

Meeting Script — Opher Doron, CEO, EVR Motors

30-minute call · peer-to-peer · **your objective: earn the second conversation**

Who you're talking to. Opher Doron ran Israel Aerospace Industries' Space Division and led the team that built and flew *Beresheet*, the first privately funded lunar lander. Rear Admiral (res.), MBA plus economics from Haifa. He took the EVR helm in 2019. He runs a small, senior team — average age ~55, heavy on PhDs and motor physicists — not a young startup. He thinks like a systems-and-mission engineer who now has to turn a breakthrough into a manufactured, global business. That gap — brilliant core technology, a lean team, and a scale-up-and-channel problem in front of him — is where you are useful, and the whole call quietly points at it.

Your posture. You are not pitching yourself. You are a senior industrial-electrification operator who happens to understand his world unusually well, having a genuine conversation about his business. Talk *less* than him. The persuasion is entirely in the quality of what you notice and what you ask. Let him do the reaching.

The tell you're steering toward. You win when *he* wants to keep going — the signal is him proposing (or readily agreeing) to an NDA so the two of you can get into specifics. You can offer to sign one; you do not push for a role. If a board or advisory idea comes up, it comes from him.

The arc, beat by beat

1 Open — warm, brief, credible 0–4 min

Let him set the tone; match it. One or two framing lines about yourself, no more — he can look you up, and over-explaining reads as needing the meeting more than he does.

"Thanks for making the time, Opher. I've spent most of my career on the industrial side of electrification — motors, drives, the unglamorous business of getting a good design to actually build at volume and hold its cost. I came across what EVR is doing and it stopped me, because the hard part of your problem is exactly the part I've lived. I mostly wanted to compare notes."

Then hand the floor straight back: *"But I'd rather hear it from you — where's EVR right now, in your words?"* Let him talk. He will.

2 Make him feel understood — the observations 4–14 min

Weave these in as you react to what he says. Do not deliver them as a list; each is a natural remark from someone who has run this kind of business. **Aim to land two well, not all three.**

3 Angle in — the questions that reveal where you help 14–24 min

The questions below are built to make *him* articulate the gaps. Ask, then be quiet.

4 The seed **unforced**

One sentence that plants what you'd be worth, then move on. Never linger on it. (*Whenever it fits in beat 3.*)

5 Close toward "let's go deeper" 24–30 min

Read the tell. If he's leaning in, name the natural next step and let the NDA be his idea — or offer to sign one so you can both stop talking in generalities.

The 2–3 killer observations

Each reads as the natural read of a powertrain veteran from public facts and industry logic. None of it needs, or hints at, anything private. If he asks how you know the landscape so well, the honest answer is the true one: this is what the whole industry has been living through, and you've spent a career inside it.

① The rare-earth shock turned your side-feature into your headline — and your own customers proved it.

"The thing I'd want the market to understand about EVR is that your timing got made for you. When China put heavy rare-earths under export licensing last year, it wasn't abstract — Indian two-wheeler makers were physically unable to build vehicles. Bajaj said on its own earnings call it could seriously hit EV output, and Chetak volumes roughly halved that summer. Every OEM that lived through that now treats magnet supply as a board-level risk, not a purchasing footnote. Your ferrite and HRE-free NdFeB options stopped being a sustainability line and became a supply-security answer they can actually build with today. That's a much harder thing to compete with than a price."

Why it lands: it's his own material advantage, framed as a live commercial crisis in his own buyer base — all public. It signals you understand why now, not just what.

If he pushes on specifics, stay honest to the trade-off he himself states publicly: ferrite costs a few points of efficiency and some size and weight; the premium tier still wants neodymium. You know it's a segmented answer, not a magic bullet. That precision earns more trust than enthusiasm.

② Your real asset isn't the motor — it's a topology that spawns a family, and that changes the whole go-to-market.

"What I find genuinely interesting is that you're not selling a motor, you're licensing a platform — one trapezoidal-stator topology you can spin into a 6-kilo two-wheeler motor or a 100-kilo-plus vehicle motor, 48 to 800 volts, without re-inventing the physics each time. That's a licensing annuity business wearing a hardware company's clothes. The economics of that are wonderful when it works — every design-in is a multi-year royalty stream, not a sale — but it lives or dies on how you architect the channel, not on the motor spec."

Why it lands: it reframes EVR the way he describes it publicly ("technology partners," "we don't want to make tens of thousands of motors") and shows you grasp the business model, not just the engineering. It sets up ③ and the angle-in.

③ India was the right beachhead — and the L&T move shows you understand it's a manufacturing-ecosystem play, not a sales play.

"Standing up EVR India — the Manesar coil line, the Tier-1 web, and then putting L&T's weight behind it — was the right sequence, and it's a stronger signal than a single purchase order would've been. A thirty-billion-dollar industrial house taking your topology into a Make-in-India ecosystem, pairing it with their own motor control units, spanning two-wheelers all the way to commercial — that's a platform and a route to market, not a customer. The interesting question isn't whether India works. It's what India has to prove before you point the next spearhead somewhere else."

Why it lands: it's all public (L&T's own release, Autocar), and it demonstrates you think in sequencing and proof-gates — the exact discipline a scale-up needs and a lean physics team rarely has in-house.

The questions that make him talk

These do double duty: they get him revealing where he needs help, and each one quietly surfaces that your Hitachi-scale industrial background is the missing piece. Ask sparingly — three or four across the call, not all of them.

On the problem he's named himself — channel conflict:

"You're licensing one topology to multiple Tier-1s and OEMs in the same market. How are you thinking about keeping them from competing with each other on the same motor? That's the classic tension in a licensing model — you want broad coverage in a fragmented market, but every partner wants exclusivity on their slice."

This is his own stated worry, in his own words, handed back to him as a peer's question. It's the sharpest single thing you can ask — it tells him you see the hardest part of his model, and manufacturing/channel architecture is precisely your domain. Let his answer run.

On the scale-up gap:

"Going from a beautiful design and a coil line to a partner building tens of thousands of units a month at automotive quality and yield — that transition breaks a lot of good motor companies. When you look at the next 18 months, is your constraint the technology, the partners' manufacturing readiness, or your own bandwidth to support that many industrialization programs at once?"

This invites him to name his real bottleneck — and if it's "bandwidth" or "industrialization support," you've just found the shape of the help without asking for anything.

On the sequence after India:

"If India is the proof, what's the second market — and is it a replicate-the-playbook move like Southeast Asia, or a different-door move like Europe on the rare-earth-independence angle? Because those need very different kinds of partners and very different support models from you."

Shows you've already thought about his expansion map. Gives him room to tell you where his thinking is unsettled.

On the part he probably doesn't love:

"A team of senior motor physicists is exactly who you want designing the topology. It's usually not who you want running twelve simultaneous industrialization programs across three continents. How are you resourcing the operational side as this scales?"

Affectionate, true, and it names the gap you fill without a word about yourself.

The seed — one sentence, then move on

Drop this once, lightly, after he's opened up on a bottleneck — never as a pitch:

"For what it's worth, the industrialize-and-scale-the-partner-network problem is the one I spent most of my career on — that's the part of your story I find easy to be useful on."

Then immediately return to *his* topic. You've planted it. Don't water it.

The bridge to "let's go deeper"

Watch for the tell: he starts asking *you* questions, or he reaches for a specific problem and wants your read on it. When that happens, name the natural next step and let the boundary be mutual:

"This is the interesting part and I don't want to talk about it in generalities on a first call. If it's useful, I'm very happy to sign an NDA and actually get into the specifics with you — the channel architecture, the sequencing, wherever you think a fresh pair of experienced eyes helps most."

If he proposes the NDA first, you've already won the meeting — agree warmly and let him drive. Either way, you leave with a concrete reason to meet again, framed as *his* need for depth, not your ask for access.

Two lines to have ready

If he asks what you're doing now:

"I stepped back from a full-time operating role — thirty-odd years in industrial electrification — and now I do a small amount of advising and some personal investing, in a few things I find genuinely interesting. EVR is one of the ones I wanted to understand better, which is why I reached out."

Honest, unhurried, and it frames you as someone who chooses what to spend time on — not someone looking for a seat.

If he raises a board or advisory role:

"That's a generous thing to raise. I'd only ever want to be useful where I'm genuinely additive — and honestly I'd want to understand the business a lot better first before either of us decided anything like that. Let's keep talking and see if the fit is real."

Stay humble. Don't chase it. The restraint is what makes him want it.

Three disciplines for the whole call

1. **Talk less than he does.** Your credibility is in what you notice, not what you say. Silence after a good question is a tool.
2. **Never sound like you have inside information.** Everything you know reads as public fact plus a veteran's read. If you're ever unsure whether something is public, don't say it — ask a question that lets *him* say it.
3. **Don't reach for the board seat.** The entire piece is engineered so that the most senior, least-needy person in the conversation is you. Neediness is the only thing that can lose this.

Grounding note: every EVR fact in this script is drawn from public sources — L&T's own May 2026 press release, EVR's site and headlines, and Opher Doron's own on-record interviews (Autocar Professional, AMS). The rare-earth production disruptions (Bajaj's earnings-call warning, the Chetak volume drop) are reported public events. Reflecting EVR's own performance and segmentation claims back to Doron is safe — they are his company's figures. Nothing in this document requires or implies non-public knowledge of EVR's pipeline.