



A promising future lies ahead.

February, 2023

© February, 2023

01 Introduction.

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.



Motherson Group today.

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

Engineering focused company, strong Tier 1 OEM supplier.

\$10.5 bn* in yearly revenues as a group.

Operating over **300** facilities in **41** countries.

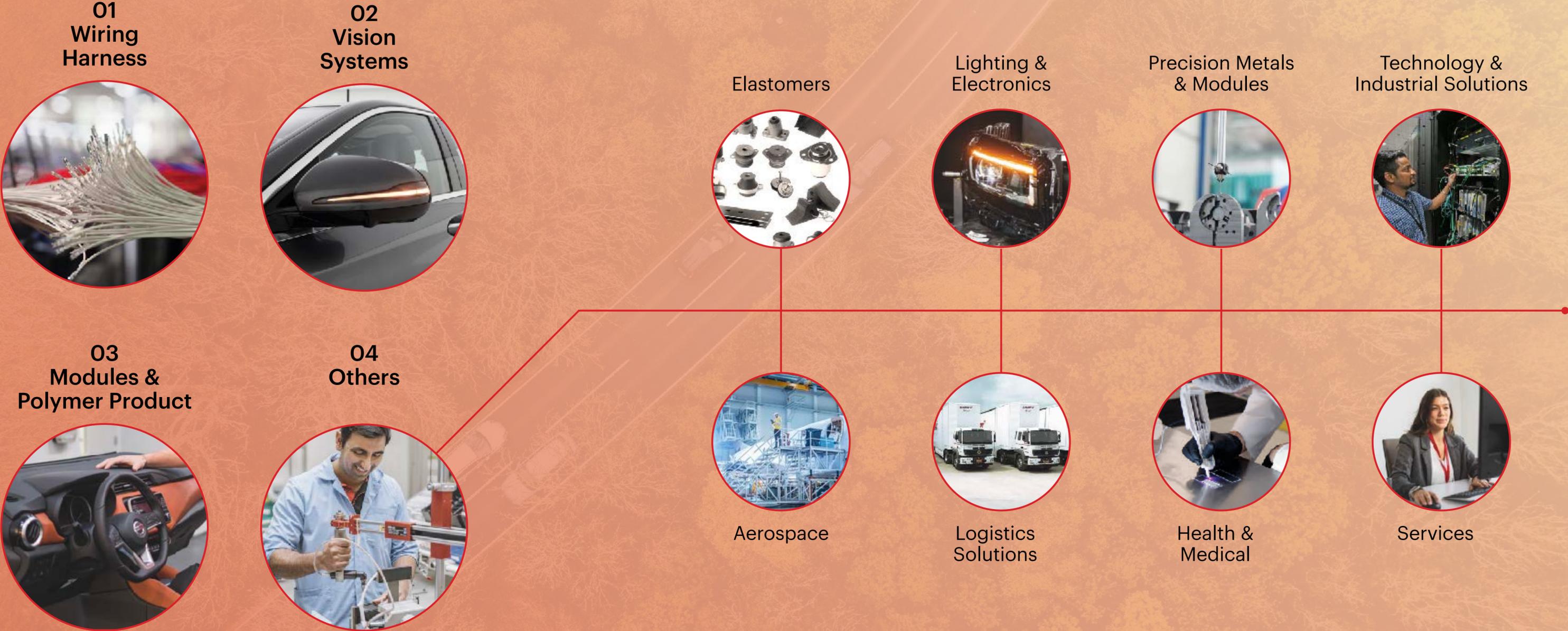
Over **175,000** people worldwide.

Working with **28** joint venture partners.



Diversified group portfolio.

Transformation from an Indian wiring harness manufacturer to a global, diversified group that is engine agnostic.



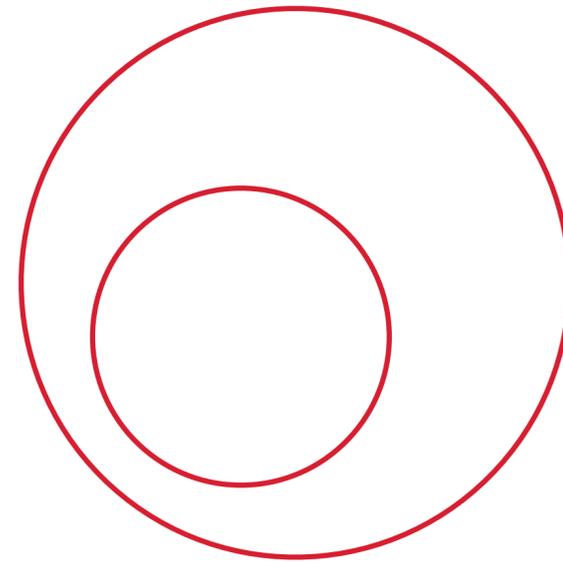
To be a
globally
preferred
sustainable
solutions
provider.

Be part of
the success
of our
customers.

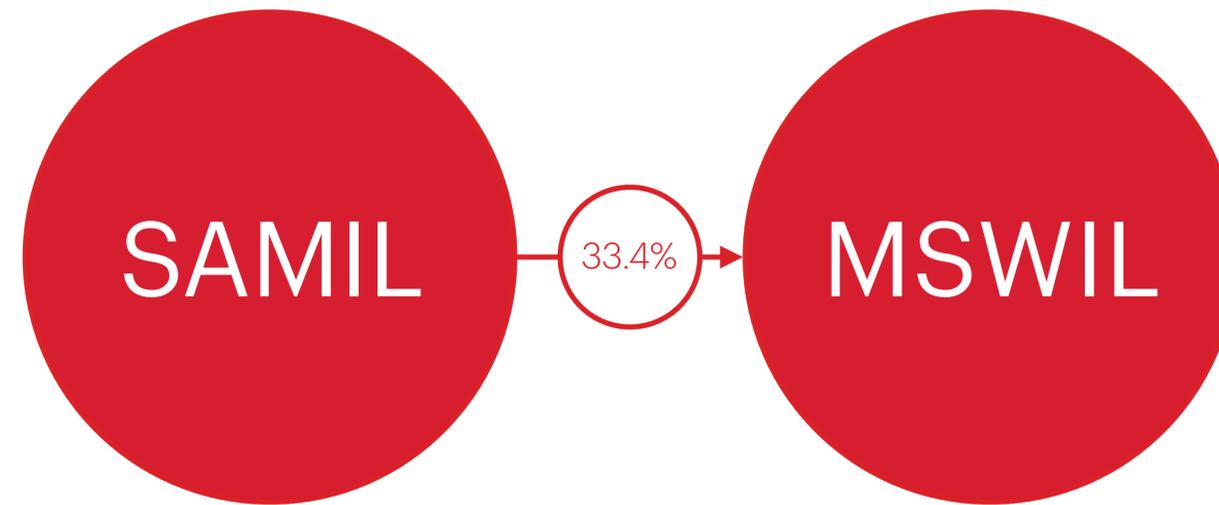


02 Growth at Mother'son.

We have reorganised
Motherson successfully.



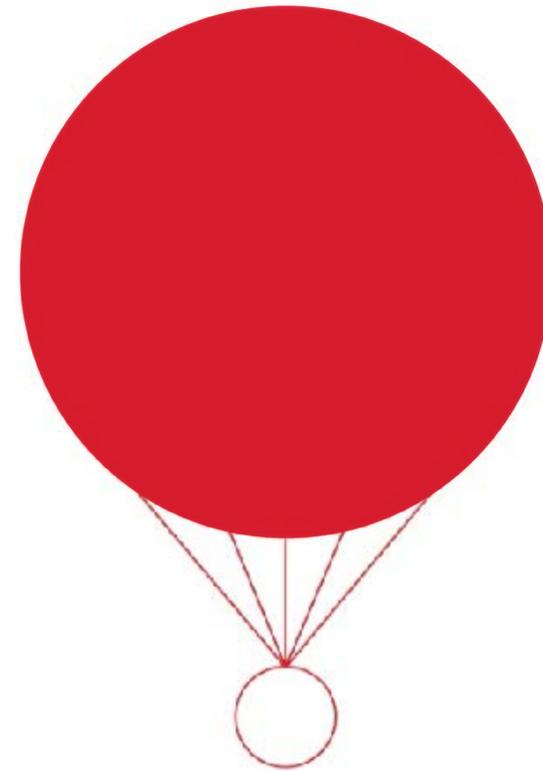
One Motherson. Two strong companies...



- Well diversified.
- Aligned with industry changes.
- Shareholders gain from full synergies.
- Platform for future growth.

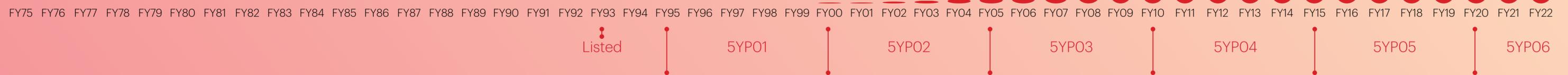
- Focused on the Indian wiring harnesses segment.
- Strong parentage.
- Backward integration.
- Aligned with India's growth story with rising content per car.

The start of a
new chapter.



We have an amazing history of 5-Year Plans behind us.

CAGR of 32% since 1993.



So why do we
always set
such ambitious
targets like
Vision 2025?

01

To create value
for all our
stakeholders.

02

To grow as a
company and
offer perspective
and opportunity
for everyone at
Motherson.

03

To do something
special and
amazing in our
lives that we are
all proud to be
part of.

Vision 2025: Our current 5 Year Plan.



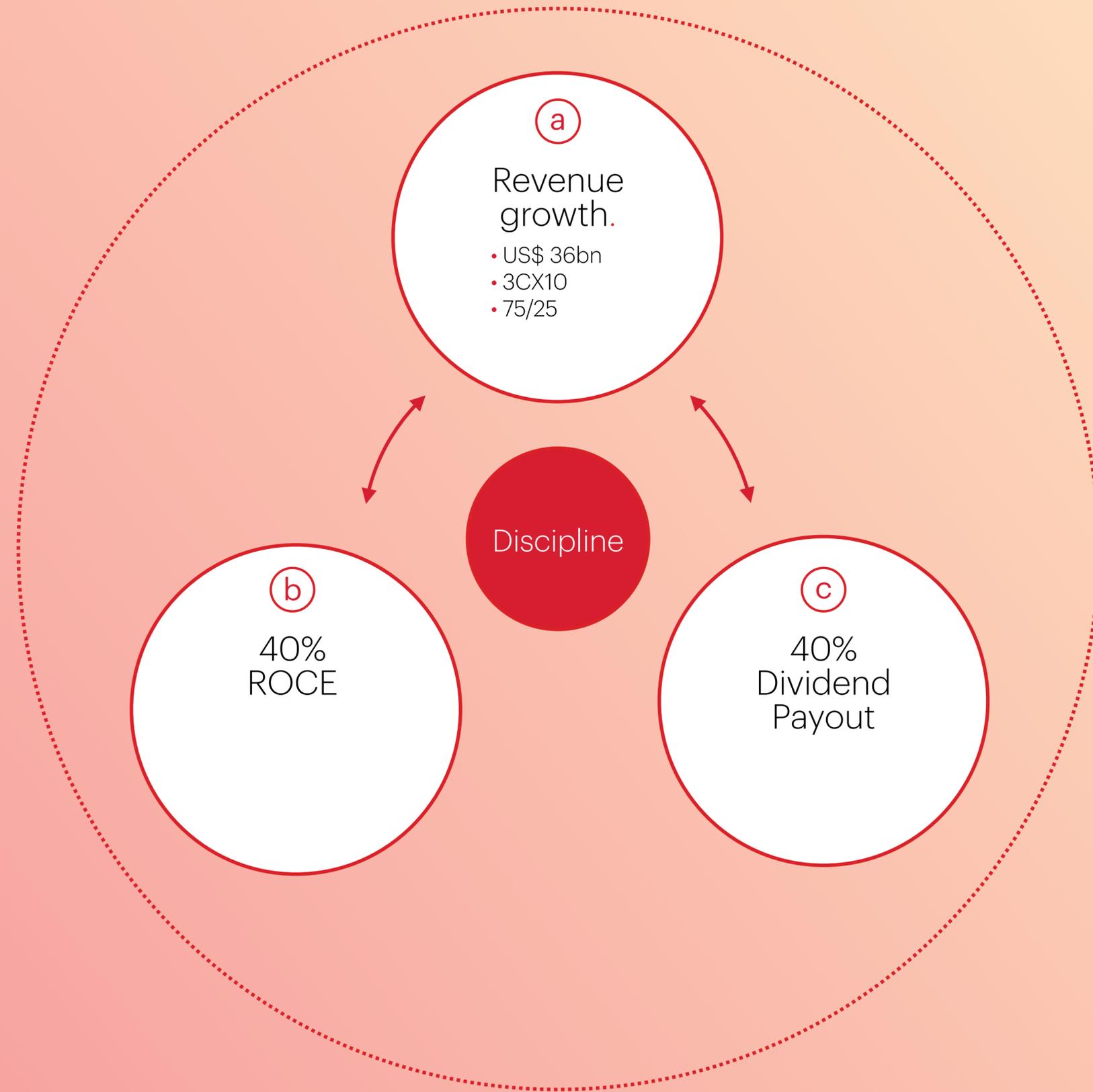
01
US\$ 36 billion
revenues in
2024-25 with 40%
ROCE
(consolidated).

02
3CX10
No country,
customer or
component should
contribute more than
10% of our revenues.

03
75% of
revenue from
automotive
industry, 25% from
new divisions.

04
Up to 40% of
consolidated profit
as dividend.

The Vision
2025 targets
are linked.



We are faced with crisis after crisis.

COVID-19 +
lockdowns

Chip
Shortage

Rising
commodity
prices

Geopolitical
situation in
Europe

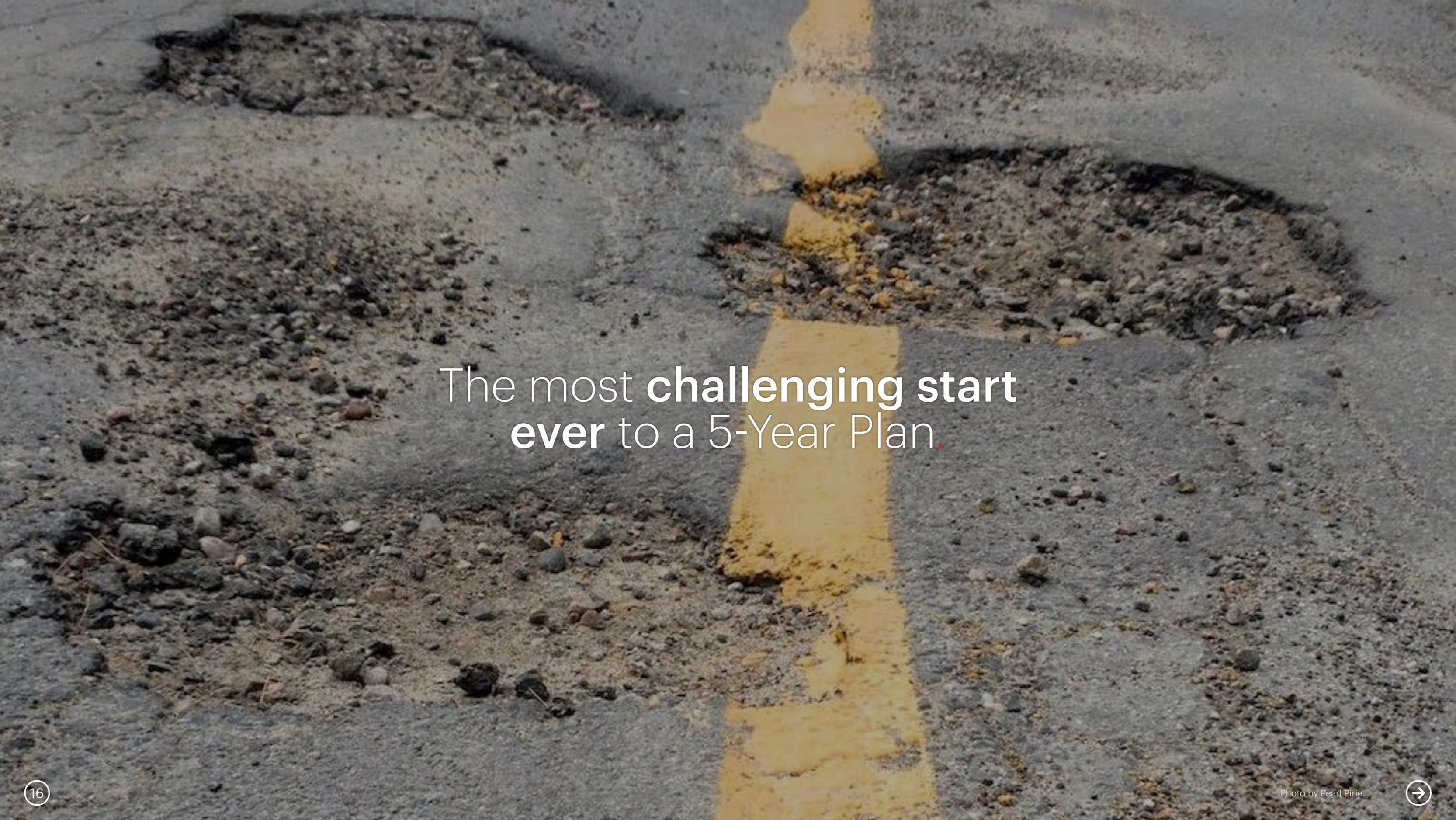
Record
energy
prices

Rising
labour
costs

Inflation

Dec-20

Today

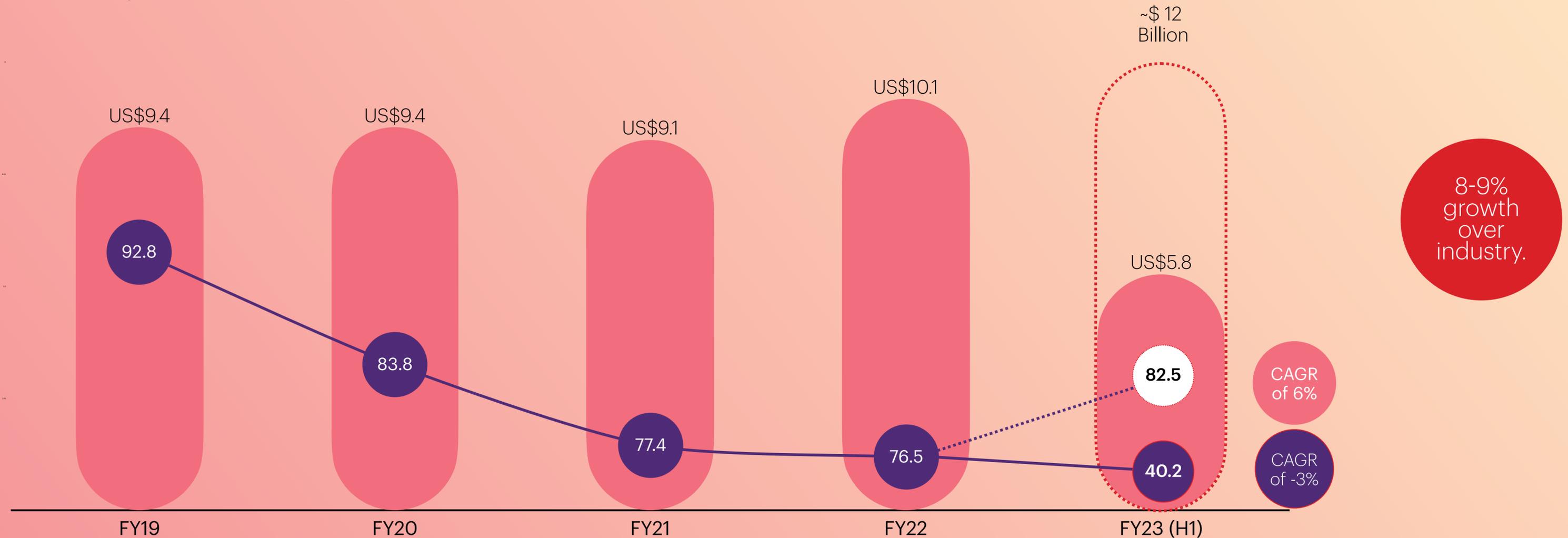
A photograph of a road surface with a yellow dashed line running down the center. There are several potholes and areas of damaged asphalt, particularly on the left side of the line. The overall tone is somewhat desaturated and gritty.

The most **challenging start**
ever to a 5-Year Plan.



Strong organic growth despite industry-wide challenges.

■ Revenue (in US\$ Billion)
● Global LV production (Million units)



- Revenues represents consolidated revenue from operations including 100% revenues from operations of JVs and associate entities which is consolidated under equity method.
- Conversion from INR to US\$ (wherever used) has been done @ INR 70.89/US\$ as defined in our Vision 2025 plan.
- Revenue numbers depicted for FY23 are shown on an annualised basis based on H1 FY23 results. These are just to show the trends and are not in any manner indicative of the expected performance of the business for the rest of FY 23.
- Global production volumes for light vehicles based on data from S&P Global Mobility for Oct, 2022.
- Erstwhile SAMIL (along with its JVs and Subsidiaries) was merged in SAMIL (formerly MSSL) w.e.f. Q4 FY22. Full year impact of the merger on revenues is a part of FY23 numbers.



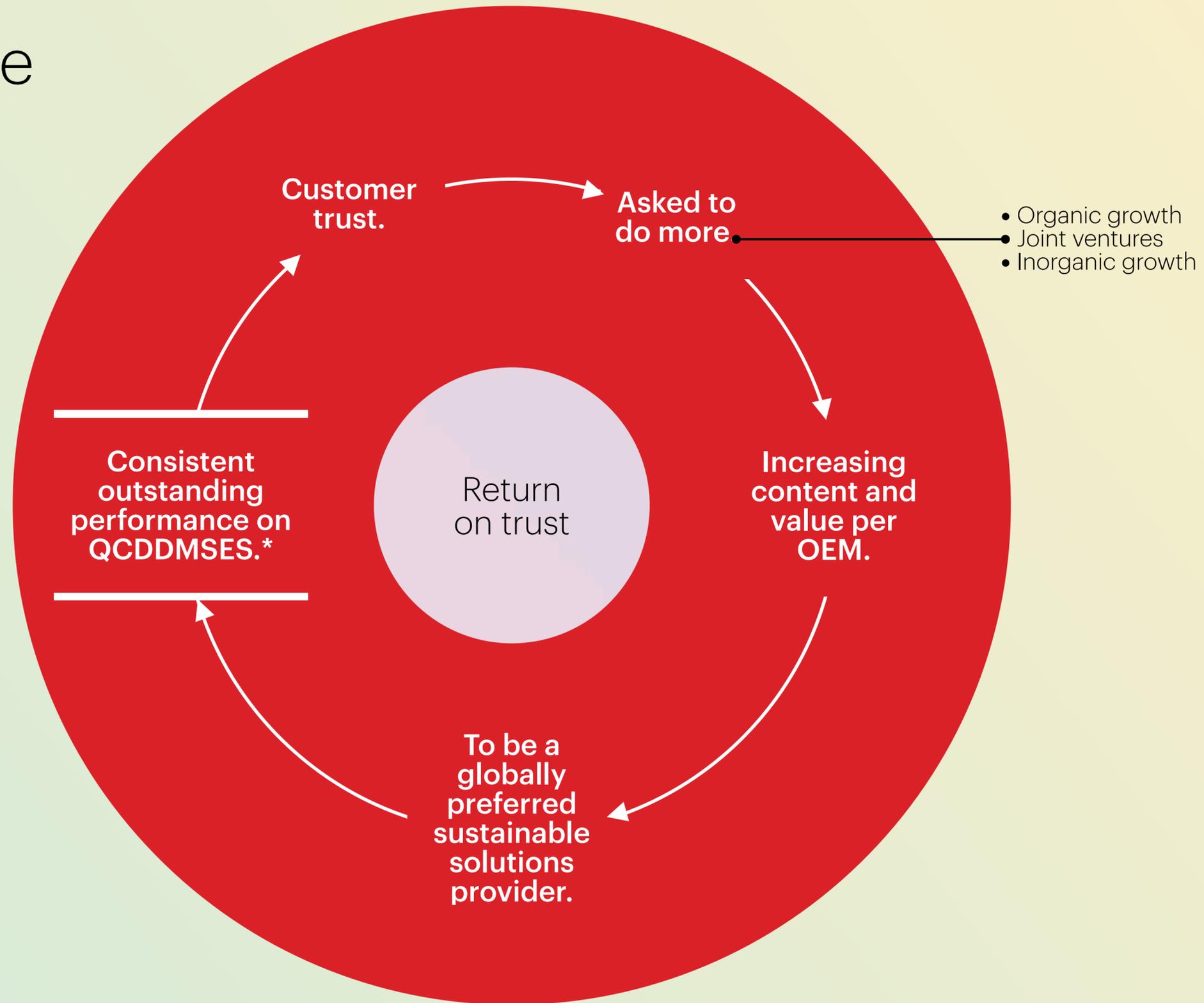
A landscape photograph featuring a single, large, mature tree with a thick trunk and a dense, rounded canopy of green leaves. The tree stands on a vast, open heath covered in low-lying, brownish vegetation. In the background, rolling hills and valleys are visible under a clear blue sky with wispy white clouds. The overall scene conveys a sense of strength and resilience.

We are strong
and **resilient.**



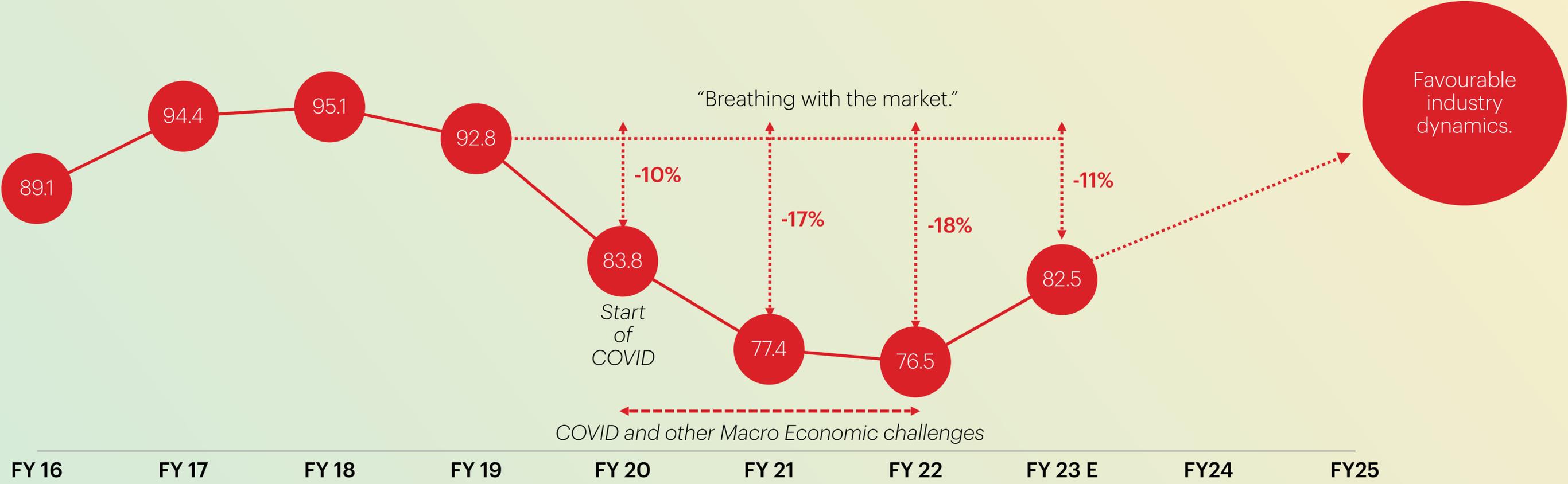
03 How will we achieve
our Vision 2025 goals?

Motherson value creation wheel.



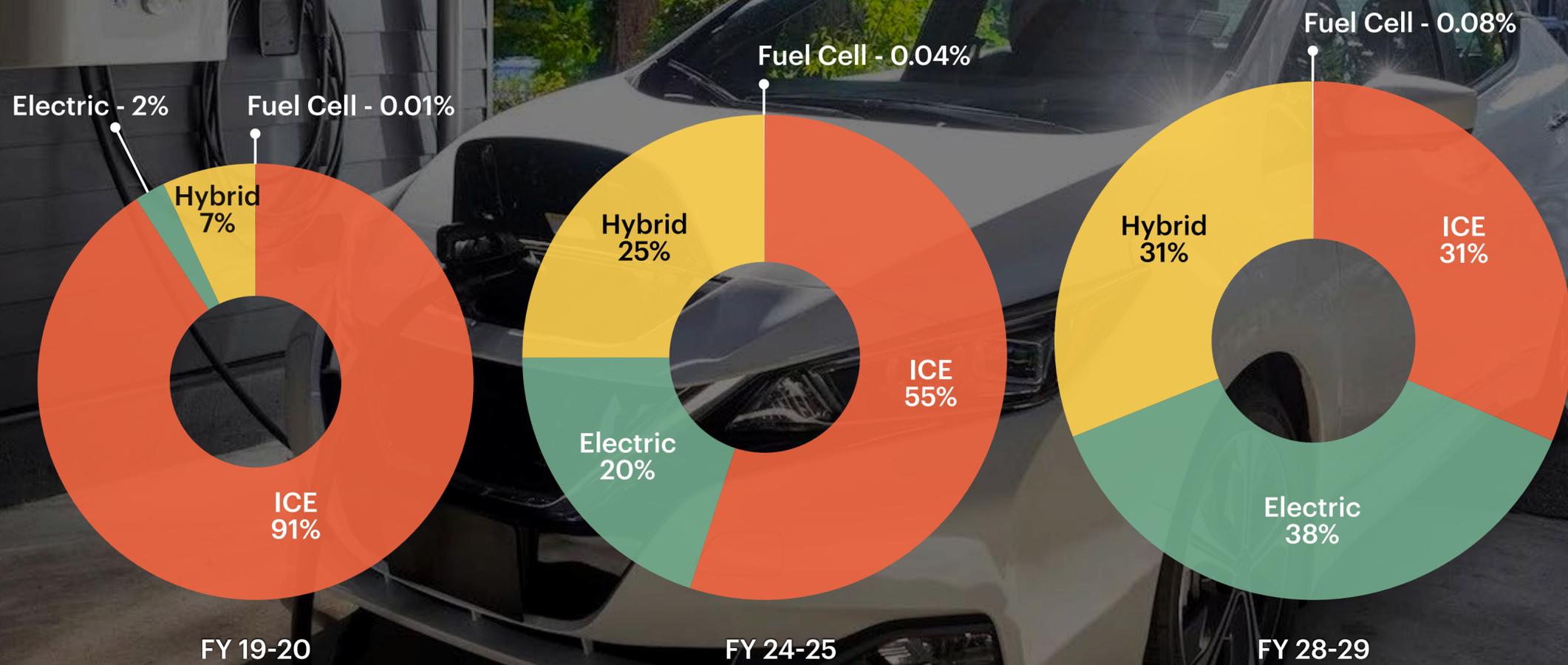
01 Revenue Growth.

Our revenues would grow when Global Light Vehicle production bounces back.



01.2 Electrification brings new opportunities...

Motherson is already a key supplier to leading EV makers globally.



01.3 Inorganic Growth: we acquired 7 companies in the past 2.5 years.

2020

 **01 Wisetime Ltd.**
Finland (ERP Systems)
Share purchase

2021

 **02 Plast Met**
Turkey (plastic moulded parts & tooling)
Share Purchase

 **03 Bombardier (EWIS)**
Mexico (Wiring harness unit)

 **04 Nanchang JMCG Mekra Lang Vehicle Mirror Co., Ltd. (JMCG)**
China (Rear View Mirrors)
Stake purchase

 **05 CIM Tools Pvt. Ltd.**
India (Aerospace)
Stake purchase

2022

 **06 Frame Manufacturing and Assembly Business* of DICV Pvt. Ltd.**
India Asset Purchase

 **07 Ichikoh***
Rear view mirror business
Japan
Share Purchase

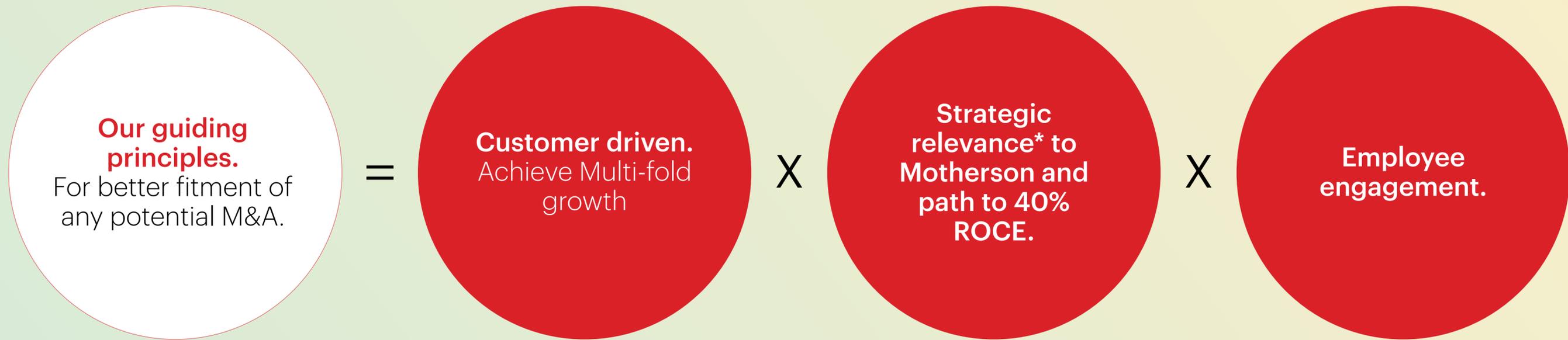
** Under regulatory approval process*

2023

 **08 Saddles****
India (automotive upholstery business)
Stake purchase

*** Announced recently*

01.4 We have a robust M&A evaluation framework...



Even more discipline is needed, as acquisitions could be debt-heavy.



01.5 Sowing seeds for non-automotive businesses.

Our new divisions leverage existing Motherson knowledge and capabilities into new industries.

We call it the “**power to do more**”.



01
Aerospace



02
Logistics Solutions

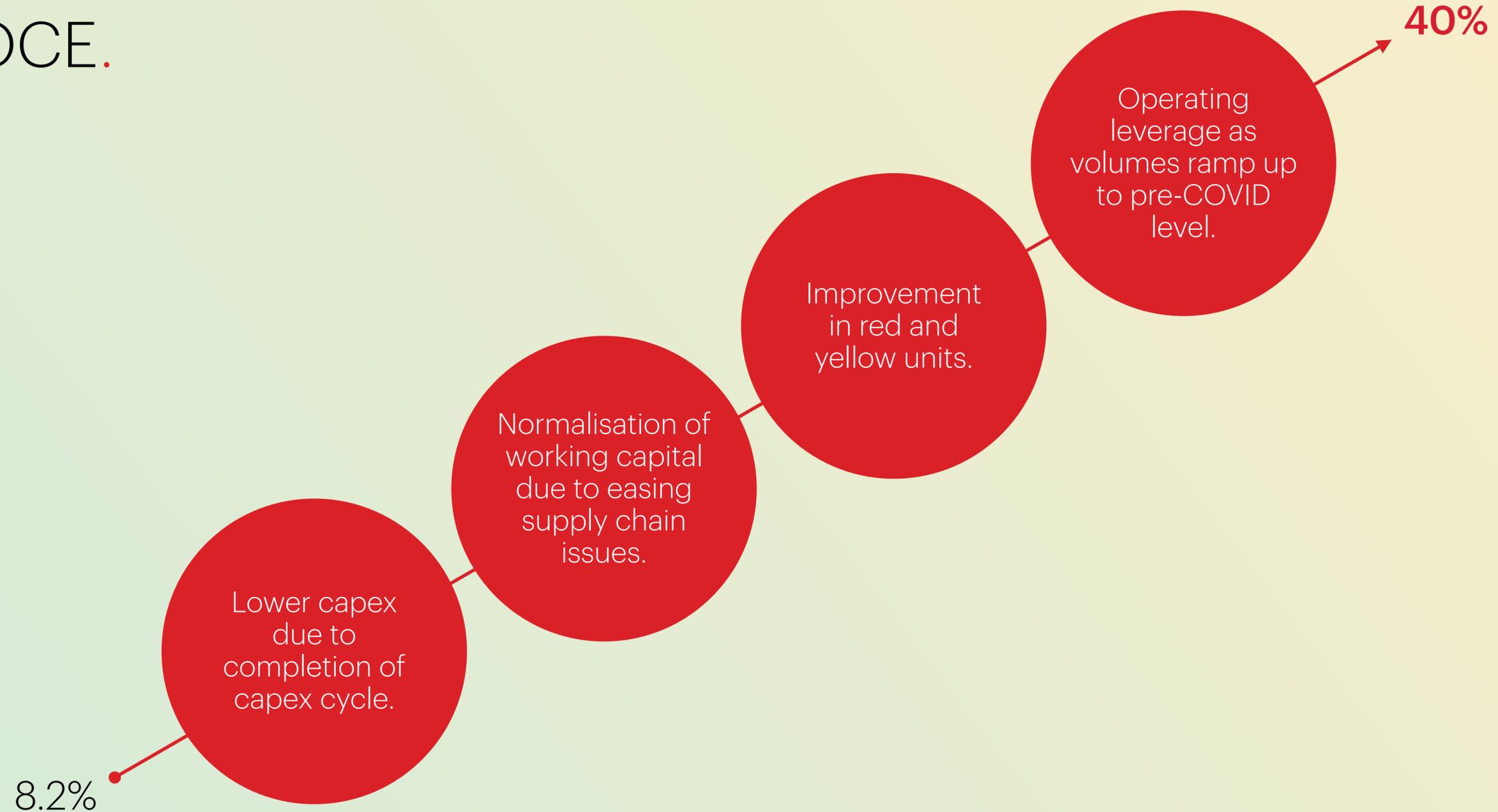


03
Health & Medical



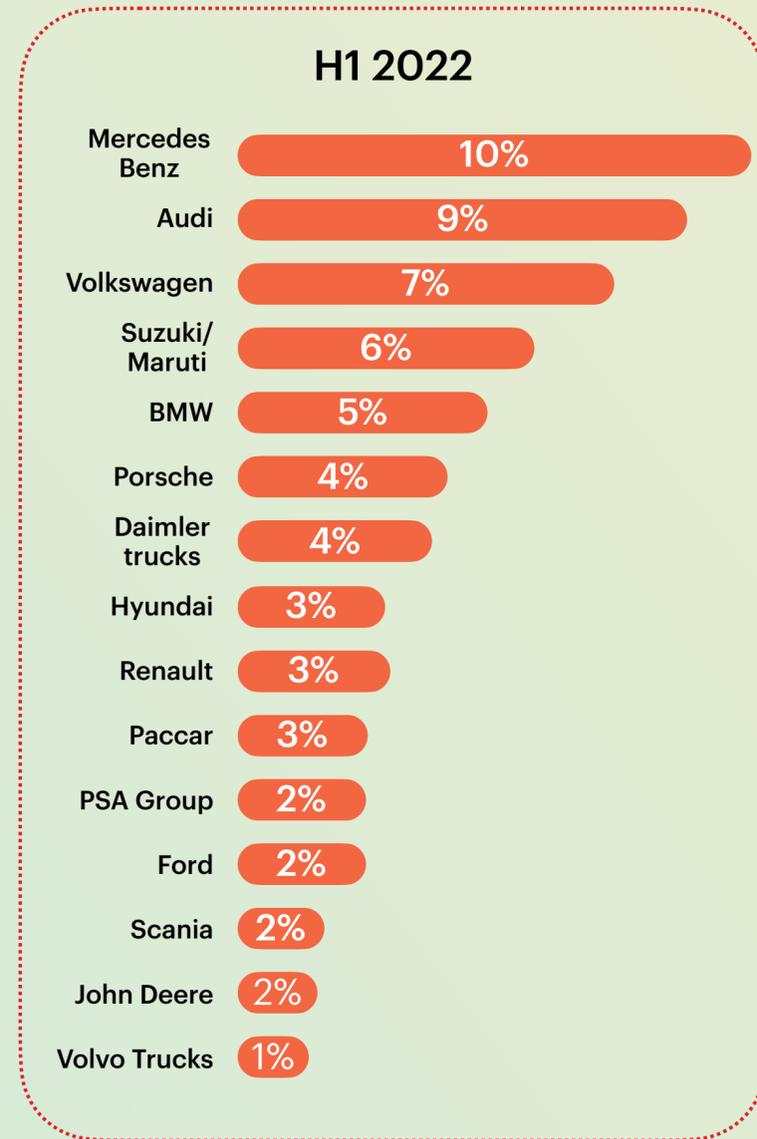
04
Technology & Industrial Solutions

02 Key drivers to 40% ROCE.

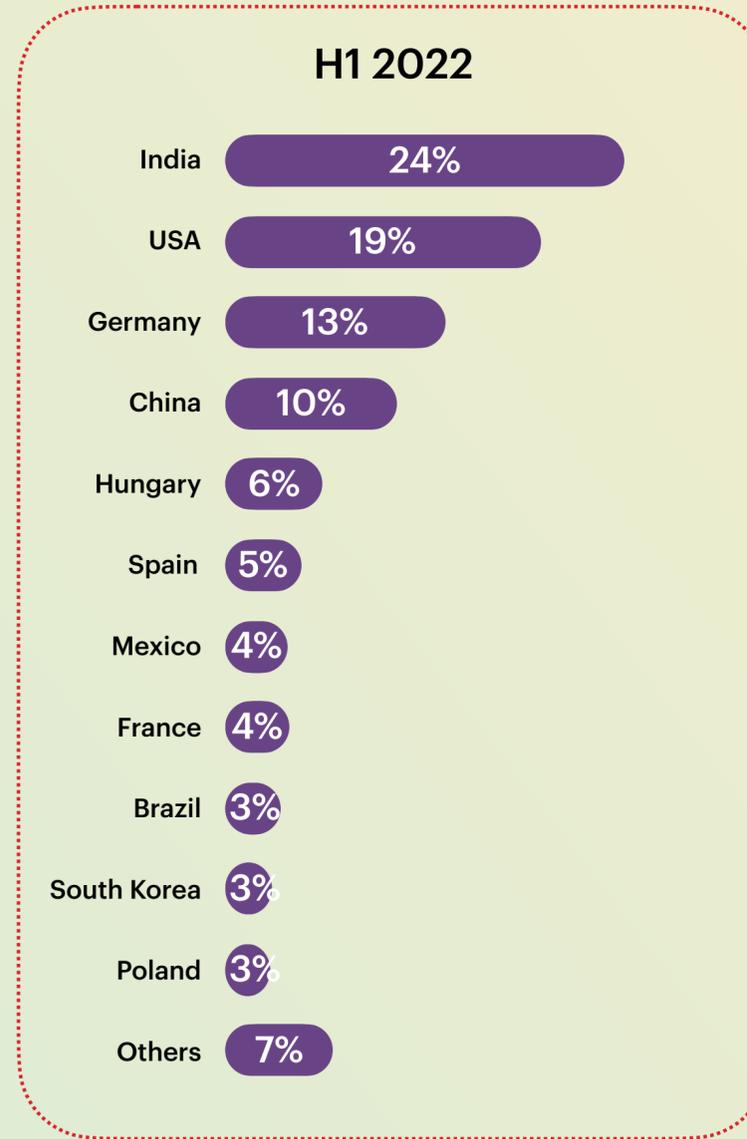


03 3CX10.

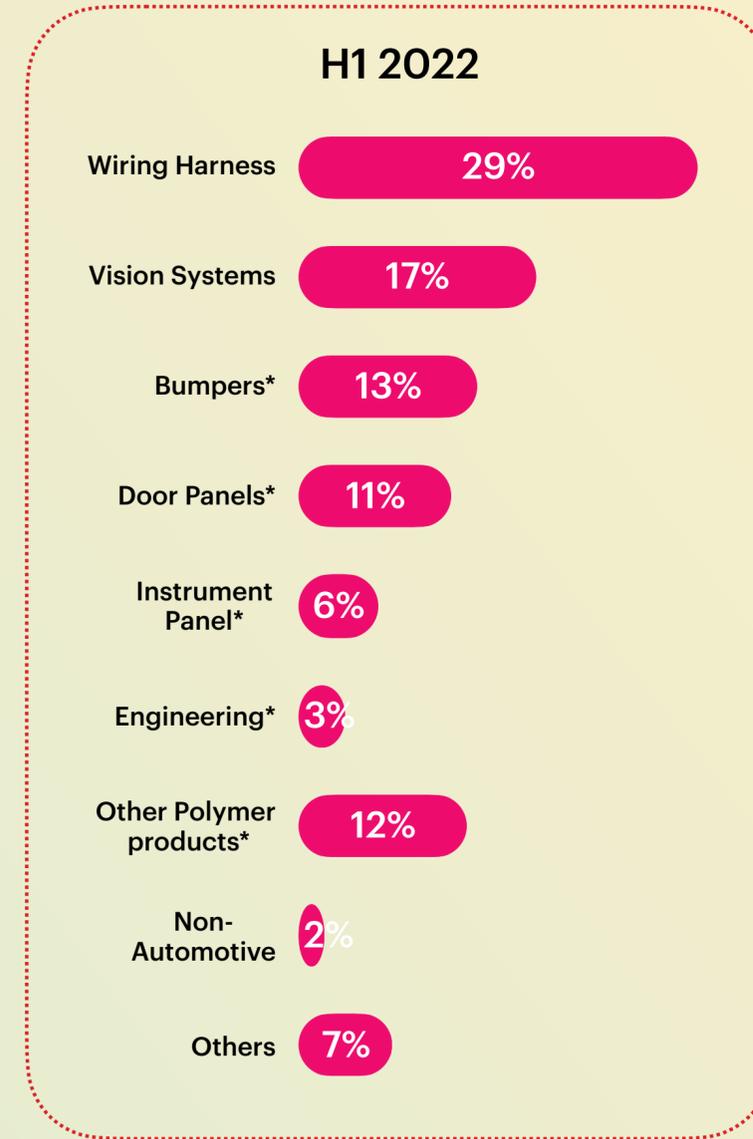
CUSTOMER



COUNTRY



COMPONENT



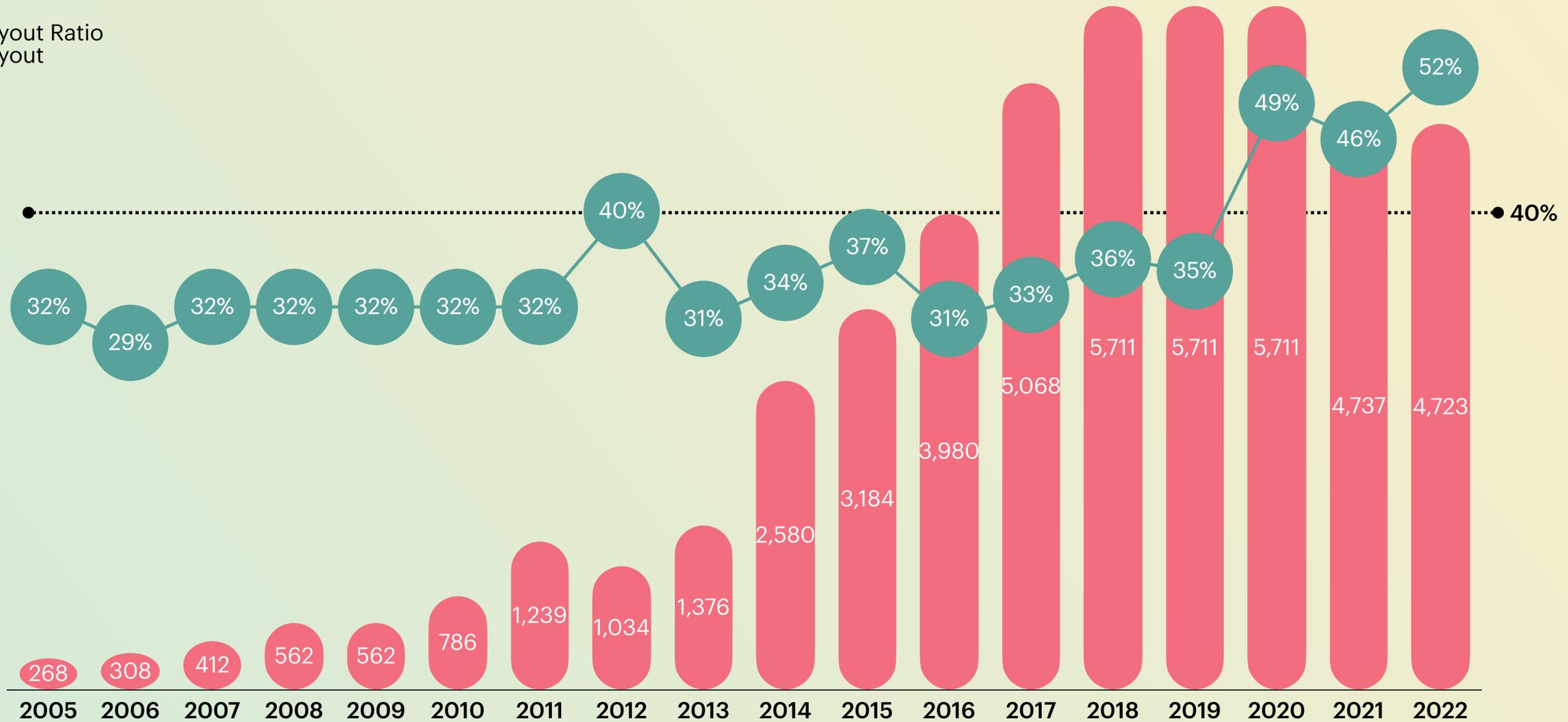
Achieved

Work in progress

04 Dividend Payout is on target.

(In million INR)

● Dividend Payout Ratio
■ Dividend Payout



CAGR

24%

Vision 2010

32%

Vision 2015

12%

Vision 2020

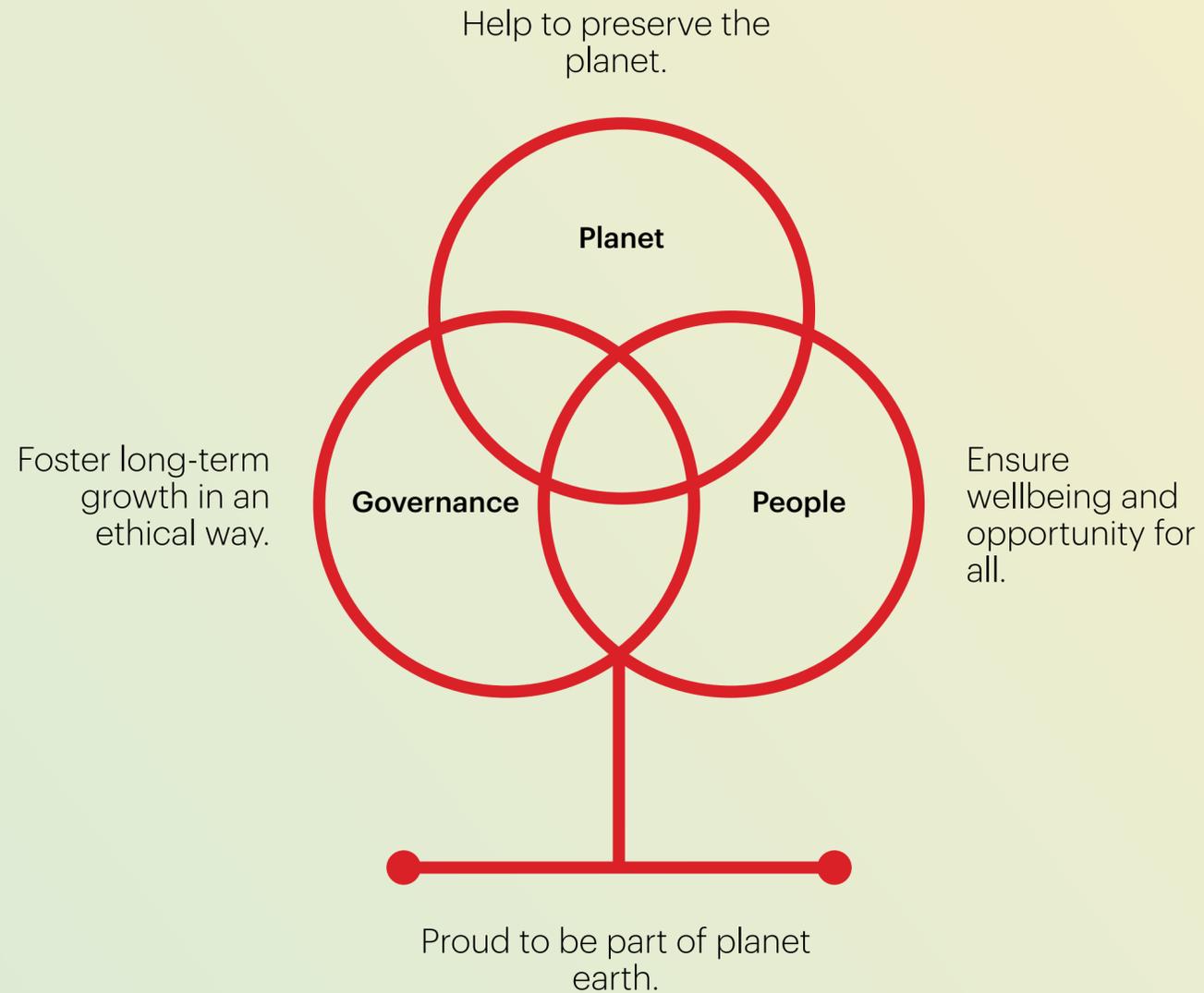
Overall CAGR of 18%



05. Our Vision: To be a globally preferred **sustainable** solutions provider.

Three areas of Sustainability.

At Motherson, Sustainability means being a company that we can pass on to our grandchildren and that helps to create a world we are all proud to be part of.



NEW AMBITION.

We have set
the goal of
being
Carbon Net
Zero across
our current
global
operations
by 2040.

06. We are simply following what nature guides us.



● **ROCE:** Targets are like the fruits that provide the seeds which kickstart the life cycle again.

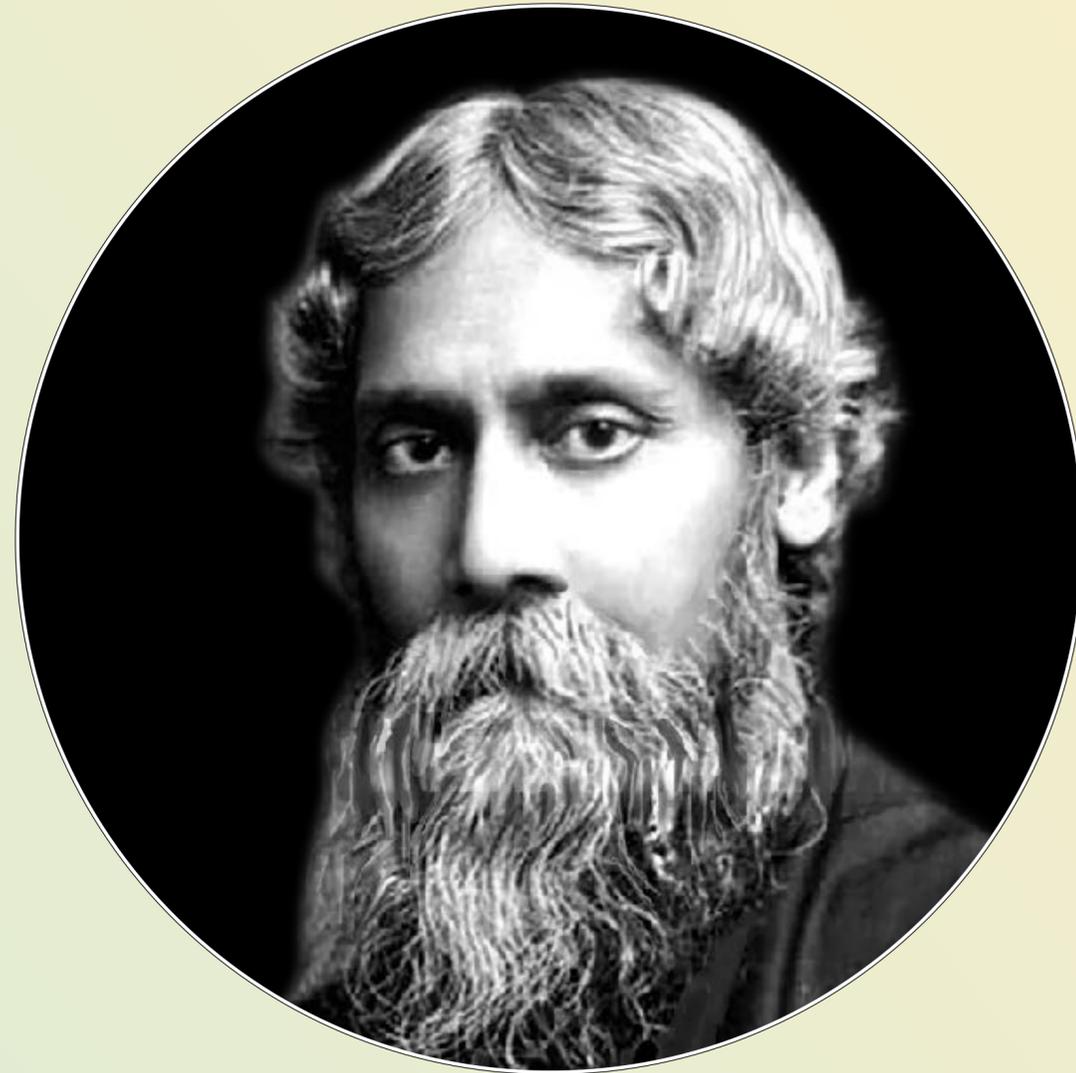
● **3CX10:** Similar to diversity in nature, it's about nurturing biodiversity.

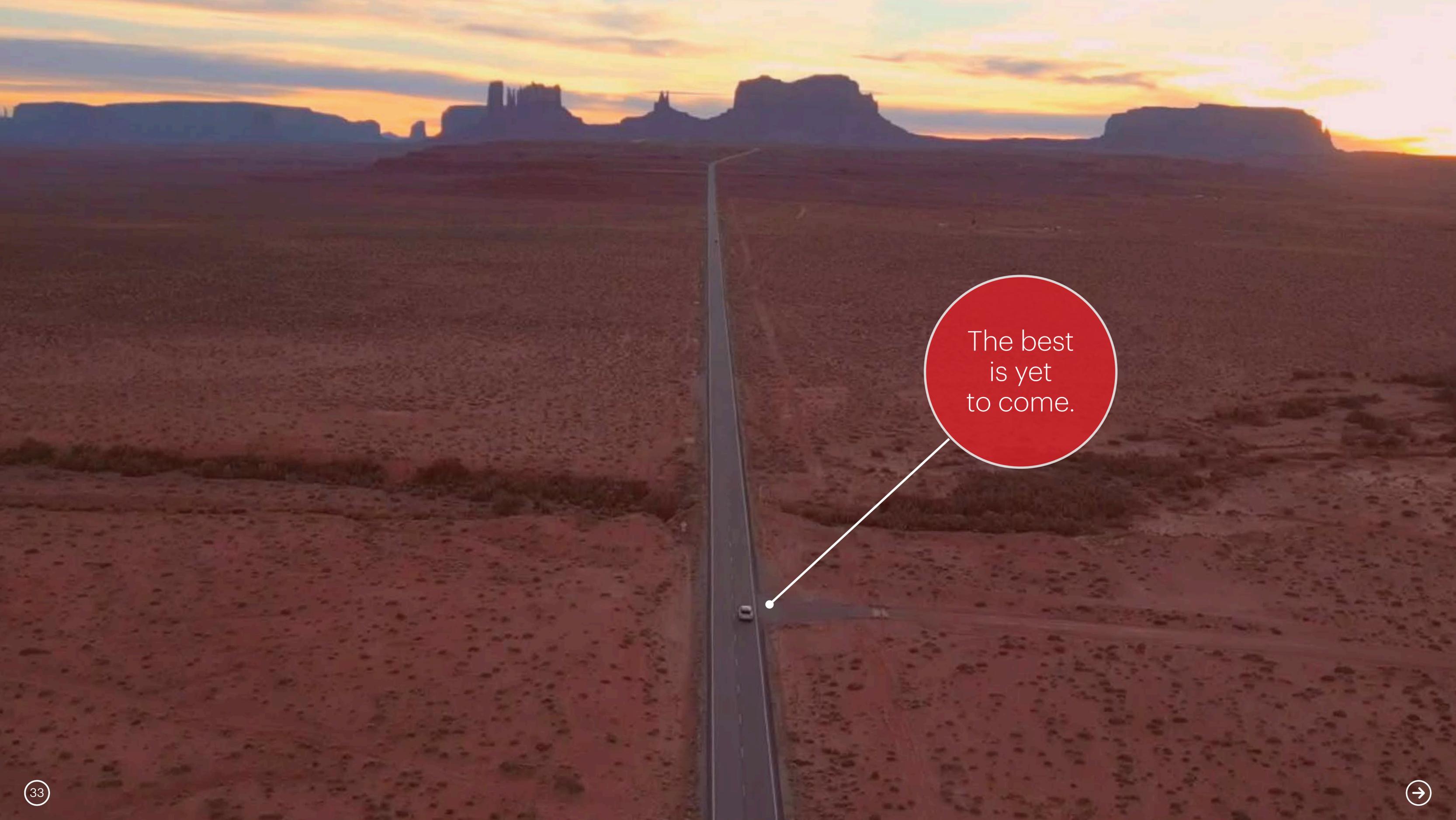
● **Revenue Growth:** Just like with nature, everything is about growth, we can either grow or perish.

Ekla chalo.

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

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





The best
is yet
to come.



Thank you.

Safe harbour The contents of this presentation are for informational purposes only and for the reader's personal non-commercial use. The contents are intended, but not guaranteed, to be correct, complete, or absolutely accurate. This presentation also 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, are reasonable. Forward-looking statements involve known and unknown risks, contingencies, uncertainties, market conditions 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. The Company disclaims any obligation or liability to any person for any loss or damage caused by errors or omissions, whether arising from negligence, accident or any other cause. Recipients of this presentation are not to construe its contents, or any prior or subsequent communications from or with the Company or its representatives as investment, legal or tax advice. In addition, this presentation does not purport to be all-inclusive or to contain all of the information that may be required to make a full analysis of the Company, target entities or the proposed transaction. Recipients of this presentation should each make their own evaluation of the Company and of the relevance and adequacy of the information and should make such other investigations as they deem necessary.