



Looking towards a new future.

Motherson Sumi Systems Ltd.
June 2020

Motherson.

- Motherson started in 1975 in Delhi as a partnership between my mother the Late Shrimati Swaran Lata Sehgal and me.
- Our name signifies a relationship of trust with all stakeholders.

Today.



mother'son is one of the world's leading specialised manufacturing companies for OEMs.

Working with 33 joint venture partners.

Over 135,000 people worldwide.

Operating over 270 facilities in 41 countries.

US\$ 11.2 bln. in yearly revenues.

Engineering focused company, strong Tier 1 OEM supplier.

< 2010-19 CAGR = 22.3%



Group business portfolio today.

Transformation from a wiring harness manufacturer to a diversified group.

01.
Wiring harness



02.
Vision systems



03.
Modules & polymer products



04.
Technology & software



05.
Metal products



06.
Retail & services



07.
Aerospace, Defence & Security



08.
Logistics



09.
Health & Medical



VISION

To be a
globally
preferred
solutions
provider.

Be part of the
success of
our customers.

01

**A strong response
for all stakeholders
during COVID-19.**

01
Customers

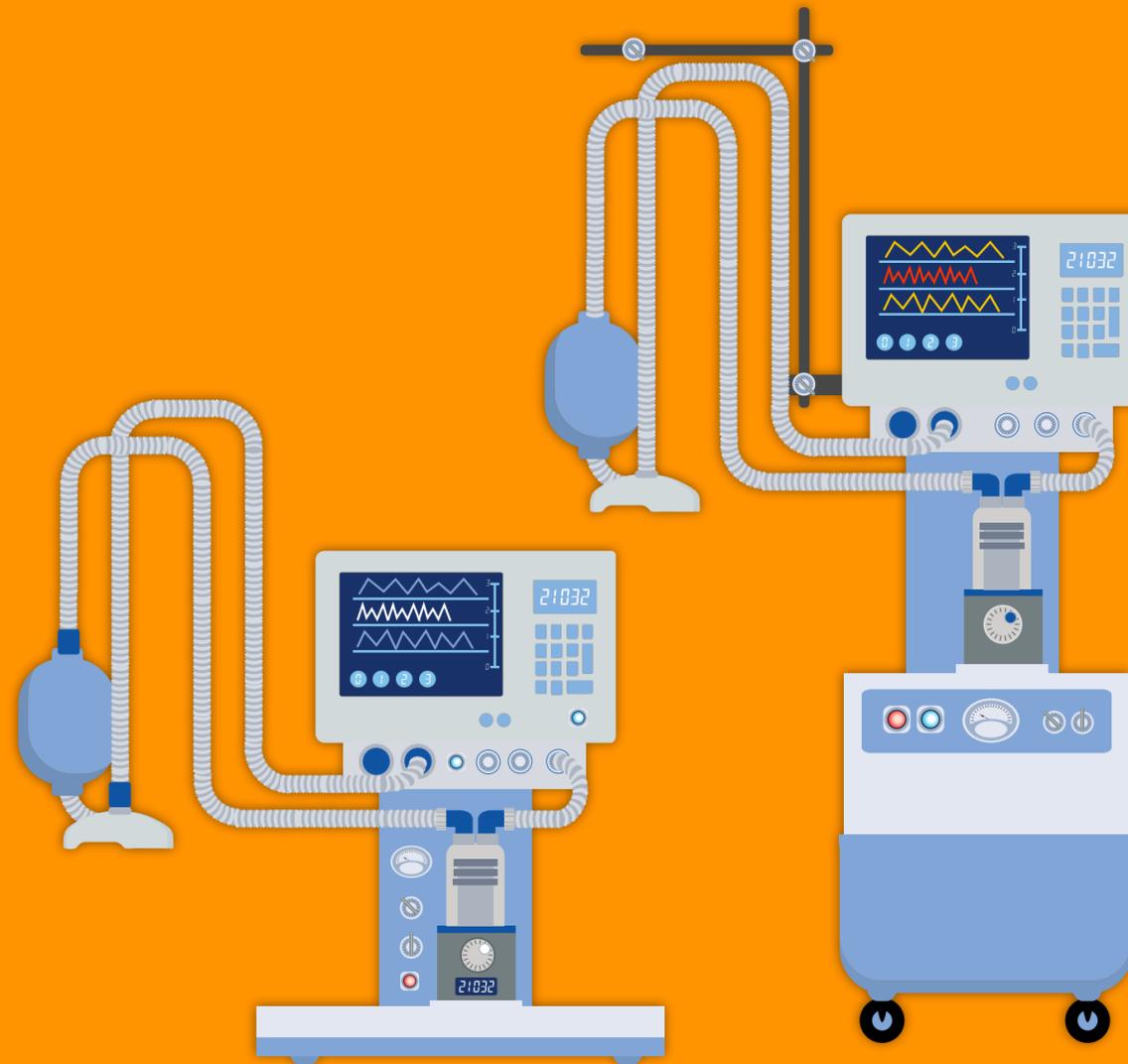
02
Shareholders

04
Society

03
Employees

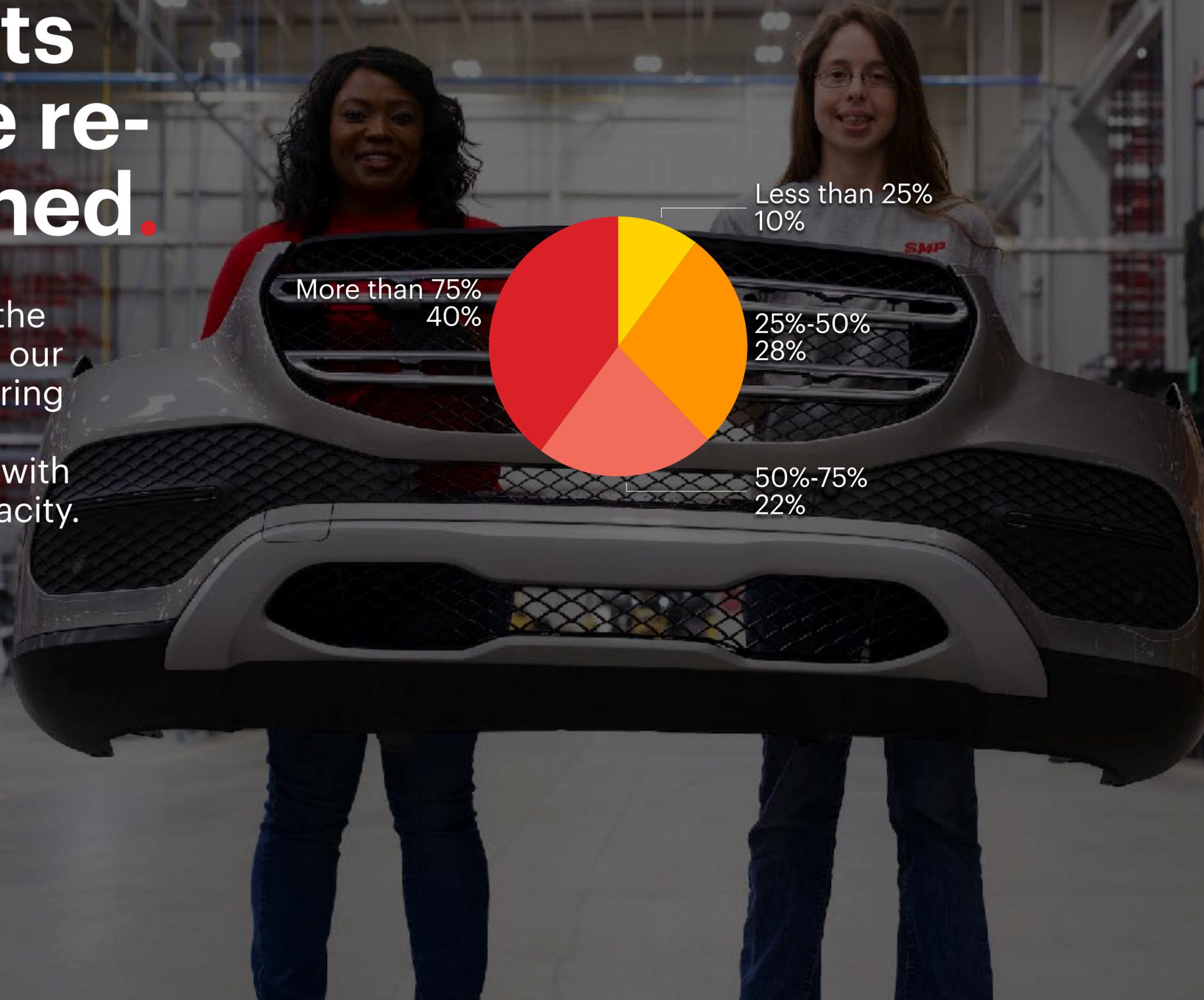
Listening to our customers.

Motherson has worked with customers to support the manufacturing of medical supplies such as ventilators, supplying spray guns for sanitising and oil free compressors.



Plants have re-opened.

Currently, the majority of our manufacturing plants are reopening with varied capacity.



More than 75%
40%

Less than 25%
10%

25%-50%
28%

50%-75%
22%

Robust order book.

New orders worth Rs.43,321 Crores. (Euro 5.5 billion) won in FY 2019-20, while orders worth Rs.79,554 crores (Euro 10.1 billion) went into execution.

No significant program delays announced by OEMs.



01
Customers

02
Shareholders

04
Society

03
Employees

A strong liquidity position.

We finalised a Motherson-wide capital efficiency plan (Project Victory) which has resulted in a range of savings and improvements, contributing to solid cash position.

INR
48.7 billion

MSSL
consolidated
(including SMRPBV)

EUR
414 million

SMRPBV

Enhancing our liquidity.

To further enhance liquidity, we quickly responded to raise more funds.

In India, the Board approved to raise Rs. 10 billion, of which NCDs of Rs. 5 billion have been issued.

Globally, we are proactively working with various governments to join their support schemes to enhance liquidity.

Low net debt levels.

As of 31st March 2020, our net debt levels are healthy and one of the lowest in this 5-year plan period.

INR

69.2 billion

MSSL
consolidated
net debt
(including SMRPBV)

EUR

699 million

SMRPBV

Highest dividends.

We gave the highest dividend to our shareholders this year in March 2020.

INR

1,170 crores

PAT

INR

571 crores

Payout

49%

Payout Ratio

01
Customers

02
Shareholders

04
Society

03
Employees

Supporting salaries.

Motherson has protected the health and safety of our employees and has worked with governments to protect employee salaries. We are very grateful for the government support we have received around the world.



Remote working.

The pandemic has taught us to work remotely across regions and countries. This experience will translate into savings in travel time, travel costs and increased productivity in the future.

Guarding the resilience of our teams.

Our teams have shown a tremendous responsiveness and flexibility in this crisis.

01
Customers

02
Shareholders

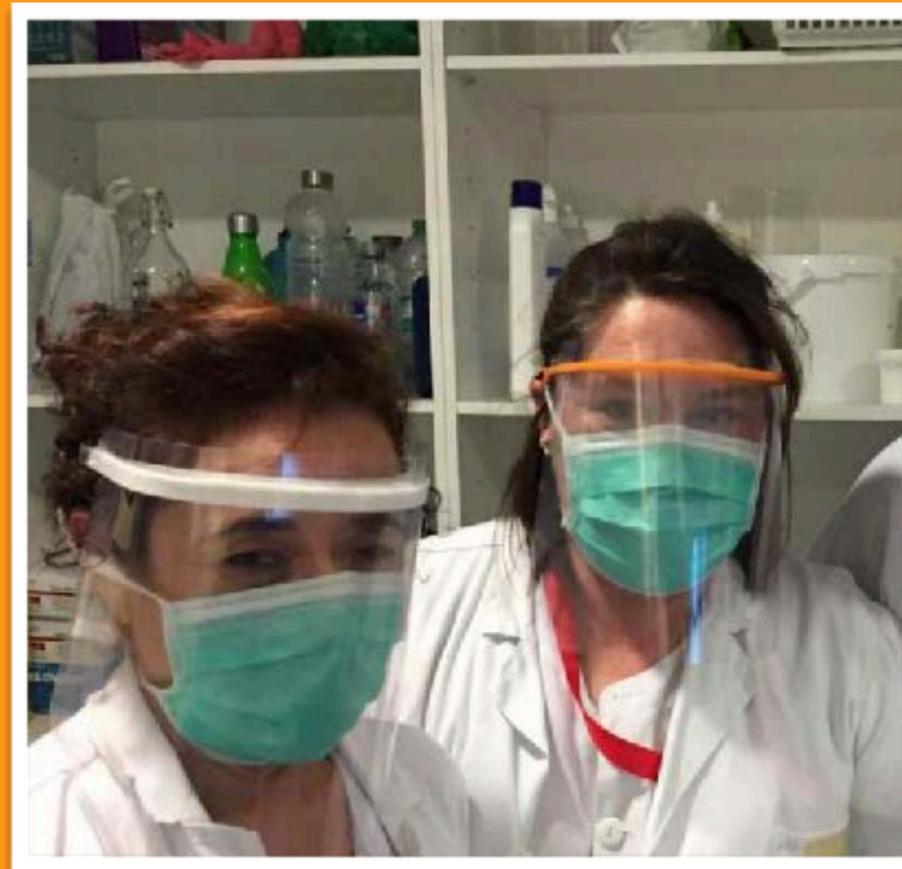
04
Society

03
Employees

Solutions for our communities globally.

While every one of our units across the world is working hard to contribute positively to their people, their city and their government.

Here are some production examples of what we did for global consumption



At SMRC Spain and MATE India, the teams are making face protection shields and ventilators for hospitals.



SMR France produced protective visors for the doctors, firefighters, nurses, and medical researchers in its local area.

02

Completing our 5-year plan.

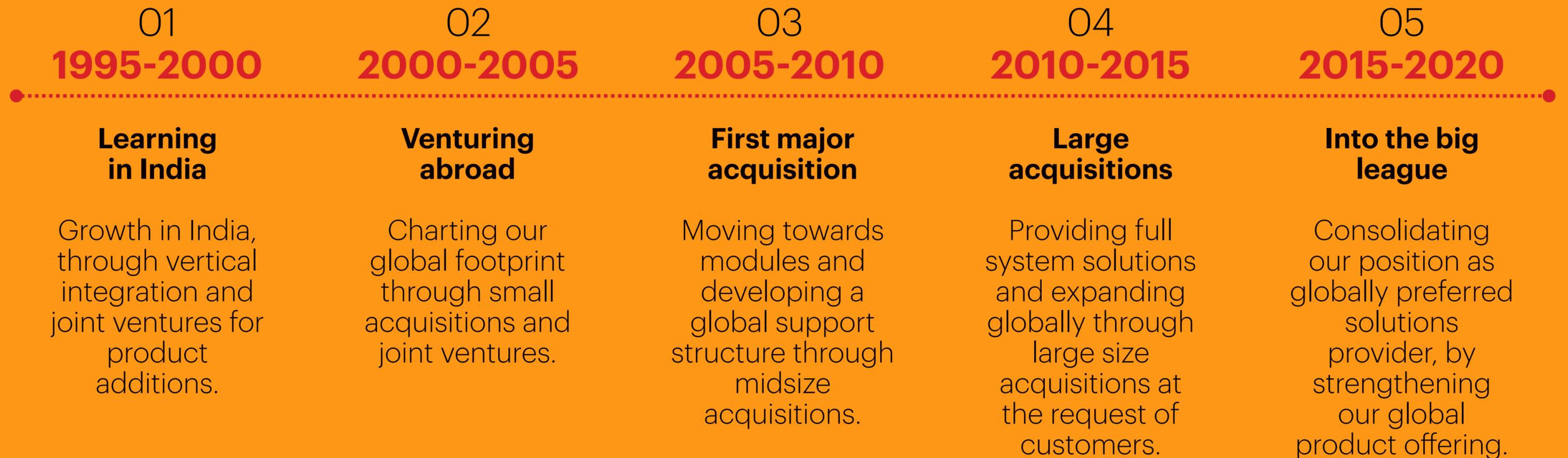
1993

Motherson was a small company with a topline of INR 18 crores. Global companies were coming to India, which was a **huge challenge**. We had to think differently.

5YYP

So we created the 5 Year Plans. This gave stretch targets, which pushed us to **imagine and realise** a much bigger future.

We published the 5 year targets in advance, driving our evolution.



**A snapshot of what we
achieved in the past
three 5-year plans.**

New plants built.

In the last 5-year plan, Motherson Group has built a staggering 41 plants all around the world*.

16 Greenfields

25 Brownfields



Total
41

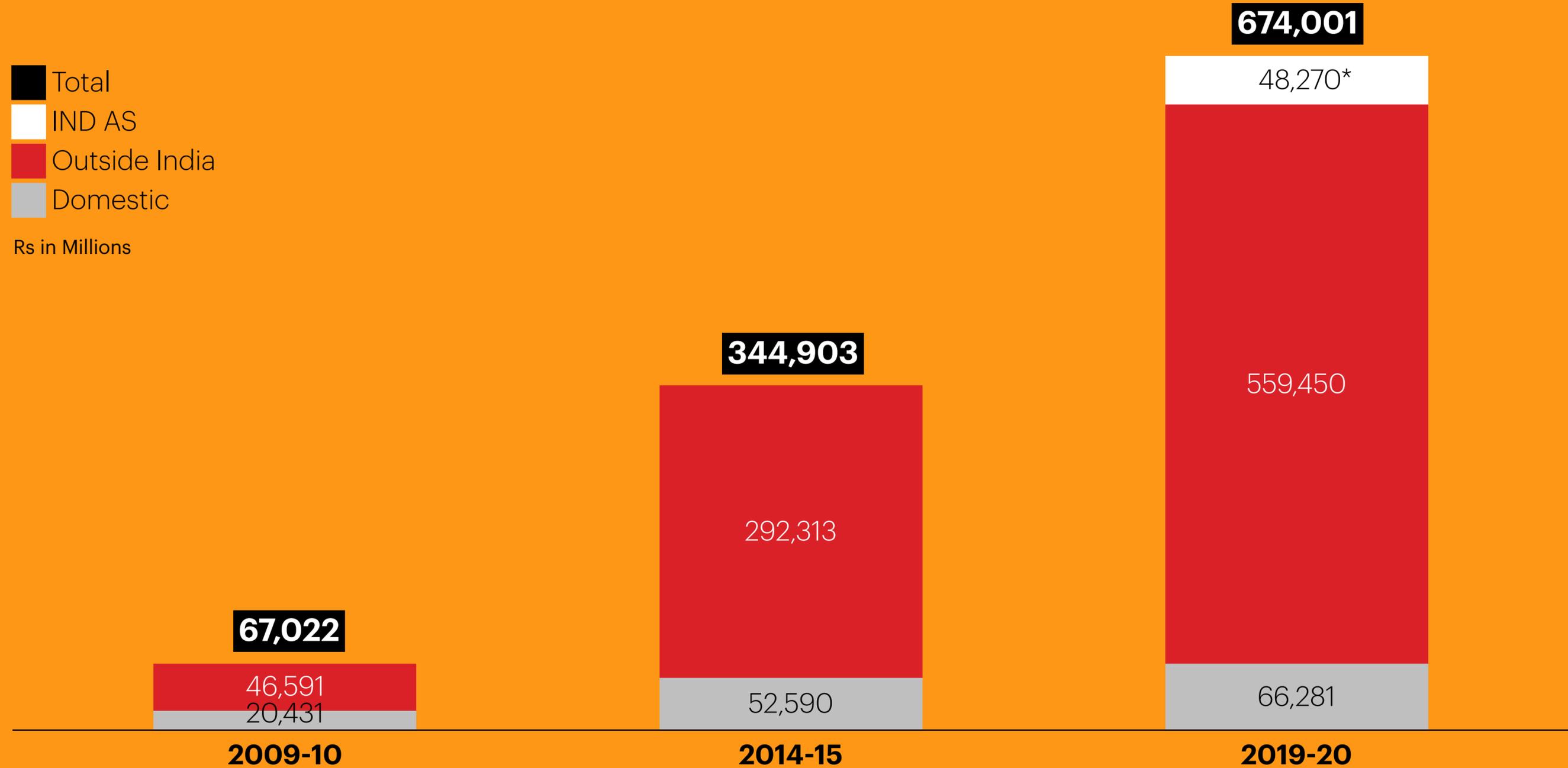
USD 200 million investment



Revenues.



Rs in Millions

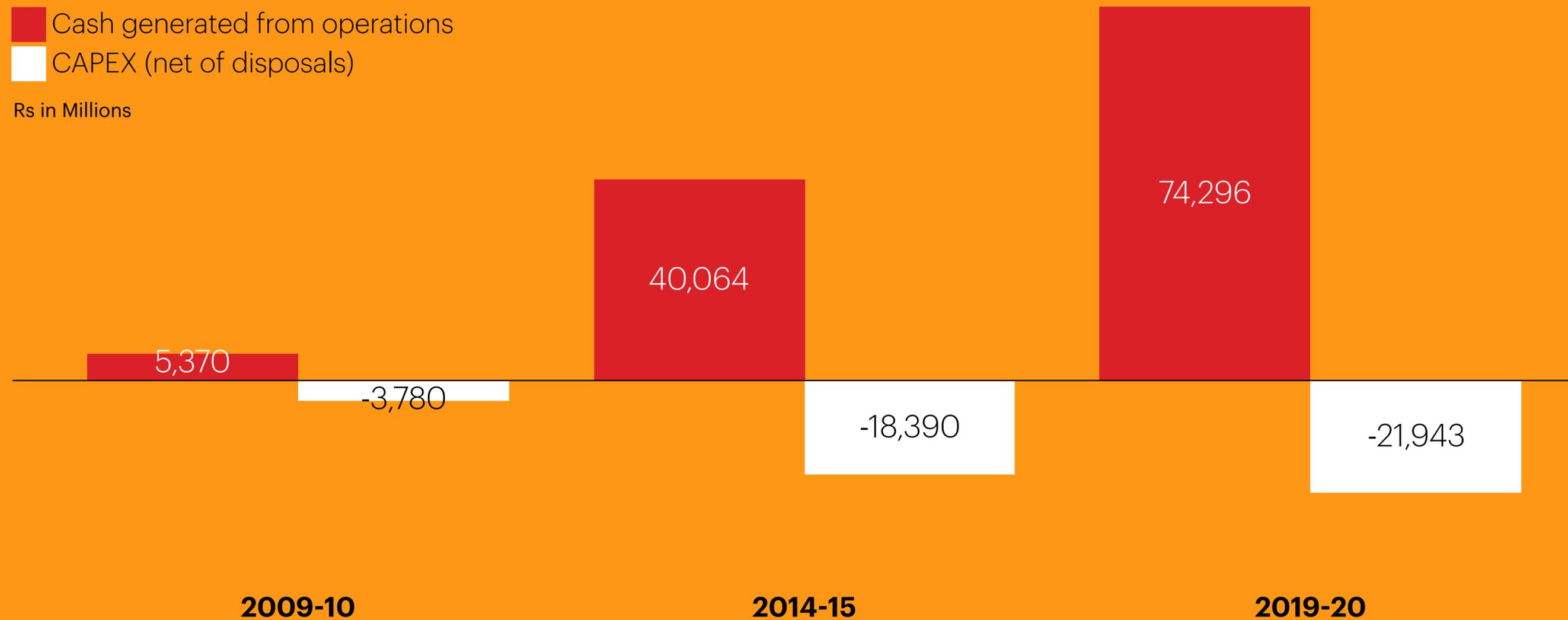


Cash generated from operations and CAPEX.

■ Cash generated from operations

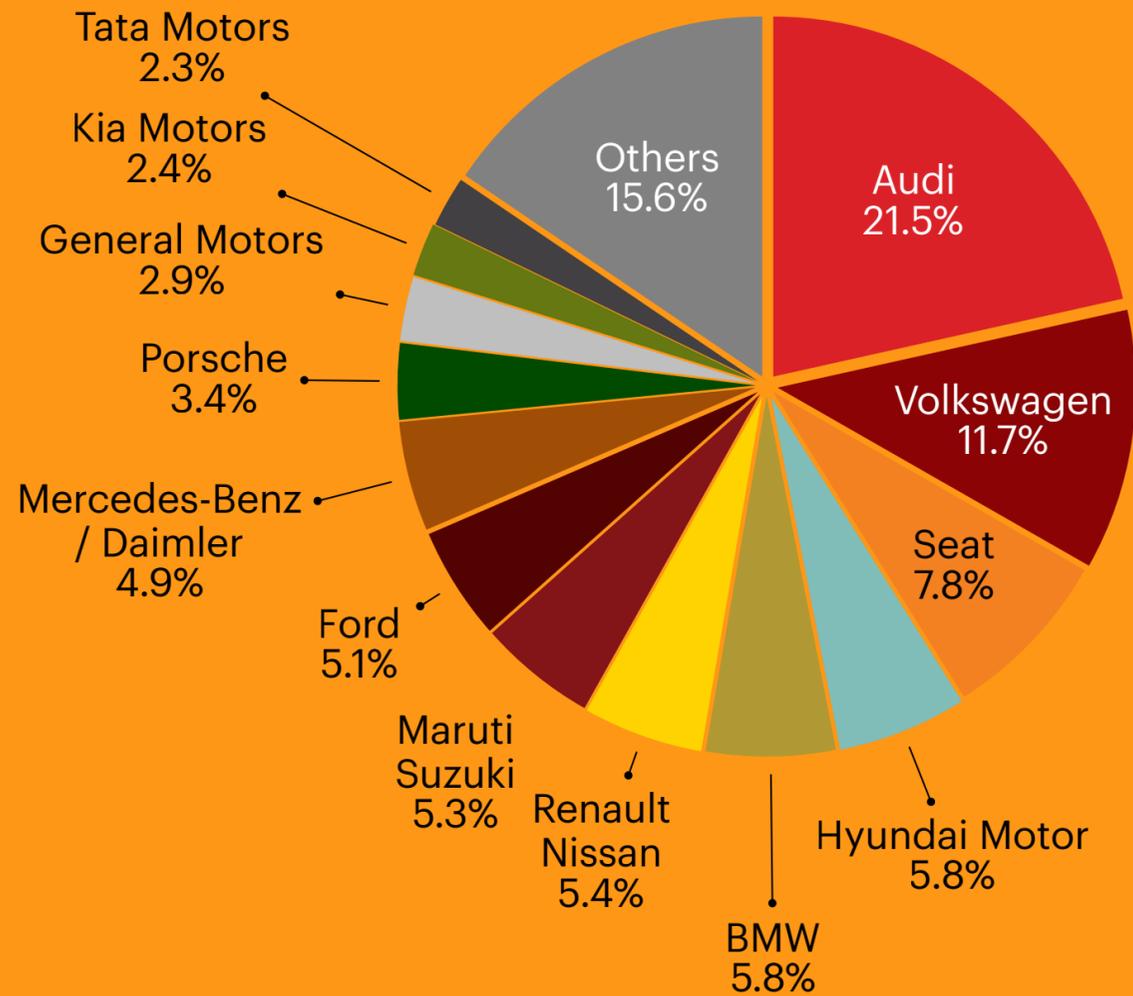
■ CAPEX (net of disposals)

Rs in Millions

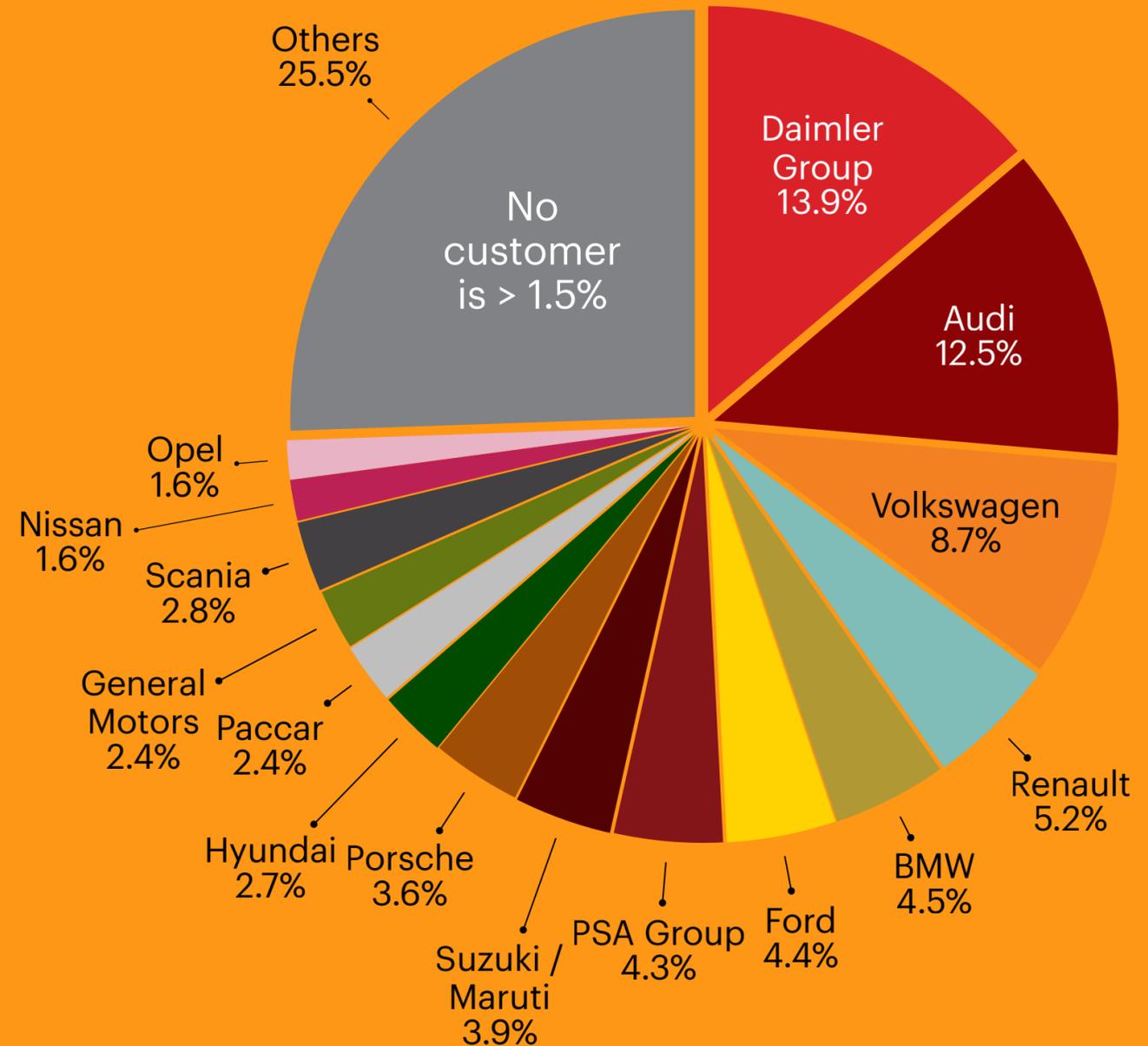


Sales: customer-wise.

2014-15



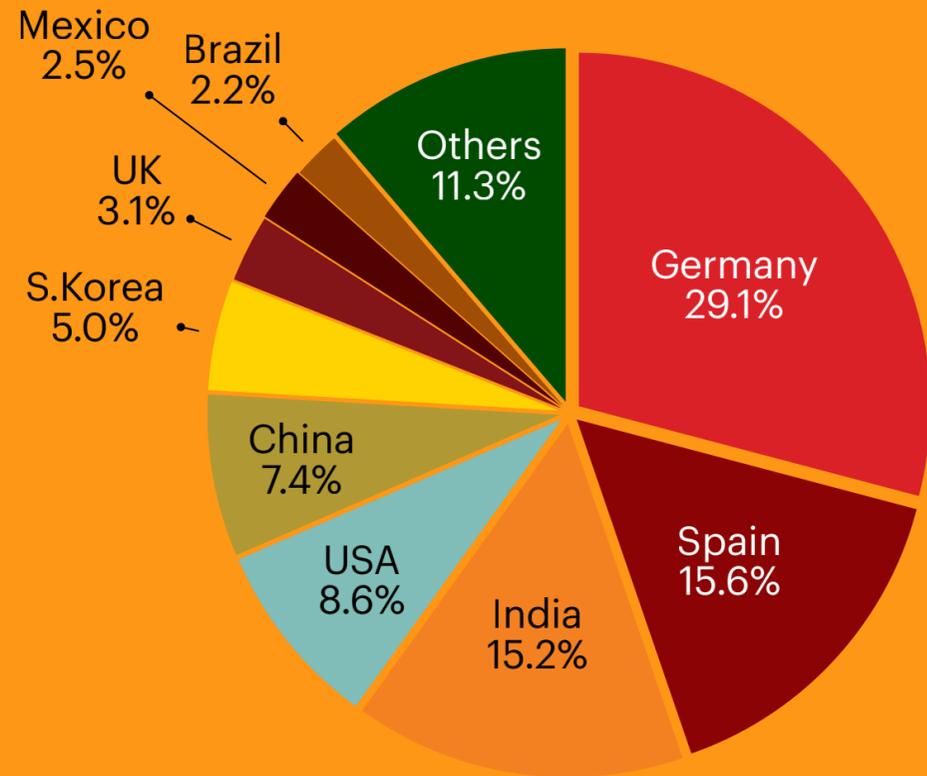
2019-20



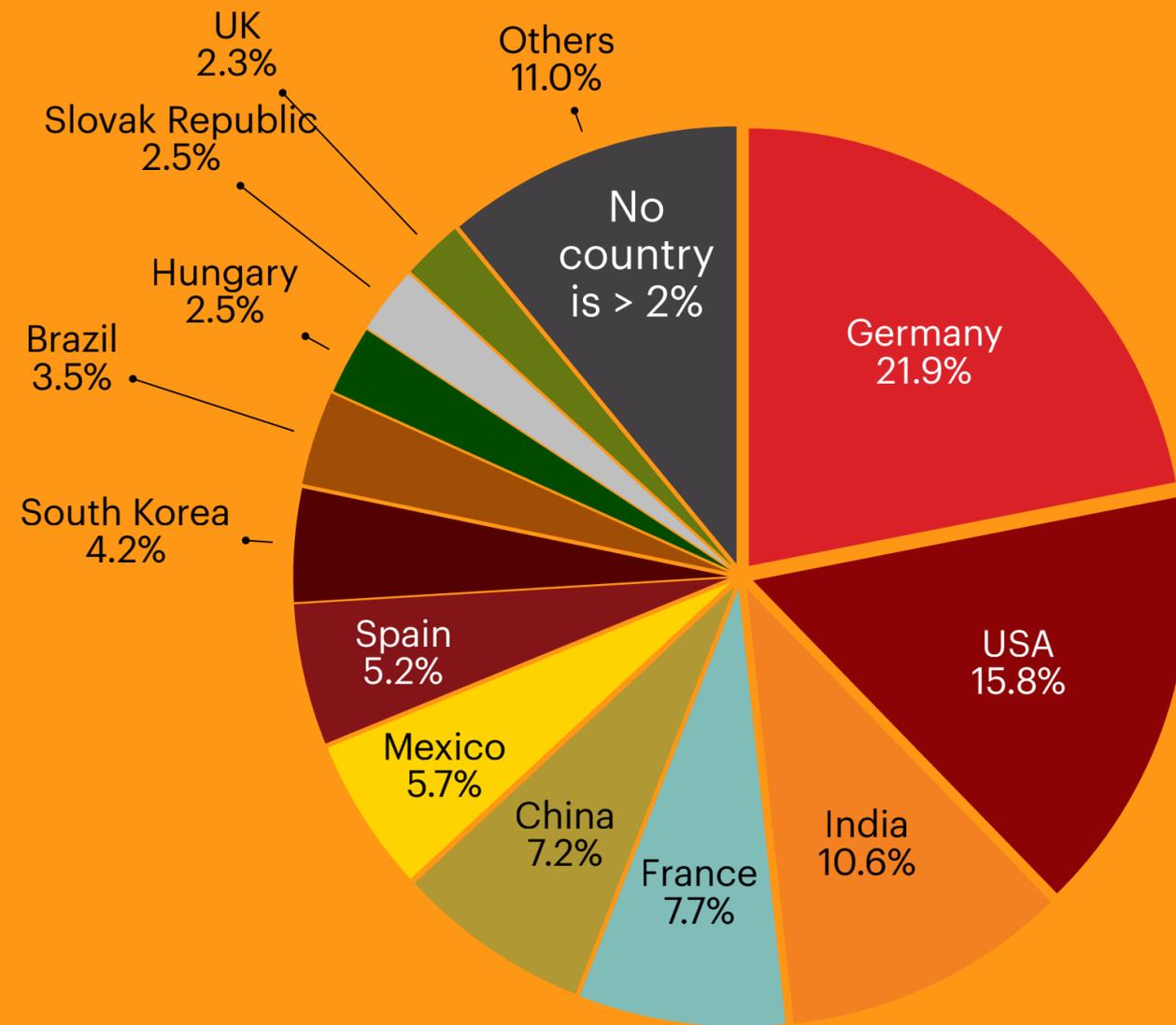
3CX15

Sales: country-wise.

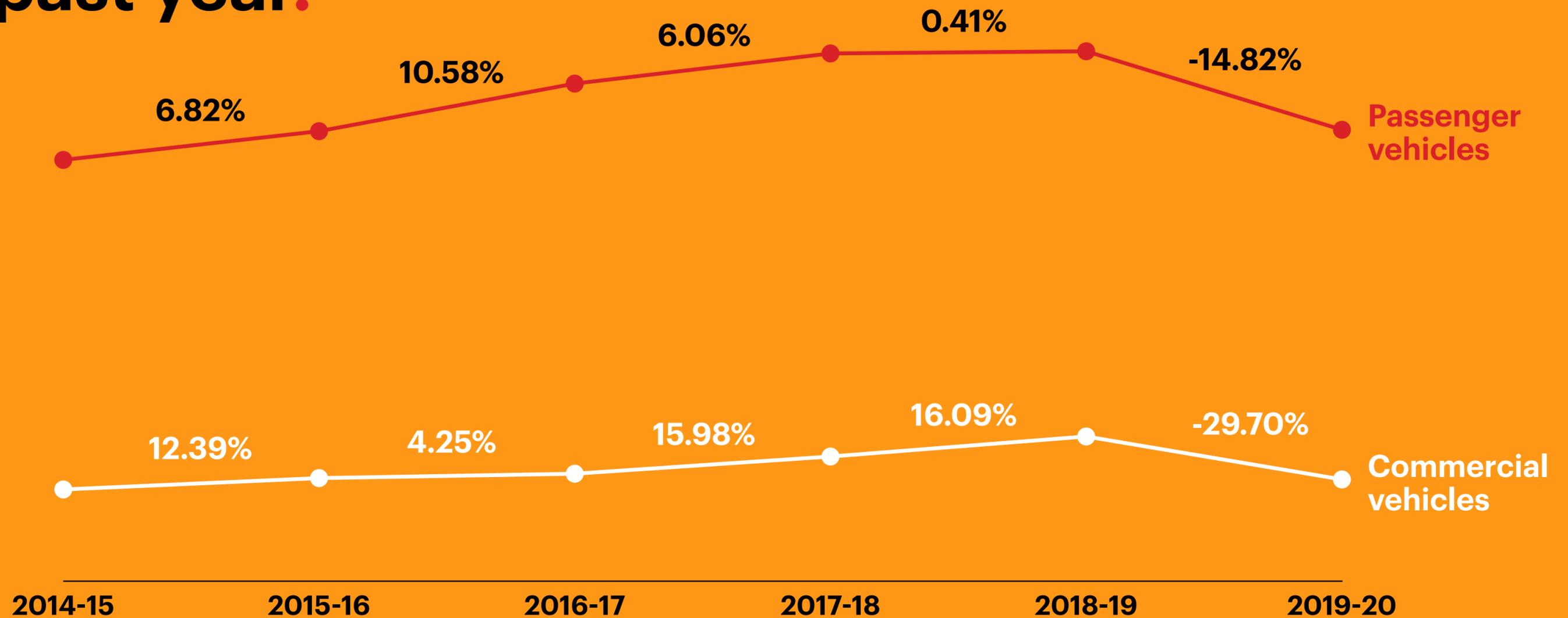
2014-15



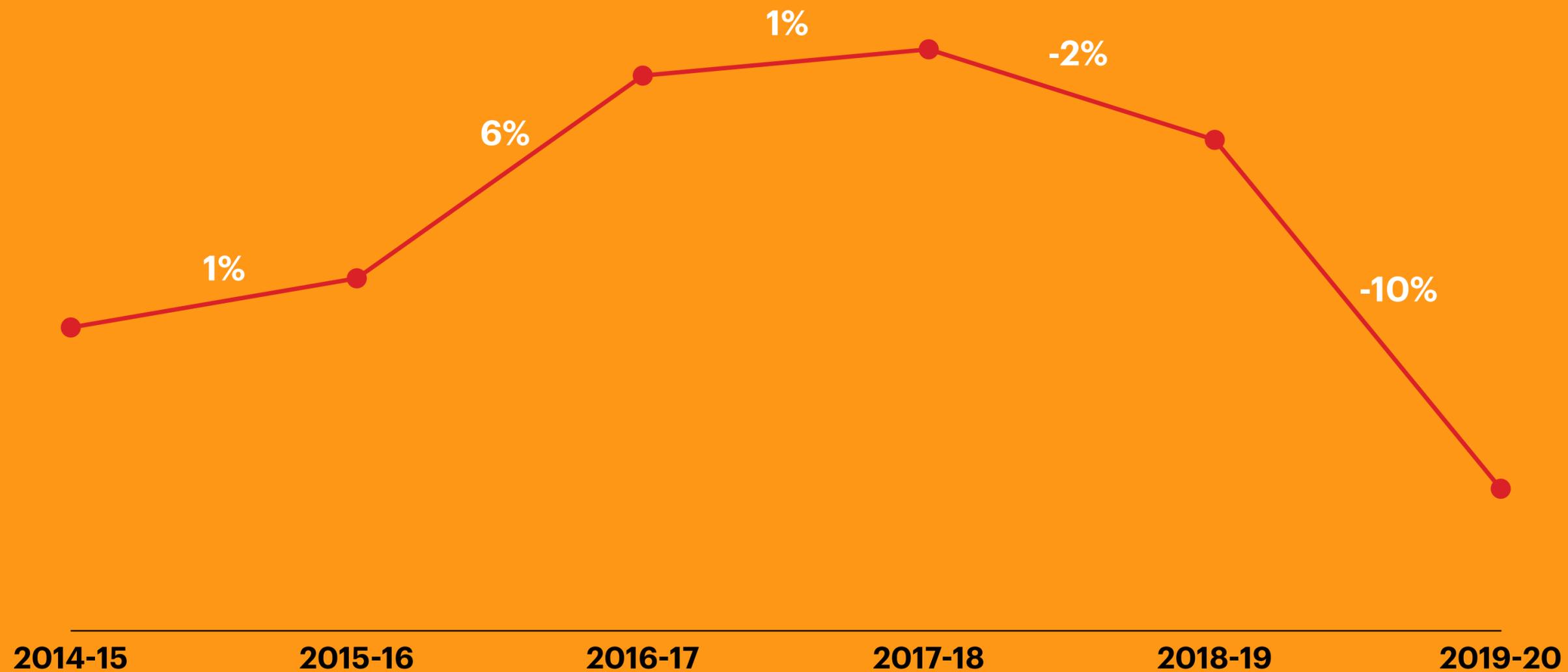
2019-20



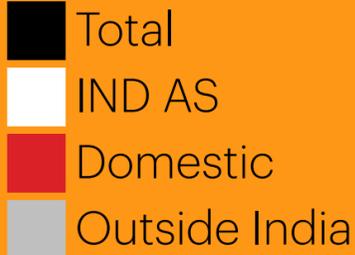
The overall sales of vehicles has dropped in the past year.



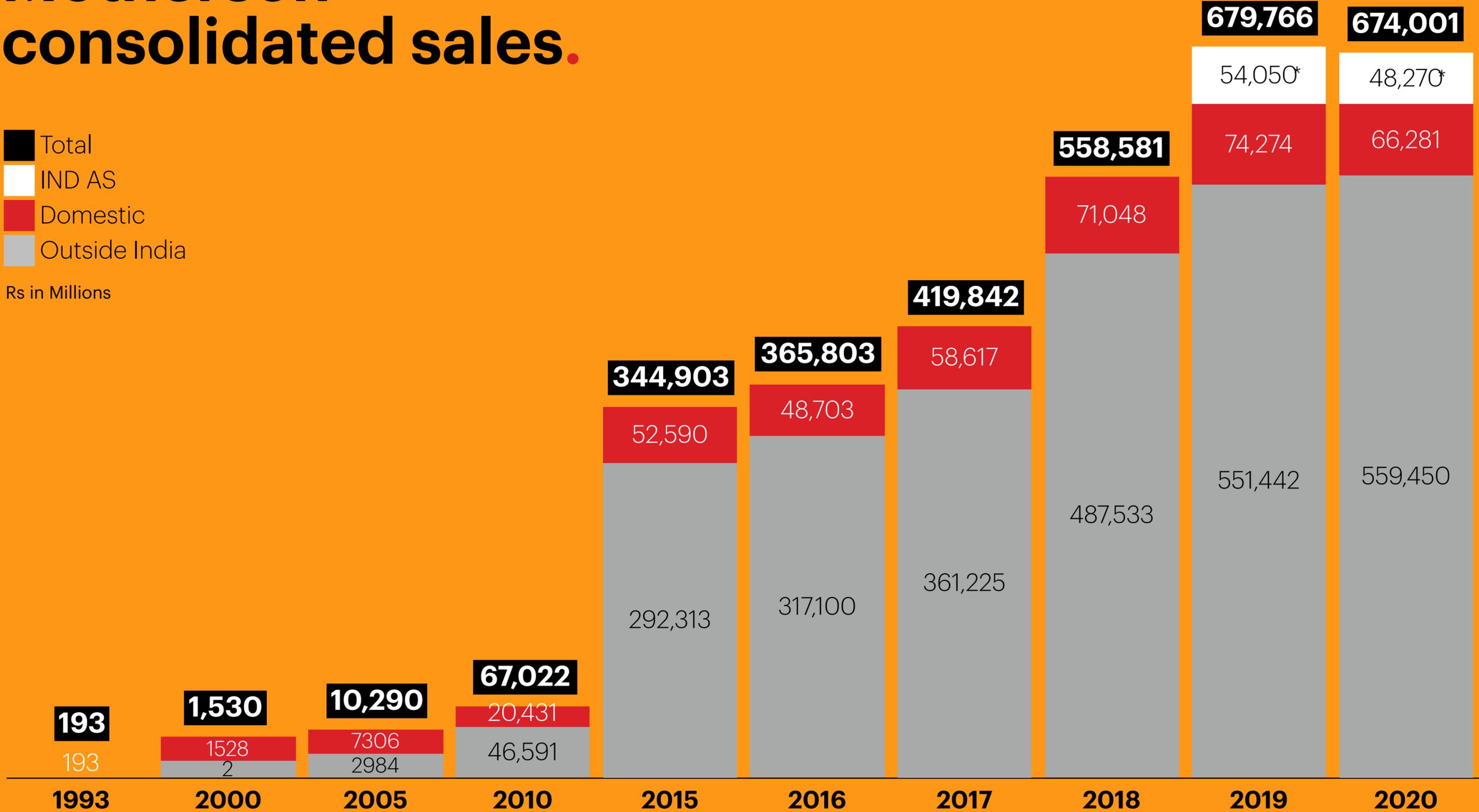
Global light vehicle production has been going down since 2018.



Motherson consolidated sales.



Rs in Millions

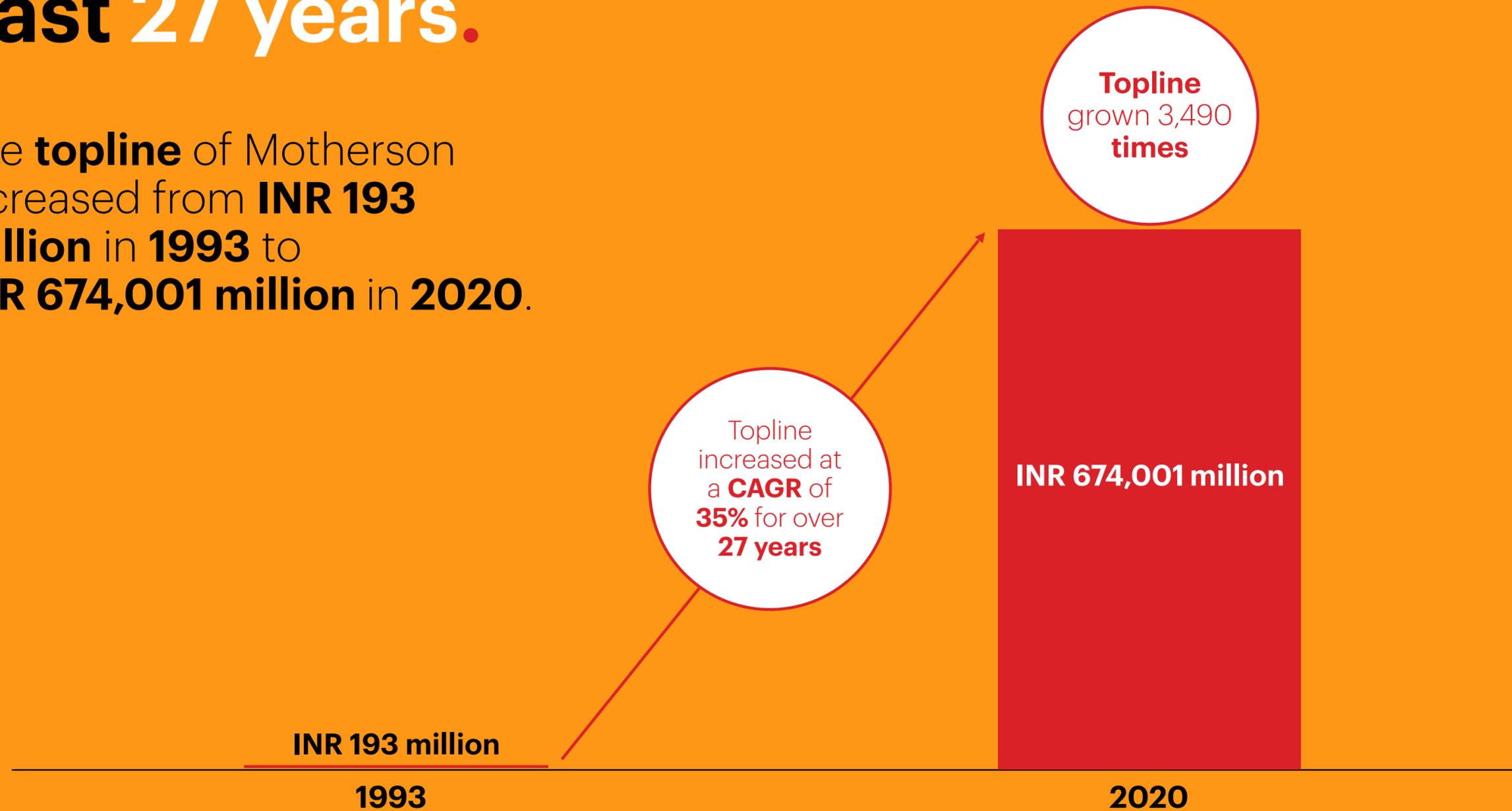


*Netted in reported revenue as per INDAS 115



Continuous growth over the past 27 years.

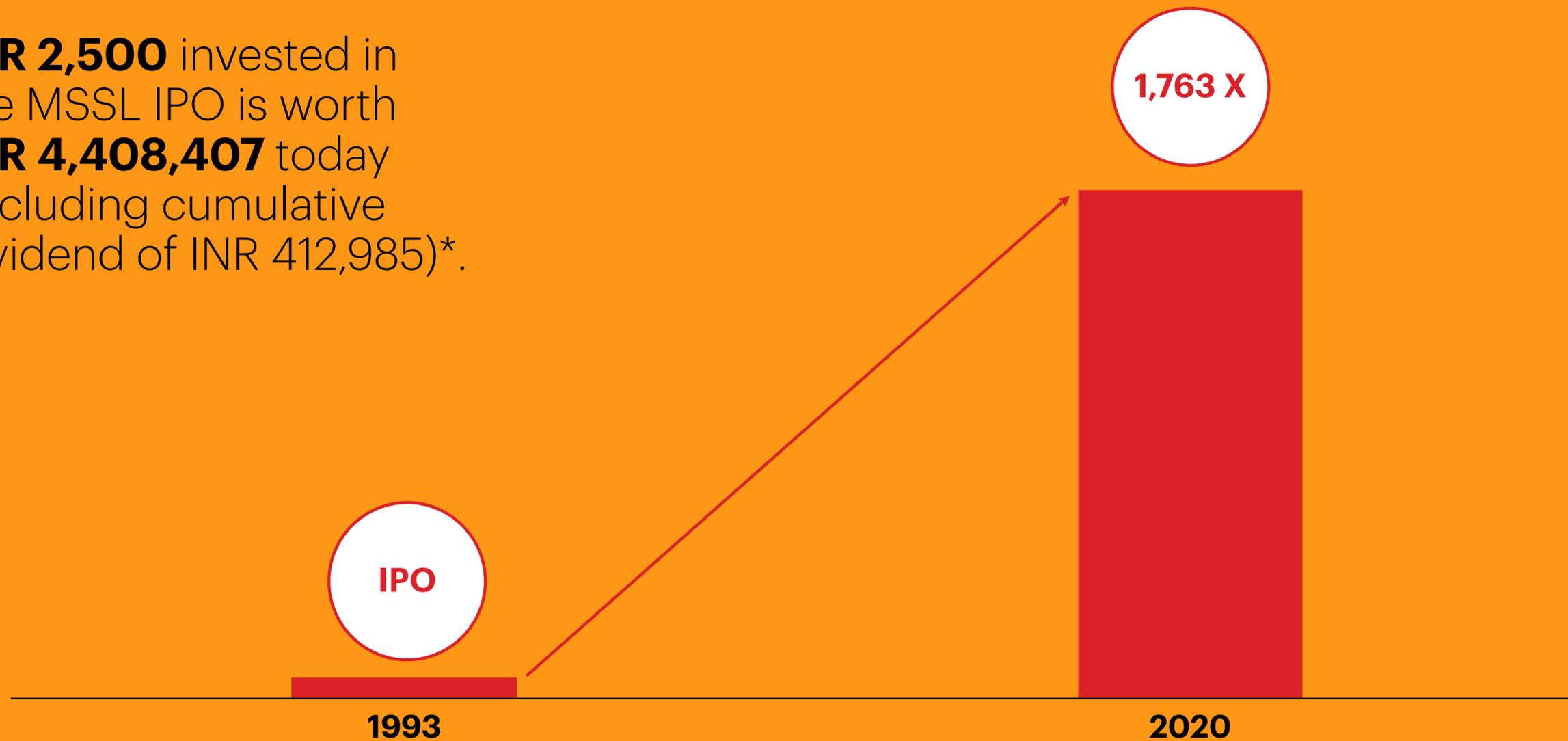
The **topline** of Motherson increased from **INR 193 million** in **1993** to **INR 674,001 million** in **2020**.



Proud to be part of the increasing wealth of our investors.

An investor who invested in the IPO in 1993 has earned a **compounded annual return** of **32%** over **27 years**.

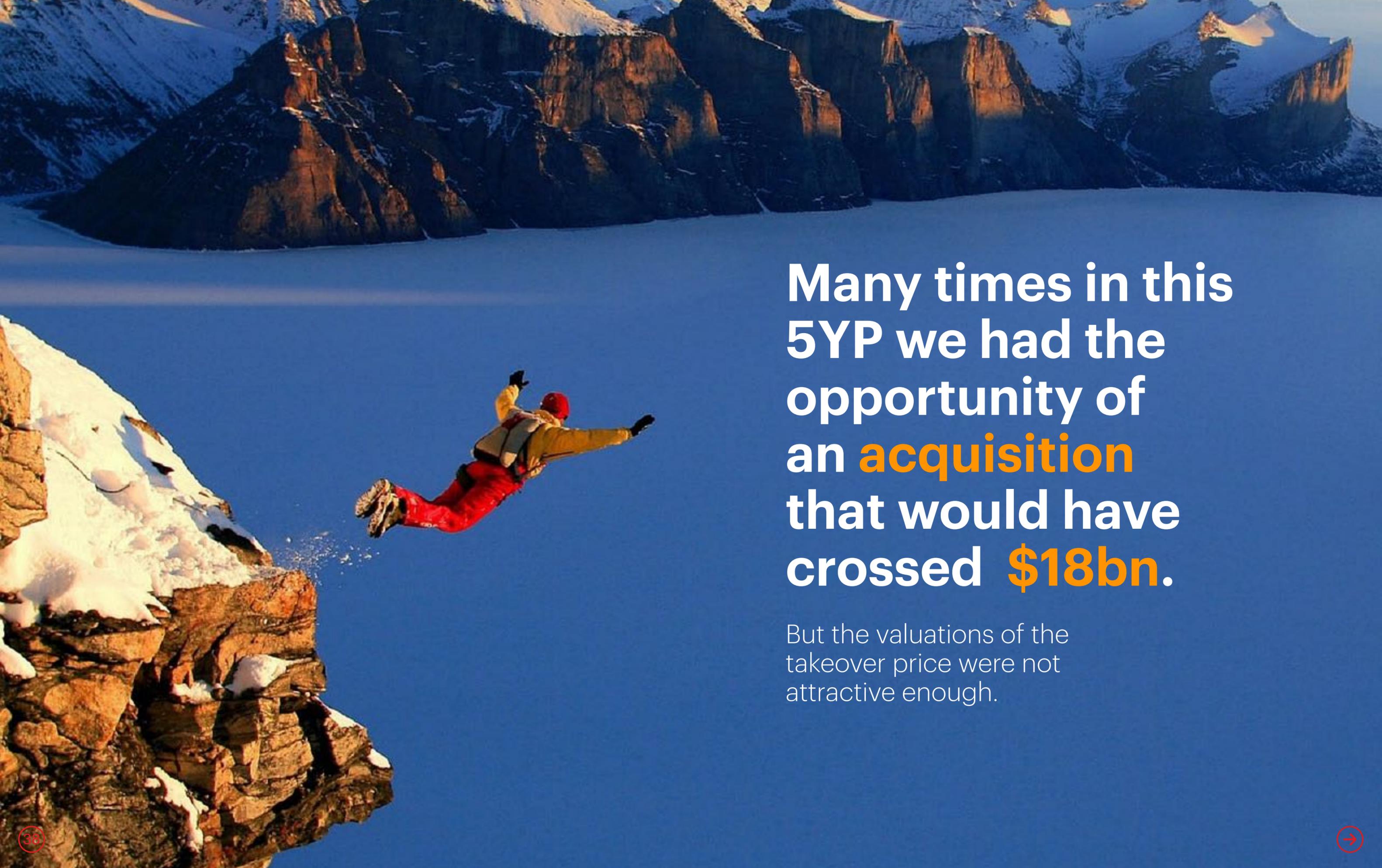
INR 2,500 invested in the MSSL IPO is worth **INR 4,408,407** today (including cumulative dividend of INR 412,985)*.



**The automotive industry has
been challenged over the past
couple of years.**

Yet, **motherson has grown more
than the market.**





Many times in this
5YP we had the
opportunity of
an **acquisition**
that would have
crossed **\$18bn.**

But the valuations of the
takeover price were not
attractive enough.

We look for top line growth **and 40% ROCE.**

(Both together are the target.)

Vision 2025.

When covid-19 hit us, we had to put our acquisitions on hold.

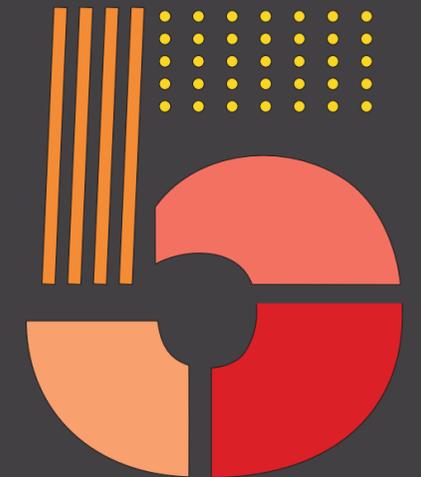
As a result, we fell short of reaching our Vision 2020.

But we will make up for it in our Vision 2025 which we will announce soon.

Vision

2022

The sixth 5-year plan.



03

Moving forward.



We are prepared.
We are strong.
We are alert.

Global supply chain rethink.

“The pandemic has exposed the world’s risky dependence on vulnerable nodes in global supply chains. [...] We could see a massive restructuring as production and sourcing move closer to end users and companies localize or regionalize their supply chains.”

- COVID-19: Implications for business, McKinsey -



**Motherson has
already set up our
plants close to
our customers'
facilities.**

Good times or bad times, there are always opportunities.

The economic circumstances created by the pandemic make the available acquisition opportunities more attractive.

And we have grown large acquisitions profitably.

Visiocrp

2009



Doubled the size of the Group and brought leadership in mirrors and vision systems.

Peguform

2011



Doubled the size of the Group and brought growth to the polymer division.

PKC

2017



Globalisation of the wiring division and leadership in the commercial vehicle segment.

We are a long-term thinking company.

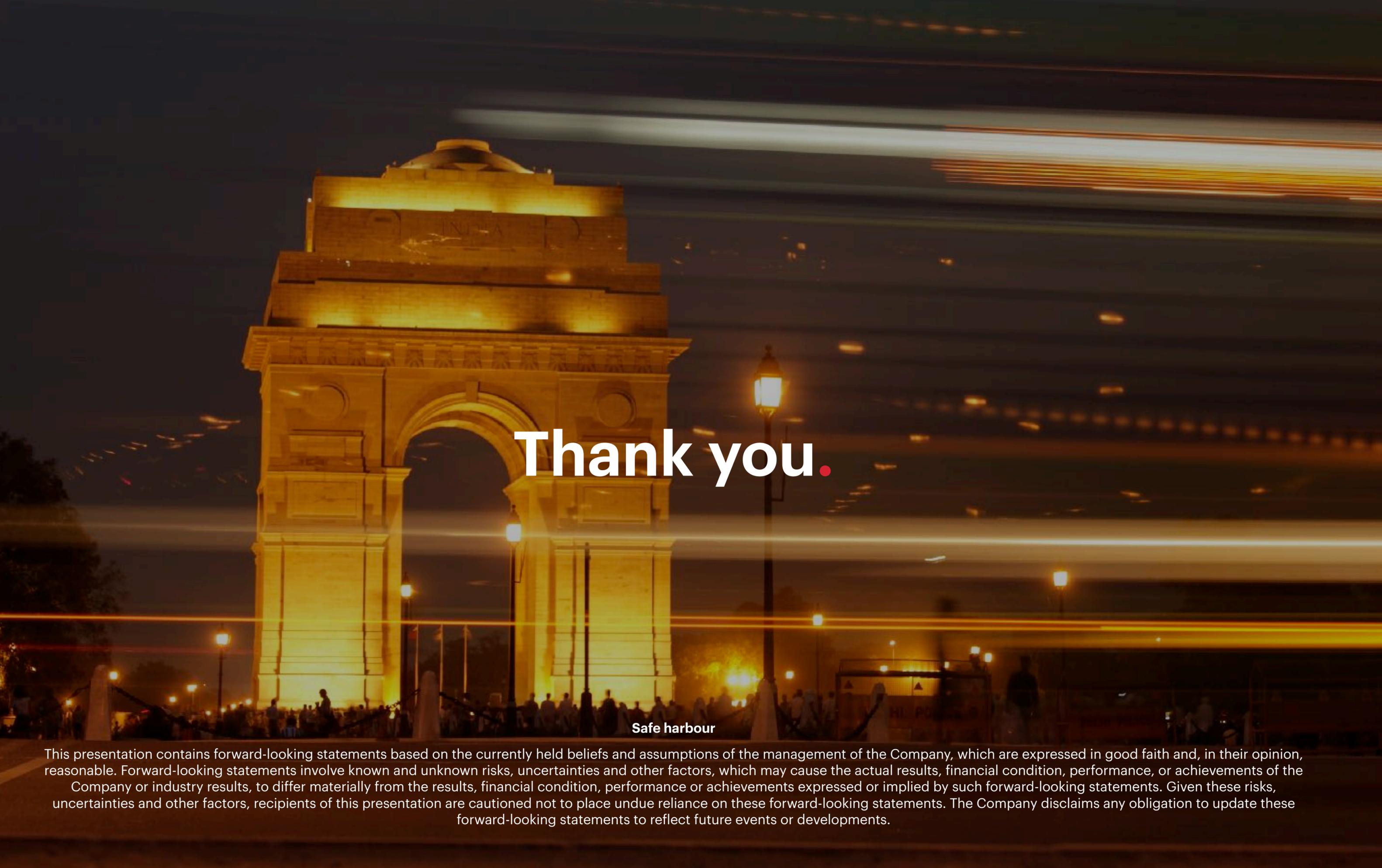
Ups and downs are normal when we're looking at things in the long run.





**We are
in a strong
position in the
circumstances.**

Customer trust + Support of shareholders + Strong balance sheet + Resilient team



Thank you.

Safe harbour

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.