



Sustainability Report 2025-2026

Samvardhana
Mother'son
International
Limited



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Statement from our Vice Chairman.

At Motherson, sustainability is much more than a matter of compliance or a set of initiatives. It is a reflection of who we are and is manifested in our group purpose and vision. It guides how we think about the future, how we grow, and how we develop as an organisation that creates value for all our stakeholders. Our ambitions are rooted in a belief that companies are open

to opportunities that positively contribute to society, playing a vital part in the preservation of our planet, and upholding the highest standards of integrity and respect. We engage in this work because we want to pass a healthy, resilient company from generation to generation.

This report captures our ongoing sustainability journey, but more importantly, it reflects the mindset that drives us forward: a belief in continuous improvement, a willingness to innovate, and a responsibility to do what is right, not just for today, but for the decades ahead. As we expand our global presence, this mindset becomes even more essential in

ensuring we continue to grow with purpose, humility, and accountability as good global citizens.

We extend our gratitude to all members of the Motherson family for their dedication and resilience. Your combined efforts make it possible for us to look ahead with confidence as we continue building a future-ready, values-driven organisation for generations to come.

Mr. Laksh Vaaman Sehgal
Vice Chairman



Letter from Chief Sustainability Officer, Barrie Painter



In the past year, the sentiment towards sustainability has evolved against a backdrop of geopolitical and economic uncertainty. While short-term pressures have influenced business priorities, they have also reinforced the importance of resilience and long-term thinking. At the same time, the regulatory landscape remains dynamic, with varying approaches across regions, ranging from increased disclosure expectations to softening approaches in some regions to ease administrative and commercial burdens on businesses related to reporting transparency and compliance.

At Motherson, our approach remains anchored in our guiding principle of creating value for all stakeholders who place their trust in us. As a globally diversified organisation, we continue to balance growth with responsibility; serving our customers' needs and taking deliberate steps to protect the environment while supporting a just transition for all stakeholders. We relentlessly endeavour towards our vision to be a globally preferred sustainable solutions provider.

While the global economy is navigating turbulent times, we remain focused on integrating sustainability into core business decisions. It is not treated as a parallel agenda, but as an intrinsic part of how we operate, invest, and grow. Across our global footprint, we are working to strengthen awareness and engagement, reinforcing the understanding that sustainable practices support long-term resilience and improved business performance.

During the year, our latest materiality assessment reaffirmed the environment, social and governance (ESG) priorities for our business. Through structured stakeholder engagement, we identified the most relevant sustainability topics, aligning expectations, strategic priorities, and resources across geographies and across our value chain. This ensures clear accountability, from

global direction-setting to execution at the local level.

Our environmental approach is guided by a structured climate transition pathway. We remain committed to achieving Net Zero emissions for Scope 1 and 2 by 2040, while continuing to enhance measurement and management of Scope 3 emissions across our value chain. In line with global climate ambitions, we are progressing towards our long-term goal of Scope 3 carbon neutrality by 2050. These commitments are increasingly embedded in our operational and investment decisions, reinforcing the link between environmental responsibility and sustained business performance.

Social responsibility continues to be a fundamental pillar of our approach. As our global footprint expands, we remain focused on supporting the well-being, safety, and development of our people, promoting responsible practices across our supply chain, and contributing positively to the communities in which we operate. Our approach balances global standards and best practice with local relevance, ensuring meaningful impact across diverse markets.

To enhance transparency and consistency, we continue to strengthen our sustainability disclosures. Our global reporting is now guided by referencing the Global Reporting Initiative (GRI) framework, supporting

comparability and credibility for international stakeholders. At the same time, we align with country-specific requirements, including the Business Responsibility and Sustainability Reporting (BRSR) framework for our operations in India. Independent third-party assurance remains a key element of our approach for both regulatory compliance and critical ESG metrics.

As Motherson continues to expand and diversify, our responsibilities to stakeholders grow alongside our business. Through strengthened governance and a disciplined, long-term approach, sustainability is increasingly embedded into the way we make decisions and operate.

Together, these efforts reflect our continued commitment to responsible growth, embedding sustainability into how we think, act, and deliver value, while advancing Vision 2030 with clarity and accountability.

Purpose of the report and boundary statement.

Motherson's 2025-26 sustainability report provides a comprehensive overview of our efforts and achievements, covering all aspects of the business under both operational and financial control, and focusing on our material priorities. By updating and sharing details of ongoing progress, this sustainability report reflects our commitment to transparency, accountability, and continuous progress towards our ambitions. We are dedicated to creating a more sustainable future for our stakeholders by fostering trust, demonstrating responsible business practices, and driving meaningful, lasting impact.



Planet:

We are committed to helping preserve the planet through environmental stewardship, conserving resources, and reducing our environmental impact.

People:

We are dedicated to supporting the well-being of all, upholding human rights, and promoting equitable opportunities for the people of Motherson.

Governance:

We are focused on fostering long-term growth in an ethical way, evolving from compliance to transformational governance.



planet.

At Motherson, our commitment to preserving the planet for future generations underpins our sustainability approach. Guided by stakeholder needs and our own purpose and vision, we prioritise environmental issues that are materially significant to both our business and the wider world.





Climate and environmental action

Motherson's climate and environmental action remains a strategic priority, with a continued focus on embedding environmental responsibility into everyday operations and decision-making across the organisation. Our sustainability reporting boundary encompasses all business activities under our operational and financial control. Guided by our environmental and climate-change principles, we continue to integrate environmental considerations into the way we operate, supporting long-term value creation and sustainable growth.

Decarbonisation roadmap emissions, Scope 1,2 and 3

Our progress continues in addressing Scope 1 and 2 greenhouse gas emissions across our operations, improving energy efficiency, and expanding the use of renewable energy. We are also continuing to improve our measurement and understanding of Scope 3 emissions, with increasing focus on our supply chain. To support this, we provide sustainability guidance and training to our people and partners, helping to ensure a consistent approach to

applying these practices and fostering a culture in which environmental responsibility is shared at all levels.

Looking ahead, our near term **ambitions for 2030** include:

- Achieving an **absolute reduction in Scope 1 and 2 emissions** and monitoring progress through the divisional and consolidated group climate transition plans.
- Delivering a **50% improvement in emissions and energy efficiency** across operations from our baseline of 2022-23.
- Achieving **year-on-year divisional improvements in electricity consumption intensity**.
- Adopting **increased renewable or low-carbon electricity** and planning offsets for Scope 1 emissions where required.
- Ensuring **100% of operational units are ISO 50001 certified**, with a 36-month lead time for new sites.

By building on previous achievements and maintaining momentum towards these ambitions, Motherson is steadily advancing our climate and environmental objectives, demonstrating the tangible impact of our ongoing actions across the organisation.

Motherson is advancing our climate and environmental ambitions through measurable action, supporting our commitment to achieving Net Zero by 2040.



Roadmap

2023
Baseline

2030
50% Scope 1 and 2
emission reduction
from baseline

2050
Scope 3
Carbon Neutrality

2040
Scope 1 and 2
Net Zero in our
own operations



Climate and
environmental action

Scope 1,2 and
3 emissions

Water management

Waste and circularity

Innovation and
technology

Biodiversity and
nature



Greenhouse gas emissions – Scope 1 and 2

We continue to focus on reducing Scope 1 and 2 greenhouse gas emissions across global Motherson manufacturing facilities. Key initiatives include adopting renewable and low-carbon energy sources, improving energy efficiency, and conducting annual energy site surveys at each facility.

These surveys, led by our operating divisions, evaluate and identify opportunities to optimise electricity, gas, compressed air, cooling systems, and machine usage. Insights from the surveys feed into our Turn Off Turn Down (TOTD) initiative, encouraging simple positive actions to reduce energy waste.

Progress is tracked through improvements for both absolute and intensity emissions, with objectives set at all operating sites and monitored year on year.

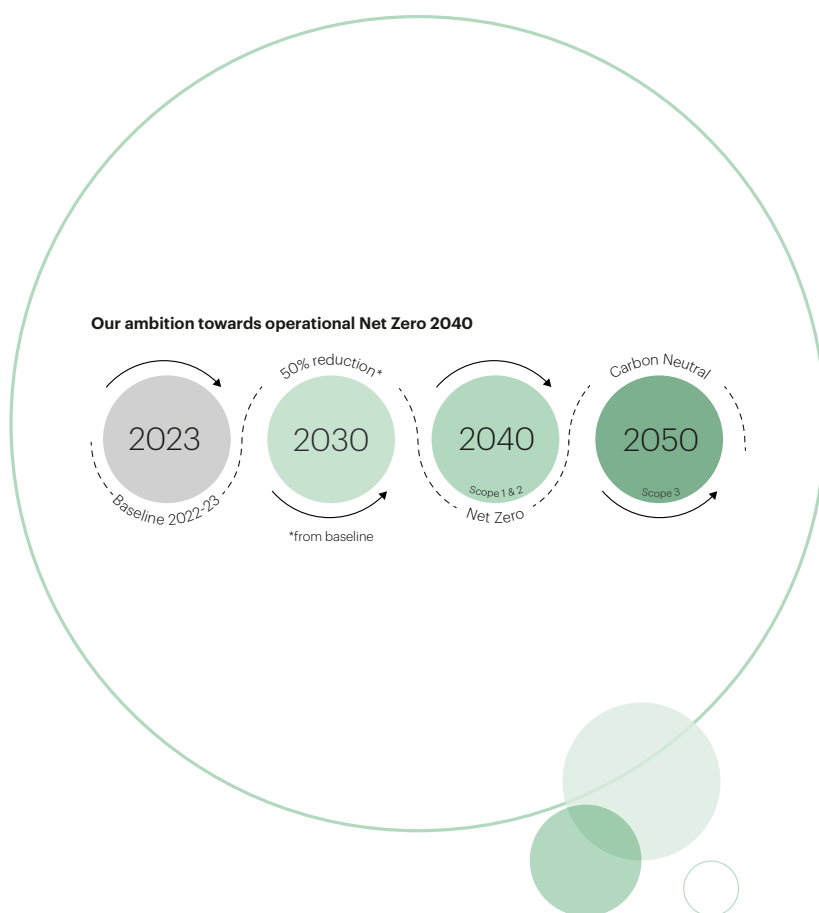
In 2025–26, the Motherson Group achieved a reduction in our absolute emissions, alongside continued growth during the year. The reduction was driven by focused efficiency initiatives and targeted actions aligned with our climate transition strategy, addressing both energy consumption and associated emissions. This reduction illustrates that by integrating cleaner energy sources, optimising processes, and enhancing operational efficiencies, we are making tangible progress towards realising our long-term Net Zero 2040 ambitions.

Scope 3 emissions

At Motherson, addressing Scope 3 emissions remains a central pillar of our sustainability strategy. We continue to progress towards our goal of achieving Scope 3 carbon neutrality by 2050, in alignment with the Paris Climate Agreement and the ambition to limit global warming to 1.5°C. As a continued signatory of the United Nations Global Compact (UNGC), we reaffirm our dedication to sustainable environmental practices and actively contribute to achieving Sustainable Development Goal 13: Climate Action.

Scope 3 emissions continue to represent a significant part of our value chain impact. Across our operations and products, Scope 3 emissions, both upstream and downstream, remain substantial. For 2025–26, they amounted to 9,744,064 tCO₂e at SAMIL Group level, representing more than 90% of our total GHG emissions. This underlines the critical importance of looking beyond our direct operations to fully understand and manage our environmental footprint. We are actively identifying and addressing emission hotspots and collaborating with internal and external stakeholders to advance decarbonisation efforts across Scope 3 categories.

Over the past year, we have continued to strengthen awareness and knowledge of Scope 3 improvement activities through several key engagement initiatives, and we remain committed to building on these efforts in the years ahead.





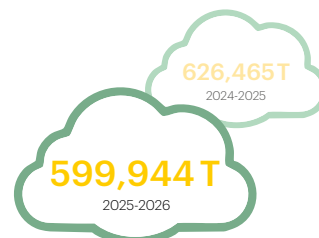
Each division within Motherson is actively engaging with its key commodity and material suppliers to advance the ability to complete Life Cycle Assessments (LCAs) and understand Product Carbon Footprints (PCFs). This effort is not only aimed at meeting increasing customer requirements but also at establishing a robust and systematic PCF process that enables the identification of emission hotspots across the supply chain. Building on this foundation, our focus going forward is to further analyse and prioritise these hotspots, working closely with strategic suppliers to implement emission reduction initiatives across the value chain. As our supplier base continues to grow in line with Motherson's business ambitions, these efforts will continue to expand and evolve.

As a central part of this process, Motherson recognises that material roadmaps are critical to achieving our future sustainability ambitions. Copper and engineering-grade polymers are fundamental materials used across our product portfolio and are key areas of focus within our operations. Understanding emerging trends and future material composition requirements across the value chain helps to shape the design, development, and manufacture of more sustainable products for the future.

We must, however, also be mindful of customer directed source components and sub-assemblies used within our products and their potential effect on the Motherson Group's overall long-term sustainability aims. While these third-party components are directly specified by the customer for inclusion within our product lines, as an environmental and socially conscious tier 1 solution provider, we at Motherson highlight where necessary any foreseen associated sustainability risks directly with our customers.

As part of our Vision 2030 strategy, we continue advancing the development of a Scope 3 roadmap towards our ambition for carbon neutrality by 2050. Scope 3 Category 1: Purchased goods and services represent more than 85% of our Scope 3 emissions, making supplier engagement a critical element of our decarbonisation journey. Given the complexity of our global supply chain and the scale of our supplier network, we are actively engaging with our supply partners to understand their Net Zero commitments and climate transition plans. This effort will help ensure alignment with Motherson's Scope 3 carbon neutrality ambitions while strengthening collective progress towards shared climate ambitions.

Scope 1&2 Emissions Tonnes CO₂e





Carbon neutrality



As an element of our Scope 3 strategy, we actively continue to address emissions from logistics and business travel. Our dedicated logistics team is advancing the transition to low-carbon fuels and implementing cross-docking strategies to optimise material flows and reduce carbon emissions. In addition, wherever technically feasible, we leverage digital

and virtual collaboration tools to maintain high levels of connectivity and teamwork while minimising emissions associated with business travel. We are also exploring opportunities to better understand and reduce the environmental impact of employee commuting, supporting more sustainable travel choices where possible.

At one of our Motherson locations in Samvardhana Motherson Stampings (SMS) Chennai, India, a collaborative logistics initiative was implemented in partnership with a customer to reduce environmental impact, while improving operational efficiency. Through the procurement of new vehicles, optimisation of delivery routes, and

improved truck turnaround times for finished goods (FG), the initiative has reduced transportation distances per delivery, significantly lowering fuel consumption. As a result, a reduction in carbon emissions is expected.

In addition to lowering emissions, the initiative supports smoother traffic flow and improved product movement efficiency, leading to broader operational benefits. This serves as an example of best practice that is implemented across the Motherson Group where feasible.



We actively collaborate with our supply partners to gain insight into their Net Zero commitments and climate transition strategies.





Energy management and transition towards renewables

Building on our ongoing efforts, we have established an energy-focused business, Motherson New Energy Limited (MNEL), which is developing renewable energy solutions for use across Motherson's operations, ultimately contributing to emissions reduction.

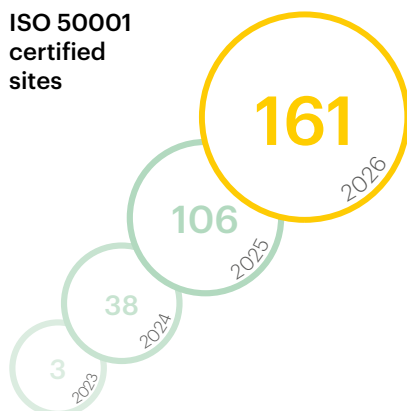
The business is initially focusing on our seven highest energy-consuming and emissions-intensive countries, starting with India, where the immediate impact is greatest. It will expand to other global operating regions in due course.

Working closely with our operating divisions, MNEL evaluates opportunities and creates the business case for investing in our own solutions, where there is insufficient access to economically viable renewables within the countries in which we operate.

In addition, facility upgrades, the adoption of more energy-efficient technologies, and a strong focus on energy conservation throughout our global operations remain key to reducing our absolute emissions reduction and energy use intensity.

In 2025–26, the Motherson Group achieved an improved energy intensity performance. While total energy consumption naturally increases with operational growth, the implementation of focused efficiency measures helps decouple expansion from both energy consumption and emissions, contributing to our climate transition ambitions.

ISO 50001 certified sites



Through these efforts, we strengthen our path to Net Zero, embedding increased efficiency into everyday operations, whilst ensuring that energy management is a shared responsibility across the business.

The Motherson Group continues to evaluate and enhance energy management practices across our operational facilities, delivering year-on-year improvements in alignment with ISO 50001 standards. As of 2026, we have achieved certification for 161 sites, increased from 106 sites in 2025, with additional facilities targeted for compliance in the foreseeable future.

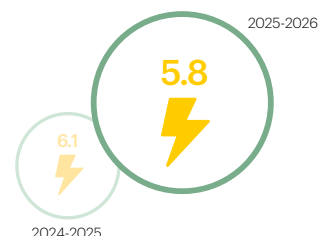
During the 2025–26 reporting cycle, we expanded our adoption of renewable and low-carbon energy sources across Motherson operations globally. This growth reflects the strategic actions outlined in our divisional climate transition plans, ensuring alignment between local initiatives and Group-wide sustainability objectives. By integrating cleaner energy solutions into our processes, we are reducing overall greenhouse gas emissions and advancing our commitment to long-term decarbonisation.

Renewable energy integration in new construction projects

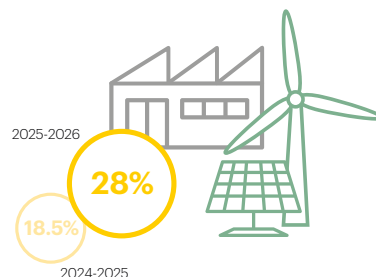
As part of Motherson's commitment to long-term sustainability, wherever possible, renewable energy integration is being embedded into existing facilities and the development of new construction projects across our global operations. Our own energy focused business (MNEL) is an integral part of this undertaking, ensuring both energy use and the infrastructure of overall energy management are key considerations as Motherson transitions towards renewable energy in a phased and structured manner.

In India, renewable energy projects covering approximately 250 MWh per annum are currently under implementation. These include wind–

Energy Intensity GJ/INRm



Amount of renewable electricity used



solar hybrid installations across multiple states, and are expected to be completed within the next two-and-a-half years. Once these renewable energy installations are fully operational, we will extend this approach further with focus on our highest consuming and emitting operating regions around the globe, whilst adapting solutions to local market and regulatory conditions.





As the Group continues to grow, sustainability considerations are being integrated into new developments from the outset. A recent example is our new consumer electronics manufacturing facility in Chennai, India, which has an estimated energy demand of approximately 100 MWh per annum.

From the earliest stages of development, the ambition for this site has been clearly defined: to achieve energy independence for the facility.

To achieve this grand scale objective, a phased renewable energy strategy is being implemented. One facility features a rooftop area of approximately 210,500 square metres, the equivalent of around 33 football pitches. A surface area of this size enables the planned future development of one of the largest privately owned rooftop solar installations globally. In addition, a captive wind-solar hybrid project is planned, connected at extra-high voltage (EHV) level to the state transmission utility, which will supply renewable power directly to the facility and offset approximately 65% of direct grid electricity consumption. The remaining energy demand will be met through a combination of additional renewable capacity, battery energy storage systems, power trading solutions, and limited use of certified green energy attributes, enabling the site to achieve carbon neutrality by 2030.

Alongside our ongoing sustainability and renewable energy initiatives in construction projects, two of our new Motherson

Motherson's
established
energy focused
business drives the
implementation of
effective energy-saving
initiatives across our
global operational
facilities.

facilities, both located in Navagam, India, have received formal recognition for conscious environmental responsibility. These plants have been awarded the prestigious Gold rating certification from the Indian Green Building Council (IGBC), reflecting excellence in sustainable design, resource and energy efficiency.

These sites were carefully chosen to avoid environmentally sensitive areas and also utilise water-saving measures such as rainwater harvesting, low-flow fixtures, and drought-tolerant landscaping, reducing irrigation needs by more than half and demonstrating a practical and comprehensive approach to sustainability. Energy efficiency has been enhanced via solar reflective roofing to assist in heat absorption, LED lighting, motion sensors, advanced heating, ventilation, and cooling systems, all contributing to lower operational energy demands.

From a building configuration perspective, building materials were responsibly sourced, with a large proportion procured locally, whilst incorporating recycled content where technically feasible. On-site water use and waste is carefully managed, and low-emission finishes contribute to a healthier indoor environment. Strong construction management and worker welfare practices ensure that environmental and health and safety standards are fully met. These combined efforts have exceeded typical benchmarks for water use, waste diversion, and indoor air quality, establishing the Navagam facilities as models for sustainable industrial development within the Group.





Management system to monitor energy use

As part of the Motherson commitment to operational excellence and decarbonisation, we are continuing the global rollout of our proprietary, real-time energy management system. Developed in-house, this digital solution centralises data from across our manufacturing footprint into a unified dashboard, replacing manual processes with accurate automated insights.

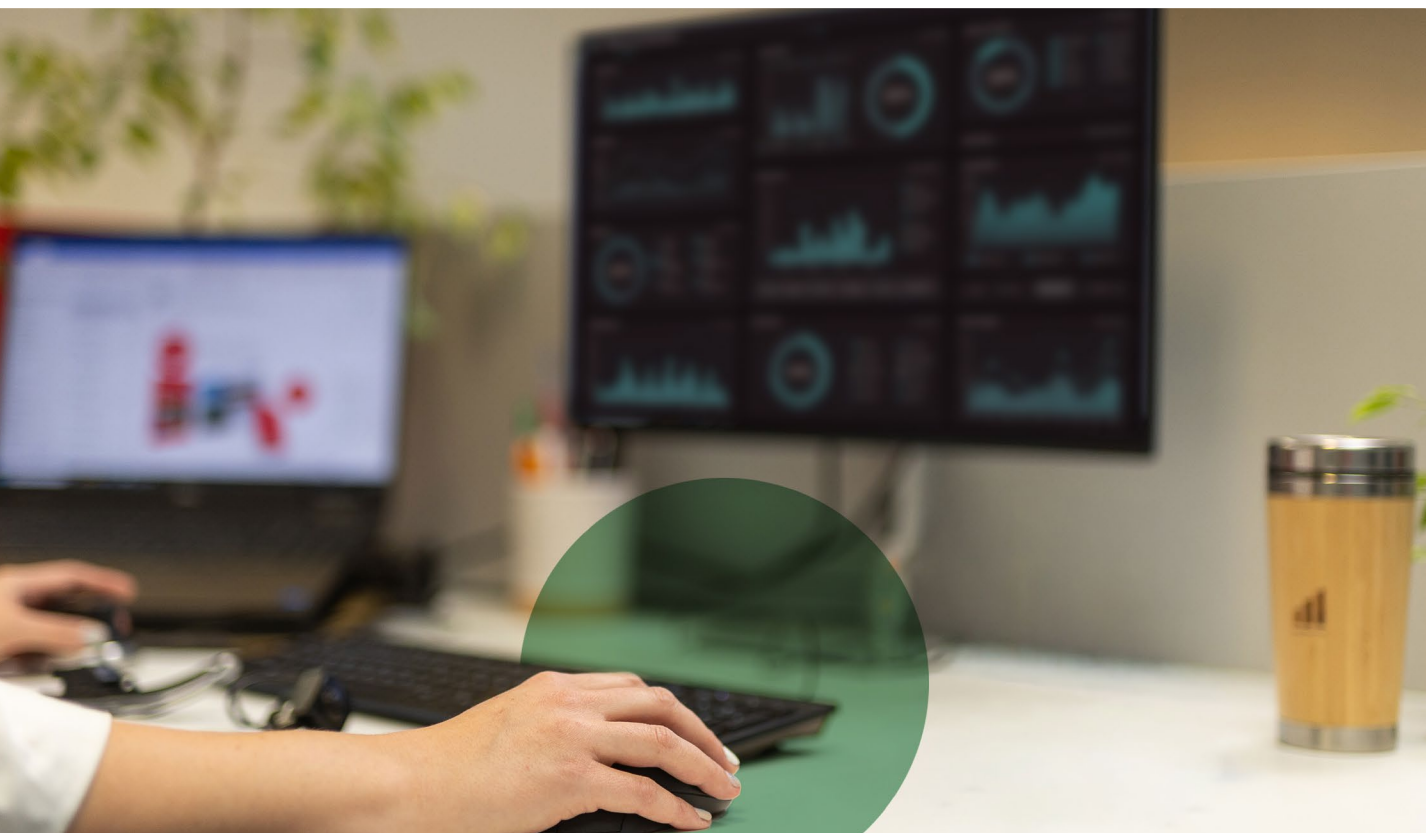
By integrating on-site energy meters directly into our software, we empower facility managers to identify inefficiencies instantly and implement direct improvements. This collaborative innovation was built through the combined expertise of the global Motherson energy, facility, and IT teams. Not only does the implementation of this system enhance data accuracy, but it also provides remote monitoring capabilities, essential for meeting our long-term climate objectives.

During the reporting period, the number of sites with our real-time energy management system fully operational increased significantly, from over 50 locations to 116 sites across the

Motherson Group. This expansion reflects the consistent performance benefits observed at early-adopter locations and continues to accelerate adoption across the organisation.

These initiatives contribute to Motherson's broader climate ambitions while delivering long-term financial benefits through improved energy efficiency and reduced operational costs.

Motherson is scaling our global real-time energy management system to boost efficiency, cut costs, and advance our decarbonisation ambitions through data-driven energy management.





Water management and the preservation of a precious natural resource

Motherson is making considered steady progress in water management across our global operations, with a particular focus on improving how water consumption is measured and monitored. Water metering is being progressively rolled out across sites to improve visibility of water use, enabling more accurate monitoring, while identifying any opportunities to reduce consumption. This effort reflects a broader Group-wide push to strengthen data availability and support more informed water management decisions in all of our facilities.

Across the Motherson Group, many sites are implementing water-saving initiatives such as rainwater harvesting, water treatment, and water reuse systems. Several sites in India, for example, are working towards zero liquid discharge and water neutrality by treating and reusing water directly on site, often capturing and reusing a significant portion of their water demand.

Globally, site-level initiatives further illustrate this progress. At our Modules and Polymer Products (MPP) site in Zitlaltepec, Puebla, Mexico, the facility's management team has successfully implemented water harvesting and water circularity measures. These initiatives allow the site to operate

independently of external water supplies during periods of sufficient rainfall, while filtration and reuse systems support circularity by treating and reusing water within operations. Together, these examples demonstrate how locally driven actions contribute to Group-wide progress in resource efficiency, circularity, and water stress resilience.

We are contributing to global water-reduction initiatives through our Vision 2030 commitments, specifically by aiming to achieve zero liquid discharge by 2030 and reducing water consumption at all sites through initiatives such as:

- Closed-loop cooling towers and paint shops
- Water-efficient toilets, taps, and aerators
- Reject reverse osmosis water reuse
- Condensate collection and reuse
- Rainwater harvesting

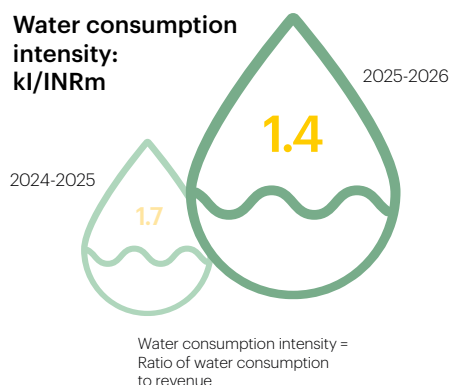
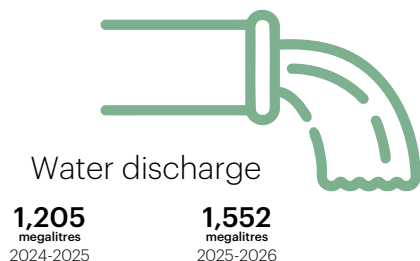
The Motherson Water Playbook, introduced in last year's report, continues to guide improvements and share best practices across the organisation. The additional Water Measurement Guidelines, published internally in December 2025, provide standardised methods for monitoring



water consumption, setting reduction objectives, and tracking progress consistently.

We aim to update these documents on an as-needed basis to ensure alignment with evolving best practice, both now and in the future.

These initiatives are particularly important given the geographic footprint of our operations and the level of water stress in many of the regions where we operate. Strengthening our approach to monitoring, efficiency, and reuse helps ensure that we manage water responsibly and build resilience in areas where resources may be constrained.





At the end of the reporting year 2025-26, out of a total of **323 operational sites** across the globe, **165 sites** are located in regions classified as experiencing high or extremely high water stress. This is annually calculated and assessed by Motherson using the open source water mapping tool – WRI Aqueduct. The results of the most recent analysis review are:

139 Motherson sites situated within areas of extremely high water stress

Motherson continues to support the United Nations Global Compact (UNGC) Water Pledge, which prioritises the health of key water basins worldwide. Presently, Motherson has 155 operative facilities situated within 26 of these UNGC identified basins, we remain committed to promoting the resilience and sustainability of these vital water sources, recognising their importance to both environmental stability and community well-being.

26 Motherson sites situated within areas of high water stress

Through continued monitoring, collaboration, and the adoption of best practices, Motherson is strengthening our approach towards water stewardship and supporting the responsible use of this critical resource across our global operations. In the foreseeable future, as an organisation, we wish to establish an in-house water transition plan, aiming to focus on ambitions for long term water resilience.

Waste and circularity

Motherson is making steady progress towards our broader waste aspirations, which include reducing overall waste, improving recycling and reuse, and advancing towards greater circular resource management across the Group. Individual sites are demonstrating how practical action can translate sustainability ambitions into measurable environmental impact, by embedding strong collaboration, shared accountability, and locally driven initiatives.

165
sites

located in
water stressed
areas





10R framework

Our approach to waste management continues to be guided by the principles of the 10R framework, which prioritises actions that prevent waste at source before considering treatment and disposal options. Following a survey across our divisions, we have identified the elements of the framework that are already firmly established across the Group, as well as those that are less widely applied. While some aspects are naturally more challenging to implement, given the technical and regulatory requirements of the industries in which we operate, Motherson continues to explore all opportunities to strengthen adoption wherever feasible.

Across Motherson, several of the higher-priority Rs are already being demonstrated in day-to-day operations.

Refuse:

Focusing on avoiding unnecessary materials altogether, this aspect can be seen in our continuing efforts of reducing single-use items in our control across sites, such as limiting disposable cutlery and cups in canteens, and transitioning away from single-use packaging towards reusable alternatives where possible.

Rethink:

Encouraging the re-evaluation of how resources are used by the Motherson Group is increasingly reflected in the shift towards digital solutions and alternative options to supplement certain physical materials and processes, helping to reduce overall resource consumption while improving efficiency.

Reduce:

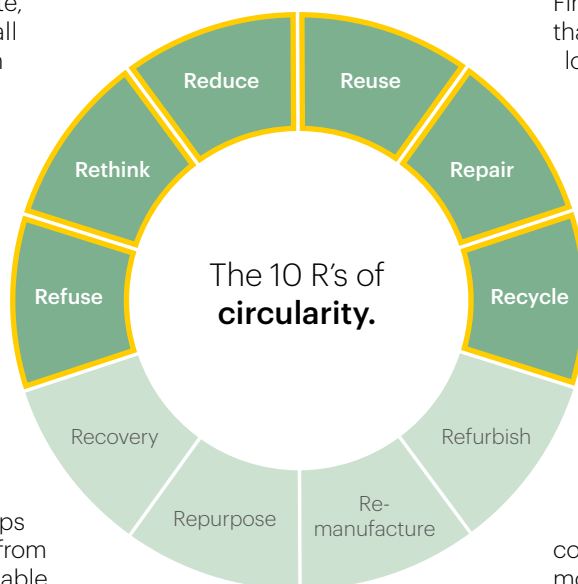
Centred on minimising resource use, our approach is demonstrated through initiatives such as optimising product design to reduce raw material use through lightweighting, improving energy efficiency through equipment upgrades and targeted site surveys, and reducing water consumption by installing more efficient fixtures and proactively identifying and addressing leaks.

Repair:

Focuses on maintaining and restoring functionality, reflected in the regular servicing and maintenance of equipment to prevent failures and extend operational life, reducing the need for replacement and associated waste.

Recycle:

Finally, Recycle ensures that materials which can no longer be reused, or have met their original intent end of life cycle, are recovered and reprocessed. This is supported through the segregation of waste streams to enable high-quality recycling, as well as collaboration with partners to recycle end-of-life automotive components and reintroduce materials back into the value chain.



Reuse:

Supporting extending the life cycle of materials by keeping them in circulation for as long as possible, by ensuring high quality robust manufacture. This also includes the reuse of Motherson's packaging materials such as pallets, crates and containers, as well as the adoption of returnable packaging systems and solutions.

Through embedding these principles, we at Motherson continue to strengthen a more circular approach to resource use, supporting both operational efficiency and our broader overarching sustainability ambitions.

The remaining four principles of the 10R framework are also being considered across Motherson, with ongoing evaluation of how they can be applied in a way that aligns with the technical and operational requirements of the business.





Refurbish:

Involves reworking non-quality-conforming components when practically feasible or restoring equipment to a good working condition. In Motherson's context, this may include updating or overhauling tools, machinery or parts so they can continue to be used effectively without requiring full replacement. A clear example of this activity can be seen at our SMIIEL factory in Noida, where our first injection moulding machine, inaugurated in October 1988, has been refurbished and remains in use for the production of modern components. The machine was restored not only to ensure it remains operational, but also to preserve it for historical and symbolic purposes.

Remanufacture:

This goes a step further, involving the disassembly and rebuilding of components to a like-new condition, often to original specifications. Primarily, this is not an activity undertaken directly at Motherson facilities. However, within the automotive sector, various OEMs are beginning to introduce this practice by installing new components and products supplied by Motherson into vehicles that have previously been in service. This therefore extends the lifecycle of these vehicles and returns them to original manufacturer standards. These activities can apply to both cosmetic and safety-critical parts, where quality and regulatory standards must be consistently met.

Repurpose:

This focuses on using materials or components for a different function than originally intended. Across Motherson, this could include finding alternative uses for surplus materials, by-products or retired equipment within operations, helping to extend their life.

Recovery:

This is typically considered a last resort within the framework and involves extracting value from waste that cannot be reused or recycled, for example through energy recovery processes. While this is less preferable than higher-order actions, it ensures that residual waste is managed responsibly where

other options are not feasible. Together, these principles complement existing efforts and represent additional opportunities to further strengthen circularity across Motherson's operations over time.





Setting the standard for zero to landfill

Multiple Motherson sites throughout the globe continue to raise the bar by setting examples of achieving zero waste to landfill.

The outcomes clearly show that consistent focus and cross-functional teamwork can deliver both meaningful and tangible results. At Motherson, our Integrated Assemblies site in Newark, USA, has achieved this milestone through active participation across the facility and strong partnerships with external waste management companies and recycling providers. By reducing landfill waste, reinforcing waste diversion practices, and promoting correct on-site waste segregation through ongoing awareness and training activities, the team has built a long-term sustainable system rather than achieving a one-time result. Similarly, our MPP site in Curitiba, Brazil, has achieved zero waste to landfill through regular reviews of in-house and external processes, as well as open discussions on improvement opportunities and a shared commitment to responsible resource management.

Sustainability remains a standing agenda item, guiding how teams operate, make decisions, and measure present and future success.

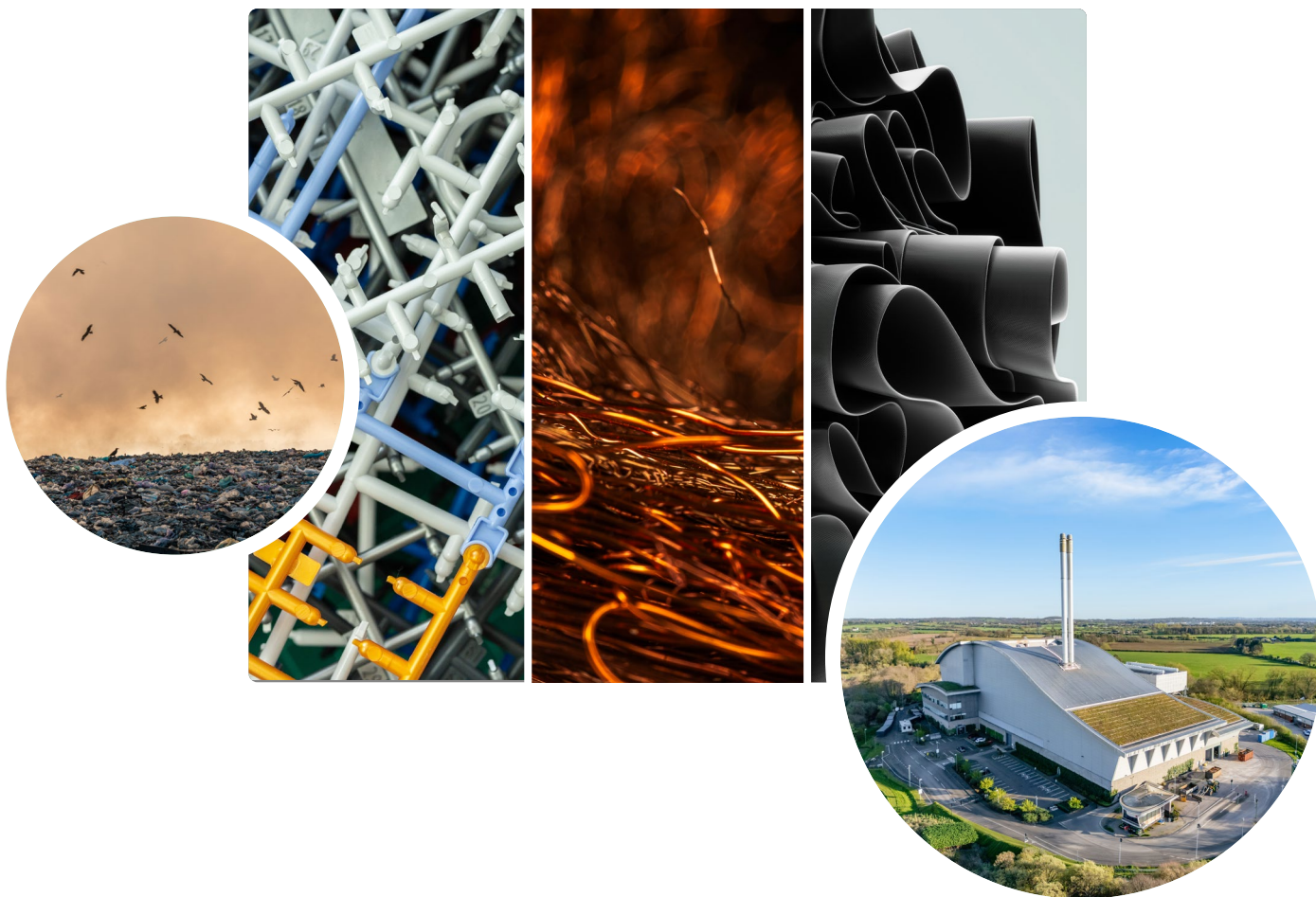
Landfill diversion



88%
2025-2026

Motherson achieved an overall recycling rate of 73.5%, reflecting the proportion of waste materials processed through recycling. Separately, we diverted 88% of total waste away from landfill through incineration, reuse, and other recovery methods. While some waste types have traditionally been difficult to manage and often ended up in landfill, we are committed to exploring new opportunities and developing alternatives to minimise landfill disposal.





Applying best practices across sites

In addition to these achievements, other plants throughout our operating regions are demonstrating innovative approaches to waste management that move towards supporting the principles of a circular economy. For example, at one of our MMLI plants in Chennai, India, process waste including sludge from the Effluent Treatment Plant (ETP) is collected by a contracted external partner and repurposed for energy generation, with the resulting ash from this process used as an ingredient in cement production. Previously, this material would have been sent directly to landfill at a cost to the Motherson facility. Initiatives like

this not only reduce landfill waste but also convert by-products into useful materials and energy, demonstrating how practical solutions can turn waste into added value and reinforce sustainable practices across operations.

Together, these site-level examples demonstrate that locally led initiatives, supported by shared learnings and collaboration, play a vital role in advancing the Group's broader waste reduction and waste circularity aspirations, reinforcing our long-term commitment to responsible resource management and environmental protection.





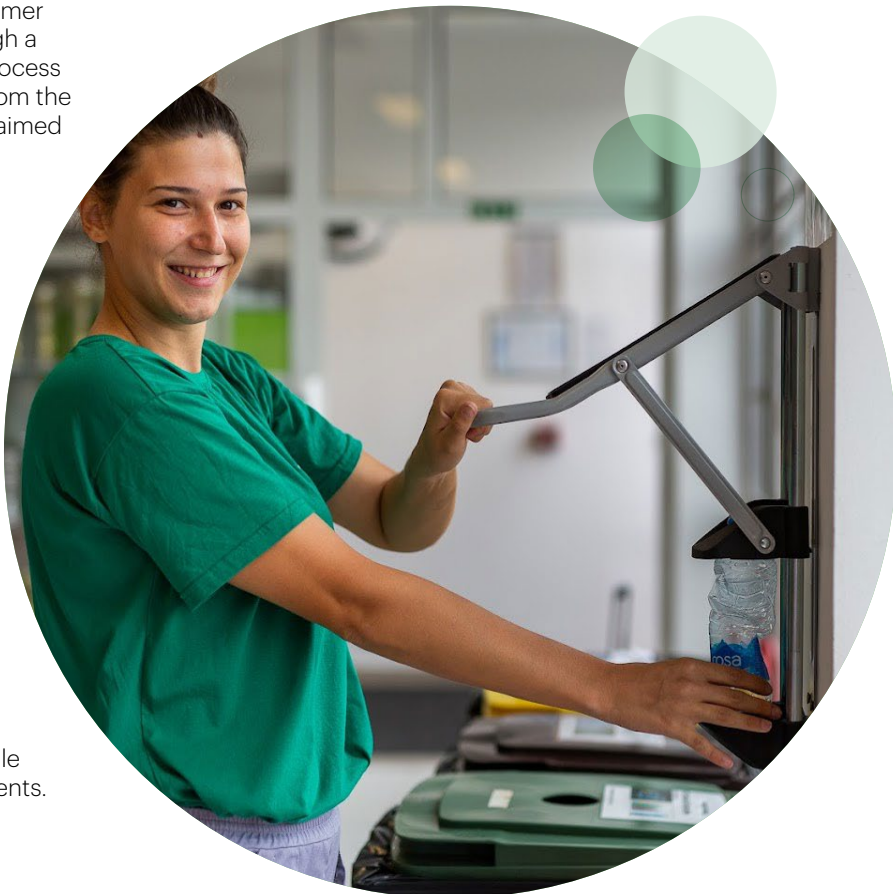
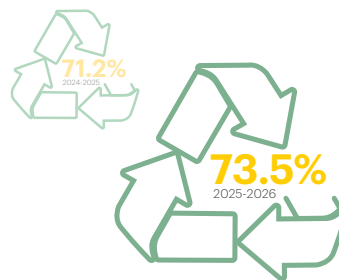
Recycling strategy

Motherson is advancing our commitment to material use management through a series of structured recycling principal core strategies implemented across our global operations. These strategies focus on minimising landfill disposal, maximising material recovery and embedding waste segregation directly at source. All sites throughout the group are therefore tasked with observing these principal strategies whilst also adopting any locally relevant recycling practices, including separation of recyclables, composting of organic waste, and collaboration with certified/approved external recycling partners to ensure safe and responsible processing. By standardising procedures, raising awareness among employees, and tracking progress through measurable KPIs, the Group is able to convert a wide range of operational by-products into valuable resources. Such initiatives not only assist to reduce the Motherson Group's overall environmental impact, but also create operational efficiencies and support broader sustainability ambitions.

A prime example of recycling measures in practice is the reuse of both painted and non-painted production scrap as well as polymer feedgate and runner by-products through a regrounding and recovery process. The process removes and filters out paint particles from the resin material helping to restore the reclaimed polymer for a secondary use case. The re-pelletised material is then utilised and reused where pre-approved by customers for non-visible parts, such as adapters and supporting frames. These actions have been trialled and tested successfully in agreement with the end customer.

This approach is currently implemented within one of our Vision Systems Division plants in Spain. Further trials are underway at additional sites in Brazil, Mexico and Hungary in collaboration with suppliers, pending further approval from customers. Relatively simple initiatives and opportunities of this kind not only reduce waste and resource consumption but also demonstrate how practical, technically robust solutions can contribute to material circularity while meeting quality and customer requirements.

Pilot sites within the Motherson Group are trialling the in-house production of reusable rigid packaging, such as containers and pallets, using recycled polymer materials to help reduce waste generated from the production of polymer-based components. Not only does this feasibility study make positive use of post-production scrap, thereby reducing waste to landfill, but it also has the added benefit of reducing the overall purchasing costs of certain returnable and reusable packaging types. This packaging will be utilised for both intercompany logistics and, where appropriate, within the external supply chain.





Removal of single use plastics

Reducing reliance on single-use plastics is an important part of Motherson's environmental stewardship efforts. The Group is actively working towards plans to phase out disposable plastics in offices, production facilities, and cafeterias, while encouraging the adoption of reusable, biodegradable, or recyclable alternatives. Awareness campaigns, employee engagement initiatives, and partnerships with external suppliers and service providers help promote behavioural change and practical solutions as best practice. By addressing single-use plastics, Motherson is tackling both operational waste and broader environmental concerns, contributing to cleaner workspaces, reduced landfill contributions, and lower microplastic pollution in surrounding communities and ecosystems.

As part of these efforts, our Marelli Motherson Automotive Lighting site (MMLI), Pune, India, is in the process of moving away from single-use plastic packaging, replacing poly bags with textile alternatives and exploring bio-based plastics where feasible, as discussed with the customers. This initiative aligns with Group objectives and ambitions for the elimination of non-recyclable packaging by 2027, and single-use plastic packaging, where technically feasible, by 2028 for Motherson internal product shipments.

Motherson is working to phase out disposable plastics across offices, production sites, and cafeterias, promoting reusable, biodegradable, and recyclable alternatives.

By evaluating and reducing the use of single-use plastics within operations and product packaging, Motherson is working towards the ultimate ambition of achieving zero waste to landfill, reducing microplastic pollution, and supporting cleaner, more sustainable workplaces and communities. Our core focus in this area is the removal of single-use plastics wherever technically viable. These actions apply both within the Motherson Group and externally across our supply chain and customer base. To support this objective, additional packaging design reviews, testing, and trials will be undertaken across the Group and beyond to ensure that all required specifications can be met through sustainably aligned solutions, where appropriate.





Innovation and technology

During 2025, Motherson's in house Open Innovation Team, part of the wider Motherson Innovations (MI) department, continued to demonstrate progress within agile innovation ecosystems, fostering strong partnerships with internal and external partners, researching and delivering cross-divisional projects with tangible outcomes. The year's initiatives reflect Motherson's commitment to translating ideas into scalable implementations, integrating sustainable materials, and leveraging disruptive technologies to drive forward the automotive industry and other sectors.

To provide transparency and insight into the innovation activities, events, and collaborations that shaped our innovation journey, we report on the following topics:

At the beginning of the year a cross-divisional engagement workshop was undertaken, incorporating representatives from our Modules and Polymer Products and Vision Systems Divisions, facilitated by Motherson Innovations and hosted by an external partner. This event and collaboration focused on strengthening Proof of Concept (PoC) frameworks for prospective product features and applications. Participants identified strategic barriers, refined success criteria and developed pathway structures for successful PoCs to move from pilot stage to full-scale implementation. Therefore, ensuring a diverse and managed perspective designed to enrich Motherson's innovation process.

To increase awareness and participation with potential external partners outside of the Motherson Group, during February 2025 an Open Innovation Day was hosted at our MDRSC facility in Kronach Germany. The purpose of this event was to introduce Open Innovation services to local teams and explore future collaboration avenues. The format covered interactive discussions, operations-focused facility tours, and innovation proposals aligned with company strategic objectives.

During early summer at Startup Autobahn Expo 2025, Motherson showcased innovation outcomes from across a variety of Motherson divisions. Participating in this event facilitated knowledge exchange, developed partner relationships, and encouraged cross-functional synergy, reinforcing collaboration as a cornerstone for future growth.

Furthermore, in June, our work in innovative design and manufacturing at Motherson was recognised with the Plug and Play Global Open Innovation Sustainability Award 2025. We received this award based on our integration of 100% bio-based, recyclable, biodegradable material for automotive interiors, demonstrating Motherson's commitment to sustainable materials adoption in industrial manufacturing processes.

Entering the realm of innovation and material circular economy, in mid-summer, Motherson co-hosted a product deep dive with an OEM and fellow tier 1 suppliers to evaluate "Recyclates in Automotive" linked to new EU regulatory updates to the End-of-Life Vehicle Directive. Together all parties jointly explored the use case scenarios of high-quality plastic recyclate integration strategies, looking towards a circular economy model.

These continued efforts in open innovation practices in 2025 underscore Motherson's ability to combine entrepreneurial agility with industrial scale, enabling rapid transformation from concept to implementation. By integrating sustainability, expanding partnerships, and embracing cross-divisional solutions, Motherson continues to position itself as a forward-facing innovator in global manufacturing. The momentum built during the past year forms a strong foundation for the future, with greater ambitions to pioneer breakthroughs that potentially meet both evolving industry and societal needs.





Biodiversity and nature

Building on the commitments outlined last year, at Motherson we have continued to strengthen our approach to biodiversity across our operations. This year, we have collaborated with multiple site-level working groups in locations identified as having high biodiversity sensitivity. The core aim is to identify and begin developing initiatives that support biodiversity both on-site at Motherson facilities and off-site within the local surrounding areas. These efforts draw focus towards practical opportunities to facilitate the protection and enhancement of local habitats while engaging teams in nature-positive actions.

This is annually calculated and assessed by Motherson using the web-based biodiversity platform – Integrated Biodiversity Assessment Tool (IBAT).

An assessment of Motherson sites for biodiversity risk identified the following:

- We do not operate directly inside any **key biodiversity area** or **protected area**.

- **135** sites are located within **5 km** of a **protected biodiversity area**.

- **57** sites are located within **5 km** of a **key biodiversity area**.

- **6** sites are situated in **very high-threat areas**, while a further **18** sites are in **high-threat areas**.

- **7** sites are located in **very high restoration areas**, with an additional **53** sites in **high restoration areas**.

- **257** sites are in **medium-low risk biodiversity areas**.



These findings highlight the importance of prioritising biodiversity considerations in site management, particularly in areas identified as high risk or with significant restoration potential.

In addition to previous Motherson biodiversity site reviews, we are now pursuing additional assessment elements by focusing towards our supply chain using IBAT to help identify potential biodiversity risks and sensitivities associated with supplier locations. This assessment supports a more informed approach to managing biodiversity impacts and dependencies across our supply chain.





A natural approach to landscape management

At Motherson's Modules and Polymer Products site in Bötzingen, Germany, as a natural alternative to landscape management, local sheep roam freely in managed zones to graze, helping to maintain the site's green areas and providing a natural and environmentally friendly way to manage vegetation. This approach reduces reliance on mechanical maintenance, cuts CO₂e emissions, and encourages local biodiversity, enhancing the sustainability of the site.



Supporting biodiversity through local action

As an example of off-site biodiversity activities that support environmental net gain, teams in Mexico undertook cleaning and weed removal along a 100-metre section of the Atoyac River within the municipality of Apizaco, Tlaxcala. Further support for long-term maintenance, and to raise local awareness and environmental respect for the waterway, was provided through the supply and installation of informative signage with messages such as 'Do not litter' and 'Do not alter the riverbed'. These signs, donated by Motherson, are now installed at various points along the river, helping to highlight the importance of protecting the river ecosystem.

Additionally, a reforestation campaign was conducted in the "La Malinche" National Park, in Mexico, with a total of 500 trees planted in July 2025, further contributing to local habitat restoration and biodiversity enhancement.





Motherson continuously endeavours to plan in a multitude of ways to ensure prosperous new growth and expansion. When acquiring and developing land for future Motherson facility sites, we are mindful of any potential impacts on the local landscape and aim to mitigate any direct associated biodiversity risks with nature positive improvements.

Over the period from 2009 to 2016, a total of 330 acres of disused scrubland was acquired within Chennai, India, with foresight for future Motherson development. This land had been dormant for many years, devoid of forest or trees and no human habitation. During 2025, significant progress has been made at this site with the development of the Motherson Industrial Park in Chennai to support business growth and explore new opportunities. As part of this development, only bushes and scrub have been cleared from the area, while the site's natural environment has been enhanced through the initial planting of up to 2,000 perimeter trees, along with other flora, and a further 3,000 trees planned in the near future. These actions have transformed a previously barren landscape, supporting the development of new biodiversity ecosystems while balancing industrial expansion with environmental stewardship.

The land's natural water runoff follows the site's natural gradient. To capitalise on this and support effective water management, dedicated engineered water channels with ground recharge drains are installed every 20 metres throughout the development. In addition, all pedestrian walkways are constructed using interlocking permeable paving blocks to support groundwater recharge. Excess surface runoff is directed to three on-site ponds, with additional overflow channelled to a nearby lake. Each building plot is connected via underground drains to a common sewage treatment plant (STP), enabling treated water to be reused on-site and reducing water waste. Furthermore, additional water demand is met through a centrally managed municipal supply, which is metered and distributed to each plot.

From a transport perspective, park access is restricted to Euro VI-compliant trucks with a controlled speed limit of 20-30 km/hr. Additionally, portions of the land have been reserved for a fuelling station and electric vehicle charging facilities, ensuring both conventional and sustainable transport options

We are continuing to strengthen our approach to biodiversity across our operations.



for future users. Going forward, rooftop solar panels are being installed to assist in energy production, reducing power taken directly from the local grid supply.

Through initiatives like these, we continue to implement practical, nature-positive actions that protect local habitats, promote biodiversity, and engage our teams in sustainability across Motherson operations.





Scope 3 decarbonisation throughout our value chain

We recognise that achieving meaningful progress in the challenging area of climate transition, depends on effective collaboration with our suppliers and across the whole value chain.

We hosted quarterly global Supplier Engagement webinars on key topics, which served as a critical platform to deepen collaboration on sustainability topics. The event engaged with suppliers from around the world and focused on several priority areas, including:

- **Evolving global regulatory landscape** on sustainability
- **Carbon accounting and Net Zero/** supplier carbon neutral roadmaps
- **Driving sustainability through landfill free waste management**
- **Strengthening sustainability through water resilience**

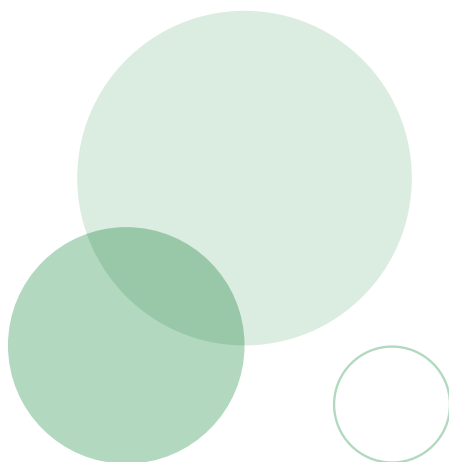
The sessions featured interactive discussions on energy, water and waste, alongside open forum Q&A sessions, which enabled active participation from suppliers. This format encouraged participants to share experiences, raise questions, and explore practical implementation challenges in real time. The open dialogue helped strengthen mutual understanding and foster more collaborative approaches to advancing shared sustainability ambitions.

Since the launch of the Motherson Supplier Portal last year, we have maintained a strong commitment to strengthening supplier engagement and collaboration. This dedicated platform was established to ensure our partners have the resources, guidance, and support needed to advance sustainability across our global supply chain. We continue to work closely with suppliers to improve their sustainability practices, enhance their sustainability ratings, and align long-term objectives with the broader sustainability ambitions of Motherson.



The Motherson Supplier Portal remains a central and effective tool for ongoing communication and collaboration. Through the portal, suppliers receive regular updates on sustainability requirements, initiatives, and regulatory developments. By maintaining and expanding the use of this portal, we are strengthening relationships across the supply chain, fostering transparency, and enabling proactive sustainability focused engagement to drive continuous improvement.

Through these initiatives, we aim to empower our suppliers and other value chain partners with the knowledge and shared commitment necessary to collectively advance sustainability ambitions.





Value chain mapping beyond our direct suppliers

Value chain mapping is essential for gaining a comprehensive understanding of our environmental and social impact across the entire supply network. It enables visibility not only into direct suppliers but also into upstream processes and indirect contributors that influence our overall carbon footprint. Beyond environmental metrics, value chain mapping provides critical insight into social risks, including issues such as forced labour, human rights compliance, and adherence to company sanctions. Recognising the complexity of our global operations, Motherson is partnering with external service providers to extend value chain mapping beyond immediate suppliers. This approach helps us to identify hidden hotspots, prioritise interventions, and drive meaningful improvements in both environmental performance and responsible business practices across our entire ecosystem.



Motherson Scope 3 inventory boundaries

Category 1: Purchased goods and services

Motherson uses a centralised procurement database to collate and analyse purchasing data by category, enabling more accurate Scope 3 assessments. For key commodities such as copper, paint, and resins, we apply the GHG Protocol's average-data method, estimating emissions by multiplying material mass by relevant primary emission factors. For non-commodities, we use the spend-based method, calculating emissions based on the economic value and secondary emission factors. This combined approach ensures comprehensive and consistent Scope 3 reporting across our procurement activities. For Motherson, emissions from Category 1: Purchased goods and services represent more than 85% of our total Scope 3 emissions.

SAMIL Group Scope 3 GHG emission, in tCO ₂ e	2024-2025 SAMIL Group	2025-2026 SAMIL Group
Total gross Scope 3 GHG emission, in tCO₂e	9,914,985	9,744,064
3.1 Purchased Goods and Services	8,716,341	8,929,772
3.2 Capital Goods	154,654	120,121
3.4 Upstream - Transportation and Distribution	130,636	196,674
3.5 Waste Generated in Operations	616,635	193,289
3.6 Business Travel	16,515	14,560
3.7 Employee Commuting	174,371	176,690
3.9 Downstream - Transportation and Distribution	105,833	112,958



Category 2: Capital goods

Motherson uses a centralised system to pre-approve all major capital goods purchases, with each transaction recorded in a central database. This enables accurate tracking of all major capital goods acquired within the reporting year. We calculate the associated emissions using the spend-based method, applying relevant secondary emission factors in line with established Scope 3 methodologies.



Category 4 & 9: Transportation and distribution (upstream and downstream)

Motherson tracks spend and distance data across all geographic regions for all transportation modes, including road, rail, sea, and air, covering both upstream and downstream logistics. We currently apply a hybrid calculation method, combining distance-based and spend-based approaches to ensure a comprehensive and reliable assessment of transportation-related Scope 3 emissions.





Category 5: Waste generated in operations

We have partnered with a third-party solutions provider to facilitate centralised data collection from every operational site. This system enables us to capture, track, and monitor waste generated across our operations in a detailed and consistent manner. The data is collected at a granular level, covering key categories such as material types, waste classifications, and disposal methods. By using the GHG Protocol average-data method and applying the appropriate secondary emission factors, we estimate the environmental impact of our waste. This process not only improves our ability to track waste-related emissions but also helps us identify practical opportunities to reduce, recycle, and better manage waste across our sites.



on employee commuting patterns have been made based on industry benchmarks and national commuting patterns. All workers and employees, including temporary and contract workers have been included in this estimation. These insights will guide our ongoing efforts to reduce Scope 3 emissions.

Motherson's commitment to the environment and the world in which we operate is embedded within the fabric of the business. By upholding and committing to high standards of sustainability across our entire global footprint we consistently turn our evolving ambitions on climate change mitigation into firm principles and actions. By aiming for Scope 1 and 2 Net Zero throughout operations and Scope 3 carbon neutrality by 2050. We are not only preparing for the future, but actively shaping it through responsible growth and unwavering operational integrity.

Category 6: Business travel

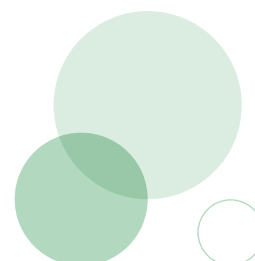
We track all business-related air travel across the different regions where we operate. All air travel is approved through an internal system. For every trip, we record the distance travelled so we can better understand our business travel patterns. To measure the environmental impact of this travel, we calculate the carbon emissions using the GHG Protocol distance-based method. We also use latest internationally recognised emission conversion factors to ensure our reporting is accurate, consistent, and aligned with international standards.



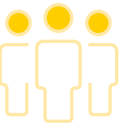
We are identifying and addressing emission hotspots, working with internal and external stakeholders to accelerate decarbonisation across Scope 3 categories.

Category 7: Employee commuting

Motherson continues to include Category 7: Employee commuting emissions in its Scope 3 calculation. In locations where Motherson has organised daily transportation for workers to commute to the plants, we have applied the fuel-based method for carbon calculation. For the remaining locations, we have used the average-data method, applying standardised emission factors. Assumptions







People.

Our people are central to Motherson's success, bringing skills, dedication, and diverse perspectives that shape our culture and drive progress worldwide. We are committed to fostering a safe, supportive environment where individuals can develop, contribute, and grow in any location. Over the past year, we strengthened our approach to key social sustainability priorities, supporting our people throughout their careers. This section outlines our focus on material topics within the social dimension of sustainability.





Occupational health and safety

Safety is part of Motherson's DNA and remains central to how we operate across all our global locations. Guided by our 'Safety First' approach, and commitment to the physical and mental well-being of our employees, we continue to prioritise proactive risk prevention, awareness, and continuous improvement to help ensure safe and healthy working environments in line with international standards for the people of Motherson.

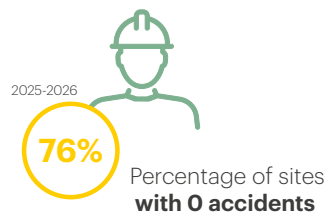
To strengthen consistency across our global operations, we have dedicated Health and Safety leaders, nominated from across our divisions for their commitment to safe working practices. As part of a global team they connect and align efforts, sharing innovative new ideas, safety best practices, and progress made. Their mission is to ensure health and safety is an everyday focus for everyone, reinforcing a shared responsibility for safety.

Proactively and in line with international safety standards, we carry out systematic assessments of the hazards and occupational risks associated with our operations. Using recognised methodologies, these risks are evaluated and classified as significant or non-significant. Where significant risks have the potential to lead to workplace incidents or affect employees' health, appropriate operational controls are implemented in accordance with regulation.

Training continues to play an important role in reinforcing this approach. Across our sites, employees regularly participate in onboarding, refresher, and specialised safety training, ensuring they have the knowledge and skills needed to work safely and respond effectively to potential risks. Routine safety walks conducted by



ISO 45001
achieved
compliances



site leaders and health and safety teams further support these efforts by helping to identify hazards, reinforce safe behaviours, and encourage open dialogue around workplace safety.

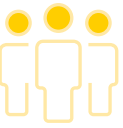
Furthermore, all operational controls and safety devices are inspected regularly, and both internal and external audits are conducted to ensure compliance with the legal regulations of the countries where we operate, as well as with international safety standards.

Group-wide initiatives introduced in previous years, such as the Global Safety Month campaign, continue to engage employees at all levels through awareness activities, workshops, and practical learning opportunities. Materials, quizzes, and guidance are shared through our digital workspace and made available to plants to support local engagement and encourage sites to organise their own initiatives.

Many plants continue to build on these efforts through locally led activities. For example, in November 2025, the Starachowice and Tczew plants in Poland organised a Safety, Environment and Health Week, engaging more than 500 employees in training sessions on topics such as preventing slips, trips and falls, hand and finger protection, and safe warehouse operations. These sessions combined theoretical learning with practical examples from the plant environment to support the application of safe practices in daily work.

Such initiatives continue to help reinforce a strong and consistent safety culture across our global operations.





Inclusion and diversity

As an equal opportunity employer, at Motherson, our approach continues to focus on creating an environment where people feel respected, supported and able to contribute fully. We recognise that the real value of diversity is realised when individuals feel a genuine sense of belonging and are encouraged to share their perspectives. By nurturing an inclusive culture, we promote collaboration and behaviours that value and embrace different ways of thinking.

In 2025-26 Motherson's global presence has continued to grow, with operations expanding into more countries and new facilities established worldwide. This brings increased diversity which is embedded in to our foundations and is central to how we work together. As the company expands, we remain committed to strengthening an environment

where diverse perspectives are heard and where our culture continues to evolve alongside our people.

Through our global internal digital workspace, we bring the people of Motherson together. This platform enables connection, collaboration, and shared experiences across geographies, cultures, and time zones.

One way we foster inclusion is by recognising and celebrating a wide range of cultural and religious occasions that reflect the diversity of our global workforce. Each year, teams from different regions take the lead in highlighting festivals and holidays that are meaningful to them. These celebrations are then shared through our global communications channels, ensuring they reach a wide audience across the organisation.



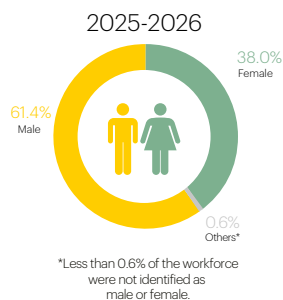


Colleagues from our regional office in China created a celebratory video to mark Lunar New Year, which was shared globally through our communications channels. We spotlighted Holi, the Hindu “Festival of Colours” which celebrates love, renewal, and the triumph of good over evil. Similarly, teams in the United States shared messages for Thanksgiving, alongside our annual Christmas and holiday season campaigns. Building on this global approach, we have plans to celebrate other traditions that are important to the people of Motherson and communities which we are part of, such as Día de los Muertos and Brazil’s Carnival, further reflecting the diverse cultures and communities across our organisation.

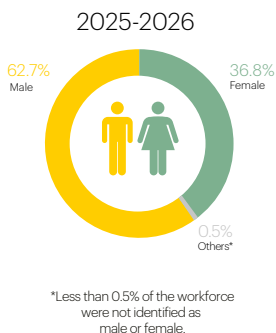
These initiatives represent just some of the moments we recognise throughout the year. By sharing locally led celebrations through our global communications channels, we aim to acknowledge cultural differences, encourage mutual understanding, and strengthen a sense of belonging, bringing the people of Motherson together through shared awareness and respect.



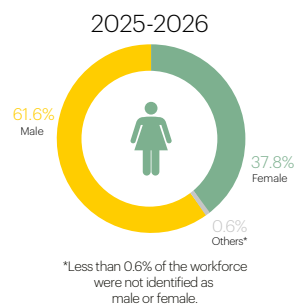
Permanent employees



Permanent workers



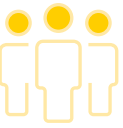
Share of women in the total workspace



One of our key priorities for inclusion and diversity, as an equal opportunity employer, continues to be advancing gender balance across the company. For many years, Motherson has celebrated International Women’s Day both internally and externally, highlighting the importance of recognising and empowering women in the workplace. In 2025-26, we took a fresh approach by hosting an internal global livestream, bringing together influential women of Motherson from diverse locations and across a range of roles. The panel shared insights about their careers, strategies for balancing work and personal life, and advice for both their former selves and other women across the organisation. The outcome of this initiative inspired and motivated the people of Motherson, fostering dialogue, providing role models, and encouragement for women at all levels to realise their potential and supporting the wider ambition of gender balance across Motherson.

Creating equitable access to learning is also an important part of how we support inclusion and diversity across Motherson. Our approach focuses on ensuring that development opportunities are accessible to all colleagues





Women in management

2025-2026

All management positions

16.0%

Senior management

14.0%

Middle management

16.0%

Junior management

17.0%

across different regions, roles, and backgrounds, helping to reduce barriers to participation and enable broader engagement.

To meet these needs, we implement initiatives including the Motherson Leadership Development and Mentorship Programmes, which continue to support the development of talent across our global operations, contributing to greater representation and the progression of diverse talent within the organisation. We are continuing to evolve how learning is delivered to ensure it is more inclusive and accessible to all.

The launch of the Motherson digital Competency Excellence Centre during 2025 reflects this focus. As our first fully in-house online learning programme, it enables colleagues from locations across the globe to participate in training without the constraints of geography or travel. This supports greater inclusion by making development opportunities more accessible, whilst also reducing individual carbon footprint via minimised travel requirements.

The programme is designed to accommodate a range of learning needs and professional interests, with sessions delivered by Motherson's own people. All personnel have the opportunity to participate, helping to ensure that professional and personal development is widely accessible across the organisation. This approach supports more equitable access to learning and encourages participation from a broader and more diverse audience, while also contributing to a more informed workforce.

In addition, colleagues are invited to sign up to compose and deliver training sessions and to share ideas for future topics. This helps ensure that learning content reflects a wide range of perspectives and experiences, strengthening inclusivity while recognising the value of knowledge across different regions and functions.

To date, 16 courses have been delivered, covering a broad range of subjects including sustainability, technical skills, creative marketing, and sessions on understanding the Motherson Way and the history of the company.

Women in STEM roles

*STEM (Science, Technology, Engineering, Mathematics)

18.1%

2025-2026

Women in revenue generating functions

19.1%

2025-2026





Human capital management

As part of the updated materiality assessment structure, Employee Well-being, Employee Engagement, Employee Retention and Fair Labour have been consolidated under the overarching topic of Human Capital Management. This reflects a more integrated view of how these closely connected areas contribute to the strength and sustainability of our workforce. Human Capital Management captures the broader systems, practices and experiences that support the people of the organisation throughout their employee journey, from development through to engagement, retention and fair and safe working conditions. Bringing these topics together enables a more holistic understanding of how we manage, support and invest in our people across our global operations.

interact, engage, and feel connected across sites. By sharing experiences, tips, and inspiration on the platform, the people of Motherson encourage each other to stay active and maintain a balanced lifestyle.

Localised wellness initiatives, continue to create a supportive environment where our people can thrive, connect, and prioritise their health both at work and in their personal lives.



motherson 
Active.

Wellness and well-being

Supporting the well-being of our people remains central to building a resilient, engaged, and thriving workforce. At Motherson, we continue to take a holistic approach that prioritises physical, mental, and social well-being.

This year, we have continued with our MothersonActive initiative, hosted on our dedicated internal digital workspace where employees regularly share stories about the activities they have participated in, whether work-related or personal achievements. From completing a fitness milestone to taking part in a team challenge, these posts not only celebrate individual accomplishments but also help colleagues who are globally located to

In addition, we have continued to prioritise targeted health awareness and support activities in our operations. For example, in observance of World Cancer Day, one of our Motherson Automotive Technologies and Engineering (MATE) sites in Bangalore, India organised a session to educate employees and raise awareness on early detection, preventive measures, and common types of cancers, reinforcing the importance of timely health check-ups. Similarly, a Medical Health Check-up Camp at the Youngshin Motherson Auto Tech (YMAT) site in Chennai, India, conducted in collaboration with a local hospital, offered examinations including blood pressure measurement, blood sugar testing, pulmonary function tests, and doctor consultations. These initiatives foster a healthier, more informed, and productive workforce.





Employee engagement

Our people are at the heart of Motherson, and we place strong value on their perspectives and experiences, therefore insights collated from our Motherson employee engagement survey, have defined actions and are currently being implemented across the Group. These actions respond directly to employee feedback and combine global priorities with locally tailored initiatives.



Divisions across Motherson have defined various focus areas including strengthening recognition, encouraging leadership visibility and career development, supported by the emphasis on learning development, well-being, ways of working, and company values. Particular emphasis is placed on the role of mid-level management as the key drivers of engagement and ensuring that both direct and indirect employees see tangible improvements in their day-to-day experience.

Implementation is ongoing, with a mixture of completed, in-progress, and scheduled initiatives. Progress is monitored through regional and country-level action plans, leadership forums, and regular town halls, supported by continued communication updates to employees. These efforts ensure that the voices of the people of Motherson

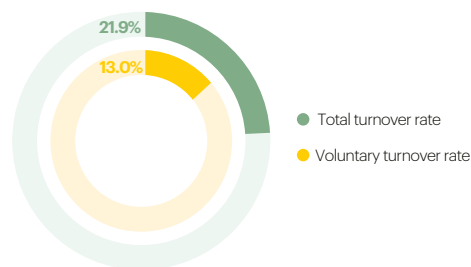
continue to shape how we work together and support each other.

We continue to enhance our digital workspace, keeping it dynamic and interactive. This year, we introduced a photography space, which has inspired a high level of participation, with employees sharing photographs from work or personal life and colleagues engaging by commenting and celebrating each other's contributions.

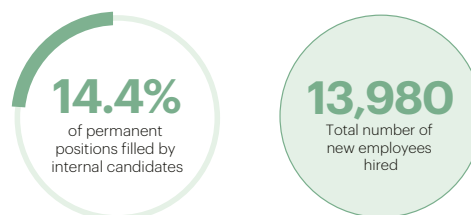
We have also continued our tradition of Family Days, providing colleagues and their families with an engaging opportunity to explore the workplace and enjoy interactive activities in a relaxed, social environment. These events allow families to experience the workplace firsthand while strengthening the sense of community and connection across our teams.

Together, these initiatives reflect Motherson's ongoing commitment to fostering a connected, engaged, and inclusive workplace where employees feel valued, inspired, and supported.

Turnover 2025-2026



Hiring 2025-2026





Training and development

Motherson takes pride in supporting the growth of our people, building the skills and capabilities that enable them to thrive in their roles. In addition to the previously highlighted digital Competency Excellence Centre, our other development programmes have continued, with some being adapted to make them more effective. For example, the 18-month Motherson Operational Excellence programme has moved towards a more vocational learning style. It now includes hands-on activities and guidance on applying the learning after the programme in preparation for future roles within plant management. Previously, the programme was more theoretical, and these improvements will be extremely beneficial in equipping colleagues with valuable practical experience.

We have also continued our Motherson Leadership Programme, further enhancing participants' strategic understanding, cross-functional knowledge, and ability to lead effectively in their current and future roles. The programme provides opportunities for hands-on learning, mentorship development, building the strong networks and skills needed to tackle complex challenges with confidence. Beyond professional growth, it encourages self-reflection, allowing participants to better understand their leadership style and align their personal and professional goals.

Two select participants from the programme have provided insight into their experiences:

Victoria Riedel
Global Sustainability &
Environment Director



"I was nominated to participate in the 2025 Leadership Programme following a period of growth in my role, during which I took on additional responsibilities as an Environmental and Sustainability Director, focusing on modules and polymer

products. The programme provided an important opportunity to strengthen my foundation in this expanded role, build a broader network across divisions, learn from different disciplines, and gain a more

comprehensive view of the business. It also offered valuable space for self-reflection, helping me understand the professional I am today and the skills I need to develop to become the leader I aspire to be, aligned with both my personal goals and the company's expectations.

The experience was truly enriching. I gained insight into the challenges faced by different departments, clarified the role I can play, and identified areas to improve professionally. I met great colleagues and shared moments that were genuinely fun, some even reminded me that coffee and teamwork can solve things! It reinforced a simple truth: We grow faster when we learn together."

Temur S. Trenkler
Global Director Procurement,
Indirect Material,
CAPEX & Tooling



"I began my career at Motherson at 27 as a buyer in Bötzingen. With the company's rapid growth, I moved into new roles almost every year, and by 31 I was responsible for procurement at the three largest German plants, leading a team of 15 buyers. This period

was challenging. Being nominated for the Leadership Programme and completing its four modules in 2025 broadened my perspective, from understanding core processes and the importance of gaining insight into top management's approach to strategy. During the programme, I was offered a role as Global Director in the Modules and Polymer Division's central procurement team, perfectly complementing my career path. The programme enables a deep understanding of the company's culture, values, and philosophy while building a strong top-management network. Beyond professional development, it has positively influenced my personal life, bringing professional and private perspectives closer together, proud to be part of Motherson."





As part of our ongoing efforts to embed increased sustainability awareness across the business, we have delivered tailored Sustainability Leadership Training programmes for multiple divisions globally, supporting leaders to integrate sustainability into their decision-making and long-term planning.

During August 2025 more than 30 senior leaders from the Metals Division gathered at the Mother'son Noida Corporate Tower, India, for a sustainability focused, actions and deliverables session. This event covered subject matters ranging from climate change impacts to energy, water, waste, biodiversity, supply chain strategies, governance, and the evolving regulatory landscape. The training and awareness session offered a comprehensive view of the challenges and opportunities Mother'son faces and our sustainability objectives. The session concluded with clear next steps to achieve Vision 2030 expectations to further embed sustainability into divisional strategy.

Training 2025-2026

10.90

6,303.40

● Average training hours per FTE

● Average amount (INR) spent per FTE on training and development





**Preserve
our culture
of integrity.**



Human rights

Our commitment to human rights continues to be reinforced through the Motherison Human Rights Policy and Supplier Code of Conduct documents. As Motherison continues to grow, we remain firmly committed to upholding human rights across our own operations and throughout our value chain.

To support a consistent and transparent approach to human rights across our global operations, Motherison maintains a network of divisional and regional officers aligned with our whistleblowing framework. We continue to strengthen this structure by establishing Human Rights Officers within each division and ensuring suitably qualified personnel are in place to fulfil these responsibilities. This approach enables concerns to be raised and addressed confidently at both local and global levels, helping to identify and manage potential issues effectively.

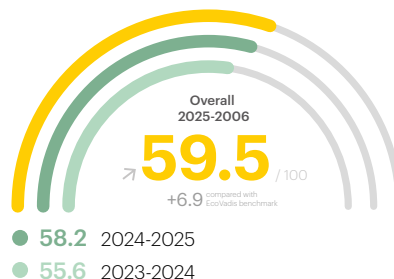
This governance structure is supported by our global whistleblowing tracking system, powered by NAVEX EthicsPoint, which provides a confidential channel for raising concerns related to ethics, compliance and human rights. As a key component of fostering a culture of respect, integrity and accountability, the system is underpinned by standardised global processes and procedures, with Regional Compliance Officers responsible for ensuring appropriate local case follow-up. We also actively promote awareness of whistleblowing channels among employees and suppliers, helping to ensure concerns can be raised and addressed effectively.

Human rights throughout our value chain

Suppliers continue to be assessed through EcoVadis on labour and human rights practices, using a framework aligned with international standards, including the UNGC and International Labour Organisation (ILO) Conventions.

The assessment covers key areas such as employee health and safety, fair working conditions, prevention of child and forced labour, diversity and non-discrimination, social dialogue, and human rights within the supply chain. Suppliers are evaluated on the strength of their policies, the implementation of actions, and measurable results, with an emphasis on ongoing risk mitigation and continuous improvement. The average supplier score has increased to 59.5 (on a scale of 0 to 100), demonstrating continued progress and remaining above the EcoVadis benchmark. Together, these measures strengthen oversight, accountability and timely follow-up, helping us uphold our commitment to responsible business practices across our worldwide operations.

Value chain assessment score - Human rights





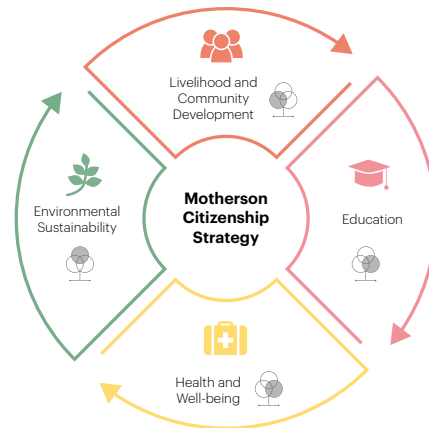
Global citizenship

Our commitment to global citizenship continues to be a core part of how we operate at Motherson. We remain focused on making a positive contribution to the communities where we work, ensuring that our growth supports local development and strengthens community resilience. Across all our locations, we strive to foster inclusive opportunities, respect cultural diversity, and support initiatives that enhance education, health, and environmental sustainability.

Across our global network, the people of Motherson continue to bring these values to life, dedicating their time, skills, and energy to volunteer work, community development, education, environmental protection, and social inclusion.

Through these continued initiatives, Motherson reaffirms that supporting the communities where we operate remains a priority, ensuring that our growth delivers meaningful and sustainable benefits for people everywhere.

Greater detail in regard to Motherson's Global Citizenship initiatives can be found in our Global Citizenship Report.



As we look to the future, we remain focused on strengthening how we support and work with our people across the organisation. Our continued success depends on their commitment, collaboration, and contribution, and we will keep evolving our approach in response to changing needs and expectations. By maintaining this focus, we aim to ensure long-term resilience and create a positive and lasting impact across our operations and the communities in which we operate.







Governance

Strong governance underpins our approach to sustainability and long-term value creation. It provides the structure, accountability, and oversight needed to ensure that decisions are made responsibly and in line with our commitments. This section outlines how we embed governance across our organisation to support ethical conduct, effective risk management, and transparent reporting.





Stakeholder engagement

For several years, groupwide materiality assessments have been a cornerstone of Motherson's approach to identifying, evaluating, and acting on sustainability-focused topics. This rigorous, stakeholder-inclusive methodology is designed to prioritise 'critical matters of significance', based on their scale, scope, and perceived impact on Motherson, our customers, supply chain, and the environment. By providing a unified framework, the assessment enables the business to navigate a complex landscape of reporting requirements, while ensuring that risk management and value creation are integrated across all environmental, social, and governance dimensions.

Previous materiality assessments formed the foundation for this year's process. To ensure comprehensive coverage of potential material topics, information was drawn from recognised external frameworks and stakeholder sources, including EcoVadis, CDP, the S&P Corporate Sustainability Assessment (CSA), and regulatory reporting requirements from the Business Responsibility and Sustainability Report (BRSR) in India, and the new Corporate Sustainability Reporting Directive (CSRD) in Europe. Specialised external tools were also used to add granularity to the risk evaluation, such as the Aqueduct tool which facilitated the assessment of sites located within water-stressed regions, and IBAT, which was used to examine potential impacts on biodiversity.

To facilitate the compilation of material topics, all relevant stakeholder groups were identified for engagement. These included customers, internal stakeholders, suppliers, and investors. A tailored approach was then developed for each group to ensure that engagement reflected and contextualised their priorities. For internal stakeholders, a groupwide employee survey was conducted during 2025–26 via Motherson's internal employee digital workspace platform, providing all permanent employees with the opportunity to participate. The survey was divided into two sections: a set of closed questions using a Likert scale to assess the perceived impact of

each sustainability topic, and an open-ended question inviting employees to raise additional topics or elaborate on those already identified. Responses were received from all divisions, representing a broad cross-section of the workforce. To enrich these quantitative findings, interviews were held with internal subject matter experts covering environmental and social sustainability topics, adding deeper qualitative insight. Together, the employee survey and expert interviews created a robust evidence base for the internal component of the materiality assessment.

For external stakeholders, customers and investors were consulted through a combination of accessible information sources and ongoing dialogue, managed by our investor relations teams and customer key account management organisation. Engagement with suppliers was facilitated via the Motherson supplier portal, with invitations extended to all suppliers, but focusing particularly on those contributing to 80% of our total spend. Responses were received from over 270 suppliers across multiple countries, providing diverse perspectives on ESG priorities, the impacts of Motherson's operations, and shared impacts within the supply chain. The survey also included an open-ended question to capture any additional impactful topics suppliers wished to highlight.

The views gathered from all stakeholder groups have been collated into an overall perspective on Motherson's potential impacts. This consolidated list of topics is now integrated with the company's risk register and heat map, providing a unified foundation for guiding future sustainability strategies.





Planet

Material topic	Detail	Impact	Relevant SDGs
<u>Biodiversity</u>	The conservation of natural habitats, as well as sympathetic land use within our own operations and throughout the value chain.	We acknowledge that our operations and supply chain have the potential to impact biodiversity through land use, raw material sourcing and resource consumption as such, we assess biodiversity at site level to identify priority areas of high ecosystem risk.	   
<u>Climate and Environmental Action (Mitigation)</u>	Reduce emissions, manage waste, and protect air and water quality.	We recognise that our operations and value chain contribute to climate change across all three emission scopes and we are committed to the following aspirations: Scope 1 and Scope 2 Net Zero in our own operations by 2040 and Scope 3 carbon neutrality by 2050.	      
<u>Climate Change Adaptation</u>	Focuses on climate resilient infrastructure, business continuity and areas of water stress.	Changing climates present potential physical risks to our operations, infrastructure and supply chain. We are committed to building business resilience to these risks and ensuring business continuity as we adapt to evolving climatic impact and risk.	    
<u>Environmental Innovation and Technology</u>	Focuses on environmental solutions, investment, exploring material use and an increase in renewable energy to drive long-term impact.	We acknowledge that we have both the opportunity and responsibility to harness innovation and technology to drive meaningful environmental improvements to reduce our impact across our operations and product lifecycle.	    
<u>Product Stewardship and Circular Economy</u>	Incorporates circular economy principles, environmentally conscious design and production methodologies in addition to product lifecycle assessments, undertaken to minimise environmental footprints across our product lifecycle.	We recognise a joint impact between Motherson, our customers and supply chain on achieving solutions to minimise environmental footprints across our product lifecycle.	   
<u>Supply Chain GHG Emissions</u>	Ensuring the supply chain is aware of our policies and ambitions in relation to sustainability and implementing actions to reduce emissions that affect our Scope 3 calculations.	Scope 3 represents our most significant and complex emissions impact. We are committed to reporting our Scope 3 emissions and progressing towards our reduction ambition.	     
<u>Waste Management</u>	Tackling both operational waste and broader environmental concerns, contributing to cleaner workspaces, reduced waste to landfill, and mitigating microplastic pollution impact in surrounding communities and ecosystems.	We recognise that our operational activities generate waste, although our products have a long term lifecycle by design intent. We are committed to diverting waste to landfill whenever feasible whilst holding a zero waste to landfill ambition within our own operations.	    
<u>Water Management</u>	Our approach towards water stewardship and supporting the responsible use of this critical resource across our global operations.	Our operations, manufacturing processes and supply chain can all have an impact on water availability and quality. We are committed to measuring, managing and reducing our overall water impact as a business, with a particular focus on global water stressed areas.	   





	Material topic	Detail	Impact	Relevant SDGs
People	<u>Health and Safety</u>	Ensuring our employees work in a safe, secure, and healthy environment.	We acknowledge that our operations may carry health and safety risks. We are committed to ensuring solid practices and procedures are in place to mitigate and eliminate risk.	 
	<u>Human Capital Management</u>	Encompasses Employee Well-being, Employee Engagement, Employee Retention and Fair Labour.	Our people are our greatest asset and we are committed to fostering a safe and dynamic workplace where our people can thrive. Strong Human Capital Management is fundamental to our culture, resilience and long-term success.	    
	<u>Human Rights Throughout the Value Chain</u>	Reflects our zero-tolerance stance on forced labour while ensuring compliance with international labour rights and ethical sourcing practices.	We recognise that our supply chain could potentially impact human rights and we acknowledge our responsibility to respect and uphold the rights of all people within our value chain and entrust our suppliers to do the same.	   
	<u>Inclusion and Diversity</u>	Driving equal opportunities, an inclusive environment, and fair representation.	We believe that diversity and inclusion are fundamental to a healthy, high-performing culture. We are committed to creating a workplace where everyone is valued.	   





Governance

Material topic

Detail

Impact

Relevant SDGs

Corporate Citizenship and Social Impact

Fostering inclusive opportunities, respecting cultural diversity, and supporting initiatives that enhance education, health, and environmental sustainability.

We acknowledge that our presence and influence as a business carries a responsibility to contribute positively to society. Motherson supports the communities and localities in which we operate through active engagement, social investment and partnerships.



Corporate Governance and Strategy

Defines our leadership principles, strategic direction, and integration of sustainability within Motherson.

Effective governance structures and transparent reporting are essential to delivering on our commitments to stakeholders. We are committed to embedding governance principles that drive responsible and sustainable business processes.



Data Privacy and I.T. Security

Safeguards regulatory compliance in a digital world, ensuring stakeholder trust.

Protecting the data and privacy of our customers, employees and partners is a fundamental responsibility. Motherson is committed to maintaining strong cybersecurity practices and data governance frameworks that minimise risk, ensuring compliance and maintaining the trust placed in us.



Management Systems and Accountability

Guide continuous improvement through audits, assessments, and standardised recognised frameworks.

Effective management systems and transparent accountability processes underpin our ability to deliver on our commitments. We are continuously improving our frameworks and reporting structures to ensure our sustainability ambitions translate into meaningful action.



Risk and Opportunity Management

Ensures proactive identification and monitoring for business continuity and mitigation of ESG risks.

Managing risk and identifying opportunity are central to how we operate both sustainably and responsibly. We are committed to a structured approach to ESG risk management that protects our business, meets stakeholder expectations and positions us to adapt amidst the changing sustainability landscape.



Supply Chain Sustainability and Responsibility

Reinforces ethical sourcing, traceability, and supplier accountability.

Our supply chain has the potential to carry significant environmental and social risks. Motherson is therefore committed to embedding sustainability requirements into our supplier relationships through direct engagement throughout our supply chain.





Risk management and compliance

Motherhood takes a proactive and integrated approach to identifying, assessing, and mitigating risks across all areas of our business, including a strong focus on climate-related and sustainability risks. The Motherhood risk management framework is embedded into our strategic planning and operational decision-making processes, enabling us to anticipate disruptions, protect value, and enhance resilience in a fast-changing global environment.

Our governance structure ensures comprehensive oversight, with the Board of Directors holding ultimate responsibility, supported by the Risk Management Committee (RMC) and executive leadership across relevant business functions. Risks are systematically identified, measured, examined, implemented, and monitored through this five-step process. Likelihood and impact are assessed using an established risk scoring matrix, enabling prioritisation and targeted mitigation. This bottom-up approach captures risks at their source before escalation, aligning vertical-level reviews with our Group global framework.

Climate-related risks, including physical risks from extreme weather and transition risks linked to regulatory changes and market shifts, are reviewed through scenario planning and adaptation strategies. In line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we have strengthened climate governance, risk management, and reporting processes. Scenario planning incorporates reference pathways such as the International Energy Agency's Net Zero Economy (NZE) 2050 scenario, to assess potential implications for our operations, product mix, capital allocation, and supply chain.

We continuously monitor evolving regulatory landscapes and engage with external partners to ensure our practices remain credible and aligned with global best practices. We are committed to the National Guidelines on Responsible Business Conduct (NGRBC) and integrate environmental, social, and governance considerations into our actions. We are committed to full transparency in our reporting and disclose climate-related metrics including Scope 1, Scope 2, and Scope 3 GHG emissions. Furthermore we annually report renewable energy adoption, water withdrawal and consumption, waste and recycling, and other ESG parameters.

Our structured and integrated risk management approach, underpinned by likelihood and impact analysis, safeguards business continuity, supports our sustainability ambitions, and ensures we remain adaptive, competitive, and aligned with a sustainable, Net Zero future. Greater detail in regard to the risk assessment process can be found in the Motherhood annual report.





Corporate governance and business ethics

Motherson continues to build on the strong governance framework that has evolved during previous years, reinforcing the structures and practices that support responsible leadership, transparency, accountability and long-term value creation. As our global footprint continues to expand, these governance principles remain central to how we manage growth and operate across diverse markets. When establishing new facilities or expanding existing operations, governance, compliance and sustainability considerations are integrated from the earliest planning stages. This approach helps to ensure that new sites align with our global standards and policies from the outset, supporting responsible business practices as we continue to grow.

Over the past year, we have further strengthened the integration of environmental and social considerations into our governance and management systems. Our Board, executive leadership and divisional teams remain aligned to the commitment to ethical business conduct and responsible management,

ensuring that governance continues to support operational resilience and sustainable growth across our global organisation.

Each Motherson subsidiary company is responsible, through its Board of Directors and Senior Management, to ensure it complies with all applicable laws and regulations and operates in an ethical manner. Motherson's Regional Chairman's (corporate) Offices (RCOs) provide oversight to ensure such compliance and support services to help identify major business ethical risks. In addition, the RCOs collaborate to ensure orderly and complete dissemination of global and regional policies to subsidiary companies, in accordance with the Policy Management Procedure.

Furthermore, Motherson maintains a robust whistleblower system utilising industry leading NAVEX EthicsPoint to ensure that any concerns are identified, investigated, and resolved.

Motherson strictly enforces a wide range of compliance policies and guidelines, all of which are publicly

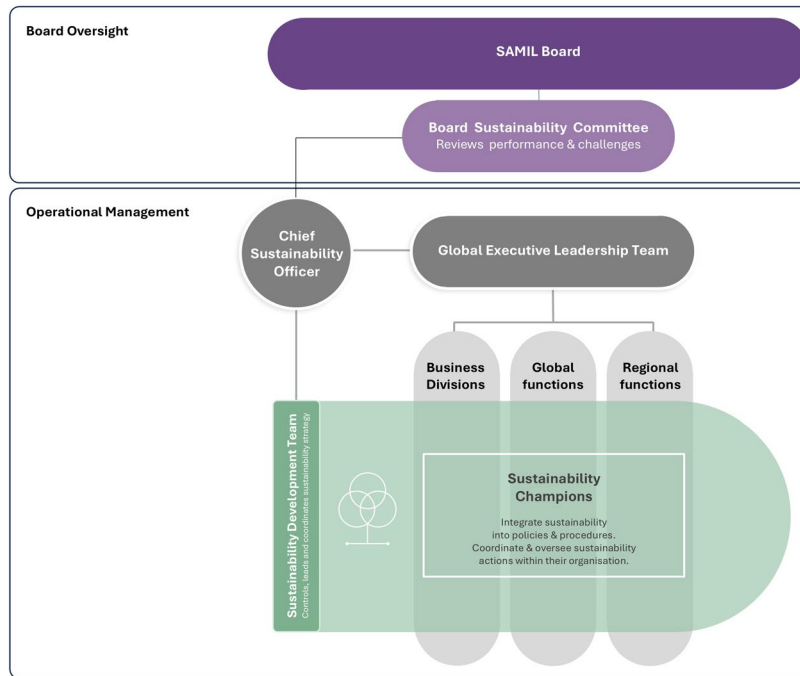
available on the company website. Examples include the Motherson Code of Conduct, applicable to all personnel worldwide, as well as anti-bribery, competition, and anti-trust policies and guidelines, each deployed across all global operations.

To further ensure ethical business conduct, Motherson does not make contributions to political campaigns, political organisations, or lobbyists, including other tax-exempt groups, and does not undertake any lobbying activities whether direct or indirect. This practice reinforces our global Anti-Bribery, Gift, Meals, and Entertainment Policy.

Motherson is a signatory of the United Nations Global Compact (UNGC), supporting its principles on sustainability, climate change mitigation, protection of the labour force, and safeguarding fundamental human rights. Our participation in the UNGC, along with select trade associations, is focused exclusively on knowledge sharing, adopting industry best practices, and collaborating on initiatives aligned with the UN Sustainable Development Goals (SDGs). These engagements are designed to strengthen our sustainability performance and guide our strategic approach in achieving our long-term ambitions.

Overall, the Motherson Group is committed to being open with our ambitions, achievements and any challenges and hurdles that we may encounter as we move forward on our sustainability aspirations.





Sustainability management structure

Our sustainability governance framework is founded on principles of accountability and collaborative engagement. The Motherson Board of Directors operates in a supervisory role, providing strategic oversight and ensuring strong governance standards are upheld across the Group. The Global Executive Leadership Team (GELT) drives the Group's vision and strategy, with a focus on growth, sustainability, manufacturing excellence, and quality performance.

The Chief Sustainability Officer (CSO), as a core member of the GELT, acts as the interface between executive

and supervisory functions. The CSO provides regular reports to the Board Sustainability Committee, ensuring transparency and alignment at the highest organisational level. The Sustainability Development Team manages, coordinates, and directs the Group's sustainability strategy, ensuring initiatives are coherent, measurable, and consistently implemented.

Each Motherson Business Division and its constituent units manage operations responsibly, maintaining accountability for fostering customer trust and delivering performance within their respective business

sectors and global customer segments. The Global and Regional Functions enable the integration of sustainability into Group policies and procedures, supporting the global Motherson approach and ensuring consistency of values and practices across all geographies.

Together, these elements form an integrated governance ecosystem that ensures transparency, alignment, and accountability to our external stakeholders.





Sustainability focused strategy events

As part of our corporate governance and management process, during 2025-26, we continued to hold internal high-level reviews and summit events, engaging our network of sustainability champions from across our operating divisions, global functions and regional corporate offices, to ensure focus, share updates and review strategy across all domains of ESG.

Environmental champions summit forum

During 2026, the Central Sustainability Development Team hosted a divisional environmental summit forum bringing together the influential sustainability champions from across the business. This productive and informative session provided an opportunity for participants to share updates on their progress, exchange practical insights, highlight initiatives across key focus areas and, where possible, define latest best practice. It facilitated open and constructive discussions, encouraging collaboration and alignment while helping to identify opportunities, strengthening our collective approach to environmental sustainability.

Social committee summit meeting

Building on this collaborative approach, a Global Social/HR Committee summit meeting was held to strengthen alignment on key social sustainability priority topics coming from the materiality assessment process, supporting transparency for 2025-26 year-end reporting, and to review the way forward for the current Motherson five year plan, Vision 2030. The session brought together senior HR leaders from our business divisions and Regional Chairman's (corporate) Offices to review progress, share insights, and agree next steps across areas including employee engagement, well-being, inclusion and diversity, human rights, training and development, and reporting disclosures, alongside broader people governance themes. The committee was highly engaged, with the commitment to drive initiatives forward on behalf of the whole group.

Governance summit

Applying the same collaborative approach to governance, in March 2026 an Internal Motherson Sustainability Governance Summit, was held over two days at our corporate office in Noida, India. This event brought together a



We are fostering collaboration and shared accountability to advance our Vision 2030 sustainability goals.



diverse collective of high-level and influential Motherson personnel spanning finance, legal and compliance and corporate strategy.

The summit provided a valuable platform to enhance the robustness of governance processes and offering the opportunity to exchange best practice and align business objectives. With the global regulatory landscape continuing to evolve at pace, participants explored how Motherson can navigate the complexity of a consolidated global approach and manage risk proactively, whilst identifying new avenues for future growth.

Delegates collaborated and discussed across four key topic areas central to the Motherson Vision 2030 journey:

- Governance Transparency and Compliance
- Enterprise Risk Management
- Policy Frameworks
- Management Systems

Active participation from all key participants directly shaped the decisions and insights that emerged from the sessions, marking a significant step forward in our collective sustainability agenda.





Management systems

Motherson's management systems are supported by a multilayered approach that combines structured governance frameworks with digitalisation and the integration of emerging technologies such as AI solutions. Sustainability data and processes are increasingly being digitised and integrated with smart tools to improve accuracy and efficiency supporting informed decision-making. This is underpinned by Motherson's commitment to internationally recognised frameworks such as the ISO standards, including ISO 14001, ISO 45001, ISO 50001 and ISO 27001. Clearly defined processes, procedural controls and approval hierarchies provide additional layers of governing oversight, further supported by internal audit functions and company-wide information systems.

Publicly available, board-approved policies on our company website set out the overall direction and commitment, reinforcing Motherson's strategic vision. Materiality assessments are conducted to inform priority areas, ensuring focus on the most significant ESG impacts. Supply chain management practices are strengthened through the dedicated Motherson supplier portal, focusing on engagement in ESG deliverables and including a structured human rights due diligence process to safeguard ethical compliance. Furthermore, GRI referenced disclosures undergo independent third party limited assurance to enhance credibility and reliability of sustainability reporting.

Together, these elements create a robust, interconnected system that strengthens transparency, accountability and compliance across Motherson and with our supplier partners.





Cybersecurity and digital resilience – Data privacy and information security

Motherson recognises cybersecurity as a critical enabler of long-term organisational resilience and stakeholder trust, and an integral component of its commitment to sustainable and responsible business practices. In an increasingly interconnected digital landscape, safeguarding information assets and ensuring secure operations are fundamental to achieving our sustainability objectives. Thus, Motherson operates a multilayered cybersecurity framework encompassing advanced threat detection and prevention, continuous monitoring, and enterprise-wide risk management. Our adaptive security architecture enables the proactive identification, assessment, and mitigation of evolving cyber threats, supporting business continuity and operational resilience.

Strong and effective governance structures underpin our cybersecurity processes. We are committed to upholding high standards of data privacy, regulatory compliance, and responsible information management; while fostering a culture of cybersecurity awareness through regular employee training and engagement initiatives. Through ongoing investment in people, processes, and technology, Motherson strengthens our digital resilience and reinforces our commitment to safeguarding stakeholder information as part of our broader sustainability strategy.

In addition, our technology approach helps support more environmentally sustainable digital operations. As workloads continue to migrate from on-premises infrastructure to cloud-based environments, we remain mindful of the potential effects on our direct carbon footprint. These initiatives contribute to reducing long-term greenhouse gas emissions associated with Motherson's digital infrastructure.

Motherson remains committed to continuously improving our cybersecurity stance and integrating digital resilience into our broader ESG strategy, ensuring the protection of stakeholder data while supporting sustainable business growth.

Motherson recognises the rapid expansion of artificial intelligence across workplaces and the global community and is mindful of the opportunity this represents but also the potential impacts and associated risks to the organisation. To address these considerations, we have created a comprehensive policy framework providing guidance for all on the safe adoption of AI solutions.



Given the dynamic and evolving nature of artificial intelligence, the Motherson Group will conduct ongoing reviews to ensure our policies and guidance remain relevant and robust. We view AI solutions not as a replacement of people, but as an enabler to enhance productivity, and support our people in creating greater value.

Motherson adopts a proactive and risk-based approach to protecting our information systems and data against cybersecurity threats and potential breaches. Our cybersecurity framework incorporates preventive, detective, and responsive controls designed to safeguard critical assets and ensure operational resilience. We implement a range of security measures, including proactive threat intelligence and multi-layered security solutions to prevent risks, alongside continuous threat monitoring capabilities, to enable the timely detection of anomalous activities for prompt response.

In the event of a cybersecurity incident, Motherson follows a defined incident response framework, which outlines procedures for identification, containment, investigation, remediation, and recovery. A cross-functional response team is responsible for managing incidents, minimising impact, and restoring normal operations in a timely manner. Where required, incidents are escalated to senior management and reported to relevant regulatory authorities in accordance with applicable laws and regulations.

During the reporting period, Motherson did not experience any cybersecurity incidents or data breaches of a material nature. We remain vigilant and continue to enhance our cybersecurity controls and response mechanisms to address evolving threats.





Accountability and assurances

To uphold the highest standards of transparency and accountability, Motherson engages certified independent financial auditors as third-party providers to conduct audit and assurance procedures over its environmental, social, and governance reporting actions.

In accordance with recognised assurance frameworks, Motherson seeks Limited Assurance over key global sustainability related performance indicators, providing stakeholders with a meaningful level of confidence in the integrity of reported non-financial data. Furthermore, Reasonable Assurance is obtained in respect of sustainability reporting metrics required under applicable regulatory obligations, reflecting the Motherson Group global commitment to rigorous compliance and the highest level of verification for mandated disclosures.



Beyond external assurance, to strengthen accountability, the scope of internal audit is being expanded to include non-financial sustainability metrics with relevant environmental, social and governance standards included. These reviews act to enhance best practice sharing, mitigate risks and help to ensure that sustainability-related practices are harmonised across our global operations.

A combination of both internal and external review mechanisms serve to ensure that our sustainability commitments are embedded within our governance framework and aligned with recognised best practices.





Building a responsible and sustainable supply chain

Motherson's approach to building a responsible and sustainable supply chain integrates clear environmental, social and governance ambitions. This is achieved via structured processes, supplier assessments, and active engagement actions.

Embedding sustainability and responsible practices within our supply chain are fundamental to achieving Motherson's broader ESG objectives. We remain committed to providing clear and consistent guidance on sustainability expectations by deepening supplier engagement and fostering collaborative learning across all levels of our value chain.

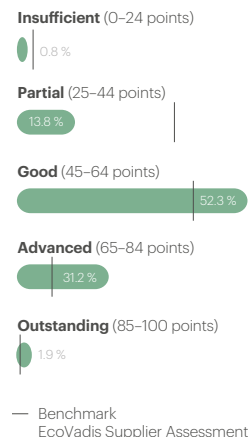
To support this vision, we have implemented a structured framework that strengthens governance, drives accountability, and enables suppliers to progressively align with the Motherson sustainability priorities. By embedding this framework criteria into both our supplier onboarding and qualification processes, as overseen by the purchasing leaders within each operating division, this ensures strong oversight and alignment with our organisational sustainability expectations. All prospective suppliers are required to undergo a formal approval process and boundary scope assessment during which they must demonstrate their robust practices and a clear commitment to Motherson sustainability principles before gaining approval.

More than
11,450
of Motherson suppliers
have been screened
for supply chain
sustainability risk

Our value chain engagement is further strengthened through the use of the EcoVadis IQ platform. Presently, suppliers accounting for 80% of our total spend have now been onboarded to this industry-recognised tool, allowing us to actively screen ESG vulnerabilities by company size, industry and region. Additionally, suppliers representing 64% of our current global direct spend are invited to complete a detailed, evidence-based sustainability assessment via the EcoVadis platform, focusing on four key themes: environment, labour and human rights, ethics, and sustainable procurement. Each supplier receives a scorecard evaluating their sustainability performance within each theme, along with an overall total score. The score is valid for 2 years, at which point suppliers will be re-assessed. The EcoVadis methodology assesses the effectiveness of a company's sustainability management system by examining policies, practices, and results, based on the evidence provided.

A minimum score of 45 out of 100, corresponding to a "Good" performance level within EcoVadis, is an expectation of Motherson and must be achieved within 12 months of the initial assessment. Suppliers who fail to reach this sustainability performance threshold risk suspension from eligibility for future business quotations until they meet the required level, with formal notification issued by Motherson. In partnership with EcoVadis, we provide dedicated support, through targeted capacity-building sessions to identify areas for improvement and guide suppliers in strengthening their sustainability practices. Currently, no supplier scores fall into the "Insufficient/Risk" category, demonstrating the effectiveness of this approach. Following these interventions, progress is made by suppliers actively implementing improvement plans, driving measurable progress in sustainability performance across our supply chain.

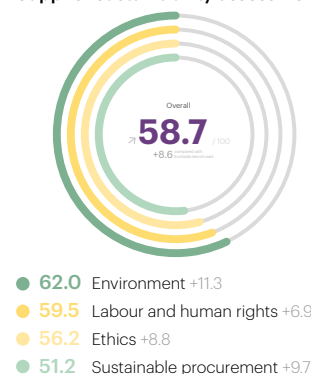
Numbers of partners by Results classification



The results obtained from these assessments demonstrate strong performance across our supplier base. Currently, the average score achieved by suppliers following assessment is 58.7. This scoring is 8.6 points higher than the global EcoVadis average. Over 84% of our assessed suppliers are rated in the "Good," "Advanced," or "Outstanding" categories, reflecting a broad commitment to sustainable practices and alignment with Motherson's priorities.

These robust measures have resulted in above-average supplier performance scores and a value chain that is positively aligned with our sustainability ambitions.

Supplier sustainability assessment score





The business case of sustainability

Across Motherson, multiple sustainability initiatives are designed to create both environmental and social value while delivering measurable operational and financial benefits. Many instances are focused on energy efficiency initiatives to demonstrate how sustainability investments can lead to significant cost savings. Projects implemented across the group, including equipment upgrades, process optimisation, improved operational practices and infrastructure enhancements, have delivered combined energy savings while reducing emissions and leading to reduced cost from operations. Many of these initiatives, such as installing high-efficiency chillers and compressors, implementing LED lighting and automation systems, while optimising machine operations, have achieved relatively short payback periods, delivering returns on investment within one to three years. These improvements reduce operating costs while supporting Motherson's global decarbonisation ambitions.

Sustainability investments can also deliver measurable value through social initiatives that support the well-being and retention of the people of Motherson. At sites where the Mothers, Sons and Daughters programme has been introduced, positive

outcomes have been observed for employees returning from maternity leave, positively impacting business performance through improved attendance and engagement. This has led to participating sites reporting a 40% reduction in absenteeism among women after returning from maternity leave, as well as a 35% decrease in absenteeism following pregnancy announcements, supported by leadership training that helps create a more supportive workplace environment. Local surveys, where the programme is active, also show a 98.5% participant satisfaction rate, and has contributed to a 23% reduction in turnover within this demographic. By supporting employees through key life stages, initiatives such as this can help reduce absenteeism and turnover-related costs, while strengthening engagement and retention across our workforce.

Carbon accounting strategy

Within the Motherson Group, we use dedicated carbon accounting software as part of our digitised ESG reporting. Scope 1 and Scope 2 emissions are calculated at site level using activity-based data and applying relevant emission factors to the resources consumed. For Scope 3 emissions,

we adopt a hybrid approach, addressing each category independently, according to its specific data requirements. Our objectives are accuracy, auditability, and alignment with international standards and regulations across the group. Automation enables faster and scalable reporting, reduces the reporting burden, detects data anomalies, highlights 'hotspots' for priority reduction, and transforms data into actionable insights for different parts of the organisation.

All of these actions and objectives serve as a blueprint for a resilient and sustainable future for our global organisation. The Motherson ambition of Scope 1 and 2 Net Zero 2040 within our operations and of Scope 3 carbon neutrality by 2050 are firmly within our daily focus. We continue to expand our horizons and evolve as a company whilst routinely acting on our environment, social and governance responsibilities.





Data Annex.

SAMIL Global Sustainability Annex

SAMIL group sustainability reporting for financial year 1st April 2025 – 31st March 2026 has been prepared on a consolidated basis, covering the operations of the company globally referencing GRI for certain key metrics. The Company has previously reported on a global consolidated basis as per the Indian regulatory Business Responsibility and Sustainability Reporting (BRSR).

Referencing GRI for these metrics is intended to ensure clarity, consistency and regulatory alignment in sustainability reporting for the Company having global operations. The company believe there is no prior year restatement required due to change reporting methodology from previous year numbers for the purpose of meaningful comparison. The subsidiaries and joint ventures of Samvardhana Motherson International Limited ("SAMIL"), either independently or in collaboration with SAMIL, participate in Sustainability initiatives of Motherson Group. Limited assurance has been carried out by S.R. Batliboi & Co. LLP on key data metrics.

Refer to Form AOC-1 as required under Section 129(3) of the Companies Act, 2013. provided in the SAMIL Annual Report for the complete list of holding / subsidiary / associate companies / joint ventures. Only those associates and joint ventures who fall out of operational control of the company are excluded from the reporting.

GHG Emissions - Scope 1, 2 & 3

CO2e Tonnes	FY 23 (Base Year)	FY 24	FY 25	FY 26
Scope 1 GHG Emissions	67,609	83,737	98,641	112,311
Scope 2 GHG Emissions				
Location-Based	*	*	*	665,380
Market-Based	404,428	505,006	527,824	487,633

*Dual reporting of Scope 2 emissions was not done for previous years.

CO2e Tonnes	FY25	FY26
Scope 3 GHG Emissions	9,914,985	9,744,064
3.1 Purchased goods and services	8,716,341	8,929,772
3.2 Capital Goods	154,654	120,121
3.4 Upstream - Transportation and Distribution	130,636	196,674
3.5 Waste Generated in Operations	616,635	193,289
3.6 Business Travel	16,515	14,560
3.7 Employee Commuting	174,371	176,690
3.9 Downstream - Transportation and Distribution	105,833	112,958



Data Annex.

GHG Emissions Intensity

Gross GHG Emissions (mtCO2e)	Scope(s) of GHG emissions (1,2,3)	Organisation Specific Metric	GHG emissions intensity ratio
599,944	Scope 1 and 2	Per INR million of turnover	476 KG Co2e/INR Mn
9,744,064	Scope 3	Per INR million of turnover	7788 KG Co2e/INR Mn

Other Significant Emissions

Air Emissions	NOx
FY26	3861Kgs

Scope 1 direct GHG emissions are disclosed under GRI standard 305: Emissions 2016.

The measurement of GHG emissions is based on the GHG protocol corporate accounting and reporting standard (WBCSD/WRI, 2004). The organisation has not used carbon credits in the reporting period to contribute to its GHG targets, as disclosed under GRI 305.

Scope 1 and 2 emissions are consolidated according to the reporting boundary. Scope 1 sources included stationary combustion (natural gas boilers, diesel generators, emergency generators), mobile combustion (company owned fleet vehicles).

Activity based data was collected for Scope 1. Natural gas consumption, diesel and petrol data sourced from monthly utility. Refrigerants sourced from refrigerant top up quantities were recorded by contracted maintenance engineers at each service event and consolidated annually.

Scope 1 GHG emissions are calculated using activity data multiplied by the relevant emission factors sourced from the UK Government Greenhouse Gas Conversion Factors for Company Reporting (DESNZ, 2025), published June 2025.

Scope 2 indirect GHG emissions are disclosed under GRI 305: Emissions 2016. Emissions are calculated using a dual reporting approach consistent with the GHG Protocol Scope 2 Guidance (WRI/WBCSD, 2015) and the GHG Protocol Corporate Accounting and Reporting Standard (2004).

The location-based method reflects the activity data based on the emissions factor from the country in which it is consumed. Emission factors are sourced from International Energy Agency (IEA), Published 2025.

The market-based method reflects the emissions associated with electricity the organisation has specifically chosen or contracted to purchase. Where contractual instruments are held, supplier-specific emission factors and/or Guarantees of Origin (GOOs) are applied where available. PPAs were also used with specific supplier emissions factors. Where no supplier-specific factor exists, emission factors, sourced from International Energy Agency (IEA), Published 2025 are applied. Where no contractual instruments are held residual mix emission factors sourced from International Energy Agency (IEA), Published 2025 are applied to all purchased electricity, with the exception of own



Data Annex.

generated solar electricity where no certificates are generated or sold, in accordance with GHG protocol.

The published emissions reduction targets are based on the market-based method for Scope 2.

Scope 3 GHG emissions are disclosed in accordance with GRI 305: Emissions. The disclosure has been prepared in alignment with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WRI/WBCSD, 2011).

The organisation applies operational control consolidation approach consistently across Scope 1, Scope 2 and Scope 3 emissions reporting boundaries.

The Scope 3 inventory includes the following relevant categories:

- Purchased goods and services
- Capital goods
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Downstream transportation and distribution

Scope 3 emissions were quantified using activity-based and spend-based methodologies, depending on data availability and category relevance. Activity data was obtained from procurement systems, logistics systems, waste management records, travel management systems, and employee commuting assessments.

Purchased goods and services emissions were estimated using procurement expenditure and supplier-specific information where available. Spend-based emission factors were applied to relevant purchasing categories in cases where primary supplier emissions data was not available.

Capital goods emissions were calculated using capital expenditure data relating to the acquisition of machinery, equipment, infrastructure, and other long-term assets during the reporting period. Appropriate secondary emission factors were applied where supplier-specific lifecycle data was unavailable.

Upstream and downstream transportation and distribution emissions were calculated using a hybrid approach combining transportation expenditure and logistics data. Emissions were estimated by converting spend data into transportation activity and applying relevant emission factors.

Waste generated in operations emissions were calculated using waste volumes and disposal treatment methods, including recycling, landfill, recovery, and incineration. Waste data was sourced from site-level records. Applicable secondary emission factors were applied.

Business travel emissions were calculated using records relating to air travel only. Distance-based methodologies and applicable secondary travel emission factors were applied.

Employee commuting emissions were estimated using national statistics on average commuting distance and transport modes, applied to the organisation's employee population in each country. Emissions were calculated using relevant emission factors.



Data Annex.

The remaining Scope 3 categories were assessed and considered either not applicable or currently immaterial to the organisation's operations. These categories are excluded from the current inventory and will continue to be reviewed as data availability and reporting maturity evolve.

Scope 3 GHG emissions were calculated using the most recent available emission factors sourced from recognised international and national databases, including the UK Government Greenhouse Gas Conversion Factors for Company Reporting (DESNZ, 2025), International Energy Agency (IEA, 2025), and other internationally recognised lifecycle assessment databases where applicable.

Where assumptions, estimates, or extrapolations were required, these were based on the best available information at the reporting date and applied consistently across the reporting boundary. The organisation continues to enhance data quality and supplier engagement processes to improve the accuracy, completeness, and granularity of Scope 3 emissions reporting over time.

No carbon credits or offsets were used in the reporting period in relation to Scope 3 emissions. Scope 3 emissions are reported on a gross basis prior to any removals or compensation measures.

Energy Consumption

Gigajoules	Renewable Energy Sources			Non-Renewable Energy Sources			Total
	Biofuels	Biomass	Grid / Direct Connection	Petroleum-based fuels	Natural Gas and LPG	Grid connection	
Fuel, including gas, consumption	889	1,116	-	638,516	1,349,237		1,989,757
Purchased electricity			1,472,003			3,812,520	5,284,523
Self-generated electricity consumption			17,277				17,277

Energy Intensity

Energy Consumption (Gigajoules)	Scope of Energy Consumption	Types of Energy consumption	Organisation-specific Metric	Energy Intensity Ratio
7,291,556	Within the organisation	Fuel + Purchased Electricity	Per INR million of turnover	5.8

Energy intensity ratio includes energy consumption within the organisation. The types of energy consumption included in the energy intensity ratio are fuel and electricity.



Data Annex.

Water

Water withdrawal by source

Water Withdrawal (megalitres)	All Areas	Areas with Water Stress
Surface Water	0	0
Ground Water	870	484
Seawater	0	0
Third Party Water	2,431	1,031
Total	3,301	1,515

Water Discharge by destination

Water Discharge (megalitres)	All Areas	Areas with Water Stress
Surface Water	177	11
Without Treatment	92	2
With Treatment	85	9
Ground Water	47	32
Without Treatment	29	15
With Treatment	18	17
Seawater	0	0
Without Treatment	0	0
With Treatment	0	0
Third Party Water	1,328	403
Without Treatment	953	287
With Treatment	375	116
Total Water Discharge	1,552	446
Without Treatment	1,074	304
With Treatment	478	142



Data Annex.

Water Consumption (megalitres)	All Areas	Areas with Water Stress
Total Water Consumption	1,749	1,071

Water Intensity

Water Consumption (Kilolitres)	Scope of Water Consumption	Organisation-specific Metric	Water Consumption Intensity Ratio
1,749,000	Within the organisation	Per INR million of turnover	1.4

Operational locations situated in water-stressed areas were identified using the World Resources Institute (WRI) Aqueduct Water Risk Atlas, based on the overall) water stress indicator, with sites classified as high or extremely high stress categorised as water-stressed locations.

Water withdrawal and discharge volumes (measured in megalitres) are compiled at the site level. Water withdrawal includes water abstracted from surface water (rivers, lakes, reservoirs), groundwater (aquifers), seawater, third-party sources (municipal or external suppliers), and other water sources. Data is primarily sourced from water meters and utility invoices, and supplemented with estimates where direct measurement is not available.

Water discharge refers to wastewater or effluent generated from operations and released to surface water, groundwater, seawater, or third-party treatment facilities. Discharges are categorised as “with treatment”, where water undergoes on-site or external physical, chemical, or biological treatment prior to discharge to meet regulatory standards, and “without treatment”, where discharge occurs without prior treatment by the organisation. Volumes are collected from effluent monitoring systems, invoices from external service providers, or estimates where required. All data is aggregated and disclosed for total operations and separately for sites located in water-stressed areas, ensuring transparency on water use and impacts in high-risk regions.



Data Annex.

Waste

Waste Composition (metric tons)	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
Plastic Waste (Production & Packaging)	36661	83.1%	16.9%
E-waste	165	87.8%	12.2%
Biomedical Waste	0.13	0.4%	99.6%
Battery Waste	35	77.2%	22.9%
Other Hazardous Waste	20199	46.4%	53.6%
Other Non-Hazardous Waste	94627	75.9%	24.1%
Total Waste	151687	73.7%	26.3%

Waste diverted from disposal by recovery operation

	Hazardous	Non-Hazardous
Waste Diverted from Disposal (Metric Tons)	9534	102,304
Onsite Reuse	0%	0.8%
Offsite Recycling	100%	99.2%

Waste directed to disposal by disposal operation in metric tons

	Hazardous	Non-Hazardous
Waste Directed to Disposal (Metric Tons)	10,866	28,984
Offsite Incineration	77.2%	45.9%
Offsite Landfill	22.8%	54.1%

Waste directed away from landfill: 88%



Data Annex.

Materials

Purchased Materials (metric tonnes)	Non-Renewable	Renewable	Total
Raw Materials			
Ferrous metals (steel, iron)	66,040		66,040
Non-ferrous metals (aluminium, copper)	84,684		84,684
Plastics (virgin)	373,517		373,517
Other raw materials	692	287	979
Associated Process Materials			
Paints	17,835		17,835
Semi-Manufactured Goods/Parts			
Other Semi-manufactured goods	237,510		237,510
Packaging Materials			
Packaging non-biobased	2,698		2,698
Packaging biobased		29,134	29,134
Recycled Materials Used			
Polymer resin	36,777		36,777
Total	819,753	29,421	849,174

Percentage of recycled input materials used: 7%



Data Annex.

Biodiversity

Sites near ecologically sensitive areas	
Number of operational sites	141
Percentage of operational sites	44%

Identification of Sites in or Near Ecologically Sensitive Areas The percentage of sites located in or near ecologically sensitive areas was determined using a two-step spatial and biodiversity-risk screening approach:

Proximity to formally designated biodiversity areas

Sites were classified as located in or near ecologically sensitive areas if they are situated within a 5 km radius of a Key Biodiversity Area (KBA), or a Protected Area (PA) designated for biodiversity conservation (excluding protected areas classified solely as monuments or landscape/seascape categories).

This spatial analysis was conducted using the Integrated Biodiversity Assessment Tool (IBAT), which compiles globally recognised datasets on protected areas and KBAs.

To account for ecologically important locations lacking formal designation, sites were also assessed based on species data:

- Using IUCN Red List data, the number of Critically Endangered (CR) and Endangered (EN) species associated with each site was calculated.
- Sites ranking in the top 5% of the portfolio for the combined total of CR and EN species were identified.
- This ranking serves as a proxy indicator of high biodiversity importance in areas without formal PA or KBA designation.

Sites meeting either of the above criteria were included in the calculation of the optional percentage of sites in or near ecologically sensitive areas. Only operational sites were included in the calculation.



Data Annex.

SOCIAL

Prior BRSR disclosures reported employees and workers separately. Under GRI Standards, both categories are consolidated under employees; third-party workers are disclosed separately.

Health & Safety

	Employees
The number of fatalities as a result of work-related injury	0
The rate of fatalities as a result of work-related injury	0
The number of high-consequence work-related injuries (excluding fatalities)	3
The rate of high-consequence work-related injuries	0.01
The number of work-related injuries	233
The rate of recordable work-related injuries	0.90
The number of hours worked	258,434,094

Number of employees by Gender (headcount)

	Female	Female %	Male	Male %	Other	Other %	Total
Number of employees	38,129	37.8%	62,520	61.7%	607	0.6%	101,256
Number of permanent employees	31,685	83.1%	51,074	81.7%	511	84.2%	83,270
Number of temporary employees	6,444	16.9%	11,446	18.3%	96	15.8%	17,986



Data Annex.

Number of employees by region (headcount)

	Asia- Pacific	Europe	Latin America	Middle East & Africa	North America
Number of employees	36,064	30,267	5,292	3,039	26,594
Number of permanent employees	22,572	27,321	5,141	1,744	26,492
Number of temporary employees	13,492	2,946	151	1,295	102

Total number of third-party workers by gender (headcount)

	Female	Female %	Male	Male %	Other	Other %	Total
Third Party Workers	7,169	30.7%	16,014	68.5%	200	0.9%	23,383

Total number of third party workers by region (headcount)

	Asia- Pacific	Europe	Latin America	Middle East & Africa	North America
Third Party Workers	19,097	3,449	311	54	463



Data Annex.

GOVERNANCE

Whistleblower Programme Disclosure

Stakeholder group from whom complaint is received	Number of complaints filed during the year	Number of complaints pending resolution at close of the year
Communities	-	-
Investors (other than shareholders)	-	-
Shareholders	-	-
Employees and workers	408	194
Customers	3	1
Value Chain Partners	-	-
Other	9	2

Our sustainability report and sustainability data are released annually.
Our sustainability data is reporting for the financial year 1st April 2025 to 31st March 2026.

For any questions on the sustainability report or the sustainability data please contact:

Mr. Barrie Painter
+91 1206679500
sustainability@motherson.com



External assurance letter.

Independent practitioner's limited assurance report

To the Board of Directors

Samvardhana Motherson International Limited
Sector 127, Noida - 201301, Uttar Pradesh, India

Scope

We have been engaged by Samvardhana Motherson International Limited (hereafter "SAMIL") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on selected key performance indicators (KPIs) of GRI Standards (the "Subject Matter") contained in SAMIL's (the "Company's") Sustainability Report FY 2025-26 as of July 6, 2026 for the year ended March 31, 2026 for the period from April 01, 2025 to March 31, 2026 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Company

In preparing the selected key performance indicators KPIs, SAMIL applied the GRI Standards of the Global Reporting Initiative (Criteria). Such Criteria were specifically designed for sustainability reporting. As a result, the subject matter information may not be suitable for another purpose.

Company's responsibilities

Company's management is responsible for selecting the Criteria, and for presenting the selected key performance indicators (KPIs) with reference to that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Our responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)'), and the terms of reference for this engagement as agreed with Company on February 14, 2026. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in reference with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.



External assurance letter.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the SAMIL's selected KPIs for FY 2025-26 and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Obtained an understanding of the subject matter and related disclosures;
- Made inquiries of Company's management, including those responsible for preparing the subject matter and those with the responsibility for managing the Company's Sustainability Report;
- Through inquiries, obtained an understanding of the key systems and processes for recording, processing and reporting on the subject matter at locations on a sample basis.
- Tested on sample basis, underlying source information to check the accuracy of the data
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified;
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the management in the preparation of subject matter.
- Recalculated the information subject to limited assurance based on the criteria
- Obtained representations from Company's management.

We also performed such other procedures as we considered necessary in the circumstances.



External assurance letter.

The assurance scope excludes:

- Data and information outside the defined reporting period of 01 Apr 2025 to 31 March 2026
- Data and information on economic and financial performance of the Company
- Data, statements and claims already available in the public domain through sustainability report, or other sources
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.
- Aspects of the GRI and the data/information (qualitative or quantitative) included in the Sustainability Report other than the subject matter (as included in Appendix - 1);

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to selected KPIs of GRI contained in Sustainability Report FY 2025-26, as of July 6, 2026 for the period from April 01, 2025 to March 31, 2026, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of Company and is not intended to be and should not be used by anyone other than SAMIL.

For S.R. Batliboi & CO. LLP

Chartered Accountants

Firm's Registration No.: 301003E/E300005

Ashok Narayanaswamy

Partner

Membership No.: 095665

UDIN: 26095665KEFLHK5729

Place of Signature: **Gurugram**

Date: **July 6, 2026**



External assurance letter.

Appendix – 1

S.No.	Indicator	Parameter
1	302-1	Energy consumption within organisation
2	302-3	Energy intensity
3	303-3	Water withdrawal
4	303-4	Water discharge by quality and destination
5	303-5	Water consumption
6	305-1	Direct (Scope 1) GHG emissions
7	305-2	Energy indirect (Scope 2) GHG emissions
8	305-4	GHG emissions intensity
9	306-3	Waste generated
10	403-9	Work related injuries (including LTIFR, fatalities, high consequence injury, man hours)



Platforms and tools overview.

BRSR (Business Responsibility and Sustainability Reporting)

Is an ESG-linked disclosure framework introduced in India to ensure companies report on their environmental, social, and governance performance in alignment with sustainable business practices. Motherson, as a global manufacturing and solutions provider, integrates BRSR into its corporate responsibility approach to transparently communicate its sustainability strategies, resource efficiency, diversity initiatives, and governance standards.

Climate Disclosure Project (CDP):

The Climate Disclosure Project (CDP) annual reporting for Motherson represents the company's commitment to environmental transparency and sustainable business practices. Through this process, Motherson voluntarily discloses its environmental data, including greenhouse gas emissions, energy consumption, climate-related risks, and opportunities, in alignment with CDP's global disclosure standards.

Ecovadis:

This assessment platform plays a key role in assisting Motherson to measure, evaluate and validate the sustainability performance of the supply chain. By utilising this platform, Motherson gains greater insights and ensures alignment of ESG commitments from the supply base aligned with our vision.

Global Reporting Initiative (GRI):

Serves as a global benchmark for alignment within sustainability reporting. The framework aids reporting ESG metrics with clarity, comparability, and credibility.

Integrated Biodiversity Assessment Tool (IBAT):

A web-based platform used by businesses to assess biodiversity risks, screen for protected areas, and access key conservation data (IUCN Red List). It helps companies make informed decisions regarding environmental impact and sustainability.

Indian Green Building Council (IGBC):

India's premier certification body dedicated to promoting sustainable, energy-efficient, and environmentally friendly building practices. It works towards advancing green building concepts through certifications, training, and awareness initiatives, aligning with global sustainability standards.



Platforms and tools overview.

NAVEX EthicsPoint:

Provides the engine for the global Motherson whistleblowing tracking system, offering a confidential channel for raising concerns related to ethics, compliance and human rights.

Prowave:

An advanced AI-driven platform designed to enhance supply chain risk management and sustainability compliance. The Prowave platform supports Motherson to comprehensively map our supplier networks, whilst permitting the ability for monitoring any emerging supply chain risks and therefore proactively mitigate potential disruptions or ethical concerns throughout the supply base.

S&P Corporate Sustainability Assessment (CSA):

A globally recognised evaluation that measures sustainability performance across environmental, social, and governance (ESG) dimensions. For Motherson, participation in the S&P CSA reflects our commitment to transparency, continuous improvement, and alignment with global sustainability benchmarks. By engaging with the CSA, Motherson can demonstrate our dedication to long-term responsible growth. This level interaction not only strengthens stakeholder trust, but also supports the broader Motherson vision of firmly integrating sustainability as a core value within our daily business strategies.

The Greenhouse Gas Protocol (GHG Protocol):

The leading global standard for measuring, managing, and reporting greenhouse gas emissions. It provides a unified framework for tracking emissions across operational activities, supply chains, and climate-related initiatives.

WRI Aqueduct:

A World Resources Institute suite of web based open-source mapping tools utilised for identification, evaluation and mapping of water-related risks worldwide. The tool assists companies in assessing water related risks, by identifying water stress regions, areas prone to drought and flooding to make informed decisions on business water management.



Platforms and tools overview.

Inhouse Motherson Sustainability tools

CTP (Climate Transition Plan) Tool:

The Motherson climate transition plan tool is a structured digital solution framework enabling all individual divisions throughout the Motherson group map out actions toward reducing greenhouse gas emissions. The tool aids guided decision making by integrating climate risks and solutions into company strategy ensuring measurable progress towards sustainability commitments of Net Zero Scope 1 & 2 by 2040 and Scope 3 carbon neutrality by 2050.

Motherson Digitised ESG Reporting System:

Data capture repository and analytics tool used throughout the Motherson organisation globally to capture, track and analyse energy use and emission data. The tool also captures data on water consumption, and waste generation to allow for strategic review and reporting.

Motherson Energy Playbook:

In house best practice and suggestion guide for energy and machine use focused on efficiency gains.

Motherson Water Playbook:

Focused, directly on mindful water use and its application within our facilities as best practice.

Motherson Water Measurement Guidelines:

A set of internal principles and methodologies used across Motherson to consistently measure, monitor, and report water use and related impacts across operations, supporting informed decision-making and sustainable water management.



GRI Index.

Statement of use

SAMIL has reported the information cited in this GRI content index for the period 1st April 2025 to 31st March 2026 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report 2025-2026, Page 1-2, 32-33
	2-2 Entities included in the organisation's sustainability reporting	Annual Report 2025-2026, Form AOC-1, Pages 678-711
	2-3 Reporting period, frequency and contact point	Sustainability Report 2025-2026, Page 71
	2-5 External assurance	Sustainability Report 2025-2026, Page 72
	2-6 Activities, value chain and other business relationships	Annual Report 2025-2026, Pages, 25- 27, 92-149, 198, AOC-1, Pages 678- 714
	2-7 Employees	Sustainability Report 2025-2026, Data Annex, Page 69-70
	2-8 Workers who are not employees	Sustainability Report 2025-2026, Data Annex, Page 70
	2-9 Governance structure and composition	Sustainability Report 2025-2026, Governance, Page 51
	2-10 Nomination and selection of the highest governance body	Annual Report 2025-2026, Page 235
	2-11 Chair of the highest governance body	Annual Report 2025-2026, Page 1
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report 2025-2026, Governance, Page 51, Annual Report 2025-2026, Page 292
	2-13 Delegation of responsibility for managing impacts	Sustainability Report 2025-2026, Governance, Page 49, Annual Report 2025-2026, Page 165-169
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report 2025-2026, Governance, Page 50, Annual Report 2025-2026, Page 292
	2-16 Communication of critical concerns	Annual Report 2025-2026, Human Resources, Page 162-164, Sustainability Report 2025-2026, Data Annex, Page 71
	2-17 Collective knowledge of the highest governance body	Annual Report 2025-2026, BRSR, Page 183
	2-19 Remuneration policies	Annual Report 2025-2026, Pages 235-237, 244-247



GRI Index.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Annual Report 2025-2026, Page 287
	2-21 Annual total compensation ratio	Annual Report 2025-2026, Page 257
	2-22 Statement on sustainable development strategy	Annual Report 2025-2026, Page 19, https://www.motherson.com/performance/samil-investors/investor-presentations?period=47#item-1492
	2-23 Policy commitments	Sustainability Report 2025-26, People – Human Rights Throughout Our Value Chain, Pages 41-43; Sustainability Report 2025-26, Governance – Management Systems, Page 53; www.motherson.com/company/group-policies
	2-24 Embedding policy commitments	Sustainability Report 2025-26, People – Human Rights Throughout Our Value Chain, Pages 41-43; Sustainability Report 2025-26, Governance – Supply Chain Sustainability, Pages 56-59
	2-25 Processes to remediate negative impacts	Sustainability Report 2025-26, People – Human Rights Throughout Our Value Chain, Pages 41-43
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report 2025-26, People – Human Rights Throughout Our Value Chain, Pages 41-44
	2-27 Compliance with laws and regulations	Annual report 2025-2026 page 183,184 & 211; BSE portal
	2-28 Membership associations	Annual Report 2025-2026, BRSR, Page 215
GRI 3: Material Topics 2021	2-29 Approach to stakeholder engagement	Sustainability Report 2025-26, Governance – Material Topics, Pages 45-48
	3-1 Process to determine material topics	Sustainability Report 2025-26, Governance – Material Topics, Pages 45-48
	3-2 List of material topics	Sustainability Report 2025-26, Governance – Material Topics, Pages 45-48
	3-3 Management of material topics	Sustainability Report 2025-26, Planet, People and Governance Sections, Pages 6-57



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GRI STANDARD	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report 2025-26, Financial Statements, Page 21-27, 227 onward
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability Report 2025-2026, Risk Management and Compliance, Page 49; Annual Report 2025-26, Page 165-169
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Sustainability Report 2025-26, Data Annex, Materials, Page 67
	301-2 Recycled input materials used	Sustainability Report 2025-26, Data Annex, Materials, Page 67
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report 2025-26, Data Annex, Energy, Page 63
	302-3 Energy intensity	Sustainability Report 2025-26, Data Annex, Energy, Page 63
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Sustainability Report 2025-26, Data Annex, Water, Pages 64-65
	303-4 Water discharge	Sustainability Report 2025-26, Data Annex, Water, Pages 64-65
	303-5 Water consumption	Sustainability Report 2025-26, Data Annex, Water, Pages 64-65
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report 2025-26, Data Annex, Emissions, Pages 60-61
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report 2025-26, Data Annex, Emissions, Pages 60-61
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report 2025-26, Data Annex, Emissions, Pages 60-61
	305-4 GHG emissions intensity	Sustainability Report 2025-26, Data Annex, Emissions, Pages 60-61
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report 2025-26, Data Annex, Emissions, Page 61



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GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-3 Waste generated	Sustainability Report 2025-26, Data Annex, Waste, Page 66
	306-4 Waste diverted from disposal	Sustainability Report 2025-26, Data Annex, Waste, Page 66
	306-5 Waste directed to disposal	Sustainability Report 2025-26, Data Annex, Waste, Page 66
GRI 403: Occupational Health and Safety 2019	403-5 Worker training on occupational health and safety	Sustainability Report 2025-2026, People, Page 33
	403-9 Work-related injuries	Sustainability Report 2025-2026, Data Annex, Health & Safety, Page 69
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report 2025-2026, Data Annex, People, Page 40
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2025-2026, Data Annex, People, Pages 39-40
GRI 415: Public Policy 2016	415-1 Political contributions	Sustainability Report 2025-2026, Governance, Page 50





The responsibility lies with us all.



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