



The Mother'son growth journey.

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dbAccess India
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7th February 2017

01 A brief introduction to Motherson.



samvardhana
motherhood

**Samvardhana
Motherhood is one of
the world's fastest
growing specialized
automotive
component
manufacturing
companies
for OEMs.**

**US\$ 7.2 bln.
in yearly
revenues.**

**Presence in
26 countries.**

**Operating
over 200
facilities.**

**Over
84,000
people.**

A high-angle, wide shot of the Golden Gate Bridge in San Francisco. The bridge's iconic orange-red towers and suspension cables are prominent. The bridge deck is filled with cars, and a small sailboat is visible in the water below. The background shows the city skyline and distant hills under a clear blue sky.

**Formulated
in 1997, the
vision of
the Group
has been the
same all along.**

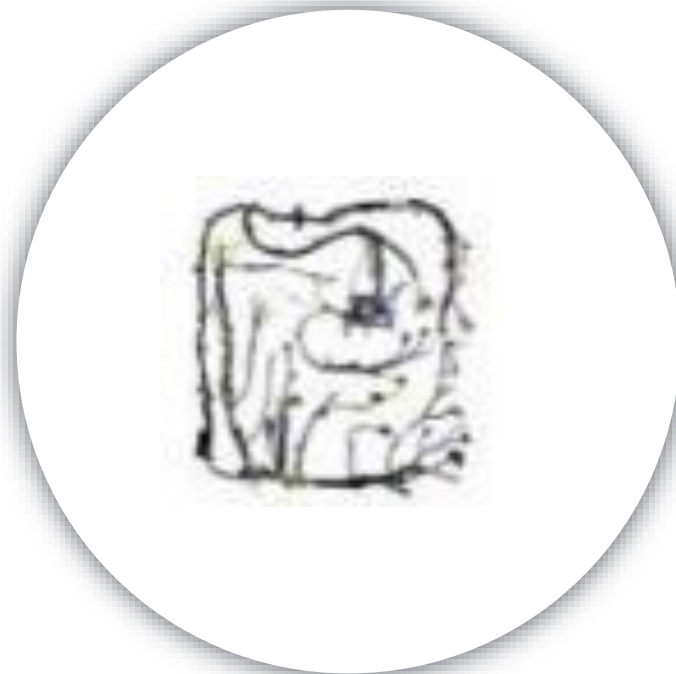
**To be a
globally
preferred
solutions
provider.**

2017

1997

Group business portfolio today.

01 Wiring harnesses.



02 Rear view mirrors.



03 Polymers and modules.



04 IT, engineering and design.



05 Metal working.



06 Elastomers.



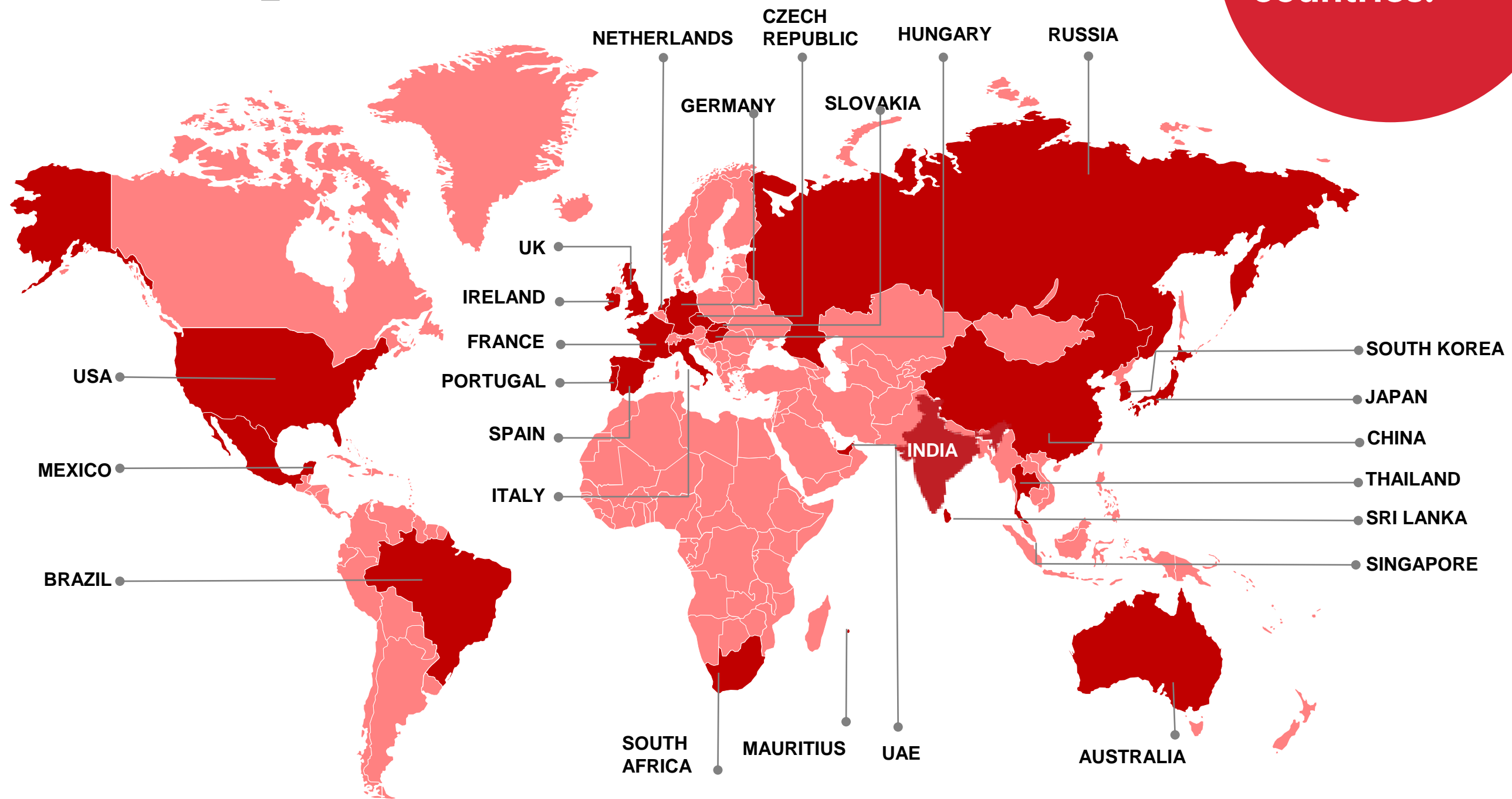
07 Manufacturing support.



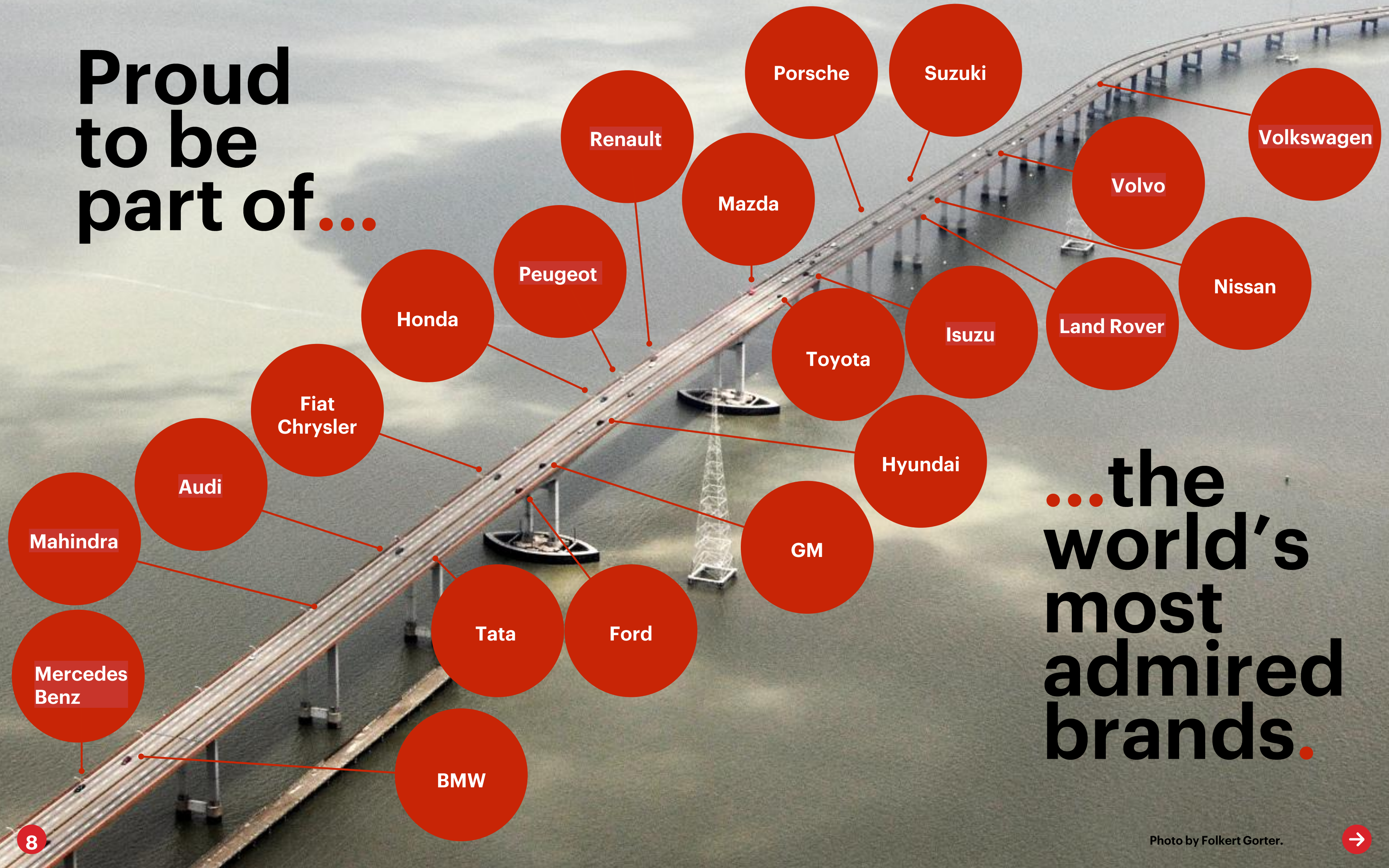
A growing portfolio that is diverse and scalable.

Supporting customers globally.

Over 200 facilities in 26 countries.



Proud to be part of...



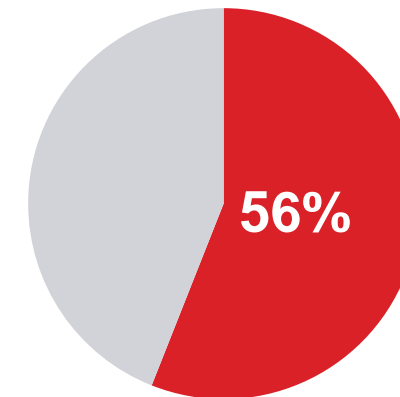
...the world's most admired brands.

MSSL's core business units.

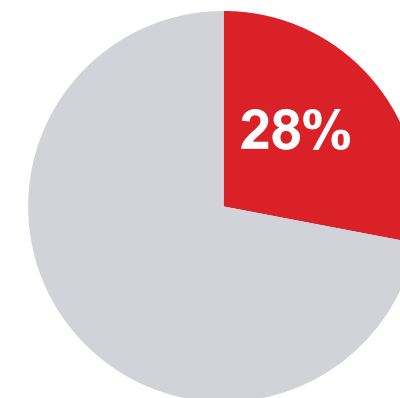
01 Modules and polymer products



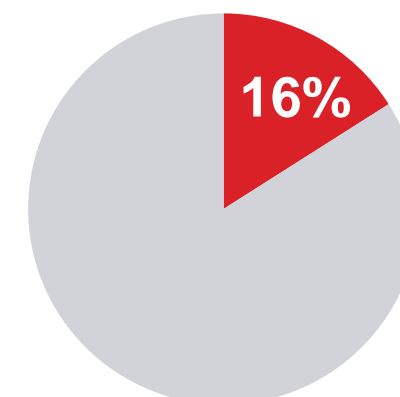
% of
MSSL sales.



02 Rear view mirrors



03 Wiring harnesses

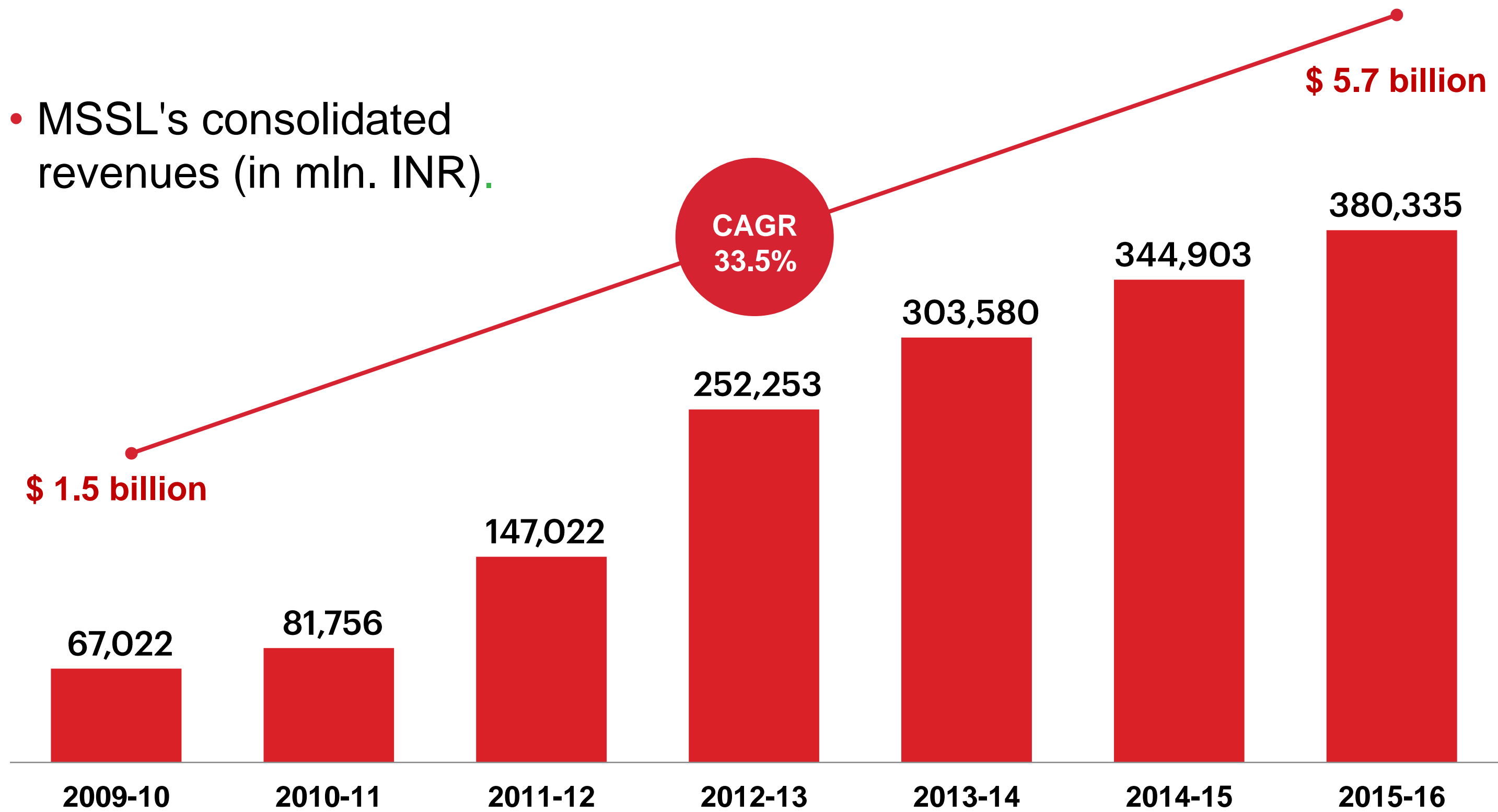


- Established in 1986, MSSL is a joint venture between Samvardhana Motherson Group (SMG) and Sumitomo Wiring Systems (Japan).
- MSSL is one of the largest manufacturers of wiring harnesses, rear-view mirrors, IP modules, door trims and bumpers for passenger car manufacturers.

Based on FY 2016 consolidated revenues, excluding sales of services and other operating revenue

Growing through customer trust.

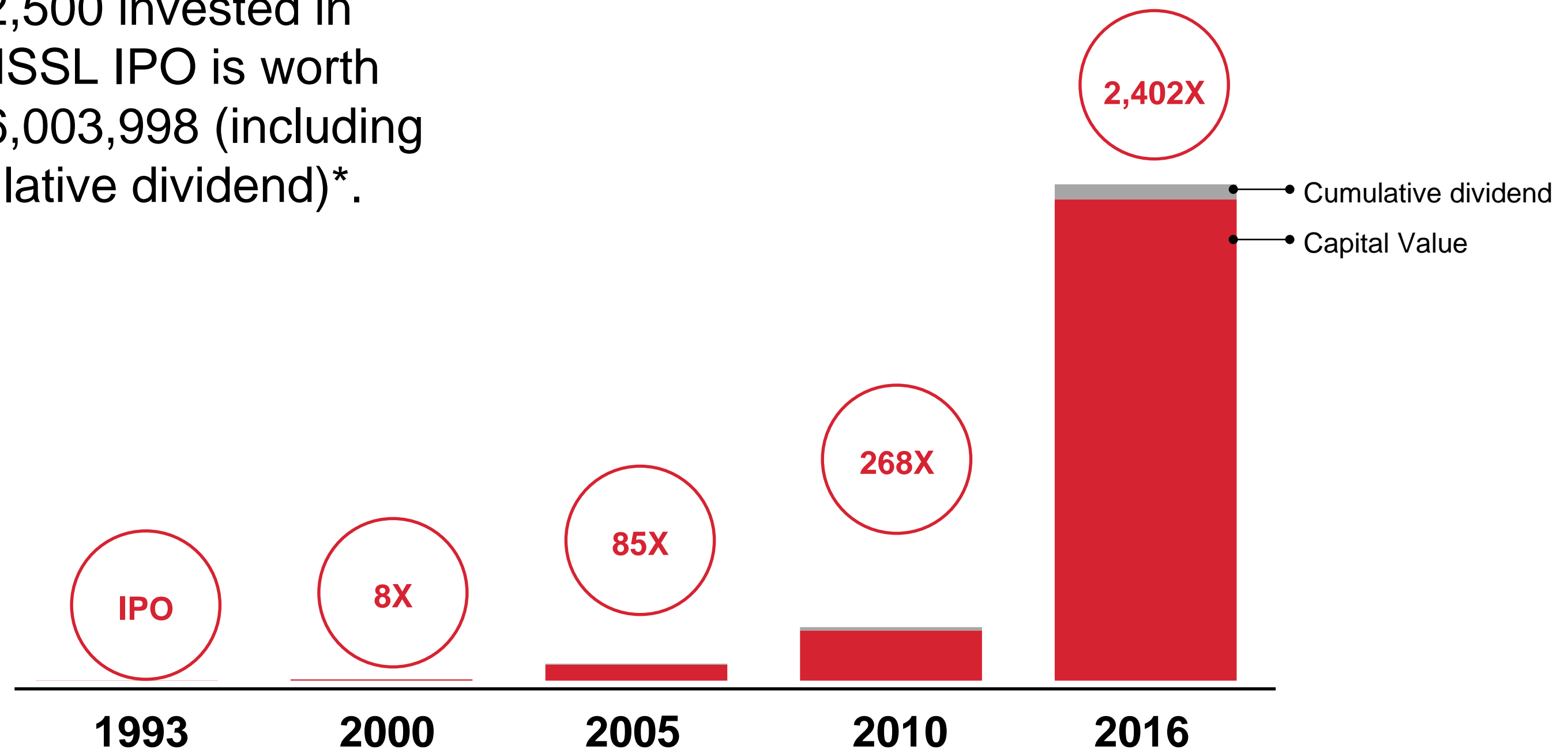
- MSSL's consolidated revenues (in mln. INR).



As on 31st March 2016.

Returns to shareholders.

- INR 2,500 invested in the MSSL IPO is worth INR 6,003,998 (including cumulative dividend)*.



*As on 30th January 2017

Motherson is trusted by OEMs globally.



Motherson is trusted by OEMs globally.

Daimler



Best Performance Award



Partner for Asia

VW



Partner for FAST Program

GM



Supplier of the year



Supplier Quality Excellence Award

Maruti Suzuki



Overall Excellence



Design & Development

Toyota



Supplier of the Year Golden Award



Zero PPM Award

Hyundai



Best Overall Performance

Motherson is trusted by OEMs globally.

Renault
Nissan



Overall Best QCDM
Performance Awards

Nissan



Supplier Best Practices
Poke Yoke Development

Mahindra



Best Quality
Performance Award

Tata Motors



Best Supplier Quality

JCB



Chairman's Award
Special Citation
of Distinction



Q.C.R.P.M
Supplier
Performance

Caterpillar



Platinum Level in
Supplier Quality
Excellence Process

John Deere



Commendable
Performance for
India Business

NAACO / Hyster Yale



Above and beyond

Rankings.

Top 100 global OEM parts suppliers - Ranked by sales of original equipment parts in 2015									
2015 rank	Company	Address	Executive	Total global OEM parts sales in 2015 (\$ million)	Total global OEM parts sales in 2014 (\$ million)	Percent change 2015/14	Percent rank 2015	Percent rank 2014	Products
22	Schaeffler AG	Industriestrasse 1-3 Hersingstrasse, Bielefeld 33624, Germany	Klaus Rosenfeld president	\$5,590	\$6,383	-12%	20	24	Auto-iron bearings, engine components chassis & transmissions, 23
23	Ponarsense Automotive Systems Co., Ltd.	1008, Ohta Koshika Kodoma City, Osaka 571-8001, Japan	Kazuhiko Tsuji president	\$1,887.10	\$1,843.10	2%	14	55	Auto & vehicle repair, control, valve, pressure, auto systems, 21
24	Toyoda Gosei Co., Ltd.	1-1-1, Higashi-ku Nishi-ku, 400-8584, Japan	Takashi Aizawa chairman	\$1,386.10	\$1,278.10	8%	6	66	Auto-iron bearings, engine components chassis & transmissions, 23
25	Autoliv Inc.	1-1-1, Higashi-ku Nishi-ku, 400-8584, Japan	John J. Frawley chairman, president & CEO	\$1,178	\$1,240	-5%	31	34	Auto & vehicle repair, control, valve, pressure, auto systems, 21
26	Mitsubishi Automotive Systems	1-1-1, Higashi-ku Nishi-ku, 400-8584, Japan	Shinji Yamashita president & CEO	\$1,118.10	\$1,040.10	7%	—	—	Engine management, electric powertrain, drive control
27	Gerdau	Atenas 100, 10 Madrid 28014, Spain	Francisco Robles president & CEO	\$1,111	\$1,108	0%	19	14	Auto & vehicle repair, control, valve, pressure, auto systems, 21
28	BorgWarner Inc.	3350 Wacker Road Auburn Hills, MI 48003, USA	James Vanter president & CEO	\$1,023	\$1,035	-1%	34	28	Auto & vehicle repair, control, valve, pressure, auto systems, 21
29	Hyundai Wia Corp.	337-4, Daejeon Science Town, Chungnam Provinc, 30538, South Korea	Jin-Mo Yoon president & CEO	\$1,000	\$1,000	0%	7	84	Auto & vehicle repair, control, valve, pressure, auto systems, 21
30	Magnum Motors S.p.A.	Viale Aldo Moro 10/11 Corrida, Milan 20091, Italy	Paolo Marino CEO	\$1,000	\$1,000	0%	14	10	Auto & vehicle repair, control, valve, pressure, auto systems, 21
31	Sommerkara Motors Group	P.O. Box 1, Sector 107, Noida - 201301, India	Vinod Kumar Singh chairman	\$1,000	\$1,000	0%	40	41	Auto & vehicle repair, control, valve, pressure, auto systems, 21
32	Hella KGaA	Hella KGaA Lippstadt 33689, Germany	Volker Dierckx CEO	\$1,000	\$1,000	0%	21	23	Auto & vehicle repair, control, valve, pressure, auto systems, 21
33	Cummins Inc.	200 Lexington Rd Columbus, IN 47201, USA	Tom Lister chairman & CEO	\$1,000	\$1,000	0%	61	13	Auto & vehicle repair, control, valve, pressure, auto systems, 21
34	Bosch Power Tools GmbH	Mühlweg 100 Dortmund 44139, Germany	Jürgen Otto CEO	\$1,000	\$1,000	0%	25	22	Auto & vehicle repair, control, valve, pressure, auto systems, 21
35	GM	P.O. Box 100, Pontiac, Michigan 48050, USA	Philip Breach CEO, GM Division	\$1,000	\$1,000	0%	38	23	Auto & vehicle repair, control, valve, pressure, auto systems, 21
36	Jatco	7-1-1, Higashi-ku Nishi-ku, 400-8584, Japan	Teruo Nishitani president and CEO	\$1,000	\$1,000	0%	—	76	Auto & vehicle repair, control, valve, pressure, auto systems, 21
37	Plastic Omnium Co.	1-1-1, Higashi-ku Nishi-ku, 400-8584, France	Laurent Boute chairman & CEO	\$1,000	\$1,000	0%	30	18	Auto & vehicle repair, control, valve, pressure, auto systems, 21
38	Tricor	1-1-1, Higashi-ku Nishi-ku, 400-8584, USA	Donald R. Hill chairman & CEO	\$1,000	\$1,000	0%	51	6	Auto & vehicle repair, control, valve, pressure, auto systems, 21
39	Dana Holding Corp.	2430 Technology Drive Maumee, OH 43507, USA	James K. Korteck president & CEO	\$1,000	\$1,000	0%	53	24	Auto & vehicle repair, control, valve, pressure, auto systems, 21
40	Goodyear Tire & Rubber Co.	230 Innovation Way Akron, OH 44316, USA	Richard K. Smith chairman, CEO and president	\$1,000	\$1,000	0%	37	35	Auto & vehicle repair, control, valve, pressure, auto systems, 21
41	Mitsubishi Electric Corp.	2-7-1, Higashi-ku Nishi-ku, 400-8584, Japan	Mitsuru Muroga chairman & CEO	\$1,000	\$1,000	0%	31	22	Auto & vehicle repair, control, valve, pressure, auto systems, 21
42	Tricor	1-1-1, Higashi-ku Nishi-ku, 400-8584, USA	Donald R. Hill chairman & CEO	\$1,000	\$1,000	0%	51	29	Auto & vehicle repair, control, valve, pressure, auto systems, 21
43	GM	2430 Technology Drive Maumee, OH 43507, USA	James K. Korteck president & CEO	\$1,000	\$1,000	0%	53	24	Auto & vehicle repair, control, valve, pressure, auto systems, 21
44	Yokohama Rubber Co., Ltd.	1-1-1, Higashi-ku Nishi-ku, 400-8584, Japan	Naoki Muroga chairman & CEO	\$1,000	\$1,000	0%	19	3	Auto & vehicle repair, control, valve, pressure, auto systems, 21

THE SECTORIAL LIST

INDUSTRY RANK

FI
500
Rank
2016

REVENUE
Rs crore

PROFIT
Rs crore

ASSETS
Rs crore

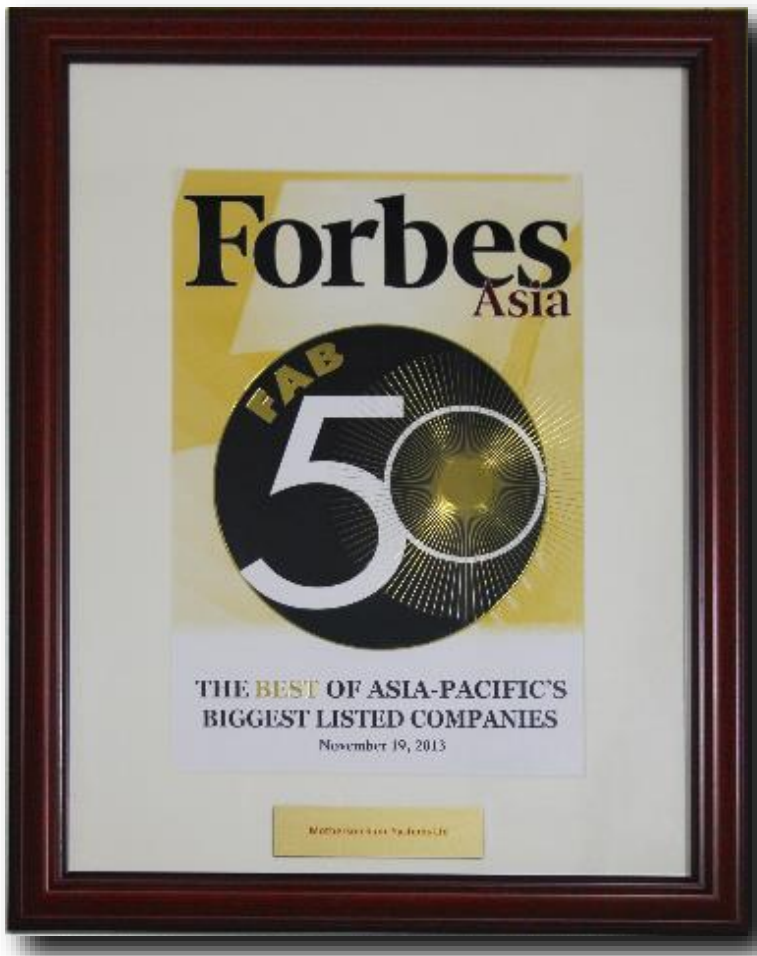
NET
WORTH
Rs crore

AUTO ANCILLARIES

1	MOTHERSON SUMI SYSTEMS	37	38962.30	1273.70	12446.60	4236.00
2	AMTEK AUTO	76	16792.21	-987.09	20758.75	5900.40
3	SUNDARAM CLAYTON	100	12597.10	243.50	3532.68	1331.98
4	BOSCH	120	10936.50	1248.10	8775.80	8288.80
5	VARROC ENGINEERING	155	8578.62	245.51	3490.76	1847.94
6	BHARAT FORGE	170	7927.46	649.99	6776.76	3575.76
7	MAHINDRA CIE AUTOMOTIVE	231	5239.55	116.31	3343.31	2010.73
8	SUNDARAM FASTENERS	314	3312.36	122.98	1555.32	929.98
9	MINDA INDUSTRIES	391	2564.15	111.13	1016.65	468.21
10	SKF INDIA	397	2512.07	205.72	1596.86	1569.39
11	MINDA CORPORATION	398	2491.40	107.27	1198.47	547.59
12	RANE HOLDINGS	401	2477.11	65.54	1382.08	590.76
13	ASAHI INDIA GLASS	428	2211.32	86.95	1875.22	354.05
14	WHEELS INDIA	462	2015.62	39.99	800.18	408.16
15	WABCO INDIA	473	1894.24	204.62	1073.23	1053.95
16	FAB BEARINGS INDIA	486	1794.09	197.48	1312.77	1287.32

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SMG ranked 31st
among global
automotive suppliers
by *Automotive News*

MSSL ranked No. 1
auto ancillary in India
for 7 consecutive years
by *Fortune India*

**MSSL among the Fab
50 companies of Asia**
for 4 consecutive years
by *Forbes*

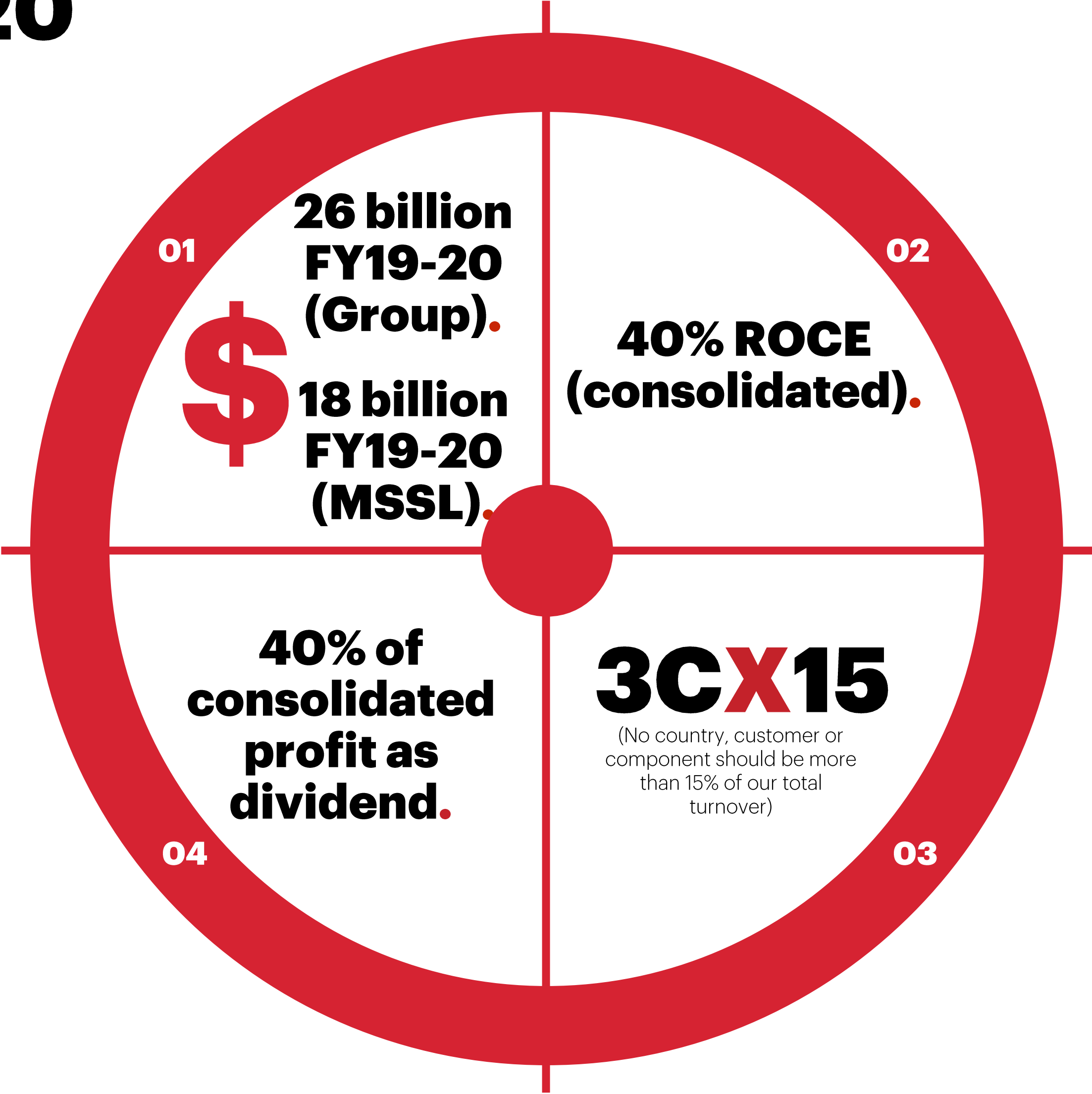
02 Our approach to growth.

5YP

In 1995, we started working with 5 year plans. Partly at the request of analysts, we started to publish them. Today, Motherson only gives a 5-year guidance.

Our 2020 targets.

Our 5th
five-year
plan.



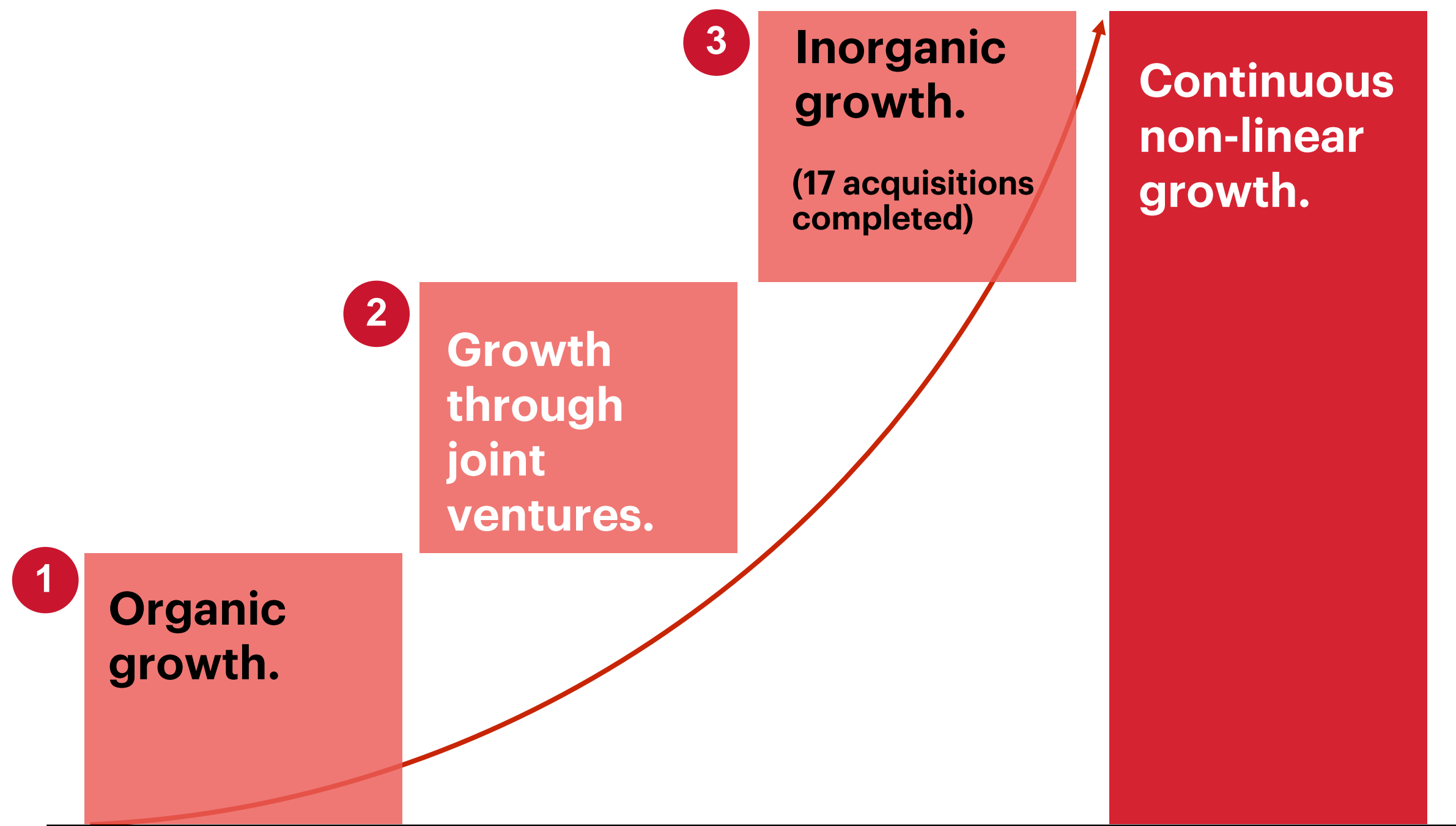
Headroom for growth.

We have initiated two successful bond issues (in 2014 and 2015) for a total of EUR 600 mln.

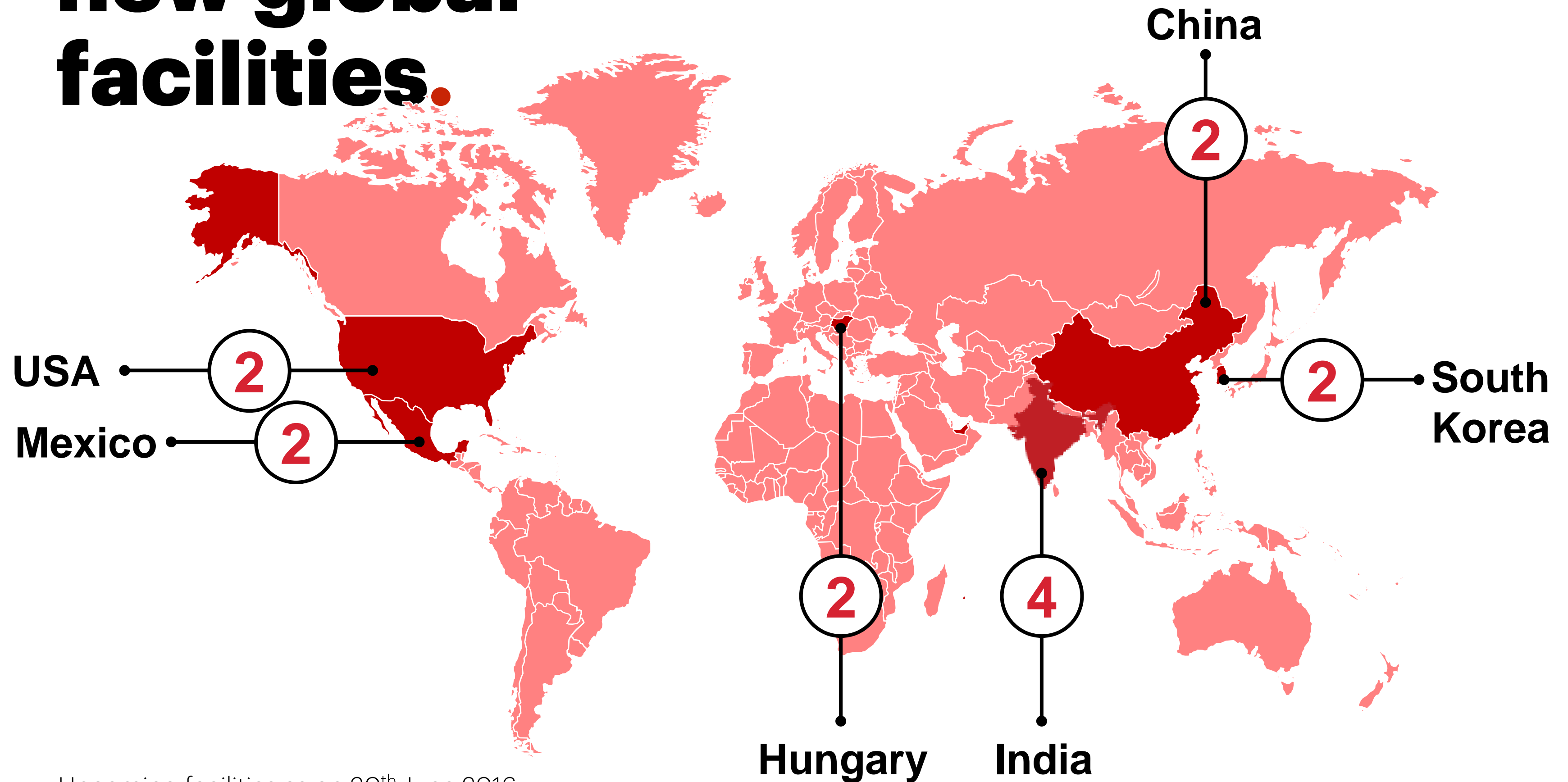
In 2016, we completed a QIP, placing 62,884,827 new shares.



Focus on three pillars of growth.



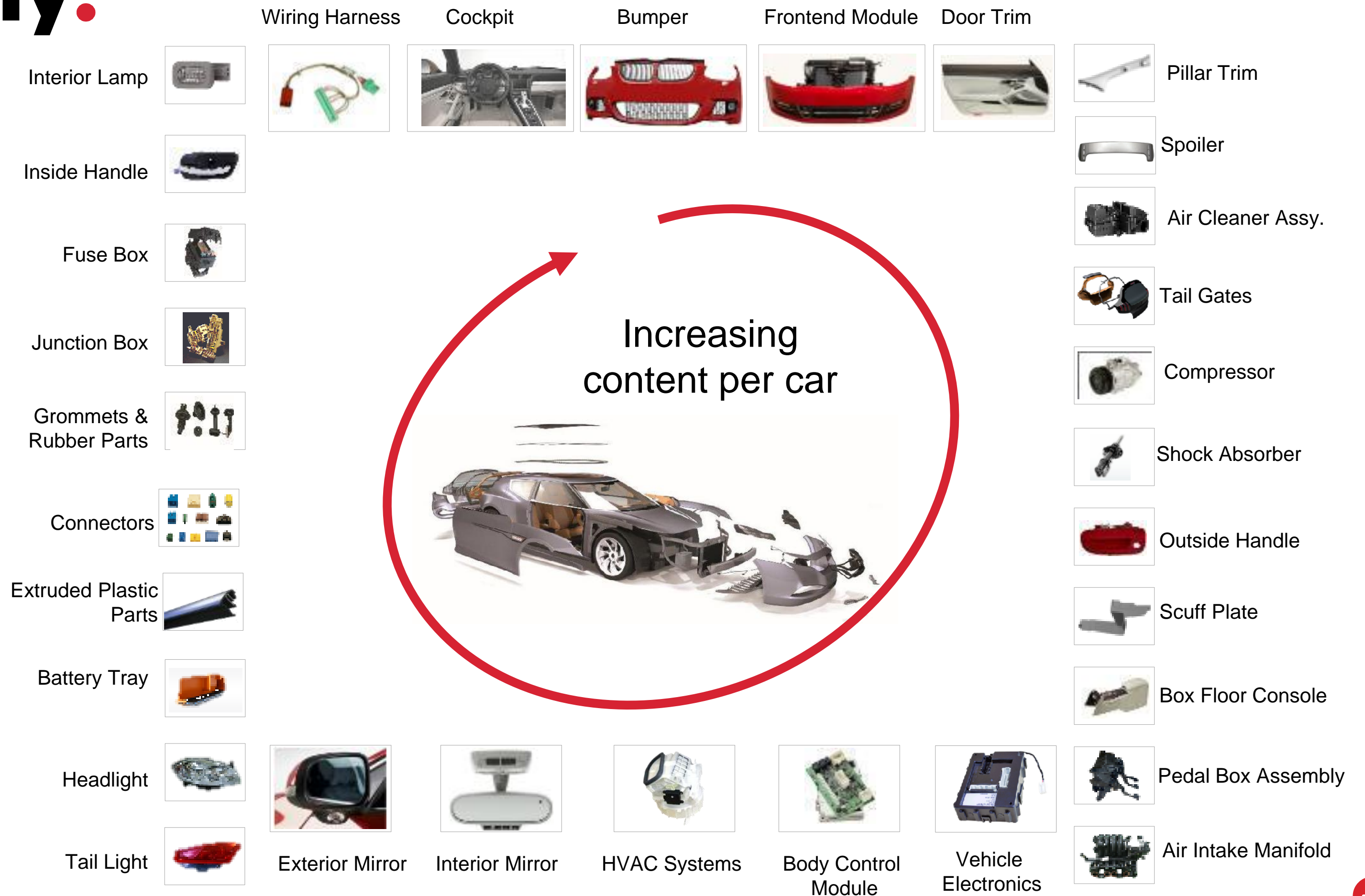
Organic growth: new global facilities.



Upcoming facilities as on 30th June 2016.

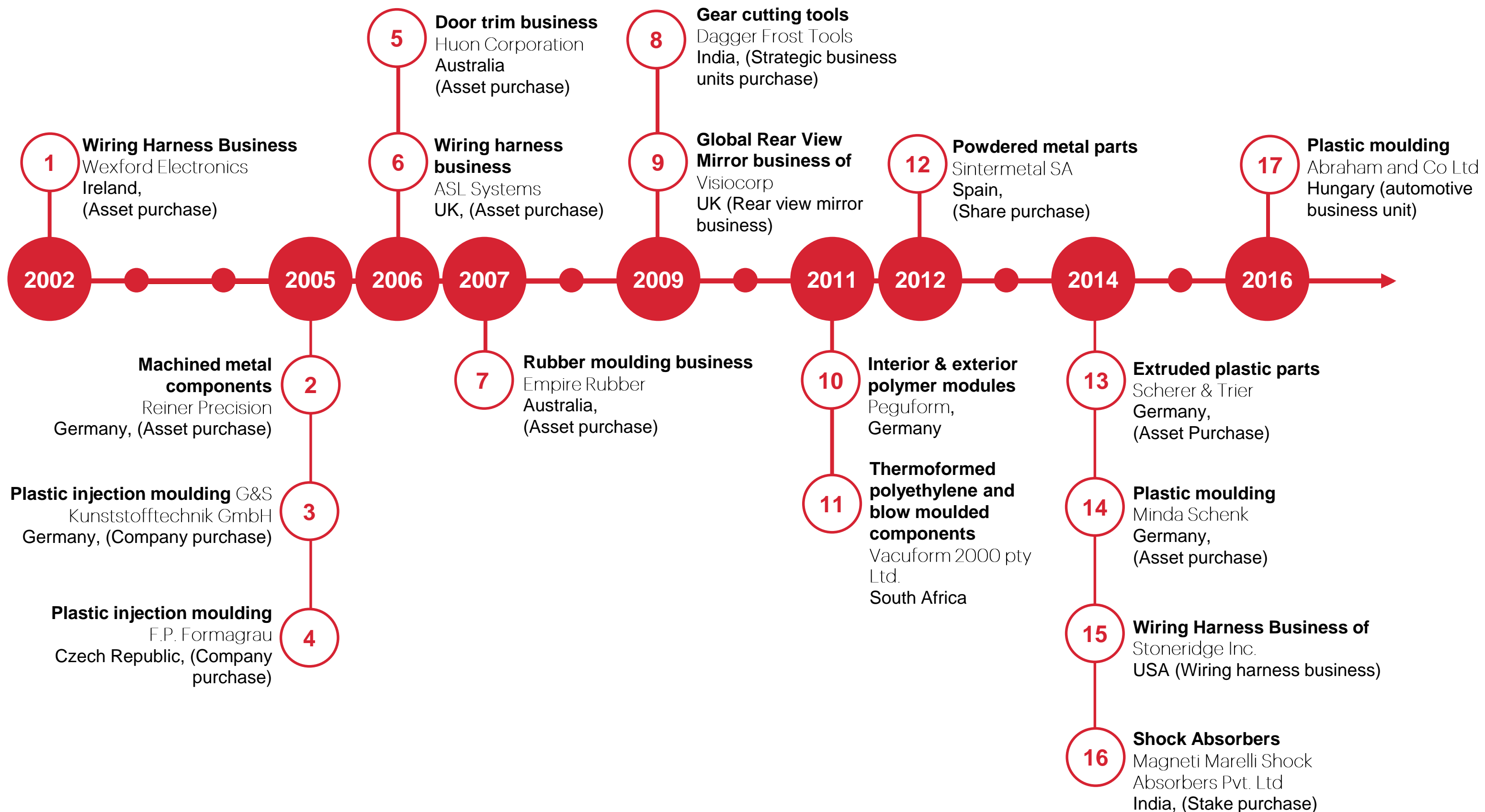
Organic growth: a “not yet” company.

Focus on giving the best suited solutions to customers. with an open mind. In the process, we increase content per vehicle, serve more geographies, get new technologies, make new acquisitions, etc.



Approach to acquisitions.

SMG has made 17 acquisitions since 2002, creating synergies while leaving companies to manage themselves as autonomously as possible.



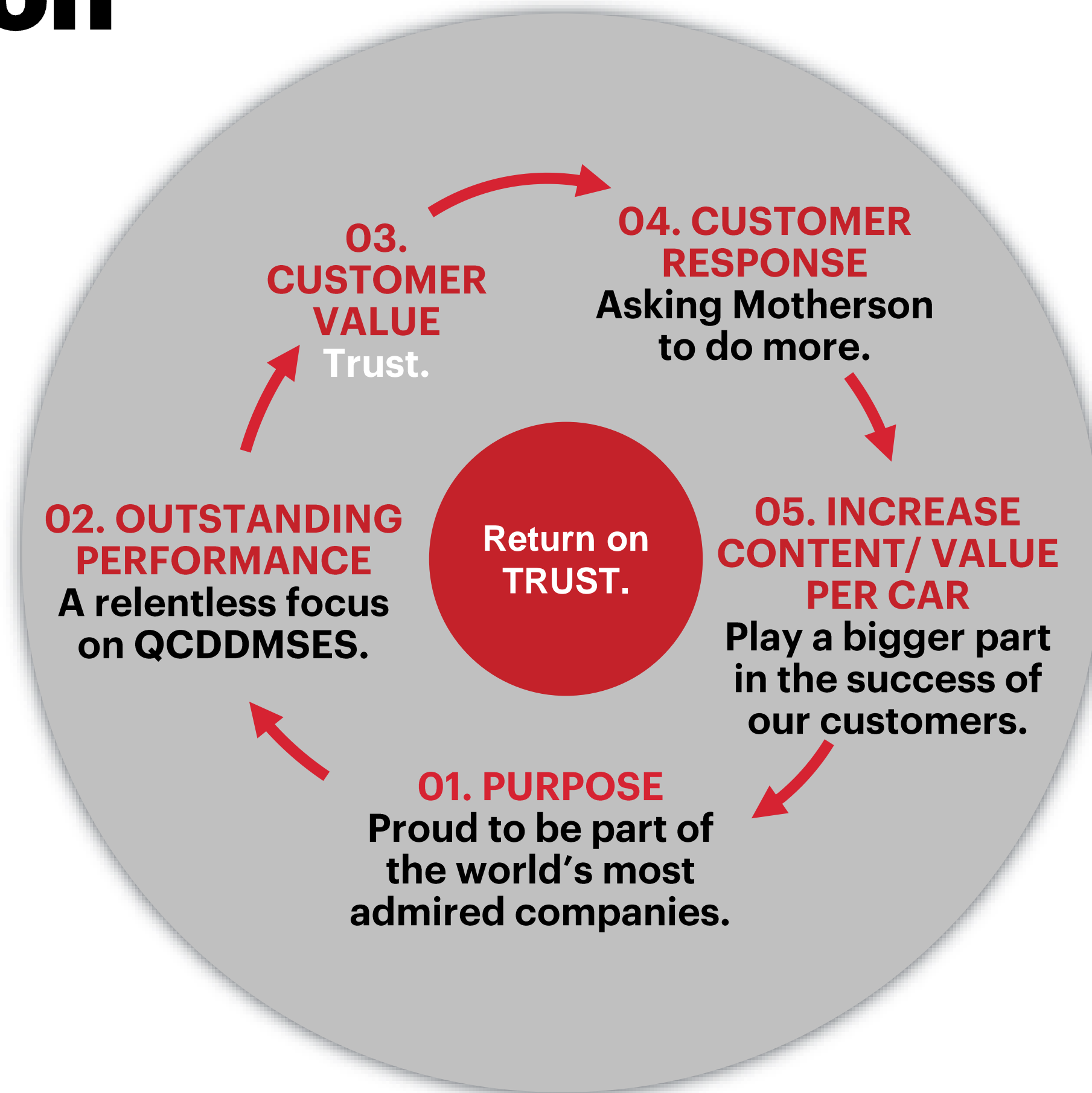
The industry environment: breathing with the market.

Circle of influence

We focus on improving our own operational performance.

A global company adjusts to the external environment - as one cannot change it.

How Motherson creates value.



A person is skydiving over a deep, rugged canyon. The skydiver is in the upper right portion of the frame, falling towards the bottom. The canyon walls are steep and rocky, with some green vegetation visible. A river or lake is visible at the bottom of the canyon. The sky is blue with some white clouds.

Top line is vanity.

**Bottom line is
sanity.**

**Cash in bank
is reality.**

Never pursue
top line for
the sake of
topline only.

Ekla chalo.

The Motherson approach is not based on examples in corporate history.

We believe we can and must write our own history.



Thank you.

Safe harbour

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements.

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