



**SPECIAL  
SOUVENIR EDITION**

**THE POWER OF PARTNERSHIP**

# SPECIAL SOUVENIR EDITION OF THE ANAND INTERACTION

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## FOREWORD



We feel a great sense of pride as we bring you this very special souvenir edition of Interaction which marks the 80th birthday of our Founder and Chief Mentor Deep C Anand.

For over five decades now, the man we respectively call 'Dad' and 'Father-in-Law' has created, expanded and guided the ANAND Group, with his characteristic robustness, vigour and charm. For all of us at ANAND, and for our partners and friends spread across the globe, DCA has exemplified a vision and prudence that partners itself with strong ethical standards and a keen sense of fair play. His life and work; the growth of ANAND, has paralleled the gradual ascent and development of India as an industrial and economic powerhouse. Just over 50 years have seen the creation of 51 units across the expanse of our country, a ratio of nearly one new facility every year that generate over \$ 1 billion in revenue annually.

Many of those ventures symbolise The Power of Partnerships, the theme of this special edition of Interaction and a veritable modus operandi in the life of the man we celebrate here today. Collaboration and more crucially, the ability to sustain and nourish a partnership have been at the centre of his life's work, an endeavour that is recognised by so many who have contributed their thoughts and insights in the pages of this issue.

Even at 80, DCA is driven by a strong energy to execute his ideas. His engagements within ANAND offer tremendous inspiration and encouragement to all those of us who work alongside him and are part of the larger ANAND family and our friends. The structure and methodology of what we call 'The Anand Way', is his creation; it is reflected in the formulation and functioning of the Anand Supervisory Board, and other ancillary bodies. He has been instrumental in institutionalising and cementing this structure in business activities, joint ventures and organisational ethics, across the Group. His lifelong endeavours have directly contributed to our growth and efficiency. DCA also looks at CSR as a real tool for change. For him, business and society are entwined. His direct interventions in the SNS Foundation, ensure that its initiatives and activities bring tangible change to the lives and environs of communities, around whom base our existence. We have learnt from him the essence of partnering with communities, and advancing ahead in a holistic manner.

Both our children, Suján and Amrit, join us in offering tribute to DCA.

**Anjali Singh**  
Chairperson – Anand Supervisory Board

**Jaisal Singh**  
Director – Anand Supervisory Board

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Dear Team Anand and Friends,

It is indeed both a privilege and a pleasure to present this special edition of 'Interaction' celebrating the 80th birthday of a visionary leader and 'Anand' founder Mr Deep C Anand. Established more than 52 years ago in 1961, with its first venture Gabriel India, a JV with Gabriel, USA, for the manufacture of shock absorbers, 'Anand' today is one of the most prominent automotive products business groups in India, with 19 companies (of which 14 are Joint Ventures with leading global automotive players), 51 plants and facilities, more than 12,000 people, \$ 1 billion sales and interests in the hospitality sector (SUJÁN).

The driving force behind the meteoric rise of Anand has been the vision of its Founder Chairman Mr Deep Anand and the core values of partnering, people, professionalism, passion, transparency, governance, corporate citizenship and a commitment to excellence, which he has always strived to inculcate within Anand. During my more than 37 years with Anand and its different constituents, my entire professional journey, I have had the great fortune to work very closely with Mr Anand, witness the courage of his conviction, see him lead by example and walk the talk, and I am ever grateful to him for his wise counsel, guidance and mentoring, throughout my career.

Amongst the many values Mr Deep Anand cherishes, the one very close to his heart has been 'The Power of Partnership', which he has always believed, can lead to immense value creation. Anand is one of very few business houses in India, which has made a success of all its Joint Venture partnerships. Anand also believes in creating lasting and mutually beneficial partnerships with its esteemed customers which include almost all the Indian and Global OEMs present in India. With its valued supplier partners, ANAND's relationship includes strong support to them to implement world class manufacturing practices, cut waste and improve quality based on the pioneering Visionary Small and Medium Enterprise (VSME) programme supported by CII and JICA, and guided by renowned Professor Shoji Shiba and Professor Furuhashi of Japan. Indeed, partnering and Joint Venture business models have today become the hallmark of Anand.

On the operations front, 2013 continued to be a tough year for Indian economy and the Automotive Industry. Due to a positive impact of good monsoons and upswing in demand, a few segments of the industry like tractors and to a lesser degree, two wheelers recorded growth but both the passenger and commercial vehicle segments continued to be depressed. Multi utility and light commercial vehicle segments which were buoyant in 2012 also slowed down. Anand sales and margins were also adversely impacted as a result though this impact could be partly compensated by renewed efforts of Team Anand for efficiency improvements and profit assurance plan measures.

With no visible improvement in the Auto Industry volumes in January to March 2014 quarter, the outlook for 2014 does not reflect any significant optimism. Indian economy does seem to be showing some signs of recovery with inflation and the current account deficit coming down, Rupee strengthening, upswing in the stock market and stable interest rates. Sustained recovery of the Economy and the Auto Industry now rests on the hopes of a stable government coming to power with a development agenda for the country which includes urgent steps to revive demand and industrial activity.

I would end by expressing my sincere thanks and gratitude to all of you and your families for the tremendous efforts and support for helping record a fair performance for Anand in very difficult conditions in 2013. Team Anand needs to continue its focus in 2014, on accelerating exports and aftermarket sales and bringing in more efficiencies, cutting waste, conserving cash and reducing break-even levels, without compromising on our actions for long term growth and sustainability.

Warm regards  
**Deepak Chopra**

## He dreamt; the dream followed him

"A successful enterprise needs the presence of an inspirational leader and I believe that Deep has fulfilled that need over the years....", says Mr Ratan N Tata



**Mr Ratan N Tata**  
Tata Group

I have had the privilege of knowing Deep for several years and admire him for the enterprises he has built and the manner in which he has managed them. He has been one of the pioneers of the automobile component industry in India and these companies have grown with style and panache.

A successful enterprise needs the presence of an inspirational leader and I believe that Deep has fulfilled that need over the years. I wish him good health and a great sense of satisfaction in the years ahead.

**Dr V Sumantran**  
Ashok Leyland

I take great joy in conveying to you my felicitations and greetings on the occasion of your 80th birthday. From our very first meeting in the tranquil environment of your 'Pune Retreat', I have had always admired you for your business acumen and your persona. Immersed as we are in our industry, which is governed equally by technical competence and long-time relationship, I have been greatly impressed by your ability to walk the balance. I hope for a long enduring relationship with Anand for Ashok Leyland and equally on the personal front as well.

My best wishes to you and Mrs Anand. Wishing you many more happy returns of the day.

**Mr RC Bhargava**  
Maruti Suzuki

I have known Deep for many years, and have always enjoyed, and benefited from his wisdom and experience. So it gives me great pleasure in wishing him all many more years of good health and happiness on his 80th birthday, so that he can keep contributing to the development of the automobile industry in India.



**Mr Anand G Mahindra**  
Mahindra & Mahindra

I vividly recall being present, many years ago, at a meeting with an MNC auto parts company, where it was clear that this company was unfairly attempting to bypass its collaborator, the Anand Group. In the middle of the meeting, DC very forcefully and unequivocally made his displeasure known, and strode out of the meeting. Needless to say, that company acted more virtuously thereafter! I remember being taken aback initially by DC's unconventional and seemingly contentious behaviour. But upon reflection it became one of my great lessons in business. It taught me the value of self-



esteem, and aggressively taking a position based on fair play and firm conviction. Thank you, DC, for that, and many other lessons!

**Mr Vikram Kirloskar**  
Toyota Kirloskar Motor Ltd



Deep Anand is the doyen of the automobile component industry. A pioneer in this field, his vision and entrepreneurial spirit has resulted in taking the Anand Group to a pre-eminent position in the industry. He has collaborations with many of the world leaders in their areas of component manufacturing and it is his rock solid value system, and irresistible charm, which have resulted in these partnerships being as successful as they have been.

Once I had spent a day with Deep visiting many facilities in Pune. The facilities were of course superb but what impressed me most was the development of lady team members. His vision for an equitable society is beyond the development of a strong industrial base.

**Mr Ravi Kant**  
Tata Motors



Deep's thorough knowledge of the automotive industry, his tremendous contact and network worldwide, and his love for cars are noteworthy. However, his warm and effusive relationships that he has nurtured and built over time both within and outside his organisation are the most endearing quality about him.

I wish him many more years of active and happy times.

**Mr Jean-Louis Chaussade**  
Suez Environment



Deep Anand was the initiator of our formidable adventure in the water sector in India, back in 1986. He certainly is one of the best and toughest negotiator I have experienced. We have always had a great time together enjoying the pleasure of closing business transactions during great evening dinners.

**Dr Pawan Goenka**  
Mahindra & Mahindra



I have known Deep for 15 years now. I admire Deep for many qualities, which together make him a unique individual and has led to his success as an industrialist. He identified the need, much before others did, for bringing high quality, high technology component joint ventures into India partnering the best in the world. One of his strengths has been building relationships with all in the industry, from the senior most people to managers. His participation in Mahindra Great Escape every year is something that I always look forward to. He is one of the youngest 80 years olds I have interacted with. I wish him the best in life.

**Mr Russi Jal Taraporevala**



My association with Deep Anand has encompassed more than half a century. I regard my relationship with him as being one of the great pleasures and privileges.

I joined him on the board of Gabriel India Ltd, in 1961, when the company was founded and have continued on its board until 2013. During that period, I witnessed the company's rise to becoming a major producer of ride control products in India.

Deep and I worked together in an atmosphere of great cordiality, mutual trust and understanding.

I thank him for our friendship and hold him in the highest esteem. I wish him, Kiran, Anjali and Jaisal, all the very best in the years to come.

**Mrs Meher Pudumjee**  
*Thermax Ltd*

Dear Deep, you have been an inspiration for me. When I was introduced to you, I couldn't help but notice your keen sense of perfection in everything you do; your meticulous planning at the work place, nurturing your many partners in the business or even tending to your garden, which is such a pleasure to visit when I am in Delhi.

You have been someone who genuinely believes in talent management and the power of human potential, in the way you have



looked after your senior management as also encouraged diversity at the workplace. I remember you had told me that one of the key result areas, linked to an incentive for a senior manager, was to lose

weight in the year, so that he maintained his health, which I found most unusual and extremely caring.

Have learnt a lot from you. Am very fond of Kiran and Anjali and would like to take this opportunity to thank them too. Wish you a very happy and healthy 80th birthday with years of happiness with your family.

**Mr Roger Wood**  
*Dana Holding Corporation*

Deep Anand's association with Dana began over 56 years ago, in 1957, when Deep was an employee at Mahindra & Mahindra implementing the licensed manufacture of Spicer axles.

Our association has strengthened in the years since Deep founded Anand Automotive, culminating in our market leading Spicer India Limited joint venture. We are thankful to Deep and his outstanding organisation for many years of partnership and success.



I'd like to take this opportunity to congratulate Deep on his 80th birthday celebration and wish him good health and great happiness.

**Mr BK Khare**  
*BK Khare & Co*

My relationships with Jr Anand could be traced to Sr Anand and they have traversed a period of more than fifty years, essentially as a business advisor in all the fields like tax, accounting, and other business segments. But they have not remained at that level. For several years, I used to write poem on his life on every birthday of his. This year is no exception and I have sent two poems- one on 26th August and another on 7th December, deemed as 26th August. Whatever problem for me, Anand used to participate and vice versa.



This is the third generation relationship, which has started quite long with Padmini taking reins from me, just to quote, 'Sr Anand-Jr Anand to BK Khare-Padmini Khare'.

**Mr Mong Won Chung**  
*Mando*

Congratulations on your 80th birthday!

Your energy and passion make you 80 years young!

It has been a l w a y s honourable and delightful to get acquainted with you. I sincerely hope Anand and Mando will be stronger and closer partners in the future.

Happy birthday again and I wish you all the best.



**Mr Aditya Narayan**  
*Director, ASB*

On the happy occasion of the eightieth birthday of Mr Deep C Anand, my heartiest congratulations on his truly splendid innings so far. Over the past five decades, he has been a rare visionary and a remarkable entrepreneur who has uniquely leveraged partnerships with diverse, leading, global auto component makers to successfully build the billion dollar Anand Group India as we know it today. And yet, for me he remains the same wonderful gentleman whom I had first met several years ago.



**Mr Sunil Kaul**  
*Executive Committee, ANAND*

Over the years Mr Anand has been a great mentor and an inspiring leader to us. He values partnership the most. Partnership for him is about giving respect to partners, being ethical and transparent in all dealings.



**Mr HR Prasad**

Flashback 1960s. I get a phone call one day from Deep introducing himself as the Managing Director of Gabriel, inviting me for lunch. Just a few minutes down the road from Schrader in Mulund, he just returned from the US, from where he got my name.

We, both in our 20s, met at Gabriel cottage for lunch, which was served with great style and sophistication, and the conversation included his vision to build the best auto component group in India and invited me to join him to realise his dream. Though it was my first meeting with him, I was totally charmed by his bold vision (in spite of my doubts on its fulfillment due to the sheer scale and the audacity of his dream) and his graciousness, hospitality and persuasiveness. As tempting as it was and difficult to pass, I could not accept the offer due to my commitments to my company in New York. Little did I know at the time what was to follow over the subsequent years?



Over the years we maintained our friendship socially and professionally. When the opportunity opened for me in my career, I joined the Anand Group in 1997.

I have always found Deep pursue his goals with passion and focus and not one to give up easily. He is gracious, generous and sophisticated, with great taste for finer things in life. He greatly values friends and friendships, a testimony for his many long-time friends and relationships worldwide. I consider myself fortunate to have a friend in Deep and for the long association with the Group, which is unique in so many ways, led by him so ably.

**Mr CS Patel**

Mr Anand practiced ,perfected and sustained the 'Power of Partnership' ,in every thing he did, since he started Gabriel in 1961. Those who know him will agree that he perhaps invented the 'Art of Partnership'. Hardly an exaggeration!



Essentially, he has built win-win relationships based on trust, transparency and equality.

I have had the privilege of being mentored by him for over four decades, to try new innovative ideas, without fear of failure.

This helped me to conceptualise and nurture the unique VSME model to develop vendors as partners, with the help of Prof Shoji Shiba.

This Anand initiative has almost 300 vendor-partners now and has become a national program called - 1000 SME's!

**Mr Pravesh K Srivastava**  
*Executive Committee, ANAND*

Mr Anand's quest for excellence in all walks of life is truly inspirational. His firm belief that Anand brings unique value to joint ventures, and his honest and transparent relationship with joint venture partners, have ensured the success of JVs in spite of multiple business challenges over the last 52 years.



He is a father figure for me; he has inspired me throughout my life, over last 34 years, in good as well as tough times.



# GLIMPSSES OF THE

# ANAND JOURNEY



Mr Deep C Anand, Founder & Chief Mentor of Anand (centre) with senior delegates of Gabriel USA at Gabriel's 10th anniversary, 1971



Inauguration of Gabriel Ambad facility on March 5, 1991. Mr Deep C Anand (extreme right) with (from left to right) Mr MK Kukreja, Mr BK Khare and Mr K Mani



Spearheads of ANAND- (front row: From L to R) Mr Ravi Chawla (second from left), Mr K Mani, Mr CS Patel, (back row: From L to R) Mr S Kshetrapal, Mr KK Sawhney, & Mr Deep C Anand



Foundation ceremony of Anand Engine Bearings Product Validation Centre, at Parwanoo, in 1994



Mr Deep C Anand (R) with Mr Henning Holck-Larsen, Co-Founder of Larsen & Toubro, during the inauguration of Gabriel Ambad facility, on March 5, 1991



Gabriel India Board of Directors at one of its Annual General Meetings



Mr Deep C Anand signing a joint venture agreement with Mr Shigehisa Takada, CEO, Takata



Anand stall at Auto Expo 2010, marking the visit of Mr and Mrs Anand Mahindra, along with Mr Deep C Anand, Mr Sandeep Balooja and Mr Deepak Chopra



Mr and Mrs Anand: Partnership of a lifetime



A cultural evening was organised at Parwanoo, to celebrate the visit of Mr Jose Maria Alapont, Federal Mogul



Mr and Mrs Anand with H.E. the French Ambassador and members of the family, on the eve of 'Chevalier De L'ordre Nationale Du Merite' award ceremony in 2012, at the residence of the French Ambassador



Mr Deep C Anand, Mrs Anjali Singh and Mr Deepak Chopra, along with a delegation from Dana Corporation, December 2012

# HE REDEFINED BUSINESS IN INDIA

THROUGH SUCCESSFUL PARTNERSHIPS  
OVER FIVE DECADES

The ANAND legacy, as an industry leader with 19 companies and 21 global alliances, resonates with the courage of Deep C Anand's convictions and vision

## Milestones: Mr Deep C Anand

- » Born on August 26, 1933
- » Founder of ANAND Group and Chairman of the Deep C Anand Foundation
- » An alumnus of Bishop Cotton School, Simla, India, from where he obtained his Senior Cambridge (High School Certificate) in 1951
- » Studied Mechanical Engineering at the Chippenham College of Technology and served a three-year apprenticeship with Westinghouse Brake & Signal Company, UK
- » Began his career in 1954 as a Plant Manager at Mahindra & Mahindra, Mumbai, where he was responsible for establishing the Jeep Manufacturing Plant in collaboration with American Motors of the USA
- » At 27, full of energetic enterprise, Mr Anand launched his first business venture- Gabriel India in 1961, the flagship company of the Group, in collaboration with Maremont Corporation, USA to manufacture shock absorbers at Mulund in Mumbai
- » With the establishment of the Gabriel India-Maremont USA JV, Mr Anand created a pattern of collaboration, which brought the best automotive component companies of the world into India
- » From 1960s-2000s, Mr Anand formed a series of global alliances with leaders of the automotive industry
- » The ANAND Group is the industry leader today, with 19 companies, 21 global alliances and 12000 people, spread across 51 locations

"The empires of the future are the empires of the mind",  
Winston Churchill

Deep C Anand had a dream to lead the Indian automotive industry and was confident to realise it.

Beginning his journey more than five decades ago as a Plant Manager at Mahindra & Mahindra, he learnt various aspects of business, and following some valuable guidance, the seeds for ANAND Automotive Limited were sown.

The vision, which began with the setting up of the first venture- Gabriel India in 1961, was to lead the automotive industry in India. Mr Anand

At the onset, the fledgling enterprise forced many challenges. Gabriel India was set up against several prevailing odds at that time. Apart from the existing bureaucratic hurdles, 'Licence Raj' would never let a business move without government permission. But Mr Anand was determined. His mentor Mr Keshub Mahindra was a support who encouraged him to establish the company as a JV with Gabriel Co of Cleveland, Ohio.

He managed to win the confidence of Gabriel USA after a lot of negotiation and persuasion, not only to form a joint venture (JV), but also to take control of the company as Managing Director.

## AND, THE STORY OF ANAND BEGINS...

It took him more than 50 years to reach where ANAND Group is today. He had set up the company with INR one crore and now, the company's turnover has reached INR 6000 crores. Today, with 19 companies spread across 51 locations and eleven states of the country, ANAND is the country's leading OEM supplier.

ANAND has always grown while keeping to its principles and core values, which comprise the ANAND Way. The tenets of ANAND Way, formulated by Mr Anand, include - organisational transparency, integrity to work, commitment to social responsibility, and aspiring to excel.

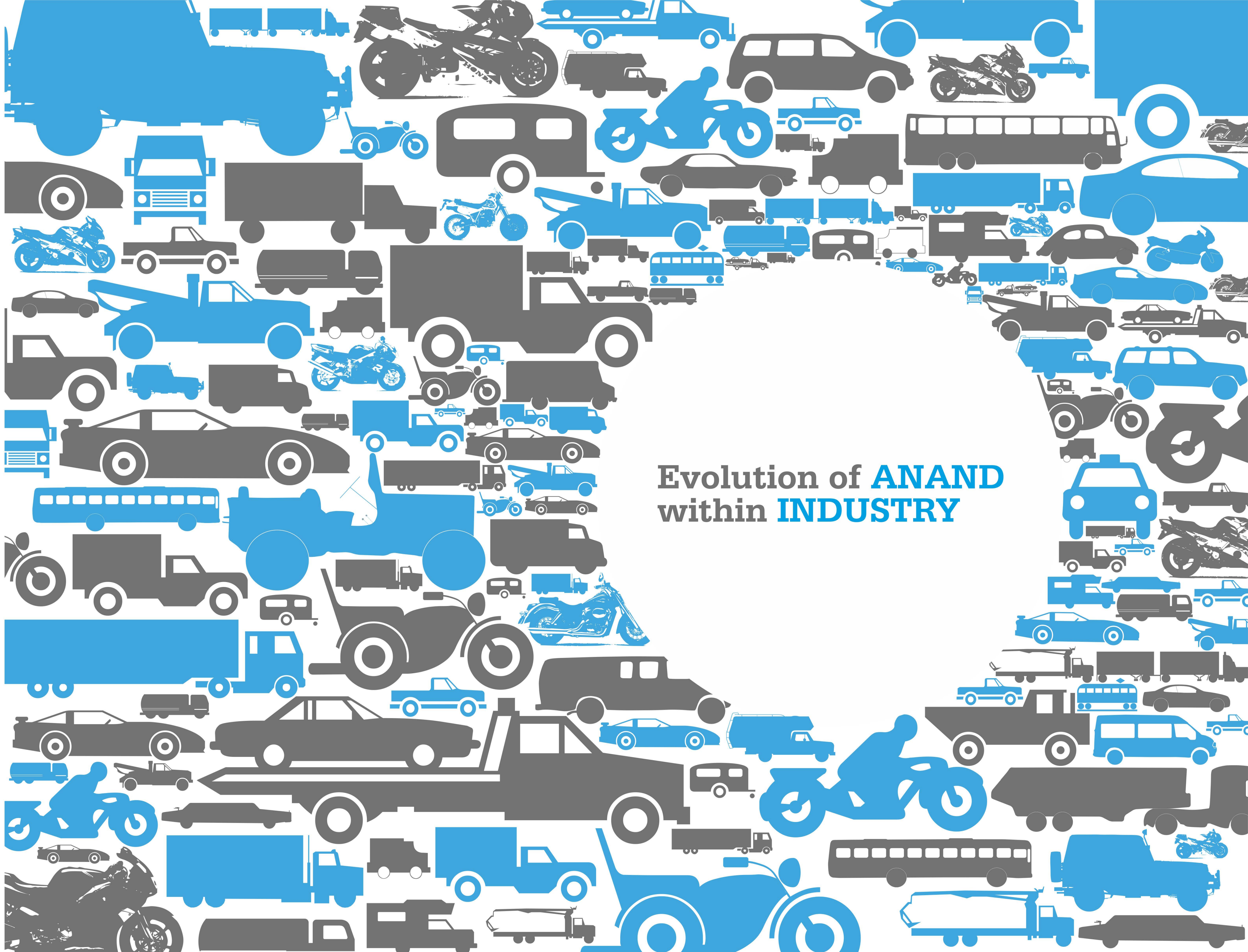
ANAND believes in the 'Power of Partnership'. All ANAND joint ventures are a result of organisational transparency, which Mr Anand always nurtured and continues to nurture, across the Group. That's how big names from all over the world have joined the Group and worked with it in accordance with its management policies.

The Group today has a total of 15 JVs and six technical collaborations, which bring the world's best technology in different product segments to the automotive systems and component industry. These collaborations stand testimony to ANAND's well-recognised spirit of partnership and has helped the organisation grow.

Mr Anand holds an opinion that business is 90% people and this reflects in the composition of the Group, which proudly asserts its key asset to be its dedicated workforce, which comprises of approximately 12000 people, today. Apart from business collaborations, ANAND's partners are its stakeholders, suppliers, vendors and employees. The partners have made ANAND target a turnover of INR 10,000 crores by 2017.

Besides, Mr Anand's strong belief in continuous learning and nurturing people culminated into an education and training segment- the Anand University, which acts as a hub for transfer of learning throughout the organisation, today. The university aims to accelerate learning by providing world class technical and managerial educational solutions. Some of these programmes include, Anand Leadership Development Programme, Anand Talent Acquisition, Knowledge Integration Programme and Specially Trained Operating Engineer Programme.





Evolution of **ANAND**  
within **INDUSTRY**





# Ansysco, a company with a big dream

Ansysco was established in 1995, in Parwanoo, Himachal Pradesh, as a part of the Anand Group of Companies, to manufacture radiator coolants, PVC adhesives and direct glazed adhesives (DGX), service important original equipment manufacturer (OEM) and aftermarket customers in the automotive industry. With the globalisation of economy and business, Ansysco shall enlarge its scope of services to meet the requirements of automotive industries anywhere in the world

**ANSYSCO**


Illustration of the upcoming building of Anchemco, which is the sister concern of Ansysco.

“

We aim to enhance our presence in the Indian and the global automotive market. Ansysco strongly believes that satisfaction of the customer needs on continuing basis is of prime importance to earn the loyalty of the customers. Therefore, the emphasis shall be on meeting and exceeding the customer needs through continuous quality improvement with active participation of employees as well as the customers.

Mr Joy Panda  
Head  
Ansysco

”



DGX room, Parwanoo facility

### The Growth

Ansysco (including Anchemco) has grown from INR 124 million in 2008-09 to INR 250 million in 2013-14. In the last four years, the company has doubled its sales. The company recorded the Profit Before Tax (PBT) in excess of INR 30 million to a sales revenue of INR 250 million, registering a growth of nearly 15 per cent.

### The Power of Partnership

"The strength of our business is our relationship. Our philosophy of business is 90 per cent people. We enjoy very strong relationship with our customers", says Mr Joy Panda, Head, Ansysco. One of the Ansysco customers stated - "Any new product in market, we want it to start with Ansysco given the uncompromised quality that Anand Group and its companies offer."

The company is planning to implement Visionary Small and Medium Enterprise (VSME) programme for the suppliers in order to strengthen its supply base. There is a growing need to collaborate with suppliers in view of the current market situation and to come up with win-win situation for both. Employees are key to Ansysco. It encourages employees to excel in their areas and support them in their career advancement. One of its operating engineers has been recently selected for Shoolini University BE programme.

### Firsts from Ansysco

Ansysco was the first company to introduce tropical coolants. It's a tailor-made product to suit Indian conditions where antifreeze limits are not so high. This makes the product competitive without compromising on the quality standards.

### Turning Point

>> Year 2002 was the turning point in Ansysco's history. Customers like Bosch and Würth were introduced to the company.

>> Similarly, year 2013 was another turning point in Ansysco history as it introduced three new products - polyurethane (PU), brake fluids and additives.  
>> Ansysco is also gearing up for OEM sales of coolants to Tata Motors.

### Challenges

>> The major challenge is to control the input cost which keeps fluctuating.  
>> Secondly, the market is seasonal and there is a growing need to look at export options and OEM business in order to compensate the dormant period.

### Latest Highlights

>> The dream is to make Anchemco (it is a sister concern of Ansysco) plant 100 per cent women-driven plant.



Product ranges: Coolants and adhesives

>> Anchemco will complete the construction of its all-women-shop floor by December 2014.

>> The company is in discussion with several PU manufacturers to export into other countries.

>> Other products related to liquid engineering are planned to be launched in the coming months.

>> The R&D facility will get a major facelift in 2014.

### Road ahead

"Our chairman's vision was to build this organisation quite similar to Pidilite. We plan to treble our sales in next three years. Multiple products launches are in pipeline, which will help us achieve this dream", says Mr Panda.

### FACT FILE

Company established in:  
1995

Head office: Parwanoo,  
Himachal Pradesh

Total number of plants:  
Three

Sales turnover 2013-14:  
INR 250 million

# Spreading wings; maintains altitude

Since its inception, Behr India has focused on establishing a base for cutting-edge technology in product development engineering, a state-of-the-art production facility and a sound supplier base to serve its customers. Today, the Behr Engineering Services is servicing the global network of Mahle Behr development centers from Pune



Senior leaders of Behr India with Mr Sunil Kaul and Mr Tribhuvan Rasyara

## BEHR

Behr India Limited (BIL) was established in the year 1997 as a joint venture between Behr GmbH & Co KG Germany and Anand Automotive, to design, develop and manufacture thermal management systems for automotive market in India. Tata Motors Limited was the first customer for its maiden car India in 1998. Behr GMBH has recently been acquired by MAHLE GmbH and is now called MAHLE Behr.

BIL has evolved into a five billion plus INR company today. The customers list includes all the major Indian and global OEMs. Some of the esteemed customers are Nissan, Volkswagen, Tata Motors Limited, Mahindra & Mahindra, Honda, Suzuki, General Motors, Fiat, MAN, VE Commercial Vehicles, Daimler India Commercial Vehicles, Ashok Leyland, Cummins and more.

"The product footprint has increased and now includes products like Exhaust Gas Recirculation (EGR), Direct Charged Air Coolers (DCAC) and electronic Visco (e Visco) clutch which play a key role to meet Euro IV and V norms", says Mr Tribhuvan Rasyara, COO, Behr India. It has also increased its geographical spread to serve the customers better with three plants at Chakan, Sanand and Chennai.

Behr Engineering Services (BES), which is a team

of 275 development engineers, is the backbone of the company. It supports the global team in areas of design and simulation. BES believes in helping its clients achieve efficiency in their core areas by supporting them in the developmental work for platforms under development across the world. Every design engineer undergoes training on Behr methodics in order to perform the tasks efficiently.

#### Behr India is the first in India to:

- >> Complete design and development of thermal management systems for automotive applications in India
- >> Introduce efficient flat tube evaporators in its climate control system
- >> Design and develop booster blower for rear passenger comfort

#### Behr India tides over slowdown waves

As a result of economic slowdown, the commercial vehicles and passenger car market has been impacted, resulting in negative year over year growth, lower revenue and profits for the company.

The Indian rupee has depreciated significantly (18-20 per cent) against the major currencies of US \$ and Euro, leading to high impact on imported material



## “

Partnership for Behr India means transparency, trust and respect for each other. These are the values we cherish with all our business partners and employees. With the changing expectations from the market and environment, Behr could serve with its proper blend of product portfolio. HVAC (Heating, Ventilation, Air-conditioning), a comfort product was introduced in 1998. Expanding the technical wings, Behr introduced Visco and engine cooling in 2006 and 2009 respectively. These are engine efficiency improvement products, which captured the need of the hour. EGR (Exhaust Gas Recirculation), a green product was introduced in 2011.

Mr Tribhuvan Rasyara  
Chief Operating Officer  
Behr India

## ”

#### Turning Points

- >> 2005 - Behr Engineering Services division was established for providing engineering support to all global development centres of Behr
- >> 2006 - Set up state-of-the-art production facility for VISCO
- >> 2007 - Finding own home with a new plant in Chakan and at the same time becoming a supplier of choice with global OEMs
- >> 2010 - Started plant at Sanand
- >> 2011 - Breaking the barriers, Behr could make its mark with the Japanese OEM Honda (Suzuki in 2013) for the first time in the history through BIL. Also, BIL is one of the preferred sources for Nissan
- >> 2011 - Started plant at Chennai
- >> 2012 - Set up state-of-the-art production facility for EGR to meet Bharat IV specifications



Engine cooling system

costs. Automotive industry in India is going through a low growth phase.

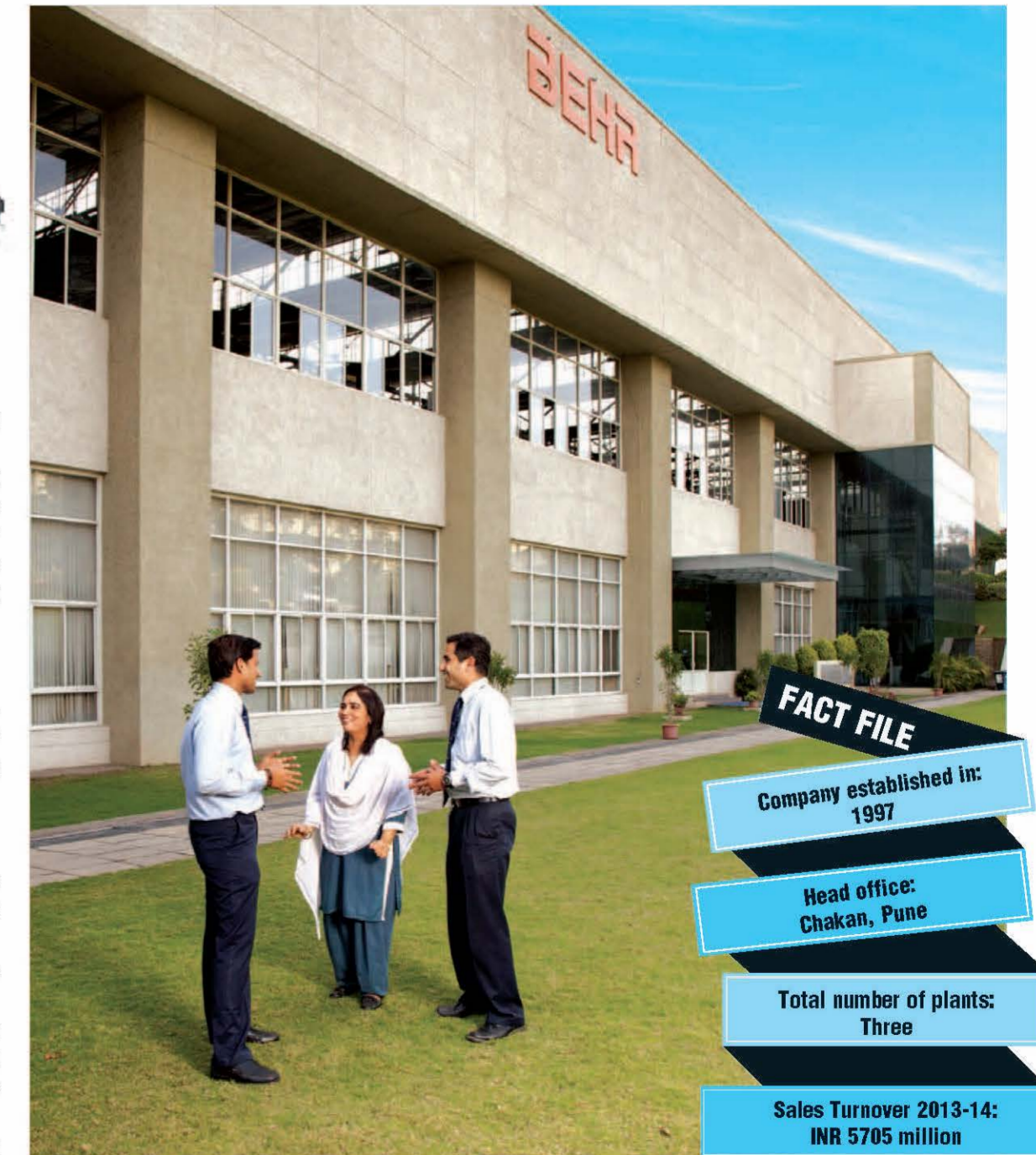
"Future growth in case of Behr has been secured as we have won orders, which will give an increase of 50 per cent in revenues in next four to five years. This has been possible due to the engineering design and development strength nurtured at BIL", says Mr Rasyara.

#### 60 per cent growth by 2018

Behr's revenue for 2013-14 is INR 5705 million. And, the target growth for the year 2018 over 2013 is 60 per cent (CAGR of nine per cent) (INR 10 billion in 2018 v/s six billion in 2013).

#### Main strategic actions to achieve the goals:

- >> Diversify customer base, capture new business opportunities and increase market penetration
- >> Reduce forex risks; increase export business and localise material buying
- >> Improve customer relationship, interaction and leverage Behr's strength of design and development to offer cost effective solutions to customers
- >> Improve capacity utilization of existing investment like EGR, Sanand Plant lines



Facility in Chakan (Pune)

#### FACT FILE

Company established in:  
1997

Head office:  
Chakan, Pune

Total number of plants:  
Three

Sales Turnover 2013-14:  
INR 5705 million

Anand Strategic Leadership Programme workshop conducted in early 2013



# Continuous education maps Anand success

Anand University was shifted to Parwanoo in 2000 to materialise its mission statement: "To champion and accelerate learning by providing world-class technical and managerial educational solutions and act as a hub for transfer of learnings throughout the organisation." The aim is to provide impetus to meet learning needs of high potential and high performing 'human capital' employees

Anand University is focused on providing education and learning to meet business goals. AU has therefore seen an evolution of its offerings from stand-alone technical initiatives to programmes like Six Sigma and VLFM which are project-oriented, impacting business goals.

Anand University (AU) has come a long way since its establishment in 1991 at Dewas. It has evolved multi-fold from addressing the grooming needs of operating engineers (OEs) to developing in-house technical programmes like 'Six Sigma', to designing learning events for building leadership pipeline through Anand Mentee programme (AMP) and Anand Leadership Development Programme (ALDP).

AU began with the training of a few employees, numbering in double-digit, which has grown to more than 1200 employees now (as reported, last year). Today, its capability has increased to touching many lives for quality learning and education, extending beyond Anand employees to Anand School, SNS Foundation and Anand suppliers.

Currently, AU focusses to provide learning windows across Chennai hub,

Nashik hub besides, North and Pune hub. Presence of AU premises at hubs is an added enabler.

## Turning point

>> Six Sigma Programme in 2001- First time in the history of the organisation, Six Sigma Green Belt and Black Belt programmes were indigenously developed. AU, alongwith functional head and finance head serve as ratifying agencies to meet the stringent certification requirements. A wave sensitising towards zero defect culture thus, started.

>> Total Productive Maintenance (TPM) in 2003.

>> Lean manufacturing through Anand Production System (APS) in 2005.

>> Anand Heijunka Production System (AHPS) in 2011 - Going beyond the mental boundaries of production, into the realms of flow across functions and suppliers was a challenging goal enabled by AHPS, an approach to align the external suppliers, internal functions to the external customer. World renowned experts, viz, Prof Shoji Shiba and Prof Furuhashi have provided consistent guidance in taking AHPS culture across Group companies in Anand.

>> AMP, ALDP programmes (in 2010) -

**“Anand U strives to offer a class-apart learning experience for most pressing business-linked needs in the areas of strategic excellence; programme management; finance; six sigma and technology. Now, the aim is to provide education opportunities to employees, giving flexibility to plan their learning as per their pace- 'Anytime, Anywhere Learning'.**

**Mrs Sangala Inandar**  
Dean  
Anand University

”

One-of-its-kind programmes from Anand University include:

- >> STOE (Special Trained Operating Engineer) programmes: Six-month programme helps bright OEs move to staff level by learning new functional aspects through conversion trainings.
- >> VLFM (Visionary Leaders For Manufacturing) 2006: Develops visionary technocrats, a nine-month long rigorous programme in association with Confederation of Indian Industries.
- >> ALDP (Anand Leadership Development Programme): One-year programme aimed at providing a leadership pipeline by grooming high potential employees through experiential learning in the areas of strategic excellence, macro-economics, self-awareness, other business needs.
- >> KIP (Knowledge Integration Programme): A platform for Functional Heads for sharing domain-specific best practices.
- >> B Tech through Shoolini University (2012): AU and subject matter experts have jointly enabled Shoolini University to devise a curriculum suited for Anand Group companies. Diploma engineers with two years of work experience are eligible for three-year long Engineering graduation. First batch of Mechanical Engineers is graduating in 2014.
- >> STAR (Supervisory Skills for Action and Result): This programme equips team leaders/supervisors with leadership skills required to handle large workforce, dealing with productivity, discipline, diversity and relationship matters.

The programmes steered AU to a different league. They not only help bring a culture of manufacturing excellence but also groom leadership for middle and senior management roles.

>> Process Engineering from IIT-Madras (in 2012) - The nine-month long programme opportunity is given to employees meeting stringent requirements of performance and technical soundness in areas of statistics, engineering and basic conceptual knowledge.

## Present challenges in front of AU

Providing self-paced learning platforms to participants by way of IT-enabled online learning modules and virtual classrooms, and yet be aligned to business needs.

## e-Learning platform

AU aims to groom responsible leaders and technocrats from junior to senior management. It strives to offer a class-apart learning experience for most pressing business-linked needs in the areas of strategic excellence; programme management; finance; six sigma and technology. The idea is to provide business-driven education opportunities to employees, giving flexibility to plan their learning as per their pace- 'Anytime, Anywhere Learning'.



Mrs Arjali Singh and Mr Deepak Chopra at the Anand Strategic Leadership Programme awards ceremony

## Latest highlights

1. ASLP-I: The three-day Anand Strategic Leadership Programme-I of 2012 was structured to share learnings of Advanced Leadership Programme @ Said Business School, Oxford with Anand Leaders and Anand Talent under ALDP programme.

2. ASLP-II: In 2013, an Anand Strategic Leadership Programme-II was designed to share learnings of Advanced Leadership Programme @ MIT, Sloan, (under Harvard Business School), wherein participants underwent a unique mix of learning experience in wilderness. Topics such as high velocity organisations, macro-economics, and negotiation skills were addressed. This programme was spread over three days in the wilderness of Sher Bagh.

3. The six-day Certified Behavioural Programme (CBT) enables employees tap their hidden talent in training and knowledge sharing. This 'train the trainer' programme equips participants to be a trainer for topics like- communication skills, team building and supervisory skills.

## EVOLUTION OF ANAND UNIVERSITY

2000 - First full-time Dean of Anand U appointed  
Key initiatives - Anand Production System 2005

1994 - Programmes on Excellence in Manufacturing, started at Parwanoo  
Highlight - Managerial GRID programme

2013 - First Woman Dean of Anand U appointed  
Key initiatives - IT-enablement - 'Anytime, Anywhere Learning'

1995 - 'Anand U' conceived and coined  
Key Programme - Anand Certified Employee

1991 - Seeds of Industrial Training School



# Chang Yun India charts growth curve

Chang Yun India has been synonymous with appreciation in top-line and bottom-line throughout its operational years. The company has planned to invest a lot in its infrastructure and R&D capabilities, targeting an overall turnover of INR 1380 million by 2018



Brass synchroniser rings

### Latest with Chang Yun India

>> The company has embarked on expanding its building and factory area from current 9,000 square feet to targeted 30,000 square feet by the end of FY 2014-15.

>> A sum of INR 210 million will be invested during this financial year (2014-15) for installing new machines required for steel synchroniser rings (CV) and also to support the ever increasing demand of brass synchroniser rings (PV). The company also has a steady focus on improving its R&D capabilities and a part of this capex will go into the improvisation of the overall engineering facility.

>> Chang Yun India has successfully exemplified its innovation skills by grabbing the second position in a national level competition organised by AIMA for "Breakthrough innovation in Manufacturing Excellence-2013" and, for sustainability, the management has decided to train at least 50 per cent of its overall employees in innovation programme during this year.



Facility at Gurgaon

### FACT FILE

Company established in: 1992

Head office: 1, Sri Aurobindo Marg, New Delhi

Total number of plants: Two

Sales turnover 2013-14: INR 690 million

“ Our Japanese RM supplier has been more a partner than our supplier since the business started in 1996. Here at Chang Yun, people at all the levels treat each other as friends and bring forth unprecedented operational efficiency through partnership. We consider partnership as our backbone and all our peers including collaborator, customer, supplier and employees play a crucial part in harmonising activities through partnership.

Mr Rajeev Gera  
Chief Operating Officer  
Chang Yun India

The company started with a meagre turnover of INR 8.8 million in its first year of operation in 1996. Remarkably, the company has grown to 78 times of its initial size and registered turnover of INR 690 million in 2013-14. Steady business increase by Maruti-Suzuki, Hyundai Motors (Now business transferred to CYMAI) and few years back the addition of Ford India and new addition of Mahindra & Mahindra and Tata Motors Ltd has enabled Chang Yun to reach this height.

The company was incepted on August 17, 1992 with the vision of becoming "The most desired supplier towards auto OEMs for design and developments of synchroniser rings", says Mr Rajeev Gera, COO and VP, Chang Yun India (CYI).

Chang Yun India believes in centralising the partnership term in all its activities. Thriving on exceptional relation with customers, Chang Yun India often enjoys pedigree against its competitors.

### On the Growth Curve

With newer won contracts from M&M and TML and expected projects from various other leading OEMs, Chang Yun is believed to take the business growth term to a whole new level. Currently, CYI is poised at a very good position in passenger vehicle (PV) segment with its exceptional

and exhaustive offerings of synchroniser rings to the major OEMs. To sustain this market leadership in PV segment and as well as to grab at least 25 per cent share in commercial vehicle segment, CYIL has planned to invest a lot in its infrastructure and R&D capabilities, targeting an overall turnover of INR 1380 million by 2018 from INR 545 million in 2012. "Moving ahead on 153 per cent growth curve till and beyond 2018, is not easy and requires a lot of perseverance and team work", says Mr Gera.

"With the constant technical support from our Korean JV partner is one of the key enabler for making us enter into the new horizons of CV and coating business", adds Mr Gera while emphasising on robust relation between Chang Yun India Ltd and CY Myutec Korea.

With the steady increase in customer orders and some OEMs doing exceptional while introducing newer product portfolios in their kitty, CYI registered a sales turnover of INR 690 million in 2013-14, registering a healthy growth of 24 per cent over the last year.

Strong and highly productive skilled manpower with extra-edge of innovation tools; excellent relationships with current and potential customers; and entering into newer product segments of steel synchroniser/coated synchroniser rings, are the prime three pillars on which the future is going to be built.

### Turning Point

>> The introduction of double cone and triple cone synchroniser rings and winning business contract of Maruti-Suzuki for YR9 and YN4 projects was one of the key turning points for the company. This lone product has throttled the cumulative sales of the company by 200 per cent and will help to achieve the sales of INR 400 million by the end of 2014 for this component.

>> The company had also successfully modified its existing agreement with JV peer CY Myutec Korea on February 2, 2013, which would allow Chang Yun India to jointly develop steel synchroniser rings and seek technical support from them, if needed.

# Technology at its best

CY Myutec is the only company in India, which produces the fabric carbon synchroniser ring with its own fabric carbon



Total Solution Provider  
CY Myutec

CY Myutec, Korea, set-up its Indian operations with a JV with Anand Automotives Ltd in 2008, with an objective to bring the latest and robust technology to the Indian auto sector. The company is also one of the largest manufacturers and suppliers of synchroniser ring including the stamped steel synchroniser with fabric carbon and some of the finest automotive brake friction parts.

The Chennai facility of the company is equipped with state-of-the-art forging presses, Computer Numerical Control (CNC) turning centres and quality testing equipment like the 3D coordinate measuring machine and contracer for superior quality checks. The facility is certified with ISO/TS-16949, ISO-14001 and OHSAS 18001.

CY Myutec is the manufacturer of synchroniser rings in India using the liquid honing process, which improves the initial performance of the product. Through its other collaborators it provides the advantage of fabric carbon, carbon moulding, and steel ring technologies to the customers.

#### Key Facts

- >> The company manufactures fabric carbon synchroniser rings, with the most advanced technology in synchronisers
- >> Company operations were commenced in December 2008
- >> In May 2013, the company started manufacturing fabric carbon synchroniser ring locally, which was also the turning point in the history of CY Myutec, Chennai
- >> In 2014, CY Myutec plans to supply the fabric carbon synchroniser with steel stamping
- >> It is the major supplier to Hyundai and Mobis

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Partnership implies, a confident customer, happy supplier, an enthusiast employee and supportive peers- All these together lead a company towards the peak of success.

Mr. Jong Woo Lee  
Managing Director  
CY Myutec Automotive India

”



Facility in Anand Gram (Chennai)

#### Road ahead

The company as any of its counterpart in the industry is also going through a lot of challenges. "The fluctuation of exchange rate which resulted in the raw material cost increase, is affecting our bottom line. There is no exchange rate revision from customer side. Besides, the sale of high value parts of diesel cars has gone down too", says Mr. Jong Woo Lee, Managing Director, CY Myutec Automotive India.

The company aims to achieve 100 per cent growth by the end of 2018, towards which it is looking at the production of steel stamped synchroniser with fabric carbon. The company will be working on engineering plastic synchroniser ring with fabric carbon. Alongside, it plans to expand its product range to commercial vehicle synchroniser.

#### FACT FILE

Company established in:  
2008

Head office:  
Chennai

Total number of plants:  
One

Sales turnover 2013-14:  
INR 394 million



Participants of Anand Leadership Development Programme Retreat, 2013 and Anand Strategic Leadership Programme (II) at Sher Bagh, Ranthambhore

# Best practices at our organisation

In a changing economic scenario, it is not about being the best brand or company to work with. It is about being the right kind of company where people want to come each day and work. This is what HR at Anand focusses on with its existing programmes, many of which are unique in the industry including Operating Engineer Programme, Anand Leadership Development Programme and Return to India Programme

## Key initiatives of HR at Anand

**Operating Engineer (OE) Model:** Incepted in 1994, OE model was created to deploy knowledge worker on the shop floor in place of workers; diploma engineers were hired as OEs to work on the shop floor. The model was inspired by the tried and tested model of Short Service Commission of the Indian Army creating gentleman officers and the apprenticeship programme of Merchant Navy creating ship captains. The OE model is an example of what innovative HR thinking can achieve. Today, the Anand Group has over 7,000 OEs. The success of this dynamic model is based on very detailed and stringent processes, including the OE growth plan, specialist trainings, OE compensation etc.

**GPTW Survey:** Anand continues to be credited with the 'Great Places to Work' award and this stands testimony to our consistent commitment to excellent HR practices. Anand first participated in 2009 and continued to participate every year.

**Anand Leadership Development Programme (ALDP):** It is an in-house programme that selects and nurtures talent at all levels by way of a comprehensive and rigorous process of training, coaching, mentoring and learning through high impact project implementation. Many ALDP graduates have gone on to top management positions within Anand and even outside.

**Human Capital List:** The talent across Anand is identified and measured through an in-house developed criterion and the people selected are part of the Human Capital (HC) List. The five main criteria for induction in human capital are specialised education, corporate induction, ALDP/AMP, consistent performance and criticality of role. Special focus is given to people under HC to identify their career paths and training needs through management development dialogues. Every year the HC list/HC Index (measurement) is reviewed at company level and corporate level.



Business is '90 per cent people' is at the core of 'People Practices' at Anand. HR processes at Anand have been continuously enriched by our partnership with leading global companies of the world and the Anand Way of openness to learn and adopt from the best in the world.

Mr Kanrajit Singh Bhullar  
President, Group HR  
Anand Group



**Anand Talent Acquisition (ATA):** The candidates hired through campus corporate drive become part of Anand Talent Acquisition (ATA) Programme. Special focus is given on the induction, evaluation, career path and development of ATA batches and is also closely monitored at the corporate level.

**HR Audit:** Anand strives to ensure complete success in all its efforts. Regular HR audits are conducted at all Anand plants to monitor effective deployment of all HR initiatives and development functions. The process was initiated in 2002 and was inspired by Valeo 5000.

**Large Scale Interactive Process (LSIP):** LSIP can be used for various purposes, but Anand utilises it for goal and KRA setting where all stakeholders meet. The idea was not only to share but also to create buy-in through different stakeholders contributing in the goal setting by sharing their priority and pain areas. To sum up, through LSIP, HR observed the power of microcosms and discovered a plan-do-check-act approach at an organisational level.

**Women Employment:** Anand has been a pioneer in harnessing 'woman power' on its shop floors in all its 51 manufacturing locations spread across the country. The practice of hiring women on the shop floor was started in the early 60s with the first ever manufacturing facility at Mumbai. The percentage of the female work force on shop floor is a minimum of 20 per cent and some plants are in the range of 70 - 90 per cent. The group hires nearly 300 women as operating engineers every year and currently, there are around 1000 women OEs working at different Anand locations. There is a working women's hostel at every location administered and run by the group with a full-time warden. Currently, the group is also focusing on employing women in higher management to truly justify its motto of 'woman empowerment'. Some of the prominent positions like the Group Chairperson, Head of Corporate Communications and Dean AU are encumbered by women employees.

**Return to India (R2I):** It is a recruitment initiative to attract experts from some of the leading companies in United States and Europe. Every year, two managers are sourced from this programme to create a group resource which handles multiple assignments in various functions and companies of Anand Group.

**Deputation with JV Partners:** Anand deposes approximately seven employees each year to its various JV partners, aiming at developing their expertise in the technical domain. On their return to India, these employees share and deploy the best global practices within Anand Group.



Mr KS Bhullar, President Group HR received the prestigious 'HR Excellence Award 2012' Anand at the 16th Annual Conference of the National Human Resource Development Network

## Road Map for Future

Being the pioneers in HR field, Anand received the Trailblazer Award by NHRD for the year 2012 for best HR practices. While sustaining the best practices, HR will be focusing on the following for the next three to four years:

### Employee engagement and brand building

The current initiatives to engage employees in achieving the company's targeted growth include, revamped Anand Mentor Programme (AMP) and

## Quick Bytes

- 1961 Women operators hired to work in the shocks factory at Gabriel, Mumbai
- 1965 Induction of talent from campus placement at IIM C and IIM A. Currently encompasses 20+ premium B-Schools and engineering colleges under the 'Anand Talent Acquisition' (ATA) Programme
- 1974 Recruitment of Indian managers working in USA, which continues till date as 'Return to India' programme
- 1976 Appointment of HR Head of the group at the Corporate Office
- 1978-80 Appointment of Personnel Policy Committee to evolve HR policies for the new plants being setup in the first township created by Anand at Parwanoo, HP
  - First Anand School started at Parwanoo, HP
  - First working women hostel inaugurated in Parwanoo
  - Recruitment camps in all districts of HP for hiring workers
- 1979 Start of Anand Scholar Scheme for sponsoring managers for full time education at premium B-Schools like XLR, Jamshedpur etc. Currently, the schemes moves on with institutes like MDI, Gurgaon and NITIE, Mumbai
- 1983 Release of first HR Personnel Manual
- 1990 Formal release of 'Anand Belief and Philosophy'
- 1991 Pre-Employment worker training school set-up at Dewas, MP
- 1994 Creation of Operating Engineer (OE) model
- 1998-99 Training of line managers as trainers with support of Dana U
  - Introduction of variable pay in compensation
  - Start of mentoring process at Anand: 'Anand Mentor Programme'
- 2001 Job Evaluation (Hay's Model) for all levels
  - Assessment Centers for Talent Identification
- 2002 Introduction of HR Audit, inspired by Valeo 5000
  - Launch of Anand Business Leadership Process (ABLP), inspired by Dana Corporation's DQLP
  - Launch of Total Productive Maintenance (TPM)
- 2003 Gabriel listed in top 25 in Great Place to Work Survey
- 2005 Formulation of Anand Way
  - Tie Up with Said Business School - University of Oxford for senior management education
- 2006 Introduction of Management Development Dialog (MDD) with Support of Behr Germany
  - Launch of break through management and Visionary Leaders for Manufacturing (VLFM)
  - Start of structured Talent Management Process: 'Anand Learning Initiative for Value-Enhancement (ALIVE - I)'. Currently, it has evolved into Anand Leadership Development Programme (ALDP)
- 2008 Process established for measurement of human capital
  - Brand of preferred employer- adoption/support to polytechnics and engineering colleges
- 2009 Release of employee life time HR process manual for uniform and consistent HR processes across the group
- 2012 Anand Supervisory Board sets up Personnel Committee for review of long term strategic HR initiatives
  - Launch of Anand Code of Conduct and Ethics Helpline
  - Goal Setting workshop using Large Scale Interactive Process (LSIP)
  - Tie up with Shoolini University for sponsoring OEs for full time B-Tech Programme
  - Tie up with IIT Madras for sponsoring L1 employees for Process Engineering Training
- 2013 Tie up with MIT Sloan for Sr Management Education
  - Release of ATA Induction Manual

initiation of a structured Induction Programme for campus hires. Also, the HR vertical is working on building a robust Campus Connect Programme for premium B-Schools and engineering colleges to enhance the brand awareness of Anand and to attract best talent.

### Harnessing OE talent pool

On completion of two years, OEs having potential for managerial/ specialist jobs are identified through a process of aptitude test (ATMAC) and annual performance ratings, and selected for undergoing specialised education as STOE (Specially Trained Operating Engineer) to prepare them for next level jobs. Target is to have 30 per cent ex-OEs in first line of management, 20 per cent in middle management and five per cent in senior management.

### Be In the top 25 in 'Great Place To Work' Survey

In 2011, Gabriel- the flagship company of Anand was rewarded 'Best Place To Work' award in automobile component manufacturing segment. Anand quest is to make it in the top 25 in overall rankings for all its major companies.

# Faurecia Emissions Control Technologies to double its revenue by 2017

Ford Motors was Faurecia's first customer in India and a new plant was setup in Chennai to exclusively cater to them. Toyota became a customer in 2004. Beginning in 2010, Faurecia Emissions Control Technologies (FECT) has leveraged its global relationships and helped add Renault-Nissan and Hyundai Motors, to its customer base in India. The JV also added Tata Motors business as part of its acquisition of the Yutaka Plant in Pune. In 2012, leveraging FECT's global strategic alliance with Cummins Emissions Solutions (CES), the company made its first foray into medium and heavy commercial vehicle exhaust system market by supplying SCR products to Indian OEMs through CES India. This market is expected to grow significantly in the future as India introduces tighter emissions controls. FECT India has three manufacturing facilities: a "state-of-the-art" in Chennai supplying to Ford, Renault-Nissan and Hyundai, a world-class Just-In-Time plant in Bangalore dedicated to Toyota, and a facility in Pune dedicated to Tata.

FECT India is now an integrated manufacturer of exhaust manifolds, catalytic converters, mufflers and complete exhaust solutions for diesel and gasoline passenger and commercial automobile applications.

## Partnership means 'Trust'

"The fundamental requirement for a successful partnership is "Trust". A trusting partnership can leverage each partner's unique strengths for the greater common good. Successful win-win partnerships must be established across the supply chain- customers, employees, and suppliers, in order to achieve sustainable and profitable growth", says Mr Senthil Kumaran, Country General Manager, FECT India.

## Latest highlights

"On the quality front, we have achieved '0' PPM with TKM in Bangalore, and we are on track to achieve Ford's Q1 rating and pursuing HMI's 5 Star status in Chennai. Our customers in Bangalore and Chennai have also acknowledged and appreciated our commitment to delivery excellence as we have constructed two new facilities and transferred running operations without any adverse impact on safety, quality and delivery", says Mr Kumaran.

## Performance 2013

"We ended the year 2013 with INR 249 crores in sales. This was 4.6 per cent lower than the prior year and in line with the drop in overall automotive market. We consolidated operations from two plants into a brand new flagship plant in Chennai. Though the operating income was impacted by one-time expenses relating to this plant transfer, the organisation is well capacitated to take advantage of the expected turn-around in the economy in the second half of 2014 and beyond", says Mr Kumaran.

“

There were a couple of key turning points for Faurecia. The first was the decision to establish a manufacturing base in Chennai. This has helped us with a strong base to cater to the top automotive manufacturing hub in India. The second was the merger of Faurecia and Emcon that has helped the business leverage its global relationships with various global OEMs to win business in India.

Mr Senthil Kumaran  
Country General Manager  
FECT India

”

The first automotive exhaust system business was established in 1997 in Nashik as an Anand Group JV to meet the exhaust system requirements of both international and domestic OEM customers who were investing heavily in India following its economic liberalisation. In 2010, the business merged with Faurecia as part of its global acquisition of Emcon and the Faurecia Emissions Control Technologies (FECT), Anand Group JV was established. Revenues have grown multi-fold from INR 420 million in 2009 to INR 2600 million in 2012. FECT is targeting to more than double its revenue by the year 2017

## Challenges in the current slowdown

>> Firstly, Faurecia has opened two new plants in the last two years to meet its customer needs in Bangalore and Chennai. The current economic slowdown and the resulting lower volumes has been a huge challenge from a fixed cost perspective. However, the company's long-term strategy is to continue to invest in this strategic market.

>> Secondly, the company uses a lot of 'stainless steel' raw material, special alloys and tubes that are imported to a large extent. The recent devaluation of the Indian currency has adversely impacted the cost of this large import content and has pushed the organisation to aggressively drive localisation and insourcing.

## Road ahead

FECT is targeting to more than double its revenue by the year 2017 enabled by: (a) organic growth in line with the growth projections of our customers; (b) capturing market share from our competitors; and (c) inorganic growth in the area of commercial vehicle emissions solutions with the enactment of the Bharat Stage IV legislation. FECT also intends to capitalise on the strategy to localise Hot Ends (Catalytic Converter) by its key global customers like Ford, VW and Renault-Nissan. The company aims to focus on people and process excellence as the fundamental drivers to achieve these goals.



From L to R: Mr Ambalavanan, Ops Director, FECT India, Mr Senthil Kumaran, Country GM, FECT India, Mr Philippe Janvier-Kamiyama, Consul General of France in Pondicherry and his wife Mrs Janvier-Kamiyama

## FIRSTS FROM FAURECIA

>> Faurecia was the first company to introduce 'spun muffler' and 'spun cat converter' products in India. This is a very cost effective solution compared to the conventional mufflers and cat converters.

>> It is the only company in India to deploy a large variety of manufacturing processes in producing mufflers including welded, clamped shell, spun, lock seam, and Swiss-rolled. Also, FECT is the first company in India to start supplying products that meet Euro-V emissions norms in export markets.



## FACT FILE

Company established in:  
1997

Head office:  
Chennai

Total number of plants:  
Three

Sales Turnover CY 2013:  
INR 249 million

Faurecia Bangalore plant inauguration



# Facilitating sustainability across Anand

iEHS at Anand endeavours to adopt the world's best practices of health, safety and environment



The image depicts an iEHS initiative, at one of the Anand facilities, to capture daylight

One of the greatest examples of iEHS (Infrastructure, Environment, Health and Safety) green initiatives, can be seen at Anand Farm, a residential cluster in Gurgaon, which is fast becoming an Eco-Gram. The farm is equipped with bio-gas plant, earth tubing, rain water harvesting and organic waste converter. Significantly, the bio-gas plant used for cooking, saves seven LPG cylinders on monthly basis, while earth tubing reduces energy consumption. "We want to make the farm 'Zero Waste Farm', and would take the concept horizontally to all similar clusters across Anand locations", said Mr Srinivas Duvvuri, VP, iEHS, Anand Group. Anand is following the same practice across all its locations. For example, Spicer, Jodalli, supplies fresh vegetables from its own garden, where recycled RO water and organic manure are used for the facility's canteen and guest houses.

Safety is an absolute necessity. It is an unconditional, non-negotiable part of iEHS and Anand business. Every life is precious; the safety of our employees, customers and the public is paramount. Every person is committed to ensuring a hazard-free and safe working environment, going beyond mere compliance of safety

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**At all our facilities and offices, we conscientiously maintain a healthy, safe, sustainable and pollution-free work environment of the highest standards. As a global citizen, we have integrated global automotive companies SHE (Safety, health and environment) standards to our iEHS (infrastructure, environment, health and safety) management system. This helps us to avoid, reduce, mitigate or compensate for the impact on people and the environment and to improve conditions where appropriate. Our efforts in environment, health and safety are widely acknowledged by clients, government agencies, non-governmental organisations (NGOs) and business authorities.**

**Mr Srinivas Duvvuri**  
Vice President  
iEHS

”



Water harvesting at Spicer Jodalli

rules to building a definitive safety culture. This involves a rigorous implementation of safety measures, achieved through leadership engagement, early programme involvement, design, technology selection, risk mitigation and work performance. Besides keeping people safe, iEHS commitment to incident-free operations, ultimately contributes to improved operations, reliability, lower costs, and higher productivity.

Safety is instilled into Anand OEs from day one. Before new OEs even start operating at the shop floor, they are taken through safety orientation programmes carried out by Anand University faculty. The programme highlights hazard identification techniques and emergency procedures. Risk assessment and job safety analysis are mandatory at every facility, followed by control measures taken before work commences.

Continuous health and safety surveillance is reinforced with safety audits carried out at regular intervals. Regular training that includes safety alerts, mock drills and handling near-miss incidents, is carried out to update knowledge, reinforce familiarity and reduce response time. Safety engineers, who are the flying squads monitor safety at every facility. Safety awards are awarded for best safety practices to motivate to incident-free operations. Also, the partner companies take part in annual FICCI safety awards, where Gabriel has won twice in the last few years.

## iEHS at Anand adheres to corporate guidelines

iEHS segment at Anand adheres to corporate guidelines, which is its continuous endeavour, that includes protecting the environment and reducing carbon footprint, compliance with governmental agencies, adherence to green philosophy, air, water, waste management, ecosystem management, biodiversity protection, protection of natural resources and wildlife.

## Recent highlights

- >> In order to reduce the carbon footprint, iEHS successfully installed systems to reuse and recycle wastes of the facility at Valeo and Perfect Circle in 2013
- >> It has recently audited carbon footprints through TUV for two Anand facilities for the year 2013 and 2014 (TUVs is a German organisations that works to validate the safety of product)
- >> Won best garden/horticulture award by Pune/PCMC Corporation for 2014
- >> Extended the facility at Gabriel, Nashik
- >> Building a new facility for CYI at Gurgaon
- >> Built Gabriel's R&D centre at Hosur
- >> Recently completed the extension of Anand School, Parwanoo where a new block was constructed for senior classes



Bio-gas plant at Anand Farm



Solar Cooker

# The idea is to match customer needs

Federal Mogul Bearings India Limited has made investment in new auto lines with latest technology for manufacturing lead-free graded bearings and aims to double its revenue by 2018

“

We entered in passenger car market by launching high quality lead free parts to customers like Suzuki, General Motors, Fiat, Hyundai and M&M, by investing in high speed auto lines with latest technology.

**Mr Neeraj Gupta**  
Plant Manager  
Federal Mogul Bearings India Limited

”

The company was established in November 1979 as Gabriel India Limited in Parwanoo, Himachal Pradesh, with a mission to widen its presence and grow in the engine bearings industry catering to the Indian automotive market. Federal Mogul acquired majority shares in Q1, 2008 and since then, it has grown significantly as Federal Mogul Bearings India Limited. And, the revenue for FMBIL doubled with increased market share through improved operations and technology. It was awarded certification: ISO/TS 16949 and OHSAS 18001.

### The Power of Partnership

- >> *Partnership with customers:* Customer delight by exceeding expectations in quality, cost and delivery.
- >> *Partnership with suppliers:* Facilitate suppliers in their growth through involvement and upgrade.
- >> *Partnership with employees:* Engagement, empowerment, motivation, growth and trust.
- >> *Partnership with peers:* Honour and trust.

### Landmark Year

- >> Better customer focus, culture change, technology upgrade, improved safety and productivity improvement since 2009, brought in progressive changes to the company.



Engine bearings

### Latest Highlights

- >> Investment was made in new auto lines with latest technology for manufacturing lead-free graded bearings.
- >> New product launched and localised for customers like Suzuki, GM, M&M and Hyundai.
- >> The company was awarded for excellence in manufacturing in production system.

### The Way Forward

"The company looks at doubling its revenue with increased market share to become at least number two and come in market leadership position", says Mr Neeraj Gupta, Plant Manager, Powertrain, Engine Bearings, Federal Mogul Bearings India Limited. Target for 2018 is to double the revenue, while sustaining and growing in existing business with better customer focus through improved quality, cost and delivery. Federal Mogul is also focussing on timely development for new engine programmes, for growth and effective capacity utilisation. Also, entire layout of the plant has been changed to match the latest customer technical requirements.

### FACT FILE

Company established in: 1979

Head office: Gurgaon, Haryana

Total number of plants: One

Sales turnover 2013-14: INR 725 million



Facility in Parwanoo (Himachal Pradesh)

# Want to trek through 'Innovation' at Anand?

**Innovation is in veins of Anand right since its inception. Anand companies have proven it many times by providing one-of-its-kind products to the automotive industry. Let's examine the process of innovation at Anand from concept to deployment of new technologies, new methods into products, processes, and services**

Innovation is not new to Anand; it was introduced into the structure even before the need was felt. The fundamental principal of Anand- 'People, Partnerships and Plants', itself is a business model reflecting innovation at entrepreneur level, which today consists of 19 companies spread across 51 locations in India.

The thought process and emphasis on innovation and technology at Anand commenced during 2004-2005, in the form of a R&D Council, which focussed on identifying need and possible solutions for technology of products and manufacturing process. The council initially was a small group of companies, including, Gabriel, MAHLE and Victor, which later on added more companies to its portfolio.

## Innovation@Anand

"At Anand, the journey- Innovation@ANAND, itself is an innovation for 'Embedding a Culture of Innovation.' Employees across functions and levels have started taking on challenges, which have aspirational

numbers in excess of 50 per cent, as against the typical continuous improvement targets around 20 per cent", explains Mr MS Shankar, Senior Director, Technology and Innovation, Anand Group

### The key process of Innovation @ Anand Involved:

- >> Creating new mindset for thinking beyond normal target
- >> Developing fundamental skills of thinking beyond brainstorming and benchmarking
- >> Inspiring personnel with quick breakthroughs and chasing significant potential

Let's look at a few Innovations created and successfully delivered by Anand companies,

### BEHR

- >> Developed low cost high efficiency symmetrical HVAC for Nano
- >> Produced compact light weight snap type cooling module for Fiat
- >> Developed compact rear AC unit for Nissan Sunny
- >> Developed and productionised electronic viscous clutches, which increases fuel efficiency by 4 per cent
- >> Developed modular exhaust gas recirculation (EGR) for Tata 697 and Tata 497 trucks

### CYI

- >> Pioneers in liquid honed synchroniser rings
- >> Pioneers in lapping process in the synchroniser ring assembly for double and triple cone
- >> Conceptualise, design and manufacture locally, a twin spindle lapping machine, which reduces the cycle time to half compared to the conventional lapping machine
- >> The closed die concept used for forging is underway

### Gabriel

- >> First to introduce adjustable rear suspension for motorcycles in India
- >> Designed and developed the remote canister shock absorber; this is a mono-shock absorber fitted at the centre of the motorcycle and below the rider's seat



A company can't have a competitive edge without innovation. Anand Group has been working on a programme on innovation since past three years, which aims to motivate people to take challenges, which begin with brainstorming, and progresses towards formulating standards for benchmarking.

**Mr Sunil Kaul**  
Group President  
Innovation and Technology  
Anand Group



Mrs Anjali Singh at Innovation Concourse 2013

- >> Co-developed suspensions for Volkswagen Polo with the concept of hollow piston rods in India
- >> Gabriel won the Golden Peacock Eco-Innovation award in 2011, for reducing usage of raw material by about 40 per cent

### Haldex

- >> Developed the integrated lift axle system. It enables better reverse driving and traction assistance. The ILAS-MS can easily replace older lift axle systems
- >> The lining wear sensor- Measures the angle of the S-cam shaft on the drum brake,
- >> Developed the Haldex trailer ABS (UABS)

### Perfect Circle

- >> First to introduce moly plasma inlaid. Moly plasma inlaid had an advantage of eliminating problem of moly chip off, and reducing blow by and in turn the oil consumption
- >> First and the only Indian company to introduce chrome scrapper ring
- >> First Indian company to introduce PVD coating. It has improved co-efficient of friction and scuff resistance in comparison to chrome, moly, chrome ceramic and gas nitrated coatings
- >> First Indian company to introduce DLC coating

### Spicer

- >> Patented Advantek axles, which provide best-in-class NVH performance, alongside better power to weight ratio and improved fuel efficiency
- >> Low weight aluminium propeller shafts. These are approximately 40 per cent lighter as compared to steel propeller shafts
- >> Lubricated-for-life propeller shaft- Maintenance free, "Fit & Forget" design especially suited for fleet operators

### Victor

- >> The first Indian origin company to exit asbestos based materials in its entire range for OEM, AM
- >> 'MLG' (Multi Layered Graphite) cylinder head gaskets for diesel engines in the AfterMarket which provide "burn free" characteristic and more than two times life
- >> First Indian company to scientifically develop heat shields for shielding heat and NVH on engines
- >> Developing in-house capability to develop, formulate and coat FKM rubber on stainless steel, as thin as 11 microns

### Latest Highlights

- >> Release of the co-evolved guidelines for creating, maintaining and fostering a 'Culture of Innovation' at ANAND companies, as "Architecture for Innovation@ANAND", during October-November 2013
- >> Co-created by Behr, Chang Yun India, Gabriel, Spicer, Victor under the guidance of Erehwon, the innovation guideline shall be 80 per cent common and 20 per cent customised to each company
- >> The architecture focuses on five "flows" or areas - strategy, processes, people capability, practices, platforms - to deliver results in three areas: innovation methodology adopted systematically; transformed quantum impact in process product and business model; and transformed people capability
- >> Recognition of Five Companies - Victor, Chang Yun, Behr, Gabriel, Spicer that have demonstrated spirit of Innovation@ANAND, at an event organised by Anand Automotives in 2013

### What's the goal?

The 'Innovation' division is working towards creating an environment bereft of fear-of-failure or put in a challenging way, enabling "Dare-to-Fail", which is vital to nurture innovation through thinking laterally, challenging assumptions of past, experimenting to demonstrate proof-of-concept.

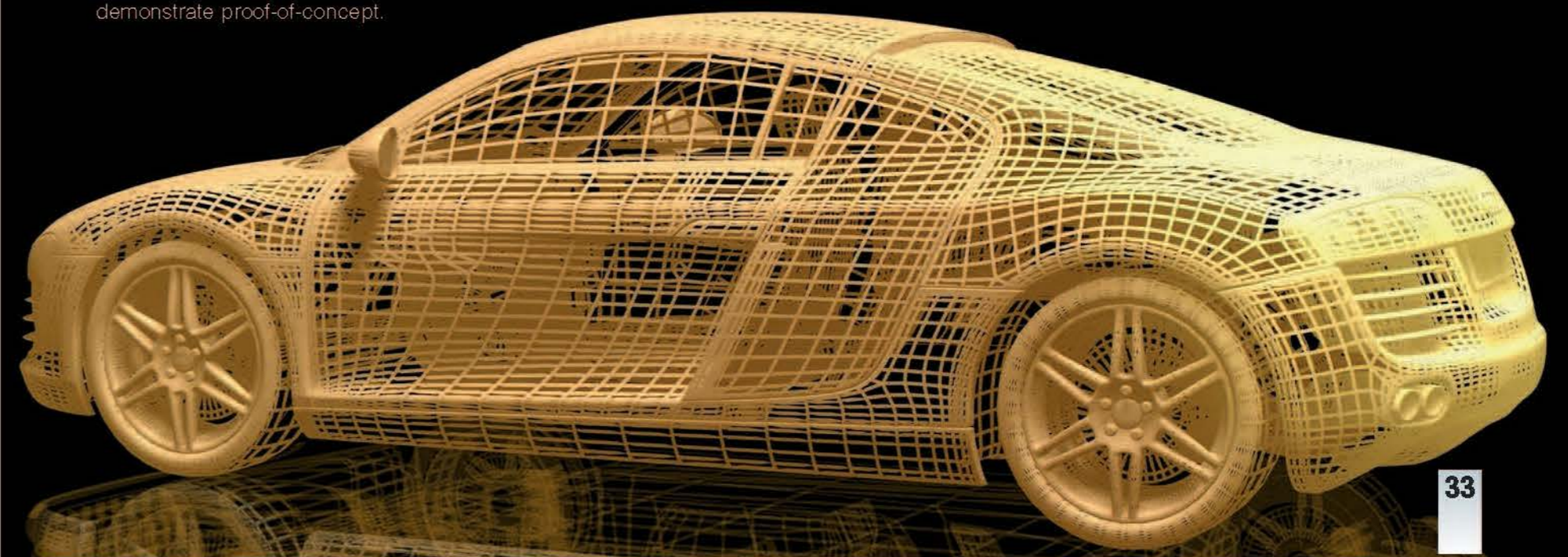
### Structuring of 'Innovation' initiative

- >> The initiative took a formally structured approach during 2009-2010, when Mr Sunil Kaul, Group President at ANAND, and Managing Director Behr India Limited, was given the charge for 'nurturing a culture of innovation, by directing, steering and fostering a process in the Group, as a Anand Executive Member, the then Policy Committee
- >> An external knowledge partner was identified in Erehwon Consulting Pvt Ltd, to conceptualise the activation, acceleration and embedding a culture of innovation
- >> Four companies in 2010, led by the COOs, took on challenges, set aspirations and were guided by Erehwon with Mindset + Mental Model Skills + Scientific Technique
- >> Demonstrating the impact by a set of change leaders, created belief in the top leadership at Anand, leading to support for evolving innovation leaders across functions and levels during 2011-2013, by rolling out interventions based on 'The Strategic Goal for Innovation' created in March 2012
- >> The inclusion of innovation culture across seven companies and ten plants commenced during 2013, through an 'Architecture for Innovation' focussing on five practices: strategy, process, people, practices and platforms that has been co-evolved by set of orbit-shift innovation leaders from five companies and Erehwon. This move was whole-heartedly supported by the Chairperson and the CEO of Anand, during the COOs' round table at the Live Concourse 2013 at Pune



The journey in three years, has reinforced the basic fact- Innovation happens by creating an environment of setting aspirations, applying fundamental principles of engaging with others, deep and lateral thinking, prototyping, rather than by only practising using tools at a superficial level. Individual innovators have developed skills of thinking systematically, engaging as equals, and respecting other's point-of-view. One can see a twinkle in their eyes when a challenge is identified, instead of feeling burdened or fearful. The quote, 'I now look forward to come to work daily', says it all!

**Mr MS Shankar**  
Senior Director  
Technology and Innovation  
Anand Group



# Gabriel, pioneer of ride control products in India

Since its inception in 1961, brand "Gabriel" has become synonymous with shock absorbers in India. Today, Gabriel caters to almost the entire portfolio of ride control products across all segments - two wheelers, passenger cars, commercial vehicles, railways and defence. With such a wide portfolio, Gabriel supplies to most of the original equipment manufacturers (OEMs) in India, enjoying almost 77 per cent market share in commercial vehicles, 29 per cent in passenger cars and 20 per cent in two wheeler segment

## GABRIEL



A type of shock absorber

### FACT FILE

Company established in: 1961

Head office: Chakan, Pune

Total number of plants: Eight

Sales Turnover YTD December 2013 - INR 9446.33 million

YTD Q1-Q3 FY 2013-14: INR 9446.33 million

A pioneer in the ride control products in India, Gabriel is the flagship and the only listed company of Anand group. It was founded by Mr Deep C Anand with a vision of being amongst the top two companies in auto ancillaries. With this vision and strong foundation, Gabriel has grown into a Rs 1200 crore revenue organisation over the last five decades forging strong partnerships with customers, suppliers and employees.

The direction to work with customers across segments has been one of the key growth drivers for Gabriel. This direction leads to various key investments. For instance, the visionary thinking of establishing plants in Nashik and Hosur dedicated for two wheeler segments, has helped Gabriel propel growth even in current challenging automotive scenario. Timely investments in R&D centre in Chakan and in advanced technologies like Dynachrome plating and Autophoretic painting helped Gabriel win prestigious business in passenger car market. Further, technological partnership with Kayaba and Yamaha Hydraulics helped Gabriel win business from global OEMs entering India.

Gabriel strongly feels that continued focus on quality and technology assimilation are key to continued growth towards vision of being amongst the top two companies in auto ancillaries.

#### One-of-its-kind products

>> True to its reputation of being pioneer in the ride control products in India, Gabriel has introduced many products and process technologies in shock absorber industry in India.

>> Some of the key process technologies are state-of-the-art in-house plating with Dynachrome, laser welding of the strut bodies, Autophoretic painting, Robotised damper assembly for two wheelers, etc.

>> Some of the key products are inverted front fork for high end bikes, spring on spring suspension, cabin dampers with adjusters, hollow piston rods, dampers for fully suspended cabins, heavy duty shock absorbers for trucks, etc.

>> Gabriel has also been a pioneer to develop products for Indian railways and defence sector.

>> Gabriel won the prestigious 'Golden Peacock Eco

- Innovation Award' for the year 2012 for its hollow tube McPherson strut specially designed and developed for the first time in India for a premium car manufacturer.

To continue this journey, Gabriel India is now investing in imbuing innovation as a DNA in the organisation's culture.

#### Future potential

>> Over the last decade, Gabriel has grown its revenues from INR 3750 million to INR 12000 million with a clear aim to improve this further in current year. Further, Gabriel is targeting a better than market growth rate over next four years. To achieve this growth, Gabriel will continue to focus on growing current business as well as acquire additional business from exports as well as after-market. Gabriel aspires to significantly increase its revenues from exports over next four to five years. Further, multiple initiatives are being focused on to reduce costs, increase efficiency and increase productivity to enhance the bottom line.

>> On technology front, Gabriel commissioned a dedicated R&D centre for two wheelers at Hosur in 2013. This is in addition to R&D centres of Chakan and Nashik. All centres are certified by Department of Science Industrial Research (DSIR), an apex body under the Ministry of Science and Technology till 2017.

#### What partnership means to Gabriel?

Gabriel emphasises partnership approach with various stake holders in order to create a long term win-win relationship.

##### Insights on partnership with stake holders

##### Customers

>> MD and Senior Management continual face-to-face interaction with all customers regularly to understand current as well as future business perspective

>> Offering complete portfolio of products to customers for all range of volumes, models, etc

>> Proactive investments to meet futuristic customer requirements

##### Suppliers

>> 70 per cent of the suppliers have been with Gabriel since inception and grown together

>> Actively pursuing VSME (Visionary in Small and Medium Enterprises) initiative for supplier up gradation. About 51 suppliers covered in last three years and another 30 planned in next two-three years : promoting a win-win culture

>> Gabriel Sourcing, SQA, TSG teams working closely with vendors to upgrade their capabilities

##### Employees

>> Gabriel been recognised amongst "India's Best Companies to Work 2012" in its industry

>> Gabriel aspires to be amongst the top two best companies to work in Automotive Component Industry in India

We started with a mission to deliver ride control products with a greater vision to graduate into a system supplier. Our key strength is our product specific manufacturing facilities across the country in close proximity to the customers. Going forward, we are targeting to double the topline while enhancing the bottom line by renewed focus on quality, customer satisfaction, cost competitiveness and innovation and continuing to maintain a healthy mix of domestic as well as export customers in both OEM as well as aftermarket.

Mr Manoj Kolhatkar  
Managing Director  
Gabriel India Limited

Gabriel won the prestigious 'Golden Peacock Eco - Innovation award' for the year 2012 for its hollow tube McPherson strut



CHAKAN



NASHIK



RANTHAMBHORE



NEEMRANA



PANTNAGAR



CHENNAI



MALUR



SATARA



JODALLI



GURGAON



THE POWER OF PARTNERSHIP

NEW DELHI



JAWAI

12,000 People  
11 States  
51 Facilities  
19 Companies  
15 Joint Ventures



SANAND



LUCKNOW



PARWANOO



HOSUR



MUMBAI



# THE POWER OF PARTNERSHIP

Since 1961

Forging alliances with global leaders has led ANAND to set international standards of performance with perfection, while developing pioneering technology. Partnership remains the keystone of Mr Deep C Anand's strategy to create an empire of enterprise and lead the industry as key player.

The strategy of partnerships began with Gabriel India, in 1961. With the success of Gabriel, a pattern of collaboration was created at ANAND, which continues to bring into India the finest trademarks and technologies from all over the world. Today, the organisation boasts to have 21 global alliances

## Technical Licenses



ANAND has secured seven technical licenses (TLs), so far. TLs are meant to service some special customers. Gabriel India has entered into TL agreements with companies like KYB, KBSE and Yamaha. Mando has a TL with Continental; Faurecia has it with Sango; Henkel has it with Sunrise; and CY Myotec has a TL with Cheutsu. All the TL agreements reflect ANAND's R&D efforts, matured products and assimilated technologies.



## Exports



Exports is a two-way process; it is to and through partners once a JV is formalised. It is for products, which are majorly controlled by ANAND or where ANAND technologies are matured. ANAND has built up a sizeable export market, currently comprising about 13 per cent of the total sales of existing products, targeted to reach 30 per cent over the next few years.

## Partners



From 1960s until 90s, ANAND had only US partners, including Gabriel USA, DANA Corporation and Purolator. Post liberalisation in 1990s, newer opportunities were explored with other countries as majority equity was permitted in automotive industry. 1990s onwards ANAND moved on to alliance with the companies of countries like Korea, German, Sweden, Japan and France. Today, the organisation has a total of 15 joint ventures, which bring the world's best technology in different product segments to the automotive systems and component industry. The JV partners include: Behr, CY Myotec, DANA, Faurecia, Federal Mogul, Haldex, Henkel, MAHLE, Mando, Valeo, Takata and Cheli & Peacock.

## Aftermarket



Right from inception in 1961, ANAND has always had a strong focus on the lucrative aftermarket segment apart from those of original equipment and exports. For ANAND, aftermarket is not to only remain in domestic market but also to capitalise on the international markets that offer immense opportunity for growth. This is intended to take advantage of the growing vehicle park; the increasing demand for good quality and genuine spare parts.

In the last decade or so the high priority demanded by the OEM sector has impacted the focus on the aftermarket. The recent measures to upgrade and modernise the organisation's distribution and warehousing along with automation of supply chain and marketing processes, will ensure that the Group focuses with renewed vigour. This stable business segment is expected to make higher contribution to the top line.

Aftermarket    JV Partnership    Technical License    Exports

# The evolving landscape of ANAND, stands testimony to its 'Spirit of Partnership' with stakeholders, collaborators, suppliers, vendors and employees

Deep C Anand was only 27 when he began his first venture, Gabriel in 1961. He had a dream to be the leader in the automotive sector and iron-clad conviction to realise it .... Today, the company has grown by leaps and bounds, recording landmarks over five decades of its history. It resonates with the courage of his convictions and vision. Depicted in the pictorial story are some recent glimpses of initiatives, events at and awards won by ANAND

## Formation of the Group Supervisory Board - 2003



## A New Inning at ANAND



ANAND, entered into a Joint Venture partnership with Mando Corporation, Korea, while acquiring a stake in Mando Steering Systems India Limited, on October 29, 2012

## LATEST AWARDS



Chevalier De L'ordre National Du Merite (2012) awarded by the President of the French Republic



Business Visionary Award 2012 conferred by NITIE

## Inclusive Growth

Corporate social responsibility is looked as a tool for sustainable inclusive growth at ANAND. The organisation caters to the society by creating a socially just and progressive environment. Besides, CSR at society level, ANAND also looks at the growth of its own people, who in turn help the other people in their surroundings, grow towards creating an equal and viable environment.



## SNS Foundation



## ANAND Gram



ANAND Gram in Chennai is the newest of all industrial clusters. Established in 2008, it is determined to create a new class for itself with four manufacturing facilities at one place.

## At ANAND Business is 90 per cent People

The talent across ANAND is identified and measured through an in-house developed criterion and the people selected are part of the Human Capital (HC) list. The five main criteria for induction in human capital are specialised education, corporate induction, ANAND Leadership Development Programme, ANAND Mentor Programme, consistent performance and criticality of role. Special focus is given to people under HC to identify their career paths and training needs through management development dialogues.



39th National Competition for Young Managers - NCYM 2013

VSMC Programme

## SUJÁN

SUJÁN, the hospitality vertical of ANAND is a globally acclaimed group of environment friendly, small and exclusive luxury camps. It creates experiences which appeal to the connoisseur, the adventurous and those looking to unravel the mysteries of the wild and diverse cultures. The SUJÁN model is a method for preserving the earth. Each of its small, eco-friendly camps offer world class service and hospitality without mitigating its commitment to conservation.

From Sher Bagh, its pioneering luxury tented camp in the land of the tiger and The Serai, a luxury desert camp and spa in Jaisalmer, to The Elephant Pepper Camp nestled in the Masai Mara Kenya, JAWAI Leopard Camp at Jawai Rajasthan, every SUJÁN property becomes a custodian of its environs and offers the chance to experience ecologically responsible tourism, in spoiling luxury.



## ANAND University

ANAND University was established to provide leadership development for innovation, business and operations excellence in supportive learning environment, leading to educational gateway for continual human capital development.



## ANAND School



## Milestones

- 1961:** ANAND was born, laid foundation with the establishment of Gabriel India.
- 1962-64:** Victor Gasquet India was established in 1962 at Mumbai. Second JV with DANA Corporation US to manufacture ball-bearings and selling products.
- 1966:** Launch of filter products with Purolator.
- 1976:** Set up of SVR for a dedicated CSY wing.
- 1978:** Inception of ANAND School in Parvathy, Himachal Pradesh.
- 1980s:** ANAND became the most sought after employer in the Indian Institute of Management, Chartered Accountants.
- 1983:** 30 per cent exports became a corporate philosophy.
- 1986:** Gabriel India introduced collar manufacturing for the production of shock absorbers.
- 1990s:** Product diversification and newer expansion. Establishment of JV companies like CY Spicer, Behr, Mando, Henkel, Valeo and Haldex.
- 1993:** Established ANAND University.
- 1994:** ANAND team was established, a resident cluster for employees.
- 1998:** Departure of Indian managers to the JV partners overseas.
- 2000s:** New JVs were formulated with Federal Mogul, Faurecia, Federal Mogul and Takata.
- 2003:** Formation of Deep C Anand Supervisory Board.
- 2007:** Diversification to luxury hospitality; SUJÁN was introduced.
- 2008:** ANAND Gram, a new industrial hub was set up in Chennai.
- 2012:** Business Visionary Award 2012 by NITIE.
- 2012:** Mr Deep C Anand was awarded Chevalier De L'Ordre National Du Merite by the president of French Republic.
- 2012:** ANAND signed the new JV with Mando Korea for receiving products and launching with Valeo for after-market.
- 2013:** Mr. Jai Singh elected as Vice President and Member of the Board of Directors and Chairman of the Board position.

# The CEO Speak



## with Deepak Chopra

amongst partners on any issues, we proactively and transparently try to resolve immediately and do not allow them to linger-on and take a serious dimension. One really needs to work on the partnerships to keep them honest and healthy, and we spare no effort in constantly nurturing them.

**What are the challenges faced in strengthening our JV partnerships?**

JV partnerships do face some challenges from time to time. These challenges may stem from the desire of one partner to play a controlling or dominant role in the JV or to have its own systems and processes being adopted in the JV irrespective of their practicality in the Indian context. These challenges could also be due to the overseas partner's need and compulsion to take a global approach about business and margins with their global customers present in India, even if this approach is detrimental to the interest of the JV in India. Downturn in home markets of the foreign partner in Europe, USA, Korea or Japan, leading to their desire to follow certain policies (like capital expenditure freeze or freeze on new hiring of people) relevant in their home countries, in their JV in India, in spite of growth opportunities here, are examples of other challenges.

In all such cases, we always sit down with our partners and try to understand each others' views and compulsions and work out solutions, which while being in the best interests of our Indian JVs, also are designed to reconcile and address the needs and concerns of both the partners. With this spirit of give and take, we have always been able to find good solutions and our partnerships have continued to grow in strength.

**How the JVs are helping us tide over the current slowdown period?**

We are using the superior knowledge and experience of our overseas JV partners in dealing with volatility and business cycles, to evolve specific strategies to counter the effects of volatility and slowdown.

These include cost reduction, wastage control and cash conservation measures, reducing break-even levels and proactive currency hedging as well as creating a natural hedge through boosting exports of products and design engineering services to our partners, as currently due to Rupee depreciation, exports from India have become more attractive. The strategy of helping our partners to leverage India through our JVs is a win-win strategy in these trying times.

**What is the future of ANAND's JV partnerships?**

Up until seven or eight years back, our overseas JV partners were quite content with providing designs, technical know-how and support to our JVs and leaving the task of managing operations and customer relationships to ANAND. Since then with further globalisation, the business environment in India has become much more complex and competitive. Also, the Indian automotive industry has grown and acquired reasonable scale and therefore more focus from international players. Our partners therefore want to play a much more active role not only on the technology side but also in other operational areas like finance, business development, HR etc.

We at ANAND welcome this much higher level of all round engagement from our partners in our JVs. We believe it makes excellent business sense for both partners to have pro-active engagement with the JV and bring their respective strengths and best practices to help the JV. ANAND will continue to explore ways and means to further strengthen its management support to its JVs and customised to their needs. We will continue to act as the eyes and ears for ourselves and for our partners, since we are present in India and bring in the local knowledge, experience and wisdom of doing business in India. Our belief in the 'Power of Partnerships' not only remains unshaken but has become stronger.

**How do you define the 'Power of Partnership' at ANAND?**

Right from its inception in 1961, ANAND's founder Chairman Mr Deep Anand built the Group's strong edifice based on the concept of partnership. Gabriel India, ANAND's first venture was set up in that year, as an equal joint venture between ANAND and Gabriel, USA. An ambitious, motivated and talented small team of employee partners lead by Mr Deep Anand himself, was inducted. Supplier partners were brought on board to build and supply parts which were assembled by Gabriel India into shock absorbers which was the first product launched by the Group. A formidable partnership was built with the iconic tyre company Firestone, which was a leader in the tyre industry then, to market shock absorbers. This was a very successful partnership which lasted for many years and established Gabriel as a strong brand in India which became synonymous with shock absorbers. Over the years, long lasting partnerships were built with several vehicle manufacturers, all of which continue even to this date. Mr Anand leads by example in making all ANAND people understand and believe in the true meaning of partnership and practice and invoke the tremendous power of partnerships. All subsequent ANAND ventures till today have followed this model of partnerships. Indeed ANAND is known as one of the very rare breed of Indian business houses which have made a success of its partnerships and joint ventures.

**How the partners have contributed to the growth of the Group?**

ANAND, building on the strength of its partnerships, has recorded spectacular growth in the last five decades. From a single company Gabriel India in 1961, it has grown to 19 operating companies, today. Its sales have grown from a few million Rupees to more than INR 60 billion today. From a single plant to around 51 plants and locations, from a few employees to 12000 employees, from one product shock absorbers to around 25 different automotive products, from its presence in one state Maharashtra to ten states in India and from its presence in automotive products only to its presence in automotive, industrial, railroad products and into the luxury hospitality segment, ANAND growth story based on its partnerships has been very impressive. This growth, majorly has been as a result of partnerships with customers, dealers, suppliers, employees as also with the government and the community around us.

**Managing partnerships is not easy, though ANAND seems to have mastered the art. What is the secret?**

The answer lies in our understanding and practising the concept of partnership, which signifies working with trust and transparency towards a common purpose or shared goals and building on each other's strengths. I would be the first one to admit that still there are gaps in 'percept' and 'practice' of the 'Dharma' or 'Religion of Partnership' at different levels and in different locations of ANAND but it is always our endeavour to close these gaps. Similarly, any differences which may crop up

Excellence in Manufacturing (EIM) is an initiative to make breakthrough improvements in productivity, efficiency and throughput, across three types of flows, viz, delivery flow to customers, production flow in Anand shops and procurement flow with suppliers

## Excellence In Manufacturing

EIM is treated as a separate vertical in order to give it a focus. Within ANAND, EIM has had its early roots. ANAND Production System (APS) was launched in the year 2005 and considered the basis for driving EIM till 2010. However, post Visionary Small and Medium Enterprise (VSME) initiative in 2010, this initiative was re-launched as Anand Heijunka Production System (AHPS) and the focus of EIM was broadened to include a process engineer training at Indian Institute of Technology Madras\*, says Rajesh Kakkar, Senior Director, VSME, ANAND Group.

### EIM evolution

Anand Production System helped focus on the enablers, which would ensure manufacturing excellence. One of the key measures of this excellence is Cost of Poor Quality (COPQ). A drive to cut COPQ by 50 per cent was started in 2007. Over the years, this initial goal was far exceeded and the overall group COPQ (as per cent to NSV) has been brought down from 2.8 per cent in 2007 to 1.0 per cent in 2013.

Further, in 2010, ANAND spearheaded a unique and breakthrough approach to EIM, which is called as Visionary SME (VSME) Programme. This was a CII Programme involving Japanese experts. This programme focused not just on ANAND's own processes but extended it to its suppliers. The programme started in the year 2010 with 23 suppliers supplying to five plants in Pune.

So far, it has covered 192 suppliers supplying to 18 Anand plants in Pune, Gurgaon, Parwanoo, Nasik, Jodalli, Chennai and Hosur. In order to speed up and sustain these initiatives, a third programme called AMX was launched with IIT Madras to train process engineers. This programme was started in 2012 with nine ANAND engineers selected from various plants. The second batch of 11 engineers is, currently, undergoing training at IITM.

### Main aspects

The role of EIM is to translate engineering skills into practically proficient and competent skills, to attain business goals. Training engineers in IIT towards gaining new skills in process engineering, is a step in this direction. Besides, bringing competitiveness by reducing wastage is another key goal. I am pleased to share that reducing 1.4 per cent COPQ brings additional INR 70 crores to bottom line. Moving forward, we are targeting to bring down COPQ by another 0.8 percent to reach global bench mark of 0.5 per cent. Most important is to bring pride in people who work as engineers, for they will be instrumental in helping the company grow, especially during tough market situations.

**Mr Pravesh Kumar Shrivastava**  
Group President, Excellence in Manufacturing and Education  
ANAND Group

Excellence in Manufacturing focuses on three aspects of business

### Reduction of Cost of Poor Quality in Manufacturing

It has three sub focus areas,

1) Internal scrap- Rejection happening due to internal processes and

“

The process of transformation is a journey and not a destination. The process of continuous improvement includes route simplification, integrating the systems through a strong IT interface and reorganising ourselves in a flow oriented culture (as opposed to functional mind-set). These are significant challenges ahead for Anand. EIM has helped Anand remain not only competitive but agile and responsive to the changing needs of the customers and markets. If we are able to continue this journey, we would be able to strengthen our leadership significantly.

**Mr Rajesh Kakkar**  
Senior Director, VSME  
ANAND Group

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due to poor quality of parts received from suppliers  
2) External scrap- Rejection due to sales return and warranty  
3) Premium freight- Extra freight paid due to express delivery of incoming parts or express delivery of finished goods to our customers

The COPQ projects are reviewed by Mr Pravesh Kumar Shrivastava, Group President, Excellence in Manufacturing and Education, ANAND Group, with each company head and plant heads on a monthly basis and overseen by ANAND Supervisory Board (ASB) periodically. For COPQ, the target is to reach 0.5 per cent by next year which will be a symbolic of reliable quality and competitiveness. Last year, it was 1.3 per cent and till now, that is, YTD September 2013, it is 1.0 per cent. Companies have identified 102 projects all across the Group which can reduce the COPQ by 140 million bringing it closer to the group level of 0.5 per cent.

### VSME

It aims to create win-win relationship with suppliers and develop trust. Focus is to improve the flow in our own plants and then do and demonstrate to suppliers to help them improve. Heijunka is a tool to achieve less fluctuated production in own plant and insulate self against external customer fluctuations in the daily demand. This helps in improving productivity and efficiency of a manufacturing plant.

### Process engineers training at IIT Madras

This programme trains the engineers to solve process related challenges in a step by step systematic way.

### EIM @ ANAND by 2018

All the major ANAND manufacturing Plants would not only introduce manufacturing transformation in model lines but would complete horizontal deployment of the transformation across all production lines of the plant by the year 2016-17.

VSME would be deployed at the model line of all the strategic tier II suppliers of ANAND by the year 2016 and complete deployment would be done by the year 2018.

# All set to take a leap forward

Haldex India has grown, remarkably, over the years. The company is now focusing on new product development, which will help it achieve the target revenue of INR 2800 million by 2018

**Haldex**



Facility in Nashik

**E**chlin India Ltd (later changed to Haldex India Ltd on Haldex taking over Midland GRAU of Echlin) was incorporated in 1996 and started Nashik operations from January 1997. Initially, the plant was designed to manufacture manual brake adjuster for North American market by taking over production from Midland GRAU plant in Iowa, USA.

### The Haldex journey

Haldex has travelled miles since its inception. The turnover of the company has grown from about INR 45.0 million in 1998 to INR 994.0 million in 2013. The company started domestic business in 2000 with 'manual break adjuster' supplies to Tata Motors, which later on was extended to Eicher Motors and Ashok Leyland. Haldex India took over manufacturing of manufacture break adjuster for European market in 2000 in addition to the development of other overseas markets like Korea, South Africa, Middle East and part of Latin America through Miami based dealer. In 2007, Haldex India introduced locally produced automatic brake adjusters- "SABA" and condenser cum oil separator- "ConSep".

Haldex India is in the process of setting up its R&D centre in Pune by May 2014, which will help the company to develop new cost effective high performance products like lift axle controls, air dryer, brake chamber and brake actuators. Haldex India is also engaged in selling new generation trailer products like anti-lock braking system (ABS), electronic braking system (EBS), air suspension controls in India by importing the products from European divisions.

### Core values

Haldex business model is built on three core values: customer first; respect for individual; and passion for excellence. Haldex believes in partnership by providing innovative vehicle solutions to its customers.

"We employ our knowledge bank created through 35 years of applications engineering from all over the world, to assist customers to exceed end user expectations in air brake and air suspension technology. Suppliers are considered an integral part of the

organization; visionary small and medium enterprise (VSME) platform is religiously practised at Haldex to improve quality and efficiency at supplier side", says Mr Binu Sivanathan, VP and COO, Haldex India.

### Latest highlights

- >> Launched trailer EBS with stability in India, in 2012
- >> Plan to start R&D office with test lab in Pune by May 2014
- >> Fully integrated lift axle control system is planned for 2014
- >> Revenue in 2013 - INR 994 million
- >> Target revenue by 2018 is INR 2800 million
- >> Major focus is on new product development
  - Lift axle control system - 2014
  - Truck ABS - 2015
  - Air dryer - 2016
  - Brake chamber - 2016
  - Brake actuator - 2016

### Current challenges

There are a few challenges that Haldex is presently facing, which include, less than 40 per cent utilisation of installed capacity for automatic brake adjuster. The company is currently operating with about 40 per cent capacity utilisation for the main product automatic brake adjusters against medium and heavy duty OEM's capacity utilisation of 30 per cent currently. The company has started to utilise machining



### Turning point

- >> 1999- Development of manual brake adjuster business with Tata Motors
- >> 2007- Mandatory legislation of automatic brake adjusters
- >> 2007- Production line transfer of condenser cum oil separator 'ConSep' from Sweden to Nashik

facility for the increased demand of North American market.

"There is a lack of product range- Haldex India is mainly operating in India with single product (SABA). Among total of four suppliers for air brake in India, Haldex is the company with minimum product portfolio. This makes our position vulnerable during supplier consolidation drive by OEM's. Plan has already been made to start R&D division in India targeting to add three major products by 2016", says Mr Sivanathan.

### FACT FILE

Company established in: 1998

Head office: Nashik

Total number of plants: Two

Sales turnover CY 2013: INR 994 million



Blue Seal, Spring Brake Actuator for Disc Brakes



S-ABA, Automatic Brake Adjusters

"Haldex India is the first company to introduce trailer EBS with stability controls in India. This product interacts with suspension and avoids trailer overturn by automatic application of brake.

Mr Binu Sivanathan  
Chief Operating Officer  
Haldex India







**Partnership to Henkel Teroson India means**

- >> "We consider our customers and suppliers as partners in business and growth"
- >> We put our customers at the centre of what we do
- >> We anticipate, respond to and meet our customers' and consumers' expectations by providing the best value, quality, and most innovative brands and technologies
- >> We value, challenge and reward our people
- >> We treat each other with respect and dignity and develop our capabilities. We expect everyone to take personal responsibility and perform to high standards. We rely on each other for our success as a company
- >> We work with suppliers to improve their quality and delivers while optimising their costs of production to keep enhancing mutual value"

# The company has grown multi-fold

Henkel Teroson India Limited is the leading manufacturer of structural adhesives, sealants, NVH pillar parts as well as glazing adhesives for bonding of windscreens, in the country. It is the only company to have Innovation Centre that embraces acoustic engineering in India

**2013 Highlights**

- >> Henkel Teroson India is the sole supplier of acoustics and structural packages of all three major vehicles launched in 2013, that is, Ford "EcoSports", GM "Enjoy" and Honda "Amaze"
- >> The company has introduced innovative technology "High Damping Foam (HDF)" in India with Mahindra & Mahindra
- >> It has recently set up and inaugurated the technology and innovation centre in Pune -The company is evaluating setting up a state-of-art plant in Western India

**FACT FILE**

- Company established in: 1996
- Head office: Gurgaon, Haryana
- Total number of plants: Three
- Sales turnover CY 2013: INR 2170 million

Henkel Teroson India, has grown over 13 times since its inception, from INR 170 million in 1997-98 to INR 2213 million in FY 2012-13", says Mr Alok Agarwal, Chief Operating Officer, Henkel Teroson India Limited. The company was established in the year 1996, with the vision to be the technology leader and most preferred supplier for sealing & coating (S&C) and acoustics & structural (A&S) products. A joint venture between Henkel KGaA, Germany and Anand, India, Henkel Teroson India also has a technical license agreement with Sunrise MSI.

The company in India manufactures a range of structural components from stiffening foams, reinforcement structural pads, and structural adhesives to direct glazing adhesives, for almost all the OEMs in the country. It has over 45 per cent market share in India. The company has a dominant market share in all major OEMs in India, including, Maruti Suzuki, Hyundai, Toyota, Ford, Honda, Mahindra & Mahindra and General Motors India.

Henkel operates out of state-of-the-art adhesive manufacturing facilities based on polyurethane, which is used for wind screen bonding. It is the only company in India to have a local manufacturing facility. The company also has a simulation and design facility for NVH parts for sealing of cavities and structural parts to optimise weight reduction, enhance crash and durability performance of the vehicle.

The manufacturing facilities are located at Gurgaon in Haryana, Chennai in Tamil Nadu and Parwanoo in Himachal Pradesh. The facilities are certified with TS 16949, ISO 14001 and OHSAS 18001 by DQS of Germany to meet stringent safety and sustainability standards of Henkel and local industry norms.



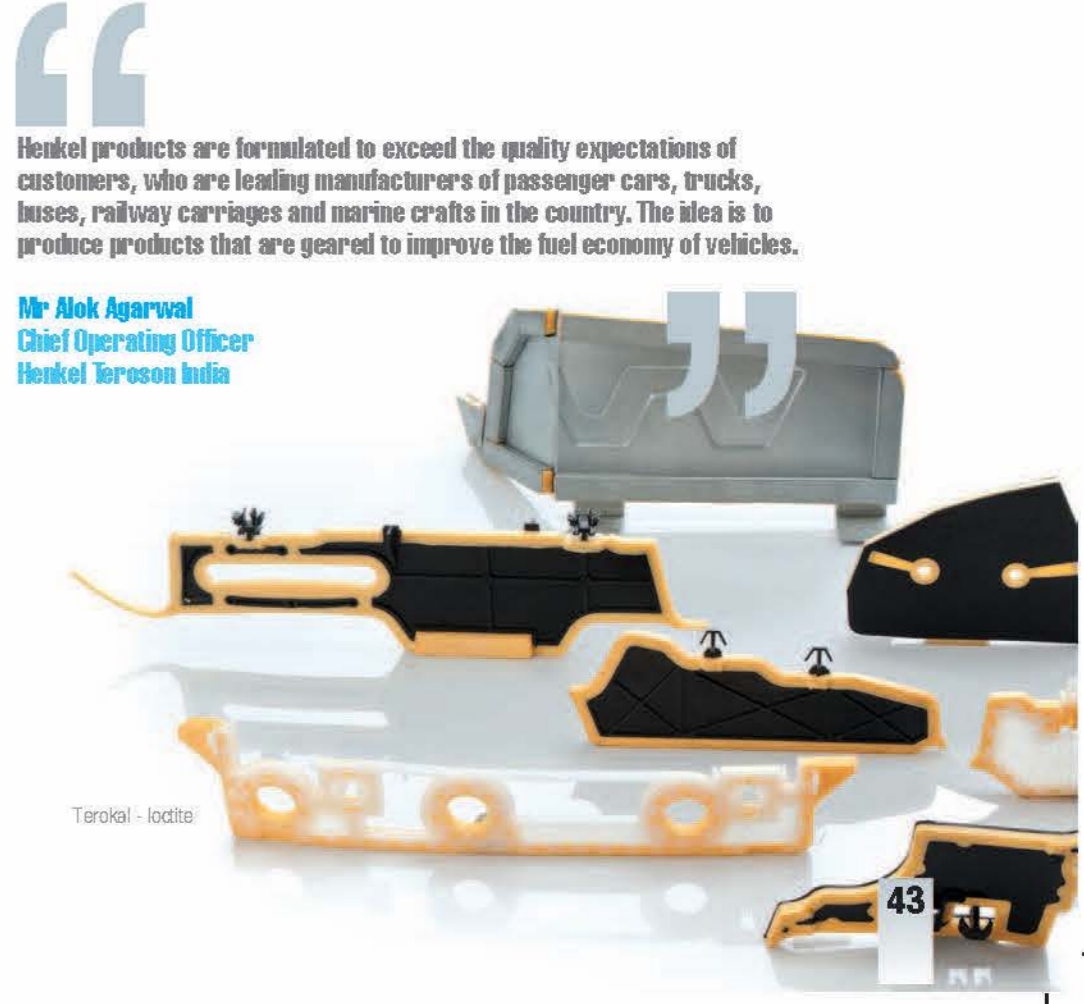
Range of adhesives

**Firsts from Henkel**

- >> 1998: Replacement of bitumen based underbody coating to PVC type to support Maruti in export of Zen
- >> 2000: Introduction of foaming type underbody coating with local development out of Henkel portfolio
- >> 2001: First company to introduce acoustic and structural solutions in India with local facility
- >> 2005: Only local manufacturing plant for PU based wind screen bonding adhesive in India
- >> 2013: Only company to have innovation centre with acoustic engineering facility

**Future plans**

"We are targeting a CAGR of 14 per cent till 2018. The strategic plans to achieve this include: building capacities in direct glazing adhesive (DGX); introducing liquid applied sound deadener (LASD); looking at growth on local and global OEM programmes; identifying and growing competencies in weight and noise reduction solutions; localising innovative new technologies; building acoustic and structural design/engineering and testing capability in India", says Mr Agarwal.



Henkel products are formulated to exceed the quality expectations of customers, who are leading manufacturers of passenger cars, trucks, buses, railway carriages and marine crafts in the country. The idea is to produce products that are geared to improve the fuel economy of vehicles.

Mr Alok Agarwal  
Chief Operating Officer  
Henkel Teroson India

Terokal - locdita

# MAHLE continues to grow; plans further expansion

Slowdown is affecting all, but MAHLE appears to have devised techniques to tide over the crests and troughs. The company is experiencing a larger-than-normal growth due to its well hedged model, which offers filtration products to various industry segments



**MAHLE**

**M**AHLE Filter Systems India, recorded its annual sales for the year 2013 as INR 5174 million with the growth rate of 13 per cent CAGR. "We are looking at a growth rate of 12-13 per cent CAGR in the next four years. Focus areas towards this growth include, pre-engagement with customer with effective project management; productivity improvement for cost management; and alignment with customers for meeting their technology needs", says Mr Ramneek Jain, Chief Operating Officer, MAHLE Filter Systems India. The challenges that the company is currently facing, include, large demand fluctuation of the customers and high volatility in the foreign exchange market.

Formerly as Purolator India Limited, the company was set up as

Pre-requisite for the creation of value for our external and internal customers is a strong focus as well as the constant improvement of areas such as key account management (one face to the customer-concept) and a full commitment towards lean transformation in all operations as well as R&D. One of the most important things, however, is the empowerment of our employees to actively involve in not just the day to day operations, but also in the future business development. It's our firm belief that due to our engaged employees we are able to react actively to volatile markets needs and to adjust our business operations in line with market requirements. Our overall goal in all business operations is to meet the customer's expectations.

**Mr Alexander Kutsch**  
Managing Director  
MAHLE Filter Systems India

a JV in 1966 between Purolator, USA and Anand. MAHLE Filter Systems India was established in 2005, when the new JV between Anand and MAHLE Filter Systems GmbH, Germany came into existence. Today, MFSI is well-known across various industries for its filtration products, which it offers to almost every automotive and original equipment manufacturer in the country.

Starting with only one plant in Delhi, the company is now present in all auto hub locations in India, including, Gurgaon, Pune, and Chennai, besides Parwanoo. Remarkably, the company had a sales of INR 0.014 million, in 1966 and touched INR 1680 million in 2005 with MAHLE GmbH partnering with Anand in the same year.

Today, MFSI is amongst the largest manufacturer and exporter of air, oil, fuel, hydraulic filters, oil mist separators and air intake manifolds used in the automotive, construction, genset and aviation industries in India. The company, is known to have invested a lot of time as well as money, in research and development to develop filtration media, new filter geometries, constructions and systems and has pioneered a number of firsts in the filtration industry in India. Notably, MAHLE is the only filter manufacturer to have its in-house integrated filter paper impregnation plant providing unique filtration solutions, the largest of its kind, in India.

MFSI's majority products are consumable items, replacement parts with high after market demand. It has a healthy mix of original equipment sales, OE Spares, after market, industrial-non automotive segments, private label and exports. With MAHLE as a global partner, the company has access to the world's best and leading technology in its range of products and global expertise in manufacturing and reach to the customers.

### The Power of Partnership

Speaking about 'The Power of Partnership', Mr Jain says, "We believe that one plus one equals eleven. Partnership to us means honesty, reliability and the confidence that together we are the leading players in the industry."



The primary product of air and liquid filtrations remains largely unchanged, these being consumable items, our diversified segment and customer portfolio, protects us from market fluctuations. With the help of MAHLE's global technology, we have launched high value high technology environment friendly products in India such as: the plastic cylinder head covers and air intake manifolds, oil filter modules and oil mist separators.

**Mr Ramneek Jain**  
Chief Operating Officer  
MAHLE Filter Systems India



### FACT FILE

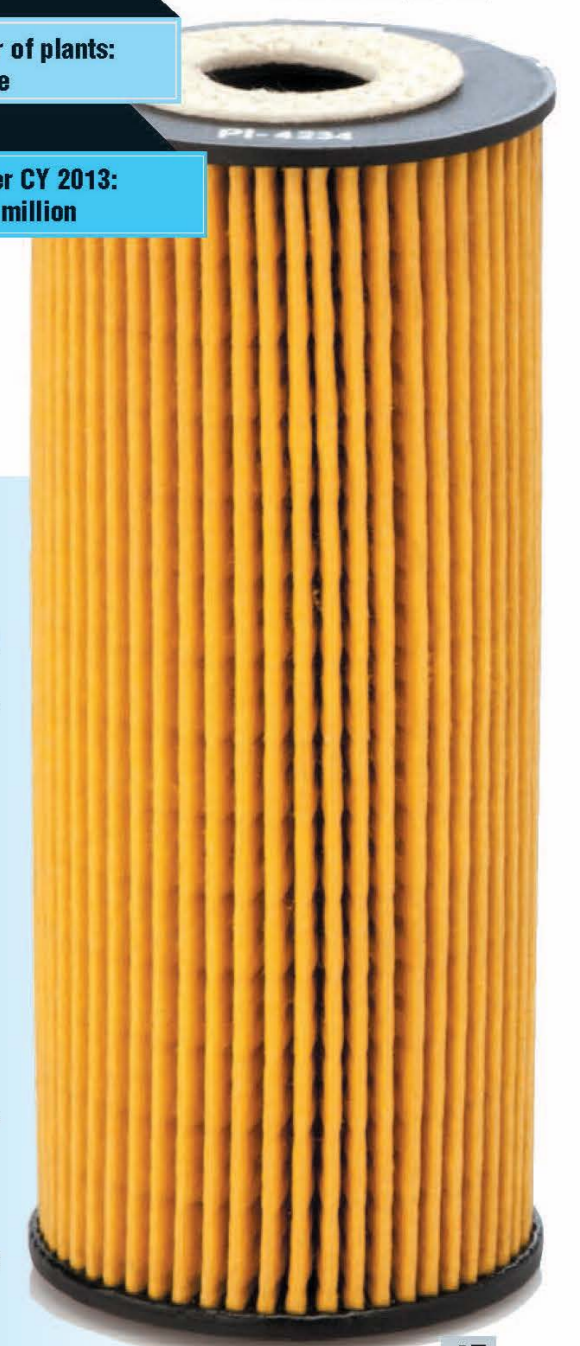
Company established in: 1966

Head office: Khandsa, Gurgaon (Haryana)

Total number of plants: Five

Sales turnover CY 2013: INR 5174 million

Oil filter element (metal free)



### Unique MAHLE products

- >> Plastic 6 cylinder head cover for commercial vehicles is being designed and manufactured in India for the first time.
- >> Nano fiber technology that provides higher filtration with better efficiency, has been indigenously developed and commercialised, and has been globally patented.
- >> Oil Mist Separation (OMS) in built with cylinder head covers (CHC) with impactor technology to meet Euro 4/Euro 5 norms.

### Turning point

- >> In 2007, MFSI won the business of the plastic air intake manifold and cylinder head cover of one of its global customers.
- >> In order to offer a global footprint, MFSI established Green Field project at Chennai. With this change, MFSI has come in the league of company offering high technology, world class manufacturing and global performance standards.

### Latest highlights

- >> In-house manufacturing as a part of manufacturing footprint to enhance operational efficiency and overall business performance.
- >> Two global patents registration on Nano fibre density upgradation, which added another feather in the cap of MFSI's R&D.
- >> Product standardisation, reducing parts variety by 75 per cent
- >> Green approach: Shift of plating from Chrome 6 to environmental friendly Chrome 3.
- >> Supplier rationalisation, reducing supply base by 40 per cent plus and rewarding strong VSME quality suppliers with larger growth.





**Mando**

# All for safety

Mando Automotive India Limited, a trusted brand for advanced safety systems, is a leading manufacturer and supplier of advanced, high performance brake systems in the country. The company also manufactures suspension products like shock absorbers and struts

“

Joint venture partnership is all about utilising the strengths of each partner. In Mando Automotive India Limited (MAIL), Mando brings in the latest state of the art product and process technologies and 'Anand' brings in knowledge of local customers, local laws and human resources. At MAIL, we will see this partnership flourish to take us to a sales turnover of approx INR 29000 million and a diversified customer base which will include Renault Nissan, M & M, Maruti, Tata Motors, GM, Ford apart from Hyundai over the next five years. And, this will also make MAIL one of the most competitive component manufacturer in India.

Mr. JW Son  
Managing Director  
Mando Automotive India Limited

”

**M**ando had started with revenue (figure of sales) of INR 74 million in 1999. It has travelled miles now; it recorded INR 13627 million as revenue for CY 2013. Notably, the company has increased its sales value to 183 times since its inception. Mando Automotive India Limited, located near Chennai, was established in September 1997, with a mission: "To become global leader of safety and convenience", as a joint venture between Mando Corporation, Korea and Anand, India, to manufacture brake systems strictly to Mando specifications.

The company had commenced its operations with the commercial production of hydraulic brakes and suspension systems to Hyundai in the Year 1998 and registered a sales value of 74 million during the first year. The company obtained TS16949 Certificate in the year 2002 and ISO 14001 Certificate in the year 2005.

Mando moved from the tagline of 'serving to single customer' to 'multiple customers' in the year 2004 and customers like Ford and Renault M&M (2005) were added to its product portfolio. The company expanded its product range and started manufacturing shock absorbers in the year 2006. In the year 2008, the company received the prestigious 5 Star Certification by Hyundai for maintaining quality management system.

The company further added customers like TATA, Nissan, Mahindra & Mahindra to its portfolio in the year 2012. Mando India Limited was integrated with Mando India Steering Systems Private Ltd, which manufactures MDPS and became one company, namely, Mando Automotive India Limited.

### Partnership to Mando means

>> **Partnership with customers:** Mutually beneficial and profitable growth

>> **Partnership with suppliers:** "We consider suppliers as our business partners and they form the integral part of our value chain as 75 per cent of our revenues come from them. We upgrade them towards 'best in class' status through various initiatives for quality improvements, supplier level up, new projects and technology transfer for mutual benefit and make Indian products globally competitive", says Mr V Madhavan, Joint Managing Director, Mando Automotive India Limited.

>> **Partnership with employees:** It provides conducive environment for learning, self-development and career growth thereby ensuring overall growth of the employees

### One-of-its kind products

Mando is the first company to introduce "Auto Adjuster" feature in drum brakes.

#### Mando Brake system are designed with:

- >> Compact and weight reduced TMC with fixed seal design for more reliability
- >> Rubber inserted boot g/rod and bush in guide rod for preventing rattle
- >> Application of teflon coated stainless steel spring pad design for preventing stick-slip of pad movement
- >> Fully covered boot design to prevent contamination and material to withstand low temperatures
- >> High performance and noise free design incorporated in rear brake assembly

#### Mando Steering system are designed with:

- >> Latest technology of integrated torque angle sensor (TAS) for better steering control and returnability
- >> De-rattle damper design, implemented for better control on rattle noise when driven on Indian rough roads

#### Turning Point

- >> 2006-2007: Sales doubled in the Year 2006 - 2007
- >> 2012: Development of low cost design products to meet local customer requirement which paved the way for customer diversification

“

Mando moved from the tagline of 'serving to single customer' to 'multiple customers' in the year 2004 and customers like Ford and Renault M&M (2005) were added to its product portfolio. The company expanded its product range and started manufacturing shock absorbers in the year 2006. In the year 2008, the company received the prestigious 5 Star Certification by Hyundai for maintaining quality management system

Mr. V Madhavan  
Joint Managing Director  
Mando Automotive India Limited

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Rear drum break assembly

### FACT FILE

Company established in: 1997

Head office: Parwanoo, Chennai

Total number of plants: Two

Sales turnover CY 2013: INR 13627 million

### Quick Bytes

>> Mando has started projects in brakes for Grand i10, New i20, TATA X0/X1, M&M S101, and Nissan K2

>> In steering, Mando has started projects on Grand i10, New i20, M&M P405/409, Nissan K2, Nissan "A" Entry, and M Reva- electric car

>> Started direct exports of brakes and steering to Turkey - Peak Annual Potential - INR 350 million

#### AWARDS:

- >> 2009 : Great Places to Work Award
- >> 2012 : Overall Best Performance from Hyundai target

#### EXPANSION PLANS:

- >> Localisation: 26.8 per cent in 2014 and then, 11 per cent in 2018
- >> Export: Achieve more than Rs 5000 million by 2017
- >> The company is planning to enhance new business from Non-HMI customers from current level of six per cent to about 43 per cent over the next five years, and also, to develop direct exports businesses to minimise forex risk
- >> It is planning to setup an R&D Centre in India soon



PERFECT CIRCLE

**Pioneers in the industry**

- 1976 Piston ring business started in joint venture with Dana USA
- 1979 Steel wire technology introduced in India
- 1988 Set-up of product validation centre
- 1990 Inauguration of R&D and material testing facility
- 1996 Introduction of Moly Plasma Inlaid in India
- 2005 Set-up of centrifugal ductile plant
- 2006 Set-up of precision plate machining plant and introduction of Chrome scrapper ring
- 2010 Start of manufacturing pressure plate casting and introduced PVD coating in Indian market
- 2012 Patents filed for the designing of gapless piston rings in March 2012
- 2013 Introduced DLC coating in India

**P**erfect Circle India Limited (PCIL) is a leading manufacturer and preferred supplier of piston rings in the country. Its product portfolio includes piston rings, pressure plate castings and precision component plates used in automotive oil pump and transmission system. As a leading exporter, 30 per cent of its product is exported to overseas markets. Over the years, the company has established a very strong aftermarket network pan India.

The company was established on April 6, 1962, and has consolidated its position as a leading brand of piston rings in India and its product are well accepted in the industrial equipment segment as a major OEM supplier. The company's foray into precision plated and flat plate product has enabled significant growth in the domestic and export market.

PCIL was manufacturing gaskets since its establishment in 1962 and started manufacturing piston rings with effect from 1976 in joint venture with DANA Corporation USA. Gaskets business was demerged from ring business in December 2001 and the company name was changed from Perfect Circle Victor Limited to Perfect Circle India Limited.

Remarkably, the company's sales grew from INR 1.3 million during 1962-63, to INR 1064 million in the year 2012-13.

Research and development is a key focus area at PCIL. This has resulted, the widest range of product for automotive applications from three wheeler to commercial vehicles and non-automotive applications from compressors to heavy duty engines. "Implementing improvements in product and process is an on-going effort with us, and is quite often an outcome of the close collaboration we share with our customers", says Mr RK Jain, Chief Operating Officer, Perfect Circle India.

The talent of Perfect Circle succeeded in inventing and

manufacturing a future ready product within the company. PCIL has been a leading company in introducing latest technology piston ring in India. The launch of king series piston ring and PVD coated piston ring has been well accepted by the market and are at leading position in those segments. Continuing the trend, PCIL has launched PVD diamond rings and many other rings for car/ MUV segment this year.

**Partnership means 'Collaboration'**

Partnership to PCIL means collaboration and synergy of strength and expertise to produce mutually beneficial outstanding results. The company believes that any successful business survives and flourishes on trust, mutual faith and ethical behaviour being practiced by all partners.

**Latest highlight**

The company launched state-of-the-art DLC coated rings in 2013 and also established in rolling out cast pressure plates (clutch/pressure plates). Now, the company has entered into producing fully machined pressure plates as a finished product.

**Way forward**

The company plans to achieve CAGR of 11 per cent and above in the next five years. To achieve the growth, PCIL has a strategic plan to pursue new product development and introduce latest steel ring technology to expand the product portfolio. The company is endeavouring to increase its "Pressure Plates" business by supplying machined plates. Also, the company continues to focus on operational excellence and expanding market network.

# Leading towards perfection

Perfect Circle India is lead innovator in piston ring manufacturing and has developed the widest range of high performance piston rings



Thin steel rings

“

We are targeting to achieve CAGR of 11 per cent and above in the next five years. To achieve the growth, PCIL has a strategic plan to pursue new product development and introduce latest steel ring technology to expand the product portfolio. We are endeavouring to increase our "Pressure Plates" business by supplying machined plates. Also we have continued focus on operational excellence and expanding market network.

Mr RK Jain  
Chief Operating Officer  
Perfect Circle India

”

**FACT FILE**

Company established in: 1962

Head office: 1, Sri Aurobindo Marg, New Delhi

Total number of plants: Two

Sales turnover 2013-14: INR 807.4 million



Over the years, Spicer India has grown from being just a manufacturing oriented company to a company which provides OEMs solutions and value, in the area of vehicle torque transmission. Almost all OEMs today approach Spicer India, given its superior technology, cost and delivery leadership



Wheel End Front Axle - enables short turning radius

**S**picer India Limited was incorporated in 1993, with the mission to design, manufacture, assemble and contract for buy, sell, hire, export, import, distribute and deal in automotive components, including, axles, transfer cases, universal joints, drive-shafts and components, in finished or semi-finished forms.

Since its incorporation in 1990 till 2002-2003, Spicer India had achieved a turnover of approximately INR 2000 million. From then on, it reached a turnover of INR 11700 million in 2012, which clearly showcases five times growth in the last 10 years.

From an initial customers base comprising of Tata, Mahindra and Ashok Leyland, Spicer India now has almost all the customers operating in India.

Over the years, Spicer India has grown from being just a manufacturing oriented company to a company which provides OEMs- solutions and value, in the area of vehicle torque transmission. Almost all OEMs have weaned away from making their own axles and drive shafts today. Customers approach Spicer India, in light of its superior technology, cost and delivery leadership.

“

From an initial customers base comprising of Tata, Mahindra and Ashok Leyland, Spicer India now has almost all the customers operating in India. Spicer is a one-stop-shop to OEMs today. Almost all OEMs have been weaned away from making their own axles and drive shafts; today, they approach Spicer India for their product needs, in light of its superior technology, cost and delivery leadership.

**Mr P Arul Kumar**  
Chief Operating Officer  
Spicer India

#### Business success is about 'Partnership Management'

Today, success in business is all about Partnership management - whether it is customers, suppliers, employees, JV partners, society or government. Effective and efficient stakeholder management is the key to business success.

**Customers:** Indian customers have become global and there has been a shift from "buying product" to "expecting solutions for their challenges in the market place". "Customers expect cost effective solutions with the most current and relevant technology. This means remaining focused towards building long term customer relationships and at the same time not sacrificing short term goals. Only a win-win thinking style earns the respect of the customer", says Mr P Arul Kumar, Chief Operating Officer, Spicer India.

**Suppliers:** Suppliers are the true partners in business. "We, at Spicer India, believe that our success is directly linked with the success of our Suppliers. Commitment to Supplier is our core value. We remain committed and support the VSME initiative, to make our suppliers competitive and capable of going global", adds says Mr Kumar.

**Employees:** Happy employees make a great company. Spicer respects human values and treats every individual with respect and dignity. Business is 100 per cent people at all the Anand Group companies.

#### Latest highlights

- >> Dana DOS Awards - During Dana Annual Operations Meet at Chicago in May 2013, Dana awarded Spicer 11 Banner Awards in various categories and the Prestigious Best Dana Global Award to Jodalli Plant at the hands of Dana President and CEO Roger Wood
- >> Mahindra Awarded Spicer with "Best Supplier Award" for 2012 in Vehicle Proprietary Category at Supplier Meet at Copenhagen on May 31, 2013
- >> Tata Motors Awarded Spicer with "Best Overall Performance Category" at Supplier Meet held at Macau on August 30, 2013
- >> Expansion plans - Two new plants to support Tata Motors (2013) and Maruti Suzuki (2014) at Lucknow and Manesar respectively

#### Current challenges

- >> Growth: Retain and improve share of business with all customers
- >> Increase export revenue to 35 per cent of total revenue
- >> Sustain and improve quality of earnings

#### Growth plans

- >> Target growth - Sales @ CAGR of 14 per cent (2013 to 2018)
- >> Achieve turnover of INR 20000 million, with exports at INR 6000 million

#### Strategic plans towards realising the ambition

- >> Acquire OEMs in house business of axles and drive shafts, with better value proposition (Technology, Quality, Cost and Delivery)
- >> Higher exports by leveraging rupee depreciation and productivity improvement
- >> After market penetration with increase in product offering and expanded network
- >> Expand manufacturing footprint and manufacturing excellence - Plants close to vicinity of customer
- >> Assured growth of strategic Suppliers / VSME coverage at all locations.
- >> GPTW: Be among the top 50 Companies in India

”



Mr Deep C Anand's visit along with other Dana Board Members, to Dana Plants at Ladkrabang and Rayong in Thailand

#### Firsts to the industry

- >> 1996: Independent front suspension axle for 4x4 vehicles with auto hub lock and CV joint
- >> 1997: Limited slip differentials; Service free wheel end with unit bearing in wheel end
- >> 1998: Monotron drive shafts
- >> 2000: Warm forged diff gears
- >> 2005: Banjo axle in UV market
- >> 2007: Electrical disconnect
- >> 2009: Lube for life technology for trucks
- >> 2012: Aluminum gear carrier; Advantek technology for axles

#### Turning Point

- >> 1995: Tata Motors awarded 207 series Axles, which facilitated to start of axle manufacturing
- >> 2002: Shifting of manufacturing facility from overseas Dana locations to Spicer India. Components like End Yoke, Diff cases etc, were introduced. The export today is INR 2000 million (18 per cent of NSV)
- >> 2005: Major business from M&M by introducing Banjo Axle for Xylo
- >> 2006: Decision for setting up a plant at Pantnagar to support Tata Motors Ace platform. Today, the turnover of this plant is INR 3000 million
- >> 2009: Major investment of INR 700 million for setting up an in-house gear manufacturing unit. This gave Spicer a technological edge over competition

#### FACT FILE

Company established in:  
1993

Head office:  
Chakan, Pune

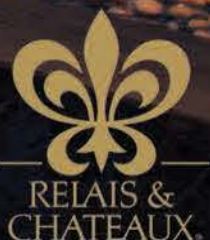
Total number of plants:  
Six

Sales Turnover 2013-14:  
INR 9500 million

# SUJÁN



The Serai, Jaisalmer



**S**UJÁN's flagship, Sher Bagh was established at Ranthambhore in 2000. It was one of India's first luxury tented camps and was soon ranked in the World's Top 100 Hotels. SUJÁN is committed to conserving the best that nature and culture have to offer without compromising on luxury and service. It creates experiences that are distinct from the norm.

SUJÁN offers an opportunity to experience hospitality in the wilderness and solitudes and has steadily expanded within the luxury segment of India's hospitality industry. By the beginning of 2014 the group shall hold five properties in two countries in ownership, partnership and under management.

For SUJÁN, partnership means collaborating with local communities in conservation and creating extraordinary experiences. "We are extremely selective and discerning about who we partner with, a commitment to conservation of both nature and culture is a critical aspect we expect partners to follow. For our customers the "SUJÁN Standard" spells world class standards of service and unmitigated luxury while caring deeply for our natural and cultural heritage", says Mr Jaisal Singh, Chief Executive Officer, SUJÁN.

SUJÁN is constantly evolving and its latest expansions are a significant part of this progression. Before this, two notable turning points were the establishment of The Serai, Jaisalmer (2009) in a region that did not boast a luxury property. Secondly, the membership of the prestigious Relais & Chateaux association (2009) gave SUJÁN's commitment to the best standards, an invaluable endorsement.

The global slowdown has had its impact across various industries, including hospitality. For SUJÁN, the global economic slowdown has meant that bookings are coming in later and slower than they did previously. Beyond that the full impact of the slowdown still needs to be examined more thoroughly.

"The latest additions to SUJÁN's growing portfolio are JAWAI Leopard Camp, located in Pali, Rajasthan and SUJÁN Rajmahal Palace in Jaipur. At JAWAI we began operations in December 2013, while SUJÁN Rajmahal Palace, our latest experience is set to open by the end of 2014", said Mr Singh.

# Experiential luxury

SUJÁN defines hospitality differently. The ability to enjoy luxury in pristine surroundings is a rare privilege and the luxury hospitality group, currently in expansion mode, is breaking new ground

JAWAI Leopard Camp, Rajasthan



**“**For SUJÁN, partnership means collaborating with local communities in conservation and creating extraordinary experiences. "We are extremely selective and discerning about who we partner with, a commitment to conservation of both nature and culture is a critical aspect we expect partners to follow. For our customers the "SUJÁN Standard" spells world class standards of service and unmitigated luxury while caring deeply for our natural and cultural heritage.

**Mr Jaisal Singh**  
Chief Executive Officer  
SUJÁN

**”**

Sher Bagh, Ranthambhore



Elephant Pepper Camp, Kenya

**Quick Bytes**

- >> Globally acclaimed chain of environment friendly, small and exclusive luxury hotels
- >> The two properties: Sher Bagh and The Serai, are members of Relais & Chateaux
- >> Sher Bagh, is a luxury tented camp, adjoining the Ranthambhore Tiger Reserve in Rajasthan
- >> The Serai, Jaisalmer is a luxury tented camp and spa near the medieval city of Jaisalmer in Rajasthan
- >> Forged a partnership with The Elephant Pepper Camp in Mara North Conservancy, Masai Mara, Kenya, in 2012
- >> JAWAI Leopard Camp, a new property in Rajasthan, joins the company portfolio in 2013
- >> Mr Jaisal Singh elected as Vice-President and Member of the Board of Directors of Relais and Chateaux in 2013, the first Indian to be elected to that position
- >> SUJÁN Rajmahal Palace is set to open by the end of 2014
- >> SUJÁN works closely with local communities and is committed to the conservation of natural and cultural heritage

**FACT FILE**

- Company established in: 2000
- Head office: 1, Sri Aurobindo Marg, New Delhi
- Total number of properties: Five
- Sales turnover 2013-14: INR 150 million





Facility in Anand Gram (Chennai), representing maximum women OEs on the shop floor

**Firsts from Takata**

Takata developed the product "Air Belt" which is the 'Seat Belt' including small 'Air Bag'. However, as of now this is very new product for Indian market and gradually its demand will pick up in India

**Latest Highlights**

>> Takata India will be expecting profit improvement by initiating turn around activities in terms of localisation of imported material, increasing the exports and overall cost reduction in operations by optimisation of resources

>> The "SHARKS"- Quality Circle Team of Takata India Chennai Unit won GOLD Award in QCFl 22nd Chennai Chapter- QC Convention in October 2013, out of 142 QCC teams of 69 participating companies

>> The "SHAKTI"- Quality Circle Team of Takata India Neemrana Unit won GOLD Award in QCFl North Chapter- QC Convention in October 2013 second time in a row out of 208 QCC teams of 97 participating companies

**Way forward**

>> Targeted sales revenue for FY 2018 will be USD 72 million. Strategic plans to establish strong competitiveness will include, development of low cost devices; aggressive localisation; and aggressive export



Child restraint system

# With precision

Takata India was established a couple of years back, for securing human life, by focusing the concept of passenger safety and further developing life-saving products like air bags, seat belts and steering wheels

Takata India, a JV between Takata Corporation, Japan and Anand, India, started its business in 2009 with just one customer. In the first year, the sale was USD 16 million. The company grew speedily. The next four years saw several new customers in the portfolio of Takata India and the annual sales grew to USD 40 million (it was an increase by two and half times).

Today, the company is considered to be a leading manufacturer and supplier of safety products like air bag, seat belt and steering wheel for new generation vehicles in the country. Takata India's safety products are manufactured and customised to the Indian terrain.

Takata India has two state-of-the-art manufacturing facilities located near Chennai, Tamil Nadu and in Neemrana Rajasthan. The automobile safety products like, air bag, seat belt and steering wheel are manufactured in these two locations.

**"We at Takata always seek new ways to improve safety. We strongly feel for social responsibility and believe that we can contribute immensely to the world. Our challenge is to create safety products, keeping in tune with safe environment. As a first step to feel our confidence, we urge everyone to wear seatbelt and grip steering wheel while driving."**

**Mr Tsutomu Miyama**  
Managing Director  
Takata India

**The Power of Partnership**

Takata India believes that the business partner plays a crucial role in establishing, operating and optimising, to achieve the business objectives of the company. Partnership with customer means to mutually understand each other's requirement and to fulfill quality, service and other business expectations.

Suppliers' relationship means common understanding and commitment towards expected quality standard and timely delivery. And, employees are to support and share company's vision and mission to support it to grow multifold and have good profitability. Peers' support is very big encouragement for all to develop work culture and establish discipline in the company.

**FACT FILE**

- Company established in: 2007
- Head office: Chennai
- Total number of plants: Two
- Sales turnover 2013-14: INR 2612 million

# In harmony with the environment

Valeo Friction Materials India manufactures non-asbestos clutch facings for the entire range of automobiles. Also, its G5 clutch facings, the first range of "green" clutch facings in India, enables customers to considerably reduce atmospheric emissions and improve working conditions



**Valeo**  
Friction Materials

“

We are growing and want to be the leader in automotive and manufacturing industry. To realise the growth rate of 50 per cent by 2018, the company is looking at: penetrating in the independent after market; entering in dry disc brakes in tractors - IAM and OEM; entering in export IAM; and targeting on new customers both domestic and export.

Mr LR Rajakumar  
Director  
Valeo Friction Materials

”

High wear resistant grades for severe truck and tractor application

Valeo Friction Materials India Limited was established on June 26 in the year 1997 to manufacture a range of 100 per cent environmental friendly clutch facings, specially geared to improve driving comfort while offering a longer lifetime. The company's mission is to: retain market leadership; achieve zero defects with all customers; ensure profitable growth; and build the best professional team.

Valeo Friction has come a long way since its inception. The revenue for the year 2013 was recorded as INR 1248.8 million. The revenue during the financial year 1997-98 was INR 7.7 million and generated total revenue of INR 120 million in the year 2012. Within a span of 14 years, the volume increased 10 times between 1997 and 2012 reaching total facings of 10 million. Notably, the company also started its export business in the year 2005.

In India, Valeo is headquartered in Chennai with five production sites in Chennai and Pune and a state-of-the-art research centre in Chennai. The company supplies products to car makers, including, Ford, Nissan, Maruti Suzuki, Tata, Mahindra, Hyundai, GM, Fiat, Volkswagen and Toyota.

Valeo Friction Materials India manufactures non-asbestos clutch facings for the entire range of automobiles, including three-wheelers, light and heavy trucks, passenger vehicles and tractors. The company also manufactures high performance judder free grades for premium passenger vehicles, high temperature resistant grades for severe applications in the truck and tractor segments. Also, it manufactures a complete range of green facings as well, for passenger cars and trucks both for the OEM and aftermarket segments. It uses a range of materials free from asbestos, lead, organic solvent, ceramic and aramid fiber.

#### Partnership means 'Learning and Sharing'

In partnership, best comes out of both the partners. It is also all about sharing the best practices and supporting each other when needed.

"Learning is another important benefit we can enjoy with good partners. Understanding and working closely with each other will ultimately bring long term benefits to both parties", says Mr LR Rajakumar, Director, Valeo Friction Material.

#### First to the industry

"We are the only and first company in India as well as in globe manufacturing water based facings, free from asbestos, organic solvents, heavy metals, ceramic and aramid fibers, which are very harmful to the human beings. Even though, asbestos is not yet banned in India, Valeo took a conscious decision to forbid usage of asbestos in any form inside the plant", says Mr Rajakumar.

#### Plans ahead

Valeo Friction Materials India is dreaming high and working towards achieving 56 per cent growth between 2013 and 2018. To realise the growth rate of 56 per cent, the company is looking at: penetrating in the independent after market; entering in dry disc brakes in tractors - IAM and OEM; entering in export IAM; and targeting on new customers both domestic and export.

#### Turning Point

- >> 2001-02: The breakeven year for Valeo Friction Materials India
- >> 2005: Valeo Friction started its first export in the year 2005

#### Capacity Milestones

- >> November 1, 1998 - Phase II integration from grinding for 3 million facings
- >> March 15, 1999 - G5 for 3 million facings
- >> May 21, 2001 - Integration of Twisting Process
- >> May 12, 2005 - All process for 6 million facings
- >> June 30, 2012 - All process for 14 million facings

#### Latest Highlights

- >> Expansion plans - Capacity enhancement from 10 million to 14 million done in Q4 2012
- >> Latest technology - G6 technology developed at R&D Limoges expected SOP in the year 2014

#### FACT FILE

Company established in: 1997

Head office: Chennai

Total number of plants: Five

Sales turnover for CY 2013: INR 1248.8 million



# One-stop-shop for quality products

Valeo Service in India strives to be a single point marketing organisation for reliable and high quality products. Its product lines include clutches, auto electricals, wiper blades, shock absorbers, struts and filters



**Valeo**  
Service

“

Valeo Service was established with a mission to provide superior quality products and services to the Indian automotive aftermarket and to become a market leader in the automotive industry. Today, 40 per cent cars in India are fitted with a Valeo clutch as original equipment; also, one of every three cars is fitted with high performance Valeo starters/alternators as original equipments.

**Mr Srinivasan Balasubramanian**  
Managing Director  
Valeo Service

”

Valeo Service India Auto Parts Pvt Ltd, is a joint venture between Anand and Valeo France, to market the largest range of automotive components in India, deploying international best practices in marketing and aiming to create a world class supply chain process and logistics infrastructure. Valeo is an independent industrial group fully focused on the design, production and sale of components, integrated systems and modules for the automotive industry, mainly for CO2 emissions reduction. It ranks among the world's top automotive suppliers.

Valeo Service in India is slated to be a single point marketing organisation of reliable and high quality products, which include, clutches, auto electricals, wiper blades, shock absorbers, struts and filters.

Established in January 2012, Valeo Service India Auto Parts Pvt Ltd, aims to provide superior quality products and services to the Indian automotive aftermarket and to become a market leader in the automotive industry. "The company started operations in the last week of April 2012 and generated revenue of INR 133 million in the year 2012. In the calendar year 2013, the company grew four folds and generated

revenue of INR 461.6 million", says Mr Srinivasan Balasubramanian, Managing Director, Valeo Service.

Valeo Service, Valeo's aftermarket division, represents 16 per cent of the total sales of the Valeo Group. The company sells a wide range of products and top quality services including catalogues, marketing tools, training and diagnostic tools, to car dealerships, spare parts distributors and independent businesses in more than 120 countries around the world.

The company reaches customers across India with a wide network spread across the length and breadth of country, with warehouses across various States to ensure timely availability. Valeo Service boasts that 40 per cent of cars in India are fitted with a Valeo clutch as original equipment; also, one out of every three cars is fitted with high performance Valeo starters/alternators as original equipment.

#### Partnership is 'Development'

Valeo Service forms strong partnerships with both customers, whom the Group supports in their development across all their markets around



the world, and suppliers, in order to move forward together and meet the best global standards.

Valeo's commitment to sustainable development is an integral part of its genome. It relates to employees, at every level of the Group, as well as its customers and suppliers. This Group-wide commitment is fundamental, because one can be effective in our actions only if everyone is involved.

#### Quick bytes

- >> Achieved break even within first year of operations.
- >> Launch of imported clutches and wipers from other Valeo sites resulted in additional revenue of 22 million INR with higher gross margins.

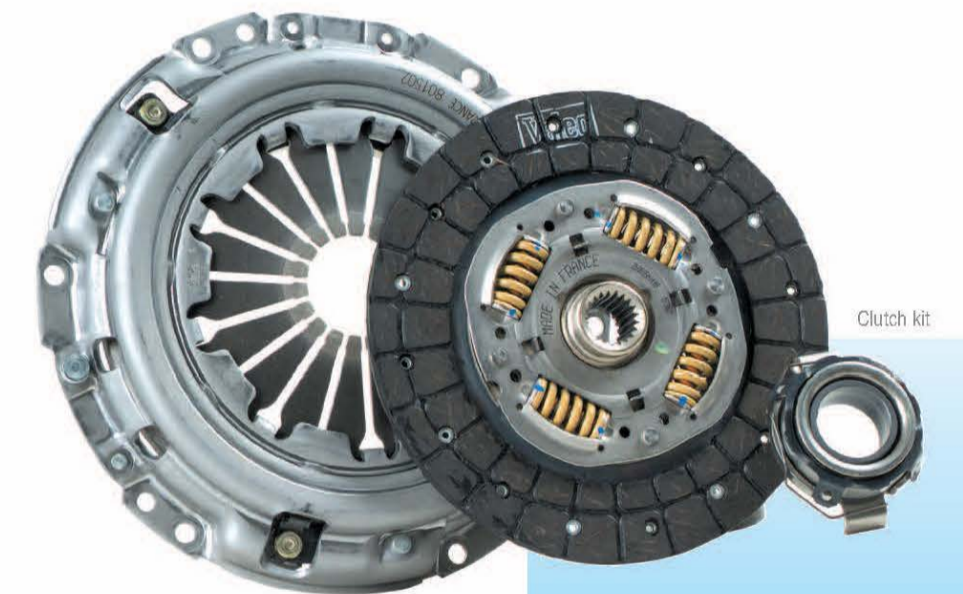
#### Current challenges

The depreciation of the Indian Rupee is putting pressure on margins realised from imported Valeo products. The company is looking at increasing its shares in the market of shock absorbers and filter business. But in the current market scenario, the company believes delaying these plans for a couple of months to be a wise strategy.

#### Growth ambition

The CAGR growth ambition for the company for next five years is 60 per cent. The key strategies for targeted growth rate would include:

- >> Multi product strategy- Enhance Valeo's image as a multiproduct specialist in the India by introduction of all product lines of Valeo.
- >> Effective and strong distribution network- Broadening customer/end-user reach by focusing intensively on retail market and garage fitments.



Clutch kit

#### Latest Highlights

- >> Achieved 2013 budgets for product line clutches
- >> Launched the Valeo first range of wipers in the aftermarket
- >> Launched Valeo range of shock absorbers and struts for passenger cars, two wheelers, three wheelers and commercial vehicles
- >> Established a network of over 300 sales and service dealers in major towns of India

#### FACT FILE

Company established in:  
2012

Head office:  
Chennai

Total number of plants:  
None

Sales turnover CY 2013:  
INR 461.6 million

# Best known brand for engine components

Victor is the leading manufacturer of asbestos free engine sealing products in India. It started with customers like Mahindra & Mahindra and Kirloskar Cummins with the manufacturing of secondary soft gaskets. Today, Victor supplies products to 77 customers in India, including, Volkswagen, Ford, Cummins, Tata Motors, KOEL, Mahindra & Mahindra, Simpson and TVS



Facility in Chakan (Pune)

**V**ictor Gaskets India Ltd was established in 1962 at Mumbai with the mission of becoming a technologically advanced sealing solution supplier to automotive and stationary engines manufacturers in India and abroad. The company was afterwards shifted to Nashik in 1971 and then, to Pune in 1998 where it currently has its major customer base.

Presently, Victor supplies products to 77 customers in India like Volkswagen, Ford, Cummins, Tata Motors, KOEL, Mahindra & Mahindra, Simpson, TVS, etc. The company also exports to OEMs like Audi, Lister Petter, Cummins and to institutional customers. Victor manufactures heat shields and gaskets for a variety of application-automotive, industrial, agricultural, refrigeration, compressors and stationary engines

The Anand heijunka manufacturing system, learnt from Prof Shoji Shiba and Prof Furuhashi Takeyuki, has provided guidance to Victor for excellence in manufacturing. Driving culture of innovation has helped Victor to transform the mind set of employees to achieve the impossible looking goals and achieving 2X results.

#### Partnership is about nurturing spirit of working

"Similar to our product gasket which works in close contact with the



MLS exhaust manifold gaskets for passenger cars



We have expanded our product range to all types of gaskets required for the vehicles/engines including cylinder head gaskets, exhaust, intake manifold gaskets, various moulded gaskets, secondary gaskets with soft and rubber coated steel materials. We manufacture multi-layer steel gaskets, which are the gaskets of current and future engines. The addition of heat shields have made VGIL a complete sealing solution provider. In-house development of patented designs are giving confidence to customers and has established Victor as a trusted brand in India. In this journey, Victor's sales has grown 20 folds since its inception.

**Mr Dilip Palve**  
Chief Operating Officer  
Victor Gaskets India

hardware, we nurture the spirit of working hand in hand with customers, suppliers and employees. Closely working with customers like Simpson and Ford have resulted in adding new product range to VGIL portfolio like first 'no retorquer head gasket and heat shields'. We have evolved to imbibe culture of working with supplier as partner in progress. Through VSME programme we are creating a win-win relationship with suppliers by learning the heijunka production system together. Within the employees, commitment towards objective/goal takes precedence over hierarchy. This transformation of mindset is achieved by driving the culture of innovation with the organisation", says Mr Dilip Palve, COO, Victor Gaskets India.

#### Road ahead

Victor plans are to target sales of INR 1102 million @ CAGR of 10 per cent, by 2017-18. To achieve this target, the company will: focus on growing need of heat shielding due to tighter emission norms; widen the customer base in overseas market to achieve 20 per cent export; invest in innovative techniques for upfront product reliability assurance; and maintain the manufacturing efficiencies and zero defect rates with highly complex product mix.



New generation MLS head gaskets

#### FACT FILE

- Company established in: 1962
- Head office: Parwanoo, Chakan, Pune
- Total number of plants: One
- Sales turnover 2013-14: INR 627 million

#### Firsts to the industry

- >> Multi Layer Steel (MLS) cylinder head gaskets: a) Selective coating of rubber for MLS head gaskets, b) Chemical bead for controlled compression to help head lift off
- >> Heat shields: a) Upfront design verification at zero cost, b) Pronto delivery within one week against industry standard of eight weeks
- >> Victor created a 'burn free' material for cylinder head gaskets, specially for indian conditions

#### Turning point

- >> 1999: First 'no retorquer' head gasket for tractor segment
- >> 2007: Addition of heat shield product
- >> 2008: Became asbestos free
- >> 2010: Starting journey of Anand heijunka production systems, giving edge in excellence in manufacturing
- >> 2011: Starting of innovation journey, changing the mind set of employees creating new distribution system

#### Latest highlights

- >> Chairman's Award for Best Plant for Anand Heijunka production system in 2012
- >> FICCI Platinum First Quality System Excellence Award for manufacturing system in 2013
- >> Installation of MLS gaskets line and introduction of heat shields.
- >> Patented design of King Steel Cylinder Head Gaskets

# Working to enrich lives

SNSF grew from being identified as an outmoded 'welfare' organisation to an event organiser and finally, to donning the current professional image it is known for, in the NGO sector. The organisation caters to society by creating a socially a just and progressive environment



With the mission to reach out to the underprivileged (children, women, youth and communities) with transparency and accountability, SNS Foundation was established in 1976. "We believe that this is best achieved by co-opting partners - individuals, groups, other Indian NGOs, bilateral, international and Government bodies", says Indira Mrs Varadarajan, Executive Director, SNSF.

Mr Deep C Anand's younger brother Late Mr Jagdish Anand, with his spiritual bent of mind, established Sant Nischal Singh (SNS) Foundation, 38 years back, in the name of his guru.

Society and its welfare are vital elements of Anand's core philosophy. In its early years, when social responsibility was not the focus of most companies nor was it being mandated by the Government, Anand opted to pursue its vision as a socially responsible citizen. Today, SNSF has completed three decades. SNSF has milestones to cover before it can assume a lead role in laying the foundation and unfolding the new CSR Bill.

"Anand beliefs capture Mr Deep C Anand's social vision of corporate citizenship, which relates to shouldering social responsibilities and promoting community welfare. SNSF focusses on women's health, education and upliftment by establishing its footprint near Anand manufacturing hubs, touching thousands of women and girls. The foundation also empowers underprivileged youth by offering vocational programmes towards becoming motor cycle mechanic, plumber and electrician. Besides, SNSF strives to be the social bridge between Anand business and its people by providing volunteering opportunities", says Mr CS Patel, Trustee, SNS Foundation.

In its next leap towards professional development and gaining maturity to take on the mission of transforming the interpretation of the new CSR Bill, the focus for the next 12 months will be on a strategic structuring of the role of trustees in defining SNSF's programme policy. In turn, the policy will be driven by a policy directive committee constituted by co-creators of Anand's wealth and reputation to take collective responsibility for programme execution at each of the Hub levels where a number of the Group's manufacturing processes are in progress.

"37 years back, SNSF was seeded both legally and spiritually to give expression to the 'charity intent' of the Anand, as a business family. A pioneering thought, thus emanated a groundbreaking action during a period, when perhaps only a few corporate houses gave consideration towards casting their charitable intentions in a professional mould! Come the era of 'Corporate Social Responsibility' when too, Anand committed to the 'Anand Way' of striving with excellence is looking at further strategic structuring of its CSR commitments", says Damayanti Bhowmik,

“

The key challenge being faced by SNSF is 'developing a collective social consciousness at its founding corporate, Anand Automotive Limited'. CSR is no longer a peripheral business issue. CSR is a boardroom topic and needs to be pursued with the same professionalism and aggression that is accorded to business and financial goals. CSR needs to be included in the KRA of business leaders.

Mrs Indira Varadarajan  
Executive Director  
SNSF

”



Mrs Indira Varadarajan and Ms Damayanti Bhowmik in conversation with rural women

Head of Operations, SNSF.

## Putting together the efforts of its teams across five locations, it has:

- >> 10,000 rural families benefitting from access to micro-credit
- >> 100,000 government school students have access to and continue to experience quality education
- >> 25,000 youth have improved on their employability through various vocational training opportunities
- >> 2 lakh underserved and un-served population in hilly and tribal regions enjoy better health indicators
- >> Mobilising external resources through partnerships, SNSF has doubled the Anand's annual contribution, in past one decade, garnering resources- both financial and non-financial from other sources/companies, which include 20 leading corporations, viz. Agilent Technologies, Punj Lloyd, Bechtel, Genpact to name a few, and leading multilateral agencies like the British Commission, UNDP, ILO, Asian Development Bank and Government agencies at the Centre and State levels.

## Partnership has sharpened SNSF initiatives

Partnership for SNSF is the coming together of individuals/organisations who share concern for a common cause. It has meant mutual learning. Partnerships have sharpened SNSF's awareness of operating as an ethical organisation, incorporating good governance, improving its approaches, methods, institutional mechanisms, efficiency and above all drawing value and depth for enhancing scope and scale of operations on ground. Partnerships have inculcated and strengthened the spirit of taking on collective responsibility to strengthen the democratic process at the grass roots level. "This means that we subscribe to the value that all of SNSF's activities on ground must naturally lead the communities that we work with, towards an increasing awareness of their inalienable privilege to harness skills of collective empowerment and collective bargaining", says Mrs Varadarajan.

## Key Initiatives

- >> Project TEAM, an acronym for Town Enrichment Action Movement which mobilised the Gurgaon civil society during 2000-03, to come together as a team to ensure education for children being left out for various reasons, including poverty, migration etc. The success lies in the fact that individuals and private schools (about 25 in number) who joined the movement a decade back continue to be actively engaged in this pursuit on their own.
- >> As a sustainability strategy for knowledge transfer on various issues, 'life skills' in particular the Foundation has a well established cascading model of Mentor-Ambassador-Peer Coordinator-Peer Educator among its beneficiary base across projects.
- >> 'Life-Enrichment'- A comprehensive iEHS programme for blue-collared workforce based on the above sustainability strategy that has blurred hierarchical boundaries in one of the leading companies in the construction and infrastructure development industry, Punj Lloyd. The programme has spread out to over 15, 000 work force and is being pursued as a policy in Punj Lloyd. Life enrichment has been recognised as a path breaker in the approach to sensitising workforce in HIV at the work-place by International Finance Corporation (a parallel world body such as IMF and World Bank). Life Enrichment has also found significant mention as 'best practices' by National AIDS Control Organisation' in Industry fora and by Indian Oil Corporation.

## 2013 Highlights

- >> SNS Foundation's partnership with Agilent Technologies for improving the quality of school education has entered its twelfth year.
- >> The Foundation's vocational training programme in partnership with American India Foundation has successfully entered a placement mode with industry leaders viz Honda Motors and Schneider Electric certifying the courses technically. This is a paradigm shift for SNSF, from being a vocational trainer to an employment generator of vocation, inclusive of the disability sector.
- >> Fortune 100 company Honeywell, technology leader in energy efficiency, safety and security has partnered with SNS Foundation to fulfil its corporate citizenship of improving science education in government schools. The initial contract for the first of the 3 year MOU is for INR 55 Lakh.
- >> The Foundation was awarded the second prize for its vision of Corporate Social Responsibility (CSR) by CII in a conference on CSR, organised at Baddi, Himachal Pradesh.

## Way forward

Looking at the near future, the translation of 'precept into practice will be its most significant milestone. The practice of institutionalising SNSF as the CSR entity, will give the Group a head-start in leading the interpretation of the CSR Bill. Concurrently moving SNSF activities into geographies beyond Anand locations not merely as a service provider but also actively engage with the Government, industry bodies and the nonprofit sector is jointly exploring ways of adding value and depth in advancing multi-sectoral dialogues in examining reforms needed as the CSR Bill rolls out in the coming years.

## The team-SNSF sees itself by the year 2018 as:

- >> Collectively managed, employee-engaged and professionally supported SNSF rather than individual controlled SNSF
- >> Reconstituted trustee board that has created space for transparency in functioning, driving SNSF by a carefully defined policy of committing itself to three specific age/ social groups: children, youth and home maker- adult women in urban, rural and tribal areas of India
- >> SNSF operational execution is driven by Policy Directive Committee that is responsible for translating policy into directives while also taking on responsibility for tapping business friends and partners for cooperation in accessing technical, material and funding resources for SNSF operations
- >> Executive board at every hub level to ensure philosophy of community engagement as altruistic action, which is second nature to all employees at all levels across India and outside, is manifested in all SNSF led initiatives

## SNSF has had a series of spectacular turning points from 2004-2013

- >> Change of name/identity from Anand Welfare Centre to SNS Foundation in 2005-2006
- >> Adding Anand Bharatiya and Anand Kala Kendra as satellite registered societies to address the obstacle posed by its legal status of a family owned trust and registered as a trust in Bombay
- >> Earning the 35 AC sanction in 1996, resulting in multiple benefits: (i) gaining in stature as a deserving corporate; 35 AC is awarded with caution and strict due diligence when sought by corporates due to the inherent scope for misuse of the provision of 100 per cent tax exemption. (ii) It resulted in stretching the value of the Group's donations and net savings in taxes for the Group (iii) gave boost to drawing external partnerships who also benefited with 100 per cent tax exemption for their donations
- >> Overturning the myth that one corporate will be unlikely to partner with another as strong competition to out-do each other, would interfere with branding for larger visibility of contribution made to social causes

>> SNSF's external contributions exceeding internal Group contributions through strategic partnership programmes

>> Personal satisfaction for team- SNSF as all field activities have always been cast into programme products that stood the tests of adaptability to any geography, replicability, scaling, sustainability on its own steam therefore rendered highly efficient, as ownership responsibility for continuity phased out of SNSF and moved into the hands of communities

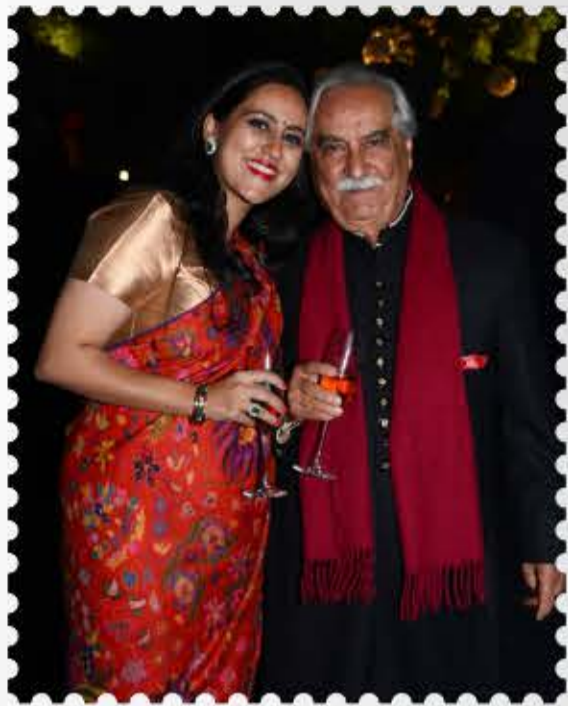
>> With the induction of the Group's past CEO, the stage is set to emerge as corporate leaders in CSR rather than followers. This change in profile of managing trustee has opened the doors for restructuring SNSF by strengthening its foundational philosophy and operations from a 'unprofessional control mindset' to 'professional and collective management mindset'. Further at its root fostering the true value of altruism, good governance practices, accountability and transparency among Anand employees starting from the highest levels and cascading down at all levels through responsibility for collective participation across geographies and corporate entities

# COMMEMORATING MR DEEP C

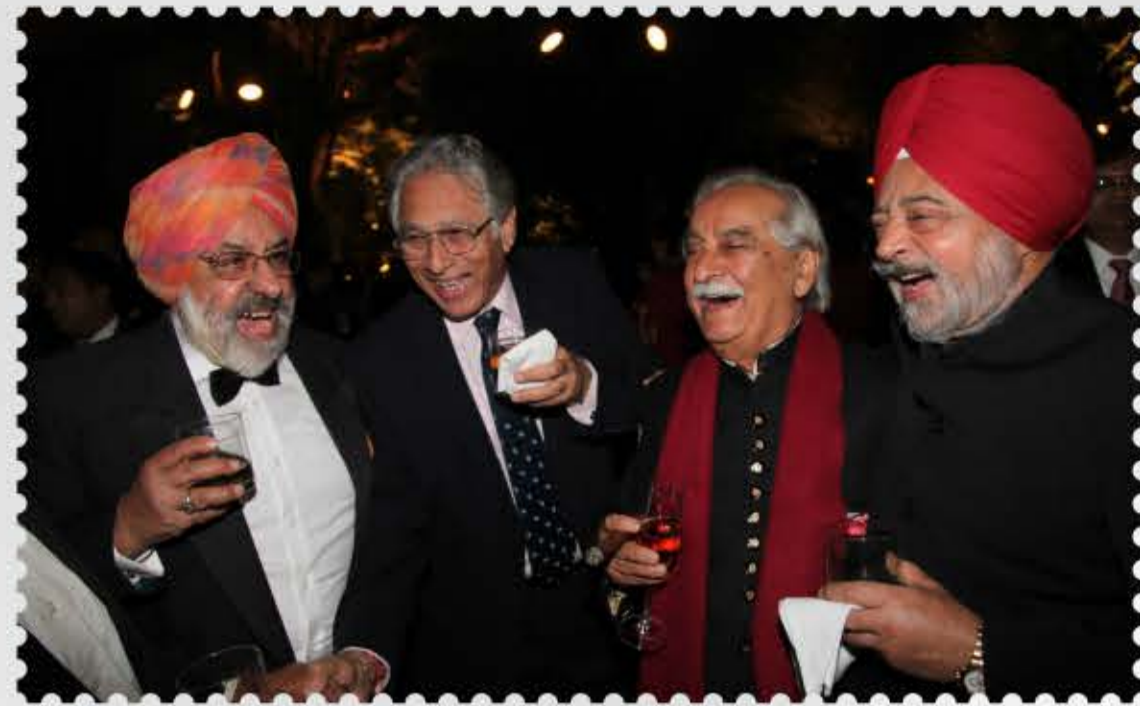
HOSTED BY JAISAL & ANJALI SINGH, THE EVENING WAS CELEBRATED

# ANAND'S LXXX BIRTHDAY

AT ANAND CORPORATE OFFICE, 1, SRI AUROBINDO MARG, NEW DELHI



Mrs Anjali Singh and Mr Deep C Anand



(L-R) Mr Inderjit Singh, Mr Sashi Kapoor, Mr DC Anand and Justice Sodhi



Mrs Anjali Singh, Mr Jean Louis Chaussade, Mrs Veronique Chaussade and Mrs Kiran Anand



Mr Robert Pyle and Mrs Vanessa Pyle greet Mr DC Anand



Dr YE Cho and Mrs YE Cho greet Mr DC Anand



Mrs IH Hong and Mr DC Anand



Mr Jaisal Singh and Mrs Anjali Singh



Mr DC Anand with Prof & Mrs Furuhashi



Ms Johanna Carter, Mr DC Anand and Mr Colin Carter



Mrs Anjali Singh welcoming Mr Russi Jai Taraporevala and Dr Jeero Lam



Mr and Mrs Rajan Wadhwa with Mr DC Anand



Mr Shigehisa Takada and Mr DC Anand



Mr DC Anand with Mr Karan Thapar



Mr Analjit Singh (L), Mr Anand and Maj Gen HS Mangal



Mr DC Anand with Mr KC Anand and Mrs Prem Anand



Mr Vikram Kirloskar and Mr VK Viswanathan, raise a toast to Mr DC Anand



Mr LR Rajakumar and Mr Mahendra Goyal with Mr Jaisal Singh



Mr DC Anand with Mr Rainer Jueckstock and Mrs Heidi



Mr Jaisal Singh and Mrs Anjali Singh with Mr RC Bhargava



Mr & Mrs Jeremy Hunter



Mr Jaisal Singh and Mr Aditya Narayan



(L-R) Mr Tsutomu Miyama, Mr Yasushi Koga, Mr Masaru Kamata and Mr Shigehisa Takada



Mr & Mrs Rolf Huppi



Major Gen (Retd) Manjeet Ahluwalia and Mrs Manju Ahluwalia with Mr Jaisal Singh and Mrs Anjali Singh



Mr Arnd Franz and Mr Wilhelm Emperhoff present a gift to Mr DC Anand



Mr Jaisal Singh and Mrs Kiran Anand



Mr Gay Niblett and Mr Tejbir Singh



Mr & Mrs Michael Diamente, with Mr DC Anand



Mr Navin Paul with his daughter



Mr Jaisal Singh and Mr JW Son



Ms Amrit Kaur and Mrs Malvika Singh



Ms Lili Hinzle and Mrs Nana Flik, wish Mr DC Anand



Prof Shoji Shiba (Center) with Senior Anand Management



(L-R) Mr PK Srivastava with Mr HHS Cho and Mr JW Lee



Senior ANAND Executives with their spouses



Prof and Mrs Furuhashi with Mr and Mrs CS Patel



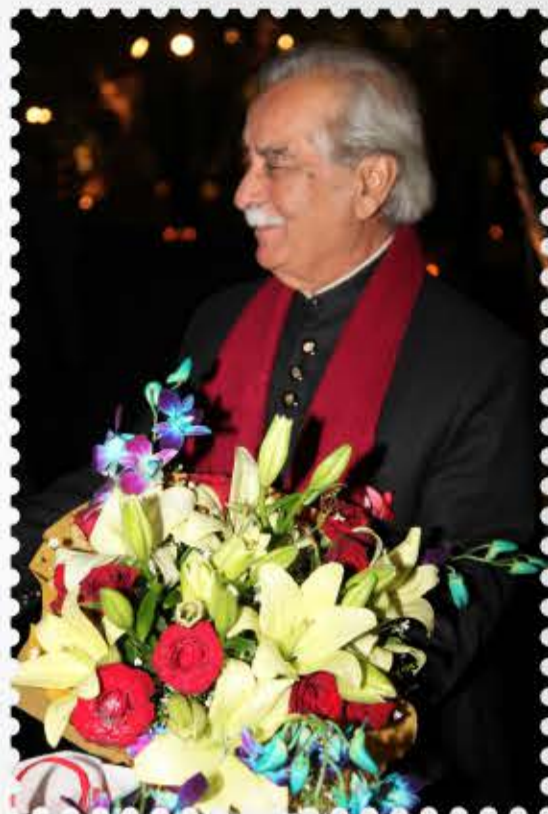
Mr DC Anand and Mr Anil Sachdev



Mrs Kiran Anand with Mr Rajan Nanda



Mr Robert De La Serve and Ms Rebecca Cullinan with Mr DC Anand



Mr DC Anand



Mr Paramvir Singh Sethi and Mr Jaisal Singh



Preparation for a star spangled evening



Mr Akhil Sibal and Mrs Shivani Sibal with Mr Jaisal Singh



Ms Tarini and Mrs Jyoti Malhotra with Mrs Anjali Singh



Decor at the evening



Mrs Anjali Singh with Mr Saideep Sippy and Ms Sujata Assomull



Mrs Pratibha Singh with Mrs Naina Lal Kidwai



Mr Ravi Sinha and Mr Jaisal Singh



Mr Jaisal Singh with Mr & Mrs Rajan Wadhwa



Mrs Anjali Singh welcomes Mr Swapan Dasgupta and Mrs Reshmi Dasgupta



Mr Jaisal Singh with Ms Nomi Kakoty and Ms Mala Tandon



Mr Vivek Sahni, Ms Aishwarya Kabir Singh and Mr Vikram Goyal



Mrs Meghna Singh, Mrs Hinnah Singh and Mr Upendra Singh Sarilla

HOSTED BY MRS DEEP C ANAND, THE LUNCHEON

WAS ORGANISED AT ANAND FARM, GURGAON



Mr Deep C Anand and Mrs Kiran D Anand



Mr Lorenzo Piaget, Mrs Blanka Piaget with Mr & Mrs Jaisal Singh



Dr & Mrs YE Cho (L) and Mr JW Lee (R)



Mrs IH Hong with Mrs Anjali Singh



Mrs Anjali Singh and Mrs Kiran Anand with Ms Razia Mitha



Mr DC Anand with Mr SJ Oh



Mr DC Anand and Mr Deepak Chopra



Mr Arul Kumar and Mr DC Anand



Mr Arun Nanda and Mr DC Anand



Mr Tejbir Singh (L) with Bhangra performers



Mr & Mrs Singh with Mr & Mrs Stefano Chei



Prof Shoji Shiba and Mr DC Anand



Mr DC Anand, Mr Wilhelm Emperhoff and Mr & Mrs Alexander Kutsch



(L-R) Mrs Malvika Singh, Mrs Sanjana Kapoor, Mrs Jess Rai and Mrs Anjali Singh



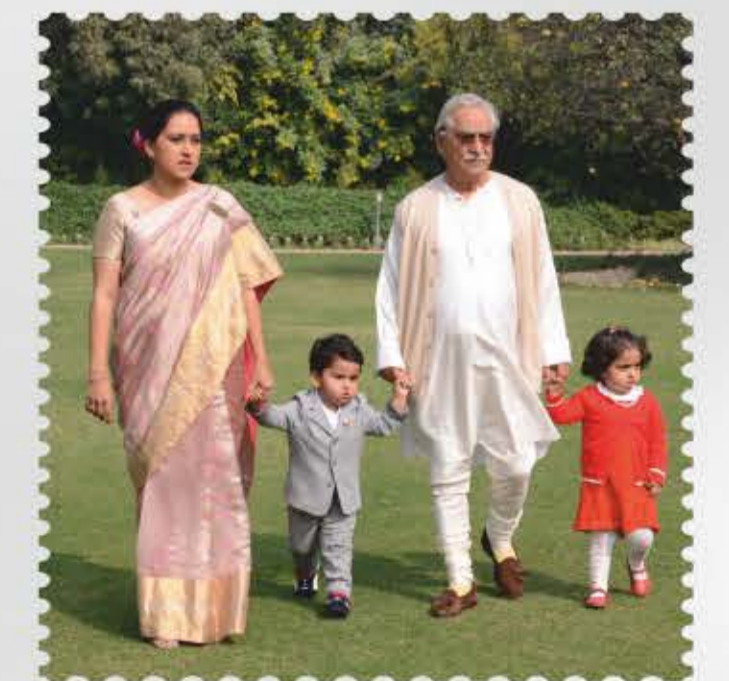
Mr K Shoji and Ms Eriko Fujimaki with Mr Manoj Kolhatkar and Mr DC Anand



Mrs Kiran D Anand with Ms Amrit Kaur and Master Sujan Singh



Mr William Stanton, Mrs Anjali Singh, Ms Olivia Dettmer, Mr Jaisal Singh and Mr Jamie Turner



Mrs Anjali Singh, Master Sujan Singh, Mr DC Anand and Ms Amrit Kaur



## The ANAND Way

- We drive ANAND as a unified corporate entity
- We aspire to excel as a world-class organisation
- We encourage organisational transparency
  - We value integrity
  - We encourage innovation
  - We nurture talent
- We support continuous education
- We build trust and empower people
- We practise open and honest communication
  - We recognise and reward achievement
  - We are an equal opportunity employer
  - We are committed to social responsibility

**ANAND** 