Samvardhana Motherson International Limited
Head Office: C-14 A & B, Sector 1, Noida – 201301 Distt. Gautam Budh Nagar, U.P. India
Tel: +91-120-6752100, 6752278, Fax: +91-120-2521866, 2521966, Website: www.motherson.com

August 6, 2026

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400001,
Maharashtra, India

Scrip Code: 517334

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G-Block,
Bandra-Kurla Complex, Bandra (E),
Mumbai – 400051, Maharashtra, India

Symbol: MOTHERSON

Subject: Corporate Presentation

Dear Sir / Madam,

Please find enclosed corporate presentation of Samvardhana Motherson International Limited. Further, the aforementioned presentation has been uploaded at Company's website, namely, www.motherson.com under 'Investor Presentation' section for perusal and information of the investors.

Kindly note that the above presentation has no unpublished price sensitive information pertaining to the Company.

The above is for your information and records.

Thanking you,

Yours truly,
For Samvardhana Motherson International Limited

ALOK GOEL

Digitally signed by ALOK GOEL
Date: 2026.08.06 17:41:09 +05'30'

Alok Goel
Company Secretary

Regd Office:
Unit – 705, C Wing, ONE BKC, G Block
Bandra Kurla Complex, Bandra East
Mumbai – 400051, Maharashtra (India)
Tel: 022-61354800, Fax: 022-61354801
CIN No.: L35106MH1986PLC284510
Email: investorrelations@motherson.com

motherson

Motherson.

Supporting customers to build anything, anywhere.

August 2026.

Photo by Dudarev Mikhail / Shutterstock.

About Motherson.

Motherson.

- 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.

Photo by indianhistorypics.

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 (Visiocorp'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

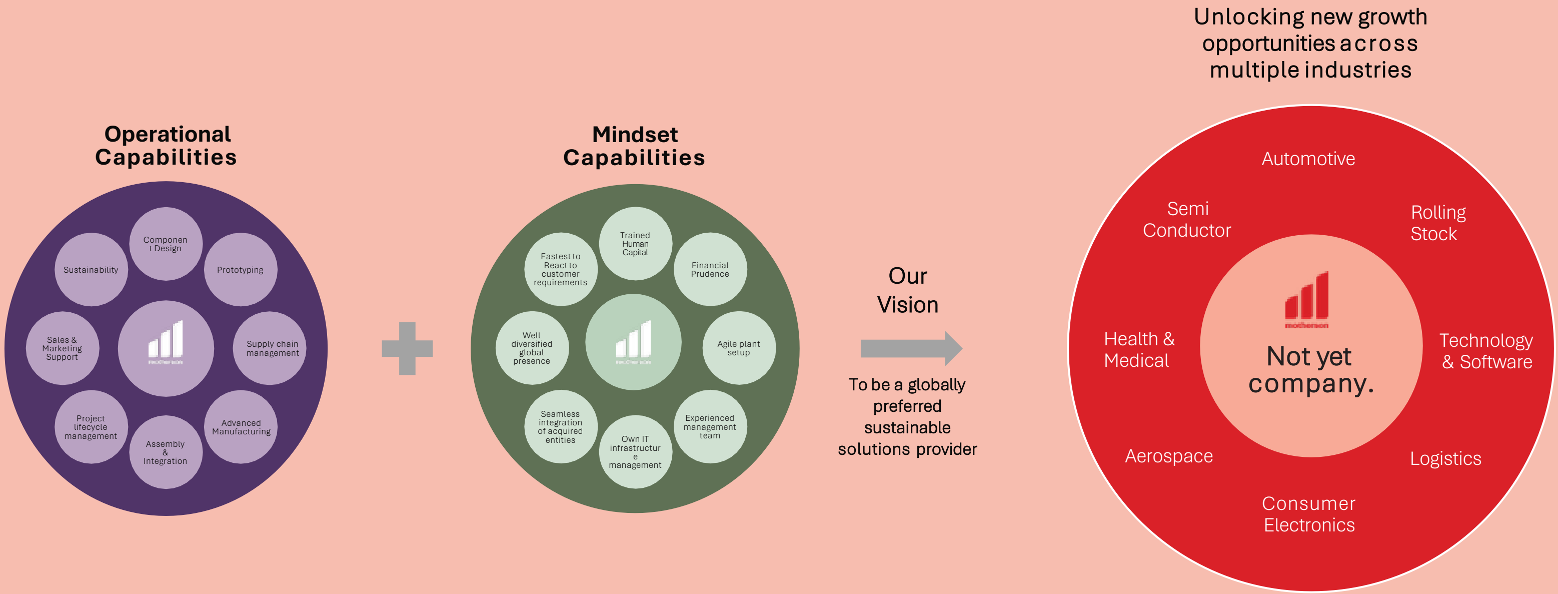
2025 onwards

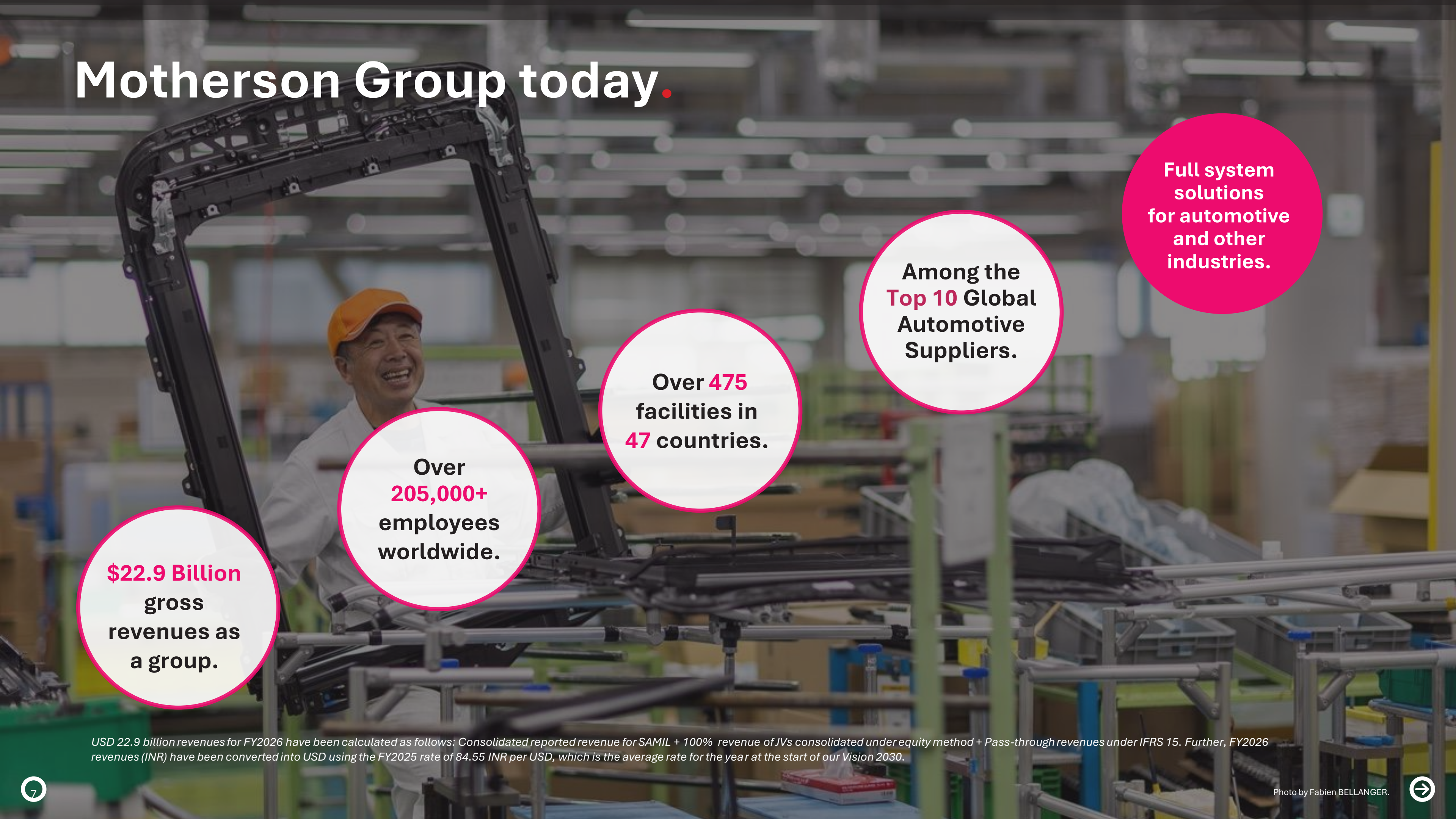
06
Industrialisation Partner
A global Design, Engineering, Manufacturing, Assembly and Logistics specialist serving varied Industries.

- 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





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.

Photo by Fabien BELLANGER.

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**

Key Product range of Motherson Yutaka

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

06 **Elastomers**

07 **Lighting & Electronics**

08 **Precision Metals & Modules**

09 **Technology & Industrial Solutions**

10 **Aerospace**

11 **Logistics Solutions**

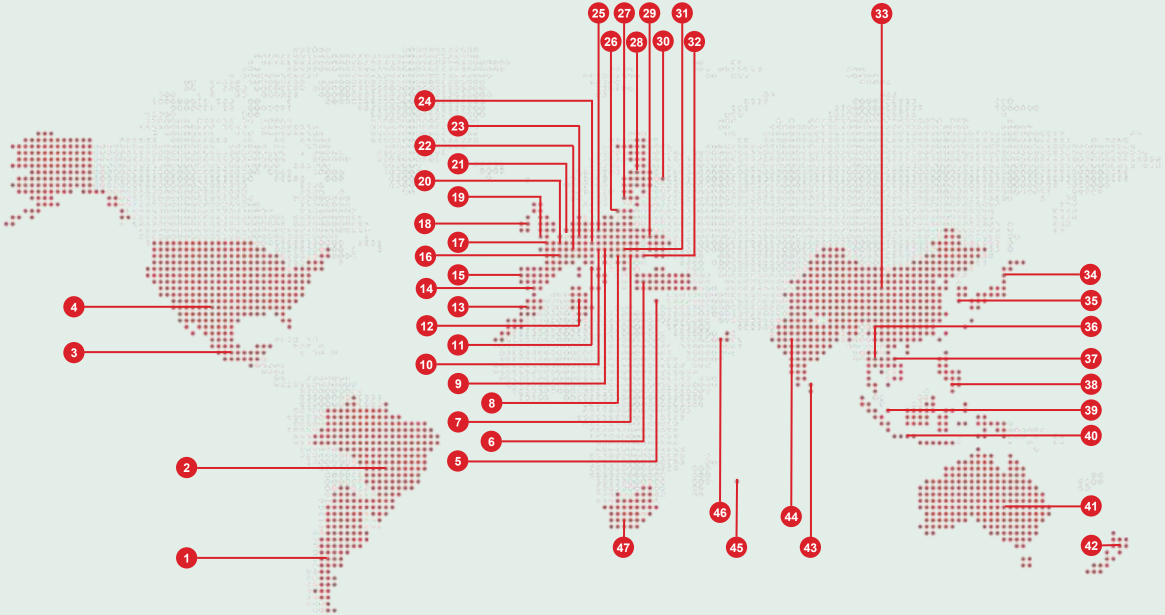
12 **Health & Medical**

13 **Services**

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

China

33 China

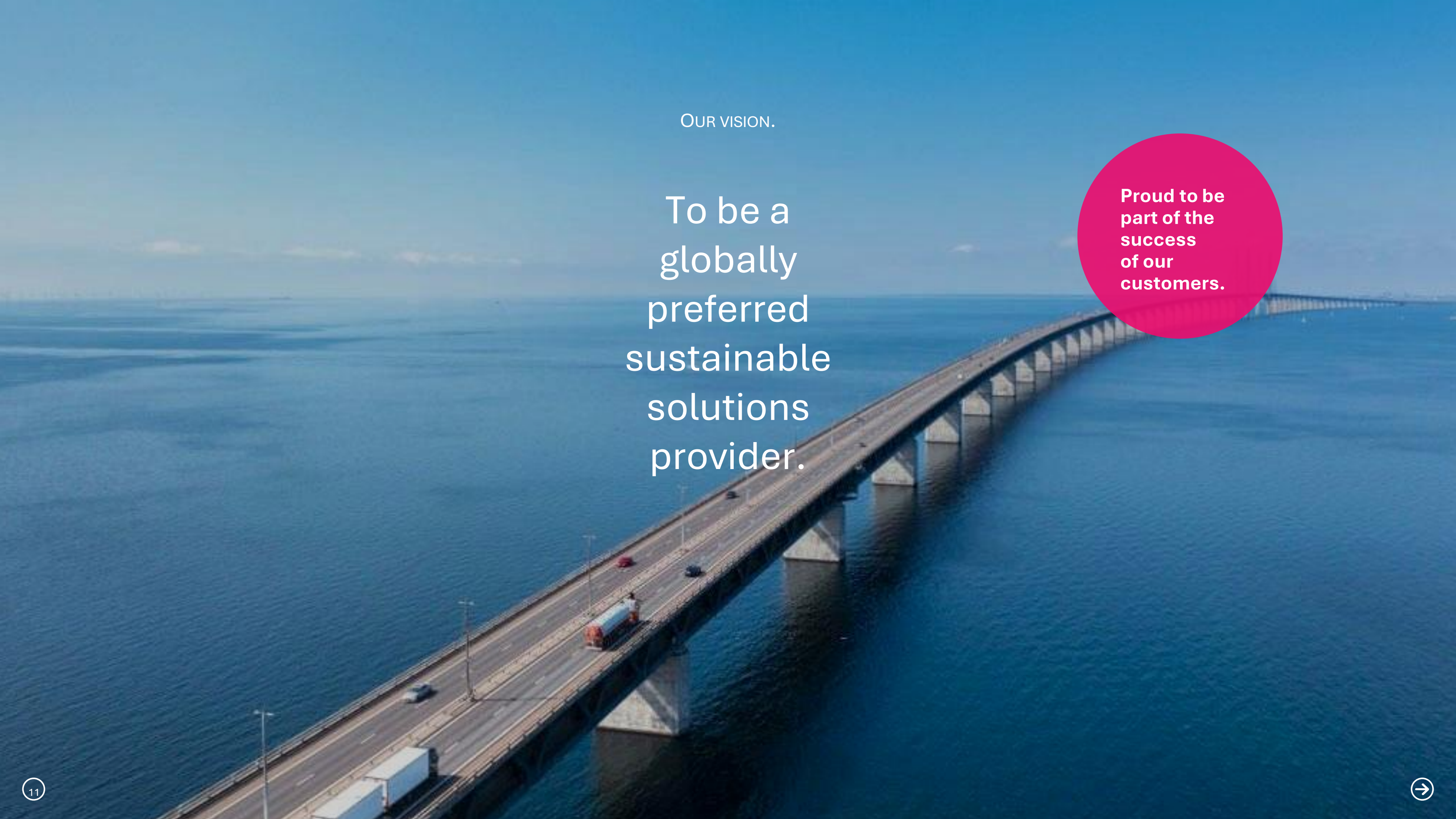
Southeast Asia

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

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.

01 Quality

02 Cost

03 Design

04 Delivery

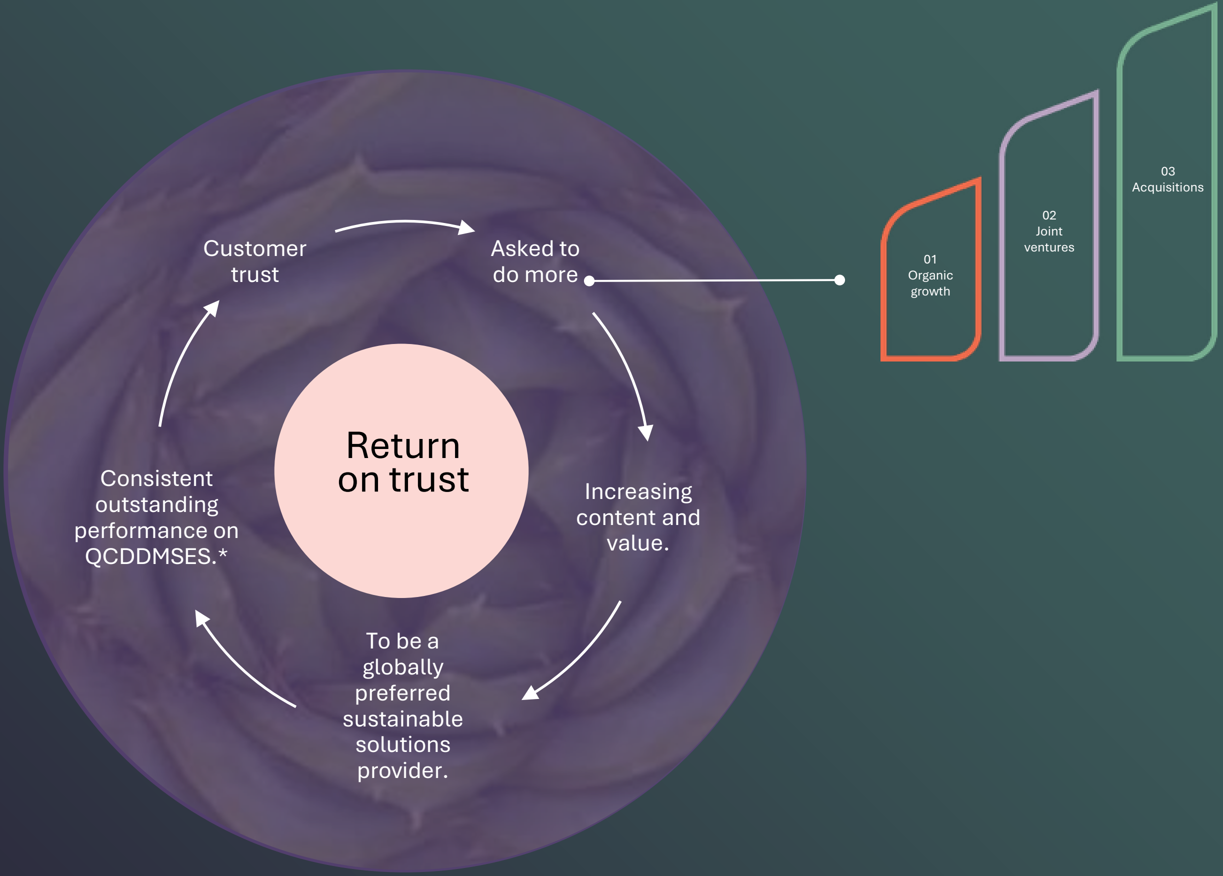
05 Management

06 Safety

07 Environment

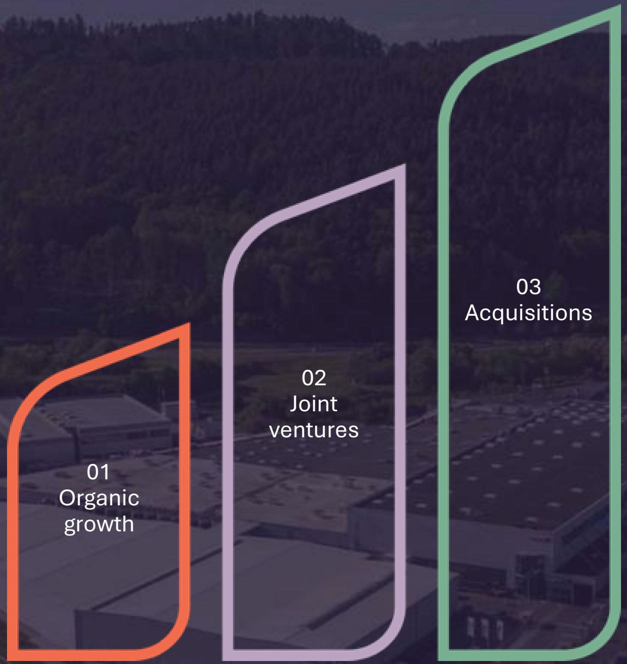
08 Sustainability

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



*Quality, Costs, Design, Delivery, Management, Safety, Environment, Sustainability.

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



Rapid plant setup capability

Vast experience with successful JVs

Proven ability to acquire at the behest of customers

Location: Motherson Dr Schneider / Kronach - Neuses, Germany

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.

2000 - 2005

01 Wexford
Ireland
(Electronics (Wiring harness)
2002

02 Reiner Precision
Germany
(Machined metal components)
2005

03 G&S Kunststofftechnik Germany
(Plastic injection moulding)
2005

04 F.P. Formagrau
Czech Republic
(Plastic injection moulding)
2005

2006 - 2010

05 Huon Corporation
Australia
(Door trim business)
2006

06 ASL Systems
(Wiring harness)
United Kingdom
2006

07 Empire Rubber
Australia
(Rubber moulding business)
2007

08 Dagger Frost Tools
India
(Gear cutting tools)
2009

09 Visiocorp
UK
(Rear View Mirrors)
2009

2011 - 2015

10 Peguform Germany
(Interior & exterior polymer modules)
2011

11 Vacuform 2000
South Africa
(Thermoformed polyethylene & blow moulded components)
2011

12 Sintermetal SA
Spain
(Powder metal parts)
2012

13 Scherer & Trier
Germany
(Extruded plastic parts)
2014

14 Minda Schenk
Germany
(Plastic moulding)
2014

15 Stoneridge Inc.
USA
(Wiring Harness Unit)
2014

16 Magneti Marelli Shock Absorbers Pvt. Ltd.
India
2014

2016 - 2020

17 Abraham and Co Ltd
Hungary
(Plastic moulding automotive business)
2016

18 Kobek Siebdruck GmbH & Co. KG
Germany
(Illumination solutions)
2017

19 PKC Group
Finland
(Wiring Harnesses)
2017

20 MS Global India Pvt. Ltd
India
(Sheet Metal Parts)
2017

21 Reydel
Netherlands
(Interior polymer modules)
2018

22 Bombardier
United Kingdom
(Wiring harness unit)
2019

23 Re-time Pty Ltd
Australia
(Light therapy glasses)
2020

24 Wisetime Ltd.
Finland
(ERP Systems)
2020

2021 - 2025

25 Plast Met
Turkey
(Plastic moulded parts & tooling)
2021

26 Bombardier (EWIS)
Mexico
(Wiring Harness Unit)
2021

27 Nanchang JMCG Mekra Lang Vehicle Mirror Co., Ltd. (JMCG)
China (Rear View Mirrors)
2021

28 CIM Tools Pvt. Ltd.
India (Aerospace)
2021

29 Frame Manufacturing and Assembly Business of DICV Pvt Ltd.
India
2022

30 Ichikoh
Japan
(Rear view mirror) business
2022

31 Saddles
India
(automotive upholstery business)
2023

32 SAS Autosystemtechnik* GmbH
Germany (Module Assembly)
2023

33 Fritzmeier Motherson Cabin Engineering Pvt Ltd
India (Cabins for off-highway vehicles)
2023

34 Bolta
USA (Chrome plated polymer parts)
2023

35 YMAT
India (Clutch assembly for HVAC)
2023

36 Yachiyo 4W
Japan (Sunroof and plastic fuel tanks)
2023

37 Rollon Hydraulics Pvt. Ltd.
India
(Turned parts, spools, & other machined components)
2023

38 Dr Schneider Group
Germany
(Smart surfaces and lighting modules)
2023

39 Irillic Pvt. Ltd.
India
(Fluorescence and 4K Laparoscopy Imaging)
2023

40 AD Industries
France
(Aerospace and Medical - Metallic & composite products)
2023

41 Samvardhana Motherson Adsys Tech Ltd.
India (Electric Wiring & Interconnect Systems (EWIS))
2023

42 Lumen Group
Australia
(OEM certified automotive parts, accessories, dealer fitted products)
2023

43 Deltacarb SA
Switzerland
(Tugsten carbide-based products)
2023

44 Prysm
(Software for Large format touch-enabled display screens)
2024

45 MASL India
(Industrial Park)
2024

46 Atsumitec Co., Ltd.
(Metal and Machining business)
2024

47 Baldi Industria. E
Commercio Ltda.
(wrapping for door panels, steering wheels, IP, and other interior parts)
2025

2025 onwards

48 Yutaka Giken Co., Ltd
(Metal components and assemblies)
2025

49 Rider Dome
Singapore
(Rider Assistance System (ARAS) for 2 wheelers)
2025

50 Rubbertec Group
Australia
(Rubber linings, mining hose and other wear-related components)
2025

51 Nexans Autoelectric GmbH
Germany
(wiring harness for light/commercial vehicles, for low and high voltage applications)
2025

52 Nissin
(Metal Coating)
2026

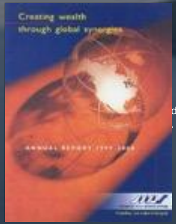
52 Shenzhen Autocruis Technology
China
(automotive vision systems and camera technology portfolio)
2026

5YP.

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	2000	2005	2010	2015	2020	2025
Starting point **Next 5YP target**	INR 12 Cr. to INR 100 Cr.	INR 100 Cr. to INR 1,000 Cr.	INR 1,029 Cr. to USD 1 Billion	USD 1.5 Billion to USD 5 Billion	USD 5.5 Billion to USD 18 Billion	USD 8.9 Billion to USD 36 Billion	USD 21.2 Billion to USD 108 Billion
Achieved	INR 153 Cr.	INR 1,029 Cr.	USD 1.5 Billion	USD 5.5 Billion	USD 8.9 Billion	USD 25.7 Billion	In Progress
	40% ROCE	**40%** ROCE	**40%** ROCE	**40%** ROCE	**40%** ROCE	**40%** ROCE	**40%** ROCE

Vision 2030 has been constructed using INR to USD conversion 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.

Our Current 5-Year Plan.

Vision 2030

Topline

USD 108 Billion Gross revenues[1,2] in 2029-30

Bottom line

40% ROCE (Group)[3]

Diversification

3CX10
No country, customer or component should contribute more than 10% to our revenues[4]

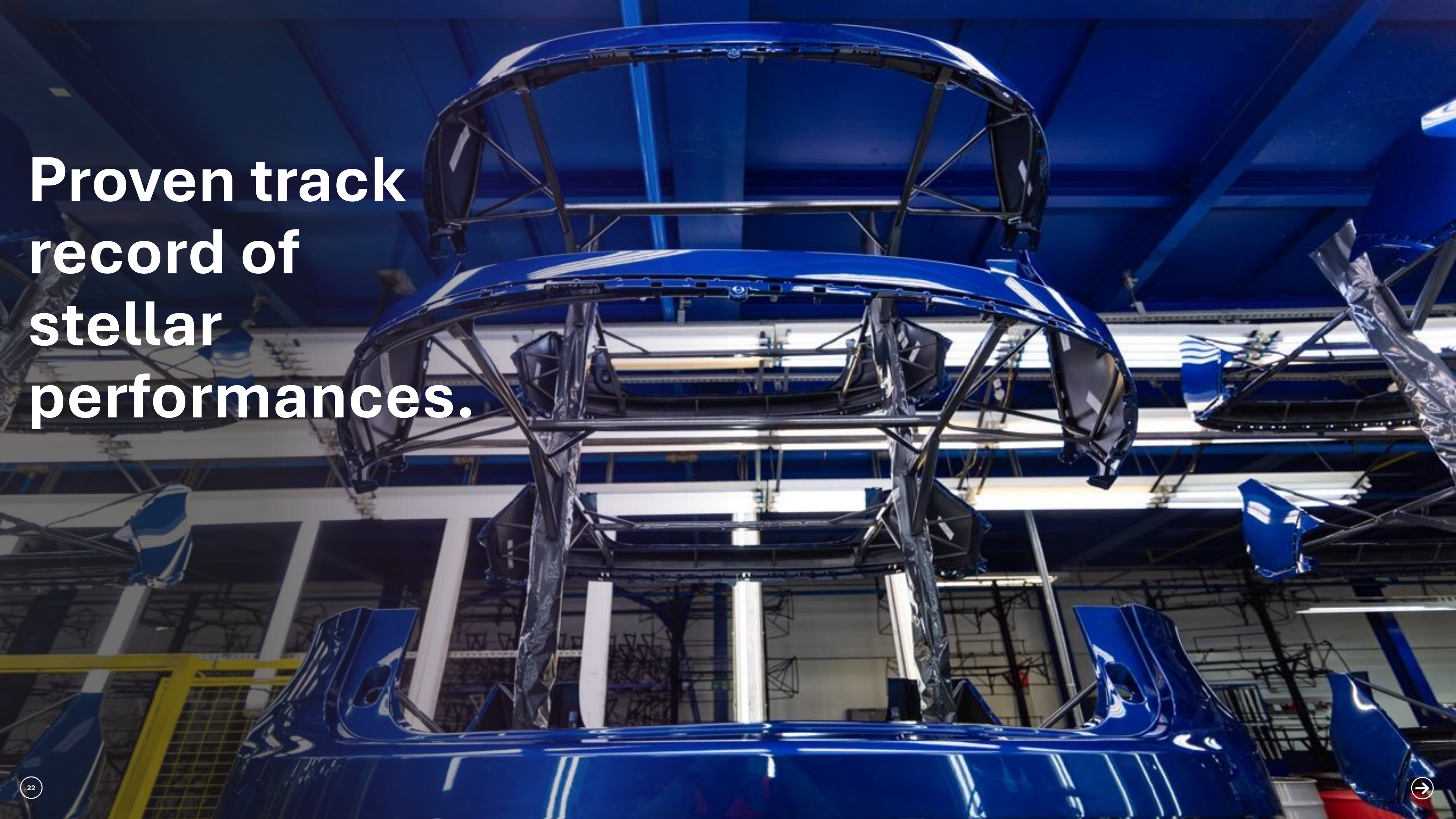
Dividend

Up to 40% consolidated profit as dividend.

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.

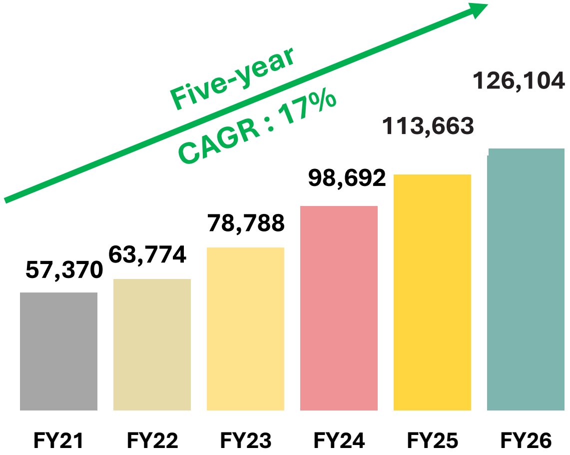
Proven track record of stellar performances.



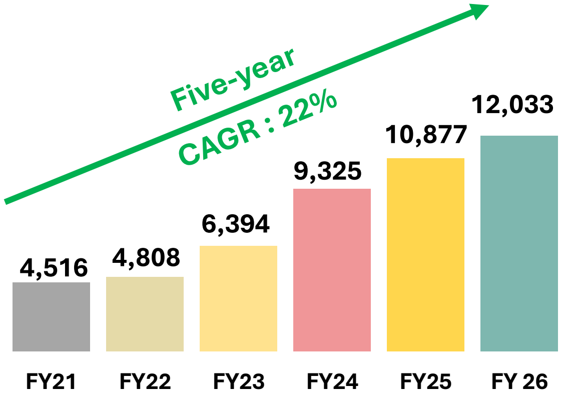
Value Creation through Consistent Performance.

(all figures are Rs. in Crores)

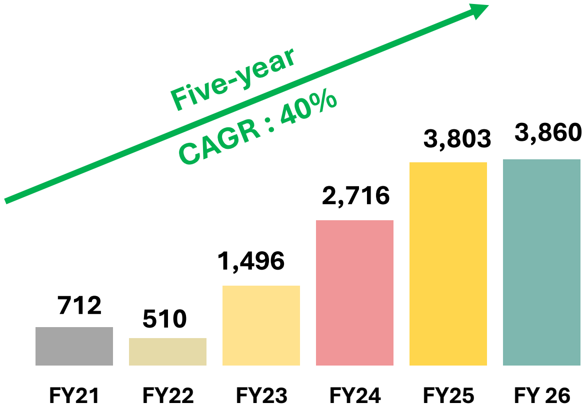
Revenues[1]



EBITDA



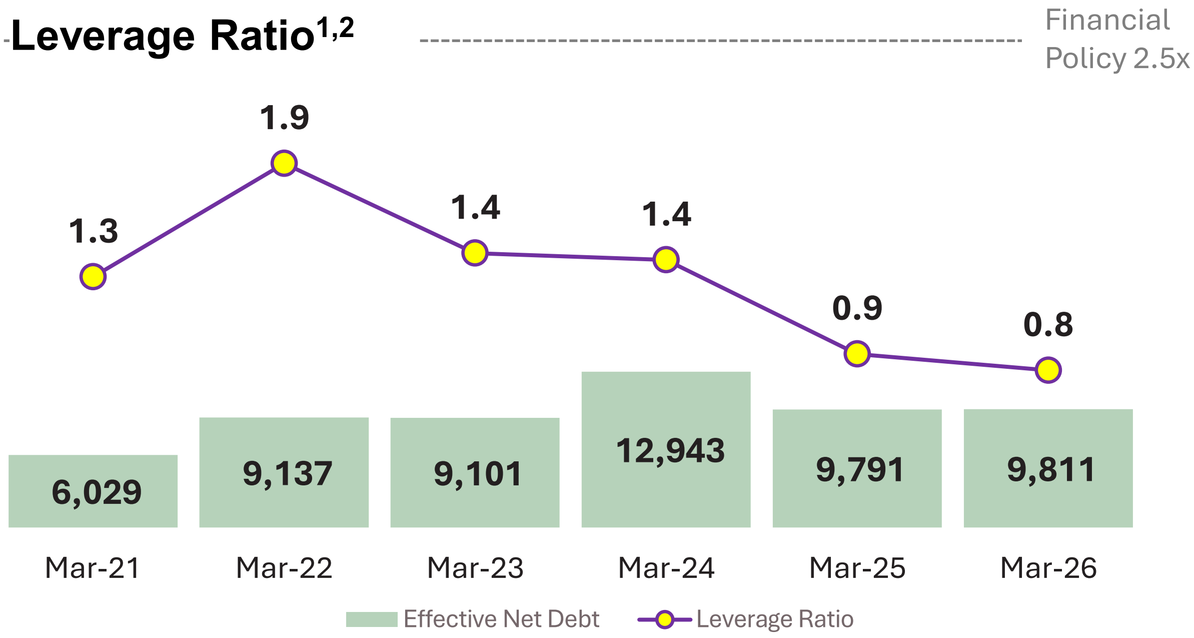
PAT (Concern Share)



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)



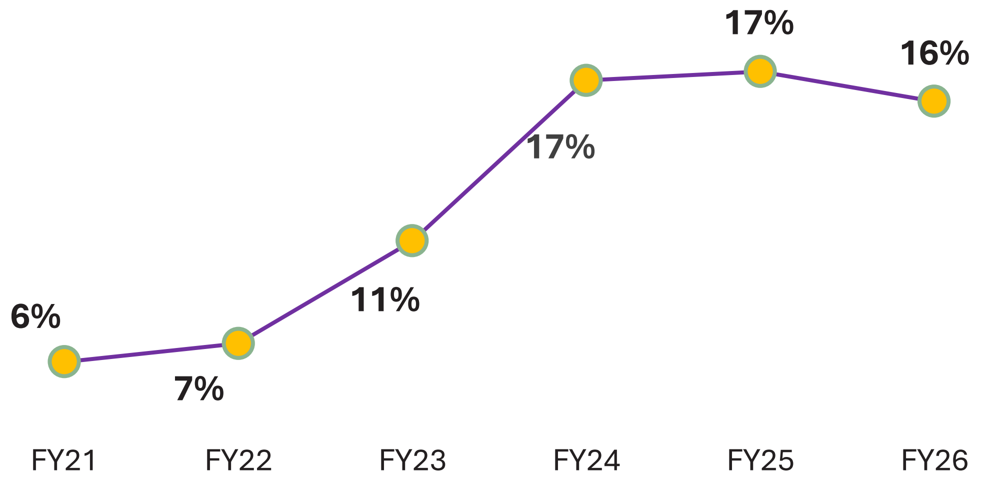
Lowest leverage ratio ever

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



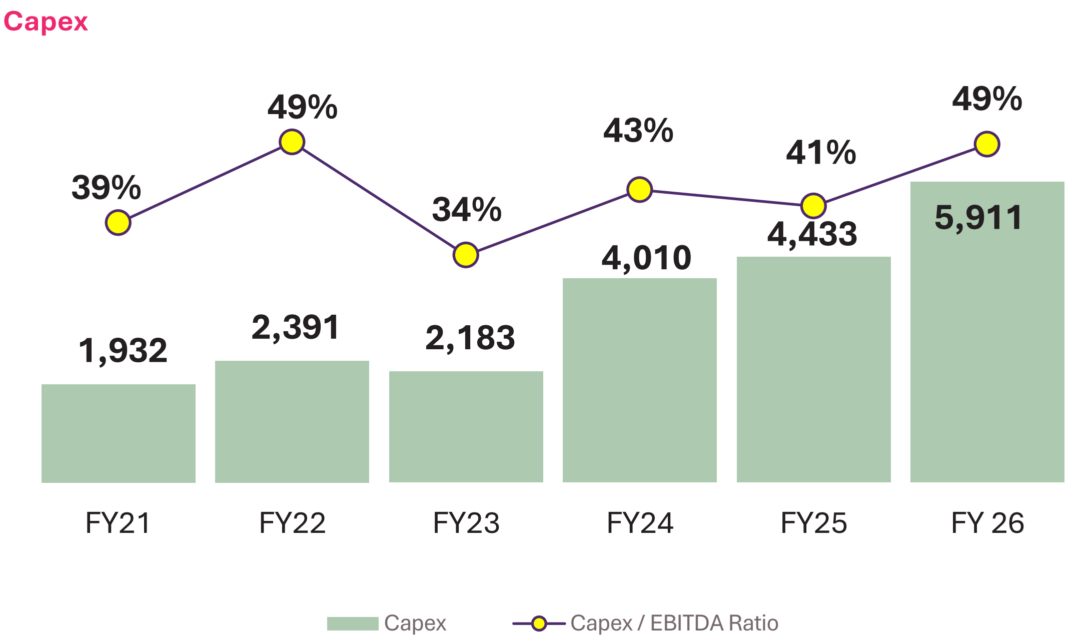
Multiple greenfields were set up across geographies for auto and non-auto businesses

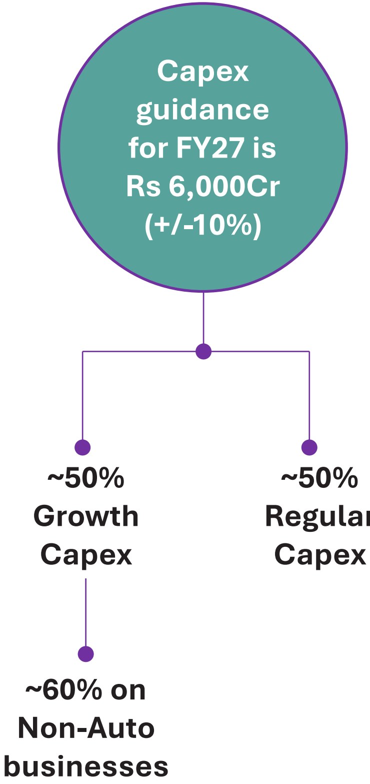
Notes :

- *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)





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

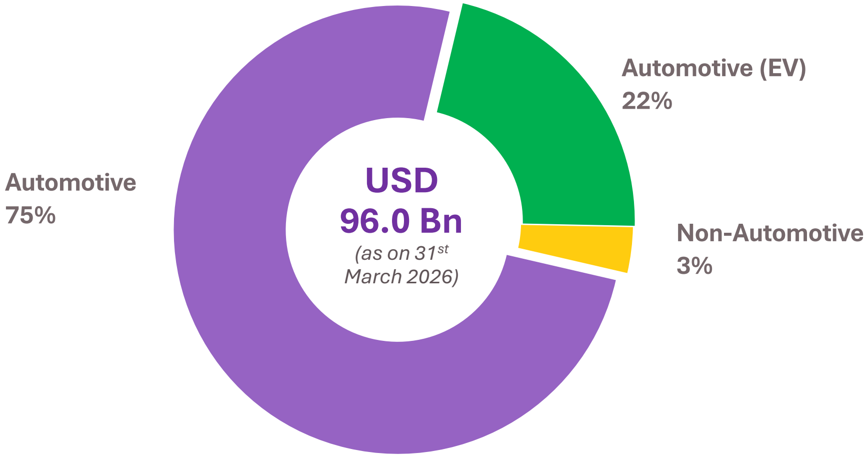
Actual photograph of an upcoming Greenfield

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

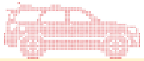
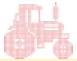
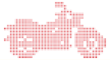
Notes:
**SOP in alignment with delayed customer programs*

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

Strong & Diversified Booked Business.

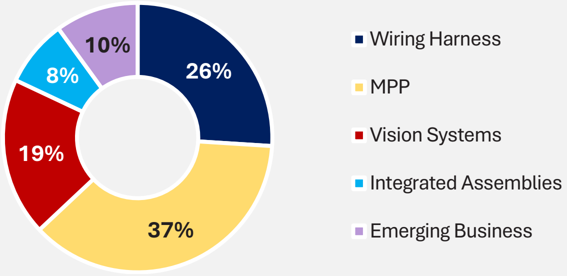


Segment-wise Breakup of automotive booked business (EV included)

PVs		75%	Off Highway & Rolling Stock		5%
CVs		13%	2-Wheelers		3%
			Others		4%

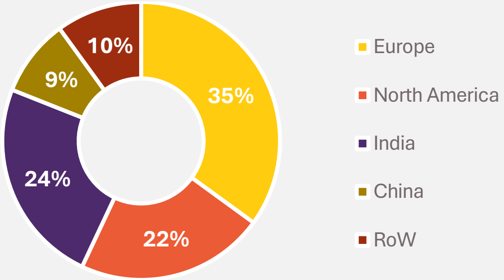
Booked Business by Segments

Diversification at Play



Booked Business by Geography

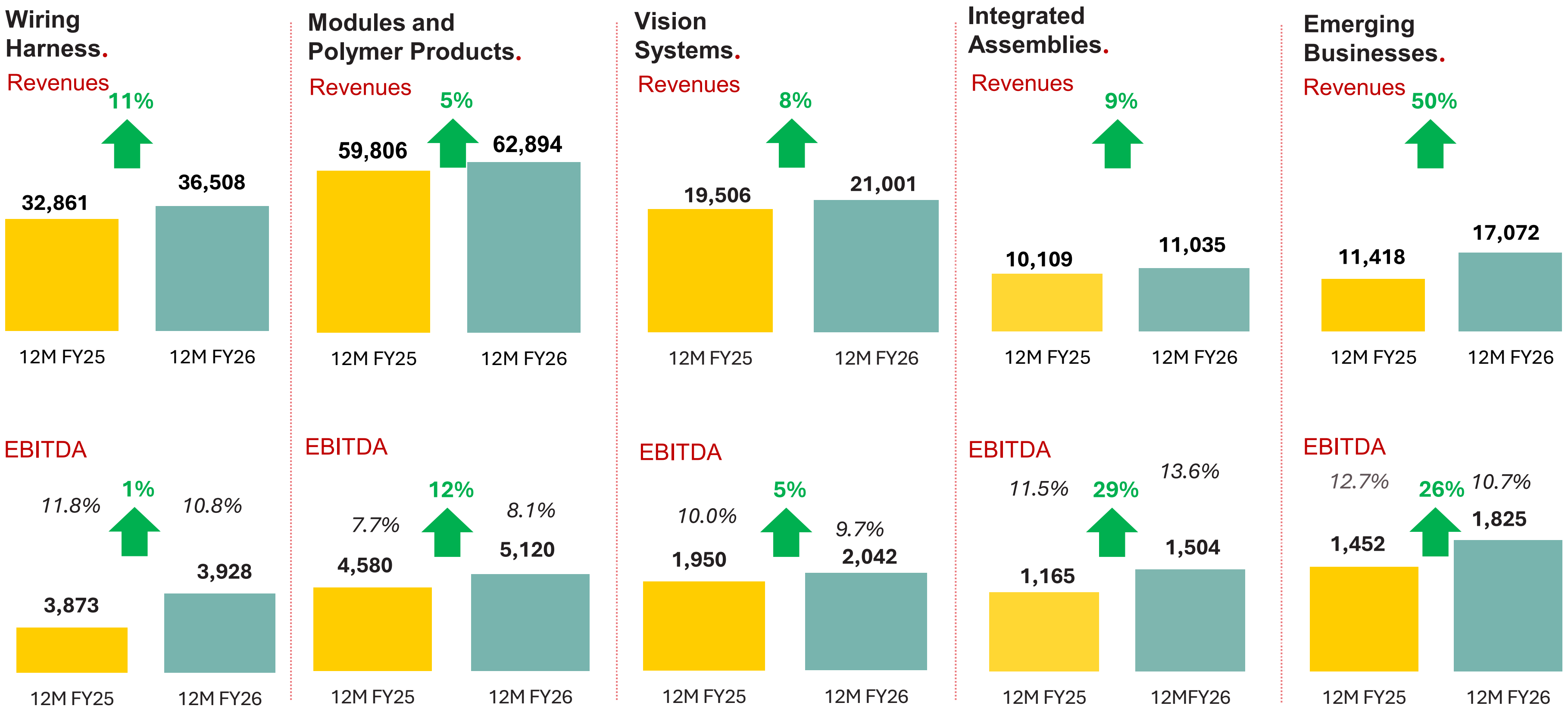
Globally Local



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*

Business Division Wise Financial Performance[1]: 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 *(after excluding inter-segment revenue within entities of emerging business)*	1,451	229	1,115	58
Total	**11,418**	**1,453**	**17,072**	**1,825**

50% YoY

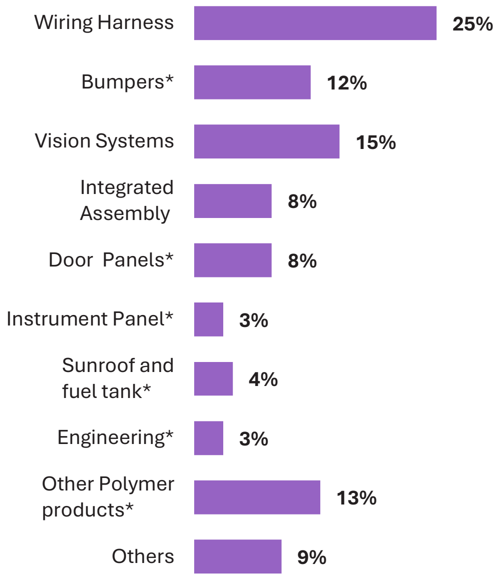
Revenue Growth in FY26

Notes:

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

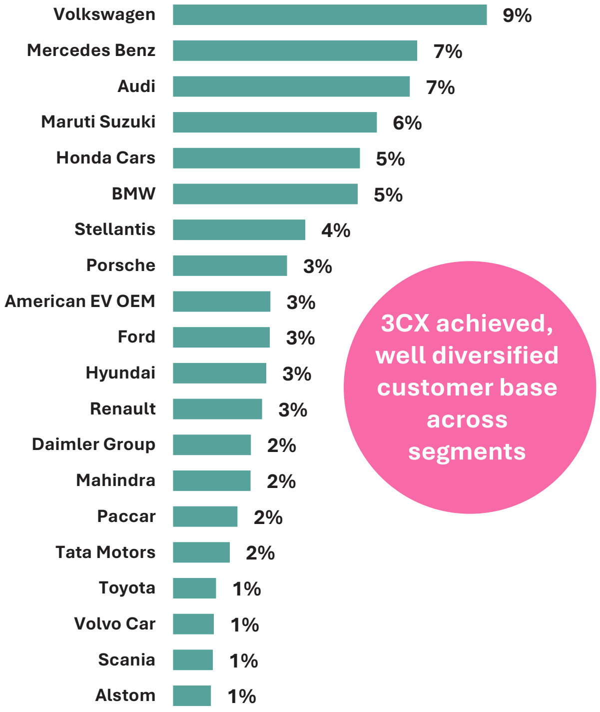
Consistently Improving Diversification Across all 3 Cs (3CX10).

Component wise.

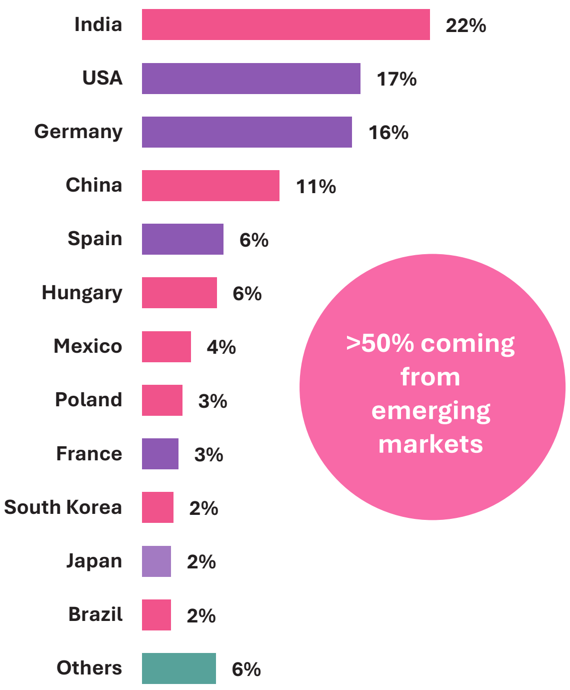


Customer wise.

(top 20 customers)



Country wise.



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*

[1]Emerging 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)

22.9
billion USD
FY26

21.2
billion USD
FY25

	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%

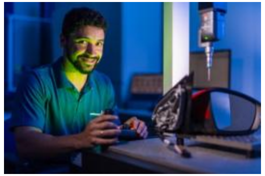
Normalized PAT[1]
(Concern Share)

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

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

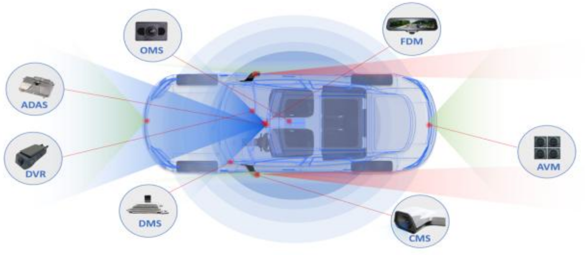
Capacity Expansion

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)

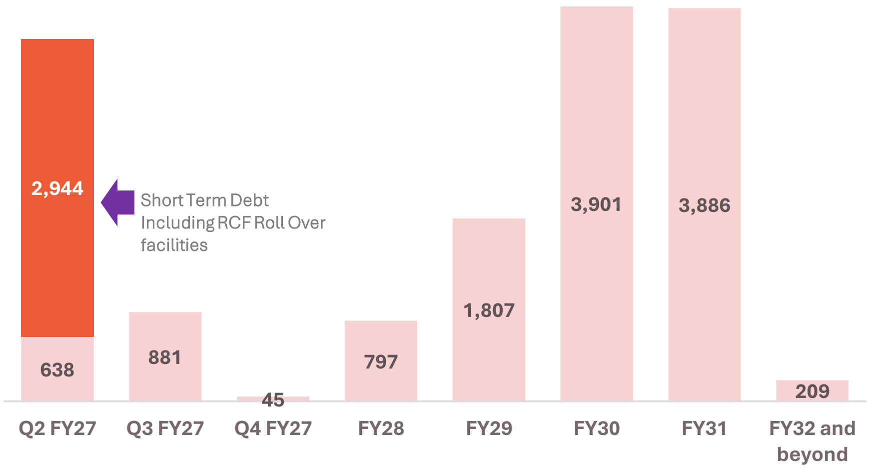
Business Division	FY26			Q1FY26			Q1FY27		
	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Wiring Harness	36,508	3,928	10.8%	8,640	983	11.4%	11,280	1,253	11.1%
Modules & Polymer Products	62,894	5,120	8.1%	15,008	958	6.4%	16,695	1,144	6.9%
Vision Systems	21,001	2,042	9.7%	5,137	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 Value[2])	**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*

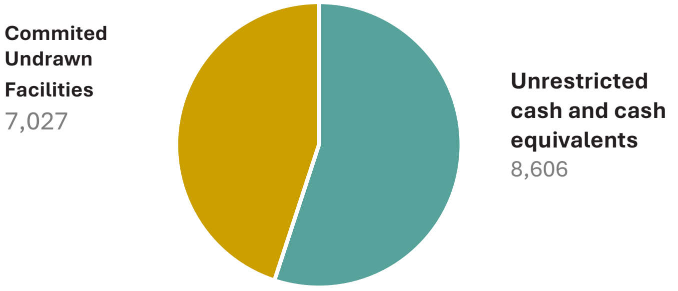
Robust Balance Sheet with Comfortable Debt Maturities and Strong Liquidity.

Gross Debt – Rs. 16,606 Crores
(as of 30th Jun 2026)

Comfortable Debt Repayment Schedule[1]



Liquidity – Rs. 15,633 Crores
(as of 30th Jun 2026)



Note:
1. Rs ~1,500 cr of CCD portion of fund raise, assumed as equity and is not included in the debt stack on the chart due to its nature of being compulsorily convertible instrument

Strong fundamentals.

Decentralised Management structure enables quick response to opportunities.

Management bandwidth across regions.

Supervisory Function

Board of Directors

External Assurance
Statutory Auditor, Cost Auditor, Company Secretarial Auditor

Sustainability Committee

Nomination & Renumeration Committee

Risk Committee

Audit Committee

Sustainability

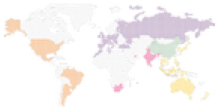
Risk Management

Internal Audit

Executive Leadership Team

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.



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.

Global Functions

1. Group COO, CFO
2. Strategy and M&A
3. Chief Purchasing Officer
4. Sustainability
5. Marketing and Communications
6. CIO

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

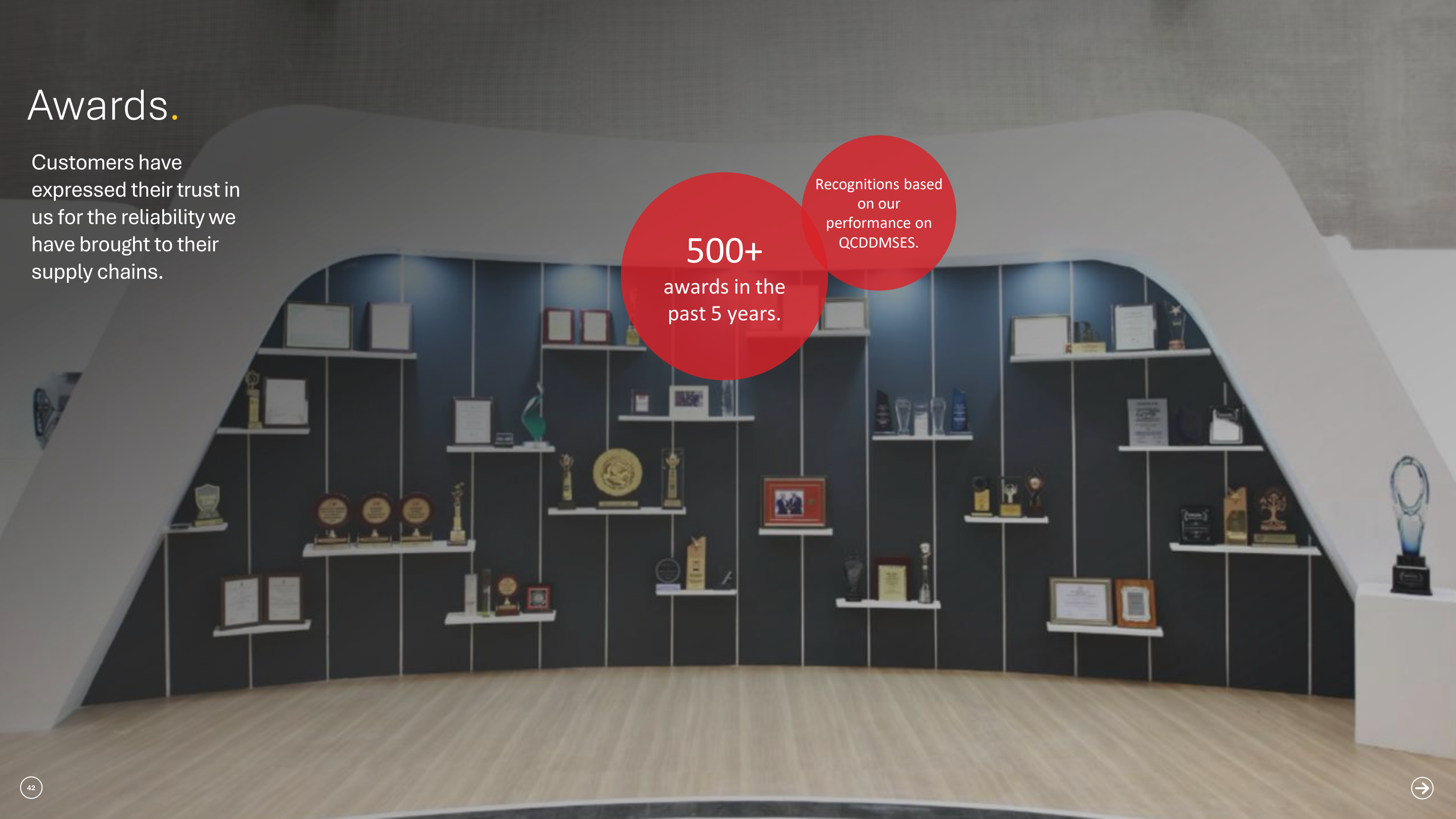
International	Moody's Rating Baa3/Stable.	Fitch Ratings Issue rating BB+.	JCR Japan Credit Rating Agency, Ltd. SAMIL assigned a rating of A/Stable.
Domestic	CRISIL An S&P Global Company Rating AAA/Stable.	ICRA A Moody's Investors Service Company Rating AAA/Stable.	India Ratings & Research A Fitch Group 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

TIME
WORLD'S BEST COMPANIES
IN PARTNERSHIP WITH statista
2024

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.

INR 657 Million

6,570x

~6,500x
since listing.

₹100,000
(INR 0.1 Million)

Value increase since IPO in 1993.

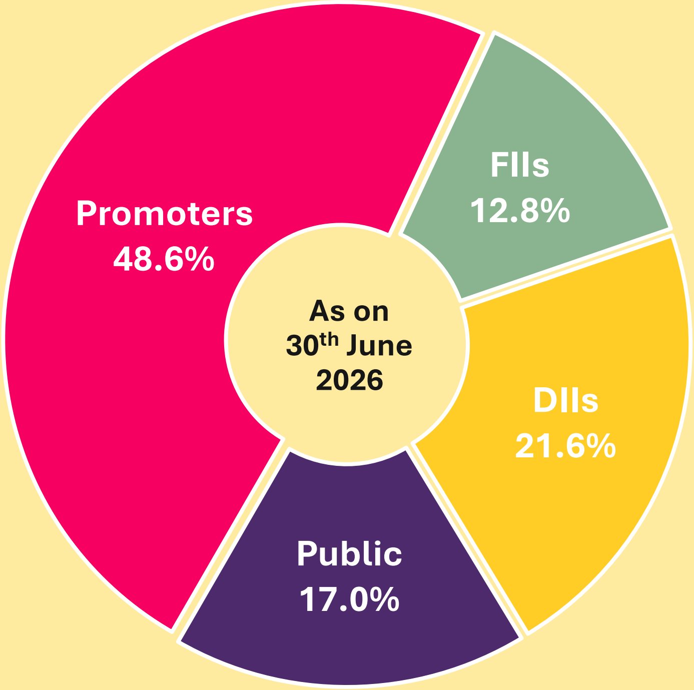
Returns vs. Indices since April 2020.

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 MSWIL, 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.



FIIs: Foreign Institutional Investors
DIIs: Domestic Institutional Investors

Safe Harbour Statement

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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*

YEARS of motherson

Thank you.