

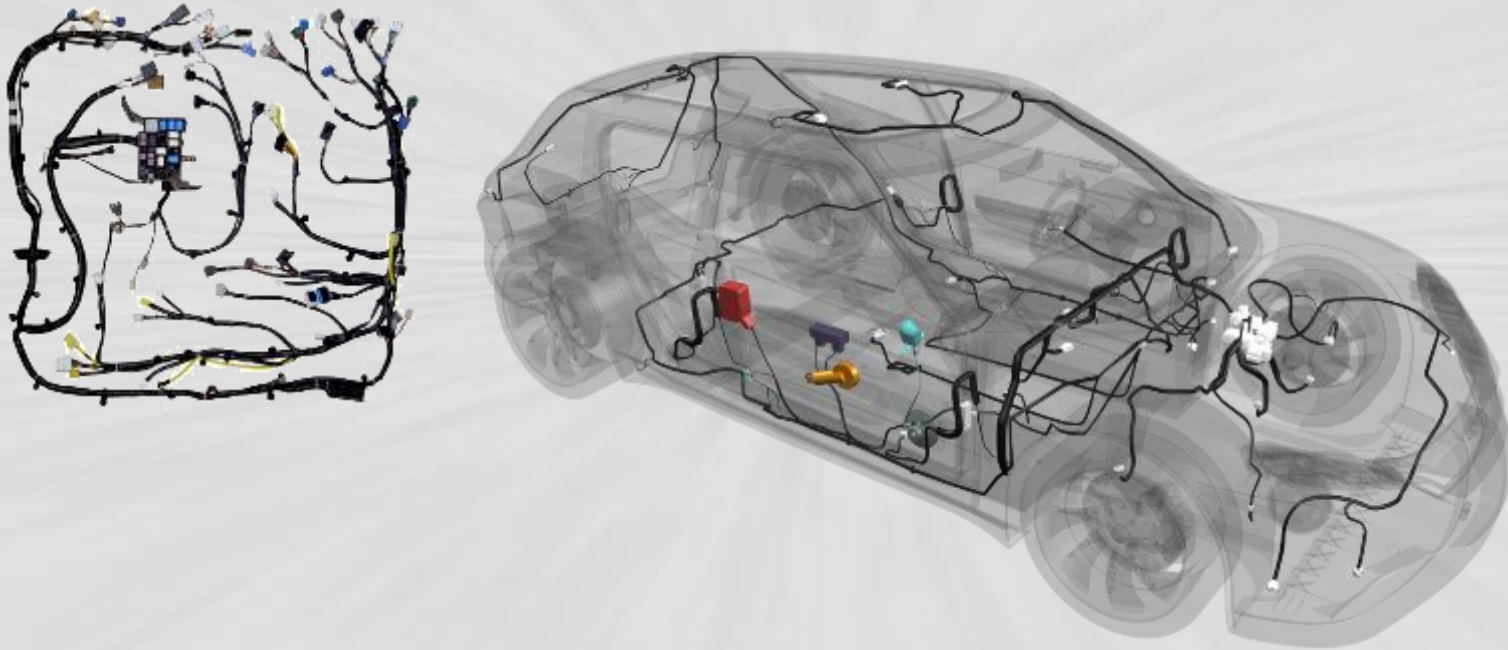


**Proud to be
part of
a bigger
plan**

Investor Meet

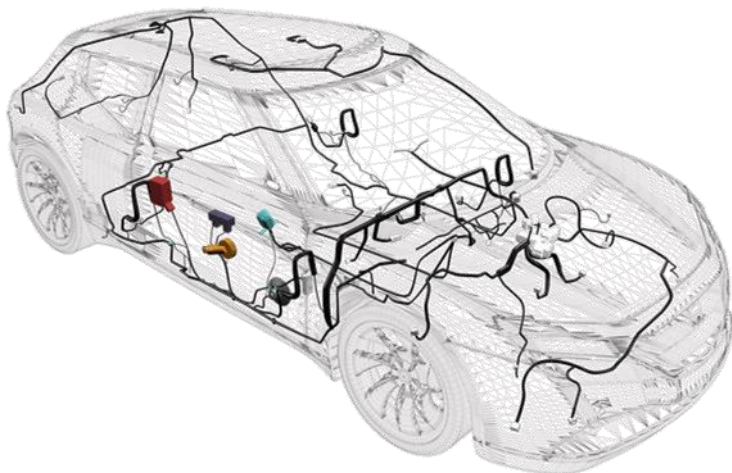
Date 16th May 2015
Place New Delhi

MSE
Motherson Sumi
Systems Limited



Wiring Harness Division

Wiring Harness Division



- Full System supplier for wiring harnesses
- Serving a global customer base
- Strong presence in passenger vehicle, commercial vehicle, off-road equipment, two-wheeler & Tier 1 market
- Manufacturing critical wiring harness components like wires, connectors, terminals, grommets, junction boxes, caps, binders, protectors etc.
- Over 46 manufacturing facilities globally



Industry Segments Served



Passenger Vehicles



Commercial Vehicles



Two Wheelers



Tier 1 & Others

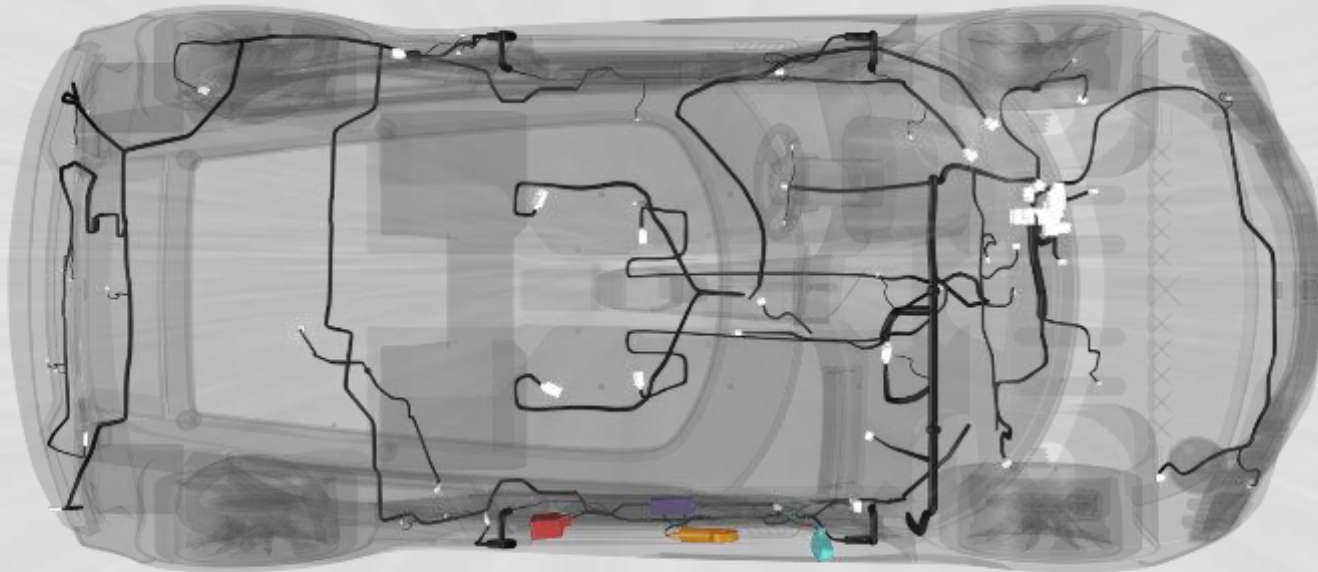


Material Handling & Earthmoving



Agriculture & Farm Equipment





Journey so far

WHD Growth Story – Journey so far



Pre 2000 Era – Growing in India

- Growth in Domestic Market
- Strengthening Vertical Integration

2000 -2005 – Focusing on Exports

- Two Wheeler & Agriculture, Material Handling and construction Equipment market in Europe
- MSSL's First Acquisition – Wexford Electronix, Ireland

2005- 2010 – Strengthening Presence Overseas

- Enhancing Presence in Europe in Agriculture, Material Handling and construction Equipment
- Acquisition of ASL Systems, UK

2010-2015 – Going Global

- Commercial Vehicles – growth area for future
- Greenfield Projects in Thailand and Mexico
- Acquisition of Wiring Harness business of Stoneridge (Now MWSI)



Pre 2000 Era – Growing in India



The First 25 Years

1975

Motherson established with an initial capital of INR 1000 (USD 20)

1977

1st manufacturing facility for cables

1983

Technical tie-up for wiring harness manufacturing

1986

1st JV, Motherson Sumi Systems Limited established

Backward Integration

1989

Injection Molding



1991

Blade Type Fuses (1st in India)



1994

Injection Molding Tools



1998

Rubber Injection Molding



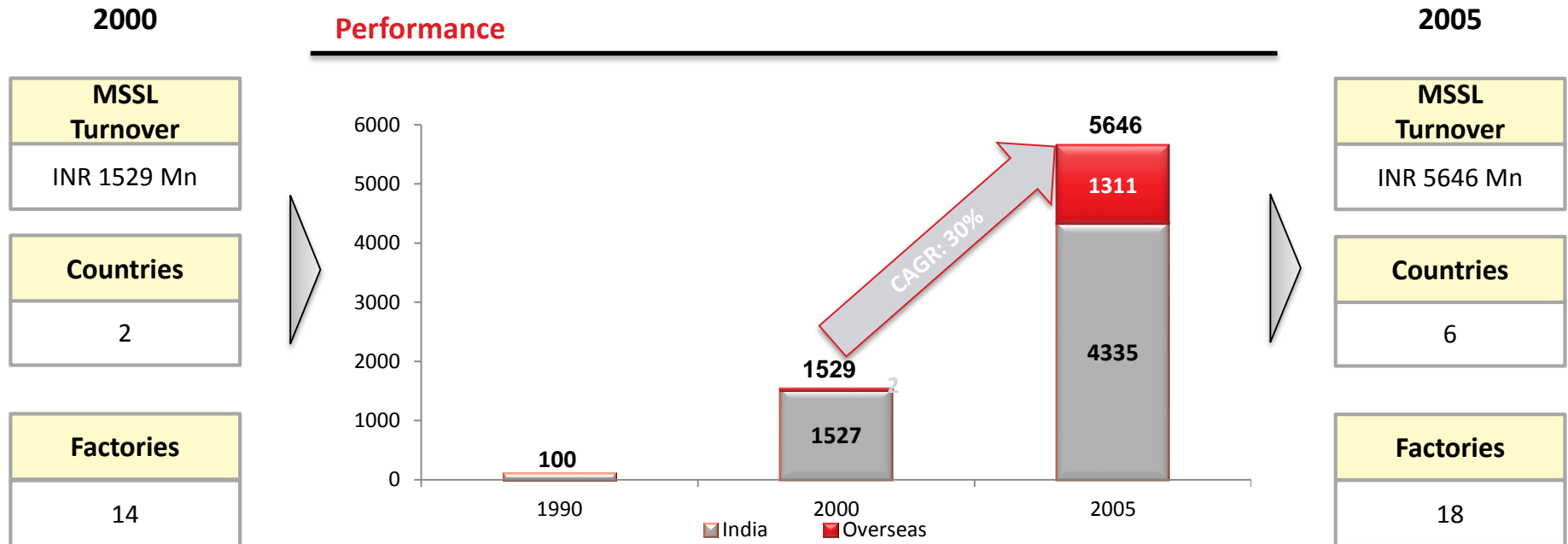
Backward Integration and adding new products to support indigenisation requirements of customers in India



2000-2005 Journey – Focusing on Exports



Focus on: Two Wheeler & Agriculture, Material Handling and construction Equipment market in Europe



Overseas Sales contributed 23% of Total Sales.

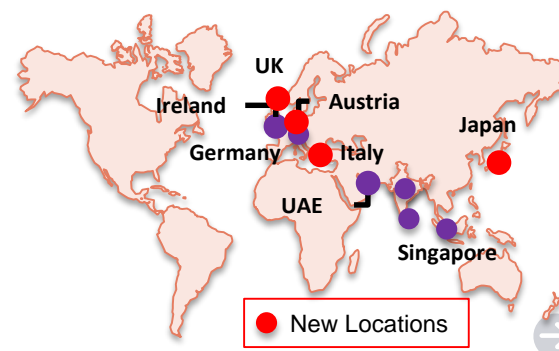
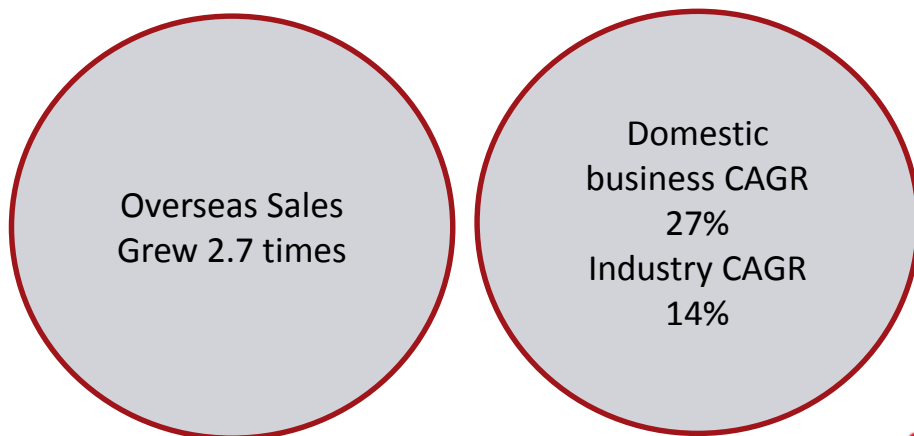
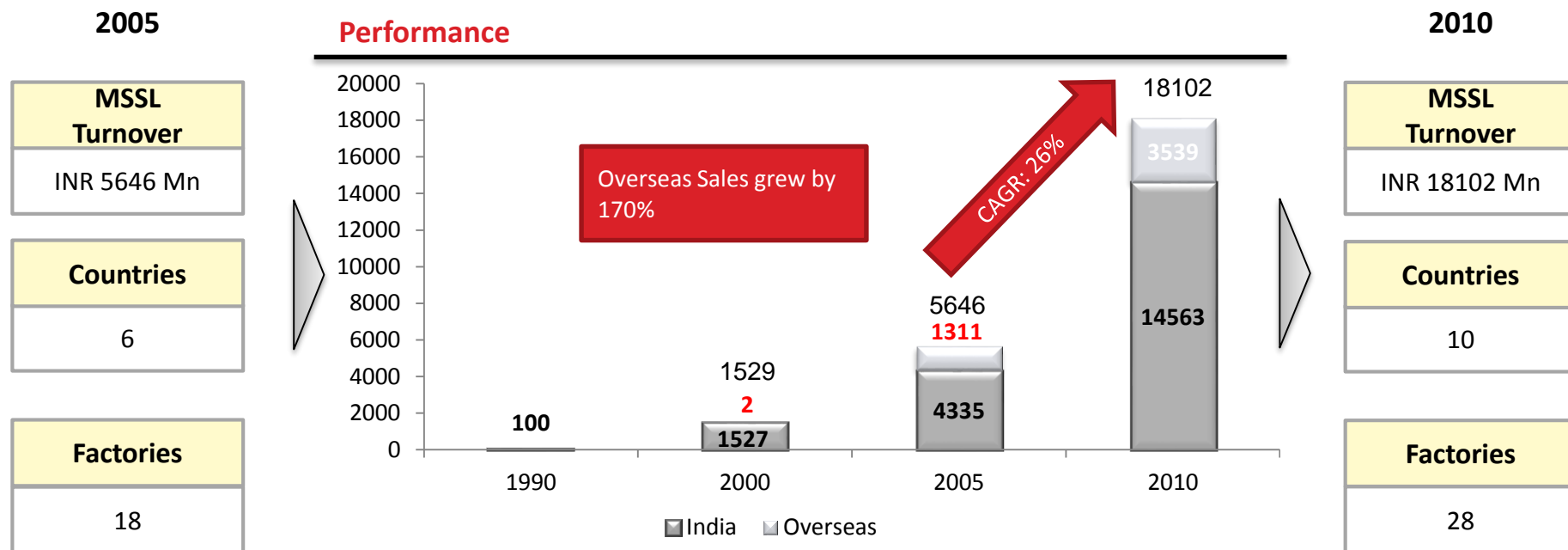
Domestic business CAGR 23%
Industry CAGR 12%



2005- 2010 – Strengthening Presence Overseas



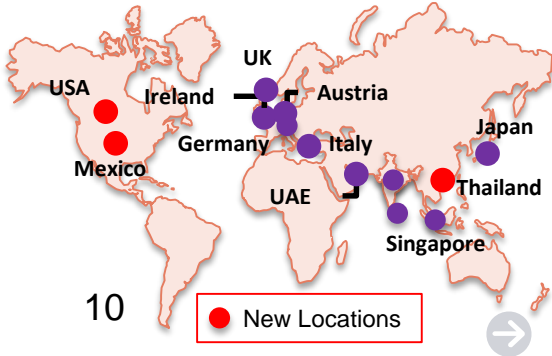
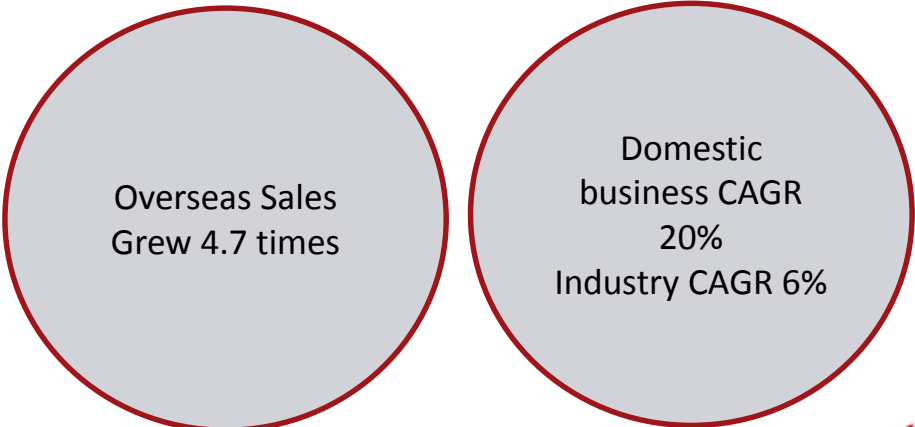
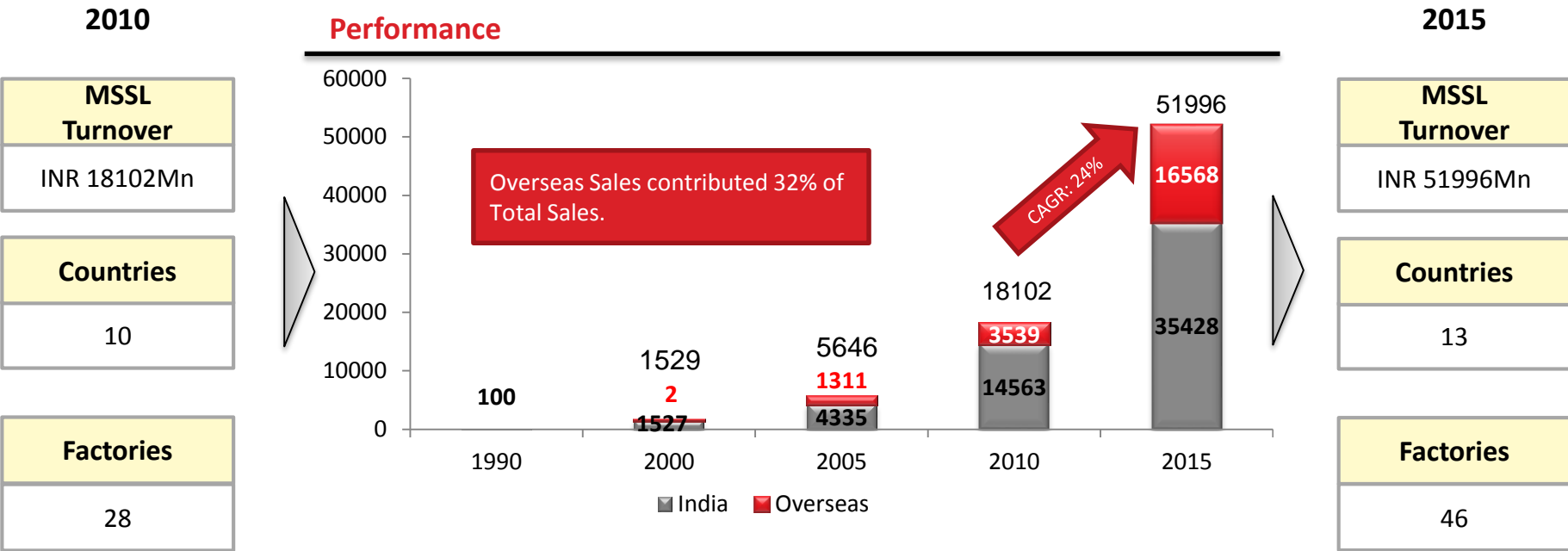
Focus on: Enhancing Presence in Europe in Agriculture, Material Handling and construction Equipment

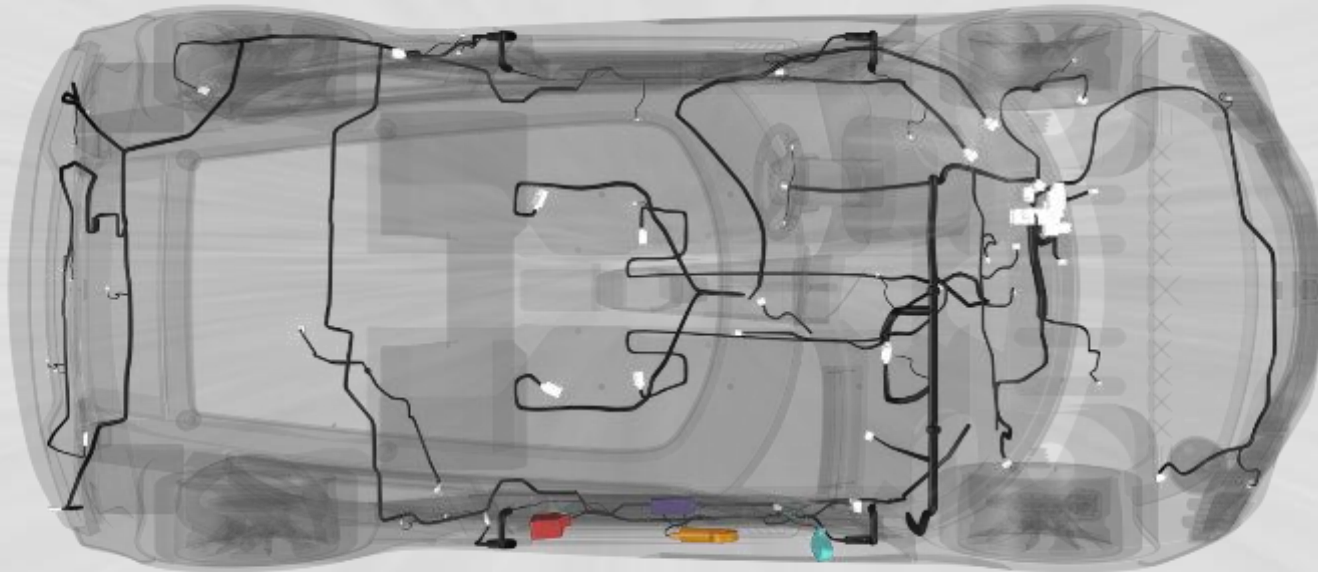


2010-2015 Journey- Going Global



Focus On: Commercial Vehicles – growth area for future





2015- 2020 Journey Ahead

2015-2020: Growth Drivers



Global Market Expansion

- Segments served currently are expected to show stable growth globally
- Solid growth in traditional automotive markets in India is expected

Consolidation

- Many acquisition opportunities for strong suppliers expected
- Capacity investment and liquidity are issues for small suppliers

Increased component content

- Added value and content growth driven by increasing levels of technology in vehicles (electronics, new materials)
- Driven by increasing safety and environment focus

New customer penetration

- Business with (new) customers in growth regions and growth segments
- Global customers provide opportunities for suppliers with multiple competences and global footprint

OEM outsourcing

- Strategic partnerships between OEM and suppliers favor companies with excellent customer relationship
- New materials and technologies will drive outsourcing



Key Differentiators: Open to Ideas



Need to support the customer with alternate solutions.

Provide VA VE ideas through out product life cycle.

Be a partner and not a supplier alone.

Create win win solutions.



Frugal Engineering through intense value analysis and value engineering.

Key Differentiators: Make Technology Available

Tie up with best in their field.

Customise technology to local needs.

Create design and validation capabilities.

Facilitate OEMs to take decisions at local level.



Make technology available at affordable cost.

Key Differentiators: Manage Quality, Cost and Speed

Invest in localization of critical inputs in-house.

Keep quality, cost and lead time of critical child parts in control.

Alternate offerings from existing range to create volumes.



Faster response through vertical integration.

Key Differentiators: People Focus



Quality can only be built through robust and appropriate processes.

Focus on QCDDMSES

Flexible/ Adaptable/ Scalable...customer specific solutions

Its all about people...people...people...people

Optimum balance between technology and skill



Investing in people to establish world class
manufacturing at local costs.

Customer Recognition



Overall Performance
Gold Award
2013-14



Superior Performance
Focused Cost Down
2013-14



System Audit Rating
2013-14



Inner Part Localisation
2013-14



Superior Performance
Car Sale
2013-14



Nagare Schedule
Adherence
2013-14



Consistently High
Quality Performance
2013-14



Safety
2013-14



Best Quality
Performance
in FY 2014



Award of Excellence



Supplier Quality
Excellence Award



Achieving
Excellence



Supplier Award for
Achievement in Safety



Annual Vendor
Conference



Zero Defect
Business Partner



Platinum Certification
2014



Certificate of Appreciation



Supplier performance Award
Best Quality



Quality Excellence



Special Citation
of Distinction



Appreciation Award For
Outstanding Performance On
Quality, Velocity And NPI
Developments For FY 2014





**Motherson.
Proud to be
part of the
most exciting
industries**

Polymer & Modules Division



High Level Management



Bimal Dhar
CEO, SMP
Director- Polymer
& Tooling Division



Andreas Heuser
Head of Corporate
Office Europe/
Americas,
MOB of SMP and SMIA



Dr. Andreas Siebert
COO, SMP



Vipin Jain
CFO, SMRPBV
Heading Finance of
SMP and other
Group companies



Moritz Gerig
CO Sales and
Engineering, SMP



Andreas Kunz
COO, SMIA



**Horst
Morgenroth**
Head of Sales and
Development,
SMIA



Sanjay Mehta
COO,
MATE Division



Rohitash Gupta
CFO MATE,
Division



Amit Bhakri
VP- Business
Development,
MATE Division



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



**The
Foundation of
the Polymer
Business**



First injection molding machine



Production of small connectors
(the "T-Connector")

1989/1990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



**Blow Molding,
Compression
Molding and
Assembly of
Door Trim**



First Blow Molding
M/c of Cincinnati
Milacron 0.5 pound
Manufactured for
Maruti Suzuki 800 &
Compression Molding
Door Trim for GM
Opel

19891990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



**Broadening
product
portfolio in
India**



Inside door handles
Outside door handles
Grab handles
Air registers
Pillar trims
Cover parts

19891990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



Acquisition of G&S Germany for high quality injection molding of small interior and exterior parts

Entering the European Market

19891990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



Acquisition of Formagrau in Czech Republic (now MSPCZE) to support Western European customers with high quality injection molding parts

Expanding Footprint in Europe / Lowcost Manufacturing Country

19891990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



Injection molding and assembly plant for instrument panels in Chennai
First product: Instrument panels for Ford



Technical assistance for air cleaner box assemblies with ROKI
First product: Cleaner assembly for Honda



Low pressure Injection molding (Fabric Back Folding)
First product: VW Door Trim

New Production Technologies and Products in India

1989/1990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



Manufacturing plant in Rosslyn:
3-tone robotic bumper paint shop
First robotic bumper paint shop in South Africa for Ford

Establish Footprint in South Africa

1989 1990

1995

2000

2005

2010

2015



Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



SMP
Samvardhana Motherson Peguform



Peguform acquisition
→ SMP

Instrument panels
Cockpits assemblies
Door panels
Bumpers
Roof panels
Front end modules
Center consoles
Cabriolet roof covers

**Entering the
premium
market in
Europe,
Mexico, Brazil
and China**

1989 1990

1995

2000

2005

2010

2015



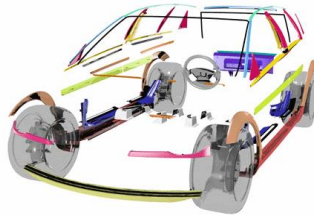
Historical Milestones of Portfolio Expansion

Emerging to a Global Technology Leader



SMIA

Scherer & Trier
acquisition
→ SMIA



Multiple interior and
exterior parts, roof
ditch moldings

**Broadening
Technology and
Product Portfolio
in Germany and
Mexico for
Premium
Segments**

2015

19891990

1995

2000

2005

2010

2015

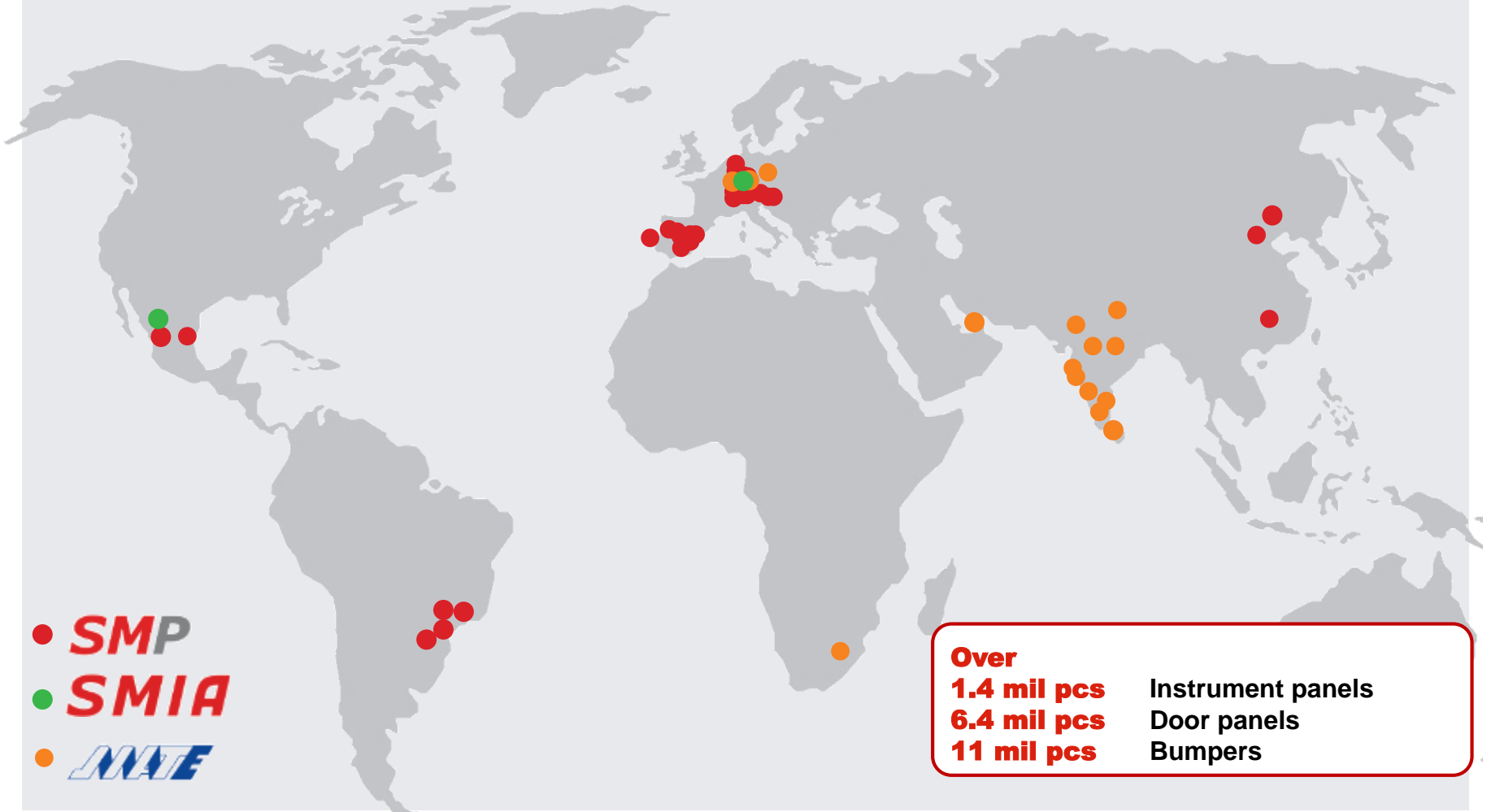


Global Footprint

21.000 Motivated Employees



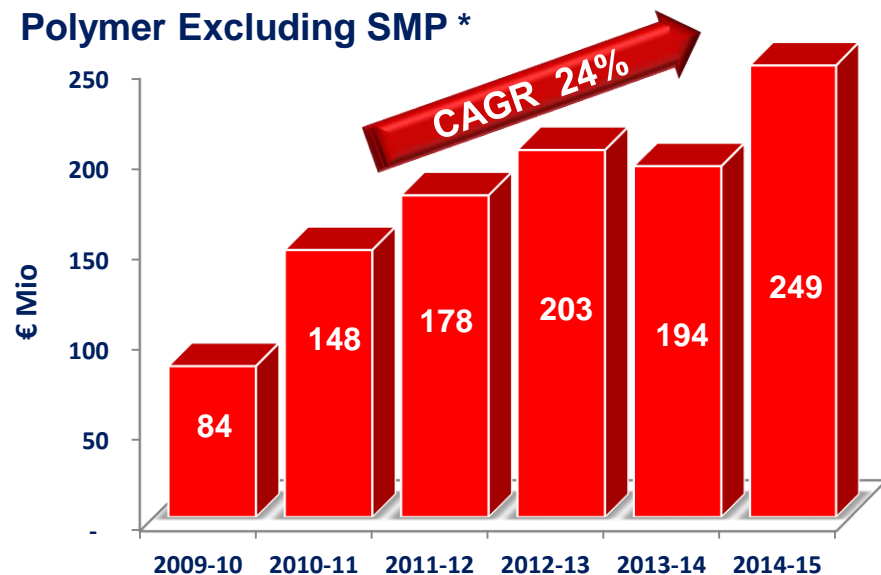
59 Locations, 12 Countries, 5 Continents



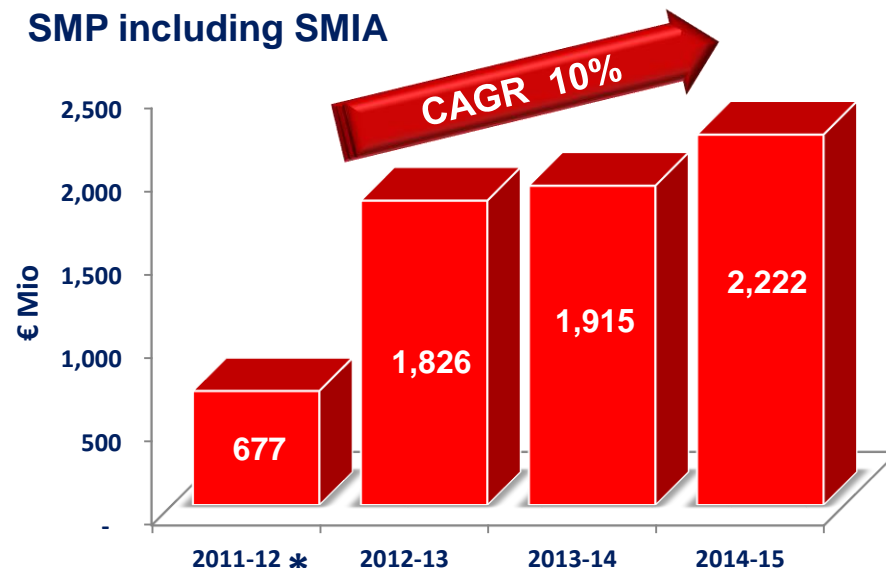
Sales Development



Polymer Excluding SMP *

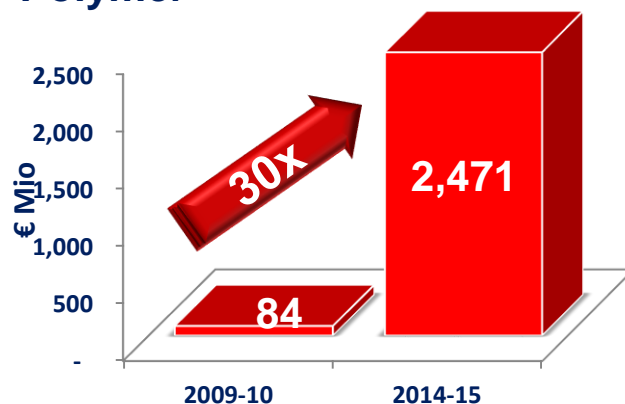


SMP including SMIA



* Sales for 11-12 is for 4 months only

Polymer *



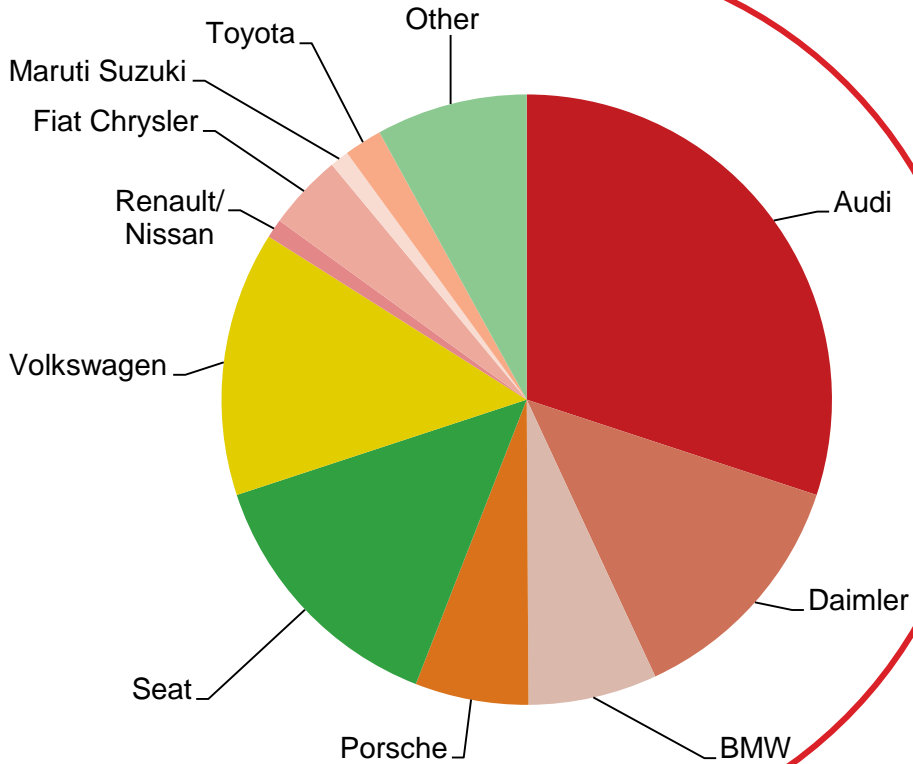
* INR figures have been converted at average exchange rates of Euro : INR used in consolidation for respective year.



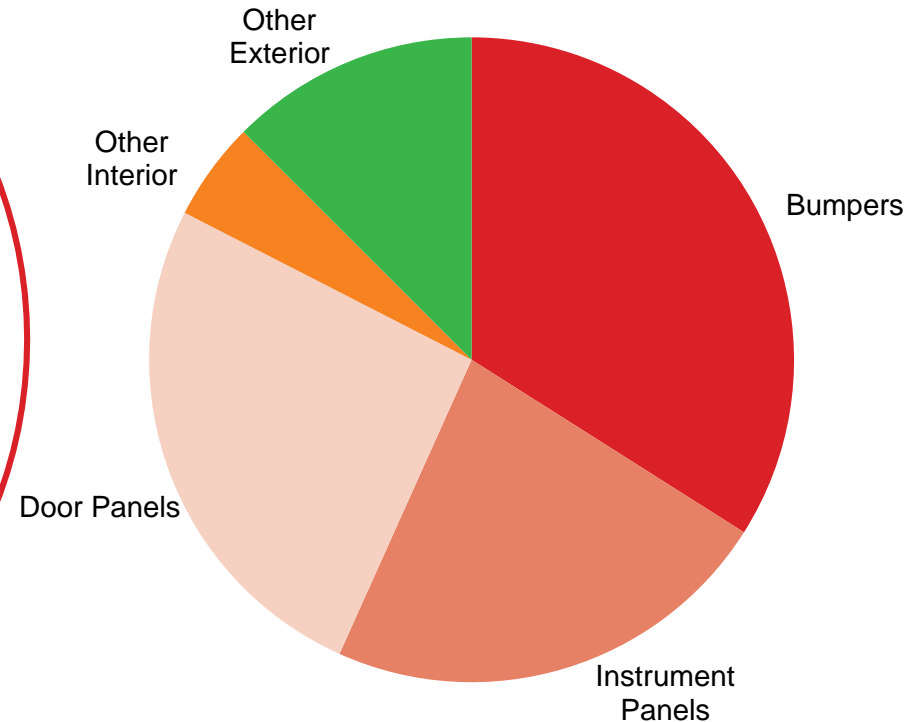
Diversified Customer & Product Portfolio



2014/15 Sales by Customer



2014/15 Sales per Product



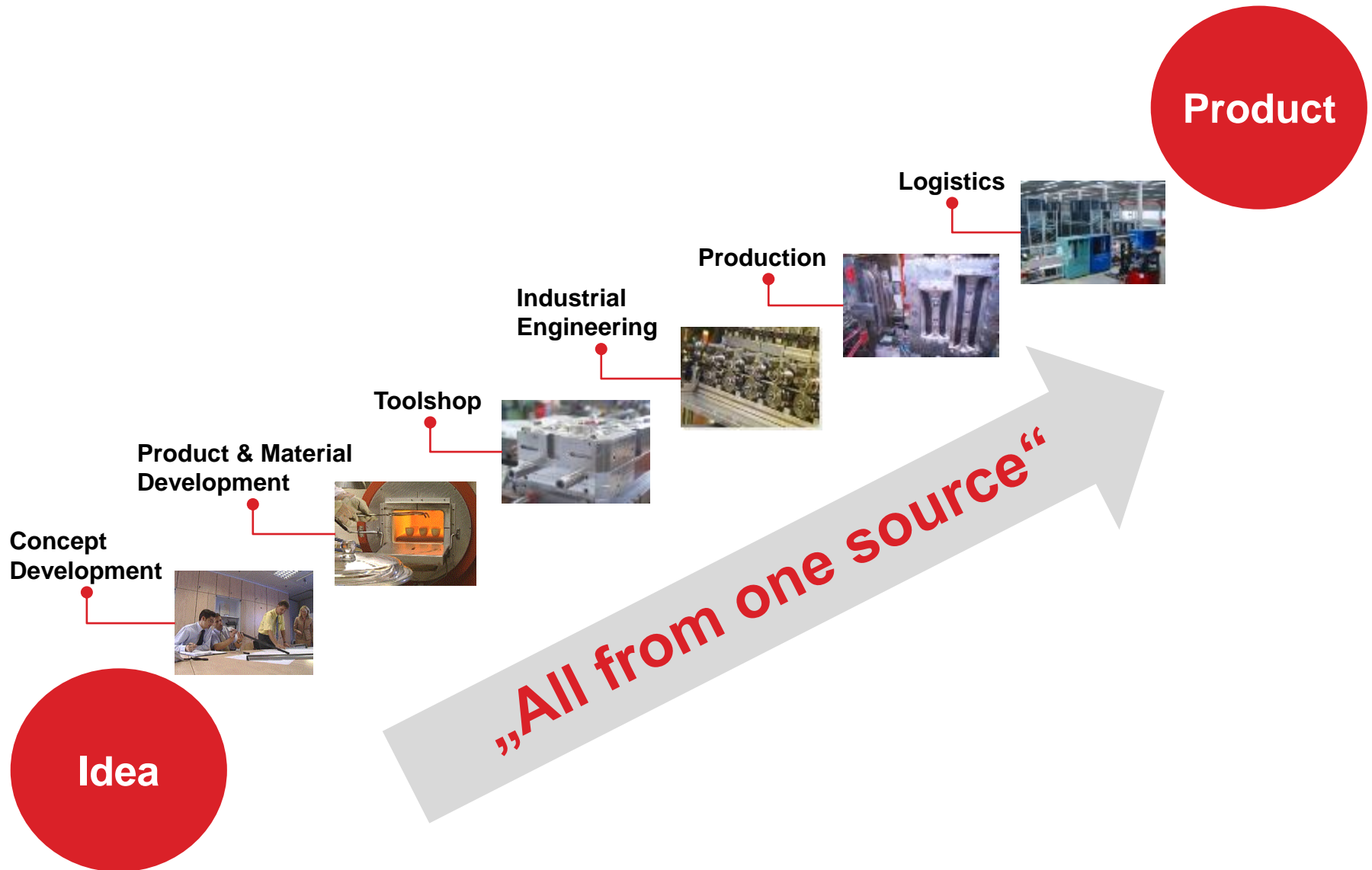
Premium Segments



Products, Capabilities and Technology Trends



Polymer Division Value Chain



Polymer Division

Core Manufacturing Technologies



Inject. Moulding



Extrusion



Slush Moulding



Thermoforming



Natural fibre processing



PUR Foaming



Laminating



Stretch-bending



Painting



Polymer Division

Selected Key R&D Focus Areas



Electrical surface heating



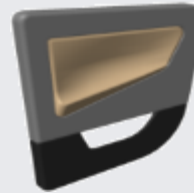
Battery tray for electric vehicles



Continuous fibre-reinforced plastics

Improve product properties with new materials and optimized design.
Enhance usability and integrate attractive features.

Performance



PeguTrim®



Chrome substitution via foil



Paint films in extrusion for body-colour

Reduce cost by engineering / best in class products.
Maximise integration and standardization.

Cost Efficiency

Solutions for future market needs

Responsibility



Natural fibre - single stage process



Bio-materials (100% renewable)



Carbon fibre tailgate

Offer solutions for CO₂ reduction and reduced energy consumption.
Application of innovative and renewable material.
Increase safety by providing solutions for passenger & pedestrian protection.

Emotions



Exterior ambient light



Display integration for eMirror



Decorative stitching on slush skin

Make attractive products with high-class surfaces and integrated functionality (i.e. lighting and displays).



Customer Recognition 2014-15 Polymer Group



Bronze Award of Delivery- Honda



Winner Best kaizen in EHS Category- Honda



Gold Award-Supplier of the Year



Safety Award from Toyota South Africa



Eco Kaizen Certification from Toyota



SMIIL receives Superior Safety Level 5 Award from SWS



Recognition from MSIL for Mould Maintenance Manual



Quality Certification from Toyota



Delivery Certification from Toyota



SMG received Daimler Supplier Award category „Partnership“



MATE received Toyota Regional Contribution Award 2014~15



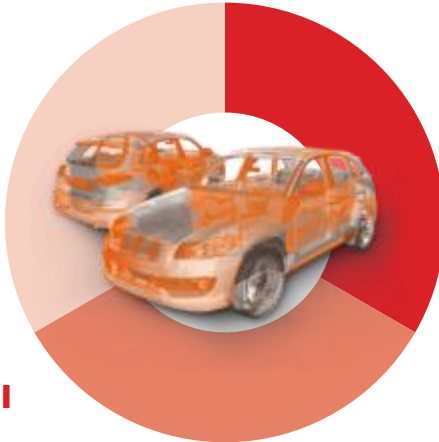
Roadmap 2020 / Strategy 2020



Combined Roadmap



Increase global market share
of existing product portfolio

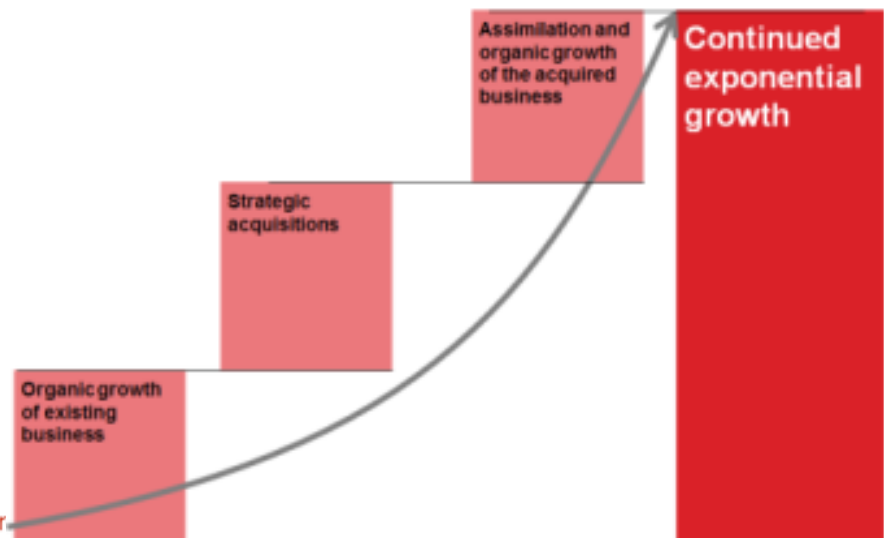


Increase content per car
(By additional products in Interior/exterior)



Increase vertical portfolio
i.e. chrome

Organic and inorganic growth will support Group growth target



Proud to be part of samvar

Organic Growth



Key strategic areas:

Current Footprint

- “Preferred supplier” for premium segment OEMs
- Robust order book
- Increase product value chain

Customer and Segment Expansion

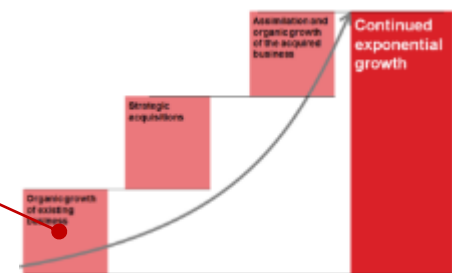
- Maintain strong position with Audi, Seat & VW
- Enhance strong position with Daimler and BMW
- Access to new customers by utilizing Group relationship
- Grow Commercial vehicle business

Global Geographic Expansion

- Follow/support customer’s globalisation
- Significant expansions in China
- New order from Daimler leading to footprint in USA & Hungary



Organic Growth



Organic Growth

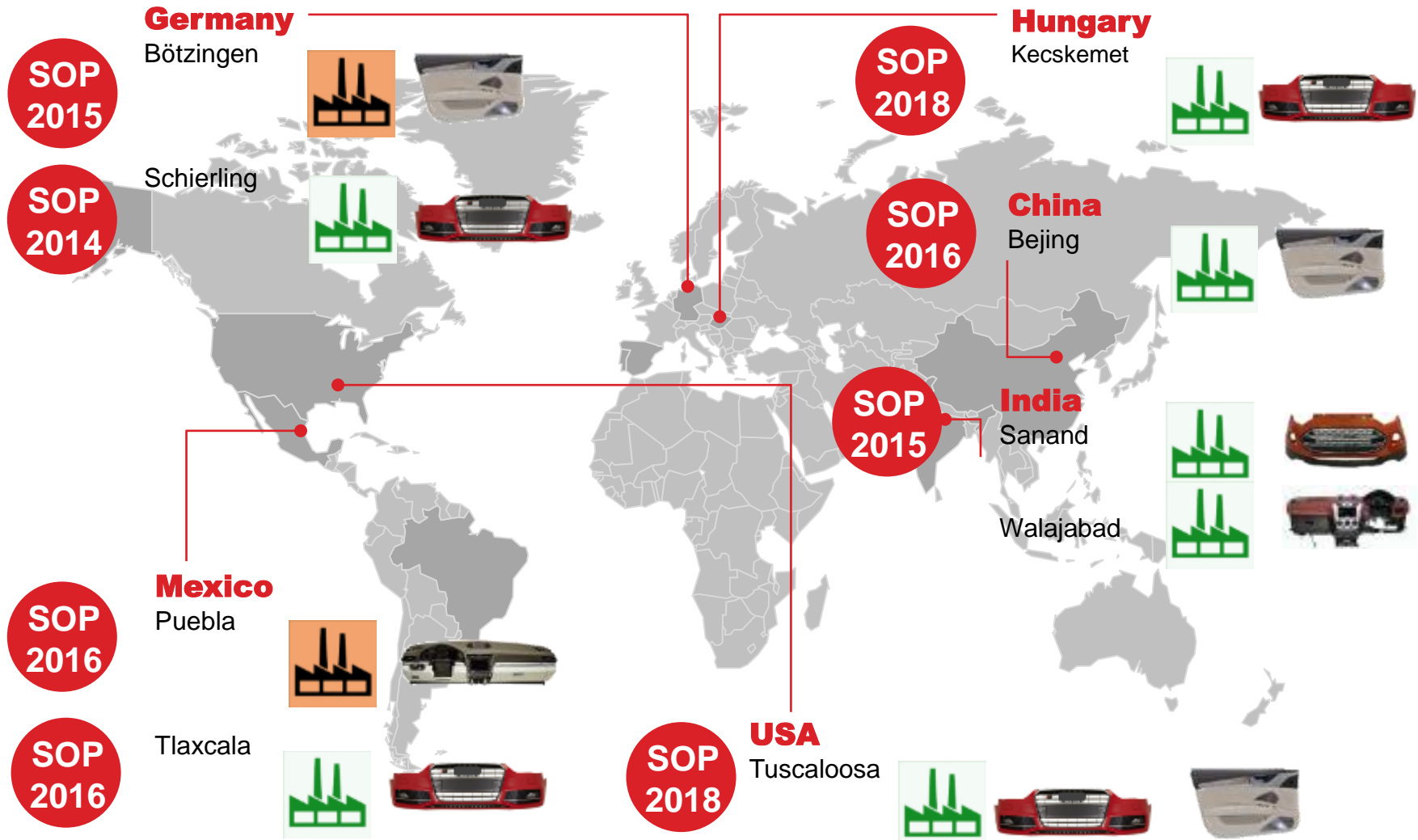
Latest and Current Footprint Improvements



Greenfield



Expansion



Strategic Acquisitions

- Continue existing strategy of Customer supported M&A
 - add future Peguforms, and S&Ts to the group
- Selectively evaluate targets to address portfolio gaps / enhance technological capabilities

Assimilation and Synergies

- Sharing of technology and best practices of QCDDMSES
- Cross-sell across the customer portfolio
- Aggressively pursue in-sourcing opportunities
- Efficient capacity utilization through selective realignment of production



SMR

Rear Vision Systems and Related Products / Technologies



Global full service solutions provider.

External sales FY2014/15: € 1.27 billion

Exterior Mirrors

93% of sales



- Exterior mirrors
- Integrated turn signals
- ADAS signal lamps
- Electric actuators

Others

7% of sales

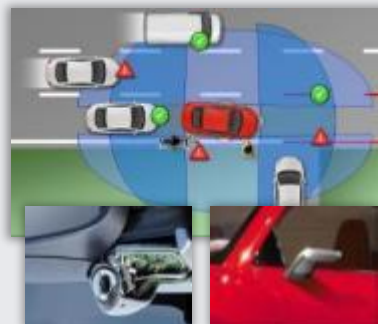


Interior Mirrors



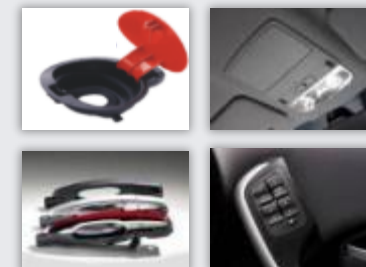
- Interior mirrors
- Toll collect system integration
- Integrated displays
- Integrated lighting

Camera Systems



- Intelligent blind spot detection systems
- 360° monitoring systems
- Mirror replacing camera systems

Other Products



- Fuel filler door modules
- Door handles
- Interior and exterior lighting
- Switches, cables, electronics



High Level Management



Vaaman Sehgal
Vice Chairman



Char Zawadzinski
Chief Operating Officer

Located USA



Rajan Batra
Executive Vice President,
Global Finance

Located India.



Barrie Painter
Executive Vice President
Global Sales & Marketing
R&D

Located UK.



Brett Dienhoff
Executive Vice President
Global Purchasing

Located Australia.



Enrique Flores
Executive Vice President
Global Quality and
Continuous Improvement

Located Mexico.



Michael Lady
Executive Vice President
Global Human Resources

Located USA



Rajat Jain
Executive Vice President,
Regional Operations
South Asia
Located India



Pal - Levente Tibori
Executive Vice
President, East Europe
& Germany
Located Hungary



Paul Breen
Executive Vice President,
West Europe

Located UK



Ken Salter
Executive Vice President,
East and North Asia
Operations
Located China



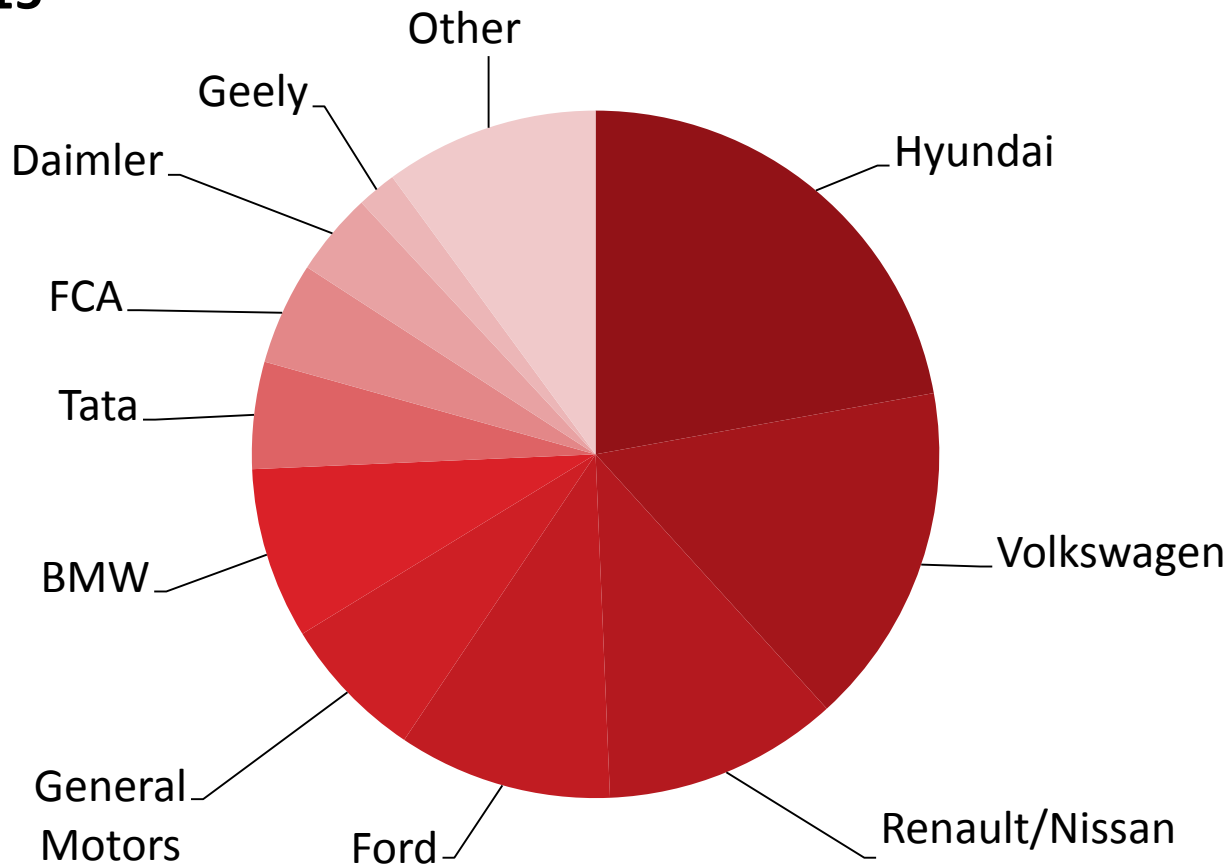
Sai Tatineni
Executive Vice
President, Regional
Operations Americas
Located USA



Customer Split



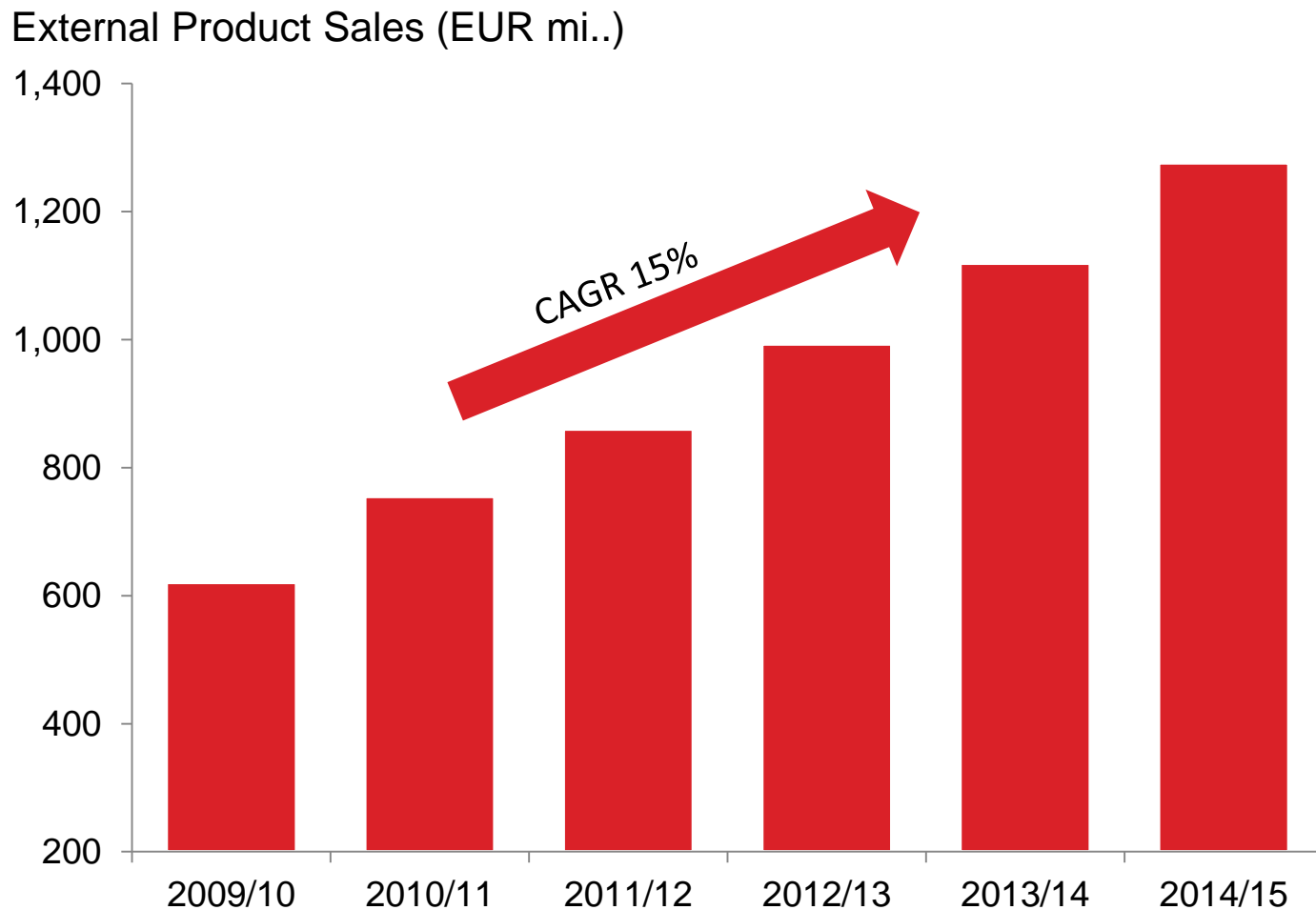
2014/15



Global Footprint Expansion since Acquisition



Historical Sales Development



Exterior Mirrors



Global partner for car and light commercial vehicle makers, 22% market share world wide (in FY2014/15)

- Leading market position through competitive solutions for all vehicle and cost segments
- More than **40 million** exterior mirrors supplied in 2014/15.
- Commitment to support globally with production, engineering and project management
- Innovation driven expert for new technologies and enhanced styling
- For example: Nearly all key lighting technologies for mirror integration developed by SMR



Core Manufacturing Technologies and Verticals



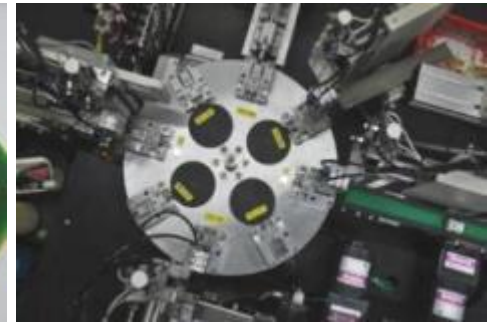
Robot aided moulding process



High volume painting facility



Electronic board population



Automated assembly

Superior components and manufacturing processes

- Plastic moulding: Injection moulding, gas injection moulding, high gloss moulding, 2K-molding, compression moulding, elastomer moulding
- Automated painting at all major locations
- High volume manufacturing of electric glass actuators units and electric mirror fold mechanisms for all vehicle and price segment
- In-house development and manufacturing of lighting systems
- Mirror- glass processing
- Electronic software development and hardware production
- High efficient automatic, semi-automatic and manual assembly
- 100% line-end testing and quality management tools



Examples for Recent Customer Recognition



SMG received Supplier Award for „Partnership“
Daimler



Certificate of Recognition
Toyota



South America Supplier Award
Ford



Certificate of Excellence
GM



A-Class Supplier Certificate
FAW Volkswagen



Outstanding Supplier Award
Hyundai Mobis



Outstanding Supplier Award
Kia



Best Supplier Award Spare Parts
Mahindra & Mahindra



Innovation Leadership - Continuous Ambition



History of 'First to Markets'

- Long tradition of inventing outstanding solutions providing cost optimisation, increased comfort, enhanced safety and unique styling
- Various new solutions in development



Turn signal in exterior mirrors (MB S-Class)



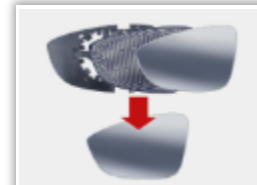
LIN-bus-systems in exterior mirrors (Jaguar X-Type)



Camera-based blind spot detection systems (Volvo)



Light guide style turn signal lamps (Audi Q7)

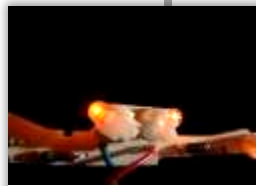


PlasticGlass^{bySMR}



Next generation vision based sensor technology

1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014



Side-looker-LED turn signal lamps (Hyundai Grandeur)



Power telescopic and power folding mirrors (Ford F250)



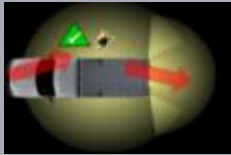
LogoLamp^{bySMR} (LandRover Evoque)



Interior and exterior mirror replacing camera systems



Selected Key R&D Focus Areas



Surround
reverse light



Telescopic
Mirrors



New technology
glass actuator

Improve product properties with new materials and optimized design.
Enhance usability and integrate attractive features.

Performance



Modular
electronics for
lighting in mirrors



1-layer high
gloss moulding
solutions



Structural
innovations

Reduce cost by engineering best in class products.
Maximise integration and standardization.

Cost Efficiency

Solutions for
future market
needs

Responsibility



Eco-friendly
metallization



Camera-based
Driver assistance
Systems



Light weight
design and
green materials

Offer solutions for CO₂ reduction and reduced eenergy consumption.
Application of innovative and renewable material.

Emotions



Fusion of coating
and lighting
technologies



Attractive light
features and „night
branding“



Unique turn signal
solutions

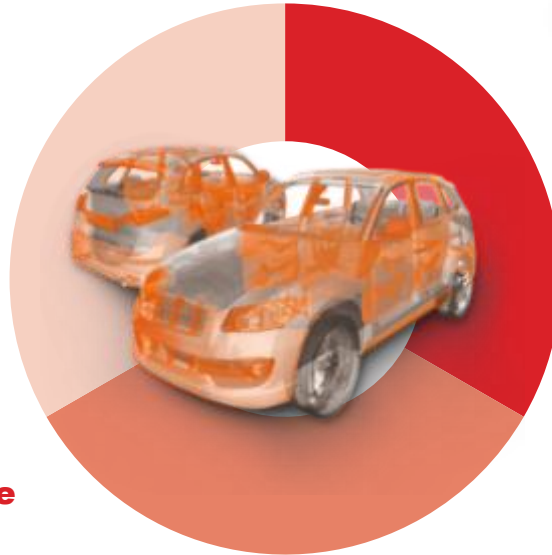
Make attractive products with high-class surfaces and integrated functionality
(i.e. lighting and displays).



Combined Roadmap Organic and Inorganic Growth



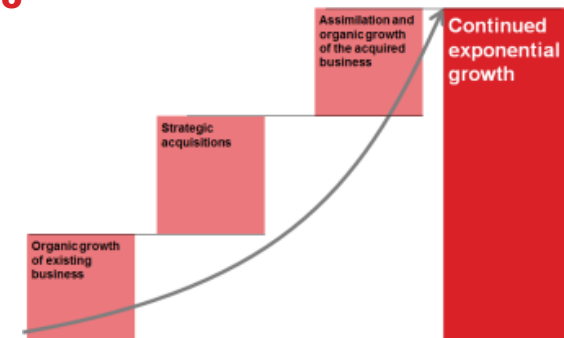
Globalisation
Increase market share
Value addition



Diversification
New segments
Strategic M&A



**Increase verticals &
technology portfolio**



Organic Growth



Key strategic areas:

Current Footprint

- Significant **increase in orders** since being part of Motherson
- **Trusted supplier** partner for many OEMs
- Increased **value content** and product mix enrichment.

Customer and Segment Expansion

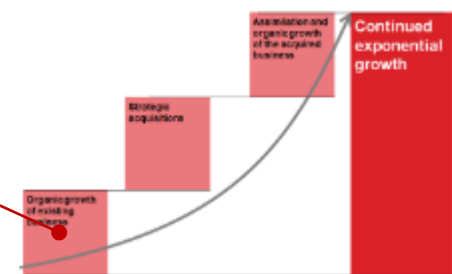
- **Increased share** and additional customers
- Grow commercial vehicle business
- Expansion of **new features** and technologies

Global Geographic Expansion

- Significant expansions in **key growth markets**.
- Increasing global market share.
- Global vehicle platforms
- Follow/support **customer's** globalization




Organic Growth

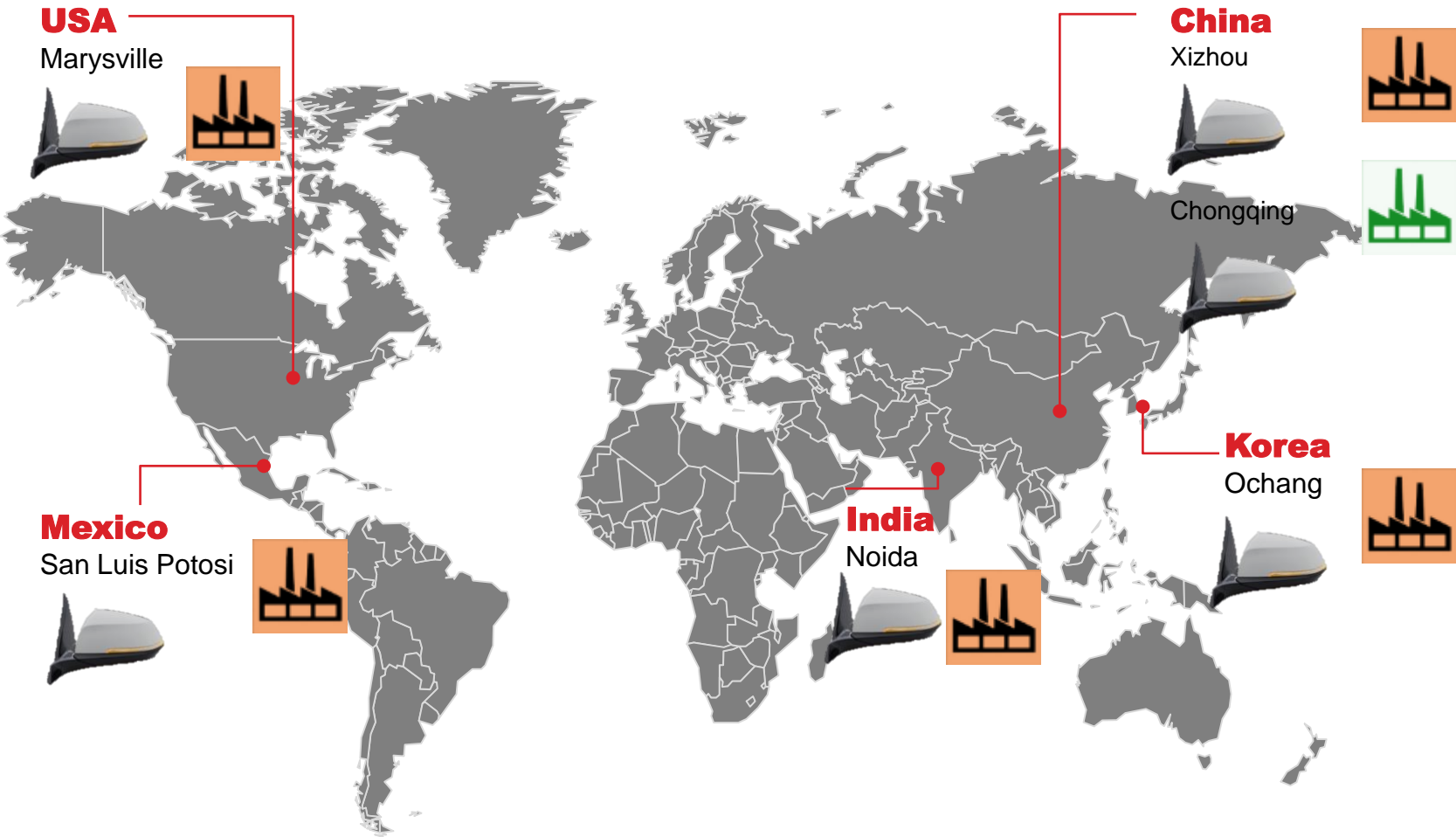


Organic Growth

Latest and Current Footprint Improvements



 Greenfield  Expansion



Strategic Acquisitions



Key strategic areas:

Expansion

- Motherson principle to acquire companies on behest of **customers**
- Strategic acquisitions/ and partnerships with experts in the area of **new technologies**.

Reach

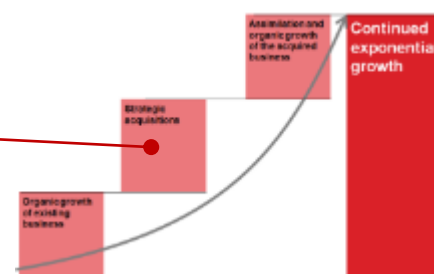
- Expand customer **reach/penetration**
- Complete global reach: **new territories**.
- Cross-selling of **new products** across Group's customer base

Verticals and Technology

- Target complementary **technologies and verticals**
- Alliances with **development partners**
- Increased focus on **intellectual property**



Strategic
Acquisitions



Assimilation and Synergies



Key strategic areas:

Expansion

- Apply successful principles and methods / **Motherson DNA**
- Investment (productivity, capacity, footprint)
- Integrate **new footprint** in OEM's global sourcing

Reach

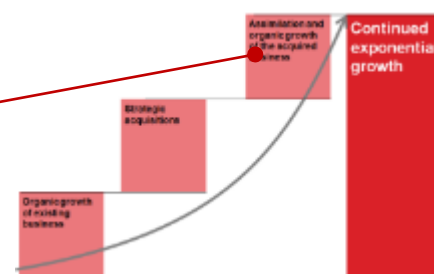
- Share global **customer base** of Group (cross selling)
- Share global manufacturing footprint of Group
- Share global **Customer Service** Centres of Group

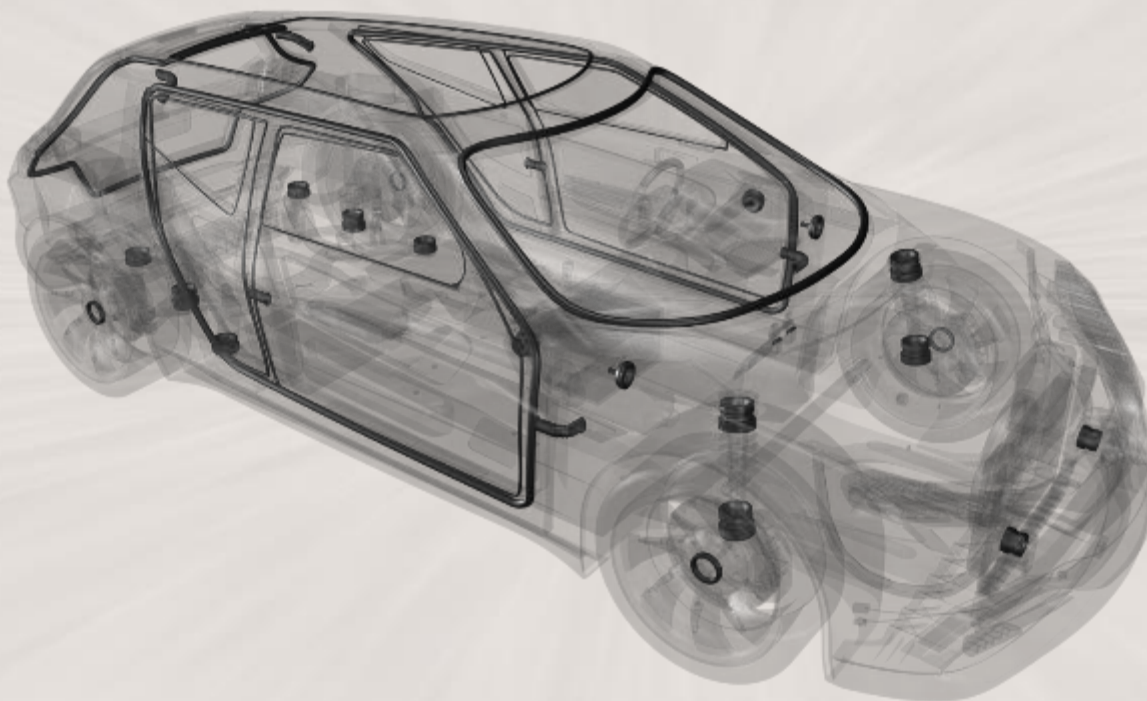
Verticals and Technology

- Maximize **internal supply** chain
- Added technical competence and **intellectual property** through targeted acquisitions
- Leverage Group **cross divisional** benefit



Assimilation
and
Synergies





Elastomer Division



Motherson Automotive Elastomers Technology
India



Motherson Elastomers Pty Ltd
Australia

Elastomer Division: Current Products & Companies


















MAE - Chennai

MAE – Noida



MEPL - Australia

Current Snapshot		
Production Footprint	<ul style="list-style-type: none"> - India (Chennai & Noida) - Australia 	
Sales Overview	<div>        </div> <div>      </div> <ul style="list-style-type: none"> -    - Focus on Automobile, Healthcare, Industrial & White Goods segment 	
Key Products	<ul style="list-style-type: none"> Door Grommets Boots & Bellows Cable Grommets Dust Cover Rubber Bushes Sealing Components Stud Mount 	<ul style="list-style-type: none"> Dust Cover Rubber Buffers Silentbloc Drain Hoses Gaskets & O-Rings Bearing Bushes Wheel Chock
Team Size	<ul style="list-style-type: none"> • Dedicated team of 523 Members 	
Other Aspects	<ul style="list-style-type: none"> • Fully Automated Compound Weighing and Batching System • In house Rubber Compound Development Facility. • Latest Design software to facilitate Product Design. 	

Key Team Members



Name : Sunil Vijay
Designation : COO
Experience : 21 Years

Role in the Division:
•Responsible for Elastomer Division



Name : Anil Agrawal
Designation : CFO
Experience : 20 Years

Role in the Division:
• Finance Head



Name : Volker Klann
Designation : Business
Development Head
Experience : 20 Years

Role in the Division
• Business Development -
Europe



Name : Gordon S Hardcastle
Designation : GM
Experience : 30 Years

Role in the Division
• Plant Head MEPL- Australia
• New Business Development

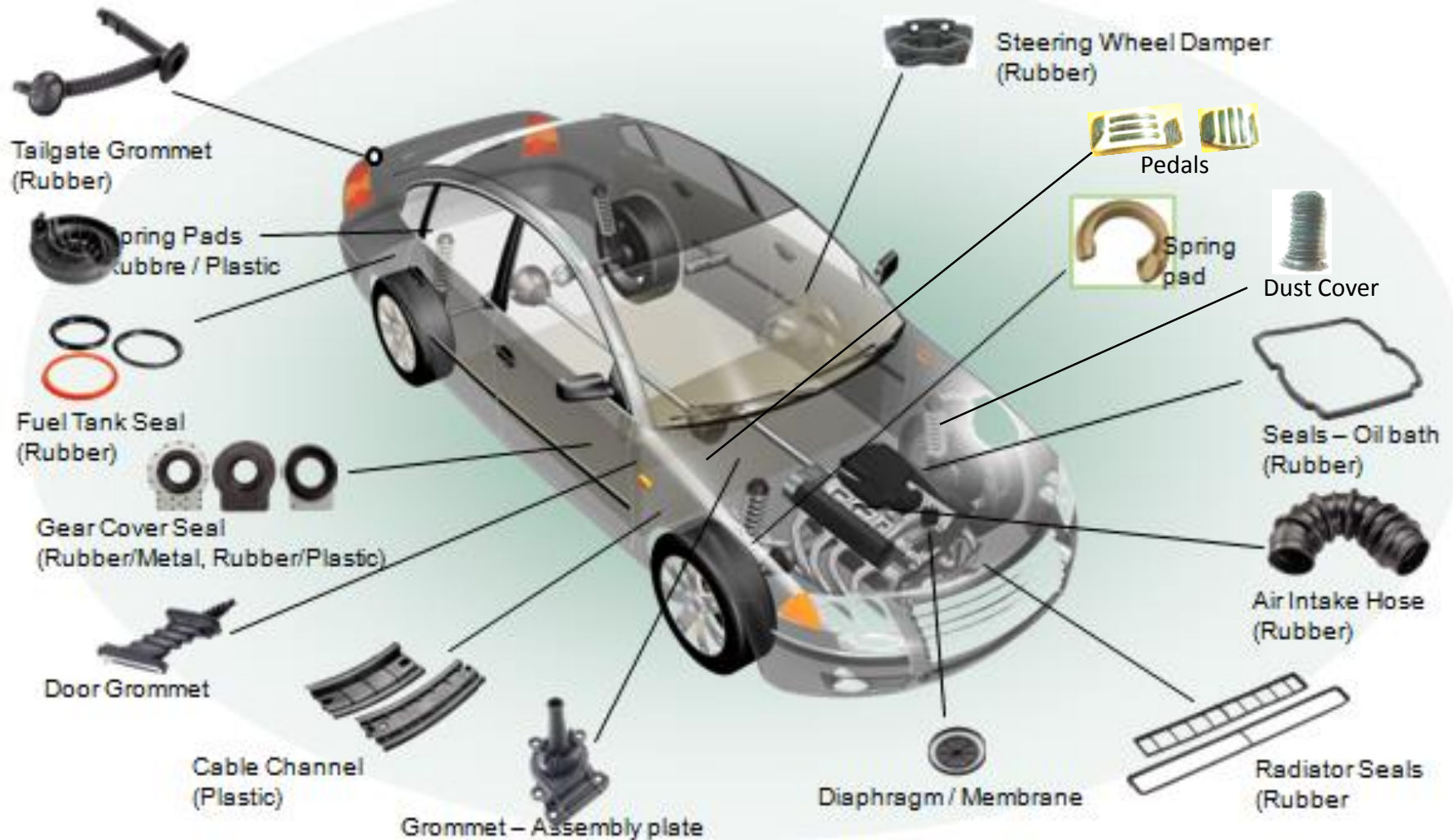


Name : Binu T
Designation : DGM
Experience : 15 Years

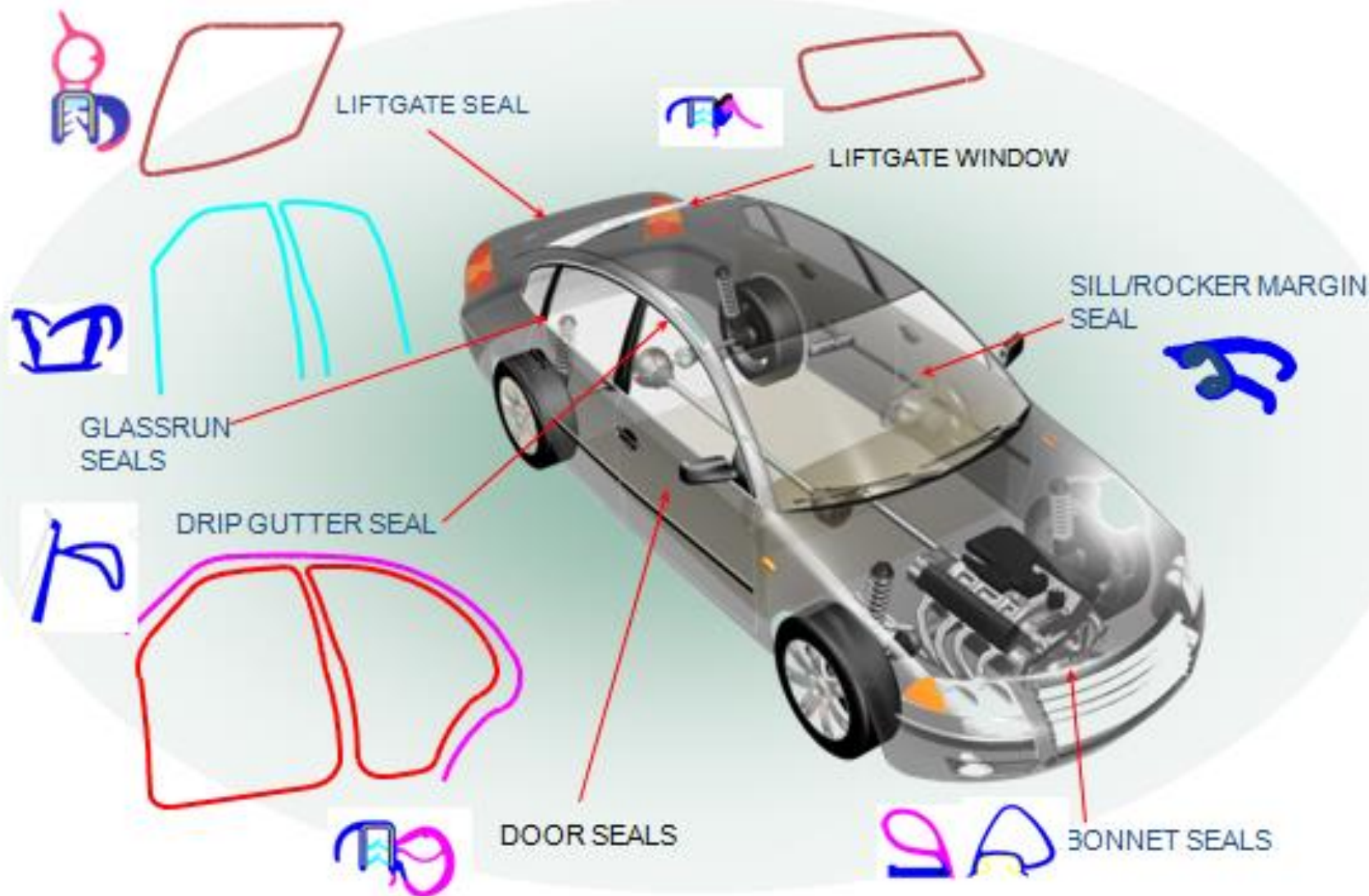
Role in the Division:
•Plant Head MAE- Chennai
•New Business Development



Car Application (Injection Moulded Parts)



Car Application (Extruded sealing Components)

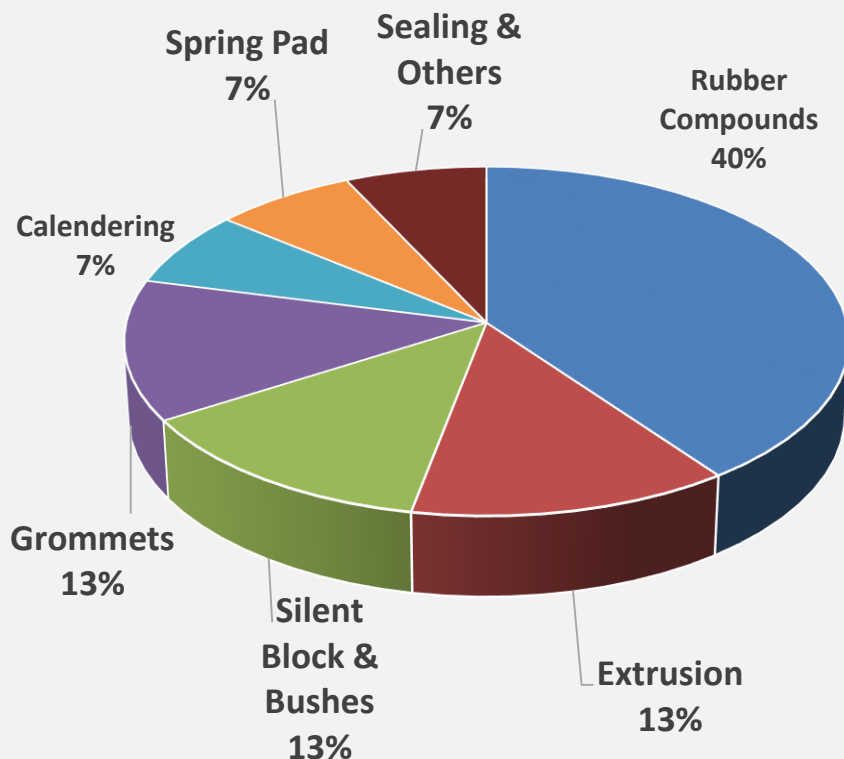


Current Business Portfolio

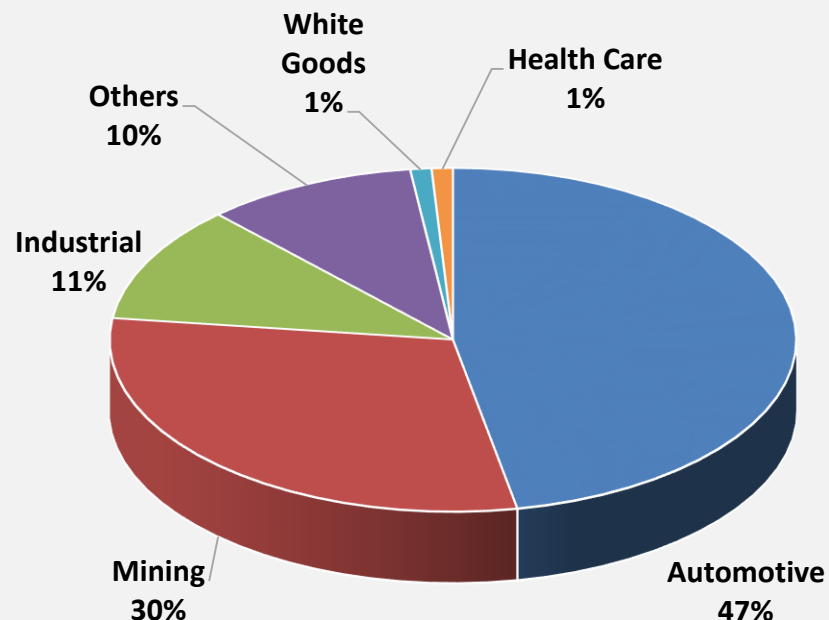


Automotive & Industrial Components

Products



Segments



Types of Elastomers Processed

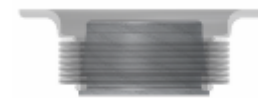
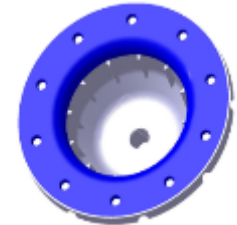
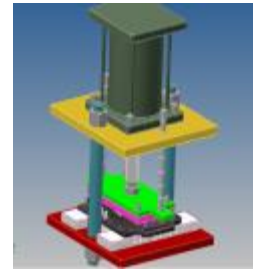
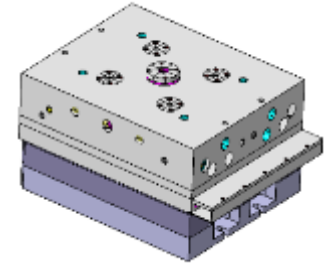
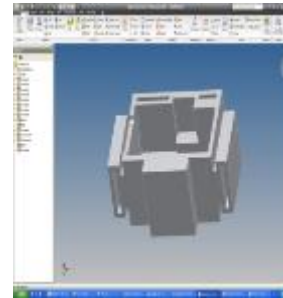


- **Natural Rubber (NR)**
Hardness Range 45 – 70 Shore A
- **Epi Chloro Hydrin (ECO)**
Hardness Range 45 – 60 Shore A
- **Ethylene Propylene Diene Methylene (EPDM)**
Hardness Range 40 – 65 Shore A
- **Styrene Butadiene Rubber (SBR)**
Hardness Range 50 -55 Shore A
- **Acrylo Nitrile Butadiene Rubber (NBR)**
Hardness Range 35 -70 Shore A
- **Fluoro Carbon Rubber (FKM)**
Hardness Range 60 Shore A
- **Hydrogenated NBR (HNBR)**
Hardness Range 60 Shore A
- **Acrylic Rubbers (ACM / AEM)**
Hardness Range 60 Shore A
- **Solid Silicon (Si)**
Hardness Range 50 Shore A
- **SBR**
Hardness Range 50 Shore A



From Ideas to Products -

- Raw Material selection / Engineering.
- Part development.
- Part Design
- FEM
- Fill simulation / Mold flow Analysis
- Tool making.
- Prototype construction.
- Functional check.
- Laboratory test.
- Manufacturing.



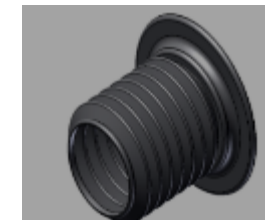
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Position



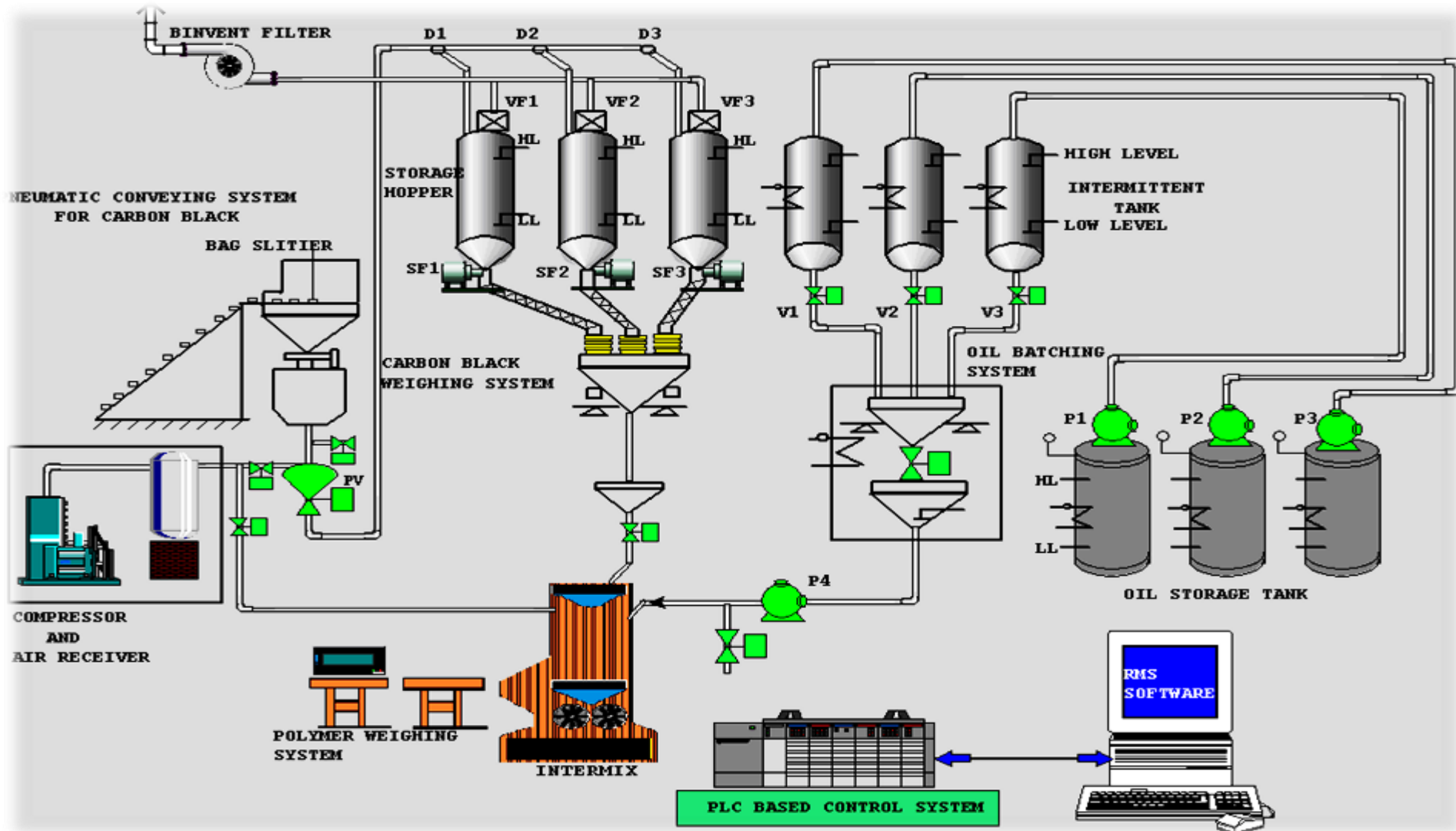
Design
Position



Extended Position



Fully Automated Rubber Mixing Plant



Reach

- Making inroads into new customers / industry segments.
- Local representation in Europe to support Export

Capabilities

- Product designing and functional testing.
- Automated compounding

Products

- Move into functional rubber to metal bonded components
- Engineering Gaskets for Engine section

Safe Harbor



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Thank You ...



A Relationship Built on Trust

