



Motherson.

**Global Design, Engineering
Manufacturing and
Assembly powerhouse built
on a strong platform**

February 2025

Motherson

is a company
built on Trust.

**Approx.
USD 20 Bn¹**
FY 25
Gross Revenue
(Annualized 9M)

Presence
across **44**
countries with
over **400**
facilities

47
Acquisitions
across
industries

28
Strategic
Partnerships

Among the
Top 15
automotive
Suppliers²
globally

Notes :

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 @ INR 87.2119 / USD, being the reference exchange rate published by the RBI as of February 28, 2025

2. Automotive news 2024

1983

Our first wiring harness order.

Manufactured wiring harness for Maruti 800

ONE

Component
Country
Customer

We have a strong philosophy and clearly laid out 5 year plans

Purpose
(Why)

Together we aim to continuously delight all who put trust in us and go after seemingly impossible goals, so that we provide sustainable opportunities for our associates and are proud to be part of something larger than ourselves.

Vision
(What)

“To be a globally preferred sustainable solutions provider.”

Value-creation strategy
(How)

Mother'son
chakra

Leadership Mindset
(Who)

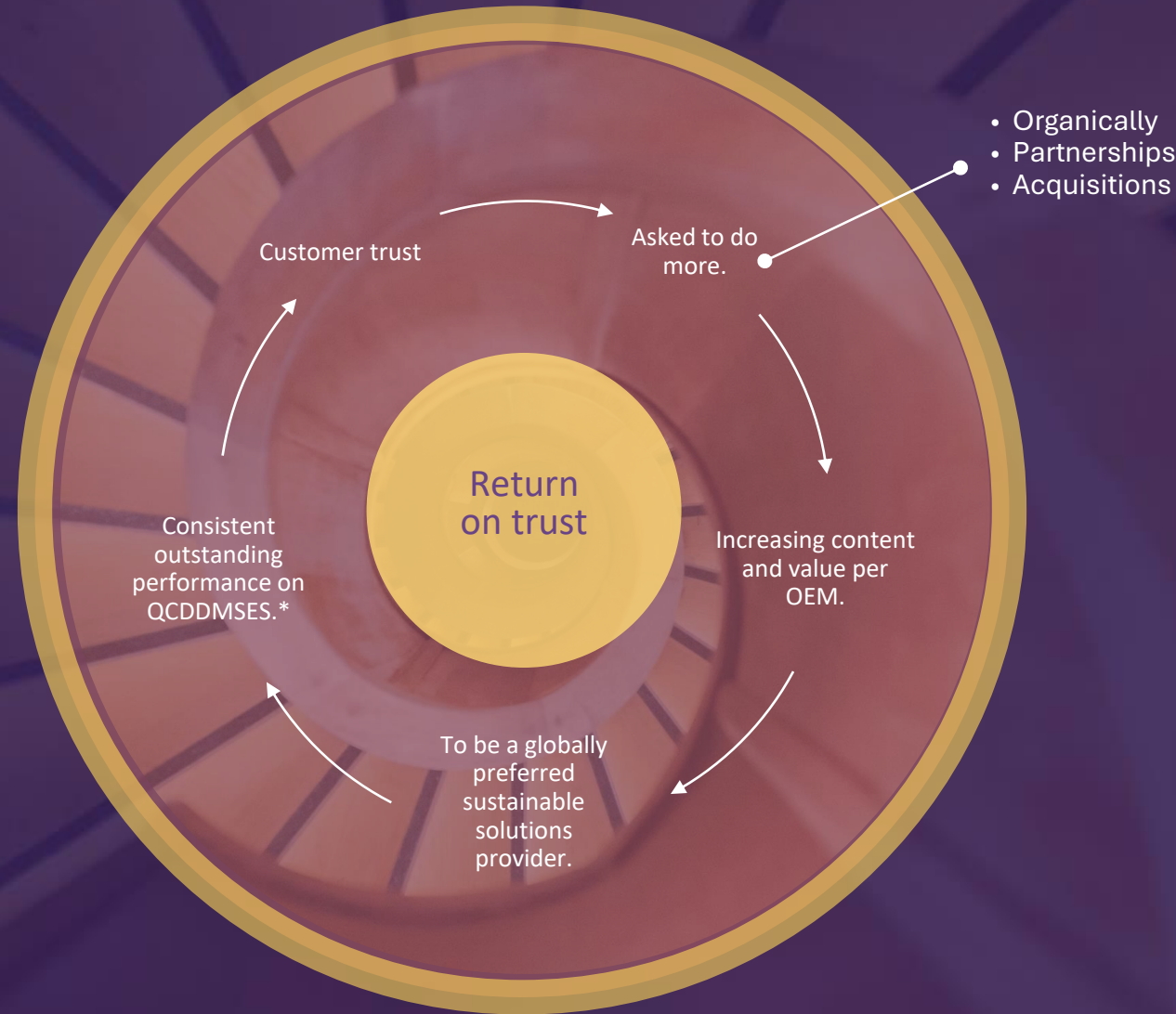
DNA
Mantras

Horizon
(5-year plans.)

Operating with clearly defined long-term Ambition

Motherson Value Creation Wheel.

This loop creates a virtuous circle for all stakeholders.



Resulting in a Multi-Pronged Growth Strategy.

**01
Organic
growth**

**02
Strategic
Alliances**

**03
Acquisitions**

Listening
to the
customer.

An aerial photograph of a winding asphalt road on a steep, green mountain slope. The road features several sharp, hairpin turns. In the foreground, a red sports car is navigating a curve, and a motorcycle is visible further up the road. The surrounding landscape is lush green with patches of grey rock and some snow patches in the distance.

Vision 2025
5-Year Plan launched
during a tumultuous
economic period.

Dealing with six-sigma challenges across the board.

Operating in a highly unpredictable and volatile environment

Chip Shortage

Record energy prices

Inflation

Middle-East Crisis

COVID-19 lockdowns

Rising commodity prices

Geopolitical situation in Europe

Rising labour costs

Increasing interest rates

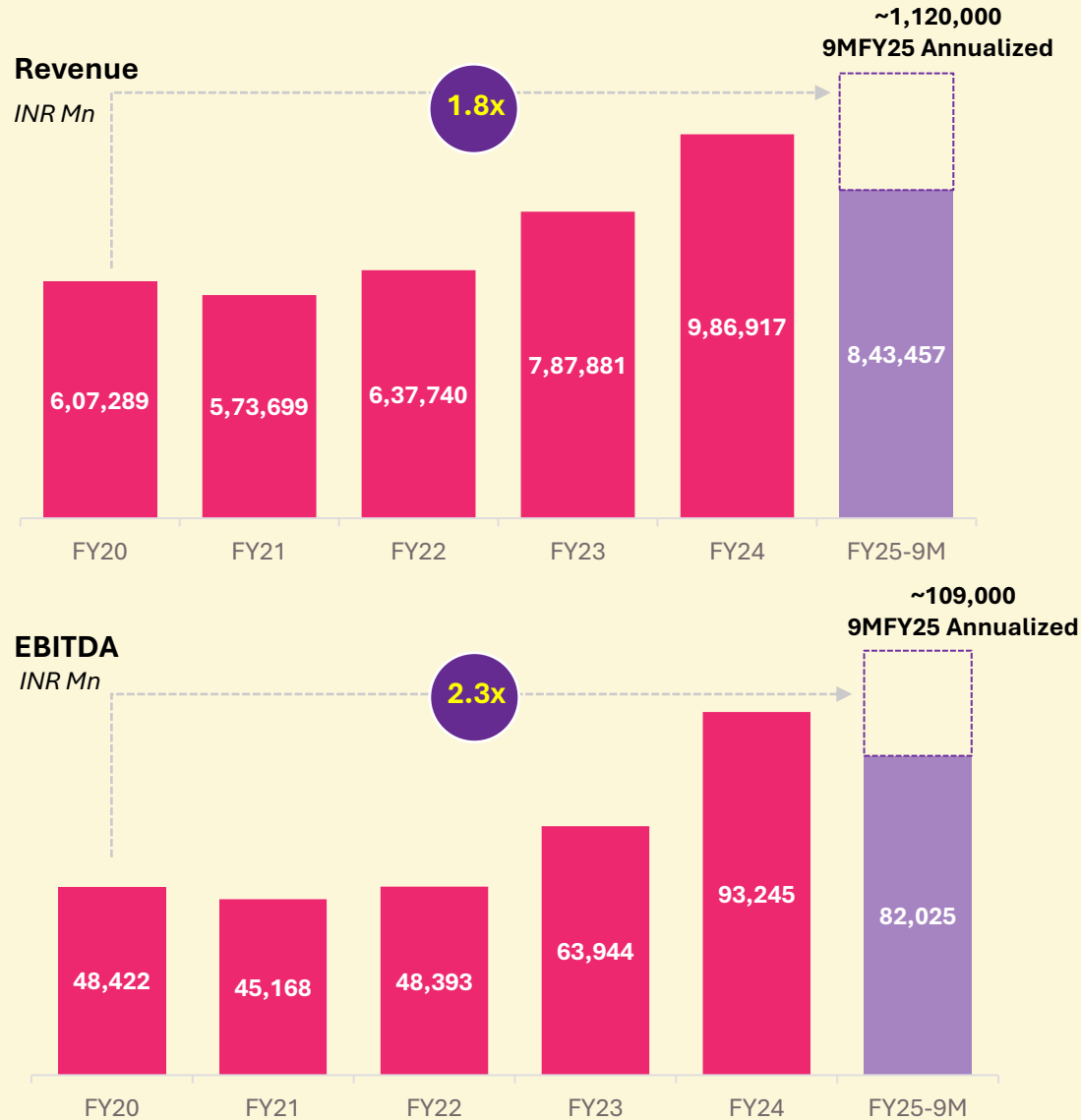
Evolving Trade Dynamics

Dec-20

Today



Despite which we delivered exponential growth with all engines firing.



20
Greenfields announced in last two years out of which 6 are on stream

4
Strategic Partnerships

23
Acquisitions since 2020



Strategic Partnerships; One stop sustainable solutions provider for new & proven technologies and supply chain.

28

Strategic Partnerships

Across various business divisions and product segments

Access to best-in-class technology and capabilities in newer areas

**BIEL
Crystal**

- JV with a leading consumer electronics player
- To further strengthen our electronics portfolio and poised for exponential growth
- Handpicked by customer on back of our existing manufacturing and engineering capabilities in automotive sector

Hamakyorex

- Building on success of existing partnership of finished vehicle logistics in India
- To conduct comprehensive logistic operations and related services including 3PL, warehousing and EXIM in Japan and mutually agreed territories

Matsui

- Collaborating with existing partner for manufacturing automation solutions
- Supporting customers in Japan and mutually agreed territories for solutions in process automation, material handling, quality control & inspection and robotic automation

Sanko





- JV with leading manufacturer of plastic material handling products and sustainable packaging
- Core engineering capabilities with products that are structurally engineered for durability, reusability and recyclability
- Two JVS being setup to serve India and Europe

Acquisitions at the behest of customers.






Motherson Group has integrated **23** acquisitions in this **5YP** bringing a wide range of solutions to our customers.

2021 - 2024








2000 - 2005

-  **01 Wexford**
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. Formagrau**
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 Visicorp**
UK
(Rear View Mirrors)
2009

2011 - 2015

-  **10 Peguform** 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
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 Reydel**
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.**
Finland
(ERP Systems)
2020

-  **25 Plast Met**
Turkey
(Plastic moulded parts & tooling)
2021
-  **26 Bombardier (EWIS)**
Mexico
(Wiring Harness Unit)
2021
-  **27 Nanchang JMCG Mekra**
Lang Vehicle Mirror Co., Ltd.
(JMCG)
China (Rear View Mirrors)
2021
-  **28 CIM Tools Pvt. Ltd.**
India (Aerospace)
2021
-  **29 Frame Manufacturing and Assembly Business of DICV Pvt Ltd.**
India
2022
-  **30 Ichikoh**
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 Bolta**
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 Rollon Hydraulics Private Limited**
India
(Turned parts, spools, & other machined components)
2023
-  **38 Dr Schneider Group**
Germany
(Smart surfaces and lighting modules)
2023
-  **39 Irlitic 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
(OEM certified automotive parts, accessories and dealer fitted products)
2023
-  **43 Deltacarb SA**
Switzerland
(Tugsten carbide-based products)
2023
-  **44 Prysm**
(Software for Large format touch-enabled display screens)
2024
-  **45 MASL India**
(Industrial Park)
2024
-  **46 Atsumitec Co., Ltd.**
(Metal and Machining business)
2024
-  **47 Baldi Industria E Comercio Ltda.**
(wrapping for door panels, steering wheels, IP, and other interior parts)
2024



Achieved Diversification across 3Cs.

Expansion into
new industries
to further
diversify the
component
mix

Integrated Assembly

Sunroof and PFTs

Premium Air Vents & Deco
Parts

Aerospace and non-auto

Expanding
customer base
from new
business lines

Full impact of M&As to further
aid diversification

No Major OEM accounts for
more than 10%

Expanding
footprint with
increased
business size
and scale

Favourably positioned with
Emerging Markets ~50%

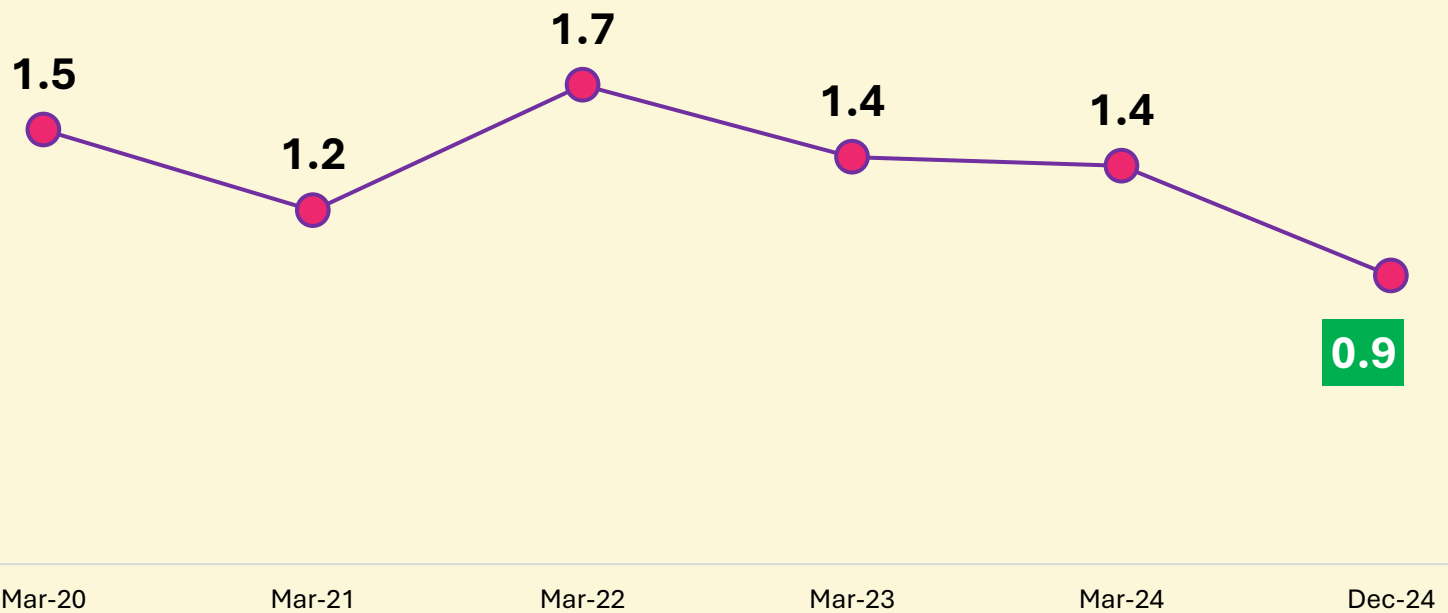
New countries for future growth
opportunities

**Making
significant
progress on our
diversification
journey**

Whilst Maintaining Financial Discipline; At 0.9x Net Debt to EBITDA.

Leverage Ratio

Financial Policy 2.5x

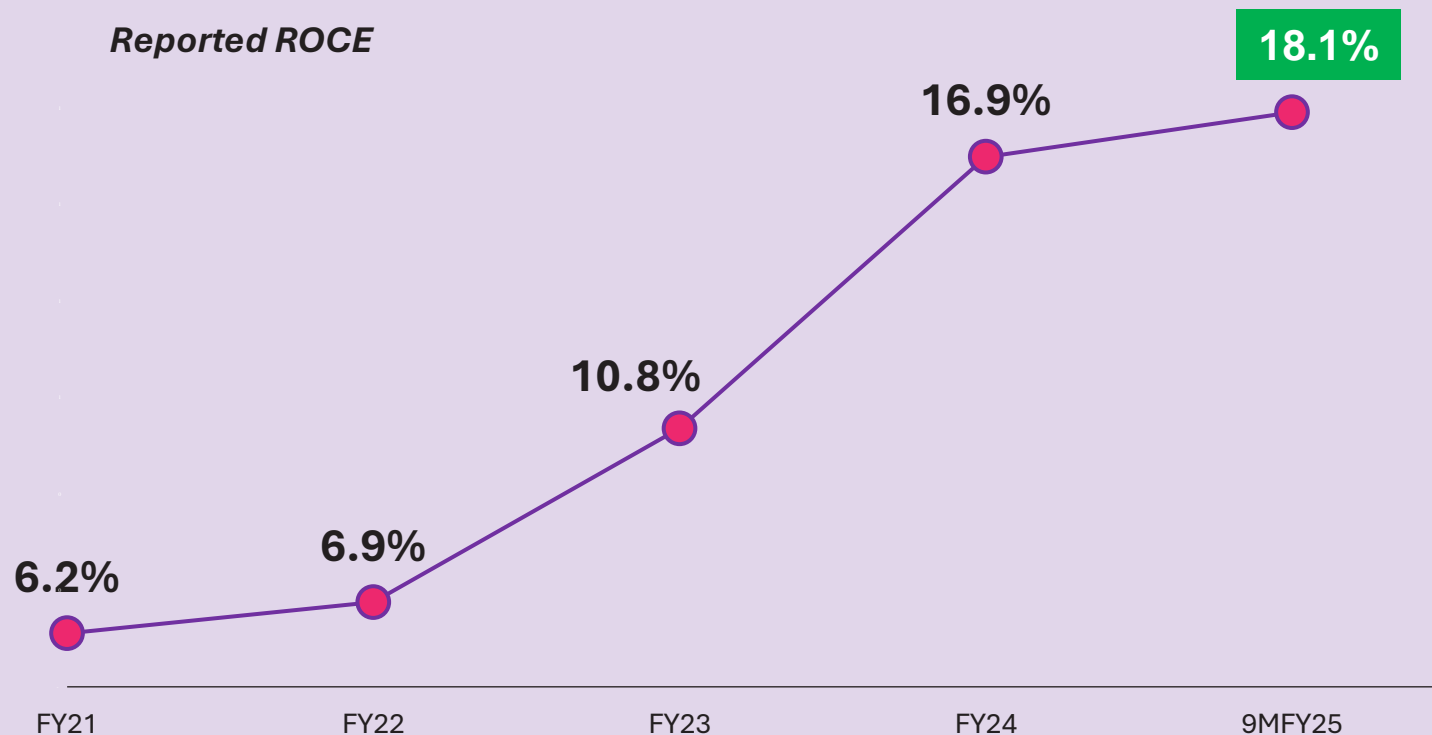


Comfortably placed to support growth ambitions and ride through volatile business environment

Notes :
1. Leverage ratio = Effective Net Debt / LTM EBITDA.
2. Effective net debt does not include CCD related debt as it is a mandatorily convertible instrument without any actual payout of this debt, except for the contracted coupon rate
3. For less than 1 year old acquired assets, LTM EBITDA is considered for a like for like comparison for March 2024 and December 2024
4. All numbers for period FY20 and FY 21 are based on reported financials (Continuing + Discontinuing operations)



Continued focus on ROCE with improved trajectory, with the larger size and scale resulting in better operating leverage and efficiencies.



Focus on improving underperforming units in volatile environment

Large size and scale resulting in better operating leverage and efficiencies

Normalisation of working capital

Note:

- Reported ROCE is earnings before interest and tax (EBIT) from continuing operations divided by average capital employed.
- Capital employed is the actual cash capital employed and is adjusted for impact of fair valuation and intangible assets created due to group wide reorganization completed in March 31, 2022, and capital work in progress and intangible assets under development
- LTM EBIT considered for 9MFY25



Today Motherson is an Global Design, Engineering Manufacturing and Assembly Powerhouse.

Expertise spanning the lifecycle & value chain

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



Notes :

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

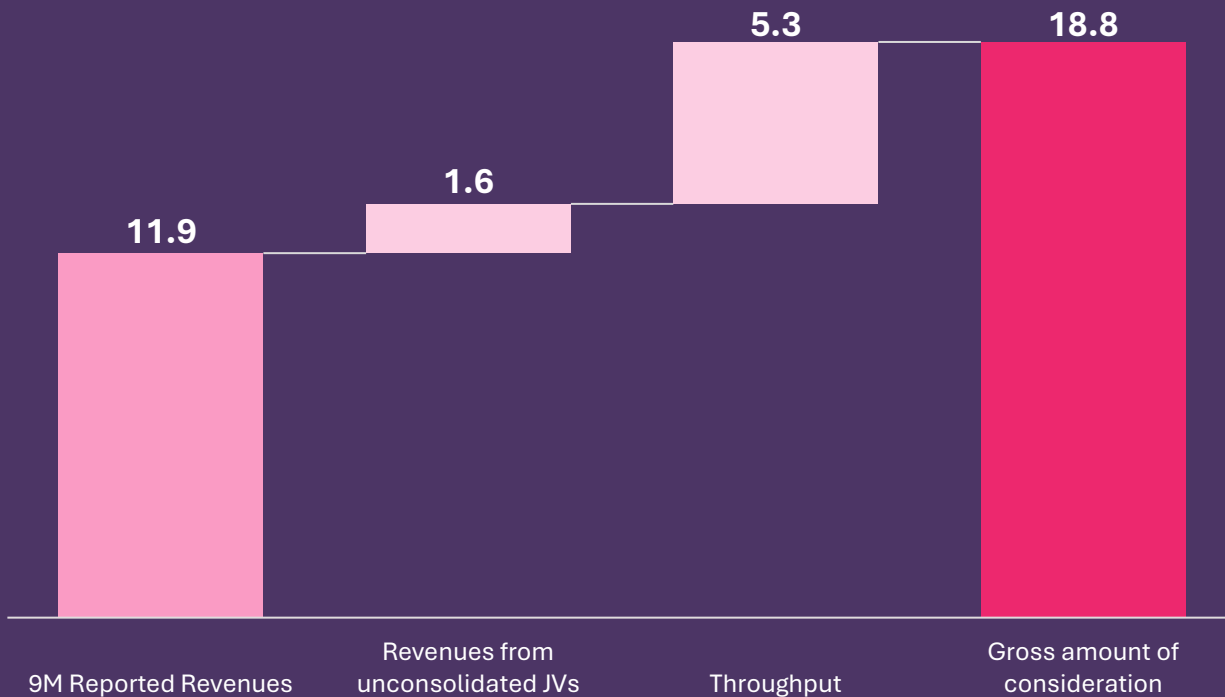
3. Manpower details are as of May 31, 2024





Update on our Journey towards USD 36 Billion in 2025.

On 9MFY2025 performance, We are tracking at run rate of USD 25 bn²



~USD 25 Bn
 Gross amount of consideration assuming a run rate of 9M FY2025

~18.1%
 Reported ROCE as of December FY2025

3CX10
 Entry into new industries, Expanded customer base and product lines

Notes :

1. All revenue numbers based on reported results for 9M FY25
2. Using a constant currency exchange rate of 1 USD = 70.89 INR i.e., the rate at the time when Vision 2025 was announced

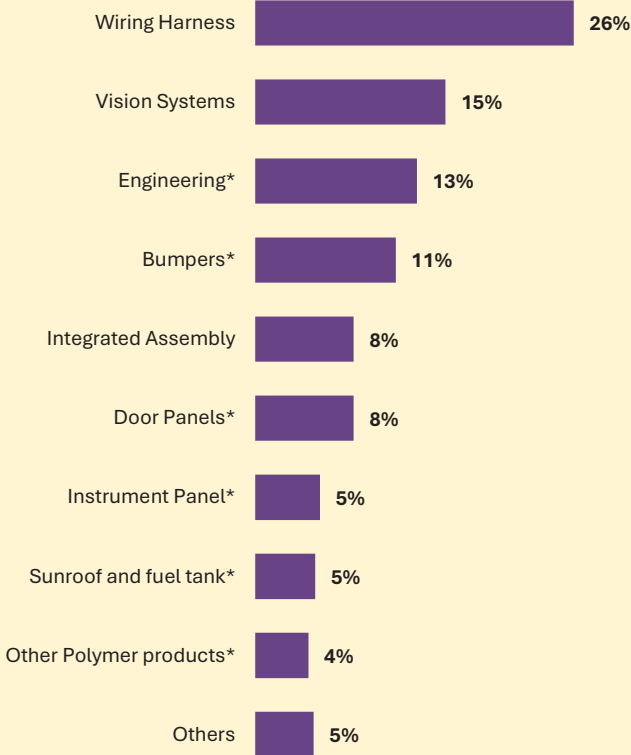


**Our
Not So Secret
Sauce.**



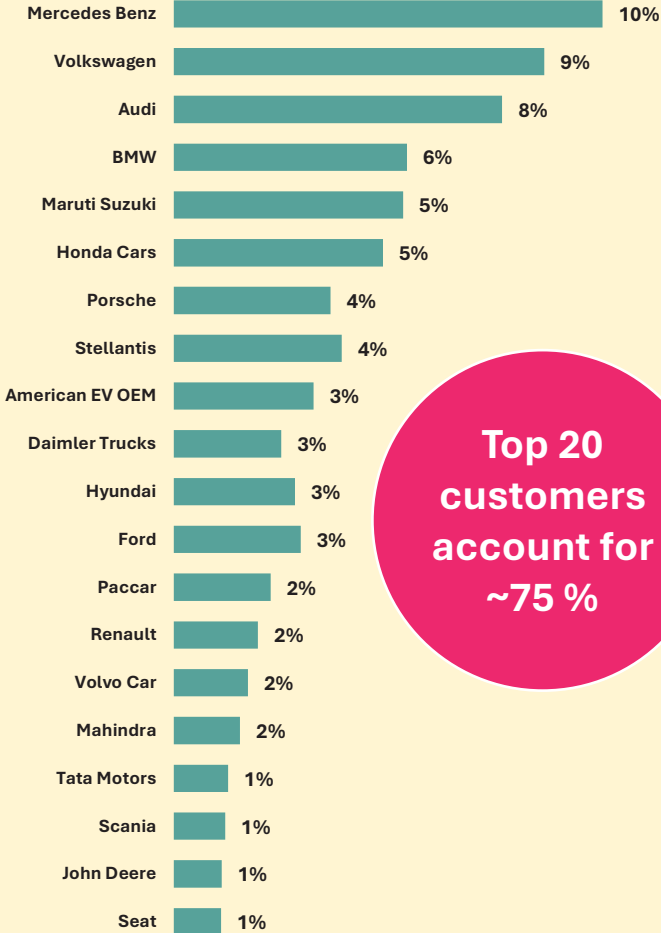
Highly Diversified Business Model to Mitigate Regional Volatilities (3CX10 Strategy).

Component wise.



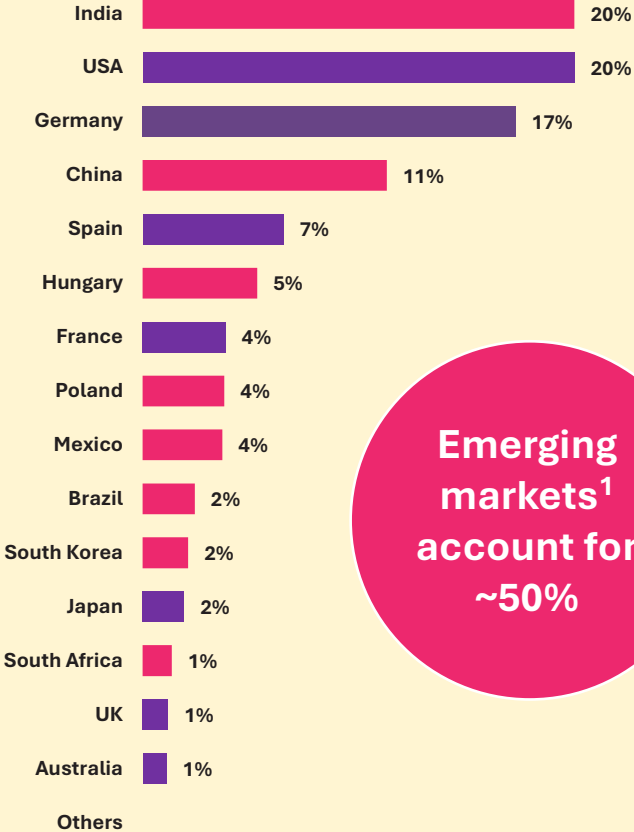
Customer wise.

(top 20 customers)



Top 20 customers account for ~75%

Country wise.



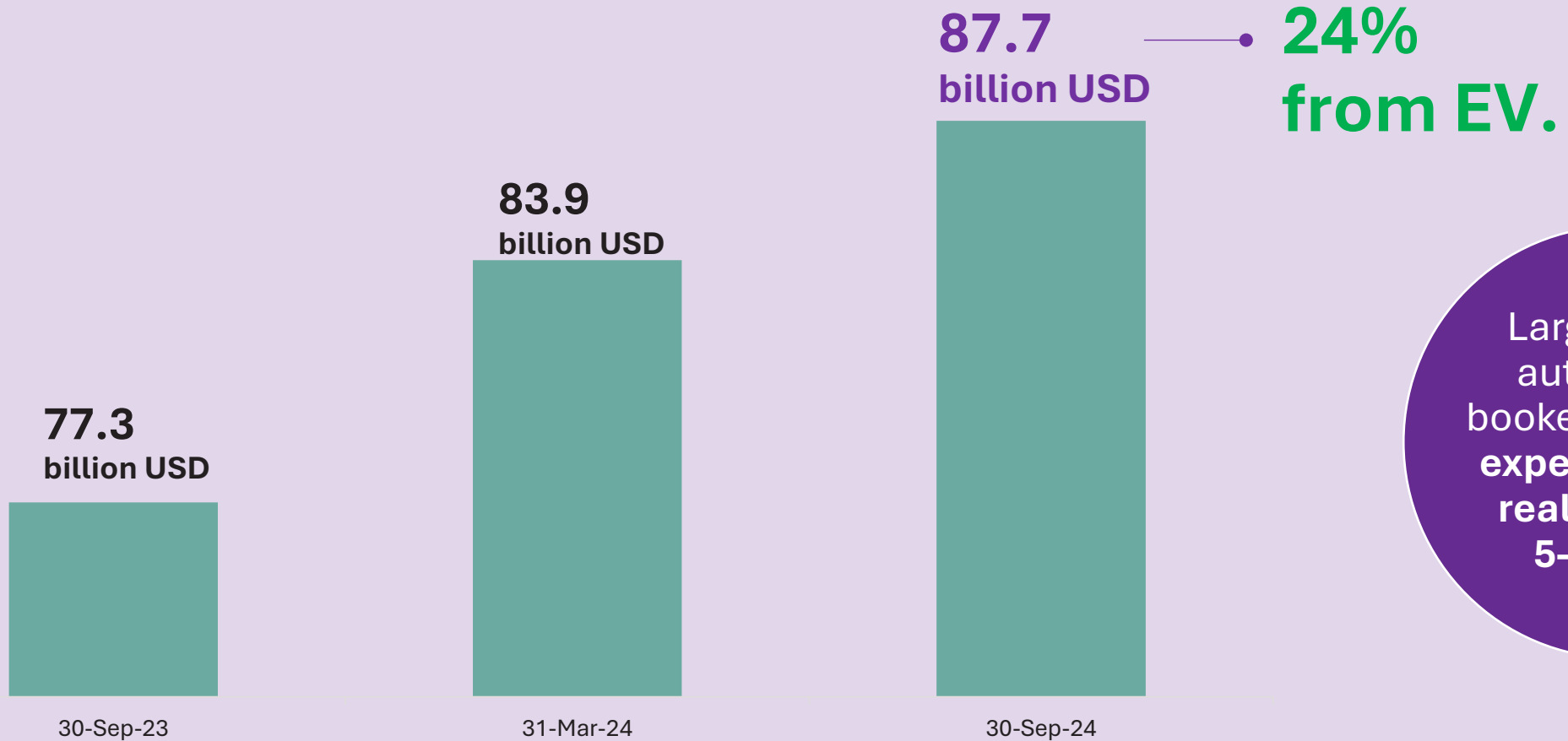
Emerging markets¹ account for ~50%

Notes :
 3CX10 is as of September 2025
 1. Total revenue considered is Revenue from operations (gross) which includes revenue from operations, 100% of revenue from joint ventures and associates which are 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

¹Emerging markets defined as Brazil, China, India, Mexico Thailand, South Korea, South Africa, Czech Republic, Hungary, UAE, Turkey, Philippines, Indonesia, Poland as per MSCI Emerging Markets Index



With strong visibility over automotive revenues.



Large part of automotive booked business expected to be realized over 5-6 years

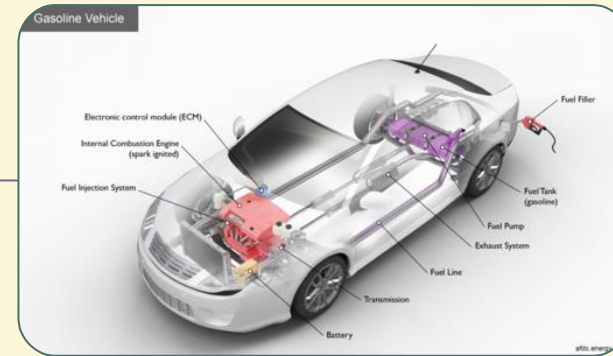
Notes:

- 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)
- 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).
- Booked business is computed as sum of the lifetime sales of business under production and business yet to start production

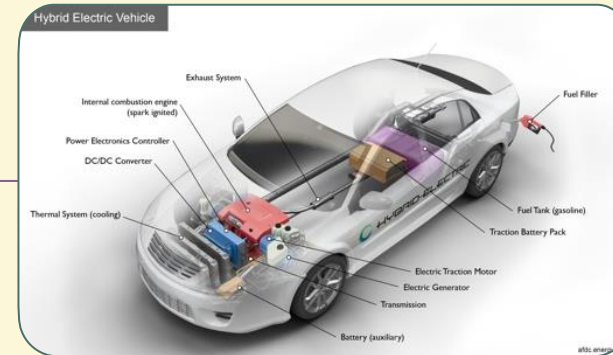


With more than 95% product portfolio
Power-train Agnostic

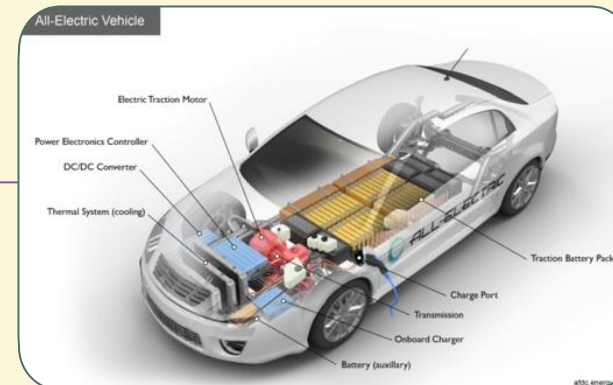
ICE ✓



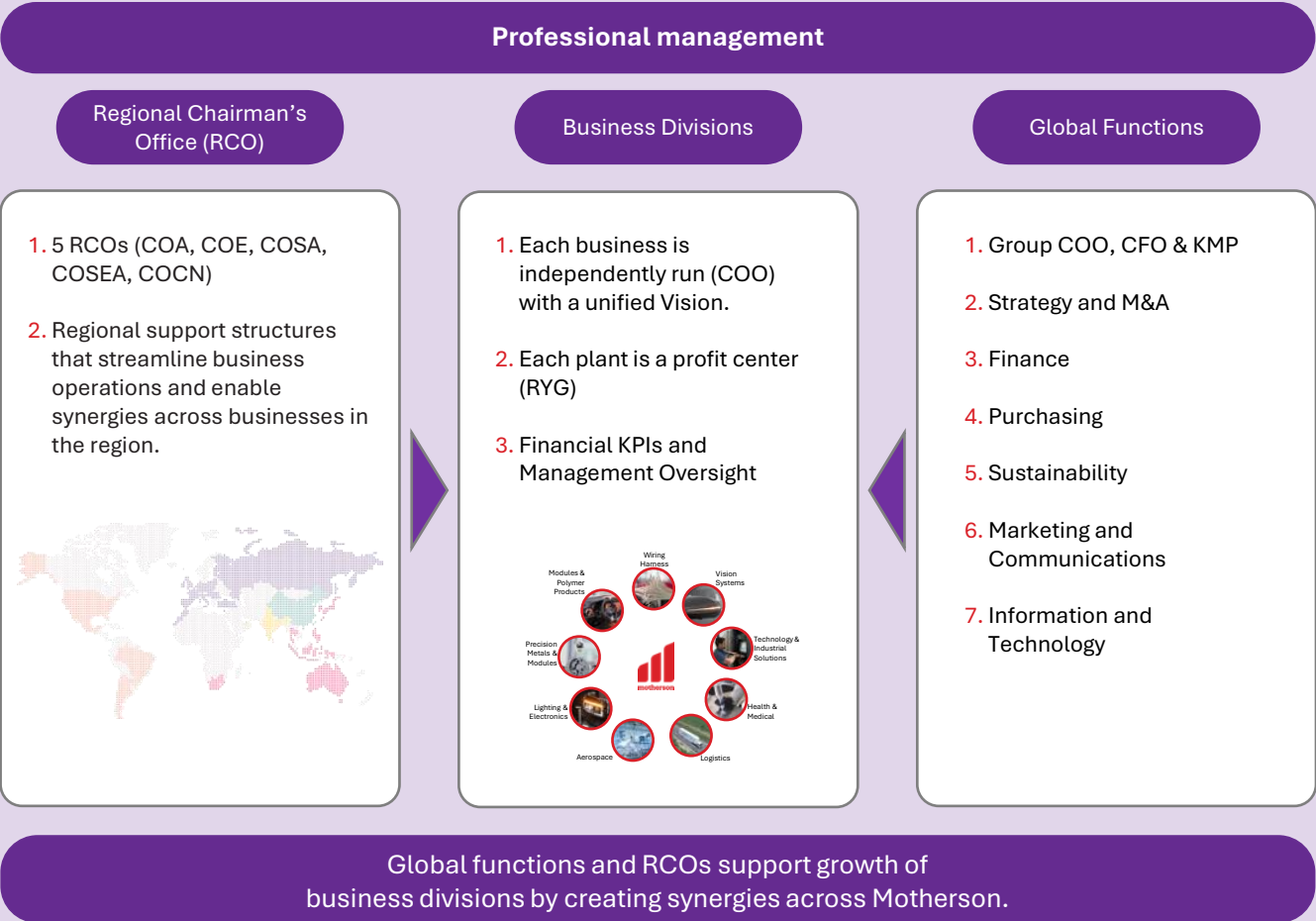
Hybrid ✓



Electric ✓



Decentralised Management structure enables quick response to opportunities.



Strong professional management team, with extensive operational experience

Clear distinction between Entrepreneurs and management

Management bandwidth across regions



Clear focus on the fundamentals of Engineering, Manufacturing and Assembly.

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.

Motherson Playbook

a tried and tested formula

“Follow our customers”.

Entry into new industries leveraging existing strengths of Motherson

01

Customer guided

Following a customer-centric approach to growth

02

Start in country of strength

Leveraging capabilities using partnerships and M&As

03

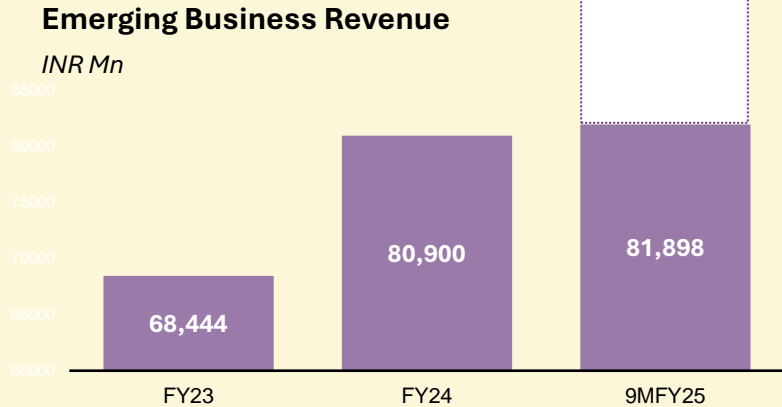
Consolidate to Lead

Go Global and follow 3CX10 strategy

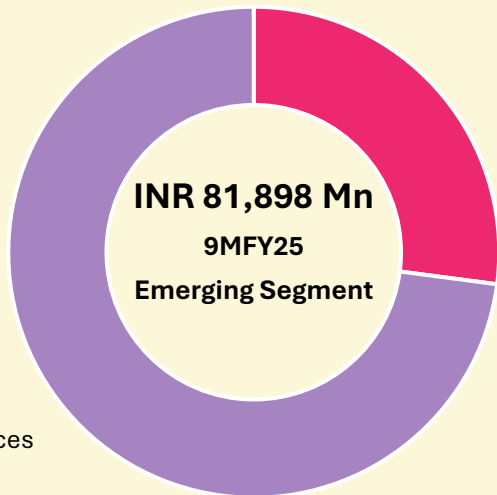
Creating value for customers

Emerging Segment and non-auto business to gain from impending growth.

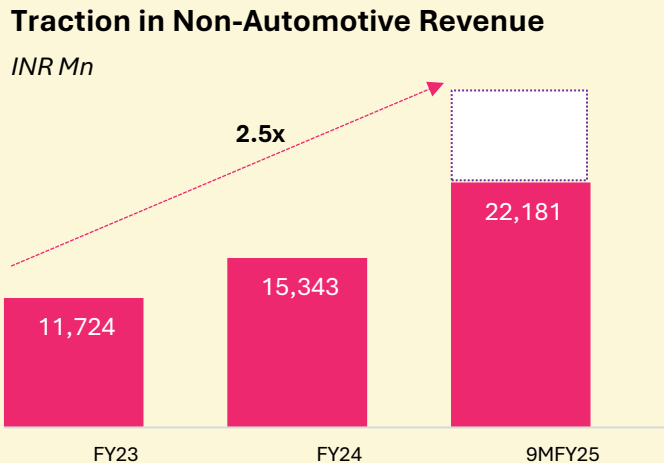
Acquisition of Atsumitec to further strengthen Emerging Business



- A company with global machining and high value add capabilities and annual revenues of USD 412 Mn (FY24)
- SAMIL to benefit with expansion of share of business with Japanese OEMs
- Metal & Machining capabilities carry potential to pivot to wider industry and customer applications

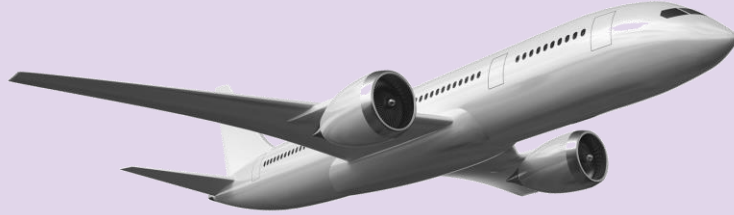


Automotive & Services
Non-Automotive



Aerospace and Consumer Electronics to drive growth in non-auto businesses going forward

Aerospace



Access to Large & Complex packages with OEMS available only to Tier-1 suppliers

Global presence enables competitive advantage by leveraging best cost footprint for customers

Empaneled as Tier-1 for Airbus Portfolio of commercial, helicopter and defense

Strategic Partnership CIM Tools in 2022

Acquired AD Industries, France in 2024

16 Facilities across France, India, Morocco and Tunisia

Consumer Electronics



1st Plant for consumer electronics business operational in Q3FY25; currently in ramp up mode

Two Greenfields will add significant size and scale with backward integration capabilities
Expected to come on stream in Q2FY26 and Q3FY27

INR 26,000 Mn

Total investment to be completed by FY27

A view from an airplane window showing the wing and a sunset over the ocean. The wing is on the left, and the ocean is below. The sky is a mix of purple and orange. The text "Powerhouse with Resilient Performance." is centered in white.

Powerhouse with
Resilient Performance.



Global Design, Engineering Manufacturing and Assembly powerhouse built on a strong platform.

Clearly Laid
out 5-Year
Plans

Financial
Prudence

Diversified
Business Model
with
Manufacturing
DNA

Well-Positioned
Automotive
Business

Leveraging
capabilities
in new
industries

Uniquely
positioned in
Emerging
Markets



**Geared for the next
phase of growth!**



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Proud to be part of samvardhana **mother'son** 