

WABCO

Mobilizing Vehicle Intelligence

WABCO INDIA LIMITED

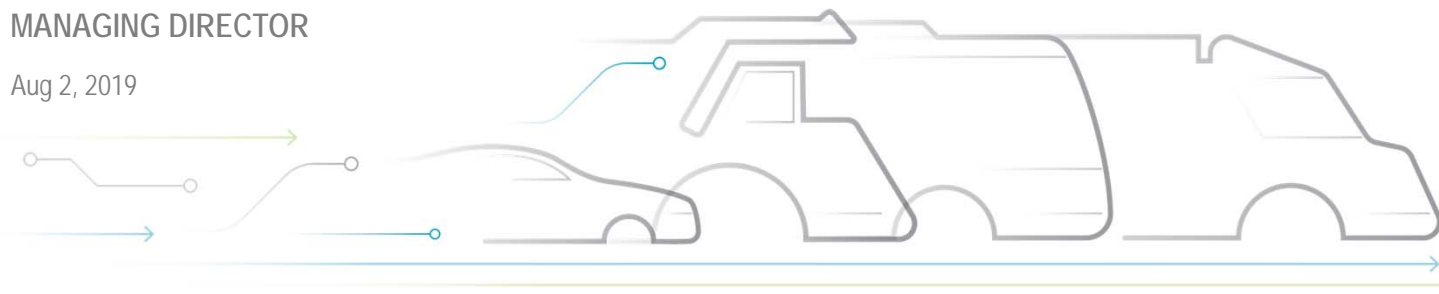
-INVESTOR DAY 2019

MUMBAI

P. Kaniappan

MANAGING DIRECTOR

Aug 2, 2019



ACE AUTONOMOUS
CONNECTED
ELECTRIC

YOUR WABCO HOSTS



M Lakshminarayan
Chairman-WABCO India



P. Kaniappan
Managing Director-
WABCO India



Sean Deason
Chief Financial Officer
- WABCO Holdings Inc.



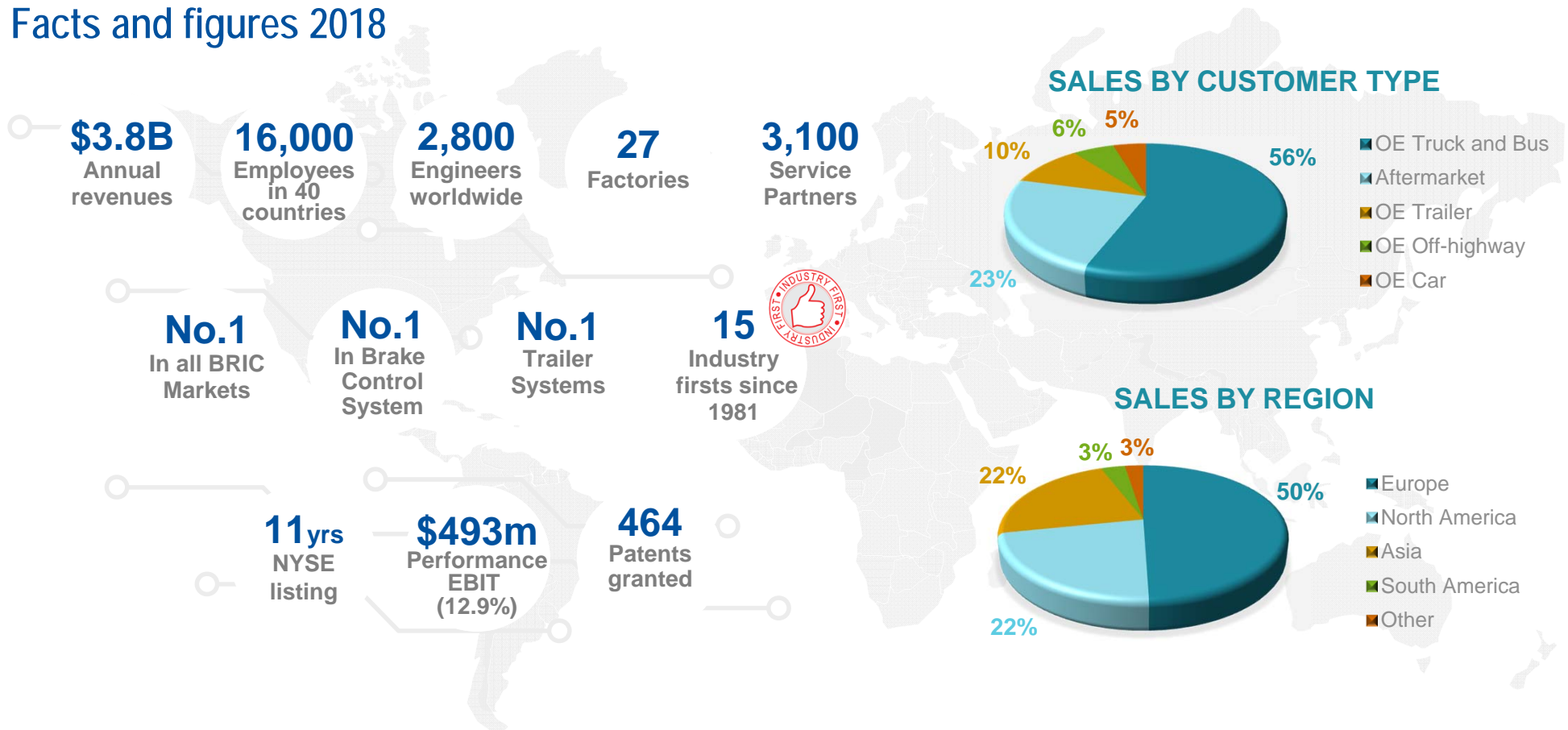
R.S. Raja Gopal Sastry
Chief Financial Officer-
WABCO India

SAFE HARBOR STATEMENT

Statements in this document describing the Company's objectives, projections, estimates and expectations may be "forward looking statements" within the meaning of applicable securities laws and regulations. Actual results could differ materially from those expressed or implied due to many factors. Important factors that could make a difference to the Company's operations include, among others, economic conditions affecting demand / supply and price conditions in the domestic and overseas markets in which the Company operates, changes in the Government regulations, tax laws and other statutes and incidental factors. The Company does not undertake any obligation to update such forward-looking statements. All market and industry data are based on Company estimates.

THE CV INDUSTRY'S TECHNOLOGY INNOVATOR

Facts and figures 2018



A RICH PORTFOLIO OF TECHNOLOGIES

Air Management Systems



Compressors



Air Processing

Suspension Control



Car Products



Digital Services



EBS & ESC



Air Brake Valves



ABS



= Braking Control

Wheel End Solutions



Electronic Controls & Monitoring Systems



Transmission Automation



Steering Control



OUR VALUE CREATION PROPOSITION



ANTICIPATING THE EVOLUTION OF OUR INDUSTRY

Mega Trends



Population Growth, Urbanization & Smart Infrastructure



Regulatory Push for Greener Environment



Increasingly Complex Customer Needs



Exponential Growth of New Technologies

Commercial Transportation Requirements

Segmentation of Commercial Vehicles



Long Haul Transportation



Urban / Suburban Transportation



Off-Highway Application

Impact on Commercial Vehicles Requirements



AUTONOMOUS

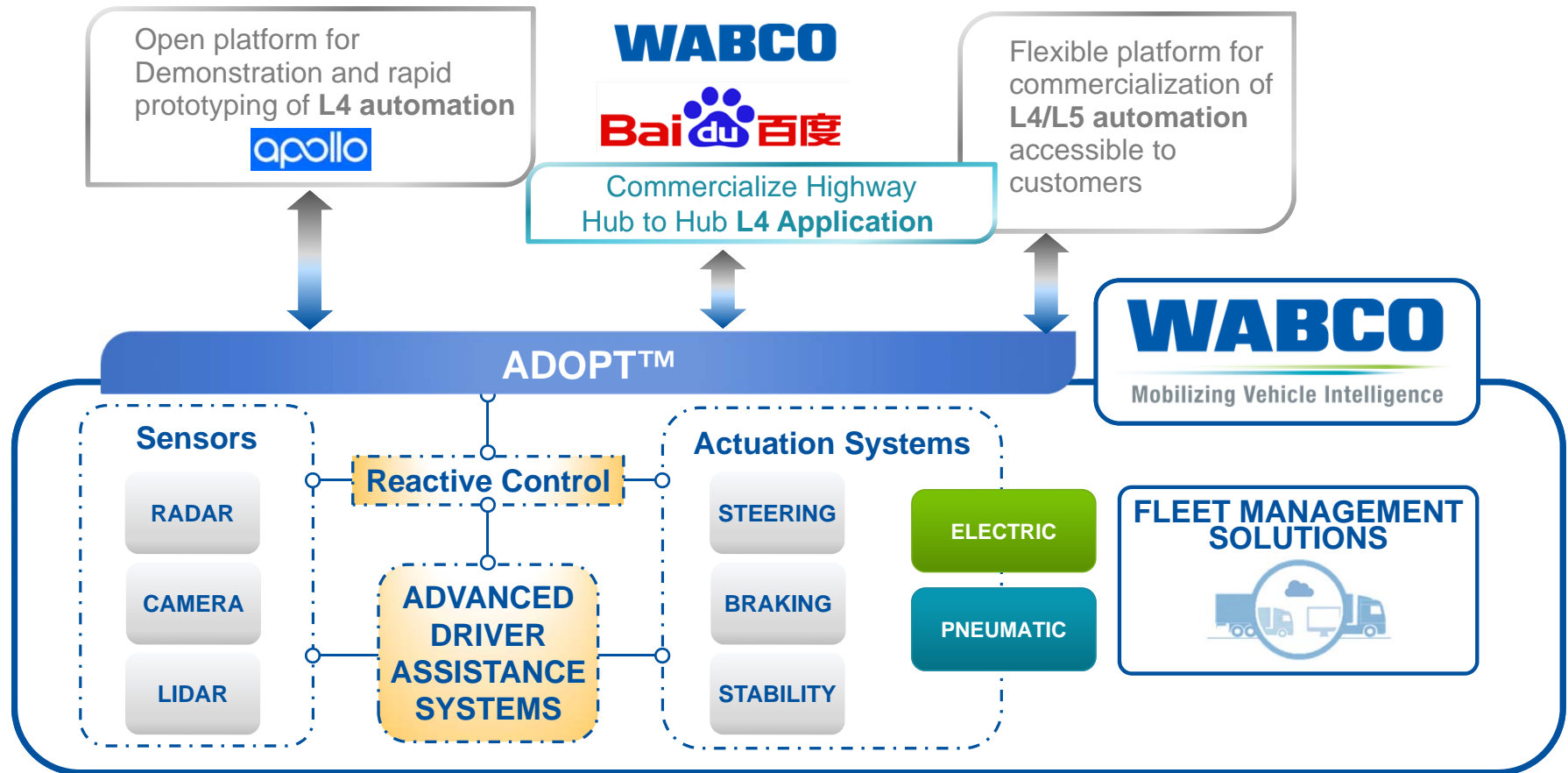


ELECTRIC



CONNECTED

ESTABLISHING AN ECOSYSTEM FOR AUTONOMOUS DRIVING



DRIVING VEHICLE EFFICIENCY & SUSTAINABILITY

Fuel Efficiency



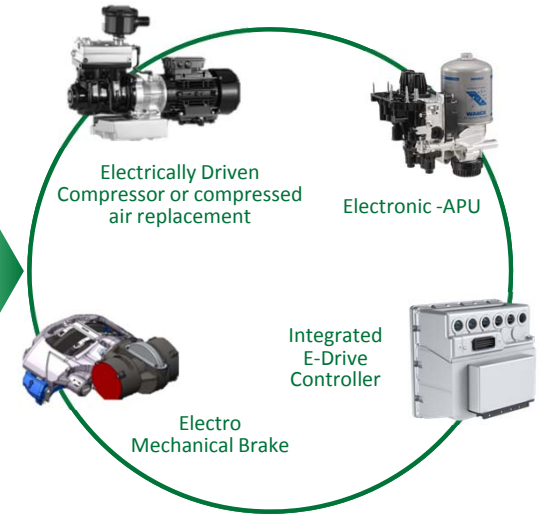
Weight Reduction

Energy Recuperation

Hybrid EBS

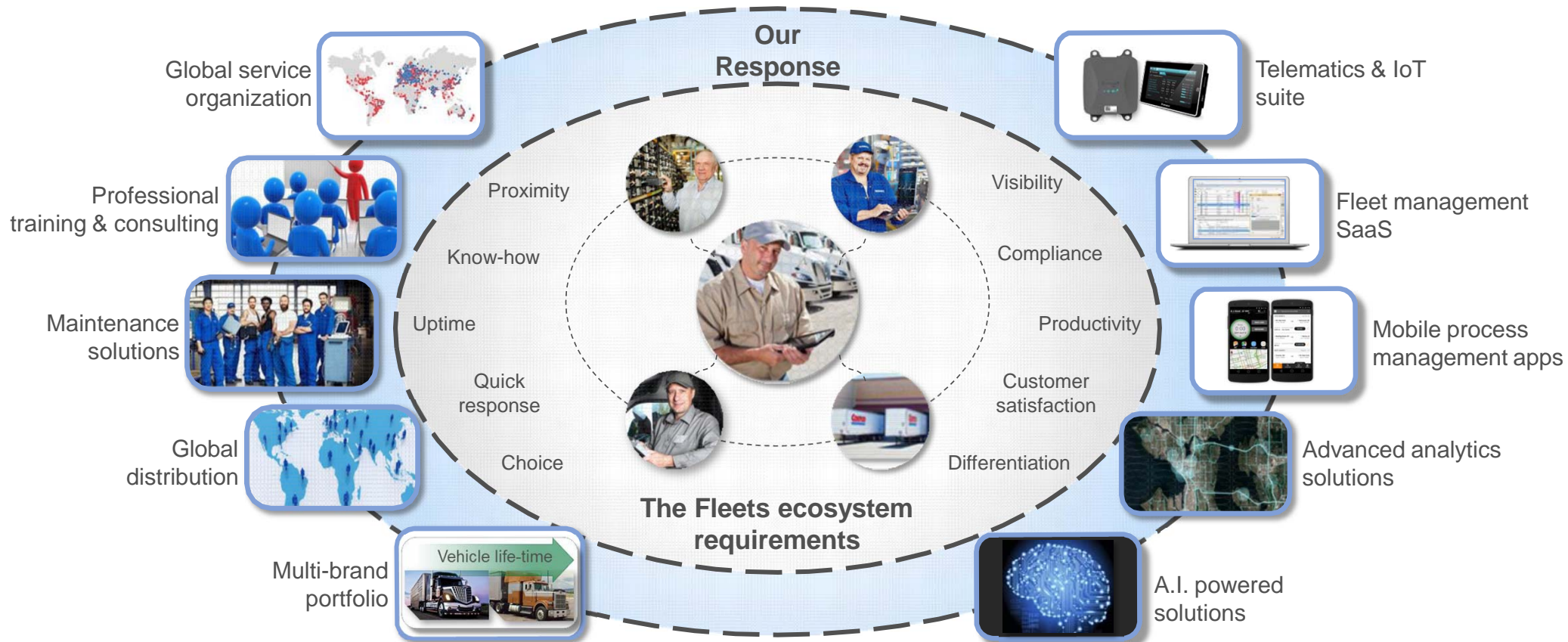


Vehicle Electrification

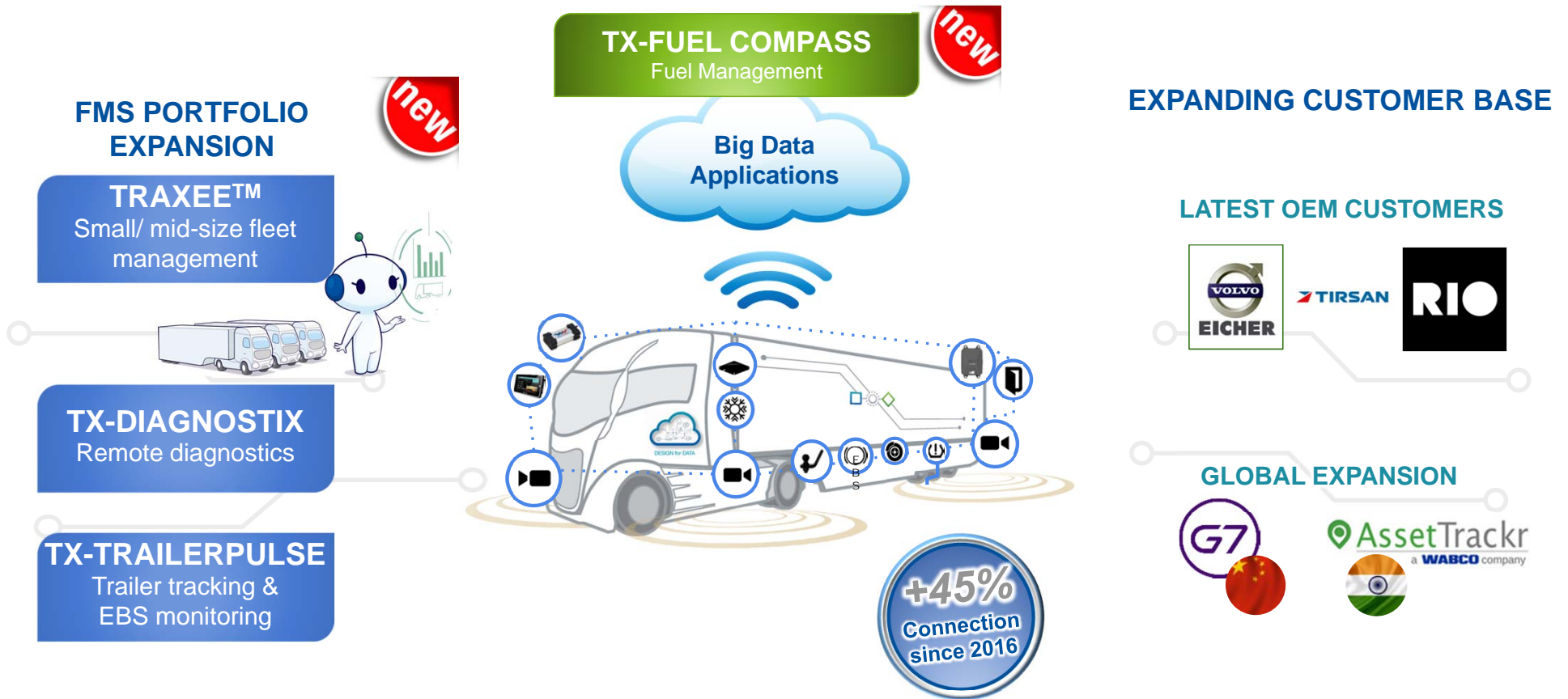


A STRATEGY ANCHORED AROUND THE FLEETS

A unique offering of services and digital solutions in a connected ecosystem



MOBILIZING VEHICLE INTELLIGENCE FOR FLEETS



AGREEMENT – ZF & WABCO HOLDINGS INC., US

WABCO Holdings Inc. US.

| | |
|---------------------------|---|
| 28 th March 19 | WABCO Holdings Inc., US, - definitive merger agreement with ZF Friedrichshafen |
| | ZF to acquire - all outstanding shares for \$ 136.50 per share (value of over \$ 7 billion) |
| | Unanimously approved by the WABCO Holdings - Board of Directors |
| 27 th June 19 | WABCO Holdings - Shareholders approved |
| By early 2020 | Other regulatory approvals – Merger expected to be complete |

WABCO India Ltd.

| | |
|----------------------------|--|
| 2 nd April 2019 | Public announcement of offer by ZF for acquisition of up to 47,41,900 publically held shares of WABCO India Ltd., (25%) @ Rs.6,318 per share |
| Conclusion of the Merger | Will result in Indirect acquisition of 75% shares in WABCO India Ltd. |

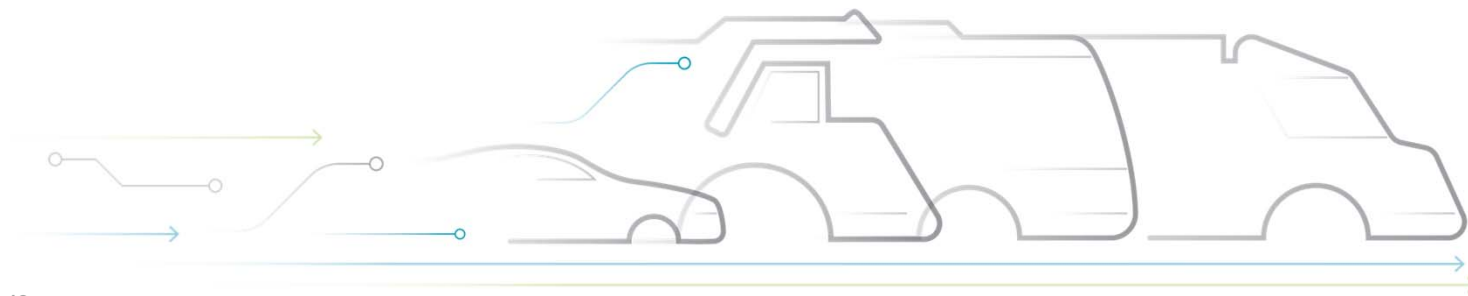
- Based in Friedrichshafen, Germany
- Owned by 2 foundations.
- Global workforce of over 148,000
- With approximately 230 locations
- Presence in 40 countries.



Strategic rationale

- Right combination at the right price & time
- History of successful collaboration
- Strategic fit is compelling
- Anticipation of transforming industry landscape
 - Increasing Strategic Complexity
 - Competition
 - Autonomous, Connected & Electric
 - Significant Investments

WABCO INDIA



ACE
AUTONOMOUS
CONNECTED
ELECTRIC

WABCO INDIA : FUTURE READY ON NEW PILLARS OF DIFFERENTIATION



Delivering strong business performance driven by continuous improvement and total employee involvement

Center of excellence for frugal innovation, digitalization, global software development and smart manufacturing

Strategic initiatives in place to achieve topline growth during the strategic annual plan horizon

WABCO INDIA : FUTURE READY ON NEW PILLARS OF DIFFERENTIATION

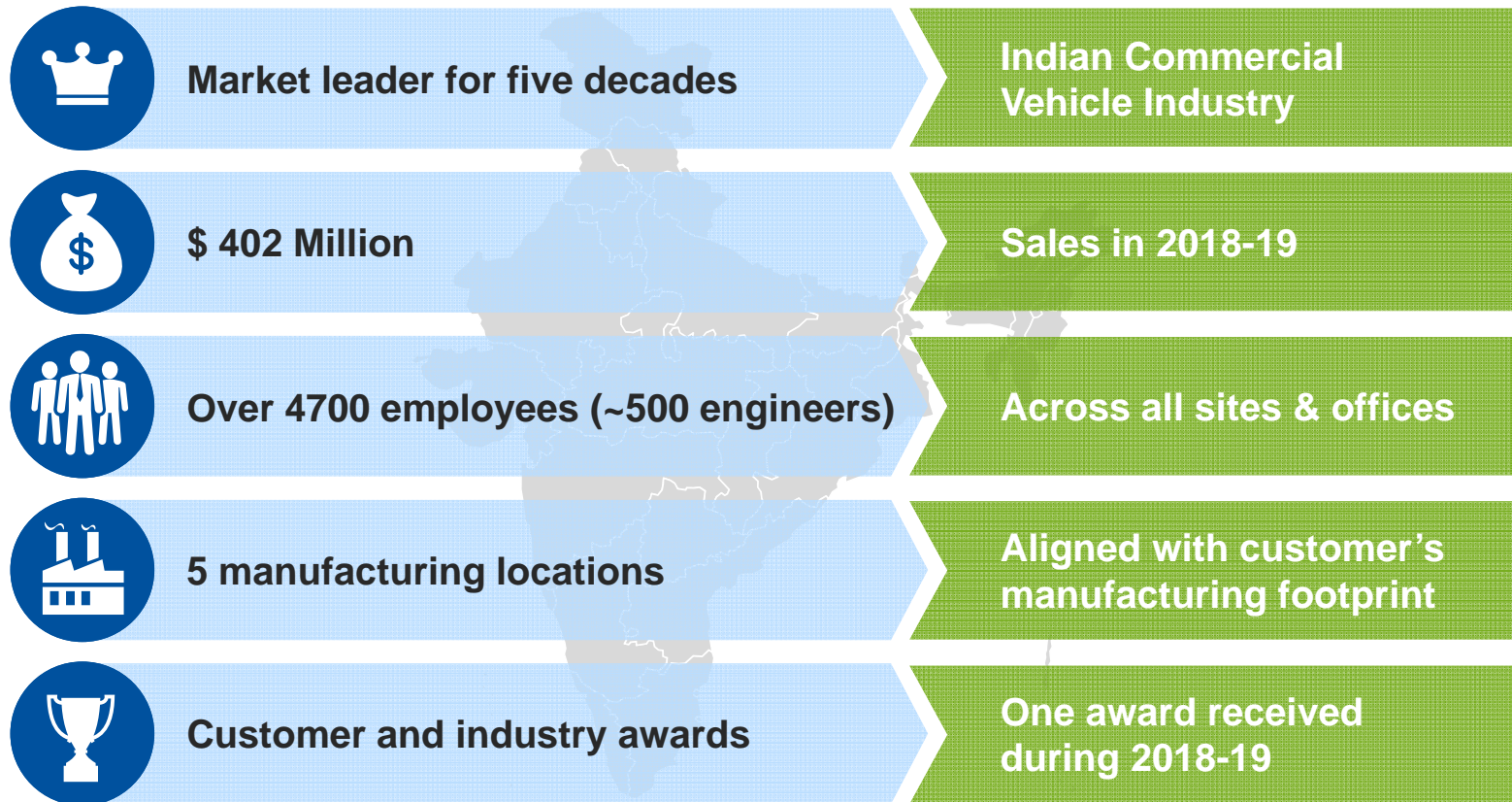


Delivering strong business performance driven by continuous improvement and total employee involvement

Center of excellence for frugal innovation, digitalization, global software development and smart manufacturing

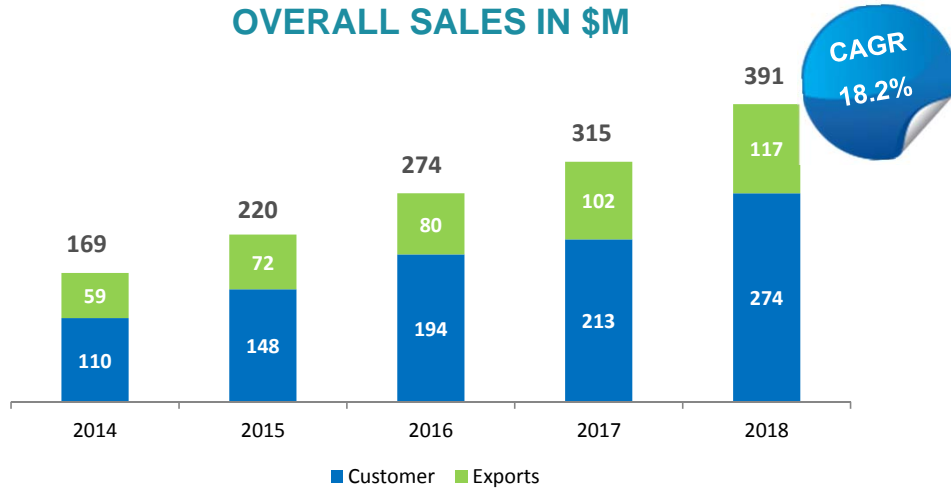
Strategic initiatives in place to achieve topline growth during the strategic annual plan horizon

A LEADING SUPPLIER OF TECHNOLOGIES AND SERVICES TO THE INDIAN CV INDUSTRY

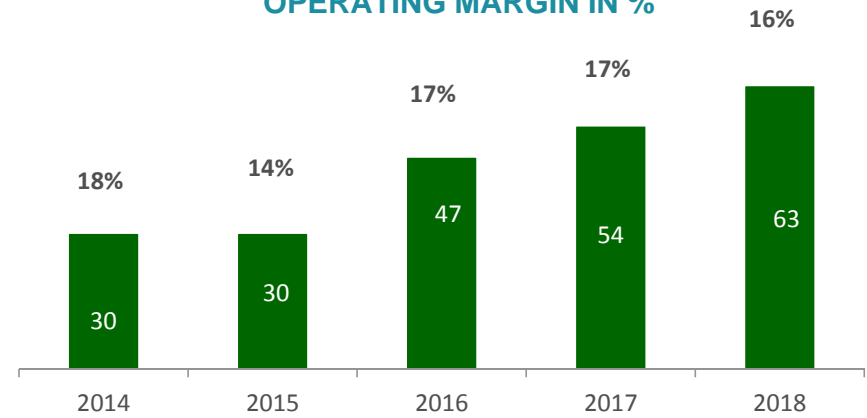


WABCO INDIA BUSINESS PERFORMANCE

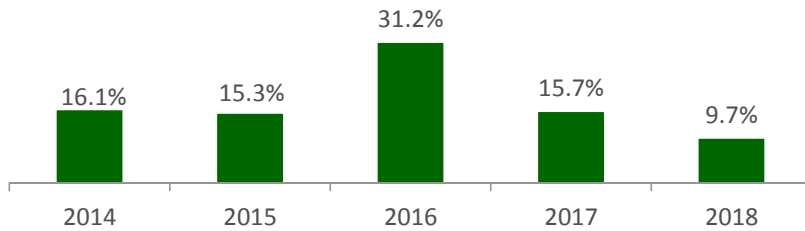
OVERALL SALES IN \$M



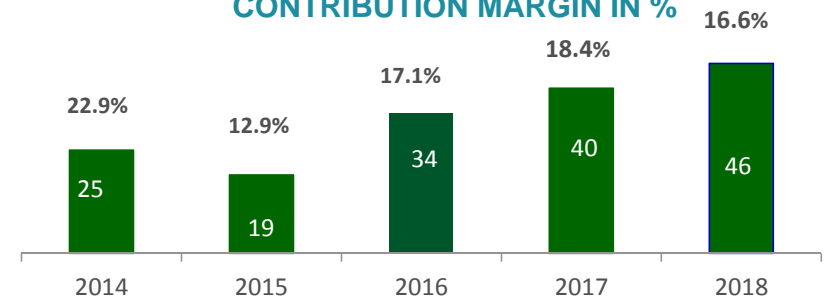
OPERATING RESULT IN \$M AND OPERATING MARGIN IN %



MARKET OUTPERFORMANCE



CONTRIBUTION INCOME IN \$M AND CONTRIBUTION MARGIN IN %



All figures are based on 2019 AOP rates

WABCO

WABCO INDIA : FUTURE READY ON NEW PILLARS OF DIFFERENTIATION



Delivering strong business performance driven by continuous improvement and total employee involvement

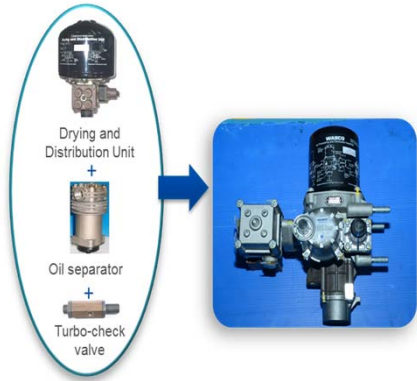
Center of excellence for frugal innovation, digitalization, global software development and smart manufacturing

Strategic initiatives in place to achieve topline growth during the strategic annual plan horizon

DRIVING NEW DIFFERENTIATION- NEXT STEP IN THE JOURNEY OF EXCELLENCE

FRUGAL INNOVATION

- Products redesign through VA/ VE analysis
- Manufacturing processes re-engineering
- Kaizen implementation
- Projects to refurbish and upgrade machinery



DIGITALIZATION

- Digital solutions partner for OEMs (Volvo Eicher, Daimler India) and fleets
- Robotic process automation journey commenced
- Data analytics center at the Ambattur site, Digital labs at GBS



GLOBAL SOFTWARE DEVELOPMENT

- Strong talent pool of about 330 engineers
- Majority of WABCO's software written in India
- 1st autonomous OH tractor with AMT



SMART MANUFACTURING →

- Developed own roadmap using industry 4.0 principles
- Leveraging competencies of in house manufacturing engineering team



WABCO INDIA : FUTURE READY ON NEW PILLARS OF DIFFERENTIATION



Delivering strong business performance driven by PACE leadership, continuous improvement and total employee involvement

Center of excellence for frugal innovation, digitalization, global software development and smart manufacturing

Strategic initiatives in place to achieve topline growth during the STRAP period

WABCO INDIA STRATEGY TO DRIVE TOPLINE GROWTH



Increase Penetration of Advanced Technologies

AMT
ADB
ESC
ADAS

Expand Product Portfolio Horizontally

Door System
Smart Suspension
Vehicle Harness
Hydraulic Brake System
Solenoids

Drive growth of Smart Digital Solutions Business

FMS
ITS (Intelligent Transport Solutions)
Data Analytics and SaaS

Position WABCO as leading partner for Autonomous Driving, Connectivity & Electrification

Drive Growth of FLEET SOLUTIONS

Access to Market
Advanced Retrofit
Smart Digital Solutions
New Products

Build teams with entrepreneurial mindset
Leverage emerging regulations in safety, efficiency and connectivity
Position WABCO as No.1 preferred supplier to OEMs and fleets through innovative solutions
Leverage Six Sigma approach and PACE framework

INDIA REGULATION – STATUS AND FORECAST (JULY 2019)

*** having impact on 2019

Regulation drives installation of products enhancing Efficiency, Safety and Connectivity

Red = in discussion

| Type | Status (February 2019) | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------|---|------|---|--|-------------------------|------|------|--|----------------------|
| Emission / Efficiency | BS IV BS VI | | BS IV (Nation wide) | Axle load increase *** | BS VI (Nation wide) *** | | | | |
| | | | | Fuel Efficiency targets for M3 & N3 BS IV vehicles | | | | CAFE | |
| Safety | 100% ABS for TB&C, Trailer & 2 Wheeler | | ABS for M3 / N3 Trailer ABS | ABS for M1 / M2 & 2 Wheeler ABS (New model 04/2018, existing models 04/19) *** | | | | | |
| | | | Speed Governor | | | | | | |
| | | | Trailer Code | | | | | ESC for M3 | ESC / AEBS for M & N |
| | | | Truck Code (Phase 1 – 10/2018, Phase 2 – 10 / 2019) | | | | | | |
| | | | Bus Body Code | Bus Body Code – Phase 2 | | | | | |
| | | | Agricultural Trailer Brakes – On hold till further notice | | | | | | |
| | | | Additional safety requirements / RPAS for M1 (07/19)*** | | | | | | |
| Connectivity | Intelligent Transport System Vehicle Level tracking Multiplexing Reverse Parking Assist System | | | | | | | Intelligent Transport System | |
| | | | | | | | | Multiplexing/ electronic architecture – AIS 153 *** | |
| | | | | | | | | VTS and emergency button – AIS 140 (11/19 – NP Trucks) *** | |
| | | | | | | | | AIS 145 RPAS for M2, M3, N (04/2020) | |
| Electrification & Others | E Vehicles End of Life Scrapping Policy | | FAME – Phase 1 | | FAME – Phase 2*** | | | | |
| | | | | | | | | E Vehicles / Hybrid Vehicles Policy in Nitiaayog scheme | |
| | | | | | | | | End of Life Scrapping Policy | |

EXPANDING PRODUCT PORTFOLIO BEYOND WABCO PRODUCTS

- Leverage “**System Supplier**” status at various Indian OEMs and supply adjacent products

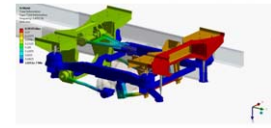
Harness supply



Door assembly



Air suspension



- Leverage **Frugal Engineering** and Design-to-Cost capabilities

Vacuum brake valve
+ Tandem master cylinder



- **Design in India for global markets** by meeting global standards

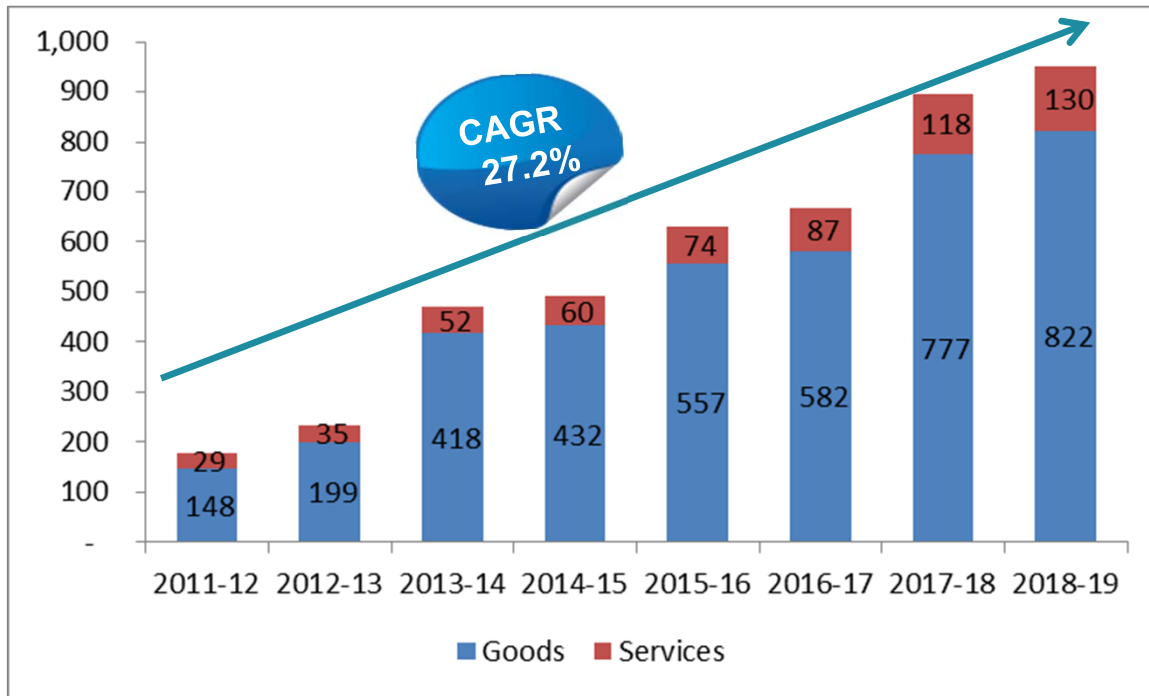
Automatic Slack Adjuster



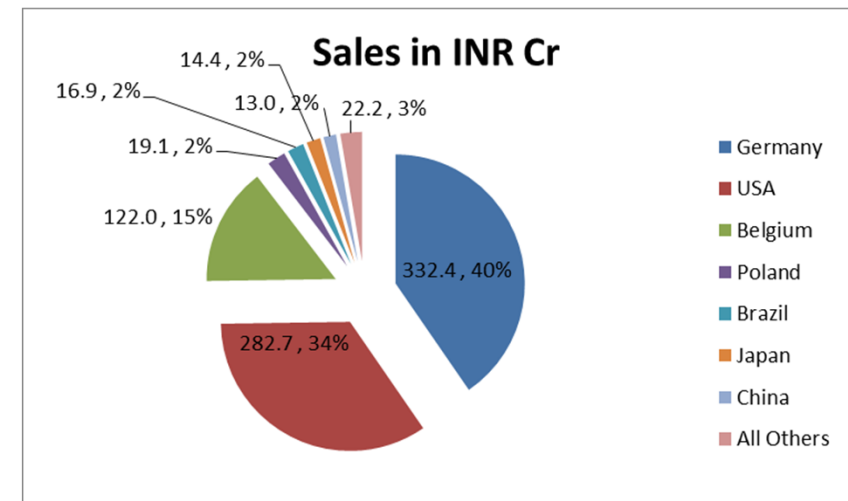
Double Diaphragm Spring Brake
Actuator



EXPORTS OF GOODS AND SERVICES



Split of sales of goods by country 2018-19



As per audited financials

AWARDS AND ACCOMPLISHMENTS



**WINM- GOLD AWARD-
Mr. JOTHIMANI & AZHAGU
RAJAN (FREEDOM BIRDS QCC
TEAM-CRANK CASE LINE) ON
18TH AUG 2018**



**RUDRA QCC & RAINBOW QCC -
WON GOLD AWARD IN RAIPUR ON
8TH & 9TH SEP 2018**



**WINC – THAMARAI QCC -
GOLD AWARD
-IN ICQC –Nov 2018,
SINGAPORE .**

AWARDS AND ACCOMPLISHMENTS



WINC -CII Scale award for logistics excellence –Nov 2018



WINC-First Prize in Quality category in ACMA (SR) KAIZEN award –Dec 2018



WINJ RUDRA TEAM WON PAR EXCELLENCE AWARD IN QCFI NATIONAL QCC COMPETITION –DEC-2018 AT GWALIOR,MP

AWARDS AND ACCOMPLISHMENTS



**WINJ – TEAM WON 1st PRIZE
IN IN CII EASTERN REGIONAL
QCC COMPETITION ON 27TH
FEB 2019**



**WINC – WIN STAR TEAM WON
PLATINUM AWARD IN ABK AOTS
DOSAKAI QCC COMPETITION ON
10TH MARCH 2019**



**WINC – TEAM WON SILVER AWARD
IN CII DIGITALIZATION,ROBOTICS
& AUTOMATION COMPETITION ON
15 th MARCH 2019**

DISCUSSIONS



WABCO

Mobilizing Vehicle Intelligence

THANK YOU



ACE AUTONOMOUS
CONNECTED
ELECTRIC