



# A promising future lies ahead.

February, 2023

9 February 2023



# 01 Introduction.



# Motherson.

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



# Motherson Group today.

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



Engineering focused company, strong Tier 1 OEM supplier.

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

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

Over **175,000** people worldwide.

Working with **28** joint venture partners.





# Diversified group portfolio.

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





To be a  
globally  
preferred  
sustainable  
solutions  
provider.

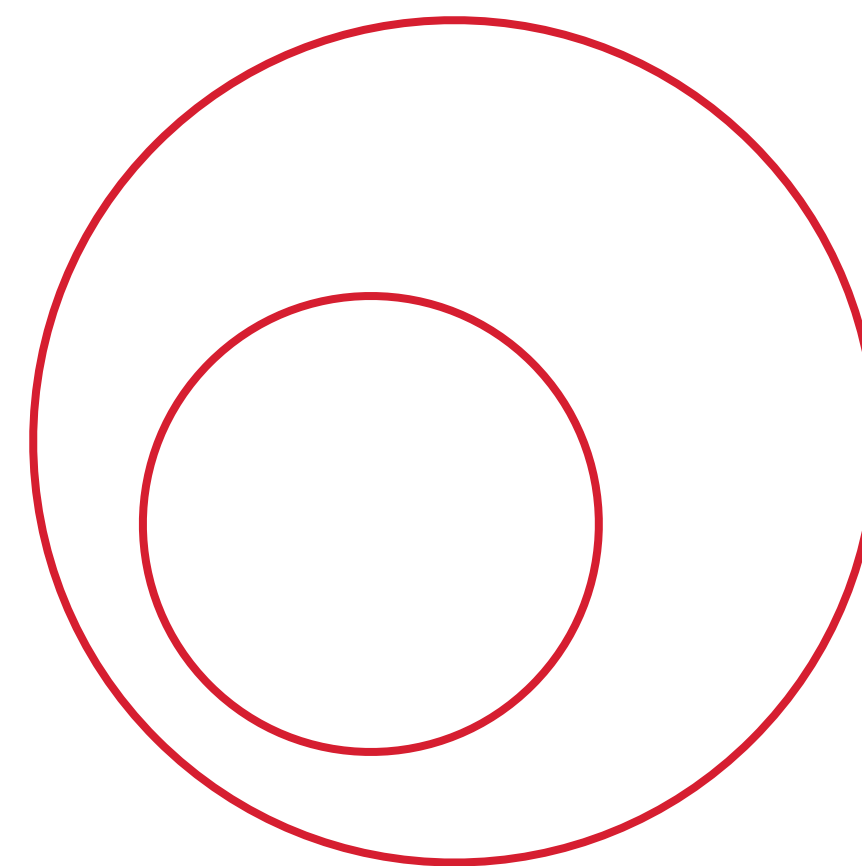
Be part of  
the success  
of our  
customers.



## 02 Growth at Motherson.

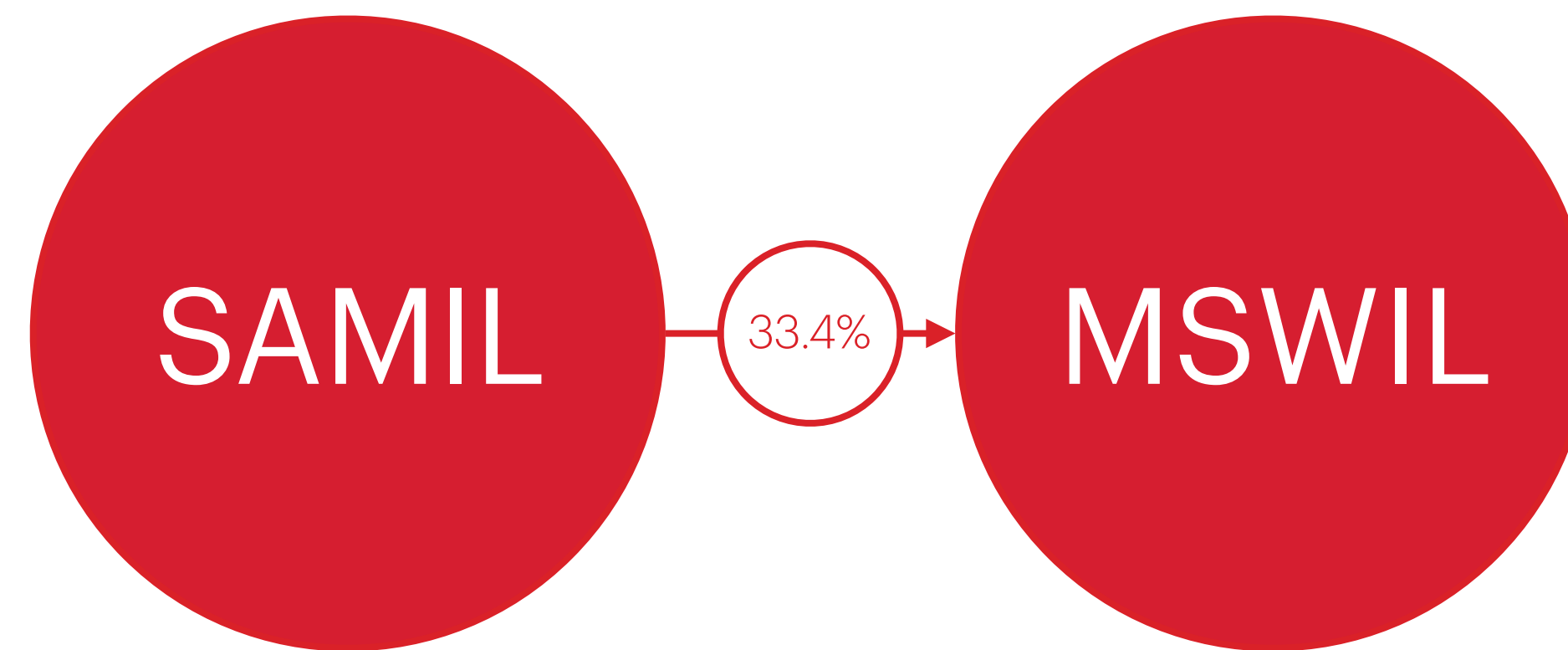


We have reorganised  
Motherson successfully.





# One Motherson. Two strong companies...

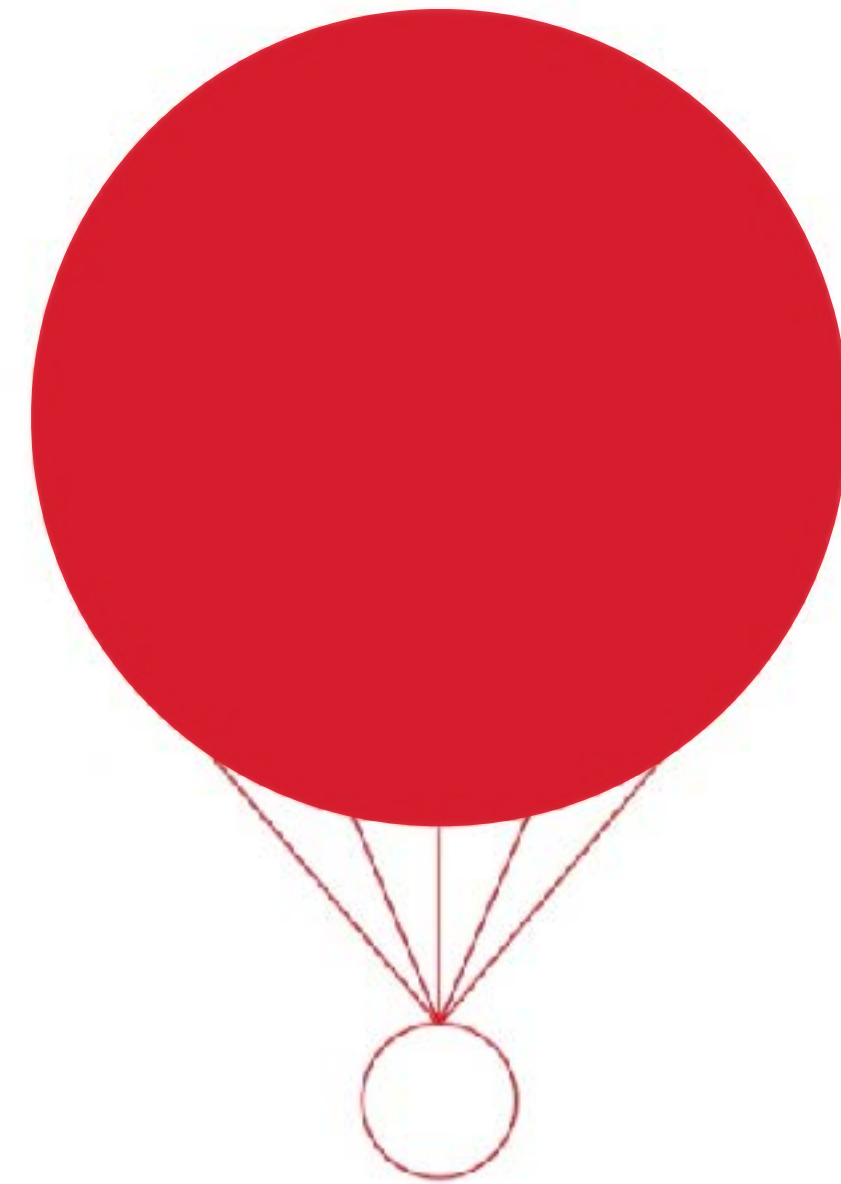


- Well diversified.
- Aligned with industry changes.
- Shareholders gain from full synergies.
- Platform for future growth.

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

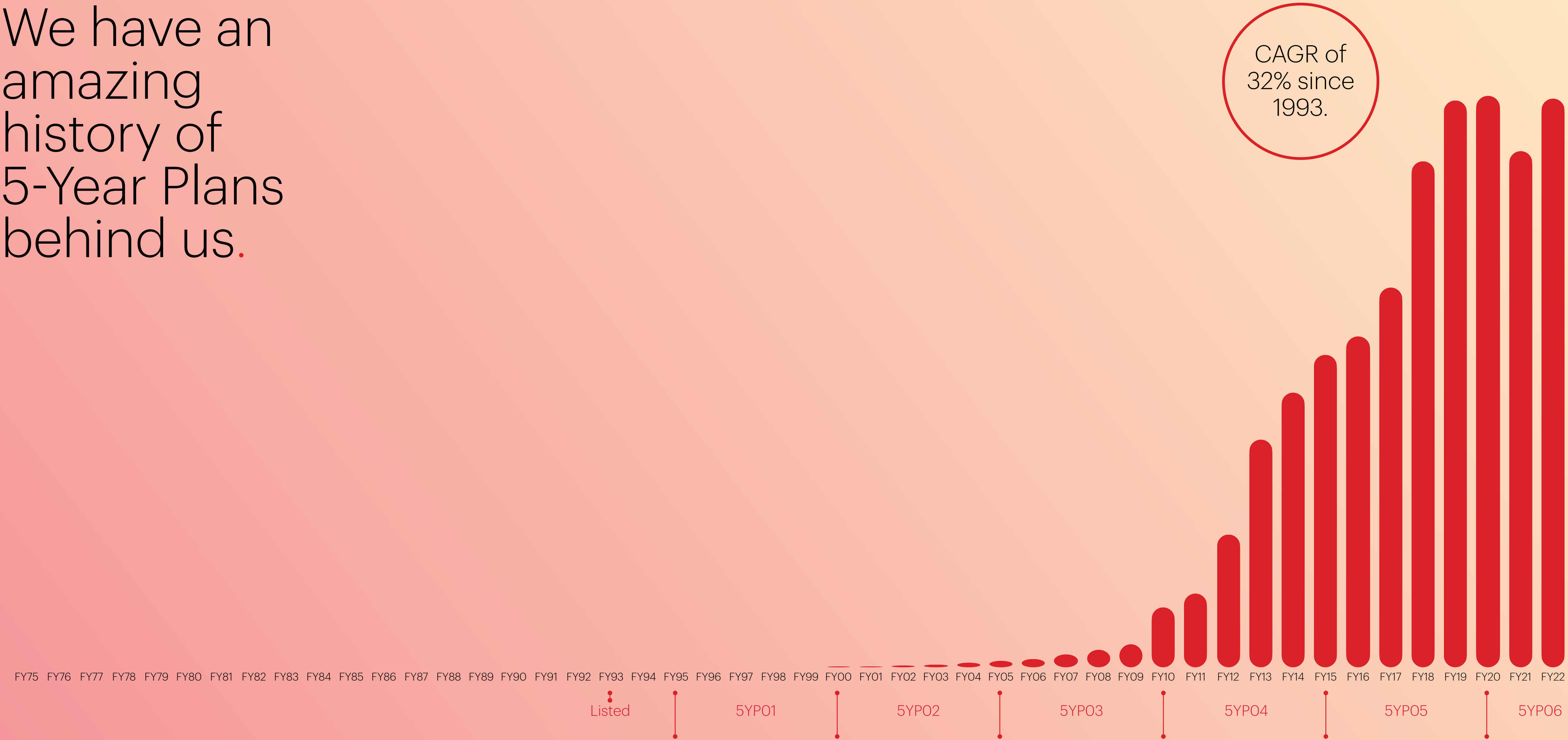


The start of a  
new chapter.





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





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

**01**

To create value  
for all our  
stakeholders.

**02**

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

**03**

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



# Vision 2025: Our current 5 Year Plan.



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

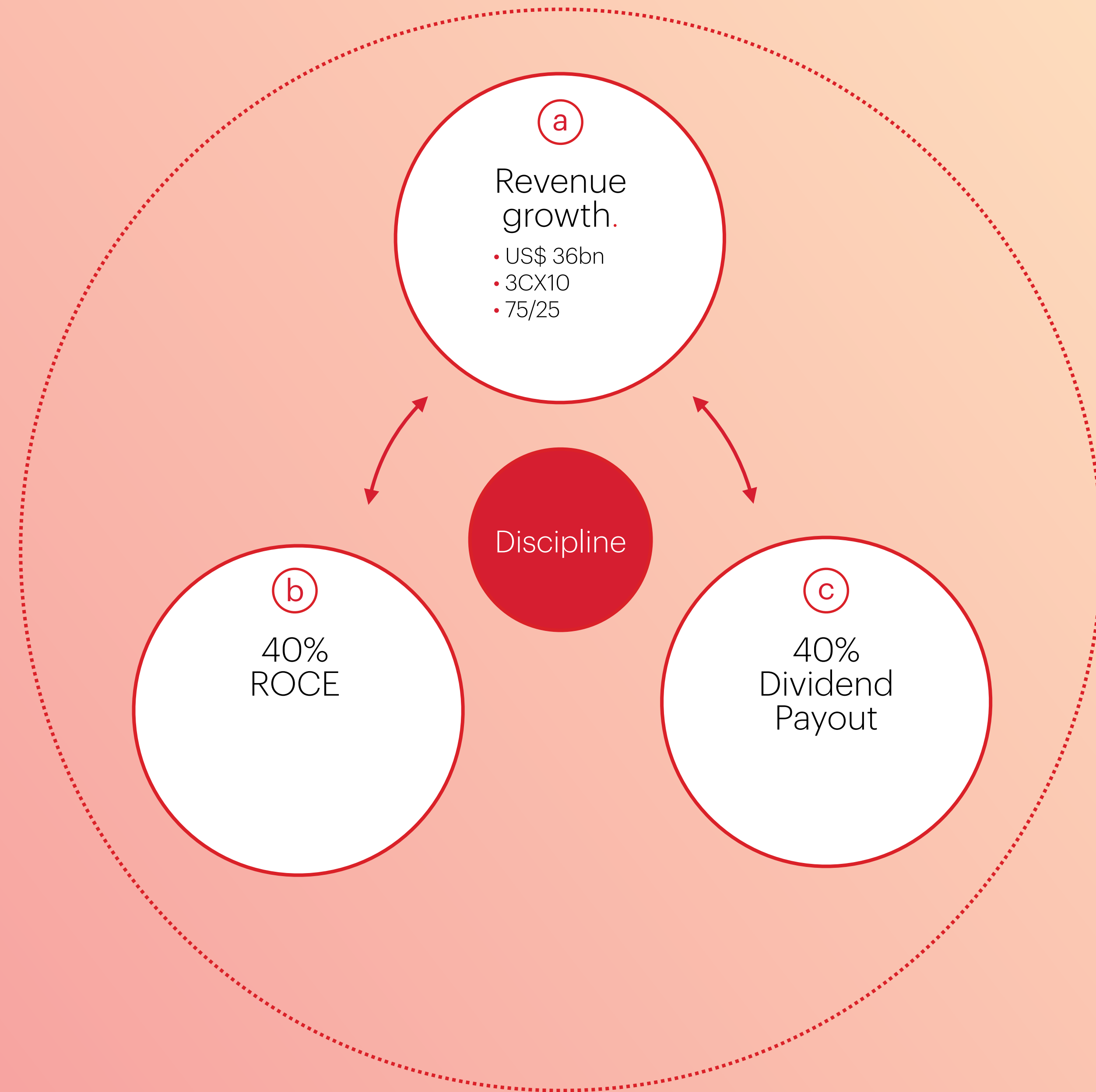
**02**  
3CX10  
No country,  
customer or  
component should  
contribute more than  
10% of our revenues.

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

**04**  
Up to 40% of  
consolidated profit  
as dividend.



The Vision  
2025 targets  
are linked.





We are faced with  
crisis after crisis.

Chip  
Shortage

Record  
energy  
prices

Inflation

Rising  
commodity  
prices

Geopolitical  
situation in  
Europe

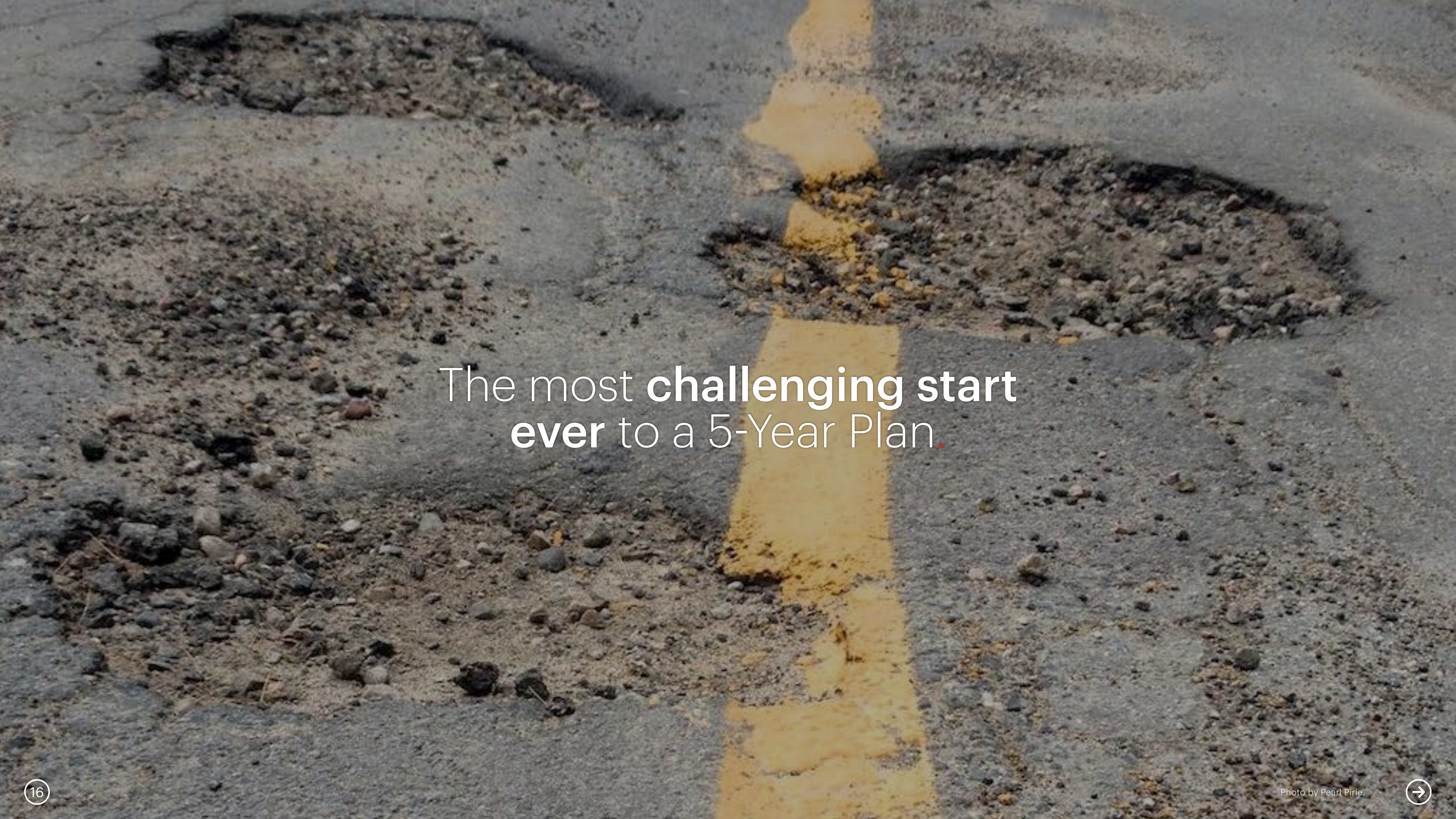
Rising  
labour  
costs

COVID-19 +  
lockdowns

Dec-20

Today



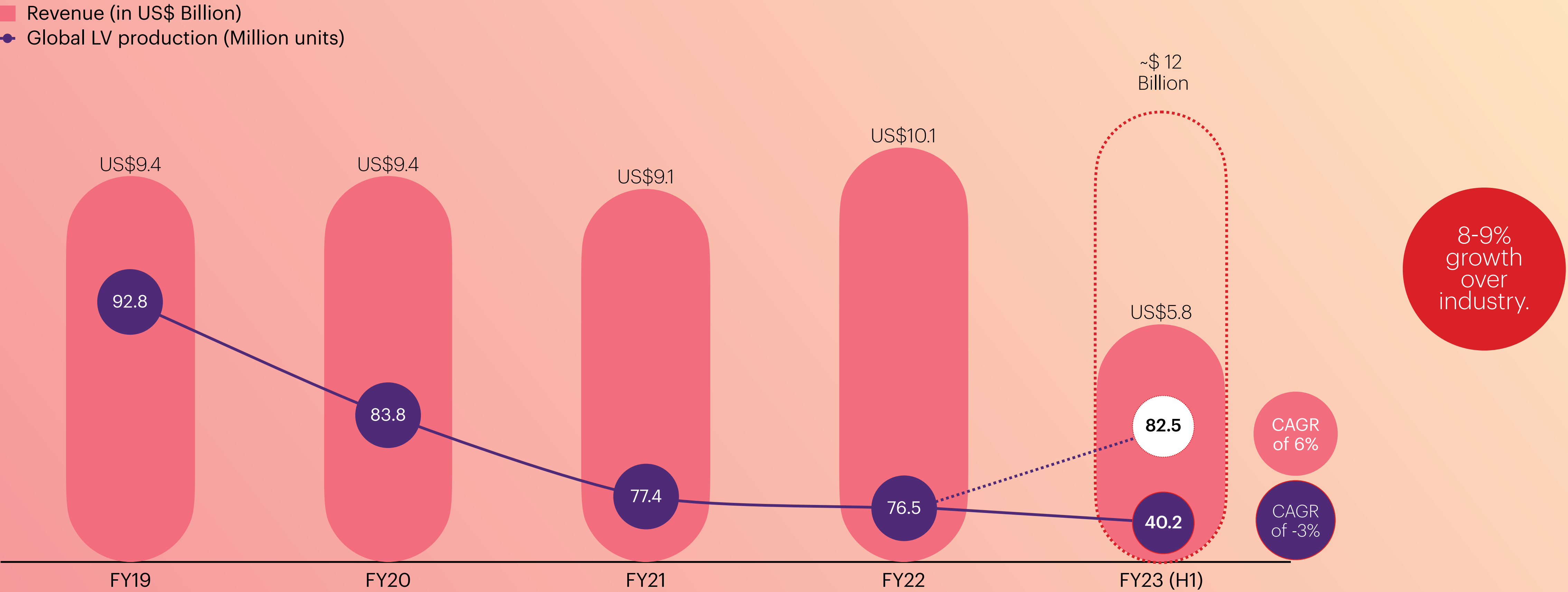
A photograph of a road surface with a yellow dashed line running vertically. There are several large potholes on either side of the line, filled with gravel and debris. The text is overlaid in the center.

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





# Strong organic growth despite industry-wide challenges.



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



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

We are strong  
and **resilient.**

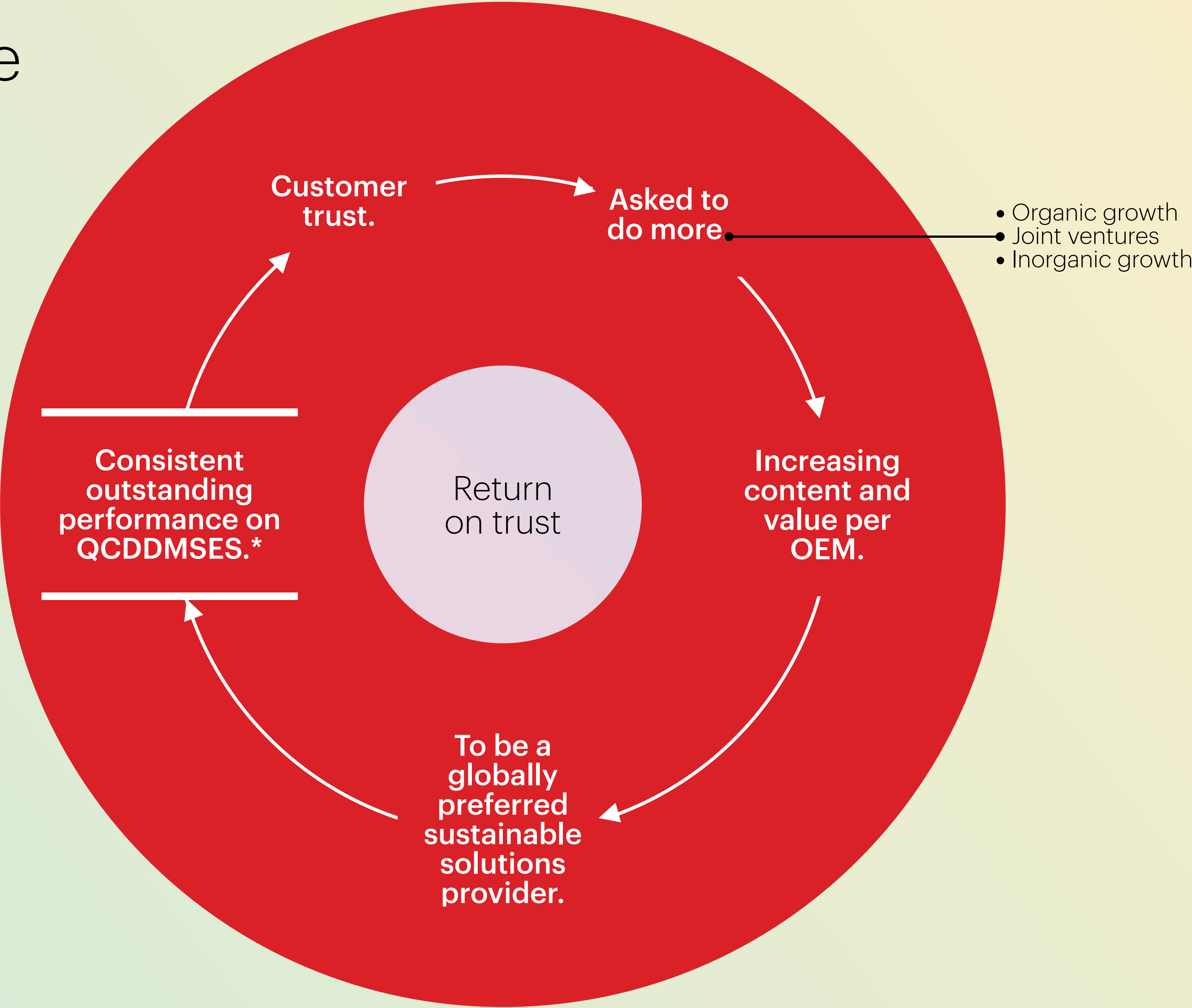




03 How will we achieve  
our Vision 2025 goals?



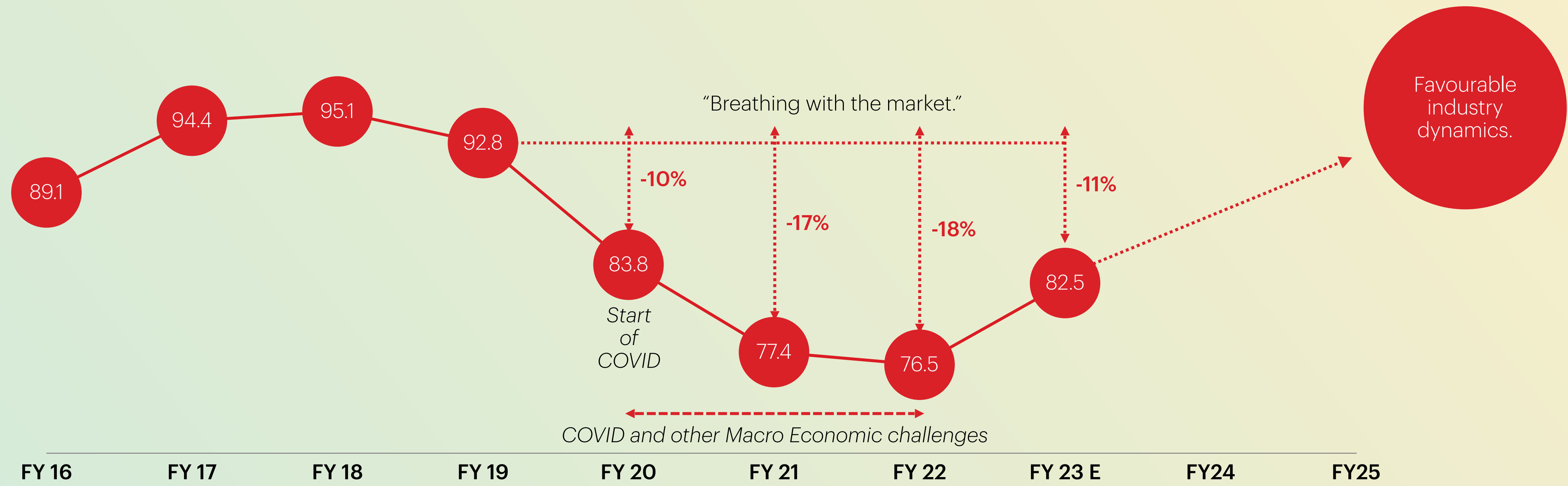
# Motherson value creation wheel.





# 01 Revenue Growth.

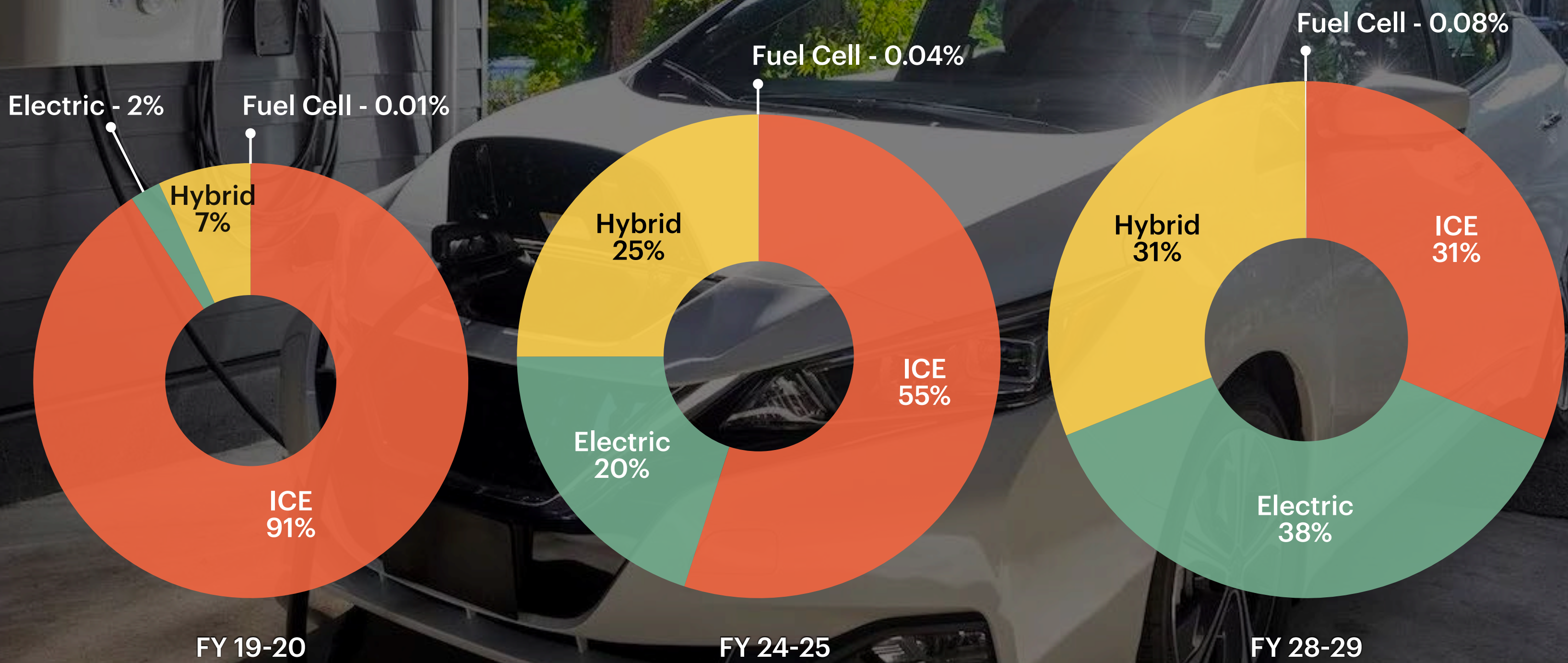
Our revenues would grow when Global Light Vehicle production bounces back.





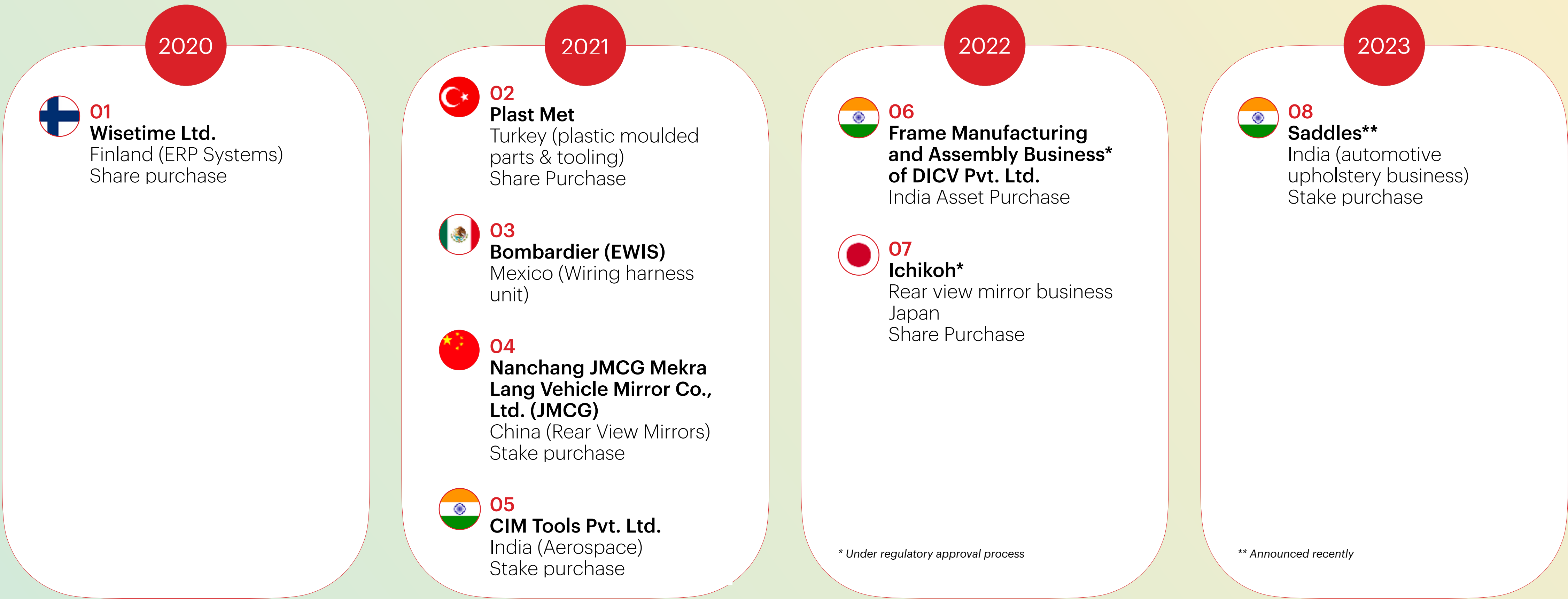
# 01.2 Electrification brings new opportunities...

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



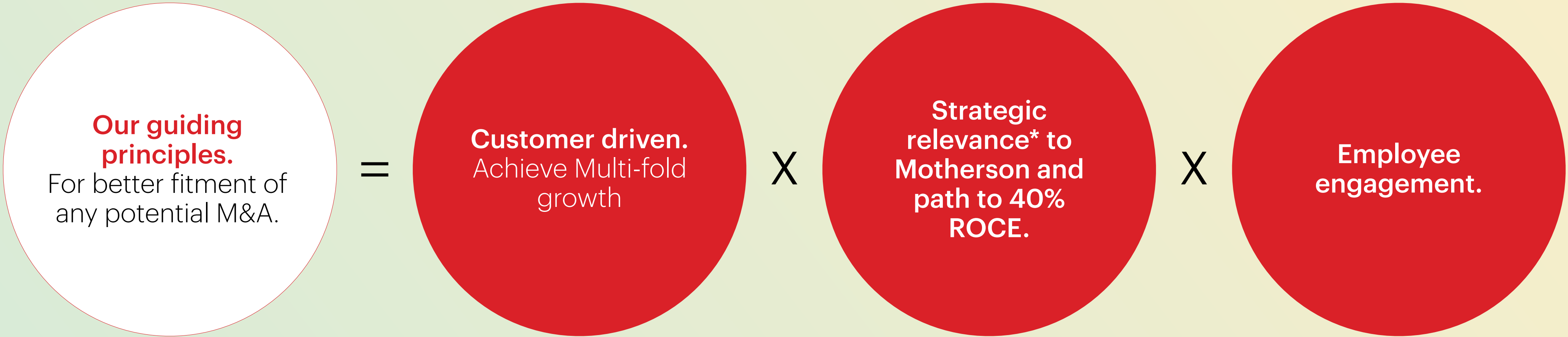


# 01.3 Inorganic Growth: we acquired 7 companies in the past 2.5 years.





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



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



## 01.5 Sowing seeds for non-automotive businesses.

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

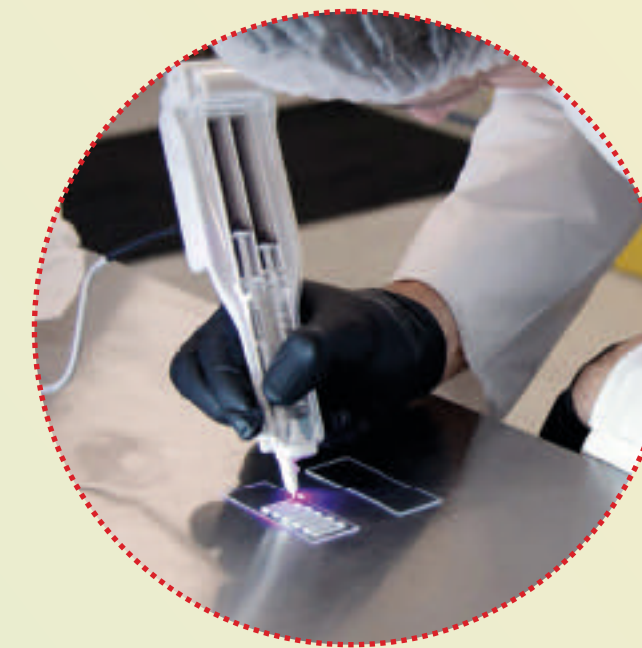
We call it the “**power to do more**”.



**01**  
**Aerospace**



**02**  
**Logistics Solutions**



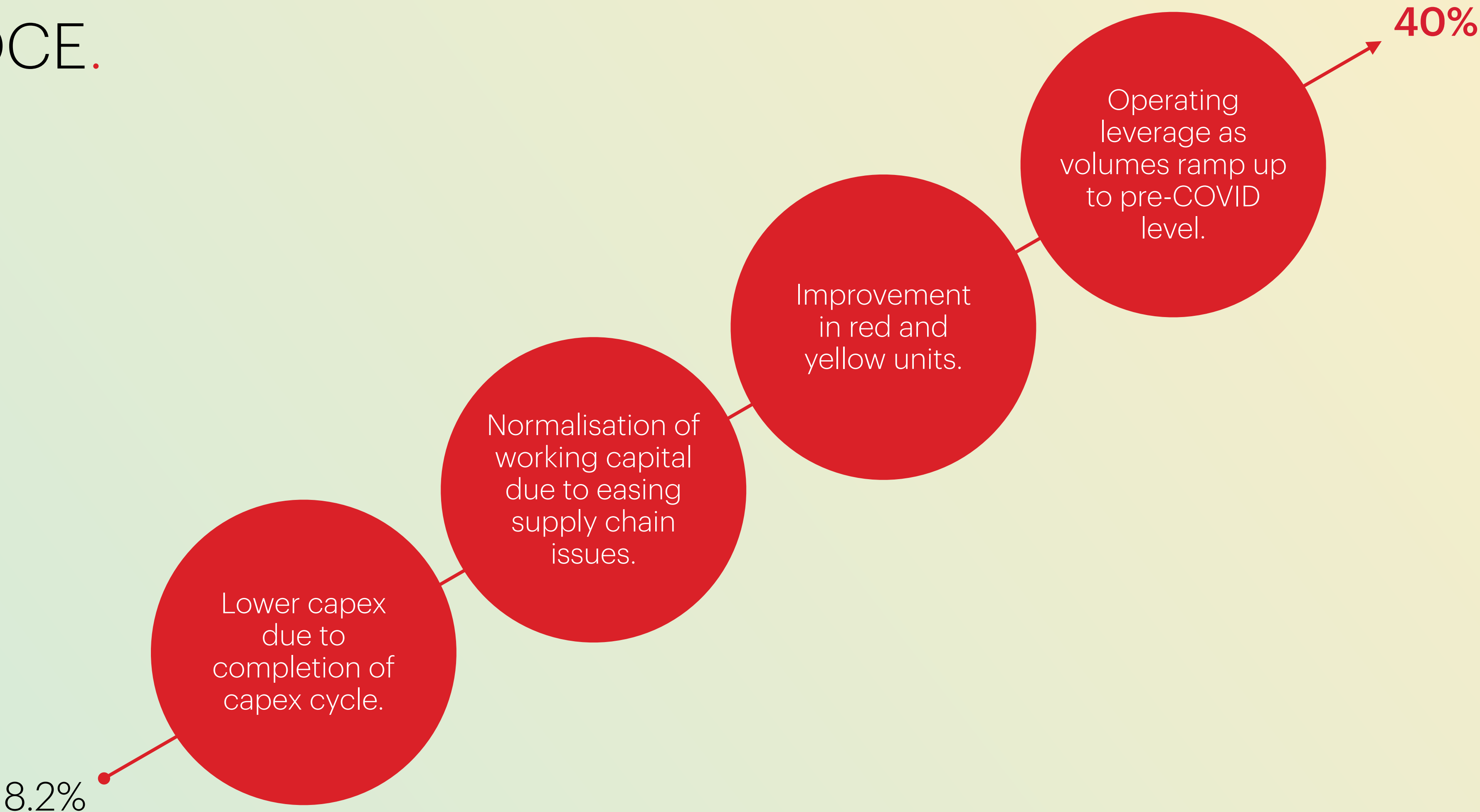
**03**  
**Health & Medical**



**04**  
**Technology & Industrial Solutions**



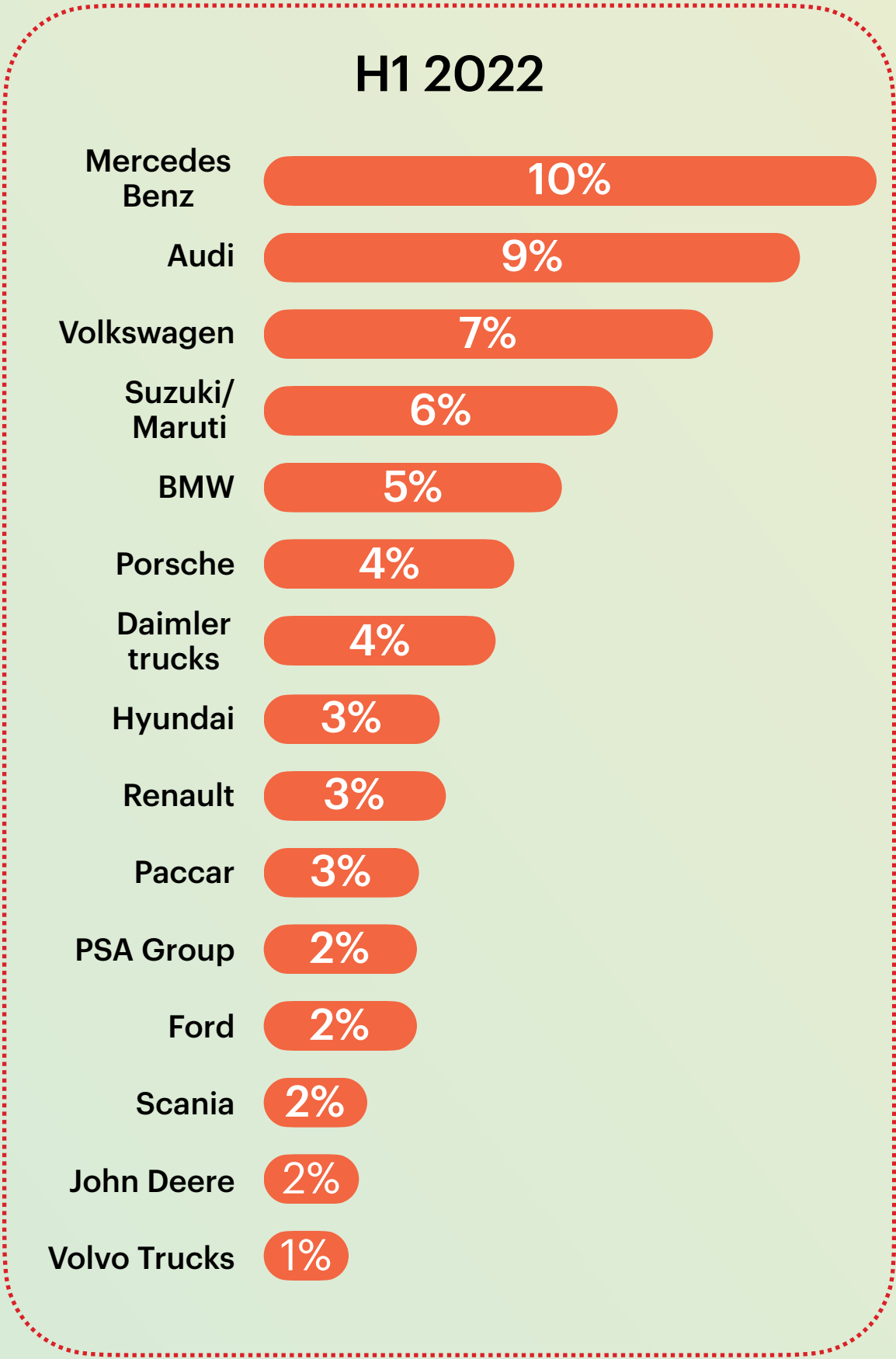
02 Key drivers to 40% ROCE.



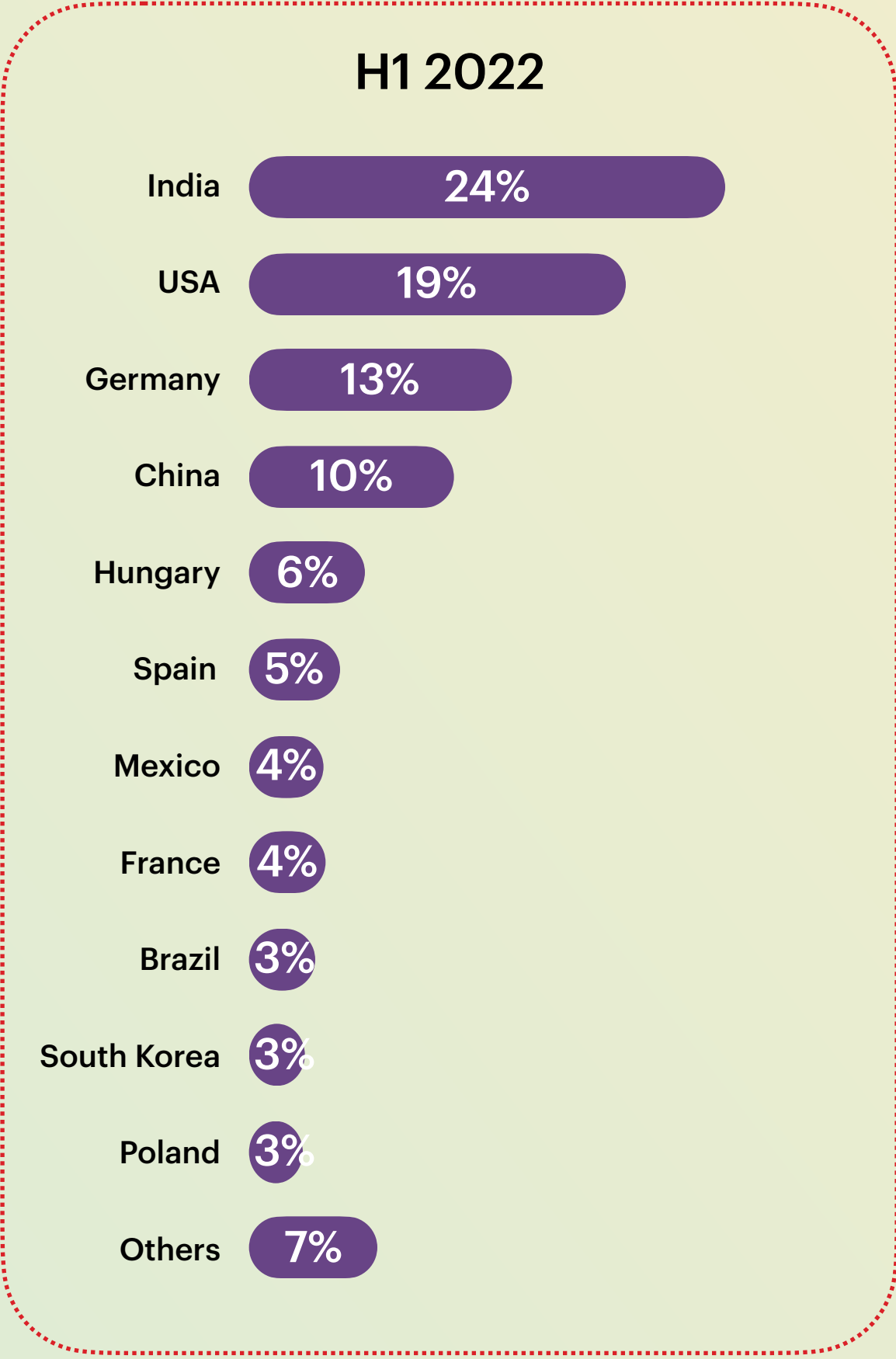


03 3CX10.

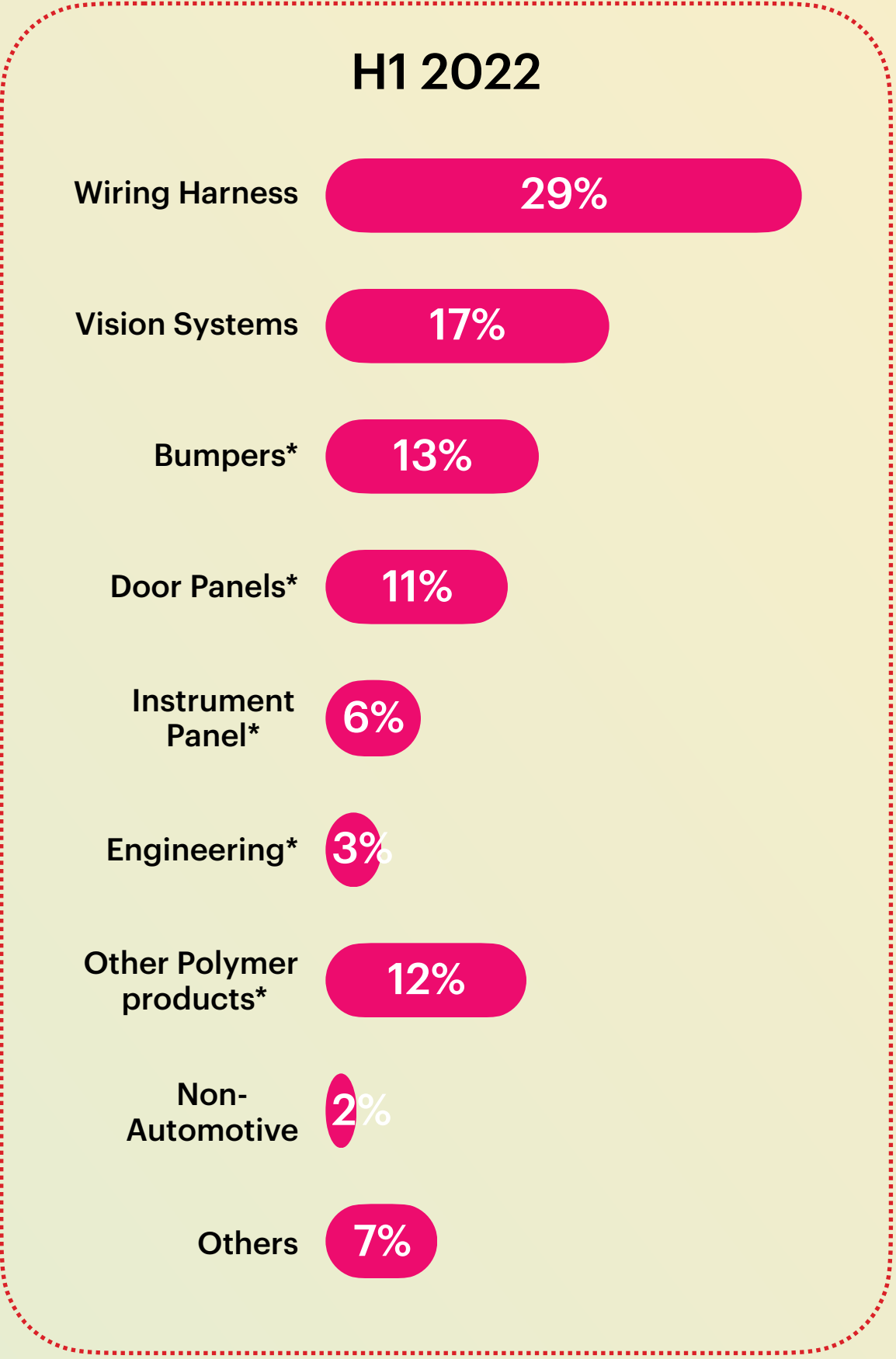
CUSTOMER



COUNTRY



COMPONENT



Achieved

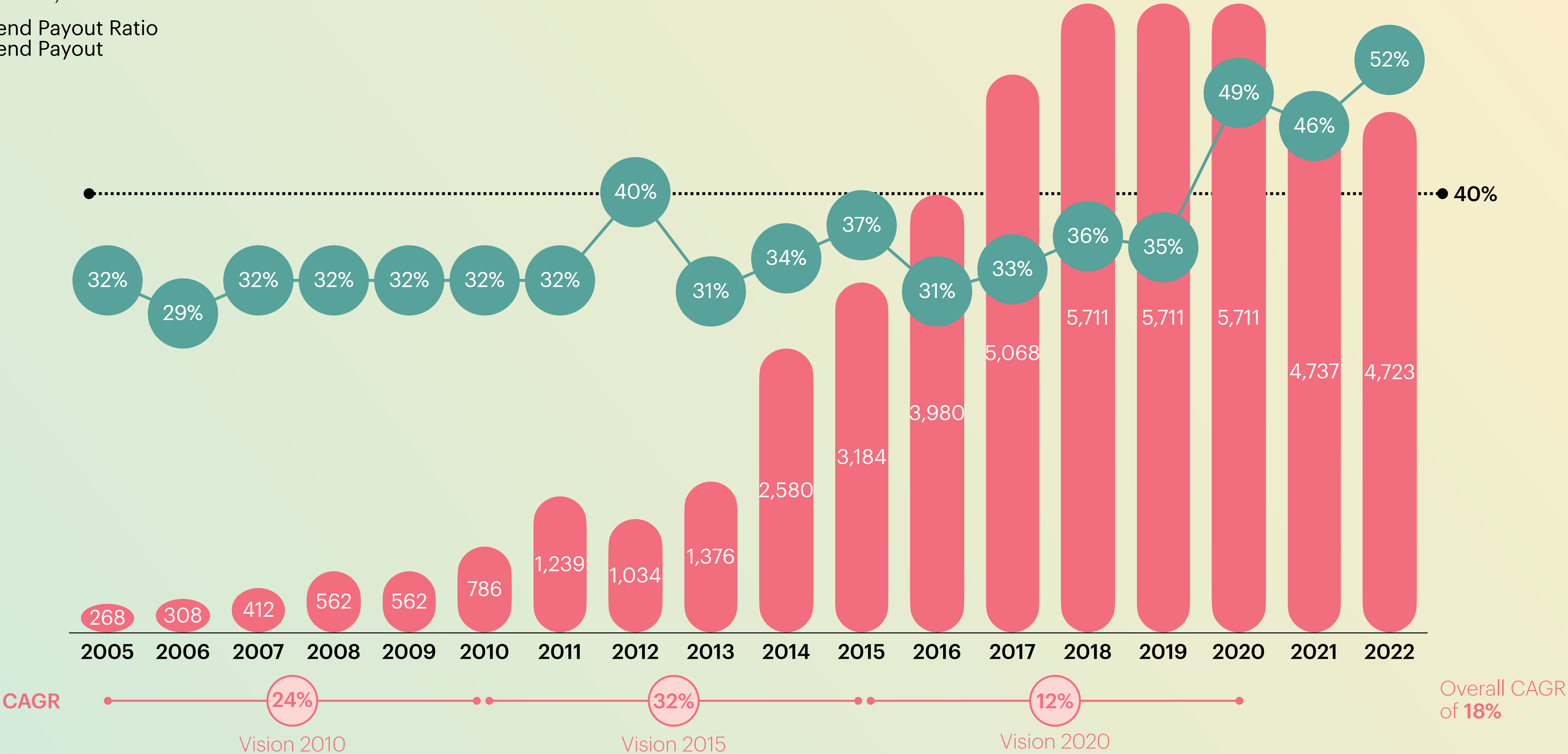
Work in progress



# 04 Dividend Payout is on target.

(In million INR)

● Dividend Payout Ratio  
■ Dividend Payout

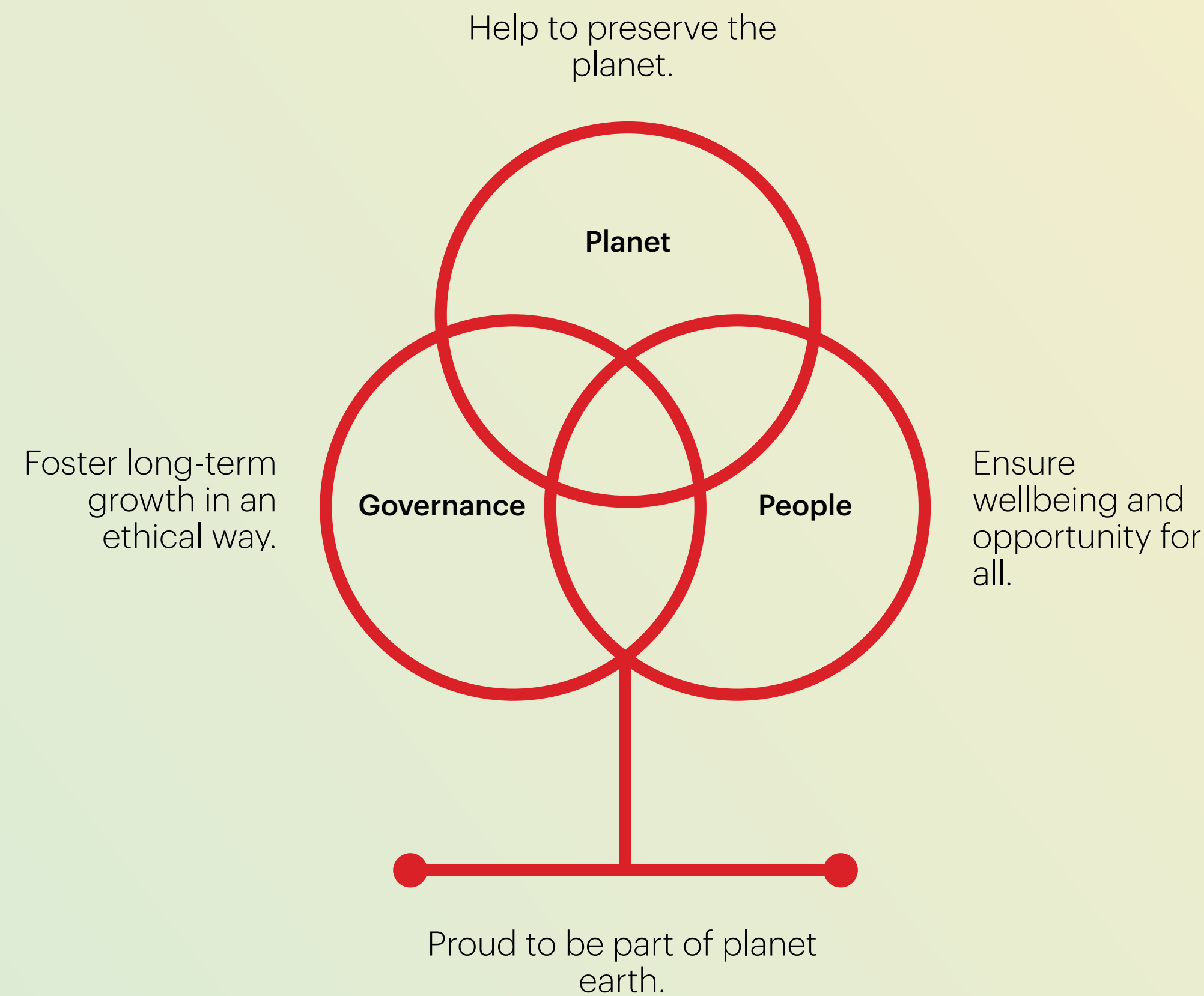




05. Our Vision: To be a globally preferred **sustainable** solutions provider.

Three areas of Sustainability.

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





NEW AMBITION.

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



## 06. We are simply following what nature guides us.

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

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

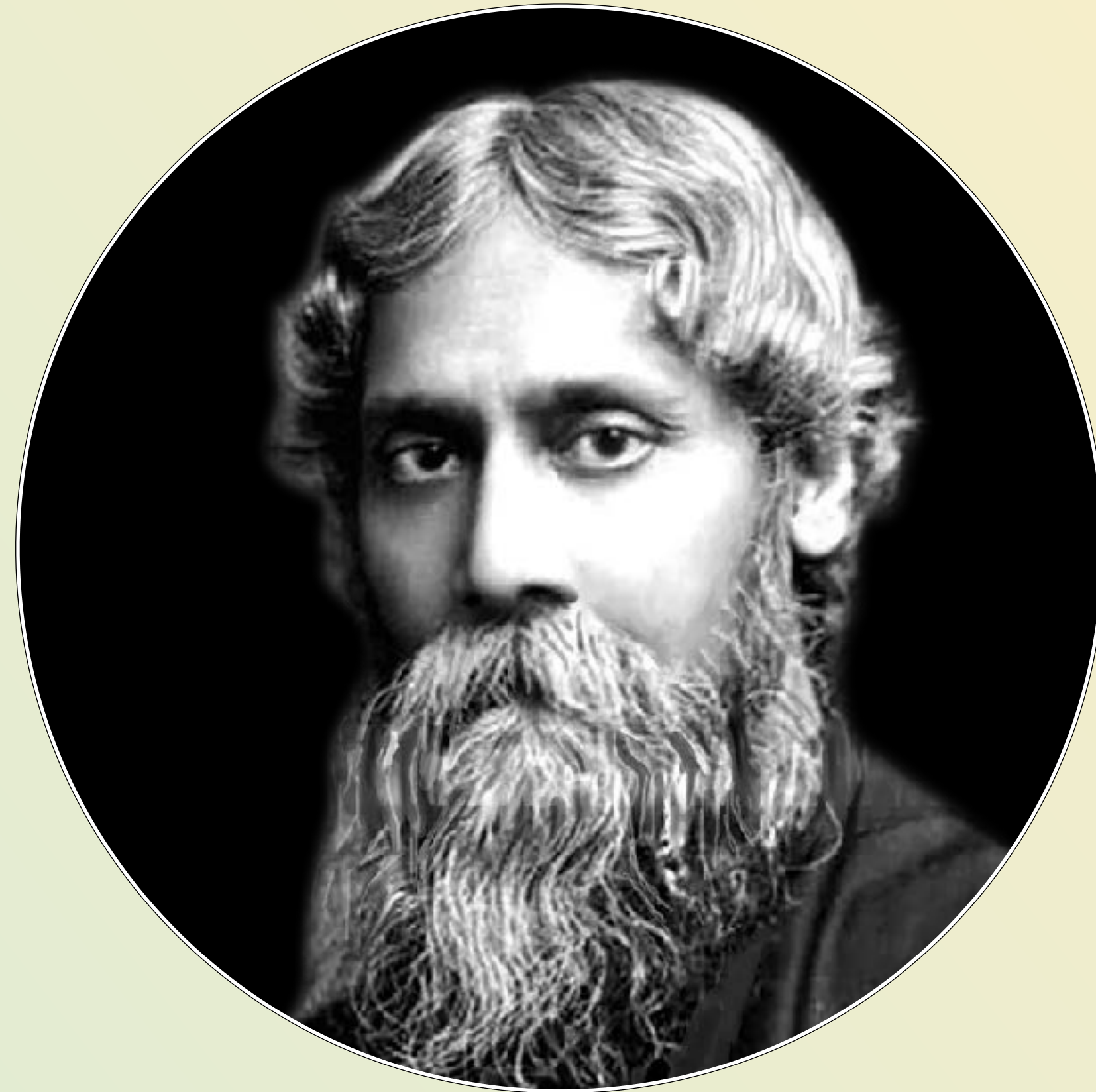
• **Revenue Growth:** Just like with nature, everything is about growth, we can either grow or perish.



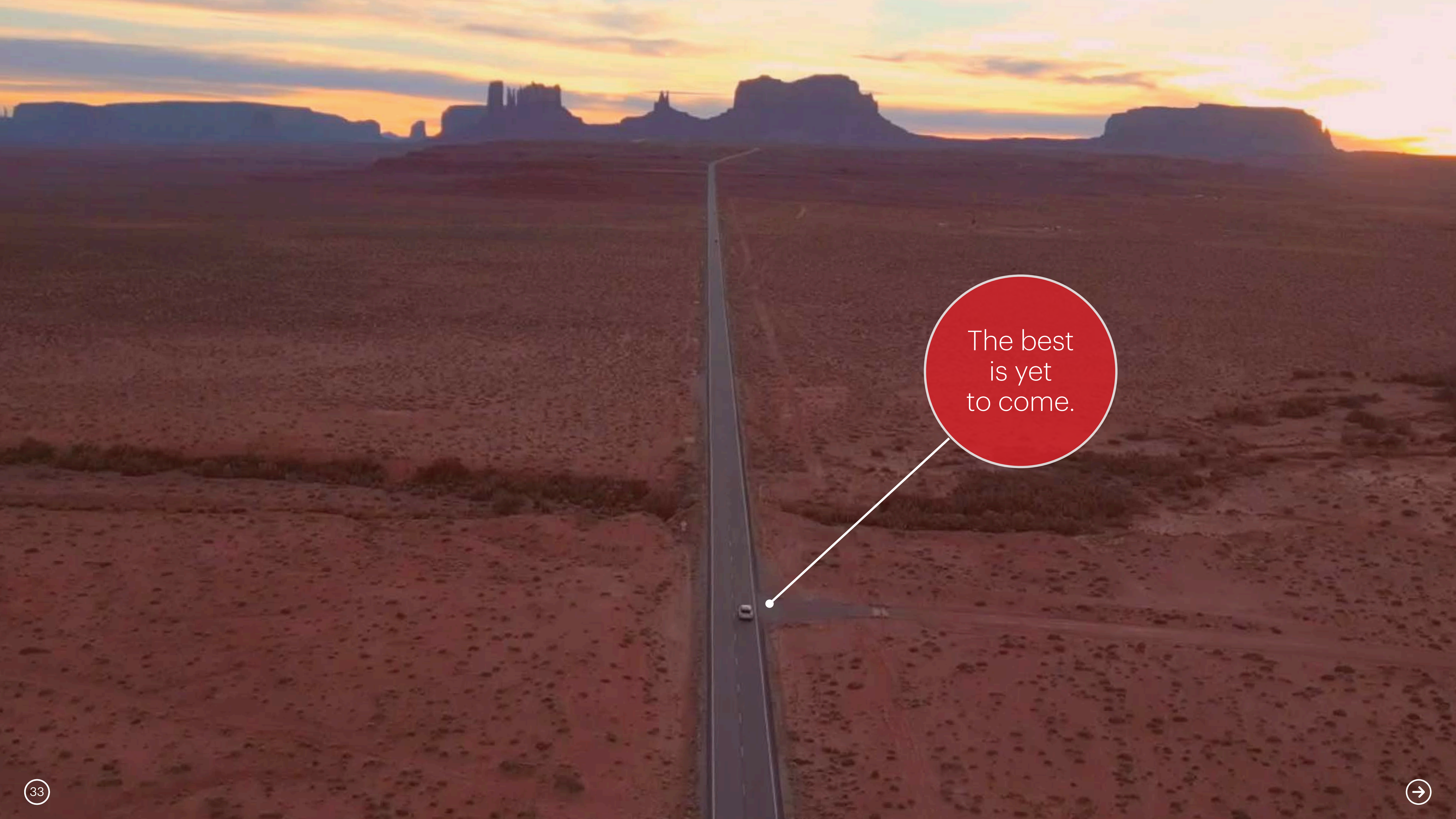
# Ekla chalo.

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

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







The best  
is yet  
to come.





# Thank you.

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