



Wiring Harness Division
Investor Meet 2020



The Division's Operations Today



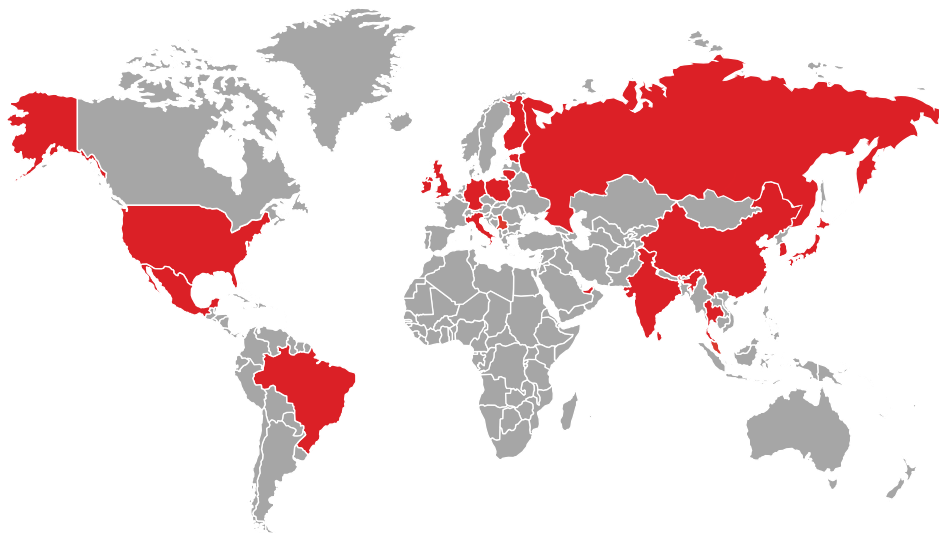
26% of Group revenue



81K+ employees



77 Facilities



JV Partners

- Sumitomo Wiring Systems, Japan
- Kyungshin Industrial Corporation, South Korea

JV Partners

- Jiangsu Huakai Wire HarnessCo. Ltd., China
- Hefei Jianghuai Automobile Co. Ltd., China
- Hubei Zhengao Auto Accessories Group Co. Ltd., China

Experienced Leadership



Apex Team



G.N. Gauba

CFO



Rakesh Satwah

KIML



Duncan Reid

MWSI- North America



Frank Sovis

PKC - North America



Jani Kiljala

PKC - EUSA



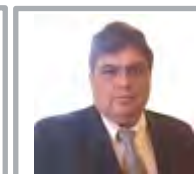
André Gerstner

PKC - Rolling Stock



Jyrki Keronen

PKC - APAC



Sanjeev Bhatia

Wire Group



Matti Yli-Olli

PKC- Finance



Younes Saadi

PKC- Sales
& Engineering



Vesa Vähämöttönen

PKC- Advance
Engineering



Deepak Tyagi

Chief Technical
Officer



Shashi Gupta

MSSL- Purchase



Anurag Gahlot

MSSL- Human
Resource



Sanjeev Mathur

MSSL- Manufacturing



R.S.Saini

MSSL- Quality
Assurance & PE



Staying Resilient In Tough Times

Together against Covid 19



People

Supporting our people to stay safe and bounce back quickly.



Customers

Ensured business continuity of our customers even in highly challenging and adverse conditions.



Suppliers

Regular communication and support for safe resumption of supplies.

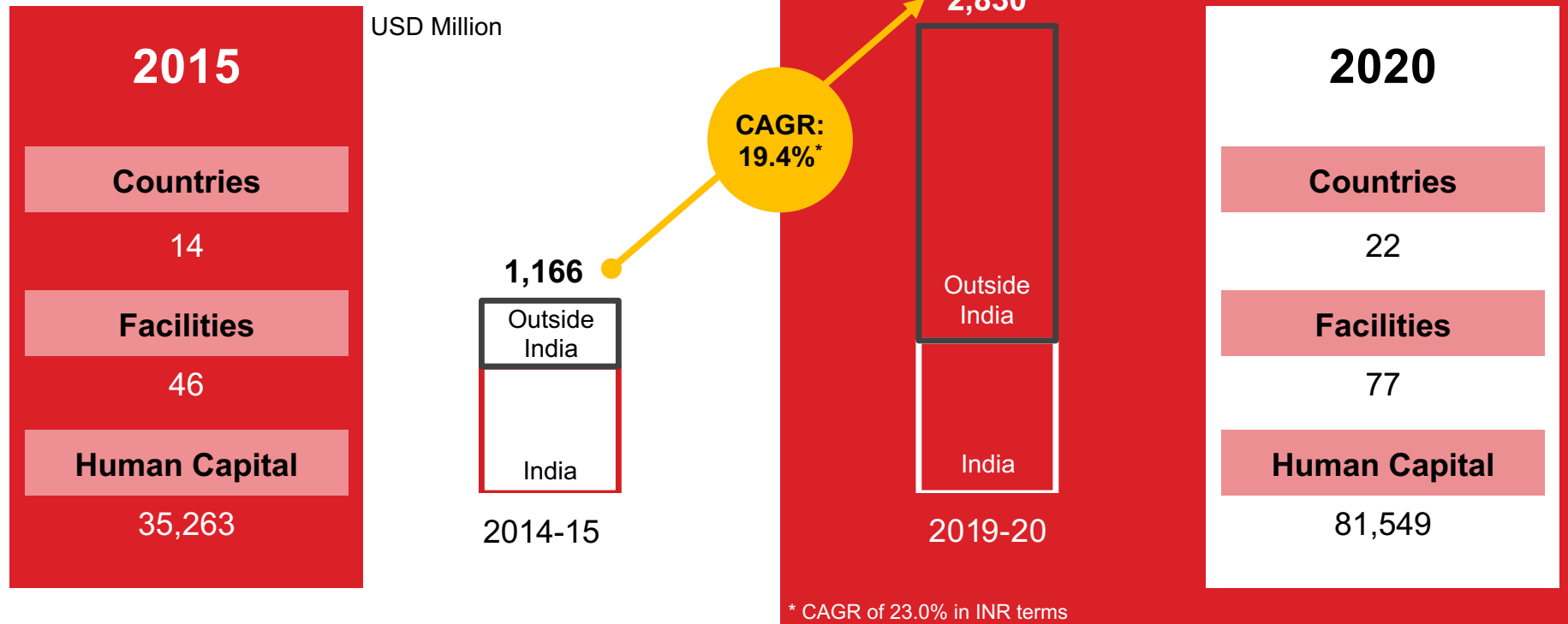


Community

Extended support to government initiative helping the community

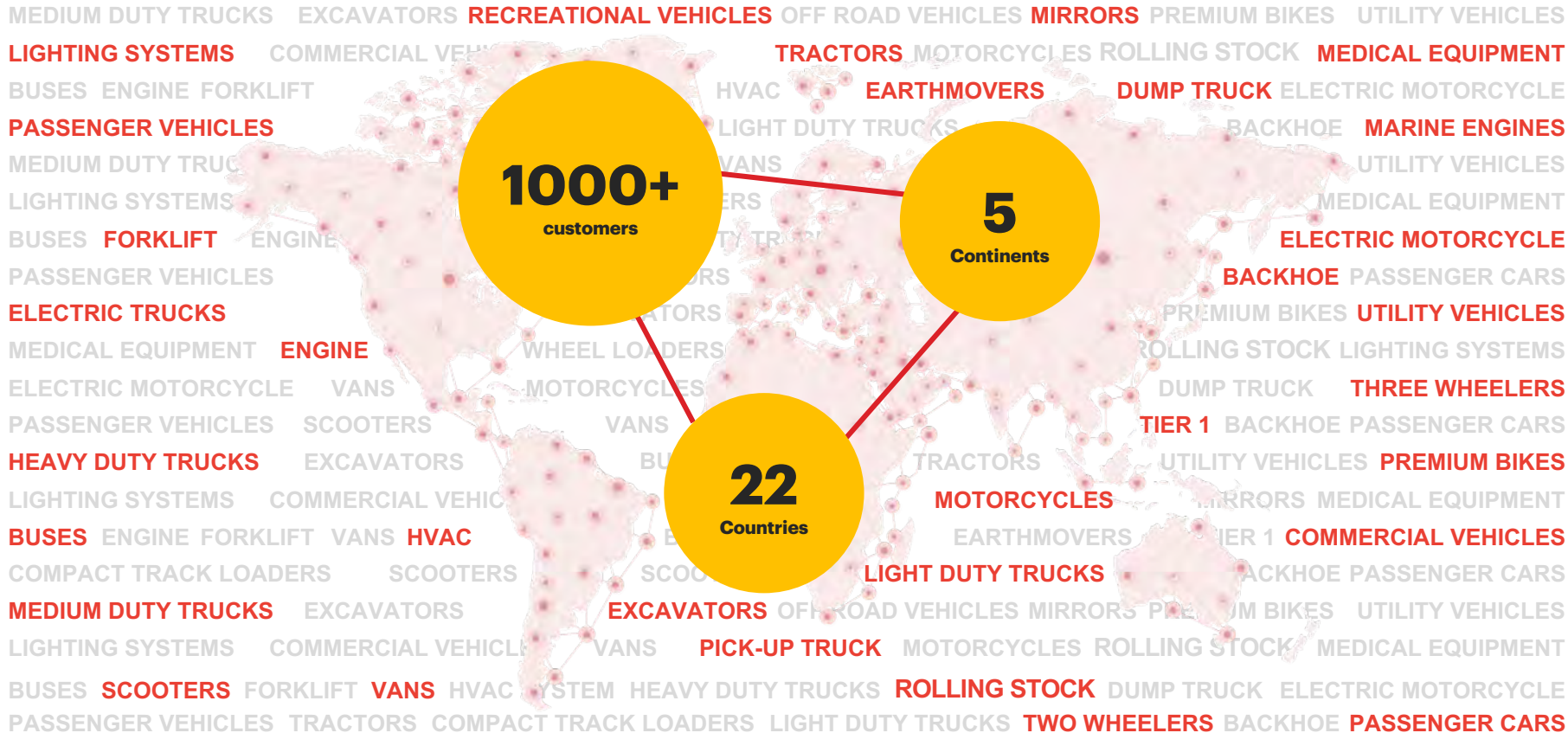
2015 – 2020 : A Sneak Preview

2015-2020: Global Market Expansion



Consistently growing faster than the industry.

Expanding Business Portfolio



Wider customer spectrum.

Broadened Footprint

FY 2014-15

14

Countries

46

Facilities




FY 2019-20

22

Countries

77

Facilities

 Newly added Locations

Strategically Positioned Facilities in Key Geographies



**We had a dream.
We realized it.**



motherson 



Time to dream bigger.

WHD

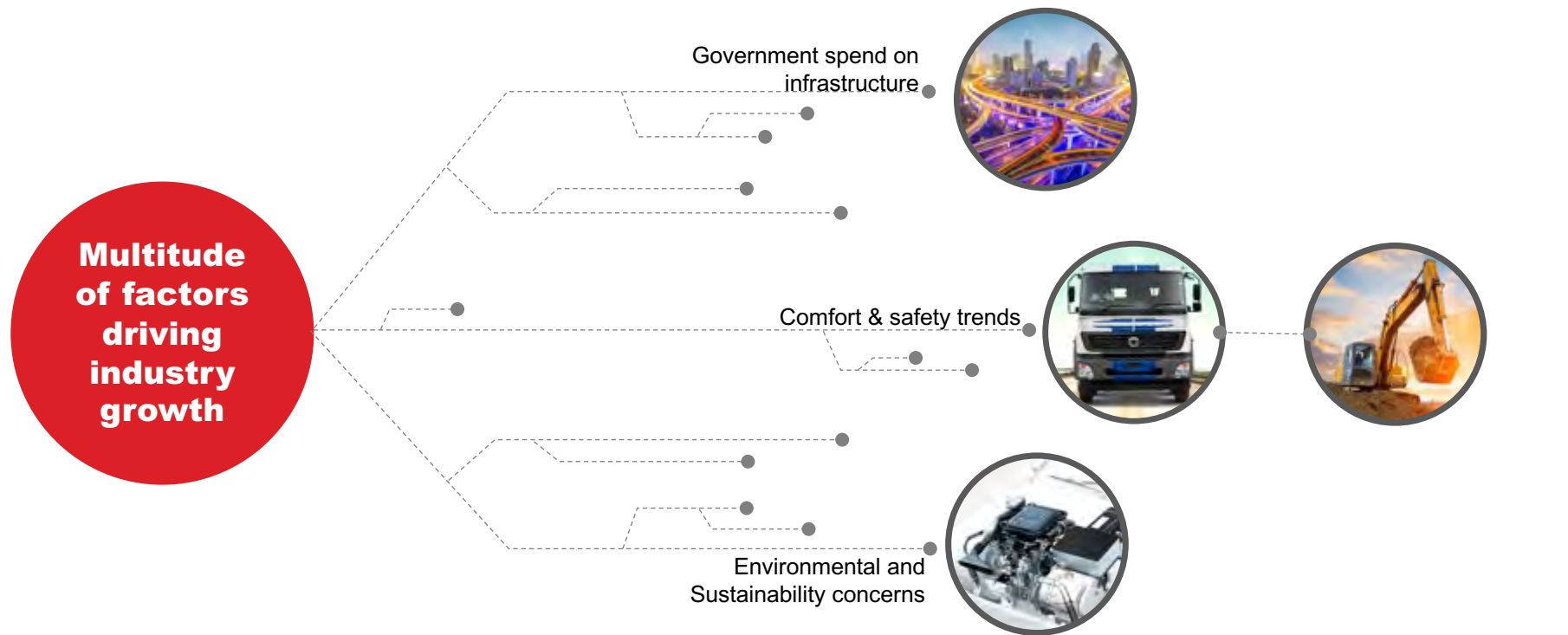
2020 – 2025 : Envisioning the Future

Business in India



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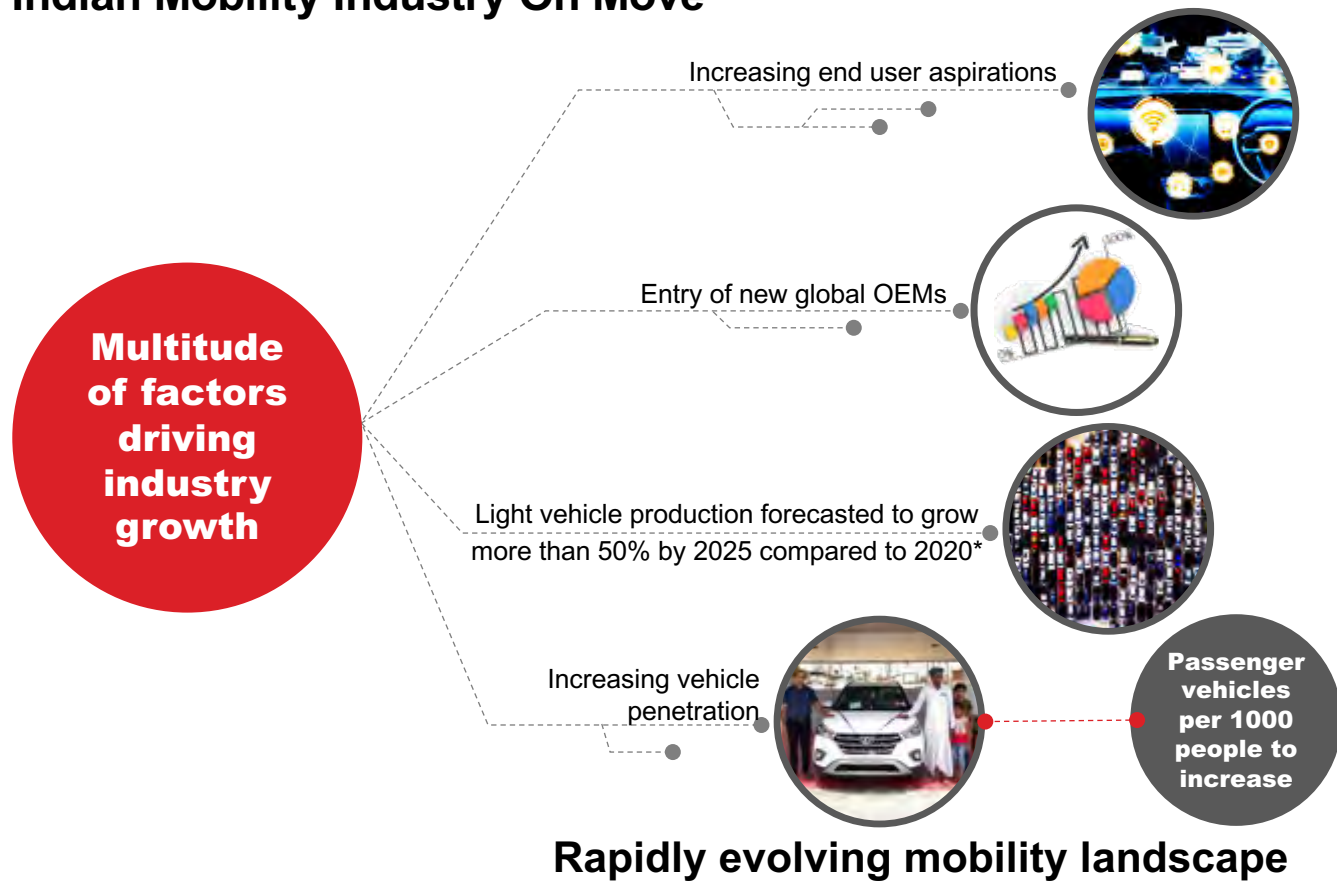
Indian Mobility Industry On Move



Rapidly evolving mobility landscape



Indian Mobility Industry On Move



Source: * IHS Markit, Forecast October 2020



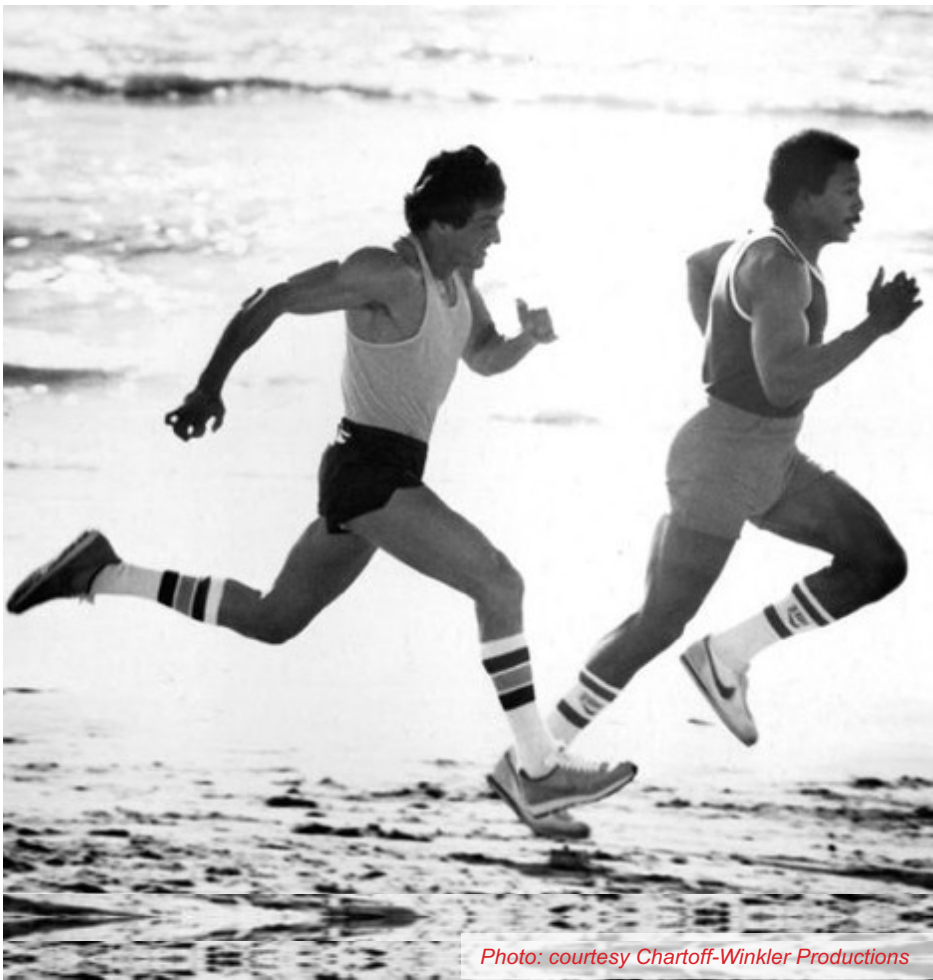


Photo: courtesy Chartoff-Winkler Productions

WHD- Poised To Grow

- Maintain preferred solutions provider status in the market.
- Increase share of business with existing customers.
- Secure business from new customers.
- Enter new market segments.
- Increase content per vehicle.

Alignment with future needs

Inhouse Engineering Capability



- Faster time to market.
- Local service to customers globally.
- Co-creating value add solutions with OEMs.

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- **Pioneers in FSS* Capability** with largest pool of experienced guest engineers.
- **First to bring in** design and manufacturing of advanced wiring harness parts.
- **We have**
 - executed global EV programs from India.
 - connected solutions for PV, CV, 2-W & off highways application.



**Strong JV
partners
supporting with
cutting edge
solutions.**

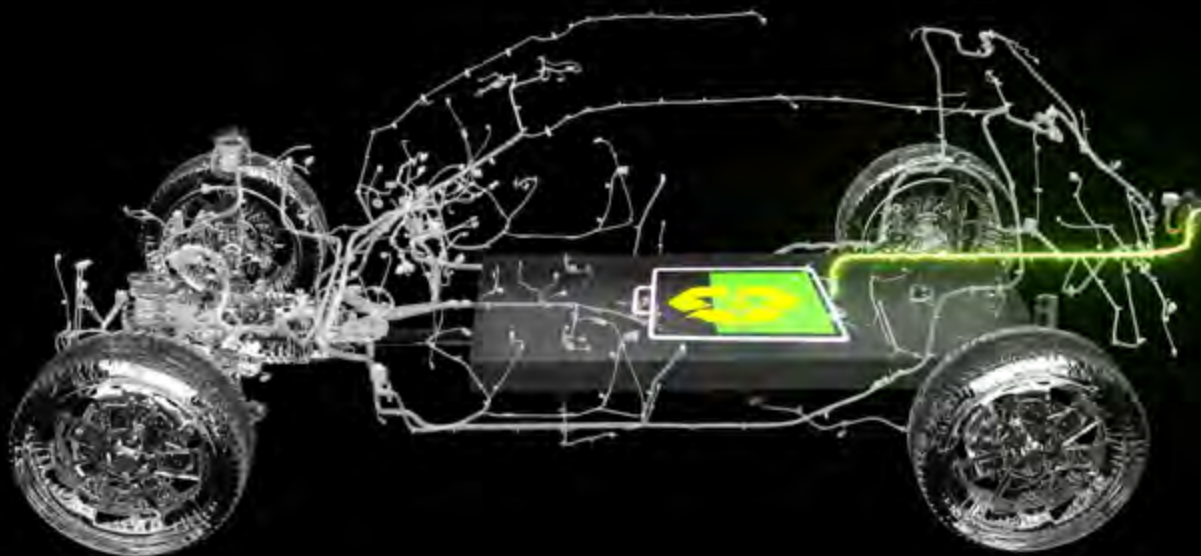


Global wiring harness supplier for Passenger Vehicles.



Global wiring harness supplier to Hyundai & Kia.

Product Portfolio To Support Emerging Trends



- Hybrid and Electric Vehicle Harness Solutions.
- Infusing wire-less technologies.
- Enriching user experience through semiconductor based SMART technologies.

Cost Competitiveness And De-risking

- Investing in vertical integration.
- Geared with futuristic made in India product portfolio.

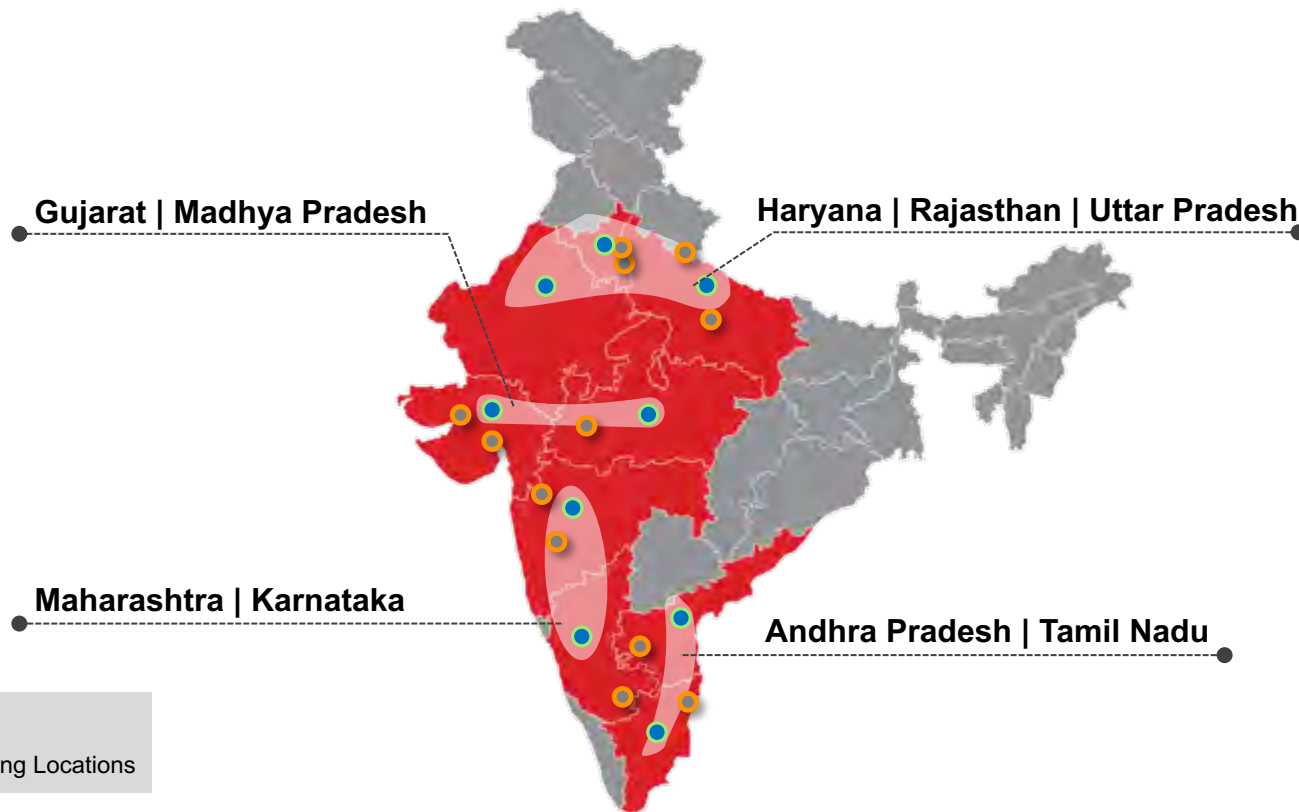
Supplying serial production SMART Junction boxes for vehicles produced for India and overseas market.

Well positioned
to serve new
market
segments-
Rolling Stock &
Aerospace.

- Expand existing rolling stock footprint from Europe and North America to India.

- Encouraging customer interest in Motherson capabilities.
- Manufacturing facility certified to aerospace standards.

Strategically Positioned Near Customer Locations



Capability To Expand Capacities Rapidly

- Vast experience in setting & ramping up green field facilities.
- 8 Greenfield projects from 2016 to 2019
- **Organization and managerial bandwidth** to successfully manage multi location, multi geography operations.



Managing Complex Operations- Power of IT

Select a Plant:

MSSL

Production Analytics Solution

- Realtime seamless flow of information enabling **management of widespread operations**.
- Consistent, robust and efficient business processes.
- Leaner value chain through Advanced Supply Chain Planning.
- Waste reduction through process automation.



Production Overview



Work Order Analysis



Overtime Analysis



Reporting

Future Ready Competencies & Skill Sets

- Continuous alignment of skill and competencies with emerging business needs.
- Homegrown competent and experienced management pool.
- Enriched treasury of tribal know-how.

Operational Excellence Through Best Of East & West



- Experienced global teams working together
 - to ensure consistent processes across geographies.
 - to create futuristic manufacturing technologies.





48K+ brains
working in
tandem to
enhance
value.



Optimizing Capex Outflow



- Inhouse machine and equipment building.
- Enabling customers with unique processes.
- Just right for specific needs.
- High quality, high productivity, ensured safety.
- Significant cost merit over standard equipment.



Focus on ROCE- To Cultivate Crops of Success

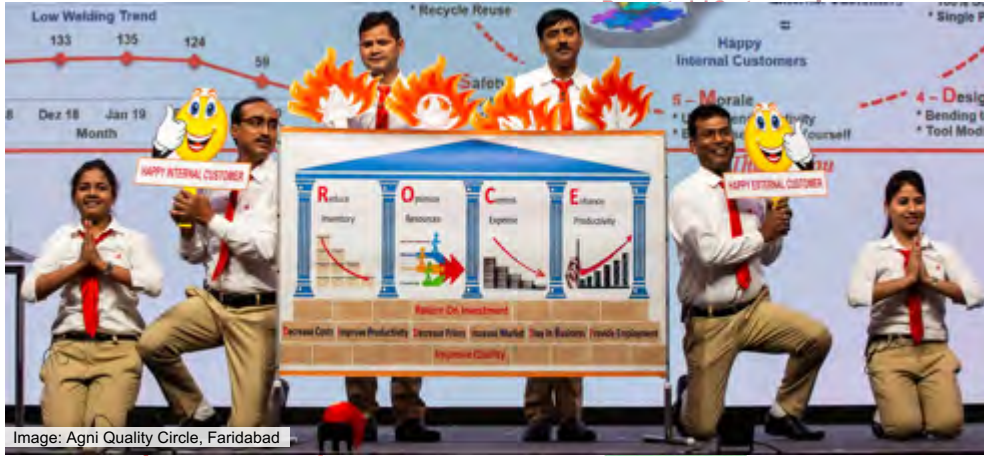


Image: Agni Quality Circle, Faridabad

ROCE



Legend

UP

Down

Employed Capital

Better Realisation

Working Capital

Fixed Assets

Upfront Tooling Cost
CU & Cur. Recovery
Premium price for trial & aftermarket parts

Advance Payments
Inventories
Debtors
Creditors

Machine & Equipment
Plant & Building
Requirement
Cost
Space
Capacity Balancing

Incoming Freight

Correct Classification
FTA Benefits

Engineering Change Man
Inventory Accuracies
Forecast Accuracies

Work Simplification
Low Cost Automation
Shift Change Time
Line Balance Rate
Rework

Power Factor
Solar & Wind
Energy Efficient Lighting

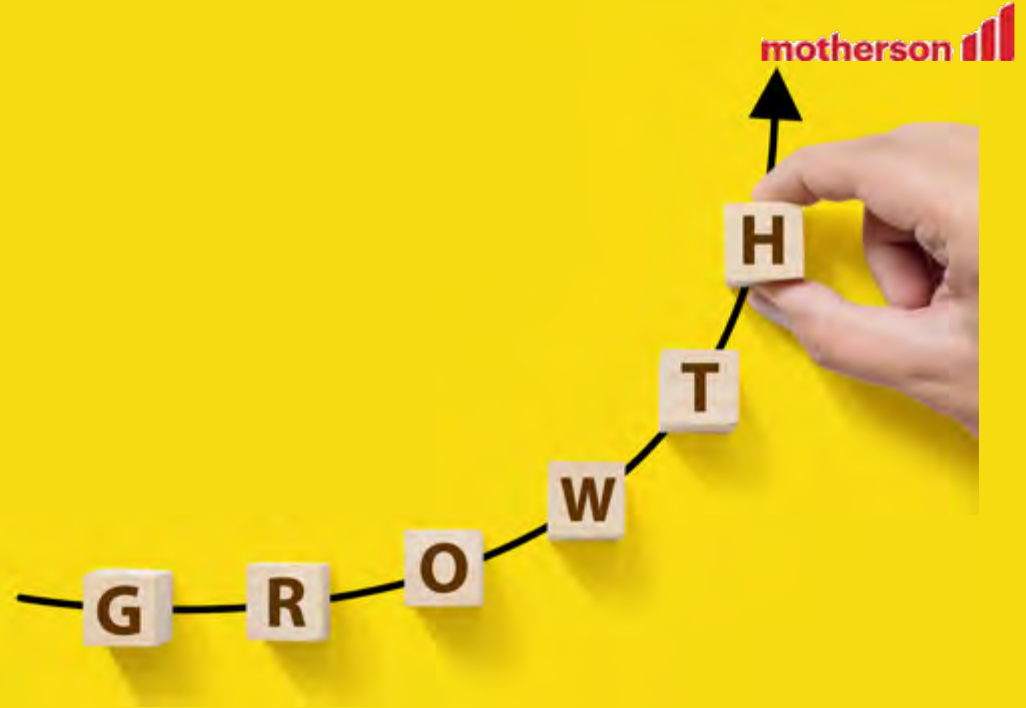
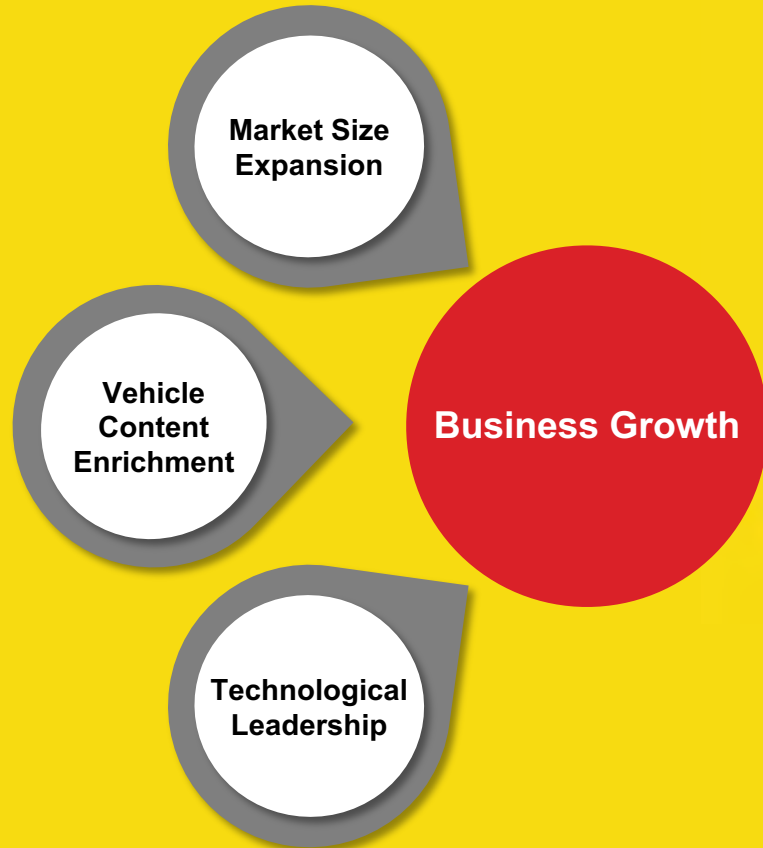
- Cost optimization through practice of C²A²C (cut cost at all cost).
- Waste elimination- part and parcel of daily life.
- An opportunity to improve- always, everywhere.

Financial Strength To Fuel The Growth



- Strong financials.
- Good internal accruals.
- Optimized working capital and capex outflow.
- High ROCE operations-faster payback.

India Business- To Summarize...





WHD

**2020 – 2025 :
Envisioning the Future**

Business Outside India



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Global Growth Drivers

Changing Landscape In International Mobility Markets



Electrification/
Alternate drivetrains



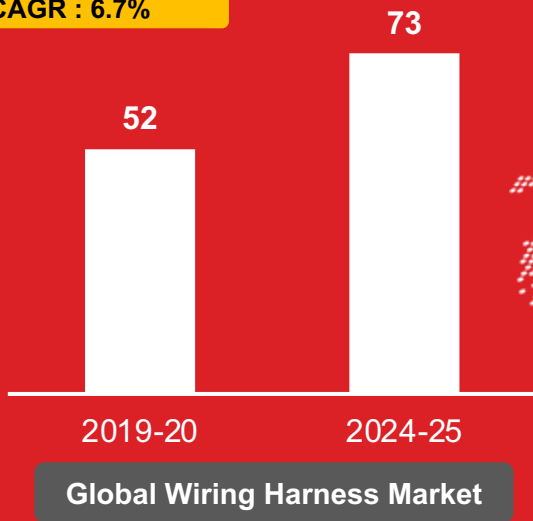
Digitalisation



Rapidly Growing Addressable Market

USD Billion

CAGR : 6.7%



Huge market potential to grow.

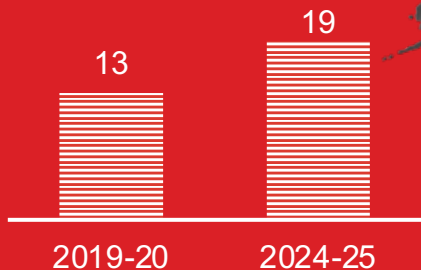
Current WHD Revenue: \$3 Billion

Rapidly Growing Addressable Market

USD Billion

Wiring Harness Market- Americas

CAGR : 6.2%



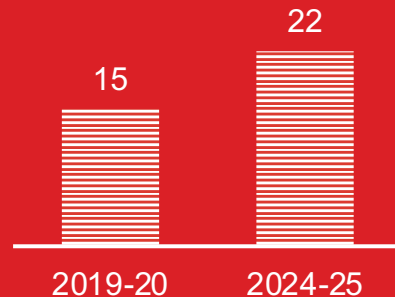
- Grow with market.
- Enhance content per vehicle.
- New customers, segments & products.
- Competent JV partners in China.

**Significant
growth
opportunities
in all
geographies**

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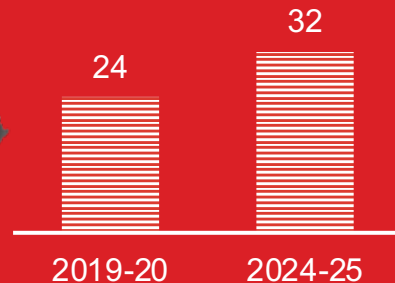
Wiring Harness Market- EMEA

CAGR : 6.4%



Wiring Harness Market- APAC

CAGR : 7.3%



Source: Company own assessment based on industry sources

Rapidly Growing Addressable Market

**Addressable
market:
\$5327 Million**

**WHD
Share:
\$176
Million**

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- Expanding rolling stock footprint to newer geographies.
- Growing business with existing customers.
- Market consolidation.

Source: Company own assessment based on industry sources



WHD- Poised To Grow Outside India

- Global manufacturing footprint in all major geographies.
- Strong relationship with existing customers.
- Technological readiness for alternative powertrain.
- In-depth knowhow and expertise to manage complexities.
- Leveraging global capabilities to create optimized and cost competitive solutions.
- Customer confidence in capabilities to manage and turnaround acquisitions.

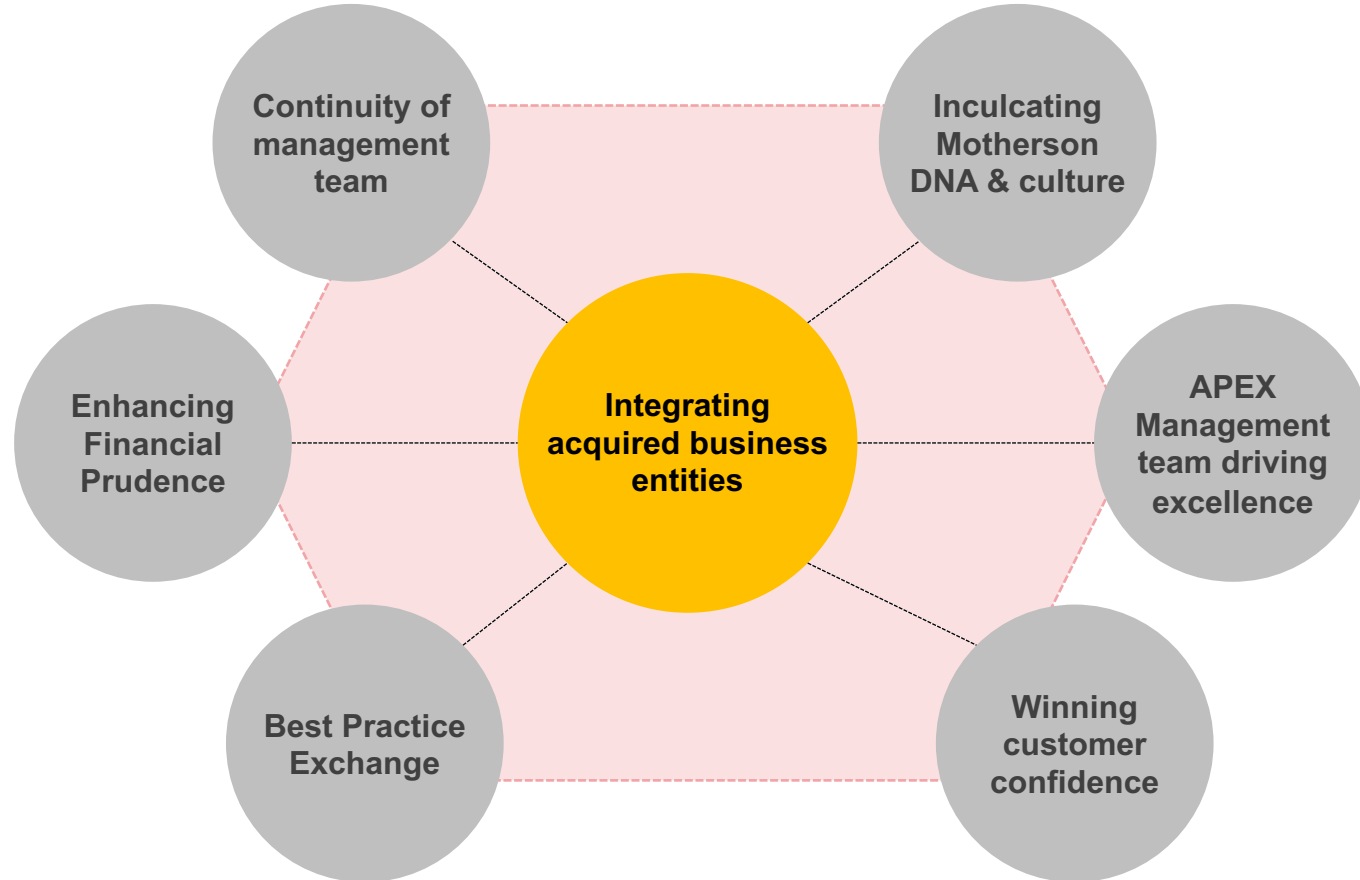
Business Consolidation



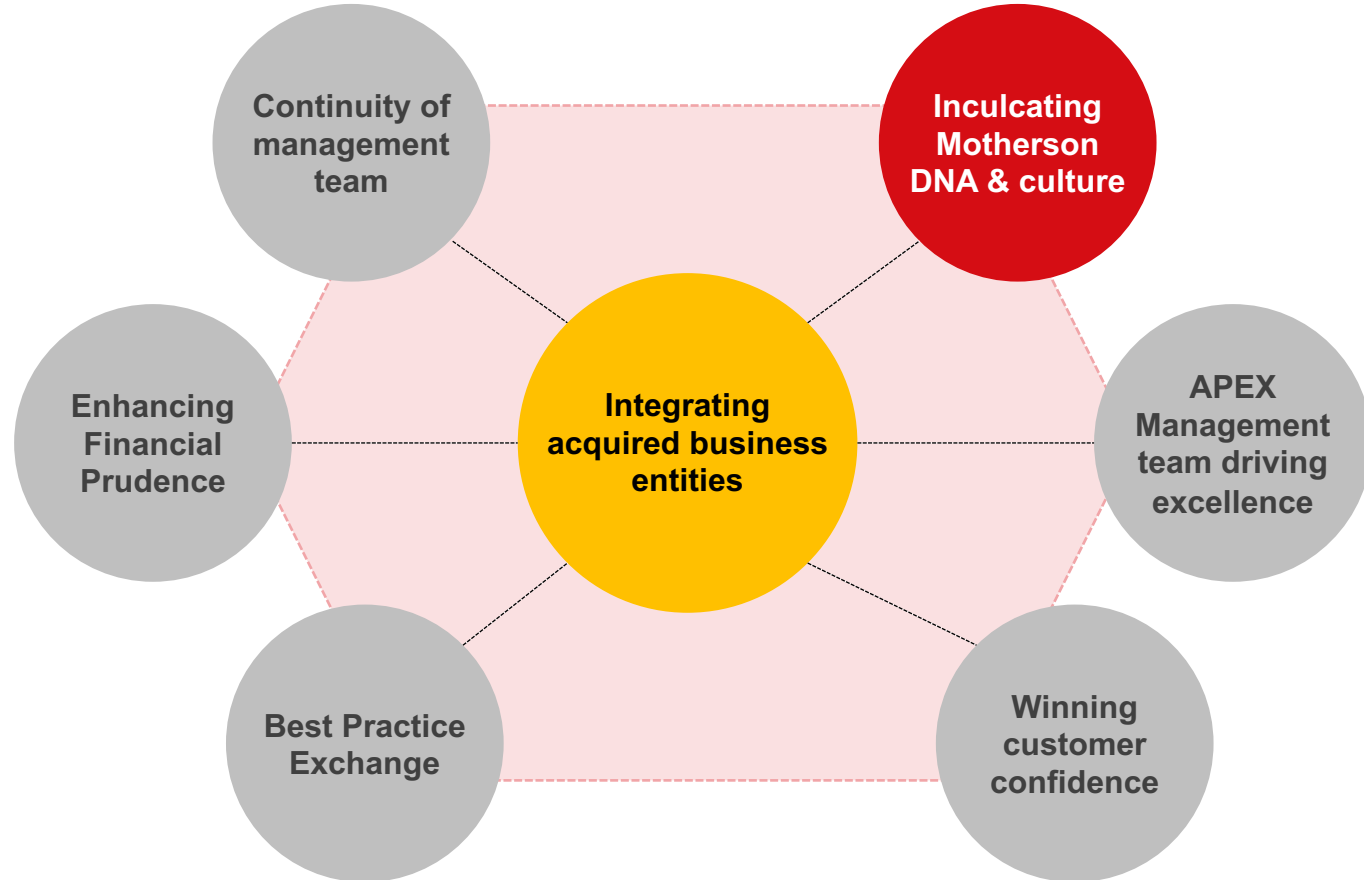
Mr. Frank Sovis
President,
PKC Group
North America

Mr. Duncan Reid
COO,
MWSI
North America

Successful Integration- Driving Exceptional Results



Successful Integration- Driving Exceptional Results





Tree Planting - Monclova



Quality Circle - Acuña

**Inculcating
Motherson DNA
& culture**



Nandi Ji Statue - Acuña



Hearts and Minds



6R Training - Torreon



John Deere Relationship Celebration

**Inculcating
Motherson DNA
& culture**

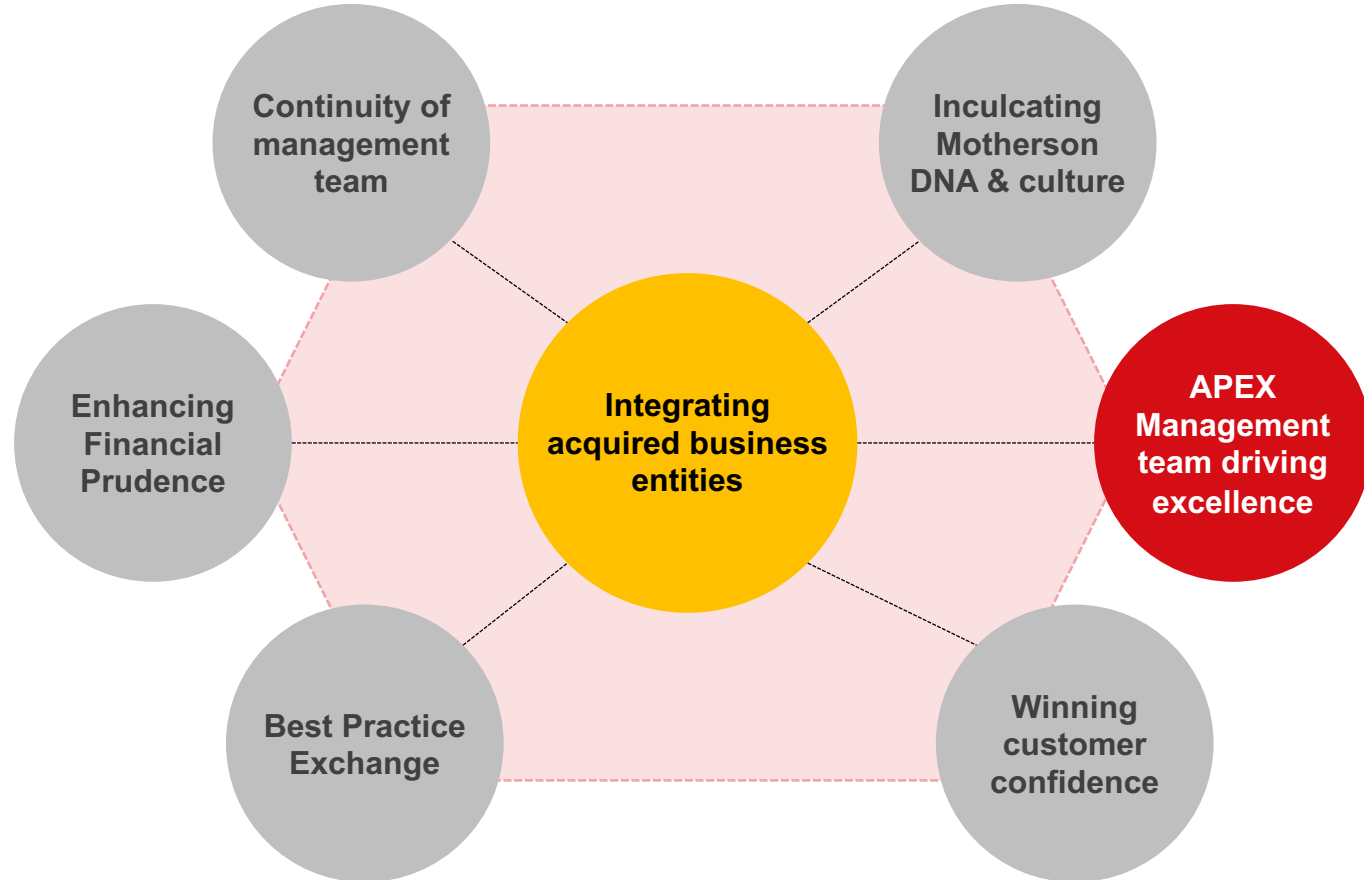


Quality Circle - Monclova



Leading with Hearts and Minds

Successful Integration- Driving Exceptional Results





APEX Meeting - Brazil



APEX Meeting - Acuna

**APEX
Management
team driving
excellence**

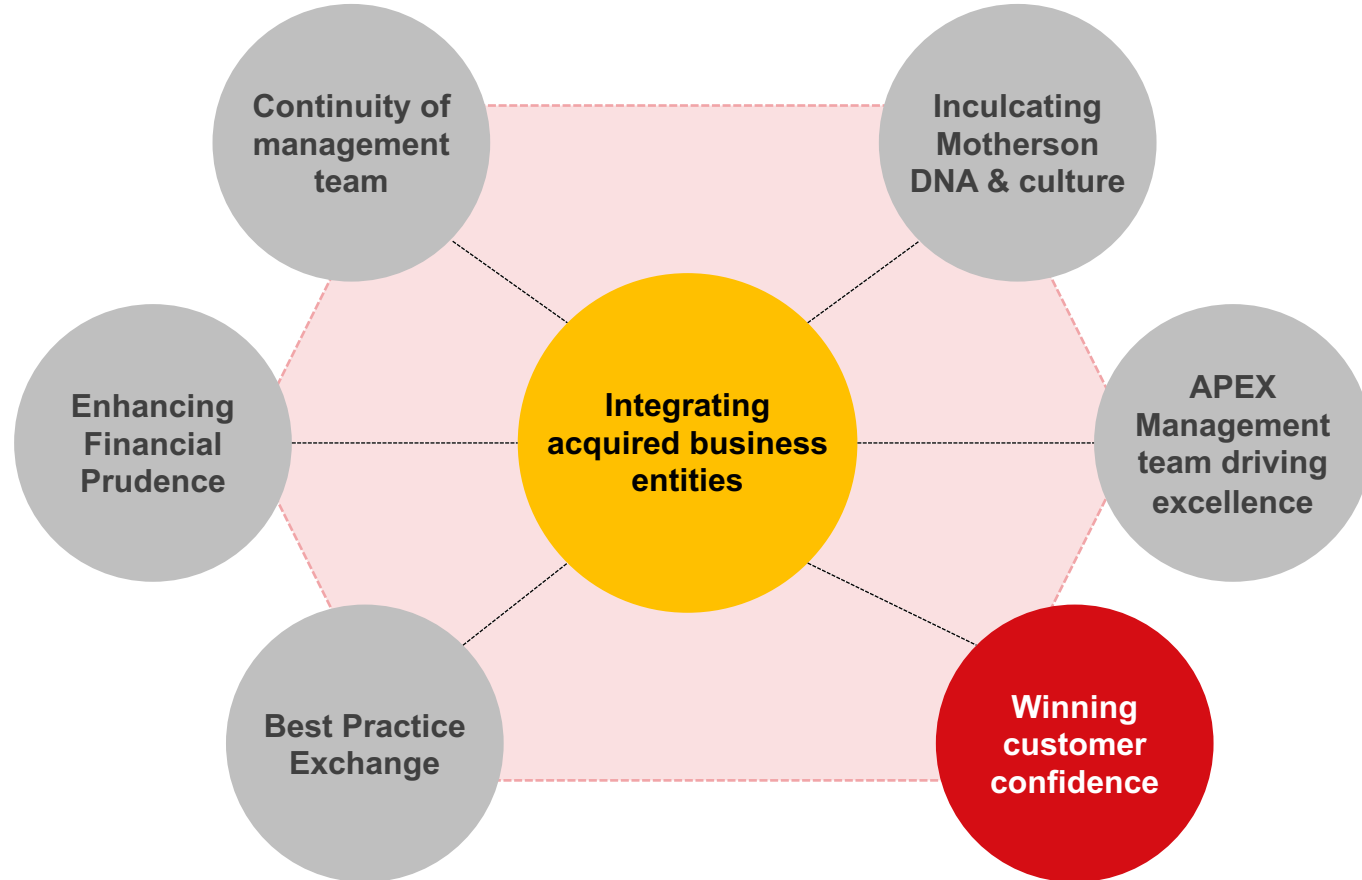


APEX Meeting - Serbia



**Representing Multiple Countries
with One Common Goal**

Successful Integration- Driving Exceptional Results





PKC Daimler Quality Award 2020



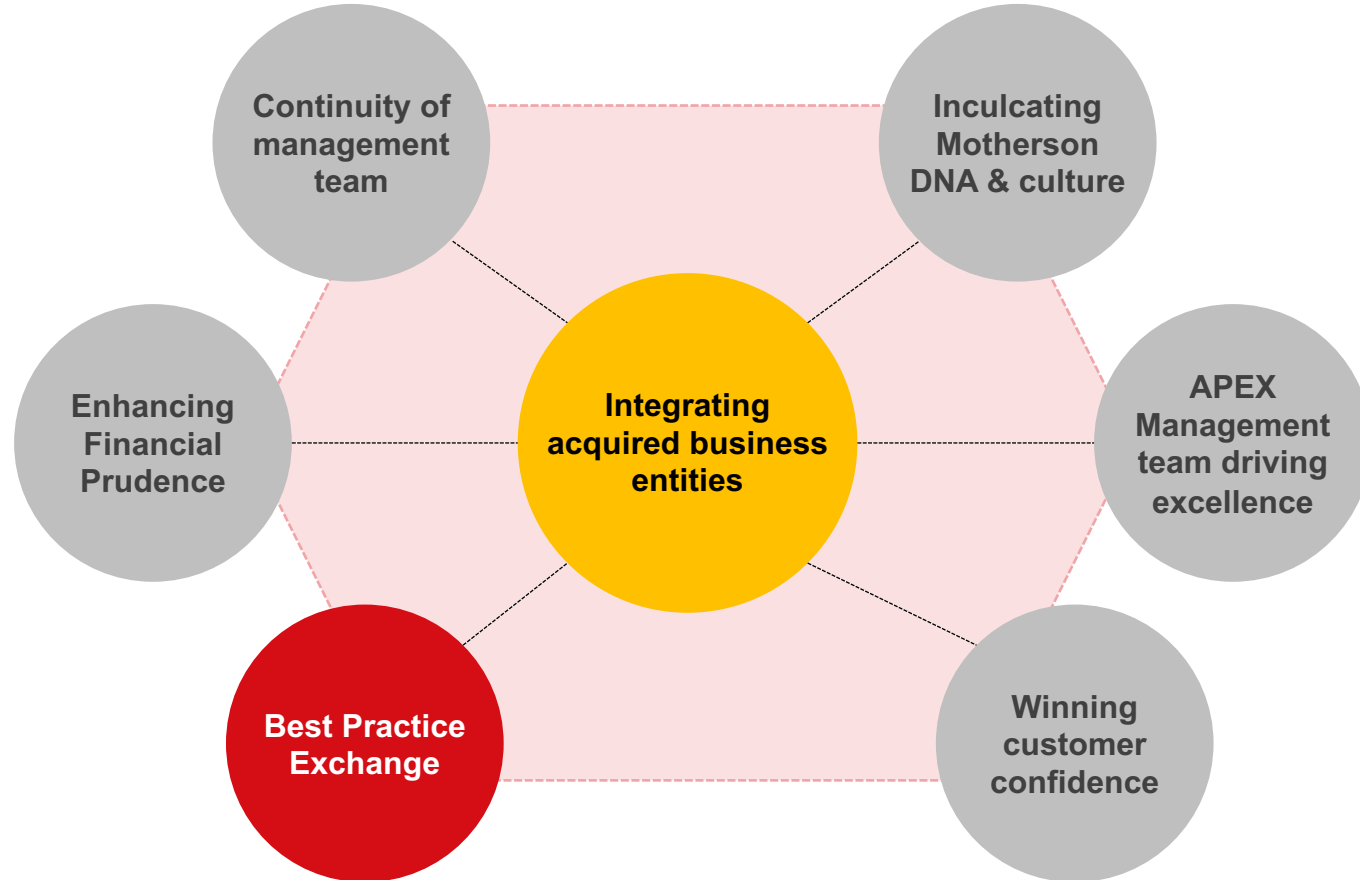
Volvo Supplier Award



MWSI Navistar Supplier Award

**Winning
customer
confidence**

Successful Integration- Driving Exceptional Results





**KC Lakshmikantha
Value Stream Workshop**



**Inauguration of Basic Skill
Training Centre, Lithuania**

**Best Practice
Exchange**



Copper Reclamation Initiative



MWSI Visit to India



**MWSI Machine
Runtime Workshop**



**MWSI Turn Around
Award Presentation**

**Best Practice
Exchange**

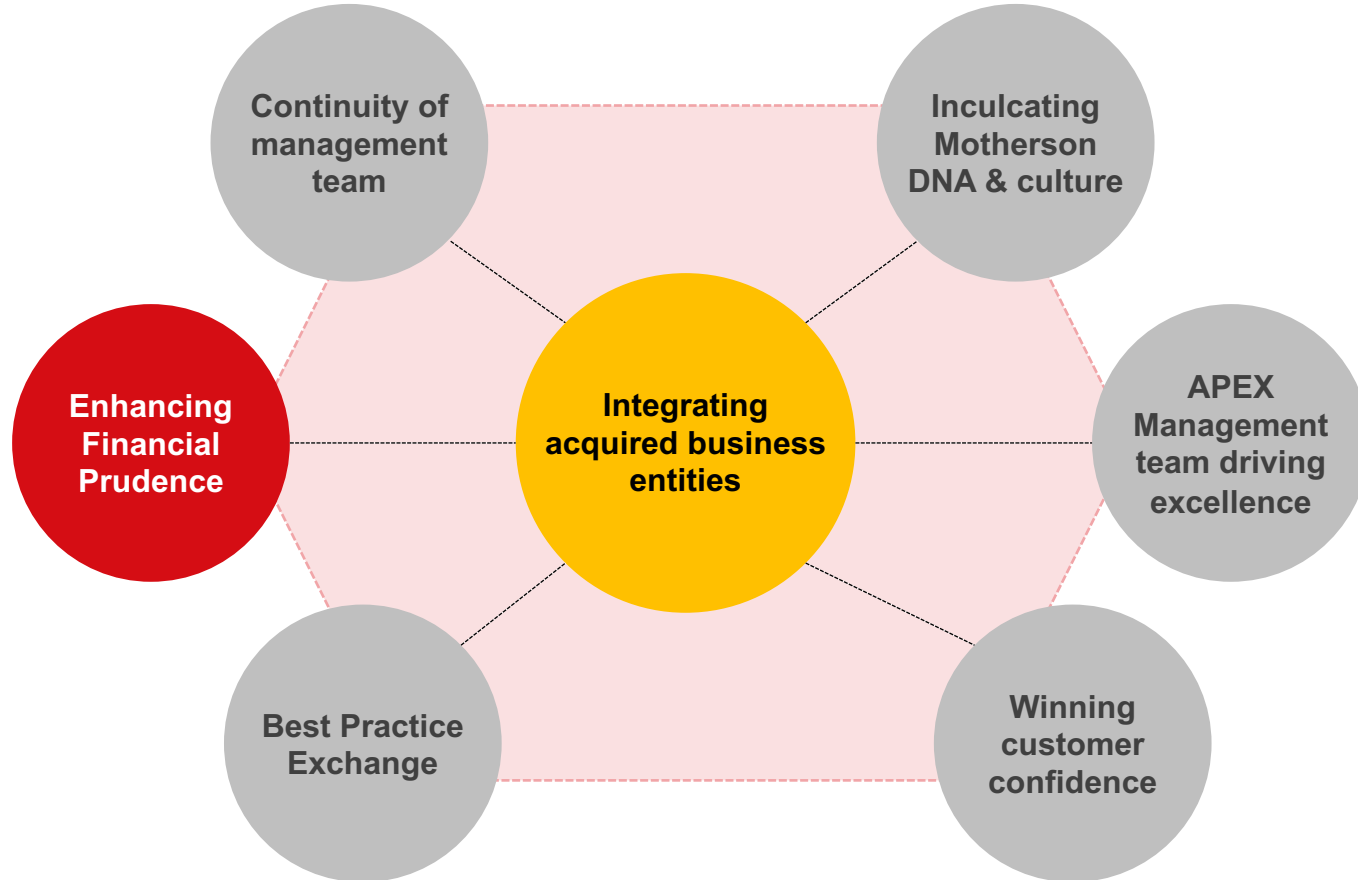


**Rajesh Sharma Visit to
Acuna Wire Plant**



**Teaching and Learning from
Each Other**

Successful Integration- Driving Exceptional Results





MWSI Turnaround Award



PKC ROCE Cup Award

**Enhancing
Financial
Prudence**

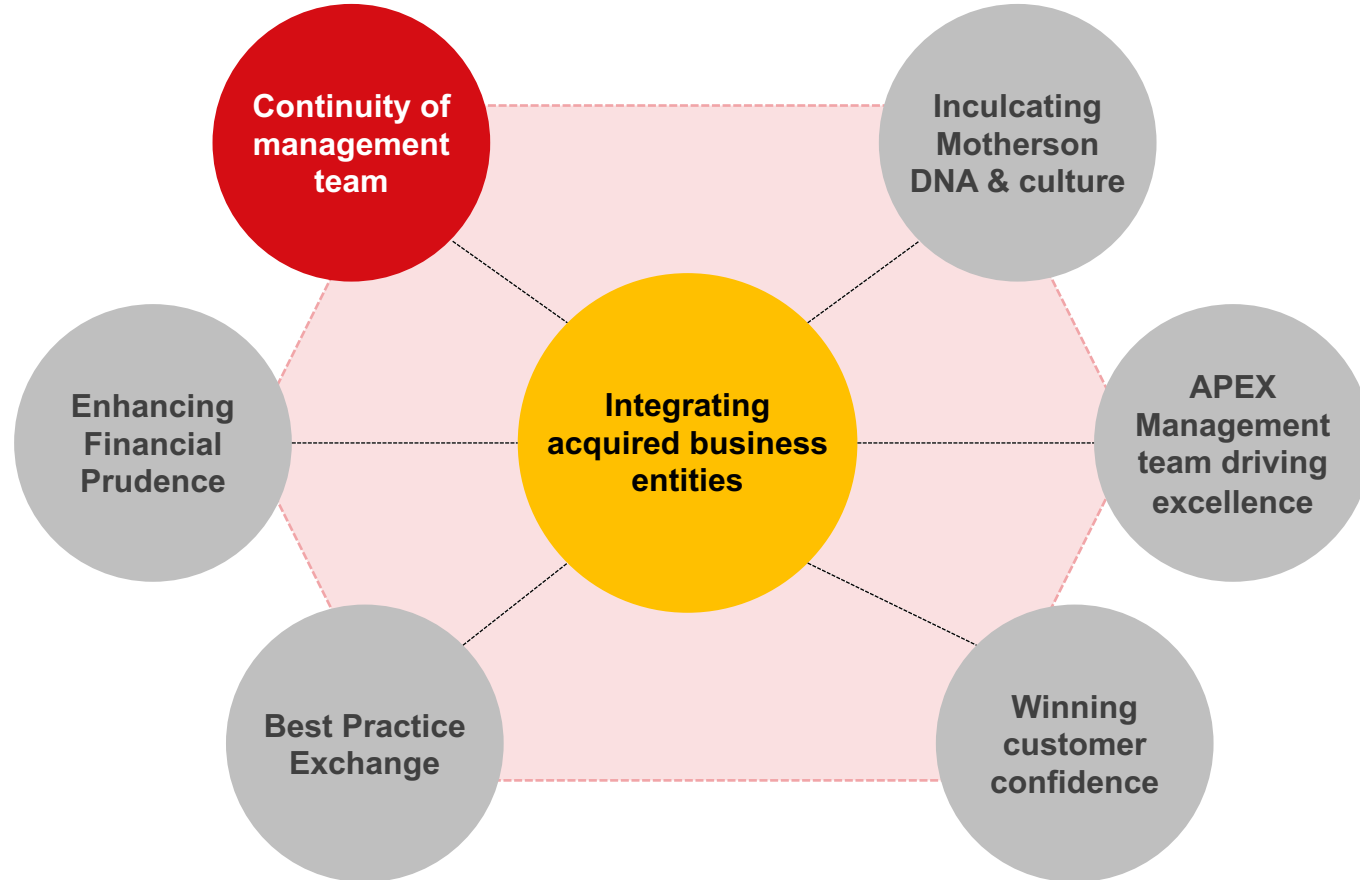


MWSI ROCE Cup Award



PKC Finance Managers Conference

Successful Integration- Driving Exceptional Results





PKC Ops Management



MWSI Saltillo Management Team

**Continuity of
management
team**



PKC Senior Leadership Conference



PKC Finance Managers Conference

MWSI Leadership Team





**Learn together.
Collaborate.
Grow together.**



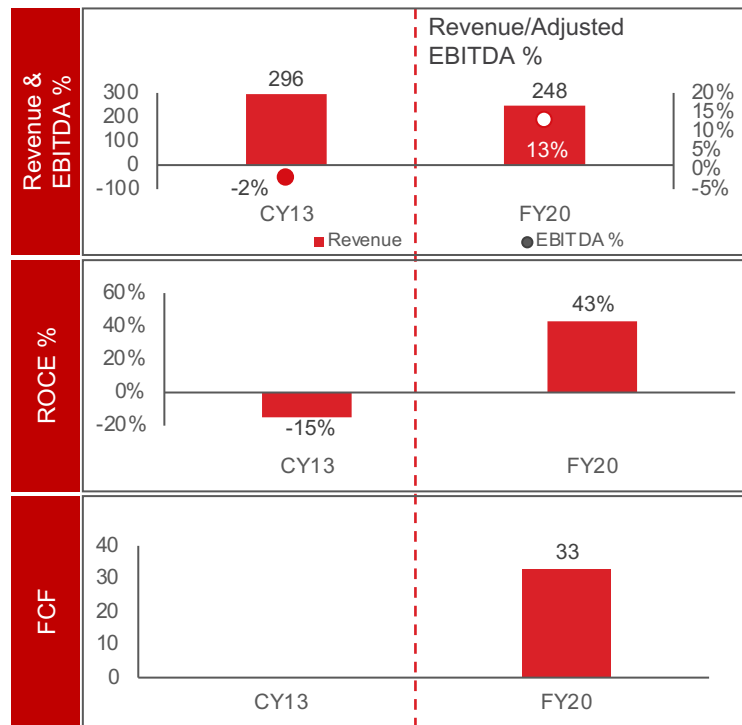
Integration of Acquired Entities

MWSI

USD Million

Pre Acquisition*

Post Acquisition



Notes: *2013 figures are for calendar 12 months period under Stoneridge

Turnaround
Integration
Consolidation

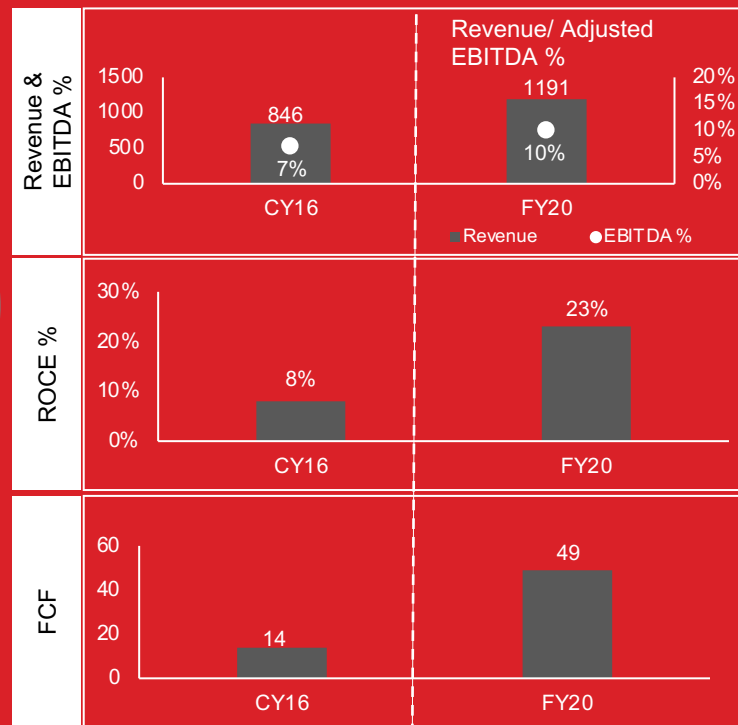
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PKC

EURO Million

Pre Acquisition

Post Acquisition



Aligning With Emerging Business Dynamics

Strategically Located Design & Development Centres Outside India

North America

USA

Mexico

Europe

Germany

Poland

Estonia

Finland

Italy

Japan

China

D&D Centres in close proximity to the customer-collaborating for speed & value enhancement.



Innovating Manufacturing Technologies

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**Digital
solutions-
flexibility &
faster time to
market.**

Smart Assembly Tooling

- Flexible assembly tooling.
- Release of investment trapped in tooling.
- Faster order to delivery time.
- Improved workability.

Image: Digital Board, PKC

Innovating Manufacturing Technologies

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**Digital solutions-
faster learning
curve, breathe
with the
market.**

Image: Smart Glasses, PKC

Smart Glasses

- Step-by-step virtual work instructions.
- Reduced reliance on memory- capability to manage complex products.
- Improved Quality.
- Enhanced Productivity.



Innovating Manufacturing Technologies

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WiseTime

Managing Complexity

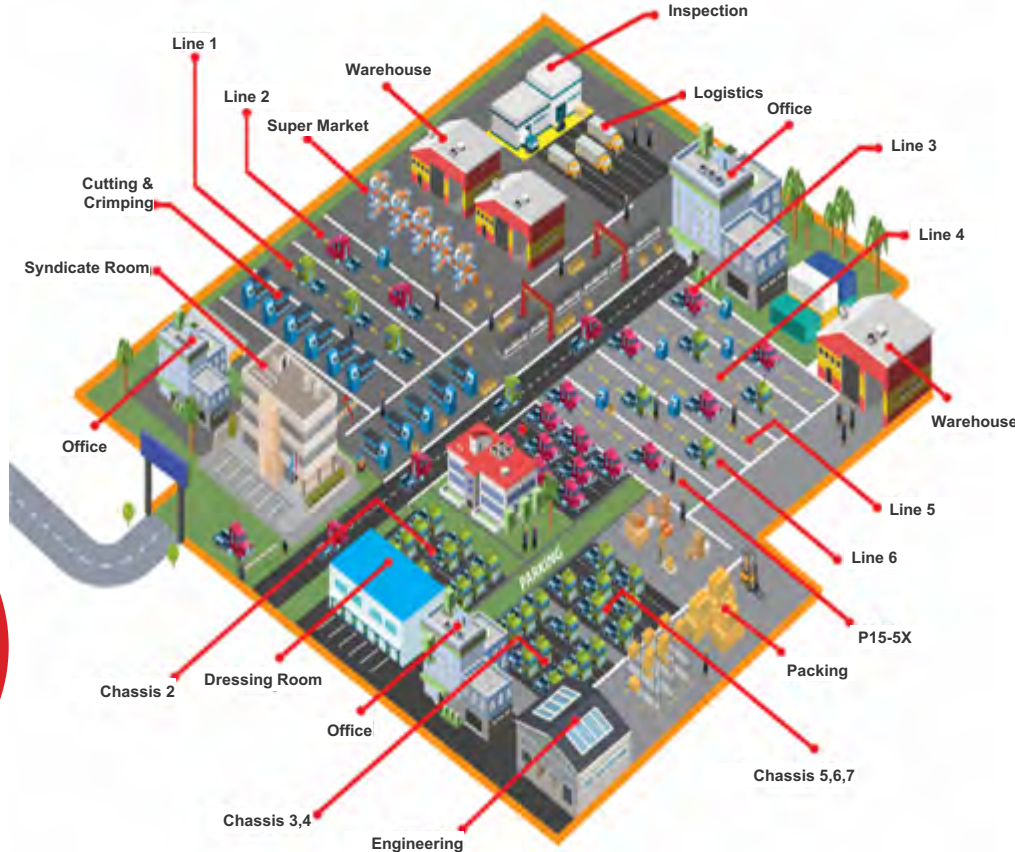
- Tailored Data Management System for easy, error-free and efficient operations.
- Dynamic visual aids for associates.
- Process Automation- faster change management.
- Cost optimized manufacturing routines.

Framework
enabling
Industry 4.0

Image: PKC, Brazil



Innovating Manufacturing Technologies



**IOT enabled
manufacturing
space.**

Smart Factory

- Minimal human intervention.
- Managing key indices online.
- Remote monitoring & management.
- Proactive decision making.

Vertical Integration - Global Footprint



Europe

Components
Power Distribution Module
Protection & accessories

North America

Components
Wires
Power Distribution Module
Protection & accessories

China

Components
Wires
Protection & accessories

India

Components
Wires
Power Distribution Module
Protection & accessories

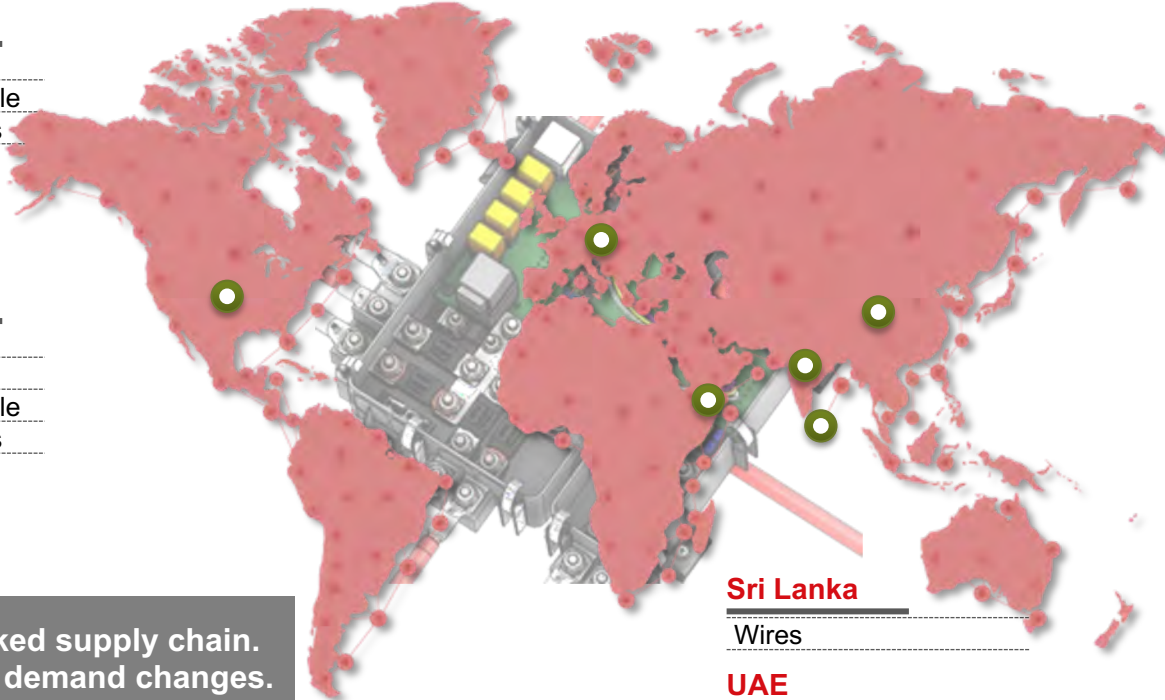
Sri Lanka

Wires

UAE

Protection & accessories

- Fast, slim & de-risked supply chain.
- Quick response to demand changes.
- Shortened development time.



Outside India Business- To Summarize...



Customer Delight- Purpose of existence

Customers acknowledge & appreciate our efforts...

Daimler Group



Masters of Quality



Best Quality Supplier Zero PPM



Business Partner of the Year

JMC



Excellence Development Partner

MCI



Supplier Performance Award-Silver

Dongfeng



Brilliant Contribution Award

Paccar



SPM Leader Award



Quality Achievement

Sany



Best Supplier Award



Excellent Supplier Award

SAIC Maxus



Part Development

JAC



Best Quality Contribution



Paccar SPM Masters Award

"PACCAR works closely with suppliers to produce the highest quality products in the industry. We appreciate the SPM Achiever suppliers for attaining that performance level in 2019, and in particular, the 16 suppliers that achieved SPM Master and Leader status."

-Darrin Siver,
PACCAR Senior Vice President.



Daimler Global Award for Innovation

"From idea to innovation—that's PKC! You supply the state-of-the-art cable harnesses for our North American business. Through new design methods, you convert flexibility into speed. Thank you for establishing our connection to the future and advancing our truck business! "

-Dr. Marcus Schoenenberg,
Vice President Global Procurement Trucks & Buses



Customers acknowledge & appreciate our efforts...

Foton



Excellence Partner Award



Quality Gold Award



Best Quality Contribution



Best Quality Award

Volvo Eicher



Outstanding Performance New Product Development

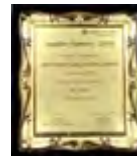
Ashok Leyland



Best Supplier Award



Best Poka Yoke



Best in Class Performance in Delivery

Tata Motors



Quality Award



Quality Improvement for Proto Supplies



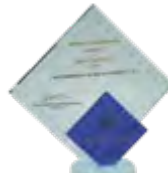
Energy Champion Award

Alstom



Supply Chain Performance Award

Asahi India



Award for Zero Defect

Honda India Power Products



Supplier Performance Award

Honda Motorcycles



Strong CR efforts in localization

Suzuki Motorcycle



Quality Award

India Yamaha



Excellence Award for Quality Performance

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Bombardier Transportation Diamond Supplier



"I am very pleased about the constructive exchange with our most important players in the supply chain. We see this as confirmation of our partnership and look forward to future collaboration with them, contributing to business excellence and on-time delivery to our customers."

-Jim Vounassis
Chief Operating Officer

Navistar Diamond Supplier



Customers acknowledge & appreciate our efforts...

Maruti Suzuki



Part Development

Toyota



Supplier of the Year -Silver



Zero PPM Award

Honda Cars



Gold Award



Customer Satisfaction And Quality

Renault Nissan



Quality & Customer Satisfaction (Mind-set Award)

Mahindra



Supplier Excellence Award

Ford



Q1 Certification-Preferred Quality Status

John Deere



Achieving Excellence Partner-Level Recognition



Excellence in Quality, Delivery, Wavelength, Technical Support & Cost Management

JCB



NQCRPM Award



Chairman's Award Special Citation of Distinction

TAFE



Best Benchmark Award

CNH Industrial



Super Award for VAVE

Caterpillar



Best "APQP" Performance



SQEP (Bronze)

Tata Hitachi



Sustained Performance on Quality

Kobelco



Preferred Business Partner

Komatsu



Best Performance in Delivery

Same Deutz



Pancharatna Award for "Best in VA-VE"

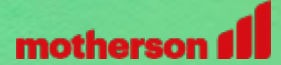
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**Maruti Suzuki
Overall
Performance**

**Hyundai
Overall Best
Performance
Award**

Sustainable Value Chain

Together creating a positive impact.



Committed to be better with each passing day.

- Focus on **QCDDMSES**- paving strong **GROWTH** foundations.
- Strong corporate governance- ethical & moral conduct, every time & everywhere.
- Engagement in upstream and down stream supply chain to promote sustainable business practices.
- Supporting the communities we operate in.

Quality

Seamlessly fit global quality standards of the customer

Cost

Work at leading cost levels

Delivery

Deliver globally and be able follow the customer where they need us

Design

Provide design support for current products and new concepts

Management

Lead the organisation with the highest governance standards

Safety

Work to the highest standards of safety

Environment

Meet the highest environmental standards

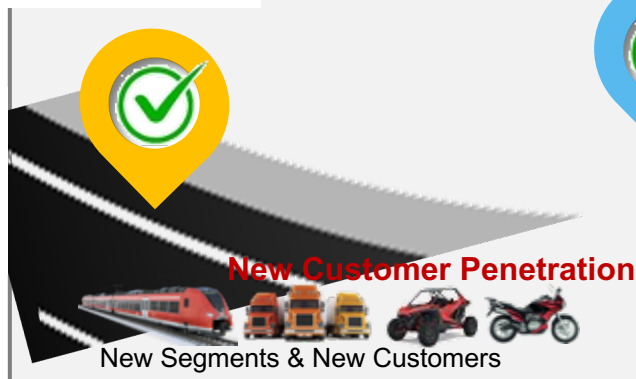
Sustainability

Be committed to long-term greatness rather than transactional relationships

Envision, Execute, Accomplish

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

Source: Update on Vision 2020 Meet- Nov'17



Increased Component Content



2015~2020

Successful turn around and integration of acquired entities.

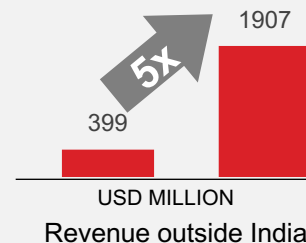
- WH business of Stoneridge, USA (now MWSI). **USD 248 Million**
- PKC Group. **USD 1323 Million**
- Interior and Cabling Business of Bombardier Transportation Rolling Stock (BTROS) at Derby, UK. **USD 60 Million**



Consolidation



Global Market Expansion



Summary

2020~2025: **Growth** through **Robust Business Model**
and **Execution Mind Set**



Consistent execution of strategy.



Uniquely positioned to unlock value.



Consistently increasing product value content.



Continuing to deliver sustainable value creation.

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Motherson
Wiring Harness Division

- **We dream**
- **We execute**
- **We deliver**

a trustworthy
Partner in growth....



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**Proud to be
part of the
Future**

Vision Systems Division
Investor Meet 2020





Main focus areas

01 **Exterior mirrors for cars**

One of the largest 3 experts in the world

02 **Interior mirrors**

High-volume expert in Europe, India and Korea

03 **Exterior mirrors for light commercial vehicles**

From simple to multi-functional

04 **Camera monitoring Systems**

Pioneer with one of the first systems in the market

The division's operations today.



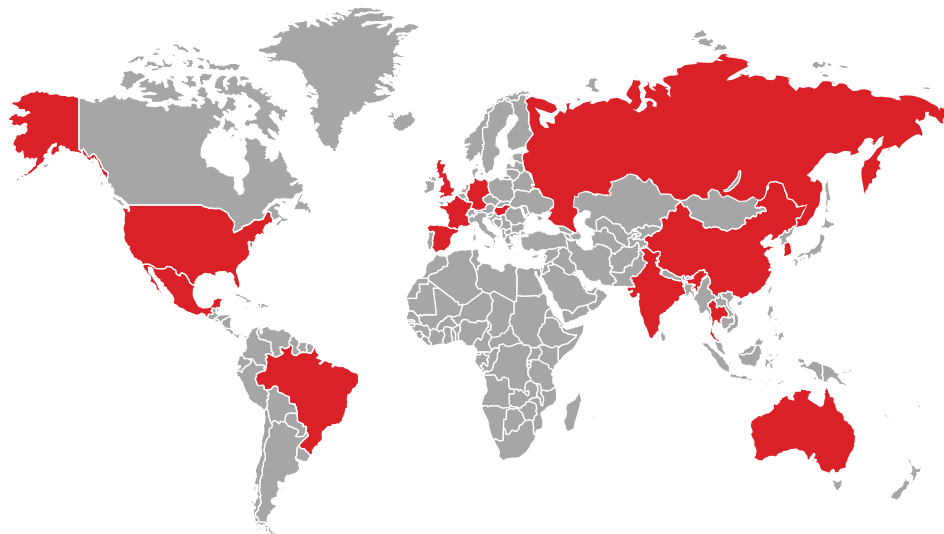
19% of Group revenue



7800 employees



22 facilities



Our specialised companies

Samvardhana Motherson Reflectec (SMR)

JV Partners

NBHX (China)

Experienced leadership.



Char Zawadzinski
CEO SMR



Ravish Parvez
EVP Global Sales



Rajan Batra
EVP Global Finance



Enrique Flores
EVP Global Eng. & Quality



Alejandro Lomas
EVP Global Purchasing



Gaurav Gulati
EVP Business
Process Optimization



Michael Lady
EVP Global
Human Resources



Rajat Jain
COO SMR



Sai S. Tatineni
EVP North / South America



Stephan Gonzalez
EVP West Europe



Tibori Pal Levente
EVP East Europe & Germany



Puneet Saim
EVP South Asia



C K Han
EVP North Asia



Xu Wenzhong
EVP East Asia



Revenue Growth.

Growing revenues across all geographies exceeding market performance

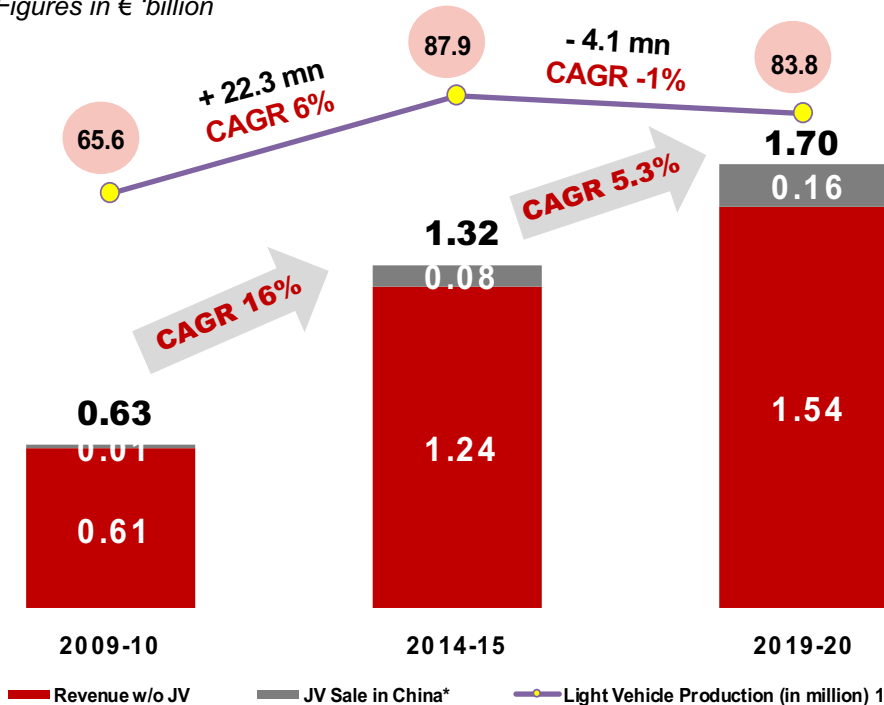
2015-20

Growth*
€ 380mn

CAGR
5.3%

Mkt. CAGR
-1%

Figures in € 'billion



*JVs total sale in China consolidated proportionately till 2014-15 under Indian GAAP

since acquisition

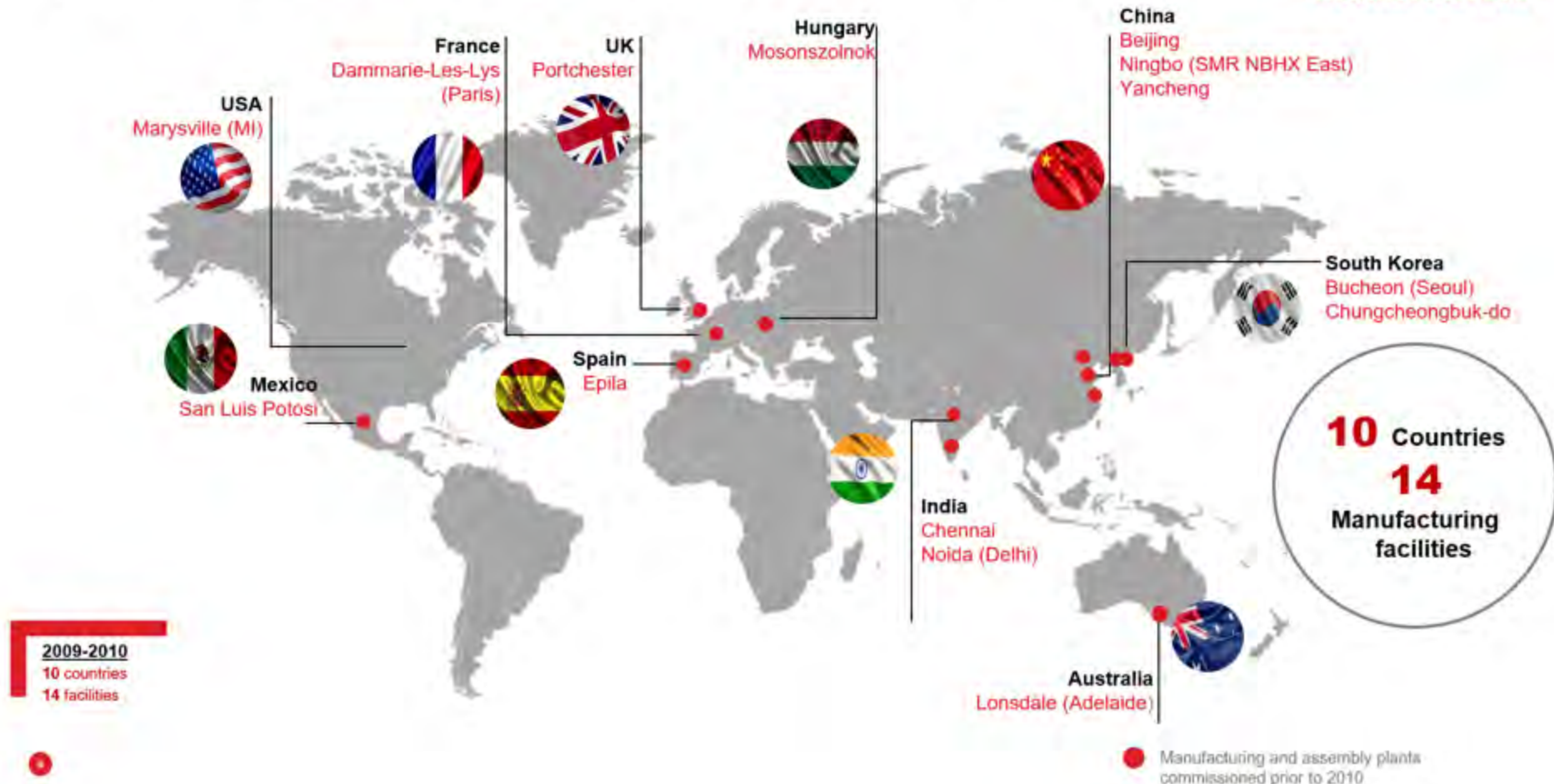
¹ Source: Light Vehicle Production: IHS Markit, Forecast October 2020



3x
Organic
Growth[#]

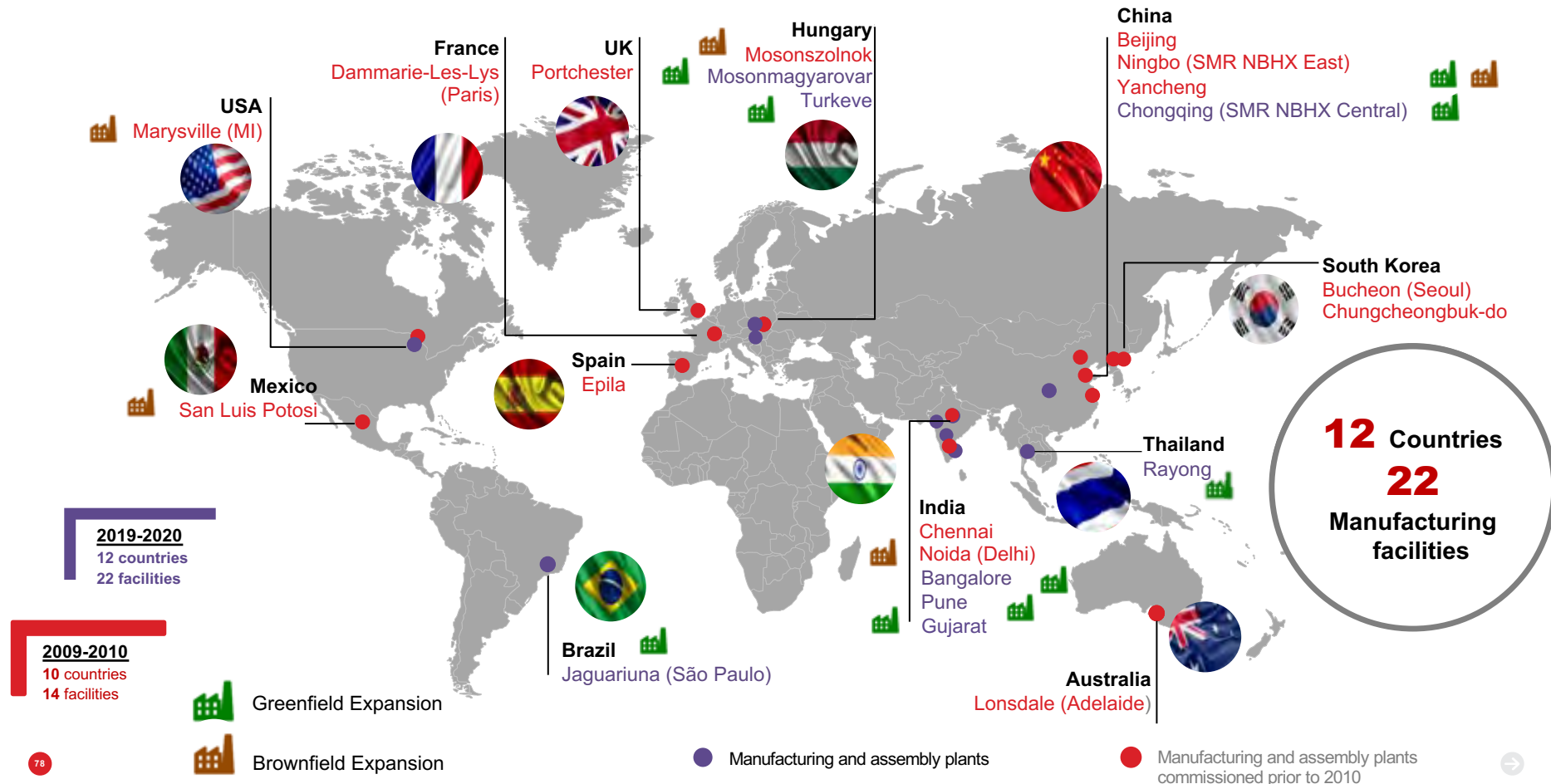
Journey so far.

Capacities established for growing with Customers Globally.



2009-2010
10 countries
14 facilities

Capacities established for growing with Customers Globally.



Value Creation.



**Quality
and Cost
Control**

**Controlling
Key
Technologies**

**Improved
Margins**

Vertical integration
grown **“6x”**
since acquisition



27%
Of Material
Spend

6.0x

4.5x

x

48

2009-10

218

2014-15

■ IC Spend*

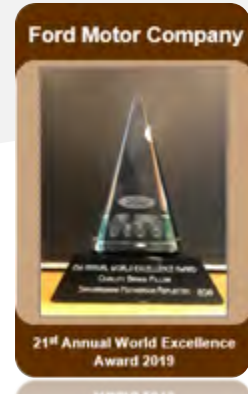
293

2019-20

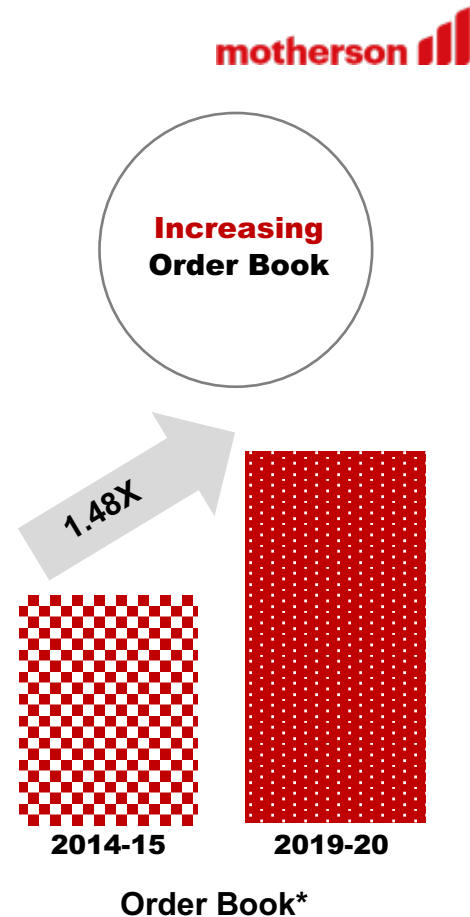
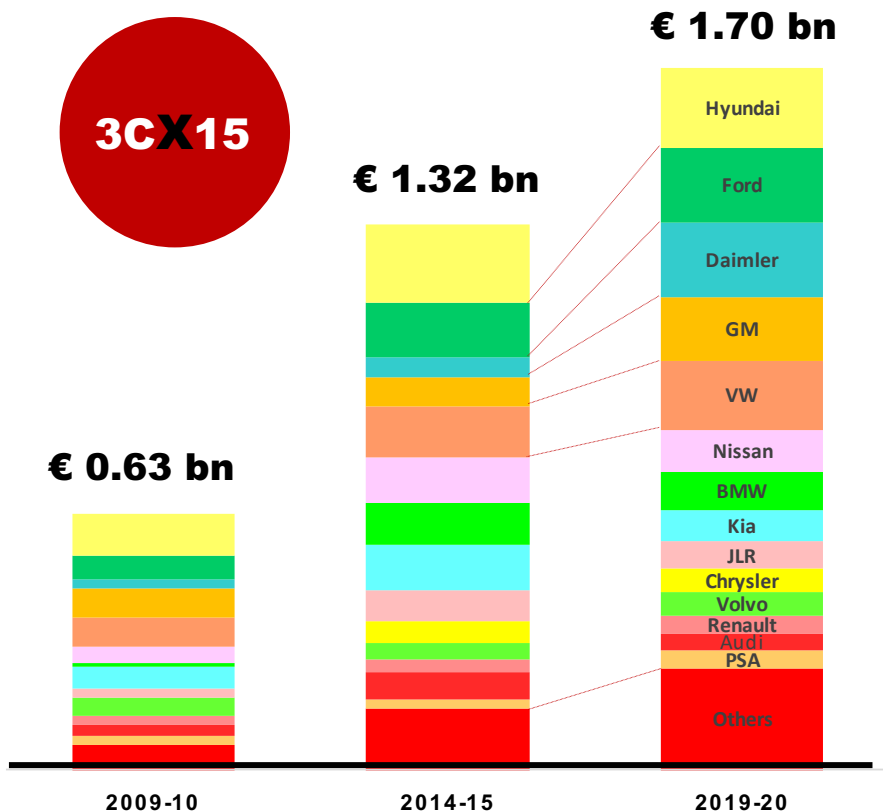
* including wiring harness

Figures in € 'million

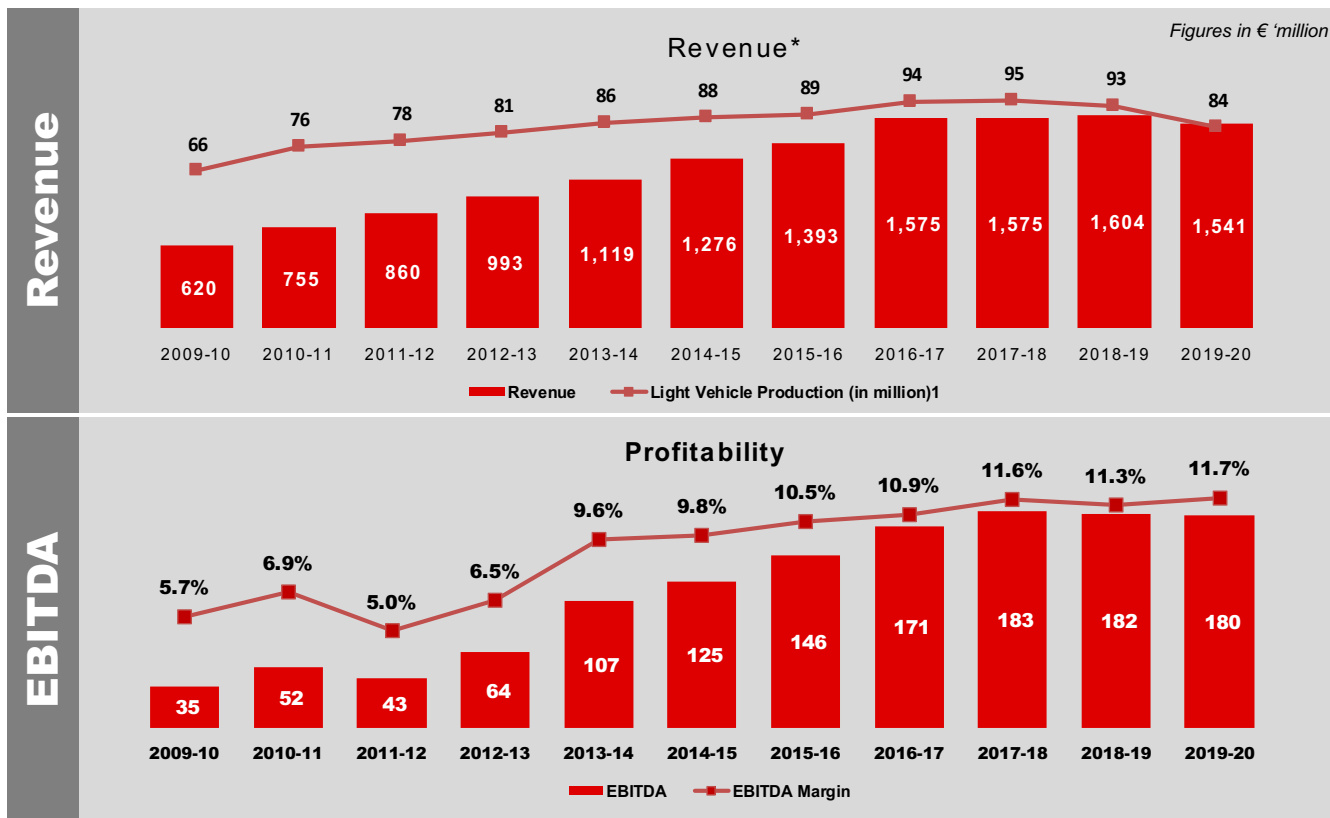
Recognitions & Awards.



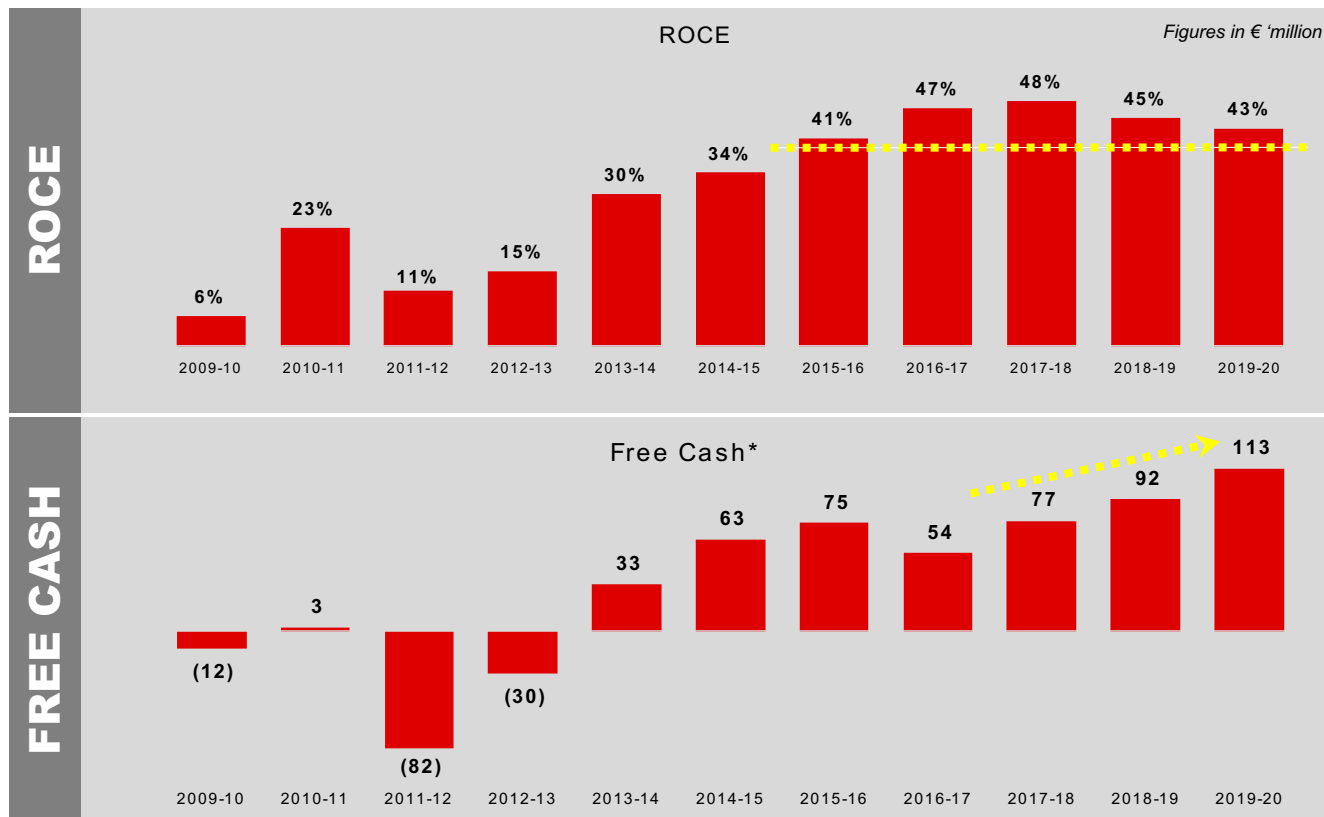
Diversified customer base.



Profitable Growth with financial discipline.



Profitable Growth with financial discipline.



Way ahead to VISION 2025.

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2025

**Expand in
New
Geographies**

**Wider
Customer
Base**

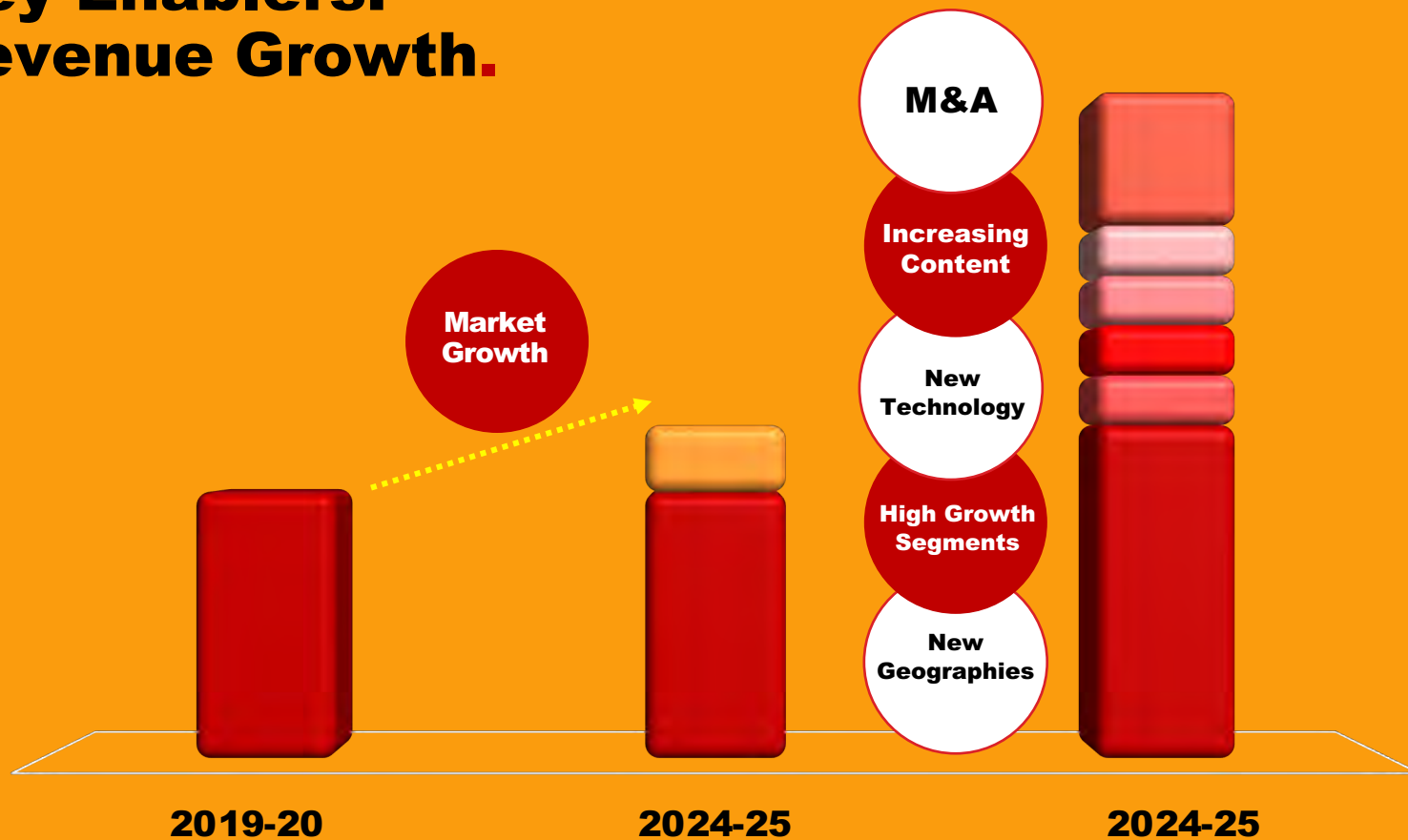
**Focus on
New
Technologies**

**Enhanced
Vertical
Integration**

**Efficiencies
through
Digital
transformation**

**Focus on
Sustainability**

Key Enablers: Revenue Growth.



Opportunity in South Africa.

motherson 



Motherson
presence:
MSSL

**No Global
Automotive
Exterior Mirror
Supplier in
S Africa**

Market of
600K*
Vehicles

Market Size
Euro: 50m*

Customers
push for
localisation

Opportunity
for **Green
Field**

* Source: Company own assessment based on industry sources

Opportunity in Russia.

motherson 



Motherson
presence:
SMRC

**No Global
Automotive
Exterior Mirror
Supplier in
Russia**

Market of
1.7m*
Vehicles

Market Size
Euro: 85m*

Registered
office in **St.
Petersburg.**

Customers
push for
localisation

* Source: Company own assessment based on industry sources

Opportunity in Turkey.

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Market of
1.2 million*
Vehicles

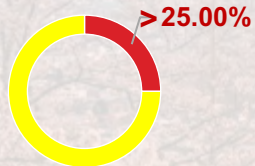
Market Size:
Euro: 60 m*

Present
through
license
agreement

**Opportunity
for Visions
system
vertical to be
on its own in
Turkey**

* Source: Company own assessment based on industry sources

Opportunity in Japan.



■ Japan OEMs Share of Global Volume
■ Global OEM Production



■ SMR share in Japanese OEMs
■ Other OEM Share @ SMR

Market of
8.3 m*
Vehicles

Market Size:
Euro 600 m*

**Local presence
essential to
address this
market**

Opportunities in Pick-ups & SUVs.



Vision Systems
has the exterior mirror
supplied to more than
one-third*
of the
Pick-up/SUV
segment

SUV CAGR
is **50%***
higher than
Passenger
Car

SUV mirrors
are **higher in**
content

* Source: Company own assessment based on industry sources

New Energy Vehicles: Adding new customers.

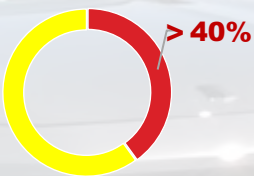


**More than
one third* of
yearly globally
produced EV's
have exterior
mirror of SMR**

**New Energy
Vehicles
CAGR
> 30%***

* Source: Company own assessment based on industry sources

Opportunity with Chinese OEMs.



■ **Local Chinese OEMs***
■ **Global OEM Production***

Chinese OEMs continue to have **40%*** share of total production

* Source: Company own assessment based on industry sources



Premium sub brands of Chinese OEMs need **Technology suppliers**



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Opportunity to grow with Chinese OEMs in China

EcoMirror

Next generation mirror

Launched first two programs with **Eco Mirror** on New Energy Cars.

Working on this technology with customers on next generation vehicles.

Size
Reduction
30%

Weight
Reduction
20%

1g of
CO2
reduction
per km



Nomination
of serial
Programs in
2017

**First CMS
program
launched**
on passenger
vehicle

58
CMS / ADAS
patents

Expected Market
size of
> \$ 1 billion
by 2030

Picture is symbolic
for Motherson's CMS
solutions and not
representing the
OEM design

2nd program on
**Commercial
Vehicle**
will be launched
in 2021



Increasing Content.

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Blind Spot
Monitoring



Side Turn
Indicator



Logo Lamp
2 in 1



Camera



Surround
Light



Memory
Actuator



Low-noise
Power Fold

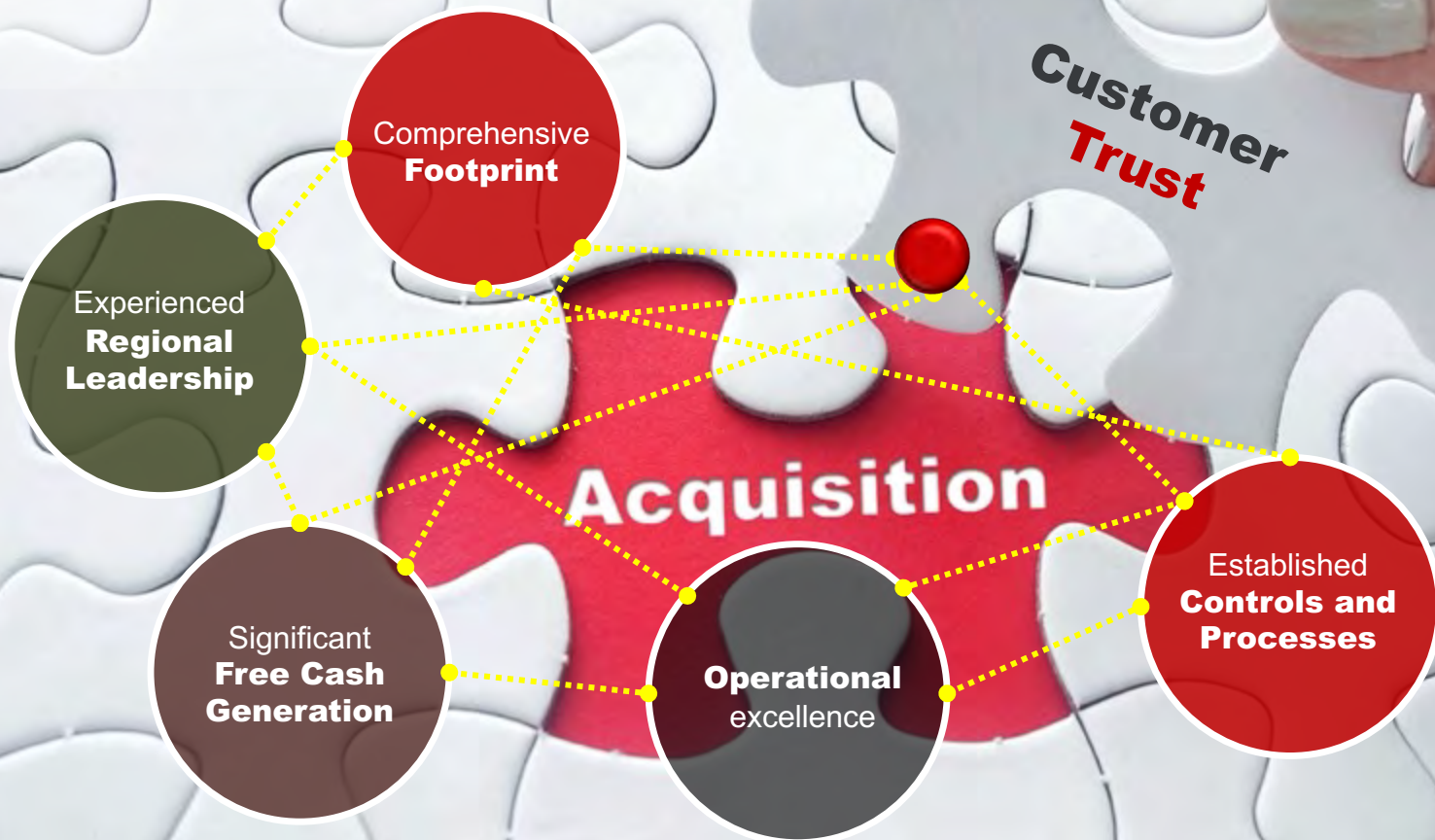


Feature content
penetration
**creating
higher value**
by **1.2X**

Opportunity to
increase
**vertical
Integration**
> 30%

Customers **trusting** us to do more.

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Key Enablers: Profitable Growth.



Family. “We stand **together** and support one another”

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**Proud to be
part of
Motherson
Family.**



Employee Engagement. *"People are our **biggest strength**"*

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Employee Engagement Improvements 2015 ⇨ 2020

Rate of
Participation
+37%

Engagement
Scores
+10%



Corporate Social Responsibility.



“Giving Back”



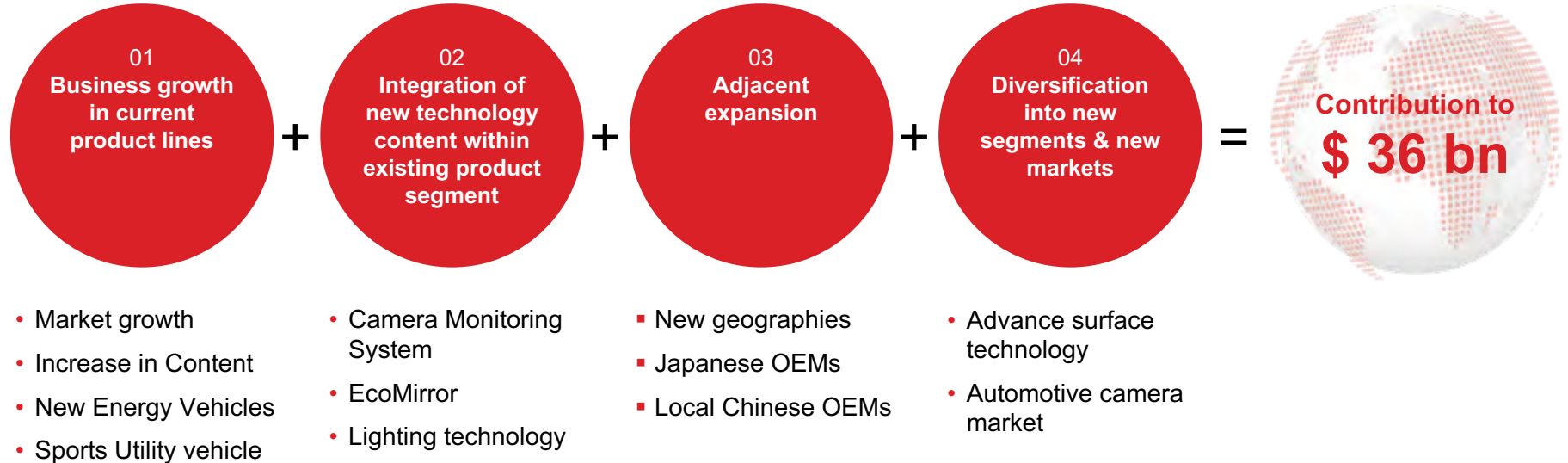
Sustainability. A priority for **Vision Systems Division**

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Conclusion / Roadmap 2025

Vision Systems





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**Proud to be
part of our
customers'
success**

Modules & Polymer Division
Investor Meet 2020



Modules & Polymer Division

Provides Interior and
Exterior Modules and
Systems focused on
the Automotive industry



The division's operations today



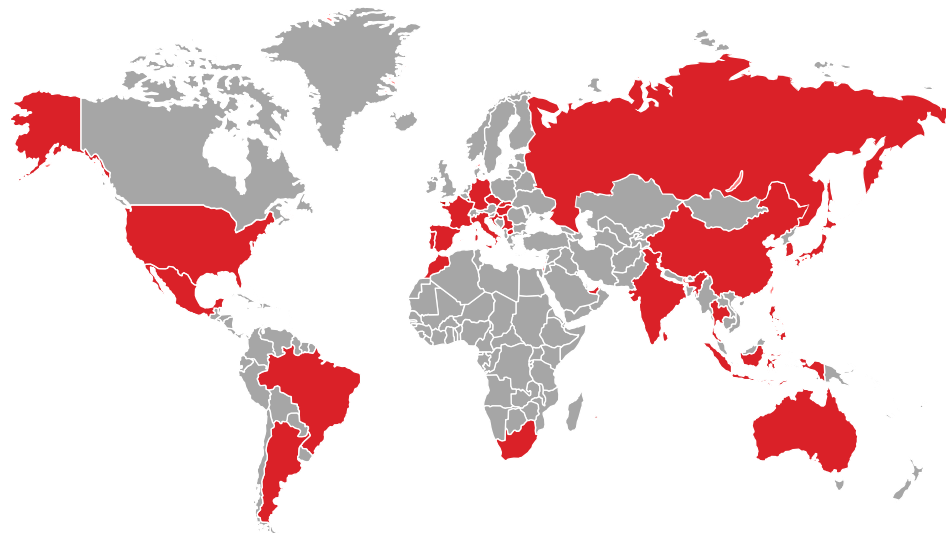
51% of Group revenue



32,000 employees



96 facilities



Our specialised companies

SMP	SMIA	CTMIL
SMRC	MAE	MMDL
MATE	MEPL	

JV Partners

CEFA
CPAT
YSAT

Experienced leadership



Char Zawadzinski
CEO SMP



Eric Auzepy
COO SMRC



Amit Bhakri
COO MATE



Horst Morgenroth
COO SMIA



Sunil Vijay
COO MAE & MEPL



Devender Singh
COO CTMIL & MMDL

Chapter 1

Foundations and achievements

Modules and Polymer specialized companies

Combine expertise on a wide variety of product lines



SMP



One of the largest suppliers of bumpers, instrument panels and door panels to the premium segment

SMRC



Global interiors expert for mid/high segments and decorative surfaces

MATE



Leading supplier of interior and exterior plastic components, Supplying basic/mid segments globally

SMIA



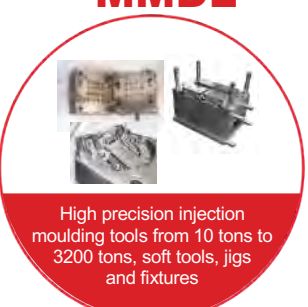
Leading specialist suppliers of extruded and injection-moulded exterior and interior components

MAE MEPL



Molded rubber parts for automotive, medical, white goods & other industrial applications

CTMIL MMDL



High precision injection moulding tools from 10 tons to 3200 tons, soft tools, jigs and fixtures

Multiple further offerings...
up to 150 parts per car!



Door Panels p.a.
>4 mn vehicle sets



Instrument Panels
p.a.
~6 mn



Bumpers p.a.
>8 mn



Center and Floor
Consoles p.a.
~3 mn



Roof Rails p.a.
~0.5 mn



Our Customers Internationally trust our expertise in Module Solutions since 60 years



1st part for PSA
in **1959**



1st business with
Volkswagen in **1970**



1st business with
Maruti Suzuki in **1989**

**Since 2015:
Revenue to
Premium Segment
organically
grew by \$1Bn
supported by...**

motherson 

**Footprint
Expansion**

Innovation

Tuscaloosa
(United
States)



Kecskemet
(Hungary)

Interior
& Exterior
Porsche
Taycan /
911



Global
Mercedes
E-Class
Door Panels

**Reydel acquisition –
now SMRC –
did reinforce business
with French OEMs**

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**... Reydel
acquisition**

We Delight Customers in Mid Segment and in Entry Segment



**Design to Cost
Solutions**

Three acquisitions brought \$1.3Bn additional Revenue by 2020

Inorganic Growth

January 2015



Now: **SMIA**
Interior & Exterior
Decorative Expert

January 2017



Now: **Motherson**
Innovations Lights

August 2018



Now: **SMRC**

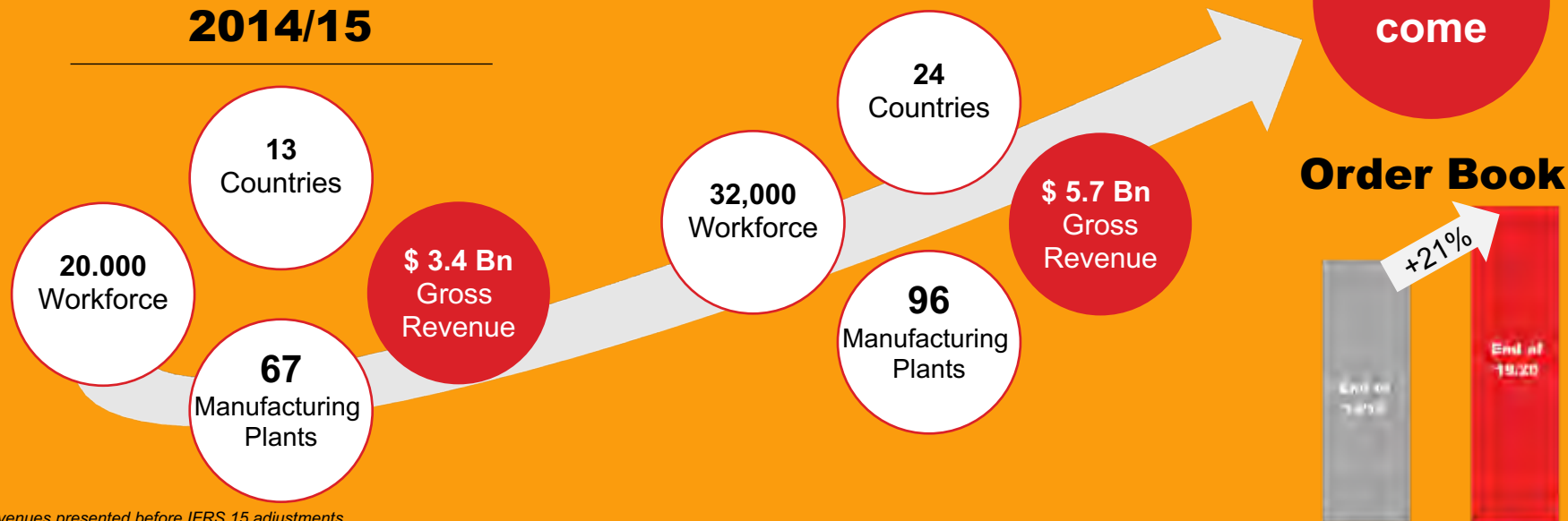
Modules & Polymer Division grew its Gross Revenue in 5 years from \$3.4 billion to \$5.7 billion

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2025

2019/20

2014/15



Revenues presented before IFRS 15 adjustments

Chapter 2

Our Vision 2025

We Aim to enhance our Global Presence in the USA, China, Eastern Europe, Africa and India



**We will also enhance our
Customer Base by focusing
on white spaces with
American and Asian OEMs**

**Listening
to the voice
of customers**



Heavy Commercial Vehicles:

Further capitalisation of our comprehensive interior and exterior product portfolio

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Instrument Panel

Elastomer Parts

Front Grille

Sun Visor

Door Panel

Outside Handle

Wheelarch Liner

Foot Step



To reach our 2025 goals

we develop and introduce
a comprehensive portfolio of

**new Products &
Technologies**


to increase value-add and content
in the cars' interior and exterior

**Vision
2025**

Our latest and future

Interior Solutions

increase the content and value
we deliver to our customers

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Sensors
integration

Ambient
lighting

Our latest and future **High End Premium Vehicle**

motherson 


**Audi
A8**

**Elegant
Decoration**

**sewing and
wrapping**

image source: <https://www.audi-mediacycenter.com/>

Our latest and future High End Premium Vehicle

motherson 

**BMW
i8**

Lightweight
Instrument
Panel

Futuristic
Console

Our latest and future
High End Premium Vehicle

motherson 

**Mercedes
E-Class**

**Light
Weight**

**Illuminated
Door Panel**




Our latest and future **Interior Solutions** Futuristic Cockpit

motherson 

 FAR-VISION
HOLOGRAPHIC
HEAD-UP
DISPLAY

 REARVIEWTRONIC
CONFIGURABLE
DISPLAYS

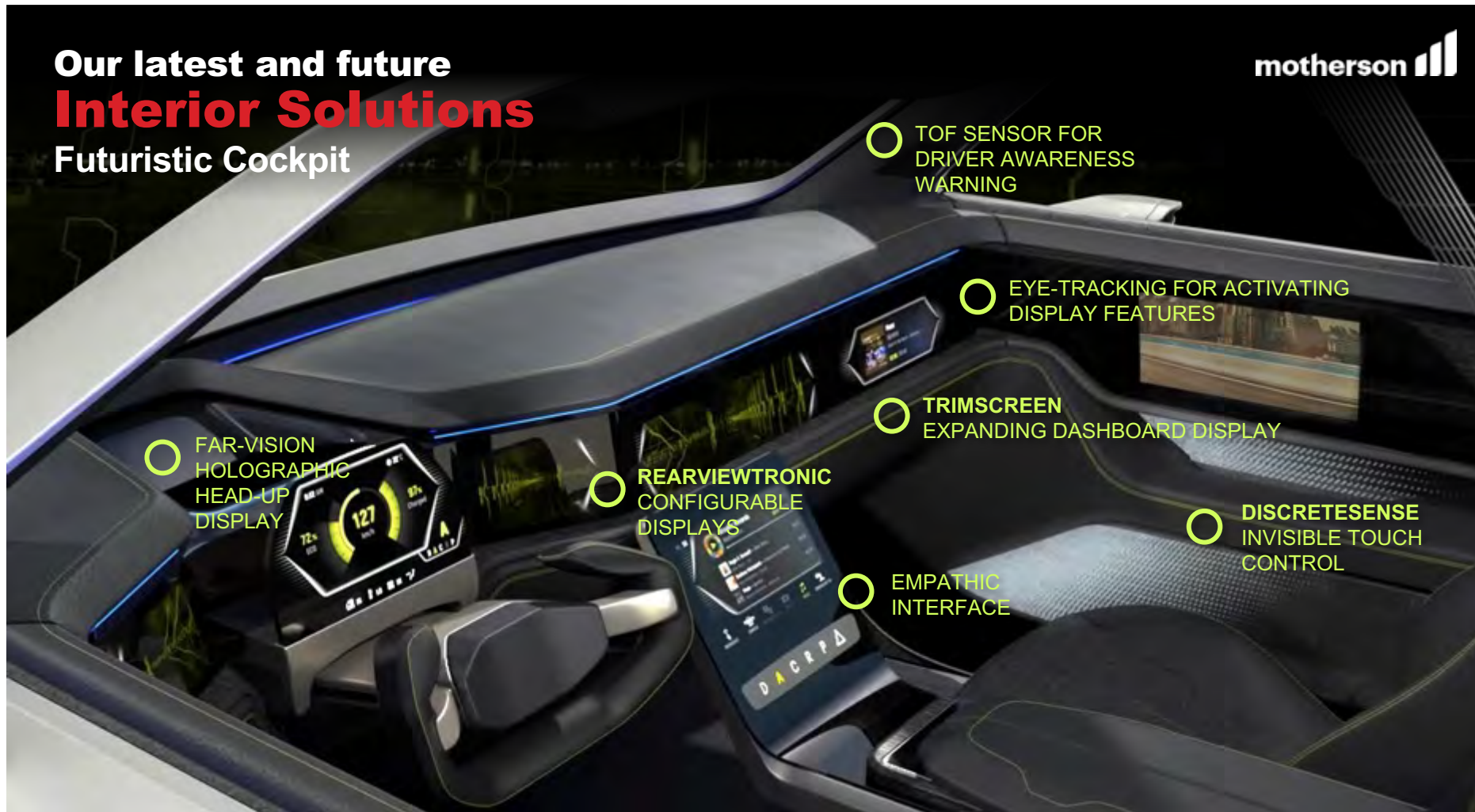
 TOF SENSOR FOR
DRIVER AWARENESS
WARNING

 EYE-TRACKING FOR ACTIVATING
DISPLAY FEATURES

 TRIMSCREEN
EXPANDING DASHBOARD DISPLAY

 EMPATHIC
INTERFACE


 DISCRETESENSE
INVISIBLE TOUCH
CONTROL



Our latest and future

Exterior solutions

will facilitate CO2 emission reduction and reinforce new energy vehicles identity

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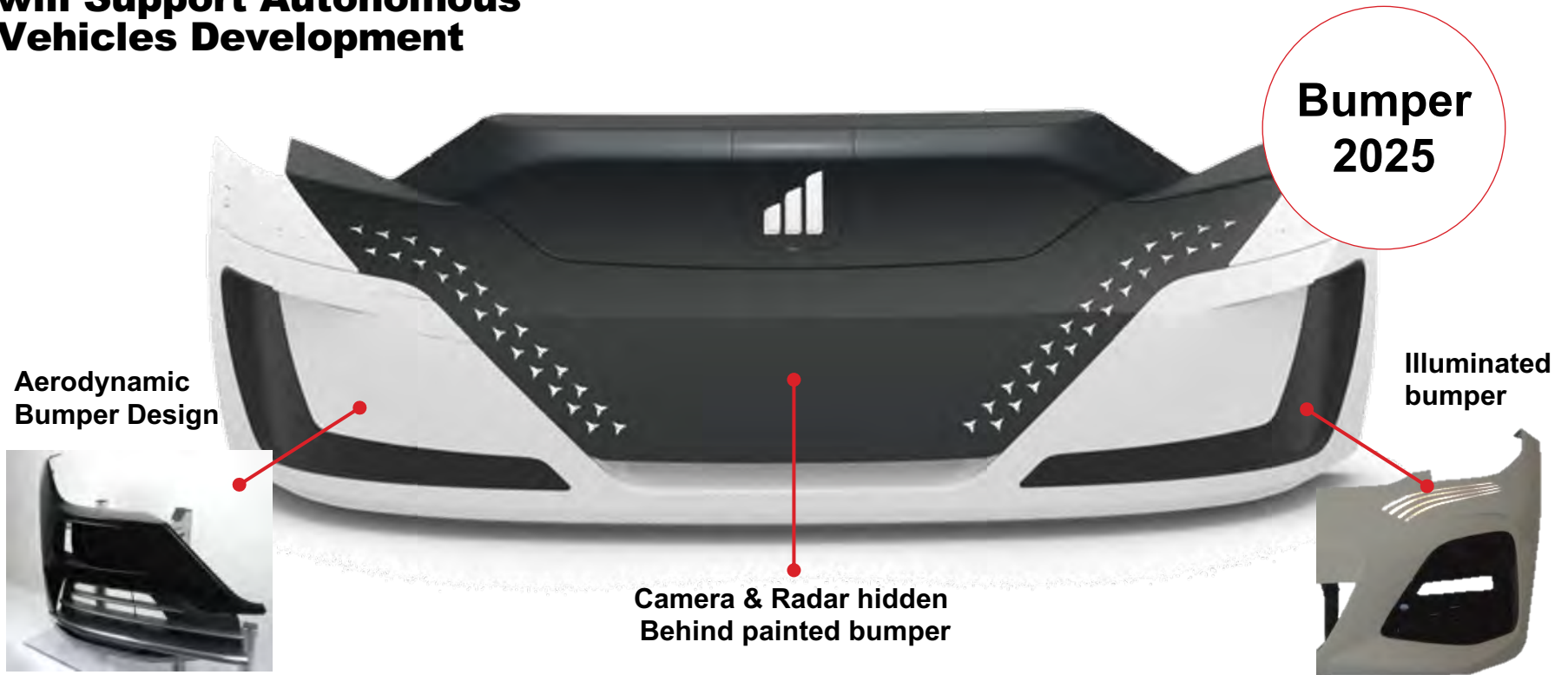


Lightweight design

Integrating Sensors

spoilers enhancing Aerodynamics

Our latest and future
Exterior solutions
will Support Autonomous
Vehicles Development



Our latest and future

Exterior solutions

Plastic Tailgates

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Products
Under
Development

We **increase value** per car by transferring know-how from Premium segment to mid and entry segments

Premium Segment



Image source: <https://www.porsche.com/>

Know
How
Transfer

Mid Segment



Image source: <https://de-media.opel.com/>

Know
How
Transfer

Entry Segment



Image source: <https://www.nexaexperience.com/>

Our **Tool** rooms
fulfil OEMs requirements
and offer full in house solution
from design to launch.

Backward
Integration and
Value add



Growth opportunities for our
Elastomer products
are huge in various industries

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Products
Under
Development

Back
Drain
Tubes

Front
Drain
Tubes

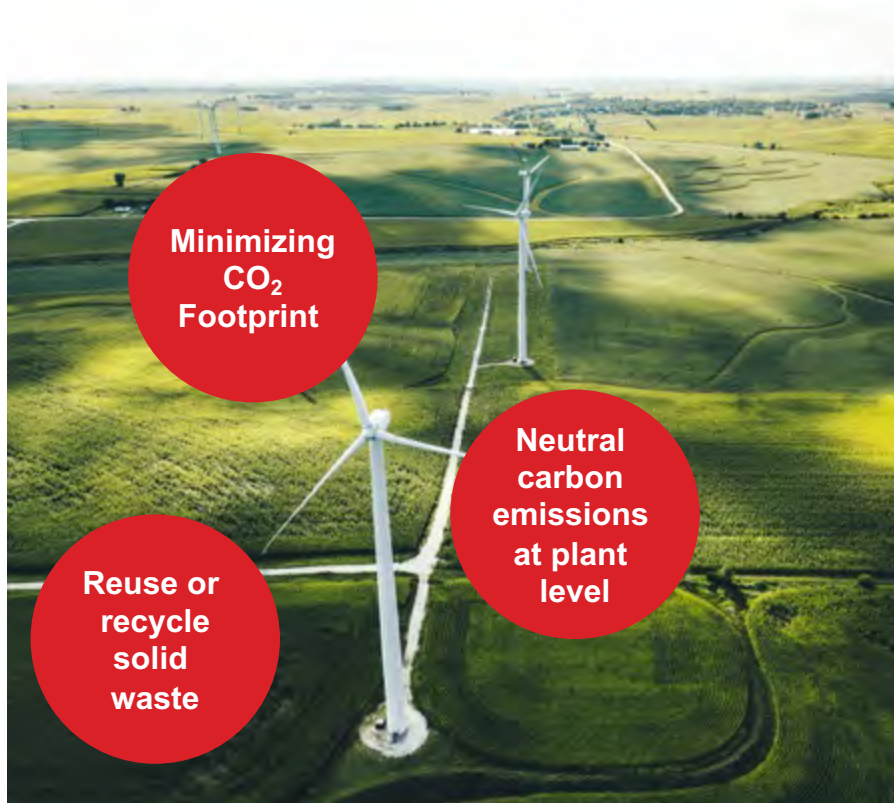
**M&A will be
an important
growth driver for
Modules & Polymer Division**



Our Operational Efficiency initiatives are key to ensure profitable growth and improved ROCE

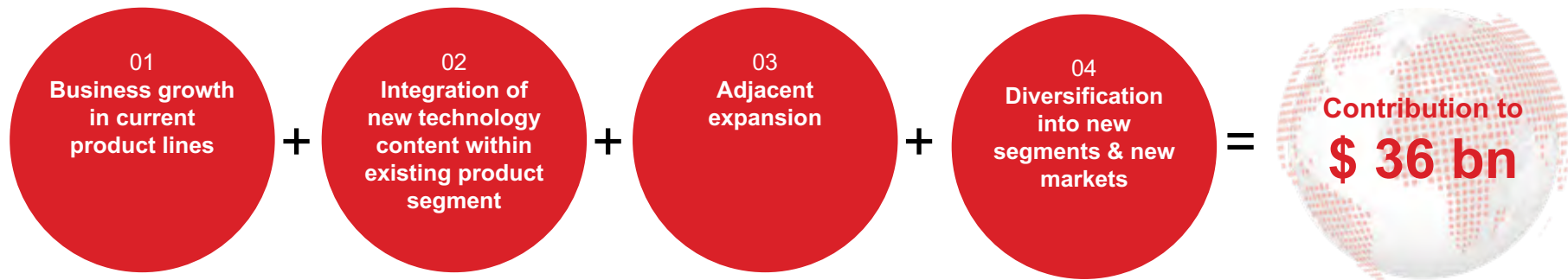


Sustainability: we systematically promote Environmental and Social Responsibility



Conclusion / Roadmap 2025

Modules & Polymer Products Division



- Expansions in New Geographies: USA
- Enhance Footprint in China, Europe, India & Africa
- Vertical Integration: Cut/Sew/Wrapping
- Increase Market Share with Customer- BMW, Porsche & Commercial Vehicle
- Increase Content per car- Complete Interiors & Complete Exterior Package

- Ambient Lighting – Interior & Exterior
- Sensor Integration- Interior & Exterior
- Elegant Decoration- Interior
- Plastic Tailgate
- Surface finishing

- Plastic Pallets
- Two-Wheelers
- White-Goods

- Healthcare Segment
- Telecom Segment



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**Proud to
be part of
the future**

**New
Geographies**

**Vertical
Integration**

**Value Added
Product**

Diversification

**Increase
Content**

**Lighting & Electronics Division
Investor Meet 2020**

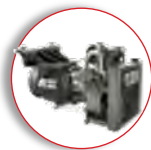
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**Exterior Lighting
& Electronics**



**Compressor &
Shock Absorbers**



**Division
Product Overview**



**B2C
Direct to Market**



**Backward
integration**



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AUTO PARTS

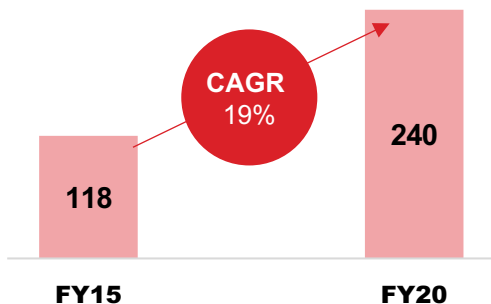


Lighting & Electronics Division

- Largest Premium Lighting Supplier In India.
- Among top three Exterior Lighting Supplier.
- 4x Topline growth over the last 5 years in Lighting in a muted market.
- Leader in “market firsts” and technology advancements
- One of The Largest Shock Absorber Exporter from India.
- Market Leader in Oil Free Scroll compressors.

Creating the Platform

Revenue



Numbers converted In Usd Million
using average exchange rates
CAGR calculated on INR revenues



~ **2%** of
Group revenue



20 Facilities



3400+ employees



Our specialised companies

- Marelli Motherson Automotive Lighting India Private Limited (Exterior Lighting/Electronics)
- Calsonic Kansei Motherson Auto Products Limited (Compressor / BCM)
- Marelli Motherson Auto Suspension Parts Private Limited (Shock Absorbers / Gas Balancers)
- Anest Iwata Motherson Private Limited (Air Compressors)
- Samvardhana Motherson Auto System Private Limited (Trading – Independent After Market)
- Samvardhana Motherson Auto Component Private Limited (HPDC Components)
- Youngshin Motherson Auto Tech Limited (Compressor Clutch Assembly)

Our Partners



Experienced Leadership



Vishal Kabadi
President,
Lighting and Electronics Division
Mother'son Group



Alok Khanna
COO,
CKM



Aman Bhatnagar
COO,
MMAS



Pankaj Dighe
COO,
AIM

**Long Serving
Mother'son Group
Professionals
with more than
160 years of
cumulative
Automotive
experience**



Geetika Mishra
COO,
SMAC



Dhanraj N.
COO,
SMAS



Gautam Manga
COO,
YMAT

Vision 2025.

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**Inorganic
Growth**

**Future
Ready**

**New
Geographies**

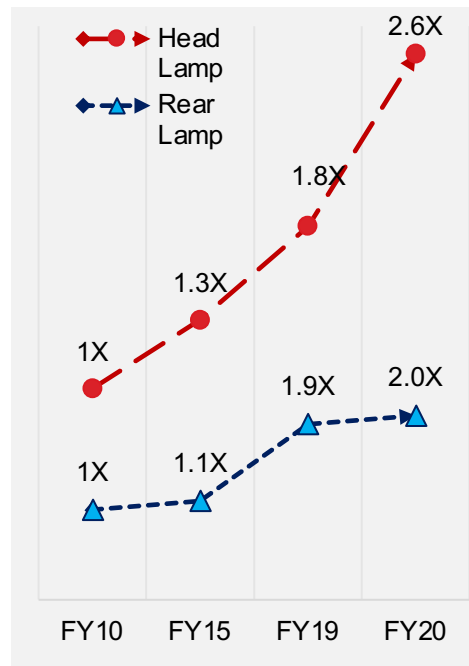
**New
Product**

**New
Customers**

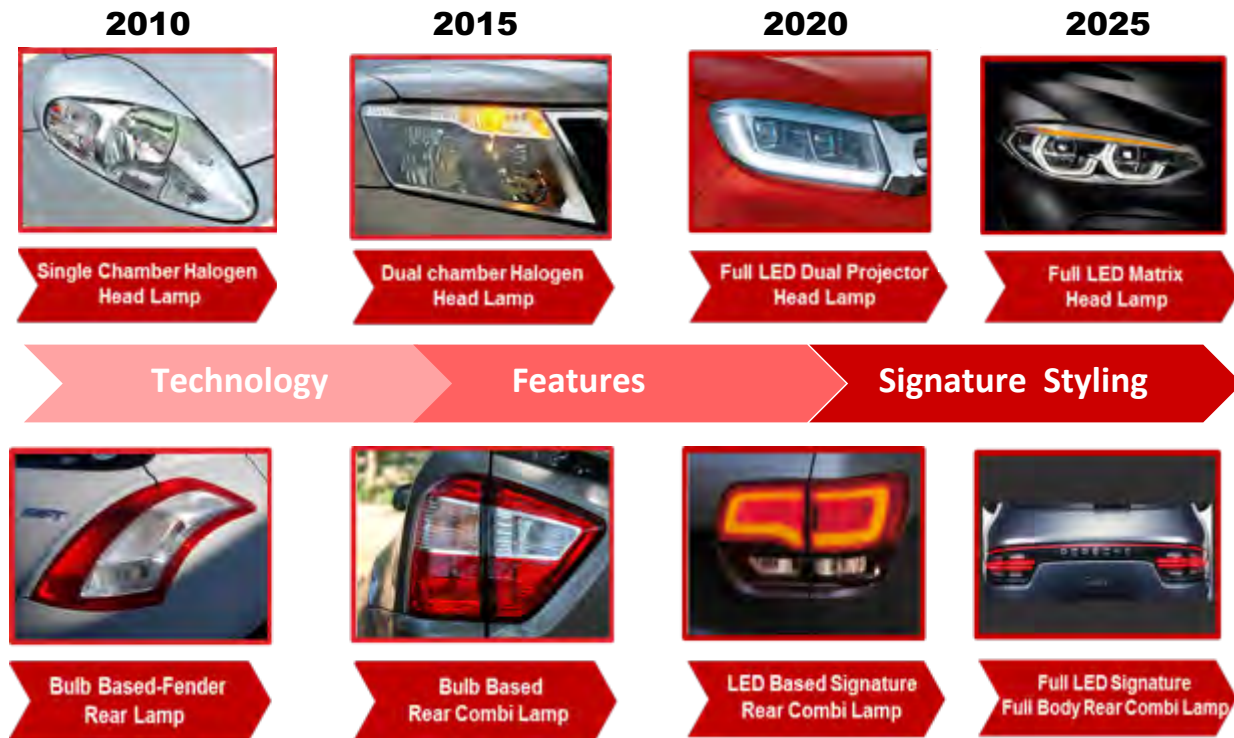
**Value
Content**

Exterior Lighting Evolution – Creating more value

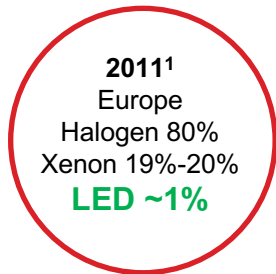
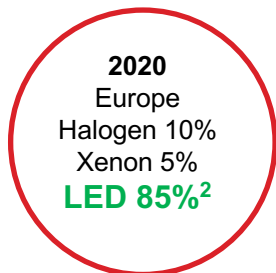
Price Evolution¹



Movement from Commodity to Technology

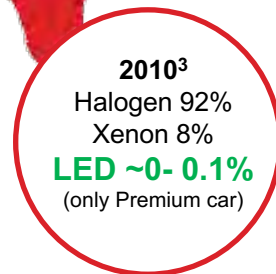
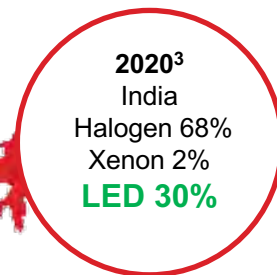
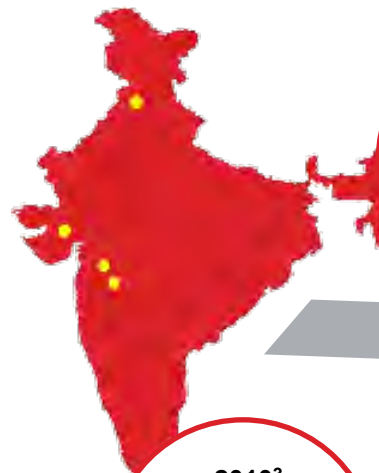


Competitively placed to increase value with enhanced LED penetration



Impacting Factors:

- Emphasis on Road Safety
- Emerging Government Regulation
- Demand for Energy Efficient Lights
- Rising Automobile Production



Source:

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

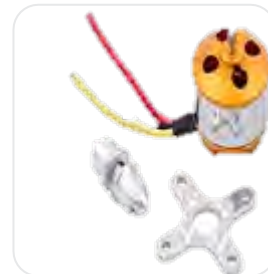
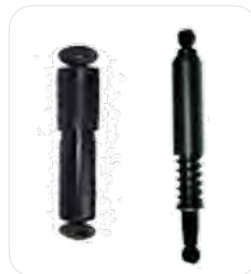
Expanding Product Portfolio



2 Wheeler LED Lighting*



Electronic Instrument Cluster*



Gas Balancers, Brushless Motors ECU & PCBA*

Market	Global	India	Internal Requirements and Buy-back
Market Size	400Mn \$	200 MN \$	150 MN \$
	2W Segment	PV Segment	PV Segment

Diversifying Beyond Auto OEMs

Indian Railways & Medical Segment*



Market Size India 30 Mn \$

Focus
Products:
Locomotive &
Medical air
Compressor

After Market & Accessories*

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AUTO PARTS

Market Size India 9 Bn \$
Market Size Global 114 Bn\$

Focus
Products:
Group Products
Telematics
Accessories
Co-Branded
products

Serving New Geographies – Focus on Exports

Opportunity
size
200 Mn \$

Current
Markets
2020

Additional
Markets in
2025

Additional Markets 2025

- Brazil
- UK
- Mexico
- Bahrain
- Kuwait
- Oman
- Qatar
- Saudi Arabia
- UAE
- Sri Lanka
- Bangladesh
- Bhutan
- Morocco

Air Compressor
Clutch Assy
Die Casting
BCM
Lighting
Shock Absorbers



Future Ready.



**Exterior
Lighting
Solution**

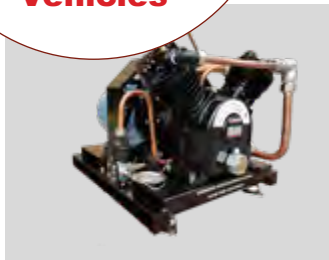
**E Bus
Compressor**

**Shock
Absorbers**

Ready for the

“E,” volution

**Passenger Cars
Commercial
Vehicles**



Inorganic Growth.

**Follow the Customer + Provide a Solution
+ focus on QCDDMSES will result in**

**New
Segment**

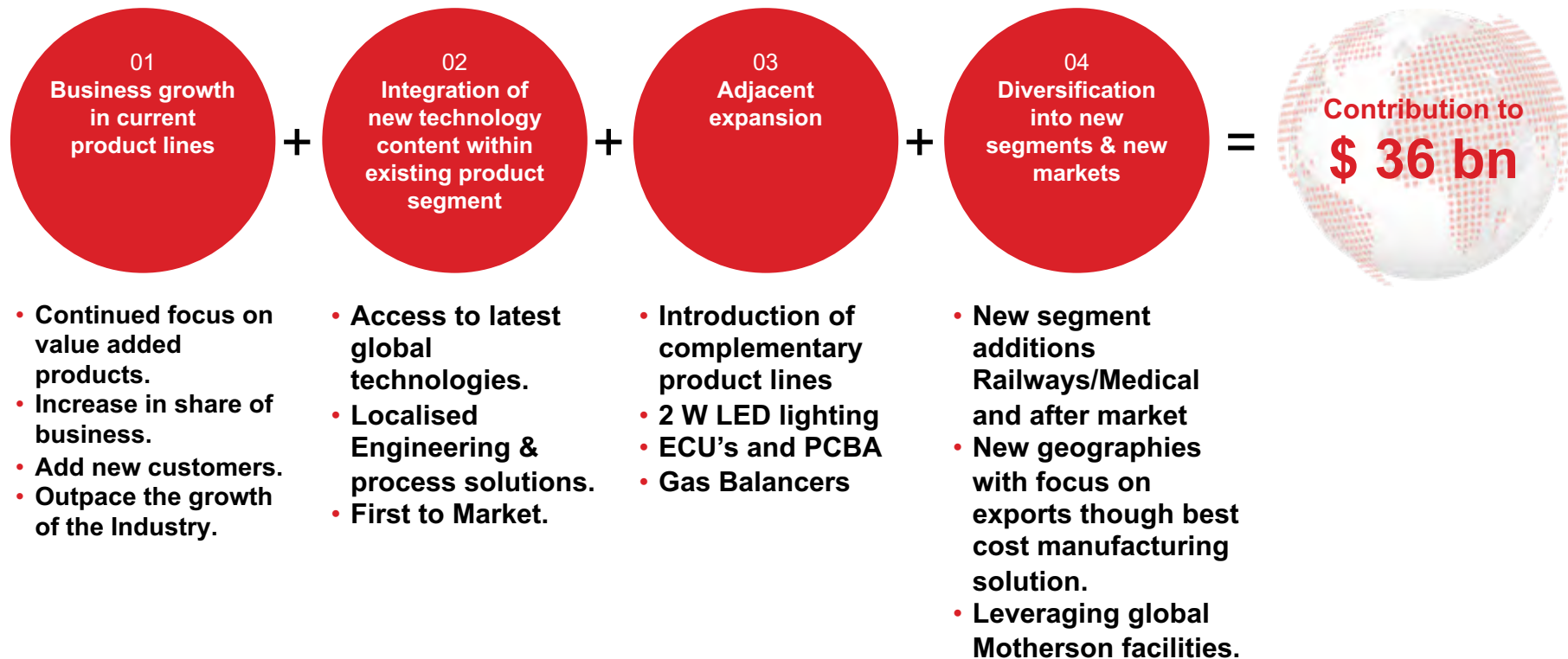
**New
Product
Line**

**New
Market**

**New
Geographies**

Conclusion / Roadmap 2025

Lighting Electronics & aggregates





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part of our
customers'
success**

Precision Metals and Modules
Investor Meet 2020

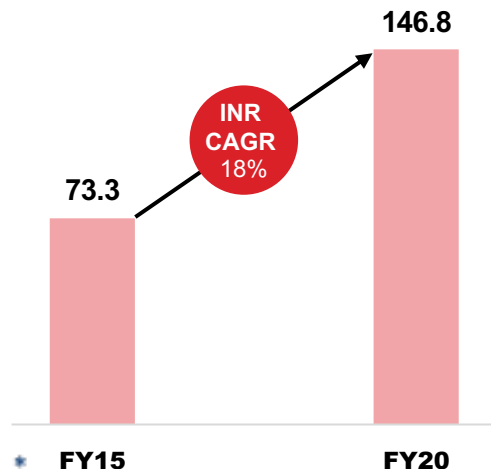


Precision Metals and Modules

Main focus areas

- Technologies & competences developed over last more than 10 years
- Opportunities & Road map for growth
- New products /new Technologies
- Safety and emission regulations

The division's operations today



~ 1 % of Group revenue



2456
employees



19 Offices



Our specialised companies

- MS Global • Motherson Techno Tools • Fritzmeier Motherson Cabin Engineering
- Samvardhana Motherson Innovative Solutions – Broaches, Gear Cutting Tools and powdered metal sintered parts
- Nissin Advanced Coating – Thin metal coating services • MTP G • MTP MEX • MINES
- Valeo Motherson Thermal Commercial Vehicles • Motherson Bergstrom HVAC Solutions
- Matsui Technologies India • Frigel Intelligent Cooling Systems

JV Partners



Experienced leadership



Ajay Bahl - President
Modules & Metal Solutions



Cyril Xavier
COO – VMTI



Rajeev Goyal
COO-MTIL



Harsh Neb
COO – MBSL



M. Paramasivan –
COO - FMCEL



Kunal Sabharwal –
President



Mr. S. Anbarasan Robin
COO - MSGI



Mr. Bala
COO - MSTL



Mr. Sumanth
COO - MINES



Mr. Jens
COO - MTPG &
MTP Mex



Shailesh Prabhune –
President



Ajay Dulloo
COO - NACIL



Rajiv Malhotra
COO- MTTL



Vineeth Chandran
COO - MATS

Modules



Body Parts



Precision Machining



Process equipments



**Precision
Metals and
Modules**

Supplier of Choice

MAHINDRA
PRESIDENT AWARD



ACCEPTING NO LIMITS AWARD
MAHINDRA OUTSTANDING
SUPPORT



KOMATSU BEST
PERFORMANCE
IN QUALITY AWARD



ASHOK LEYLAND—
OUTSTANDING AWARD FOR
BUSINESS ALIGNMENT



APPRECIATION AWARDS FROM M/S HYUNDAI



CATERPILLAR
WELD EXCELLENCE



CATERPILLAR (SQEP)
CERTIFICATION



CATERPILLAR
PAINTING COMPETITION



AUTO COMPONENTS AWARD



QUALITY CIRCLE FORUM OF INDIA
NATIONAL LEVEL COMPETITION



Ashok Leyland-Gold Award



Volvo Eicher –Outstanding
Contribution Award



DANFOSS RECOGNITIONS



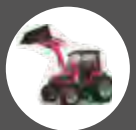
Precision Metals and Modules: Divisional Competencies •

**Combining
Competencies
Delivering
Solutions**

- Segment
- Coverage
- Content up
- Cross selling
- New products

Gearing for Growth

Modules



FMCEL– Cabins /
Fabrication Parts



VMTI– HVAC
systems
for Buses



MBSL – HVAC systems
for
Trucks and
Off-road

Body Parts



MSGI –
Sheet metal
structural
parts

Process Equipments

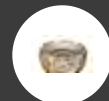


MTIL– Auxillaries for
Polymer Processing



FICS- Process
Cooling solutions

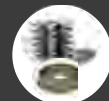
Precision Machining



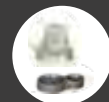
MTTL-Turning,
Milling,
Drilling Tools



NACIL- PVD
coating



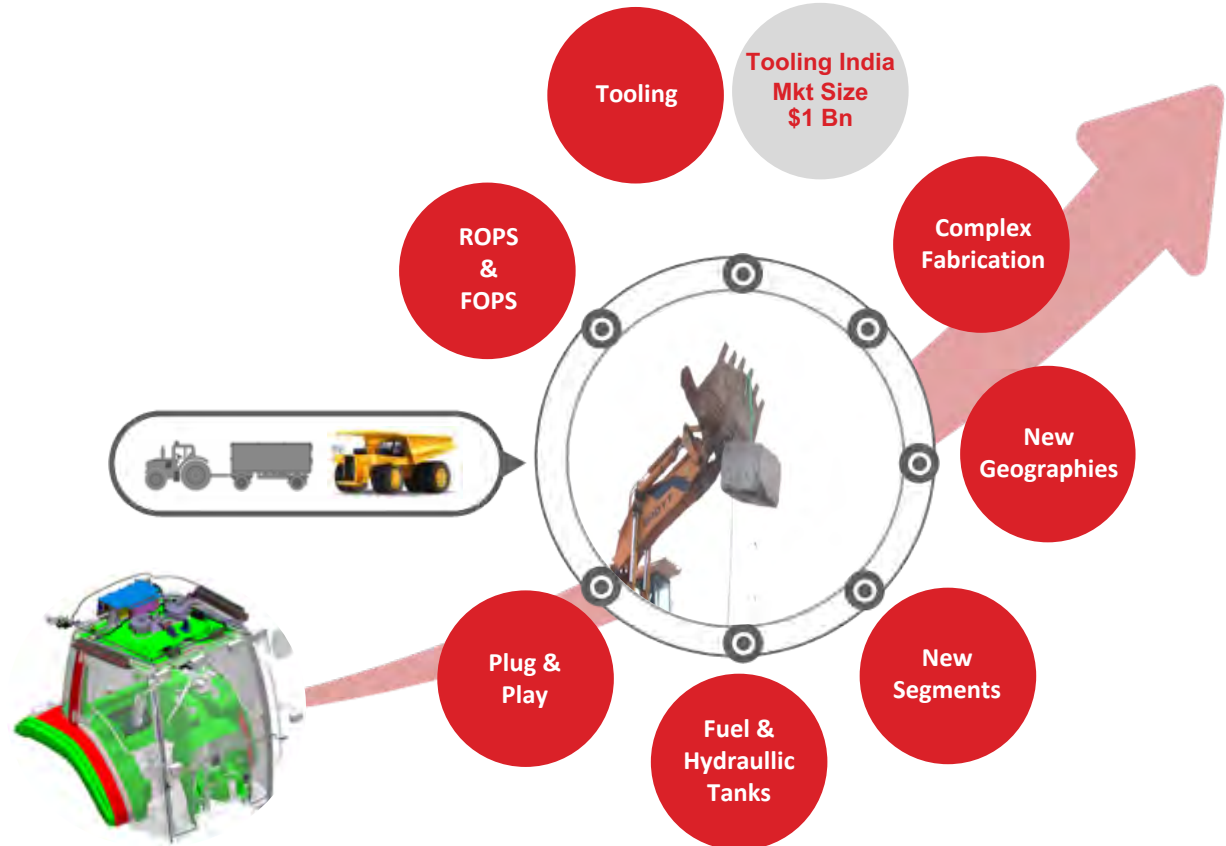
SMISL- Sintered /
Gear cutting /
Broaches



**MTPMEX/MINES/
MTPG** –
Precision
Machined Parts

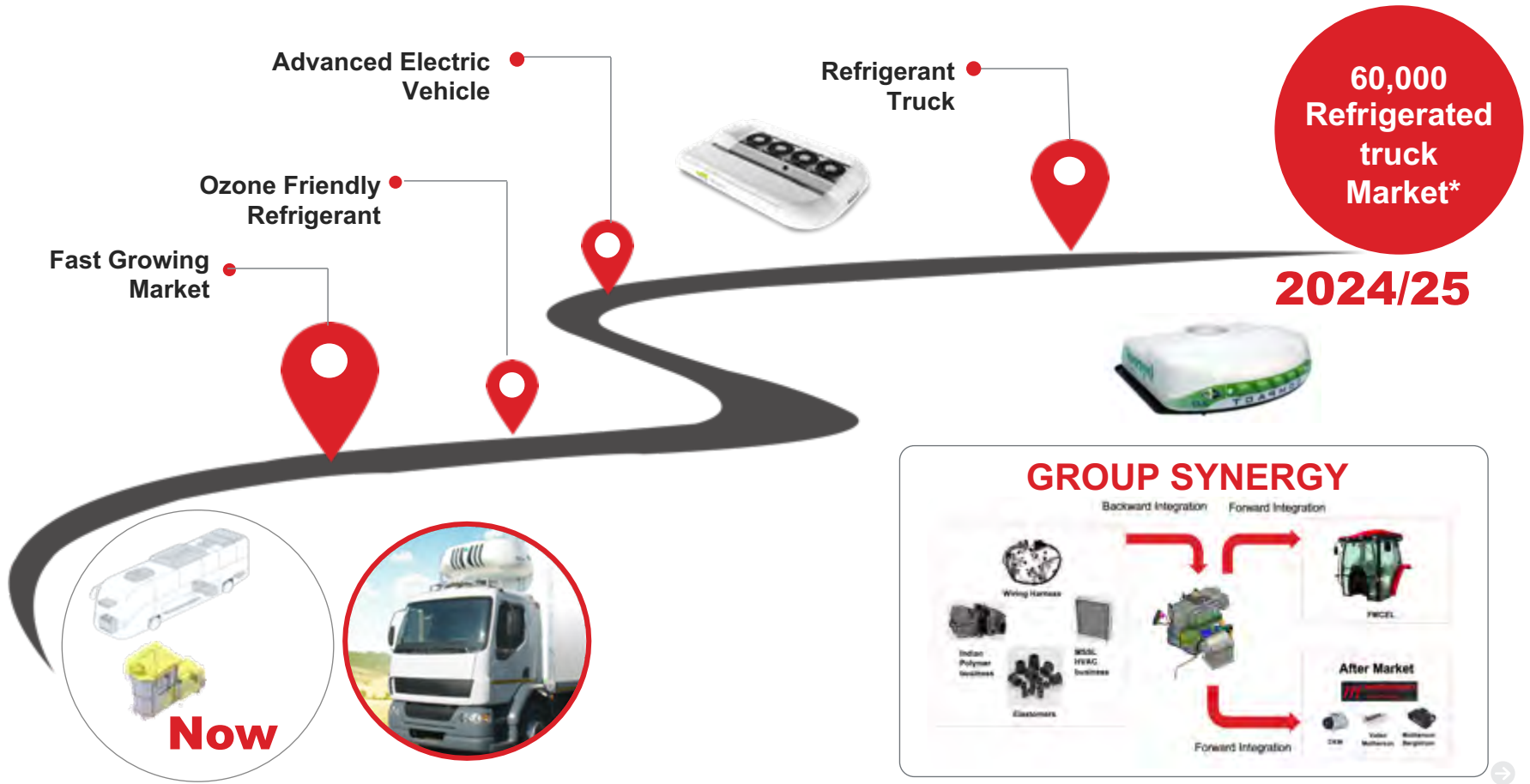
Modules: Road Map -Safety Operator Cabins

- Design
- 8 Axis bending
- 3D Laser cutting
- CED Painting
- Safety Welding
- Complex assembly
- Supply chain management
- Market Penetration



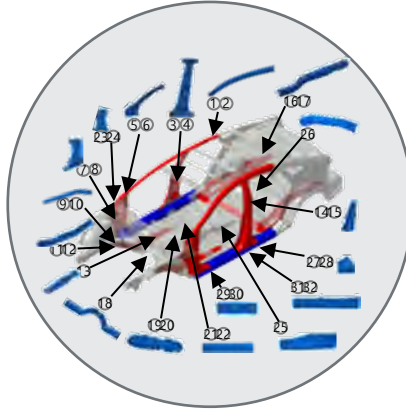


Modules: HVAC Systems



Body Parts: In Pursuit of Global Play

- Cold Stamping
- Hot Stamping
- Laser Cutting
- Welding
- Powder Coating
- Frame Assembly



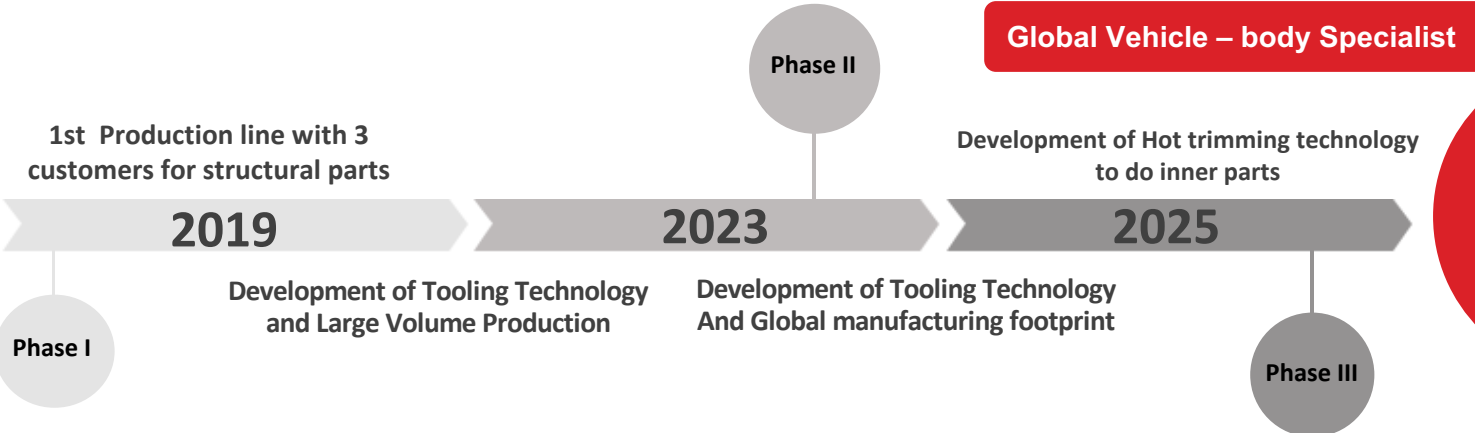
Skin Parts



Chassis




Structural



Stamping
Global
Mkt Size
\$150 Bn

Precision Machining: Complete Solutions

motherson 

Cutting Tools
Drilling, Milling, Turning

Broaches & Gear
Cutting Tools

Thin Film Coatings

Precision Components
Power Steering / Heat Sinks,
Brake parts.

Precision
Machining
Global
Mkt Size
\$100 Bn

New Grades
/
Technologies
& Methods

Turnkey
Projects for
Customers

Application
in many
sectors
apart from
Automotive

Machining
Expertise
under one
roof

Complete
Solutions
for customer



Process Equipments: Doubling the Play Field



635
Customers



3000
Installations

**Compound
Conveying
Solutions**

Cooling Solutions



32
Countries

**Plastic
Recycling
Solutions**

**Leadership
Position
in
Auxillaries**

Metal Processing
Competencies

Specific Technology

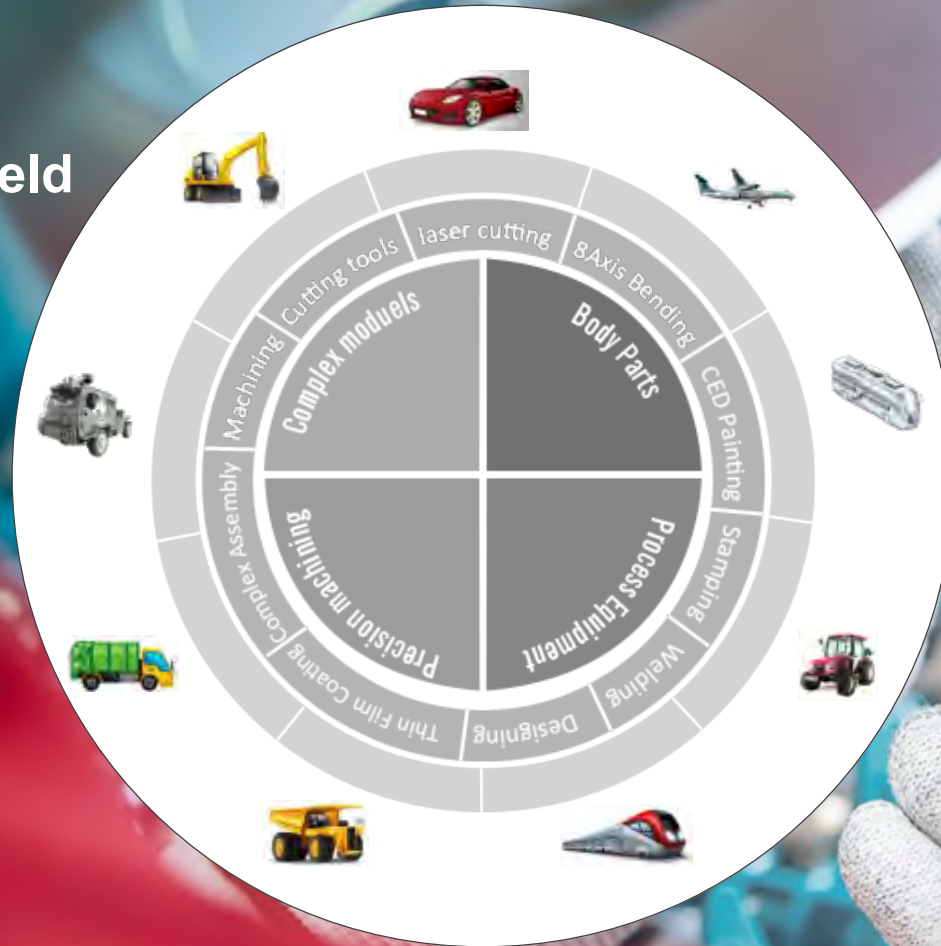
Customer Relationship



108
Products

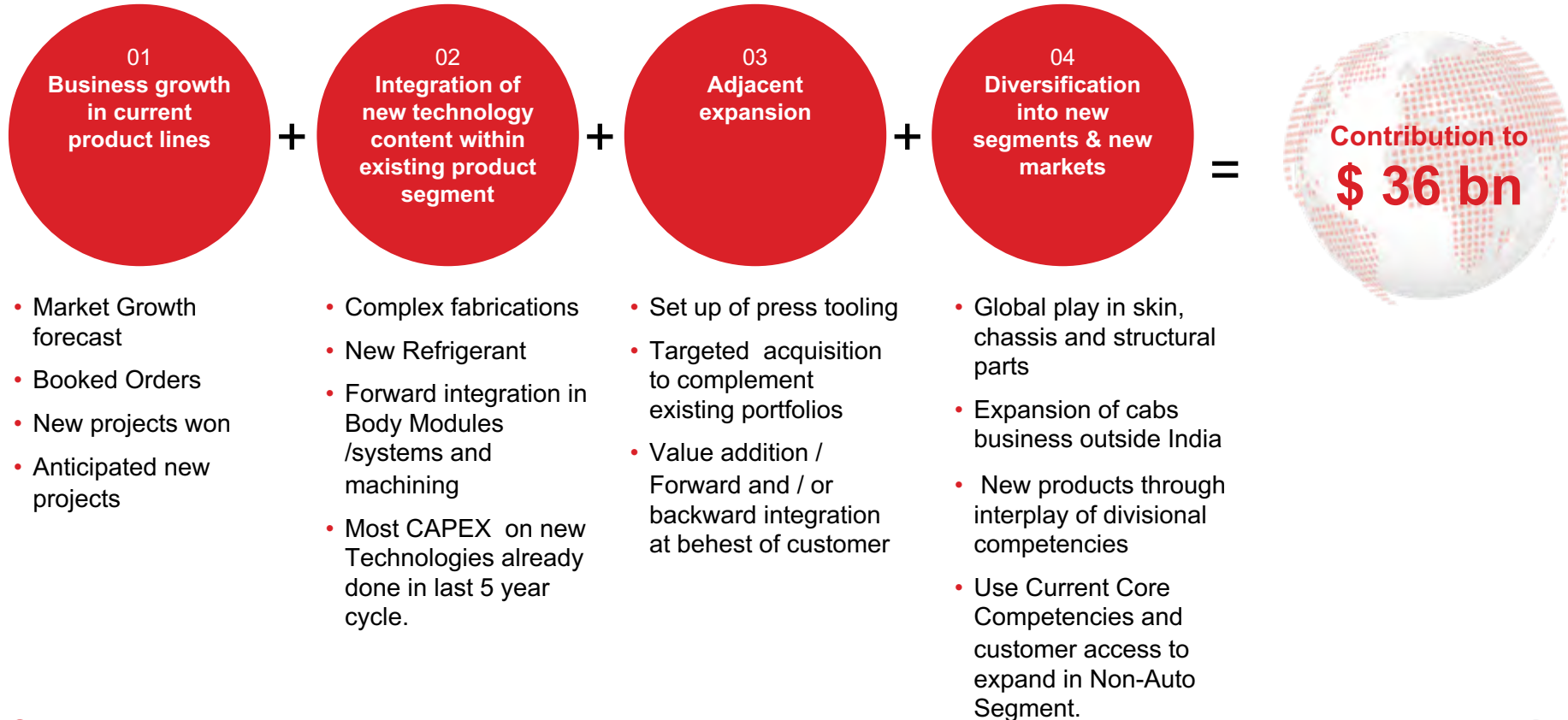
Precision Metals and Modules: Increasing Playfield

Combining
Competencies
Delivering
Solutions



- Content up
- Cross selling
- New products
- New geographies
- New opportunities

Roadmap summary – Precision Metals and Modules





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Group Services

Group Services

Back bone of Best Practices.

motherson 



Global Strategic Procurement
Creating scale and efficiencies



**Travel Support : Safety, Travel
Advisories and Bookings, Visa
Insurance, FOREX**



Infrastructure Support
Safety and Speed of Construction



**M&A, Audit, Legal, Financial
Planning, Corporate Governance**

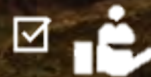
Make with Motherson.

motherson 

Industrial Park

Mother's Auto Solutions Limited

- Partnership with Sojitz Corporation, Japan
- Total size: 300 acres
- Ready to Move-In: 40,000 sq ft.
- Permits and Approvals – All done !
- Engineered by International Experts



Manpower



Security



Utilities



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MotherSumi Infotech & Designs (MIND)
(Information Technology)

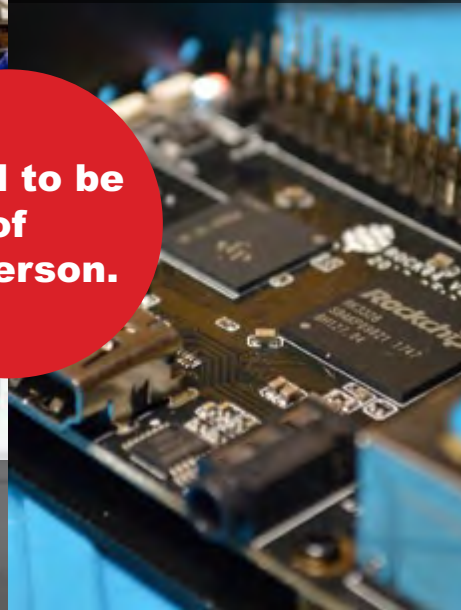


MI-XLab
(Embedded and Electronics)



**Proud to be
part of
Motherson.**

**Samvardhana Motherson
Health Solution (SMHS)**
(Pharmaceuticals & Healthcare)



ROBIS
(Hardware Automation)

Technology & Industrial Solutions

Investor Meet 2020

motherson

**Product Based
Orientation**

**Global
Expansion**

**Integrated,
Verticalized
GTM**

**Future
Growth
Areas**

Main Focus Areas

- Evolution from Project to Product based Orientation for Speed & Agility to Market
- New Entities & Global Alliances for Geographic Expansion
- Integrated Competencies & Verticalized Focus for Strengthening Identity & Growth Potential
- Contributors of Future Growth

Technology & Industrial Solutions– Introduction.



Technology & Industrial Solutions

Developing Solutions for Unlocking Cutting-edge
Innovation, Solving Complex Challenges, Driving Sustainable Business Growth

MothersonSumi Infotech
& Designs (**MIND**)



Less than 1 %
of Group Revenues

Samvardhana Motherson
Health Solution (**SMHS**)



2000 +
Employees

Embedded & Electronics
Division (**MI-XLab**)



17
Offices

Hardware
Automation (**ROBIS**)



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

Verticals ▶ Automotive | Manufacturing | Pharmaceuticals / Healthcare | Logistics

Portfolio

ADM Services (**MIND**)

Expertise in developing agile business
applications for global scale operations

Infrastructure Services (**MIND**)

Focuses on digitalization, fine tuning
infrastructures and IT operations

DEX (**MIND**)

Integrated design and manufacturing group
providing Full System Solutions to customers

Global Business Services (**MIND**)

Global Center of Competencies for client
operations with Process Excellence & RPA

Industry 4.0 (**MIND**)

End-to-end Smart Manufacturing enablement
expertise powered by inhouse MES 'iDACS'

Cloud (**MIND**)

Cloud Journey Enablement from Strategy to
Migration to Developing Cloud First Solutions

Plant Automation (**ROBIS**)

Robotic Automation and Innovative Solution
for end-to-end Plant Automation

Embedded & Electronics (**MI-Xlab**)

Hardware solutions for various verticals.
Telematics solutions for Automotive

SMHS

Customer centric product & services focusing
on compliances, patient & drug safety

Global Alliances



Pillars of our Future Growth – Key Leadership.



With right blend of **Seasoned Technology Leaders** complemented by **Market Facing Leadership** who have extensive experience of nurturing business in **Global Markets**, we are committed towards our **Vision of becoming a Globally Preferred Solutions Provider.**

Market Development Leads



Arun Mohanchandra
Head, Americas



Ralf Rees
Head, Europe & UK



Yash Bhatnagar
Head, Japan & Far East



Krishanu Singh
Head, Strategy Office



Sunil Sharma
Head, Global Alliances



Vimal Manchanda
Head, Healthcare Vertical (**SMHS**)



Amit Upadhyay
Head, Embedded & Electronics (**MI-XLAB**)



Mr. Rajesh Thakur
CEO



Mr. Rajesh Srivastava
CFO

Technology Practice Leads



Cheruvu Krishna
Head, Industry 4.0



Tarun Gupta
Head, Cloud



Prakash Thiyagarajan
Head, DEX



Vinod Pahlawat
Head, GBS, India & Middle East



Mohit Gupta
Head, Cybersecurity



Gaurav Mathur
Head, Infrastructure Services



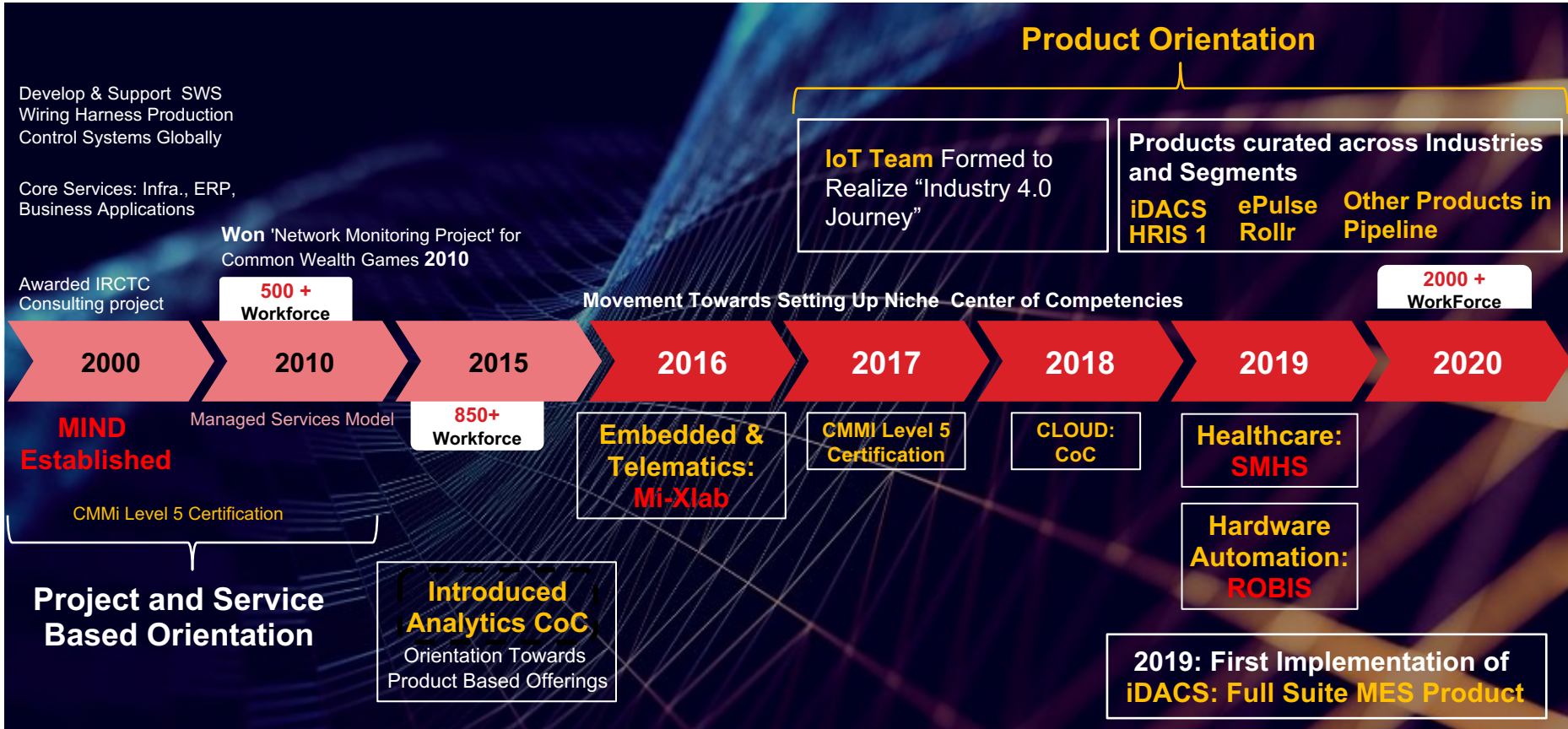
Anurag Agarwal
Head, ADM Services



Pradeep Kumar
Head, Hardware Automation (**ROBIS**)



Vertical Evolution.



CMMI Level 5

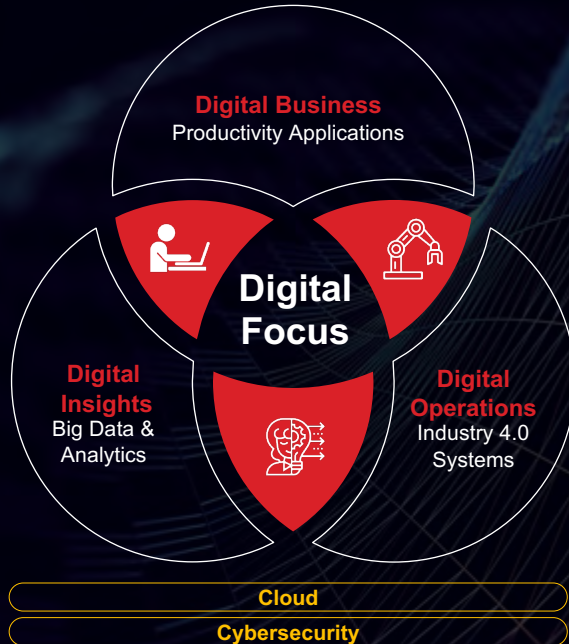
ISO Certified 9001, 27001,
20000

250+
Customers

Growth Focus: Deepen Motherson Coverage, Expand in New Markets

Productized Approach

Digital Transformation Consulting



Driving Efficiency Gains



Supporting Evolving Business Models

270+ Group Locations

5000+ Servers

600+ Applications

25+ ERPs Managed

30,000+ IT Users

200,000+ Support Tickets/Year

Standard Services Portfolio - Horizontal Expertise

IT Infrastructure | ERP & PLM | ADM & Product Engineering | Global Business Services

Hardware Automation & Robotics

Vertical Overview



Superior Products & Competencies Developed for Driving Manufacturing Excellence through Hardware Automation & Robotics

Go-to-Market Capabilities



Offerings

- Automated Assembly & Testing
- Plastic Joining
- Material Handling & Conveying
- Quality & Traceability Aids
- Robotics & Automation
- Machine Overhaul & Upgrades



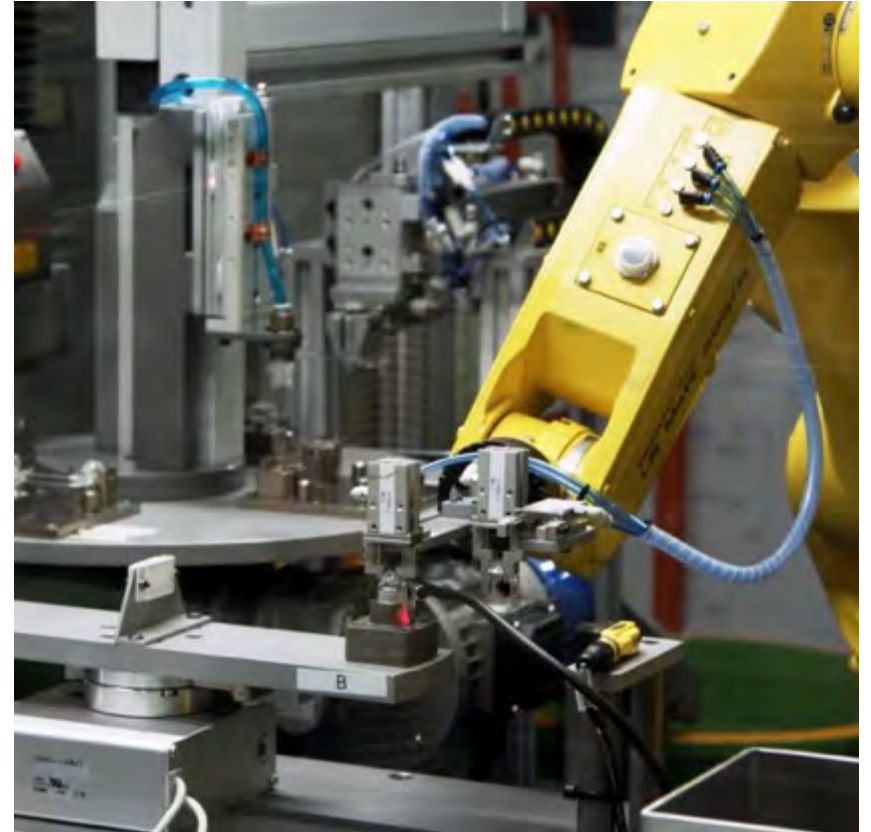
Scope

- Concept
- Feasibility Study
- System Design
- System Build
- System Integration
- Installation & Support

Future Growth Drivers



- Integrated Industry 4.0 Positioning along with iDACS & Factory Analytics
- Inclusion of External Market Business Development Planning in Scope
- Focus on more Cutting-Edge Areas Including AR / VR
- Formulation of Competitive Product Roadmaps for Key Offerings related to Digital & Automation



Product Highlight

Key Product Portfolio spans across User Guidance, Error Proofing, Material Movement, Automation, Inspection Systems & Machines / Overhaul / Upgrades



Material Handling
Systems - AGV, ASRS



Augmented Reality
for Error Proofing



End of Line(EOL)
Inspection Systems



Robotics & Automation



Special Purpose
Machines(SPMs)



Pick 2
Light With AR



Maximizing Value through Comprehensive Digital Coverage.



Verticals ► Automotive

Manufacturing

Pharmaceuticals / Healthcare (SMHS)

Logistics

Business Productivity, Control & Insights



**Governance
& Control**



**Collaboration &
Digital Processes**



**Executive Planning &
Decisions**

Global Business Services(GBS) & RPA

Digital & Engineering Services(DEX)

Industry 4.0 – Smart Operations

**Operations
Analytics
(MIND)**



Injection Molding



Paintline



Assembly



Inventory



Spend



**Digital
Manufacturing
(iDACS - MIND)**



Asset
Monitoring



Production
Control



Track &
Trace



Supply Chain
Systems like JIT/JIS



Work Order
Management



Quality
Control



Pick 2
Light



Warehouse
Control

**Hardware
Automation &
Electronics
(ROBIS &
Mi- Xlab)**



Material Handling
System AGV, ASRS



Augmented
Reality



End of
Line(EOL)



Robot



Machine



Pick 2
Light With AR

**Cyber
Security
(MIND)**



Protection
Antivirus,
Patch, Malware



Monitoring
CERT, SIEM,
Threat Intel



Governance
Security Policies,
SMA

**Cloud
(MIND)**
Hosting,
Partnerships







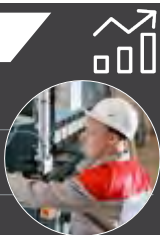
Future Growth Drivers – Industry 4.0.

Market Opportunity





Global Spending on Industry 4.0 set to Rise from \$119 BN in 2020 to \$310 BN in 2023 @27.04% CAGR: Forbes Dec18

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)
-  Multi Cloud Capability backed by Next Generation Security Protocol Expertise



Experience & Scope at motherson



iDACS
Implementation
– Several
Plants Covered



Future focused
Industry 4.0
Light house
Projects



Collaborative
approach for
Digital,
Automation &
Analytics



External Market - Growth Drivers

- Industry presence across Manufacturing, Automotive, Pharma & Healthcare
- Automating the Material Handling System using ROBIS Products
- Smart Manufacturing using iDACS
- Supporting Industry Solutions on Hybrid Cloud
- Integrated Ecosystem Management



Key Customers

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

Future Growth Drivers – Global Business Services (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



GBS Consulting



Integration



Design Automation

Experience & Scope at motherson



Business
Process
Standardization
- Finance,
Purchase,
Sales Back
Office etc.



Std. Operating
Procedures as
plug & play for
Greenfield
Setups



Digital
Transformation
and Process
Re-engineering
for Indirect
Cost
Optimization



External Market - Growth Drivers

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



Key Customers

- Motherson
- Max HealthCare

Sources:

- Internal estimates based on market intelligence



Future Growth Drivers – Digital & Engineering Services (DEX).

Market Opportunity



Digital Engineering Spend to Grow from \$1358 BN (2019) to \$2155 BN (2025) @19% CAGR: Zinnov Dec 2019 Report²

Market Needs



Product Design/ Development



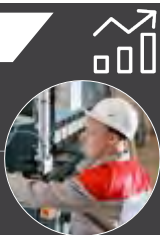
Product Testing



Product Cost Management(PCM)



Low Volume Manufacturing(LVM)



Service Offerings



Design Validation and LVM services



IIOT,IOT Solution



Digital Engineering



Experience & Scope at motherson



Modelling, CAD
& CAE,
Tolerance
Analysis &
Prototyping



Manufacturing
Engineering
Services



Supplier
Quality Audit
Support



External Market - 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

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

Future Growth Drivers – Cloud.

Market Opportunity



Global Cloud Spending on IT Growing @16.5% (CAGR), Expected To Touch \$345 BN by 2022: Nasscom, April 2019

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



Experience & Scope at motherson



Enterprise
Cloud Journey



Cloud first
Applications



Core Systems
like SAP on
Cloud



External Market - 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, 60 + certified Professionals



Key Customers

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

Healthcare

Vertical Overview

Solutions around Compliances, Patient & Drug Safety and Operational Excellence 

Go-to-Market Capabilities



Products

- **ePulse**
- Indoor Navigation



Services

- Working in various Healthcare sub verticals (Health Tech, Med Tech, Pharma Tech, Wellness)



Current Technologies

- Open source
- Augmented Reality
- Wearable & IoT



Future Growth Drivers

- Connected Wellness
- Aided Diagnostics using AR/VR
- IoT / Wearables
- Digitalization
- Artificial Intelligence

Product Highlight

ePulse

An **Integrated** Architecture, yet Modular. **Modularization** offers Flexi-Adoption Approach towards Digital Transformation.

Assuring Digital Compliance

ERES

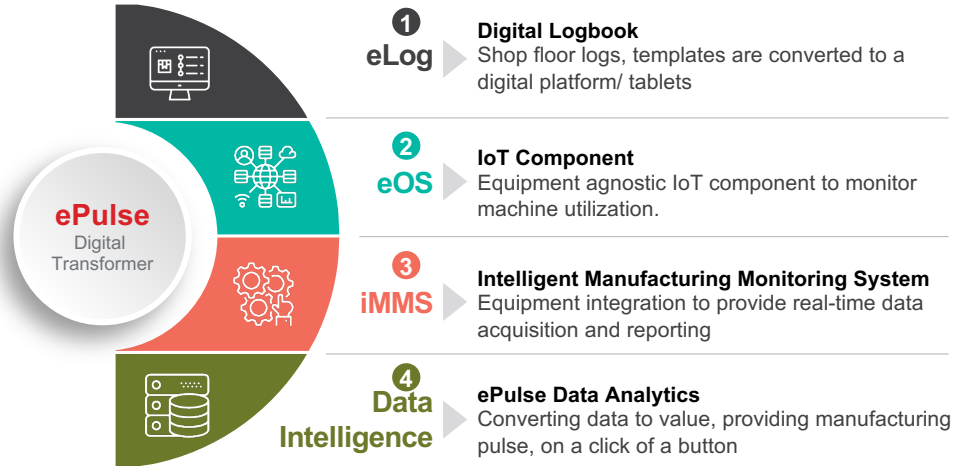
CFR Part 11

GMP

Data Integrity

Pre-ePulse

Shop floor logs, records, templates are filled manually.



Embedded & Electronics

Vertical Overview

Multitudes of Products Developed in Vehicle Telematics, Electronics & Services

Go-to-Market Capabilities



Vehicle Telematics

- Over 10+ grades of Hardware
- IoT Cloud developed
- Multiple App developed



Electronics

- Laser Seeker
- Industrial IOT
- IRVM



Services

- Working with several Group Companies (MIND/MI,SAMRX)
- OEM Services for MSIL/M&M

Future Growth Drivers

OEM Business

- 2-Wheeler Segment
- Tractor Segment
- Off-Road Segment
- Focus on International Markets Expansion

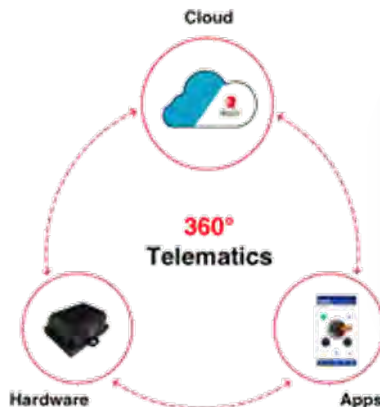
Cloud Data Services

- New Business ideas around Cloud driven Telematics Solutions
- Innovation driven Solutions for OEM & Insurance Partners Ecosystem in Automotive.

Product Highlight

Rollr

An IoT Platform providing diverse application use cases across Vehicle Telematics & Customer Operations



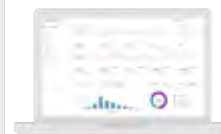
150 Mn Km Vehicle Data Logged



250+ Vehicle Models Tested



20+ Hardware Developed



6x Vehicle Managed: From 25k to 150k

Vertical - Key Customers.

Key Customers (External)

Airtel
Asahi India Glass Ltd.
ANTOLIN
Ashok Leyland
Brakes India Limited
BOSCH
Class Link
CREDAI
Century Ply
Cooper-Standard Auto
Cosma
CSIR
CloudCodes
CAT
Digital Alchemy
Daimler(Mercedes Benz)
DuPont
Escorts
Espirit Toyota
Futuris
FIAT
Goodyear Tire and Rubber Company
Gulf Stream
Honda
HUL
Hero

Hi-Lex
ILVS
iTutor
ISUZU
Intradiem
JCB
JBM
Jubilant LifeSciences
Larsen & Toubro
Max Healthcare
Maruti Suzuki
Moriroku
Mahindra Rise
Magna
Mitsubishi Motors
Maruti Suzuki
McCalla Raymer Leibert
Neptune Sai LLP
NewTek
Nissan
NTPC
Nidec
PayAsia
Rane Group

Rajiv Gandhi Cancer Institute
of Research Centre
Revegy
Salido
SUN Pharma
Sumitomo
Suzuki
Soft Bank
Sigma
SML Isuzu
Shuttle
Sonalika
Supreme
Sir Ganga Ram Hospital
STC
TATA
Tirupati
TATA AUTOCOMP
THDC India Ltd.
TVS Rubber
Turbo Energy PVT. LTD.
Visteon
Valeo
Woodland
Yanfeng
YKK Manufacturing company



**Estimating Return
Potential of 1%-1.5%*
for Vertical**

We have Global Exposure & Experience to Drive Growth.



Digital Focus at Motherson

Current Scale of Operations

- 270+ Group Locations
- 5000+ Servers
- 600+ Applications
- 25+ ERPs Managed
- 135,000+ Employees
- 200K+ Support Tickets/Year
- 99.996% Uptime

Increasing Business Share in Motherson through:

- Increased Integration within Motherson Group
- Higher Value Proposition through Integrated Industry 4.0 Capabilities, GBS, DEX & Cloud

Significant IT Opportunities from New Companies as Group Targets \$36 BN over next 5 Years

Experience at Motherson has made us Price Competitive & ROI Focused

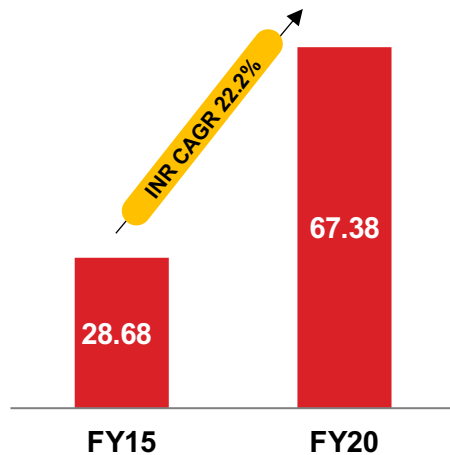
Next 5 Yr. Target is to Increase IT Wallet Share from 35% to 60%

Motherson's DNA & Experience will Bolster our External Market Growth..

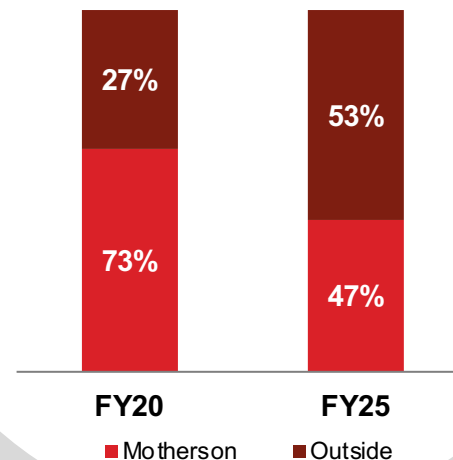


Vertical - Top Level Financial Performance.

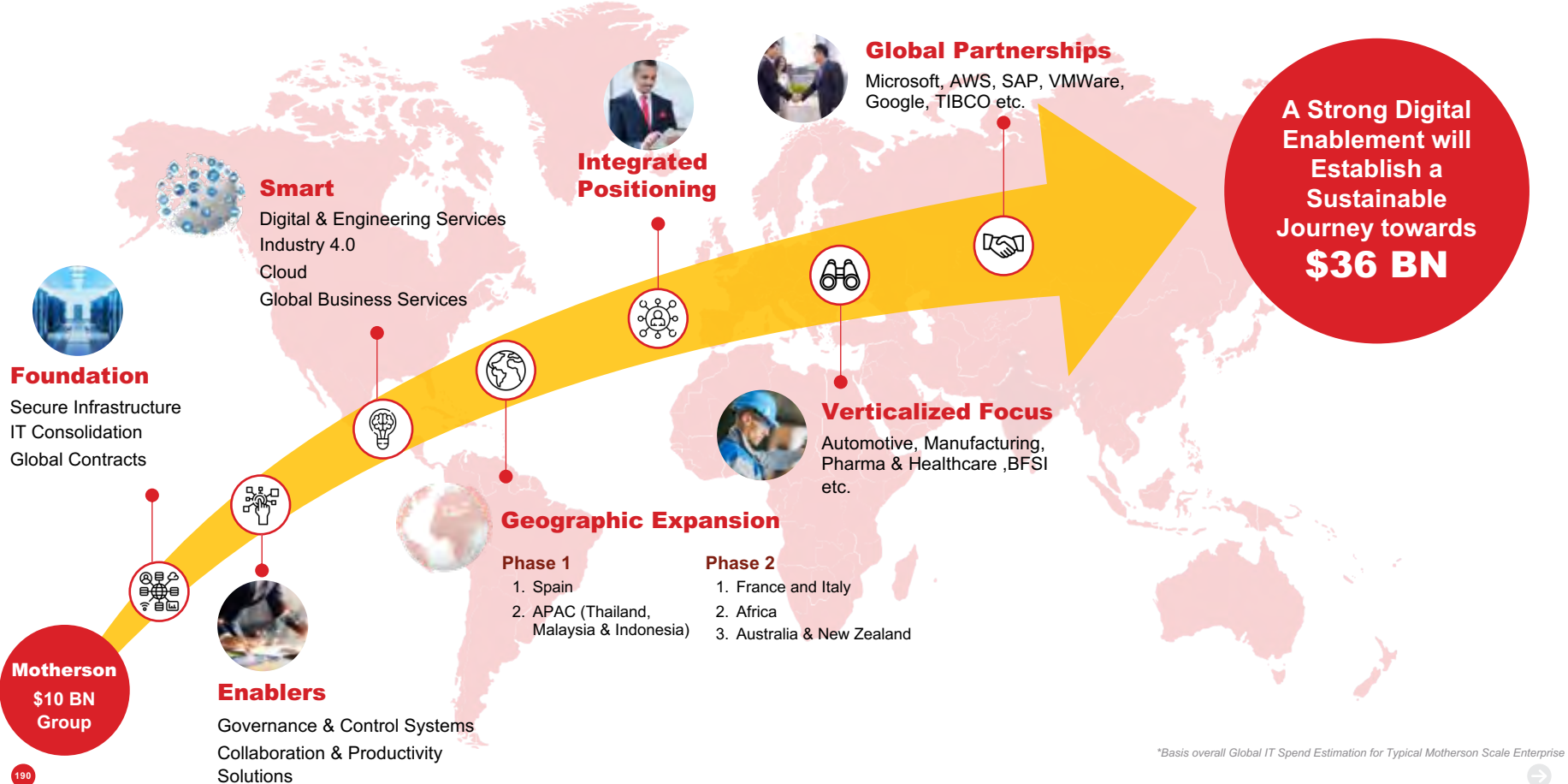
Revenue In USD MN



Business Mix



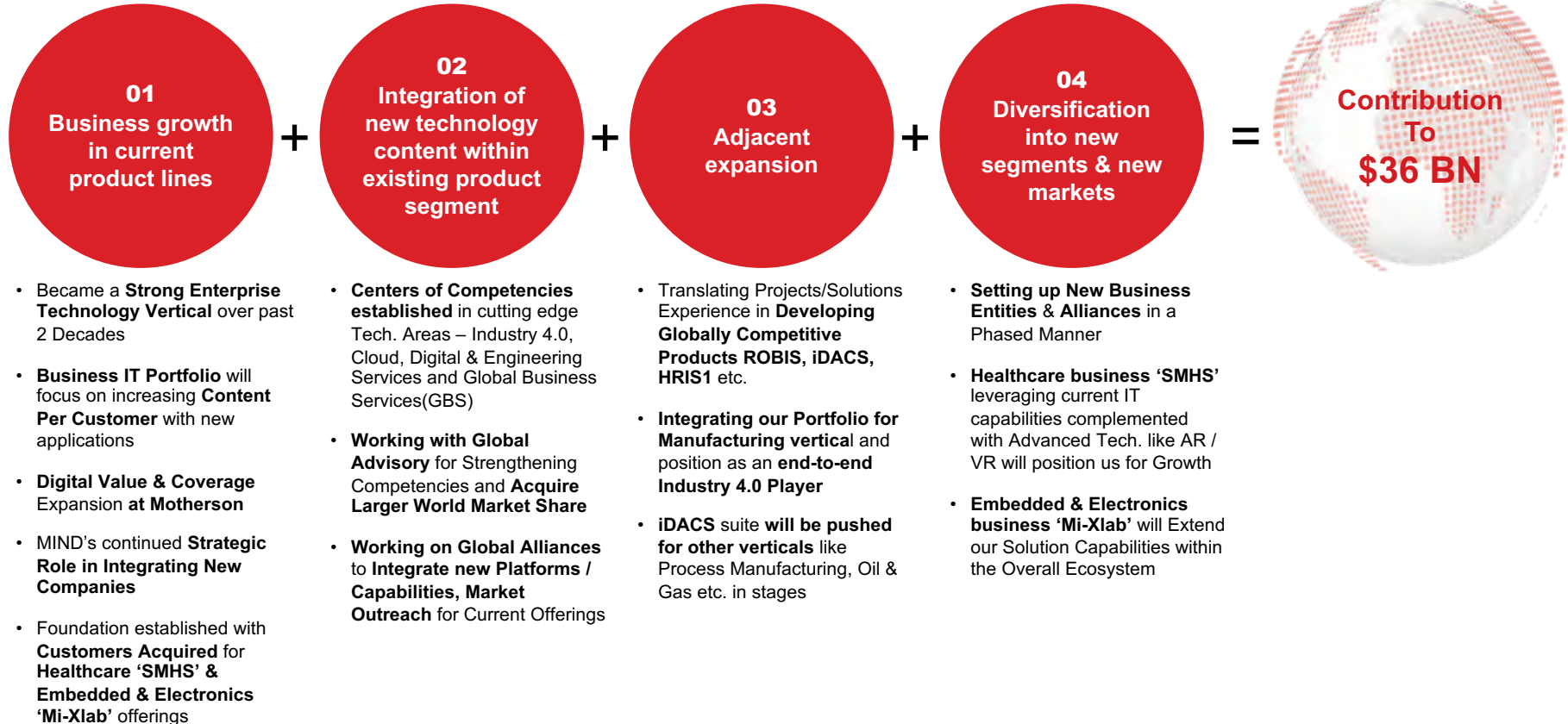
Digitally Empowering Motherson's Growth.



*Basis overall Global IT Spend Estimation for Typical Motherson Scale Enterprise

Roadmap summary – Technology & Industrial Solutions.

motherson 





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Logistics Solutions
Investor Meet 2020



Main focus areas

- External logistics
- Internal logistics
- Skilling
- New opportunities



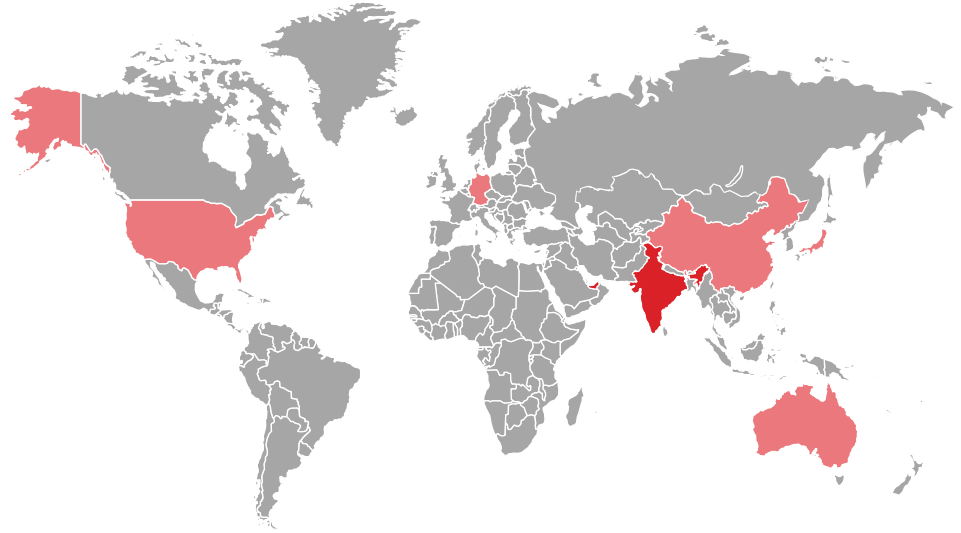
The division's operations today



90 employees



11 facilities



Our specialised companies

Samvardhana Motherson Hamakyorex Engineered Logistics Limited
Samvardhana Motherson Global Carriers Limited
Swarn Lata Motherson Center of Excellence

JV Partners

HMK
More in pipeline

Experienced Leadership



Arjun Kochhar
COO
Logistic Vertical
Division

3rd Generation SCM professional with 18 years experience, an MBA from Kellogg School of Management and Advanced Supply Chains Certification from IIM-A.



Nitin Sharma
Business Head
Logistic Vertical
Division – SAMRX



Niranjan Samal
Operations
Logistic Vertical
Division – SMGCL



Gaurav Pahwa
CFO
Logistic Vertical
Division – SAMRX



Alok Srivastava
CFO
Logistic Vertical
Division – SMGCL



Ishizu Karsumsa
CMO
Logistic Vertical
Division – SAMRX

External Logistics

SAMRX

About SAMRX

“A solution built around safety to deliver a better car carriage solution to OEM customers and provide the commercial vehicle drivers a fair deal.”

SAMRX is a JV between Hamakyorex Co Ltd & Motherson Group

mothersonHMK
HAMAKYOREX

50%

50%





About Hamakyorex

- Japanese logistics player established in 1971
- Listed on the Tokyo Stock Exchange
- Diversified services across FMCG, medical equipment, ecommerce and car carriage
- +100 Distribution Centers & +5,000 trucks

Car Carriage Business:

- 30% Suzuki market share
- 47 Years of experience
- Capacity of 19,000 cars per month
- Best in class performance - +600 Km per day
- Several Accident Free and Quality awards by Suzuki



Car Carriage Market Landscape in India

Highly fragmented market

- Lack of organized players (76% of the market is driven by unorganized players)
- Many fleet providers with small fleets (Avg: 100 carriers)

Low penetration in other modes

- 95% of the car carriage business is via roadways
- Govt push for Rail & Waterways movement is a greenfield opportunity

Market size
18,000
carriers
\$ 0.8 Bn*

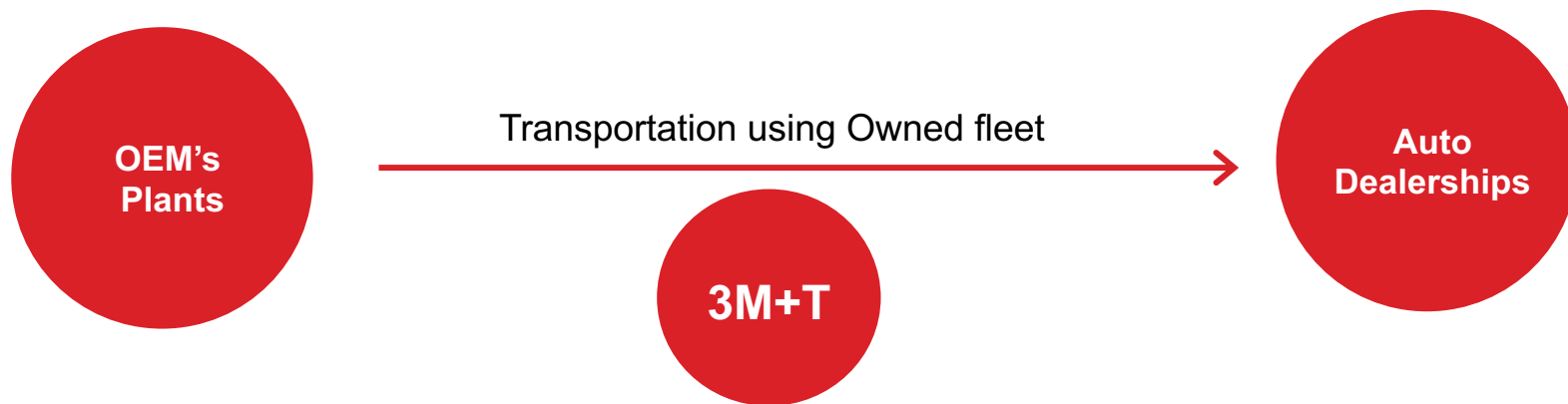
Low technology enablement

- Lack of fully organized systems for monitoring operating efficiencies of the fleet
- Poor traceability and lack of online systems

Stability of drivers

- Drivers are the key assets in the business
- Due to current employment practices, retention of drivers is a big challenge for industry players

Our Business Model



- Betterment of **Men**
- Best in class **Machines**
- Standardization of **Method**
- Addition of cutting-edge **Technology**

SAMRX today

Our fleet

- Started with MSIL and are in process of onboarding other OEMs - 20 Carriers on road, 30 additional to be added by Dec 2020
- Green Company - Higher Capacity Fleet thereby reduced Carbon Footprint
- 100% Advanced Telematics & IOT enabled Fleet



SAMRX today **Driver Strategy**

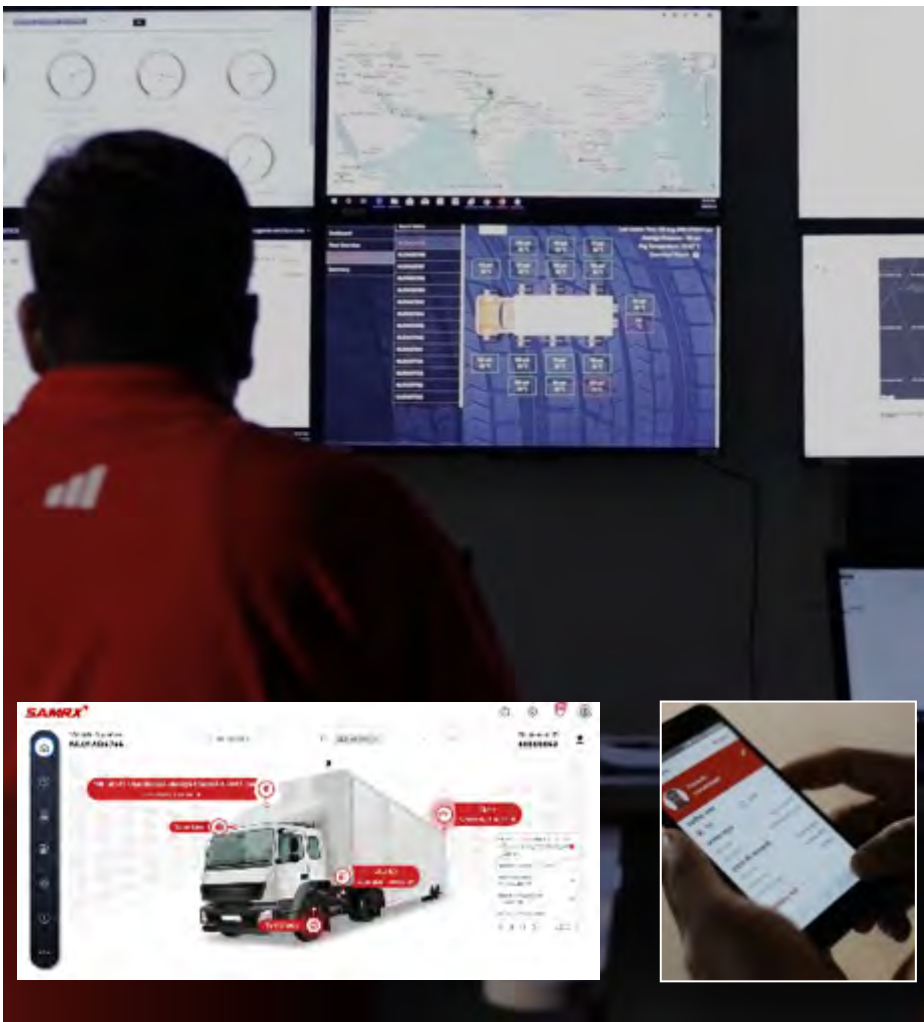
- Unlike industry practice, we have all our drivers on fixed salaries along with all statutory compliances.
- Company offers Industry first and best in class for education/health/accident/life insurance schemes.



SAMRX today

Technology Advantage

- Control tower with real time visibility of fleet and cost capture
- Driver App and scoring based on performance, efficiency, training and testing.
- IOT Sensors for real time monitoring of:
 - Fuel and tyres
 - Dashcam
 - Fatigue Monitoring
 - Route deviations
 - Cargo hold access



SAMRX today

Quality & safety focus

- Full time Chief Safety Office
- Regular GEMBA visits to ensure quality and safety standards
- Japanese Kaizen Points
 - Hub Nut Indicator
 - Engine start button
 - Wheel Stopper
 - Laser Sensor
 - Counterbalance Valve & Flow divide
 - Double Acting Cylinder



Strategy going forward

Organic

- Continue building technology driven enablers to improve fleet efficiencies
- Consistently reduce carbon footprint by investing in superior fleet with increased load capacity.
- Focus on driver training and welfare
- Ramp-up business with current customers and gain entry into new customers

Inorganic

- Expansion of fleet and business by acquisitions (PV, 2W, OHV)
- Entry into Auto Rakes business
- Entry into Yard Management

Internal Logistics

SMGCL

About SMGCL

Our Vision:

To be an In-house single window 4PL Solutions
Provider empowering Motherson's supply chain.

SMGCL today

Service Offering

- Transport services: JIT distribution, Milk Run, Loop Movements, Full Truck Load, Part Truck load, Over Dimension and Project Cargo.
- Air & Sea Clearing and Freight forwarding services.
- Virtually Managed Inventory & Warehousing consolidation projects
- Packaging solutions
- Logistics manpower consulting

SMGCL today Providing 3PL service to 75+ Motherson plants in India



Freight Savings

- Through centralized consolidated freight purchasing
- Vendor rightsizing

Technology empowerment

- Deployment of Oracle Transport Management System for visibility and analytics
- Standardized telematics for vendor performance review, geofence based innovation and automated billing

Logistics efficiency consulting

- 4PL efficiency & maximization strategies
- Process Mapping, Synergy Quantification & Re Engineering
- Material management equipment benchmarking & best practices



Opportunity
10% freight
savings

Case Study

1

Savings Per Trip
Avg. 10%

2

Savings through EXIM Freight Consolidation
Avg. >30%

3

Annual Savings
> INR 0.7 Mn

- Case Study 1: Freight reduction through consolidated purchasing. Data driven performance monitoring and rightsizing of vendors from a total of 17 service providers to 3.
- Case Study 2: SMGCL clubbed and negotiated 2 LCL (Less than container load) Export shipments of different Motherson entities to achieve significant savings.
- Case Study 3: Replacing physical bottle sealing process with electronic rear door sensor at a Manesar Unit will result in annual savings >7,00,000/-

What?

- **Consolidation of EXIM business of 270+ Motherson facilities**
- **Conversion of all CIF and similar purchasing** where logistics costs are baked in at seller end.
- **Inward Logistics** To route all incoming raw material logistics purchasing.

Why?

- An approx. 10% savings on Group spend and aligned with our philosophy of vertical integration to add value
- Improved supply chain visibility, credit access and insurance settlement terms.
- Better inventory visibility and cost control.

Skilling

The Swarn Lata Motherson Center

About the Motherson Center

Motherson Group as part of Skill India plans to create a holistic Centre of Excellence complete with India's first driving track for large vehicles.

Our Goal is threefold

- Create sustainable job opportunities
- Skill upgradation in a rapidly evolving ecosystem
- Creating a trained manpower pipeline for Auto Ancillary industry

Proposed Programs

- Driving school and associated RTO operations
- Direct employability based Industrial Training
- Innovation & Entrepreneurship Lab



Projects under Consideration

Under Exploration

\$9b

Inland
Container
Depots

\$14b

Cold Chain

\$.8b

**Trailer
Manufacturing**

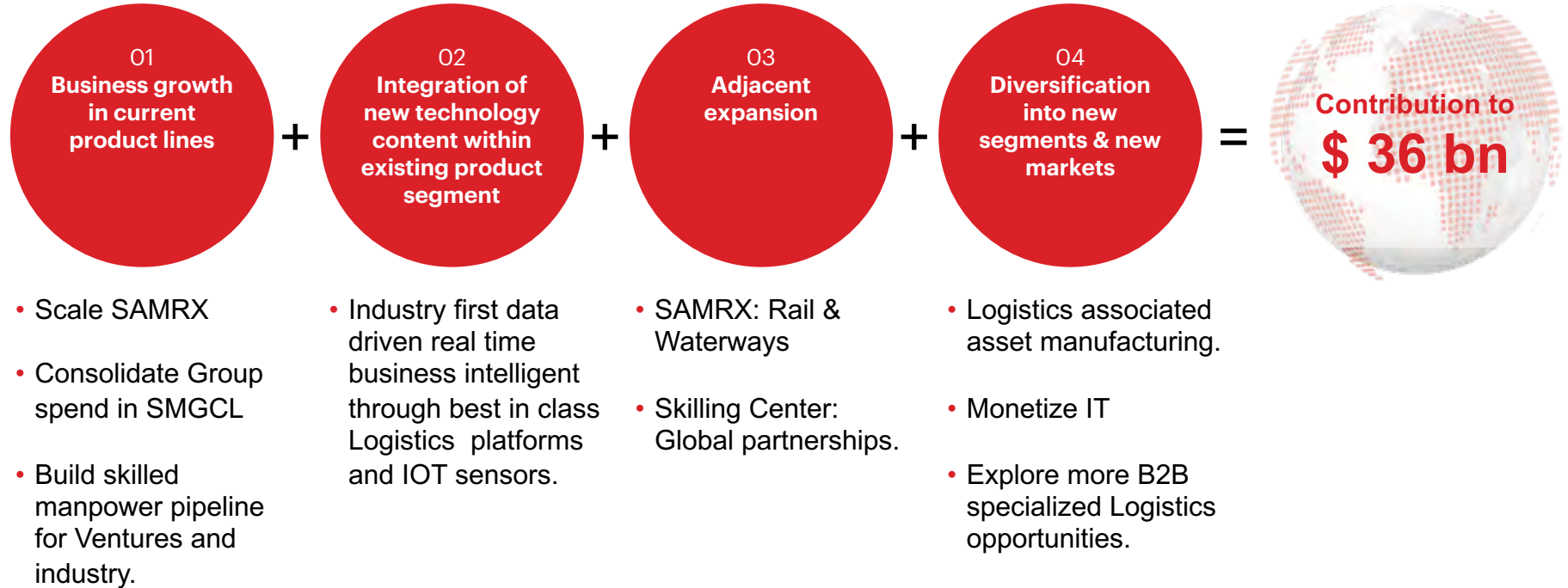
\$26b

**Logistics Tech
monetization**

Conclusion

Conclusion / Roadmap 2025

Logistics Solutions





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Aerospace Division

Investor Meet 2020



Main focus areas

- Detailed parts
- Aerostructures
- Wiring harnesses
- Cabin parts



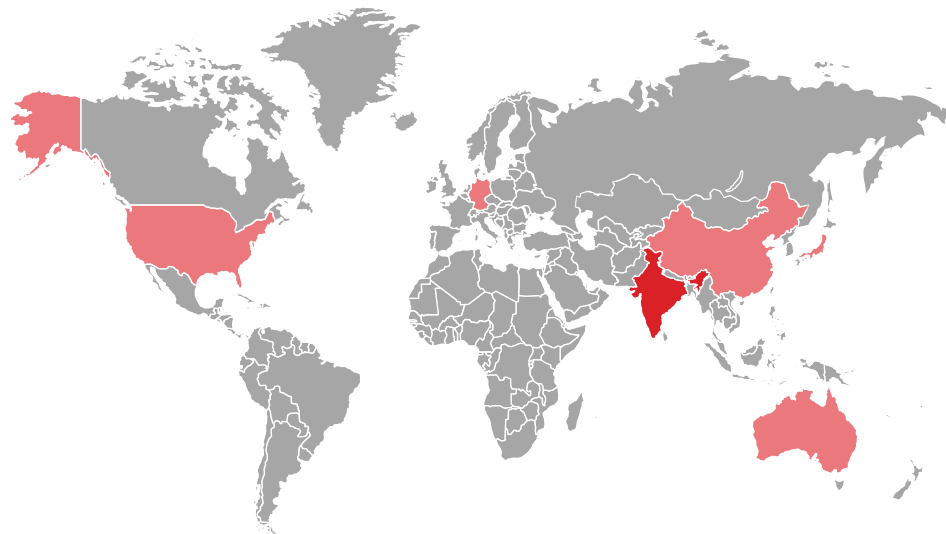
The division's operations today



12 employees



1 facility
5 offices



Our specialised companies

Operational approach through other divisions

Partners

Not yet

Experienced leadership



Kunal Bajaj
CEO, Aerospace Division
New Delhi, India

20+ years of industry and consulting experience in India, US, Canada and Australia



Xavier Dessemond
VP, Supply Chain & Procurement
Paris, France



Deepak Manchanda
AVP, Business Development
New Delhi, India



Brajesh Chhabra
AVP, Finance
New Delhi, India



Vikram Bansal
AVP, Operations
New Delhi, India



Dominique Farkas
External Advisor,
Aerospace Expert
Paris, France

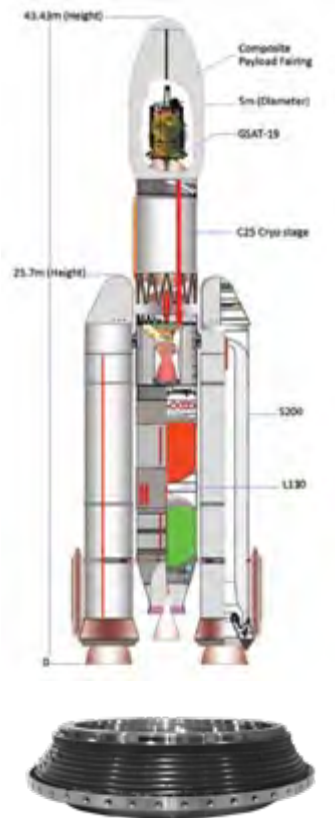


TBC
External Advisor,
Aerospace Expert
USA

A success story

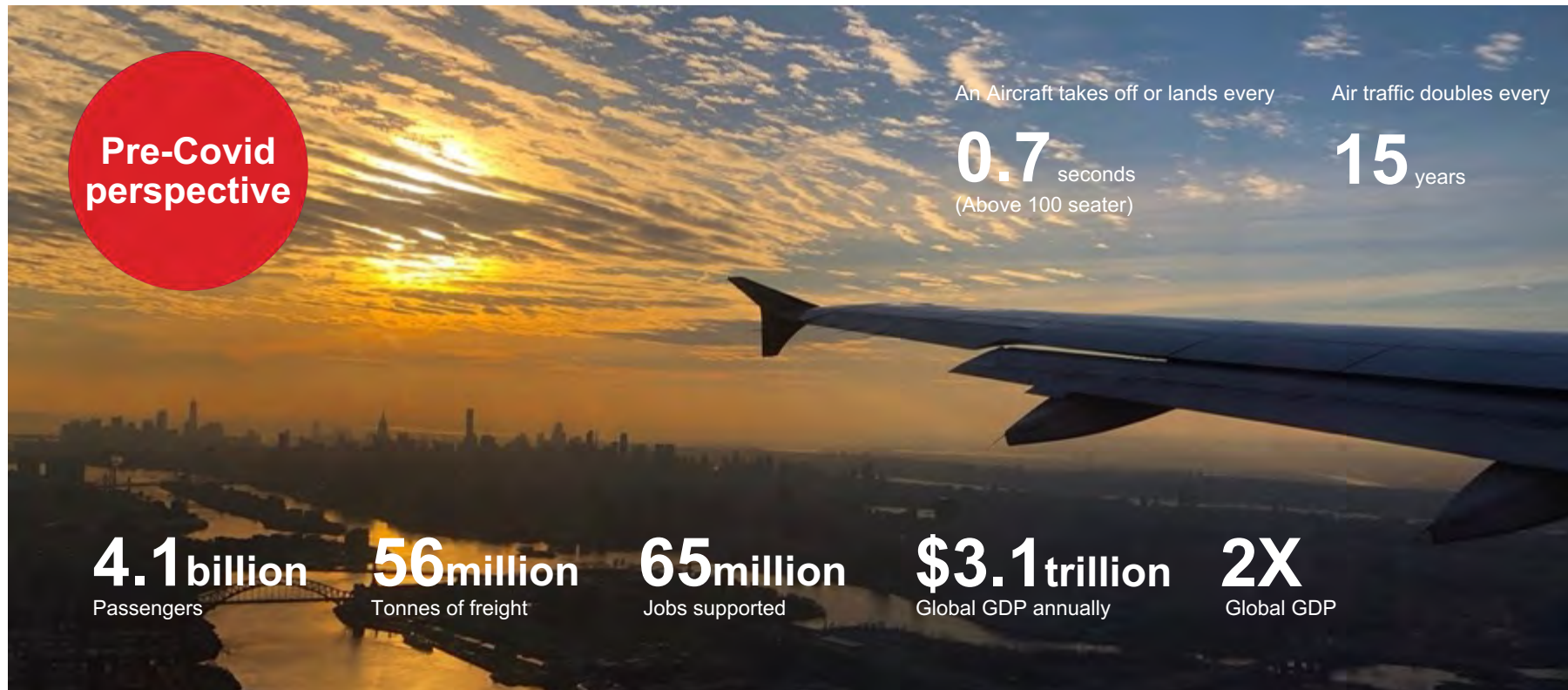
Our market entry.

- Recently won a “Make In India” high-grade mission critical rubber part for Chandrayan-II launch vehicle motor
- Leveraged Group’s experience, cost leadership to submit a winning value proposition
- Single vendor for flex seals on multi-launch vehicles
- Created additional opportunities for Motherson



A perspective on the market

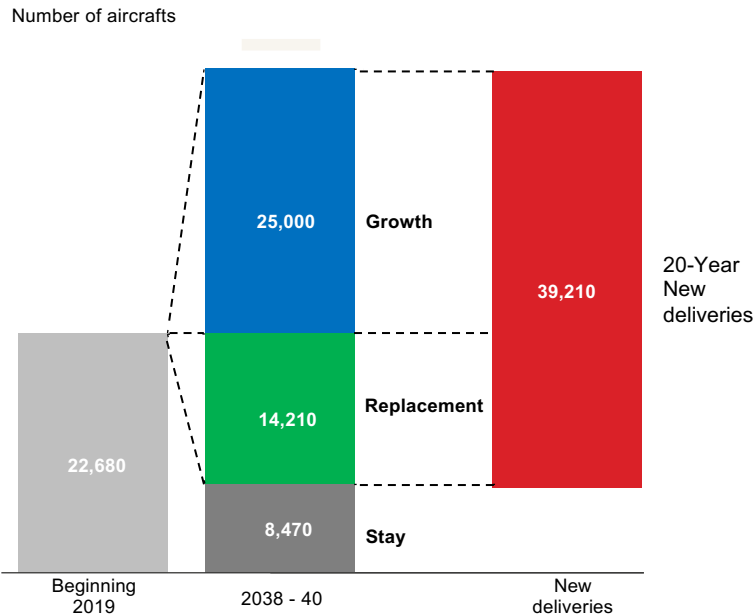
Aviation industry was driving the global economy...



Pre-Covid perspective

40K new aircrafts expected to be delivered by 2040...

...creating a sizeable aerospace market in the long term



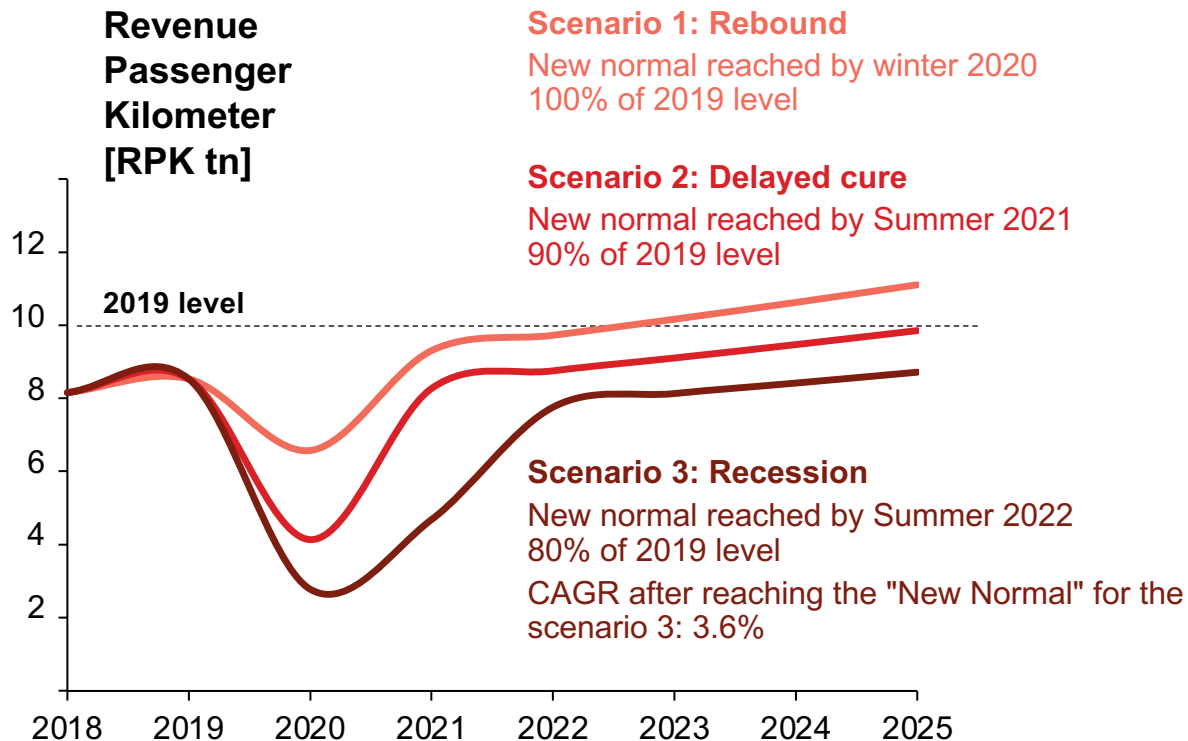
**\$5.2
Trillion**

**Global Aerospace
Market Value
by 2035**

**~\$11
Trillion**

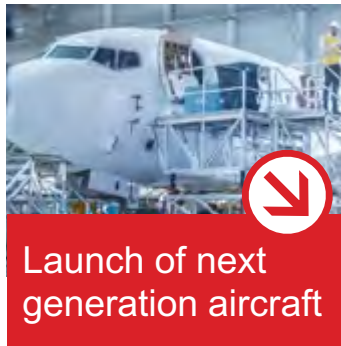
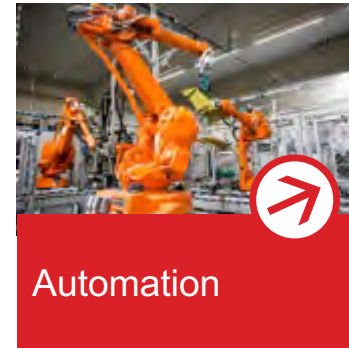
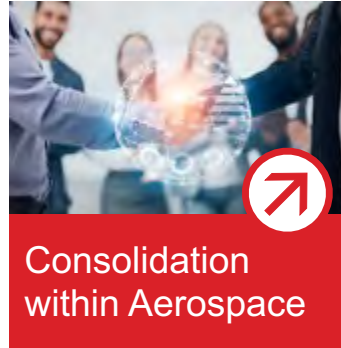
**10 Yr. Order Book Value
Airbus and Boeing**

And then Covid hit us all.



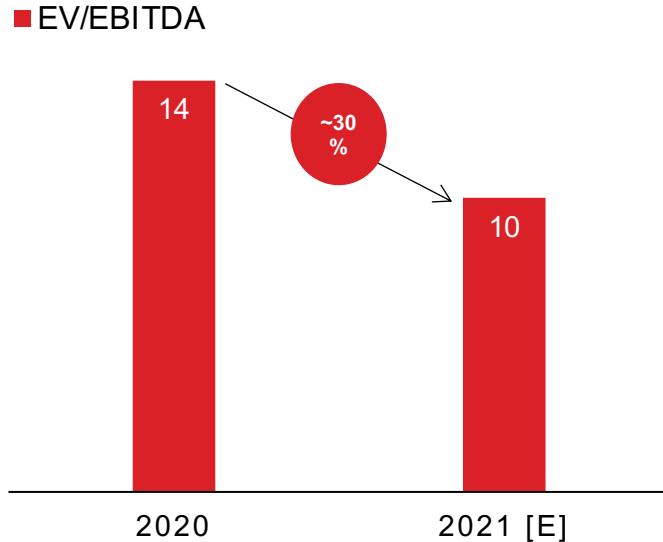
"New normal" defined here as the status of global travel demand once aviation RPKs stabilize following the COVID-19 crisis

COVID-19 is expected to fundamentally change the industry by influencing key industry trends paving the way to a "New Normal"

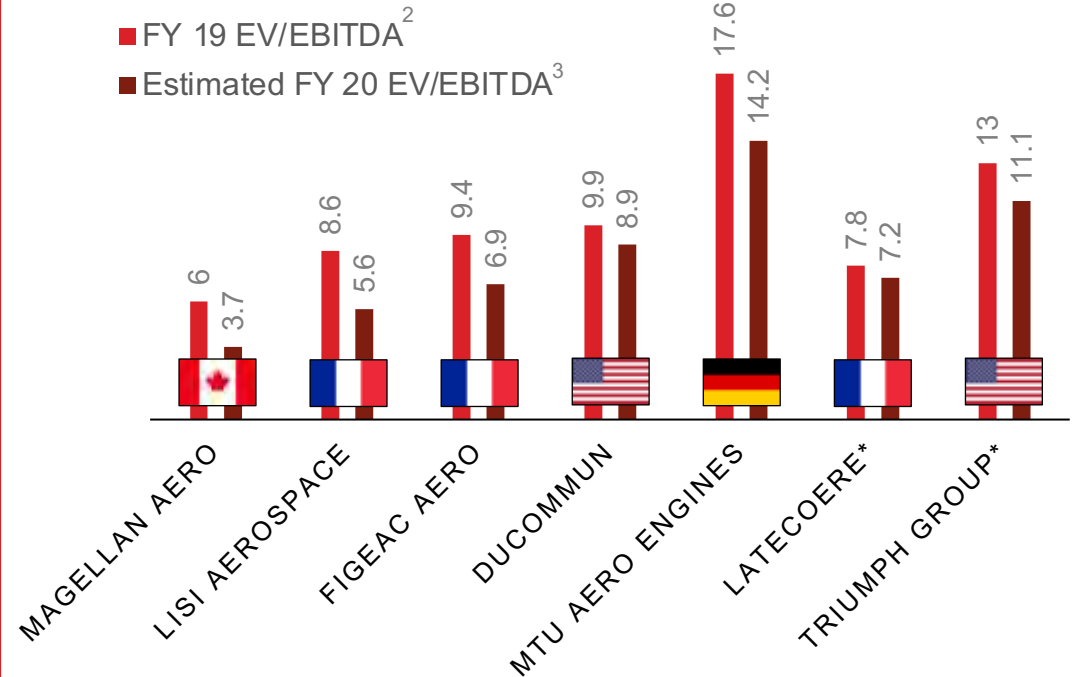


Valuations have seen a correction

Average multiples of global public aerospace companies¹



Multiples of MAJOR Aerostructures and Structural Component Manufacturers (median decline 12%)



In a nut-shell: A potential up side created from a global crisis

- Severely impacted most industries but Aerospace hit hardest
- New aircraft deliveries are expected to shrink in the short term
- OEMs and suppliers have been forced to work on various cost efficiency measures

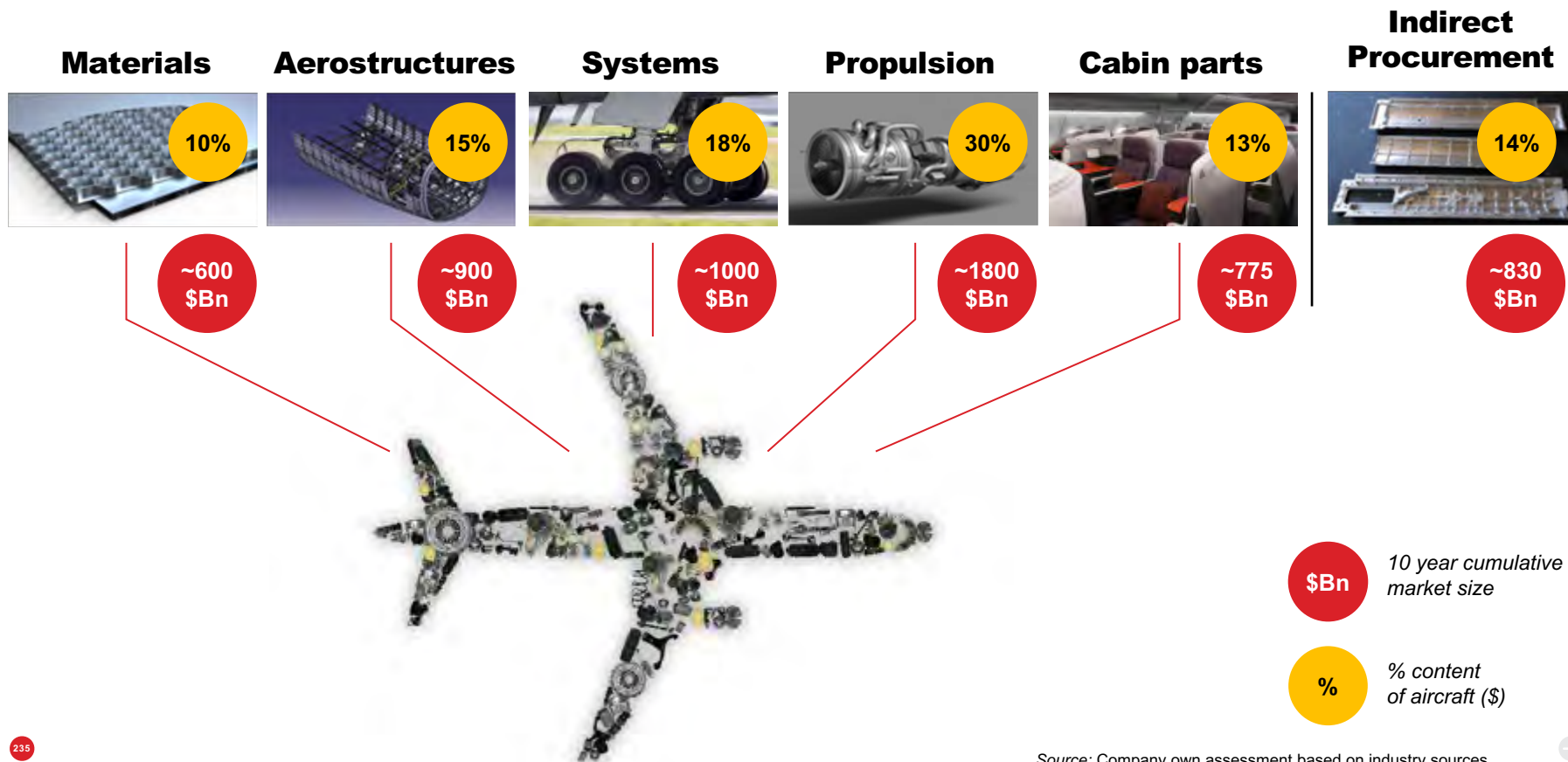
Impact on the Industry going forward

- Localisation of supply chains and stronger regional ecosystems
- Widespread consolidation expected
- Opportunities for disruption and innovation

Tremendous opportunities for inorganic growth

Identification of focus areas

6 major commodities of aircrafts



A large, multi-story modern building with a glass facade, partially obscured by a red overlay. The building has a flag on top and is surrounded by some landscaping.

How we determined the strategic focus areas for Mother'son

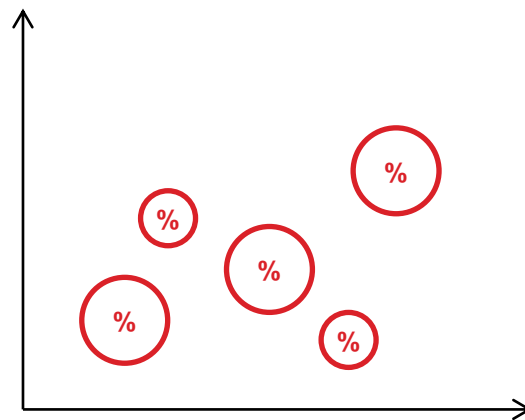
Mother'son Strengths

- Over 270 manufacturing facilities
- Strong presence in key Aerospace ecosystems
- Manufacturing DNA with quality, cost and performance
- Strong turn around track record
- Head start in wiring harness and plastics

How we determined the strategic focus areas for Motherson

Profitability

- Margins vs. value addition and complexity in supply chain





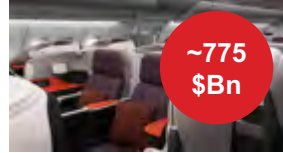



How we determined the strategic focus areas for Mother's

Future Growth Opportunities

- Non-Aero companies entering the market
- Consolidation of supply chain
- Disruption through automation and new technologies
- Aerospace manufacturing moving to strategic low cost countries (China, India etc.)

Motherson focus areas

Materials	Aerostructures	Systems	Propulsion	Cabin parts	Indirect Procurement
 <p>~600 \$Bn</p> <ul style="list-style-type: none"> • Detailed parts <ul style="list-style-type: none"> <i>Titanium</i> <i>Aluminum</i> <i>Composites</i> • Standard parts • Fasteners • Electricals assemblies • Chemical sealants • Paints and coatings 	 <p>~900 \$Bn</p> <ul style="list-style-type: none"> • Composite Structural assbly. • Metallic assbly. <ul style="list-style-type: none"> <i>Fuselage</i> <i>Doors</i> <i>Wings</i> • Payload systems • Wiring harnesses 	 <p>~1000 \$Bn</p> <ul style="list-style-type: none"> • Landing gear • Landing gear machine parts • Flight control systems • Comm. equipment • Navigation systems 	 <p>~1800 \$Bn</p> <ul style="list-style-type: none"> • Engines • Engine machine parts • Pylons & Nacelles • Fuel Systems & Accessories 	 <p>~775 \$Bn</p> <ul style="list-style-type: none"> • Galleys • Lavatories • Overhead bins • Seats (pilot and business class) • Gains • Entertainment systems 	 <p>~830 \$Bn</p> <ul style="list-style-type: none"> • Product Related Services • Tech. Documents • IT Services • Machine Tools • Travel & Logistics • Building and Maint.

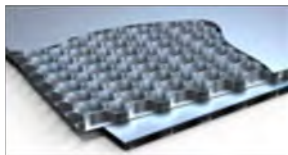
Red = focus areas

\$Bn

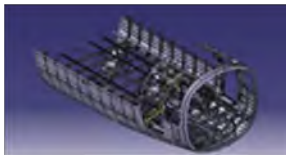
10 year cumulative market size

We plan to build capability in a phased manner

Materials



Aerostructures



Systems



Propulsion



Cabin parts



Short Bed - Hard Metal Machined parts

Short Bed - Soft Metal Machined parts

Small Metallic Assly.

Composites Parts & Assbly.

Wire Harness

Long Bed Machining

Additive layup/ 3D printed parts

Complex Composites Assbly

Galleys for Small Aircraft

Partitions

Cockpit Doors

Phase 1
(2020-2023)

Phase 2
(2024-2025+)

We will leverage Motherson's existing capabilities and add new ones



MOTHERSON FOCUS	ORGANIC		INORGANIC
	Brownfield <i>"Leveraging Capabilities"</i>	Greenfield <i>"Creating Capabilities"</i>	M&A <i>"Acquiring Capabilities"</i>
Aircraft Commodities			
Materials	✓		✓
Aerostructures			✓
Wiring Harness	✓	✓	✓
Cabin Parts	✓		✓

Our point of departure

Point of departure (1/3)

Brownfield – Leveraging the Group's existing capabilities

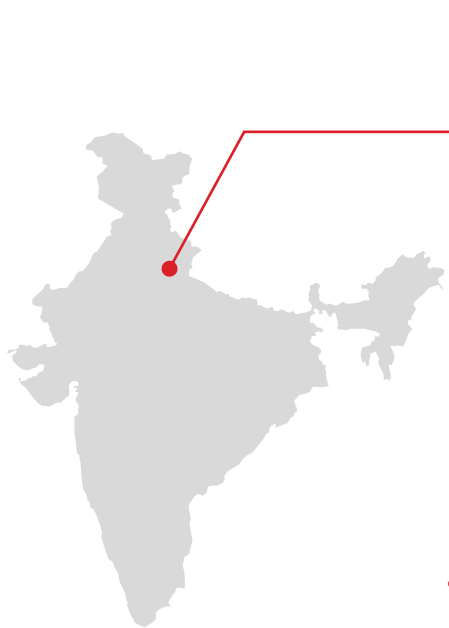


MOTHERSON FACILITY		OPPORTUNITY	WHAT HAVE WE DONE
	SMIIEI (Noida)		<ul style="list-style-type: none">▪ Plastic components for cabin interiors▪ AS9100D certification complete▪ On-going discussions on customer qualification
	MINES (Bangalore)		<ul style="list-style-type: none">▪ Metallic machines parts for aerostructures▪ AS9100D certification complete
	MAE (Chennai)		<ul style="list-style-type: none">▪ Rubber parts for various applications▪ Won several orders from ISRO and Indian private space company
	MSSL (Bangalore) MWSI (Portland)		<ul style="list-style-type: none">▪ Wiring harnesses▪ AS9100D certification in progress▪ Supplied harnesses for aerospace ground equipment



Point of departure (2/3)

Greenfield – Setting up new facility with focus on Aerospace



- The upcoming ~36,600sqft. facility is co-located and will be globally connected with the Group's 77 existing wiring harness facilities
- The facility will be production ready by April 2021

Point of departure (3/3)

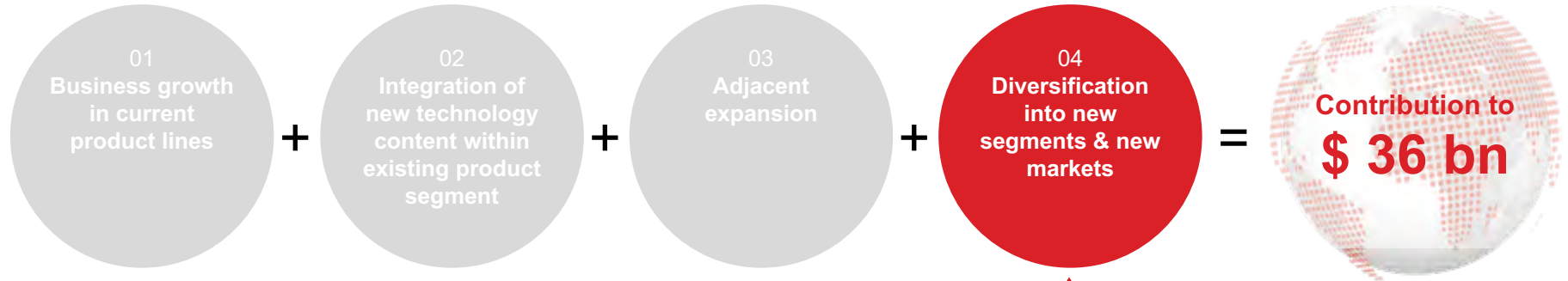
M&A – Acquiring new capabilities

- Defined acquisition criteria based on geography, size, product, profitability, customer relationships, management team, etc.
- Created a short-list of potential targets in Europe; similar activity being done for North America
- Actively engaging with US & European Primes on consolidation opportunities
- Reviewing strategic assets in France, US, Germany and Canada



Conclusion / Roadmap 2025

Aerospace Division



- Aerospace industry is adapting to a new normal creating openings for new entrants
- Motherson's global presence and existing capability position us well to support aerospace OEMs
- Industry is ripe for consolidation providing inorganic opportunities for growth



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Health & Medical Division

Investor Meet 2020



Main focus areas

- Design, development and sale of Health and Medical Technologies
- Highly resilient globally local supply chain for manufacture of wellness and medical devices
- Medical Quality Systems and Regulations
- Artificial Intelligence and industrial-grade technology platforms



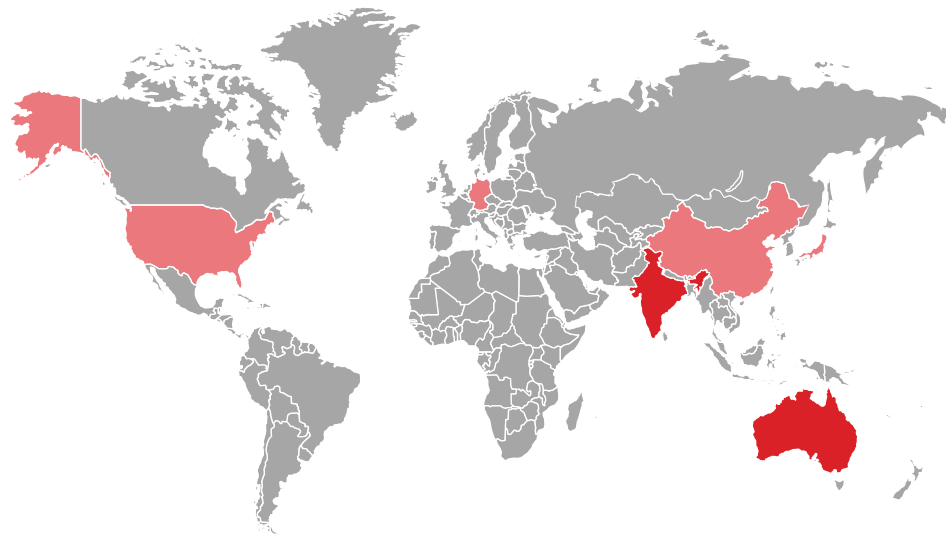
The division's operations today



21 employees



7 Offices



Our specialised companies

Motherson Medical

Re-Time Pty Ltd

Experienced leadership



Varun Sood
Head – Health
and Medical



Rahul Chitale
CTO
Motherson Medical



Simon Belcher
Hardware
Products
Motherson Medical



Sam Vial
CCO
Motherson Medical



Nitin Goyal
COO
Motherson Medical

The Healthcare Sector at a Glance

Key Healthcare Segments

Delivery

01. Clinics, Nursing Homes, Hospitals



02. Diagnostic Labs and Services



03. Pharmacies



Enablers

04. Medical Technology



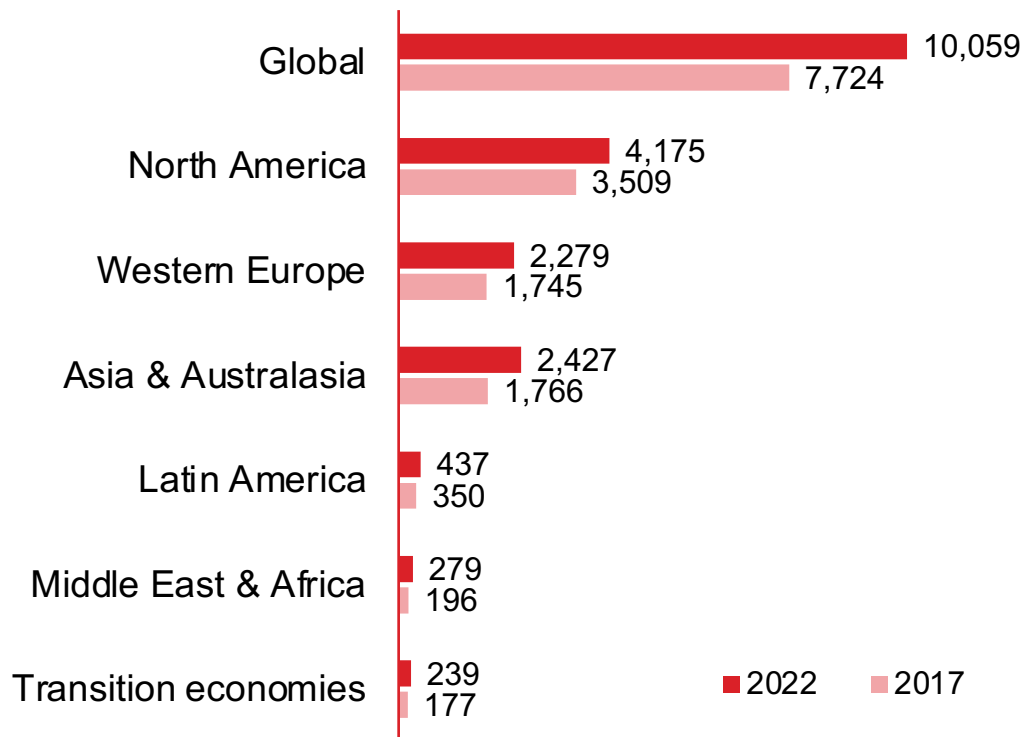
05. Health Technology



06. Pharmaceuticals



Projected Global Healthcare Spend (USD billion)



Source: Deloitte Global Healthcare Outlook 2019 (The Economic Intelligence Unit)

CAGR

2.7% 2014-2018

5% 2019-2023



Macro Trends and Healthcare's Reality



Continuously increasing Spend on Healthcare

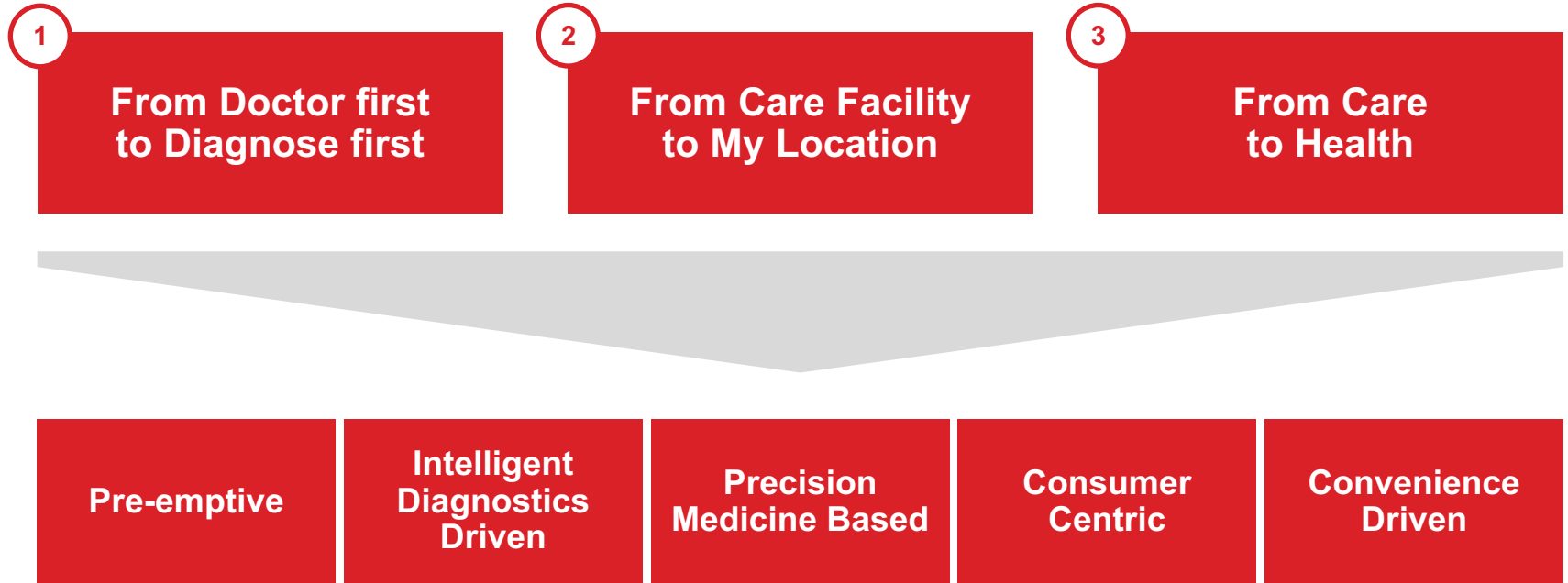
Growing Disease Burdens

Changing Demographics and Large Socio-Economic Divide

Changing Consumer Behaviours

Increasing Regulatory and Operational Complexity

The Future of Healthcare: Paradigm Shifts



→ Future models of healthcare have started emerging, though are at a nascent stage

Motherson's strengths and capabilities are very well aligned to Health and Medical

**Global
presence**

**DNA of
Quality and
Cost Focus**

**Long term
partnerships**

**Engineering
and
Technology
Talent Base**

**Diversified
global
manufacturing**

**Business
and
operational
expertise**

Our current presence

We used our strengths to build a presence in Health and Medical



We quickly pivoted from automotive focus to MedTech in Australia through **deep partnerships with Universities, Hospital Systems, Local Governments, and Companies**



Re-Timer Sleep Therapy Glasses

- In market with revenues of ~ \$ 0.5 mn
- Available in USA, Europe, Australia, Korea, Japan



Clinical Face Shield Class1 Medical Device

- Launched in July 2020: ~ \$ 0.5 mn of revenues



Thim Sleep Training Ring

- Launching in market in Q1 2021



Contract Manufacturing Services To Medical Device OEM's

- Supplying to GE Healthcare, Philips, others
- Current size business ~USD 5 mn
- Operate ISO 13485 certified facility



And leveraging them, we are continuing to build new products



3dBioPen

For cartilage regrowth in knee reconstruction

- Used to print live stem cells that promote regrowth of cartilage



MaXm Skate

Fully integrated rehabilitation device

- Captures and reports exercise data, results are immediately accessible by physiotherapist



Bladder Cancer Sensor

"Lab-on-Chip" for detection of urothelial cancers

- Disrupts current test: < 2 hours, using urine sample vs invasive biopsy, results in 2+ days



**And more products
under development**

Our Vision 2025

We evaluated and assessed Healthcare Segments...

Motherson Strengths



Strategic Considerations



Key Business Considerations



Clinics, Hospitals

Diagnostic Services

Pharmacies

Medical Technology

Health Technology

Pharmaceuticals

... And going forward will focus on 2 segments = 1 Trillion Market in 2024*



Core to Healthcare Delivery – Now and in the Future

Will morph into each other – and into healthcare delivery

Highly synergistic and inherently global businesses

Largest source of usable health data

We have existing presence in these

Strongly aligned to our Capabilities and Strengths

Clinics, Hospitals

Diagnostic Services

Pharmacies

Medical Technology

\$ 770 bn in 2025*

Health Technology

\$ 310 bn in 2025*

Pharmaceuticals

*Own market assessments



Understanding Classes of Medical Technology

Class 1

Low risk to human life

Examples: Bandages, Handheld Surgical Instruments, Beds, Nonelectric Wheelchairs

Class 2

Intermediate Risk to Human Life

Examples: CT scanners, infusion pumps for intravenous medications, Lab Analyzers, Electric Wheelchairs

Class 3

High Risk to Human Life, Very important to health or sustaining it

Examples: Pacemakers, Deep-brain stimulators, Stents, Orthopedic Implants

Regulatory and Quality Requirements



Risks (For Product/ Brand Companies)



Margins and Value



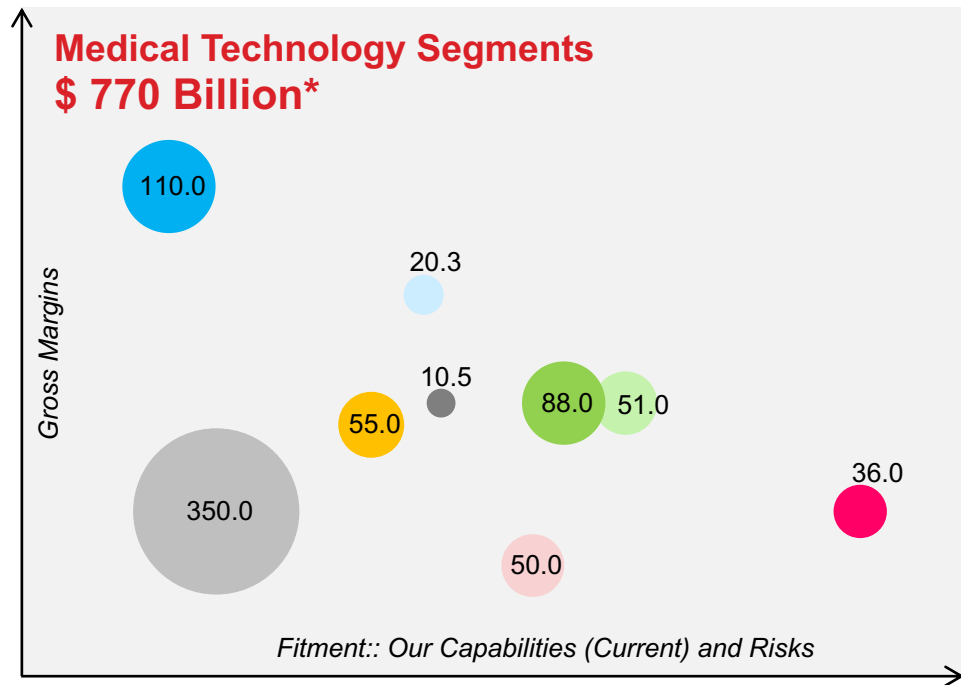
A Medical Device is used to diagnose, prevent, or treat a medical disease or condition without having any chemical action on any part of the body



Our aspiration

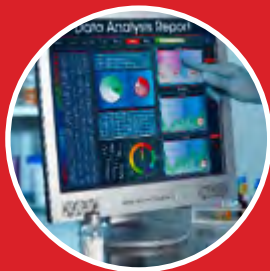
- **Positively Touch 1+ billion lives by 2025**
- **Create Global presence of Substantial Scale & Size**

Key Segments in Medical Technology – Projected 2025 Market Sizes



- Durable Medical Equipment
- Imaging Equipment
- Dental Equipment
- Patient Monitors
- Consumer Devices
- In Vitro Diagnostic Equipment
- Medical Consumables
- Surgical Equipment
- Implants

We will build our Business on 3 Fronts



**Continue to build
portfolio of own
products**

*Focus on Point of Care Health and
Medical Technologies*



**Build a large
global medical
devices platform**

*Spanning MedTech Manufacturing,
and Products & Brands*

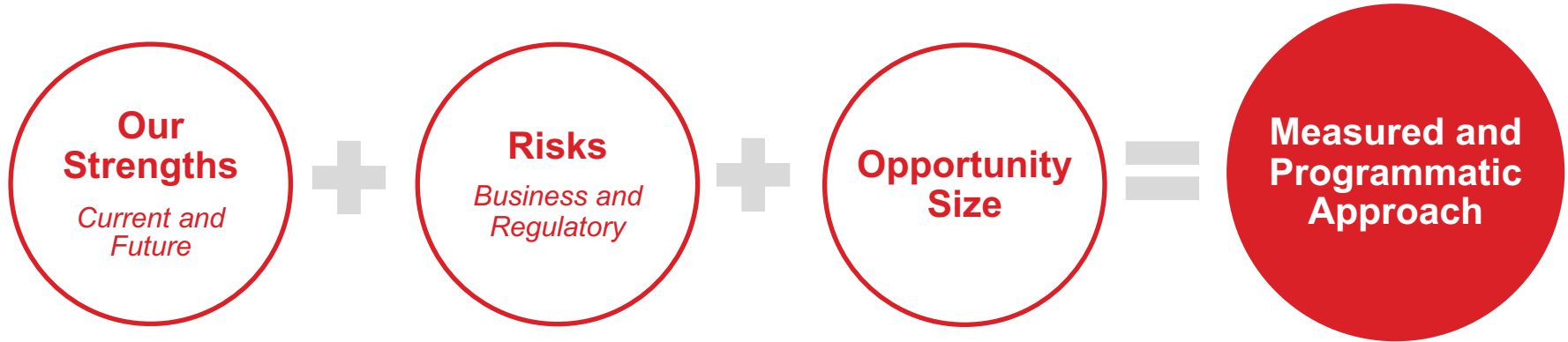


**Grow share of
MedTech contract
manufacturing**

*Diversify existing contract
manufacturing business*



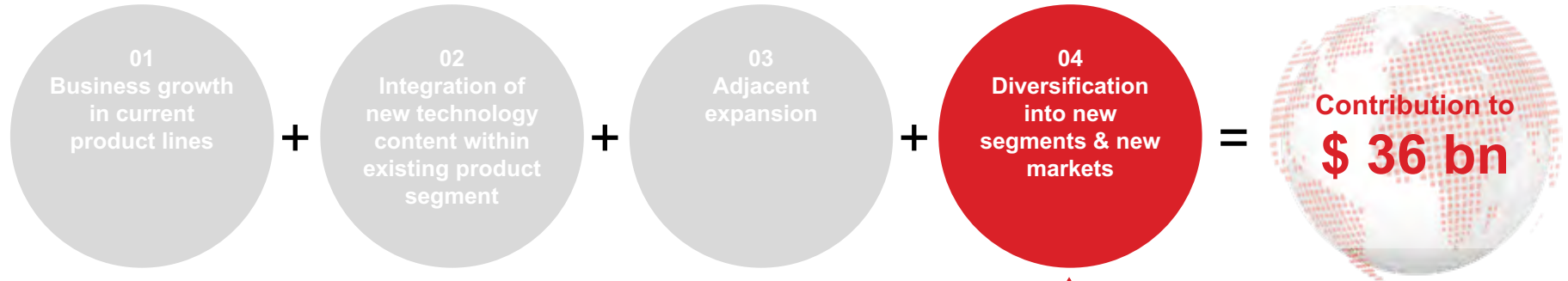
**We are taking a measured and programmatic approach
to build the business**



And COVID-19 provides an opportunity to rapidly build the business

Conclusion / Roadmap 2025

Health and Medical



- In India, North America, Europe, and Asia
- Launch Point of Care health and medical technologies
- Inorganically build large global medical technology platform
- Grow share of Medical Technology Contract Manufacturing Business for existing operations



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