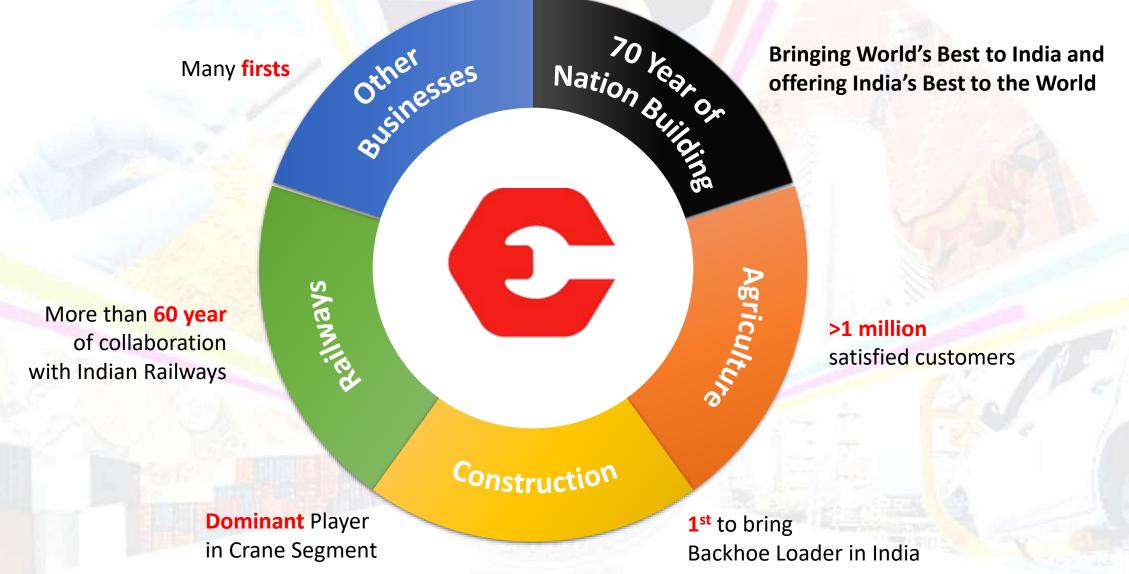


INVESTOR PRESENTATION

June 2018

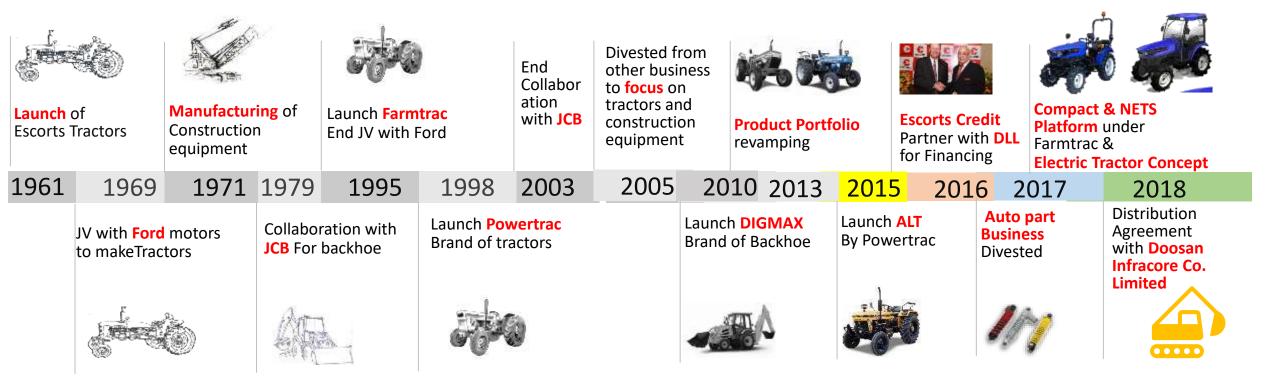
PROUD PARTNER IN NATIONAL DEVELOPMENT





Our Journey So Far





OUR CURRENT BUSINESSES





Revenue FY17: \$ 499.4 mn. FY18: \$ 590.7 mn.

Revenue FY17: \$ 90.6 mn. FY18: \$ 116.4 mn.

Revenue FY17: \$ 36.3 mn. FY18: \$ 42.8 mn.

Revenue FY17: \$ 629.7 mn. FY18: \$ 748.6 mn.

4

MANUFACTURING FACILITIES





Escorts Agri Machinery (EAM)

Three Plants: Farmtrac, Powertrac & Components with a production capacity of 100,000 tractor p.a. Poland Plant: 100% subsidiary having an installed capacity of 2,500 tractor p.a.

Escorts Construction Equipment (ECE)

State of the art manufacturing and assembly facility sprawling 23,226 sq.m. of space with a capacity of 10,000 units p.a.

Railway Equipment Division (RED)

State of the art manufacturing facility sprawling 14,000 sq.m.

Couplers (AARH + Shaku)1100 p.a., Air Brake 4400 p.a., EP Brake 200 p.a., Brake Block: 32,000 p.a.



CSCORTS AGRI MACHINERY (EAM)







TRACTOR SOWING FOR BUMPER HARVEST



India Holds the 2nd Largest Agricultural Land in The World



Improve Retail Finance

Rural Focussed Budget

Bumper Food Grain Production



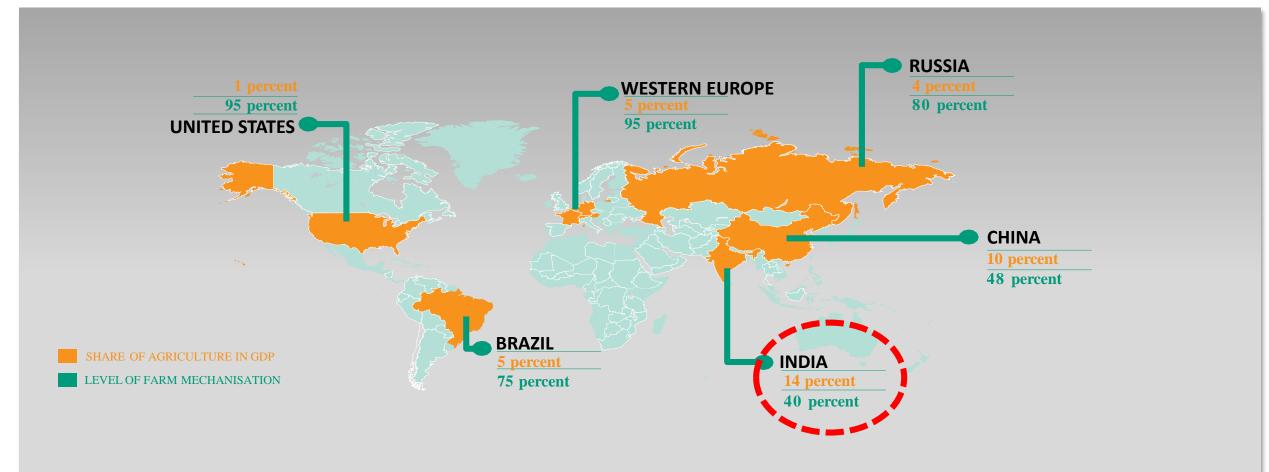
2 Years of on-time Normal Monsoon



Government Focus to Double the Agri-Income of Farmers By 2022

AGRICULTURE CONTRIBUTION & LEVEL OF MECHANIZATION





.. INDIAN TRACTOR INDUSTRY



55% Indians depend on agriculture.

Still only 40% mechanization in India.

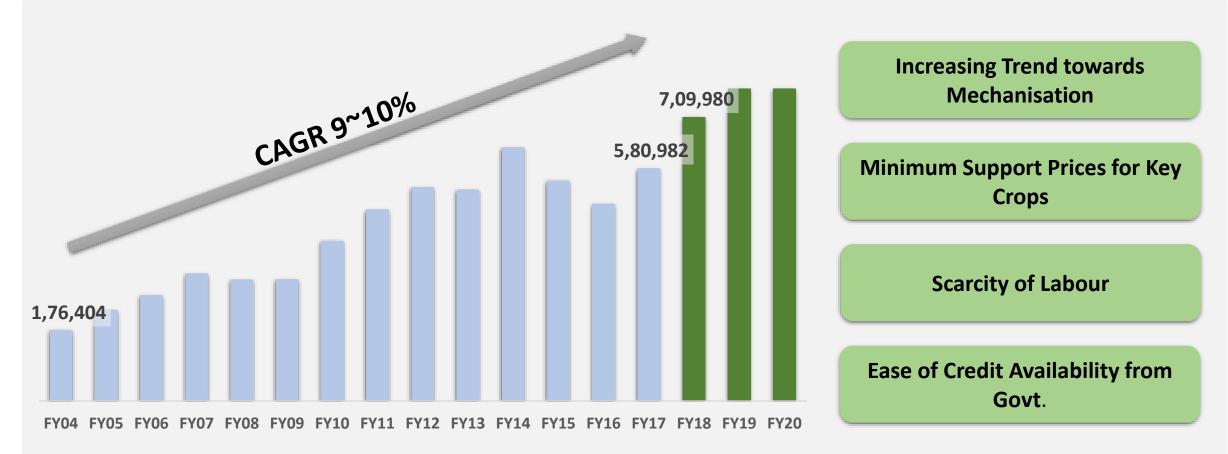
More than 6 Lacs tractor sold every year.

Compound annual growth rate of 10% in last 14 years

O Customer exchange their tractor in every 4-6 years.

\uparrow Domestic Tractor Industry

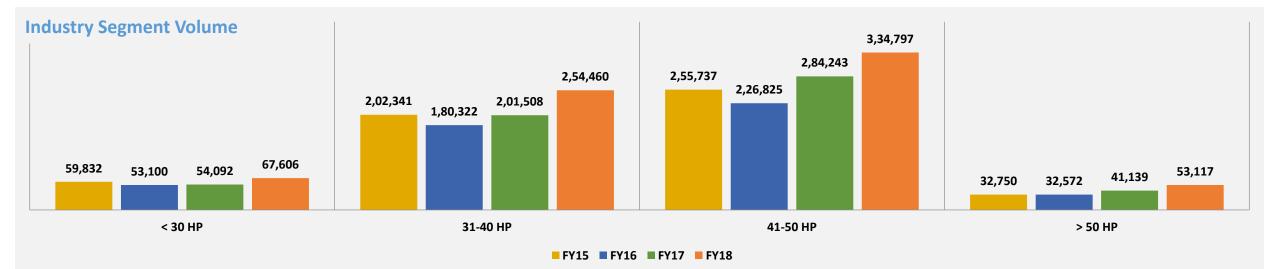


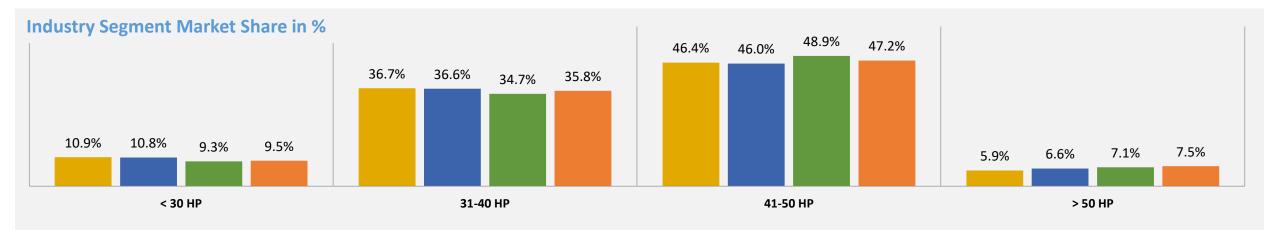


- India is the largest manufacturer of farm equipment
- ✤ India accounts for nearly 1/3rd of the overall tractor production globally
- * 0.6 million units in FY17 and reach to approx. 1.2-1.5 million units by 2030

INDUSTRY SEGMENTATION



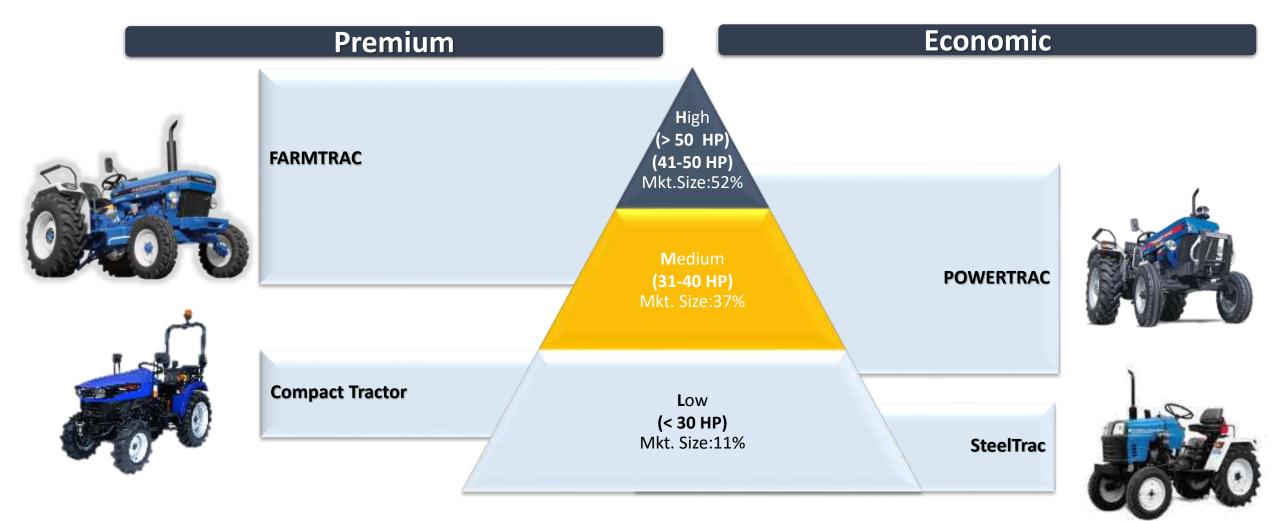




■ FY15 ■ FY16 ■ FY17 ■ FY18

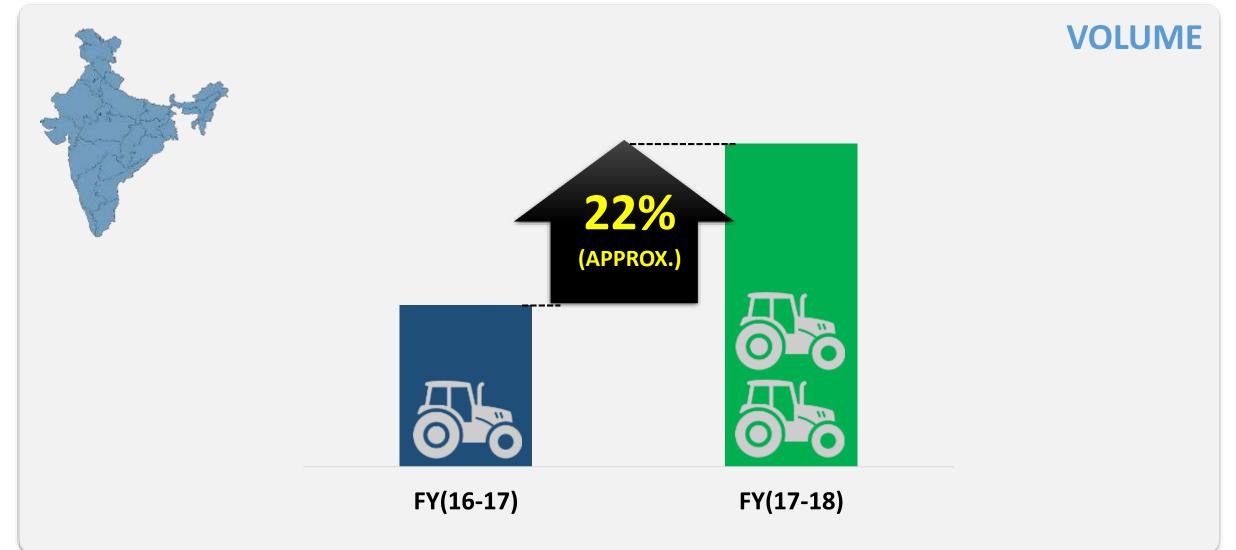
How WE ARE POSITIONED





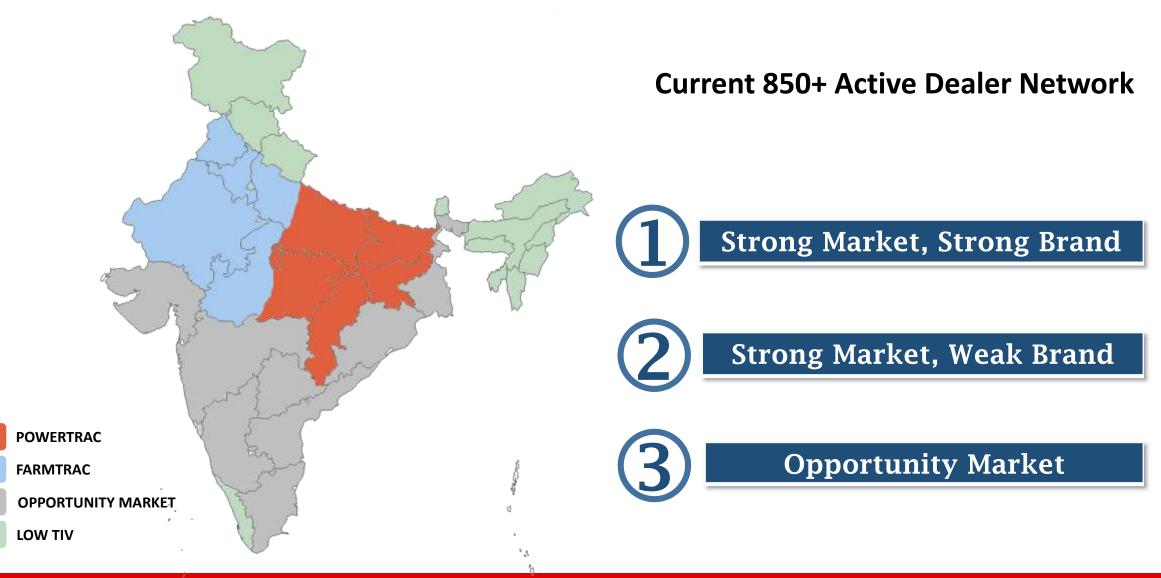
DOMESTIC (TRACTORS)





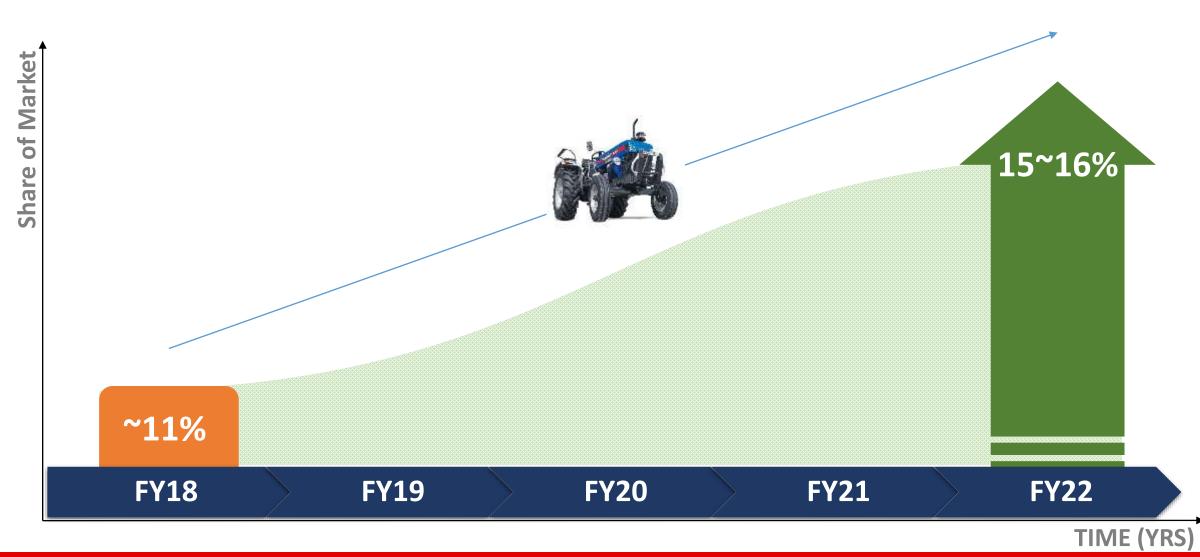
WINNING MARKET





DOMESTIC FY'22 MARKET SHARE OUTLOOK





INGREDIENTS FOR GROWTH





Dual Distribution

Strong Brand Coverage: $90 \rightarrow 99\%$ Weak Brand Coverage: $33 \rightarrow 80\%$



South/West Focus Channel Coverage: 55 → 80% Compact tractor Rice tractor



Product Portfolio Farmtrac: $52\% \rightarrow 95\%$ Powertrac: $74\% \rightarrow 90\%$ Steeltrac: $25\% \rightarrow 75\%$



Customer Centricity 48-Hours Parts Care Button TRAXI ETC

Mol Anmol



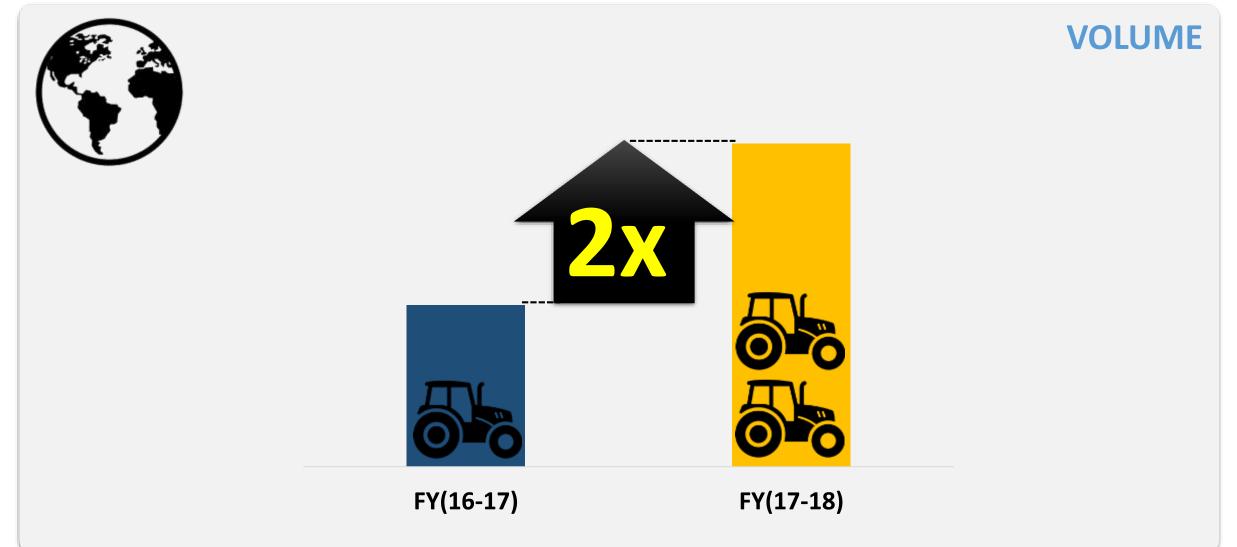
Escorts Credit 6% Penetration → 40%

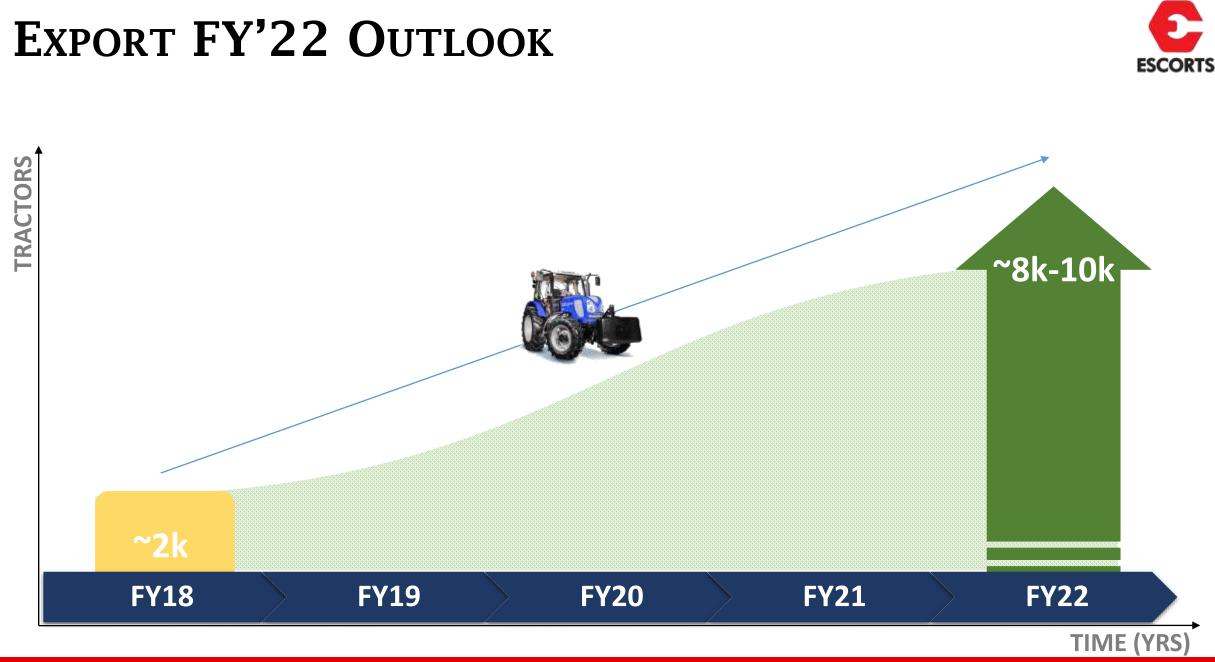
Scientific Sales Management

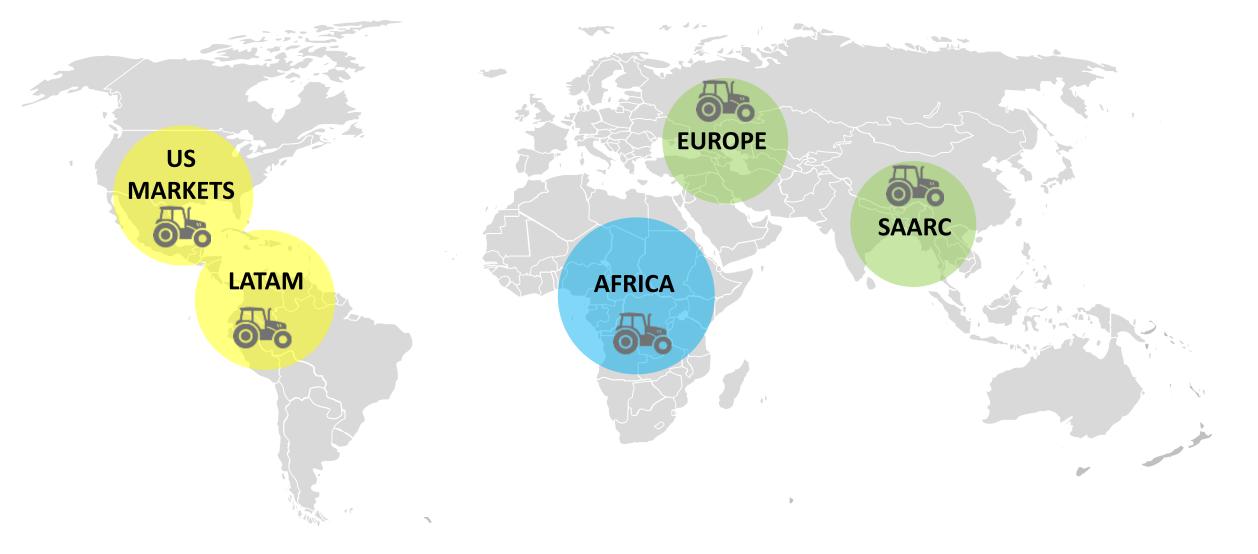
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EXPORTS (TRACTORS)







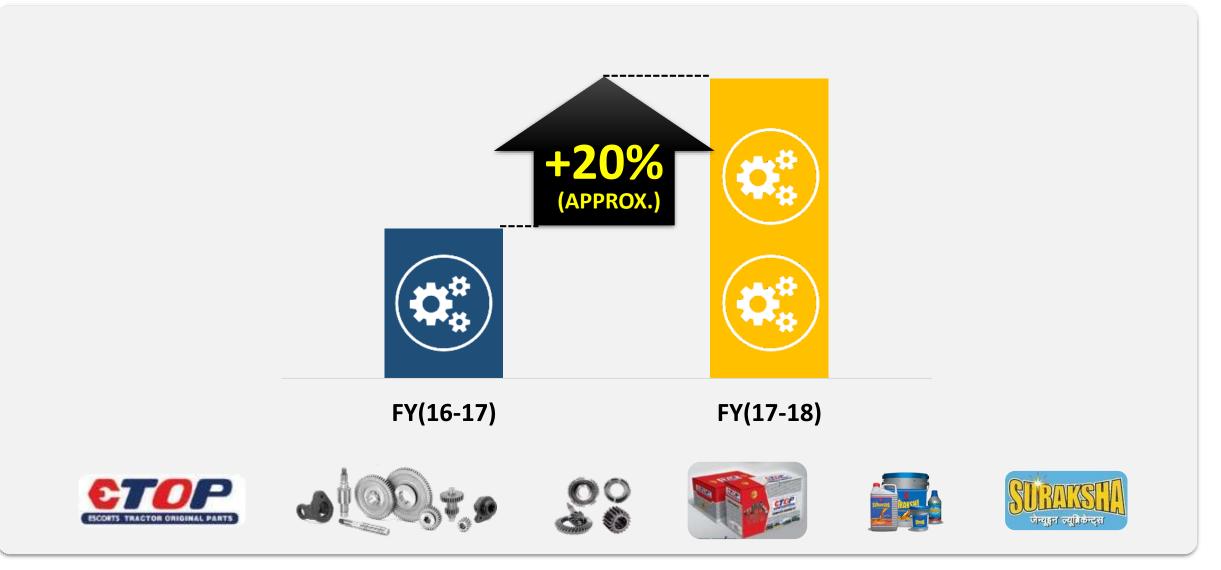


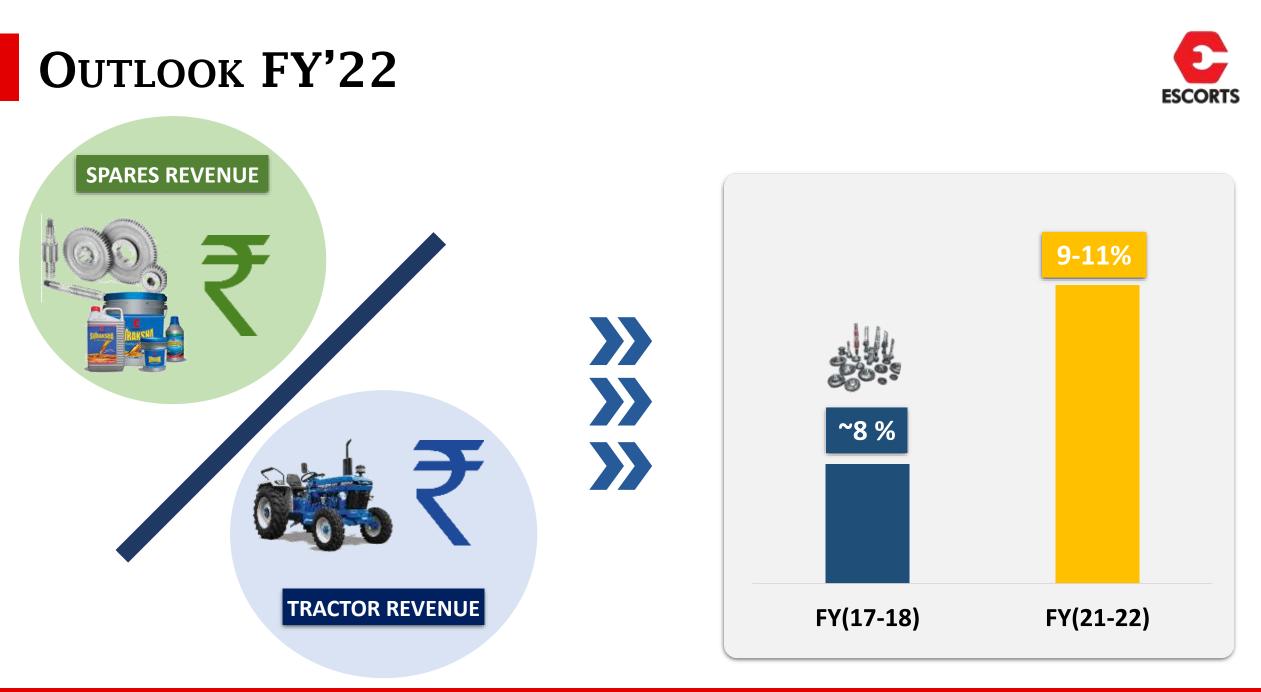
FOCUS MARKETS



Spare Parts & Lubes









ENGINES



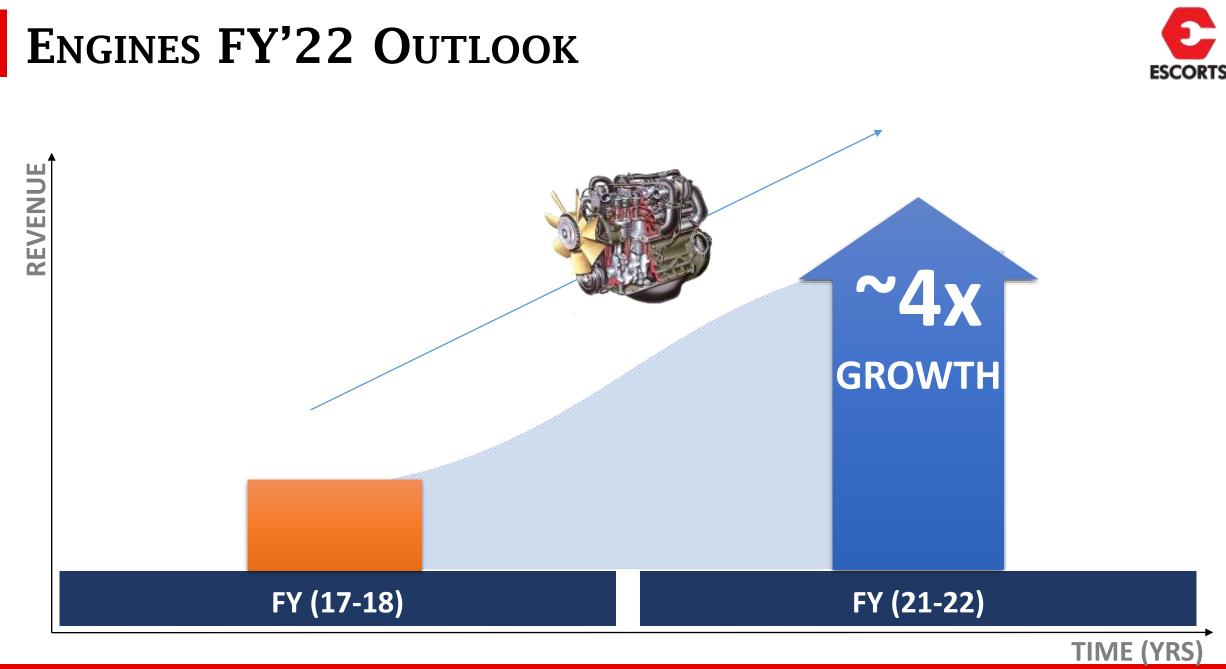
ENGINE SALES FY (17-18)



KOHLER









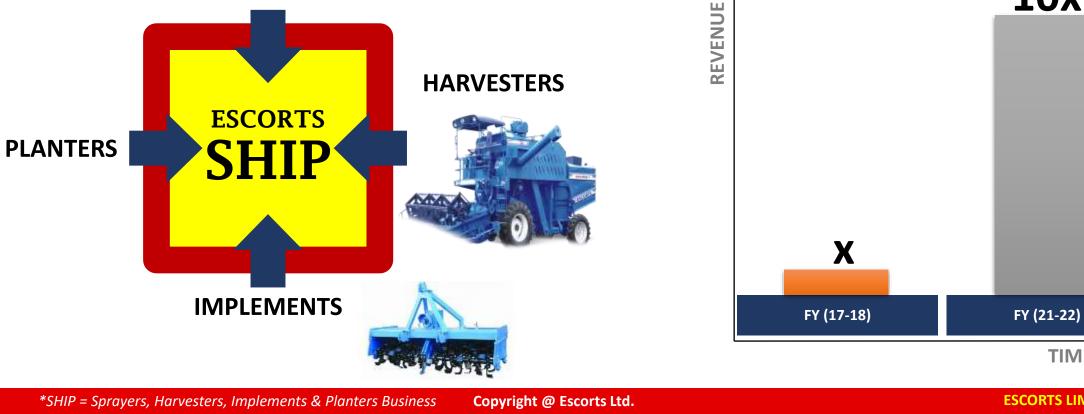
TRACTOR IS AS GOOD AS ITS ATTACHMENTS







TIME (YRS)



SUPPLY CHAIN

PRODUCT RANGE

SPRAYERS

SHIP* BUSINESS

TECHNOLOGY



DISTRIBUTION NETWORK

10x

E NEW PRODUCTS (FY 2016→2018) – DOMESTIC MARKET **ESCORTS**

COMPACT SEGMENT



Compact Series 22 & 26 HP



FARMTRAC



12 HP



STEELTRAC



SUB UTILITY SEGMENT



Classic Series 35 to 45 HP



PT 434 PLUS



EURO 41 PLUS





12 HP to 80 HP PRODUCTS RANGE

UTILITY SEGMENT



FT 6080 PRO

Classic Series 45 to 55 HP - F20 Technology - T20 Technology EURO 55







EURO 75

80HP

New Products (fy 2016 to 2018) – export market



Compact Segment



22 HP



22 HP 25 HP 26 HP 30 HP Mechanical & HST Sub Utility Segment



FT 6045

FT 6050 C

FT 6075 PRO

EURO 60/75 4WD

FT 6090 PRO



FT 6080 PRO



ET COOL V DDO ET COOL V DDO CAB

Utility Segment

90HP

22 HP to 90 HP PRODUCTS RANGE

BRAND LED PRODUCT INNOVATION



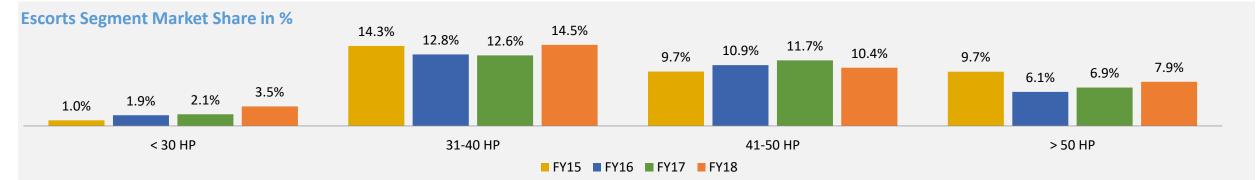


PowerTrac ALT 3500

PowerTrac ALT 4000

EAM JOURNEY SO FAR...

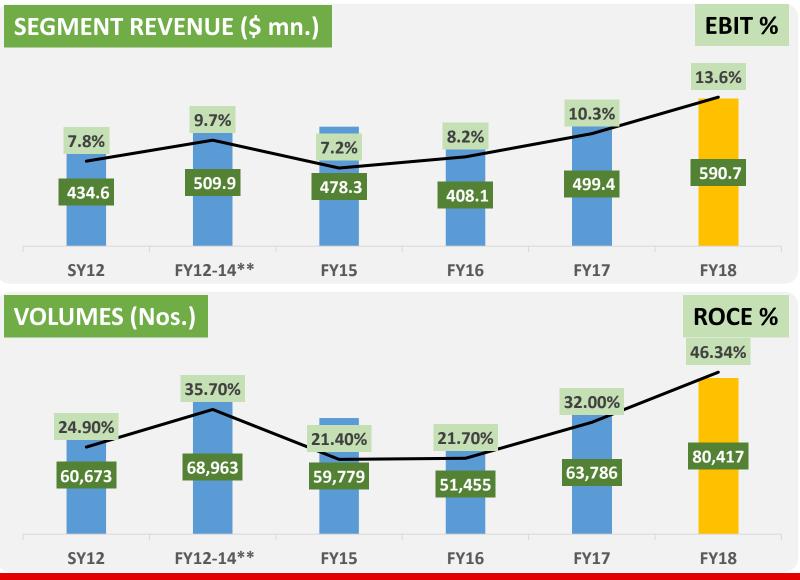




Products	<30 HP	31-40 HP	41-50 HP	51 - 60 HP	> 60 HP
FARMTRAC	Atom Series	XP Series	XP Series	Executive Series (6060)	Executive Series (6065)
			Classic Series		
			T20 & F20		
POWERTRAC	SteelTrac (12 HP)	Euro Series	Euro Series		
		DS Plus Series	DS Plus Series	EURO Series	
	DS Series	ALT Series	ALT Expansion		

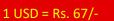
- Gaining market share in >50 HP segment in the last 2 to 3 years.
- To separate the channel in FT and PT. To increase market share in key states in south and west region.

... EAM JOURNEY SO FAR & WAY FORWARD



Way Forward To Achieve 13~15% EBIT Margin At Constant volume

- Revenue Growth Initiatives
 - EXPORT
 - South & West penetration
 - Emerging Business
- Cost Rationalization
 - Raw Material
 - Manpower cost







TRACTORS

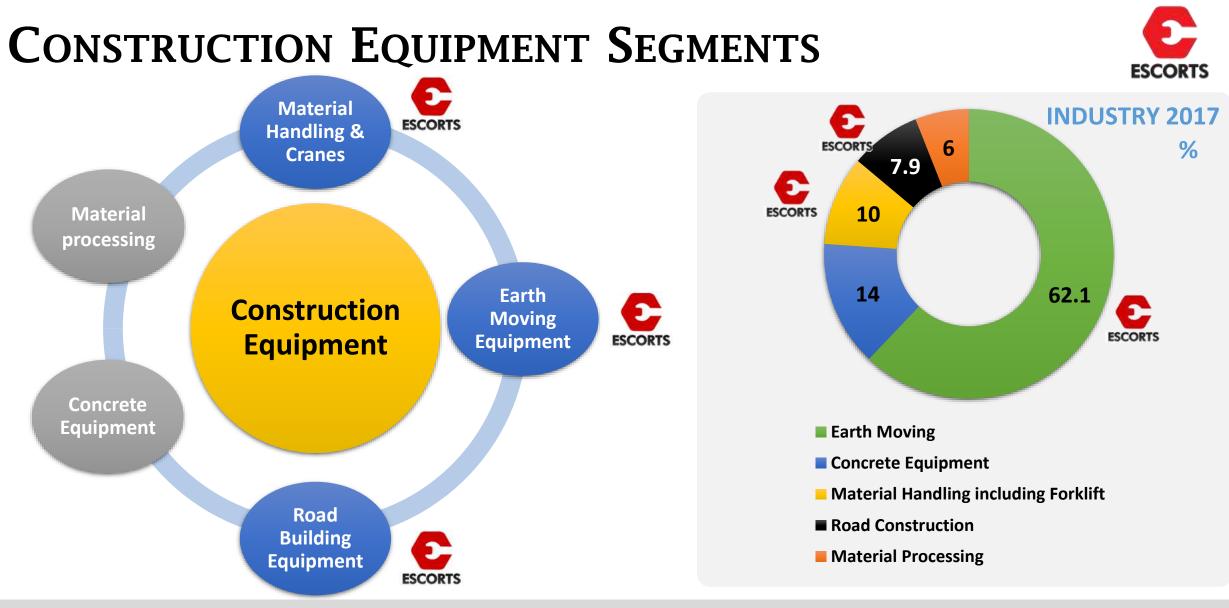
SOLUTIONS

ESCORTS CONSTRUCTION EQUIPMENT (ECE)









ECE present in 40 % Revenue Potential of the Construction Equipment Industry – Strategic Partnership and Distribution Agreement make it to 80% in Value Terms

SEGMENTS APPLICATION & USERS



	Segment	Major equipment types	Application Segment	User	
1	Earthmoving Equipment	A - Backhoe loader, B - Excavator, C - Wheeled loader	 Mining Roads Real Estate/Land Development Power Railways/Metros 	Small/ Individual	70%
				Medium fleet owners	20%
				Institutional/corporate	10%
2	Material Handling & Cranes	Pick and Carry cranes	 Erection work in projects Power Steel Mining Railway/metros 	Government	5%
				Institutional/corporate	20%
				Medium fleet	20%
				Small / Individual	55%
3	Road building equipment	Compactors, pavers, asphalt finishers	 Highways Rural roads Airports Land Reclamation Motor Graders 	Rental hirers	7%
				Contractors	76%
				Corporate Buyers	3%
				Govt Bodies	14%
4	Concrete equipment	Mixers, pumps, batching plants	 Irrigation Canals Road construction Building construction Airports Precast/In situ 		
5	Material processing	Compressors, Crushers	 Stone Quarries Mining Over ground blue metal crushing 		

PRODUCT PORTFOLIO



1) Material Handling



2) Earth Moving

3) Road Construction







10%

% of ECE Revenue

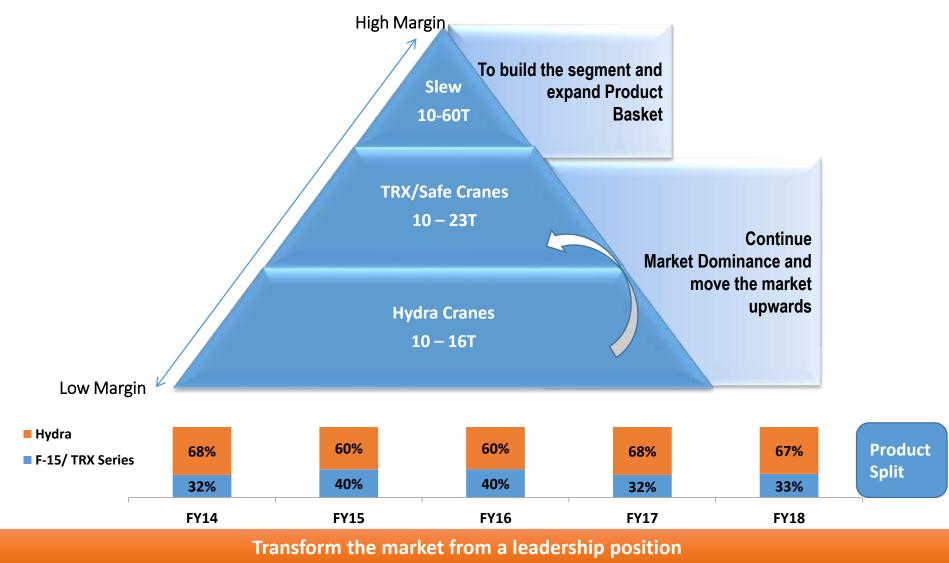
WHAT WE DID IN LAST 3-4 YEARS

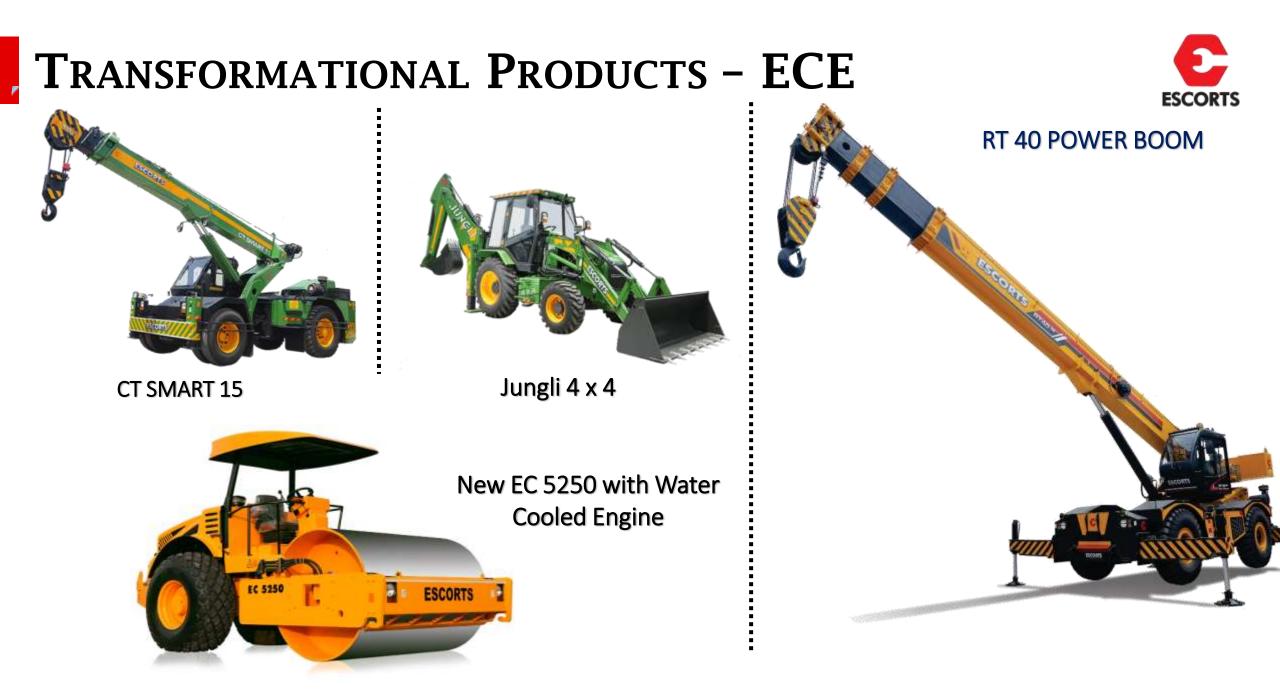




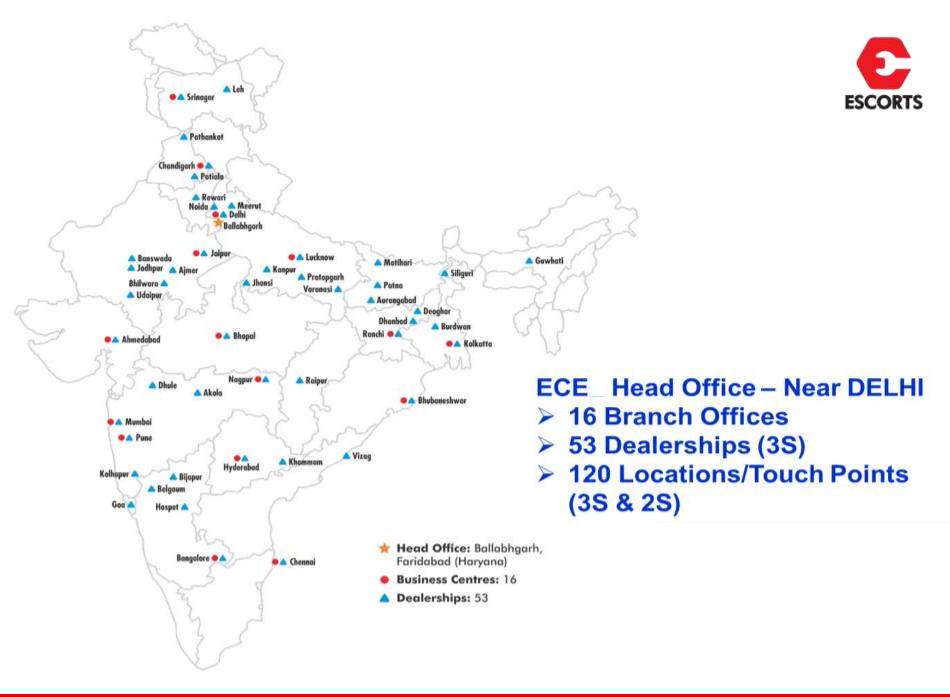
MATERIAL HANDLING





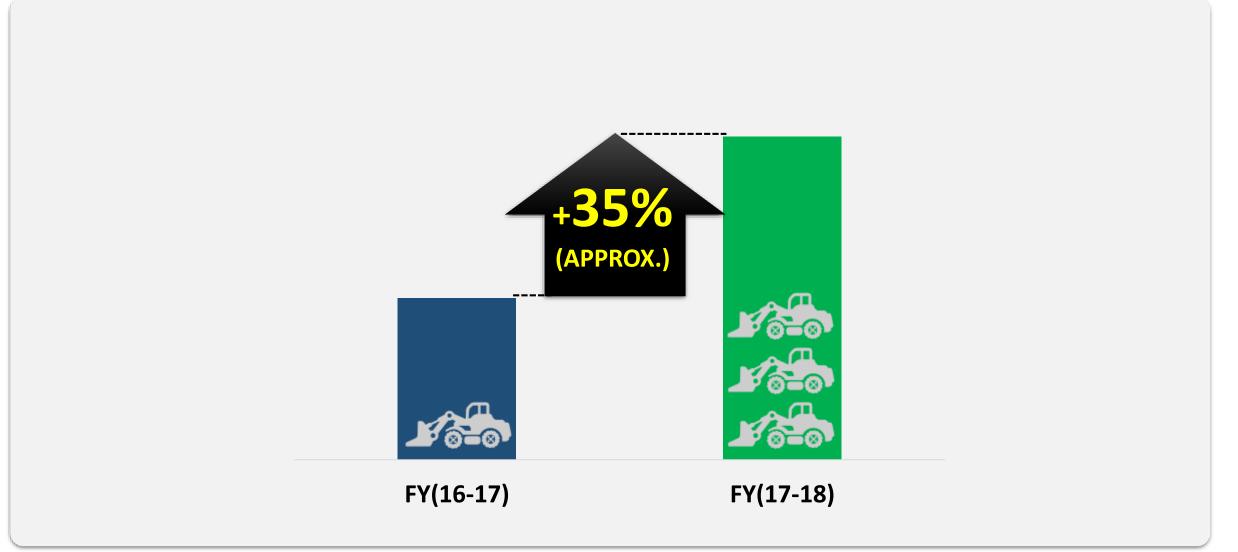


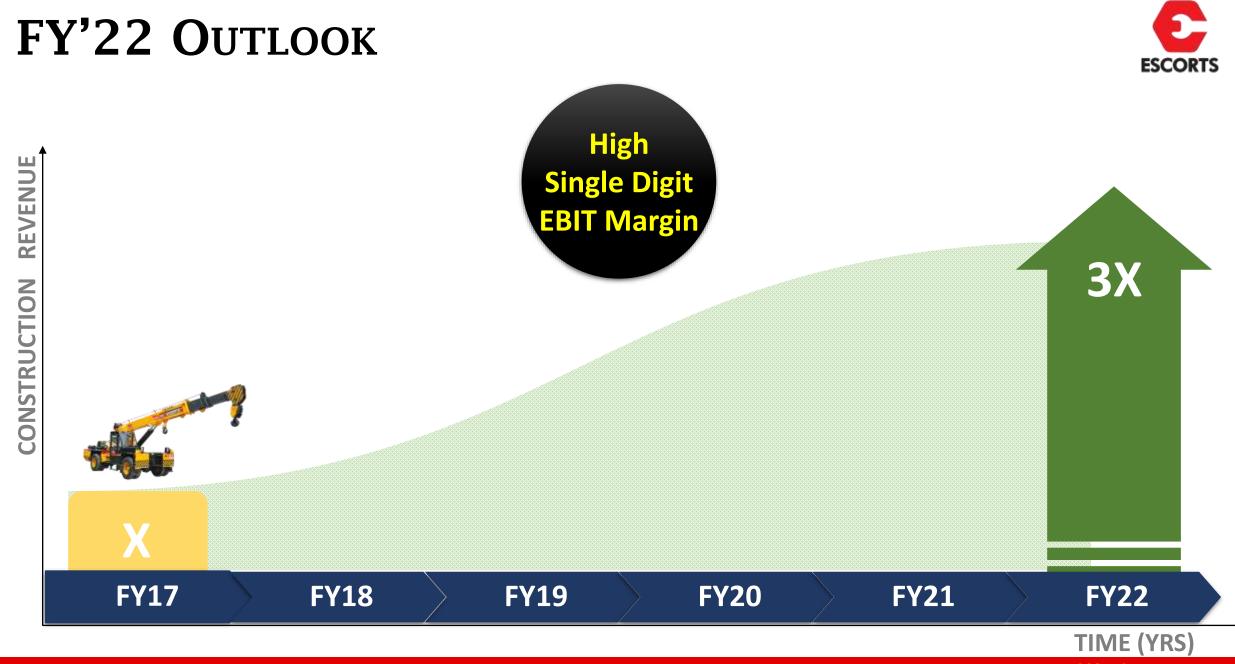
Network



VOLUMES







READY TO RIDE THE INDUSTRY BOOM





1 USD = Rs. 67/-

RAILWAY EQUIPMENT DIVISION (RED)





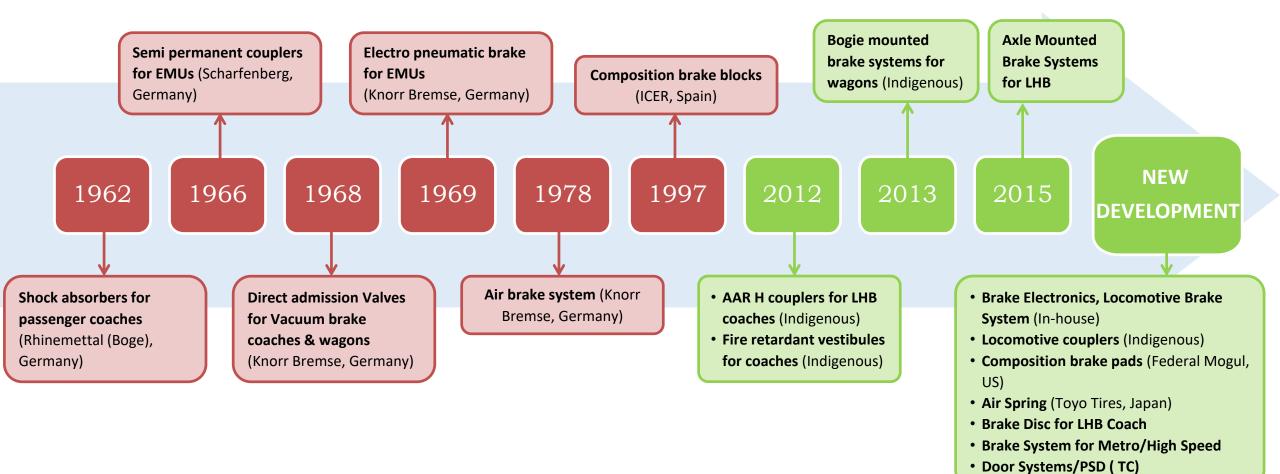




To achieve Leadership position in Indian Railways Components Industry in the defined segment

Major Sourcing partner for global Rolling Stock OEMs & Operators

ESCORTS LIMITED

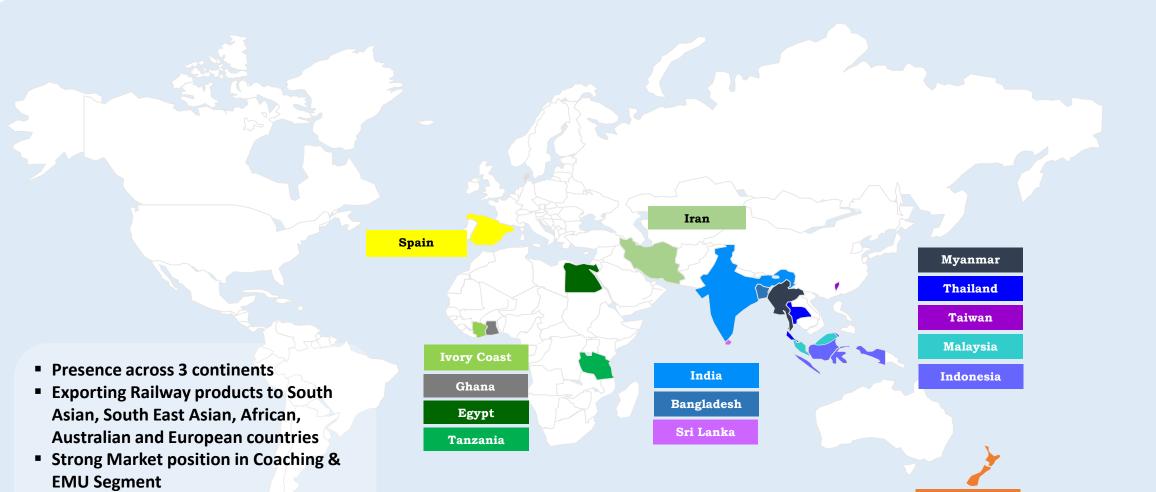


JOURNEY SO FAR



PROVIDING COST EFFECTIVE SOLUTION TO WORLD RAILWAYS & METROS





 Leading domestic player in Brake, Coupler and Suspension Systems **New Zealand**

On Growth Track

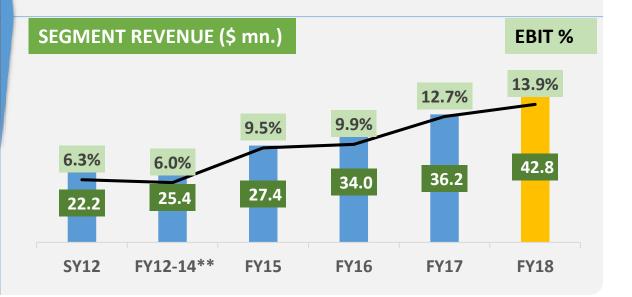


YOY EBIT GROWTH of more than 25 % from FY15

- ✓ Manpower Cost, Productivity Improvements
- ✓ Material Cost improvements
- ✓ New Product Revenue boost
- ✓ Building Strong Inhouse R&D

CONSISTENT ORDER BOOK GROWTH

\$ 57.2 mn. – Mar'18



** Annualised Data

Growth momentum to continue



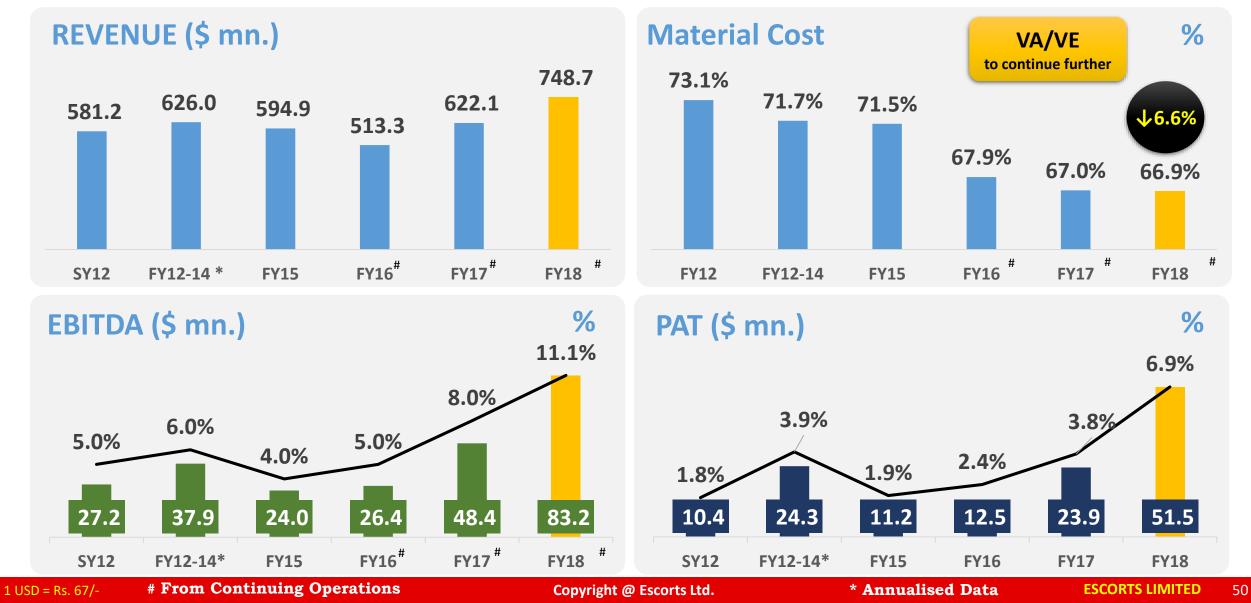




GROUP FINANCIALS

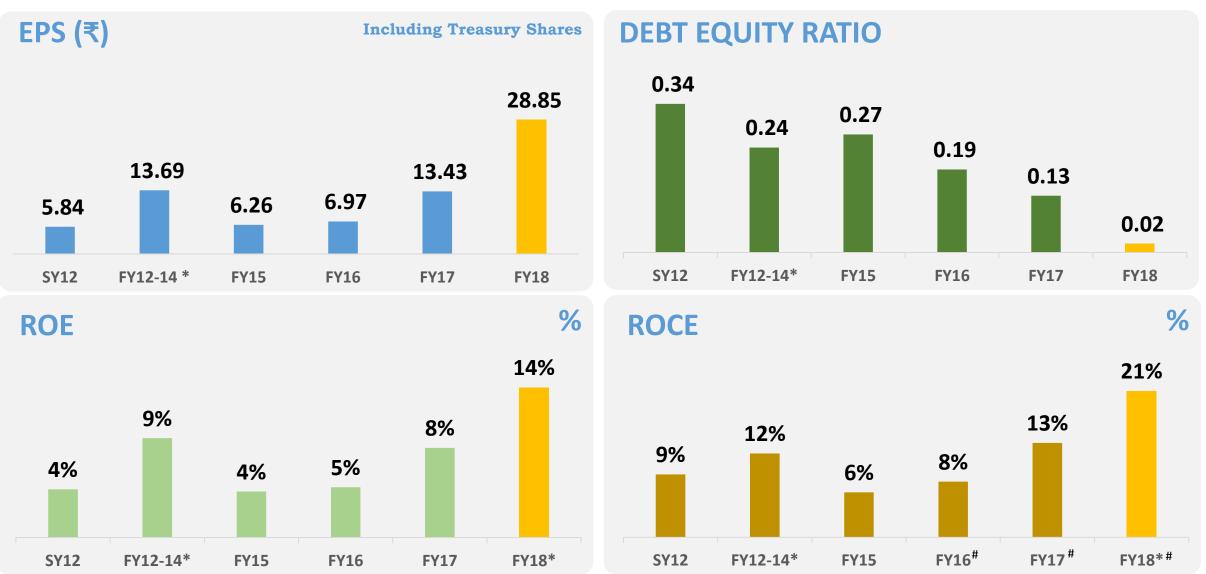
↑ Key Financial Metrices...





↑ Key Financial Metrices...

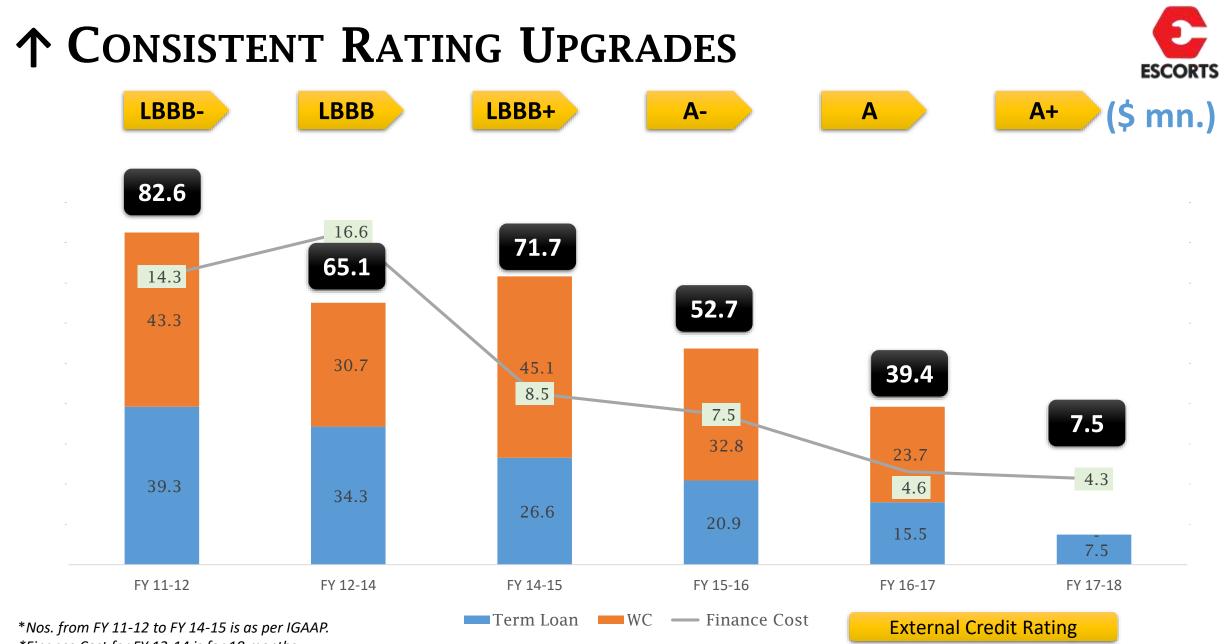




From Continuing Operations

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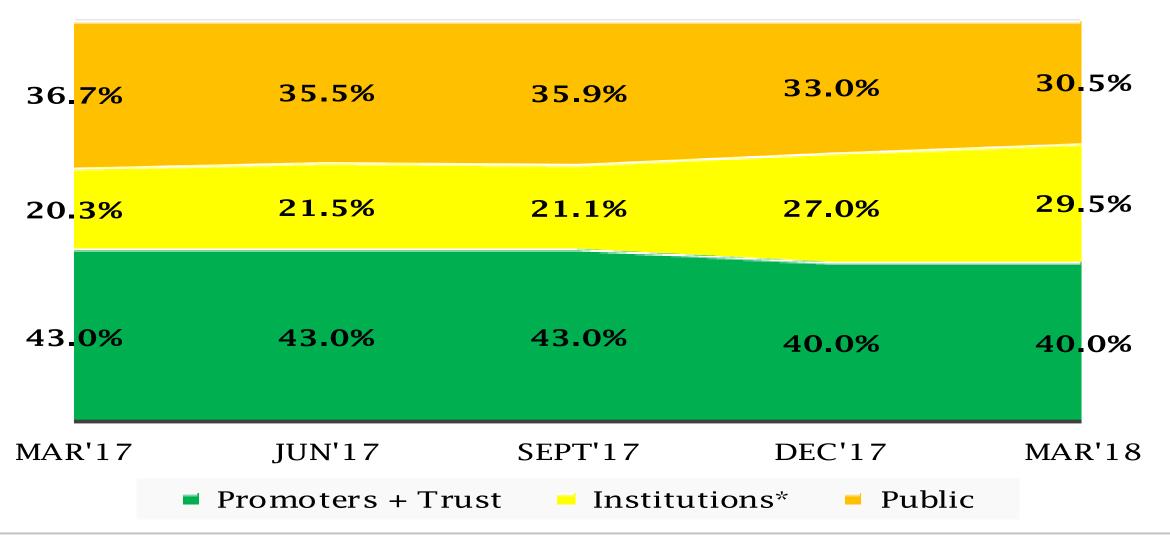
51



*Finance Cost for FY 12-14 is for 18 months.

↑ Shareholding Pattern





* FPI/Financial Institutions/ Banks/Insurance Companies

As of quarter ended

\uparrow Corporate Governance



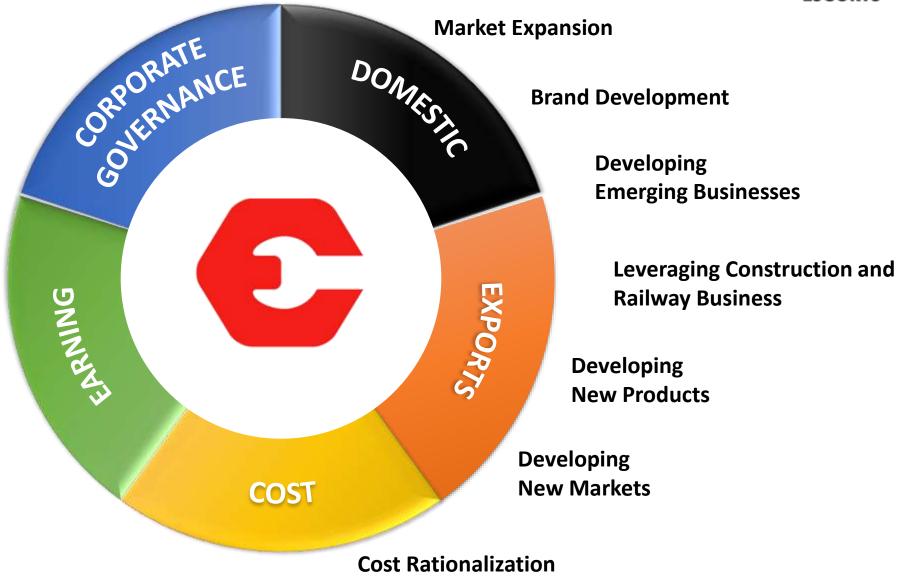


THE WAY FORWARD



Focus on Corporate Governance, Compliances & Control

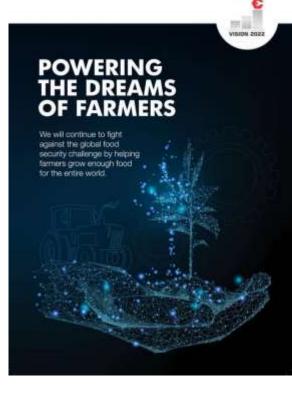
> Earnings Growth & Investor Return Profit & Cash focus; Capital Allocation





CVision

By 2022



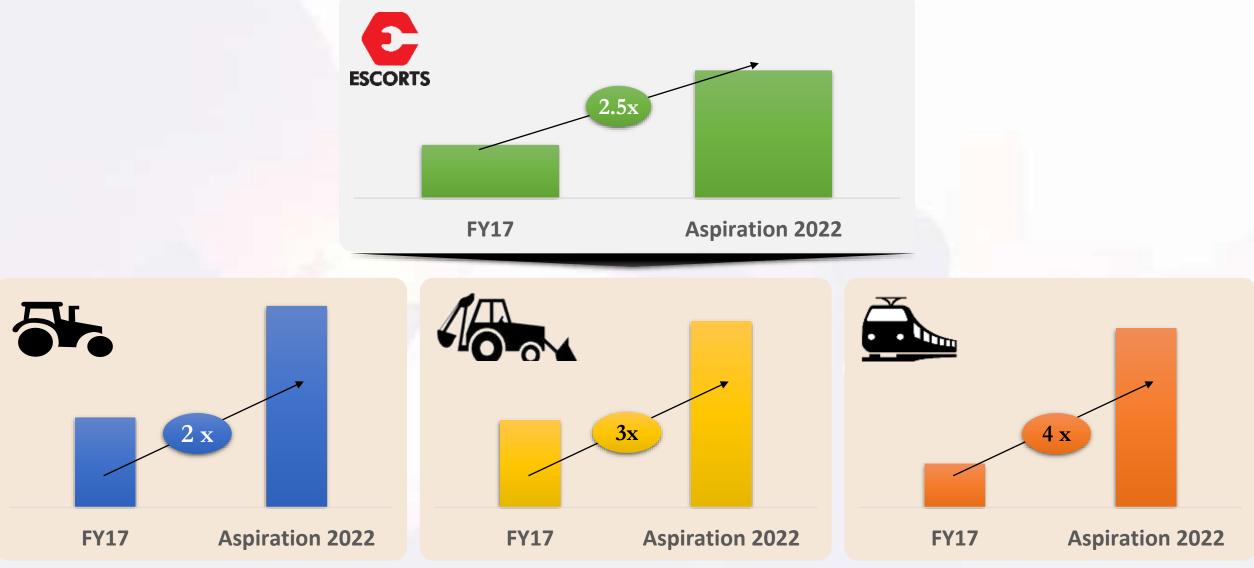




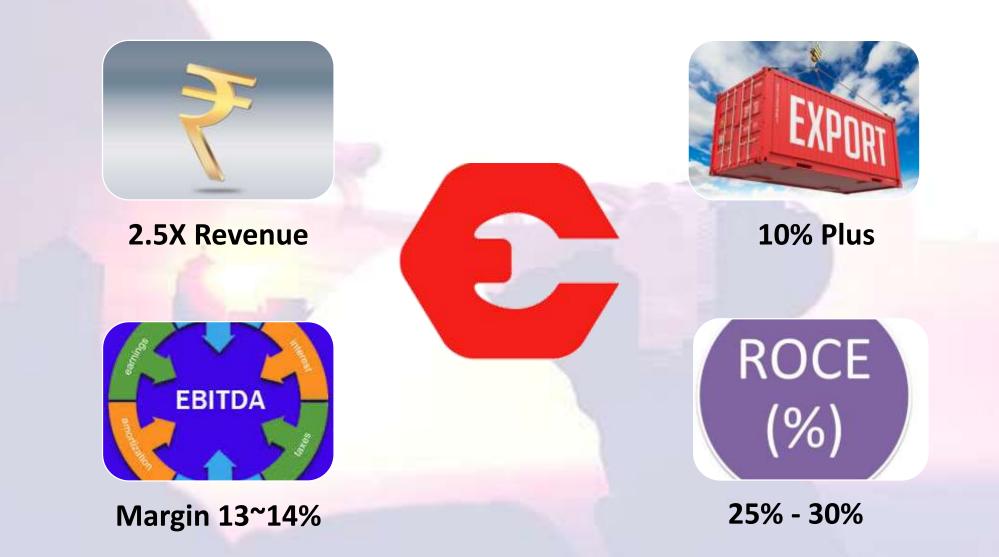
Purpose and Vision

Revenue (₹ cr.)









BOARD OF DIRECTORS...





Mr. Rajan Nanda, Chairman and Managing Director

- > A Visionary leader, who has played a pivotal role in promoting the cause of Indian Agriculture
- Active member of several apex trade and industry bodies and member of CII National Council



Mr. Nikhil Nanda, Managing Director

- Alumnus of Wharton Business School, Philadelphia
- > Responsible for driving Escorts' growth initiatives to strategically position it in the global arena



Dr. Sutanu Behuria, Independent Director

- > A PHD in Economics from Southern Methodist University, Dallas, He is an IAS officer from 1976 batch.
- > He has served as secretary in the Dept. Of Fertilisers, National Disaster Management Authority and Dept. of Heavy Industry.



Mr. Hardeep Singh, Director

- > Chairman -Monitoring committee on minimum support price (Planning Commission) & Food security Task force (CII)
- > He was the former executive chairman of Cargill South Asia and Amalgamated Plantations Pvt. Ltd

Mr. D J Kakalia., Independent Director

- > Partner in Mulla & Mulla & Craige, Blunt & Caroe, Advocates, Solicitors & Notaries
- > Specializes in litigation for the power and manufacturing sector, representing and advising large Power Companies
- > Director and member of various Board Committees in Aditya Birla Finance Limited, Reliance Broadcast Network Limited and Reliance Power Limited

...BOARD OF DIRECTORS





Mr. P.H. Ravikumar, Independent Director

- Founder MD & CEO of NCDEX
- > He has worked with leading banks like ICICI Bank and Bank of India



Mrs. Vibha Paul Rishi, Independent Director

- > An Alumnus of FMS Delhi, She has been an Executive Director of Brand and Human Capital of Max India Limited
- > She has also worked with leading Industry names like Future Group and PepsiCo in various leadership roles.



Ms. Nitasha Nanda, Whole time Director

- > An entrepreneur & experienced business leader, She manages the Escorts Securities Ltd. And Escorts Asset Management Ltd.
- > She is on the board of directors of Seitz technologies, RNIS, Raksha TPA, Rimari India and Sun and Moon travels.



Mr. G. B. Mathur, Director

- > An ACS and LLB by profession, He has more than 3 decades of experience in corporate law
- > He has previously worked with Chambal Fertilizers and Chemical Limited

Mr. Ravi Narian, Independent Director

- > MBA from the Wharton School of the University of Pennsylvania
- > 34 years plus of experience in various professional capacities to reputed organisations all over India.
- > Adviser at Advent International Corporation and National Stock Exchange of India (NSE) as Non-Executive Vice-Chairman
- > He also serves as Vice-Chairman of World Federation of Exchanges.

Management Team





Mr. Shailendra Agrawal

Group Chief Operating Officer

> 35 years of experience in creating product & technology roadmap and driving business transformation through Business Process Re-engineering



Mr. Shenu Agarwal

CE, Escorts Agri Machinery Sales & Marketing & Emerging Businesses

> 26 years of experience in domestic and international sales and marketing, R&D and product development, strategy and project management



Mr. Ajay Mandahr **CE**, Escorts Construction Equipment

> 26 years of experience in operations, sales & marketing, new product development



Mr. Dipankar Ghosh

CE, Railway Equipment Division

> 24 years of experience in product development, manufacturing operations and technology transfers



Mr. Bharat Madan

Group Chief Financial Officer

> 28 years plus of experience in financial accounting, audit, cash and capital management, forecasting and risk management, tax planning, financial modelling and analysis



Amanppreet Singh Bhatia Group Head - Human Resources

> 25 years' experience in organizational transformation, creating performance-driven culture, building leadership pipeline, and managing employee relations



Mr. Ajay Sharma

Group General Counsel & Company Secretary

> 25 years' experience in Corporate Law, Overseas Acquisition, Legal Due Diligence, Joint Ventures Structuring, with specific focus on International Laws

SAFE HARBOR



Certain statements in this document include forward-looking comments and information concerning the company's plans and projections for the future, including estimates and assumptions with respect to economic, political, technological, weather, market acceptance and other factors that impact our businesses and customers. Such forward-looking statements are subject to certain risks and uncertainties like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forwardlooking statements. Escorts Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.

Contact Details	Bharat Madan	+91 129 2564837
Escorts Ltd. (CIN: L74899HR1944PLC039088)	(Group Chief Financial Officer)	bharat.madan@escorts.co.in
Corporate Centre		
15/5 Mathura Road		
Faridabad – 121003		
Phone: +91 129 2250222	Prateek Singhal	+91 129 2564921
www.escortsgroup.com investorrelation@escorts.co.in	(Financial Analyst & Investor Relations)	prateek.singhal@escorts.co.in

