



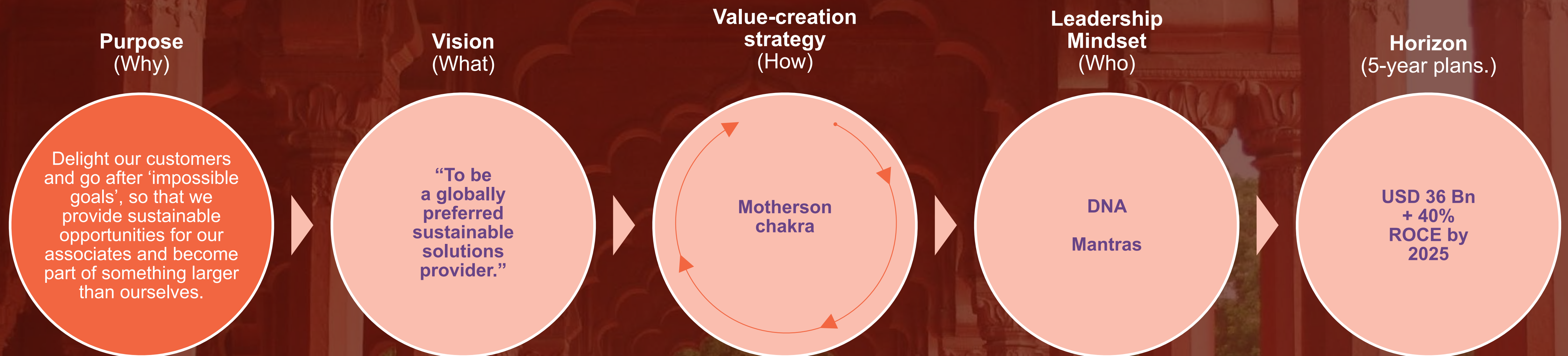
SAMIL a platform for growth.

June, 2023

Motherson.

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

A purpose-driven company with a strong philosophy.



Resulting in ~3,311x* return to shareholders over 30 years.

01

Growing in India

Listed in 1993
and growth in
wiring harness.

1975-1999

02

Focus on Europe

Expanded into
new segments and
first acquisition.

2000-2009

03

Global expansion

Large acquisitions and
exposure to all major
global OEMs.

2010 -2015

04

Consolidate to lead

Added new customers,
grew organically
and inorganically.

2015-2020

05

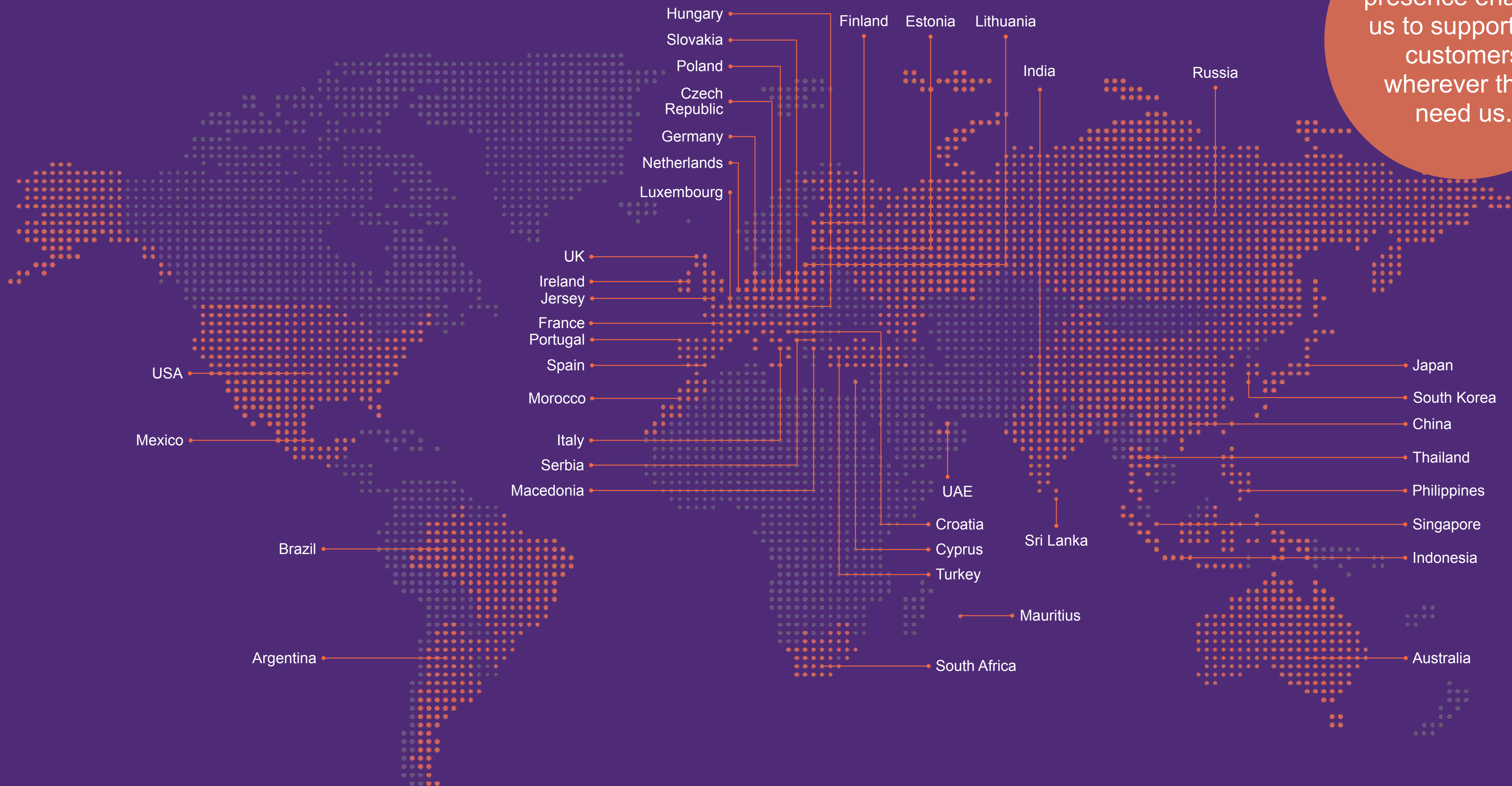
Motherson 2.0

Group reorganisation
with two listed high-
growth companies,
creating platform for
future.

2020 onwards

Footprint across 41 countries.

Our global presence enables us to support our customers wherever they need us.



Mother'son Group today.

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

Strong Tier **0.5** automotive supplier.

\$12.7 Bn* in yearly revenues.

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

Approx. **168,000** people as a group.

24 joint venture partners.

- 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 USD has been done @ INR 70.89/USD as defined in our Vision 2025 plan.

Our Vision 2025.

2025

No. 1
USD 36 billion revenues
in 2024-25 with 40%
ROCE
(consolidated)

No. 2
3CX10
No country, customer or
component should
contribute more than 10%
to our revenues

No. 3
75% of revenues from
automotive industry,
25% from new
divisions

No. 4
Upto 40% of
consolidated profit as
dividend

Platform for growth.

01

Carbon Net
Zero by
2040.

02

Powertrain
Agnostic Product
Portfolio.

03

USD ~ 70 Bn
Automotive
booked business.

04

Uniquely
positioned with
significant
Emerging market
exposure.

05

India - Engine
for growth.

06

Continuous and
Disciplined
Non-Linear
Growth

07

Diversifying to
New Industries

08

Consistent
performance
with Financial
Prudence.

01 Sustainability at Motherson.

OUR AMBITION.

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

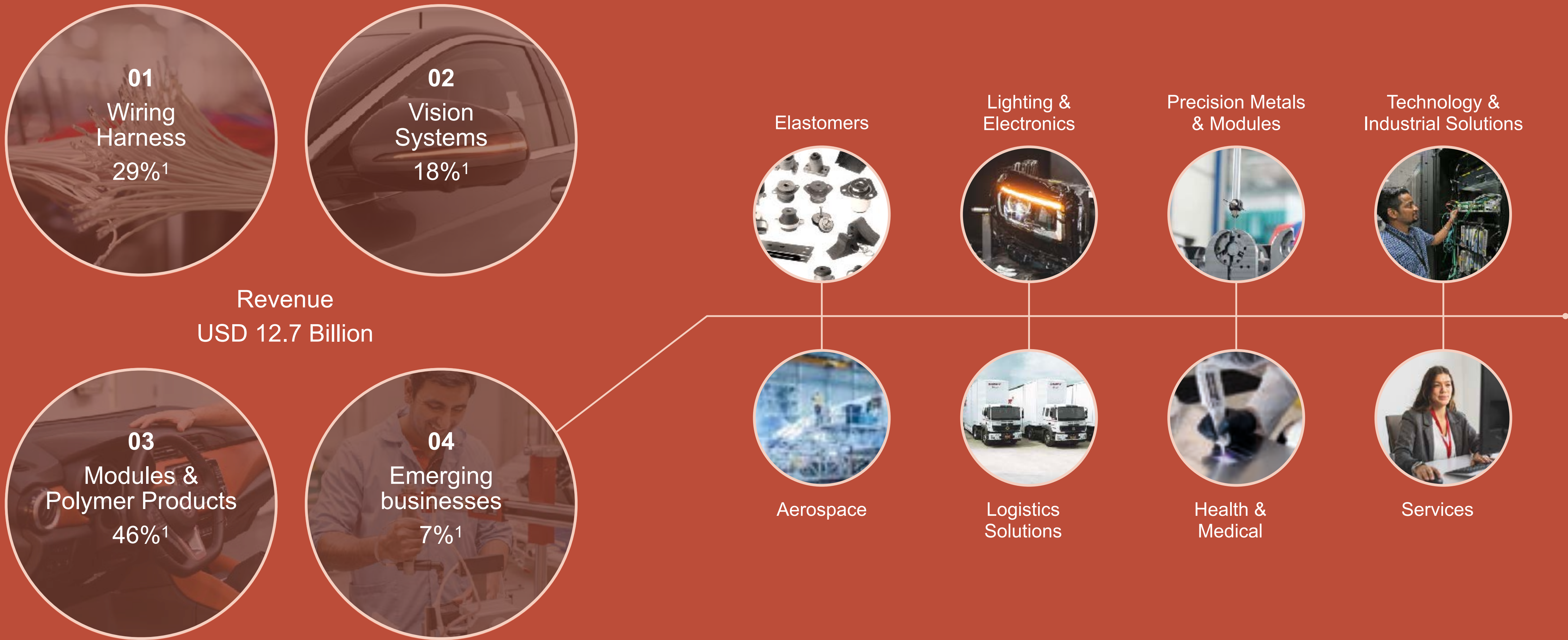
Priority focus on energy management and renewables / low carbon.

Major Milestones:

- United Nations Global Compact (UNGC)
 - 2022 Communication on progress resulted in achieving an upgrade from 'Participant' to 'Advanced' status categorisation
- ESG Ratings engagement
 - S&P Corporate Sustainability Assessment, score increased by 10% from 2021 to 2022
 - Maintained position in upper quartile of Dow Jones Sustainability Index (DJSI) for emerging markets ranking in 2022



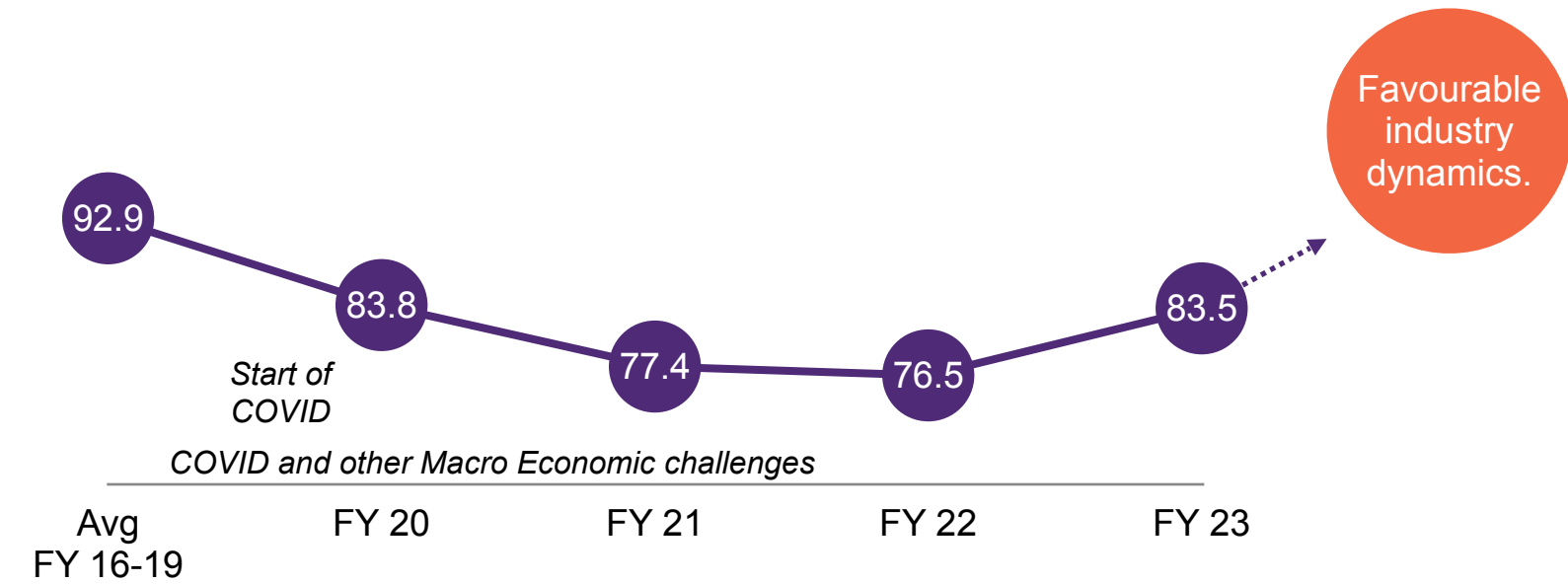
02 Highly diversified portfolio with 98% products that are powertrain agnostic.



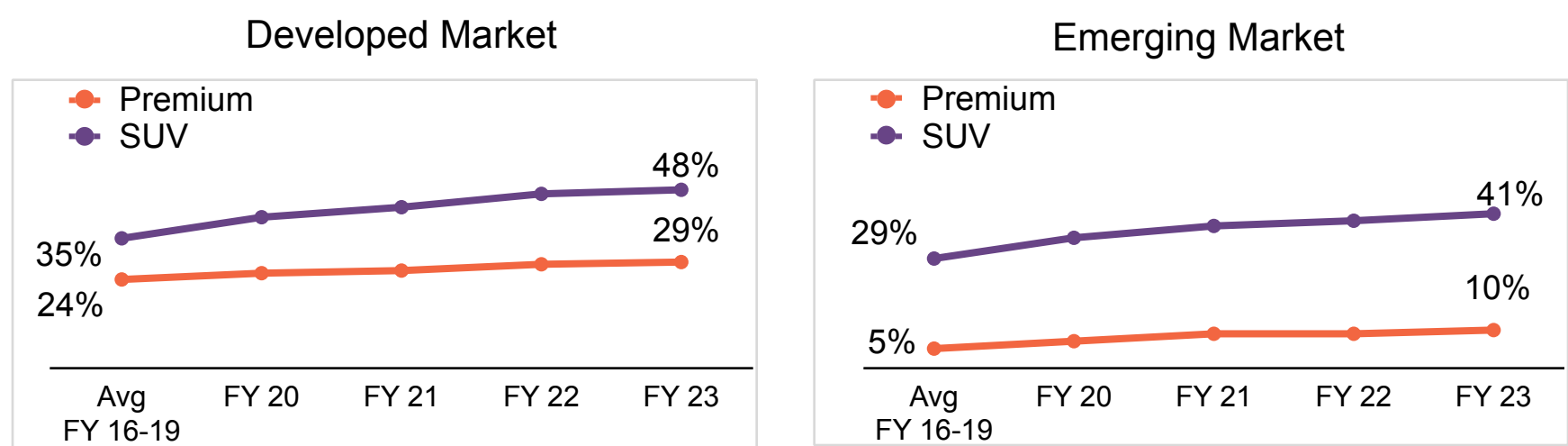
¹Percent of gross revenue.
• Revenues represents consolidated revenue from operations including 100% revenues from operations of JVs and associate entities which is consolidated under equity method.
• Conversion from INR to USD has been done @ INR 70.89/USD as defined in our Vision 2025 plan.

03.1 Favourable automotive trends resulting with strong automotive booked business of ~70 Billion USD.

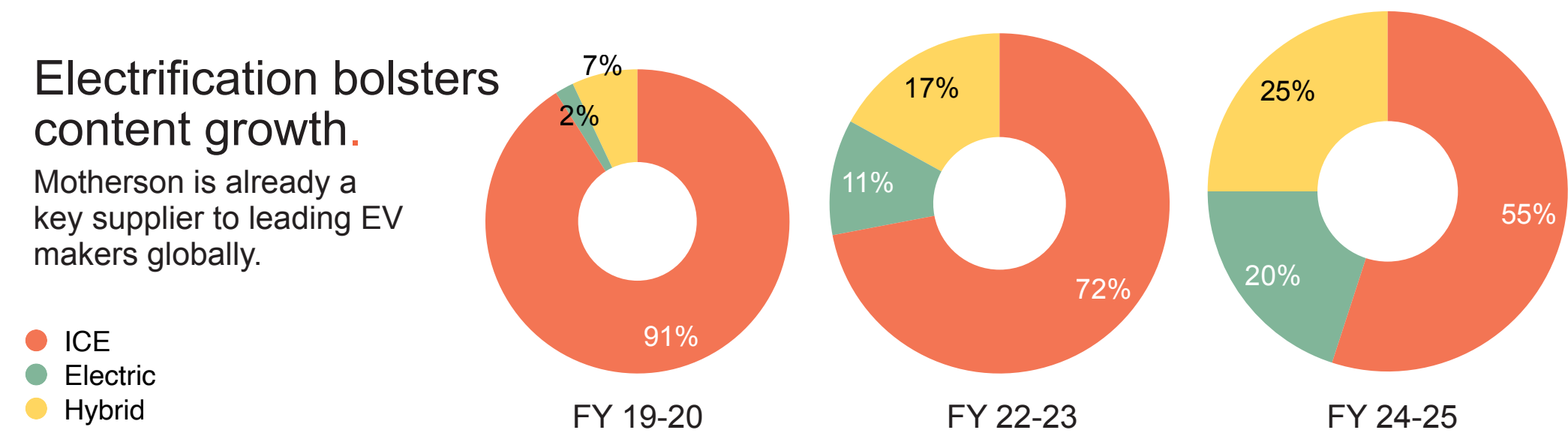
Recovery of production volumes.
Further downside is limited, an uptick in volumes will support our growth.



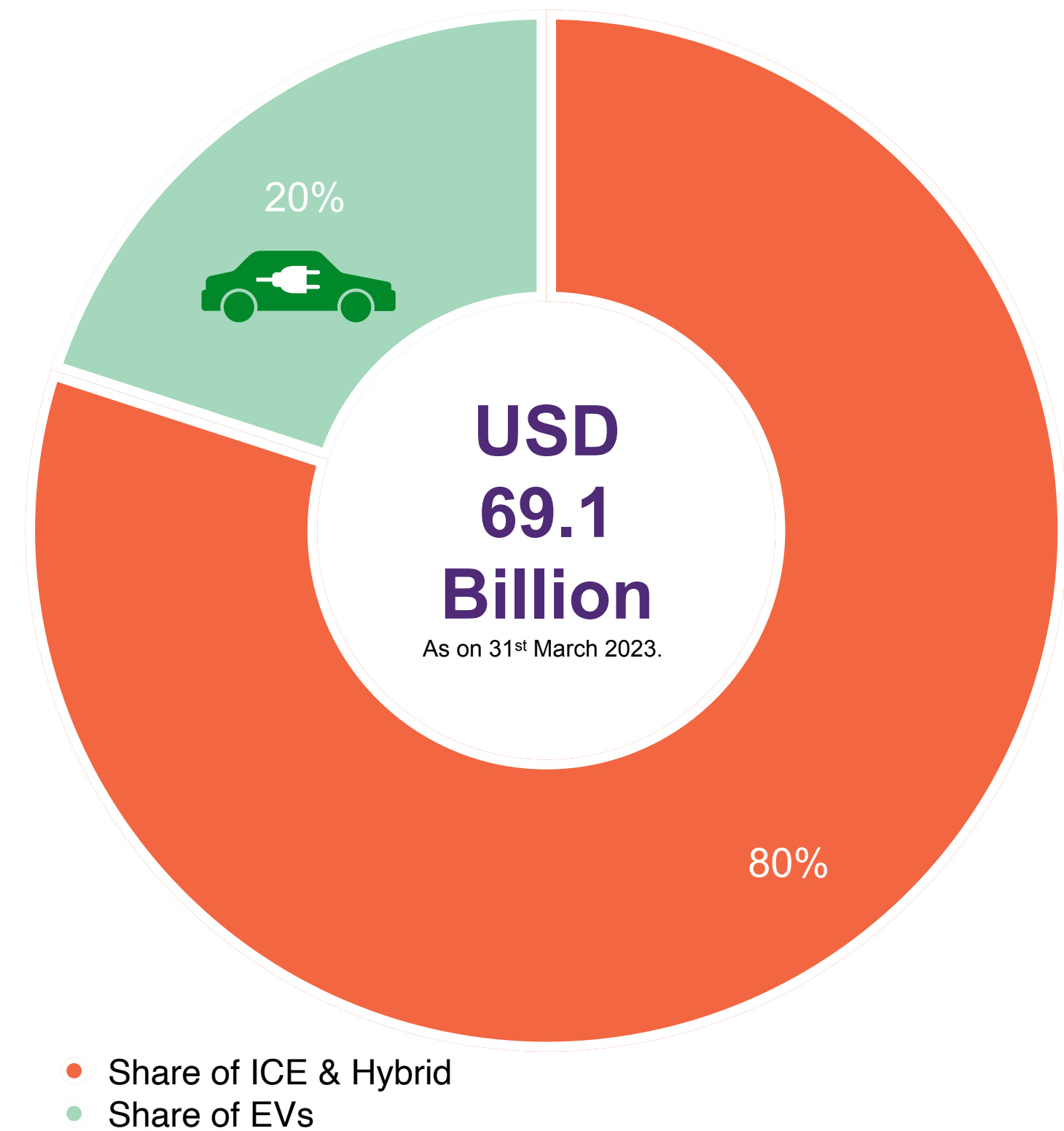
Increase in premiumisation.
Increase in content per vehicle with changing consumer preferences.



Electrification bolsters content growth.
Motherson is already a key supplier to leading EV makers globally.



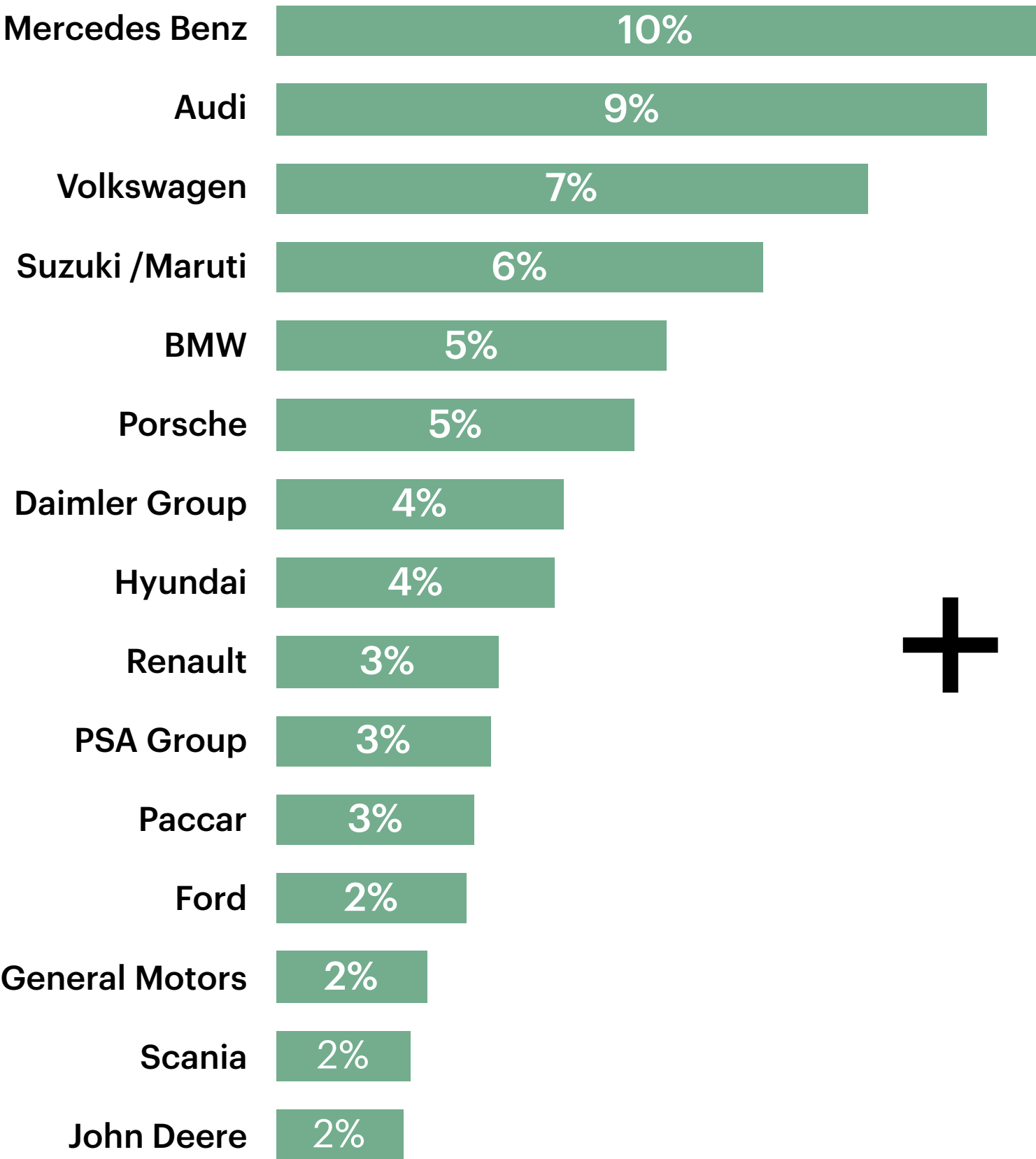
SAMIL's Automotive 'Booked Business'.



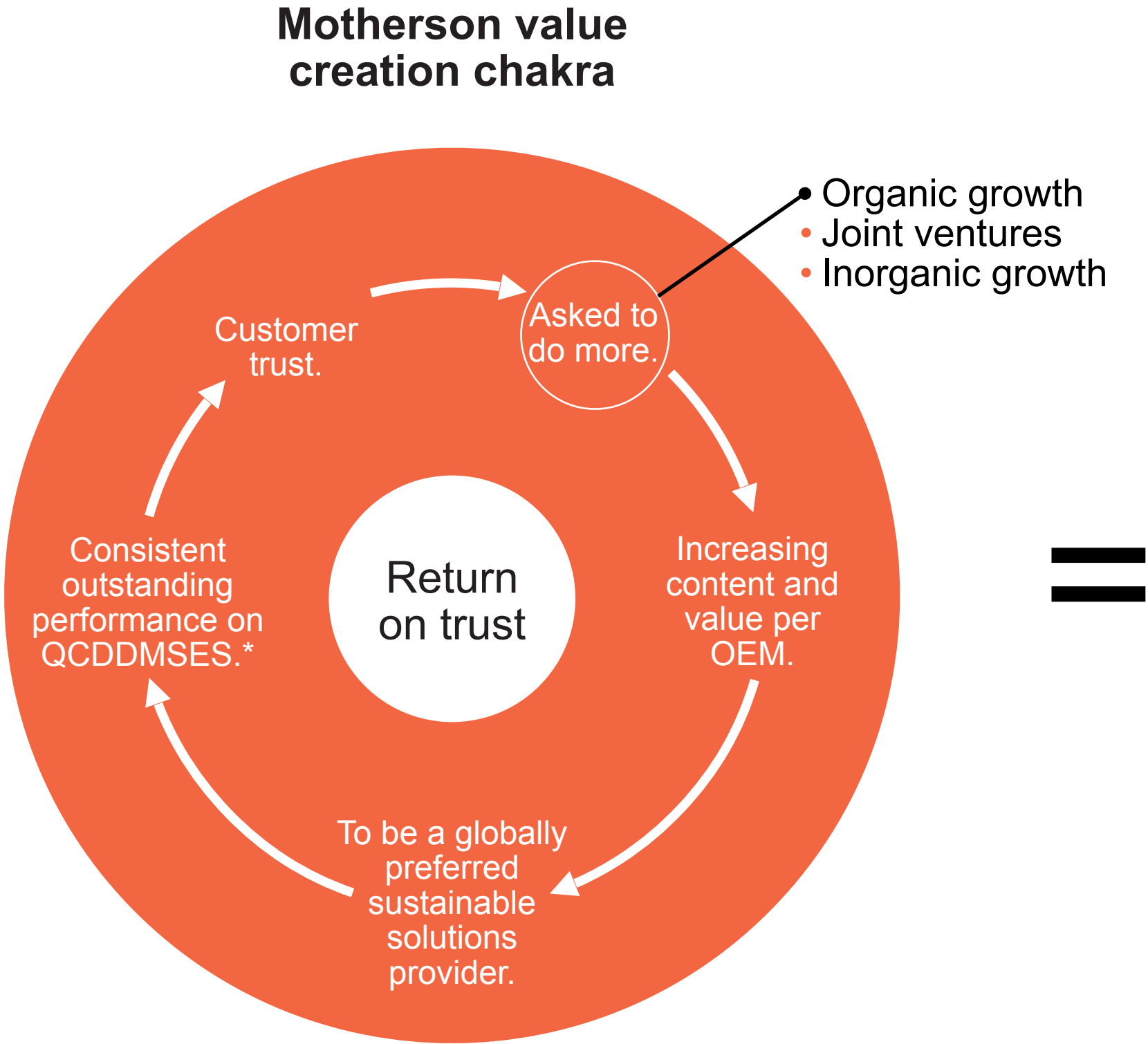
• MSCSI Emerging markets index includes Brazil, China, India, Mexico, Sri Lanka, Thailand, South Korea, South Africa, Czech Republic, Hungary, UAE, Slovakia, Serbia, Turkey, Argentina, Philippines, Morocco, Indonesia, and Poland.
• MSCI Developed Markets index includes defined as United States, Canada, Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Israel, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom, Australia, Hong Kong, Japan, New Zealand, Singapore.

• Source: S&P Global Mobility, Light Vehicle Production based Powertrain Forecast, 2023-04.
• Definition of Premium and SUV is as per S&P Global classification which is based on price class equivalent for premium vehicles.
• SUV, Sedan, Hatchback classification is based on S&P Mobility Definitions based on Global size category to group vehicles. Sizes vary by segment (A to F & HVAN) and subsequent combinations with A being the smallest and E being the largest.
• Nomenclature according to S&P Global Mobility (Electric includes Fuel Cell, Hybrid equals mild and full and ICE is combined with ICE: Stop/Start).

03.2 Diversified and strong customer base.



+

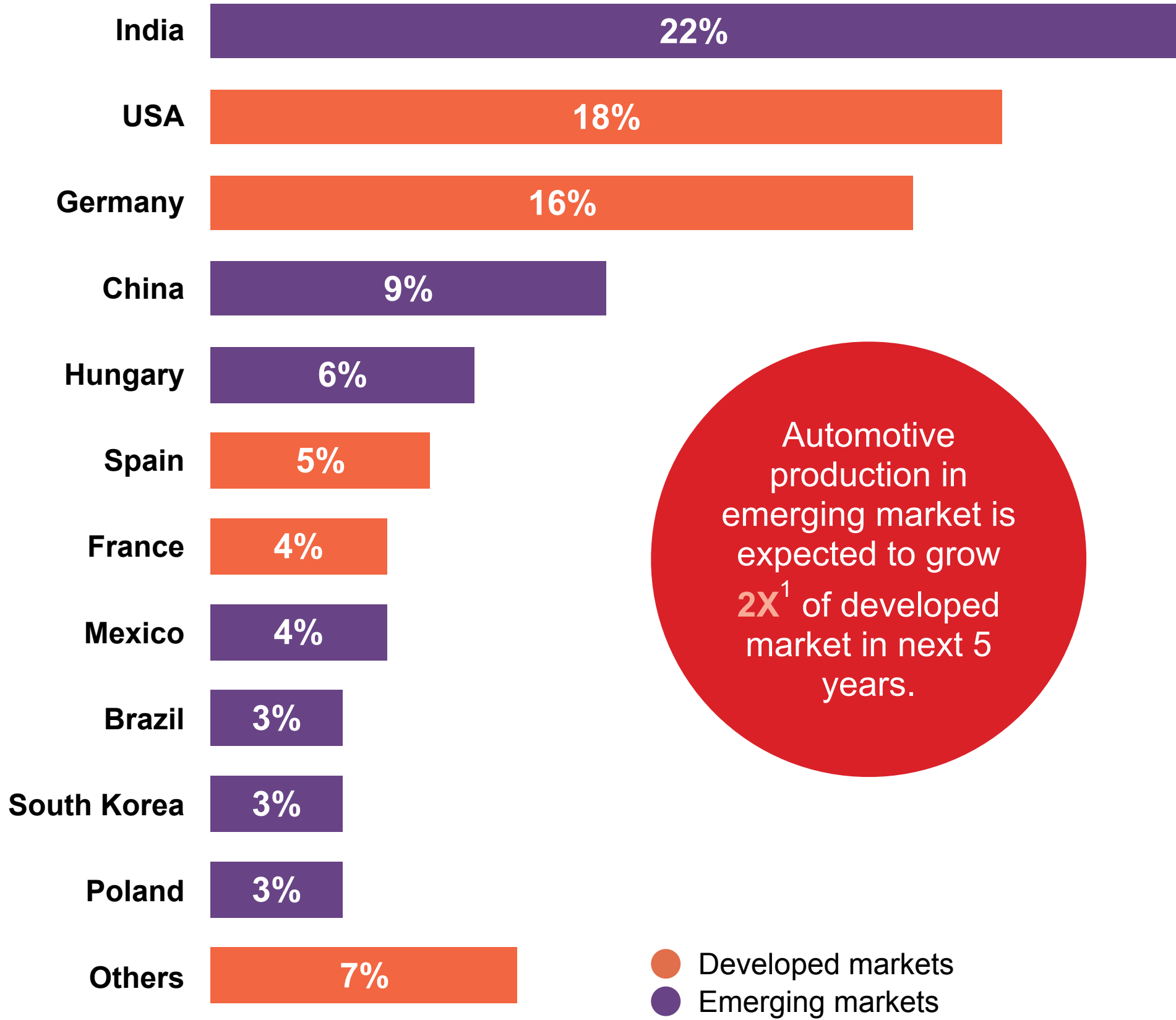


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- Derisking strategy in place.
- USD 70 Bn of automotive booked business.
- Supplying across platforms - ICE and EV. (7% EV Revenue in FY23)
- 20% EV share in automotive booked business.
- Acquisitions at customer's behest.

Notes:
• Total revenue considered is including 100% of joint venture and associate companies consolidated under equity method.
• *Quality, Cost, Design, Delivery, Management, Safety, Environment and Sustainability.

04 Uniquely positioned, Emerging & Developed market contributing equally...



Notes:

- ¹Light Vehicles: S&P Global Mobility; Light Vehicle Forecast April 2023.
- Total revenue considered is including 100% of joint venture and associate companies consolidated under the equity method.
- Revenue by country is based on manufacturing locations.
- Refer note on Slide 11 for MCSI definition of Emerging and Developed markets.

Emerging market

- Adding new facilities (auto and non-auto)
- Cost competitive and diversified
- Access to talent pool and young demographics

Developed market

- Innovations and technologies incubated in developed world trickle to emerging countries.
- Capacities in place for future growth

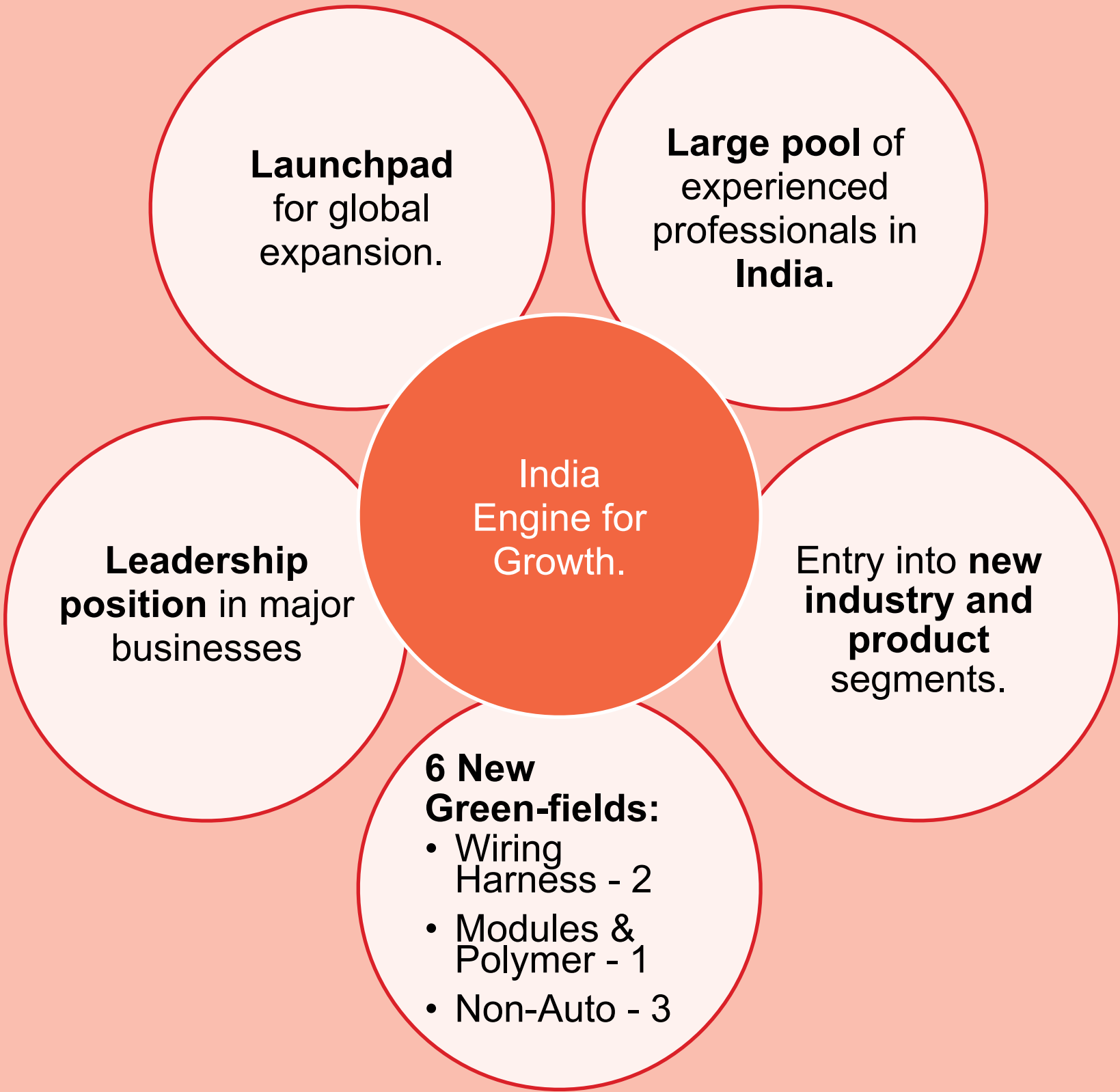
Globally local strategy with the ability to manufacture and supply in the same region, worldwide.



05 India is a platform for growth...

...emerging as a strong manufacturing hub globally.

India Business Overview FY23	SAMIL Incl. MSWIL	SAMIL Excl. MSWIL
Revenue INR Cr.	19,313* (YoY 27%)	14,912* (YoY 30%)
EBITDA INR Cr.	2,091**	1,293**
Facilities in India	138	112
% Revenue from India	22%	17%#
Headcount (Mar 23)	+ 90,000	+ 45,000

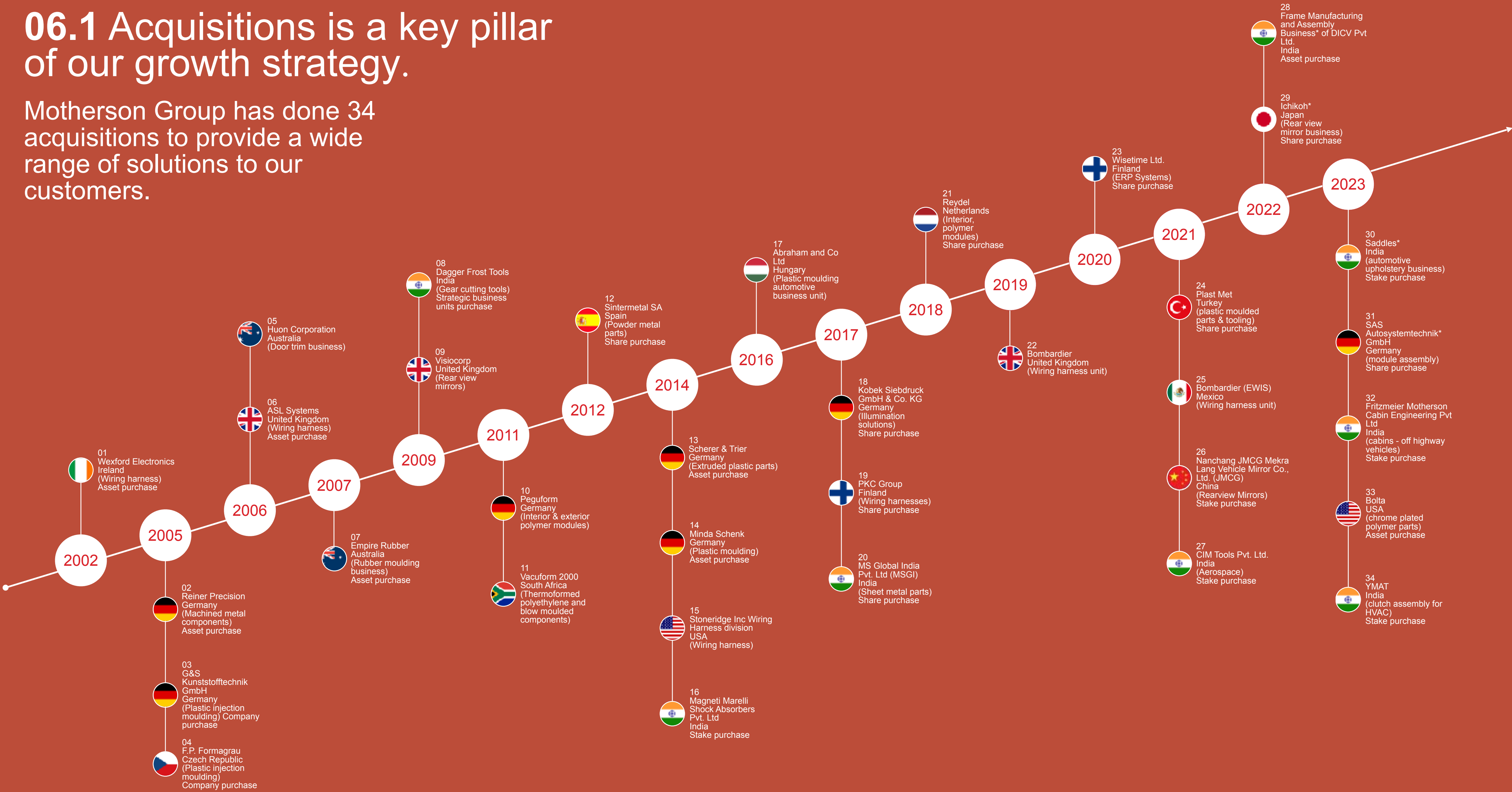


Notes:

- *Revenues represents consolidated revenue from operations including 100% revenues from operations of JVs and associate entities which is consolidated under the equity method.
- **EBITBA represents consolidated EBITDA including 100% EBITDA of JVs and associate entities which is consolidated under the equity method (without considering impairment impact).
- #Share of India excluding MSWIL is calculated after excluding FY23 MSWIL revenues and including procurement done by MSWIL from Wiring business of SAMIL. This share is calculated without considering the impact of impairment

06.1 Acquisitions is a key pillar of our growth strategy.

Motherson Group has done 34 acquisitions to provide a wide range of solutions to our customers.



06.2 Full growth potential to be unlocked in coming times.

Cumulatively these transactions are expected to be **cash EPS accretive.**

- **07 acquisitions** since April 2022.
- Combined Proforma Revenue:
 - **USD ~1.1 Bn.** (Net)
 - **USD ~4.9 Bn.** (Gross¹)
- 40+ facilities added.
- 8,000+ employees joined the Motherson family.

No.	Acquisitions.	New Capability/ Rationale to support our customers.	Closing Status.
01	DICV Frame & Assembly	Becomes principal manufacturer of long-members for the Frame Assembly business for Daimler trucks	Closed (Feb 2023)
02	Ichikoh Industries	Entry for vision systems into highly lucrative Japanese automotive market	Q2FY24
03	Saddles	Foray into automotive upholstery business	Q1FY24
04	SAS Autosystemtechnik	Further strengthens position as Tier 0.5 supplier	Q2FY24
05	FMCEL	Full benefit of impending growth in off highway segment	Closed (Mar 2023)
06	Bolta	Chrome plated polymer parts, only approved chrome part supplier to a leading German OEM in the USA	Closed (April 2023)
07	YMAT	Full benefit of vertical integration	Closed (June 2023)

¹SAS performs the assembly of highly customised components by procuring various parts from suppliers identified by the customers. It acts as an agent as per IFRS 15 under these contracts and as required under the standard, it recognises revenue only for the net amount it retains for the assembly services



07.1 Manufacturing capabilities and operational excellence is in our DNA...

Focus on operational KPIs.

The Motherson measurable that guides us in all aspects of operational excellence.

- **Quality**
- **Costs**
- **Design**
- **Delivery**
- **Management**
- **Safety**
- **Environment**
- **Sustainability**

+

Strong engineering expertise.

Supporting a wide range of industries.

- **Component Design**
- **Prototyping**
- **Tooling, Jigs & Fixtures**
- **Manufacturing**
- **Assembly & Integration**
- **Project Lifecycle Management**

+

Vertical integration & localisation.

We focus heavily on vertical integration and localisation of components production.



Design centers

We work with the customer to design solutions.



Tooling capability

We design and build tools 15T to 3200T for production.



Manufacturing capability

End-to-end product lifecycle management

07.2 ...which leads to seeding of non-automotive businesses.

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

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

Revenue of
INR ~ 1,200 Cr.
in FY 23.

01

Technology &
Industrial Solutions



02

Aerospace



03

Logistics
Solutions



04

Health &
Medical



Existing synergies with Motherson capabilities

- Business Support Services & Automation
- In-house development of software and technology

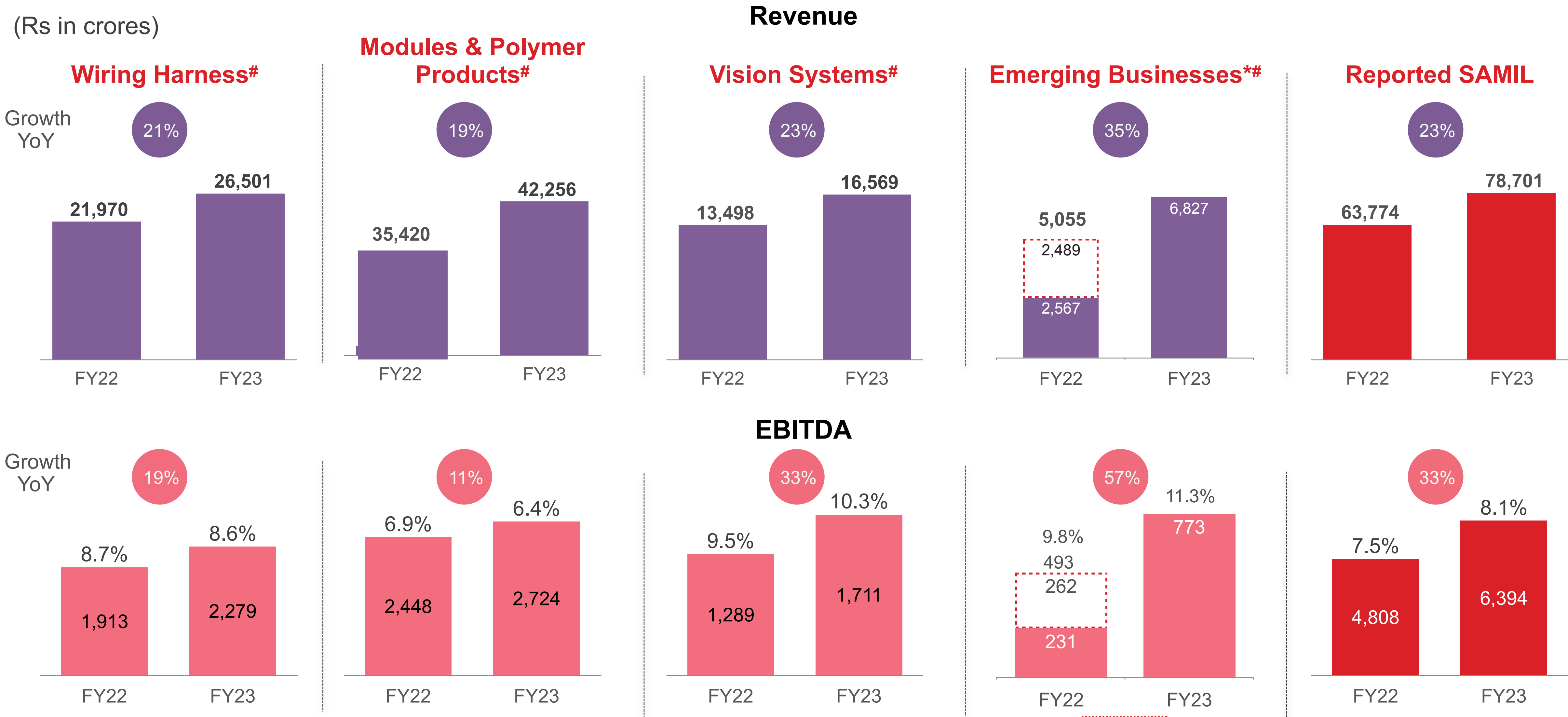
- Metal structures
- Plastic interiors
- Wiring harness
- Tooling

- Leveraging Customer Relationship
- Consolidation of Group Packaging and 3PL

- Wiring harness
- Tooling
- Sheet metal forming
- Plastic parts

08.1 ...Consistent growth in performance across each division.

(Rs in crores)



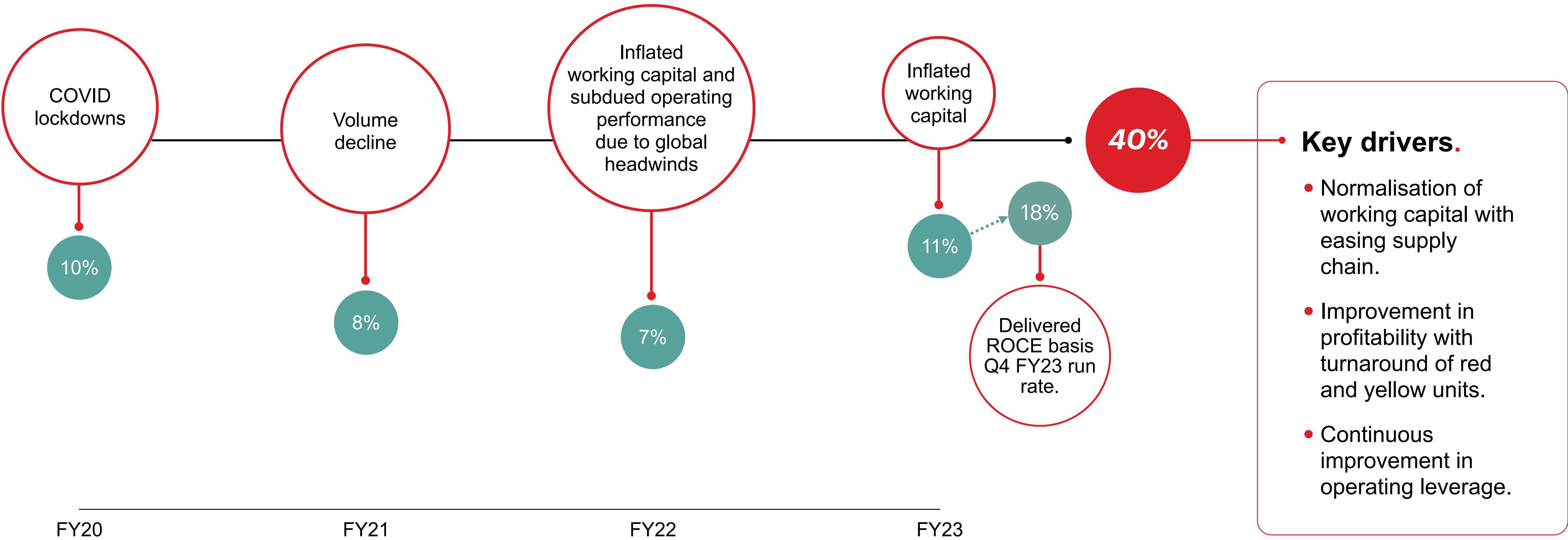
*Group reorganisation was completed in Q4FY 22 where the erstwhile SAMIL businesses were merged in SAMIL (formerly MSSSL). The reported numbers for FY22 are hence not comparable. Hence provided Proforma numbers for a better comparison

*Emerging businesses include – Elastomer, Lighting & Electronics, and Precision Metals along with the new non-automotive verticals of Aerospace, Healthcare, Logistics and Technology & Industrial Solutions and services.

#Total revenue considered is including 100% of the joint venture and associate companies consolidated under the equity method.

08.2 Consistent focus on improving Return on Capital Employed (ROCE).

● ROCE on consolidated basis

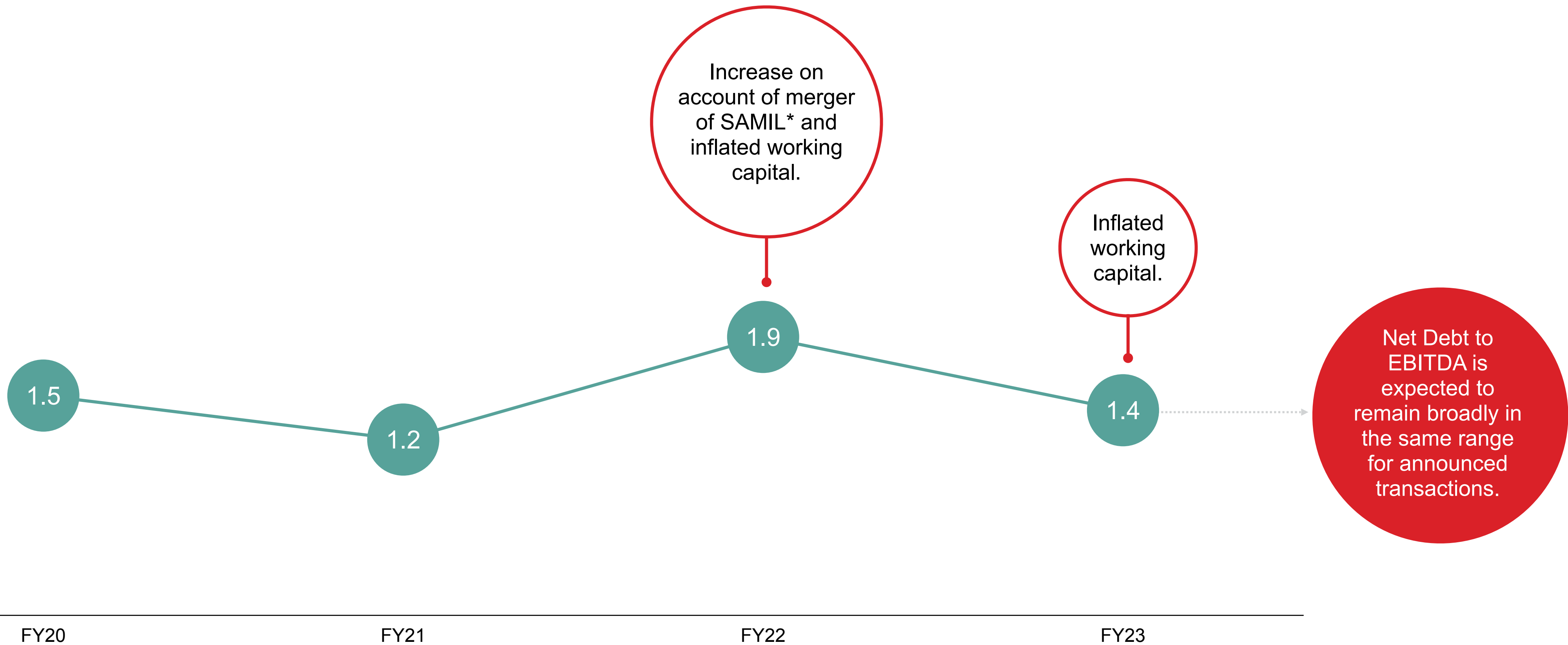


Notes:

- Consolidated ROCE is defined as EBIT divided by Average Capital Employed where:
 - Average Capital Employed is the average of opening and closing Capital Employed.
 - Capital employed: Total assets less total liabilities (excl. debt and lease liabilities) less changes due to fair valuation of net identifiable assets (of erstwhile SAMIL, its subsidiaries and joint ventures) recognised Pursuant to the Composite Scheme of Amalgamation and Arrangement in SAMIL (formerly MSSL) ("PPA Accounting").
 - EBIT: Reported EBIT plus proportionate share of EBIT from joint ventures and associates plus enhanced portion of depreciation and amortisation on account of PPA Accounting as per Composite Scheme.
- ROCE for Q4 FY23 is based on capital employed as on March 31, 2023 and annualised EBIT for Q4FY23.

08.3 Supported by continuous deleveraging.

Net Debt (including lease liability) to EBITDA



Notes:

- Net Debt to EBITDA ratio calculation includes lease liabilities
- EBITDA of acquisition entities considered on a full-year basis

08.4 Motherson Way: Unique Structure supported by Management Bandwidth across regions.

Professionally
managed group
with clear
distinction between
shareholders and
management.

Regional Chairman's Office (RCO)

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



Professional management

Business Divisions

1. Each business is independently run (COO / CFO) with a unified Vision.
2. Each plant is a profit centre (RYG)
3. Financial KPIs and Management Oversight
4. BY BY, Do33



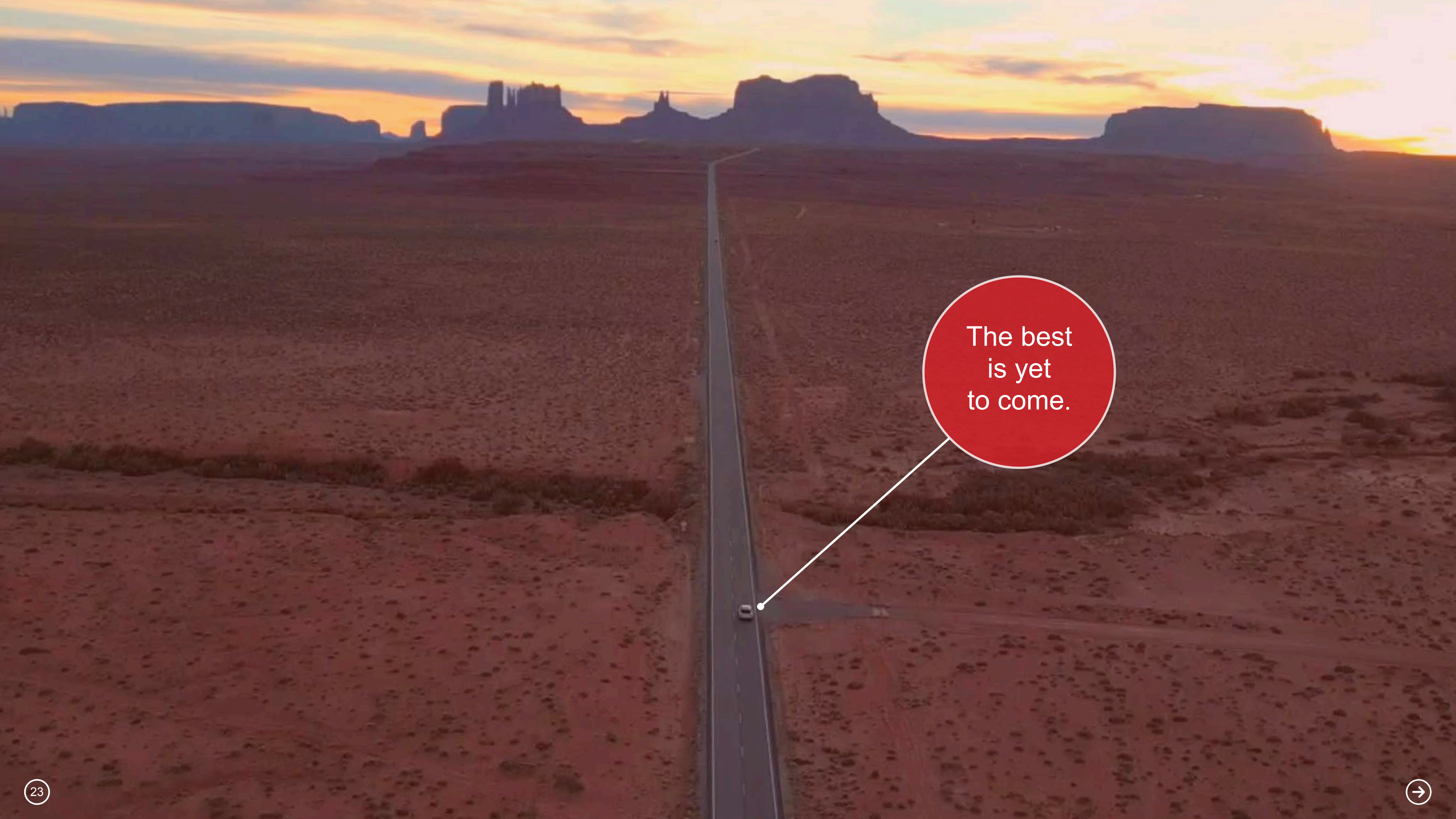
Global Functions

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

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

Notes:

- COA (North & South America) • COE (Europe & North Africa), • COSA (India, Sri Lanka, Middle East and Mauritius) • COSEA (Australia, Singapore, Thailand, Indonesia, Philippines, Japan, South Africa), • COCN (China)



The best
is yet
to come.



Thank you.

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SAMIL Financial performance (FY 23).

Annexure

(Rs in Crores)

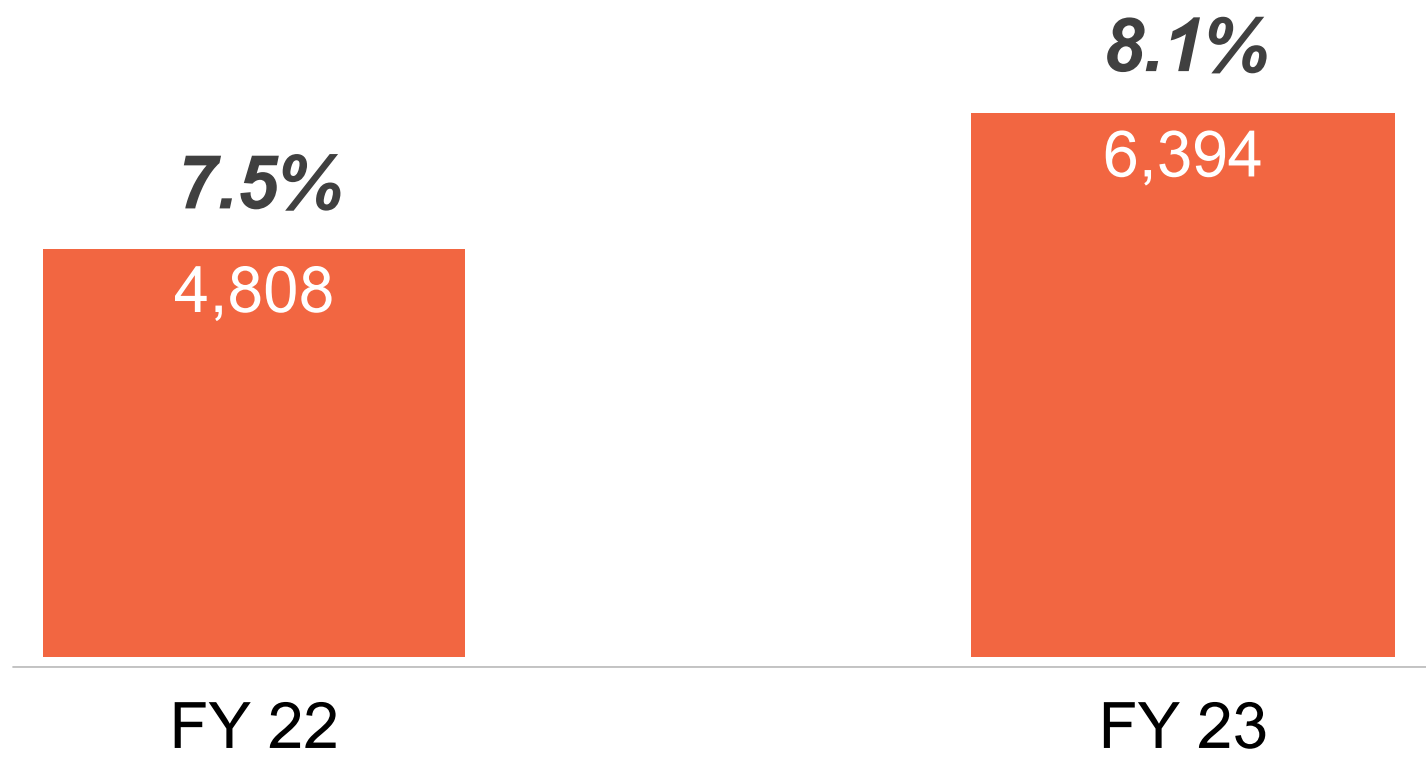
Revenues.

23% YoY



EBITDA.

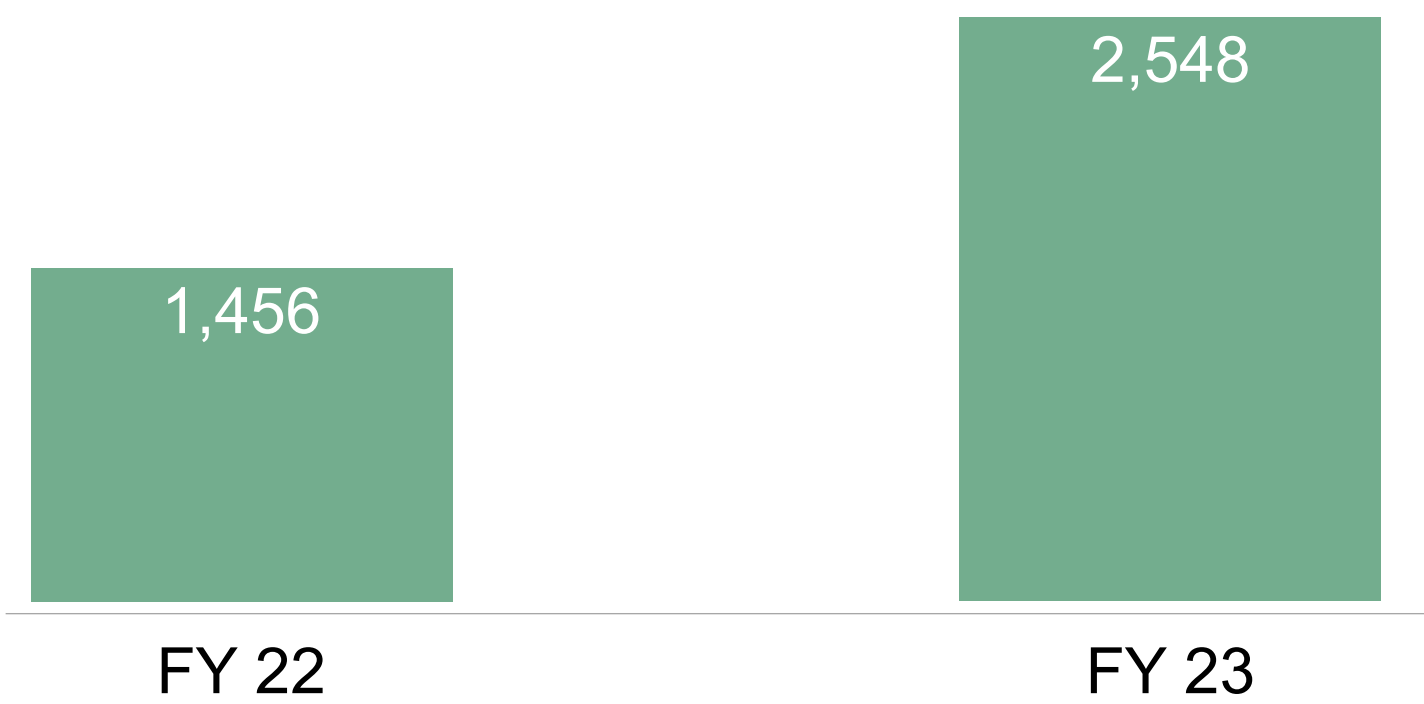
33% YoY



PBT.

(before exceptional items and share of associates)

75% YoY



PAT.

(Concern Share)

193% YoY

