

EXEED

# EXEED LAUNCH STRATEGY

# Macroeconomic Overview

EXEED

After continuous recession, Russian economy enters to recovery stage :

- Oil price and national currency to be stable;
- Continuous GDP growth to be expected;
- Strict monetary policy of Central Bank with focus on Inflation control;
- Real disposable income downward trend to be turned around;
- GOV automotive industry support to be continued;

The positive drivers of the Russian economy could be affected by:

- Further geopolitical tensions and new sanctions imposed;
- Possible unstable political situation in OPEC+;
- Further reduction of the government support of the automotive business;
- Competitive environment enhancement from Chinese brands due to local production expansion;
- Change of conditions or discontinuation of industrial assembly regime.

	2018	2019	2020	2021	2022	2023	2024
OIL PRICE (URALS) \$ per Brl*	70	63	60	58	56	55	54
EXCHANGE RATE RUR per USD*	65	67	68	65	66	67	69
GDP GROWTH*	2,1%	2,2%	2,3%	3,2%	3,2%	3,1%	3,1%
<b>CAR INDUSTRY('000)**</b>	<b>1 807</b>	<b>1 650</b>	<b>1 780</b>	<b>1 909</b>	<b>1 947</b>	<b>2 067</b>	<b>2 214</b>

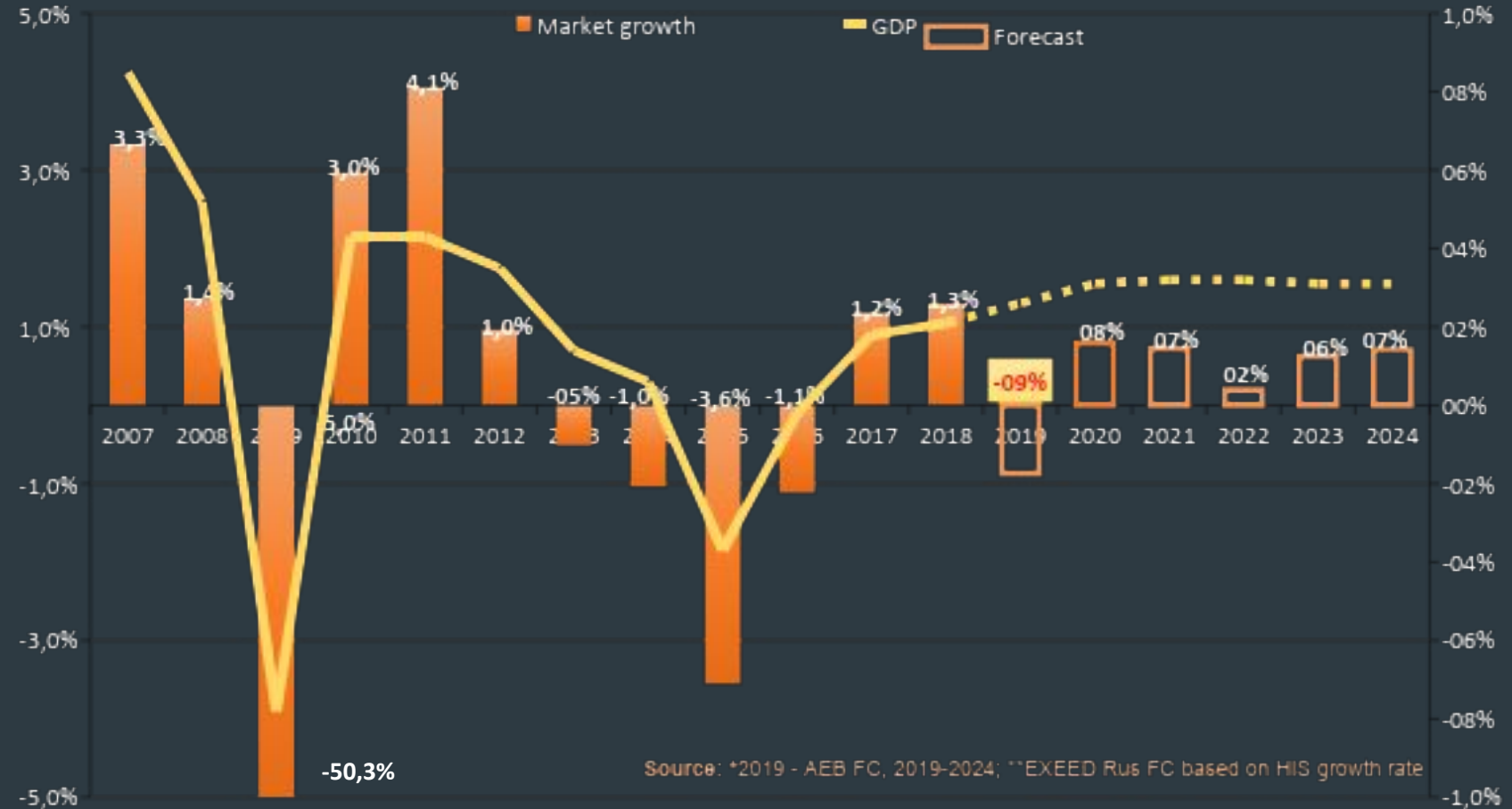
Source: \*MED Forecast 2019-24;\*\*AEB -2018 & FC 2019, 2020-24 EXEED Rus Forecast



# Russian Car Industry Overview

EXEED

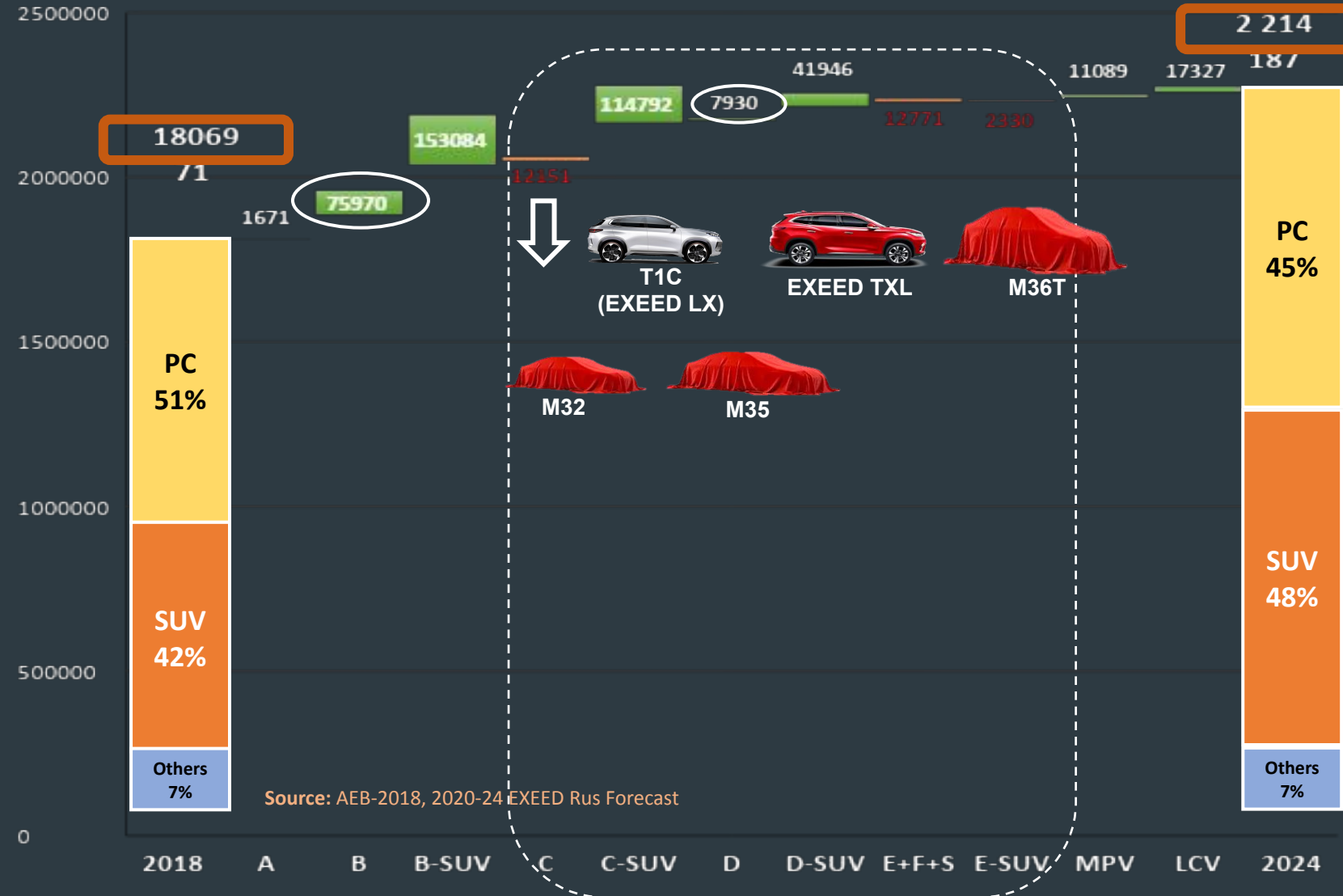
- Russian Car market is very vulnerable and highly affected by the economical situation;
- After recovery in 2017-18, the car industry in Russia is determined by downward trends,
- In 2019 the Russian car market growth is forecasted at -8,7% vs. >13% growth in the last year;
- The main deterioration factors are
  - reducing disposal income;
  - fading government support of the automotive industry;
  - increasing VAT and other taxes;
- The return to the growing trend is expected in 2020-21;
- The main positive factors driving the market would be the growing GDP (=> increase of the disposal income), the end of the industrial assembly regime (=>stimulation of the production & demand), the Parliament elections in 2021 (=>substantial state expenditures);



# Russian Car Industry Forecast – Mid-Term

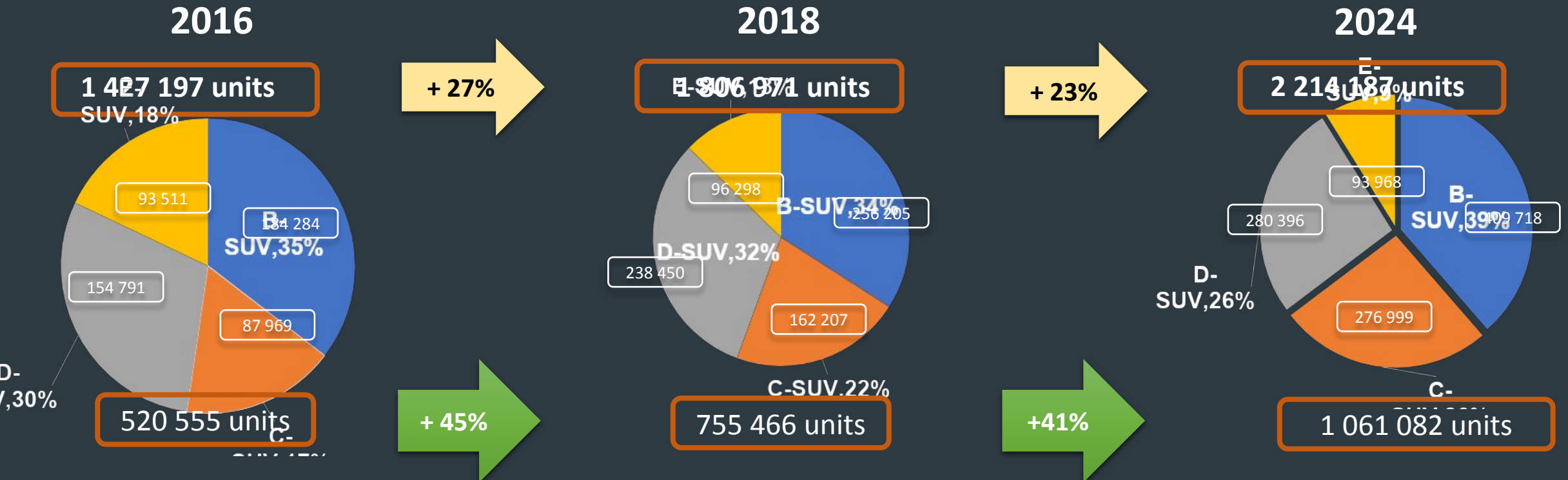
EXEED

- In mid-term perspective (2018-24), the Russian car market will grow up by **23%** and overcome **2,3 mln** cars;
- **SUV** market share expected to grow from **42%** to **48%** and become the biggest segment, main drivers **B-** & **C-SUV**;
- The main reason of switching customers to **SUV** segment is a good combination of the utility, safety, comfort and prestige;
- Among the passenger cars, the main winners will be **B & D** segments, the volume will be increased by **76K & 8K** respectively;
- **C** passenger cars will keep losing the market share and volume to other segments due to customer upgrade;
- **A, E & F** will recover but sales volume stay marginal;



# SUV Market Development

EXEED



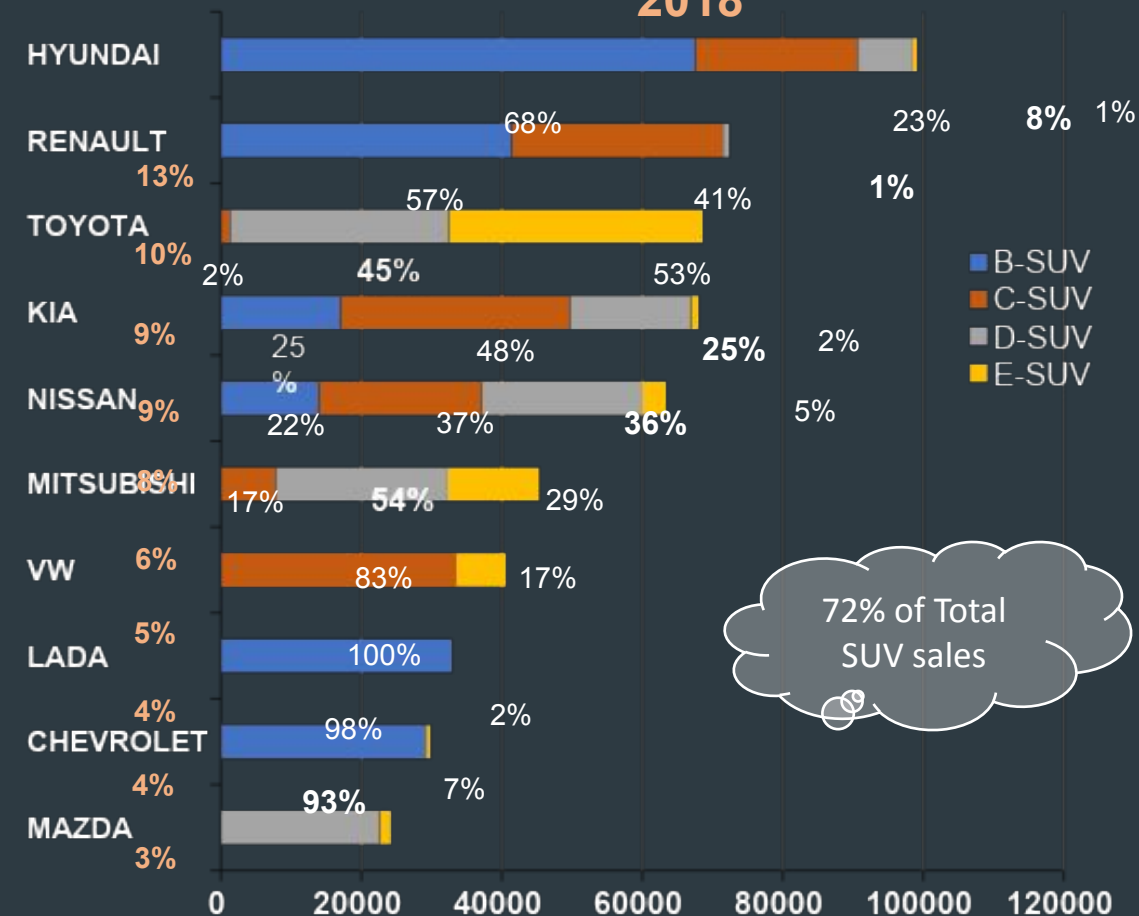
- SUV segment will continue growing much faster than the total industry, the absolute volume of SUV will be increased by 41% in 5 years;
- B-SUV will be the biggest sub-segment and increase the share by 5 p.p., mainly due to migration of customers from C segment;
- C-SUV will keep growing the market share and increase the volume by 31%. The segment will be saturated from the passenger car customer upgrade and used car market;
- D-SUV volume will loose the share (32%→26%) but keep the sales volume; E-SUV will keep losing the share but NOT volume;
- EXEED TXL & T1C (LX) will be launched on the positive curve of the segment development which might help to have a quick and smooth start;
- M36T launch will meet more tough competition but can be offset by conquest from other brands through offering more attractive price offer.

# SUV Market Competition TOP-10

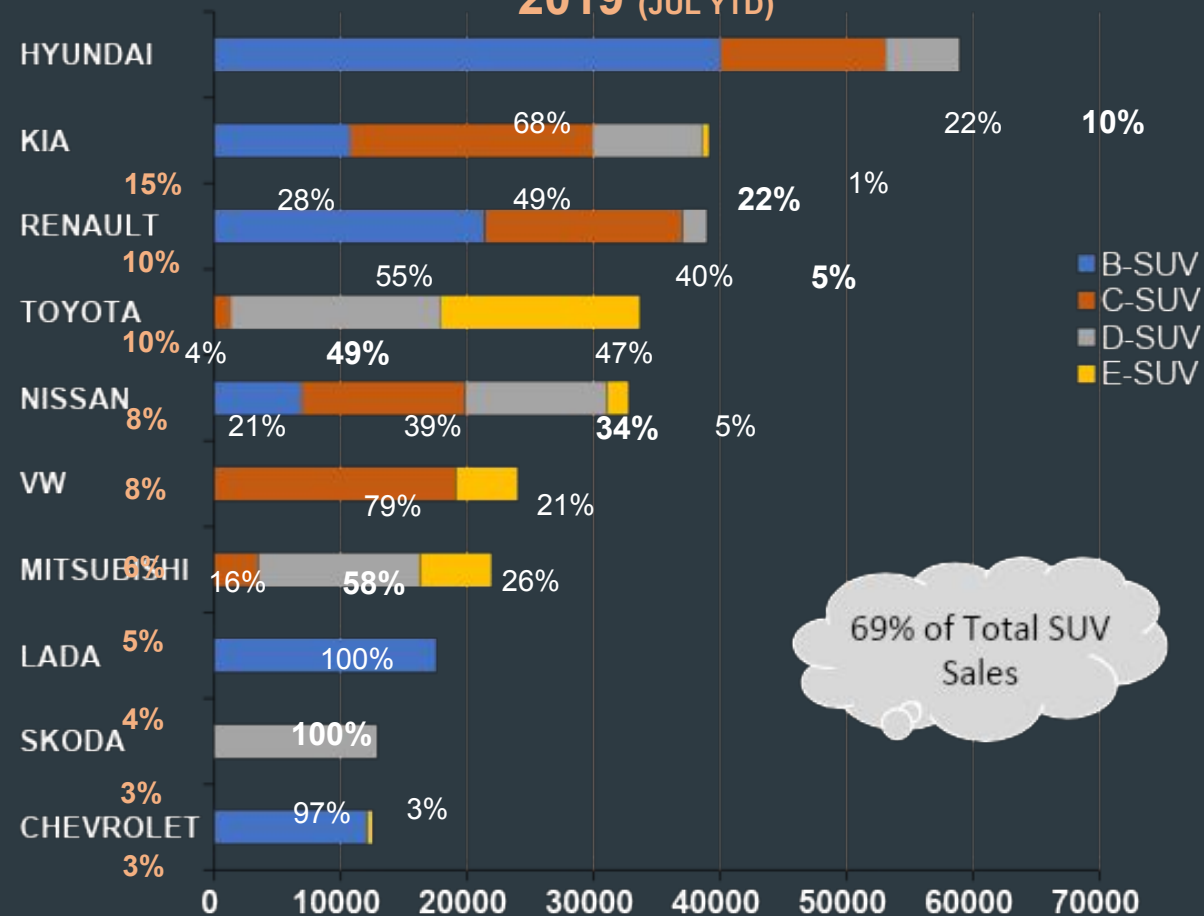
EXEED

2018

2019 (JUL YTD)



72% of Total SUV sales



69% of Total SUV Sales

- Hyundai and Kia keep the leading positions and increase the segment share by 2 and 1 p.p. respectively;
- Renault can keep the position by introducing new model in D-SUV (Arkana);
- The Chinese brands keep growing but still have very marginal sales;

# SWOT Analysis

EXEED

## STRENGTH

- Impressive design & high level of specification;
- Advance & hi-end features and equipment;
- Growing model range;
- Representation in the most important & growing segments (>40% of total sales);
- CHERY represented in key cities;
- Further expanding dealer network;

## WEAKNESSES

- New Brand with low brand awareness;
- Limited model range/customer offer (engines/transmission);
- Limited marketing and promotion budget;
- Low Residual Value (due to brand perception);
- Lack of sales staff experience in higher priced product sales;
- BU production;

## OPPORTUNITIES

- Expected recovery & growth of the Russian economy in 2019-22;
- Re-vitalisation of structural reforms (e.g, road infrastructure, e-mobility, etc);
- Huge potential for growing of automobile industry (lowest car density in Europe, very old car park);
- Stable development of SUV segments;

## THREATS

- High volatility in oil prices,
- Continuing political tensions, new sanctions;
- Further increasing of utilization fee;
- Enhancing product quality of the competitors, further localization of production;
- New strong Chinese car brands;
- Aggressive marketing/pricing support by main competitors.



# EXEED Launch & Development Strategy in Russia

EXEED

## OBJECTIVE

- Successfully launch EXEED in the Russian market and achieve **XXX** units sales volume (market share of **X,X%**) by 2024;
- Russia – to become the largest export market for EXEED after China & Middle East;
- Develop EXEED into a strong automotive brand and leverage the brand force of Chery.

### PRODUCT

- Enrich the product portfolio with new products that integrates global technologies with striking design (T1C in 2020; M36T & M32 in 2021; M35 in 2022)
- Localization of the production (CBU->SKD) to optimize the cost structure and improve profitability;
- Enhance the brand image by offering a wide choice of onboard infotainment and hi-tech system and features available only on the luxury segments ;

### NETWORK

- Build strong, profitable network that delivers new and exciting customer experience in sales and aftersales;
- Improve dealer's profitability with throughput increase;
- Network moderate growth 2020-21 and fast expansion with new product launches in 2022 onward;
- Network Quality:
  - CSI
  - Retail Standards

### PRICE

- Competitive and aggressive price positioning in all segments against Korean & other relevant brands with widen price zone;
- Provide value-added incentives and innovative programs for customers (e.g. subscription, options and after-sales packages, loyalty programs);

### PROMOTION

- Invest in building a strong brand and improve purchase consideration;
- Consumer Impact Budget (CIB) & Sales Promotion (SP) Budget to support EXEED “break through” advertising effect in relevant segments;
- Fully dedicated EXEED team;
- Provide special customer experience – Customer loyalty program “EXEED Care”, Trade-In program, EXEED Finance programs;



# EXEED Product Positioning

EXEED

EXEED

Always strive to surpass yourself

Product Positioning

USP

High Quality: Top-class Design

Technology: High-tech Life

Vigor: Passionate Driving

Core supporting points

- Appearance design fused with Eastern and Western cultures;
- Intelligent LED headlamp;
- Ultra-low wind drag;
- Sputtered wheel hub;
- Multifunction exterior rearview mirror;
- Intelligent panoramic sunroof;
- Extraordinarily comfortable space;
- High-quality interiors;
- Ergonomic seat;

- Window remote control;
- Passive entry passive start system;
- Super-large 10.25-inch LCD instrument display;
- Multifunction steering wheel;
- Largest 10.1-inch HD central control screen;
- High-end LCD-controlled dual-drive air conditioning;
- Arkamys sound effect;
- 360° around view monitor;
- Blind Spot Detection (BSD) + Lane Change Assist (LCA);
- Auto Parking Assist (APA);
- Inductive electric liftgate;

- Timely all-wheel drive system;
- 1.6T engine;
- 7-speed dual clutch transmission;
- Shift paddle;
- Bentler chassis adjustment;
- ESP 9.3
- Excellent braking distance;
- High-strength anti-corrosion body;

# EXEED Products Launch Plan

EXEED

2019

2020

2021

2022

Segment

D-SUV



TX

C-SUV



L

E-SUV



X

M36T

C-Sedan



M32

D-Sedan



M35



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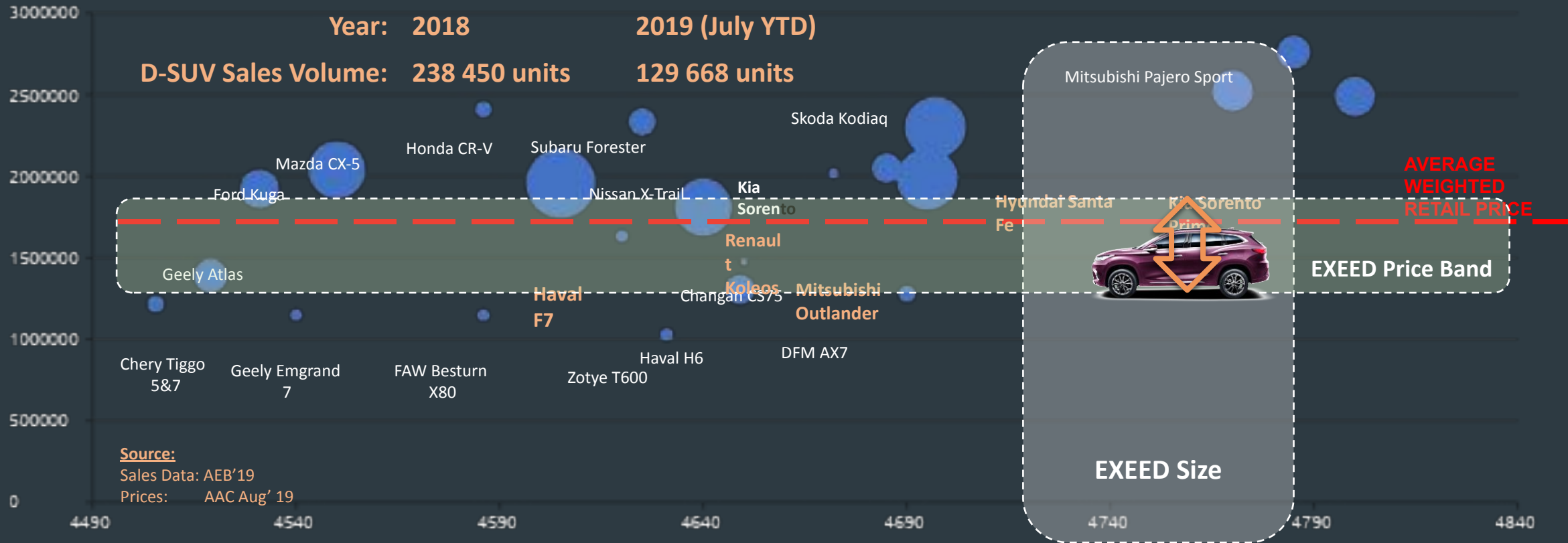
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# EXEED TXL Competition Environment

EXEED



- Japanese and Korean brands continue to dominate into the segment (>57%);
- 85% of sold vehicles have petrol engine, 77% have AWD;
- Price sensitive segment, customers are value conscious, yet the brand plays a significant role in purchase consideration (72% Local Production);
- Need to offer low entry price as a key enabler;



# EXEED TXL Competitors

EXEED

2 099 000 ₪  
Hyundai Santa Fe 2 949 000 ₪



	2018	2019 (Jul YTD)
TOTAL	7 890	5 879
Targeted Derivatives:	2 712	2 714

2 004 900 ₪ - 2 974 900 ₪  
Kia Sorento Prime



	2018	2019 (Jul YTD)
TOTAL	9 749	5 635
Targeted Derivatives:	2 940	2 504

1 689 000 ₪ - 2 279 000 ₪  
Mitsubishi Outlander



	2018	2019 (Jul YTD)
TOTAL	24 511	12 802
Targeted Derivatives:	3 737	1 441

1 449 000 ₪ - 1 819 000 ₪  
Haval F7



\*SoS - May'19

	2019 (Jul YTD)
TOTAL	513
Targeted Derivatives:	188

Source:  
Sales Data: AEB'18 & 19  
Prices: AAC Aug'19

1 699 000 ₪ - 2 337 900 ₪  
Renault Koleos



	2018	2019 (Jul YTD)
TOTAL	994	340
Targeted Derivatives:	439	172

# EXEED TXL Price Positioning

EXEED

Slide to be updated after RRP Calculation completed

Биржевая диаграмма



# EXEED TXL Price Positioning

EXEED

Slide to be updated after RRP Calculation completed

Гистограмма с core competitors/derivatives (JATO type)



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# EXEED Brand Strategy

## OBJECTIVES:

- Establish strong brand image of EXEED and new models;
- Improve EXEED's overall brand health as a Chinese brand and increase awareness, consideration and opinion.

## STRATEGY:

- Define distinctive brand positioning;
- High investments in 2020-2022 to get market (customers) prepared for product arrival starting 2020. Build strong brand awareness and product appeal;
- Focus on effective media planning and integrated communications;

2020-2021

### Brand Strategy:

- **Lay down foundations of brand image:**
  - Start building a strong brand image through consistent and distinctive marketing communication;
  - Building brand image for High Quality, Technology & Vigor by focusing on key product wins & consistent communication;
  - Support retail communication of current vehicles & add image building campaigns;
- **Media Strategy:** Competitive media spend level;
- **Key product focus:** SUV to maintain positions in growing SUV segment

2022-2024

### Brand Strategy:

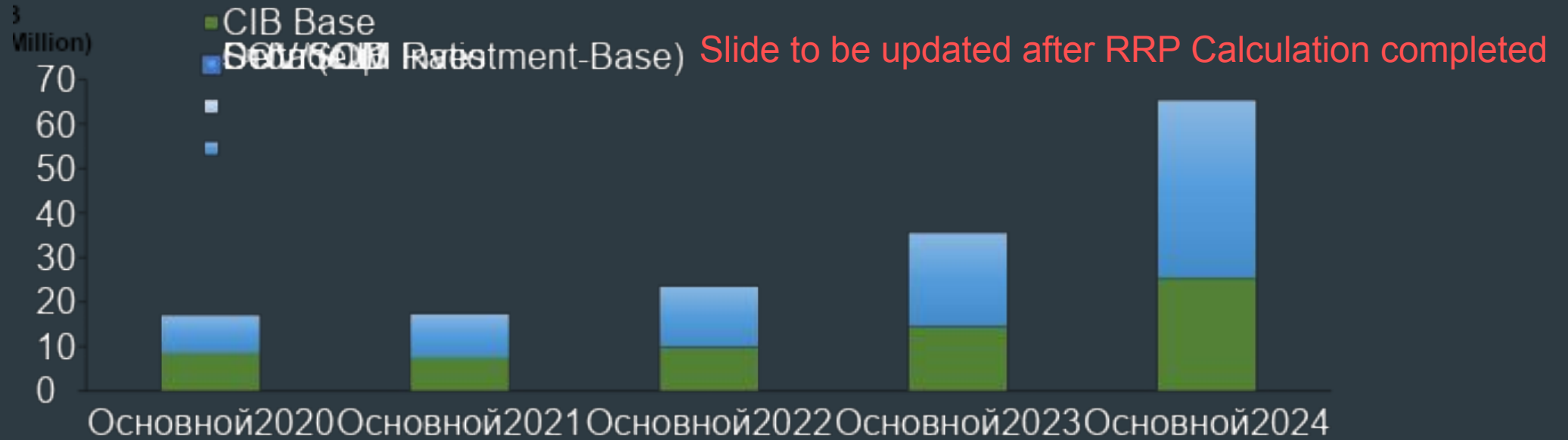
- **Enhance brand image and launch new models in new segments:**
  - Further drive brand image through successful new product launch and integrated communication;
  - Gain average brand image for High Quality, Technology & Vigor;
  - Gain Economical and Performance as average image attributes for the brand;
- **Media Strategy:** Above competitive media spend level
- **Key product focus:** new model line up, "cash cows"

2025-...

### Brand Strategy:

- **Maintain brand image & support sales:**
  - Sustain achieved brand image through consistent communication;
  - Support retail communication of current vehicles.
- **Media Strategy:** Competitive or slightly below competitive level;
- **Key product focus:** main volume makers

# Marketing Investment in EXEED



	2020	2021	2022	2023	2024
CIB Base Cost per unit (Rbl'000)	XXX	XXX	XXX	XXX	XXX
CIB Investment Cost per unit ('000)	XXX	XXX	XXX	XXX	0
Sales Volume (units)	1 000	XXX	XXX	XXX	20 000
CIB Total Budget (Rbl'000)	XXX	XXX	XXX	XXX	XXX



Total Investment Required: Rbl XXX

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# EXEED Network Development Plan

## OBJECTIVE:

- Building a strong and profitable dealer network to provide customer with new and exciting experience in purchasing and servicing EXEED vehicles;

## STRATEGY:

- Using current **Chery Network** for quick start based on location/performance evaluation and **Chery** monobrand facility to choose the best candidates;
- Smart Network expansion supported by the complete product portfolio in **2022-24**;
- Focus on quality and profitability:
  - Retail Standards - **Q 2 2020**;
  - CSI - **Q2 2020**;
- New and innovative dealership formats to be closer to consumers, e.g. 2S concept instead 3S (city show-rooms, shopping malls, etc.);
- Benchmarking **Kia/Hyundai** Dealer profitability of **3.2% (ROS)**;
- Full CI gradual roll out starting **2025** to meet the model range enhancement. **EXEED** financial contribution required.



# EXEED Dealer Development Plan

## 2019-2021

- First wave of the dealer nominations – 9-11 cities;
- Own flagship dealer in Moscow;
- The shared facility in Chery mono brand dealership;
- The dedicated EXEED area;
- Dedicated EXEED personnel in sales & after sales;
- EXEED indoor & outdoor corporate identification.

## 2022-2024

- Further fast expansion of the dealer network;
- The separated facility with Chery mono brand dealership;
- Increase the dealer profitability;
- Improve the dealer quality;
- Expansion in the CIS countries.

## 2025-...

- Cover the remaining Russian cities;
- Enhance the dealer network and brand perception through the stand alone/ independent dealer facility.

**2020**

**2021**

**2022**

**2023**

**2024**

Dealer Nominations	11	15	10	5	5
CI Support ('000)	30 000 ₺	45 000 ₺	30 000 ₺	15 000 ₺	15 000 ₺
TOTAL Dealers	10	25	35	40	45



# EXEED Dealer Development Plan



# EXEED Rus Headcount Strategy

## OBJECTIVE:

- **Build trust and confidence of EXEED business through creating and developing a strong and professional team to provide dealers and customers with high quality services and complex support;**

## STRATEGY:

- Build up a team incrementally together with the growth of EXEED business and scale of operations;
- Optimally and efficiently use the resources and synergy effect with Chery Automobiles Rus;
- Create a common core values of the company which will determine the culture and backbone of the team;
- Hiring and headhunting people with focus on three main attributes: collaboration, curiosity and creativity.



# EXEED Rus Headcount Plan

Shared functions:

- Finance/Chery Finance
- Logistics
- Accounting
- Legal

EXEED Rus  
Managing Director

Sales Manager

Product  
Development  
Manager

After Sales  
Manager

Network & Business  
Development  
Manager

Marketing  
Communications  
Manager

PR &SMM  
Manager

Regional Manager

Product & Promo  
Specialist

Regional Manager

DND  
Specialist  
(Russia & CIS)

Marketing  
Communications  
Specialist

Finance Controller

Loyalty &  
Customer Care  
Specialist

Digital Marketing  
Specialist  
(@/CRM/SM)

Dealer Marketing  
Specialist

Total Headcount:

2020-21  
(10 persons)

2022-23  
(17 persons)

2024-...  
(20 persons)





# EXEED Launch Activities

**Brand Positioning  
Pricing**

**Sales  
& Product Planning**

**Sales & AS Conditions  
CI & Dealer Standards**

**Marketing  
Communication**

**PR & SMM**

**Web Site & SEO**

**Internal Brand  
Development**

**Homologation  
Logistics  
Order/Production**

**Dealer Training  
Technical Support**



# EXEED Task Force Team (TFT)

## PROJECT LEADER

### Main Responsibilities:

- Overall project management;
- Develop and maintain an agreed project plan and detailed stage plans
- Activity and resource planning;
- Organizing and motivating a project team;
- Controlling time management;
- Ensuring high quality;
- Analyzing and managing project risk;
- Monitoring progress;
- Liaison with management and appointed project sponsors /members to assure the overall direction and integrity of the project;
- Monitoring progress in related areas and use of resources, initiating corrective action where necessary;

### Participation required:

- Mandatory in all meetings;

## PROJECT SPONSORS

### Main Responsibilities:

- Allocates resources to support project implementation
- Advises on issues escalated by Steering Committee
- Develop plan and manage deployment of physical and financial resources to meet project milestones;
- Prioritizes project to demonstrate its importance and timeliness across other dept. objectives
- Resolves issues escalated by the Project Leader or other Project team leads;
- Manage the achievement of the project milestones and required deliverables
- Adopting any delegation and use of project assurance roles within his/her dept. structures

### Participation required:

- Mandatory in Steering Committee (bi-weekly, 1 hr max);
- Working Group meetings - optionally

## PROJECT MEMBERS

### Main Responsibilities:

- Assigned full or part time to participate in project team activities;
- Responsible for contributing to overall project objectives and specific team deliverables;
- Completing individual deliverables;
- Working with users to establish and meet business needs;
- Identifying and obtaining support and advice required;
- Cost estimating and developing the budget for the activities or system developments that impact project timelines
- Recommend resolution of related matters for the management;
- Preparing any follow-on actions
- Documenting the process;

### Participation required:

- Mandatory in Working Group meetings (weekly, 15 min/1 hr max);



# EXEED Task Force Team (TFT)

Project Leader:

Gennady Baranov

**Project Sponsors:**

Anton Ganzha

Andrey Snisarevsky

Andrey Kuzin

Eugeny Nikitena-Katsarskaya

Sergey Pavlov

Dmirty Kosenko

Alexander Gusev

Vladimir Shmakov

Bella Khozheva

Leonid Vengerovsky

Maria Lobanova

STEERING COMMITTEE

**Project Team Members:**

Natalia Borisova

Dmitry Smirnov

???

Dmitry Domrachev

???

???

???

???

???

???

WORKING GROUP



# EXEED Launch Plan

Start of Sales (SoS)		Month (M)		SEPTMBER														OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY				MARCH			
Start of Production (SoP)		Calendar Week (CW)		36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	1	2	3	4	5	6	7	8	9	10	11	12	13	14						
I. PRODUCT	Responsible Dept	Sponsor	Responsible Person																																						
<b>11. Brand Positioning</b>	Sales/EXEED	G. Baranov																																							
Main Competitors	EXEED		G.Baranov																																						
Specification Development and Approval	Sales		N.Borisova																																						
<b>12. Homologation:</b>	After Sales	S. Pavlov	D. Antiptsov																																						
Era Glanass components certification																																									
Vehicle tests:																																									
R...Tests																																									
A3P...Tests																																									
Crash tests																																									
Homologation certificates obtaining																																									
Vehicle type approval signing/issuing																																									
<b>13. Production:</b>	Sales/EXEED	G.Baranov																																							
Production quota allocation by dealers	EXEED		G.Baranov																																						
First production order placement	Sales		S.Markova																																						
Dealer demo cars planned for production	Sales		S.Markova																																						
Second months production orders placement	Sales		S.Markova																																						
<b>14. Financial Services:</b>	Chery Finance	M. Lobanova																																							
Special financial program development																																									
(new innovative products , e.g.subscription)																																									
Special financial program availability																																									
Communication of special program																																									
<b>15. Warranty</b>	After Sales	S. Pavlov	S. Pavlov																																						
Warranty Policy adoptation & approval																																									
Warranty labour hour approval																																									
<b>16. Special Instruments:</b>	After Sales	S. Pavlov																																							
Special Instruments Order																																									
Special instruments availability @ dealers																																									
<b>17. Board Literature:</b>	After Sales	S. Pavlov																																							
Driver Manual available for proof reading by AS																																									
Warranty booklets available for proof reading by AS																																									
Driver manual ready for printing																																									
Warranty booklets ready for printing																																									
Driver manual printed																																									
Warranty booklets printed																																									
Driver manuals and warranty booklets available @ dealers																																									
<b>18. Spare Parts Availability:</b>	Spare Parts	D. Kosenko																																							
Dealer Initial Stock availability																																									
OEM Heavy Parts Stock																																									
Parts Catalog is updated (EXEED included)																																									
<b>19. Training:</b>	Training	L. Vengerovsky																																							
Online product training available																																									



## Key Priorities & Challenges:

Priorities / Challenges	Action Plan	What Support Required
Homologation of M32T	On track	HQ to prioritize test program for European markets
Fast release of new products for the Russian market	Pull ahead the preparatory works for T1C	HQ to allocate 2 cars for homologation process kick-off
No budget for EXEED project in 2019	Approve the budget based on the actions to be done in '19	Additional budget allocation from HQ
Lack of resources	Approve headcount plan/kick-off hiring process in Q3'19	
EXEED Trade Mark Protection		HQ Legal Dept/B&M involvement
Dealer Scouting/Nomination	In progress	

# Executive Summary

EXEED

## OBJECTIVE:

- Volume & Market Share growth: from **XXX units/X,X%** (2020) to **XXX units / X.X %** (2024);
- EBIT growth: from **Rbl XXX** (2020) **Rbl XXX** (2024);
- Growth of EXEED Brand metrics:
  - Aided awareness = Segment average;
  - Purchase consideration = Segment average;
- Network development: **11 dealers** (2020) => **40+dealers** (2024). Throughput increase from **XX** to **XX** units /dealer per annum;

Data to be updated  
after RRP  
Calculation  
completed

## RESOURCES REQUIRED:

- Expanded Product Portfolio: **2 models** (2020) => **5 models** (2024);
- Consumer Impact Budget (CIB): **Rbl XXX** invested within **5 years** (2020-2024);
- Network Support: incremental resources of **Rbl XXX** to support dealer network expansion and high CI compliance;
- Set up full size operational office for **EXEED**. Total headcount of **20 people** (as of 2024).

Data to be updated after RRP  
Calculation completed



EXEED

THANK YOU

EXEED

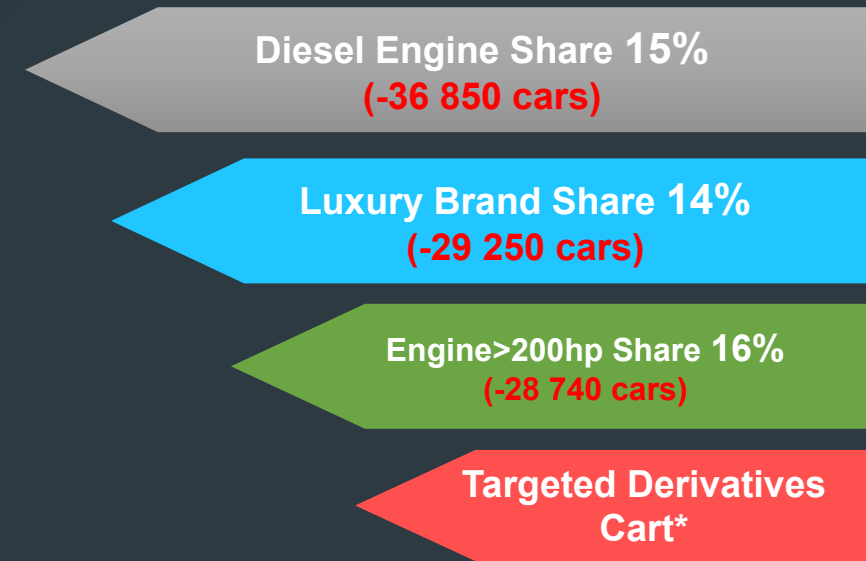
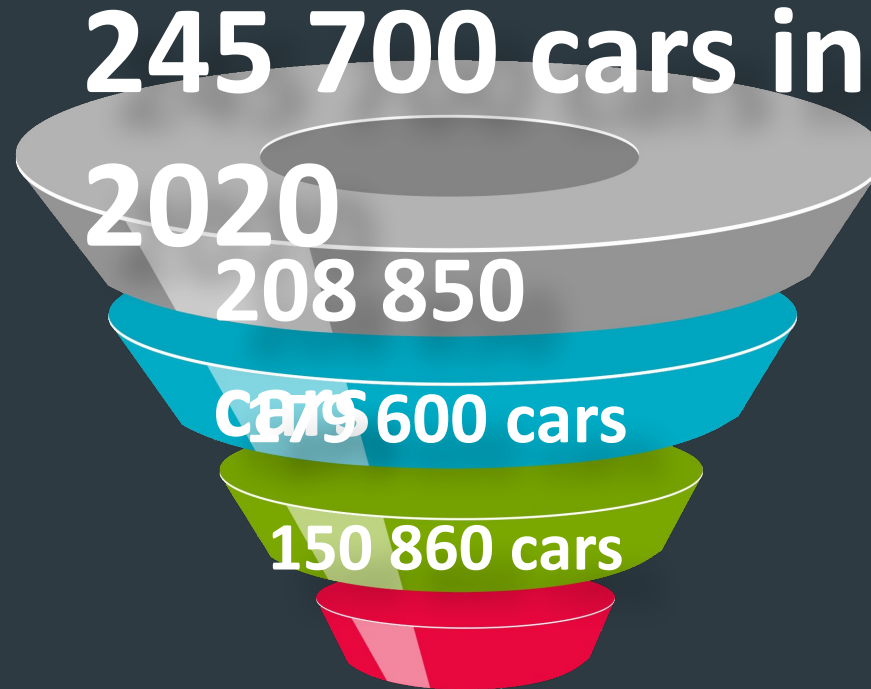
**Back-up**



EXEED



# EXEED TXL Projected Sales Volume



# Competitors Dealer Network Overview

EXEED

Анализ дилерских сетей:

кол-во

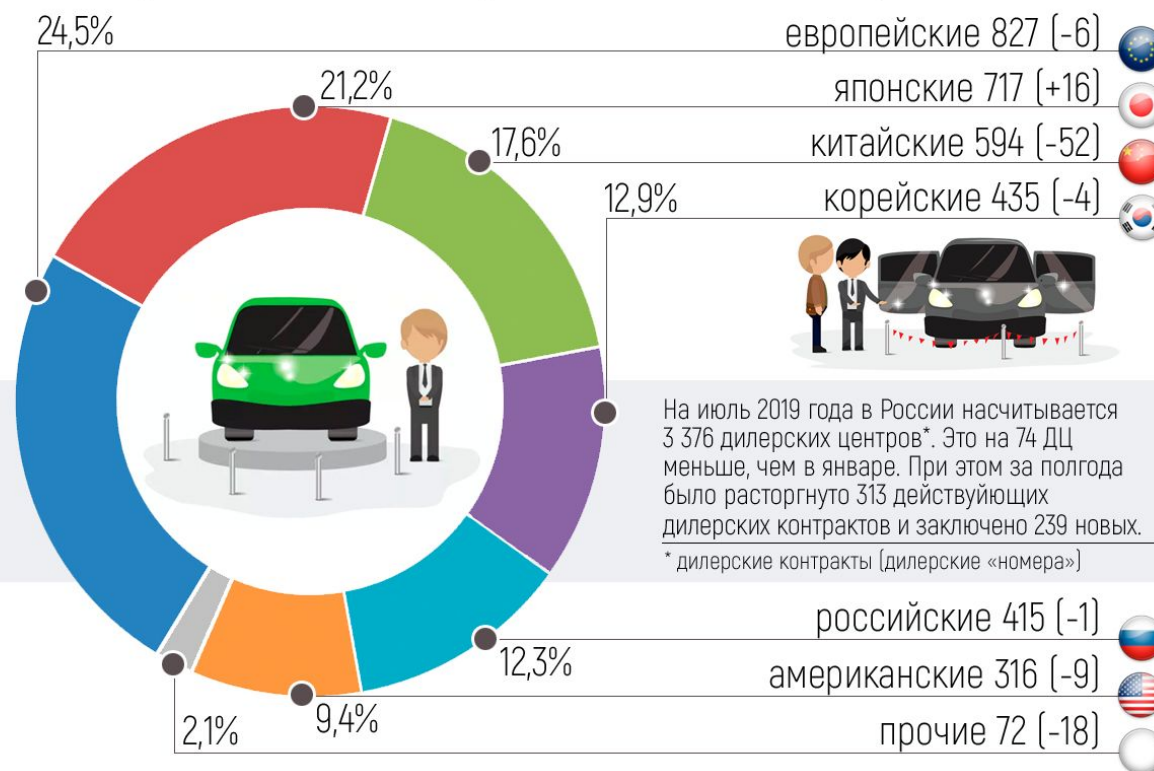
В каких городах

Per dealer sales= маржинальность

Примеры как выглядят центры



## Дилерские сети по происхождению марок



На июль 2019 года в России насчитывается 3 376 дилерских центров\*. Это на 74 ДЦ меньше, чем в январе. При этом за полгода было расторгнуто 313 действующих дилерских контрактов и заключено 239 новых.

\* дилерские контракты (дилерские «номера»)

Источник: АВТОСТАТ

[www.autostat.ru](http://www.autostat.ru)



# EXEED TXL Competitors

EXEED



	2018	2019 (Jul YTD)
TOTAL	7 890	5 879
Targeted Derivatives:	2 712	2 714



	2018	2019 (Jul YTD)
TOTAL	9 749	5 635
Targeted Derivatives:	2 940	2 504



	2018	2019 (Jul YTD)
TOTAL	994	340
Targeted Derivatives:	439	172



	2019 (Jul YTD)
TOTAL	513
Targeted Derivatives:	188



	2019 (Jul YTD)
TOTAL	1 637
Targeted Derivatives:	1 073

Source:  
Sales Data: AEB'18 & 19  
Prices: AAC Aug'19