



**Proud
to be
part of.**

Investor presentation

May 2016

MSE
Motherson Sumi
Systems Limited

- **SMG overview**
- MSSL overview
- MSSL performance



The 7.2 Billion USD
Samvardhana
Motherhood Group is one
of the world's fastest
growing specialized
automotive component
manufacturing
Group, serving
OEMs across
the globe.

Group Overview.

- Founded in 1975.
- Over 180 facilities globally
- Presence in 25 countries
- Balanced exposure to developed and developing markets
- Customer spread across all vehicle segments



Where we are today : group business portfolio.

01 Wiring harnesses.



02 Rear view mirrors.



03 Polymers and modules.



04 IT, engineering and design.



05 Metal working.



06 Elastomers.

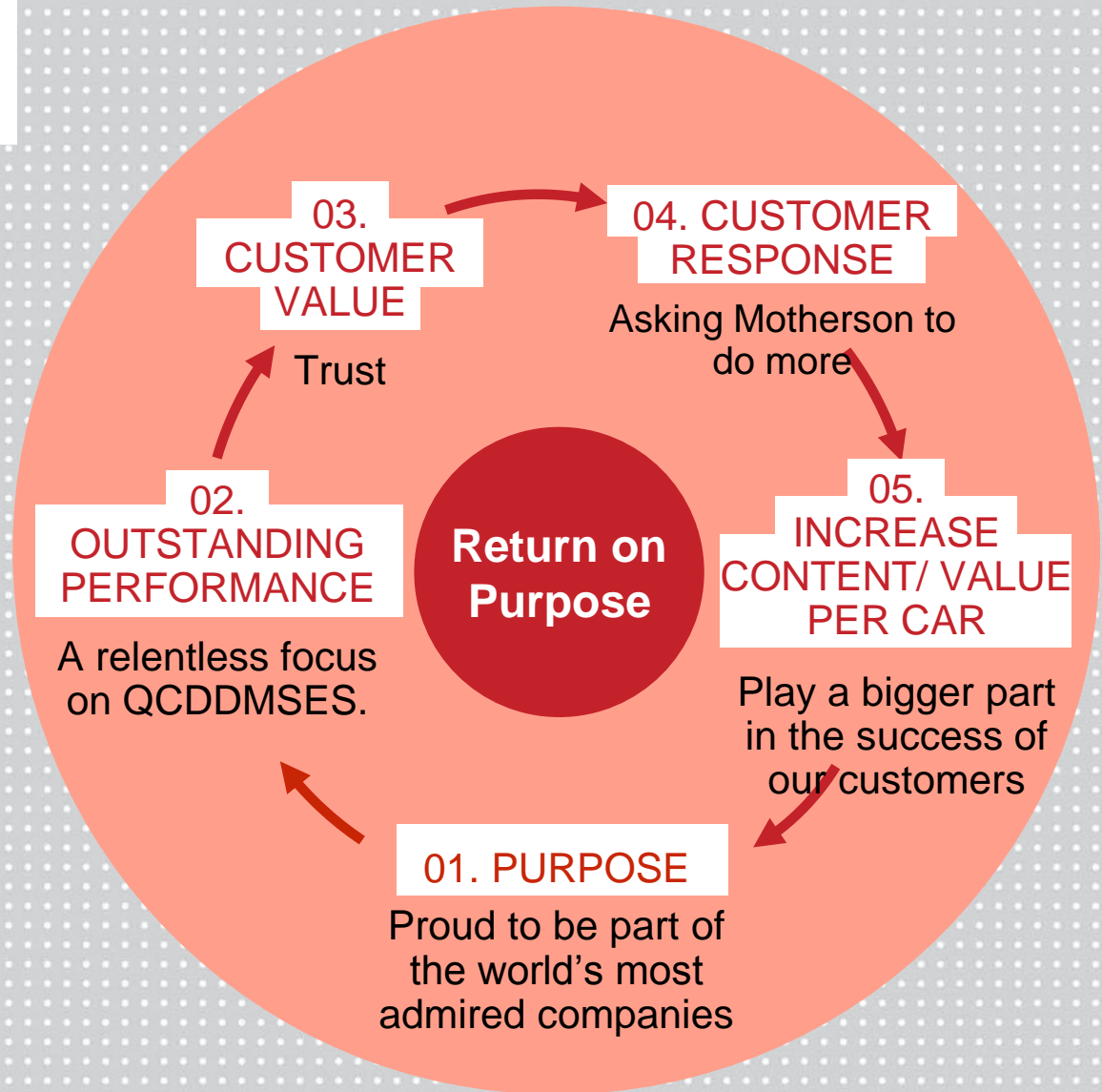


07 Manufacturing support.



A growing portfolio that is diverse and scalable.

How Motherson creates value.





**The
vision of
the Group
has been the
same all along.**

**Our
Group
vision.**

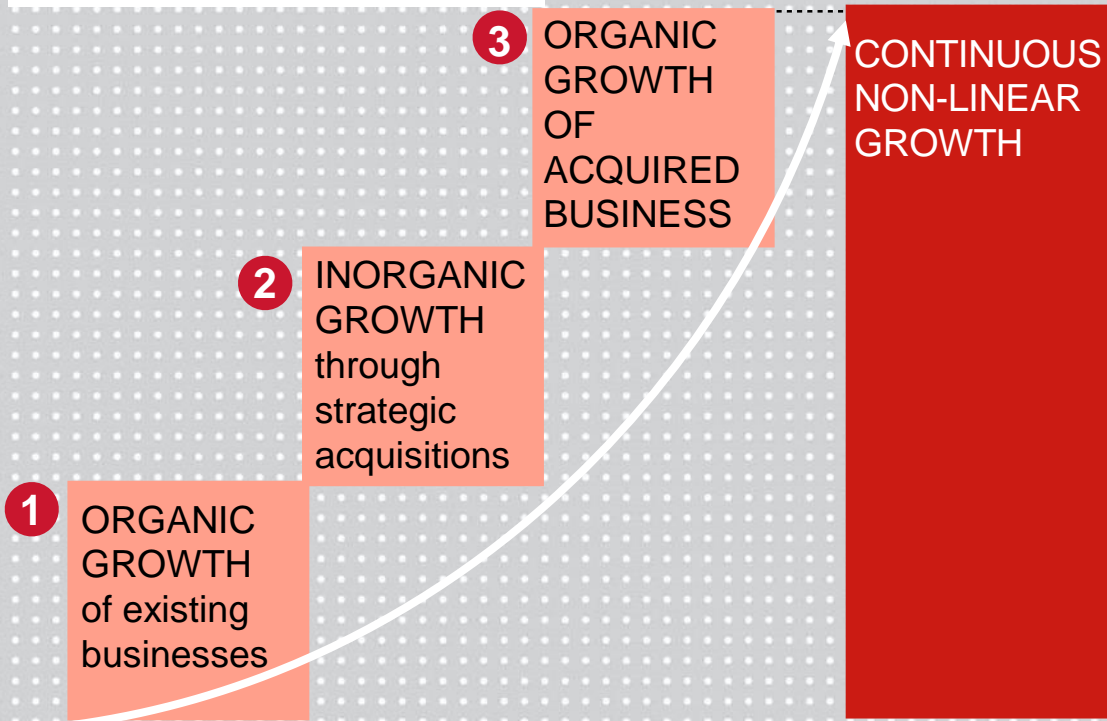
**To be a
globally
preferred
solutions
provider.**

A female worker in a factory setting, wearing safety glasses, a pink long-sleeved shirt, a white apron, and gloves, is using a power tool to work on a car part. The background shows a busy manufacturing environment with various equipment and workers.

Quality
Costs
Design + development
Delivery
Management
Safety
Environment
Sustainability

Trust leads to customer-led growth.

Trust is the key to our sustainable growth.



PREFERRED SOLUTIONS PROVIDER

- Being a customer-led, globally preferred solutions provider, through full system solutions and vertical integration

LEADING COSTS

- Taking costs out of local production by leveraging our emerging market presence globally

MULTIPLE SOLUTION SOURCES

- Motherson makes solutions itself
- Joint ventures
- Acquisitions

Some major awards received



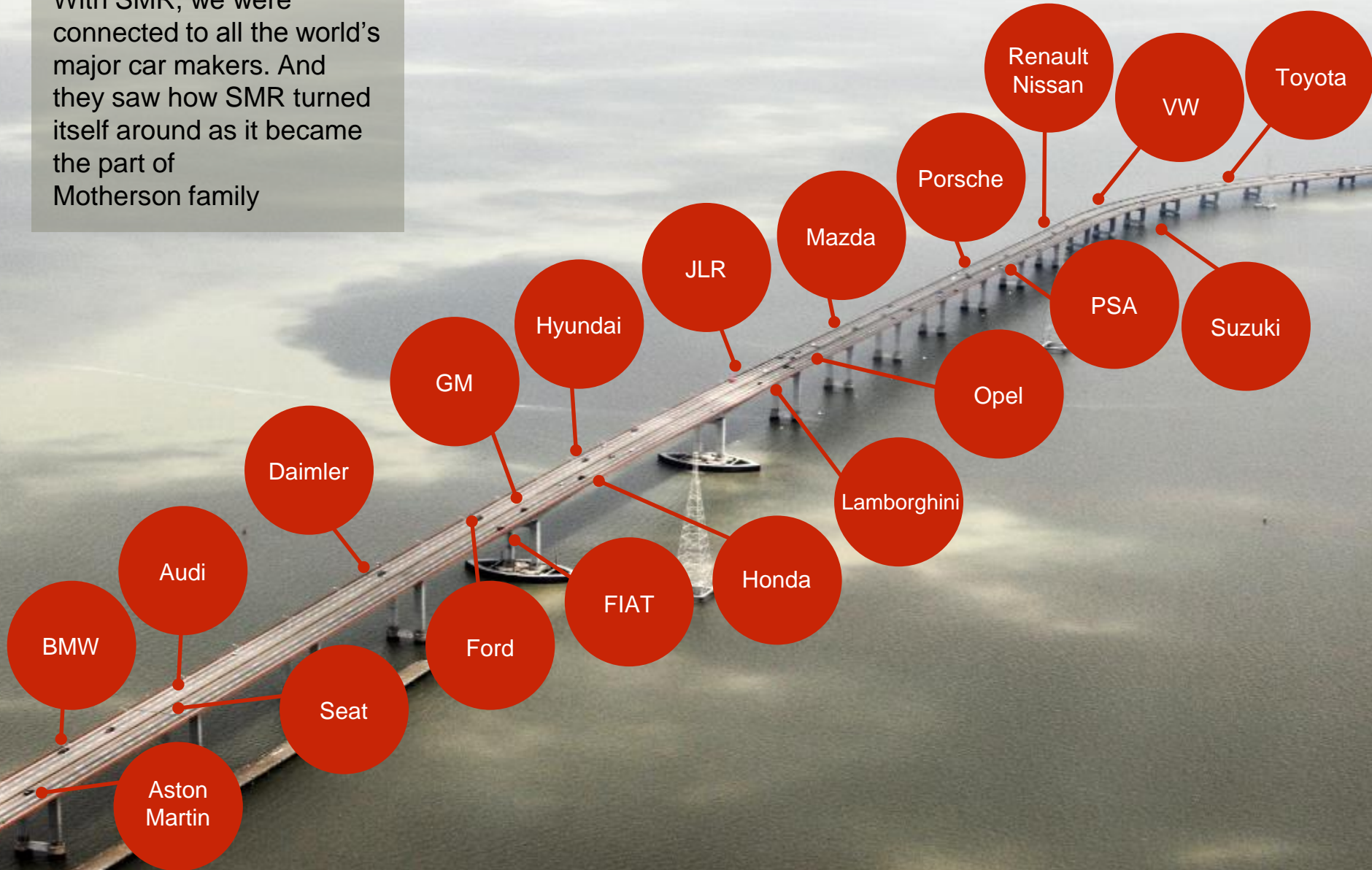
2009

Customers asked us to look at what become the acquisition of SMR.

Grew by 28 % during the Lehman crisis 08-09.

04 Asked to do more.

With SMR, we were connected to all the world's major car makers. And they saw how SMR turned itself around as it became the part of Motherson family

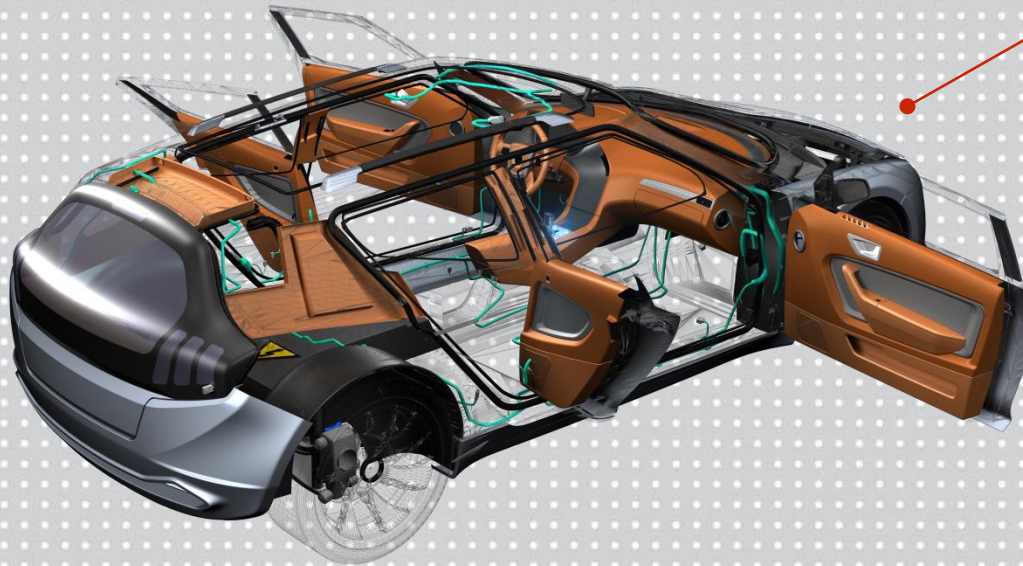


That led us to an opportunity to look at Peguform. Which eventually led to the acquisition of what is today SMP.

2011

Peguform was approximately the same size of the entire Motherson Group.

Increasing
content and
value per
car.



Being asked to create
more solutions per
vehicle, for more
customers at more
locations around the
world.

360 degrees value creation.

We focus on all stakeholders



Overview



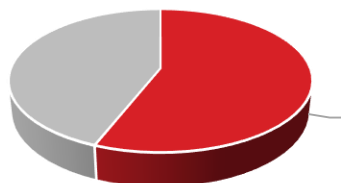
- SMG overview
- MSSL overview
- MSSL performance



MSSL business portfolio



Polymer & Tooling



Polymer &
Tooling*
56%

Interior & Exterior Polymer modules

SMP
BharatBenz/Motorsport Regulations



Polymer components & Tool Manufacturing

MATE

MSSL GLOBAL RSA
Module Engineering Limited

a subsidiary of Motorsport Systems Ltd
JMWEL

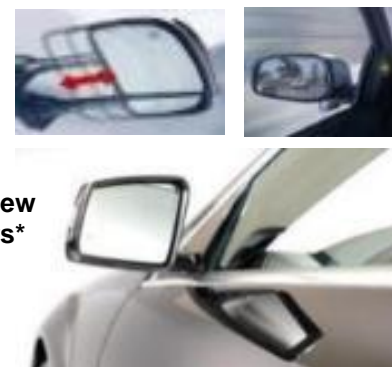


Rear View Mirrors

SMT
SAATCHI & SAATCHI MACHINERY LIMITED



Rear view
mirrors*
28%



Wiring Harnesses



Wiring
Harness*
16%



Elastomer Processing, Precision Metal Machining & Others



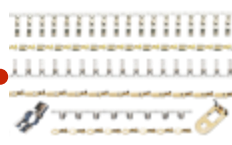
Elastomer, metal &
Others*
<1%



01 Wiring Harness



- Market leader with over 65% market share of passenger car wiring harnesses in India
- Serving a global customer base through manufacturing bases spread across India, Middle East, Europe, Sri Lanka, Thailand, Japan and Mexico
- Strong presence in Europe two-wheeler and 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

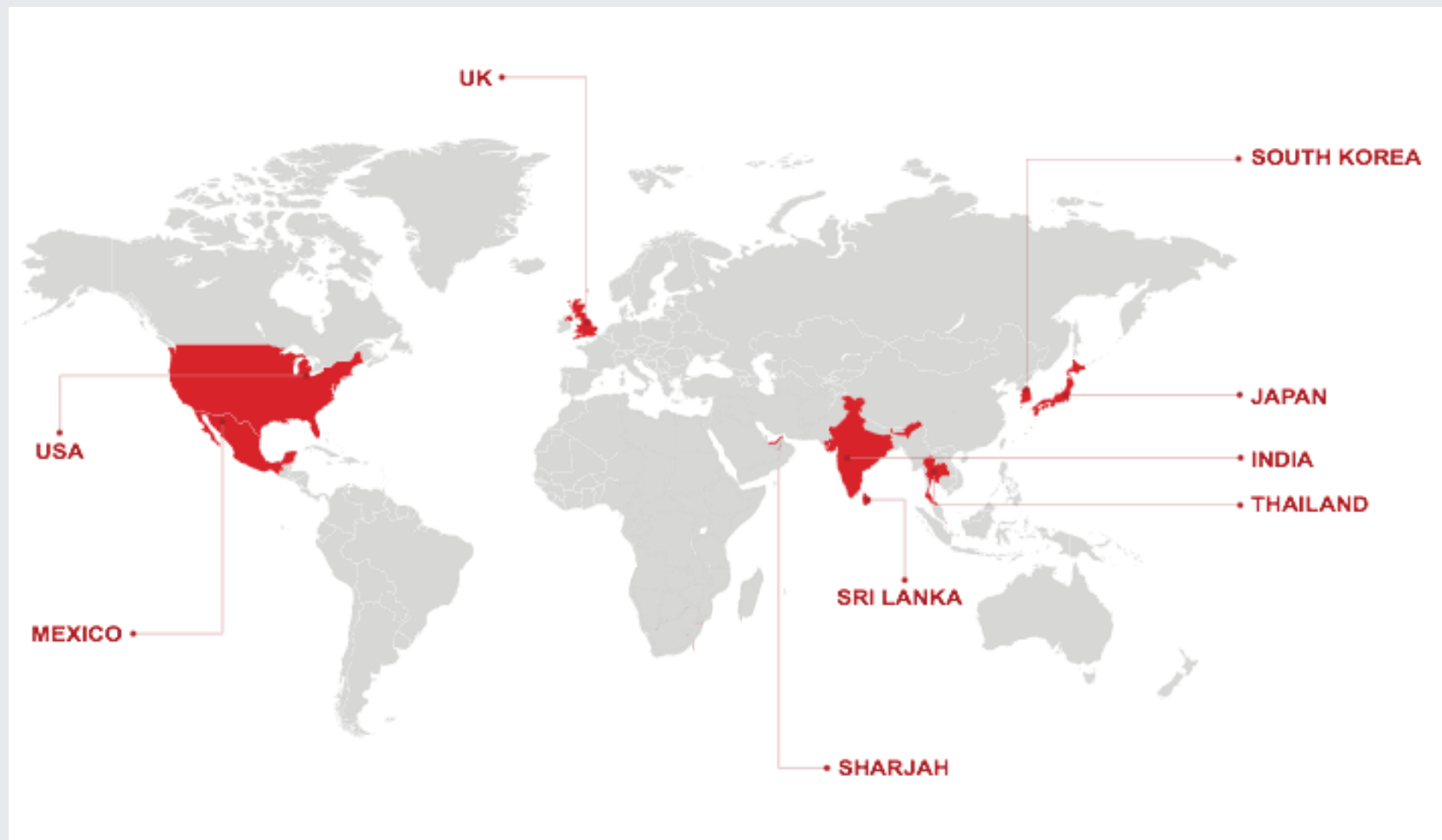


JV PARTNERS

Sumitomo Wiring Systems, Japan;
Kyungshin Corporation, South Korea



01 Wiring harness global locations



02 Rearview Mirrors



- Samvardhana Motherson Reflectec (SMR), which acquired the 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 programmes
- 24 manufacturing plants across the world in growing markets like China, India, Korea, Brazil and Mexico
- Technology leader with over 600 patents and a history of innovations
- Leading global player with approx. 22% market share of global passenger car rear view mirror market, and a 53% share in India



JV PARTNERS

Ningbo HuaXiang Electronic Co. Ltd., China;
Poong Jeong Ind Co. Ltd., South Korea



02 Mirror division global locations



03 Polymer processing



- One of the largest moulded parts, assemblies and modules suppliers to the European automotive industry through Samvardhana Motherson Peguform (SMP), acquired in November 2011, and to the Indian automotive industry through polymer division Motherson Automotive Technologies and Engineering (MATE)
- Over 55 manufacturing facilities across the globe
- Over 1,500 machines of injection, gas, compression and blow moulding
- Injection moulding machines from 5 tons – 4000 tons (hydraulic / electric)
- Complete in-house post processing facilities, including paint shop
- Robotic trimming / welding (heat stake/ ultrasonic/ vibration) operations
- LPI injection moulding



JV PARTNERS

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., Japan; Toyota Tsusho Corporation, Japan;
Eissmann Automotive, Slovakia



03 Polymer division global locations



04 Elastomer Processing & other Business



Elastomer processing

- Manufacturing facilities in India and Australia
- Manufacturing processes include:
 - Rubber extruded components
 - Rubber Mixing
 - Injection & Compression Moulding Capabilities
 - Rubber Compounding
- Manufacturing parts for the automotive and for other industrial applications



Machined Metal Components

- Specialise in machining of high precision, critical application metal components
- Also manufacturers high precision metal turning and plastic metal combined parts

JV PARTNER

Dremotech GmbH & Co. Kg
Gemrnay



Environment Management Systems

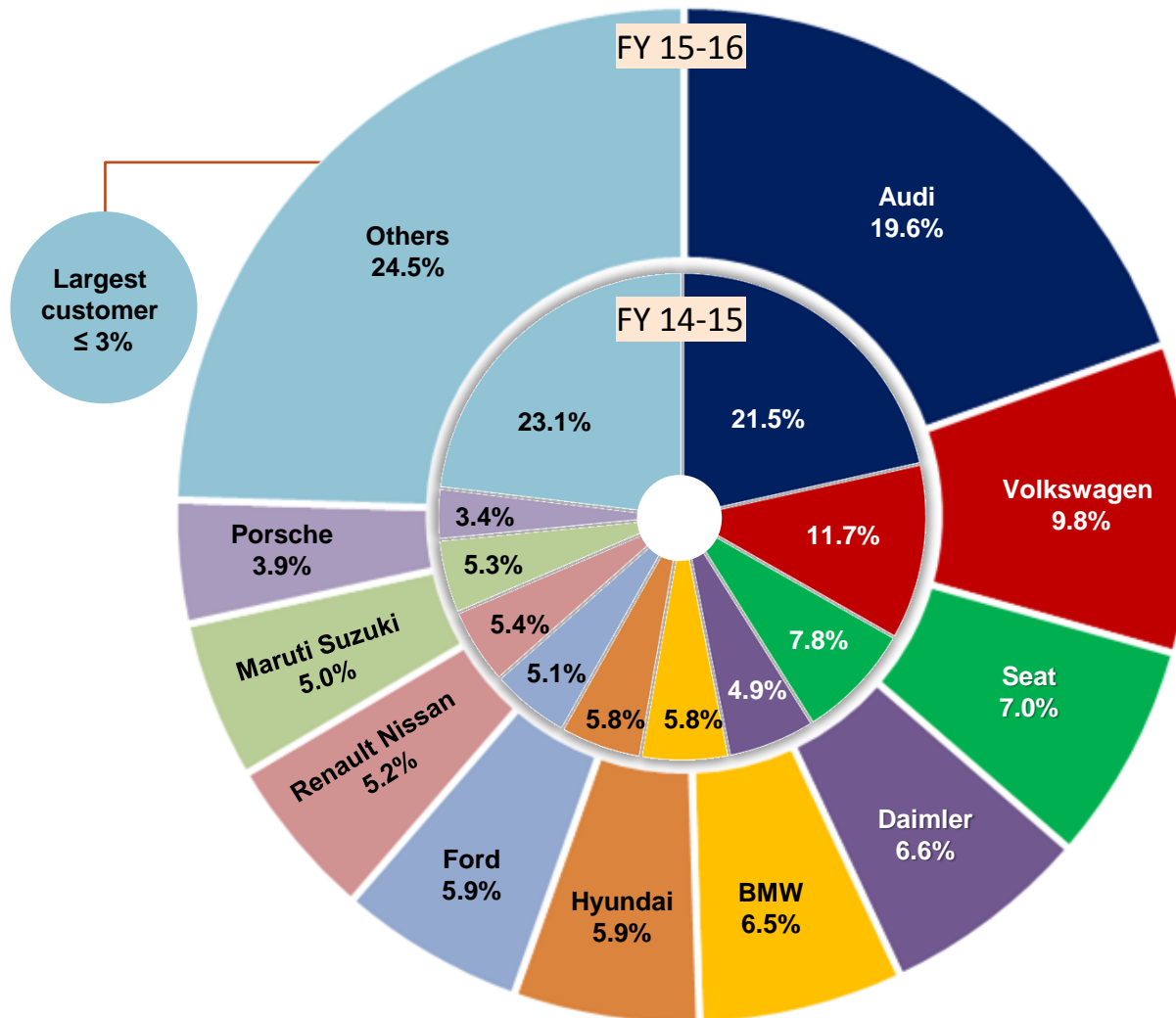
- Manufacturing and marketing 'Aerobin', a home and garden waste containment system
- Patented Aeration technology
- Product launched in Australia, Europe & Japan

JV PARTNER

Ecompost, Australia



Customer-wise sales*



3CX15

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

- Single customer
- Single country
- Single component should constitute more than 15% of the turnover

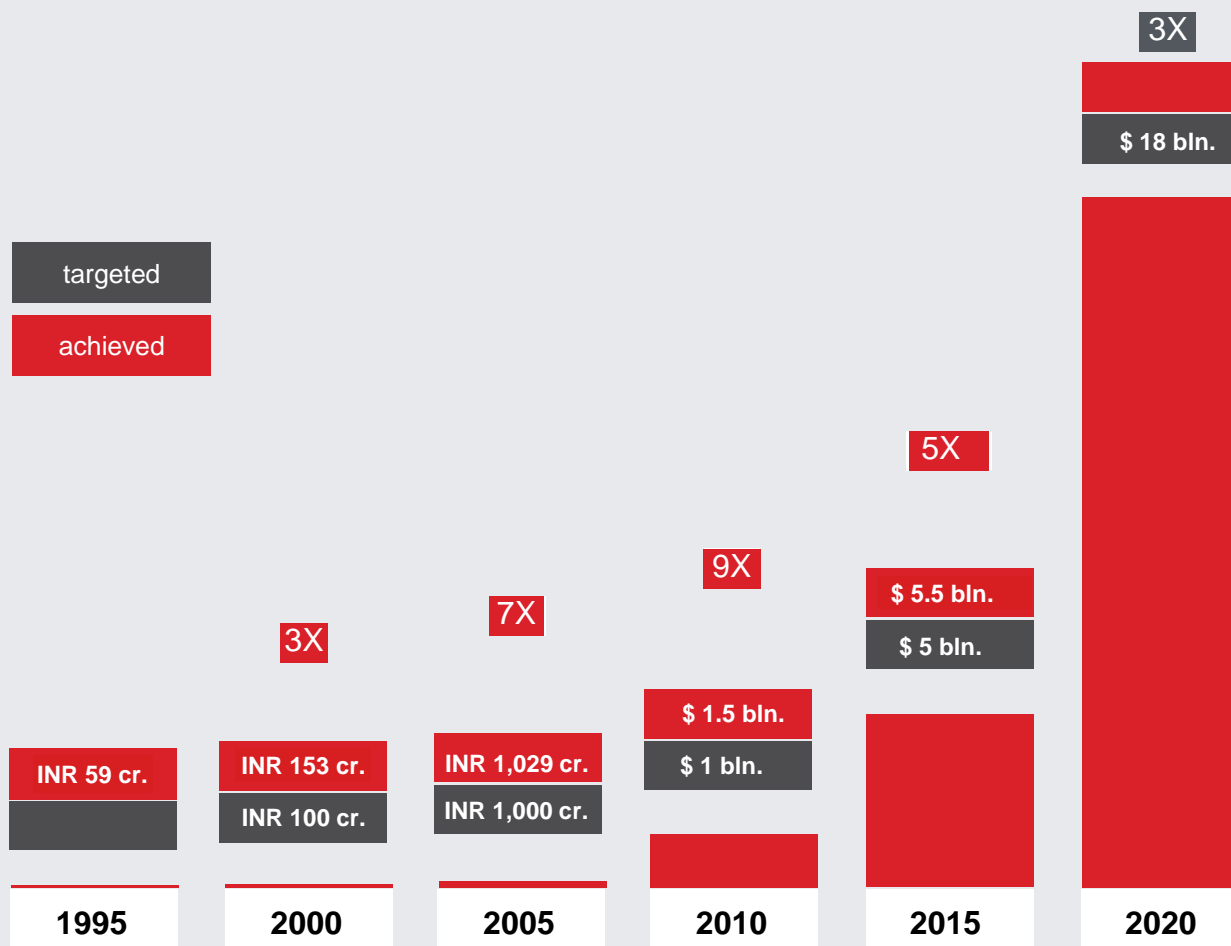


5YP

Formulating clear
5-year objectives.

- 1995 was the start of 5 year plans.
- Analysts requested to announce them publically
- Since 2000 MSSL gives 5-year guidance

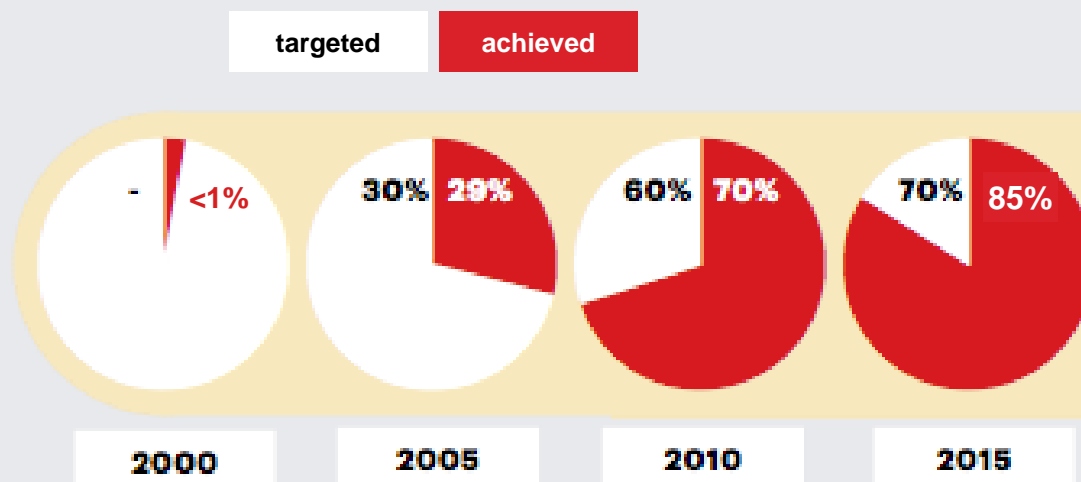
5 year plans - consolidated net sales



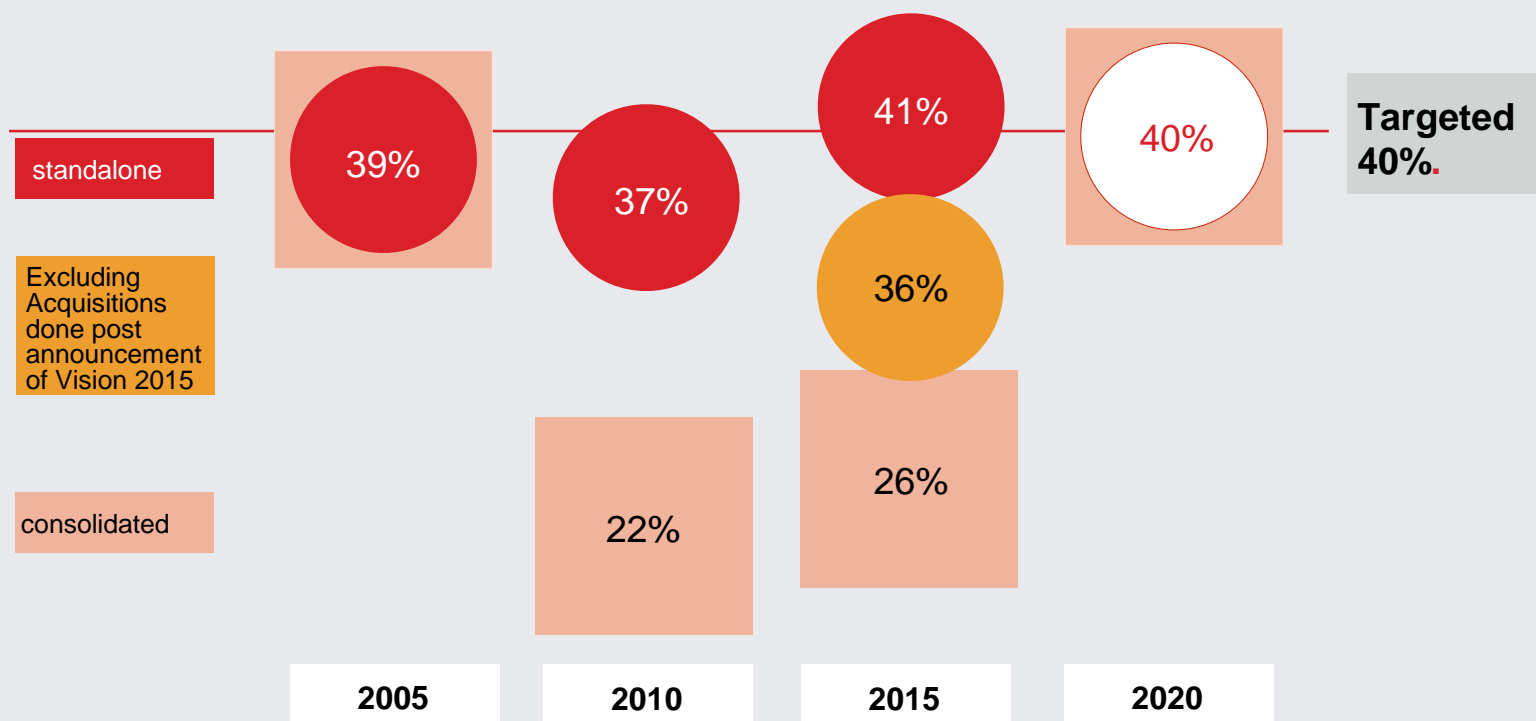
All numbers are computed based on published rupee numbers and are rounded off.



5 year plans - Sales from outside India



5 year plans - Return on Capital Employed (ROCE)



Other 5-year targets



**Dividend
payout ratio
40% target.**

**Global
presence in
26-27 countries.**

**Largest customer
contribution.**

			targeted	achieved
	43%	44% s 32% c	62% s 37% c	
	27%	15%	25 countries	
	< 25%	< 20%		3CX15
	2005	2010	2015	2020

S : Standalone, C : Consolidated



Our 5th five-year plan

01



18 billion
FY19-20.

02

40% ROCE
(consolidated).

03

3C**X**15

04

40% of consol. profit
as dividend.

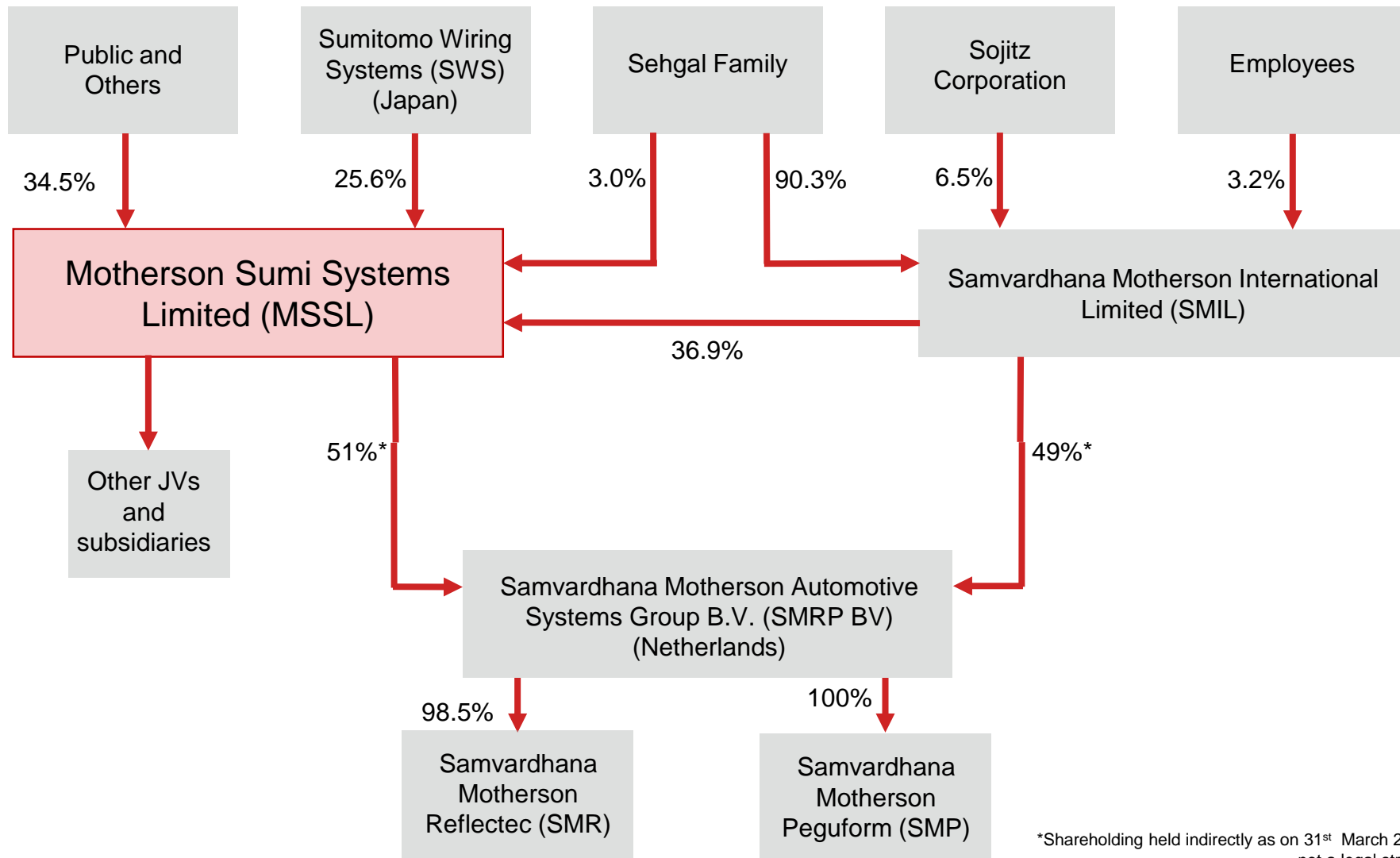
Overview



- SMG overview
- MSSL overview
- MSSL performance



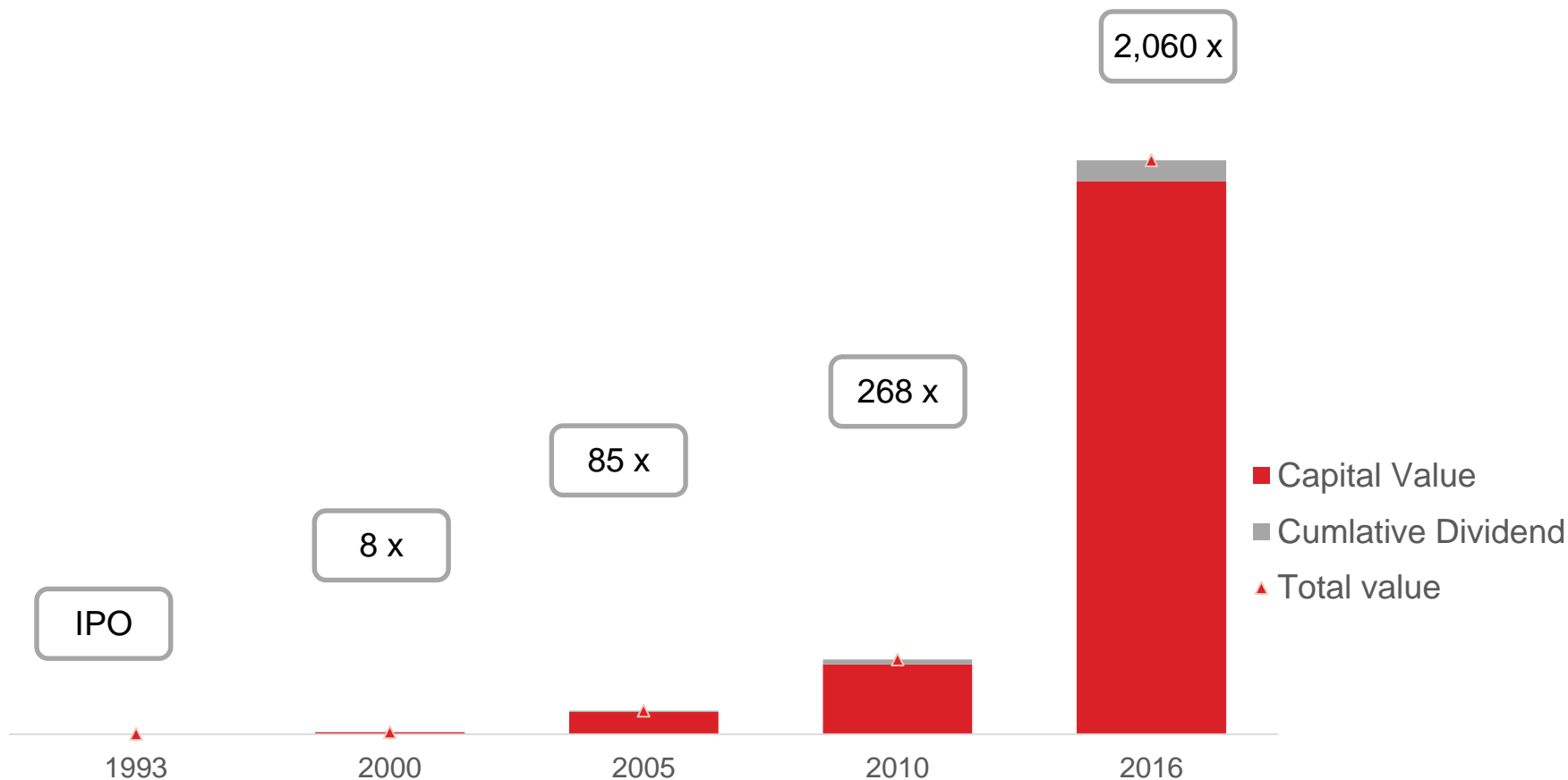
Group structure



*Shareholding held indirectly as on 31st March 2016—
not a legal structure



Returns to shareholders through consistent value creation



Rs. 2,500 invested in MSSL IPO will be worth Rs. 4,961,756+ cumulative dividend of Rs. 188,763 = 2,060 times * of the original investment value

* At closing rate of 17th May 2016

Investment value in Rupees

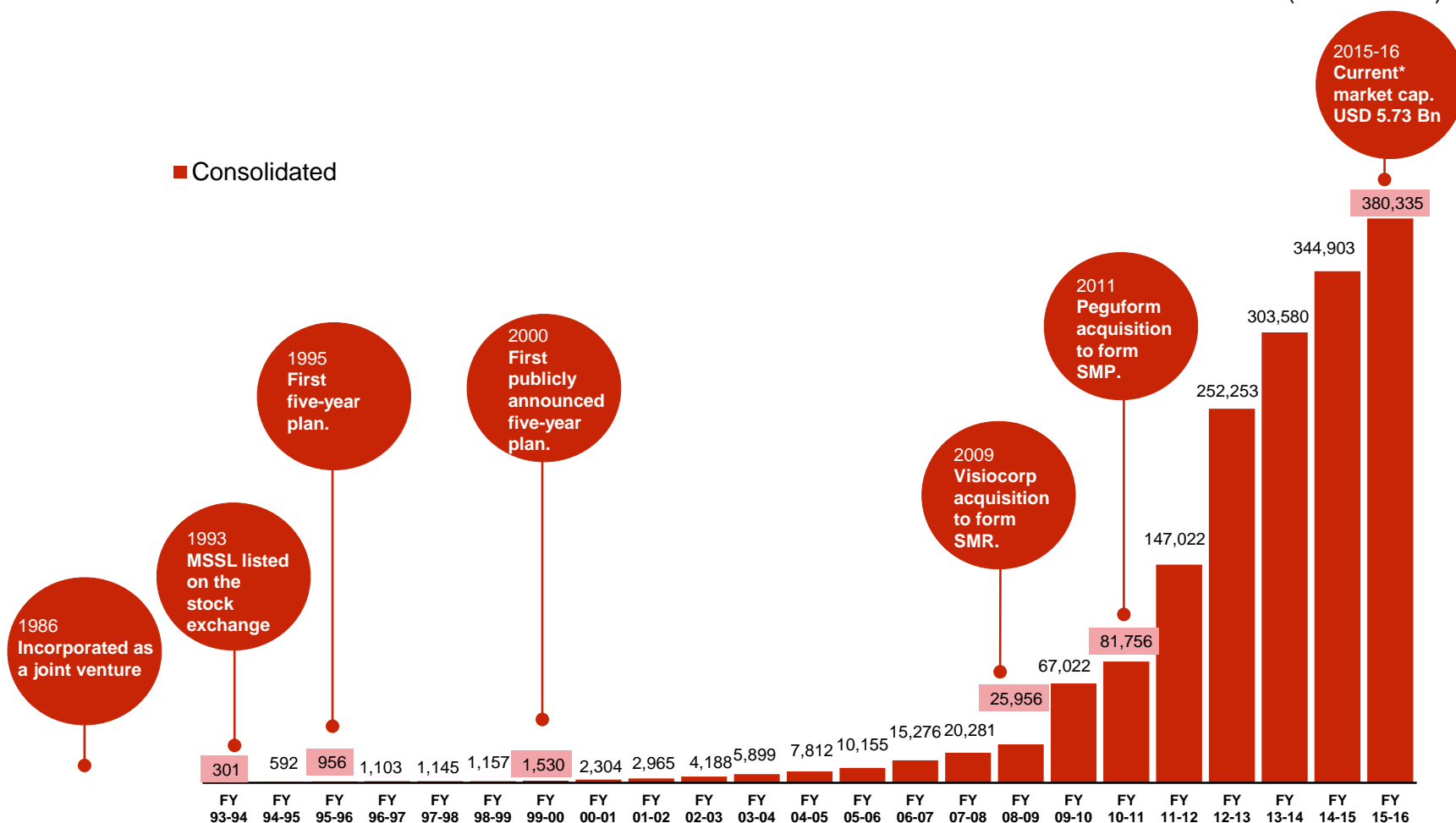


MSSL sales and milestones



(Rs. in Million)

■ Consolidated



Financial performance



CONSOLIDATED SALES

(Rs. in Million)

CAGR 33.6%

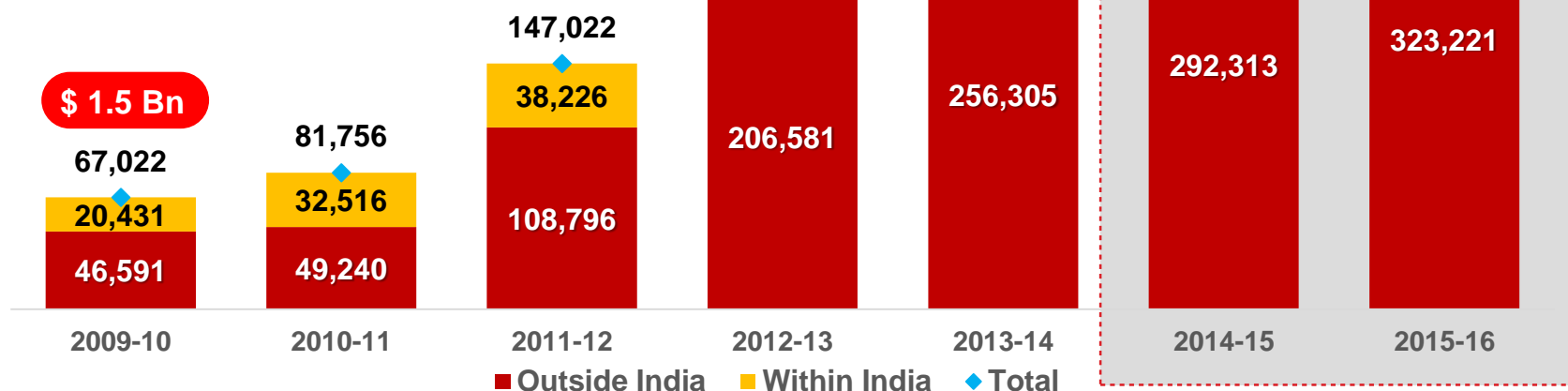


New orders worth Euro 8.8 billion during FY 15-16 at SMRP BV

(including Euro 6.07 Bn orders declared earlier during the year).



Total order book of Euro 13.5 billion at SMRP BV

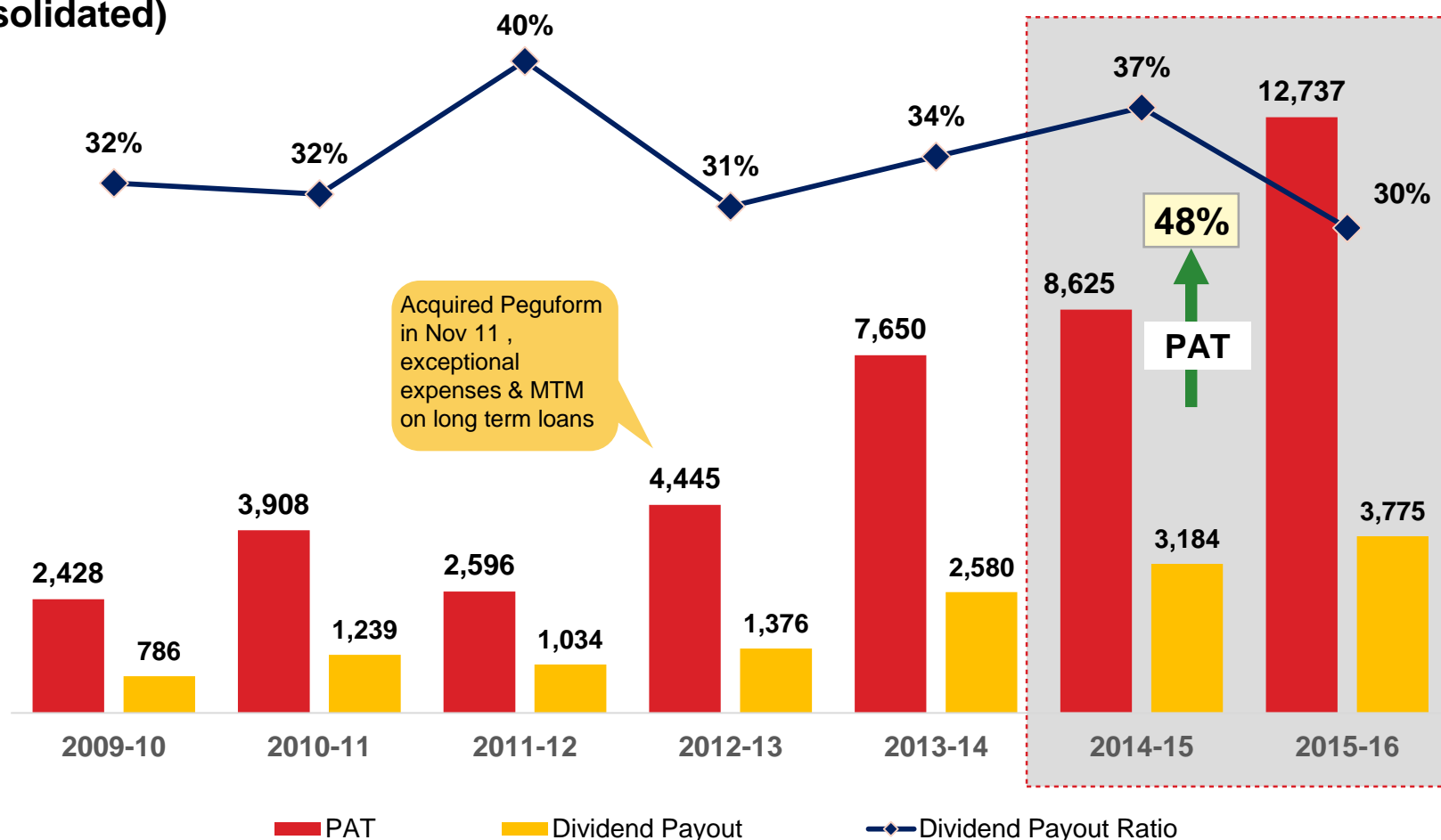


Financial performance



PAT, DIVIDEND PAYOUT AND DIVIDEND PAYOUT RATIO (consolidated)

(Rs. in Million)

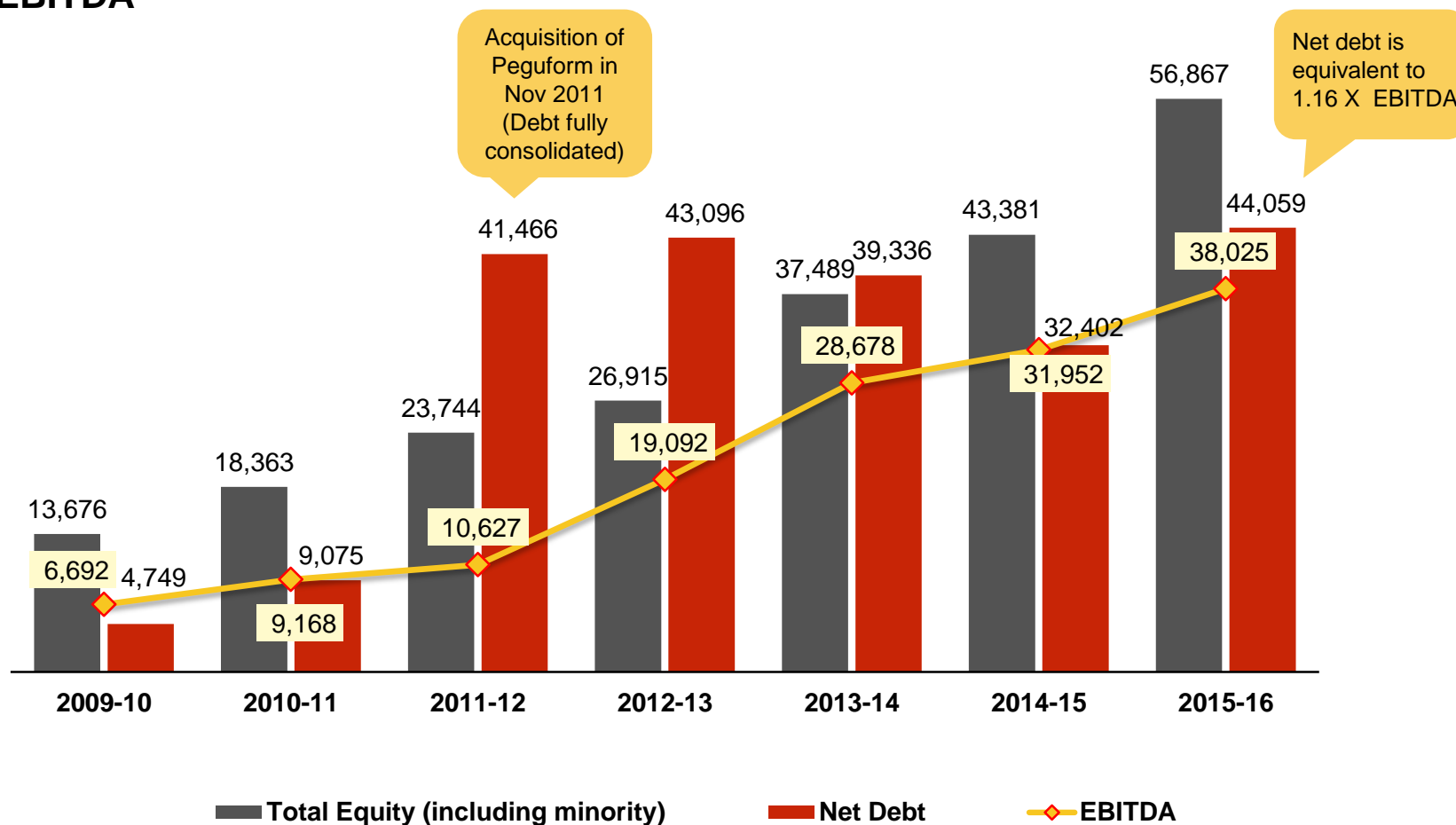


Financial performance



TOTAL EQUITY, NET DEBT AND EBITDA*

(Rs. in Million)



* Excluding other income and exchange fluctuations

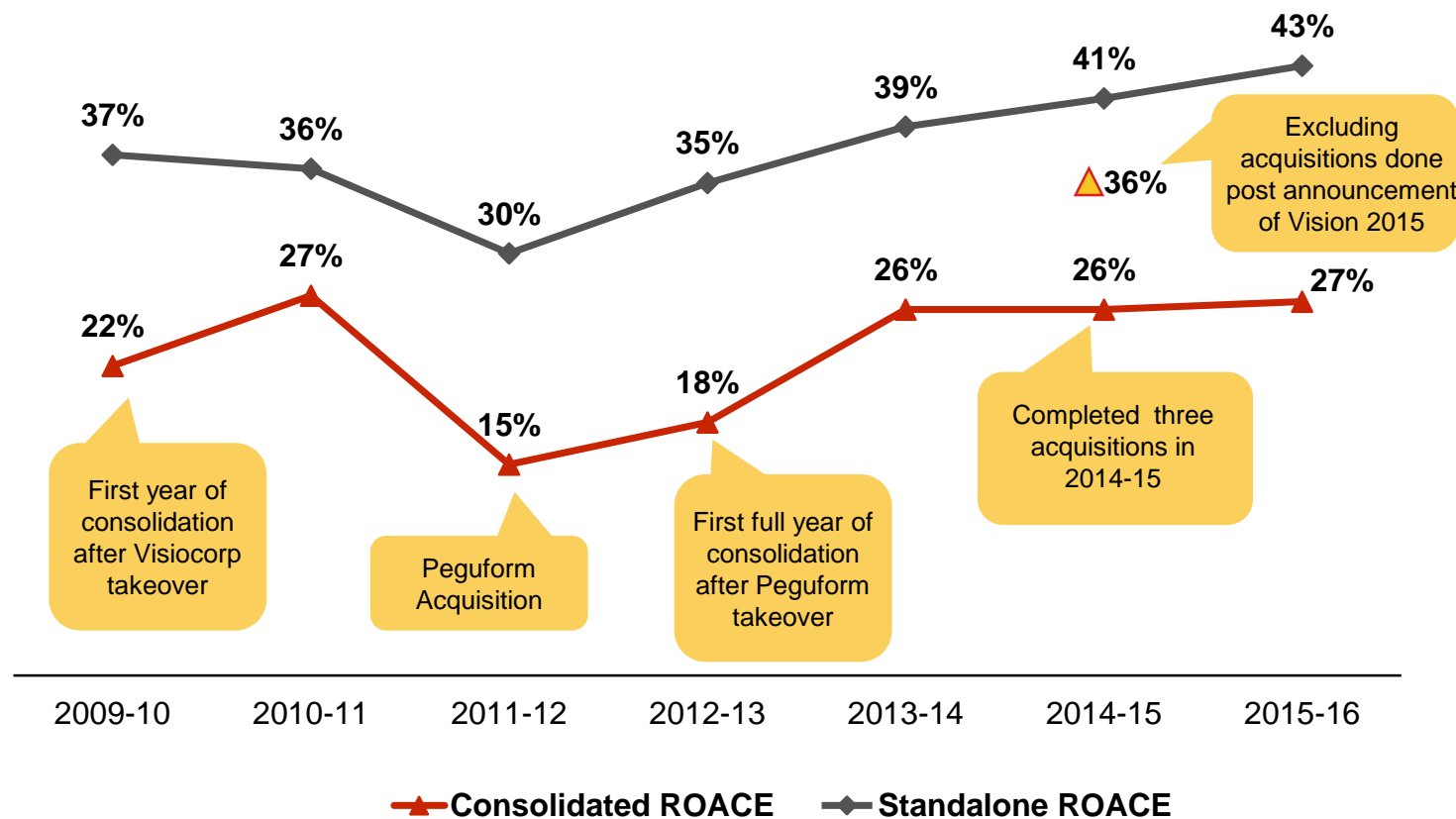


Financial performance



Return of Average Capital Employed (ROACE)

★ **All Time High ROCE for Standalone at 43%**



ROCE for SMR at 42%, achieved More than 40% ROCE for first time



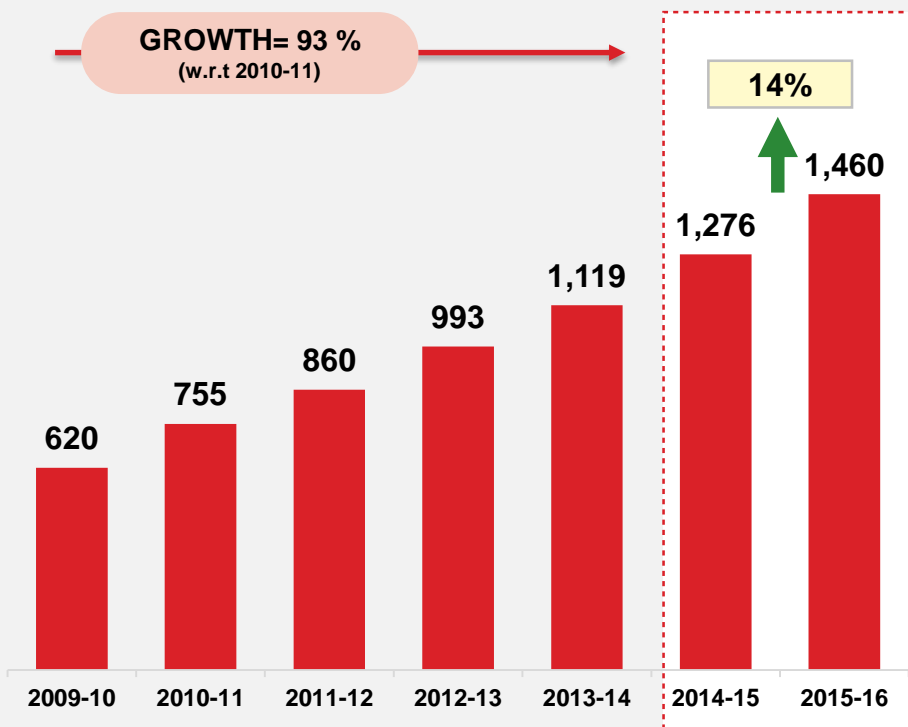
Samvardhana Motherson Reflectec (SMR): Performance since acquisition



(Euro in Million)

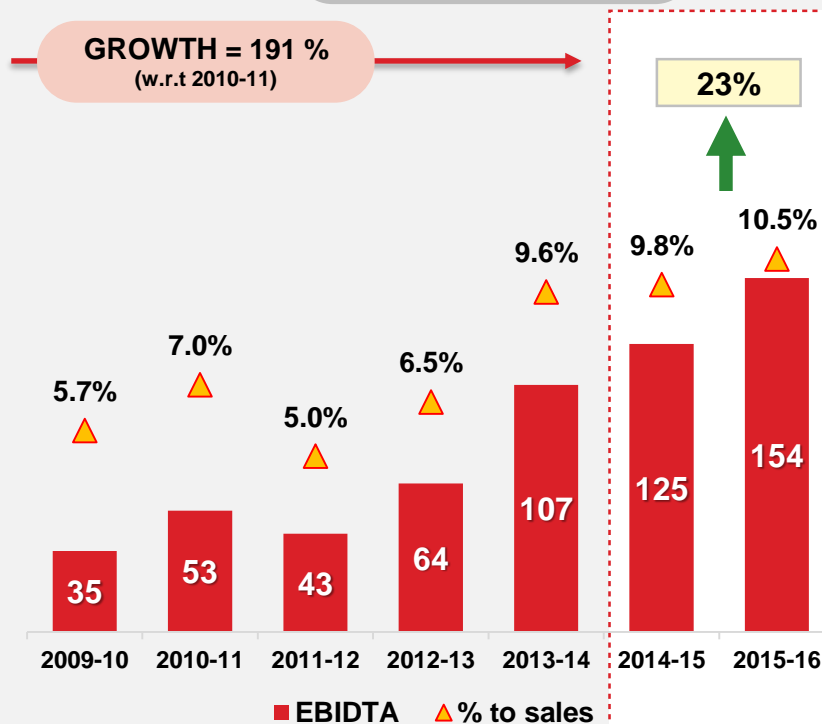
Net sales**

GROWTH= 93 %
(w.r.t 2010-11)



EBITDA# / % to sales**

GROWTH = 191 %
(w.r.t 2010-11)



**At exchange rate used for translation, please refer to note on last slide.

Before exchange gain / loss on long term loans



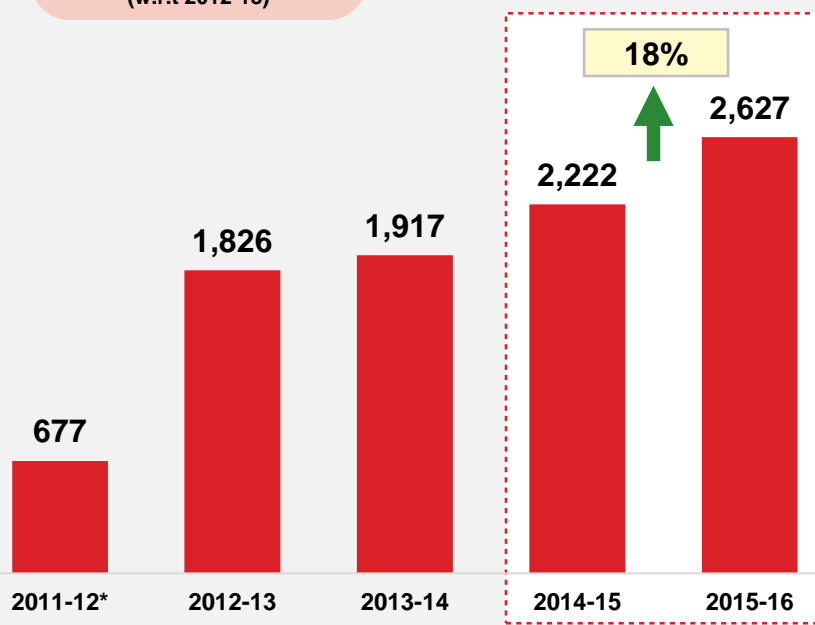
Samvardhana Motherson Peguform (SMP): Performance since acquisition



(Euro in Million)

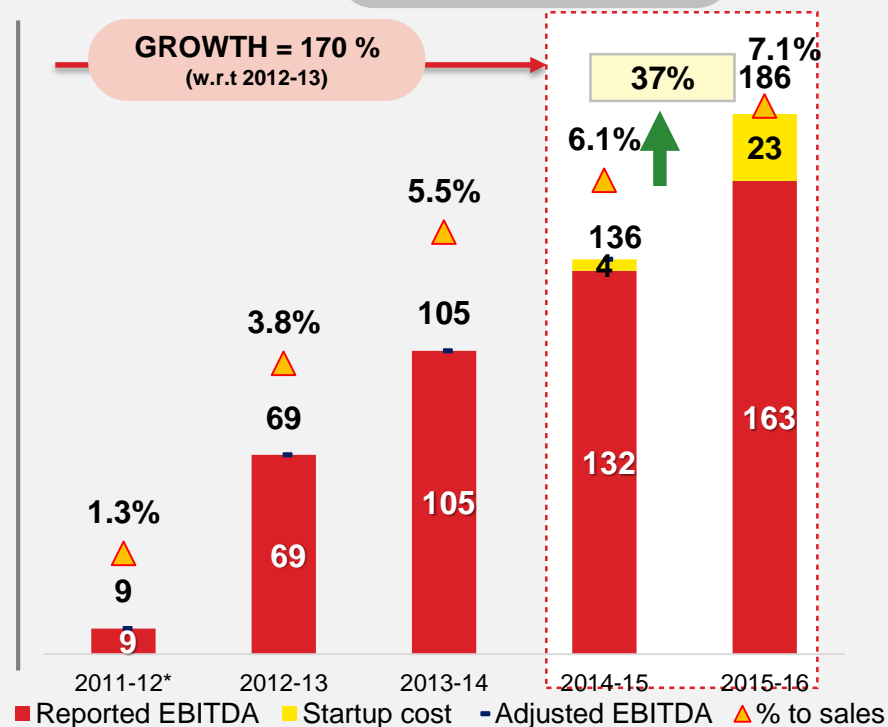
Net sales**

GROWTH= 44 %
(w.r.t 2012-13)



EBITDA# / % to sales **

GROWTH = 170 %
(w.r.t 2012-13)



* For 4 months as the acquisition was done on 23rd Nov 2011

**At exchange rate used for translation, please refer to note on last slide..

* For 4 months as the acquisition was done on 23rd Nov 2011

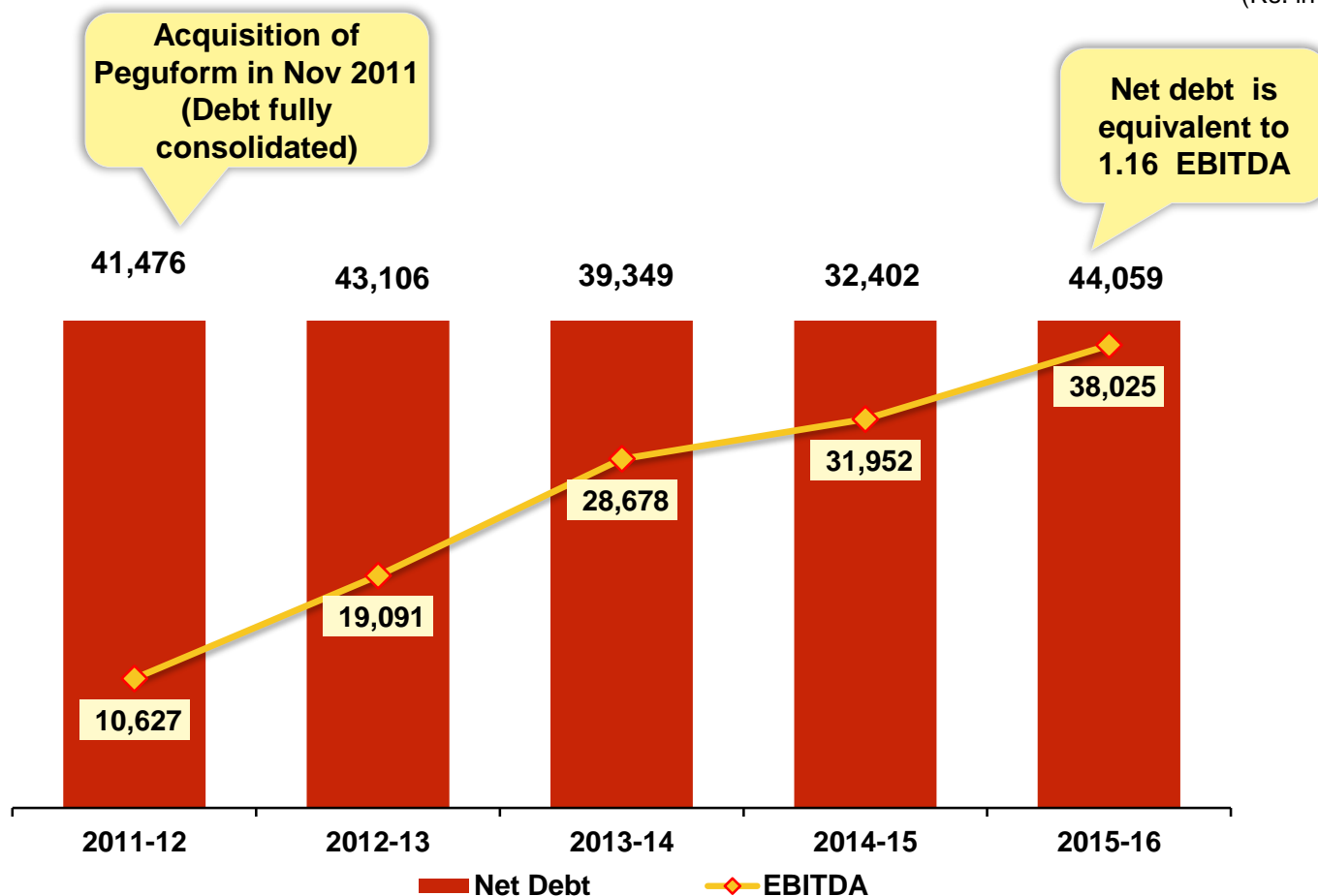
Before exchange gain / loss on long term loans



Net Debt



(Rs. in Million)



Exchange rate used	31.03.2012	31.03.2013	31.03.2014	31.03.2015	31.13.2016
Rs/Euro	67.88	69.60	82.50	67.06	75.39
Rs/USD	50.87	54.30	59.91	62.50	66.25



Safe harbour

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.



Thank you. ■

Note :

** SMR & SMP prepares financial statements in Euro currency, hence comparative data is given in Euro terms. These results are consolidated in MSSL by using average exchange rates..

