



# Investor Meet

7<sup>th</sup> Oct, 2022

Centre of Innovation and Technology  
Jaipur

Updated and reposted on 20<sup>th</sup> Oct, 2022

# Safe harbor plan

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# Agenda

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- Hero MotoCorp – the journey so far
- VIDA – leap into the future

# The world's largest Motorcycle and Scooter company

Hero  
**WORLD'S  
NO. 1**

TWO-WHEELER COMPANY

21 years in a row

1983

Hero Honda established

2011

Hero MotoCorp unveiled global brand identity. Became world's largest 2-wheeler consecutively for 10 years.



2016

Inaugurated state-of-the-art Centre of Innovation and Technology at Jaipur



2020

Expanded global footprint to 40 countries



2021

Reached cumulative production of 100 Million units



2022

Launch brand VIDA, HMCL's in-house electric brand



*\*by volumes*

# Hero MotoCorp has developed a strong ecosystem

- **Manufacturing excellence**
- **Extensive Distribution network**
- **Sourcing and supply Chain at scale**
- **Powerful brands**
- **State of the art R&D**
- **Talent powerhouse**

	2011-12	2021-22
Manufacturing facilities	3 Local	8 Global (including Colombia and Bangladesh)
Global footprint	4 countries	43 countries
# of touchpoints (globally)	2,600+	9,000+
Portfolio	4 Motorcycles 1 Scooter	6 Motorcycles 3 Scooters
# of R&D resources	150+	1,000+

# Our products are manufactured at world class facilities

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~9.5 mn capacity set up across 8 global plants

Year of commissioning

1984

1997

2008

2014

2015

2016

2017

2020

Dharuhera

Gurugram

Haridwar

Neemrana

Colombia

Halol

Bangladesh

Chittoor



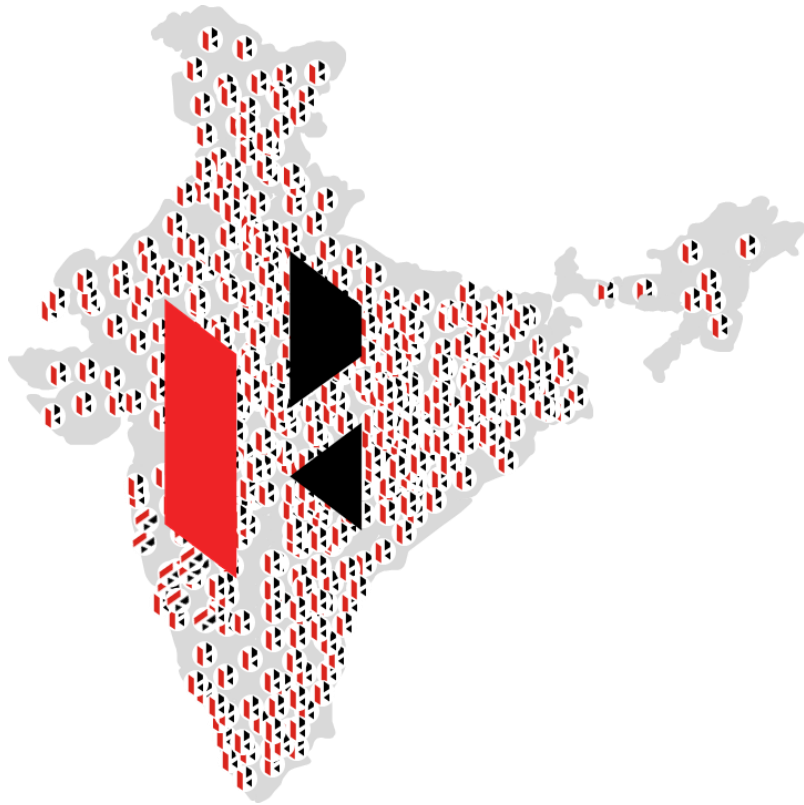
Industry leading processes and excellence in quality

# Ensuring cost leadership through scale & partnerships



Promoting 'Make in India' (90%+ bought locally) while leveraging global supply base

# Sold through the largest distribution network in India



**9,000** Customer Touch Points



**6,000**  
Dealer & Network partners



**1,300**  
Authorized Service Centres



**120k+**  
Asli Heroes

Stepping into new-age sales platform

- 360° view
- Revamped eShop
- Premia stores



**Virtual showroom**





# And an expanding global footprint

Countries



Presence in key strategic markets with 7% revenue contribution  
Targeting to cross 15% of total sales

# Portfolio of strong brands developed over the years

HF100



*Most affordable bike*

HF Deluxe



*Market leader in entry segment*

Splendor+



*World's largest selling motorcycle*

Passion Pro



*Several segment 1<sup>st</sup> in the category*

Glamour



*Largest # of 125cc in East & South*

Super Splendor



*More powerful Splendor*

Xtreme 160R



*Fastest in its category*

Xpulse 200



*Winner of Indian Motorcycle of the Year*

Pleasure



*Preferred choice of women riders*

Maestro Edge 110



*Unison of Tech & Style*

Maestro Edge 125



*Truly Connected, Sporty scooter*

Destini 125



*Fastest growing 125cc*

# Significant investments in scaling up R&D



Centre of Innovation & Technology, Jaipur

R&D investments over 5 years

**Rs. 3,000 Cr**  
Highest spend in the industry



Hero Tech Centre, Germany

## Building platform for the future..



1,000+  
engineers



Latest technological  
enhancements in  
Tools & Machines



# Led sustainability in the Auto industry; ambitious targets

## 15+ Certifications, Awards, Recognitions received



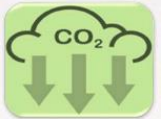
Top 25 Innovative Companies of 2021- CII Industrial Innovation Awards



Centre of Innovation & Technology - First R&D Centre to be certified as "GreenCo Platinum" by CII



Commended by the ET as 'Best Workplace for Women 2021'



Carbon Reduction - 99,540 Tonnes



Energy Saving - 126 GWh



Water Conserved- 1,910 Mega L



Solid Waste Reduction - 2,200 Tons



Liquid waste reduction - 54 MegaL

Only 2w company to be rated in the DJSI index three times in succession



# Leadership team with relevant expertise



**Dr. Pawan Munjal**  
Chairman & CEO



**Mr. Sanjay Bhan**  
Head - Global  
Business



**Mr. Mike Clarke**  
Chief Operating  
Officer and Chief  
Human Resources  
Officer



**Mr. Niranjana  
Gupta**  
Chief Financial  
Officer



**Mr. Suresh  
Jagirdar**  
General Counsel



**Ms. Reema Jain**  
Chief Information  
and Digital Officer



**Dr. Arun Jaura**  
Chief Technology  
Officer



**Mr. Bharatendu  
Kabi**  
Head-Corporate  
Communications &  
CSR



**Mr. Ram  
Kuppaswamy**  
Chief Procurement  
Officer



**Mr. Malo Le  
Masson**  
Head - Strategy and  
Global Product  
Planning



**Mr. Ranjivjit  
Singh**  
Chief Growth  
Officer



**Mr. Swadesh  
Srivastava**  
Head-Emerging  
Mobility Business  
Unit



**Mr. Rakesh  
Vasisht**  
Executive Sponsor-  
Scooters and  
Head-Corporate  
Services

# Governed by an experienced and diverse Board

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**Dr. Pawan Munjal**  
Chairman & CEO



**AIR Chief Marshal  
B.S. Dhanoa (Retd.)**  
Non-Executive and  
Independent  
Director



**Mr. Vikram S.  
Kasbekar**  
Executive Director



**Ms. Camille Tang**  
Non-Executive  
and Independent  
Director



**Ms. Vasudha  
Dinodia**  
Non-Executive  
Director



**Mr. Pradeep  
Dinodia**  
Non-Executive  
Director



**Ms. Tina Trikha**  
Non-Executive  
and Independent  
Director



**Prof. Jagmohan  
Singh Raju**  
Non-Executive and  
Independent  
Director



**Mr. Rajnish Kumar**  
Non-Executive and  
Independent  
Director



**Mr. Suman Kant  
Munjal**  
Non-Executive  
Director

# In summary...

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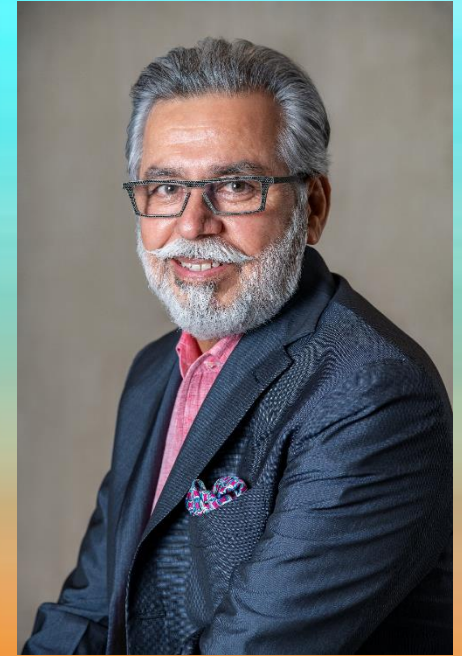
- 1 Developed a strong ecosystem
- 2 Built powerful portfolio of brands with leadership
- 3 Ready to scale up global business
- 4 Creating full portfolio in premium segments
- 5 Gearing up for leadership in Emerging mobility

# Agenda

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- Hero MotoCorp – the journey so far
- VIDA – leap into the future





**Dr. Pawan Munjal**  
Chairman & CEO

*“I envision VIDA empowering millions of people around the world to do the right thing, and be a part of the change that they want to see. By creating a positive impact on our planet.”*

# Our ambition is to be a global changemaker



# EMBU leadership



**Swadesh Srivastava**

EMBU Head

Entrepreneur and angel investor

14 years of work experience in companies including



**Chandrasekhar Radhakrishanan**

Head of Business Growth, EMBU

Head for sales, after-sales & marketing  
~25 years of work experience in companies including



**Shekhar Mishra**

Head Strategy & Corporate Finance, EMBU

19 years of work experience in companies including



**Kuldeep Bhayana**

Head, Digital, EMBU

19 years of work experience in companies including



**Varun Shahani**

Head Energy Infrastructure, EMBU

10 Years of work experience in companies including



**Saurabh Sharma**

Head Product Management, EMBU

Extensive background in EV  
16 years of work experience in companies including



# And offers industry leading features



## LOW RUNNING COST

*Costs a pretty paisa!!*



## REGENERATIVE BRAKING

*We let nothing go to waste,*



## REVERSE GEAR

*Helps you get out of a spot*



## LATEST 7" TFT W TOUCH

*Segment leading HMI experience.*



## CONNECTED

*Keeping you and your ride, up to date always*



## KEYLESS + SMARTPHONE ENTRY

*One less thing to worry about*



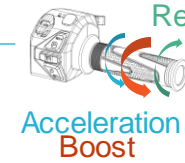
## RIDE MODES: POWER,ECO, CUSTOM

*Smart enough to adapt to your needs*



## ADVANCED CRUISE CONTROL

*Frees your attention to focus on the journey*



## INTELLIGENT THROTTLE

*Accelerate, Brake and Reverse all using your accelerator*



## MULTIPLE CHARGING METHOD (enabled by removable batteries)

*Apartment? House? Road? Charge anywhere without a problem*



## FAST ACCELERATION

*0-40 kmph in 3.2 s*



## CUSTOMISABLE MODE

*Balance between Power, Range as per need*

# Setup the ultimate mobility ecosystem to offer **seamless and worry-free customer experience**

## Ultimate Mobility Ecosystem

Ecosystem offering



Product



Platform



Services

Key messages to customers

A

High Performance & Personalize / customize your product

B

“Reliability and safety for complete peace of mind”

C

Entirely digital customer journey for VIDA’s digitally connected TG

D

Buy your VIDA in the comfort of your home

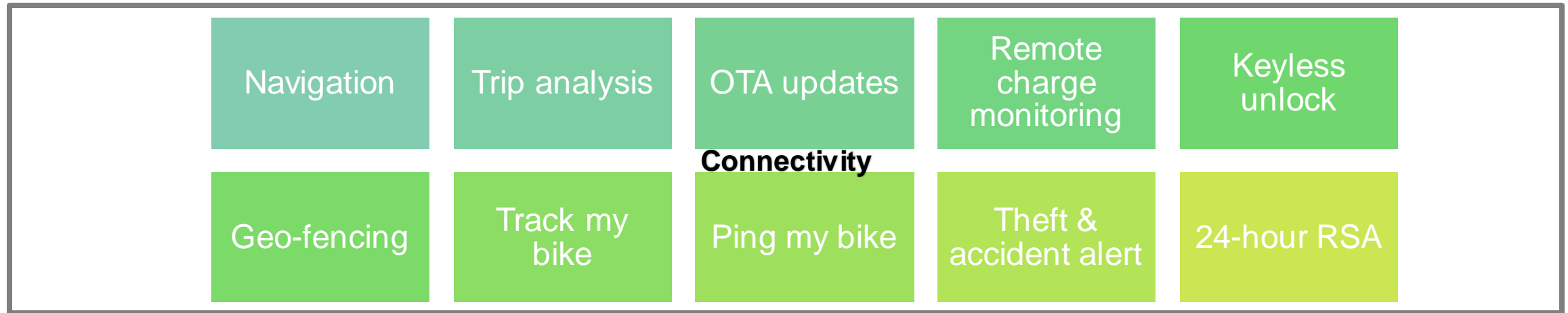
E

Upgrade your VIDA with OTA, performance upgrades & buy-back

F

Get service and charging anywhere

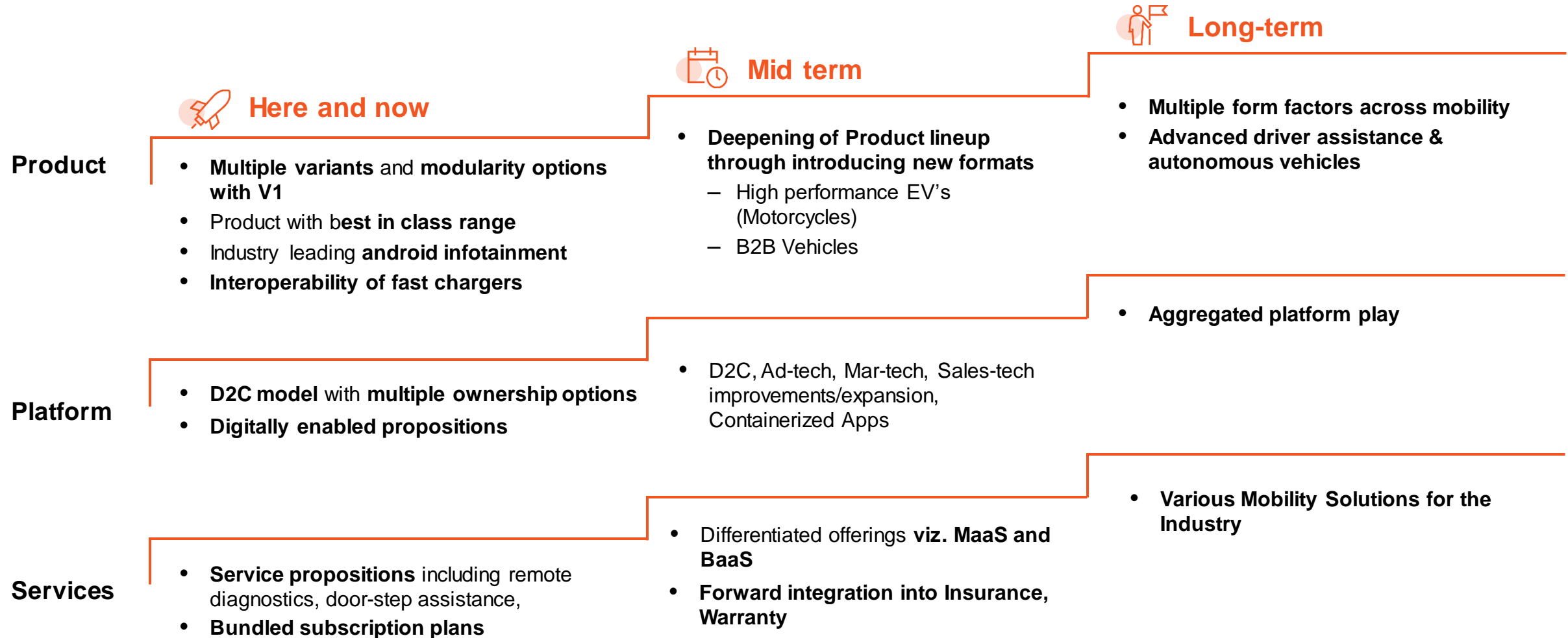
# Several offerings across connectivity, charging and services; to be priced under subscription plans based on volume sales



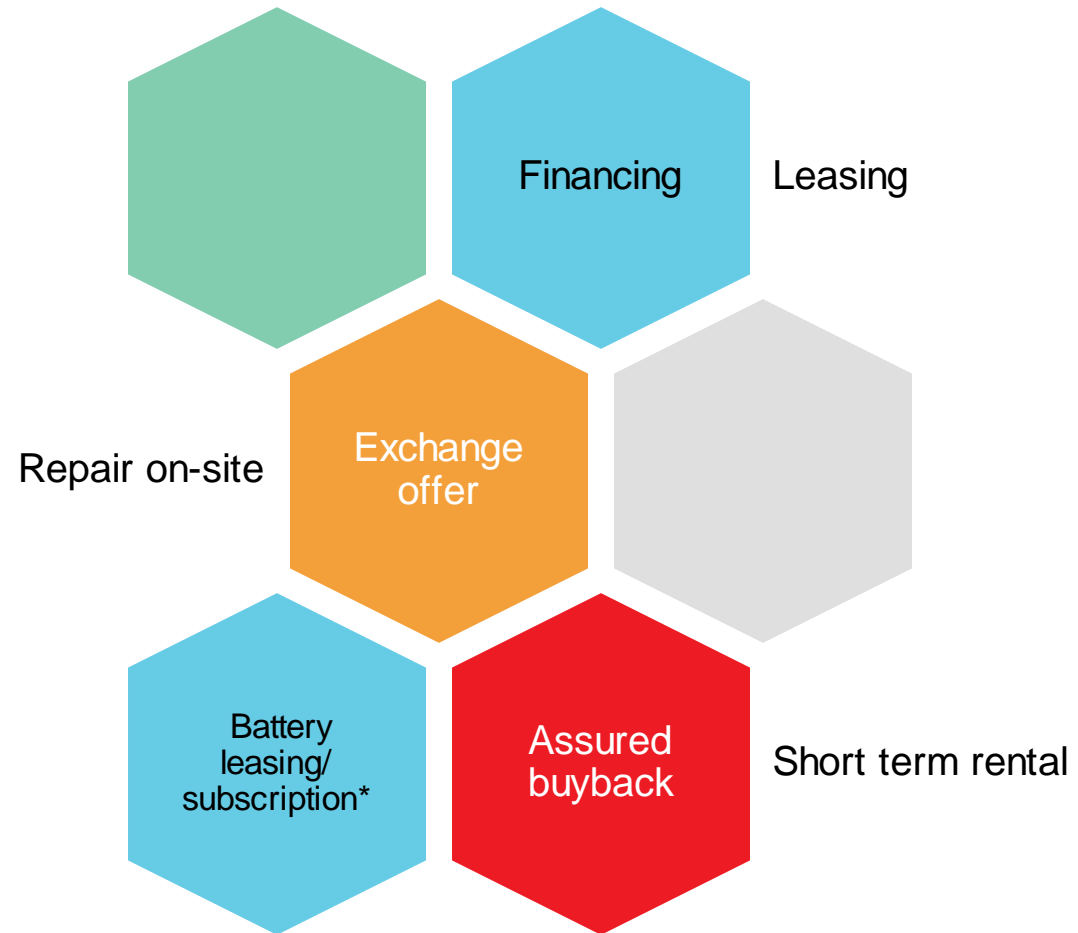
**Services**



# VIDA will build an ecosystem across product, platform and services



# Industry leading comprehensive portfolio of offerings at launch



Only player to offer 7 distinct advantages on launch

\* Subsequent offering





## Vida V1

Bookings start: Oct 10<sup>th</sup>, 2022

Delivery from: 2<sup>nd</sup> week of Dec

**Ex-showroom price:**

VI Pro Rs.159,000/-

V1 Plus: Rs. 145,000/-

# We took charge of charging: 3 ways to charge



# Leverage on strong engineering capabilities in-house Battery Design & Development

## Overview

- In-house **designed, developed and manufactured**
- Modular designs of both battery & BMS
- Capability for battery packs to function **independently as well as in parallel combination**
- Anti-theft functionality



## Features / key highlights

### Battery

- **Removable, portable and swappable battery packs** of 1.7Kwh capacity each
- Upgradeable battery capacity (upto 5Kwh)
- Highest **capacity density** amongst competition
- Charge anywhere



### Battery management system

- **Smart BMS :**
  - Monitors Battery State, Health, Voltage, Temperature & Current
  - Constantly reports data to VCU
- Provides protection from **Over Current, Over Voltage** (during charging), **Under Voltage** (during discharging) and **Over Temperature**
  - Maintains Cell balancing
  - Makes our battery SMART

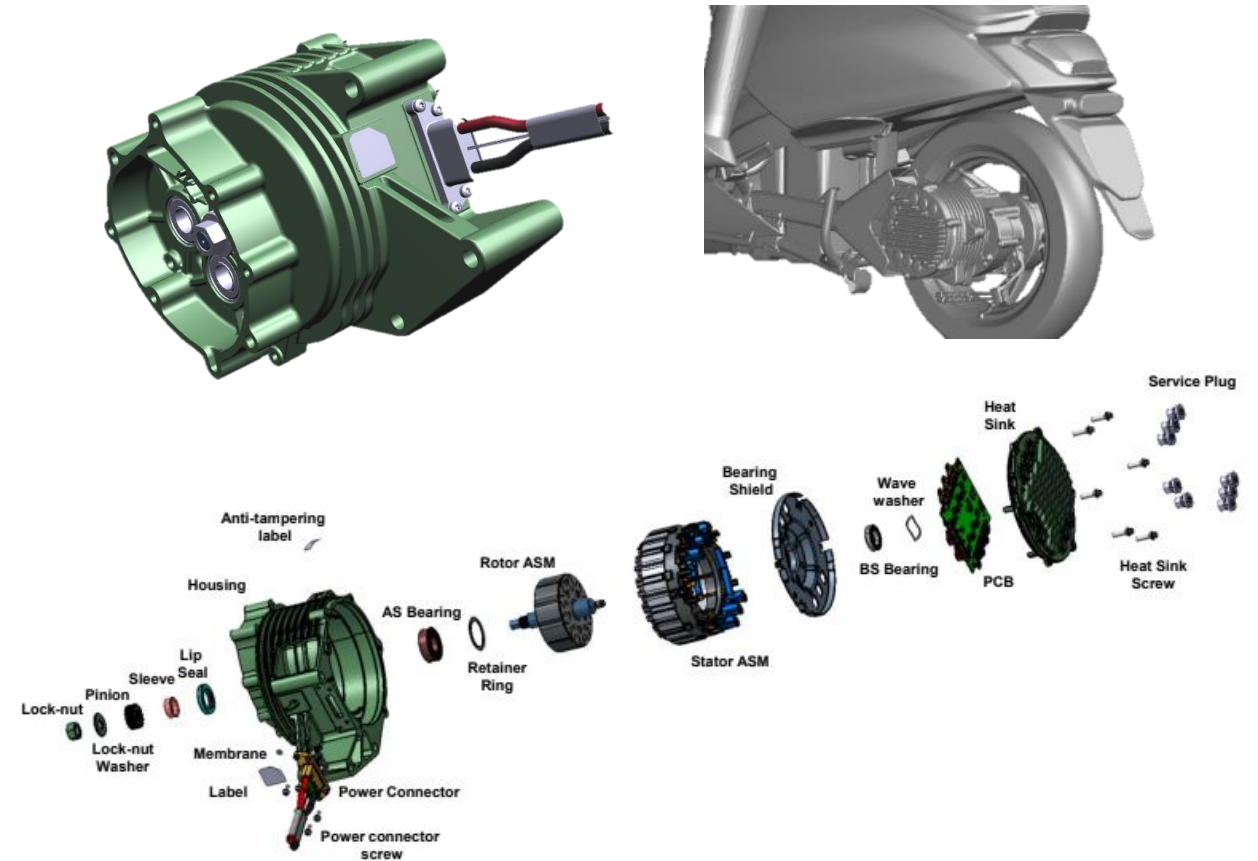
# And capabilities of best in class drivetrain

## Key highlights

- In-house designed, integrated drive-train
- Polyphase permanent magnet synchronous motor
- **Compact package & size** providing advantages over hub & central motors



## Schematics



# Extensively tested product components for reliability and safety



# Industry-leading customer experience leveraging both technology and our unparalleled physical reach

Why do we need to reinvent GTM for VIDA?



**New-age customer with a digital-first approach**



**Separate brand promise and visual identity**



**Capturing customer data**



**Avoiding financial burden on ICE dealers** as VIDA volumes expected to ramp up gradually over the next 12-18 months



## Guiding principles for VIDA GTM

1

### Customer Experience at the core

Create **strategic differentiation** through customer experience



2

### Create a 'Digital first' contemporary brand

Leverage **technology** to create seamless pre- and post-sales customer journeys



3

### Omni-channel: Go where the customer is

Create **multiple physical and digital entry points** for potential customers



4

### Fully leverage our unparalleled physical reach

Involve **Hero dealerships from day 1** with a clear roadmap for future involvement



# Pillars of VIDA's tech strategy



## Empower Digital Innovation

Unlock additional value by innovating, while creating value propositions using technology



## Super Customer Experience

Leverage connected eco-system to provide customizable and personal experience.



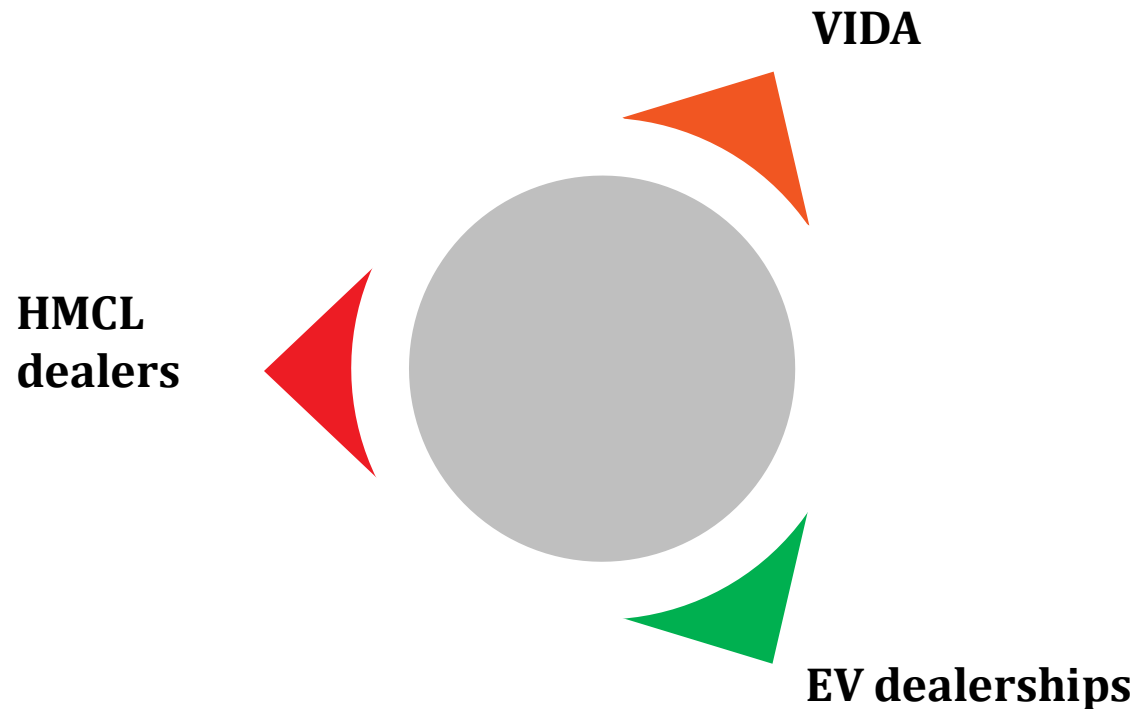
## Operational Excellence

Agility towards business opportunities & challenges

Hero App will be the one-stop solution for all EV needs

# Multi-pronged distribution network - taking advantage of HMCL's reach

3 key pillars of EMBU's GTM strategy



## VIDA

- VIDA World platform
- **Select Experience Centres in top cities**
- Appoint dealerships and manage performance

## EV dealerships

- **Build and manage dealerships based on VIDA standards**
- Employ and manage product specialists, service team and infrastructure
- Inventory ownership and management

## HMCL dealers

- **Create a VIDA EV Pod within existing stores (25 – 100 sqft)**
- Install a product configurator, digital tools and a dedicated person to educate walk-in customers about VIDA

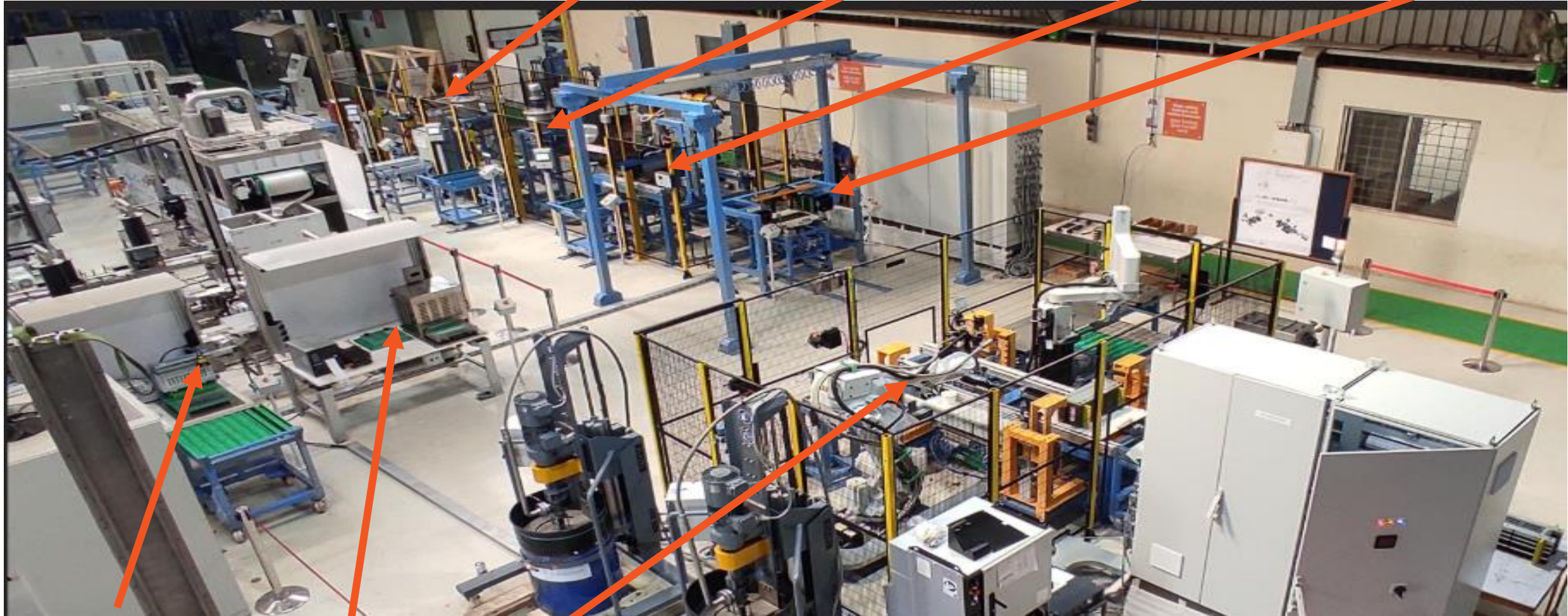


# Serviced through a **highly automated line to build battery packs**

Pack Insertion Foam & Thermal Paste Dispensing

Resistance Welding

Dismantling







Cell Inspection

Z Fixation Assy

Stack Formation

# Sales and volume ramp-up plan

Launch plan	Cities	Model	End-state plan
<p><b>First 3 cities</b></p> 	Delhi, Bangalore & Jaipur	<p><b>Launch with experience centers</b> owned &amp; operated by VIDA</p>	<p>All cities <b>transition to customized EV dealerships</b> based on:</p> <ul style="list-style-type: none"> <li>- <b>Volume ramp-up,</b> and,</li> <li>- <b>Maturity curve to deliver a differentiated customer experience</b></li> </ul>
<p><b>Next 8 cities</b></p> 	Chosen next 8 cities		
<p><b>Further expansion</b></p> 		<p><b>EV dealerships</b> with oversight from VIDA team to ensure consistent superior customer experience</p>	
<p><b>Global</b></p> 			

# Comprehensively addressing the EV eco-system

Create



Collaborate



Inspire





Thank you!