

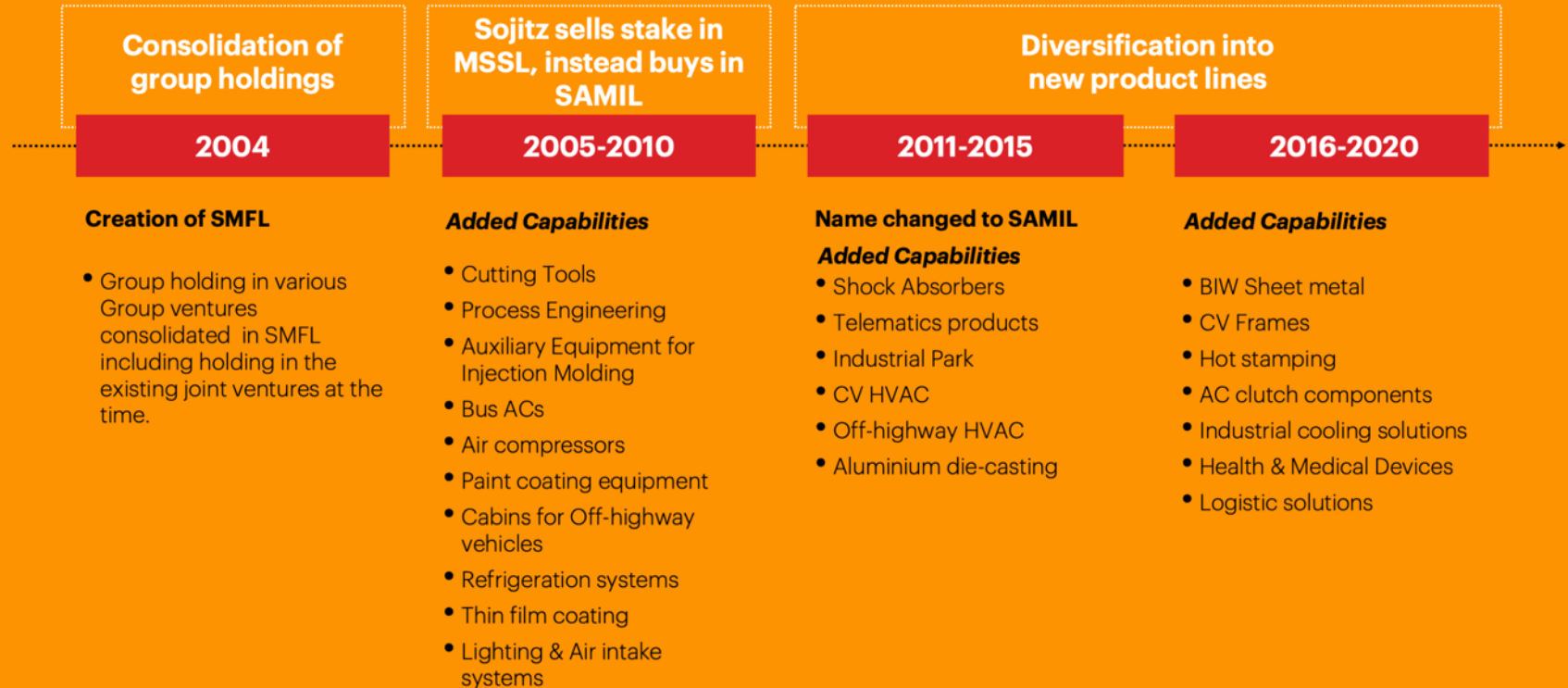


SAMIL introduction.

Laksh Vaaman Sehgal
09 October 2020

01 The history of SAMIL.

Organic growth supported by joint ventures and strategic acquisitions.



SAMIL's role in Motherson Group.

01

Leading
Motherson
Group
Strategy

- Defining group vision.
- Focal point for customer relationships.
- Capital decisions.
- Principal level collaboration with all JV partners.

02

Driving
Synergies and
Value Creation

- Capex approvals.
- Shared resources and services.
- Financial planning.
- Backward and forward integration.

03

Incubating
future MSSLs,
SMRs and SMPs

- Understanding new product and processes.
- Developing foothold in domestic markets.
- Leverage inorganic opportunities globally.

04

Creating Value
through
Strategic
Partnerships

- Collaborations for tested technologies to increase content per car.
- Collaboration for new technologies to diversify outside Auto domain.

02 Where SAMIL is today.

SAMIL Businesses.

15 JV
partners
from 6
countries

~INR
28,000Mn
Topline*
(FY2020)

~50
facilities

Varied Product
Portfolio

13.3%
EBIDTA*
(FY2020)

+7400
Employees

~INR 28,000 Mn

Total capital
invested in SAMIL
businesses
excluding MSSL
and SMRP BV.

SAMIL's shared services.

01
Mergers and
Acquisitions

02
Procurement
Support

03
IT Solutions

04
Product and
Process
Engineering

05
Financial
Planning

06
Compliance &
Audit Team

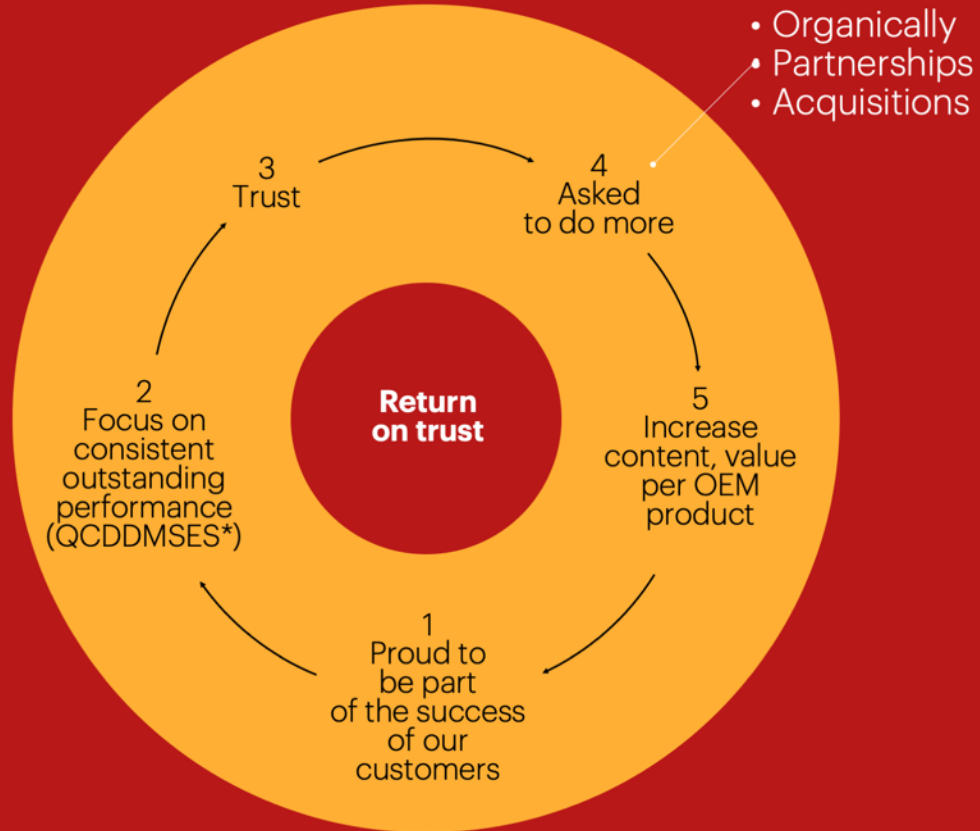
07
Global Legal
Support

08
Construction
Management

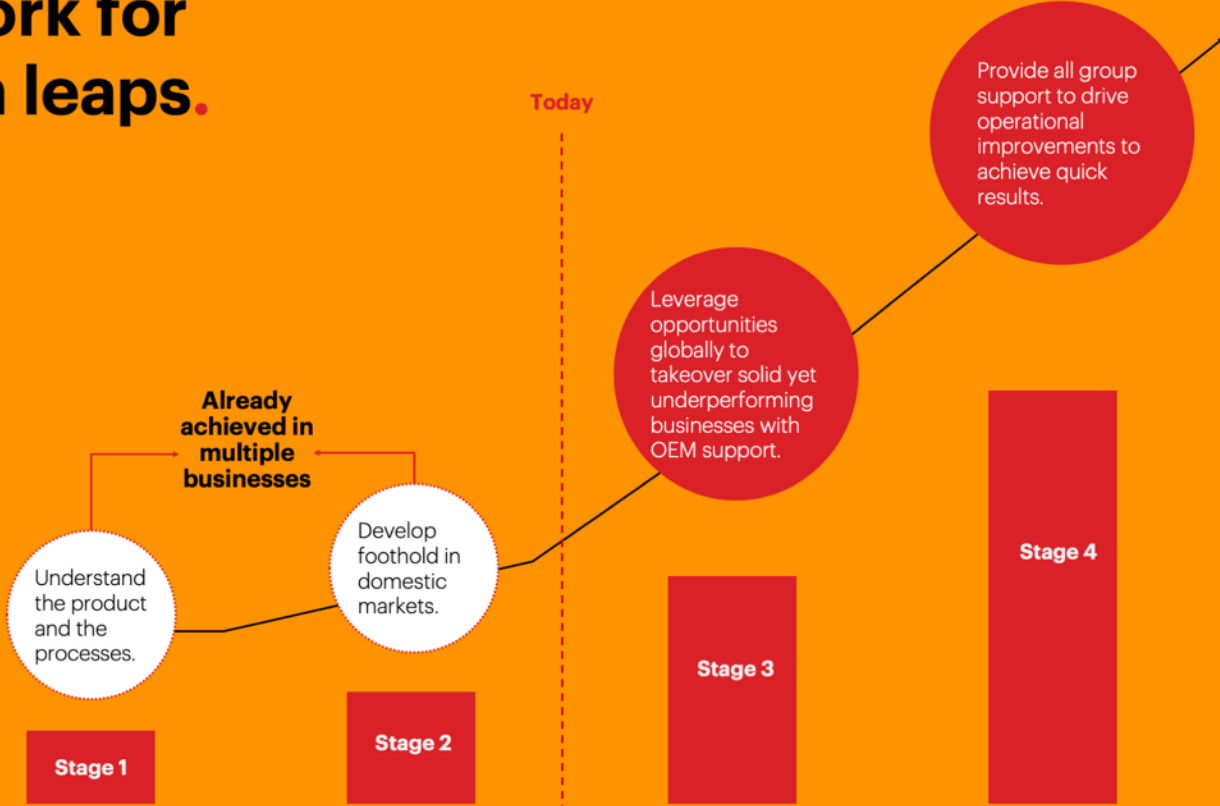
09
Travel
Management

03 The future of SAMIL.

Replicate Motherson trust-based growth approach for the SAMIL businesses.



Framework for quantum leaps.



Established market leadership over time through organic and inorganic growth.

2000 – 2020

Business Segments	Revenues (INR bn)	# of Plants	# of Countries	# of Acquisitions
Wiring Harness	1.8 → 183 <i>~100x growth</i>	14 → 87	2 → 22	5
Polymers	0.1 → 352 <i>> 3,000x growth</i>	1 → 103	1 → 23	9
Mirrors	0.1 → 137 <i>> 1,000x growth</i>	1 → 29	1 → 15	1

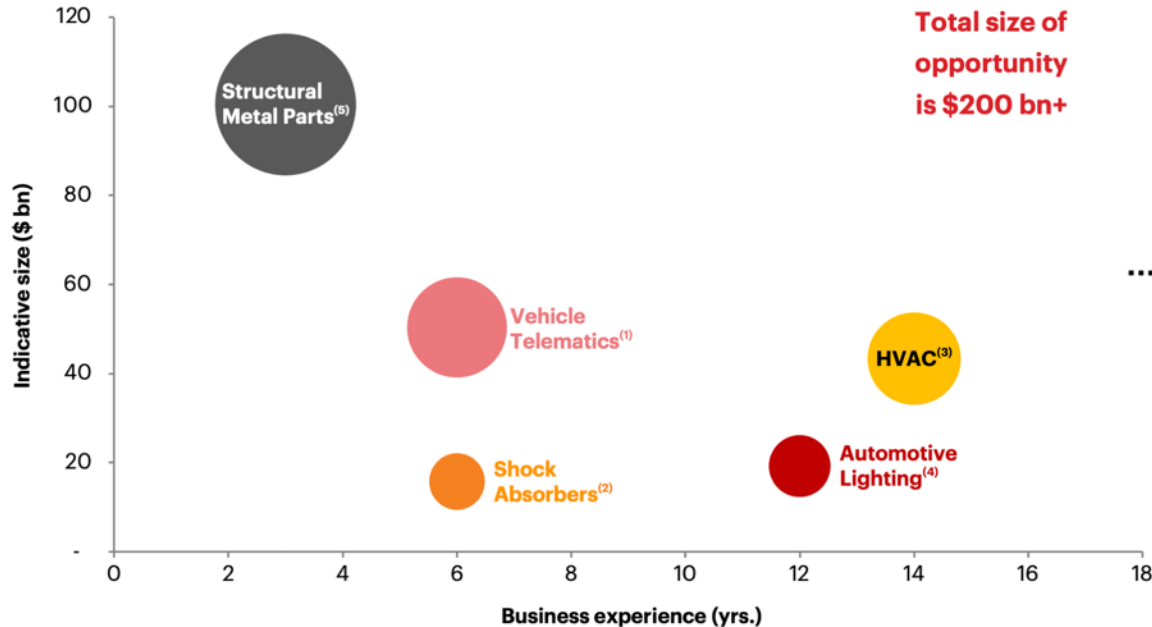
Leverage new SAMIL businesses.



Increase content
per OEM by taking
SAMIL businesses
global.

Platform for accelerated growth through organic and inorganic route.

Indicative global opportunity size* (\$ bn)
for select businesses



The SAMIL business discussed today may constitute only 5% our revenues today. But they show tremendous potential for future growth.

Top 10 Summary Financials and Business Portfolio

Financial Metrics of Top 10 Subsidiaries and JVs

All amounts in INR Crores except %

Name of the Company	Product/ Service Offerings	Sub / JV	Stake (%)	Revenue ^{1,2}		EBITDA ² (and %)		ROACE (%) ³	
				FY19	FY20	FY19	FY20	FY19	FY20
Marelli Motherson Automotive Lighting India Pvt. Ltd	Lighting Solutions	JV	50%	712	868	125	170	32%	39%
Motherson Sumi Infotech and Design Ltd ^{4,6}	Services & IT Solutions	Sub	53.7%	396	420	38	27	26%	9%
MS Global India Automotive Pvt. Ltd.	Metal Solutions	Sub	100%	467	343	42	15	8%	-4%
Marelli Motherson Auto Suspensions Parts Pvt Ltd	Metal Solutions	JV	50%	173	149	19	12	7%	-2%
Motherson Techno Tools Ltd ^{4,5} .	Metal Solutions	Sub	60%	171	139	46	24	21%	5%
CTM India Ltd.	Engineering & Tooling	Sub	41%	102	122	37	36	46%	32%
Valeo Motherson Thermal Commercial Vehicles India Ltd.	Metal Solutions	JV	49%	101	111	8	9	35%	36%
Anest Iwata Motherson Private Ltd.	Metal Solutions	JV	49%	86	93	17	15	32%	27%
Fritzmeier Motherson Cabin Engineering Pvt. Ltd.	Metal Solutions	JV	50%	97	77	14	7	16%	5%
Matsui Technologies India Ltd.	Services & IT Solutions	JV	50%	66	71	12	16	92%	84%
Total (Top 10)				2,372	2,393	358	331	23%	17%
Share in SAMIL Aggregate Basis				87%	85%	94%	89%		

1. Includes only revenue from operations and does not include other income

2. Numbers are as per IND AS 116

3. ROACE (Return on Average Capital Employed) is defined as Operating EBIT/ Average Capital Employed. Operating EBIT is before IND AS 116 adjustments.

4. Consolidated financials

5. In Motherson Techno tools, Motherson group owns 75%, SAMIL holds 60.06% indirectly via SMISL (which is a 100% subsidiary of SAMIL) and remaining 15% is owned by other entities

6. In Motherson Sumi Infotech and Design, Motherson group owns 70.4%, SAMIL holds 53.7% and remaining is owned by other entities



SAMIL businesses portfolio.

Top 10 Business

Other business incubated for future growth

01 Lighting Solutions

- **Motherson Marelli Automotive Lighting**

02 Metal Solutions

- **MS Global**
- **Marelli Motherson Auto Suspension**
- **Motherson Techno Tools**
- **Valeo Motherson Thermal Commercial Vehicles**
- **Anest Iwata Motherson**
- **Fritzmeier Motherson Cabin Engineering**
- **Motherson Bergstrom HVAC Solutions**
- **Samvardhana Motherson Auto Component - Die casting & machined parts**
- **Young shin Motherson Auto Tech - Clutches for HVAC**
- **Samvardhana Motherson Innovative Solutions - Broaches, Gear Cutting Tools and powdered metal sintered parts**
- **Nissan Advanced Coating - Thin metal coating services**

03 Engineering & Tooling

- **CTM India**
- **Motherson Molds & Die-casting**

04 Services & IT Solutions

- **Motherson Sumi Infotech & Design**
- **Matsui Technologies India**
- **Frigel Intelligent Cooling Systems - Cooling solutions**
- **Anest Iwata Motherson Coating Equipment - Paint guns and boothes**
- **Samvardhana Motherson Auto System - Aftermarket business**
- **Motherson Machinery & Automation - Low cost automation solutions**
- **Motherson Invenzen Xlab - Telematics, IOT**
- **Motherson Auto Solutions -Industrial Estate**

05 Group Shared Services

- **Motherson Air Travel - Travel desk for Motherson group**
- **AES Engineering- Engineering consultation and project management**

06 Logistics Solutions

- **Samvardhana Motherson Hamakyorex Engineered Logistic - Car Carriage business**
- **Samvardhana Motherson Global carriers - Internal logistics for Motherson group**

07 Aerospace

- **New Business - Seeding Stage**

08 Health & Medical

- **New Business - Seeding Stage**





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Thank you.

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