

CG Power and Industrial Solutions Limited

Registered Office:
CG House, 6th Floor, Dr Annie Besant Road, Worli, Mumbai 400 030, India
T: +91 22 2423 7777 F: +91 22 2423 7733 W: www.cgglobal.com
Corporate Identity Number: L99999MH1937PLC002641



Smart solutions.
Strong relationships.

Our Ref: COSEC/254/2024-25

4th February, 2025

By portal

The Corporate Relationship Department

BSE Limited
1st Floor, New Trading Ring
Rotunda Building,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai 400 001
Scrip Code : 500093

The Assistant Manager – Listing

National Stock Exchange of India Ltd.
Exchange Plaza, Bandra-Kurla
Complex,
Bandra (East),
Mumbai 400 051

Scrip Id : CGPOWER

Dear Sir/Madam,

Sub: Presentation to be made at the Meetings to be held on 4th & 5th February, 2025.

Further to our disclosure dated 31st January, 2025 having ref. no. COSEC/252/2024-25 in relation to the schedule of the meetings at the Non-Deal road show to be held in London.

Please find enclosed the presentation to be made to the Investors/analysts on the date of the meetings.

The above schedule is subject to changes due to exigencies on part of the Analyst/ Institutional Investor of the Company.

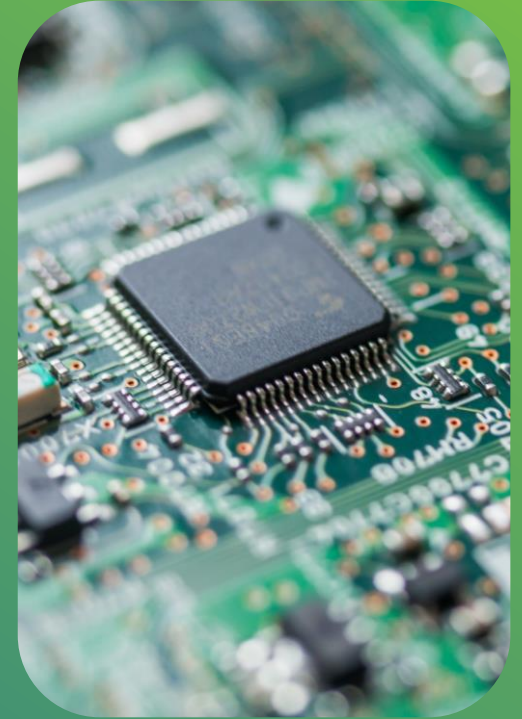
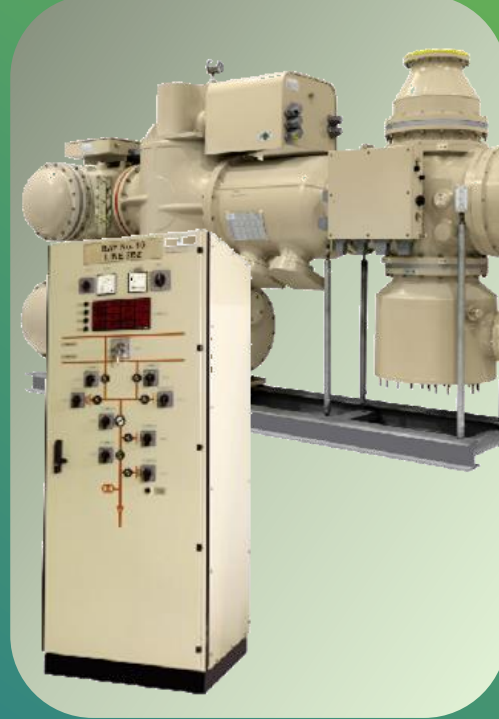
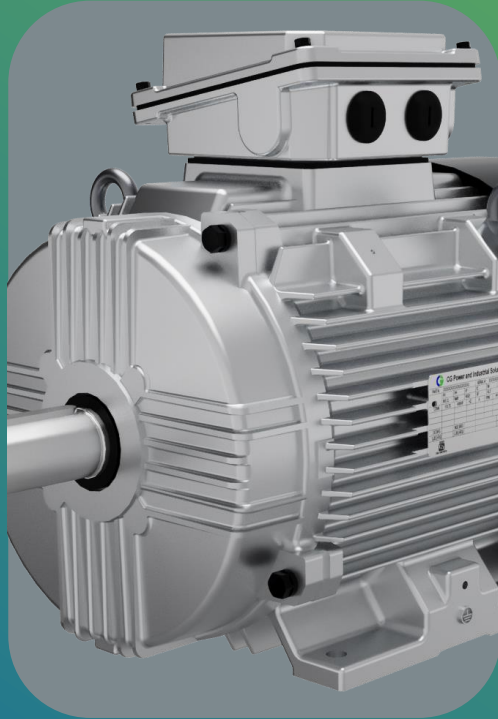
Request you to kindly take the above information on record.

Thanking you.

Yours faithfully,
For **CG Power and Industrial Solutions Limited**

Sanjay Kumar Chowdhary
Company Secretary and Compliance Officer

Encl.: As above.



CG Power and Industrial Solutions Ltd. (CGPISL)

Corporate Presentation – February 2025

Disclaimer

This presentation and the accompanying slides ("Presentation") does not constitute a prospectus, disclosure document, placement document, offering memorandum or an offer, or a solicitation of any offer, and should not be construed as, any present or future invitation, recommendation or offer, to purchase or sell any securities. This Presentation should not be considered as a recommendation that any investor should subscribe for or purchase any securities of CG Power and Industrial Solutions Limited ("Company") or its subsidiaries (the "Group") and should not be used as a basis for any investment decision. No part of this Presentation nor the fact of its distribution should form the basis of, or be relied on in connection with, any contract or commitment to purchase or subscribe for any securities or make any investment decisions whatsoever. If there is any subsequent offering of any security of the Company, it will be made pursuant to separate and distinct offering documentation, and in such case the information in this Presentation will be superseded in its entirety by any such offering documentation in final form. In addition, as this presentation only contains general, summary, and selected information about the Company, it may omit material information about the Company and is not a complete description of the Company's business and the risks relating to it. Therefore, this Presentation should not form the basis of any investment decision to purchase or sell the Company's securities. Any decision to purchase securities in the context of an offering of securities (if any) should be made solely on the basis of information contained in the offering documentation published in relation to such offering. This Presentation is being communicated to selected persons who have professional experience in matters relating to investments for information purposes only and does not constitute a recommendation regarding any securities of the Company. Other persons should not rely or act upon this Presentation or any of its contents. This Presentation been prepared by and are the sole responsibility of the Company. This Presentation contains selected information about the activities of the Company as at the date of this Presentation, unless otherwise specifically mentioned. The information in this Presentation has been collected with the purpose to provide interested parties with information about the Company including but not limited to its business and operations. This Presentation does not purport to present a comprehensive overview of the Company or contain all the information necessary to evaluate an investment in the Company. This Presentation should be read in conjunction with the Company's other periodic and continuous disclosure announcements, which are available at [Please add website address here]. The information contained in this Presentation is only current as of its date and has not been independently verified. The Group will not update you in the event the information in the Presentation becomes stale. Moreover, both express or implied representation or warranty is made as to, and no reliance should be placed on, the accuracy, fairness or completeness of the information presented or contained in this Presentation.

None of the Group or any of its affiliates, advisers or representatives accept any liability whatsoever for any loss howsoever arising from any information presented or contained in this Presentation. Furthermore, no person is authorized to give any information or make any representation which is not contained in, or is inconsistent with, this Presentation. Any such extraneous or inconsistent information or representation, if given or made, should not be relied upon as having been authorized by or on behalf of the Group.

No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this Presentation. Such information and opinions are in all events not current after the date of this Presentation. Certain statements, financial and operational information made in this Presentation may not be based on historical information or facts and may be "forward looking statements" based on the currently held beliefs, estimates and assumptions of the management of the Company, which are expressed in good faith and in their opinion reasonable, including those relating to the Company's general business plans and strategy, its future financial condition and growth prospects and future developments in its industry and its competitive and regulatory environment. These estimates are based on management's past experience and subjective judgment, and the manner in which such estimates are determined may vary from that used for the preparation and presentation of similar information provided by other companies engaged in the sector in which the Company operates.

Forward looking statements are based on the current beliefs and expectations of the Company regarding future events, and are subject to various risks and uncertainties, many of which are difficult to predict. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of the Company or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions. Such risks and uncertainties include, but are not limited to, challenges to intellectual property, competition from other products, adverse litigation or government action, and changes to laws and regulations applicable to our industry. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this Presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.

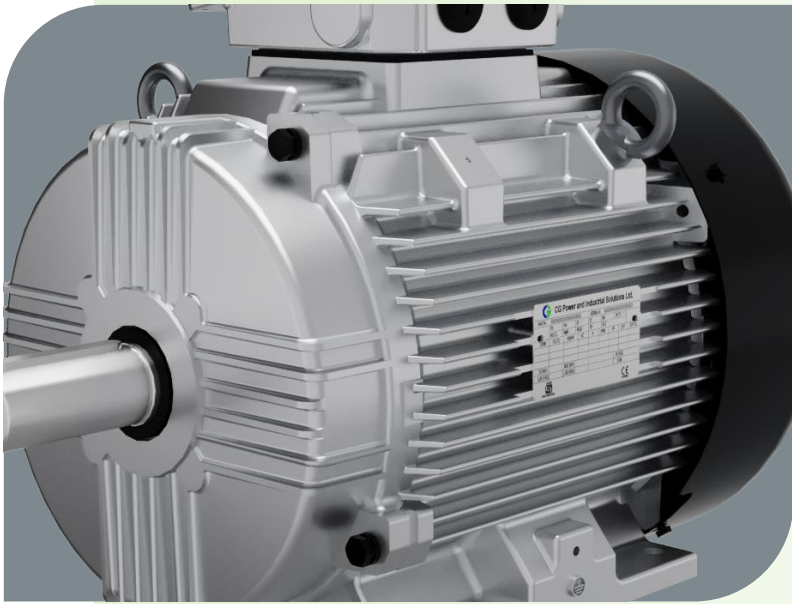
The information set out herein is provided only as at the date of this Presentation (unless stated otherwise), its accuracy is not guaranteed, and it may be subject to updating, completion, revision, verification and amendment without notice and such information may change materially. This Presentation is based on the economic, regulatory, market and other conditions as in effect on the date hereof. This Presentation does not comply with the disclosure requirements prescribed by the Securities and Exchange Board of India ("SEBI") or any other applicable authority in relation to a public issue of securities on the Indian stock exchanges. It should be understood that subsequent developments may affect the information contained in this Presentation, which neither the Company nor its advisors or representatives are under an obligation to update, revise or affirm. This document is a summary only and it is not the intention to provide, and you may not rely on these materials as providing, a complete or comprehensive analysis of the financial or trading position or prospects of the Company. This Presentation has not been and will not be reviewed or approved by any statutory or regulatory authority in India or any stock exchange in India or any other jurisdiction. You should conduct such independent investigations and analysis of the Company as you deem necessary or appropriate in order to make an independent determination of the suitability, merits and consequences of investments in the Company.

The information contained in this Presentation is not to be taken as any recommendation made by the Company or any other person to enter into any agreement with regard to any investment. No representation or warranty (express or implied) is made as to, and no reliance should be placed on, the accuracy, completeness or correctness of any information, including any forward-looking statements, estimates, targets and opinions contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein. You will be solely responsible for your own assessment of the market and the market position of the Company and you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company. Neither the delivery of this Presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since such date.

Neither the delivery of this Presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since such date.

This Presentation is based on information regarding the Company and the economic, regulatory, market and other conditions as in effect on the date hereof. Subsequent developments may affect the information contained in this Presentation, which neither the Company nor any of their Representatives are under an obligation to update, revise or affirm. This Presentation and its contents are confidential and may not be taken away, copied, published, disseminated, or reproduced or redistributed or passed on directly or indirectly to any other person, whether within or outside your organization or firm, or published in whole or in part, for any purpose by recipients directly or indirectly to any other person. This document is a Presentation and is not and should not be construed as an offer letter, offering circular, offering document, draft red herring prospectus, red herring prospectus, invitation, advertisement or prospectus as defined under the Indian laws, including the Companies Act, 2013 as amended and the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended or any other applicable law in India.

This Presentation includes certain external industry data and projections that have been obtained from industry publications, surveys and forecasts. Accordingly, the Company and its respective affiliates, advisers and representatives make no representation as to the accuracy or completeness of that data, and none of them shall have any liability (in negligence or otherwise) for any loss howsoever arising from any use of this Presentation or its contents or otherwise arising in connection with this Presentation. This data involves risks and uncertainties and is subject to change based on various factors. No representation or claim is made that the results contained in this Presentation will actually be achieved. All industry data contained in this Presentation is based on data obtained from the sources cited and involve significant elements of subjective judgment and analysis, which may or may not be correct.



1. **Company overview**

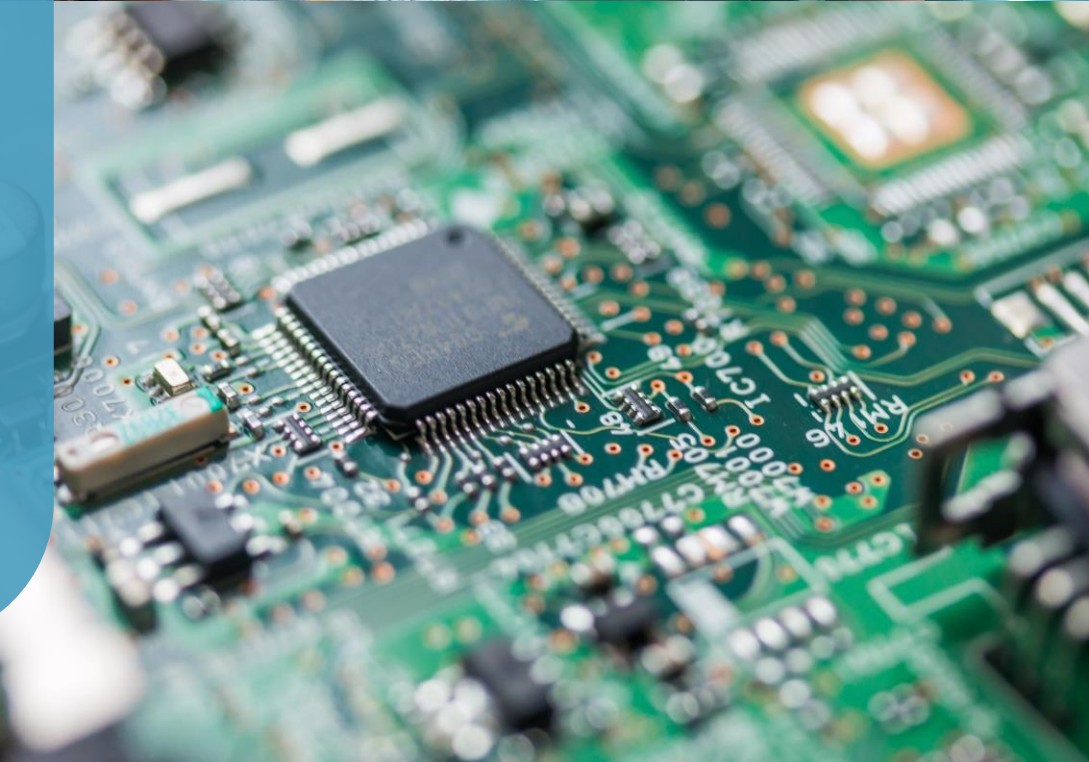
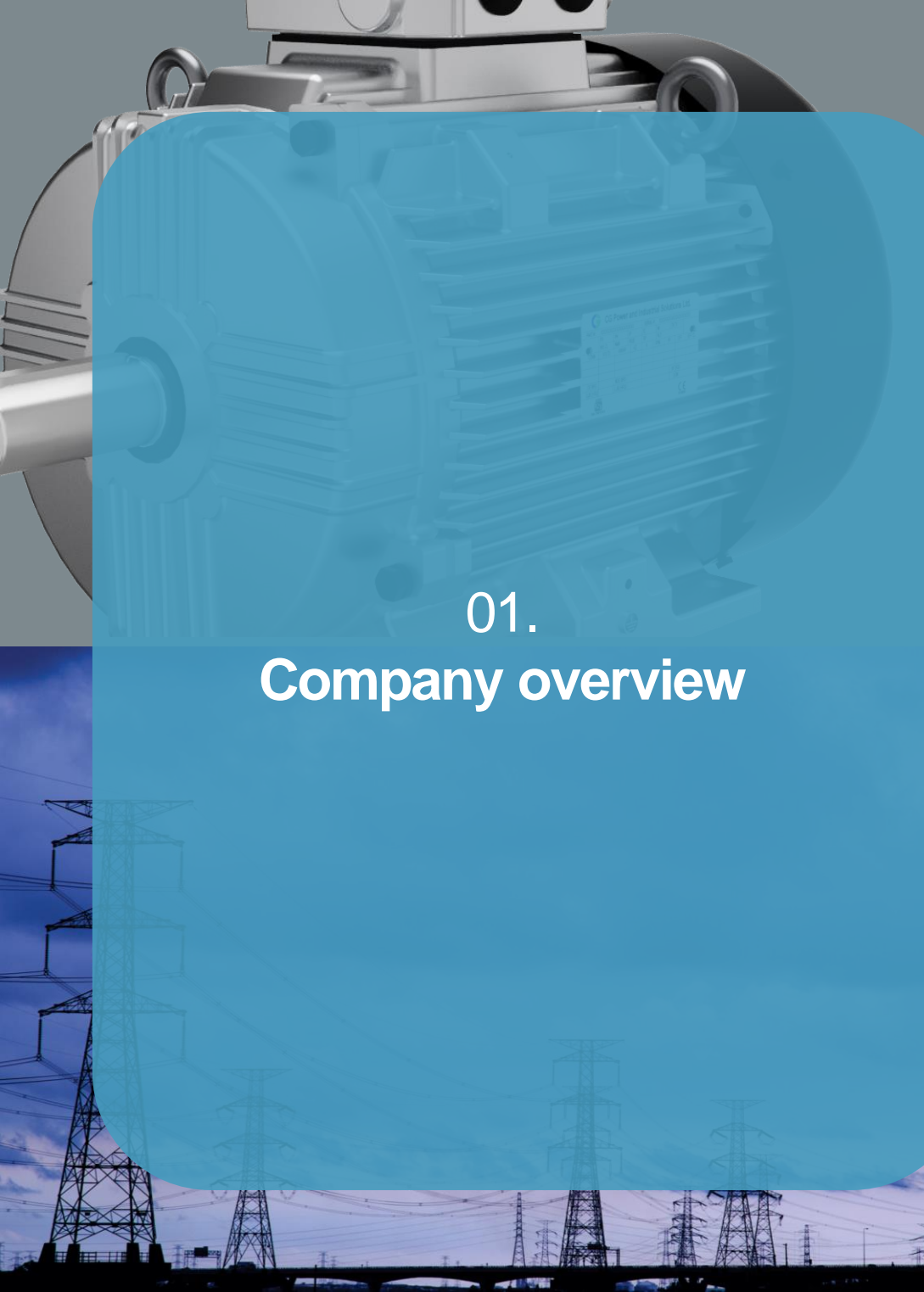
2. **The road ahead**

3. **Our financial performance**

4. **Creating sustainable value for our stakeholders**

01.

Company overview



CG – snapshot of who we are today



CG in numbers

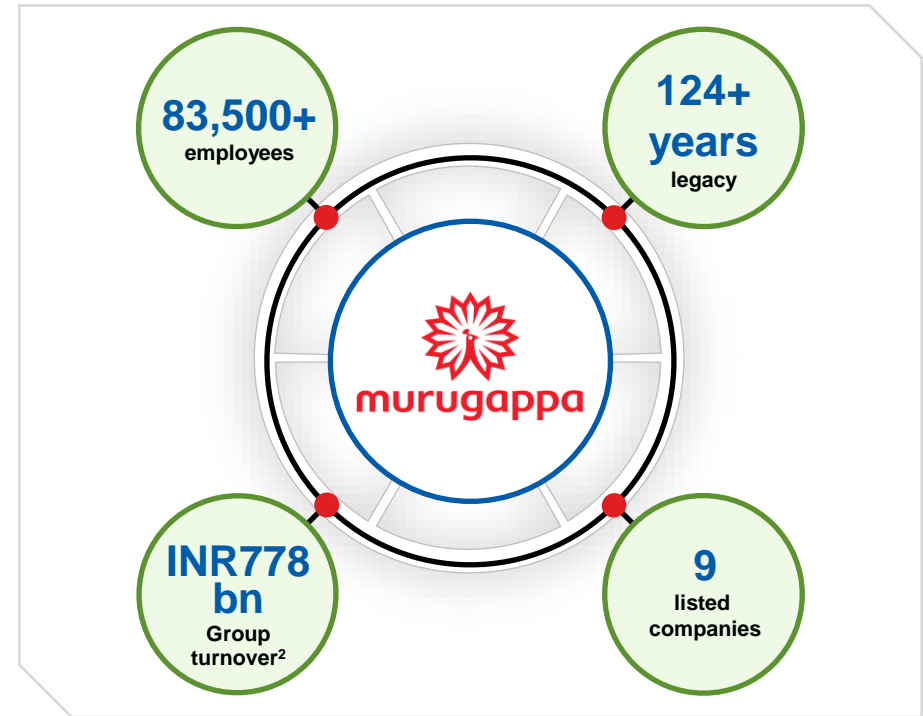
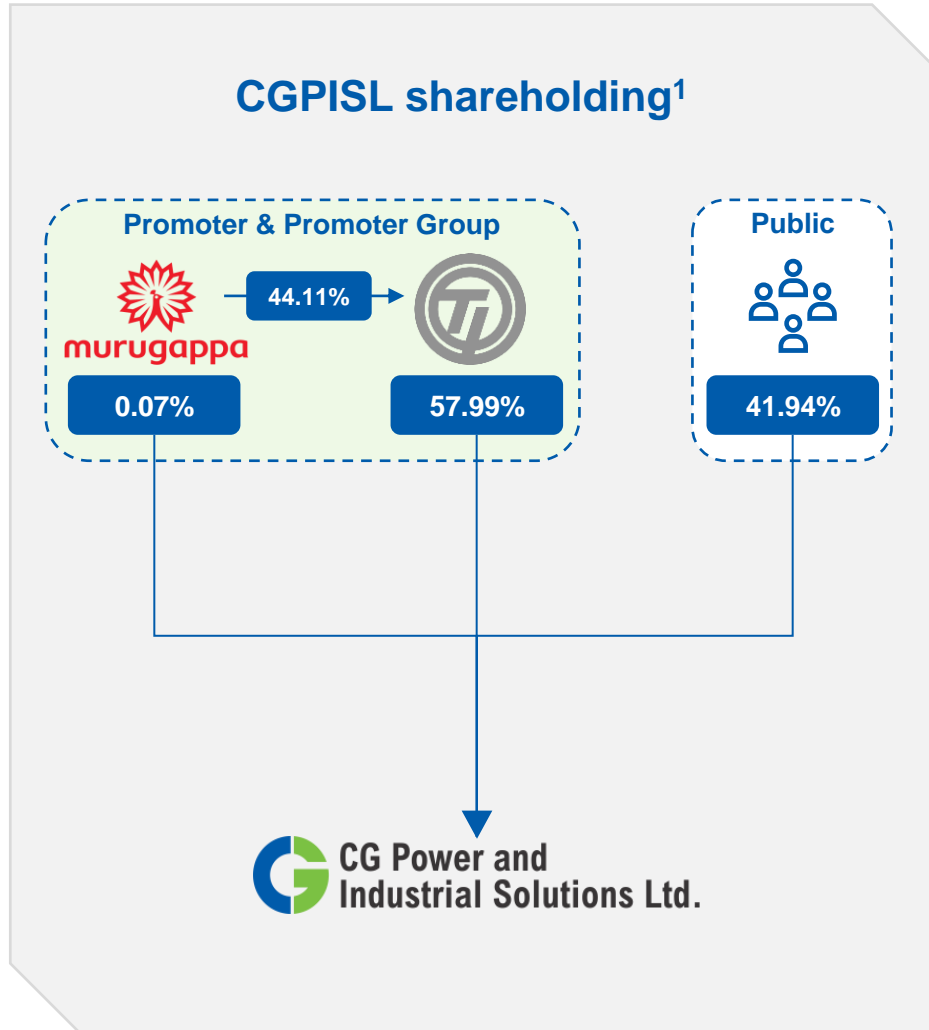
88 Year-old legacy	INR 97 k cr Market cap ¹	AA+/Stable India Ratings & Research
18 Manufacturing Plants	9 Regional offices India(5) Global(4)	4,000+ Permanent employees
INR 10,512 cr FY24 order intake	INR 8,046 cr FY24 Revenue	21.1% FY22-24 revenue CAGR ²
15.3% FY24 EBITDA Margin ³	10.6% FY24 PAT Margin ⁴	39.2% FY24 Return on Capital employed

Notes:

1. Market cap as on January 31, 2025
2. FY22 revenue excludes QEI LLC, USA since it was sold in Q1 FY24
3. EBITDA (Earnings before Interest, Depreciation, Amortisation, Tax, Exceptional Items) Margin including other income
4. Profit after tax margin (before exceptional items)

All the figures are for consolidated business. Consolidated results include the performance of the operating subsidiaries at Sweden, Germany and Netherlands (Drives and Automation Europe), CG Adhesives Products Ltd. (India), CG Semi Pvt. Ltd (India), G.G. Tronics India Pvt Ltd., Axiro Semiconductor Pvt. Ltd. and other non-operating and holding subsidiaries.

Strong backing from the renowned Murugappa Group since Nov 2020



Notes:
 1. Shareholding as on December 31, 2024 based on BSE data; Shareholding as a % of total no. of shares
 2. Turnover for FY24

Our purpose and corporate mission



Purpose

Transforming your needs into smart solutions for an enhanced quality of life.



Corporate Mission

To create value by providing integrated solutions and superior knowledge-based products and services in the domain of generation, transmission, distribution and utilisation of electrical energy.

To become the company of choice for utilities, industry and households in the global market, by leveraging technology and productivity through a highly empowered and engaged team.



Our journey so far – rich heritage with a renewed vigour in recent years



Established as
**The Crompton
Parkinson Works Pvt.
Ltd.**



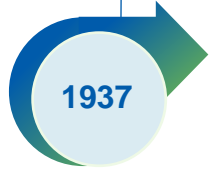
**One of the largest
indoor laboratories
in India**
Set up 1600kV Ultra
High Voltage Test and
Research Centre in
Nashik



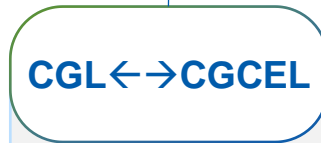
Re-entered Consumer
Electricals business
post expiry of non-
compete period



Became **debt-free** after
turnaround of business
operations



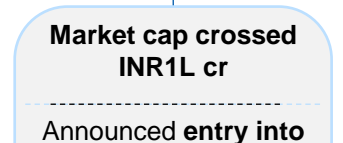
Acquired Emotron in
Europe to enter Drives
& Automation segment



Demerger of Consumer
Electricals (B2C)
business and sold to
private equity investors



Acquired by Tube
Investments of India
(A Murugappa Group
Company)



**Market cap crossed
INR1L cr**

Announced **entry into
OSAT¹** – investments
committed in Sanand,
Gujarat

Acquired majority stake
in GG Tronics to **enter
TCAS² (KAVACH)
market**

Notes:

1. OSAT – Outsourced Semiconductor Assembly and Test;
2. TCAS – Train Collision Avoidance System

Diversified product offerings with market leadership in most of the segments...

Industrial systems

67%¹

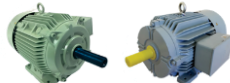
Revenue	INR 5,429cr	PBIT (margin)	INR 790cr (14.5%)
Order intake	INR 6,166cr	Order backlog ²	INR 3,712cr

Motors, Drives & Consumer products

Low tension motors



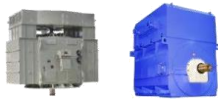
FHP motors



Drives & automation



High tension motors



Stampings



Consumer products



Among the market leaders in low tension motors

Power systems

32%¹

Revenue	INR 2,598cr	PBIT (margin)	INR 410cr (15.8%)
Order intake	INR 4,315cr	Order backlog ²	INR 5,984cr

Switchgears

EHV Switchgears



MV Switchgears



Among the market leaders in circuit breakers (above 33 kV)

Railways

Rolling Stock Products



Signalling products



Transformers

Power Transformer & Reactor



Distribution Transformer



Notes: All financials for FY24

1. % FY24 consolidated revenue. The remaining 1% revenue relates to CG Adhesives Products Ltd. (India)

2. Order backlog as of December 31, 2024

... serving an even diversified end-markets including sunrise sectors

Cement



Metal & Mining



Power



Renewables



Nuclear



Oil & Gas



Railways / Metro



Pulp & Paper



Sugar & Ethanol



Water & Waste water management



Chemical & Fertilizers



Agriculture



Telecom



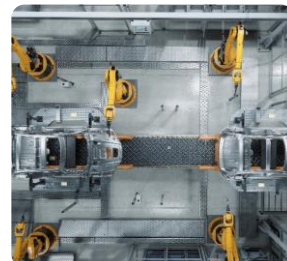
Material Handling



Pharmaceutical



Automotive / EVs



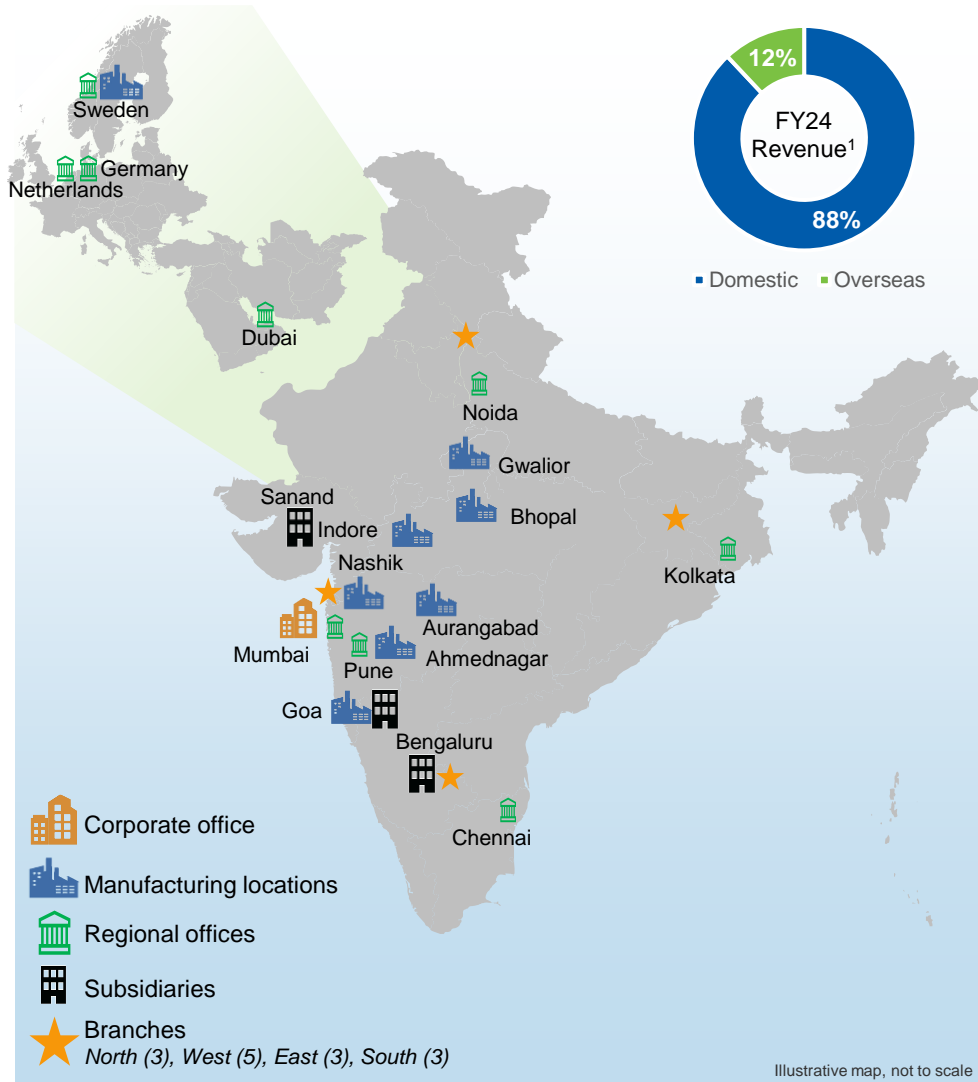
5G



IoT



Rooted in India and branching out for the world



18
Manufacturing Plants

9
Regional Offices

450+
Channel partner network

500+
Authorised Service centres

1600kV Ultra High Voltage Test & Research Centre, Nashik, Maharashtra



Inside view of manufacturing unit Goa



Motors & Drives manufacturing unit Bhopal, Madhya Pradesh



Switchgear manufacturing unit Nashik, Maharashtra



Note:
1. Revenue is on a consolidated basis

Strong board providing strategic steering



Vellayan Subbiah

Chairman & Non-Executive Non-Independent Director

- Experience in varied fields like consulting, technology, projects and financial services
- He is the Executive-Vice Chairperson of Tube Investments of India Limited and holds Directorship positions in various other Murugappa Group companies
- Named "EY World Entrepreneur of the Year 2024"



Amar Kaul

Managing Director & CEO

- Work experience in strategy, global operations, product management and product development, and go to market strategy
- He has held senior leadership positions in Ingersoll Rand, Bharat Forge Ltd. and Delphi Corporation



M A M Arunachalam

Non-Executive Non-Independent Director

- A senior member of the Murugappa family, he is an industrialist with experience in varied industrial activities
- He is the Executive Director and Chairperson of TII¹ and holds Directorship positions in various other Murugappa Group companies



Sriram Sivaram

Non-Executive Independent Director

- Has worked with US based multinational companies in the Energy sector where he has held various key management positions
- He is currently the Joint Managing Director of Madras Engineering Industries Pvt. Ltd.



Vijayalakshmi Rajaram Iyer

Non-Executive Independent Director

- Experience in the banking and finance sector in India
- Held leadership positions in the BFSI sector including MD at Bank of India, Member (Finance and Investment) at IRDAI



P S Jayakumar

Non-Executive Non-Independent Director

- Has held leadership positions in leading Indian and foreign institutions. He was the Managing Director & CEO of Bank of Baroda and also on the Board of Governor of Indian Institute of Corporate Affairs



Mammen Chally

Non-Executive Independent Director

- He is a retired Partner and Portfolio manager of Wellington Management Company, LLP with an investing experience in public market equities in the US
- Has also worked at GAIL in the past as an Engineer, primarily working on the construction of an LPG plant at Vijapur, India

Professional and highly experienced management team



Amar Kaul
Managing Director & CEO



Mukul Srivastava
*President - Switchgear
Business*



Ajay Jain
*Vice President-
Transformers*



**Chidambaram
Balakrishnan**
Vice President - Railways



**Indraneel
Dhaneshwar**
Vice President – Motors



Marais Nel
*Executive Vice President
– Drives & Automation &
International Business –
Motors*



Sriram Rangarajan
*Executive Vice President
– Head Consumer
Product Business*



Susheel Todi
Chief Financial Officer



**Virendra
Nandedkar**
*Vice President – CGX
Operations and
Commercial Excellence*



Deven Jani
*Vice President – Strategic
Sourcing*



Mehernosh N. Mehta
*Vice President –
Human Resources*



**Sanjay Kumar
Chowdhary**
Company Secretary

Industry certifications & awards recognizing our achievements in recent years

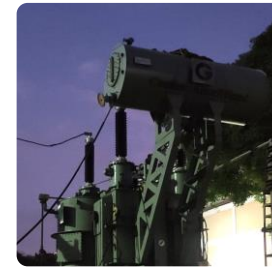
Received certification from the American Association of Railroads (AAR), 2024



CG's Distribution Transformers team secured 2nd position in a competition organised by CII, 2024



Recent successful Short Circuit Tests at CPRI¹



63MVA 132kV V-connected Transformer at CPRI, Bangalore

LT Motors Unit in Ahmednagar Certified by CII with GreenCo Silver Certification, 2024



CG's Railway Signaling division wins at the 13th edition of CII KAIZEN Competition, 2024



160MVA 220kV 3-Phase Auto Transformer at CPRI, Bangalore



LT Motors Unit in Ahmednagar and Commercial Motors Division in Goa Certified with the Single-use Plastics Free Certification, 2024



CG recognized with the Dainik Bhaskar Industry Excellence Award



Type testing of new products - Switchgears



170kV 40kA 3150A Gang Operated SF6 Gas Circuit Breaker with Polymeric Insulator

Development of 800 kV Porcelain Surge Arrester



Note:
1. CPRI: Central Power Research Institute

02.
The road ahead

India opportunity - Strategically poised for growth

Robust economic outlook



World's **5th largest economy**, with a **GDP of USD 3.7tn**

Among the **fastest growing economies globally**

USD 7tn by 2030
estimated Nominal GDP

USD 30tn economy
per Viksit Bharat vision 2047

Strong policy support



'Atmanirbhar Bharat'
and
'Make in India'

INR 1.97L cr
Production Linked Incentives
for manufacturing

Infrastructure investments
by Government of India **INR 100L cr**
GatiShakti Master Plan **INR 28,000+ cr**
National Industrial Corridor

Key enabling initiatives
Bharatmala Pariyojana,
National Rail Plan Vision-2030,
Sagarmala and
National Logistics Policy

Other favourable trends



By 2030, India to have the **world's most abundant labour force** with working age population of **c.1bn**

Urban population
in India to grow
c.2 times to 630m
by 2030

India promises a **large domestic market**. Potential to expand **manufacturing in India** - for India, and for the rest of the world

Geopolitical sensitivities leading to **supply chain diversification** across number of sectors including manufacturing

Resulting in tailwinds for key sectors that CG operates in...

Power



Energy needs will **increase 2-2.5 times** by 2047 to meet the growing economy

Government targeting **renewable** capacity of **500GW** by 2030¹

INR 19,744cr allocated to achieve **5 MMTPA²** of green hydrogen capacity by 2030

Transmission network to be expanded to **6.48 lakh ckm** by 2032 from 4.85 lakh ckm in 2024

RDSS³ launched with total outlay of **INR 3L cr** over a period of five years

Railways



National Rail Plan

Increase modal share of the Railways in freight to 45%
Identify new Dedicated Freight & High-Speed Rail Corridors

40,900 km and investment of **INR 11.16L cr** covered under 434 railway projects identified under 3 Economic Corridors

Kavach safety system to be implemented across **44,000 km** of track within the next 5 years

Railways to **locally procure >50%** content for most products and **>75%** for Vande Bharat trains

Urbanisation resulting in increased demand for rolling stock

Resulting in tailwinds for key sectors that CG operates in... (cont'd)

Manufacturing



Government aims to increase manufacturing's **GDP share to 25%** from 17% currently

Expected total crude steel capacity of **300m tonnes** by 2030-31 from 35m tonnes in 2023-24

Textile industry expected to grow to **USD 350 bn** by 2030, and **USD 600 bn** in exports by 2047

Defense budget for capital acquisition for FY 2024-25 increased to **INR 1.72 L cr**, representing 9.4% increase

Domestic pharmaceutical market expected to reach **USD 120-130 bn** by 2030 from c.USD 50 bn in 2023

Others



Data Centre capacity in India projected to reach **c.3.3 GW** by 2028

PM KUSUM targeted to achieve **solar power capacity addition of 34.8 GW** by March 2026 with financial support of **INR 34,422cr**

EV market is expected to grow to 1 cr units p.a. sales by 2030

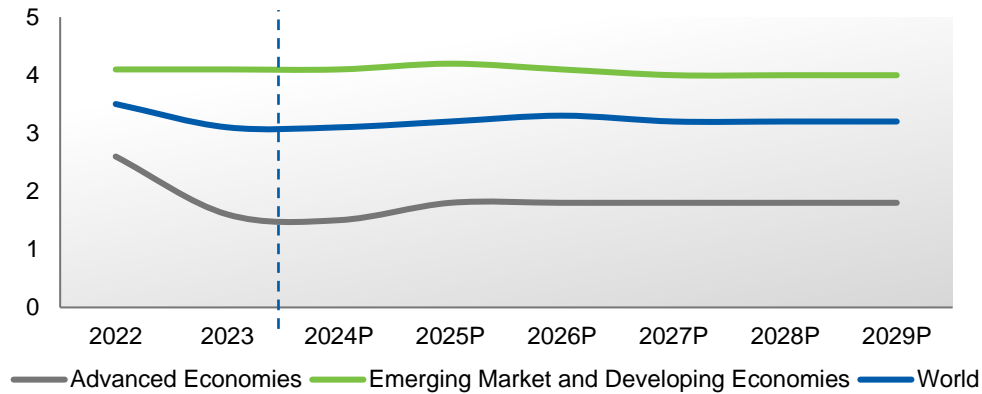
Oil refining capacity to reach 450 MMTPA by 2030 from current 257 MMTPA

Jal Jeevan Mission and **National River Linking Project** aiding growth in HT motor segment

... and tailwinds in the export market

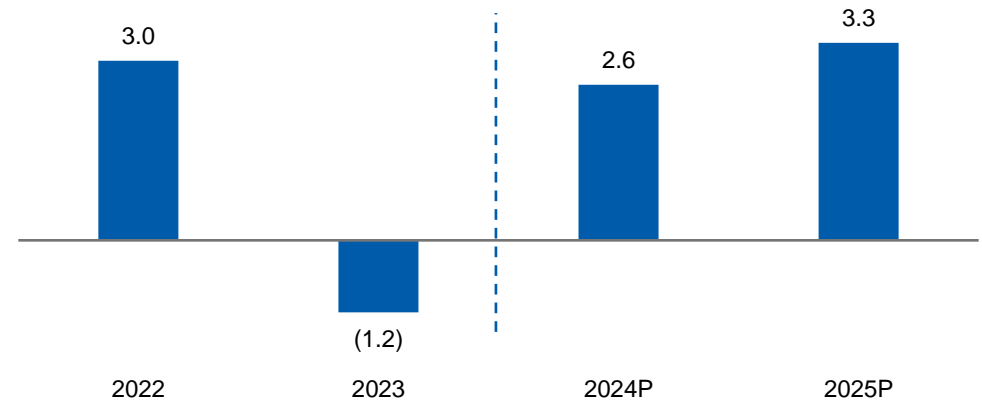
Global GDP expected to grow at c.3%

GDP growth (%)



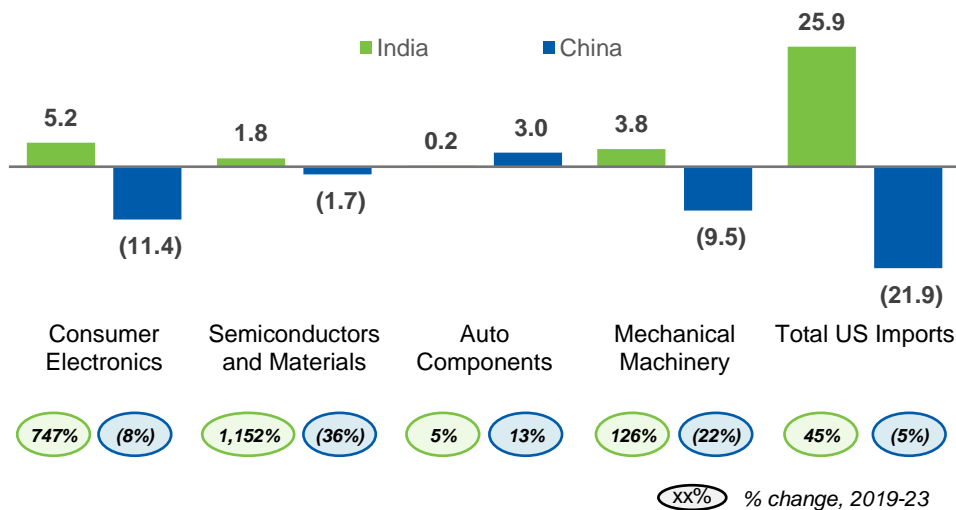
World trade volume expected to grow in line with GDP

Merchandise trade volume (Annual % change)



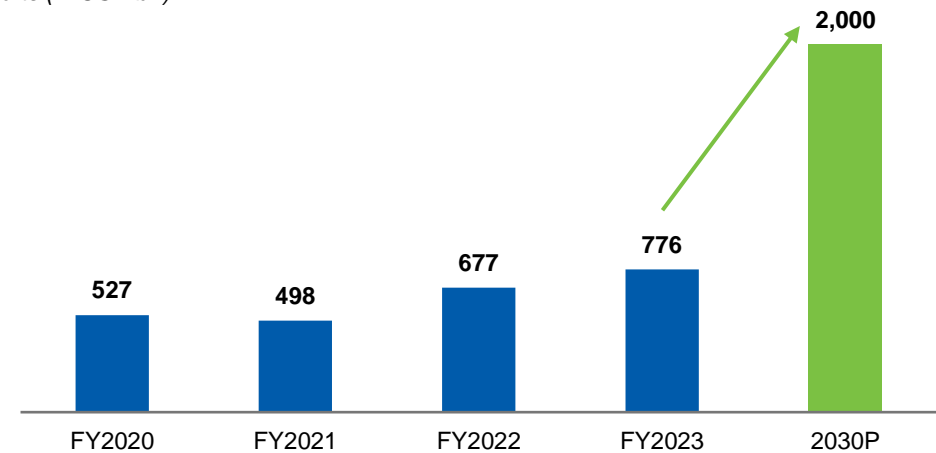
India gaining global export share...

Change in US imports from 2019 to 2023 (in USD bn)



... and the growth is expected to continue in the future

Exports (in USD bn)



Product exports from India to constitute ~50% of US\$ 2tn total exports by 2030

Leverage on our core strengths to future-proof the business...



- 
Geographical diversification
 Increased focus on exports to expand footprint & strengthen position on international stage
- 
Increasing service/spares business mix
 Improving recurring revenue, customer stickiness, and margins
- 
Operational excellence
 Focused efforts to optimise plant capacities and horizontal deployment of best practices
- 
Commercial excellence
 Utilising product management tools to enhance wallet share / penetrate new customers
- 
Research and development
 Centre of our strategy to make us future ready and align with voice of customer
- 
Expanding and optimizing asset base
 Capacity expansion and optimization to address future growth and profit pool
- 
Diversifying business into high growth sectors
 Entered Semiconductor with foray in OSAT and acquisition of Semiconductor Design (RFC) business from Renesas

... by investing to capture the future growth

INR 319cr
Acquired 55% stake



1 out of 4
approved for supplying KAVACH system

Committed capex of **INR 688cr** for business segments to optimize capacity and horizontal deployment of best practices

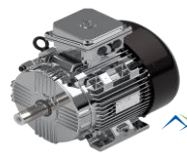
Plant	Capacity expansion	Capex (INR cr.)
Low tension motors, Ahmednagar & Goa	From 10 lacs to 18 lacs units p.a.	327
Power Transformer, Bhopal	From 17,000 to 40,000 MVA	131
Distribution Transformer, Gwalior	From 6,900 to 9,900 MVA	40
High tension motors, Bhopal	From 1,008 to 1,728 units p.a.	35
Switchgears, Nashik	Various capacity expansion	155
Total		688

Select new product development



Expanded range of energy-efficient motors to include IE5 Ultra-premium Efficiency Synchronous Reluctance Motors

Approval from Indian Railways for the supply of 40 kV Lighting Arrestors for "Vande Bharat" Locomotives



Launched **super-efficient Axelera TM Process Performance LV motors** (0.37 kW to 1000 kW)

Introduced **Power Conversion Systems (PCS)** tailored for the Battery Energy Storage (BESS) market



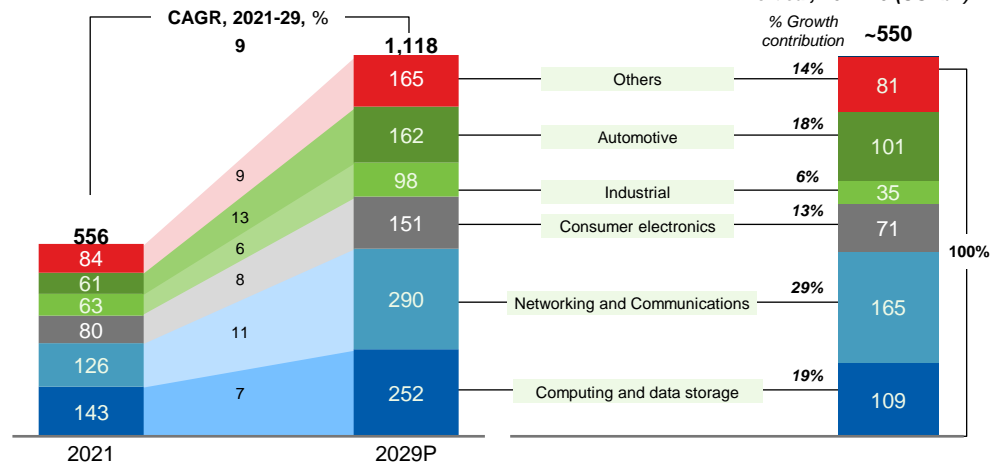
Launched **solar pumps**
CG Solar Monobloc Pump
CG Solar V4 and V6 SS Submersible Pump

Developed 16.5 MVA **Trackside Auto Transformer for Indian Railways**



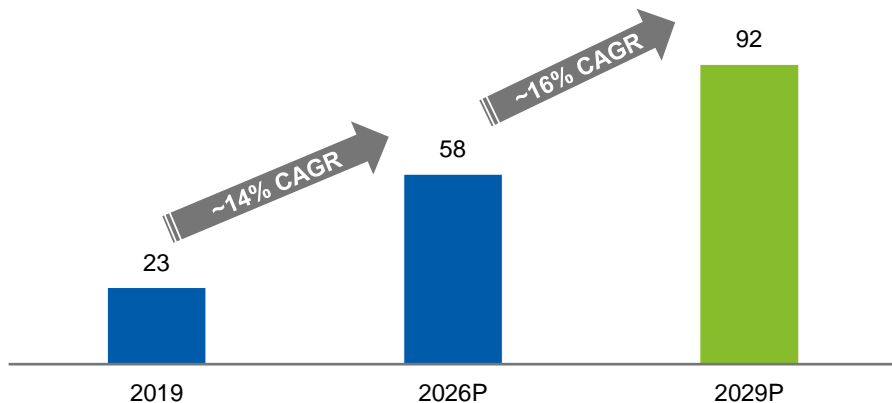
Multi-decadal opportunity for semiconductors

Global semiconductor market value by vertical (USDbn)



Indian semiconductor market to grow at >1.5x the global market

Indian semiconductor market size (USDbn)



Source: CareEdge Research

Government initiatives

- ✓ PLI scheme - outlay of USD10bn
- ✓ Central government - 50% capital support
- ✓ State governments - 20-25% capital support

Protection measures by government

- ✓ Increased import duties, import restrictions, trade barriers to help local players

Geo-political shift

- ✓ Leading global players looking to either enter or increase presence in emerging markets like India

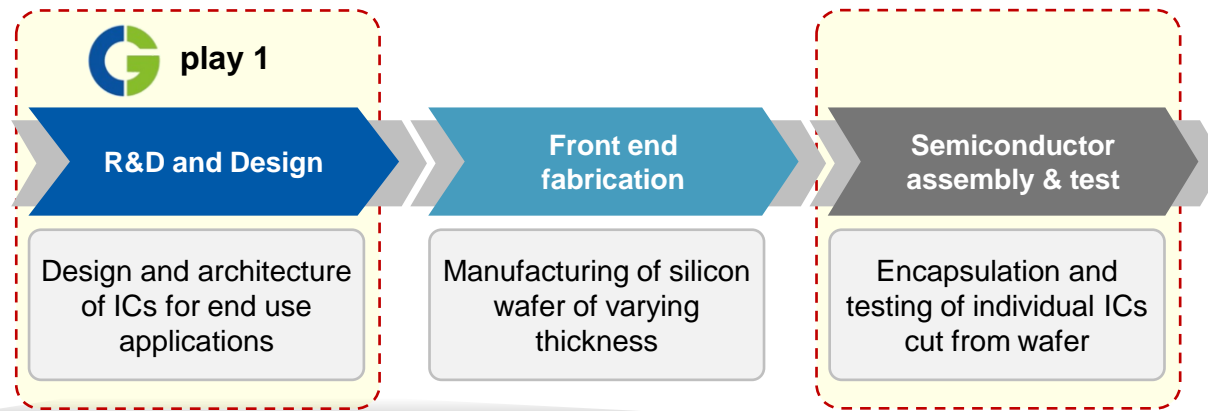
Competitive hub for skilled talent

- ✓ Favorable wage structures and a large pool of skilled engineering talent

Strong local demand

- ✓ High consumption demand for mobile phones and automobiles

Translating the vision of 'Atmanirbhar Bharat' into reality via entry into semiconductor 'R&D & Design' and...



AXIRO Building a leading global product company by acquiring strategic assets

VISION FOR AXIRO

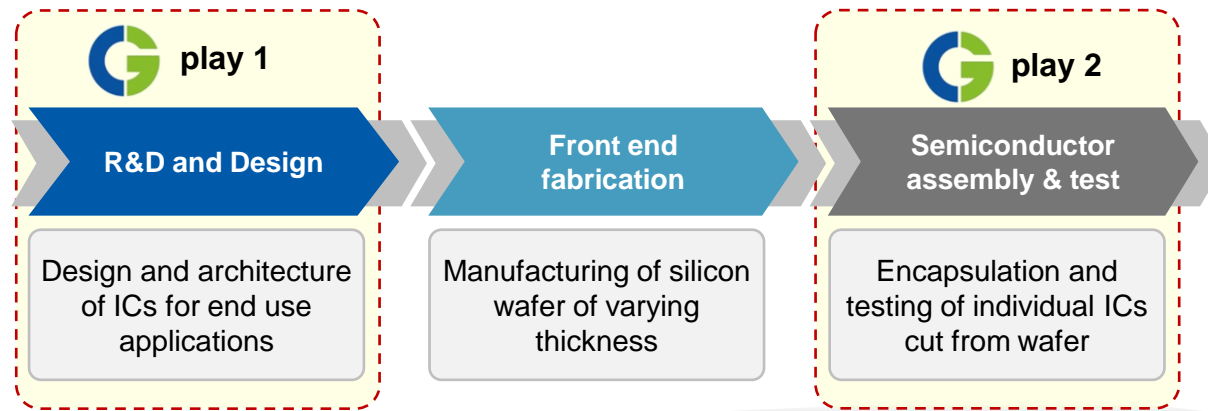
Build a semiconductor product company platform **through multiple acquisitions**



Recent business acquisition in design

- ✓ Entered into definitive agreements with **Renesas** to acquire their Radio frequency components business
- ✓ The RF business had an annual revenue of c.USD56m in CY2023
- ✓ Through the acquisition, CG Power got access to **equipment, IP, inventories, customers, select transferring employees, contracts and other licenses** pertaining to the RF business

... 'Semiconductor Assembly & Test' through the OSAT facility



Building a globally relevant OSAT company in partnership with Renesas and Stars Microelectronics

CG Semi JV Partner roles



92.3%

- ◆ Onboard team to establish & scale operations
- ◆ Develop semiconductor capabilities in India

Renesas

Japan

USD 24Bn+ Market cap
USD 10Bn+ Revenue

6.8%

- ◆ Tech transfer for select packages (QFP, WB BGA, FC BGA, FC CSP)
- ◆ Training & enablement to set-up, qualify & ramp facility
- ◆ Offtake commitment

Stars Microelectronics

Thailand

OSAT provider with 25 years experience

0.9%

- ◆ Tech transfer for legacy packages (QFN, SOP/SOIC)
- ◆ Training & enablement to set-up, qualify & ramp facility

Salient features

OSAT facility in Gujarat
land area of c.28 acres in Sanand

Biggest greenfield project
by any Murugappa Group company

4bn+ units
potential to ramp up annual production

Up to 70% capital subsidy
by the central and state govt of project cost

c.INR 7,600cr
Investment over 5 years

To produce **advanced** as well as **legacy packages**

Key end markets



Auto



Industrials



Telecom



5G



IOT

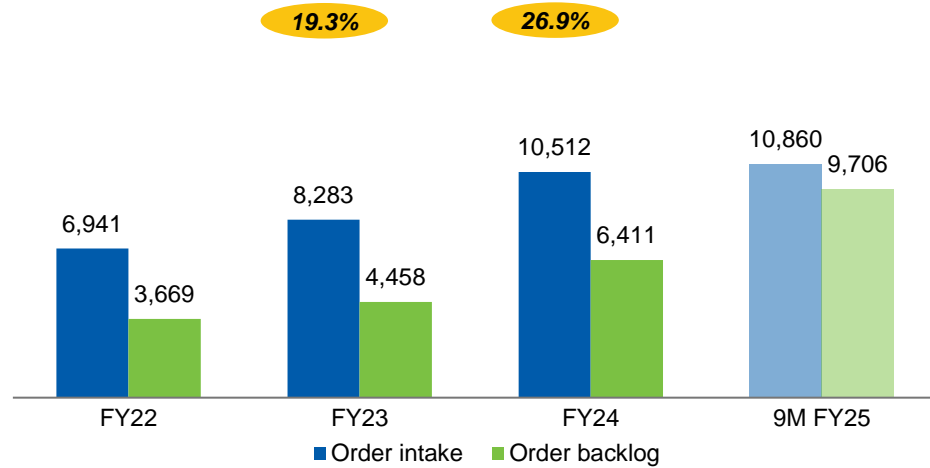
03.
Our financial performance

Revenue grew at 21% CAGR (FY22-24) with EBITDA margin expansion

Consolidated financials

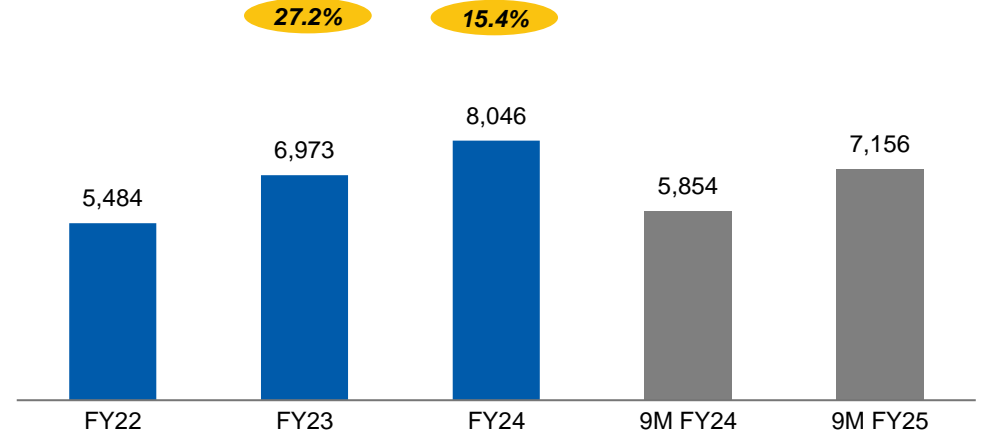
Order intake & backlog (INR cr)

% order intake growth YoY



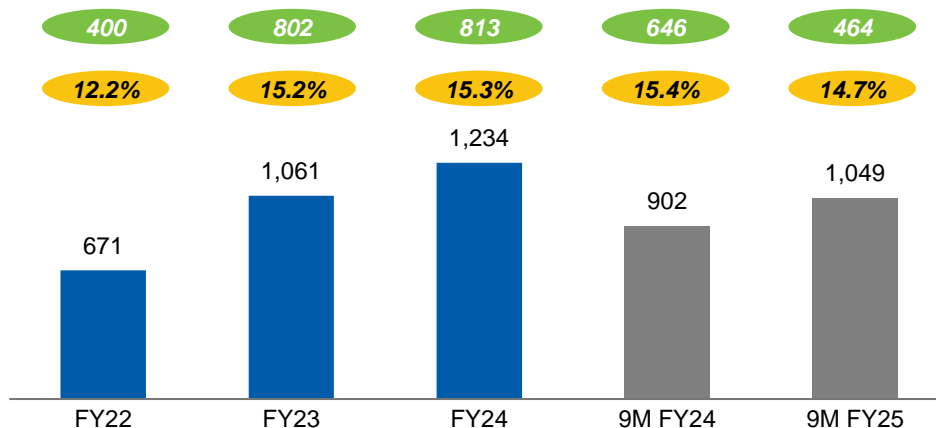
Strong revenue growth (INR cr)

% growth YoY



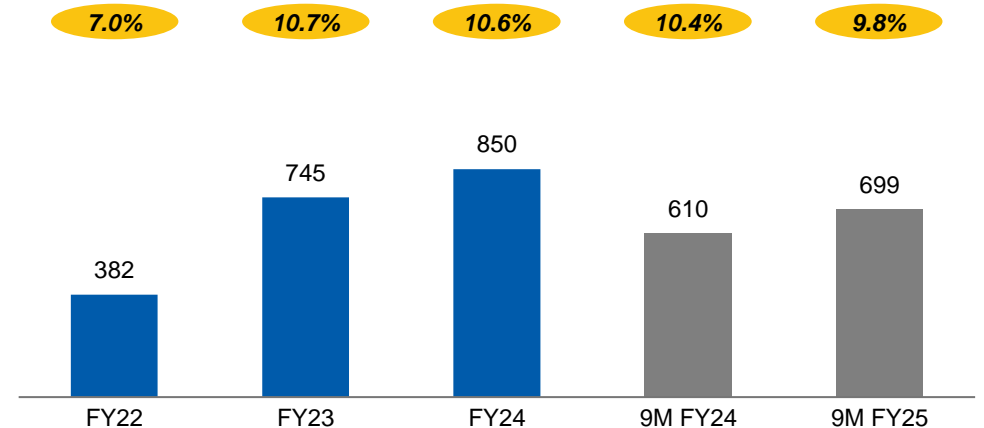
EBITDA¹ (INR cr)

Free cash flow (INR cr) EBITDA margin



Profit after tax² (INR cr)

PAT margin



Notes: Consolidated results include the performance of the operating Subsidiaries at Sweden, Germany and Netherlands (Drives and Automation Europe), CG Adhesives Products Ltd. (India), CG Semi Pvt. Ltd (India), G.G. Tronics India Pvt Ltd, Axiro Semiconductor Pvt. Ltd. and other non-operating and holding subsidiaries. FY22 and FY23 numbers exclude QEI LLC, USA since it was sold in Q1 FY24

1. EBITDA includes other income

2. PAT is calculated before exceptional items

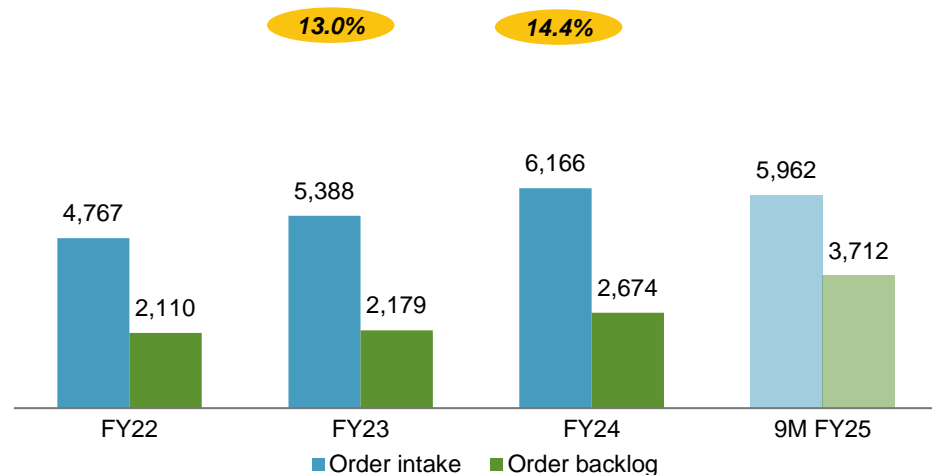
Order backlog is as on the end of the period. All the other figures are for the period

Industrial systems recorded the highest ever sales and order intake in FY24

Industrial systems

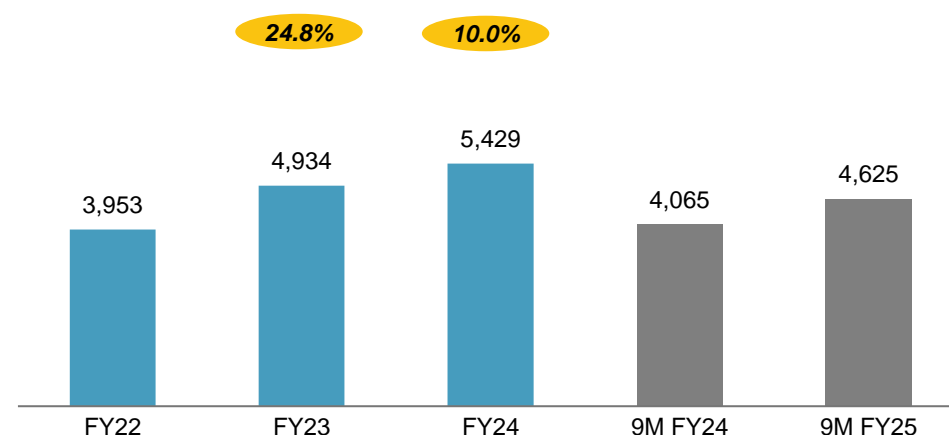
Order intake & backlog (INR cr)

% order intake growth YoY



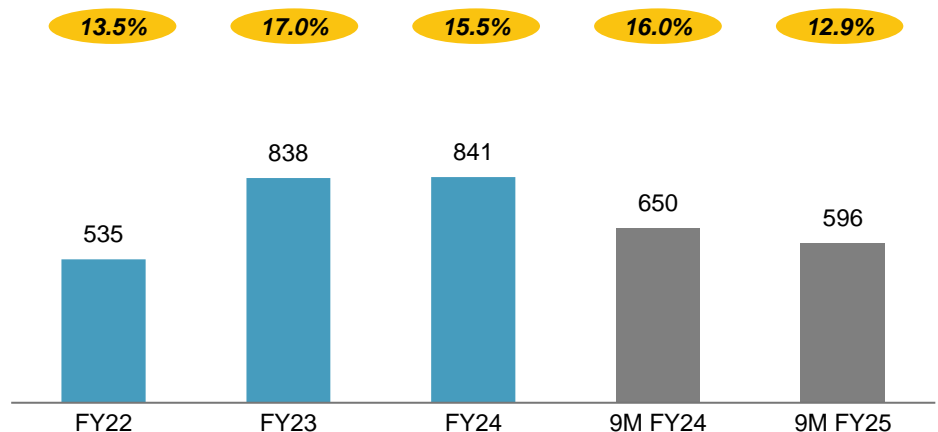
Strong revenue growth (INR cr)

% growth YoY



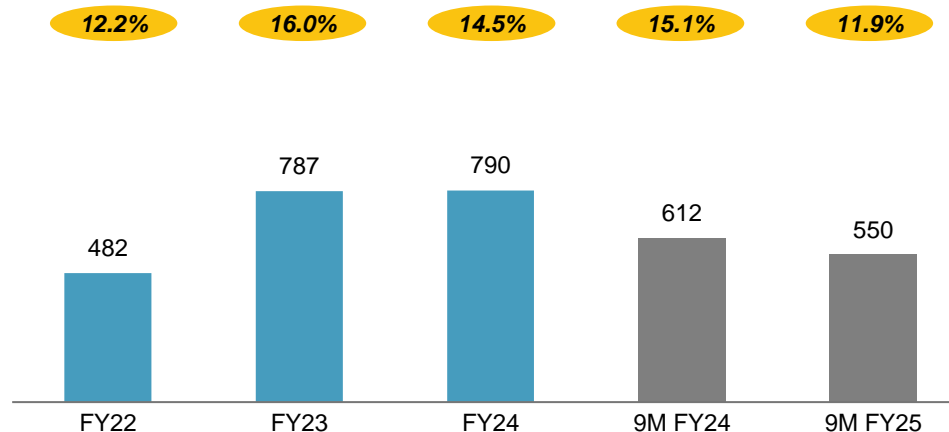
EBITDA¹ (INR cr)

EBITDA margin



Profit before interest and tax (INR cr)

PBIT margin



Notes:

1. EBITDA includes other income

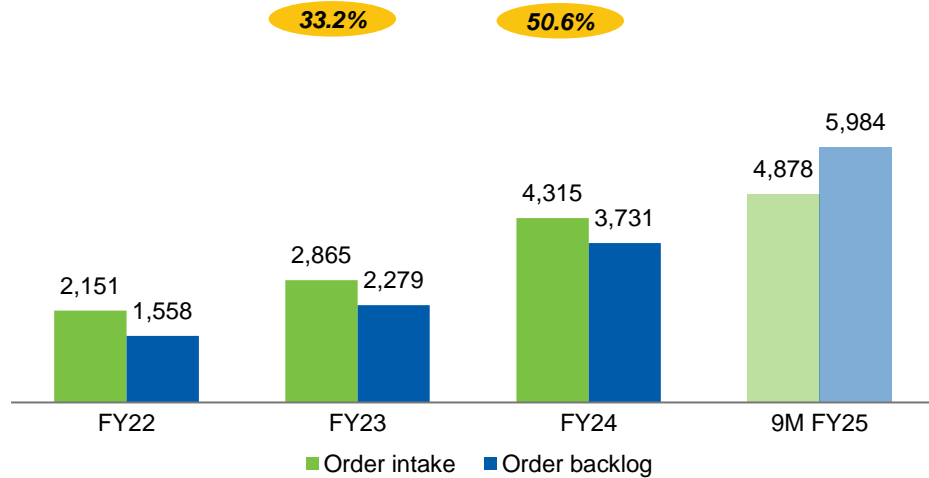
Order backlog is as on the end of the period. All the other figures are for the period

Power systems' order intake at an all-time high with a 51% YoY growth in FY24 along with a healthy margin expansion

Power systems

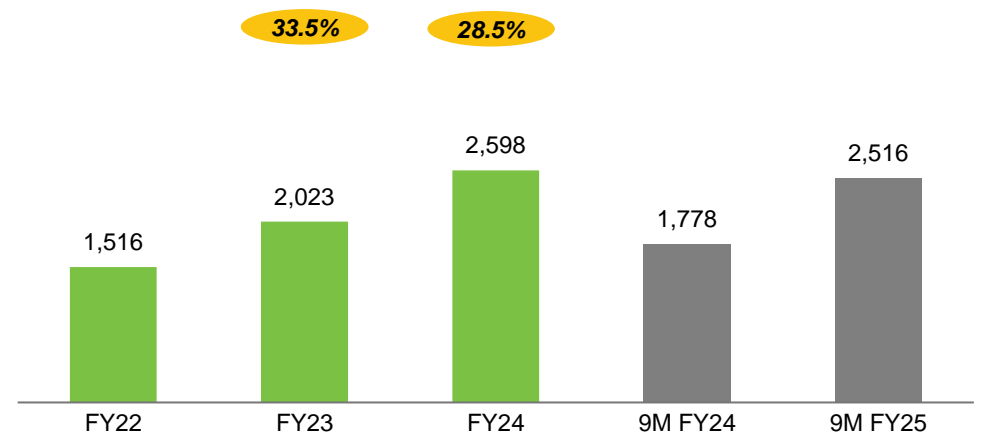
Order intake & backlog (INR cr)

% order intake growth YoY



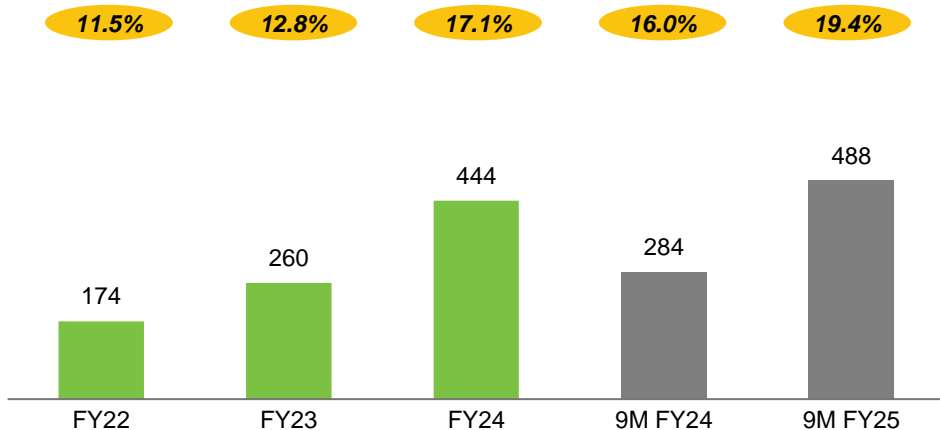
Strong revenue growth (INR cr)

% growth YoY



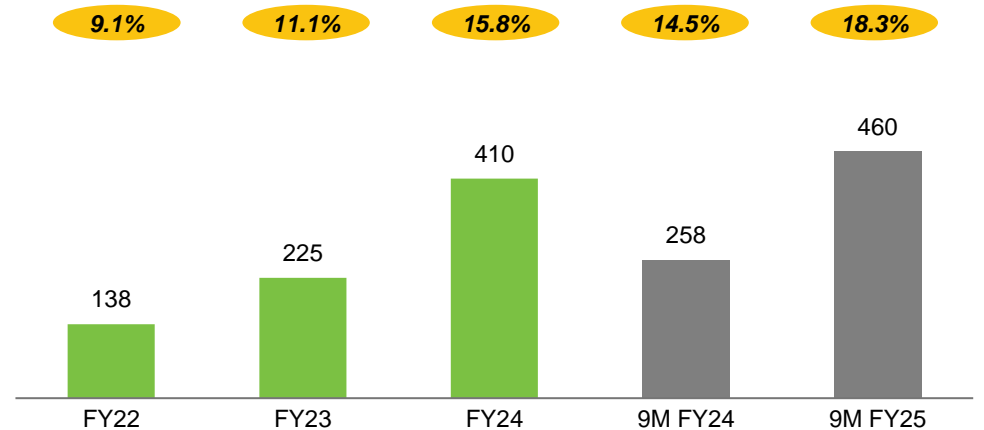
EBITDA¹ (INR cr)

EBITDA margin



Profit before interest and tax (INR cr)

PBIT margin



Notes:

1. EBITDA includes other income
 Order backlog is as on the end of the period. All the other figures are for the period.
 FY22 and FY23 numbers exclude QEI LLC, USA since it was sold in Q1 FY24

04.
**Creating sustainable value for
our stakeholders**




Significant value creation post acquisition by the Murugappa Group...

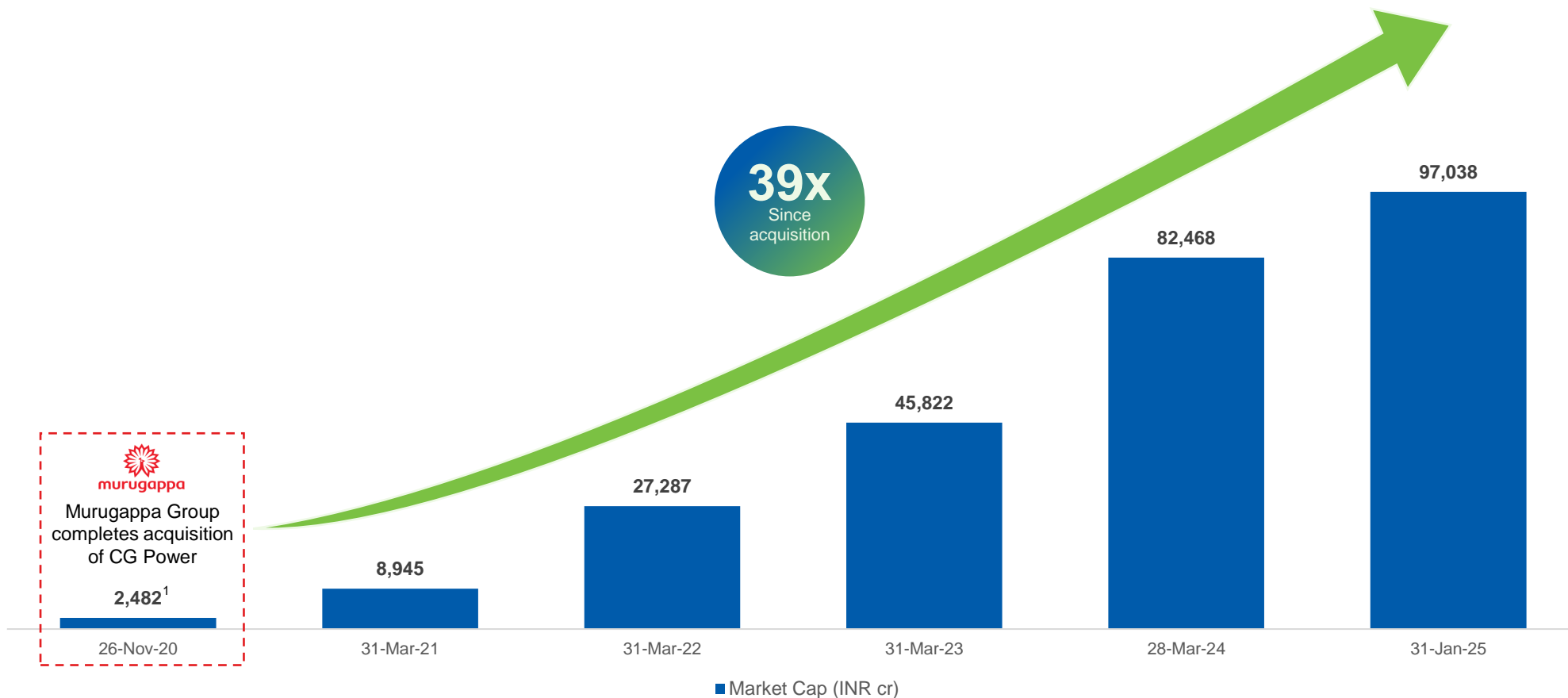
Dividend paid
(INR cr, % face value)

229 (75%)

199 (65%)

39x
Since
acquisition


murugappa
Murugappa Group
completes acquisition
of CG Power
2,482¹



Source: Market capitalization data from BSE

Note:

1. Share price and total no. of shares outstanding are as of November 25, 2020

...keeping ESG principles at the core of CG's business practices

Environment

Key focus areas

Climate action

Responsible supply chain

Product stewardship

Key initiatives

- ✓ Stamping unit at Ahmednagar has started **generating solar energy from Rooftop solar panels**
- ✓ **Sapling plantation** across its locations on the occasion of "World Environment Day"
- ✓ Afforestation drive in an area of 5,400 sqm. to **develop an 'Urban Forest' and a 'Butterfly Garden'**

Key highlights

13% reduction in emissions intensity

10.5% renewable energy consumption

More than **30%** green cover in all facilities

15% reduction in energy consumption intensity

Social

Key focus areas

Human capital development

Human rights

Customer relationship management

Community relations

Key initiatives

- ✓ Constructed 7 **residential quarters** for the staff nursing college at Kanchipuram
- ✓ Constructed **Middle School** at Thirumalapuram
- ✓ Constructed Bone Marrow Transplant Isolation ward at St. Jude India Child Care Centre, Chennai

Key highlights

10% females out of total fresh recruits

Zero fatalities

Governance

Key focus areas

Corporate governance

Innovation management

Responsible investment practices

Key initiatives

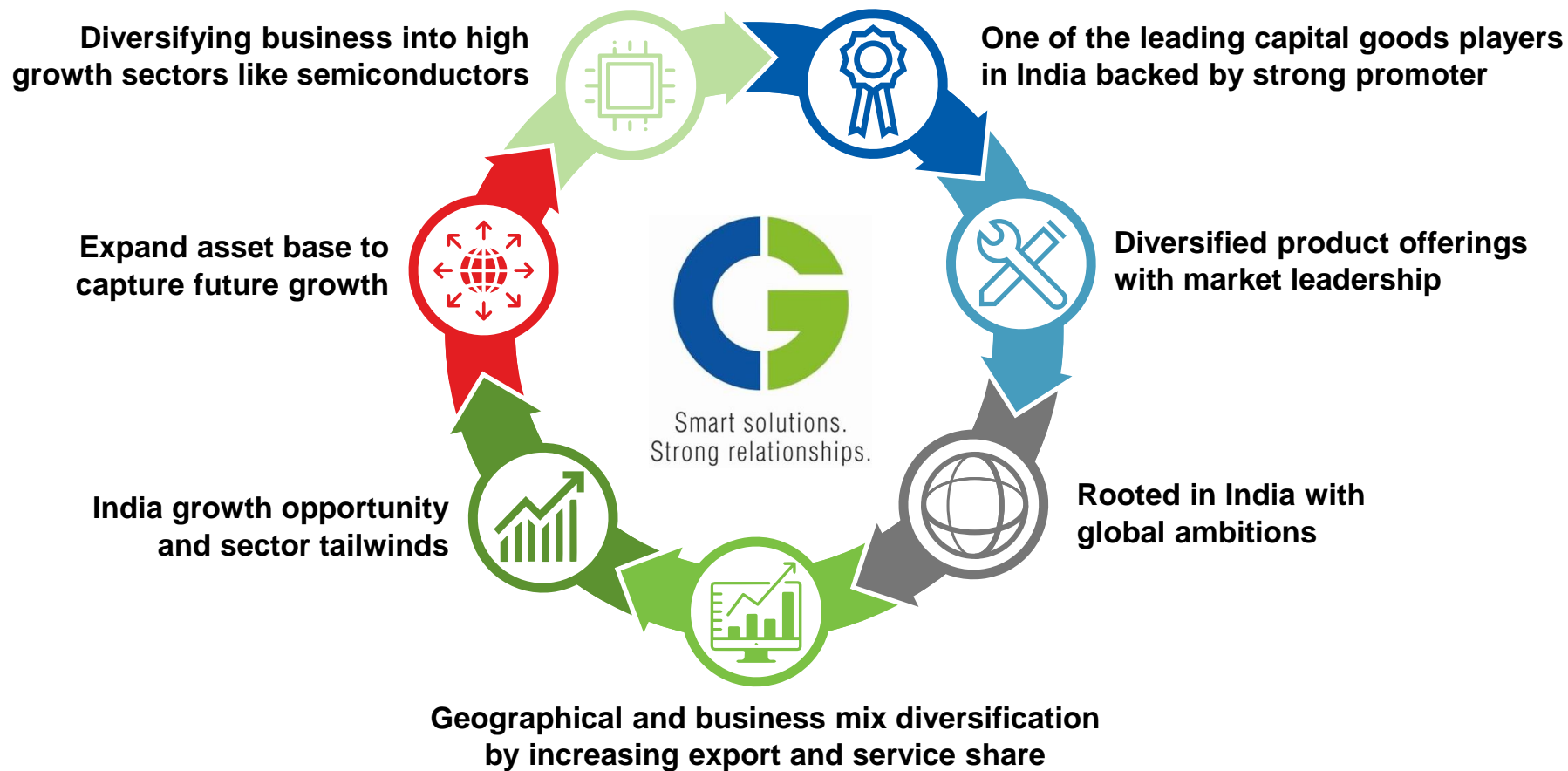
- ✓ **BRSR¹ for FY2023-24** has been published in the Annual Report
- ✓ Received approval from its Risk Management Committee (RMC) for **projects on Net Zero roadmap, Climate Risk Assessment, Value Chain Partner assessment** and **ESG rating participation in platforms** such as 'CDP' and 'S&P Global'
- ✓ Company's first ESG Report (FY 2022-23) has been prepared with reference to Global Reporting Initiative (GRI) standards

Key highlights

50% board comprises of Independent directors

≥7/8 directors present in 5 board meetings held during the FY24

Note:
1. Business Responsibility and Sustainability Reporting (BRSR)





**CG Power and
Industrial Solutions Ltd.**