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

November 5, 2026

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

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

Scrip Code: 517334

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Kindly note that the above presentation has no unpublished price sensitive information pertaining to the Company.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: 2026.11.05 19:19:12 +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.

Supporting customers to build anything, anywhere.

November 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

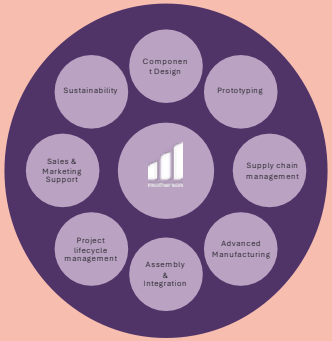
06
Industrialisation Partner
A global Design, Engineering, Manufacturing, Assembly and Logistics specialist serving varied Industries.

- 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

Operational Capabilities



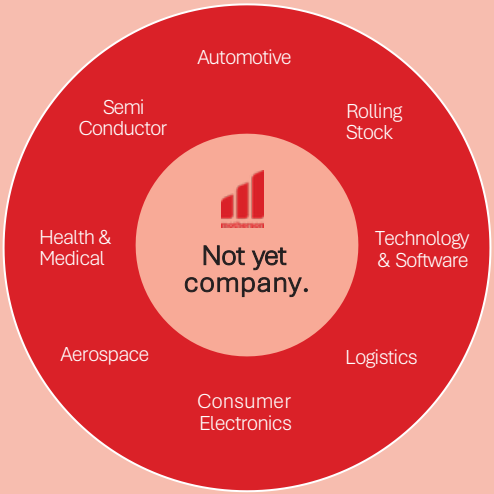
Mindset Capabilities



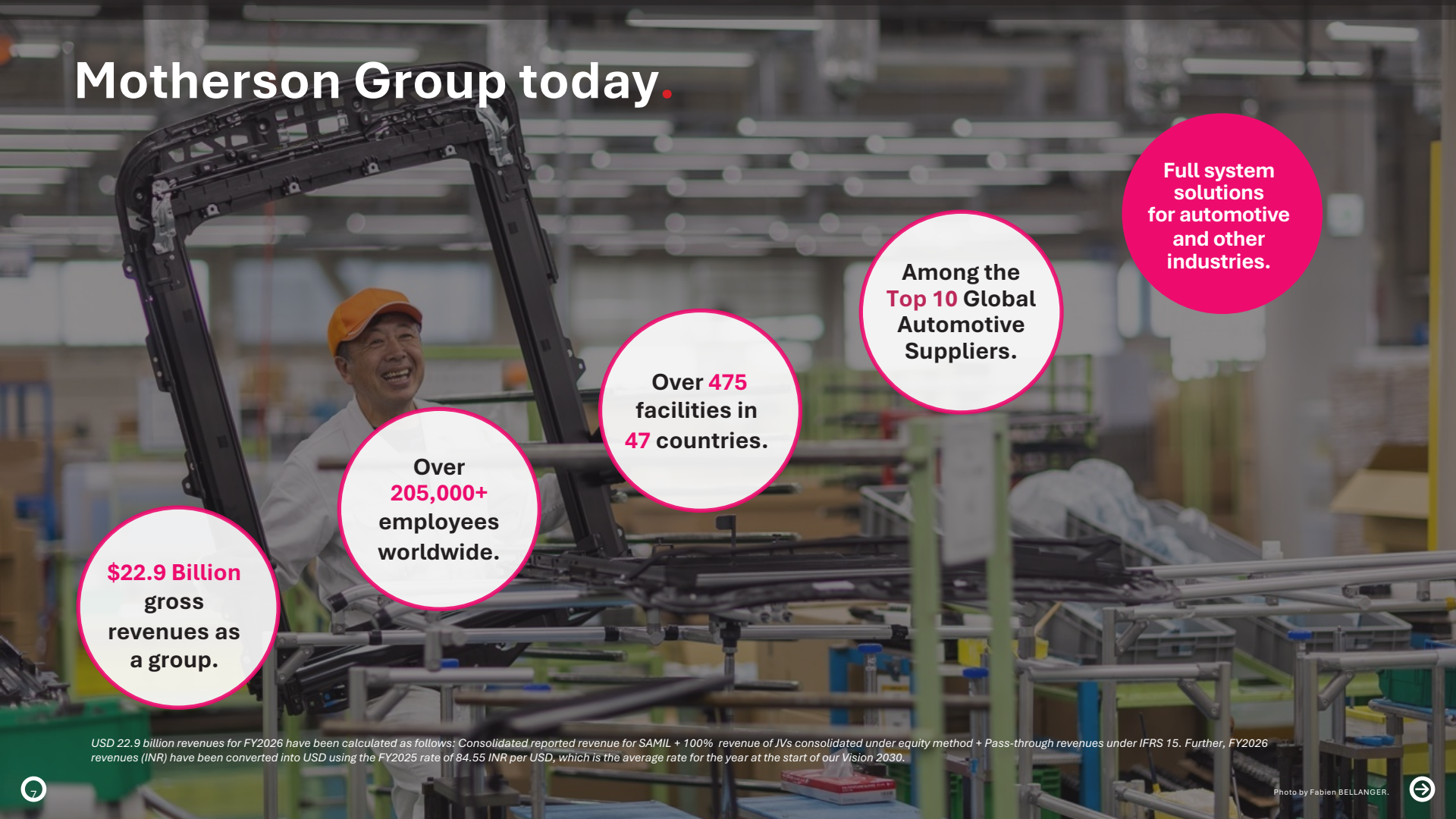
Our Vision

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.

Photo by Fabien BELLANGER.

Delivering Solutions to Customers through Specialised Business Divisions.



01 Wiring Harness

Key Product range of Motherson Autoelectric

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



02 Vision Systems

Key Product range of Shenzhen Autocruis

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



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

Key Product range of Rotary Connectors

- Circular connectors for Aerospace and Defence



11 Logistics Solutions



12 Health & Medical

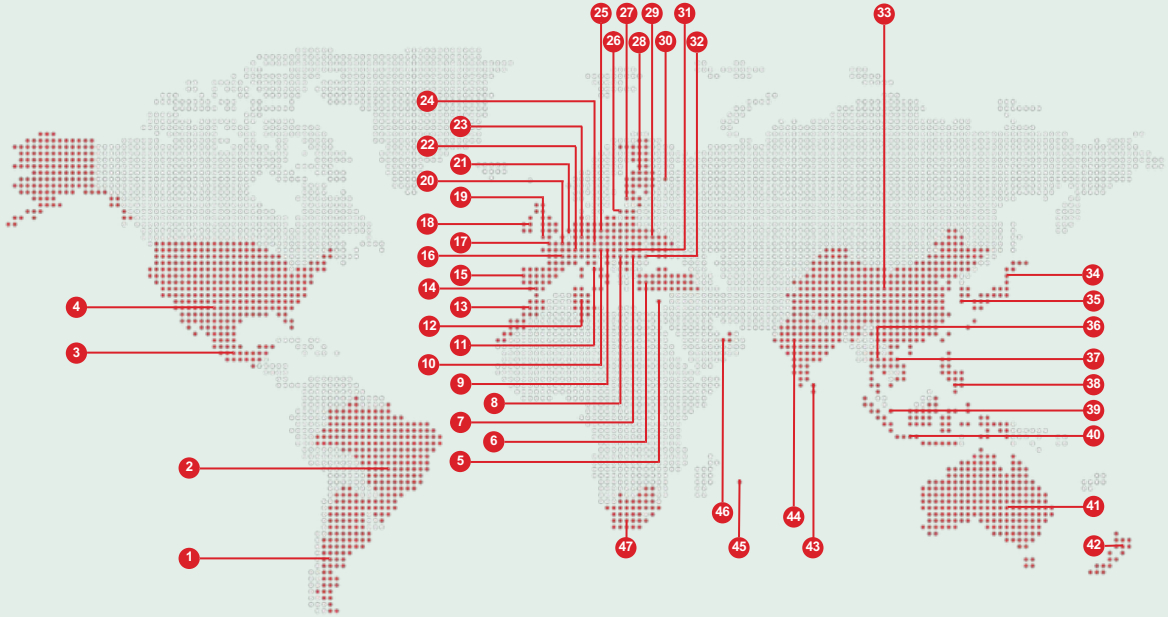


13 Services

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.

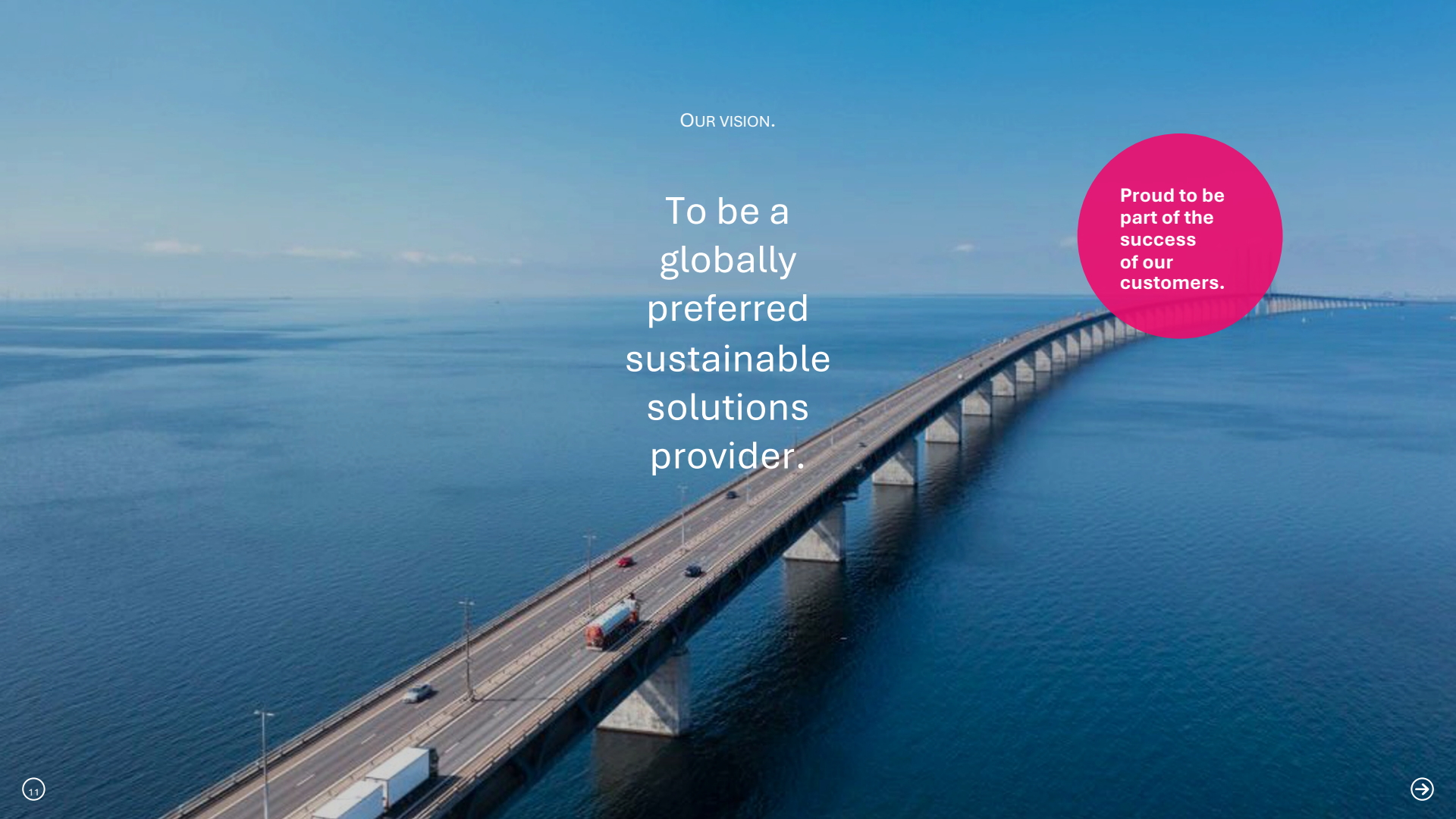


Five Regional Chairman's Offices for Motherson

Americas	Europe and North Africa			China	Southeast Asia		South Asia
1 Argentina	5 Cyprus	13 Morocco	21 Netherlands	29 Ukraine	33 China	34 Japan	41 Australia	43 Sri Lanka
2 Brazil	6 Turkey	14 Spain	22 Switzerland	30 Russia		35 South Korea	42 New Zealand	44 India
3 Mexico	7 Serbia	15 Portugal	23 Germany	31 Hungary		36 Thailand		45 Middle East
4 USA	8 Croatia	16 France	24 Czech Republic	32 Romania		37 Vietnam		46 Mauritius
	9 Slovakia	17 Jersey	25 Poland			38 Philippines		47 South Africa
	10 Austria	18 Ireland	26 Lithuania			39 Singapore		
	11 Italy	19 UK	27 Estonia			40 Indonesia		
	12 Tunisia	20 Luxembourg	28 Finland					

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.

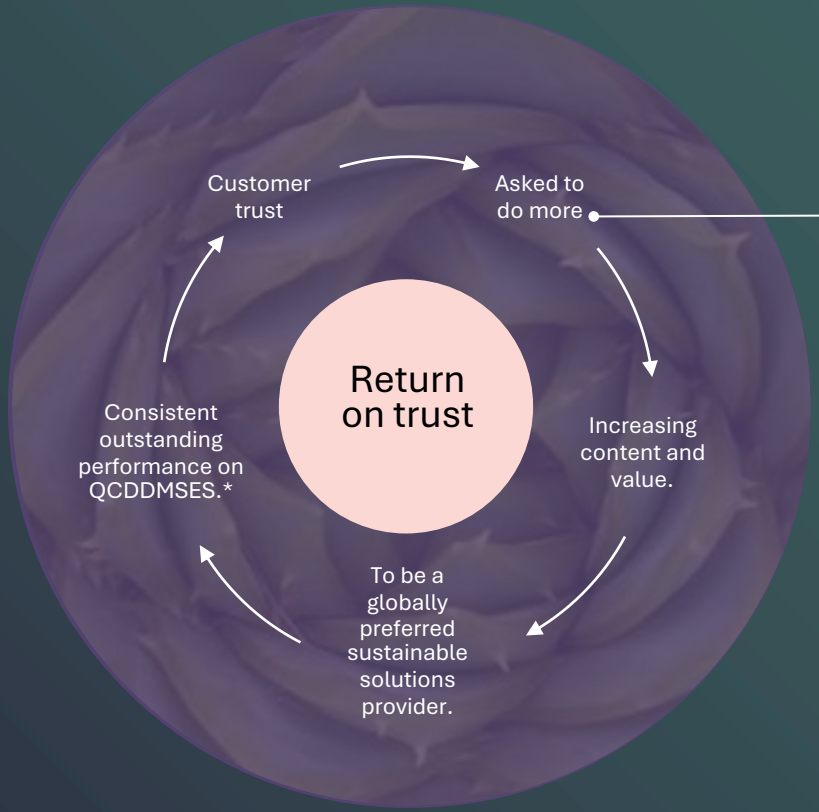
Together we strive to continuously delight all who put trust in us and go after seemingly impossible goals, so that we provide sustainable opportunities for our associates and are proud to be part of something larger than ourselves.

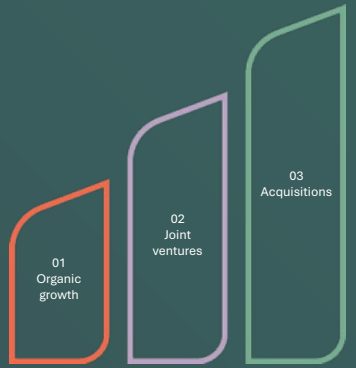
Consistent Outstanding Performance...

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



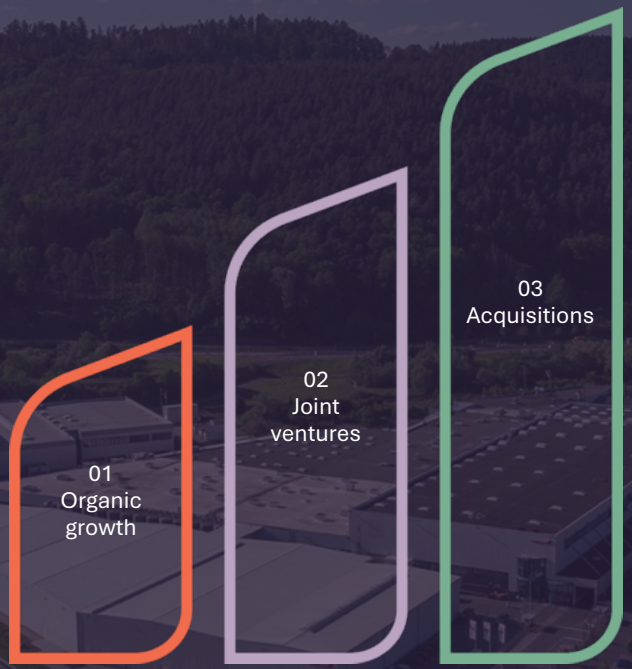
The value creation chakra shows how we create value for all stakeholders.





*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

13
countries of origin of JV partners

43
Years
age of our oldest partnership

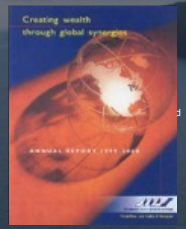
We have successfully acquired 54 companies at the behest of customers since 2002.



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.

	1995	2000	2005	2010	2015	2020	2025
	First 5YP announced internally.						
							
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

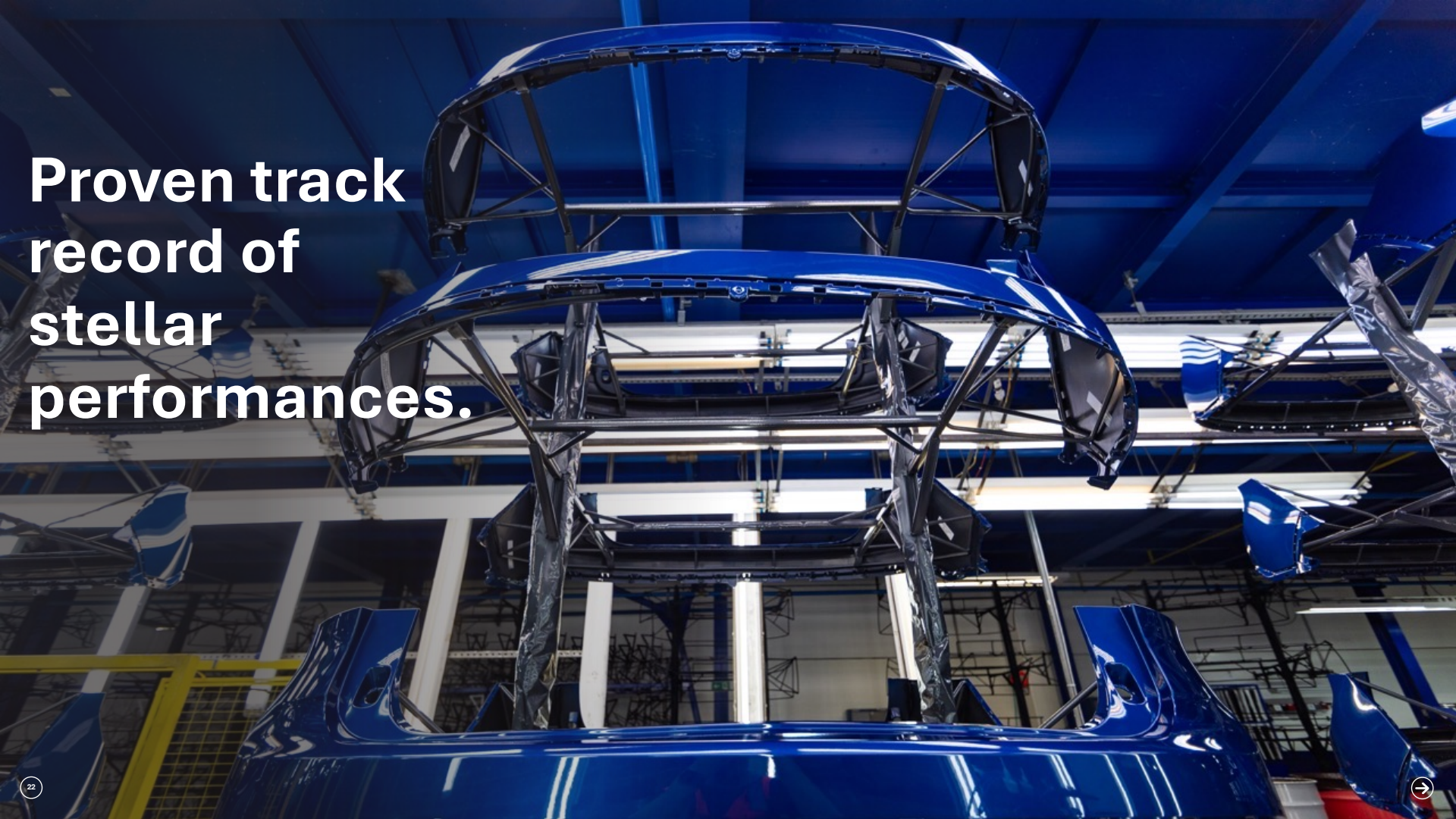
Bottom line
40% ROCE (Group)[3]

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.

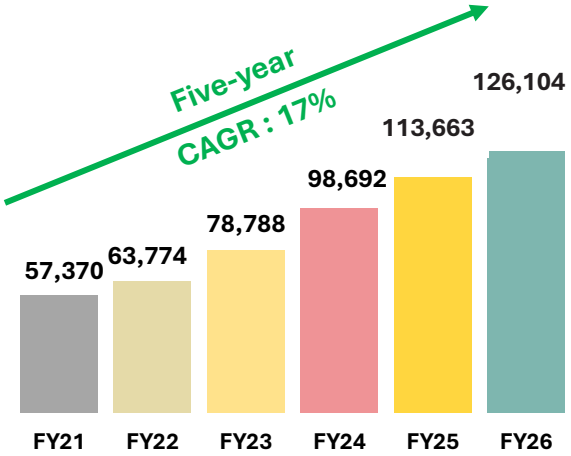
1. Gross Revenues refers to Gross amount of consideration which includes throughput revenue arising out of "Principal vs Agent Consideration" under Ind AS 115 added with Revenue from operations and 100% of Revenue from operations of joint ventures and associate which are accounted for as per the equity 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.

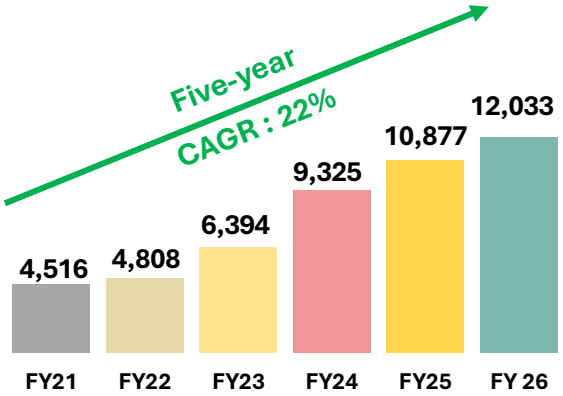
Value Creation through Consistent Performance.

(all figures are Rs. in Crores)

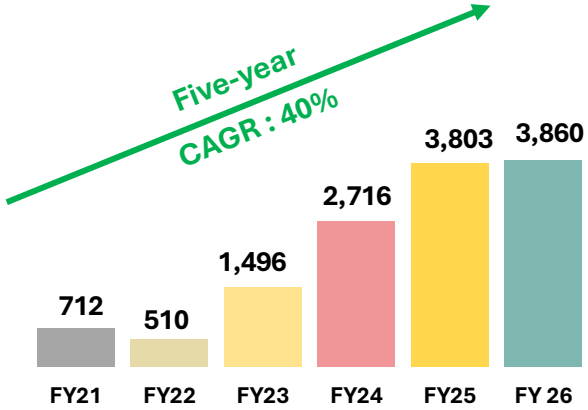
Revenues[1]



EBITDA



PAT (Concern Share)

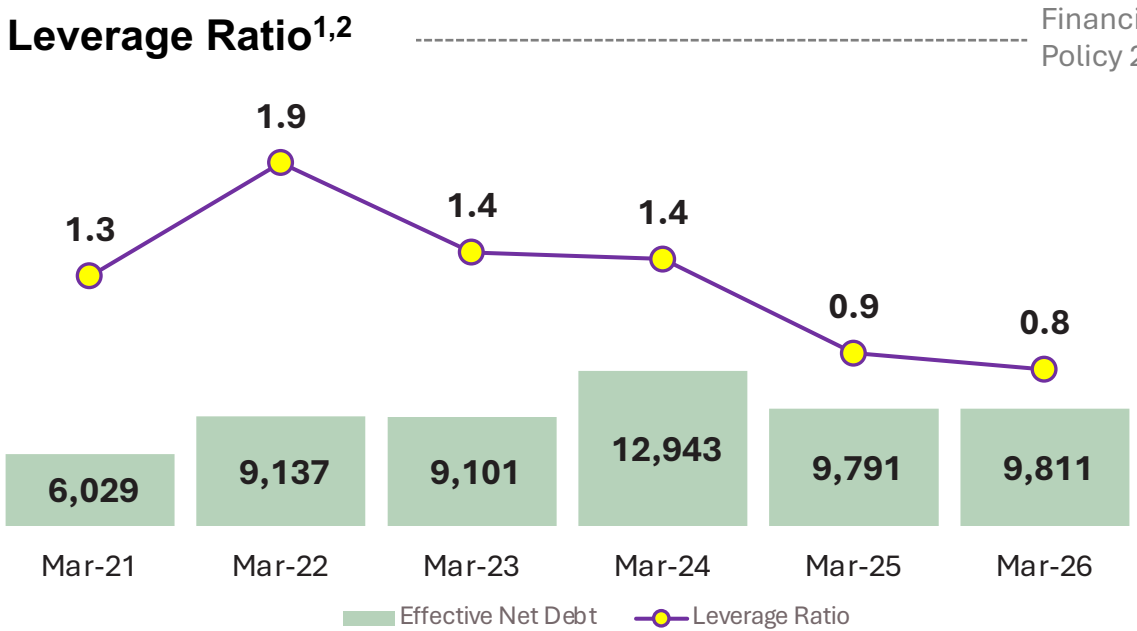


Notes :
1. *Revenue from operations*
2. *FY21 & FY22 numbers exclude amount from discontinued operations*

Improving Leverage Ratio Despite Continuous Investment in Growth Capex.

(all figures are Rs. in Crores)

Leverage Ratio[1,2]



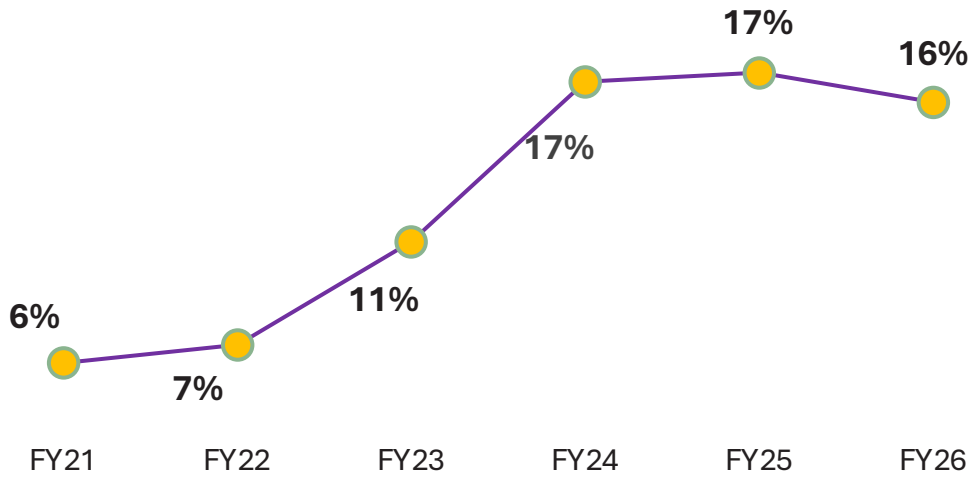
Lowest leverage ratio ever

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

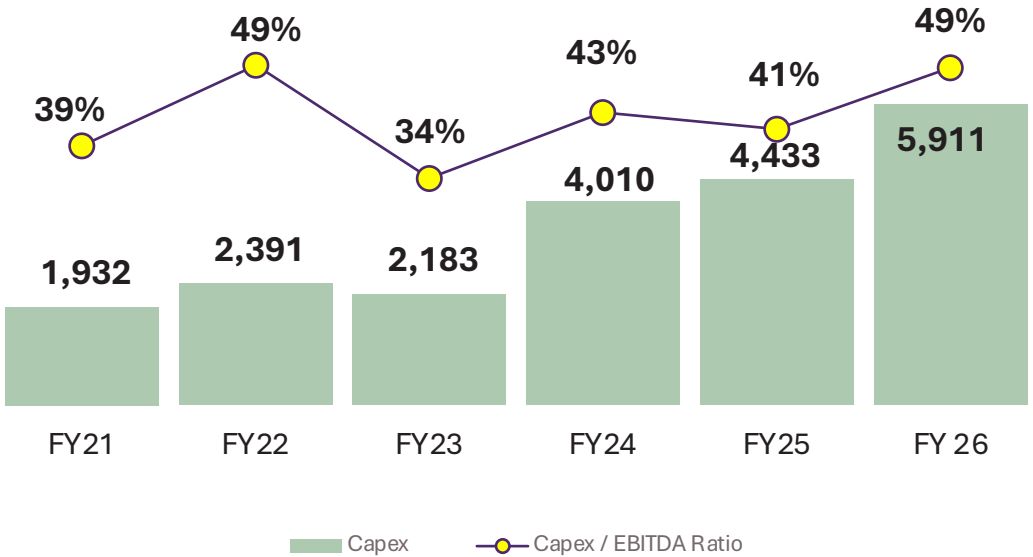
Notes :

- *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



Capex guidance for FY27 is Rs. 6,000 Cr (+/-10%)

- **~50% Growth Capex**
  - **~60% on Non-Auto businesses**
- **~50% Regular Capex**

Capacity Expansion: 17 Facilities at Different Stages of Completion.

Business Division	No. of Ongoing Projects	Country	Product	Capability	SOP
Wiring Harness	03	India	Wires	Backward Integration	Q1FY28*
		Morocco	Wiring Harness	Capacity Expansion	Q4FY28*
		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	05	UAE	Polymer Products	Capacity Expansion	Q4FY27
		India	Polymer Products	Capacity Expansion	Q4FY28
			Polymer Products	Capacity Expansion	Q4FY28
			Paint Line	Brownfield Expansion	Q3FY27
		Mexico	Paint Line	Brownfield Expansion	Q3FY27
Lighting and Electronics	01	India	Consumer Electronics	Capacity Expansion and Backward Integration	Q4FY27
Aerospace	01	India	Surface Treatment	Capacity Expansion	Q4FY27
Elastomer	01	UAE	Rubber Components	Capacity Expansion	Q4FY27*
Logistics	02	India	Package Handling Solutions	New Capability	Q3FY27
		Hungary		New Capability	Q3FY27
Energy	01	India	Wind Power Generation	Captive Consumption	Q3FY28
Technology & Industrial Solutions	01	India	Office Campus		Q4FY27



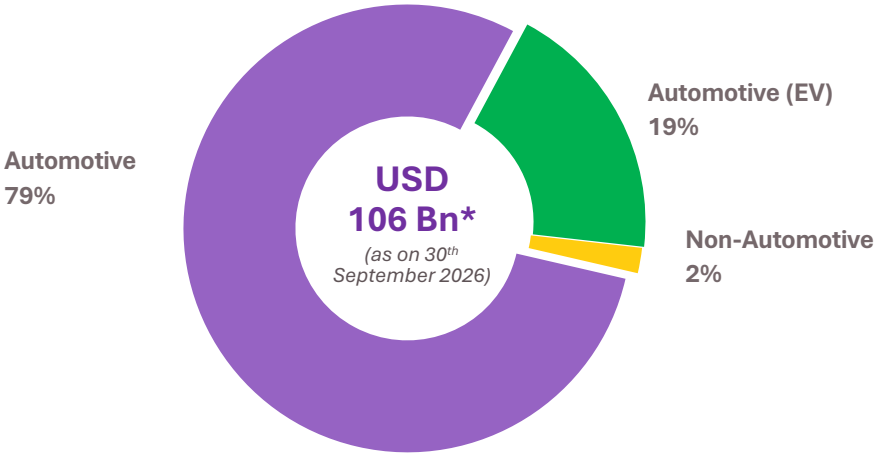
Actual photograph of an upcoming Greenfield

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

Strong & Diversified Booked Business.

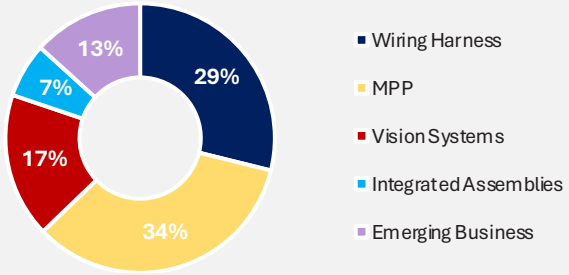


Segment-wise Breakup of automotive booked business (EV included)

LVs	*76%*	*Off Highway & Rolling Stock*	*4%*
CVs	*14%*	*2-Wheelers*	*4%*
		Others	*2%*

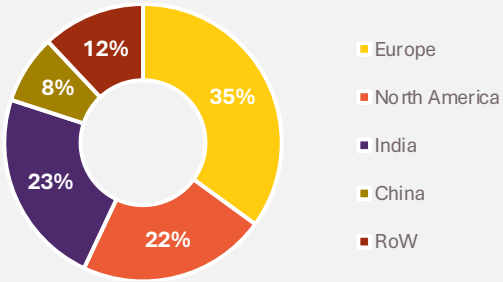
Booked Business by Segments

Diversification at Play



Booked Business by Geography

Globally Local

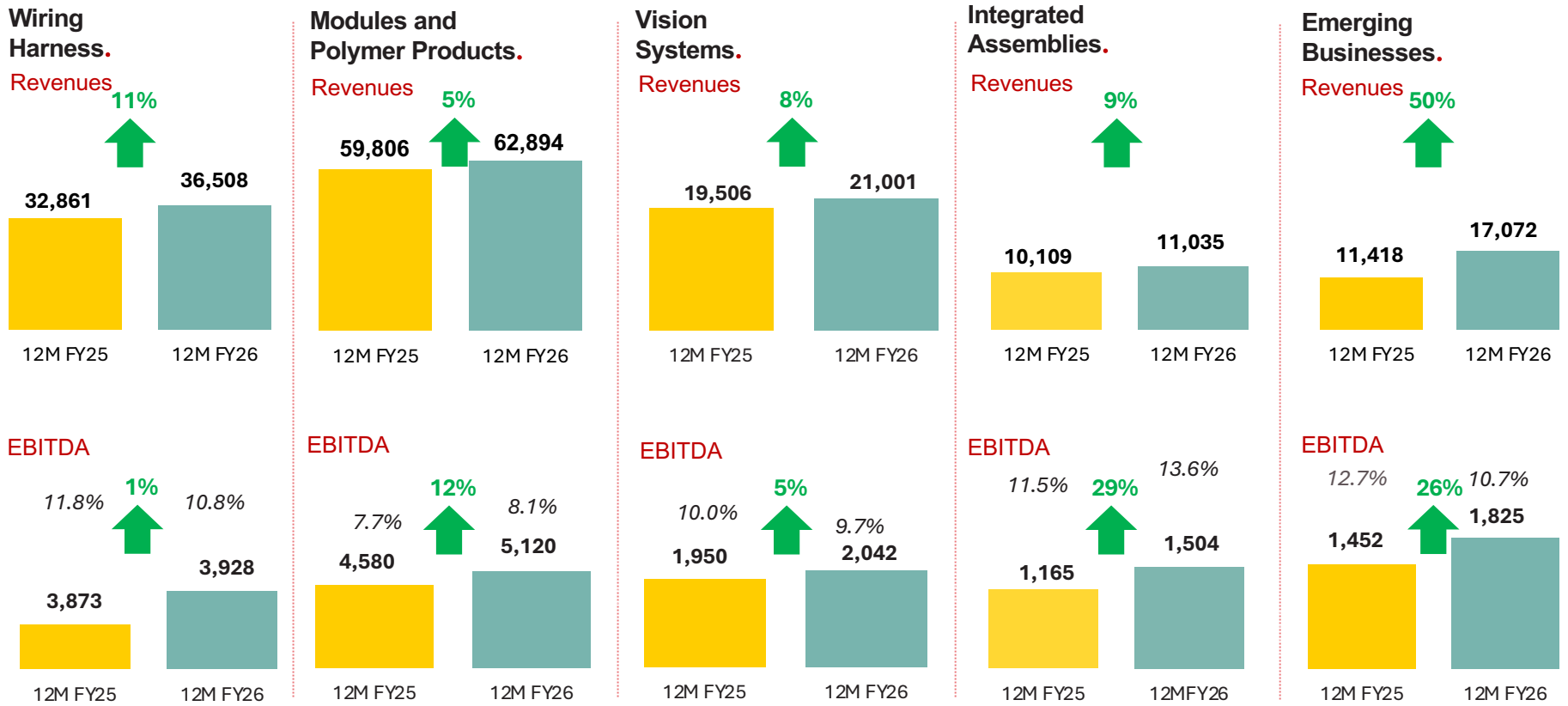


**Note:*

- *Booked business total excludes Consumer Electronics*
- *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

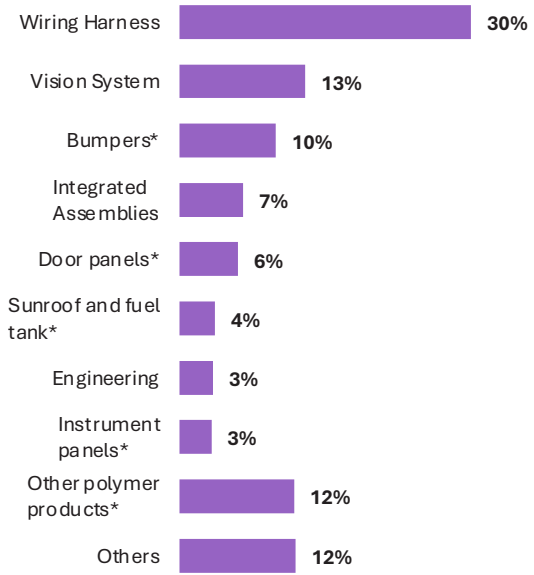




Notes:
1. Divisional numbers reported are including 100% of joint ventures and associates accounted as per equity method.

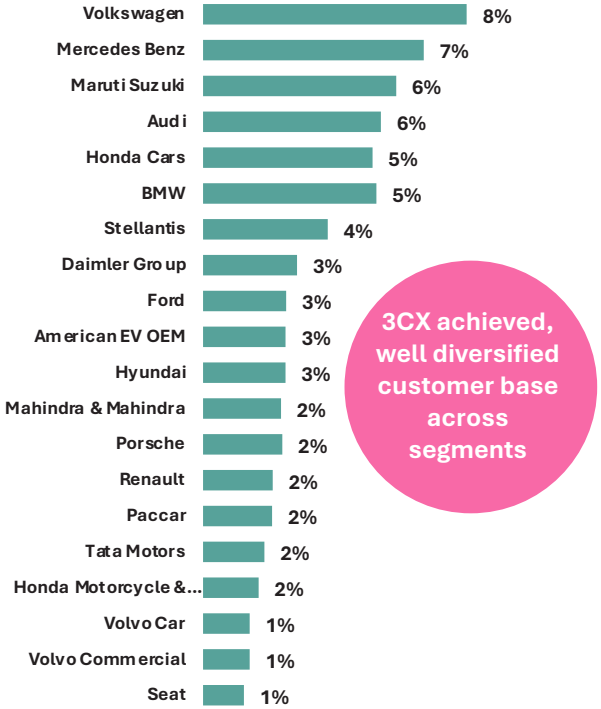
Consistently Improving Diversification Across all 3 Cs (3CX10).

Component wise.



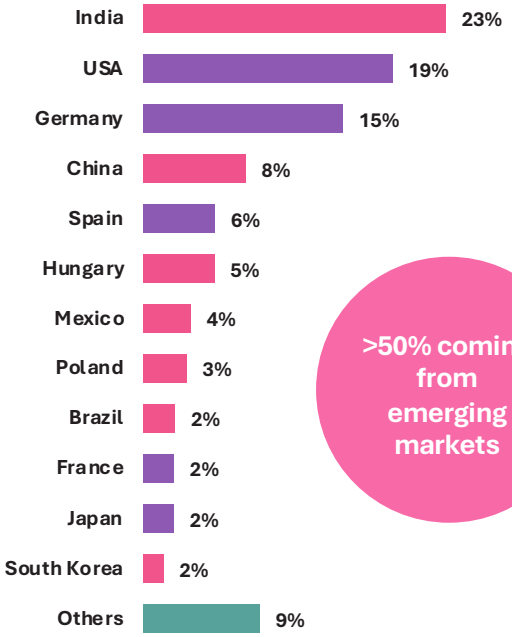
Customer wise.

(top 20 customers)



3CX achieved, well diversified customer base across segments

Country wise.



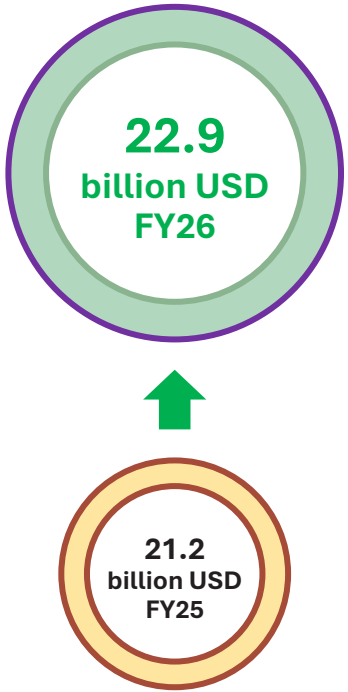
>50% coming from emerging markets

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.
3. Data is for H1FY27
** 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)



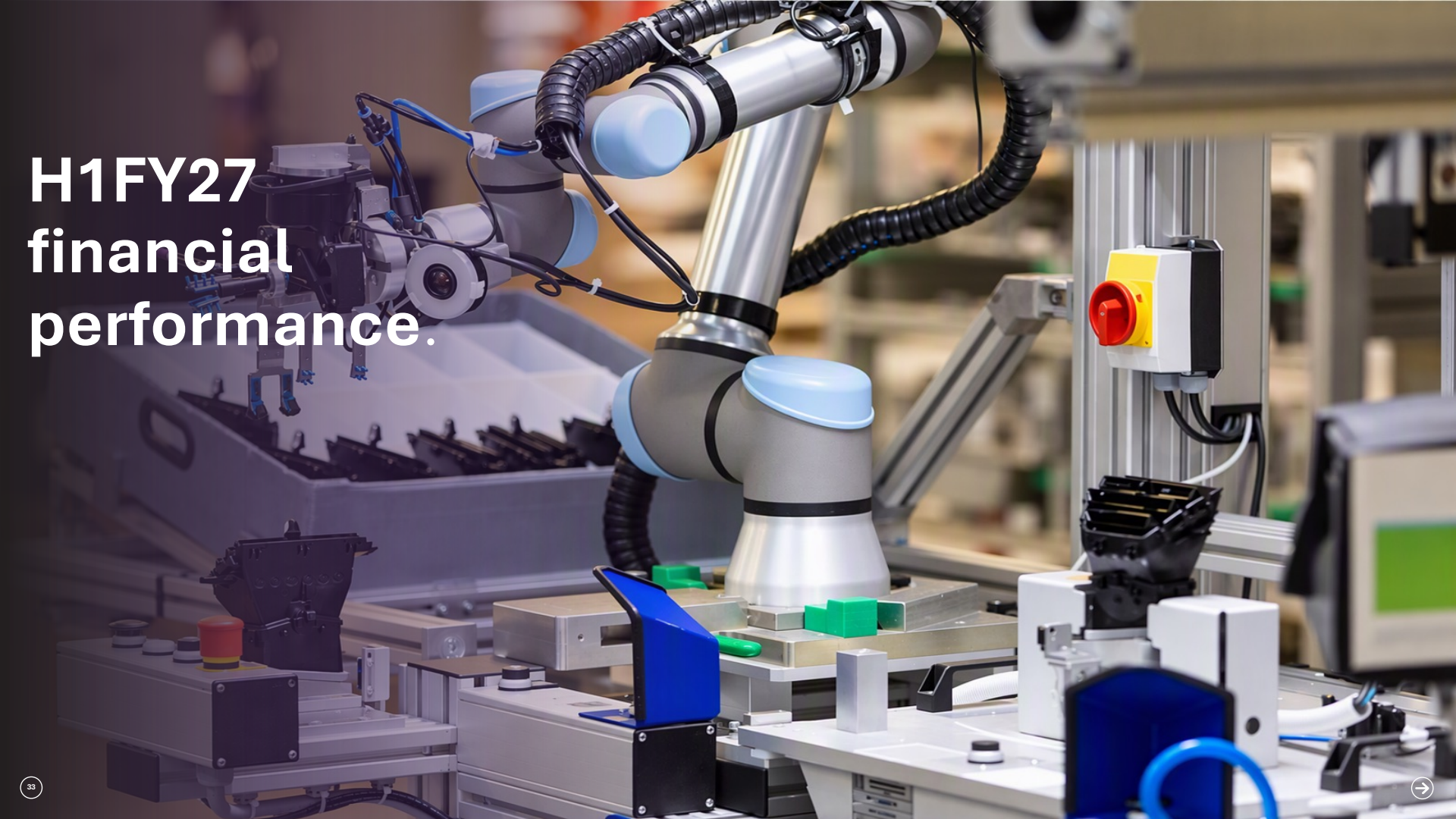
	FY 2024-25	FY2025-26
Gross revenue	**178,999**	**194,010**
Less: Throughput revenue[1]	50,054	50,722
Economic Revenues (including JVs)	**128,945**	**143,288**
Less: JVs consolidated as per equity method	15,282	17,184
Reported/ Net Revenue	**113,663**	**126,104**

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).

H1FY27 financial performance.



Key Highlights 01/02.

Record Revenues cap off a strong First Half.

Performance at a glance.

Q2FY27 vs Q2FY26.

Revenue
Rs 38,280 Crores ↑ 27%

EBITDA
Rs 3,353 Crores ↑ 23%

Normalized PAT[1]
(Concern Share)
Rs 1,175 Crores ↑ 37%

H1FY27 vs H1FY26.

Revenue
Rs 73,524 Crores ↑ 22%

EBITDA
Rs 6,457 Crores ↑ 25%

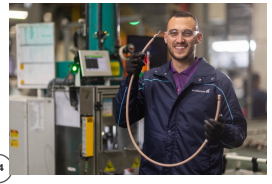
Normalized PAT[1]
(Concern Share)
Rs 2,207 Crores ↑ 45%

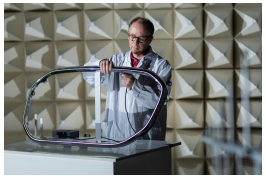
Highest ever quarterly and half yearly revenue driven by acquisitions and strong growth in wiring harness business

MPP margin improvement through cost optimization, offset rising input costs and acquired assets integration impacts

External Environment (Q2FY27)

- **Global LV production declined, led by China**, while **South Asia supported volumes**; **new launches to drive FY28 growth**
- **Broad-based CV growth** across North America, India and Europe **lifted global CV production**, with **momentum expected to continue into H2FY27**
- **Copper prices** continued to rise, **increasing** 6% QoQ, continuing **commodity cost pressures**
- **Softening crude oil prices eased input cost pressures** during the quarter. However, **prices have surged ~24% since Aug-end**



Key Highlights 02/02.

Positioned for Sustained Growth.

Other Highlights

Strong Booked Business of USD 106 billion*

All-time high

Capex of Rs. 1,971 Crores (59% of EBITDA)

Capex in-line with growth priorities and yearly guidance

Capacity Expansion

01 plant operationalized during the quarter
05 expansions announced

Stable Net Leverage Ratio at 0.8x

Strong balance sheet provides ample capacity to pursue inorganic growth



01 New Acquisition Announced

Rotary Connectors (India); Circular Connectors and Interconnection Solutions

Adds MIL-spec connector capabilities to Motherson's Aerospace and Defence portfolio, strengthening its position in EWIS (Electrical Wiring Interconnection Systems).



Industries Served

- Aerospace
- Defence

Key Geographies Served

- India
- USA

*Note: Booked business total excludes Consumer Electronics

Summary of Divisional Financial Performance.

(all figures are Rs. in Crores)

Business Division	Q2FY26			Q2FY27			H1FY26			H1FY27		
	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Wiring Harness	8,550	894	10.5%	14,382	1,432	10.0%	17,190	1,877	10.9%	25,662	2,685	10.5%
Modules & Polymer Products	15,374	1,138	7.4%	15,956	1,324	8.3%	30,382	2,096	6.9%	32,651	2,468	7.6%
Vision Systems	5,084	469	9.2%	5,418	499	9.2%	10,221	942	9.2%	11,072	1,019	9.2%
Integrated Assemblies	2,580	315	12.2%	2,650	325	12.3%	5,399	637	11.8%	5,599	697	12.5%
Emerging Businesses[1]	4,001	380	9.5%	6,452	543	8.4%	7,703	689	8.9%	11,248	948	8.4%
Less: Eliminations/ Intersegment Sales/ Unallocated	1,210	(95)		1,303	(18)		2,413	(37)		2,685	(26)	
Reported including JVs/ (Economic Value[2])	**34,379**	**3,291**	**9.6%**	**43,555**	**4,142**	**9.5%**	**68,482**	**6,277**	**9.2%**	**83,547**	**7,844**	**9.4%**
Less: JVs consolidated as per equity method[3]	4,206	572		5,275	789		8,097	1,092		10,023	1,387	
Reported	**30,173**	**2,719**	**9.0%**	**38,280**	**3,353**	**8.8%**	**60,385**	**5,185**	**8.6%**	**73,524**	**6,457**	**8.8%**

Notes:

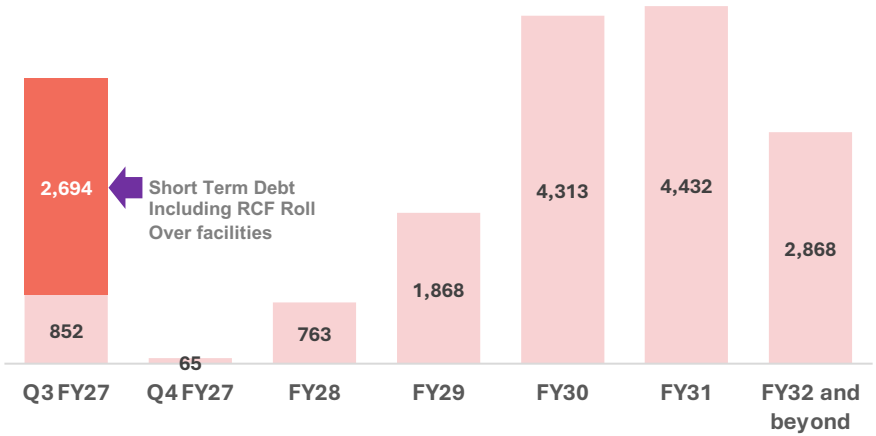
1. *Emerging businesses include – Elastomer, Lighting and electronics, Precision Metals and Modules, Services, Aerospace, Health and Medical, Logistics Solutions, Vehicle Systems and Technology and Industrial Solutions.*
2. *Divisional numbers include 100% of joint ventures and associates which are accounted as per the equity method (Economic Revenue)*
3. *Data for JVs consolidated as per equity method is net of intercompany transactions*

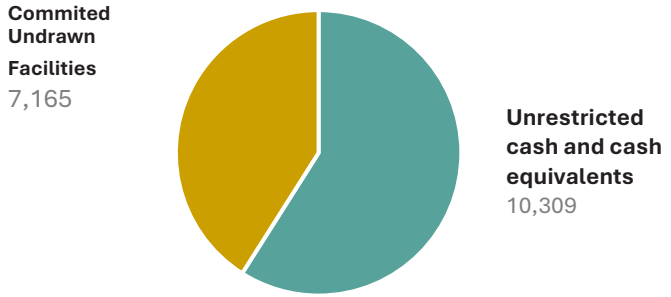
Robust Balance Sheet with Comfortable Debt Maturities and Strong Liquidity.

Gross Debt – Rs. 19,355 Crores
(as of 30th Sep 2026)

Liquidity – Rs. 17,474 Crores
(as of 30th Sep 2026)

Comfortable Debt Repayment Schedule[1]





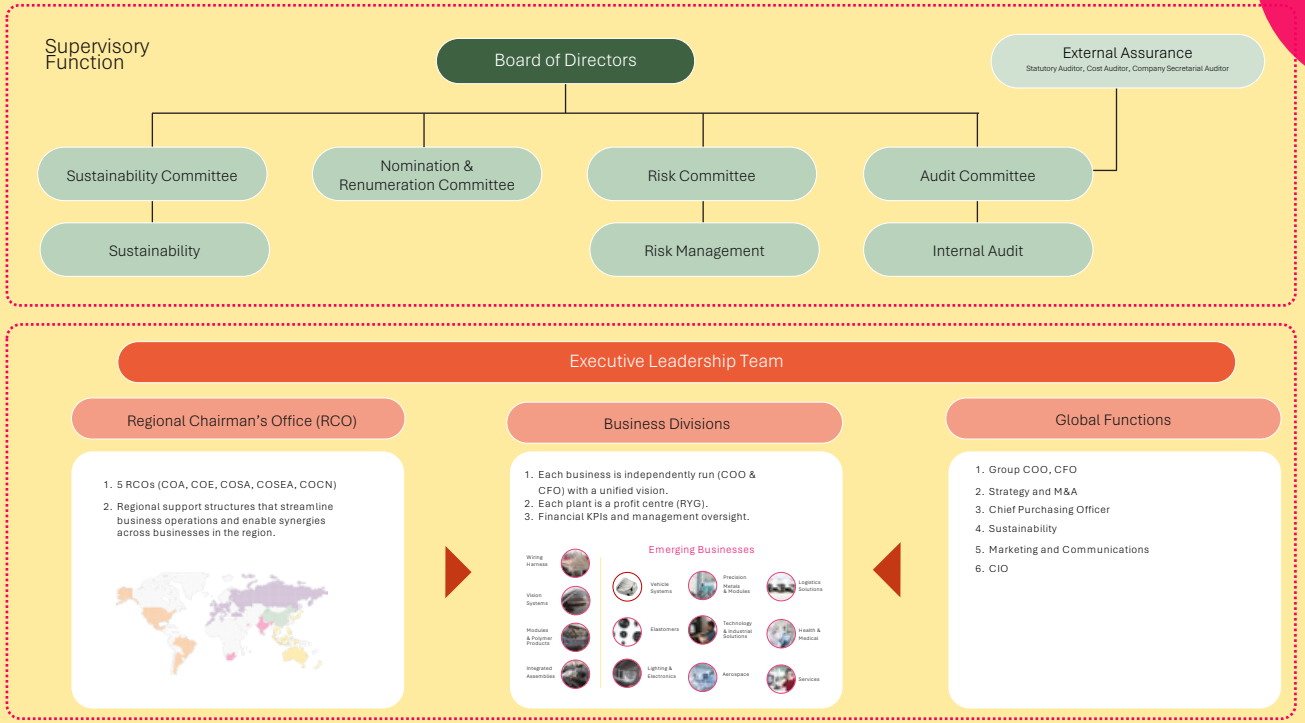
Note:
1. Rs ~1,500 cr of CCD portion of fund raise, assumed as equity and is not included in the debt stack on the chart due to its nature of being compulsorily convertible instrument

Strong fundamentals.



Decentralised Management structure enables quick response to opportunities.

Management bandwidth across regions.



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/Positive**.

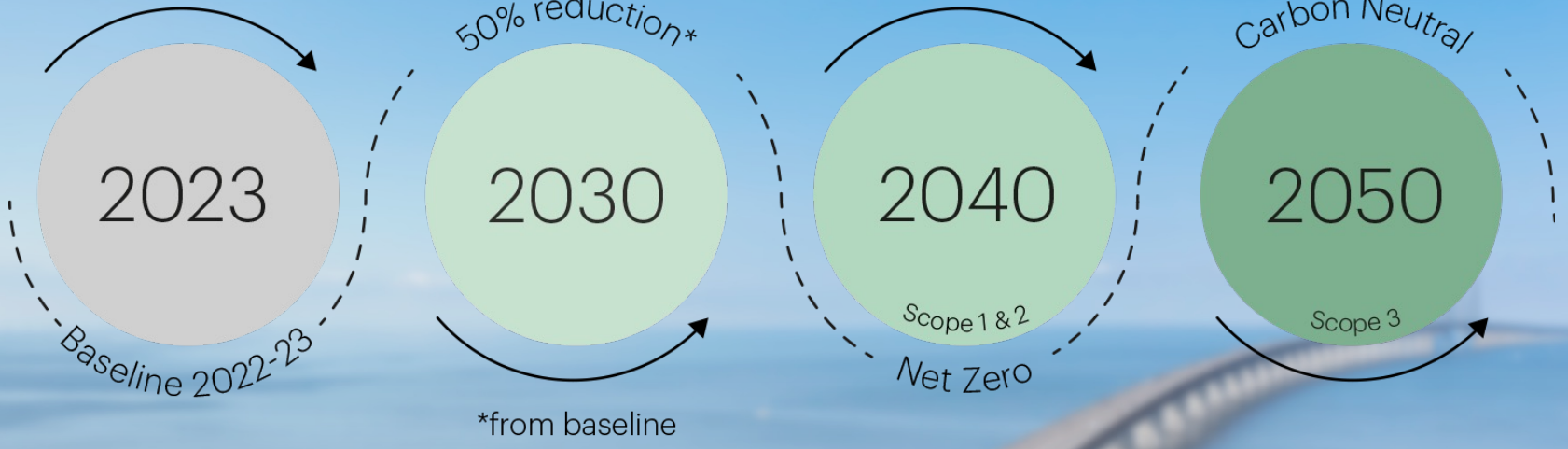
Domestic

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**.

Sustainability goals on the path to 2050.



Also, by 2030: 100% of operational units ISO 50001 certified, zero liquid discharge and a 50% improvement in emissions and energy efficiency.

Steady progress on our sustainability journey.



Comparison vs FY25. Intensities are per INR million of revenue

Comparison vs FY25. Intensities are per INR million of revenue

Awards.

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

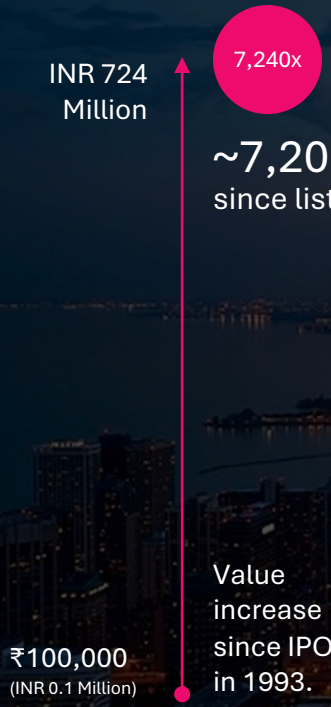


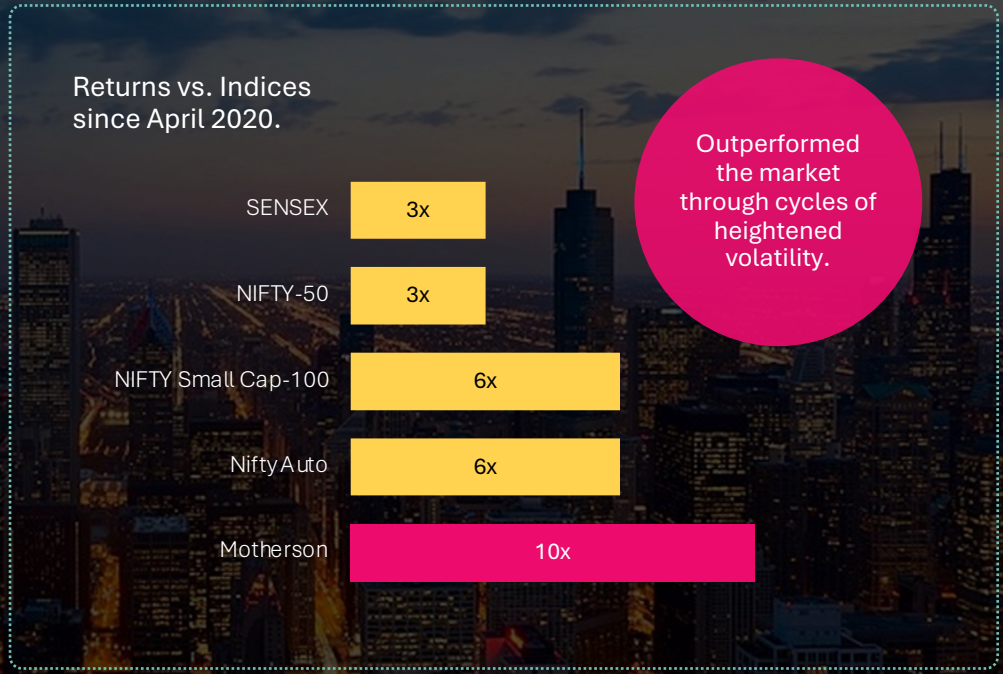

TIME
TIME
WORLD'S
BEST
COMPANIES
IN PARTNERSHIP WITH
statista
2024
MOTHERSON RECOGNISED FOR EXCELLING IN:
• Employee Satisfaction
• Revenue Growth
• Sustainable Practices

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



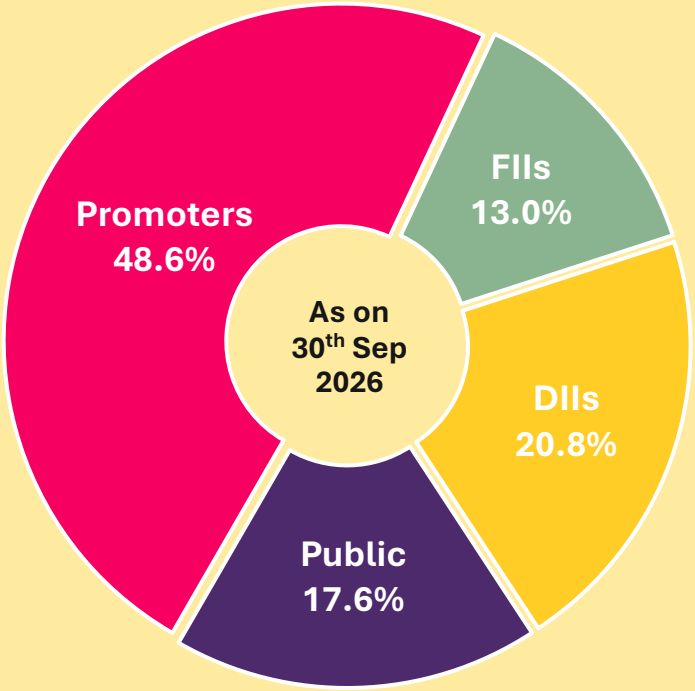
We have a track record of delivering superlative value for shareholders.





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 September 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*

50 YEARS of motherson

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