

PROPEL

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Building a Connected,
Future-Ready Workforce



Rane's HR Tech Transformation Journey



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)

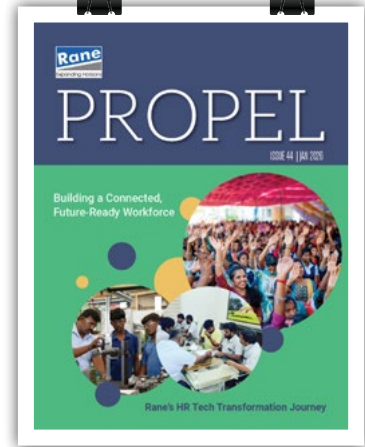
ZF Rane Automotive India Pvt. Ltd. (ZRAI)

- Occupant Safety Division (OSD)

- Steering Gear Division (SGD)

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HR Tech Transformation at Rane – Building a Connected, Future-Ready Workforce

Rane Group has implemented a cloud-based HR system, for better management and nurturing of its core asset - its people...

A Significant Shift across the Group

The Rane group is built on precision engineering, strong processes and long-term thinking. For Rane, transformation is not about dramatic disruption but more about steady progress. We believe in quietly strengthening the foundations to enable people and businesses to perform better, every day. One such example is the recent evolution of digital HR at Rane.

The company has implemented a cloud-based HR system. While it is a technological milestone, at its core, it is yet another move forward in improving the efficiency of



managing and nurturing its most valuable asset: its people.

Rane is expanding across multiple plants, products, and markets, which is increasingly adding complexity to the HR function. It is no longer

sufficient to simply administer HR processes; the organization needed to enable its people to thrive in an environment defined by speed, scale, and constant change.

The Evolution of HR at Rane

Rane's HR transformation journey has been shaped by its long-standing commitment to Total Quality Management (TQM), a philosophy that treats people not merely as resources, but as partners in growth and excellence. Over time, HR evolved from a primarily administrative function to a strategic enabler of Talent, Capability and Culture. Technology became a natural ally in this journey - not as an end in itself, but as a means to

simplify work, remove friction and create consistency across the Group.

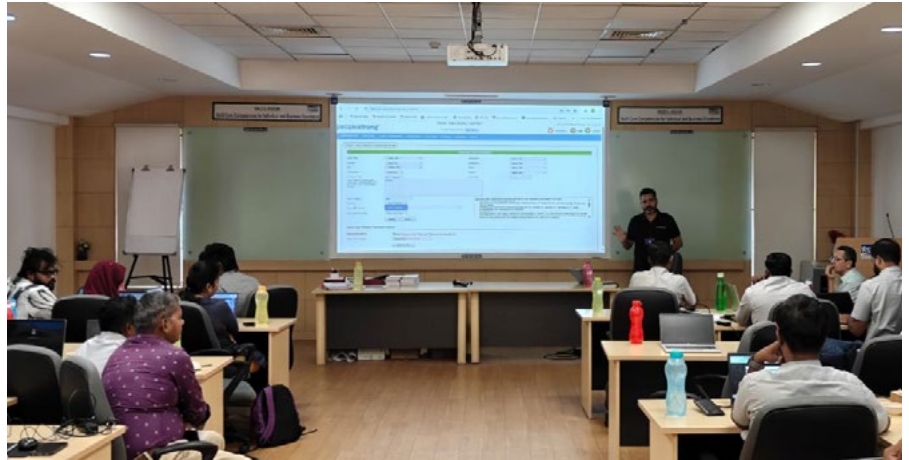
The introduction of SAP HCM in 2011 marked a critical milestone. It enabled standardized HR workflows, reliable data management and compliance across all entities. For several years, this digital backbone supported the Group's growth by instilling discipline, structure and trust in core HR operations.

As the organization expanded, however, multiple systems began to support different parts of the employee lifecycle - recruitment, learning, payroll and workforce planning. Fragmentation created operational friction and slowed decision-making. Rethinking HR's role became imperative: it needed to move beyond transaction management to unlock higher value through automation, simplification and seamless access.

The move toward a unified, cloud-based platform reflects Rane's next stage in HR evolution: consolidating processes into a single, intuitive experience that empowers employees, managers and HR teams alike.

Looking ahead, this evolution is being shaped by clear strategic priorities following the consolidation of Rane Brake Lining and Rane Engine Valve into Rane (Madras) Limited. Over the next three to five years, HR's evolution will focus on five interconnected priorities:

- Building strategic talent pipelines aligned to growth
- Strengthening a high-performance culture rooted in engagement and continuous improvement
- Driving organizational synergies by streamlining structures to foster deeper cross-functional collaboration



- Institutionalising holistic wellbeing and inclusive leadership to foster long-term employee resilience and
- Modernising compliance through a digital-first approach to the new Labour Codes.

Adopting a cloud-based HR ecosystem has allowed us to consolidate fragmented systems into a seamless, scalable and secure platform. This holistic shift empowers our people, strengthens manager decision-making and gives HR the bandwidth to focus on building capabilities and culture. The platform connects the entire organisation, creating clarity, consistency and a truly integrated employee journey.

- Ramasubramanian V, Senior VP – Human Resource, Rane Holdings Limited.

Building the 'One Rane' HR Ecosystem: The PeopleStrong Platform

The decision to adopt PeopleStrong as Rane's cloud-based HR platform was guided by a clear objective: to create a truly unified HR ecosystem that reflects the spirit of "One Rane."

Flexibility

At the heart of this effort was the need for common processes with built-in flexibility. Rane required group-wide consistency in HR practices, while still recognising the operational realities of diverse manufacturing units and corporate functions. The new digital HR framework



was therefore designed to standardise what truly needs to be common, while allowing room for local business requirements.

Efficient Employee Lifecycle Management

Another critical objective was to connect the entire employee lifecycle from hiring to

development, daily workforce management and payroll into one seamless flow. Bringing these elements together not only simplifies access for employees and managers, but also creates a single, reliable view of people data, enabling better governance and more informed decision-making.

Inclusive Approach

Equally important was inclusivity of access. In a manufacturing environment, HR systems must work as effectively on the shopfloor as they do in office settings. A mobile-first approach ensures that every employee, regardless of role or location, can engage with HR services easily and independently.

What Changed First: Prioritising High-Impact HR Processes

With the foundation of an integrated digital HR ecosystem in place, the next step was to determine where transformation would create the most immediate and meaningful impact. Rather than attempting to digitise everything at once, Rane adopted a focused, phased approach, prioritising HR processes that touch employees most frequently and influence productivity, transparency and trust.

The first set of processes to be digitised included recruitment, onboarding, the end-to-end employee lifecycle, leave and attendance, learning management and payroll. These areas were chosen not only for their scale, but for the tangible difference they could make to everyday work.

Digitising recruitment brought greater speed and structure to talent acquisition. Data-driven workflows improved visibility into hiring pipelines, reduced turnaround times and enabled

better decision-making. This was complemented by a digital onboarding process that removed administrative bottlenecks for new employees. By simplifying documentation and early interactions, onboarding became faster, smoother and more engaging, helping new hires become productive sooner and setting a positive tone from day one.

Learning management was another priority area. A digital platform allows training initiatives to scale efficiently, making skill development, safety training and governance

programmes accessible to employees across locations, without logistical constraints.

Automating payroll addressed one of the most critical trust-based processes in the organisation. By consolidating all the processes in one application, errors are minimised and administrative effort for HR and Finance teams are significantly lowered. For employees, instant mobile access to payslips and tax information enhances transparency and reduces routine queries, creating confidence and clarity.



Driving Adoption Across Levels: Making Digital Feel Natural

At Rane, driving adoption of digital HR was less about training people on a system and more about designing an experience that felt intuitive from the first interaction. The objective was to bridge the digital divide between corporate teams and the plant-based workforce by making access simple, familiar and immediately useful.

The guiding belief was clear: if it needs a manual, it is too complex. HR services were therefore brought together into a single, easy-to-use interface, designed on the lines of everyday consumer apps. For employees, routine interactions that earlier required visits to the HR desk could now be completed independently,

creating a strong and immediate “what’s in it for me” moment.

For managers, adoption was driven by speed and control. Real-time visibility into team attendance and shift information, along with mobile approvals, removed delays and simplified people management, particularly in plant environments where timely decisions matter.

Beyond technology, adoption was supported through peer influence and continuous engagement. Digital champions across locations helped guide their teams, while regular feedback ensured improvements were made along the way. HR teams

also began shifting from transactional roles to more value-added, insight-driven work. By treating adoption as an ongoing journey rather than a one-time launch, digital HR became a natural part of everyday work at Rane.

Experiencing the new HR platform firsthand gives a sense of how connected Rane has become. It provides clarity on workflows, instant access to critical information and a seamless view of my team’s development journey. It’s a reminder that technology, when designed around people, strengthens collaboration and supports smarter decision-making at every level. – Gowri Kailasam, CEO – Rane (Madras) Limited - SLD & LMCD.

A Shared Responsibility for the Future

Rane’s experience with HR transformation has highlighted a simple but powerful truth: technology enables change, but people sustain it. While digital platforms provide speed and structure, real transformation happens when mindsets evolve and teams embrace new ways of working harnessing the power of the system. In that sense, this journey has been less about software and more about culture.

One of the strongest affirmations has come from

the workforce itself. The rapid adoption of digital tools across plants and functions has shown that when technology is simple, it becomes a natural part of daily work. The experience has also underscored the importance of simplifying and aligning processes before digitising them, strengthening clarity, consistency and trust across the Group.

As Rane looks ahead, this transformation is best viewed not as a completed initiative, but as an ongoing evolution. The digital HR ecosystem now

in place is only as effective as the mindset that supports it. Employees and leaders alike are encouraged to see these platforms not merely as administrative tools, but as enablers of personal growth and professional development. By actively engaging with digital learning resources and taking ownership of skill-building, individuals strengthen their own careers while contributing to the organisation’s long-term resilience.

Building the Supply Foundations for the Next Era of Mobility

Sudhir Chikhle, Chief Purchase Officer of Passenger Vehicles and EVs, Tata Motors, has spent decades navigating the evolving complexities of automotive supply chains across global and Indian contexts. In a conversation with **Rane Propel**, he shares how India's passenger vehicle industry is being reshaped – by localization, software-defined vehicles, and the need to build resilient, future-ready supply ecosystems for the next era of mobility.



Passenger vehicles in India are changing rapidly—across safety, design, connected tech, and customer experience. From a procurement perspective, what trends stand out most today?

One of the most important trends in the Indian market is what I would call the democratization—or mass premiumization—of features. This is something China has experienced over the past few years, and India is now firmly on that path.

When I started my career, we debated whether entry-level cars should have one outside rearview mirror or two, or whether air conditioning was even necessary! Today, these are no longer differentiators; they're hygiene factors. You

won't find a non-AC car, and basic safety and comfort features are expected as standard.

Over the last 30 years, vehicles have become far more feature-rich, driven both by regulation and by changing consumer tastes. What's interesting is that this trend is only going to accelerate. OEMs will continue launching vehicles at lower price points while packing in significantly higher content.

Safety, for instance, is no longer a value proposition, it's a baseline. The challenge now is execution. Design is another area undergoing rapid change, whether it's form, materials, or the technologies needed to realize new styles. Many of these capabilities are still limited in India, which creates challenges for procurement.

Then there's connected technology. We've come a long way, but the next big shift is toward software-defined vehicles. In the coming years, differentiation between entry-level and top-end vehicles will increasingly be driven by software rather than hardware. The hardware may be the same, but customers will pay for software-enabled

capabilities, possibly even on a subscription basis. That model may seem futuristic, but I believe it's not far away.

As vehicles become more feature-rich and technology-driven, what procurement challenges and opportunities does this create?

The biggest challenge is availability. Many of the technologies needed for advanced safety, design, connectivity, and customer experience are not yet available in India. If our objective is to make these technologies accessible at scale, localization is non-negotiable.

Without localization, costs won't come down. At the same time, relying only on global suppliers may not deliver the cost advantages required for mass adoption. That's where partnerships with Indian companies become critical.

We need to work closely with capable, homegrown players—companies like Rane—who are willing to co-invest in developing technologies locally. This applies across materials, electronics, and manufacturing processes.

What does a “future-ready” supply chain look like, especially with EVs entering the mix?

India has no shortage of engineers, but most are still focused on current or legacy technologies. We need to rapidly build expertise in new domains.

China offers a useful lesson here. They brought back thousands of engineers of Chinese origin from the US and Europe and also attracted global experts to work locally for several years. That knowledge transfer helped them accelerate innovation.

Today, capital and equipment are available. The real constraint is people – skilled talent willing and able to work on new, uncharted technologies. Investing in these capabilities is essential if we want to stay ahead.

Supply-chain volatility remains a concern. How do you assess the risks around raw materials, logistics, and electronics?

India produces about five million passenger vehicles a year today, and that number is expected to grow to seven or eight million by the end of the decade. At that scale, we're among the world's largest automotive producers.

If such a large market continues to depend heavily on imported components, it creates significant vulnerability. Disruptions can come from

geopolitics, environmental events, or simple proximity – suppliers will always prioritize customers closer to home. Localization is therefore critical, not just for cost but for resilience.

There are encouraging developments – electronics manufacturing, EMS, semiconductor fabs, OSATs, and advanced PCBs are all gaining traction in India. We're moving in the right direction, but we're not there yet.

Also, advanced analytics and AI-based tools can help by identifying early warning signals in supply chains.

Sustainability and ESG are increasingly shaping supply-chain decisions. Your views on the importance of these aspects...

Personally, I'm a strong believer in ESG, and at the Tata Group, this commitment goes well beyond regulatory requirements. Our focus areas—circularity, biodiversity, and net zero—are embedded across the group and measured through formal performance metrics.

What's important is to stop viewing ESG purely as a cost. I see it as a source of competitive advantage. Circularity and net-zero initiatives can drive cost competitiveness if approached creatively. Across materials and processes, it is possible to go green and optimize costs simultaneously. That opportunity exists across the entire value chain.

Looking back, what are the three defining moments of your career?

The first was early in my career, in 1997, when I had the opportunity to work in Fiat Italy. At a time when India was just opening up, Europe—especially Italy—was far ahead in automotive technology. That exposure gave me a strong foundation in design and manufacturing.

The second was the launch of the Jeep Compass in India. Localizing a global platform, achieving high quality, and exporting to developed markets like Japan and Australia was a tremendous learning experience.

The third is my current journey—leading EV procurement at Tata Motors. Being market leaders in passenger EVs and driving deep localization of EV components is something I'm very proud of.

Finally, what message would you share with the supplier ecosystem as we enter the next era of mobility?

I believe we need to be bolder. Indian companies tend to be conservative, partly because capital is more expensive here. But without taking calculated risks, we won't move forward.

Strong supplier groups like Rane need to take leap-of-faith bets, proactively investing in R&D. OEMs and suppliers must take these bets together if India is to become a true leader in the future of mobility.

Empowered and Enriched

Three employees from the marketing function at the Rane Group share their journey in the company, their growth, and contributions



Rajkanna S
AGM - Marketing
RML - BCD

Memorable Experiences

Challenging assignments and opportunities have significantly aided in my development both professionally and personally. I had the

opportunity to play a key role in securing new business which helped in regaining market share with the client in both 2018 and 2025.

Greatest Learning:

A structured way of analyzing problems and situations enabled me to arrive at the appropriate response in a scientific and logical manner. The TQM way of life was another great learning.

Key Contributions

The diverse skills and experience at Rane have allowed me to contribute directly to increasing our market share in Domestic OE.

One Word about Working at Rane

Enriching



Sakthivel S
AGM - Marketing
ZRAI - OSD

Memorable Experiences

Winning an EV project from a leading Indian OEM in 2023 is one of my memorable moments. It was a rich learning experience when I worked closely with key stakeholders during the development and successful launch of the project. It was a first of its kind driver airbag with a unique deployment feature. With this, we were able to improve our market share with the client.

Greatest Learning:

Since joining Rane in 2018 as Manager in Program Management, I have realised that customer requirements are very dynamic. To meet the changing needs, I have to continuously

upgrade myself by learning the latest technologies in products, process and market trends. The various training programs provided by the RIED and HPLD helped me to handle the situations with more confidence.

Key Contribution

I have worked with Cross Functional Teams and received multiple prestigious awards from customers. I received an innovation award for developing Seamless Driver Airbag and the same has been implemented in Born EV vehicles and upcoming new projects. I also received a Quality Excellence award from one of the customers for successfully launching new projects.

Keeping Pace

Continuously engaging with internal customers and proactive interaction with external customers to understand their requirements have helped me meet the objectives effectively. The HPLD program helped me to face the challenges, improve decision making and expand my roles and responsibilities.

One Word about Working at Rane

Empowering



Memorable Experiences

One of the most memorable aspects at Rane is the opportunity to build strong and trusted relationships with customers. The employee connect, transparency and approachable management are some of the key things which impress me at Rane.

Greatest Learning:

Customer centric approach and honouring the commitments given to customers under any circumstances are two of my key learnings. One more interesting learning is the TQM way of approaching the challenges.

Key Contributions

As a team, we have built strong relationships with our customers and significantly improved their confidence in us. Rane's market share in the manual column business in the domestic market has been steadily increasing since then. I have worked closely with the team to secure new business from a leading brand for the CEPS product with high business potential and introduced RSSL steering products into the aftermarket in the year 2023.

Keeping Pace

The training programs organized at Rane (HPLD, Falcon, other internal training, etc.) have significantly helped in upgrading our thought processes and leadership capabilities. Forums like MSG help benchmark best practices in the other group companies along with involvement in preparation of REAP helping us understand the market and customer trends. We are able to keep ourselves ready for the challenging industry expectations through above practices.

One Word about Working at Rane

Customer Centric.

Rane Vidyalaya Showcases Young Talent at Learning Expo

Rane Vidyalaya recently conducted a Learning Expo that celebrated the creativity, curiosity and growing knowledge of students from Classes 3 to 11. The event served as a vibrant platform for young learners to present what they have discovered and created through the academic year.

Students showcased an impressive range of projects across Science, Mathematics and Language, demonstrating not only their understanding of key concepts but also their enthusiasm for hands-on learning. From models and experiments to creative

displays, each presentation reflected the effort and imagination students brought to their work.

Teachers played an integral role in guiding students through the process, helping them refine their ideas and build confidence in presenting them. Parents also attended in strong support, engaging

with the student's exhibits and encouraging their learning journey.

Through continued investment in infrastructure, learning resources and holistic development initiatives, Rane Vidyalaya remains committed to nurturing young minds and empowering future generations.



Rane Group Supports Mobility Aid Distribution in Tiruchirappalli

Rane Group, in partnership with Freedom Trust, jointly organised a Distribution Camp for mobility aids and appliances in Tiruchirappalli, Tamil Nadu, as part of the "Gram Vikalang Punarjanmam" initiative. This programme aims to empower differently abled individuals, particularly those in rural and underserved communities by enhancing their independence and quality of life.

Through the generous support of Rane Group, Freedom Trust successfully conducted

the camp, addressing the needs of children and adults with conditions such as Cerebral Palsy, Polio, Muscular Dystrophy, Stroke and amputation. A total of 71 mobility aids and appliances were provided to 56 beneficiaries, with each device customised to ensure comfort, usability and long-term support.

The initiative reflects Rane Group's continued commitment to social responsibility and community development. By supporting access to essential assistive devices, the Group remains dedicated to enabling meaningful change and helping individuals lead more confident and dignified lives.



Children's Day Celebrations at Rane Vidyalaya

Children's Day was celebrated with joy and enthusiasm across Rane Vidyalaya, with vibrant programmes held at both Manachanallur and Sethurapatti, reflecting our shared commitment to nurturing young minds in a supportive and engaging environment.

At the Manachanallur campus, the day began with a special assembly conducted by teachers, setting a cheerful tone for the celebrations. Teachers delighted students with melodious songs, entertaining Tamil and English

dramas and heartfelt Children's Day messages that reminded every child how special they are. A student violin performance added a touch of elegance, while fun on-stage games brought laughter and energetic participation.

At Rane Vidyalaya, Sethurapatti, the celebrations also featured a special session on Modern Day Parenting by J. Pouline Sofia Rani, Director, Athma Educational and Research Foundation, offering valuable insights for parents and educators on understanding children's

emotional needs. The Children's Day celebrations served as a meaningful reminder of the importance of nurturing not just young minds, but also their confidence, creativity and emotional well-being.



AID INDIA Honours Rane Group with 'Champion for Change'



AID INDIA honoured Rane Group with the 'Champion for Change' acknowledging its continued commitment to education and community development over several years.

Rane Group Wins 'Hall of Fame Manufacturing Pioneer' at Acko Drive TOTM Awards



Rane Group received the 'Hall of Fame Manufacturing Pioneer' award at the ACKO Drive TOTM (The One That Matters) Awards. This prestigious category recognises manufacturers who have made significant and pioneering contributions to manufacturing excellence and technological advancement, while also strengthening the Indian automotive ecosystem. The award was presented at the fourth edition of the ACKO Drive Awards, held recently in Chennai.

RML-ECD Ponneri and Aziz Nagar Recognized with CII Awards



Rane (Madras) Limited - Engine Components Division, Ponneri received TPM Strong Commitment Award



Rane (Madras) Limited - Engine Components Division, Aziz Nagar received TPM Significant Award

RML-ECD Received IMEXI Award for Operational Excellence



Rane (Madras) Limited – Engine Components Division, Trichy, has been recognised by IMEXI for its outstanding commitment to Operational Excellence, demonstrating a sustained and verified culture of continuous improvement.

ZRAI – OSD Receives Award from Kia India



ZF Rane Automotive India Pvt. Ltd. – Occupant Safety Division received the “Excellence in Cooperation and Support” award from Kia India. The award was presented at the Kia India Partnership Day. ZF Rane supplies steering wheels through its acquired entity, TRW Sun Steering Wheel Pvt. Ltd.

RML-ECD Wins Award from ISQ Chennai Chapter



Rane (Madras) Limited – Engine Components Division, Chennai has won the Significant Achievement Award in Best Practices on Daily Work Management conducted by the ISQ Chennai Chapter at Chennai. The RML - ECD team presented its Daily Review Management (DRM) practices with structured evidence, highlighting the recent implementation of the Digital DRM Dashboard System (3DB).

Strengthening a Global Partnership

Rane (Madras) Limited – Steering & Linkage Division (SLD) recently hosted a senior delegation from the Renault Group at its Varanavasi plant, highlighting the strength and depth of the long-standing partnership between the two organisations. The delegation was led by Anthony Plouvier, Chief Purchasing Officer, Renault Group, and included Jerome Gouet, Procurement Vice President - Renault Brand A, C, D and LCV Platforms and Elida Deaconu, Country Purchase Head - Renault, along with global and India-based purchasing leaders and members of the engineering team.

The visit marked the inauguration of key facilities that further enhance SLD's manufacturing and engineering capabilities. Plouvier formally inaugurated the new Rack & Pinion manufacturing facility, featuring a state-of-the-art Gen V assembly line designed for high-volume production. The highly automated line integrates advanced process control technologies with minimal manual intervention.

The delegation also inaugurated SLD's upgraded test laboratory, recently relocated from Velachery to Varanavasi. The enhanced facility reflects RML's continued investments in engineering, validation and product

development, strengthening its ability to support both current and future steering programmes. During the visit, the team also reviewed initiatives across the plant in the areas of sustainability, safety and operational excellence.

An evening dinner hosted by Rane Group for the Renault delegation, attended by senior leadership from both organisations, provided an opportunity for deeper engagement and open dialogue. The interaction reflected the collaborative spirit and mutual trust that have defined the partnership over the years, strengthening alignment on shared priorities and long-term objectives.



RSSL Deepening Strategic Partnership with MSIL

Rane Steering Systems Limited (RSSL) recently had the honour of welcoming the senior leadership team from Maruti Suzuki India Limited to its facility, in the presence of Harish Lakshman, Chairman - Rane Group, members of the Rane leadership team and employees.

Deepak Thukral - EO, Supply Chain, Makoto Kunieda - EO, Supply Chain, and the senior members of the MSIL purchasing team visited the plant. The visit was marked by the inauguration of several strategic initiatives that are closely aligned with the MSIL 3.0 vision and focused on capability building, digitalisation, and capacity enhancement.

One of the key highlights was the inauguration of Dojo 2, an important MSIL-led initiative aimed at strengthening shop-floor skills and preparing teams for future manufacturing requirements. The inclusion of process Dojos along with advanced visual learning tools such as AR and VR is expected to make learning more intuitive and effective. RSSL has already seen positive outcomes from similar implementations at its Bawal and Gujarat plants.

Another significant milestone was the launch of the Auto Finished Goods Uploading initiative. RSSL was selected to pilot this programme and the implementation was carried out through close collaboration between MSIL's purchasing and IT teams and the Rane team.

The visit also marked the inauguration of a new manufacturing line at the Gujarat facility, highlighting RSSL's commitment to capacity expansion in line with MSIL's volume growth roadmap towards 2030. A key highlight of this initiative was the significant localisation of machinery, aligning with MSIL's focus on strengthening domestic manufacturing capabilities.

The visit concluded with a note of thanks from the Rane leadership to the MSIL team for their continued guidance and valuable inputs. Rane Steering Systems reaffirmed its commitment to working closely with MSIL on key initiatives and to remaining a trusted partner in supporting MSIL's growth and transformation journey.



Building Future-Ready Leaders at Rane

As part of the High Potential Leadership Development Program, 26 participants from the 10th batch successfully completed the TOP GEAR residential programme at the Great Lakes Institute of Management, Chennai. Designed exclusively for Rane, TOP GEAR strengthens the capabilities of emerging leaders by sharpening strategic thinking, fostering cross-functional collaboration, and driving excellence in execution. The programme blends academic rigour with real-world business perspectives, equipping participants with the mindset and skills needed to contribute to Rane's future growth.

The programme was inaugurated by Gowri Kailasam, CEO – Rane (Madras) Limited (Steering & Linkage and Light Metal Castings Divisions), who highlighted the organisation's commitment to talent development and encouraged



participants to continuously invest in their leadership journey.

In another key initiative, 34 young potential managers successfully completed a two-day residential Outbound Leadership Development Programme conducted in partnership with the Pegasus Institute, Pondicherry. The programme featured high-impact experiential learning modules, including project management simulations and temperament assessments, aimed at strengthening results



orientation, collaboration, and problem-solving skills.

At Rane, Learning & Development is a key enabler of long-term organisational growth. Through structured capability-building programmes, experiential learning and customised development journeys, Rane continues to build a strong leadership pipeline, empower future-ready leaders and create a culture of continuous learning and improvement across the Group.



Strategic Alignment for the Road Ahead: Rane Group Senior Management Meet

The Plant Head and Function Head Meeting of Rane Group was a significant step toward aligning business objectives with the evolving demands of the market and stakeholders. Bringing together senior leadership, the event focused on strengthening strategies for sustainable growth, operational efficiency and stakeholder satisfaction.

The sessions began with a detailed overview of the context, objectives and progress of various cost savings projects, highlighting not just the “what” but also the “how” behind the activities. The team reviewed the current status of the initiative and presented a new lens on existing data, enabling sharper insights and more informed decision-making. Emphasis was placed on new ways of working, cross-functional collaboration and the capabilities being built across teams to ensure that cost excellence becomes an embedded mindset rather than a one-time exercise.

Natarajan Sankar, MD and Partner, Boston Consulting Group-India, talked about the critical external factors shaping the industry, including global trade tariffs and their impact on supply chains, China’s growing influence

in automotive technology and how these dynamics are redefining competitiveness. Importantly, the team reflected on how Indian auto component companies can build their “Right to Win” through differentiation, technology adoption, operational excellence and strategic positioning.

The event concluded with a briefing on the labour codes, providing clarity on regulatory changes and their implications for workforce management. Overall, the meet highlighted Rane Group’s commitment to proactive transformation and strategic foresight in navigating both internal priorities and external disruptions.



Connecting with the Aftermarket Community – Mega Meet in Mumbai

Rane (Madras) Limited – Aftermarket Product Division recently hosted a Mega Meet in Mumbai, bringing together key stakeholders from the automotive aftermarket industry, including mechanics, dealers and distributor officials.

The event provided a valuable platform for direct engagement with end-users and partners, with participation from 210 mechanics, 110 retailers and 10 distributor personnel.

During the meet, the team also introduced the new 'Slack Adjuster & Gear Pump' to the attendees. The event fostered stronger relationships across the aftermarket ecosystem and highlighted Rane's commitment to collaboration and growth.



Expanding RML-APD Aftermarket Portfolio with Two New Product Launches

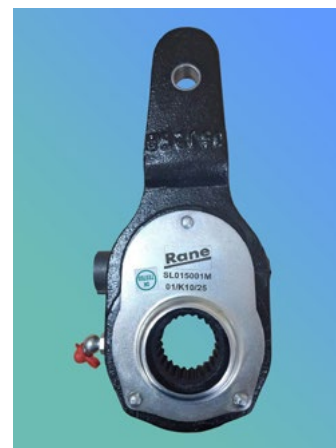
Rane (Madras) Ltd. – Aftermarket Product Division has strengthened its product portfolio with the launch of two new offerings designed to meet the evolving needs of the commercial vehicle and tractor segments.

The first addition is the Manual Slack Adjuster for Commercial Vehicles. Built for superior braking performance, enhanced safety and long-lasting reliability, this product highlights our commitment to delivering high-quality, safety-critical components. The launch marks a significant step in broadening our aftermarket range and supporting customers with durable, performance-driven solutions.

Further expanding our portfolio, we have also introduced a Gear Pump for tractor applications. Manufactured with high-grade materials and advanced engineering, the Gear Pump delivers exceptional durability, consistent performance and extended service life, ensuring dependable productivity even in demanding field conditions.



Both launches reflect RML-APD's ongoing focus on product diversification and value enhancement. As we continue to expand our offerings, we remain committed to delivering reliable, efficient and customer-centric solutions across the aftermarket ecosystem.



Driving Key Discussions at Aftermarket 2025

The Indian Automotive Aftermarket Conference 2025 was organised as part of the Autotechnica Expo held recently in Mumbai.

T. Giriprasad, President – Rane (Madras) Ltd., Aftermarket Products Division, was invited as the Guest of Honour and also served as a panelist. The conference brought together industry leaders to deliberate on key themes shaping the automotive aftermarket, including modernization, technological advancements and the growing influence of

digital transformation and e-commerce.

During the panel discussion, Giriprasad shared his perspectives on Modernization and Technological Advancements in the Automotive Aftermarket. He highlighted how manufacturers and wholesalers are adapting to emerging technologies and shifting customer expectations, with digitalisation and data-driven supply chains becoming the new norm. He emphasised that the industry's competitive edge will not come from the



tools deployed, but from the people empowered to use them effectively.

Rane Institute for Employee Development Inaugurates the 15th Batch of RMSP 4.0

Rane Group's long-standing commitment to building technical capability and leadership depth took another significant step forward with the inauguration of the 15th batch of the Rane Manufacturing Skill Professional (RMSP) 4.0 at ZRAI - SGD, Guduvancherry, bringing together 28 participants from across Rane Group businesses.

The inauguration was held in the presence of Dr. S. Rajkumar, President – Rane (Madras) Limited, Engine Components Division, who graced the occasion as Chief Guest. In his address, Dr. Rajkumar set the context for RMSP 4.0, highlighting the importance of deep technical capability in driving operational

excellence and long-term value creation.

Sharing perspectives on the programme's evolution, N. Suresh Kumar, Vice President – Manufacturing Engineering, ZRAI - SGD, reflected on RMSP's decade-long journey and its growing relevance in addressing emerging technical competency gaps.

Dheenadhayalan S, Associate VP – Operations, ZRAI - SGD, spoke about the tangible impact created by participants from earlier RMSP batches at the Guduvancherry facility. He shared how alumni of the programme have contributed to improved problem-solving, stronger process discipline, and a culture of continuous



improvement on the shopfloor. With the launch of the new batch, RMSP continues to serve as a key pillar of Rane Group's talent and capability strategy. The programme brings together participants from diverse businesses and functions, enabling cross-pollination of ideas while strengthening a common understanding of manufacturing excellence across the Group.

RML - SLD Opens New Office at Phoenix Workspace

Rane (Madras) Limited - Steering and Linkage Division (RML-SLD) has inaugurated its new office at Phoenix Workspace, One National Park, Chennai, marking an important step in strengthening its corporate presence and

enabling closer collaboration with customers and partners.

The new office was inaugurated by Harish Lakshman, Chairman, Rane Group, along with members of the Group's top management.

This move aligns with the company's continued focus on creating agile workspaces that support cross-functional engagement, and customer-centric operations.



RSMS Launched for Zero-Harm Workplace

Rane has launched the Rane Safety Management System (RSMS), a dedicated digital platform designed to strengthen the way Health, Safety and Environmental (HSE) practices are managed across the organisation. The introduction of RSMS marks an important milestone in our journey toward building a zero-harm workplace and reflects our long-standing commitment to safety as a core organisational value.

RSMS provides employees with a simple, accessible and transparent system to actively participate in improving workplace safety. The platform enables users to instantly report Unsafe Acts and Unsafe Conditions (UA/UC), record Safety-Based Observations (SBOs) from any location and track corrective actions through real-time dashboards. With these features, RSMS empowers all employees to

take timely action, enhance awareness and contribute to a more proactive safety culture.

With the launch of RSMS, Rane is taking a decisive step toward embedding safety into every action, every process and every role. This platform is more than a tool, it is an enabler of accountability, awareness and continuous improvement.

Tech Day at Hyundai: Showcasing Innovation and Strengthening Collaboration

Rane Group hosted a Tech Day at Hyundai Motor India Engineering (HMIE), Hyderabad, in October 2025, bringing together teams from both organisations to exchange insights and explore opportunities for deeper collaboration. The event was graced by senior leaders from Hyundai, including ChangYeon Cho, Managing Director, Chung Yun Ho, Technical Director, Soonbeom Kwon and K. Sivanandan, Heads of the Safety Department and Kyung-Bok Lee and A. Karthikeyan, Heads of the Chassis Department.

A key highlight of the day was the presentation of Rane's comprehensive Technology Roadmap, which outlined emerging industry trends and our strategic priorities across safety, comfort and performance. Through interactive discussions and technology showcases, the teams identified areas for co-creation, aligning on future

mobility needs and innovation pathways.

The event further strengthened our partnership with Hyundai and reinforced Rane Group's focus on developing technologies that address the evolving needs of OEMs and the broader mobility landscape.



RSSL Gujarat Participated at Q-TECH Show 2025

RSSL Gujarat Plant participated in the prestigious Q-TECH Show, organised by SMG and MSIL on 25th November 2025 at Hotel Leela, Gandhinagar. Held under the theme "Transforming Quality – AI and Smart Manufacturing," the event brought together leading vendors to share ideas and showcase advanced technologies shaping the future of manufacturing.

At the event, RSSL Gujarat presented its enhanced DOJO 2.0 platform, featuring Digital Human Resource Management (DHRM), AR/VR tools and Industry 4.0-enabled traceability systems. The demonstration highlighted the plant's commitment to digital transformation and capability building.

MSIL leadership appreciated

RSSL's progress, recognising it as one of the first vendors in the Gujarat zone to successfully implement DOJO 2.0. Senior leaders from MSIL and SMG, along with more than 300 delegates, attended the event, highlighting its strategic significance.

Earlier in November, RSSL Gujarat was selected among the top three vendors to present best practices on VSA Critical Clauses during the "Quality Management System (QMS) and Comprehensive Excellence (CE)" session. The team showcased structured approaches to abnormality handling and training, earning appreciation from SMG senior management.





Rane Corporate Centre

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