

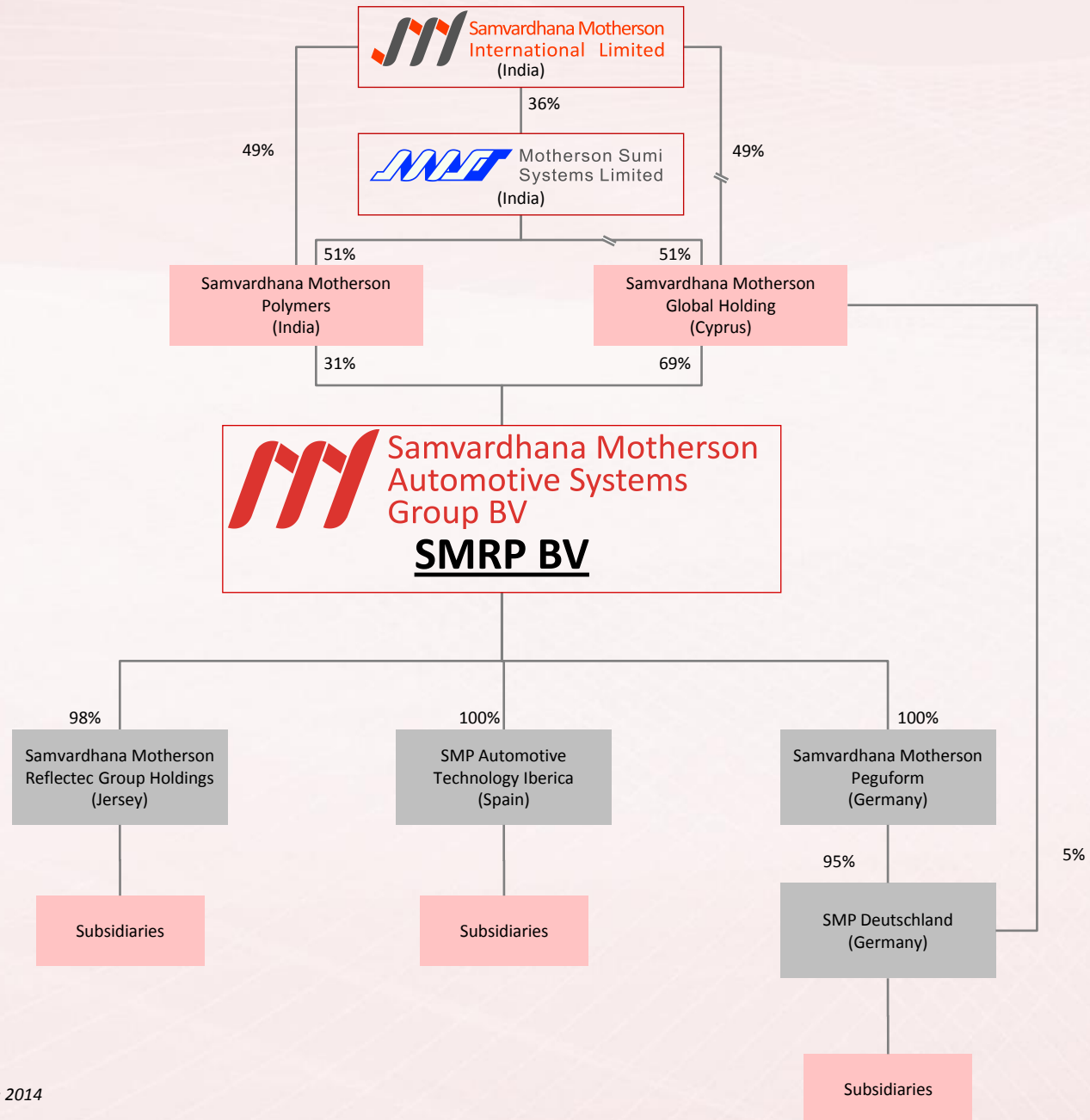


Corporate Profile



June 2014

Simplified SMRP BV structure

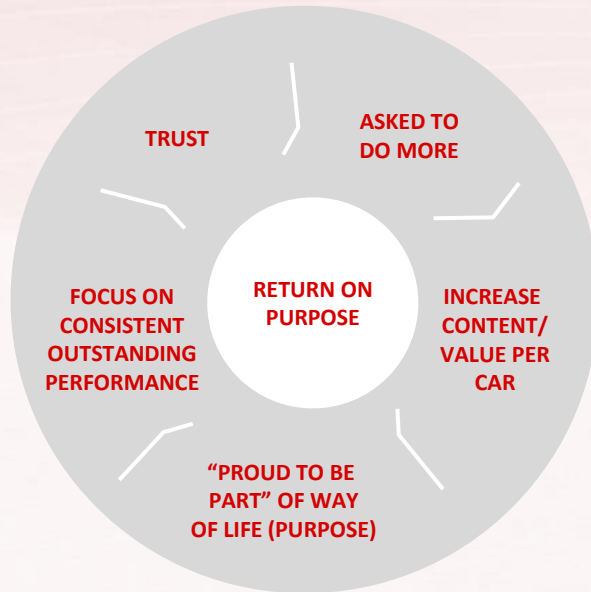


Note: Post completion of Minority buyout in June 2014

Our philosophy

Vision: To be a globally preferred solution provider

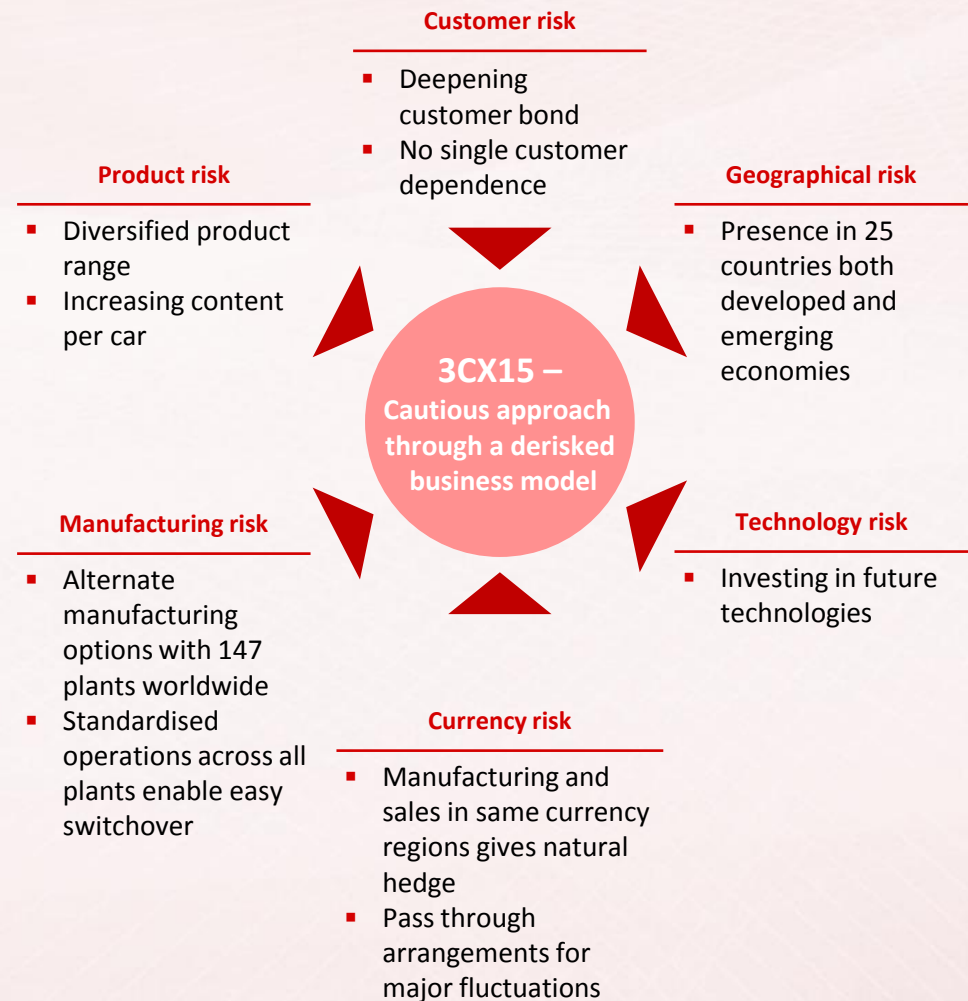
Key elements of SMG philosophy



- **Focus on consistent outstanding performance**
 - Never compromise on product quality
 - Relentless focus on cost and capital efficiency (QCDDMSES)^(a)
- **Trust:** Superior performance nurtures client relationships
- **Asked to do more:**
 - Leverage trust to enable greater client engagement
 - Sole supplier status and R&D collaboration
- **Increase content/value per car:** Trust and increased engagement to drive cross-sell
- **Pride in purpose/way of life:** Sustainable value creation, fuelling top and bottom line as well as the de-risking

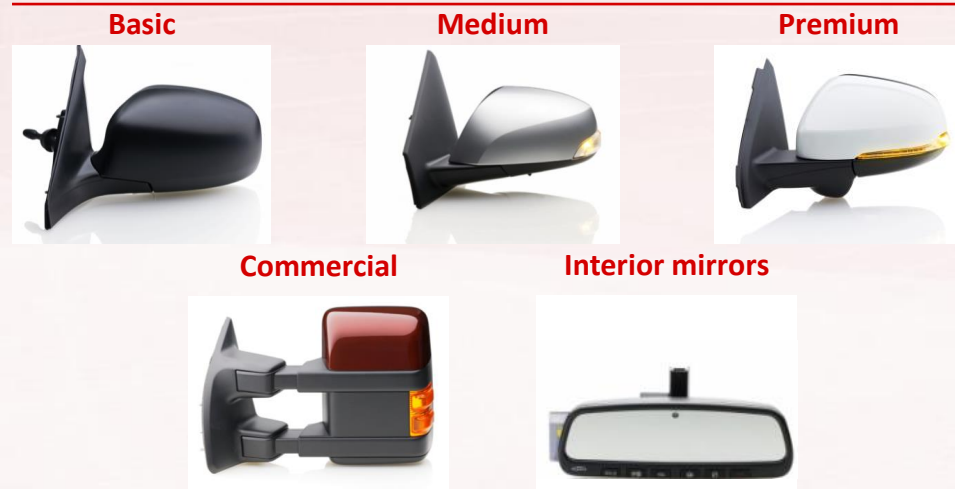
^(a) Quality, Cost, Delivery, Development, Management, Safety, Environment and Sustainability
Source: Company data

Growth creating a more diversified and less risky business



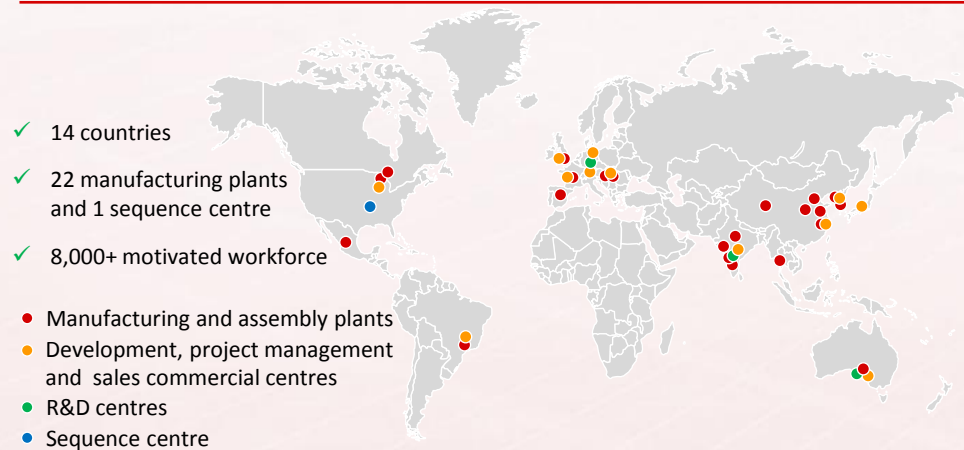
Established business with superior product portfolio, demand visibility, high quality manufacturing and robust profitability

Comprehensive product portfolio



22% global market share

Manufacturing footprint



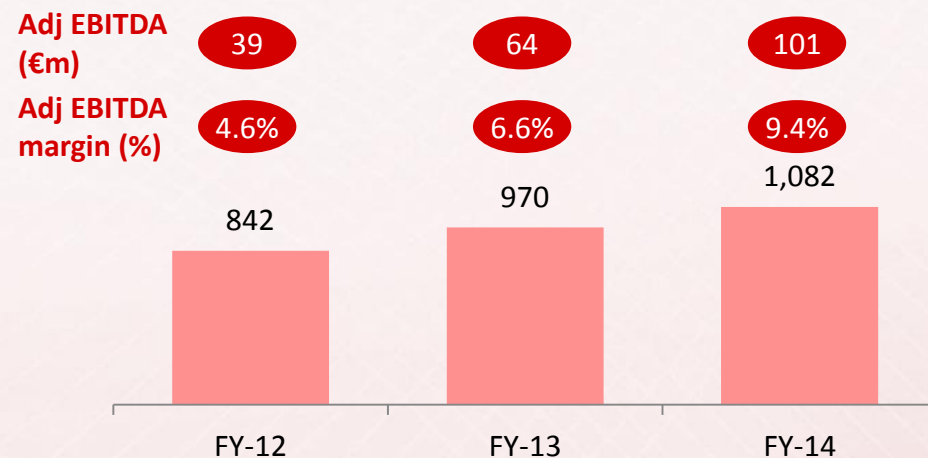
Note: March fiscal year-end

Source: LMC Automotive, Company data

Select customers



Revenue and EBITDA (€m)



One of the largest suppliers of bumper, instrument panel and door panels to European automotive OEMs

Comprehensive product portfolio

Bumpers



Instrument panels



Door panels



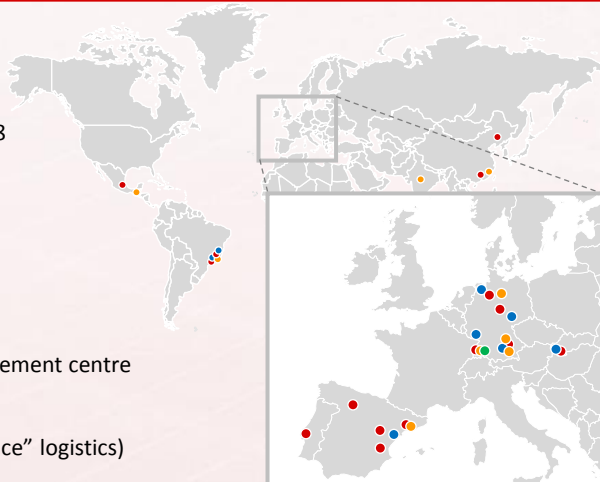
Select customers



9%, 18% and 23% global market shares

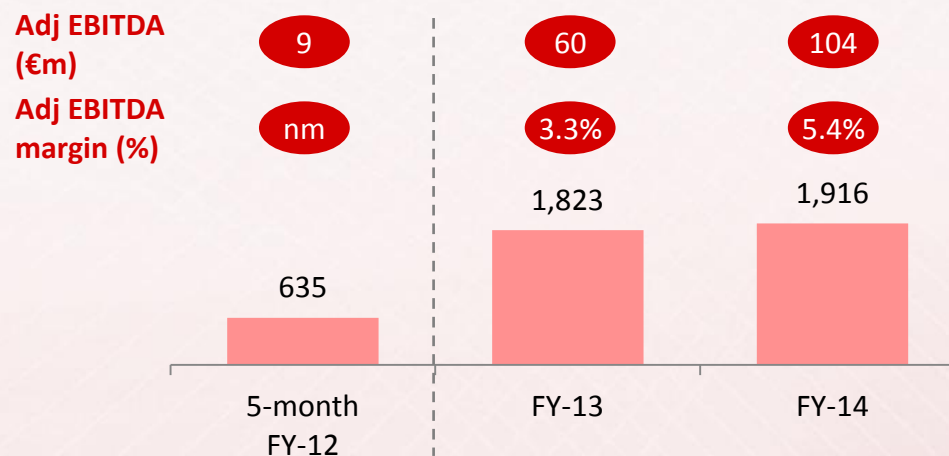
Manufacturing footprint

- ✓ 7 countries
 - ✓ 15 manufacturing plants and 8 "just-in-sequence" logistic centres
 - ✓ ~10,000 workforce
- Manufacturing plant
 - Engineering and project management centre
 - R&D centres
 - Module centre ("just-in-sequence" logistics)



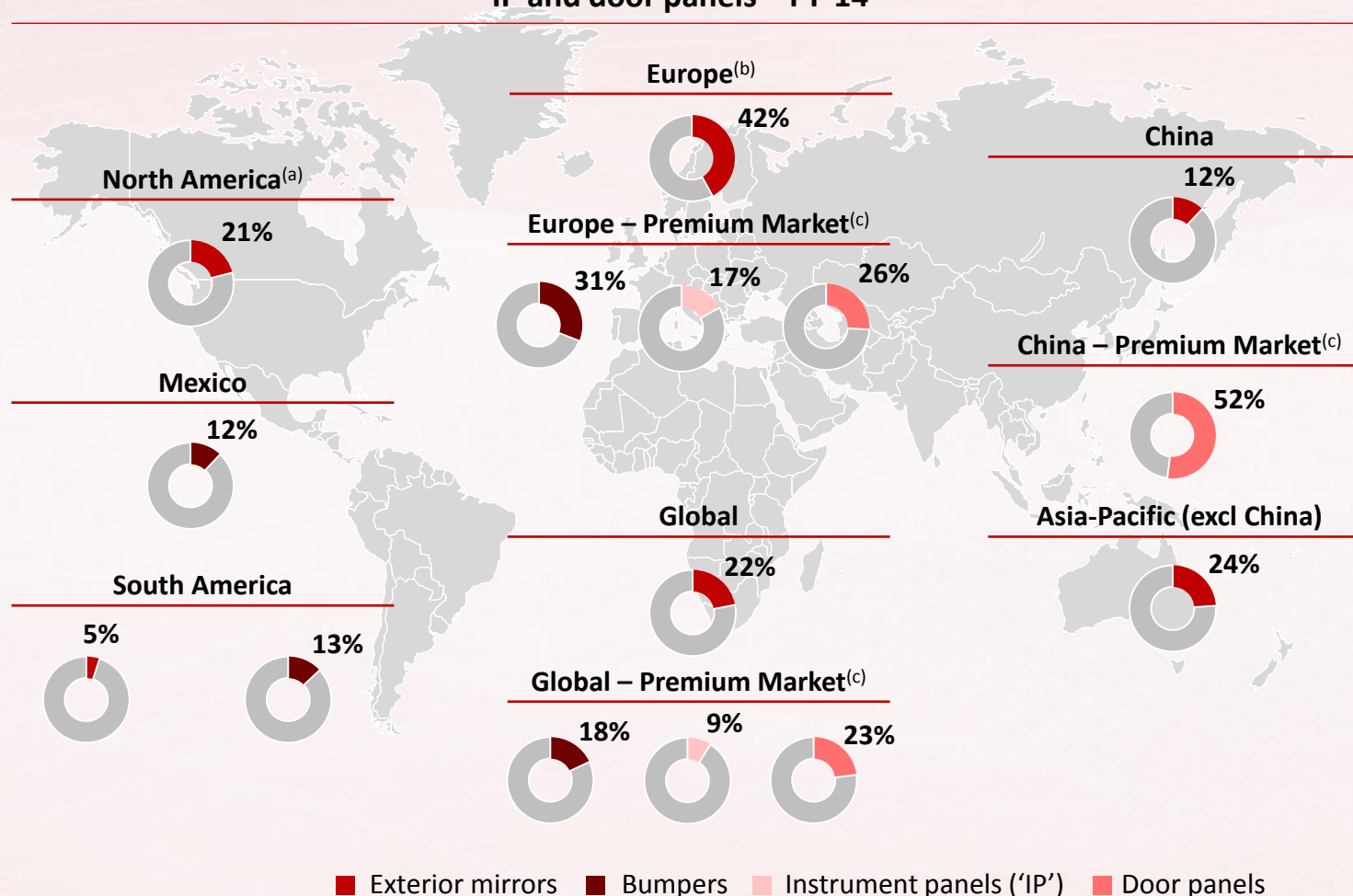
Note: March fiscal year-end
Source: Company data

Revenue and EBITDA (€m)



Leading global market positions

SMRP BV market shares and ranking in exterior mirrors, bumpers, IP and door panels – FY-14



- Global leadership: One in every four passenger cars has SMRP BV's products
- Market leadership supported by:
 - Global footprint
 - Strong in-house R&D focus
 - Comprehensive product portfolio
- Focus on premium segment
 - High customer switching cost (complex products, logistics, module assembly expertise)
 - Leveraging technological know-how to basic/medium segments

OEMs relationship, comprehensive product portfolio and innovation through strong in-house R&D to cement leadership position

Note: March fiscal year-end. Market share based on total production by volume in the relevant region for both domestic and export markets

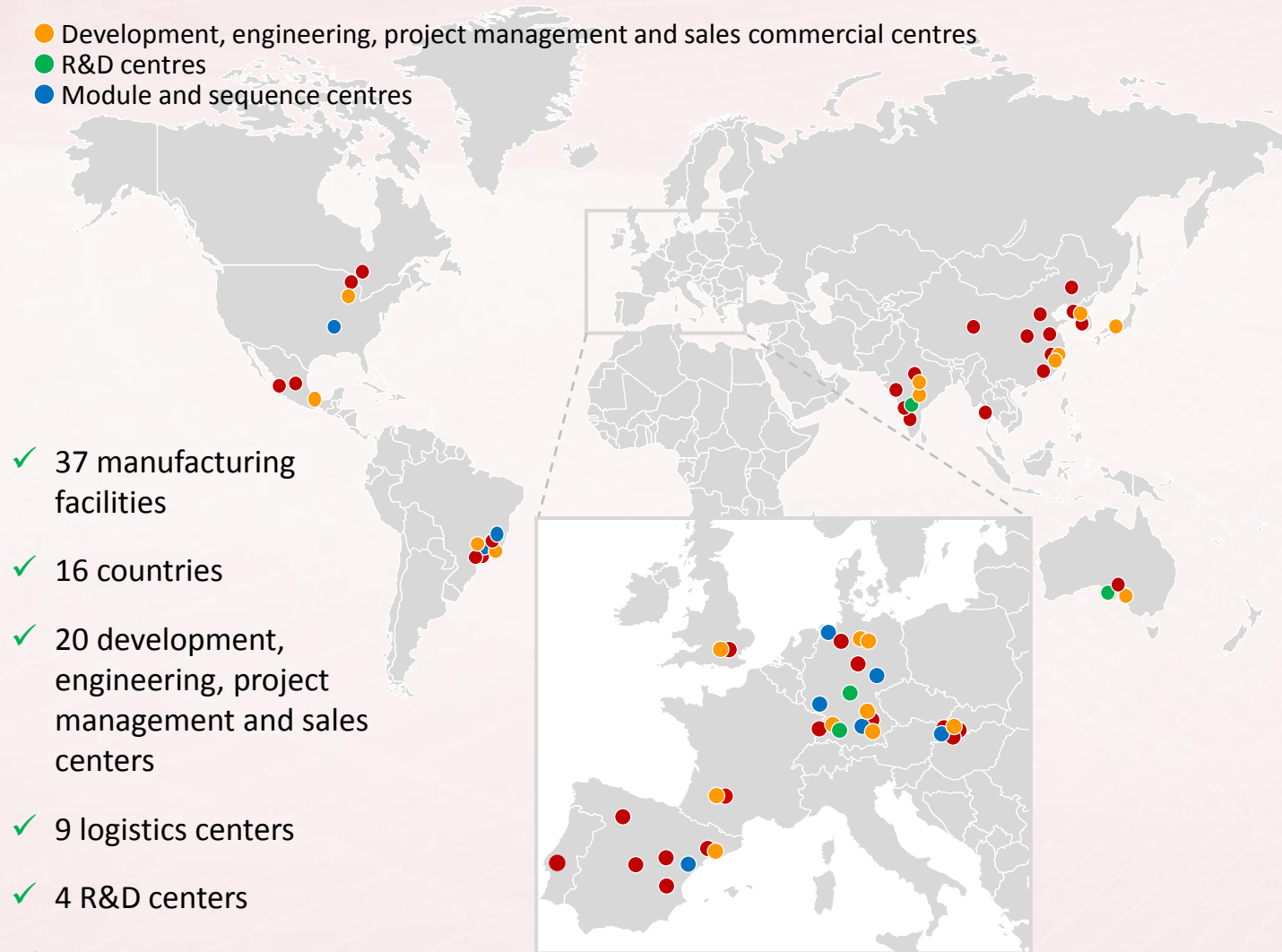
(a) Includes Mexico

(b) Excludes Russia

(c) Premium segment refers to passenger cars with premium brand image, including those produced under the Acura, Audi, BMW, Cadillac, Infiniti, Jaguar, Land Rover, Lexus, Lincoln, Mercedes-Benz, Porsche and Tesla brands, as well as luxury cars, sports cars and selected high-priced vehicles of other brands (typically exceeding €20,000 base price)

Source: LMC Automotive and Company estimates

Global Manufacturing Footprint



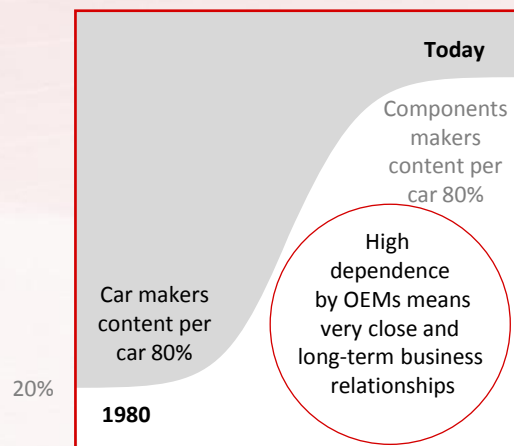
Source: Company data

- Local to >80% of global automotive industry
- Bulky product nature and increasing vehicle customisation require physical proximity to OEMs
 - “Just-in-time” and “Just-in-sequence” deliveries
 - Efficient inventory management
 - Minimise transport time and cost
- Competitive low-cost production footprint (~54% of plants in low-cost countries such as Brazil, India, China, Mexico and Hungary)
- Modern facilities with optimal level of automation and high quality standards (ISO 14001, ISO 9001, TS 16949, OHSAS16001)
- SMRP BV present in most OEMs approved suppliers list, as it is compliant with OEMs strict criteria
- Capacity expansion only on the back of firm orders

Well positioned to tap favourable industry dynamics

A

Increased OEM outsourcing



B

Changing OEM-supplier relationship dynamics

OEM supplier interdependency

- Price competitiveness
- Part quality assurance

- Process quality assurance
- R&D competencies
- Global supply capabilities
- Financial strength
- Part quality assurance
- Price competitiveness

- Process quality assurance
- Global process standards
- R&D competencies
- Commonality of parts by platform
- Co-development
- Integration competencies
- Global supply capabilities
- Financial strength
- Part quality assurance
- Price competitiveness

PAST

(Focus on price)

PRESENT/ FUTURE

(Strategic partnerships)

C

Globalisation of platforms

Case study: German OEM sedan

Background:

- Global supply capability as a pre-condition
- SMRP BV building capacity in Germany and China to support global platform launch

D

Increased component content per car

Key aspects

- Greater level of electronics
- High complexity systems with integrated electronic communication features
- Increased differentiation between segments
- Partially driven by increasing safety and environment focus

SMRP BV examples



Camera systems replacing exterior mirror



Lighting & Sensor integration



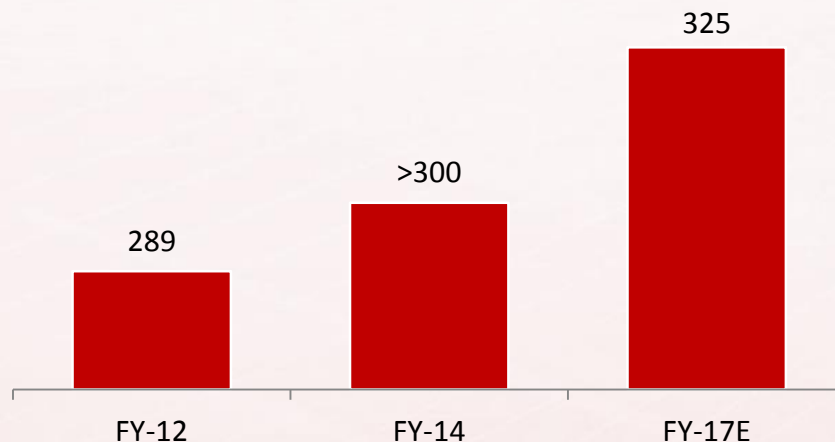
Sensor based pedestrian protection

Serving clients globally and providing value-added products are success factors in automotive industry with increasing dependence on suppliers

Diversified business portfolio backed by strong order book

- Strong order book^(a) worth €7.7bn
 - Well diversified across OEMs and geography
 - Enhanced top-line visibility
- High repeat business based on OEM relationship, collaborative R&D and past experience
- 300 car model programs
 - The largest and top ten programs contributed 4.8% and 31.5%, respectively, to our FY-14 revenues

Continued de-risking via growth (number of programs)

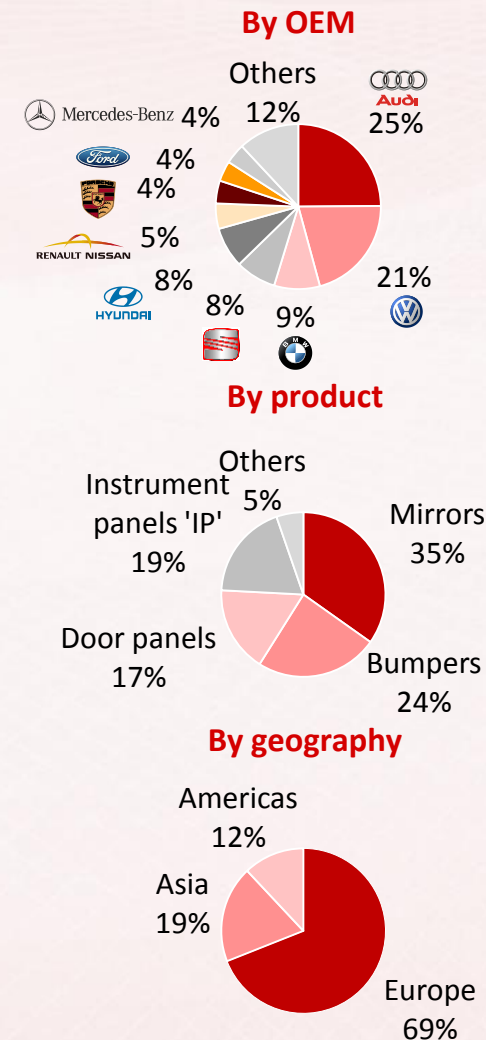


Note: March fiscal year end

(a) Potential revenues from contracts not yet in production stage. As per market practice, our customers generally do not guarantee purchasing volumes and have the right to terminate orders without penalties. Therefore, our actual sales volumes, and thus the ultimate amount of revenue that we derive from such sales are not committed. If actual production orders from our customers are not consistent with the projections we use in calculating the amount of our awarded business, we could realise substantially less revenues over the life of the projects than the currently projected estimate

Source: Company data and estimates

Diversified portfolio (FY-14 revenue)



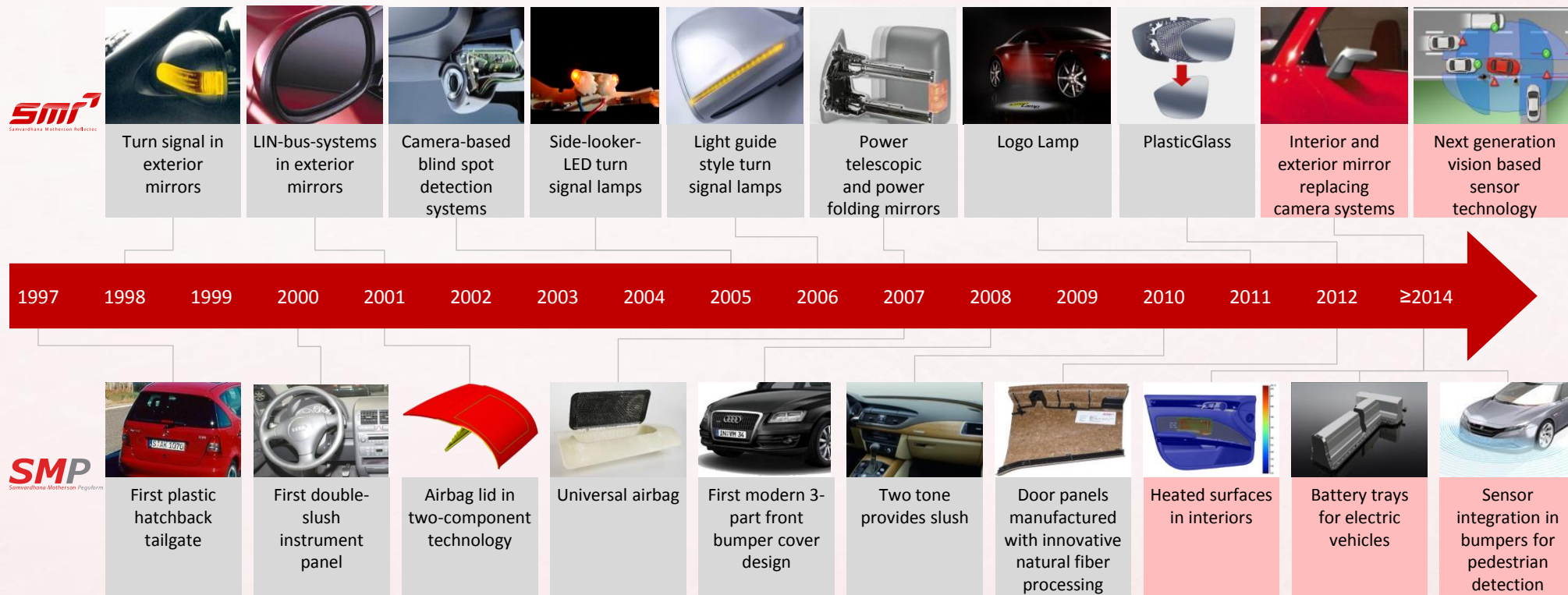
Track record for innovation

■ Established R&D infrastructure position SMRP BV as “technology and innovation leader”

- Long track-record of market-first products
- 700+ R&D engineering staff with 900+ patent portfolio
- 21 centres of excellence for project management and advanced engineering
- No dependence on single critical patent/trademark

Focus areas

- ✓ Safety
- ✓ Environment
- ✓ Efficiency
- ✓ Aesthetics



Superior innovation an outcome of sustained focus and investment in R&D at times even 2 – 3 years before product launch

In development stage

1

- Retain and strengthen technological leadership through continued focus on R&D and innovation

2

- Continue disciplined global expansion through selected investments backed by new orders

3

- Increase customer penetration and diversification

4

- Drive further efficiency and continue to improve our cost base and cash generation

5

- Focus on profitable growth and pursue strategic acquisitions while maintaining our conservative financial policy

Summary Income Statement (IFRS)

Income Statement € million	FY12-13	FY 13-14
Revenue	2,792	2,997
Changes in inventories	2	3
Other operating Income	38	66
Cost of materials	(1,872)	(1,978)
Personnel expenses	(549)	(571)
Depreciation and amortization	(79)	(86)
Other operating expenses	(287)	(311)
Result from operating activities	45	119
Finance income	1	17
Finance costs	(40)	(30)
Finance costs - net	(39)	(14)
Share of after-tax profits/(losses) of joint ventures accounted for under the equity method	2	3
Share of after-tax profits/(losses) of associates accounted for under the equity method	0	(0)
Earnings Before Taxes (EBT)	7	108
Income taxes	(20)	(29)
Profit / (loss) for the year	(13)	80

Summary Balance Sheet (IFRS)

	March-13	March-14		March-13	March-14
PP&E	578	596	Provision for Pensions	10	11
Intangible Assets	38	31	Financial Liabilities	221	267
Other Non-Current Assets	56	67	Liabilities accounted using the equity method and related parties	20	44
			Other Non-Current Liabilities	75	77
Non-Current Assets	672	694	Non-Current Liabilities	326	398
Inventories	146	147	Trade Payables	355	400
Trade Receivables	412	406	Financial Liabilities	320	165
Cash and Equivalents	59	86	Liabilities accounted using the equity method and related parties	14	24
Other Current Assets	49	48	Other Current Liabilities	173	194
Current Assets	667	687	Current Liabilities	862	783
			Liabilities	1,189	1,181
			Invested Capital	92	154
			Translation Reserve	16	(3)
			Non-Controlling Interest	41	49
			Equity	149	200
Total Assets	1,339	1,381	Equity + Liabilities	1,338	1,381

Appendix

SMR division – product overview

Catering for all sizes of vehicles and price segments

Exterior mirrors

Interior mirrors

Basic



- Full plastic design
- Grained housings
- Solid color molding
- Painted covers
- Bulb based turn signals
- Flat and convex glass
- Manual mirror fold
- Manual glass adjustment

Medium



- Painted housings and covers
- Convex and aspheric glass
- Electric glass adjustment
- Power fold mechanisms
- Glass heating
- LED based turn signals
- Temperature sensors

Premium



- Memory glass position adjustment
- Auto-dimming glass
- LED light guide turn signals
- Ground illumination
- Central electronic control unit
- Surround-view cameras
- Integrated blind spot detection systems
- Warning lights for driver assistance systems
- Logo-projection lamps

Commercial vehicle



- Grained and painted housings and covers
- Bulb and LED turn signals
- Glass heating
- Manual and electric glass adjustment
- Manual and power fold
- Manual and power telescope feature



- Auto dimming glass
- Microphones
- Radio controlled garage door openers
- Integrated displays & switches
- Rain sensors
- Interior air temperature and humidity sensors
- Telematics-interfaces
- ECTS^(a)

SMR focus on premium segment ensures forefront presence in terms of innovation and technological development
SMR well-positioned as value-add features on the premium segment gradually migrate to low and medium-cost segments

(a) Electronic Toll Collect System

Bumpers



- Market leader for bumper covers in Germany and Spain
 - Innovation leadership: introduced plastic bumper in Europe in 1977
- Integrated value-added features – fog lamps, air ducts, parking sensors, chrome trims, washer nozzels, grills and emblems
- Supply program includes completely pre-assembled complex front-end modules
- Integrated value-added features including crash beams, lighting systems, air coolers, air vents and washer nozzles

Instrument panels



- Diverse Product range: from simple instrument panels to highly complex cockpits with integrated air vents, decorative trim, switch boards, glove boxes etc
- Strong competence and innovation record
 - Cost-friendly production of high quality surfaces (ie soft-touch, moulded textures)
 - Integration of airbags

Door panels



- Fully completed systems with textile, leather and slush surfaces
 - Natural fibre solutions: Increasing number of structural carriers made by natural fibre reinforced polymers (NFPP)