CORE COMPETENCIES

Geared for sustainable growth



Diversified presence across geographies and segments

We are well-placed to overcome cyclical downturns in the automotive industry as we have strategically diversified our areas of presence across all segments.

We avoid concentrating dependence on any single product, geography or vehicle segment; validated in the fact that our revenue is distributed across geographies and segments.

Largest manufacturer of differential gears for passenger vehicles, commercial vehicles and tractor OEMs in India, with market share of

PASSENGER VEHICLESTRACTOR OEMS55%-60%75%-85%COMMERCIAL VEHICLES80%-90%

Among the top two exporters of starter motors from India and top 10 global starter motor suppliers in CY 2020.

Our presence

Besides nine manufacturing and assembly facilities across India, USA, Mexico, and China we have eight warehouses across India, USA, Germany and Belgium.

5%3%GLOBAL MARKET SHAREGLOBIN DIFFERENTIAL GEARSIN STIN CY 2020CY 20

(Source: Ricardo Report, CRISIL)

3% GLOBAL MARKET SHARE IN STARTER MOTORS, CY 2020 Prominence in Electric Vehicles (EVs)

We supply differential gears and differential assemblies to global EV manufacturers since 2016 and 2018, respectively. We also design and manufacture state-of-the-art traction motors and motor control units including brushless DC (BLDC) motor and Permanent Magnet Synchronous Motors (PMSM) for electric twowheelers and three-wheelers.

We are among the leading suppliers of BLDC motors in the Indian two-wheeler and three-wheeler EV market.

Our team is also involved in developing a 48V belt-driven starter generator (BSG) motor for hybrid PVs, for which we have successfully completed vehicle level demonstration for select global OEMs.

The powertrain evolution from IC engine vehicles to EV vehicles is also increasing our realisation per vehicle.

Strong foothold in an evolving market

Being globally well-positioned to combine the capabilities of our motor and driveline segments and deliver enhanced value to our EV customer base has been a winning differentiator for us.

We are continuously working to improve our capabilities and the quality of our products through new technologies and manufacturing efficiencies. Making the planet more sustainable inspires us, and we have been working towards bringing customer-centric, EV-specific products to the market.

8.7% 15 GLOBAL MARKET SHARE IN NEW DEVELOPMENT BATTERY EV DIFFERENTIAL PROGRAMMES ACTIV

BATTERY EV DIFFERENTIAL PROGRAMMES ACTIVE ASSEMBLIES, CY 2020 as on 31st March 2021

(Source: Ricardo Report, CRISIL)

Technological superiority

Technological know-how has been our primary growth catalyst over the years, and constant R&D progress is critical for our business.

We have spent an aggregate of INR 1,563 million (including comstar) on R&D development in the last 3 years, including INR 915 million in FY2020-21, which is 5.8% of our overall revenue.

Invested in maximising R&D potential

Our evolutionary R&D facilities in Gurugram, India and Chennai, India are equipped with cutting-edge technologies as well as advanced design softwares. Our portfolio is further enriched with several intellectual property rights in the form of patents and licences for projects. We have been granted one new patent in USA, China and United Kingdom, individually, and hold assignment of license rights to eight patents in USA.

INR 571 mn SOFTWARE DEVELOPMENT EXPENSE IN FY 2020-21

15*

PATENTS AWAITING APPROVAL IN INDIA as on 31st March 2021

* includes Comstar

Customer-centricity

Customer-centricity is at the heart of our business model and we have worked to form solid, enduring bonds with some of the leading OEMs across the world. We collaborate with our customers from the conceptualisation stage right till delivery and strive to enhance the value we offer every time.

We conduct frequent meetings with our customers to receive feedback on our performance across parameters of quality, delivery and cost, among others.

Several industry recognitions have been bestowed upon us for our unblemished track record of customer satisfaction. As on 31st March 2021, we have been awarded 58 programmes from 27 customers across our product portfolio from Indian as well as international customers.

WE HAVE LONG-STANDING RELATIONSHIPS OF >15 years WITH 13 OF OUR TOP 20 CUSTOMERS

13