



# The story of Motherison.

ACMA – Young Business Leaders' Forum (YBLF)  
11 April 2024

# Motherson.

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



1983

We have come  
a long way.

From making  
a humble  
t-coupler for  
the Maruti  
800...



# ...to a diverse business portfolio.

Transformation from an Indian wiring harness manufacturer to a global, diversified group.

01  
Wiring  
Harness



02  
Vision  
Systems



03  
Modules &  
Polymer Products



04  
Integrated  
Assemblies



05  
Elastomers



06  
Lighting &  
Electronics



07  
Precision Metals  
& Modules



08  
Technology &  
Industrial Solutions



09  
Aerospace



10  
Logistics  
Solutions



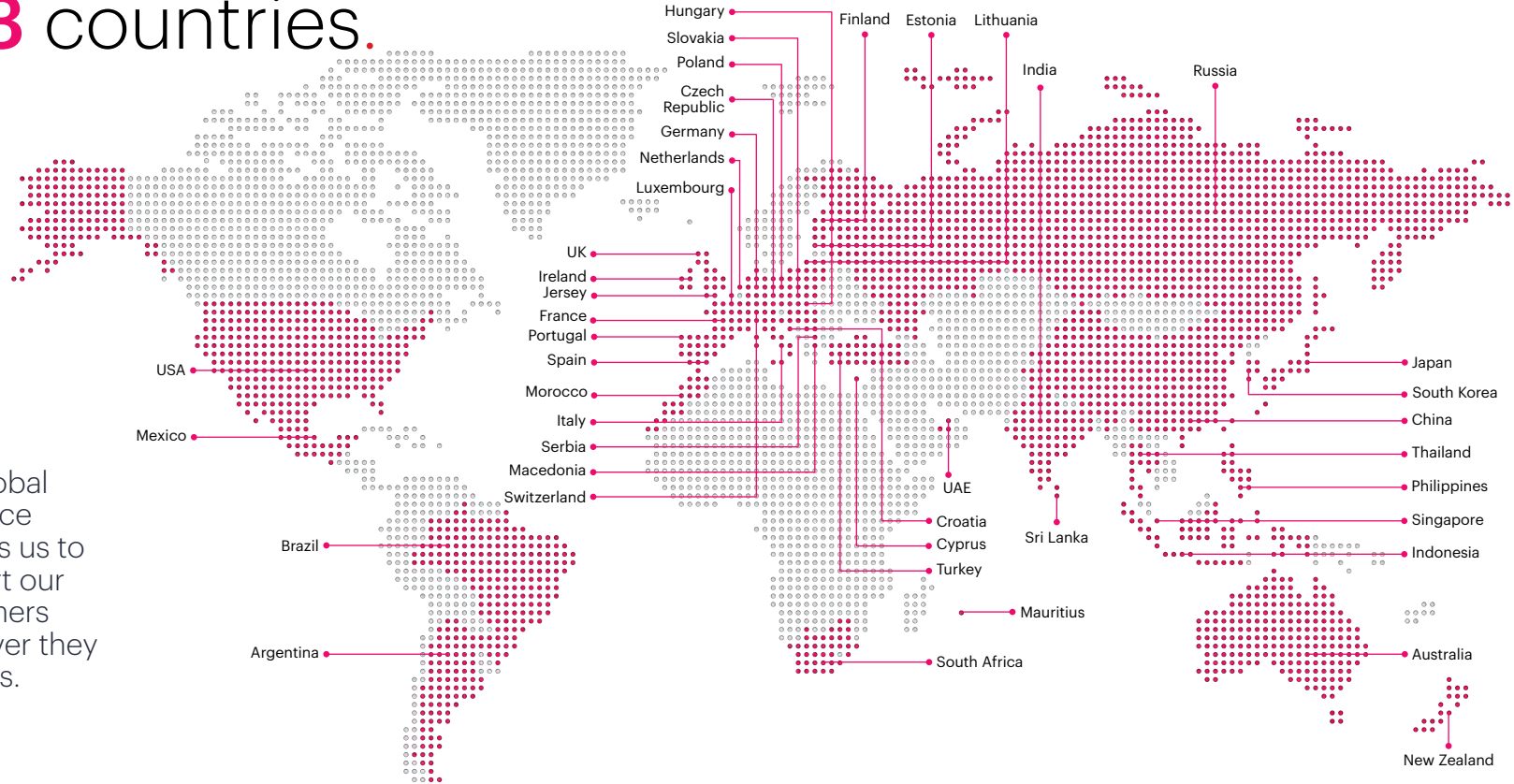
11  
Health &  
Medical



12  
Services



# Footprint across 43 countries.



Our global presence enables us to support our customers wherever they need us.

# Motherson Group today.

Motherson is one of the world's leading specialised manufacturing companies for OEMs.

Global customer base of all the world's major automotive OEMs.

Full system solutions for automotive and other related industries.

Operating over 380 facilities in 43 countries.

Over 190,000 people worldwide.

\$23 Billion\* annualised gross revenues as a group.

\*Includes all recent acquisitions that are closed and yet to be closed, including ADI Industries.  
• Conversion from INR to USD @ INR 70.89/USD as defined in our Vision 2025 plan

We are a purpose-driven company with a strong long-term growth philosophy.



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OUR PURPOSE.

Together we aim to continuously delight all who put trust in us and go after seemingly impossible goals, so that we provide sustainable opportunities for our associates and are proud to be part of something larger than ourselves.

We are a purpose-driven company with a strong long-term growth philosophy.

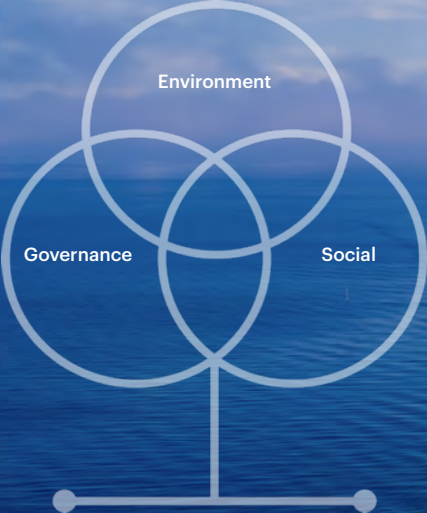



OUR VISION.

To be a  
globally  
preferred  
sustainable  
solutions  
provider.

Proud to be  
part of the  
success  
of our  
customers.

# Sustainability at Motherison.



An aerial photograph of a coastal dike. The dike runs from the bottom center towards the horizon, separating a blue body of water on the left from a green field on the right. A row of white wind turbines is planted along the dike, receding into the distance. The sky is a clear, bright blue with a few wispy clouds near the horizon.

At Motherson,  
Sustainability means  
being a company  
that we can pass on  
to our grandchildren  
and that helps to  
create a world  
we all are proud  
to be part of.

Proud to  
receive an  
innovation  
award from  
King Charles III  
for the  
EcoMirror.



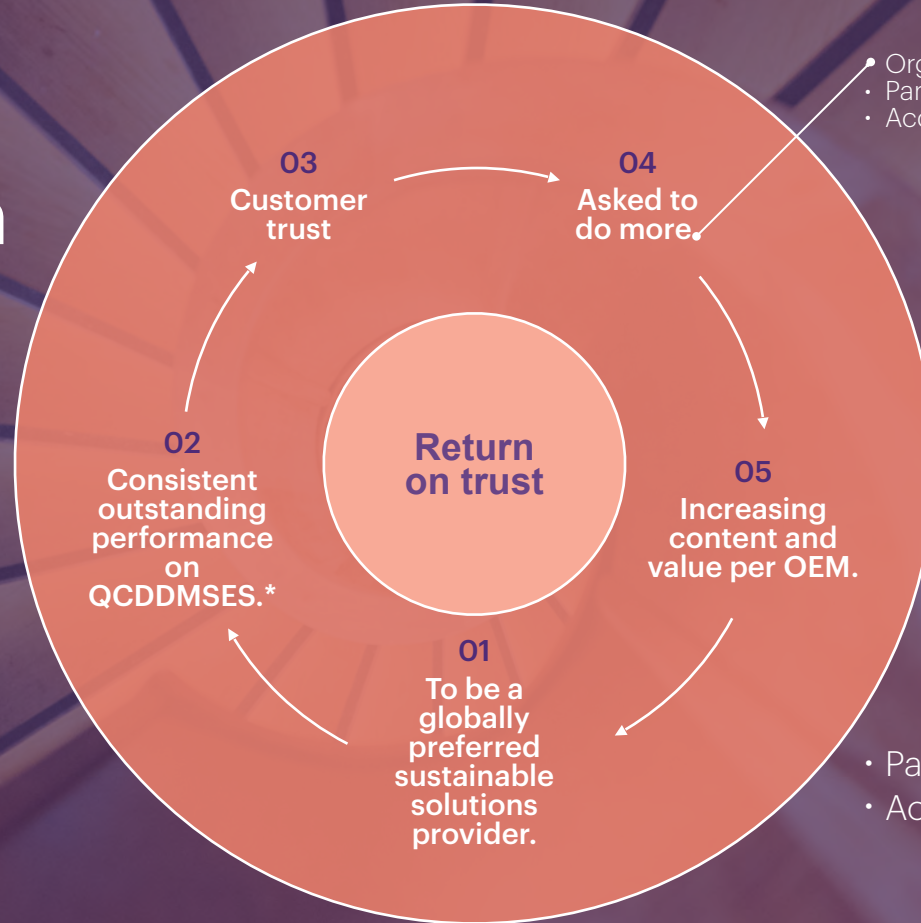
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CHAKRA

# How Motherson creates value.

This loop creates a virtuous circle for all stakeholders.





# Consistent outstanding performance...

QCDDMSES is the Motherson measurable that guides us in all aspects of operational excellence.

01

## Quality

Seamlessly fits global quality standards of the customer.

02

## Cost

Work at optimising cost levels.

03

## Design

Provide design support for current products and new concepts.

04

## Delivery

Deliver globally and be able to follow the customers where they need us.

05

## Management

Lead the organisation with the highest governance standards.

06

## Safety

Work to the highest standards of safety.

07

## Environment

Meet the highest environmental standards.

08

## Sustainability

Be committed to long-term greatness rather than transactional relationships.

...allows our customers to trust us...

Proud to be part of the world's most admired brands.

Volvo

MAN

Scania

Paccar

Volkswagen

Renault

Land Rover

Ford

Mercedes Benz

Daimler trucks

TATA

Seat

Audi

Suzuki

Honda

John Deere

BMW

Porsche

Hyundai

General Motors

PSA Group



ASKED TO DO MORE

...which has allowed our revenues to grow.

US \$36 Billion target



\*Includes all recent acquisitions that are closed and yet to be closed, including ADI Industries.  
• Conversion from INR to USD @ INR 70.89/USD as defined in our Vision 2025 plan



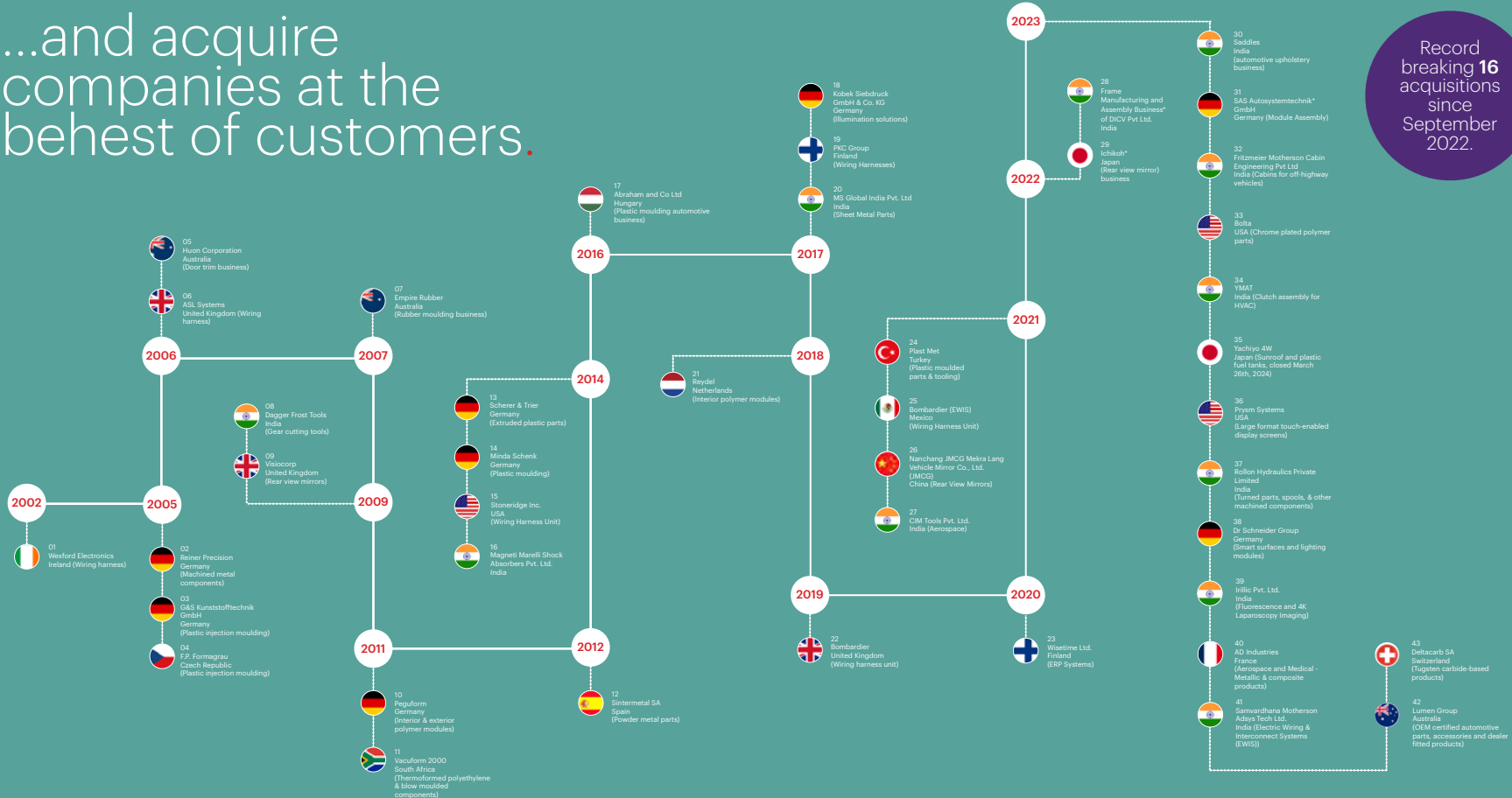
ASKED TO DO MORE

# We add customer solutions through Joint Ventures...



ASKED TO DO MORE

...and acquire companies at the behest of customers.



Record breaking 16 acquisitions since September 2022.



We are a purpose-driven company with a strong long-term growth philosophy.



We follow  
the needs  
of our  
customers.

We are a  
not yet  
company.

Motherson is guided by entrepreneurs,  
but run by professionals.





We are a purpose-driven company with a strong long-term growth philosophy.



A landscape photograph of a mountain range at sunset. The sky is a vibrant orange, and the mountains are silhouetted against it. The foreground shows a dark, sloping hillside.

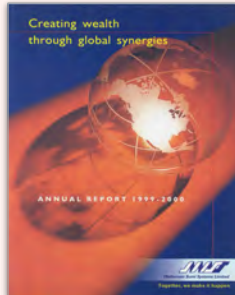
All of this helps us achieve  
seemingly impossible goals.

# We have been formulating clear 5-year plans since 1995.

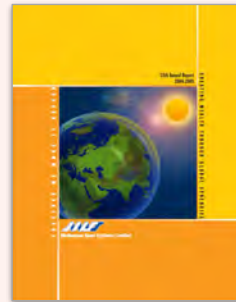
First 5YP announced internally.



**1995**



**2000**



**2005**



**2010**



**2015**



**2020**

**Targets** INR 12 Cr. to INR 100 Cr.  
**40% ROCE**

INR 100 Cr. to INR 1,000 Cr.  
**40% ROCE**

INR 1,000 Cr. to INR 10,000 Cr.  
**40% ROCE**

INR 10,000 Cr. to US \$5 Billion  
**40% ROCE**

US \$5 Billion to US \$18 Billion  
**40% ROCE**  
(Covid-19)

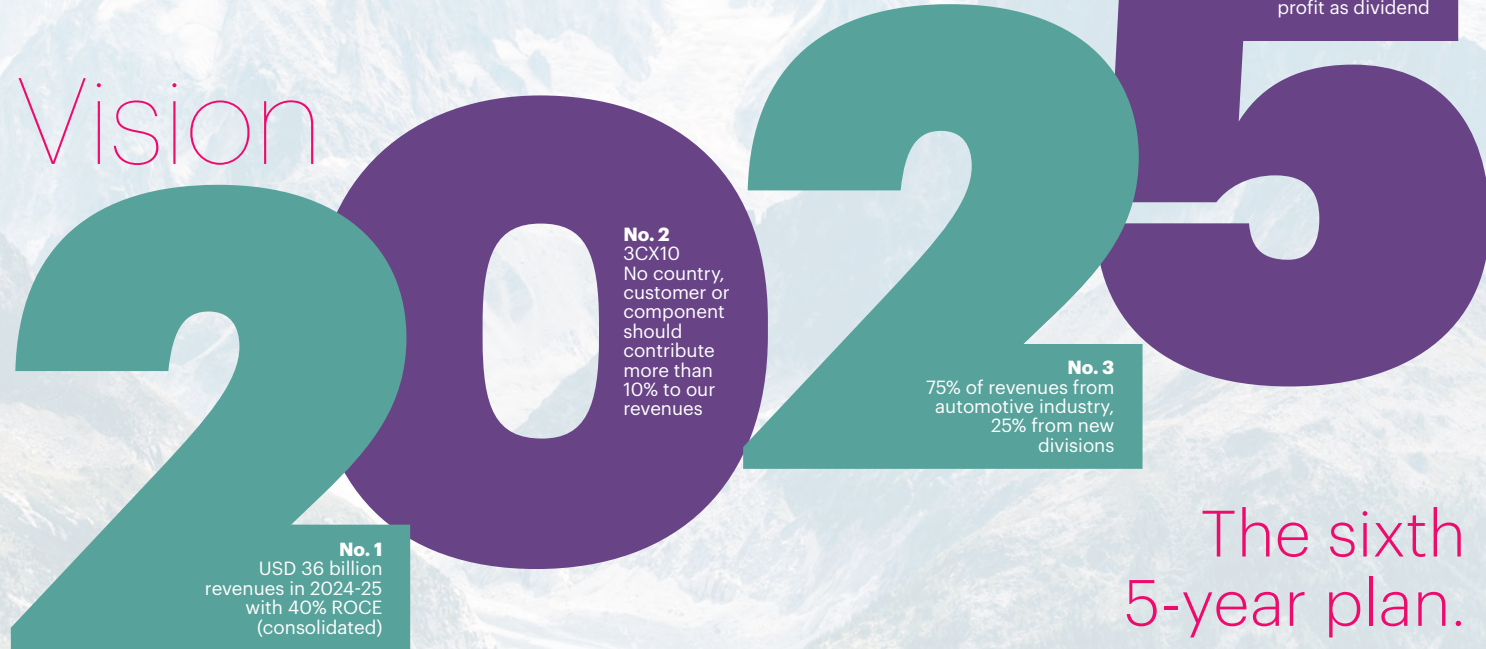
US \$10 Billion to US \$36 Billion  
**40% ROCE**

# 5YYP

5 Year Plans give us **stretch targets**, which pushed us to **imagine** and **realise** a much bigger future.

# Our current 5-Year Plan.

Vision



The sixth  
5-year plan.



*uddhared ātmanātmānaṁ nātmānam avasādayet  
ātmaiva hyātmano bandhur ātmaiva ripur ātmanaḥ*

*Let a man be lifted up by his own self; let him not lower himself;  
for he himself is his friend, and he himself is his enemy.*

*– Chapter 6, Verse 5 –  
Bhagavad Gita*



*Ibtedaae ishq hai rota hai kya  
Aage Aage dekhiye hota hai kya.*

*Why are you getting so worried. It's only the beginning. Just  
watch what happens as you move forward.*

*- Mir Taqi Mir -*

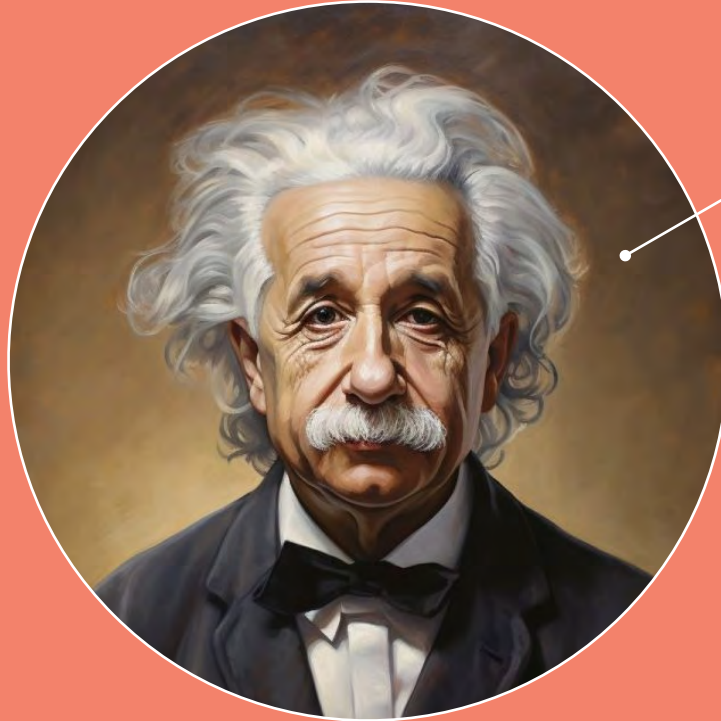




People are the foundation.

Tied together with mutual trust.

# MBA vs. creativity.



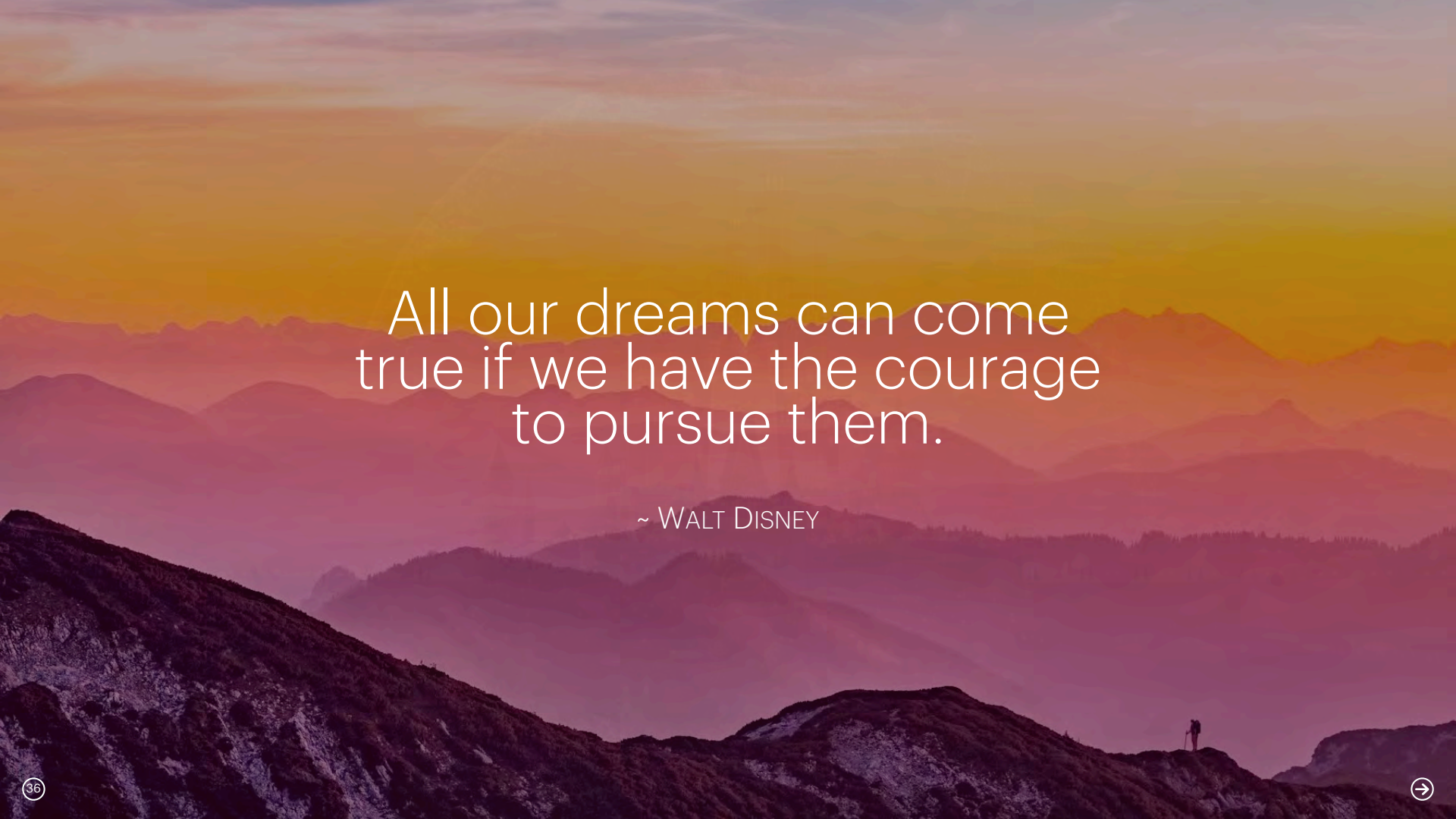
"Knowledge  
gets you from  
A to B.  
Imagination  
gets you  
anywhere."

# Ekla chalo.

To go beyond  
unchartered territory,  
you have to walk alone.

When a collective lot of  
people start dreaming  
together, that is  
Ekla Chalo.





All our dreams can come  
true if we have the courage  
to pursue them.

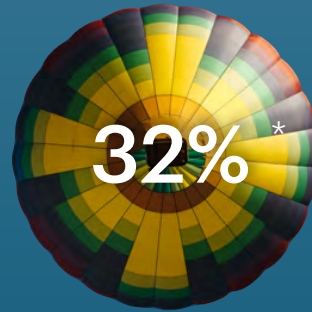
~ WALT DISNEY



**mother's**

**Thank you.**

When you follow  
your dreams,  
the universe  
rewards you.



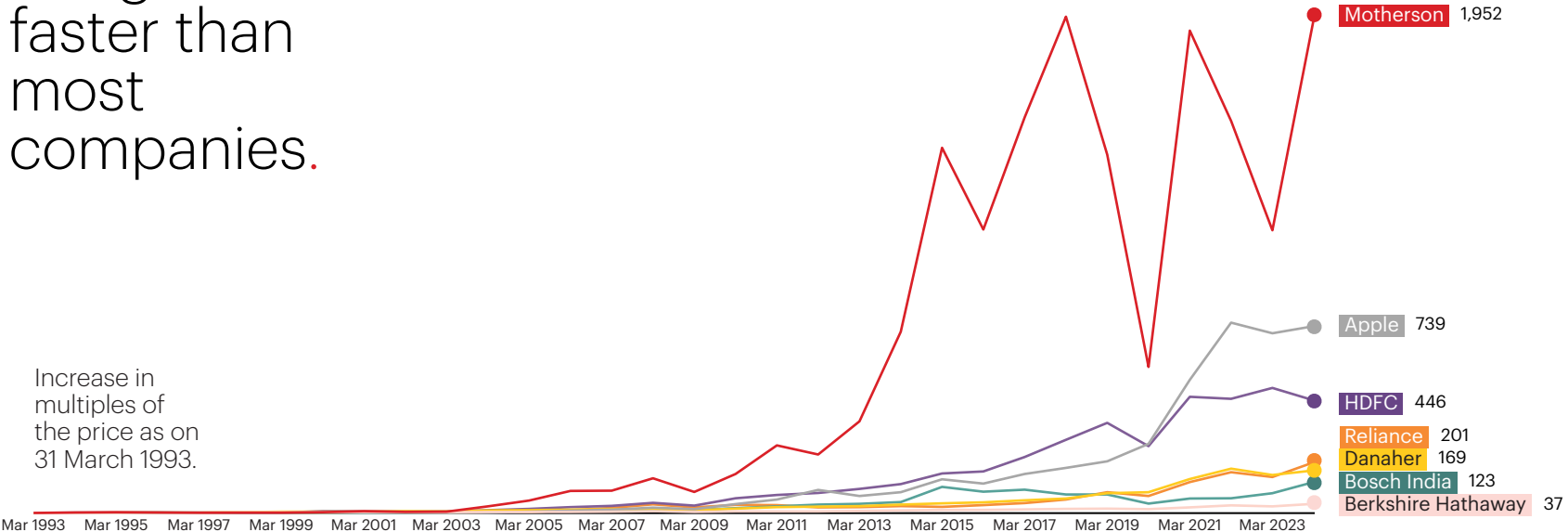
Topline  
CAGR over  
the past  
30 years.



Return to  
shareholders  
since 1993.

If you had invested INR 25,000 in 1993 the value today would be **INR 11,00,25,000.**

Our return to shareholders has grown faster than most companies.



If you had invested INR 25,000 in 1993 the value today would be **INR 11,00,25,000.**



Motherson has emerged as the **fastest-growing** and the **second-strongest brand** in the Auto Components sector.

- “Bosch is strongest as well as most valuable with brand strength index (BSI) score of 77/100.
- A strong performance from Motherson Group in 2nd place, with a BSI of 75/100.
- DENSO follows in 3rd place, earning a BSI of 73/100.”

