

Update on Vision 2020 Meet

25th November 2017

- Business Presentation – Wiring Harness Division
- Business Presentation – MATE & MAE
- Business Presentation – SMP
- Business Presentation – SMR
- Business Presentation – Motherson Innovations



**Proud to be
part of
a bigger
plan**

Wiring Harness Division



Wiring Harness Division

- Market leader in Passenger cars in India
- Global Market leader in Commercial vehicle segment
- Strong presence in two-wheeler & material handling equipment markets
- New segment of Rolling Stock is added
- Full service supplier
- 70 manufacturing facilities
- Over 75000 people
- Vertically integrated



Industry Segments Served



Passenger Vehicles



Commercial Vehicles



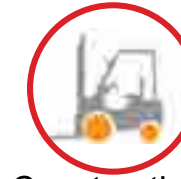
Two Wheelers & Recreational



Rolling Stock



Agriculture Machines



Construction/ Material Handling Equipment



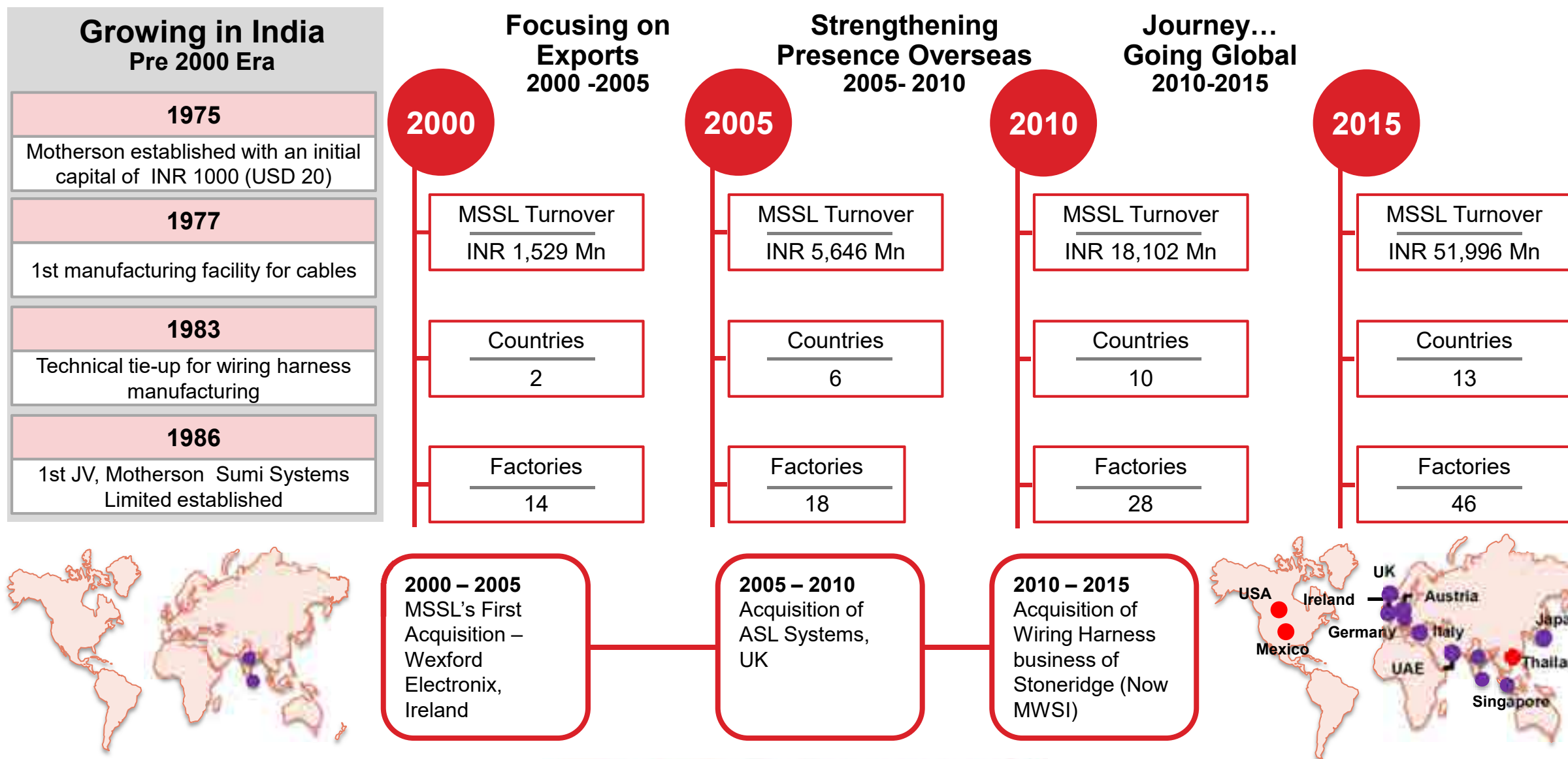
Tier 1



Medical Equipment



WHD Growth Story – Journey so far





2015- 2020 Journey Ahead – Growth Drivers





What we said in 2015

- 01 Global market expansion
- 02 Consolidation
- 03 Increased component content
- 04 New customer penetration



01

Global Market Expansion



2015-2017 Global market expansion



Focus On: New segments, new geographies

Performance

All Figures in INR Million

2015

MSSL Turnover

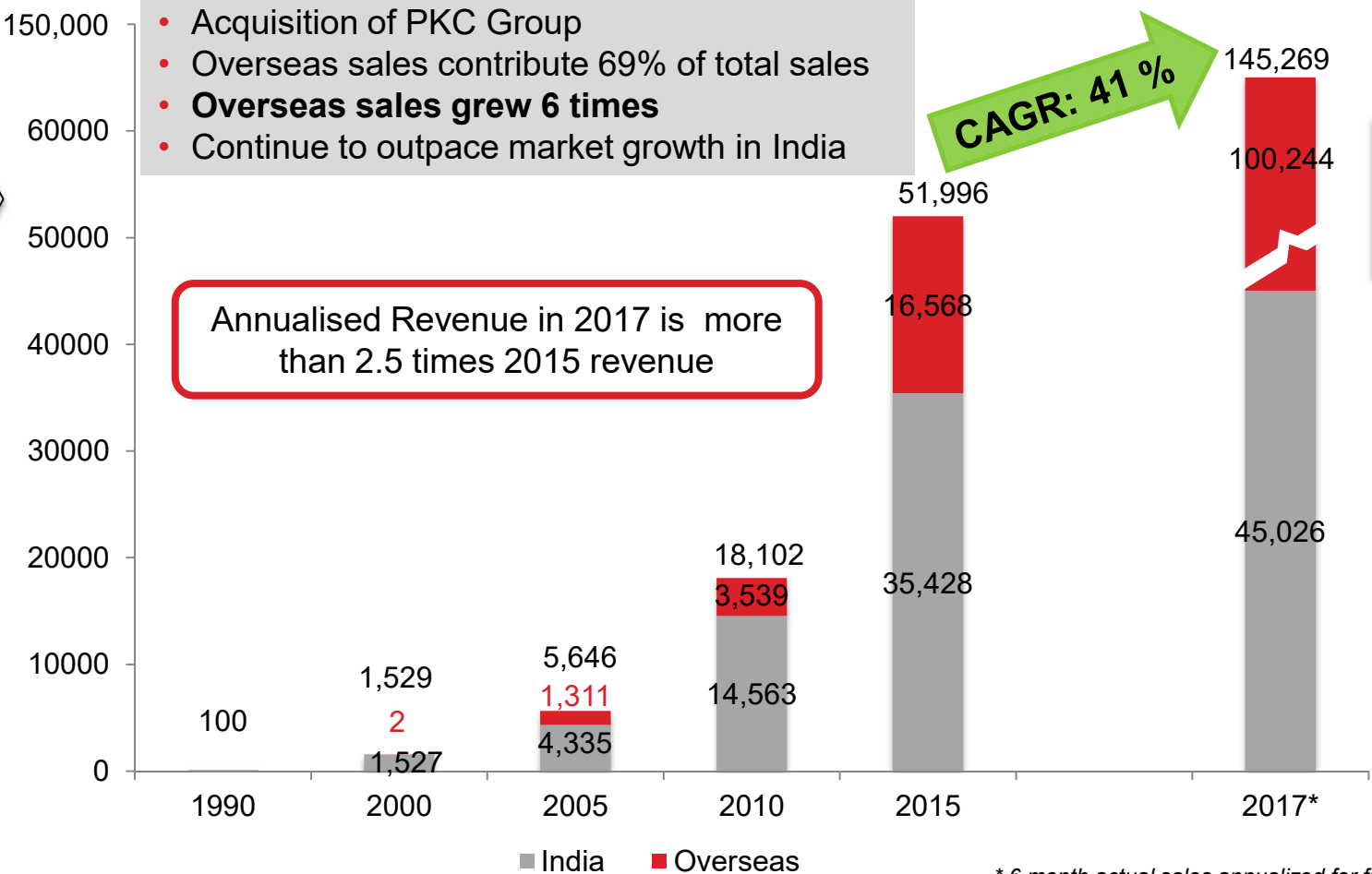
INR 51,996 Mn

Countries

13

Factories

46



2017

MSSL Turnover

INR 145,269 Mn

Countries

22

Factories

70

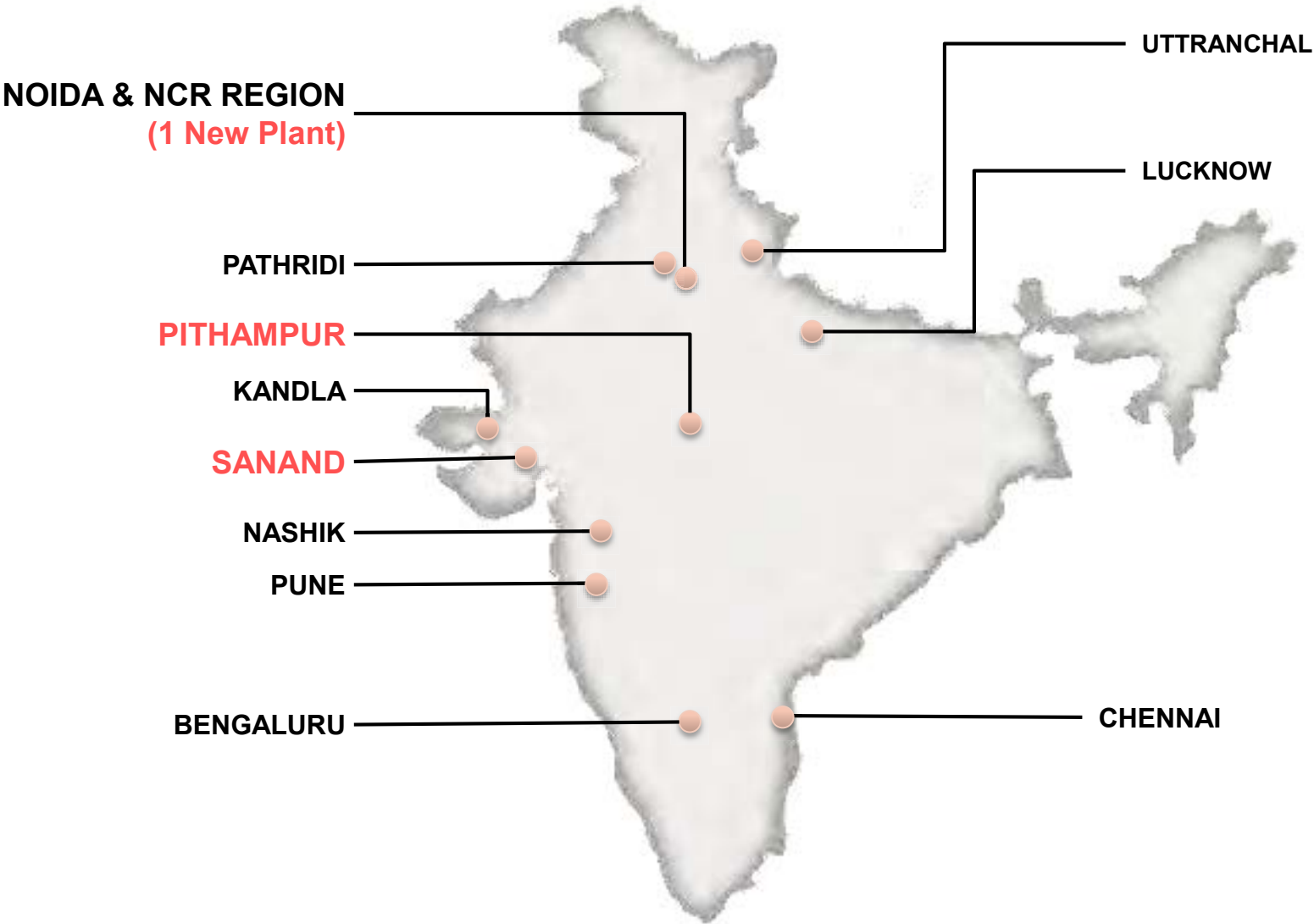
Annualised Revenue in 2017 is more than 2.5 times 2015 revenue

CAGR: 41 %

* 6 month actual sales annualized for full year



Growth in India – Increased Footprint



Legend:
New Locations





02

Consolidation



Consolidation - PKC Group a New Member of Motherson Family



- Global Market leader - Commercial vehicle wiring harnesses
- Growing market :
 - Truck OEMs in China
 - Construction and agricultural OEMs
 - Rolling stock OEMs

Current Customer Segments

Trucks & Buses
(HCV & MVC)



Light Commercial
Vehicles (LCV)



Construction
Equipment



Rolling Stock



Recreational
Vehicles



Agriculture and
Forestry Equipment



Engines



Energy / Material
Handling



PKC's core competence is managing the complexity

- Unlimited customization
- Sequence production
- Almost real time change management

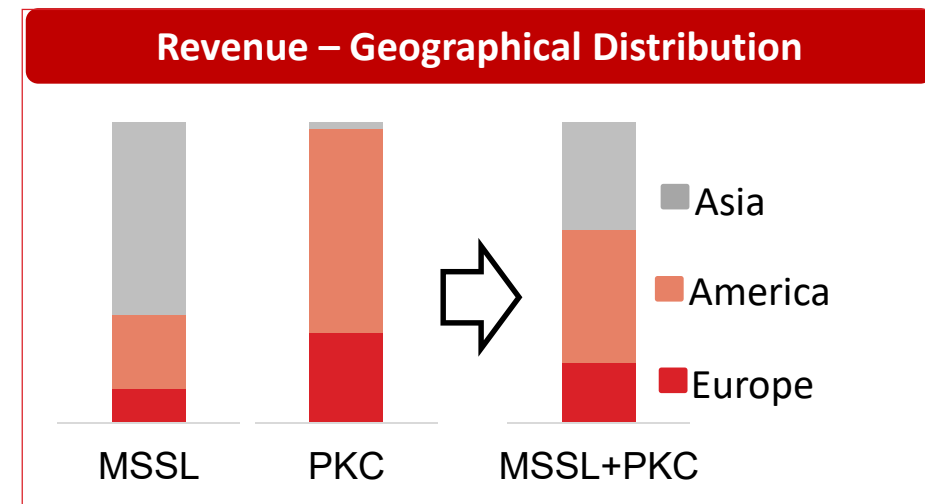
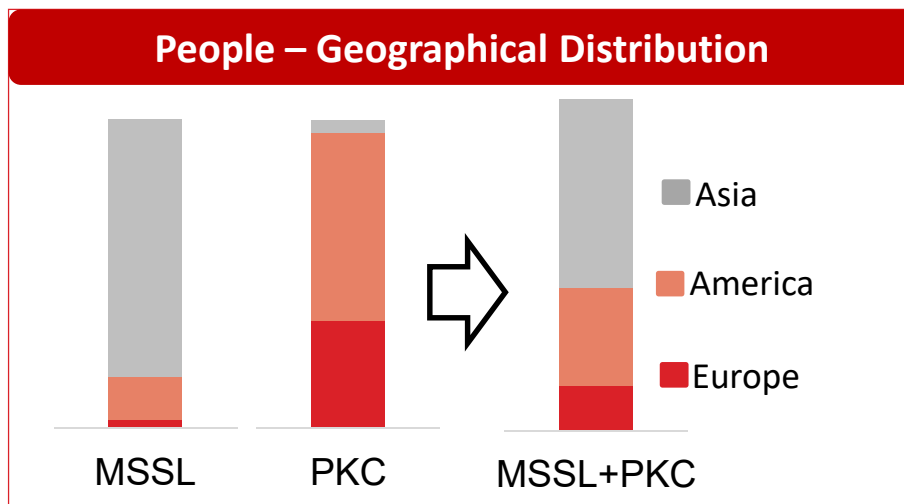


Consolidation – MSSL PKC Group together



Strengths Together

- Highly synergistic - minimal overlap between the existing operations
- Providing more value to our customers through vertical integration, more global reach, innovation and new technologies
- Inherent advantages with customers and suppliers in offering a larger product portfolio and enhanced capabilities and scale
- Leverage knowhow of both companies to enhance and grow businesses with customers globally



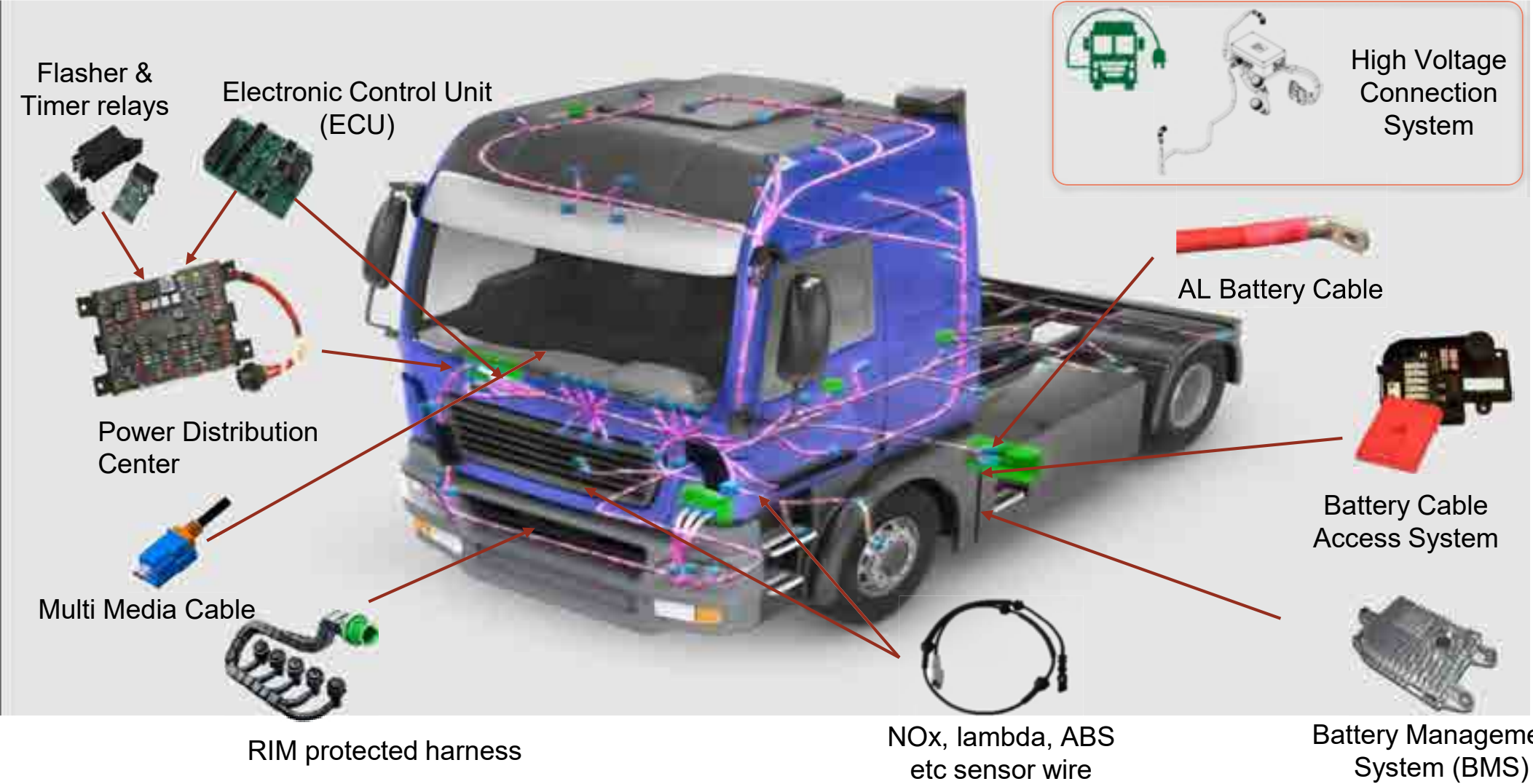


03

**Increased
component
content**



Increasing Content





04

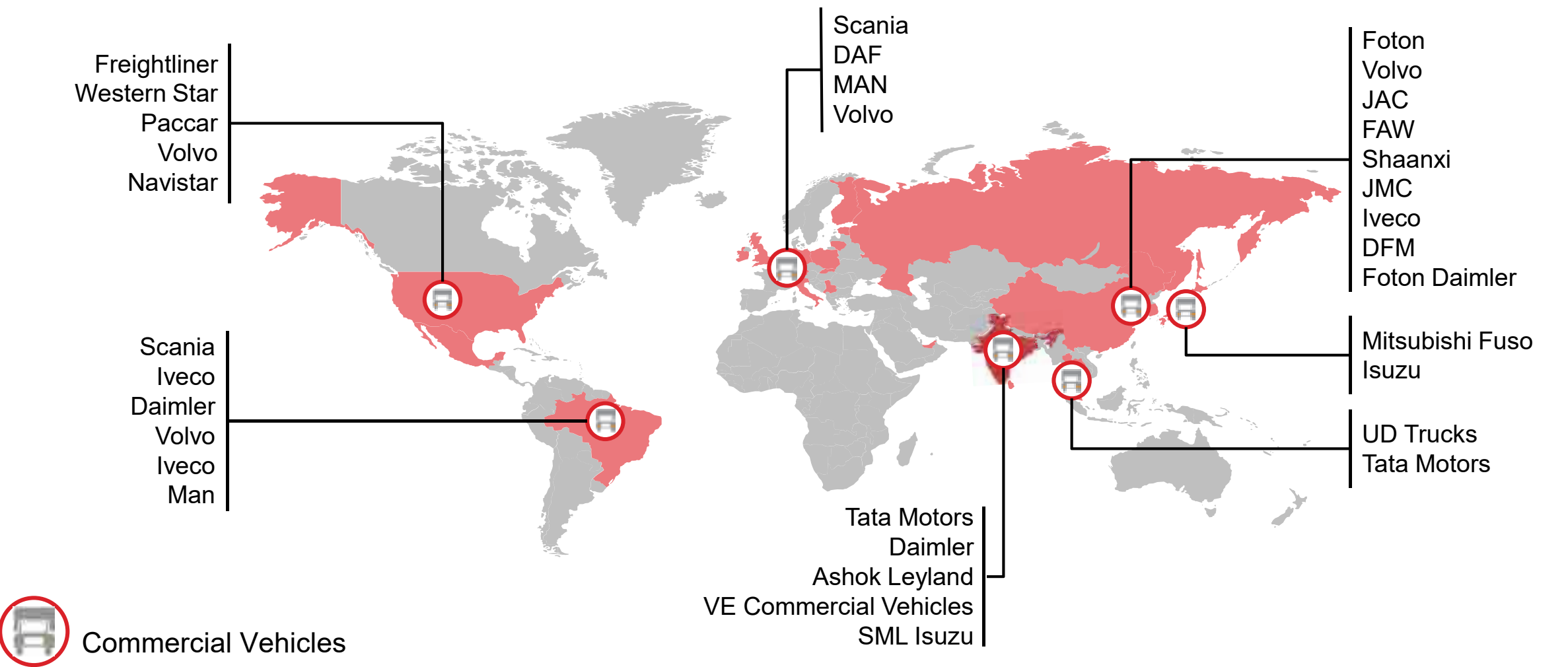
New Customer Penetration



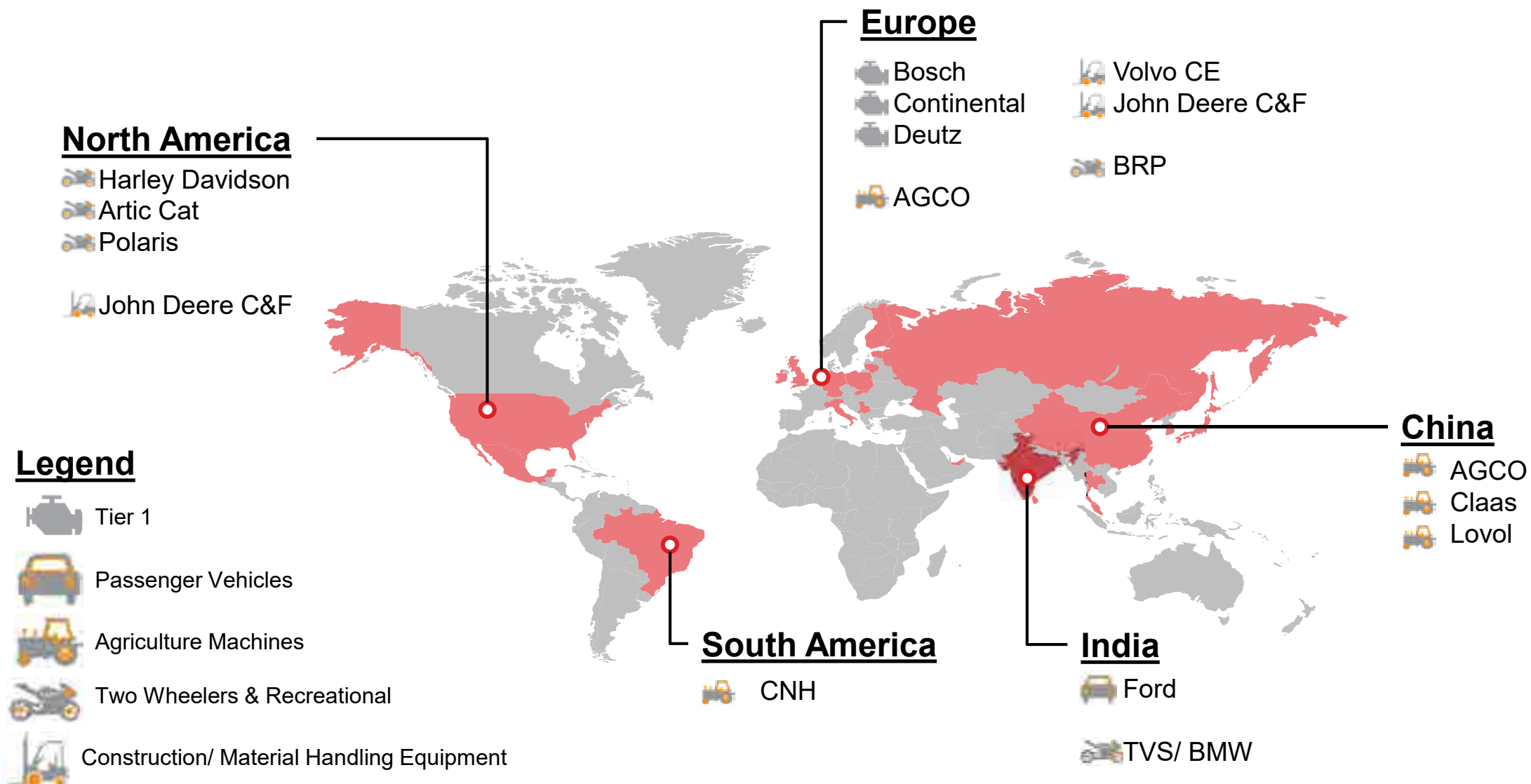
Strong presence in CV market



Supporting all major commercial vehicle manufacturers



Added new customers in different segments & geographies



Presence in new segment



Market leading supplier for Rolling Stock electrical



Addressable market size: \$ 2 Bn

Converters

Main harness

Driver's desk

BOMBARDIER

ALSTOM

Underframe harness

Electric cabinets



Rolling Stock products



Recognitions



Maruti Suzuki



Overall Performance

Excellence in Comprehensive Assessment

Certificate for Safety

Daimler



Best Performance Award

Toyota




Regional Contribution Award

Supplier of the Year Silver award


ZERO PPM Award

John Deere



Excellence in Partner Level Performance

Foton



Excellent Supplier

Honda Cars



Outstanding support in Sales Promotion

Hyundai



Quality Excellence

Tata Hitachi




Significant Contribution on Quality

Kobelco



Preferred Business Partner

Harley Davidson



Continued Commitment & Excellence In Product Development for Street Rod Motorcycle

Suzuki Motorcycles




Performance Award New Development

Honda Motorcycles & Scooters



Strong CR Efforts in VA / VE- HSCS

Paccar



Supplier Performance

Caterpillar



Platinum Level in Supplier Quality Excellence Process

John Deere



Commendable Performance for India Business

Komatsu



Significant Contribution Award

Honda Suel Power Products



Supplier Performance Award

Magneti Marelli Motherson



Best Supplier QCDDMSES 2016-17 Excellence Award

Navistar



Diamond Supplier



What we said in 2015

Where have we reached today 2017

01 Global market expansion

- 01**
- Non Passenger car business expanded across geographies
 - Leading Supplier to Commercial vehicle segment
 - 22 countries, 70 manufacturing facilities

02 Consolidation

- 02**
- Successful integration of MWSI
 - Acquisition of PKC Group
 - Entry into China Market

03 Increased component content

- 03**
- Added new technologies- over foaming harnesses for engine applications, Vehicle electronics- smart Power Distribution Centres, aluminum cables etc.

04 New customer penetration

- 04**
- New customers added across geographies and segments
 - Two new segments added- Rolling Stock & Recreational Vehicles

Vibrant Team Delivering Outstanding Results!



Nurturing Employees



Empowering people through involvement in Quality Circles



Benchmarking practices to enrich domain expertise of people



Structured approach to upgrade the skills & knowledge of employees continuously



Learning through spreading awareness on quality, safety & productivity



Mentoring employees through examples



Employees Winning Customer Hearts!



GIM Quality Circle from MWSI
Recognized as Most Innovative
Circle at SMQCC 2017



Star Quality Circle from MSSL Noida
(Sector-60) stands tall as National
Champion at HMSI NH Circle
Competition



Juran Quality circle from
MSSL Bangalore Bidadi
secured No. 1 Position in
TKSA Regional Competition



Prerna Quality Circle from MSSL
Gurgaon wins the Maruti Suzuki
Quality Circle Award



We are a Family



*Together
We Celebrate*





Mother's Automotive Technologies and Engineering



Mother's Automotive Elastomers Technologies



“Business Covered”

- ✓ **Polymer**
- ✓ **Tooling**
- ✓ **Elastomer**

Global Footprint



2014~15

25
facilities

7
countries

3 design
centers

2017~18

33
facilities

8
countries

5 design
centers

MATE Established in 1997
MAE Established in 2009

• Providing Global Support & Technology. •

Europe

● Czech Republic

● Hungary

● Germany

Middle East, Africa & Australia

● UAE

● South Africa

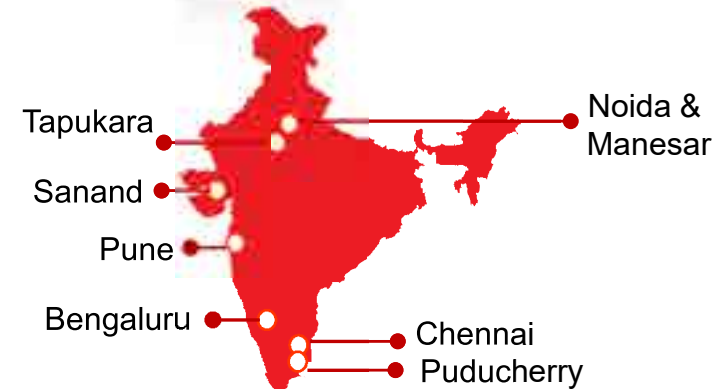
● Australia

Asia

● South
Korea

India

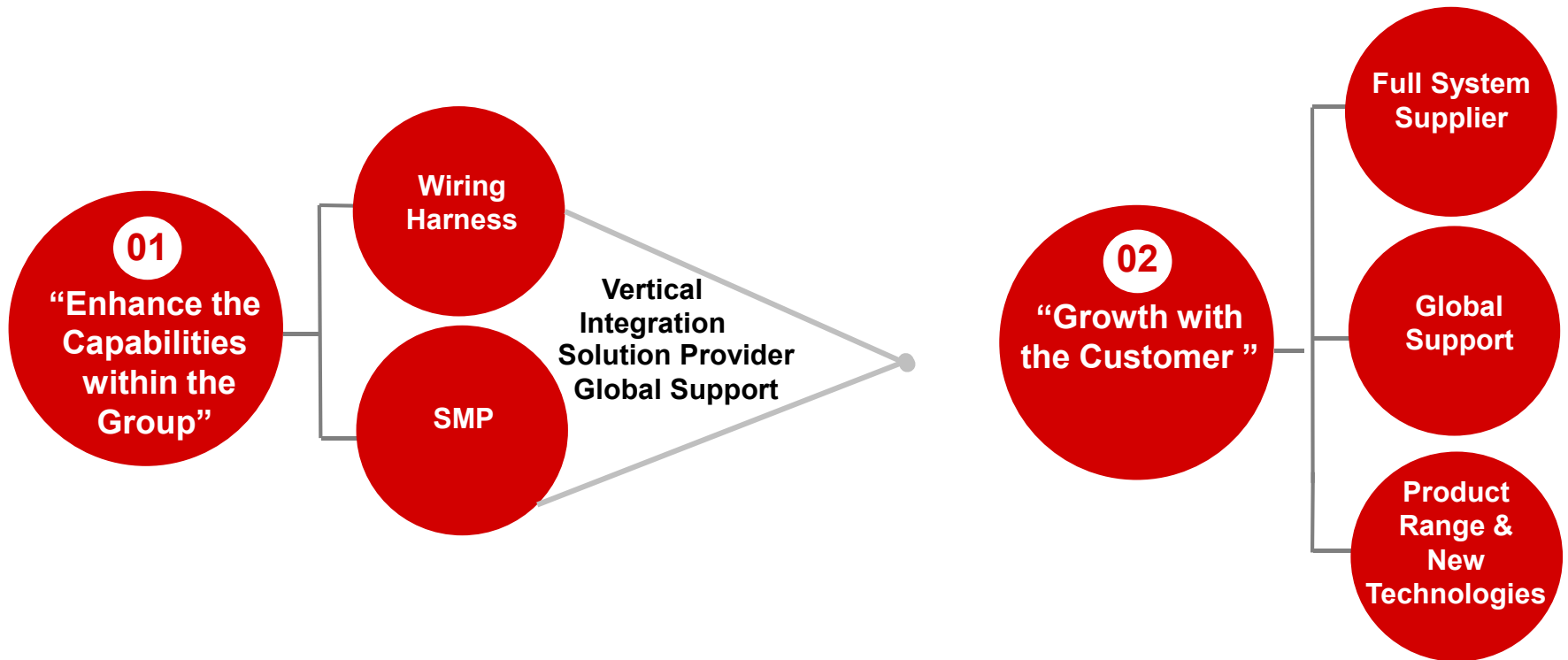
● ●



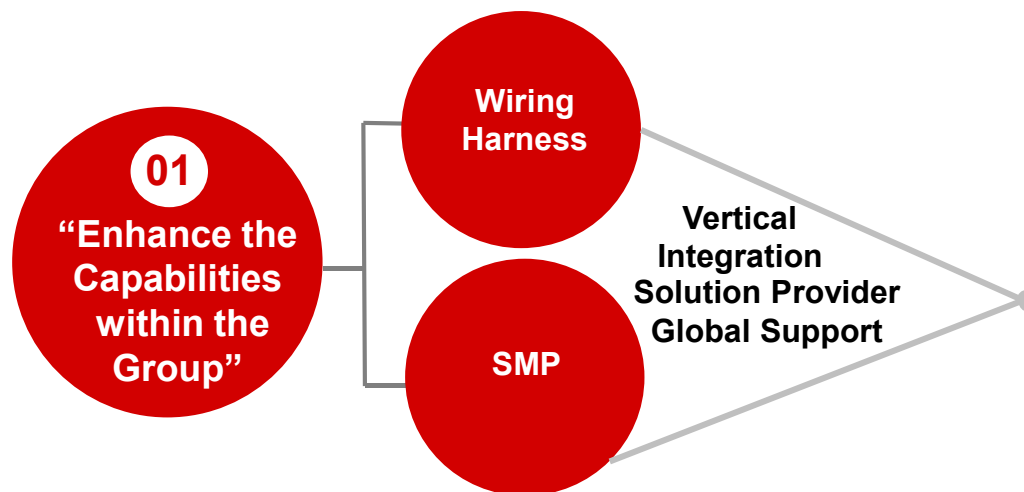
● Manufacturing ● Warehouse ● Engineering



Our Journey



Our Journey



Journey with Wiring Harness (Polymer & Tooling)



Developed in-House Tool for Wiring Harness Division
Connectors, Junction Box, Relay Box, 025 Series Connectors

SMIIEEL
merged with
MATE

1990
2012

Manufacturing
of Connectors
& Small Parts



- Connectors
- Ring Terminal
- Clamps
- Nozzles

2012-15

Junction Box
& Relay Box
Line



- First time in India localization of Junction Box & Relay Box to cater Indian OEM

2015-16

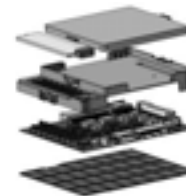
New
Technology



- Localization of 025 series connectors

2016-17

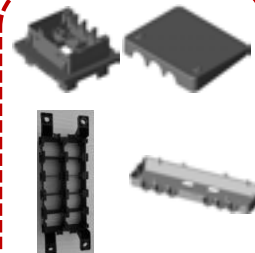
PCB Type
Junction Box
and Relay Box



- Localization of PCB type Junction Box & Relay Box

2017-18

Vertical
Integration
with PKC



- Junction Box parts for Commercial vehicle



Support to SMP (Polymer & Tooling)



All Parts upto
1000 Ton are
produced by
MATE from all
4 Locations

2012-13

Solution Provided
through Vertical
Integration

Vertical
Integration by
consolidation
from Many
Suppliers to
MATE



2014-15

Centre of
Excellence Supplier
for PDC Sensor

MATE
Puducherry
become Center
for
Excellence for
PDC Sensor
Parts



2015-16

Turnkey Project
for SMP USA

Program
Management
Support from
India for SMP
USA



2016-17

Support SMP from
India

Support SMP for
E-Class Global
Business by
Assembling and
Supply of Door
Trim to Mercedes
India



2017-18

Follow-Me
Supplier

MATE will move
along with SMP,
MATE is setting-
up a new Plant in
Hungary to serve
SMP



Current Locations
for SMP



Puducherry



Czech Republic



Sharjah



Hungary



Journey with Wiring Harness (Elastomer)



24
Components

232
Components

2009-10

2011-12

2014-15

2016-17

2017-18

Vertical
Integration

State of art
Rubber
Components

New Plant
Established

Localization of
Imported Parts

Capacity
Enhancing

24 Parts
moved from
Multiple
Suppliers to
MAE Chennai

Automated
Rubber
Injection
Molding m/c
installed and
become state of
art Rubber
Component
supplier for
MSSL

New Plant @
Noida to
Support MSSL
North and West
Region

Rubber
Grommets &
Seals are
Localized in
India Which
MSSL was
Importing

Capacity
Increasing for
MSSL in
Chennai and
Noida



Support to SMP (Elastomer)



Creating Value Enhancement Within the Group

2014-15

First Order received from SMP Mexico

2015-16

As a Success of SMP Mexico Order Received from SMP Germany

2016-17

Business Expanded for SMP US

2017-18

Warehouse opened in Mexico



MAE
Chennai

SMP



Audi Q5



Porsche Macan



Daimler



Our Journey



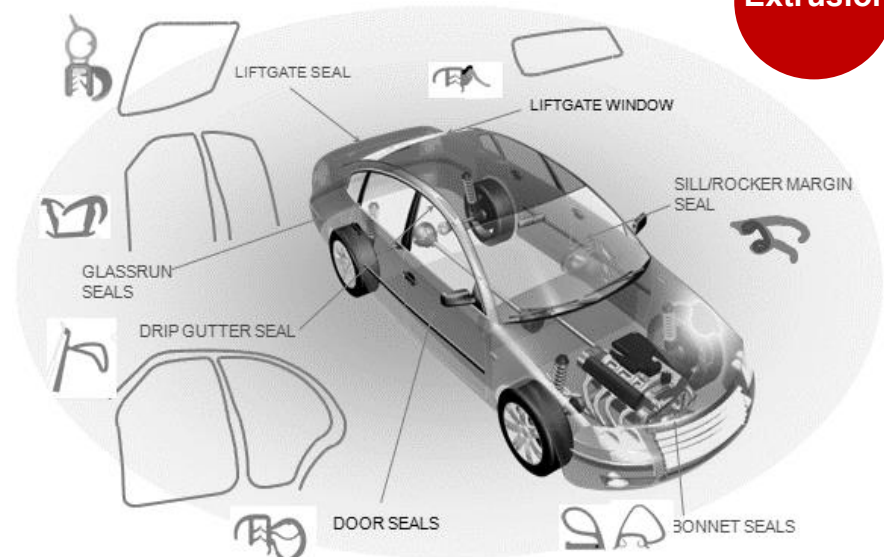
Product Range & Technologies – Elastomer



Moulding



Extrusion



Cryogenic
Deflashing
for Automatic
flash removal

Automatic
Rubber to Metal
Bonding
Process

Fully
Automatic
Rubber
Compounding

Infrared Curing
Systems for
Extruded
Beading

Co-extrusion
for beadings
with two
different
material

BMW

Daimler
AG

Bharat
Benz

Scania

Bosch



Sun Roof Drain Hose Development



MAE 3rd
largest
supplier of
this part to
BMW

BMW gave the
challenging task to
develop Sun Roof Drain
Hoses which does not
fall in core competency
of MAE

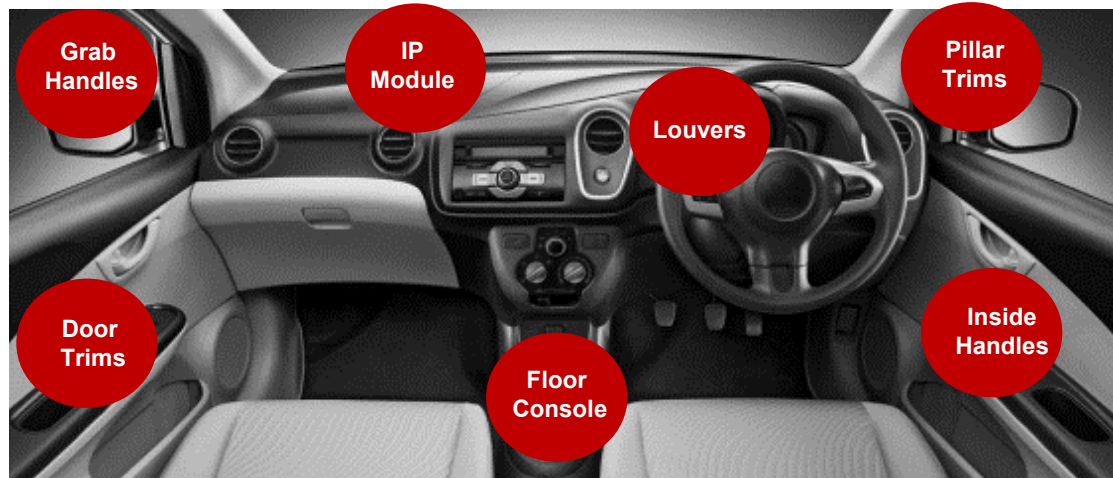
MAE however took the
challenge to develop the
special compound for
this application. Key
point of material
suitability with paint.

MAE took 9 months to
complete the task from
design to development.
MAE got system
approval from BMW and
received nomination too.

BMW Group		Untersuchungsbericht	
Forschung und Entwicklung		170204391	
Forschungsprojekt		Seite 1 von 1	
Lackverträglichkeitstests für Massenschweißnaht			
Erstellt von	Revidiert	Geprüft	Freigegeben
Dr. rer. nat. habil. Dr. rer. nat. habil.	Dr. rer. nat. habil.	Dr. rer. nat. habil.	Dr. rer. nat. habil.
Verfasser: Von der F&E-Maßeinheit... (text continues)			
Geprüft: In der F&E-Maßeinheit... (text continues)			
Folgerung / Entscheidung: (text continues)			
Einschätzung: (text continues)			



Product Range & Technologies – Interiors



- Vibration Welding
- Ultrasonic Welding
- Hot Foiling
- Hydro Graphic
- Painting



- Kimekomi
- Press Lamination
- Low Pressure Injection
- Natural Fibre



- Stitching- Single & Double
- Patent Registered
- Armrest – Sliding Mechanism
- Controlled Rotating Mechanism of Armrest Console
- Concept of Integrated Mounting Base Armrest by Gas Injection Moulding



- Hot Foiling
- Patent Registered
- Dial AC Vent



- Cloth Wrapping
- Synthetic Leather Wrap

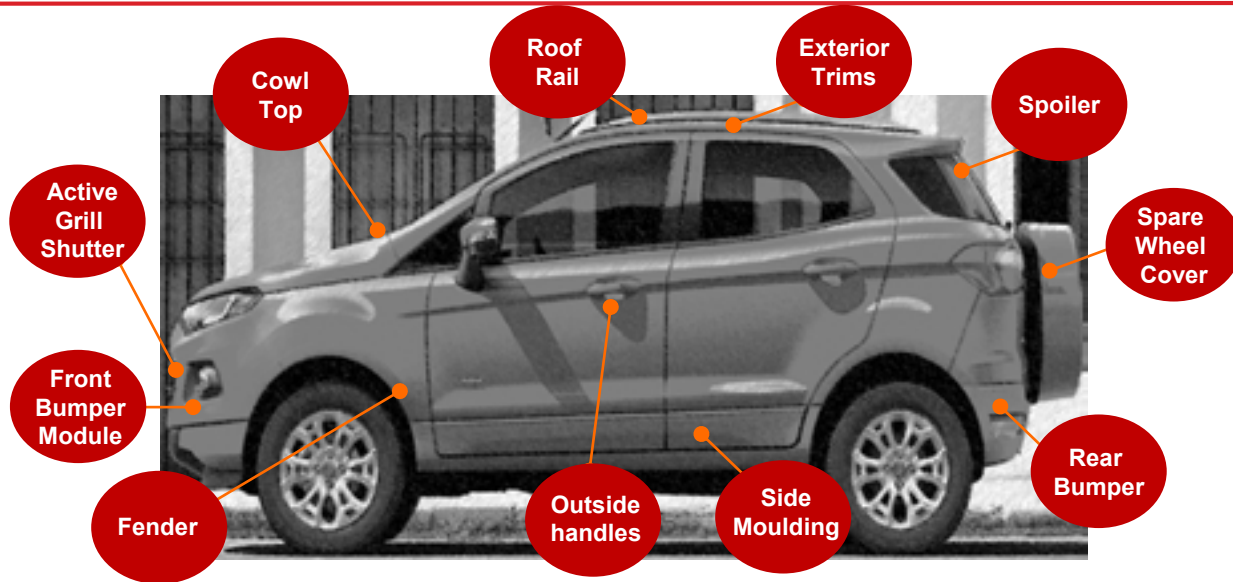


- Conformal Cooling Tool
- Gas Injection

Supplying to
all Major
OEMs in India



Product Range & Technologies – Exterior



Supplying to
all Major
OEMs in India
& South
Africa



- Painting & Assembly
- Ultrasonic Welding



- 2.5 D Bending for Metal Bar
- Painting
- Complete Plastic Roof Rack



- 2K Injection Moulding



- Painting
- A-Sensor- Patent



MATE as Full System Supplier



Renault KWID



First
Independent
FSS Project

Design
To
Cost

Challenge
of IP without
CCB

New
Greenfield
Manufacturing
Foot Print

Subsequent
Turnkey &
Export
Businesses

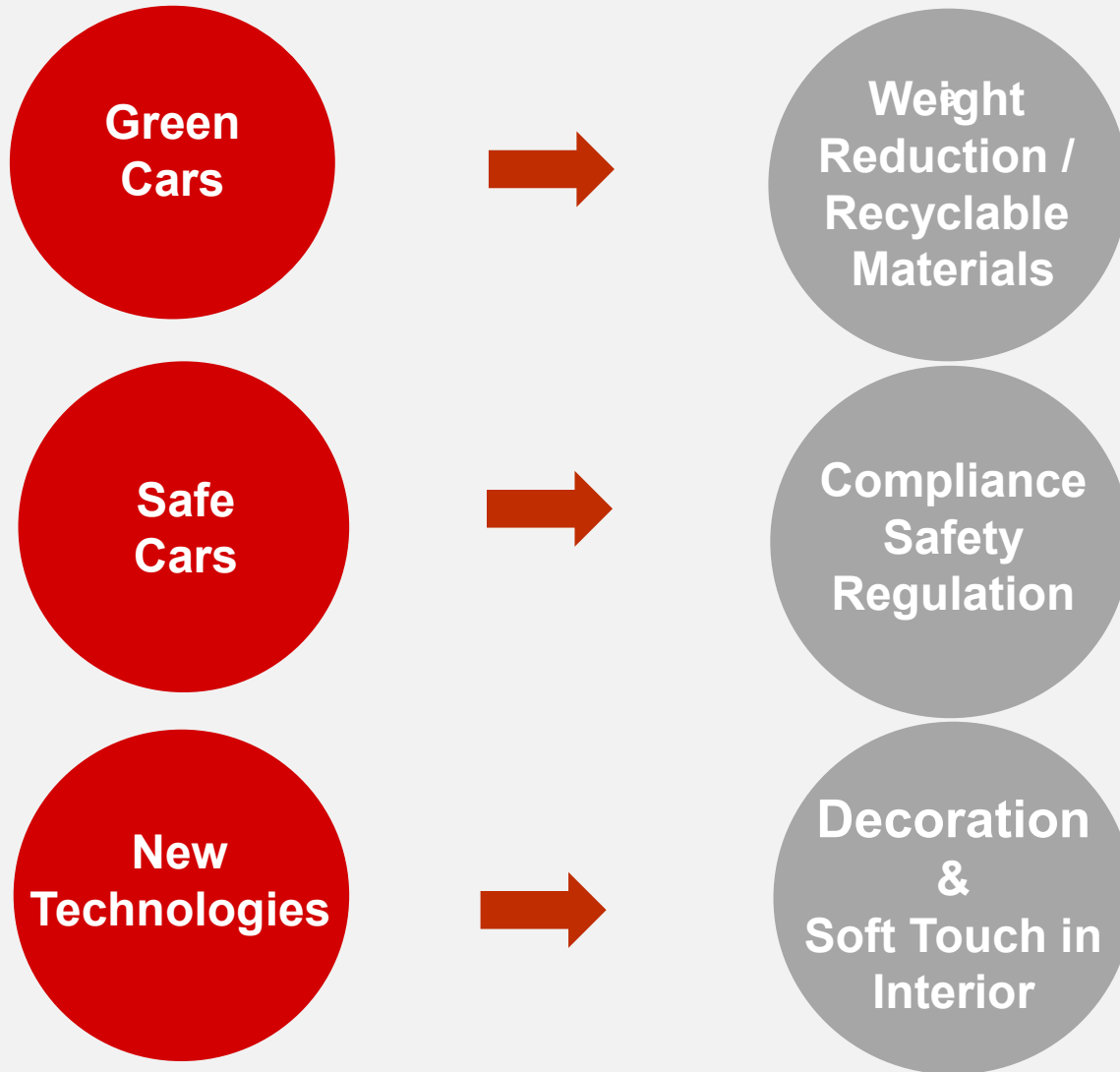


Best Design &
Development Supplier
Award
From Renault Nissan

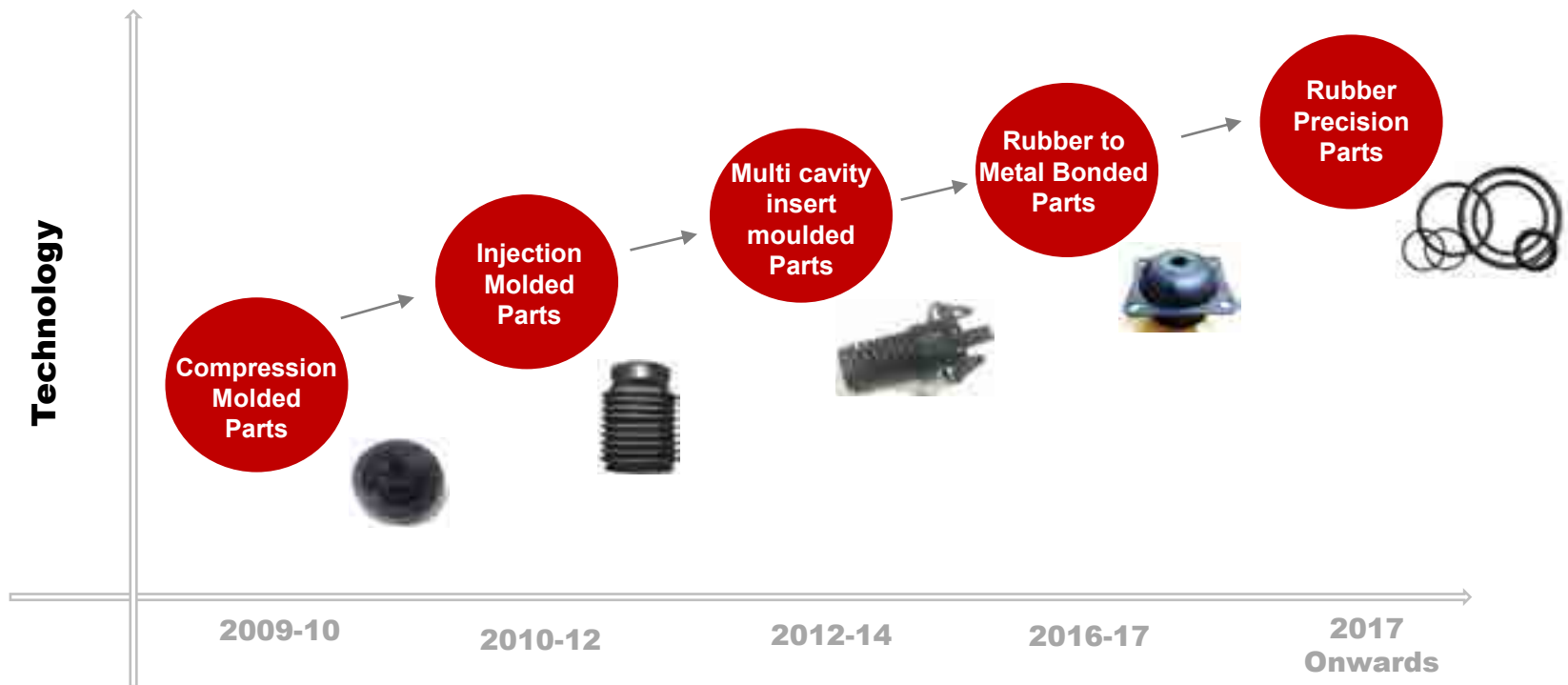


Growth Drivers 2020

Growth Drivers



Growth Through Evolution in Technology



Automation in Rubber Moulding



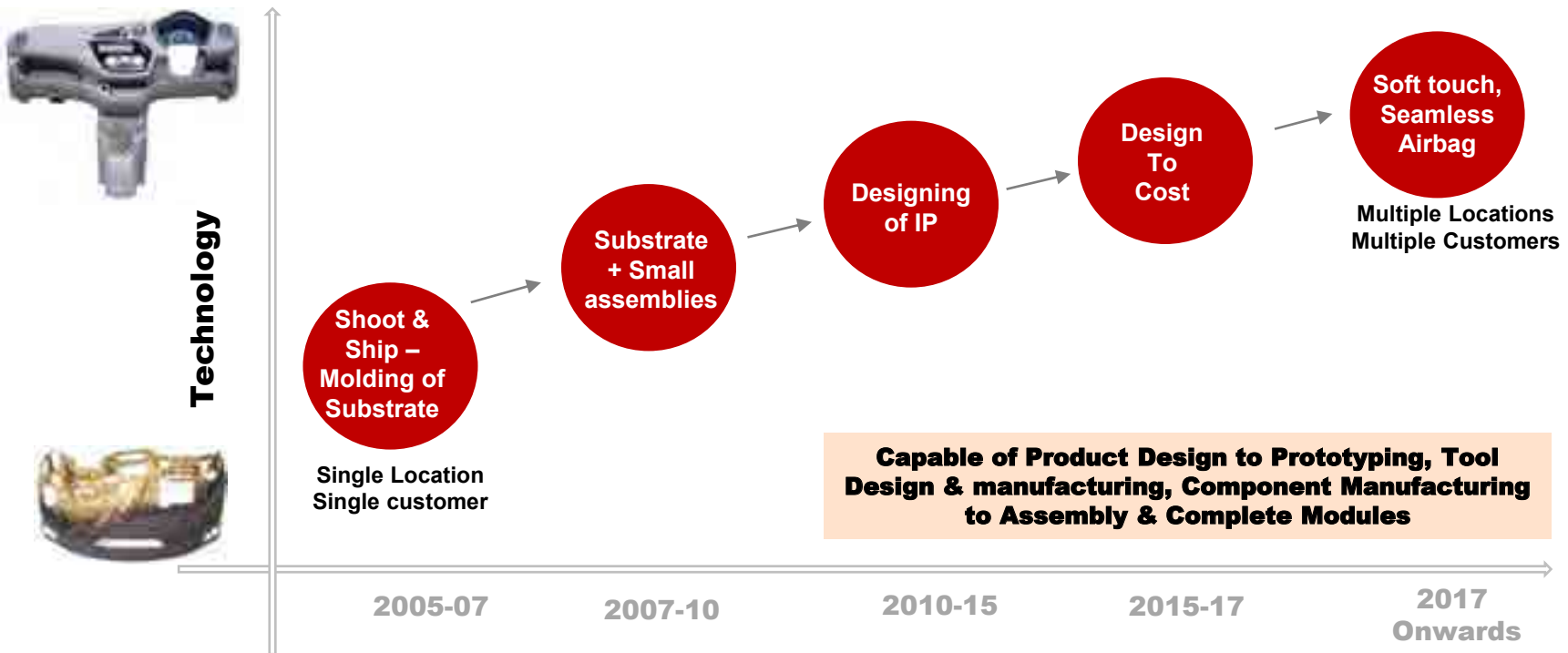
Dynamic Application Parts



Automation in Precision Parts



Growth Through Evolution in Technology



Invisible Airbag



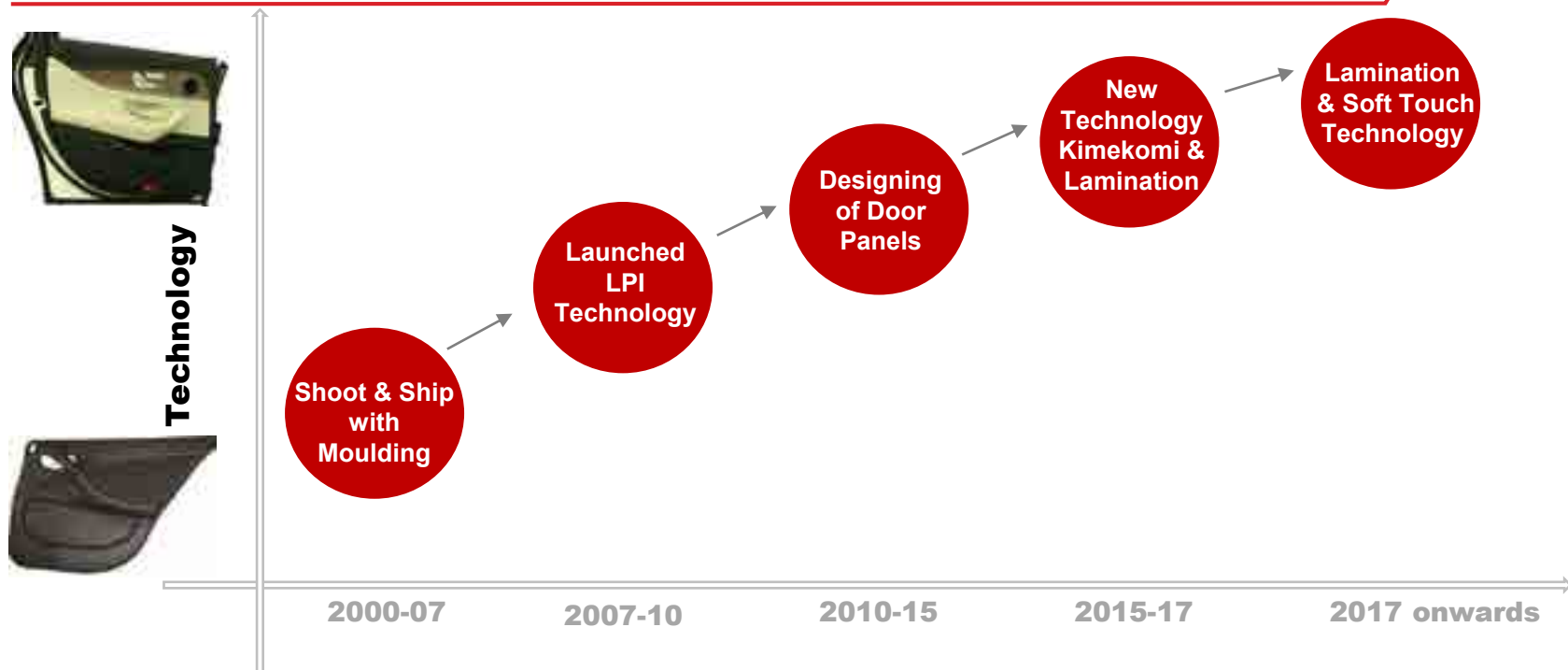
Soft Touch



In Mould Decoration



Growth Through Evolution in Technology



**Light weighting
(Natural Fibre)**



**Fabric
Lamination**



**In Mould
Decoration**



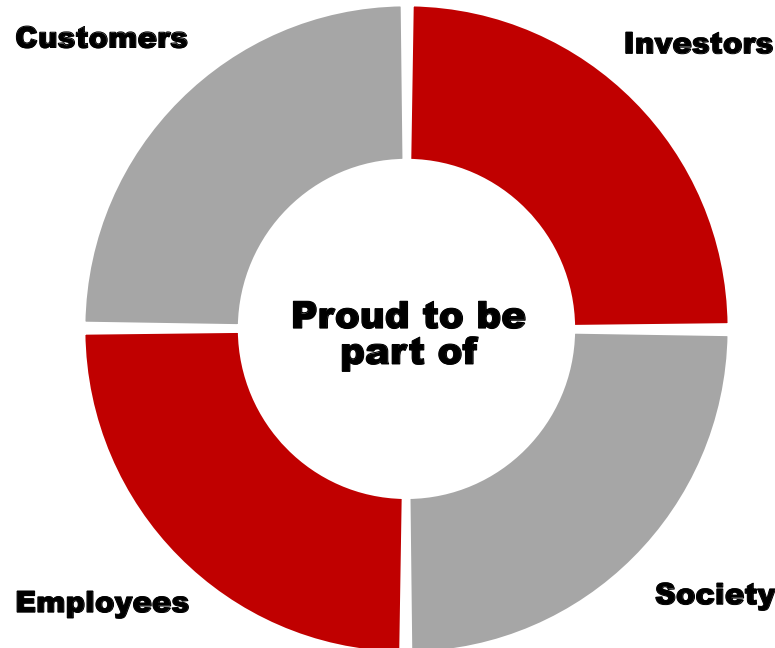
Proud to be part of...



... The world's leading automotive brands



... The lives of employees

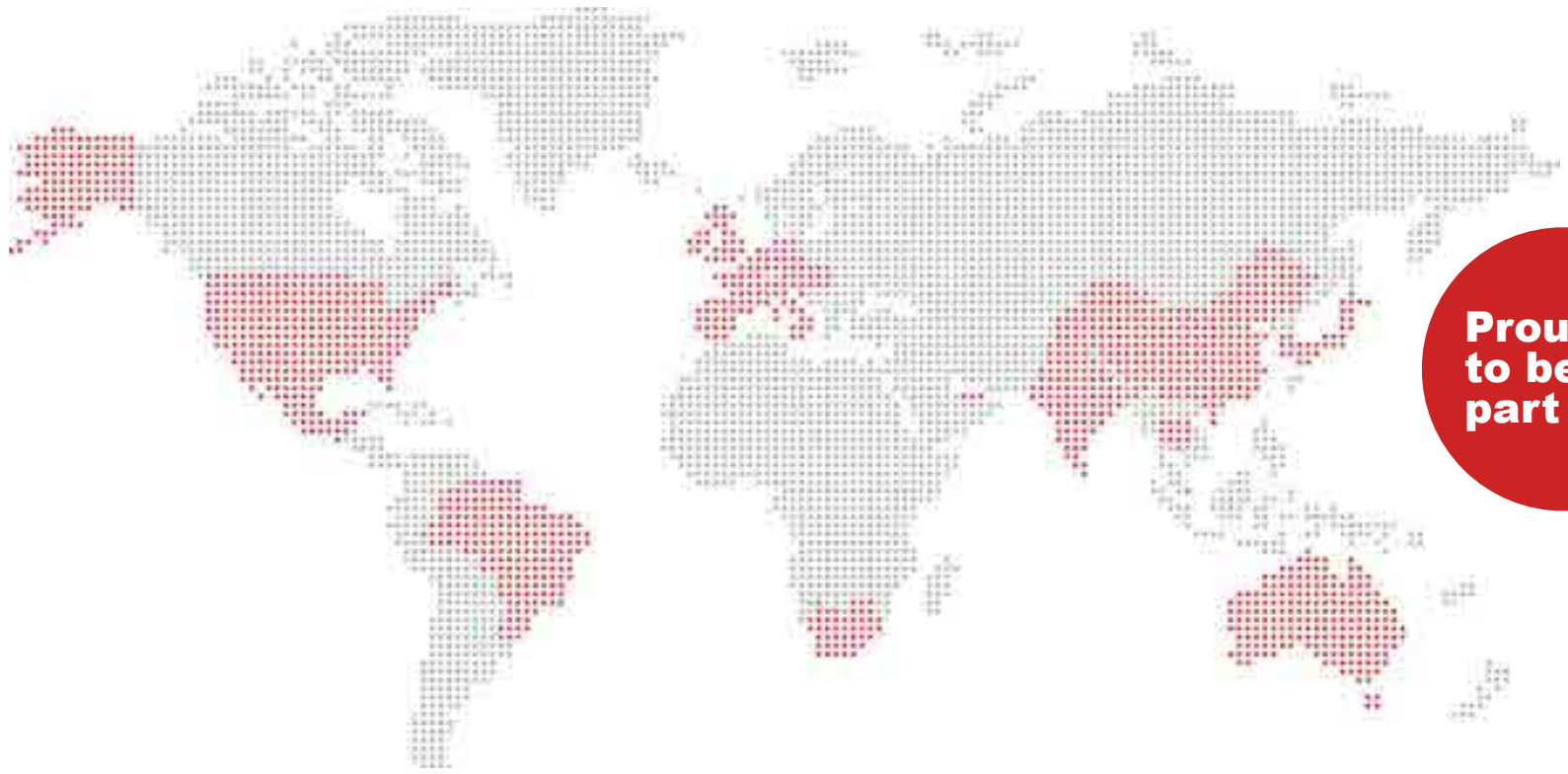


... The value creation for investors



... The wellbeing of the communities we work in





**Proud
to be
part of.**

SMP presentation

SMP

What we said in 2015

- 01 Increase global market share
- 02 Increase content per car
- 03 Extend customer base
- 04 Increase vertical portfolio
- 05 Extend footprint

A large white circle is centered on a solid red background. Inside the circle, the word "Introduction" is written in a bold, red, sans-serif font.

Introduction

Joined SMG Group

SMP

SMP

Peguform acquisition
→ SMP



- Global Tier 1 manufacturer of polymer based automotive modules specializing in high quality interior and exterior products
- acquired in Nov 2011
- Headquarter in Bötzingen, Germany
- Product portfolio
 - Complete modules (door panels, instrument panels and bumpers)
 - Other complex plastic modules and systems

**Full systems
solutions
provider with
focus on the
premium
segment**

2011

19891990

1995

2000

2005

2010

2015



SMIA

Samvardhana Motherson
Innovative Autosystems



Scherer & Trier acquisition
→ SMIA

- Specialist supplier of extruded & injection moulded exterior and interior components
- Acquired in Jan 2015
- Headquarter in Michelau, Germany
- Product & Technology
 - Injection-moulding, extrusion, stretch-bending, painting and assembly
 - Expertise in tool making
 - Exterior components such as rear spoiler, roof molding, rocker panels and variety of interior decorative components

**Broadening
Technology and
Product Portfolio
in Germany and
Mexico for
Premium
Segments**

2015

1989 1990

1995

2000

2005

2010

2015



Motherson Innovations Lights

Kobek acquisition → MIL

- Acquired in Jan 2017
- Solution provider ranging from CAD data processing to turnkey printed products
- Specialist in silk-screen printing of three-dimensional items with expertise in lighting and automotive industries
- Product & Technology
 - LED Solutions: Unique LED based solutions that provide shadow-free and uniform diffused lighting over an entire slim-mount panel
 - Acrylic Glass: Processing of Plexiglas or other plastics including dust-free printing, scratchproof coatings and precise milling or laser cutting
 - Silk-Screen Printing: Shaping and forming of Plexiglas in a downstream process for design applications, painted or powder-coated instrument panels



**vertical
integration of
Illuminated/non-
illuminated
interior in-mold
decoration parts
for global
platforms**

2017

SMP – Product overview



Bumpers



Instrument panels



Door panels



2014

2016

2014

2016

2014

2016

18%

20%

8%

11%

22%

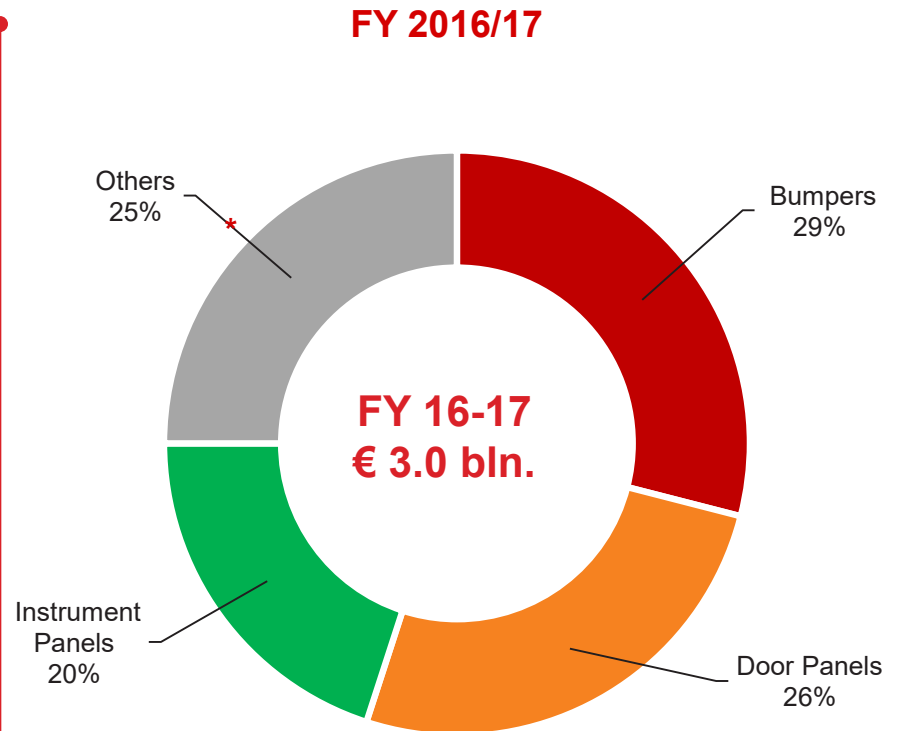
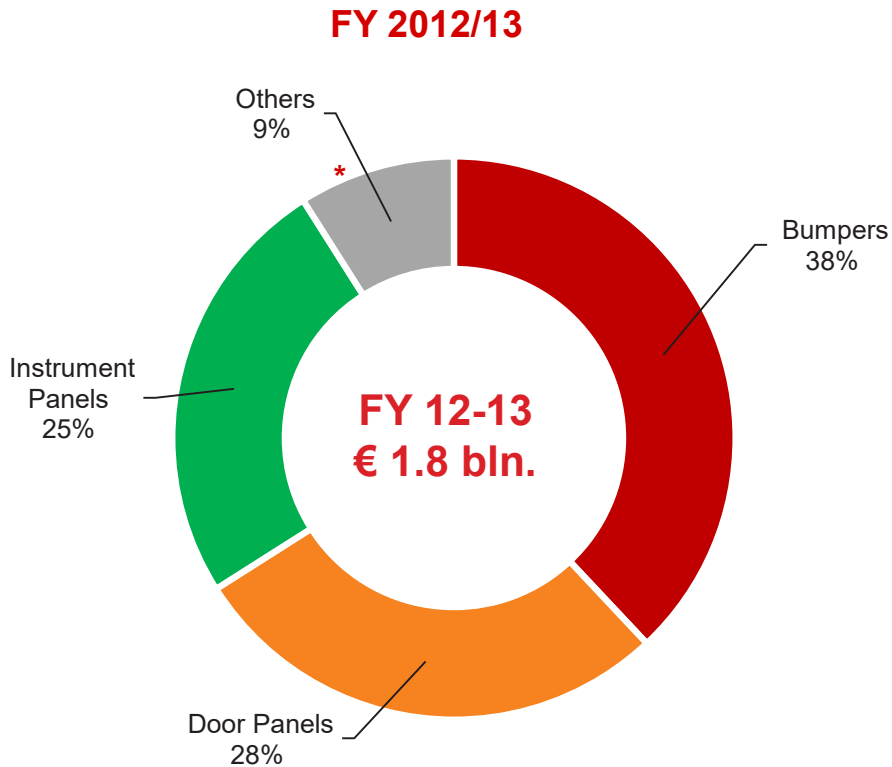
28%

Market
Share
Premium*

*Premium segment refers to passenger cars with premium brand image, including those produced under the Acura, Audi, BMW, Cadillac, Infinity, Jaguar, Land Rover, Lexus, Lincoln, Mercedes-Benz, Porsche and Tesla brands, as well as luxury cars, sports cars and selected high-priced vehicles of other brands



Turnover – per product group



* Rocker panel, Spoiler, Other exterior & interior parts & Tooling



Content per Car

SMP

Audi Q5 EXTERIOR

Front bumpers

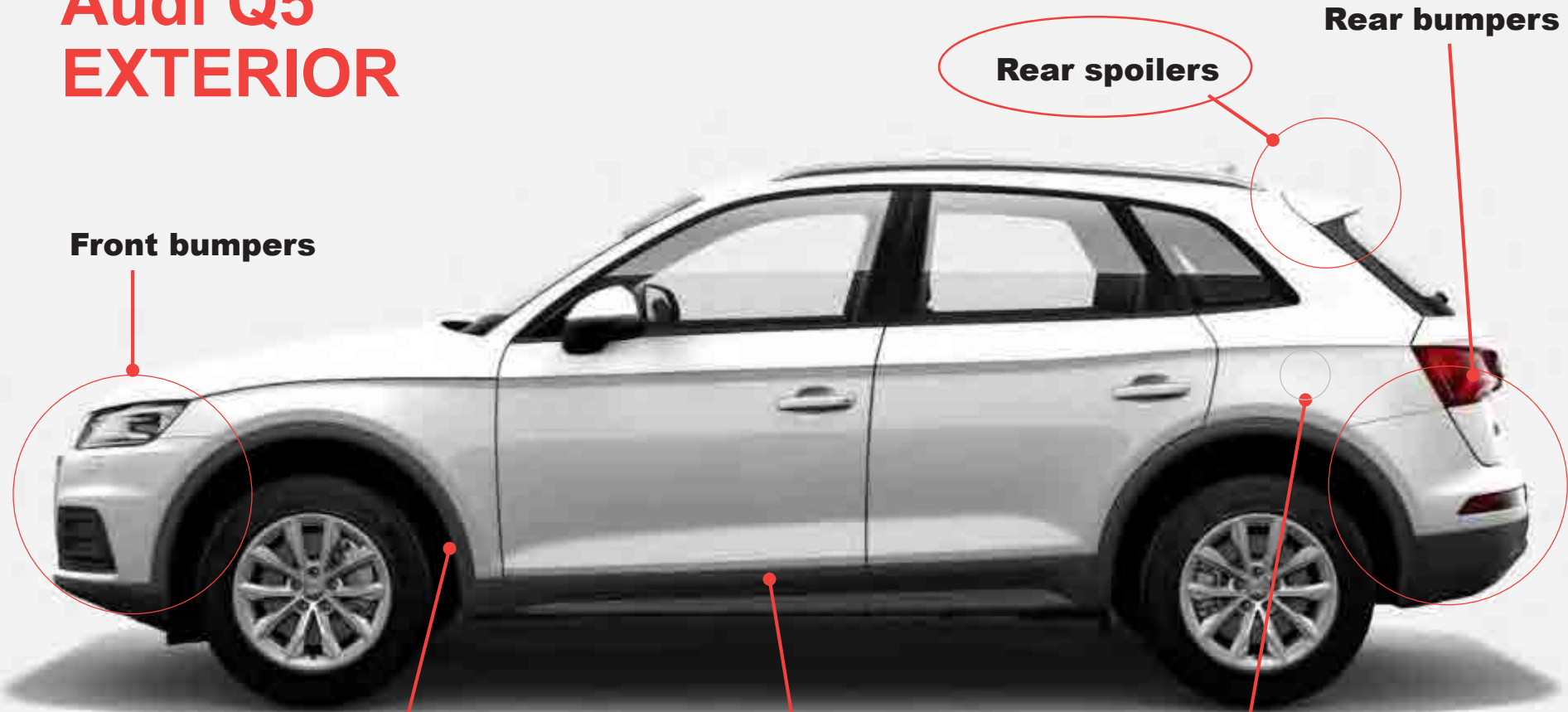
Rear spoilers

Rear bumpers

Wheel arch trim

Door cover Lines

Fuel filler doors



Content per Car

SMP

Audi Q5 2017 INTERIOR

Source: www.Audi.de

A/B/C covers

Instrument panel

Door panels

Cockpit technology:
PVC-Slush backfoamed on PP-LGF carrier
Invisible passenger airbag
Optional: hood in leather



Customer

Strategic long-standing customer relationships with leading global OEMs

SMP

Key Customers	Key Models	Key Products supplied			Key Geographies	Relationship length
		Bumpers	Inst. Panels	Door Panels		
	A B C D E F	✓ ✓	✓ ✓	✓ ✓ ✓	Europe, China, Brazil, Mexico	> 30 years
	A B C D E F	✓ ✓ ✓ ✓ ✓	✓	✓	Europe, China, Mexico, Brazil	> 40 years
	A B C D	✓ ✓ ✓ ✓	✓	✓	Europe	> 30 years
	A B C D E F G	✓ ✓ ✓ ✓ ✓	✓	✓	Europe, Mexico	> 30 years
	A B C D E F	✓ ✓ ✓ ✓ ✓		✓ ✓	Europe, China, Hungary, USA	> 30 years
	A B C D E	✓ ✓	✓ ✓	✓ ✓ ✓	Europe	> 20 years
	A B C D	✓ ✓ ✓ ✓			Europe, Brazil	> 20 years
	A	✓			Europe	> 30 years

- **Long track record**
average relationship duration with top eight OEM customers of ~30 years
- **Strong presence in premium segment**
High entry barriers due to strict quality requirements, complex products and logistics

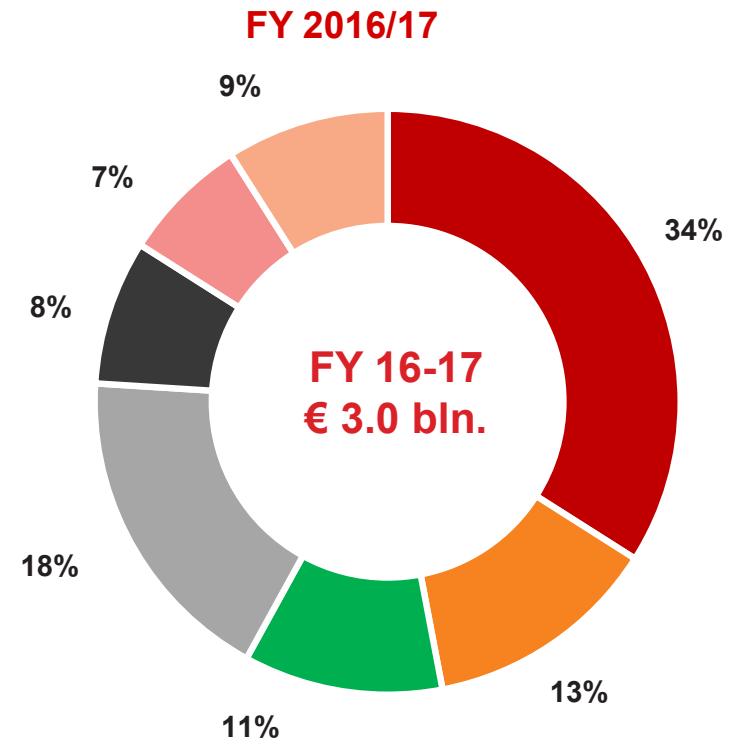
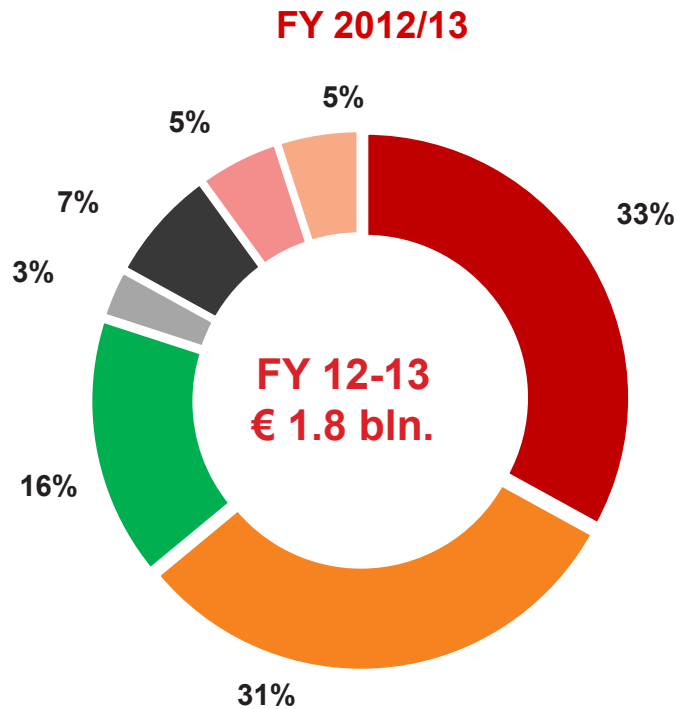
White space opportunities to grow even with existing customers

Source: Company data; Note: Only selected models and not an exhaustive list;



Customer portfolio

SMP



Moving towards diversified customer base

Customer recognition



Continuous mutual appreciation

Volkswagen Group Supplier Award 2015 - category „Global Champion“



Volkswagen Group „FAST“ Initiative - selected as global strategic partner in 2015



Volkswagen Group Award 2017 - category Innovation & Technology



Customer recognition



SMP

**Brose Supplier
Recognition Award 2016**



SMP Germany

**1 million door panel
Mercedes-Benz E-Class**



SMP Beijing

**SMP awarded for good launch
performance at Mercedes Benz
E-Class Offline Ceremony**



SMP China (FPAT)

**FAW-VW
Special Contribution Award
(Quality)**



SMP China (CPAT)

**FAW-VW
Top 10 Excellent Suppliers**



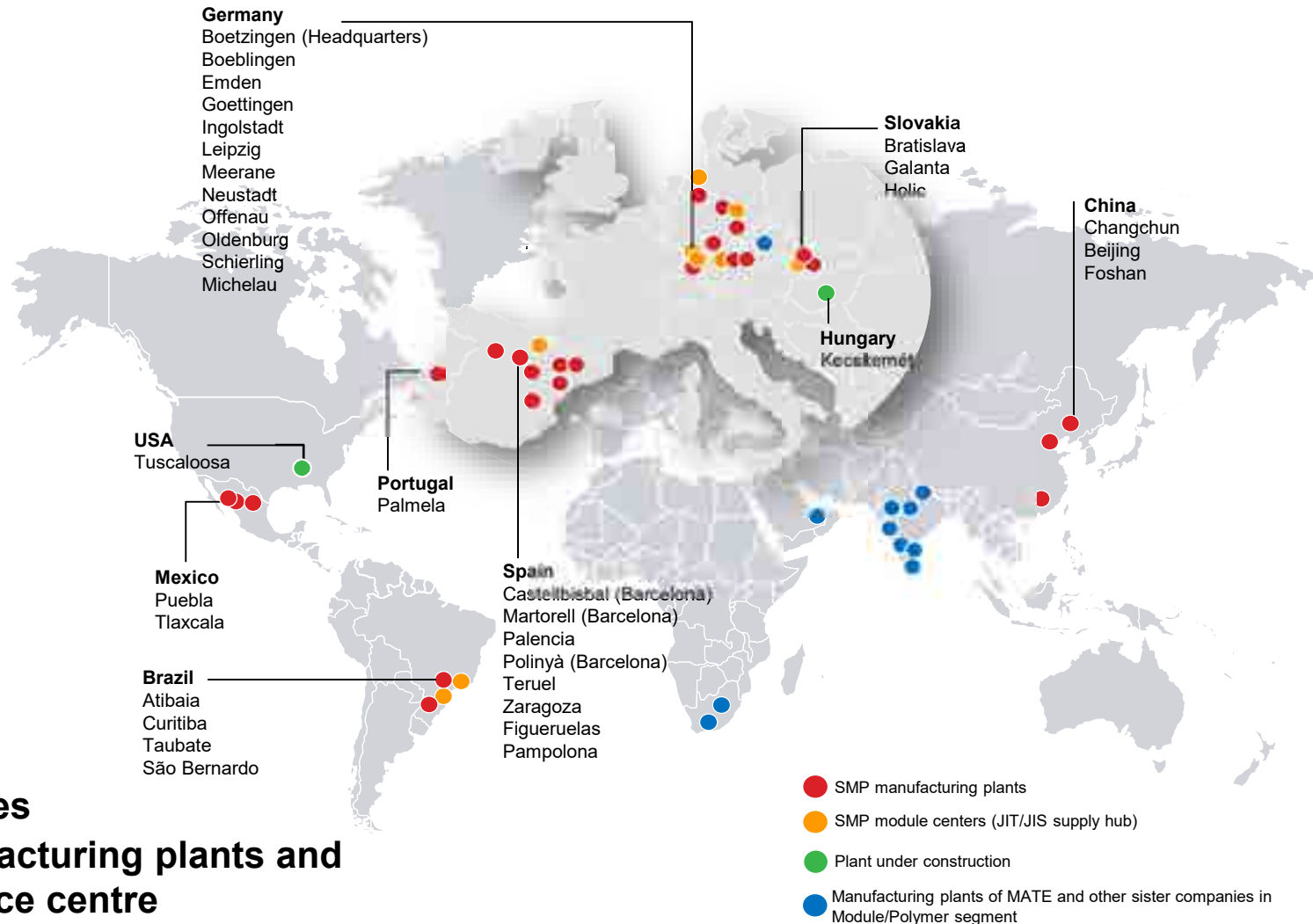


Footprint

OEM relationships supported by global manufacturing footprint.

SMP

Strong manufacturing presence in key automotive clusters



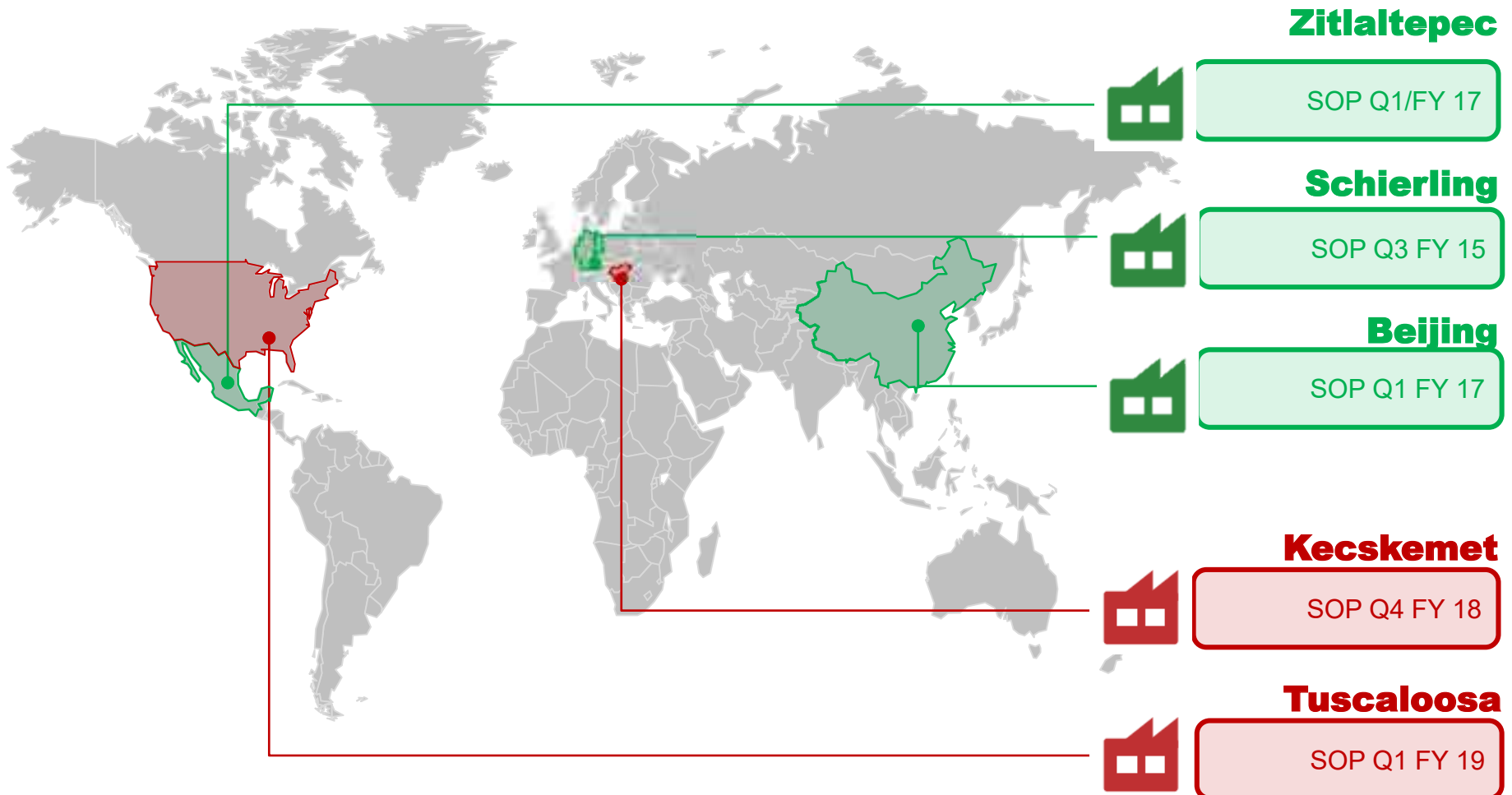
- ✓ 9 countries
- ✓ 27 manufacturing plants and 9 sequence centre



Significant investment in facilities..

SMP

Incurring significant capex over the last few years to meet the growing demand, nearing the end of capex cycle for current order book



Operational Expansion

SMP

SMP Zitlaltepec Mexico
Greenfield exterior plant



Operational Expansion

SMP

SMP Tuscaloosa USA

Greenfield Exterior Plant
Preparing for launch

Operational Expansion

SMP

SMP Kecskemet Hungary

Greenfield Exterior Plant

Ready for launch-SOP Q4/FY 2018



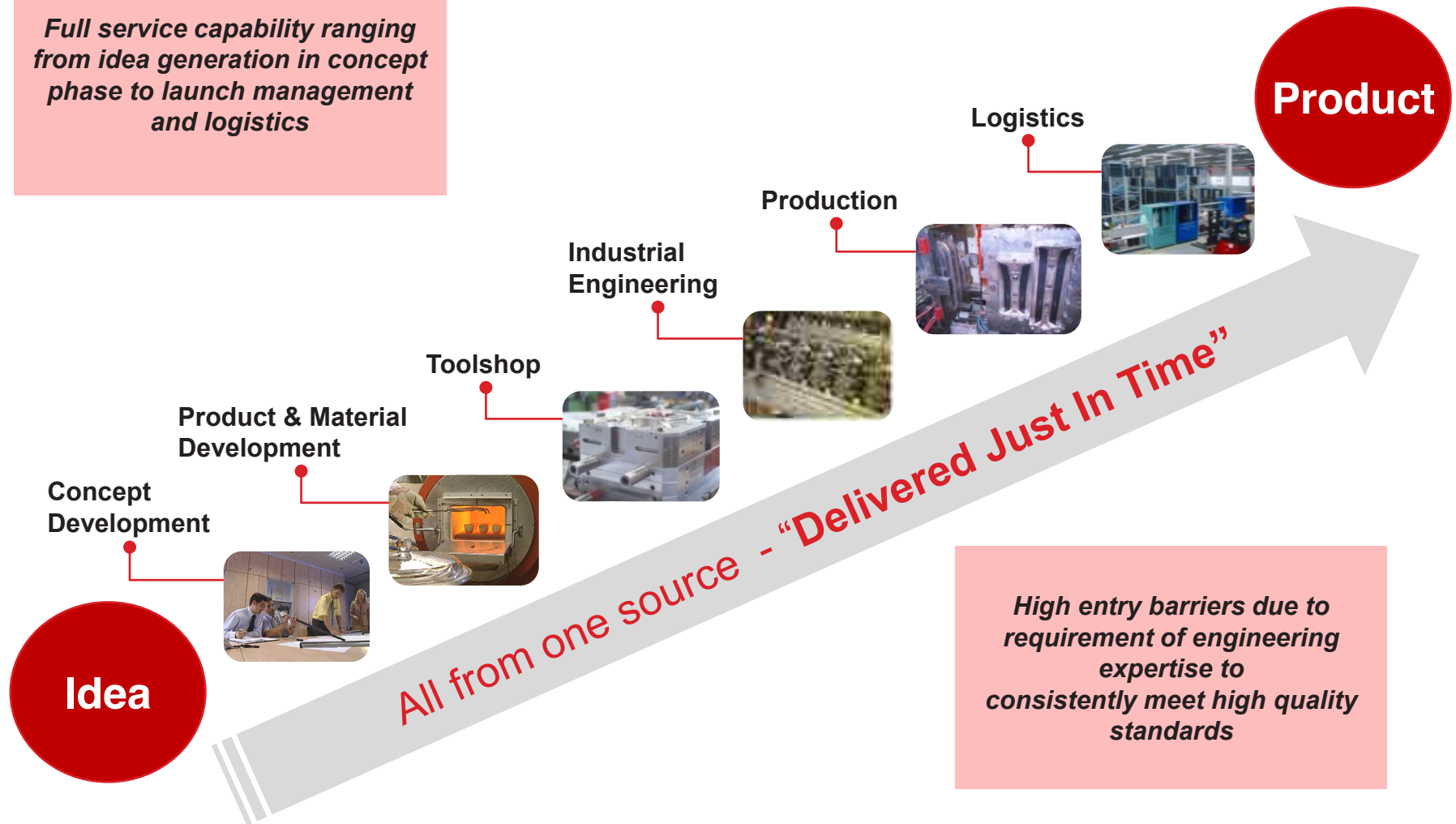


**Technology &
Innovations**

Design to delivery capability

SMP

Full service capability ranging from idea generation in concept phase to launch management and logistics



Source: Company data



State of the art manufacturing infrastructure and processes



Moulding and forming

Injection moulding

- High precision plastic parts, ie
 - Gas injection moulding
 - In-mould decorating
 - 1K & 2K process



Natural fibre processing

- Lightweight and recyclable products, environment-friendly
 - New single-stage process



PUR Foaming

- Back-foaming of moulded skin or performed films on carriers
 - High speed foam systems



Extrusion

- Extruded and metal reinforced extruded parts
 - Up to 7 different materials in one extrusion profile



Decorative surfaces

Painting

- Perfect gloss and surface
 - 1 to 4 layer painting
 - Soft paint for interior trim parts
 - Water & solvent based paints



Slush Moulding

- Complex shapes with high quality and soft-touch surface
 - Superior surface appearance
 - Bi-coloured slush skins



Thermoforming/ In-Mould-Graining

- Vacuum preforming of polymer-films
 - For back-foaming, moulding or direct lamination



Stretch-bending

- Stretch bending and roll bending
 - Combination of stretch bending and injection moulding



Technology Enhancement

SMP

Door panel carrier with natural fibres

SMP Boetzingen Germany

SMP Beijing China



Technology enhancement for the coming years



R&D focus areas

Light weighting/ emission norms

- Use of renewable raw materials
new single stage process for manufacturing natural fibres
- Bionically designed cockpit-carrier with integrated disruptive solutions

Safety improvement

- New solutions for integration of non visible airbags
in cockpits and door panels
- Integration of various types of sensors in bumpers for autonomous driving

Performance/ efficiency

- Standardized sensor-holder in bumpers leading to reduction of tools
- PeguTrim® – interior panels with application of up to three surfaces in one production step

Increased focus on aesthetics

- Illuminated surfaces in interior using various technologies i.e. light guides
- Cost-effective premium appearance using stitched slush skin and foil

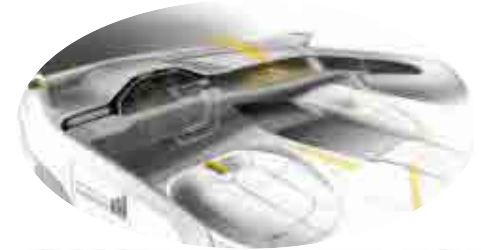


Technology enhancement for the coming years



Highlight examples of collaborations with customers for product development

- New slush skin for instrument panels – weight reduction by 30%
- Very lightweight door trim using expanded polypropylene reduces weight by 50%
- Thin-walled bumper fascia – saving of plastic material
- Self-supporting dashboard support replacing metal make use of additive manufacturing
- Airbag integration using all-in-one self-reinforced plastic improves ageing behaviour
- New coating enables translucency for sensors & light
- Screen printed foil for efficient surface heating in interiors (e.g. armrest)
- Single piece underbody module improves car aerodynamics
- Moulded in colour silvery replaces painting
- Multicoloured illuminated scuff plate offering different optical appearances
- Thermoplastic composite improves pedestrian protection



SMP driving future sustainability in close cooperation with Motherson Innovations



EXTERIOR

2025

INTERIOR

Bumper module

- sensor & light integration
- translucency for sensors & light
- active aerodynamics



Cockpit

- sensor & light integration
- bionically designed dashboard support
- ultralightweight design



Customer recognition

**VW Group
award for
Innovation &
Technology!**



Progress Report.....

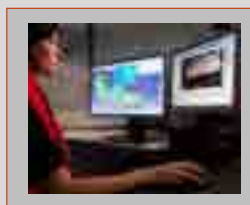
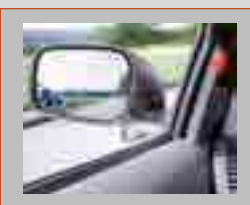


What we said in 2015	Where have we reached today 2017
01 Increase global market share	01 market share increase in all 3 main products bumper / doorpanel / instrument panel
02 Increase content per car	02 <ul style="list-style-type: none">▪ Audi A4<ul style="list-style-type: none">– bumper / instrument panel / doorpanel▪ Audi Q5<ul style="list-style-type: none">– bumper, all body printed exterior parts, doorpanel, instrument panels, pillars▪ Porsche Sports cars<ul style="list-style-type: none">– bumper, doorpanel, Instrument panel & centre console▪ Entered Daimler & BMW Interior
03 Extend customer base	03 We entered Scania, PSA, MAN, Iveco
04 Increase vertical portfolio	04 Added lighting capability by M&A Kobek
05 Extend footprint	05 <ul style="list-style-type: none">▪ New plants in Mexico & China launched▪ Greenfield at Hungary close to launch▪ Greenfield at US to launch next year





SMR
Proud to be
part of the
most exciting
brands

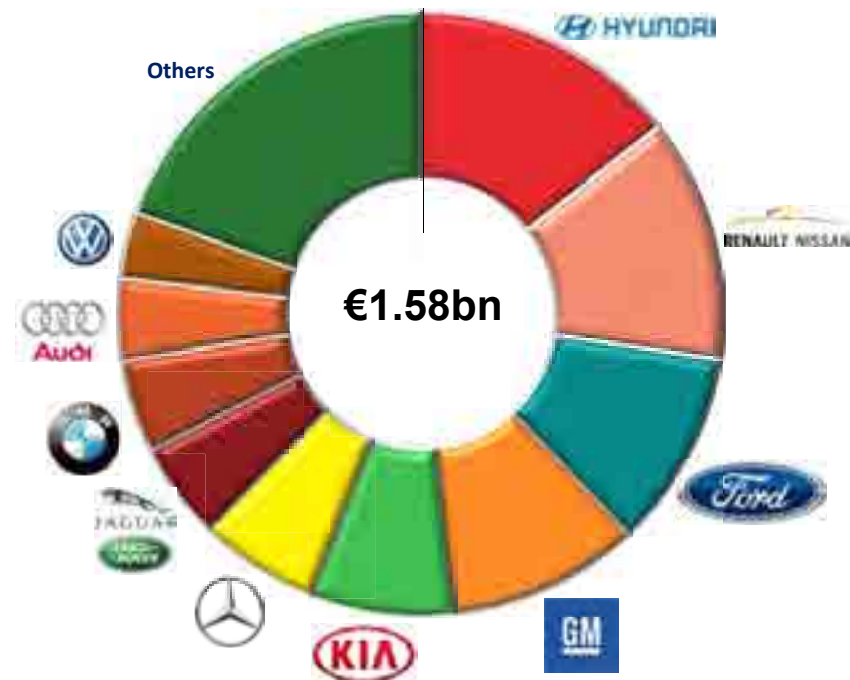


SMR⁷
Samvardhana Motherson Reflectec

Overview

- Catering to a quarter of global automotive exterior rear-view mirrors demand
- Highly diversified customer base
- Strong R&D focus with world class engineering expertise
- Global footprint with presence in 16 countries with 21 state-of-art manufacturing facilities
- Technology leader with over 670 patents

Key Customers (FY 2016-17)



Exterior Mirrors

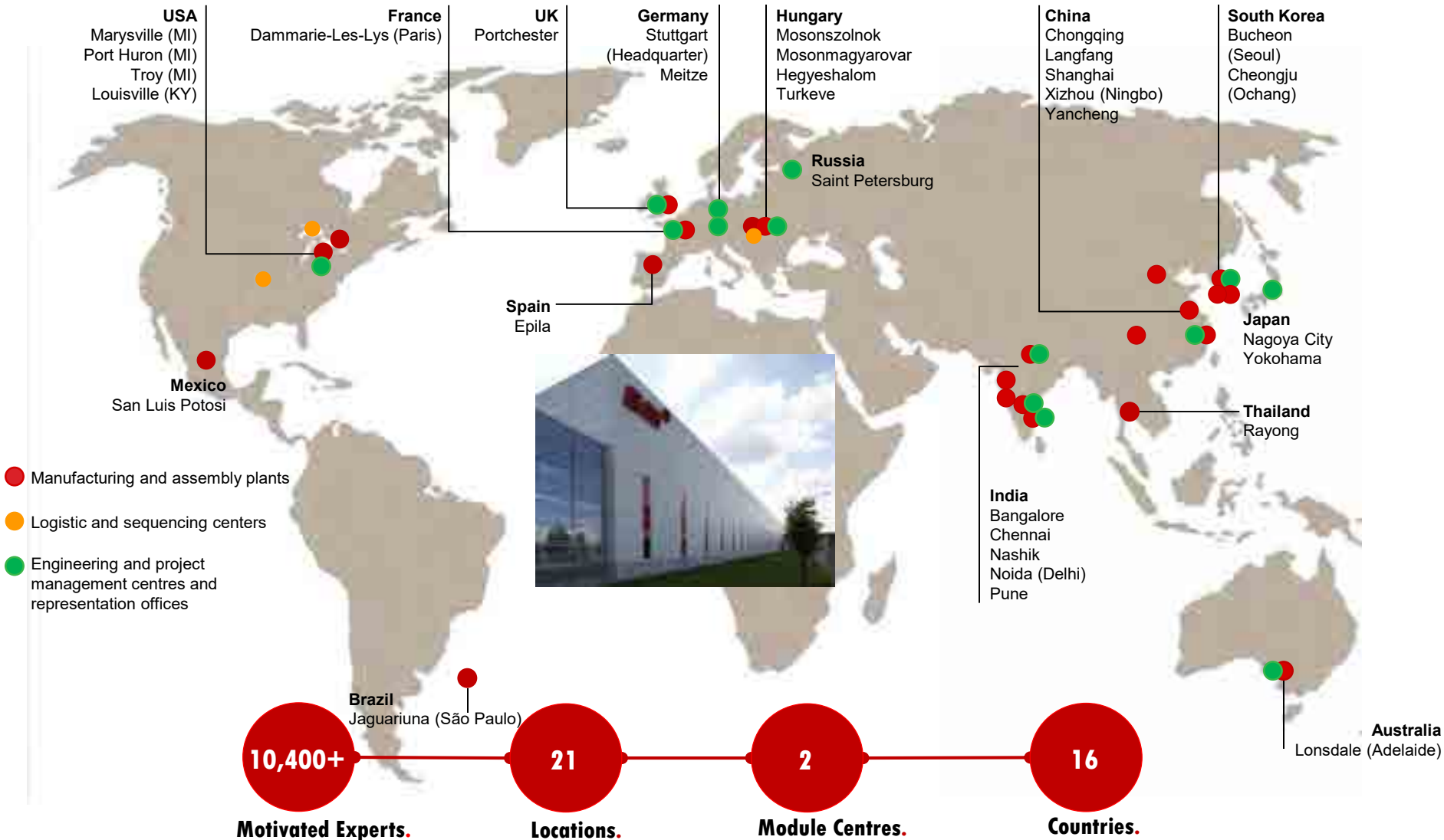


Interior Mirrors



Extensive Global Manufacturing Footprint

- Comprehensive Global Footprint with strategic investments in Vertical Integration



Source: Company data

Superior Manufacturing Expertise



**Horizontal
Integration**

**Injection moulding
18 Locations**



**Assembly
20 Locations**

**Painting
13 Locations**



Superior Manufacturing Expertise



Glass manufacturing
4 Locations



Electronic Systems
1 Locations



Actuators/PF/STI
12 Locations

**Vertical
Integration**



Empowered Highly Motivated Employees



**Collaborative
learning through
awareness on Safety,
Quality and
Productivity**



**Empowering people
through involvement
in Quality Circles**



**Structural approach
to continuous
enhancement of
employee skills**



Customer Recognitions



Ford - SMR Thailand



Maruti Suzuki – SMR
Noida



Ford Q1 Certificate –
SMR Mexico



Hyundai Mobis – SMR Korea



Hyundai MOBIS –
SMR USA



Hyundai – SMR
Chennai



Mahindra & Mahindra –
SMR Pune



Volvo -
SMR Spain



Nissan – SMR USA



General Motors – SMR



Ford Q1 Award –
SMR Brazil



Toyota –
SMR UK



Mahindra –
SMR Pune



Hyundai Motors – SMR Chennai

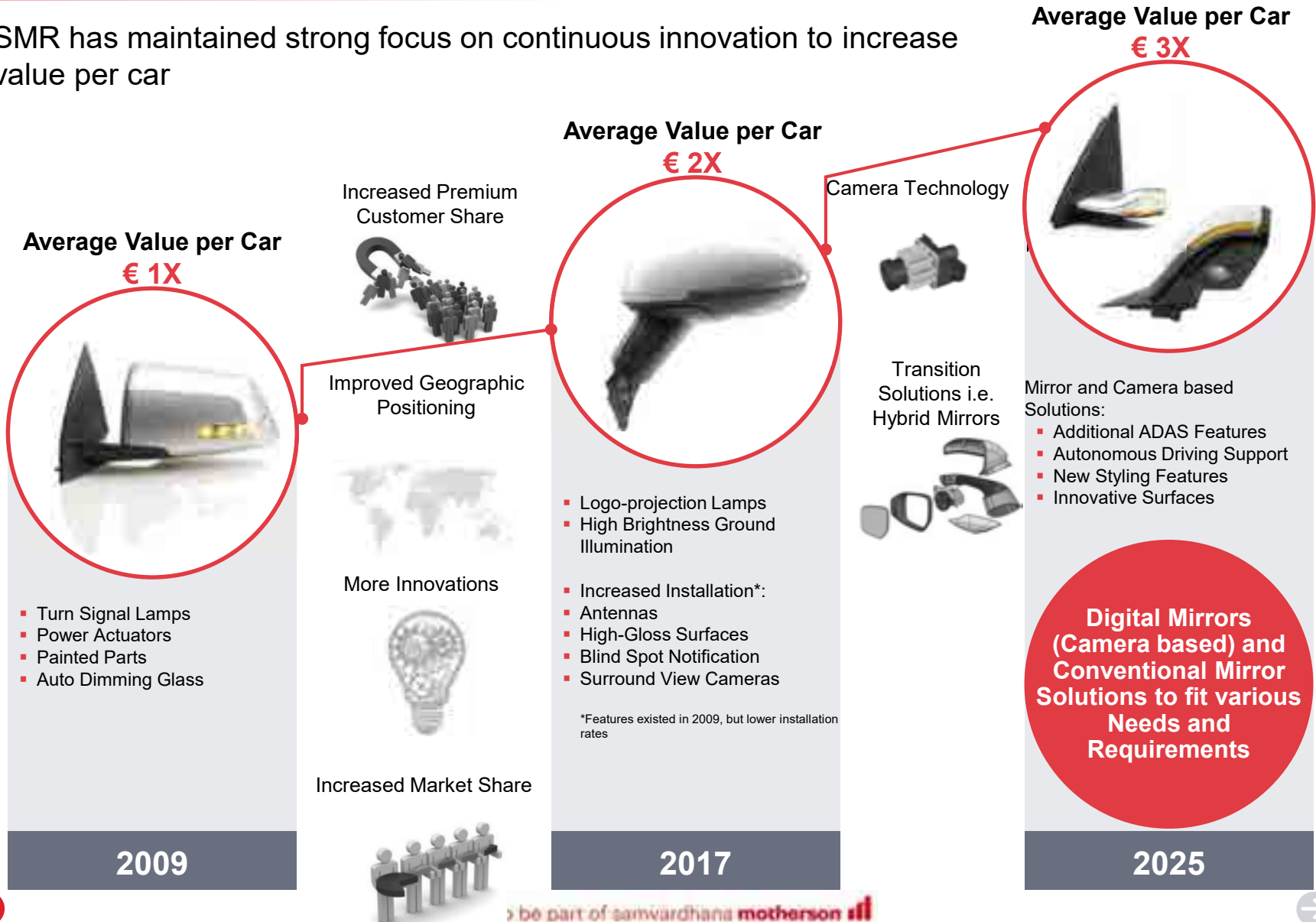


Maruti Suzuki – SMR Noida



Enhancing Content and Value Per Car

- SMR has maintained strong focus on continuous innovation to increase value per car



Enhancing Product Portfolio

- Caters to all sizes of vehicles and price segments
- Diversified product portfolio ranging from basic low-cost mirrors to premium highly complex mirrors with integrated electronic communication features
- 90% of sales in high value premium and medium segments

Basic segment



- Grained housings
- Solid color molding
- Bulb based turn signals
- Flat and convex glass
- Manual mirror fold
- Manual glass adjustment

Medium segment



- Convex and aspheric glass
- Electric glass adjustment
- Power fold mechanisms
- Glass heating
- LED based turn signals
- Temperature sensors

Premium segment



- Memory glass position adjustment
- LED light guide turn signals
- Central ECU
- Surround-view cameras
- Integrated blind spot detection systems
- Logo-projection lamps

Light Commercial Vehicle segment

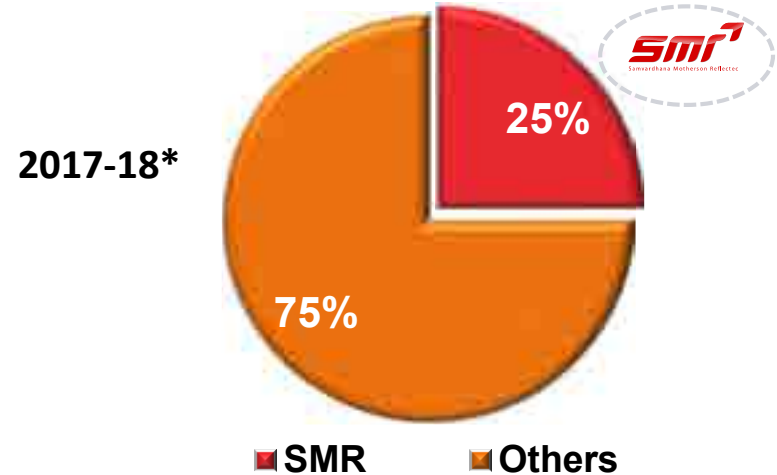
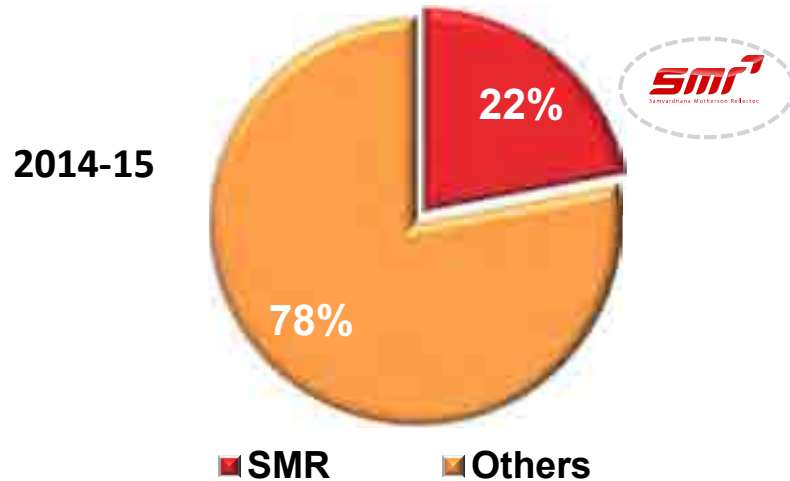


- Grained and painted housings and covers
- Bulb and LED turn signals
- Glass heating
- Manual and power telescope feature

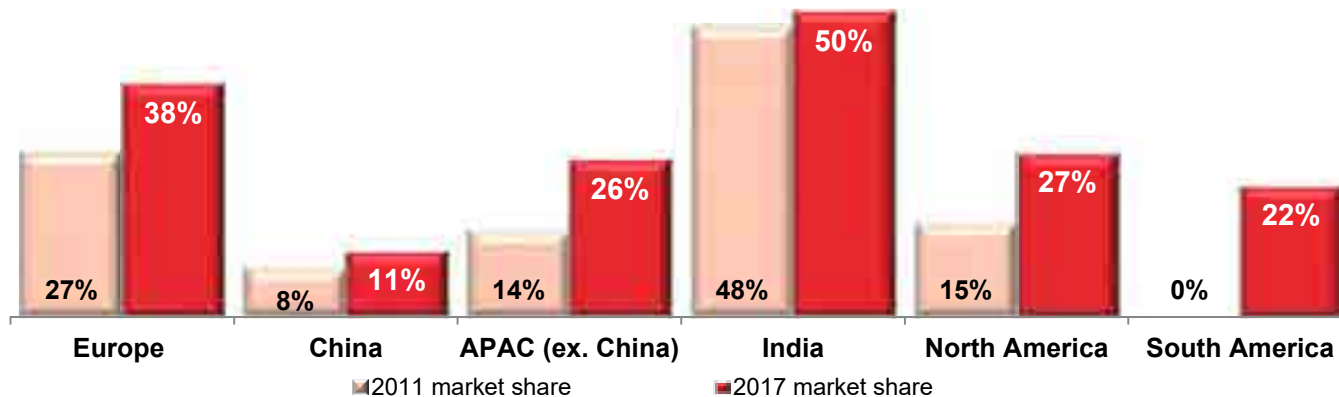
Dominant Market Share

- Globally No. 1 position in passenger vehicle segment

Competitive landscape (by volume)

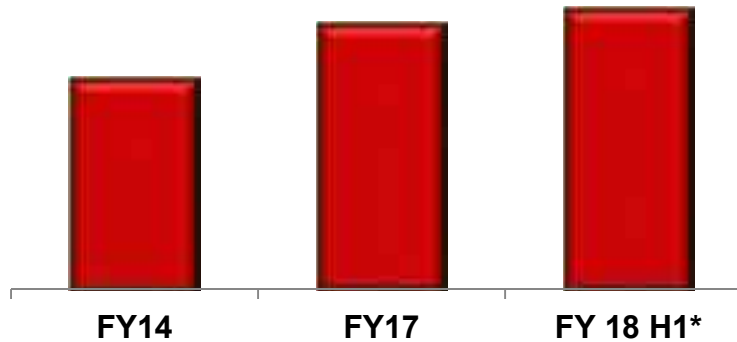


Market share across key geographies

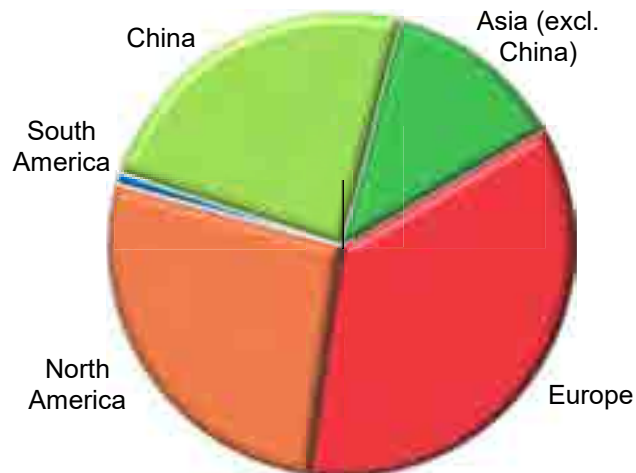


Bullish Revenue Growth

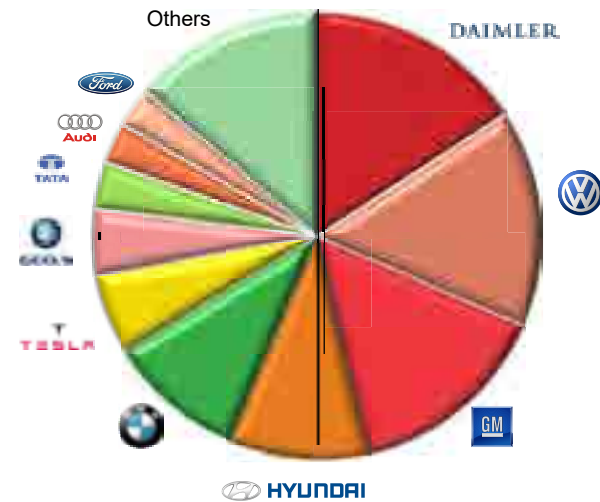
- Significant growth in order book with balanced profile across regions and customers



Lifetime order book value split by geography



Lifetime order book value split by customer



Organic Growth *Footprint Improvements Apr 2015 - YTD*

- Footprint improvements to support organic growth and value addition

Greenfield Brownfield



Investment for Transformation

- Significant investment in new capacity, modernization initiatives for product / process improvements, vertical integration to strengthen margins



SMR India - Horizontal Integration



Location: Noida, India

Type: Brownfield plant

Product: Exterior Rear View mirrors

Operational : Q1 FY 16-17



SMR Korea - Vertical Integration



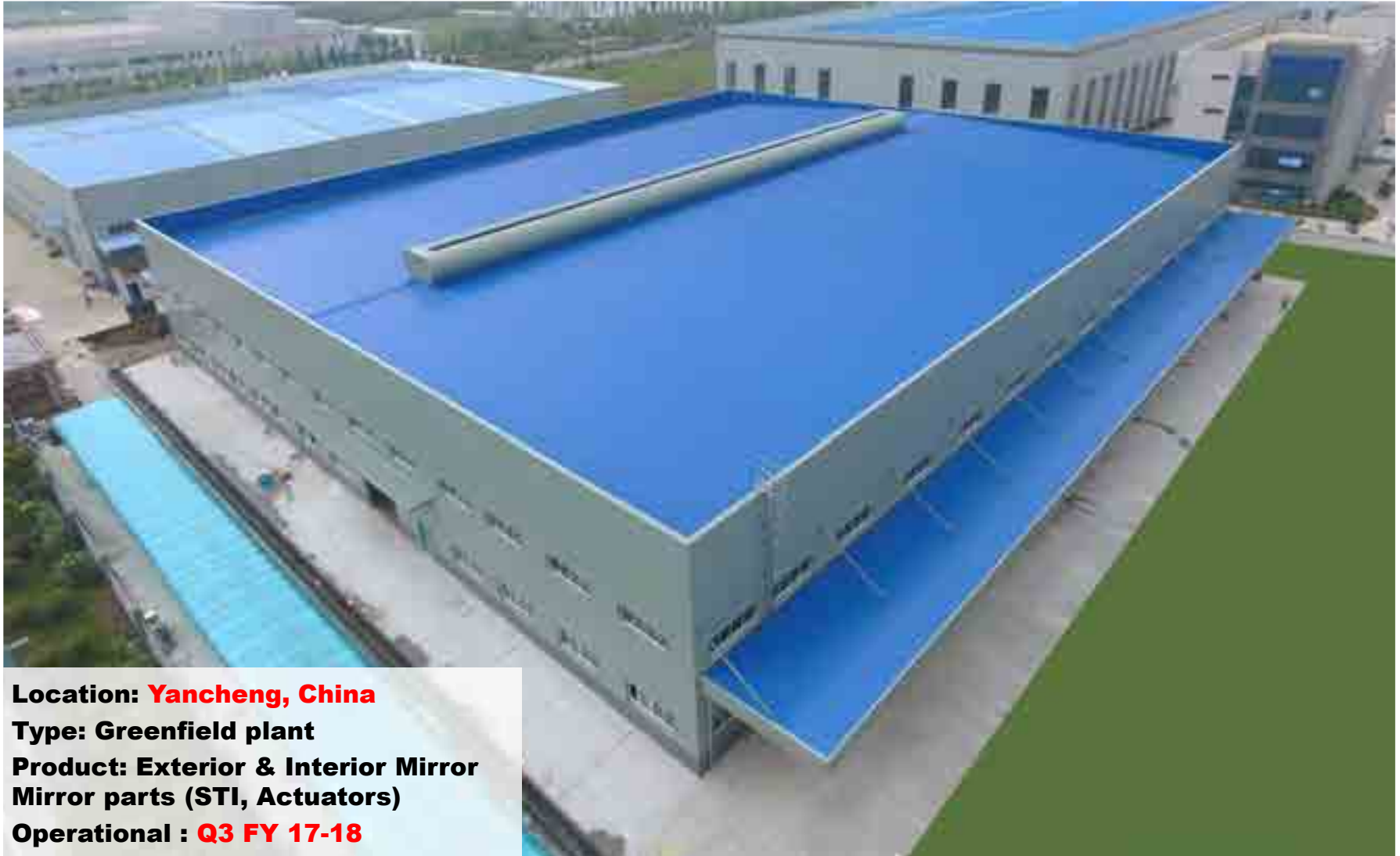
Location: Incheon city, South Korea

Type: Relocation of plant

Product: Mirror parts, Powerfold

Operational : FY 17-18

SMR Yancheng – Vertical Integration



Location: Yancheng, China

Type: Greenfield plant

Product: Exterior & Interior Mirror
Mirror parts (STI, Actuators)

Operational : Q3 FY 17-18

Selected Key R&D Focus Areas



Surround
reverse light



Telescopic
Mirrors



New technology
glass actuator

Improve product properties with new materials and optimized design.
Enhance usability and integrate attractive features.

Performance



Modular
electronics for
lighting in mirrors



1-layer high
gloss moulding
solutions



Structural
innovations

Reduce cost by engineering best in class products.
Maximise integration and standardization.

Cost Efficiency

Responsibility



Eco-friendly
metallization



Camera-based
Driver assistance
Systems



Light weight
design and
green materials

Offer solutions for CO₂ reduction and reduced energy consumption.
Application of innovative and renewable material.

Solutions for
future market
needs

Emotions



Fusion of coating
and lighting
technologies



Attractive light
features and „night
solutions branding“



Unique turn signal

Make attractive products with high-class surfaces and integrated functionality
(i.e. lighting and displays).



Offering “New Features” ; Exploring “New Segments”

- Developing products to meet the emerging trends in auto industry in cooperation with MI

Innovative Lighting



Advanced Surface Coating



Mirror Replacement (CMS) and ADAS



New Products and Technologies

CMS



AST & ALT



ECO Mirror



- ☐ EU Legislation to reduce Co2 emission to 95 gms/km. by 21
- ☐ Current fleet Size average at approx. 140-150 gms Co2
- ☐ Non compliance leading to penalties to OEMs.
- ☐ OEMs working to reduce emission (i.e EV, Lightweight/EMS)
- ☐ SMR ECO mirror reduce the weight and size by one third.
- ☐ Expected to considerably reduce drag





Motherson Innovations

A Journey Towards the Future

**Proud
to be part
of the
future**



Motherson Innovations

A Journey Towards the Future

**Proud
to be part
of the
future**

Organisational Development



Global Expert Team established

2015-04



#1 announcement on investor meeting

2015-05



Website live

2016-05



#1 in MSSL Annual Report

2016-06



Internal strategic projects established

2016 - 2017



Group intellectual property Integrated

2017-09



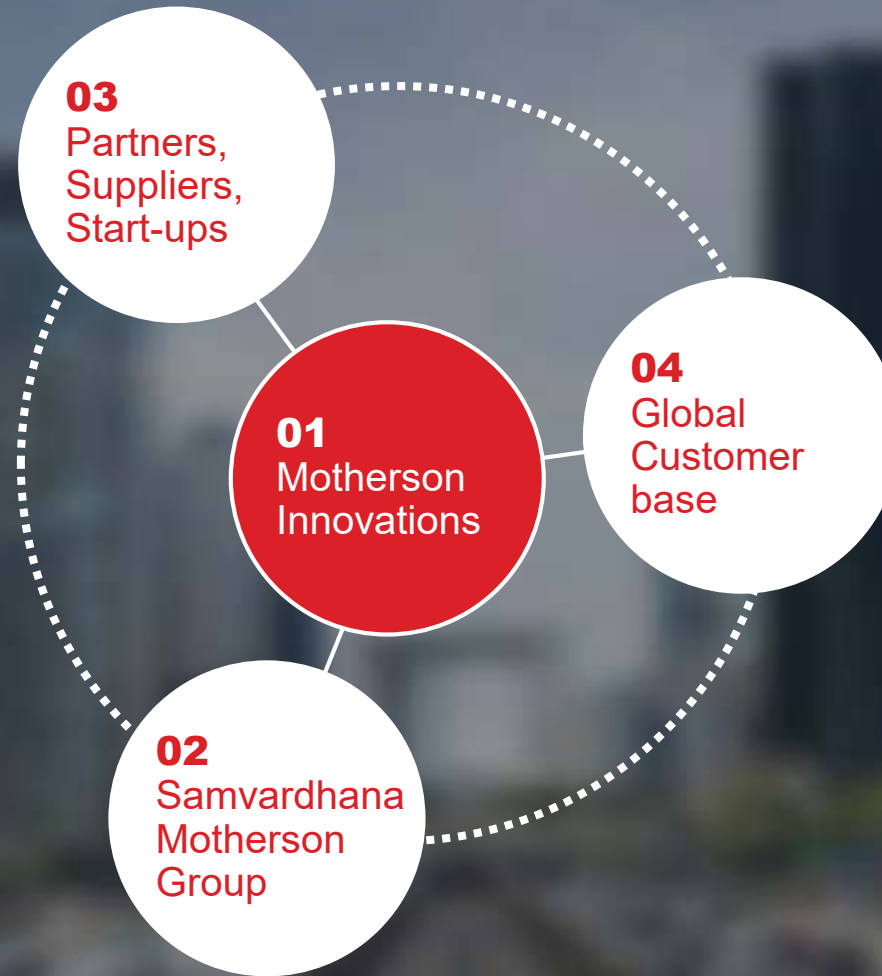
Update on investor meeting

2017-11

STRENGTHENING THE **CAPABILITIES**



The networking principle



The Motherson value creation circle

The focus of Motherson Innovations

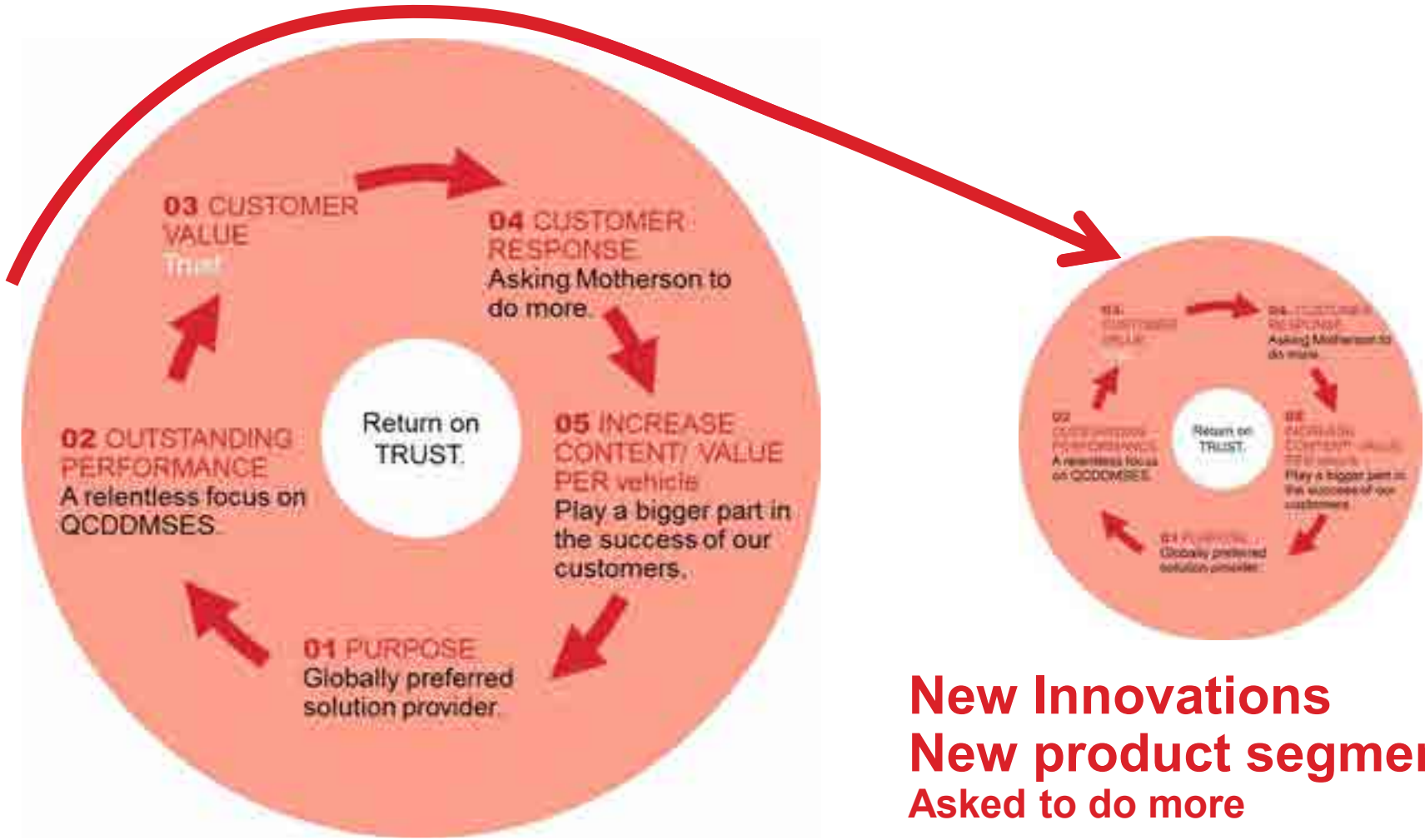


Progress update

2 years of Motherson Innovations

Value creation in new business areas

New automotive solutions



Generation 2 **LogoLamp**

Generation 1
sold 6 million+
units
Generation 2
sold to more
OEMs

In transfer
to SMR

Brighter
Sharper
Smaller
Cost improved

SUPPORTED COMPANY: **SMR**

motherson
solutions



Hybrid **Camera Monitoring System**

SUPPORTED COMPANY: **SMR**



Hybrid **Camera Monitoring System**

Presented
on
 2017

SUPPORTED COMPANY: **SMR**

Camera Monitoring System

Installed in show-cars

Concept proven
on show car

Development
transferred
to SMR

Business
Development
support
on-going

SUPPORTED COMPANY: **SMR**

Camera Monitoring System

Ongoing
strategic
Business
Development
support

Increasing
Market
Potential

SUPPORTED COMPANY: **SMR**

Acquisition of **Motherhood Innovation Lights**

Innovative
Lighting
Expertise

Illuminated
scuff
plate contract
through SMIA

SUPPORTED COMPANY: **SMIA, SMP**



Surface technologies **Metallic Finishes & Hidden Lighting**

Strategic
Dialogue
with customers

Unique
Branding
Solutions

SUPPORTED COMPANY: **SMR, SMP**



WIFI Charging ☹)

Imagine a World...

...where power is available everywhere.



IN CLOSE COOPERATION WITH: **OSSIA**



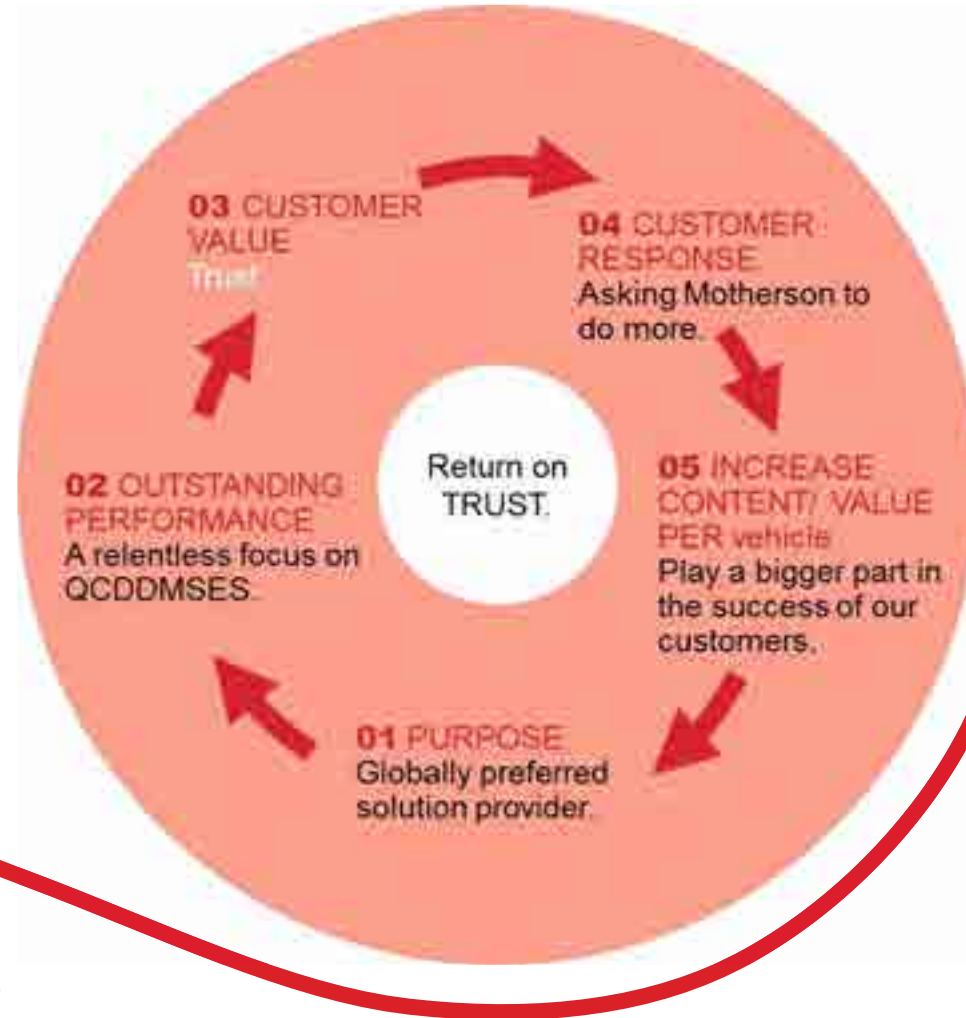
OUR PERSPECTIVE

**What is the
pivot of a
company?**



Value creation in new business areas

Non-automotive markets, operational “Pivot”

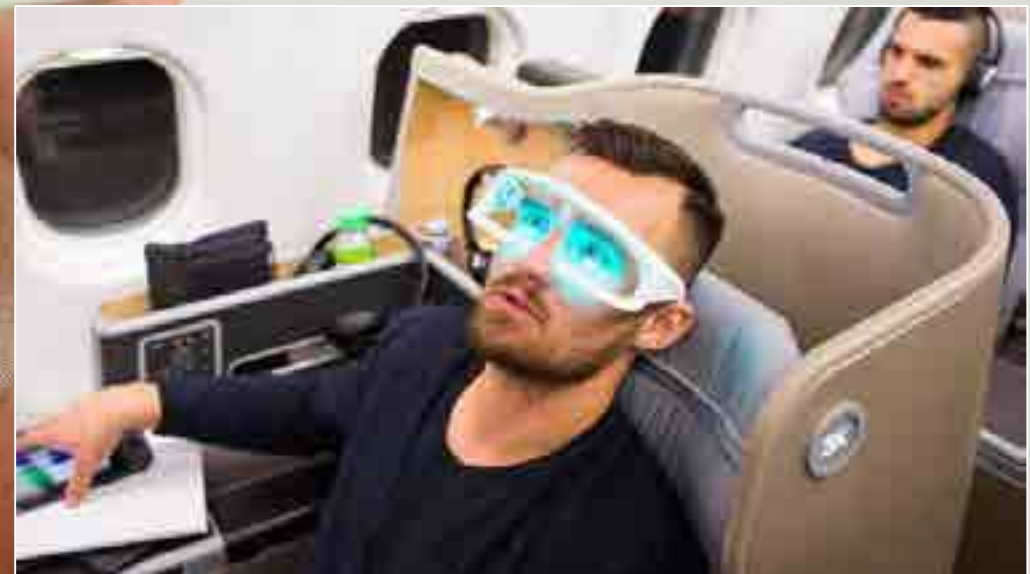


New Markets
New opportunities
Built on outstanding performance

Re-Timer Gen2



IN CLOSE COOPERATION WITH: **RE-TIME**



Australian soccer players using
Re-Timer to recover on flights

BIOPEN

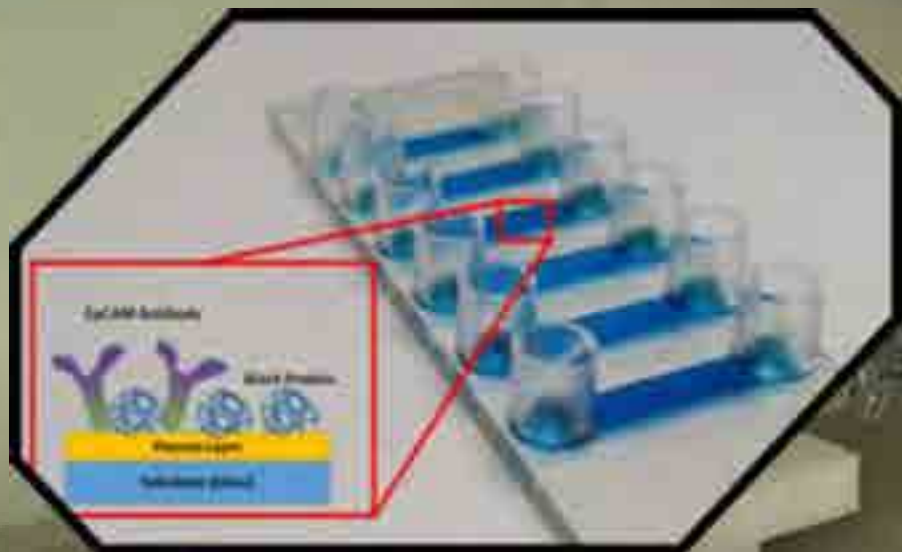
Stem cell printer pen

Leveraging
Medical
industry
opportunity for
Motherson
Australia

IN CLOSE COOPERATION WITH: **University of Wollongong**



Bladder cancer **Diagnostic Device**



Leveraging
Medical
industry
opportunity for
Motherson
Australia

IN CLOSE COOPERATION WITH:

University of South Australia and Flinders University Australia

MAXM Skate

Leveraging
Medical
industry
opportunity for
Motherson
Australia

First test
samples in
the market



IN CLOSE COOPERATION WITH: **MAXM**

Alignment to market trends beyond 2020

to satisfy customers' needs

Megatrends in Mobility



Electrification.



Shared mobility.



Autonomous mobility.



Connectivity.

Opportunities in **Autonomous and connected mobility**

Use of time
↓

Adding features

More focus on
interior
↓

„Premiumisation“

Interfaces
and Sensors
↓

**Content and
value increase**

Increased content
Value addition
↓

Customer needs

Innovation Platforms

Creating value for OTT and beyond



Future Interior Project

Started 2017-01

Phase 1 Completion 2018-01

“The Empathic Cockpit”

Future Exterior Project

Started 2017

Focus area for 2018.

Innovation Platforms

Creating value for OTT and beyond



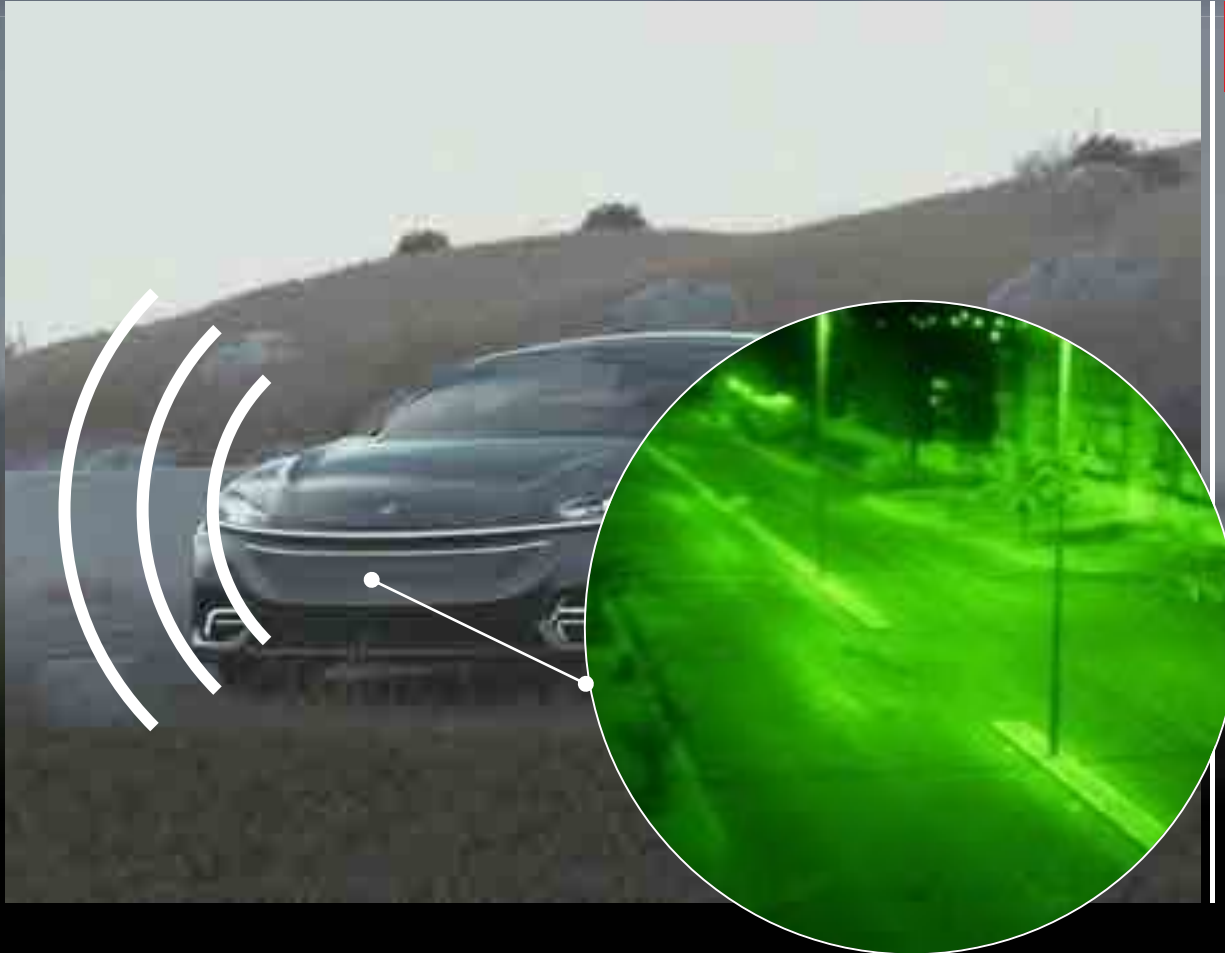
Future Exterior Project

Started 2017

Focus area for 2018.

Innovation Platforms

Creating value for OTT and beyond



Future Exterior Project

▶ **Day/Night vision**
NirVision

Innovation Platforms

Creating value for OTT and beyond



Future Exterior Project

▶ **Day/Night vision**
NirVision

▶ **Lidar**

Innovation Platforms

Creating value for OTT and beyond



Future Interior Project

Started 2017-01

Phase 1 Completion 2018-01

“The Empathic Cockpit”



Future interior project **The Empathic Cockpit.**



35 features
integrated by
Motherson
Group
companies

15 features
integrated by
technology
partners



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, market conditions 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. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.