

February 17, 2022

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Plot No.C/1, G-Block
Bandra-Kurla Complex
Bandra (E)
MUMBAI – 400051, India

BSE Limited
1st Floor, New Trading Ring
Rotunda Building
P.J. Towers, Dalal Street
Fort
MUMBAI – 400001, India

Scrip Code : MOTHERSUMI**Scrip Code : 517334****Subject: Investor Conference(s)**

Dear Sir/ Madam,

This is with reference to our previous letter dated February 16, 2022 for Investor Conference(s) scheduled to be held on February 17, 2022 and February 25, 2022.

The presentation to be made by the Company at the Investor Conference(s) is enclosed herewith for your kind reference and records.

Further, presentation is also uploaded at the Company's web-link, i.e., <https://www.motherson.com/performance/mssl-investors/investor-presentations>.

The above is for your information and records.

Thanking you,

Yours truly,
For Motherson Sumi Systems Limited

Digitally signed by
Alok Goel
Date: 2022.02.17
12:59:05 +05'30'

Alok Goel
Company Secretary



Scaling and adapting to change.

February 2022

Photo by Tim Hart

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.



Diversified group portfolio.

Transformation from an Indian wiring harness manufacturer to a global diversified group.

01.
Wiring harness



02.
Vision Systems



03.
Modules & Polymer



04.
Others



Precision Metals &
Modules



Technology &
Industrial Solutions



Lighting &
Electronics



Aerospace



Logistics
Solutions



Health &
Medical

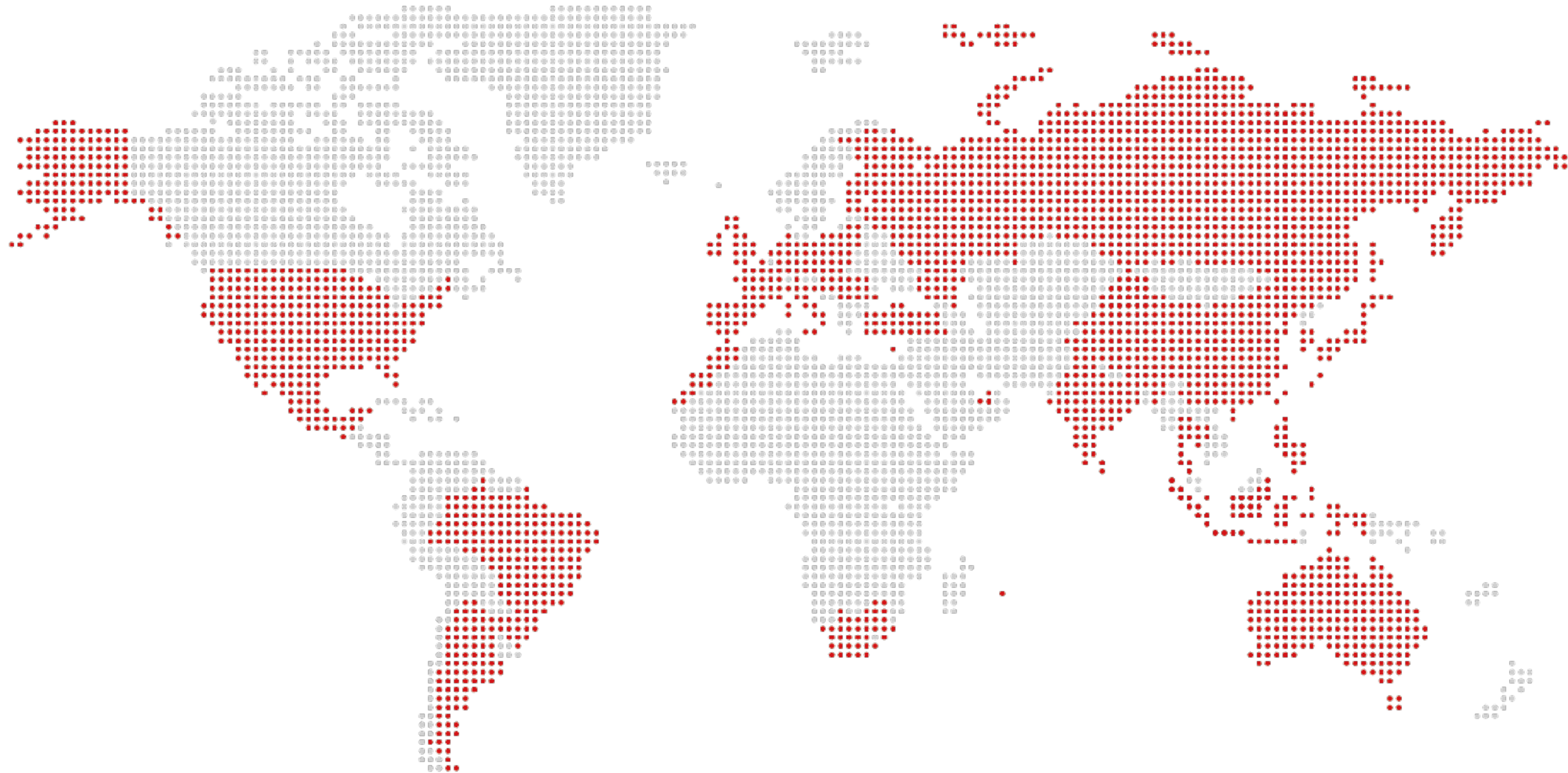


Services



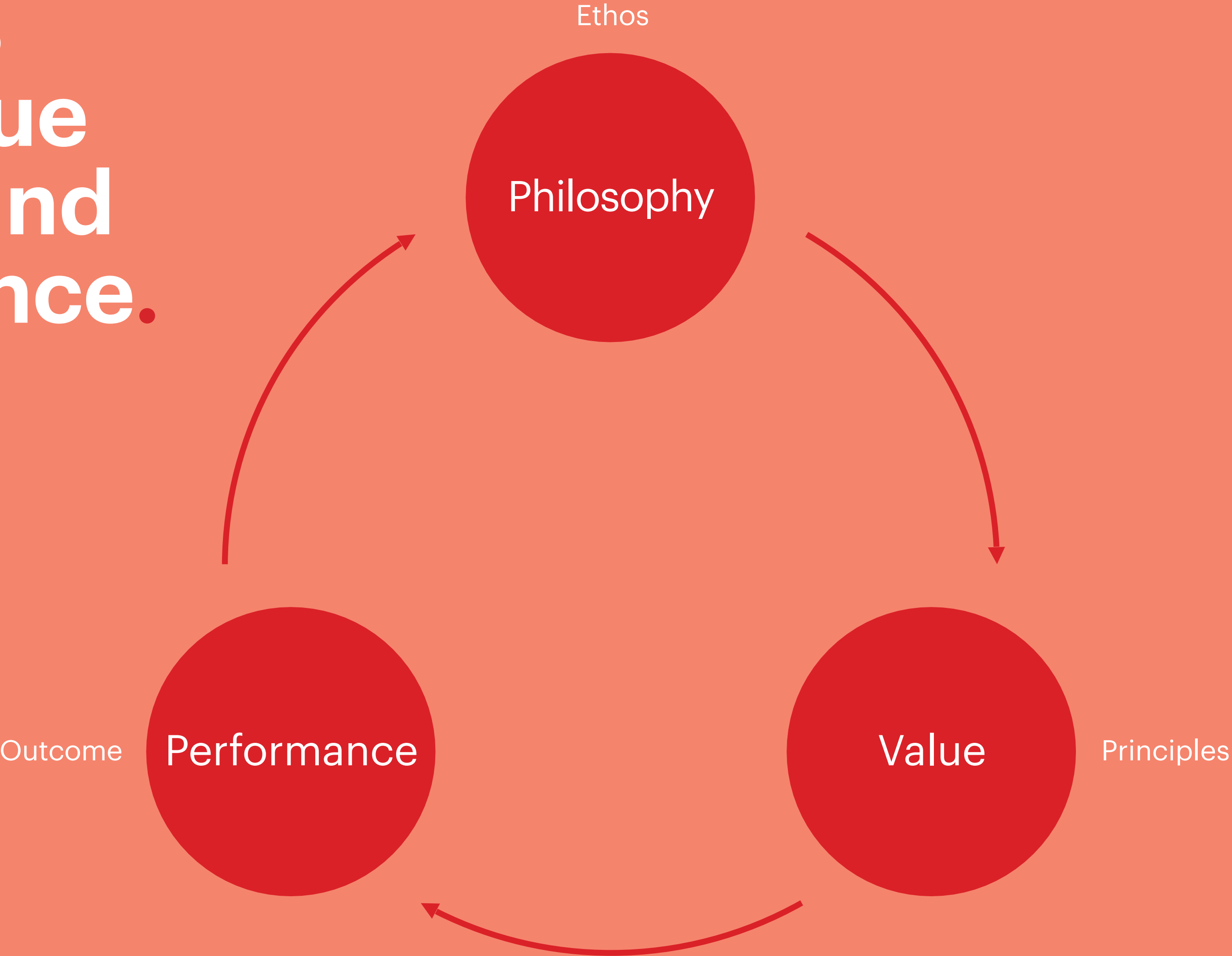
Global presence.

A multinational with Indian roots, with a global network of manufacturing facilities, engineering and design centres, marketing offices, logistic centres and sourcing hubs across the world to serve our customers globally in geographies of their presence.

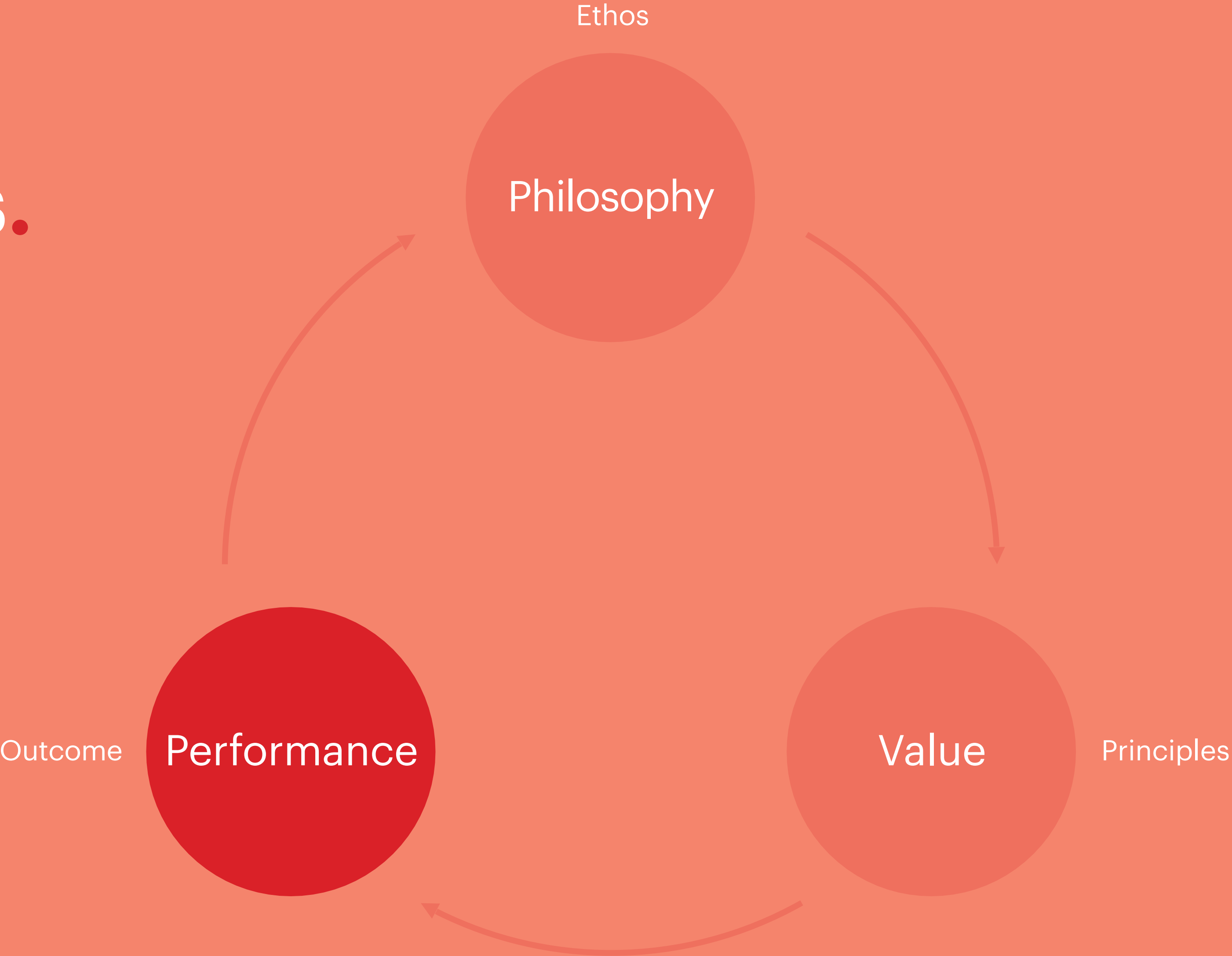


Located in
270 facilities
across **41**
countries

**Our ethos
drives value
creation and
performance.**



Let's start
with the
outcomes.



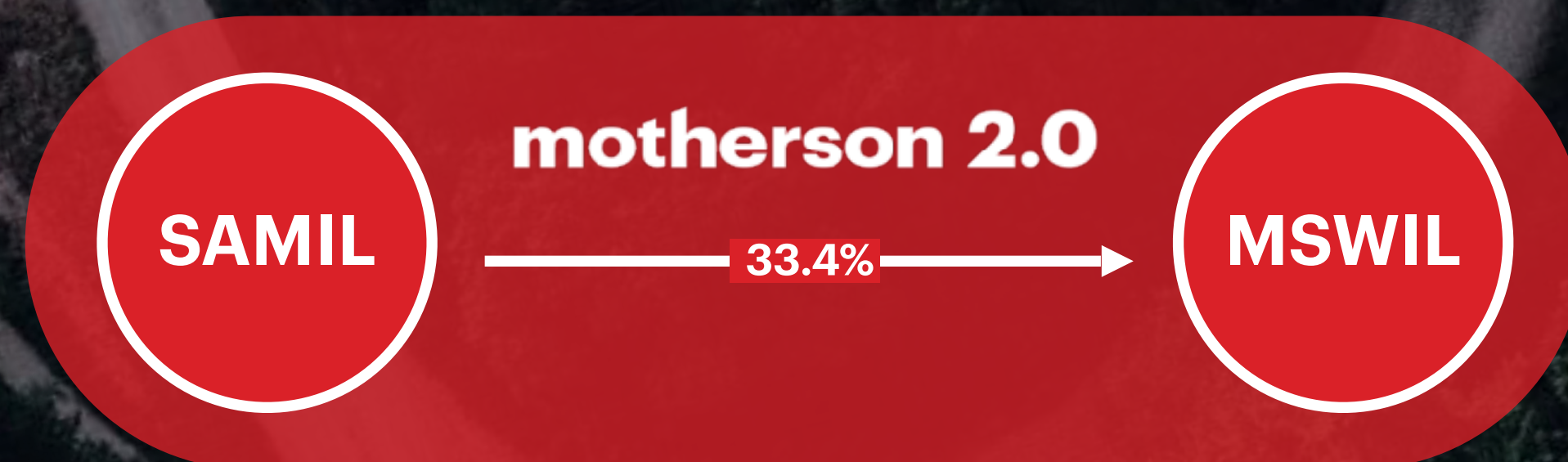
Vision



The sixth 5-year plan.

Starting a new chapter.

The restructuring will align the interests of all our stakeholders and create growth opportunities for everyone.



Revenue growth
1993 - 2021
CAGR of 33%

MSSL

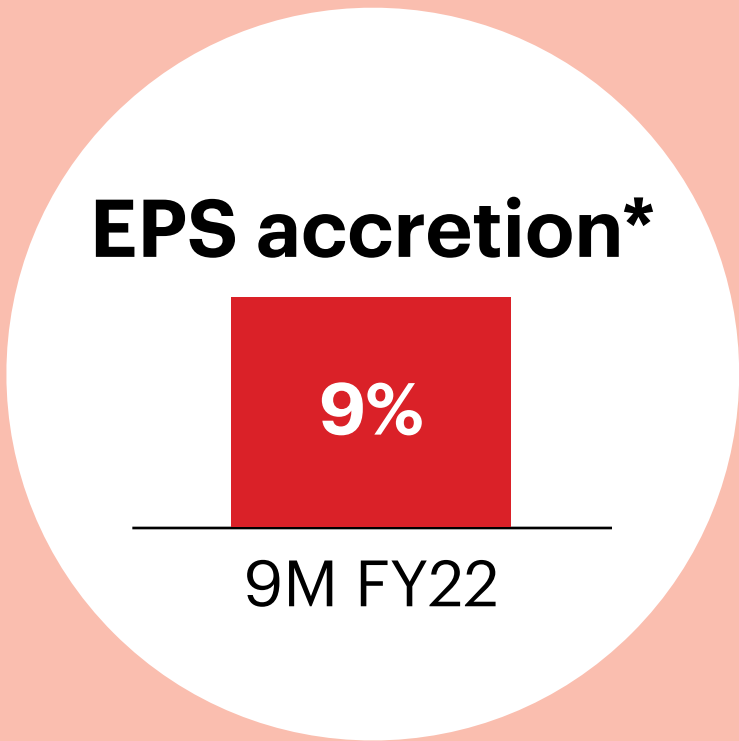
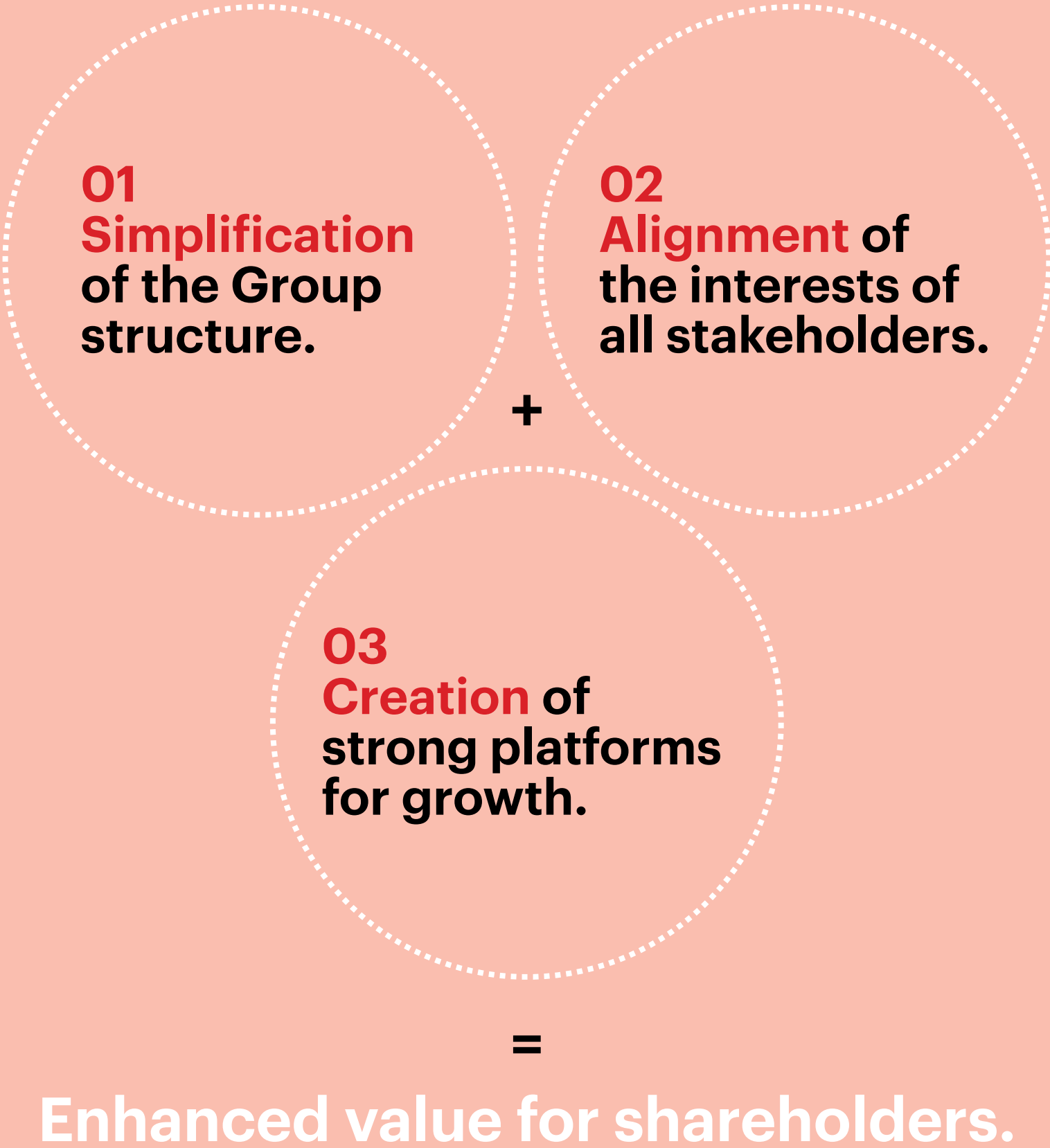
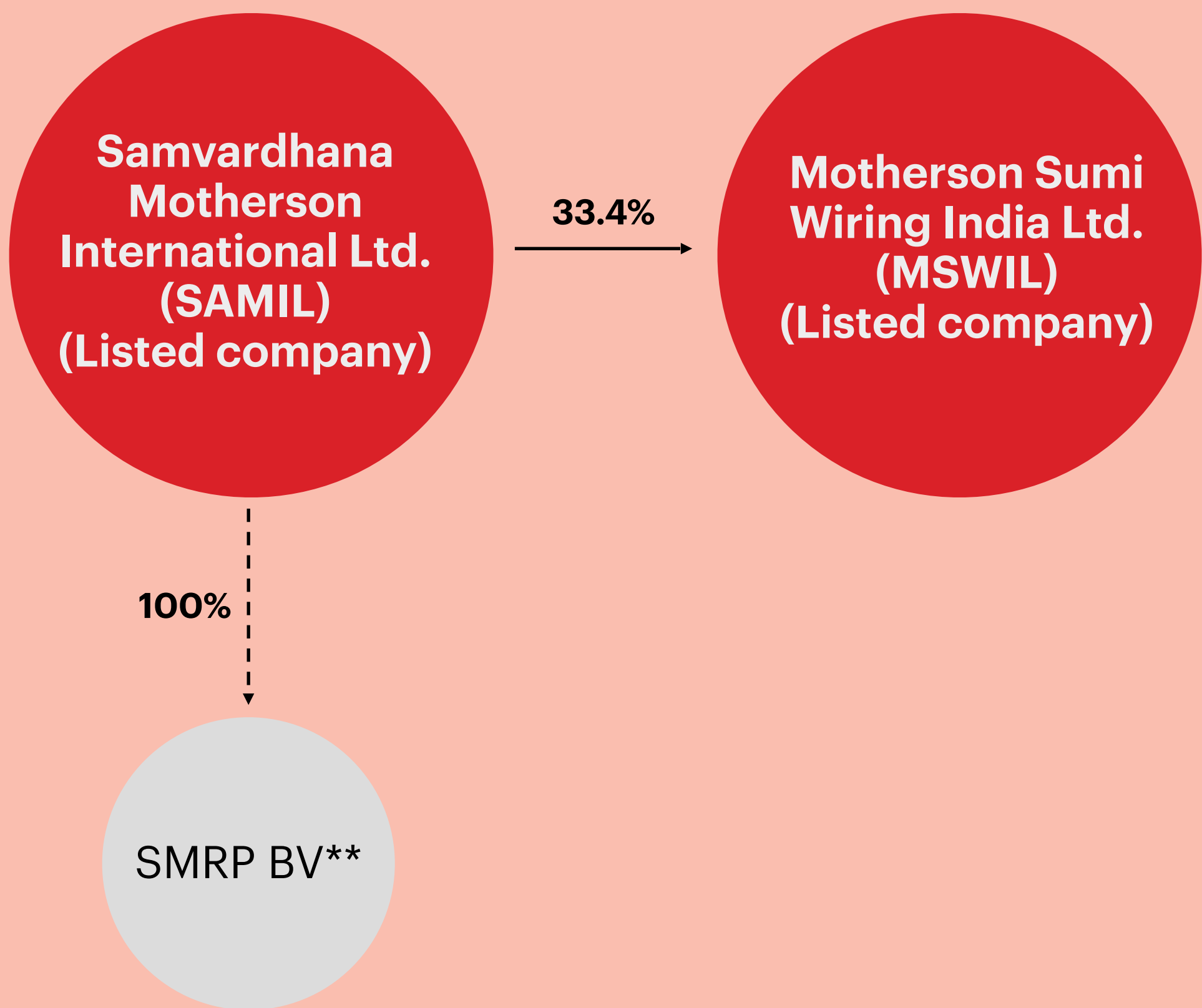
Return to
shareholders**
since MSSL IPO
CAGR of 34%

* Post re-organisation the name of Motherson Sumi Systems Ltd (MSSL) will be changed to Samvardhana Motherson International Ltd. (SAMIL).

**As on 03rd January 2022 at share price of INR 225.30 per share.



Creating value for shareholders.



* Note EPS accretion is calculated only for SAMIL and is for trailing 9 months ended Dec-21.
** SMRPBV stands for Samvardhana Motherson Automotive Systems Group BV.
Note : Post re-organisation the name of Motherson Sumi Systems Ltd (MSSL) will be changed to Samvardhana Motherson International Ltd. (SAMIL).

Creation of two high-growth companies.

Both companies are **well capitalised** to pursue their growth opportunities.

Samvardhana Motherson International Ltd. (SAMIL).

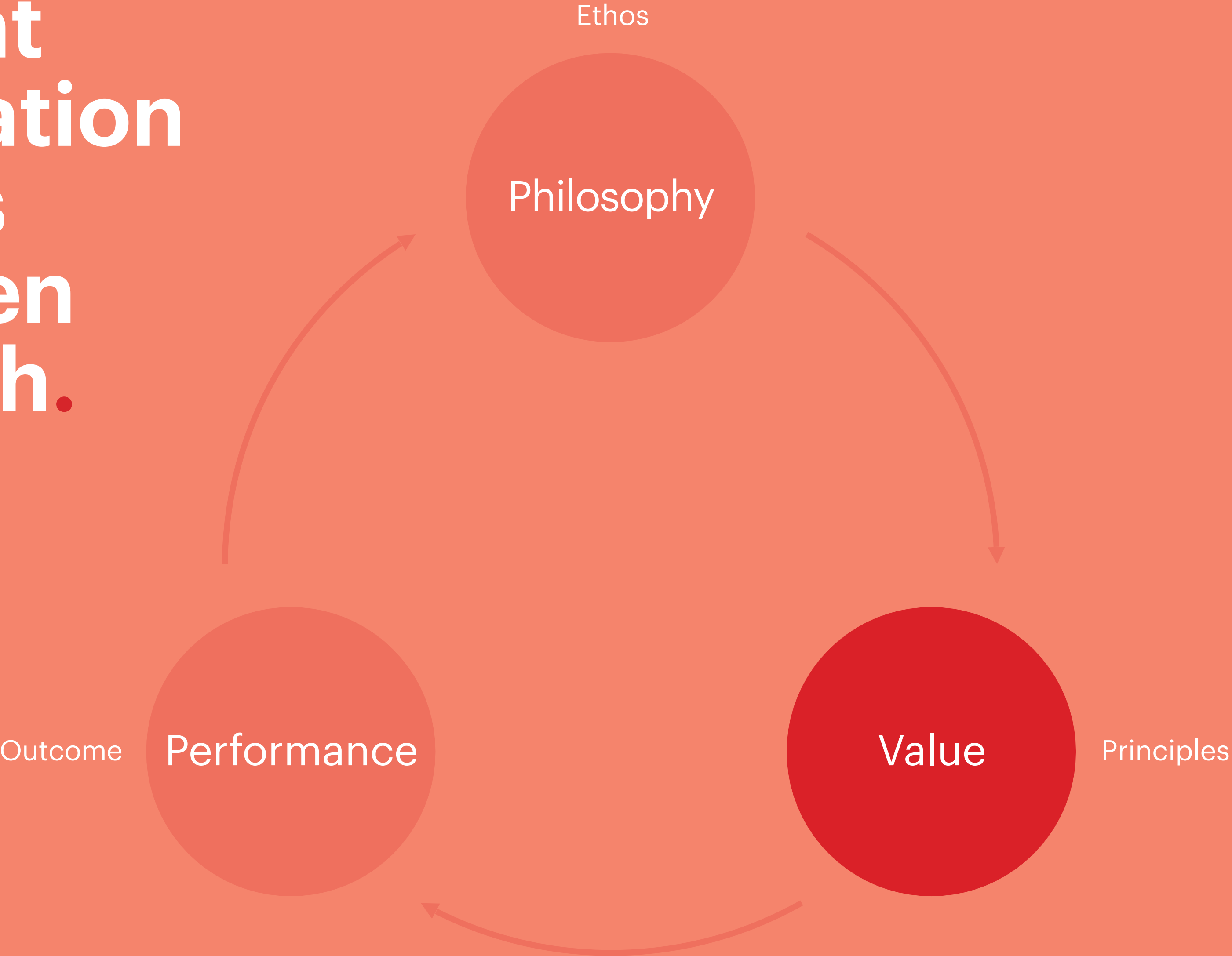
Erstwhile Motherson Sumi Systems (MSSL*)

- Well diversified company across products, customers and countries.
- Product portfolio favorably aligned to future industry changes.
- Shareholders to gain from full synergies from group.
- Unified structure provides platform for future growth.

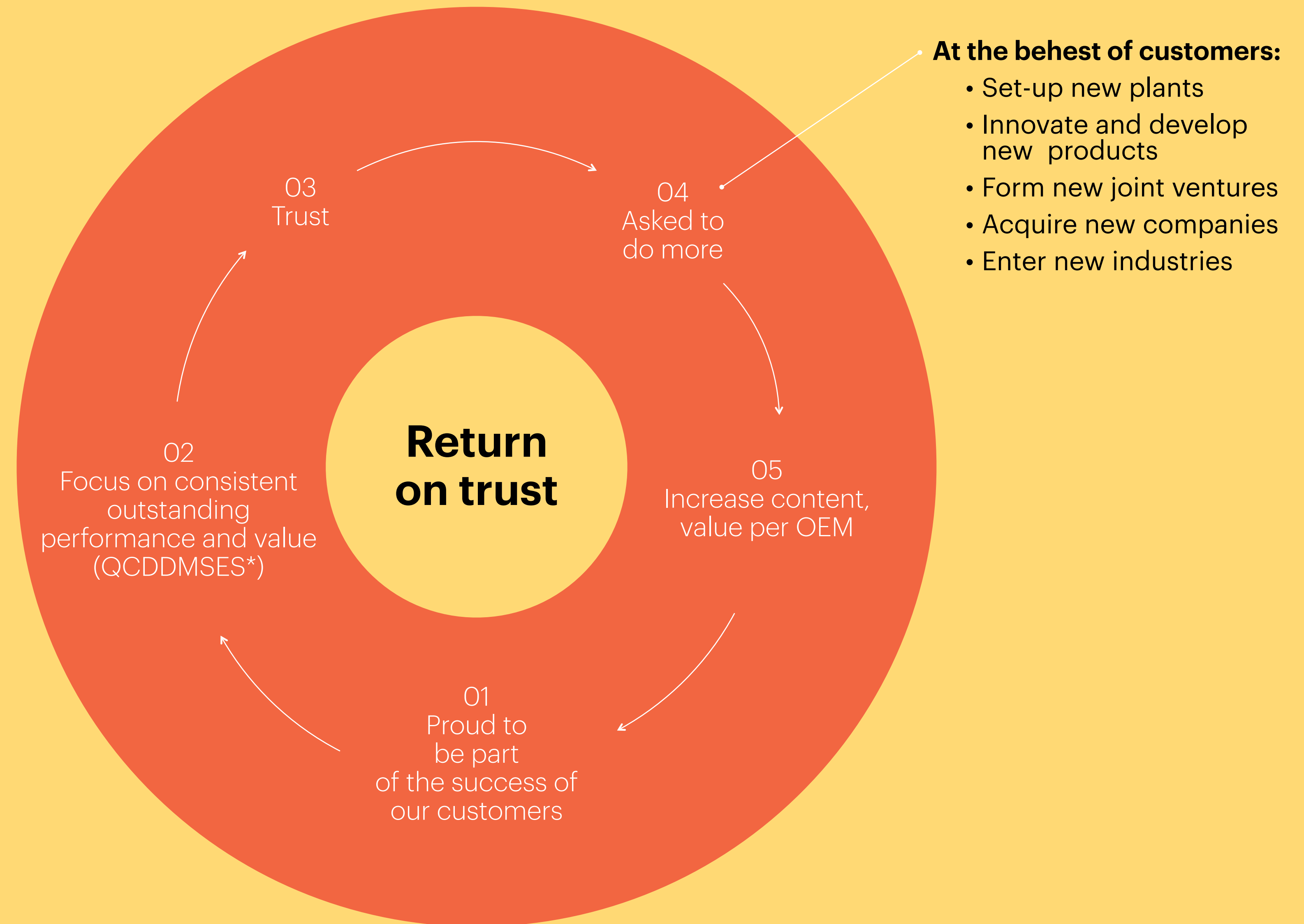
Motherson Sumi Wiring India Ltd. (MSWIL)

- Focus on India wiring harnesses.
- Access to technology solutions with strong parentage.
- Benefits of backward integration remain intact.
- Leveraged to India growth story with rising content per car.

**Consistent
value creation
principles
have driven
our growth.**



The strategy and principles that have guided us.



01 PROUD TO BE PART OF THE SUCCESS OF OUR CUSTOMERS

Proud to
be part
of...

...the
world's
most
admired
brands.

Honda

Volvo
Trucks

Audi

Tata

Suzuki

Land
Rover

BMW

John Deere

MAN

Volkswagen

Scania

Mercedes
Benz

JCB

Renault

Paccar

Porsche

Hyundai

PSA
Group

Ford

Daimler
trucks*



Focus on QCDDMSES.

Driven by 'QCCDDMSES', that guide us in different aspects of operational management.

1. Quality

Seamlessly fits global quality standards of the customer.

2. Cost

Work at optimising cost levels.

3. Design

Provide design support for current products and new concepts.

4. Delivery

Deliver globally and be able to follow the customers where they need us.

5. Management

Lead the organisation with the highest governance standards.

6. Safety

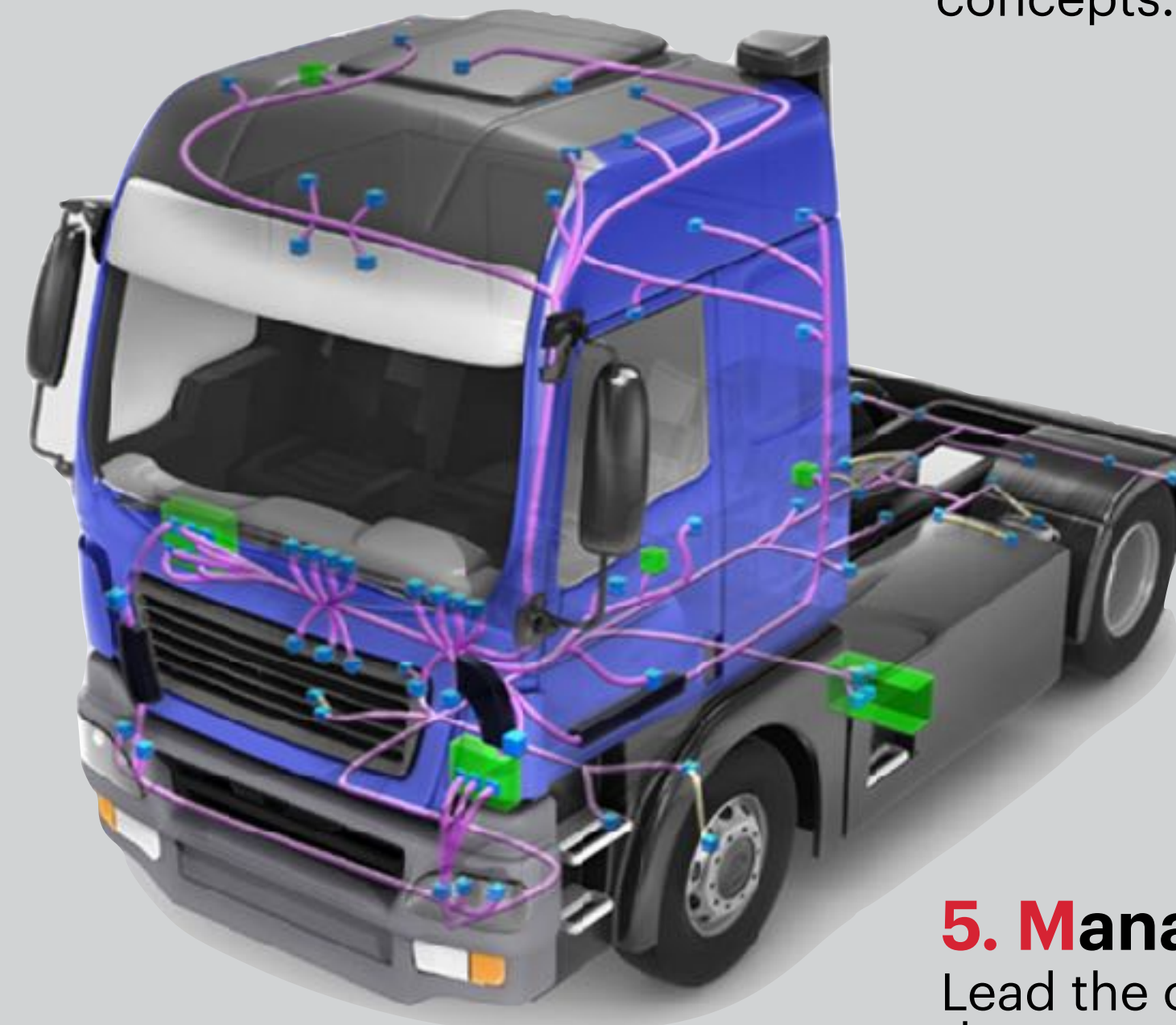
Work to the highest standards of safety.

7. Environment

Meet the highest environmental standards.

8. Sustainability

Be committed to long-term greatness rather than transactional relationships.



Sustainability at Motherson.



For Motherson, sustainability is about building a durable company that is a good global citizen in a world we all want to inhabit.

Proud to be part of planet earth.



Chip shortage and rising commodity prices.

Despite the current market situation, we are working hard on preserving cash reserves so we can overcome these challenges and continue on our growth path.

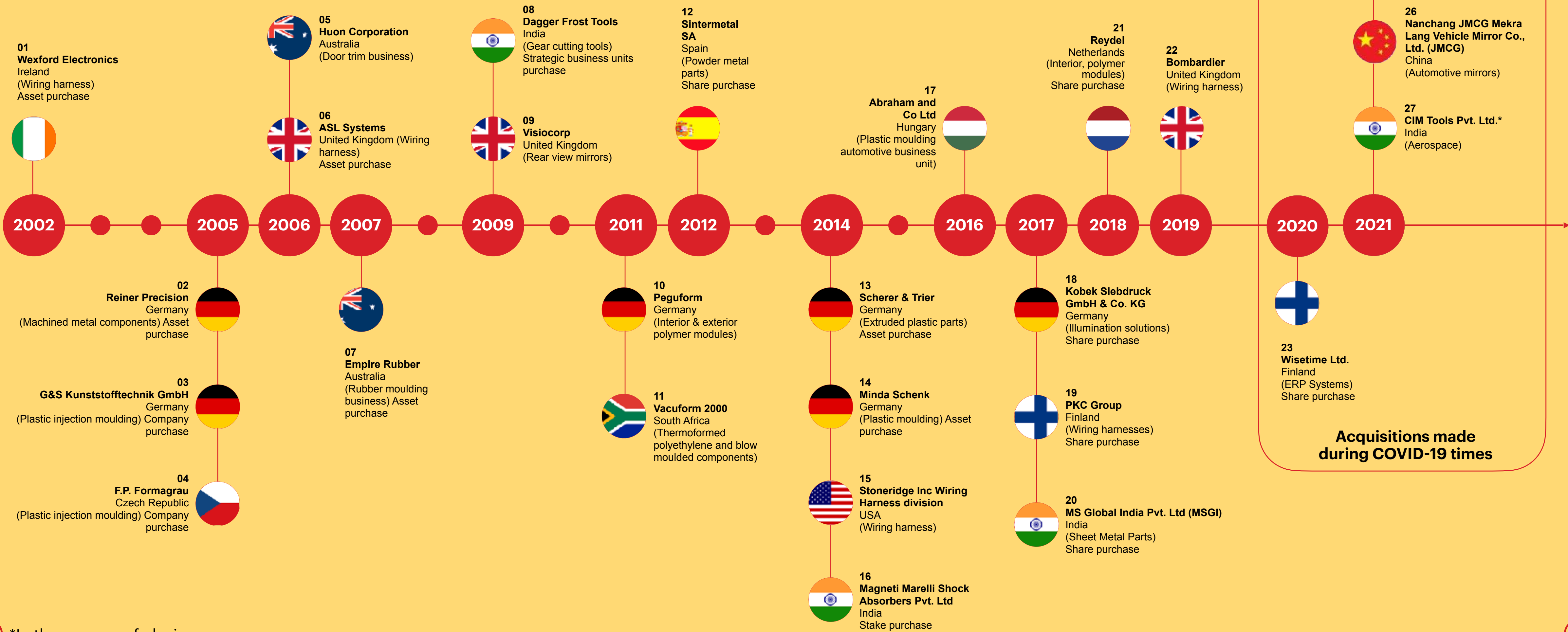
14% ↑
in **Revenue** and
EBITDA QoQ*

Successful joint ventures.



Acquisitions at the behest of customers.

Motherson Group has integrated 27 acquisitions since 2002 bringing a wide range of solutions to customers.



18 *In the process of closing.



Diversifying into new business divisions.

Technology & Industrial Solutions



- Growth in revenue at a CAGR of 22% from FY15-FY20
- Launched in the year 2000, MIND is over 2000 employees today
- Core businesses of the division — MIND, ROBIS, MI-XLAB, and SMHS

Logistics



- Consolidate fragmented B2B ancillary market
- Delight customers with better technology driven solutions
- Betterment of the lives of drivers
- In-house agile, technology-enabling and efficiency-focused capabilities

Aerospace



- Global presence
- Manufacturing DNA
- Ability to pivot
- Turn around specialists

Health & Medical



- Positively impacts lives
- Growing global need
- Group capabilities well aligned for medical and health technology
- Growing market size of over US\$ 1 trillion
- Initial entry in place

3CX10.

No country, customer or component should contribute more than 10% to our revenues.

Component-wise

Share of **non-automotive** verticals at **<1%** which represents a large addressable opportunity*.

Customer-wise

Top 20 customers account for **73%** of overall revenues*.

Country-wise

India share of **Revenues at 20%** and **PAT >40%***

India is our primary market for testing and validation of global technologies

05 INCREASE CONTENT, VALUE PER OEM

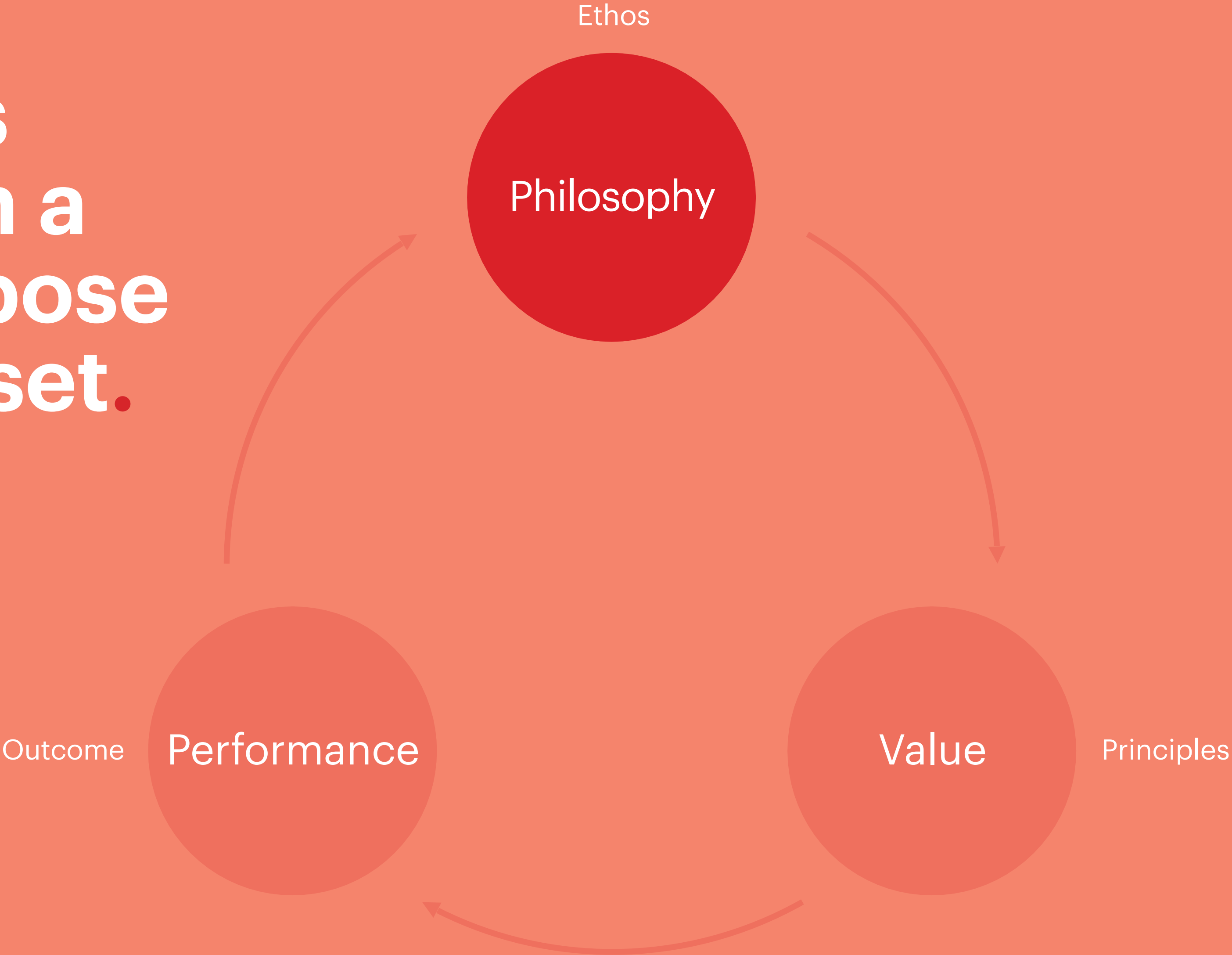
Continued focus on Electrification.

Supplying to leading global and emerging OEMs in PV, CV & 2W segments for their EV programs.

Share of SAMIL*
revenues at **3.5%
for 9M** (vs. 3% in
H1) as key
programs have
ramped up.



Our work principles stem from a clear purpose and mindset.



OUR VISION SINCE 1995

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

Be part of the
success of
our customers.



HUMAN PRINCIPLES
ARE THE FOUNDATION
OF EVERYTHING WE DO.

Be
humble.



A man with a beard and safety glasses, wearing a red polo shirt and a blue denim apron, stands in a factory. He has his arms crossed and is looking slightly to the side. The background shows industrial machinery and a yellow ladder.

People are the
foundation, tied
together with
mutual trust.

**Relationships
built on trust.**

OFFERING STABILITY AND GROWTH TO OVER 150,000
PEOPLE AND THEIR FAMILIES

**Working
together
as one
team, as
one family.**



Ekla chalo.

To go beyond
unchartered territory,
you have to walk alone.

When a collective lot of
people start dreaming
together, that is Ekla
Chalo.



A scenic landscape photograph showing a winding asphalt road that curves through lush green hills. The sun is low on the horizon, creating a warm, golden glow and long shadows across the terrain. The hills are covered in dense green vegetation and scattered rocks. The sky is a clear, pale blue. The overall mood is peaceful and hopeful.

The best is yet to come.



Thank you.

© **Mother's** All rights reserved by Mother's and/or its affiliated companies. Any commercial use hereof, especially any transfer and/or copying hereof, is prohibited without the prior written consent of Mother's and/or its affiliated companies. In case of transfer of information containing know-how for which copyright or any other intellectual property right protection may be afforded, Mother's and/or its affiliated companies reserve all rights to any such grant of copyright protection and/or grant of intellectual property right protection. www.mothers.com