



Change is constant.

Motherson Sumi Systems Ltd.
Presentation
July 2019



An aerial photograph of rolling green hills, likely in the Philippines. The hills are covered in lush green grass and are arranged in a series of undulating ridges and valleys. In the lower right foreground, a herd of sheep is grazing on a hillside, with a person standing nearby. The overall scene is peaceful and scenic.

01 Introduction.

Motherson.

- Motherson started in 1975 in Delhi as a partnership between my mother the Late Shrimati Swaran Lata Sehgal and me.
- Our name signifies our aim to build relationship of trust with all stakeholders.



Today.



samvardhana
motherson is one of the world's fastest growing specialised automotive component manufacturing companies for OEMs.

Working with 33 joint venture partners.

Over 135,000 people worldwide.

Operating over 270 facilities in 41 countries.

US\$ 11.7 bln. in yearly revenues.

99% automotive focused, 100% Tier 1 OEM supplier.

< 2011-19 CAGR = 24.1%

Group business portfolio today.

A growing portfolio that is diverse and scalable.



01 Wiring harnesses



02 Vision systems



03 Module & Polymer Products



04 Technology & Software



05 Metal Products



06 Retail & Services



07 Aerospace, Defence & Security



08 Logistics

VISION

To be a
globally
preferred
solutions
provider.

We follow the
customer and
aim to be part
of their
success.

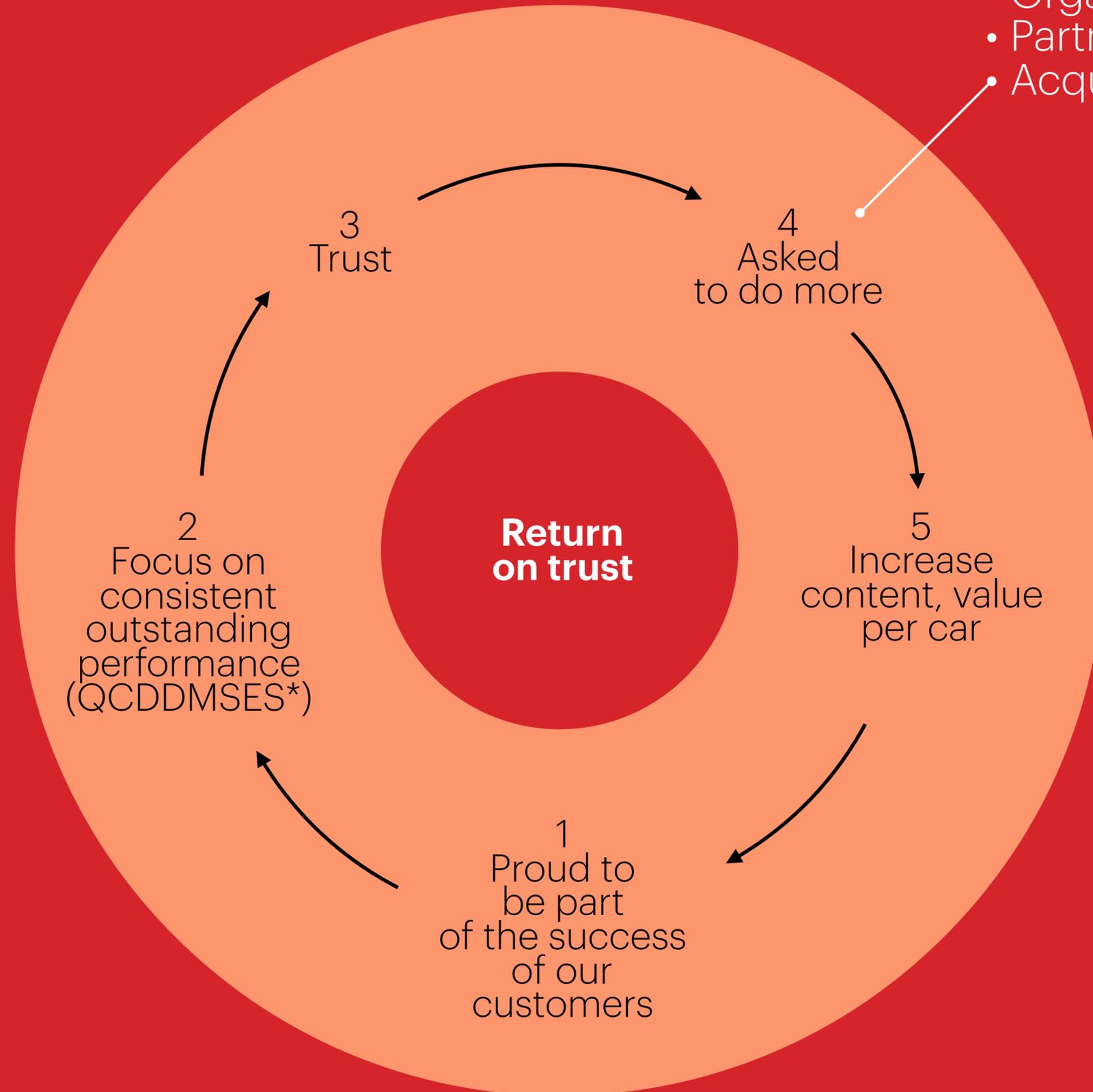


02 Growth.

CHAKRA

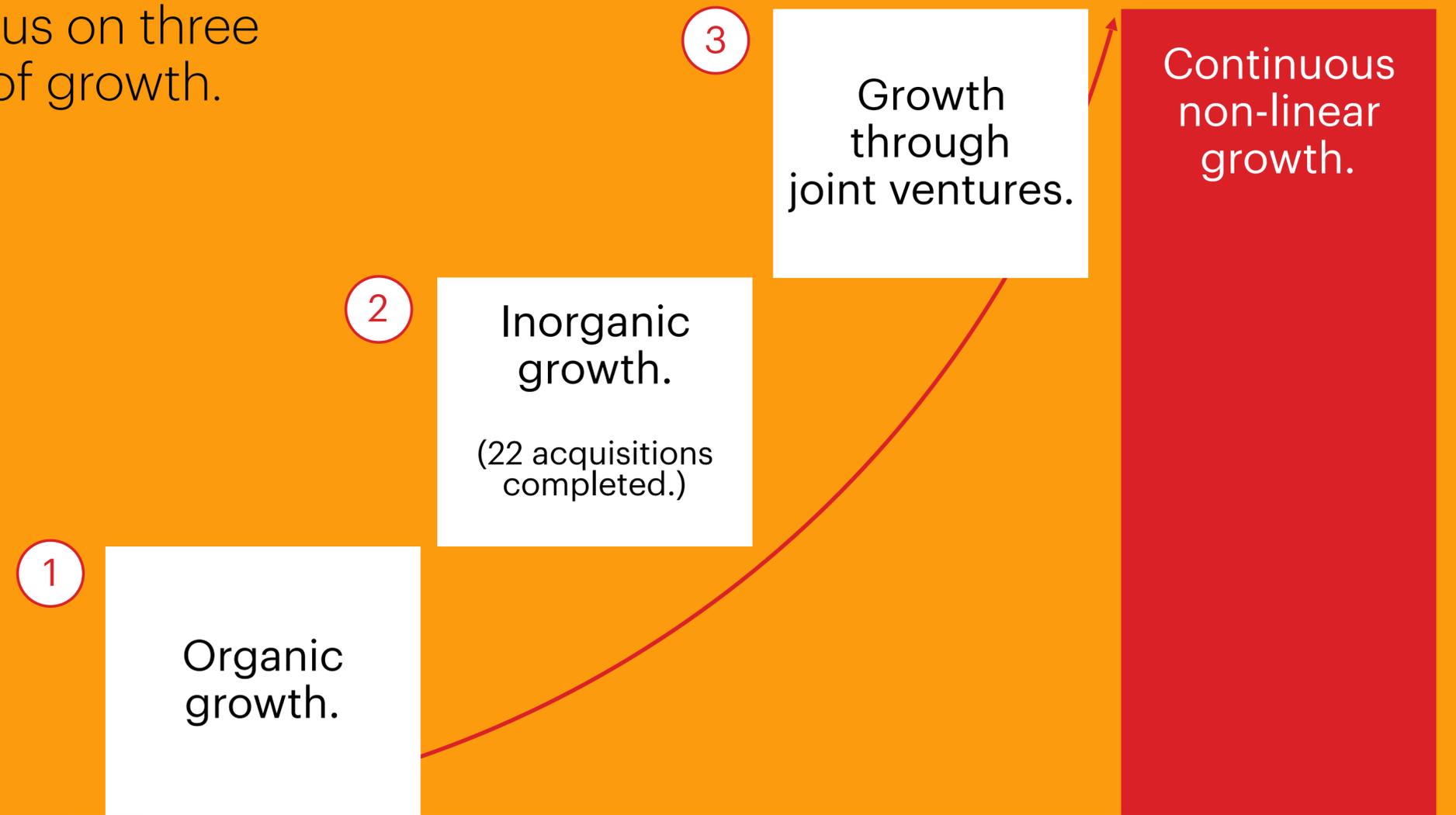
How Motherson creates value.

This chakra
creates a virtuous
circle for all
stakeholders.



Our growth strategy.

We focus on three pillars of growth.



Thanks to the trust of customers we rank among the top global automotive suppliers.

By sales of original equipment parts in 2018 we ranked **21st**.



Automotive News

2018 rank	Company	2018 rank	Company
1	Robert Bosch (49) 711-811-0; bosch.com	23	Toyota Boshoku Corp. (81) 566-23-6611; toyota-boshoku.com
2	Denso Corp. (81) 566-25-5511; denso.com	24	Gestamp (34) 91-379-19-99; gestamp.com
3	Magna International Inc. (905) 726-2462; magna.com	25	Schaeffler (49) 9132-82-0; schaeffler.com
4	Continental (49) 511-938-01; continental.com	26	Tenneco Inc.* (847) 482-5000; tenneco.com
5	ZF Friedrichshafen (49) 7541-77-0; zf.com	27	Plastic Omnium Co. (33)1 40-87-64-00; plasticomnium.com
6	Aisin Seiki Co. (81) 566-24-8441; aisin.co.jp	28	Magneti Marelli (39) 02-972-27-111; magnetimarelli.com
7	Hyundai Mobis (82) 2-2018-5114; mobis.co.kr	29	Autoliv Inc. (46) 8-587-20-600; autoliv.com
8	Lear Corp. (248) 447-1500; lear.com	30	Hitachi Automotive Systems (81) 3-4232-5300; hitachi-automotive.co.jp
9	Faurecia (33) 1-72-36-70-00; faurecia.com	31	Flex-N-Gate Corp. (217) 278-2600; flex-n-gate.com
10	Valeo (33) 1-40-55-20-20; valeo.com	32	Calsonic Kansei Corp. (81) 3-5385-0111; calsonickansei.co.jp
11	Yazaki Corp. (81) 0559-65-3002; yazaki-group.com	33	Dana Inc. (419) 887-3000; dana.com
12	Panasonic Automotive Systems Co. (81) 6-6908-1121; panasonic.net	34	Benteler Automotive (49) 5254-81-0; benteler.com
13	Adient (734) 254-5000; adient.com	35	Koito Manufacturing (81) 3-3443-7111; koito.co.jp
14	Sumitomo Electric Industries (81) 6-6220-4141; sei.co.jp	36	Hyundai-WIA Corp. (82) 55-280-9114; hyundai-wia.com
15	Yanfeng (86) 21-333-81000; yanfengco.com	37	Toyoda Gosei Co. (81) 052-400-1055; toyoda-gosei.co.jp
16	Thyssenkrupp (49) 201-250-1000; thyssenkrupp.com	38	Hyundai-Transys Inc. (82) 31-369-9914; hyundai-transys.com
17	Denso (81) 566-25-5511; denso.com	39	Brose Fahrzeugteile (49) 9561-21-0; brose.com
18	Denso (81) 566-25-5511; denso.com	40	American Axle & Mfg. Holdings Inc. (313) 758-2000; aam.com
19	JTEKT Corp. (81) 52-527-1900; jtekt.co.jp		JATCO (81) 545-51-0047; jatco.co.jp
20	BASF (49) 621-60-0; basf.com		HELLA (49) 2941-38-0; hella.com
21	Aptiv (44) 163-423-4422; aptiv.com		GKN Automotive† (44) 0-1207-463-2351; gknautomotive.com
22	Samvardhana Motherson Group (91) 120-6679551; motherson.com		Grupo Antolin (34) 947-47-7700; grupoantolin.com
	BorgWarner Inc. (248) 754-9200; borgwarner.com		

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Porsche

John Deere

Ford

Hyundai

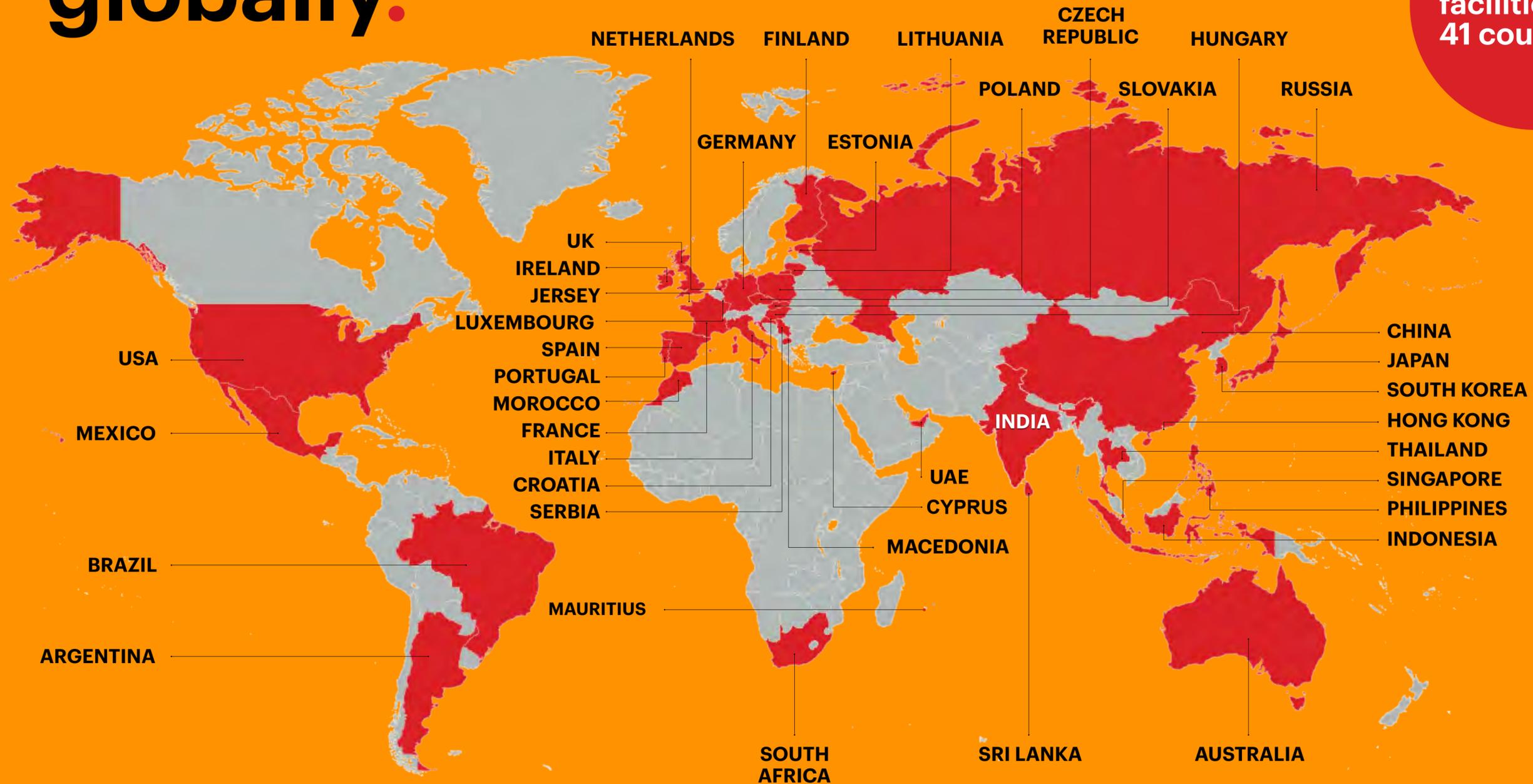
GM

Volvo

Volkswagen

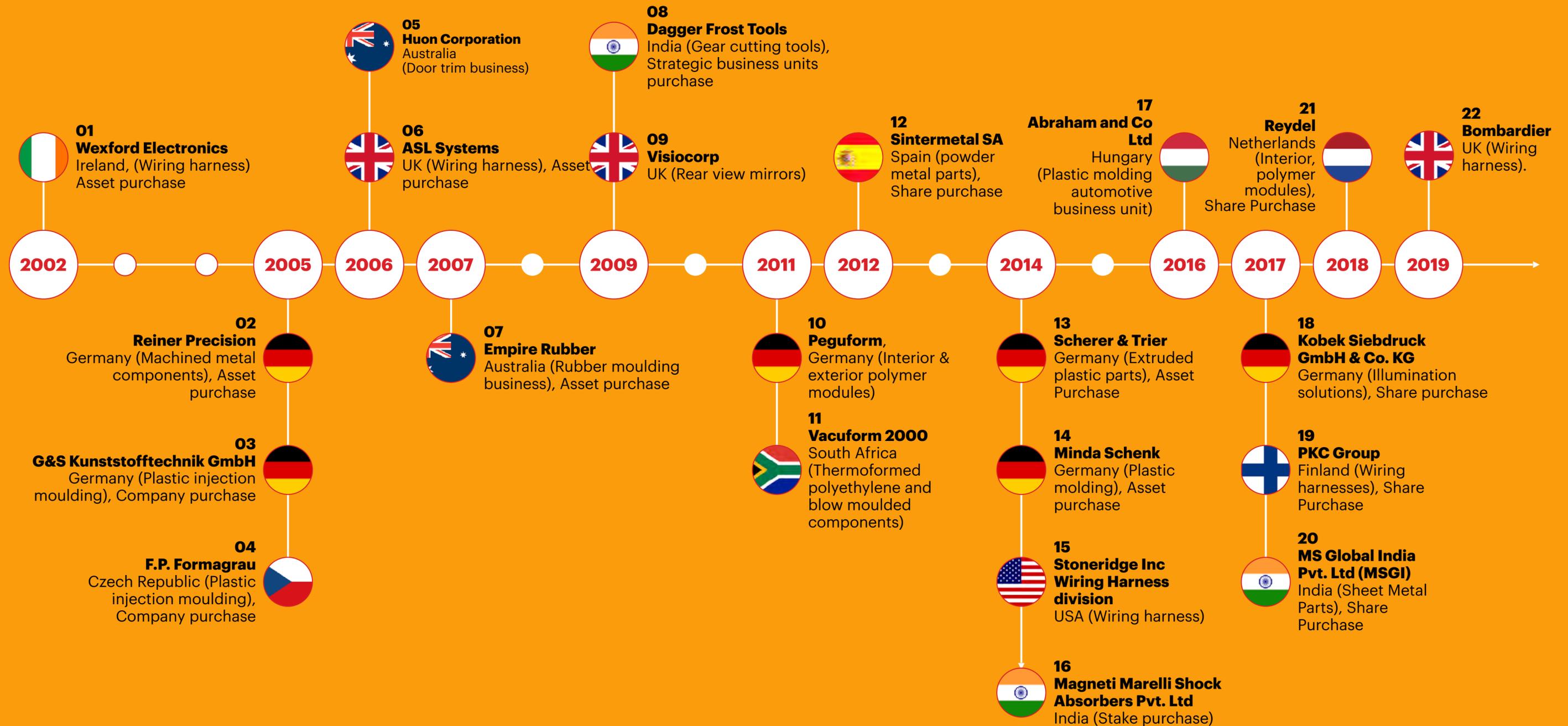
Supporting customers globally.

Over 270 facilities in 41 countries.



Approach to acquisitions.

Motherson has integrated 22 acquisitions, bringing a wide range of solutions to customers.



Adding technologies and products through Joint Ventures.

33

existing JV partners

9

countries of origin of JV partners

3

highest number of JVs with one partner

31

total number of JV companies working with

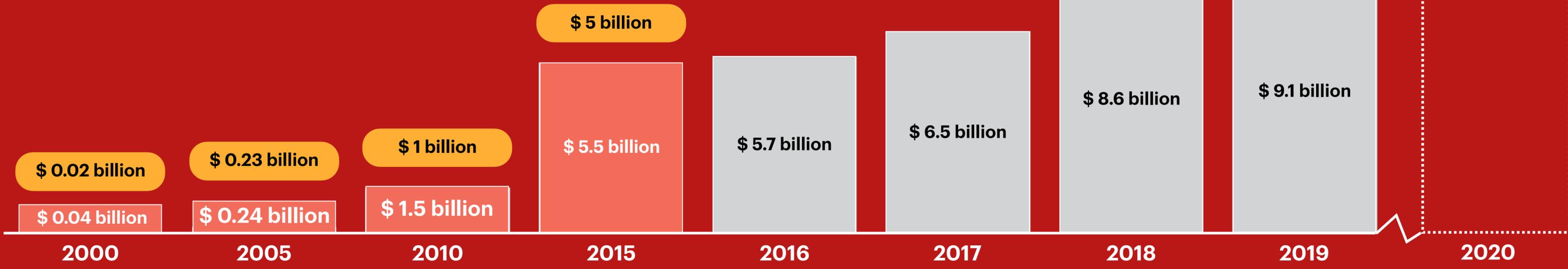
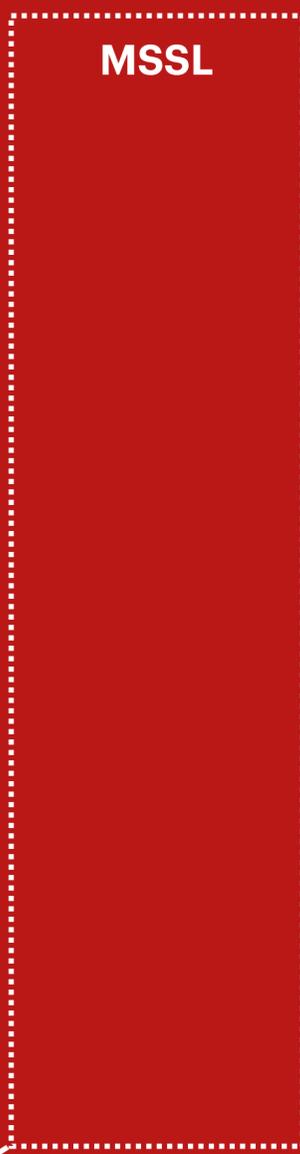
36

age of our oldest partnership

Investor trust through consistently delivering on long-term targets.

Vision 2020

\$ 18 billion



MSSL Targeted MSSL Achieved

5 year vision

2022

Our fifth 5-year plan.

1
USD 18 bn (MSSL)
FY 19-20.
(Revenue)

2
40% ROCE
(Consolidated)



3
3CX15
(No Country, Customer,
Component to
contribute more than
15% to our revenues)

4
40% dividend
(Of consolidated
profit)



03 Disruption.

Four major trends.

C
connected

A
autonomous

S
shared

E
electric



Motherson is a powertrain agnostic OEM supplier.

Combustion 



Hybrid 



Electric 



**Mobility is changing but
remains a fundamental
human need.**



Opportunities to increase content and value per car.

Our parts fit all future trends.

Autonomous

Combustion

Electric

Connected

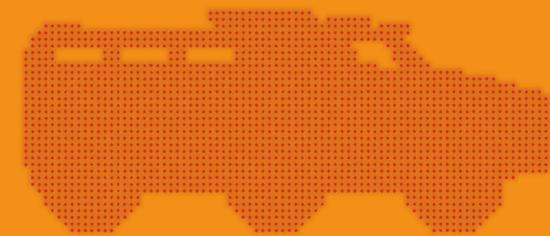
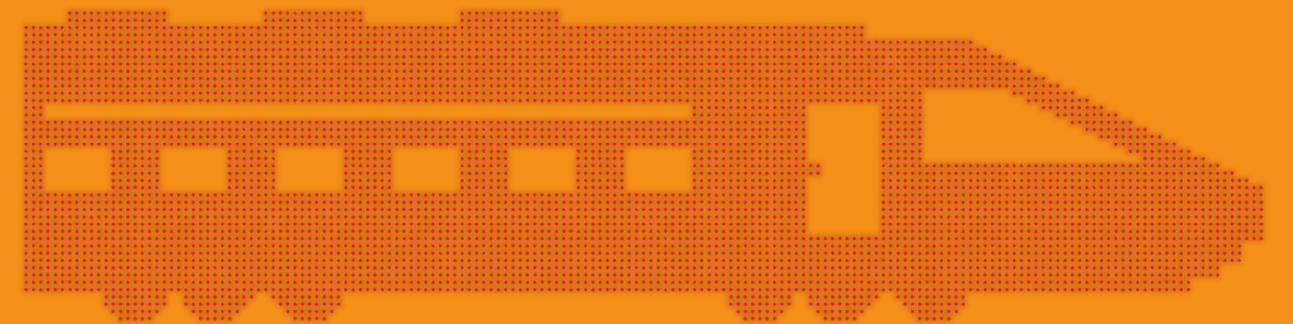
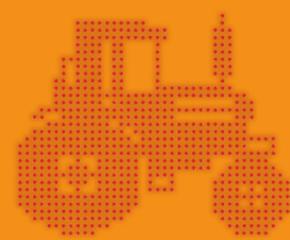
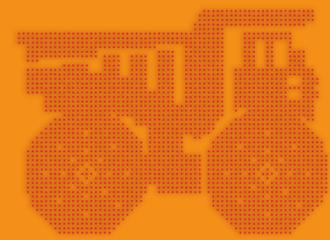
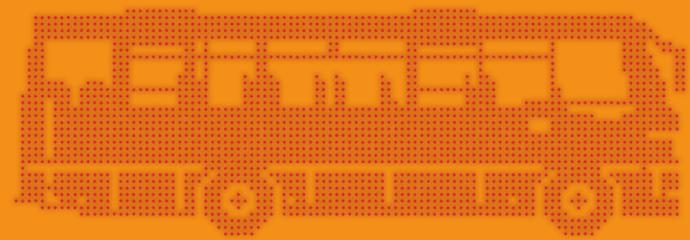
Hybrid

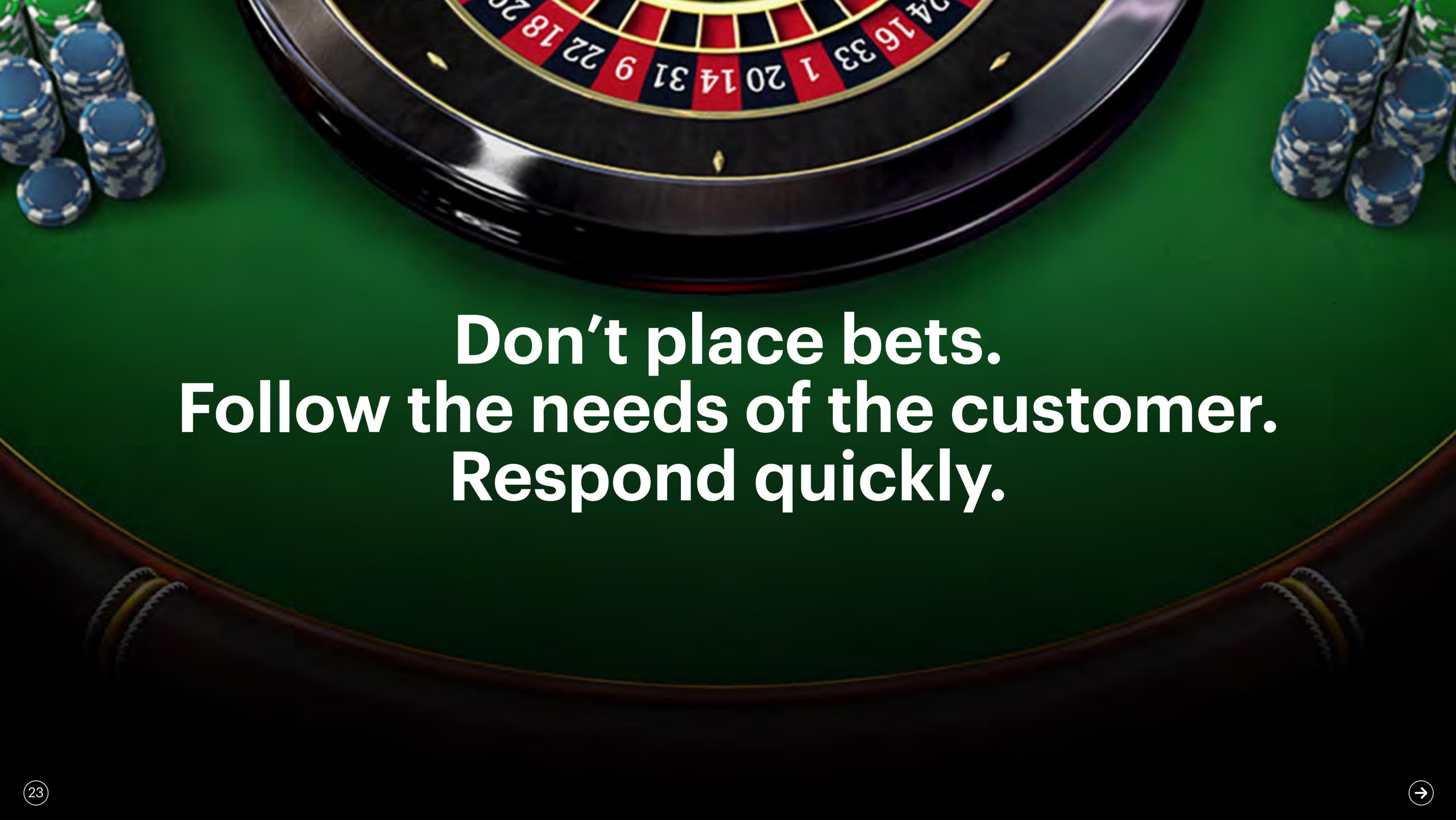
Rural, urban

Shared

Fuel cell

A total transportation solutions provider.



A close-up, top-down view of a roulette wheel on a green felt table. The wheel is partially visible at the top, showing numbers 1, 20, 14, 31, 9, 22, 18, 29, 16, 33, and 34. Stacks of blue chips are piled on the table to the left and right of the wheel. The text is centered in the lower half of the image.

**Don't place bets.
Follow the needs of the customer.
Respond quickly.**

3CX15

**Well-placed to serve
evolving customer
demands globally.**

**With 32
design
centers and
6 tool rooms,
in over 270
facilities in
41 countries.**

We follow a globally local strategy.



Our approach

- Manufacture and supply in the **same region** (not for exports)
- Support **local customers** through **local teams**
- Quickly **react and adjust** to changes in environment
- Slower growth in one region **gets balanced** with faster growth in another region
- Have a **balance portfolio** – 3CX15

**Good times or
bad times, there
are always
opportunities.**

**Like then,
valuations
are coming
down.**

This brings great
new acquisition
opportunities to us.

LEHMAN BROTHERS





04 Principles.

Top line is vanity.

**Bottom
line
is sanity.**

Cash in bank is reality.

Never pursue top
line for the sake
of top line.

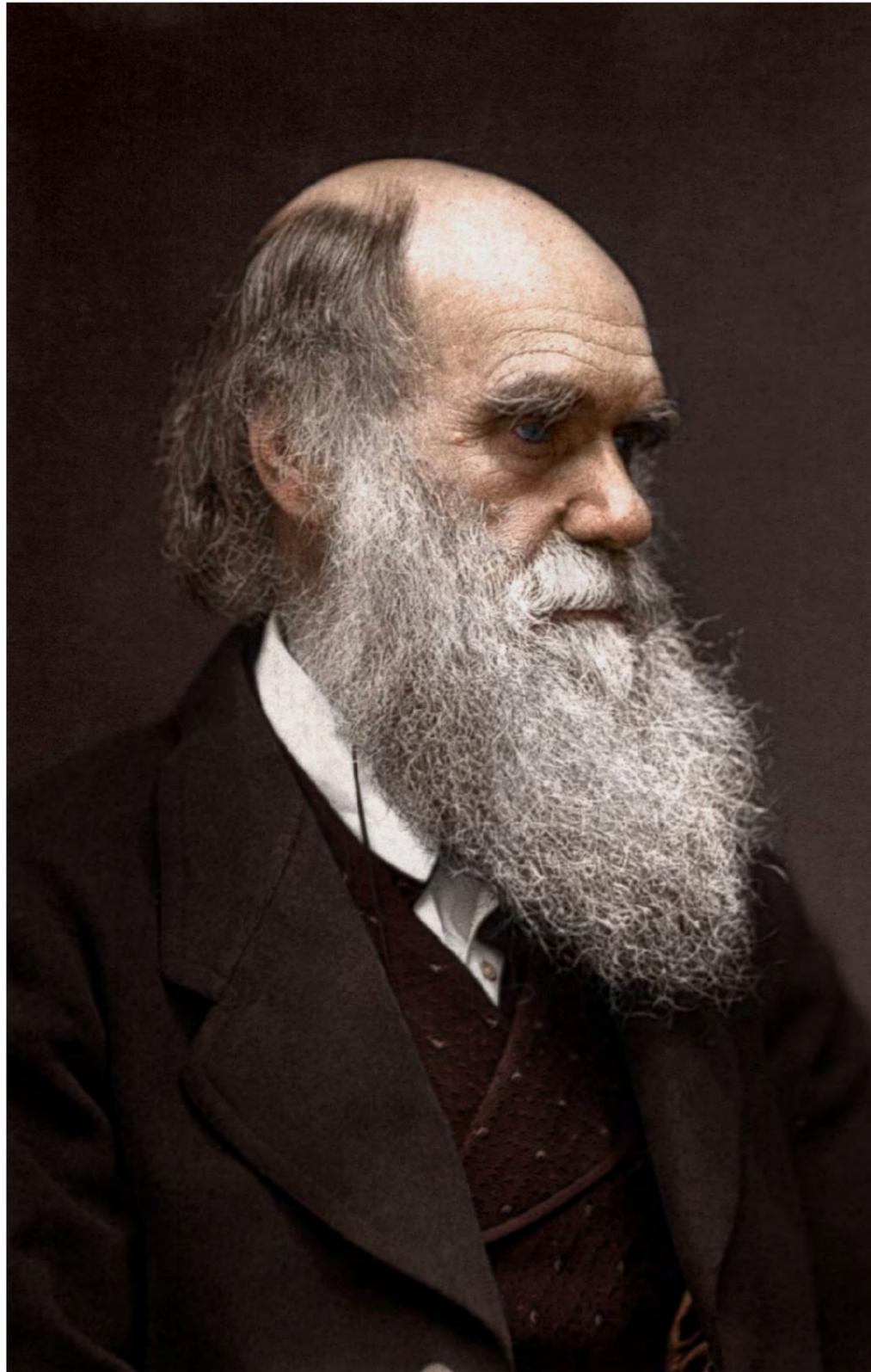
**Never
compromise
the quality
of our
product.**



People are the foundation.

Tied together
with mutual
trust.





"The most adaptive wins."

Charles Darwin

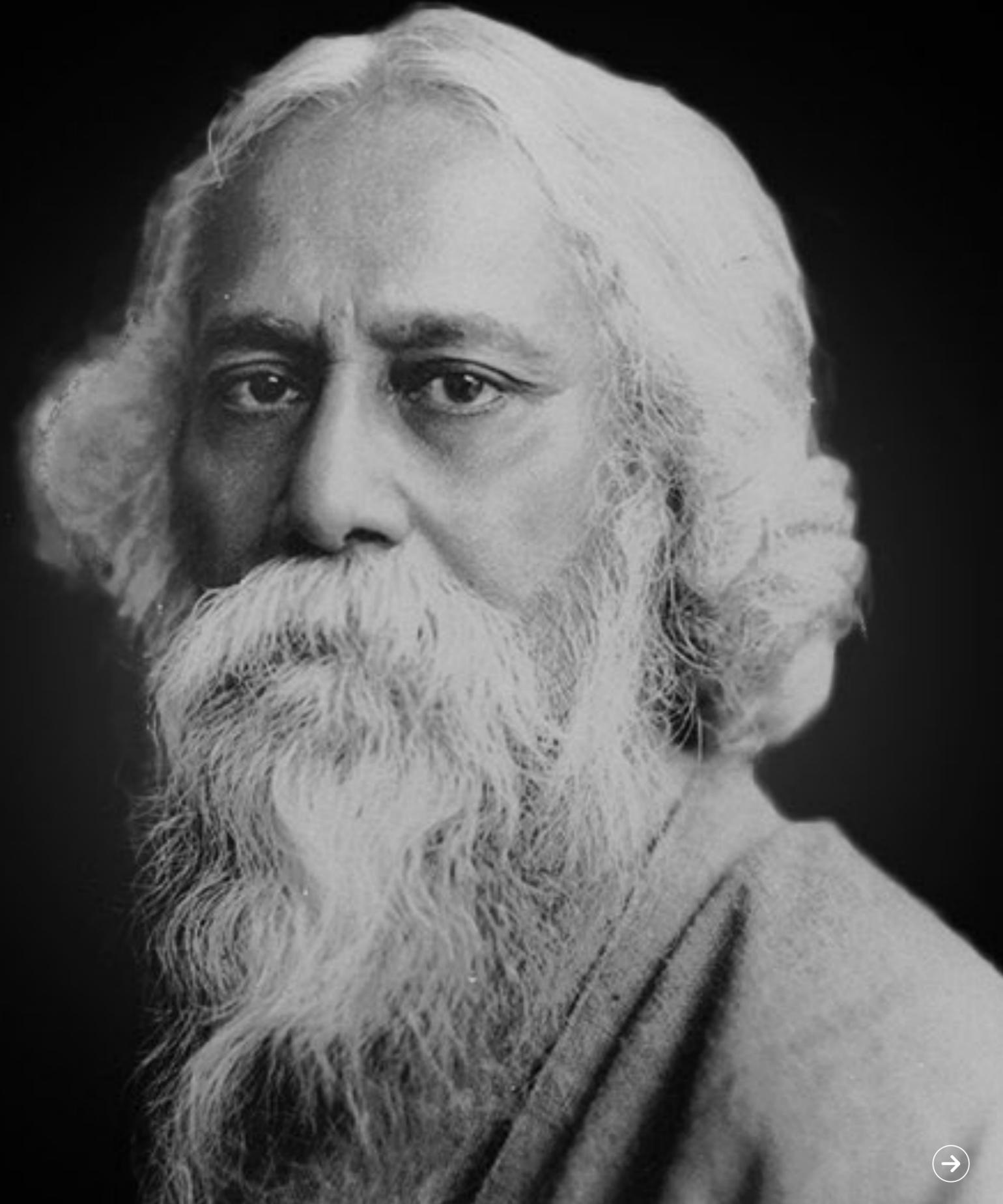
MBA vs. creativity.

**“Knowledge
gets you from
A to B.
Imagination
gets you
anywhere.”**

Ekla chalo.

The Mother's approach is not based on examples from corporate history.

We believe we can and must write our own history.





samvardhana
mother'son

Thank you.

Safe harbour

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