



SHARDA MOTOR INDUSTRIES LIMITED

Investor Presentation

August 2024



Safe Harbour



This presentation and the accompanying slides (the "Presentation"), have been prepared by **Sharda Motor Industries Limited** (**the "Company"**), solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

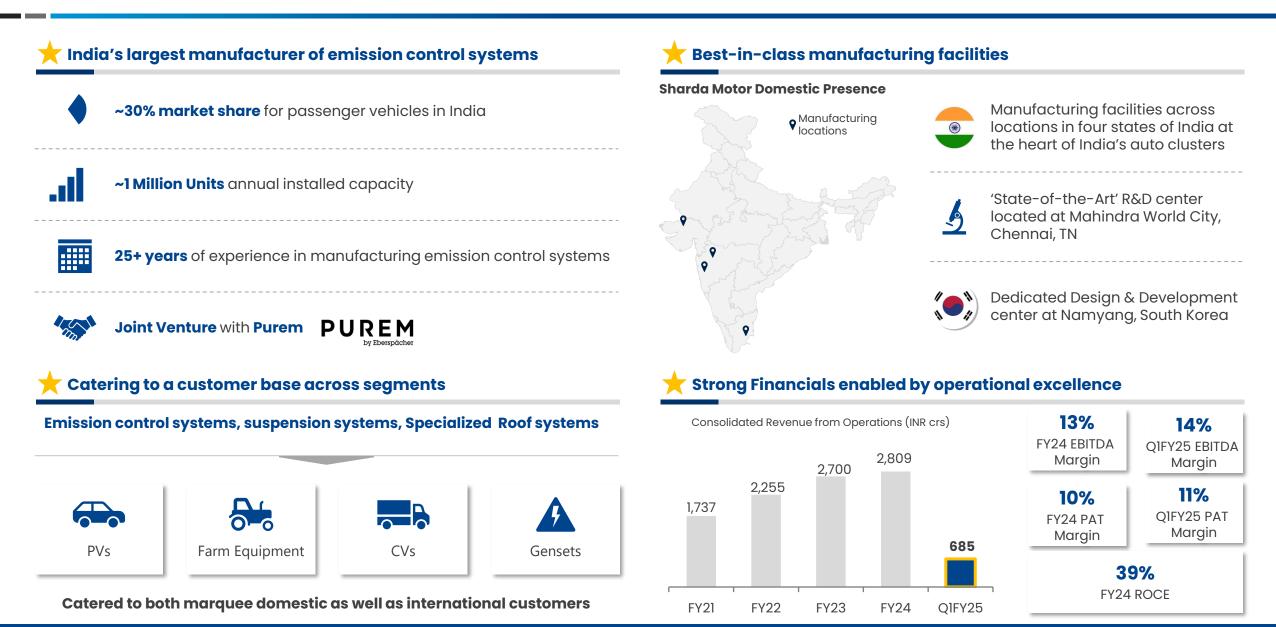
Certain matters discussed in this Presentation may contain statements regarding the Company's market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide competition, the company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company's market preferences and its exposure to market risks as well as other risks. The Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.



<u>کہ ا</u>

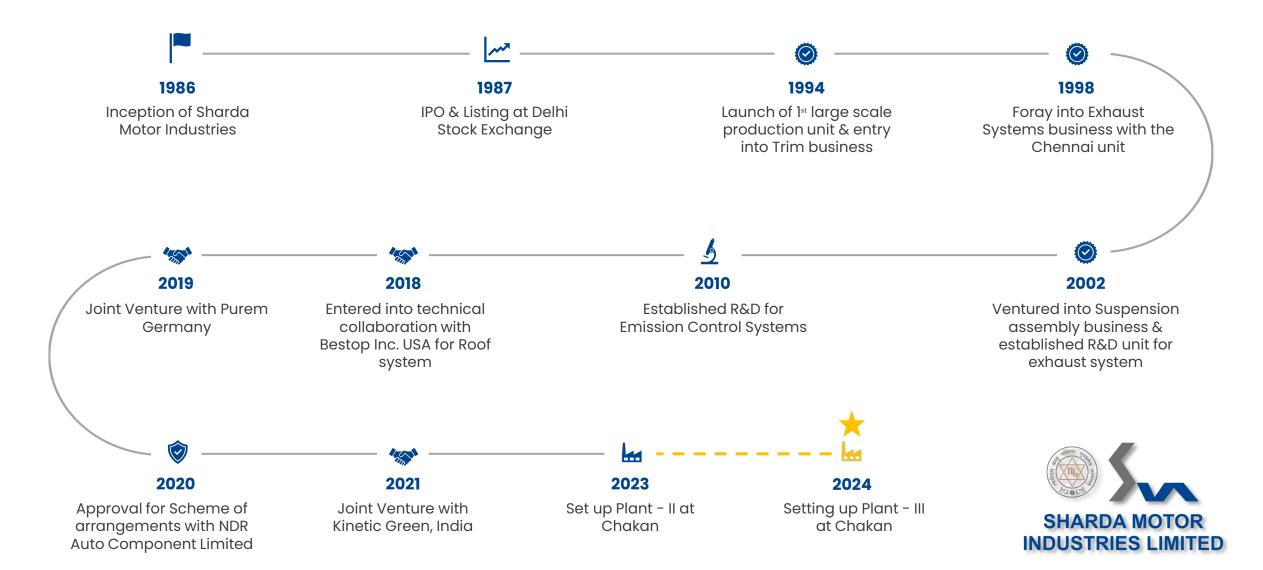


Sharda Motor at a glance



Sharda Motor | The journey so far



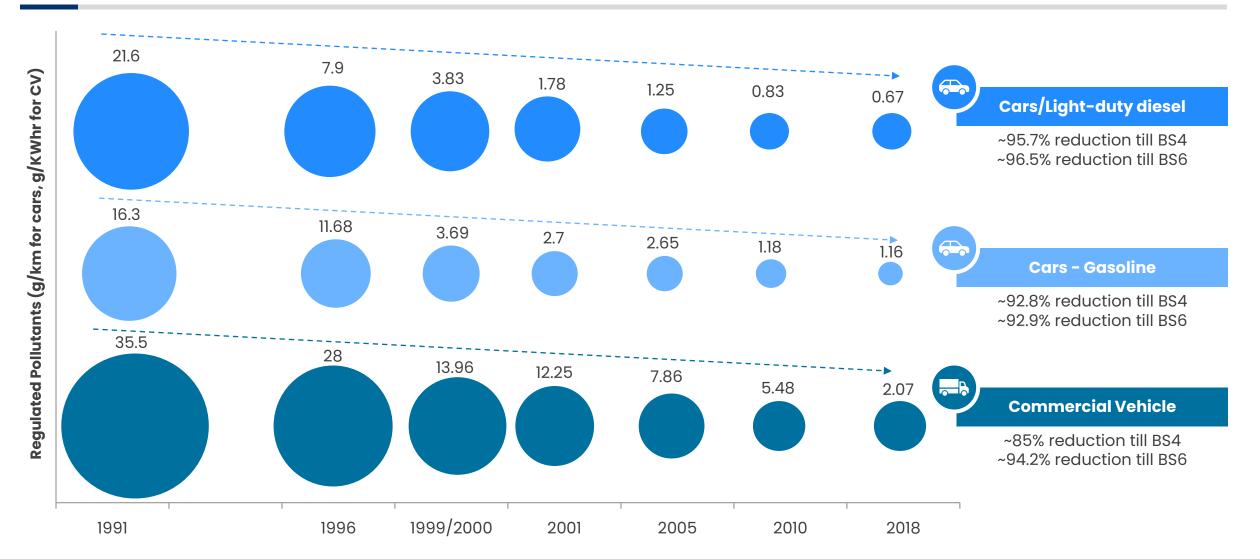


Privileged & Confidential, © 2024, All Rights Reserved.

5







Since the introduction of emission norms for 4 wheelers in 1991, target aggregate pollutants have been declining steadily...

...with Sharda Motor at the forefront of major changes in emission norms over the years...



Sharda Motor Consolidated Revenue from Operations (FY ending in INR crores) ★ 🕲 کړ 3 Patents **7** Transition *Transition* received First IP filed for emission <u>الا الا الا</u> *Transition* systems 2,809 JV with Purem PUREM BS3 BS6 Emission 2,255 Emission Norms Norms BS4 introduced introduced Emission Norms introduced BS1&BS2 Emission norms introduced <u>کہ ک</u> 591 Foray into emission control systems 2003 2003 2006 2010 2012 2016 2019 2023 1998 2002 2004 2005 2008 2009 2011 2013 2014 2015 2017 2018 2020 2021 2022 2024 2000 2001 2007

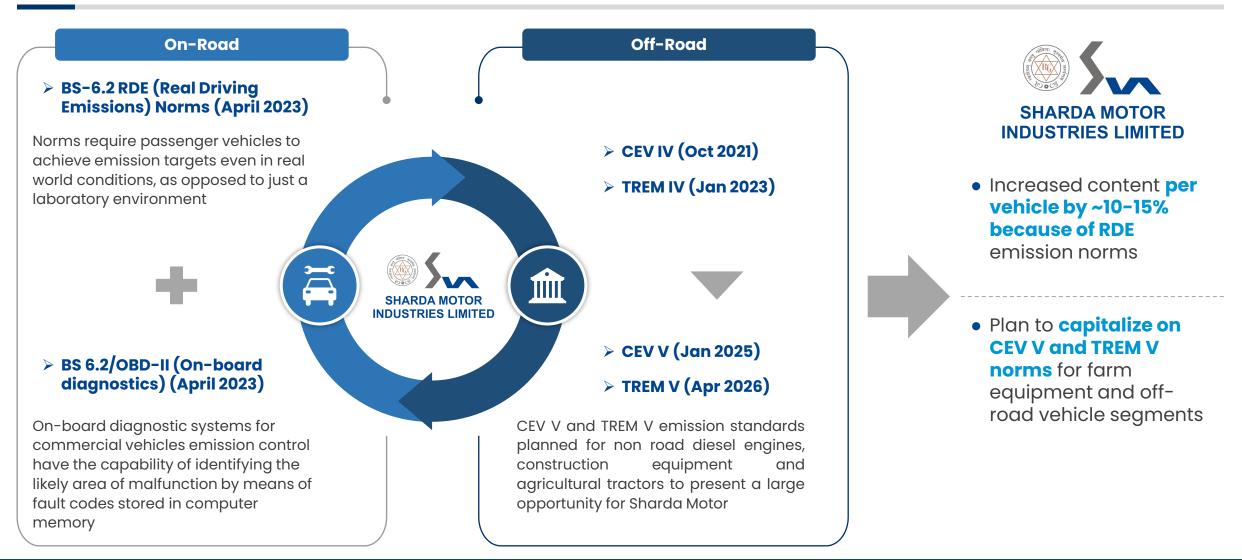
Despite changing emission norms, Sharda Motor has been consistently adding scale, capabilities and customers over the years

Sharda Motor has transformed from an assembly house to the only domestic technology provider for emission control systems

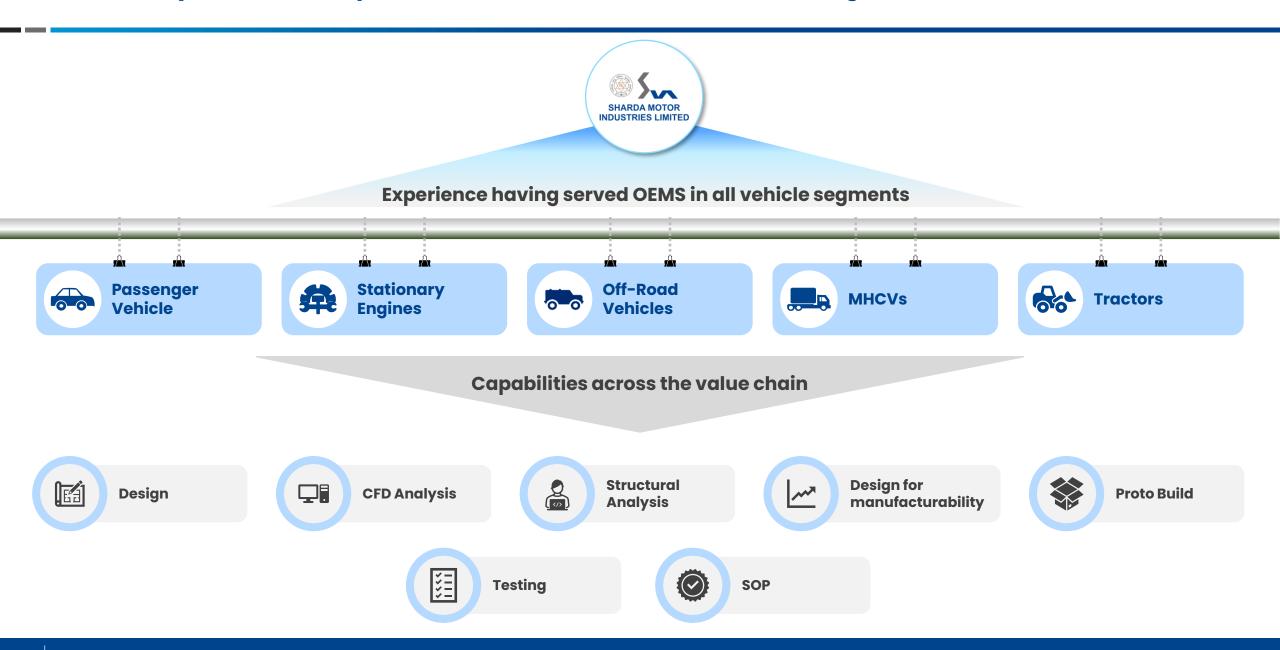
Market leadership



On-road and off-road legislations have opened up a plethora of opportunities for Sharda Motor leading to increase in content per vehicle



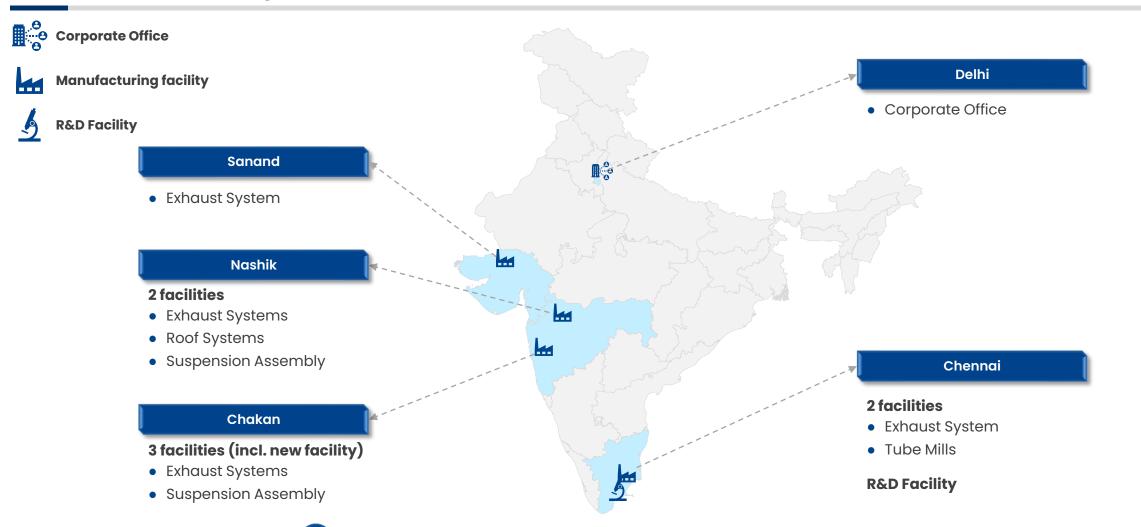
...with ability to service requirements of OEMs across all vehicle segments...



....enabled by strategically located best-in-class manufacturing facilities...



State-of-the art manufacturing facilities located at the heart of India's automotive clusters

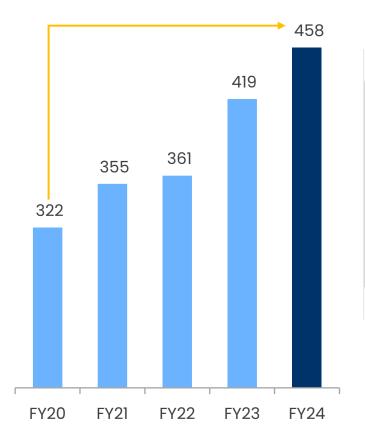


🕒 'State-of-the-Art' manufacturing facilities across locations in four states of India



Sharda Motor has invested in its units

Gross Tangible Assets (INR crores)



Fully-backward integrated manufacturing facilities ready for incremental growth without capex

Tube Mill Manufacturing - (Backward Integration)

- Wide product range of ERW tubes in the industry conforming to national / global standards & customer specific requirements.
- Centralized manufacturing unit at SMIL-MWC for the ERW Tubes for serving national market with two facilities with diverse diametrical manufacturing capabilities.

Stamping Facilities

- Stamping facilities spread across Chennai, Nashik and Sanand
- 53 stamping machines located across India

Welding Capabilities

- DC Welding, DC Pulse Welding, CMT Welding and Micro MIG welding capabilities
- Improved quality to meet transition requirements to BSVI standards

Testing & Prototyping Facilities

• End-to-end testing capabilities, fully equipped with hot vibration lab, flow lab, semi anechoic chamber, thermal lab, engine testing lab and prototyping shop









State-of-the art research and development set up...





State-of-the-art R&D facility at Chennai











Established R&D unit for **exhaust system in 2002 and emission system 2010** at Mahindra World City, Chennai

A state-of-the-art facility **to Design, Simulate, Testing and Prototype of exhaust system for PVs & CVs as well as non-automotive applications**

R&D Centre has the full capabilities to cater to **various** emission norms ranging from BS6, BS6.2, TREM5, STAGE5, TIER4 & TIER5



100+ Trained and skilled engineers for Design, CFD, FEA & Acoustics





Design & Development Center at Namyang



Established for exhaust systems in Hwaseong-si, Gyeonggi-do in 2011 and working with HMC/ HMI Research Institute and Sharda Motor's INDIA R&D for exhaust systems.



4 trained and experienced engineers with **over 20 years of design, CFD and testing experience**









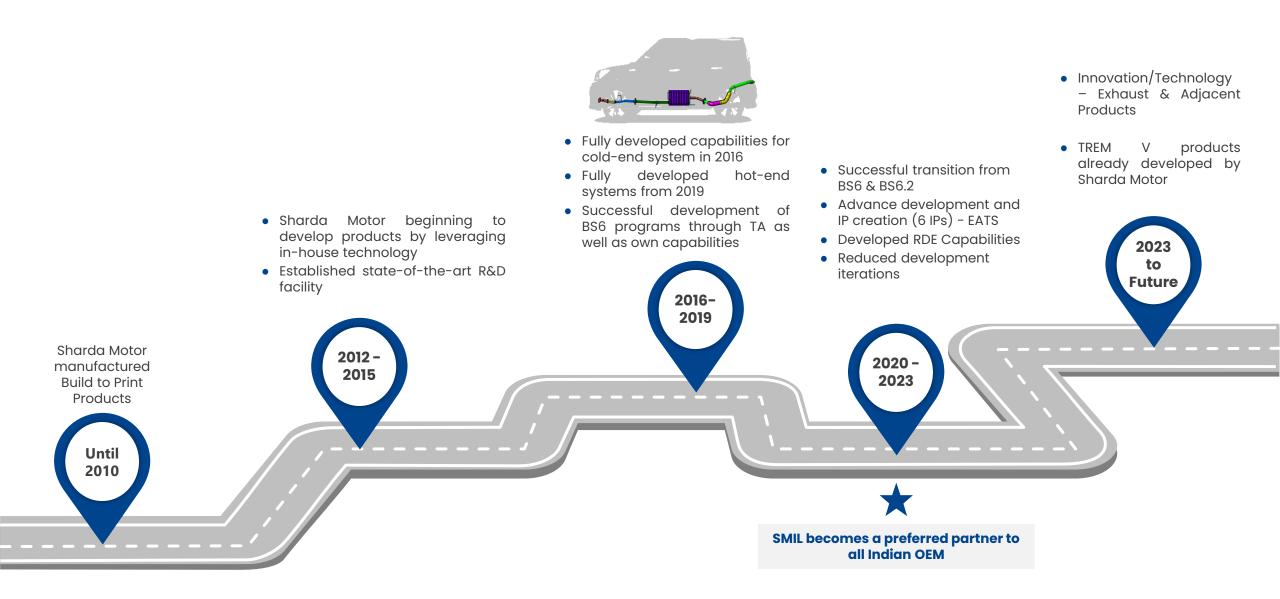
DAQ (RLDA test machine)



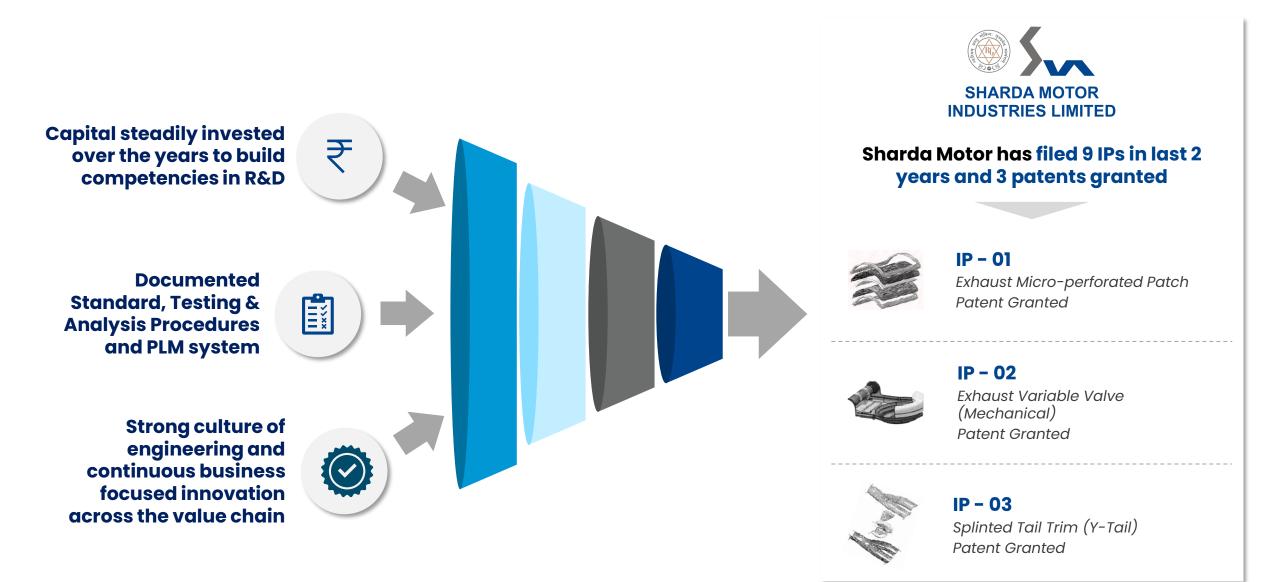
PRO-E (design program)





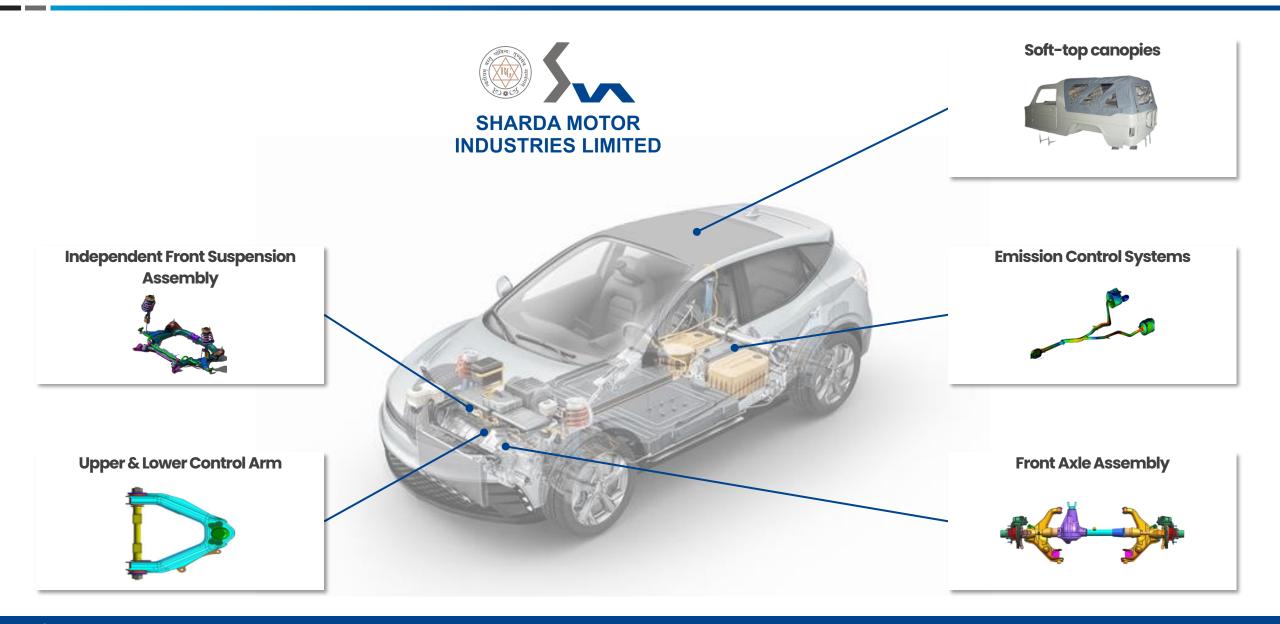






Today, Sharda Motor has a diverse portfolio of product offerings...





...helping Sharda Motor garner deep-rooted relationships with marquee OEMs



0

ATA

 \mathbf{O}

AT

Sharda Motor is well recognized by its customers for its quality and reliability Catering to customers across vehicle segments FY24 Consolidated Revenue from Operations split by 2023 end-user vehicle segment (%) 2021 2021 Silver Award Winner -Special appreciation BS6 by Silver award in Business Renovative Category Mahindra & Mahindra Alignment Category by Ashok Leyland CII Mahindra ٢ ASHOK LEYLAND \bigcirc O 1 2015 2014 2013 42% 53% **SHARDA MOTOR** Mahindra Supplier Excellence Mahindra & Mahindra Annual Cummins India ABO Supplier INDUSTRIES LIMITED Award for Business Partner Commodity Award Conference Award for Best of the Year Continuous Improvement Mahindra Mahindra \mathbf{O} 5% 2005 2004 2004 ■ PV ■ CV ■ Others Hyundai Merit Award for Hyundai Merit Award for Hyundai Appreciation BEST CO-OPERATION BEST CO-OPERATION Certificate Even split in revenues between passenger R B B vehicles and commercial vehicles insulates HYUNDAI нушпояі HYUNDAI business from cyclicity specific to vehicle

 \mathbf{O}

17 Privileged & Confidential, © 2024, All Rights Reserved. Note : Others includes revenues from off-highway, agricultural segments, Gensets, MHCV, Supply Chain Management & Scrap Sales

segments





Key Growth Strategies



Capitalizing on TREM V regulations to increase revenues from Agri & Offhighway segments



Increasing revenues from commercial vehicle segment, specifically focusing on the 3-4-liter segment



Capitalizing on theme of 'China+1' and grow revenues from overseas customers as OEMs seek to diversify their supply chains



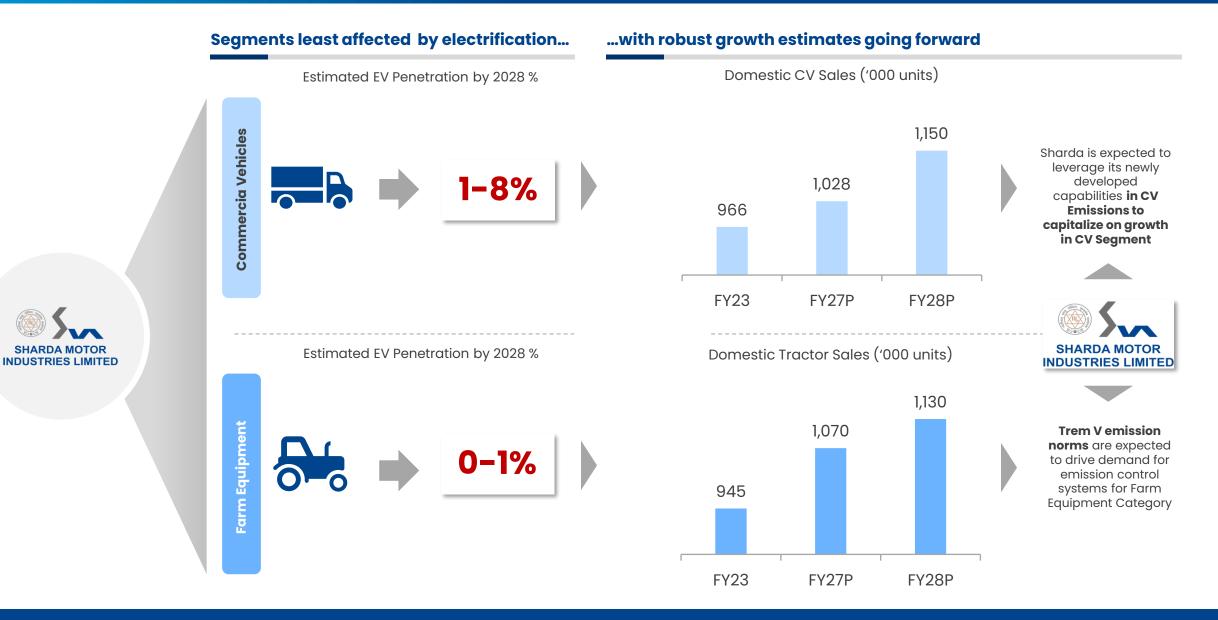
Capitalize on the megatrend of lightweighting and expand lightweighting vertical starting from control arms and suspension assemblies



Leverage debt free status and surplus cash to focus on inorganic growth opportunities focused on powertrain agnostic products

Focused strategy to increase revenues from CVs & Farm Equipment segments









Over the last few years, on the back of supply chain issues led by the COVID-19 pandemic and trade war shocks, trade relations between US, EU and China have been disrupted. As OEMs seek to diversify supply chains – Indian manufacturers could step in as an alternative across categories and establish a competitive advantage

Analysis of non-nearshore auto component imports into USA and Europe – enormous potential for Indian players to pry market share from China

Key Categories	USA & Europe Import Size (USD bn) ¹	China Share (%)	India Share (%)
Engine - Fuel & emission systems	42.6	31%	4%
Cabin & Load Body	25.0	31%	3%
Engine/Engine Components	23.8	16%	4%
Gear Box Parts	20.5	16%	6%
Bearings	8.6	34%	8%
Suspensions	5.3	34%	5%
Axles	5.3	16%	11%
Steering Parts	3.2	24%	5%
Shafts	3.0	23%	12%

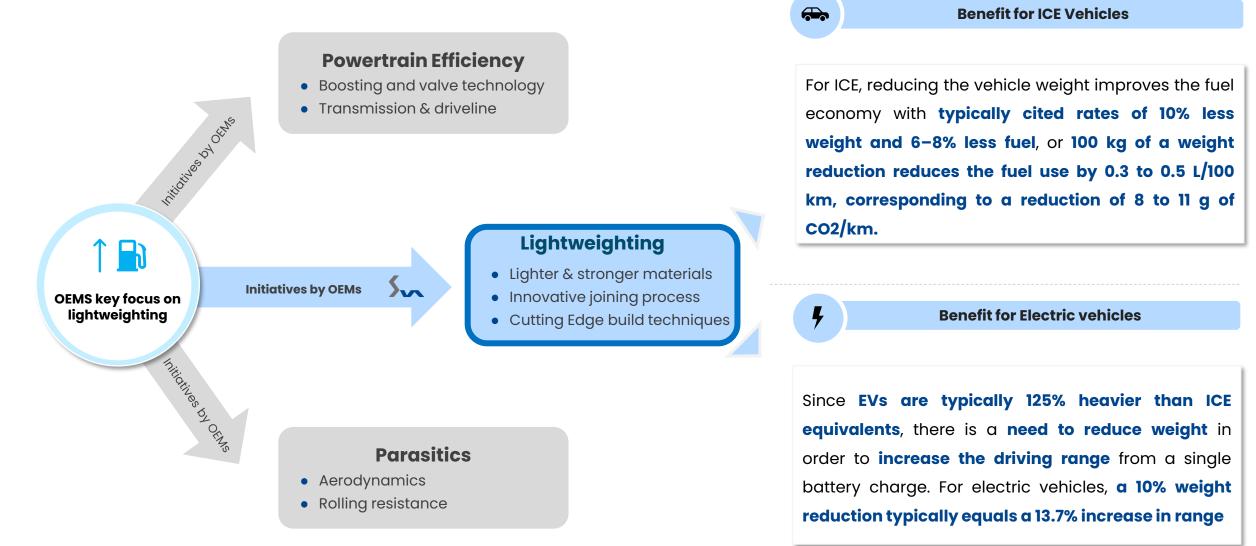
Potential ~USD 48bn total export market size with an addressable export market size of ~USD 2.2bn for Sharda Motor for its current product range

Strategic R&D investments leading to world class technology and product experience in emission control systems which act as a key entry barrier for most of the domestic suppliers

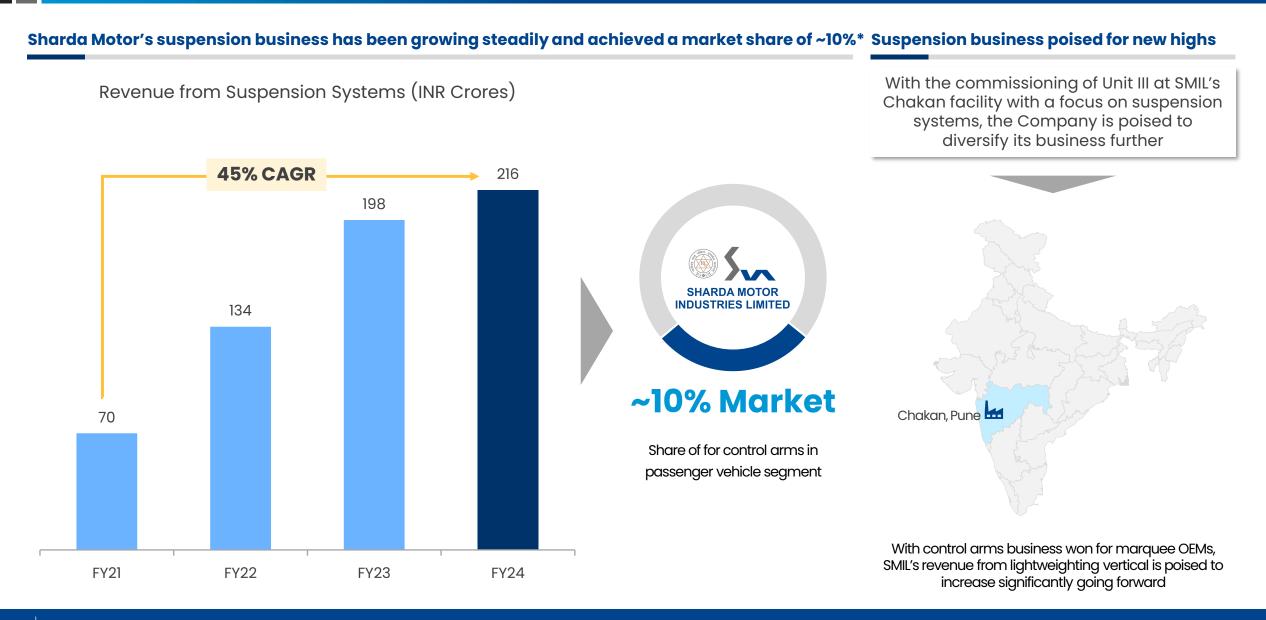
Acceptability from marquee global customers an endorsement of quality

Note : 1 - Non-nearshore imports excludes imports from North America (Mexico/Canada) for US and imports from western, eastern Europe & Scandinavia for Europe









Operations overseen by well-experienced board...



Mr. Kishan Parikh Chairman, Non-**Executive Independent** Director



 Holds Bachelor's Degree in commerce and has been associated with Jamshedpur Beverages, Pebco Motors Limited and implemented ISO 9001-2000 in favour of Pebco Motors Limited



Mrs. Sharda Relan Co-Chairperson, Non-**Executive Director**

- 38+ years of experience in management in the automobile components sector and financial services
- Holds Bachelor's Degree in commerce and has been associated with the Company since its inception



Mr. Ajay Relan Managing Director

- Dynamic entrepreneur contributing vast experience in manufacturing automobile components, setting up new projects and their successful implementation
- Completed his B.Com (Hons.) & took three years of training from Harvard Business School, U.S.A.

• 38+ years of experience in the field of

Medicine and specialisation in the

Doctorate in Medicine from Maulana

Azad Medical School, Delhi University

fields of Pediatrics & obstetrics/

Gynecology and Cardiology

Bachelor of Surgery (MBBS) &

Holds Bachelor of Medicine &



Mr. Nitin Vishnoi Executive Director and **Company Secretary**

- 32+ years of experience and expertise in Corporate Restructuring, Compliance Management and **Corporate Governance**
- Fellow member of the Institute of Company Secretaries of India and also holds a Bachelor's degree in Commerce with Honours



Mr. Navin Paul Independent Non-**Executive Director**



- Has over 23 years of work experience in Bosch and has held varied and key responsibilities in the Automotive and Industrial Divisions of Bosch.
- Eminent Expert on Automotive Components in the Expert Advisory Group (EAG) to Minister & Ministry of Road Transport & Highways (Govt of India).



Prof. Ashok Kumar Bhattacharya Independent Non-**Executive Director**

- 43+ years of experience in the field of Research in Process Engineering, Physics and Chemistry of solids and their surfaces
- Holds a degree in BSc (Hons), Chemistry, M.Sc., Physical Chemistry, from Indian Institute of Technology, Kharagpur and Ph.D. from Churchill College, University of Cambridge

Dr. Sarita Dhuper Independent Non-**Executive Director**



- Mr. Udayan **Banerjee** Independent Director
- Led several teams for successful setting up of Manufacturing Units of Automobile Components
 - 50+ years of experience with various reputed organizations including Bata Shoes Limited, Stepwel Industries Limited
 - Holds Master's Degree in Earth Science from IIT Kharagpur and also holds a diploma in work-study from Work Factor Co. of USA

...complimented by experienced senior management





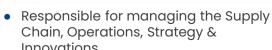
Mr. Ajay Relan Managing Director



Mr. Aashim Relan Chief Executive Officer

- Dynamic entrepreneur contributing vast experience in manufacturing automobile components, setting up Innovations new projects and their successful implementation
- Completed his B.Com (Hons.) & took three years of training from Harvard Business School, U.S.A.





- Recognized as one the youngest business leaders in the country
- Graduated in Finance & Economics from Emory University, Atlanta & has various other business certifications



• 31+ years of experience and has

multinational companies and listed

Pharmaceuticals, Coca-Cola India,

EY, Vaibhav Global Ltd and Sandhar

• Oualified CA, CS & Cost Accountant

worked with various leading

Indian entities including Teva

Technologies Limited

Mr. Puru Aggarwal President and Group CFO



- Mr. Nitin Vishnoi **Executive Director and Company Secretary**
- 32+ years of experience and expertise in Corporate Restructuring, Compliance Management and **Corporate Governance**
- Fellow member of the Institute of Company Secretaries of India and also holds a Bachelor's degree in Commerce with Honours



Mr. Viekas K Khokha

Sr. Vice President & Chief Human Resource Officer

- Brings experience from Management Consulting & P&L/Business Leadership roles across prominent MNCs & leading Indian organizations
- PGDBM from LBSIM, Delhi, Global Fellow in Talent Management from Wharton School, US & BE in Mechanical Engineering from Nagpur University



Mr. Dnyanesh Dandekar

Senior Vice President-Research And Development

- 25+ years of experience in development of new products, new technologies as new features in existing products
- Completed his B.E. Mechanical & M.E. Thermal Engineering from Govt. College of Engineering, Karad & Executive MBA from SPJIMR, Mumbai



Mr. KK Sharma Chief Manufacturing Officer

- Seasoned specialist in cost-saving strategies and plant operations
- Expertise spans across Customer Relationship Management, Project Management, Industrial Relations, Cost Saving Strategies and Plant Operations
- Hold's a Bachelor's Degree in Commerce from Delhi University



- Mr. Paramjeet Singh Senior Vice President- Sales & **Business Development**
- Diverse skillset includes Quality Control, Customer Service and Business Development
- He is a Graduate of Commerce from CCS University, Meerut, and holds an MBA from ICFAI University, Tripura

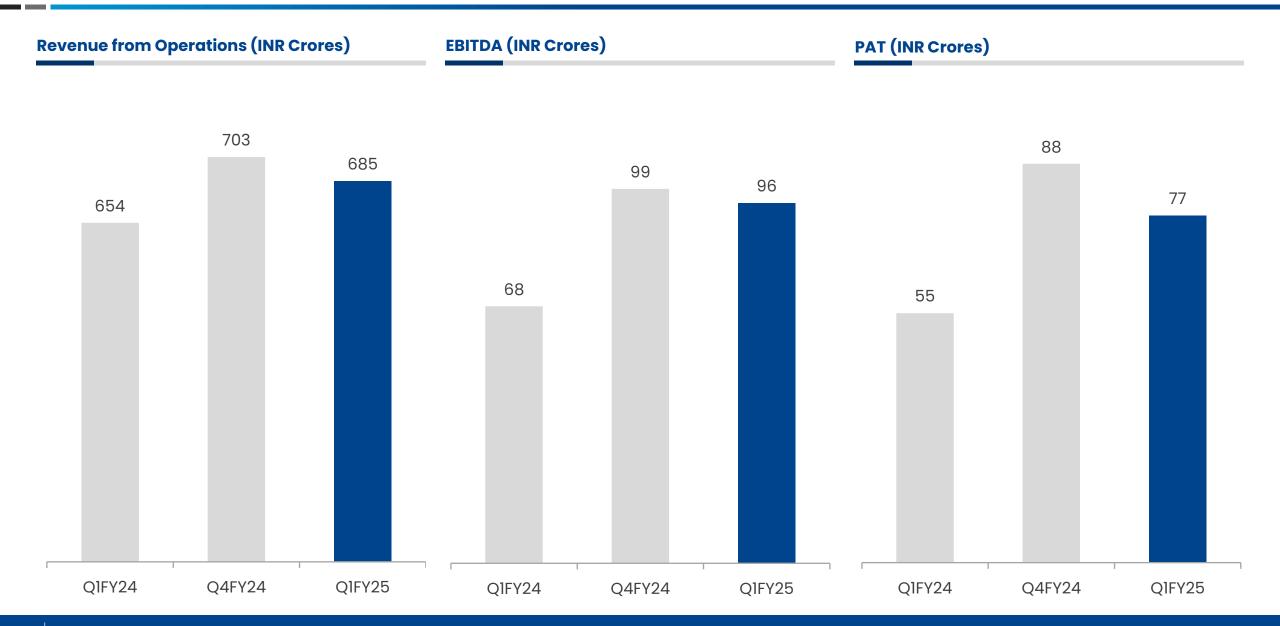


کر



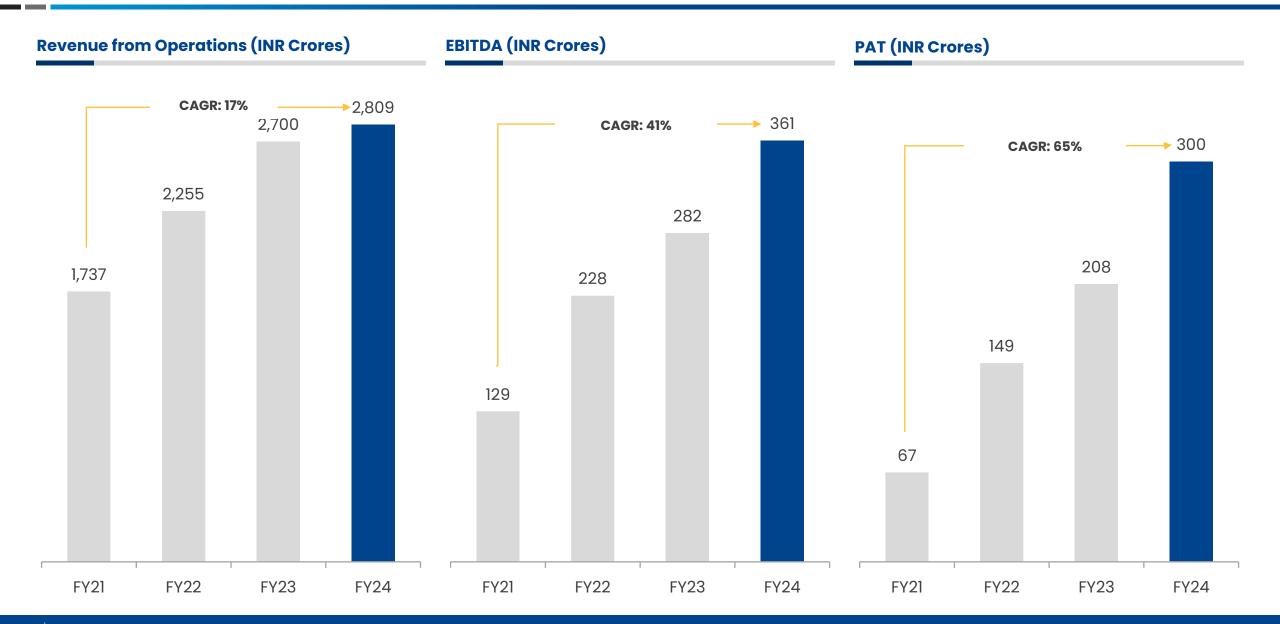
Consolidated Key Financial Highlights Q1FY25





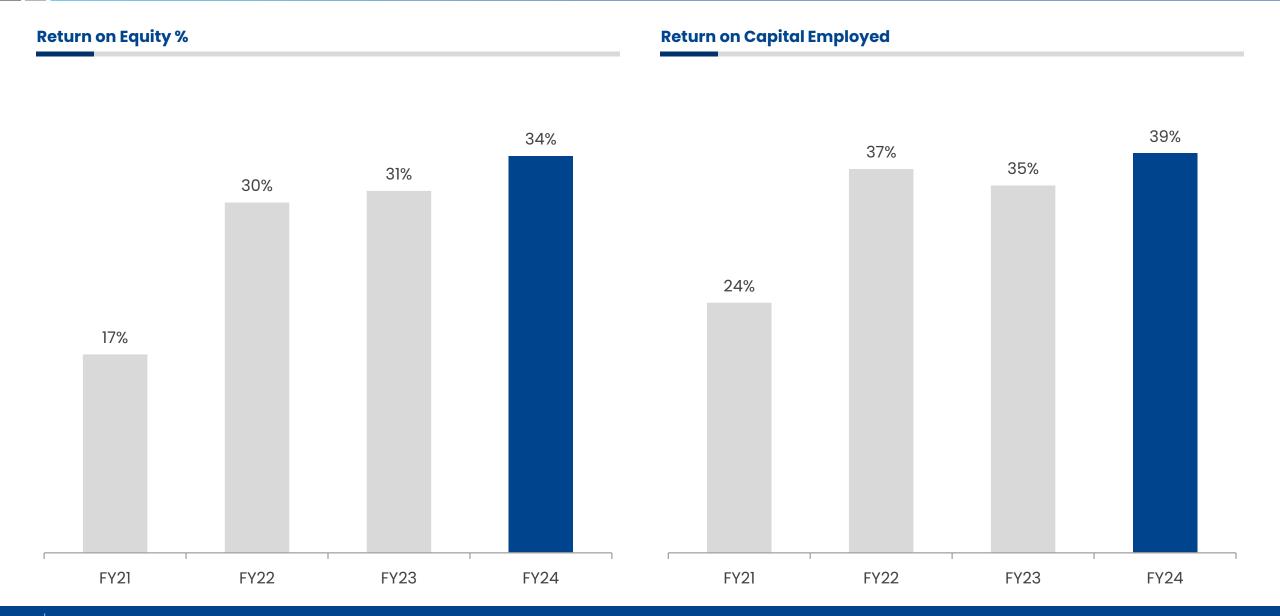
Consolidated Key Financial Highlights FY24





Consolidated Key Financial Highlights FY24





Consolidated Profit & Loss Statement



Particulars (Rs. Crores)	Q1FY25	Q1FY24	ΥοΥ	Q4FY24	QoQ	FY24	FY23	ΥοΥ
Revenue from Operations	685.4	654.1	5%	703.4	-3%	2809.3	2699.9	4%
Cost of Goods Sold	505.5	517.3		519.8		2142.8	2163.8	
Gross Profit	180.0	136.8	32%	183.6	-2%	666.4	536.1	24%
Gross Profit Margin	26.3%	20.9%		26.1%		23.7%	19.9%	
Employee Cost	35.7	31.2		31.7		132.3	98.4	
Other Expenses	48.6	37.3		52.5		172.7	155.9	
EBITDA	95.7	68.2	40%	99.4	-4%	361.4	281.8	28%
EBITDA Margin	14.0%	10.4%		14.1%		12.9%	10.4%	
Other Income	19.6	18.4		28.9		87.9	41.7	
Depreciation	12.9	12.2		14.0		52.6	46.3	
EBIT	102.4	74.5	38%	114.4	-10%	396.7	277.2	43%
EBIT Margin	14.9%	11.4%		16.3%		14.1%	10.3%	
Finance Cost	0.5	0.5		0.2		2.2	1.9	
Share in Profit/(loss) in JV and Associates	0.5	0.1		2.6		4.7	2.9	
Profit before Tax	102.4	74.1	38%	116.8	-12%	399.2	278.2	43%
Тах	25.6	18.9		28.5		99.6	69.9	
Profit After Tax	76.8	55.2	39%	88.3	-13%	299.6	208.3	44%
Profit After Tax Margin	11.2%	8.4%		12.6%		10.7%	7.7%	
Other Comprehensive Income	-0.1	0.2		-0.9		-0.2	0.9	
Total Comprehensive Income	76.8	55.4	38%	87.4	-12%	299.4	209.2	43%
EPS	25.9	18.6		29.7		100.8	70.1	

INR Crores

Equity & Liabilities (Rs. Crores)	Mar-24	Mar-23
Total Equity	1,005.9	757.9
Share Capital	5.9	5.9
Reserves & Surplus	999.9	751.9
Non-Current Liabilities	33.9	32.4
Lease	22.5	23.6
Other Financial Liabilities	0.1	0.1
Provisions	10.5	8.7
Other Liabilities	0.9	0.0
Current Liabilities	588.0	598.7
Financial Liabilities		
Lease	1.2	1.1
Trade Payables	494.9	515.8
Other Financial Liabilities	14.0	13.7
Other Current Liabilities	67.5	60.5
Provisions	10.0	7.6
Current Tax Liabilities (net)	0.4	0.0
Total Equity & Liabilities	1,627.8	1,388.9

Assets (Rs. Crores)	Mar-24	Mar-23
Non - Current Assets	586.1	269.0
Property Plant & Equipment	189.1	186.6
Capital Work In Progress	0.0	0.0
Right of Use Asset	19.9	22.1
Intangible assets	10.2	12.2
Financial Assets		
Investment in JV and Associate	28.8	24.0
Other Investments	305.0	0.0
Other Financial Assets	4.1	3.9
Non Current Tax Assets	11.8	7.3
Other Non Current Assets	11.9	6.0
Deferred Tax Assets (net)	5.3	6.8
Current Assets	1,041.8	1,119.9
Inventories	196.9	204.1
Financial Assets		
Investments	334.1	5.7
Trade receivables	227.2	331.5
Cash and cash equivalents	258.4	157.3
Bank balances other than cash & cash equivalents	6.3	4.5
Others Financial Assets	10.1	405.7
Other Current Assets	8.8	11.3
Total Assets	1,627.8	1,388.9

INR	Crores
-----	--------

		INK CIOLES
Particulars (Rs. Crores)	Consoli	dated
	31-Mar-24	31-Mar-23
Net Profit Before Tax	399.2	278.2
Adjustments for: Non -Cash Items / Other Investment or Financial Items	-27.1	7.6
Operating profit before working capital changes	372.1	285.8
Changes in working capital	99.5	-413.0
Cash generated from Operations	471.7	-127.2
Direct taxes paid (net of refund)	-102.1	-73.2
Net Cash from Operating Activities	369.6	-200.4
Net Cash from Investing Activities	-215.2	190.5
Net Cash from Financing Activities	-54.2	-26.6
Net Increase/Decrease in Cash and Cash equivalents	100.1	-36.5
Add: Cash & Cash equivalents at the beginning of the period	157.3	193.4
Effect of fair Value changes on Cash & Cash Equivalents (investment in Liquid Fund)	1.0	0.3
Cash & Cash equivalents at the end of the period	258.4	157.2



۲





Particulars **Standalone Financial Statements Exhaust Systems product portfolio SHARDA MOTOR INDUSTRIES LIMITED** Suspension Systems product portfolio > **Corporate Social Responsibility** Privileged & Confidential, © 2024, All Rights Reserved. 33

Standalone Profit & Loss Statement



Particulars (Rs. Crores)	Q1FY25	Q1FY24	ϒοϒ	Q4FY24	QoQ	FY24	FY23	ΥοΥ
Revenue from Operations	685.4	654.1	5%	703.4	-3%	2809.3	2699.9	4%
Cost of Goods Sold	505.5	517.3		519.8		2142.8	2163.8	
Gross Profit	180.0	136.8	32%	183.6	-2%	666.4	536.1	24%
Gross Profit Margin	26.3%	20.9%		26.1%		23.7%	19.9%	
Employee Cost	35.7	31.2		31.7		132.3	98.4	
Other Expenses	48.6	37.3		52.5		172.7	155.9	
EBITDA	95.7	68.2	40%	99.4	-4%	361.4	281.8	28%
EBITDA Margin	14.0%	10.4%		14.1%		12.9%	10.4%	
Other Income	19.6	18.4		28.9		87.9	41.7	
Depreciation	12.9	12.2		14.0		52.6	46.3	
EBIT	102.4	74.5	38%	114.4	-10%	396.7	277.2	43%
EBIT Margin	14.9%	11.4%		16.3%		14.1%	10.3%	
Finance Cost	0.5	0.5		0.2		2.2	1.9	
Exceptional Item Gain / (Loss)						-	-	
Profit before Tax	101.9	74.0	38%	114.2	-11%	394.5	275.3	43%
Ταχ	25.6	18.9		28.5		99.6	69.9	
Profit After Tax	76.3	55.1	39%	85.7	-11%	294.9	205.4	44%
Profit After Tax Margin	11.1%	8.4%		12.2%		10.5%	7.6%	
Other Comprehensive Income	-0.1	0.2		-0.9		-0.3	0.9	
Total Comprehensive Income	76.2	55.3	38%	84.8	-10%	294.6	206.3	43%
EPS	25.7	18.5		28.8		99.2	69.1	

Equity & Liabilities (Rs. Crores)	Mar- 24	Mar-23
Total Equity	1,025.1	781.8
Share Capital	5.9	5.9
Reserves & Surplus	1,019.2	775.9
Non-Current Liabilities	33.9	32.4
Lease	22.5	23.6
Other Financial Liabilities	0.1	0.1
Provisions	10.5	8.7
Other Liabilities	0.9	0.0
Current Liabilities	588.0	598.7
Financial Liabilities		
Lease	1.2	1.1
Trade Payables	494.9	515.8
Other Financial Liabilities	14.0	13.7
Other Current Liabilities	67.5	60.5
Provisions	10.0	7.6
Current tax liabilities (net)	0.4	0.0
Total Equity & Liabilities	1,647.1	1,412.9

Assets (Rs. Crores)	Mar-24	Mar-23
Non - Current Assets	605.3	292.9
Property Plant & Equipments	189.1	186.6
Capital Work In Progress	0.0	0.0
Right of Use Asset	19.9	22.1
Intangible assets	10.2	12.2
Financial Assets		
Investment in JV and Associate	48.0	48.0
Other Investments	305.0	0.0
Other Financial Assets	4.1	3.9
Non Current Tax Assets	11.8	7.3
Other Non Current Assets	11.9	6.0
Deferred Tax Assets (net)	5.3	6.8
Current Assets	1,041.8	1,119.9
Inventories	196.9	204.1
Financial Assets		
Investments	334.1	5.7
Trade receivables	227.2	331.5
Cash and cash equivalents	258.4	157.3
Bank balances other than cash & cash equivalents	6.3	4.5
Others Financial Assets	10.1	405.7
Other Current Assets	8.8	11.3
Assets held for sale	0.0	0.0
Total Assets	1,647.1	1,412.9

		INR Crores
Particulars (Rs. Crores)	Stande	alone
	31-Mar-24	31-Mar-23
Net Profit Before Tax	394.5	275.3
Adjustments for: Non -Cash Items / Other Investment or Financial Items	-22.4	10.5
Operating profit before working capital changes	372.1	285.8
Changes in working capital	99.5	-413.0
Cash generated from Operations	471.7	-127.2
Direct taxes paid (net of refund)	-102.1	-73.2
Net Cash from Operating Activities	369.6	-200.4
Net Cash from Investing Activities	-215.2	190.5
Net Cash from Financing Activities	-54.2	-26.6
Net Increase/Decrease in Cash and Cash equivalents	100.1	-36.5
Add: Cash & Cash equivalents at the beginning of the period	157.3	193.4
Effect of fair Value changes on Cash & Cash Equivalents (investment in Liquid Fund)	1.0	0.3
Cash & Cash equivalents at the end of the period	258.4	157.2

Exhaust Systems





Indian Market Share of ~30% for passenger vehicle segment



Serving PV, CV and Off-road segment.



Catering to Domestic & International customers



Annual Production of ~1 million units



37

Plants strategically located across India and present in all automotive hubs



Catering to most of the OEM's in PV segment



3 stamping plants managing all critical stamping in house



2 tube mills producing stainless steel and aluminized steel tubes for exhaust systems



Joint Venture with Purem* (Formally known as Eberspaecher)



Most of manufacturing units strategically located close to customer location



Suspension Systems





Indian Market Share of ~10% in control arms for passenger vehicle segment



Annual Production of ~1.8 lakh units



Strategically located manufacturing facilities



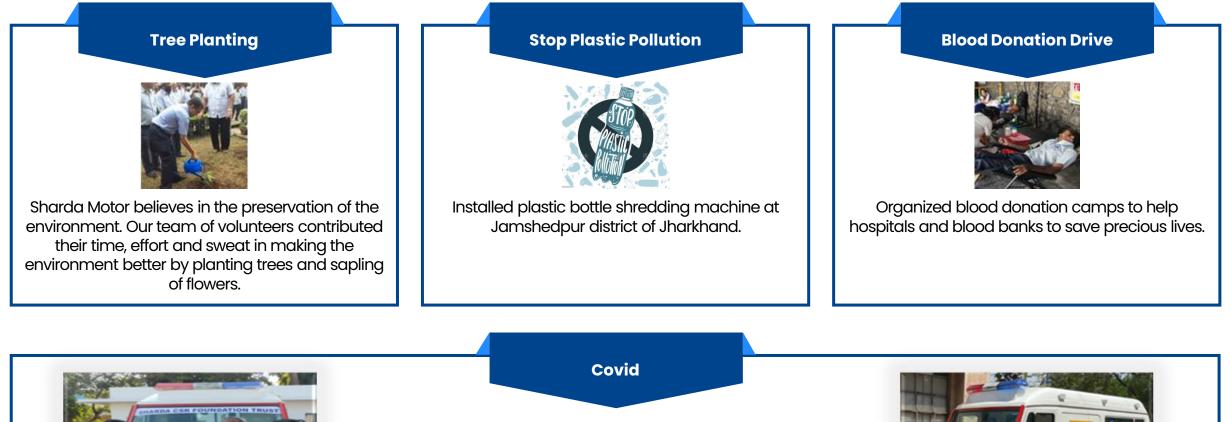
Concept, Design and Digitizing



Development, Project planning & Testing & Validation



Corporate Social Responsibility



UNARDA CSR FOUNDATION TRUST

Provided Ambulances under the Sharda CSR Foundation Trust in various cities to assist in their fight against Covid



Contact Us





