


Strategic Acquisition in Turkey

HISARLAR



Mahindra & Mahindra
to acquire 75.1% stake in
Hisarlar Makina Ve Tic. A.S. (Turkey)

Hisarlar Overview

- Incorporated in 1977
- 3 Business units:
 - Agricultural Machinery
 - Tractor Cabins
 - Machinery Components
- Two production facilities in Western Turkey
- Employees:820

Hisarlar's Business Units

- Agricultural Machinery
- Tractor Cabins
- Machinery Components

1. Agricultural Machinery Business Unit

- 45% market share in domestic soil preparation equipment
- Hisarlar is the strongest rotary tiller brand
- Newly established facility, including an R&D center

Agricultural Machinery Product Line

ROTARY TILLER



MULCHERS



HYDRAULIC SIDE
SHIFTING ROTARY
TILLER



SHREDDERS



DISC MOWER
CONDITIONER



ALABORA SENSORYTYPE
ROTOVATOR



INTER ROW ROTARY TILLER



POWER HARROW



VERTICAL BLADE
ROTARY TILLER



SILAGE BALER
WRAPPER COMBI



Production Facility : Tavsanli, Kutahya, Turkey

- Business units: Agricultural Machinery
- Facility type: Independent facility
- Area: 19,500/7,200 sqm



Agricultural Machinery : Dealer Network

87 dealers in 52 cities : Ability to reach entire country



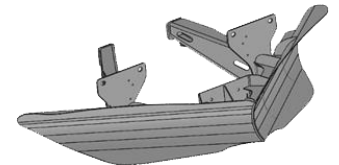
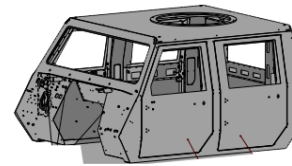
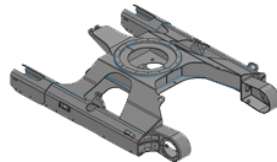
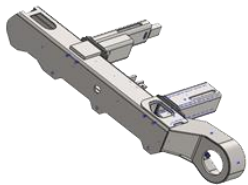
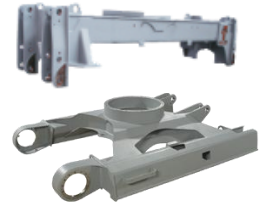
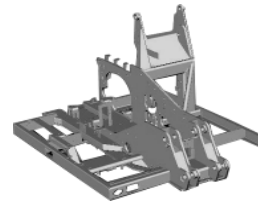
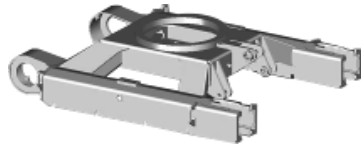
87 dealers in 52 cities and counting...

2. Tractor Cabins Business Unit

- Largest cabin manufacturer in Turkey with 42% market share
- 55% increase in tractor cabin production from 2012 to 2015
- Key suppliers to other OEMs



3. Machinery Components Business Unit



Production Facility : Tepebasi, Eskisehir, Turkey

- Business units: Industrial Cabinets, Mach. Components
- Facility type: **Manufacturing and R&D facility**
- Area: 97000 sqm



Research & Development

- 60 world class R&D personnel
- Spread over 2500 sqm
- Patent Applications:
 - 2014:31
 - 2015:63
- Several university cooperations
 - Ankara University
 - Ege University (EBİLTEM TTO)
 - ITU, Satellite Communication and Remote Sensing Center
 - Osmangazi University



Executive Summary

- 2015 revenue:\$ 71 mn
 - Exports: 35 % of sales
 - 45% MS in Soil preparation equipment
 - 42% MS in tractor cabins
- EBITDA: Positive
- Respected brand with wide distribution network in Turkey
- Strong team and people capability

The proposed deal

- Post Closing Share Holding:
 - M&M: 75.1%
 - EBRD: 18.7%
 - Turker Family: 6.2%
- M&M to have majority and full management control

Thank You

Disclaimer

Mahindra & Mahindra herein referred to as M&M, and its subsidiary companies provide a wide array of presentations and reports, with the contributions of various professionals. These presentations and reports are for informational purposes and private circulation only and do not constitute an offer to buy or sell any securities mentioned therein. They do not purport to be a complete description of the markets conditions or developments referred to in the material. While utmost care has been taken in preparing the above, we claim no responsibility for their accuracy. We shall not be liable for any direct or indirect losses arising from the use thereof and the viewers are requested to use the information contained herein at their own risk. These presentations and reports should not be reproduced, re-circulated, published in any media, website or otherwise, in any form or manner, in part or as a whole, without the express consent in writing of M&M or its subsidiaries. Any unauthorized use, disclosure or public dissemination of information contained herein is prohibited. Unless specifically noted, M&M or any of its subsidiary companies is not responsible for the content of these presentations and/or the opinions of the presenters. Individual situations and local practices and standards may vary, so viewers and others utilizing information contained within a presentation are free to adopt differing standards and approaches as they see fit. You may not repackage or sell the presentation. Products and names mentioned in materials or presentations are the property of their respective owners and the mention of them does not constitute an endorsement by M&M or its subsidiary companies. Information contained in a presentation hosted or promoted by M&M is provided “as is” without warranty of any kind, either expressed or implied, including any warranty of merchantability or fitness for a particular purpose. M&M or its subsidiary companies assume no liability or responsibility for the contents of a presentation or the opinions expressed by the presenters. All expressions of opinion are subject to change without notice.