



Marelli Motherson Automotive Lighting (MMLI)

09th October 2020

motherson 

MMLI market leader in Automotive lighting in India

Marelli Motherson Automotive Lighting (MMLI) is 50-50 JV company b/w Marelli & SAMIL

- Largest supplier of premium / LED exterior Lighting in India¹
- Amongst the top 3 suppliers in Exterior Automotive Lighting & Air Intake Manifold for Passenger Cars ¹
- Diversified customer base across passenger car OEMs
- Strong JV partner – **Automotive Lighting** (Division of Marelli)
 - Second Largest Global exterior Automotive Lighting Maker
 - Leader in Innovation and New Technology Advancements

...with diversified presence across key automotive clusters



Footprint in India

1. Pune
2. Sanand
3. Bawal
4. Pune-2
5. Pune –Design Center

- Customer Location
- MMLI Location

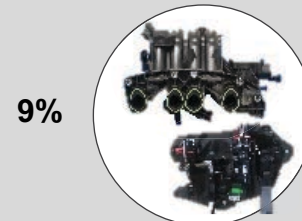
“State of the art four Manufacturing Units to Cater Customer Requirement.”



Head Lamps



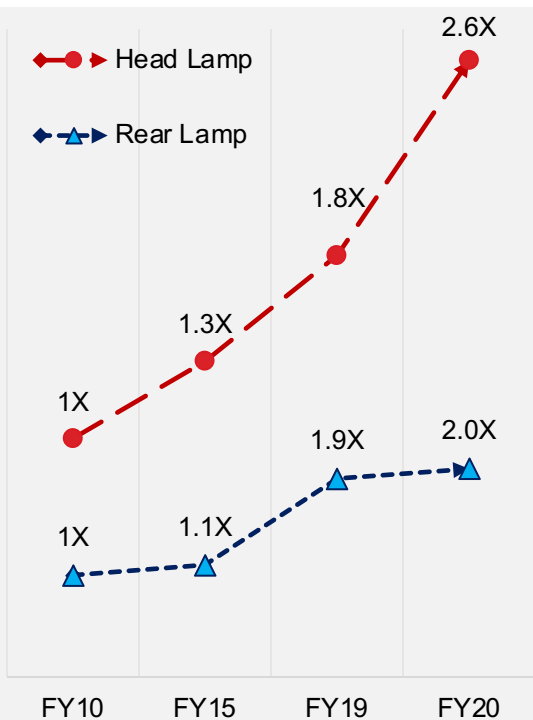
Rear Lamps & Small Lamps



Others

Evolution Trends – From Commodity to Technology

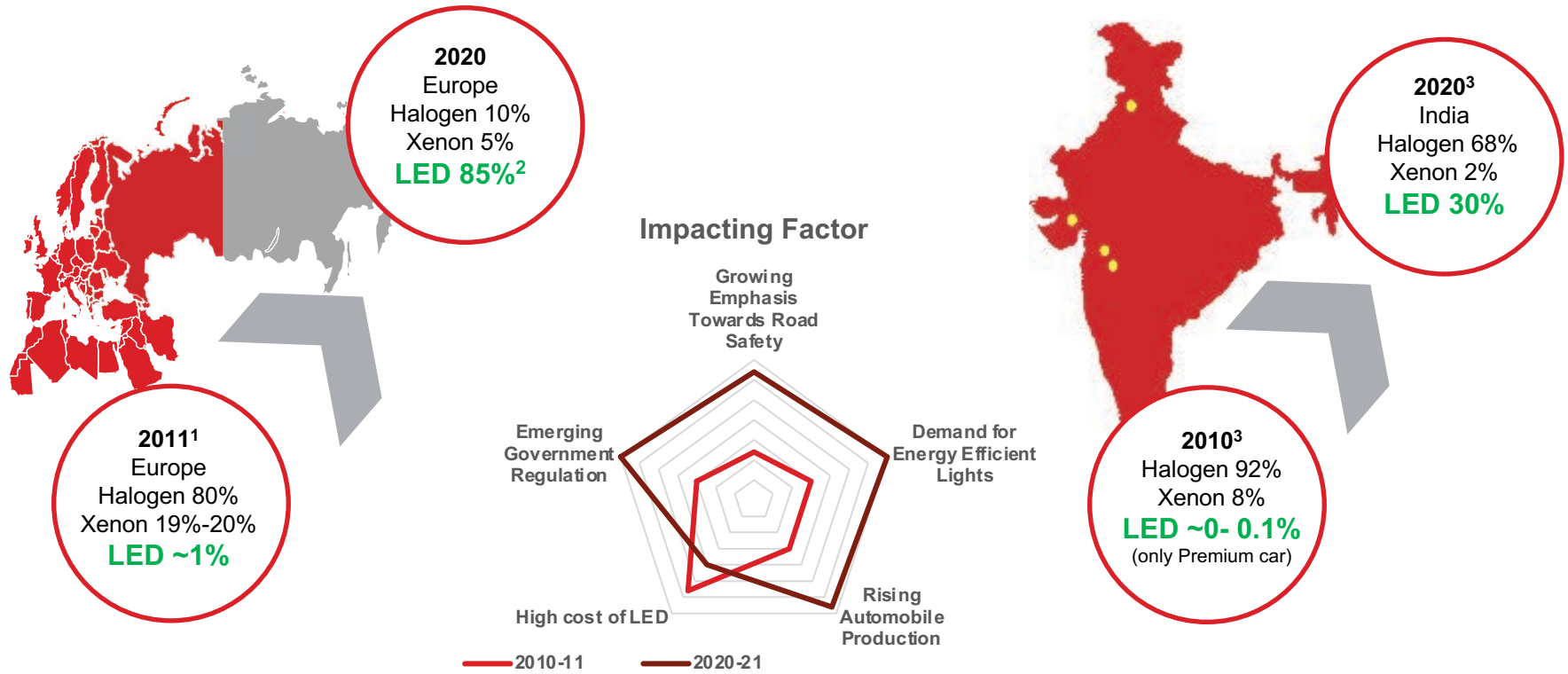
Price Evolution¹



Technology Evolution



Competitively placed to increase value with enhanced LED penetration



Source:

1. Automotive news Europe, Feb 2012, Article titled "Automotive Lighting sees jump in LED uptake for Europe in 2020"
2. Collaborator Information
3. Internal Estimates

First Mover in Technology Adoption in India leveraging on shift from conventional to LED lighting¹



2010-1st supplier in India to provide multicolor 4K Molding



2011 First Tail Lamp with Skin/Overlay Molding Technology In India – *Suzuki Swift*



2013 First Localized Halogen Projector based Head Lamp – *Suzuki Stingray*



2013 First LED Light Curtain based Tail Lamp – *M&M Verito Vibe*



2016 First LED Light Guide based Locally Developed Head Lamp – *Suzuki Brezza*



2020 First Localized Twin Projector Module Full LED HL – *Suzuki Vitara Brezza*

2016 LED LIGHT BAR based Tail Lamp concept – *Renault Duster*



2017 Bi Halogen(HB3) and Bi HID(D5S) Module based Headlamp +2K Head Lamp Lens- *Jeep Compass*



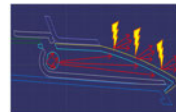
2018 Homogenous Rear lamp with Fender +Trunk in LED with Fresnel Lens Technology- *Suzuki CIAZ*



2019 Standard LED Fog Lamp



2020 First to Launch De-metallization technology in Lamps



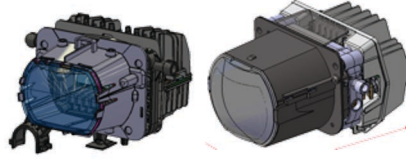
Source:

1. Based on Internal Assessment

MMLI - Technological edge for future advancements..

Emerging Trend	MMLI Preparedness	Comments
Halogen to LED	✓	2.5 – 3.0x price increase in last 5 years from Halogen to LED Lamps
Signature Lighting	✓	OEM adopting Signature pattern for brand recognition and due to this content in lamps are increasing.
Multiple lamps concepts	✓	With New Styling, OEMs are adding multiple lamps eg. In Front lighting (Head Lamp, DRL, FOG, Turn Indicator), In Rear Lighting (Body Lamp, full body Trunk Lamp, Bumper lamp etc.)
Entry of new customers with LED	✓	Localized Bi LED / Mono LED modules
Signalling Function upgrading to LED	✓	Localised Electronics Solution for Signalling Function

Product roadmap



Multiple project with Full LED Front & Rear Lighting System

Localised LED Solution Multi LED Projector

Multi LED Front and Rear Lighting for Electrical Vehicle

AIM Multiple BSVI AIM

Supplier of Choice for all Major OEMs in India

Diversified Customer Base

(Key customers only, in alphabetical order)

- FCA
- Ford
- GM
- Honda
- Mahindra
- Maruti Suzuki
- PSA
- Renault Nissan
- Skoda Volkswagen
- Suzuki
- Tata Motors
- Toyota



Maruti Suzuki



Overall Performance Supplier Award - 2019 Best Supplier Design & Development Award - 2019 Special Support Supplier Award - 2018 Best Supplier Over all Performance Award - 2017 Best Supplier Design & Development Award - 2016

FORD



TATA



Q1 Supplier Award- Pune 2014 Q1 Supplier Award- Sanand 2019 Best Cost Competitive Supplier Award - 2019 Best Design & Development Supplier Award -2018 Best Design & Development Supplier Award -2017

Honda



FCA



PSA



VW



Best Supplier Silver Award for Cost-2020 Best Support Supplier Award for Development -2019 Best Support Supplier Award for after sale - 2019 Best Quality Supplier Award - 2017 Best Development Support Supplier-2020 VW A91-rating Quality Supplier Award 2015

GM



M&M



Renault Nissan



Best Quality Supplier Award -2017 Best Quality Supplier Award -2016 Best Quality Supplier Award -2015 Best Design & Development Award- First LED RCL for M&M Best New Launch Support Award 2016

Experienced Management (15+ Yrs. average experience) driving operational excellence



Sridhar Deshmukh Plant Head Pune

MBA Operations & BE Mechanical
Expert in Plant Operation and Coating Process with Total Experience of 15 Years
Motherson-12 Years.
Worked with TATA Visteon for 2 Years.

Vasant Malunekar Plant Head Sanand

PG – Plastic Processing
Expert in Tools Design, & plant Operation with Total Experience of 20 Years
Motherson-10 Years.
Worked with Rinder, Philips for 10 Years.

Sarvesh Raut AVP Operations

B. E. –Mechanical
Expert in Lean techniques and Operations Management with Total Experience of 19 Years
Motherson-10 Years.
Worked with Mercedes Benz & Honeywell for 9 Years.

Blanco Salvatore

CTO



Masters in Manufacturing , B.E Mechanical
Expert in Product Design , Tool Design with total 24 year of experience.
Motherson: 9 Years
Automotive lighting :15 years

Pranav Bhatia R&D Head Lighting



M Tech –Tool Design and Manufacturing
Expert in Advance Exterior Product Design/ product Tooling with Total Experience of 18 Years
Motherson-10 Years.
Worked with TATA Visteon for 8 Years.

Raghvendra Varote Plant Head Bawal

B . E. –Mechanical
Expert in Project & Plant Management with Total Experience of 23 Years
Motherson-10 Years.
Worked with TATA Visteon & TACO for 13 Years



Vishal Kabadi President & COO

Chartered Accountant
Exprence-20 Years
Motherson-19 Years



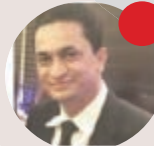
Mahesh Kuwar R&D Manager Powertrain

B Tech –Mechanical
Powertrain Intake & GD &T Expert with Total Experience of 16 Years.
Motherson-12 Years.
Worked with Spaco Carburetors for 4 Years.



Manish Gupta CFO

Chartered Accountant & CS
Expert in Corporate Finance and Taxation, Accounts, Audit, and Indirect Tax Laws with total Exprence-13 Years
Motherson-5 Years
Lead Auditor for 8 Years with EY



Ram Patil Product Quality Sr. GM

MBA and B.E. –Mechanical
Expert in SQA & Process Development and with Total Experience of 20 Years
Motherson-3 Years.
Worked with GM BOSCH & Delphi for 17 Years.



Manoj Kumar SVP Marketing

B Tech –Mechanical
Expert in Commercials with Total Experience of 27 Years
Motherson-16 Years
Worked with Suzuki Japan & Maruti Suzuki for 11 Years

Key Take-aways

MMLI has been the fastest growing auto lighting Supplier in India over the last 5 years out-performing the Industry growth

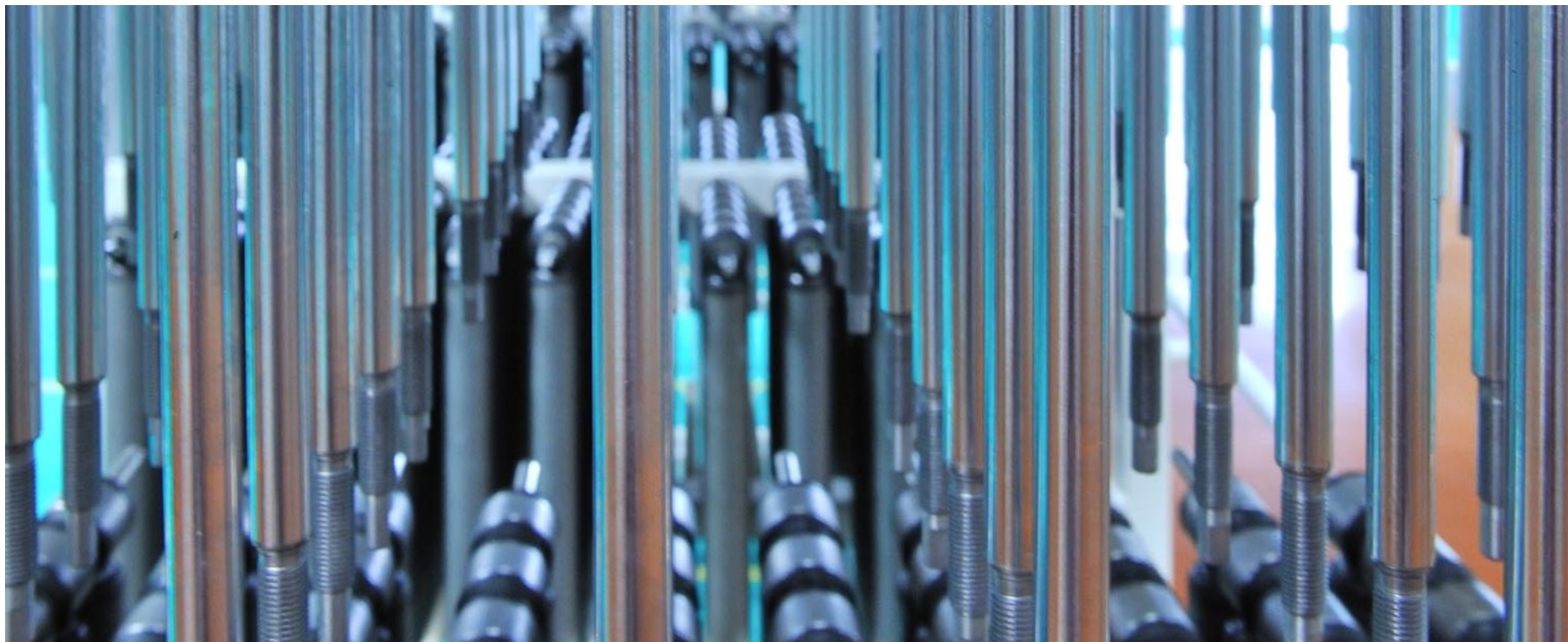
Localised Design Solutions with quick support to customer requirements

Global Access to latest trends through Automotive Lighting with agreement to localise based on customer requirements

Lighting product to continue trend of being a technology product with increased focus on safety and value added signature styling features

On track to increase share and maintain profitability





Marelli Motherson Auto Suspension Parts (MMAS)

09th October 2020



Timeline in Brief.....

● Magneti Marelli started Indian operation for manufacturing Shock Absorbers in India in JV with Endurance

● Endurance exited the JV and Marelli took over 100% control

● On request by Magneti Marelli, Motherson bought 50% share in shock absorber business

Hence a JV was formed (50:50) to support and grow the business with Motherson

Operational control transferred to Motherson

● MMAS turned around from negative cash profit

● MMAS continues to work on various optimization cost models to improve its Revenues and EBITDA

2008

2012

2014

2017

2020

Marelli Motherson Auto Suspension Parts (MMAS)

Marelli Motherson Auto Suspension Parts (MMAS) is 50- 50 JV company b/w Marelli & SAMIL

- JV with Marelli Ride Dynamics division, a US \$ 1 Billion leading player in shock absorbers and suspensions with 15 production sites globally



Manufacturing Footprint

1. India/Pune

Sales Footprint

1. India
2. Poland
3. Italy
4. USA
5. Australia
6. Indonesia
7. Morocco
8. Brazil (Future Supply)



TOTAL

~320 employees



R&D

10



Shock Absorber



Strut Assembly



Gas Lifter



Steering Damper

Turnaround post acquisition - MMAS well placed for future growth

CY 2014

- Limited Customer base in CV and PV

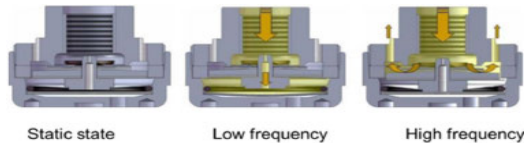
CY 2015 ~
CY 2017

- Acquired new orders from passenger car and commercial vehicle and heavy commercial vehicle segment
- Aftermarket library improvement activity initiated

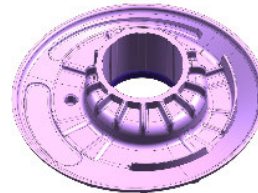
CY 2018 ~
CY 2020

- CV segment export started also PV segment new orders acquired.
- Added export markets in Morocco and USA
- Extensive working in localization to improve profitability and business competitiveness

Product roadmap



Next Generation Frequency Dependent Valve for improved ride comfort and NVH



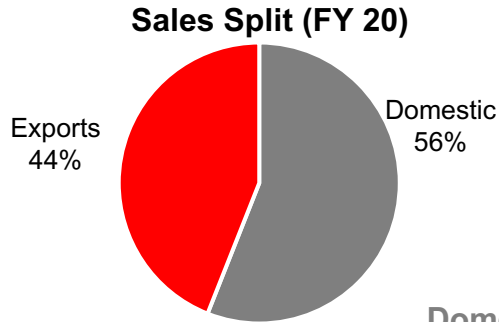
Next Generation Composite Carbon Fibre Spring Seat for light weighting



Next Generation Semi-active Smart Damping Control with user selective option

Supplier of Choice for all Major OEMs in India

Diversified Customer Base



Export Customers

- Datsun
- FCA
- GM
- Meritor
- Paccar
- PSA
- Renault

Domestic Customers

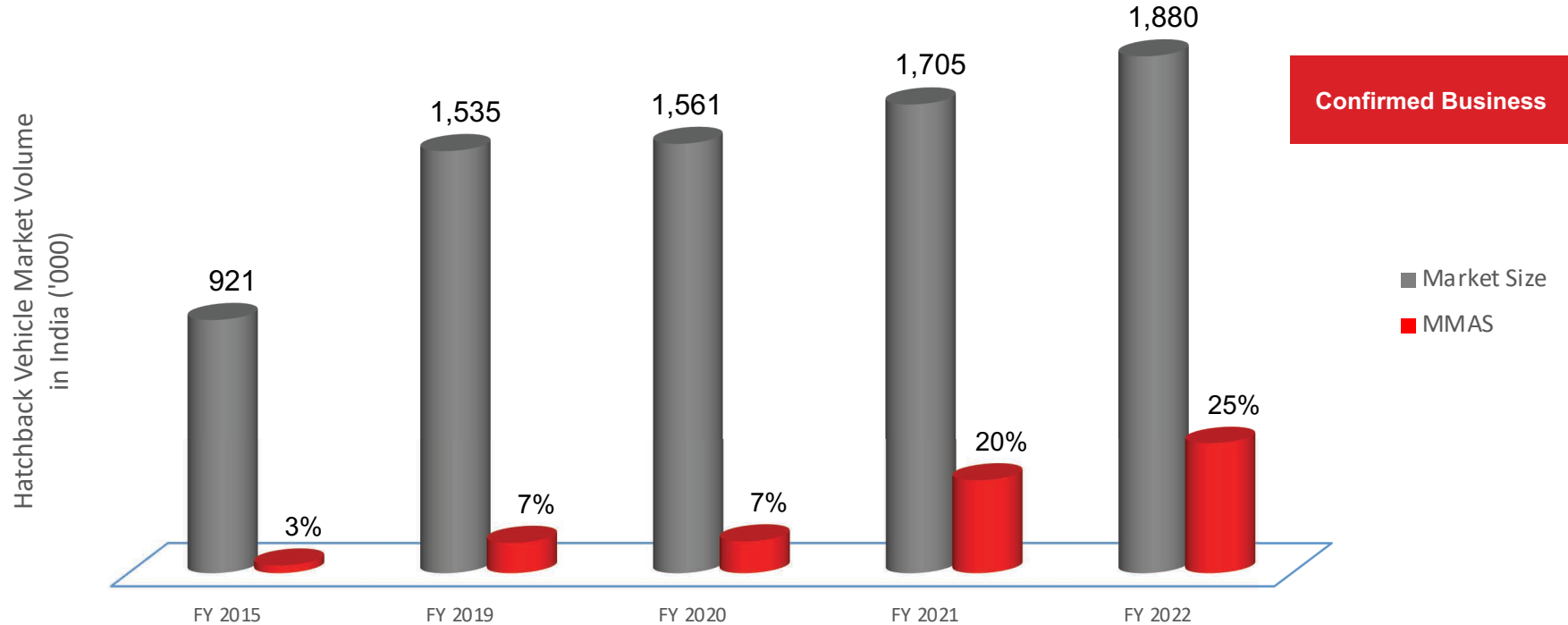
- Ashok Leyland
- Dacia
- Datsun
- Eicher
- FCA
- Isuzu
- Jai
- Maruti Suzuki
- Nissan
- PSA
- Renault
- Tata Motors

Export to be Major growth driver – Tapping unexplored markets globally in CVs,
Significant opportunity in Indian aftermarket

Track Record of High Performance



Gas Balancer Market Share Improvement over the years



Confirmed Business

■ Market Size
■ MMAS



Strong and experienced management at the helm

Nitin Gangadhar Operation GM

Graduate (Mechanical Engineering)
Total Experience -24 Yrs
Motherson Experience – 3 Yrs



Sachin Patki Engineering GM

M.Tech(Mechanical), PGDBA
Total Experience – 25 Yrs
Motherson Experience – 5.5 Yrs



Sanjeev Kumar Quality Assurance Sr. Manager

Graduate(Mechanical Engineering)
PGDBA(Operation),
Total Experience : 20 Yrs
Motherson Experience – 1 Yr



Aman Bhatnagar COO

Post Graduate in Plastic Engineering,
Diploma in Financial Management.
Total Experience – 26 Yrs.
Motherson Experience - 24 Yrs



Shailendra Verma Vendor Development AGM

Graduate (Mechanical Engineering)
Total Experience – 25 Yrs
Motherson Experience : 6 Yrs



Vijay Gokhale Finance Manager

B.COM, PGDBM
Total Experience – 22 Yrs
Motherson Experience – 5.8 Yrs



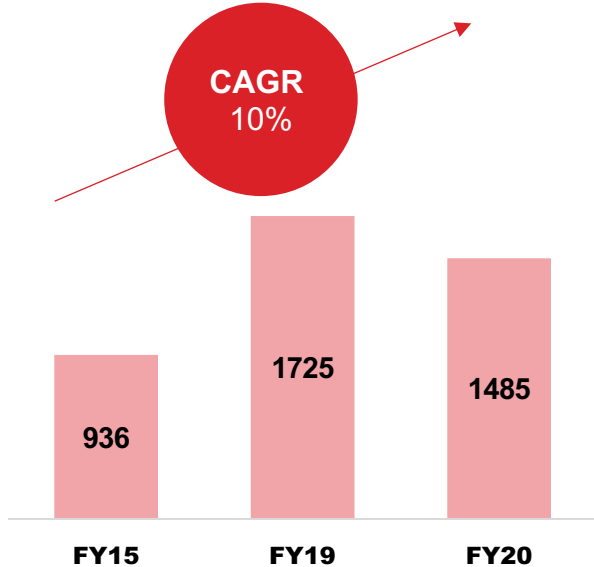
Sayantana Dey Marketing AGM

Post Graduate (Marketing and Finance),
Graduate (Mechanical Engineering)
Total Experience - 23 Yrs
Motherson Experience – 5.5 Yrs

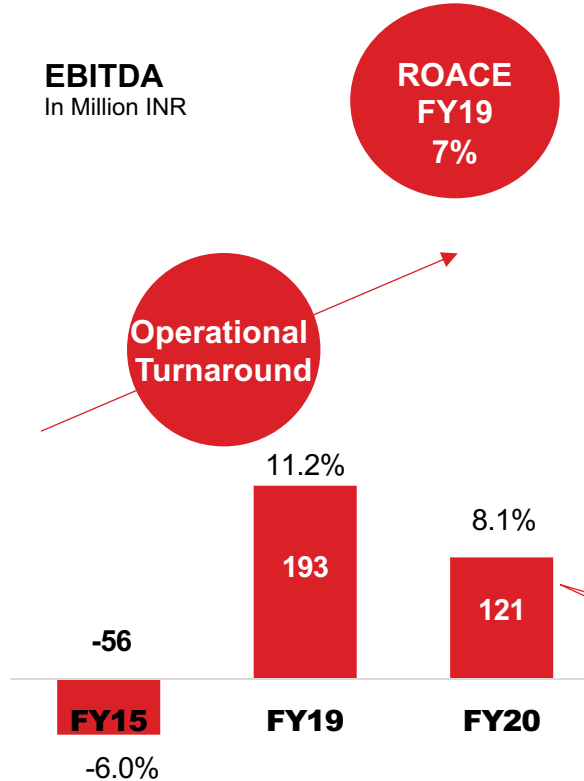


High level financial performance

Revenue In Million INR



EBITDA In Million INR



Key Improvement Levers

- Expanded PV product portfolio from small car to SUV segment
- Expanded CV product portfolio L/M CV to HCV
- Price rationalization based on market evaluation and Increased localization
- Increased focus on export and aftermarket product range

Financial impact due to Early COVID impact in Europe and USA

Notes:

Nos. for FY15 are as per I-GAAP, MMAS was acquired in August 2014 and the financials included here for FY 15 include full year to give like to like comparison with other years. Revenue and EBITDA for FY 15 post acquisition were Rs 599 and Rs 11 Million respectively

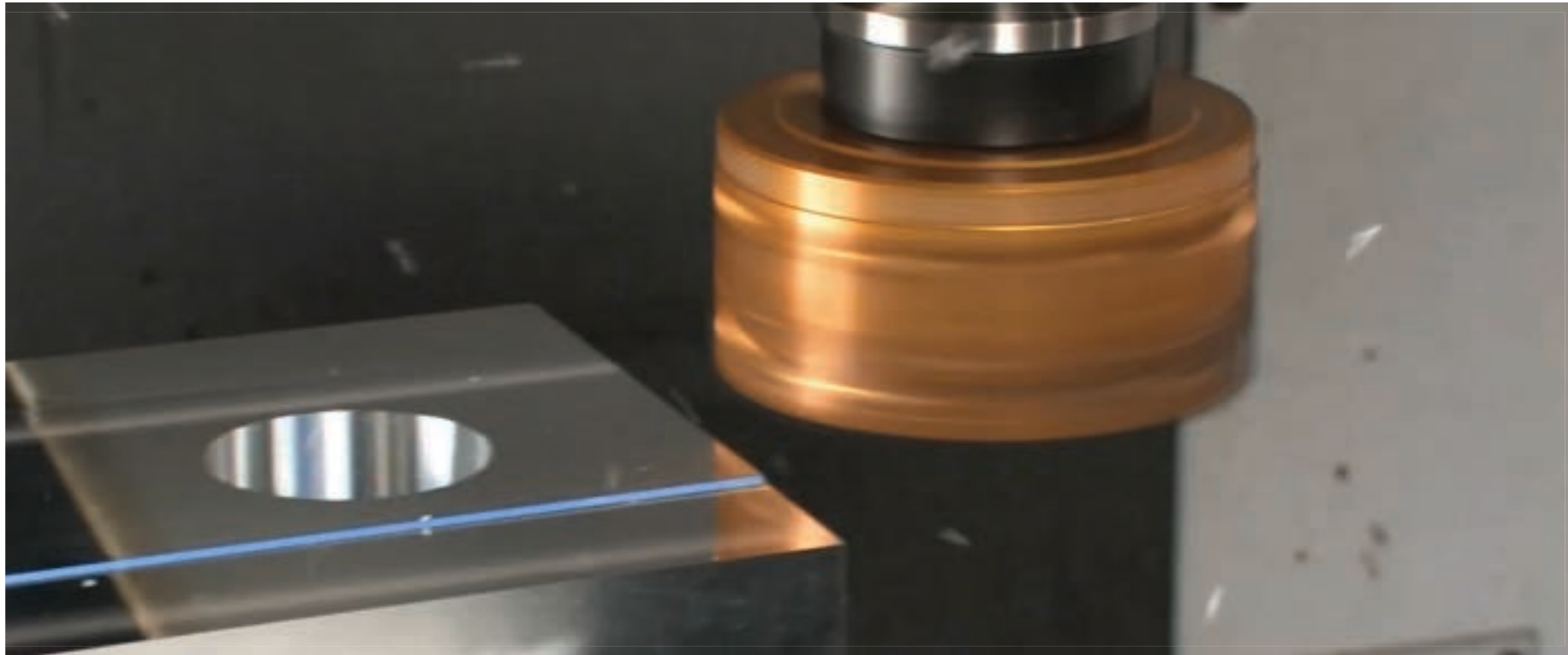
Working towards improving the profitability by focusing on the key areas

Increased focus on export business; Agreement with JV partner on “No Territorial limitations”

Enhancement of R&D center to upgrade local talent pool and develop localized design suitable to Indian OEM

Expanding Aftermarket part business in collaboration with Motherson Aftermarket Distribution Network by adding product range thereby improving share from 1% to 10% in next 5 years





Motherson Techno Tools Ltd. (MTTL)

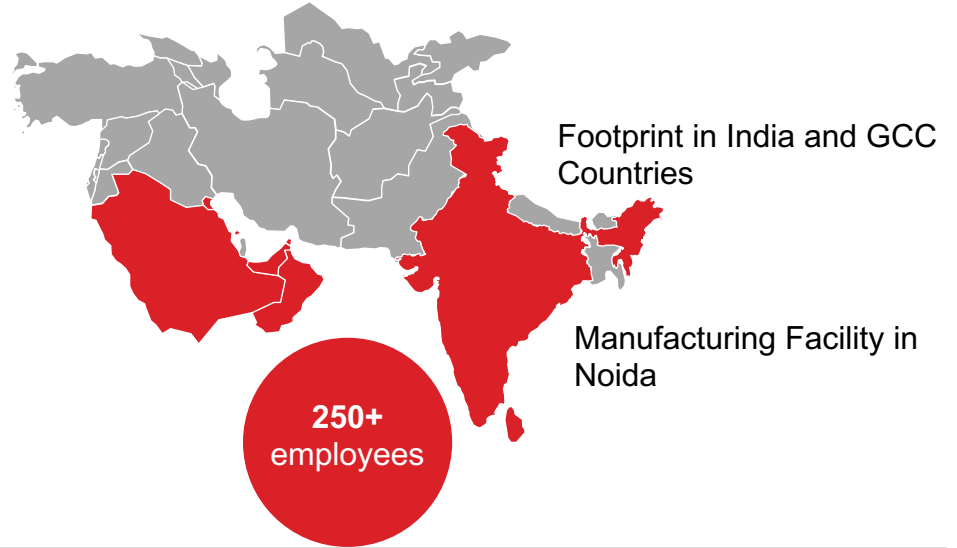
09th October 2020



Introduction to Motherson Techno Tools (MTTL)

A **75¹% - 25% JV** company between Motherson and Sumitomo Electric Industries (SEI), Japan

- Primarily engaged in production and sales of cutting tools
- Sumitomo Electric Hardmetal Corp. (Solely owned subsidiary of SEI) is a globally reputed manufacturer of high-performance cutting tools



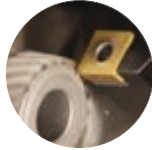
Complete solutions For High precision manufacturing



Solid Carbide Drills



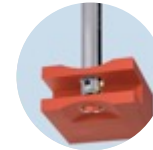
Polycrystalline Diamond Tools



Inserts



Work Holding Tools



Advanced Hole deburring solutions



Reamers

Cutting Tools: An attractive Market

**Market size¹ ~
25,000 Million
INR
(2019~20)**

**Average
industry
profitability^{1,2}
~15%**

**Driven by
Technology
and R&D**

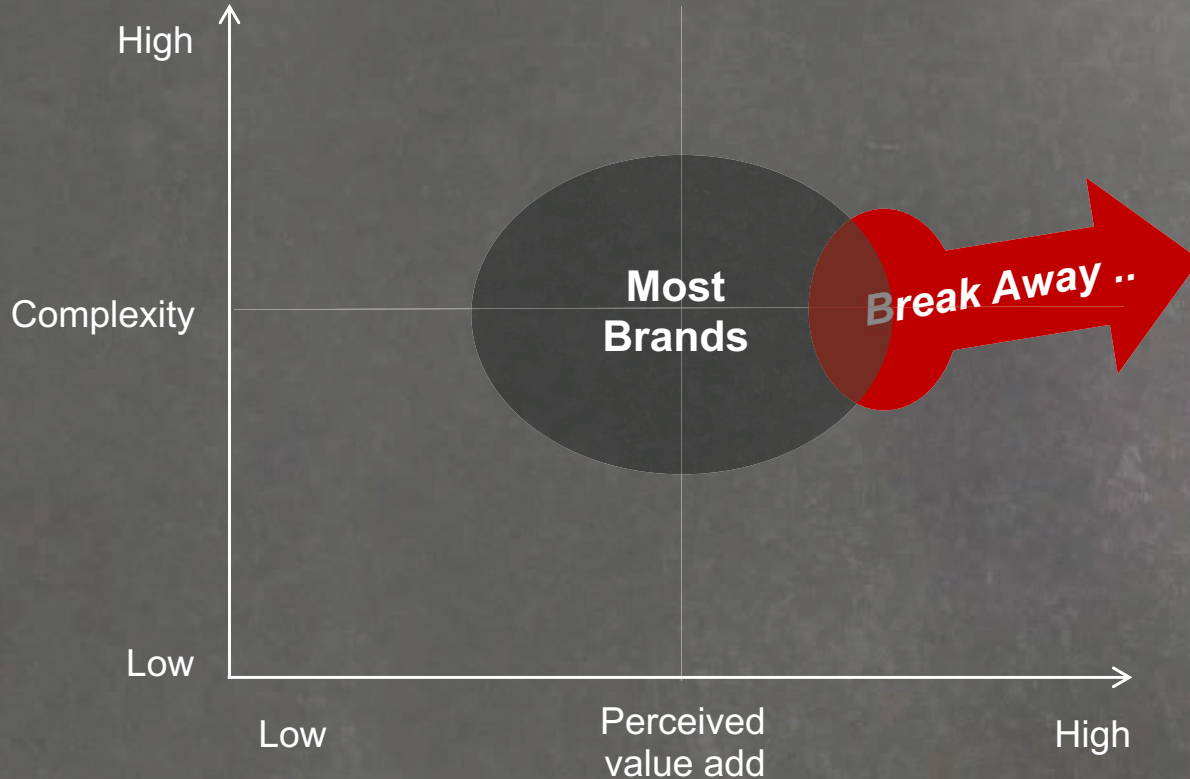
**Steep learning
curve in
Manufacturing
& Selling**

**High Entry
Barriers in
profitable
product
segments**

Source:

1. Based on Internal assessment and market intelligence
2. Profitability referred to here is Earnings before interest, tax and depreciation

On going Strategic Move ...



- **Value selling**
 - Knowledge & Skills
- **Brand Building**
 - Visibility & Promotion
 - Customer engagement / digital media
- **Service differentiation**
 - Tool Management
 - Project support
- **Operational Excellence**
 - Automation
 - Digitalisation
- **Localisation**
 - Technology Transfer



Milling
Cutters

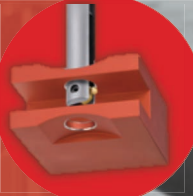


Drills

Superior
Insert
Grades



Hole
Deburring
Tools



Great Technology drives Customer Delight !

Recent Launches:

1. New Products

- HFF Cutter : Burr free machining
- WEZ Cutter : Superior Finish
- TSX Cutter : Improved Tool Life
- Turbo Drills : Reduced drilling time

2. New Grades for Steel and Cast Iron Turning

- Consistently higher tool life

3. New Solutions

- Automation in Hole deburring process

Continuous introduction of products with high R&D content!

Customer Centricity ... Our DNA !

Key Customers

- Bajaj Auto
- Ford India
- Hero Moto Corp.
- Honda Cars
- Hyundai Motors
- Mahindra & Mahindra
- Maruti Suzuki
- Tata Motors
- TVS Motors

Auto

- BHEL
- Escorts Railway
- JCB India
- Kirloskar Pneumatic
- L&T Heavy Engg.
- Siemens (Power)
- TAL Manufacturing Solutions Ltd.
- ThyssenKrupp–Rothe Erde
- ZF Wind Power

Non - Auto

Customer Retention by value added services

Turnkey
Projects

Tool
Engineering
Center

CPC
Reduction
Programs

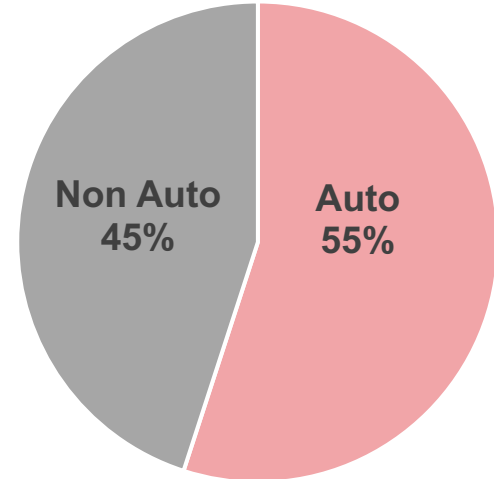
Capacity
Enhancement
Projects

Tool
Management

De-risking

- Our Biggest Customer < 4% of total sales
- Addressing untapped potential in Non-Auto segment

Industry Segmentation¹



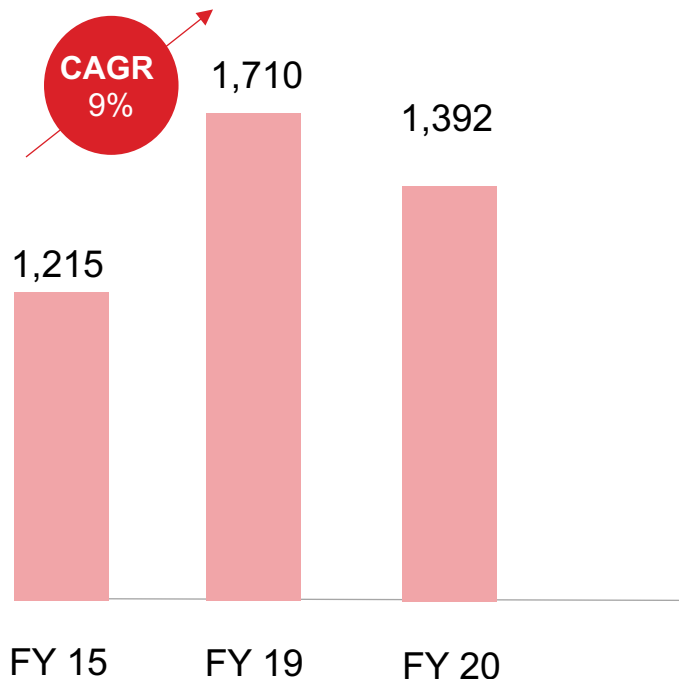
Market Potential¹ ~ 25,000 Million INR

~75 % of MTTL's revenue is from Automotive Segment offering a **Significant Non-Auto potential** to expand business

Strong Financials

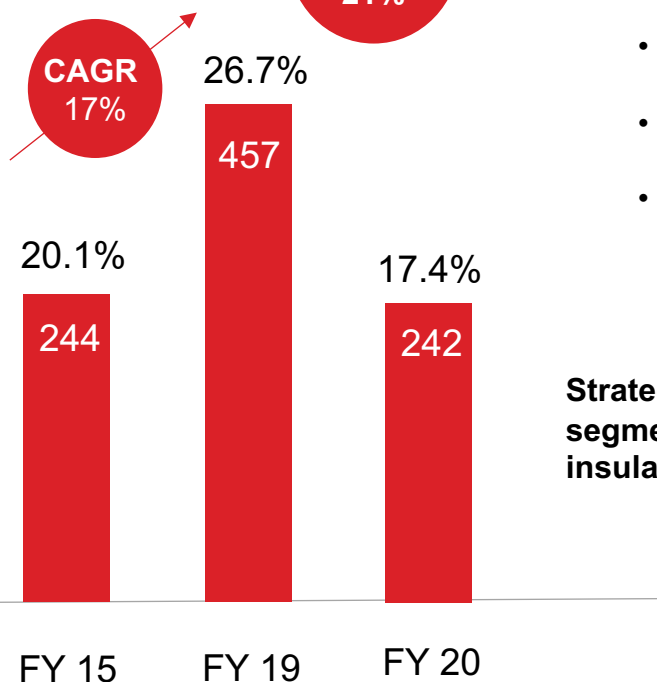
Revenue

In Million INR



EBITDA

In Million INR



Key Financial Levers

- Market slowdown 2019-20
- Covid Impact in March 2020
- Lower volumes impacted the operating leverage and thereby drop in EBITDA

Strategy to diversify to non-Auto segment going forward will help insulate against sector headwinds

Notes:

Nos. for FY15 are as per I-GAAP

Nos. for FY19 and FY20 are as per Ind AS 116

The Team ...



Shailesh Prabhune,
President



Rajiv Malhotra,
COO



Rajeev Kumar,
CFO

JV Members based at Noida

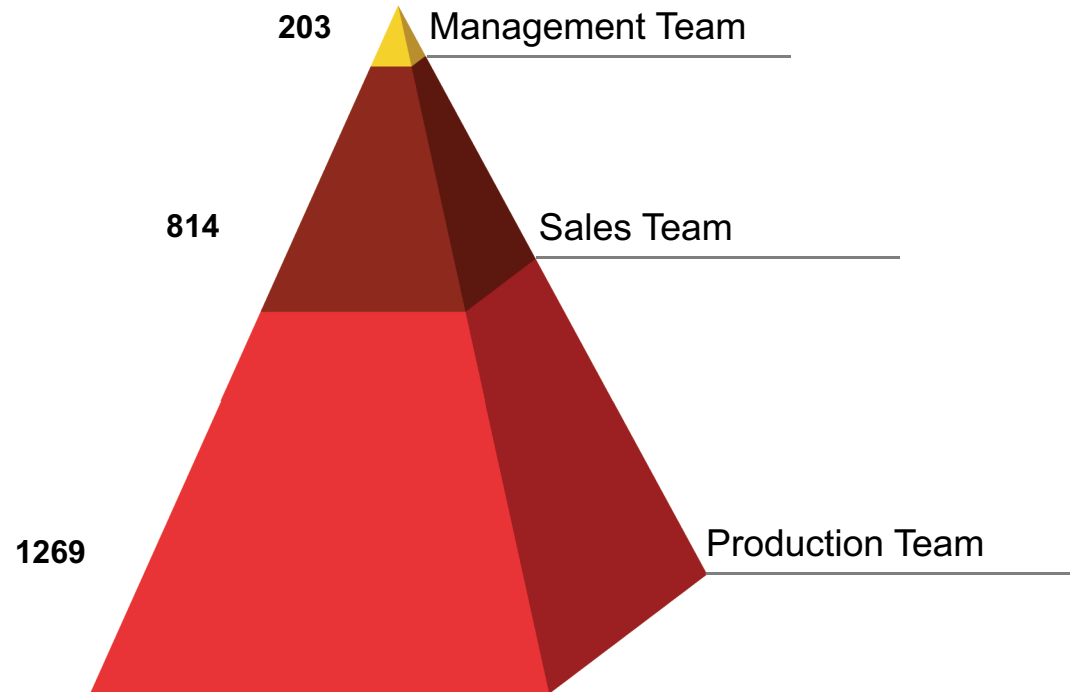


Dr. Michinari Asano,
Director



Hamada Tetsuji,
Manager - Application
Engineering

Cumulative Years of Experience in Cutting Tools Industry



Market opportunity and growth potential

- Current Market Size ~ 25,000 Million INR¹
- Customer in constant need for better solutions / lower machining cost per component
- Possibility of consolidation of small players
- India to remain an important manufacturing destination for most companies. An attractive market to be in

Manufacturing cost index (adjusted for productivity)²

Indonesia	81
India	87
Thailand / Mexico	86
China	96
USA	100
South Korea	100
Germany	116
Italy	118
France	122

Source:

1. Based on Internal assessment and market intelligence
2. BCG Report, Feb 2020, titled "A manufacturing strategy built for trade instability"





MS Global India (MSGI)

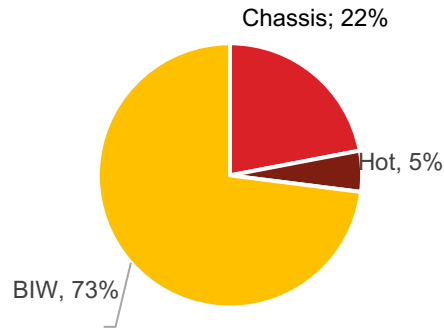
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motherson 

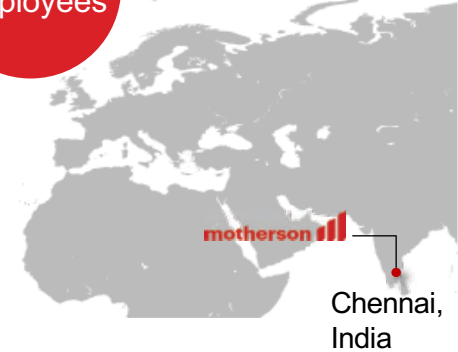
Introduction

- This business was part of an acquisition done at the behest of our customer in FY 2018
- We are focusing on the Body in White (BIW) & Frames for Chassis as Key segments through cold & hot stamping for Passenger Vehicles (PV) & Commercial Vehicles (CV) markets
- This business has provided us a platform to launch the hot stamping base to cater to global exports
- We have 3 plants catering to BIW, Chassis & Hot stamping offerings in Chennai

Sales by Segment (FY20)

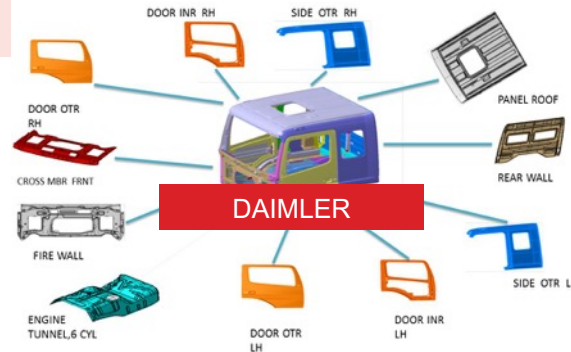


~700 + employees



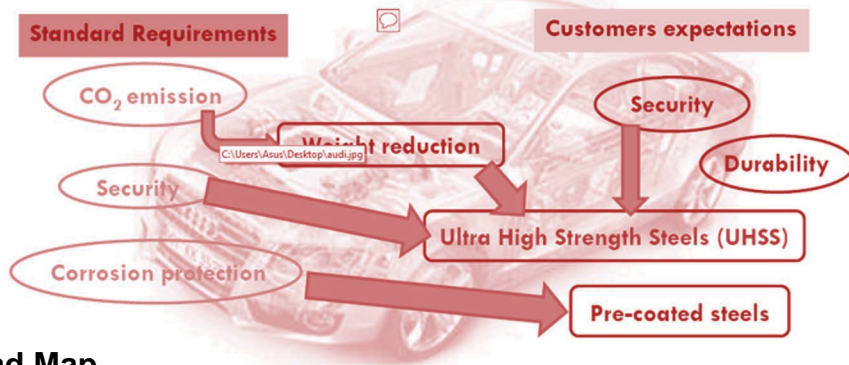
List of customers:

- DAIMLER INDIA COMMERCIAL VEHICLES
- MYOUNG SHIN INDIA (MSI)
- RENAULT NISSAN



Road Map – Hot Stamping

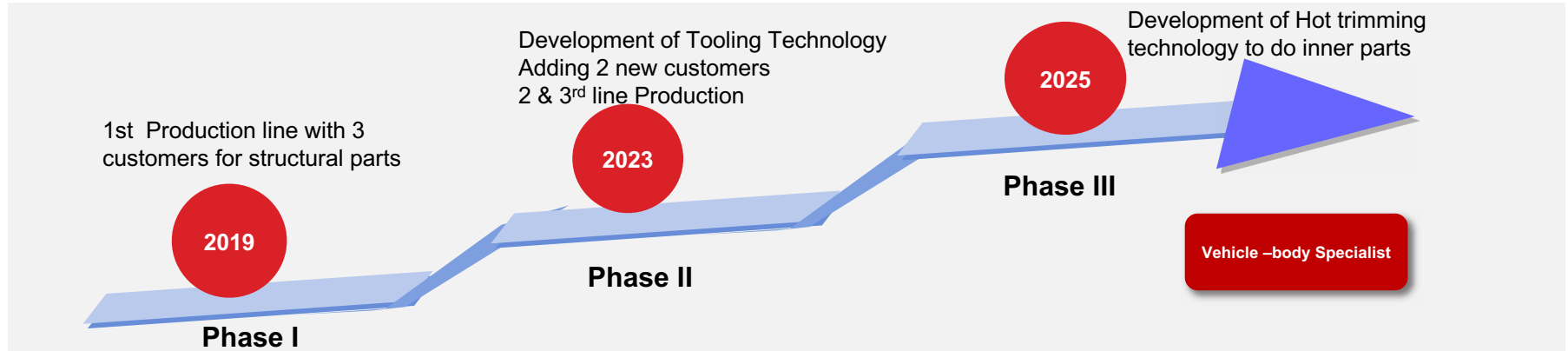
Why Hot Stamping



Our Current Hot Stamping Parts

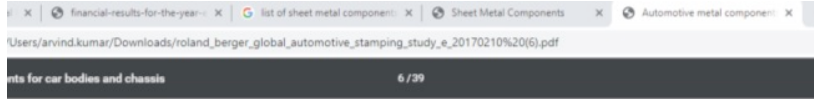


Road Map



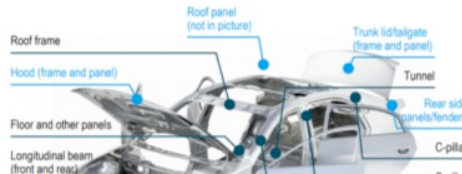
Road Map – Cold Stamping

Cold Stamping – Product Road map

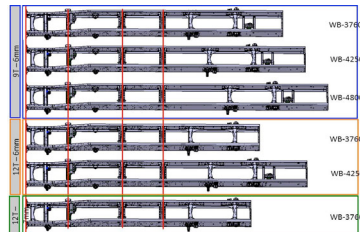
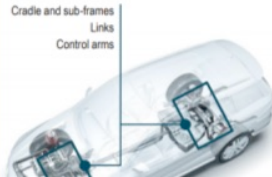


Scope of the study: Stamped components for BIW and chassis components

Body in white¹⁾

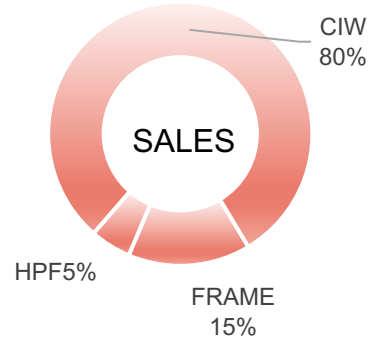


Chassis

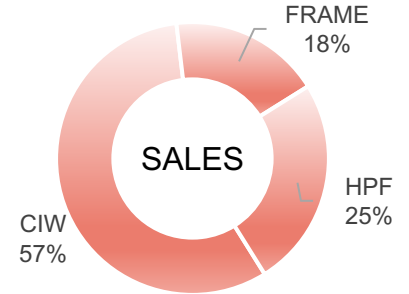


Overall Product Road map transitioning

SALES FY21-22



SALES FY24-25



SGI Renault HPF Part

B Pillar



Market Opportunity & Growth Potential



Light Weighting



Safety Crash Norms



Japanese Transplants conversion cold to hot



New Launches



New Entrants

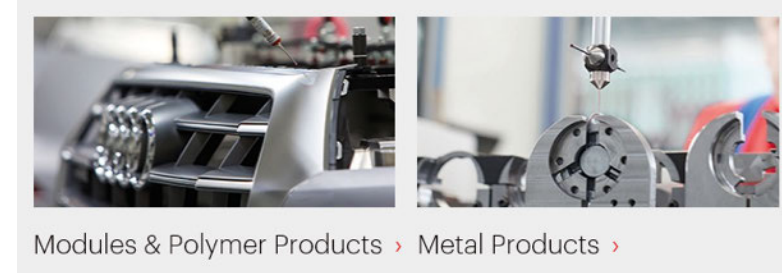
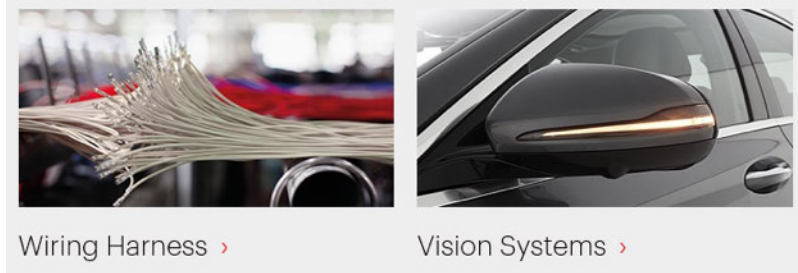


BCC (Best Cost Country) backed exports



OEMs Localisation & Vendor rationalisation drive

Synergies & Benefits of Being a Part of Motherson Group



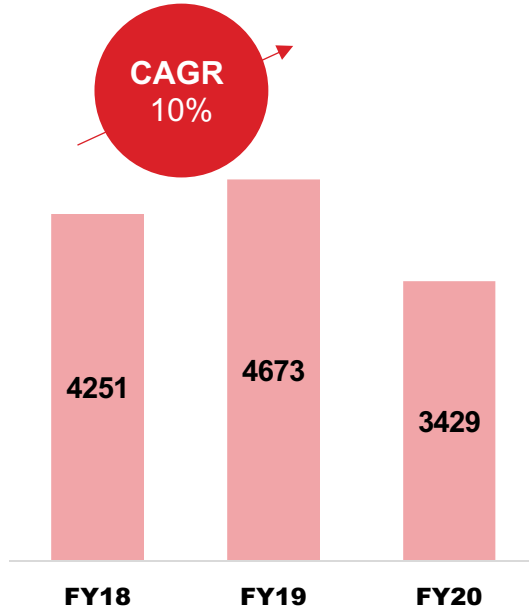
Synergies & Benefits

- RFQ origination
- Global Programs nominations
- Customer directed supplier consolidation
- Scalability
- Systems & best practices to achieve efficiency
- Successful integration of acquisition prompting more inorganic recommendations from our customers

Top level financial performance

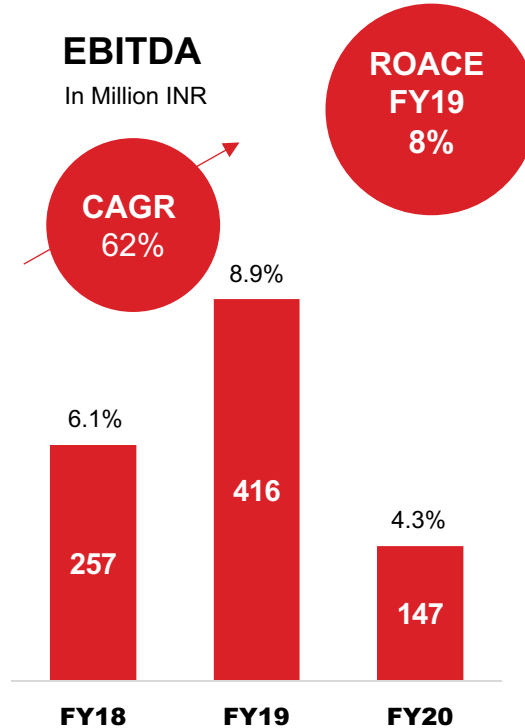
Revenue

In Million INR



EBITDA

In Million INR



ROACE
FY19
8%

Sales in FY 20 were impacted by

- Overall Macro Slowdown
- NBFC crisis adversely impacting the credit financing market for Auto
- BS VI transitioning that prompted deferral of purchasing

EBITDA Margins in FY 20 were impacted by

- Absolute Contribution lost on 27% sales decline in FY 20 over FY 19

ROCE – Our ROCE will get better in outer years as the strategic capacity created will come on stream and will deliver superior profitability

Notes:

All nos. are as per Ind AS

Nos. for FY 19 and FY 20 are as per IND AS 116

MSGI was acquired in FY18 and the financials are for full year to give like to like comparison with other years.



Experienced Management Teams



Mr. Kunal Sabharwal
President
Precision Metallic Solutions Vertical head- (Sheet Metal, Powder Metal & Machining)

- 21 years of global experience in Automotive Component space
- Extensive experience in the Metal Industry having executed several organic & inorganic projects
- Associated with Motherson group since 2018 and part of the Metal Division



Mr. S. Anbarasan Robin
COO
MSGI – Sheet Metal Business

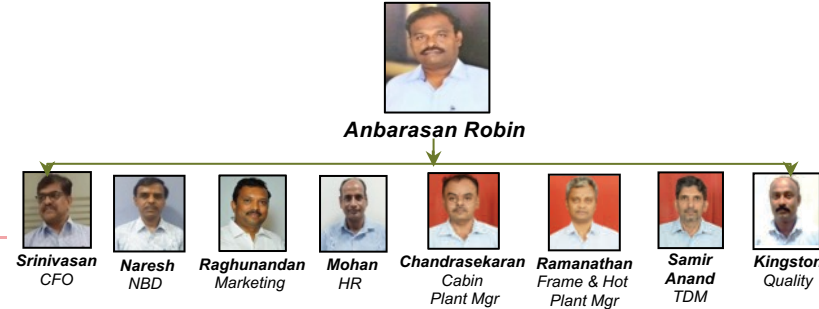
- Has over 32 years of Industrial experience
- Has been associated with Motherson group since 2000
- Focused in Operations Management and is a lead in many Green and Brown field Projects



Mr. C Srinivasan
CFO
MSGI – Sheet Metal Business

- 27 years of rich experience in turning around many manufacturing companies.
- Has been associated with Motherson group since last 12 years
- Industry veteran and is expert in Management Reporting, Financial Planning & Controls, Business improvement.
- Cost & Management Accountant (CMA) by profession.

MSGI Plant Management Teams



Healthy Mix of Motherson vintage & Metals Background management teams who between them have over 200 years of combined experience



Summary – Investment Considerations

World Class well invested asset base to handle high volume production with automation

Technical assistance agreement with MS Auto tech in place for Hot Stamping support & Tooling collaboration

Infrastructure to accommodate 4 hot stamping line is in place. with first line commissioned in 2019

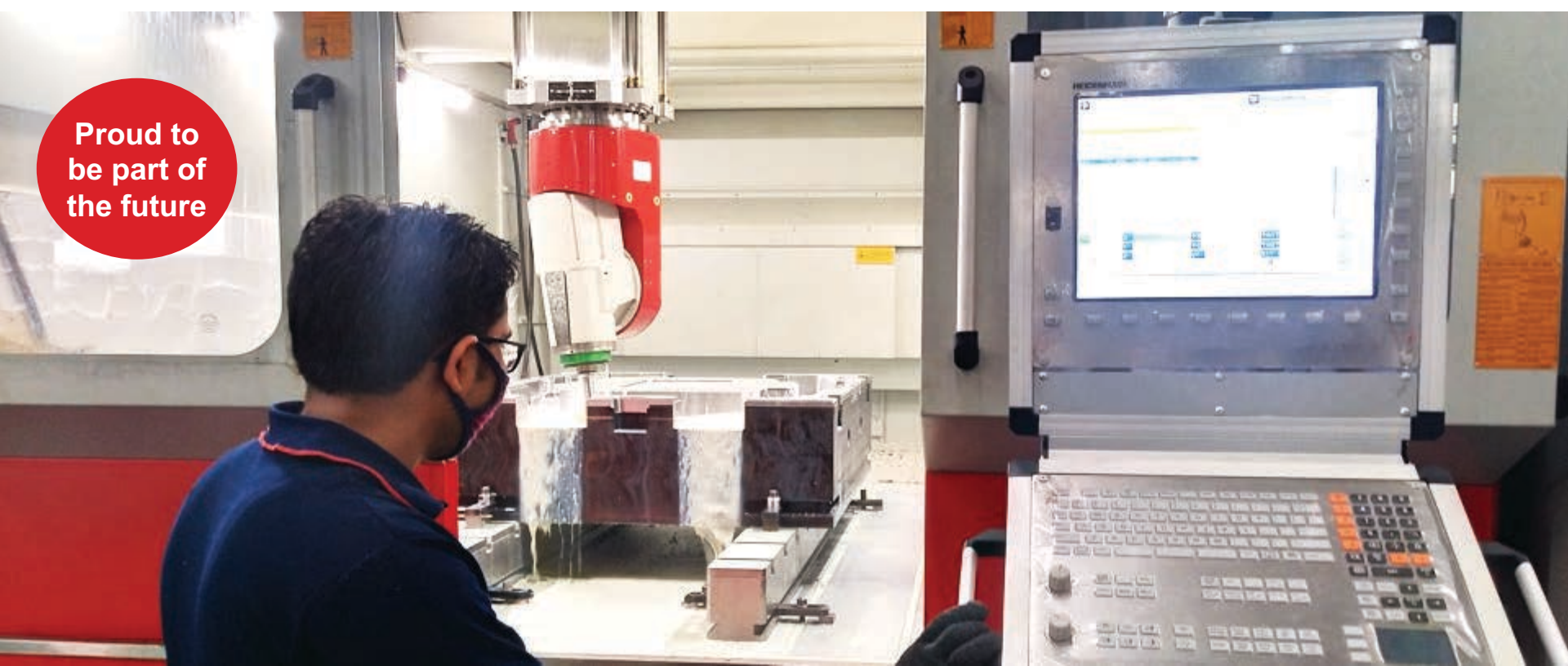
Target is to move towards more Assembly / module type contracts like we are moving with our Frames business

Vision is to be process specialists with capabilities to handle all exotic alloys- “The next wave”

Strong Order Book and high level of visibility to meet our Organic Targets



Proud to
be part of
the future



CTMIL & MMDL

9th October 2020

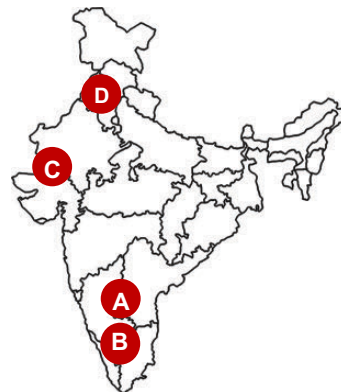
motherson 

About Business

Leading Automotive Tooling Manufacturer

20 Years Experience in Injection, Compression, Blow & Low Pressure Manufacturing Tools

Capacity to Manufacture over 500 Injection Tools annually for m/c Tonnages from 350 Ton to 3,000Ton



Plant Locations

Presence in North, West and South to Cater Domestic Business



CTMIL CHENNAI PLANT-01
4500 SQ.METER



CTMIL CHENNAI PLANT-02
4275 SQ.METER



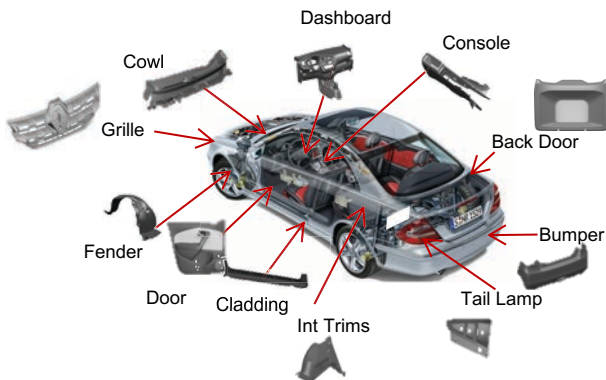
MMDL MANESAR
2015 SQ.METER



CTMIL SANAND
5100 SQ.METER

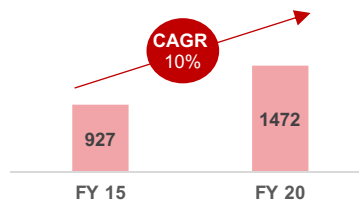
Chennai and Sanand Strategic Plant Location to Serve Export Business

Tooling Expertise



Revenue¹

In Million INR



Note:
1. Nos. for FY15 are as per I-GAAP
Nos. for FY20 are as per Ind AS 116

Key Customers

(in alphabetical order)

- Daimler
- Fiat
- Ford
- Honda Cars
- Hyundai
- Kia
- Mahindra
- Maruti Suzuki
- Motherson
- Nissan
- PSA
- Renault
- Skoda
- Tata Motors
- Toyota
- Volkswagen

Global Support to Customer



Our Capabilities

Key Process Technologies

2K

Gas Assist Injection

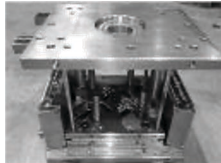
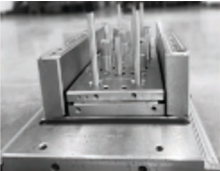


Low Pressure Injection

In-Mould Decoration

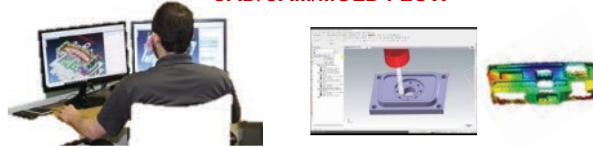


Backward Integration



Key Engineering and Manufacturing Technologies

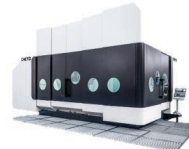
CAD/CAM/MOLD FLOW



CNC MACHINE-5AXIS



GUN DRILLING-6 AXIS



EDM MACHINE



SPOTTING PRESS



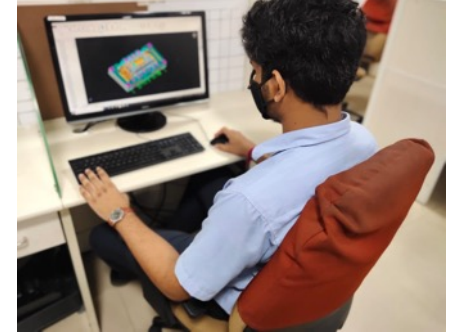
TRIAL MACHINE



CMM INSPECTION



Experienced/ Skilled Tooling Manpower



Distinguished Tooling Projects- Domestic

Renault Triber

Instrument Panel, Door Panel,
Bumper, Other Interiors



TATA Nexon-EV

Bumper



TATA Altroz

Floor Console & Other Interior



M&M TUV 300 Facelift

Bumper



Toyota Yaris

Floor Console & Other Interior



Maruti Suzuki XL6

Door Panel & IMD



Maruti Suzuki Ertiga

Door Panel



Maruti Suzuki Brezza

Door Panel & Floor Console



Maruti Suzuki Baleno

Door Panel



Maruti Suzuki Ignis

Refreshing Bumper



Maruti Suzuki Celerio

Roof Rail, Spoiler



Maruti Suzuki Alto

Facelift- Instrument Panel



Ford Ecosport Facelift

Door Trim



Ford Figo Freightliner

Grille & Exterior Parts



DAIMLER Freightliner

Instrument Panel ,Grille &
Exterior Parts



Distinguished Tooling Projects- Export

Porsche Carrera
Bumper Assembly Parts



Porsche Taycan
Door Assembly Parts



BMW M4
Door Assembly Parts



DAIMLER GLE AG
Bumper Assembly Parts



AUDI RS6
Door Assembly Parts



SEAT Cupra
Bumper Assembly Parts



VW Arteon
Bumper Assembly Parts



VW Passat
Bumper Assembly Parts



Ford Ranger
Exterior Parts



Toyota Rav4
Trims & Exterior Parts



Toyota Hilux
Bumper Grill Assembly



Toyota Fortuner
Bumper Grill Assembly



AUDI RS Q8
Bumper Assembly Parts



VW SCIROCCO
Bumper Assembly Parts



DAIMLER BRABUS
Grill assembly Parts



Customer Recognition / Awards

Proud To Be 1st Indian Tool Maker for Dashboard Tool Developments for **Daimler Fuso (Japan)** received recognition for **Appreciation for Excellence in Collaborative Design & development.**

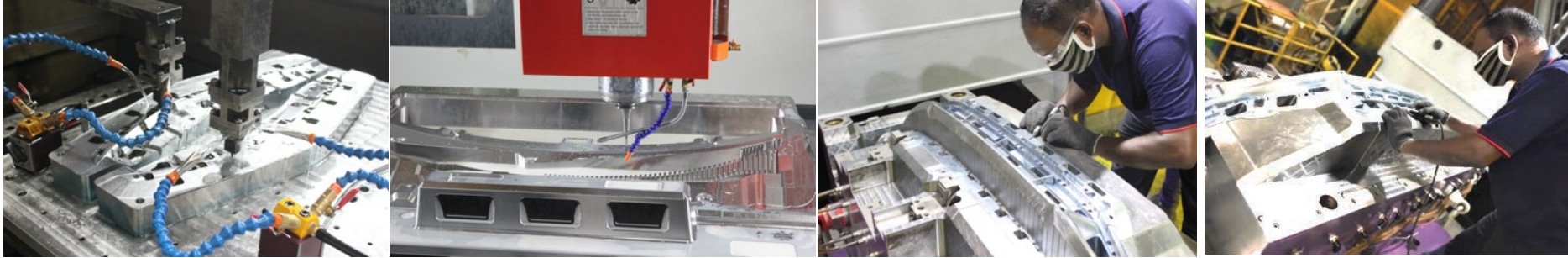
DAIMLER



Proud To Be a Strategic Tool Maker To **Maruti Suzuki** In Tool Localization for Bumpers and Trims Tools **Recognized with Appreciation**

MARUTI SUZUKI





New Launches in Next 3 Years

About 50 Visible New Launches and Facelifts in India in next 3 Years

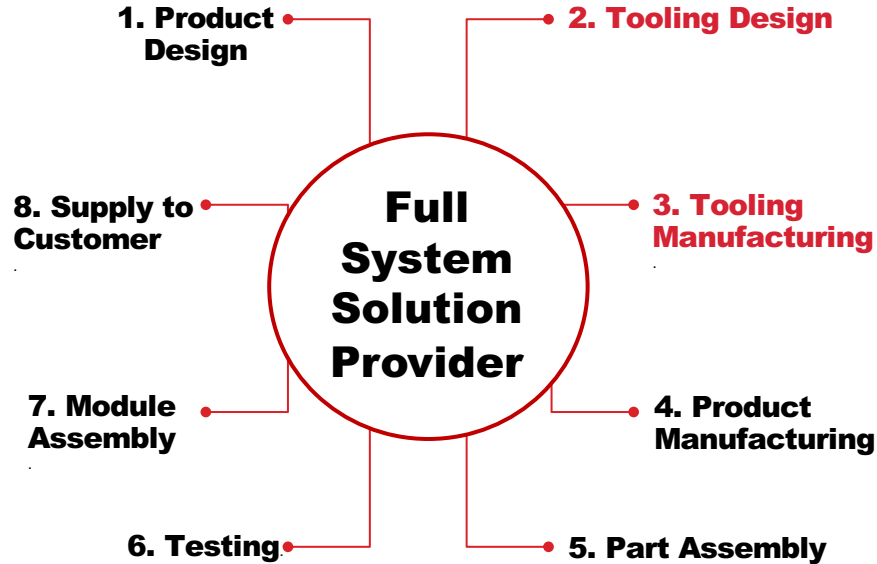
OEM Driven Localization

OEMs driven Localization of Tooling in India to improve Overall Ownership Cost & unpredictability due to Current Situation

New Technologies

Penetration of New Technologies in Middle / High Segment vehicles.

- In-Mould Decoration
- Soft Touch
- Ambient Lighting



Synergies within Motherson Group

Globally Motherson group purchases tooling of >Euro 400 Mn Opportunity to scale up tooling business globally

Offering complete solutions to OEM's as a Group from Design, Tooling, Production to Product Life Cycle (End to end solution)



Value
Expectation

Value
Pursuit

Value
Realization

- ❖ **Strong Reputation Built on last 20 years of delivering successful programs.**
- ❖ **Capacities and Capabilities in Place for addressing market growth and needs**
- ❖ **Both India and Export Opportunities targeted and well within reach for business expansion.**
- ❖ **Customer Driven Focus on tool localization**
- ❖ **Strong & Capable Management in place with the required Technical Expertise.**



Mr. Devender Singh
Chief Operating Officer



Mr. Dhanakumar
Chief Finance Officer



Mr. Raman Aneja
Business Head



Mr. Nagarjun
Chief Technical Officer





Fritzmeier Motherson Cabin Engineering Pvt. Ltd. (FMCEL)

09th October 2020



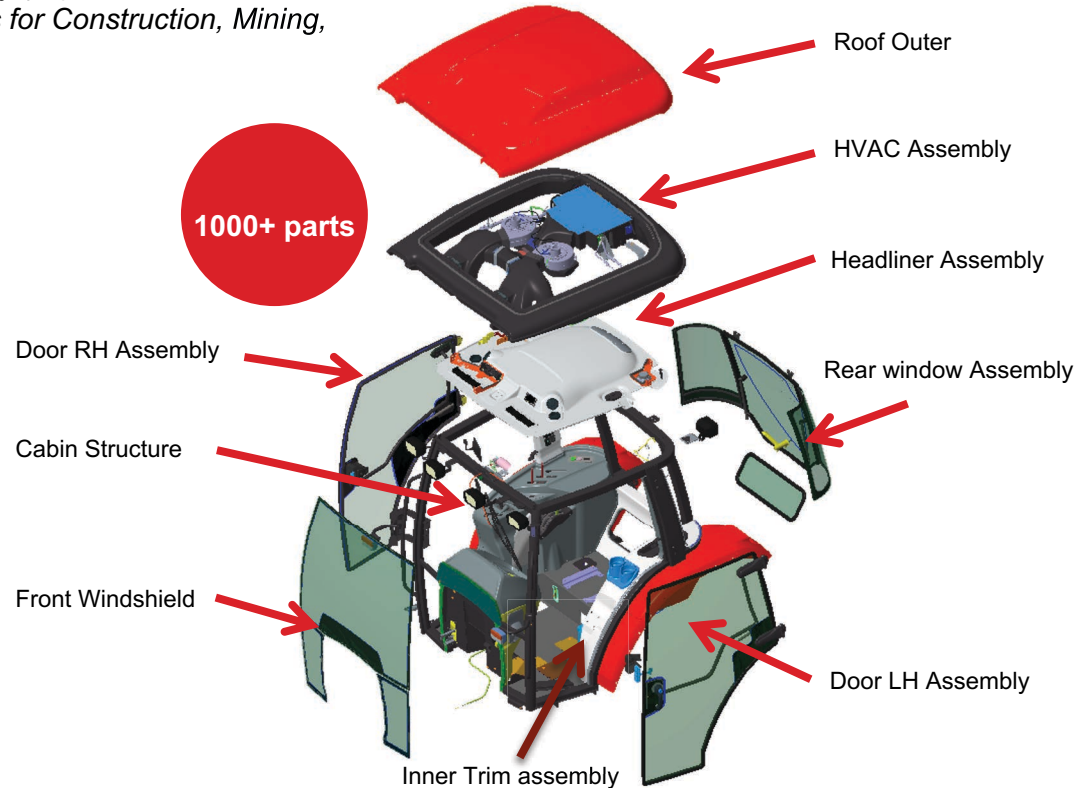
Introduction

- 50-50 JV between SAMIL and Fritzmeier ,Germany (a global leader in providing complete solution for Operator Safety Cabins for Construction, Mining, Agriculture and Material Handling Equipment)
- Location : Kancheepuram. Near Chennai, India

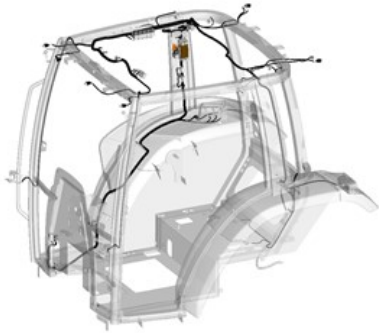
300+
employees



1000+ parts



High level Module for Operator Comfort & Safety



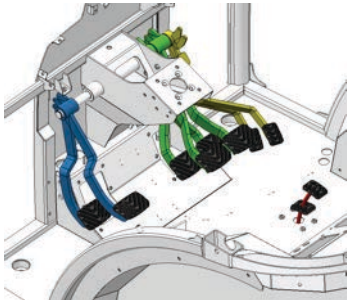
**Fall over Protection
Structure (FOPs)**



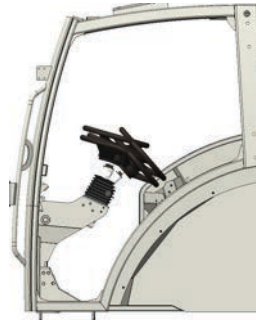
**Rigidity Test
Mass : 5000Kgs, Height : 6M**



**Rollover Protection Structure
(ROPS)**



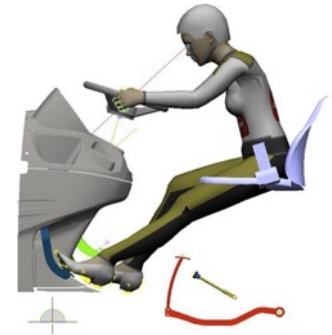
Pedals



Steering column



Driver Comfort



Driver position

FMCEL – Market Coverage & Penetration

NORTH

John Deere – Punjab
Preet Tractors
Escorts Construction
Escorts Agri

JCB
ACE
New Holland- CNH
Manitou, Terex Vectra

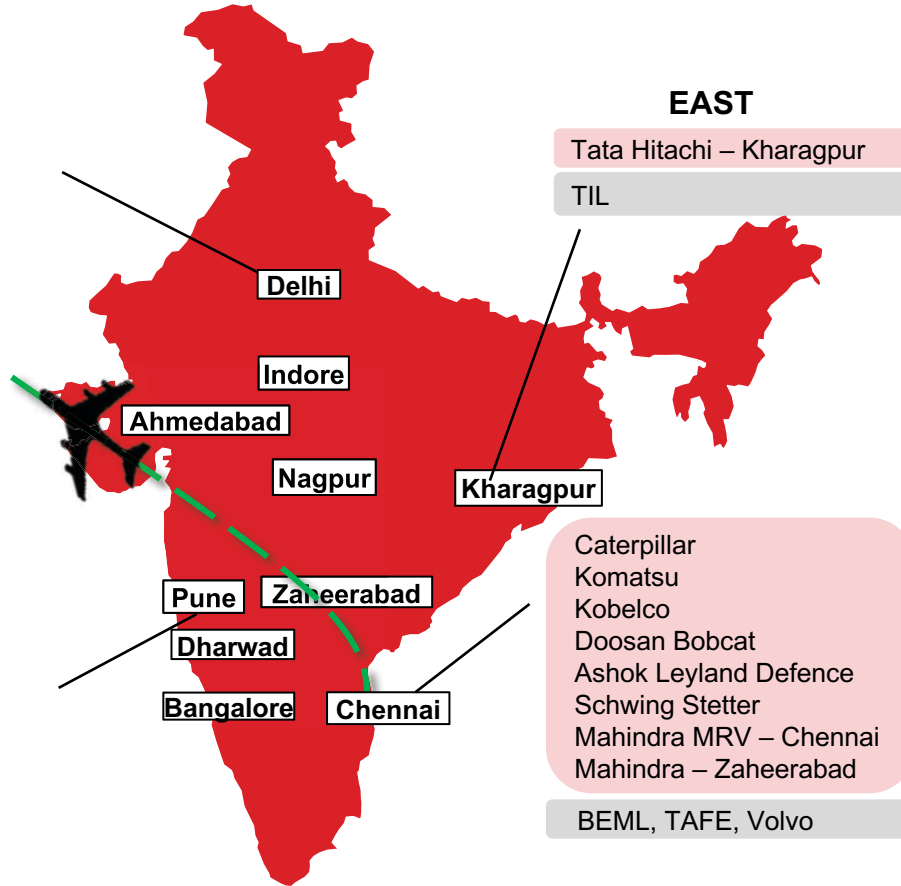
Mahindra – Nagpur
John Deere – Pune
Tata Hitachi-Dharwad

Wirtgen - Pune
JCB,
Sany
Case – CNH, LiuGong
Liebherr
Hyundai
Apollo Carmix
Ammann, Dynapac

EAST

Tata Hitachi – Kharagpur

TIL



After Deep Penetration in South, expanding footprint in North & West

Customers covered

Customers to be covered

Caterpillar
Komatsu
Kobelco
Doosan Bobcat
Ashok Leyland Defence
Schwing Stetter
Mahindra MRV – Chennai
Mahindra – Zaheerabad













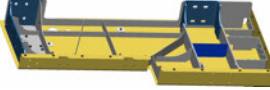


BEML, TAFE, Volvo

Penetration in each Segment and Increase in Content

From Cabin to High value fabricated parts, Fuel tank, Hydraulic tank & Tooling.

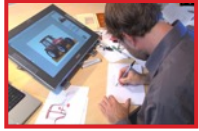
Segments coverage over last years



Bullet Proof Armour Vehicles		Wheel Loaders				
Self Loading Mixers		Agriculture Harvesters		Fuel Tank	Hydraulic Tank	Tooling
Backhoes		Door Assembly				
Skid Steer Loaders		Large Excavator Fab Parts				
Excavators		Dumper Lite Fab Parts				
Agriculture Equipment						
Dumper Cabins						

Different Types of Safety cabins & Fabricated parts developed and being supplied to various customers across all segments

Technology & Capabilities



DESIGN



TOP COAT PAINTING



CAD



CAB & FAB
WELDING



2D - LASER CUTTING



3D - LASER CUTTING



TUBE ROLL &
MANDREL BENDING



CNC BENDING

**CAPABILITY FOR PROVIDING COMPLETE SOLUTION FOR PRODUCTS ACROSS ALL SEGMENTS.
CABIN DESIGN, FIXTURES AND TOOLINGS DESIGN AND IN-HOUSE MFG CAPABILITY,
ROPS/FOPS SAFETY CABINS, PRODUCT VALIDATION SUPPORT**

Supplier of Choice

**MAHINDRA
PRESIDENT AWARD**



**ACCEPTING NO LIMITS AWARD
MAHINDRA OUTSTANDING SUPPORT**



**KOMATSU BEST PERFORMANCE
IN QUALITY AWARD**



**QUALITY CIRCLE FORUM OF INDIA
NATIONAL LEVEL COMPETITION**



**Caterpillar
Weld Excellence**



**CATERPILLAR
PAINTING COMPETITION**



Caterpillar (SQEP) Certification



**Ashok Leyland Defence system –
Outstanding Award for Business Alignment**



Market opportunity and Growth Potential

- Mandatory ROPS/FOPS Regulations in India by 2022-23
- Increase value/Content through Technology changes in market : New Business cabins to meet BS IV Norms
- Mining sector opening for global players
- CE and AG OEMs focus on India for exports

- Indian Government is allotting huge funds for Infra structure development & Defence
- Market to recover strongly with a growth of 25% in 2021, 16% in 2022 and 13% in 2023¹
- Many New projects meeting New Regulations across all segments are in pipeline at FMCEL
- Complete Solution providing capability expected to bring World class opportunities

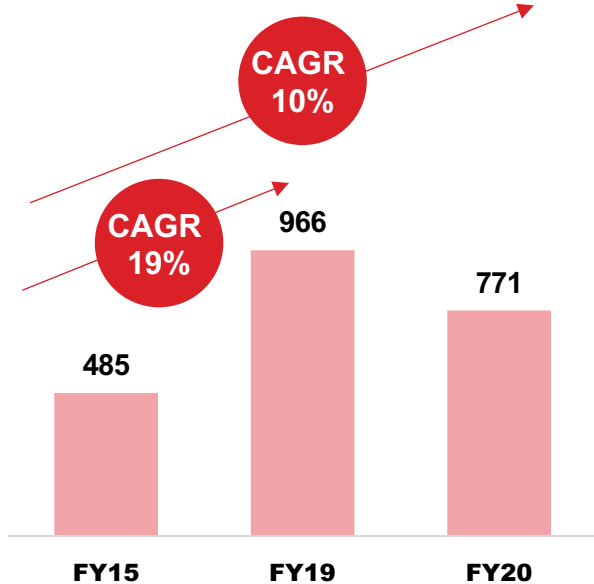
Source:

1. Off Highway Research, Aug 2020, Article titled "The construction equipment industry in India"

High level financial performance

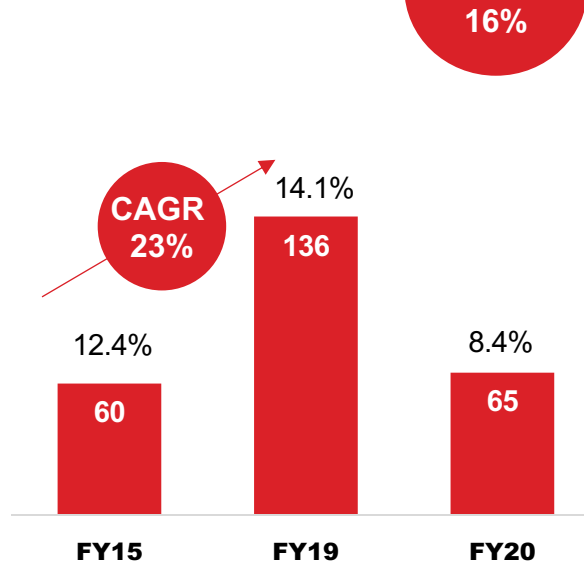
Revenue

In Million INR



EBITDA

In Million INR



ROACE
FY19
16%

- Sales and profitability decline in FY 20 due to general market environment
- Market expected to recover in 2021, most of FMCEL on-going new products also will be in SOP
- 11 new projects/development in pipeline

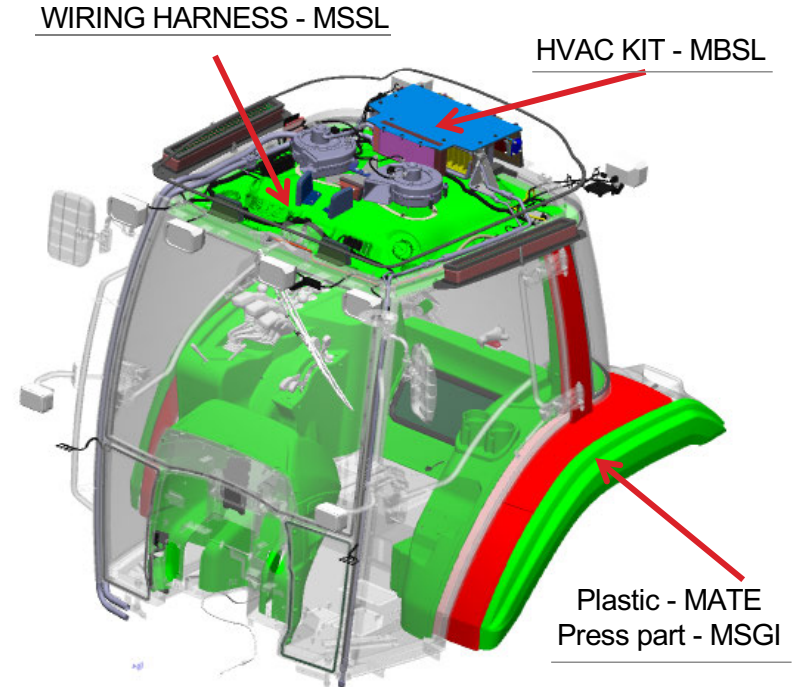
Note:

Nos. for FY15 are as per I-GAAP

Nos. for FY19 and FY20 are as per IndAS116

Relationship/Synergy and collaborations with partners

- High level of backward integration with Motherson products
- Opportunities for content increase and cross selling group products
- Partners Open for Investments . Territory open for all of Asia including Japan and China
- Business opportunities from Fritzmeier global customers investing in India
- Diversification into Fuel & Hydraulic tank with partner support
- Opportunities for Composite parts Business and Tooling
- Potential Parts Exports to Fritzmeier and other Cab alliance companies: (Mirrors, Work lights, Wiring harness, Hinges& Locks, sealing profiles, Rubber components, machined components)



Management



Ajay Bahl
President

- Over 36 years of experience in the Automotive field in setting up JVC's , green field projects, business development, and operational excellence . 17 years in Motherson Group
- Education: Masters in Business Administration and Executive Masters in International Business from IIFT, Delhi



Uwe Rastel
Director

- VP- Engineering , Fritzmer group
- Over 36 years of experience in Cabin Engineering .
- Education: BE Mechanical



M. Paramasivan
COO

- Experience : 34 + Years in Electrical panels /Industrial equipment, Automotive / Off-highway segment Industries.
- Qualification : B.Tech., MBA



C. Ramesh
CTO

- Experience : 31 + Years
- Area of Expertise : Manufacturing Engg, NPD, Tool Room, Quality, Product Costing, Design, Pressing and Welding.
- Qualification : BE – Industrial Engineering.



T.Y. Sampath Kumar
GM- FACT

- Experience : 21 + Years
- Area of Expertise : Finance and Accounts.
- Qualification : CA, MBA.



TC Thirumalai Saravanan
GM -Commercial

- Experience : 23 + Years
- Area of Expertise : New Business Development.
- Purchasing, SCM, Product Costing, Sheet Metal Fab.
- Qualification : BE, MBA

**Avg. experience
over 25 years
10 years in SMG**

Summary

FMCEL is a technology leader in India

Cab specialist providing complete solution for ROPS/FOPS cabins under one roof

Experienced management and skilled work force

Wide segment and customer base across the country

Continuously increasing content and providing opportunity for cross selling group products

11 new programs under development

Entering into new technologies -fuel and hydraulic tanks

Strong anticipated mkt growth (25% in 2021, 16% in 2022 and 13% in 2023)¹

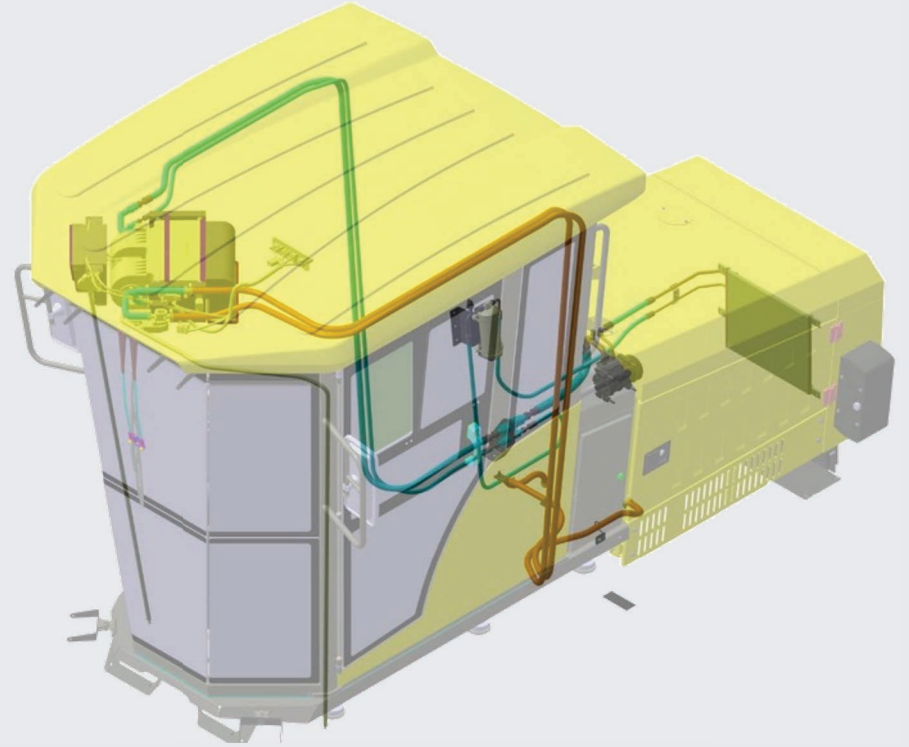
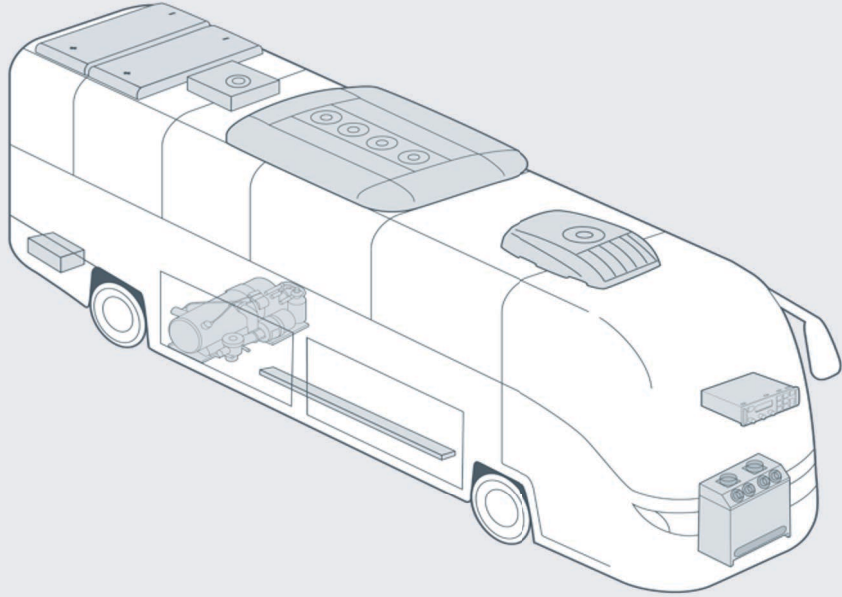
Upcoming regulation with respect to safety and comfort to drive further growth

Exports thrust by OEM's

Source:

1. Off Highway Research, Aug 2020, Article titled "The construction equipment industry in India"





HVAC Solutions for CV Segments
Valeo Motherson Thermal Commercial Vehicles India Ltd. (VMTI)
and Motherson Bergstrom HVAC Solutions Pvt. Ltd (MBSL)

09th October 2020



Strong and experienced management



Ajay Bahl - President

Total Experience – 36 Yrs.

Motherson Experience - 17 Yrs



Harsh Neb

COO – MBSL

Total Experience – 25 Yrs.

Motherson Experience - 18 Yrs



Cyril Xavier

COO – VMTI

Total Experience – 36 Yrs.

Motherson Experience - 8 Yrs



Mark Sondermann

Director - VMTI

Total Experience – 36 Yrs.

Valeo Experience - 20 Yrs



Nicholas Wilkinson

Director - MBSL

Total Experience – 30 Yrs.

Bergstrom Experience - 22 Yrs



Pramod Mishra

CFO - VMTI

Total Experience – 24 Yrs.

Valeo Experience - 8 Yrs



Ankur Mathur

CFO - MBSL

Total Experience – 15 Yrs.

Bergstrom Experience - 2 Yrs

**Average 25 years+
experience.
Average 10 years
HVAC experience**

Introduction – HVAC business in SAMIL



51-49 JV between Valeo and SAMIL for manufacture of Bus HVAC for both Diesel & Electric and Truck Refrigeration System

JV partner Valeo's HQ is in France, is a leader in Thermal Systems management

Our thermal systems make commuting, traveling and transporting safe, green and enjoyable

50-50 JV between Bergstrom US and SAMIL for designing and manufacturing of cab climate control systems for commercial trucks, off-highway machines and military vehicles

JV partner Bergstrom's HQ is in USA, is a technology leader recognized for specialised HVAC solutions for Off-highway / Commercial truck segments



Thermal Heater



Bus Aircon



Roof Hatch



Dash Controller



E- Battery Cooler



Truck Refrigeration



Truck HVAC



Compact HVAC



Integrated Roof Mount HVAC



Floor Mount HVAC



Electric AC



Ceiling Mount HVAC

Penetration in all key OEM's, State Road Transports & After market

Key customers



- Ashok Leyland
- Daimler India
- GTVS
- JCBL
- Mahindra
- MG
- Tata Marcopolo
- Volvo Eicher

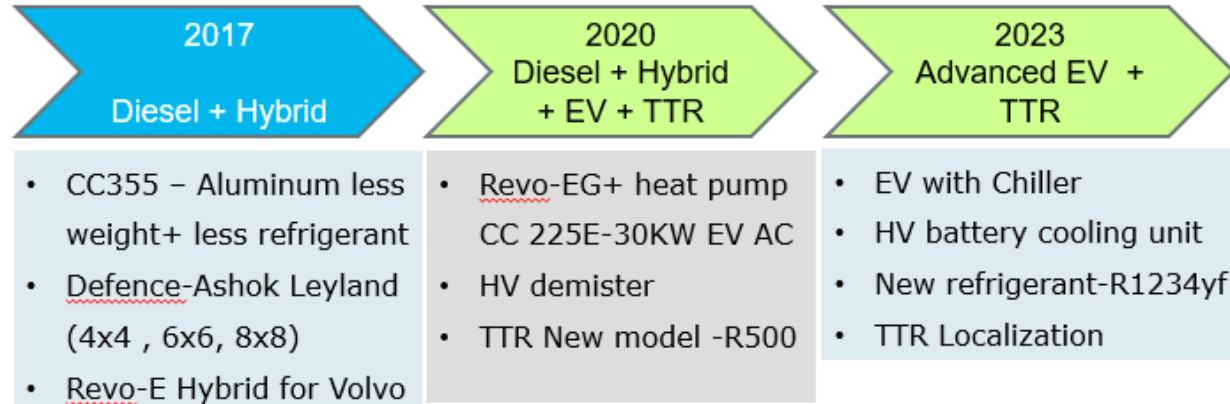


- Ashok Leyland
- Caterpillar
- CNH
- Escorts
- JCB
- Mahindra
- Sonalika
- Tata Hitachi

Technological Roadmap



New Technologies



Entry in Truck Transport Refrigeration (TTR)

Market Size¹
5,250 Units
FY20

Technology roadmap



Upcoming Product
CC450S 45kW



Technical Advancement
High Voltage Demister



Readiness for EV
CC225E 30kW – 9m



Localization
TTR Products

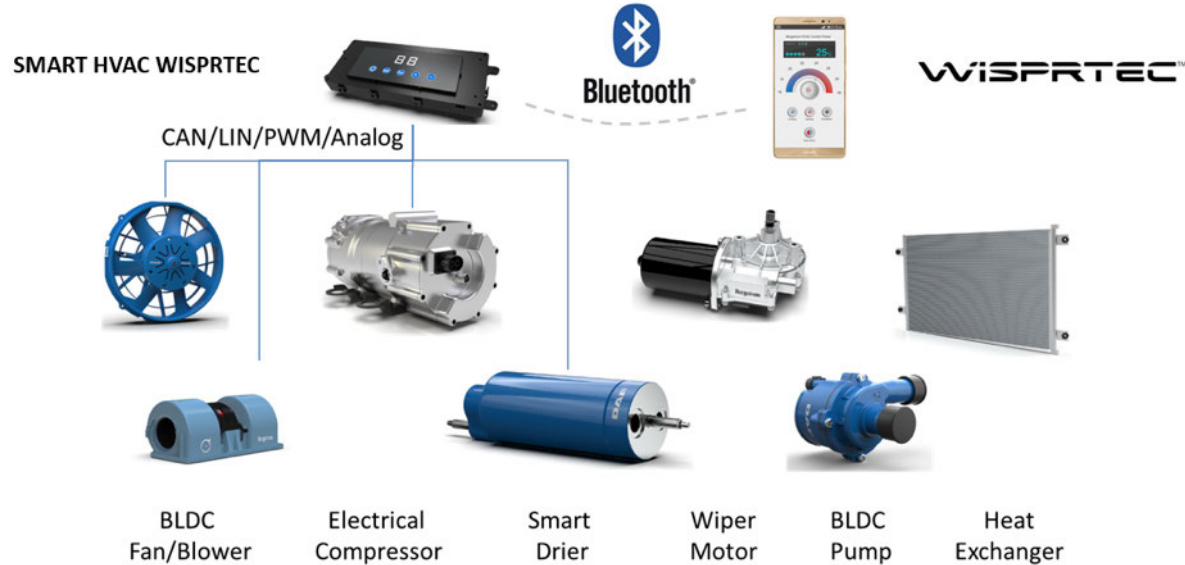
Sources

1. Based on internal market intelligence and estimates

Technological Roadmap



New Technologies



Technology roadmap

Electric AC
Brushless DC Motors
Heat Pump System

R1234YF readiness
Face Change Media
Smart Driers

E Compressors
Secondary Loop Heat Pump System
Utilization of PTC air/coolant heaters



Upcoming Products

Technical advancement

Readiness for EV

Complete HVAC Solutions for all Segments

Existing Portfolio of MSSL





Passenger Cars



Additions on account of SAMIL merger



Buses



Commercial & Off-Highway Vehicles

Group Synergies

Backward Integration

Forward Integration



Wiring Harness



Indian Polymer business



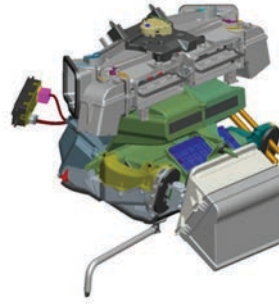
Elastomers



MSSL HVAC business



FMCEL



After Market



CKM



Valeo Motherson

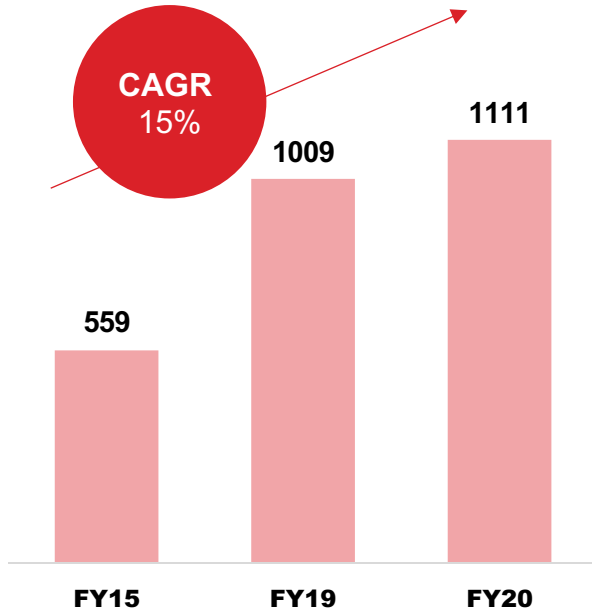


Motherson Bergstrom

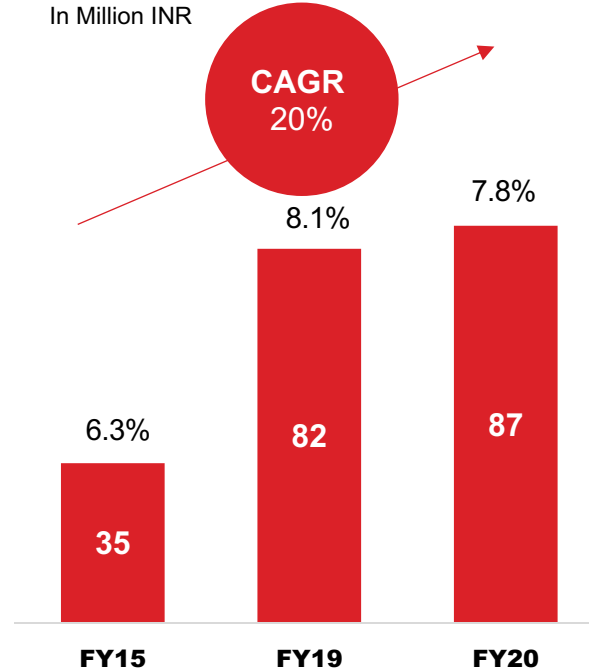
Forward Integration

Buses - Top level financial performance

Revenue
In Million INR



EBITDA
In Million INR



ROACE
FY20
36%

Notes:

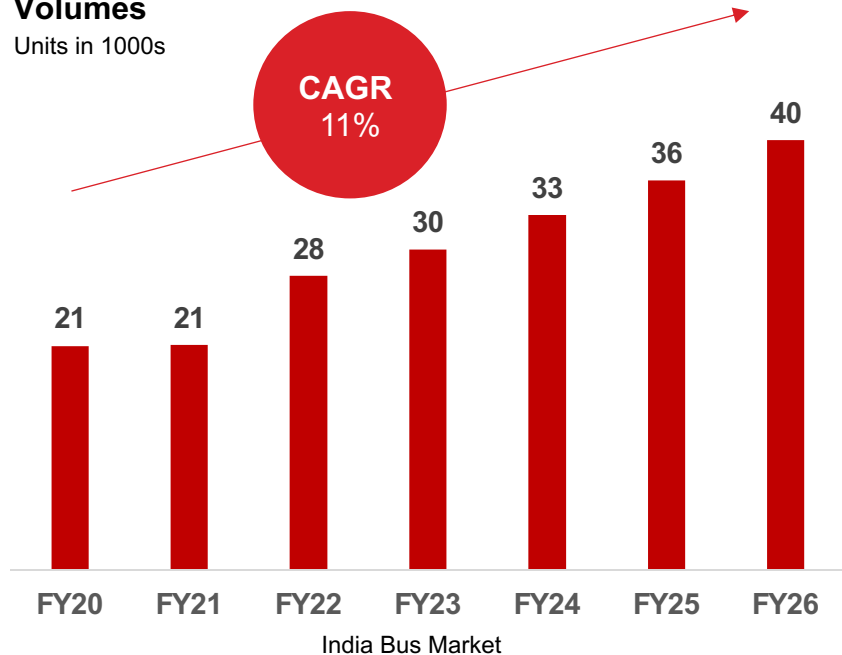
Nos. for FY15 are as per I-GAAP

Nos for FY19 and FY20 are as per Ind AS 116

Buses – Market Forecast¹

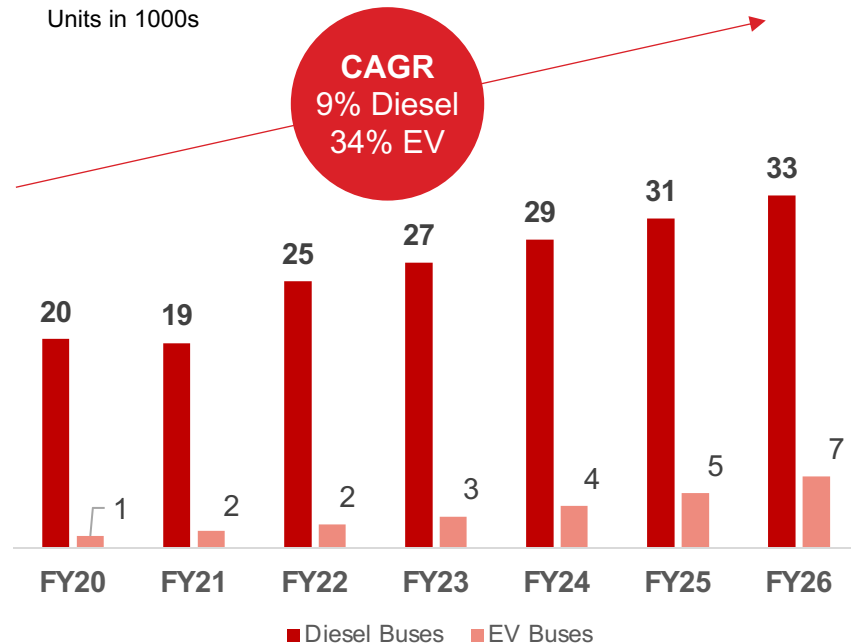
Volumes

Units in 1000s



Volumes

Units in 1000s



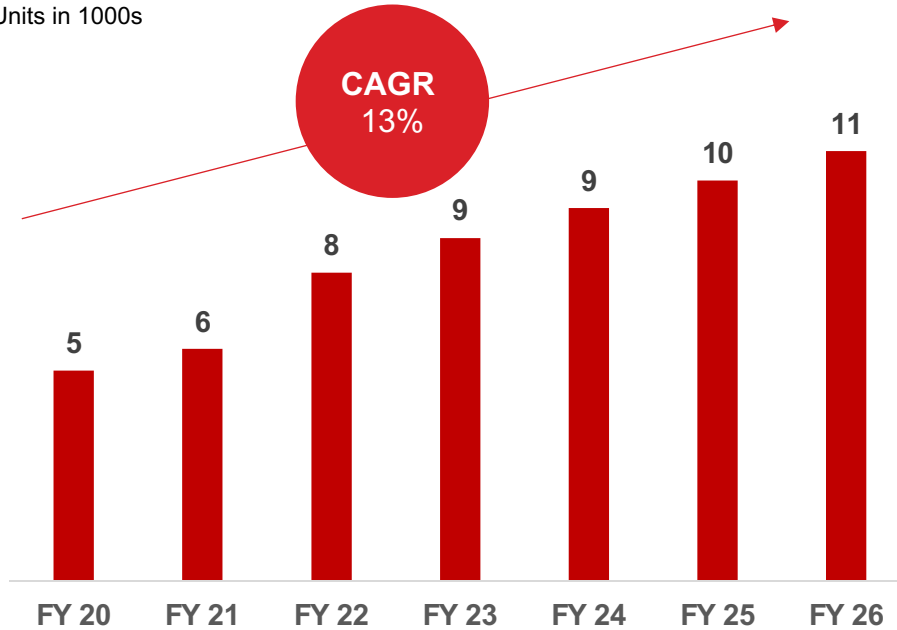
Sources

1. Based on internal market intelligence and estimates

Medium and Heavy Truck Transport Refrigeration (MHTTR) – Market Forecast¹

Volumes

Units in 1000s

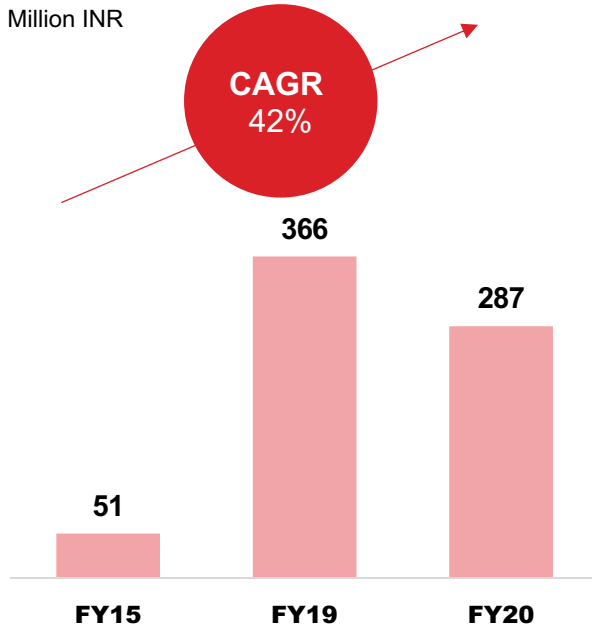


Sources

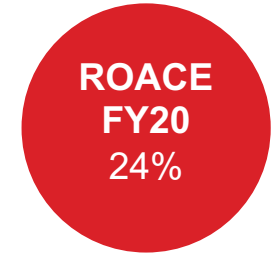
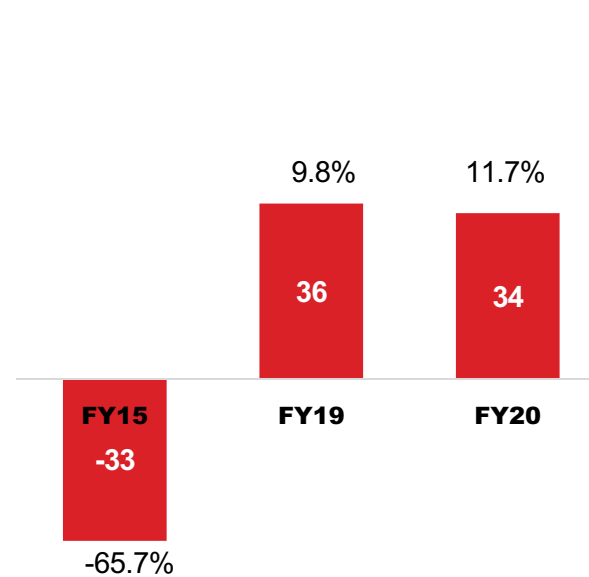
1. Based on internal market intelligence and estimates

Medium and Heavy Trucks & Off-Highway Vehicles -Top level financial performance

Revenue In Million INR



EBITDA In Million INR



Notes:

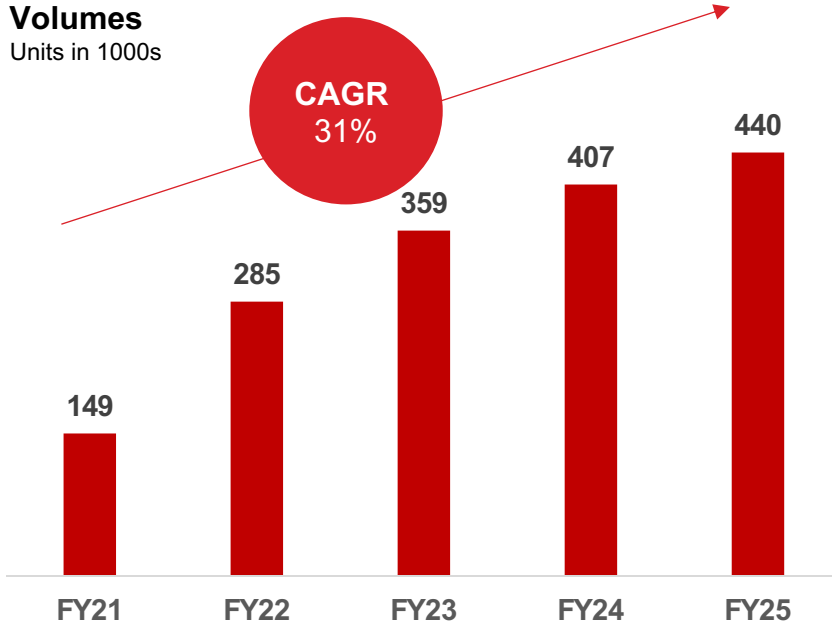
Nos. for FY15 are as per I-GAAP

Nos for FY19 and FY20 are as per Ind AS 116

Medium and Heavy Trucks & Off-Highway Vehicles – Market Forecast

Volumes

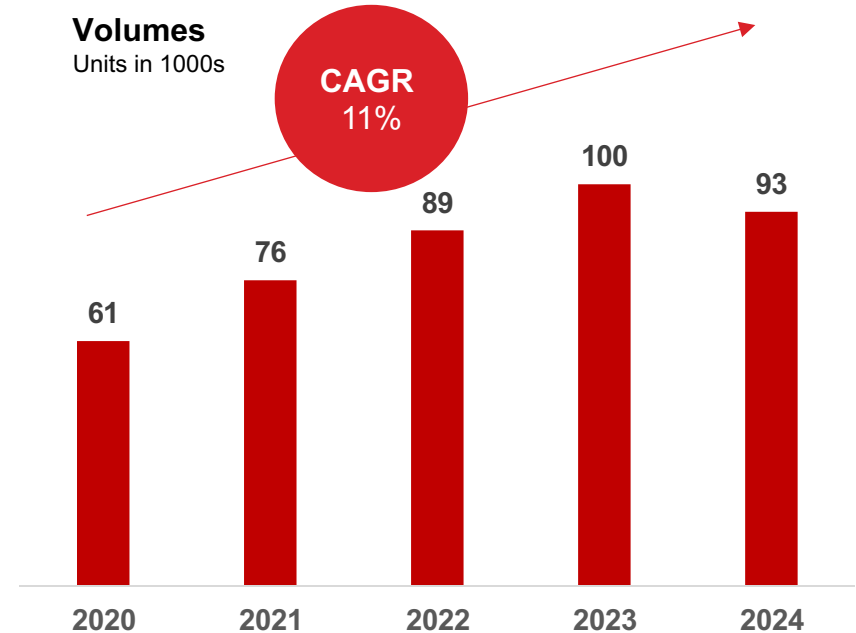
Units in 1000s



Medium and Heavy Truck Production Forecast¹

Volumes

Units in 1000s



Construction Equipment Sales Forecast²

Source:

1. Indian CV market Forecast as per Q3 report of LMC Automotive Ltd.
2. Off Highway Research, Aug 2020, Article titled "The construction equipment industry in India"

In Summary . . .

Partnership with global technology leaders

Sold > 30,000 Bus AC's and > 70,000 Truck ACs/Blowers

Developed 25+ models in Bus AC & 80+ models of Truck/Off-Highway ACs

**Penetration in all major OEMs and aftermarket covering
City Bus, InterCity, School, Tarmac, Staff Buses**

Ready for all Electric Bus platform

Ready with new Refrigerant 1234yf

Extensive localization

**FMCEL Cabin design capabilities offering opportunities for
captive bandwidth for HVAC integration**

**Competitive advantage by adopting parts, heat exchangers and
compressors from Motherson facilities**





Matsui Technologies India Limited (MTIL)
JV partner: Matsui Japan

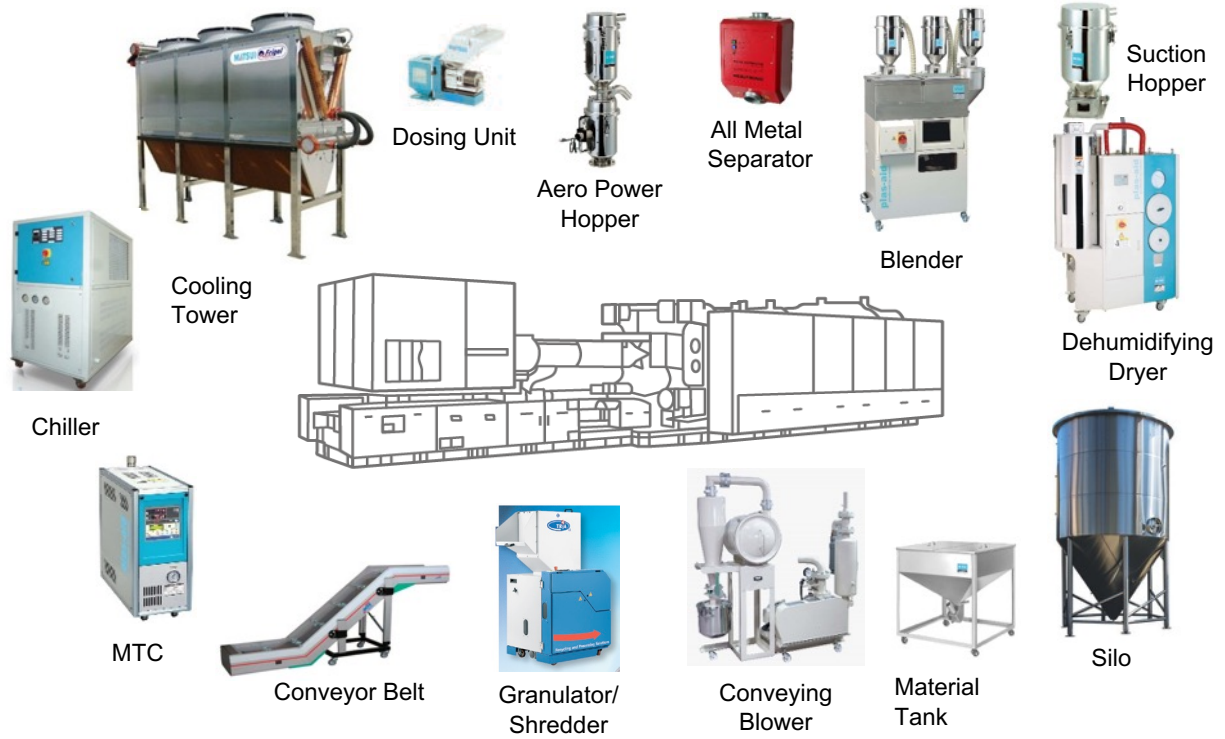
09th October 2020



Our Business

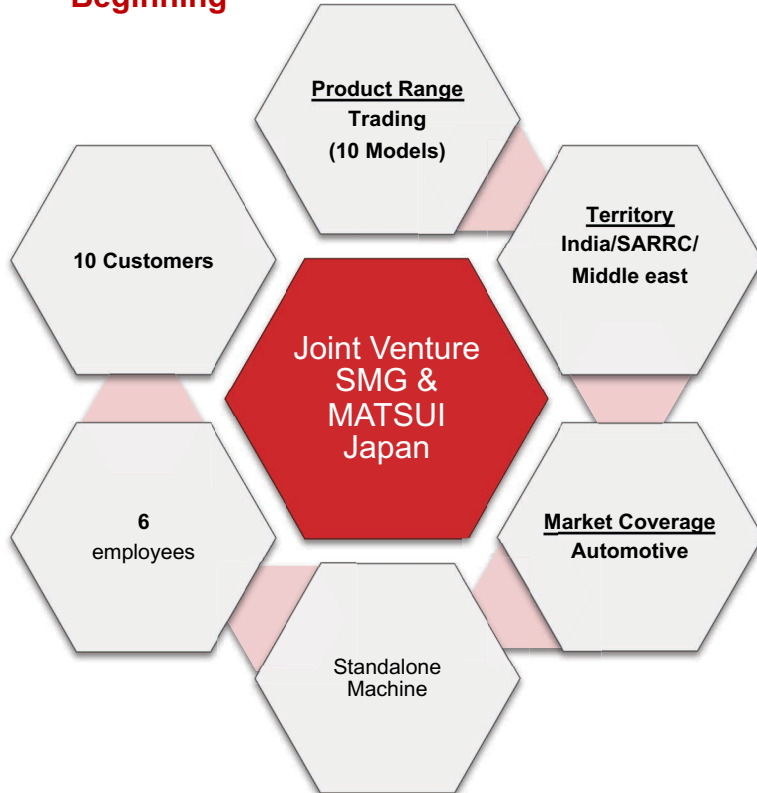
Manufacturing & Sales of machinery and equipment for:

- Plastic processing in Automotive, Packaging, Extrusion, Healthcare
- Cooling Solutions
- Food Processing
- Pharma Segment



Journey so far

Beginning



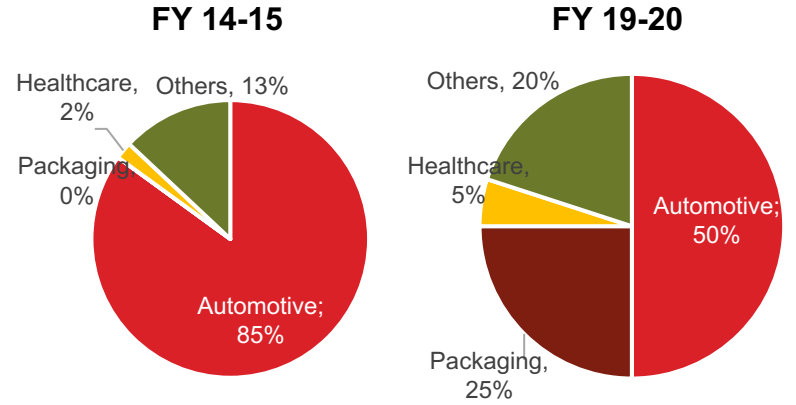
Present Scenario



Key Growth & Profitability Drivers

<p>Technology</p>	<ul style="list-style-type: none"> • Industry 4.0 (IOT) ready Equipment • Frigel JV for cooling solution • Factor 4 Solution
<p>Global Factory for Matsui Group</p>	<ul style="list-style-type: none"> • Competitiveness • Engineering and Design Base
<p>Cross Selling</p>	<ul style="list-style-type: none"> • Between Matsui and Frigel global customer base
<p>Product Range</p>	<ul style="list-style-type: none"> • 18 Equipments under development for packaging and recycling segments
<p>Reap the Benefits</p>	<ul style="list-style-type: none"> • Strong Team, Strong customer base, wider industry segment, diversified product range

Diversification from Automotive to other Verticals...

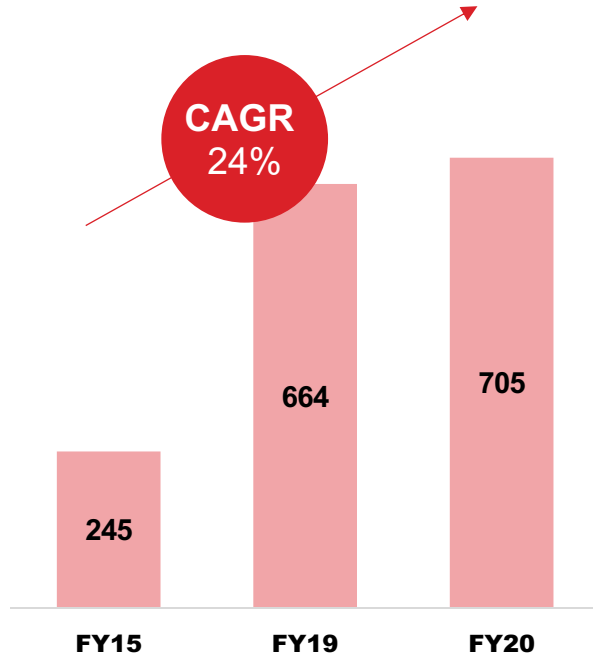


Key Customers

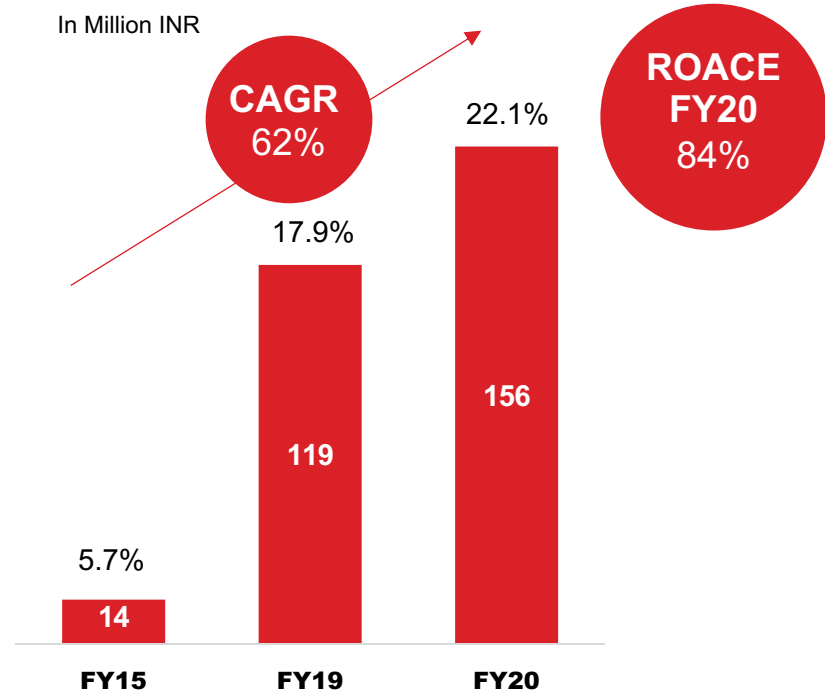
- ASB International Private Limited
- Ashirvad Pipes Private Limited
- Hamilton India Private Limited
- Nipro India corporation pvt td
- Samvardhana Motherson Group
- Suzuki Motors

High level financial performance

Revenue In Million INR



EBITDA In Million INR



Notes:

Nos. for FY15 are as per I-GAAP
Nos. for FY19 and FY20 are as per IndAS116

Management



Ajay Bahl
President

- Experience :Over 36 years in the Automotive field in setting up JVC's, green field projects, business development , Strategy ,Problem Analysis , Turnaround businesses and operational excellence . 17 years in Motherson Group.
- Qualification: MBA, Executive Masters in International Business from IIFT, Delhi, Leadership development from Administrative staff college, Hyderabad



Masakazu Takano
Director & CTO - MTIL

- Working as resident director for last 4 years with MTIL. Over 25 years of rich experience with Matsui Japan in engineering department.



Rajeev Goyal
COO -MTIL

- Over 30 years of rich experience of business development in automotive, Healthcare and food industry. 12 years in Motherson Group with MTIL.



T. Sarvanan
CMO -FICS

- Over 24 years of experience in sales and market development for cooling solution business. 2 years in Motherson group with FICS.



Brijesh Kumar
Head FACT- MTIL

- Over 20 year of experience in Finance and Accounts in various segments of industry. 3 years in MTIL. Out of 12 years in Motherson group.

In Summary.....

635+ Customer Base

108+ Diversified Product Range

3000+installation in 32 countries

Wider industry segment as de-risk strategy

Joint Venture with Frigel Italy for Cooling Solution Technology

Complete solution provider for green field projects for plastic processing and cooling solutions

Industry 4.0 (IOT) ready Equipment

Factor 4 Solution with emphasis on energy saving, productivity and footprints

Being poised as global factory for Matsui Group

Cross selling between Matsui and Frigel global customer base

Motherson Group Synergies-Using vast Motherson location network for global market expansion and cost saving



Anest Iwata Motherson



09th October 2020



The JV : SAMIL 49% Anest Iwata 51%

AIM is a 20 year
old JV with Anest
Iwata Corporation
Japan

JV Partner Anest
Iwata is a 95
years old
company listed
in Japan

Anest Iwata
Revenue
39 Billion Yen
in FY 2019

Anest Iwata
Key Businesses

- Air Compressors
&
• Paint Coating
solutions

1750+ employees
20+ facilities
across Asia,
America, Europe,
Oceania & Africa



**Air
Compressor**



**Vacuum
Pump**

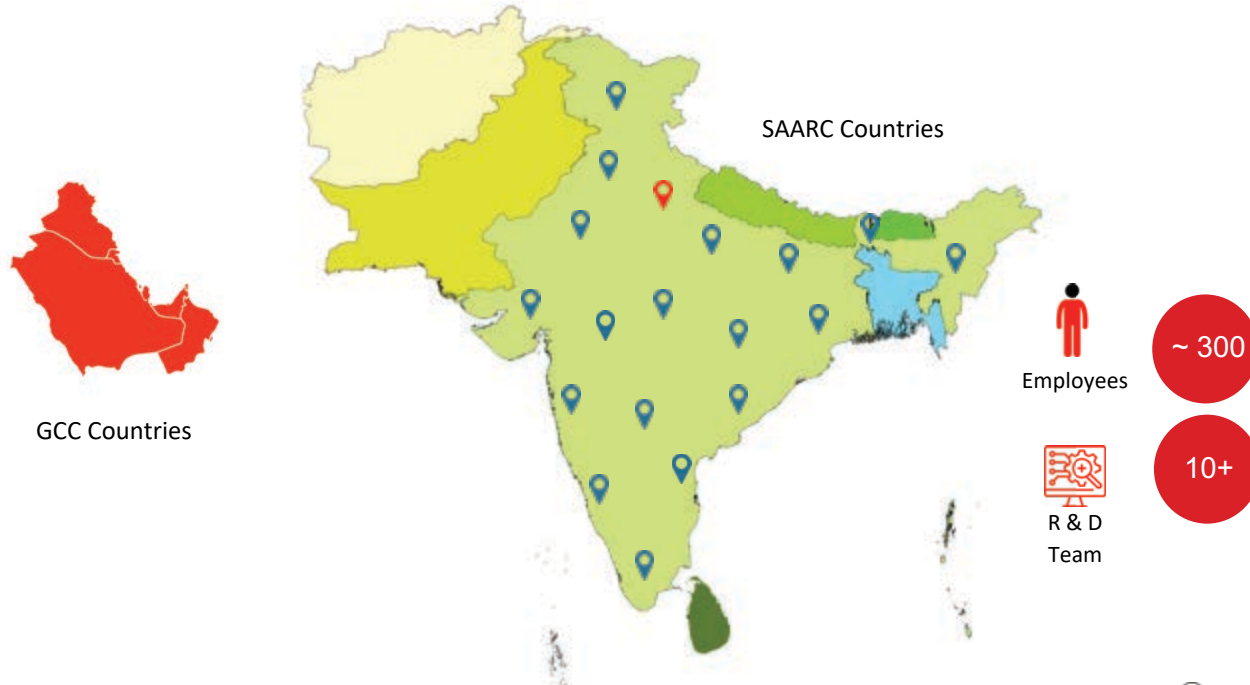


**E-Bus
Compressor**



**Medical
Air Unit**



Anest Iwata Motherson Global Manufacturing Hub for Reciprocating Compressor



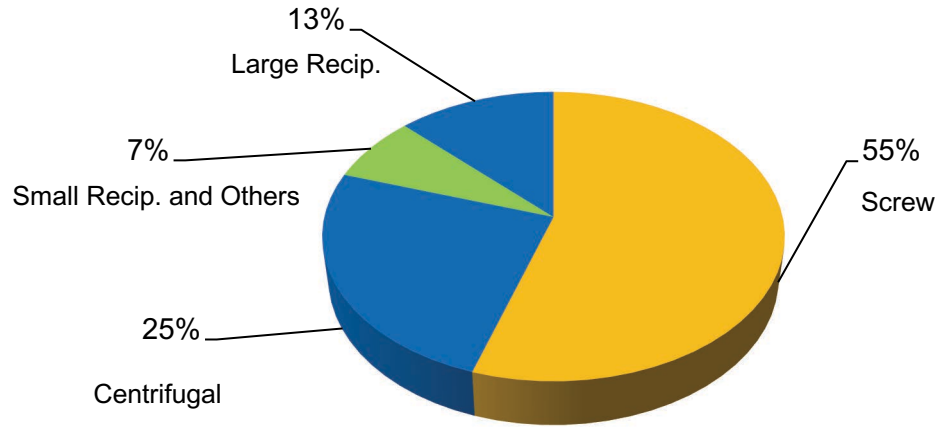
 **Manufacturing Footprint**
India - 2 Plants
Noida & Greater Noida

 **Sales Network in India**
100 + Dealers in 30 cities

Expanding reach in SAARC Region and GCC Countries

-  25% Market share in India in Small Recip. segment
-  Market leadership in Oil Free Scroll Compressors

India Air Compressor Industry – An Overview



Market Size¹ – 51 Billion INR

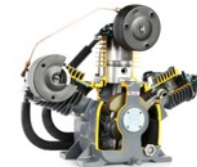
- Commanding Presence in the market with 25% Market Share
- Sales introduction in India since 2018
- Currently unrepresented, open avenue for growth for AIM



Screw



Centrifugal



Reciprocating



Others

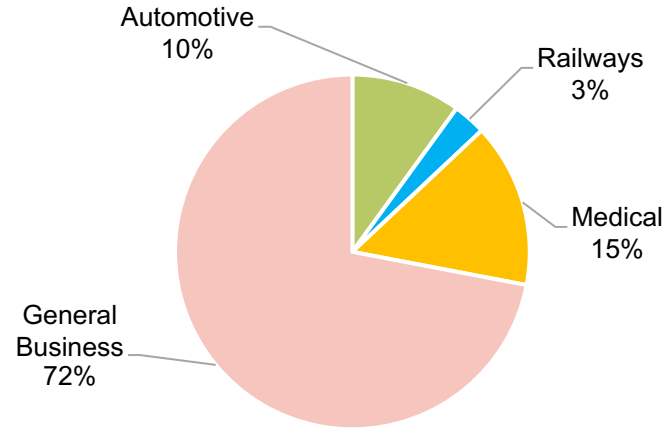
Customer Base

Key Customers *(in alphabetical order)*

- Indian Railways
- Instruments Research Associates
- KYB Conmat Private Limited
- Linde India Limited
- Reliance Industries Limited
- Schwing Stetter (India) Pvt Ltd
- Tata Motors Limited

AIM Revenue Segmentation - FY 20

Industry Wise



- Strengthening position in general business (Small Reciprocating – Oil Free/Lubricated)
- Growing potential in Railways (Electric Locomotives)
- Steadily growing in Automotive Business (E-Bus segment)
- Expanding range/portfolio in Medical segment

Technology



- Best-in class energy efficiency
- Low oil consumption
- Low vibration
- Low noise



- 100% Oil Free Air
- Patented seize free design
- Ideal for pure air applications

Industry Diversification for Accelerated Growth

Automotive

- Leading supplier for E-Bus Braking Compressors.



- Targeting major Commercial vehicle OEMs

Railways

- 1000 LPM Braking Compressor
→ Conventional Electric Locomotives.



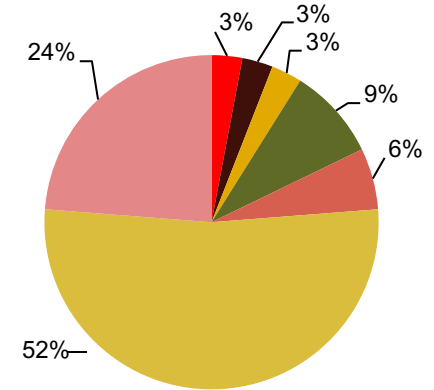
- 1750 LPM Braking Compressor
→ New Generation Electric Locos. (under field trial)

Healthcare

- >70%¹ Market share in medical compressors

- Growth in Medical Vacuum Pumps and in All In One Medical Air & Vacuum Plants

Health Care (MGPS) Segment



- Stand alone Compressor
- Stand alone Vacuum Pump
- Dryers
- All in One System - Air
- All in One System - Vacuum
- Oxygen Plant
- Accessories

Strong & Experienced Management Team



Vishal Kabadi
President
Chartered Accountant
20 Years of Industry Experience
19+ Years of Experience with Motherson



Pankaj Dighe
COO
B.E. Mechanical
22 Years of Industry Experience
16+ Years of Experience with Motherson



Katsura Muto
CTO
Engineering Graduate
27 Years of Experience with Anest Iwata Corp.
10+ Years in India



Kosuke Shiono
Sr. Manager - QA & Process Engineering
Masters in Engineering
15 Years at Anest Iwata Corp.



Pramod K Singh
GM - Sales & Marketing
PGD – Sales & Marketing
19+ Years of Industry Experience
13+ Years of Experience with Motherson



Dinesh Singh
CFO
Chartered Accountant
20 Years of Industry Experience
12+ Years of Experience with Motherson

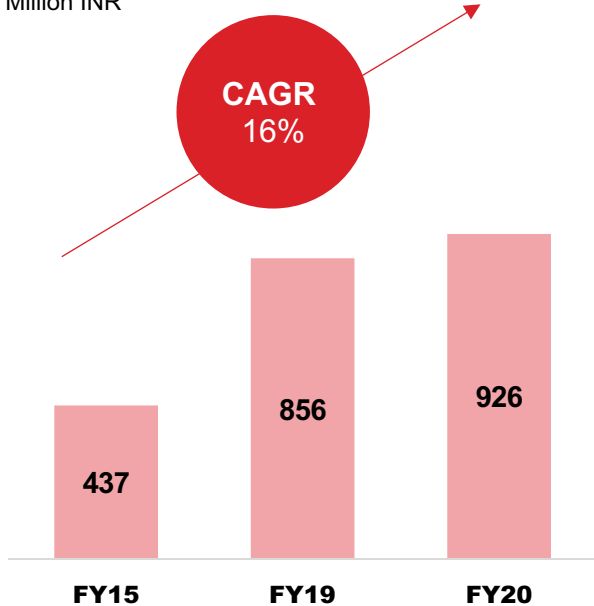


Rahul Sharma
Sr. Manager - Operations
B.E Production
18+ Years of Experience with Motherson

High level financial performance

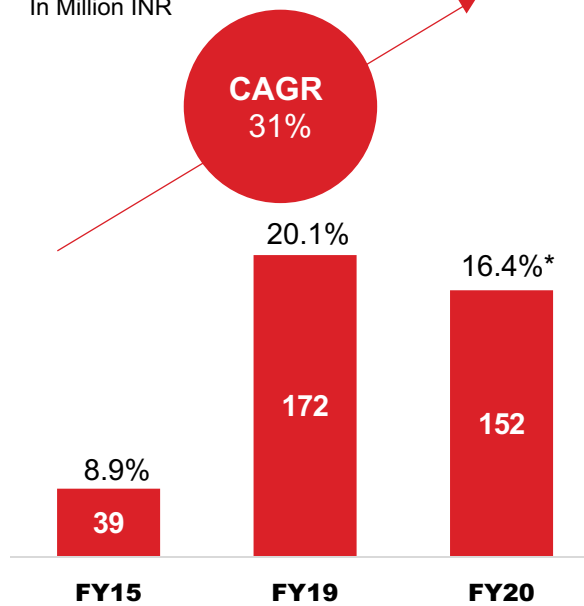
Revenue

In Million INR



EBITDA

In Million INR



Key Improvement Levers

- Concentrated efforts on **QUALITY SALES** to ensure healthy margins
- Focus on selling the right **PRODUCT MIX**
- Diversification in segments like E-Bus, All-in-One Medical Plants and Medical Vacuum Pumps improved overall profitability
- Various value addition and cost optimization initiatives
- Huge growth potential in E-Bus and Railway segments

Note:

Nos. for FY15 are as per I-GAAP

Nos. for FY19 and FY20 are as per Ind AS 116

* Effect of New Product Positioning and Launches

To Summarize...

Retain strong position in Small Recip. Compressors by Offering world class Quality

Expand business in Railway Locomotive Braking Compressors

Expand presence in Screw Compressor Segment by increasing local content

**Retaining Market leadership in growing Medical Compressor business.
Also, adding offerings and new products to expand the revenue base**

Leverage Motherson's strength in Automotive for growth in E-Bus Compressors

Access to GCC countries for further growth in Reciprocating Air Compressor business

.....Strong focus on Topline growth with Robust bottom line





MothersonSumi INfotech & Designs (MIND)

09th October 2020

motherson 

Introduction

MothersonSumi Infotech & Designs Limited (MIND)

A Cutting-Edge Hi-Tech Global IT Services Company
(70.4% owned by Motherson¹. Rest held by SWS)

Quality Certification ▶ ISO 9001, 20000, 27001 | SEI CMMi Level 5



Mr. Rajesh Thakur
CEO



Mr. Rajesh Srivastava
CFO



1600+
employees



Footprint

- India (6 Cities)
- USA
- Germany
- Japan
- Singapore
- UK
- Middle East

Expansion Planned

Phase 1

1. Spain
2. APAC (Via Singapore Entity) Thailand, Malaysia & Indonesia

Phase 2

1. France and Italy
2. Africa
3. Australia & New Zealand

Portfolio



ADM Services

Agile Business Applications Development for Global Scale Operations



Infrastructure Services

Robust, Secure, Future ready IT Infrastructure Services



DEX

Integrated Engg. Design and Manufacturing Solutions



ERP

Industry Std. ERP Systems & Inhouse product 'eMPro'



Industry 4.0

Smart Manufacturing Expertise powered by Inhouse product 'iDACS'



Global Business Services

Client Operations Transformation through Process Excellence & RPA



Cloud

Cloud Journey Enablement - Strategy to Migration to Cloud First Solutions

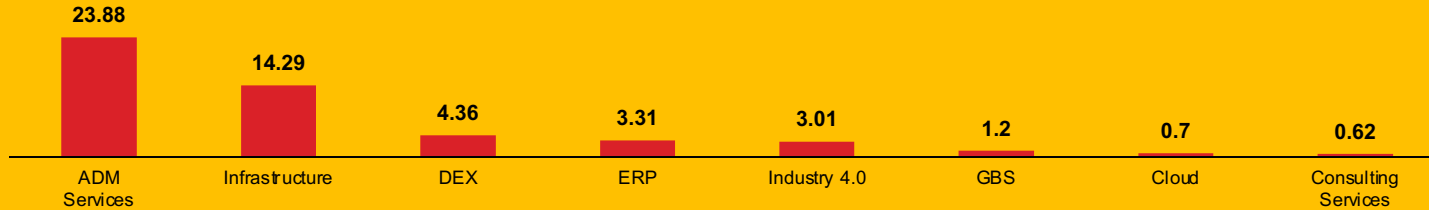


Consulting Services

Sustainable Business Value & Transformation using Expert Advisory

Technology Drivers + Key Capabilities

FY 20 Revenue (USD million)



Significant Investment in last 3 years in Acquiring and Building Capabilities

<p>ADM (Applications Development & Maintenance)</p> <ul style="list-style-type: none"> Custom Applications Development & Support Product Development End-To-End Application Management Services 	<p>Infrastructure</p> <ul style="list-style-type: none"> 5000+ Servers 200K+ Support Tickets/Year 99.996% Uptime 190k+ Service Requests Yearly & 24k+ Email Accounts Managed 	<ul style="list-style-type: none"> DEX ERP Industry 4.0 Cloud GBS Consulting Services
---	---	---

Strong Technology Partners Ecosystem – Connected with Best of Industry Leaders



Customers



Key Customers

Asahi India Glass Ltd.

Amtek

ANTOLIN

Ashok Leyland

Arvicon International

Brakes India Limited

BOSCH

Canara HSBC OBCLife

Insurance

Class Link

Centre for Railway Information
Systems

Cooper-Standard Automotive

Digital Alchemy

DuPont

Eicher

Futuris

FIAT

Federal-Mogul Powertran

Goodyear Tire and Rubber

Company

Gulf Stream

Honda

HUGHES

Hi-Lex

HUL

ILVS

iTutor

ISUZU

Intradiem

JCB

Larsen & Toubro

Max Healthcare

Maruti Suzuki

Moriroku

Mahindra Rise

MR

Mitsubishi Motors

McCalla Raymer Leibert

Neptune Sai LLP

NewTek

Nissan L Engine

Nebula Partners

NTPC

Nidec

PayAsia

Pierce

Rane Group

Revegy

Salido

SAP

SUN Pharma

SHINDENGEN

SHRIRAM

Sumitomo

Soft Bank

Sigma

SML Isuzu

TAKATA

TATA

TVS Rubber

Turbo Energy PVT. LTD.

Woodland

YOKOHAMA

YKK Manufacturing

company

3M



Group Customers



CKM

KIML

MATE

MMM

MSSL

MSEW

MWSI

PKC

SAMRX

SMIA

SMRC

SAMIL

SMP

SMR

MIND has Global Manufacturing Expertise To Drive Growth Within & Outside Of Motherson Group



Current Scale of Operations

300+ Group Locations



5000+ Servers



600+ Applications



20+ ERPs Managed



135,000+ Employees



200K+ Support Tickets/Year



99.996% Uptime



Increasing Business Share

Increasing Wallet Share in Motherson's IT Spend through New Programs:



Increased Integration within Motherson Group



Higher Value Proposition through New Product Offerings



Next 5 Yr. MIND will Target to Increase IT Wallet share from 35% to is 60%



Significant Inorganic Opportunity in Next 5 Years



Significant Inorganic growth opportunity through Integration of New Companies into Motherson

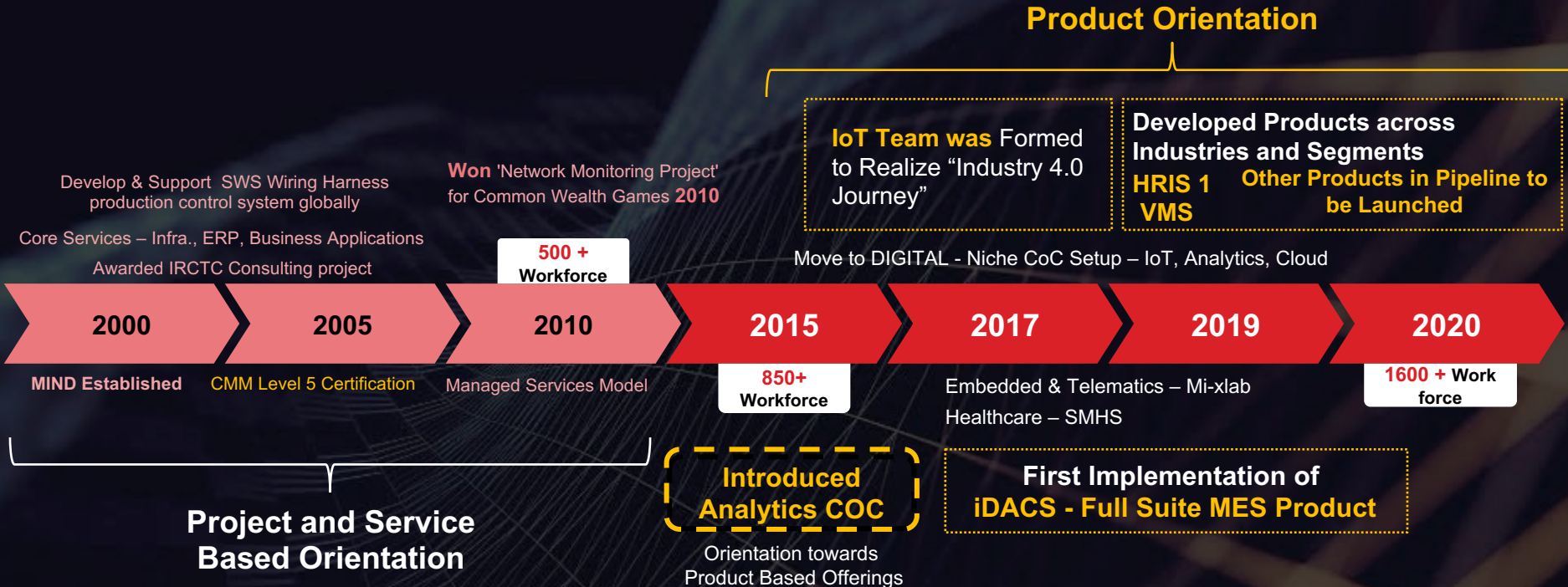


Significant opportunities

Within Motherson Group to increase wallet share
Leverage global manufacturing experience to drive growth from external customers



Capability Evolution - Project to Product Based Journey



Growth Drivers Of The Future

Industry 4.0

Market Opportunity



Global spending on Industry 4.0 set to rise from USD 119 BN in 2020 to USD 310 BN in 2023 at a 27.04% CAGR¹

Market Needs



Connected Machines & Factory Plant Automation

Analytics across Sales, Spend, Factory, HR and Audit

Cloud Managed Services

Service Offerings



ROBIS iDACS

FAS (Factory Analytics System)

Next Generation Multi Cloud Managed Services (Public as well as Hybrid)

Growth Drivers

- Industry presence across Manufacturing, Automotive, Pharma & Healthcare
- Automating the Material Handling System using ROBIS Products
- Smart Manufacturing using iDACS
- Cloud Partnerships – To support Industry Solution's on Hybrid Cloud

Key Customers

Motherson Group	Yanfeng
Maruti Suzuki	JBM
Rane	Supreme
TATA AUTOCOMP	Visteon
Brakes India	Magna
Sun Pharma	Valeo
Century Ply	Cosma
HUL	

Cloud

Market Opportunity



Global cloud spending on IT growing at **16.5%** (CAGR), expected to touch **USD 345 BN** by **2022²**

Market Needs



Cloud Migration Services Cloud Security

IoT, AI/ML & Big data Value Added Services

Service Offerings



Next Generation Multi Cloud Managed Services (Public as well as Hybrid)
A Rare IT Player with strong Horizontal and Vertical strength

Growth Drivers

- Strong Partner Network and Support
 - AWS
 - Google
 - Cloud
 - Azure
 - Vmware
 - Oracle Cloud
- AWS Premiere Tier partner by end of 2020
- Well defined competency road map
- 90+ Cloud Certifications, 50 + certified Professionals

Key Customers

Motherson Group	Woodland & 70+ Customers
All India Radio	
CREDAI	
Delhi University	
CSIR	
STC	
THDC India Ltd.	

Sources:

1. Industry 4.0 : Forbes December 2018 – “Roundup Of Internet Of Things Forecasts And Market Estimates”
2. Cloud – NASSCOM – April 2019 – “Cloud Next wave of growth in India-2019”

Growth Drivers Of The Future

GBS

Market Opportunity



Total opportunity size estimated to grow at high single digits

Market Needs



RPA(Remote Process Automation) Solutions for Business



Sales & O/B Logistics



Finance & Accounting



Sourcing & Procurement

Service Offerings



RPA Consulting



Managed Services



RPA as a service



Integration



Design Automation



GBS Consulting

Growth Drivers

- Economy of Scale
- Business Risk Mitigation
- Cost Advantage
- Utilization Improvement
- Superior Competency
- Work from Home & Shifts Flexibility

Key Customers

Max HealthCare

Motherson Group

MATE MSSL RSA

SMR SMP

Digital & Engineering Services

Market Opportunity



Digital Engineering spend to grow from USD 1141 BN (2019) to USD 2155 BN (2024) at 19% CAGR : Zinnov December 2019 report²

Market Needs



Product Design/Development



Product Testing



Product Cost Management(PCM)



Low Volume Manufacturing(LVM)



Design Validation and LVM services



IIOT,IOT Solution



Digital Engineering

Growth Drivers

- Reorganizing the Business to Go-to-Market as an Integrated Design and Manufacturing Group providing FULL SYSTEM SOLUTIONS to Customers
- Strong Digital and Design partners
- GEO Expansion to North America, Europe & ROW
- Vertical Expansion to Automotive, Industrial Manufacturing, Medical Devices & Aerospace

Key Customers

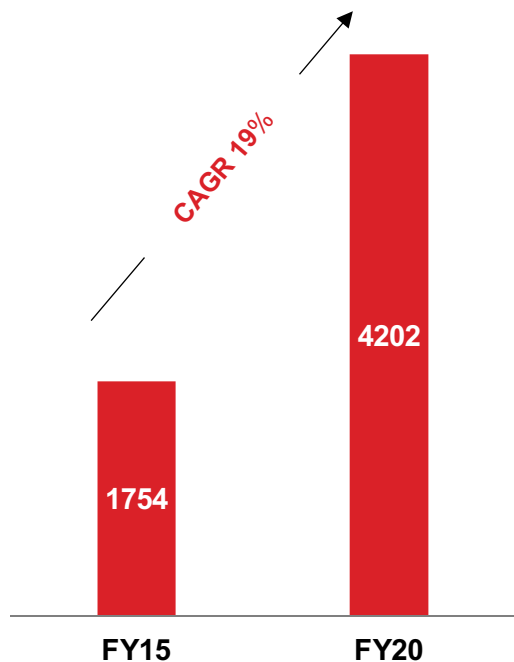
SMP
Honda Cars
Daimler(Mercedes Benz)
Bharat Benz
Suzuki
Ford
John Deere's
HUL
Iveco

Sources:

1. Internal estimates based on market intelligence
2. Digital & Engineering Services : Zinnov Zones –"ER&D Services December 2019"

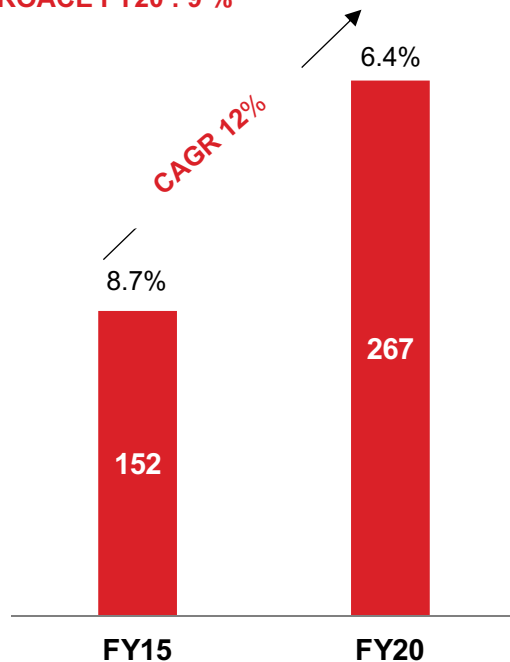
Top Level Financial Performance

Revenue In Million INR

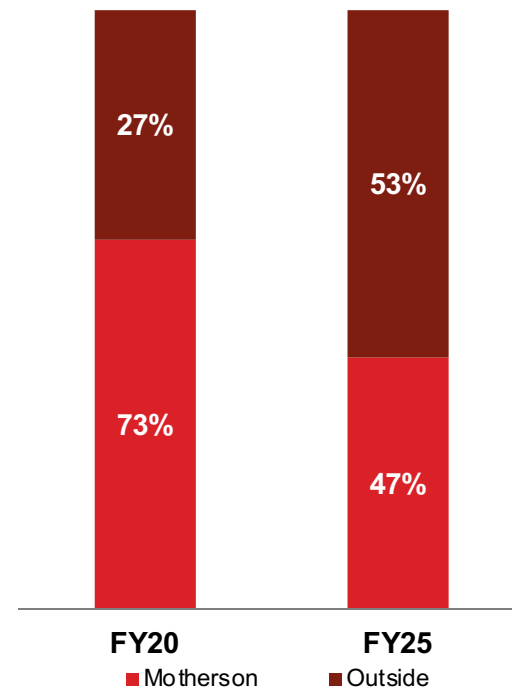


EBITDA In Million INR

ROACE FY20 : 9 %



Business Mix



Notes:

Nos. for FY15 are as per I-GAAP
Nos. for FY20 are as per Ind AS 116

Summary



- Became a Strong **Enterprise IT Player** in **past 2 Decades**
- Key Areas : - App. Development - ADM, Infrastructure & ERP



- Business **Focus - Motherson Group Companies & Penetrating to External Markets**
- Play a **Strategic Role in Integrating New Companies** as the Group expands Globally



- Established **Key Centre of Competencies**
- **Nurture Cutting-edge Technology Skillsets** - Industry 4.0, Cloud, Digital & Engineering Services and Global Business Services (GBS)



- Translate Projects & Solutions Experience in **Developing Globally Competitive Products** iDACS, HRIS1 etc.



- Setting up **New Geographic Entities & Strategic Alliances** in a Phased Manner

Growth Enablers

Talent & Culture



- Establishing Employee Value Proposition(EVP) Framework to become a Niche Talent Magnet
- Nurturing Great Place to Work Practices to ensure Talent Retention and Positive Employee Morale & Loyalty

Centre of Competencies



- Focusing on Developing Global Market Competitiveness for Offerings
- Working with Leading Technology Advisory(Gartner) to Nurture Best-in-Class Business Model for Key Technology CoCs

Brand Identity & Outreach



- Working towards Unified Global Identity for the Company
- Preparing World-class Positioning Material for Business Offerings and Unlocking New Marketing & Demand Generation Channels

Key Leaders

Cheruvu Krishna
Practice Head- iDACS



Tarun Gupta
Practice Head- Cloud



Prakash Thiyagarajan
Practice Head- ERS



Vinod Pahlawat
Practice Head- GBS





Thank you.

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Proud to be part of samvardhana **motherson** 

Combined Glossary 1/3

- AC – Air Conditioner
- ADM - Application Development Management
- AI – Artificial Intelligence
- AIM – Air Intake Manifold
- AIM – Anest Iwata Motherson Private Limited
- APAC – Asia Pacific
- AVP – Assistant Vice President
- BCC – Best Cost Country
- BHEL – Bharat Heavy Electricals Limited
- BIW – Body in White
- BS VI – Bharat Stage 6 Emission Standards
- CAGR – Compounded Annual Growth Rate
- CFO – Chief Financial Officer
- CFS – Centralised Feeding System
- CIW – Chassis in White
- CMM – Co-ordinate Measuring Machine
- CMO – Chief Marketing Officer
- COO – Chief Operating Officer
- CTMIL – CTM India Limited
- CTO – Chief Technology Officer
- CV – Commercial Vehicles
- DEX – Digital Engineering Services
- DICV – Daimler India Commercial Vehicles
- DRL – Day Time Running Light
- EBITDA – Earnings before Interest Tax Depreciation & Amortisation
- ERP – Enterprise Resource Planning
- EV – Electric Vehicle
- FAS – Factory Analytics Systems
- FCA – Fiat Chrysler Automobiles
- FICS – Frigel Intelligent Cooling Systems India Private Limited
- FY - Financial Year
- GBS – Global Business Services
- GCC – Gulf Co-operation Council
- GM – General Manager
- GM – General Motors
- HB3 – Bulb Type

Combined Glossary 2/3

- HCV – Heavy Commercial Vehicles
- HID(D5S) – Xenon Type 25W
- HPF – Hot Press Forming
- HQ – Headquarters
- HR – Human Resources
- HV – Heating Ventilation
- HVAC – Heating Ventilation and Air Conditioning
- IGAAP – Indian Generally Accepted Accounting Principles
- INR – Indian Rupee
- IoT – Internet of Things
- IT – Information Technology
- JV – Joint Venture
- L&T – Larsen & Toubro
- LED – Light Emitting Diode
- LPM – Litres per Minute
- M&M – Mahindra & Mahindra
- MBSL - Motherson Bergstrom HVAC Solution Private Limited
- MGPS – Medical Gas Pipeline System
- MIND - Motherson Infotech and Design Limited
- ML – Machine Learning
- MMAS – Marelli Motherson Auto Suspension Parts
- MMDL – Motherson Molds and Diecasting Limited
- MMLI - Marelli Motherson Automotive Lighting India Private Limited
- MTIL - Matsui Technologies India Limited
- MTTL – Motherson Techno Tools Limited
- NBD – New Business Development
- NBFC – Non-Banking Financial Company
- NVH – Noise Vibration and Harshness
- OEM – Original Equipment Manufacturer
- PCBA – Printed Circuit Board Assemblies
- PCM – Product Cost Management
- PSA - Peugeot Société Anonyme
- PTC – Positive Temperature Co-efficients
- PV – Passenger Vehicles
- R & D – Research and Development
- Recip. – Reciprocator

Combined Glossary 3/3

- RFQ – Request for Quote
- ROACE – Return on Average Capital Employed
- RPA – Robotic Process Automation
- SAARC – South Asian Association for Regional Co-operation
- SAMIL – Samvardhana Motherson International Limited
- SEI - Sumitomo Electric Industries
- SMG – Samvardhana Motherson Group
- SMHS – Samvardhana Motherson Healthcare Services
- SUV – Sports Utility Vehicle
- SVP – Senior Vice-President
- TDM – Tools and Dies Management
- TTR – Truck Transport Refrigeration
- UK – United Kingdom
- USA – United States of America
- USD / US\$ – United States Dollar
- VMTI - Valeo Motherson Thermal Commercial Vehicles India Limited
- VW – Volkswagen
- WCM – World Class Manufacturing