

Mahindra CIE Automotive Ltd.

Recording of Investor Meetings

Date of the meeting	20-May-2015
Type of meeting	One-on-one
Attendees:	
Investor/ Analysts Fund / Firm	James Thom, Aberdeen Asset Management Asia Ltd. Christopher Wong, Aberdeen Asset Management Asia Ltd. Amit Mishra, Macquarie Capital Securities Unmesh Sharma, Macquarie Capital Securities
Company Representatives	Sanjay Joglekar , CFO – Mahindra CIE Vikas Sinha, VP Strategy, Mahindra CIE
Did discussions involved revealing any 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"> • Rationale for the partnership Mahindra & CIE have mutually benefited from this partnership. Mahindra now has access to a global auto components supplier while CIE has gained entry into Asia – a key automotive market it had limited presence in. • CIE & MCIE board structures were discussed M&M has two representatives on the CIE board. MCIE has a board of 14 members out of which 7 are independent. Out of remaining 7, 4 are CIE nominees and 3 are M&M nominees. • Management structure at MCIE was discussed MCIE has broadly four business regions viz. India, Germany & UK (Broadly referred as MFE), Spain & Lithuania (CIE Forgings) & Italy (Metalcastello). • MCIE strategy was discussed regionwise <ul style="list-style-type: none"> ➤ India – Market plus growth with operational improvements. Focus is to diversify product-customers with CIE help. ➤ MFE – Turnaround by focusing on internal efficiency improvements. ➤ Metalcastello – Turnaround by focusing on cost reduction & increasing revenues via new customers. ➤ CIE Forge – Maintain current performance • Overall goals of MCIE was discussed In the 1st phase, MCIE will focus on 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 • Integration challenges were discussed Differences in business cultures between India & Spain; being addressed with continuous interaction
Any other comments	Most of the above points have been covered in detail in the full year F15/ Q4F15 update released on 12-May-2015