ANAND Group Corporate Presentation

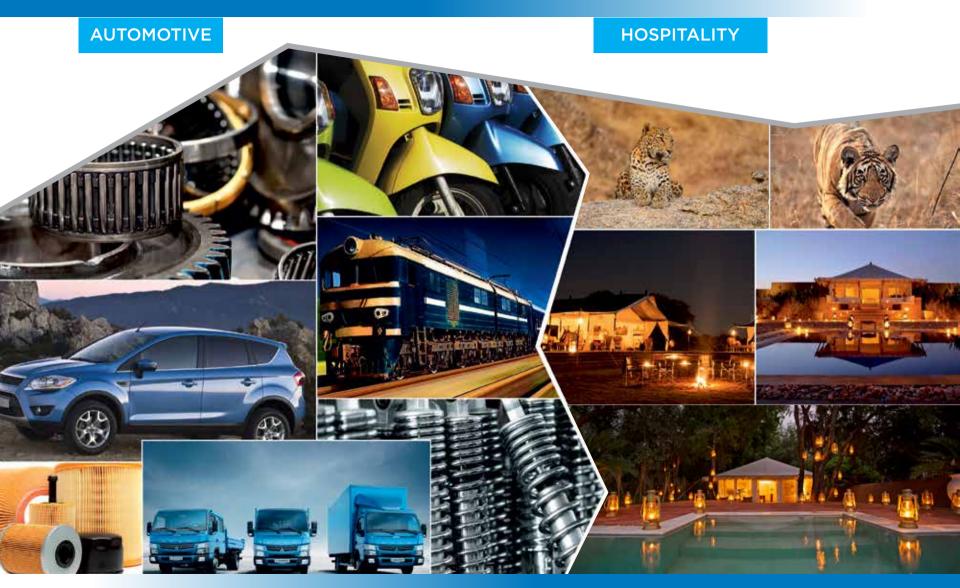
2020



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LEADING PLAYER ACROSS TWO VERTICALS





FACTS AT A GLANCE





SIX DECADES OF BUILDING TRUST



<mark>1961</mark> Gabriel India

1962 VGIL¹/ PCIL²

1966 Purolator³

1992/ 1993 · Chang Yun India

· Dana/Spicer

1995/ 1997 • Ansysco • Henkel

Faurecia
Behr (now MAHLE)
Mando (Brakes)
Valeo Friction

1998

Haldex

2005 MAHLE Filter

2006 Mando (Suspension)

2007 Takata⁴

2008/2010 • Chang Yun Myutec

· Anchemco

2012 Valeo Service

2013 Mando (Steering)

2019 Joyson Safety Systems

2007 Diversification into luxury hospitality

SUJÁN Sher Bagh

2009 SUJÁN The Serai

2013 SUJÁN JAWAI

COMPANIES

GROUP

1961 - 1994

1995 - 2005

2006 - 2019

OTHER MILESTONES **1976** SNS Foundation, the CSR arm 2003 ANAND Supervisory Board

2019

ANAND Group companies are recognised amongst 100 Best Companies in India. Also, featured in Best Workplaces for Women by Great Place to Work[®]

LEADING THROUGH STRONG GOVERNANCE



Deep C Anand Foundation



Deep C. Anand Chairman & Chief Mentor. DCA Foundation





Kiran D Anand









Aditya Narayan Lorenzo Piaget Rohit Arora Trustee Trustee

Trustee



Deepak Chopra Trustee

ANAND Supervisory Board



Aniali Singh Chairperson, ASB Executive Chairperson, ANAND & Gabriel Member OC & PC



Jaisal Singh Chief Executive. SUJÁN Member PC & FARC







Rohit Arora Founder & Chairman. Silverskills

President & CEO. **Bharat Light Power** Member PC & FARC Member OC & FARC



Teipreet Chopra

Lorenzo Piaget

Partner.

Piaget & Associés

Member FARC



Group President **Business Development and Corporate Materials** Head Business Group IV

ANAND Executive Committee



Deepak Chopra Chairman, AEC Group Chief Executive Officer, ANAND Head Business Group I



Sunil Kaul

Group President Excellence in Manufacturing & Services. Innovation & Technology Head Business Group II



Mahendra K Goyal

Group President Aftermarket Head Business Group III

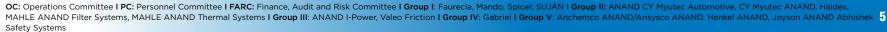


Manoi Kolhatkar



Jaqdish Kumar

Group President Group Chief Financial Officer, IT and Corporate Strategy & Planning Head Business Group V





Aditya Narayan Ex-President & CEO.

BHP Billiton India Member OC & PC



Vision

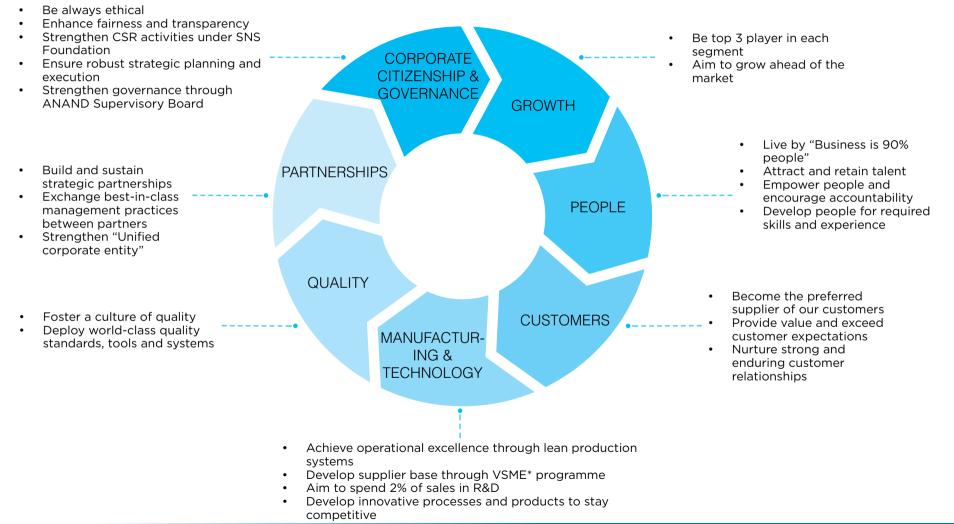
To Create Value Sustainably Through Pursuit of Excellence and Good Governance



Strategic goal is to achieve revenue of 2.5 Billion US Dollars by 2022

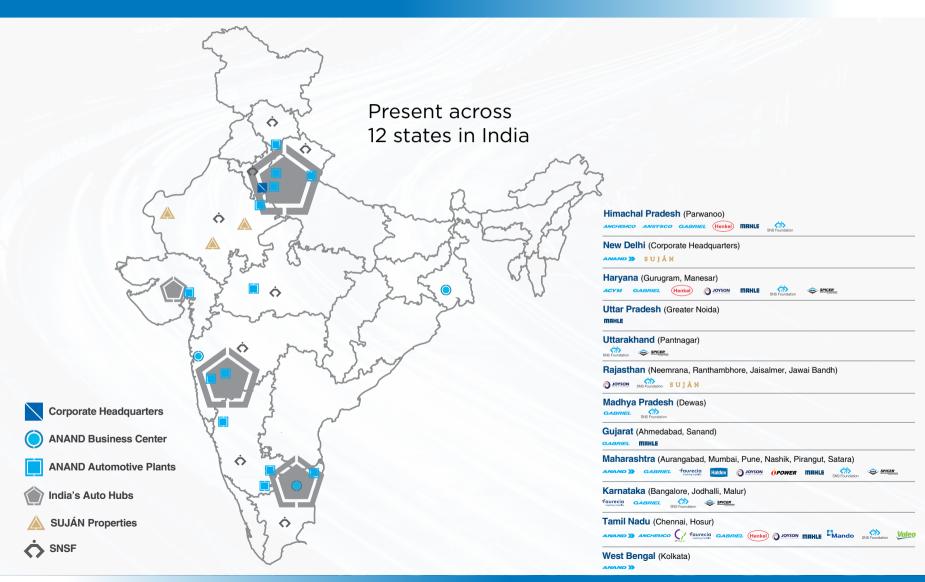
ANAND BELIEFS & BUSINESS PHILOSPHY





BEING CLOSE TO CUSTOMERS





PARTNERSHIP BASED MODEL





JOINT VENTURE PARTNERS

CY Myutec, Korea Dana Incorporated, USA Elewana Collection, Kenya Faurecia Clean Mobility, France Haldex AB, Sweden Henkel KGaA, Germany Joyson Safety Systems, USA/China MAHLE GmbH, Germany Mando Corporation, Korea Valeo, France

TECHNICAL COLLABORATIONS

Bluetech Holdings Ltd., Hong Kong KONI BV, The Netherlands KYB Corporation, Japan LIQUI MOLY GmbH, Germany Seiken Chemical Industry Company, Japan Sunrise MSI Corporation, Japan Yamaha Motor Hydraulic Systems, Japan



JV PARTNERS	HEADQUARTERS	REVENUE *	EMPLOYEES*	BUSINESSES
CY Myutec	Korea	KRW 108 Billion	301	Synchronizer rings for transmission
DANA	USA	\$ 8.6 Billion	36,000	Drivetrain and E-propulsion systems
Faurecia	France	Eur 17.8 Billion	1,15,496	Seating, Interiors, Clean Mobility & Clarion Electronics
Haldex	Sweden	SEK 5.2 Billion	2,172	Brake and air suspension systems for heavy vehicles
Henkel	Germany	Eur 20.1 Billion	52,650	Adhesive Technologies, Beauty Care and Laundry & Home Care
Ningbo Joyson	China	CNY 61.7 Billion	57,415	Auto Electronics, Auto Safety, E-Mobility, Auto component
MAHLE	Germany	Eur 12.0 Billion	77,015	Engine Systems & Components, Filtration & Engine Peripherals, Thermal Management and Electronics & Mechatronics
Mando	Korea	KRW 5982 Billion	12,437	Brake System, Steering System, Suspension System, Driver Assistance System & Electronics
Valeo	France	Eur 19.5 Billion	1,14,700	Driving Assistance Systems, Powertrain Systems, Thermal Systems and Visibility Systems

ANAND

50+ OEM Customers across Two Wheelers, Three Wheelers, Passenger Cars, Commercial Vehicles Railway Segments and Engine Components











Safety



JOYSON ANAND ABHISHEK SAFETY SYSTEMS (JAAI)

JV: JOYSON SAFETY SYSTEMS, USA

SEAT BELTS, AIRBAGS & STEERING WHEELS

GABRIEL

GABRIEL INDIA

TC: KYB CORPORATION, JAPAN; YAMAHA MOTOR HYDRAULIC SYSTEMS, JAPAN; KONI BV, THE NETHERLANDS

SHOCK ABSORBERS, STRUTS, FRONT FORKS, GAS SPRINGS, COOLANTS & BUSHKITS Haldex

HALDEX INDIA

JV: HALDEX, SWEDEN

SELF-SETTING AUTOMATIC BRAKE ADJUSTERS, MANUAL SLACK ADJUSTERS, CONDENSOR-CUM-SEPARATOR, ABS & OTHER AIR BRAKE PRODUCTS



HENKEL ANAND INDIA

JV: HENKEL KGaA, GERMANY TC: SUNRISE MSI CORPORATION, JAPAN

SEALANTS, ADHESIVES, COATINGS & NVH PRODUCTS

Mando

MANDO AUTOMOTIVE INDIA

JV: MANDO CORPORATION, KOREA

HYDRAULIC BRAKES, ELECTRIC POWER STEERING SYSTEMS, SHOCK ABSORBERS and STRUTS





- Emission Control
- Thermal Management

•faurecia

FAURECIA CLEAN MOBILITY

JV: FAURECIA CLEAN MOBILITY, FRANCE

EXHAUST MUFFLER ASSEMBLIES, CATALYTIC CONVERTERS, INSTRUMENT PANEL REINFORCEMENT ASSEMBLIES (IPRT) & DOOR SIDE IMPACT BEAMS (SIB)

MAHLE

MAHLE ANAND THERMAL SYSTEMS

JV: MAHLE GmbH, GERMANY

AIR CONDITIONING, ENGINE COOLING SYSTEMS, VISCO FANS & EXHAUST GAS RECIRCULATION COOLERS



ANAND

• Powertrain (1 of 2)

ANSYSCO ANCHEMCO

ANSYSCO ANAND AND ANCHEMCO ANAND

TC: LIQUI-MOLY, GERMANY; SEIKEN CHEMICAL INDUSTRY COMPANY, JAPAN; BLUETECH HOLDINGS, HONG KONG

RADIATOR COOLANTS, PVC ADHESIVES, SEALANTS, ENGINE OILS, LUBRICANTS & CAR CARE PRODUCTS



OPOWER

ANAND I-POWER

PISTON RINGS & CAST IRON COVERS/PLATES



MAHLE

MAHLE ANAND FILTER SYSTEMS

JV: MAHLE GmbH, GERMANY

VALVE COVER MODULES, AIR INTAKE MANIFOLDS SYSTEMS, AIR CLEANER MODULES, FUEL & OIL FILTER MODULES, OIL MIST SEPARATORS & SPIN-ON OIL FILTERS









SPICER INDIA

JV: DANA INCORPORATED, USA

AXLES, DRIVE SHAFTS & DRIVETRAIN COMPONENTS

Valeo

VALEO FRICTION MATERIALS INDIA

JV: VALEO, FRANCE

NON-ASBESTOS, SOLVENT & LEAD-FREE CLUTCH FACINGS



АСУМ

ANAND CY MYUTEC AUTOMOTIVE CY MYUTEC ANAND

JV: CY MYUTEC, KOREA

HIGH PRECISION SINGLE CONE & MULTI-CONE SYNCHRONIZER RINGS OF BRASS & STEEL



AUTOMOTIVE GABRIEL, THE FLAGSHIP COMPANY



- >> Established in 1961, it is a publicly listed company
- Total Revenue of INR 18699.62 Million & Profit before tax at 5.4% at INR 1002.70 Million during 2019-20
- Market leader for pioneering Ride Control Products in India
- 7 manufacturing plants and 4 satellite facilities with products ranging from Shock Absorbers, Struts, Front Forks, Seat Dampers, Cabin Dampers
- >> Amongst the Top 10 suspension players globally
- Strong R&D with over 75 patents filed till date in products and processes
- Recognised by Great Place to Work[®] for 5th year in a row. Ranked 90th amongst 'India's Best Companies To Work For 2019'. Featured in Top 75 Best Workplaces for Women





GABRIEL India's Best Companies To Work For 2019 THE ECONOMIC TIMES



TRANSFORMATIVE AND EXPERIENTIAL TRAVEL

SUJÁN



SUJÁN GLOBAL RECOGNITIONS

ANAND

SUJÁN has established itself on the global high-end luxury tourism scene and has won prestigious accolades.



ANAND GROUP CORPORATE





BUSINESS DEVELOPMENT



OPERATIONS, EXCELLENCE IN MANUFACTURING & SERVICES, CORPORATE MATERIALS



CORPORATE COMMUNICATIONS



AFTERMARKET



TECHNOLOGY & INNOVATION



CORPORATE SOCIAL RESPONSIBILITY



HUMAN RESOURCE



INTERNAL AUDIT, CORPORATE FINANCE, TAX & LEGAL



MANAGEMENT & GOVERNANCE

BUSINESS DEVELOPMENT

ANAND

Customer Relationships

- Leveraging automotive industry network built across five decades
- Holding Customer Technology Days
- Conducting customer satisfaction surveys

>> Business Intelligence

- Market intelligence & analysis Market, Regulatory, Customers, Competitors
- Identifying new business opportunities

>> Voice in the Industry

- Membership and representation in industry associations (ACMA, CII, FICCI, etc.)*
- Visibility in industry publications and presence in trade shows and exhibitions







BUSINESS DEVELOPMENT CONNECTING WITH KEY CUSTOMERS



Technology Days and **Auto Expo** are an integral part of customer connect and branding for ANAND Group companies.





Mahindra Electric Tech Day 2017 Mahindra Tech Day 2017





BUSINESS DEVELOPMENT STRONG RELATIONSHIPS

Mrs. Anjali Singh Executive Chairperson, ANAND Executive Chairperson, Gabriel India

- Executive Committee Member, ACMA
- Co-Chairperson, Northern Region Committee, ACMA
- Chairperson, Pillar 4 Strategic Partnerships, ACMA
- Member, CII International Council
- Member, Governing Body of CII-CSM (VLFM) Initiative
- Member, India-Japan Business Leaders Forum (IJBLF)
- Executive Committee Member, Maruti Suzuki Suppliers Welfare Association (MSSWA)
- Member, Tata Motors Supplier Council

Mr. Deepak Chopra Group CEO, ANAND and Chairman, ANAND Executive Committee

Member, Ashok Leyland Strategic Suppliers' Committee

Mr. Rajeev Gera Member, ANAND Management Committee and Sr. Vice President and Head - Group Business Development and Group Corporate Materials

- Member, Northern Region Committee, ACMA
- Member, Pillar 1, ACMĂ
- Executive Committee Member, Honda Cars India Suppliers Club





BUSINESS DEVELOPMENT GARNERING CUSTOMER APPRECIATION





ANAND Group was conferred with the prestigious 'Business Partner of the Year-Automotive Division' award by Mahindra

MARUTI SUZUKI VENDOR CONFERENCE

Gabriel India received 'Special Support' award at the Maruti Suzuki Vendor Conference



Mando Automotive India received 'Mahindra Supplier Excellence Award' in 2 categories from Mahindra at their Supplier Meet



Mando Automotive India received Quality Excellence Award at the TATA Motors Annual Supplier Meet



MAHLE ANAND Thermal Systems received Cost Excellence Award at the TATA Motors Annual Supplier Meet



Mando Automotive receives 'Best Vendor in Localisation Award' from Hyundai Motor India



Gabriel India received Manufacturing Excellence in 'Theoretical Value Production' by Yamaha Motor Company at the Global Suppliers Conference



Spicer India receives 'Silver Award from Ashok Leyland



Anchemco ANAND receives 'Best Supplier Award' from Tata Motors Genuine Parts

HUMAN RESOURCES NURTURING AND GROOMING OF TALENT



OE Model - Pioneered the "Operating Engineer" Model, which has enabled ANAND locations being manned by educated work force and being union-free

- OE Model Pioneered the "Operating Engineer" Model, which has enabled ANAND locations being union free and also managed by educated workforce
- Developing Leadership from within Most of ANAND's senior management today has grown within the Group
 - At ANAND, every leader is provided with the right platform to exhibit their true capabilities. Potential leaders across levels are groomed through the ANAND Leadership Development Programmes (ALDP) to become effective business leaders
 - Talent management programmes are supported through mandatory mentoring and coaching programmes
- World of Opportunities ANAND people are sent overseas for training to JV partner



locationsand renowned universites like Oxford University

- Career Mobility Cross-fertilisation of skills and growth opportunities across ANAND companies and JV Partners
- Hiring Talent We hire talent from premium institutes

HUMAN RESOURCES EMPOWERING A DIVERSE WORKFORCE

Employing women on the shop floor

- ANAND strongly believes in the empowerment of women
- >> We are an equal opportunity employer
- Some locations have up to 95% women on the shop floor
- Accommodation facilities and amenities provided to encourage women to seek employment

Widespread reach and diverse workforce

- With presence in 59 locations across India, ANAND employs talent from diverse backgrounds and geographies
- It is this diversity that supports our basic ethos of inclusive growth, reflected across management levels



ANAND X

HUMAN RESOURCES DEVELOPING RESOURCES THROUGH ANAND U

- 'ANAND U' is the ANAND Corporate University that meets the HR development needs of Group companies
- ANAND U has been contributing towards people development since 1991
- ANAND U offers training support and guidance through three academies
 - Leadership Academy
 - Operational Excellence Academy
 - Development Academy
- It is focused on four major areas of people development: Operational Excellence, Talent Development, Technical Interventions and Development of Operating Engineers
- Training modules
 - Classroom for face to face learning
 - E-learning
 - Engaging with internal and external faculty

"BUSINESS IS 90% PEOPLE" MR. DEEP C. ANAND



ANAND

PURSUING EXCELLENCE IN MANUFACTURING AND SERVICES



- Visionary Leaders For Manufacturing (VLFM) VLFM programme was started by CII in partnership with Japan International Co-operation Agency (JICA). Through VLFM, ANAND Senior Managers are given unique leadership perspectives. (Around 100 managers trained in VLFM since 2007)
- Visionary Small And Medium Enterprises (VSME) VSME is a programme under the VLFM umbrella, focused on Tier 1 and Tier 2 suppliers. It aims to achieve a win-win relationship between customers and suppliers and also to improve manufacturing (quality, cost, delivery) of suppliers. (Dedicated teams of ANAND engineers has helped around 500 suppliers since 2009)
- ANAND House of Quality Culture (AHQC) Groupwide initiative to improve quality in all that we do
- ANAND Heijunka Production System (AHPS) Moving plants from traditional manufacturing to world class practices
- Specialised Training for Operating Engineers (STOE) 15 % OEs trained through various technical training programmes to specialize in areas of interest e.g. maintenance
- Safety of all employees is of paramount importance across all Group companies



CORPORATE SOCIAL RESPONSIBILITY HAVING AN IMPACT IN COMMUNITIES NEAR-BY



SNS Foundation (SNSF), the CSR arm of the ANAND Group was founded in April 1976.



EDUCATION

- Engaged with 100+ partner schools (across 13 ANAND locations in eight states)
- Impacted 1.5 lakh school students with inputs of better teaching and infrastructure
- Contributed to the development of sanitation facilities for 34 schools, 210 classrooms and 80 laboratories
- 211 MEDHAVI scholarship awardees in 13 polytechnics (seven states)

SKILL DEVELOPMENT

- 17 NSDC aligned training programmes spanning 10 disciplines/trades
- 14 training centres across 5 ANAND locations
- 35,000+ trained youth (70% females)
- 1000+ employer network
- 70% overall placement success rate
- 600+ individuals developed as entrepreneurs





HEALTH & HYGIENE

- Key areas HIV/ AIDS, Reproductive and Child Health and Environment, Health & Safety services
- 7 lakh underserved population reached out to across the three key areas
- 2 decades of partnership with Ministry of Health and Family Welfare (Himachal Pradesh)
- 10+ years of partnership with multiple State AIDS Control Societies
- 2018: Introduced mobile health services for unserved population in four villages of Jawai, Rajasthan

COMMUNITY CONSERVATION

- Key areas microfinance, maintenance of green environs and holistic village development
- Rs. 14 crore micro credit facilitated for 850+ self-help groups
- 3 public parks developed and being regularly maintained (Himachal Pradesh and Haryana);
 52 sq. km of wilderness protected (Rajasthan)
- 19200 individuals benefit from sanitation programme (Rajasthan)
- Healthcare for 90K+ livestock (Rajasthan)
- 55 individual leopards identified between 2013-19 (Rajasthan)



MANAGEMENT & GOVERNANCE PURSUING ORGANISATIONAL TRANSPARENCY

- Ethics Ethics forms a very important component of ANAND Group's belief and its practices. Employees, suppliers and vendors are encouraged and guided to maintain the highest level of ethical practices
 - Group Ethics Committee
 - Anonymous hot line facility through KPMG
- Prevention of Sexual Harassment This is taken very seriously at ANAND. A committee oversees activities related to educating employees and evaluating complaints
- 360 Degree Feedback ANAND is well known for its practice of transparency and formal feedback. It was one of the first companies to establish 360 degree feedback across all levels
- Open Discussions We encourage open discussions and dialogue as the main means to sort out differences and improve functioning

DOING THE RIGHT THINGS IN THE

ANAND

LIVING THE "ANAND WAY"





We Drive ANAND as a UNIFIED CORPORATE ENTITY We ASPIRE to be 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 PRACTICE open and HONEST COMMUNICATION We RECOGNISE and reward ACHIEVEMENT We Are an EQUAL opportunity employer We Are committed to SOCIAL RESPONSIBILITY

DRIVING WITH YOU SINCE 1961