TIMKEN

Soumitra Hazra
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16 June, 2016

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

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

Soumitra Hazra
Company Secretary &
Chief - Compliance

Registered office:
Timken India Limited
39-42, Electronic City
Phase II, Hosur Road
Bangalore 560 100, Karnataka
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CIN:L29130KA1996PLC048230
Website: www.timken.com/india

TIMKEN INDIA LIMITED

CORPORATE PRESENTATION

June 2016

TIMKEN

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

DISCLAIMER

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DEFINITION

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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

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- Business Strategy
- Key Strengths

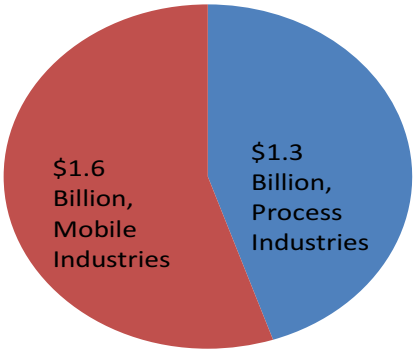
THE TIMKEN COMPANY – AT A GLANCE

TIMKEN

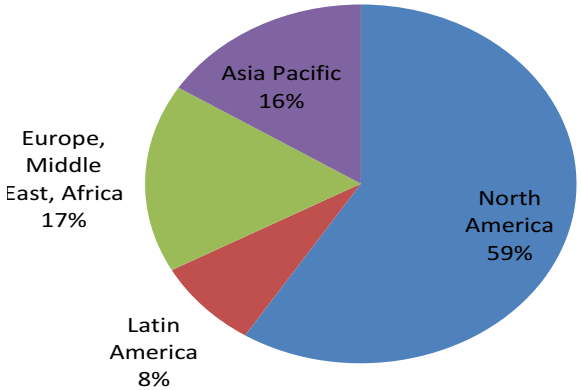
Overview

- 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



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The Timken Company's Strategy of Delivering Value to its Shareholders

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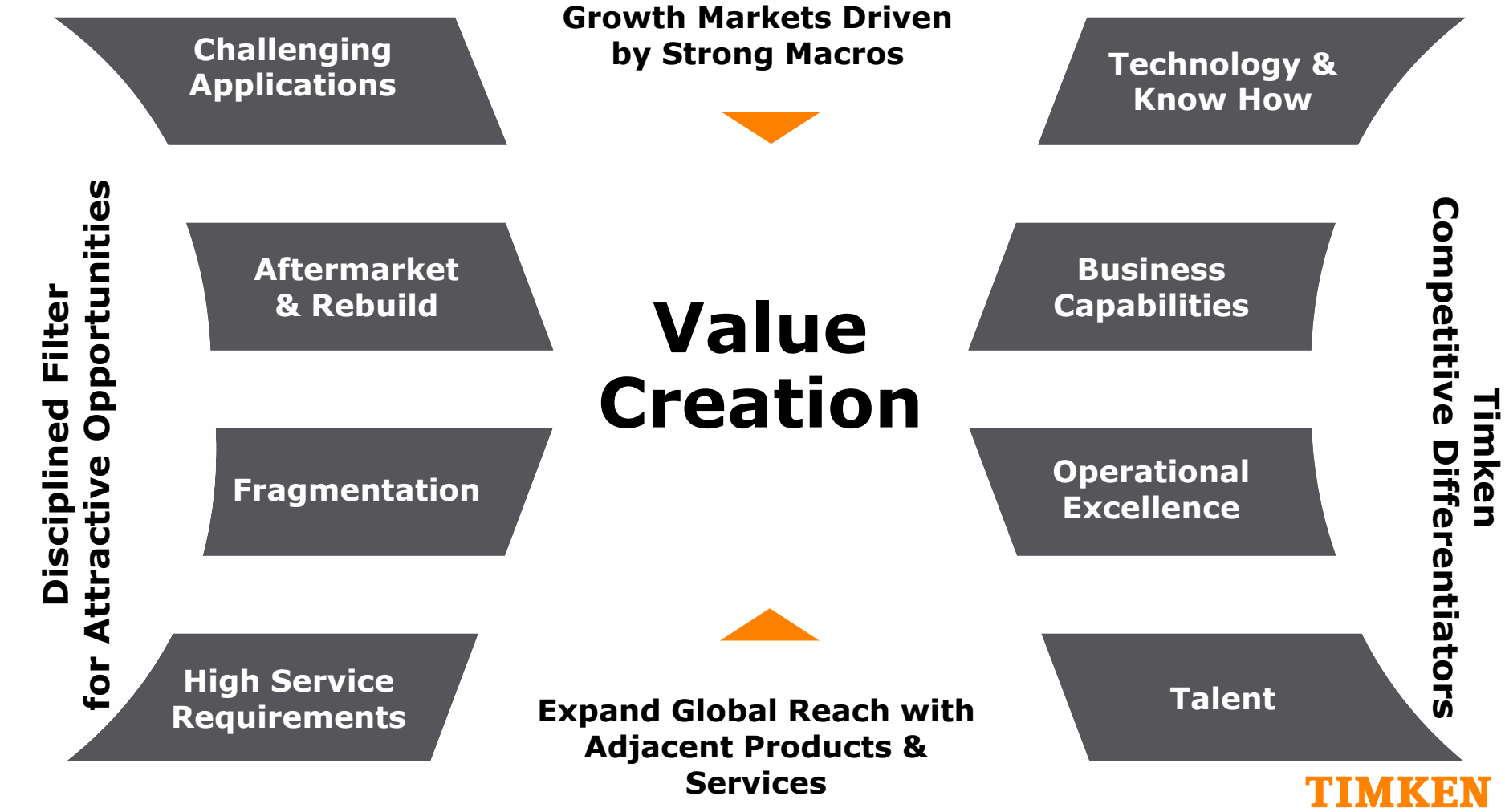

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Timken India – At a Glance

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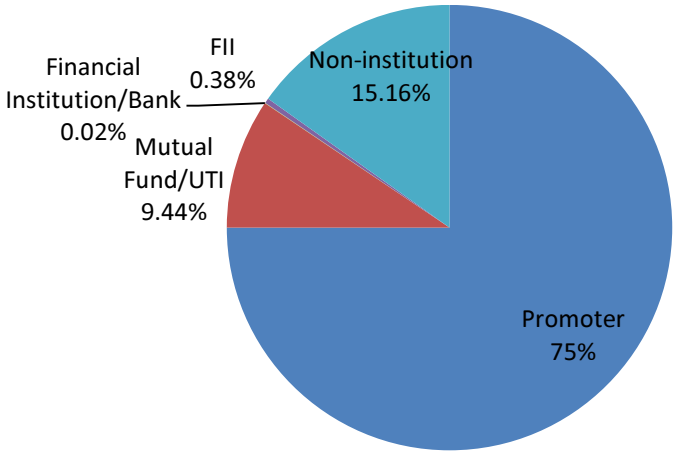
Overview

- 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



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BUSINESS SEGMENTS

TIMKEN

Mobile Industries	Process Industries	Services
Rail Light Vehicle Off Highway Heavy Trucks Auto Aftermarket	Heavy Industries Industrial Processes Gear Drives Energy Industrial Distribution	'MILLTEC' Bearing Reconditioning & Repair Condition Monitoring Reliability Services

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MOBILE INDUSTRIES

TIMKEN

Key Segments	Light Vehicles	Heavy Trucks	Off-Highway Equipments	Agricultural Tractors	Freight & Passenger Rail	Auto Aftermarket
Application	Axles, Transmissions, Wheel End	Axles, Transmissions & Wheel End	Engine, Transmission & Wheel Ends	Axles, Transmissions, Wheel End	Wagons Coaches Locomotives	Axles, Transmissions, Wheel End
Product line	Taper Roller	Spherical Roller	Lubricants	Seals		
Key customers	INDIAN RAILWAYS	NEW HOLLAND AGRICULTURE	FIAT	Telcon	ESCORTS / DANA	TWL TITAGARH WAGONS LIMITED Multi Product. Single Focus / TEXMACO LIMITED

TIMKEN

PROCESS INDUSTRIES (1/2)

TIMKEN

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

TIMKEN

PROCESS INDUSTRIES (2/2)

TIMKEN

Key Segments	Wind	Oil & Gas	Gear-Drives	Pulp & Paper	Food & Bev.
Application	Main shafts, gear boxes	Top drives, mud pumps, crown/ traveling blocks, rotary tables, compressors	Industrial & planetary gearboxes, geared motors, fans	Chippers/ debarkers, forming/press, dryer, calendar	Material handling, peelers/ dicers, sorting equipment, drives
Product line	Taper Roller	Spherical Roller	Cylindrical Roller	Lubricants	Seals	Condition Monitoring
Key customers	BHEL	TATA TATA STEEL	JSW	cmi	ESMECH SMS group ESMECH EQUIPMENT PRIVATE LIMITED

TIMKEN

INTEGRATED SERVICE OFFERING

TIMKEN

Reliability Services, Bearing Inspection

'MILLTEC' services business entailing on-site maintenance and servicing of steel mills

Repair Services, Rail Bearings, Industrial Bearings, Housings, Gear Boxes

TIMKEN

PRODUCT PORTFOLIO

TIMKEN

Bearings

Taper Roller

Spherical Roller

Cylindrical Roller

Specialty Ball Bearings

Bearing Accessories

Maintenance Tools

Seals

Lubricants

Condition Monitoring[1]

Manufactured in India | Locally Sourced | Imported from Timken Group

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

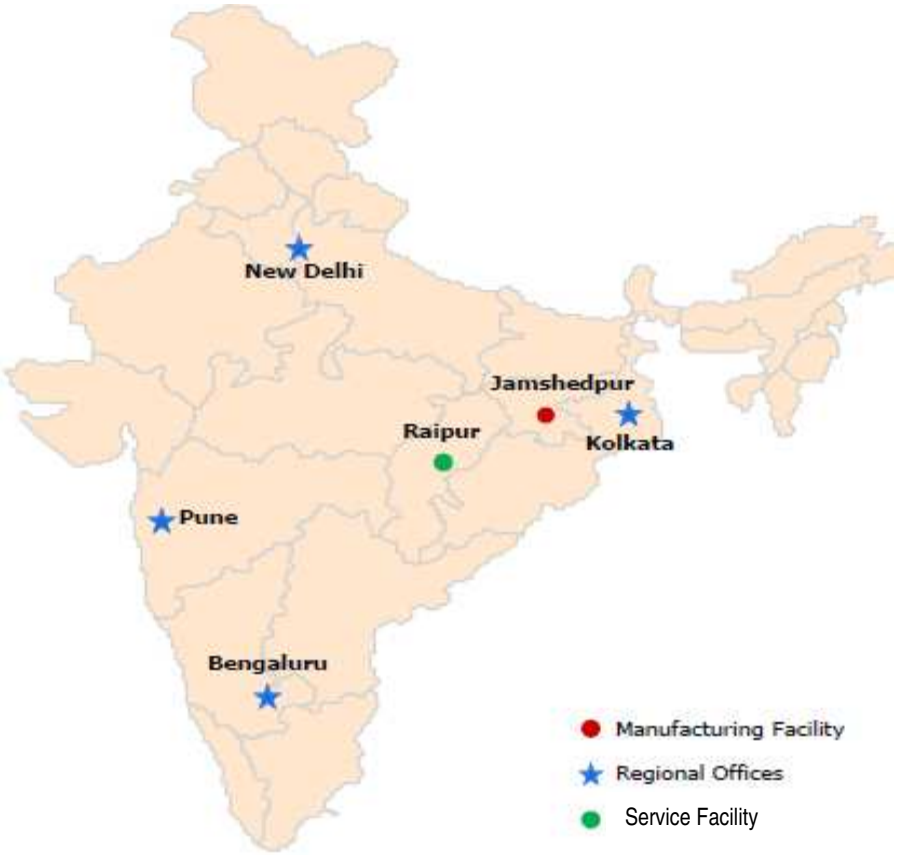
INFRASTRUCTURE OVERVIEW

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

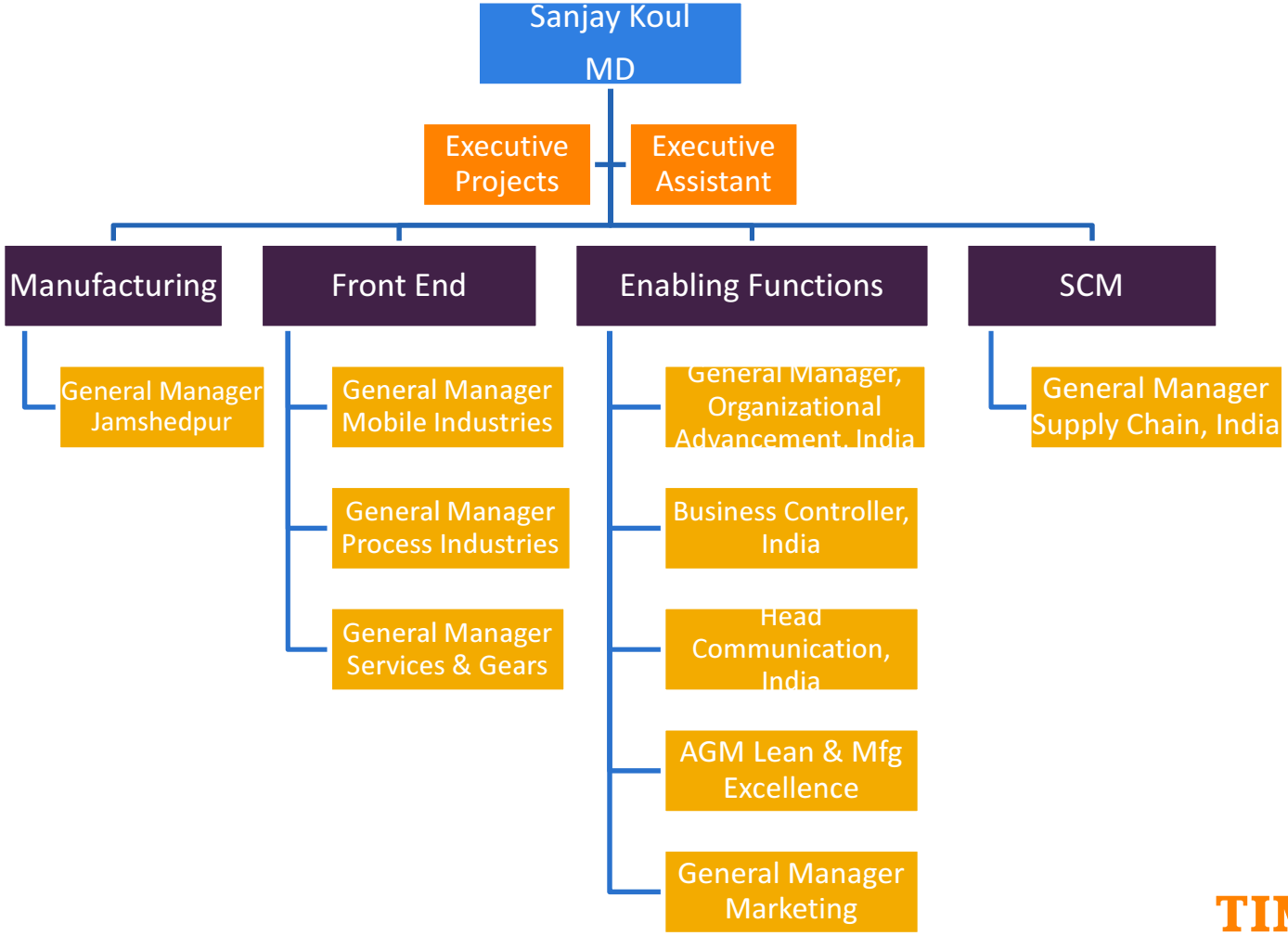
TIMKEN

Name & Designation		Description
	Sanjay Koul Chairman & Managing Director	Sanjay Koul is the Chairman & 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. 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.
	Jai Swarup Pathak Independent Director	Jai S. Pathak, is lawyer and Partner-in-Charge of the Singapore office of Gibson, Dunn & 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
	Priya Shankar Dasgupta Independent Director	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 & acquisitions, restructuring, shareholder disputes. Director in TIL since 1987
	Rupa Mohanty Independent Director	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
	Ajay Kr Das Non Executive Director	Mr Ajay K Das is currently working as Vice President - Strategy & 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
	Avishrant Keshava CFO & Whole Time Director	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 & 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 & 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

TIMKEN

ORGANIZATIONAL STRUCTURE

TIMKEN



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Indian Antifriction Bearings Industry Overview (1/2)

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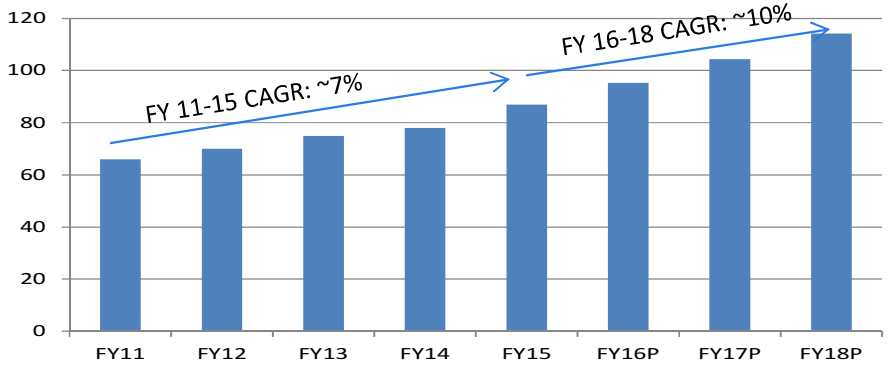
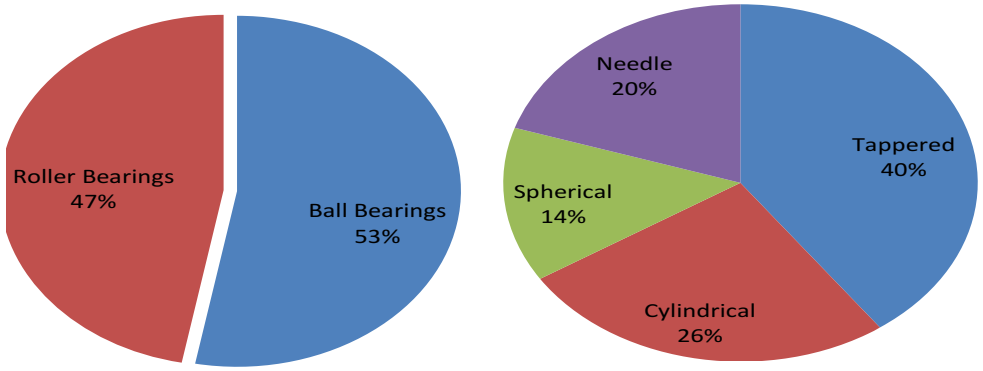
Industry Size - Rs. BN



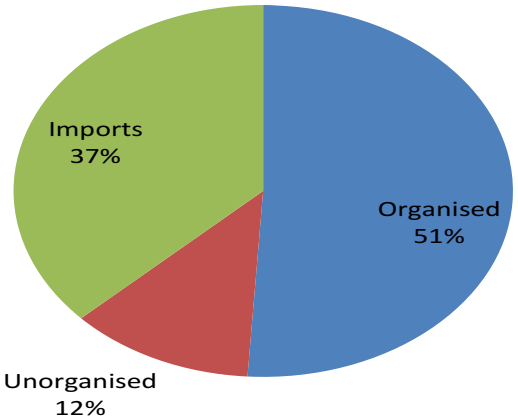
*Source: Nirmal bang Institutional Equities Research

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



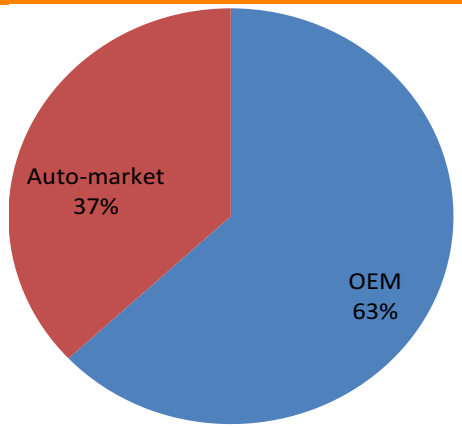
*Source: Nirmal bang Institutional Equities Research

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)

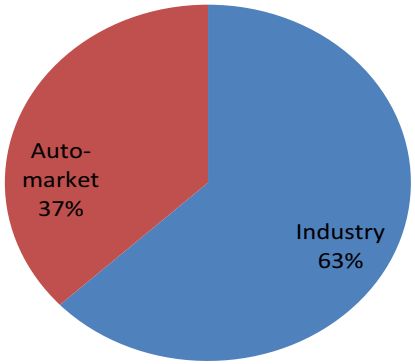


*Source: Nirmal bang Institutional Equities Research

Indian Antifriction Bearings Industry Overview (2/2)

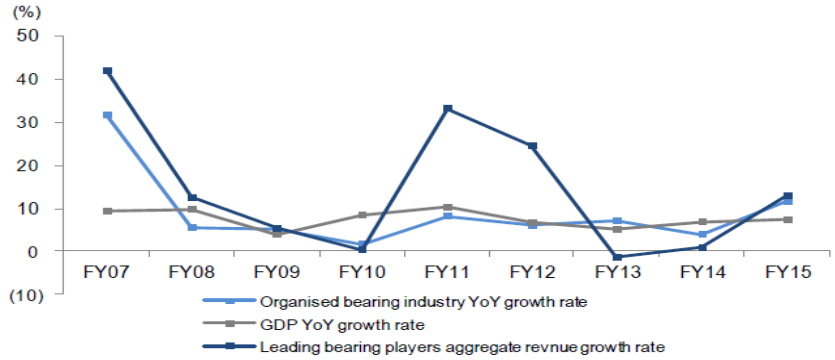
TIMKEN

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

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FINANCIAL OVERVIEW (1/2)

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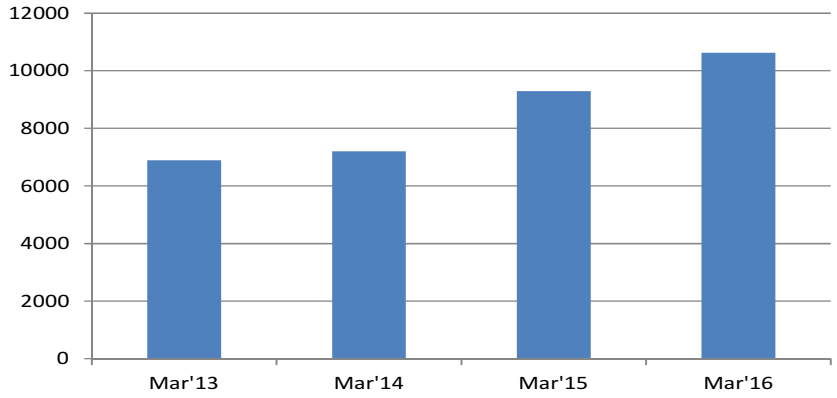
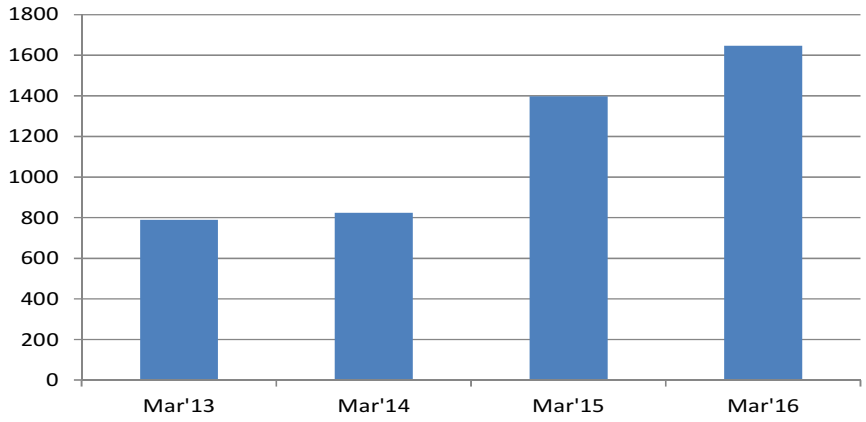
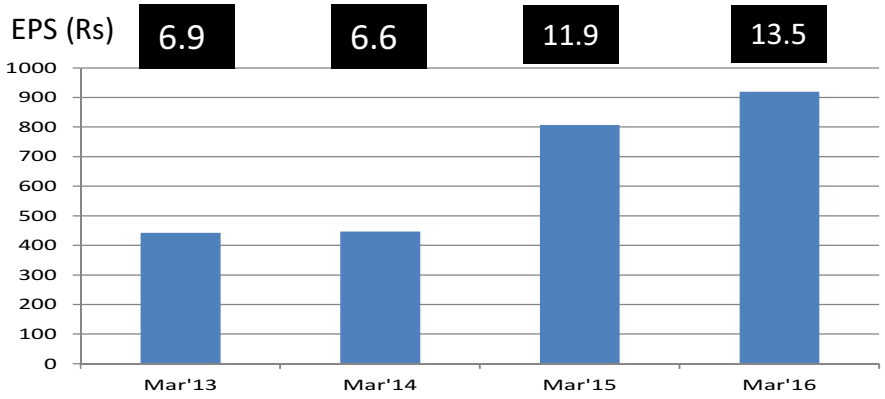
Revenue from Operations- Rs. MN



EBITDA - Rs. MN



PAT & EPS - Rs. MN



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The Timken Company's Strategy of Delivering Value to its Shareholders

TIMKEN

Growth Markets Driven by Strong Macros

Disciplined Filter for Attractive Opportunities

- Challenging Applications
- Aftermarket & Rebuild
- Fragmentation
- High Service Requirements

Value Creation

Timken Competitive Differentiators

- Technology & Know How
- Business Capabilities
- Operational Excellence
- Talent

Expand Global Reach with Adjacent Products & Services

TIMKEN

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

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KEY STRENGHTS

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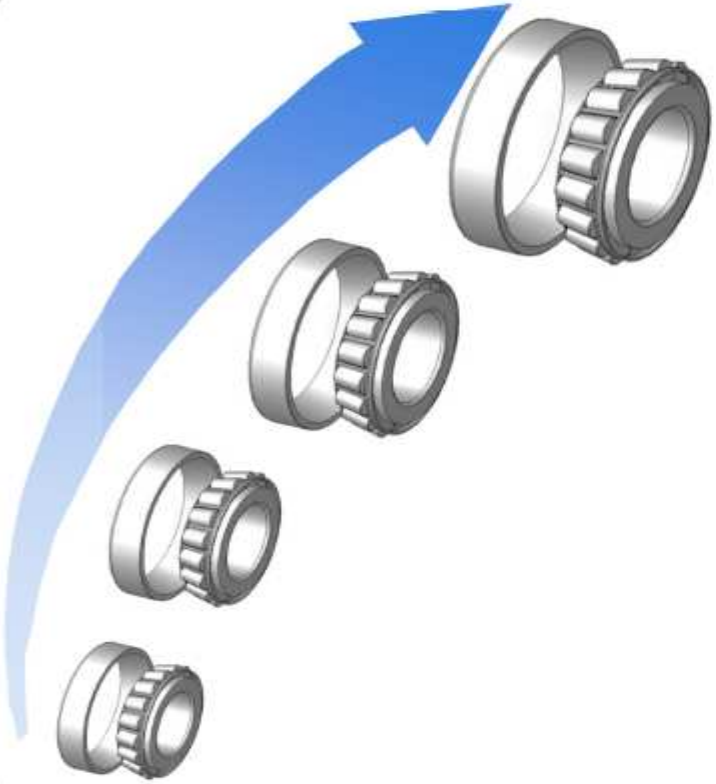

1. Strong parentage and relationship with the Timken Group
2. A Leading taper roller bearings manufacturer and service provider in India
3. Stable customer base
4. Well qualified management team and strong governance

THANK YOU

TIMKEN