



# Turnaround.

Laksh Vaaman Sehgal  
21<sup>st</sup> February 2018



**1983**  
**We have  
come a  
long way.**

**From**  
making a  
humble  
t-coupler for  
the Maruti 800.



# 2017



**To** being one of the world's fastest growing specialised automotive component manufacturing companies for OEMs.

Working with 25 joint venture partners.

Over 110,000 people.

Operating over 230 facilities in 37 countries.

US\$ 9.1 bln. in yearly revenues.

2011-17 CAGR = 27.9% ^



OUR GROUP VISION

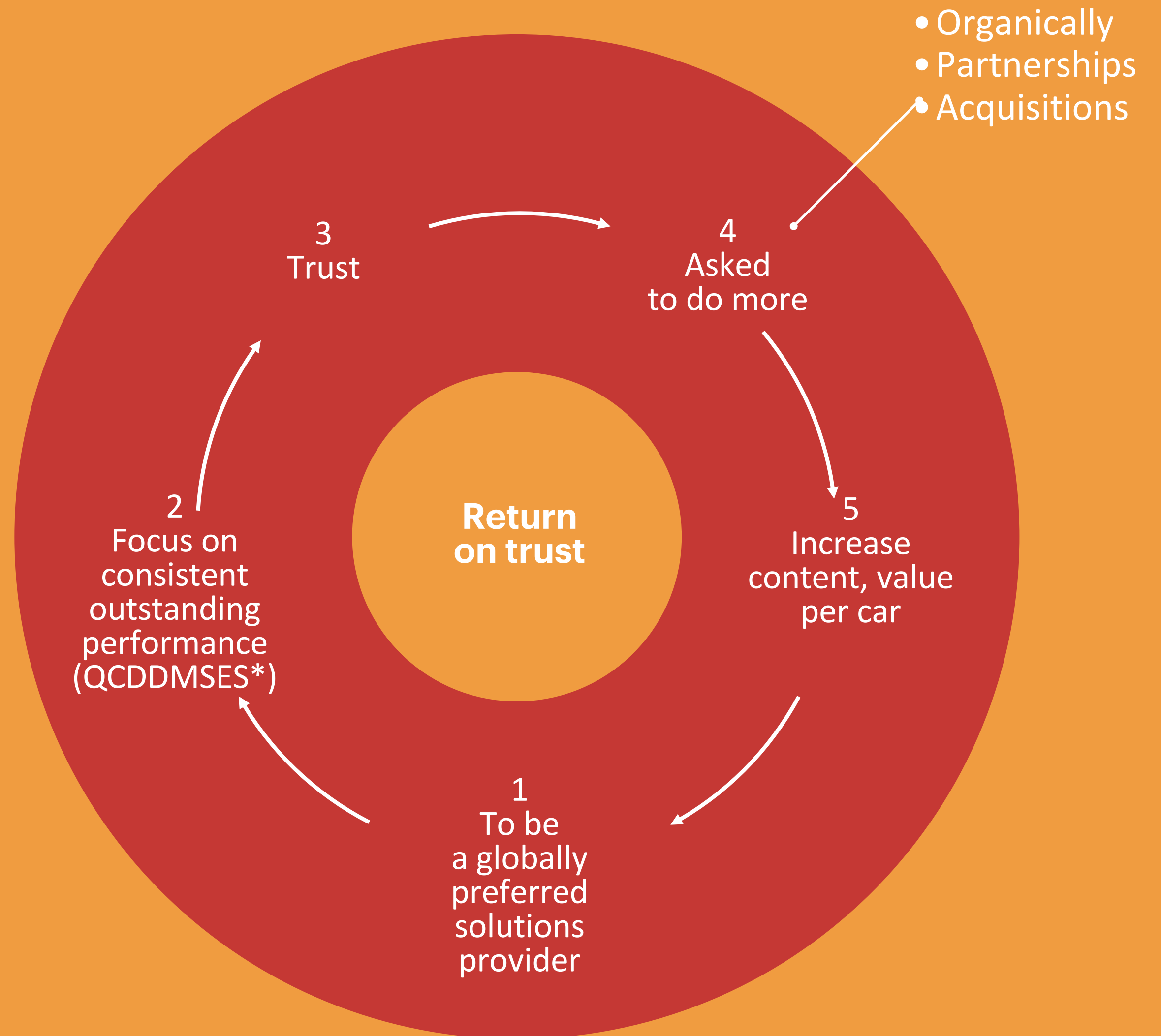
**To be a  
globally  
preferred  
solutions  
provider.**

Be part of the  
success of our  
customers.

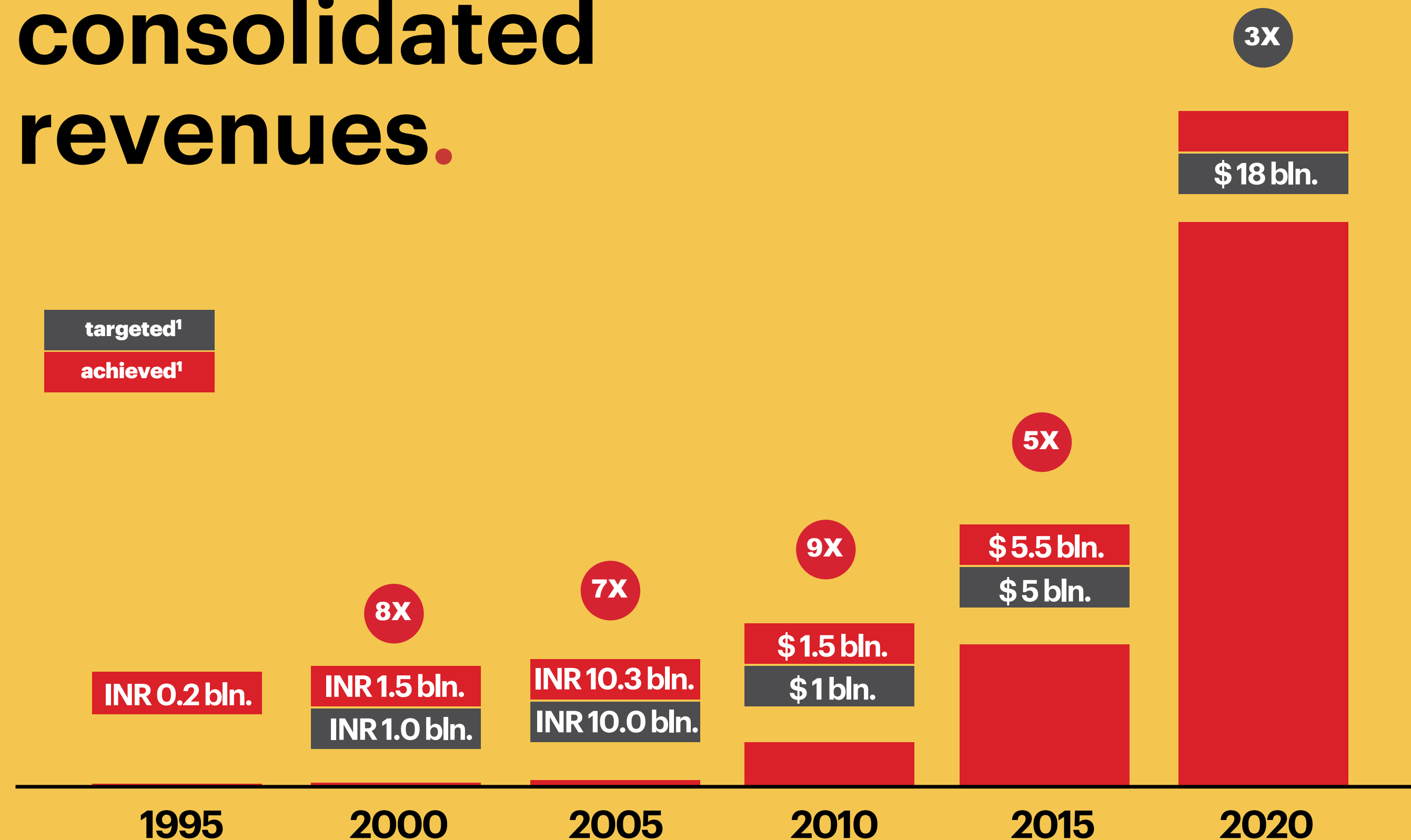




# How Motherson creates value.



# MSSL consolidated revenues.



# 5 year vision

# 2022

Our fifth  
5-year plan.

1

USD 18 bn (MSSL)  
USD 26 bn (SMG)  
FY 19-20.  
(Revenue)

2

40%  
ROCE  
(Consolidated)

3

3CX15

(No Country, Customer,  
Component to contribute  
more than 15% to our  
revenues)

4

40%  
dividend  
(Of consolidated  
profit)



**The financial crisis  
brought huge  
opportunities.**





A photograph of a modern conference room. In the foreground, the backs of four light-colored leather chairs with black seats are visible, arranged around a large, light-colored wooden conference table. The table extends towards the background. Behind the table, a wall with a perforated metal texture is visible. Above this wall is a row of large windows. The windows show an outdoor scene with trees and buildings, and the sky is a deep blue, suggesting dusk or dawn. The room is dimly lit, with light coming from the windows and possibly from the table's surface.

**We were  
at the right place,  
at the right time.**



**There were many reasons  
not to do it, but one  
big reason  
to do it.**

**The  
customer  
asked us.**



Visiocrp?

Visiocrp?

Visiocrp?

Visiocrp?

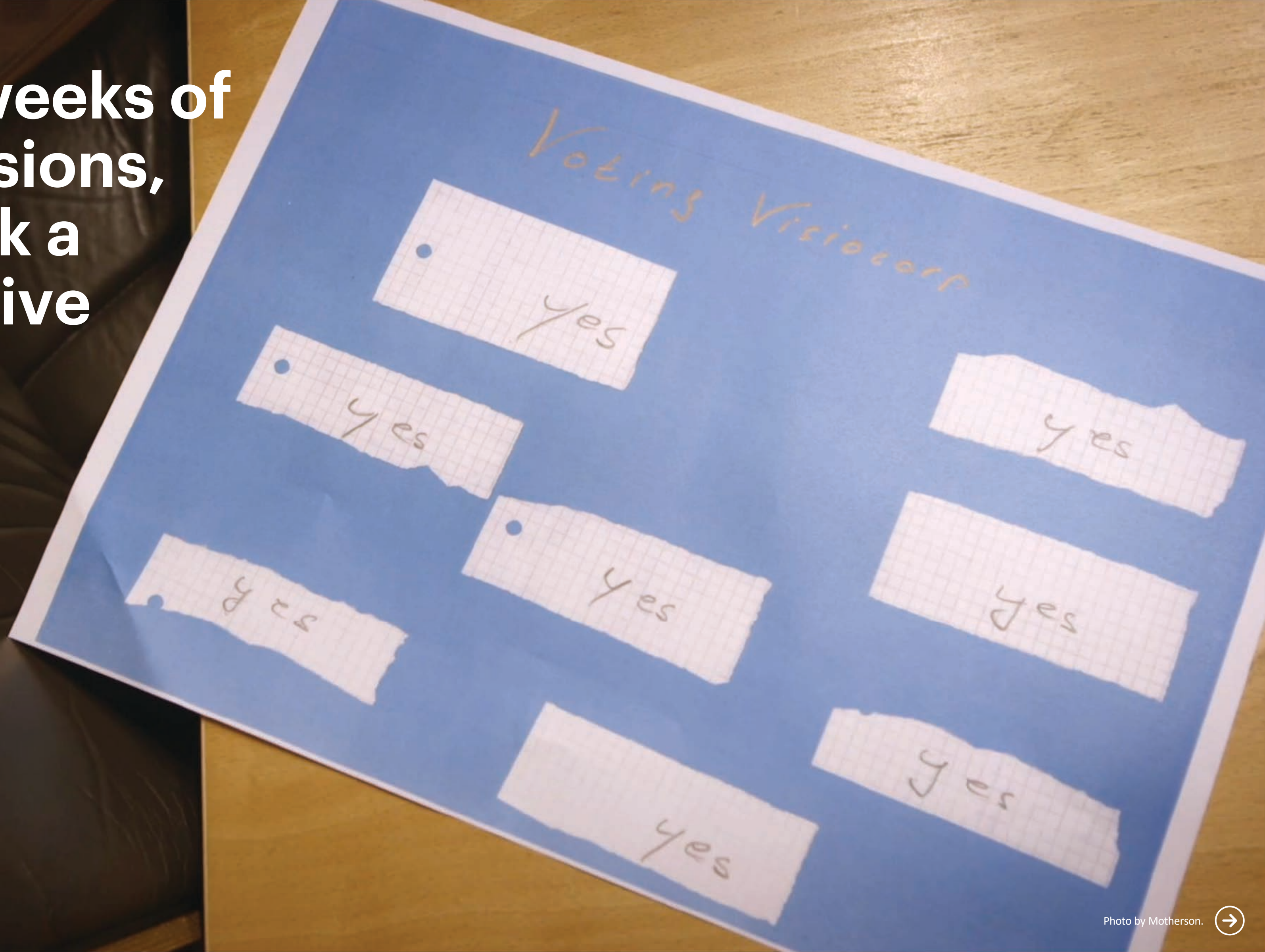
**The risks were  
enormous, as was the  
size of the company.**

Visiocrp?

Visiocrp?



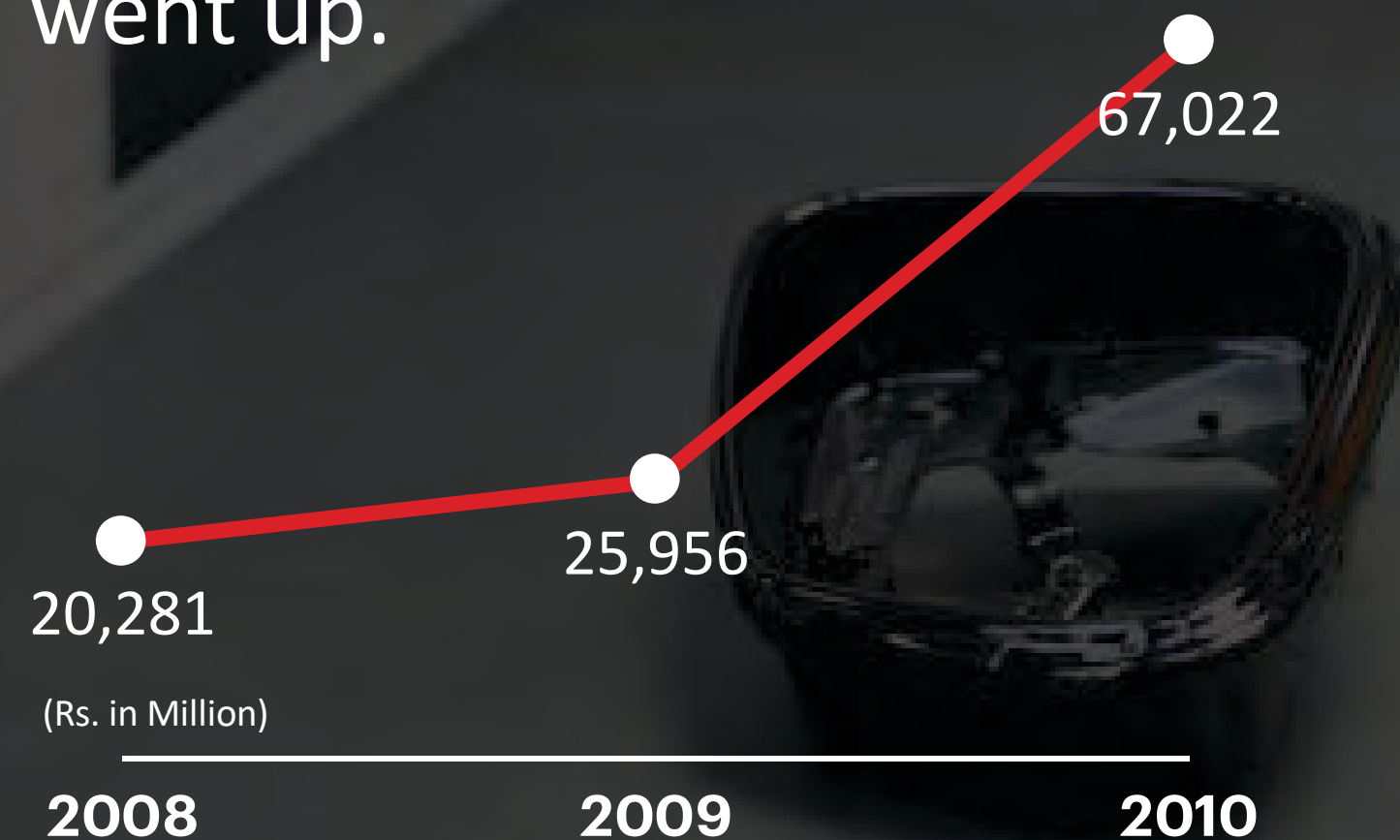
**After weeks of discussions, we took a collective vote.**





# A long period of economic crisis came to an end.

Consolidated sales went up.



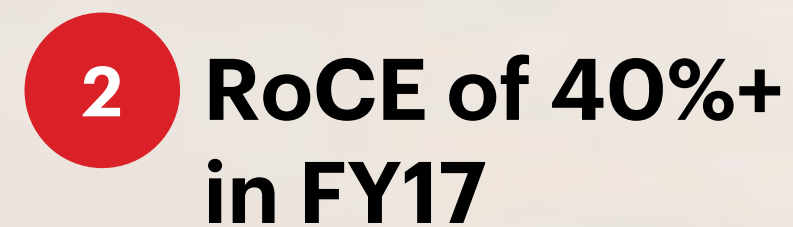
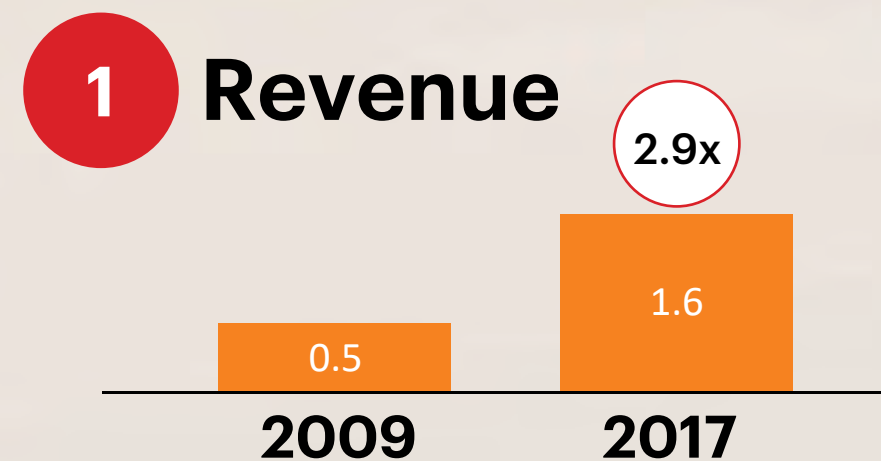
Profits\* fell in 2009 but shot up by **110%** in 2010.



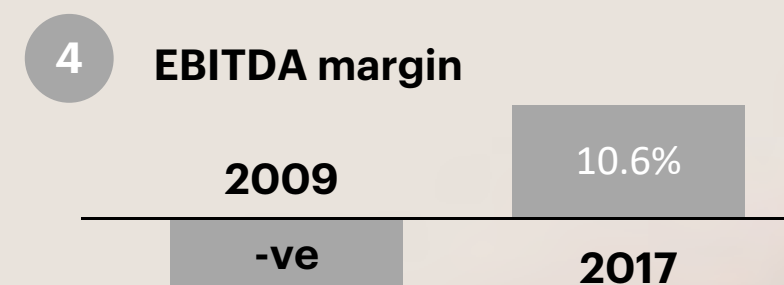
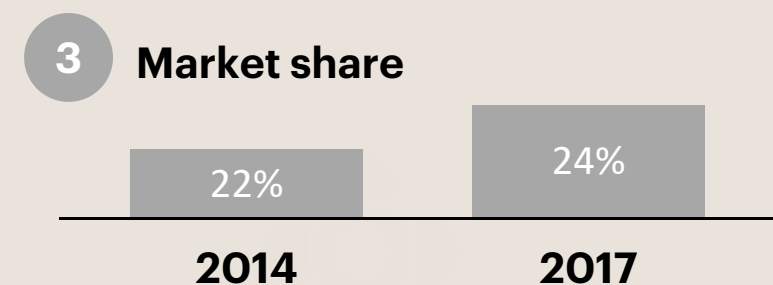


# A stellar turnaround since the acquisition.

Building alignment with 5-year targets.



Selected other parameters





**The only way out was to go in.**

**01 Lead from the front.**

**02 Help ordinary people, do extraordinary things.**

**03 Invest.**



# 01 Lead from the front.





# Involve people.

Communicate from top to bottom.  
Explain to everyone what the problems are and how to solve them.



**But take  
responsibility  
for failure.**





# 02 Ordinary people, doing extraordinary things.







**Look for  
people who  
are hungry,  
honest and  
hardworking.**

Attitude beats  
experience.



# Open the minds to learning new ways.

Ego's can be a big  
hurdle.





# Allow people to make mistakes and then improve.





# Challenge the team.

Set high targets in all critical areas, and monitor performance so the team gets progress feedback.





# Feel proud with the team.







**03 Invest.**





**Make the  
necessary  
investments.**

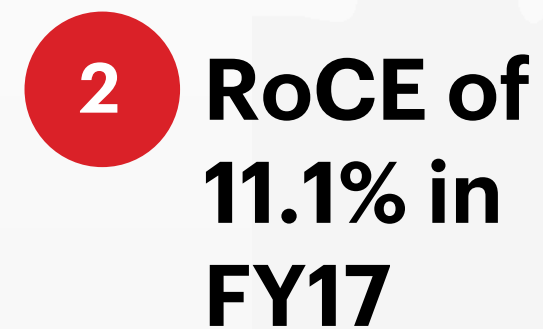
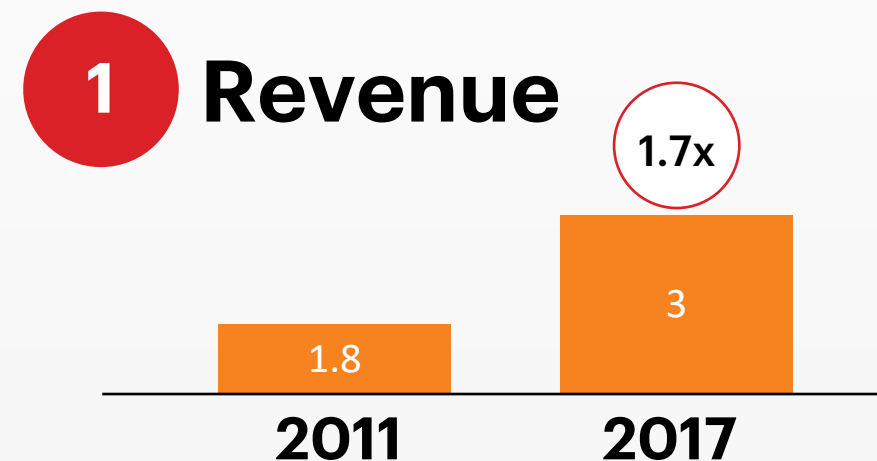
Build a new  
plant were we could  
make big  
improvements and  
motivate  
the team.



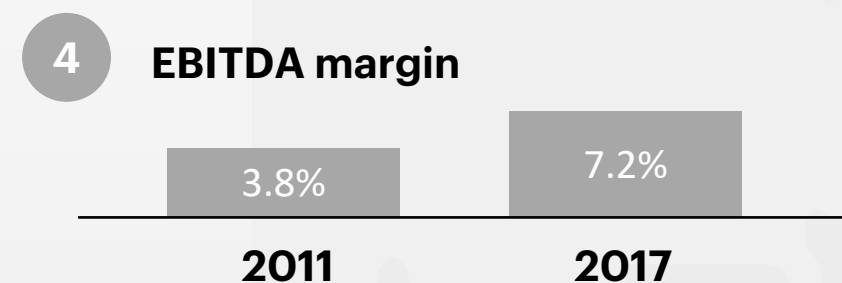
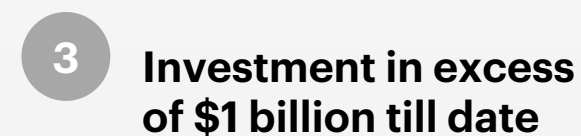
# SMP: Huge scope of growth and margin expansion.

SMP was acquired in 2011; It is one of the top 3 players in the premium module segment globally, across all key products.

Building alignment with 5-year targets.



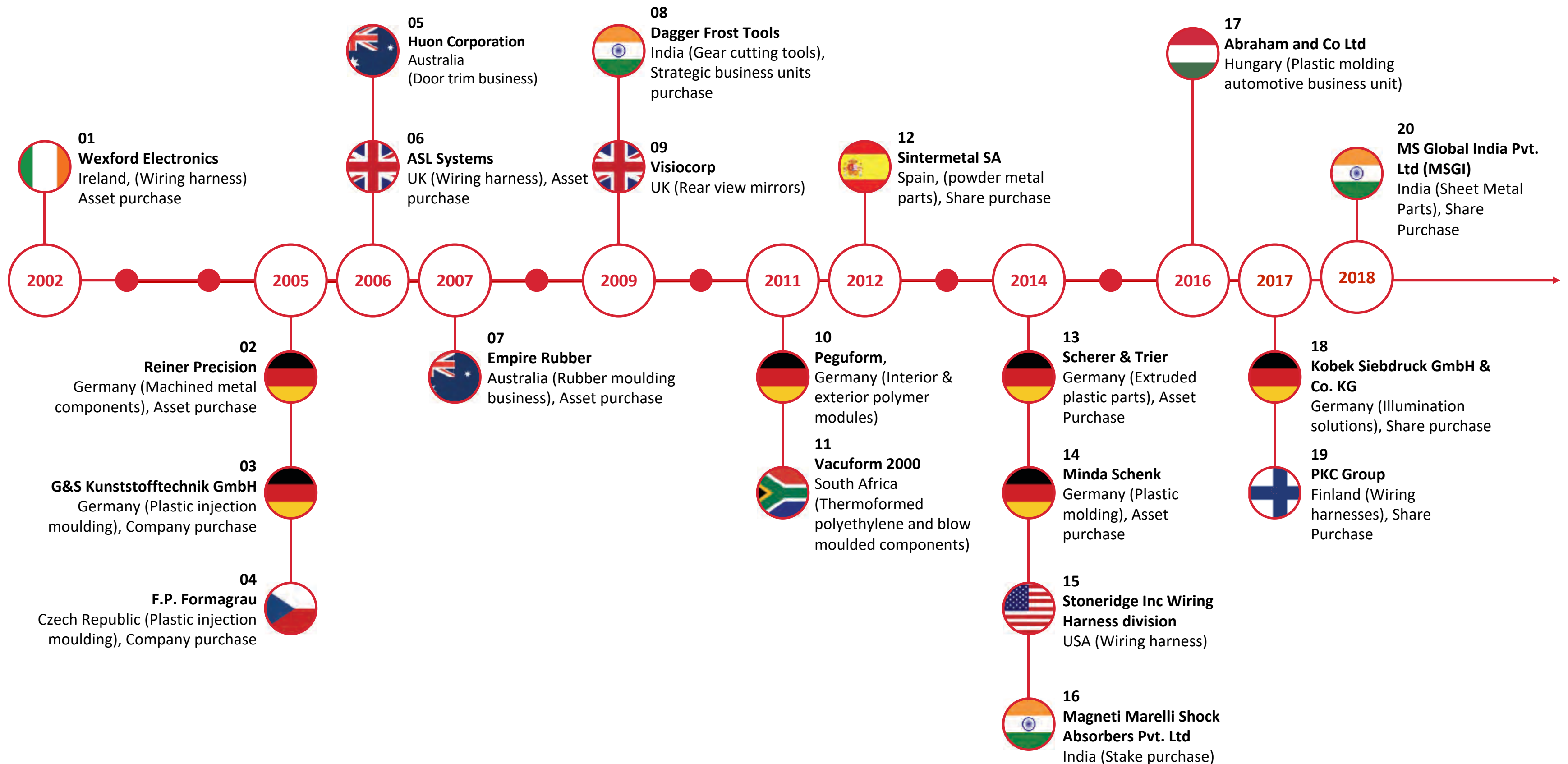
Selected other parameters





# Approach to acquisitions.

SMG has integrated 20 acquisitions since 2002, creating synergies while leaving companies to manage themselves as autonomously as possible.





# Mindset is key.

A desire or hope for something to happen.

01  
Wish.

03  
Will.

Continuous concentrated action until the desire is fulfilled.

02  
Intention.

A thing intended; an aim or plan.



**Proud to be  
part of the  
Motherson  
family.**







# Thank you.

## Safe harbour

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