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.

Delight our customers and go after ‘impossible goals’, so that we provide sustainable opportunities for our associates and become part of something larger than ourselves.

“To be a globally preferred sustainable solutions provider.”

Motherson chakra

DNA Mantras

USD 36 Bn + 40% ROCE by 2025
Growing in India
Listed in 1993 and growth in wiring harness.

Focus on Europe
Expanded into new segments and first acquisition.

Global expansion
Large acquisitions and exposure to all major global OEMs.

Consolidate to lead
Added new customers, grew organically and inorganically.

Motherson 2.0
Group reorganisation with two listed high-growth companies, creating platform for future.

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

*As on 06 June 2023.
Footprint across 41 countries

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

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

- Approx. 168,000 people as a group.
- Operating over 300 facilities in 41 countries.
- $12.7 Bn* in yearly revenues.
- 24 joint venture partners.
- Approx. 168,000 people as a group.
- Strong Tier 0.5 automotive supplier.

* 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.

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

No. 2
3X10
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

*Dow Jones Sustainability™ World Index comprises global sustainability leaders as identified by S&P Global Corporate Sustainability Assessment (CSA). It represents the top 10% of the largest 2,500 companies in the S&P Global BMI based on long-term economic, environmental and social criteria.*
02 Highly diversified portfolio with 98% products that are powertrain agnostic.

Revenue
USD 12.7 Billion

01 Wiring Harness
29%¹

02 Vision Systems
18%¹

03 Modules & Polymer Products
46%¹

04 Emerging businesses
7%¹

Elastomers
Lighting & Electronics
Precision Metals & Modules
Technology & Industrial Solutions
Aerospace
Logistics Solutions
Health & Medical
Services

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.

Favourable industry dynamics.

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’.

- Share of ICE & Hybrid
- Share of EVs

USD 69.1 Billion
As on 31st March 2023.

20% 80%

• MSCri 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.
• MSCri 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).

- Source: S&P Global Mobility, Light Vehicle Production based Powertrain Forecast, 2023-04.
03.2 Diversified and strong customer base.

- 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.

Customer trust | Asked to do more
---|---
Consistent outstanding performance on QCDDMSES.* | Increasing content and value per OEM.
To be a globally preferred sustainable solutions provider.

Motherson value creation chakra

Mercedes Benz 10%  
Audi 9%  
Volkswagen 7%  
Suzuki /Maruti 6%  
BMW 5%  
Porsche 5%  
Daimler Group 4%  
Hyundai 4%  
Renault 3%  
PSA Group 3%  
Paccar 3%  
Ford 2%  
General Motors 2%  
Scania 2%  
John Deere 2%
04 Uniquely positioned, Emerging & Developed market contributing equally...

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

Automotive production in emerging market is expected to grow 2X of developed market in next 5 years.

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

India 22%
USA 18%
Germany 16%
China 9%
Hungary 6%
Spain 5%
France 4%
Mexico 4%
Brazil 3%
South Korea 3%
Poland 3%
Others 7%

Notes:
• "Light 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.
05 India is a platform for growth…

…emerging as a strong manufacturing hub globally.

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India Business Overview FY23

<table>
<thead>
<tr>
<th>Metric</th>
<th>SAMIL Incl. MSWIL</th>
<th>SAMIL Excl. MSWIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue INR Cr.</td>
<td>19,313* (YoY 27%)</td>
<td>14,912* (YoY 30%)</td>
</tr>
<tr>
<td>EBITDA INR Cr.</td>
<td>2,091**</td>
<td>1,293**</td>
</tr>
<tr>
<td>Facilities in India</td>
<td>138</td>
<td>112</td>
</tr>
<tr>
<td>% Revenue from India</td>
<td>22%</td>
<td>17%*</td>
</tr>
<tr>
<td>Headcount (Mar 23)</td>
<td>+ 90,000</td>
<td>+ 45,000</td>
</tr>
</tbody>
</table>

Notes:

* Revenues represents consolidated revenue from operations including 100% revenues from operations of JVs and associate entities which is consolidated under the equity method.

**EBITDA 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.

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Leadership position in major businesses

Launchpad for global expansion.

Large pool of experienced professionals in India.

Entry into new industry and product segments.

6 New Green-fields:
- Wiring Harness - 2
- Modules & Polymer - 1
- Non-Auto - 3

India Engine for Growth.

India is a platform for growth.

Emerging as a strong manufacturing hub globally.
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Company Name</th>
<th>Country</th>
<th>Industry</th>
<th>Deal Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2003</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2004</td>
<td>Wexford Electronics</td>
<td>Ireland</td>
<td>Wiring harness</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2005</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2006</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2007</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2008</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2009</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2010</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2011</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2012</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2013</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2014</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2015</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2016</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2017</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2018</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2019</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2020</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2021</td>
<td>Reiner Precision</td>
<td>Germany</td>
<td>Machined metal components</td>
<td>Asset purchase</td>
</tr>
<tr>
<td>2022</td>
<td>F.P. Formagrau</td>
<td>Czech Republic</td>
<td>Plastic injection moulding</td>
<td>Company purchase</td>
</tr>
<tr>
<td>2023</td>
<td>Huon Corporation</td>
<td>Australia</td>
<td>Door trim business</td>
<td>Asset purchase</td>
</tr>
</tbody>
</table>

* Indicates the acquisition announced, are yet to be closed.
06.2 Full growth potential to be unlocked in coming times.

- **07 acquisitions** since April 2022.

- Combined Proforma Revenue:
  - USD ~1.1 Bn. (Net)
  - USD ~4.9 Bn. (Gross\(^1\))

- 40+ facilities added.

- 8,000+ employees joined the Motherson family.

*\(^1\)SAS 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.

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<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>DICV Frame &amp; Assembly</td>
<td>Becomes principal manufacturer of long-members for the Frame Assembly business for Daimler trucks</td>
<td>Closed (Feb 2023)</td>
</tr>
<tr>
<td>02</td>
<td>Ichikoh Industries</td>
<td>Entry for vision systems into highly lucrative Japanese automotive market</td>
<td>Q2FY24</td>
</tr>
<tr>
<td>03</td>
<td>Saddles</td>
<td>Foray into automotive upholstery business</td>
<td>Q1FY24</td>
</tr>
<tr>
<td>04</td>
<td>SAS Autosystemtechnik</td>
<td>Further strengthens position as Tier 0.5 supplier</td>
<td>Q2FY24</td>
</tr>
<tr>
<td>05</td>
<td>FMCEL</td>
<td>Full benefit of impending growth in off highway segment</td>
<td>Closed (Mar 2023)</td>
</tr>
<tr>
<td>06</td>
<td>Bolta</td>
<td>Chrome plated polymer parts, only approved chrome part supplier to a leading German OEM in the USA</td>
<td>Closed (April 2023)</td>
</tr>
<tr>
<td>07</td>
<td>YMAT</td>
<td>Full benefit of vertical integration</td>
<td>Closed (June 2023)</td>
</tr>
</tbody>
</table>

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

Existing synergies with Motherson capabilities

01 Technology & Industrial Solutions
- Business Support Services & Automation
- In-house development of software and technology

02 Aerospace
- Metal structures
- Plastic interiors
- Wiring harness
- Tooling

03 Logistics Solutions
- Leveraging Customer Relationship
- Consolidation of Group Packaging and 3PL

04 Health & Medical
- Wiring harness
- Tooling
- Sheet metal forming
- Plastic parts

Revenue of INR ~ 1,200 Cr. in FY 23.
08.1...Consistent growth in performance across each division.

(Rs in crores)

<table>
<thead>
<tr>
<th></th>
<th>FY22</th>
<th>FY23</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wiring Harness</strong></td>
<td>21,970</td>
<td>26,501</td>
</tr>
<tr>
<td><strong>Modules &amp; Polymer Products</strong></td>
<td>35,420</td>
<td>42,256</td>
</tr>
<tr>
<td><strong>Vision Systems</strong></td>
<td>13,498</td>
<td>16,569</td>
</tr>
<tr>
<td><strong>Emerging Businesses</strong></td>
<td>5,055</td>
<td>6,627</td>
</tr>
<tr>
<td><strong>Reported SAMIL</strong></td>
<td>63,774</td>
<td>78,701</td>
</tr>
</tbody>
</table>

- **Growth YoY**
  - Wiring Harness: 21%
  - Modules & Polymer Products: 19%
  - Vision Systems: 23%
  - Emerging Businesses: 35%
  - Reported SAMIL: 23%

- **EBITDA**
  - Wiring Harness: 8.7% \(\rightarrow\) 8.6%
  - Modules & Polymer Products: 6.9% \(\rightarrow\) 6.4%
  - Vision Systems: 9.5% \(\rightarrow\) 10.3%
  - Emerging Businesses: 9.8% \(\rightarrow\) 11.3%
  - Reported SAMIL: 7.5% \(\rightarrow\) 8.1%

* "Group reorganisation was completed in Q4FY 22 where the erstwhile SAMIL businesses were merged in SAMIL (formerly MSSL). 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

### Key drivers.

- Normalisation of working capital with easing supply chain.
- Improvement in profitability with turnaround of red and yellow units.
- Continuous improvement in operating leverage.

### 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

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

Increase on account of merger of SAMIL* and inflated working capital.

Inflated working capital.

Net Debt to EBITDA is expected to remain broadly in the same range for announced transactions.

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

<table>
<thead>
<tr>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5</td>
<td>1.2</td>
<td>1.9</td>
<td>1.4</td>
</tr>
</tbody>
</table>

Increase on account of merger of SAMIL* and inflated working capital.

Inflated working capital.

Supported by continuous deleveraging.
Professional management

Regional Chairman’s Office (RCO)

Business Divisions

Global Functions

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

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

BY BY, Do33

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. Strategy and M&A
5. Finance
6. Purchasing
7. Sustainability
8. Marketing and Communications
9. Information and Technology

Professional management with clear distinction between shareholders and management.

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.
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Thank you.
SAMIL Financial performance (FY 23).

Annexure

(Rs in Crores)

Revenues.
23% YoY

<table>
<thead>
<tr>
<th>FY 22</th>
<th>FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>63,774</td>
<td>78,701</td>
</tr>
</tbody>
</table>

EBITDA.
33% YoY

<table>
<thead>
<tr>
<th>FY 22</th>
<th>FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,808</td>
<td>6,394</td>
</tr>
</tbody>
</table>

PBT.
(before exceptional items and share of associates)
75% YoY

<table>
<thead>
<tr>
<th>FY 22</th>
<th>FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,456</td>
<td>2,548</td>
</tr>
</tbody>
</table>

PAT.
(Concern Share)
193% YoY

<table>
<thead>
<tr>
<th>FY 22</th>
<th>FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>510</td>
<td>1,496</td>
</tr>
</tbody>
</table>

Notes: