

**Presentation
by**



**Motherson Sumi
Systems Limited**

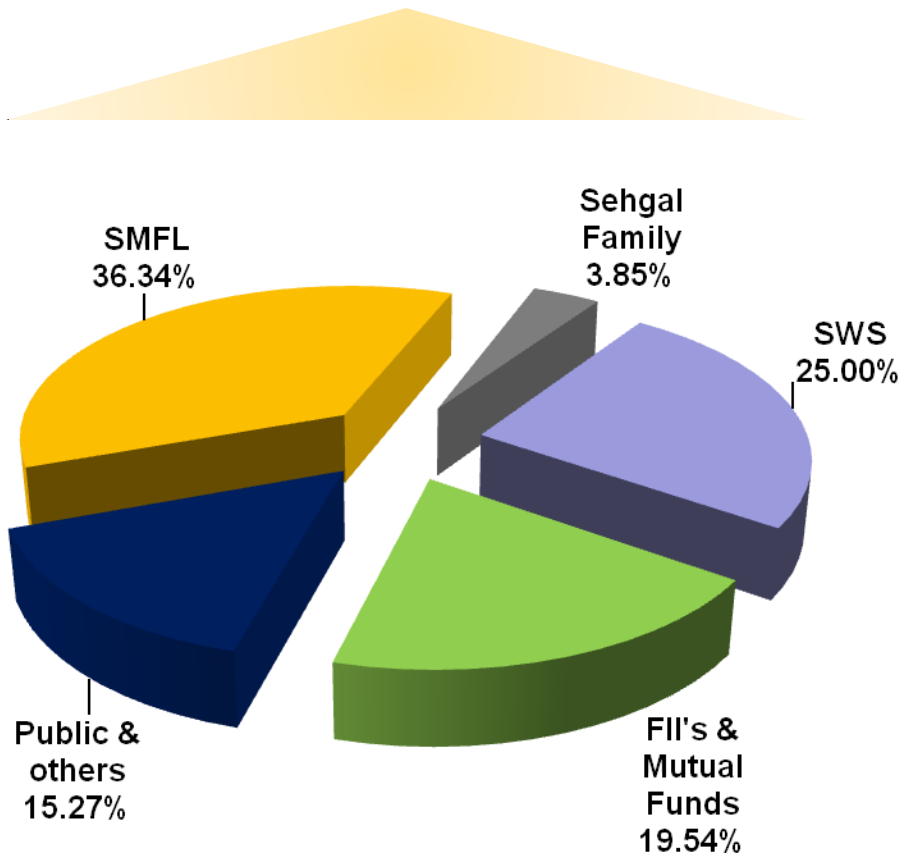
MSSL Overview

Business Portfolio & Capabilities

Vision 2015

Current Performance

Customer Recognition



Sehgal Family & SMFL* (40.19%) :

- Started Motherson Group in 1975
- Started manufacturing Wiring Harness in technical agreement with Tokai Electric Industries, Japan (a part of Sumitomo Wiring Systems) in 1983
- Established Motherson Sumi Systems Ltd. (MSSL) in JV with Sumitomo Wiring Systems Ltd. (SWS) in 1986
- Group Turnover approx USD 2.70 Billion (2010-11)

Sumitomo Wiring Systems Ltd. (25%) :

- Subsidiary of Sumitomo Electric Industries, Japan
- The second largest Manufacturer of wiring harnesses in the world and the second largest in Asia with current market share – more than 20% in the world passenger car market

** As on 31st March 2011

1975

Motherson established

1983

Establishment of Motherson Auto P. Ltd. - technical assistance agreement signed with Tokai Electric Wire Co. Ltd., now known as Sumitomo Wiring Systems Ltd., Japan (SWS)

1986

Motherson Sumi Systems Limited (MSSL) formed as a JV with Sumitomo Wiring Systems Ltd.

1993

**Motherson Sumi Systems Limited listed on Stock Exchange
1st Public Issue at a premium of Rs. 15 per share
(issue size : Rs 46.25 millions)**

1995

**Right Issue (1:5 rights issue) at a premium of Rs. 80 per share
(issue size Rs. 104.4 Million)**

2005

FCCB Issue of Euro 50.30 Million (50,300 Bonds of Euro 1,000 each)

2010

Full conversion of FCCB in equity (Equity Dilution by 10%)



Vision

To be a Globally Preferred Solutions Provider



Mission

- Ensure Customer Delight
- Involve Employees as “Partners” in Progress
- Enhance Shareholder Value
- Set new standards in Good Corporate Citizenship

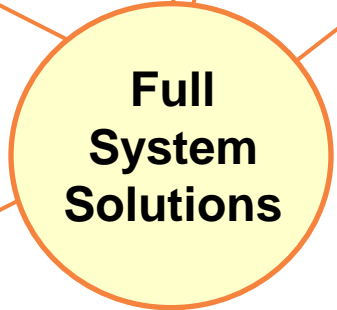
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Wiring Harnesses



Rearview Mirrors



Elastomer Processing



Polymer Processing & Tool Manufacturing



Precision Metal Machining



Modules



Global Presence



Presence in 23 Countries with over 90 manufacturing facilities



Being Established

Presence in India



Working with a philosophy of nearness to customers
MSSL has established facilities near major customer locations

KANDLA

- ▣ Rubber Injection Molding
- ▣ Wiring Harness

NASHIK

- ▣ Design Engineering
- ▣ Automotive Rear View Mirrors

PUNE

- ▣ Wiring Harness
- ▣ Plastic Molding & Assemblies

BANGALORE

- ▣ Wiring Harness
- ▣ Wires
- ▣ Plastic Molding & Assemblies
- ▣ Metal Machining
- ▣ Automotive Rear View Mirrors

PONDICHERRY

- ▣ Plastic Molding & Assemblies

HALDWANI

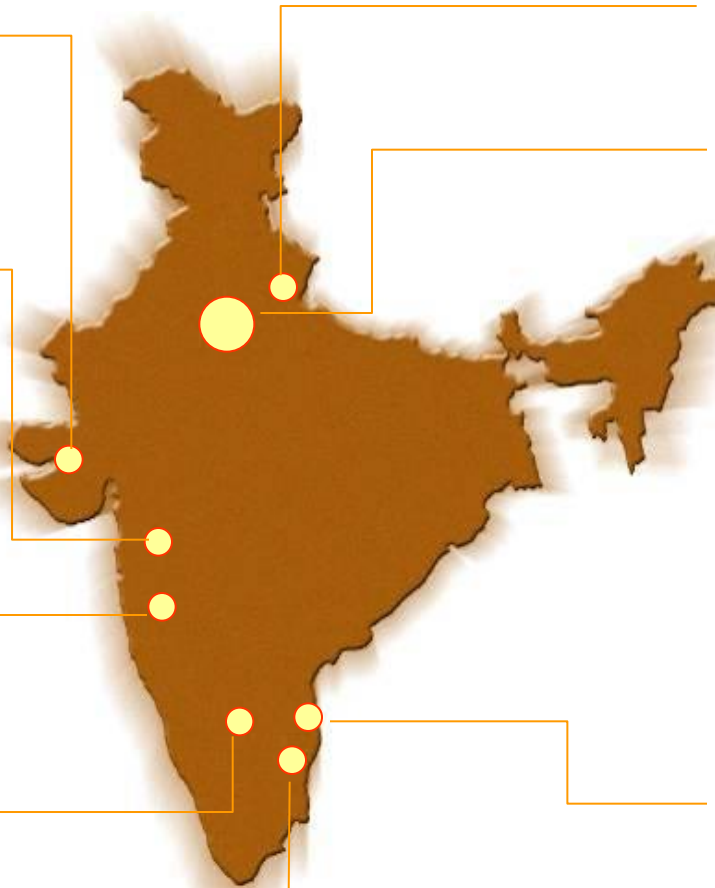
- ▣ Wiring Harness

NOIDA & NCR REGION

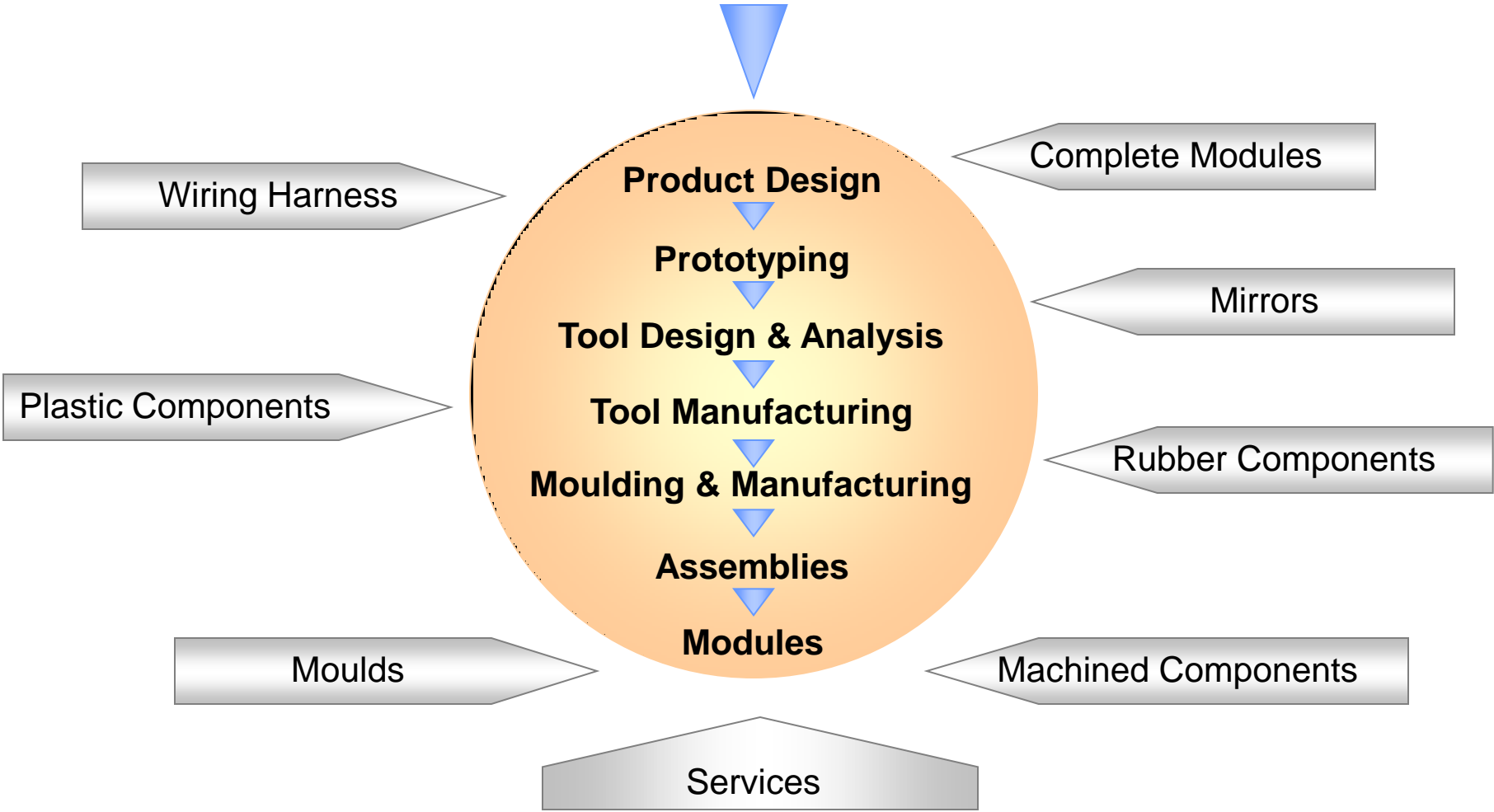
- ▣ Wiring Harness
- ▣ Wires
- ▣ Fuse Boxes
- ▣ Tubes
- ▣ Plastic Molding & Assemblies
- ▣ Rubber Injection Molding
- ▣ IP, Door Trim & Bumpers
- ▣ Automotive Rearview Mirrors
- ▣ Design Engineering
- ▣ Components & HVAC

CHENNAI

- ▣ Wiring Harness
- ▣ Plastic Molding & Assemblies
- ▣ IP, Door Trim & Bumpers
- ▣ Automotive Rearview Mirrors
- ▣ Components & HVAC
- ▣ Rubber Molding



Full System Solutions





- **Market Leader – With over 65 % market share of passenger car wiring harnesses in India**
- **JV with Sumitomo Wiring Systems, Japan, the 2nd largest wiring harness manufacturer in the in world (Partnership since 1983, JV since 1986)**
- **Serving a global customer base**
- **Strong presence in Europe Two-Wheeler & Material Handling Equipment markets**
- **Full Service Supplier with complete in-house design capability**
- **More than 25 Manufacturing Facilities**
- **Vertical backward integration for critical wiring harness components**

Partners



Sumitomo
Wiring Systems,
Japan










Kyungshin
Industrial Co.,
S. Korea



- Backward integration for critical inputs for wiring harnesses such as wires, connectors, terminals, fuses and fuse boxes. Company engaged in making components for wiring harness is now merged with MSSL, which further strengthens the backward integration.
- Direct exports to the customers as well as exporting back to collaborators
- Over 13000 Types of Wiring Harness Produced Annually
- Over 45000 Types of Components Handled in Manufacturing
- Over 35 Million Wiring Harnesses Produced Annually



- Component Design
- Tool Manufacturing
- Component Manufacturing

-  Wires
-  Connectors
-  Terminals
-  Fuse Boxes
-  Clamps & Binders
-  Grommets & Seals
-  Caps & Sleeves

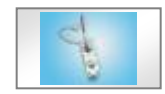
Wiring Harness



Process Engineering



Applicators



Jigs



Assembly Boards



Circuit Boards



Material Handling



First turn signal in exterior mirror



First combined power telescopic and power folding mirror



First Blind Spot Detection System

- **Samvardhana Motherson Reflectec, which acquired global rear view mirror business of Visiocorp in March 2009, is a leading manufacturer of automotive rear view mirrors in the world**
- **Supplying products to the Top Ten OEMs totalling more than 360 individual programs**
- **16 manufacturing plants across the world in growing markets like China, India, Korea, Japan & Mexico**
- **Technology leader with over 500 patents and a history of innovations**
- **Presence in India since 1996 through initial JV with Britax which later on became a part of Visiocorp**
- **22% share of global passenger car rearview mirror market and a 53% share in India**

Partners



Ningbo HuaXiang Electronic Co., Ltd.
China
50:50JV for China

Poong Jeong Ind Co., Ltd
S.Korea
90:10 JV for Korea



First to market

- SMR offers innovation in technology and styling options



First turn signal
in exterior mirror
(Mercedes-Benz)



First interior
mirror with
multiple
functions
(Mercedes-Benz)



First LIN-bus-
system in
exterior mirror
(Jaguar)



First camera-
based blind spot
detection
system



First light guide
style turn signal
(Audi Q7)

1997 1998

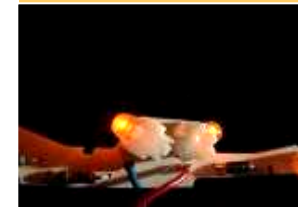
1999 2000

2001 2002 2003

2004 2005

2006 2007

First side-looker-
LED turn signal
(Hyundai)



First combined
power telescopic
and power
folding mirror





- One of the largest molded parts, assemblies & module supplier to the Indian automotive industry
- Over 30 Manufacturing Facilities
- Over 900 injection molding machines
- Injection molding machines ranging from 5 ton to 3200 tons
- Over 24 Blow Molding Machines
- 2K & 4K Molding Facilities
- Comprehensive post molding & assembly processes along with Polymer Compounding
- Global manufacturing, Global supplies





- **Manufacturing processes include**
 - **Rubber Injection Molding**
 - **Silicon Injection Molding**
 - **Rubber Extrusion**
 - **Rubber Compounding**
- **Supporting Collaborator with exports from India**
- **Manufacturing parts for the Automotive, Measuring and Control, Medical, White Goods and for other Industrial applications**
- **Five manufacturing Facilities spread over India, U.A.E. and Australia**

Partner



Woco Industrietechnik
GmbH, Germany



Machined Metal Components



- Specialise in machining of high precision, critical application metal components

HVAC Systems for cars



- Manufacturing HVAC Systems for passenger cars
- Modules including Body Control Modules and Engine Cooling Modules

Waste Recycling Systems



- Manufacturing and marketing “Aerobin”, a home and garden waste containment system
- Patented Areation technology
- Product launched in Australia, Europe & Japan

Partners

DREMOTEC GmbH
& Co. ORCA)
Germany

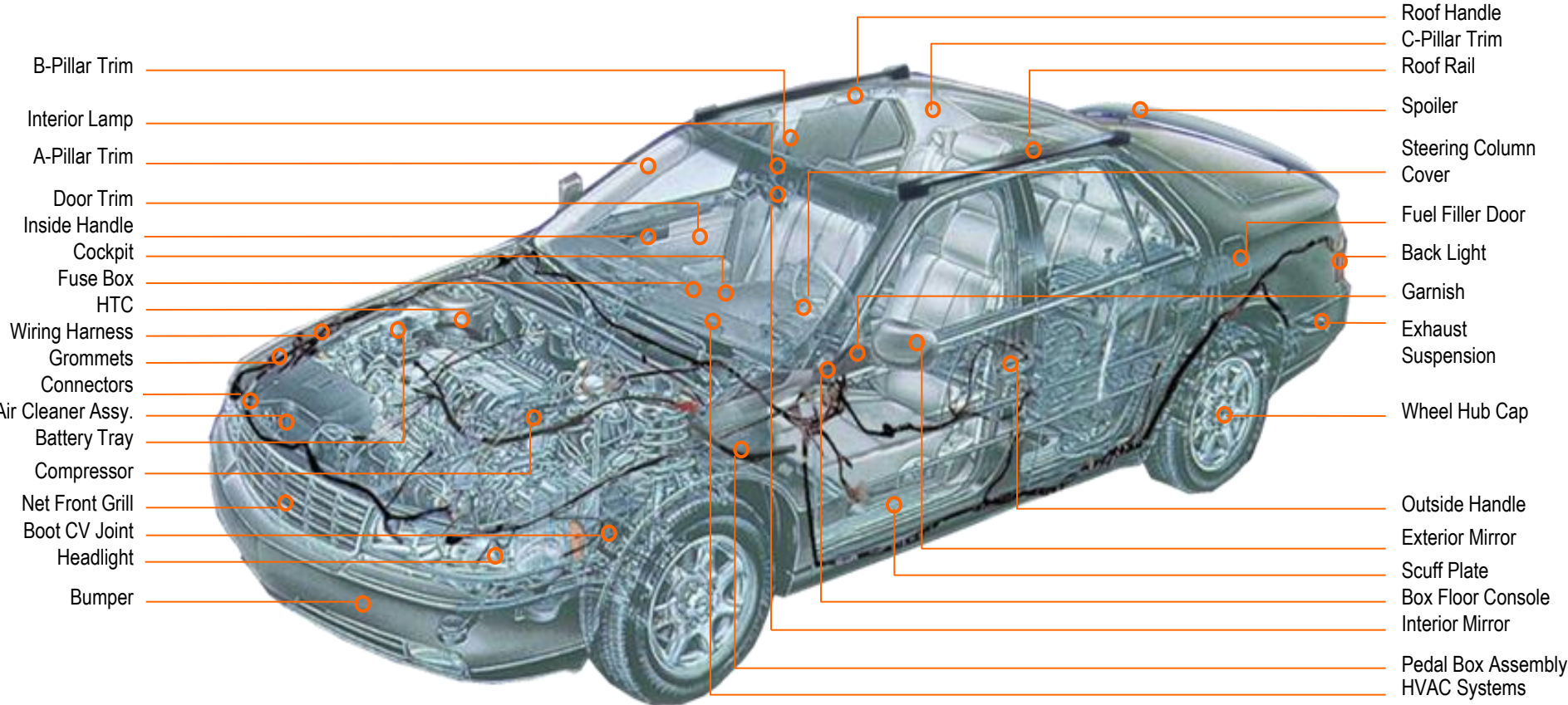
Calsonic Kansei
Japan

ECompost

E-Compost
Australia



Increasing Content per Car



* Depictive range only

MSSL Overview

Business Portfolio & Capabilities

Vision 2015

Current Performance

Customer Recognition

Since year 2000 MSSL has set targets for 5 years and has delivered well on those targets. MSSL has always focused on profitable growth, diversifying its customer base and creating more value for its stakeholders

	2005		2010	
	Target	Achieved	Target	Achieved
Sales	Rs1000 Cr	Rs1029 Cr	USD 1 Bn	USD 1.5 Bn
ROCE	40%	39%	40%	37% (Stand Alone) 22% (Consolidated)
Single largest Customer's Contribution	< 25%	27%	< 20%	15%
Sales from Global Customers	30%	29%	60%	70%
Dividend Payout Ratio	40%	43%	40%	44% (Stand Alone) 32% (Consolidated)

MSSL declared its targets for 2015 in its annual Report for 2009-10



MSSL Overview

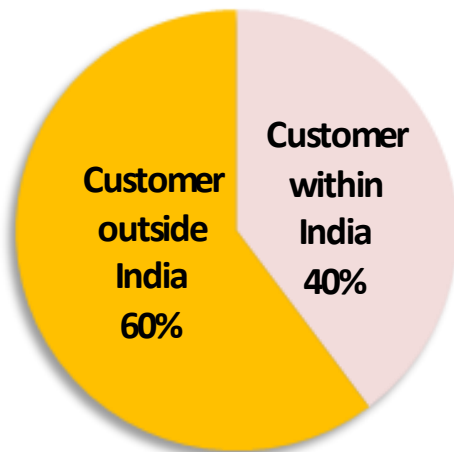
Business Portfolio & Capabilities

Vision 2015

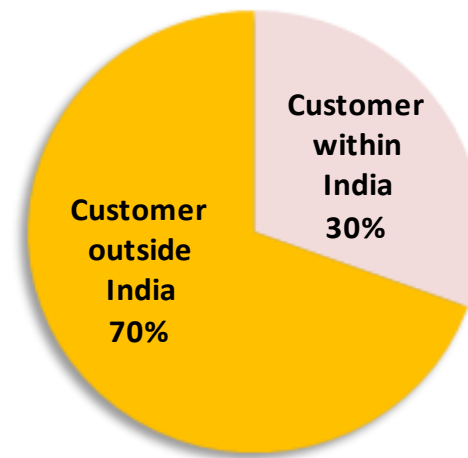
Current Performance

Customer Recognition

FY 2010-11 (Consolidated)



FY 2009-10 (Consolidated)

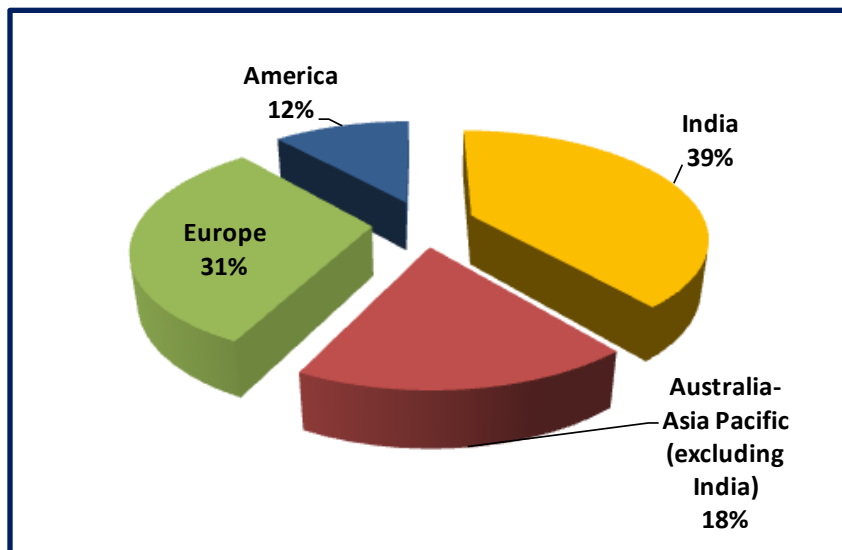
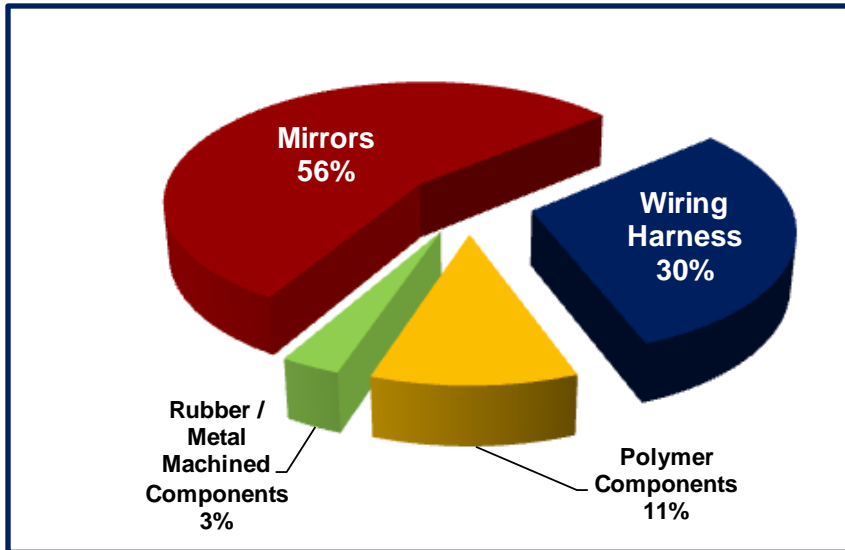
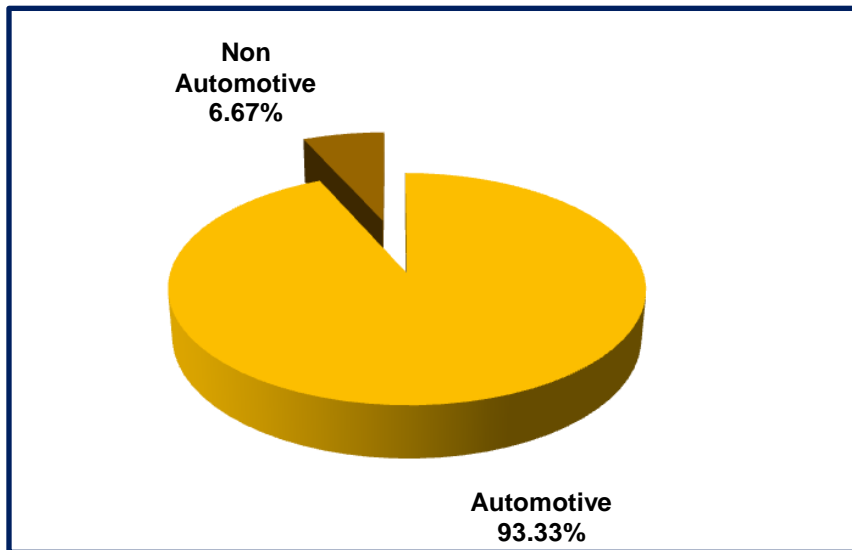


- Continuing robust growth wagon - total consolidated sales increased by 22%

Rs in Crores

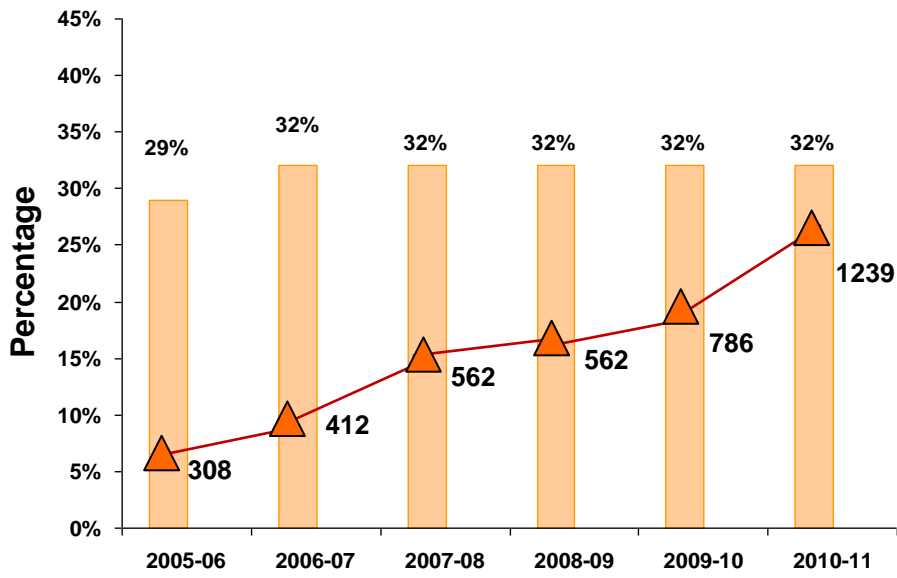
SALES	YTD		
	2010-11	2009-10	Growth (%)
Consolidated			
Customers Within India	3,251.59	2,043.12	59.15
Customers Outside India	4,924.04	4,659.07	5.69
Total	8,175.63	6,702.19	21.98

Consolidated Sales Profile

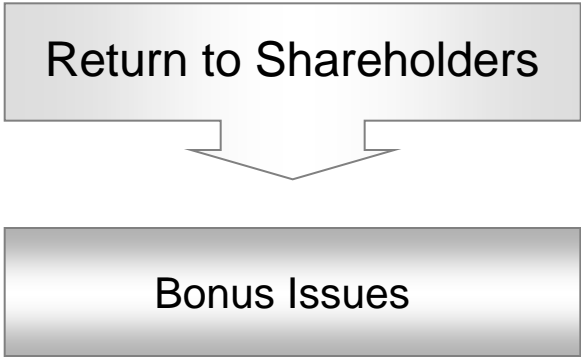




Dividend Payout Ratio



Target Dividend Payout Ratio 40%

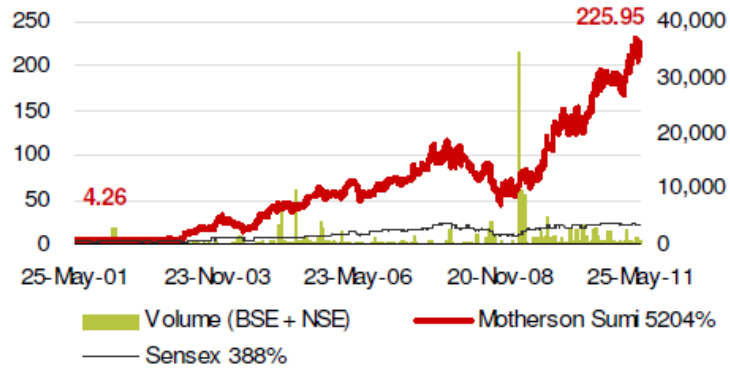


- **Bonus Issue in 1997-98: One share against Two shares held**
- **Bonus Issue in 2000-01 : One share against Two shares held**
- **Bonus Issue in 2004-05 : One share against Two shares held**
- **Bonus Issue in 2007-08 : One share against Two shares held**

Price Performance

Last 10 Years

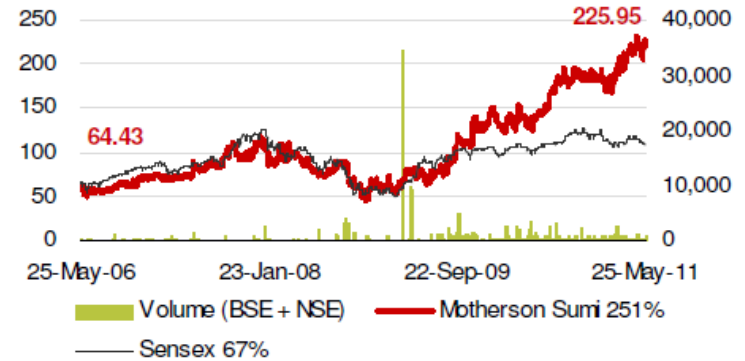
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Price Performance

Last 5 Years

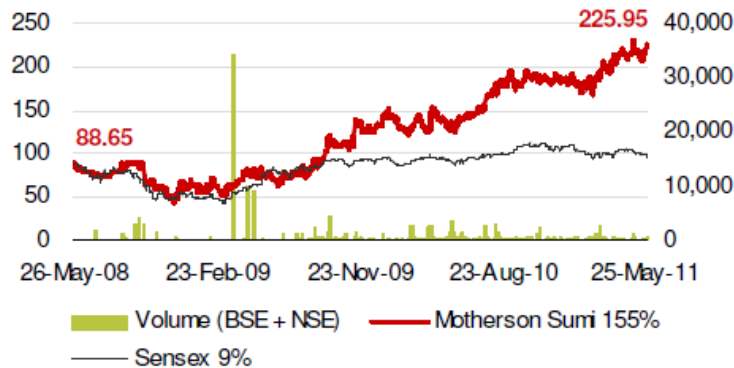
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Price Performance

Last 3 Years

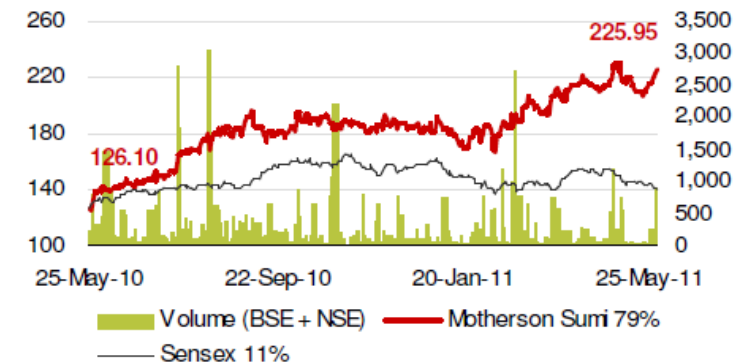
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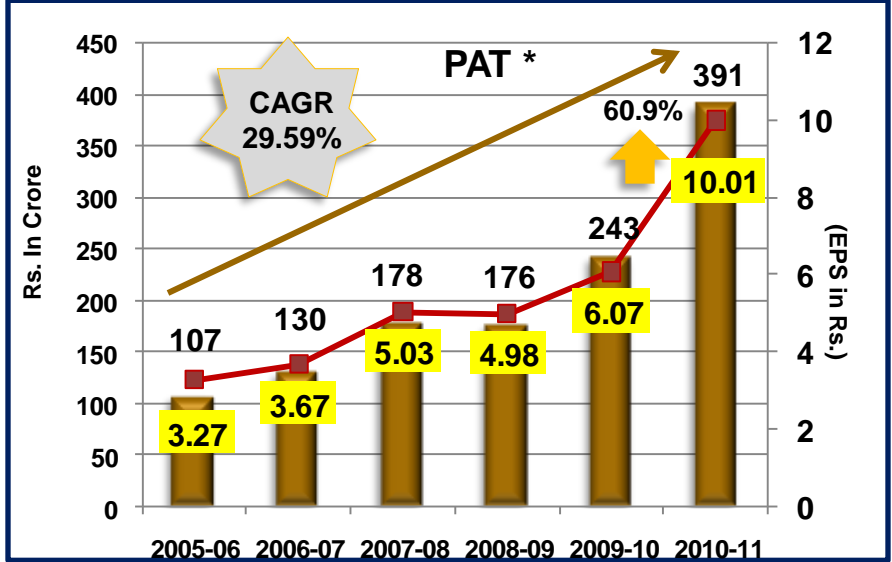
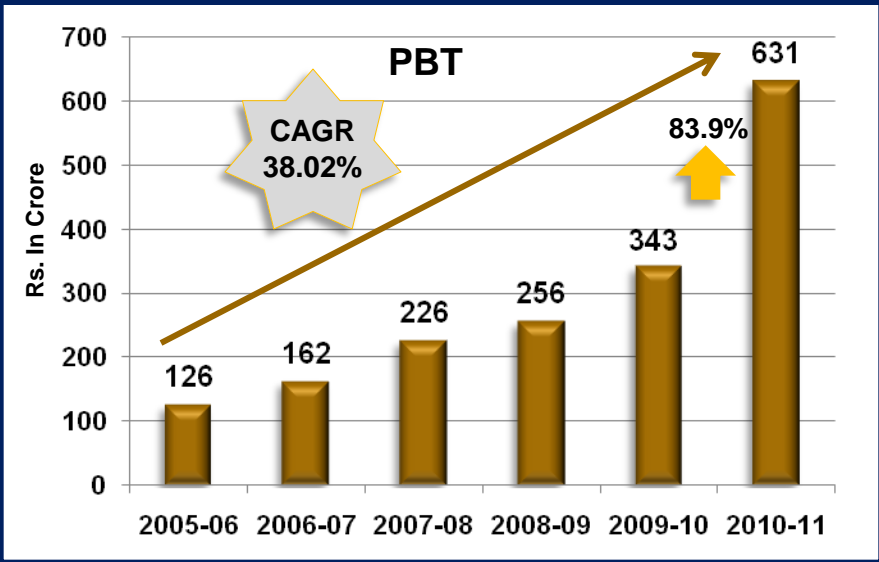
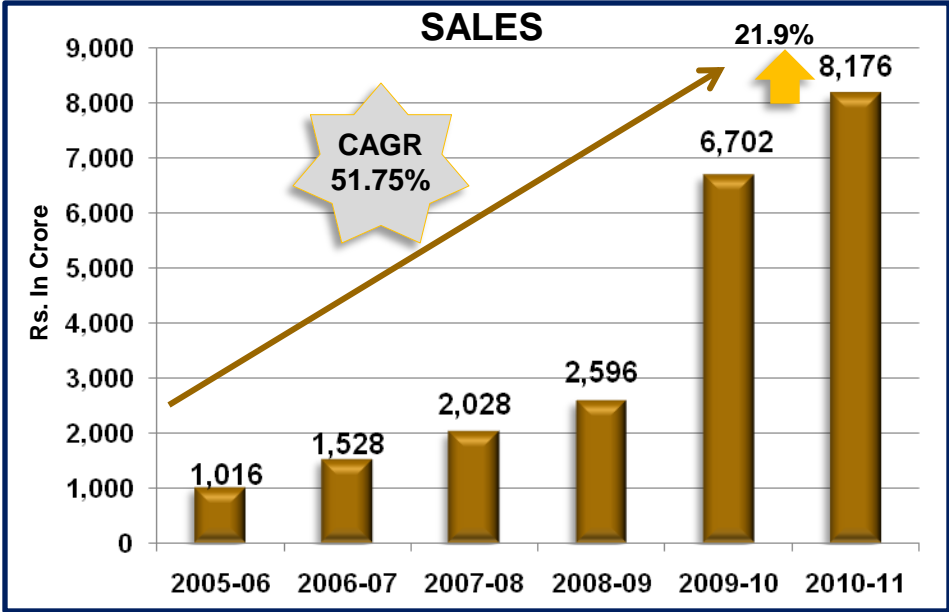
Price Performance

Last 1 Years

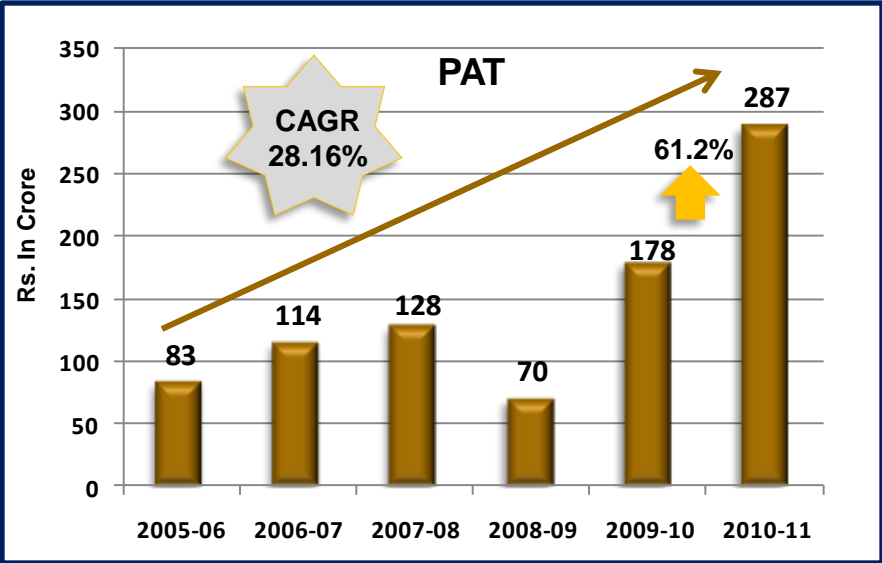
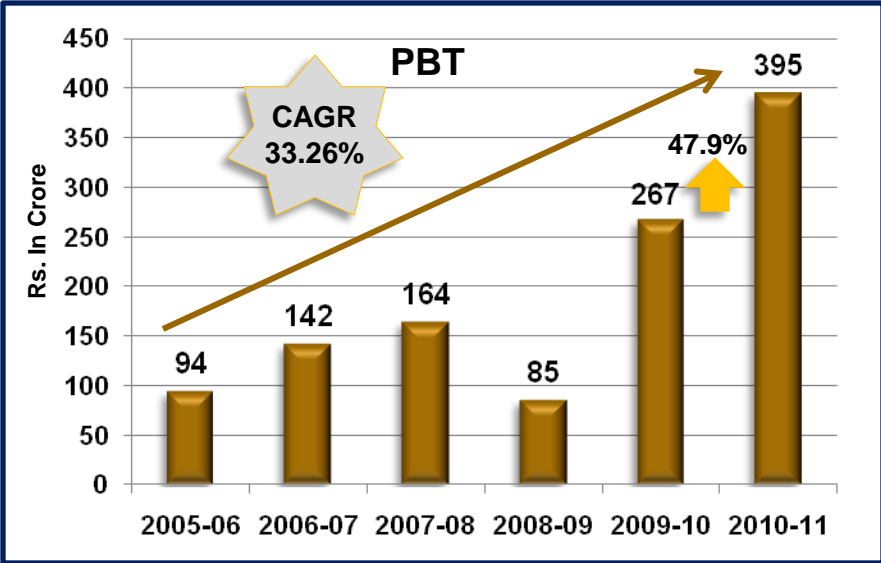
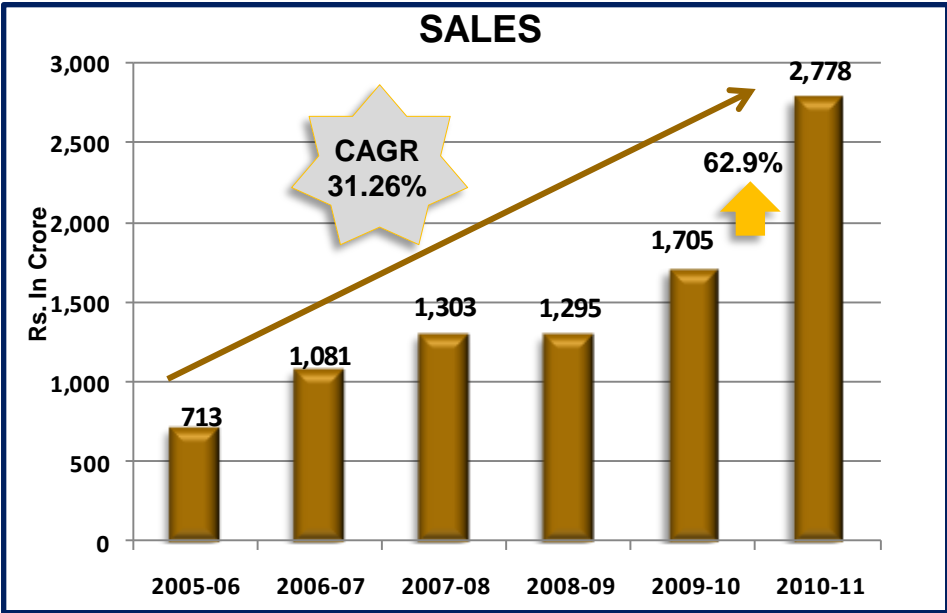
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MSSL has given an IRR of 40% since listing in 1993

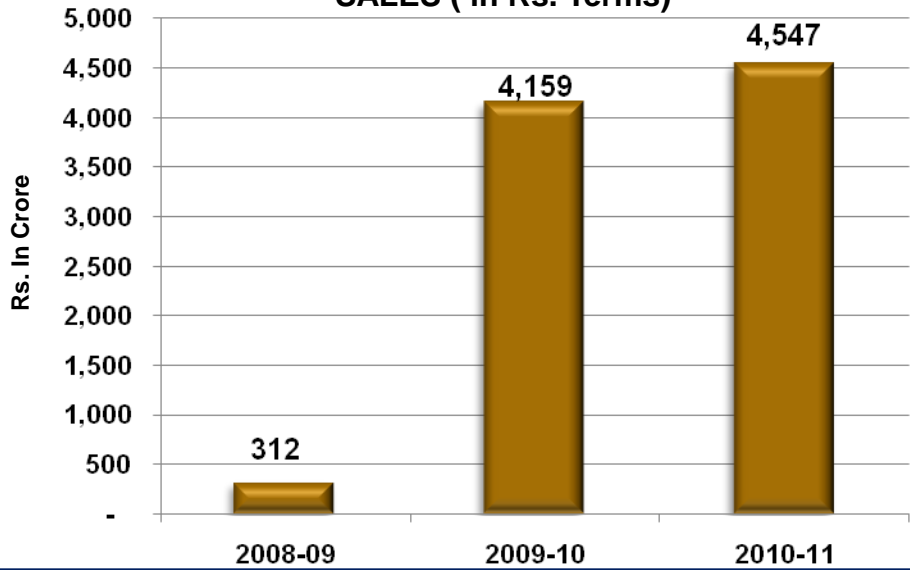


* Concern share

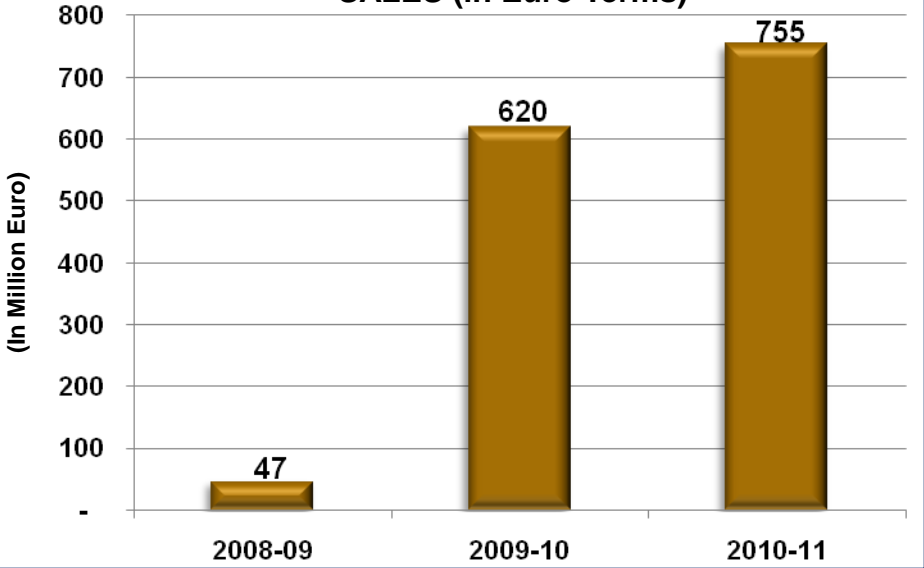




SALES (in Rs. Terms)

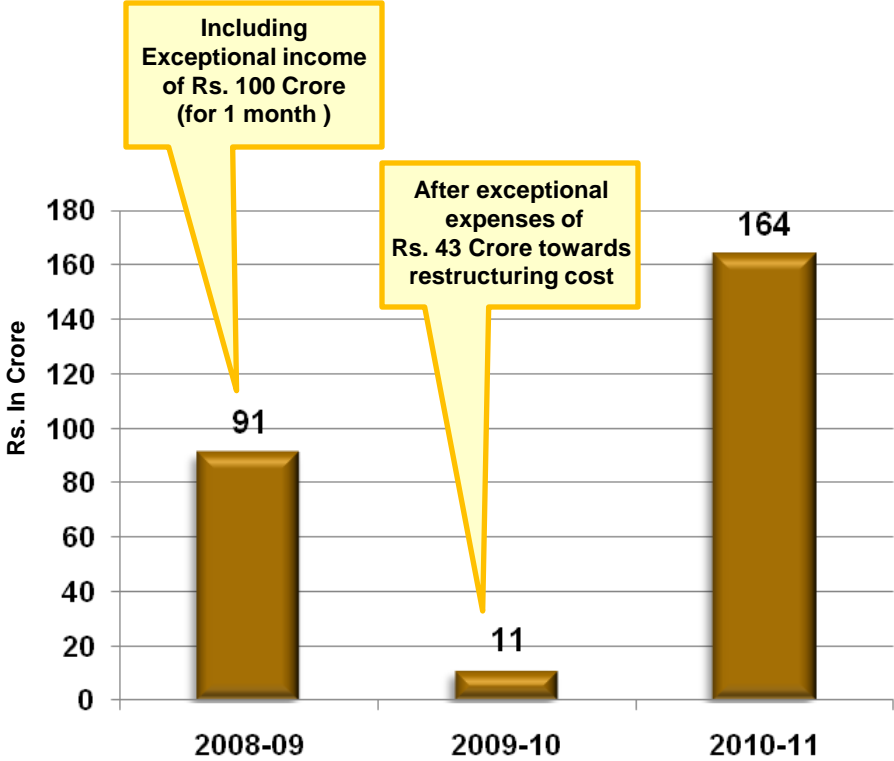


SALES (in Euro Terms)

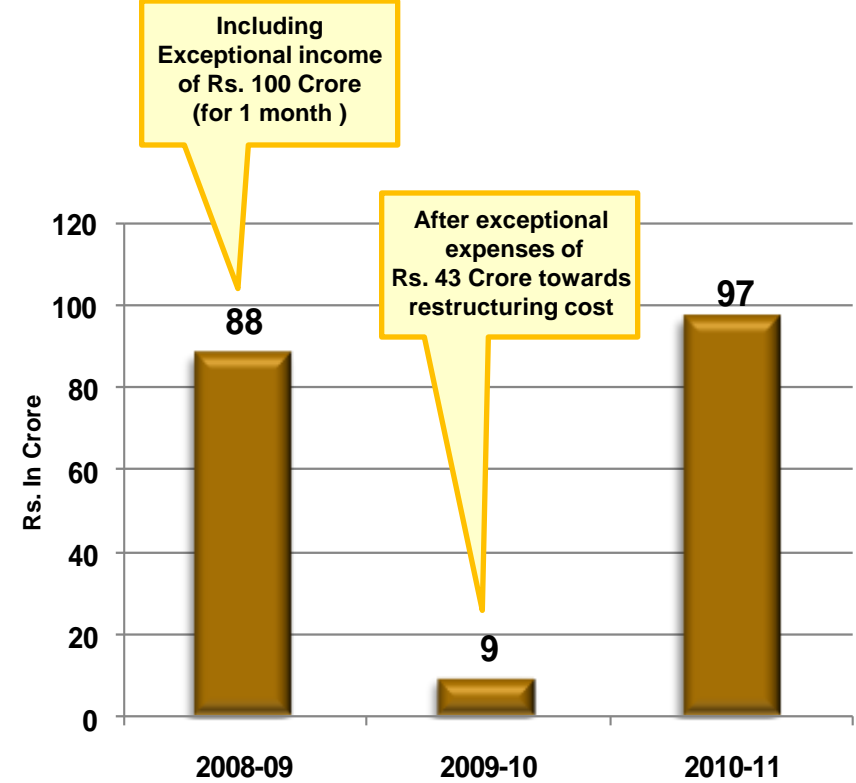




PBT (in INR)



PAT (in INR) *



* Concern share

- FY 2010-11 was the launch pad year for the 2015 targets.
- Steps taken for consolidation :

- **Consolidation :**

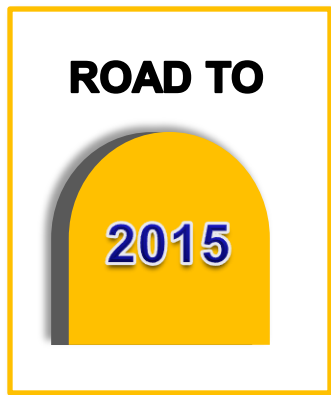
- The merger of Balda Motherson Solution India Ltd.(BMSI) & Motherson Pudenz Wickmann Ltd (MPWL) with MSSL is completed.
- The merger of Sumi Motherson Innovative Engineering Limited (SMIEL), a company engaged in the manufacture of components for wiring harnesses and other plastic components with Motherson Sumi Systems Limited (MSSL)
- The merger of company's wholly owned subsidiaries, MSSL Global Wiring Limited, a company engaged in the manufacture of wiring harnesses at SEZ Kandla with Motherson Sumi Systems Limited (MSSL).
- The merger of India Nails Manufacturing Pvt. Ltd., having mainly land and building, with Motherson Sumi Systems Limited (MSSL).

- **Building Capacities :**

- Commercial production commenced in the Noida, Chennai, Haldwani, Bengaluru & Czech Republic plants

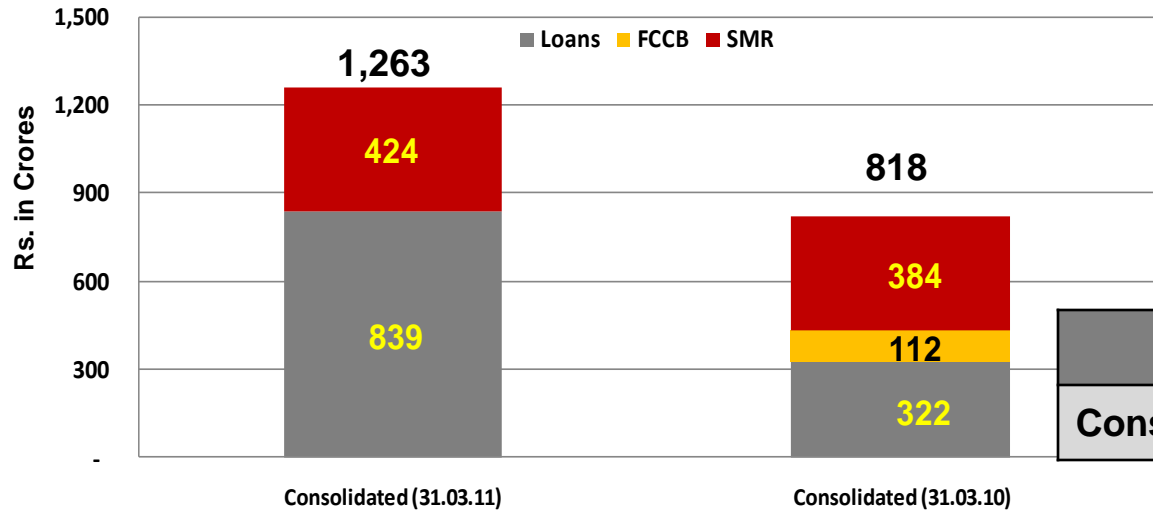
- **Exploring New Geographies :**

- SMR is setting up its second plant in Hungary and is also setting up new plants in Brazil and Thailand, where production will commence in the coming year.
- Plant is under construction in South Africa for polymer products





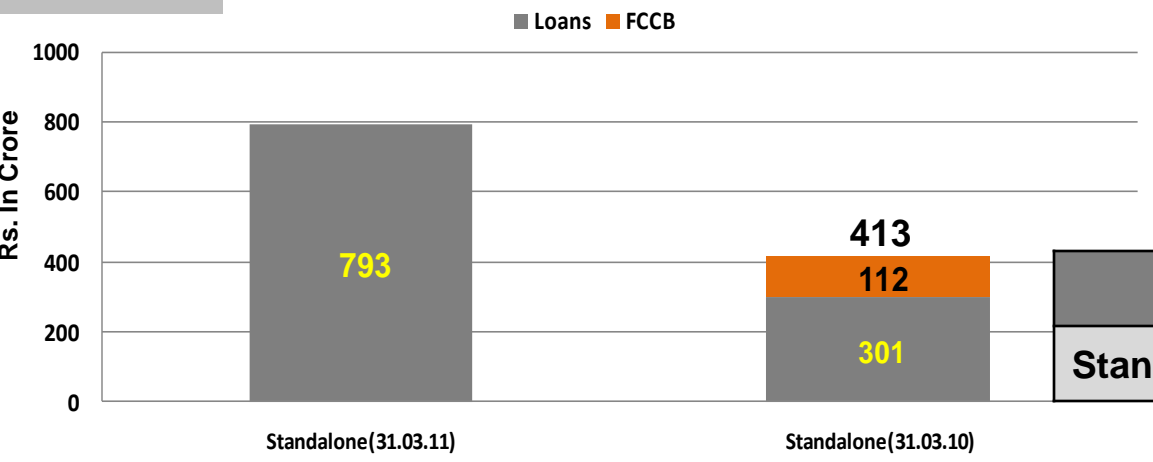
Consolidated



Cash and Bank Balances

	Rs. In Crore	
	31.03.2011	31.03.2010
Consolidated	356	343

Standalone



Cash and Bank Balances

	Rs. In Crore	
	31.03.2011	31.03.2010
Standalone	38	37

MSSL Overview

Business Portfolio & Capabilities

Vision 2015

Current Performance

Customer Recognition



Focused Cost Down Award
2009- 10



System Audit Rating Award
2009- 10



Warranty Improvement Award
2009- 10



Overall Performance Award-
Platinum
2009-10



Manufacturing Excellence
2009- 10

Customer Recognition





**Overall Best Performance
2010**





**Zero PPM Award
2010**

**Best Quality Supplier
Award, 2010**




**Best Vendor Award in Quality
and Delivery 2009**




**Gold Award in Delivery
2008-09**







**Recognition for Special
Contribution & Certificate of
Appreciation - 2010**




**Outstanding
Performance
in FY 2011**

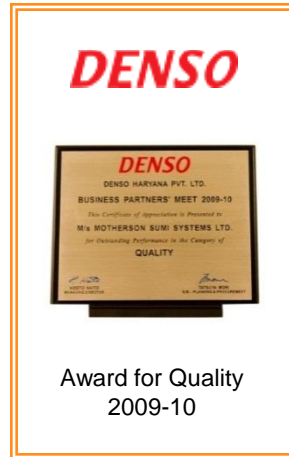
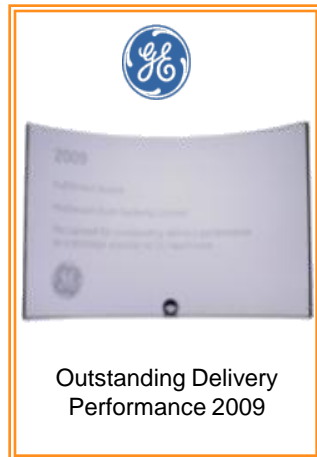



**Best in Class Performance in
Development
2010**

**Silver Award in Quality
2010**

Customer Recognition



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