

The background of the slide is a photograph of a modern building with a stone and glass facade, set against a backdrop of trees. A blue banner is overlaid across the middle of the image, containing the title text. The building features a large glass section and a stone wall, with a small tree and red flowers in the foreground.

ANAND Group Corporate Presentation

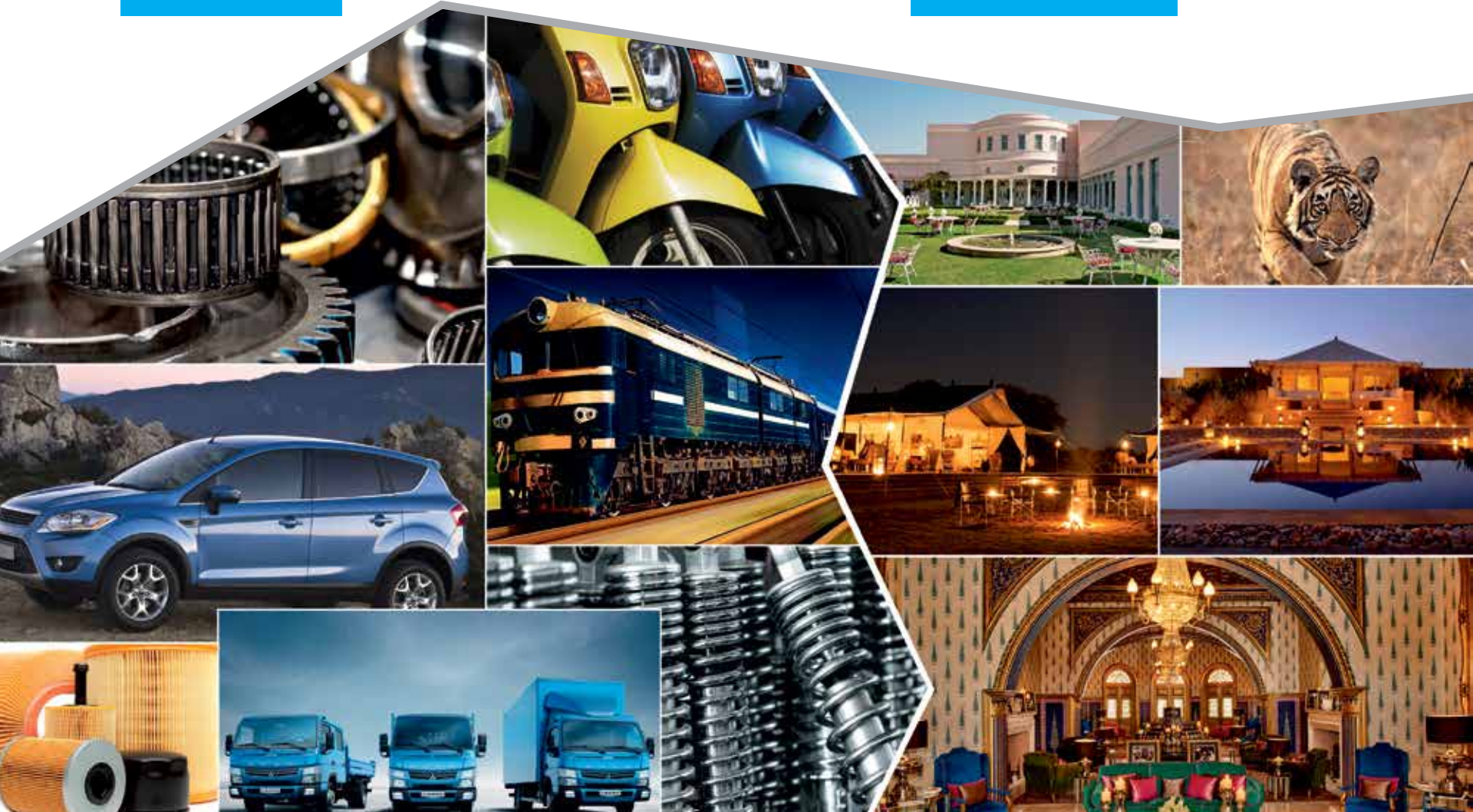
2019

LEADING PLAYER ACROSS TWO VERTICALS

ANAND ➤

AUTOMOTIVE

HOSPITALITY



FACTS AT A GLANCE



18,000
EMPLOYEES

1.5 BILLION
US DOLLAR
REVENUE

58
LOCATIONS

15 JOINT
VENTURES

19
COMPANIES

8 TECHNICAL
COLLABORATIONS



*Exchange Rate used as on 31st March 2019. (1 US Dollar = INR 70)

SIX DECADES OF BUILDING TRUST



GROUP COMPANIES

1961
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
• Federal-Mogul Bearings
• Mando (Suspension)

2007
Takata⁴

2008/2010
• Chang Yun Myutec
• Anchemco

2012
Valeo Service

2013
Mando (Steering)

2007
Diversification into luxury hospitality
SUJÁN Sher Bagh

2009
SUJÁN The Serai

2013
SUJÁN JAWAI

2015
SUJÁN Rajmahal Palace

1961 - 1994

1995 - 2005

2006 - 2017

OTHER MILESTONES

1976
SNS Foundation, the CSR arm

2003
ANAND Supervisory Board

2018
Group companies recognised as Great Place To Work®

¹VGIL: Victor Gasket India Ltd. now Federal Mogul ANAND Sealings India Pvt. Ltd. ²PCIL: Perfect Circle India Limited now ANAND I-Power Pvt. Ltd.

³Purolator now part of MAHLE ANAND Filter Systems ⁴Now part of Ningbo Joyson

Deep C Anand Foundation



Deep C. Anand

Chairman &
Chief Mentor,
DCA Foundation



Kiran D Anand

Trustee



Anjali Singh

Trustee



Jaisal Singh

Trustee



Aditya Narayan

Trustee



Lorenzo Piaget

Trustee



Rohit Arora

Trustee



Deepak Chopra

Trustee

ANAND Supervisory Board



Anjali Singh

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



Jaisal Singh

Chief Executive,
SUJÁN
Member PC & FARC



Aditya Narayan

Ex-President & CEO,
BHP Billiton India
Member OC & PC



Lorenzo Piaget

Partner,
Piaget & Associés
Member FARC



Rohit Arora

Founder & Chairman,
Silverskills
Member PC & FARC



Tejpreet Chopra

President & CEO,
Bharat Light Power
Member OC & FARC

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



Manoj Kolhatkar

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



Jagdish Kumar

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

Vision

To Create Value Sustainably Through Pursuit of Excellence and Good Governance



BE THE FIRST CHOICE
FOR CUSTOMERS



BUILD &
SUSTAIN STRATEGIC
PARTNERSHIPS



STRENGTHEN
CORPORATE
GOVERNANCE &
CITIZENSHIP



DEVELOP,
EMPOWER &
GROW PEOPLE



ASPIRE
AND DARE TO BE
INNOVATIVE



ATTAIN
LEADERSHIP
IN TECHNOLOGY

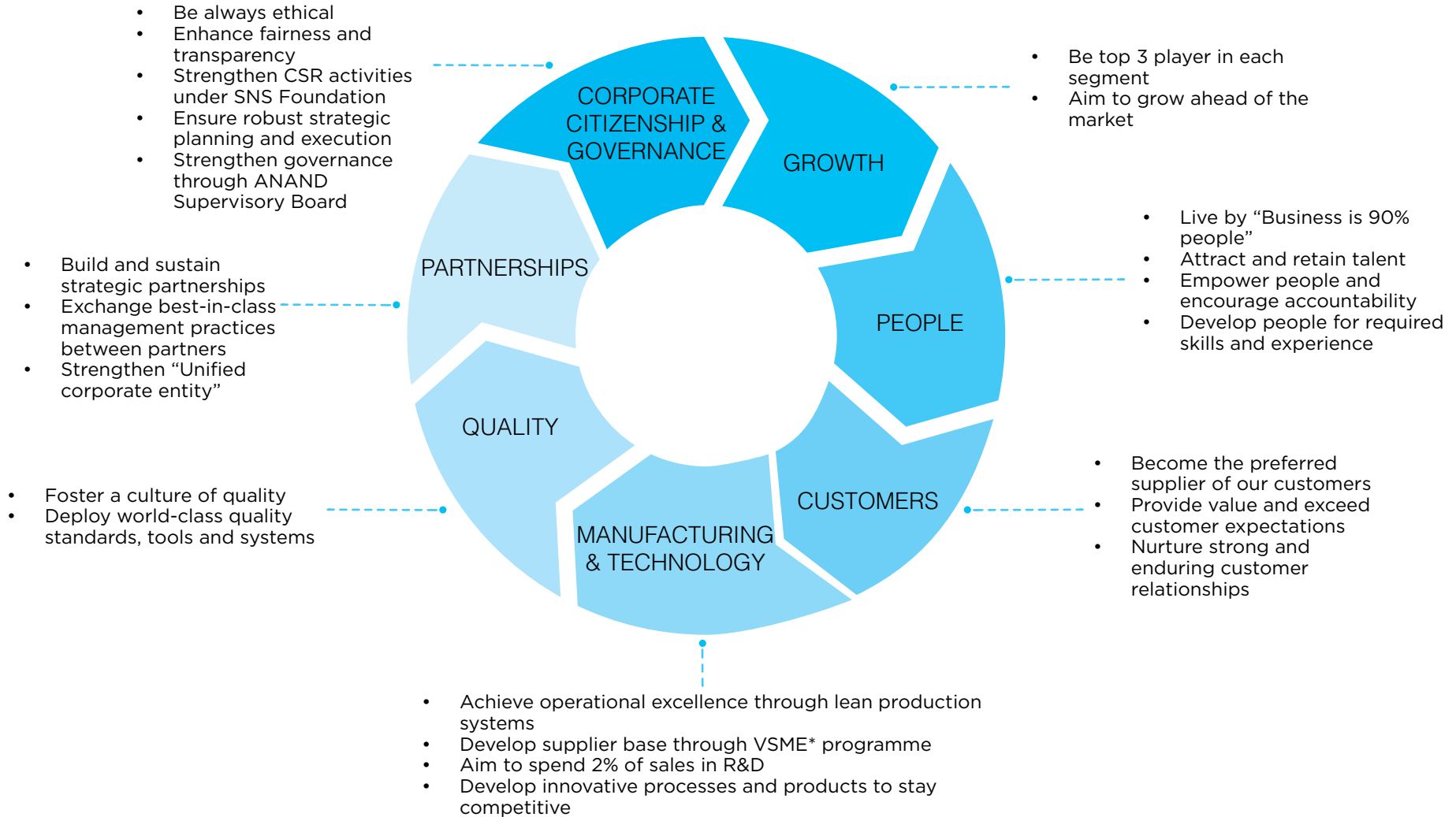


CREATE INSPIRED
LEADERSHIP & PROMOTE
ENTREPRENEURIAL
SPIRIT

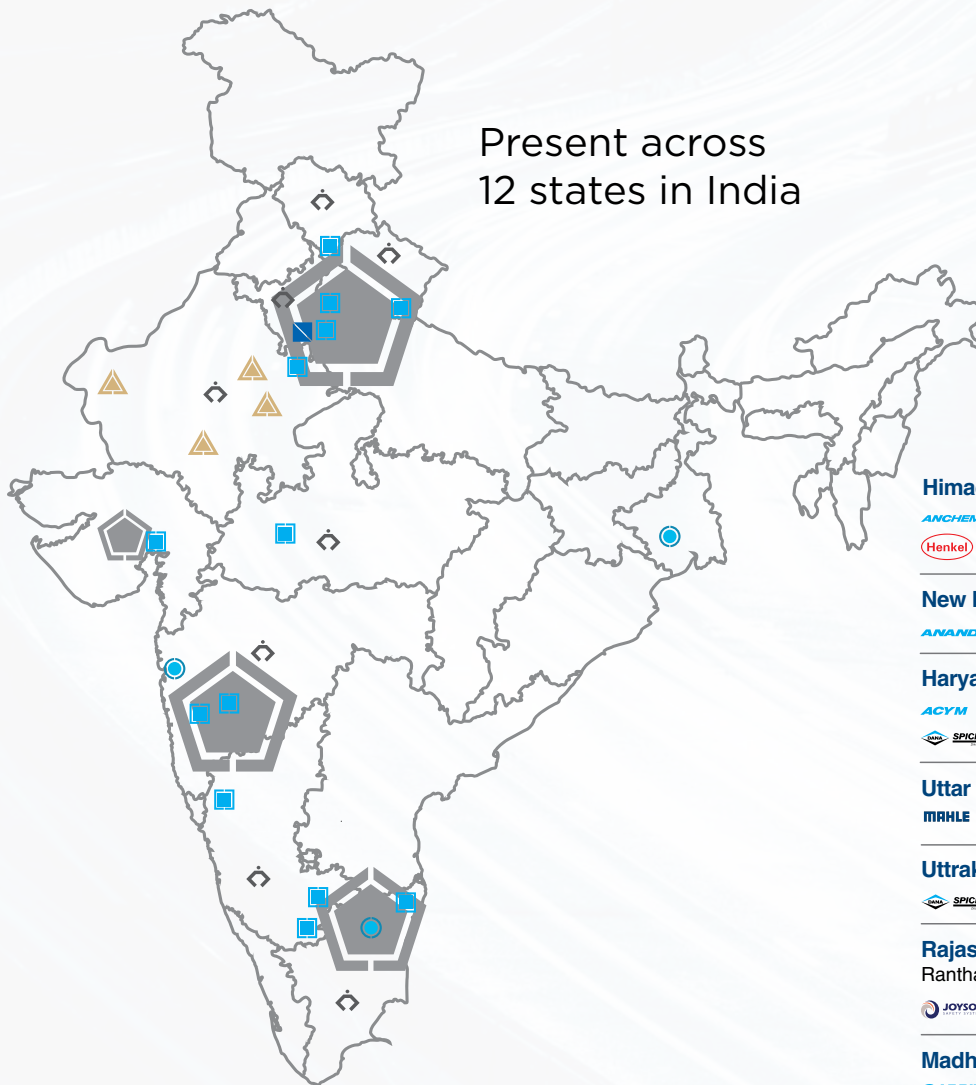


ACHIEVE SUPERIOR
BUSINESS
PERFORMANCE &
GROWTH

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



BEING CLOSE TO CUSTOMERS



Present across
12 states in India



ANAND presence
in India's Auto Hubs



CHQ*



SUJÁN
Properties



ANAND Automotive
Plants



ABC's*



SNSF

Himachal Pradesh (Parwanoo)

ANCHEMCO ANSYSO FEDERAL-HYDRAUL POWERTRAIN GABRIEL

Henkel MAHLE

New Delhi (CHQ)

ANAND SUJÁN

Haryana (Gurugram, Manesar)

ACYM GABRIEL Henkel MAHLE GND Foundation

SPICER

Uttar Pradesh (Greater Noida)

MAHLE

Uttarakhand (Pantnagar)

SPICER

Rajasthan (Neemrana, Jaipur, Ranthambhore, Jaisalmer, Jawai Bandh)

JOYSON SUJÁN

Madhya Pradesh (Dewas)

GABRIEL

Gujarat (Sanand)

GABRIEL MAHLE

Maharashtra (Mumbai, Pune, Nashik, Aurangabad, Pirangut, Satara)

ANAND GABRIEL faurecia POWERTRAIN FEDERAL-HYDRAUL POWERTRAIN

Haltech POWER MAHLE SPICER

Karnataka (Bangalore, Malur, Kumbalগodu, Jodahalli)

faurecia GABRIEL SPICER

Tamil Nadu (Chennai, Hosur)

ANAND faurecia GABRIEL Henkel

JOYSON MAHLE Mando Valeo

West Bengal (Kolkata)

ANAND

*CHQ: Corporate Headquarters
ABC's: ANAND Business Center
Maps are not to scale and show approximate locations only.

PARTNERSHIP BASED MODEL



JOINT VENTURE PARTNERS

CY Myutec, Korea
 Dana Incorporated, USA
 Elewana Collection, Kenya
 Faurecia Clean Mobility, France
 Federal-Mogul, USA
 Haldex AB, Sweden
 Henkel Teroson GmbH, Germany
 Ningbo Joyson, China
 MAHLE GmbH, Germany
 Mando Corporation, Korea
 Valeo, France

TECHNICAL COLLABORATIONS

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

AUTOMOTIVE PARTNERING WITH GLOBAL LEADERS



JV PARTNERS	HEADQUARTERS	REVENUE*	EMPLOYEES*	BUSINESSES
CY Myutec	Korea	KRW 135 Billion	500	Synchronizer rings for transmissions
Dana	USA	\$ 7.2 Billion	30,100	Driveline, Sealing and Thermal-management technologies
Faurecia	France	€17.5 Billion	1,09,275	Seating, Interior systems and Emissions control
Tenneco Federal-Mogul	USA	\$ 17.1 Billion	87,000	Tenneco: Ride performance and Clean Air products Federal-Mogul: Powertrain components, Braking components, etc.
Haldex	Sweden	SEK 4.5 Billion	2,200	Brake and suspension systems for commercial and off-highway vehicles
Henkel	Germany	€ 20 Billion	53,000	Adhesive Technologies, Laundry & Home Care and Beauty Care
Ningbo Joyson	China	\$10 Billion	57,000	Automotive safety, Automotive electronics and telematics, Automotive functional components
MAHLE	Germany	€ 12.8 Billion	77,000	Engine systems, filtration, electrics/mechatronics and thermal management
Mando	Korea	KRW 5665 Billion	11,855	Brakes, suspension and steering. Halla Group: Logistics, transportation, construction, heavy industry etc
Valeo	France	€ 19.1 Billion	113600	Comfort and Driving Assistance Systems (interior controls and electronics, driving assistance), Powertrain Systems (electrical, electronic, transmission and engine system), Thermal Systems, Visibility Systems

*Source: From available sources on company website

AUTOMOTIVE CUSTOMER PRESENCE

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



AUTOMOTIVE PRODUCT PORTFOLIO



CHASSIS

EMISSION
CONTROL

POWERTRAIN

SAFETY

THERMAL
MANAGEMENT

AUTOMOTIVE PRODUCT PORTFOLIO



- Chassis
- Safety



JOYSON ANAND ABHISHEK SAFETY SYSTEMS (TAKATA INDIA)

JV: NINGBO JOYSON, CHINA

SEAT BELTS,
AIRBAGS
& STEERING WHEELS



GABRIEL

GABRIEL INDIA

TC: KYB CORP. , JAPAN;
YAMAHA MOTOR HYDRAULIC SYS-
TEMS, JAPAN; KYBSE, SPAIN and
KONI, 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



Mando

MANDO AUTOMOTIVE INDIA

JV: MANDO CORPORATION, KOREA

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



Henkel

HENKEL ANAND INDIA

JV: HENKEL TEROSON,
GERMANY
TC: SUNRISE MSI, JAPAN

SEALANTS, ADHESIVES,
COATINGS & NVH PRODUCTS



AUTOMOTIVE PRODUCT PORTFOLIO

- Emission Control
- Thermal Management

faurecia
Inspiring mobility

FAURECIA CLEAN MOBILITY

JV: FAURECIA, FRANCE

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



MAHLE

MAHLE ANAND THERMAL SYSTEMS

JV: MAHLE, GERMANY

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



AUTOMOTIVE PRODUCT PORTFOLIO

• Powertrain (1 of 2)



FEDERAL-MOGUL ANAND SEALINGS INDIA

JV: FEDERAL-MOGUL CORPORATION, USA

GASKETS, HEAT SHIELDS
& OIL SEALS



FEDERAL-MOGUL ANAND BEARINGS INDIA

JV: FEDERAL-MOGUL CORPORATION,
USA

BI METAL COPPER LEAD &
ALUMINUM TIN BEARINGS,
BUSHES, FLANGES & THRUST
WASHERS



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



ANAND I-POWER

JV: FEDERAL-MOGUL
CORPORATION, USA

PISTON RINGS & CAST IRON
COVERS/PLATES



MAHLE ANAND FILTER SYSTEMS

JV: MAHLE, GERMANY

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



AUTOMOTIVE PRODUCT PORTFOLIO

• Powertrain (2 of 2)

Valeo

VALEO FRICTION MATERIALS INDIA

JV: VALEO, FRANCE

NON-ASBESTOS, SOLVENT
& LEAD-FREE
CLUTCH FACINGS



DANA SPICER
Drivetrain Products

SPICER INDIA

JV: DANA, USA

AXLES, DRIVE SHAFTS
& DRIVETRAIN COMPONENTS



ACYM 

**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
- » Total revenue of INR 20,764.63 Million (US\$ 294.54 Million) & Profit Before Tax of 6.9% at INR 1430.53 Million (US\$20.3 Million) during 2018-19*
- » Publicly listed entity
- » Pioneer of Ride Control Products in India
- » Product range: Shock Absorbers, Struts, Front Forks, Seat Dampers, Cabin Dampers
- » Market leader in India
- » Amongst the Top 5 suspension players globally
- » 7 manufacturing plants and 4 satellite facilities
- » Strong R&D with over 75 patents filed till date in products and processes
- » Recognised for its HR practices; Ranked 90th amongst 'India's Best Companies To Work For 2019' by Great Place to Work®. Recognised fifth year in a row



GABRIEL



#90
OVERALL

*Exchange Rate used as on 31st March 2019. (1 US Dollar = INR 70)

TRANSFORMATIVE AND EXPERIENTIAL TRAVEL

S U J Á N



SUJÁN
Sher Bagh
PANTHMOHOTA



SUJÁN
THE SERAI
JALNA MHR



SUJÁN
JAWAI
JAWAI BANDH



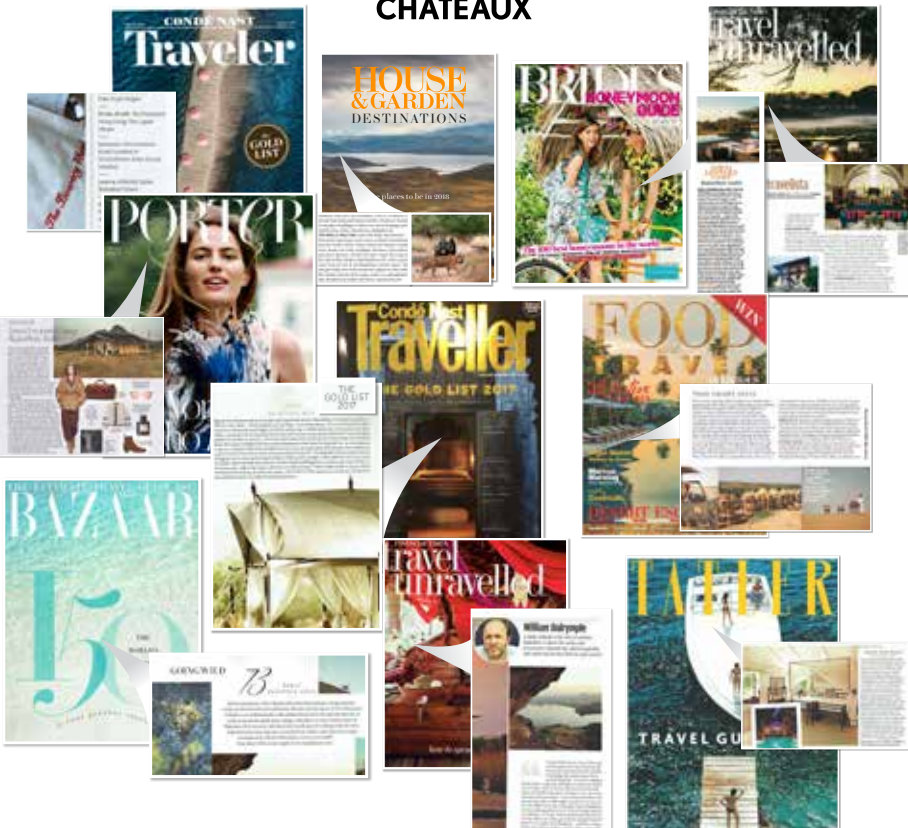
SUJÁN
RAJMAHAL PALACE
JODHPUR



SUJÁN
Elephant
Pepper Camp
MASAI MARA
KENYA

LUXURY HOTELS GLOBAL RECOGNITION

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



ACCOLADES

- Travel + Leisure India & South Asia India's Best Awards, 2018
- The Gold List - Condé Nast Traveler, 2018
- The Gold List - Condé Nast Traveler, 2017
- Top 100 Hotels in the World - Tatler, 2016
- Andrew Harper Annual Grand Awards, 2016
- The Gold List - Condé Nast Traveler, UK & USA, 2016
- The Hot list - Condé Nast Traveller, UK & USA, 2015



BUSINESS DEVELOPMENT



AFTERMARKET



HUMAN RESOURCES



**OPERATIONS, EXCELLENCE IN
MANUFACTURING & SERVICES,
CORPORATE MATERIALS**



TECHNOLOGY & INNOVATION



**INTERNAL AUDIT, CORPORATE
FINANCE, TAX & LEGAL**



**CORPORATE
COMMUNICATIONS**



**CORPORATE SOCIAL
RESPONSIBILITY**



**MANAGEMENT &
GOVERNANCE**

» 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, FICCI, CII, etc.)*
- Visibility in industry publications and presence in trade shows and exhibitions

ASHOK LEYLAND



Mahindra

MARUTI SUZUKI
Way of Life!

TATA MOTORS

TVS

ACMA



CII
Confederation of Indian Industry



AUTO EXPO 2016



AUTO EXPO 2018

*ACMA: Automotive Component Manufacturers Association of India
FICCI: The Federation of Indian Chambers of Commerce and Industry

BUSINESS DEVELOPMENT - LEVERAGING WITH KEY CUSTOMERS ACROSS THE GROUP

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



Auto Expo 2018



Auto Expo 2018



Tata Motors Tech Day 2018



Mahindra Electric Tech Day 2017



Mahindra Tech Day 2017



Maruti Suzuki Tech Day 2017



Daimler Tech Day 2016

» **Mrs. Anjali Singh**
Executive Chairperson, ANAND Supervisory Board

- Member, Sustainable Technology Development Committee and Electric Mobility Committee, ACMA
- Executive Committee Member, Maruti Suzuki Supplier Welfare Association
- Executive Chairperson, Gabriel India

» **Mr. Deepak Chopra**
Group CEO, ANAND and
Member, ANAND Executive Committee

- Chairman, Executive Committee - Northern Region, ACMA
- Member, Tata Motors Vendor Council
- Member, Ashok Leyland Strategic Supplier Committee

» **Mr. Anand Sontakke**
Member, ANAND Management Committee and
COO, MAHLE ANAND Filter Systems

- Executive Committee Member, Honda Cars India Suppliers Club



BUSINESS DEVELOPMENT GARNERING CUSTOMER APPRECIATION



HUMAN RESOURCES

NURTURING AND GROOMING OF TALENT



ANAND is an HR Innovator, being at the forefront of HR Practices for decades

- » **OE Model** - Pioneered the “Operating Engineer” Model, which has enabled ANAND locations being manned by educated work force and being union-free
- » **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 locations, as well as to Oxford University



- » **Career Mobility** – Cross-fertilization 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

Wide spread reach and diverse workforce

- » With presence in 58 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



HUMAN RESOURCES

DEVELOPING RESOURCES THROUGH ANAND U



- » 'ANAND U' is the ANAND Corporate University that covers 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
 - E-learning
 - Engaging with internal and external faculty

“BUSINESS IS 90% PEOPLE”

MR. DEEP C. 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. (70 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
- » **Specialized 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

- Touched 1.5 Lakhs school students with better teaching and infrastructure
- Benefitting 21,000 students annually
- Partnership with 11 polytechnics for engineering scholarships to high school female students

SKILL DEVELOPMENT

- 32,000 trained across 8 trades (70% females)
- Annually trains 2000+ youth
- Fostered 600+ entrepreneurs
- Partner with 6 certifying organizations



COMMUNITY CONSERVATION

- Access to ₹ 140 Million (2 Million US\$) crore micro credit for 850+ self-help groups
- Nurtured 3140+ rural women led enterprises
- Healthcare for livestock – 90000+ treated
- 2 public parks developed and maintained

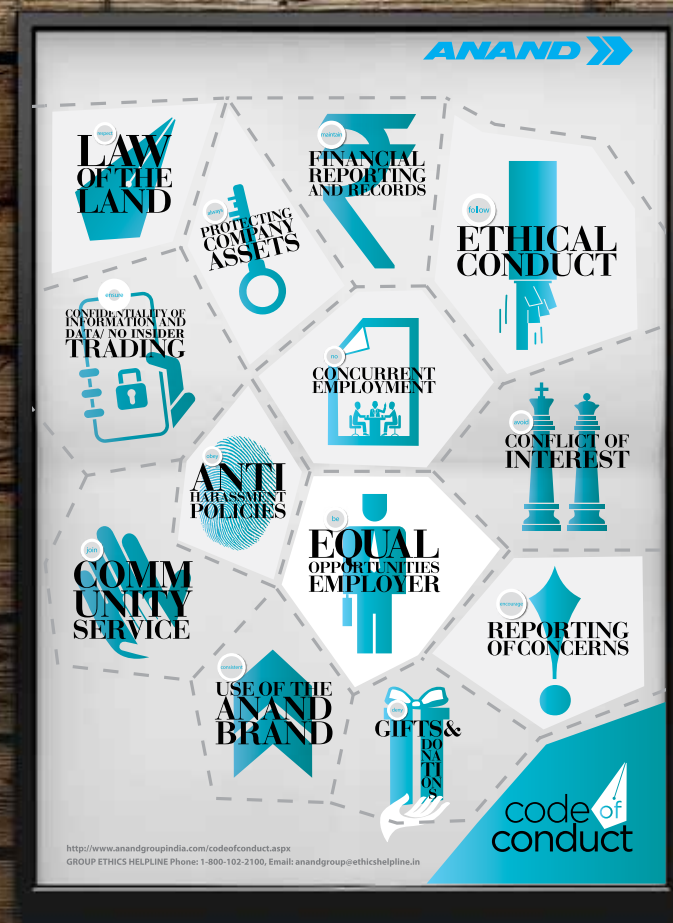
HEALTH AND HYGIENE

- Touched 6.5 Lakhs in unserved and underserved areas with mobile and static health services
- Public-private partnerships on general health, reproductive and child health, HIV/AIDS and EHS
- 2 decades of partnership with Ministry of Health at H.P. state



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





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