



INVESTOR DAY



Co-creation

Customers Partners

Lakshmanan Chidambaram

Co-creation with Auto OEM Major

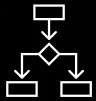
Leveraging a “living lab” for FactoryNXT



Estimated 260 Bn* global spend by 2030 in Factory Digitization



Flexible & Agile Production Line



Outcome Assurance



Single platform addressing entire plant value chain

* Acumen Research and Consulting

Value Creation through FactoryNXT



50% Productivity Improvement



40% Reduction in Manufacturing Conversion Cost



30% Energy Consumption Reduction



Zero Defect Stages – 70% Improvement



2000+ Machines connected for TBM & CBM

Co-creation with an Auto OEM Major

Leveraging focus on EV Engineering



Estimated EV R&D global spend for 2023 is 255 Bn*



Leap to become the leader in EV space



Differentiated capability to offer e-axle solution end to end.



* Acumen Research and Consulting

Electrification Disruption: Opportunity Scape



Vehicle



- Top Hat Design (Interiors + Exteriors)
- User Experience & Digital Cockpit
- Materials Selection



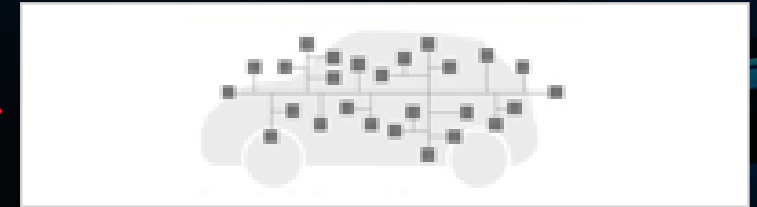
Manufacturing
I4.0 & Supply Chain



- Platform Design & Development
- Component Design & Development
- MIH Alliance
- Platform Benchmarking
- Vehicle Integration & Validation



Infrastructure &
Connected Experiences



- Vehicle Software Development
- ECU SW Lifecycle
- Autonomous & Connectivity
- E/E Architecture/ Zonal HPC
- Automotive OS and Automotive Cloud
- Charger Management System

Co-creation with the EPC Leader

Partnership for digitalization and connectivity for the EPC and O&M market



Industry 4.0 Market to reach USD 254B by 2028*



Expand market presence through captive Engineering clients of the EPC leader



Leverage deep technical domain expertise and grow the platform/digital engineering business



Build brand recognition and digital stewardship in Oil & Gas, Utilities, Mining, and Petro-chemical industry

*Vantage Market Research

Co-creation with a leading Auto OEM

Augmented Reality solution for Aftermarket Technical support



AR/VR Market estimated to grow to 450 Billion* by 2030



Proven Co-creation with the customer - Deployed to over 4000 dealerships globally



Right expertise on demand – 80% first interaction resolution



Powerful potential for repeatability – 287,000 Technician and 134 million repair orders in NA Auto alone

* Acumen Research and Consulting

Co-creation with Tier 1 Japanese Partner

JV to leverage deep understanding of Japan's automotive sector to provide digital engineering services



Japan ER&D market estimated to be over \$ 50Bn



Combining business experience in Japan with advanced engineering and development expertise



Provide 360° solutions for autonomous, EV and connected cars

Co-creation with Large Scale Product & Platform Partner

Partnership to create technology that will underpin the world's first cognitive community



Estimated spend of \$ 100 Bn on technology for the smart city



Cognitive Lens: Real-time situational awareness



Digital Twin Platform: BIM (Building information modeling)



Metaverse: Enterprises for collaboration

Impact



Cross leveraging of strengths and relationships



Expansion into new markets



Enhancing offerings by bringing domain experience



Thought leadership and brand enhancement



New and non-linear revenue streams

