



Motherison.
**Supporting customers to
build anything, anywhere.**

August 2026.

Photo by Dudarev Mikhail / Shutterstock.

About Motherson.





Mother**son**.

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



1983

Start of our automotive journey

with Maruti Suzuki in India



Evolution and Growth across 50 years.

1983-1999

01

Growing in India

Listed in 1993 and growth in wiring harness.

- Start of our automotive business
- Start of Wiring Harness, Polymer, Vision, Metal & IT Businesses
- Public Listing
- First Five-Year Plan
- Launch of our Vision

2000-2009

02

Focus on Europe

Expanded into new segments and first acquisition.

- First acquisition
- First big global acquisition (Visiocrp's rear view mirror business)
- Start of new businesses like Lighting, Elastomer etc. in India
- Second and Third Five-year plans

2010 -2015

03

Global Expansion

Large acquisitions and exposure to all major global OEMs.

- First acquisition in USA
- Second big global acquisition (Peguform)
- Fourth Five-year plan launch

2016-2020

04

Consolidate to Lead

Added new customers, grew organically and inorganically.

- Greenfield expansion globally to support customers
- Third big global acquisition (PKC Group)
- Fifth Five-year plan launch

2021-2025

05

Motherson 2.0

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

- Motherson as a growth platform with two public listed entities, focused on respective businesses
- 23 acquisitions
- Start of Aerospace, Logistics and Health and Medical business
- Carbon Net Zero ambition
- Sixth Five-year plan launch

2025 onwards

06

Industrialisation Partner

A global Design, Engineering, Manufacturing, Assembly and Logistics specialist serving varied Industries.

- A global D.E.M.A.L. specialist, capable of building anything anywhere for its customers
- Start of Consumer Electronics business
- Seventh Five-year plan – Vision 2030 launched



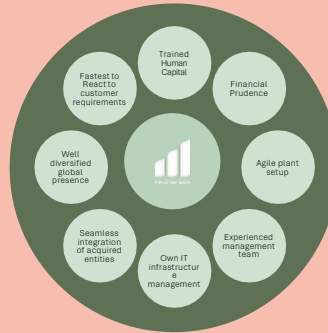
A global Design, Engineering, Manufacturing, Assembly and Logistics (D.E.M.A.L) specialist.

Combining operational excellence, capabilities and strategic global presence to power multi-industry expansion

Operational Capabilities



Mindset Capabilities

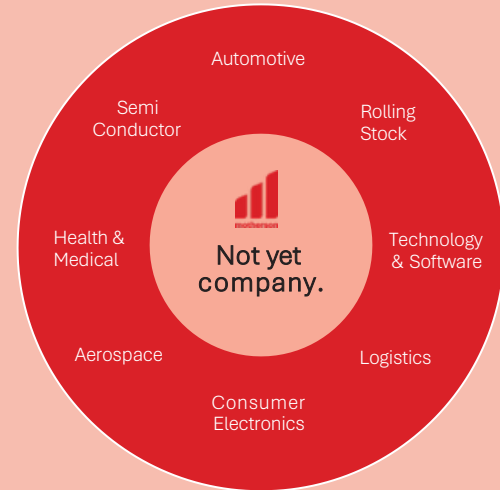


Our Vision



To be a globally preferred sustainable solutions provider

Unlocking new growth opportunities across multiple industries



Motherson Group today.

\$22.9 Billion
gross
revenues as
a group.

Over
205,000+
employees
worldwide.

Over **475**
facilities in
47 countries.

Among the
Top 10 Global
Automotive
Suppliers.

Full system
solutions
for automotive
and other
industries.

USD 22.9 billion revenues for FY2026 have been calculated as follows: Consolidated reported revenue for SAMIL + 100% revenue of JVs consolidated under equity method + Pass-through revenues under IFRS 15. Further, FY2026 revenues (INR) have been converted into USD using the FY2025 rate of 84.55 INR per USD, which is the average rate for the year at the start of our Vision 2030.

Delivering Solutions to Customers through Specialised Business Divisions.



01 Wiring Harness



02 Vision Systems



03 Modules & Polymer Products



04 Integrated Assemblies



05 Emerging Businesses



05 Vehicle Systems



06 Elastomers



07 Lighting & Electronics



08 Precision Metals & Modules



09 Technology & Industrial Solutions



10 Aerospace



11 Logistics Solutions



12 Health & Medical



13 Services

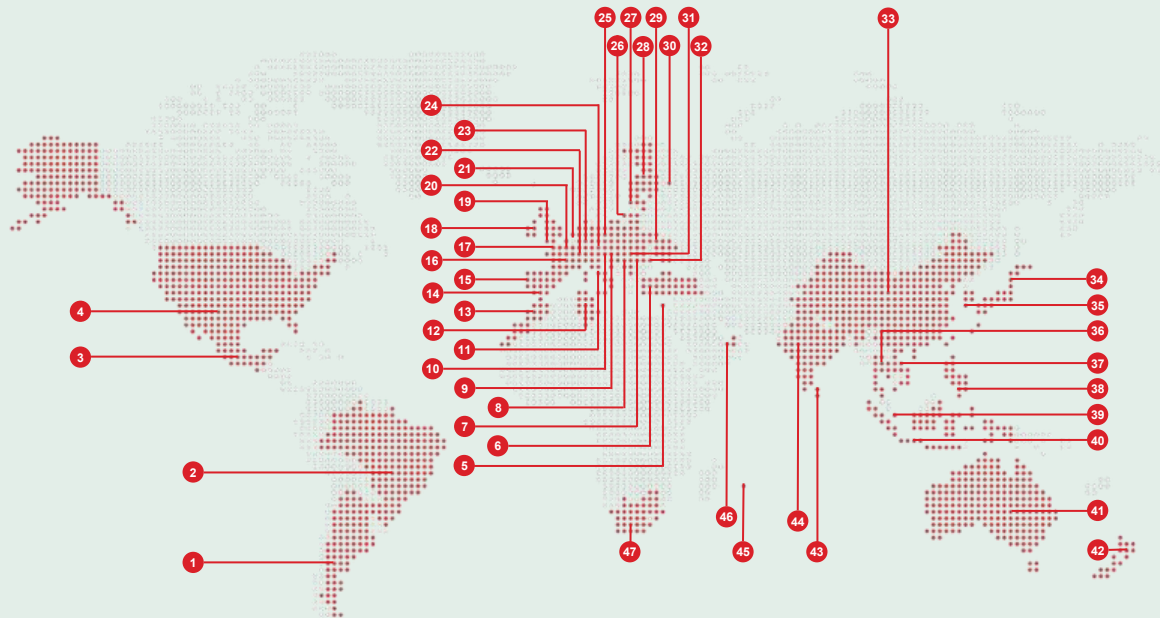
Key Product range of Motherson Yutaka

- Exhaust Systems
- Brake Discs
- Drive Systems
- EV Motor Components

Serving Customers Globally.

A global network of manufacturing facilities, engineering and design centres, marketing offices, logistic centres and sourcing hubs across the world to serve our customers globally in geographies of their presence.

Motherson
has over **475**
facilities in
47 countries.



Five Regional Chairman's Offices for Motherson

Americas

- 1 Argentina
- 2 Brazil
- 3 Mexico
- 4 USA

Europe and North Africa

- | | | | |
|------------|---------------|-------------------|------------|
| 5 Cyprus | 13 Morocco | 21 Netherlands | 29 Ukraine |
| 6 Turkey | 14 Spain | 22 Switzerland | 30 Russia |
| 7 Serbia | 15 Portugal | 23 Germany | 31 Hungary |
| 8 Croatia | 16 France | 24 Czech Republic | 32 Romania |
| 9 Slovakia | 17 Jersey | 25 Poland | |
| 10 Austria | 18 Ireland | 26 Lithuania | |
| 11 Italy | 19 UK | 27 Estonia | |
| 12 Tunisia | 20 Luxembourg | 28 Finland | |

China

- 33 China

Southeast Asia

- | | |
|----------------|----------------|
| 34 Japan | 41 Australia |
| 35 South Korea | 42 New Zealand |
| 36 Thailand | |
| 37 Vietnam | |
| 38 Philippines | |
| 39 Singapore | |
| 40 Indonesia | |

South Asia

- 43 Sri Lanka
- 44 India
- 45 Middle East
- 46 Mauritius
- 47 South Africa



The Motherson way.



OUR VISION.

To be a
globally
preferred
sustainable
solutions
provider.

Proud to be
part of the
success
of our
customers.

OUR PURPOSE.

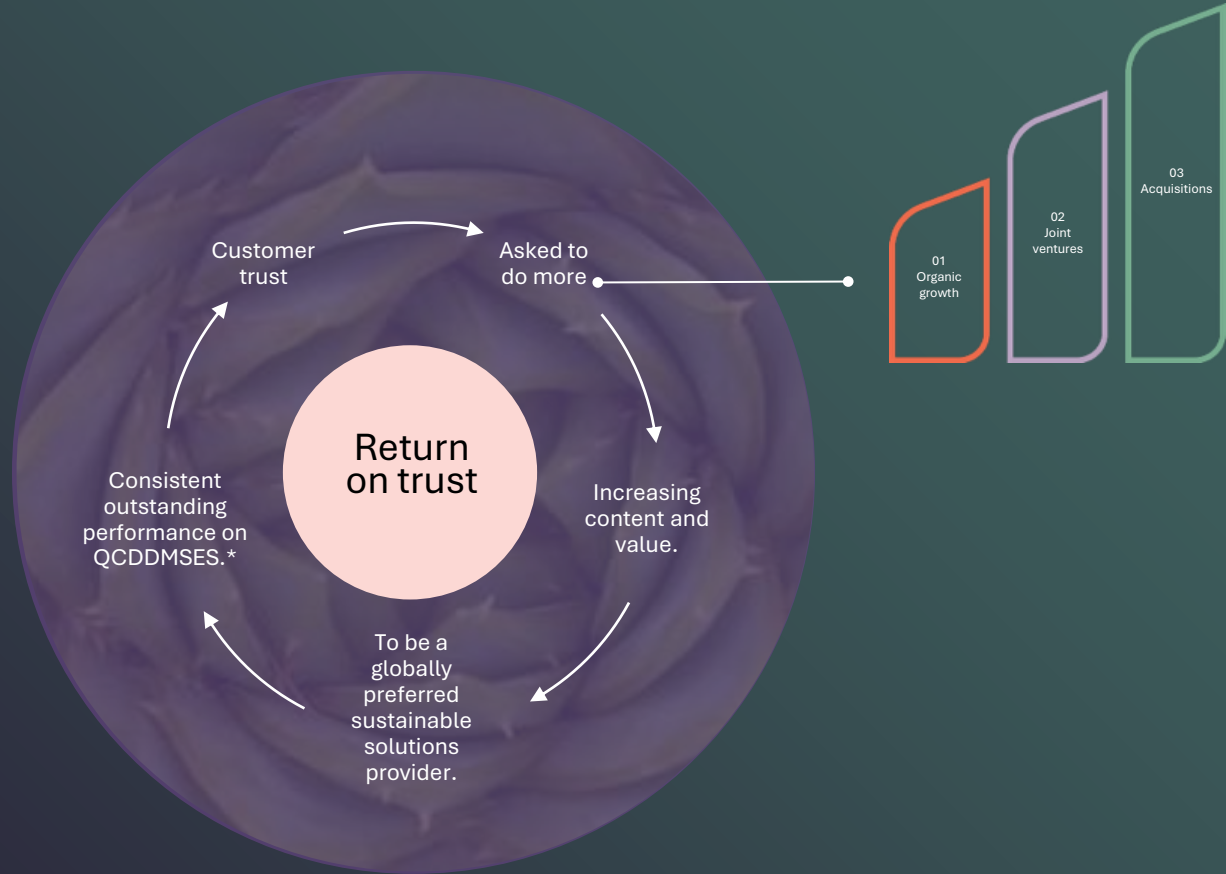
Together we strive to continuously delight all who put trust in us and go after seemingly impossible goals, so that we provide sustainable opportunities for our associates and are **proud to be part of** something larger than ourselves.

Consistent Outstanding Performance...

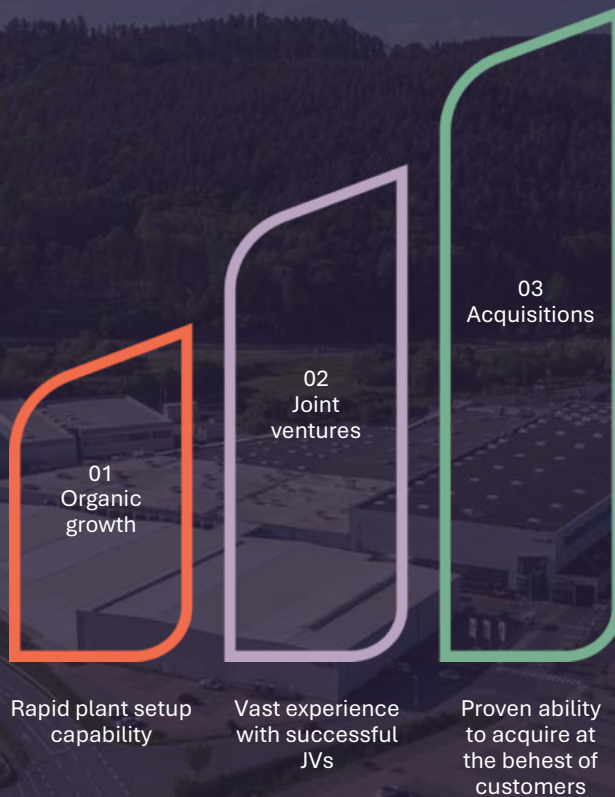
QCDDMSES is the Motherson measurable that guides us in all aspects of operational excellence.



The value creation chakra shows how we create value for all stakeholders.



We have a three pronged strategy enabling non-linear and profitable growth.



An aerial photograph of a large, modern industrial facility, likely a food processing plant, with a long, rectangular building and a large parking lot filled with cars and trucks. The facility is surrounded by green fields and a road. Two large red circles are overlaid on the image, containing text. The background shows a vast landscape with rolling hills and a small town in the distance.

Strong and sustainable
organic business has
created a stable platform.

80+

facilities added over
11 years across
geographies.

Consistently
outperformed
production with
increasing content.

Strong partnership with global technology leaders

28

existing
JV partners

12

countries of origin
of JV partners

43

Years

age of our oldest
partnership

We have successfully acquired 53 companies at the behest of customers since 2002.



5Y.P.

5 Year Plans
give us stretched
targets, which
pushes us to
imagine and
realise a much
bigger future.

5-year plans have guided us as compass and direction, not just as a target.

First 5YP
announced
internally.



1995

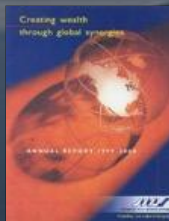
Starting point
Next 5YP target

INR 12 Cr. to
INR 100 Cr.

Achieved

INR 153 Cr.

40% ROCE



2000

INR 100 Cr. to
INR 1,000 Cr.

INR 1,029 Cr.

40% ROCE



2005

INR 1,029 Cr. to
USD 1 Billion

USD 1.5 Billion

40% ROCE



2010

USD 1.5 Billion to
USD 5 Billion

USD 5.5 Billion

40% ROCE



2015

USD 5.5 Billion to
USD 18 Billion

USD 8.9 Billion

40% ROCE



2020

USD 8.9 Billion to
USD 36 Billion

USD 25.7 Billion

40% ROCE



2025

USD 21.2 Billion to
USD 108 Billion

In Progress

40% ROCE



Our Current 5-Year Plan.

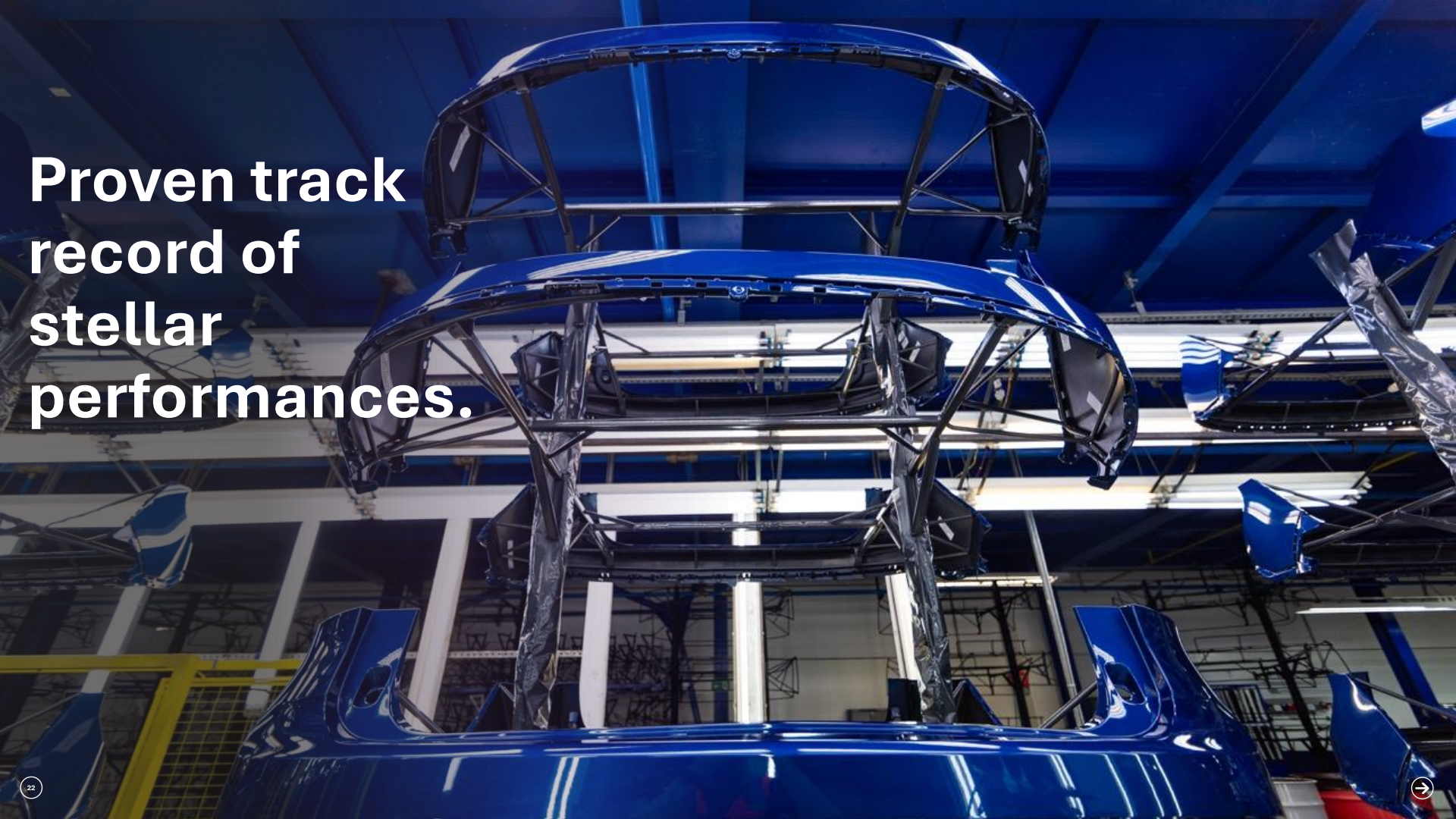
Vision



The seventh 5-year plan.

- ¹ Gross Revenues refers to Gross amount of consideration which includes throughput revenue arising out of "Principal vs Agent Consideration" under Ind AS 115 added with Revenue from operations and 100% of Revenue from operations of joint ventures and associate which are accounted for as per the equity method under Ind AS110.
- ² Vision 2030 has been constructed using INR to USD conversions based on the average exchange rate for FY2025 (1 USD = 84.55 INR) and is to be treated as constant currency for tracking the five-year plan.
- ³ Group ROCE is earnings before interest and tax (EBIT) divided by average capital employed. EBIT and Capital Employed for Group ROCE includes 100% of EBIT and Capital employed from joint ventures and associates consolidated under equity method. Capital employed to be adjusted for impact of fair valuation and intangible assets created due to group wide reorganisation completed in March 31, 2022, and capital work in progress and intangible assets under development.
- ⁴ Diversification for 3CX is based on Economic Revenue which includes 100% of joint venture and associate companies consolidated under equity method. For geography wise segmentation, manufacturing locations to be considered except in certain cases of job works locations like Mexico and India.



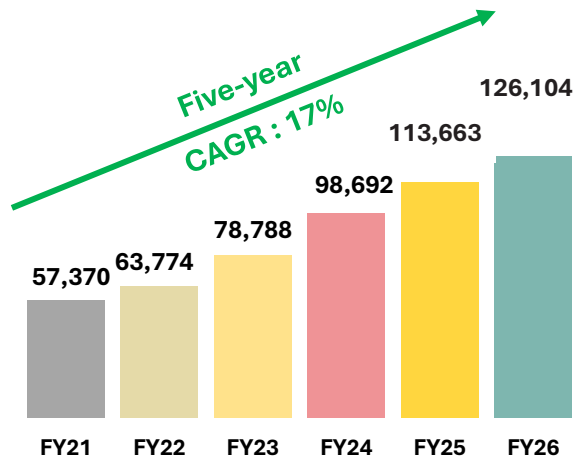


**Proven track
record of
stellar
performances.**

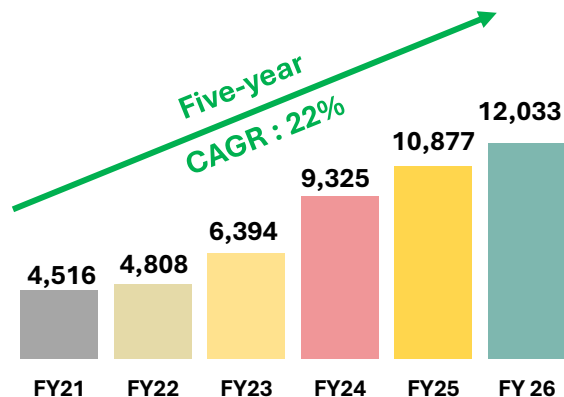
Value Creation through Consistent Performance.

(all figures are Rs. in Crores)

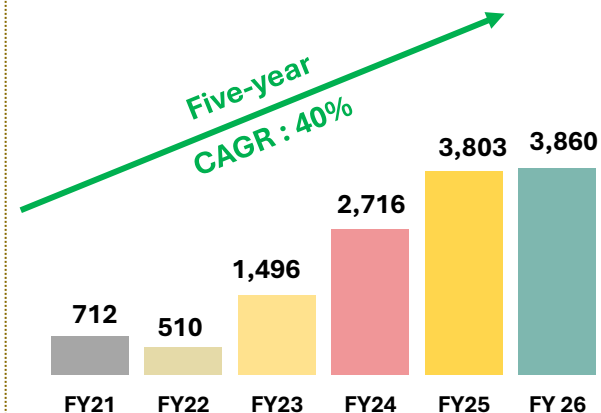
Revenues¹



EBITDA



PAT (Concern Share)



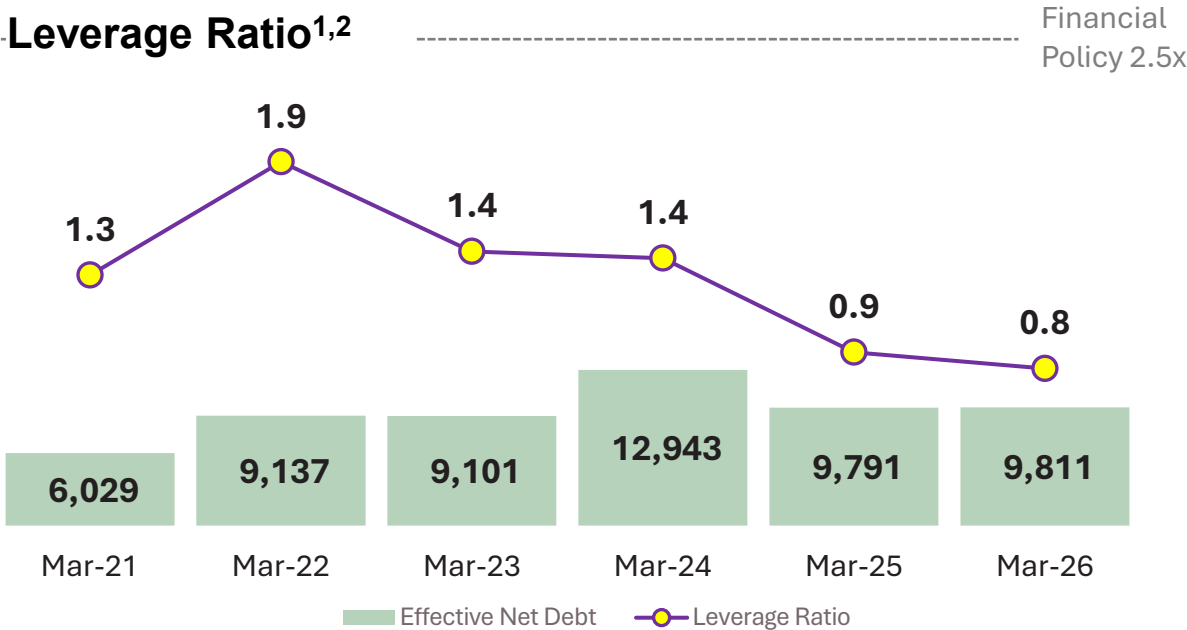
Notes :

1. Revenue from operations
2. FY21 & FY22 numbers exclude amount from discontinued operations



Improving Leverage Ratio Despite Continuous Investment in Growth Capex.

(all figures are Rs. in Crores)



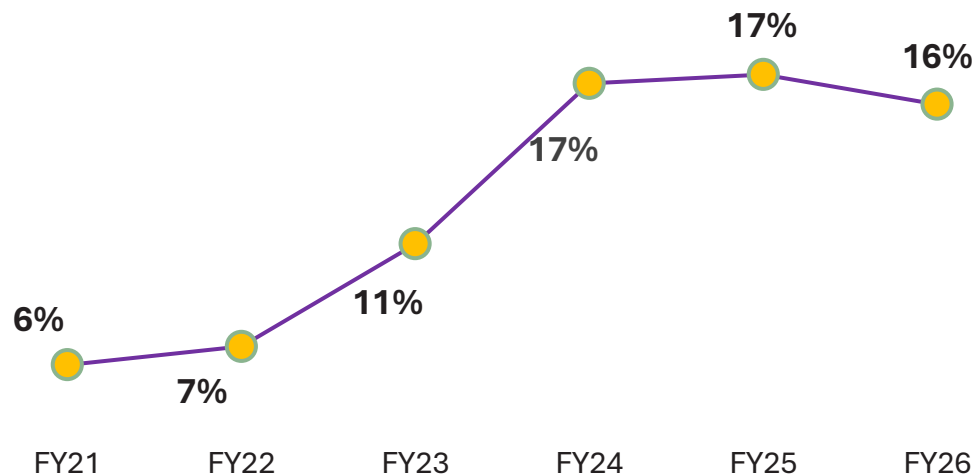
Lowest leverage ratio ever

Notes :

- 1. CCD related debt has not been considered as it is a mandatorily convertible instrument without any actual payout of this debt, except for the contracted coupon rate
- 2. For less than 1 year old acquired assets, LTM EBITDA is considered for a like for like comparison for FY24 and FY25
- 3. FY21 & FY22 leverage ratio excludes debt & EBITDA of discontinued operations

With Continuous Focus on ROCE.

**Reported
ROCE**



Multiple greenfields were set up across geographies for auto and non-auto businesses

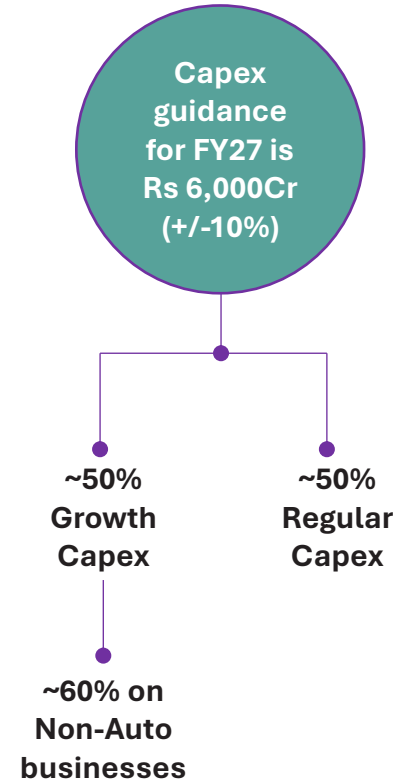
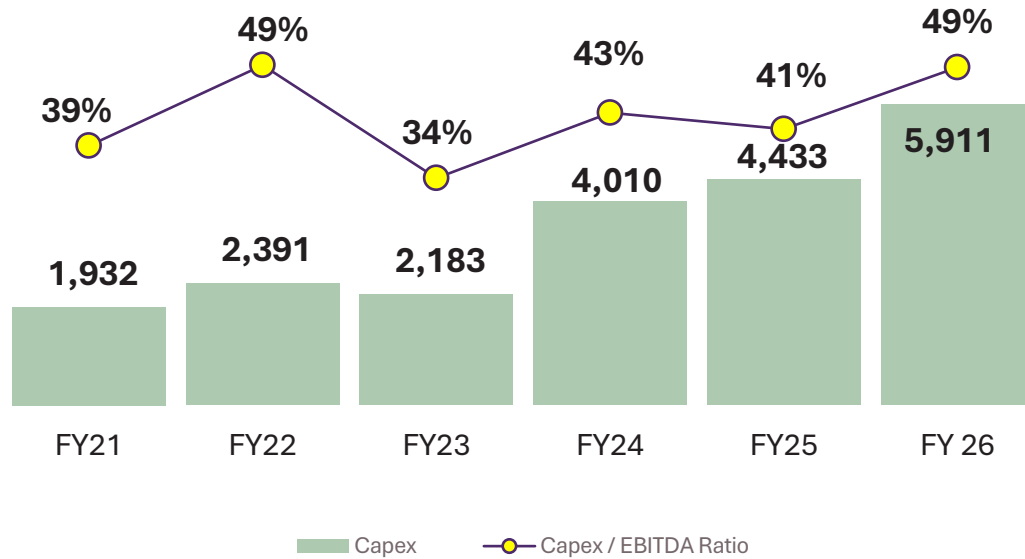
Notes :

- * Capital employed is adjusted for impact of fair valuation and intangible assets created due to group wide reorganization completed in March 31, 2022, and capital work in progress and intangible assets under development.

Record Yearly Capex in FY26. Continued Growth Investments in FY27.

(all figures are Rs. in Crores)

Capex



Capacity Expansion: 13 Facilities at Different Stages of Completion.

Business Division	No. of Ongoing Projects	Country	Product	Capability	SOP
Wiring Harness	03	India	Wires	Backward Integration	Q4FY27
		Morocco	Wiring Harness	Capacity Expansion	Q1FY28
		Poland	Wires	Backward Integration	Q4FY27
Vision System	02	Morocco	Rear-view Mirrors	Capacity Expansion	Q3FY28*
		India	ORVMs and SMT	Capacity Expansion	Q3FY28*
Modules and Polymer Products	01	UAE	Polymer Products	Capacity Expansion	Q4FY27*
Lighting and Electronics	02	India	PCBA	New Capability	Q2FY27
			Consumer Electronics	Capacity Expansion and Backward Integration	Q3FY27
Aerospace	01	India	Surface Treatment	Capacity Expansion	Q4FY27*
Elastomer	01	UAE	Rubber Components	Capacity Expansion	Q3FY27*
Logistics	02	India	Package Handling Solutions	New Capability	Q3FY27
		Hungary		New Capability	Q3FY27
Technology & Industrial Solutions	01	India	Office Campus		Q4FY27



Actual photograph of an upcoming Greenfield

Emerging Markets (EMs) are the focal point of organic growth, with all expansion being done in EMs

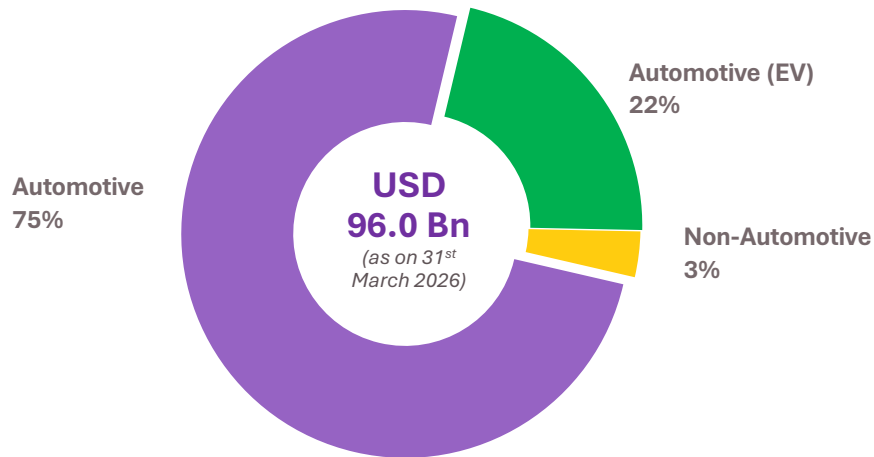
Notes:

*SOP in alignment with delayed customer programs

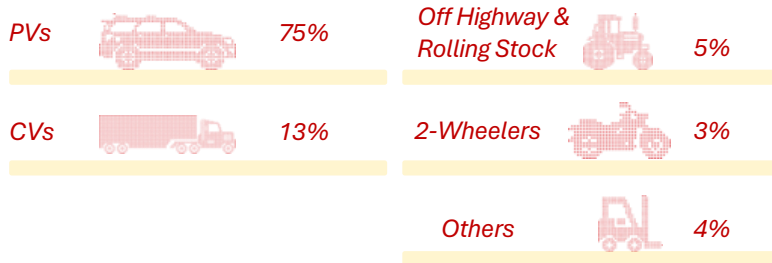
ORVM: Outside Rear-View Mirror
SMT: Surface Mount Technology
PCBA: Printed Circuit Board Assembly



Strong & Diversified Booked Business.



Segment-wise Breakup of automotive booked business (EV included)

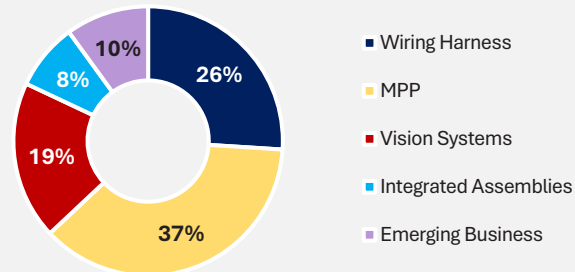


Note:

- Booked businesses includes JVs which are unconsolidated
- EV booked business includes only pure EV programs and not electric versions of multi powertrain vehicles
- Booked business by geography is as per manufacturing location

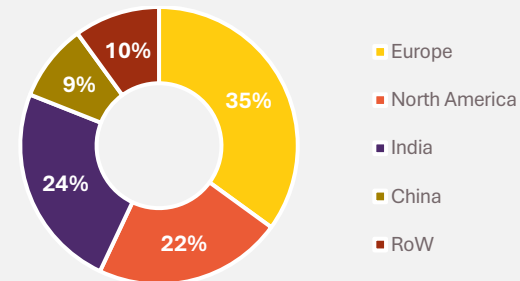
Booked Business by Segments

Diversification at Play



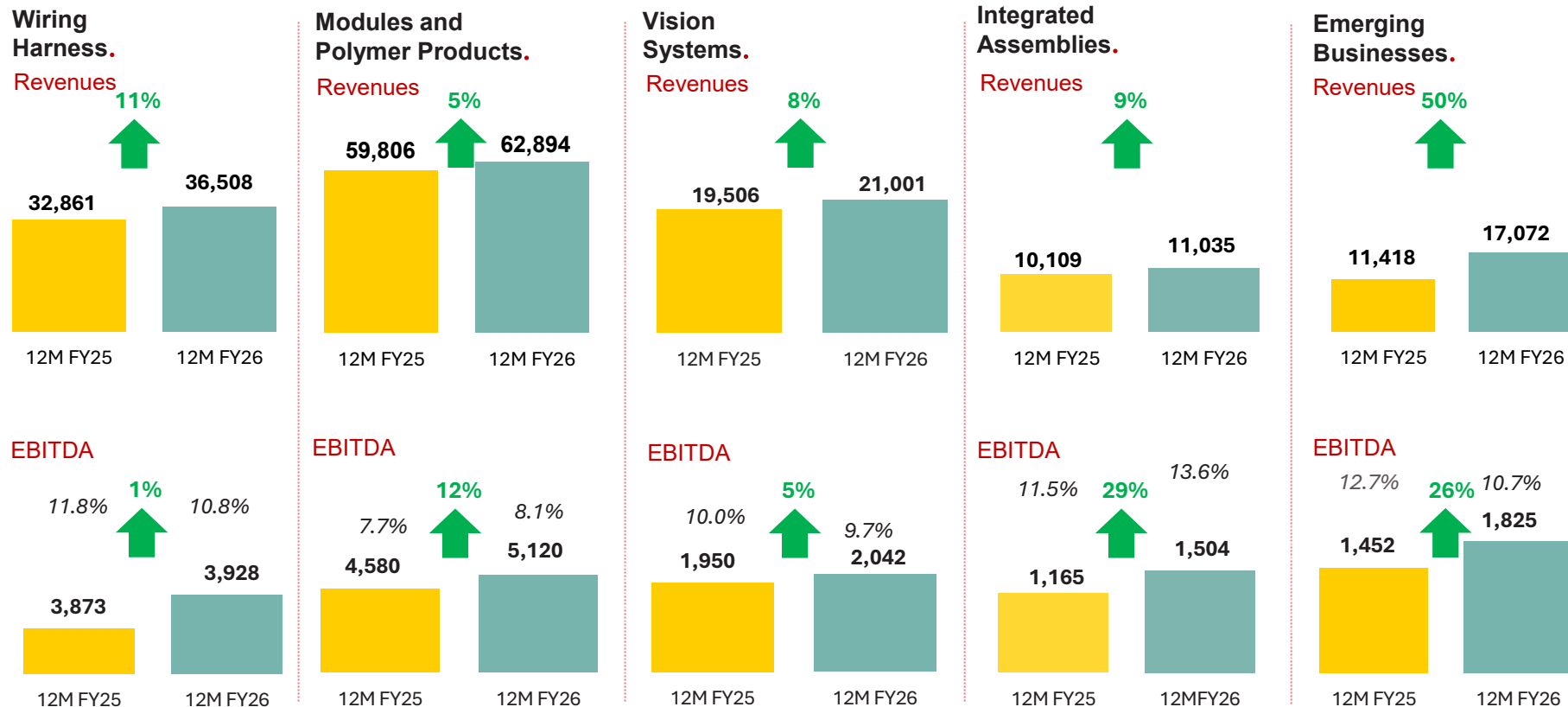
Booked Business by Geography

Globally Local



Business Division Wise Financial Performance¹: 12MFY26 vs 12MFY25.

(all figures are Rs. in Crores)



Notes:
1. Divisional numbers reported are including 100% of joint ventures and associates accounted as per equity method (Economic Revenue)



Financial Performance: Business Divisions under Emerging businesses.

(all figures are Rs. in Crores)

Emerging Business Division	FY 2025		FY 2026	
	Revenue ¹	EBITDA	Revenue ¹	EBITDA
• Lighting and Electronics	4,078	698	5,663	918
• Precision Metal and Modules	1,942	252	5,269	484
• Elastomer	762	102	890	147
• Technology and Industrial Solutions	1,181	81	1,356	63
• Aerospace	1,749	127	2,447	203
• Logistics Solutions	231	17	312	26
• Health and Medical	24	(53)	19	(74)
• Services & Others <i>(after excluding inter-segment revenue within entities of emerging business)</i>	1,451	229	1,115	58
Total	11,418	1,453	17,072	1,825



50% YoY

Revenue Growth in FY26



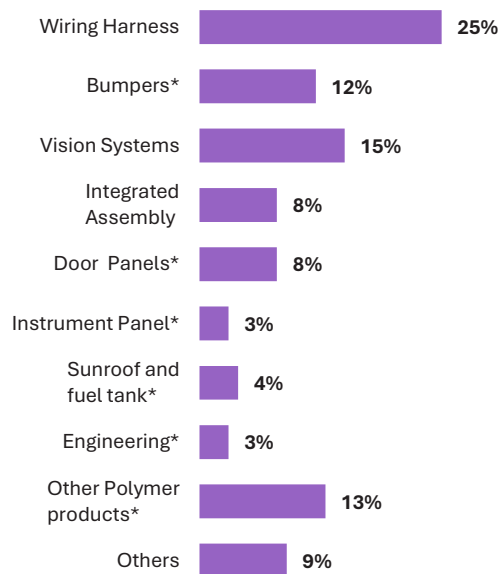
Notes:

1. Divisional numbers reported are including 100% of joint ventures and associates accounted as per equity method.



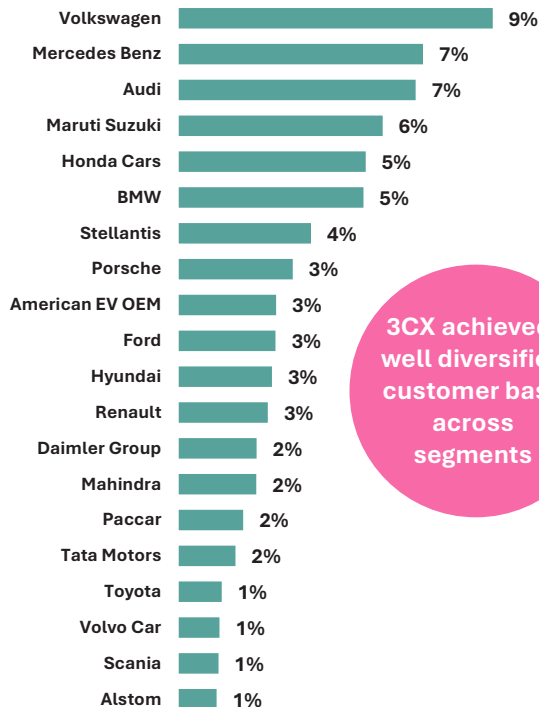
Consistently Improving Diversification Across all 3 Cs (3CX10).

Component wise.



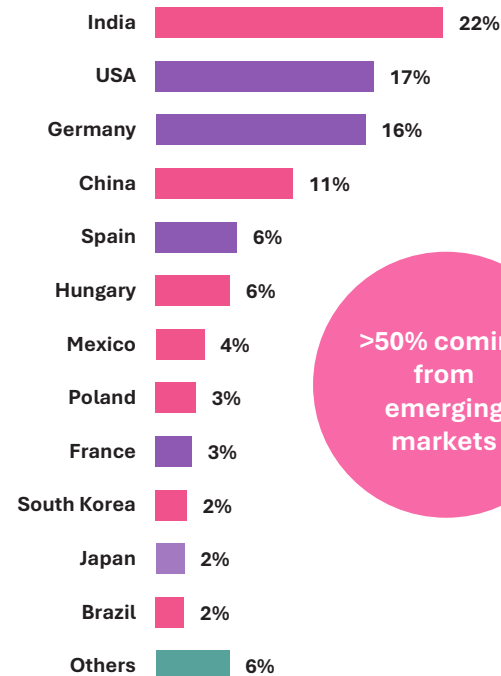
Customer wise.

(top 20 customers)



3CX achieved, well diversified customer base across segments

Country wise.



>50% coming from emerging markets

Note:

1. Total revenue considered is Revenue from operations (gross) which includes revenue from operations, 100% of revenue from joint ventures and associates which are accounted as per the equity method.

2. Revenue by country is based on manufacturing locations except in certain cases of job works locations like Mexico and India.

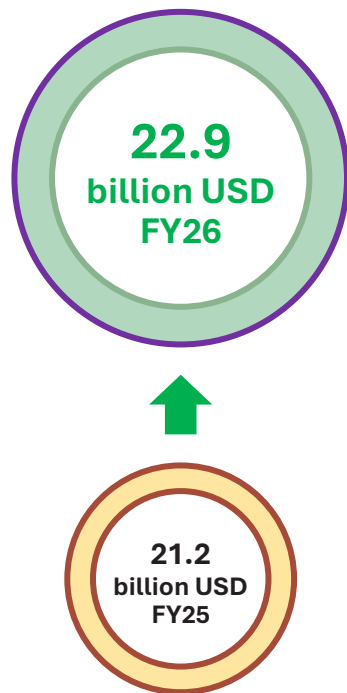
* Under Modules and Polymer Products business division

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



Gross Revenues.

(all figures are Rs. in Crores)



	FY 2024-25	FY2025-26
Gross revenue	178,999	194,010
Less: Throughput revenue ¹	50,054	50,722
Economic Revenues (including JVs)	128,945	143,288
Less: JVs consolidated as per equity method	15,282	17,184
Reported/ Net Revenue	113,663	126,104

Note:
 1. Some business divisions such as Integrated assembly perform assembly of highly customized components by procuring various parts from suppliers identified by the customers. It acts as an agent as per IndAS15 under these contracts and as required under the standard, it recognizes revenue only for the net amount it retains for the assembly services

The reported gross revenues for FY25 is restated on constant currency of USD 84.55 to INR (as per vision plan 2030).



**Recent
financial
performance.**

Key Highlights 01/02.

Healthy Start to the Year.

Performance at a glance.

Q1FY27 vs Q1FY26.

Revenue

Rs 35,244 Crores  17%

EBITDA

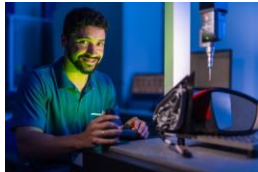
Rs 3,104 Crores  26%

Normalized PAT¹ (Concern Share)

Rs 1,032 Crores  55%

Highest ever
quarterly revenue
driven by healthy
performance
across businesses

Margins improved
despite input cost
pressures, supported
by operational
efficiencies and cost
optimization



External Environment

- **China slowdown weighed on global LV industry**, while **South Asia** remained a **bright spot**; Planned **European OEM launches** expected to support industry growth
- **Recovery in the North American CV market** sustained CV industry growth momentum; **outlook remains favorable** for FY27
- **Copper prices** continued to rise, **increasing ~4% QoQ**, continuing **commodity cost pressures**
- Crude price inflation due to geopolitical tensions in the Middle East led to **higher polymers, paint, rubber and other input costs**



Key Highlights 02/02.

Investing Today to Accelerate Tomorrow

Other Highlights

Lowest ever Net Leverage Ratio at 0.8x

Strong balance sheet provides ample capacity to pursue inorganic growth

Capex of INR 1,614 Crores (52% of EBITDA)

Capex in-line with growth priorities and yearly guidance

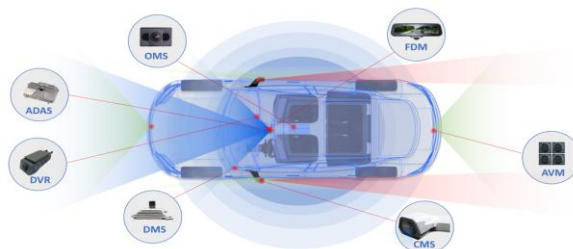
Capacity Expansion

03 plants operationalized during the quarter

01 New Acquisition Announced

Shenzhen Autocruis (China); Interior and Exterior Digital Vision & Monitoring Systems

Broadens Motherson's technology offerings in interior and exterior digital vision systems, strengthening its position in next-generation mobility.



Key Products

- Camera Monitoring Systems (CMS)
- Full Display Mirrors (FDM)
- 360 degree Around View Monitor (AVM) Systems
- Driver Monitoring Systems (DMS)
- Dashcam with Video Recording (DVR)

02 Acquisitions Completed

Nexans Autoelectric (*Wiring Harness Business*) (Completed on 03rd July 2026)



Key Products

- PV & CV Wiring Harnesses
- Specialty Harnesses
- Safety Components
- Body Harnesses

Yutaka Giken

(Completed on 21st July 2026)



Key Products

- Exhaust Systems
- Brake Discs
- Drive Systems
- EV Motor Components



Summary of Divisional Financial Performance.

(all figures are Rs. in Crores)

Business Division	FY26			Q1FY26			Q1FY27		
	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Wiring Harness	36,508	3,928	10.8%	8,640	983	11.4%	11,280	1,253	11.1%
Modules & Polymer Products	62,894	5,120	8.1%	15,008	958	6.4%	16,695	1,144	6.9%
Vision Systems	21,001	2,042	9.7%	5,137	473	9.2%	5,654	520	9.2%
Integrated Assemblies	11,035	1,504	13.6%	2,819	321	11.4%	2,950	372	12.6%
Emerging Businesses ¹	17,072	1,825	10.7%	3,702	309	8.4%	4,795	405	8.4%
Less: Eliminations/ Intersegment Sales/ Unallocated	(5,222)	52		(1,203)	(59)		(1,381)	(8)	
Reported including JVs/ (Economic Value²)	143,288	14,471	10.1%	34,103	2,986	8.8%	39,993	3,702	9.3%
Less: JVs consolidated as per equity method ³	(17,184)	(2,439)		(3,891)	(520)		(4,749)	(598)	
Reported	126,104	12,032	9.5%	30,212	2,466	8.2%	35,244	3,104	8.8%

Notes:

1. Emerging businesses include – Elastomer, Lighting and electronics, Precision Metals and Modules, Services, Aerospace, Health and Medical, Logistics Solutions and Technology and Industrial Solutions.

2. Divisional numbers include 100% of joint ventures and associates which are accounted as per the equity method (Economic Revenue)

3. Data for JVs consolidated as per equity method is net of intercompany transactions



Robust Balance Sheet with Comfortable Debt Maturities and Strong Liquidity.

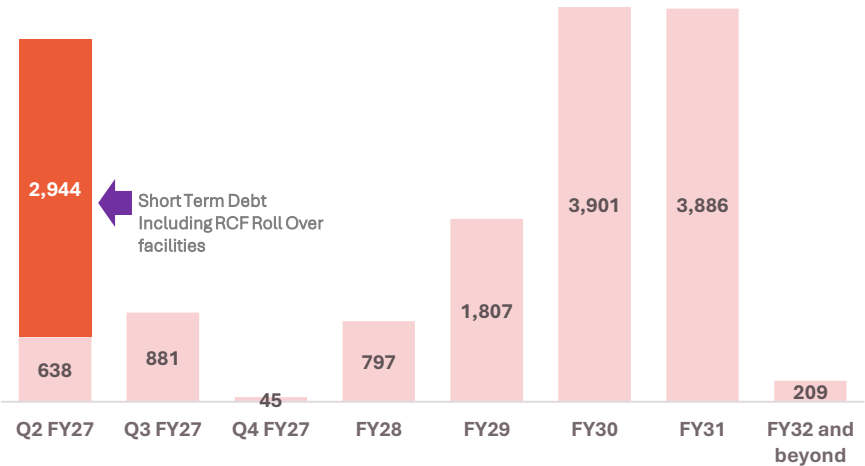
Gross Debt – Rs. 16,606 Crores

(as of 30th Jun 2026)

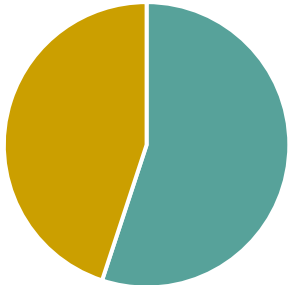
Liquidity – Rs. 15,633 Crores

(as of 30th Jun 2026)

Comfortable Debt Repayment Schedule¹



Committed Undrawn Facilities
7,027



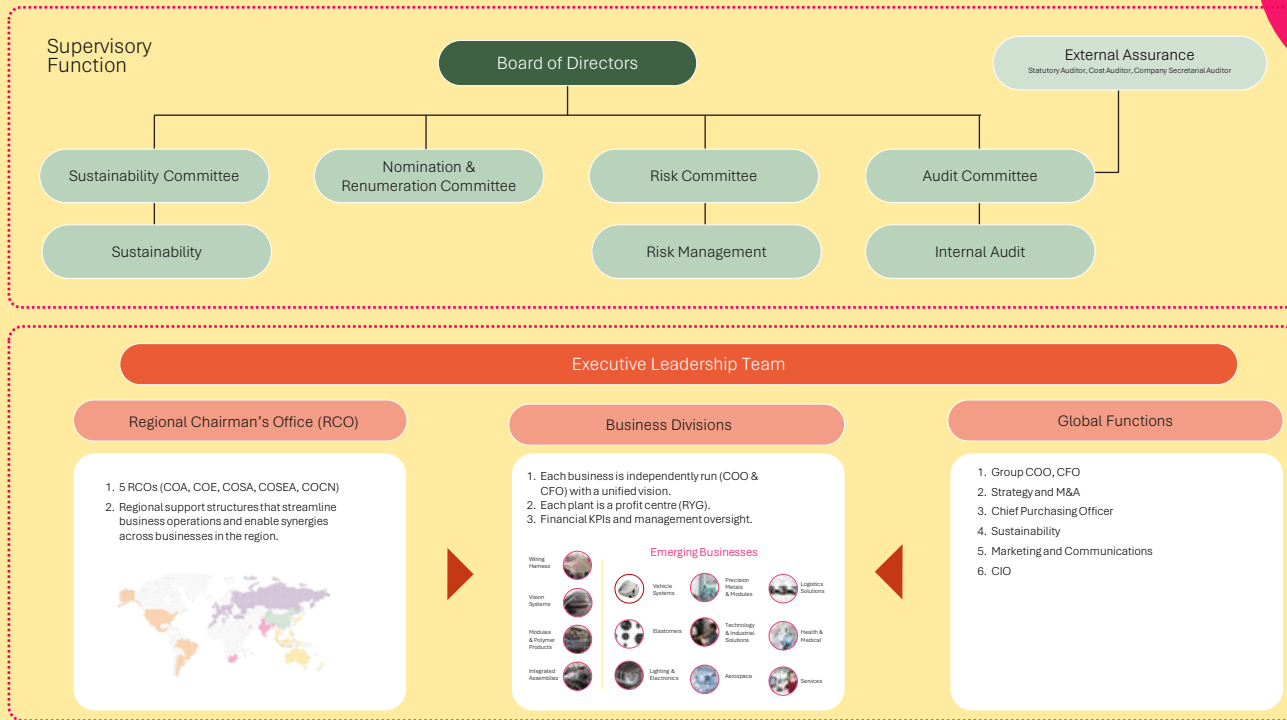
Unrestricted cash and cash equivalents
8,606

**Strong
fundamentals.**



Decentralised Management structure enables quick response to opportunities.

Management bandwidth across regions.



A governance board and leadership team with extensive experience and expertise



Mr. Vivek Chaand Sehgal
Chairman of the board for SAMIL



Mr. Laksh Vaaman Sehgal
Director on board for SAMIL



Ms. Rekha Sethi
Independent Director for SAMIL
Board member at
Sun Pharma, Kirloskar, CESC



Mr. Dinesh Khara
Independent Director for SAMIL
Former Chairman of SBI, Chairman
– NPS trust ; Board member at
Crisil, Bharti Airtel



Mr. Robert Joseph Remenar
Independent Director for SAMIL



Mr. Veli Matti Ruotsala
Independent Director for SAMIL



Mr. Pankaj Mital
Whole Time Director and President
On board for SAMIL



Mr. Gandharv Tongia
Group Chief Financial Officer
(KMP)



Audit Committee



Risk Management Committee



CSR Committee



Stakeholders' Relationship Committee



Nomination And Remuneration Committee



Auditors and Credit Rating.

01
Trusted
advisors

02
Empowered
and
accountable
team

03
Digital first,
Audit-once

04
Insights
beyond
assertions

Statutory Auditors

S.R. Batliboi & Co. LLP (an Indian member firm of E&Y Global)

Credit Rating

International

Moody's

Rating Baa3/Stable.

FitchRatings

Issue rating BB+.

JCR

Japan Credit Rating Agency, Ltd.

SAMIL assigned a
rating of A/Stable.

Domestic

CRISIL

An S&P Global Company

Rating AAA/Stable.

ICRA
A MOODY'S INVESTORS
SERVICE COMPANY

Rating AAA/Stable.

**India Ratings
& Research**
A Fitch Group Company

Rating AAA/Stable.

Awards.

Customers have expressed their trust in us for the reliability we have brought to their supply chains.

500+
awards in the
past 5 years.

Recognitions based
on our
performance on
QCDDMSES.

TIME



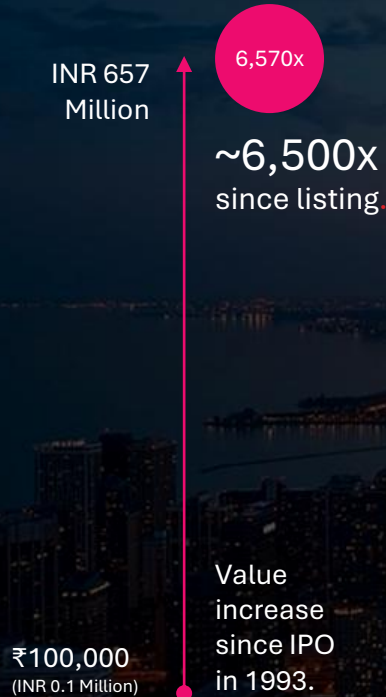
MOTHERSON
RECOGNISED FOR
EXCELLING IN:

- Employee Satisfaction
- Revenue Growth
- Sustainable Practices

Our Chairman,
Mr. V C Sehgal was
inducted to the
Automotive Hall of
Fame, a testament of
customer trust
in Motherson.



We have a track record of delivering superlative value for shareholders.



Returns vs. Indices since April 2020.

SENSEX 3x

NIFTY-50 3x

NIFTY Small Cap-100 6x

Nifty Auto 6x

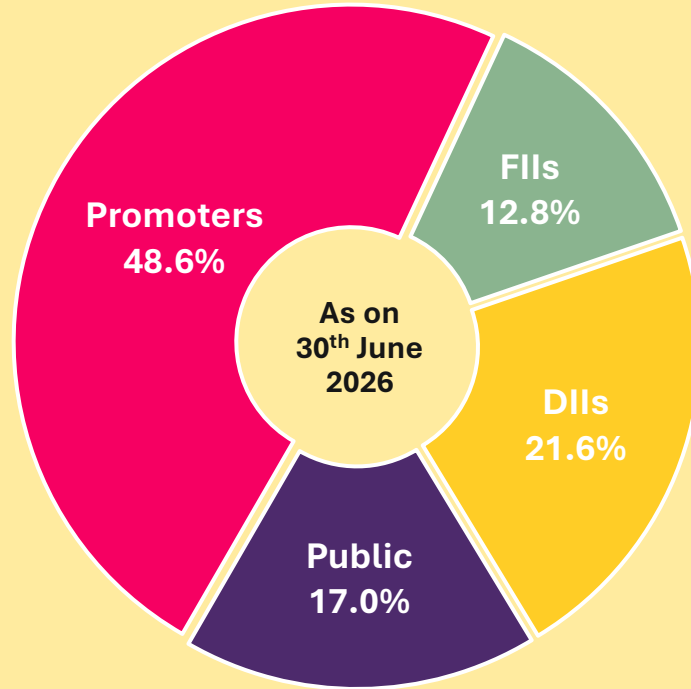
Motherson 9x

Outperformed the market through cycles of heightened volatility.

Note: Calculation of returns is based on the following:

- Closing share price on NSE as on April 1st 2020 and June 30th 2026 has been considered.
- Index comparatives (SENSEX, Nifty, NIFTY-Auto and NIFTY Small Cap-100) is based on April 1st 2020 and June 30th 2026.
- For investment made during IPO in 1993, gain assumed includes two listed entities – SAMIL and MSWL, pursuant to reorganisation completed in March 2022
- Calculations shown are the returns for an investor who subscribed at the time of IPO and is still holding the stock (including dividends).

Shareholding Pattern.



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Glossary

1. *Revenue: Revenue from operations*
2. *EBITDA: Profit/ (Loss) before exceptional items + Finance cost + amortization expenses & depreciation expenses – interest income – dividend income*
3. *Booked Business: Unexecuted portion of lifetime sales of awarded programs. Revenues are a function of execution of order book and net increase/ decrease of ongoing programs*
4. *Leverage ratio = (Effective Net Debt + Lease Liability) / LTM EBITDA*
5. *Reported ROCE: Earnings before interest and tax (EBIT) from continuing operations divided by average capital employed*



Thank you.

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