



Looking forward to a bright future.

February, 2021

01 The Motherson journey.

Mother**son**.



- 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 fastest-growing specialised manufacturing companies for OEMs.

Engineering focused company, strong Tier 1 OEM supplier.

US\$ 10 bn* in yearly revenues as a group.

Operating over 270 facilities in 41 countries.

Over 135,000 people worldwide.

Working with 27 joint venture partners.

*US\$ 10 Bn as group sales for FY 20 has been calculated as follows: Audited revenue for MSSL + AUP revenue for SAMIL + full revenue of non-consolidated JVs of SAMIL and MSSL; Numbers converted at the average USD/INR exchange rate for the year.

Group business portfolio.

Transformation from a wiring harness manufacturer to a diversified group.

01.
**Wiring
harness**



02.
**Modules &
Polymers**



03.
**Vision
systems**



04.
**Lighting &
Electronics**



05.
**Precision Metals &
Modules**



06.
**Technology &
Industrial Solutions**



07.
Logistics



08.
Aerospace



09.
**Health &
Medical**



10.
Services



VISION

To be a
globally
preferred
solutions
provider.

Be part of the
success of
our customers.

02 Resilience in times of COVID-19.

01
Customers

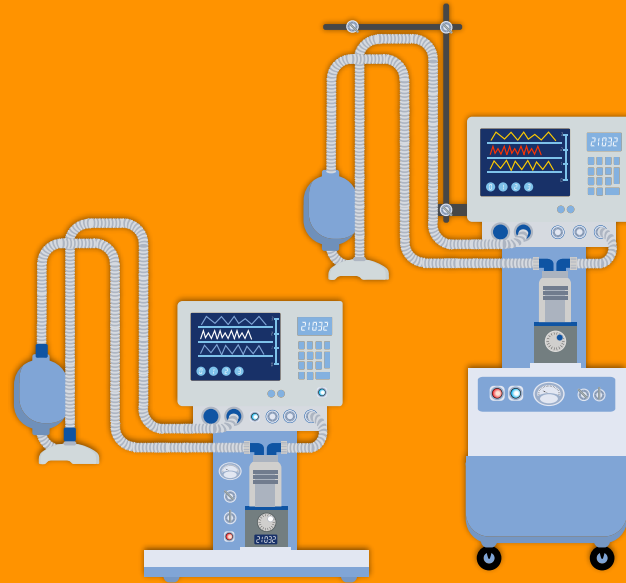
02
Shareholders

04
Society

03
Employees

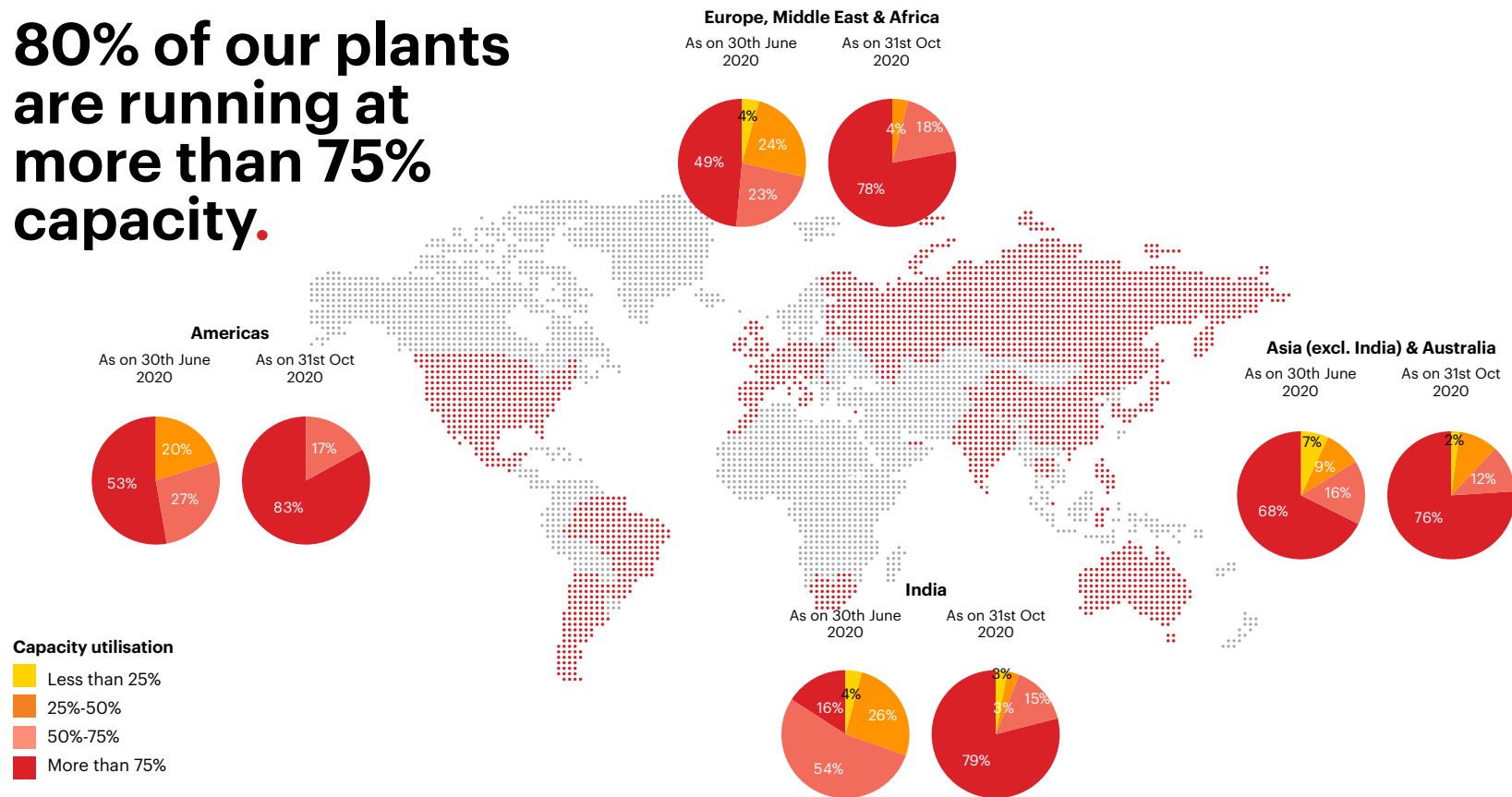
Listening to our customers.

Motherson has worked with customers to support the manufacturing of medical supplies such as ventilators, supplying spray guns for sanitising and oil free compressors.



01 CUSTOMERS

80% of our plants are running at more than 75% capacity.



Robust order book.

New orders worth Rs. 14,694 crores (Euro 1.7 billion) won in H1 FY20-21, while orders worth Rs. 19,016 crores (Euro 2.2 billion) executed during H1 FY20-21.

No significant program delays announced by OEMs.



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A strong liquidity position.

We finalised a Motherson-wide capital efficiency plan (Project Victory) which has resulted in a range of savings and improvements, contributing to solid cash position.

INR
48.7 billion

MSSL
consolidated
(including SMRPBV)

EUR
414 million

SMRPBV



Enhancing our liquidity.

To further enhance liquidity,
we quickly responded to
raise more funds.

In India, the Board approved
to raise Rs. 10 billion, of
which NCDs of Rs. 5 billion
have been issued.

Globally, we are proactively
working with various
governments to join their
support schemes to enhance
liquidity.

Low net debt levels.

As of 31st December 2020, our net debt levels are the lowest in the last 14 quarters.

INR

62.1 billion

MSSL
consolidated
net debt
(including SMRPBV)

EUR

610 million

SMRPBV

Highest dividends.

We gave the highest dividend to our shareholders this year in March 2020.

INR

1,170 crores

PAT

INR

571 crores

Payout

49%

Payout Ratio

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Customers

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Supporting salaries.

Motherson has protected the health and safety of our employees and has worked with governments to protect employee salaries. We are very grateful for the government support we have received around the world.



Working from home is the new normal.

The pandemic has taught us to work remotely across regions and countries. This experience will translate into savings in travel time, travel costs and increased productivity in the future.

Guarding the resilience of our teams.

Our teams have shown a tremendous responsiveness and flexibility in this crisis.

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Solutions for our communities globally.

While every one of our units across the world is working hard to contribute positively to their people, their city and their government.

Here are some production examples of what we did for global consumption

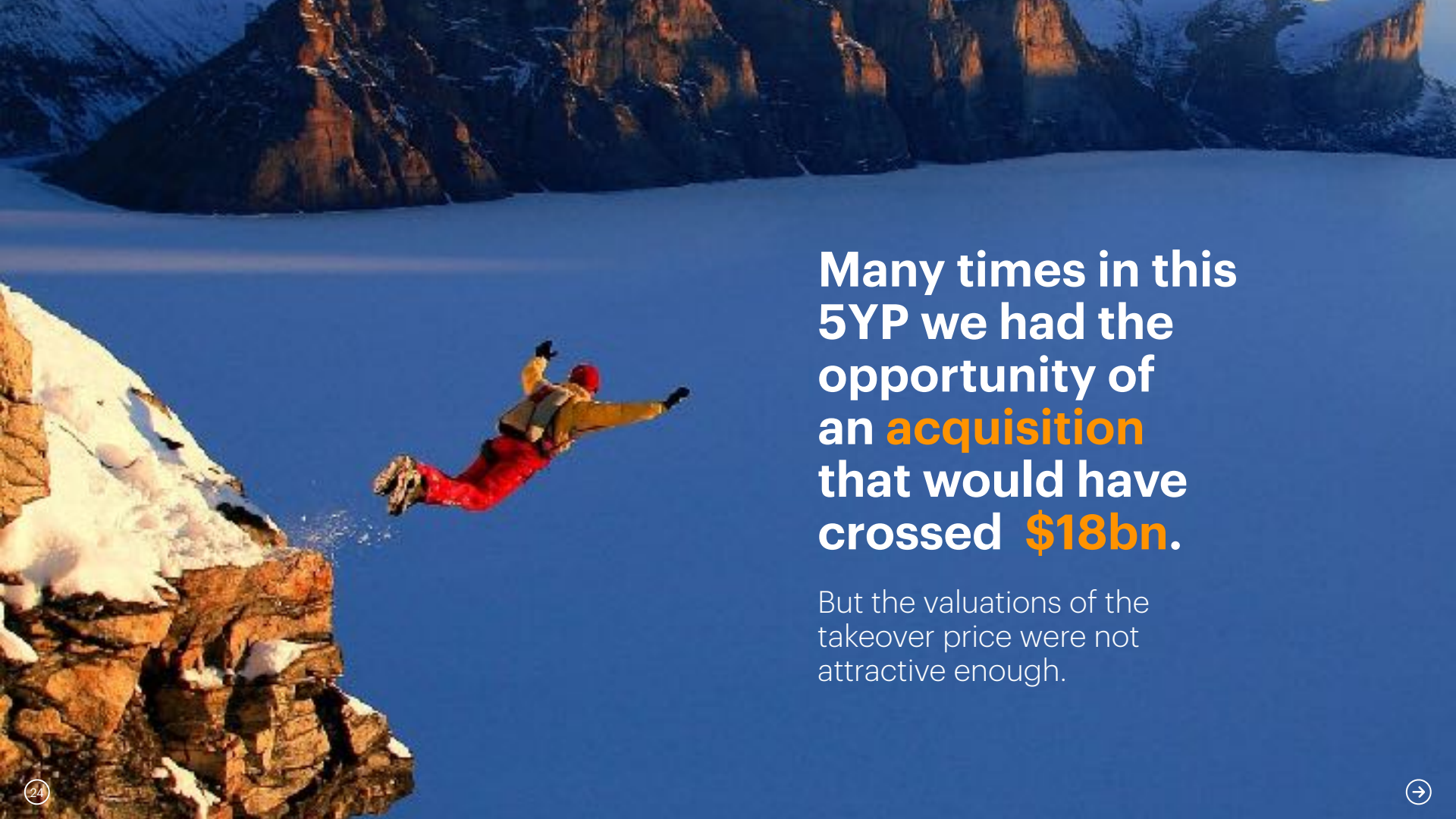


At SMRC Spain and MATE India, the teams are making face protection shields and ventilators for hospitals.



SMR France produced protective visors for the doctors, firefighters, nurses, and medical researchers in its local area.

03 Vision 2025.



Many times in this
5YP we had the
opportunity of
an **acquisition**
that would have
crossed **\$18bn.**

But the valuations of the
takeover price were not
attractive enough.

We look for top line growth and 40% ROCE.

(Both together are the target.)

Vision

2025

The sixth 5-year plan.



04 Industry trends.

The automotive industry has been challenged over the past few years.


Yet, **mother**son has grown more than the market.



Motherson is a powertrain agnostic OEM supplier.

Combustion 



Hybrid 



Electric 



We reinvent ourselves by listening and adapting to new customer needs.



Share of EVs in order book*

- Motherson is currently supplying to **4 out of top 5** EV models being sold globally.
- Dedicated EV programs account for approx. 5% of the 9MFY21 revenues.
- EV order book represents only EV models and doesn't include the EV variants of ICE models.

18%

€ 2.4 bn

As on
Mar 31, 2020

21%

€ 2.7 bn

As on
Sep 30, 2020



Sustainability.

Quality Costs Design
Delivery Management
Safety Environment
Sustainability.



05 Moving forward and upward.

The strategy and principles that have guided us will remain.



A photograph of Barack Obama in a dark suit and red tie, walking through a grand, checkered-floor hallway. He is shaking hands with a janitor wearing a blue uniform, a white cap, and white gloves. The janitor is holding a green plastic bag. In the background, other men in suits are walking. The word "Humility." is overlaid in white text on the right side of the image.

Humility.

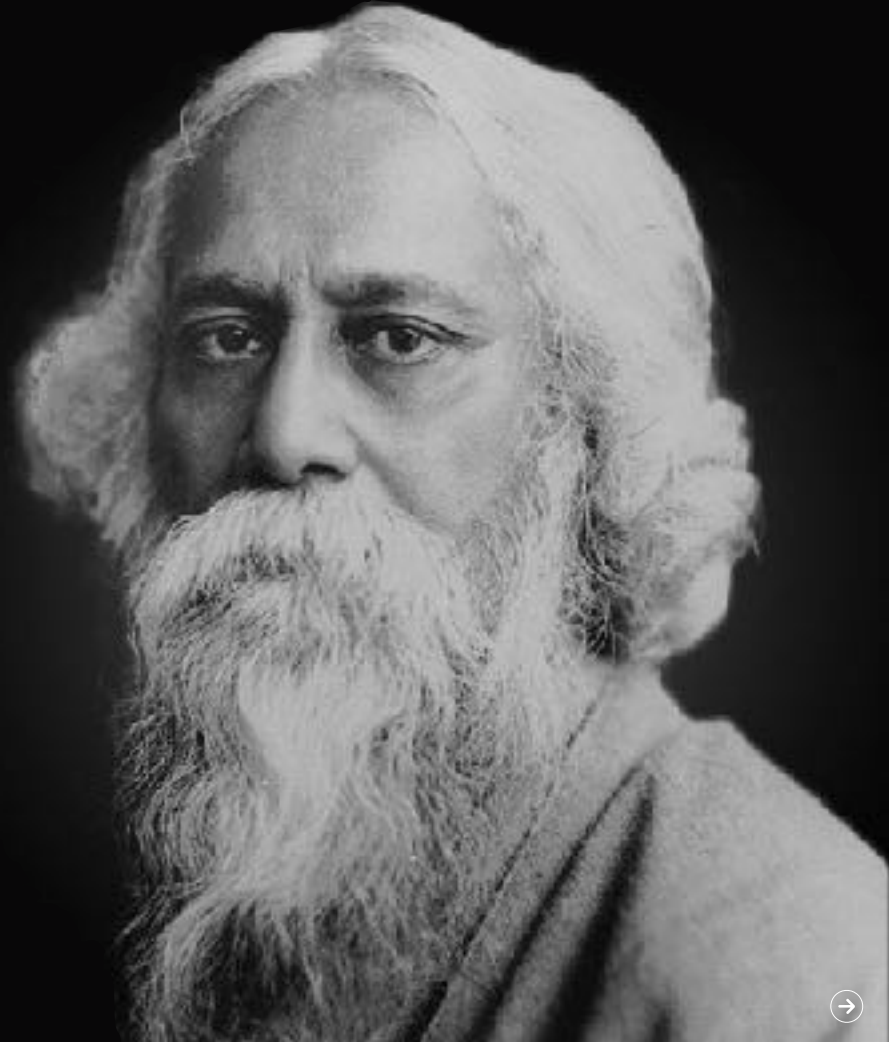
**Working
together as
one team, as
one family.**



Ekla chalo.

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

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





Proud to be part of.