



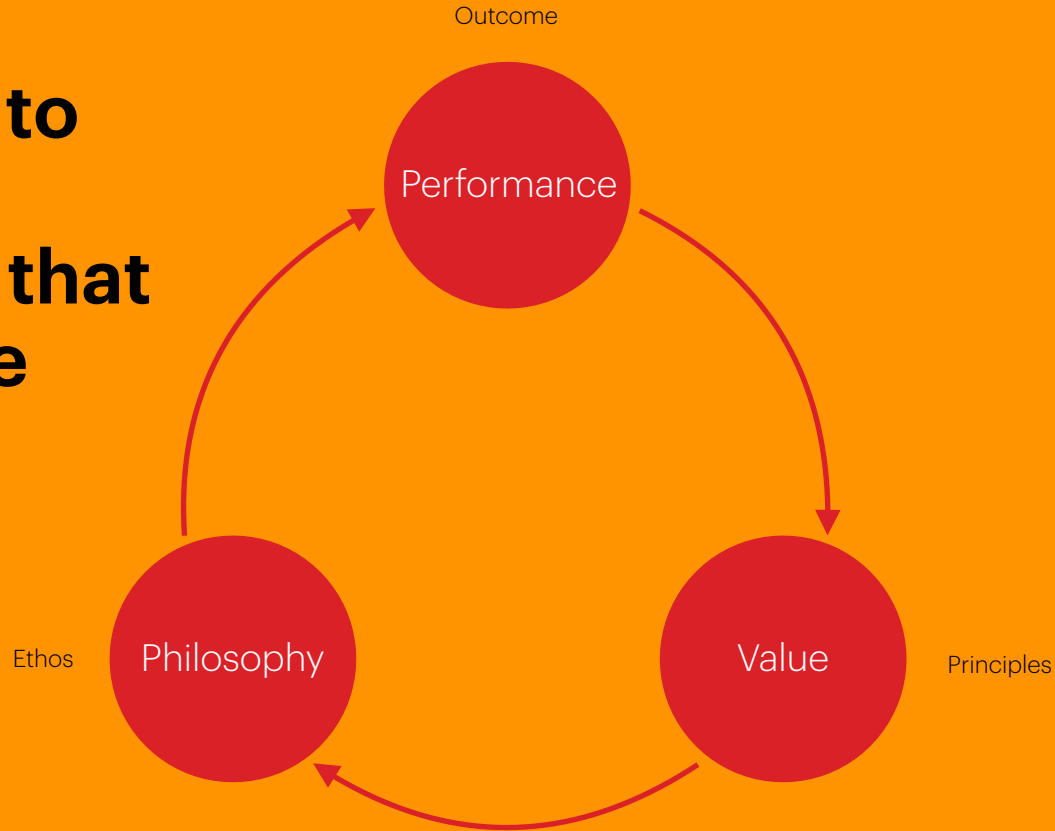
Motherson growth story.

Mother**son**.

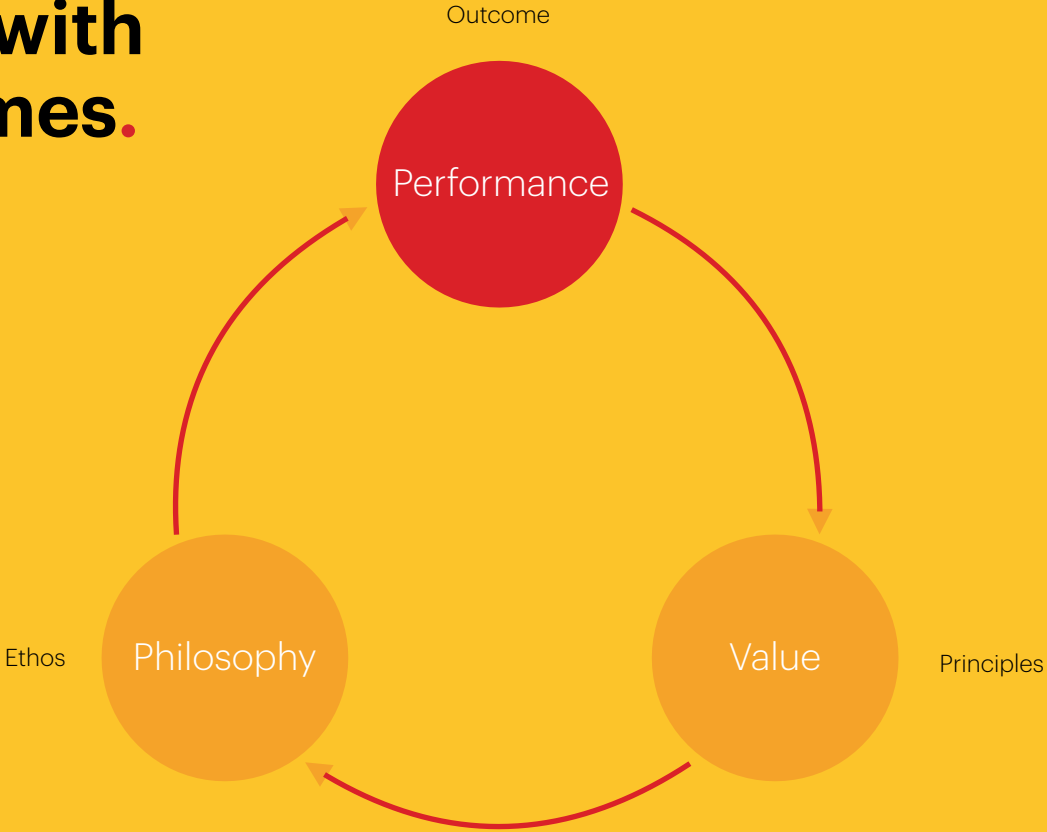
- Motherson started in 1975 in Delhi as a partnership between my mother the Late Shrimati Swaran Lata Sehgal and me.
- Our name signifies a relationship of trust with all stakeholders.

APPROACH TO RAPID, SUSTAINABLE GROWTH

Our ethos translates to everyday principles that drive value creation.



Let's start with the outcomes.



Group business portfolio.

Transformation from a wiring harness manufacturer to a diversified group.



01

Wiring harness



02

Modules & Polymers



03

Vision systems



04

Lighting & Electronics



05

Precision Metals & Modules



06

Technology & Industrial Solutions



07

Logistics



08

Aerospace



09

Health & Medical



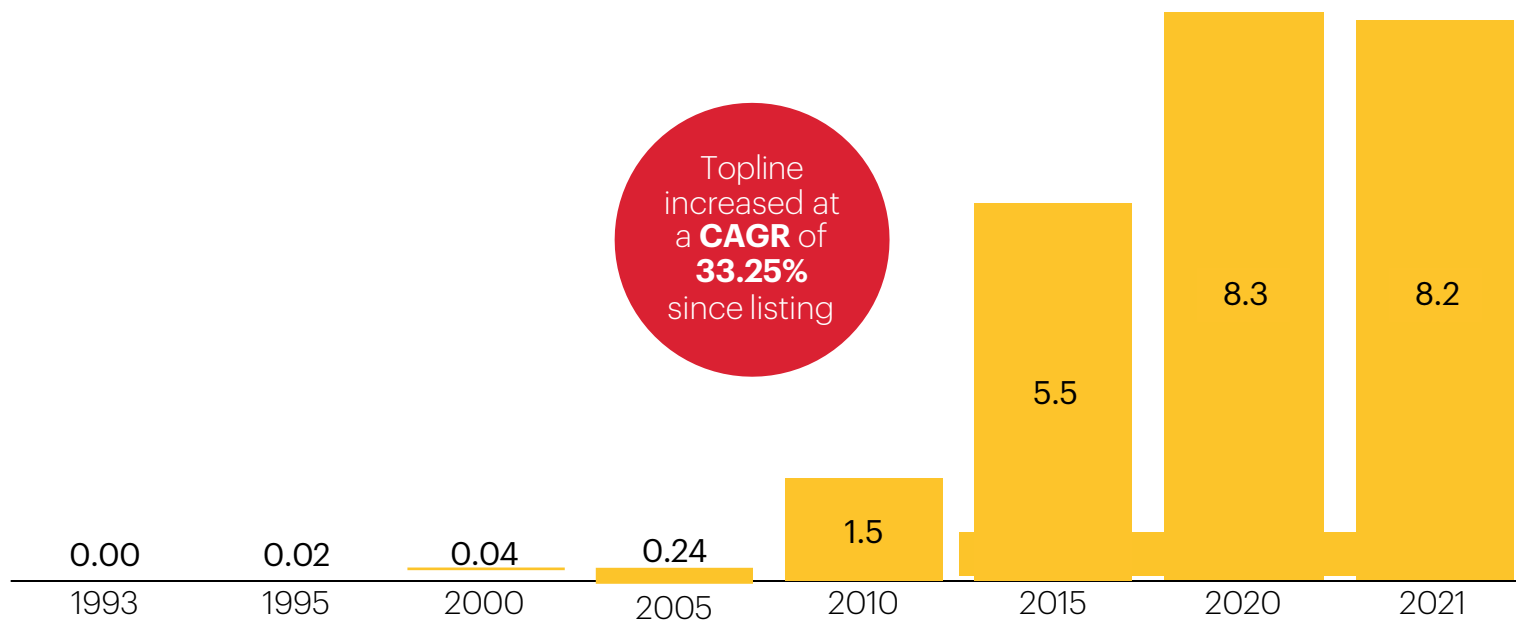
10

Services

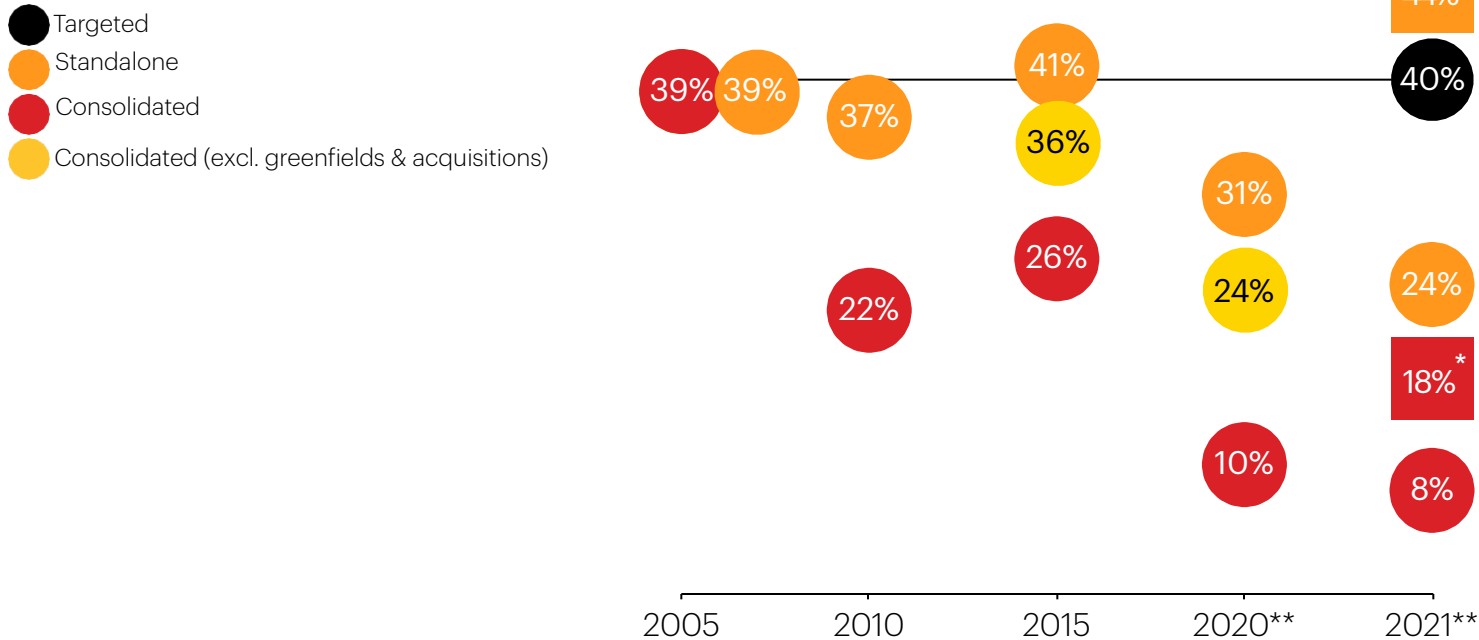


MSSL consolidated revenues from customer contracts.

(In USD billion)



MSSL Return on Average Capital Employed (ROACE).

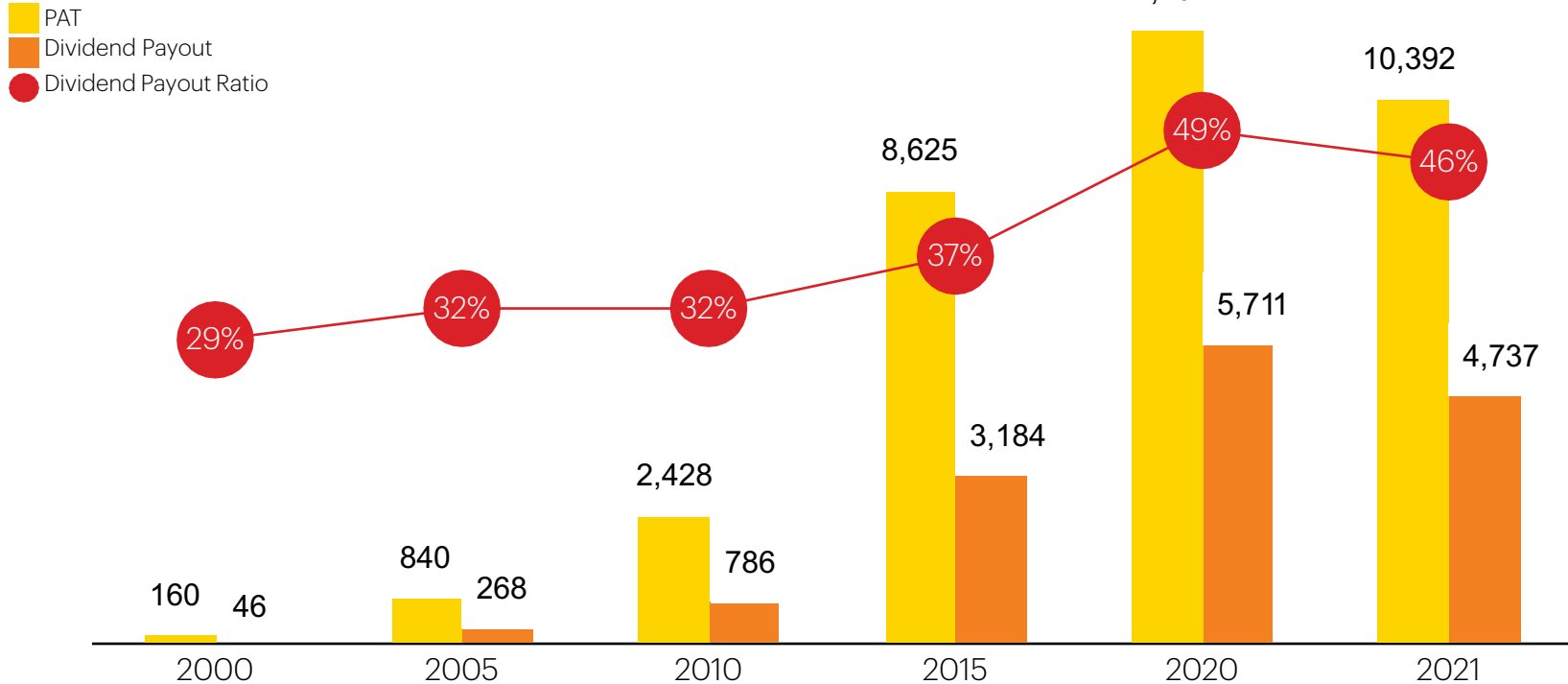


*Annualised on basis of H2, FY 2020-21 results.

** Start of COVID-19 in China in the Q4 of FY20 which spread globally with periodic lockdowns in many countries, severely impacting performance of Q1 & Q2 of FY 21. ROACE of H2 FY21 has been annualised and is presented in boxes.

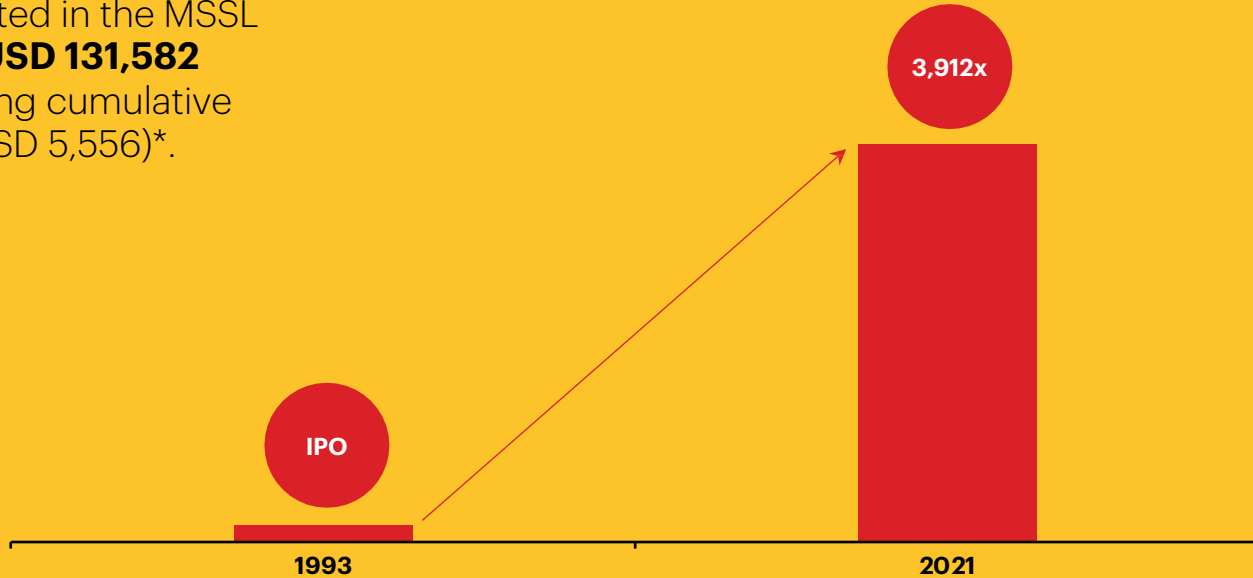
PAT and Dividend payout.

(In INR million)

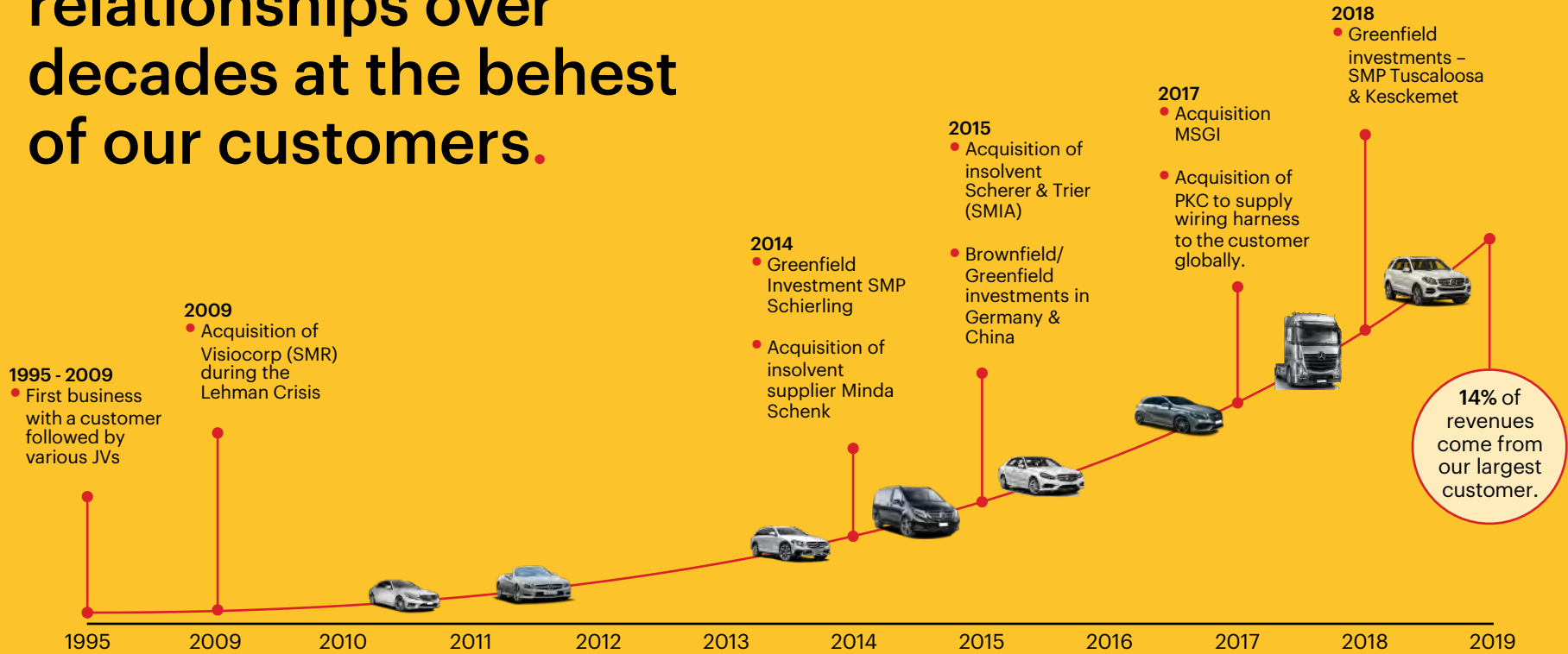


Proud to be part of the increasing wealth of our investors.

USD 34 invested in the MSSL IPO is worth **USD 131,582** today (including cumulative dividend of USD 5,556)*.



Organically grown relationships over decades at the behest of our customers.

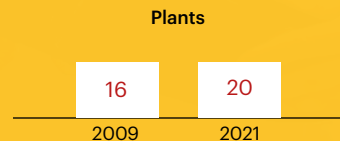
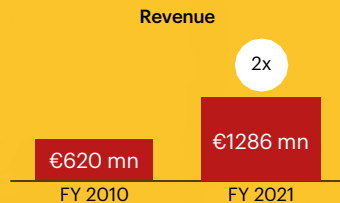


And we have grown large acquisitions profitably.

Visiocorp

Acquired in 2009

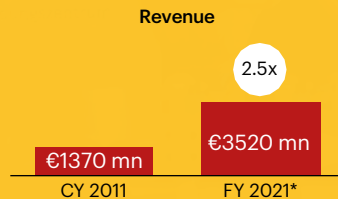
Doubled the size of the Group and brought leadership in mirrors and vision systems.



Peguform

Acquired in 2011

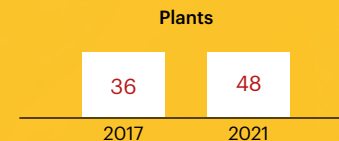
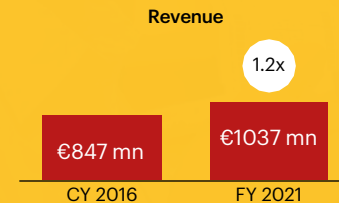
Doubled the size of the Group and brought growth to the polymer division.



PKC

Acquired in 2017

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



41 New plants built.

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



Successful joint ventures.

26

existing
JV
partners

09

countries
of origin
of JV
partners

02

highest
number of
JVs with one
partner

29

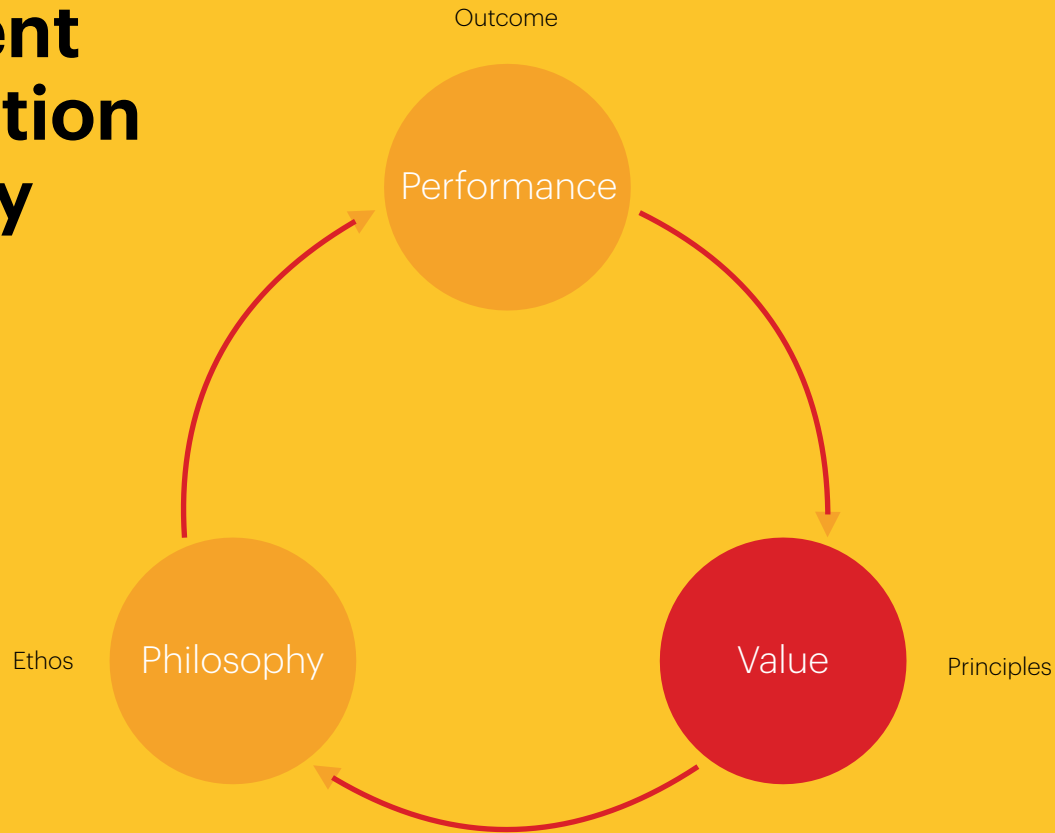
total
number of JV
companies
working
with

38

age
of our
oldest
partnership

APPROACH TO RAPID, SUSTAINABLE GROWTH

A consistent value creation philosophy drives our growth.



The strategy and principles that have guided us.



At the behest of customers:

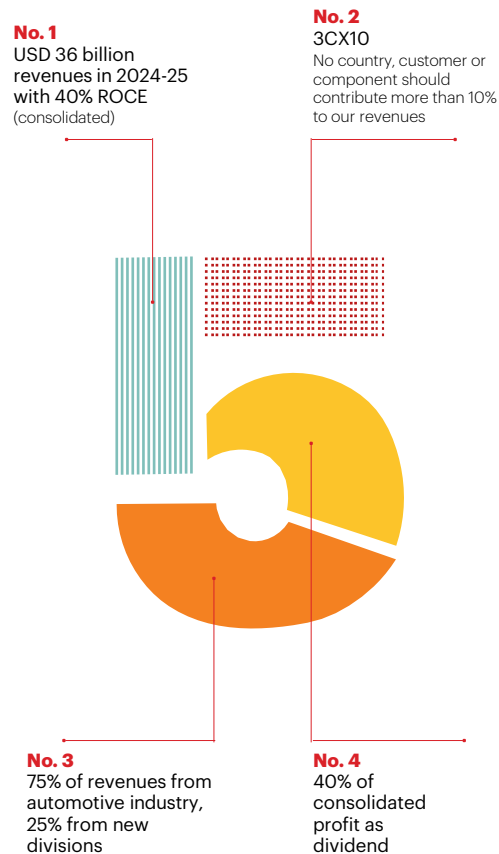
- Set-up new plants
- Innovate and develop new products
- Form new joint ventures
- Acquire new companies



Vision

2025

The sixth 5-year plan.



We are on an amazing journey towards 2025.

2020

US\$ 10bn.

01
Business growth in current product lines

02
New technologies into current products and processes

03
New solutions in current industries

04
Diversification into new industries

2025

US\$ 36bn.

US\$9bn
New divisions

US\$27bn
Automotive industry

- Organically
- Partnerships
- Acquisitions



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



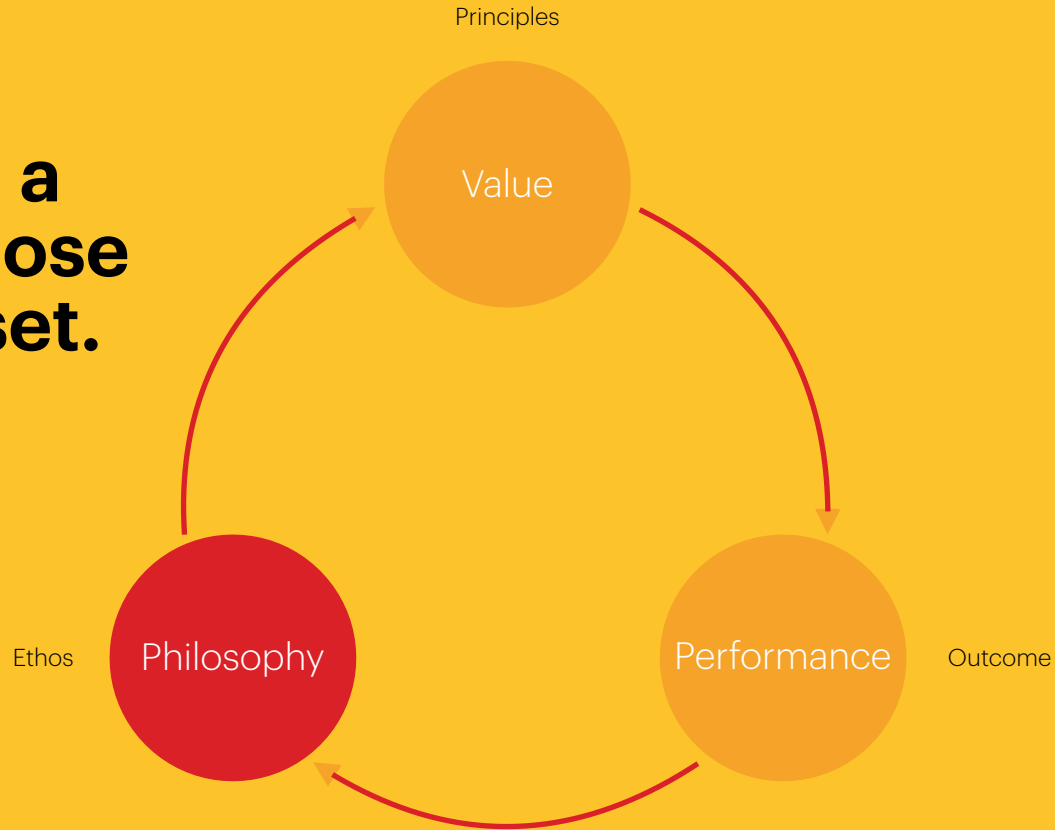
- Global presence
- Manufacturing DNA
- Ability to pivot
- Turn around specialists

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

**Our work
principles
stem from a
clear purpose
and mindset.**

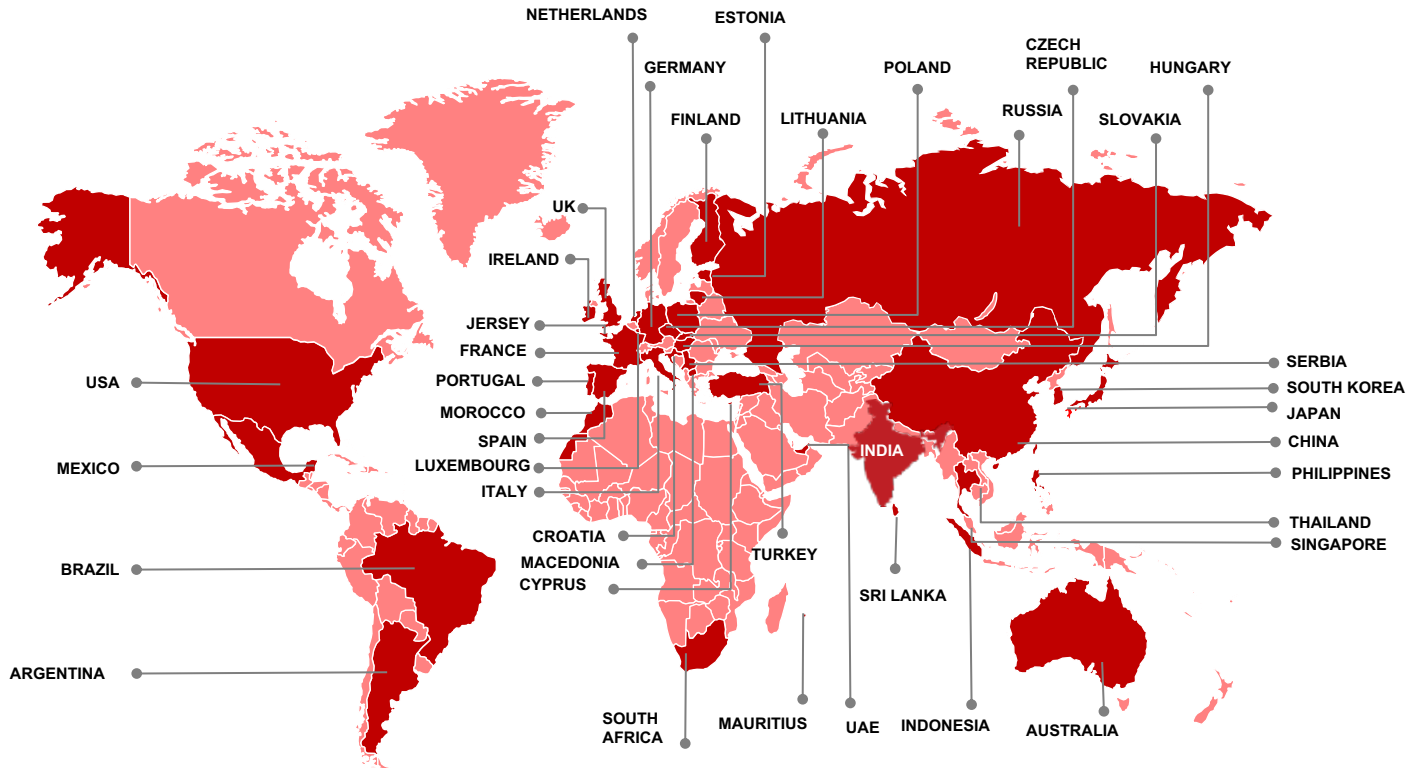


OUR VISION SINCE 1995

To be a
globally
preferred
solutions
provider.

Be part of the
success of
our customers.

Growing global footprint.



Over 270 facilities in 41 countries.

HUMAN PRINCIPLES ARE
THE FOUNDATION OF
EVERYTHING WE DO

Be
humble.



Build relationships based on trust.

People are the
foundation, tied
together with
mutual trust.



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

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





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.