



CAUTIONARY STATEMENT

The presentation may contain, without limitation, certain statements that could be considered forward-looking. Such forward-looking statements do not guarantee future performance; and may involve risks and uncertainties that could cause actual performance or results to be materially different from those anticipated in these forward-looking statements. The Company is under no obligation to update any forward-looking statements contained herein, should material facts change due to new information, future events or otherwise.

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



Commenced operations in **1985**⁽¹⁾
Largest Aluminium die-casting player in India⁽²⁾
Largest 2W/3W auto-comp company in India⁽³⁾
Leader in Suspension, Braking , Transmission
Presence in Advanced Electronics through **Maxwell**
Leading **4W** aluminium die casting player in Europe



Financial Strength:

Profitability driven by operational efficiencies and scale
Deleveraged Balance Sheet
Consistent outperformance to industry growth



Close Proximity to automotive OEMs:
19 facilities in India and **12** in overseas locations,
primarily in Europe.
5 DSIR⁽⁴⁾ approved R&D facilities in India.
2 Tech Centers in Italy
29 acre proving ground in Aurangabad



59 Patents and **39** design registrations received
81 Patent applications and **4** design applications

Notes: 1.Refers to Anurang Engineering, which merged with Endurance Technologies in August 2006.

3.In terms of aggregate revenue for FY15 from company's selected product segments (Source- Crisil Research)

2.In terms of actual output and installed capacity in FY2017 (Source: Aluminium Casters' Association of India).

4.DSIR: Government of India - Department of Scientific and Industrial Research

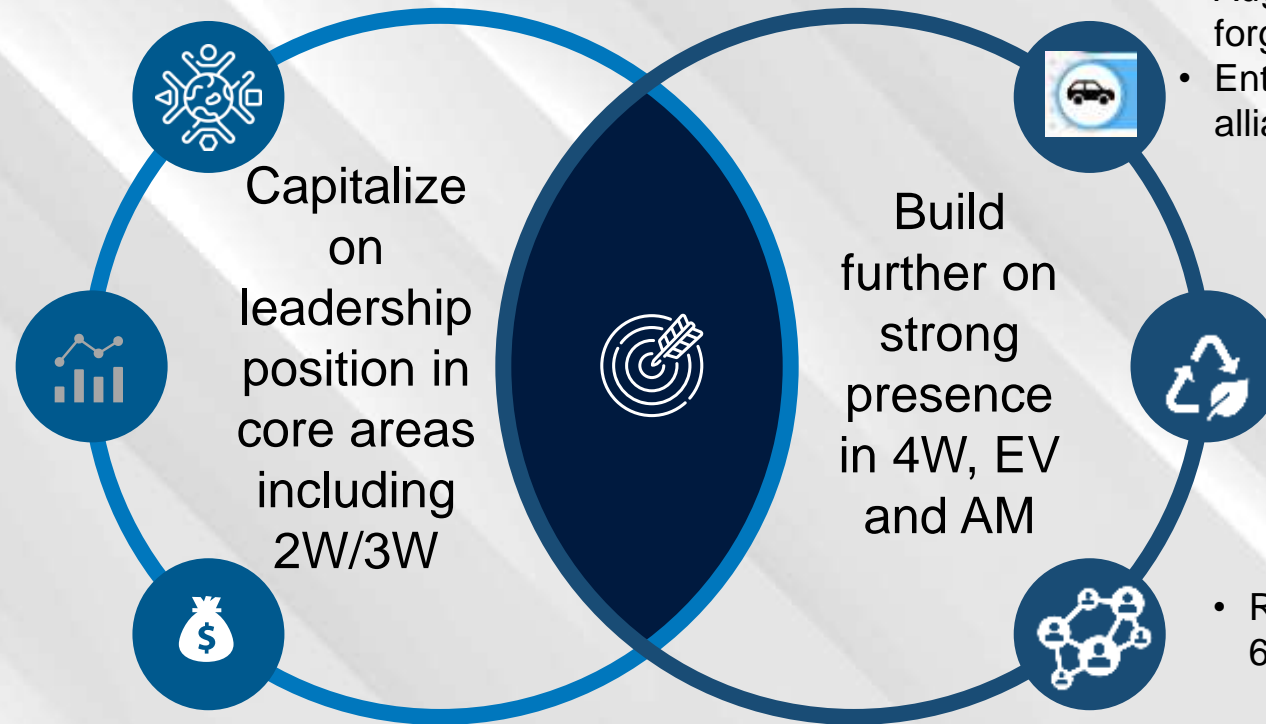
STRATEGIC PRIORITIES

Technology Leader

- Introduce high-end technologies for premium segment.
- Expand premium offerings to mid and low segment.
- Ensure continuous development and value creation

Profitable Growth

- Increase wallet share with all customers
- Improve product mix by premiumizing existing products
- Expand export sales
- Enhance operational efficiencies
- Drive backward integration and outsource non-critical operations
- Evaluate and implement plant consolidations
- Include clean-sheet costing and back-to-back price adjustments in vendor negotiations



Four Wheelers (4W)

- Reach 45% of Consolidated Turnover in FY30 from 27% in FY23
 - Ensure continued growth of our profitable European operations serving marquee OEMs
 - Augment offerings in al. die casting, forging, embedded electronics, driveshaft
 - Enter new products through technology alliances/ M&A in India and Europe

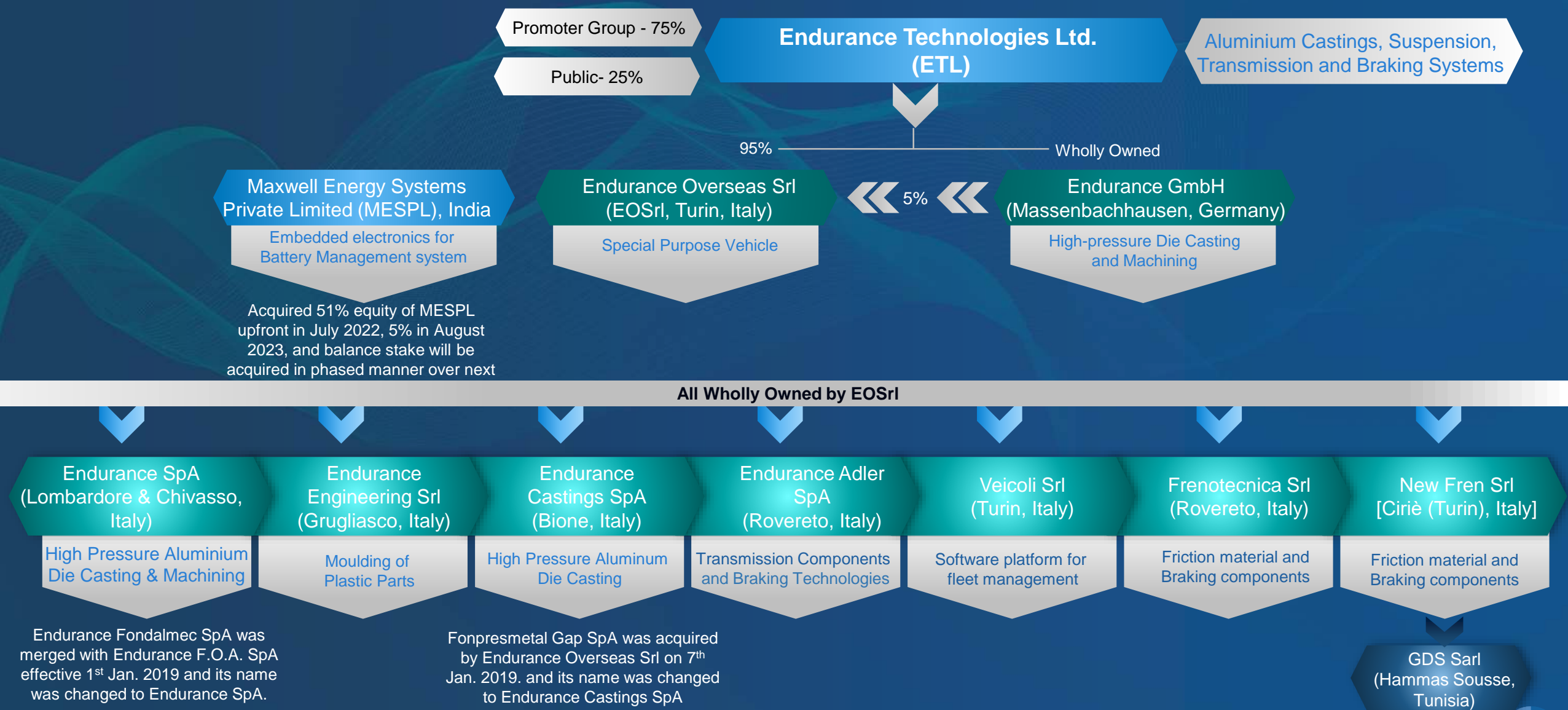
Electric Vehicles (EV) & Hybrid

- Partner with established OEMs and identified new entrants
- Launch new products which are EV-centric / EV-agnostic
- Build further on impressive EV order book in Europe and India

Aftermarket (AM)

- Reach 10% of turnover in FY28 from 6% in FY23
 - Improve penetration in South India
 - Enter new countries with high export potential
 - Strengthen AM in Europe

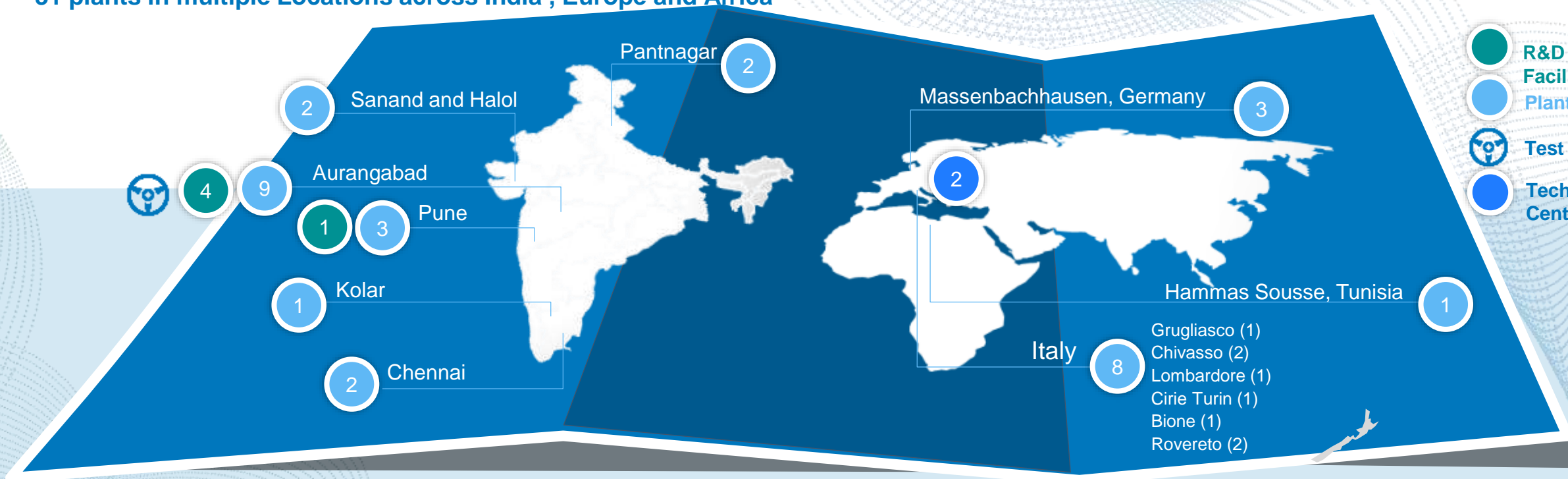
CORPORATE STRUCTURE



NOTE: 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 EOSrl..

STRATEGICALLY LOCATED FACILITIES WITH CLOSE PROXIMITY TO OEMS

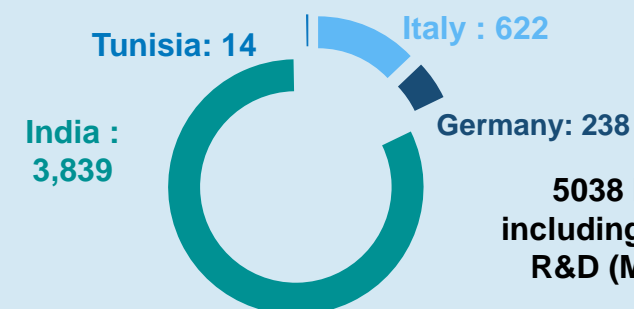
31 plants in multiple Locations across India , Europe and Africa



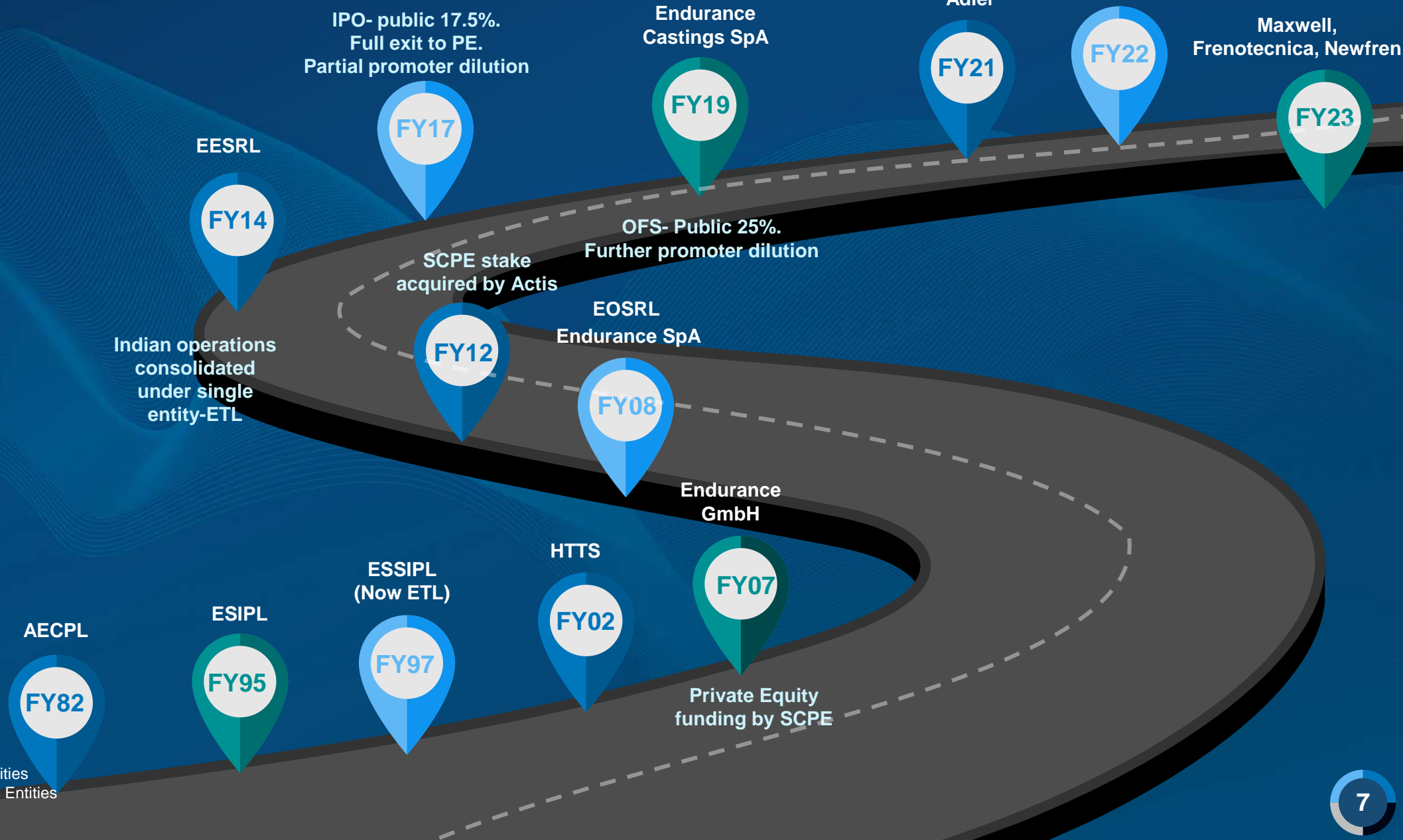
19 PLANTS
IN INDIA

5 R&D
FACILITIES

11 PLANTS IN
EUROPE



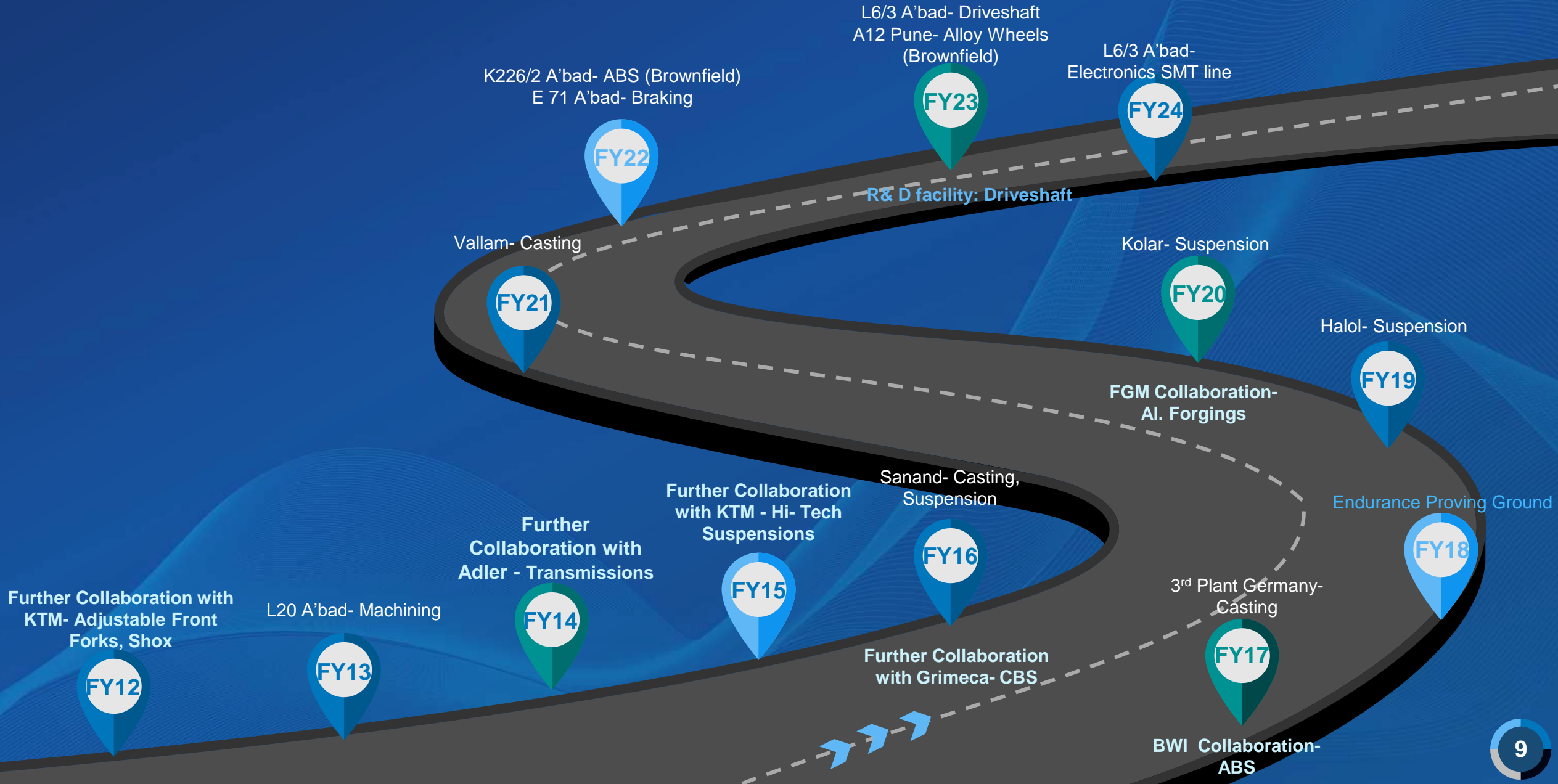
OUR JOURNEY – CORPORATE EVENTS



OUR JOURNEY – TECHNOLOGY, R&D, PLANTS



OUR JOURNEY – TECHNOLOGY, R&D, PLANTS



ENDURANCE PROVING GROUND (EPG) AT AURANGABAD

- T1** High Speed Performance Track
- T2** Ride and Evaluation Track
- T3** ABS and Evaluation Track
- T4** Handling Track
- T5** Gradient Track
- T6** Steering pad
- T7** Mud, Water trough and Dust Tunnel
- T8** Country Track
- B1** Admin Building, Control Tower & Workshop



EPG enables us to test our products on vehicle and further strengthens our position as a Complete Solution Provider.



EPG is meant for Handling & Maneuverability, Ride Comfort, Drivability, Brake/ABS performance and Reliability evaluation

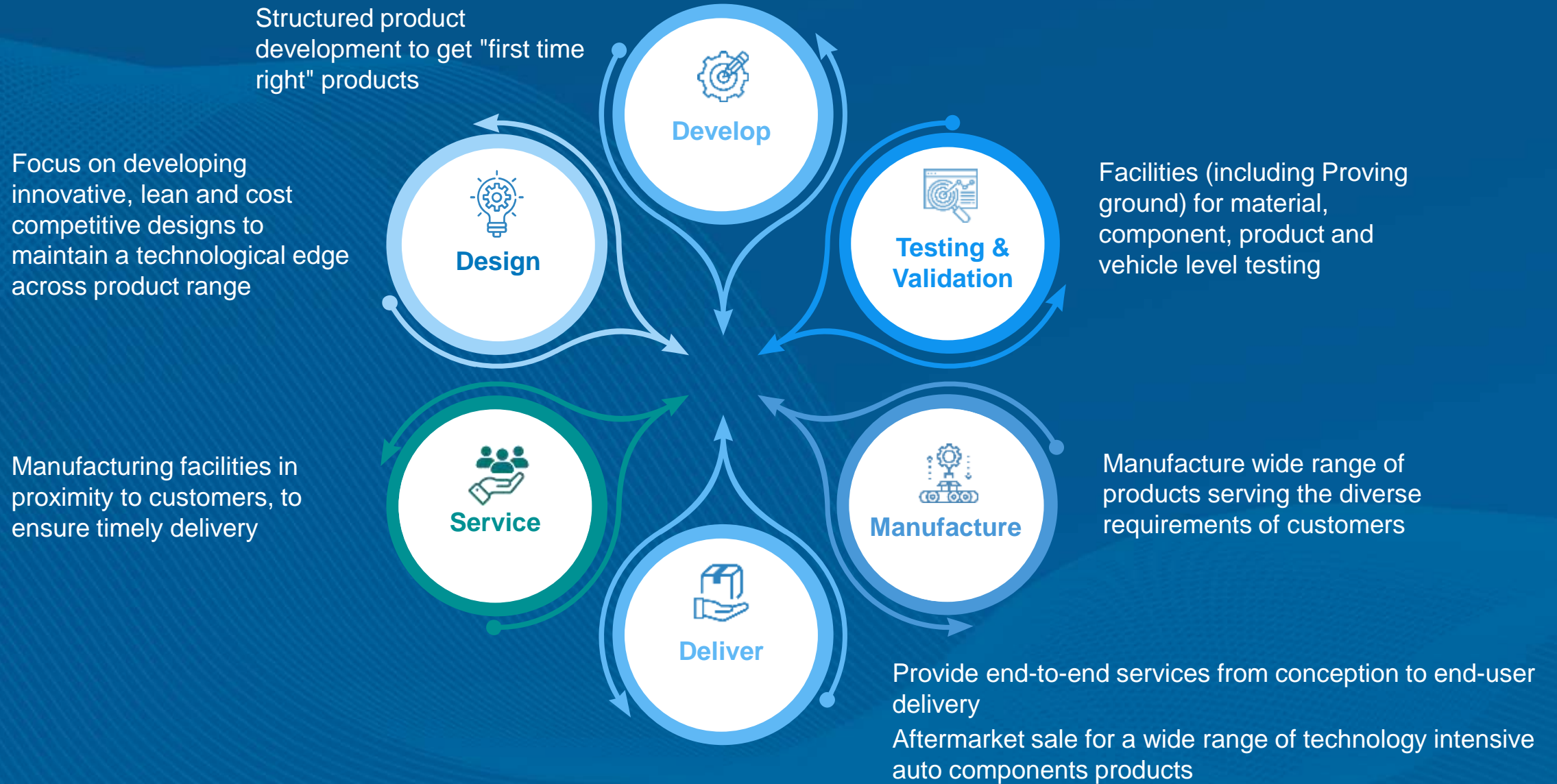


ABS test surfaces have provision of testing the brake system under wet and dry conditions on different friction surfaces.



Consists test surfaces required for evaluation of Suspension, Transmission & Brake assemblies of 2W, 3W & Quadricycle.

COMPLETE SOLUTION PROVIDER TO CUSTOMERS



WIDE RANGE OF PRODUCTS



LEGACY PRODUCTS



Aluminium Die-castings



2W Aluminium Alloy Wheels



2W - 2 & 3 Pot Brake Caliper Assembly



Suspension - 2W Spring in Spring Shock Absorber



2W Inverted FF Assembly (Cartridge Type)



2W / 3w Transmission s



2W Disc Brake



2W Brake Assembly

RECENTLY ADDED PRODUCTS



2W ABS Modulator



3W Driveshaft



BMS



Aluminium Forgings



Brakes For Higher Cc Vehicles.



Al. Castings For EVs And Non-auto Applications

FUTURE PRODUCTS

Electronic Suspension for 200cc+ motorcycles

Embedded Electronic products

APTC (Assist & Slip) Transmission for 200cc+ motorcycles

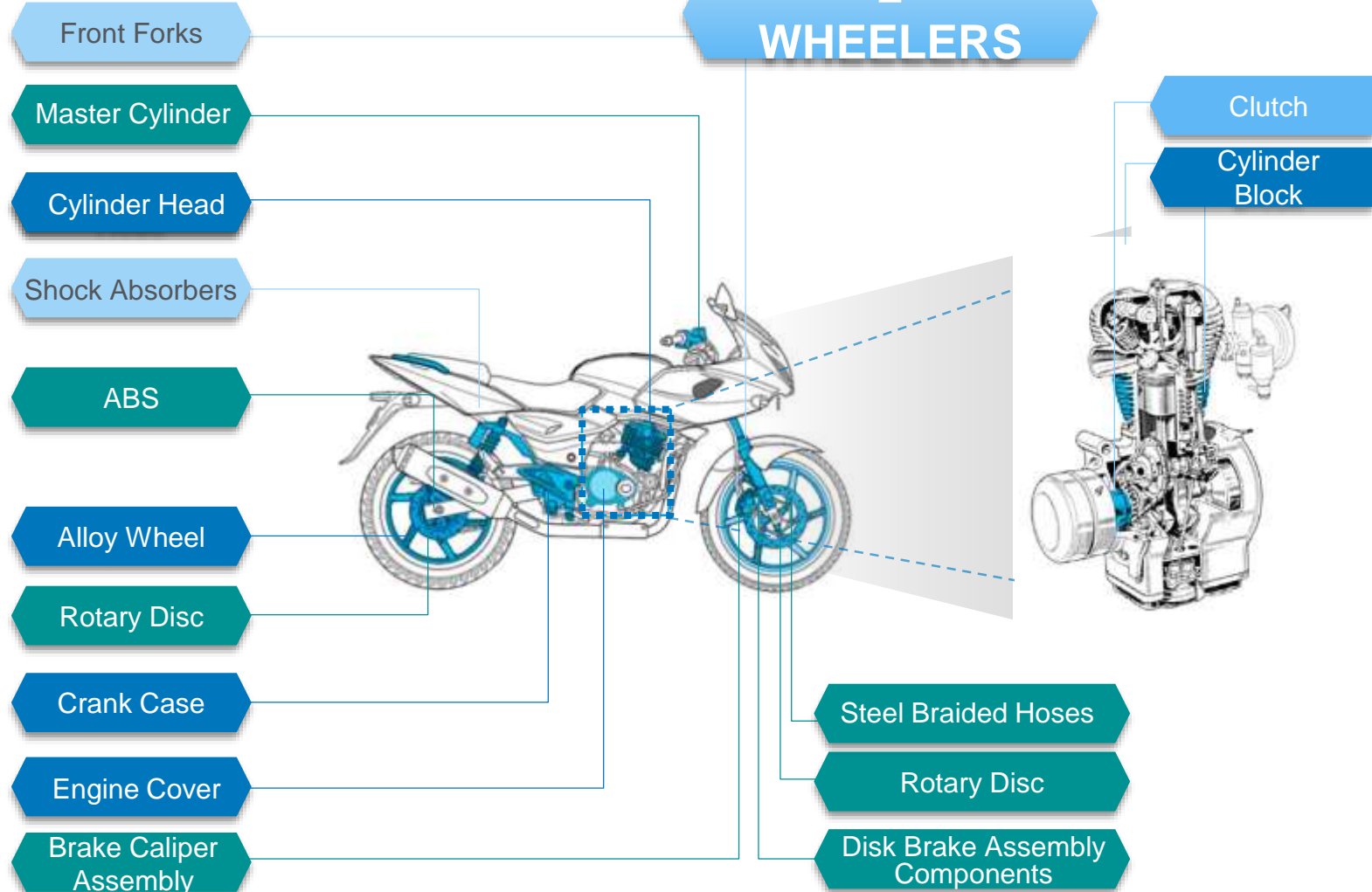
4W Driveshaft

Dual Channel ABS

INDIA: TIER 1 SUPPLIER OF DIVERSE PRODUCT OFFERINGS

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

2 WHEELERS

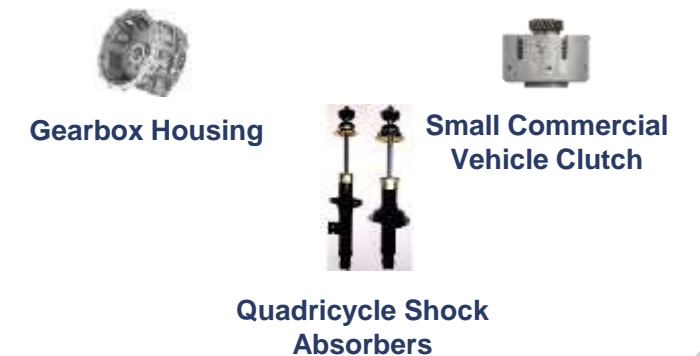


Aluminium Casting and Machining Suspension Transmission Braking Systems

3 WHEELERS



4 WHEELERS



EUROPE: DIVERSE PRODUCT OFFERINGS

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

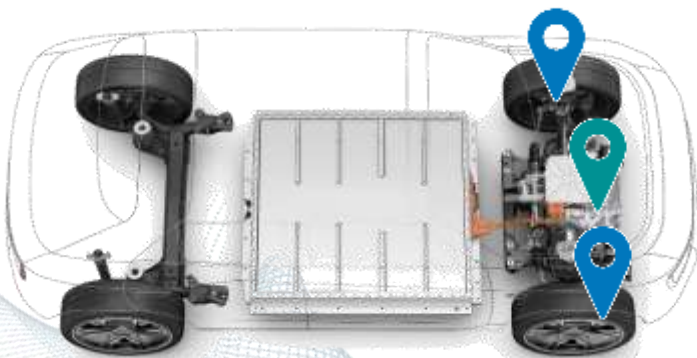
STRUCTURAL AND BODY PARTS

Steel Wheel Hub

Head Axle

Cross Member

Steering Housing



ENGINE PARTS

Cam Carrier

Specialty Plastic Cover

Exhaust Manifold

EGR Plastic Pipe

Oil Pan

Various Brackets



EV PARTS

Stator Housing

Cover

Various Brackets

Oil Module

Transmission Housing



TRANSMISSION PARTS

Transmission Housing

Torque Converter Housing

Internal Ring

Gear Box Housing



Endurance castings are part of the OEMs' light-weighting and Hybrid/ EV plans

EUROPE: DIVERSE PRODUCT OFFERINGS

Endurance is building a strong presence in technology intensive products for 2W, particularly for the Aftermarket

BRAKE SYSTEM PARTS

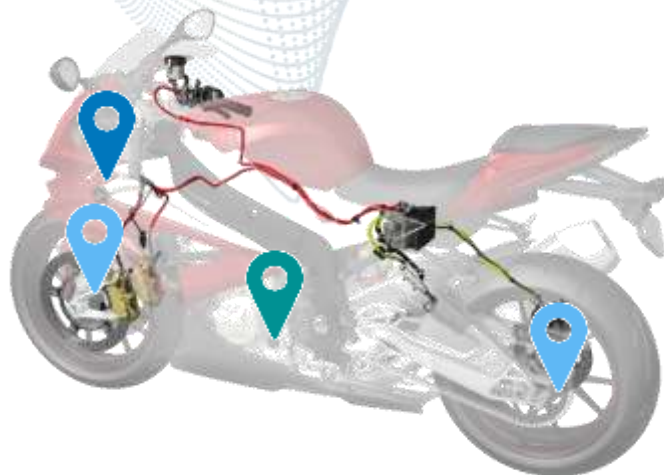
Brake Discs

Drum



Brake Pads

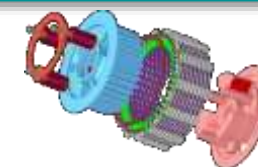
Steering Housing



TRANSMISSION & FRICTION PARTS

Clutch, Gear and Friction Plates

Gear



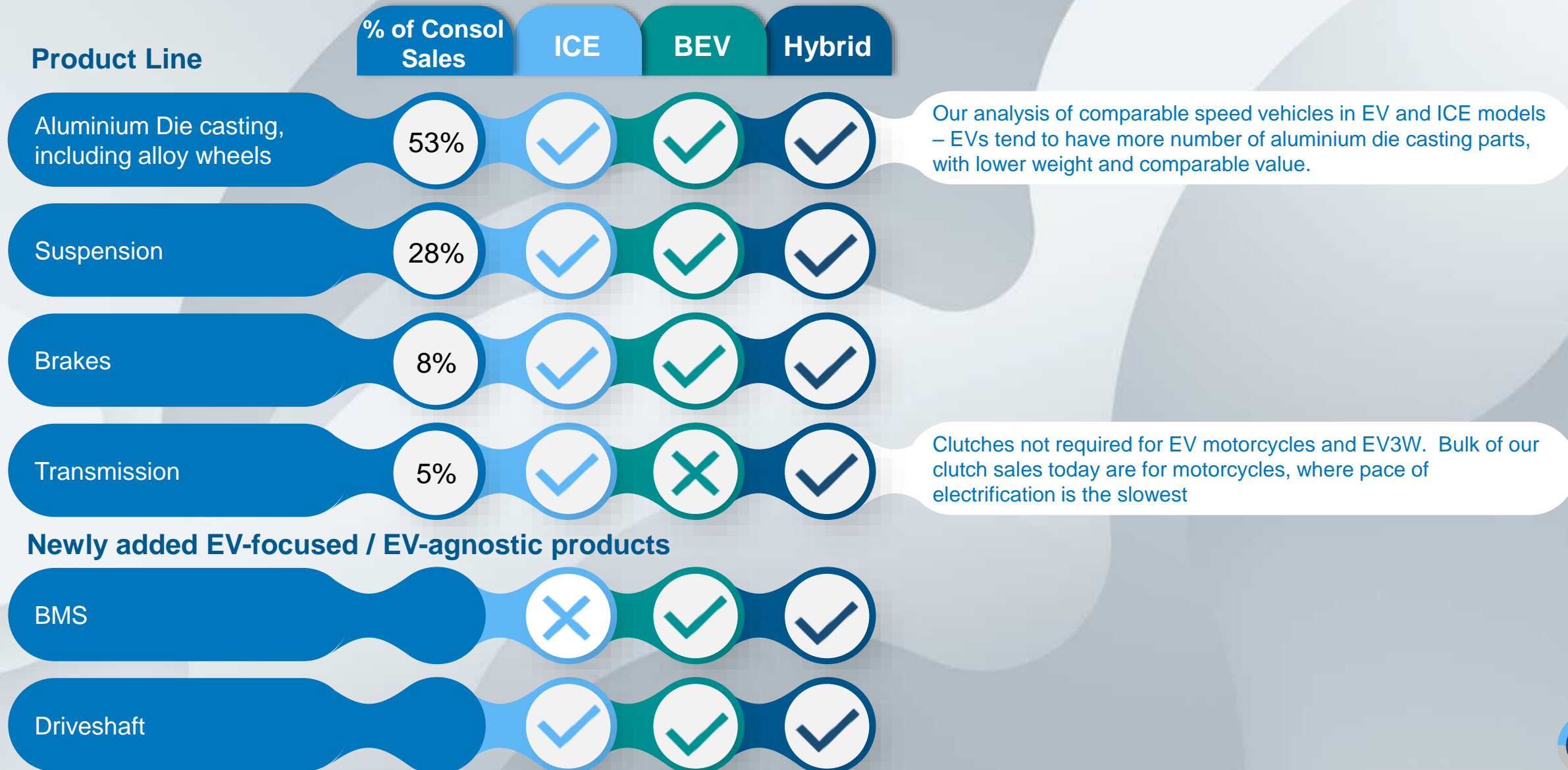
Clutch Actuator

Torque Limiter



RELEVANCE OF PRODUCTS POST ELECTRIFICATION

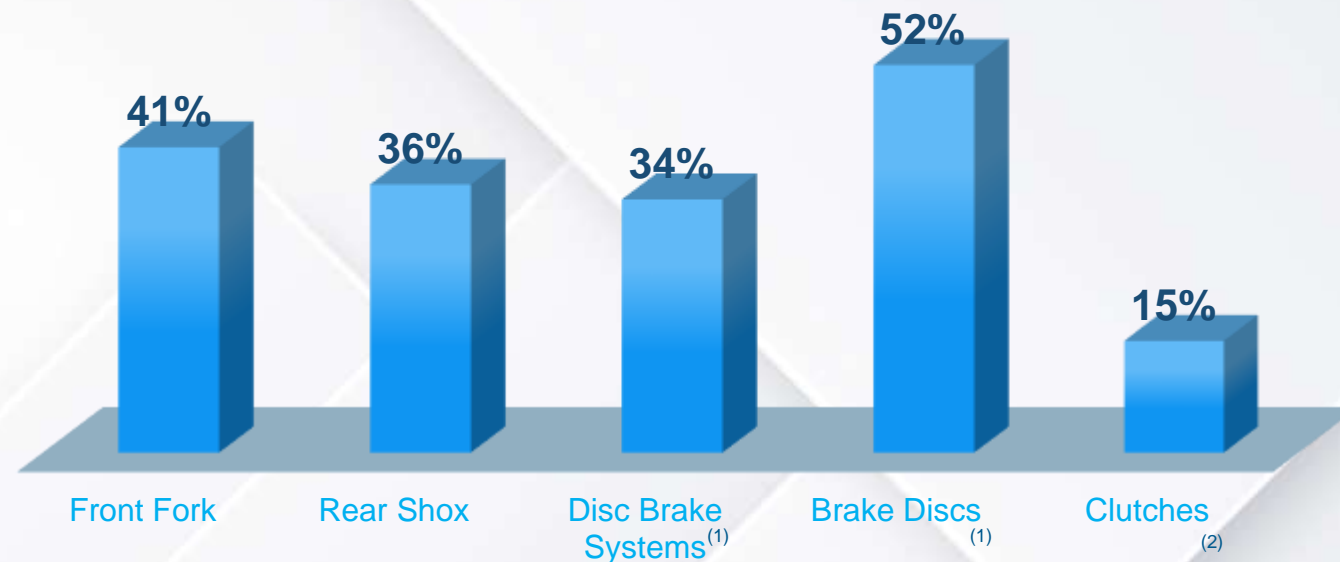
In India, based on current indications, it is believed that **EV penetration in scooters and 3W** would be ~75% by 2030 and much lower in **motorcycles, at around 10-15%**. In **Europe**, the transition to **EV in high-end vehicles**, and to **Hybrid in mass segment** is seen as fast-paced.



MARKET SHARE

India

Market share based on internal estimates of 2W market size in India (for our product categories) and quantity of parts sold in ETL in FY23



(1) Percentage calculated on estimated 2W production in India, with disk brakes.
(2) Percentage calculated on total motorcycle production in India.

We are the leader in Aluminium Die Castings in India

We are a dominant player in 2W brakes and suspensions (Among top 2 players)

In Transmissions, ABS and Driveshaft, we compete with large multinational companies with presence in India

Europe

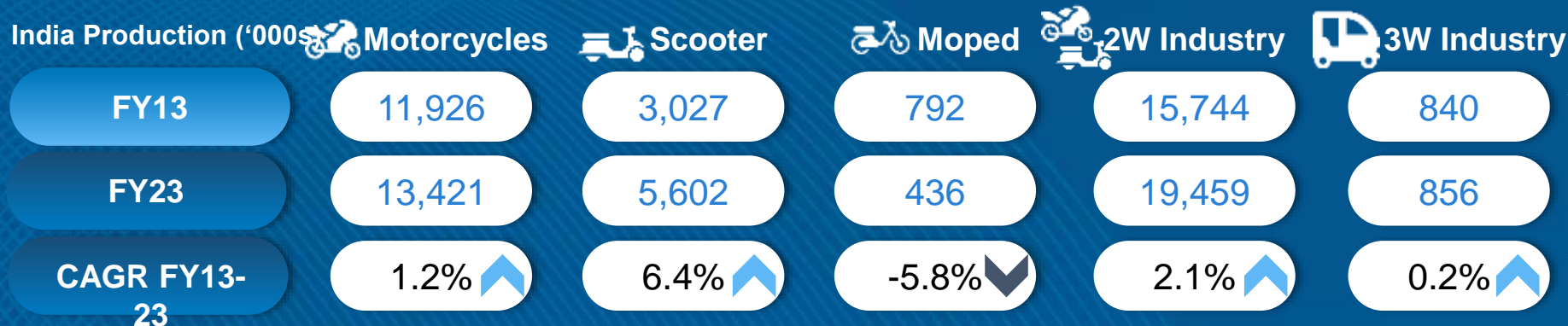


We are among the key Aluminium Die Casting suppliers for marquee European car-makers



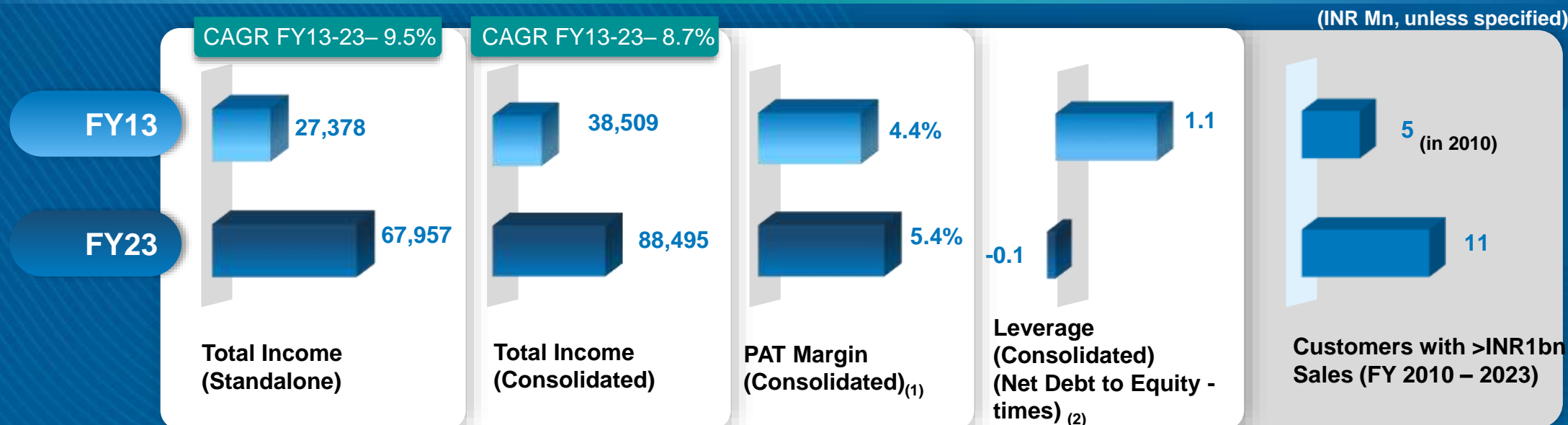
CONSISTENT OUTPERFORMANCE OVER INDUSTRY

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.



While Industry has shown reasonable growth in India, and EU Industry 10 year CAGR reflects de-growth...

...Endurance has Transformed its business between 2013 – 2023



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

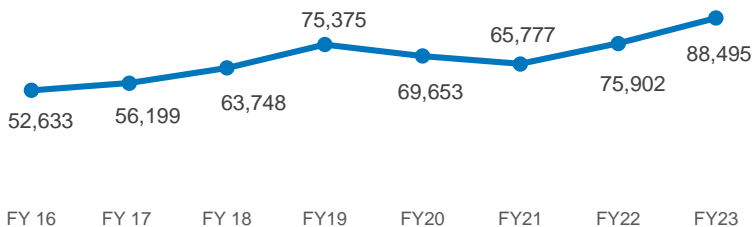
1. Calculated as profit before minority interest divided by total revenue.

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.

PROFITABLE GROWTH & DELEVERAGED BALANCE SHEET

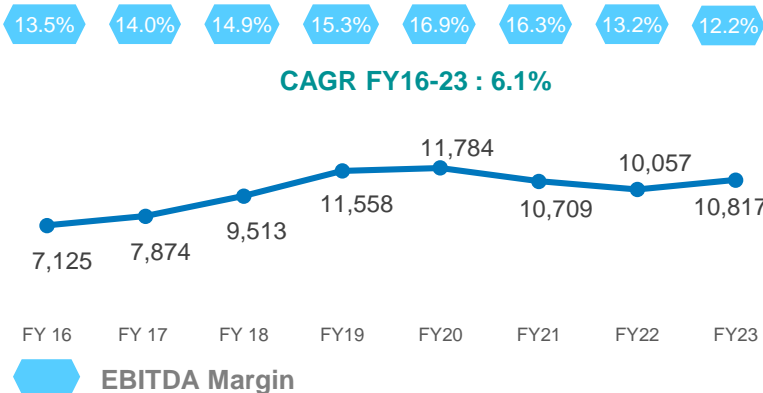
Total Revenue (INR mn)

CAGR FY16-23: 7.7%



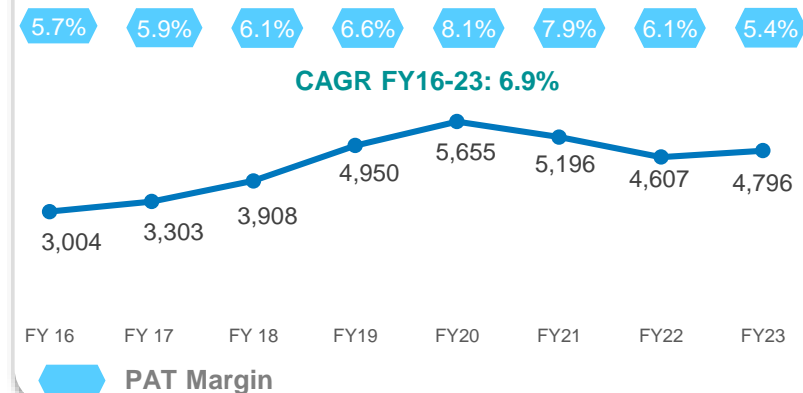
EBITDA and EBITDA Margin (INR mn / %)

CAGR FY16-23 : 6.1%

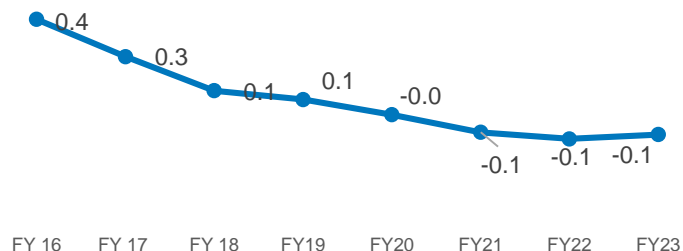


PAT and PAT Margin⁽²⁾ (Before Minority Interest) (INR mn / %)

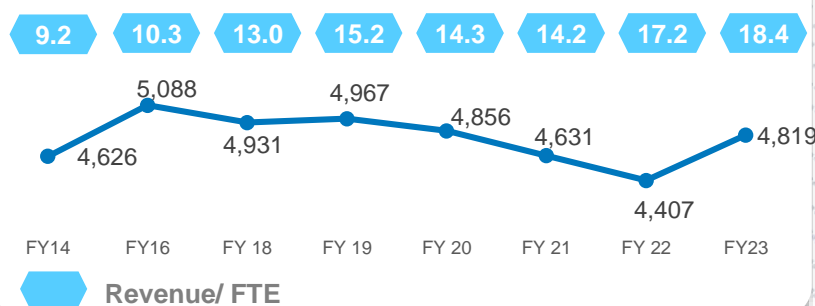
CAGR FY16-23: 6.9%



Net Debt / Equity Ratio (x)



Headcount (numbers) and Revenue per Full Time Employee (Rs M / FTE)



Track record of ahead of industry growth. EBITDA and PAT growth have outpaced revenue growth

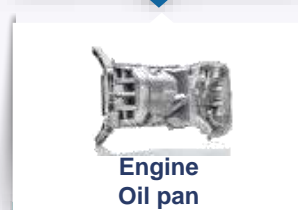
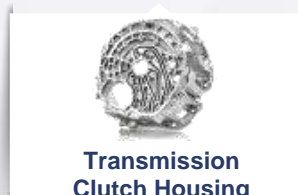
Deleveraged balance sheet, consistent financial performance

Financial Performance and risk mitigation led to improved ratings from Crisil and ICRA – LT: AA+ (Stable). ST: A1+

Focus on employee productivity

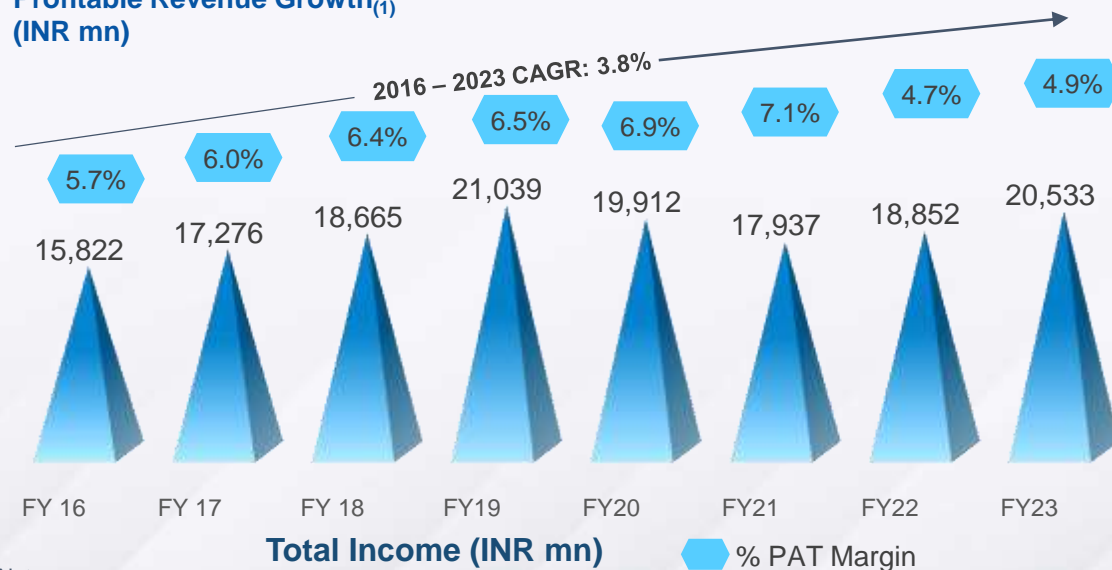
GROWING AND PROFITABLE EUROPEAN BUSINESS

Focus on High-end Casting Products



- Long-standing relationships with renowned PV/CV OEMs.
- Large orders in EV/hybrid
- Sole supplier status in 85% of our volumes
- Effective mitigation of energy price risk

Profitable Revenue Growth⁽¹⁾ (INR mn)



Notes:

1. Net Revenue from Operations: under INDAS (FY18 & FY19 numbers are after incorporating IND As 115);. PAT margin calculated as restated profit before minority interest divided by total revenue

Expansion Strategy

Focus on profitable growth

High margin products

Marquee customers

Inorganic growth

Aftermarket Presence
(2 wheeler)

Capital Efficiency Improvement

Diversification of product technology and material solutions

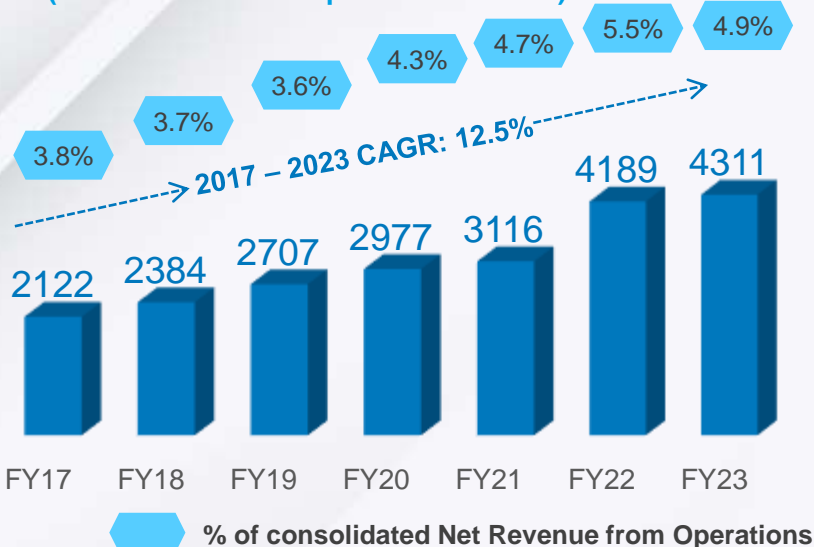
Increasing machining automation for high-value products

Introduction of higher-tonnage PDC machines for large and complex castings.

EXPANSION OF PRESENCE IN AFTERMARKET SALES

Aftermarket Sales

(Net Revenue from Operations INR mn)



2001

Established
Aftermarket Business

32

Export countries

3

Company run Distribution
Centers (of which 1 for tyres)

501

Distributors/ dealers in India
(Including 83 for tyres)

46

Distributors Overseas

69 full time employees

across 36 locations

KEY HIGHLIGHTS

Higher Margin
B2C Business Model

Branding

Program for increasing retailers / mechanics
contact & loyalty towards the brand
Improve brand image and visibility

Product Growth Drivers

Product penetration by introducing products for new
models., Trading of 2W & 3W auto parts not manufactured
by Endurance

Expand Distribution/ dealer Network

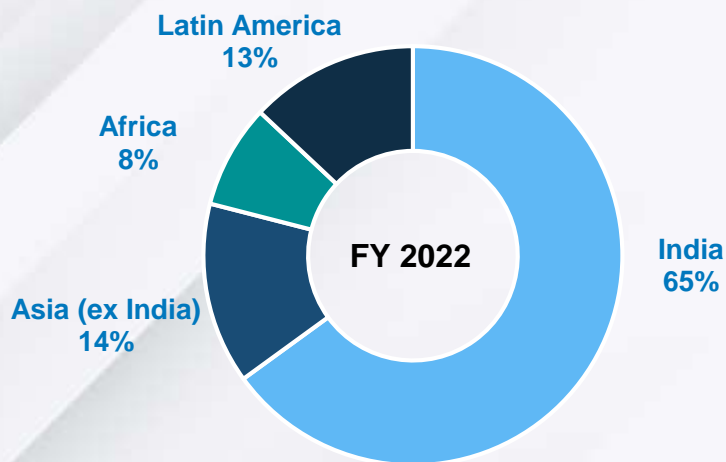
Domestic Growth

Focus on, Rajasthan, Gujarat, Telangana,
Andhra, Tamil Nadu and Karnataka

Exports

Entering new countries every year in line with OEMs

Growth Strategy



Technology/R&D

- Technological Leadership
- Product Development with focus on cost, durability & performance
- Innovation

Governance

- Ethical business practices
- Review Mechanisms
- Compliances
- High standards of governance

Social

- Holistic community development
- Training and Education
- Livelihoods
- Health and Sanitation



Operations

- Operational Excellence
- Winning new orders
- Supply Chain Management
- Customer Centricity
- Quality
- Delivery performance

People

- Health and Safety
- People Development
- Gender Diversity
- Teamwork
- Engagement

Environment

- Monitor ecological impact
- Drive Carbon Neutrality
- Drive Waste management
- Save water

OUR CORE VALUES



SERVICE

Delivering a Larger impact

Achieving ETL's goals by living the values

INTERNAL COHESION

Integrity & Transparency

Honestly, accountability, work ethic, clarity, communication, openness, trust

TRANSFORMATION

Innovation

Value Creation & continuous improvement

**BUILDING RELATIONSHIPS &
ENSURING HIGH
PERFORMANCE**

**Customer Centricity
& Teamwork**

Result orientation, passion, going the extra mile, co-ownership, mutual respect, collaboration (internal & external), communication

SURVIVAL

Sustainable Performance

Financial strength, organisational growth, quality assurance, EHS first, employee satisfaction, & engagement, stakeholder value

A STRONG AND DIVERSE, SAFETY-FIRST CULTURE WITH EMPOWERED LEADERS

CULTURE

Proactive, hardworking, result-oriented, passionate, committed team players who lead by example, believe in **continuous improvement** & celebrate the smallest of wins.

DIVERSITY

Celebration of diversity (be it gender, race, ethnicity, region) is a strategic priority for Endurance as it fosters **creativity** and enables us to **innovate** and grow together.

PEOPLE MANAGEMENT

Developing capable leaders, capitalising on their strengths and overcoming their weakness via **objective assessments, mentoring, consistent constructive feedback and detailed development plans**. Focused initiatives for **high potential employees** in larger roles.



MANAGEMENT OF CHANGE

Prioritization of **human life & environment** in decisions

Certification from EHS team for all material/ design / layout changes, expansions, greenfield/ brown field projects.

Measurement of impact of our decisions on EHS parameters & incorporation of EHS in decision making.

DAILY SAFETY CHAMPIONS, VSL, & CONSEQUENCE MANAGEMENT

Daily **safety champions** and **Visual Safety Leadership** to evaluate safety practices, conduct mock drills, share learnings & deploy best practices
An **EHS first culture** ensuring zero tolerance for EHS violations

CONTRACTOR SAFETY MANAGEMENT

Contractor safety management Setting mandatory criteria for each group defined by **risk categories**

Developing their capabilities through trainings on best practices, EPRP, hazard identification & management, risk assessment, competency mapping for employees

DRIVING SUSTAINABILITY

DRIVING CARBON NEUTRALITY

- » Effective utilization of natural resources.
- » Creating carbon sinks by developing dense forests and driving plantation.
- » Transitioning to renewable energy with wind energy and solar power plants across locations
- » Driving use of natural gas and LPG in the place of furnace oil and electricity.
- » Usage of energy efficient furnaces and LED lights, and sensors in common spaces to avoid wasting energy.
- » Arresting air leakages from compressors and optimizing use of energy

RECYCLING & SAVING WATER

- » Usage of Sensor based overhead tanks, water guns instead of water hoses, and push type taps.
- » Switched from painting to powder coating
- » Reuse of water from treated effluent for gardening, cooling towers, toilets
- » Rain-water harvesting and proactive leakage arrest



DRIVING ZERO WASTE TO LANDFILL & HAZARDOUS WASTE REDUCTION

- » Reduced hazardous waste generation by switching from painting to powder coating in several plants.
- » We use oil skimmer in tanks to recover & reuse oil and try to proactively arrest leakages of oils and coolants
- » Hazardous waste generated from our manufacturing facilities used as raw material for other industries, metal and non-hazardous waste is recycled with the help of authorized recyclers.
- » The paint sludge from our operations used as raw material in cement industries & our grinding dust is converted to iron oxide for paint industries.
- » Usage of returnable packaging and composting waste to achieve zero waste to landfill

DRIVING SUSTAINABILITY

| GRI Parameters for India business | Unit | FY23 Achievement |
|---|------------------------------|------------------|
| Carbon neutrality | % | 22.6 |
| Specific electrical energy consumption | Reduction in Kwh/ INR Sales | 4.2% |
| Specific thermal energy consumption | Reduction in Mkal/ INR Sales | 5.1% |
| Specific water footprint reduction | Reducton in kL/INR Sales | 3.8% |
| Water recovery | % | 54 |
| Hazardous waste recycling | % | 10 |
| Training to employees in sustainability | % Employee Coverage | 70 |
| Renewable energy generation | % | 15 |
| Tree plantation | | 52,475 |

Reduction shown above is against values of the previous financial year

DELIVERING LASTING IMPACT WITH EVERY COMMUNITY WE TRANSFORM, EVERY INDIVIDUAL WE EMPOWER AND EVERY CHILD WE INSPIRE

EDUCATION



Renovated 34 schools with libraries, computer labs, and toilets



Distributed 178 bicycles to girls to safely commute to school



Trained 75 teachers in life skills



Inspired 3800+ children for 100% attendance



Empowered 1150 individuals via "World on Wheels" computer training

HEALTHCARE & SANITATION



Organized health camps for 5236 villagers with 137 cataract surgeries



Implemented cleanliness drives in 11 villages benefiting 4700 villagers



Constructed 2023 toilets and trained 20,000 villagers in 30 villages



Renovated 3 health centres benefiting 38,000 people in 51 villages



181 men de-addicted from Alcohol; conducted yoga camps for 600+

ENVIRONMENT



Deepened 40kms of natural canals, creating water capacity of 27 Cr. litres



De-silted ponds in 9 villages benefiting 350+ farmer families



Laid pipeline of 1.5km for drinking water provision to villagers



Constructed 5000+ mangers saving 40% fodder



Developed 11 dense forests (19.75 acres), Planted 40k+ plants (>99% survival)

LIVELIHOODS



Trained 1500+ individuals at ECOVE (collectively earn Rs.34Cr.+ annually)



Empowered & supported 1857+ women to start their own businesses



Supported 93 farmers in drip irrigation, 26 farmers in hydroponics & Trained 137 farmers



Employed 47 women for cleanliness drives, sanitary napkin manufacturing,



Trained & supported 23 farmers for livelihood in poultry industry & treated 3000+ animals

AWARDS AND ACCREDITATIONS

Supplier Quality Excellence
Award 2019 from General
Motors.

Grand Award for QCDDM
performance in 2016-17 by
HMSI

Global TVP Award for the
Alloy Wheel Plant at Chakan
(Pune) from Yamaha

Award for New Product
Development 2018-19 from
HMSI



Recognized amongst India's
"Best Managed Companies-
2022" by Deloitte.

Felicitated with ET Edge
Award for 'Factory of the
Future' in 2022

FROST & SULLIVAN

Gold category Award in the
India Manufacturing
Excellence Awards 2019 by
'Frost & Sullivan'

Awarded as
'Most Innovative, Disruptive
& Transformational company'
at Moneycontrol Pro's Indian
Family Business Awards '21.



National Energy
Conservation Award by the
Bureau of Energy
Efficiency.

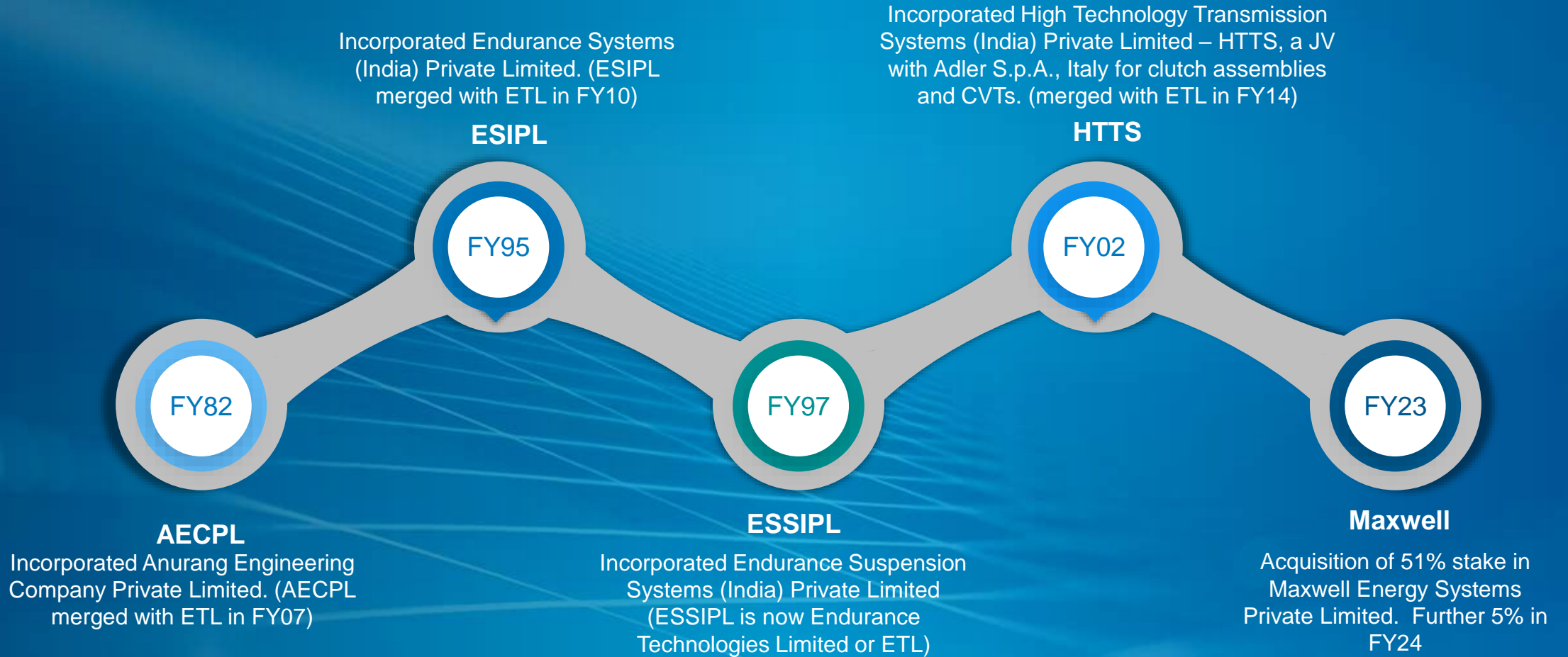
INNOVATIVELY AGILE



ENDURANCE

Complete Solutions

NEW ENTITIES – INDIA [APPENDIX A]



NEW ENTITIES – EUROPE [APPENDIX B]

