ACMA Start-up Initiative

Workshop

22nd September 2023

pwc

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Strictly private and confidential

Opening address …

Working Committee Chairperson and Co-Chairperson

Mr. Kiran Deshmukh
Working Committee Chairperson

Mr. MS Shankar
Working Committee Co-Chairperson

PwC team today…

Kavan Mukhtyar
Partner, Automotive Sector Leader, PwC India

Mihir Gada
Partner, Deals, PwC India

Utsav Baidya
Director, Deals, PwC India

Faisal Khan
Project Lead

Jahanvi Khedwal
Project Manager

A few ground rules during the workshop

- Kindly keep yourself on mute when not engaging during the sessions
- If you have any questions during the middle of a session, please raise your hands (online/offline)
- After breaks, please re-join the sessions on time
- Let’s have an interactive session and learn together!

Agenda

	Topic	Duration
1	Member introductions	10 mins
2	Engaging with start-ups; capabilities required	40 mins
3	Modes of engagement; conducting due-diligence	35 mins
4	Start-up evaluation criteria; ACMA start-up portal	15 mins
5	Vote of thanks, next steps	10 mins
6	High tea and networking	50 mins

The 16 companies participating in Year 3

Option 1

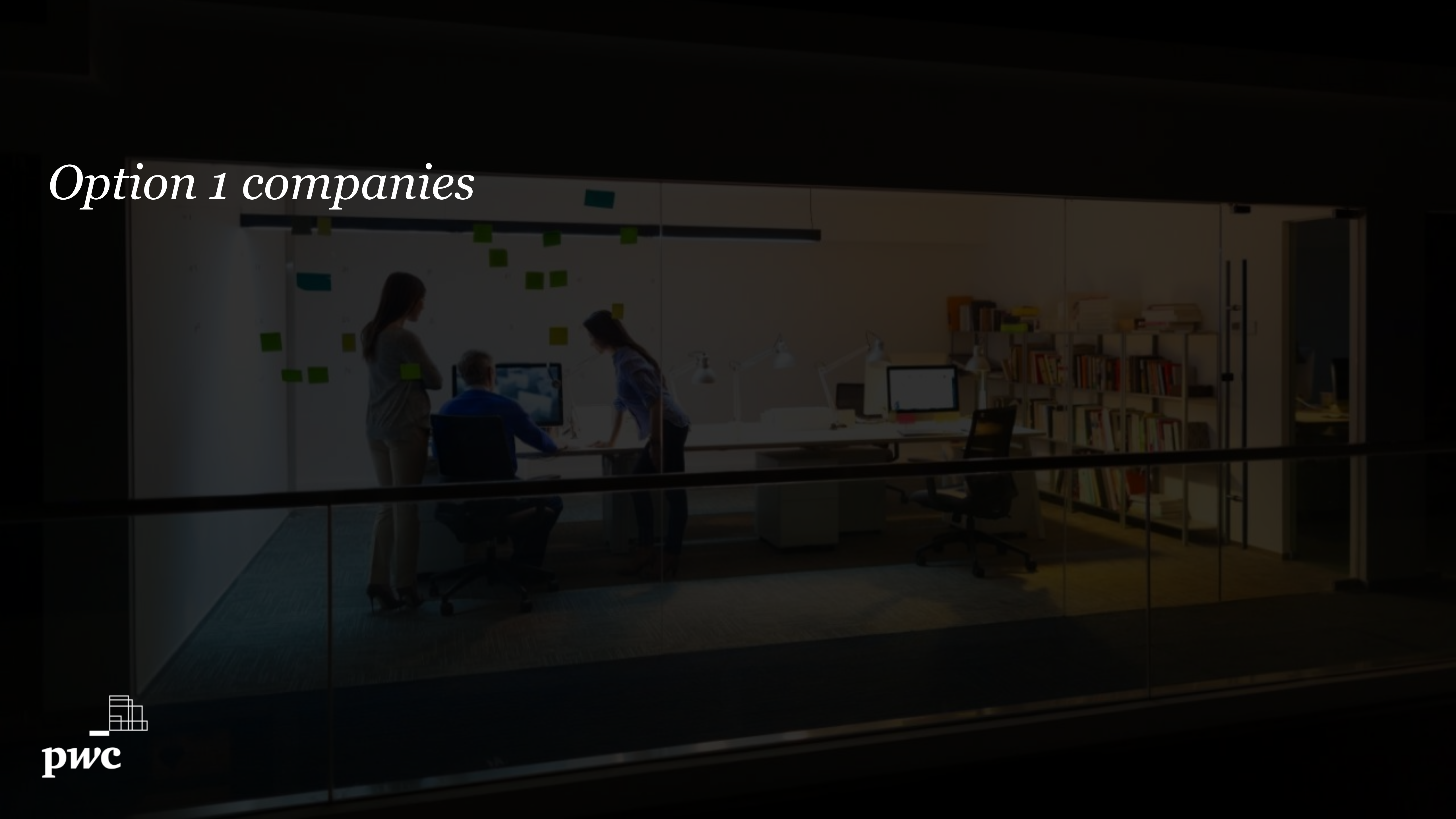
Devilog Group	Ring Plus Aqua Ltd.
JBM Group	Sandhar Technologies Ltd.
Ki Mobility Solutions (myTVS)	Sellowrap Industries Pvt. Ltd.
Minda Corporation Limited	Subros Ltd.
NRB Bearings Ltd.	Uno Minda Ltd.

Option 2

Anand Automotive Private Ltd.	Sansera Engineering Ltd.
Best Koki Automotive Pvt Ltd.	Shriram Pistons and Rings Ltd.
Hodek Vibration Technologies Pvt. Ltd.	Sona Comstar

Pvt. Private ; Ltd: Limited

Option 1 companies



Devilog Group

Name: Raj Thukral

Designation: CEO

Email:
raj@devilog-group.com

Phone: 9845102439

Current Role:
CEO of the company

Qualifications:
- BE (Mechanical, Sub Major business-Australia)

Name: G M Govind

Designation:
Director Business Development

Email:
gm.govind@adidevagroup.com

Phone: 9845006830

Current Role:
Scouting for JV or investment

Qualifications:
- Metallurgical Engineering

Name:
Shashidhara Murthy. K

Designation:
GM-NBD, NPD & PM

Email:
shashidhara.m@adidevagroup.com

Phone: 8861325555

Current Role:
Responsible for New Business development, New Product development and Project Management

Qualifications:
- B.E (Mechanical)

JBM Group

Name: Manoj Gupta

Designation: EVP & Business Head

Email: manoj.gupta@jbmgroup.com

Phone: 9810319554

Current Role:
As Business Head, Mr. Manoj Gupta is addressing “E-Mobility Solution domain” at JBM GROUP with core focus on developing & driving growth strategies & business plans to establish “Electric Vehicle Charging Infrastructure Business” in India & Globally. His key responsibilities includes Identify, screen and evaluate BD opportunities in EV space, Manage relationships with (STUs, Regulators, off takers) to understand and analyses the specific requirements of EV tenders, Lead internal investment approval processes. He also led market development & GTM for Electric Mobility segment from the technology side Overall Technical strategy from project planning to commission, Lead system design & engineering for EV projects.

Qualifications:
- B.Tech in Electronics and Communications from Regional Engineering College from Jalandhar

Name: Rakesh Razdan

Designation: VP-Strategy & Partnerships

Email: rakesh.razdan@jbmgroup.com

Phone: 9582218997

Current Role:
VP-Strategy & Partnerships

Ki Mobility Solutions

Name: Srinath Ramamurthy

Designation: Head Strategy & investments

Email: srinath.r@tvs.in

Phone: 8097080088

Current Role:
Mr Srinath Ramamurthy works on TVS Mobility Group businesses ranging from new Cars/CV, he looks after the vehicle financing, aftermarket platforms and connected mobility.

Qualifications:
- Solicitor of England and Wales for Banking, Corporate Finance, and Securities Law from College of Law, London.
- Master’s Degree in Chemical Engineering from Lamar University Texas

Name: Venkat Nathan

Designation: CEO - Nesh Technologies

Email: venkat.nathan@nesh.live

Phone: 9789098755

Current Role:
Mr. Venkat Nathan is the founder / CEO of Nesh LIVE where they are on a mission to enhance safety & efficiency of road transportation using technology which is scalable, secure & cost efficient. Venkat has been part of 50+ software product launches working with various start-ups and enterprises across US, Canada, Europe and India in Telecom, Real Estate, Automotive and Banking domains.

His Specialties are Specialties are Technology & Business Consulting, Mobile, Web and AWS Cloud Architect, Requirements Analysis & Agile project practices, Test Automation Approach and Technologies, Telecom Network Management Systems (NMS), Data Analytics & AI/ML techniques.

Qualifications:
- Master’s Degree in Computer Science from Concordia University

Minda Corporation

Name: Suresh D

Designation: Group CTO

Email: sureshd@mindacorporation.com

Phone: 7875669900

Current Role:
Group CTO & CEO Tech. Centre

Qualifications:
- M. Tech (Ph. D pursing)

Name: Alok Sirohi

Designation: Lead – Corporate Strategy, M&A

Email: alok.sirohi@mindacorporation.com

Phone: 9167602227

Current Role:
Leading Corporate Strategic Partnerships and M&A

Qualifications:
- B.Tech, MBA

NRB Bearings

Name: Dr. Saravanan Muthiah

Designation: Chief Technology Officer

Email: saravanan.muthiah@nrb.co.in

Phone: 9840167920

Current Role:
Head of NRB Engineering Centre

Qualifications:
- PhD (Mechanical)

Name: Prakash Banait

Designation: General Manager

Email: p.banait@nrb.co.in

Phone: 9664080003

Current Role:
Product Development

Qualifications:
- M.Tech (Design)

Ring Plus Aqua

Name: Sachin Kotwal

Designation: Chief Sales & Marketing officer

Email: sachin.kotwal@raymond.in

Phone: 7506002785

Current Role:
Heading Sales, Marketing, Business Development function for Domestic as well as Export Businesses since 2015 with Ring Plus Aqua Ltd. Responsible for Business Strategy. Overall Experience of 32+ Years (Anand Group, American Axles, Setco Automotive etc.)

Qualifications:
- Bachelor's degree in Mechanical Engineering from Pune University and the Master's degree in Marketing Management from Narsee Monjee Institute of Management Studies, Mumbai.

Name: Amol Shah

Designation: Head of Engineering

Email: amol.shah@raymond.in

Phone: 9960269539

Current Role:
Head of Engineering

Qualifications:
- Mechanical Engineering, Sardar Patel college of Engineering.

Sandhar Technologies

Name: Dilip Naik

Designation: Deputy Chief Operating Officer

Email: dillip.naik@sandhar.in

Phone: 9818084605

Current Role:
Mr. Naik has dealt with products like Automotive Steering/Handle Locks, Door Locks, Rear View Mirrors, Evaporative Emission Control Systems, Mechanical Control Cables, Gear Shift-Select levers, Window Regulators & Electromechanical automotive switches. Apart from R&D activities, he also drives the PLM project (Centralized Data Control & Management) & IP related activities (Patent Filing & maintaining) across Sandhar Group, the present company where he has been for more than 12 years now.

Qualifications:
Mechanical Engineer with MBA (Master of Business Administration) and having more than 28 years rich industrial experience mostly in Auto Components manufacturing Companies in India. His areas of expertise are in Product Design & Engineering, R&D, New Product Development, Rapid Prototyping, testing & product validation.

Name: Vijay Singh

Designation: General Manager

Email: vijay.singh1@sandhar.in

Phone: 7742259200

Sellowrap

<u>Name</u>: Khush Poddar

<u>Designation</u>: Business Development Executive

<u>Email</u>: khush@sellowrap.com

<u>Phone</u>: 9820184116

<u>Current Role</u>:
Familiarizing with all products and services offered by our company. Attending networking activities to research and connect with prospective clients

<u>Qualifications</u>:

- Bachelor's Degree in Engineering from University of Massachusetts Amherst in year 2023.

<u>Name:</u> Saurabh Poddar

<u>Designation</u>: Managing Director

<u>Email</u>: saurabh@sellowrap.com

<u>Phone</u>: 9820184139

<u>Current Role</u>:
Overall control of finance, taxation and corporate affairs of the Company. Represents SIPL at national and international level for nurturing business. Develop new channels and processes for Business Development, Marketing and Sales

<u>Qualifications</u>:

- Graduation in commerce from Delhi University
- 27+ years of experience in managing the Production, Quality & Design department of the Company. He joined SIPL in 1993 and since then has played a key role in enhancing the company’s growth.

Subros

Name: P.K. Duggal

Designation: CEO

Email: pduggal@subros.com

Phone: 9818172900

Current Role:
Mr. P. K. Duggal is a full time Director and Chief Executive Officer of Subros Limited.

He has been associated with the company for the past 18 years and has been instrumental in its growth by bringing in new business opportunities and diversification strategies. He is also playing his role as Strategic Executive Committee (SEC) member for formulation of long-term strategy for the company. Apart from this, he is also a member of CII - Manufacturing council 2020-21 and ACMA northern region.

He has a wide exposure of more than 28 years in variety of Industries ranging from Textile, Heavy Engineering Industry to Auto Component industries.

Qualifications:
Mr. Duggal is a commerce graduate with professional qualifications of CA, CS and CMA.

Name: Sanjay Mohan

Designation: VP - Marketing

Email: sanjay.mohan@subros.com

Phone: 9971155767

Qualifications:
- B.Tech (Mechanical)-IITB-1992
- Executive PGDM (IIM Indore)- 2004
- PMP-PMI USA (2005).

Uno Minda

Name: Kartikeya Joshi

Designation: VP & Group Head – Product Strategy and Technical Sales

Email: kjoshi@unominda.com

Phone: 9560477440

Current Role:
Mr. Joshi has 20+ years of rich diverse Industry experience across Automotive and Healthcare.
Apart from Minda Industries, he has worked with Bosch as the head of Active Safety Business and Philips and has co-founded a Health-tech start-up.

Qualifications:
Mr. Joshi has a degree in M.Tech from Electrical Engineering Department, IIT Delhi and has completed his MBA in Marketing and Entrepreneurship from Indian School of Business, Hyderabad.

Name: Rutuja Raverkar

Designation: General Manager

Email: rraverkar@unominda.com

Phone: 8308833352

Qualifications:
- PGPMAX from Indian School of Business

Option 2 companies

Anand Automotive

Name: Sunil Kaul

Designation: Group President and Chief Technology Officer

Email: sunil.kaul@anandgroupindia.com

Phone: 9850049025

Current Role:
Mr. Kaul is responsible for the group's Future Mobility. Under his leadership, ANAND Mando e-Mobility was setup for the manufacture of Two, Three and Four-Wheeler Electric Vehicle components. In addition, two start-ups in the domain of Carbon Composites and Fuel-Efficient Transmission with MAZARO, Belgium were brought to fruition

He has been an integral member of ANAND for the past 36 years and has held various positions of increasing responsibility throughout his tenure with global experience of 2 years in Japan and 5 years in Germany as the Plant Head.

He is a member of the ANAND executive board. He is the Chairman of the board for 2 companies and on the board for another 3 ANAND group companies.

Qualifications:
- Degree in Mechanical Engineering
- Certificate in Management Education Networking from Stuttgart Institute of Management & Technology.

Name: MS Shankar

Designation: President – Future Mobility (Innovation & Technology)

Email: ms.shankar@anandgroupindia.com

Phone: 9822370901

Current Role:
Mr. Shankar plays the critical role of identifying, engaging deeply and nurturing relationship with New Partners with New Technologies, in the domain of Future Mobility. The technologies brought into the group as of date are in Electric Powertrain (2 & 3 Wheelers), Light Weighting, Innovative Transmission.

His focus now is on Technologies and Partners in **A**utonomous, **C**onnected, Electric (Battery, Fuel Cell), besides focus on Advanced Electronics that enables the ACES. He played the role of the Project Head in setting up of the project - ANAND MANDO eMOBILITY PVT LTD.

He started his career at Tata Motors in 1981. Joining ANAND in 1988, he was deputed to Victor Reinz DANA USA, as part of ANAND Leadership Development Program during 1999 – 2001.

Qualifications:
- Mechanical Engineering from the College of Engineering, Pune
- Fellow of ICWAI
- Visionary Leaders for Manufacturing – CII-JICA program for leaders

Best Koki Automotive

Name: Nitin Jain

Designation: Managing Director

Email: nitin.jain@bestgroup.co.in

Phone: 98101 39677

Current Role:
Mr. Nitin Jain is a Managing Director at Best Group. Which has diversified areas of interest in Automotive Components, Education, Technology & Real Estate.

His focus includes Mechanical Cable Systems, Parking Brake System, Driveline Shifting Systems (Shift Towers, Shift Forks, Gear Shifters etc), Stamping & welded assemblies. Always working on products through innovative design solutions to enabling ultimate driving comfort.

Qualifications:
- MBA (specialization in financial management) from The Richmond, The American International University in London
- B. Com (H) – Bhagat Singh College

Name: Nitesh Jain

Designation: Managing Director

Email: nitesh.jain@bestgroup.co.in

Phone: 9810000664

Current Role:
Managing Director

Qualifications:

OPM – Harvard Business School, 2016

MBA – Richmond University, 1995

B. Com (H) – Sri Venkateshwara College – 1993

Hodek Vibration Technologies

Name: Harnish Raja

Designation: Executive Director

Email: hjraja@hodekindia.com

Phone: 9822049831

Current Role:
New Projects

Qualifications:
- BE Production

Name: Mukund Gajare

Designation: General Manager

Email: mukundgajare@hodekindia.com

Phone: 8010621003

Current Role:
Product Development

Qualifications:
- DME

Sansera Engineering

Name: Vidyadhar J

Designation: Associate Vice President

Email: vidyadhar@sansera.in

Phone: 9901277244

Current Role:
From April 2007 to 2019, Vidyadhar worked in Sansera Engineering Pvt Ltd as BD Head. During this tenure, he included many new customers (Domestic & Overseas) in portfolio.

From 2001-2007 at Bosch Ltd, He was Head-Spark Plug Design & Development. The team was Center of Competence (COC) for Small Spark plugs for Bosch Worldwide business. He was instrumental in getting the entry in to HONDA for Bosch, Spark Plug 2Wh, Business.
From 1994-2000 at Bajaj Auto Ltd. overseeing the compliance of vehicles to Emission norms, Engine performance enhancement by designing the improved drive line systems, were the key accomplishments.
From 1990-1994 he was at Bharat Earth Movers Ltd and worked in R&D for the development of an 8 Ton lifting capacity Wheel loader, a first of its kind project in BEML.

Qualifications:
- BE Mechanical, from Basaveshawara Engineering College , Bagalkot, affiliated to Karnataka University

Name: Satish Kumar

Designation: Vice President

Email: satishkumar@sansera.in

Phone: 9860090190

Current Role:
Mr. Kumar has been associated with Sansera from 1988. In the first stint, he worked with Sansera during the inception stage from 1988 to 1994. Joined back Sansera in 2004 to set up a green field project in Chakan Pune. After setting up the plant, was responsible for operations of Sansera Plant from 2005 to 2018. During this period, he also handled Business Development activity for West Zone.

From 2019, moved to Corporate functions in Bangalore as head of Business Development. Presently responsible for the Business Development and Marketing activities of Automotive Business of Sansera in Domestic as well as Overseas markets.

Earlier, from 1994 to 2004, had the opportunity of being associated with the Auto Component Business Unit of Kirloskar Oil Engines, Khadki Pune. Initial 5 years, as a part of Manufacturing team, later on from 1999 to 2004, was responsible for Export Marketing of auto components.

Shriram Pistons and Rings

Name: Arun Shukla

Designation: Executive Director- M&A

Email: arun.shukla@shrirampistons.com

Phone: 9810060722

Current Role:
Mr. Arun's working experience in Automotive Industry is for 30 years in Management, Operations, manufacturing excellence, Lean manufacturing techniques implementation such as Toyota Production System, TPM & TQM.

Qualifications:
- BTech in Mechanical Engineering from IIT, Kanpur

Name: Hariom Upadhyay

Designation: M&A Head

Email: hariom.upadhyay@shrirampistons.com

Phone: 7665441892

Current Role:
Mr. Upadhyay looks after M&A and Business development activities of Shriram Pistons and Rings. He is and experienced project manager with a demonstrated history of working in the automotive industry. Skilled in Black Belt, Lean Manufacturing, Mergers & Acquisitions (M&A),Business Strategy, Project Management, and Joint Ventures.

He comes with strong business development professional with a Master of Technology - MTech focused on Manufacturing Management from BITS Pilani Work Integrated Learning Programmes.

Qualifications:
- Master of Technology – Mtech in Manufacturing Management from BITS Pilani Work Integrated Learning Programmes

Sona Comstar

Name: Kiran Deshmukh

Designation: Chief Technology Officer

Email: kiran.deshmukh@sonacomstar.com

Phone: 9810016163

Current Role:
Mr. Deshmukh has over 40 years of experience in automotive components manufacturing. He is responsible for new technology partnerships and building competencies in manufacturing excellence.

He joined Bharat Gears as a Graduate Engineer Trainee and worked in Heat Treatment, Production, Design, and Furnace Design. In 1987, he joined Sona Koyo Steering Systems Ltd. Since then, he has held various positions including Chief Operating Officer, Dy. Managing Director, and Executive Vice Chairman. At Sona Koyo Steering Systems, he spearheaded Company's implementation of Toyota Production System (TPS), Total Quality Management (TQM), and Total Productive Maintenance (TPM). He led the Company to be the recipient of the Deming Prize ,TPM Excellence Awards. For 3 years, he headed Sona Skill Development Centre as its MD. He is a member of the core group that drives the Visionary Leaders for Manufacturing Program (VLFM) and is the Module Director and faculty for the Module on breakthrough management. VLFM was jointly launched by IIM (Calcutta), IIT (Kanpur), and IIT(Madras) in association with CII.

Qualifications:
- BTech in Metallurgical Engineering from IIT, Bombay

Name: Praveen Chakrapani Rao

Designation: Senior Vice President - R&D

Email: cpraveen@sonacomstar.com

Phone: 9791032141

Current Role:
Mr. Rao is responsible for design and development of Electrification products including 48V Belt Starter Generator, Traction Motors and Controllers for two, three and four wheelers.

He has over 28 years of experience in Automotive domain in the fields of Machine Building, Advanced Manufacturing, Product Development, Program Management and Sales & Marketing. He has been closely involved in the setting up of overseas assembly operations in the US, China, and Mexico.

In the last few years, he has been busy building a team of over 120 Engineers in multi-domain areas such as Machine Design, Software, Hardware, Functional Safety, Application and Systems Engineering. He is passionate about in-house development of world-class platform-based products for the growing electrification market in India.

Qualifications:
- Mr. Rao is a graduate in Mechanical Engineering from BMS College of Engineering, Bangalore and MS in Management Systems from BITS Pilani. He has undergone extensive stints at Visteon USA in product engineering.

Agenda

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1	Member introductions	10 mins
2	Engaging with start-ups; capabilities required	40 mins
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5	Vote of thanks, next steps	10 mins
6	High tea and networking	50 mins

Panel Discussion: Engaging with start-ups; capabilities required to win (40 mins)

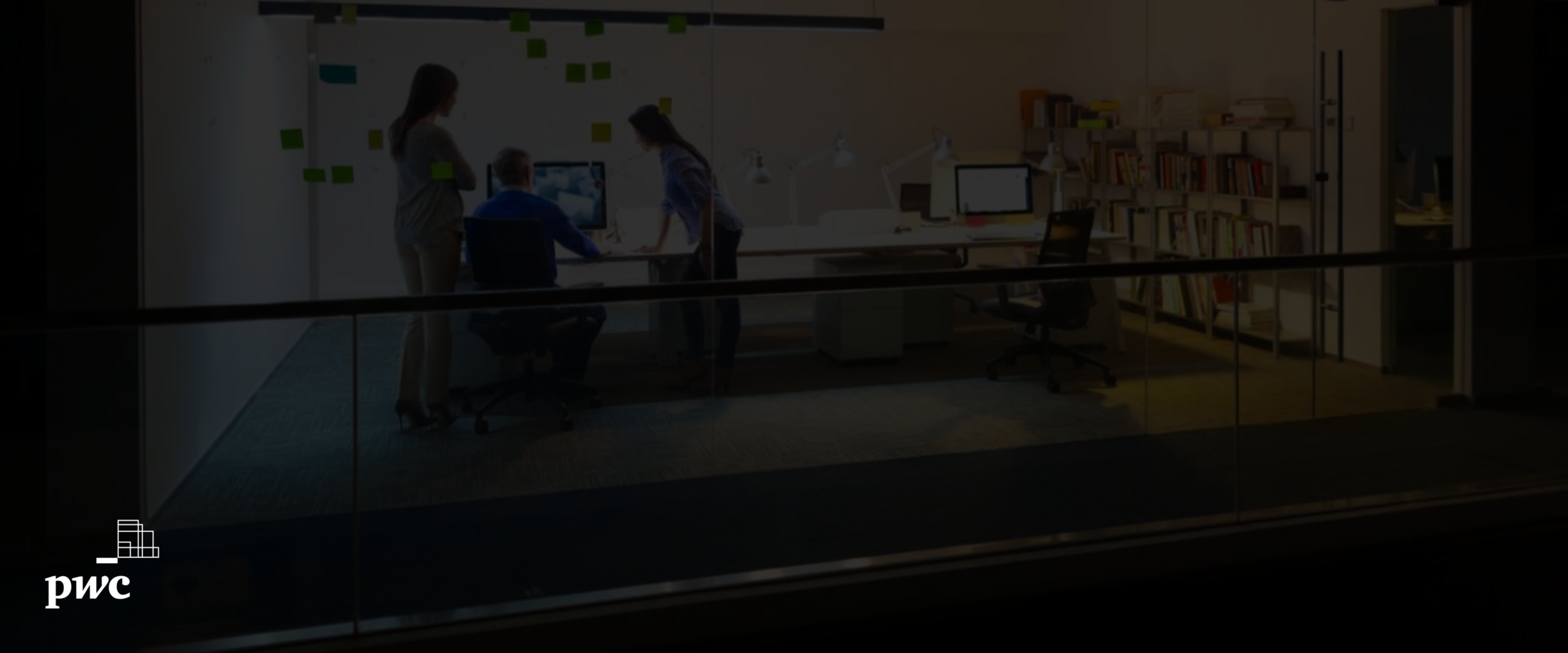
F.R. Singhvi
Joint Managing Director
Sansera Engineering Lt.

Srinath Ramamurthy
Head Strategy and Investment
Ki Mobility (myTVS)

Umesh Subramaniam
Co-Founder
Camcom.ai

Kartikey Hariyani
Founder and CEO
Chargezone

Let’s take a 10 mins break



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Session: Doing deals with start-ups (35 mins)

Mihir Gada

Partner, Deals,
PwC India

- Mihir has over 18 years of experience in valuations and has conducted valuations for various purposes such as for investment in start-ups, mergers and acquisitions, transactions, corporate restructuring, insolvency proceedings, FEMA, income tax, impairment testing.
- He has worked on ~500 valuations across sectors such as Automotives and Mobility, Infrastructure, Life Sciences, IT/ITeS, Real Estate, Chemicals, Consumer Goods, etc.
- Mihir is a graduate in commerce, is a member of the Institute of Chartered Accountants of India, has a Master's degree in Management Studies and is a member of the Royal Institute of Chartered Surveyors, UK.

Utsav Baidya

Director, Deals
PwC India

- Utsav has been part of the Deals practice for over 8 years now and actively involved in the Startup Ecosystem. Over his tenure, he has been involved in advising and assisting companies in their transaction needs across the deals value chain.
- Utsav is a fellow member of the Institute of Chartered Accountants of India.

Typical aspects to consider while doing Deals in the start-up space

Business model assessment

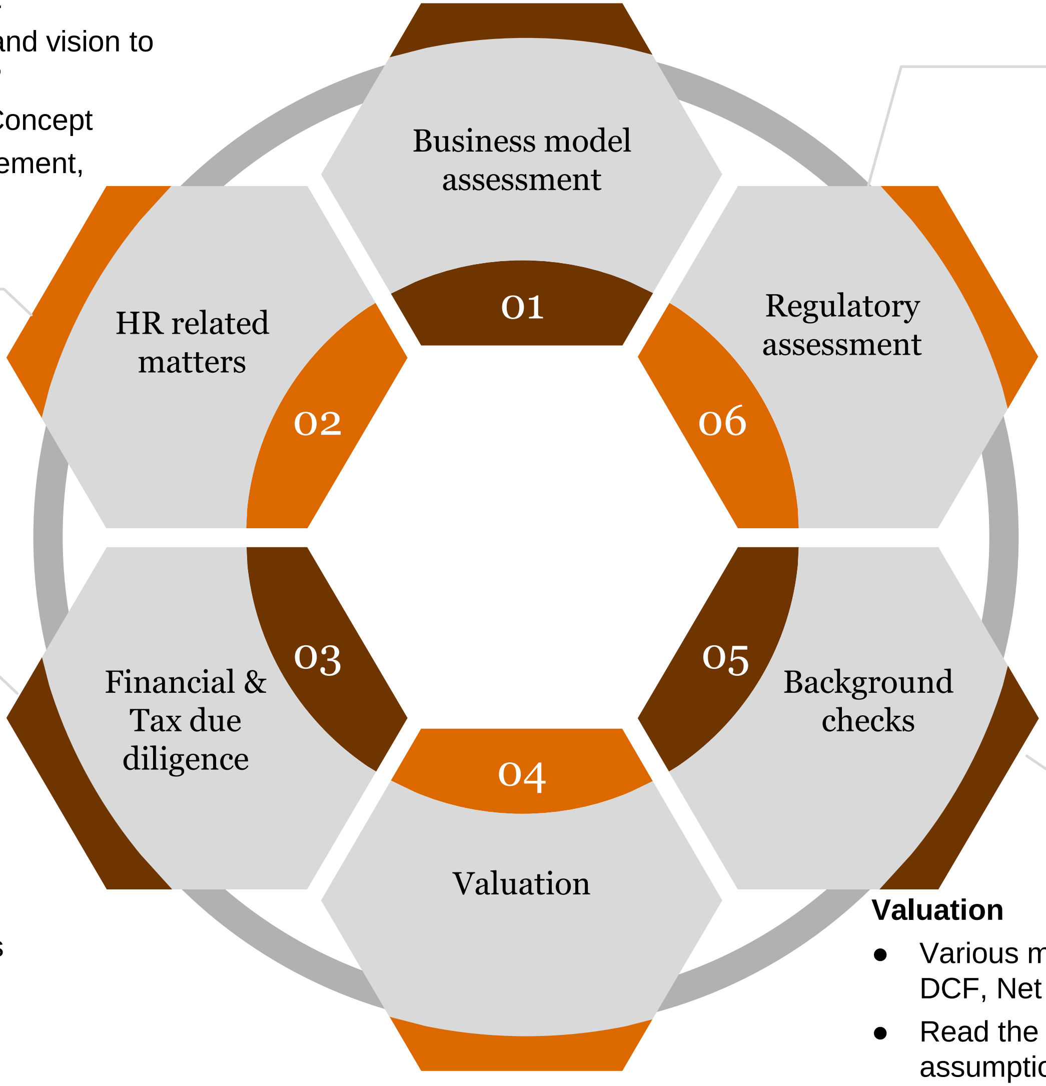
- What is the business idea and vision to address market problems ?
- Detailed study of Proof of Concept
- Degree of customer engagement, relationships with OEMs

HR related matters

- How does the Company compensates its employees?
- Instances of ESOPs / SARs/ Phantom stocks issued
- What is the employee retention plan?

Financial & tax due diligence

- How have financial/ unit and profitability /contribution metrics evolved?
- Establish linkages between financial numbers and business operational metrices
- How is the tax compliance status/ any major open tax litigations?



Regulatory assessment

- Does the company's current and planned operations/ business model comply with local regulations?
- If not, what are the options available within the regulatory framework?

Background checks

- What is the reputation/ market perception of founders and company.
- Use agencies to carry out verification checks
- What's the working style of key management personnel.

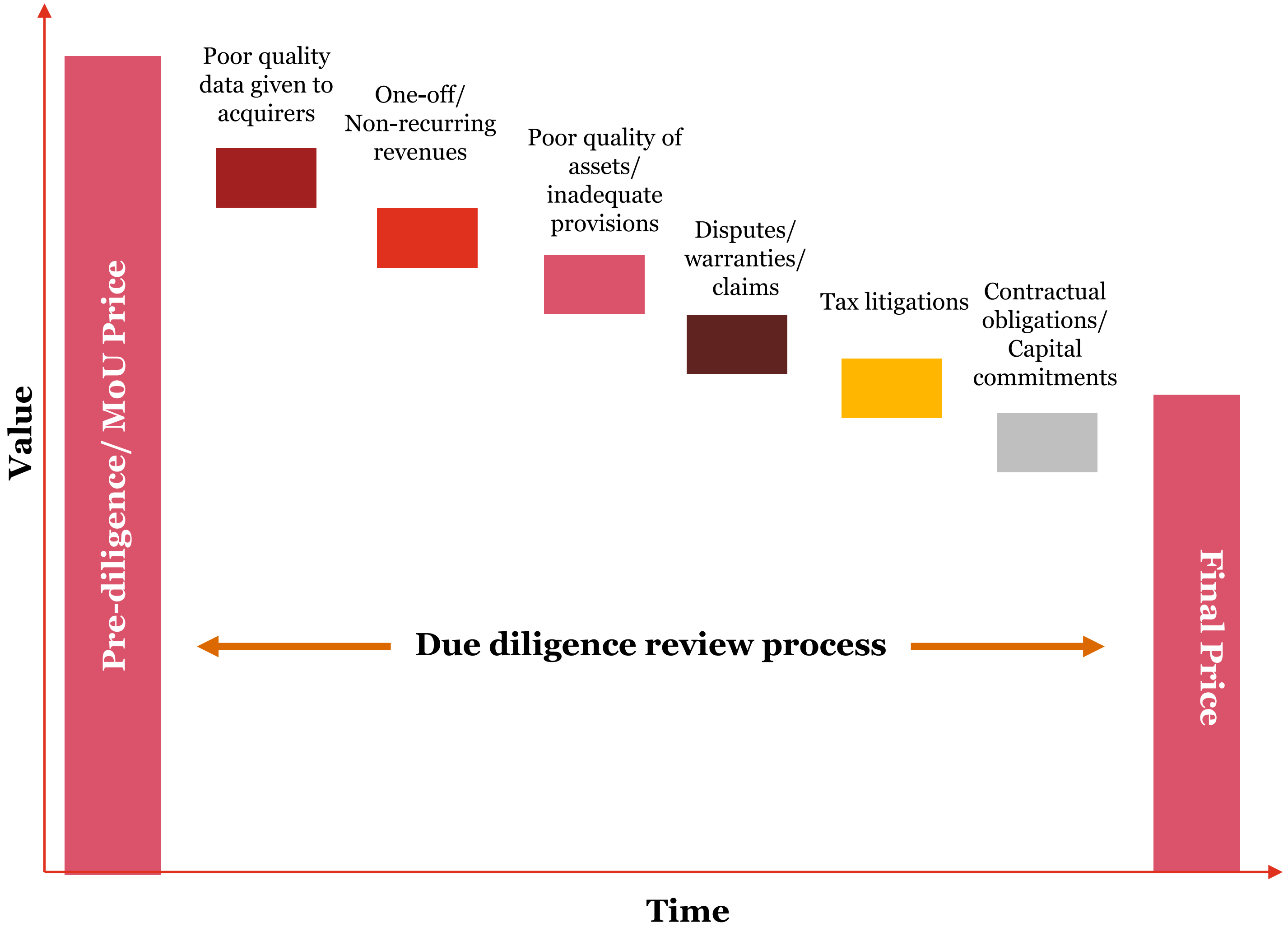
Valuation

- Various methods of valuation adopted such as DCF, Net assets, EBITDA/Revenue multiple
- Read the business projections and underlying assumptions
- How different is start-up valuation when compared to valuation of a fully set up entity

Impact of financial due diligence findings

The due diligence findings will generate key negotiation points on:

- Quality of earnings
- Balance sheet exposures
- Net debt & working capital adjustments
- Contingent liabilities
- Representations, indemnities and warranties
- Transaction structuring



Financial due diligence – key outputs

1. *Quality of Earnings (QoE)*

INR in million	FYXX
Reported operating EBT	xxx
Net sales	xxx
Operating EBT as a % of net sales	**xx%**
Proposed due diligence adjustments to operating EBT	
1 Margins from non core business which is non recurring	
2 Margins from discontinued products	
3 Potential impact consequent to withdrawal of the extant	
4 Expenditure (currently capitalised) pertaining to patent	
5 Revenue expenditure capitalised as CWIP to be written	
6 Inventory valuation of WIP not as per Indian GAAP	
7 Short provision for certain expenses	
8 Pre-operative expenses incorrectly capitalised	
9 Exchange loss on creditors/ debtors (net)	
Sub total	**xxx**
Adjusted operating EBT	xxx
Adjusted operating EBT as a % of net sales	**xx%**

2. *Net Asset Adjustments (NAA)*

INR in million	31 Mar XX
Reported net worth	xxx
Proposed due diligence adjustments to net worth	
1 Provision for redemption of premium on FCCB	
2 Forex gain / loss on forex assets	
3 Inventory valuation of WIP not as per Indian GAAP	
4 Short provision for expenses	
6 Provision for slow moving inventory	
7 Revenue R&D expnses incorrectly capitalised	
8 Incorrect capitalisation of interest cost	
10 Provision for debts doubtful of recovery	
11 Diminution in the value of investments in subsidiaries	
12 Tax exposure - dividend received from group co	
13 Tax exposure - Failure to fulfil export obligation	
Total adjustments	
Adjusted net worth as at 31 Mar XX	**xxx**

Possible adjustments to proposed valuation

+

Negotiating points with the seller

+

Go forward issues

+

Inputs to validate assumptions in business model / projections

3. *Debt/ Debt like adjustments*

INR in million	31 Mar XX
Additional matters for consideration	
Adjusted net debt	**xxx**
Bills discounted	
Buyer's credit	
Capital commitments	
Capital creditors	
Creditors against letters of credit ('LC')	
Creditors beyond 180 days	
Debt like adjustments	
FD margin money	
Less: Cash and bank balances	
Provision for employee benefits / unfunded	
Provision for redemption premium on FCCBs	
Reported debt	
Reported net debt	**xxx**
Seasonal pattern of working capital	
Total debt like adjustments	**xxx**

4. *Working capital*

INR in million	31 MarXX
Inventory	
Debtors	
Loans and advances	
Current assets	**xxx**
Sundry creditors and provisions	
Reported working capital	**xxx**
Adjustments	
Insurance claim receivable included in debtors	-
Provision for proposed dividend	-
Net of capital creditors/ (capital advances)	-
Provision for redemption premium on FCCBs	-
MTM loss on forward cover	-
Adjusted working capital	**xxx**

How to Value?

MARKET APPROACH

Estimates the fair value based on market multiples or transactions involving sale of comparable assets.

Methods:

a. Comparable Transactions method
b. Comparable Multiples Method
c. Price of Recent Transaction

COST APPROACH

Fair value is based on summation of net assets in the balance sheet/replacement cost – adjusted for amortization/ obsolescence.

Methods :

a. Reproduction cost method
b. Replacement cost method

How to value?

Expected cash flows/ income the business/equity holders are expected to generate and is considered most appropriate in case of a 'going concern'.

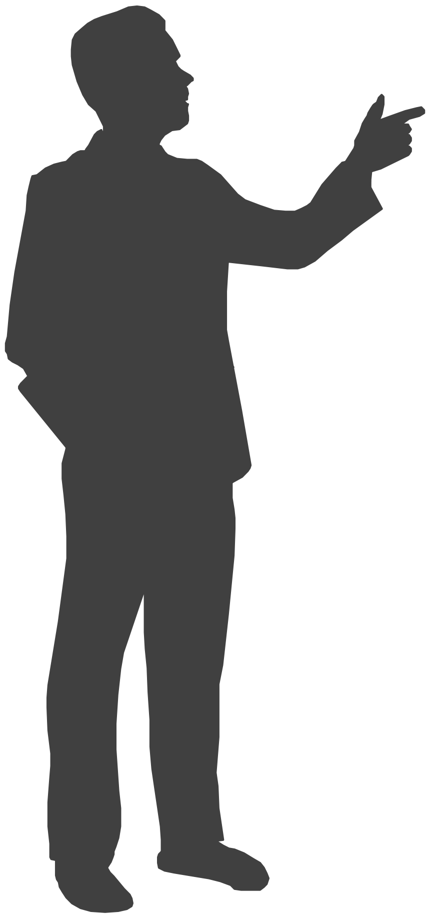
Method : Discounted cash flow method

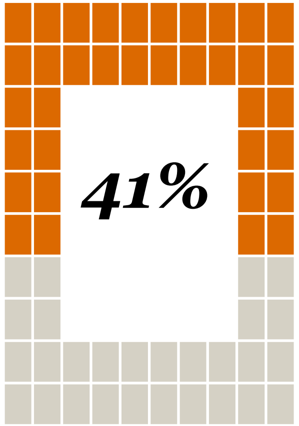
INCOME APPROACH

Valuation Methods and Challenges in Traditional Approaches

Income	Market	Cost
☐ Small revenues	☐ Niche businesses	☐ Lack of growth assets
☐ No historical trend	☐ Lack of multiples	☐ Accumulated losses
☐ Going concern issues	☐ Size and growth	☐ Major equity funded
☐ Discount rate	☐ Illiquidity	
☐ Terminal year value		

We are the go-to firm for deals related services when investing in the new age technology space





Big share in large Deals: We have done deals related work on ~41% of the companies in the new age technology sector who have raised funds in excess of USD 100 million in the last 3 years.

54%
New age tech companies

412 new age technology companies raised more than USD 20 million each over the last 3 years and we have provided deals related services to ~30% of such companies.

These 412 companies have raised ~USD 64 billion in the last 3 years; out of which we have provided deals related services to companies that attracted 54% of total investments.

51%
Unicorn companies

We have provided deals related services to 51% of Unicorn companies.

63%
B2C and B2B Commerce

216 companies raised more than USD 20 million each in the last 3 years in this segment and we have provided deals related services to 35% of such companies.

These 216 companies have raised ~USD 42 billion in the last 3 years; out of which we have provided deals related services to companies which have attracted ~63% of total investments in this segment.

58%
Fintech companies

91 companies raised more than USD 20 million each in the last 3 years in this segment and we have provided deals related services to 44% of such companies.

These 91 companies have raised ~USD 12 billion in the last 3 years; out of which we have provided deals related services to companies which have attracted ~58% of investments in this segment.

Agenda

Topic		Duration
1	Member introductions	10 mins
2	Engaging with start-ups; capabilities required	40 mins
3	Modes of engagement; conducting due-diligence	35 mins
4	Start-up evaluation criteria; ACMA start-up portal	15 mins
5	Vote of thanks, next steps	10 mins
6	High tea and networking	50 mins

How do we define a start-up in this program's context

As per the Ministry of Commerce & Industry, GoI:

- Entity working towards **innovation**, development or **improvement of products or processes or services**
- Not formed by splitting up or reconstruction of an existing business
- **Period of existence** and operation should **not be exceeding 10 years**
- **Turnover has not exceeded INR 100 Cr** for any of the financial year since incorporation

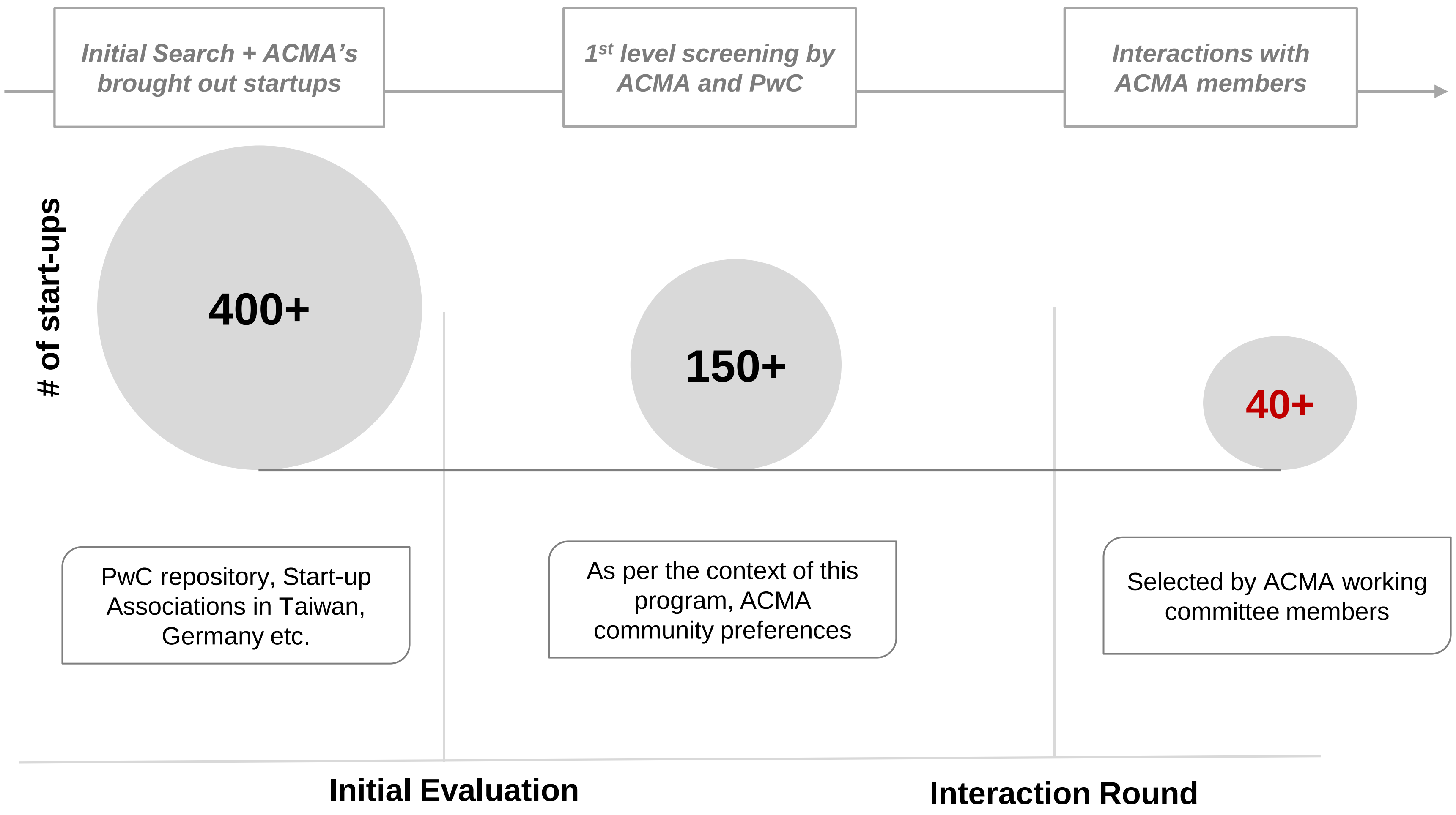
We take the government's definition as base and contextualize for the ACMA Start-up Initiative

- Entity has a **unique and disruptive solution** (For e.g., new type of EV motor design rather than a slightly modified electronic power control (EPC) unit)
- Has achieved at least minimum marketable product (**MMP)**/ minimum viable product (**MVP) level maturity**
- **Period of existence** not exceeding **10 years**, some exceptions will be made if great fit for program

Other considerations

- Has auto-specific use cases and clients *(+ve)*
- Is a subsidiary/partner/tightly-coupled to established companies *(-ve)*

For outreach, we are identifying high potential start-ups through a rigorous screening process



Themes covered:

- E-mobility
- Smart Manufacturing
- Connected technologies
- Automated technologies
- Hydrogen
- Material Technology

Key Parameters of Evaluation:

- Disruptiveness of solution
- Stage of product maturity
- Auto-specific use cases
- Founder(s) credentials
- Stage of funding
- Existing customers

For detail discussions | Start-up evaluation guidelines

Parameters	Things to Consider	Weight (%)	Scores (1-5) (1: Worst, 5: Best)
Stage of Evolution of Start-up	• Stage of **product maturity** (MVP/MMP etc) • Stage of **funding maturity** (early stage/mid-stage/advanced) • What has been the **average revenue growth** over the past 2-3 years?	**25%**	
Uniqueness and Impact of Idea	• How **innovative** is the solution? (truly pathbreaking in line with transformations?) • How **differentiated** is the solution? (easily imitable or truly differentiated) • How intense is the **competition**? (blue ocean or red-ocean) • How **scalable** is the idea? (can it cater to differing customers, use cases)	**20%**	
Solution-Market Fit	• Does the solution **address transformations** in automotive & mobility? • Do **customers and partners trust** them? (number of paying clients, number of PoCs/pilots done) • What do customers think about their work? (**strong customer references**?)	**25%**	
Founder & Team	• Founder's **credentials**, previous experience in automotive & mobility • Avg. **years of experience** of the team • **Vision & Values** • **Awards & recognitions** received	**15%**	
Organizational Readiness	• **Ability to pivot** (is the business model restrictive or are multiple use cases possible?) • What are the **future hiring expectations** of the founders? • Start-up **tightly coupled** with other companies/PE/VCs?	**15%**	

How will start-up interactions take place going forward

1 Option 1 companies

- 2 **online** start-up connects in group setting
- 2 **in-person** startup connects in group setting

2 Option 2 companies

- All start-up connects in group setting
- 2 **online** start-up connects (Individual)
- 1 **in-person** start-up connect (Individual)

Upcoming Events

Option 1:

- **5th October 2023**(2:00 PM - 7:15 PM)
- December 2023 (In-person) - TBC
- February 2024 (Online) - TBC

Option 2:

- October 2023 (Online for Sansera) - TBC
- November 2023 (Online for Best Koki) - TBC

In-person start-up connect events:

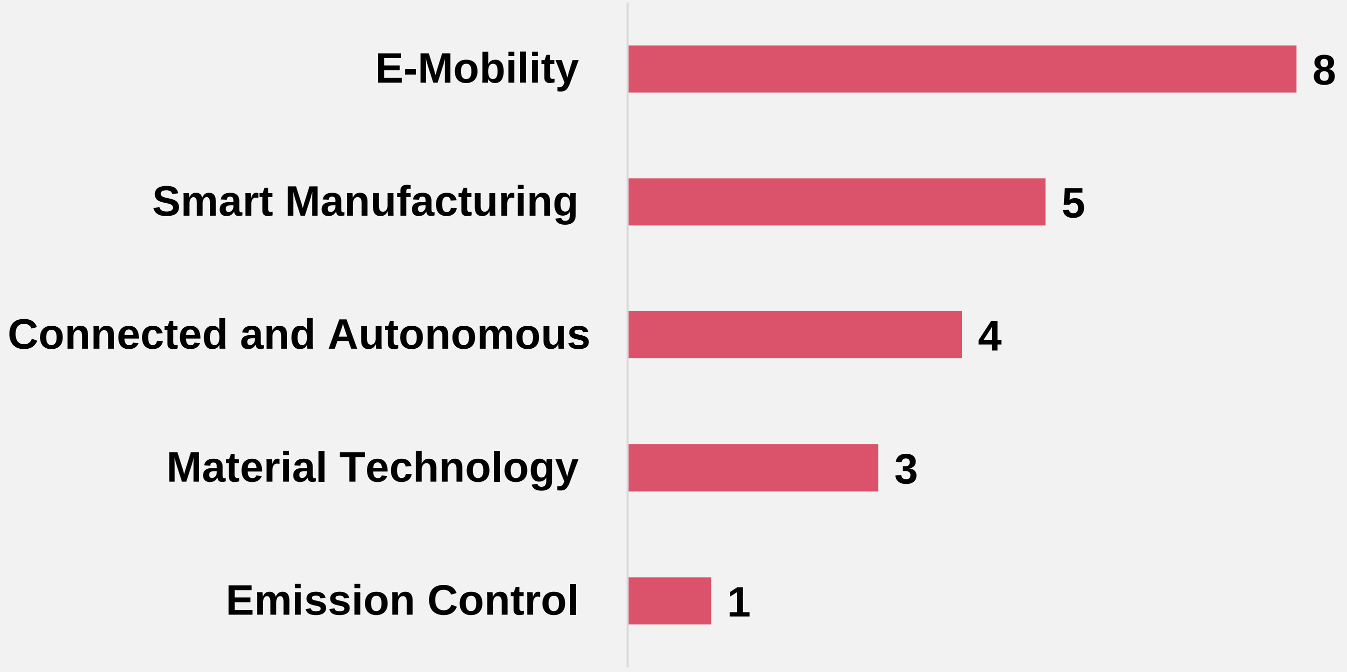
- Participating start-ups provided designated space to showcase products/solutions
- ACMA member companies walk the floor and interact with the start-ups

Online start-up connect events:

- For start-ups (primarily foreign) that are not able to attend in-person event
- 60 mins discussion with each start-up (20 mins presentation + 40 mins Q&A)

E-Mobility is the top theme of interest for ACMA companies

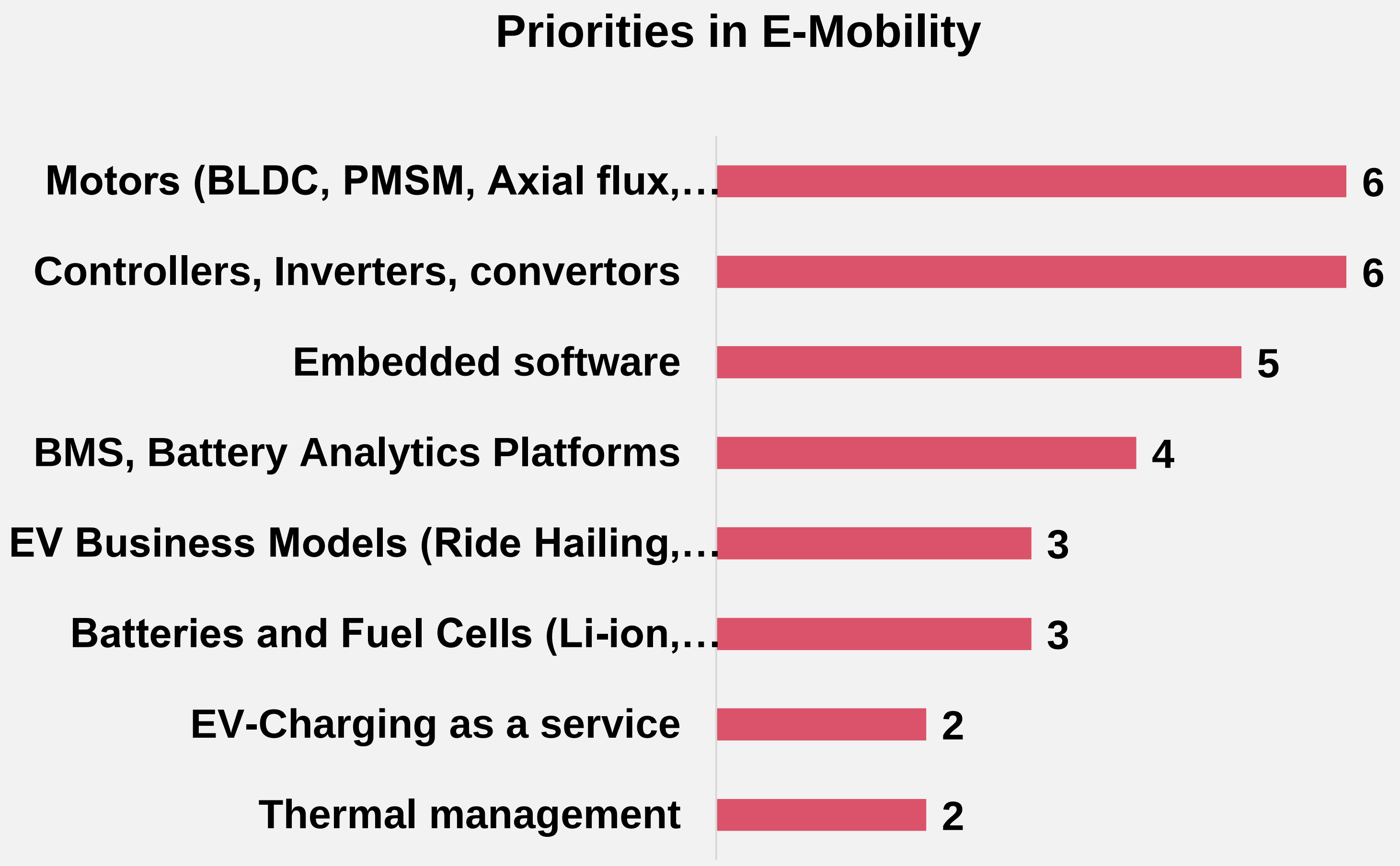
Key Focus Areas of the 10 ACMA Companies in Option 1



Top Priority Areas

- **Developing capability in e-mobility particularly EV components** is the top priority with 8 out of the 10 companies highlighting the same
- **Companies also interested in smart manufacturing** (energy management, process automation etc.) and in **connected and autonomous technologies** (sensors, ADAS etc.)

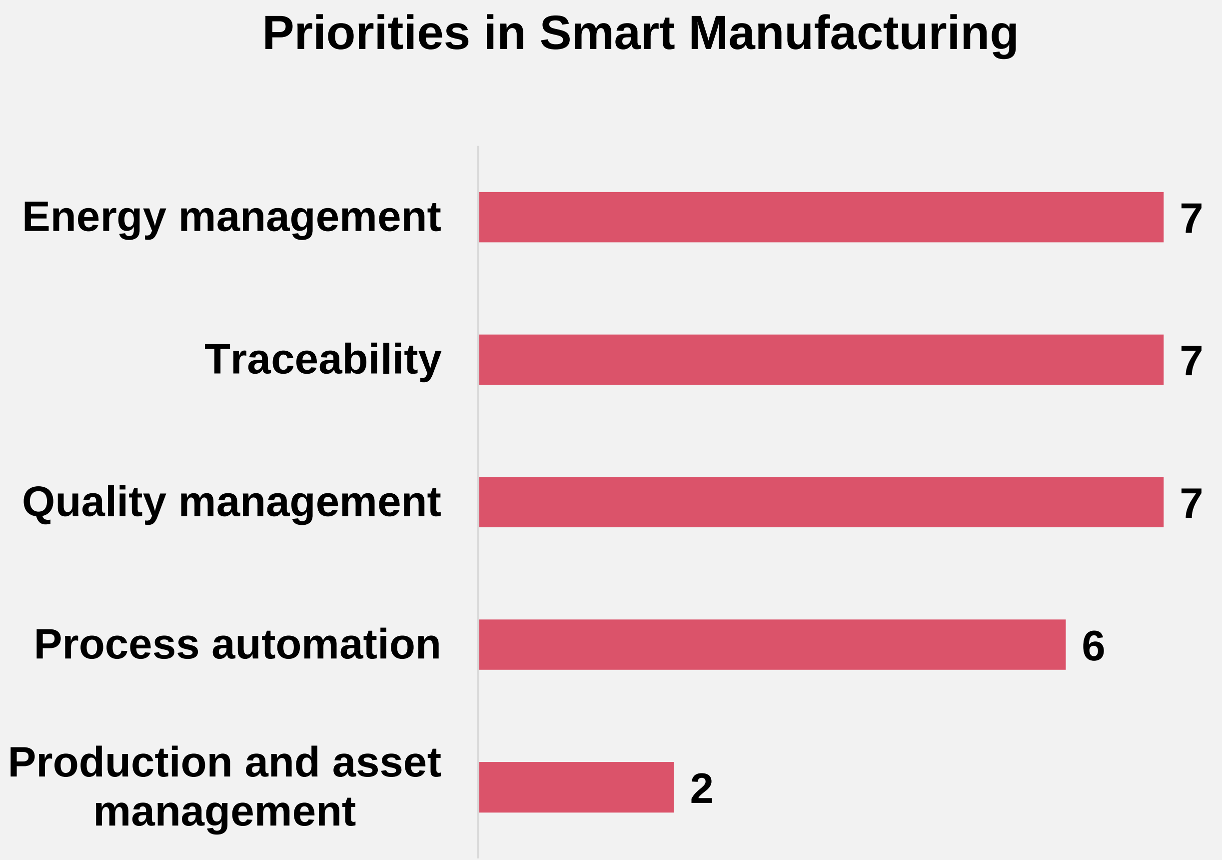
E-Mobility space preference – Motors, controllers and BMS



Top Priority Areas

- Motors and controllers along with embedded software and battery analytics & management remain the top priority with 5-6 out of 10 companies interested
- EV Charging and related business models, , and batteries and fuel cells and battery thermal management low on priority list

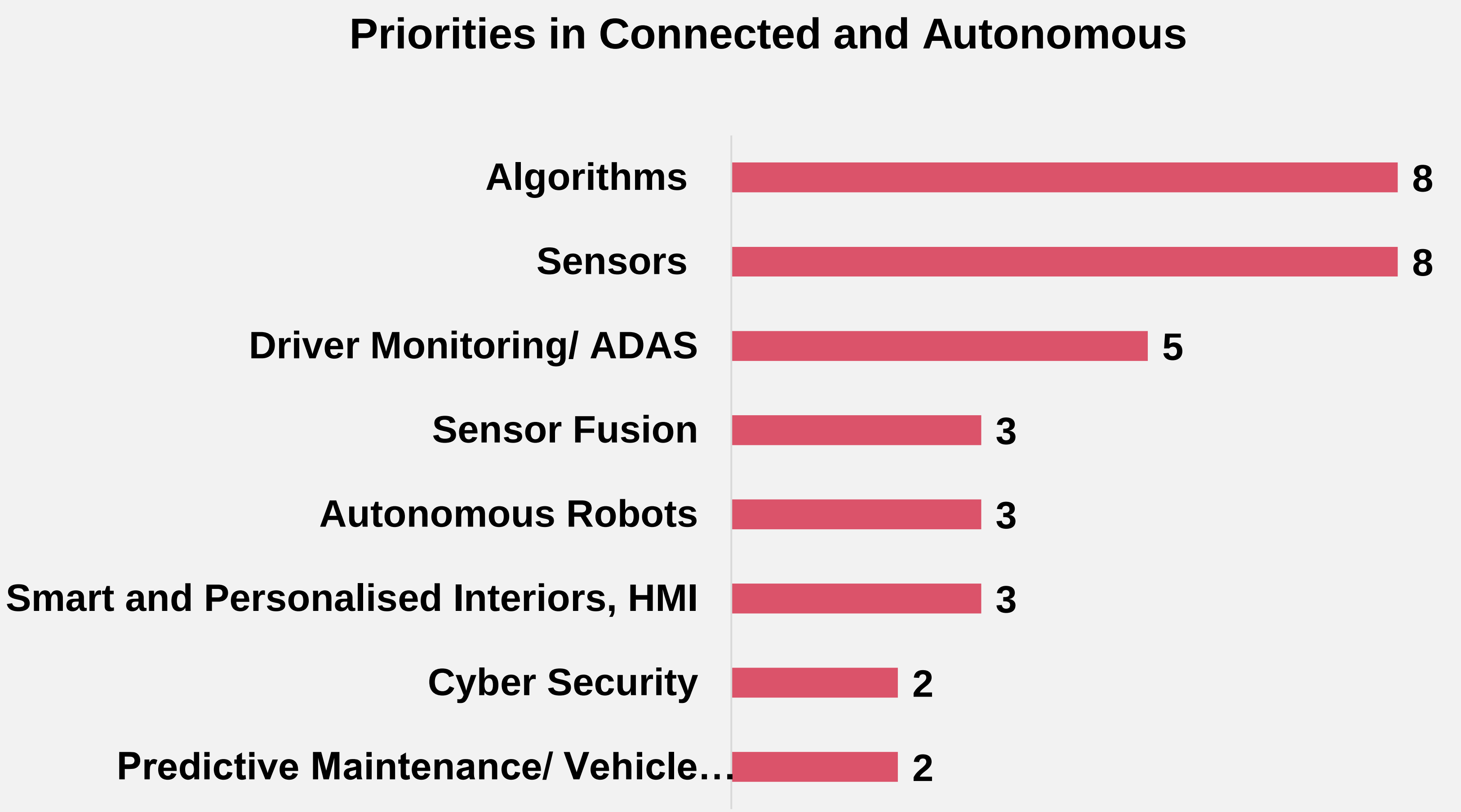
Smart Manufacturing space preference – Energy Management , Traceability and Quality management



Top Priority Areas

- **Energy Management, traceability and quality management are the top priorities with 7 of 10 companies considering it an area of focus**
- **Process automation comes in 2nd with relatively fewer members considering it a focus area**
- **Production and asset management a low priority**

Connected and Autonomous space preference – Algorithms and sensors for enhanced vehicle connectivity



Top Priority Areas

- Algorithms (for perception, planning etc.) and sensors(computer vision, LiDAR etc.) for enhanced vehicle connectivity form the top priority topics for companies
- Other areas such as ADAS and driver monitoring also of interest

Finalization of priority areas/ themes

Initial going in view

1st Priority

Focus of Year 3 (Majority of start-ups from these areas)

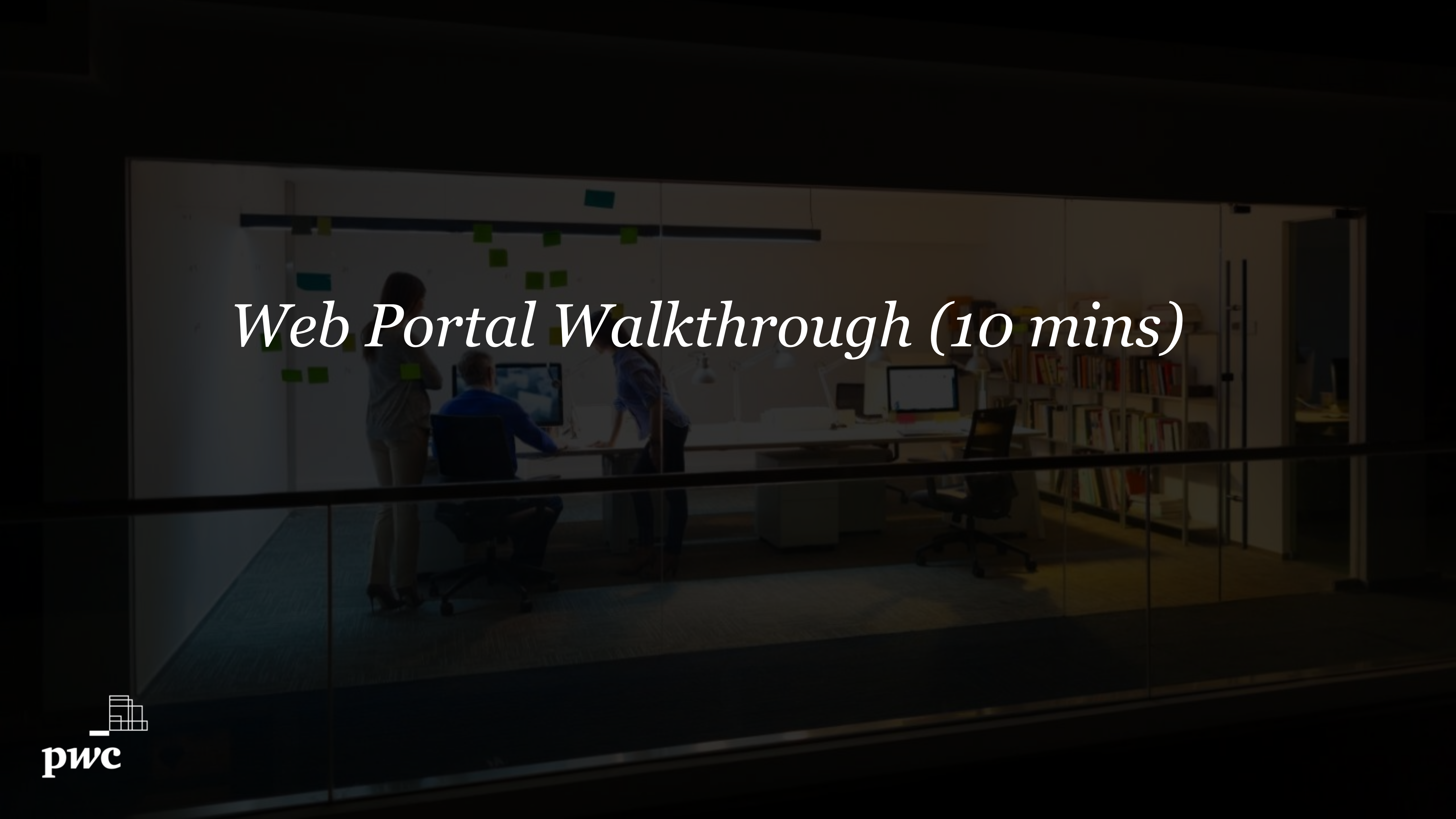
E-Mobility	Smart Manufacturing	Connected and Autonomous	Material Technology	Emission Control
• Motors • Controllers • Inverters • Embedded software • Battery tech and BMS	• Energy Management • Traceability • Quality Management • Process Automation	• Algorithms and sensors • Driver monitoring and ADAS • HMI and personalized interiors	• Light-weighting material	• Hydrogen Fuel Cell

2nd Priority

Relatively fewer start-ups introduced from these areas

E-Mobility	Smart Manufacturing	Connected and Autonomous	Emission Control
• Batteries and fuel cells • Thermal management • EV charging and other business models	• Asset management	• Cybersecurity • Sensor Fusion • Vehicle/Product Diagnostics • Automated robots	• Alternate fuels • Retrofit devices

Web Portal Walkthrough (10 mins)

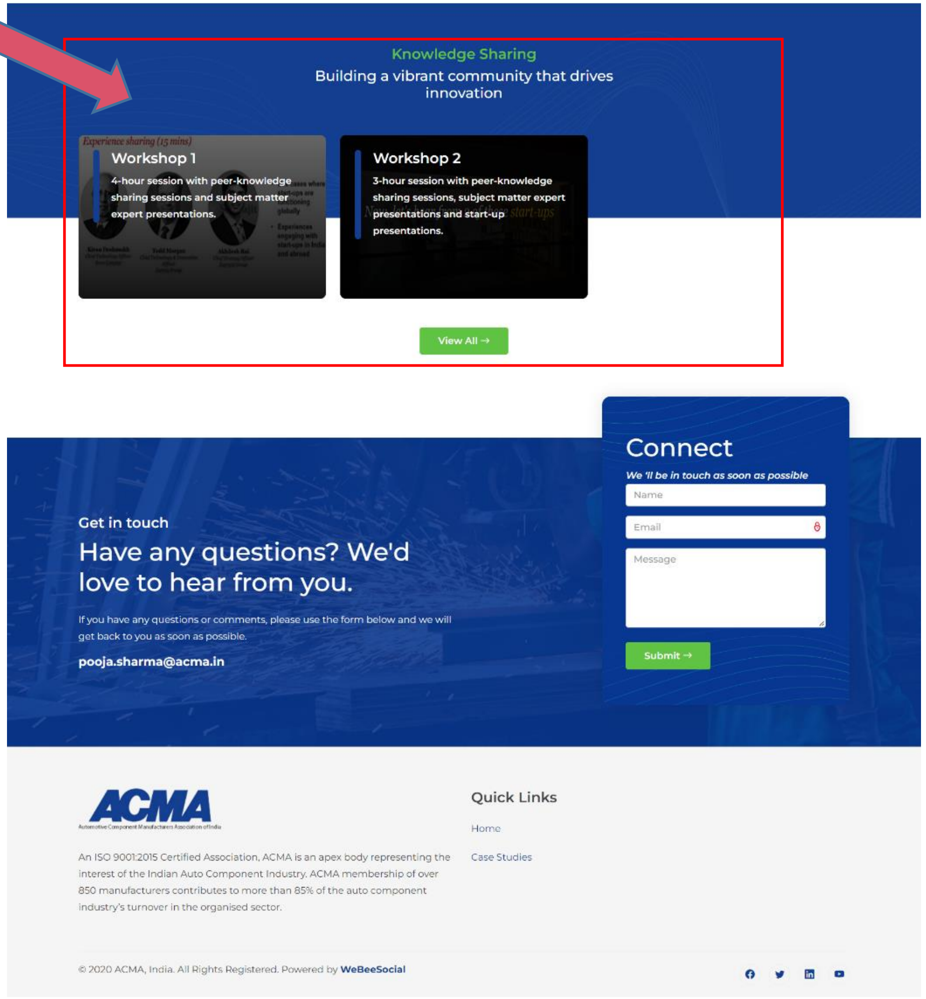


ACMA *Web Portal* – A one-stop shop for the ACMA Start-up Initiative

ACMA Start-up Portal Homepage –

1. **Case Studies** from Year 1 and Year 2, which highlight the collaborations finalized or in process of being finalized.
2. **Knowledge Sharing:** Decks from Workshops conducted in Year 1 and 2

2.



1.

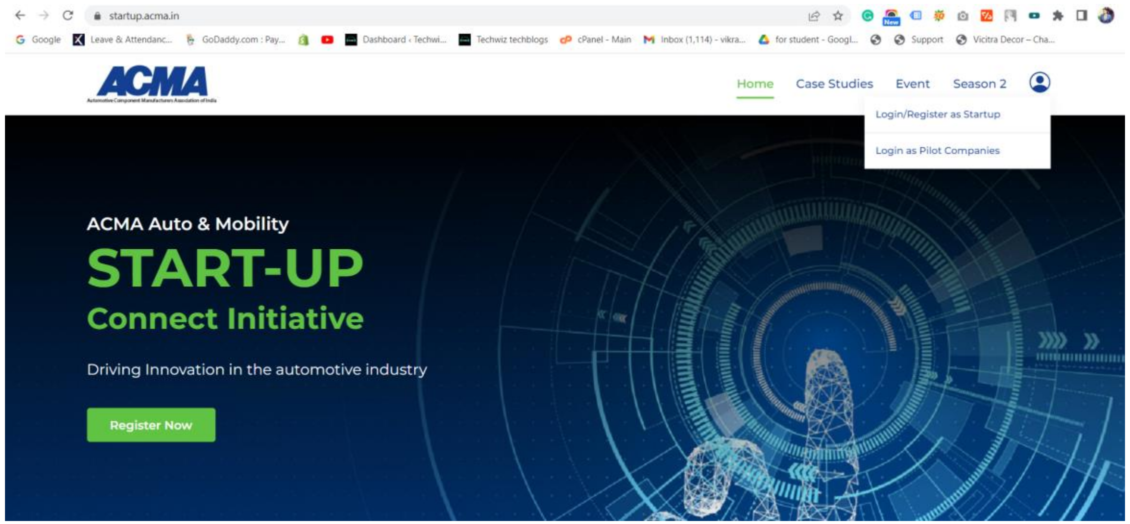
ACMA *Web Portal* – Logging in to your accounts

On top-right when in homepage –

1. Click on the “icon” -> Click on “Login as Pilot Companies”

2. Fill in the log-in credentials shared by ACMA

1.



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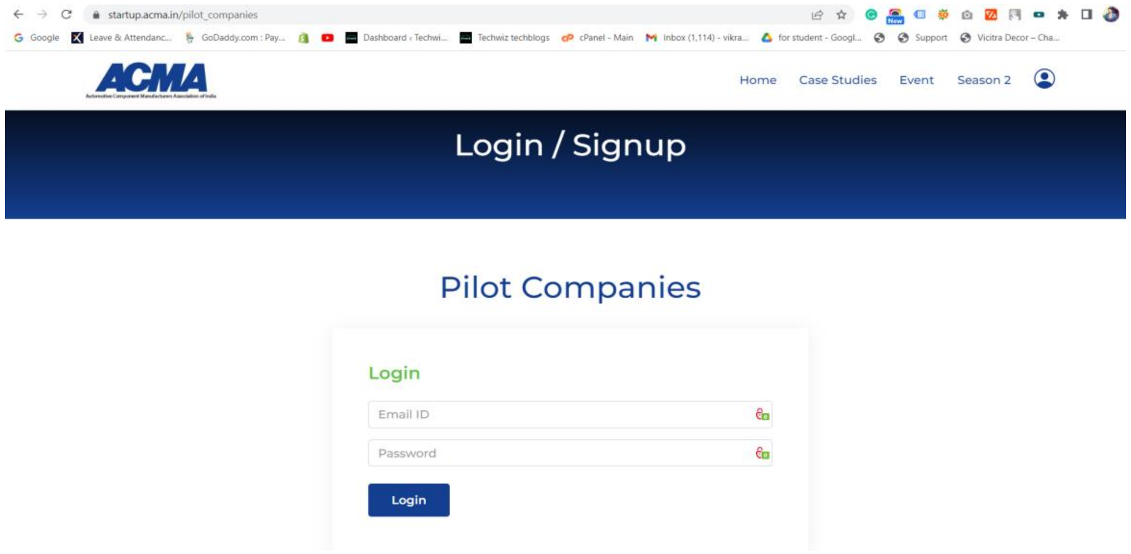
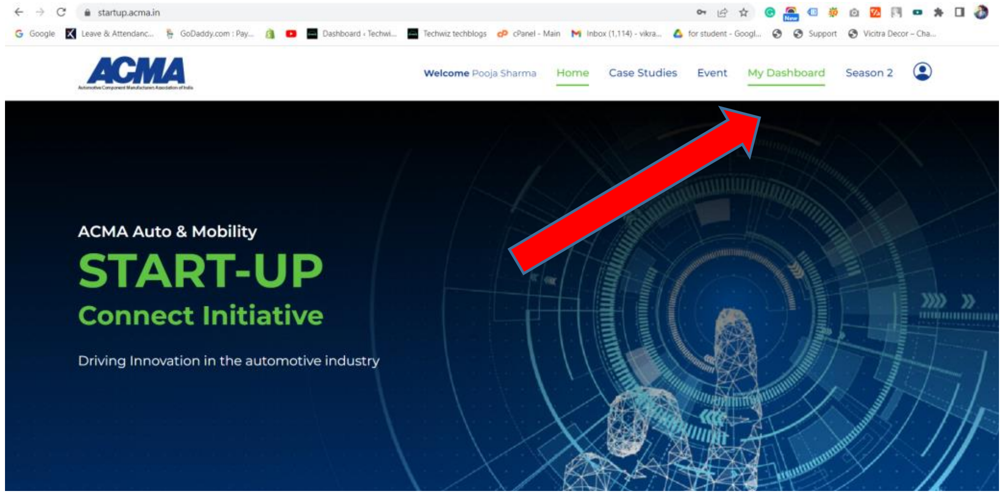


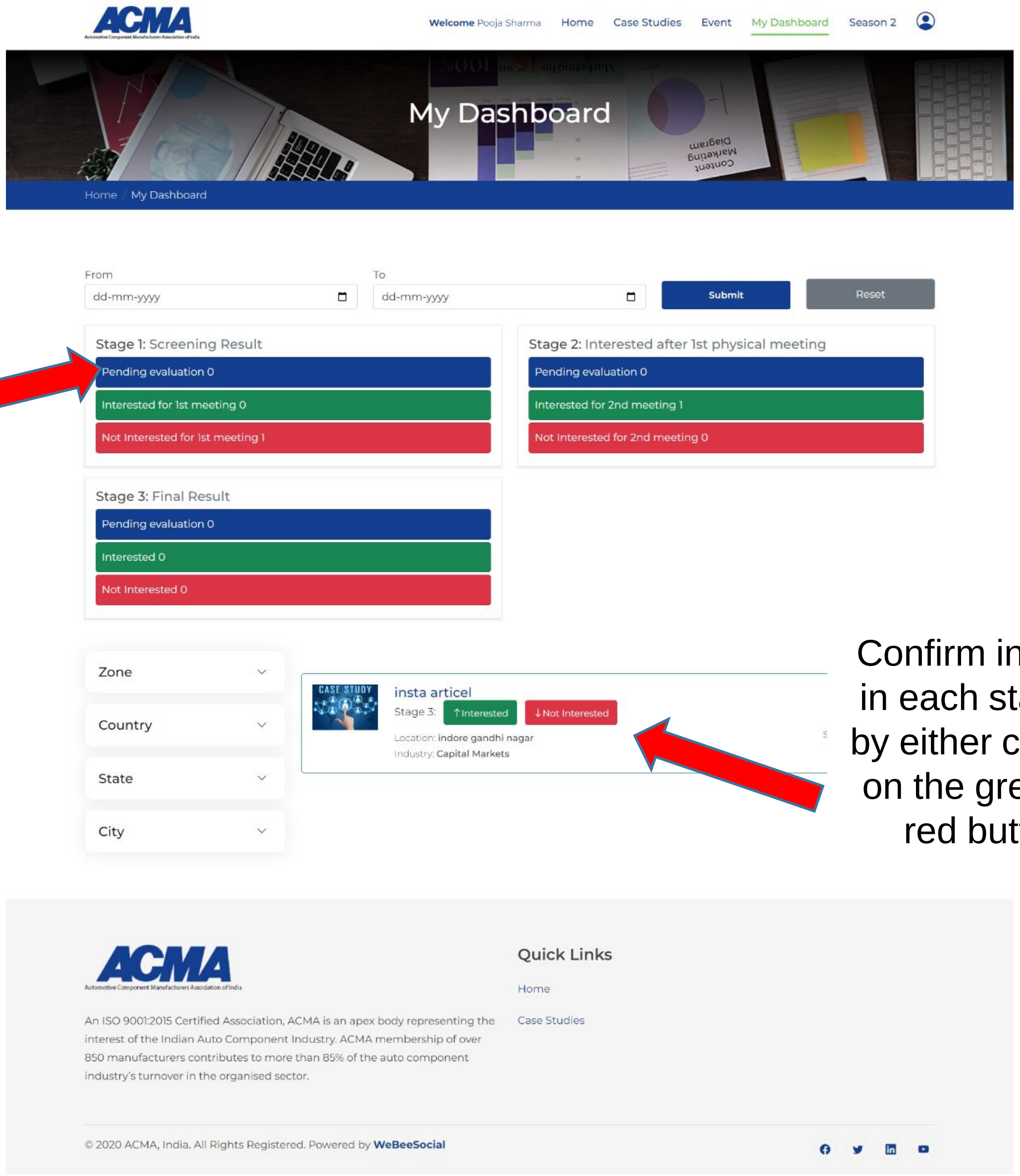
ACMA *Web Portal* – Dashboard and expressing interest



After clicking "My Dashboard", you will be transported to the page on the right.

Here 3 stages are defined:

1. **Screening –** Start-ups once registered on the portal will show in this stage.
2. **Interest after 1st meeting:** If interested, then will be connected with start-up on 1:1 basis
3. **Final Result –** If collaboration is finalized after 1:1 discussions



Confirm interest in each start-up by either clicking on the green or red button

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Program Schedule

Month	Option 1 companies	Sansera Engineering ltd.	Shriram Pistons and Rings Ltd	Hodek Vibration Technologies Private Limited	Best Koki Automotive Pvt Ltd.	Anand Automotive Private Limited	Sona Comstar
Aug'23	1:1 interactions with all ACMA member companies						
Sep'23	Workshop with all ACMA member companies (Week-3)						
Oct'23	**Online interaction No. 1**	Online Interaction No. 1 (Week-3)					
Nov'23			Online Interaction No. 1 (Week-3)		Online Interaction No. 1 (Week-2)	In-person Interaction No.1 (Week-4)	
Dec'23	In-person interaction No. 1			Online Interaction No. 1 (Week-3)			Online Interaction No. 1 (Week-4)
Jan'24		In-person Interaction No.1 (Week-1)			In-person Interaction No.1 (Week-3)	Online Interaction No. 1 (Week-4)	
Feb'24	Online interaction No. 2		In-person Interaction No.1 (Week-2)				Online Interaction No. 2 (Week-3)
Mar'24				In-person Interaction No.1 (Week-1)	Online Interaction No. 2 (Week-2)		In-person Interaction No.1 (Week-4)
Apr'24	In-person interaction No. 2	Online Interaction No. 2 (Week-2)				Online Interaction No. 2 (Week-4)	
May'24			Online Interaction No. 2 (Week-1)	Online Interaction No. 2 (Week-2)			

Next

Plenary event in May(Week 4) for official closure of the program

Immediate next steps

1st online group interaction meeting → **5th October** → **2:00 PM to 7:15 PM**

- **Calendar invite for the meeting will be shared shortly by ACMA**
- **Start-up profiles of the start-ups participating in the event will be shared shortly**

Start-up profiles: Online start-up interaction on 05th October 2022

SI	Start-up Name (Country)	Theme	Brief Description
1	**Ideas and Motion** (Italy)	E-Mobility	Traction inverter ECUs i.e. motor control for e-motors from 2kVA to 200kVA for (light) electric vehicles from 2 to 4-wheelers. Integration of control logic, power electronics, vehicle control unit (drive modes) and body control (lights, throttle, brakes...) into a single ECU. Complete HW and SW development inhouse. Clients: Bosch, CNH
2	**Carbon Waters SAS** (France)	Material Technology	Their graphene material technology influences the following: 1. Thermal conductivity opening the development of new battery management systems. 2. On surface protection allowing new non-toxic anticorrosion coatings systems as well as barrier membrane for storage and transportation structures. Clients: Poclain,Safran
3	**Scale Advanced Biocomposites** (France)	Material Technology	Developer of natural fibre composite reinforcements. Delivers all the benefits of the carbon fibre used in cars, without the pollution and emission related drawbacks of it via the use of natural fibre composites
4	**Inspekto** (Israel)	Smart Manufacturing	Inspekto streamlines the visual quality inspection (self-supervised inspection AI) and analytics for the production line, immediate-to-setup products instead of the current integrator-centric projects. Clients: Siemens, Bosch, Daimler
5	**Minespider** (Germany)	Smart Manufacturing	Blockchain traceability platform. Solutions include: 1. Product passport: material and component traceability 2. Battery supply chain traceability. Clients: Ford, Renault

Start-up profiles will be made available on the ACMA Start-up portal shortly

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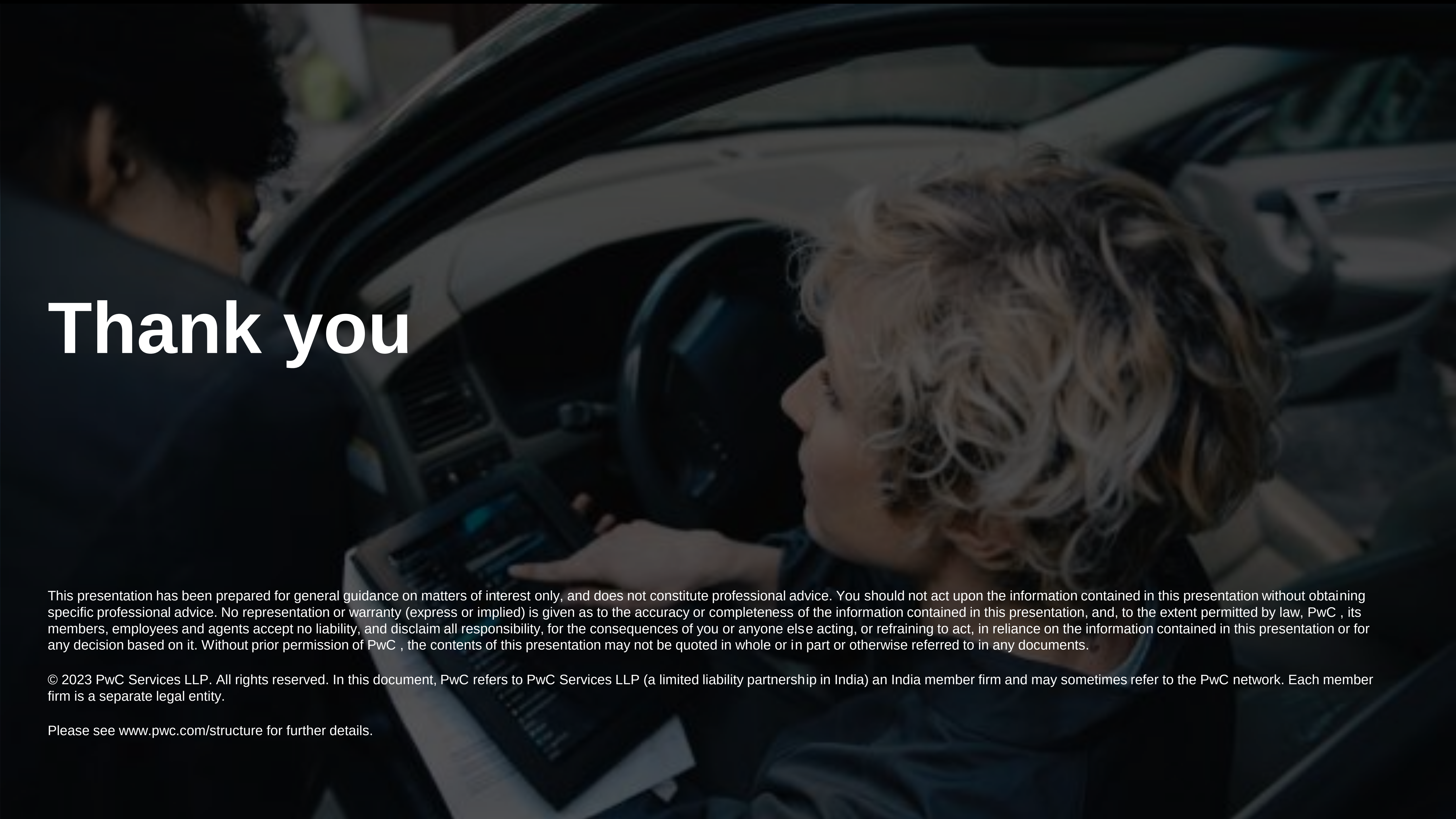

Thank you