

PROPEL

ISSUE 21 & 22 | APRIL & JULY 2020

Restart After Lockdown

Focus on Employee
Health and Safety



THE WORLD OF RANE



Rane Holdings Limited (RHL)

Rane Brake Lining Limited (RBL)

Rane Engine Valve Limited (REVL)

Rane (Madras) Limited (RML)

- *Steering & Linkages Division (SLD)*

- *Light Metal Casting India (LMCI)*

- *Rane Auto Parts (RAP)*

- *Rane Light Metal Castings Inc (LMCA)*

Rane NSK Steering Systems Private Limited (RNSS)

Rane TRW Steering Systems Private Limited (RTSS)

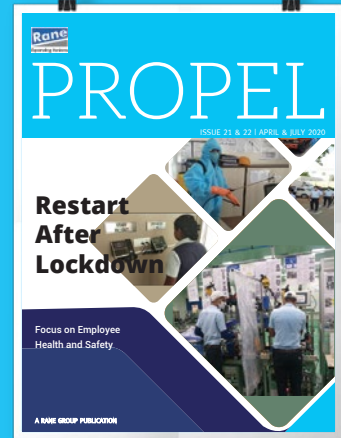
- *Occupant Safety Division (OSD)*

- *Steering Gear Division (SGD)*

Rane Holdings America Inc. (RHA)

Rane Holdings Europe GmbH (RHEG)

Rane t4u Private Limited



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INSIDE THIS EDITION

Devastating floods, raging fires, life shattering earthquakes... Time and again they remind us that life is but transient and the foundation of our economies are very fragile. But even during such difficult times, the impact is mostly localized, affecting a few regions at the most as in the case of the tsunami.

Covid-19, though, has crossed boundaries and impacted humanity across the world. The impact has been global, and one by one, every country has been forced to announce a lockdown. With people confined to homes, there is very little economic activity and the focus is on containing the contagion.

We have combined two editions, April and July 2020, considering the exceptional circumstances.

The Rane Group has always put the safety and health of its employees first. As responsible citizens, we followed the government order and kept business critical activities running by leveraging our digital initiatives. Even when the lockdown was lifted and businesses allowed to reopen with some precautionary measures, we at Rane got into in letter and spirit. Our **Cover Story** captures our efforts at safe restart post lockdown and challenges we overcame towards fulfilling our commitment to our customers. This was displayed when we moved mountains to fulfil an order. Literally. We transferred an entire production line to a different city to fulfil an export order in record time.

We also utilised our idle machines to produce masks, which are in short supply or too expensive, and have provided it for all the Rane employees. Tailors from local communities were employed and trained for this purpose.

At Rane, we have been doing our little but for the environment and the communities our plants and offices are located in. The **Sustainability** Report provides a snapshot of our ESG efforts.

Deceleration and acceleration are two sides of the economy. This time the economic slowdown seems more stark and steep. We present an analysis of the performance of the various segments of the auto industry in the **Market Update** section and hope that, like in the past, the industry will prove its resilience once again whenever the world opens up for business.

Employee development and upskilling are part of the Rane culture. HRG (Human Resource Group) is championing these programmes by ensuring uniform roll-out and providing consistent support to address the operational challenges. Venkatanarayanan R, President - HR, IT & CSR, shares the purpose and goals of the group.

In **Employee Spotlight**, we feature three employees from the finance function from three different Rane companies. They share their memorable moments and journey in the company.

Also don't miss our regular features, Rane for Good, Rane News and Photo Story. Hope you enjoy this issue. Happy reading.

Don't forget to share your views and feedback with us.



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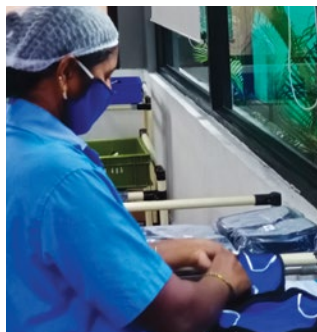
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Rane TRW Steering Systems Pvt. Ltd. received ACI Awards - 2020

Rane TRW Steering Systems Pvt. Ltd. bagged the award for the product "Integrated Motor Pump Unit for E-Bus applications" under "Innovative E-Mobility Solution - Supplier of the Year" category at the Auto Components India Awards held on 20 Feb, 2020, in Mumbai.

Award from Isuzu



Rane TRW Steering Systems Pvt. Ltd. – Steering Gear Division received the Prestigious Award for "Most Improved Supplier" from Isuzu Motors India at the Supplier meet held in Chennai on 27 Feb, 2020.

Award from TAFE



Rane (Madras) Limited received the Best Supplier Award for Overall Performance from TAFE at the Global Supplier meet.

Die Casting Renamed as Light Metal Castings

Light weighting is top priority for most automotive customers. As suppliers of light weight components, Rane Die Casting Products is being renamed to reflect the casting operations of the company more accurately in India and in the US. This rebranding will also help us to communicate and connect with our customers without ambiguity. The Indian entity, Die Casting Division (DCD), will be known as Rane - Light Metal Castings India (LMCI) and Rane Precision Die Casting (RPDC) as Rane Light Metal Castings Inc. (LMCA).

FOCUS ON EMPLOYEE HEALTH AND SAFETY

While Rane Group focused on health and safety at work place due to Covid-19, the employees continued to deliver business-critical services even in these tough times



We entered 2020 with an uncertain demand environment but with the expectation that the automotive segments will revive. Covid-19, the novel corona virus, was not on the radar at that time.

By March, it had snowballed into a pandemic. COVID-19 has spread rapidly causing loss of lives, disrupting the way of life and business at an unprecedented speed and level. What we are witnessing is an extreme event – one for which there is no precedence and there is no readymade playbook to deal with the pandemic.

The year 2020-21 therefore began on an ominous note with the Government announcing the drastic measure of locking down the country for initial 21 days and subsequently extending it. After that the state

governments have been relaxing the lockdown although some in fits and starts based on the infection rate.

Work Goes On, Still

Amidst these cataclysmic changes, a select group of employees continued providing critical services and monitoring plants. Research & Development and NPD teams at various business units supported new product development of the customers by working on the design, drawing changes etc. Rane Data Centre has been enabling the remote working infrastructure and ensuring our systems continue to function normally. From mid-May, operations gradually commenced in our plants.

Meanwhile, all functions worked collaboratively to create the standard operating procedure (SOP) / return to work manual to restart the operations keeping safety of people as the number one priority. To cope with the new normal, several procedures such as designated entry, temperature checking etc. were introduced. Further, webinars were conducted by doctors and health professionals sharing facts about COVID-19 and explaining the safe behaviours to be followed

Google Meet was leveraged to initiate several learning programs such as providing inputs to suppliers on APQP, G8T etc., a program on essentials on cost management, sheet metal operations, systematic problem solving through QC story methodology and leadership development for our first time managers.

We anticipate things to get better from Q3 aligning with the festive season and recover.

Doing Our Bit

Rane TRW OSD division found innovative and timely use for its machinery by starting the production of masks for the entire group. It is heart-warming to note that some of our business units provided food to the migrant workers and the needy, supporting the local administration with disinfection drives in the communities and our customers who are collaborating with ventilator manufacturers to ramp up the production. Further, 20,000 face covers were distributed to the underprivileged and vulnerable sections of the society.

Rane Group contributed to the relief funds set up by the governments of Tamil Nadu, Telengana and Pondicherry in support of Covid-19 pandemic relief measures.

FY20 Performance

The Group companies continued to engage in various lean measures to improve productivity and implemented strategic savings initiatives on power, sourcing, etc. at the group level. The group aggregate Total Net Revenue stood at ₹ 4,436.84 crore, a decline of 17.4%. EBITDA at group level declined 40% driven by volume drop.

Outlook for FY 20-21

Since May, work has resumed, albeit slowly. The company ensured implementing precautionary measures such as sanitization and social distancing in the premises for the safety and health of the employees.

Even when the lockdown eases in

various parts of the country, it will take considerable time before true normalcy returns. The schedules are muted and the ramp up in volume is likely to be a very gradual affair over the next few months. There are some green shoots in farm tractor segment, two wheelers and select export business.

We anticipate things to get better from Q3 aligning with the festive season and recover, may be even better than last year level in Q4.

In an unpredictable environment both in India and across the globe, the company anticipates significant decline in revenues in FY 2020-21 and accordingly drafted measures to mitigate the impact. These measures are targeted at improving productivity, optimising manufacturing cost and include management staff taking salary reductions ranging from 10% to 35% from junior to senior levels. The capital expenditure requirements have been drastically reduced and only vital, new program-related investments and strategic R&D investments are being planned.

Message to Employees

I take this opportunity to thank all of you who continued to contribute during the period of lockdown to address business-critical work. I thank each one of you for your support in these challenging times.

We are preparing ourselves to navigate the uncharted territory and tough times ahead to the best of our collective ability and I count on each one of you going that extra mile in support of such an endeavour.

"We were contemplating whether to make or buy the masks. L. Lakshman, Chairman Emeritus recommended that we make a larger impact and serve the needs of the group," B. Ayyappan – President RTSS OSD

Stitching it Together

RTSS OSD manufactures masks using its existing machinery

RTSS Occupant Safety Division has shown what adapting to times means in these difficult times.

Masks are considered key to protecting oneself from being infected by Covid-19 virus. The sudden onset of the infection by this less-than-one-gram virus left people across the globe a little unprepared. There has been a shortage of masks, and the available ones were costly. As governments relaxed lockdowns and allowed people to get back to work, it became even more critical for enough good-quality masks to be available to meet the growing demand.

On the other hand, factories have been running below their capacities due to lower demand as well as operating only with 50 per cent of their staff as per government mandate.

Leveraging Expertise

At RTSS OSD too, the situation was not very different. While the exports business has had demand continuing as before, due to OEMs in India bound by lockdown rules, the production level is still below capacity.

At such a time, RTSS OSD decided to step in and use its free capacity to meet the company's needs for masks and become self-sufficient. The company manufactures seatbelts and airbags, both of which need a sewing process. B. Ayyappan, President, felt that the company already had the expertise needed to manufacture the masks. L. Lakshman, Chairman Emeritus, Rane Group, felt that this was an opportunity to make a larger impact by manufacturing masks not just for the RTSS employees but for all the group companies. Since May this year, the work began in right earnest.

Setting Up a Process

Understanding that RTSS OSD had the sewing capability that could be leveraged at such a time was step 1. The next few steps involved understanding what material to use, the design of the masks, fine-tuning the machines to deal with a fabric different from their regular products.

R. Sitaraman, Head-Materials, contacted vendors in Tirupur textile market to source the material. G. Nandhakumar, Head-Manufacturing Engineering, explored the masks being recommended and used across the world to arrive at the best design to adopt. In-house expertise was used to fine tune the machines.

Another challenge that the company was facing was of labour shortage. Several of the regular shop floor workers had gone back to their home



SCAN TO VIEW THE VIDEO ON MASK MANUFACTURING



towns in interior Tamil Nadu due to the lockdown. To circumvent this challenge, the company sought tailors in the communities around the factory. "They were also jobless at this time and so were willing to work for us," explains Nandhakumar.

Kicking Off Production

Finally, three criteria were arrived at for designing and making the masks: They should be easy to wear and remove; they should be breathable; they should be reusable and washable.

The process began in April 2020 and when the lockdown was partially lifted on May 7, a line was readied to make the masks after sanitising the factory. Interestingly, this involved no capital expenditure.

Currently, the masks are meant for

the Rane group of companies. In the one month between May and June 2020, 20,000 masks were manufactured and sold. There are many varieties of masks available, some even customised based on specifications of the companies. One of the greatest learning of this experience is how good teamwork can overcome hurdles and create a new path at a speed to meet the timing which is the DNA of OSD

A Parallel Process

To cater to the traditional product lines, K. Nagalakshmi in the HR department organised buses to bring the employees back from their hometowns. But due to the social distancing norms followed, they could not fill the buses and only some of the employees have returned. Since the announcement of the third lockdown from June 19, the effort

to bring the employees back has also been put on hold, but mask production is continuing with full gusto.

Once life returns to normal, these tailors may return to their independent business. But in the short term, when they were also feeling a lack of demand and unable to make their ends meet, working for RTSS to make the masks provided them with livelihood. RTSS was not only able to utilise its resources but also contribute to the communities around the plant by providing them with an employment opportunity.

As part of CSR activity, 21400 masks have been distributed to Police Department, Health Department, Electricity Department, NGOs and to people in villages in and around Plant locations, Rane Vidyalaya and Rane Polytechnic College.



Keeping Up with the Changes

In this issue, we talk to three finance professionals to share their experiences working with the Rane Group, covering their most memorable experiences, their greatest learnings, and the achievements that they are proud of.

S. Rama Devi, DGM - Finance, RBL

Memorable Experiences

It's a great and safe place to work and I feel it is a pleasure rather than pressure even during times of crisis.

In one word: A great place to work!!!

Greatest Learning

- Leadership quality
- People management
- TQM-based working

Key Contribution

The opportunity to be heard in Rane made me share best practices in project evaluation and cost comparison analysis that I had learnt in a company that I worked for earlier. The second was in completing pending projects such as Product Profitability Study using the Cross

Functional Team (CFT) approach and team work. I also got the opportunity to lead plant accounts to ensure horizontal deployment of best practices.

Keeping Pace

Rane's brand promise of career development for employees proved a step change in my development journey. The continuous learning process and the updates provided on trends in industry with focus on self-development through the HPLD programme helped me have a clear, long-term vision for myself.

Rane encourages freedom of expression, which gave me the courage to suggest and adopt changes. It gives me abundant



pleasure and satisfaction and I am proud to be identified as an employee of Rane.

Rane's Way of Working

- Professional ethics
- Management's approach to decision making
- No discrimination between employees
- Openness to innovative ideas

Deepak Kumar, Senior Manager - Finance, RNSS

Memorable Experiences

A nurturing journey that started in August 2013 has helped me to gain valuable experience and grow as an individual in my professional life as a Chartered Accountant. I received the Best Support Award from RNSS management for setting up our Gujarat Plant in the year 2018. I also received appreciation from the management for strengthening the internal controls in the plant.

Greatest Learning

Being associated with Rane, every moment imparts a sense of belongingness, job security, work-life balance, learning and growth opportunities, and challenging assignments that make me feel proud to be associated with Rane. Rane management encourages people to think big and I believe it's the perfect



place for people who like to adopt an ownership mindset and focus on delivering excellence. In one word: Superb

Key Contribution

- Developed and strengthened internal controls in plant
- Implemented Finance Weekly Review with team to maintain financial discipline in transactions
- Actively participate in many operational/fixed cost reduction activities

Keeping Pace

Since the introduction of GST in India in 2017, it has seen several changes aimed typically at making things simpler and plugging leakages. The current form of GST is quite different from what it was during its launch. However, the year 2020 will see some of the most significant changes.

As a finance person, to keep pace with the changes, Rane provides us with internal and external trainings. In order to constantly update our

knowledge as well as to ensure that we are abreast of the latest developments in the finance function, Rane has started taking tests every quarter on various topics relating to our area of work.

Rane provided HPLD out-bound training that helped me improve my versatility and have an all-round development.

P. Chandrasekaran – Manager – Finance, REVL

Memorable Experiences

- Supporting RBEM audit preparation and presenting on behalf of plant finance team helped me to learn TQM principles for process improvement in finance department
- Second place in TASPopedia and ALIGNathon-Lap II as part of TASP (Turnaround and Sustenance Plan) Awareness Quiz of REVL

In one word: Fabulous

Greatest Learning

As a finance team member of REVL, I learned to enhance my managerial competencies through the HPLD programme, which helped me to play an effective role in TASP and various CFTs. I was able to synergise multiple initiatives across the plant for BEP Model and execute profitability through a systematic approach. I was able to improve my knowledge in SAP FICO transactions and in costing, which is helpful in enhancing my analytical skills and ensuring internal controls are in place.

Key Contribution

As a member of the Plant BEP CFT team, I analyse the variable cost details and help the team to identify contribution improvement projects. Checkpoints are identified and added as part of DRM to enable the plant

to achieve other variable cost (OVC) targets and implement coupled metrics in line with targets. Daily reports and feedback system are established to help plant operations. The best practices of REVL Trichy have been horizontally deployed in the REVL Ponneri Plant.

I have also been able to strengthen SAP DRM points and introduce controls in the SAP system to reduce manual errors.

Keeping Pace

In 2017, GST was introduced to replace the existing multiple tax structures at Central and State levels. In this scenario, I have successfully implemented the GST in the Trichy plant without major deviations. I update myself on the latest amendments in GST by subscribing to relevant external/ internal communications.

Refreshing my knowledge through the quarterly test conducted at the Rane group level.

Rane helped me to identify my individual development plan through the HPLD programme which enhanced my team building capabilities, communication skills and interpersonal skills.

Rane provides me with the opportunity



to work on my blind spots, which has enhanced my strategic thinking. I am more involved in various forums. Further, through the training programmes such as decision making, emotional intelligence and problem-solving approaches, have been helpful in enhancing my critical thinking capabilities.

Rane Way of Working

In the REVL Trichy Plant, physical inventory variance and non-moving inventory controlling was a challenge. By strengthening the existing processes, introducing DRM practices and implementing control in system helped to overcome the challenges. In the last 18 months, no major variations were observed. In the case of non-moving inventory, the best controls were implemented in Trichy plant, now being cross deployed in Ponneri plant also.

2020 – A Time for Introspection

Global economy seems to have come to a standstill, bringing the auto industry also to a halt. In these difficult times, what do the trends predict? How can the auto industry learn from its past to build a better future?

Since February 2020, the world has been waiting with bated breath, watching the spread of the corona virus from China to the US, and its assault on a large scale in other continents as well. Life as we know it has come to a standstill with lockdown measures by the government and social distancing being strongly recommended to protect oneself from a possible infection. This has severely affected economic activity, which was already slowing down due to various factors. Before the pandemic, there was hope of a revival this year after challenging market environment in FY20.

The Indian automobile industry faced major headwinds during the fiscal year FY20 as the demand environment remained severely impacted by a slowdown in economy. The industry continued to face severe challenges in terms of credit availability owing to liquidity crisis in the NBFC sector, rising cost of vehicle ownership and stiff competition from growing organised pre-owned vehicle market.

The Passenger Vehicle (PV) segment experienced a decline of 15% affected

by weak consumer sentiment, credit availability, higher purchase prices on account of insurance regulation and confusion around BS VI and EV transition. The decline in PV demand could also be partly attributed to the rising penetration of shared mobility and marginal shift toward pre-owned cars especially in entry-level segments. Slew of innovative launches amid growing preference for Utility Vehicles (UV) resulted in slight growth of 2% whereas the Passenger Cars volume declined by 20%.

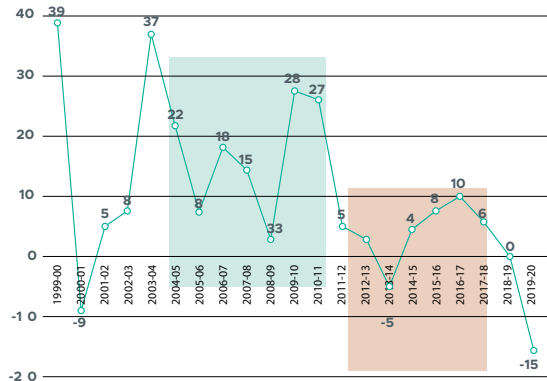
The Commercial Vehicle (CV) segment volumes declined by 33%. The weaker economy resulted in lower cargo demand and slower pace of infrastructure projects. Upward revision of axle load norms coupled with falling freight rates dented demand environment. The medium and heavy commercial vehicles (M&HCV) segment was significantly impacted with volumes declining 47% due to increased capacity post axle load norm revision along with poor freight availability, falling freight rates and slowdown in execution of infrastructure projects. The Light Commercial Vehicles (LCV) segment reported a volume decline of 22% owing to slowdown in private consumption and weak finance availability. The Small Commercial Vehicles segment reported a volume decline of 25%.

The farm tractor segment experienced a decline of 14% owing to low yield of rabi crops in 2019, erratic monsoon resulting in delayed sowing and lower demand from non-farm and export markets.

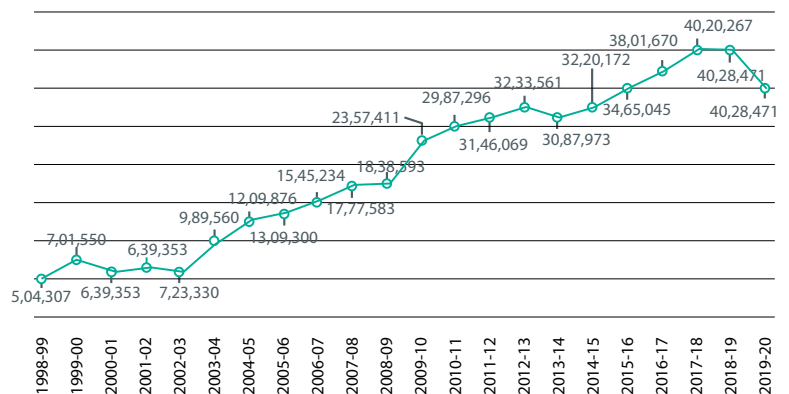
Factors Impacting the Industry

Passenger Vehicles

Growth %



Production Volume



Grown 5x in 20 years – CAGR of 8.26%

The segment saw a decline due to the following reasons:

- Weak customer sentiment led by liquidity crunch
- High purchase prices due to insurance regulation
- Preference for used car; sales growth of 10-12 per cent vs. flat growth for new vehicles
- Despite low penetration, PV growth has been “below trend” since FY12
- Shift in customer preference

towards car rentals and alternate mobility options

- Lesser number of new model launches in FY20 vs. previous years
- Increase in road taxes across several states

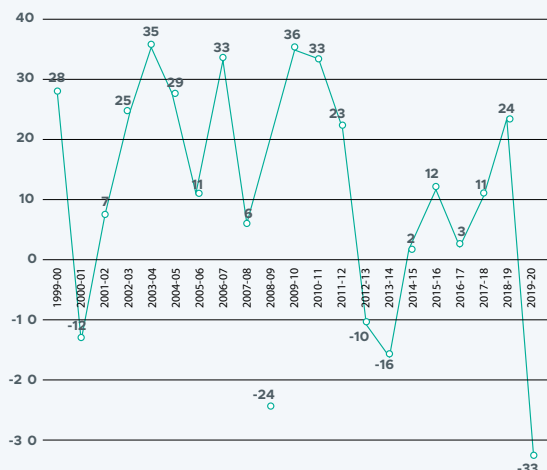
If we look at the industry trend for the last 20 years,

- There were only three instances of drop in production – 2000-01, 2013-14 and 2019-20

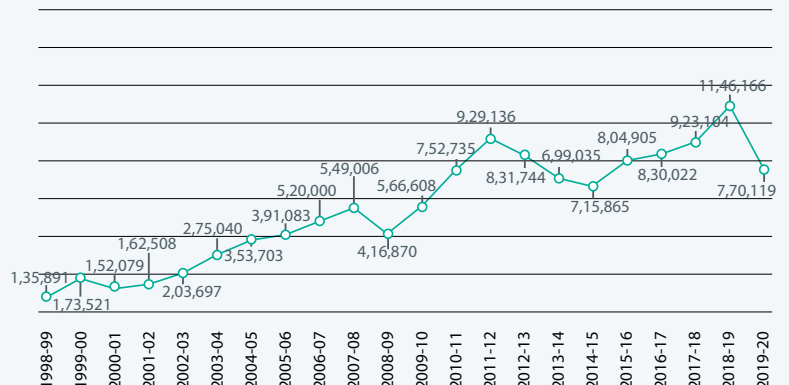
- The sharpest decline of 15 per cent came in 2019-20
- Typically the segment bounces back in two years after decline to set a new peak
- Grown 5x in 20 years – CAGR of 8.3 per cent.
- There is increased preference of Utility Vehicles over Passenger Cars

Commercial Vehicles

Growth %



Production Volume



Grown 4.4x in 20 years – CAGR of 7.7%

Government norms, lower demand and many such factors caused this segment to slow down:

- With the change in the axle load norms, fleet capacity has gone up by 20 per cent. Weaker economy resulted in cargo demand going down by 20-25 per cent
- GST has impacted long-haul CVs due to increased productivity and shorter turnaround
- Growth of higher tonnage (>37 T) vehicle growth in the past couple of years exceeded

- overall segment growth, adding significant carrying capacity
- Anticipated pre-buy before BS VI is unlikely given the sluggish economic activity
- Migration within sub-segments and re-allocation of overall capacity, with LCVs used by segments that earlier used MCVs (hub and spoke model)

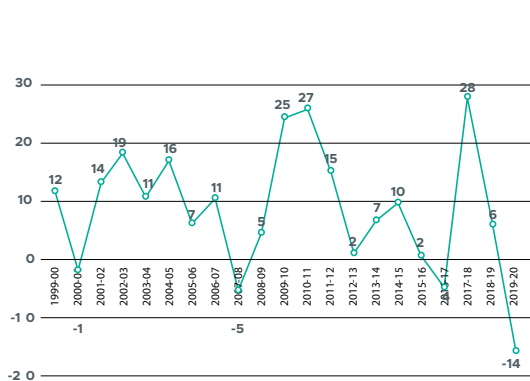
If we look at the industry trend for the last 20 years,

- There were five instances of CV

industry experiencing a decline in the 20 year period – 2000-01, 2008-09, 2012-13, 2013-14 and 2019-20.

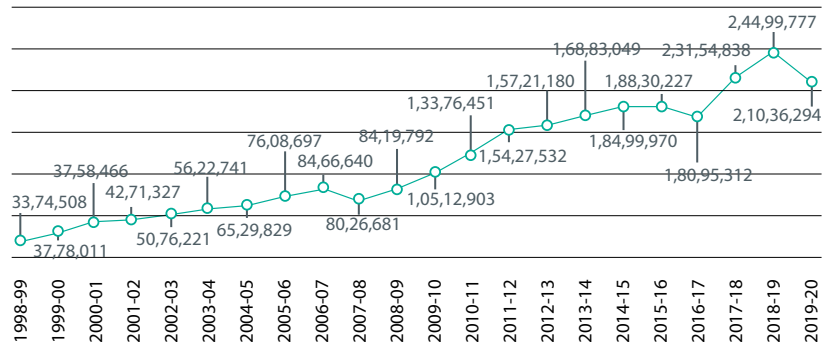
- The declines were sharp and always more than 10 per cent
- The sharpest decline of 33 per cent came in 2019-20
- CV took the longest to reach the previous peak – seven years (2018-19 vs 2011-12)
- It has grown 4.4x in 20 years at a CAGR of 7.7 per cent

Growth %



Two Wheelers

Production Volume



Grown 5.6x in 20 years – CAGR of 9%

The factors causing a decline include:

- Sharp increase in share of financing for 2W purchases. Currently financing account for 40-50 per cent vs. 30-35 per cent 18 months ago
- With liquidity crunch, NBFCs/Banks are insisting on higher initial payment (double the percentage)
- High purchase prices due to

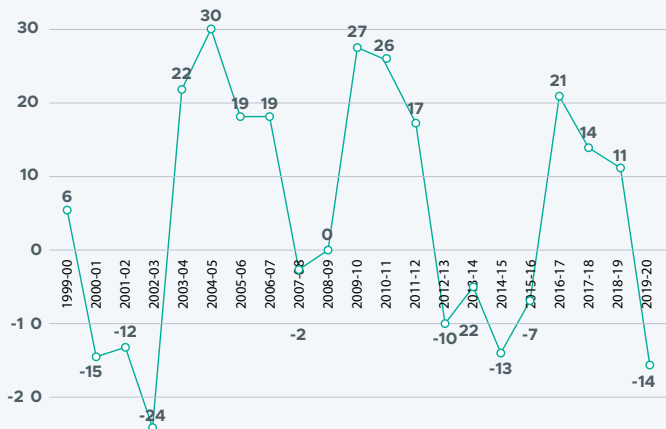
- insurance regulation
- Rural crisis and lesser consumer confidence
- Slowdown in scooter sales – urban demand has also been affected
- Industry volume moved from 16 million level to 21 million level in two years

Trends in the last 20 years:

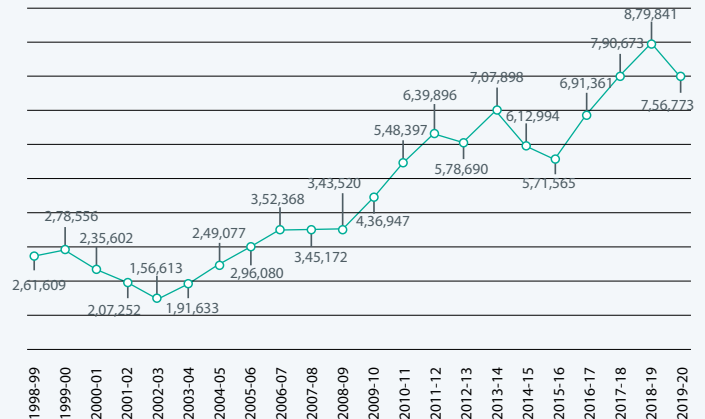
This has been one of the strongest sectors experiencing decline only four times in the last 20 years. The sharpest decline was in 2019-20 with -14 per cent. It has grown 5.6x in 20 years at a CAGR of 9 per cent.

Tractors

Growth %



Production Volume



Grown 2.7x in 20 years – CAGR of 5.1% (slowest growth among the segments).

This has always been an unpredictable segment, dependent on monsoon and farm production for growth. This year, factors that affected its growth include:

- Sharp decrease in agricultural loans
- Slowdown in rural demand and lower consumer confidence
- Erratic monsoon – delayed sowing
- Demand from other core sectors – sand mining and infrastructure were not favourable
- Industry volume moved from 5 lakh level to 8 lakh level in three years

Last 20 years' trend:

The farm tractor production declined 8 times in past 20 years. This is highest across the segments. The business has seen several downturns in the last 20 years, even as low as -24 per cent in 2002-03. But the very next year, production grew dramatically to reach 20 per cent and then 30 per cent the year after. The tractor industry volume declined for three consecutive years

between 2000 and 2003 on account of poor monsoon. It grew 2.7x in 20 years at a CAGR of 5.7 per cent, registering the slowest growth among the segments.

The drop in FY20 had been sharpest decline in the 20 years and the drop came across all vehicle segments, which is unprecedented.

The analysis of the trends of the past 20 years show that the industry bounces back to healthy positive figures before evening out to an average growth number. Major disruptions in the sector in the form of enforcement of emission and safety standards, renewed focus on electric vehicles, rise of shared mobility, and growing demand for connected vehicles present immense opportunities in the long term.

Economic slowdown due to the Covid-19 pandemic, which has paralyzed manufacturing and trading activity, has posed serious challenges for the industry. It is likely to result in

severe contraction of global economy resulting in job losses, weak demand environment and stress in financial markets.

The auto sector, which has been going through its worst slowdown with slump in demand amid weak consumer sentiment and an uncertain regulatory environment, is likely to face further headwinds during the first half of the fiscal 2021 owing to adverse economic impact of Covid-19 and cost push from new emission norms. Moreover, exports could be impacted owing to challenges being faced by the global auto industry in terms of slowing demand.

However, the impact of the pandemic is likely to remain in the short term. In the long term the Indian auto component manufacturers have the opportunity to establish themselves as preferred manufacturing suppliers to the global auto industry.

Insider View

**What do our marketing experts say about the current trend and the prospects for the future?
Let's hear it from them.**

P.B. Rajan – Senior Vice President – Marketing, RTSS-SCD (PBR)

Aditya Ganesh – Vice President – Marketing, RML-SLD (AG)

World over, there has been a slowing down of the market. How has this impacted Rane's business pipeline?

PBR: Yes, the current slowdown continues to haunt us. The CV segment slowdown has been steep and it has drastically affected the business. This is expected to continue till H1 of 2020-21. In fact, various OEMs have introduced a number of new model/application variants during this slowdown period to mitigate overall reduction in sales volume. However, this steep drop cannot be compensated immediately, thereby affecting our business pipeline. We do take tactical measures by improving our share of business with key customers and enhance our presence across their platforms/models.

AG: The market slowdown in FY20 was mainly in India and China. However, subsequently the entire world has been affected because of the Covid-19 Pandemic and the short and medium term economic effects are quite grim. From a business pipeline standpoint, RML-SLD has been enjoying a steady flow of export RFQs in ball joints and rack & pinion. On the domestic front, FY20 was a very busy year from a product development standpoint owing to the migration to BS-VI platforms. In addition we have also had success in business pursuits within hydraulics with key customers. In summary, while organic growth has been affected in the current year, our pipeline and success

in pursuits has not been significantly affected. Covid-19 related volume drop is drastic across the globe and we continue to work with customers through the recovery period.

What are some of your strategies to deal with and overcome the challenges of lower demand?

PBR: We are trying to maximise the application in most of the new model variants of M&HCV segment launched by CV OEMs. At least more than 95 per cent of the new model launches are application with RTSS HPS system. This helps us to retain/improve share of business with OEMs albeit at lower production volumes. This also helps to mitigate any sales drop on account of model mix variations. Secondly, in the LCV segment improving penetration of power steering is helping us. We are application our system into various new models of the existing customers and new customers. In addition to the above, we are also exploring avenues in other vehicle segments.

AG: RML-SLD's domestic business has roughly equal exposure to PV, CV and FT segments. In the PV segment in FY20, we have had new launches with key customers which have partially compensated the drop in existing served models. In other segments, we are negotiating share increases and penetrating new models.

RESTART AFTER LOCKDOWN

WITH PRECAUTIONARY MEASURES FOR HEALTH AND SAFETY OF EMPLOYEES

Observing social distancing in the vehicles bringing the employees to the workplace, sanitisation, wearing masks and other precautionary measures have been observed in spirit and letter at Rane offices.



FACE READING / ACCESS CARD READING MACHINES

The pandemic caused by Covid-19 virus compelled governments to impose lockdowns in an effort to curtail the spread of the virus. In April-May, knowing the lockdown cannot be indefinite and that the economy was being affected, the lockdown was lifted but with recommendations and guidelines to ensure safety for the people. As businesses reopened cautiously, the government laid down precautionary measure to be followed at the workplace to minimise the spread of the infection.

Based on these guidelines, the Rane Group, a TQM company with

employee safety as one of its pillars, further deliberated on the guidelines and documented standard operating procedures before letting employees return to work. The documents were shared with the individual companies that implemented it in their offices and factories across the country. The employees were given training for observing the SOPs for their personal safety as well as of their colleagues on the day they returned.

Webinars were conducted to create awareness on Covid-19. Several layout changes were carried out in the shop floor



MARKING AT VARIOUS PLACES TO MAINTAIN SOCIAL DISTANCING SUCH AS SECURITY GATE



DISINFECTANT ACTIVITY IN THE MATERIALS SUPPLY VEHICLES



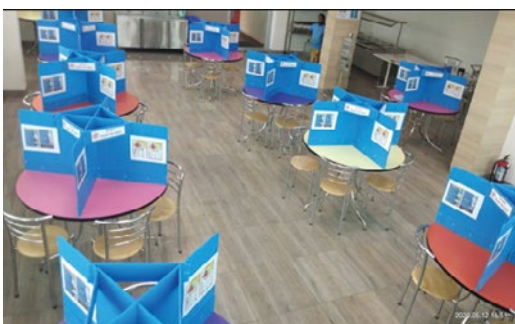
SEPARATION CURTAIN BETWEEN THE OPERATORS



DISINFECTION ACTIVITY CARRIED OUT THROUGH OUT THE PLANT PERIODICALLY AT THE COMMON TOUCH POINTS



INSTALLATION OF FOOT OPERATED HAND WASH STATIONS ACROSS SEVERAL LOCATIONS IN THE PLANT



CANTEEN SEATING ARRANGEMENT MADE WITH PROPER SOCIAL DISTANCING



TEMPERATURE SCREENING OF ALL EMPLOYEES AT GATE DURING ENTRY & EXIT

to ensure adequate social distancing norms. Right from observing social distancing in the vehicles bringing the employees to the workplace to sanitisation, masks and other precautionary measures have been observed in spirit and letter.

At the pick-up point: Due to lack of public transportation and restriction on movement of private vehicles, buses were organized to pick up employees from their residences to bring them to the place of work in the morning and take them back in the evening.

- Employees stood in a queue at the boarding point maintaining a distance of 1.5 meters between each other
- A volunteer administered the sanitizer for everybody to sanitise their hands thoroughly
- They boarded the bus one by one, maintaining the distance
- They followed the seating procedure as instructed in the bus, keeping a distance
- The windows were kept open
- On reaching their destination, they got down one by one

Keeping a distance: In places such as the security gate, shop floor and canteen, floors have been marked to help the employees maintain social distance. A separation curtain has also been installed between the operators.

Checking temperature: The temperature of all employees is screened at the gate during entry and exit.

Disinfection: The plant is periodically disinfected with special focus on common touch points. Materials vehicles and employee vehicles are also disinfected.

Attendance marking: The finger punch machine earlier used for marking attendance earlier has been replaced with a face reading machine.

Foot-operated sanitiser: Foot-operated hand-wash stations have been installed across several locations in the plant.

Mask, a must: It is mandatory to wear a mask in company premises. Adequate number of masks were provided to employees by the company.

The employees, already trained in quality and compliance, have been diligent in following the safety and precautionary measures across the Rane group companies.

CASE STUDY

ADAPTING TO CRISIS

RTSS OSD fulfils export orders despite challenges

Enough and more has been said about the Covid-19's impact on lives and livelihood. It was time for action.

RTSS OSD serves the export market with more than 50% of its sales coming from various countries. One of its customers in South Korea had placed orders worth Rs.45Cr for a high volume car program of 30K per month across multiple programs that had to be supplied during the lockdown period. As there was no production during this period, all the OSD stocks at the customer end were depleting fast and there was a threat of a potential line stop earlier than expected.

When the plant was reopened in Chennai after the lockdown period in May, all employees of the plant were not able to return to work. Meanwhile, the company's second plant in Trichy was able to get resources without much difficulty. It was decided to move one of the airbag lines to Trichy plant with due approval from all agencies at a very short time. With help from the students of Rane Polytechnic who have finished their course, the transfer of business was conducted smoothly.

The line movement trigger was completed on May 15 with the Chennai and Trichy team (Operations,



Engineering and PM team) working very closely together. The validation was also completed as planned by running the test lab round the clock.

After obtaining approval from the customer, production commenced successfully from Trichy on May 22, and in two weeks, three-shift operation was achieved.

OSD managed to achieve its sales targets for June thus, while ensuring adequate stock build up at customer end and allaying their anxiety. Much planning went into this speedy transfer, including mobilising supply chain coordination for a smooth sailing.

With help from the students of Rane Polytechnic who have finished their course, the transfer of business was conducted smoothly.

A Collaborative Network of HR Professionals



Venkatanarayanan R, President – Corporate Services at Rane Group, discusses the facilitative role the Human Resources Group plays as well as the digital initiatives to make Rane employees future ready

Please take us through the vision and top priorities of the HRG.

The Human Resources Group reaffirms Rane's fundamental belief in people's intrinsic desire to strive for excellence. Our HR Vision is "To stimulate and nurture the intrinsic desire in people to learn, grow and enhance performance to achieve business success and growth." We are committed to providing an enabling and facilitative environment that harness potential of our people.

Challenge, Learning and Growth form the foundation of our Employer Value Proposition (EVP). EVP translates to providing Challenging Assignments that help people to Learn by inviting them to explore beyond their comfort territory. Learning on the job equipped with an array of robust developmental initiatives enable our talent to uplift their skills and competence, thereby nurturing their Growth.

Keeping the overall business context and landscape in mind, today the HR function needs to be very dynamic and agile to build a culture of performance, inclusion and good governance. We need to design a function that fosters the development and capable of navigating disruption in the ecosystem. Leadership Development and Succession Management is another area that takes up a lot of our attention.

We also embed people orientation in line managers since they are equally responsible for the development of people in their teams; so, they need the right kind of behavioural and interpersonal skills to engage with their team mates, along with providing a pleasant experience. A great HR department doesn't exist in isolation, it must be across the organisation. We need to craft the right practices and processes that are relevant across functions.

What are the HRG functions and its impact on the group companies?

HRG is the apex forum for senior HR professionals from the Rane companies. We meet once in a quarter for reviewing strategic and operational aspects of HR and IR, with special focus on policy formulation, governance, compliance and best practice sharing. Learning and

development initiatives and digital transformation efforts are also discussed.

The other side is IR, where we focus on labour dynamics, recent developments in the employment landscape, court verdicts and emerging trends that may have implications. We also invite experts such as the employment law advisor, from the big four such as E&Y, KPMG etc. to share trends. There is a need to be very vigilant and agile in this landscape.

Once the seed is sown and it takes some shape, we move on to the executive leadership team chaired by the Chairman to discuss, refine and approve the policies. There is a set process for how the policies are cascaded across the businesses.

How does HRG facilitate cross-learning and experience sharing across the group companies?

HRG has been designed as a community, and a collaborative network wherein the members support each other and co-create solutions. HR professionals face many challenges while implementing policies as well as in the day to day operations. There are structured online platforms that extend support, in addition to frequent offline interactions. Essentially, HRG is designed to be a facilitative and supportive network that enhances HR capabilities.

Some of our practices, have become benchmarks for other companies and businesses. For instance, we introduced STACK – a Statutory and Compliance Kit – which has become an important governance tool for processes across functions. Interestingly, word of this spread to companies outside too through our partners and has been appreciated. Similarly, we are part of a closed group of 10 companies from the auto and power sector called the HR Forum, to share best practices in HR functions. Some of our practices like the Total Employee Initiative (TEI) have become a benchmark and many have expressed interest in visiting our factories to understand how we do it.

The Rane Institute of Employee Development (RIED) is a role model and the first place people go to when they want to set up a training centre.

The HRG is also part of professional HR bodies and has the opportunity to influence policies at the national and state level. We are engaging with the government in labour law reforms, which is very essential. There is a lot of effort on skill development too. And the third is the workforce architecture, which is changing, with gig workforce constituting around 50-60 per cent of the workforce.

We are engaging with the government at two levels – one is in strengthening skill-building institutions to have the right curriculum and at another level in staffing so that they can support the industry's efforts in skill-building.

We are active in the industry body ACMA, which facilitates best practice sharing at the industry level and digital transformation by facilitating tie-ups with institutions of higher learning such as the IIT. This gives access to the emerging technologies and suitably deploy them in the shop-floor.

How does Rane integrate the gig workforce and upskill them to become a full contributor?

Gig workforce constitutes over 60 per cent, with an average tenure of three years. We have created robust hiring and training engines. We source talent, put them through rigorous training to be a team member in the shop-floor in the shortest possible time. We also encourage them to study further so that when they leave, they are more employable. So their commitment during their time here is high.

There is no one size fits all standard solution. It gets very customised, even among gig. Loyalty is not about tenure anymore, but what you do in the time they are here, with us. The paradigm has changed. Being relevant and contributing is more important than the duration itself.

What role do analytics and digital transformation in Rane HR?

We have a lot of digital applications for HR, including a recently introduced platform called LMS – Learning Management System – to engage our executives more closely in the learning journey. A dynamic and engaging learning platform, it provides employees with access to basic courses, refresher courses, engage with the RIED staff and access a digital library, and even undertake certain online courses.

Right from onboarding, learning and development, to attendance and completing one's everyday tasks, everything is digital. As we are a data-driven organisation, employee data and analytics is also important to measure and track several parameters. Performance assessment

is digital, transparent and available throughout the year. The ratings and comments are visible, and the employee has to accept the manager's rating and in case of a disagreement, it is escalated. Therefore, it is not a one-way review but a two-way relationship-building tool so that people work better.

Access to complete employee data and analytics helps us in understanding the expectations of high-performing and high potential talent and implementing retention measures for them. Training and development efforts and growth of every employee are tracked and measured, which help us in implementing our Leadership Development Architecture. Around 20 per cent of our total talent, identified as high potential and high performers, go through a carefully crafted developmental program so that they can move on to more senior and larger responsibilities in their own business and other businesses in the group.

What is Rane's preparedness for the future, especially in R&D, Industry 4.0 and innovation-related areas?

We have launched a very comprehensive modular competency upgradation program for shop-floor engineers called the Rane Manufacturing Systems Professional. This is a one-year programme, delivering several short-duration modules. These modules are spaced suitably and along with their regular work they carry on with this on the job learning initiative. All of these equip them with future-ready skillsets. As a mature industry, we believe in a blended approach integrating the three pillars - New Technology, Process Robustness and Leadership.

This was rolled out three to four years ago and we have trained around 200 people. We expect to train another 200-300 people going forward so that we have a critical mass. We have the base program and will come up with refresher courses. It has a good mix of classroom training, shop-floor training, online forum and projects. The training groups include people from all Rane businesses, providing cultural diversity.

Inclusivity is not just a buzzword at Rane, and it is not defined just from a gender perspective. While two-thirds of our senior and middle managers come from within, we also hire a third from outside laterally for these roles. We participate in Great Places to Work survey for employee engagement and most of our companies are GPTW certified. The survey is anchored around trust, pride and camaraderie, and the high rating we receive is an indicator for our being very inclusive.

On the CSR front we believe that employees have to be aware of what we do, be proud of it and also be a part of it. There are plenty of opportunities for employees to participate directly.

Committed to Sustainable Practices

For the Rane Group, business and responsibility go hand in hand. Rane Group creates long-term stakeholder value by balancing economic, environmental and social performance.

The Rane Group believes in responsible growth and has constantly endeavoured to do what it can for its employees, the communities it operates in and the environment. For instance, in FY 2018-19, the company saved 28 lakhs kwh of energy and recycled 40,000 kilo litres of water. These were possible because of the total involvement of the employees in the conservation efforts in each of our factories across the country. Rane has in place a Sustainability Policy Document that is fine-tuned to keep pace with the conservation efforts globally. Every employee is aligned to the sustenance goals just as they are to the business goals as for both, their commitment and contribution is essential.

Rane's sustainability practices are directed on three aspects: Environment, Social and Governance (ESG practices).

Environmental Efforts

To minimise the harmful impact its regular business operations can have on the environment, the Group's existing 26 manufacturing plants maintain highest environmental standards to continuously reduce industrial waste and pollutants. These standards are stricter than the government's prescribed levels.

This translates to increased use of renewable energy, water harvesting and conservation and solid waste management. This is most evident



in the building that houses the Rane Institute for Employee Development, a LEED Silver certified Green Building.

The Group's innovative product designing not only takes cognisance of the customer's expectations but also the impact on the environment and natural resources. The focus is on developing light weight, fuel efficient products made of eco-friendly material, conforming to Group's aim of achieving sustainable economic growth.

The Group ensures optimum use of resources (energy, water, raw material, etc.) and practices in adherence with the Principle of 3Rs, i.e. Reduce, Recycle and Re-use.

Reduce

- Reduction of energy usage by identifying energy efficient

operations, energy efficient machines, usage of LED lights, etc.

- Steps are in place to reduce the material content on the product by way of weight reduction activities (as part of VA/VE).

Recycle

- The Group sends 100 per cent of machine boring and heavy melting scrap for recycling. Aluminium boring scrap is re-melted and used to make ingots. End bits arising out of random length tubes and bars are converted into base raw material for another product.
- Recycled water from sewage treatment plant is used for maintenance of greenery within the plant.

Re-use

- Returnable packaging is being used extensively to conserve resources on distribution
- Reusable pallets and biodegradable material are being used for packing

Social

As part of its CSR vision 'to be a socially and environmentally responsible corporate citizen', Rane Foundation, a Public Charitable Trust, was founded in the year 1967. Not only does it direct its CSR activities through Rane Foundation, but each of its 26 factories is involved in the community it is located in, contributing towards conservation and social upliftment.

'Community First' has been its founding principle, driven by 'Affirmative Action'. To promote and engage in activities that help strengthen and contribute to the enrichment of society, the Foundation focuses on education, healthcare, environment and community development. Its final objectives are to:

- Create better access to quality education.
- Improve access to quality healthcare for the needy ones.
- Engage and / or help non-profit organisations to serve towards development of community and restore communities after disaster strikes.
- Adopt measures to protect the environment and conserve natural resources.

Hundreds of employees of the Group (past as well as present) have shouldered the responsibility by investing time and effort to working alongside for communication, planning and implementation of projects. The team engages with schools, hospitals, Self Help Groups (SHGs) and NGOs to identify worthy causes and develop plans for execution across regions and has been effectively touched the lives of many in its own small ways. Rane Foundation runs two institutions:

Rane Polytechnic Technical Campus

- Established in Sethurapatti village, Trichy, district in 2011
- NBA accredited course
- Created employment opportunities for over 800 students, representing 85 per cent placement record

Rane Vidyalaya

- Established CBSE school in Theerampalayam village, Trichy district, in 2018
- Caters to the need of providing quality wholesome education to rural children
- Around 250 students in the second academic year 2019-20

Governance

Rane Group strongly believes in remaining committed to effective corporate governance measures and maintaining the highest ethical standards while carrying out business operations. Rane Group strongly believes in remaining committed to effective corporate governance measures and maintaining the highest ethical standards while carrying out business operations. The organisation is driven by strong values and wants to maintain its relationship of trust with shareholders, employees, customers, suppliers and other stakeholders based on the principles of good corporate governance, by exercising its commitment towards values, integrity, equity, transparency, fairness, disclosure and accountability.

Rane Group Companies integrate sustainability aspects in the Business Strategies, their decisions and key Work Processes. The Group has made all efforts to instil, throughout the organisation, a culture in which the highest standards of ethical behaviour, individual accountability and transparent disclosures are given utmost priority in all the business transactions and also propagated by its Board of Directors, management and employees. Well established systems and procedures are in place to ensure that the Board of



Directors are in a position to fulfil their roles and responsibilities and to provide the management with the appropriate direction needed to cater to the requirement of the Group's stakeholders.

Rane Group believes in conducting the affairs of its constituents in a fair and transparent manner by adopting the highest standards of professionalism, honesty, integrity and ethical behaviour. The Rane Group has established Ethical Standards of Behaviour that guides the employees in professional conduct and has set-up a vigil mechanism including 'Rane Whistle Blower Policy' for reporting unethical practices which are in violation of the code of conduct of the Group, thus enabling the enquiry process and swiftly responding to the disclosure.

The Group has well-structured procedures for monitoring the risks and implementing risk mitigation measures. The internal audit process identifies risks, which are presented to the Audit Committee every quarter. The risk ratings are revalidated with the top management as part of the quarterly internal audit process. The overall re-assessment of risks at the Group level is carried out and reviewed by the Board of Directors once in every two years.

Rane Group believes that its strong foundation of transparency, governance and ethics create value for the Group and its stakeholders. The group's ESG practices help in nurturing sustainable environment, socially responsible citizens and building trust among various stakeholders.

Rane Polytechnic Inter-School Talent Fest



650 students from 40 schools participated in the Inter-school talent fest held at Rane Polytechnic. Volleyball, Kho-Kho, Spell bee and Quiz competitions were held in the campus to encourage students from government and matriculation schools to participate, win and expose them to Polytechnic courses and opportunities.

sports day



Sports is a great teacher. It teaches you to aim for the stars, to practice and persevere, to accept defeat with grace, to celebrate the joy of winning and above all to face the challenges of life with equanimity and poise. Students who embrace sports are fitter in body and mind. Rane Polytechnic hosted the Trichy Division Inter Polytechnic Athletic Association Games and Events for the year 2019-20. Sports day in the college also was celebrated on 26 Jan culminating the weeklong tournaments and the track events on that day.

Republic Day



Rane Polytechnic celebrated the Republic Day with staff and students. The Constitutional fundamental rights and duties were recalled. The March past, followed by Flag hoisting, Flag song, Pledge were done with rigor and enthusiasm. The Chief Guest, an experienced school Principal Mrs. Vimala Rani of Arockiya Matha Matriculation School delivered the Republic Day Address.

RPTC Vaibhav 2020



Rane Polytechnic Technical Campus organized a State Level Technical Symposium – RPTC VAIBHAV 2020 at the college premises in Sethurappatti, Trichy. The inaugural function started on a grand note on 15 Feb 2020 at 9.30 am. Mr. S. Ramanathan, Deputy General Manager, Rane Brake Lining Ltd. as Chief Guest and Mr. K. Sabapathy, Consultant as Guest of Honor inaugurated the symposium. The symposium hosted about 250 students from 25 Polytechnic Colleges across Tamilnadu. The events like Paper Presentation for Mechanical and Mechatronics streams with latest topics on IOT, Electric vehicles etc. had more than 40 enthusiastic teams participating in them. There were Tech-make workshop oriented competitions for Mechanical students and Circuit debugging for Mechatronics students. Other workshop tracks included 2D, 3D CAD drawing, fun games like Connection, Quiz and Videos on Campus. The jury was a team of eminent persons from industry and academia. Mr. Ramani Balaji from RTSS, Dr. Krishnakumar, HOD, Saranathan College of Engineering, Mr. Chittibabu, RBL Dr. Ramasubbu, Assistant Professor, Govt. College of Engineering, Srirangam were part of the various panels. The Chief Guests and Jury shared their life experiences and motivated the students.

Rane vidyalaya christmas celebrations



Christmas was celebrated at Rane Vidyalaya with great enthusiasm. With carols and dances, the children Praised the Lord and Welcomed the New Year 2020!! Their joy knew no bounds when Santa made a dramatic entry on the eve of Christmas and gave them their gifts. Sorrow, Greed, Fear, Hate, Stress, Pride - Negative thoughts fill our mind. With help from the Lord and the Bible Sorrow becomes Joy; Greed turns into Giving; Fear becomes Faith; Hate evolves into Love; Stress becomes Peace; and Pride is humbled. Christ leads us into the path of Happiness. It was this poignant drama enacted by the students which brought live the spirit of celebrating the birth of Jesus Christ!!!

Pongal celebrations



Time to celebrate Prosperity! Time to thank Nature and count our blessings! May the festival bring happiness in your lives! Pongalo Pongal!!! Teachers and staff of RV made Pongal in the traditional way before the Sun God. The students played Uri adi and teachers danced the traditional gummi. The silambam performance from SO Sekar was a surprise.

Republic Day



Let us remember the Golden Heritage of our country and feel proud to be a part of India. Republic Day was celebrated at Rane Vidyalaya with the hoisting of the flag and the children put up a spirited cultural show. Students enacted important events from the life of Mahatma Gandhi and what shaped his thoughts and actions in the future years. "Aye Watan" song dance showed the sacrifices made by the armed forces. Different states, different languages, different cultures but we are Indians - enacted by KG class representing all the states of the country was a mega-hit.

Annual Day



"The more you celebrate life, life celebrates you". Rane Vidyalaya celebrated its second annual day, with the central theme as Celebrations. The performances of children through dances and drama was centered on this. We celebrated seasons, festivals, folk dances, the girl child and life's blessings. Thanks to the efforts of the teachers and students with support from the parents the cultural events was a mega show. The pictures say them all. Earlier, invoking the Lord's blessings on Shivarathri, the audience were welcomed by the Correspondent Mrs. Rajalakshmi. Recalling the journey for the past 2 years, she thanked the Rane Foundation Trustees for their support. Principal, Mr. R. Nagarajan, read the annual report. The Chief Guest was renowned Educationist Mr. V Nandakumar who spoke to the parents on current trends.

International Yoga Day 2020



The sixth edition of the International Yoga Day focussed on yoga at home with family members. People were encouraged to stay active and fit during the Covid-19 lockdown.

The theme for this year's International Yoga Day on June 21 was "Yoga at Home and Yoga with Family". The ministry of Ayush had made elaborate arrangements to telecast Yoga demonstration through live web stream and Doordharshan. These were shared with the teams at Rane Vidyalaya and RPTC.

Rane Vidyalaya has integrated Yoga into its curriculum. It was heartening to see young children send pictures to their teachers assuring them that they continued with the practices at home. #IDoYogaAtHome was a great success considering the number of pictures received from across all classes, from KG to VI Standard.

The Mat is His Canvas - Gopal, Technical Assistant, RPTC



The poses were breath-taking and picture perfect. They conveyed years of practice and the balance achieved showed that it was not plain gymnastics. It is the connection with the breath that was making it mindful.

I reached out to him immediately with all the questions that rushed to my mind. 'Why did you take to yoga? How long have you been learning and practicing? Who were your teachers? What were the highs and lows in practicing?'

The answers were fascinating. "For me, Yoga is a lifestyle that is not limited to the Yoga mat. In fact, it starts the moment you leave the yoga mat," says he with the serenity of a sannyasi. "Years of practice has transformed my life," says he.

Why did he take to it so seriously? "In 2004, I had a physical ailment. I took allopathy treatment but the cure was not complete. I realised Yoga was the only way out and therefore took to practicing it. Wanting to learn it properly, I joined a Diploma course in Bharathidasan University. Later, I did my B.Sc. from Aasana Andiyappan College, Chennai, and M.Sc. in Yoga Therapy in the Sports University. I practice every day from 4 am to 5 am. My wife followed suit in pursuing these degrees and is a Yoga teacher. My whole family became vegetarian. My son, who is an engineer, is also doing M.Sc. in Yoga and my daughter is pursuing Bachelor in Naturopathy and Yogic Sciences." He is a jury in many yoga competitions and a member of the Trichy Regional Yoga Teacher Association.

B. Rajalakshmi
Head of Educational Initiatives, Rane Group

ELECTRIC POWER STEERING: MANUFACTURING PROCESS

Electric Power Steering is a Safety Critical Component. These components play an important role in assisting the driver and must comply with high-end quality norms. At RNSS Bawal, the components are being manufactured since 2008 with robust production system to ensure high level of customer satisfaction. Bawal has a production capacity of 1.0 million/Ann and serves OEMs in the region. RNSS commissioned a new manufacturing facility at Gujarat in 2018, to serve Suzuki Motors, with an annual capacity of 0.4 million EPS.



Below is the pictorial showcase of the process flow for C-EPS:

1. Cold Forging:

The process to transform 'Slug' into preliminary shape of various Drive-line (Torque Transmission) Parts of a steering.



2. Nylon Coating and Shaving:

Coating allows smooth and noise-free slidable motion between two ferrous parts while ensuring the required amount of torque transmission as well through splines.



3. Forming:

Forming is the process of transforming the hollow components to the desired shape with forming dies and presses. This is a critical process where the required shape is achieved and torsional strength of the parts is also maintained to meet safety norms.



4. Machining (Ferrous and Al):

The Forged, Formed and as Cast Ferrous and Aluminum parts are machined to their final shape. The narrow assembly tolerance bands are met with precision CNCs and VMCs.



5. Welding:

Robots and SPMs are used to perform MIG welding of the various parts of the column. Some fitment parts help in the tilt operating feature of the EPS, which enhances driving comfort.



6. Joint Assy Assembly:

The joint between the C-EPS and Rack-Pinion Mechanism is called Joint Assy. It consists of two universal joints made by caulking operations and is provided with needle bearings to ensure smooth and noiseless joint movements.



7. EPS Sub Assembly:

It is the back-bone of EPS featured with NSK-patented technology to sense the driver's mechanical input, to convert it to electrical signals and to send it to the control unit to assist the driver.



8. Main Assembly:

The above discussed processes are only the body parts of the power steering. The final assembly is done in the main assembly line with consideration for quality, safety and the various government regulatory norms. Post assembly, the EPS functionality is checked with an automatic machine.



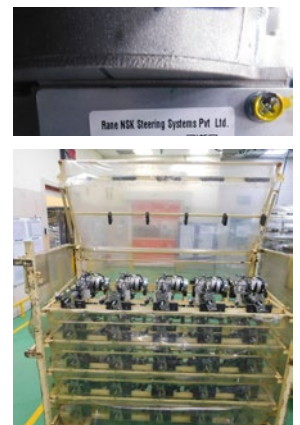
9. Noise Inspection:

Automatic operation checks the component noise in the steering assisting condition. Noise is checked indirectly by the vibration happening in the component with the help of a vibration sensor.

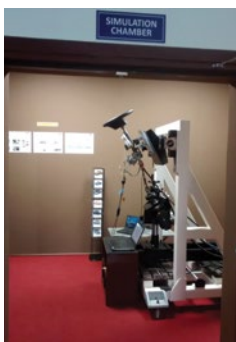


10. Packing:

Customised trolley for each product is used to ensure safe transportation to the customer. Each component is provided with a unique ID that is linked with VIN (Vehicle Identification Number) at the customer end and hence the quality parameters can be traced at any point of time.



SIMULATION CHAMBER AT RNSS-B



At RNSS Bawal, the EPS Simulating Machine is used for simulating defect phenomenon, New Product behavior verification and EPS NVH (Noise, Vibration and Harshness) validation. Some important features of this facility are:

- Component Loading Orientation: Orientation of

loaded components in this machine is very similar to that of actual vehicle, and it can be adjusted for different vehicles.

- Low Noise Level: The noise level inside the chamber is maintained approx. similar to that of actual vehicle cabin.
- Simulation Software: For analyzing EPS behavior, a

software is used to create actual track/road condition for EPS.

By virtue of above features, the analysis and simulation are more real in terms of actual driver feeling and data explicit. Additional to this, the analysis are made more economical and fast due to independency on actual vehicles for analysis.

Board Member Gupta Retires

Mr. Suresh Chandra Gupta, Independent Director, has retired on March 19, 2020, from the Board of Rane Brake Lining Limited, as per the retirement policy of the company.

Mr. Gupta joined the Board of Directors of RBL on March 24, 2008, and was also a member of various Board Committees.

He contributed significantly to the board committee discussions and decisions on various strategic matters.

The Rane Group places on record our sincere appreciation for his valuable guidance and contributions to the board and its various committees.



Rane QC Convention & Prof Washio Quality Award

To encourage, motivate, recognise and reward Quality Control Circles (QCC), Rane Group has been organising QC Conventions at the Group level since 2008. The 13th Rane QC Convention was held on 6 Jan, 2020, at Rane Institute for Employee Development (RIED). The best QCC from each of the seven businesses, selected through the business-level QC Convention, participated in the QC Convention.

The performance of the seven QCC was evaluated by an external jury. The QCC projects were based on the application of systematic problem-solving approach, namely, QC story. The jury selected the winner and runner up based on their performance using the Seven Steps of QC Story approach.

Chairman L. Ganesh delivered the keynote address and the entire senior leadership team participated in the whole day event. Vice Chairman Harish Lakshman delivered the valedictory address and distributed participation certificates to all the participants.

'Gladiator' QCC of Rane Brake Lining Ltd., Trichy, won the Winner's Award and 'Viveka' QCC of Rane NSK Steering Systems Pvt. Ltd., Bawal, won the Runner-up Award in 13th Rane QC Convention 2020.



Rane Vidyalaya Receives CBSE Affiliation

Rane Vidyalaya has received the Affiliation Grant letter from CBSE on Apr 17, 2020. The affiliation inspection covered many areas of academic processes. With Management's continued support and guidance, Rane Vidyalaya hopes to reach greater heights in the coming years.

Rane Vidyalaya School Design Featured in Architecture Magazines



Rane Vidyalaya, a K12 school started by Rane Foundation in the village of Theerampalaym in Tamil Nadu, is an architectural wonder designed by architects Santhosh Shanmugam and Raja Krishnan of Shanmugam Associates. It has been featured in several design and architecture related magazines and journals for its unique blend of rural and the modern.

Located in rural India, it is fitted with modern facilities and built-in sustainability. It has been inspired by the construct of the local houses and temples. The exterior is made of layers of red wire-cut bricks sourced from local kilns alternated with grey fly ash bricks recycled from cement waste. The UPVC windows are layered with clay-moulded jalis to provide ventilation. To limit sharp edges for the safety of young children, columns have been encased within rounded corners.

DIGITAL USAGE REPORT

Keeping pace with the digital revolution during the good times helped the Rane Group leverage it during these difficult times. Though it was not business as usual, even in these unusual times, all business-critical tasks continued unabated. Technology facilitated many of the tasks to be completed for keeping it ready for resumption at a moment's notice. We present a dashboard of how technology continued to keep employees connected and different departments operational.

Remote Access facilitated

VPN



220

Remote Desktop
Sharing

106

Remote IT support

calls during
lockdown

2428

817 Person days of
training delivered to 1298
employees

Users accessing

SAP

269

Design software

57

Web Conference through Google Meet

Users	2175
Rane	1756
External	419
Meetings conducted	16314



**“In times of great stress or adversity, it's
always best to keep busy, to plow your anger
and your energy into something positive.”**

– Lee Iacocca





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