

16 June, 2016

<p>The Secretary National Stock Exchange of India Ltd. Exchange Plaza, Plot no. C/1, G Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051. <b><u>Script Code: TIMKEN</u></b></p>	<p>The Secretary Bombay Stock Exchange Ltd. Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001. <b><u>Script Code: 522113</u></b></p>
--	--

Dear Sirs,

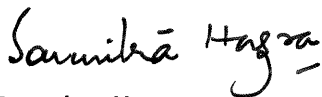
**Sub: Presentation to the investors**

With reference to our letter dated 13 June, 2016, we hereby submit presentation made by the Company to the investors on 14 June, 2016. Due to technical difficulties at our end, we could not submit the same earlier. Same is being uploaded on the Company website.

Please take the same on record.

Thanking you,

Yours faithfully  
For **TIMKEN INDIA LIMITED**



**Soumitra Hazra**  
**Company Secretary &**  
**Chief - Compliance**

Registered office:  
Timken India Limited  
39-42, Electronic City  
Phase II, Hosur Road  
Bangalore 560 100, Karnataka  
India

**TIMKEN INDIA LIMITED**

**CORPORATE PRESENTATION**

June 2016

**TIMKEN**

## ***DISCLAIMER***

This presentation has been prepared by Timken India Limited (the "Company") solely for information purposes, without regard to any specific objectives, financial situations or informational needs of any particular person. This presentation is not a complete description of the Company. This presentation may include statements which may constitute forward-looking statements. All statements that address expectations or projections about the future, including, but not limited to, the Company's forecasts, beliefs, estimates, expectations and outlook, statements about the strategy for growth, business development, market position, expenditures, and financial results, are forward looking statements. Forward looking statements are based on certain assumptions and expectations of future events and involve known and unknown risks, uncertainties and other factors. The Company cannot guarantee that these assumptions and expectations are accurate or exhaustive or will be realized. The actual results, performance or achievements, could thus differ materially from those projected in any such forward-looking statements.

The Company, its Directors, Promoter or affiliates, nor any of its or their respective employees, advisers or representatives or any other person accepts any responsibility or liability whatsoever, whether arising in tort, contract or otherwise, for any errors, omissions or inaccuracies in such information or opinions or for any loss, cost or damage suffered or incurred howsoever arising, directly or indirectly, from any use of or reliance upon this document or its contents or otherwise in connection with this document, and makes no representation or warranty, express or implied, for the contents of this document including its accuracy, fairness, completeness, correctness or verification or for any other statement made or purported to be made by any of them, or on behalf of them, and nothing in this document or at this presentation shall be relied upon as a promise or representation in this respect, whether as to the past or the future. The information and opinions contained in this presentation are current, and if not stated otherwise, as of the date of this presentation. Further, past performance is not indicative of future results. The Company relies on information obtained from sources believed to be reliable but does not guarantee its accuracy or completeness.

This presentation does not constitute or form part of any offer or invitation or inducement or advertisement to sell or issue, or any solicitation of any offer to purchase or subscribe for, directly or indirectly, any securities of the Company by any person in any jurisdiction, including India and the United States, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment or to be relied in connection with an investment decision in relation to the securities of the Company. This presentation does not constitute a recommendation by the Company or any other party to sell or buy any securities of the Company. The provision of information in this presentation should not be treated as giving investment advice or advice relating to legal, taxation, financial or accounting matters. Therefore any person/ party placing reliance on the information contained in this presentation or any other communication by the Company does so at his own risk and such person/ party intending to provide finance / invest in the shares/businesses of the Company shall do so after seeking their own professional advice and after carrying out their own due diligence procedure to ensure that they are making an informed decision. Neither the delivery of this document nor any further discussions by the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since that date. This presentation is strictly confidential and may not be copied, distributed, redistributed or disseminated, in whole or in part, directly or indirectly, and in any manner or for any purpose. No person is authorized to give any information or to make any representation not contained in or inconsistent with this presentation and if given or made, such information or representation must not be relied upon as having been authorized by any person. Failure to comply with this restriction may constitute a violation of the applicable securities laws. The distribution of this document in certain jurisdictions may be restricted by law and persons into whose possession this presentation comes should inform themselves about and observe any such restrictions. By viewing this presentation or by accepting any copy of the slides presented, you agree to be bound by the foregoing limitations.

This presentation is not directed to, or intended for distribution to or use by, any person or entity that is citizen or resident or located in any locality, state, country or other jurisdiction where such distribution, transmission, publication, availability or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction. Neither this presentation nor any copy of it may be taken, published, transmitted or distributed, directly or indirectly, in or into the United States.

## ***DEFINITION***

---

Timken Group in this presentation refers to Our Company, The Timken Company, our Promoter, Australian Timken Proprietary Limited, Bearing Inspection Inc., FirstBridge (Shanghai) Trading Co., Ltd., Jiangsu TWB Bearing Co Ltd., MPB Corporation, Nihon Timken K.K., PTBridge (Hong Kong) Investment Limited, The Timken Corporation, Timken (Bermuda) LP, Timken (Chengdu) Aerospace and Precision Products Co. Ltd., Timken (China) Investment Co. Ltd., Timken (Gibraltar) 2 Limited, Timken (Gibraltar) Limited, Timken (Hong Kong) Holding Limited, Timken (Mauritius) Ltd., Timken (Shanghai) Distribution and Sales Co. Ltd., Timken Aerospace Transmission, LLC, Timken Alcor Aerospace Technologies, Inc., Timken Alloy Steel Europe Limited, Timken Argentina S R L, Timken Australia Holdings ULC, Timken Bearing Services South Africa, Timken Canada LP, Timken ceska republika, s.r.o., Timken de Mexico S A de CV, Timken de Venezuela C.A., Timken Do Brasil COM.E.IND.LTDA, Timken Engineering and Research India Private Limited, Timken Espana, S.L., Timken Europe, Timken Europe B.V., Timken Europe II B.V., Timken France SAS, Timken Gears and Services, Timken Global Treasury SARL, Timken GmbH, TIMPL, Timken Industries SAS, Timken IRB SA, Timken Italia S.r.l., Timken Korea LLC, Timken Luxembourg Holdings SARL, Timken Mexico Holdings LLC, Timken Polska SP.z.o.o., Timken Romania S.A., Timken Scandinavia A.B., Timken Servicios Administrativos S.A. De C.V., Timken South Africa Limited, Timken Super Precision Europa B.V., Timken UK Limited, Timken US LLC, Timken Wuxi Bearings Co. Ltd., TTC Asia Limited and Yantai Timken Company Limited

## ***TABLE OF CONTENTS***

---

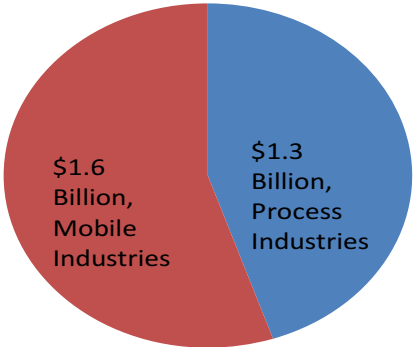
- **The Timken Company – Overview**
- Timken India Ltd – Overview
- Industry Overview
- Financial Performance
- Business Strategy
- Key Strengths

# THE TIMKEN COMPANY – AT A GLANCE

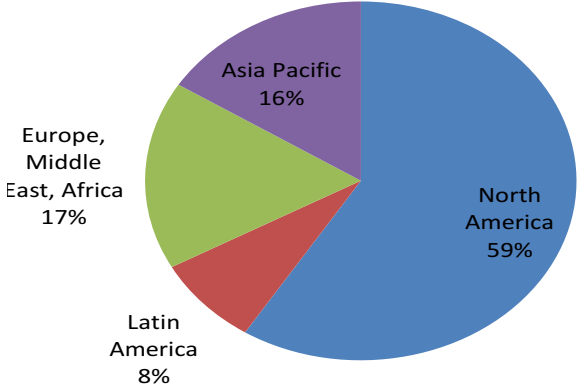
## Overview

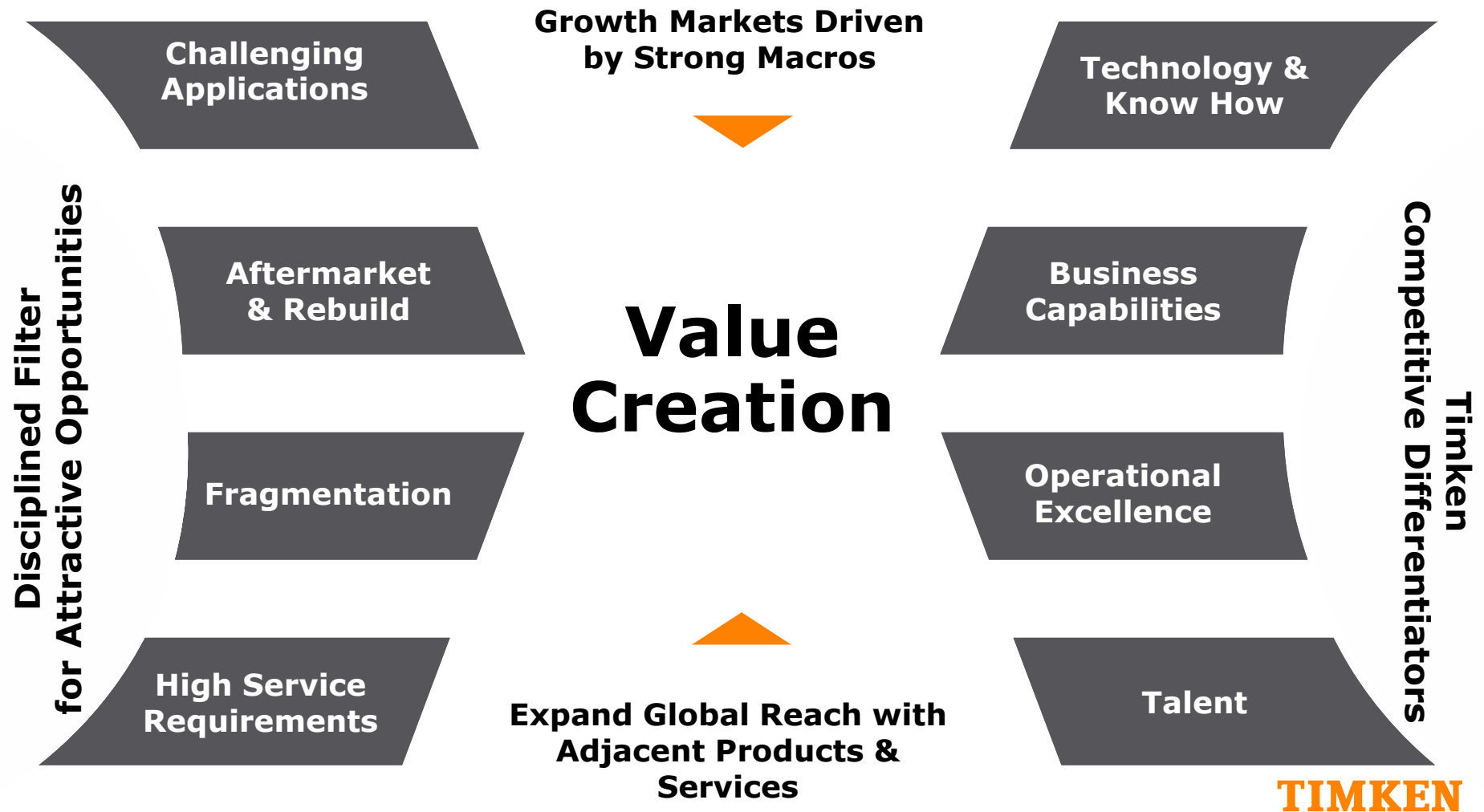
- A leader in the bearings industry, applies its deep knowledge of materials, friction management and mechanical power transmission to improve the reliability and efficiency of industrial machinery and equipment all around the world
- Manufactures and manages global supply chains for multiple product lines including anti-friction bearings, mechanical power transmission solutions.
- Serves diverse market sectors, including:  
Aerospace, Construction, Mining, Energy/Wind, Railroad, Automotive, Truck, Aftermarket
- Recognized as one of “The 100 Most Trustworthy companies” in the World in the year 2009(1) and as the as one of the “World’s Most Ethical Companies” in 2016 by the Ethisphere Institute
- Founded over 100 year ago by Henry Timken, who received two patents on the design of a tapered roller bearing
- Headquartered in Canton, Ohio
- 2015 Net Sales: USD 2.9 billion
- Operations in approximately 28 countries and has more than 14,000 employees globally
- Listed on NYSE with market cap of USD 2.63 BN as of 10-June-2016

## Revenue Breakup by Markets – FY 15



## Revenue Breakup by Geography – FY 15





## ***TABLE OF CONTENTS***

---

- The Timken Company – Overview
- **Timken India Ltd – Overview**
- Industry Overview
- Financial Performance
- Business Strategy
- Key Strengths



# TIMKEN INDIA – AT A GLANCE

**TIMKEN**

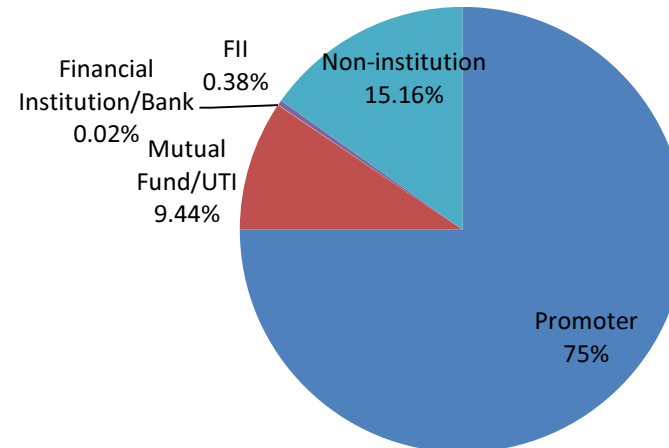
## Overview

- One of the leading manufacturers of taper roller bearings and certain components of taper roller bearings in India
- Products manufactured: taper roller bearings and its components
- Products imported from Timken Group and sold: taper roller bearings spherical roller bearings, cylindrical roller bearings and specialty ball bearings
- Products exported: taper roller bearings and bearing products
- Products used by OEMs and end-users in diverse industries such as rail, metal, energy, automotive
- Headquartered at Bengaluru and established in 1987 as JV with Tata Steel
- Manufacturing facility at Jamshedpur with cellular manufacturing technology – BS OHSAS 18001:2007, ISO 14001: 2004, ISO 9001:2008 and ISO/TS 16949 certified and also recognized by Association of American Railroads
- 642 Employees as of 31-May-2016

## Our Value Drivers

Vision	Be the global leader in bearings and mechanical power transmission, continually improving performance, reliability and efficiency
Core Business Values	Ethics and Integrity      Teamwork Quality                              Excellence

## Shareholding Overview - As on 31-May-2016



**TIMKEN**

# BUSINESS SEGMENTS

**TIMKEN**



## Mobile Industries

Rail  
Light Vehicle  
Off Highway  
Heavy Trucks  
Auto Aftermarket

## Process Industries

Heavy Industries  
Industrial Processes  
Gear Drives  
Energy  
Industrial Distribution

## Services

'MILLTEC'  
Bearing Reconditioning &  
Repair  
Condition Monitoring  
Reliability Services

**TIMKEN**

# MOBILE INDUSTRIES

**TIMKEN**

<p><b>Key Segments</b></p>	 <p>Light Vehicles</p>	 <p>Heavy Trucks</p>	 <p>Off-Highway Equipments</p>	 <p>Agricultural Tractors</p>	 <p>Freight &amp; Passenger Rail</p>	 <p>Auto Aftermarket</p>
<p><b>Application</b></p>	<p>Axles, Transmissions, Wheel End</p>	<p>Axles, Transmissions &amp; Wheel End</p>	<p>Engine, Transmission &amp; Wheel Ends</p>	<p>Axles, Transmissions, Wheel End</p>	<p>Wagons Coaches Locomotives</p>	<p>Axles, Transmissions, Wheel End</p>
<p><b>Product line</b></p>	 <p>Taper Roller</p>	 <p>Spherical Roller</p>	 <p>Lubricants</p>	 <p>Seals</p>		
<p><b>Key customers</b></p>						 

**TIMKEN**

Stronger. Commitment. Stronger. Value. Stronger. Worldwide. Stronger. Together. | Stronger. By Design.

# PROCESS INDUSTRIES (1/2)

**TIMKEN**

<p><b>Key Segments</b></p>	 <p><b>Metals</b></p>	 <p><b>Mining</b></p>	 <p><b>Cement</b></p>	 <p><b>Power Generation</b></p>	
<p><b>Application</b></p>	<p>Casters, flat products, long products</p>	<p>Shovels, draglines, Haul trucks, loaders material handling, crushing, screening</p>	<p>Vertical Rolling Mills, crushing screening, material handling</p>	<p>Pulverizers, bowl mills, pumps material handling</p>	
<p><b>Product line</b></p>	 <p><b>Taper Roller</b></p>	 <p><b>Spherical Roller</b></p>	 <p><b>Cylindrical Roller</b></p>	 <p><b>Lubricants</b>   <b>Seals</b></p>	 <p><b>Condition Monitoring</b></p>
<p><b>Key customers</b></p>					<p><b>ESMECH</b> SMS group ESMECH EQUIPMENT PRIVATE LIMITED</p>

**TIMKEN**

Stronger. **Commitment.** Stronger. **Value.** Stronger. **Worldwide.** Stronger. **Together.** | Stronger. **By Design.**

# PROCESS INDUSTRIES (2/2)

**TIMKEN**

<p><b>Key Segments</b></p>	 <p><b>Wind</b></p>	 <p><b>Oil &amp; Gas</b></p>	 <p><b>Gear-Drives</b></p>	 <p><b>Pulp &amp; Paper</b></p>	 <p><b>Food &amp; Bev.</b></p>
<p><b>Application</b></p>	<p>Main shafts, gear boxes</p>	<p>Top drives, mud pumps, crown/traveling blocks, rotary tables, compressors</p>	<p>Industrial &amp; planetary gearboxes, geared motors, fans</p>	<p>Chippers/debarkers, forming/press, dryer, calendar</p>	<p>Material handling, peelers/dicers, sorting equipment, drives</p>
<p><b>Product line</b></p>	 <p><b>Taper Roller</b></p>	 <p><b>Spherical Roller</b></p>	 <p><b>Cylindrical Roller</b></p>	 <p><b>Lubricants</b></p>	 <p><b>Seals Condition Monitoring</b></p>
<p><b>Key customers</b></p>					

**TIMKEN**

Stronger. **Commitment.** Stronger. **Value.** Stronger. **Worldwide.** Stronger. **Together.** | Stronger. **By Design.**

# INTEGRATED SERVICE OFFERING

**TIMKEN**







**TIMKEN**

# PRODUCT PORTFOLIO

**TIMKEN**

**Bearings**

 <b>Taper Roller</b>	 <b>Spherical Roller</b>
 <b>Cylindrical Roller</b>	 <b>Specialty Ball Bearings</b>

**Bearing Accessories**

 <b>Maintenance Tools</b>	 <b>Seals</b>
 <b>Lubricants</b>	 <b>Condition Monitoring<sup>(1)</sup></b>

 Manufactured in India

 Locally Sourced

 Imported from Timken Group

**Note:**  
1. Supplied by us on behalf of The Timken Company

**TIMKEN**

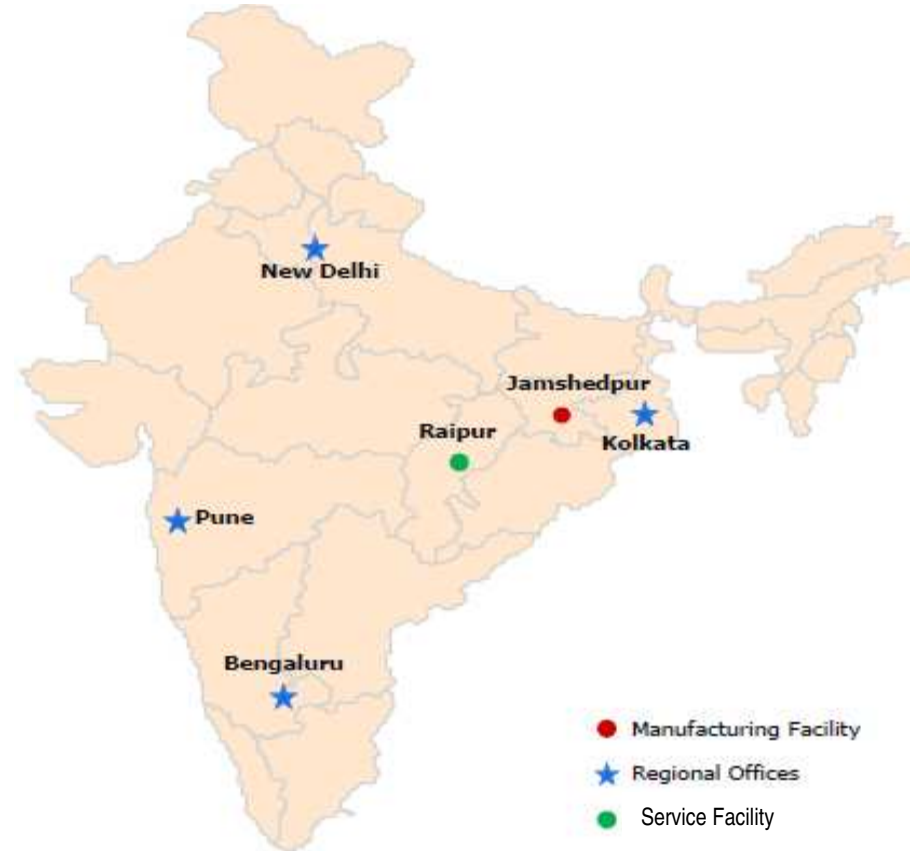
# INFRASTRUCTURE OVERVIEW

**TIMKEN**

## Capabilities

- Manufacturing of anti-friction bearings
- Refurbishment of anti-friction bearings
- Technology license and trademark license agreement entered into with the Timken Company
- Cellular manufacturing process: provides flexibility of manufacturing any part of the product at short lead time
- Service Engineering and on-site MILLTEC support
- Refurbishment of Gear Boxes

## Our Presence



## Pan-India Distribution Network

Mobile Industries

86 Distributors

Process Industries







40 Distributors

**TIMKEN**



# EXPERIENCED BOARD OF DIRECTORS

**TIMKEN**

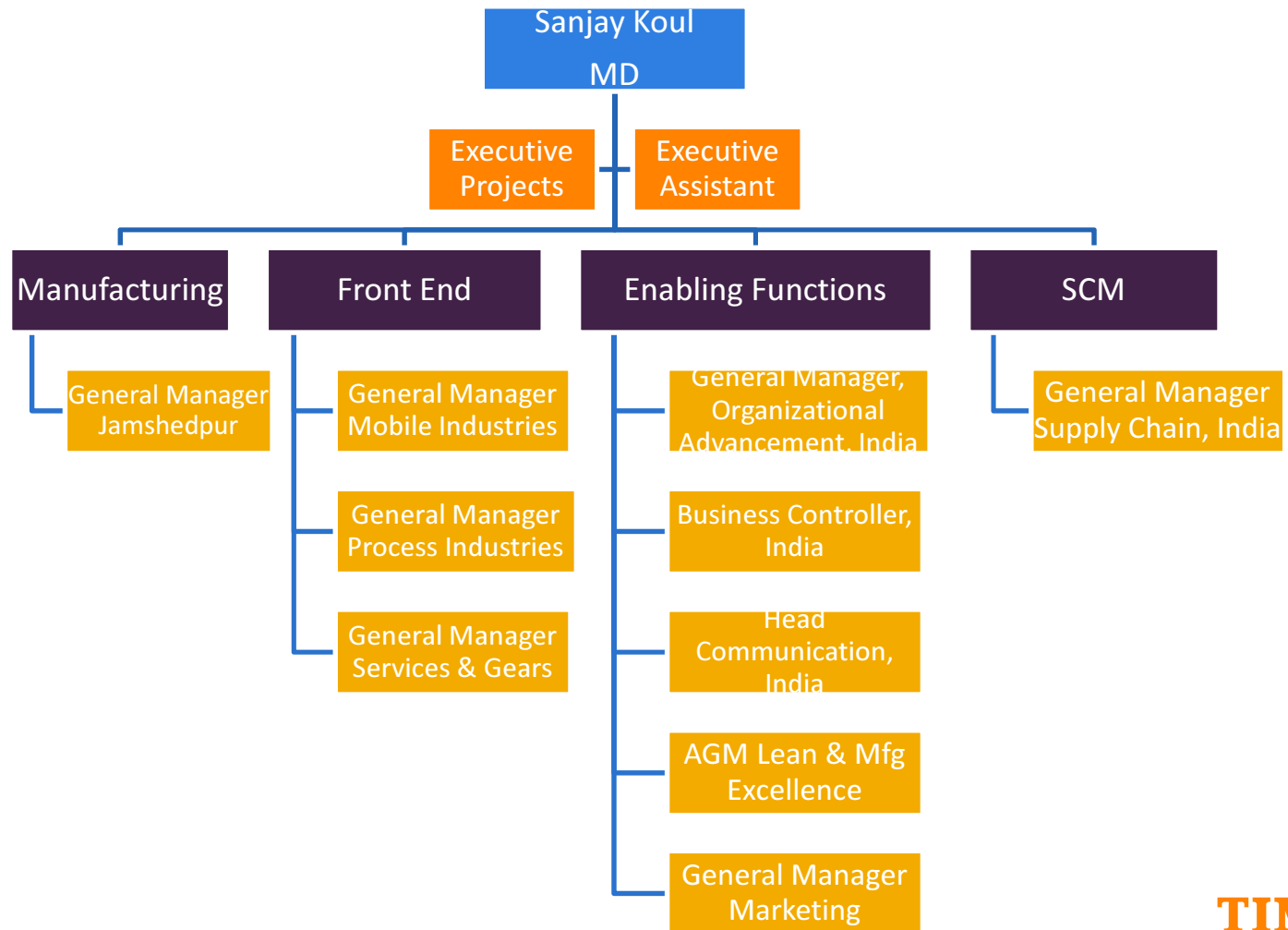
Name & Designation		Description
	<p><b>Sanjay Koul</b> Chairman &amp; Managing Director</p>	<p>Sanjay Koul is the Chairman &amp; Managing Director of Timken India Limited. He joined the Company in 1990 as a production engineer at the company's manufacturing facility in Jamshedpur, India. He subsequently held various leadership positions including national sales manager for the company's rail business, plant manager in Jamshedpur and general manager of Asia's supply chain based in Wuxi, China. He most recently held the position as director of manufacturing and supply chain for the company's business in Asia operating from Shanghai, China.</p> <p>Sanjay holds a bachelor's degree in mechanical engineering from Birla Institute of Technology and Science in Pilani and a master's degree in business from Xavier Labour Relations Institute in Jamshedpur.</p>
	<p><b>Jai Swarup Pathak</b> Independent Director</p>	<p>Jai S. Pathak, is lawyer and Partner-in-Charge of the Singapore office of Gibson, Dunn &amp; Crutcher. Mr. Pathak has extensive experience in cross-border mergers and acquisitions, takeovers, dispositions, privatizations, joint ventures, licensing, infrastructure development, as well as private equity and structured finance transactions. Director in TIL since 2000</p>
	<p><b>Priya Shankar Dasgupta</b> Independent Director</p>	<p>P S Dasgupta, Advocate, Founder and Senior Partner, New Delhi Law Offices, is engaged in the practice of Law since 1978. He has vast knowledge and experience of 32 years of legal practice. His areas of expertise are strategic corporate and commercial issues and in particular on entry strategies, mergers &amp; acquisitions, restructuring, shareholder disputes. Director in TIL since 1987</p>
	<p><b>Rupa Mahanty</b> Independent Director</p>	<p>Mrs. Rupa Mahanty, management graduate from IIM –C, is a Management Consultant – the Managing Partner of RM Associates. Mrs. Mahanty has 32 years of business experience in executive development and training, diagnostic work for clients, helping corporates in the areas of Restructuring, Strategy assessments, and mentoring of senior executives. Mrs. Mahanty worked for Tata Steel for 14 years. Director in TIL since 2014</p>
	<p><b>Ajay Kr Das</b> Non Executive Director</p>	<p>Mr Ajay K Das is currently working as Vice President - Strategy &amp; Business Development. Prior to that he served VP-Quality Advancement in The Timken Company, USA. Mr. Das served Timken India Limited as its Managing Director between 2009 to 2012. Mr. Das has wide experience in both business and manufacturing. Mr Ajay K Das joined Timken in 1992 as the executive assistant to the Managing Director. He moved to sales and marketing in 1995 and became the national sales manager in 1998. He moved to manufacturing in 2001 and became the director – manufacturing for the Jamshedpur plant, where he remained for four years. Ajay was named director – new business development and relocated to Shanghai in 2005. In 2007, he was named General Manager for wind energy, based in Canton, Ohio</p>
	<p><b>Avishrant Keshava</b> CFO &amp; Whole Time Director</p>	<p>Avishrant is a member of the Institute of Chartered Accountants and also the Institute of Coat and Works Accountants. He has work experience of about 26 years including 3 years of articled-ship in Gupta, Choudhary &amp; Ghosh (Deloitte). He has worked in various positions in Finance including Plant Operations, Sales accounting, Treasury, Cost and Operation group, General accounting, coordinating with internal and external auditors. He started his career with Modi Cement in May 1993 and moved to Hyderabad in Pharma Industry. He is with Timken for last 15 years. He had joined as Asst. Manager in 2000 and moved up the ladder to become the Plant Controller in 2009. He was promoted as Dy Controller Accounts &amp; relocated to the Registered Office of Timken India Limited, Bangalore in 2012 and later in 2014 became the Controller of Accounts - India of the Company</p>

**TIMKEN**

Stronger. Commitment. Stronger. Value. Stronger. Worldwide. Stronger. Together. | Stronger. By Design.

# ORGANIZATIONAL STRUCTURE

TIMKEN



TIMKEN

## ***TABLE OF CONTENTS***

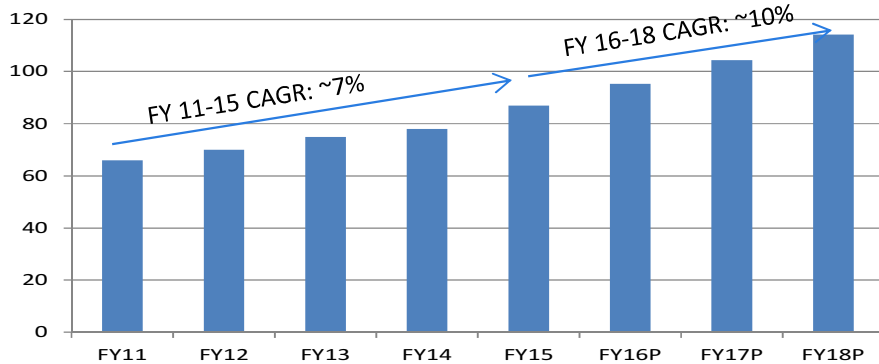
---

- The Timken Company – Overview
- Timken India Ltd – Overview
- **Industry Overview**
- Financial Performance
- Business Strategy
- Key Strengths

# INDIAN ANTI-FRICTION BEARINGS INDUSTRY OVERVIEW (1/2)

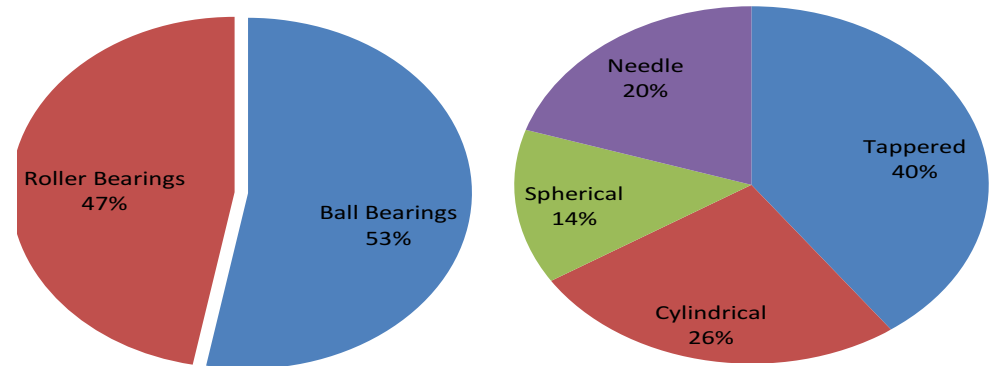
**TIMKEN**

## Industry Size - Rs. BN



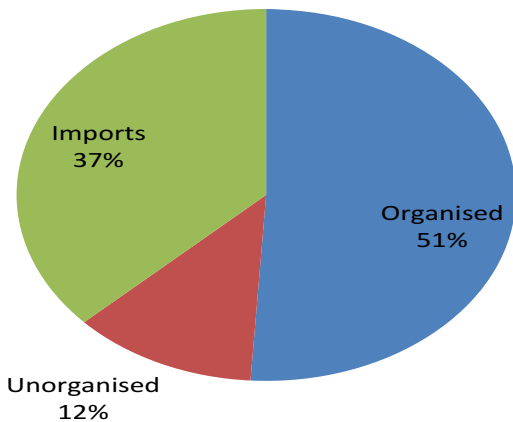
\*Source: Nirmal bang Institutional Equities Research

## By Type of Bearings FY12 (Rs. 94 BN – Rs. 95 BN)



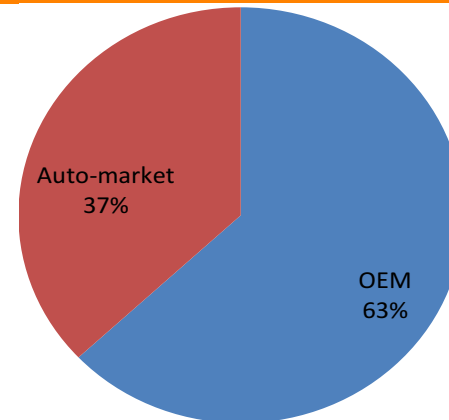
\*Source: Nirmal bang Institutional Equities Research

## By Source of Bearings FY 15 (Rs. 85 BN – Rs. 90 BN)



\*Source: Nirmal bang Institutional Equities Research

## By Type of Demand FY 16 (Rs. 85 BN – Rs. 90 BN)



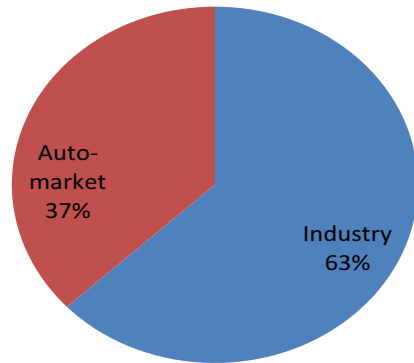
\*Source: Nirmal bang Institutional Equities Research

**TIMKEN**

# INDIAN ANTIFRICTION BEARINGS INDUSTRY OVERVIEW (2/2)

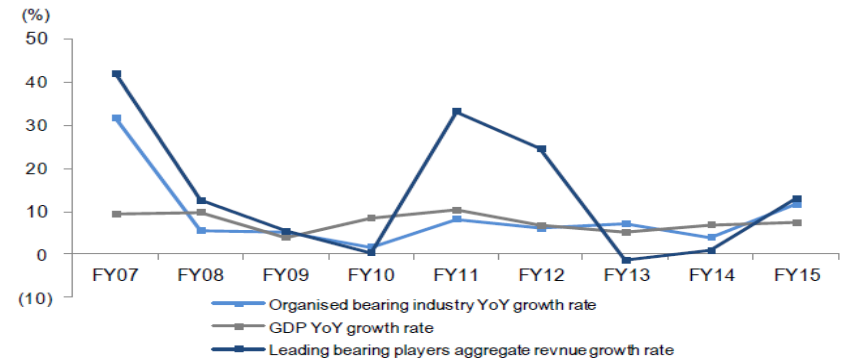
**TIMKEN**

## By User Segments FY 15 (Rs. 85 BN – Rs. 90 BN)



\*Source: Nirmal bang Institutional Equities Research

## Bearing Industry Growth vs. GDP Growth



Source: Ace Equity, Industry, CSO, Nirmal Bang Institutional Equities Research

## Threats to the Bearing Industry

- Unorganized bearings market
- Cheap Imports
- Volatility in the domestic steel prices
- Issues pertaining to fuel linkages, land acquisition and environmental clearances have delayed several large power projects
- Sharp depreciation of the Indian Rupee continues to impact the performance and profitability of industrial companies

**TIMKEN**

## ***TABLE OF CONTENTS***

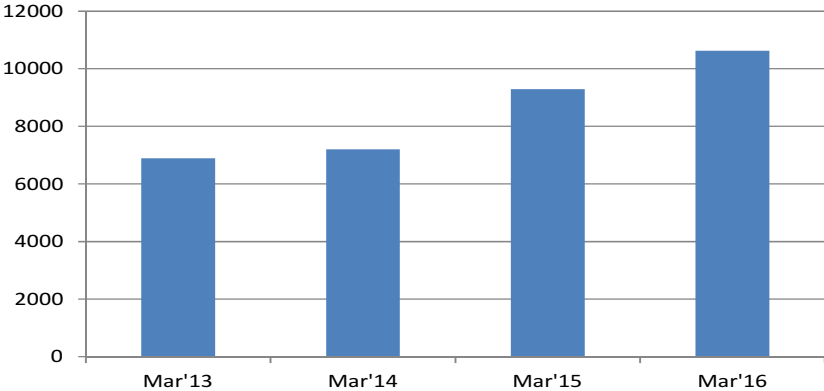
---

- The Timken Company – Overview
- Timken India Ltd – Overview
- Industry Overview
- **Financial Performance**
- Business Strategy
- Key Strengths

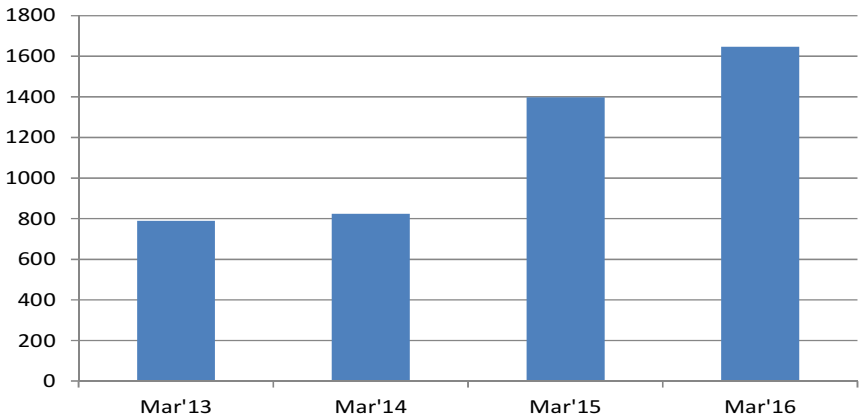
# FINANCIAL OVERVIEW (1/2)



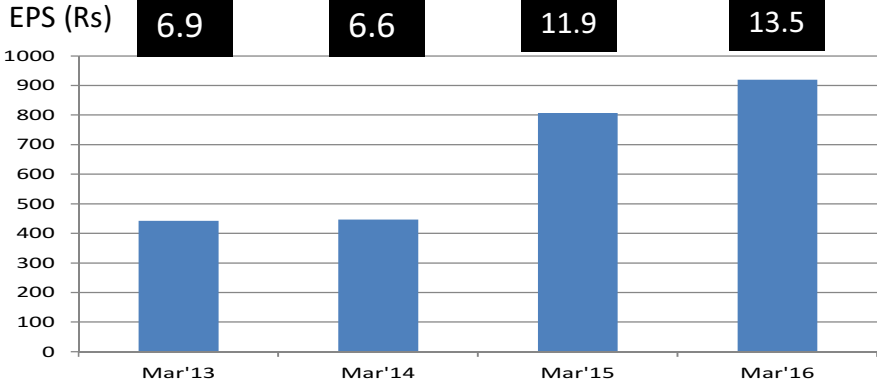
## Revenue from Operations- Rs. MN



## EBITDA - Rs. MN



## PAT & EPS - Rs. MN

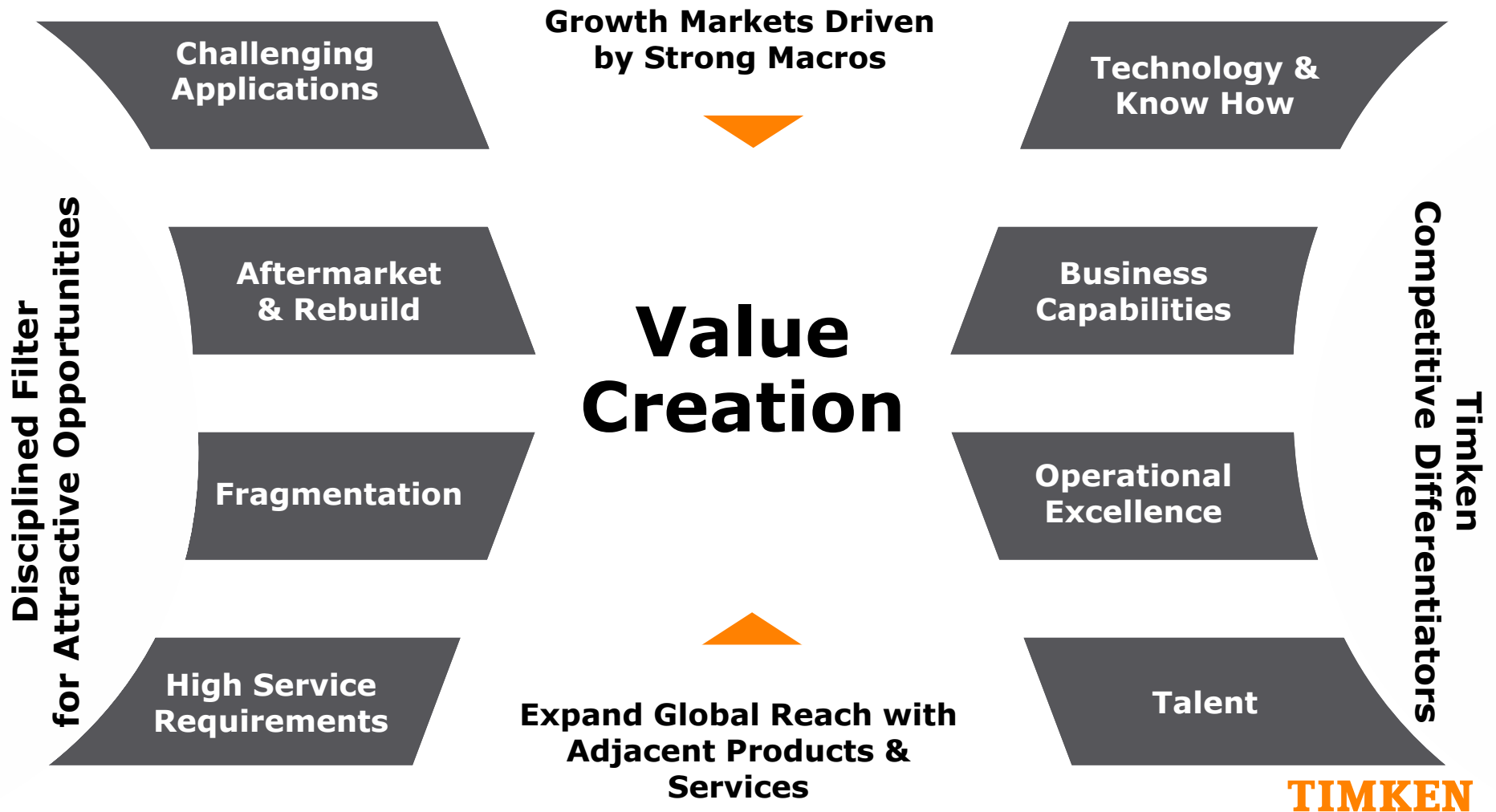


## ***TABLE OF CONTENTS***

---

- The Timken Company – Overview
- Timken India Ltd – Overview
- Industry Overview
- Financial Performance
- **Business Strategy**
- Key Strengths





# OUR BUSINESS STRATEGY

**TIMKEN**



- We intend to enhance our market share and profitability in the sectors we have chosen such as rail, aerospace and power generation, by applying our ability to design customized products, knowledge, expertise and experience to provide value added services and products to our customers

- Our senior management invests efforts in developing local sources for quality raw materials, in order to optimize costs and delivery
- We intend to leverage our global supply chain to enhance volumes of bearings and other friction management products to our customers and thereby benefit from economies of scale

- We intend to use our experience with 'MILLTEC' services business in the steel industry by replicating this in the other core sectors we service such as cement, power generation and wind energy
- We are investing for capacity expansion in Jamshedpur
- We intend to include maintenance and servicing of large gear boxes and power transmission components within our services portfolio for which we had established a green-field operation centre in Raipur, Chattisgarh

- We invest significant resources in training for skill-enhancement of our employees. We intend to continue to focus on attracting and retaining high quality talent
- As part of a multinational group of companies, we provide global opportunities to our personnel to move within the Timken Group and benefit from international experience and exposure

**TIMKEN**

## ***TABLE OF CONTENTS***

---

- The Timken Company – Overview
- Timken India Ltd – Overview
- Industry Overview
- Financial Performance
- Business Strategy
- **Key Strengths**

# KEY STRENGTHS

**TIMKEN**



- 1** Strong parentage and relationship with the Timken Group
- 2** A Leading taper roller bearings manufacturer and service provider in India
- 3** Stable customer base
- 4** Well qualified management team and strong governance

**TIMKEN**

THANK YOU

**TIMKEN**