



Motherson Sumi Systems Ltd. • Presentation



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 portion of the image, a small herd of sheep is visible, grazing on the grass. 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.



motherson is one of the world's Leading 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



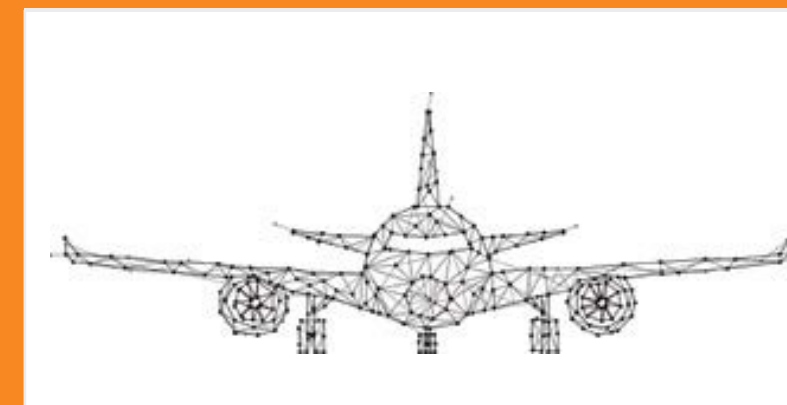
04 Technology & Software



05 Metal Products



06 Retail & Services



07 Aerospace, Defence & Security



08 Logistics

VISION

To be a
globally
preferred
solutions
provider.

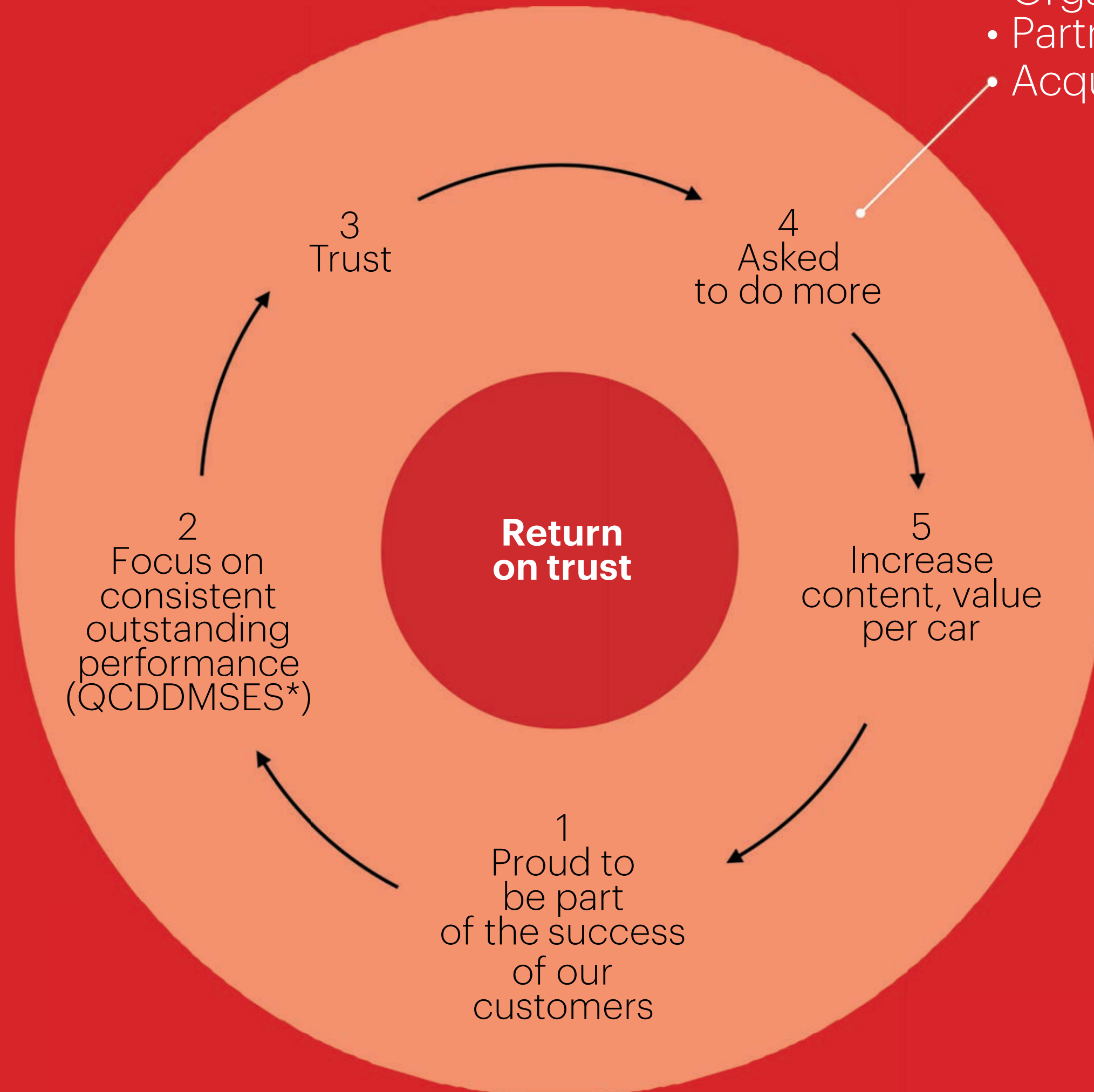
We follow the
customer and
aim to be part
of their
success.

02 Growth.

CHAKRA

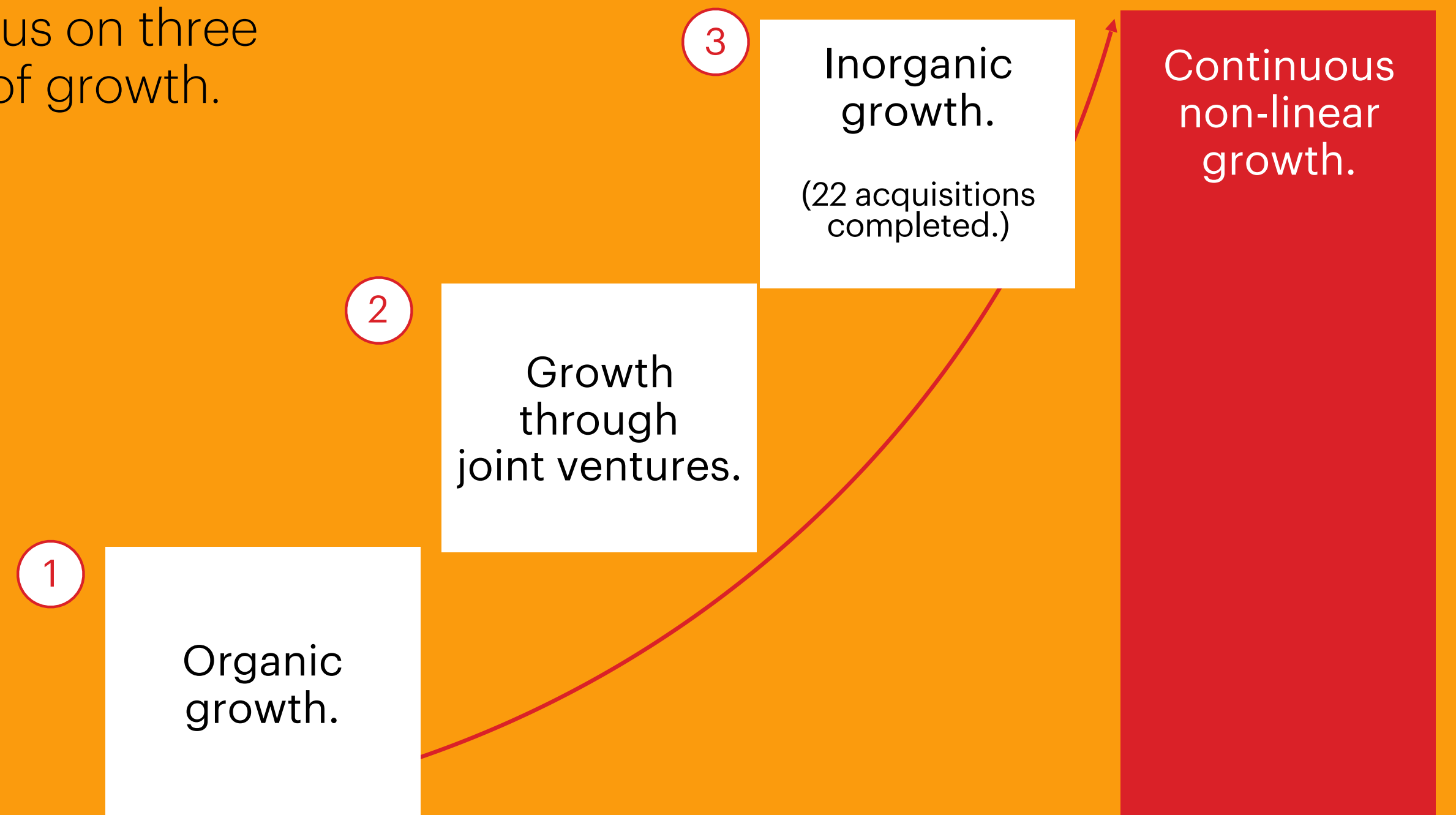
How Motherson creates value.

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	JTEKT Corp. (81) 52-527-1900; jtekt.co.jp	39	Brose Fahrzeugteile (49) 9561-21-0; brose.com
18	BASF (49) 621-60-0; basf.com	40	American Axle & Mfg. Holdings Inc. (313) 758-2000; aam.com
19	Aptiv (44) 163-423-4422; aptiv.com	41	JATCO (81) 545-51-0047; jatco.co.jp
20	Samvardhana Motherson Group (91) 120-6679551; motherson.com	42	HELLA (49) 2941-38-0; hella.com
21	BorgWarner Inc. (248) 754-9200; borgwarner.com	43	GKN Automotive† (44) 0-1207-463-2351; gknautomotive.com
		44	Grupo Antolin (34) 947-47-7700; grupoantolin.com

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Nissan

BMW

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Renault

JMC

Tata

Fiat Chrysler

Peugeot

Paccar

Mahindra

Mercedes Benz

Porsche

John Deere

Ford














Hyundai

GM












Volvo

Volkswagen

Gaining customer trust through continuously improving performance.

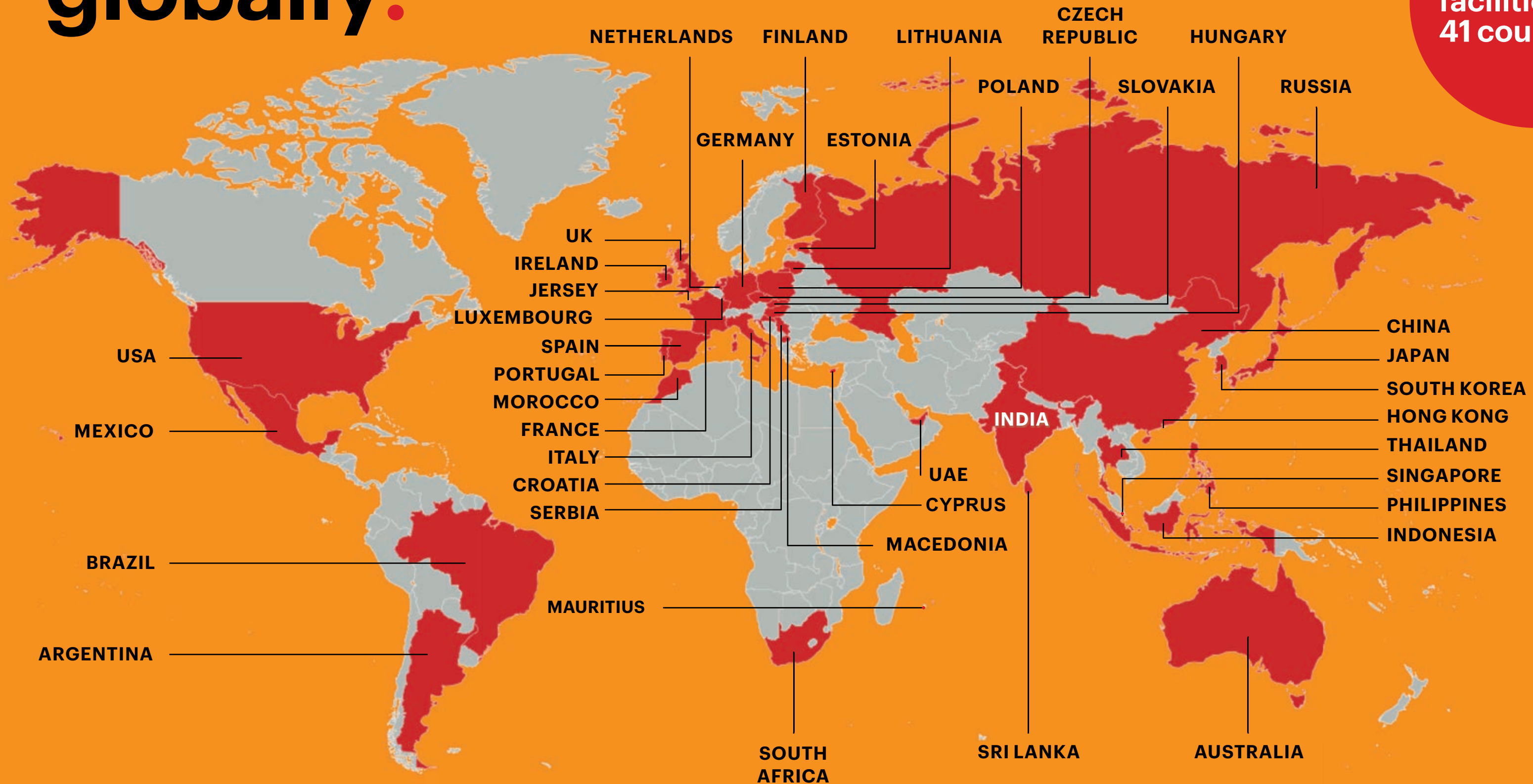
<p>Daimler</p>  <p>Partners for Asia Excellence in Quality</p>	<p>Volkswagen</p>  <p>Innovation & Technology Award</p>	<p>Ford</p>  <p>Global Quality Excellence</p>	<p>Toyota</p>  <p>Regional Contribution Award Supplier of the Year Silver award Best Cost Performance</p> <p>ZERO PPM Award Certificate for Quality Certificate for Delivery</p>			<p>Honda Cars</p>  <p>Gold Award from Honda</p>	<p>PSA Group</p>  <p>Best Supplier</p>
<p>Maruti Suzuki</p>  <p>Overall Performance Part Development Performance Award</p>		<p>GM</p>  <p>Supplier Quality Excellence Award Supplier of the Year Award</p>	<p>Renault</p>  <p>Quality Award</p>	<p>Mahindra</p>  <p>Supplier Excellence Award</p>	<p>Nissan</p>  <p>Supplier Quality Award</p>	<p>Hyundai</p>  <p>Overall Best Performance Award</p>	<p>Tata Motors</p>  <p>Quality Award</p>

Gaining customer trust through continuously improving performance.

<p>JAC</p>  <p>Excellent Supplier</p>	<p>SAIC Maxus</p>  <p>Excellent Supplier</p>	<p>Paccar</p>  <p>SPM Leader Award</p>	<p>Navistar</p>  <p>Supplier of the Year</p>	<p>Foton</p>  <p>Excellent Supplier</p>	<p>Ashok Leyland</p>  <p>Best Supplier</p>	<p>Suzuki Motorcycle</p>  <p>Quality Award</p>	<p>Yamaha</p>  <p>Quality Award</p>	<p>Harley Davidson</p>  <p>Product Development</p>
<p>Dongfeng</p>  <p>Best Supplier Commercial Vehicle</p>	<p>Piaggio</p>  <p>Worldwide Partnership Award</p>	<p>Caterpillar</p>  <p>Best "APQP" Performance</p>	<p>JCB</p>  <p>Strategic Partner in Progress Chairman's Award</p>	<p>John Deere</p>  <p>Partner-level Supplier in Achieving Excellence Program</p>	<p>Excellence in Quality, Delivery Technological Support and Cost Management</p>  <p>Commendable Performance for India Business</p>	<p>Hyster Yale</p>  <p>Quality & Delivery Award</p>	<p>Honda Siel Power Products</p>  <p>Supplier Performance Award</p>	<p>Kobelco</p>  <p>Preferred Business Partner</p>

Supporting customers globally.

Over 270 facilities in 41 countries.



**33 facilities
established across
9 countries during
current
5 year plan**



1 ORGANIC GROWTH

Healthy Order Book of Euro 18.4 billion*



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

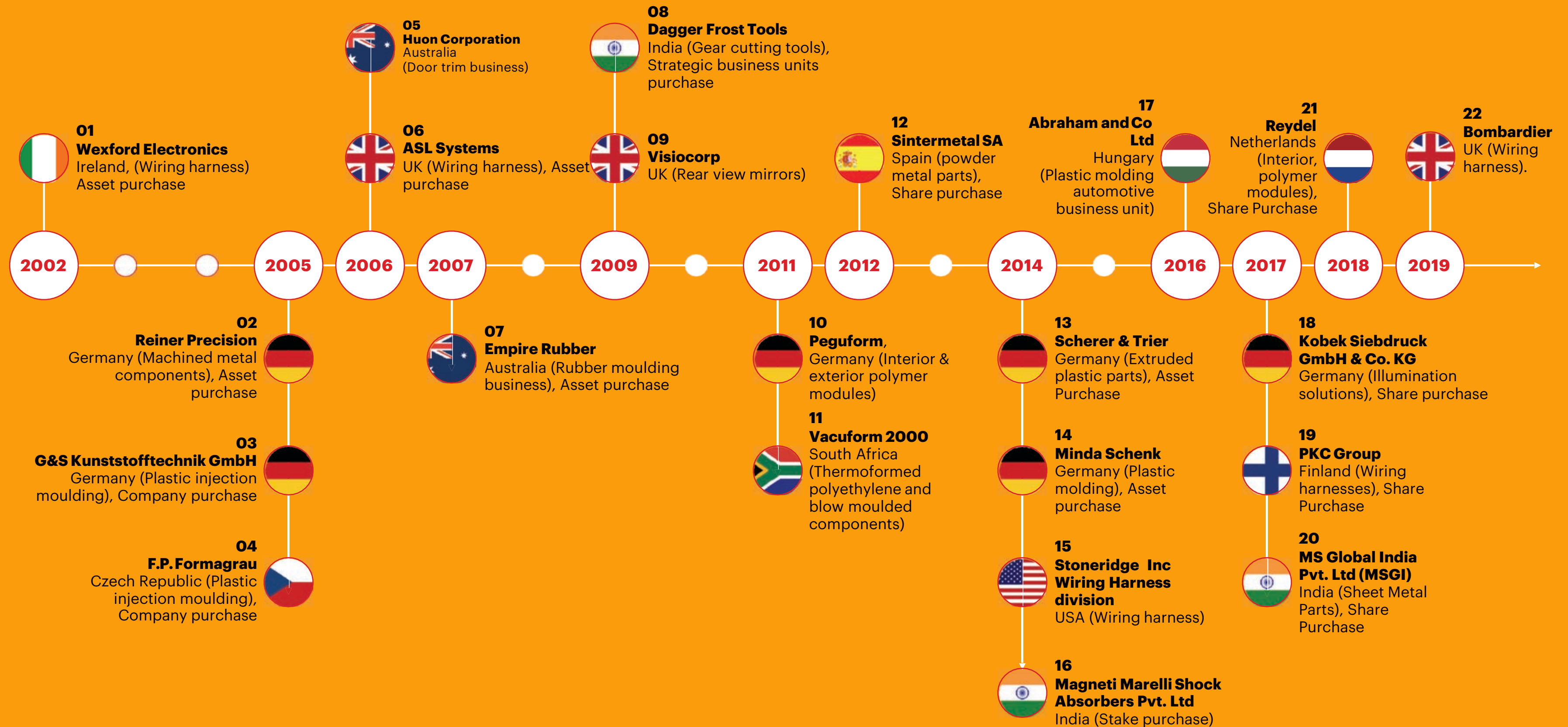
total number of JV companies working with

36

age of our oldest partnership

Approach to acquisitions.

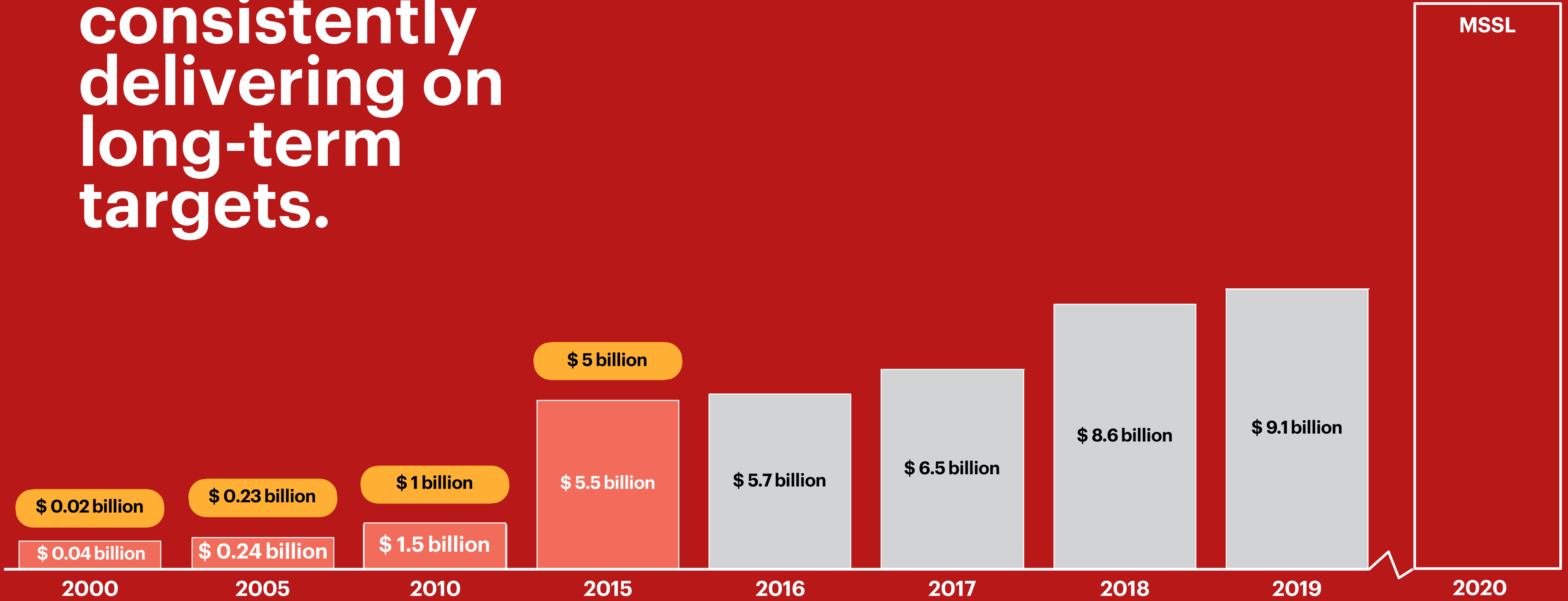
Motherson has integrated 22 acquisitions, bringing a wide range of solutions to customers.



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

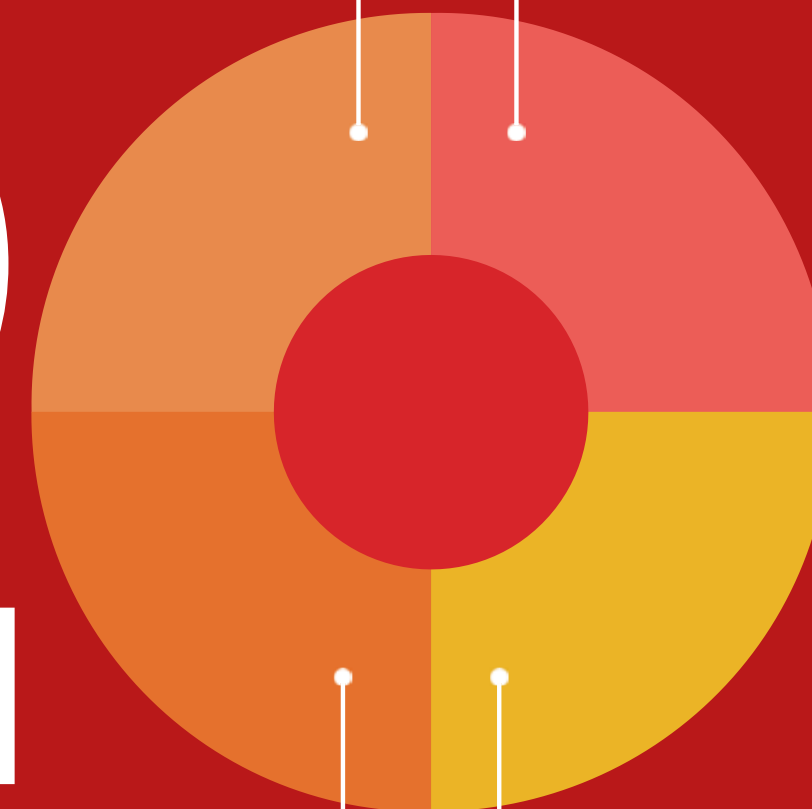
**USD 18 bn (MSSL)
FY 19-20.**

(Revenue)

2

**40%
ROCE**

(Consolidated)



3

3CX15

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

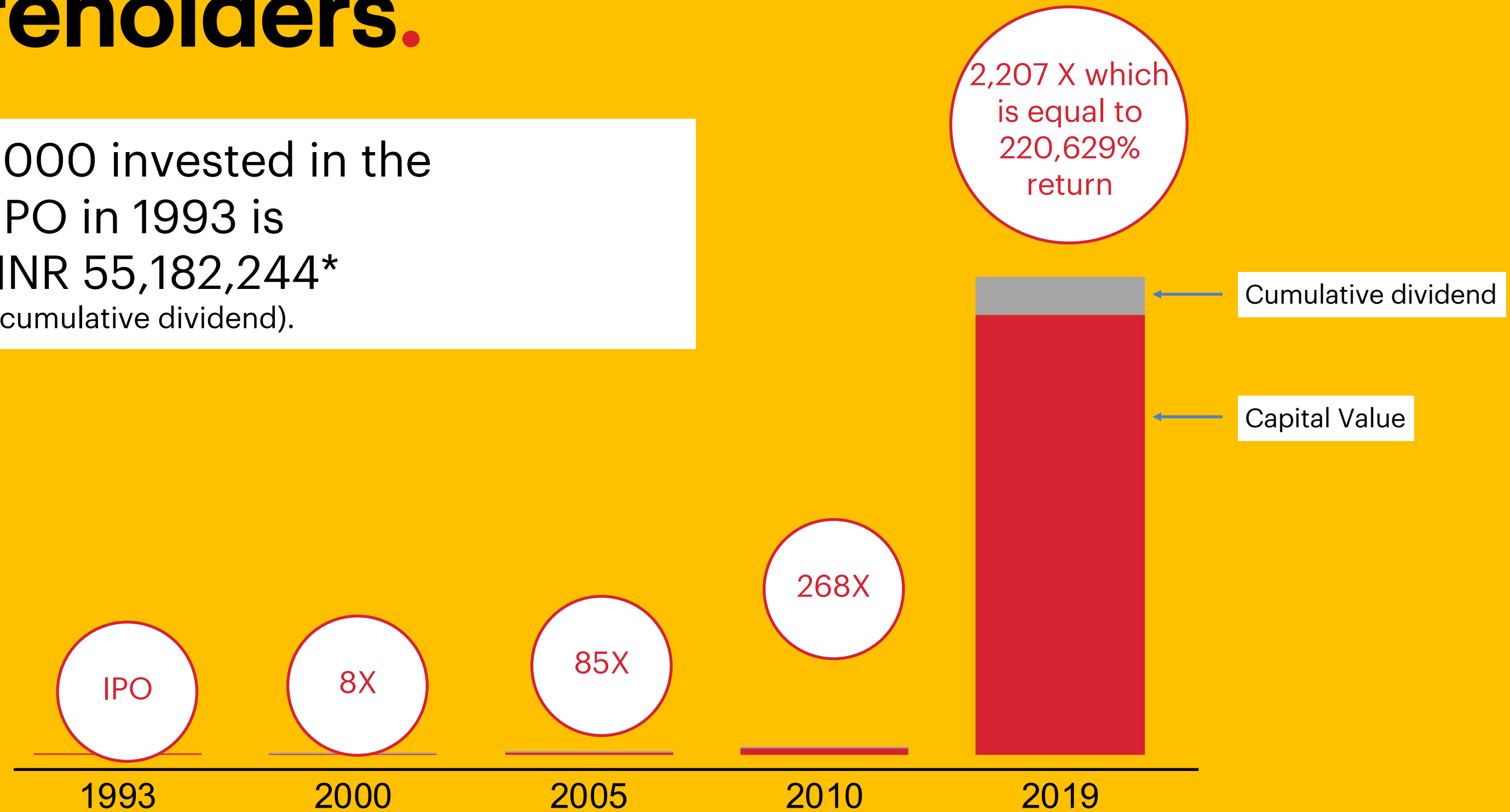
4

**40%
dividend**

(Of consolidated profit)

Returns to shareholders.

- INR 25,000 invested in the MSSL IPO in 1993 is worth INR 55,182,244* (including cumulative dividend).



03 Changing trends.



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

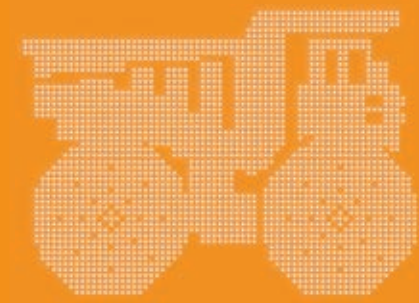
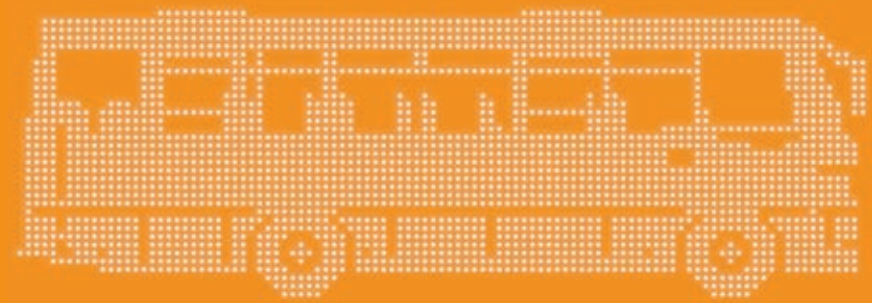
Hybrid

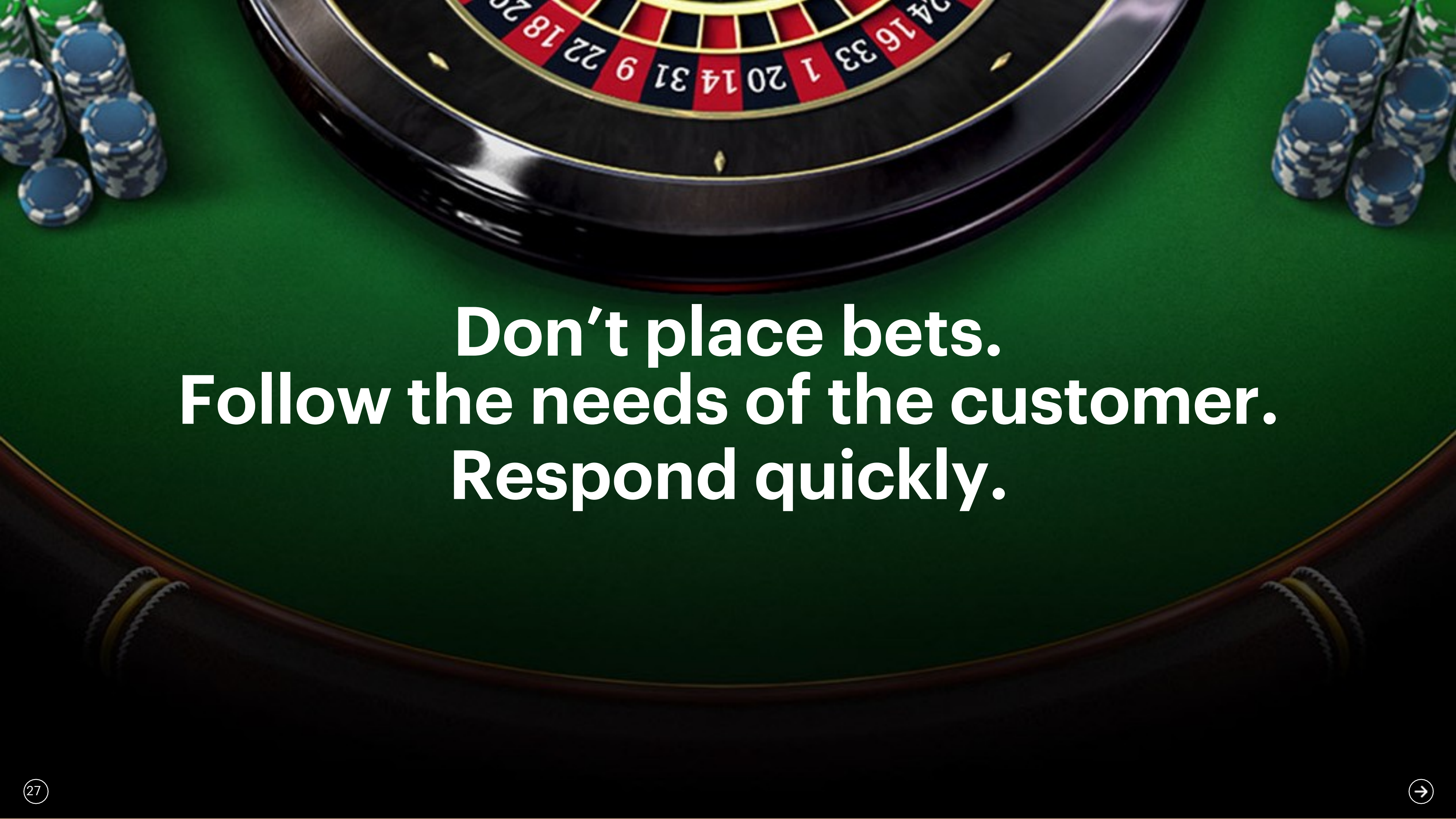
Rural, urban

Shared

Fuel cell

A total transportation solutions provider.



A close-up, high-angle shot of a roulette wheel and stacks of blue chips on a green felt table. The roulette wheel is partially visible at the top, showing numbers 1, 20, 14, 31, 9, 22, 18, 29, 16, 33, 24, and 35. The blue chips are stacked in several piles on either side 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

None of our customer is currently more than 13% of our total turnover

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.

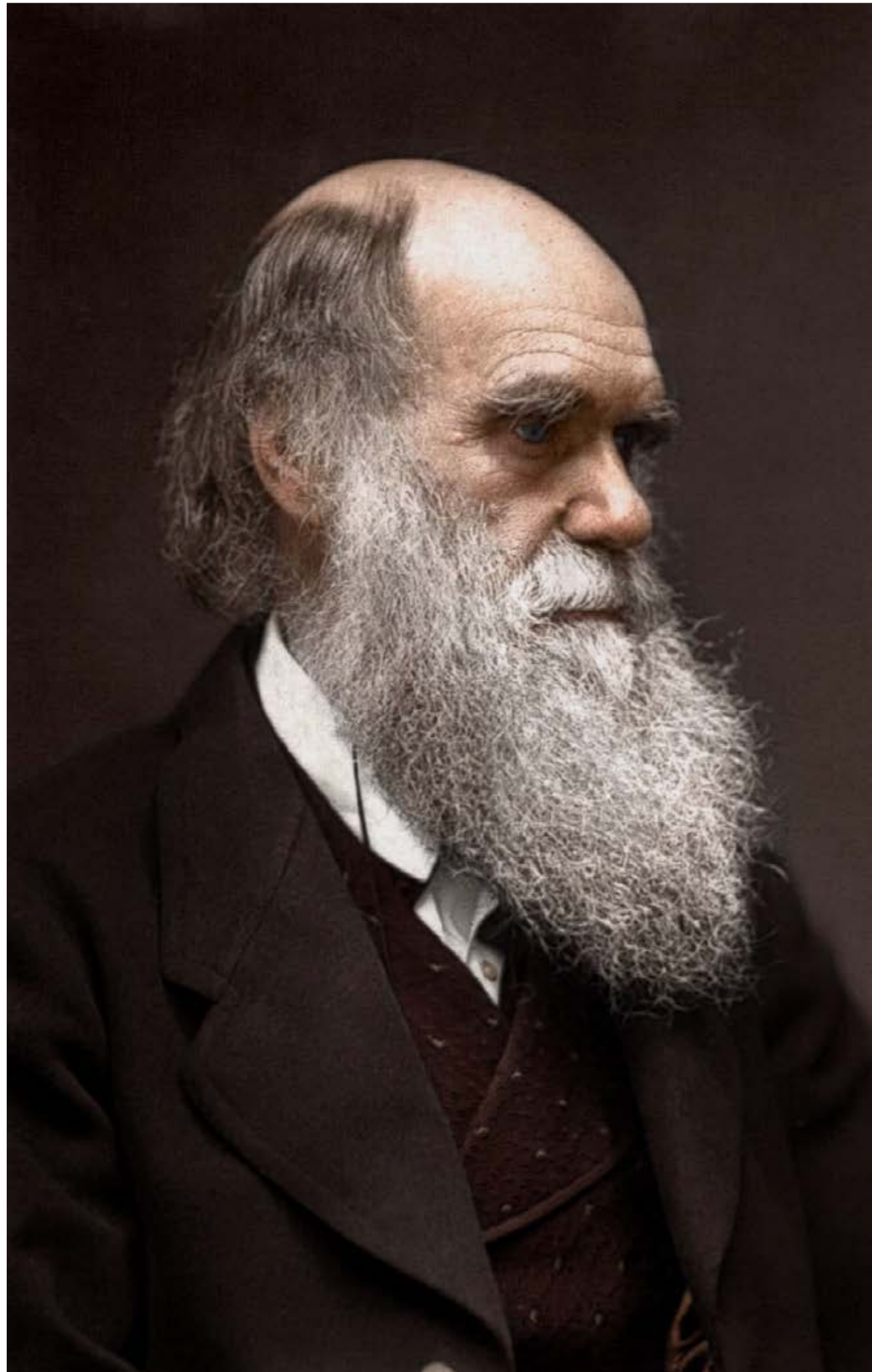
Never pursue top
line for the sake
of top line.

Never
compromise
the quality
of our
product.

People are the foundation.

Tied together with mutual trust.





"The most adaptive wins."

Charles Darwin

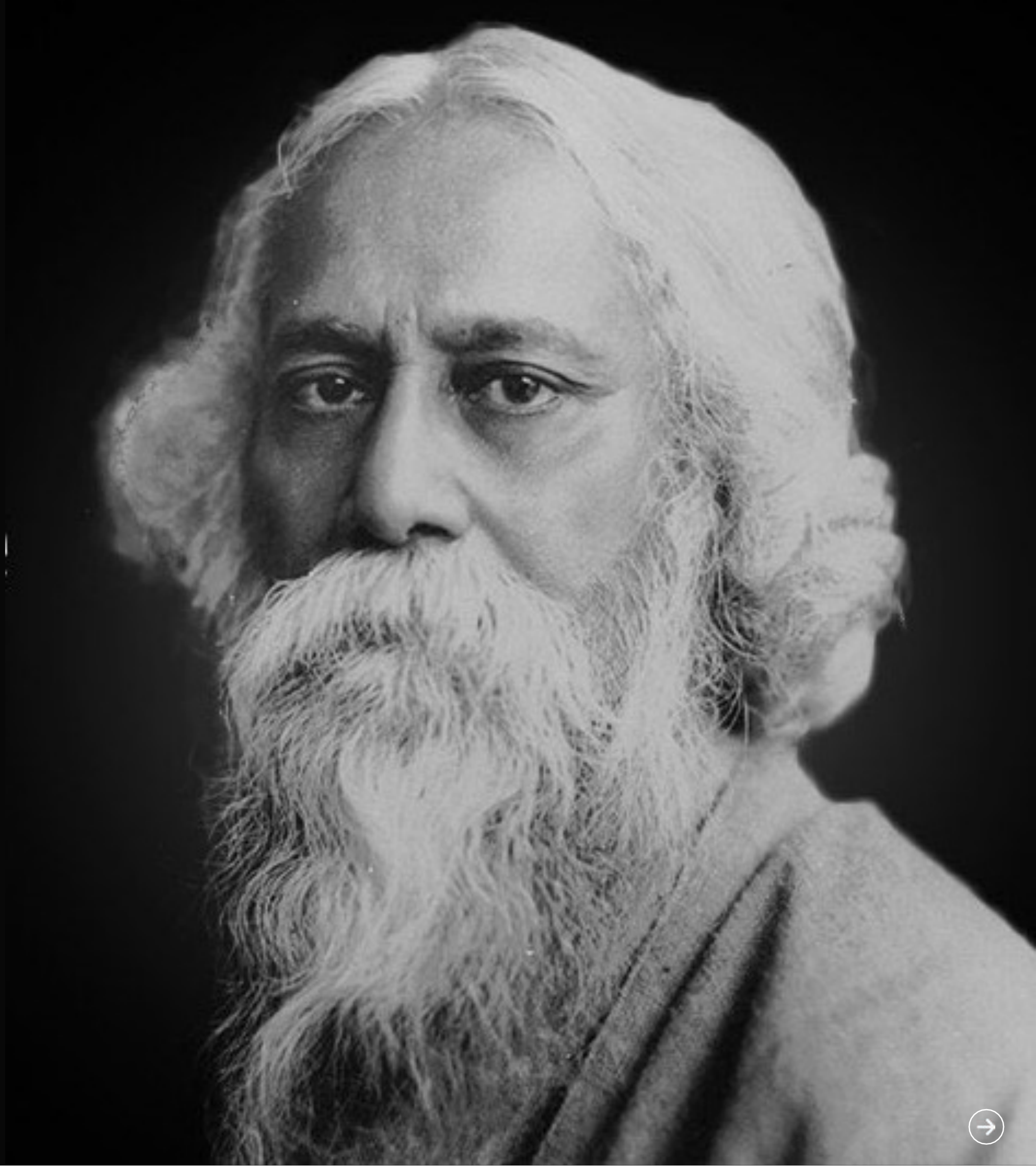
MBA vs. creativity.

**“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.





Thank you.

Safe harbour

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. 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. Given these risks, uncertainties and other factors, recipients 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.