

# Endurance Technologies Limited

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For historical financial numbers, readers are advised to refer to the financial statements approved by the Board of Directors of the Company, as appearing in the Annual Reports and quarterly Stock Exchange filings. The financial numbers in this presentation are from financial statements prepared and reported under Indian GAAP (I GAAP till 2015-16 and Ind AS thereafter). Financial ratios have been calculated based on customary definitions.

# **Company Snapshot**





Experience in the two-wheeler, three-wheeler and four-wheeler Automotive Components Industry

- 1. 1985 Commenced high-pressure die-casting operations in Aurangabad (1)
- 2. Largest Aluminium die-casting company in India(2)



### Multi-solution Provider with a Diverse Product Portfolio

 Four Product categories - Aluminum Casting and Machining, Suspension, Transmission, Braking Systems. Tier I supplier to 2W, 3W and 4W OEMs.



### Strategically Located Facilities with Close Proximity to Original Equipment Manufacturers (OEMs) 27 facilities in multiple Locations across India & Europe



### **End-to-end Service Provider to Customers**

**Capabilities** across Design, Development, Testing, Validation,, Manufacturing, Delivery, and aftermarket sale for a wide range of technology-intensive auto component products

### **Strong R&D Capabilities**

- 19 Patents and 15 design registrations received, 78 Patent applications and 3 design applications, 4 DSIR<sub>(3)</sub> approved R&D facilities 2 Tech Centers in Italy 29 acre proving ground in Aurangabad
- 2. 200 R&D personnel globally

Profitability with Scale, Improved Return on Capital Employed and Deleveraged Balance Sheet

- 1. Track record of consistent outperformance to broader industry growth with standalone revenue growing at a CAGR of 6.2% as against India two wheeler production growing at a CAGR of 1.9% over FY 2012-21
- Financial highlights: FY21 Revenue INR 65,777mn ; FY21 Average ROCE :16.9%; FY21 Average Return on Equity: 15.8%; Net Debt/Equity:(0.09)X



Stock performance (amount per equity share of Rs. 10 each) IPO Offer price: Rs. 472; Listing day closing price: Rs. 648; OFS in Mar-19 :Floor Price Rs. 1100. OFS subscribed 2.7 Times Closing price on 1<sup>st</sup> Dec, 2021 : Rs. 1697.95 (260% over IPO Offer price)

Notes: 1. Refers to Anurang Engineering, which merged with Endurance Technologies in August 2006. 2. In terms of actual output and installed capacity in FY2017 (Source: Aluminium Casters' Association of India). 3. DSIR: Government of India - Department of Scientific and Industrial Research. 4. ROACE = Return on Average Capital Employed = EBIT/Average Capital Employed. Average Capital Employed Capital Employed and Total Debt; Return on Equity = PAT/Average Shareholders Equity; Net Debt to Equity = Net Debt / Total Shareholder's Funds..

# **Revenues Profile** across Vehicle Type, Product Type and Entity







India 72.7%

# **Corporate Structure**





Effective 15th April, 2020, Endurance Overseas Srl acquired 99% stake in Adler SpA and name of the acquired entity was changed to Endurance Adler SpA.

- Effective 21st May, 2020, Endurance Adler SpA acquired 100% stake in Grimeca Srl, Italy. Effective 1st January, 2021, Grimeca Srl and Adler RE Srl merged into Endurance Adler SpA. 3.
  - VS San Marino Srl is an additional subsidiary of Endurance Adler SpA and has been in the process of voluntary liquidation prior to acquisition of Endurance Adler SpA by Endurance Overseas Srl

# **India: Tier 1 Supplier of Diverse Product Offerings to OEMs**



## Endurance supplies a diverse range of technology-intensive products to 2W / 3W / 4W OEMs



### **Three Wheelers**





# **Europe: Diverse Product Offerings to OEMs**

Transmission systems for two wheelers



## Endurance is a Tier 1 Supplier for multiple technology intensive products to 4W OEMs



# **Strategically Located Facilities with Close Proximity to OEMs**



## 27 plants in multiple Locations across India & Europe



R&D Facilities / Tech. centers

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# **End-to-end Solution Provider to Customers**



- Provide end-to-end services from conception to end-user delivery
- Aftermarket sale for a wide range of technology intensive auto components products

 Manufacturing facilities in proximity to customers, to ensure timely delivery

 Manufacture wide range of products serving the diverse requirements of customers



 Focus on developing innovative, lean and cost competitive designs to maintain a technological edge across product range

 Structured product development to get "first time right" products

 Facilities (including Proving ground) for material, component, product and vehicle level testing

**QCDDM** focus leading to customer satisfaction

# **Consistent Outperformance over Industry Growth**



Endurance has consistently outperformed growth in the broader industry by successfully expanding its customer base, focus on R&D, ability to manage costs and reducing new product development time.



Notes: Source: Industry data sourced from SIAM. Financials are under INDAS from FY 15-16 onwards & under IGAAP till FY 14-15.

1. Calculated as profit before minority interest divided by total revenue.

2. Net Debt to Equity = (Long Term Borrowings + Short Term Borrowings + Current maturities of long term borrowings – Cash and bank balances – Current investments) / Total Shareholder's Funds.

3. ROACE = EBIT/(Average Capital Employed). Average Capital Employed calculated as Average of Shareholders Equity and Total Debt

## Profitable Growth, Strong ROCE, and Deleveraged Balance Sheet (1)



Notes: 1. Consolidated financials: From FY 15-16 onwards under INDAS & till FY 14-15 under IGAAP (FY18 & FY19 numbers are after incorporating IND As 115)

2. Calculated as restated profit before minority interest divided by total revenue

3. ROACE = EBIT/(Average Capital Employed). Average Capital Employed calculated as Average of Shareholders Equity and Total Debt

# **Key Investment Highlights**





Leading 2W and 3W Auto Component Manufacturer in India

**Largest** 2W and 3W auto component manufacturer in India(1)

Largest Aluminium die-casting company in India<sub>(2)</sub>

**Top 2** in each product segment offered

Tier 1 supplier to OEMs

**18** Manufacturing plants in India

# Strong In-house R&D supported by technology inputs from overseas



## Technology Tie – Ups

Leading European Suspension company

**Endurance Adler Spa** 

Leading global brake and suspension company

Grimeca Srl (Since merged into Endurance Adler Spa)

European technology provider in Aluminium Forgings

- Technology tie-up since 2008 for development and manufacturing of suspension components.
- Current agreement was executed in 2015; it is valid for a period of 10 years and is renewable.
- Scope of existing agreement Technology for the manufacture of new series of motorcycle suspension components.
- Technology tie-up since 2002 for development and manufacturing of Transmission components.
- Agreement for sub-license of technology and IP was executed in 2021.
- Acquired 99% stake in Adler in April- 2020 and name is changed to Endurance Adler SpA. Gained access to range of clutch and CVT related IP, licenses, trademarks and customers. Shareholding increased to 99.86% in May-2021.
- Entered into an agreement in 2017.
- For manufacture of Anti-lock Braking System ("ABS") for application in two & three wheelers.
- Agreement is valid for a period of 20 years.
- Technology tie-up since 2015. Agreement for sub-license of technology and IP was executed in 2021.
- Endurance Adler has acquired 100% stake in the technology provider in May 2020. Gained access to a range of brakes related IP, licenses and trademarks.
- Entered into an agreement in 2019.
- Technical support related to Aluminium Forging Technology

# **Endurance Proving Ground (EPG) at Aurangabad**



- EPG enables us to test our products on vehicle and further strengthens our position as a Complete Solution Provider.
- EPG is meant for Handling & Manoeuvrability, Ride Comfort, Driveability, Brake/ABS performance and Reliability evaluation.
- Consists test surfaces required for evaluation of Suspension, Transmission & Brake assemblies of 2W, 3W & Quadricycle.
- ABS test surfaces have provision of testing the brake system under wet and dry condition on different friction surfaces (Basalt tile, Ceramic tiles, High μ (0.9) asphalt, Polished concrete and loose Gravel).
- Ride & Evaluation track comprises of Belgian pave, Pot holes, Cobble stone, Speed breakers, Long/Short wave pitching, Kerbs.....



# **Growing and Profitable European Business**





#### Notes:

1. Effective 26<sup>th</sup> May, 2021, holding of Endurance Overseas Srl, Italy in Endurance Adler SpA increased to 99.86%.

2. Net Revenue from Operations: From FY 15-16 onwards under INDAS & till FY 14-15 under IGAAP (FY18 & FY19 numbers are after incorporating IND As 115);. PAT margin calculated as restated profit before minority interest divided by total revenue

# **Expansion of Presence in Aftermarket Sales**



### Aftermarket Sales

(Net Revenue from Operations INR mn)





### **Geographical Distribution**





# **Strategy for Profitable Growth**





Focus on critical markets such as two-wheelers, threewheelers and passenger cars in India; also passenger cars in Europe

Growth for India and Europe by pursuing Organic and Inorganic Expansion



Continually improve R&D capabilities in order to focus on advanced technology, high value-add products, including higher cc bikes Harness R&D for new products, higher OEM penetration for Existing products – for Consistent Profitable Growth

Expand presence in the aftermarket sales



Increase exports from India, enter new countries in line with OEMs

 $\checkmark$ 

Continue to pursue strategic alliances and inorganic growth opportunities



Combine low-cost base and manufacturing capabilities with technology from acquisitions / alliances



Focus on operational efficiencies to improve returns



Deploy multi-pronged cost reduction strategies in manufacturing and sourcing



## CULTURE



- We, Endurians, are proactive, hardworking, result-oriented, and committed team players who lead by example, walk the talk and believe in continuous improvement
- We are passionate about what we do and what we create. We believe in challenging ourselves and inspiring passion for excellence
- We have built a safety first culture with a focus on contractor safety management
- We celebrate wins even the small ones

# DIVERSITY



- At Endurance, we don't just accept diversity (be it gender, race, ethnicity, region) – we celebrate it.
- We believe that this diversity is key to challenging ourselves and fostering creativity. It is through diversity of our employees that we are able to continue to innovate and grow together.
- Diversity is a strategic priority for Endurance

### PEOPLE DEVELOPMENT



- We empower our employees to become capable leaders and enable them to achieve their true potential by capitalizing on their strengths and challenging them to overcome their weaknesses via objective assessments, mentoring, consistent constructive feedback & detailed development plans
- We have focused initiatives for our high potential employees for them to continue excelling in larger roles.







## MANAGEMENT OF CHANGE



- At Endurance, we prioritize human life and environment in our business decisions
- All material changes, design changes, layout changes, expansions, greenfield/ brown field projects require certification from our EHS team
- We measure impact of our decisions on EHS parameters, incorporate EHS in our decision making and align our actions accordingly





- Daily safety champions nominated across all locations are motivated to transparently share gaps, and recommend improvements
- As part of Visual Safety Leadership, senior mgmt. visit plants to evaluate safety practices, conduct mock drills, share learnings & horizontally deploy best practices
- We have built a EHS first culture ensuring zero tolerance for EHS violations

### CONTRACTOR SAFETY MANAGEMENT



- Driving contractor safety management is essential to build an a safety first culture
- We have classified contractors into different risk categories based on the nature of their work and set mandatory criteria for each group
- We develop their capabilities by providing trainings on best practices, EPRP, hazard identification & management, risk assessment, competency mapping for employees

# **Driving Sustainability**







- Endurance consistently strives towards achieving carbon neutrality in all our operations via effective utilization of natural resources
- By developing dense forests and driving plantation, we have created carbon sinks
- We are transitioning to renewable energy with wind energy and solar power plants across locations

### OPTIMISING ENERGY CONSUMPTION



- Based on the emission factor of different sources of energy, we are driving use of natural gas and LPG in the place of furnace oil and electricity
- Energy efficient furnaces and LED lights have been fitted & sensors have been installed in common spaces to avoid wasting energy
- We proactively arrest air leakages from compressors and optimize use of energy

### RECYCLING WATER & DRIVING ACTIONS TO SAVE WATER



- Sensor based overhead tanks, water guns instead of water hoses, and water saving push type taps are used to reduce water consumption
- We have switched from painting to powder coating in several plants, leading to water savings
- We reuse water from treated effluent for gardening, cooling towers, toilets
- We drive rain water harvesting and proactive arresting of leakages

# **Driving Sustainability**



### REDUCING HAZARDOUS WASTE GENERATION



- Sustainability is a key corporate objective for Endurance and reducing hazardous waste generation supports us to achieve this objective
- By switching from painting to powder coating in several plants, we have reduced hazardous waste generation
- We use oil skimmer in tanks to recover & reuse oil and we continue to drive actions to proactively arrest leakages of oils and coolants

### CO-PROCESSING HAZARDOUS WASTE



- Hazardous waste generated from our manufacturing facilities is used as raw material for other industries
- The paint sludge from our operations is used as raw material in cement industries and our grinding dust is converted to iron oxide for paint industries

### DRIVING ZERO WASTE TO LANDFILL



- In our endeavor to achieve zero waste to landfill, we have been driving several actions including using returnable packaging and composting waste
- We recycle metal waste
   wherever possible inside our
   plants
- We recycle non-hazardous
   waste with the help of authorized
   recyclers

Delivering Lasting Impact With Every Community We Transform, Every Individual We Empower And Every Child We Inspire





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# Awards and accreditations





The Company has been recognised by customers and industry forums with many awards and recognitions. Some of the key awards are:

- 1. Award for New Product Development 2018-19 by Honda Motorcycles & Scooter India Pvt. Ltd. in March 2019
- 2. Grand Award for QCDDM performance in 2016-17 by Honda Motorcycles & Scooter India Pvt. Ltd. for excellence in Quality, Cost, Delivery, Development and Management.
- 3. Global TVP Award for the Alloy Wheel Plant at Chakan (Pune) by India Yamaha Motor Pvt. Ltd. for developing Theoretical Value of Production.
- 4. National Energy Conservation Award by the Bureau of Energy Efficiency.
- 5. Gold Award to the plant at K228/229, Waluj by International Convention on Quality Control Circle, at Japan in Sep-19. Par Excellence Award to the plant in TPM category by National Convention on Quality Concepts in 2020.
- 6. Gold medal in the "National Awards For Manufacturing Competitiveness" for the FY 2017-18, by the International Institute for Research & Manufacturing (IRIM), Mumbai to the plant at E-92 & 93, Waluj.
- 7. Gold category Award in the India Manufacturing Excellence Awards 2019 by 'Frost & Sullivan' at E-92 & 93, Waluj.
- 8. Silver Certificate of Merit to the plant at K-120, Waluj by the Executive Committee of 'Frost & Sullivan' in the FICCI India Manufacturing Excellence Awards 2017, for enhancing Manufacturing and Supply Chain Excellence.
- 9. Bronze Award under Excellence in Manufacturing 'Very Large Category' for the year 2016-17 by Automotive Component Manufacturers Association of India (ACMA) to the plant at E-92 & 93, Waluj.
- 10. Supplier Quality Excellence Award 2019 to Endurance SpA from General Motors.



## INDIA:

- Rs. 6380 mn of new orders won in India in FY21 from OEMs such as HMSI, RE, Hero, Yamaha, TVS, Hyundai, Kia.
- Rs. 2364 mn of new orders won in India in FY22 mainly from Mahindra, Hyundai, Tata Motors, HMCL, CNH and a multinational battery pack supplier to Tata Motors.
- Efforts to target new customers paying off.
  - Orders from Mahindra Auto and Tractors for casting and Mahindra Electric for 3W brakes. Special focus on adding Mahindra to our list of OEMs with sizeable business.
  - Rs. 1100 mn orders from non-auto clients a multi-national telecom infrastructure player and a multinational generator manufacturer. Further non-auto business under discussion.
  - Focus on casting exports. Also, brakes business under discussion with globally renowned off-road vehicle manufacturer.
  - Already won EV businesses from Bajaj, Mahindra, Tata (Indirect business) and others. Started supply of brakes, suspensions, castings for 2W/3W.
  - Actively in discussion with various EV manufacturers (traditional and new OEMs). Our close connect with Japanese 2W OEMs will help us garner orders, when they launch their EV.
  - Cumulative orders of Rs. 2 bn from TVS.
  - Cumulative orders of more than Rs. 2 bn from Hyundai/Kia.
- Rs. 19.94 bn of RFQs under discussion with various OEMs.
- For Inverted Front Forks, we began with Bajaj and KTM models. Now, we also have orders from HMSI. <u>EUROPE:</u>
- Euro 19.3 mn of new orders won in FY21 from OEMs such as Audi, Daimler, VW, FCA and Maserati. In FY22, orders worth Euro 10.03 mn won from Porsche ,Daimler, CNH & Stellantis.
- Orders in hand include Euro 35 mn for Electric cars of Audi, Porsche and Euro 95 mn for hybrid models of VW, Daimler, BMW, Stellantis and Maserati. Peak volume to be reached in FY25.



- Disc brake assembly capacity to increase from last year's level of 285000 numbers p.m. to 570000 numbers p.m. through project executed in Pantnagar (45000 p.m.) and larger project in Aurangabad scheduled to begin production in November 2021.
- Similarly, brake disc capacity to increase from 375000 to 675000 numbers p.m.
- These capacities could make Endurance the largest disc brake supplier to Indian 2W industry.
- 85% of 2W ABS market controlled by one multi-national. Market size is 3.5 million assemblies. We are initially
  installing a capacity of 400,000 assemblies. OEM clearance received for first model, where deliveries have begun
  in September 2021. Production is expected to reach installed capacity by August 2022. We will be the only supplier
  in India that manufactures the entire assembly with ABS unit.
- LPDC cylinder head plant with 720000 numbers capacity started in Pantnagar from September 2021.
- Chakan alloy wheel capacity to increase from 240000 to 320000 numbers per month from November 2021.
- Backward Integration : Supplies from new forging plant to start from December 2021; Wire braided hoses plant began operations in June 2021.
- Adler/Grimeca IP to facilitate larger play for Endurance in 200cc + motorcycles: Start of production of brakes from September 2021, and clutches from Q1 of FY23.
- Capex in FY21 was Rs. 2 bn in India and Euro 24 mn in Europe.
- Based on our 3rd May announcement offering voluntary separation in Chakan, 177 employees opted for the scheme, leading to one-time outgo of Rs. 314.5 mn and annual saving of Rs. 86 mn.
- PSI 2013 scheme Rs. 2.06 bn income has been recorded in the last 3 years, out of Rs. 4.46 bn of eligibility. We booked Rs. 590.43 million of such incentives in H1 FY22. Government of Maharashtra continues to encourage investment in backward regions like Waluj.
- After-market exports are currently to 30 countries, 4 more countries will be added in this year.



# **Thank You**