

Mahindra CIE Automotive Ltd.

Recording of Investor Meetings

Date of meet	21-September-2015 & 22-September-2015
Type of meeting	Meetings in New York
Investor/ Fund / Firm	MSD Partners LP, Freycinet Capital Management LLC, Caravel Management LLC, Artha Capital, Mousse Partners Ltd., Oppenheimer Funds, The Boston Company, Canyon Partners, Indus Capital Partners LLC, Westbridge Capital
Company Representatives	Sanjay Joglekar, Chief Financial Officer, Mahindra CIE Vikas Sinha, 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"> • Overview of Mahindra CIE alliance <ul style="list-style-type: none"> ➤ Merger process completed in Dec'14 ➤ CIE is now the majority owner of Mahindra CIE (MCIE) and has management control ➤ Integration with CIE is proceeding satisfactorily 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. ➤ CIE does not charge any royalty to MCIE • Overview of products & customers <ul style="list-style-type: none"> ➤ Mahindra Forgings Europe (MFE) : Basket of forgings for trucks ➤ CIE Forge : Cars – crankshafts, constant velocity joints & common rail forgings ➤ Metalcastello (MC) : Agricultural + Construction Equipment – gears & shafts ➤ India: forgings, castings, stamping & gears – largely for cars& UVs and tractors ➤ Overall: MCIE is a tier 2 player with complex value added parts • MCIE strategy regionwise <ul style="list-style-type: none"> ➤ India – Market plus growth with operational improvements. Focus is to diversify product-customers with CIE support. ➤ 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 • 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.

	<ul style="list-style-type: none"> ➤ 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. • Overall goals of MCIE: 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 business model: <ul style="list-style-type: none"> ➤ CIE globally (incl. MCIE) will remain a tier 2 company and will invest in capex selectively. To ensure that growth happens, CIE (incl. MCIE) continuously evaluates acquisitions. The CIE approach focuses equally on margin as well as growth expansion ➤ CIE is focused on operational efficiency, low corporate costs and customer & product diversification ➤ CIE has a results oriented culture where every plant is expected to meet CIE's financial norms described earlier. The plant management is sufficiently empowered and multi skilled for this purpose. ➤ CIE's plant focused management approach does not mean that synergies across plants are missed, CIE has developed a culture of networked organization where plant managers are encouraged to discuss issues and solutions on a continuous basis
Any other comments	All the above points have been covered in detail in earnings updates released earlier and in earnings conference calls