



# Scaling and adapting to change.

February 2022

Photo by Tim Hart

# Motherson.

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

# Diversified group portfolio.

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

01.  
Wiring harness



02.  
Vision Systems



03.  
Modules & Polymer



04.  
Others



Precision Metals & Modules



Technology & Industrial Solutions



Lighting & Electronics



Aerospace



Logistics Solutions



Health & Medical

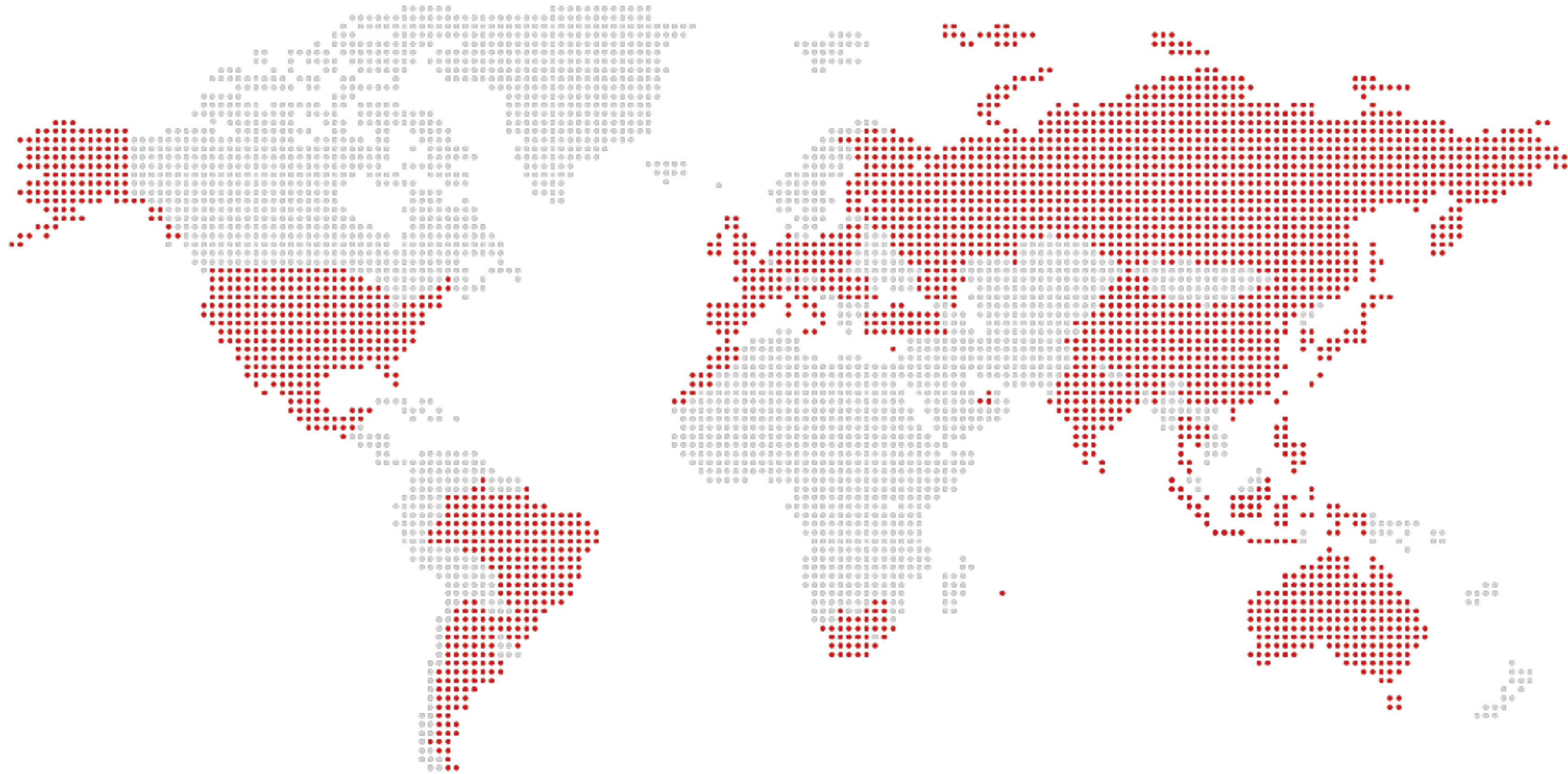


Services



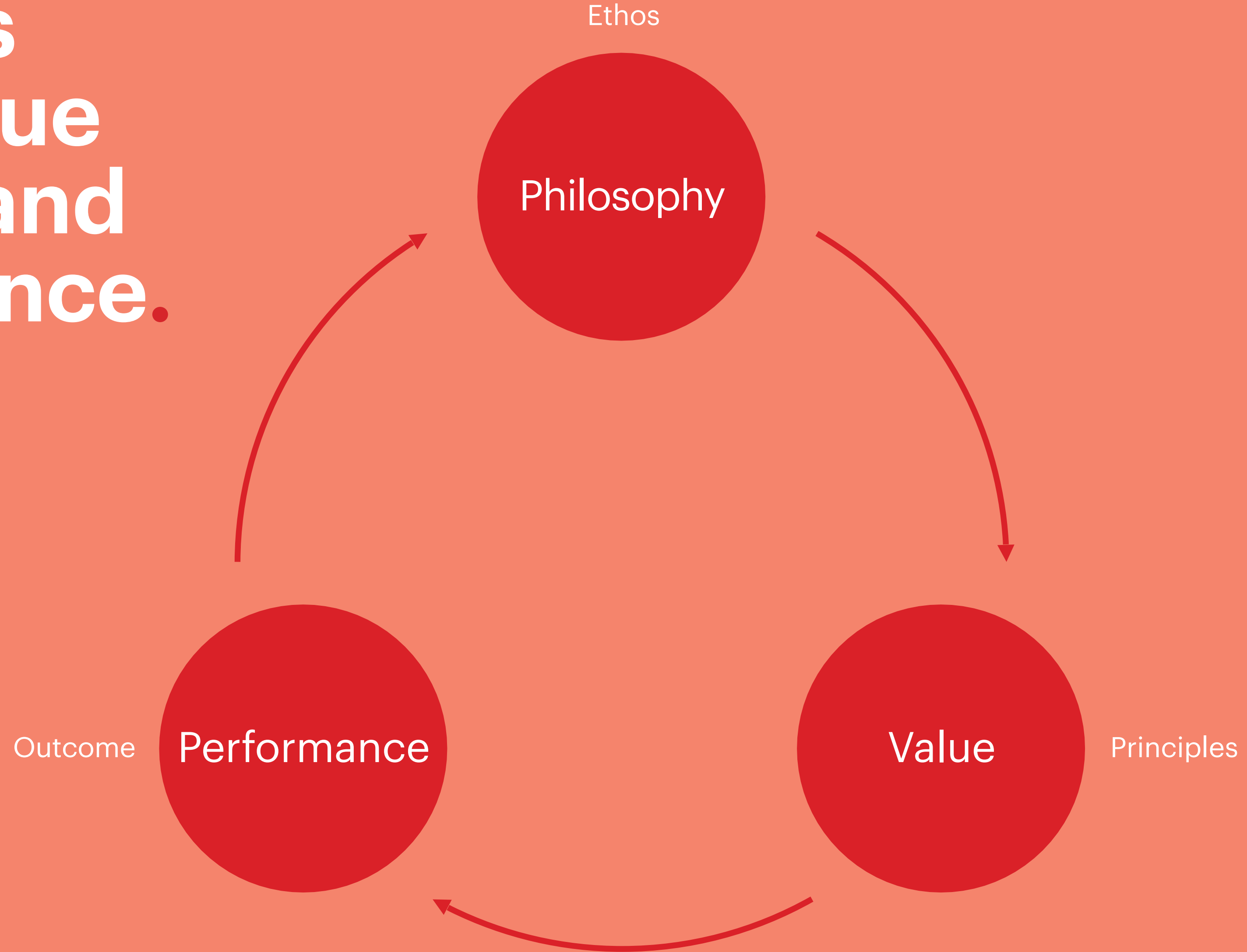
# Global presence.

A multinational with Indian roots, with a global network of manufacturing facilities, engineering and design centres, marketing offices, logistic centres and sourcing hubs across the world to serve our customers globally in geographies of their presence.

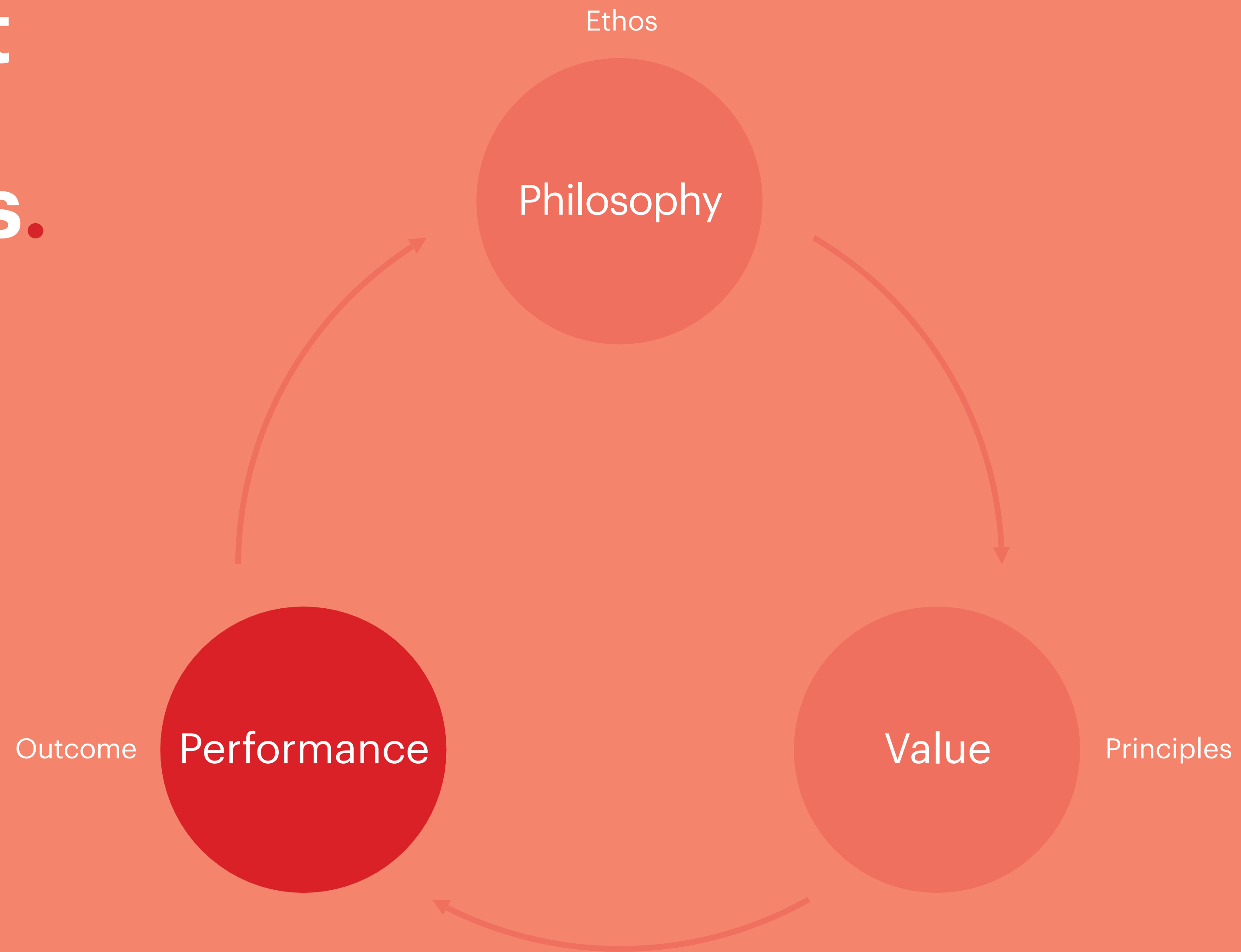


Located in  
**270** facilities  
across **41**  
countries

**Our ethos  
drives value  
creation and  
performance.**



# Let's start with the outcomes.



# Vision

**No. 1**  
USD 36 billion revenues in 2024-25 with 40% ROCE (consolidated)

**No. 2**  
3CX10  
No country, customer or component should contribute more than 10% to our revenues

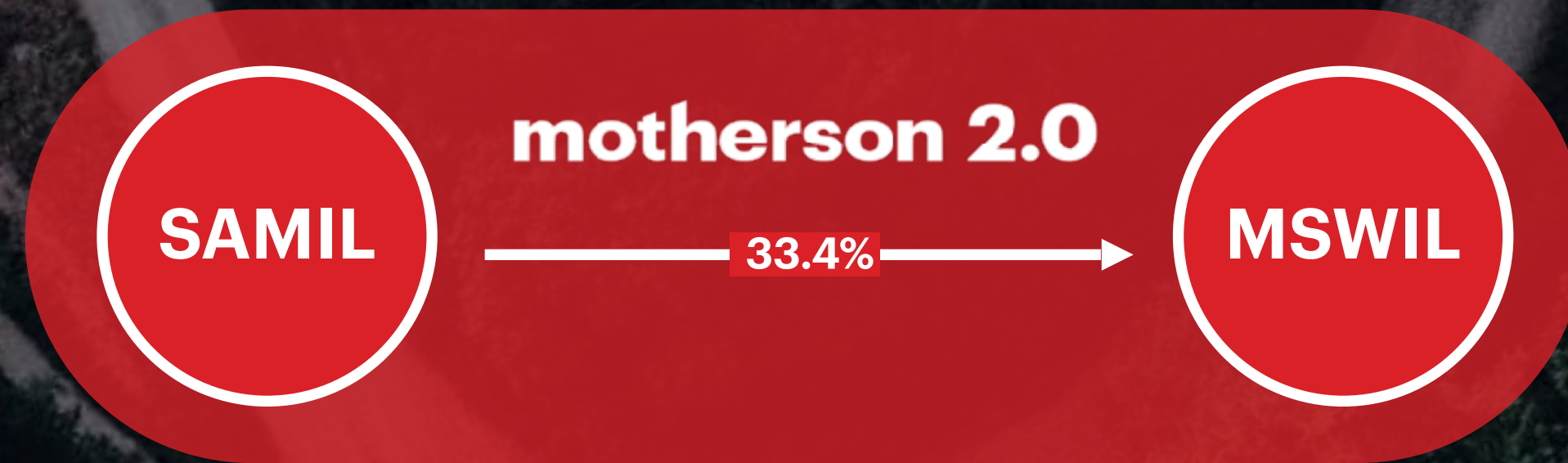
**No. 3**  
75% of revenues from automotive industry, 25% from new divisions

**No. 4**  
Up to 40% of consolidated profit as dividend

The sixth 5-year plan.

# Starting a new chapter.

The restructuring will align the interests of all our stakeholders and create growth opportunities for everyone.



Revenue growth  
1993 - 2021  
CAGR of 33%

**MSSL**

Return to  
shareholders\*\*  
since MSSL IPO  
CAGR of 34%

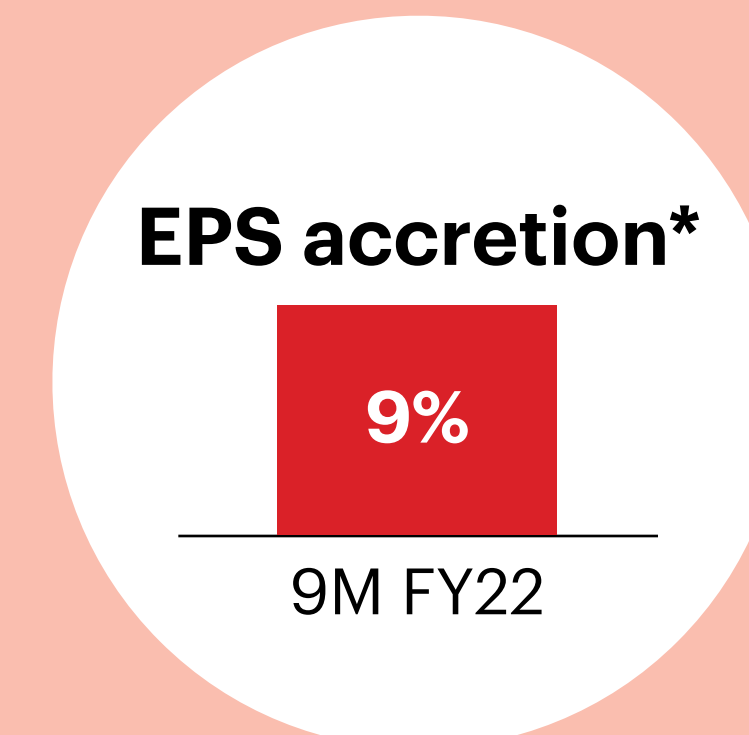
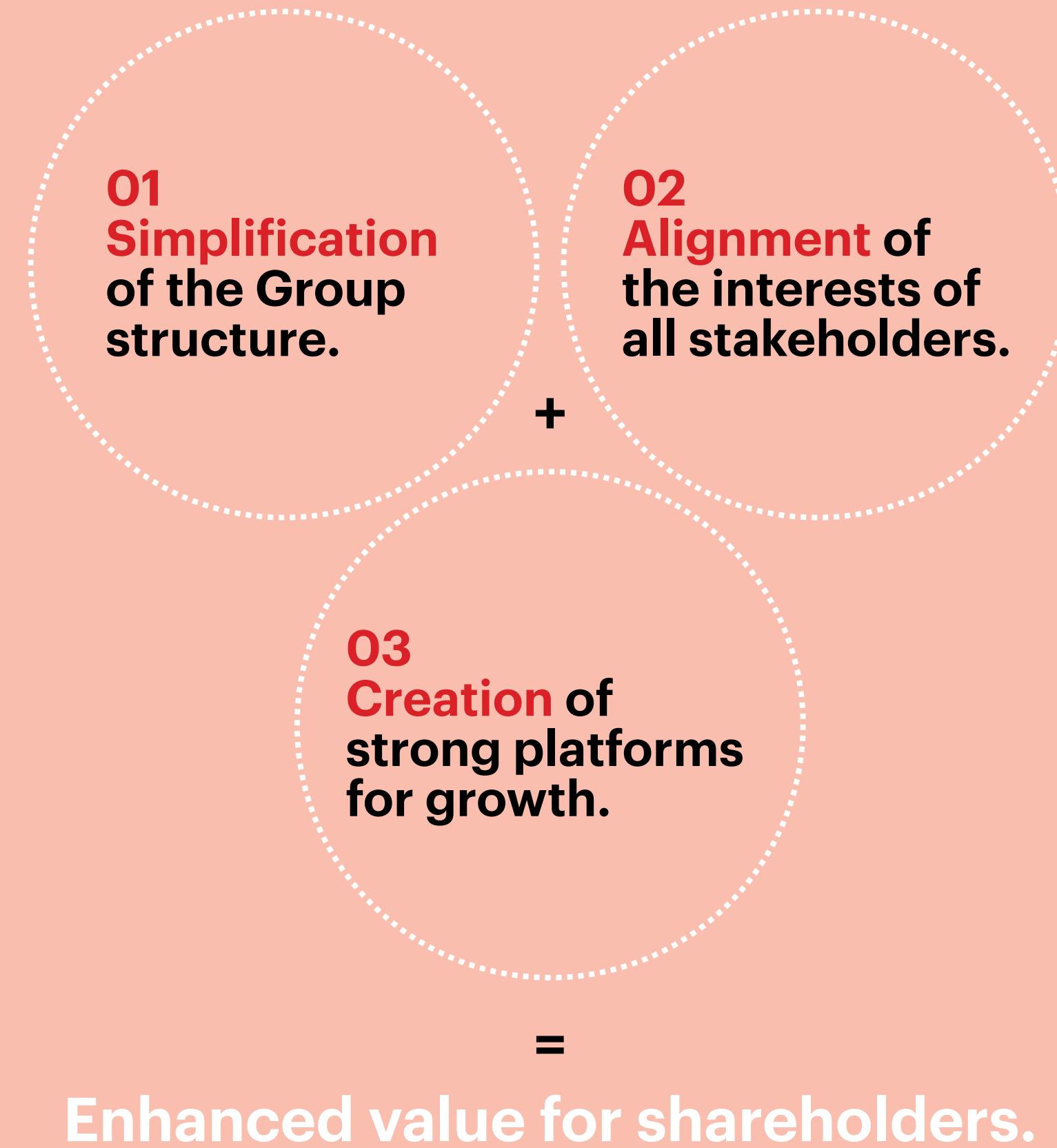
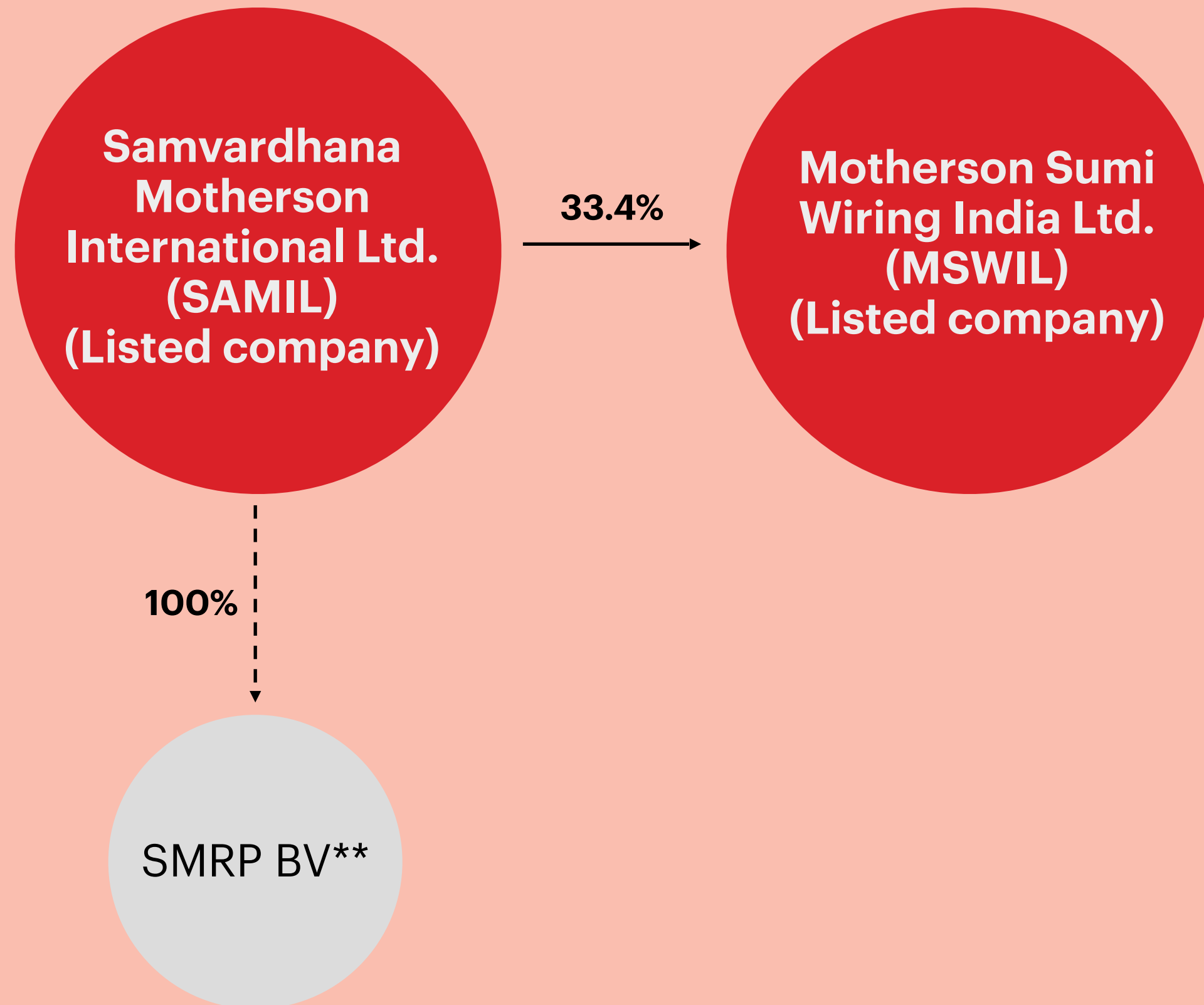
\* Post re-organisation the name of Motherson Sumi Systems Ltd (MSSL) will be changed to Samvardhana Motherson International Ltd. (SAMIL).

\*\*As on 03<sup>rd</sup> January 2022 at share price of INR 225.30 per share.





# Creating value for shareholders.



\* Note EPS accretion is calculated only for SAMIL and is for trailing 9 months ended Dec-21.

\*\* SMRPBV stands for Samvardhana Motherson Automotive Systems Group BV.

Note : Post re-organisation the name of Motherson Sumi Systems Ltd (MSSL) will be changed to Samvardhana Motherson International Ltd. (SAMIL).

# Creation of two high-growth companies.

Both companies are **well capitalised** to pursue their growth opportunities.

## Samvardhana Motherson International Ltd. (SAMIL).

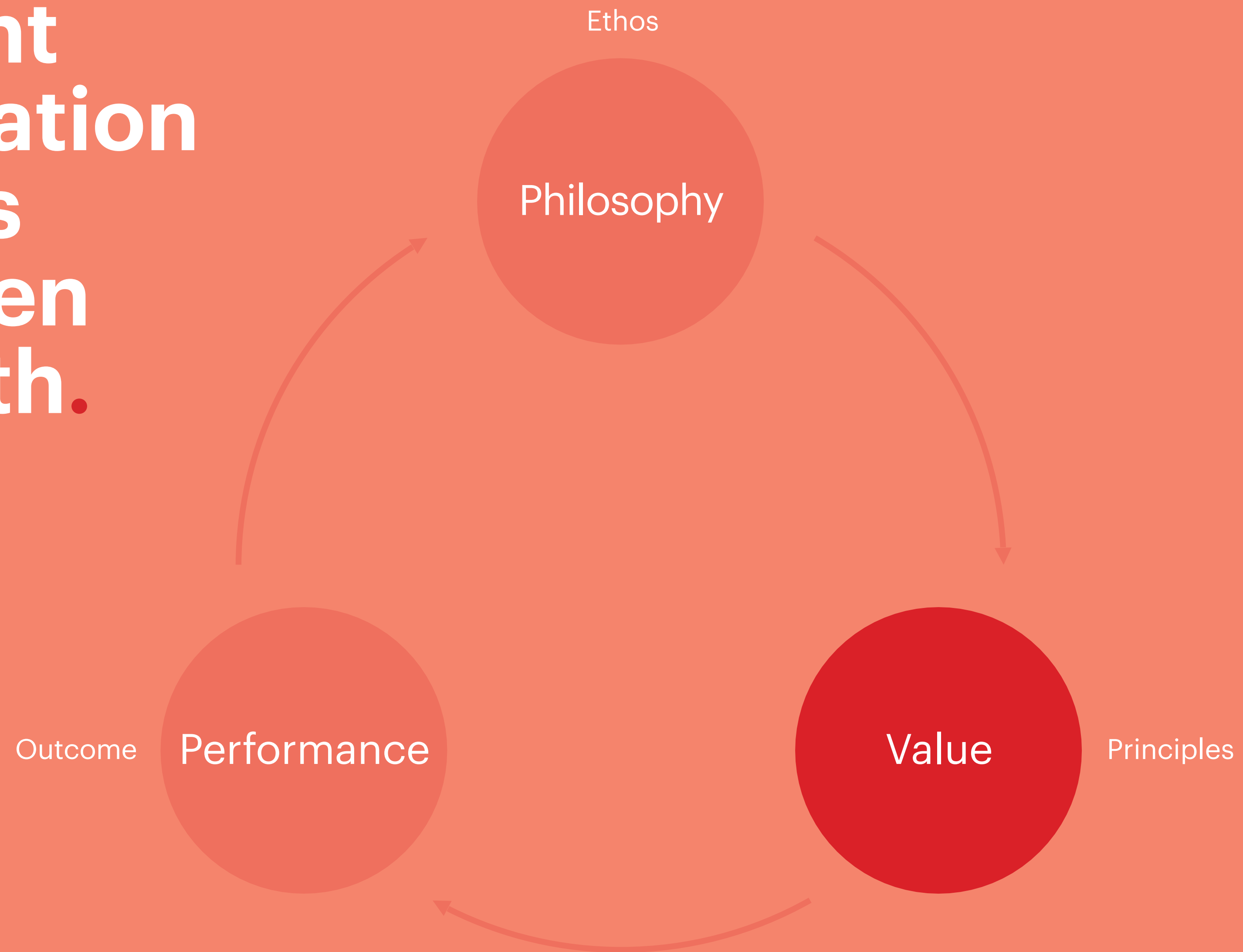
Erstwhile Motherson Sumi  
Systems (MSSL\*)

- Well diversified company across products, customers and countries.
- Product portfolio favorably aligned to future industry changes.
- Shareholders to gain from full synergies from group.
- Unified structure provides platform for future growth.

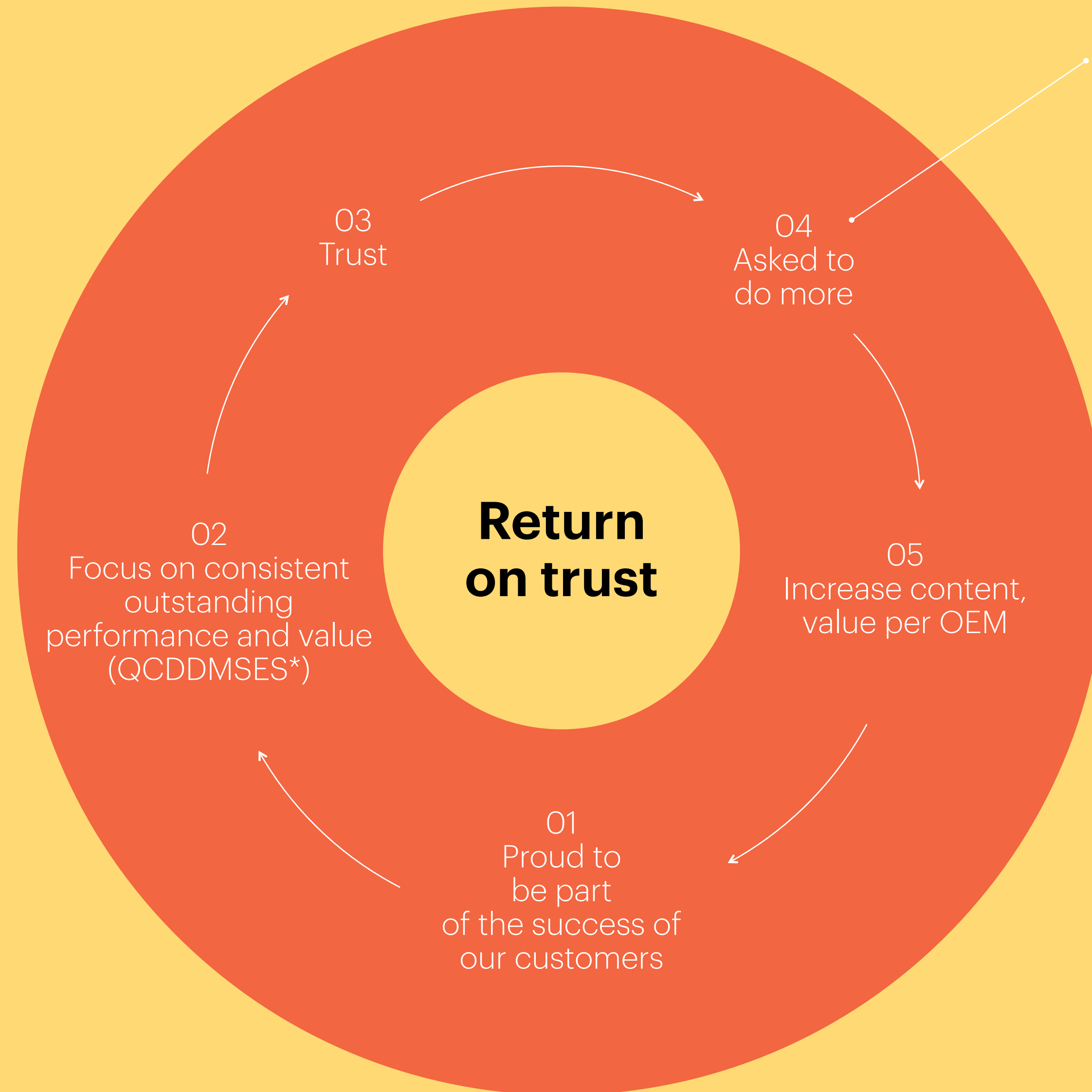
## Motherson Sumi Wiring India Ltd. (MSWIL)

- Focus on India wiring harnesses.
- Access to technology solutions with strong parentage.
- Benefits of backward integration remain intact.
- Leveraged to India growth story with rising content per car.

**Consistent  
value creation  
principles  
have driven  
our growth.**



# The strategy and principles that have guided us.



**At the behest of customers:**

- Set-up new plants
- Innovate and develop new products
- Form new joint ventures
- Acquire new companies
- Enter new industries



01 PROUD TO BE PART OF THE SUCCESS OF OUR CUSTOMERS

# Proud to be part of...

# ...the world's most admired brands.

Honda

Volvo Trucks

Audi

Tata

Suzuki

Land Rover

BMW

John Deere

MAN

Mercedes Benz

Renault

JCB

Paccar

Volkswagen

Scania

Porsche

Daimler trucks\*

Ford

Hyundai

PSA Group



# Focus on QCDDMSES.

Driven by 'QCCDDMSES', that guide us in different aspects of operational management.

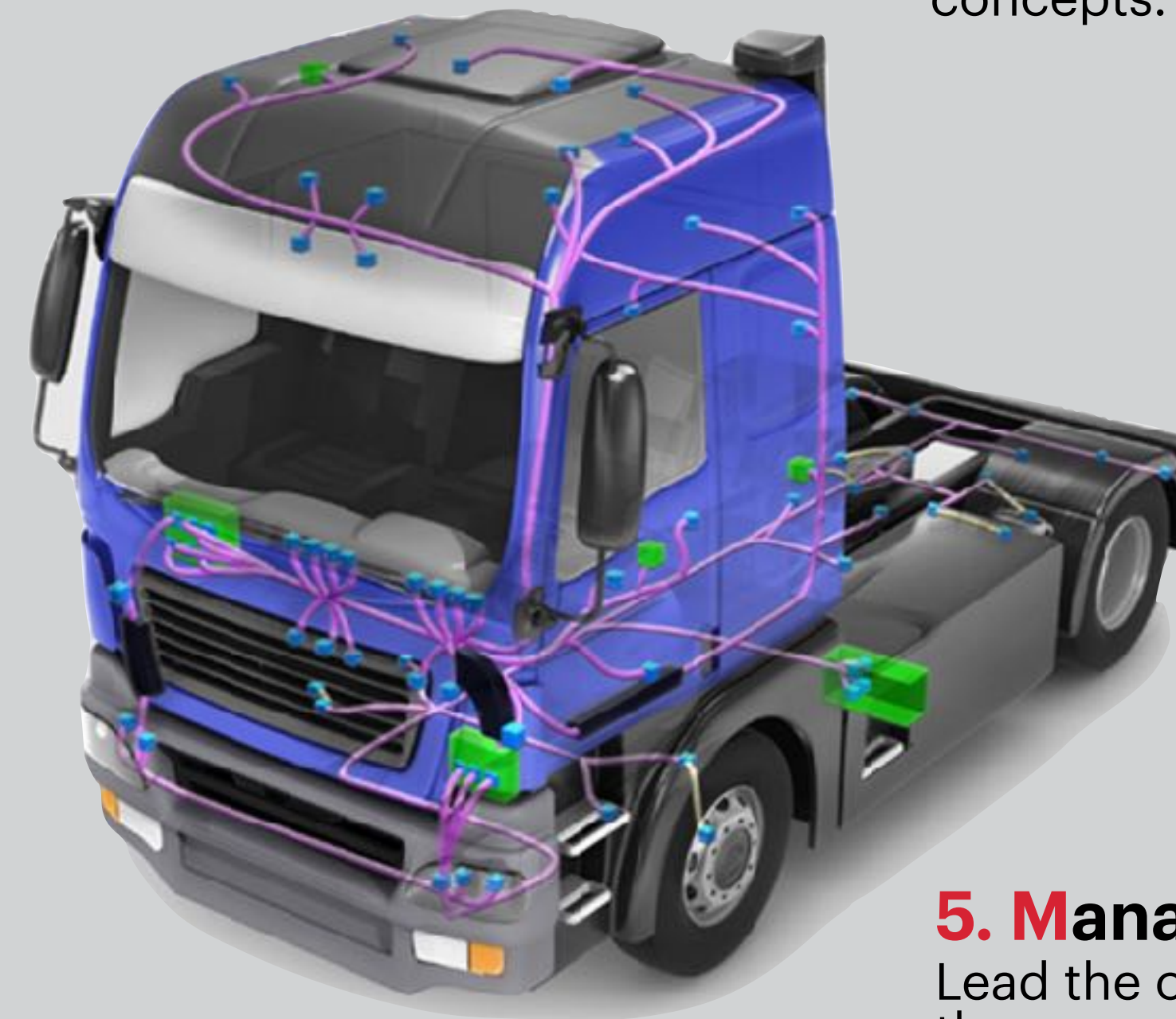
**1. Quality**  
Seamlessly fits global quality standards of the customer.

**2. Cost**  
Work at optimising cost levels.

**3. Design**  
Provide design support for current products and new concepts.

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

**7. Environment**  
Meet the highest environmental standards.

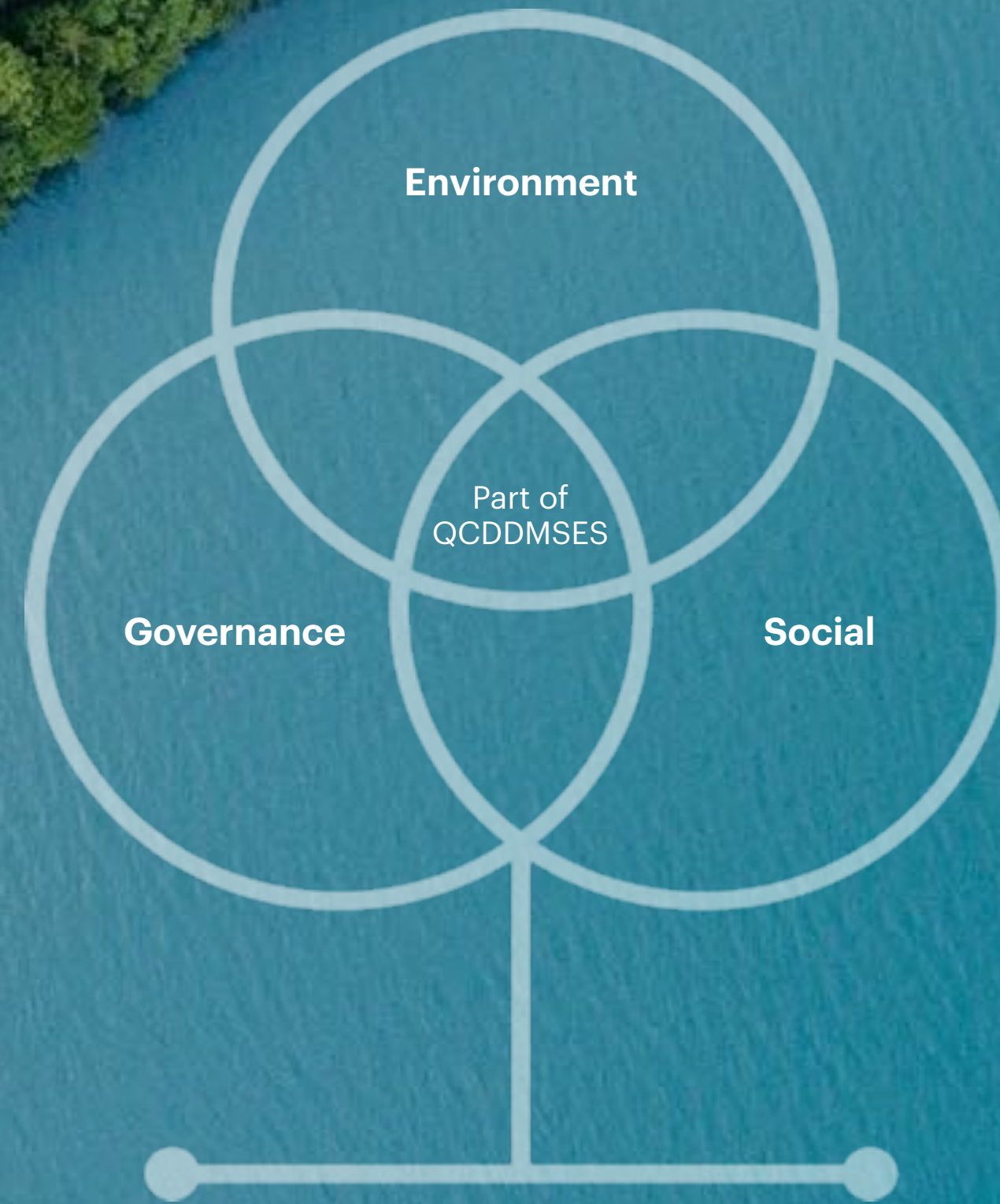


**4. Delivery**  
Deliver globally and be able to follow the customers where they need us.

**5. Management**  
Lead the organisation with the highest governance standards.

**6. Safety**  
Work to the highest standards of safety.

# Sustainability at Motherson.



For Motherson, sustainability is about building a durable company that is a good global citizen in a world we all want to inhabit.

Proud to be part of planet earth.



# Chip shortage and rising commodity prices.

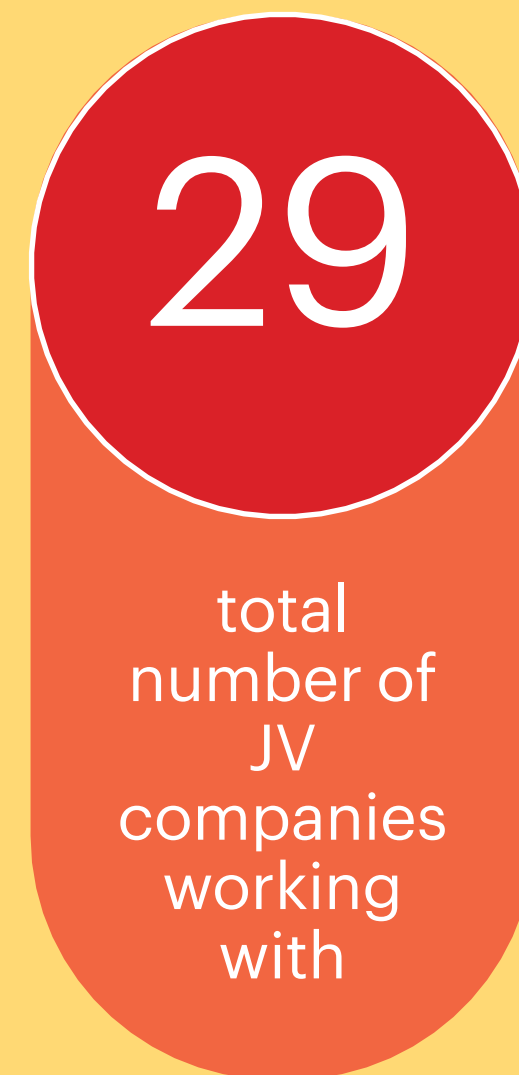
Despite the current market situation, we are working hard on preserving cash reserves so we can overcome these challenges and continue on our growth path.

**14%** ↑

in **Revenue** and  
**EBITDA** QoQ\*

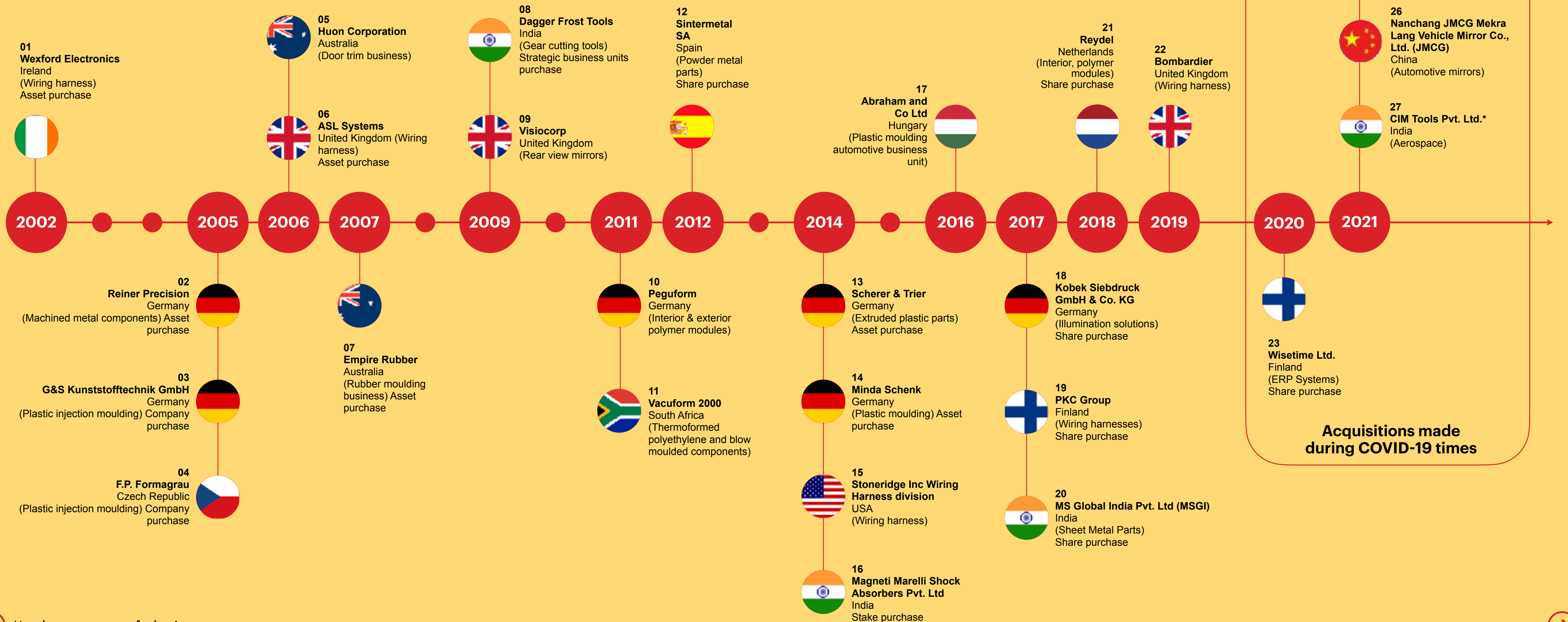


# Successful joint ventures.



# Acquisitions at the behest of customers.

Motherson Group has integrated **27** acquisitions since 2002 bringing a wide range of solutions to customers.



Acquisitions made during COVID-19 times

18 \*In the process of closing.



# Diversifying into new business divisions.

## Technology & Industrial Solutions



- Growth in revenue at a CAGR of 22% from FY15-FY20
- Launched in the year 2000, MIND is over 2000 employees today
- Core businesses of the division — MIND, ROBIS, MI-XLAB, and SMHS

## Logistics



- Consolidate fragmented B2B ancillary market
- Delight customers with better technology driven solutions
- Betterment of the lives of drivers
- In-house agile, technology-enabling and efficiency-focused capabilities

## Aerospace



- Global presence
- Manufacturing DNA
- Ability to pivot
- Turn around specialists

## Health & Medical



- Positively impacts lives
- Growing global need
- Group capabilities well aligned for medical and health technology
- Growing market size of over US\$ 1 trillion
- Initial entry in place

**3CX10.**

No country, customer or component should contribute more than 10% to our revenues.

**Component-wise**

Share of **non-automotive** verticals at **<1%** which represents a large addressable opportunity\*.

**Customer-wise**

**Top 20** customers account for **73%** of overall revenues\*.

**Country-wise**

India share of **Revenues at 20%** and **PAT >40%\***  
India is our primary market for testing and validation of global technologies

05 INCREASE CONTENT, VALUE PER OEM

# Continued focus on Electrification.

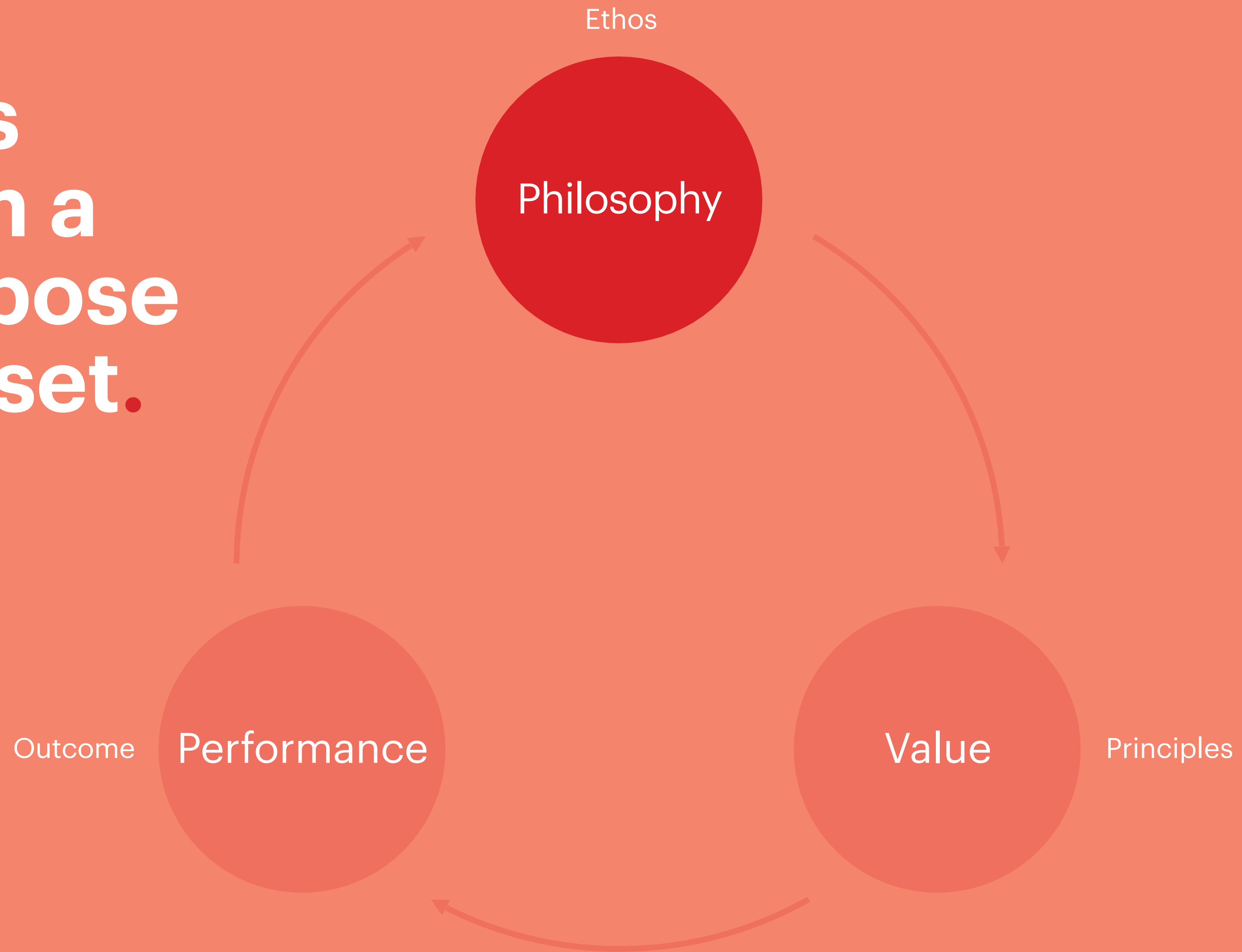
Supplying to leading global and emerging OEMs in PV, CV & 2W segments for their EV programs.

Share of SAMIL\*  
revenues at **3.5%**  
**for 9M** (vs. 3% in  
H1) as key  
programs have  
ramped up.

EV order book represents only EV models and doesn't include the EV variants of ICE models.

\* Post re-organisation the name of Motherson Sumi Systems Ltd (MSSL) will be changed to Samvardhana Motherson International Ltd. (SAMIL)

**Our work principles stem from a clear purpose and mindset.**



OUR VISION SINCE 1995

**To be a  
globally  
preferred  
solutions  
provider.**

Be part of the  
success of  
our customers.



HUMAN PRINCIPLES  
ARE THE FOUNDATION  
OF EVERYTHING WE DO.

**Be  
humble.**





People are the foundation, tied together with mutual trust.

**Relationships built on trust.**

OFFERING STABILITY AND GROWTH TO OVER 150,000  
PEOPLE AND THEIR FAMILIES

**Working  
together  
as one  
team, as  
one family.**



# 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.



A high-angle, wide shot of a winding asphalt road through a lush, green mountain valley. The sun is low on the horizon, creating a warm, golden glow and long shadows across the hills. The road curves through the landscape, leading the eye into the distance. The sky is a clear, pale blue, and the overall atmosphere is peaceful and inspiring.

**The best is yet to come.**



**Thank you.**

© **Mother's** All rights reserved by Mother's and/or its affiliated companies. Any commercial use hereof, especially any transfer and/or copying hereof, is prohibited without the prior written consent of Mother's and/or its affiliated companies. In case of transfer of information containing know-how for which copyright or any other intellectual property right protection may be afforded, Mother's and/or its affiliated companies reserve all rights to any such grant of copyright protection and/or grant of intellectual property right protection. [www.mothers.com](http://www.mothers.com)

Proud to be part of samvardhana **mother's** 