

# Presentation by



Motherson Sumi  
Systems Limited

*June 2014*

A member of Samvardhana Motherson Group



- **Vision**
- SMG Overview
- MSSL Overview
- Strategic Growth & Risk Management Levers
- MSSL Performance
- Customer Recognition





## Vision

To be a **Globally Preferred Solutions Provider**

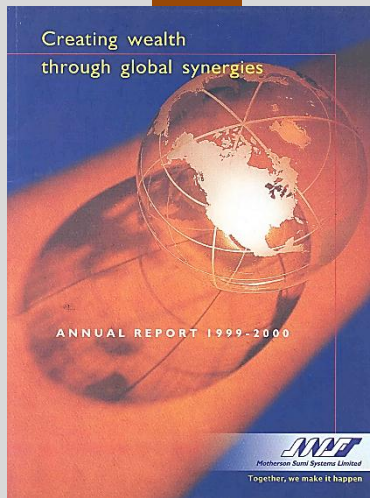


## Mission

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



# Setting Direction for 5 Years : Vision 2005



## Targets set for year 2005 in our Annual report of year 1999-2000

To cross Rs. 1000 Crore  
(Consolidated) by the year 2005

Achieved  
Rs. 1029 Crores\*  
*\*taking full turnover of JVs*

Achieve 30% of sales from  
global customers

Sales from  
customers outside India  
was 29%

Not to have dependence of  
over 25% on any one source

Largest customer  
contributed 27%  
of the total turnover

Attaining Return on Capital  
Employed of 40%

ROCE of 39%  
(on both Consolidated &  
Standalone Basis)

Dividend Payout Ratio 40%

Dividend Payout Ratio  
was 43% for 2004-05

### MSSL 2005

To cross Rs. 1000 crore in sales by the year 2005

#### THE COMPANY

- India's premier Electrical Distribution Systems (Wiring/Harness) company
- Focused, customer-centric approach
- Providing custom-engineered solutions for North America and Europe
- Concentrating on Original Equipment and contract manufacturing
- Attaining return on capital employed in excess of 40% and consistently generating strong positive cash flows

#### PRODUCTS

- World class Electrical Distribution Systems for automobile, white goods, electronics and telecommunication applications
- System solutions in engineering
- Customised assemblies for a diverse range including polymer products

#### ORGANISATION STRUCTURE & HUMAN RESOURCE

- Lean and efficient structure conducive to fast and effective decision making
- Multi-skilled manpower with technology orientation and customer focus
- Team players with a positive attitude, a quest for knowledge and an analytical approach

#### ORGANISATIONAL VALUES & CULTURE

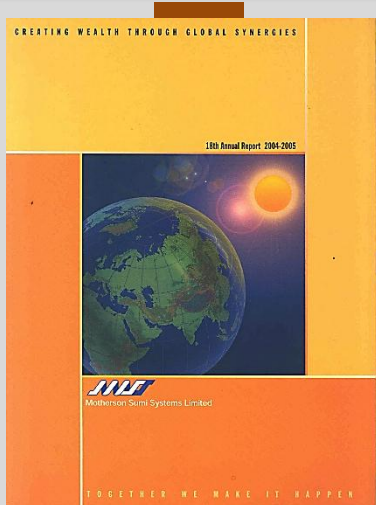
- Provide customer delight
- Ensure a common culture and a consistent set of values throughout the organisation
- Develop stronger leadership skills, greater teamwork and a global perspective
- Encourage risk taking initiatives of employees
- Constantly upgrade skill levels across the organisation through knowledge sharing programmes
- Be a socially responsible and environmentally sensitive organisation
- Innovate

#### TECHNOLOGY & GLOBALISATION

- Relevant technology through global associations
- Best-in-class manufacturing processes
- Quality professionals to convert manufacturing and technological excellence into leadership
- Global network, with focus on diverse markets, for business expansion



# Setting Direction for 5 Years : Vision 2010



## Targets set for year 2010 in our Annual report of year 2004-2005

Make MSSL a Billion Dollar Company

Achieved  
USD 1.5 Bn

60% of our consolidated turnover should cater to the requirements of our customers outside India

Sales from  
customers outside India  
was 70%

Contribution from any individual customer in our turnover shall not be more than 20% of the total turnover

Single largest customer  
contributed 15%  
of the total turnover

Strive to maintain business ROCE of 40%

**ROCE of 37%**  
(on standalone basis)  
**ROCE of 22%**  
(on consolidated basis)

Shift our stated dividend policy of 40% payout of the company's profits to 40% Payout of the consolidated Profits

Dividend Payout Ratio  
44% (Standalone)  
32% (Consolidated)

being at mergers and acquisitions, particularly in the European markets that are in line with our vision and hold great potential. We have recently acquired two leading businesses in Germany namely that of Renner Precision GmbH and G+S Kunststofftechnik GmbH.

The existing business of Renner Precision GmbH for manufacturing precision machine components has been expanded and added to a new M-Mechanics Renner GmbH. This M-Mechanics Renner GmbH is now a leading manufacturer of precision machine components and is serving a niche in the auto component industry.

G+S Kunststofftechnik GmbH is involved in manufacturing of injection moulded components. With the acquisition we have also acquired technology for 3D moulding.

The above acquisitions along with their new technologies and new customers (Tier 1 suppliers, i.e. the Largest Automotive Industry) similar acquisitions in the future are going to lead to organic growth of MSSL.

What is a possibility that we might miss the desired strategy in a particular year or even exceed the same in another year, we will remain focused on our Billion Dollar and on our return on capital at all times.

**We are setting an ambitious target of making MSSL a Billion Dollar Company by the year 2010**

MSK, KTM and Yamaha. In addition to this we are also focusing on tier 1 & 2 suppliers as well as non-automotive industries. Significant sales from exports comes from supplies to material handling and manufacturing equipment segments, where we are supplying to material handling JCB, Caterpillar, Komatsu, etc. We are also supplying to Japan, USA and Asian countries. Starting with export of rubber components, we now export Wing Harnesses, Plastic Components and Assemblies, Rear Vision System Components, Machined Metal Assemblies, Rubber Components and Injection Moulding Tools. In addition to direct exports, most of the M companies are also exporting to their own subsidiaries like export of wing harnesses to SWG, Japan and SWS Hungary and rubber products to WCCO, Germany.

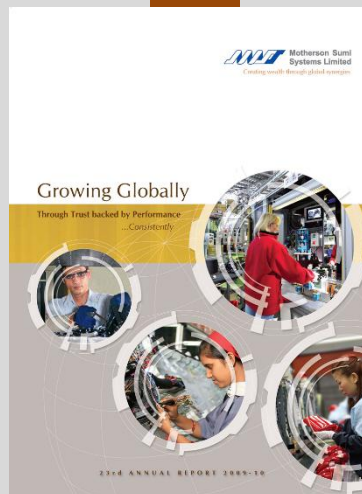
In line with vision 2005, the largest customer is contributing to 20% of the consolidated turnover. We now expect by 2010, we will have a customer profile where contribution from any individual customer and turnover shall not be more than 20% of the total turnover. Our approach will be to continue to service our existing customers and markets, and at the same time acquire the loyal customer base/markets. We have not discontinued dependence on any customer segments as discussed in the preceding section. The Automotive industry will remain a major segment, but within that we are now targeting the entire cross-section of the industry and not only a limited segment.

Applying the same approach to our product range, we are reducing dependence on any single product category. From a near 100% dependence on wing harnesses in the year 1999-2000, we now have other product segments contributing to approximately 28% of our turnover. Our effort will be to expand all our product segments to an equitable level according to their potential and have more balanced product portfolio. This also brings us closer to our vision of being a globally preferred systems solution provider. The challenges of this strategy are already visible from the fact that for certain customers, where we did not have a presence in serving them, we have attained the status of major supplier for plastic components and assemblies. The major division of MSSL is a major supplier of plastic components, assemblies and modules to Ford India. It has also received the Global Supplier of the Year award for 2004 from General

Our major focus has been on European market. We have created a network of manufacturing locations and representative offices. We have Injection Moulding and Precision Machining facilities in Germany, Wing Harness, Sheet Rubber Injection Moulding and Injection Moulding Tool manufacturing facilities in Shanghai and Wuxi manufacturing plant in Sri Lanka in addition to offices in Chennai, Singapore, Austria, Germany and UK and design & logistics centres in Ireland. We have a strong presence in wing harnesses for European market in Europe with associated forwings 2-wheelers manufactured by Piaggio, Daeli, Duell.



# Vision 2015 – Still 1 year to go...



## Targets set for year 2015 in our Annual report of year 2009-2010

## How Close we are in 2013-2014

Make MSSL a 5 Billion Dollar Company

Achieved  
USD 5.02 Bn

70% of our consolidated turnover should cater to the requirements of our customers outside India

Sales from  
customers outside India  
is 84%

Global Presence in 26-27 countries

Presence in  
25 countries

Achieve ROCE of 40%

ROCE of 26%  
(on consolidated basis)  
ROCE of 39%  
(on standalone basis)

Dividend Payout Ratio of 40% of our consolidated net profit

Dividend Payout Ratio  
48% (Standalone) and  
34% (Consolidated)

After taking into account the various factors and the long-term vision of the company, the Board of Directors has decided to set the target for the year 2015 at USD 5.02 Bn. This target is based on the company's performance in the year 2013-14 and the Board's confidence in the company's ability to achieve this target.

MSSL is a company that is committed to providing the best quality products and services to its customers. The company has a strong track record of growth and profitability, and it is confident that it will continue to achieve its targets for the year 2015.

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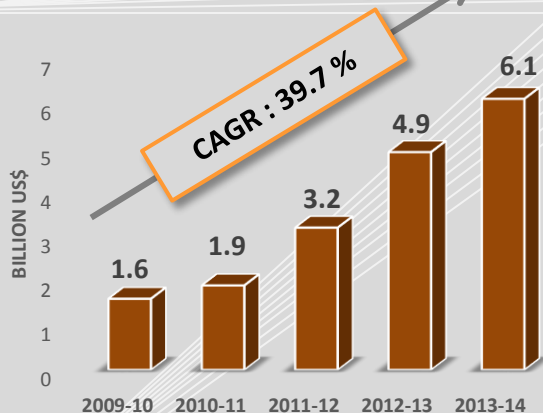


# Group Overview

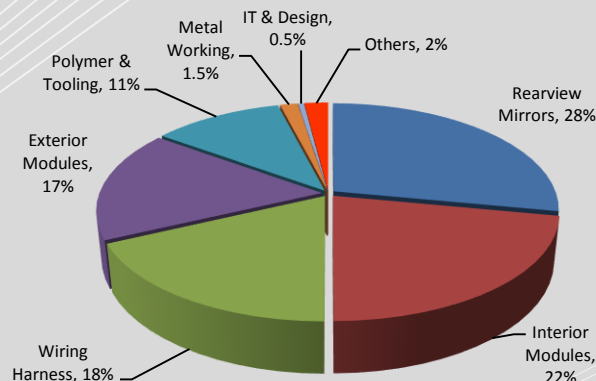


- Established in 1975
- A global Group
- Presence in 25 countries
- Global customer base
- Providing full system solutions to automotive and other related industries
- Diversified Portfolio, major business areas –
  - Polymers
  - Rear-view Vision Systems
  - Wiring Harnesses
  - Modules
- Technology driven Group
  - In-house research
  - Also support from JV partners
- Supplies to all the major automotive OEMs across the world

## Group Turnover



## Business Portfolio



## Industry Position

### One of the largest

#### Globally



- Exterior rearview mirrors

#### Europe



- Exterior rearview mirrors



- IP modules, door trims and bumpers



- Wiring harnesses for 2- wheelers, earthmoving and material handling equipment

#### India



- Wiring harnesses for passenger cars



- Rearview mirrors for passenger cars



- Moulded components and modules



- Plastic air intake manifolds



- Cabins for large size dump trucks



- CBN & PCD cutting tools & Gear cutting tools



# Group Global Presence



Over **150**  
**Manufacturing**  
**facilities** of Group

Over **125**  
**Manufacturing**  
**facilities** of MSSL

Presence in  
**25 Countries**

**Global Manufacturing**  
including strategic low cost  
manufacturing locations

**Global Customer Base**  
Strong presence in regions with  
key customer concentration

**Balanced Spread**  
Covering both Developed  
& Emerging markets

IRELAND

FRANCE

UK

GERMANY

SPAIN

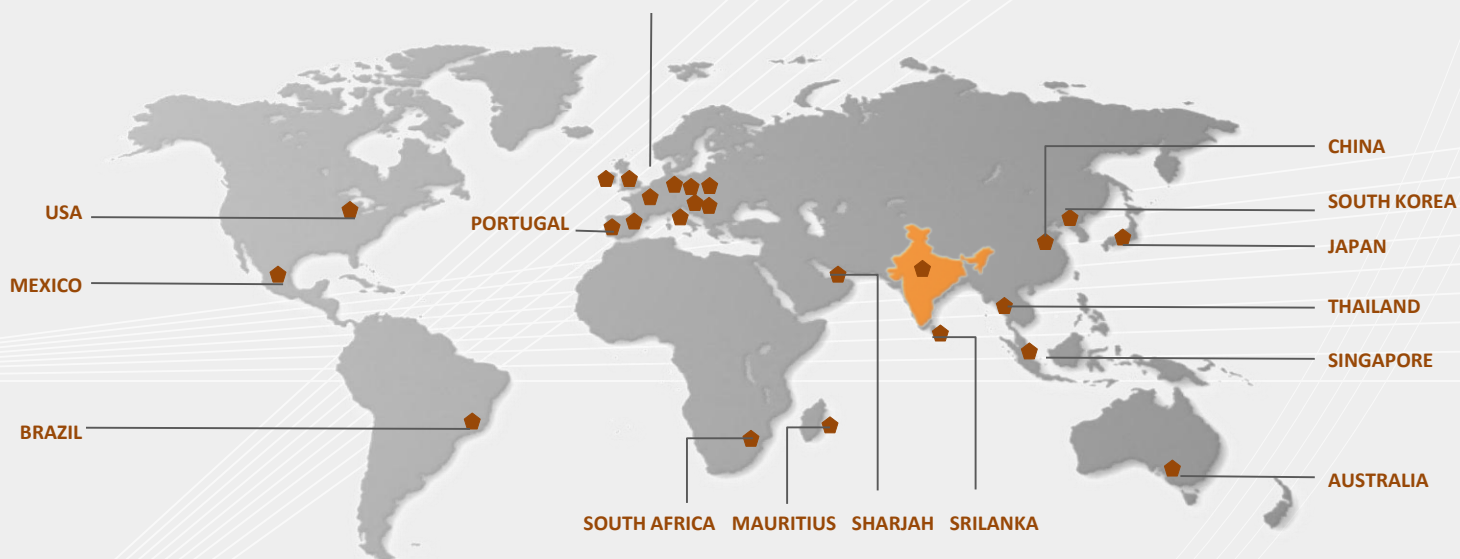
CZECH REPUBLIC

SLOVAKIA

AUSTRIA

HUNGARY

ITALY





# Presence in India



## PATHREDI

- Wiring Harness

## TAPUKARA

- Plastic Moulding & Assemblies

## GANDHIDHAM

- ❖ Gear Cutting Tools

## KANDLA

- Rubber Injection Moulding
- Wiring Harness

## NASHIK

- Engineering & Design
- Rear View Mirrors

## PUNE

- Wiring Harness
- Plastic Moulding & Assemblies
- Rear View Mirrors
- ❖ Automotive Manufacturing Engineering
- ❖ Automotive Lighting
- ❖ Air Intake Manifolds

## BEAGALURU

- Wiring Harness
- Wires
- Plastic Moulding & Assemblies
- Metal Machining
- Rear View Mirrors

## HALDWANI

- Wiring Harness

## LUCKNOW

- Wiring Harness

## AURANGABAD

- ❖ Gear Cutting Tools

## CHENNAI

- Wiring Harness
- Plastic Moulding & Assemblies
- IP, Door Trim & Bumpers
- Rearview Mirrors
- Components & HVAC
- Rubber Moulding
- ❖ Cabins for Off Highway Vehicles

## PUDDUCHERRY

- Plastic Moulding & Assemblies

## NOIDA & NCR REGION

- Wiring Harness
- Wires
- Wiring Harness Components
- Plastic Moulding & Assemblies
- Rubber Injection Moulding
- IP, Door Trim & Bumpers
- Rearview Mirrors
- Engineering & Design
- Components & HVAC
- IT Solutions
- Cutting Tools
- Machining Solutions
- Thin Film Coating Metals
- Air Compressors
- Paint Coating Equipment
- Auxiliary

Equipment for Injection moulding Machines

- ❖ Automotive Manufacturing Engineering
- ❖ Bimetal Band Saw Blades
- ❖ Bus Air Conditioners & Roof Hatches
- ❖ Automotive Lighting
- ❖ Air Filters
- ❖ Forming Racks

- Established base in close proximity to customer locations
- Covering all major customer cluster locations in the country
- Ability to set-up dedicated facilities of specific customer requirements
- Alternate manufacturing capabilities for all the major products

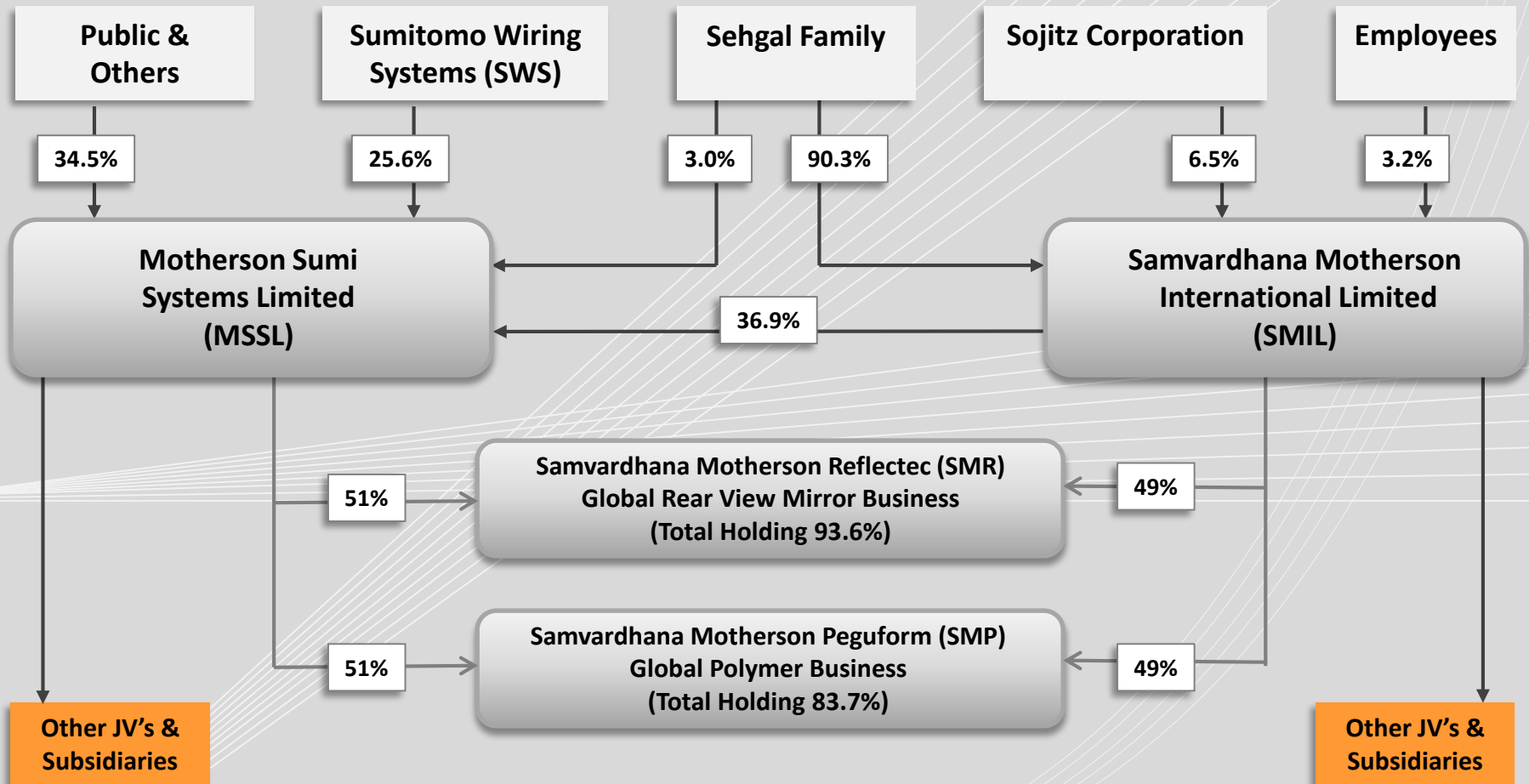


■ MSSL Products

❖ SMG Products



# Group Structure



\*Shareholding held directly/indirectly – not a legal structure

\*Acquiring minority shareholding of 4.8% and 16.3% in SMR & SMP respectively is under process



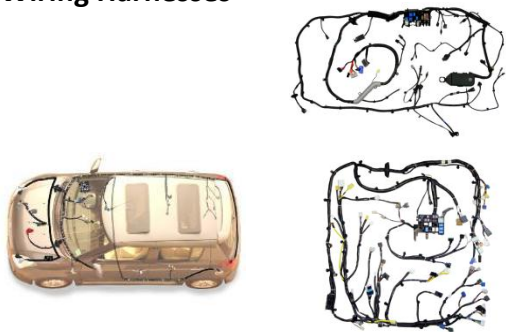
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# Business Portfolio



## Wiring Harnesses



## Rearview Mirrors



## Modules



## Elastomer Processing



## Polymer Processing & Tool Manufacturing



## HVAC & Vehicle Electronics



## Precision Metal Machining





# Key Product Overview



## Wiring Harnesses



- Market Leader – with over 65 % market share of passenger car wiring harnesses in India
- Manufacturing bases spread across India, Middle East, Europe, Sri Lanka, Thailand, Japan and Mexico. Serving a global customer base
- Strong presence in Europe two-wheeler & material handling equipment markets along with commercial vehicle segment in USA
- Full service supplier with complete in-house design capability, design validation and lab testing which enables SMG to provide complete design support to its customers
- Vertical backward integration for critical wiring harness components



Sumitomo Wiring Systems,  
Japan



Kyungshin Corp  
S. Korea

## Rearview Mirrors



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



Ningbo HuaXiang Electronic  
Co.,Ltd., China

Poong Jeong Ind Co., Ltd.,  
S. Korea

## Modules, Polymer Products and Tooling



- One of the largest molded parts, assemblies & module supplier to the European automotive industry through Samvardhana Motherson Peguform (SMP), Acquired in Nov 2011 & to the Indian automotive industry through polymer division Motherson Automotive Technologies & Engineering (MATE)
- Over 49 Manufacturing facilities across the globe
- Over 1100 machines of Injection, Gas, Compression and Blow Molding
- Injection Molding Machines from 5 Tons – 4500 Tons (Hydraulic / Electric)
- Complete In-house Post Processing Facilities including Paint Shop
- Robotic Trimming / Welding (Heat stake/ Ultrasonic/ Vibration) Operations
- LPI Injection Molding



Sumitomo Wiring  
Systems, Japan



Vacuform 2000 pty  
Ltd South Africa



Changshu Automobile  
Interior Decoration Co.,  
Ltd. China

Blanos Partners S.L  
Spain

Nippon Pigment (S) Pte. Ltd  
Toyota Tsusho Corporation,  
Japan



# New Acquisition – Wiring Harness Division



MSSL signed agreement to acquire Wiring Harness business of Stoneridge Inc.

## Business

- History of 48 years of wiring harness manufacturing
- Also manufacture instrument panels for commercial vehicles
- Supplies principally to the commercial vehicles, agricultural equipment, material handling equipment and off-highway vehicle segments
- Six manufacturing facilities One located in Portland, Indiana(USA), Five Locations in Mexico Chihuahua, Saltillo and Monclova
- Engineering and administrative center located in Warren, Ohio (USA)
- Revenue approx. USD 300 million

## Rationale behind Acquisition

- Expands MSSL's wiring harness global business in North America, mainly serving Commercial Vehicles, Agricultural & Material Handling Equipment
- Strong synergies with the proposed business being acquired in terms of customer segments, products and global operations
- MSSL would further build upon the existing knowledge, technical expertise, and customer relationships that acquired business has in the region.
- Presence strengthened in North America to play key Role in Vision 2020

## Acquisition Details

**Consideration to be paid**

USD 65.7 Million

**Structure**

Asset Purchase

**To be completed by**

Q3 FY 14





# Global Operations



## USA

Portland, IN (1)



## Mexico

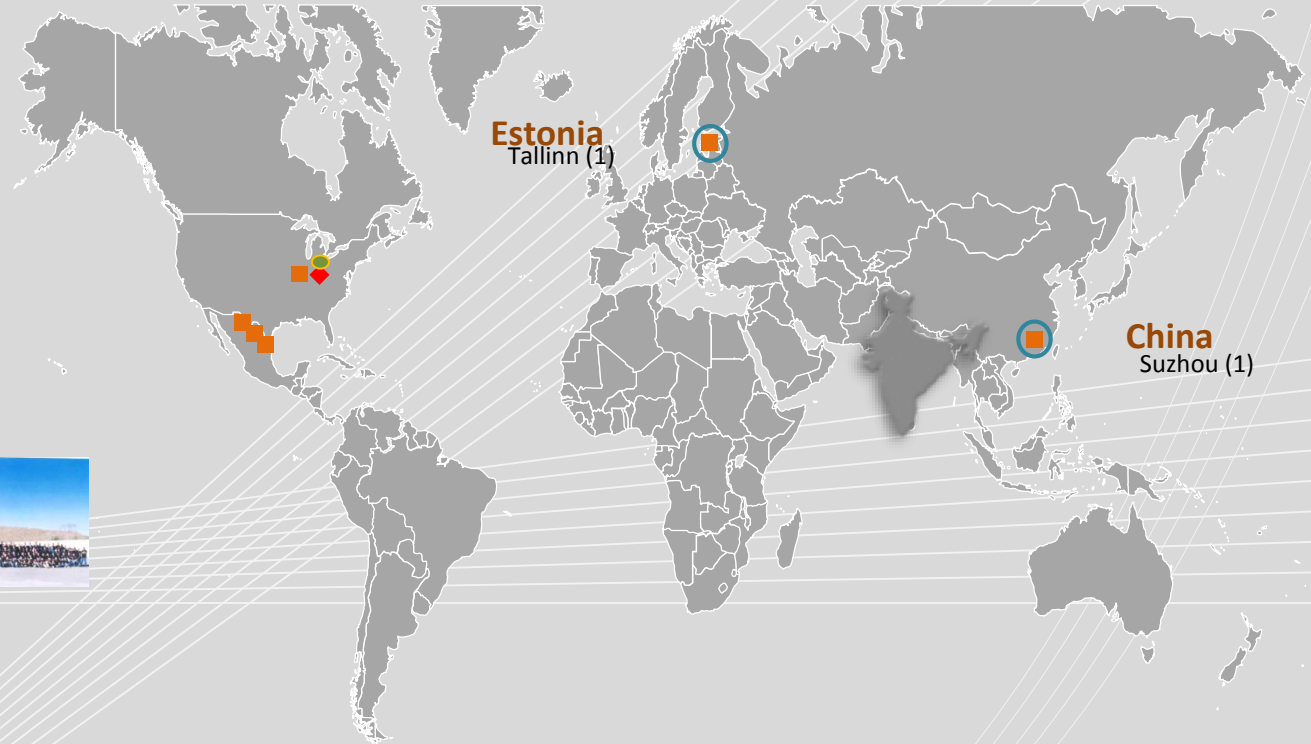
Monclova (1)



Saltillo (1)



Chihuahua (3)



- Manufacturing facility
- Engineering facility
- Warren, Ohio (Wiring Headquarters)

- The business will be merged with MSSL facility or one of the exiting location of acquired facilities



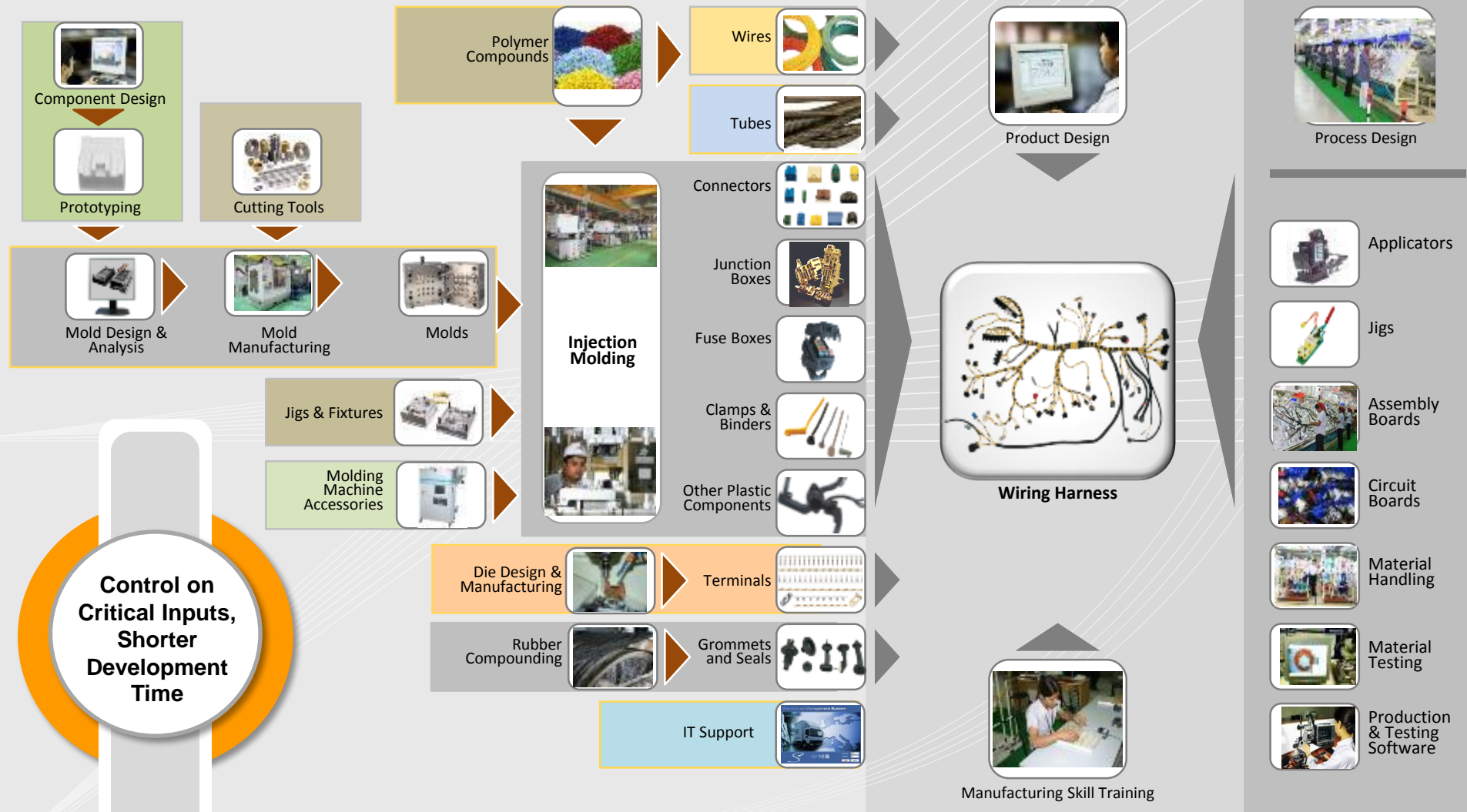
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# Synergies – Wiring Harness



**Vertical integration for critical inputs for wiring harnesses such as wires, connectors, terminals, rubber grommets, corrugated conduits, protectors and Junction and Fuse Boxes**

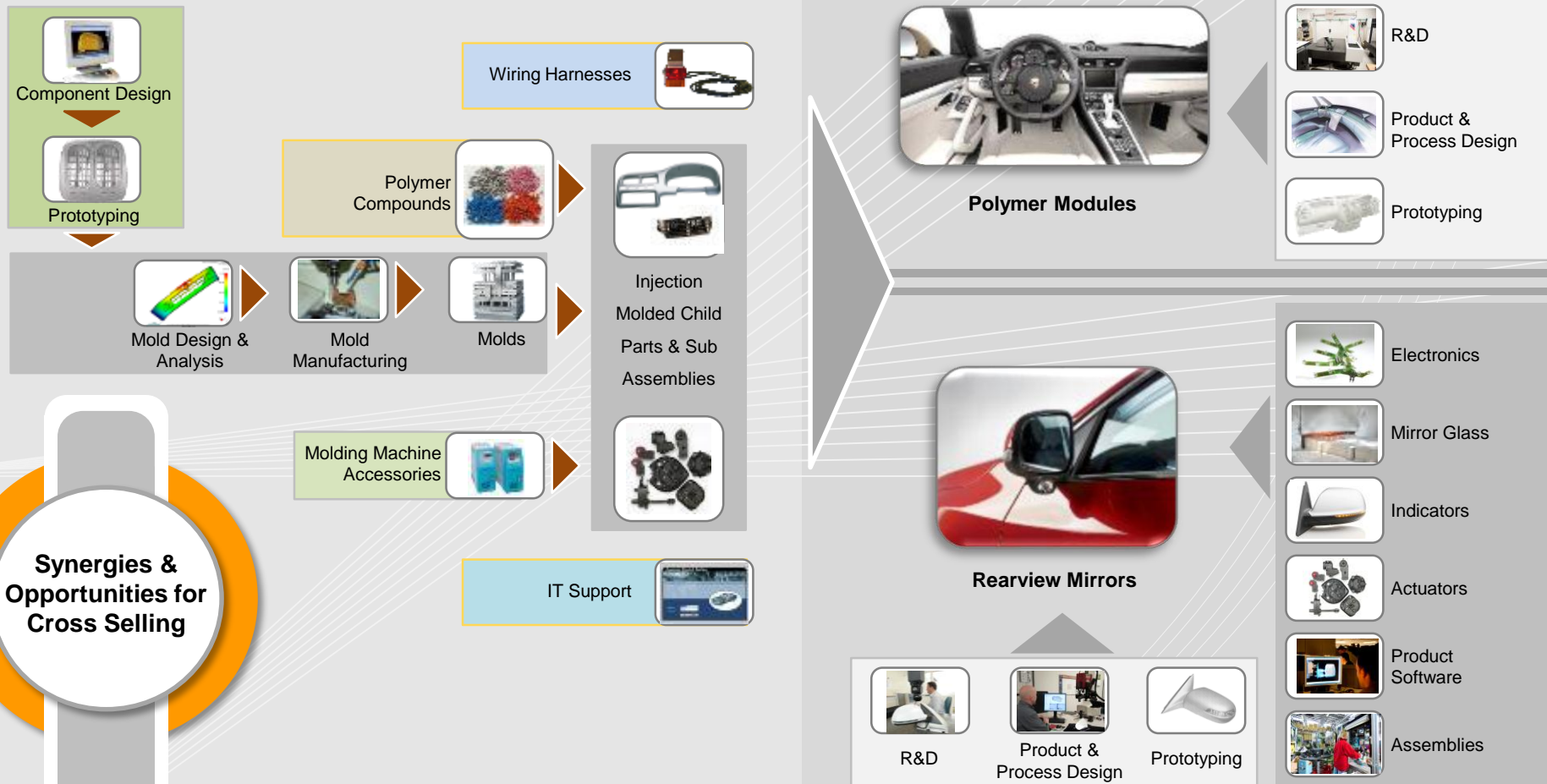




# Synergies – Polymers & Mirrors



Vertical integration for critical inputs such as polymer compounds, molds, wire harness, mirror glass, electronics, actuators and software.





# Advanced R&D capabilities resulting in strong intellectual property



## ■ R&D set-up

- Efficient utilisation of R&D spend enabling technological leadership
  - Long track-record of market-first products
  - Dedicated R&D engineering staff
  - Fully equipped centres of excellence for project management and advanced engineering
- Selected Innovation examples
  - Aesthetic/emotion: Audi – two tone slash skin for instrument panels
  - Aesthetic/emotion: JLR – Logo Lamp
  - Safety: Volvo – camera blind spot detection system (BSDS)
  - Safety: Ford Trucks – Telescopic Trailer Tow (TTT) mirrors
  - Environment: Mercedes-Benz – natural fiber inserts for door trims

Ability to serve customers with technologies of their choice

**Successful Amalgamation of Multiple Technologies**

**Design Centers**

25

**Own Patents**

900+

**Registered Utility Models**

27

## ■ R&D focus areas

### Safety



Sensor based pedestrian protection



360° monitoring system with integrated lane and object detection



Full plastic and fibre-reinforced airbag boxes

### Performance/efficiency



Advanced lighting



Next generation LogoLamp with improved properties



High performance full plastic rear bumper beam

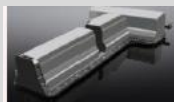
### Environment



Light weight and fibre composite Class A surface panels



Extremely lightweight door components i.e. "Aerospace foam"



Full plastic battery tray for electric vehicles

### Aesthetics/emotion



High gloss panels with integrated HMI and light integration



'Hidden-till-lit' exterior solutions (dark chrome finish)



Next generation Logo Lamp with improved properties



# Increasing Content Per Car



Interior Lamp



Inside Handles



Fuse Box



Junction Box



Grommets & Rubber Parts



Connectors



Seals & Glass Runs



Battery Tray



Headlight



Tail Light



Wiring Harness



Cockpit



Bumper



Frontend Module



Door Trim



Pillar Trims



Spoiler



Air Cleaner Assy.



Tail Gates



Compressor



Keyless Entry & Start



Outside Handle



Scuff Plate



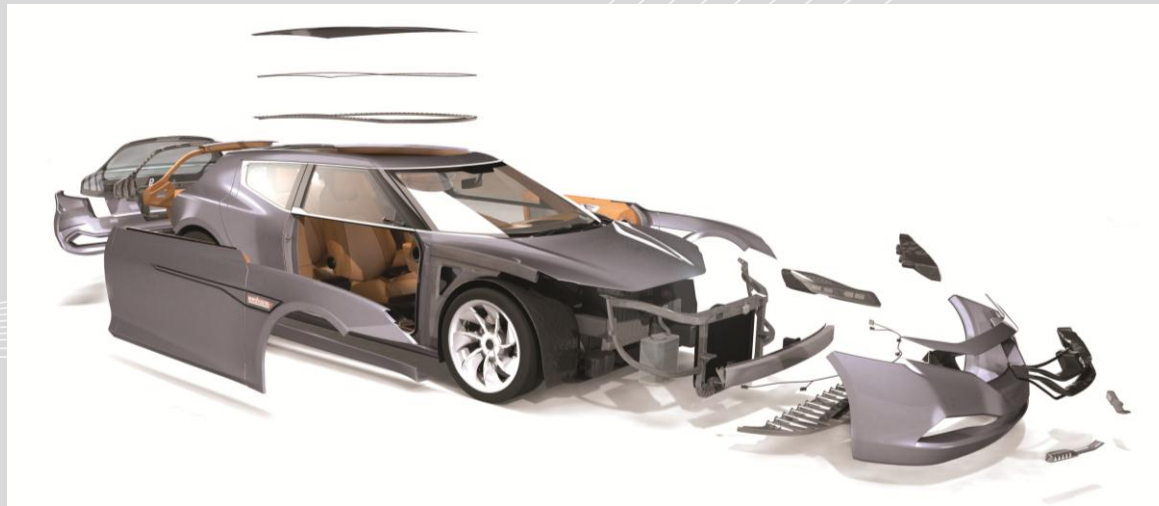
Box Floor Console



Pedal Box Assembly



Air Intake Manifolds



Exterior Mirror



Interior Mirror



HVAC Systems



Body Control Module



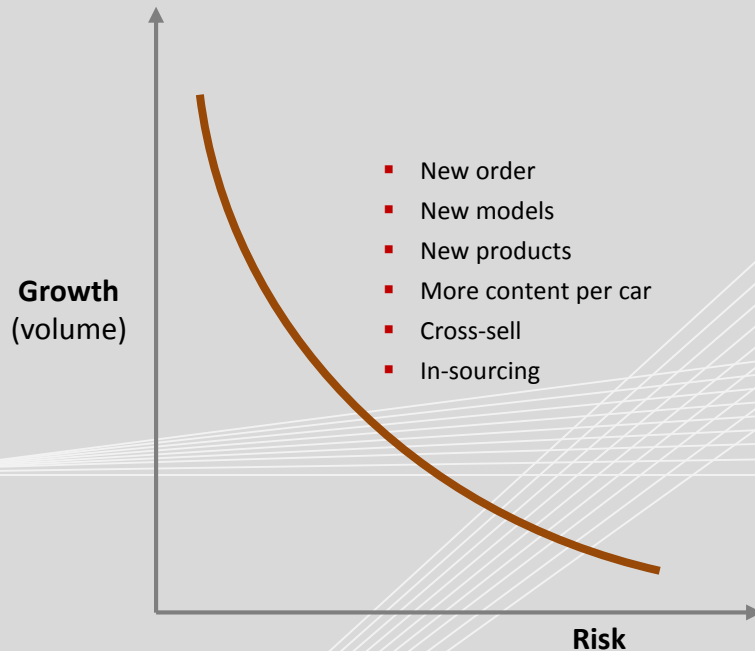
Vehicle Electronics



# Derisking Through Growth



- 1 Organic growth
- 2 In-organic growth
- 3 Organic growth of acquisitions

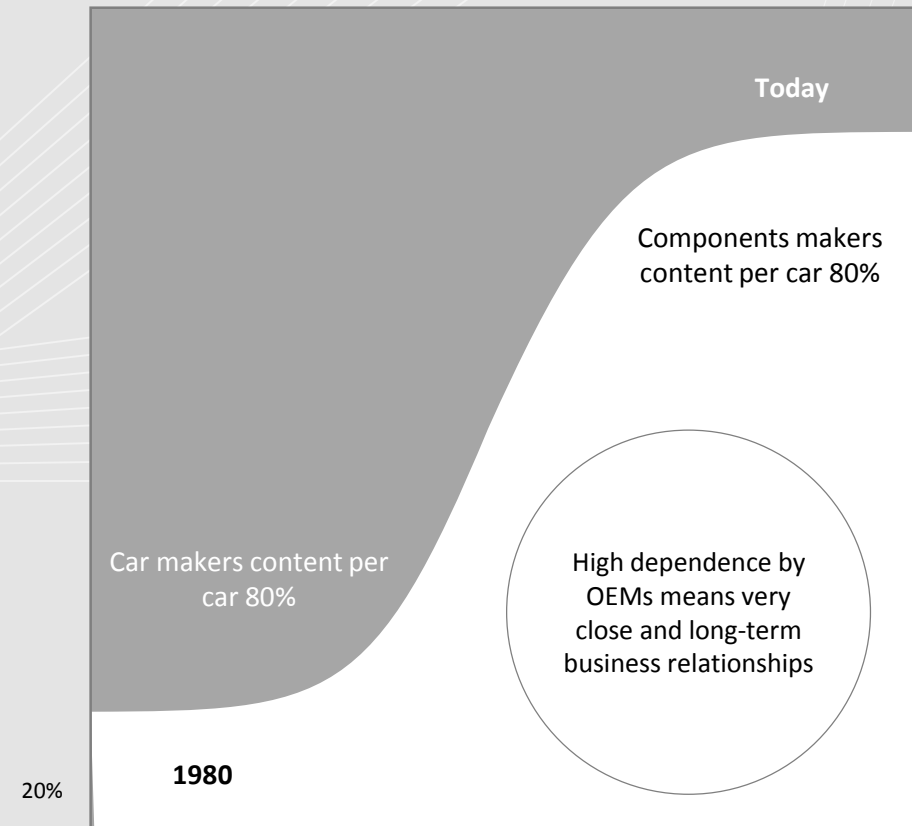


Strong customer bond

Diversified Portfolio

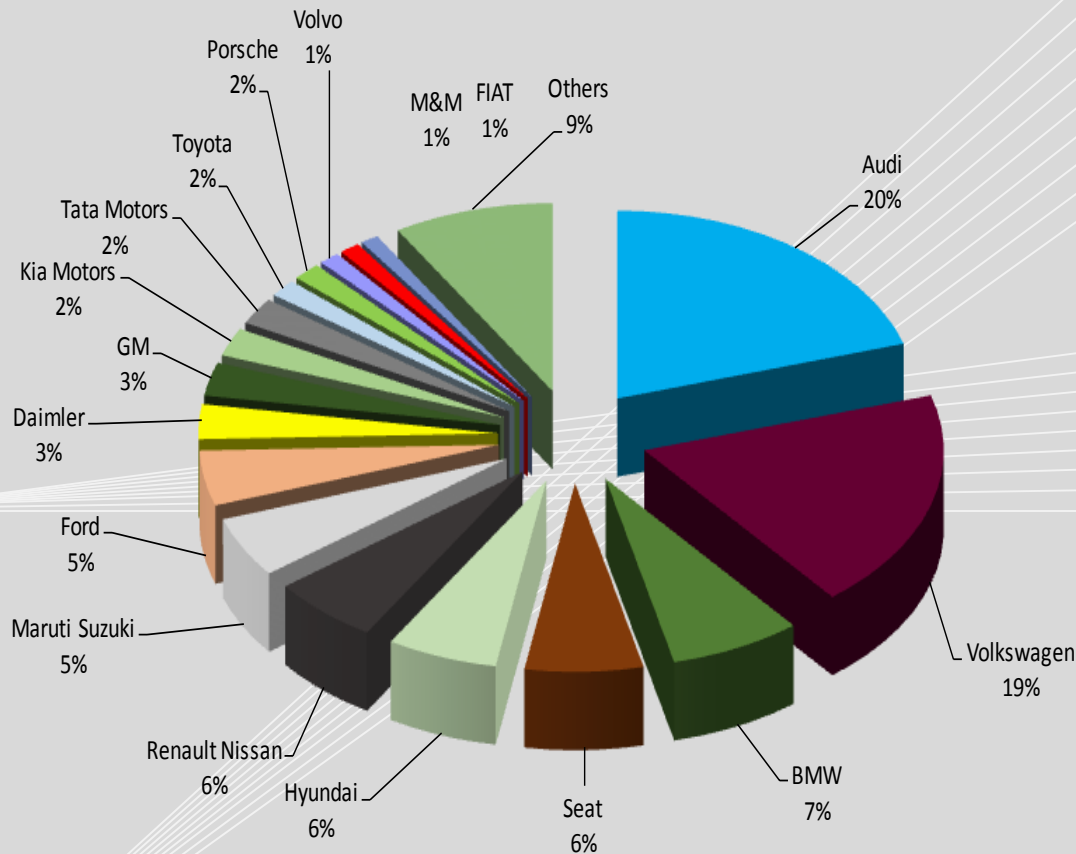
Lower Business Risk

## Increased OEM outsourcing





## Customer wise Sales\*



**Working on a policy to balance and grow the business in such a way that no**

**Single Customer**

**Single Country**

**Single Commodity**

**should constitute more than 15% of the turnover**



## Geographical Risk


- Presence in 25 countries catering to various markets
- Presence in developed as well as emerging economies enables

## Technology Risk

- Multiple Joint Ventures for each product
- Regular Technology up gradation through JVs
- Acquisition of new technologies through overseas acquisitions
- Investing in future technologies

## Manufacturing Risk

- Alternate manufacturing options with over 140 manufacturing plants in the group
- across the world
- Alternate manufacturing options in India for the entire product range of the Indian market
- Standardized operations across all plants enable easy switchover



**Cautious  
approach  
through a  
de-risked  
business  
model**

## Product Risk

- Diversified product range
- Continuously increasing content per car by adding new products and new technologies

## Currency Risk

- Manufacturing & Sales in same geographies gives natural hedge.
- Pass through arrangements for major fluctuations

## Customer Risk

- A diversified customer base spread across the globe
- Serving the entire cross-section of the automotive industry
- No complete dependence on any single customer



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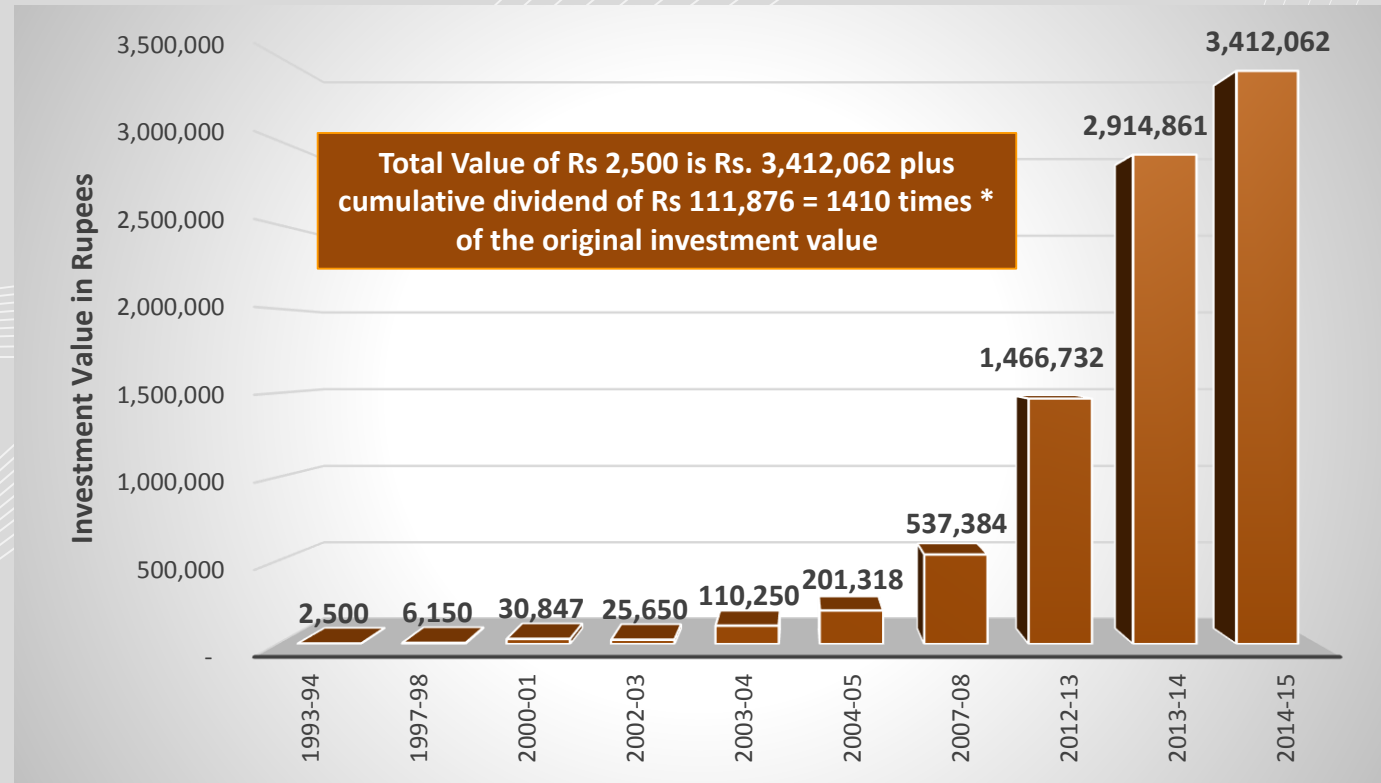


# MSSL Returns to Shareholders



Returns to shareholders through consistent value creation

	1993-94	1997-98	2000-01	2002-03	2003-04	2004-05	2007-08	2012-13	2013-14
	IPO	Bonus Issue	Bonus Issue	Split to Par value of Rs. 5 per Share	Split to Par value of Rs. 1 per Share	Bonus Issue	Bonus Issue	Bonus Issue	Bonus Issue
Shares Held	100	150	225	450	2,250	3,375	5,062	7,593	11,390
Cumulative Dividend		1,040	2,990	5,802	8,052	11,428	27,205	83,399	111,876 #



\* At closing rate of May 2014

# including Dividend proposed @ Rs. 2.50 per share for 2013-14





Samvardhana Motherson Reflectec



## Reflection of Customer Trust :

- New orders worth **Euro 1.56 Bn** in the Financial Year (13-14)



Samvardhana Motherson Peguform



## Reflection of Customer Trust :

- New orders worth **Euro 2.44 Bn** in the Financial Year (13-14)

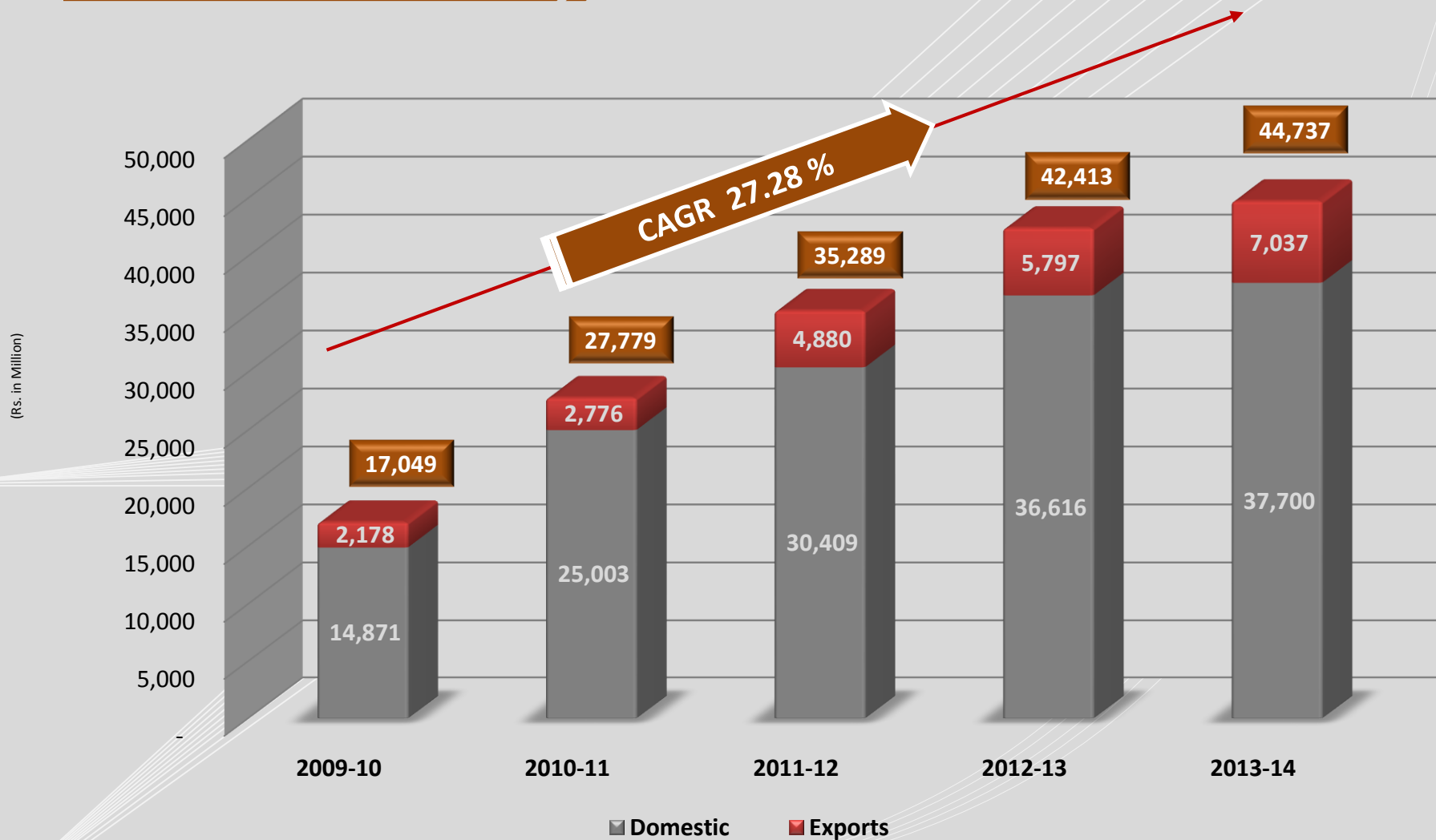


# Financial Performance



## Standalone Sales

(Rs. in Million)



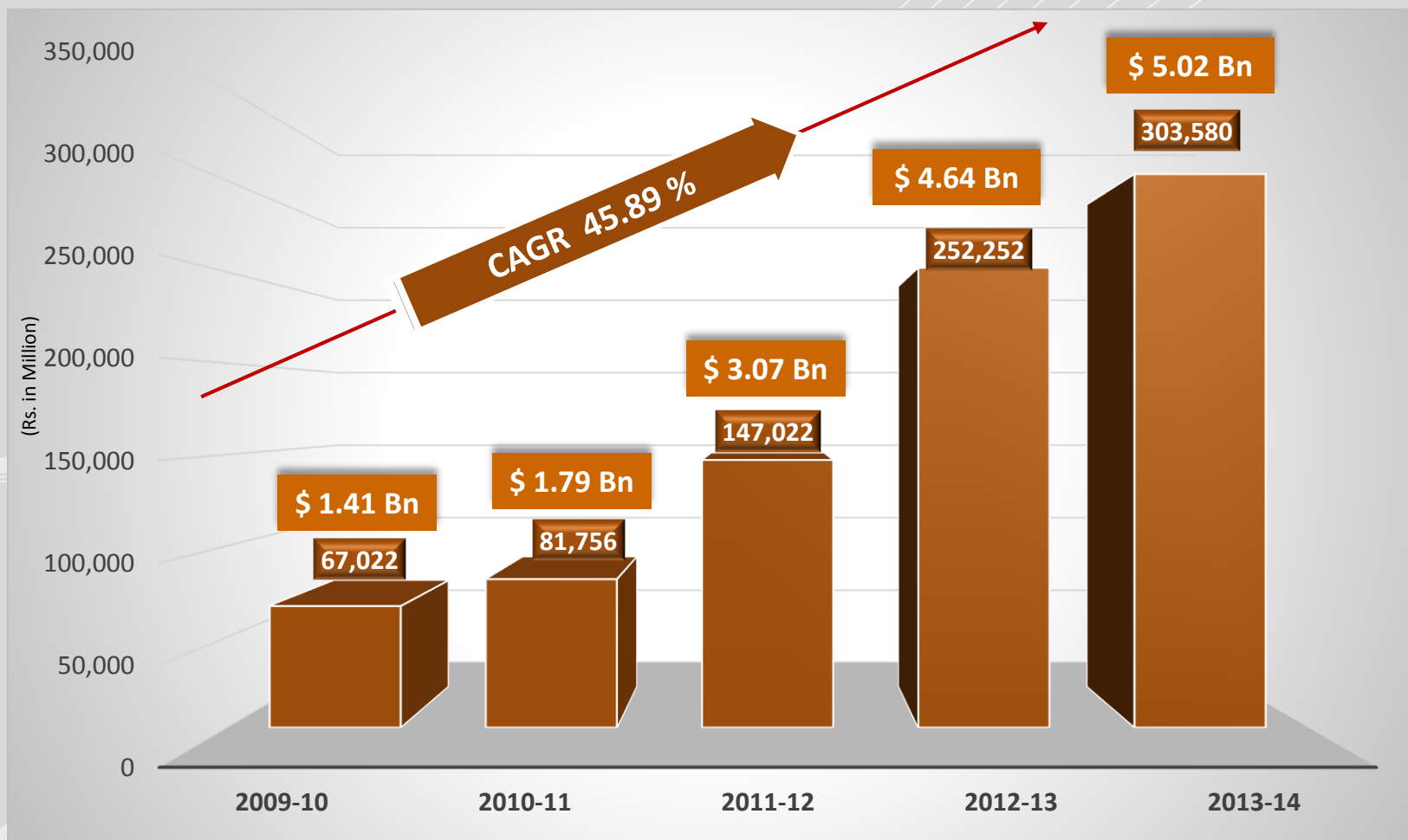


# Financial Performance



## Consolidated Sales

(Rs. in Million)



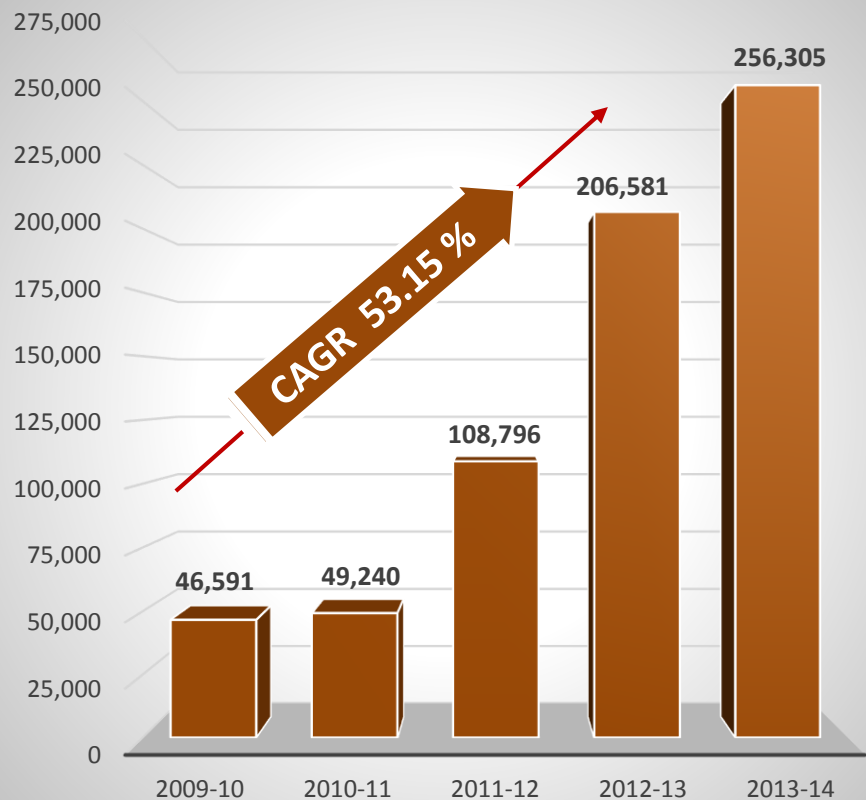


# Sales Profile (Consolidated)

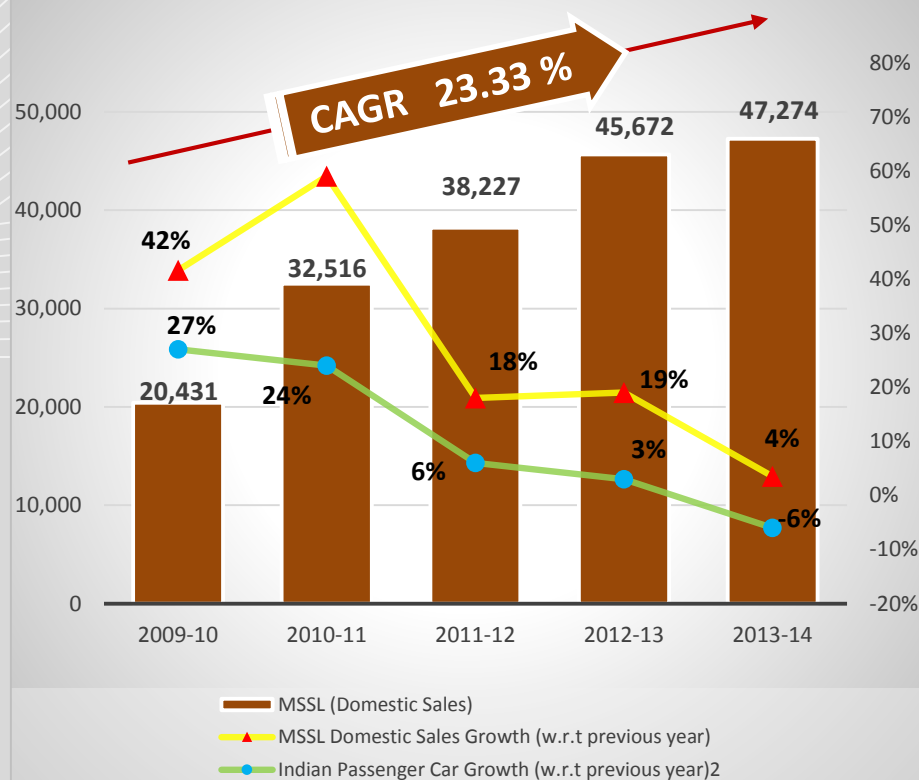


(Rs. in Million)

## Sales to customers outside India



## Sales to customers within India



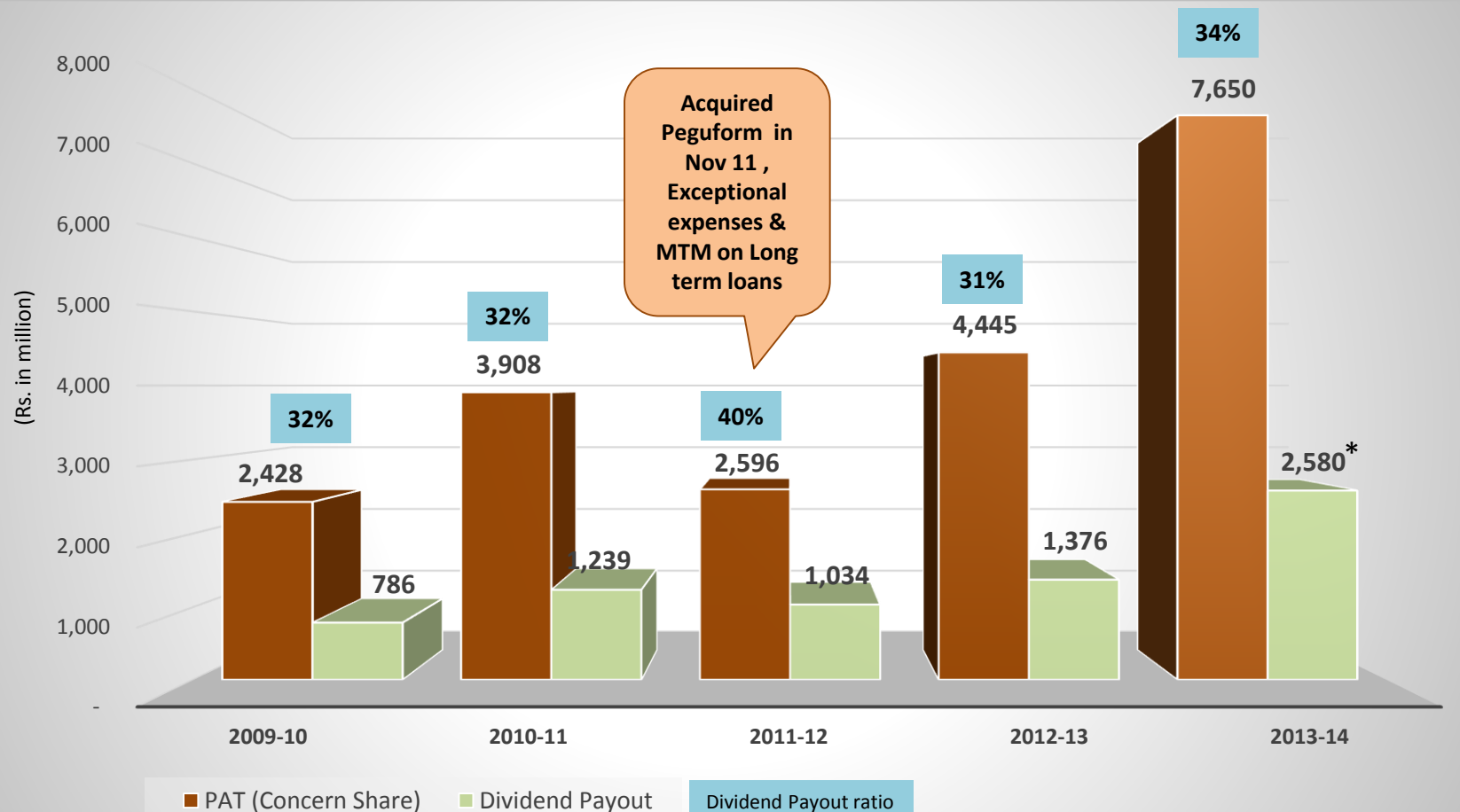


# Financial Performance



## PAT, Dividend Payout & Dividend Payout Ratio

(Rs. in Million)





# Performance of SMR

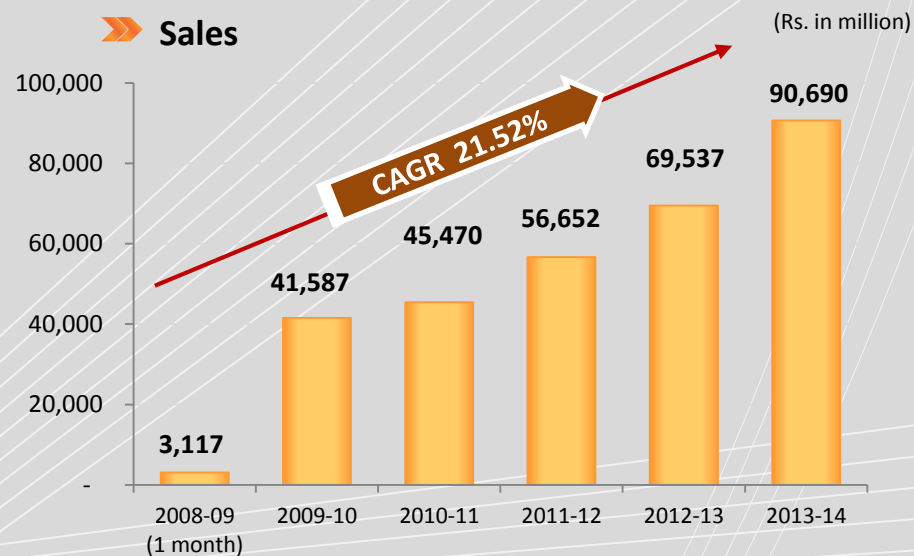


Samvardhana Motherson Reflectec

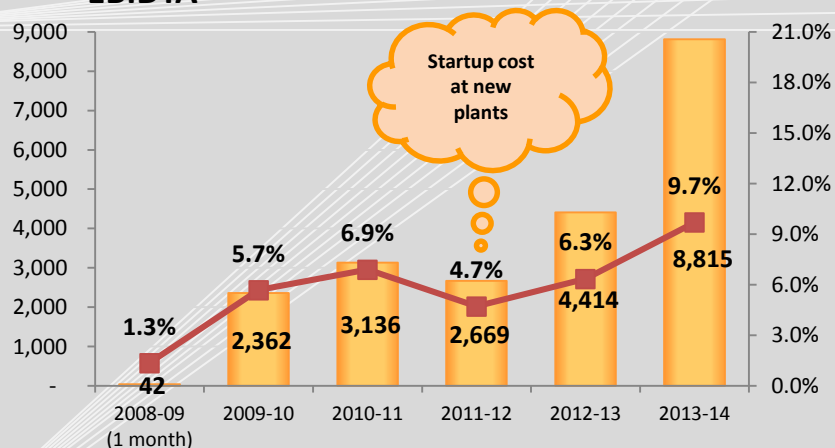
## Financial Performance

- Acquired rear view mirror business of Visocorp in March 2009
- EPS accretive since acquisition
- Achieved EBITDA +ve within First Quarter of acquisition
- Consistent Improvement in Financial Performance

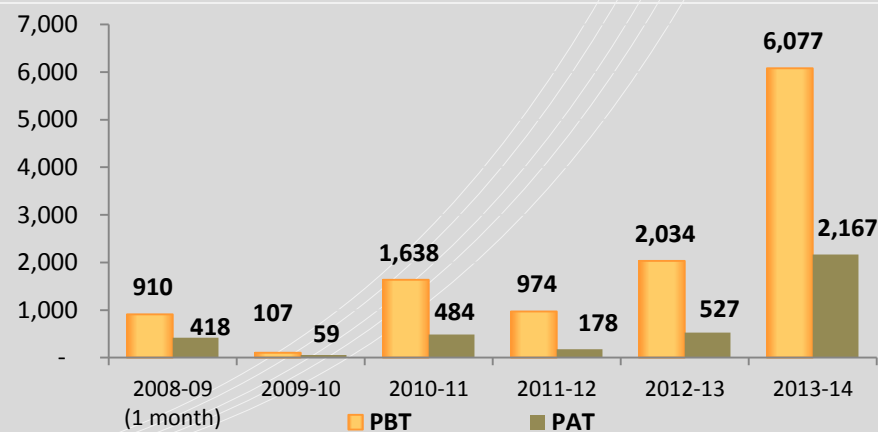
## Sales



## EBIDTA#



## PBT & PAT



# After exchange adjustments



# Performance of SMP



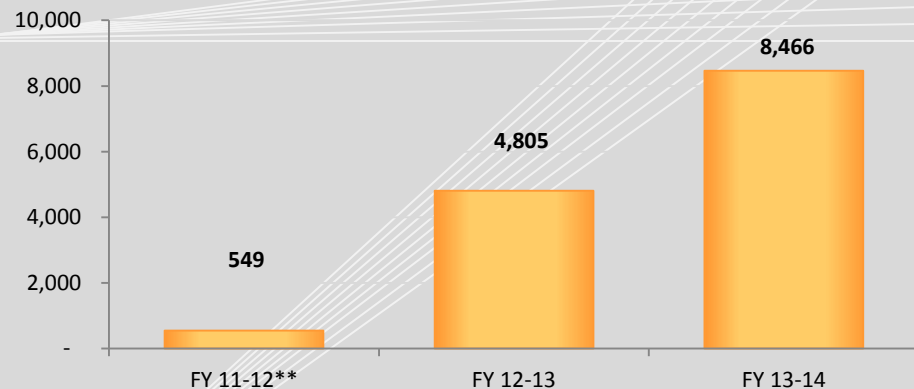
# SMP

Samvardhana Motherson Peguform

## Financial Performance

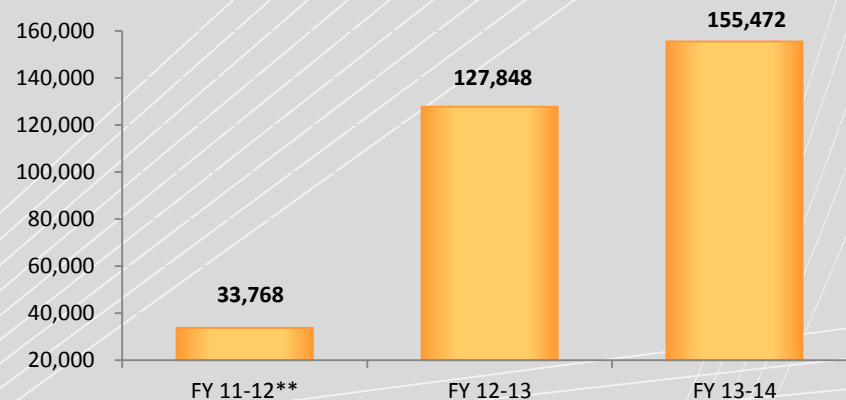
- Acquired Peguform in November 2011
- Consistent Improvement in Financial Performance

## EBIDTA#



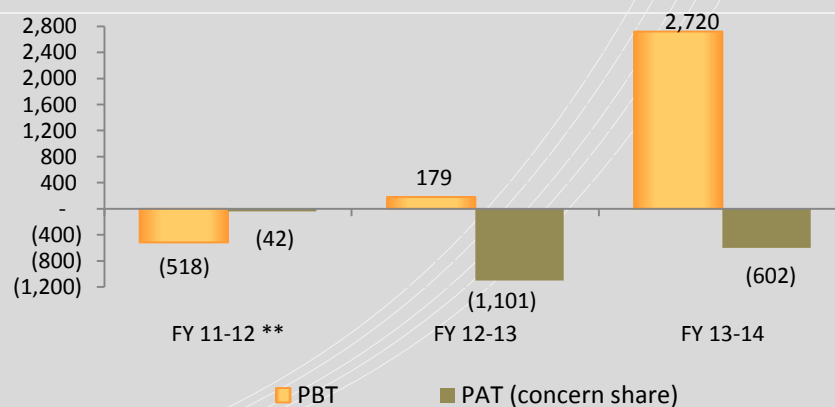
#Before exchange Loss/ ( Gain ) on Long Term Loans

## Sales



(Rs. in million)

## PBT# / PAT



\*\*From 24<sup>th</sup> Nov 2011

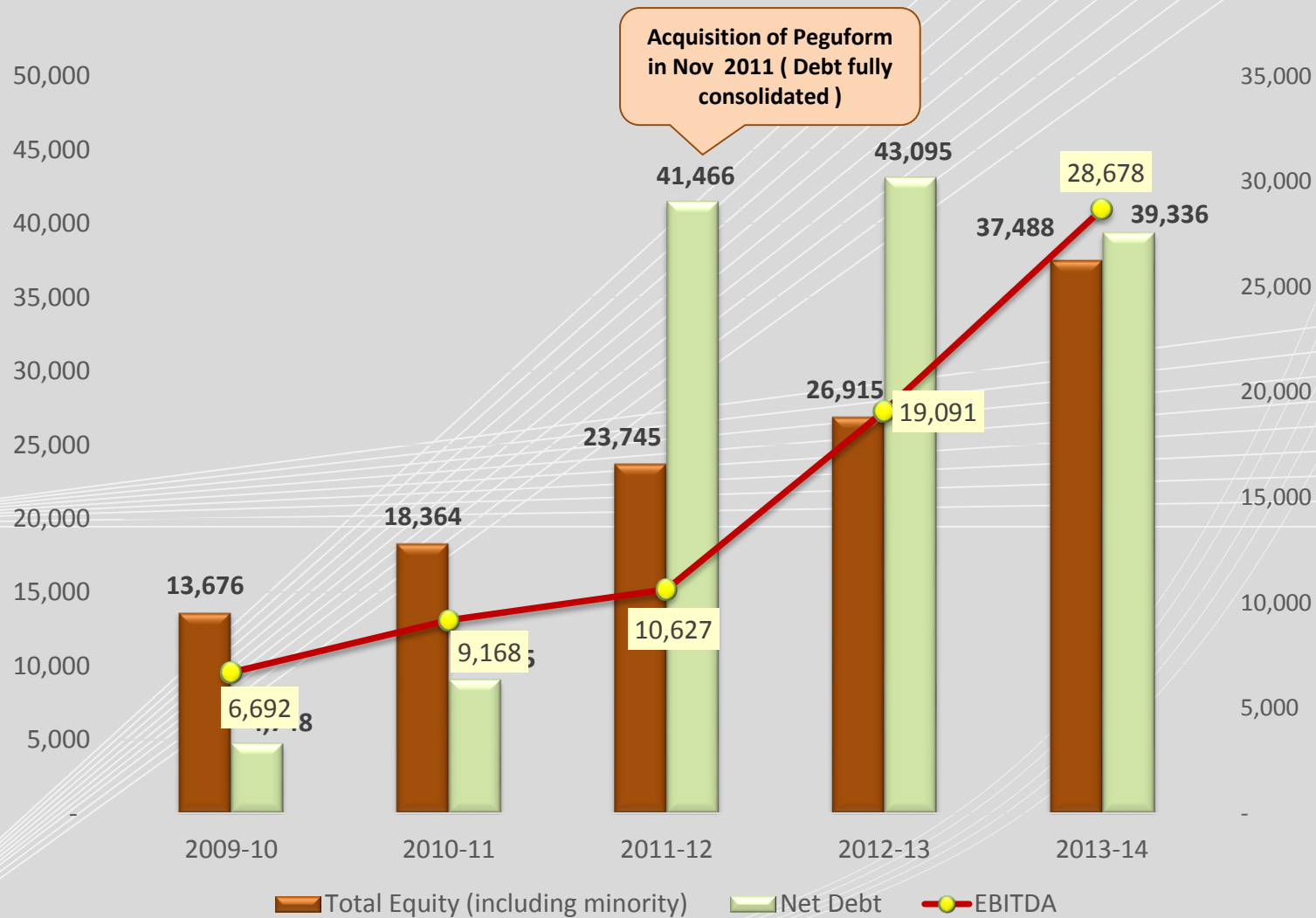


# Financial Performance



## Total Equity, Net Debt & EBITDA

(Rs. in Million)

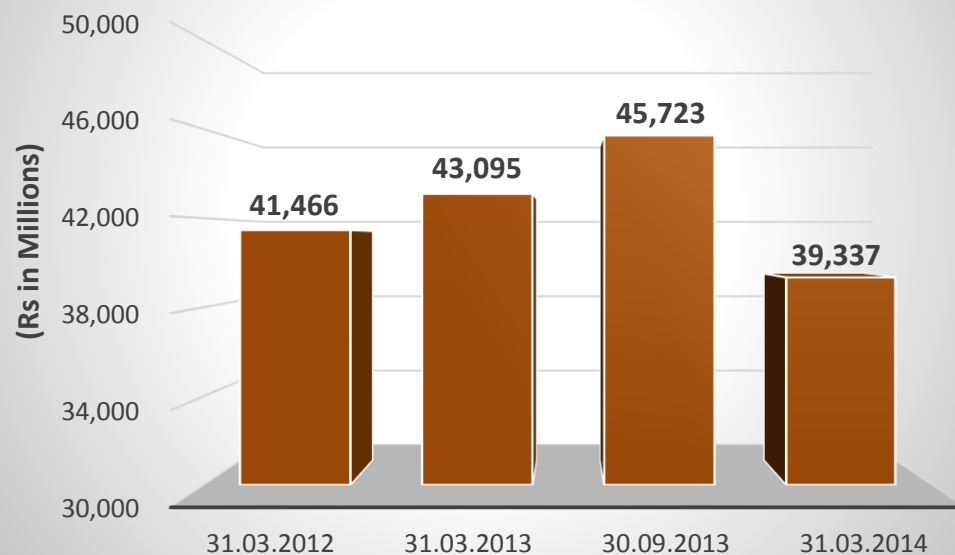




# Debt Status

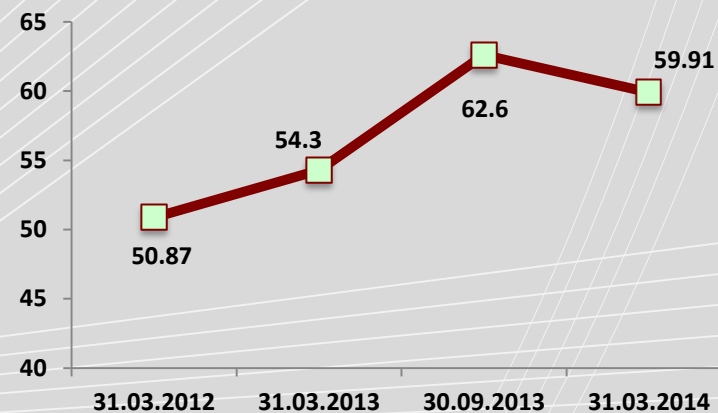


## Net Debt

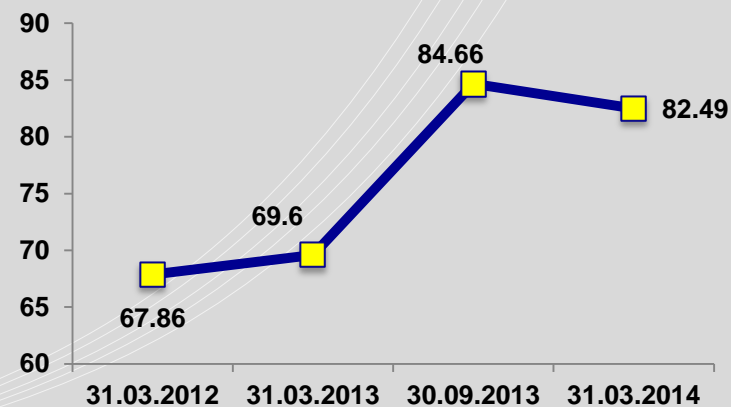


## Exchange Rates applied for Debt Consolidation

### Exchange Rates (Rs / USD)

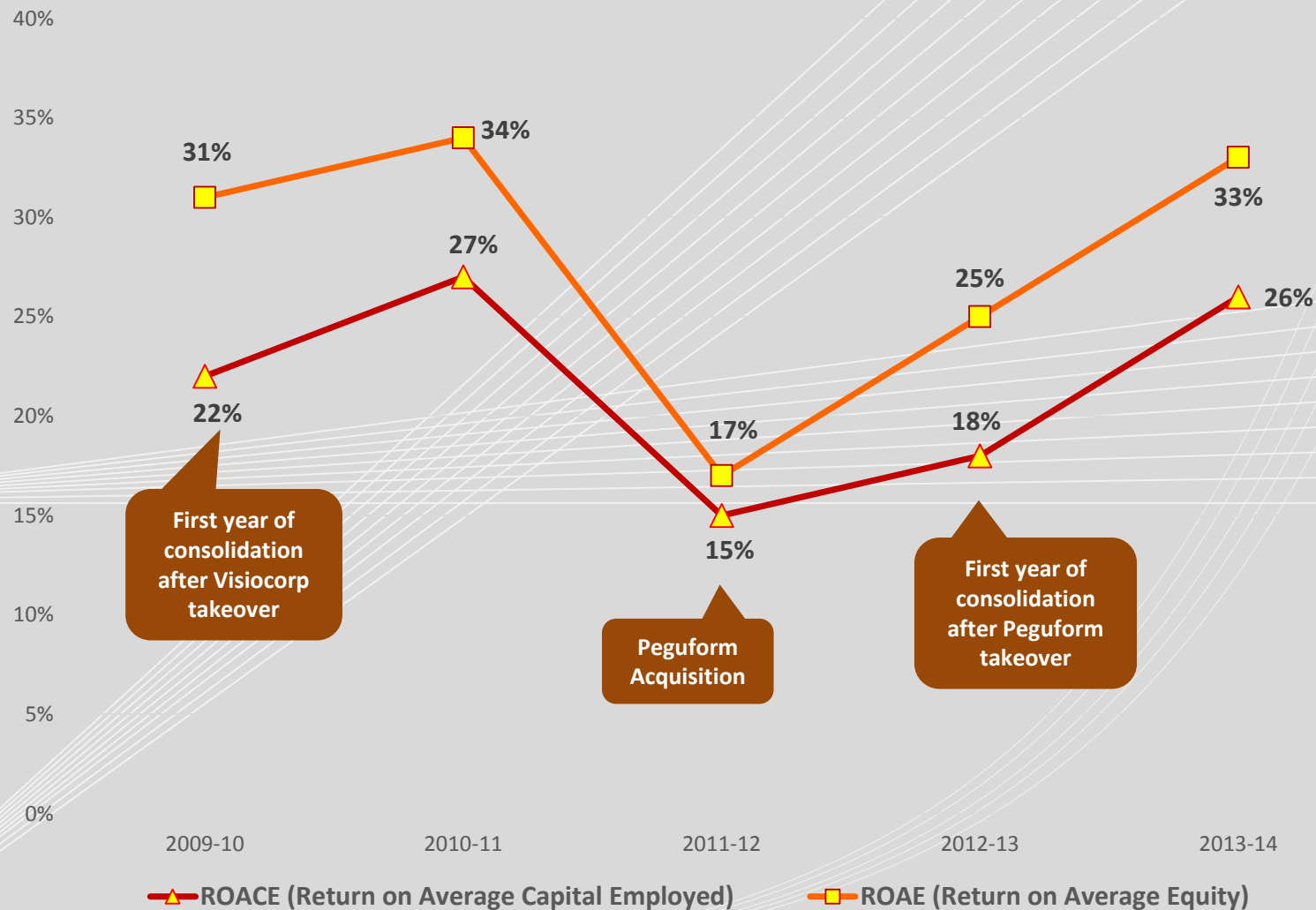


### Exchange Rates (Rs / Euro)





## ROACE & ROAE





- Vision
- SMG Overview
- MSSL Overview
- Strategic Growth & Risk Management Levers
- MSSL Performance
- **Customer Recognition**



# Customer Recognition



VAVE Award  
2012-13



Incoming Quality  
Improvement  
2012-13



Inner Part Localization  
2012-13

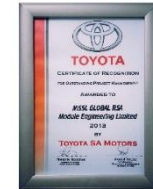
Overall Performance  
Gold Award  
2012-13



Gold Award  
Quality, Cost  
and Delivery  
2014



Outstanding  
Performance in New  
Products  
Development  
2013-14



Outstanding Project  
Management  
2013



Regional  
Contribution Award  
2012



Supplier of the Year  
Gold Award  
2011



Supplier of the Year  
President Gold Award  
2011



Industry Contribution  
President Silver Award  
2011



Good Cost Performance  
2011-12



Award for Excellence in  
Quality 2011-12



Overall Best  
Performance  
Award  
2013-14



Merit Award  
for Best  
Performance  
2013-14



Outstanding Performance  
in FY 2011





# Customer Recognition



Best in Class Performance  
in Development  
2010



Vendor Performance  
Award  
2012



Best Supplier Award  
2010



QCIDM Supplier  
2013



QCIDM Supplier  
2012



Platinum Award  
2013



Best Supplier for  
Quality & Delivery  
2013-14



Significant Contribution  
2011

JOHN DEERE



Excellence in  
partner level  
performance



New Product  
Development



# Customer Recognition



Certificate  
of Appreciation



Social  
Contribution  
Activities



Quality  
Improvement  
Award



Global Commerce  
Excellence



Highest Export  
Award 2012



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**A Relationship Built on Trust**

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