



The Mother'son growth journey.

February 2017

01 A brief introduction to Motherson.



samvardhana
motherson

**Samvardhana
Motherson 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 spanning the San Francisco Bay. The bridge's iconic orange-red towers and suspension cables are prominent. The water below is a deep blue, with a small sailboat visible in the distance. The sky is a clear, pale blue with some light clouds. The bridge is filled with cars, and the overall scene is bright and clear.

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

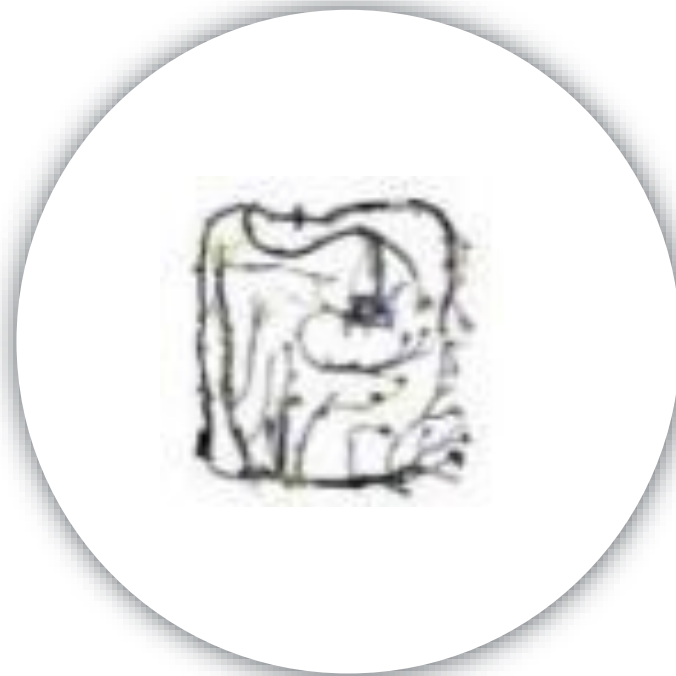
**To be a
globally
preferred
solutions
provider.**

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.



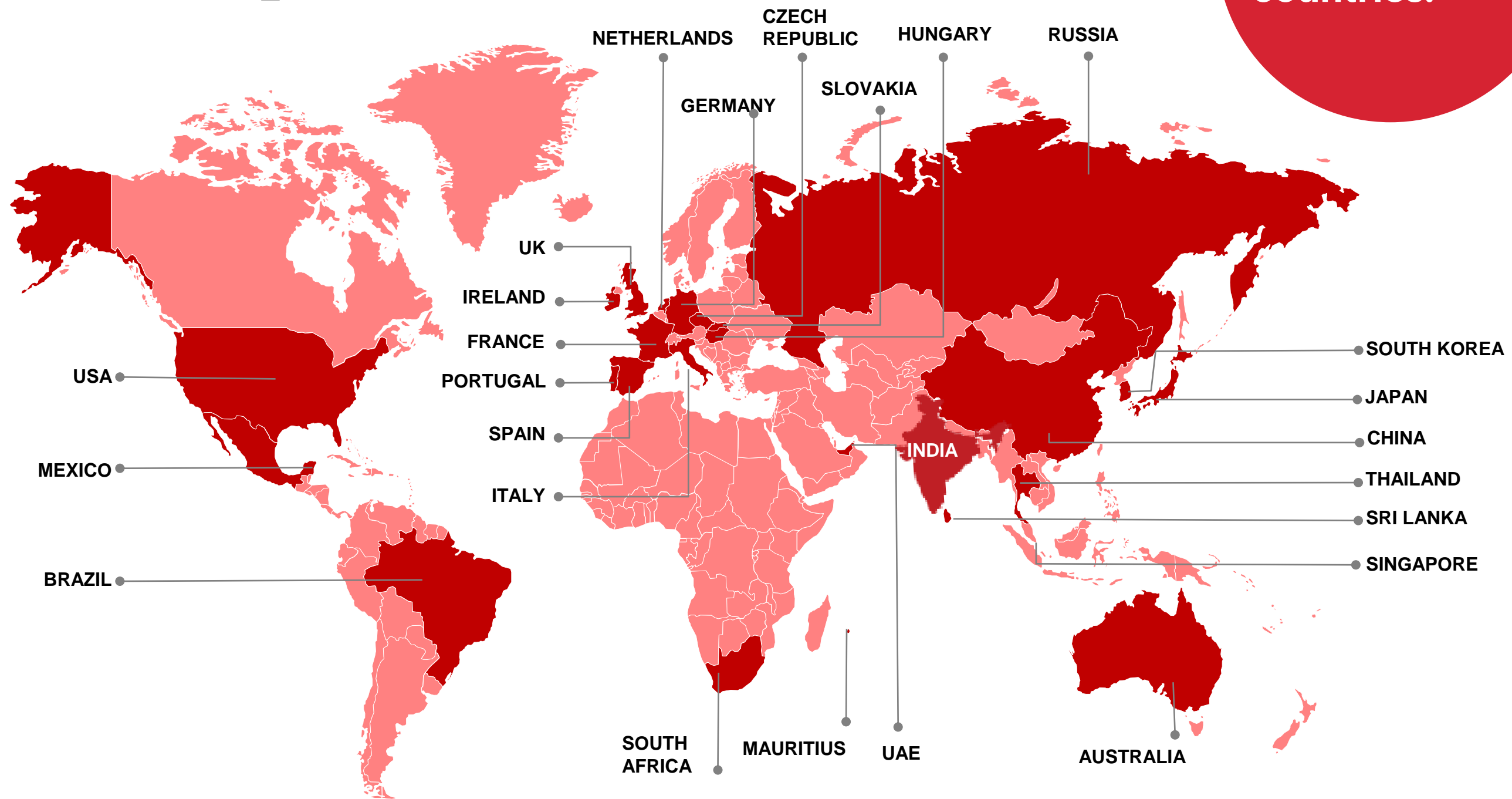
07 Manufacturing support.



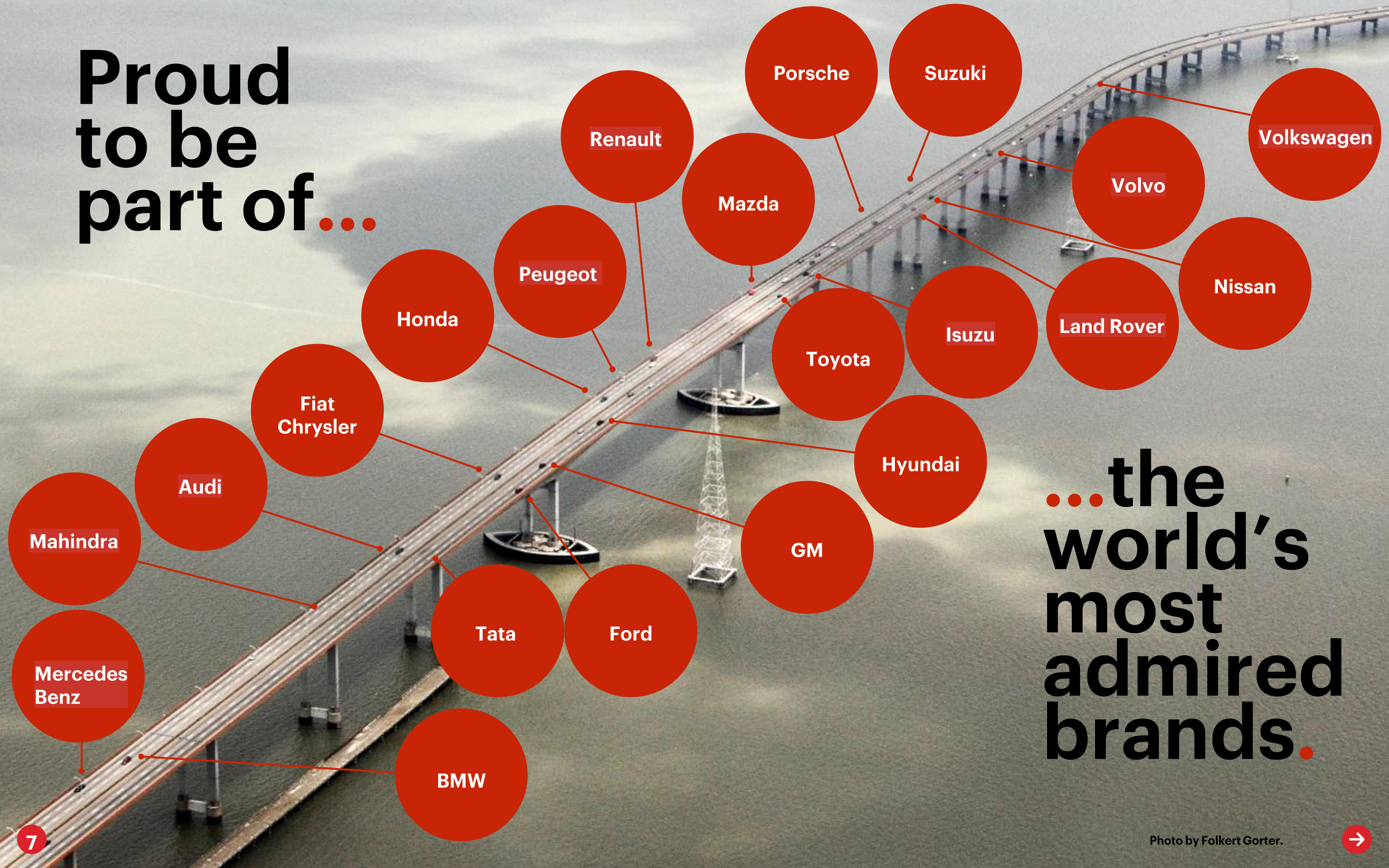
A growing portfolio that is diverse and scalable.

Supporting customers globally.

Over 200 facilities in 26 countries.



Proud to be part of...



Renault

Porsche

Suzuki

Volkswagen

Volvo

Mazda

Peugeot

Honda

Nissan

Land Rover

Isuzu

Toyota

Fiat
Chrysler

Hyundai

Audi

GM

Mahindra

Tata

Ford

Mercedes
Benz

BMW

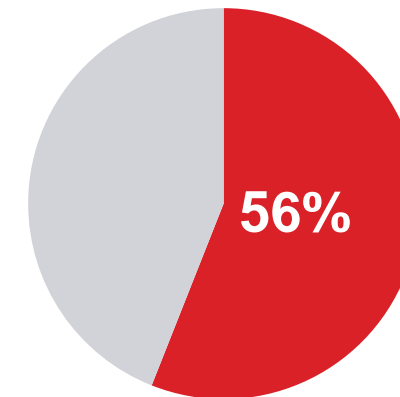
...the world's most admired brands.

MSSL's core business units.

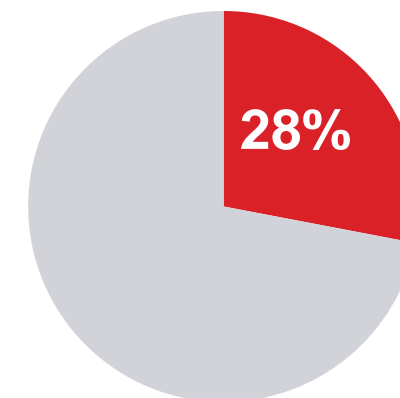
01 Modules and polymer products



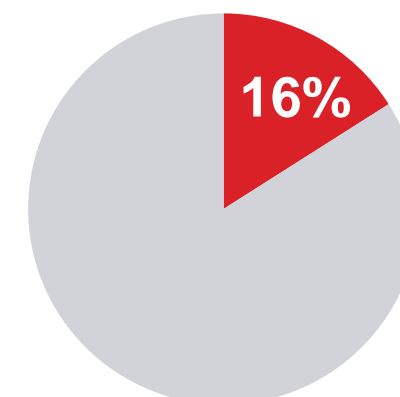
% of
MSSL sales.



02 Rear view mirrors



03 Wiring harnesses

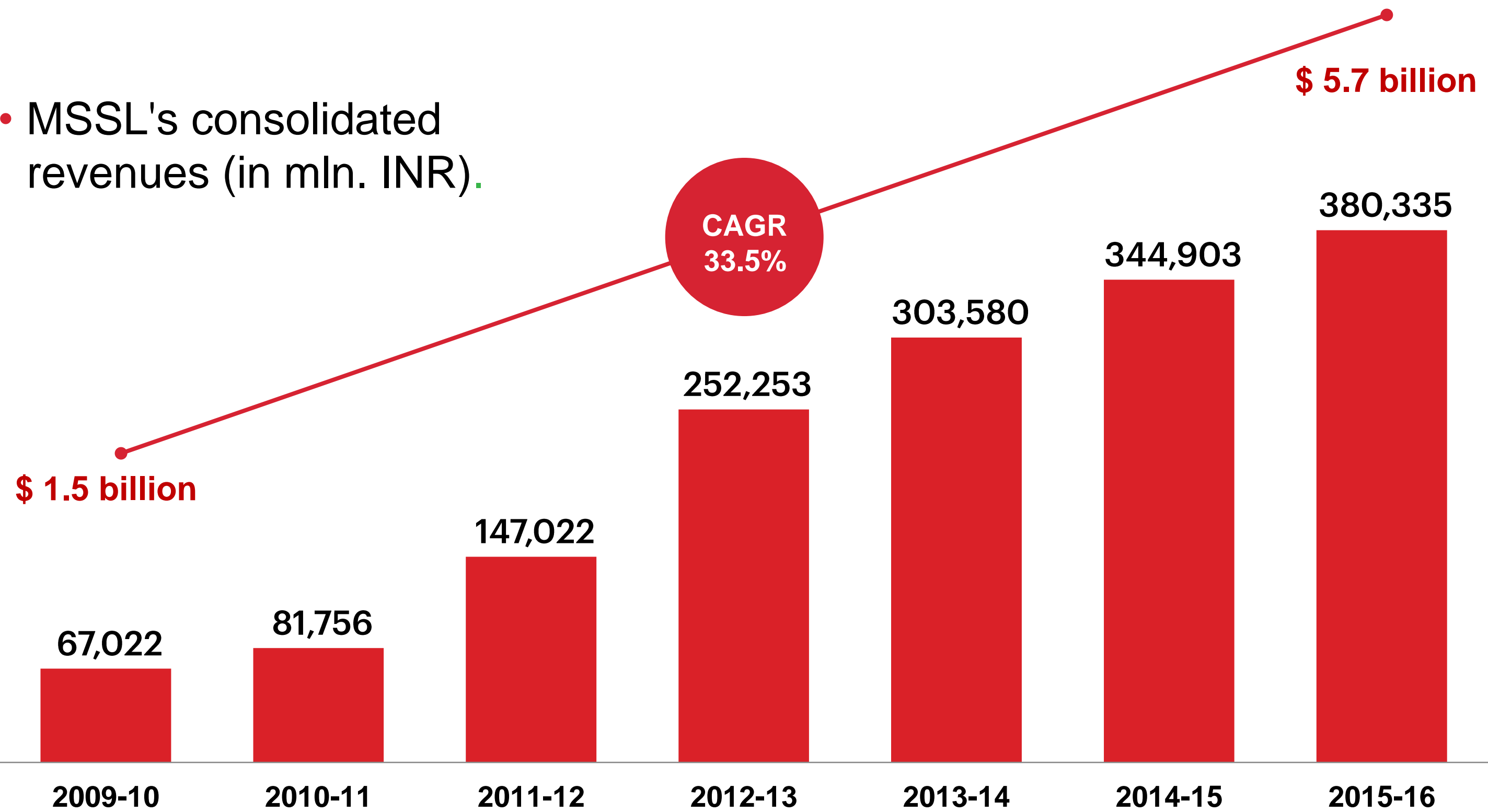


- Established in 1986, MSSL is a joint venture between Samvardhana Motherson Group (SMG) and Sumitomo Wiring Systems (Japan).
- MSSL is one of the largest manufacturers of wiring harnesses, rear-view mirrors, IP modules, door trims and bumpers for passenger car manufacturers.

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

Growing through customer trust.

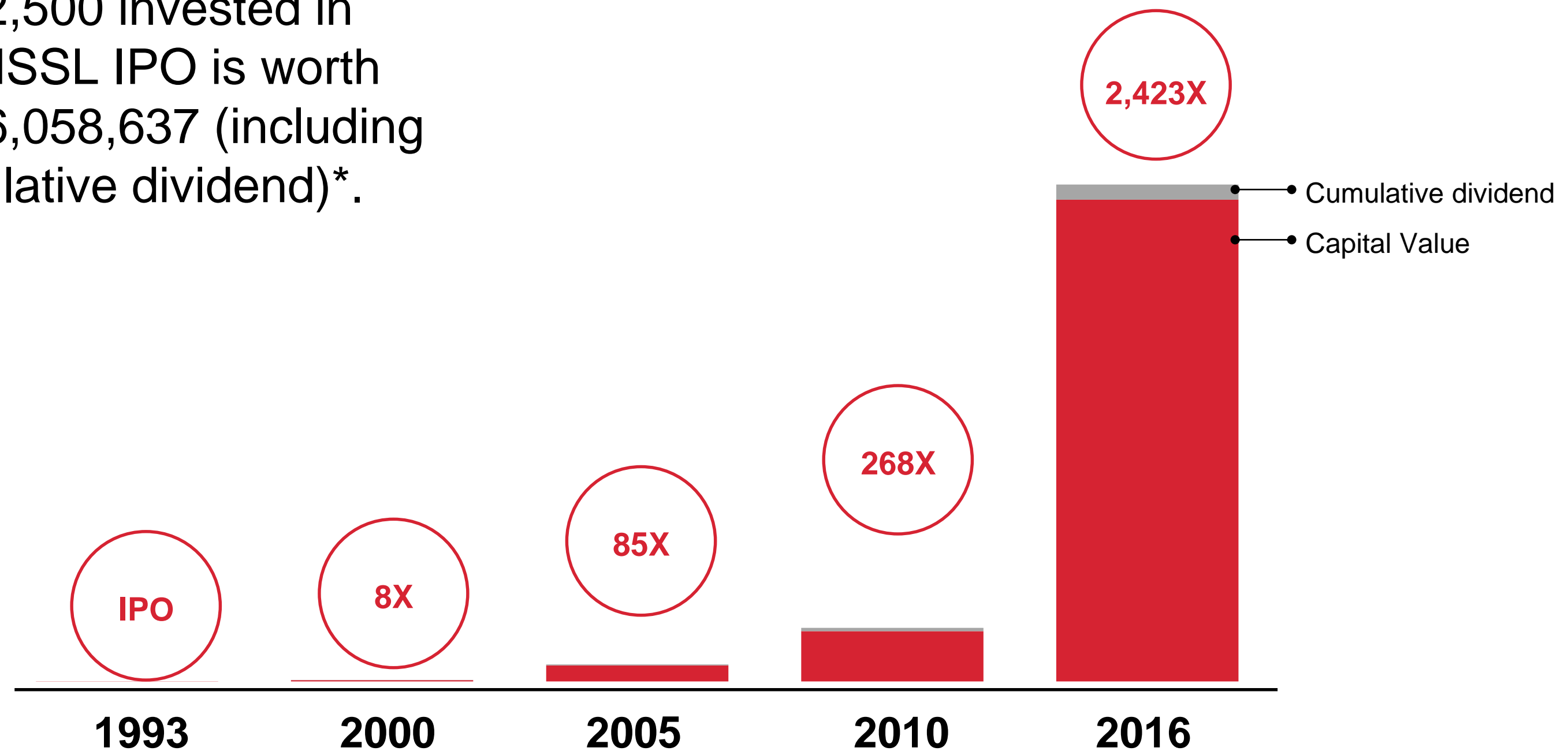
- MSSL's consolidated revenues (in mln. INR).



As on 31st March 2016.

Returns to shareholders.

- INR 2,500 invested in the MSSL IPO is worth INR 6,058,637 (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
Poka 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



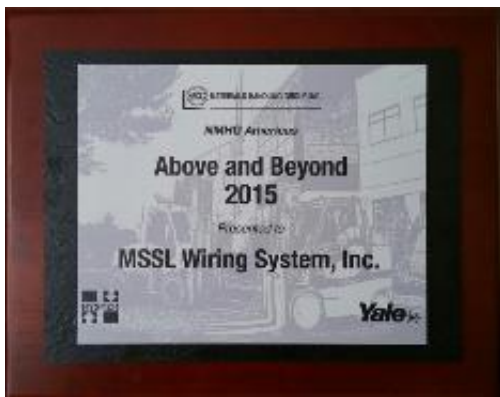
Platinum Level in
Supplier Quality
Excellence Process

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 Hersingenstrasse, Bawita (8074, Germany)	Klaus Rosenfeld president	55,590	56,393	-1.4%	20	21	Auto & truck bearings, engine components, chassis & transmissions, 23
23	Ponarsense Automotive Systems Co., Ltd.	1008, Oda, Tokyo (81) 6-6966-1121; ponarsense.com	Kazuhiko Tsuji president	5,587.10	5,543.10	0.8%	20	14	Auto & truck bearings, chassis & transmission systems, 21
24	Toyoda Gosei Co., Ltd.	4-2-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Takashi Aoyama chairman	5,386.10	7,278.10	-26.6%	21	6	Auto & truck bearings, engine components, chassis & transmissions, 23
25	Alkermis Inc.	1401 E-107-20-000, autoh.com Stockholm, SE-121 24, Sweden	Jari Lahti chairman, president & CEO	5,178	5,240	-1.2%	21	34	Auto & truck bearings, chassis & transmission systems, 21
26	Mitsubishi Automotive Systems	2-1-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Takashi Aoyama chairman	5,118.10	6,340.10	-19.1%	22	—	Engine management, electric powertrain, drive control
27	Gerdau	Atenas 100, 10 Madrid 28014, Spain	Francisco Robles president & CEO	5,111	6,338	-19.1%	22	14	Auto & truck bearings, chassis & transmission systems, 21
28	BorgWarner Inc.	3350 Wacker Road Auburn Hills, MI 48003, USA	James Vaner president & CEO	5,023	5,335	-6.2%	23	28	Auto & truck bearings, chassis & transmission systems, 21
29	Nippon Yusen Corp.	3-1-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Jiro-Mu Yama president & CEO	7,488	7,398	1.2%	24	84	Auto & truck bearings, chassis & transmission systems, 21
30	Magnum Motors S.p.A.	Viale Aldo Moro 10/11 Cortina, Milan 20011, Italy	Paolo Geronzi CEO	7,425.1	8,052.1	-8.1%	24	10	Auto & truck bearings, chassis & transmission systems, 21
31	Sommerkara Motors Group	P.O. Box 1, Sector 107, Noida - 201301, India	Vivek Chandra Sengupta chairman	7,265.1	6,900.1	5.1%	25	41	Auto & truck bearings, chassis & transmission systems, 21
32	Hella KGaA Hueck & Co.	Hellweg 10 Lippstadt, 33659, Germany	Hellweg 10 Lippstadt, 33659, Germany	7,188.10	6,990.10	2.8%	25	28	Auto & truck bearings, chassis & transmission systems, 21
33	Continental AG	33000, 33000 Cologne, 50667, Germany	Thomas Lieberich chairman & CEO	7,188	7,150	0.5%	26	13	Auto & truck bearings, chassis & transmission systems, 21
34	Bosch Powertrain GmbH	Mühlweg 10 Cologne, 50667, Germany	Jürgen Otto CEO	7,118	6,372	11.6%	26	21	Auto & truck bearings, chassis & transmission systems, 21
35	GM	P.O. Box 100, Pontiac, Michigan 48055-1000, USA	Philip Breach CEO, GM Division	6,588	7,318	-10.1%	27	23	Auto & truck bearings, chassis & transmission systems, 21
36	JATCO	7-1-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Teruo Nishitani president and CEO	6,182.10	6,777.10	-9.1%	28	—	Auto & truck bearings, chassis & transmission systems, 21
37	Plastic Omnium Co.	1, rue Pierre Curie Lavallois, France 91503, France	Laurent Boute chairman & CEO	6,218	5,370	15.6%	29	18	Auto & truck bearings, chassis & transmission systems, 21
38	Tricor Inc.	1000 E. 10th Avenue Aurora, IL 60018, USA	Donald Klein chairman & CEO	6,182	6,183	-0.01%	30	6	Auto & truck bearings, chassis & transmission systems, 21
39	Delta Holding Corp.	2430 Technology Drive Mannheim, OH 43037, USA	James Kerkowicz president & CEO	6,188	6,017	2.8%	31	12	Auto & truck bearings, chassis & transmission systems, 21
40	Goodyear Tire & Rubber Co.	2300 International Way Akron, OH 44316, USA	Richard Kohnen chairman, CEO and president	6,088.10	6,099.10	-0.2%	32	21	Auto & truck bearings, chassis & transmission systems, 21
41	Mitsubishi Electric Corp.	2-1-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Yoshiyuki Saito chairman & CEO	6,088.10	6,099.10	-0.2%	33	21	Auto & truck bearings, chassis & transmission systems, 21
42	Tricor Inc.	1000 E. 10th Avenue Aurora, IL 60018, USA	Donald Klein chairman & CEO	6,182	6,183	-0.01%	34	6	Auto & truck bearings, chassis & transmission systems, 21
43	UAC Group	4 rue de la Paix Paris, 75001, France	Robert Miller president & CEO	5,188	5,330	-2.8%	35	37	Auto & truck bearings, chassis & transmission systems, 21
44	Kota Motors Group	1-1-1, Higashi-ku Nishi-ku, Tokyo 100-0004, Japan	Shinjiro Kato chairman & CEO	5,081.10	5,335.10	-4.8%	36	86	Auto & truck bearings, chassis & transmission 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*

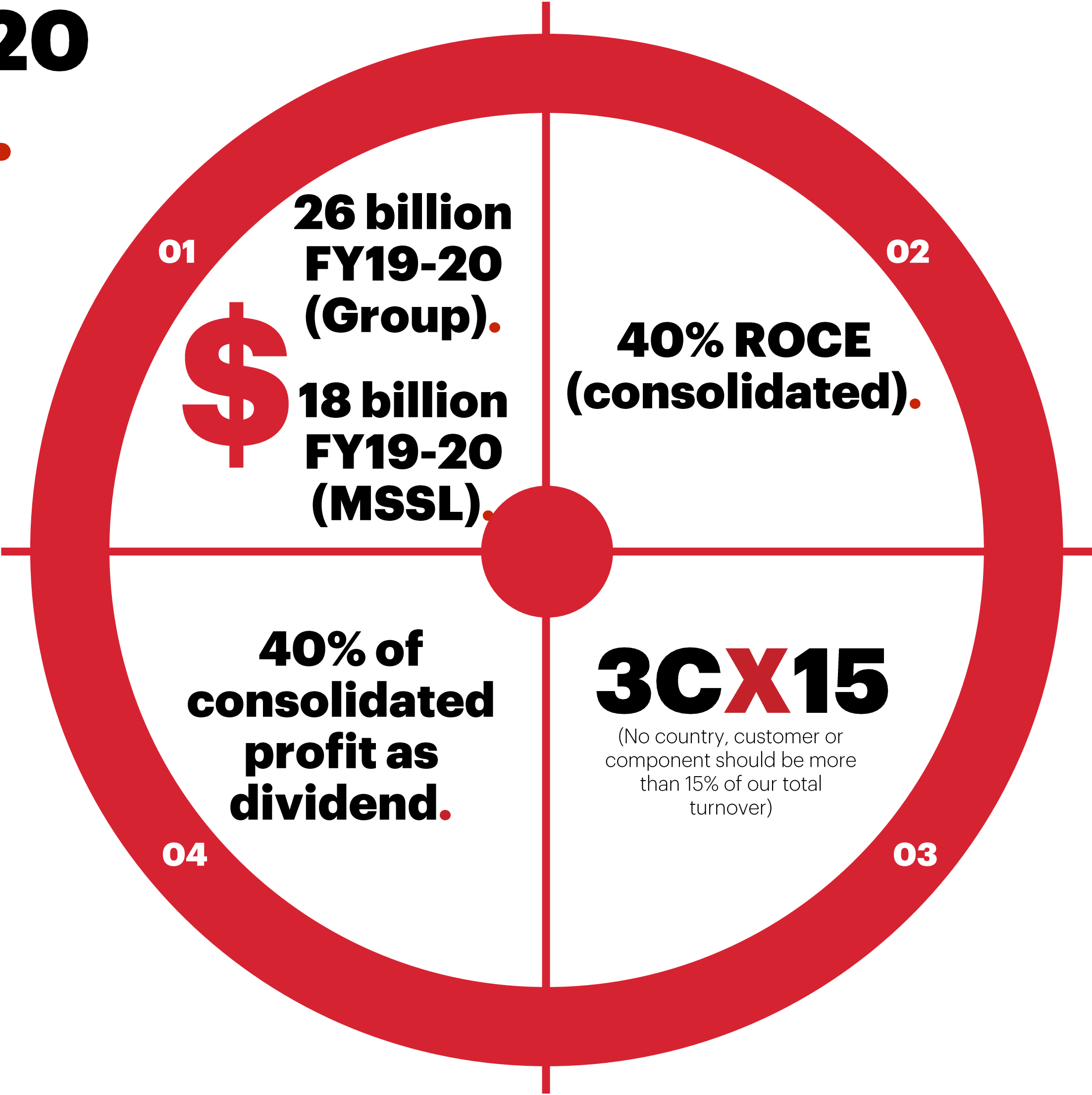
02 Our approach to growth.

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.

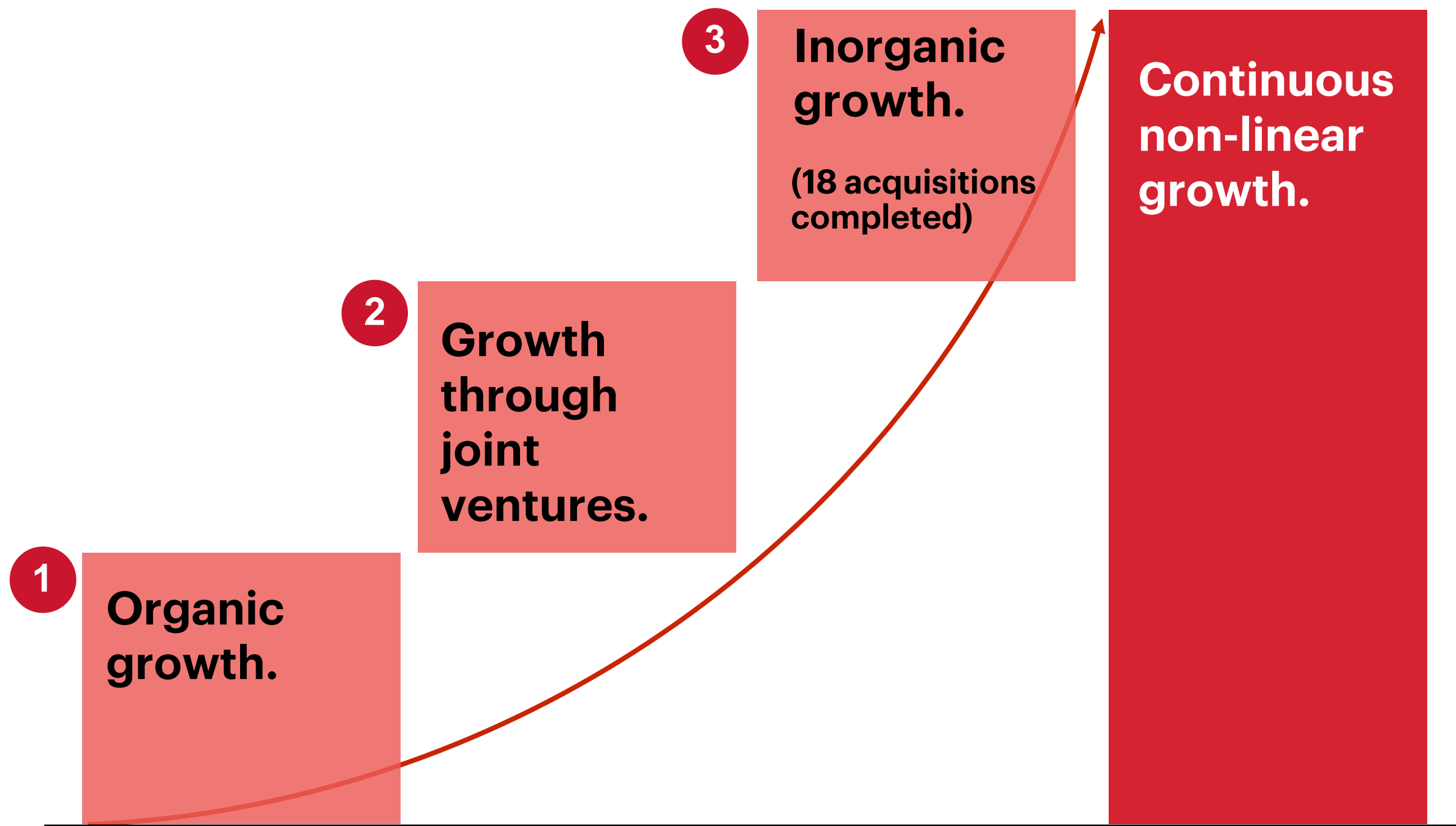
We have done successful bond issues at our subsidiary SMRPBV

- EUR 600 mln in 2014 and 2015.
- USD 400 mln in 2016.

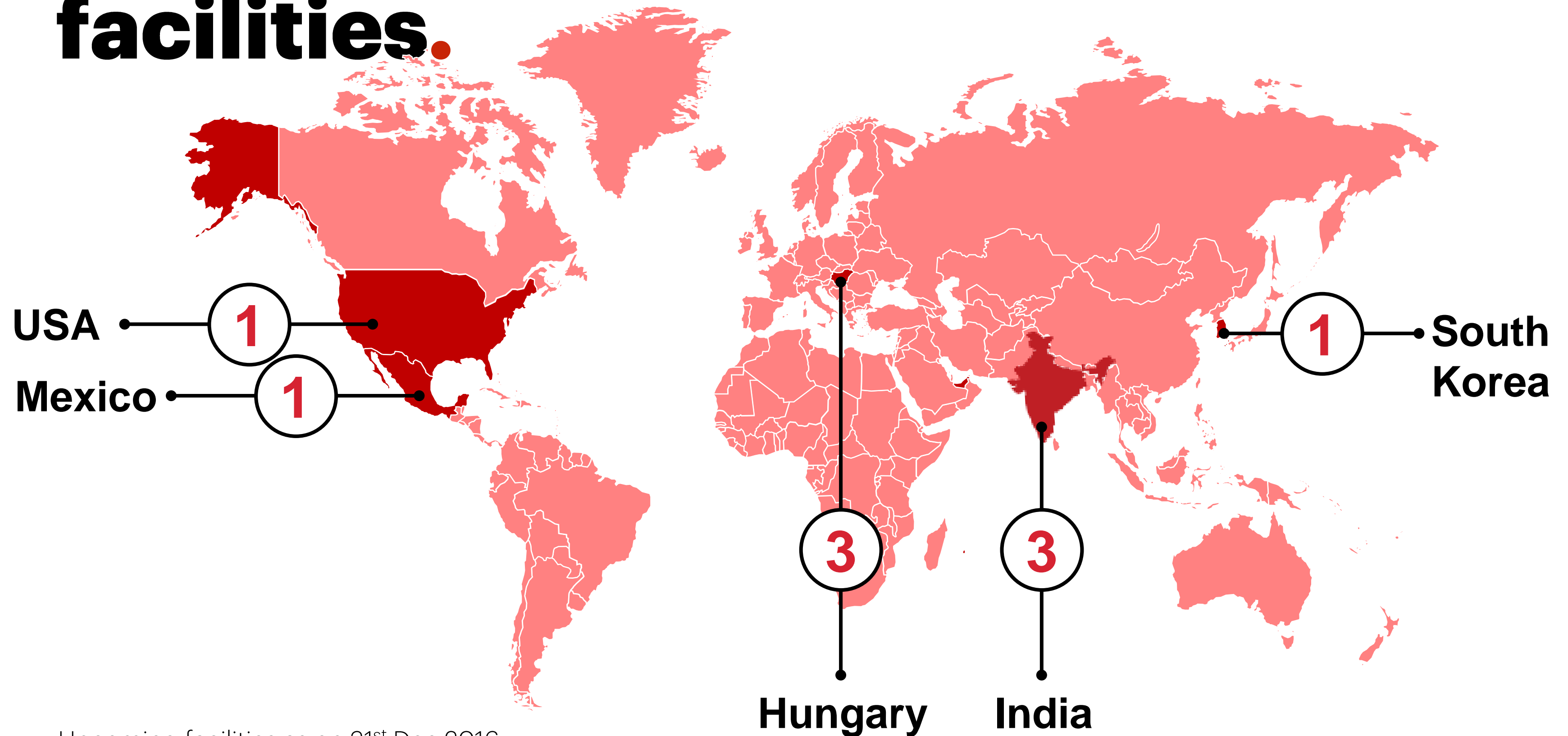
In 2016, we completed a QIP and preferential allotment, placing total 80,647,287 new shares.



Focus on three pillars of growth.



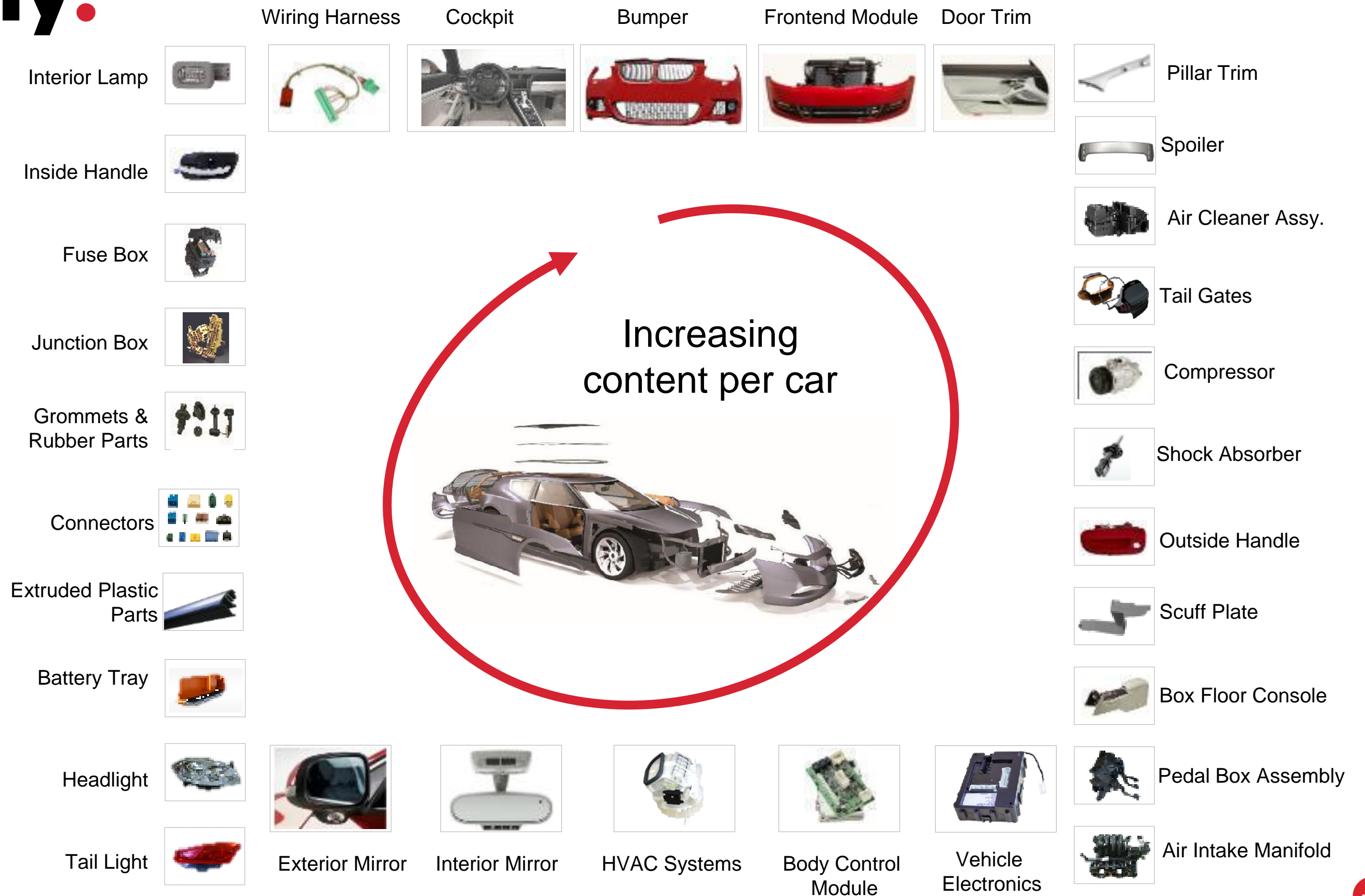
Organic growth: new global facilities.



Upcoming facilities as on 31st Dec 2016.

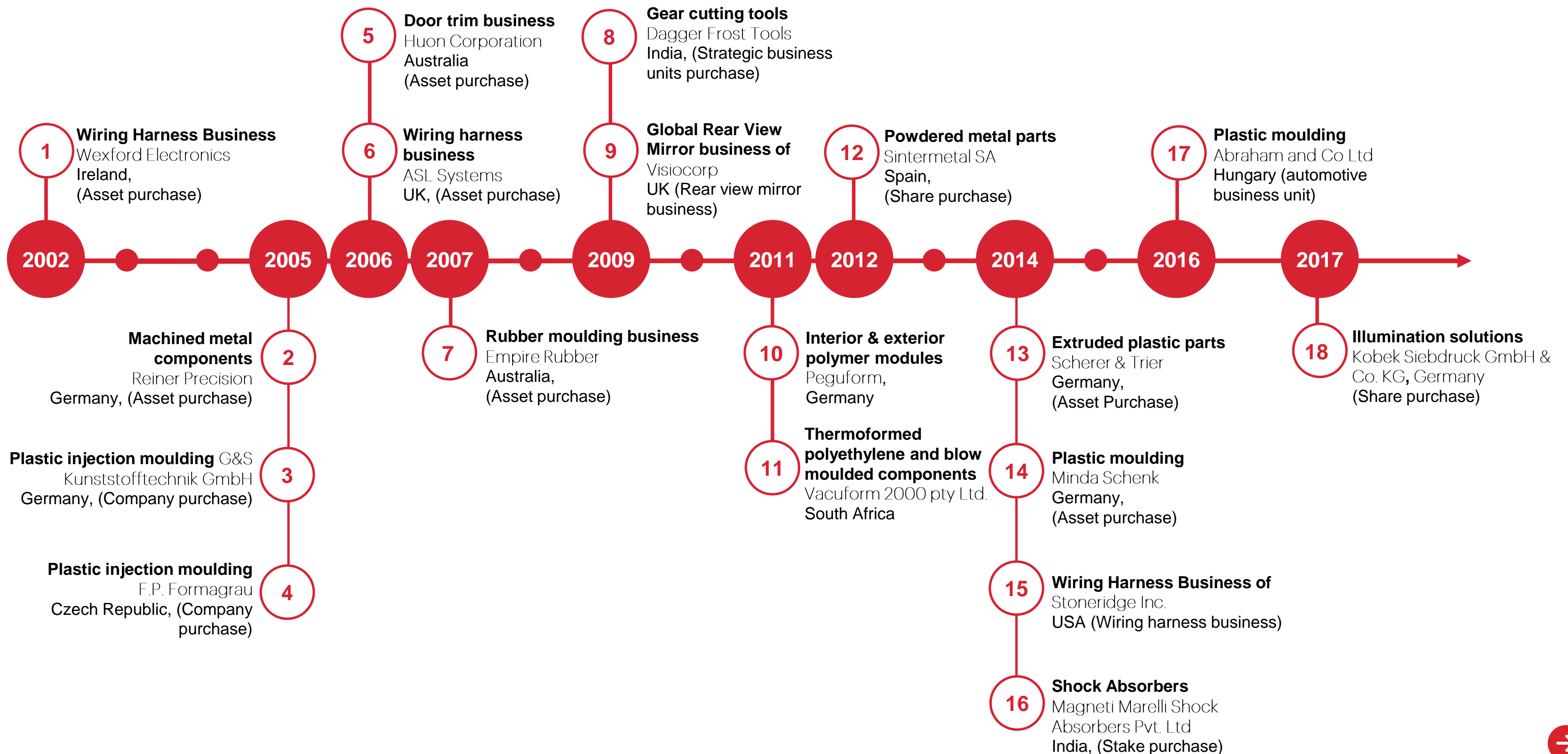
Organic growth: a “not yet” company.

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 18 acquisitions since 2002, creating synergies while leaving companies to manage themselves as autonomously as possible.



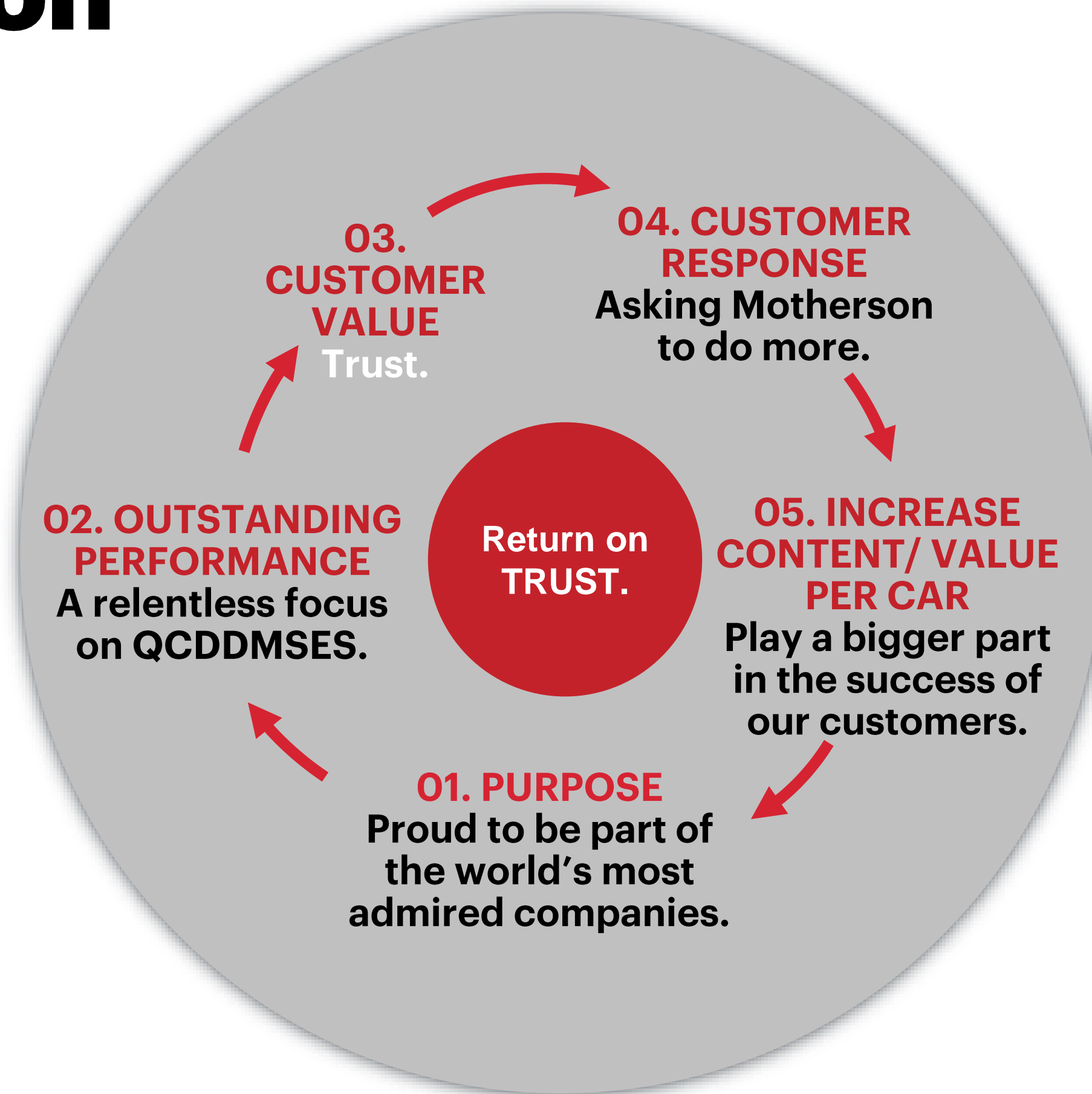
The industry environment: breathing with the market.

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 on the lower slopes. 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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