

Mahindra CIE Automotive Ltd.

Recording of Investor Meetings

Date of meet	04-November-2015 & 05-November-2015
Type of meeting	Meetings in Mumbai
Investor/ Fund / Firm	Maxlife, UTI, Reliance MF, Karma Capital, JP Morgan Asset Management, HDFC Life, IDFC Asset Management, Birla MF, Motilal Oswal MF
Company Representatives	Sanjay Joglekar, Chief Financial Officer, Mahindra CIE Vikas Sinha, Sr VP - Strategy, Mahindra CIE
Did discussions involve UPSI	No
Gist of discussions	<p>The discussions revolved around the Industry, company information already in public domain. The main points of the discussion are as follows:</p> <ul style="list-style-type: none"> • Last 2 quarters performance <ul style="list-style-type: none"> ➤ Discussions around the financial results uploaded as part of analyst presentations ➤ Performance as per MCIE strategy explained in the presentations • Europe Market Overview <ul style="list-style-type: none"> ➤ CIE Forge primarily supplies to passenger car market which has been growing steadily and grew by 8% in H1C15. ACEA forecasts a growth rate for 5% for the full calendar year 2015 ➤ MFE supplies mainly to trucks which too has grown at 8% in H1C15 but where the trends have been fluctuating ➤ MC supplies to off road market which has seen declining sales ➤ At MCIE Europe, capacity augmentation is not required for the above growth • Mahindra Forgings Europe turnaround plan <ul style="list-style-type: none"> ➤ Phase I : Short term focus on cost reduction – completed ➤ Phase II : Explore synergies with CIE Forgings; Profitability improvement via optimizing product- process-location combination. Jeco in process of being closed down. New products to be evaluated in the medium term • MCIE India Strategy <ul style="list-style-type: none"> ➤ Waiting for volumes to return at key customers and benefit from existing operating leverage. ➤ Focused on parts on new models introduced and to be introduced by our existing customers - ‘Indian OEMs’. Exploring participation on new models of new customers – ‘Western OEMs’ ➤ To ensure integration, the different verticals of MCIE work closely with similar verticals of CIE under the guidance of the CIE global heads of each of these verticals. ➤ MCIE India exports from some of its verticals like Foundry, Gears & Magnetics. It will continue to explore these opportunities but the main focus will remain the domestic market • Overall goals of MCIE: <ul style="list-style-type: none"> ➤ In the 1st phase, MCIE will focus on financial consolidation and meeting the five parameters that CIE uses to evaluate businesses viz. RONA%, EBIT%, Free Cash Flow/ EBITDA, Net Operating Assets/ EBITDA, Debt/ EBITDA. In the 2nd phase, MCIE will focus on growth including via acquisitions both in India & ASEAN. Acquisitions will be subject to prudent financial norms listed above. ➤ CIE periodically introduces strategic plans which define the overall goals of CIE including at MCIE ➤ MCIE is the Asian vehicle of CIE and expansion in Asia (focus on India & ASEAN) is expected to happen via MCIE India

	<ul style="list-style-type: none"> • Impact of Electric Cars <ul style="list-style-type: none"> ➤ CIE in Europe is part of the industry wide effort on electric cars. It is expected that electric cars will continue to be a niche and the focus will remain on internal combustion engines and/ or hybrid. CIE likes to work in high volume segments and will focus on conventional & hybrid engines while keeping an eye on emerging technologies. • Year end change <ul style="list-style-type: none"> ➤ From calendar year 2016, MCIE will shift to a calendar year reporting in order to synergise with CIE annual planning cycle. All necessary approvals have been obtained. 2015 results will be for 9 months.
Any other comments	All the above points have been covered in detail in earnings updates released earlier and in earnings conference calls