

PROPEL

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**Operational
Efficiency**

**Enhanced
Product Quality**

**Safety and
Compliance**

**Employee
Reskilling**



**Rane Shopfloor Embraces
AI and Robotics for Operational Excellence**



The World of Rane

Rane Holdings Limited (RHL)

Rane (Madras) Limited (RML)

- Steering and Linkage Division (SLD)

- Light Metal Castings Division (LMCD)

- Brake Components Division (BCD)

- Engine Components Division (ECD)

- Aftermarket Products Division (APD)

Rane Steering Systems Pvt. Ltd. (RSSL)

ZF Rane Automotive India Pvt. Ltd. (ZRAI)

- Occupant Safety Division (OSD)

- Steering Gear Division (SGD)

Rane Holdings America Inc. (RHA1)

Rane Holding Europe GmbH (RHEG)



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Rane Shopfloor Embraces AI and Robotics for Operational Excellence

The Rane Group has always believed in balancing modernization with strong values, ensuring faster returns on investment while keeping pace with global manufacturing trends. Today, artificial intelligence (AI) and robotics are no longer just trends but enablers of efficiency and operational excellence. At Rane, their adoption has been deliberate and cautious, but the results are already visible: safer workplaces, smarter decisions, and more productive shopfloors.

A Smarter Shopfloor

The Rane shopfloor is still abuzz with machinery and movement, but there is a new rhythm - more focused, more efficient. Robots now take over repetitive or hazardous tasks, while AI provides insights that allow workers to make better decisions. This partnership of people, data, and machines is transforming work into something faster, safer, and smarter. Employees, far from being displaced, are upskilling into roles as supervisors, programmers, and problem solvers.

From Data to Decisions

The World Economic Forum highlights AI's impact on manufacturing, especially in predictive maintenance and quality inspection. Rane has embraced these opportunities:

- **Quality Control:** Earlier, inspection meant hours of

manual checks. Today, AI-powered vision systems scan thousands of parts in seconds, flagging even the tiniest deviations. This cuts down rework, saves costs, and improves precision.

- **Operational Efficiency:** AI analyses demand trends for smarter production planning and sales forecasting. On the shopfloor, predictive maintenance uses vibration, temperature, and tool wear data to estimate machine life, reducing unplanned downtime.
- **Financial Payback:** Some applications like vision inspection show returns in as little as three months, while predictive maintenance provides sustained savings over time. AI has even halved automation costs in certain cases.

Hurdles and Financial Payback

AI adoption has not been without hurdles. Clean, reliable data is critical - without it, algorithms falter.

Some applications like vision inspection show returns in as little as three months, while predictive maintenance provides sustained savings over time. AI has even halved automation costs in certain cases.

Looking Ahead

Rane's AI journey will not stop at manufacturing. Plans are underway to explore:

- **HR analytics** to better manage workforce trends.
- **Information security** applications to safeguard digital assets.
- **Sustainability initiatives**, where AI can optimize energy use and reduce emissions.

Precision with Purpose: Robotics at Rane

If AI is the brain, robots are the muscle. Global consulting firms project that robotics will account for nearly a quarter of manufacturers' capital investments in the years ahead. Rane has been ahead of the curve, moving from hazardous applications such as welding and painting to precision tasks like assembly and machine tending.

- **Assembly Lines:** Robotics has boosted productivity by 1.5x while reducing manpower requirements by 75%.
- **Machine Tending:** Robots have improved productivity by 15% and halved manpower needs.
- **Consistency:** Robots deliver speed and accuracy without fatigue, cycle after cycle.

The payback period for robotics investments at Rane ranges between 24 and 48 months, depending on production volume, labour cost, and complexity. With innovative low-

cost automations and rising labour costs, the payback window is expected to shorten further.

Overcoming Implementation Challenges

Robotics adoption is not plug and play. Operators often perform multiple tasks, like manually removing burrs, that robots cannot replicate without process redesign. Rane addressed this by introducing special tooling and high pressure coolants to reduce variability. The automation strategy now emphasizes revising processes to capture all manual steps before transitioning to full robotic deployment. Partnerships, such as training collaborations with global agencies, have ensured that Rane employees adapt seamlessly. Rather than eliminating jobs, robotics has created new ones, echoing the computer revolution of decades past.

The Road Ahead

Rane's future with robotics includes exciting possibilities:

- **Cobots working** alongside humans safely.
- **Autonomous mobile robots** moving materials across shopfloors.
- **Vision-enabled inspection** systems for instant defect detection.
- Even the long-term ambition of **lights-out factories**, where robots operate autonomously through the night.

AI and robotics will continue to be developed as complementary tools — one delivering foresight and adaptability, the other precision and repeatability. Together, they will enable Rane to build smarter, safer, and more efficient shopfloors.

Beyond Technology: A Cultural Shift

The transformation at Rane is not just about machines and algorithms; it is about people, processes, and mindset. By embracing training, encouraging innovation, and addressing challenges head-on, the company has ensured that technology serves its workforce rather than replaces it. This cultural shift, as much as the technological one, is what truly sets Rane apart. As AI and robotics mature further, Rane's journey demonstrates how operational excellence can be achieved by combining cutting-edge technology with human adaptability — ensuring the company remains future-ready while staying true to its values.

Consistent and Faster Inspections with AI

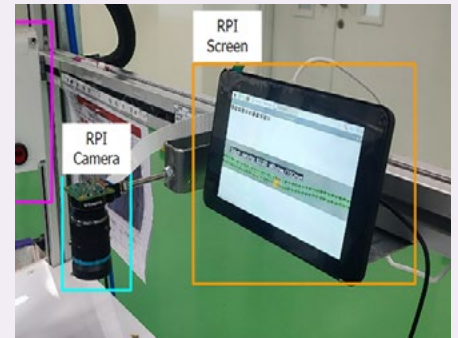
Airbags demand absolute precision. Earlier, stitch density checks were manual – slow, inconsistent, and error-prone. To address this, Rane's development team, in collaboration with ZF Lifetec, built an AI-driven vision system in just four months.

The system automates stitch checks. Operators scan the label, place the airbag and press a button. The AI instantly calculates stitch density, communicates

results to the PLC and records them digitally.

Impact:

- Faster inspection cycles and higher productivity
- Consistency across inspectors
- Compliance with OEM specs
- Safer processes with reduced manual handling
- Digital traceability for every inspection
- Rs. 8 lakhs saved per machine



- Large scale rollout across ZF Lifetec plants worldwide. Rane engineers supported the implementation in ZF Lifetec Mexico plant

AI-Powered Human Detection in Sled Testing

At the sled testing lab, Rane developed an AI-based vision system to prevent human presence during high-impact trials. Manual checks were slow and unreliable; within two months, a real-time camera-based solution was implemented. The AI-driven program enabled camera to continuously scan the test zone, signalling the PLC to start or stop tests based on detection.

Impact

- Safety improved by eliminating human presence in test zones
- Pre-test clearance time reduced
- Consistent, reliable test results ensured
- Rs. 3 lakhs saved in programming costs through in-house development in addition to optimal hardware costs

Future Plans

Multi-camera integration and



advanced AI deployment across other test facilities.

Reduced Scrap with Robotic Automation of Pinion Production

At RML SLD – Pondicherry plant, the pinion line integrated straightening, CNC grinding, and gauging into a single automated process. Manual handling had caused mix-ups and inconsistencies. Within three months, robots were deployed for part pick-up, poka-yoke checks, straightening, grinding and gauging. Non-conforming parts are automatically rejected;

conforming ones are palletized.

Impact:

- Productivity jumped 3 times due to lower rework
- Six operators saved daily leading to cost savings
- Cycle time reduced by 20%
- OEE improved from 80% to 90% due to higher machine utilization
- Safer working conditions with less manual handling



Future Plans: Two additional lines are planned for 2025–26.

Automated Lines Halve OBJ Cycle Times

To meet global demand, Rane automated Outer Ball Joint assembly at RML SLD – Varanavasi. Fully designed in-house, the line integrates robots, gantries, scanners, and cameras. Each product carries a QR code ensuring full traceability.

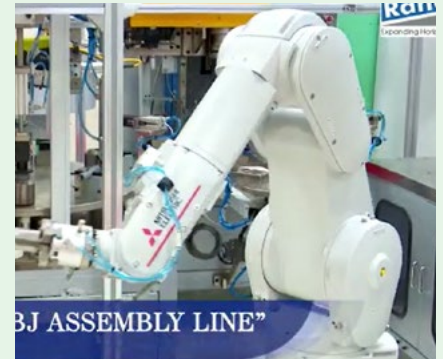
The first line was built in six months; subsequent ones in four months. Today, eight

such lines operate across Varanavasi and Mexico plants.

Impact:

- Cycle time halved per part
- Productivity doubled per shift
- First Time Right (FTR) improved to 99.5%
- Poka-yokes ensured no mix-ups
- Zero customer complaints with enhanced quality

Future Plans: Nine new automated lines planned for FY 2025–27.



Coating Automation Improves Productivity by 52%

RSSL is advancing efficiency through robotic automation to address workforce and productivity challenges. Using 4-axis and 6-axis robots processes like glide coating, forging, coating and forming are now automated with poka-yoke and IoT-enabled control.

Impact:

- Zero CQC due to in-process control
- Safer working environment
- Improved productivity and direct manpower savings

Future Plans: Expanding automation across plants with low-cost Chaku-Chaku solutions by FY 2025–27.



AI and Robotics Transform Final Inspection

Continuing Rane's automation journey, ECD has applied robotics to final inspection – a process once dependent on skilled manual work. Three manual stations for valve performance, dimensional and visual checks were integrated into a single automated unit using SCARA robots, leak testers, multi-gauges and vision systems. The system captures dimensional and defect data,

makes pass/fail judgments and automatically categorizes parts.

Impact:

- Zero customer complaint from these stages.
- Lower rework and superior reliability
- Monotony of people removed.
- Manpower savings

Future plans:

- AI integration will soon enable defect prediction for proactive



process correction.

- Camera based dimension inspection.

Rane Aftermarket Product Business - Carved Out as Independent Division

By 2020, the Rane aftermarket business evolved from being managed independently by the individual companies, to being integrated into an independent notional entity. In 2025, it has been carved out as a separate entity with its own structure and roadmap. Giriprasad T, President - Rane (Madras) Limited - Atermarket Product Division, shares with Propel what this entails for the new division and its team



A New Entity Comes into Being

Rane aftermarket has been an important part of the group's journey. Prior to 2020, each group company focused on enhancing its own aftermarket business independently. A separate division was created to augment inorganic growth opportunities as well. In July 2020, in order to utilize the synergy of the group strength in aftermarket business, an integrated notional entity called "Rane Aftermarket Business" (RAB) was formed. Effective April 2025, this business segment has been carved out as a separate entity and called as "Aftermarket Products Division" (APD) under Rane (Madras) Limited.

Restructuring for Growth

The formation of APD was preceded by benchmarking the organizational structure

prevalent in the industry. As a first step, the existing product portfolio has been reclassified into five different product groups:

- A. Steering and suspension products
- B. Brake and Friction products,
- C. Engine and Cooling system,
- D. Transmission products
- E. Fluids

A premier consultancy agency supported the structural change and evolved a "Go To Market" strategy. In the new structure, the span of control of the team members was evolved to ensure effective customer contact and interactions. "This helped address the challenges of the wide plethora of nearly 47 product lines with about 7500 SKUs for improving the effectiveness of the field force on the deliverables," explains Giriprasad. This will enable each individual to focus better on their customers, strengthen the grassroots and facilitate a sustained and accelerated growth.

Since this division is an independent entity, separate teams for HR, Finance, Sourcing and Quality, Techno-Marketing and Logistics & warehouse operations management were created. To create the new entity's

own "Rane way" of working in the aftermarket space, Project "RAISE", or 'Rane Aftermarket Innovation for Sales Excellence', was launched to help present a unified front for the "Rane" brand in the aftermarket. The business division's vision is "To be among the top 5 players and the most trusted brand in the aftermarket, offering reliable and value-added products."

Following the creation of the new division, the sales team was integrated and a techno marketing function formed, helping renew the thrust on new product launches. Warehouse and logistics operations were consolidated, thereby opening up opportunities for lowering the costs and ensuring quick customer delivery. Joint Dealer and Mechanics mega meets, etc., help showcase the Rane brand strength on a wide variety of product ranges.

The Changing Dynamics

The automotive aftermarket has been evolving over the last 2 to 3 decades and has become a big focus area for all auto component manufacturers as well as the OEMs. In the mid and late '90s, it was a sellers' market, especially for servicing the spare requirements in the market place. But post 2000, this segment gained

importance as an independent source of revenue. Apart from profitability, the aftermarket business segment became a strategic de-risking approach for several auto component manufacturers. This compelled genuine component makers to focus on this segment and make genuine parts available. In the last decade, companies have started allocating and expanding capacities to service the aftermarket. At present, there is a big race among established and unorganized component manufacturers to get a decent share of this lucrative business.

The aftermarket eco system is continuously evolving and the players in this space have to adapt quickly and innovate to survive. Some of the latest trends include:

- A. Garages and workshops are the consumption points for the auto components and are increasingly areas of focus for the aftermarket suppliers. Business models are changing where tie-ups are being made with emerging start-ups that cater to all these garages exclusively apart from the supplies from the dealer/retailer network. It is important to have a business relationship with this crop of enthusiastic start-ups in order to stay relevant and APD is on track.
- B. The attractiveness of this market has also propelled many component manufacturers to explore growth avenues not only



through organic revenue generation opportunities but also inorganic growth by white labelling high demand parts. Rane had also made a head start on this in 2014 but is now facing severe competition as more players are opting for this route to enhance their business..

retailers are now diversifying to include other product lines like Chassis components, Steering and suspension parts, etc., to their portfolio. Rane is uniquely positioned to leverage this as well due to its wide presence on several product lines.

- C. There has been a huge dip in the sales of engine components due to the ever-improving technology and the development of more efficient engines. This poses a lot of challenges to the aftermarket as the number of engines reporting for reboring has drastically come down. Hence, hardcore engine dealers/
- D. The amendment to the common taxation through GST implementation has reduced the unorganised and spurious supplies in the market from >50% a decade back to about ~35% now. This is expected to reduce further. As the end consumer becomes more knowledgeable about genuine spares, the demand



for genuine parts will increase.

- E. The tolerance levels of the customers on service and quality shortages have come down drastically. This warrants the team to respond quickly to their needs and support their business as otherwise losing to competition is a clear 'writing on the wall'.
- F. With the emerging high-tech vehicles using more and more electronics embedded into several systems inside, the skill sets of the garages and workshops are also undergoing major changes. Entities like ACMA (Automotive Components Manufacturers Association) are partnering with government agencies and setting up special cells like the ASDC (Automotive Skills Development Centre) to prepare the technicians to effectively address the growing demand for servicing such high-end technologies.

Key Growth Drivers

APD had clocked a modest growth of about 5% last year despite a cash flow crunch in the market. The growth was fuelled by the steering and suspension product groups, which increased by more than 11%. "We seized an opportunity created by the absence of one of our competitors and could strategize getting their dealers to shift to our "Rane brand". More importantly, apart from the short-term gain through this action, we devised strategies to retain these dealerships longer to sustain the gains made," explains Giriprasad. Some of the key drivers that supported the growth are:

- A. Strong synergy between the various field force teams to support each other's needs in the market,
- B. Focused ground level connect with the mechanics and retailers for demand generation,
- C. Cross pollination of dealer network between the companies to expand market access,
- D. Our channel strength

(~ 1000 distribution partners' branches, 400+ direct dealers, >20000 retailers and >40000 mechanics)

Role of Customer in Product and Service Development

The large range of vehicle models available has also put pressure on dealers/retailers to stock huge varieties of replacement parts. While the dealers are investing in bigger shop areas to accommodate this, there is a limitation to the financial capabilities to increase the space as well as invest in increasing inventory due to varieties. Therefore, they prefer the JIT (Just in Time) model, similar to what is practiced in OEMs, so that they can control their own stocks. The focus has shifted to Return on investment (ROI) and cash flow by the retail network and hence warehousing and logistics efficiency is of prime focus for the component suppliers.

The other pain point of the dealers/retailers is the speed at which warranty claims are settled. Quick replacement and digital settlement in case product replacement is not possible are two of the key requirements.

Brand preference is determined by the product range offered by the manufacturers. While the component manufacturers have a specific range based on their OEM supplies, they are required to develop parts that are not being serviced to the OEMs in order to complete the entire offering to the dealer. The challenge is to develop products that are both fast moving as well as strangers and efficient and frugal product development

techniques are being adopted to fulfil this need of the market.

Teamwork and Collaboration - the Two Pillars

The success of the aftermarket business division is highly dependent on having a strong field team. Ensuring smart customer connect and a strong relationship are critical parameters for succeeding in this business. Hence, APD focused on developing and sharpening the skill sets of the field team through several interventions such as workshops on the entire group product lines and “role plays” to help coach them on negotiation skills. The team members are drawn from different product lines to complement each other to facilitate knowledge sharing and provide mutual support and collaboration.

“MSRs’ Day Out” is a strategy to motivate the team as off-role employees are a key interface with the mechanics and garages and keeping them motivated is important to enhance fitment of the Rane products.

Digitalization and E-commerce to Strengthen Presence

Digitalization of business processes has been accelerated, especially after the Covid experience. At APD, customer connect is being enhanced continuously through two types of activities: one is ‘Physical’ and the other is ‘Digital’.

In the Physical category, several customer meets like Dealer & Mechanic Mega meet, Nukkar meets, Van



Campaigns, participation in expos and exhibitions, etc., are conducted. In Digital activities, Rane brand visibility is enhanced in LinkedIn, Facebook, Instagram and WhatsApp by providing ‘positive gossiping’ to cover the entire mechanic fraternity and other stakeholders. Periodic up-dation on product launches, initiatives and policies are done through these digital interventions and communication channels. A comprehensive Rane APP is being developed to digitally enable its Sales work force, Distributor management system, Retailers and the mechanics to operate seamlessly in the business transactions and other related information. This is expected to be available from 1st of January 2026.

Another business model disruption is the use of e-commerce for auto components. APD has also enrolled itself into many of these e-commerce platforms including ONDC (Open Network

for Digital Commerce), an initiative aided by ACMA and the government of India..

Vision 2030

The new division’s immediate focus is “m1k”, Rs.1000 crores by 2026-27, and double the sales from the current levels by 2027-28. The division expects to contribute at least 12-13% of the overall group turnover by 2030, upping it from the current business contribution of ~9%. Following would be the focus growth drivers for achieving this ambitious roadmap:

- A. Increase the share of products through organic growth aided by improved market penetration & offering timely services to our end customers.
- B. Enhancing the product range in each of the vehicle segments to increase the ‘pond’ for our play.
- C. Diversify product lines to augment the sales through inorganic growth opportunities.

Igniting Spirit and Strength at Rane Vidyalaya's 6th Annual Sports Day

Rane Vidyalaya celebrated its 6th Annual Sports Day, a vibrant event that reflected the school's commitment to providing a holistic educational environment where physical activities are encouraged alongside academic excellence. Arun S, Vice President - Operations, ZF Rane Automotive India Pvt. Ltd. - Occupant Safety Division, served as the chief guest of the event, with Gayathri Mohan, Head - CSR,

Rane Holdings Limited was the guest of honour.

The Sports Day commenced with the lighting of the flame, followed by a march past by the four different houses. Numerous students participated and competed against each other in various games and events. The chief guest presented prizes to the winners and runners-up. The day's events concluded with a vote of thanks and the National Anthem.



Rane Group Hosts AITA National Tennis Championship in Trichy

Rane Group is honored to continue its partnership with the All India Tennis Association (AITA) and Tamil Nadu Tennis Association (TNTA) in hosting the Rane Trichy AITA Under-16 National Series Tennis Championship. The event spanned from 28th June 2025 to 5th July 2025.

The tournament witnessed an impressive participation of over 120+ players from various parts of the country, who passionately showcased their talent.

The prizes for Singles event were presented by Ayyappan B, President - ZF Rane Automotive India Pvt Ltd, Occupant Safety Division.

Rane Group is committed to nurturing young talents and we are confident that events like this in Trichy will continue to spur interest and foster the growth of aspiring athletes in the sport.



Promoting Student Well-being through Health & Eye Checkups at Rane Vidyalaya

At Rane Vidyalaya, the well-being of students is given as much importance as their academic progress. In line with this commitment, a comprehensive General Health Checkup and Eye Screening Camp was organized for students in collaboration with Apollo Hospitals from September 9th to 11th, 2025.

The initiative ensured that every student underwent a health assessment and eye checkup, enabling early identification of health concerns and creating

awareness about the importance of preventive care. Over 900 students benefited from the program. For students identified with vision issues, prescriptions and specifications for corrective eyewear were promptly shared with them, ensuring timely follow-up and care.

By partnering with healthcare experts, Rane Vidyalaya continues to create a safe, supportive and health-conscious learning environment.



ZRAI-OSD Wins 1st Prize in ACMA QC Competition



ZF Rane Automotive India Private Limited – Occupant Safety Division has won the first prize in the 20th ACMA National Level QC Competition 2025. The winning team, comprising a group of talented young women operators, has made us proud by securing this recognition for the second consecutive year, a remarkable milestone in our journey of continuous improvement.

The award was presented by Shailesh Chandra, Managing Director – Tata Motors Passenger Vehicles Limited, in the presence of Hisashi Takeuchi, Managing Director – Maruti Suzuki India Limited, making the achievement even more special.

At Rane, Quality Circle Competitions hold a special place in strengthening our culture of problem-solving, collaboration and innovation at the grassroots level. They empower us to take ownership, apply structured methodologies to real-world challenges and contribute directly to operational excellence. This achievement highlights our belief that when people are empowered, excellence follows.

RML-SLD Receives Award From CII for Resource Efficiency

RANE (MADRAS) LIMITED – SLD, CHENNAI



Rane (Madras) Limited – Steering and Linkage Division, Chennai, received the Best Environmental Project award for Resource Efficiency & Circular Economy 2025 from CII.

RML-BCD Wins Award for Waste Management

TRICHY



Rane (Madras) Limited – Brake Components Division, Trichy, received the Best Environmental Project award for Waste Management and Pollution Control from CII.



The Steering Linkage Division has been honored with the Launch Excellence Award by Tata Motors Passenger Vehicles at the Annual Supplier Conference 2025. This prestigious recognition highlights RML's commitment to flawless new product launches, ensuring timely delivery, superior quality and reliability in the products we supply.



Rane Group has been awarded the MCCI CSR Award 2025 - Corporate Category. This recognition by the Madras Chamber of Commerce and Industry (MCCI) reflects our sustained commitment to creating meaningful impact through responsible business practices.



ZF Rane Automotive India Private Limited - Steering Gear Division received the Best Technology and Innovation Supplier Award from Escorts Kubota Limited. The award was presented during the Annual Suppliers Meet 2025.



ZF Rane Automotive India Private Limited - Steering Gear Division won the Gold Award for Impactful Innovation in the Defence Category from Ashok Leyland.

Escorts Kubota Special Support Award for RML-SLD



Escorts Kubota Limited presented RML-SLD with the Special Support Award during the Annual Supplier Meet 2025.

Volvo Bestows Best Supplier Award on RML-SLD



RML-SLD won the Best Supplier Award from Volvo for its Zero Defect Initiatives. The award was presented during Volvo's Supplier Meet.

RML-SLD Termed Best Supplier at TAFE Supplier Meet



TAFE recognized RML-SLD for overall performance and presented the Best Supplier Award at the TAFE Global Supplier Meet 2025.

RML-SLD Varanavasi Unit Receives CII Energy Efficiency Award



The Varanavasi facility received the National Award for Excellence in Energy Management – Excellent Energy Efficient Unit award at the CII Energy Efficiency Summit.

2 Rane Steering Systems Facilities Win CII Energy Efficiency Award



Two of our manufacturing facilities in Chennai and Bawal, received the National Award for Excellence in Energy Management – Excellent Energy Efficient Unit award at the CII Energy Efficiency Summit.



RML – SLD Recognised as Green Champion in Supply Chain

Rane (Madras) Limited - Steering and Linkage Division received the Green Champion in Supply Chain Award from the Confederation of Indian Industry (CII).

The company's continued efforts in implementing environmentally conscious practices across the supply chain have resulted in the successful launch of fossil-free products, a remarkable milestone in its sustainability journey. In recognition of this significant contribution, it was unanimously selected for this award.



A Global First: RML - SLD Secures GreenPro Type 1 Ecolabel for Ball Joints

Rane (Madras) Limited - Steering and Linkage Division, received the GreenPro - Type 1 Ecolabel certification for Ball Joints from the Confederation of Indian Industry (CII).

The company is the first to receive a Type 1 Green Product Ecolabel Certification for Ball Joints, setting a benchmark both in India and globally. This certification recognizes Ball Joints as a product designed and developed with the lowest carbon emissions.



Ranvocation: Celebrating Leadership and Growth

Rane Group recently celebrated a significant milestone with the graduation of over 40 new hires from the 2024 batch and completed their Leadership Boot Camp, celebrating this milestone with a graduation event, “Ranvocation.”

The event brought together the new graduates and the completing batch for an enriching outbound experience.

The trainees shared their learnings and takeaways, and also engaged in interactive discussions with business leaders, including Ayyappan B, President - ZF Rane Automotive India Private Limited - Occupant Safety Division and Ramasubramanian V, Senior Vice President – Human Resource, Rane Holdings Limited.

As a symbolic and eco-friendly gesture, each trainee was presented with a plant to mark this milestone. The celebration not only recognized the efforts of the new hires but also reinforced Rane’s commitment to building future leaders through guidance, mentorship and shared experiences.



Rane Group Hosts “Campus to Corporate” for Tomorrow’s Leaders

Rane Group welcomed 94 new graduate hires, marking the beginning of their professional journey with a two-day “Campus to Corporate” workshop under the Leadership Boot Camp initiative. The program focused on enhancing communication and teamwork skills through an outbound learning experience.

The event was inaugurated by Makesh A, President – Rane Steering Systems, who shared valuable leadership perspectives, highlighting the significance of cross-functional learning and the adoption

of emerging technologies. Additionally, the managers of the new graduates attended a dedicated workshop aimed at equipping them to effectively lead and engage with the Gen Z workforce.



RML - APD Hosts Mega Meet in Patna

Rane (Madras) Limited – Aftermarket Products Division recently hosted a Mega Meet in Patna, bringing together a diverse set of stakeholders from the automotive aftermarket ecosystem, including mechanics, retailers and distributor partners.

The event served as a platform for direct engagement

with end-users and channel partners, enabling meaningful interactions and knowledge exchange. Over 300 participants attended, comprising 145 mechanics, 150 retailers and 10 distributor representatives.

A highlight of the occasion was the launch of Rane's new "NAO Grade – Disc

Pad" for passenger cars and Utility vehicles. Engineered for superior performance, the new disc pad offers enhanced durability, better NVH properties and longer rotor life, highlighting Rane's commitment to delivering high-quality, reliable aftermarket solutions.



Building Stronger Teams Through Inclusion at Rane Group

Rane Group recently organized an “Inclusive Leadership in Action” workshop for the senior leadership team as part of its commitment to building a more inclusive and diverse workplace. Facilitated by DEI expert Dr. Abha Bhartia and Rekha Nair, the workshop demonstrated how inclusion strengthens both business

and teams, particularly in the manufacturing sector.

Mr. Ganesh L, Chairman - Rane Holdings Limited, set the context for the workshop and inaugurated the event.

Through interactive activities and discussions, participants examined the role of

leadership behaviors and biases in shaping an inclusive culture. They also gained insights into the importance of allyship, inclusive leadership and practical approaches to advancing equitable hiring practices. The workshop reflects Rane’s ongoing commitment to creating a workplace that is inclusive, equitable and empowering.



Building Strategic Connections

Harish Lakshman, Chairman, Rane Group, was invited to a formal meeting hosted in honor of Toshihiro Suzuki, President of Suzuki Motor Corporation (SMC), Japan, during his visit to India.

Suzuki expressed his keen interest in engaging with senior leaders of the Suzuki Group's valued vendor partners. One of the key themes of the evening was "Agility in Development" with a special focus on joint initiatives between Maruti

Suzuki India Limited (MSIL), Suzuki Motor Corporation (SMC) and vendor partners to reduce overall model development time. This dialogue highlighted the importance of close partnership, mutual trust and innovation-driven collaboration between OEMs and suppliers in today's dynamic automotive landscape.

Such engagements with global leaders strengthens



business relationships and open pathways for new opportunities and shared success

Rane Premier League 4.0

Rane Group hosted the fourth edition of the Rane Premier League (RPL), a high-energy two-day cricket tournament that brought together employees from across the Group. The event not only showcased the cricketing skills and competitive spirit of participants but also served as a platform to encourage teamwork and sporting passion.

This year's RPL featured eight teams, divided into two groups, competing fiercely for a place

in the knockout stages. After a series of spirited matches, four teams advanced to the semi-finals, setting the stage for an exciting finish.

The Champions of RPL 4.0 were Rane (Madras) Limited – Engine Components Division, who demonstrated exceptional consistency, skill and determination throughout the tournament. Rane Steering Systems Private Limited secured the Runner-up position, delivering

a power-packed performance and proving to be formidable contenders.

The winners and runners-up were felicitated with trophies by Makesh A, President, Rane Steering Systems Pvt. Ltd., and Ramasubramanian V, Senior VP – Human Resources, Rane Holdings Limited. Outstanding performers were also recognized with Man of the Match awards, presented by T. Giriprasad, President, Rane (Madras) Limited - Aftermarket Product Division.



Rane Manufacturing Systems Professional (RMSP) - Technology Day 2025

Rane Institute of Employee Development (RIED) recently organized “RMSP Technology Day 2025” as part of the Rane Manufacturing Systems Professional (RMSP), in collaboration with eight key suppliers from the Rane Group. The event celebrated emerging technological advancements and provided a platform to inspire adoption, innovation and productivity enhancement across the organization.

The event was inaugurated by Mr. G. Muralidharan, President, ZF Rane Automotive India Private Limited – Steering Gear Division, setting the stage for

a day focused on learning, exploration and technological advancement.

Mr. Rajkumar S, President, Rane (Madras) Limited – Engine Components Division and Mr. Ayyappan, President, ZF Rane Automotive India Pvt. Ltd. – Occupant Safety Division along with other senior management members, attended the two-day event.

Participants experienced live demonstrations of digital inspection systems, advanced software tools and component processing equipment, gaining insights into innovations that

can transform operational processes. The event also provided an opportunity to reflect on future requirements and explore proactive solutions for continuous improvement.

With over 100 participants, Technology Day 2025 successfully delivered exposure to the latest industry innovations, actionable insights for enhancing operational performance, and inspiration to drive technology adoption across the organization. Mementos were distributed to all the exhibitors as a token of appreciation.



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AUTOMATION DOES NOT NEED TO
BE OUR ENEMY. I THINK MACHINES
CAN MAKE LIFE EASIER FOR MEN,
IF MEN DO NOT LET THE MACHINES
DOMINATE THEM.

—JOHN F. KENNEDY

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