



Investor Presentation

November 2016





EICHER MOTORS LIMITED - OVERVIEW

ROYAL ENFIELD

VE COMMERCIAL VEHICLES

EICHER POLARIS

FINANCIALS

IMPACT OF IND-AS ON FINANCIALS

APPENDIX

Note: The Company followed “January-December” as its financial year. The Board of Directors in its meeting held on February 13, 2015 decided to align the financial year of the Company with the requirements of Companies Act, 2013. Therefore the financial year under review 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 FY14-15 (April 1st 2014 to March 31st 2015) and 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



Commencement of business by Eicher Polaris

2015

JV* with Mitsubishi Motors to make 'Canter' trucks



JV* with Mitsubishi ended, enters medium duty bus segment



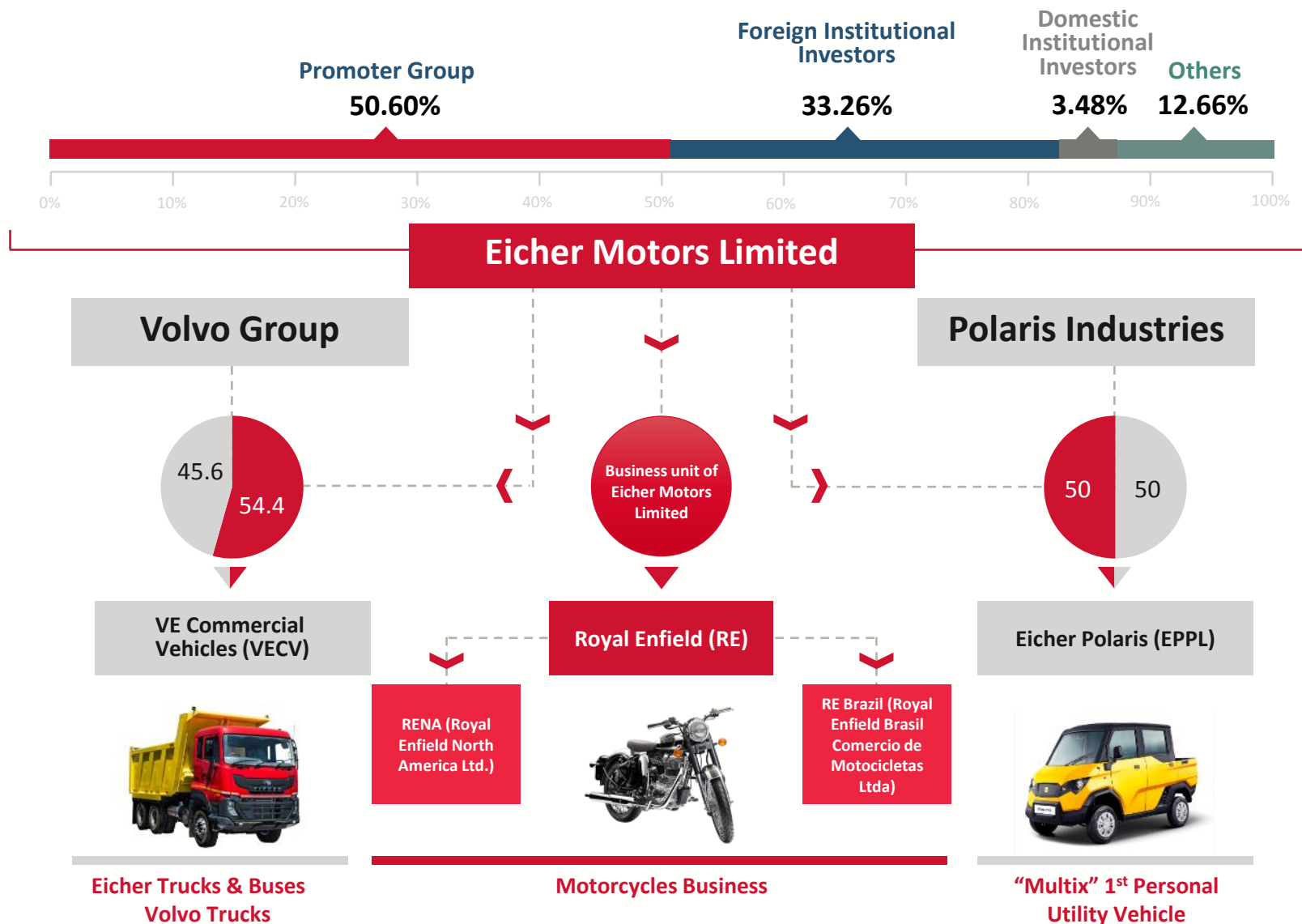
Divests tractor & allied businesses to focus on commercial vehicle & motorcycle businesses



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



Shareholding Pattern (30th Sept. 2016)



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

Board



Eicher Motors Limited

- **S Sandilya**
Non-executive Chairman
- **Siddhartha Lal**
Managing Director & CEO
- **Priya Brat**
Independent Director
- **MJ Subbaiah**
Independent Director
- **Prateek Jalan**
Independent Director
- **Manvi Sinha**
Independent Director



VE Commercial Vehicles

- **Siddhartha Lal**
Chairman
- **Vinod Aggarwal**
Managing Director
- **Hakan Karlsson**
Volvo Nominated Director
- **Jacques Michel**
Volvo Nominated Director
- **Philippe Divry**
Volvo Nominated Director
- **Raul Rai**
Eicher Nominated Director
- **Prateek Jalan**
Independent Director
- **Lila Poonawalla**
Independent Director



Eicher Polaris Pvt. Ltd

- **Michael D. Dougherty**
Chairman
- **Pankaj Dubey**
CEO & Whole Time Director
- **Siddhartha Lal**
Eicher Nominated Director
- **Lalit Malik**
Eicher Nominated Director
- **B Govindarajan**
Eicher Nominated Director
- **Michael Todd Speetzen**
Polaris Nominated Director

Business Highlights – FY 2015-16[^]



0

EML continues to be
Debt free company



508,099

Motorcycles sold in FY16,
6x in last 5 years



96%

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



28.3%

Royal Enfield EBITDA
margin in FY16, benchmark
in automobile industry



33.9%

VE Commercial Vehicles
market share in domestic
LMD# segment



8.1%

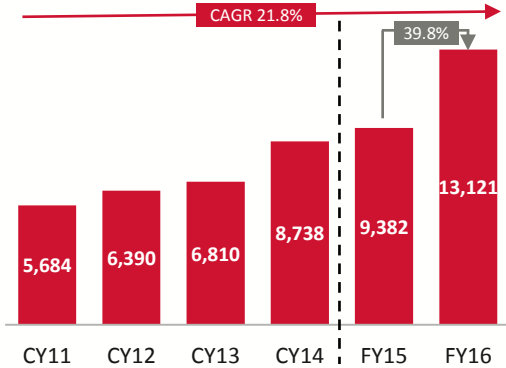
VE Commercial Vehicles
EBITDA margin in FY16,
Best in Class

Financial Highlights – Eicher Motors Ltd. (Consolidated)*

All figures are for Eicher Motors Limited consolidated (in Rs. Crore unless specified)

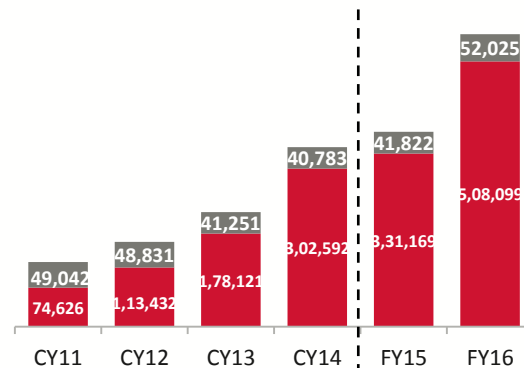
Total Revenue

Total revenue from operations (net of excise duty)

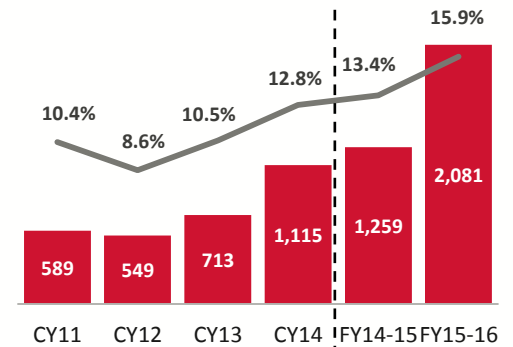


Sales Volume

(in nos)

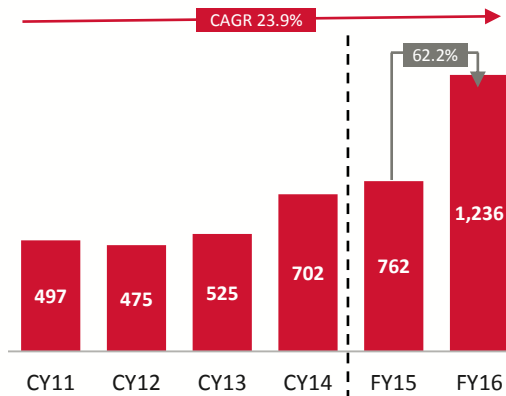


EBITDA / Margins



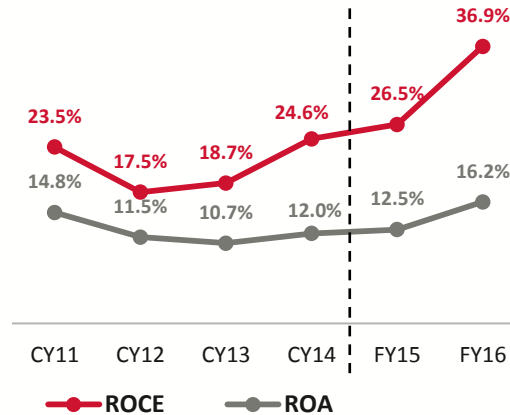
The figures in % indicate EBITDA Margins.
EBITDA Margin = EBITDA/Total revenue from operations (net of excise duty)

Profit After Tax

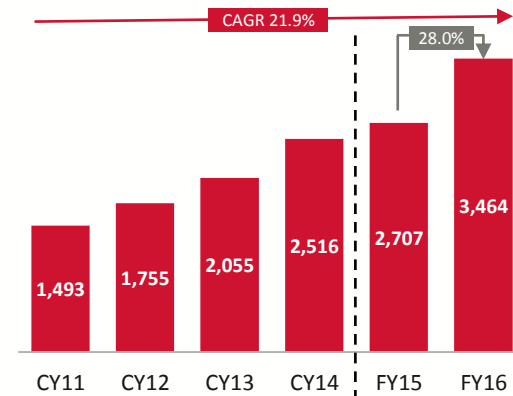


Ratios

(in %)



Networth



INVESTOR PRESENTATION
NOVEMBER 2016

*As per old accounting standards
EBITDA –Earning Before Interest ,Tax, Depreciation & Amortisation
Profit After Tax is before minority interest

ROYAL ENFIELD

Oldest motorcycle brand in continuous production

1891  <p>R.W. Smith and Albert Eddies take over the Townsend Cycle Company in Redditch, UK. Soon after, they start supplying motorcycles to the British Army. The first Royal Enfield Small Arms Factory in Redditch, Middlesex. Their undertaking is renamed the Enfield Manufacturing Company Limited.</p>	1893  <p>Enfield Manufacturing Ltd. becomes Royal Enfield. Royal Enfield takes over the Royal Small Arms Company. The 'victoria' model is a 2-stroke.</p>	1898  <p>R.W. Smith designs a prototype motorcycle, a 4-wheeled bicycle known as a quadricycle. It has a proprietary 1 1/2 hp De Dion engine.</p>	1900  <p>Royal Enfield enters motorcycle market when one of its quadricycles enters a 1000 Mile Trial. The event does much to persuade the British public about the viability of motorised transport.</p>	1901  <p>The first Royal Enfield motorcycle is produced. Designed by R. W. Smith and Frankham Jones Gutter. It has a 1 1/2 hp 200 cc engine mounted in front of the steering head. The final drive is at the rear wheel by means of a long axle drive belt.</p>	1909  <p>Royal Enfield's first motor is launched at the Stanley Cycle Show. The engine is a 2 1/4 hp with a 200 cc displacement.</p>
1914  <p>Royal Enfield's first 2-stroke motorcycle goes into full production. As Britain becomes more deeply involved in World War I, production ceases on all other Royal Enfield motorcycles bearing this machine and the company's biggest motorcycle, the 770cc 6 hp V-twin.</p>	1924  <p>Continuum development results in a range of 4 models, including the launch of the Sports Model 35. The first Royal Enfield 500cc 4-stroke motorcycle with foot operated gear change. It is powered by a 147 cc engine. A 2-stroke step-through Ladies Model is also released.</p>	1926  <p>A major fire breaks out at the 18-acre Redditch factory. The company's own fire brigade manages to fight flames that threaten to engulf the entire plant.</p>	1928  <p>Royal Enfield adopts axle tanks in place of oil-coated fuel tanks. It is also one of the first manufacturers to change to front link system from a chain drive to centre spring guide forks.</p>	1930  <p>The decade begins with a diverse eleven model range, from the 250cc 2-stroke Model A to the 750cc V-twin Model X. Also, the new 350 and 500cc side-valve and overhead valve machines with dry-sump lubrication are also produced.</p>	1933  <p>The legendary 'Bullet' motorcycle is born. It is first displayed in November 1932 at the important India Count Motorcycle Show in London. Three versions, 250, 350 and 500cc are available. All with inclined 'valve' engines, twin-spaced cylinder heads, foot operated gear change and high compression pistons.</p>
1935  <p>Cord law is riding a 500cc Bullet at the Isle of Man TT. In his first year, he averages 24 mph. It is Royal Enfield's first factory sponsored entry in the event. The 500cc Bullet is radically changed the following year with the release of a new sporting version, the Model 17, featuring a 4-valve cylinder head.</p>	1939  <p>Royal Enfield produces large quantities of motorcycles and bicycles during the Second World War. The most common military model is the 250cc 'A' model. Another motorcycle known as the Flying Flea. This 250cc 2-stroke can be loaded into a specially fabricated parachute crate and dropped with paratroopers behind enemy lines.</p>	1948  <p>The 350cc Bullet prototype, with radial engine and new suspension, is previewed in the Colborne Cup Trial of March 1948. Two Bullets from part of the victorious British team in the 1948 1947 International Six Day Trial, held in Italy. Both the new and old models.</p>	1949  <p>The 350cc Bullet and 500cc twin models are launched in the UK. Both bikes share the same frame, swinging arm suspension, telescopic front forks and gearbox. R. W. Smith's type 1000cc Madras Motors to import British motorcycles into India. Besides Natives and Matchless machines, he sells Royal Enfield.</p>	1952  <p>Madras Motors receives an order from the Indian Army for 400 350cc Bullets. The motorcycles arrive from Redditch in early 1953 and prove to be a great success, being both hardy and easy to maintain. Johnny Britton wins the prestigious Scottish Six Days Trial on the 350cc Bullet, 'The Bull'.</p>	1955  <p>The Redditch company partners Madras Motors, India to form 'Enfield India'. Work commences on the construction of a purpose-built factory at Thiruvattur, near Madras.</p>
1956  <p>The Thiruvattur factory opens and Bullets begin to be manufactured under license. Early production is based on machines that come from England in kit form which are then assembled in Madras. A total of 363 Bullets are built by the end of the year.</p>	1957  <p>Johnny Britton wins the Scottish Six Days Trial on a Bullet for the second time and also finishes top of the British Trials Championship. The 250cc Crusader model is launched in Britain. Featuring 18 hp, the motorcycle features a front construction engine and alternator electric with coil ignition.</p>	1964  <p>The iconic Continental GT café racer is launched to great acclaim when a team of photographers ride it from John to Gilling to Leeds and back in under 24 hours, by way of 7 laps of the Silverstone circuit. The GT features a racing petrol tank, clip-on handlebars, rear sets, a humped race seat, rev counter and a swept back exhaust.</p>	1967  <p>With only two models left in production at the start of the year, the 350cc Continental GT and the 750cc Interceptor - Royal Enfield's last factory produced bikes. Production of the Interceptor continues at Enfield's underground facility in Bradford on Avon.</p>	1970  <p>The Enfield Cycle Company in the UK goes out of business. The remaining Interceptor bikes are sold to the Rickman Brothers and to the proprietors of Motorcycles. Approximately 90 of these machines are built. Production in India continues without interruption.</p>	1977  <p>The Enfield Cycle Company in the UK goes out of business. The remaining Interceptor bikes are sold to the Rickman Brothers and to the proprietors of Motorcycles. Approximately 90 of these machines are built. Production in India continues without interruption.</p>
1979  <p>The Enfield Cycle Company in the UK goes out of business. The remaining Interceptor bikes are sold to the Rickman Brothers and to the proprietors of Motorcycles. Approximately 90 of these machines are built. Production in India continues without interruption.</p>	1989  <p>A new 24 hp 500cc Bullet is released. The bike is primarily aimed at export markets, where it is available in Canada, Deluxe and Superstar trim along with the 350.</p>	1993  <p>Enfield India produces the world's first and only mass-manufactured diesel motorcycle. Known as the Enfield Diesel, it used a highly fuel efficient 350cc power unit installed in the standard Bullet riding chassis.</p>	1994  <p>The Fisher Group acquires Enfield India Limited. The company is renamed Royal Enfield Motors Limited.</p>	1997  <p>Pony Royal Enfield motorcycles are shown in the world's largest motorcycle show, setting a precedent for export sales in some of the world's most difficult to reach.</p>	1999  <p>Utilising the design skills of American experts, production of a revised 350cc 40 hp aluminium beam-burn Bullet engine. Known as the 430i, begins at a new Royal Enfield plant near Jaipur, Rajasthan.</p>
2001  <p>The Thunderbolt motorcycle displays team of the Indian Army Corps of Signals, Jaipur. Forms a human pyramid of 201 men on two 350cc Enfield motorcycles, riding a distance of more than 200 metres.</p>	2002  <p>The Thunderbolt, a stylish 1000 cc bike, is launched in India. It features the first 6-speed gearbox and is a Royal Enfield since 1985 in Redditch. More than 1000 Royal Enfield Thunderbolt bikes are launched in Redditch for the Royal Enfield Dealer's Club Redditch Revisited event.</p>	2003  <p>The Thunderbolt, a stylish 1000 cc bike, is launched in India. It features the first 6-speed gearbox and is a Royal Enfield since 1985 in Redditch. More than 1000 Royal Enfield Thunderbolt bikes are launched in Redditch for the Royal Enfield Dealer's Club Redditch Revisited event.</p>	2004  <p>The Enfield X, an export Bullet with a 500cc version of the all alloy beam burn engine, goes on sale. The new-style 'Bullet Mechanic' is rated the 'No. 1 Cruiser' in a TNS Autosurvey.</p>	2005  <p>Royal Enfield celebrates its 50th anniversary in India.</p>	2008  <p>Royal Enfield begins exporting the classic India's first 350cc 40 hp 430i 40 hp aluminium beam-burn Bullet engine. The 430i 40 hp aluminium beam-burn Bullet engine is launched with the new Unit Construction Engine (UCE) in India.</p>
2009  <p>The 500cc UCE engine is launched in India. The new-style 500cc version achieves 40 hp and sales grow rapidly.</p>	2011  <p>The company launches its first annual 'One Ride, Where All Royal Enfield Riders Across the World' are encouraged to go for a ride on the first Sunday in April. Royal Enfield acquires 50 acres of land at Oragadam near Chennai for its new plant. A factory designed to cross the border with 'Tours of Nepal'.</p>	2012  <p>Royal Enfield launches its first highway cruiser, the all-black Thunderbolt 500. Work on the new Oragadam factory continues briskly while the Thiruvattur plant gets new production records.</p>	2013  <p>The first Royal Enfield motorcycle with out of the new Oragadam plant near Chennai. 49 years after it launched the first Continental GT, Enfield rolls out the all new Continental GT, a motorcycle built on a new race frame chassis that is, through and through, a race racer.</p>	2014  <p>Royal Enfield introduces a new retail experience with the opening of the first of its kind exclusive gear store at Icon Market, New Delhi.</p>	2015  <p>Royal Enfield acquires worldwide collaborations with performance of the UK, a motorcycle engineering and design firm to enhance its engineering and product design capabilities.</p>
2016  <p>Royal Enfield celebrates its 125th anniversary.</p>	2017  <p>Royal Enfield celebrates its 125th anniversary.</p>	2018  <p>Royal Enfield celebrates its 125th anniversary.</p>	2019  <p>Royal Enfield celebrates its 125th anniversary.</p>	2020  <p>Royal Enfield celebrates its 125th anniversary.</p>	2021  <p>Royal Enfield celebrates its 125th anniversary.</p>

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



New Product launch- Himalayan



Bringing together 60 years of Himalayan riding experiences in a completely ground-up design, and powered by a new LS 410 engine, the Royal Enfield Himalayan paves the way for a purer, non-extreme and more accessible form of adventure touring in India

- 411cc air cooled 4 stroke engine
- 300mm front & 240 mm rear disc brakes
- 220 mm ground clearance

Product Portfolio – Gear

In October 2012, Royal Enfield launched its range of meticulously designed, purpose-built Accessories & Apparel inspired by the motorcycling way of life



Protective gear launched with Himalayan

Royal Enfield has also introduced meticulously designed, purpose-built protective riding gear that caters to the long range tourer travelling to unpredictable places, terrains and climates. The protective gear range includes the 4-season Royal Enfield Darcha riding suit made in collaboration with REV'IT; versatile touring jackets and trousers with Cordura, protective armour, removable thermal liners and breathable waterproof lining. The collection also has riding gloves, riding trousers and riding boots.

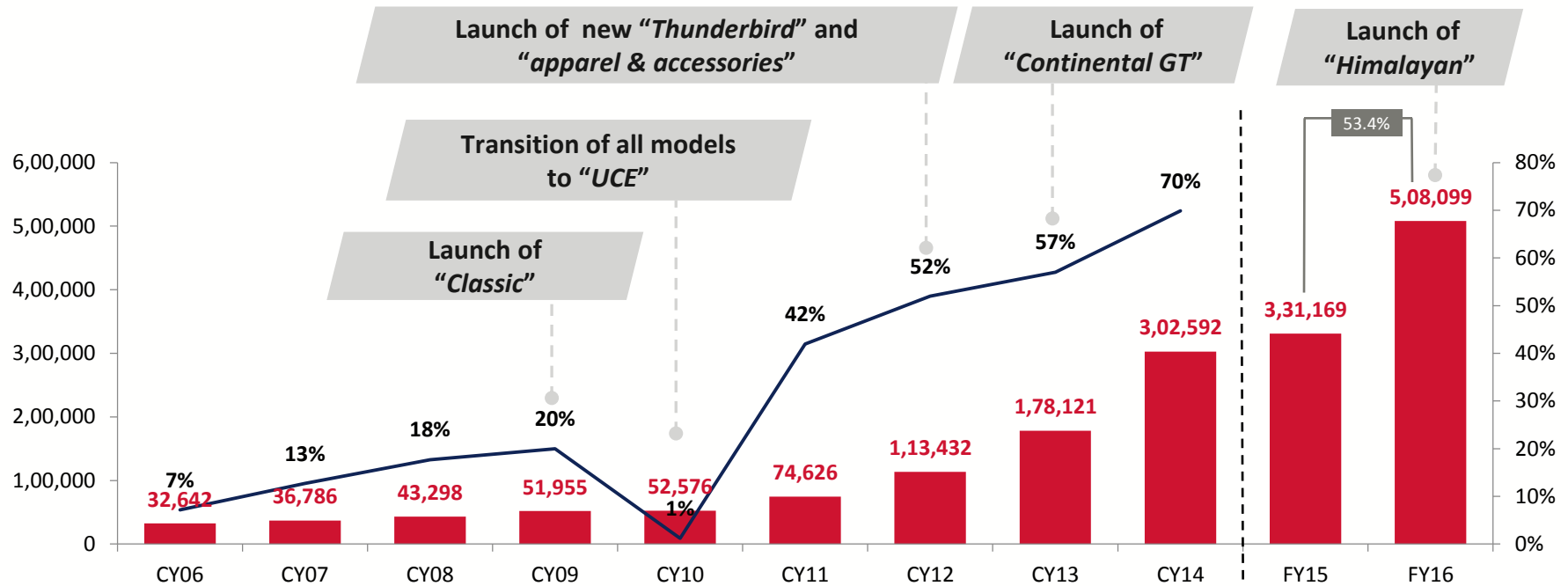


Despatch Rider Range

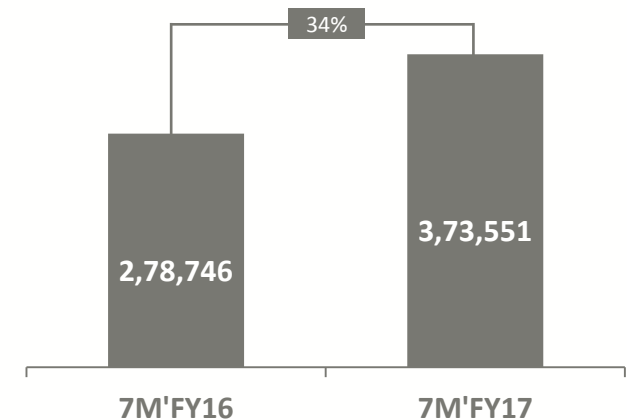
Launched on 30th May 2015 this collection was inspired by the Despatch riders of the world wars and the kit they served in. The Gear blends classic military detailing with modern silhouettes. The range consisted of canvas, twill & leather jackets, urban riding boots, coated canvas bags, raw & selvedge denims, t-shirts and a host of leather accessories.



New launches led to surge in sales



- ▶ Launch of "Classic" in 2009 was an inflection point
- ▶ Volumes grew by 54% CAGR during the period CY10 to FY15-16, mainly due to high demand for "Classic"

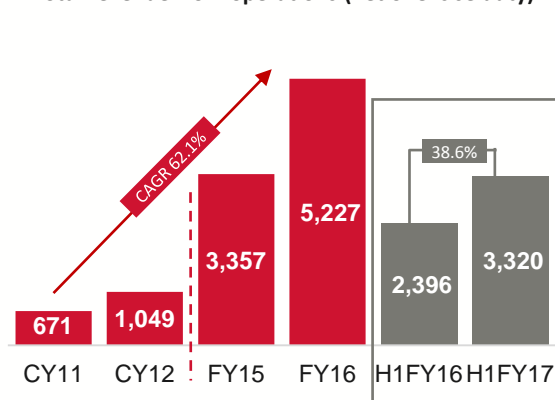


Financial Highlights – Eicher Motors Ltd. (Standalone)

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

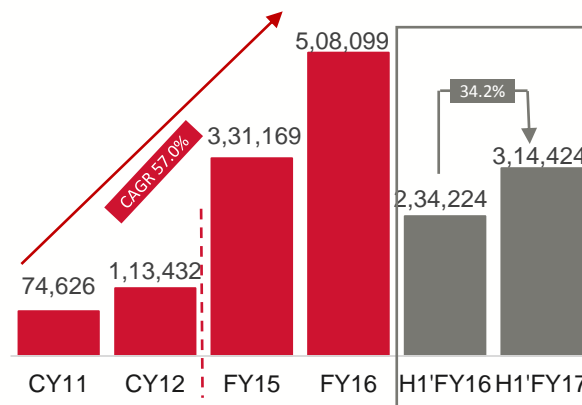
Total Revenue

Total revenue from operations (net of excise duty)

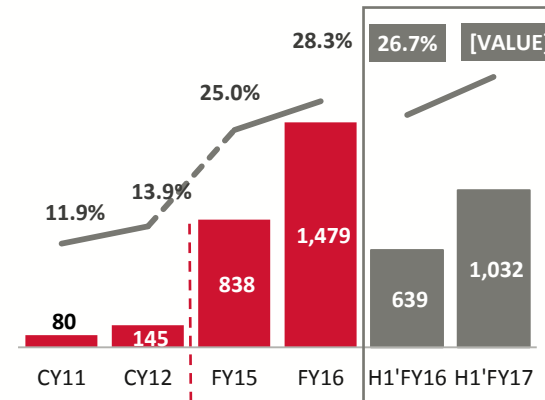


Sales Volume

(in nos)

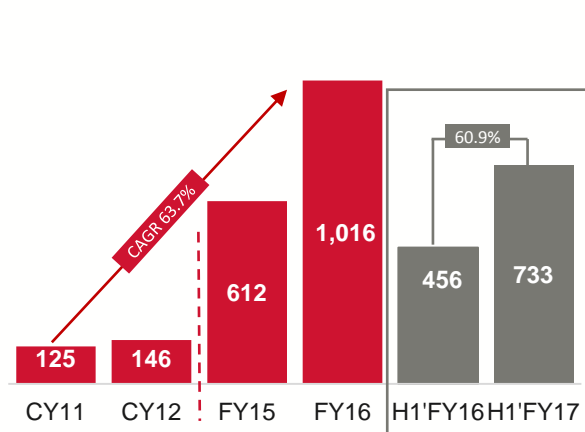


EBITDA / Margins

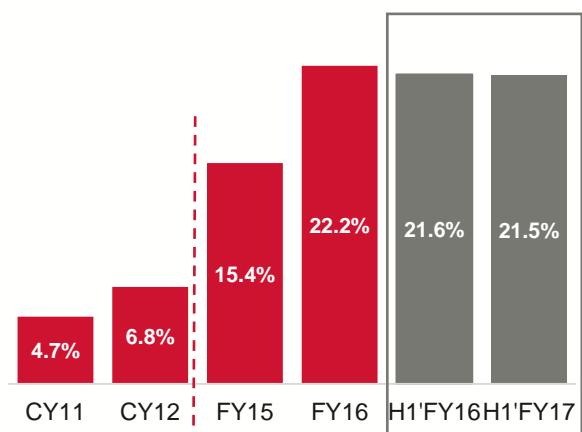


The figures in % indicate EBITDA Margins
EBITDA Margin = EBITDA/Total revenue from operations
(net of excise duty)

Profit After Tax

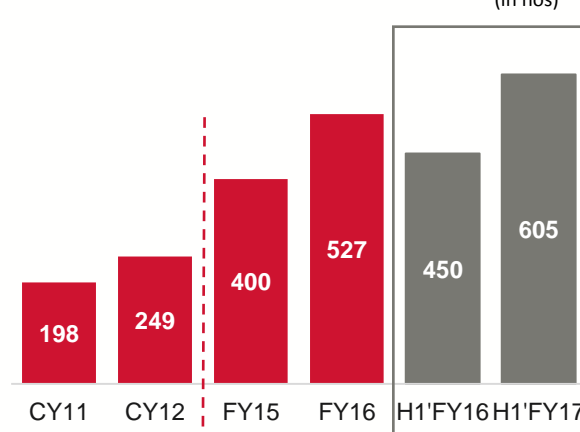


Market share* (India)

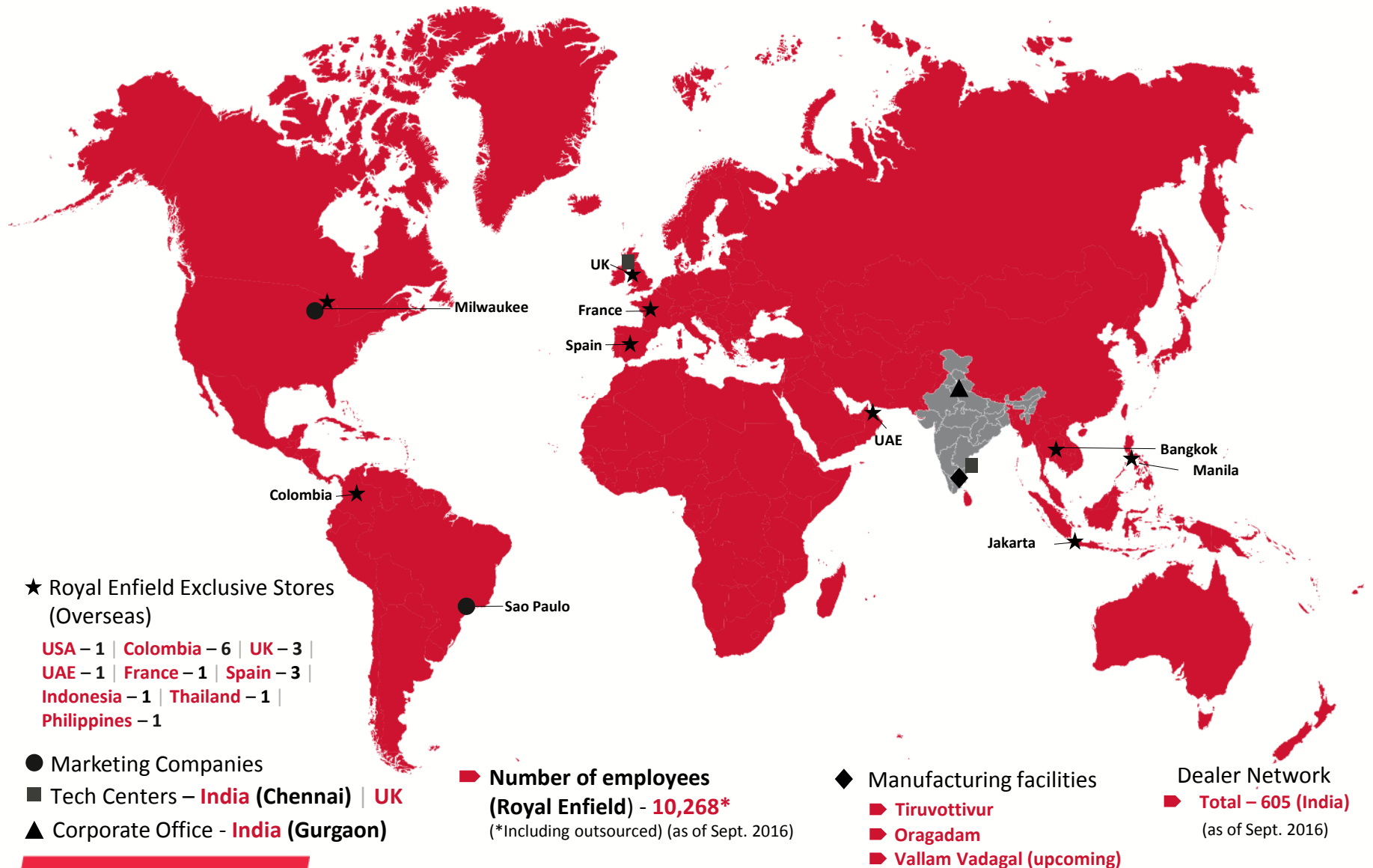


Dealer Network (India)

(in nos)

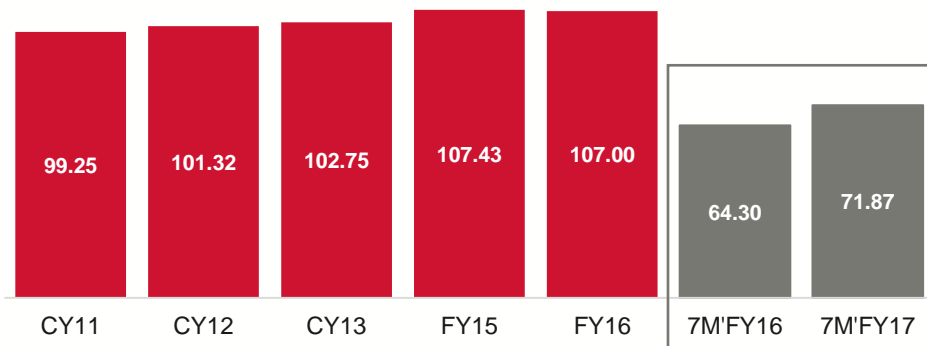


Our Footprint



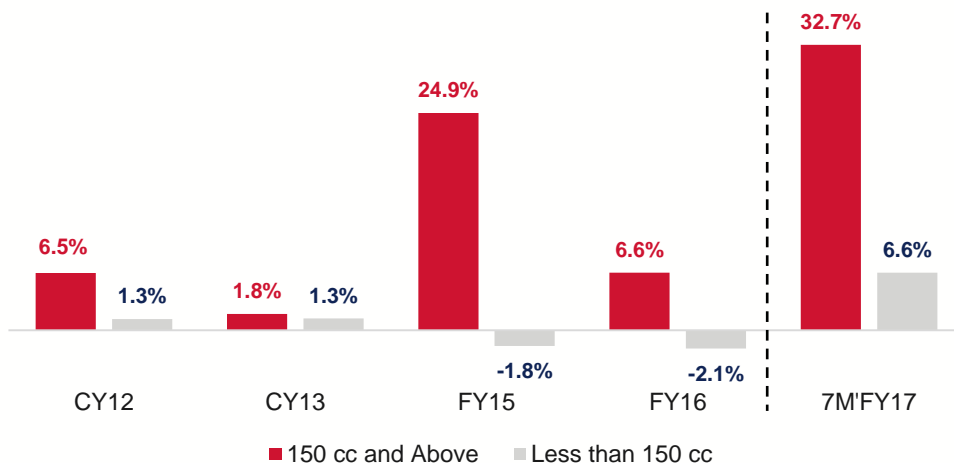
Industry Overview

Motorcycle Volumes (India) (in lacs)



India - largest motorcycle market in world

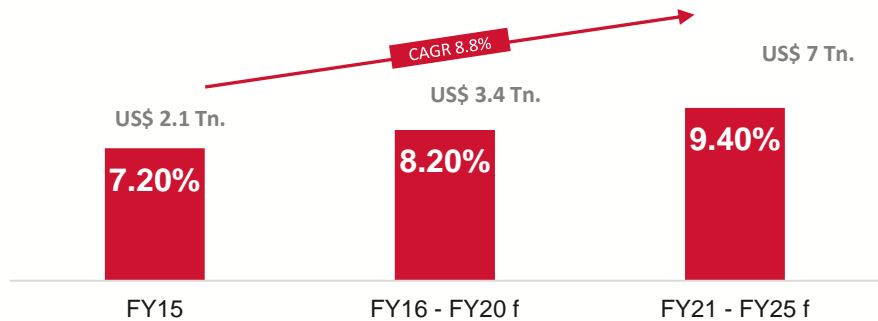
Growth rate of various motorcycle segments



Indicates growing premiumisation of motorcycle market

Opportunity – Domestic Market

India to become a **US\$7 trillion** (current market price) economy by 2025



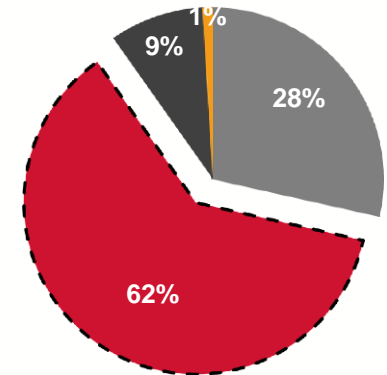
Indian Economy: A shift to a high growth path

Note: Figures in the circles denotes nominal GDP in the terminal year
f: D&B forecasts, data from FY16 are forecast | Source: Mospi

India's demographic profile (year-2015)

Age Group

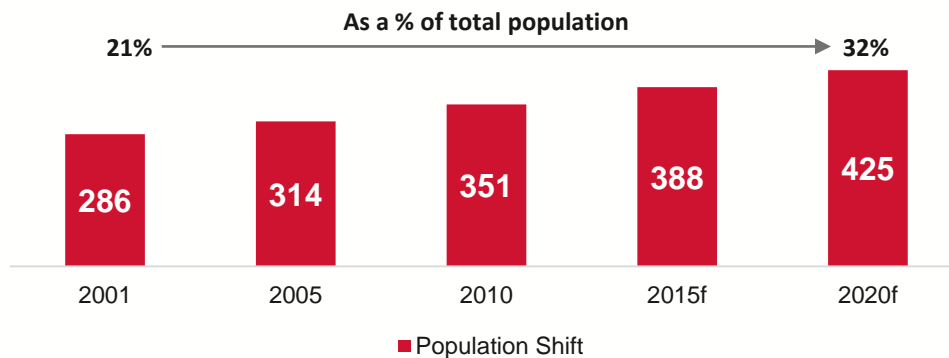
- 0-14
- 15-59
- 60+
- 80+



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

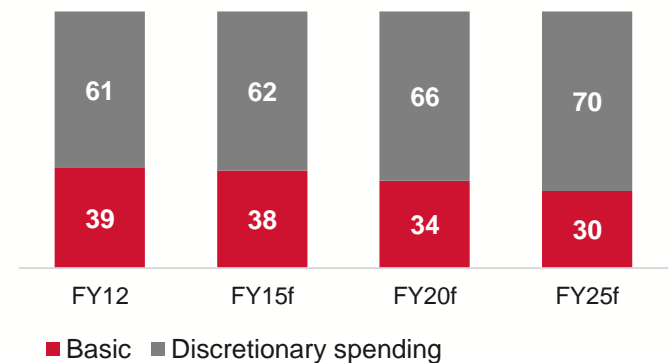
Growth in urbanization

(In mn)



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

Rising share of discretionary spending over the year (%)

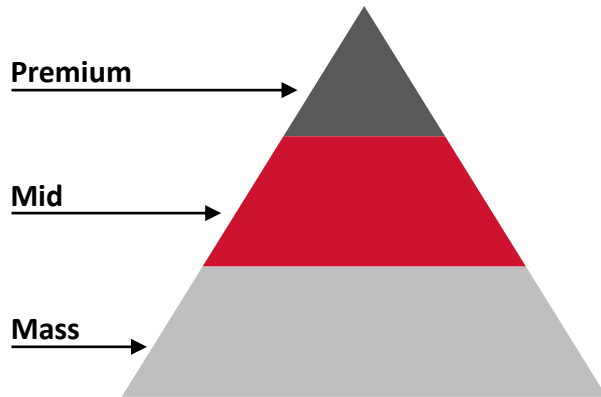


F: D&B forecast | Source: CSO, D&B India

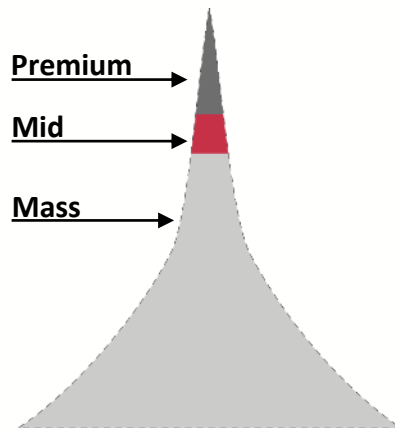
Opportunity – International Business

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

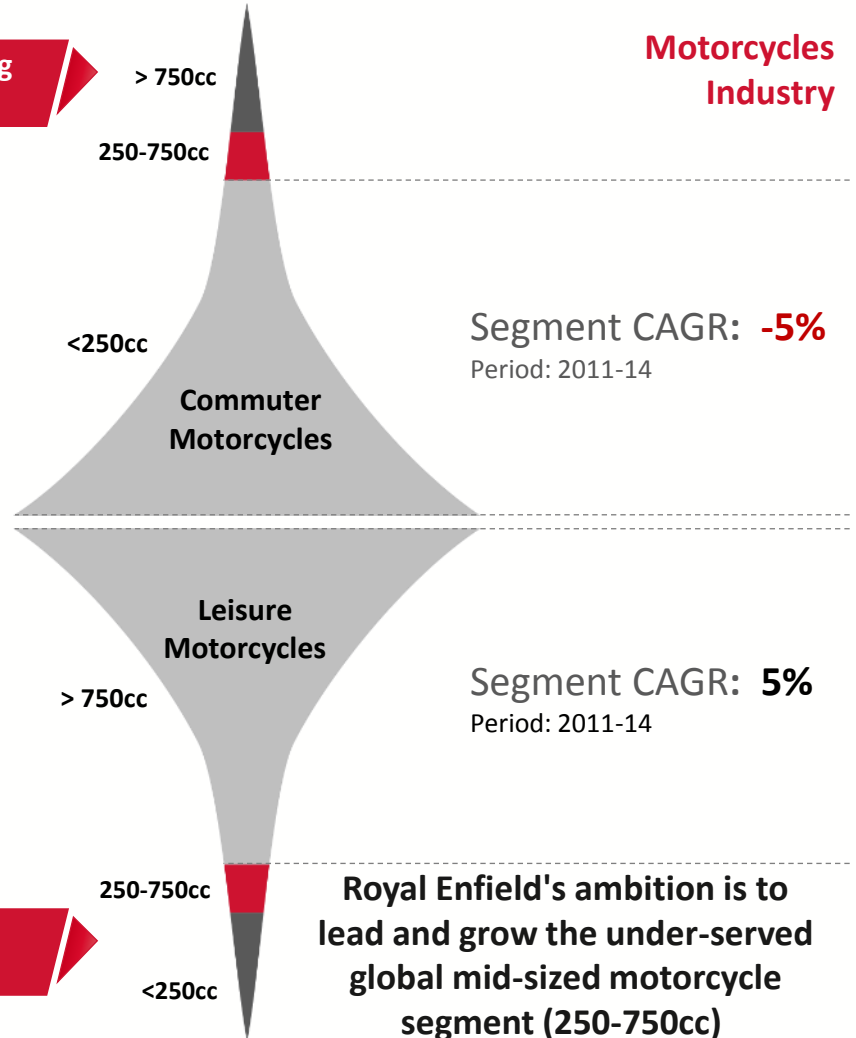
Most Industries



Motorcycle Industry



Developing Markets



Preparing for future growth

Capacity



- Phase II of Oragadam plant commissioned
- Capacity to increase to 6,75,000 in FY2016-17
- Ground breaking ceremony of Vallam Vadagal land happened in Jan'16
- Peak capacity to ramp up to 9,00,000 by FY2018-19

Product Development



- 2 Technology centres in Chennai and UK
- 1 new product platform in development stage in 250cc-750cc range, likely to roll out by the end of FY2017-18

Distribution



- New exclusive stores format introduced in India & International Market
- No. of dealers in India to increase to 650 by the end of this year

Capital expenditure planned for ~Rs. 600 cr for Capacity Expansion, Technology Centre, Infrastructure, Product Development and expanding distribution network

Brand - Recent Milestones

**Exclusive brand stores –
expanding our global
footprint**

- In nodal cities across the world like London, Madrid, Paris, Bogota, Dubai, Jakarta and Bangkok
- Bringing alive machine-love and showcasing motorcycling at its purest

**DESPATCHED! our
Limited Edition tribute**

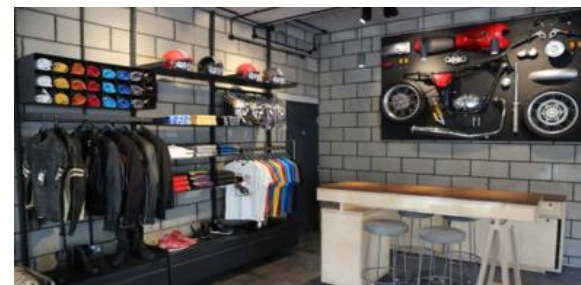
- Limited edition run of the Classic; inspired by our association with the Despatch Riders of the world wars
- Design details such as imported camouflage finish, imported leather seats, and an chrome-engraved limited edition plate
- Offered for booking only on royalenfield.com , this special range of 200 motorcycles was sold out in just 23 minutes!

**Wheels and Waves festival
8th-12th June, 2016
Biarritz, France**

- Royal Enfield participated in One of the most anticipated events in the custom motorcycling scene for the third time displaying its full range of motorcycles along with two exclusive renditions called Mo' Powa' and Dirty Duck.

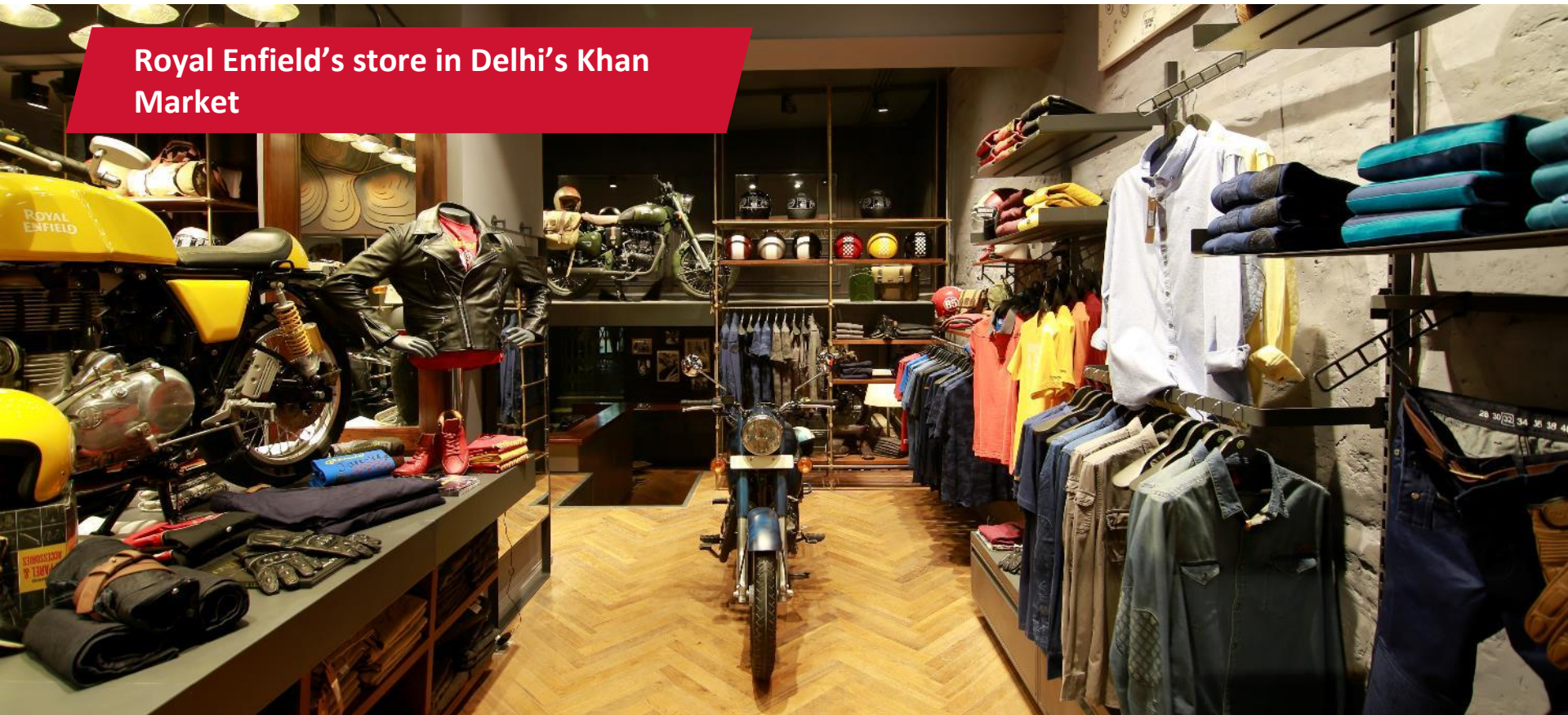
**Organised first ever
women's only edition of
Himalayan Odyssey**

- Powered by STRE (She Travels on a Royal Enfield), the maiden edition of Himalayan Odyssey - Women (HO-W) featured women participants who rode on the 'holy grail' of motorcycling during 9th to 23rd July, 2016.



Brand - Recent Milestones

Royal Enfield's store in Delhi's Khan Market



- Royal Enfield opened a new flagship Gear store in Khan Market, New Delhi, India.
- Built around timelessness, craftsmanship and an unadulterated love for motorcycling, our new range of motorcycling gear and merchandise has been crafted with impeccable attention to detail.

Brand - Recent Milestones

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.

Brand - Recent Milestones

Royal Enfield marks its presence in the U.S. market



- Royal Enfield North America opened its first retail outlet in Milwaukee, Wisconsin, US.

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



2011: Reliability Lab Inauguration



2012: CED paint shop inauguration



2009: Inauguration of the new gear component plant at Dewas



2010: Launch of VE-series of Eicher HD trucks



2012: VEPDC inauguration



2009: Launch of CSI-1 quality improvement initiative



2010: VTI launched FH 520 - the most powerful Volvo truck on Indian road



2013: VEPT Pithampur inauguration

Milestones



2013: Pro Series launch



2013: Start of cabin production in body shop



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



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



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



2013: EEC gear plant, Dewas Unit II inauguration



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



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

New Product launch – Eicher Pro 1049

LMD Range



Eicher trucks & buses (ETB) forays into the sub 5t category with Eicher Pro 1049

Offers longest cargo body (10ft) & highest payload (4.9T GVW) in the segment.

Provides spacious and comfortable cabin area (0.5 x2 m) for best in class visibility

Boasts of proven, high performance E-483 engine for best-in-class fuel mileage, high pickup & acceleration and turnaround time

HD Range



ETB launches Eicher Pro 6031 with BSIV technology



ETB launches 20.16XP R Cowl with 113kw 6 Speed Engine

BUS Range



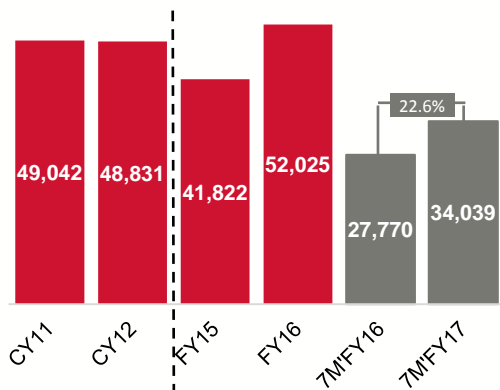
ETB launched Skyline Pro AC BSIII & BSIV ranges buses in School / Staff & Route Permit segment.



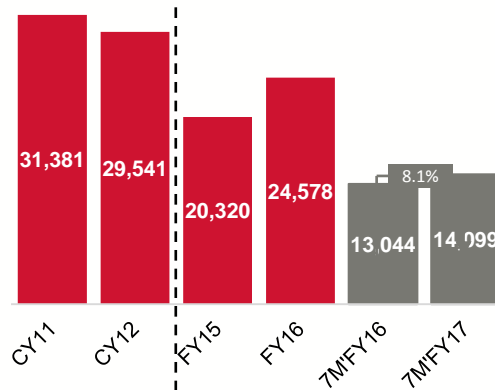
ETB launched 10.75 CNG ranges buses in school / staff segment in for Delhi NCR & other metro cities

Volumes

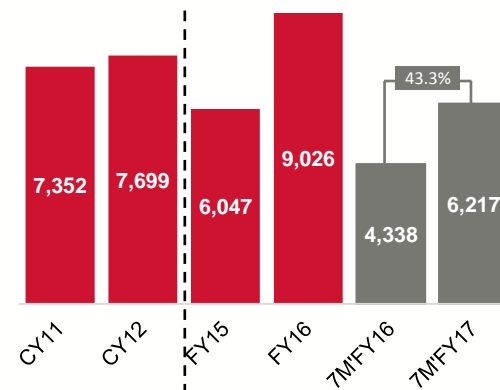
Total CV* Volumes (in nos)



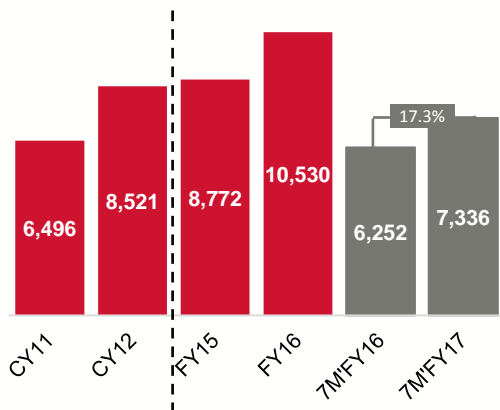
Eicher Light to Medium Duty Trucks (5-15 tonne) (in nos)



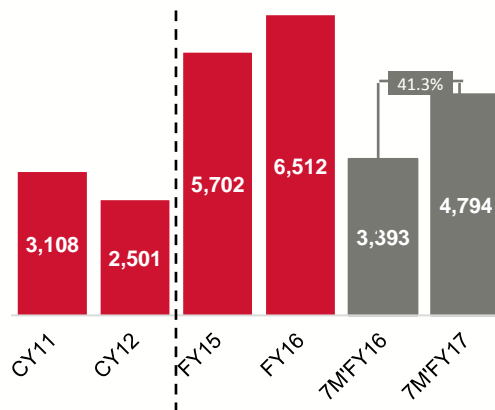
Eicher Heavy Duty Trucks (16 tonne +) (in nos)



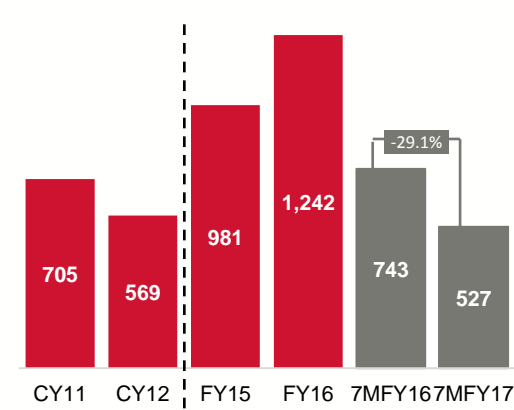
Buses (in nos)



Exports (in nos)



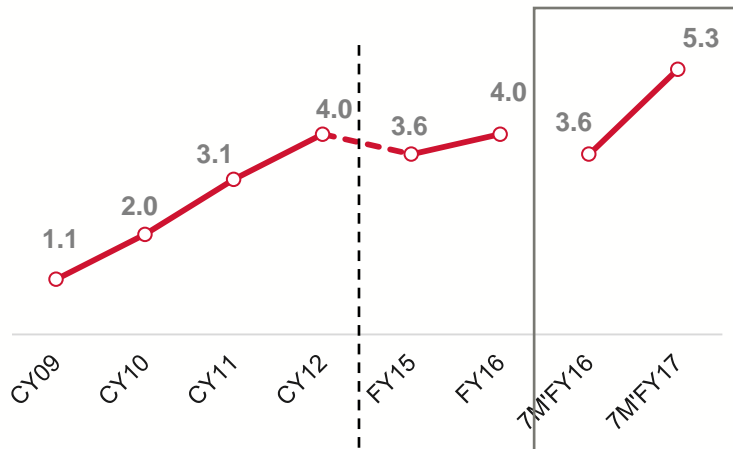
Volvo Trucks (in nos)



Market Share

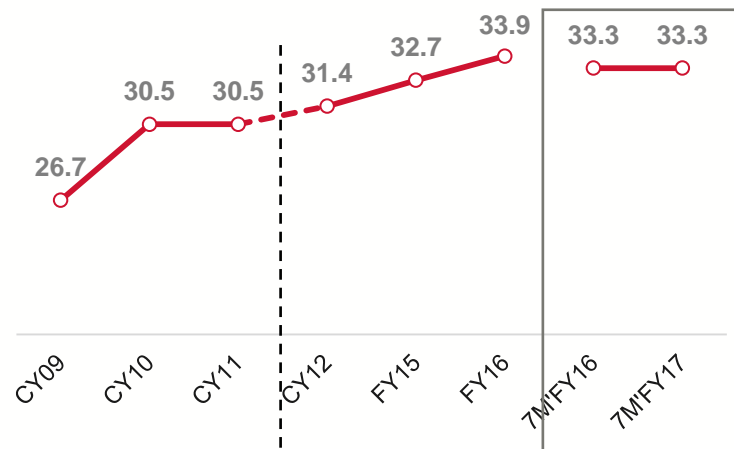
Eicher Heavy Duty Trucks

In %



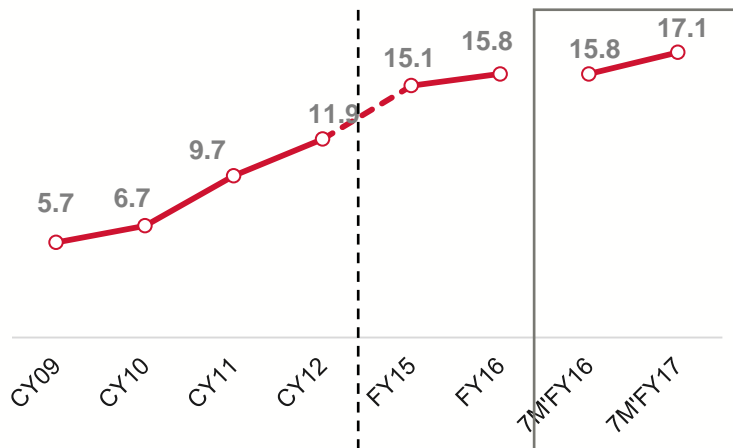
Eicher Light and Medium Duty Trucks

In %



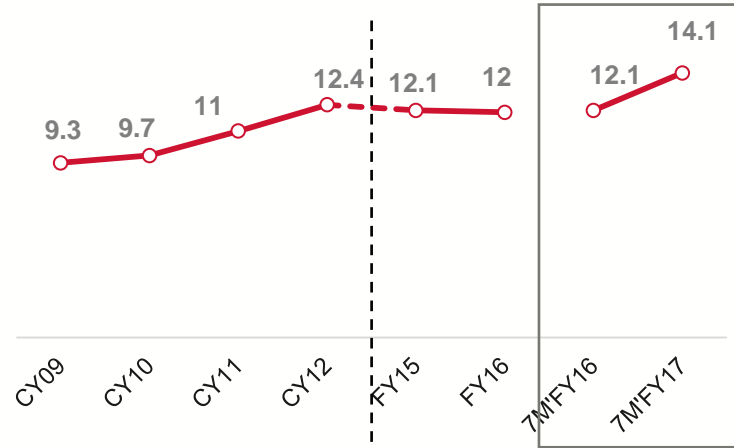
Buses

In %



VECV market share(including exports)

In %

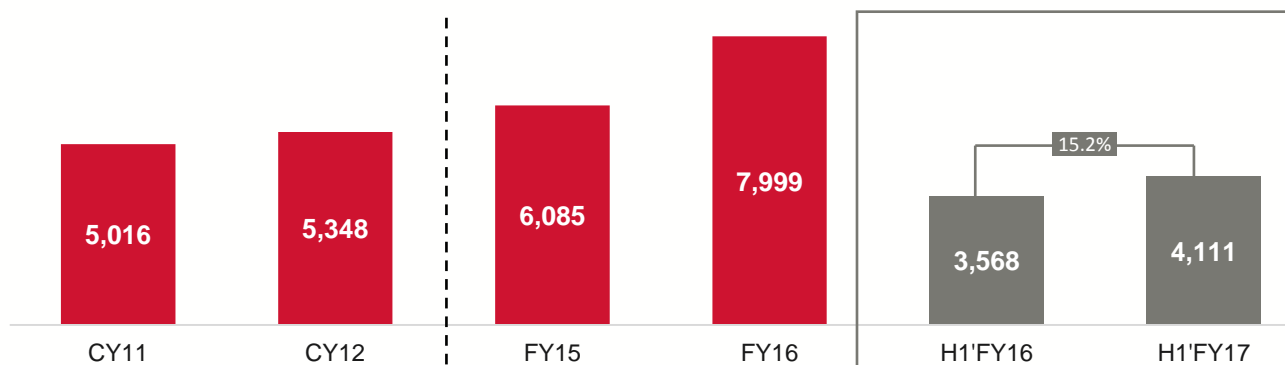


Financial Highlights – VE Commercial Vehicles

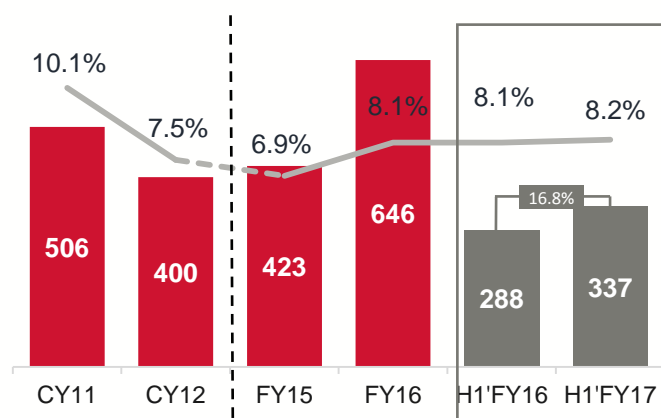
All figures are for VE Commercial Vehicles
(in Rs. Crore unless specified)

Total Revenue*

Total revenue from operations (net of excise duty)

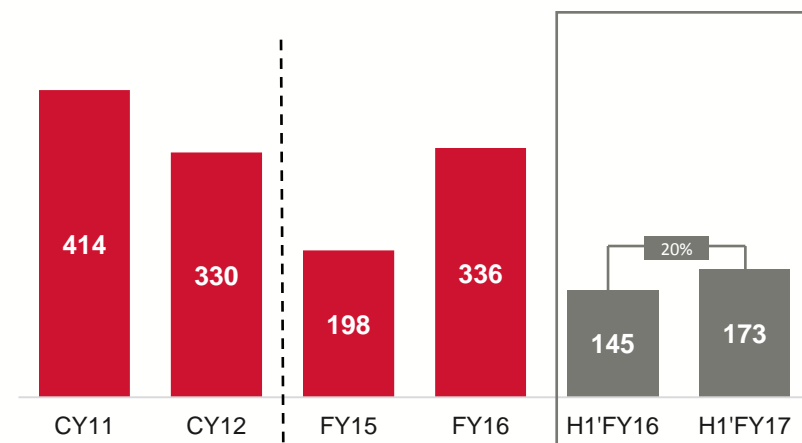


EBITDA / Margin*



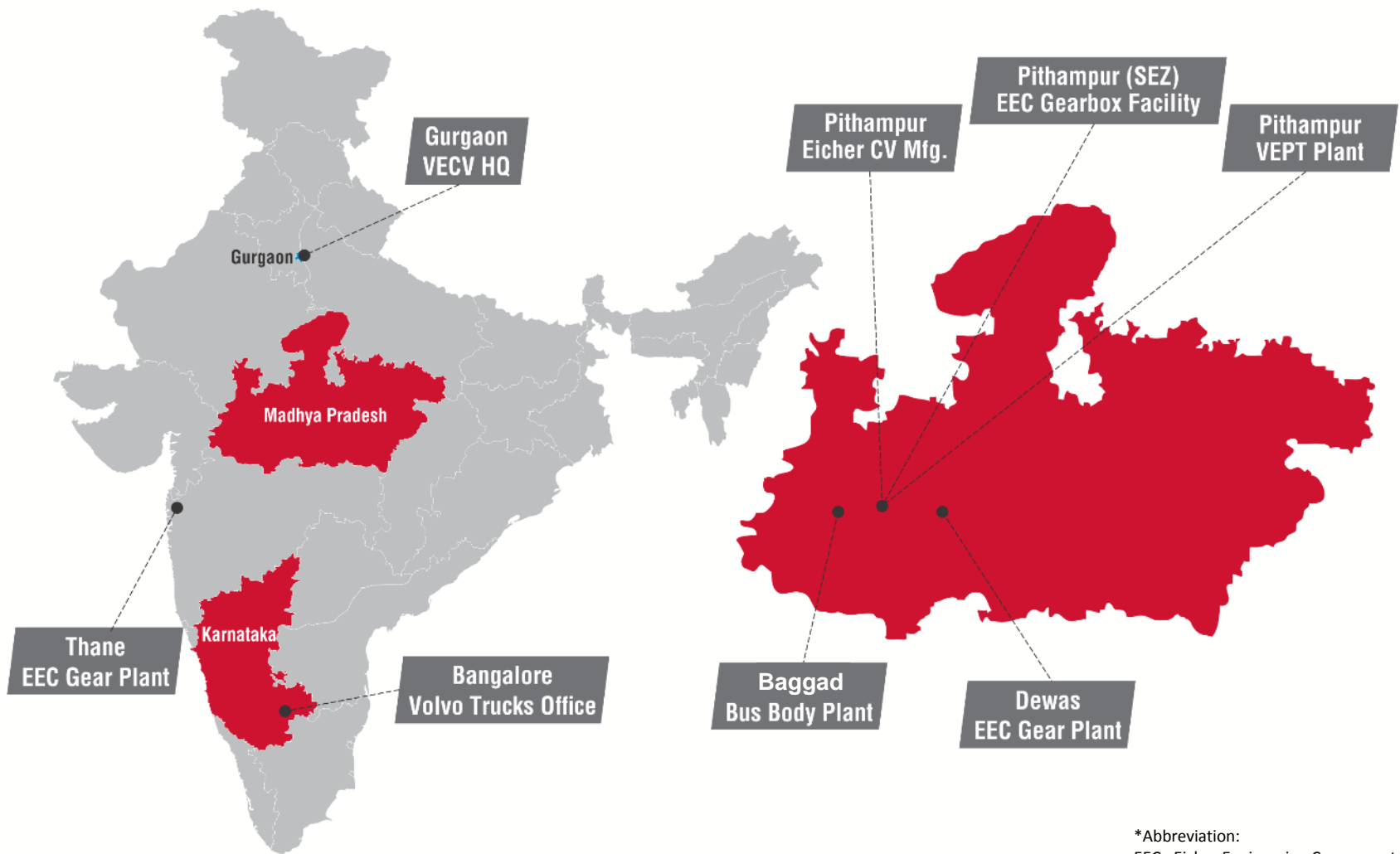
The figures in % indicate EBITDA Margins
EBITDA Margin = EBITDA/Total revenue from operations (net of excise duty)

Profit After Tax



EBITDA – Earning Before Interest ,Tax, Depreciation and Amortisation
*Excludes Other Income

India Facilities – Manufacturing and Operations



Number of employees(VE Commercial Vehicle) – 14,275*

(*Including outsourced) (as of Sept. 2016)

*Abbreviation:

EEC - Eicher Engineering Components

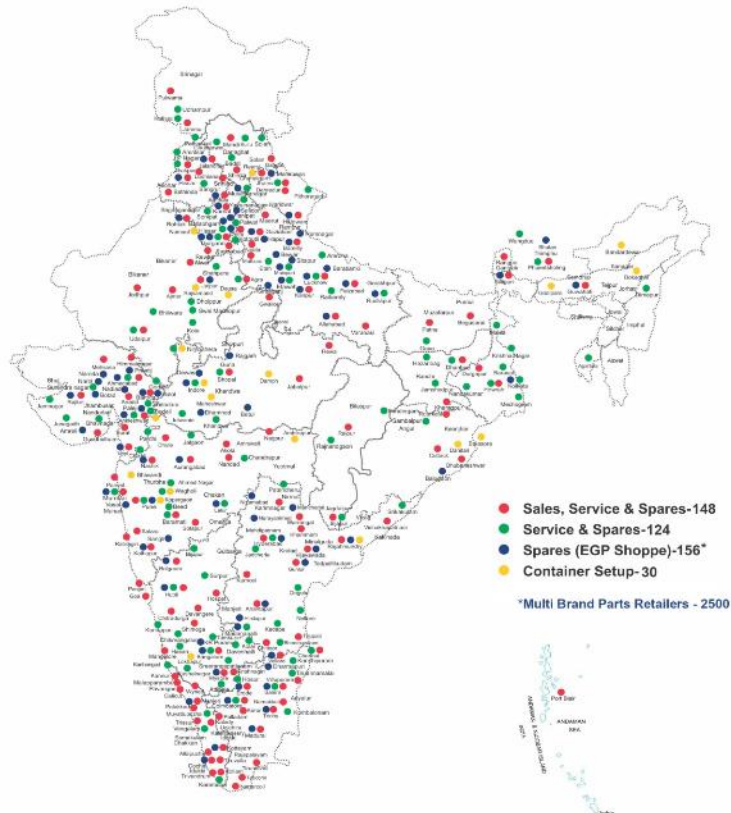
VEPT - VE Power Train

SEZ - Special Economic Zone

HQ - Head Quarter

VECV Trucks and Buses Distribution network

Eicher Truck & Bus Network



- Dealer network 272 nos. including 10 COCO outlets
- Additional 40+ site support facilities
- 23 distributors, 156 Eicher Genuine Parts Shoppe and >2500 multi-brand parts retailers.

Volvo Truck & Bus Network

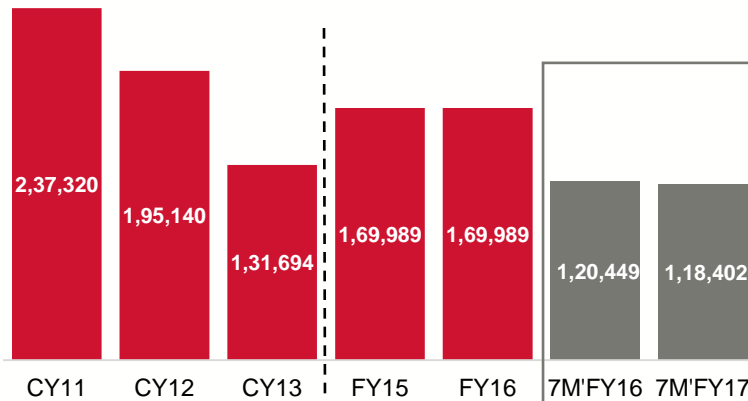


- Over 150 touch points.
- Hub and spoke network model
- Sets benchmarks in the industry for vehicle uptime and productivity

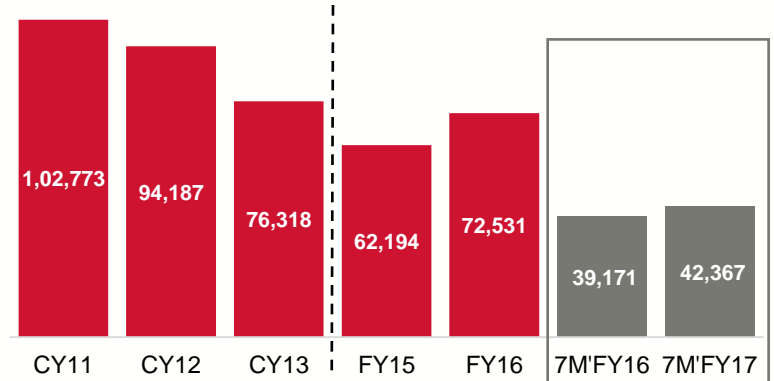
* COCO – Company owned company operated

CV Industry on recovery path - led by HD trucks & exports

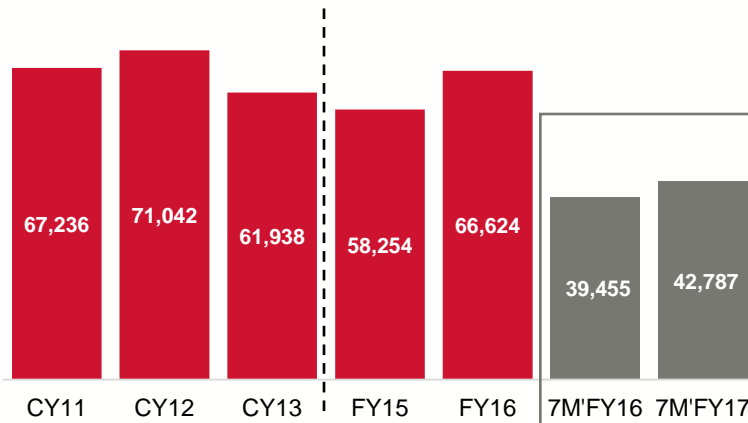
Heavy Duty Trucks (>16 Tonne) (in nos)



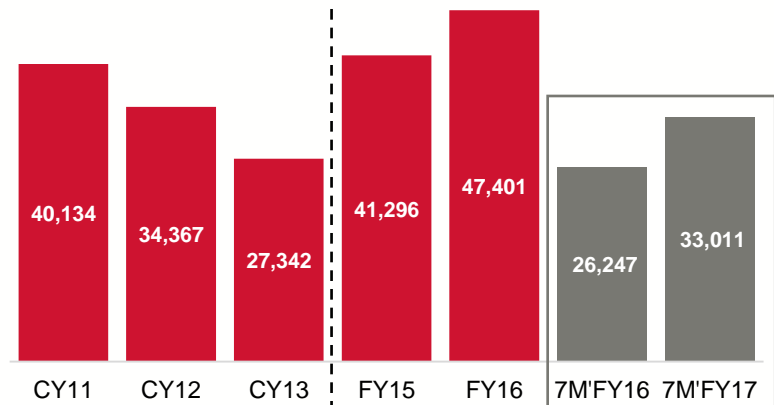
LMD Trucks (5-15 Tonne) (in nos)



Buses (in nos)

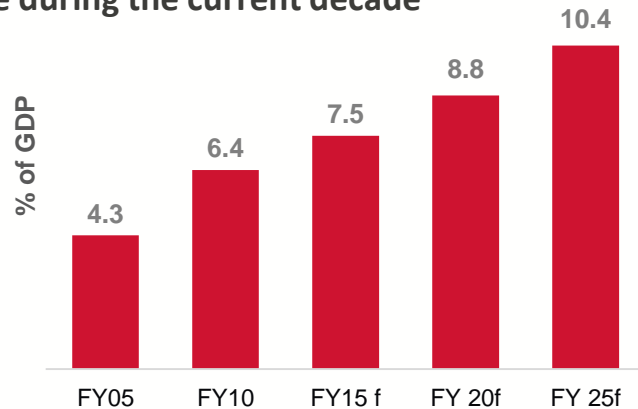


Exports (in nos)



Opportunity – Infrastructure investments to boost CV industry

Investment in infrastructure expected to rise during the current decade



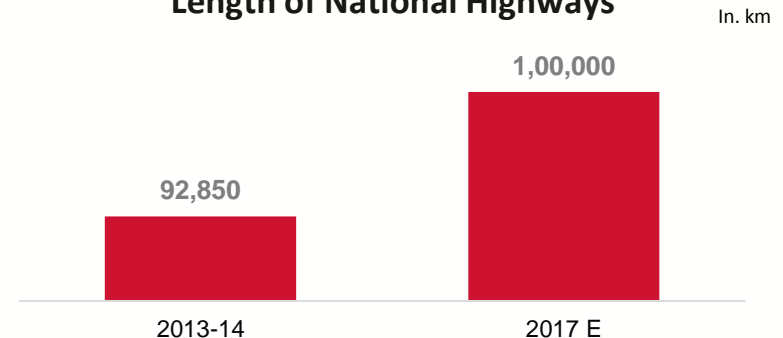
f: D&B forecasts

Source: Planning Commission, D&B India

- India Nominal GDP @ ~2 trillion USD (2014) is 9th largest; 3rd largest by PPP at ~7.4 trillion USD
- USD 75 Billion investment in 12th five year plan '2012-17
- Continued reform, re-starting of stalled projects, favorable monetary policy and consistently low inflation expected to take India's GDP to ~8% growth level in FY17

- Road construction target of 30kms per day from 2016
- Thrust on cement roads to improve life of roads
- Several steps being taken to improve road construction execution
- Govt. plans to increase production capacity of coal to 1 billion ton by 2020 compared to present levels of ~ 600 MT in FY15
- Traffic at ports across India projected to grow at 11% CAGR during 2011-20

Length of National Highways



The National Highway Development Project (NHDP), a USD 60 Billion, seven-phase programme – one of the largest in the world – focuses on the widening, upgradation and rehabilitation of 47,054 kms of National Highways

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: steadily gaining market share

Eicher Pro 1000 series (5-15 Ton GVW)

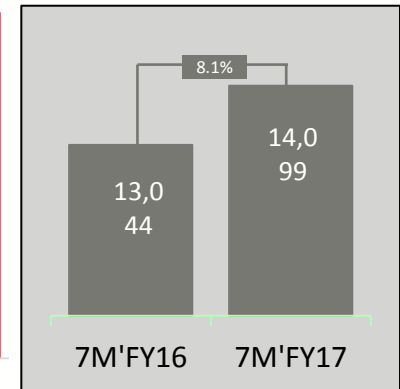
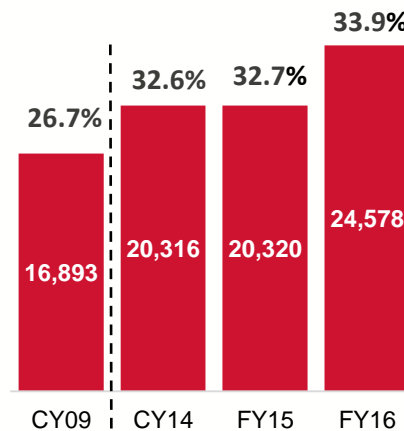


Mileage ka Badshah



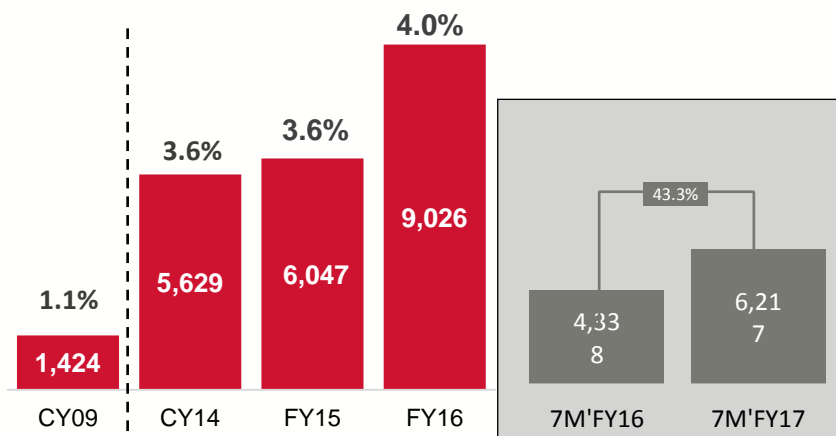
Eicher Pro 3000 series (10-15 Ton GVW)

Volumes and market share



Eicher HD Trucks: to leverage full potential.....

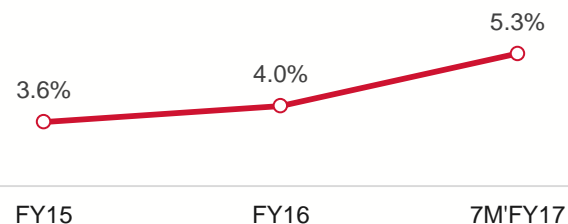
Volumes and market share



Pro 8000 series



Steadily growing market share



—○— Eicher HD Trucks - Market share

Pro 6000 series

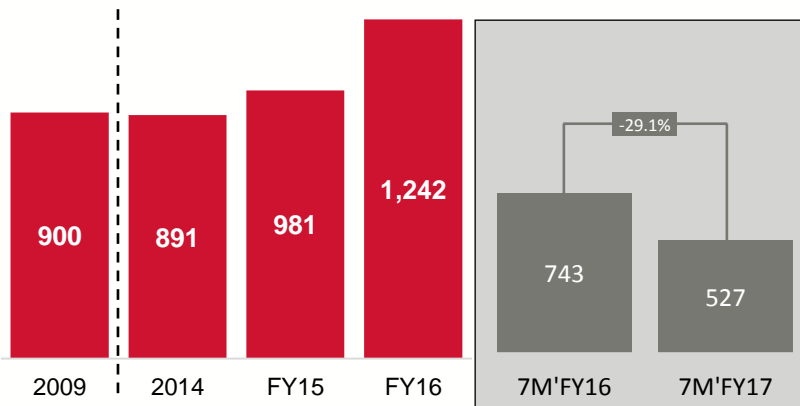


- Eicher HD trucks have been consistently growing more than the HD trucks market in India. Volumes grew by 72% from Mar'15 to Mar'16.
- Favorable macro economic factors, availability of wider range of power trains coupled with aggressive expansion helped Eicher HD trucks to improve its market share.

Volvo Trucks Range of Products

Market leader in Premium Truck segment...
Pushing the limits on what premium trucks can offer

Volumes



Leadership in niche segments



FMX 10X4 (55 Ton dump trucks)



Mining tipper



Tunnel tipper

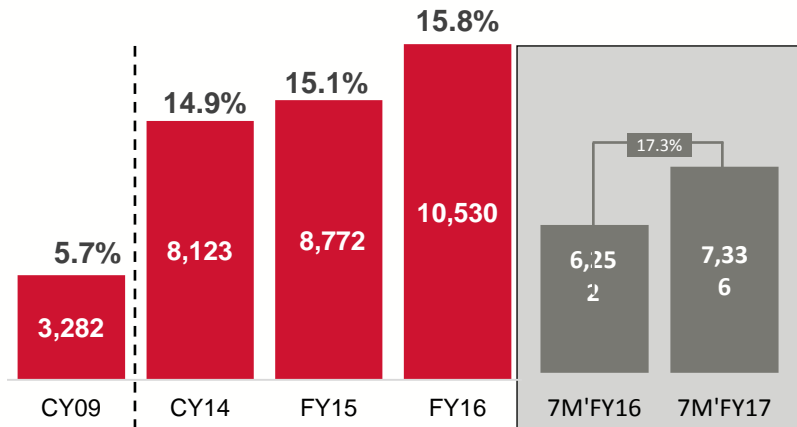


**FH 520 is the
flagship model
of the Volvo
truck range**

Over dimensional cargo

Eicher Buses: strong growth...

Volumes and market share



Skyline Pro



World Class Manufacturing set up...

- Most productive plant to produce upto 66,000 trucks and buses, scalable to 100,000 trucks and buses.
- Cab weld shop with robotic welding and integrated testing facilities
- CED paint shop - best in class e-Rodip German technology with robotic painting
- Highly flexible vehicle assembly lines with right blend of technology to control critical parameters catering over 800+ variants.
- State-of-the-art bus plant spread over 46 acre set up under VECV's overriding vision of driving modernization of the Indian CV market.
- Complex and critical sub assemblies by robots, ensuring cabin without leakage and even fit and finish



Capital expenditure planned for ~Rs. 400 cr in FY16-17



VE Powertrain



- First engine plant in India producing Euro-6 compliant engine.
- Exclusive manufacturing hub for medium duty engine requirements of Volvo Group.
- Capacity scalable up to 100,000 engines
- The 5 and 8 liter engines of this platform delivers power ranging from 180 to 350 HP.
- Already started supplying Euro-6 compliant engines to Europe over 1500 per month.
- Best executed project with Volvo Group technology with frugal approach.

Other VECV Business Areas

Eicher Engg 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 INR Rs. 402.8 Cr in 2015



EICHER POLARIS PRIVATE LIMITED

Eicher Polaris Private Ltd. was established in 2012 with strong parentage



EICHER

- ▶ Prominent player in Indian commercial vehicle space
- ▶ Iconic “Royal Enfield” motorcycle brand
- ▶ Proven expertise in frugal engineering and lean manufacturing



POLARIS

- ▶ Leader in power sports industry
- ▶ Proven track record of creating categories
- ▶ Excellent product development capabilities and world class reliability

Eicher Polaris Pvt. Ltd.

**50:50 JV signed on
July 24, 2012**

**Investment till date:
~INR 534 Cr**

**Launched India’s First
personal utility vehicle
(PUV) Multix, an
extremely adaptable
3 in 1 solution**

Consumer: The Independent Businessman



Independent Businessmen

Factory owner, Construction contractor, Caterer, Fancy store owner, Farm house owner, Grower/ sellers of perishable products, Technical service providers etc

Owns a 2 wheeler. Regularly hires various kinds of 4 Wheelers to meet his day to day business/ family needs

Current 4 wheeler options are sub-optimal

Some work for family & others for business. None works for both

What does he need

One Vehicle solution for both Family + Business Needs

Estimated Population:
5.8 crores

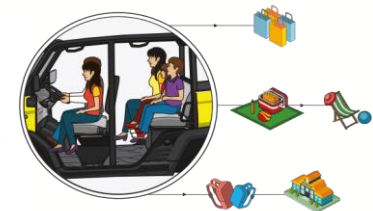
MULTIX – A ground up innovation

Multix

- Extremely adaptable 3 - in - 1 Solution
 - Comfortable seating for family of 5
 - 1918 litres of space
 - Power Generation capacity of 3KW
- Especially designed Pro-ride™ Independent Suspension & High ground clearance 225 mm delivers best in class riding experience on all kinds of roads
- Safety: Tubular frame structure and Roll-Over Protection System (ROPS) provides structural stability and reinforced safety
- Powered by proven and reliable diesel engine delivering Fuel Efficiency of 28.45 Km/ ltr
- With starting price of Rs.2.32 lacs (ex showroom Jaipur), Multix offers unmatched value

3 in 1

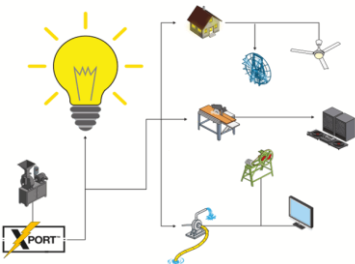
FAMILY



BUSINESS



POWER



Journey: So Far



50:50 JV signed between
Eicher Motors & Polaris
Industries Inc.

July 2012



National Media Launch & Plant Inauguration in Jaipur.
Followed by 1st showroom launch in Jaipur (29th June).
Brand “Multix” is born

June 2015

June 2013

Ground-breaking
ceremony at Jaipur
Plant



Aug 2015

SOP/ Retail commence
across dealerships in 7
states

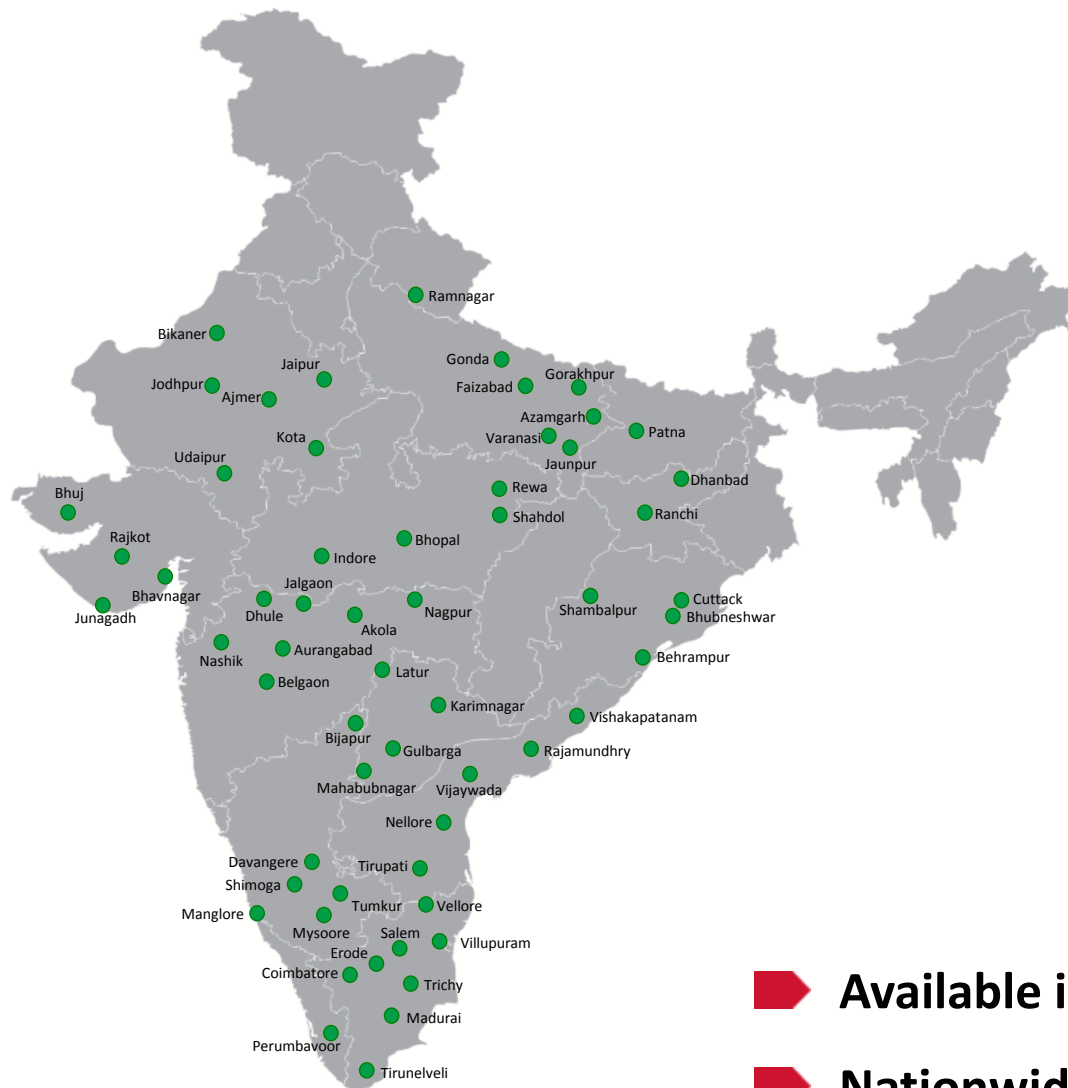


World Class Manufacturing Facility @ Jaipur



Capacity: 60,000 units per annum. Can be scaled up to 1,20,000 units
Equipped with robotic weld lines and in-house paint system

Multix Distribution



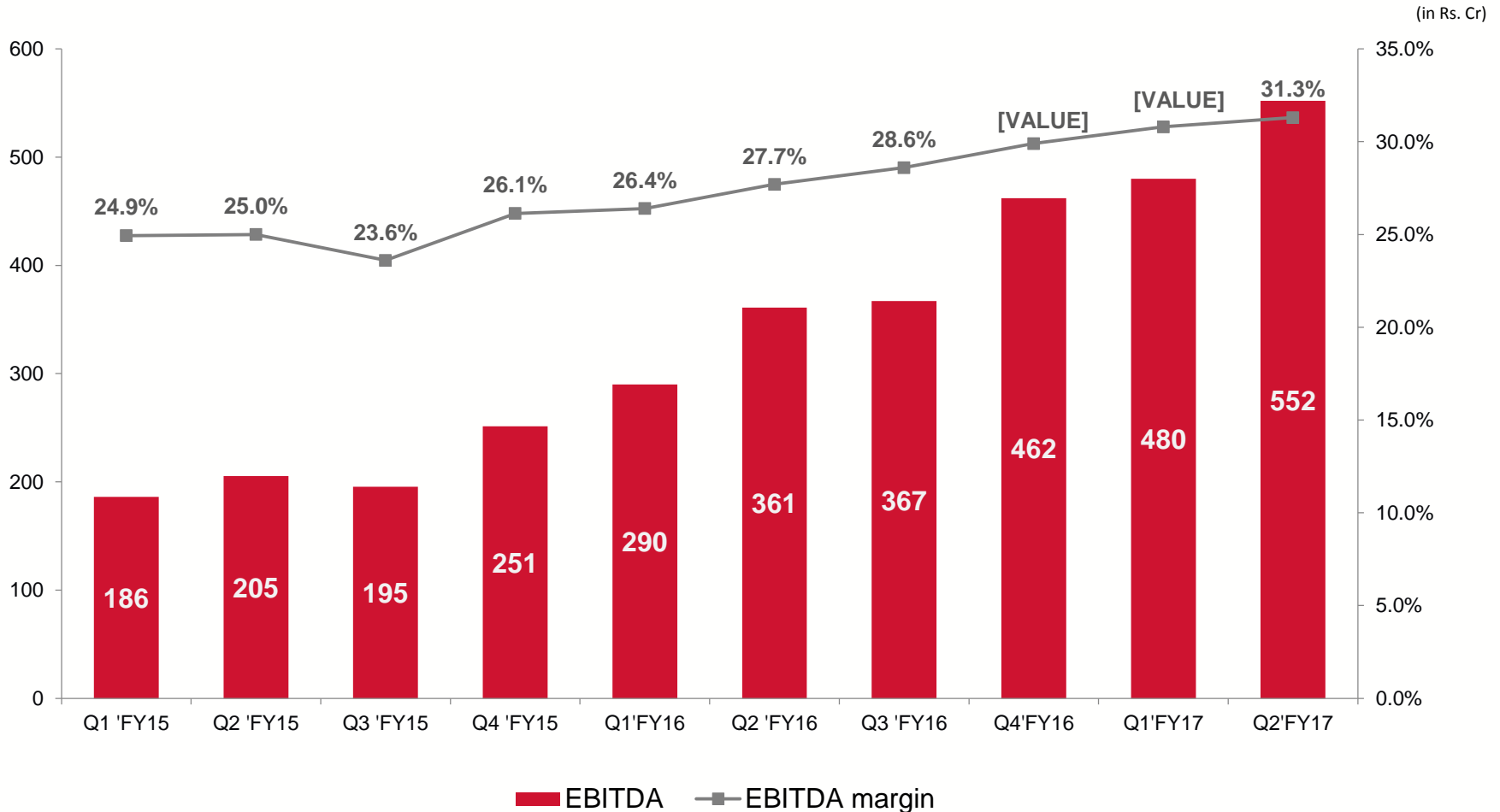
➤ Available in 60 locations

➤ Nationwide in 2 years

FINANCIALS

Quarterly Financial Highlights (Standalone)

Eicher Motors – Standalone* performance in last 2 years...



Impact of Ind – AS on company's financials

- IndAS (Indian Accounting Standards) is a set of 39 accounting standards fully converged with International Financial Reporting Standards (IFRS).
- Under the road map laid out by Ministry of Corporate Affairs (MCA), from 1 April 2016, IndAS would be mandatory for (a) companies having a net worth of INR500 crore or more and (b) associate companies, holding, subsidiaries, joint ventures or associate companies of such companies.
- As per the regulations, interim reporting as per IndAS is applicable from the quarter ending 30th June 2016 while the date of transition and comparative period reporting is effective from 1st April 2015.

Key Impact Areas – Ind AS

- Key transitions implemented

Impacted Item	Impact
Consolidation	VECVL, a subsidiary under Indian GAAP would now be accounted for using the equity method in the consolidated financial statements.
Investment in Mutual Funds	To be measured at fair value and mark to market gain/loss recorded as other income in profit and loss account
Revenue	Deferral of Income from services over the service period.
Employee benefits	Cost of the employee stock option scheme to be recognised at fair value
	Actuarial (gain)/loss arising in respect of defined benefit plan to be reclassified to "Other Comprehensive Income"
Discounting of provisions	Discounting of provisions to their present value where the effect of time value of money is material.

Impact of Ind – AS on company's financials

(in Rs. Cr)

Particulars	Quarter ended			For the fifteen months ended
	31.03.2016	30.06.2015	30.09.2015	31.03.2016
PAT and minority interest as reported under previous GAAP	334.5	221.83	255.46	1277.88
Impact of change in consolidation method	-13.15			-21.31
Fair value gain on investments	45.81	22.31	33.93	104.69
Impact of discounting of provisions as per Ind AS 37	0.88	0.47	0.94	5.27
Actuarial (gain)/loss on defined benefit plan	0.94	0.37	-0.41	1.67
Deferral of revenue on future performance	0.04	-0.39	-0.62	-0.86
Fair value of employee stock options	-5.88	-4.25	-5.78	-23.29
Tax adjustments	-3.28	-3.11	1.04	-5.45
PAT as reported under Ind AS	359.86	237.23	284.56	1338.6
Other comprehensive income/(expense) (net of tax)	-0.61	-0.24	0.27	-1.09
Total comprehensive income as reported under Ind AS	359.25	236.99	284.83	1337.51

Thank You

Get Social :

-  Royal Enfield
-  Royal Enfield
-  VE Commercial Vehicles
-  Eicher Polaris Private Limited



APPENDIX

Balance Sheet (Consolidated)

(In Rs. Cr.)

Particulars	Dec'11	Dec'12	Dec'13	Dec'14	Mar'16
Net Fixed Assets (including CWIP and Pre-operative Expenditure)	856.71	1,496.17	2,119.73	2,738.68	3,322.93
Investments	512.62	638.50	825.46	1,067.14	1,628.93
Other Non Current Assets	254.75	336.66	305.56	485.74	602.68
Current Assets					
Inventories	427.96	488.84	526.80	645.52	1,014.31
Debtors	344.58	445.87	512.50	562.17	833.61
Cash and Bank Balances	1,191.51	803.50	682.56	480.58	591.43
Other Current Assets	205.25	261.94	363.98	427.74	484.86
Current Liabilities and Provisions	1,327.19	1,571.23	1,987.62	2,477.60	3,367.14
Net Current Assets	842.11	428.92	98.22	-361.59	-442.93
Total	2,466.19	2,900.25	3,348.97	3,929.97	5,111.61
Share Capital	26.99	27.00	27.04	27.10	27.16
Reserves & Surplus	1,466.14	1,727.89	2,028.38	2,488.76	3,437.14
Net Worth	1,493.13	1,754.89	2,055.42	2,515.86	3,464.30
Minority Interest	837.65	948.46	1,039.72	1,085.06	1,156.85
Deferred Tax Liability (net)	64.46	123.19	180.45	239.35	338.18
Other Non Current Liabilities & Provisions	70.37	73.71	73.38	89.70	152.28
Borrowings	0.58	-	-	-	-
Total	2,466.19	2,900.25	3,348.97	3,929.97	5,111.61

Profit & Loss Statement (Consolidated)

(In Rs. Cr.)

Profit & Loss Account	CY11	CY12	CY13	CY14	FY16(15M)	FY15 (12M)	FY16 (12M)
Sales Volume:							
Commercial Vehicles (Nos.)	49,042	48,831	41,251	40,783	63,045	41,822	52,025
Two Wheelers (Nos.)	74,626	113,432	178,121	302,592	600,944	331,169	508,099
Total revenue from operations (net of excise)	5,684.42	6,389.89	6,809.80	8,738.32	15,688.66	9,382.11	13,120.65
Manufacturing and other expenses	5,095.07	5,840.87	6,096.61	7,623.54	13,241.44	8,123.34	11,039.38
Earnings before interest, depreciation & tax (EBIDTA)	589.35	549.02	713.19	1,114.78	2,447.22	1,258.77	2,081.27
EBIDTA to Net Income (%)	10.4%	8.6%	10.5%	12.8%	15.6%	13.4%	15.9%
Depreciation	63.96	82.17	130.04	219.82	451.66	248.82	374.92
Earnings before interest & tax (EBIT)	525.39	466.85	583.15	894.96	1,995.56	1,009.95	1,706.35
EBIT to Net Income (%)	9.2%	7.3%	8.6%	10.2%	12.7%	10.8%	13.0%
Finance Cost	7.67	3.79	7.88	9.78	9.04	5.16	7.81
Other Income	142.48	136.64	95.29	107.44	111.98	85.79	78.29
Profit before tax	660.20	599.70	670.56	992.62	2,098.50	1,090.58	1,776.83
Provision for taxation	162.80	124.85	145.18	290.88	646.56	328.72	541.17
Profit after taxation (PAT)	497.40	474.85	525.38	701.74	1,451.94	761.86	1,235.66
PAT to Net Income (%)	8.8%	7.4%	7.7%	8.0%	9.3%	8.1%	9.4%
Minority Interest	188.63	150.59	131.44	86.38	174.06	90.34	153.06
Profit after taxation and minority interest	308.77	324.26	393.94	615.36	1,277.88	671.52	1,082.60

Glossary

- **7M** – 7 months starting April to October
- **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
- **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
- **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 (ie. Total Assets - Current Liability)
- **Standalone** – 100% Business of Royal Enfield
- **Stores** – Exclusive Royal Enfield Stores in India
- **Total Revenue** – Revenue from Operations (excluding other income)
- **UCE** – Unit Construction Engine
- **VECV** – VE Commercial Vehicles