

September 04, 2023

Samvardhana Motherson International Ltd.: Rating reaffirmed; rated amount enhanced

Summary of rating action

Instrument*	Previous Rated Amount (Rs. crore)	Current Rated Amount (Rs. crore)	Rating Action
Commercial Paper Programme	150.00	750.00	[ICRA]A1+; Reaffirmed/ Assigned
Total	150.00	750.00	

*Instrument details are provided in Annexure-I

Rationale

The reaffirmation of ratings of Samvardhana Motherson International Limited (SAMIL; formerly Motherson Sumi Systems Limited) continues to take into consideration its established position as one of the leading automotive component suppliers globally and its well-diversified business profile across products, customers and geographies. The company's business profile is characterised by established relationships and market position with leading automobile original equipment manufacturers (OEMs) across key markets in North America, Europe and Asia (including India), strong in-house product development capabilities and a widespread geographical footprint. Over the years, it has steadily strengthened its business and customer profile, while improving its geographical reach through inorganic growth opportunities. The strong business profile is likely to help the entity generate healthy cash flows, going forward, and aid its strong credit metrics.

Supported by a strong industry demand in the automotive segment and a diversified geographic presence, the company reported steady revenue growth in FY2023 (~23%). Further, SAMIL reported revenues of ~Rs. 22,462 crore in Q1 FY2024 driven by its continued acquisitions as well as organic growth as demand improves across geographies.

SAMIL announced ~12 acquisitions between September 2022 and August 2023, of which eight have been successfully closed. The acquisitions are expected to drive up the consolidated revenues significantly across multiple segments, while adding to the geographic and customer diversification, all part of SAMIL's targeted areas of growth. The biggest of the announced acquisitions is a 100% stake in SAS Autosystemtechnik GmbH (SAS), a leading player in assembly and logistics services for the automotive industry, at a cost of €467 million (~Rs. 4,203 crore). SAS' high share of net revenues from electric vehicle (EV)-specific programmes and premium vehicles is expected to improve SAMIL's capabilities in these segments. Among the more recent announcements, is SAMIL's acquisition of 81% stake in the 4-wheeler (4W) business of Yachiyo Industry Company Limited (Yachiyo) at an estimated equity value of JPY 22.9 billion (~Rs. 1,075 crore, for 100% stake). Yachiyo's status as a key strategic supplier to Honda Motor Company Limited (Honda) will also improve Honda's contribution to SAMIL's overall revenues, thus improving its customer diversification. Nearly all the announced acquisitions are expected to be cash accretive and help maintain the consolidated margin profile at healthy levels.

Following certain moderations in the company's profitability and operating performance in the beginning of FY2023 due to inflationary pressures and sub-optimal offtake to OEMs, SAMIL's margins improved YoY to 7.8% in FY2023 and 8.6% in Q1 FY2024. This was driven by multiple cost-control initiatives and successful negotiations with OEMs towards compensation for inflationary pressures/lower offtake, some of which are still in process.

The ratings continue to draw comfort from SAMIL's healthy financial risk profile, characterised by comfortable capital structure and strong liquidity. The company continues to maintain strong liquidity, with sizeable cash and bank balances (~Rs. 4,235 crore as on June 30, 2023), and low utilisation of revolving credit and working capital facilities (buffer of ~Rs. 5,100 crore at a consolidated level as on June 30, 2023). While SAMIL's net debt levels (including lease liabilities) remain elevated driven by several acquisitions and seasonal working capital requirements (net debt of ~Rs. 10,080 crore as of Q1 FY2024 over Rs. 9,789

crore at the end of June 30, 2022), leverage metrics have moderated (net debt to OPBDITA of 1.3 as of Q1 FY2024 over net debt to OBITDA of 2.0 times as of Q1 FY2023) driven by the significant improvement in revenues and cash flows. Despite expected fund outflow towards acquisitions undertaken recently, the leverage metrics are expected to remain at comfortable levels.

ICRA notes that SAMIL's financial performance remains exposed to challenges such as cyclicalities, increasing regulatory interventions and fierce competition witnessed by automotive companies across developed as well as emerging markets. Additionally, the overall large revenue dependence on European OEMs exposes the company to adverse impact on demand from the ongoing geopolitical conflict in the region and imposition of any trade tariffs. However, SAMIL's manufacturing footprint is spread over ~300 locations (in proximity to customers) across the globe and its proven ability to adapt to changing customer requirements across geographies mitigate the risk to an extent.

While SAMIL has a history of growth largely led by inorganic investments, ICRA expects the management to continue to adopt a disciplined approach while evaluating further inorganic growth opportunities. The company's track record of successfully turning around major acquisitions also provides comfort.

Key rating drivers and their description

Credit strengths

Leading automotive component manufacturer with strong global market position across segments – SAMIL is one of the leading automotive component companies globally and a tier-I supplier of wiring harness, rear-view vision systems, interior and exterior modules to large global auto OEMs such as the Volkswagen Group (VW Group), Mercedes Benz/Daimler, Hyundai, Suzuki/Maruti, Renault, Ford etc. The company has a healthy market position in terms of global presence as well as share of business of its products. The company's modules and polymer segment are a leading supplier of bumpers, cockpit assemblies and door trims in the premium segment with a sizeable global market share. The company's vision segment enjoys a dominant global market share for exterior mirrors. Additionally, the wiring harness segment has a strong presence in the medium and heavy commercial vehicle (M&HCV) segments in North America and Europe.

Well-diversified business profile across products, segments, customers, and geographies; established relationships and widespread geographical footprint – SAMIL has a diversified automotive product portfolio of automotive vision systems, wiring harnesses, polymer-based auto components, toolings, metal machining and elastomers spanning key automotive markets globally. Aided by several acquisitions over the years, the company's revenue dependence on European OEMs have moderated in recent years, as has the revenue dependence from the region. While the company already has a widespread geographical footprint, the recent acquisitions of Ichikoh Industries Limited and Yachiyo indicate its focus on growing in the Asian markets and improving relationships with Asian OEMs. Over the years, it has set up manufacturing facilities near OEM plants, thereby integrating itself into an OEM's supply chain, offering just-in-time (JIT) logistics. This has helped SAMIL gain new businesses and maintain a healthy order book.

In recent years, the company has also focused on improving its revenues from the non-automotive segments, as it targets to limit revenues from automotive segments to 75% by FY2025. In FY2022, the company ventured into the aerospace industry with the acquisition of a 55% stake in CIM Tools Private Limited (CIM). Subsequently in June 2023, SAMIL announced its acquisition of Cirma Enterprise SAS, a French Electrical Wiring and Interconnect Systems (EWIS) manufacturer for aerospace, shipbuilding and allied industries. These acquisitions will aid SAMIL's growth prospects with aerospace OEMs, while providing synergistic growth opportunities for the consolidated entity benefitting from SAMIL's rich industry expertise in plastics and wiring harness. Additionally, SAMIL is venturing into the healthcare, services and logistics segments.

Healthy financial risk profile characterised by comfortable capital structure and strong liquidity profile – SAMIL continues to maintain a conservative capital structure with a gearing of ~0.6 time as on March 31, 2023, and its Net Debt/OPBDITA moderated to ~1.5 times (over 2.0 times at the end of FY2022) driven by improved cash flows, even as overall debt remained elevated due to ongoing acquisitions. The debt coverage indicators remain healthy, as reflected by an interest coverage of ~7.8

times and NCA/Total Debt of ~32% in FY2023. The liquidity position remains robust, supported by sizeable cash and bank balances, low utilisation of revolving credit and working capital facilities.

Strong in-house product development capabilities coupled with technical collaborations strengthen competitive positioning; product portfolio remains agnostic to prospective transition towards electric mobility – The competition in the automotive industry remains high; nevertheless, aided by its in-house product development capabilities and technical collaborations (Sumitomo Wiring Systems Ltd. for wiring harness), SAMIL continues to remain a preferred solution provider to its customers and has sustained a strong market position over the years. The company's product portfolio remains agnostic to internal combustion engines, hybrids and electric vehicles (EVs), thereby limiting any risk from a prospective transition towards e-mobility, going forward. The company is in fact deriving an increasing proportion of its order book from new EV orders (~6% of revenues in FY2023 over 4% in FY2022), which offers comfort regarding its ability to keep up with evolving technological trends.

Credit challenges

Exposed to inherent cyclicity across global automotive markets – SAMIL derives ~35% of its revenues from Europe and exhibits significant dependence on the PV segment. Thus, its business prospects remain exposed to the cyclical demand patterns across the global automotive markets, particularly the global light vehicles segment, as well as the ability of its customers to maintain their market position or operating performance. While geo-political issues have resulted in business and supply disruptions in the recent past, leading to a subdued performance, particularly for European OEMs, SAMIL has managed to control its capex spends in periods of distress and continues to diversify into non-automotive businesses. SAMIL's manufacturing footprint across global markets, coupled with its policy of order-backed expansion, continue to provide comfort, with the company likely to remain agile to support its OEMs by realigning its manufacturing strategy.

Aggressive expansion plans driven by inorganic growth strategy; track record of maintaining financial discipline and successful turnaround of acquired entities provide comfort – The company's management has a track record of pursuing an inorganic growth strategy, which is expected to continue in the near term and has been outlined by the management as per its Vision 2025. Most of its acquisitions are customer backed, with the management being primarily successful in turning around these entities. Even as the company plans to diversify into non-automotive segments as well as ramp up its scale of operations in the automotive segments, the track record of successfully turning around major acquisitions by the management and the financial discipline exercised in acquiring the entities provide comfort. Nevertheless, SAMIL's credit profile would remain sensitive to any recurrence of pandemic-like-disruptions, and any material debt-funded acquisitions by it.

Liquidity position: Strong

The company's liquidity position remains strong, supported by expectation of healthy cash flows, sizeable cash and bank balances (~Rs. 4,235 crore as on June 30, 2023) and low to moderate utilisation of revolving credit and working capital facilities (buffer of Rs. 5,100 crore as on June 30, 2023). The strong liquidity profile is likely to remain more than adequate to help the company meet its debt repayments in FY2024 (~Rs. 3,300 crore of long-term debt repayments in FY2024) as well as its capex plans (~Rs. 3,300 crore excluding outlay towards acquisitions).

Rating sensitivities

Positive factors – Not Applicable.

Negative factors – The ratings may be revised downwards in case of any prolonged weakness in demand across global automotive markets, thereby adversely impacting the company's profitability and credit metrics. Furthermore, any large debt-funded capex or acquisitions and its impact on the credit profile would remain a rating sensitivity.

Analytical approach

Analytical Approach	Comments
Applicable rating methodologies	Corporate Credit Rating Methodology Rating Methodology for Auto Component Manufacturers
Parent/Group support	Not Applicable
Consolidation/Standalone	For arriving at the ratings, ICRA has considered the consolidated financials of SAMIL. As on March 31, 2023, the company had 203 subsidiaries, two associates, and 17 JVs, which are all enlisted in Annexure-II.

About the company

Samvardhana Motherson International Limited (erstwhile Motherson Sumi Systems Limited) is the flagship company of the Samvardhana Motherson Group (SMG), a leading global automotive component supplier with market leadership across multiple segments. The company was promoted in 1986 in technical and financial collaboration with Sumitomo Wiring System (SWS) and Sojitz Corporation, Japan. SAMIL is a listed entity with presence across 41 countries, with its promoter shareholding distributed between the Sehgal family (~50.6% stake) and SWS, Japan (~14.2% stake), as on March 31, 2023.

SAMIL started out as a single product (wiring harness) company but has since expanded its product range to include polymer products, automotive mirrors and machined metal components. It has three primary business divisions: wiring harness, vision systems, and modules and polymers. Additionally, it has presence in lighting, electronics, precision metals and modules, besides recently foraying into the aerospace and healthcare industries. Apart from organic growth through investments in identified geographies, the management has followed an acquisition-led growth strategy, which has helped in diversifying its operational profile over the years.

In FY2022, as a part of the business restructuring exercise, the company's promoter entity (erstwhile SAMIL) and its interests in various companies were merged into SAMIL. Simultaneously, the domestic wiring harness business was demerged into a separate entity (MSWIL), w.e.f. April 1, 2021; SAMIL continues to own 33.4% in the domestic wiring harness business.

Key financial indicators

SAMIL Consolidated	FY2022	FY2023
Operating income	63,703.4	78,620.2
PAT	1,165.5	1,713.3
OPBDIT/OI	7.3%	7.8%
PAT/OI	1.8%	2.2%
Total outside liabilities/Tangible net worth (times)	1.5	1.5
Total debt/OPBDIT (times)	3.0	2.3
Net debt/OPBDIT (times)	2.0	1.5
Interest coverage (times)	8.6	7.8

PAT: Profit after tax; OPBDIT: Operating profit before depreciation, interest, taxes and amortisation; Amount in Rs crore; All calculations are as per ICRA Research

Status of non-cooperation with previous CRA: Not applicable

Any other information: None

Rating history for past three years

Instrument	Type	Current rating (FY2024)		Chronology of rating history for the past 3 years							
		Amount rated (Rs. crore)	Amount outstanding as of Sep 4, 2023 (Rs. crore)	Date & rating in FY2024		Date & rating in FY2023		Date & rating in FY2022		Date & rating in FY2021	
				Sep 4, 2023	July 12, 2023	Feb 24, 2023	Sep 30, 2022	Sep 13, 2021	Jul 19, 2021	Sep 3, 2020	Jul 7, 2020 Apr 9, 2020
1	Term loans	-	-	-	-	-	[ICRA]AA+ (Stable); Withdrawn	[ICRA]AA+ (Stable)	[ICRA]AA+ (Stable)	[ICRA]AA+ (Stable)	[ICRA]AA+ @
2	Fund-based limits	-	-	-	-	-	[ICRA]AA+ (Stable)/ [ICRA]A1+; Withdrawn	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ @/[ICRA]A1+
3	Non-fund based limits	-	-	-	-	-	[ICRA]AA+ (Stable)/ [ICRA]A1+; Withdrawn	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ (Stable)/ [ICRA]A1+	[ICRA]AA+ @/[ICRA]A1+
4	Unallocated	-	-	-	-	-	[ICRA]A1+; Withdrawn	[ICRA]A1+	-	-	-
5	Commercial Paper	750.0	150.0	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+	[ICRA]A1+

@ Under Watch with negative Implications

Complexity level of the rated instruments

Instrument	Complexity Indicator
Commercial Paper	Very Simple

The Complexity Indicator refers to the ease with which the returns associated with the rated instrument could be estimated. It does not indicate the risk related to the timely payments on the instrument, which is rather indicated by the instrument's credit rating. It also does not indicate the complexity associated with analysing an entity's financial, business, industry risks or complexity related to the structural, transactional or legal aspects. Details on the complexity levels of the instruments are available on ICRA's website: [Click Here](#)

Annexure I: Instrument details

ISIN	Instrument Name	Date of Issuance	Coupon Rate	Maturity	Amount Rated (Rs. crore)	Current Rating and Outlook
INE775A14772	Commercial Paper	Aug 31, 2023	7.28%	Nov 30, 2023	150.0	[ICRA]A1+
NA	Commercial Paper	Yet to be placed			600.0	[ICRA]A1+

Source: Company

Annexure II: List of entities considered for consolidated analysis

Company Name	SAMIL Ownership	Consolidation Approach
MSSL Mauritius Holdings Limited (MMHL)	100.00%	Full Consolidation
Motherson Electrical Wires Lanka Private Limited	100.00%	Full Consolidation
MSSL Mideast (FZE)	100.00%	Full Consolidation
MSSL (S) Pte Limited	100.00%	Full Consolidation
Motherson Innovations Tech Limited	100.00%	Full Consolidation
Samvardhana Motherson Polymers Limited (SMPL)	100.00%	Full Consolidation
MSSL (GB) Limited	100.00%	Full Consolidation
Motherson Wiring System (FZE)	100.00%	Full Consolidation
MSSL Tooling (FZE)	100.00%	Full Consolidation
MSSL GmbH	100.00%	Full Consolidation
MSSL Advanced Polymers s.r.o.	100.00%	Full Consolidation
Motherson Air Travel Agency GmbH	100.00%	Full Consolidation
MSSL Germany Real Estate B.V. & Co.	100.00%	Full Consolidation
MSSL s.r.l. Unipersonale	100.00%	Full Consolidation
Motherson Techno Precision México, S.A. de C.V	100.00%	Full Consolidation
Motherson Air Travel Pvt Ltd	100.00%	Full Consolidation
MSSL Australia Pty Limited	80.00%	Full Consolidation
Motherson Elastomers Pty Limited	100.00%	Full Consolidation
Motherson Investments Pty Limited	100.00%	Full Consolidation
MSSL Ireland Private Limited	100.00%	Full Consolidation
MSSL Global RSA Module Engineering Limited	100.00%	Full Consolidation
MSSL Japan Limited	100.00%	Full Consolidation
Vacuform 2000 (Proprietary) Limited	51.00%	Full Consolidation
MSSL México, S.A. De C.V.	100.00%	Full Consolidation
MSSL WH System (Thailand) Co., Ltd	100.00%	Full Consolidation
MSSL Korea WH Limited	100.00%	Full Consolidation
MSSL Consolidated Inc.	100.00%	Full Consolidation
MSSL Wiring System Inc	100.00%	Full Consolidation
Alphabet de Mexico, S.A. de C.V.	100.00%	Full Consolidation

Company Name	SAMIL Ownership	Consolidation Approach
Alphabet de Mexico de Monclova, S.A. de C.V.	100.00%	Full Consolidation
Alphabet de Saltillo, S.A. de C.V.	100.00%	Full Consolidation
MSSL Wirings Juarez, S.A. de C.V.	100.00%	Full Consolidation
Samvardhana Motherson Global Holdings Ltd. (SMGHL)	100.00%	Full Consolidation
Samvardhana Motherson Automotive Systems Group B.V. (SMRPBV)	100.00%	Full Consolidation
Samvardhana Motherson Reflectec Group Holdings Limited (SMR)	100.00%	Full Consolidation
SMR Automotive Technology Holding Cyprus Limited	100.00%	Full Consolidation
SMR Automotive Mirror Parts and Holdings UK Ltd	100.00%	Full Consolidation
SMR Automotive Holding Hong Kong Limited	100.00%	Full Consolidation
SMR Automotive Systems India Limited	100.00%	Full Consolidation
SMR Automotive Systems France S.A.	100.00%	Full Consolidation
SMR Automotive Mirror Technology Holding Hungary KFT	100.00%	Full Consolidation
SMR Patents S.à.r.l.	100.00%	Full Consolidation
SMR Automotive Technology Valencia S.A.U.	100.00%	Full Consolidation
SMR Automotive Mirrors UK Limited	100.00%	Full Consolidation
SMR Automotive Mirror International USA Inc.	100.00%	Full Consolidation
SMR Automotive Systems USA Inc.	100.00%	Full Consolidation
SMR Automotive Beijing Company Limited	100.00%	Full Consolidation
SMR Automotive Yancheng Co. Limited	100.00%	Full Consolidation
SMR Automotive Mirror Systems Holding Deutschland GmbH	100.00%	Full Consolidation
SMR Holding Australia Pty Limited	100.00%	Full Consolidation
SMR Automotive Australia Pty Limited	100.00%	Full Consolidation
SMR Automotive Mirror Technology Hungary BT	100.00%	Full Consolidation
Motherson Business Service Hungary Kft.	100.00%	Full Consolidation
SMR Automotive Modules Korea Ltd.	100.00%	Full Consolidation
SMR Automotive Beteiligungen Deutschland GmbH	100.00%	Full Consolidation
SMR Hyosang Automotive Ltd.	100.00%	Full Consolidation
SMR Automotive Mirrors Stuttgart GmbH	100.00%	Full Consolidation
SMR Automotive Systems Spain S.A.U	100.00%	Full Consolidation
SMR Automotive Vision Systems Mexico S.A de C.V	100.00%	Full Consolidation
Samvardhana Motherson Corp Management Shanghai Co Ltd.	100.00%	Full Consolidation
SMR Grundbesitz GmbH & Co. KG	93.07%	Full Consolidation
SMR Automotive Brasil Ltda.	100.00%	Full Consolidation
SMR Automotive System (Thailand) Limited	100.00%	Full Consolidation
SMR Automotives Systems Macedonia Dooel Skopje	100.00%	Full Consolidation
SMR Automotive Operations Japan K.K.	100.00%	Full Consolidation
SMR Automotive (Langfang) Co. Ltd	100.00%	Full Consolidation
SMR Automotive Vision System Operations USA INC)	100.00%	Full Consolidation

Company Name	SAMIL Ownership	Consolidation Approach
SMR Mirror UK Limited	100.00%	Full Consolidation
Motherhood Innovations Company Limited	100.00%	Full Consolidation
Motherhood Innovations Deutschland GmbH	100.00%	Full Consolidation
Samvardhana Motherhood Global (FZE) (held by SMR)	100.00%	Full Consolidation
SMR Automotive Industries RUS Limited Liability Company	100.00%	Full Consolidation
Re-time Pty Limited	71.40%	Full Consolidation
SMR Plast Met Molds and Tools Turkey Kalıp İmalat Anonim Şirketi	75.00%	Full Consolidation
SMR Plast Met Automotive Tec Turkey Plastik İmalat Anonim Şirketi	75.00%	Full Consolidation
Samvardhana Motherhood Peguform GmbH (SMP)	100.00%	Full Consolidation
SMP Automotive Interiors (Beijing) Co. Ltd.	100.00%	Full Consolidation
SMP Deutschland GmbH	100.00%	Full Consolidation
SMP Logistik Service GmbH	100.00%	Full Consolidation
SMP Automotive Solutions Slovakia s.r.o.	100.00%	Full Consolidation
Changchun Peguform Automotive Plastics Technology Co., Ltd	50% +1share	Full Consolidation
Foshan Peguform Automotive Plastics Technology Co. Ltd.	100.00%	Full Consolidation
Tianjin SMP Automotive Component Company Limited	100.00%	Full Consolidation
Shenyang SMP Automotive Trim Co., Ltd	100.00%	Full Consolidation
SMP Automotive Technology Iberica S.L.	100.00%	Full Consolidation
Samvardhana Motherhood Peguform Barcelona S.L.U	100.00%	Full Consolidation
SMP Automotive Technologies Teruel Sociedad Limitada	100.00%	Full Consolidation
Samvardhana Motherhood Peguform Automotive Technology Portugal S.A.	100.00%	Full Consolidation
SMP Automotive Systems Mexico S.A. de C.V.	100%-1share	Full Consolidation
SMP Automotive Produtos Automotivos do Brasil Ltda.	100%-1share	Full Consolidation
SMP Automotive Exterior GmbH	100.00%	Full Consolidation
Samvardhana Motherhood Innovative Autosystems B.V. & Co. KG	100.00%	Full Consolidation
Samvardhana Motherhood Innovative Autosystems Holding Company BV	100.00%	Full Consolidation
SM Real Estate GmbH	100.00%	Full Consolidation
Samvardhana Motherhood Innovative Autosystems de Mexico, S.A. de C.V.	100.00%	Full Consolidation
SMP Automotive Systems Alabama Inc.	100.00%	Full Consolidation
Celulosa Fabril (Cefa) S.A.	50.00%	Full Consolidation
Modulos Ribera Alta S.L.Unipersonal	100.00%	Full Consolidation
Motherhood Innovations Lights GmbH & Co KG	100.00%	Full Consolidation
Motherhood Innovations Lights Verwaltungs GmbH	100.00%	Full Consolidation
Zhaoqing SMP Automotive Co., Ltd	100.00%	Full Consolidation
SMP D Real Estates B.V. & Co. KG	100.00%	Full Consolidation
SMP Automotive Ex Real Estate B.V. & Co. KG	100.00%	Full Consolidation
SMP Automotive Interior Modules d.o.o. Čuprija	100.00%	Full Consolidation
MSSL Estonia WH OÜ	100.00%	Full Consolidation

Company Name	SAMIL Ownership	Consolidation Approach
PKC Group Oy	100.00%	Full Consolidation
PKC Wiring Systems Oy	100.00%	Full Consolidation
PKC Group Poland Sp. z o.o.	100.00%	Full Consolidation
PKC Wiring Systems LLC	100.00%	Full Consolidation
PKC Group APAC Limited	100.00%	Full Consolidation
PKC Group Canada Inc.	100.00%	Full Consolidation
PKC Group USA Inc.	100.00%	Full Consolidation
PKC Group Mexico S.A. de C.V.	100.00%	Full Consolidation
Project del Holding S.a.r.l.	100.00%	Full Consolidation
PK Cables do Brasil Ltda	100.00%	Full Consolidation
PKC Eesti AS	100.00%	Full Consolidation
TKV-sarjat Oy	100.00%	Full Consolidation
Motherson Rolling Stocks S. de R.L. de C.V.	100.00%	Full Consolidation
PKC SEGU Systemelektrik GmbH	100.00%	Full Consolidation
Groclin Luxembourg S.à r.l.	100.00%	Full Consolidation
PKC Vehicle Technology (Suzhou) Co., Ltd.	100.00%	Full Consolidation
AEES Inc.	100.00%	Full Consolidation
PKC Group Lithuania UAB	100.00%	Full Consolidation
PKC Group Poland Holding Sp. z o.o.	100.00%	Full Consolidation
OOO AEK	100.00%	Full Consolidation
Kabel-Technik-Polska Sp. z o.o.	100.00%	Full Consolidation
T.I.C.S. Corporation	100.00%	Full Consolidation
AEES Power Systems Limited partnership	100.00%	Full Consolidation
Fortitude Industries Inc.	100.00%	Full Consolidation
AEES Manufactura, S. De R.L de C.V.	100.00%	Full Consolidation
Cableodos del Norte II, S. de R.L de C.V.	100.00%	Full Consolidation
Manufacturas de Componentes Electricos de Mexico S. de R.L de C.V.	100.00%	Full Consolidation
Arneses y Accesorios de México, S. de R.L de C.V.	100.00%	Full Consolidation
Asesoría Mexicana Empresarial, S. de R.L de C.V.	100.00%	Full Consolidation
Arneses de Ciudad Juarez, S. de R.L de C.V.	100.00%	Full Consolidation
PKC Group de Piedras Negras, S. de R.L. de C.V.	100.00%	Full Consolidation
PKC Group AEES Commercial S. de R.L de C.V	100.00%	Full Consolidation
Jiangsu Huakai-PKC Wire Harness Co., Ltd.	50.00%	Full Consolidation
PKC Vehicle Technology (Hefei) Co, Ltd.	50.00%	Full Consolidation
PKC Vehicle Technology (Fuyang) Co., Ltd.	100.00%	Full Consolidation
Shangdong Huakai-PKC Wire Harness Co., Ltd.	100.00%	Full Consolidation
Jilin Huakai - PKC Wire Harness Co. Ltd.	50.00%	Full Consolidation
Motherson PKC Harness Systems FZ-LLC	100.00%	Full Consolidation

Company Name	SAMIL Ownership	Consolidation Approach
Wisetime Oy (held by PKC Wiring Systems Oy)	100.00%	Full Consolidation
Global Environment Management (FZC)	100.00%	Full Consolidation
SMRC Automotive Holdings Netherlands B.V.	100.00%	Full Consolidation
SMRC Automotives Techno Minority Holdings B.V.	100.00%	Full Consolidation
SMRC Automotive Modules France SAS	100.00%	Full Consolidation
Samvardhana Motherson Reydel Automotive Parts Holding Spain, S.L.U	100.00%	Full Consolidation
SMRC Automotive Interiors Spain S.L.U.	100.00%	Full Consolidation
SMRC Automotive Interior Modules Croatia d.o.	100.00%	Full Consolidation
Samvardhana Motherson Reydel Autotecc Morocco SAS	100.00%	Full Consolidation
SMRC Automotive Technology RU LLC	100.00%	Full Consolidation
SMRC Smart Interior Systems Germany GmbH	100.00%	Full Consolidation
SMRC Automotive Solutions Slovakia s.r.o.	100.00%	Full Consolidation
SMRC Automotive Holding South America B.V.	100.00%	Full Consolidation
SMRC Automotive Modules South America Minority Holdings B.V.	100.00%	Full Consolidation
SMRC Automotive Tech Argentina S.A	100.00%	Full Consolidation
SMRC Fabricacao e Comercio de Produtos Automotivos do Brasil Ltda	100.00%	Full Consolidation
SMRC Automotive Products India Limited	100.00%	Full Consolidation
SMRC Automotive Smart Interior Tech (Thailand) Ltd.	100.00%	Full Consolidation
SMRC Automotive Interiors Japan Ltd.	100.00%	Full Consolidation
Shanghai SMRC Automotive Interiors Tech Consulting Co. Ltd.	100.00%	Full Consolidation
PT SMRC Automotive Technology Indonesia	100.00%	Full Consolidation
Yujin SMRC Automotive Techno Corp.	50.90%	Full Consolidation
SMRC Automotives Technology Phil Inc.	100.00%	Full Consolidation
Motherson Consultancies Service Limited	100.00%	Full Consolidation
Samvardhana Motherson Finance Service Cyprus Limited	100.00%	Full Consolidation
Samvardhana Motherson Holding (M) Private Limited	100.00%	Full Consolidation
Samvardhana Motherson Auto Component Private Limited	100.00%	Full Consolidation
MS Global India Automotive Private Limited	100.00%	Full Consolidation
Samvardhana Motherson Maadhyam International Limited	100.00%	Full Consolidation
Samvardhana Motherson Global Carriers Limited	100.00%	Full Consolidation
Samvardhana Motherson Innovative Solutions Limited	100.00%	Full Consolidation
Samvardhana Motherson Refrigeration Product Limited	100.00%	Full Consolidation
Motherson Machinery and Automations Limited	100.00%	Full Consolidation
Samvardhana Motherson Auto System Private Limited	100.00%	Full Consolidation
Motherson Sintermetal Technology B.V.	100.00%	Full Consolidation
Motherson Invenzen XLab Private Limited	100.00%	Full Consolidation
Motherson Technology Services Limited	90.40%	Full Consolidation
Motherson Technology Services USA Limited	100.00%	Full Consolidation

Company Name	SAMIL Ownership	Consolidation Approach
Motherson Technology Services Gmbh	100.00%	Full Consolidation
Motherson Technology Services SG PTE. Limited	100.00%	Full Consolidation
Motherson Technology Services Kabushiki Gaisha	85.71%	Full Consolidation
Motherson Technology Service Mid East FZ-LLC	100.00%	Full Consolidation
Motherson Technology Services United Kingdom Limited	100.00%	Full Consolidation
Motherson Auto Engineering Service Limited	100.00%	Full Consolidation
Samvardhana Motherson Health Solutions Limited	100.00%	Full Consolidation
SMI Consulting Technologies Inc.	100.00%	Full Consolidation
Motherson Technology Services Spain S.L.U.	100.00%	Full Consolidation
Samvardhana Motherson Virtual Analysis Limited	100.00%	Full Consolidation
SAKS Ancillaries Limited	98.32%	Full Consolidation
Samvardhana Motherson Hamakyorex Engineered Logistics Limited	50.00%	Full Consolidation
Motherson Techno Tools Limited	60.00%	Full Consolidation
Motherson Techno Tools Mideast FZE	100.00%	Full Consolidation
Motherson Molds and Diecasting Limited	71.00%	Full Consolidation
Motherson Air Travel Agencies Limited	74.00%	Full Consolidation
CTM India Limited	41.00%	Full Consolidation
Fritzmeier Motherson Cabin Engineering Private Limited	100.00%	Full Consolidation
CIM Tools Private Limited	55.00%	Full Consolidation
Aero Treatment Private Limited	83.00%	Full Consolidation
Motherson Automotive Giken Industries Corp Ltd.	50.00%	Full Consolidation
Motherson Electronic Components Pvt. Ltd	100.00%	Full Consolidation
Hubei Zhengao PKC Automotive Wiring Company Ltd.	40.00%	Equity Method
AES (India) Engineering Limited	26.00%	Equity Method
Kyungshin Industrial Motherson Private Limited	50.00%	Equity Method
Calsonic Kansei Motherson Auto Products Private Limited	49.00%	Equity Method
Ningbo SMR Huaxiang Automotive Mirrors Co. Ltd.	50.00%	Equity Method
Eissmann SMP Automotive Interieur Slovensko s.r.o	49.00%	Equity Method
Motherson Sumi Wiring India Limited	33.43%	Equity Method
Anest Iwata Motherson Coating Equipment Private Limited	49.00%	Equity Method
Anest Iwata Motherson Private Limited	49.00%	Equity Method
Marelli Motherson Automotive Lighting India Private Ltd.	50.00%	Equity Method
Marelli Motherson Auto Suspension Parts Pvt Ltd	50.00%	Equity Method
Valeo Motherson Thermal Commercial Vehicles India Ltd	49.00%	Equity Method
Matsui Technologies India Limited	50%-1share	Equity Method
Frigel Intelligent Cooling Systems India Private Limited	25.00%	Equity Method
Nissin Advanced Coating Indo Co. Private Limited	49.00%	Equity Method
Motherson Bergstrom HVAC Solutions Private Limited	50.00%	Equity Method

Company Name	SAMIL Ownership	Consolidation Approach
Motherson Auto Solutions Limited	66.00%	Equity Method
Youngshin Motherson Auto Tech Limited	50.00%	Equity Method
Lauak CIM Aerospace Private Limited	49.99%	Equity Method

Source: SAMIL annual report FY2023

Note: ICRA has taken a consolidated view of the parent (SAMIL), its subsidiaries and associates while assigning the ratings.

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