



 **Hero**  
**WORLD**  
**2024**  
**RIDE INTO TOMORROW**

**Investor interaction**

23<sup>rd</sup> January 2024

# Safe harbor plan

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# Recap: 2023

## Multiple New Launches



## Elevated Customer Experience



## Financial Performance

Festive: Highest ever sales



EBITDA Margin

14.1%

Increase in market Cap

80%

PAM Revenue

₹ 5,000 Cr

Footnote: EBITDA Margin for Q2FY24, PAM (Parts, Accessories, and Merchandise) revenue for FY23, Market cap gain from 1<sup>st</sup> Apr 23-19<sup>th</sup> Jan 2024

# Focus on 3 key aspects, today

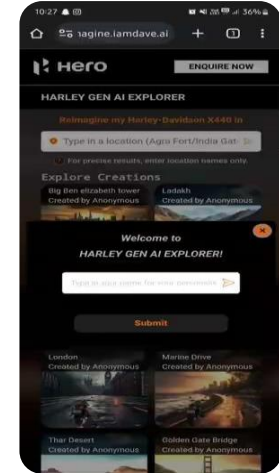
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**Win in Premium**



**Build EV Leadership**



**Being Digital**

# Win in Premium – Product, Experience & Brand



## PRODUCT

### 1. PREMIUM PORTFOLIO



Karizma XMR H-D X440 MAVRICK 440

### 2. PREMIUMIZING THE CORE



125R

## EXPERIENCE

### 1. NEXT GEN SALES EXPERIENCE



### 2. SERVICE EXPERIENCE

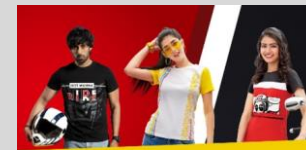


## BRAND

### 1. BUILDING BRANDS, CULTURE



### 2. BIKING MERCHANDISE



# Premiumization of the portfolio

## Hero World 2024 7 Models

2027E

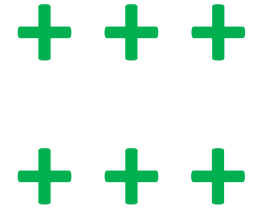
## Hero World 2020 4 Models



Sports, Adventure



Sports, Adventure, Roadster



Sports, Adventure,  
Naked, Roadster,  
Commuter

# Differentiated products + multiple industry firsts



**Xtreme 125R**



Single Channel ABS



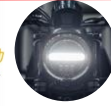
Full LED Package



Widest Rear tyre  
(120/80)



**HD X440**



Class-D LED Projector  
lights with Auto Illumination



USD Suspension



TFT Speedometer



**Karizma 210**



Power 25.5 PS



Torque 20.4 Nm



Class-D LED Projector lights with  
Auto Illumination



**Mavrick 440**



440cc 'TorqX' Long Stroke Engine



High Low-end Torque  
36 Nm @ 4000 rpm

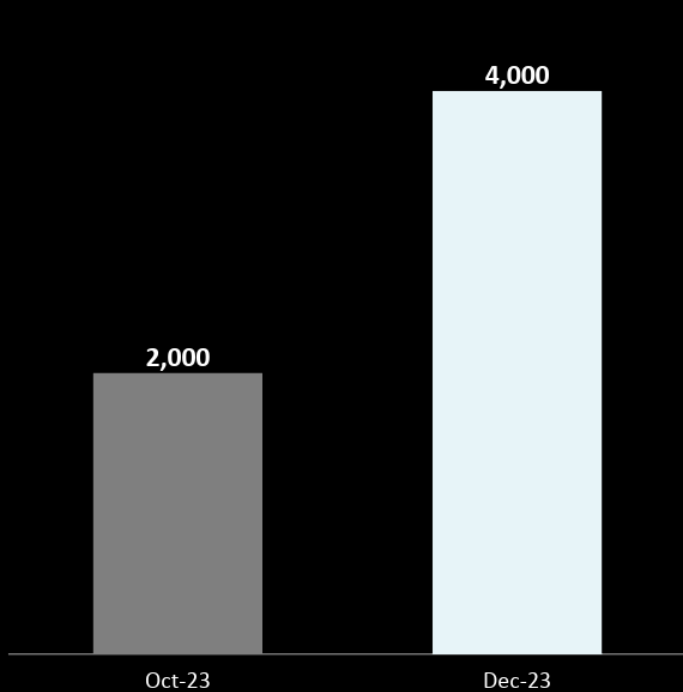


Class-D LED Projector lights  
with Auto Illumination

# Harley Davidson X440 has gained market share



## Monthly volumes



### Supply chain augmentation under way

Phase 1 → 10K/month units for 440cc models and Karizma



# Win in premium with the legend, Karizma



## Launch event: The biggest yet



Peak Viewers:  
26,268

Live Views:  
3.2 Lakh

12X Uplift in  
search

Trended on  
Google Search



**13,600**

Bookings

**1,500 +**

Delivered

## A launch with many firsts



Next-Gen UX

**1.3 Mn**  
website visits



Next-gen social  
conversation

**137k**  
conversations  
(90% +ve)



Hyperlocal across  
100% dealers

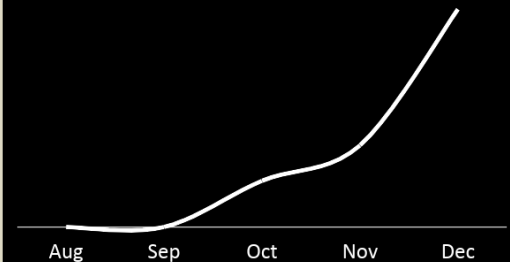
**25k+ enquiries**  
generated



Data driven multi-  
channel marketing

**30k+ enquiries**  
generated

## Karizma monthly retail trend



# MAVRICK

## 440



**440CC OIL-COOLED ENGINE**

**MAX TORQUE OF 36 Nm**

**@4000 rpm**



**6 SPEED TRANSMISSION**

**POWERFUL EXHAUST THUMP**



**ALL LED LIGHTINGS**



**THICK FRONT**

**FORKS: 43 MM**



**CONNECTED**

**WITH 36+ FEATURES**



**WIDE FRONT TYRE**

**110MM**

**WIDE REAR TYRE**



**Modern Roadster**



# X-TREME 125R



**BEST IN CLASS RIDEABILITY**  
STEEL DIAMOND FRAME,  
SHOWA SUSPENSION



**ALL NEW SPRINT EBT ENGINE**  
POWER **11 BHP @7500 RPM**  
TORQUE **10.4 Nm @ 6000 RPM**



**ALL LED LIGHTINGS**



**FIRST IN SEGMENT**  
SINGLE CHANNEL ABS



**WIDER TYRES 120/80-17**



# “Premiumizing” the Core



+25% contribution  
from **XTEC** Range



**23%** CONTRIBUTION TO MIX



**16%** CONTRIBUTION TO MIX



**34%** CONTRIBUTION TO MIX



**59%** CONTRIBUTION TO MIX

# Introducing Hero PREMIA



## FOUR "NEED BASED" ZONING

## PHYGITAL EXPERIENCE



Large lit branding

Adventure as core theme

Delivery from "inside the showroom"

Merchandise for every zone

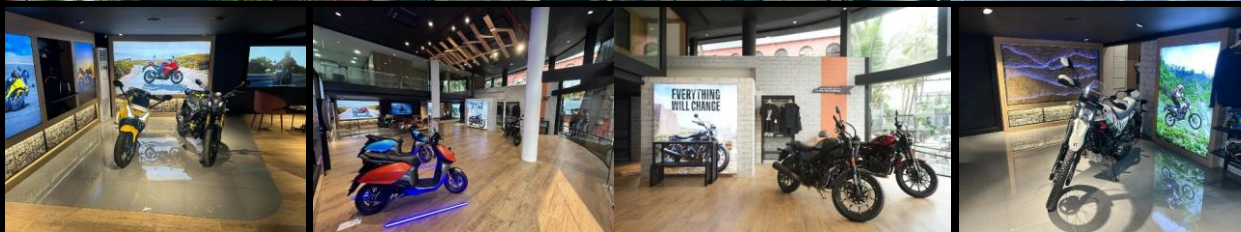
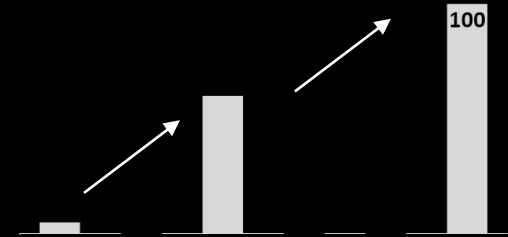


# Hero PREMIA: 3 stores live → 100 by Jun-24 E



**3 stores live**

**100 by Jun-24**



- ✓ Grounds-up fresh stores
- ✓ Store in a store concept
- ✓ Virtual exp. – configurator
- ✓ Tech based product exp.

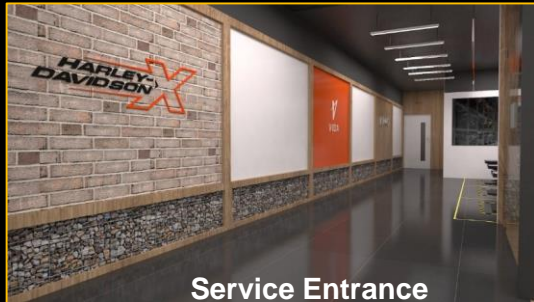
# PREMIA Service (3 locations active by Jan-24)



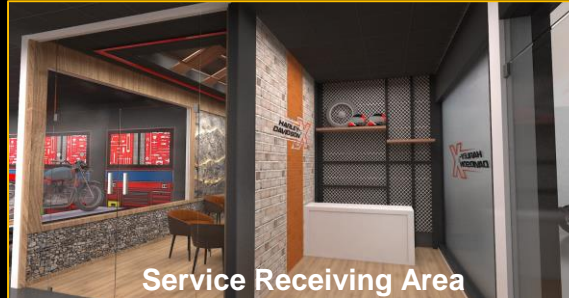
Front Facade

PREMIA Service

VIDA



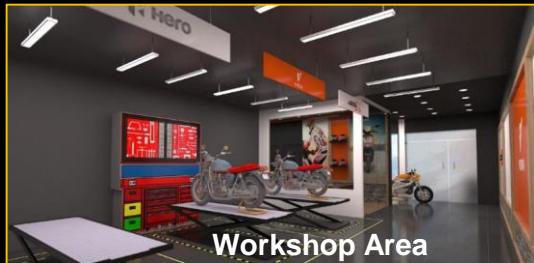
Service Entrance



Service Receiving Area



Service Customer Waiting Area



Workshop Area



Vehicle Inspection Area



## **DIGITAL FIRST**

- Digital Owner's Manual*
- Customized Vehicle information*
- Personalized Notification*
- Community Forum*
- Service Cost Calculator*
- Cost and time variance approval*
- Vehicle Stages update*
- Service Bill payment*
- Feedback*
- Hello Hero*

**IOS Based Service  
Job card Interface**

**App interface for  
Moto Expert**

**Digital Payment Solution  
- One stop**

# HERO 2.0 | ~300 Stores launched → 400 by Mar-24E



ELECTRIC



COLOR PALETTE



ACC. | MERCH. WALL



CONFIGURATOR



LARGE SCREEN



# Building rally and racing culture



# Comprehensive Premium transformation underway

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Product &  
Portfolio

Brand association  
& creation: Harley  
Davidson, Mavrick,  
Xpulse, Xtreme

In-store  
Experience Premia,  
Hero 2.0

Digital First

Competitive  
positioning



**BUILDING  
EV LEADERSHIP**

# Aspirational, Affordable, Accessible: Emerging mobility

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## Drivers for Emerging Mobility Business

### 1. Aspirational, Connected vehicle

Industry first features

### 2. Affordable new variants

Scooters and Motorcycles in the pipeline

### 3. Accessible expansion

100 cities and 150 dealers in FY24

### 4. Charging Infra

VIDA+ATHER: 100+ cities, 1,900+ points

### 5. Capability building

# Fully loaded, best in class competitive price



## 1. Unmatched performance

- Top speed 80Kmph
- Acceleration 0-40kmph in 3.2 sec
- 100+ riding modes
- 20 degree incline

## 2. Removable batteries

- 2 removable batteries enabling charging anywhere anytime

## 3. Real world range (RWR) of 110km



## 4. Built to Last



The most distance on an EV scooter in 24 hours

# Aspirational brand, with industry leading features



LED & Projected Headlamps

Ergonomic Display & Console



Cruise Control

DIY Customisable Seating  
For expandable storage and style



BootSpace

26L to hold all your belongings



Two-Way Intelligent Throttle  
Regen and Reverse

20°

Gradability  
Power of 25Nm Torque

## Three ways of charging

Charge at home, in parking, or in public



Removable Batteries  
0-80% in 5hr 55mins



Portable Charger  
0-80% in 5hr 55mins



DC Fast Charging  
1.2km/min upto 80%

# Connected features, vehicle control, user experience



Navigation



Trip  
Analysis



OTA  
Updates



Remote  
charge  
monitoring



Keyless  
unlock



Geo-fencing



Track my  
bike



Ping my bike



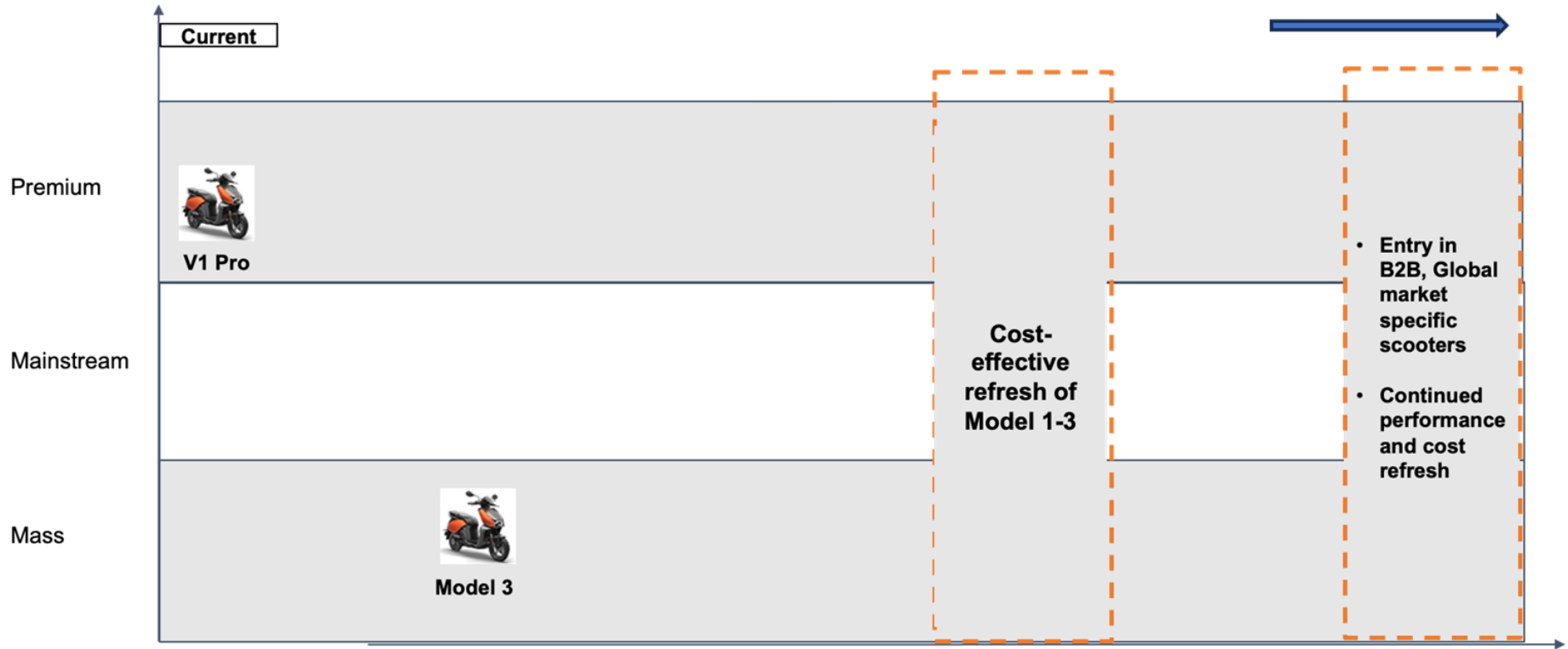
Theft &  
accident  
alert



24-hour RSA

A fully connected  
vehicle, with  
feature list to  
enhance the user  
experience

# VIDA scooter portfolio expansion



\* Aspirational



# VIDA motorcycle portfolio under development

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Performance



Premium

Mid Premium



Mid



*\* Aspirational*



Be the Future of Mobility

Create | Collaborate | Inspire

# Building partnerships

## Platform delivering 4 offerings



**Phase 1:**  
High Performance

**Phase 2:**  
Mid-high performance

Format 1



Format 2



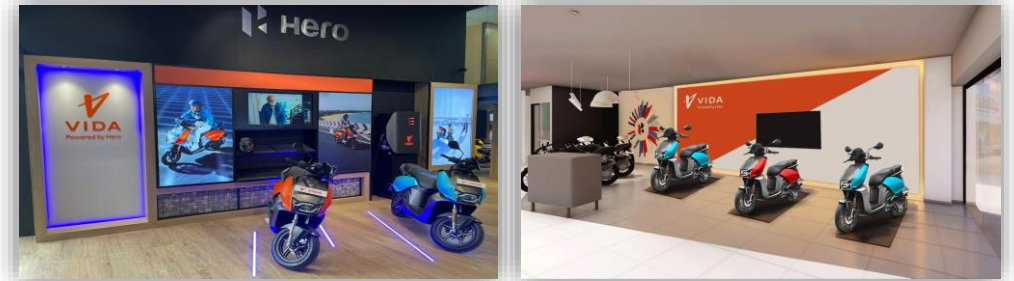
- Completed \$60Mn investment in March '23
- Single base platform will be developed which will be used to develop at least 4 offerings

# Accessible across 100 cities, 150 dealerships

## VIDA Hub, Experience centers



## Leveraging Hero's distribution: Premia, Hero 2.0



Expanding VIDA Hubs across key EV cities, in FY 24

Premia stores retailing VIDA & Hero 2.0 have VI integration

# Largest charging network in the country for 2w



100+ Cities


850+ Stations

2,000+ Charging points

Nationally accepted standards

*\*City Location used only for illustration purpose. Actuals may vary*

 Vida Network

 Ather Grid

 Hero

# EV Capability Building to be Future-ready

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Build best in class aspirational product portfolio

Leverage Hero's scale-expand scooter portfolio across premium & affordable segments, drive penetration

Expand network, accessible through VIDA Hubs and Hero dealerships

Leverage existing ICE cost structure advantage for EV components

Set up the largest charging infrastructure in India with national standard connector

Develop exciting form-factors with EVs targeting newer segments - Acro and Lynx

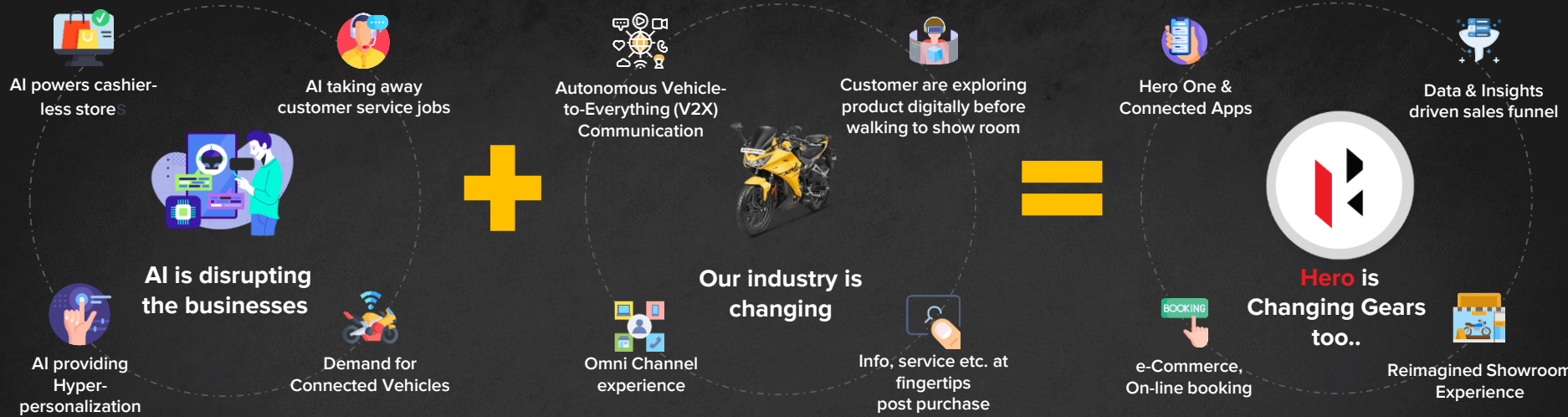
# Hero Digital

## Doing Digital to Being Digital



Be the Future of Mobility

# Why Digital & AI?



*Hero is moving from doing digital to being digital*



Moving from push to pull model powered by Digital (for premium)



Providing an end to end Customer Experience



Connected Vehicle & Platforms



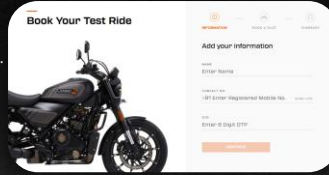
Moving from just enabler to be the business itself



# Re-imagined Customer Journey – Pre-booking & Booking



Personalized contextual journeys



Test ride booking

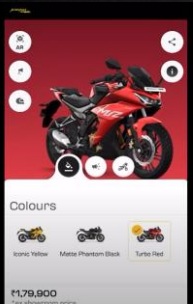


Unique experiences- experience engine sound for HD

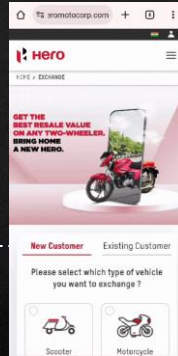
## Hyperlocal campaigns



Our pre-launch is creating curiosity



AR=VR driven 360 Degree configurator



AI enabled 2W exchange valuation



Booking for Premia





# Our Campaigns getting powered by Data & AI

Data pooled in from multiple data sources



~84 k

Enquiries Generated through campaigns

4 Cr

Customer profiles are available

6

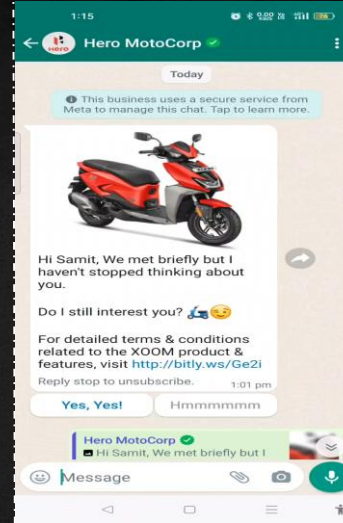
AI models are delivered for customer targeting

8

Major data sources are ingested

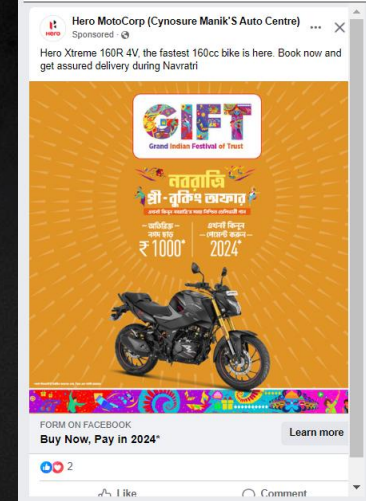
## Marketing data workbench

Our unique property - leveraging our existing customer base



## Digital Campaign

Via Conversation AI



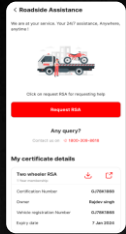
Hyperlocal near me campaigns are AI enabled and empowering our dealership

# One App - Post Purchase Companion

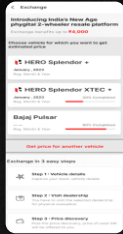
## Standout to Excite | Connect | Attract



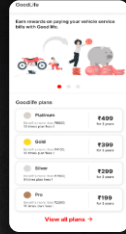
Premia theme



RSA

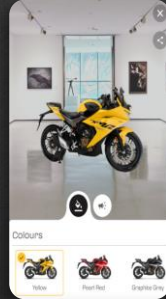


Exchange

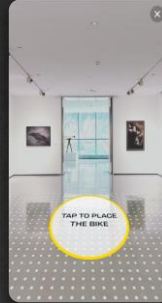


Goodlife

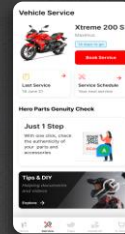
## Engage to Gratify



AR VR configurator



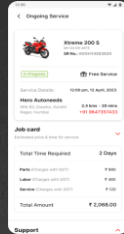
## Premium Service to Elate



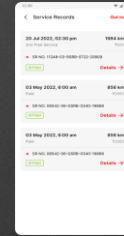
Parts Genuity Check



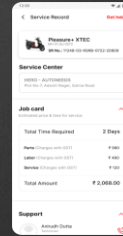
Service Booking



Service Status

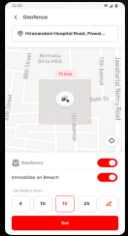


Service History



Invoice details

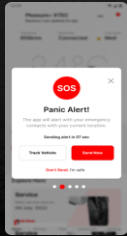
## Connected 2.0 - Your app is your smartphone on wheel



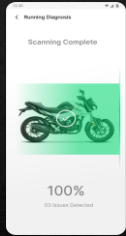
Geofencing



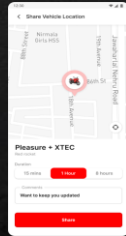
Trip Analysis



Alerts

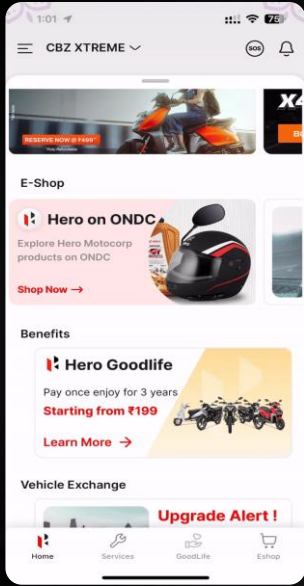


Vehicle Diagnosis

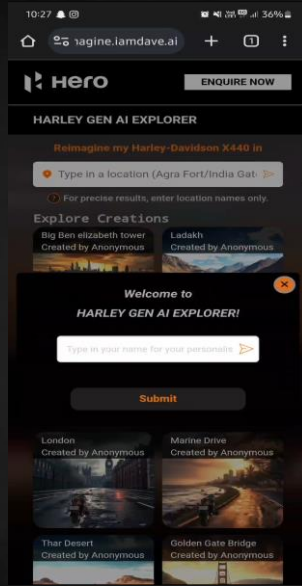


Location Sharing

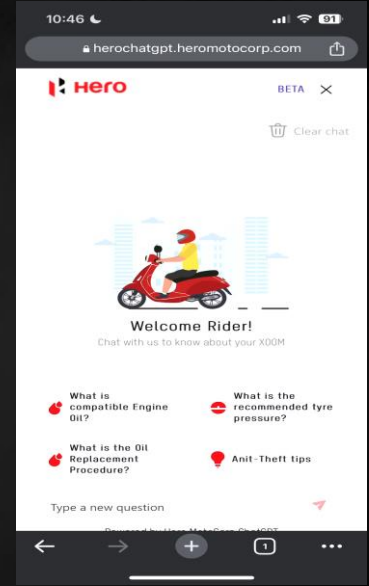
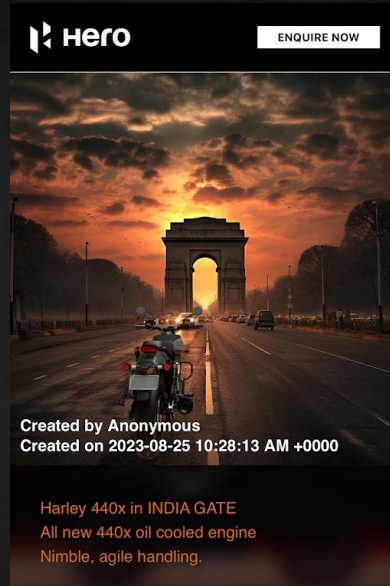
# Industry first features



ONDC on App



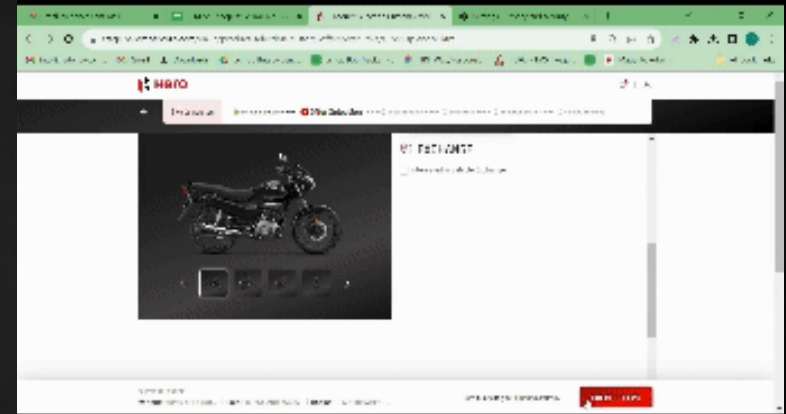
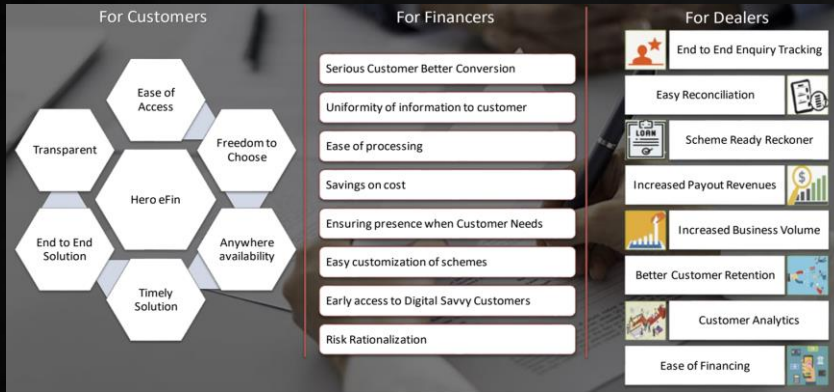
AI image generation



Gen AI - Ask me anything

# Retail finance platform - eFin - Pilot in NCR

A digital platform that enables customers & dealers to complete end to end 2 wheeler financing journey with ease, transparency & power to choose, which can be accessed from anywhere at any time of day



Pilot with **5** financiers

# of Sanctions from Platform : **500**  
Avg Sanction time: **4.22 Mins**

- Incremental Finance volume and hence higher category growth
- Reduced Cost of lending due to operational cost reduction
- Business stream creation
- Improved customer experience

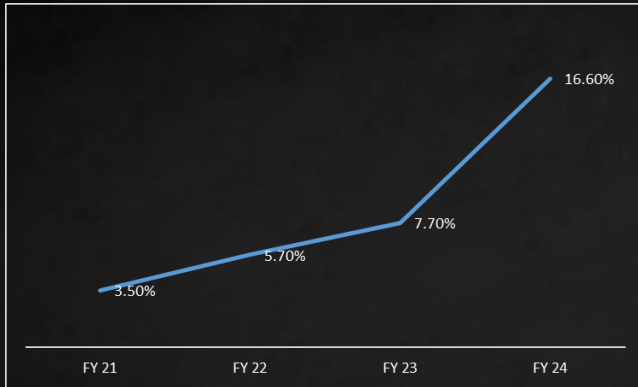


**A**s we are building the experiences,  
these products will drive  
monetization and add to revenue  
growth.



# Digital as a growth driver!

## Digital Enquiries are going up



**Digital Conversion FY 24 : 12.4%**

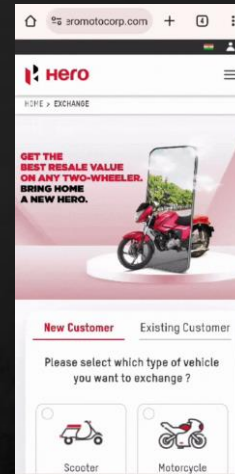
Marketing Data Workbench

Upsell campaigns - ~84k enquiries

## Retail & Exchange via Digital



Retail via Wheel of Trust - 83,000 vs. LY 3207



In 1 month of launch the new Exchange platform

- 20k journeys initiated
- End to end journey with price check - 6077
- 50% Improvement in Lead to Conversion | Sales - 200

# First Ever Digital Booking @ Hero



**X440**  
**Wave I**  
**Booking**

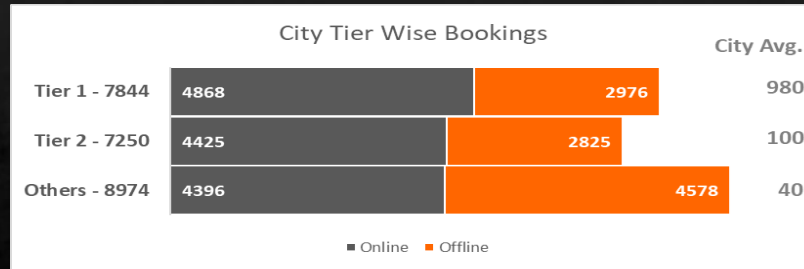
**Overall booking:**  
**25k**  
**Online booking:**  
**13K**

**54%**  
**Online**  
**Bookings**

**4 per minute**  
**Peak**  
**Bookings**

**5,000+**  
**Non Working**  
**Hrs**  
**Bookings**

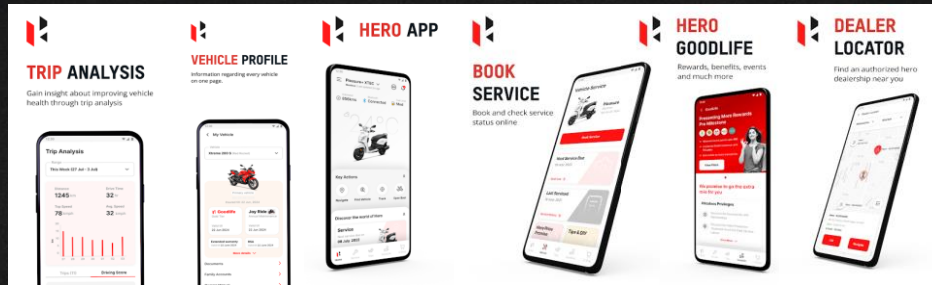
**2.3 million**  
**Website**  
**Visits**



**536**  
**Cities**  
**Covered**

# Our customers have adopted the app and driving monetization

**↑ 300% Increase in Engagement** | **No. 1 in auto OEM** | **1 year** so far



## MAU

2020-22 : 165k | 2023 : 1.2 M

**↑ 263%**

## DAU

2020-22 : 18.3k | 2023 : 131k

**↑ 209%**

## Downloads

2020-22 : 8.3 lakhs | 2023 : 3.5 M

**↑ 141%**

*\*Monthly/ Daily Active User*





**Thank you**