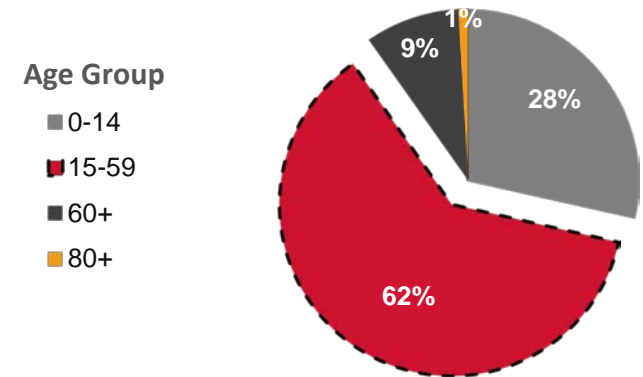
Opportunity – Domestic Market

India to become a **US\$4.72 trillion** (current market price) economy by 2024



Source: IMF, Statista 2019

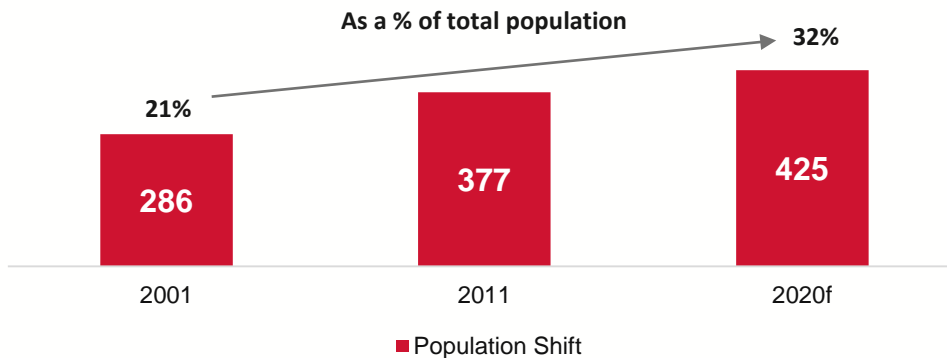
India's demographic profile (year-2015)



Source: United Nations report "World Population Prospects: The 2015 Revision"

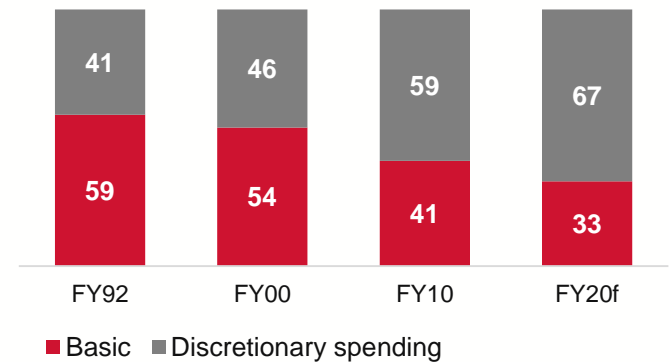
Growth in urbanization

(In mn)



Source: Census of India 2001 and 2011, population projection 2001-2016

Rising share of discretionary spending over the year (%)

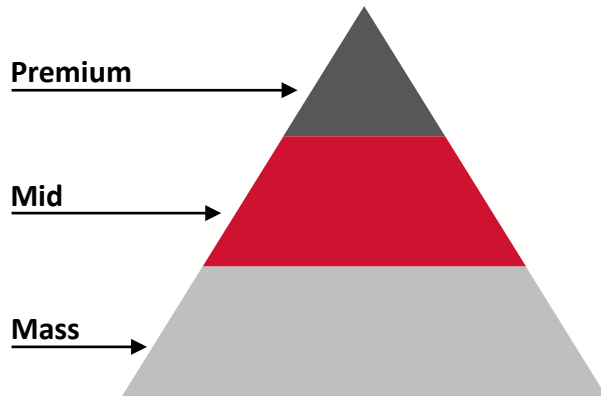


F: D&B forecast | Source: Mospi, D&B India

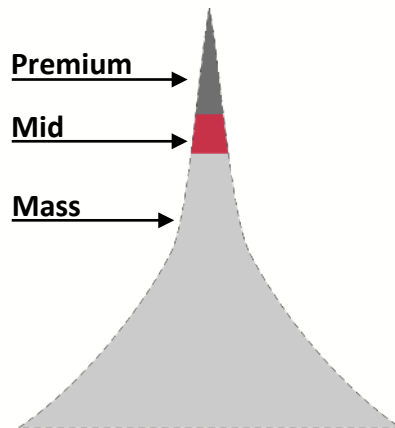
Opportunity – International Business

The Oddity of the Motorcycle Industry Globally... is an opportunity

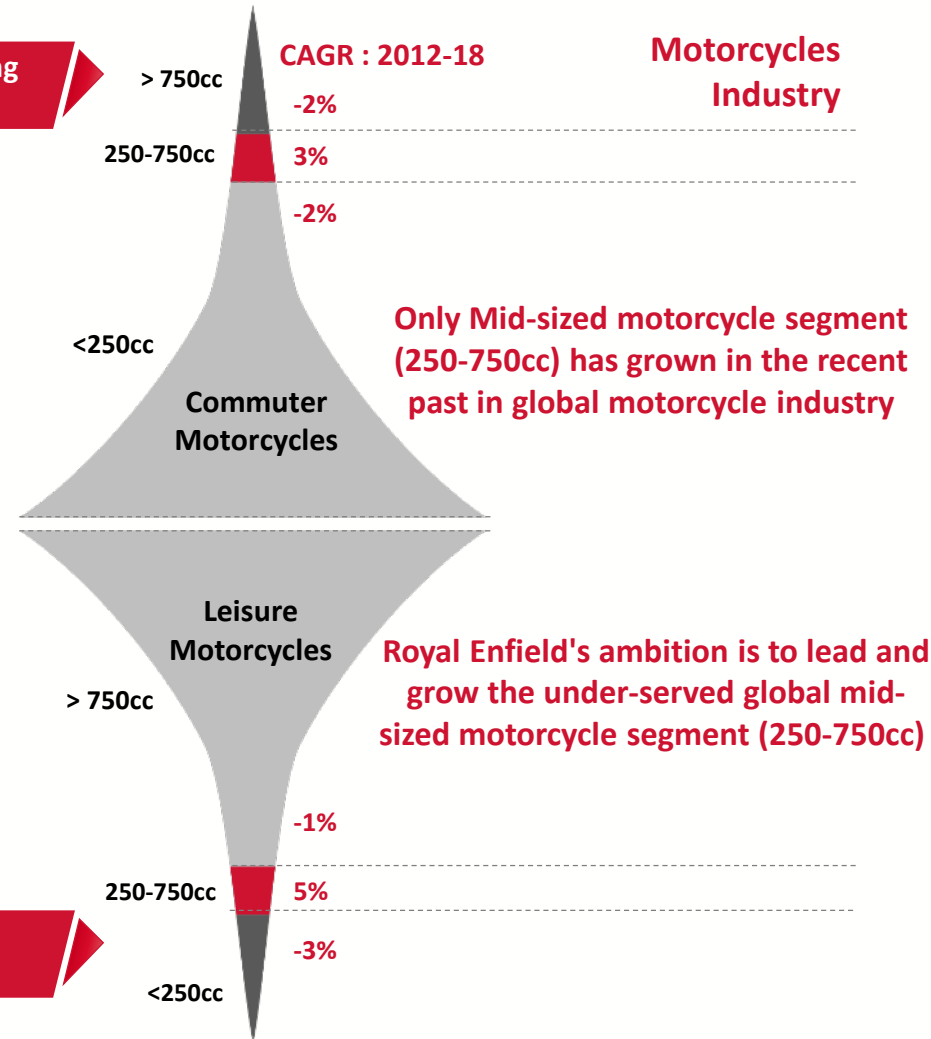
Most Industries



Motorcycle Industry



Developing Markets



Only Mid-sized motorcycle segment (250-750cc) has grown in the recent past in global motorcycle industry

Royal Enfield's ambition is to lead and grow the under-served global mid-sized motorcycle segment (250-750cc)

Preparing for Future Growth

Capacity



- Setting up Phase-2 of plant at Vallam Vadagal near Chennai
- Production plan of 9,50,000 for FY20

Product Development



- Technology centres in Chennai and UK
- Production of the new Twin motorcycles “Interceptor 650 and Continental GT 650” started in November 2018
- Five years of product pipeline

Distribution



- Newer store format to expand reach
- Plan to double exclusive international store count from 42 now over next 18 - 24 months
- Plan to increase India store count to 1,000 by end of FY20

Capital expenditure planned for FY20 upto Rs. 700 crs for Phase-2 of Vallam Vadagal plant, construction of the Technology Centre, development of new products and to expand RE's portfolio for global markets

UK Technology Centre



- UK Tech Centre at Bruntingthorpe to be a hub for the product development and research activities, driving the mid-range motorcycle platforms
- A place rich with history, just like Royal Enfield, Bruntingthorpe Proving Ground is one of the largest vehicle test track facilities in the UK



- A team of over 120 employees comprising of engineers and designers with a wide range of international experience in all aspects of motorcycle design and development, from concept to pre-production
- Spread across ~36,000 sq ft, the facility employs state-of-the-art industrial design studio, testing & validation equipment and workshop facilities, and is now fully operational

Brand Building Activities and Initiatives

Royal Enfield Rider Mania 2018

Rider Mania, Royal Enfield's most definitive motorcycle festival was held from 16th to 18th November 2018. Rider Mania is the largest gathering of Royal Enfield enthusiasts in the world. This year Rider Mania saw around 20 new custom motorcycles, Dirt track racing, hill climb and several other competitions taking place and more than 8,000 Royal Enfield customers and enthusiasts attending the event.



Brand Building Activities and Initiatives

One Ride 2019



- One Ride is a marquee event from Royal Enfield to encourage its enthusiasts from around the world to ride as one
- The 9th edition of One Ride was held in 35 countries and 305 cities including 187 cities in India
- One Ride 2019 saw record participation, where more than 3,500 registered riders attended 511 rides globally, and 15,500 riders across 374 rides in India

Himalayan Odyssey July 2018



- The 15th edition of Royal Enfield 'Himalayan Odyssey', considered the holy grail of motorcycling, saw 60 motorcyclists including 10 women riders
- The riders traversed some of the roughest terrains and highest mountain passes in the world, covering a distance of over 2,200 kms in 18 days on their Royal Enfield motorcycles

Brand Building Activities and Initiatives

Coastal Trail January 2019



- The 2nd edition of the Coastal Trail saw 25 participants across India riding through 12 days across the most picturesque motorcycling routes in the country
- The participants traveled over 1,700 kms through Maharashtra, Goa, Karnataka, Kerala and Tamil Nadu, running close to the seafront, passing through some of the most pristine virgin beaches and beautiful landscapes

Reunion South March 2019



- Reunion South saw a gathering of the Royal Enfield riders and enthusiasts from the southern states to celebrate a weekend inspired by the motorcycling way of life at Coorg from 15th Mar - 17th Mar 2019
- Over 330 customers from Karnataka, Tamil Nadu and Kerala participated in the 3 - day celebration which included an array of competitions, activities and more for the like minded

Awards



The recently launched Royal Enfield Interceptor 650 won the Indian Motorcycle of The Year ("IMOTY") 2019 award - the most prestigious award of the Indian 2-Wheeler Industry

The Interceptor 650 won the Best Modern Classic Middle-Weight award at Thailand Bike of the Year 2019, a first for Royal Enfield in Thailand



The Interceptor 650 was also adjudged as the motorcycle of the year by Bike India, Autocar and BBC Top Gear, India's leading automotive publications with a global presence

Royal Enfield Vintage – Opportunity in Pre-owned Motorcycle Segment



Vintage Store opened in Chennai, Bangalore, Delhi, Mumbai, Patna, Kanpur, Indore, Patiala

- Pre-owned, refurbished and restored motorcycles - a first-of-its-kind in two-wheeler industry
- Accessible, hassle-free, transparent sale and purchase of pre-owned Royal Enfield motorcycles
- Quality tested and refurbished by trained Royal Enfield technicians



Royal Enfield Garage Café, Goa



A celebration of exploration - through motorcycling, food, entertainment and personal expression



- Royal Enfield has set up its first Royal Enfield Garage Cafe in Arpora - Baga, Goa.
- The cafe is an inclusive and engaging space that reflects Royal Enfield motorcycling way of life and is designed to be a catalyst to deepen closer association with riding enthusiasts and customers.
- The Garage Cafe is a massive 120-seater cafe and also has a Royal Enfield motorcycle museum-and-exhibition area, an exclusive gear store, a motorcycle customization area and a service bay.

Royal Enfield Garage Café, Goa



A unique space that embodies the pure motorcycling culture and lifestyle

Royal Enfield in Argentina, its Third Country in Latin America

Flagship store in the heart of Buenos Aires



Royal Enfield Opens Store in Chiang Mai, Thailand

Royal Enfield opens 3rd store in Thailand and 1st outside of Bangkok



Royal Enfield Opens Store in Seoul, South Korea

Flagship store in Seoul



Royal Enfield's Store in Saket, New Delhi



The Saket store is our finest example of Pure Motorcycling yet

A fusion between a living room and a garage, the store stands testament to the union of man, machine and terrain

VE COMMERCIAL VEHICLES

VECV was Established in 2008 with Strong Parentage



EICHER STRENGTHS

- ▶ Strong player in LMD segment
- ▶ Specialist skills and experience in developing low cost, better performance products
- ▶ Wide dealer network
- ▶ After sales infrastructure
- ▶ Cost effective operations

Eicher transferred its CV, components and engineering solutions businesses into VECV



VOLVO STRENGTHS

- ▶ Global expertise
- ▶ Leadership in product technology
- ▶ Good infrastructure facilities
- ▶ Well-defined processes and controls
- ▶ Brand image and customer relationships

Volvo demerged Volvo Truck India's sales & distribution business from Volvo India Pvt Ltd.

VECV vision
“To be recognised as the industry leader driving modernisation in commercial transportation in India and the developing world”

Milestones



AUGUST 2008: Signing of definitive agreements

Jul-Aug 2008: Commencement of JV



2009: Inauguration of the new gear component plant at Dewas



2009: Launch of CSI-1 quality improvement initiative



2010: Launch of VE-series of Eicher HD trucks



2012: CED paint shop inauguration



2012: VEPDC inauguration



2013: VEPT Pithampur inauguration



2013: Pro Series launch



2013: Start of production at Bus body plant at Baggad (MP)



Milestones



2013: EEC gear plant, Dewas Unit II inauguration



2014: Volvo Trucks launch of new range of products comprising FH, FM and FMX



2014: Inauguration of Eicher retail excellence center (VECV academy)



2017: Pro 5000 Series launch



2016: Launch of Eicher Pro 1049 (Sub 5 Ton mini truck)



2015: Inauguration of 'Customer Experience Center' and 'Vehicle display zone'



2017: Inauguration of Transmission Assembly Line at EEC, Dewas



2018: Ground Breaking Ceremony of EECD II expansion facility at Dewas



2018: Launch of Eicher Pro 6049 & Eicher Pro 6041

2018: Successful 10 years of partnership between Eicher and Volvo



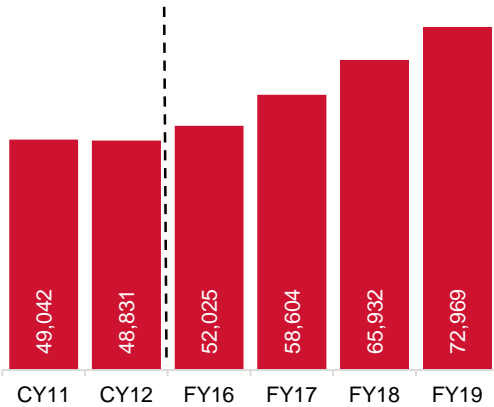
10 YEARS OF DRIVING MODERNISATION
VOLVO GROUP & EICHER MOTORS



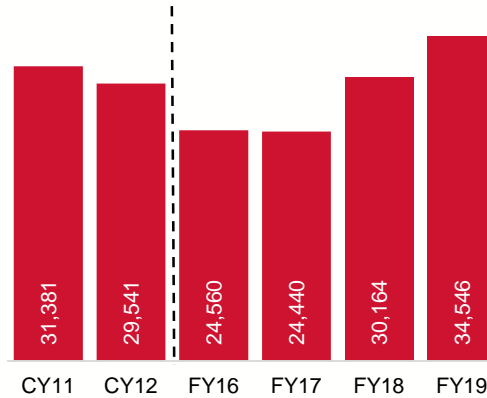
INVESTOR PRESENTATION
May 2019

Volumes

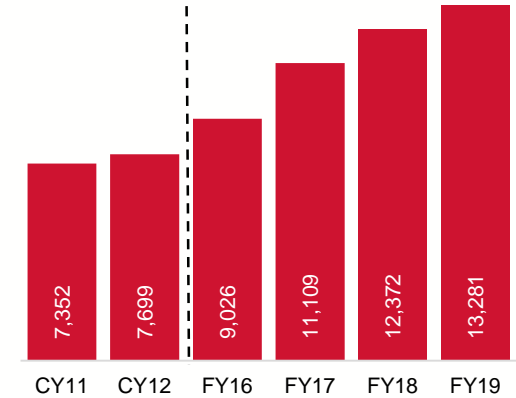
Total CV* Volumes (in nos)



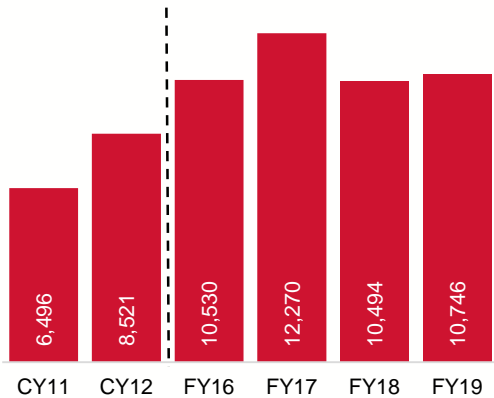
Eicher Light to Medium Duty Trucks (5-15 tonne) (in nos)



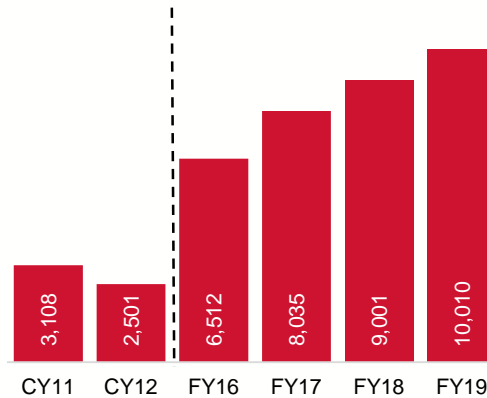
Eicher Heavy Duty Trucks (16 tonne +) (in nos)



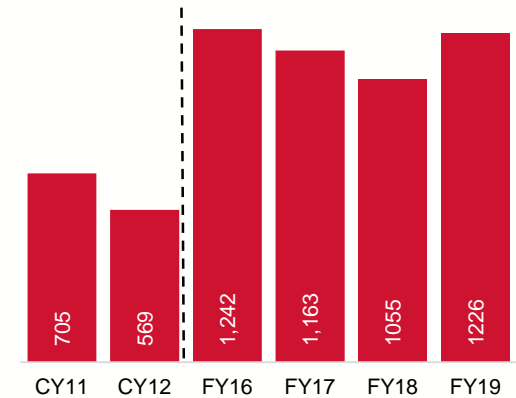
Buses (in nos)



Exports (in nos)



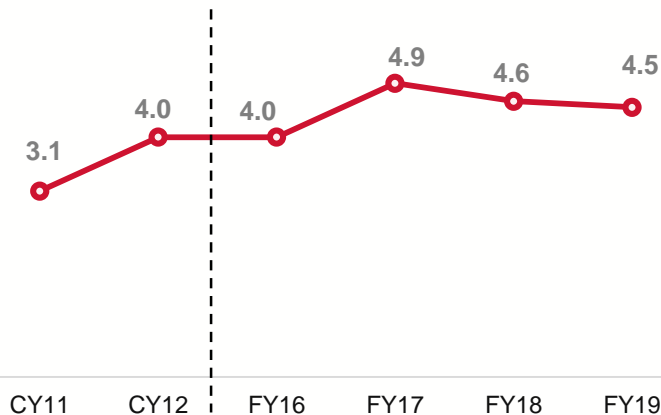
Volvo Trucks (in nos)



Market Share

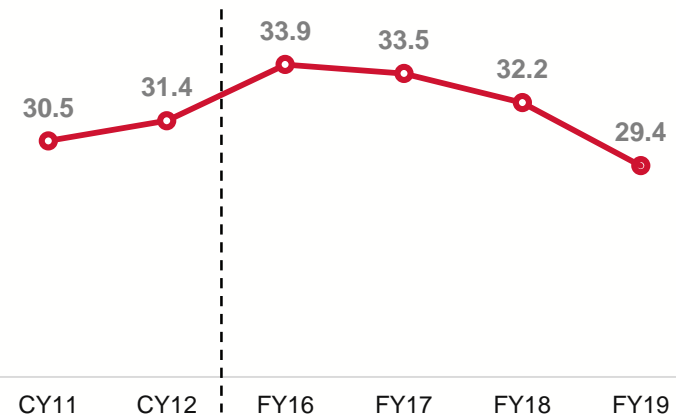
**Eicher Heavy Duty Trucks
(excluding exports)**

In %



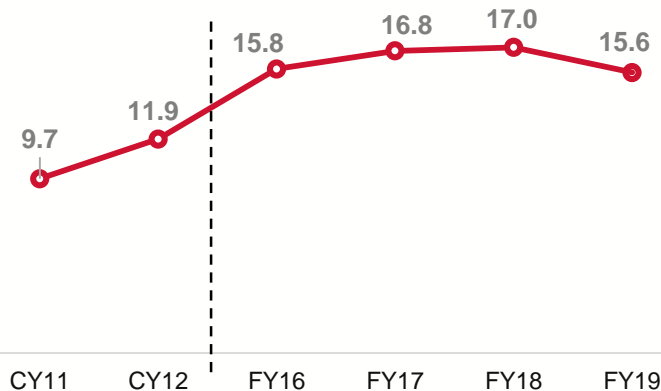
**Eicher Light and Medium Duty Trucks
(excluding exports)**

In %



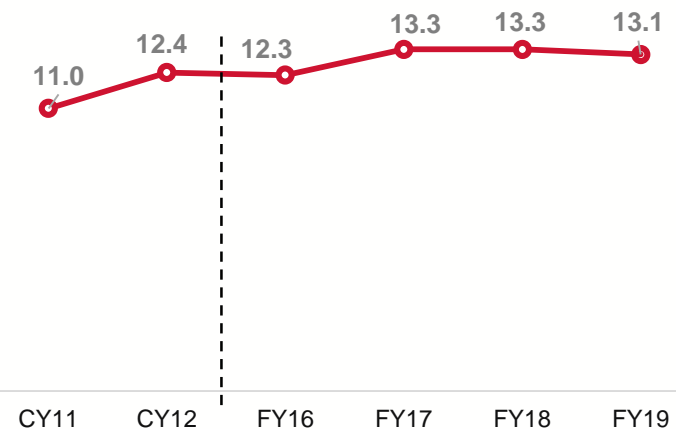
Buses (excluding exports)

In %



VECV market share (including exports)

In %

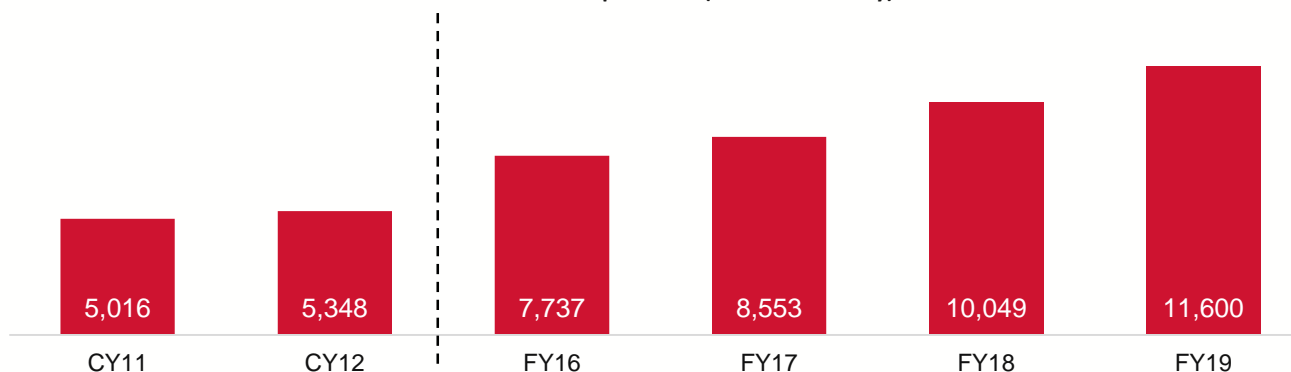


Financial Highlights – VE Commercial Vehicles

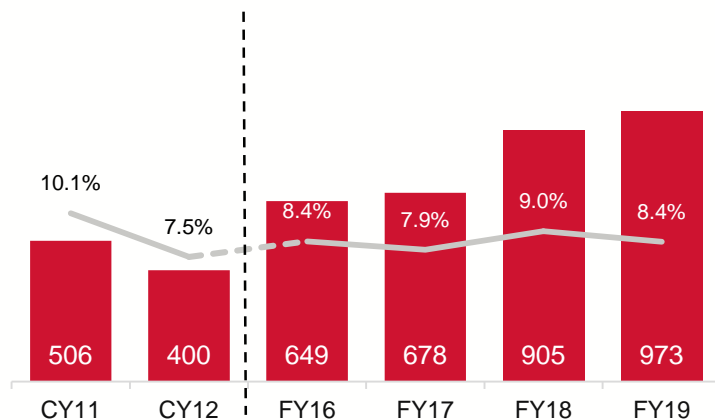
All figures are for VE Commercial Vehicles
(in Rs. Crore unless specified)

Total Revenue*

Total revenue from operations (net of excise duty)

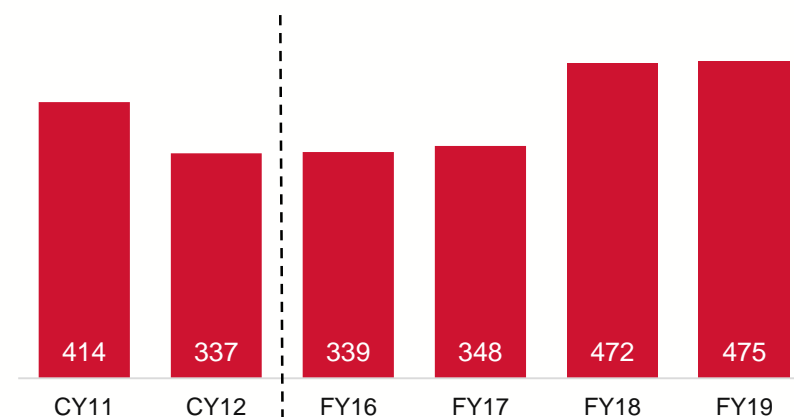


EBITDA & Margin*



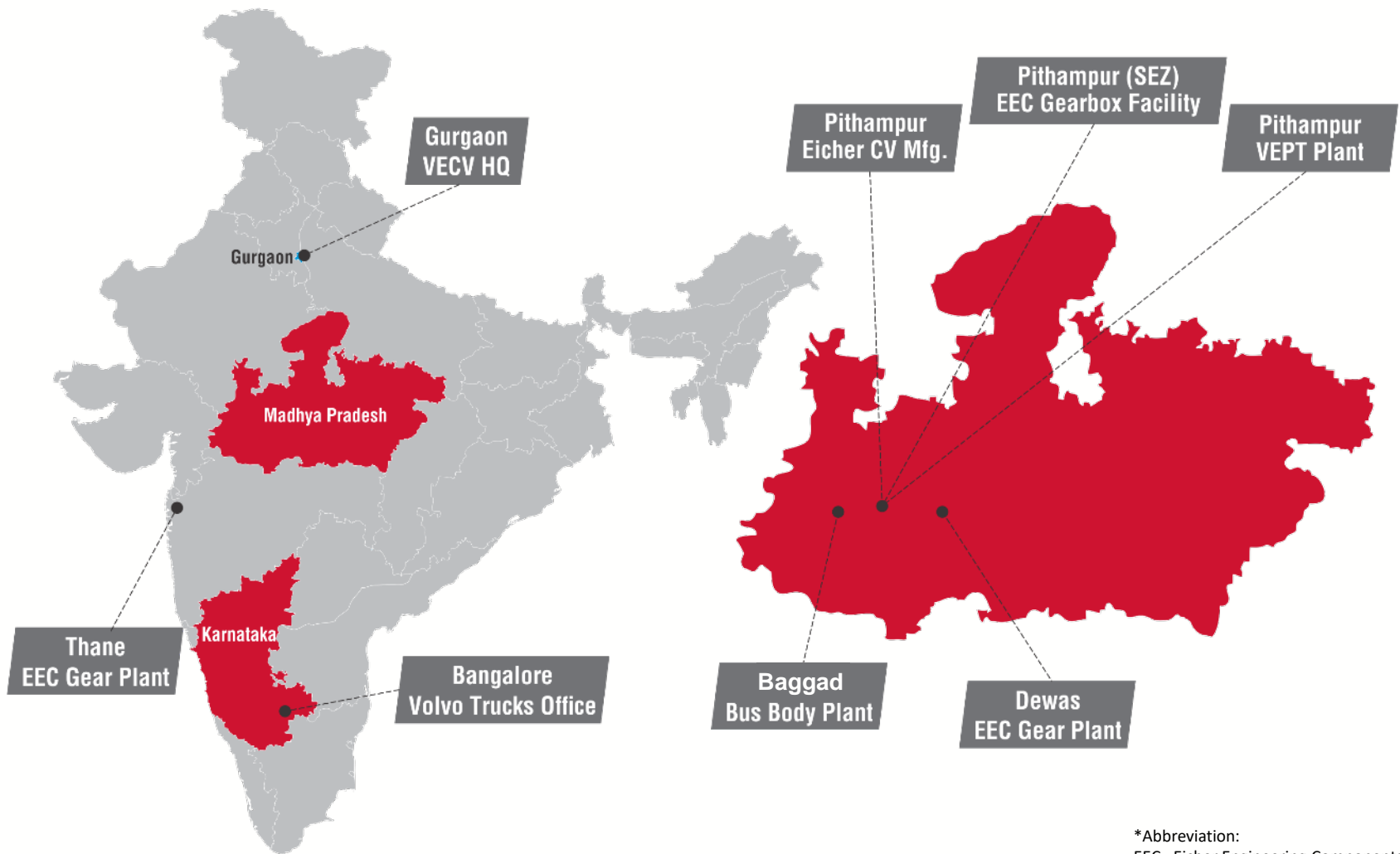
The figures in % indicate EBITDA Margins
EBITDA Margin = EBITDA/Total revenue from operations (net of excise duty)

Profit After Tax



Note: Figures for FY16 onwards are as per IND AS. Figures from CY11 and CY12 are as per IGAAP.
EBITDA – Earning Before Interest, Tax, Depreciation and Amortisation
*Excludes Other Income

India Facilities – Manufacturing and Operations

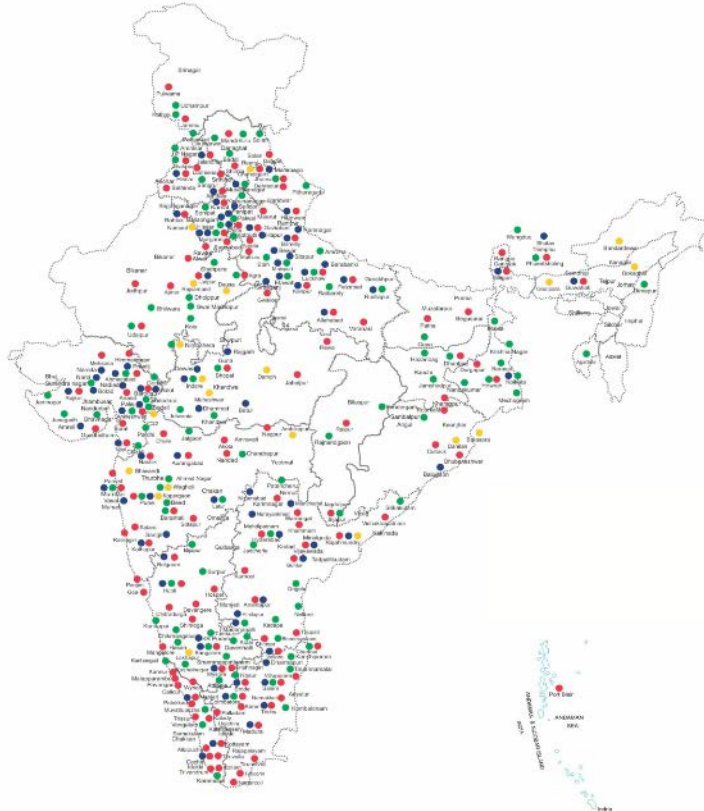


Number of employees(VE Commercial Vehicle) – 4,964*
(*permanent) (as of Mar 2019)

*Abbreviation:
EEC - Eicher Engineering Components
VEPT - VE Power Train
SEZ - Special Economic Zone
HQ - Head Quarter

VECV Trucks and Buses Distribution network

Eicher Truck & Bus Network



- Dealer network 288 nos. including 15 COCO* outlets
- 23 distributors, 101 Eicher Genuine Parts Shoppe and 2,500+ multi-brand parts retailers
- 234 GPS enabled Vans and 41 Container Set up sites

Volvo Truck & Bus Network



- Hub and spoke network model
- Sets benchmarks in the industry for vehicle uptime and productivity

* COCO – Company owned company operated

Opportunities / Discontinuities

Stricter emission & Safety

Stronger regulations for overloading

Better infrastructure leading to higher speeds & mileage

Increasing influence of drivers in purchase decision

Professionalization of transportation & logistics

Growing demand in “premium domestic” segment

VECV EDGE

Investing early in fully-built vehicles & emission norms

Building products apt for right-load & mild over-load conditions

Building more reliable engines & driveline

Better comfort & features for drivers

Value-selling, more efficient premium products, continued leadership in FE.

Vehicle quality & after market excellence

Opportunities / Discontinuities

VECV EDGE

Availability of trained drivers

Driver training and regional academy

Higher dependence on logistics

Developing products aligned with evolving customer needs – Pro series

Increased pressure on initial acquisition cost

Institutionalization of cost reduction program, Frugal approach

Increasing need for safe, ergonomic, superior aesthetics in Buses

Frugal approach and inclusive innovation with Volvo collaboration

Modern technologies, features at mass market prices

World-class state of the art integrated Bus plant

Eicher LMD Trucks: A Significant Player

Eicher Pro 1000 series (5-15 Ton GVW)



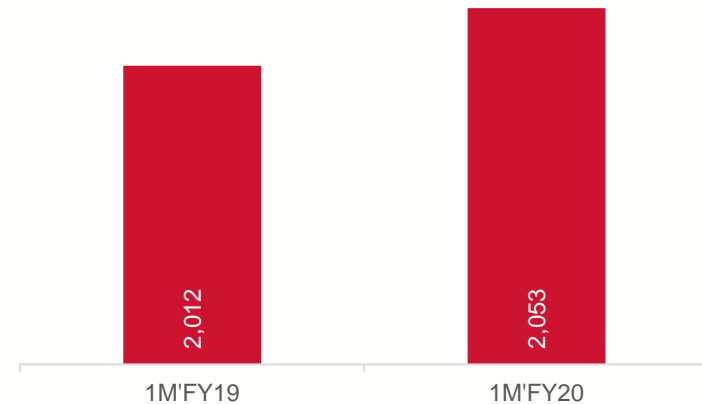
Mileage ka Badshah



Eicher Pro 3000 series (12-15 Ton GVW)

Volumes

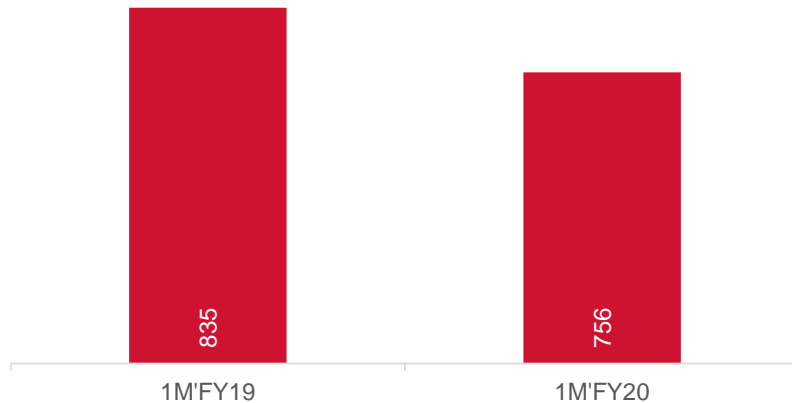
(in nos)



Eicher HD Trucks: To Leverage Full Potential.....

Volumes

(in nos)



Pro 6000 series



Pro 8000 series



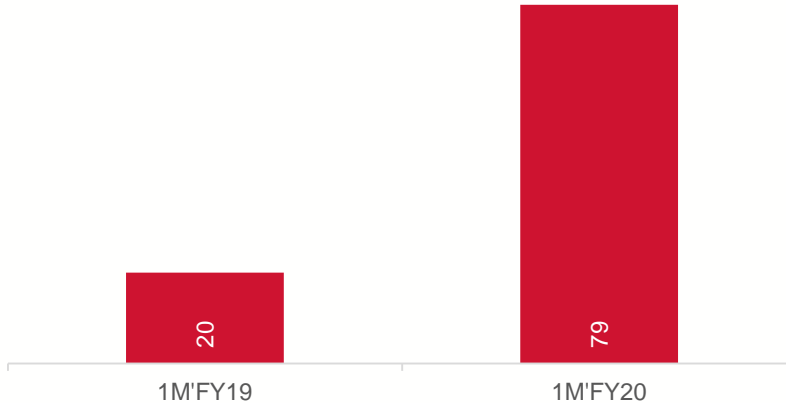
Steadily growing market share

- ▶ The 'Pro' series is gaining more traction with increased interest in technologically advanced trucks. The Value Trucks are witnessing good acceptance in the market.

Volvo Trucks: Market leader in Premium Truck segment

Volumes

(in nos)



Leadership in niche segments



FMX 10X4 (55 Ton dump trucks)



Mining tipper



Tunnel tipper



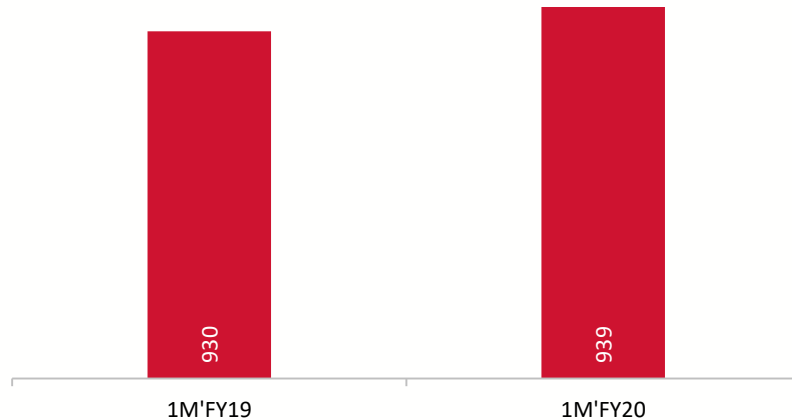
FH 520 is the flagship model of the Volvo truck range

Over dimensional cargo

Eicher Buses: Steady Market Share in a Challenging Environment

Volumes

(in nos)



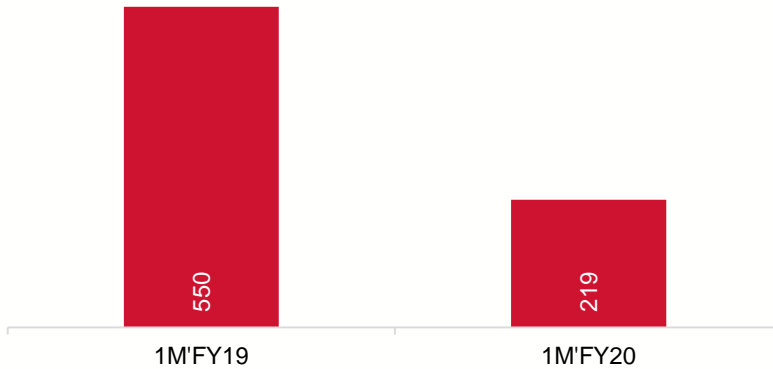
Electric Pro E



Tapping Global Potential

Exports

(in nos)



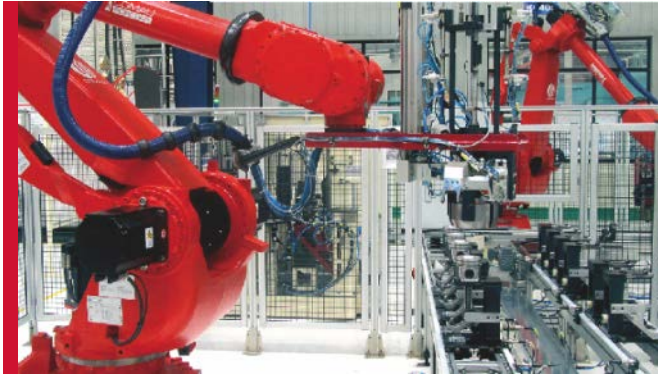
- Sustained growth for last 6 years with expansion in new markets and introduction of country specific products
- New generation trucks introduced in over 10 markets – helped expand into markets currently dominated by Japanese players
- Entry made into high potential markets of ASEAN region
- New aftersales initiatives rolled out to enhance customer experience



World Class Manufacturing set up...

- Capacity to produce up to 90,000 trucks from single plant; new plant establishment under progress to take capacity to 130,000 per annum
- Highest ever production of 73,619 vehicles in FY19, a growth of 12.7% over FY18
- Highly flexible vehicle assembly lines with right blend of technology to control critical parameters catering over 800+ variants
- All aggregate lines, Body in White (BIW), paint shop, main chassis lines, machine shop, engine testing & painting, new export line established with enhanced capacities
- New body shop for Pro 2000 and Pro 8000 installed & commissioned successfully
- Complex and critical sub assemblies by robots/manipulators ensuring consistent quality levels, fit and finish
- State-of-art bus plant spread over 46 acres set up under VECV's overriding vision of driving modernization of the Indian CV market





- First engine plant in India producing Euro-6 compliant base engine
- Exclusive manufacturing hub for medium duty engine requirements of Volvo Group
- Current capacity of 50,000 engines, scalable up to 100,000 engines
- Best executed project with Volvo Group technology with frugal approach
- The 5 and 8 liter engines of this platform delivers power ranging from 180 to 350 HP

New Plant in Bhopal, Madhya Pradesh

Current Status

- ETB plant capacity 90,000, deliverable 80,000 with seasonal variations, running at full utilization

Proposed

- Project commenced in October 2018 with proposed capacity of 40,000 per annum
- Overall project on track; start of production planned in April 2020
- Planned capital outlay of around Rs. 400 crores
- All long lead contracts and purchase orders released; civil construction in full swing



Other VECV Business Areas

Eicher Engineering Components (EEC)

- ▶ Strategic supplier of drive line components and aggregates for VECV, The Volvo group, exports and strategic domestic OEM customers
- ▶ Production facilities at: Thane, Dewas and SEZ, Pithampur
- ▶ Annual turnover of Rs.1,008 Crores in FY19



Other VECV Business Areas

Eicher Non - Automotive Engines

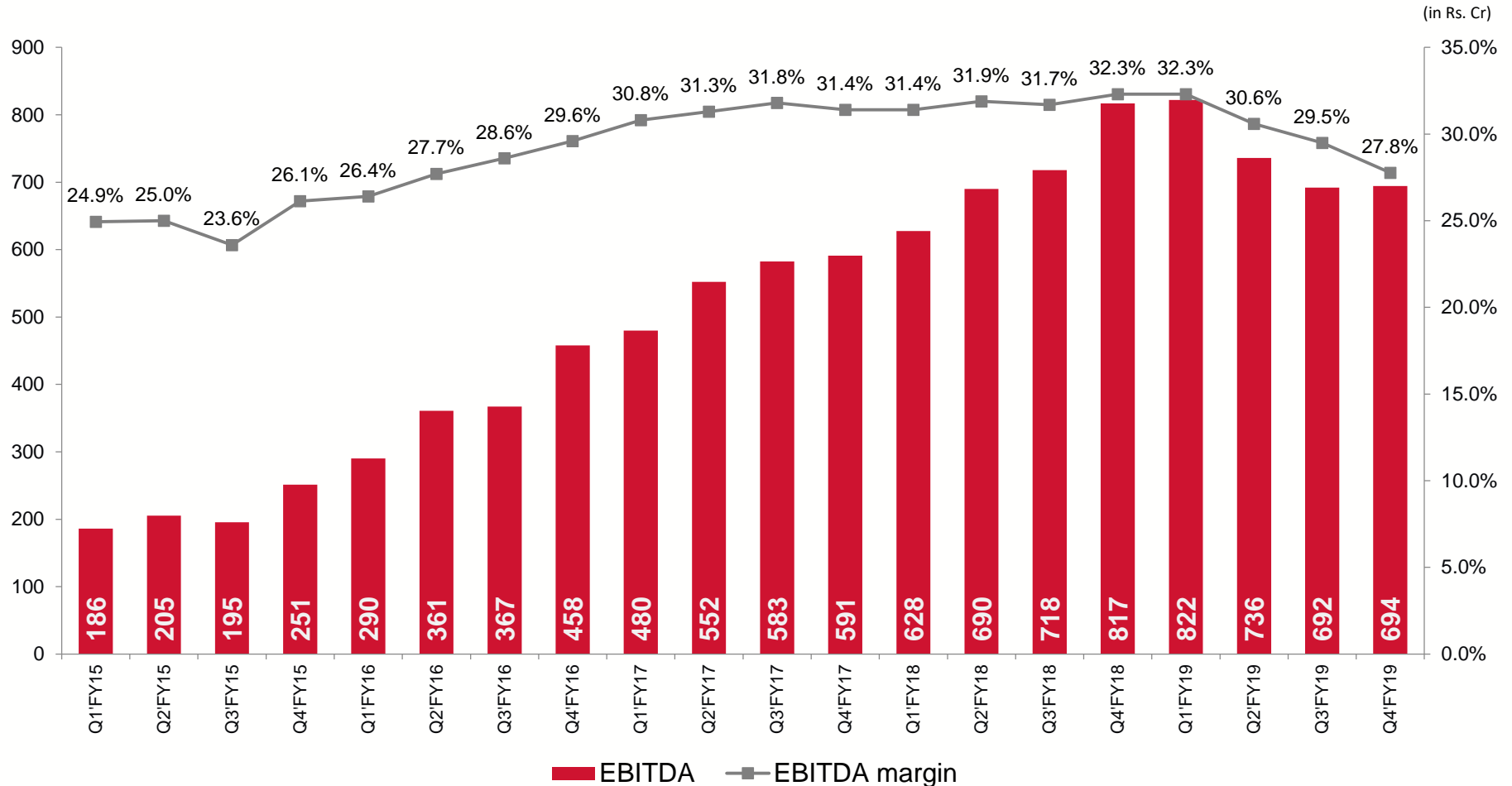
- ▶ Presence in 10 countries, Genset Assembly in UAE & South Africa, pan India presence in Genset segment
- ▶ Reputed as most reliable and lowest operating cost engines, established in material handling segment
- ▶ Engines and drivelines for power, industrial and other off-highway applications
- ▶ Providing customised power drive solutions to equipment manufacturers in agro, fire-fighting & earthmoving segment



FINANCIALS

Quarterly Financial Highlights (Standalone)

Eicher Motors – Standalone* performance in last 5 years...



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Royal Enfield



Royal Enfield



VE Commercial Vehicles

APPENDIX

Balance Sheet (Consolidated)

(In Rs. Cr.)

Particulars	Mar'17	Mar'18	Mar'19
Net Fixed Assets (including CWIP and Pre-operative Expenditure)	1,247	1,835	2,324
Investments	4,987	5,581	4,923
Other Non Current Assets	260	186	180
Current Assets			
Inventories	336	395	633
Debtors	50	68	90
Cash and Bank Balances	25	1,212	2,965
Other Current Assets	86	227	271
Current Liabilities and Provisions	1,501	2,265	2,098
Net Current Assets	(1,004)	(364)	1,862
Total	5,489	7,257	9,289
Share Capital	27	27	27
Reserves & Surplus	5,318	7,003	8,891
Net Worth	5,345	7,030	8,919
Minority Interest	-	-	-
Deferred Tax Liability (net)	78	142	274
Other Non Current Liabilities & Provisions	66	85	96
Borrowings	-	-	-
Total	5,489	7,257	9,289

Profit & Loss Statement (Consolidated)

(In Rs. Cr.)

Profit & Loss Account	FY17	FY18	FY19
Sales Volume:			
Two Wheelers (Nos.)	666,135	820,121	822,724
Total revenue from operations (net of excise)	7,033	8,965	9,797
Manufacturing and other expenses	4,859	6,157	6,894
Earnings before interest, depreciation & tax (EBIDTA)	2,174	2,808	2,903
EBIDTA to Net Revenue (%)	30.9%	31.3%	29.6%
Depreciation	154	223	300
Earnings before interest & tax (EBIT)	2,020	2,584	2,603
EBIT to Net Revenue (%)	28.7%	28.8%	26.6%
Finance Cost	4	5	7
Other Income	227	280	443
Share of profit of joint venture	189	257	258
Profit before tax	2,433	3,116	3,297
Provision for taxation	720	936	1,077
Profit after tax and share of profit of Joint Venture from continuing operations	1,713	2,180	2,220
Discontinued Operations: Share of loss of Joint Venture*	(46)	(220)	(18)
Profit After Tax	1,667	1,960	2,203
PAT to Net Revenue (%)	23.7%	21.9%	22.5%

*NOTE: On March 9, 2018, the Board of Directors of Eicher Polaris Private Ltd. (EPPL), Eicher Motors' 50:50 joint venture with Polaris Inc., US, decided to wind down the operations of the EPPL

Glossary

- **7M** – 7 months starting April to October
- **9M** – 9 Months starting April to December
- **10M** – 10 Months starting April to January
- **15M** – 15 months ended on 31st March 2016
- **12M** – 12 months ended on 31st March 2016
- **CAGR** – Compounded Annual Growth Rate
- **Consolidated** – Consolidated includes financials of Royal Enfield, VE Commercial Vehicles & 50% of Eicher Polaris Pvt. Ltd.
- **CV** – Commercial Vehicles
- **CY** – Calendar Year
- **BS IV** – Bharat Stage IV
- **DIIs** – Domestic Institutional Investors
- **E** – Estimated
- **EBIT** – Earnings Before Interest and Tax
- **EML** – Eicher Motors Limited
- **EPPL** – Eicher Polaris Private Limited
- **FIIs** – Foreign Institutional Investors
- **GVW** – Gross Vehicle Weight
- **HD** – Heavy Duty
- **IGAAP** – Indian Generally Accepted Accounting Principles
- **IND AS** – Indian Accounting Standards
- **JV** – Joint Venture
- **LCV** – Light Commercial Vehicles
- **LMD** – Light to Medium Duty
- **M&HCV** – Medium and Heavy Commercial Vehicles
- **Market Share** – Market share in India calculated ex-exports volumes
- **MD** – Medium Duty
- **MDE** – Medium Duty Engine
- **Mid Size segment** – 250cc-750cc
- **PUV** – Personal Utility Vehicles
- **RE** – Royal Enfield
- **ROA** – Return on Assets = Profit After Tax / Avg Assets
- **ROCE** – Return on Capital Employed = EBIT/Avg Capital Employed*
- * Capital Employed includes Shareholder Funds + Non Current Liability only (i.e.. Total Assets - Current Liability)
- **Standalone** – 100% Business of Royal Enfield
- **SIAM** – Society of Indian Automobile Manufactures
- **Stores** – Exclusive Royal Enfield Stores in India
- **Total Revenue** – Revenue from Operations (excluding other income)
- **UCE** – Unit Construction Engine
- **VECV** – VE Commercial Vehicles