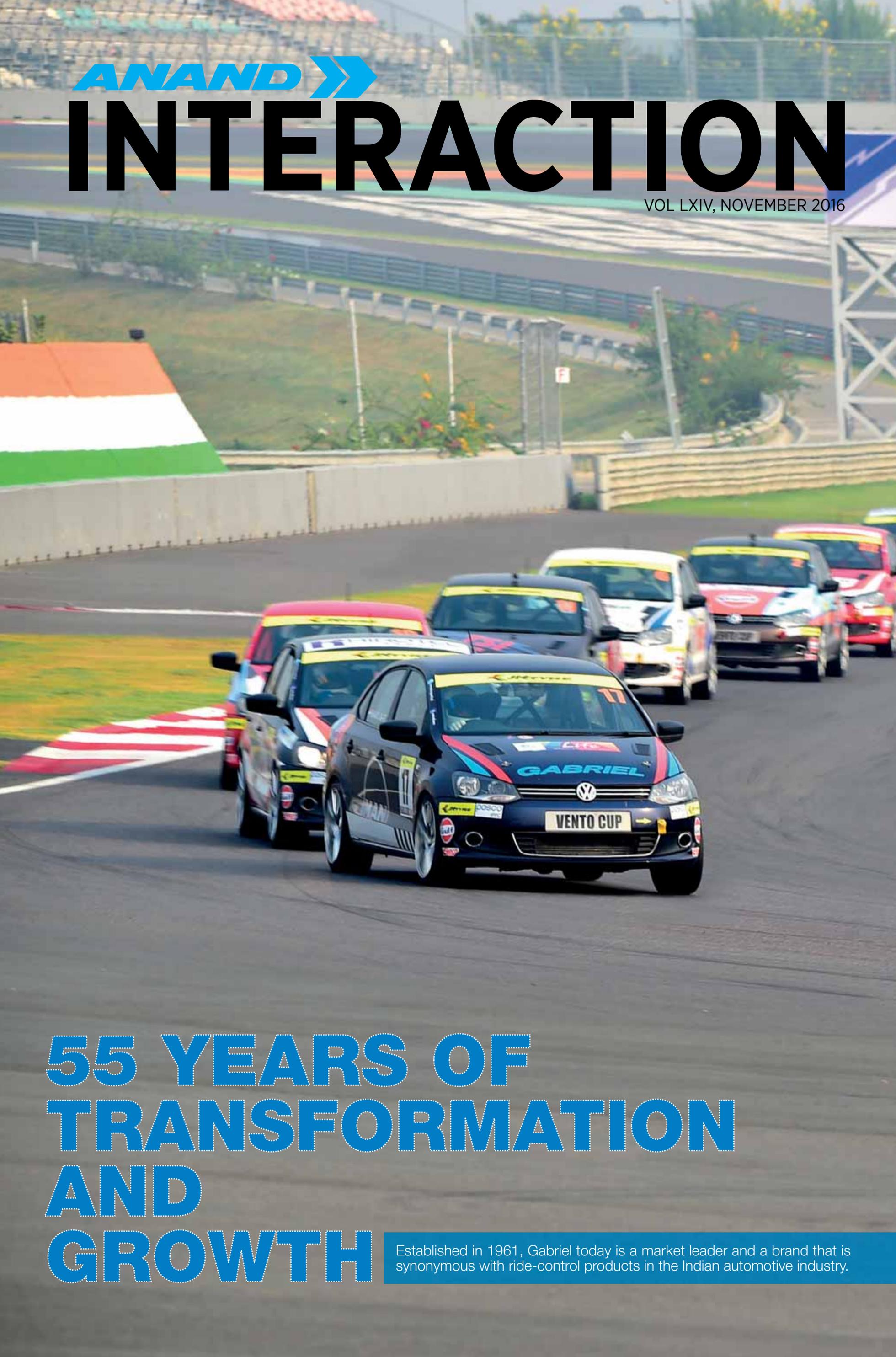


ANAND 

INTERACTION

VOL LXIV, NOVEMBER 2016



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TRANSFORMATION
AND
GROWTH**

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Hosur, Tamil Nadu

Nashik (Ambad), Maharashtra

Dewas, Madhya Pradesh

3 Satellite Plants

Malur, Karnataka

Sanand, Gujarat

Kumbalgot, Karnataka

4 Technical Licences

KONI BV, The Netherlands

KYB Corporation, Japan

KYBSE, Spain

Yamaha Motor Hydraulic Systems, Japan



KHANDSA



SANAND





HOSUR

MALUR



CHAKAN

**REDEFINING
RIDE
COMFORT**



NAND



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Valeo



MESSAGE FROM THE CEO

Dear Team ANAND and Friends,

Welcome to another super issue of INTERACTION. With three quarters of 2016 over now, it is heartening for all of us that the year is going well for the Indian Economy, the Automotive Industry and for ANAND.

Indian Economy continues to be in good shape, with strong macro-economic fundamentals like consistently > 7% GDP growth rate, inflation under control, adequate credit availability, downward interest rate movement, good pick-up and progress on infrastructure development including roads, ports, mining, power and smart cities etc. and steady progress on reforms especially GST implementation, the biggest economic reform in last several decades. Good monsoons this year have given further boost to the Economy.

On the back of a solid growth of the economy, good monsoons boosting rural prosperity, 7th Central Pay Commission recommendations resulting in substantial funds as arrears of pay increases in the hands of Central Government employees including the Indian Armed Forces and pick up in the Infrastructure sector projects, the Indian Automotive Industry is back to a robust growth of all its segments including the ones which remained depressed in 2015 like Two wheelers, Agricultural Tractors and Small and light commercial vehicles.

ANAND companies are taking full advantage of the encouraging growth trends of the Indian Economy and the Automotive Industry and growing > 15% year on year, ahead of the market as well as our Plan, well on course to achieve Rs. 8500 Crores (\$ 1.3 Billion) sales in the current fiscal. Almost all the companies have reflected a good margin growth as well, better than their plans. I am optimistic about this momentum carrying forward to 2017 as well.

2016 started off on a good note with our successful participation in Auto Expo 2016 at New Delhi in February 2016. We made a good impression with our technology and innovation driven product portfolio and also display of latest EURO VI products by few ANAND companies like MAHLE Behr India, MAHLE Filter Systems India & Faurecia Emission Control Technologies. ANAND stall also included a display on

Light-weight vehicle components and body parts made out of carbon fibre composites in conjunction with our UK based associates. ANAND stall was visited by many dignitaries from ANAND Partner companies and key customers. The main attraction of the stall was a replica of the 'Make in India' Lion made out of auto components manufactured by ANAND companies.

It was a great pleasure to host in India, the top management of our esteemed partners MAHLE GmbH, Germany and Dana Holdings Corporation, USA. Mr. Wolf-Henning Scheider, Chairman of Management Board, MAHLE GmbH, along with two of his senior colleagues, visited three plants of MAHLE in Pune, Noida and Khandsa and spent time with the respective teams. They also visited Auto expo. Mr. Jim Kamsickas, President, CEO, and Director of Dana Holding Corporation paid a visit to Spicer India in Chakan and reviewed the operations. A dinner was hosted in honour of both our partners at Anand Corporate Headquarters in Delhi and was attended by key representatives from partner companies, customers, diplomats, members of ANAND Supervisory Board, ANAND Advisors and ANAND top management.

It is a delight to feature Gabriel India in the cover story of this edition. Our flagship company has come a long way since it was established in 1961. The strong efforts over the years, of Gabriel team supported by a very active Board which is chaired by ANAND Supervisory Board Chairperson Mrs. Anjali Singh, as also the support of the entire ANAND corporate team, has led to Gabriel continuing to be recognised as a name synonymous with Shock Absorbers in India, a Market Leader, a Great Place to Work®, accomplishing great things, setting new milestones every year and earning recognition from investor community and stock markets with impressive growth in market cap. Gabriel India currently ranks amongst the Top Ten Shock Absorber manufacturers globally. Building on these strong fundamentals, Gabriel India continues to pursue an aggressive growth strategy in the Export markets, besides cementing its leadership position in the domestic market. It is also stepping up investments in its own R & D capabilities to be ready for next generation technologies in the Ride Control Products area.

ANAND's Internal Audit team members, which undertake Internal and Management Audit for all ANAND companies, have been our unsung heroes, who have been making significant contribution in both supporting and enabling our growth. The function was revitalized in 2010, adopting best-in-class processes and has since been successful in aligning with the top management to create improved systems and controls environment at ANAND companies towards better compliance, governance, performance and risk mitigation. It has been able to impact positively, the overall functioning of ANAND companies by closely working with them in areas of compliance, best practice sharing, operational efficiency and cost savings. In the coming years, I expect the Internal Audit function to become a strategic partner of the top management not only of Anand companies but also of some independent entities in India belonging to our overseas partners.

ANAND Companies continue to win prestigious Awards and Recognitions from Customers, Industry bodies and Global Institutions. Three important ones include 1) 'Business Partner of the Year- Automotive Division for 2015-16' for Anand and separate awards for Henkel Anand India, MAHLE Behr India, Gabriel India and MAHLE Filter Systems India, 2) 'Great Places To Work' awards for Spicer India (In Top 100 and 1st in the Industry) and Gabriel India (In Top 100 and 3rd in the Industry) and 3) ACMA (Automotive Component Manufacturers Association) awards 2016 for Spicer India, Chang Yun India and Gabriel India (5 trophies including 2 Gold, 2 Silver and 1 Bronze).

This issue of INTERACTION also covers some Top Management changes which are effective from October'16 and which will help strengthen ANAND's Corporate Management and Governance structure which supports all ANAND companies. Also covered are the expanded coverage and enhanced activities of SNS Foundation, ANAND's CSR wing.

I am also pleased to share that SUJAN, our hospitality vertical, continues to make its mark on the world stage. Being featured in the Conde Nast Travellers' Gold & Hot Lists in both the UK & USA, Tatler's 2016 Top 100 Hotels in the World and becoming an Andrew Harper Grand Award Winner 2016 are some of the key achievements which are a testimony to its growing prestige and presence. SUJAN properties have also graced two Conde Nast Covers in both India & the UK. Mrs. Anjali Singh and Mr. Jaisal Singh have been named as 'Game Changers' for their contribution to luxury hospitality, by Victoria Mather of Vanity Fair, a prominent publication covering the hotel, luxury and fashion industry.

Finally, I would like to wish all of you and your families the very best of the ongoing festive season and all joy, happiness, good luck and prosperity.

Warm Regards

Deepak Chopra
Group Chief Executive Officer,
ANAND

ANAND in the Spotlight



ANAND Sponsors BAJA SAE event

Just like every year, this year too ANAND Group participated in BAJA SAE India 2016 and was a co-partner of the event. Started in 2007 under the guidance of Dr. Pawan Goenka, Mahindra, the BAJA SAE event serves as a platform for young engineering talent to showcase their skills and acquire a real-life experience. Several teams compete through innovations and developments to build an all-terrain vehicle. The event held in Pithampur, Indore received over 400 registrations from across the country. ANAND as the co-partner organised a stall and engaged students with various activities.

ANAND Group was also delighted to welcome Dr. Goenka to its stall, where he interacted with senior management members of ANAND.



Spicer conducts LSIP 2016

Spicer India organised its 4th Large Scale Interactive Programme 2016 (LSIP), a goal setting programme of the company on December 27, 2015. The programme started with a discussion around the company's objectives and display of videos on expectations of customers and suppliers. The programme provided participants the right platform to identify, align, evaluate and finalise the goals of the company for the coming year.



Gabriel conducts LSIP 2016

Gabriel had its 5th annual goal setting workshop, Large Scale Interactive Process (LSIP), on April 18 & 19, 2016. The theme for this year's LSIP was "Good to Great", and the Chairperson, Managing Director, key customers and suppliers presented their views on how Gabriel can make the "big leap" from Good to Great. LSIP was attended by Gabriel's senior leadership and over 100 employees. During the course of the LSIP, Quality emerged as the key focus area and significant weightage was given to Quality related Key Results Areas (KRA). The LSIP Awards Night, held on the 18th evening, was an excellent forum to celebrate the successes of the past year and recognize plants as well as individuals who have made significant contributions to the organization's growth.



Pune Hub organizes ANAND Run

Typically, Sundays are all about resting and relaxation after a week of hard work. But that didn't deter ANAND Pune Hub employees from coming out on March 6, 2016, energised and in running attire to participate in 'ANAND Run'. The Run is in its second year and was flagged off at the Pune plant of Spicer India.

Although the Run spanned 9 km, employees also had the option to run 3 km or 5 km according to their convenience. One of the highlights was the Zumba fitness programme that proved to be a great warm up for all participants.

The Run was not only an initiative to promote healthy living among employees but it was also dedicated towards a 'Safe and Clean' environment. The proceeds collected from the Run will be used in supporting causes dedicated to safety and cleanliness in and around the ANAND plants in Pune.

Senior management from ANAND Group in Pune not only fully supported the Run, but also enthusiastically participated in it. With over 600 employees participating, it was a great sight seeing them running together in full spirits.



Mr. Anand visits Spicer India



Mr. Deep C. Anand, along with his friend Mr. Karamjit Singh Bedi, visited Spicer India facilities located in Satara and Jodali. They were accompanied by Mr. P. Arul Kumar, ex-Managing Director, Spicer India. The dignitaries toured the facilities, interacted closely with the employees and visited the ladies hostel at Dharwad.



ANAND School workshop on communication



Communication is an art because it is creative, fluid, persuasive and dynamic. ANAND School, Parwanoo, organised a workshop for students in classes sixth to eighth in partnership with Hindustan Times (HT) to emphasize the importance of communication in daily life. According to Ms. Urvashi Bhatia, facilitator from HT, listening and speaking are the key ingredients in the recipe of communication. Scientific facts and examples from mythology were used to draw inferences and educate the audience. The workshop was organised in the ANAND School premises and received very good participation from the students. The children enjoyed the workshop thoroughly and were seen having a great time.



MAHLE Filter Systems conducts road shows



MAHLE Filter Systems India (MFSI) conducted a series of road shows and canter campaigns in its important markets for the HCV and Tractor segments in Northern India. The roadshows were aimed at attracting new customers and building customer relationships. The campaigns were separately held for both the filter brands marketed by MFSI - 'Purolator' & 'MAHLE'.

The road shows were a combination of product and technical communication coupled with entertainment and interactive activities. Vehicles marketing the brands toured the region with the specific objective of stimulating brand awareness and recall, especially in new markets.

MBES Trainees help NGO students



The 2015 GET (Graduate Engineer Trainee) Batch of MAHLE Behr Engineering Service (MBES), Pune, undertook an innovative project 'UJJWAL' to improve the lives of students. The project involved improving the efficiency of a conventional Solar Water Heating System and providing hot water for up to 60 students of Gopal Navjeevan Kendra, an NGO-run hostel for adivasi (tribal) children.

The project was completely handled by the GET batch, covering technical design, sizing, procurement, execution and validation of the solar water heating system. The project serves upto 800 litres of water at a temperature of 48°C - even in winters!



LEADERSHIP AND ORGANIZATIONAL CHANGES IN ANAND GROUP

ANAND announces a set of leadership and organizational changes that provide new perspectives in the management of our business, new challenges to our leadership team while at the same time ensuring continued management focus.

The new roles and responsibilities will be as follows, effective October 1, 2016

- Mr. Mahendra K Goyal will take on the responsibility as Managing Director, Spicer India, replacing Mr. P Arul Kumar. Mahendra will continue to remain responsible for:
 - Group Aftermarket
 - Business Sub-Group III companies, which will now comprise of Valeo Friction Materials India, Valeo Service India, Faurecia Emission Control Technologies India and the three Federal-Mogul JV companies i.e. Federal-Mogul Anand Bearings India, Federal-Mogul Anand Sealings India and Anand I-Power. Mahendra will be responsible for the Federal-Mogul JV companies till early 2017, when it is expected that Federal-Mogul will increase its shareholding in Anand I-Power, so that he can support the transaction.
- Mr. Jagdish Kumar, CFO will take on the added responsibility for the newly created Business Sub-Group V, comprising Henkel and Ansycos, which previously belonged to Business Sub-Group III.

- Mr. P Arul Kumar, who is currently the Managing Director of Spicer India, will take on the new responsibility of Joint Managing Director, Mando Automotive India, replacing Mr. C S Subramanian, who has recently retired. Arul will continue to remain responsible for ANAND University.



Mahendra K Goyal
Member, ANAND Executive Committee,
Group President - Aftermarket and Business Head - Sub Group III

Mahendra is a member of the ANAND Executive Committee. As an AEC member, Mahendra is responsible for Group Aftermarket and Business Sub-Group III companies. Mahendra has a strong background in finance, being a qualified Chartered Accountant, Company Secretary & Cost Accountant. He joined the ANAND Group almost 18 years ago, and had held positions of increasing responsibility in the areas of Finance, Controlling, Treasury, Legal and Corporate Governance, across several ANAND companies. He was also CFO of the Group and instrumental in strengthening financial systems and handling several new ventures and restructuring initiatives. Under his leadership, Business Sub-Group III companies have been performing well and Group Aftermarket has grown steadily. As MD of Spicer India, Mahendra will drive its future growth plans and continue to build on its market position and be based out of its head-office in Pune.



Jagdish Kumar
Member, ANAND Executive Committee,
Group President, Group Chief Financial Officer and Business Head - Sub Group V

Jagdish joined the ANAND Group in 2015 as Group CFO and is a member of the ANAND Executive Committee. A graduate of Sri Ram College of Commerce, University of Delhi and PGDM from IIM, Bangalore with specialization in Finance and Marketing, Jagdish has vast experience in leadership and management roles across Asia-Pacific spanning over 27 years. Prior to joining ANAND, he worked with DuPont for 17 years in various roles related to M&A, Finance and Planning. He also worked for TCS and Ballarpur Industries Limited. Jagdish will play an important role in steering the continued growth and strategic direction of Henkel and Ansycos. He will continue to operate from the corporate headquarters in New Delhi.



P Arul Kumar
Member, ANAND Management Committee,
Joint Managing Director, Mando Automotive India

Arul is a member of the ANAND Management Committee. A mechanical engineer with a master's degree in Production Engineering from IIT Madras and an MBA in Finance, Arul brings around 28 years of industry experience. Prior to joining ANAND, Arul worked with Hindustan Aeronautics Ltd, El Forge Limited and Sundaram Fasteners Ltd in a variety of roles. Arul joined ANAND in 2005 as the Plant Head for Gabriel India in Hosur. He became COO of Spicer India in 2010 and played a major role in contributing to the overall growth of its operations. He introduced various employee centric initiatives, in turn winning accolades both, within the Group and in industry such as the prestigious "Great Place to Work®" award in 2016. Under his leadership, ANAND U has strengthened its core offerings and streamlined processes. In his new role Arul will be responsible to drive the strategic goals of Mando, and will be based out of head-office in Chennai.

For the Cameras



Mrs. Anjali Singh receives the prestigious Women Achievers Award from FICCI

Mrs. Anjali Singh, Chairperson, ANAND Supervisory Board & Chairperson, Gabriel India Limited has been felicitated with the YFLO (Young FICCI Ladies Organisation) Women Achievers Award 2015-16. The award ceremony was held at New Delhi on April 6, 2016. The award was presented by the Chief Guest, Shri Jayant Sinha, Minister of State for Finance, Government of India.

This award celebrates and honours the accomplishments and contributions of women in various levels across different strata of society in India with a focus on young women. The ceremony recognizes the paramount role played by women in society while appreciating their attitudes, initiatives, will-power and perseverance.



Spicer India certified by Caterpillar

Spicer India's, Jodalli plant was honoured with a Bronze Certification by Caterpillar, in the Supplier Quality Excellence Process (SQEP) category during Caterpillar's Annual Supplier Day for 2015. During the ceremony, Caterpillar indicated its satisfaction on key expectations, in Product Quality, Logistics, Returnable Packing and Cost.

Mr. Arvind Tipradi from Production Planning & Controlling Department of Spicer India, Jodalli and Mr. Girish Kalaghatgi from the Business Development Team, Pune Head Office, attended the event.



FICCI felicitates MAHLE Behr India

MAHLE Behr India's, Pune plant, won the 'Certificate of Appreciation' for good practices in Safety Systems during a ceremony organised by FICCI on March 15, 2016. The certificate was presented by Dr. V.K. Saraswat, First Safety Officer, Department of Defence R&D, DRDO and Project Director of Prithvi, Member, NITI Aayog.

The selection for the award was based on a rigorous process of evaluation and on-site audit.



VECV awards MAHLE Behr India

Volvo Eicher Commercial Vehicle (VECV) felicitated MAHLE Behr India's Pune plant, for its excellent support in "Fuel Economy Enhancement" during their Annual Supplier Conference 2016 held in Indore on March 17, 2016. The award was presented by Mr. Vinod Aggarwal, Chief Executive Officer, VECV to Mr. Sunil Kaul, Managing Director, MAHLE Behr India.

The award was given in appreciation of the efforts of the MAHLE Behr India team in offering a trend-setting innovative product line 'E-Visco' for VECV's Light and Medium duty commercial vehicles.



Nissan recognizes MAHLE Behr India

MAHLE Behr India is not only well known in the industry for its high quality products but also for its responsive after-sales. This was further substantiated when it was awarded "Best Supplier for Timely Response in After-Sales" by Nissan during their 'Accelerate' event. The award was presented by member of the senior management of Nissan, namely Mr. Sanjeev Aggarwal, VP, After Sales and Mr. Surendra Mahindrakar, Senior Manager, After-Sales.



Volkswagen India certifies MAHLE Behr India

MAHLE Behr India was awarded the 'A' Grade in 'Quality Systems' audit conducted by Volkswagen India in 2016. The certificate was presented by Mr. Alan Armstrong, Head of Supplier Quality, Volkswagen India to the MAHLE Behr India Team. The certification reiterated the strong commitment and focus of MAHLE Behr management in implementing quality systems across plants, in order to supply superior products to its esteemed customers.



Fiat Chrysler awards MAHLE Behr India

MAHLE Behr India won the Best Supplier Award from Fiat Chrysler Automobiles India during quality month celebrations held in February 2016. Mr. H.K. Dwivedi, Head of Supplier Quality, presented the award to Mr. Sumit Ladge, DGM, Customer Center, MAHLE Behr India. The senior management from FCA appreciated the overall quality of delivery and also expressed satisfaction about the association of Fiat Chrysler Automobiles India and MAHLE Behr India.



Hyundai India honours Mando India

Mando Automotive India was honoured with the 'Supply Chain Excellence Award-2015' by Hyundai Motor India on February 16, 2016. The award is a testimony to the company's proven track record of excellence in quality, supply chain management and customer support.

ANAND GROUP

ANAND Group was conferred with the prestigious 'Business Partner of the Year – Automotive Division' award for 2015–2016 by Mahindra, at their recently concluded Supplier Meet in Barcelona, Spain.

This is a coveted recognition from a valued customer, a truly proud moment for ANAND and for each of our companies. It is a testimony to the close relationship and strong bond which exists between the two organisations since many decades.



Business Partner of the Year

The award was given for the contribution of Group companies in supporting the successful launch of more than eight programs by Mahindra in 2015–16. Currently, nine ANAND Group companies supply products to Mahindra. All the Group companies were successful in meeting stringent Quality, Cost and Delivery targets of Mahindra.

Henkel Anand India and MAHLE Behr India were awarded for their outstanding contribution in 'Innovation' and 'Sustainability' respectively.



(L-R) Mr. V. Madhavan, President – Group Business Development, ANAND; Mr. Pravin Shah, President & Chief Executive - Automotive Division, Mahindra; Mr. Manoj Kolhatkar, Managing Director, Gabriel India; Mr. Deepak Chopra, Group CEO, ANAND; Dr. Pawan Goenka, Executive Director, Mahindra; Mrs. Anjali Singh, Chairperson, ANAND Supervisory Board; Mr. Sunil Kaul, Managing Director, MAHLE Behr India; Mr. Viraj Kadam, Chief Operating Officer, Henkel Anand India and Mr. Hemant Sikka, Chief Purchase Officer, Automotive and Farm Equipment Sectors, Mahindra.



Mrs. Anjali Singh & Mr. Jaisal Singh along with Dr. Pawan Goenka, Mr. Hemant Sikka, Mr. Rajan Wadhwa, Mr. Lalit Verma, Mr. Sridhar and senior management from Mahindra and ANAND Group at the ANAND Stall at Auto Expo 2016, New Delhi, India

ANAND

MAKES IN INDIA



(L-R) Mr. Manoj Kolhatkar, Group President, ANAND; Mr. Deepak Chopra, Group CEO, ANAND, Mr. Deep C. Anand, Founder & Chief Mentor, ANAND Group; Mr. James K. Kamsickas, CEO, Dana Corporation; Mr. V. Madhavan, President Group Business Development, ANAND and Mr. Saket Sapra, Managing Director, Dana India.



JICA (Japan International Cooperation Agency) & CII (Confederation of Indian Industry) delegates



Mrs. Janice Maiden and Mr. Alok Manaktala from Federal-Mogul at the ANAND stall

ANAND Group participated in the country's biggest automotive components exhibition "Auto Expo Components 2016", which was held from February 4 to 7, 2016, at Pragati Maidan in New Delhi, India. "Auto Expo Components" is the component exhibition held simultaneously with the Auto Expo – The Motor Show, once in every two years. ANAND Group's display stall No. 17 with its cutting-edge products was one of the main attractions in Hall No. 12A at the exhibition.

The components expo with a footfall of a few lakhs is an ideal platform for ANAND and its Group companies to showcase a strong line-up of its latest products and enhance its brand presence.

All the Group companies participated and exhibited their key product offerings keeping in view the potential audience at the expo. This year, a few ANAND Group companies like MAHLE Behr India, MAHLE Filter Systems India & Faurecia Emission Controls Technologies exhibited the latest EURO VI products, which garnered much interest and queries. The stall also included a product display by FAR Composites, a UK based specialist in Carbon Fibre Composites technology, which is working with the ANAND Group to explore the Indian market.

The stall was honoured to welcome eminent personalities from ANAND Group, ANAND Partner companies and key customers of the automobiles industry. Dignitaries

included Mr. Deep C. Anand, Founder & Chief Mentor, ANAND Group; Mrs. Anjali Singh, Chairperson, Supervisory Board, ANAND Group; Mr. Jaisal Singh, Chief Executive SUJÁN & Member, Supervisory Board, ANAND Group; Dr. Pawan Goenka, Executive Director, Mahindra; Mr. Hemant Sikka, Chief Purchase Officer, Automotive and Farm Equipment Sectors, Mahindra; Mr. James Kamsickas, CEO, Dana Corporation and Mr. Saket Sapra, MD, Dana India, to name a few.

A captivating attraction of the stall was a replica of the 'Make in India' Lion made completely out of auto components manufactured by ANAND Group companies. It was created on the lines of 'Make in India' theme being promoted by

the Indian Government. It was not only a runaway hit that captured the minds and imagination of many but also a prime subject for selfies clicked by most people who visited the ANAND stall. Finally, on the directions of Dr. Pawan Goenka, it was displayed at the Mahindra Arena in 'Make in India' week held at Mumbai from February 13 to 18, 2016, an honour for the ANAND Group.

The stall was appreciated by every one for its wide range of innovative products and left a lasting impression through the creative display of all components in the 'Make in India' Lion. The overall event was a grand success and created prospective leads for future business opportunities.



Customers at Spicer India's stall



Mr. James Kamsickas along with Mr. Deep C. Anand exploring the MAHLE Filter Systems India stall



Visitors at the Chang Yun India and CY Myutec stall



ANAND Stall at Auto Expo 2016

ANAND's Pride showcased at 'Make in India' week

A replica of the ANAND Group's 'Make in India' lion, made up of components manufactured by Group companies was displayed at the Mahindra arena in Mumbai, as part of the 'Make in India' week.

The lion drew huge crowds and attracted many visitors. It was also appreciated by our Prime Minister, Shri. Narendra Modi. The representation of the lion at a major national event was a proud moment for the Group.

The Indian Auto industry is on a track of recovery and is expected to benefit from the 'Make in India' initiative in the coming years, which will have a positive impact on the Auto Component industry and also benefit the ANAND Group.



Prime Minister, Shri. Narendra Modi looking at the replica of 'Make in India' lion

ANAND GROUP COMPANIES RECOGNISED ONCE AGAIN AS **INDIA'S BEST COMPANIES TO WORK FOR**



Mr. Deepak Chopra and Mr. K.S. Bhullar along with Spicer India Team receiving the award at the 'Great Place to Work®' ceremony held recently in Mumbai.

“ANAND is immensely proud to be recognised as a 'Great Place to Work®' (GPTW) for the 3rd year running by The Economic Times and the India chapter of The Great Place to Work® Institute, USA. ANAND Group entity Spicer India was recognised as the 2nd Best Company in the Automotive Components Industry in 2014, followed by similar recognition for ANAND flagship Gabriel India in 2015. For 2016, both these ANAND companies have won the honour of being amongst the Top 100 Great Places to Work in India with Spicer India ranking 1st and Gabriel India 3rd overall in the Automotive Components Industry. Since 2003, from the very inception of these rankings in India by The Great Place to Work® Institute, USA, ANAND as a Group initially, (Ranked amongst Top 25) and later several of its constituents including Mando, Gabriel and Spicer have won laurels as Great Places To Work. ANAND has always believed in an open and transparent work culture with strong emphasis on People empowerment, education and development and inculcating entrepreneurial spirit in them. These recognitions reinforce ANAND belief that 'Business is 90% People'”

Mr. Deepak Chopra
Group CEO
ANAND

**India's Best Companies
To Work For 2016**

A STUDY BY

THE ECONOMIC TIMES

GREAT
PLACE
TO
WORK®

"It is a landmark achievement for ANAND Group, with two of its companies being recognized by the GPTW Institute in 2016. Our management has always pledged its full support to this endeavour, as a Great Place to Work® would automatically help in achieving organizational objectives. We are proud for this resounding success and we will work towards sustaining this culture in coming years."

Mr. K. S. Bhullar
HR Head,
ANAND Group

Spicer India and Gabriel India, two of the ANAND Group companies have been recognised as 'India's Best Companies to Work for' in 2016. Both the companies are featured in the top 100 best workplaces by Great Place To Work® Institute (GPTW Institute).

Spicer India is ranked as the best company to work for in the Auto Components industry, and 52nd overall.

Gabriel India is ranked as the third best company to work for in the Auto Components industry, and 70th overall.

The GPTW Institute assessed 791 companies on key parameters which encompassed employee-centric practices, organisation culture, philosophy and values through a survey of around 150,000 employees across these companies.

The study was conducted in two phases:

>> Phase One involved evaluating the level of trust, pride and camaraderie prevalent in an organisation through a unique employee-centric framework.

>> Phase Two involved the assessment of people practices, philosophy and values of an organisation.

A tenet of the ANAND Way is "Business is 90% people" and the recognition from the GPTW Institute further validates our belief and values. The ability of our companies to initiate and implement changes, think out-of-the-box and empower people at all levels has been instrumental in shaping ANAND's culture. The Group truly believes in developing its employees of today into leaders of tomorrow.

It is a matter of immense pride and honour to be recognized once again amongst the best companies to work for in India.

The credit goes to all the employees at Spicer India and Gabriel India for their commitment and efforts in achieving this recognition.

ANAND Group companies are always committed towards creating a work culture and environment defined entirely by a core value system of professionalism, ethical values and people orientation.

"For Gabriel, GPTW means being a Preferred Employer of Choice and we have done this by systematically and consciously strengthening our culture of trust. We strive towards providing employees with a friendly work culture, approachability to senior management, talent development, career opportunities and a family-feeling at work. We live by the motto - Work Hard! Have Fun!! and Make History!!!"

Mr. Manoj Sharma
HR Head,
Gabriel India

"Spicer India is committed to create and sustain a culture of self-respect, professionalism and responsible corporate citizenship. In the last six years of our GPTW journey, we have simply tried to hear the voice from all quarters, prioritize and work on them and communicate to all. GPTW assessment scores each year have helped us immensely to find our organisation strengths and address areas of concern"

Mr. Naresh Moily
HR Head,
Spicer India

RECOGNITION FROM GREAT PLACE TO WORK® INSTITUTE



1961 1978 1993 2002 2011 2012 2013 2014 2015 2016

55 YEARS OF TRANSFORMATION AND GROWTH

Established in 1961, Gabriel India is a market leader and a brand that is synonymous with Ride Control products in the Indian automotive industry.

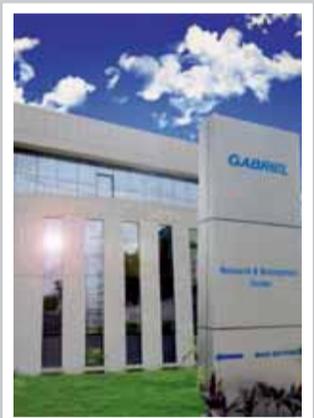


The pinnacle that Gabriel has reached today is the result of an enormous collective effort which began in 1961. Over the years, Gabriel has emerged as one of the foremost auto component suppliers to global OEMs in India and a market leader in ride control products in the country. Being the flagship company of our Group, Gabriel carries the expectations of each one of us at ANAND.

Going forward, we need to provide a renewed impetus on delivering Quality to our customers and stakeholders, strengthen our leadership position in the domestic market and strive for substantial base in exports market. Nothing short of 'Best in Class' will suffice for future growth.

GABRIEL

Mrs. Anjali Singh
Chairperson, Gabriel India



1961 Mr. DC Anand founded Gabriel India. First plant is set up in Mulund, Mumbai

1965-75 Started supplies across segments to OEMs like TELCO, Bajaj Auto, Mahindra & Mahindra, Premier Auto, Ashok Leyland, Hindustan Motors

1978 Becomes a listed company with its Public Issue

1980-85 Acquires business from Swaraj Mazda and VECV (formerly Eicher Motors)

1985 Launch of in-house Special Purpose Machine design centre

1987 Khandsa plant set up to supply to Maruti Suzuki

1988 McPherson struts launched

1990-91 Plant set-up at Nashik for manufacturing shocks and front forks for 2-Wheelers

1991 Tie up with SOQI, Japan

1992 Commissioning of Dewas plant to supply to Commercial Vehicles

1993 Recruits educated workers called 'Operating Engineers' on its shop floors

1994 Supply to TVS Motors commenced

1995 Gabriel India Limited acquired Stallion Shox

1996-97 Chakan plant set up to supply to Passenger Cars segment and Hosur plant to the motorcycle segment

Starts manufacturing Gas Shock Absorbers

1997 Technology Assistance Agreement signed with KYB Corp, Japan

1998 Acquires the first Passenger Car project from TATA Motors

Sets up its state-of-the-art validation centre in Chakan. Becomes self-sufficient in designing and developing indigenous customised solutions

2002 Exports to Yamaha (Japan) commenced

2004 Receives Hyundai 100 PPM Award, establishing it as a manufacturer of quality products

1998-2004 Business Award from Honda Motorcycles and Scooters, General Motors, Toyota Kirloskar Motor, Ford and Hyundai

2006 Business acquired from Renault India and also developed the first Ride Tuning Van

2007 Sets up the Parwanoo facility, manufactures shock absorbers for Commercial Vehicles and Two-wheelers, struts for Passenger Cars and front forks for motorcycles

2008 Becomes the first company in Asia to install the 'Dynachrome' Automation Machine and registers four patents

Entry into Suzuki Motorcycles Business awarded for Yamaha 'New Gen' motorcycles

2009 Starts manufacturing specialty castings and commences backward integration process for Two-wheelers with Japanese collaborators

2010 Sets up manufacturing facility at Sanand

Acquired business from Honda cars for the first time for Passenger Car (Brio)

Supply commenced to Volkswagen India

R&D Facility at Chakan recognized by Department of Scientific Industrial Research (DSIR)

2011 R&D Facility at Hosur & Nashik recognized by DSIR

1961

1978

1993

2002

2011

...and the journey continues.

2012

Strengthens Aftermarket through highly successful loyalty programme - "Elite Retailer Programme"

Recognised by Great Place to Work® as one of top 3 auto component companies in India

Receives Prestigious "Golden Peacock" Eco-Innovation Award

FICCI Quality Systems Excellence Award for manufacturing in 2012, awarded for consecutively the second year



2013

With key focus on R&D, launches a full-fledged new Two-wheeler R&D centre in Hosur

Expanded presence in China with inauguration of China office

Commissioned the first robotic Shock Absorber line at Gabriel Hosur



2014

Mrs. Anjali Singh, Chairperson of ANAND Supervisory Board appointed as Chairperson of Gabriel India, Board of Directors

To enhance product and customer focus, Gabriel reorganised into Strategic Business Units (SBUs) based on product sectors, each headed by a Chief Operating Officer. Four SBUs were formed namely Two and Three-wheelers (TW), Passenger Cars (PC), Commercial Vehicles and Railways (CVR) and Aftermarket

Signs a technology license agreement with KONI B.V. (part of ITT Corporation) for Commercial Vehicles, Buses and Industrial Equipment suspensions in India

Late Dr. APJ Abdul Kalam, former President of India, eminent scientist and Bharat Ratna, inaugurated the 2nd Innovation Concourse at Gabriel Chakan

2015

Great Place to Work® recognizes Gabriel as 43rd best place to work in India and 2nd in the Indian Auto Component industry for 2015

Gabriel India listed as one of 'India's Top 500 Companies' by Dun & Bradstreet for three years in a row and also one of the 'Fortune India's Next 500 Companies' by Fortune India & Business Standard



2016

Becomes a technology provider to Gabriel De Colombia

Aftermarket business achieves a record sales of INR 200 Cr

Exports of customized machines for Shock Absorber manufacturing to South Africa. These machines are built in-house based on technology developed by Gabriel

Received an approval to manufacture Linke- Hofmann-Busch (LHB) Dampers from Indian Railways for high-speed trains



“ Gabriel India has successfully established itself as the leading brand in the auto component industry. This accomplishment can be attributed to a renewed impetus on customer and product segment focus, quality aided by technology, sustainability through green initiatives and people development. In the coming years, I foresee Gabriel to strive in its quest to be the preferred brand not only within India but also across the globe.

Mr. Manoj Kolhatkar
Managing Director
Gabriel India

THE STRATEGIC BUSINESS UNITS

Gabriel India has come a long way since commencing its operations with a single plant in Mumbai. Today Gabriel has six manufacturing facilities and three satellite plants across India that cater to the requirements of all market segments, making it the leading Automotive OEM supplier for ride control products. Through the years, Gabriel has always looked at continuous improvement and manufacturing excellence. In 2014, Gabriel created four strategic business units – Two and Three-Wheeler, Passenger Cars, Commercial Vehicles and Railways, and Aftermarket. This structure brought about enhanced customer focus, product specialization through segmentation, superior delivery and operational excellence, with each SBU headed by a dedicated Chief Operating Officer (COO).



Two and Three-Wheelers

Two and three-wheelers are an integral part of India's automobile sector as they are still one of the most preferred means of transportation in rural as well as urban India. After years of robust growth, two and three-wheeler industry did not perform well in 2015-16. Both Motorcycles and Three-wheelers actually had a de-growth due to poor monsoon, through Scooters continued to grow at double digit rate.

Areas of Improvement: Keeping this scenario in mind, the Two and Three-Wheeler Strategic Business Unit (TWBU) has been focusing on three key areas of improvement:

- >> Improve market share
- >> Upgrade facilities to improve quality levels
- >> Focus on technology for future

Customer Focus: The SBU continued to strengthen its association with esteemed customers by working on new models of TVS Motors, Royal Enfield (REM), Suzuki Motorcycles, India Yamaha Motors, Bajaj, Piaggio Vehicles and UM Motors. It also:

- >> Upgraded the Sanand facility to service Honda Motorcycle and Scooter India
- >> Unveiled a two-wheeler test track in Hosur to enhance vehicle-level data capture, analysis, tuning, benchmarking and improving the speed of the development process
- >> Conducted technology day at REM and Piaggio Vehicles to showcase its technologies

Exports: Ambad plant started supplies to Mahindra Genze in the USA for new electric scooters, entered the market for new models in Colombia, and won business with Mahindra Peugeot for the Metropolis vehicle.

Technology Assistance Agreement (TAA): Gabriel signed a TAA with Gabriel De Colombia whereby Gabriel India will be providing product and process technology, and support development and localization. This will enable both the companies to service the market in Latin America.

Awards and Recognitions:

- >> Value Analysis and Value Engineering (VAVE) award and focussed cost reduction award from Suzuki Motorcycles
- >> NHQC Award from Honda Motorcycle and Scooter India
- >> ACMA award on Green Technology, Quality and Kaizen competitions
- >> Bajaj Quality and ECRS implementation awards

Gabriel TWBU will continue its pursuit of excellence in Quality and Technology, to ensure readiness for the future and further enhancing customer satisfaction.



Commercial Vehicles and Railways

The commercial vehicles industry, considered as a bell-weather of the health of the economy, started showing signs of recovery in late 2015 after two years of down-cycle.

During the down-cycle of 2014 and 2015, the Commercial Vehicle and Railways Strategic Business Unit (CVRBU) team worked diligently on the mission 'Strengthen Local – Aspire Global'. There has been intense focus on improving operating parameters like quality, delivery, and cash flow. This has resulted in good results over the last couple of years

- >> A noteworthy increase in domestic market share
- >> Continued engagement with leading

OEM's such as Tata Motors, Ashok-Leyland, Volvo-Eicher CV, Mahindra-Trucks & Buses, Daimler and others

>> Technology license agreement with KONI B.V., The Netherlands, to address the requirements of products with high-damping forces. Started offering solutions to Indian customers who require high-damping force products

Exports: With renewed attention on exports, the SBU made its first breakthrough in exports with supplies to ISUZU Global CV. Shock absorbers were supplied to ISUZU light trucks in Thailand and Indonesia. Recently



a second breakthrough was made via exports to a European global truck OEM.

Indian Railways: The Indian Railways (IR) is undergoing a transformative change. LHB (Linke Hofmann Busch) technology coaches that offer both, comfort and safety are the future of IR. To keep pace with IR's growth and the Indian Government initiative of 'Make in India', the SBU has now developed products for

LHB coaches.

Awards and Recognition: The SBU was the proud recipient of FICCI – Manufacturing Excellence Award in 2015.



Passenger Cars

The Passenger Cars Strategic Business Unit (PCBU) serves the passenger car vehicle market, and has three manufacturing plants in India, in Chakan, Khandsa and Parwanoo.

The focus of the SBU has been to improve performance in 2015-16. A three phased approach was used.

Phase 1: Organization Building

All plants focused on inducting talent and improving the skills of people on the shop floor. The focus was on deploying the right people for the right job.

>> Skill book concept launched at the Khandsa plant helped Operating Engineers to drive their career path by focussing on learning, develop multiple skills, enthusiastic participation in Kaizens, etc

>> Key talent was transferred from across various plants to fill up critical vacancies

>> Focus on people practices and connect of senior plant management with shop floor

>> Plants adopted the culture of using quality circles to address key issues

Phase 2: Process and Product Improvement

Plants underwent systematic correction to achieve zero km failure for products, high norms of safety, increase in efficiency, productivity, flow improvement and improved field performance of product.

>> The plants were largely benefited by successful implementation of VSME Type-II processes

>> Chakan plant successfully qualified for the MSES-B certification from Mahindra, and also successfully cleared the stringent audits from global customers like Isuzu, MAN, Scania and Peugeot

>> Khandsa plant attained a milestone of achieving Rank 1 with Honda Cars for 33 consecutive months and also moved closer to its zero km PPM target with Maruti Suzuki to less than 1 ppm in last year

>> All three plants of PCBU are certified by OHSAS 18001:2007 & ISO 14001:2004

>> Technology roadmap helped PCBU to improve quality of existing products

Phase 3: Business Development

Phase 1 and 2 helped PCBU to make a strong come back in the business

>> Some of the successful vehicles of 2015 like S-Cross, KUV 100, Vitara Brezza were supported

>> Business pipeline is good and PCBU is hoping to achieve >80% capacity utilization by EOY 2016

>> The SBU has targeted a healthy business mix of OE/AM/Export

Exports: The SBU is now aggressively targeting the global market, and is looking to develop a large OEM as a strategic customer. In terms of geography, Iran will be a strategic market place.

Awards and Recognition: Khandsa and Chakan plants won HR Excellence awards from ACMA and CII.

Aftermarket

A key segment is the Aftermarket, which is the secondary market of the automotive industry. The segment is critical for the industry, and key success factors for companies include strong brand recall, dealer network and an effective sales force.

Gabriel has a leadership position in this segment and has been servicing customers through its strong dealer network covering the length and the breadth of the country. The Gabriel brand is well known across India. It also has the support of a wide network of retail outlets which are serviced by a highly trained Gabriel sales force.

Impressive Growth: Gabriel Aftermarket Business Unit (AMBU) recorded

impressive growth in last several years, ahead of industry and competition. It got a distinction in 2015-16 by becoming ANAND Group's first aftermarket division to achieve Rs. 2000 million in sales.

AMBU has taken on an aggressive growth target and plans to reach this through:

- >> Alignment of team with growth
- >> New product line identification and introduction
- >> New product development
- >> Penetration and increased market share in B & C class towns
- >> New branding initiatives

New Products: The SBU launched 500 new products and eight new product lines in the last couple of years. These introductions have helped Gabriel to increase its market offering, and for distributors and retailers to increase revenue and profitability.

Motorcycle wheel rim and two and three-wheeler tyres are the notable new additions in the last two years. These two product lines have already become the largest contributors to the topline after the core products of Shock Absorber and Struts.

Branding: Branding is very crucial in Aftermarket and two new branding initiatives in recent past, Elite Retailers Programme (ERP) and Mechanic Loyalty & Training Programme (MLTP), have helped in increasing market share, especially in B & C class towns. These were designed to build personal touch and loyalty amongst opinion leaders and decision makers and create loyalist for "Brand Gabriel".

Aftermarket Exports: It is one of the fastest growing division across Gabriel. A few of the key growth drivers include:

>> 15 new channel partners appointed in new markets during the last couple of years

>> Plan to add two to three new markets every year to boost export business growth

Awards and Recognition: Recognised as Best Aftermarket Division of the ANAND Group.





GABRIEL IS A GREAT PLACE TO WORK



Gabriel HR team is continuously striving to improve key practices for employee development and making it a Great Place to Work®. Gabriel has always been at the forefront of innovative people practices, aligned with policies of ANAND Group. Innumerable industry awards and GPTW recognitions are a testimony to the commitment of top management towards its employees.

Some employee engagement activities conducted by Gabriel include:

Gabriel Wall of Fame: In a bid to recognize, reward and give visibility to achievers, Gabriel has started the concept of "Wall of Fame". The wall is displayed in the Head Office, with a photograph of the achiever and brief description every month for:

- >> Best Team member of the Month
- >> Best Idea of the Month
- >> Best Cell of the Month
- >> Achievers from Head Office and, the Aftermarket Team

Meet Your Stars: The Meet Your Stars e-series highlights team members who have spent more than five years in Gabriel and have demonstrated distinction in their performance and growth.

MD's Communication Meet: Once a year, the MD addresses all employees on Gabriel's performance, challenges and opportunities.

Announcing Promotions with a Twist: Gabriel follows a unique way of announcing staff promotions. The news of promotion is first made to employee's parents or spouse. Then, the family is asked to surprise the employee.

Awards and Recognition: Gabriel was recognized by Great Place To Work® as 43rd best place to work in India and 2nd in the Indian Auto Component industry for 2015.

Gabriel Khandsa Plant was awarded the Gold Trophy for Excellence in HR by ACMA for 2015 in the august presence of the Guest of Honour, Mr. O. Suzuki, Chairman, Suzuki Motor Corporation, Japan.

Leading Indian Tier-I company having filed over 21 patents

Gabriel's glorious journey is continuously nurtured by its strong product and process development centre backed by ANAND Innovation culture. It can be acknowledged with great pride that apart from being the largest, it is India's most comprehensive and advanced engineering facility for development of end-to-end suspension solutions for all applications.

Journey: In earlier years, in order to meet the stringent requirements of the Indian automotive industries, suspension technology from Europe and Japan was utilised by Gabriel through its technical agreements. At the same time, Gabriel started investing in developing products and processes in-house. It has three technology centres, at Chakan, Hosur and Nashik, to cater to requirements of all the segments. All centres are approved by DSIR.

Qualified Talent: A strong team of 75 highly qualified and some internationally-trained employees are the backbone of Gabriel's technology. They continue to put best efforts in areas of product designing, application engineering, engineering services, product testing and validation, production equipment design and conceptualization, green technology and disruptive product innovation.

Awards and Recognition:

- >> India's first light weight McPherson Strut that won the prestigious Golden Peacock Award for Eco-Innovation Award.
- >> First Indian company to have developed successfully complete set of shock

Gabriel's glorious journey is continuously nurtured by its strong product and process development centre backed by ANAND Innovation culture.

**Rajendra Abhange
Chief Technology Officer
Gabriel India**



Finance Team has been instrumental in driving Gabriel's success story on key indicators like margin expansion, working capital improvement, better return of capital employed and retirement of debt leading to stock price performance.

Rajendran Arunachalam
Chief Finance Officer
Gabriel India

Quality Culture: Some key measures adopted by the team to creating a 'Quality Culture' include:

- >> Leadership behaviour: Top leadership communicated the vision for Quality effectively through "Customer First", "First time right message" and "Zero Defect" messages.
- >> Quality structures: Creation of effective mechanisms like change management for new product introductions, well defined processes and compliance mechanisms.
- >> Quality metrics: Measures such as right first time, line complaints, and field returns quality metrics provided the basis for effective review of quality performance.
- >> Quality-related MIS: Use of IT and SAP for document management, deviation management, change control, sharing best practices and lessons learned.

Way forward: Gabriel has set stringent goals which include:

- >> Uniform manufacturing system and Centralised system audit .
- >> Zero defect new launches and zero defects during first three months of service.
- >> Supplier upgradation and reducing cost of poor quality by 50%.

absorbers for high speed railways.

- >> India's first shocks with floating piston for motor cycles to improve ride and handling.
- >> India's first adjustable electronic shock absorber.
- >> Technology support to Gabriel Colombia.
- >> Equipment support and production facility planning support to Gabriel South Africa.
- >> Innovative solutions for continuously reducing carbon footprint by way of using renewable energy in manufacturing.
- >> Offshore ride and handling services including North America and Europe meeting global standards of vehicular performance.

The visit of late Dr. APJ Abdul Kalam in 2014 is a testimony to these efforts. He said: "I am very happy to know that Gabriel India is providing end-to-end solutions for shock absorbers with range of products for automobiles and other systems. I wish you every luck and success in the journey of innovation and technology offerings."

The Gabriel finance team continues to display strong adherence to its core values.

Corporate Finance Department at Gabriel not only focuses on reporting and compliance but also serves as an integral part of management to support creation of value, by identifying opportunities and providing critical information and analysis to make superior operating and strategic decisions.

Financial and Performance Reporting: The team submits quarterly financial reports to the Board. It also introduced performance reporting of organization across segments and channels it operates, which has provided clarity on key contributors for organization performance.

Interest Cost and Debt Repayment: Key initiatives taken in area of working capital improvement, and

cash flow management has led to reduction in interest cost and repayment of debt, turning Gabriel into a debt free company.

Investor Engagement: The Finance team has played an important role in engaging with investors and creating visibility for Gabriel amongst analysts. This has also led to growth in the share price and increasing FII/DII shareholding.

Risk Mitigation: The team has also played an important role in institutionalizing the company's risk mitigation process.

A Culture of Quality

In recent years, competition has become intense and expectations from auto component suppliers has increased manifold. Gabriel quickly adopted to this new need and focused on total quality and change of mindset.



Engaging Partners

ANAND Group was honoured to host the top management of its esteemed partners MAHLE GmbH and Dana Holdings Corporation in India during February 2016. It was a great privilege for the ANAND top management to closely interact with the partners and showcase the strengths of respective joint venture companies.

Dignitaries from both the partners visited their respective plants across India to get a first-hand view of the operations. Both the partners expressed their satisfaction, complimenting the ANAND management for successfully managing the entities, further reinforcing ANAND commitment towards the "Power of Partnership".

MAHLE Management Team Visit

It was on the backdrop of Auto Motor Show 2016 that top management from MAHLE GmbH, Mr. Wolf-Henning Scheider, Chairman of the Management Board and CEO of the MAHLE Group, MAHLE GmbH; Mr. Arnd Franz, Corporate Executive V.P. - Sales & Application Engineering, MAHLE GmbH and Mr. William Emperhoff, Corporate Executive V.P. - Filtration & Engine Peripherals, MAHLE GmbH, visited India on February 4, 2016. The team accompanied by Mr. Ramesh Sundararajan, President and Head Sales Office, MAHLE Holdings India, visited the Components Expo and was impressed to see the extensive range of new offerings. MAHLE Group had a separate stall and was also well represented at ANAND stall. They liked the overall presentation and were enthused by customer enquiries about products adhering to BS VI emission standards. They visited three plants, i.e. in Pune and Noida (both thermal management sites) and in Khandsa (filters) and were pleased with the projects underway. Finally, they had constructive talks with ANAND management in areas of filter and thermal management technology and the potential it gives MAHLE to expand business in Indian market.



Dana CEO Visit

Mr. James K. Kamsickas (Jim), President, CEO, and Director of Dana Holding Corporation, paid a visit to Spicer India Chakan plant on February 2, 2016. He was welcomed by Mr. Deepak Chopra, CEO, ANAND Group; Mr. Arul Kumar, MD, Spicer India and members of the Spicer Leadership Team. Mr. Kamsickas toured around the Axle and Gear plants and interacted with department leaders. He spent quality time with each of the leaders to understand the functioning of their respective teams. He was impressed by Spicer's people engagement initiatives, visual displays on shop floors, the year-on-year business display, continual improvement in break even point of the gear plant and the beautiful premises. The societal innovation effort that Spicer is implementing, especially in the axle plant was also highlighted. The effort of plant Operating Engineer Rojalin Pagal, towards this was appreciated by Jim. To mark the occasion, Mr. Jim K. Kamsickas planted a tree in the premises. On a parting note he expressed his happiness in the visitors book - "What a Great Team! What an Honour to Know them".

PARTNER VISITS



The dignitaries from MAHLE and Dana also experienced the warm hospitality of ANAND. A dinner party was hosted at ANAND Corporate Headquarters in New Delhi to mark the special occasion of their visit to India, which was graced by eminent leaders from partner companies, customers, diplomats, members of ANAND Supervisory Board, ANAND advisors and ANAND top management.

Mr. James Kamsickas, (third from right) Dana Holding Corporation and Mr. Saket Sapra, (second from right) Dana India, welcomed by ANAND dignitaries at ANAND Corporate Headquarters



Mr. Vinod Agarwal (first from left) from VECV along with Mrs. Anjali Singh & Mr. Jaisal Singh



Mr. R.S. Sachdeva (second from left) from VECV along with ANAND senior management



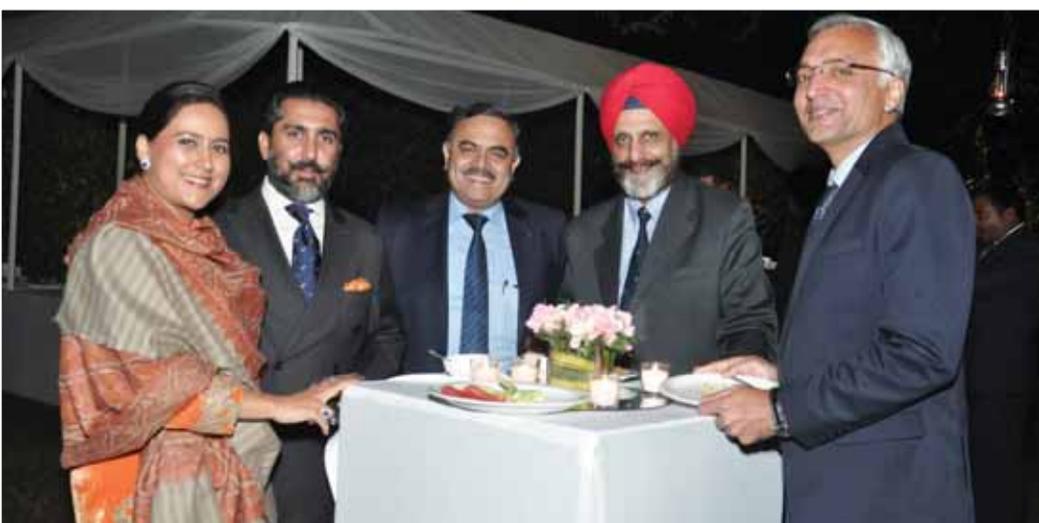
(L-R) Mr. Deepak Chopra, Mr. Rajan Wadhwa, Mr. Deep C. Anand, Mr. Hemant Sikka and Mr. Manoj Kolhatkar



Mr. Jaisal Singh greeting Mr. Hemant Sikka from Mahindra along with Mrs. Anjali Singh



Mr. Mahendra K.Goyal, Mr. Anand Sontakke and Mr. Wilhem Emperhoff from MAHLE GmbH



(L-R) Mrs. Anjali Singh, Mr. Jaisal Singh, Mr. Sunil Kaul, Mr. K.S. Bhullar and Mr. Jagdish Kumar

THE ESSENTIALS OF INTERNAL AUDIT

INTERNAL AUDIT IS AN INDEPENDENT AND OBJECTIVE ACTIVITY TO IMPROVE COMPLIANCE, GOVERNANCE AND RISK MANAGEMENT OF AN ORGANISATION.

Why is Internal Audit (IA) important for an organisation?

Organisations constantly endeavour to achieve specific business objectives with high degree of efficiency and effectiveness. In order to steer the organisation successfully, the decision makers need to ensure timely, accurate information about the strategic, operational, financial, and compliance risks affecting the business, and how effectively these risks are managed.

Internal audit helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of control, governance processes and risk management.

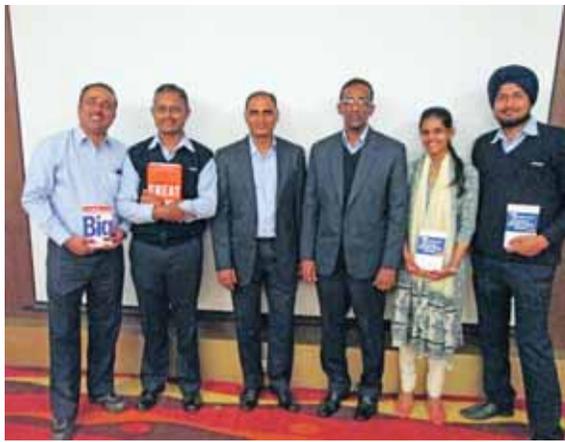
Over the years, globally there has been a paradigm shift in the functioning of IA, from providing assurance in a compliance environment, to a more proactive role of providing strategic advise on risk identification and mitigation.



Internal audit at ANAND is making a significant contribution in both supporting and enabling the growth of the ANAND Group. It is constantly employing best practices and tools and I am sure that recent initiatives in data analytics, risk management and joint audits with JV partners will have a positive impact on the business in the coming years”

Rohit Arora - Chairman
Finance, Audit, Risk Committee,
ANAND Supervisory Board

Award winners at the IA Annual Award Ceremony for 'Best Auditor' held in Pune



Interactive session with Mr. Paras Lalwani, CFO, MAHLE Behr



What is the role of the IA team within ANAND Group?

IA has been actively involved in monitoring of compliance activities across the Group for many years. In order to align with the changes globally, the IA function was revitalised in 2010 to act more as a strategic advisor to the Group.

Since its repositioning, the function has embarked on playing a significant role not only in transforming itself, but also in accomplishing its multi-facet deliverables.

The key areas of focus for the IA function include a four-point agenda:

- >> Internal control assurance
- >> Improving operating efficiency through sharing of best practices
- >> Cost saving propositions
- >> Nurturing finance talent requirements of the Group

Through these focus areas, IA function has been aligned with the top management to create improved control environment at companies towards risk mitigation. The IA function has been able to impact the overall functioning of ANAND Group and its companies by closely working with them on:

- >> Conformation to regulatory and policy compliance
- >> Control assurance to management, audit committees and statutory auditors
- >> Identification of cost saving opportunities
- >> Sharing of best practices across companies
- >> Improved communication with JV partners
- >> Identification and transfer of finance talent to companies

How is the IA team structured at ANAND Group?

Core Team: The IA team is headed by Mr. S. Sarathi, who is also member of ANAND Management Committee. He is ably supported by Mr. B. Krishna Kumar. Both are based out of Chennai.

Team Members: The team has a strength of around 20 members, primarily comprising finance professionals - Chartered Accountants (CAs), Cost and Management Accountants and Company Secretaries. It has a blend of experienced professionals and fresh Chartered Accountants. The entire team is regularly trained by ANAND U and external agencies on the latest developments in finance, with a special focus on enhancing internal audit skills.

Talent Grooming: The IA team has come up with a unique way of nurturing and subsequently inducting finance professionals into Group companies. CAs are recruited annually from campuses and groomed in IA department for a period of 18-24 months and then placed across Group companies.

This provides opportunity for youngsters to understand various business processes and work practices followed by JV companies before being placed in Finance, Taxation, Secretarial and Compliance areas.



I was happy to share my experience at ANAND Group while addressing the audit team at annual meet. Very few organisations have this level of recognition for the IA function. My sincere compliments to the leadership team for enabling this function to be effective"

M.P. Vijayakumar - CFO at Sify and Central Council Member of The Institute of Chartered Accountants of India

Diversified Talent: In order to have diversified competencies in IA function, induction of people from other disciplines is also explored. Currently, an engineer has been inducted in the team.

Which are the key processes introduced by IA in last few years?

Since 2010, the IA function has introduced various processes and practices aimed at improving its overall performance capabilities. Certain key decisions have been triggered by senior management to empower the department.

Senior Management Commitment: Some of the key changes brought about at ANAND top management include:

- >> Direct reporting of this function to Finance, Audit & Risk Committee (FARC) which is a sub-committee of the ANAND Supervisory Board (ASB).
- >> Escalation matrix to report critical audit findings to FARC periodically.
- >> Making the ANAND Executive Committee responsible for appropriate remedial measures.
- >> Inclusion of Internal Audit score as a parameter to determine Management Incentive Bonus.

These changes have paved the way for decision makers to take an active role in IA and has helped in increasing its independence, the control environment, compliance and realisation of operating efficiency improvement.

IA Functional Management Changes: Over the last four years, the IA function has also implemented significant initiatives leading to increased audit efficiency. Some of the key initiatives include:

Structured Planning: One of the first things that the department embarked was to introduce "Structured planning of internal audit activity by mapping risk exposure and materiality".



The IA team is headed by Mr. S. Sarathi, who is also a member of the ANAND Management Committee

INTERNAL AUDIT

Entity risk exposure is measured taking into consideration growth, control environment, critical audit finding history, significant organisation or system change, inputs from company management and focus areas recommended by FARC. Materiality is addressed in terms of volume of business and asset base involved through heat maps.

Annual Self-evaluation: It was also important for the department to do a self-evaluation based on pre-determined performance matrix and goal setting. Performance of IA function is measured through three main parameters of Audit, People and Auditee.

Process Risk Assessment and Control (PRAAC): The IA also initiated a process where a dedicated internal control staff in each company would be identified for PRAAC. This was necessary to ensure adequate, effective internal controls, strengthening of communication between Audit



Team Building Activity - IA meet 2015, Pune

AUDIT

- Initiatives for increasing automation through new techniques and tools
- Improved process of conducting audit (scope and quality)
- Benchmarking with global internal auditing standards

PEOPLE

- Grooming of IA resource in audit skills and for further growth requirements

AUDITEE

- Identifying areas for operational efficiency and cost savings
- Best practice sharing
- Continuous review of open audit points for effective implementation

team and Auditee and effective implementation of action points to close audit findings.

Improved Audit Mechanism: The department also streamlined the audit process to make it more structured, standardised, inclusive and effective. Some important changes include:

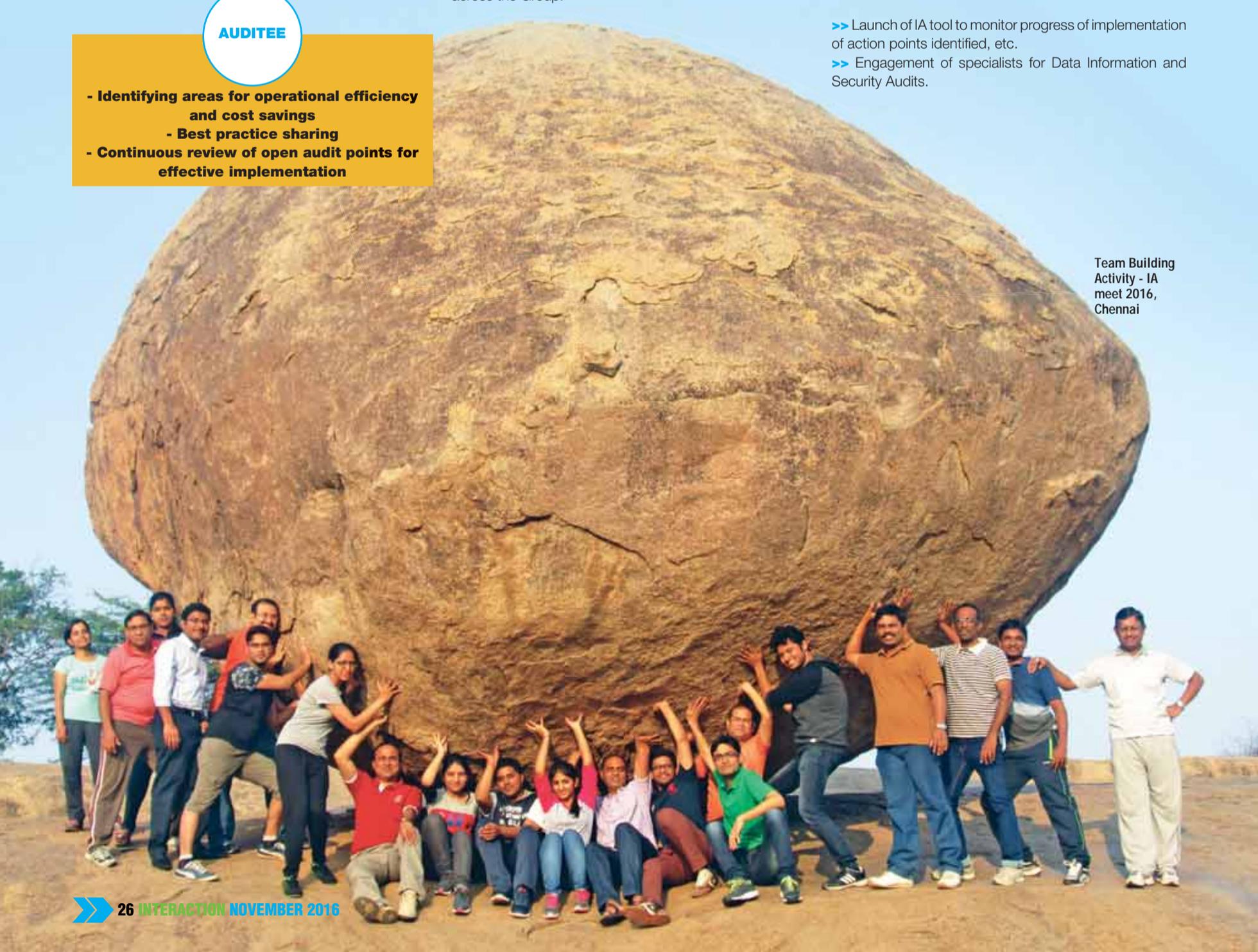
- >> Evaluation of current IA under Governance, People and Infrastructure by an external agency.
- >> Structured audit process with advanced data request and communication meetings with Auditee.
- >> Adoption of risk based approach in the conduct of internal audit through Risk Control Matrix (RCM) for each audit location along with process narratives.
- >> Standardised audit grading and rating methodology.
- >> Feedback mechanism for audit responsiveness, audit cooperation and auditee feedback.
- >> Periodical review of open audit points with plant and management team.
- >> Development of State of Health (SOH) as a Key Performance Indicator (KPI) for control effectiveness across the Group.



ANAND Internal Audit department has taken tremendous efforts in this journey and continues to evolve as we speak. It has been contributing to drive positive change and generating improvement ideas. In future, internal audit would like to play a business advisory role in addition to providing assurance to the Board.”

Rajendran Ekambaram - Partner, E&Y

- >> Launch of IA tool to monitor progress of implementation of action points identified, etc.
- >> Engagement of specialists for Data Information and Security Audits.



Team Building Activity - IA meet 2016, Chennai

Interaction with Audit Heads of JV Partners: JV partners are an integral part of the ANAND set-up. The IA team has initiated periodic reviews with global heads of IA function of JV partners to understand their specific requirements. The corporate IA team also regularly benchmarks its processes with the global best practices of the JV partners. They also engage in joint audits with global IA team of JV partners to optimise audit coverage and facilitate continuous cross learnings.

Where do we see IA at ANAND in the coming years?

The corporate IA department has been successful at identifying the process risks that could impact the overall goals of ANAND and its Group companies. They have been successful in not only apprising the management about the process risks involved but proactively recommended improvements to help mitigate the same. The IA function is increasingly viewed as a strategic partner to top management in the areas of compliance and risk management. The function seeks to continue to add value through initiatives such as :

- >> Monitor compliance to internal financial controls framework.
- >> Use of data analytics for more focused audit on exceptional analysis basis.
- >> Continuous control monitoring by companies supported through Data Analytics (Continuous audit).
- >> Develop capability for Enterprise Risk Management.
- >> Conduct of SOX audits wherever applicable.
- >> Explore IA as outsourced function for Joint Venture Partners, in a manner similar to Engineering Services.



Glad to know that the ANAND Group has now a separate entity for Internal Audit Activity (IAA). In the global IAA marketplace your entity has the potential to be a niche player in the Automotive and Allied segment in the next 3-5 years, if the Group so desires”

Deepak Wadhawan – Chief Executive, Institute of Internal Auditors, India



IA team with ANAND senior management

Views and Testimonials - Partners and ANAND Companies



Mr. Ken Koncilja
Vice President
Internal Audit, SOX Compliance and ERM
Dana Corporation

“The ANAND Internal Audit team is very capable and competent and provides our company with another layer of assurance that internal controls are operating effectively to meet management’s expectations. The leadership team is responsive to our requests and they conduct themselves in a professional manner.”



Mr. Sascha Beyer
Global Internal Audit Head
MAHLE International GmbH

“Good and transparent communication with ANAND’s Internal Audit team is established. Audit concept is good and the “way, how to do audit work” is aligned between the departments. We would be pleased to continue joint audit approach for our Indian JVs.”



Mr. Mahendra K. Goyal
Member, ANAND Executive Committee
Group President – Aftermarket and
Business Group III ANAND

“IA should take the lead in IFC and Risk Matrix formulation which is currently being outsourced to accounting firms. We have been focusing on risk analysis a lot in last couple of years. My recommendations for IA would be to work more on new opportunities.”



ANAND IA team with Mr. Martin Wilkens, MAHLE Global IA team member for a joint audit of MAHLE Behr India, Chakan



ANAND Strategic Leadership Programme participants with Mr. Deepak Chopra, Group CEO, ANAND

ANAND Strategic Leadership Programme

ANAND Strategic Leadership Programme (ASLP) is a unique three and a half days learning initiative that aims to equip ANAND leaders towards 21st century challenges. It is part of the structured ANAND Leadership Development Programme (ALDP), an in-house programme to nurture talent across all levels through comprehensive and rigorous processes of training, coaching, mentoring and learning. ASLP is inspired from Oxford's Advanced Management and Leadership Programme (OAMLPL) and is part of the planned ALDP Learning journey. ASLP is a microcosm of OAMLPL, derived from the three week long Oxford Programme into a crisp three and a half days programme.

In order to ensure diversity of thoughts and backgrounds, this year's ASLP was attended by 21 ALDP participants as well as employees up to the Deputy General Manager (DGM) levels from different JV companies. The participants got opportunities to interact and accelerate learning by sharing experiences.

Different elements of the programme ranged from 'Volatility, Uncertainty, Complexity and Ambiguity (VUCA world) of general conditions and situations' to 'Strategy', 'Emerging Markets' and 'Finance', all of which added valuable business awareness to the participants.

Learn Think Relate & Act

- Realised that leadership is not only a personal aspect but is also at a global and regional level.
- All these areas covered - Global, Organizational & Personal.





“

- ✓ Every session was worth it. Every session had a different domain which supports overall leadership.
- ✓ The best take-away of the workshop is to start thinking like a leader and develop the right attitude.

”

“

- ✓ Being a non-finance and marketing guy, I came across important aspects of today's market and the financial terms which are going to be very helpful for me to build a good tomorrow for the Group as well as for myself.

”

Some key highlights of the programme were:

- >> Tour to Heritage Transport Museum - prodded participants to think how transportation will be after 100 years from now.
- >> Vision, Voice & Vitality – theatre-based session created for enhancing communication via storytelling and body language.
- >> Outdoor Activities - yoga, cricket and other outdoor activities encouraged peace, calmness and camaraderie to the participants.
- >> Guest Speaker - sharing of personal journey by Mr. Navin Gulia (an external speaker) with the participants to get the 'Outside In' perspective.
- >> Customized Cases – helped discuss organizational issues and to leverage expertise of the participants.

ASLP concluded with the main attraction, 'The Big ANAND Debate'. This year the debate was on "The House believes that ANAND Group is ready for Make in India Challenge". The debate was chaired by Mr. Deepak Chopra, CEO, ANAND Group, with participation for and against the motion by the participants. There was active participation in the debate by AEC, AMC members and others seniors of the hub.



Touching a Million Lives



Festival of Colours

The SNS Foundation, in association with Gabriel India, Khandsa plant, celebrated Holi with school students of Welfare Centre for Persons with Speech and Hearing Impairment, Chandan Nagar, Gurgaon. Mr. Mohit Srivastava, Plant Head and Ms. Rekha Sandhu, Head, Plant HR, led a team of volunteers from Gabriel who spent time with the children and also celebrated the occasion responsibly by using natural Holi colours made from arrowroot powder and permitted food colours.

SNS Foundation is also working for the skill development and employment of youth from the same institute. Gabriel Khandsa and its VSME vendors are pioneer employers of youth with Speech and Hearing Impairment. Presently 10 such youths are working at GIL Khandsa and its vendors.

Practice what you Preach

Gabriel Dewas team and SNS Foundation participated in the CSR Conclave, Best CSR Practice Award competition, held in Indore on February 20, 2016 organized by Acropolis Institute. The team won the Best CSR Practice Award in the medium scale manufacturing company category. Over 50 companies participated in this competition.

The Gabriel Dewas presentation of its CSR initiatives included efforts taken at the plant level as well as activities of SNS Foundation in areas like pollution control, waste management, development of green belt, energy conservation, rain water harvesting, safety and environment initiatives, improving quality of education in govt. schools, skill development of girls and women, and micro-finance among others.



Graduating with Flying colours

As many as 28 students of the Inspection and Packaging Training course developed by the SNS Foundation recently graduated with flying colours. Representatives from all supporting companies which include Coca Cola, Hans Foundation, Chang Yun India & American India Foundation as well as the staff and school students of the Welfare Centre were present at the occasion. It was a moment of great pride for all the students who were brimming with happiness at their accomplishments and looking forward to a bright future.

Importance of Life Skills

SNS Foundation, along with Chang Yun India, has implemented a Life Skills Education for students from Class V and VIII of the Government Middle School, Sector 14, Gurgaon. Students who received Life Skills Education during the last academic year shared their learnings in the form of a street play and cultural activities, including a group Haryanvi dance. Prizes were given to who participated in of the cultural activities and Students of Life Skills Education. The students enjoyed the activities and also understood the importance of life skills in their daily lives.



Ordinary Park turns Extraordinary



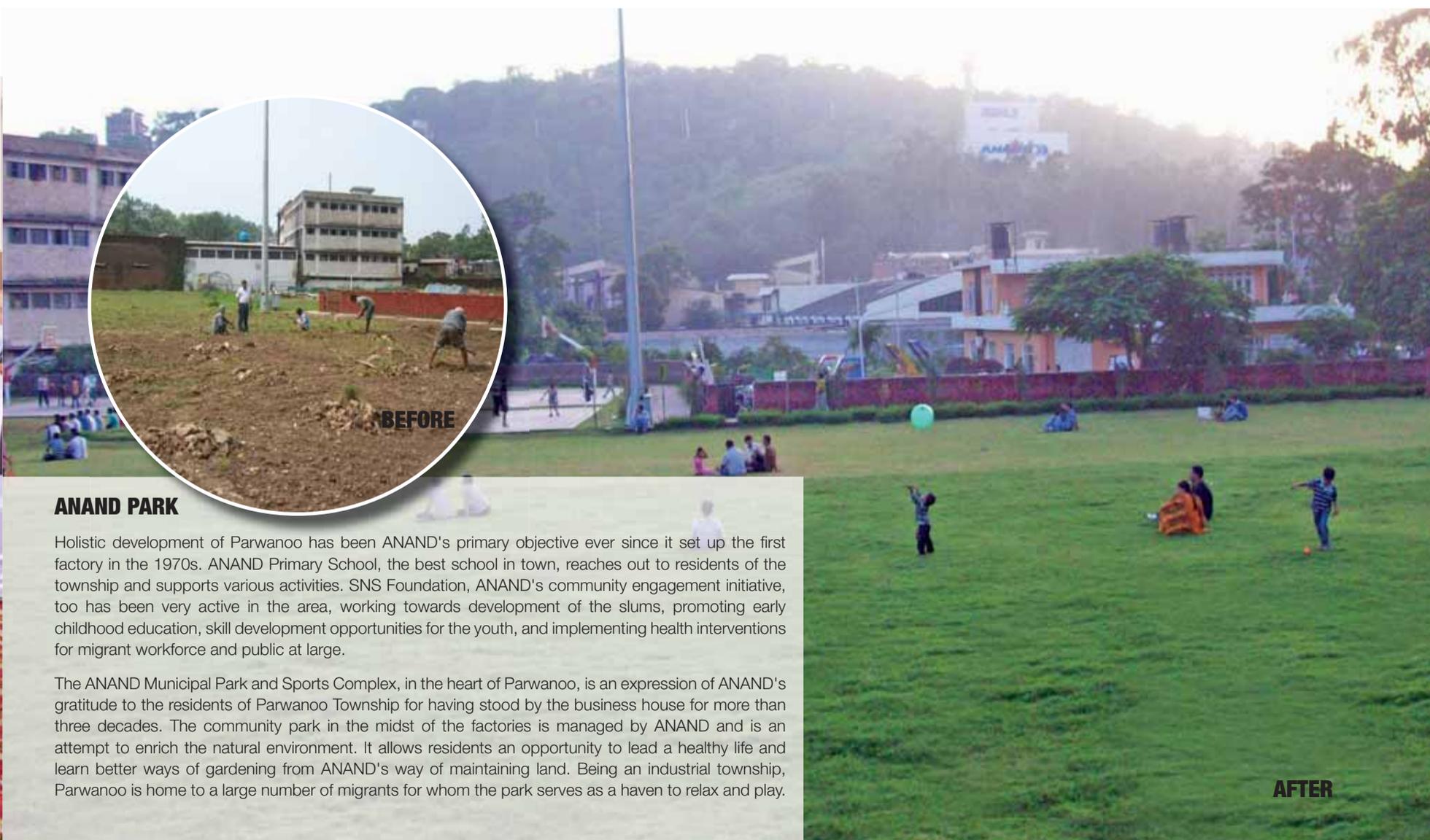
AFTER



BEFORE

IDC PARK

The public park situated in Industrial Development Colony (IDC), Gurgaon, is surrounded by several manufacturing units, key being two companies of the ANAND Group – Chang Yun India (CYIPL) & Henkel Anand India (HA IPL). ANAND's CSR Wing, SNS Foundation (SNSF), too is located around 300m from the park. Till recently, the park was in a deplorable condition and hence the three entities of ANAND mutually decided to assume responsibility for the development and upkeep of the park. SNSF obtained the necessary permission from the authorities for the initial development and regular maintenance of the property. Contributions from the three entities is being used for Civil Works and Horticulture projects. Regular education classes for children, who are out of school and residing in nearby low income colonies are also conducted.



BEFORE

ANAND PARK

Holistic development of Parwanoo has been ANAND's primary objective ever since it set up the first factory in the 1970s. ANAND Primary School, the best school in town, reaches out to residents of the township and supports various activities. SNS Foundation, ANAND's community engagement initiative, too has been very active in the area, working towards development of the slums, promoting early childhood education, skill development opportunities for the youth, and implementing health interventions for migrant workforce and public at large.

The ANAND Municipal Park and Sports Complex, in the heart of Parwanoo, is an expression of ANAND's gratitude to the residents of Parwanoo Township for having stood by the business house for more than three decades. The community park in the midst of the factories is managed by ANAND and is an attempt to enrich the natural environment. It allows residents an opportunity to lead a healthy life and learn better ways of gardening from ANAND's way of maintaining land. Being an industrial township, Parwanoo is home to a large number of migrants for whom the park serves as a haven to relax and play.

AFTER

Rewarding Excellence



Mrs. Anjali Singh addressing the event



Chairperson Award 2015 - Valeo Friction Materials India



Chairperson Award 2015 - Mando Automotive India

Best of ANAND is Here!

It was that time of the year again at ANAND Group, when all the hard work and perseverance of all Group companies is duly recognised. Over the years “ANAND Excellence Awards” have set a benchmark in identifying and rewarding Group companies for their outstanding accomplishments in different categories. Winning an “ANAND Excellence Award” is a matter of great pride and honour for all the Group companies.

Continuing with the tradition this year as well, ANAND Excellence Awards were held along with VSME Graduation Ceremony on March 21, 2016 at ANAND Corporate Headquarters, New Delhi. Awards were given to Group companies for their achievements in 14 different categories, namely:

- >> The Chairperson Award
- >> Best Company to Work at ANAND
- >> Best Plant to Work at ANAND
- >> Best in Customer Orientation
- >> Best Performance in Aftermarket Segment
- >> Best in COPQ Reduction
- >> Setting Best Practices in COPQ Reduction
- >> Best AHPS Implementation
- >> Setting Best Practices in AHPS
- >> ANAND Engineering Excellence
- >> Innovation Trailblazer
- >> Rhythmic Pursuit for Innovation
- >> Standardization in Operation
- >> Best Performance in Occupational Safety & Health

The main highlight of the awards section this year was the introduction of “The Chairperson Award 2015”, which was an eagerly awaited announcement.

The glittering ceremony was presided over by Mrs. Anjali Singh, Chairperson, ANAND Supervisory Board. Speaking on the occasion, Mrs. Singh emphasised the importance of quality of delivery and urged companies to follow customer satisfaction as their top priority.

The event was also attended by several dignitaries of ANAND Group including Mr. Deepak Chopra, Group CEO, ANAND Group; Mr. K.S. Bhullar, President- Group HR, ANAND Group; Mr. Sunil Kaul, Group President – Excellence In Manufacturing, Innovation & Technology and Business Group II.



Setting Best Practices in COPQ Reduction - Spicer India, Chakan Plant



Setting Best Practices in AHPS - Spicer India, Chakan Plant



Rhythmic Pursuit for Innovation - Spicer India



ANAND Engineering Excellence - Gabriel India



Best AHPS Implementation - Gabriel India, Parwanoo Plant



Best in COPO Reduction - MAHLE Behr India, Chennai Plant



Best in Aftermarket Segment - Gabriel India



Best Company to work at ANAND - Spicer India



Best Performance in Occupational Safety & Health - Chang Yun India, Gurgaon Plant



Best in Customer Orientation - CY Mytec Automotive India



Innovation Trailblazer - Gabriel India



Best Plant to work at ANAND - Gabriel India, Parwanoo Plant



Standardization in Operation - The Serai, Jaisalmer



VSME Graduation Ceremony – Nurturing Future Visionaries

ANAND Group has been a pioneer in nurturing transformation in manufacturing focused on Tier-1 and Tier-2 suppliers through Visionary Small and Medium Enterprises (VSME) Programme. The programme has been able to achieve a win-win relationship between customer and supplier and also improve plant manufacturing. This was made possible through the continued commitment and direction from ANAND Group management, along with concerted efforts from able suppliers-partners, ANAND Engineers and ANAND VSME team.

Into its eighth year, VSME Programme has helped more than 350 suppliers who strive together with ANAND to achieve excellence in manufacturing.

Every year a batch of suppliers and ANAND engineers graduate from the programme. This year the VSME Graduation ceremony was organised along with ANAND Excellence Awards on March 21, 2016 at ANAND Corporate Headquarters, New Delhi. The event saw some interesting display of key learnings followed by distribution of certificates to the graduating members.



Mr. Sunil Kaul, Member AEC, having an intense glance at VSME stall



Mr. Atul Khosla, Independent Director, Gabriel, showing interest in VSME stall





Systurn Auto
GABRIEL



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JMD Engineering
MAHLE FILTERS



Jairaj Ancillaries
GABRIEL



New Grace Automech
Products
GABRIEL



Behr Hella
Thermo Control
MAHLE BEHR



Genau Extrusions
SPICER



Singla Forging
GABRIEL



Stumpp Schuele &
Somappa Springs
GABRIEL



U.K. Engineering Works
GABRIEL



Jayshree Polymer
MAHLE BEHR



G.K. Industries
MAHLE FILTERS



S.D. Auto Engineering
Works
MAHLE FILTERS



ARC Machine Tools
GABRIEL



Bellite Springs
GABRIEL



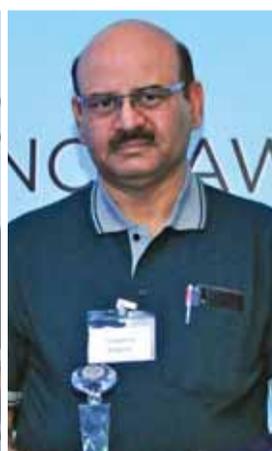
Swayambhu Auto Industries
FEDERAL-MOGUL ANAND
SEALINGS INDIA



Micromech Machines
SPICER



Megamiles Bearing Cups
SPICER



Omegabright Steel
GABRIEL



SSS Springs
GABRIEL



Sikands
GABRIEL

Visitors on Campus

It was a great pleasure to host representatives from KYB Corporation, Japan, who recently visited ANAND Hauz Khas Office. The promoters and ANAND top management heartily welcomed the guests and spent some quality time discussing the collaboration and its future prospects. Mr. Yasusuke Nakajima San, Representative Director, President Executive Officer, KYB Corporation, handed over a Japanese painting to Mrs. Anjali Singh, Chairperson, ANAND Supervisory Board, as a goodwill gesture.

KYB management visits ANAND



Spicer India hosts TATA Motors India CEO

It was an honour for Spicer India to welcome Mr. Guenter Butschek, Chief Executive Officer and Managing Director, Tata Motors. Mr. Butschek was accompanied by Mr. P. Arul Kumar, Managing Director, Spicer India; Mr. V. Madhavan, President-Group Business Development, ANAND Group; Mr. Rajneesh Pandey, AGM-Quality, Spicer India; Mr. C.S. Jade, Supply Chain Head, Spicer India-North and Mr. Puneet Gupta, Plant Head, Spicer India. Mr. Butschek was pleased to see the facilities at Spicer, Chakan plant, and wished the team luck in its future endeavours.

Mando Automotive India welcomed senior members from Isuzu Motors to its Brake plant in Chennai, Tamil Nadu. Mr. C.S. Subramanian, Joint Managing Director, Mando Automotive India, greeted Mr. Jagadish Hegde, Director & Vice President; Mr. Boopal Raj, Senior Manager, SQE; Mr. Sakti Bala, PQC and Mr. Prasad Babu, R&D from Isuzu Motors. The Isuzu top brass took a tour of the plant and also showed keen interest in understanding the overall setup.

Isuzu representatives visit Mando Chennai



MAHLE Behr hosts Maruti Suzuki SCM head

Mr. D.K. Sethi, Executive Director, Supply Chain, Maruti Suzuki India, visited MAHLE Behr India, Chakan plant, Pune. Mr. Sethi was impressed to see its testing and development capabilities. He called the plant 'World class' and expressed his delight on the association of Maruti Suzuki India with MAHLE Behr India. The visit of Mr. Sethi concluded with tree plantation along with Mr. Sunil Kaul, MD, MAHLE Behr India.

Haldex India welcomed senior management of Haldex, Sweden to its Nashik plant. Mr. Patrik Eriksson, Director-Supplier Quality Assurance, Sourcing; Ms. Brecheisen Bert, Director-Sourcing and Ms. Tintin Weng, Manager-Regional Supplier Quality Assurance, Sourcing, Asia, were among the eminent guests. The dignitaries were highly impressed with the set up and expressed their appreciation of the same. They also joined the Haldex India team in planting saplings in the campus.

Haldex Nashik hosts senior management

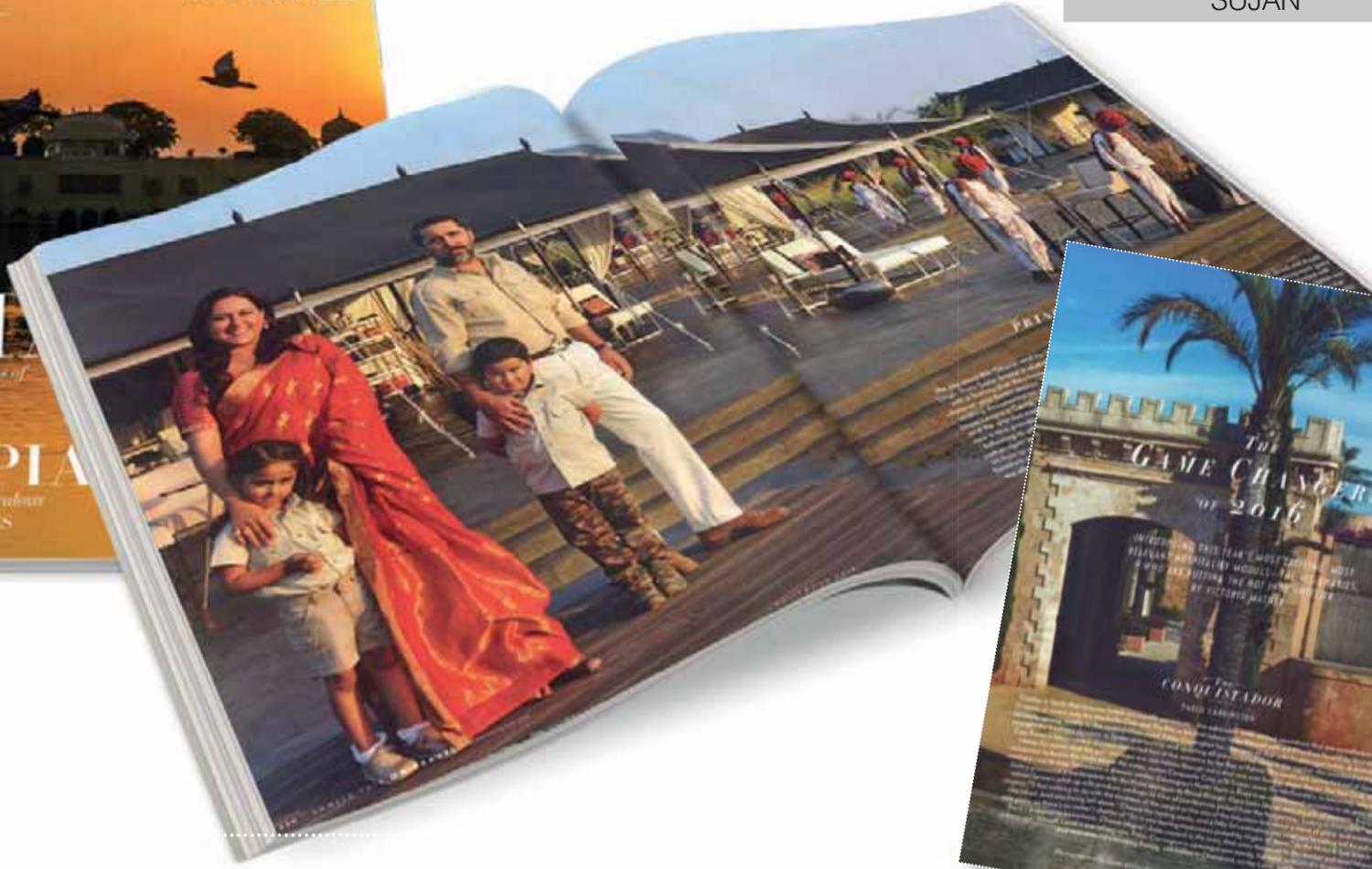


Team Kubota visits Chang Yun

Chang Yun India welcomed Team Kubota, one of the world's leading tractor manufacturers from Japan, on March 15, 2016 for the initial assessment of their India localization project. After the assessment of commercial proposal, Team Kubota visited CYI's factory. It gave a positive feedback and was impressed by the set up.



SUJÁN



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Everyone's talking about SUJÁN!

Over the last year SUJÁN has received fantastic coverage and accolades from some of the most prestigious voices and publications in the travel industry around the world. Making the Conde Nast Travellers Gold and Hot Lists, 2016 in both the UK and the USA, Tatler 2016 Top 100 Hotels in the World, becoming an Andrew Harper Grand Award Winner 2016 are just a few of the achievements. SUJÁN properties have graced two Conde Nast Covers in both India and the UK, stunning photo shoots have been conducted by publications around the world. Mr. Jaisal Singh has been interviewed by Forbes and Afar Magazine, and together he and Mrs. Anjali Singh have also been commended as the voices of luxury travel in India.



Victoria Mather of Vanity Fair, a leading voice in global travel journalism, praised all four SUJÁN properties in the latest Travel supplement of the world renowned magazine. She went on to name Anjali and Jaisal as game changers saying: "No one since Bikki Oberoi & his Vilas properties has upped the luxury game in India more than Jaisal & Anjali Singh"

Over in America, SUJÁN Rajmahal Palace was placed at Hotel of the Week, (The Week) a spot coveted by all international hotels.

India's Best Companies
To Work For 2016



A STUDY BY
THE ECONOMIC TIMES

GREAT
PLACE
TO
WORK

ANAND

YOUR COMFORT. OUR COMMITMENT.



A pioneer of ride control products in India. A leading manufacturer of automotive components with 14.4 billion INR turnover, nurturing a talented workforce of 3000 currently spread across nine locations.

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