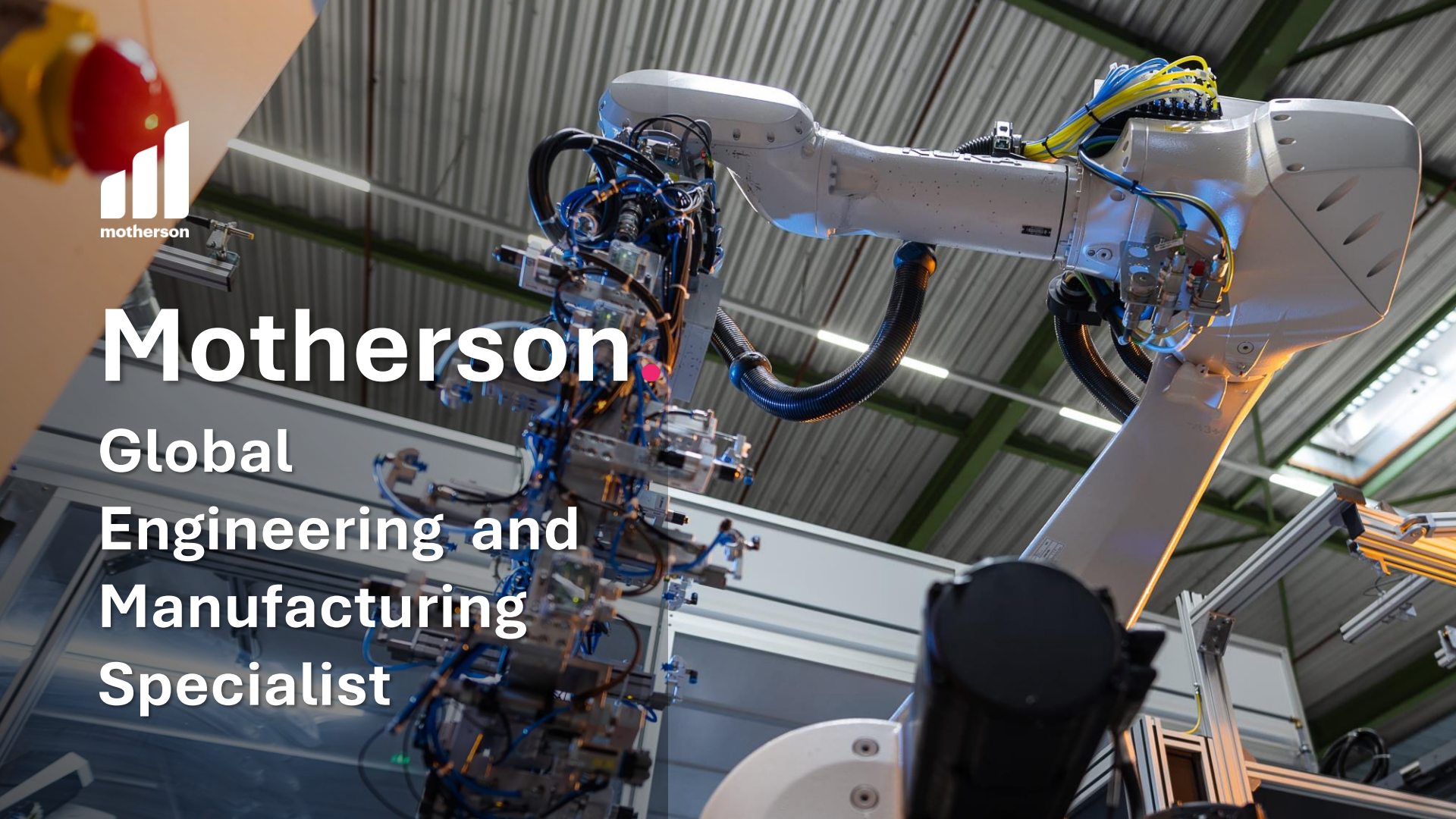




Motherison

Global
Engineering and
Manufacturing
Specialist





01

Our story and
Where we are today.



1983

Our first wiring
harness order.

Manufactured
t-coupler for
Maruti 800

ONE
Component
Country
Customer



Motherson Group today.

Among the
Top 15
automotive
Suppliers²

USD 17.2 Bn¹
FY 24 Gross
Consideration

Presence
across **44**
countries

45
Acquisitions
across
industries

27
Strategic
Partnerships

1. Gross amount of consideration includes revenue from operations, 100% revenue of joint ventures and associates accounted as per the equity method as adjusted by throughput revenue arising out "Principal vs Agent Consideration" under Ind AS 115; conversion from INR to USD has been done @ INR 83.4534 /USD, being the reference exchange rate published by the RBI as at June 28, 2024

2. Automotive news 2024

Global Engineering and Manufacturing Powerhouse.

Globally Local

- Strategically located across customer locations

Operating 400 facilities¹

- 358 operational units
- 33 technical centers
- 9 rep offices

2,800+ Patents²

- 2,800+ granted
- 550+ filed applications

Over 190,000 people³ worldwide

- Large pool of skilled talent within the organization

Expertise spanning
the entire
engineering and
manufacturing
lifecycle



1. Facilities are as of May 31, 2024 and include all operational units (manufacturing units, tooling units, assembly units, service companies), tech centers and representative offices.

2. Patents details are as of March 31, 2024

3. Manpower details are as of May 31, 2024



Our track record of returns to shareholders since listing in 1993.

Efficient management of capital; raised only INR 28.1 Bn in Equity Capital since listing

Investment done at IPO has become **6,295 times**

IPO

6,295x*

1993

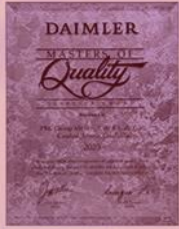
2024

Calculation of returns is based on the following

- For 2024, closing share price on NSE as on August 30, 2024 has been considered
- For investment made during IPO in 1993, gain assumed to include two listed entities – SAMIL and MSWL, pursuant to reorganization completed in March 2022

* Calculations shown are the returns for an investor who subscribed at the time of IPO and is still holding the stock.

Recognition of our efforts.



300+ awards since 2020-21




Award categories

Best Supplier, Quality, Cost, Design Delivery, Management, Safety, Environment, Sustainability, Innovation etc.

Awards from leading automotive and Non-automotive customers



Laksh Vaaman Sehgal accepting King's Award for Innovation for Eco mirror from King Charles



**Our Chairman
Vivek Chaand
Sehgal inducted
to the Automotive
Hall of Fame as a
testament of
customer trust in
MotherSON.**

A scenic landscape featuring a large body of water, a curved concrete bridge with a car, and mountains in the background. The bridge is a prominent feature, curving across the water. A small blue car is driving on the bridge. The background shows a valley with mountains and a small town on the water's edge.

02

Ready for the
next phase of
growth.

Stable and strong engineering and manufacturing platform, Ready to leapfrog.

Diversified business with technological expertise

Well Positioned automotive business

Leveraging capabilities in new industries

Uniquely positioned in India

Manufacturing DNA and operational prowess

Strong management a key enabler



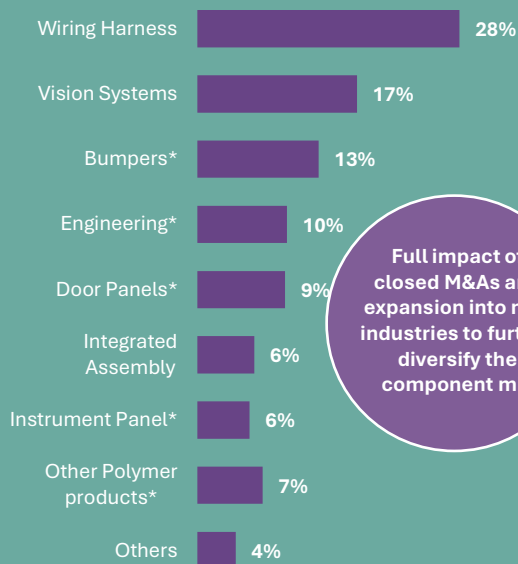


02.1

Diversified business
with technological
expertise.

Highly diversified business with a marquee customer base.

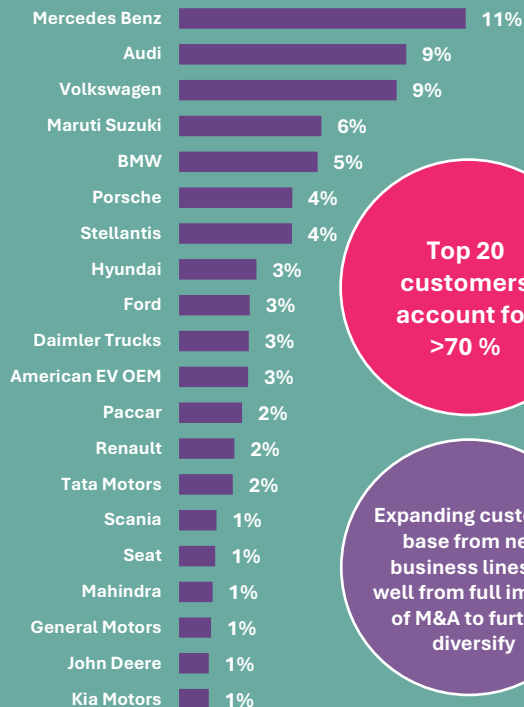
Component wise.



Full impact of closed M&As and expansion into new industries to further diversify the component mix

Customer wise.

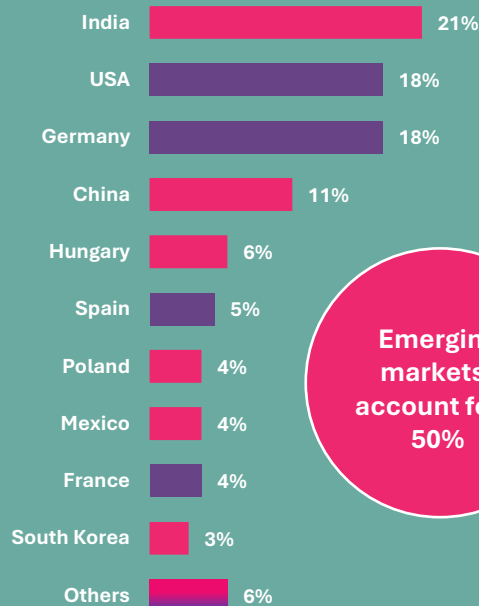
(top 20 customers)



Top 20 customers account for >70 %

Expanding customer base from new business lines as well from full impact of M&A to further diversify

Country wise.



Emerging markets¹ account for > 50%

Note: Data is for FY 2023-24

1. Total revenue considered is Revenue from operations (gross) which includes revenue from operations, 100% of revenue from joint ventures and associates accounted as per the equity method.

2. Revenue by country is based on manufacturing locations except in certain cases of job works locations like Mexico and India.

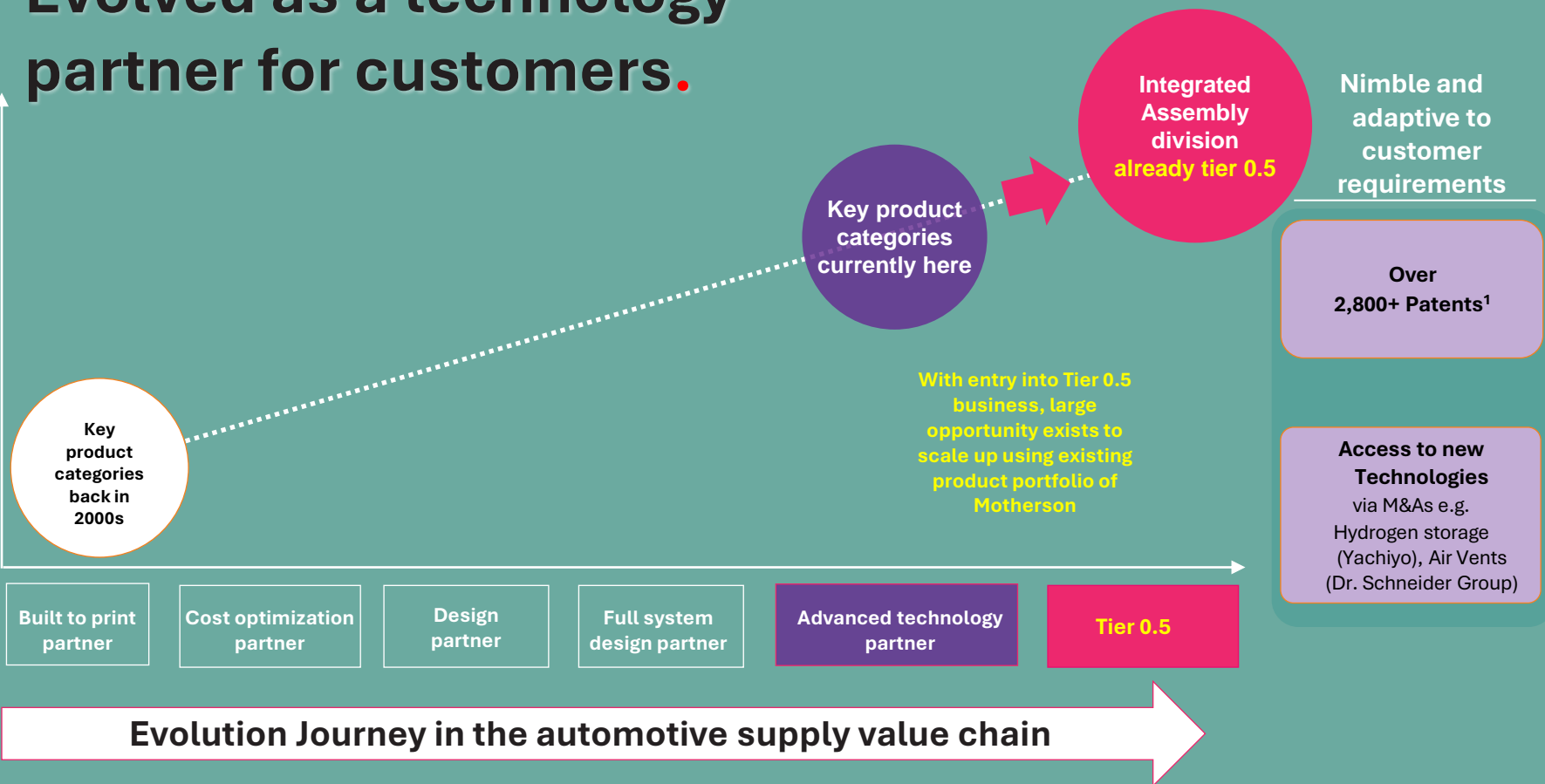
* Under Modules and Polymer Products business division



Evolved as a technology partner for customers.

Highest content and customer stickiness

Limited Content



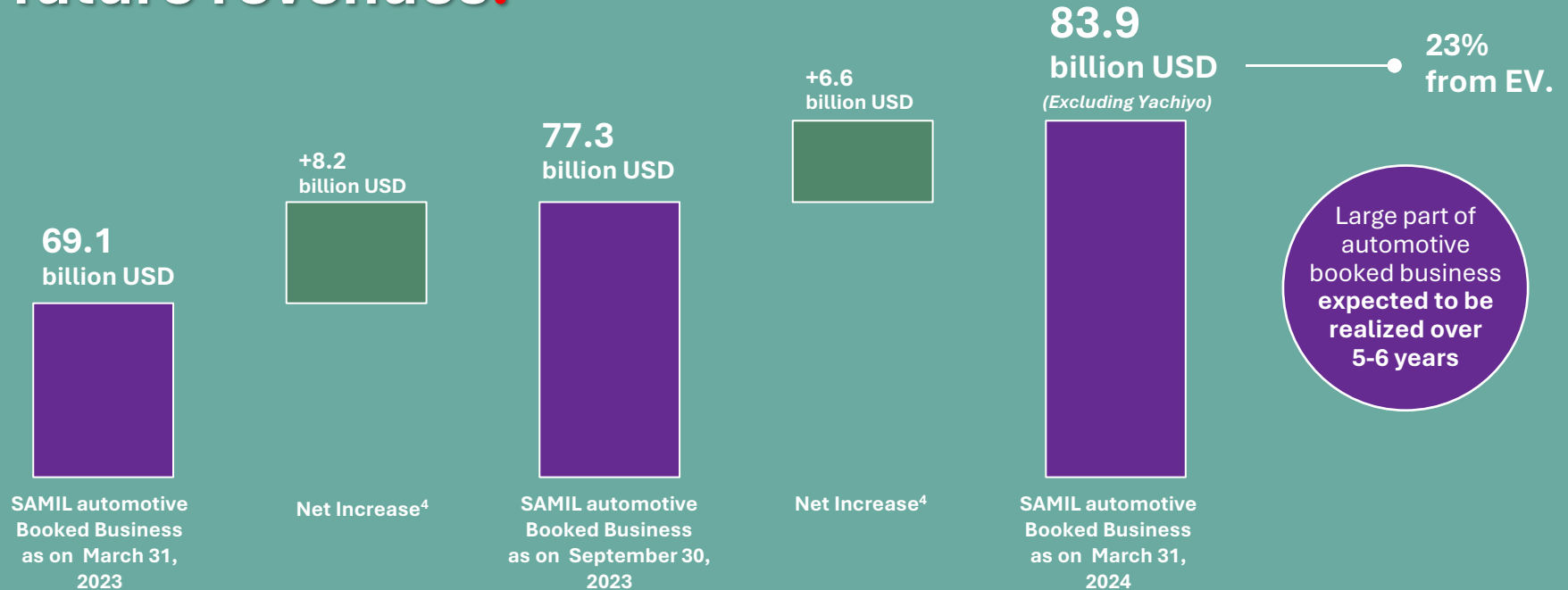
Note:
1. Patent details are as of March 31, 2024.





02.2
Well positioned
automotive business.

Strong visibility of automotive future revenues.



Note:

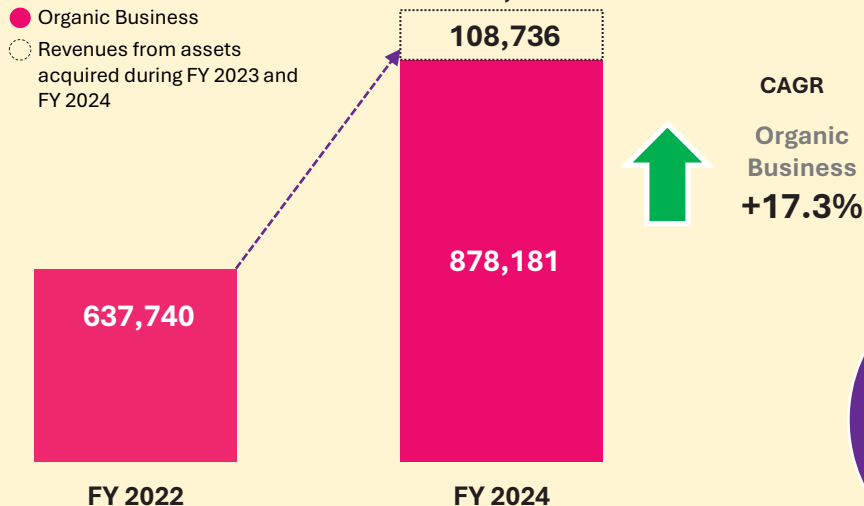
1. Booked business for automotive businesses is based on Revenues from operations (gross) (excluding Technology and Industrial Solutions, Aerospace, Logistics Solutions and Health and Medical business divisions)
2. Volume assumptions for sales planning activities are based on internal assessment which considers various sources (including OEM production forecasts, views of external market consultants, internal knowledge and insights).
3. Booked business is computed as sum of the lifetime sales of business under production and business yet to start production
4. Net Increase factors following
 - Addition of new wins during the period net of reduction to the extent of revenues realized in the period
 - Including impact of all automotive M&As closed
 - Any changes in the volume outlook in the same period



Well-positioned for growth over market.

Automotive megatrends of SUVisation, Premiumization and shift to cleaner mobility driving content growth

Revenue* (INR Mn)



Estimated growth over market of 8-10%** between FY22-FY24



Light Vehicles
(Volumes in Mn)

76.4

90.5



+9%



MHCV
(Volumes in Mn)

3.4

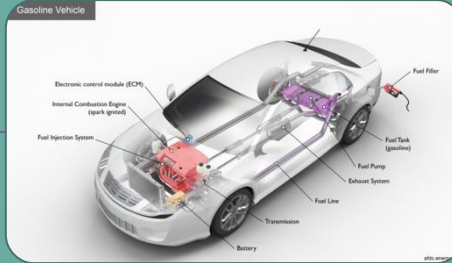
3.6



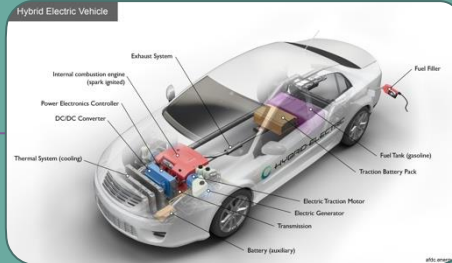
+3%

More than 95% product portfolio is Power-train Agnostic

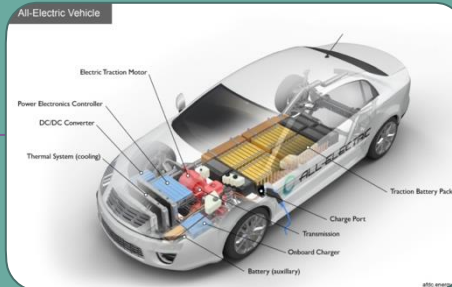
ICE



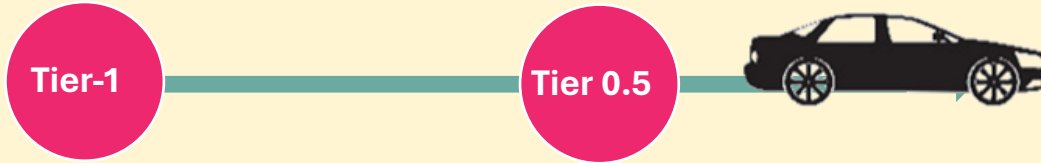
Hybrid



Electric



Well positioned in the automotive supply chain.



Manufacturing of Components and assembly of modules

Integration of components and systems


Managing supply chain for OEMs

Motherson is both a Tier 1 and Tier 0.5 supplier

High level of collaboration enhances customer's dependence

Potential insourcing for assembled products

Higher cross selling opportunities

A view from an airplane window showing the wing and a sunset over a city.

02.3

Leveraging capabilities
in new industries.



Mother's Playbook

A tried and tested formula

“Follow our customers”.

Entry into new industries leveraging existing strengths of Mother's

01

Customer guided

Following a
customer centric
approach to growth

02

Start in country of strength

Leveraging
capabilities using
partnerships and
M&As

03

Consolidate to Lead

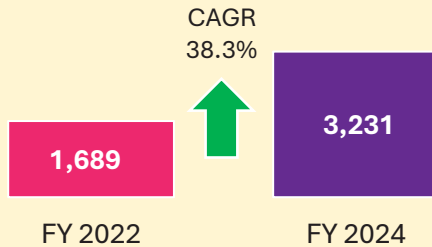
Go Global and
follow 3CX10
strategy

Creating
value for
customers

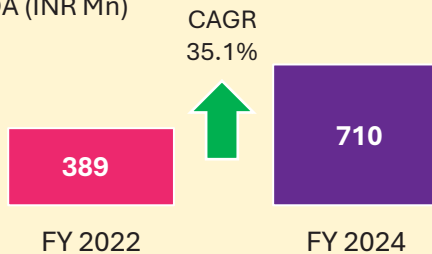
The 1st partnership in India for Aerospace business (CIM Tools).

Significant organic growth

Revenue (INR Mn)



EBITDA (INR Mn)



Investments made to accelerate business growth

Booked Business grew 2.3x since acquisition

While setting the stage for future growth

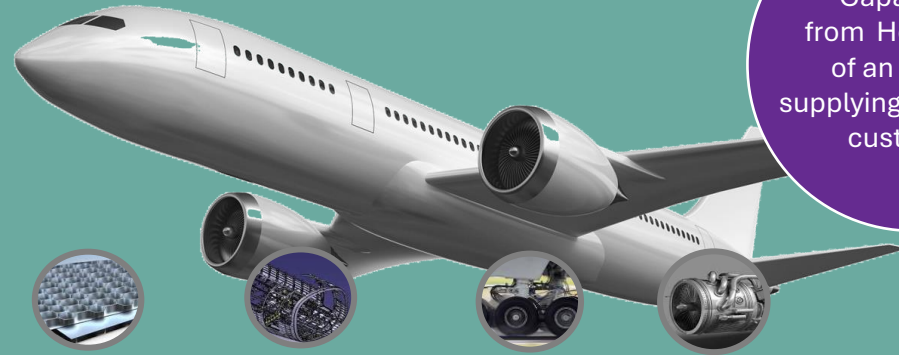
- Building **capabilities in sheet metal and tubes and pipes**
- Adding **surface treatment processes** supporting vertical integration
- Two new facilities expected to start production in next few months
- Strong parentage opened doors to new customers
- Booked business at USD **475 Mn** as of June 30, 2024

Aerospace business ready to take off.

Incubated business in India

Strategic Partnership CIM Tools in 2022

Acquired AD Industries, France in 2024



Capabilities from Head to Tail of an aircraft, supplying to marquee customers

Materials

Aerostructures

Systems

Propulsion

Cabin parts

- Long & Short Bed - Hard Metal Machined parts
- Long & Short Bed - Soft Metal Machined parts
- Metallic Assemblies
- Sheet Metal Fabrication
- Composites
- Hydraulic, Tubes & Pipes
- Composite Parts & Assembly
- Composite Parts & Assembly
- Injection Moulded Parts
- Wiring Harness
- Surface treatment

..With benefits of a competitive size and scale.

Footprint of Aerospace Business

France

08 facilities

India

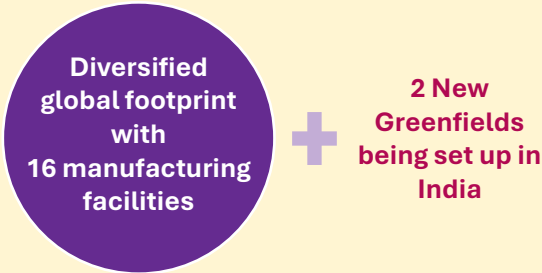
05 facilities

Morocco

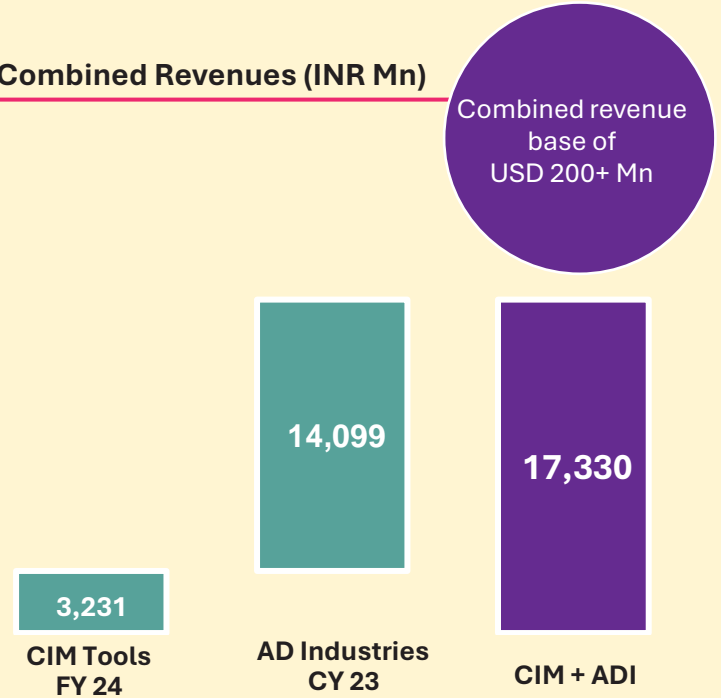
02 facilities

Tunisia

01 facility



Combined Revenues (INR Mn)



Adopting same playbook in the Consumer Electronics business.



India Paving the way¹

02nd

Largest mobile manufacturer in 2023

1 Bn

Target for mobile handsets production in India by 2025

Partnership with BIEL Crystal

INR 26,000 Mn

initial investment spread over a certain period

Over 130,000²

Sq. Mtr.

Setting up dedicated facilities

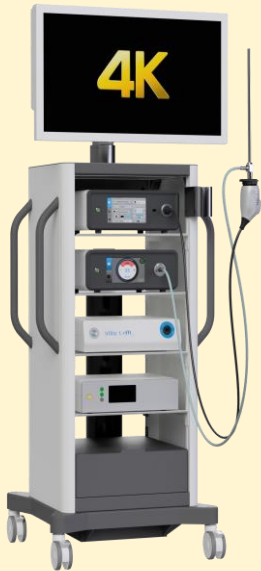
Sep / Oct 2024

Expected SOP

SAMIL has track record of creating value for all stakeholders via successful partnerships

...and in Health and Medical business.

Strategic partnership : Irillic, India



Imaging systems
(Fluorescence Imaging
and 4K Laparoscopy)

Manufacturing capabilities

Improve cost efficiencies
and faster scale-up

Access to Global networks

Expand into new markets

Leveraging
existing
capabilities of
Motherson

Building blocks to
fast-track growth

First dedicated greenfield facility



Products and Components

Manufacturing of component
High Level Assemblies
Finished Medical Devices

Expected Start of Production (SOP)

H2 FY 25

The image features a large, dark silhouette of the Gateway of India monument in Mumbai, India, centered against a vibrant orange and yellow sunset sky. The monument's archway frames a smaller, similar structure in the distance. Silhouettes of trees and street lamps are visible in the foreground and background, creating a layered effect. The overall mood is serene and iconic.

02.4

Uniquely positioned
in India.

India on the cusp of becoming a globally preferred manufacturing destination.



Motherson has deep roots in India.

Motherson's Capabilities

Full spectrum of engineering and manufacturing capabilities available

150+ Facilities²

In close proximity to customers

Human Capital

98,000+ associates¹

Land Acreage

~675 acres of land

19 partnerships

for automotive and new industries

12 new Greenfields

5 for automotive and 7 for new industries

Majority of growth capex allocated to India

FY 24³ Share in Revenue

20.9%

FY 24³ Share in EBITDA

29.2%

...and Motherson is well positioned to gain from impending growth

1. Manpower details are as of May 31, 2024; Associates include both permanent and temporary manpower

2. Facilities are as of May 31, 2024 and include all operational units (manufacturing units, tooling units, assembly units, service companies), tech centers and representative offices

3. Percentages of India share mentioned above are based on Revenue from operations (gross) and respective EBITDA. Revenue from operations (gross) and respective EBITDA excluding MSWL is 16.2% and 20.7% respectively





02.5

Manufacturing DNA and
operational prowess.

Clear focus on the fundamentals of Engineering & Manufacturing.

Quality

Seamlessly fits global quality standards of the customer.

Cost

Work at optimising cost levels.

Design

Provide design support for current products and new concepts.

Delivery

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

Management

Lead the organization with the highest governance standards.

Safety

Work to the highest standards of safety.

Environment

Meet the highest environmental standards.

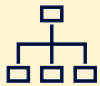
Sustainability

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

QCDDMSES is the
Motherson measure
that guides us in all
aspects of operational
excellence.

Focus on each unit, supported by Root Cause Analysis.

A structured turnaround approach



Classify units in **Red**, **Yellow** and **Green**



Identify root cause(s) of underperformance

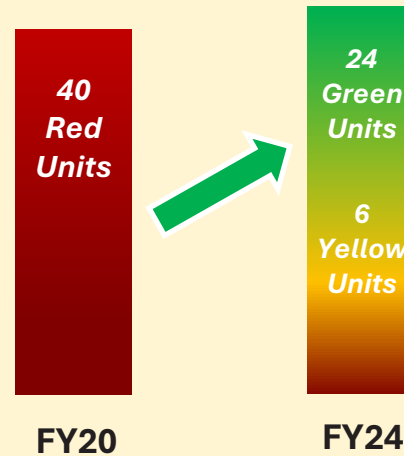


Turnaround drivers and levels of sustainable earnings



Target setting and activity tracking

75% of Red units as of March 31, 2020 converted to Green and Yellow



Committing to mid-term Target 2030 on road to Carbon Net Zero.



Note:
Sustainability mid-term target based on scope 1 and 2, With baseline of FY 2022-23 reporting and assuming economically viable access to sufficient clean and renewable energy solutions in the countries in which we operate.

CMMI level 5* certified in- house IT capabilities.

IT business division serving both Internal and External customers

Provides operational benefits

Scalability

Standardized
“plug and play”
modules

Operational Efficiency

Streamlined
processes &
workflows

Effective Decision Making

Forecasting and
analytics

Cyber Security

Management and
prevention of risks
and events

**Back-bone of our
operations**



Foraying into Manufacturing as a Service (MaaS).

A tech driven digital platform connecting global manufacturers to reliable suppliers.

Access to global manufacturing and supplier base with opportunities to insource.

UNIBUILD

Our Key Strengths

Manufacturing Capabilities

Wide Supplier base

In-house Technology

In discussion with **3,300+** Suppliers..

..across **20** different industries

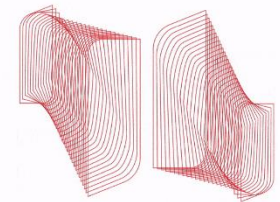
140+ external customers already onboarded

Your potential, our network Together, growing globally

Bridging the gap between customers and suppliers by providing customer-centric global manufacturing services.

-  Limitless Manufacturing Scale
-  Phygital Universal Network
-  Accelerated Execution
-  Intelligent User Experience (UX)

Register





02.6

Strong management structure and capabilities a key enabler.



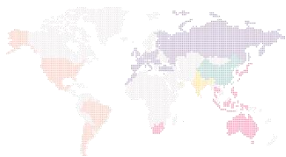
Our Management and structure are synergistic forces driving our diversity towards a common objective

Decentralized management structure enables quick response to opportunities.

Professional management

Regional Chairman's Office (RCO)

1. 5 RCOs (COA, COE, COSA, COSEA, COCN)
2. Regional support structures that streamline business operations and enable synergies across businesses in the region.



Business Divisions

1. Each business is independently run (COO) with a unified Vision.
2. Each plant is a profit center (RYG)
3. Financial KPIs and Management Oversight



Global Functions

1. Group COO, CFO & KMP
2. Strategy and M&A
3. Finance
4. Purchasing
5. Sustainability
6. Marketing and Communications
7. Information and Technology

Global functions and RCOs support growth of business divisions by creating synergies across Motherson.

Strong professional management team, with extensive automotive industry experience

Clear distinction between Entrepreneurs and management

Management bandwidth across regions




Enabled successful integration of 45 acquisitions.

Integrated 45 acquisitions since 2002 bringing a wide range of solutions to our customers.

2000 - 2005

 **01 Waford**
Ireland
(Electronics (Wiring harness))
2002


 **02 Reiner Precision**
Germany
(Machined metal components)
2005


 **03 G&S Kunststofftechnik**
Germany
(Plastic injection moulding)
2005

 **04 F.P. Formagru**
Czech Republic
(Plastic injection moulding)
2005

2006 - 2010

 **05 Huon Corporation**
Australia
(Door trim business)
2006

 **06 ASL Systems**
United Kingdom
(Wiring harness)
2006


 **07 Empire Rubber**
Australia
(Rubber moulding business)
2007

 **08 Dagger Frost Tools**
India
(Gear cutting tools)
2009

 **09 Visiocorp**
UK
(Rear View Mirrors)
2009

2011 - 2015

 **10 Peguform Germany**
Germany
(Interior & exterior polymer modules)
2011

 **11 Vacuform 2000**
South Africa
(Thermoformed polyethylene & blow moulded components)
2011

 **12 Sintermetal SA**
Spain
(Powder metal parts)
2012

 **13 Scherer & Trier**
Germany
(Extruded plastic parts)
2014

 **14 Minda Schenk**
Germany
(Plastic moulding)
2014

 **15 Stoneridge Inc.**
USA
(Wiring Harness Unit)
2014

 **16 Magneti Marelli Shock**
Absorbers Pvt. Ltd.
India
(Rear View Mirrors)
2014

2016 - 2020


 **17 Abraham and Co Ltd**
Hungary
(Plastic moulding automotive business)
2016

 **18 Kobek Siebdruck**
GmbH & Co. KG
Germany
(Illumination solutions)
2017

 **19 PKC Group**
Finland
(Wiring Harnesses)
2017

 **20 MS Global India Pvt. Ltd**
India
(Sheet Metal Parts)
2017

 **21 Raydel**
Netherlands
(Interior polymer modules)
2018

 **22 Bombardier**
United Kingdom
(Wiring harness unit)
2019

 **23 Re-time Pty Ltd**
Australia
(Light therapy glasses)
2020

 **24 Wisetime Ltd.**
UK
(ERP Systems)
2020

2021 - 2024

 **25 Plast Met**
Turkey
(Plastic moulded parts & tooling)
2021

 **26 Bombardier (EWIS)**
Mexico
(Wiring Harness Unit)
2021


 **27 Nanchang JMCQ Mekra**
Lang Vehicle Mirror Co., Ltd. (JMCC)
China (Rear View Mirrors)
2021


 **28 CIM Tools Pvt. Ltd.**
India (Aerospace)
2021

 **29 Frame Manufacturing and Assembly Business of DICV Pvt Ltd.**
India
(Turned parts, spools, & other machined components)
2022


 **30 Ichihok**
Japan
(Rear view mirror) business
2022

 **31 Saddles**
India
(automotive upholstery business)
2023


 **32 SAS Autosystemtechnik***
GmbH
Germany (Module Assembly)
2023


 **33 Fritzmeier Motherson Cabin Engineering Pvt Ltd**
India (Cabins for off-highway vehicles)
2023


 **34 Botta**
USA (Chrome plated polymer parts)
2023

 **35 YMAT**
India (Clutch assembly for HVAC)
2023


 **36 Yachiyo 4W**
Japan (Sunroof and plastic fuel tanks)
2023

 **37 Rolton Hydraulics Private Limited**
India
(Turned parts, spools, & other machined components)
2023

 **38 Dr. Schneider Group**
Germany
(Smart surfaces and lighting modules)
2023


 **39 Inilic Pvt. Ltd.**
India
(Fluorescence and 4K Laparoscopy Imaging)
2023

 **40 AD Industries**
France
(Aerospace and Medical - Metallic & composite products)
2023

 **41 Samvardhana Motherson Adsys Tech Ltd.**
India (Electric Wiring & Interconnect Systems (EWIS))
2023

 **42 Lumen Group**
Australia
(CEM certified automotive parts, accessories and dealer fitted products)
2023

 **43 Deltacarb SA**
Switzerland
(Tugsten carbide-based products)
2023

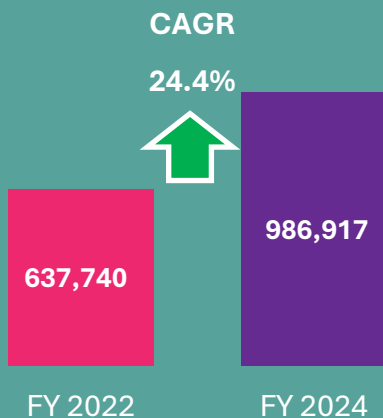
 **44 Pysm**
Software for Large format touch-enabled display screens)
2024

 **45 MASL India**
(Industrial Park)
2024

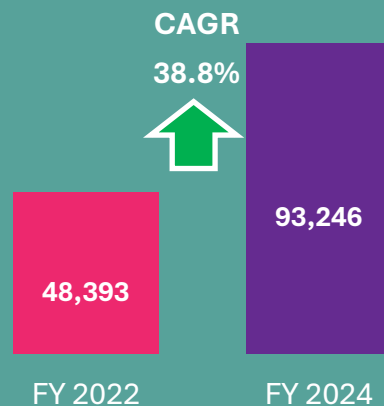


And created a strong platform delivering sustainable growth.

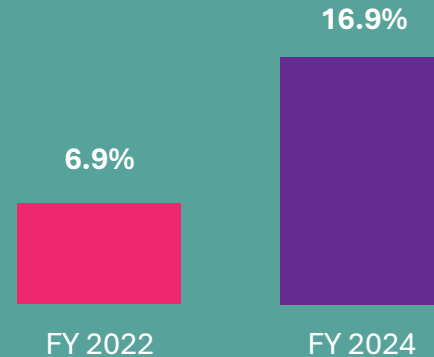
Revenue (INR Mn)



EBITDA (INR Mn)



ROCE (%)



Note:

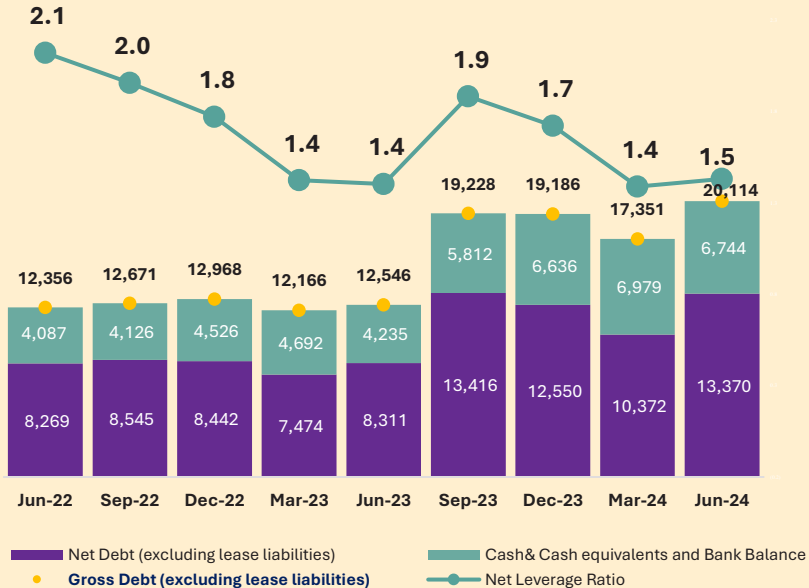
1. Refers to revenue and EBITDA from continuing operations
2. Gross amount of consideration is INR Mn 1,437,670 which includes revenue from operations, 100% revenue of joint ventures and associates accounted as per the equity method as adjusted by throughput revenue arising out "Principal vs Agent Consideration" under Ind AS 115
3. Return on Capital Employed (adjusted) (ROCE) is earnings before interest and tax (EBIT) from continuing operations divided by average capital employed. Capital employed adjusted for impact of fair valuation and intangible assets created due to group wide reorganization completed in March 31, 2022 and also capital work in progress and intangible assets under development.



While maintaining a strong balance sheet.

Leverage at **1.5x**.

Gross and Net Debt¹ with Cash & Cash Equivalents and Bank Balance
(INR Crores)



Note :

- Net Leverage ratio = (Net Debt + Lease Liability) / LTM EBITDA. For less than 1 year old acquired assets, LTM EBITDA is considered for a like for like comparison

Evidenced by positive rating actions.

International ratings

MOODY'S

SAMIL rating
upgraded
to Baa3/Stable

FitchRatings

Issue rating
upgraded to
BBB-



SAMIL assigned
a rating of
A/Stable.

Domestic ratings

India Ratings
& Research
A Fitch Group Company

IND
AAA / Stable.

CRISIL
An S&P Global Company

Upgraded to
AAA / Stable.

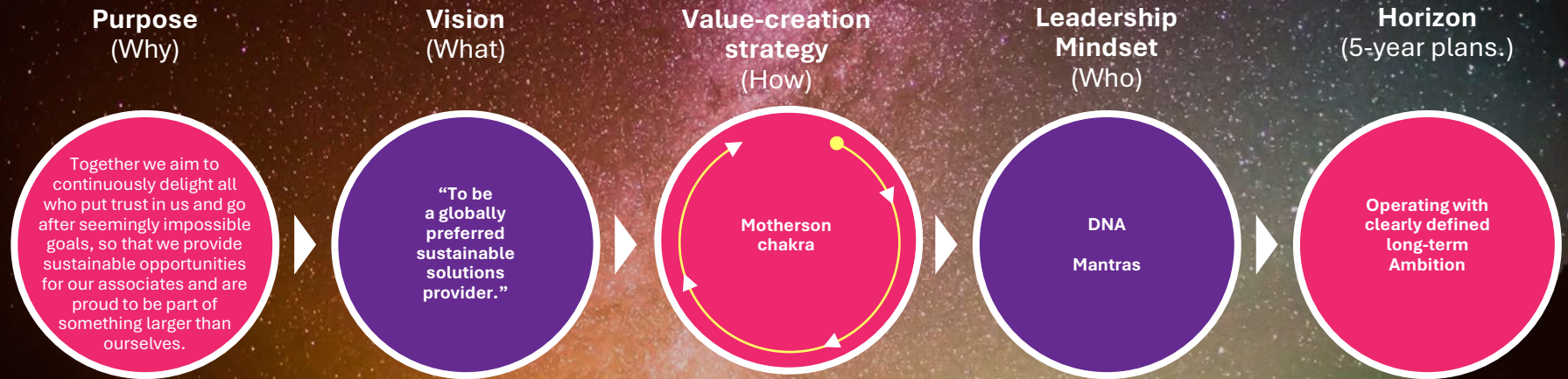


An aerial photograph of a multi-lane highway interchange crossing a wide river. The scene is captured during the golden hour, with warm sunlight casting long shadows and highlighting the green fields on either side. Several vehicles, including a large white truck and a blue truck, are visible on the highway. The text '03' is prominently displayed in the upper center in a bold, orange font.

03

How we will
continue to create
value for our
stakeholders.

We have a strong philosophy and clearly laid out 5 Year Plans.

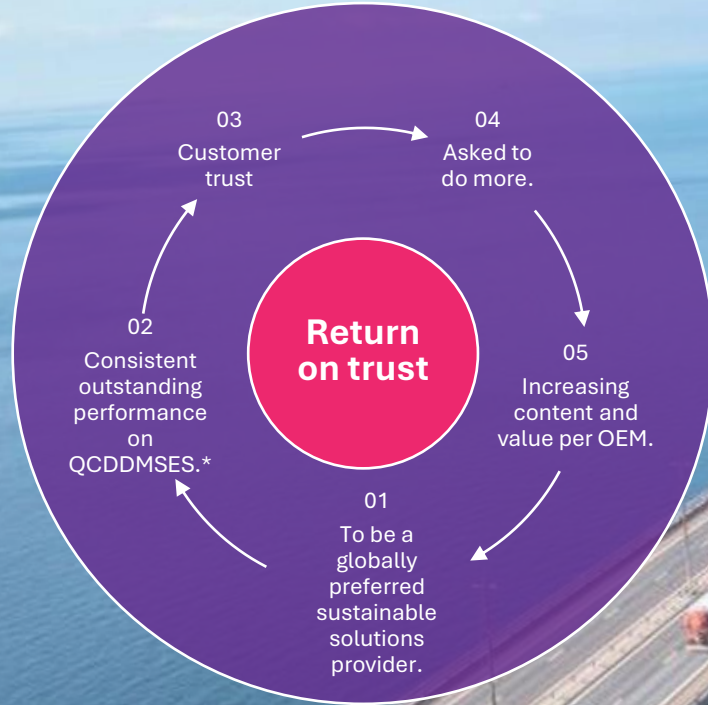


Three pillars of growth.

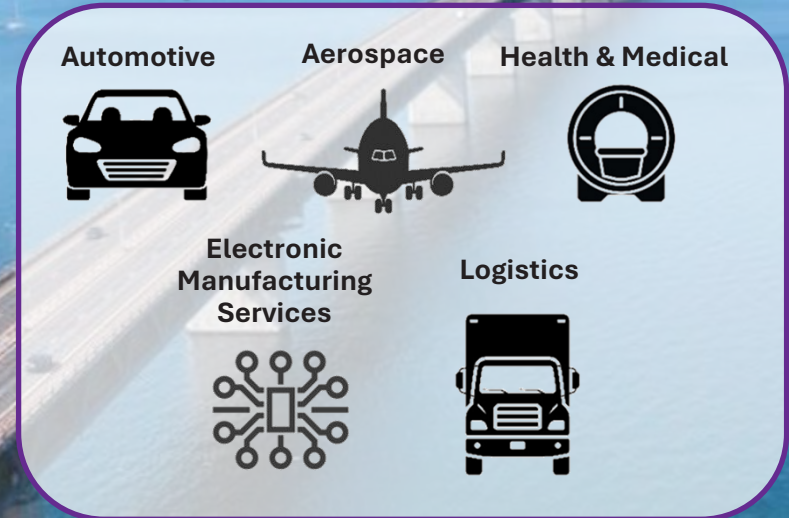


Listening
to the
customer.

Value creation wheel.



Key enabler of expansion across industries



Summary.

SAMIL is an engineering and manufacturing powerhouse.

Delivering sustainable solutions to customers across industries.

Well positioned to leapfrog to the next phase of growth.

Creating long-term value for all stakeholders



Thank you.

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