

Gabriel India Ltd.

Investor Presentation

20th May 2020

Safe Harbor

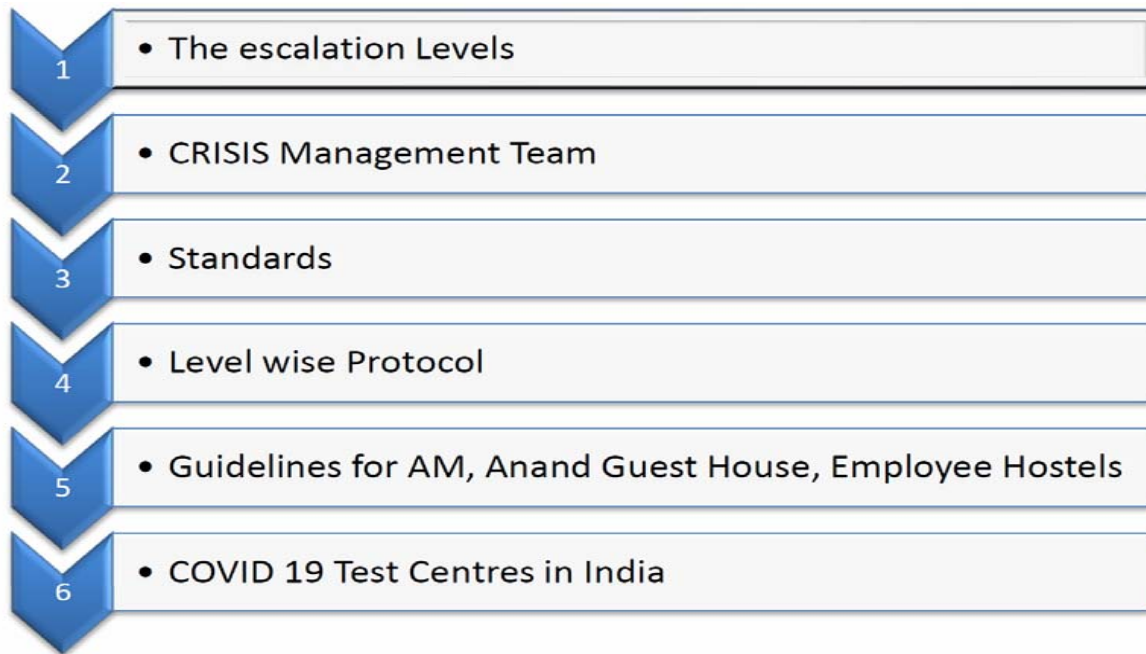
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COVID-19 : Key Actions for Prevention and Resuming operations Post Lockdown

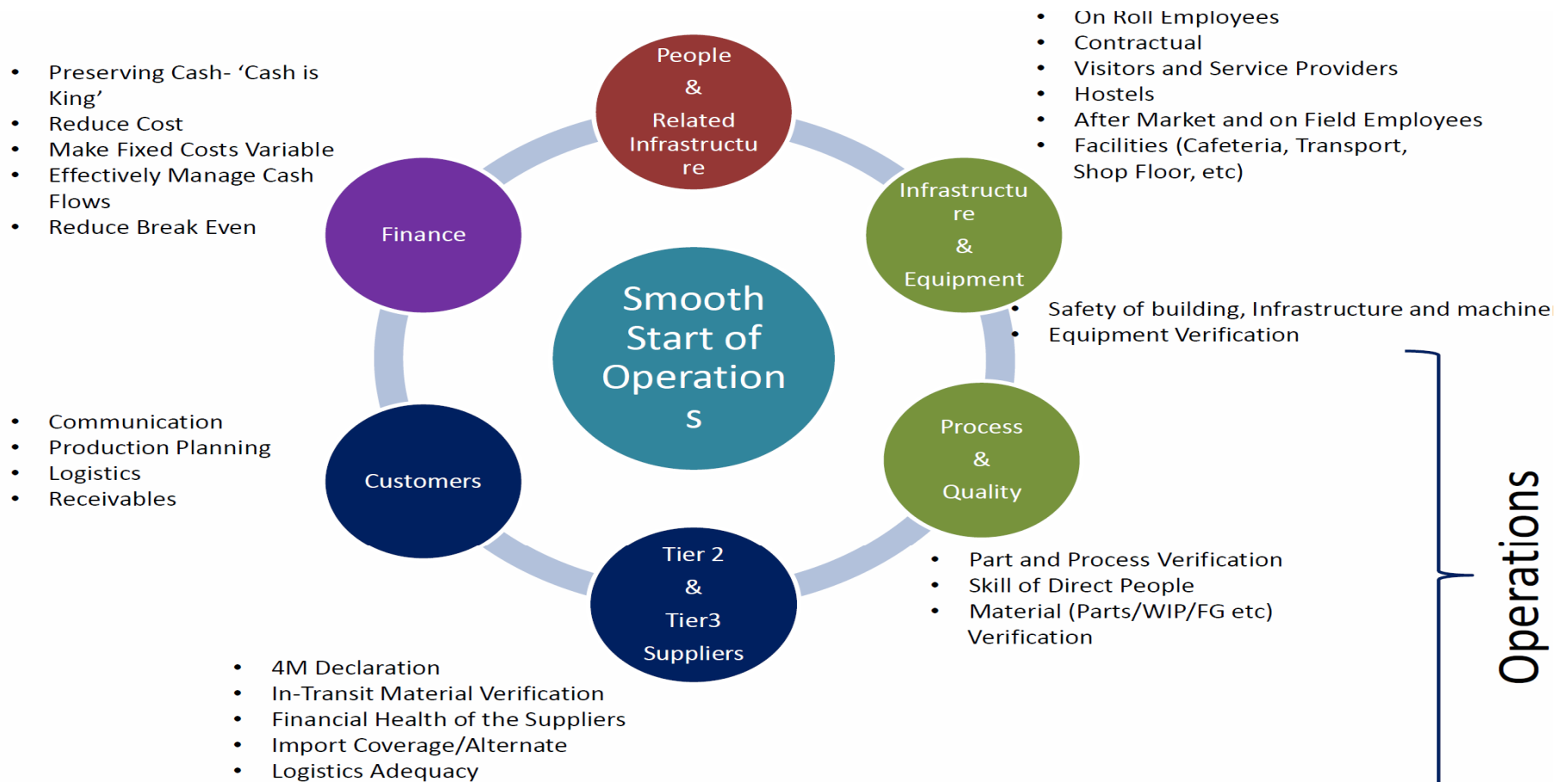
Prevention from Covid – An Overview



Say no to Rumours

Don't Panic

Planning for Ramp-up: Smooth Start of Operations



People & Related infrastructure

- 1 • The Escalation Process
- 2 • Index : Check Sheets
- 3 • Crisis Management Team – Responsibilities
- 4 • Guidelines to deal with Critical situations
- 5 • Criteria for returning to Office
- 6 • Manpower Planning
- 7 • PPE Inventory
- 6 • Protocols for returning to Office
- 7 • Expectations on Work-Place
- 8 • Daily Procedures to follow
- 9 • Onsite Access Control
- 9 • Disinfection Guidelines
- 10 • Protocol for Suppliers and Visitors
- 11 • Protocol for Canteen
- 12 • Protocol for employees commuting in Office Buses
- 13 • Protocol for L4 & L5 Escalation
- 14 • Protocol for Hostels
- 15 • Protocols for After Market

Customer Interface



Communication

- Communicate Force Majeure to Customers (Refer Annex- BD1)
- Communicate change in committed milestones for new product development or any other aspect
- Communicate change in Quote Deadlines for any new RFQ's on portal
- Declare BSIV Stocks if any for compensation.



Receivables

- Monitor AR status & Follow up for release of payments (Refer to Annex - BD2)



Stock

- Review Status of Goods in Transit
- Check FG Stock status at Warehouses if any
- Check FG Stock @ Plant Store



Quality

- Ensure Part Quality in Warehouse / Transit
- Ensure Part Quality in plant FG Area



Customer SOP

- Check Start of Production date with the customers of respective plants
- Seek Production plan for next 3 Months
- Seek start date for Material Inwarding at Plant
- Get Mandatory conditions laid down by customers for inwarding material at their plants



Logistics

- Ensure readiness of vehicles to start dispatch post lock down
- Ensure availability of Drivers with Each Vehicle

Supplier Interface



Quality

- Restart of Production to be aligned with SQA
- Validate the Shelf Life of the material in store / warehouse



Schedule Planning

- Release of Schedule to suppliers
- Ensure requirements for Interplant Transfer & Aftermarket for Material Planning
- Adjust purchasing orders in case of fluctuating customer demands (e.g. shutdowns)



Logistics

- Packaging Guideline to be shared with suppliers for despatch of material
- Ensure readiness of vehicles to start despatch post lock down
- Ensure availability of Drivers with each vehicle



Capture Supplier Voice/ Status

- Supplier Manpower Status
- Supplier Manufacturing Readiness Status
- Supplier Financial Health Status
- Supplier Raw Material Status (Refer Annex SCM2)



Risk Assessment And Action Plan for Risk Mitigation

- Supplier Risk Assessment post COVID based on the check sheet (Refer to Annex SCM4)

Finance Function

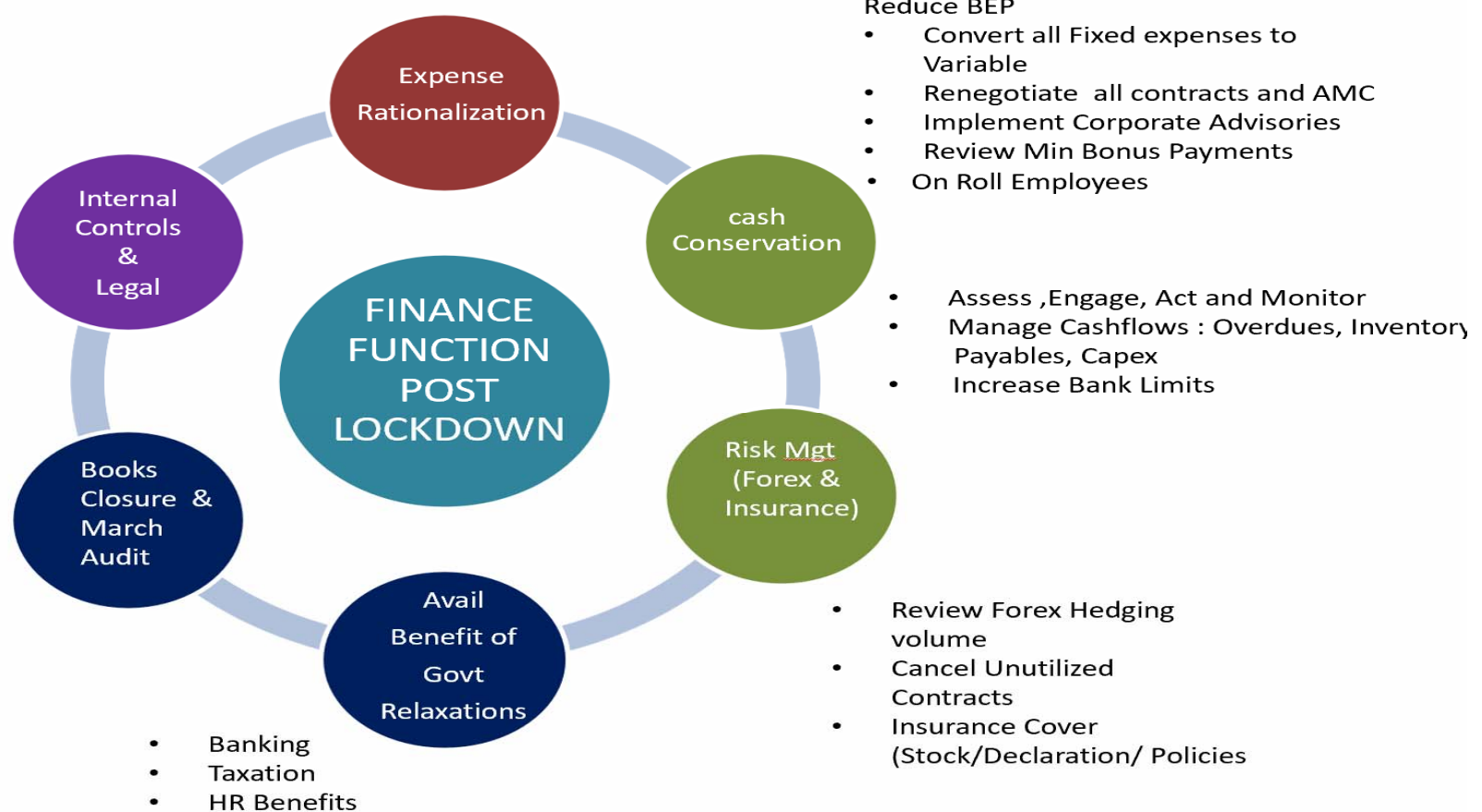
Internal Control

- Review Controls
- IT Processes (Data Confidentiality)
- IFC Regularization

Legal

- Force Majeure Clause
- Company Law related relaxations
- SEBI Relaxations

- Document Handling / GRN Booking/Bill booking
- Banking (RTGS regularization)
- Inventory Count
- Online Audit handling
- Account reco for advances paid
- Material in Transit



SNAPSHOT OF PREPAREDNESS – HOSUR



Transport



Entrance



Shop Floor



Canteen 'Q'



Sanitizer



Car Disinfection



Canteen Area



Washroom



Hostel (Isolation Room)

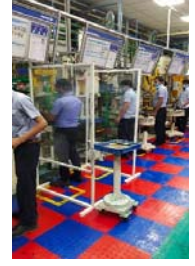
SNAPSHOT OF PREPAREDNESS – Chakan



Transport



Entrance



Shop Floor



Canteen 'Q'



Sanitizer



Car Disinfection



Canteen Area



Washroom



Hostel

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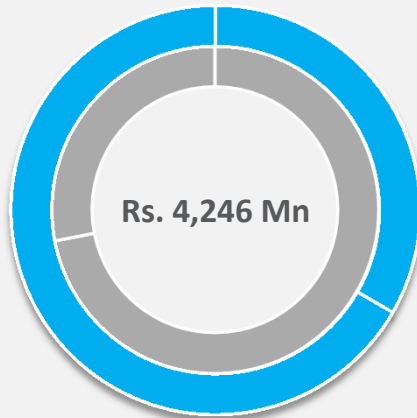
Strategy Going Forward

**Q4 / FY20
Result Update**

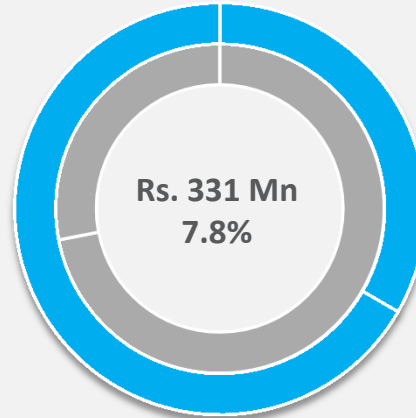
Financial Highlights – Q4 FY20

Q4 FY20

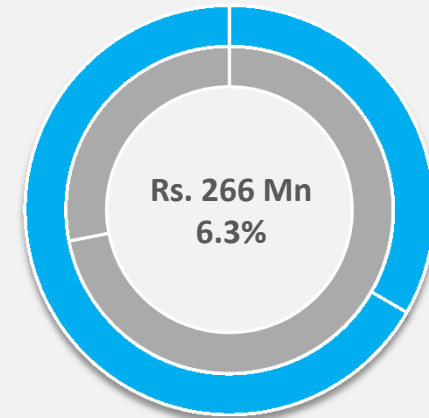
Revenue



EBITDA



PAT



Q3 FY20

Rs 4,555 Mn

Q4 FY19

Rs 5,103 Mn

Q3 FY20

Rs 322 Mn / 7.1%

Q4 FY19

Rs 343 Mn / 6.7%

Q3 FY20

Rs 176 Mn / 3.9%

Q4 FY19

Rs 173 Mn / 3.4%

Financial Highlights – FY20

Revenue

Rs. 18,700 Mn

as compared to Rs. 20,765 Mn
in FY19 (Y-o-Y -9.9%)

EBITDA

Rs. 1,378 Mn (7.4%)

as compared to Rs. 1,778 Mn in
FY19 (Y-o-Y -22.5%)

PAT

Rs. 847 Mn (4.5%)

as compared to Rs. 950 Mn
in FY19 (Y-o-Y -10.8%)

Balance Sheet

Net Cash position of Rs. 1326 Mn
Capex incurred of Rs. 563 Mn.

Cash Flow

Cash Flow from operations to the
tune of Rs. 1,201 Mn as compared
to Rs. 928 Mn in FY19

EPS/Dividend

EPS of Rs. 5.90
Total Dividend* of Rs. 1.30/share

* Includes, Interim Dividend of Rs.0.45/share before DDT

Financial Track Record

P&L (Rs. Mn)	Q4 FY20	Q4 FY19	YoY	Q3 FY20	QoQ	FY20	FY19	YoY
Revenue from Operations	4,246	5,103	-16.8%	4,555	-6.8%	18,700	20,765	-9.9%
Gross Margin (%)	28.4%	26.1%	2.3%	27.1%	1.3%	26.8%	27.4%	-0.6%
EBITDA Margin (%)	7.8%	6.7%	1.1%	7.1%	0.7%	7.4%	8.6%	-1.2%
Net Margin (%)	6.3%	3.4%	2.9%	3.9%	2.4%	4.5%	4.6%	-0.1%

Balance Sheet (Rs. Mn)	FY20	FY19
Net worth	6,518 ●	5,900
Gross Debt	78	70
Liquid Investments	1326	936
Fixed Assets	3,662 ●	3,515

Key Performance Indicators	FY20	FY19
Net Working Capital (days)	33	30
ROIC (%)	19.8%	29.1%
Cash Flow from Operations	1,201 ●	928

Q4 FY20 vs Q4 FY19

Improved Margins on account of Cost reduction drives



- Strengthened Net worth
- Maintenance of high liquidity
- Improvement of Working Capital efficiency

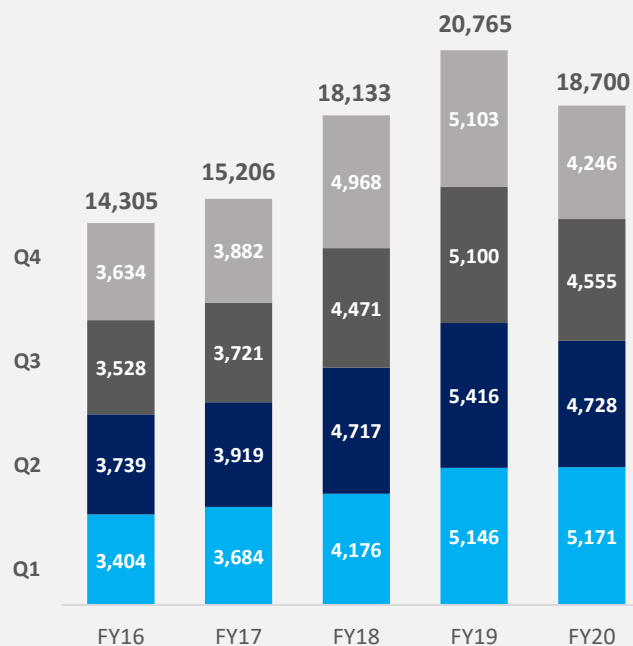
Profit & Loss Statement

Particulars (Rs. Mn)	Q4 FY20	Q4 FY19	YoY	Q3 FY20	Q-o-Q	FY20	FY19	Y-o-Y
Revenue from Operations	4,246	5,103	-16.8%	4,555	-6.8%	18,700	20,765	-9.9%
Raw Material	3,042	3,774		3,321		13,697	15,070	
Employee Expenses	355	374		404		1,553	1,540	
Other Expenses	519	612		508		2,071	2,376	
EBITDA	331	343	-3.5%	322	2.8%	1,378	1,778	-22.5%
Other Income	32	27		26		97	92	
Interest	11	8		8		36	29	
Depreciation	128	105		101		436	411	
PBT	223	257	-13.2%	239	-6.5%	1003	1,431	-29.9%
Tax	-43	84		63		156	481	
PAT	266	173	53.7%	176	51.5%	847	950	-10.8%
EPS	1.85	1.20		1.22		5.90	6.61	

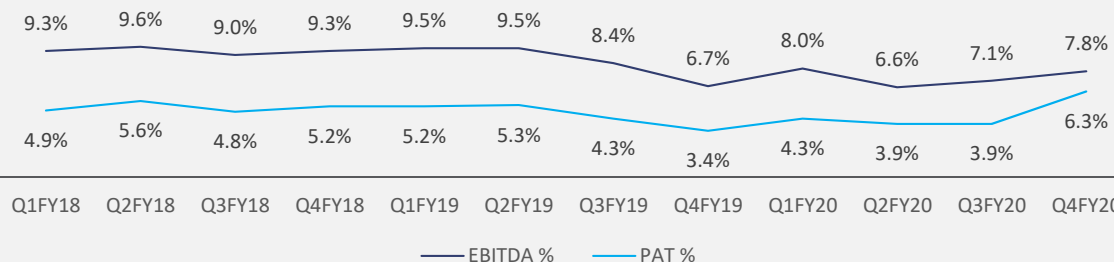
- Raw material prices at 71.6% of sales in Q4 FY20 as compared to 73.9% in Q4 FY19 driven by change in segment mix and adverse conditions in key export markets
- Tight operational cost control maintained resulting in reduction in employee costs and other expenses

Quarterly Performance Trend

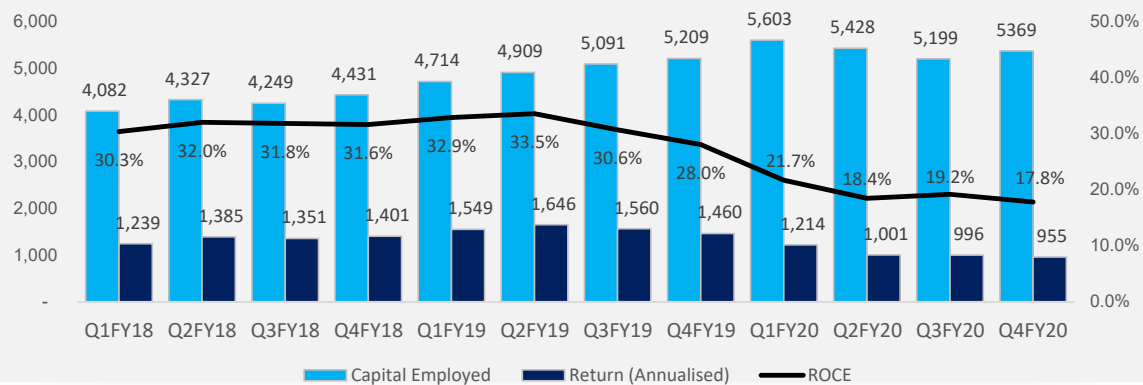
Revenue (MINR)



Margins

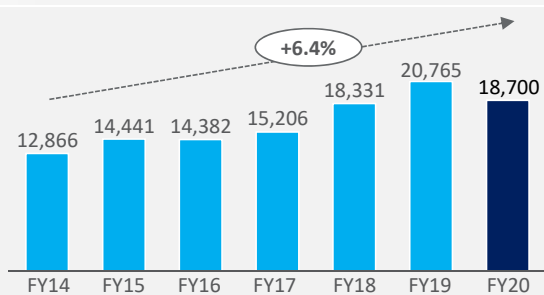


ROCE

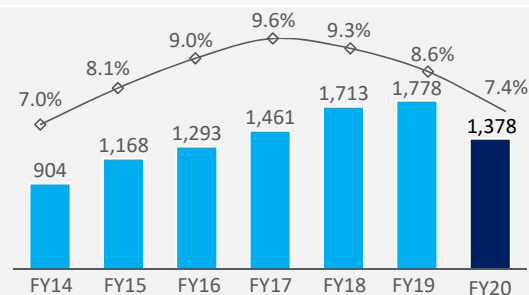


Financial Track Record

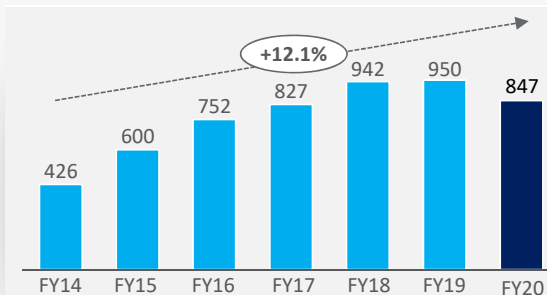
Revenue (Rs Mn)



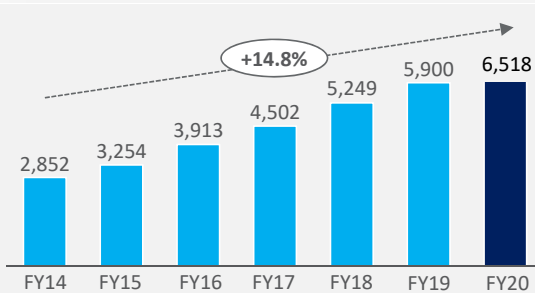
EBITDA (Rs Mn) & EBITDA Margin (%)



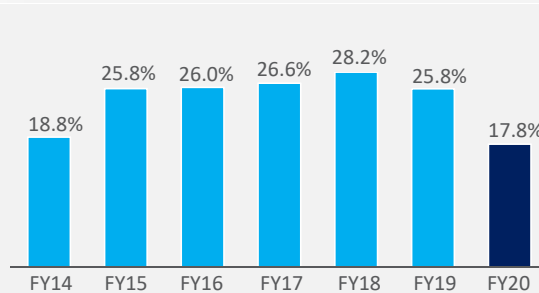
PAT



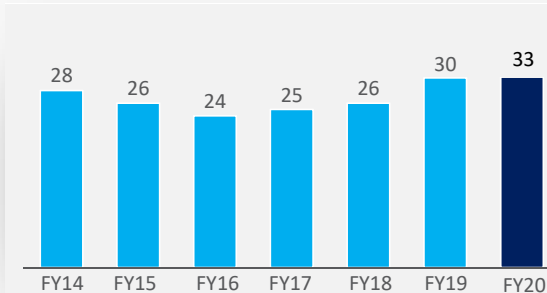
Net worth (Rs Mn)



RoCE (%)



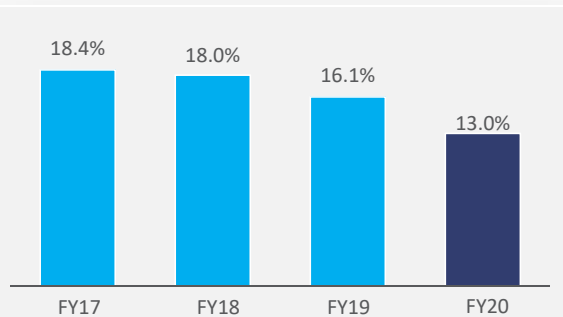
Net Working Capital Days



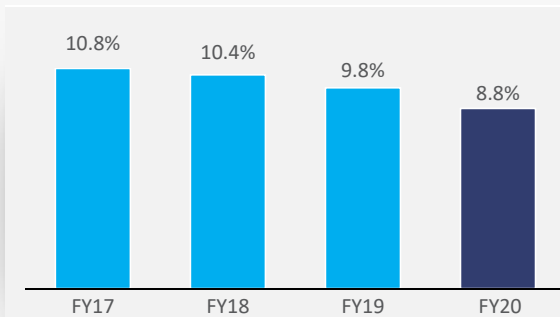
^Note: Financials for FY17-20 as per IND-AS

Key Ratios

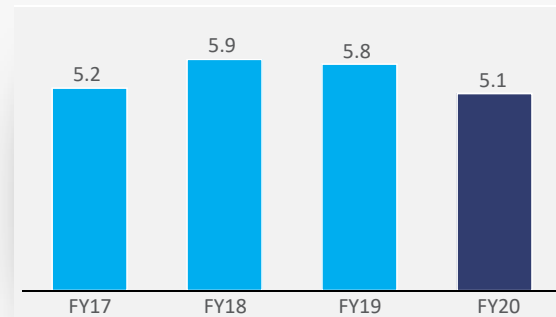
Return on Equity (%)



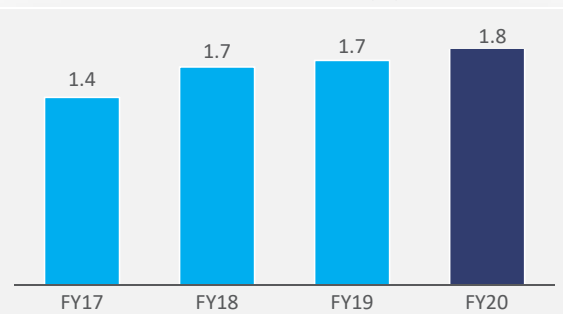
Return on Assets (%)



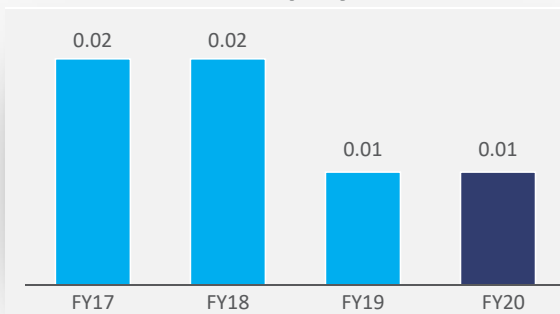
Fixed Asset Turnover (x)



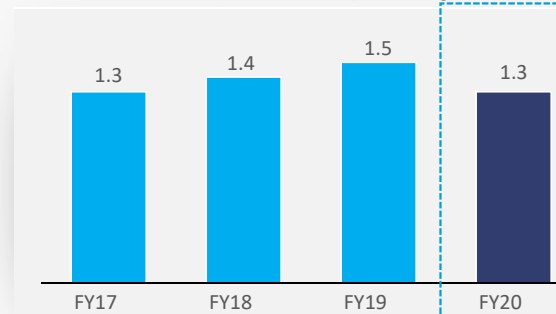
Current Ratio (x)



Debt : Equity Ratio



Dividend* (Rs/share) & Pay-out (%)



Payout
Ratio

23%

21%

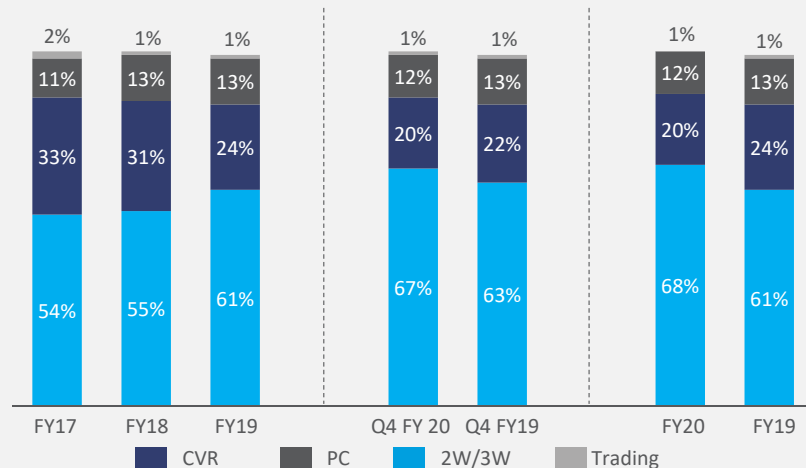
23%

22%

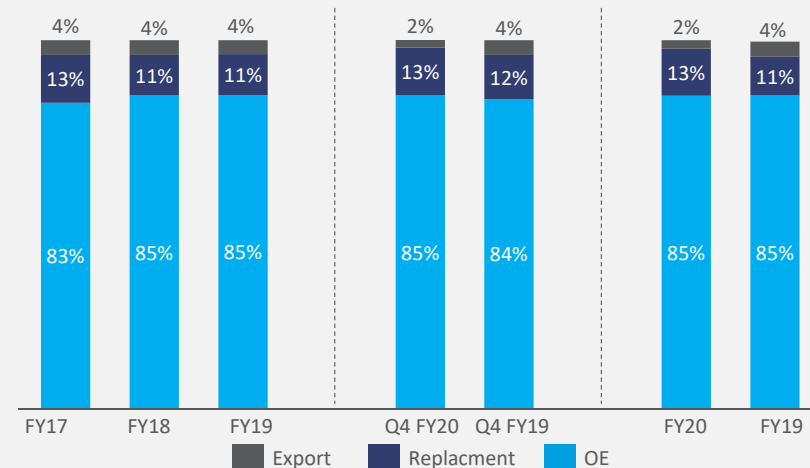
*Dividend excluding Dividend Distribution Tax

Revenue Mix (Inc. Trading)

Segment Mix



Channel Mix



- Change in product mix towards 2W segment where GIL continues to gain market share
- Passenger car segment impacted by discontinuation of Maruti Omni due to safety norms, Alto and replacement of Wagon R with newer model where GIL is not the supplier
- Aftermarket Revenue grew to 13% in FY20 to Rs 2,676 Mn.

YTD Segment Performance – 2W&3W (Incl. AM)

Performance

- Growth was primarily driven by efforts in terms of improving market share with key customers, higher efforts in terms of developing new products and on account of strong acceptance of end products in the market

New Program

- TVS Motors – N360, N282, N289 RR
- Bajaj Auto – R107, CNG

Challenge

- As per SIAM data, the 2W and 3W sales declined 18% YoY and 11% YoY respectively in FY20
- Within the 2W segment, Scooters, Motorcycles and Mopeds declined by 15%, 13% and 28% respectively in FY20

Future Development

- Electric Vehicles
 - 2W - Okinawa, Ather, TVS, Hero Electric
 - 3W – Bajaj, M&M, TI

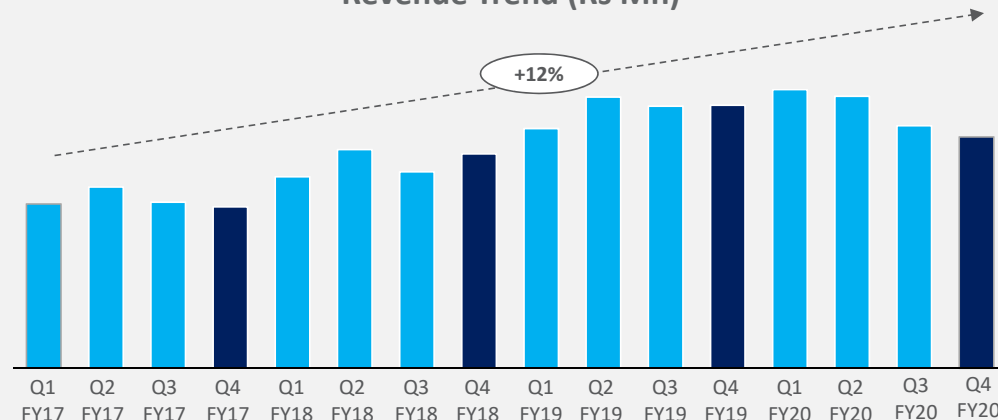
Top 3 Customers

- TVS Motors, Yamaha, Bajaj Auto

68% % to Total Sales

25% Market Share

Revenue Trend (Rs Mn)



YTD Segment Performance – Passenger Vehicles(Incl. AM)

Performance

- Growth impacted by discontinuation of Maruti Omni due to safety norms and replacement of Wagon R with newer model where GIL is not the supplier

New Program

- Maruti Suzuki: S-Presso

Challenge

- As per SIAM data, the sale of Passenger Vehicles declined by 20% in FY20 over the same period last year
- Within Passenger Vehicles, the sales for Passenger Cars, Utility Vehicle & Vans declined by 20% YoY and 4% respectively in FY20

Future Development

- M&M (3), VW (2), PSA (1), TML (1)

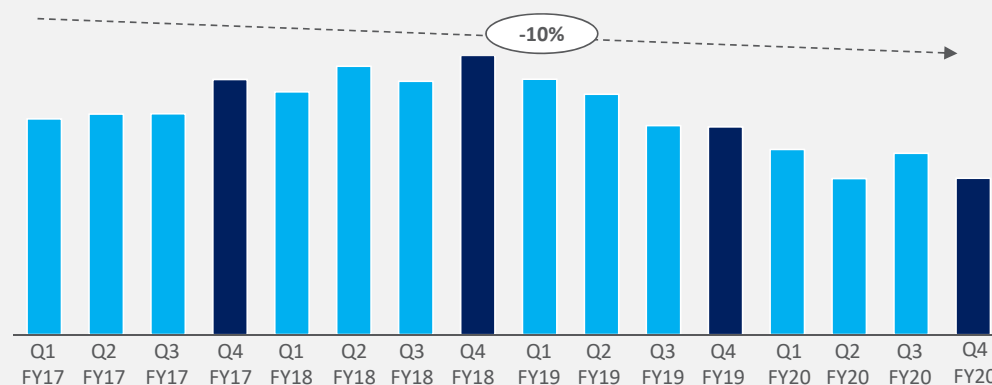
Top 3 Customers

- Maruti Suzuki, Volkswagen, Mahindra & Mahindra

20% % to Total Sales

15% Market Share

Revenue Trend (Rs Mn)



YTD Segment Performance – Commercial Vehicles(Incl. AM & Railways)

Performance

- Growth impacted by significant cut in production volumes by OEMs
- Drop in M&HCV in Q4 FY20 is over 47% YoY, LCV's ~33% YoY

New Program

- WABCO- Air suspension, MTBD- ICV 16T & Force Motors – T1 3350

Challenge

- As per SIAM data, the overall commercial vehicles segment registered a decline of 35% FY20 as compared to FY19
- Medium & Heavy Commercial Vehicles (M&HCVs) sales declined by 47% YoY and Light Commercial Vehicles (LCVs) declined by 22% YoY in FY20

Future Development

- Ashok Leyland – MBP, Partner; Force Motors – T1N

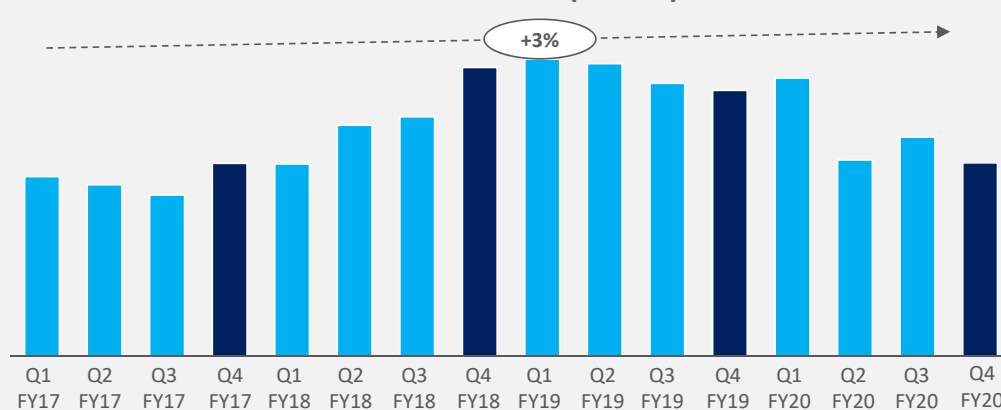
Top 3 Customers

- Tata Motors, Mahindra & Mahindra, Ashok Leyland

12% % to Total Sales

75% Market Share

Revenue Trend (Rs Mn)



Aftermarket

Strong Brand Equity

- Brand “Gabriel” synonymous with shock absorbers and struts
- Leadership with market share > 40%

Extensive Distribution Network

- 11 CFA locations & 664 dealer network
- ~12,000 retail outlets supported by effective sales force
- Present in the aftermarket segment across six continents

Recent Highlights

- Operationalized two product lines which received positive market response (drive shaft & break fluid)
- Appointed new channel partners for Latin America and Africa
- Growth of 6% which is ahead of market in very tough market domestic conditions

Widest Product Range

- Launched 150 SKU's LY
- More than 750 SKU's launched in last 5 years
- Continuous focus on expanding Product Portfolio

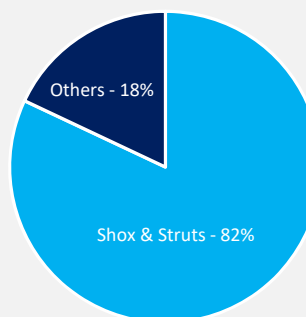
Presence Through Allied Products

- Leveraging Brand Strength & Distribution Network
- 11 New Product lines launched successfully

Focus Areas & Outlook

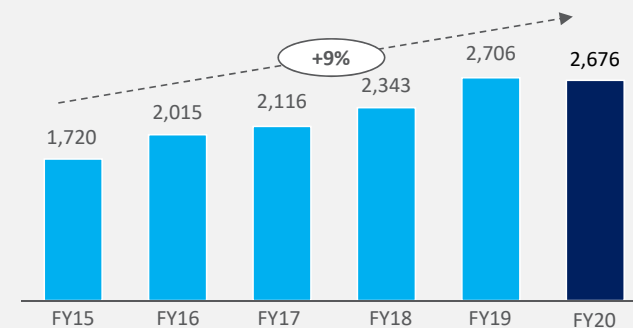
- Develop more products for the core segment
- Increase sales through national channels
- Major focus in B & C class towns
- Leveraging Brand Gabriel by launching new product lines
- Launch 200+ SKUs and kickstart CRM model to forge stronger ties with key clients
- Focus on export markets with share of 20% by 2023

After Market Parts



Others include Front fork Comp 4%, Tyre 3%, Wheel rim 2% & Other parts 9%

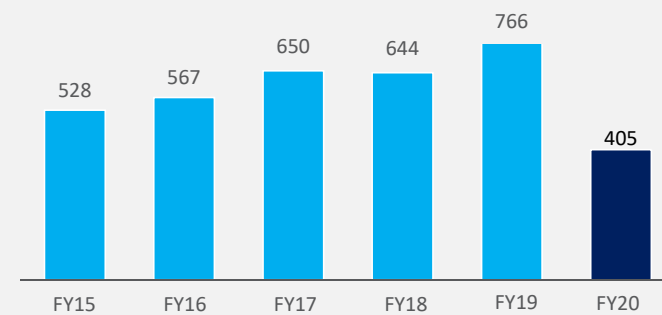
Aftermarket Sales (Rs. Mn)



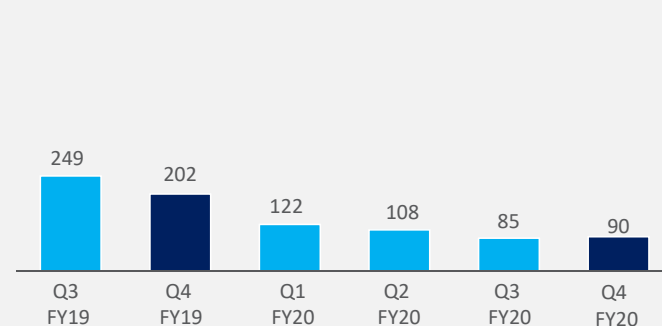
Creating Global Presence through Exports



Export Sales (Rs. Mn)

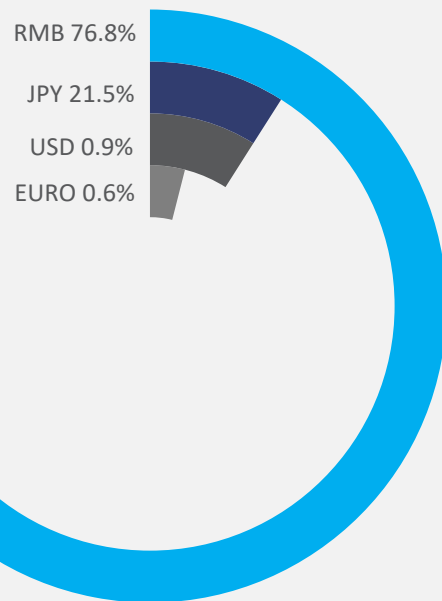


Export Sales (for Qtr)



Currency Exposure

IMPORTS



Total Import content in RMC: 13%

EXPORTS



Balance Sheet

Assets (Rs. Mn.)	Mar-20	Mar-19
Non-current assets	4,677	3,970
Current assets	5,056	5,722
Total Assets	9,733	9,692

Equity and Liabilities (Rs. Mn.)	Mar-20	Mar-19
Equity	6,518	5,900
Non-Current Liabilities	335	436
Current liabilities	2,880	3,356
Total Equity and Liabilities	9,733	9,692

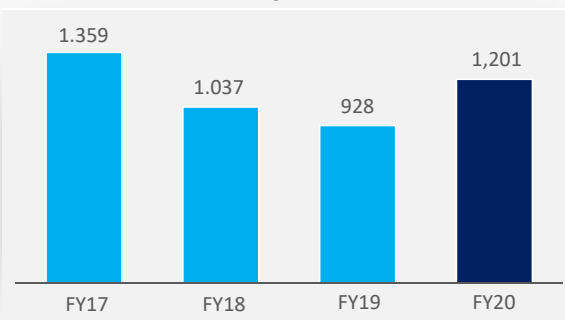
- Net Cash stood at Rs 1326 Mn at the end of Mar'20
- Net Working Capital Days at 33 as compared to 30 same period last year
- Capex for FY20 to the tune of Rs. 563 Mn

Capex for FY20

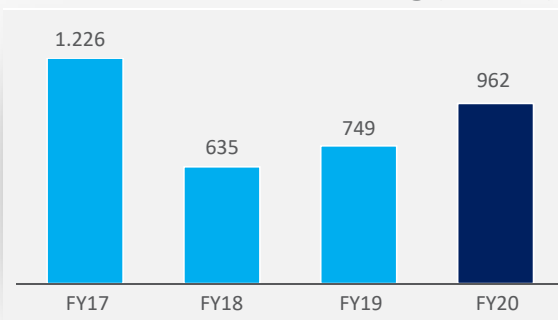
- Sanand Plant Set up
- Tech Centre at Chakan
- Expansion in Casting Plant

Cash Flows

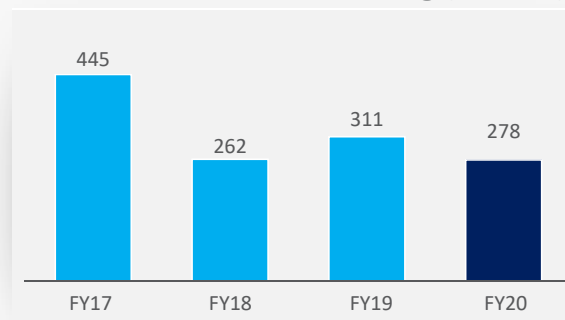
Cash Flow from Operations (Rs. Mn)



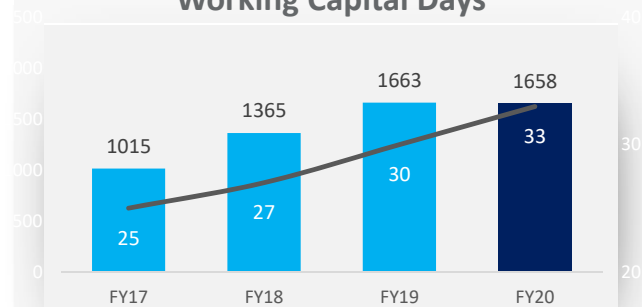
Cash Flow used in Investing (Rs. Mn)



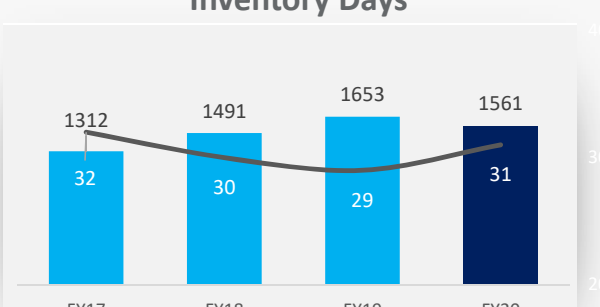
Cash Flow used in Financing (Rs. Mn)



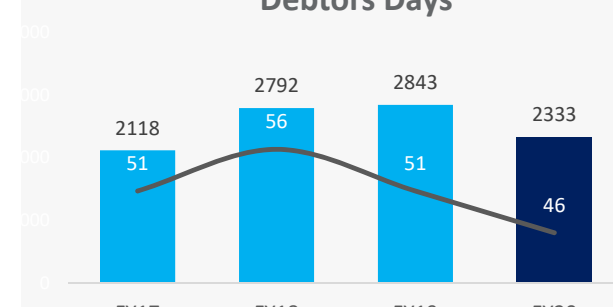
Working Capital Days



Inventory Days



Debtors Days



- Healthy cash generation continues



Corporate Overview

Gabriel At A Glance

Corporate Profile

- Incorporated in 1961
- Pioneer of Ride Control Products in India with state-of-the-art integrated operations
- Strong R&D focus, employing 60 specialists, highest in the industry
- Experienced, professional management team and Board of Directors
- Marquee clientele across all vehicle segments
- Market Leadership in Aftermarket
- Impetus on Sustainability and Environment: 1,984 MT Reduction in Carbon Footprint over last 6 years; 19.5% of power from renewable sources in FY19 from 0% in FY14
- Consistent dividend track record since '98

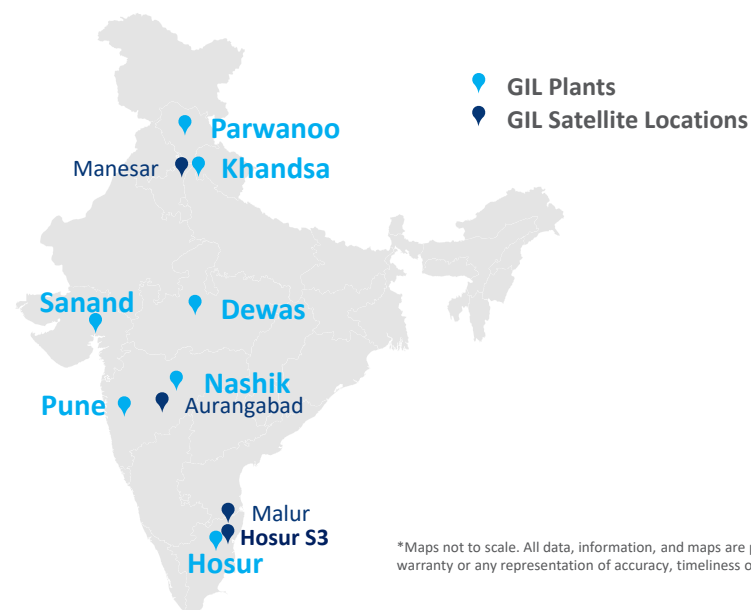


#90
OVERALL

Recognized fifth year in a row

Financial Strength (FY20)

Revenue	PAT	ROCE	Net Cash
INR 18,700	INR 847 Mn	18%	INR 1326 Mn



*Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

Key Metrics

500+ New Product Additions	25 Countries of Presence	664 Distributors
7+4 (satellite plants) Manufacturing Plants	75 Patents Filed	3,684 Employees

Strategic Manufacturing Footprint

Plant Location	Segment Served	Commencement Year	Products	Clients
Nashik	2W / 3W	1990	Shock absorbers, front forks	Bajaj Auto, HMSI , Suzuki, Yamaha, Piaggio, M&M, Atul Auto
Hosur	2W / 3W	1997	Shock absorbers, front forks	TVS, HMSI, Royal Enfield, Yamaha, Suzuki, M&M
Parwanoo	2W, PV, CV, Aftermarket	2007	Shock absorbers, front forks, struts	TVS, Tata Motors, M&M
Chakan	PV, Railways & 2W	1997	Shock absorbers, struts	Volkswagen, M&M, Toyota, Tata Motors, Bajaj Auto, Piaggio & Indian Railways
Khandsa	PV	2007	Shock absorbers, struts	Maruti Suzuki, Honda Cars
Sanand	2W, PV	2010	Shock absorbers, struts (final assembly)	HMSI, Tata Motors
Dewas	OE, Aftermarket and Exports	1992	Shox – Commercial Vehicles	Tata Motors, M&M, Daimler, Force Motors, Ashok Leyland, VECV

Proximity to OEMs Ensures Just-in-Time Supply As Per Demand While Rationalising Logistics Costs

Sticky Relationships with Marquee OEM Client Base

2/3 Wheelers

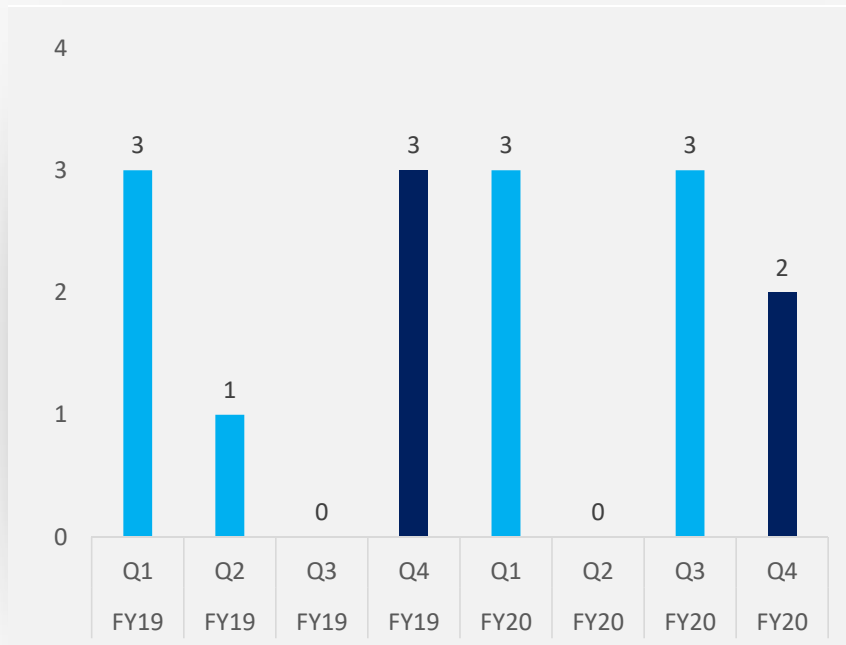
Passenger Cars

CV & Railways

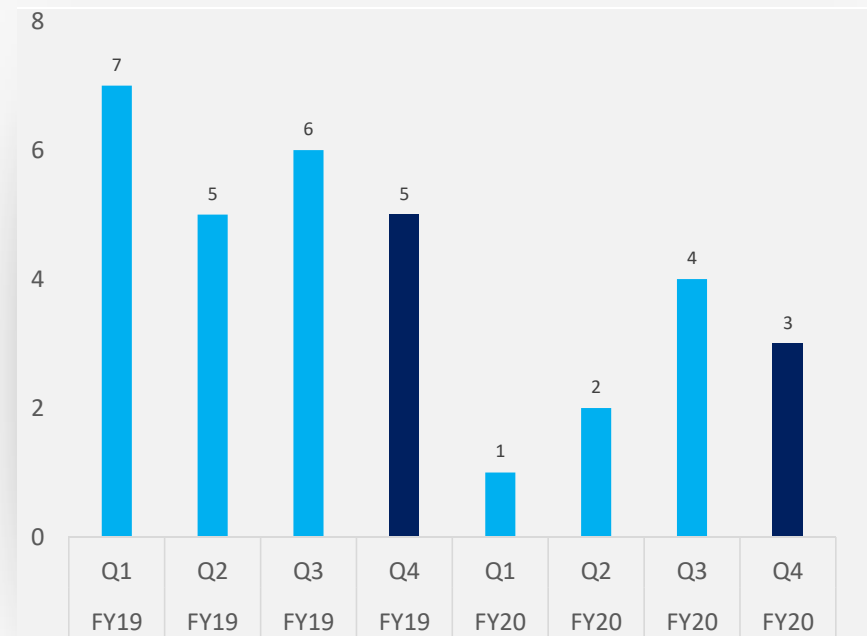
A VOLVO GROUP AND EICHER MOTORS JOINT VENTURE

Safety Development

Accident



First Aid



Human Resources



Key Metrics	Mar'20	Mar'19	Mar'18
Revenue per employee (Rs Cr)	0.51	0.53	0.45
Average employee experience (person years)	8.0	7.0	6.5
Investment in training programmes (Rs Cr)	2.21	1.45	1.44
Employees covered under training programmes (%)	80%	65	40

“Great Place to Work” – 5th Consecutive Year

2019

- **Rank #90** among Top 100 Companies to work for in India

2018

- **Rank #89** among Top 100 Companies to work for in India
- Ranked in Top 25 workplaces in manufacturing in India

2017

- **Ranked #2** in Auto & Auto Component Industry
- Rank #52 among Top 100 Companies to work for in India

2015

- **Ranked #2** in Auto Component Industry
- **Rank #43** among Top 50 Companies to work for in India

2016

- **Ranked #3** in Auto Component Industry
- **Rank #70** among Top 100 Companies to work for in India

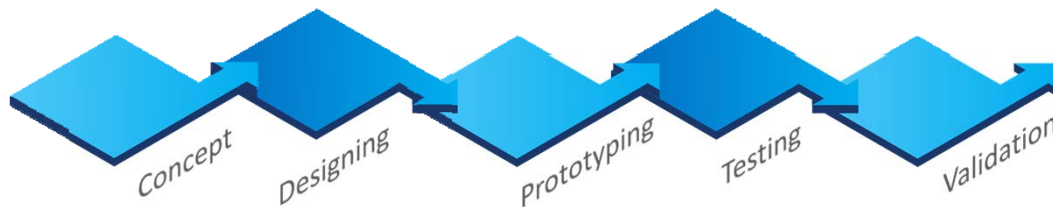
2012

- **Ranked #3** in Auto Component Industry
- Recognized among the Best Companies in its Industry



Strong In-house R&D & Technology Partnerships

End-to-End Product Development Capabilities



DSIR Approved state-of-the-art R&D Facilities at Chakan and Hosur

A strong team of 60+ Specialists

Over 75 patents filed till date

Technical Collaborations with KYB Japan
(Passenger Cars) and KONI (Commercial Vehicles)

Key Initiatives

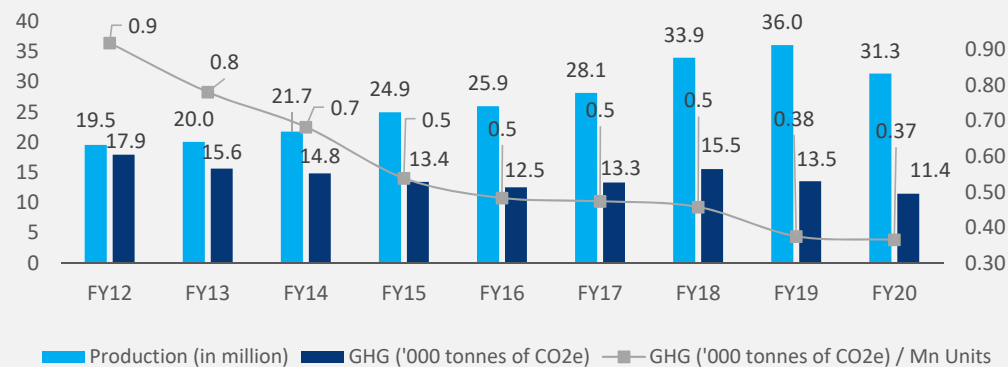
- In-house facility for customers for ride tuning of vehicles
- Advanced damper technology for the enhanced user experience
- CO2 footprint reduction through product light weighting and use of green technologies
- Virtual analysis for structural durability assessment of components
- Implementation of product life cycle management (PLM) to increase the reuse of existing components & to improve productivity
- NVH measurement and reduction techniques to address noise issues in the new generation vehicles

Environmental Sustainability



**“Sustainability Award – Automotive and Farm Division”
from Mahindra in FY18**

Reduction in Carbon Footprint



- Reducing energy consumption per unit of shock absorber through reduction in manufacturing losses
- 6,464 MT reduction in carbon footprint since FY12
- Invested in solar rooftops across manufacturing plants with a capacity of 1.1 MW
- Invested in group captive wind power plant to source renewable power at Hosur of 3.6 million units annually.
- 19.5% of power from renewable sources from 0% in FY14

Achieving Engineering Excellence

Designed & Developed Remote
Canister Shock Absorber

Shock Absorbers with
Floating Piston

Shock Absorber with Hollow
Piston Rod

Robotic Assembly line



Laser Welding Technology, Friction
Welding Technology, Water based
Autophoretic Paint System

Adjustable Electronic-Hydraulic
Shock Absorber for a leading SUV
vehicle in Aftermarket

Zero Discharge Chrome Plating

Shock Absorbers for High
Speed Railway Trains – LHB
Coaches

Many Firsts

Honoured with “Golden Peacock Eco – Innovation Award for Hollow Piston Rod”

CSR Initiatives

Thematic area	Parwanoo	Dewas	Nashik	Hosur
Education	11 Govt. School 2100 Students 18 Teacher - SNSF scholar programme @ANAND school	5 Govt. School 766 Students 6 Teachers - Classes for adults - MEDHAVI @ govt. polytechnic & acropolis: 10 awardees (4 added in '19)	9 Govt. School 2856 Students 18 Teachers	3 school 7 Teachers 2637 student - MEDHAVI@PMC Tech30 awardees (6added in'19)
Skill Development (Introduction of NSDC Certification across courses)	6-month Courses in Cutting & tailoring, dress designing - Beauty culture - Computer	6-month Courses in para nursing (Health assistance training program)		
Health & Hygiene	- Doctor consultation & free medication in slums - Govt. partnership project of HIV/AIDS & RCH			
Community Conservation	- Maintenance of ANAND municipal park and sports complex - Maintenance of war trophy memorial park (ANAND van vatika) - Classes for out of school students & adults	- Ultra high-density mango plantation in lake view farm incl. GIL share land - Implementing agency of NABARD's E shakti and livelihood entrepreneurship Development program	Development Of Village Rohile as a model village	

Board of Directors



Anjali Singh

Executive Chairperson,
Gabriel India

- Business Management at University of Westminster, UK, and Fine Arts at Central Martin's School of Arts and Design, UK
- Joined ANAND Group in 2005
- Chairperson, Supervisory Board, ANAND Group since 2011



Manoj Kolhatkar

MD, Gabriel India

- B.E. (Mechanical) & DBM, with more than 25 years of experience in Automotive industry
- Associated with Gabriel India since 2011
- Prior to this, served in TATA Group in senior roles for 22 years



Jagdish Kumar

Group President
& Group CFO,
ANAND Group

- Joined ANAND Group in September 2015
- Over 29 years of cross-cultural experience of running business at Asia Pacific level as well leading strategic planning efforts for Asia-Pacific at Global Companies like Du Pont, BILT, TCS



Aditya Vij

Non-Executive
Independent
Director

- Operating Partner, Kedaara Capital Advisors LLP
- CEO of Fortis Healthcare Ltd. from 2011 to 2014
- Spent 30 years in the Automotive and Defence Industries including 18 years with General Motors, Europe



Pradeep Banerjee

Non-Executive
Independent
Director

- VP, Supply Chain, South Asia at HUL. Director on the Board of HUL. Associated with HUL since 1980 in various senior roles
- Chairman of CII National Committee on intellectual Property and committee member on Environment, Convenor of CII National Working Group on Plastic Waste Management



Matangi Gowrishankar

Non-Executive
Independent
Director

- Graduate from XLRI in Personal Mgt & Industrial Relation, with more than 40 years of experience in Banking, Financial Services, IT, Manufacturing, Sports & Oil Industry
- Was board member of NHRDN and one of 20 mentors for NHRDN Womentoring Initiative
- Qualified coach and works with senior business leaders to support business leadership effort

Management Team



- Masters in Quality Management with over 20 years of experience
- Associated with Gabriel since 1999

Atul Jaggi

Chief Operating Officer, Two and Three Wheelers and Commercial Vehicles Business Unit



- MBA, Michigan, UDA, 2004, PG (MS Industrial Engineering), University of Ohio, USA, B.E. (Mechanical)
- Over 17 years of experience
- Associated with Gabriel since April 2010

Umesh Shah

Head of Strategy



- Masters in Personnel Management
- Associated with Gabriel since April 2016

Manoj Sharma

Chief Human Resource Officer



- B.E. (Mechanical) with over 20 years of experience
- Associated with Gabriel since January 2017

Sarabjit Singh

Chief Operating Officer, Passenger Cars Business Unit



- CA & CFA, DIFRS, FRM more than 17 years in the Mining, Construction, Metals, Garments and Automotive industry
- Associated with Gabriel since Sept 2019

Rishi Luharuka

Chief Financial Officer



- B.E. (Production Engineering) with over 25 years of experience
- Associated with Gabriel since November 2012

Prashant Shah

Chief Purchase Officer



- B.E. (Mechanical) with over 25 years of experience
- Associated with Gabriel since April 2007

Amitabh Srivastava

Chief Operating Officer, Railways and Aftermarket Business Unit



- B.E. (Mechanical) with over 30 years of experience
- Associated with Gabriel since March 2004

Rajendra Abhange

Chief Technical Officer



- Diploma in Management
- Associated with Gabriel since July 2001

CR Vijaykumar

Head Central Quality

Awards & Accolades



'India's Best Workplaces for Women' – 2019: Top 75



Gabriel was awarded for Delivery Management by Honda Motorcycle and Scooter India, at their 21st Supplier Convention 2020

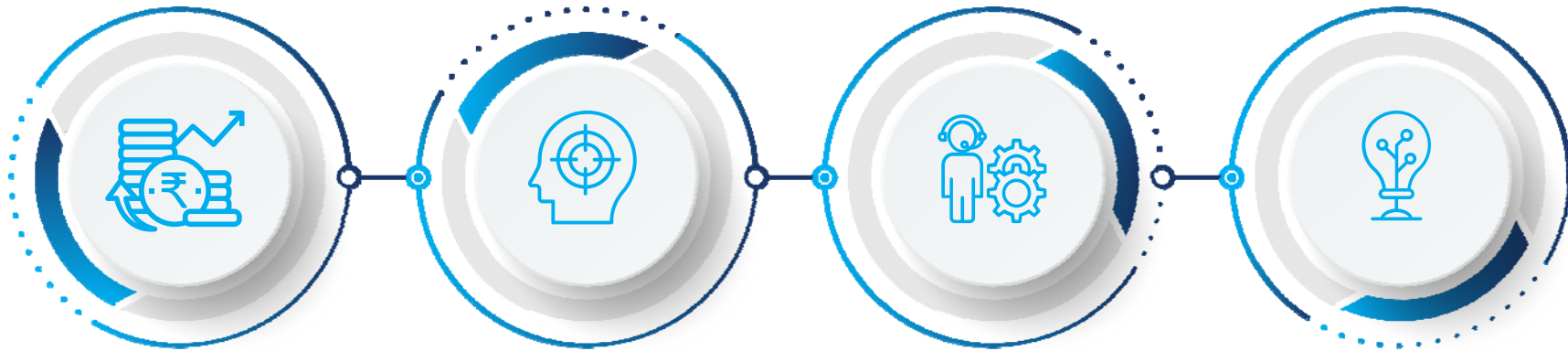


Gabriel Chakan Team "Spartans" emerged as the winners at National Level Toyota Kirloskar Supplier Association Quality Circle Competition



Strategy Going Ahead

Growth Strategies



Financial Worthiness

- Debt reduction
- Break even point (BEP) reduction
- Simplification of parts
- Automation

Customer Focus

- Enhancing customer delight and deepening relationships
- Collaboration and product co-development

Aftermarket

- Product development
- Expanding reach
- Exports focus

Technology & Innovation

- Improvement in quality
- R & D focus
- Sustainable manufacturing
- Innovation culture

Customer & Product Focus, Aftermarket Expansion and Export Push

Strengthening Focus Areas



Cultural Transformation

- Increasing organizational competencies and process orientation
- Regular trainings focused on talent development and leadership development with the help of ANAND University
- Promote equal opportunity and diversity
- Internal culture of collaboration, execution and accountability



Sustainability

- Reducing energy consumption per unit
- Using / improving energy efficiency using LED lighting technology at its plants, saving energy & reducing carbon footprint
- Installation of renewable sources of energy at various plants



Financial Robustness

- Leverage brand and diverse product portfolio to drive growth
- Focus on driving operational efficiencies, judicious allocation of capital while maintaining a lean balance sheet



Manufacturing Excellence

- Customer centricity
- Deepening competence, enhancing product quality and expanding product portfolio
- Adopted ANAND House of Quality Culture
- Driving increased asset utilization



Research & Development

- Investments in robust testing infrastructure to enhance value proposition to customers at compelling price
- Collaborations with global technology partners

To be amongst the 'Top 5 shock absorber manufacturers in the world' by 2025

For further information, please contact:

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