

# SANDHAR Connect

Growth. Motivation. Better Life

December 2015



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My Dear Friends,

The year 2015 is both interesting and exciting. Interesting because of the challenges that it threw at us and exciting due to the opportunities it presented. We surmounted the challenges and ensured that our growth story continues. The growth has been possible due to our strategy of acquisitions, new product development, continuous training and your efforts.

It is heartening to note that the present government is giving great importance to our industry and acknowledges its achievement. The significance of this development is that the government aims to propel the Indian automotive industry to be the engine of "Make In India" programme and a significant contributor to the GDP.

This is just one of the reasons for me to be excited. The other is that, we have filed our Draft Red Herring Prospectus with SEBI in relation to our proposed IPO which is subject to market conditions and regulatory approvals. This is a big decision that will be a defining moment in Sandhar's history.

I take this opportunity to thank our valuable customers and suppliers for their continuous support and wish them a great year ahead.

My best wishes to you and your families for this festive season and a very happy new year. May you prosper, be healthy and happy.

Warm Regards,  
**Jayant Davar**



## ***Stop Press***

***The Doyen of Two Wheeler Industry,  
Sh. Brijmohan Lall Munjal is no more***

After a brief illness, Sh. Brijmohan lall Munjal, the founder and chairman of Hero Moto Corp, breathed his last on 1st November 2015. He was 92 years old. He is survived by three sons and a daughter.

As a mark of respect to this fatherly figure and a great leader, all the plants of Sandhar group observed a 2 minute silence to pray for the departed soul.

May you rest in peace Mr. Munjal. The void you leave behind will be difficult to fill.

### Executive MBA Students at Corporate Office

29 Executive MBA students and 2 Professors from San Diego State University visited us on 2nd June'2015. Co-Chairman and MD – Mr. Jayant Davar met the delegates and shared his thoughts on how to become a better business leader. The corporate presentation was given by Ms. Vinita Shaw.



### Summer Training for class 10<sup>th</sup>, 12<sup>th</sup> and College Students



The students from Apeejay School, KR Mangalam World School, Summer Field School, Kendriya Vidyalaya, ITM University, Kamla Nehru College and Delhi Technological University were provided training from 22nd June to 4th July, 2015.

The main purpose of this training was to bridge the gap between academics and industry. They were introduced to various processes of different departments, before being taken for on-site visit to our various plants in the NCR to understand the

manufacturing processes. The subjects covered during the training were 5S, 3M & Kaizen, Quality Circle, Negotiation Skills, Taxation, ERP functioning, Supply Chain Management and MS-Office.

At the end of the training the students gave presentation on their learning's & take away from the program. The best 3 presentations were rewarded. Co-Chairman & MD – Mr. JayantDavar addressed the trainees and encouraged them to become entrepreneurs. All the participants were given a stipend of Rs 4000/-.



### Training Programme on Energy Management System

Central Maintenance Division organized a two days training program on Energy Management System (EnMS) on 28th & 29th September, 2015. Mr. Ashok Kapur, the initiator of Green Vendor Development Base at Hero MotoCorp. & Senior Energy Auditor of Energy Extensive Industries conducted this session.

Participants from the Utility and Maintenance department were taught the methods of monitoring, analysing and making practical action plan for

implementation. The training helped in understanding the energy management systems and how it can provide us a system to set benchmark for energy consumption in offices and manufacturing facilities.





## HR Audit and Help Desk

The corporate HR carried out an audit at plants for the HR policies and processes like statutory compliances, attendance & payroll, manpower planning & recruitment. The compliance reports were submitted to the top management and corrective action plan for rectification of non-compliance with specific date & plans were given to the units for implementation.

Simultaneously an employee help desk was organised to clarify issues and resolve grievances, if any.



Help desk at Sandhar Components, Behrampur



Help desk at Sandhar Automotives, Pune



Help desk at Sandhar Components, Pune



Help desk at HSCI

## CSR Activities

1. **Sandhar supports the Adopt-a-Gran project.** Adopt-a-Gran project is an initiative taken by the Springdales Education Society which supports 31 Grans in the Dasghara – Todapur area which is adjacent to Pusa Institute, New Delhi. The program is an inter – generational one, wherein the students get an opportunity to closely witness the lives of old aged people. Students along with social workers of Springdales School Pusa Road visit and interact with the grans on regular basis. It is indeed a unique project, which gives the students an opportunity to provide assistance to the aged grans. Sandhar donated Rs 3,00,000 on 9th of July, 2015 for this project.

The Springdales Education Society is a Charitable and Educational Trust registered in May 1956. Its present chairperson is the founder principal of the Springdales school, Padma Shri Mrs. Rajni Kumar.

2. **A Reverse Osmosis Plant** is being set up by Sandhar Foundation in Begampur Khatola Village to provide Clean & purified drinking water to the villagers.

3. Last year we had started a program called **Sandhar Ki Beti**. Under this we sponsor 12 girls from the EWS of the society for studies till class 12. This is an ongoing commitment which was renewed this year as well at a cost of Rs 3.7 lakhs (approx) per annum

4. Another on going activity is the **Sandhar Health Care Centre** at village Begumpur Khatola in Gurgaon. Under this we conduct free medical checkups, provide free medicines and OPD services. We spend around Rs 14-15 lakhs per annum on this.

## Training on Prevention of Sexual Harassment (POSH) Policy



Mr. Chandan Sengupta, providing training on POSH Policy

On 6th June 2015, Mr. Chandan Sengupta conducted a session on POSH. He briefed the participants on the objective of the POSH policy, meaning of sexual harassment, definition of workplace and steps to be taken in case of sexual harassment. The code of conduct governing sexual harassment was explained in detail. The ICC Committee was trained on how to conduct enquiry in case of sexual harassment. The Southern and Western Region were covered on 10th, 11th & 12th August, 2015. POSH Policy has now been included as a part of 5 days induction program for future.

## Training on G8D (Problem Solving Technique)

Mr. Rajeev Bhattacharya (Sr. VP – CPD) conducted this session on 22nd August, 2015. 50 employees from various units were trained on this problem solving technique.



### Recognition from Honda Motor Pvt Ltd.

**CONGRATULATIONS !**  
Team HSCI. Keep it up !

Sandhar has always been customer centric and continually focuses on achieving customer satisfaction. This was recognised by HONDA MOTOR PVT. LTD., when during its annual parts supplier meet 2015, Sandhar Automotives, Dhumaspur was awarded the certificate of appreciation for supporting “Due Date Delivery Operation”.



Mr. Ravinder Singh giving the certificate to Mr. Amit Kumar Pant & Mr. Naveen Rana.

### Training by External Trainer - Ms. Jinny

As part of a continuous training process to develop, improve and upgrade the skill set and develop leadership qualities in the team a training was conducted by Ms. Jinny Riat. All the HOD's of HSCI participated in this. The topics covered included Leadership Coaching, Core Team Coaching, Key Member Coaching, Team Building, Succession Planning, Skill Development and Emotional Intelligence.



### Quality Assurance Visit by HCIL

The Honda team comprising Mr. Mitsuru Tanaka, Mr. Kapil Gupta, Mr. Sameer Roshan Bhat, Mr. Jagjeet Singh, Mr. Gopal Verma, visited us to inspect various processes and finished products. They were satisfied by the quality standards and our processes.





## MAG Gets 'Award of Excellence' from Tata Hitachi

It was a proud moment for all of us when Mr. G. Sugiyama, Director Tata Hitachi gave the 'Award of Excellence' for sustained excellence on delivery of products, For the year 2014-15. **Congratulations! Team MAG, we are proud of you. Keep up the good work.**



Award of Excellence

## Tata Hitachi visit

With an increased interest in expanding their business Mr. Jayanta Roychowdhury, SCM Head (Tata Hitachi KGP); Mr. Manish Kumar, Sr. Manager Procurement and Mr. Radheshyam Jadav, Manger Sourcing visited the plant on 13th February 2015.



## Annual Day Celebration in MAG

Mag Engineering, celebrated its 3rd annual day on 9th of August 2015.

The chief guest of this function was Mr. Kalappa L, President-Mag Employee Union, senior officers of the company were present on the occasion.

The delegates shared their experiences with the employees and their family members. Long service and meritorius awards were given. A fun filled cultural show was showcased by the employees and their children.



Dr. B. K. Kempegowda being felicitated on completing his Ph.d



## KOMATSU Team Visit

Representatives from Komatsu Mr. Tetsuya Matsushita (GM Purchase) and Mr. Amol (Purchase Engineer) visited on 3rd of March, 2015 to inspect the manufacturing process of their products.



## VOLVO Visit

The Volvo team comprising Mr. Kim Kangtae (Functional Leader) and Mr. Somasekhar (Commodity Manager) visited us on 12th of March, 2015. They inspected the product quality and production process. They left satisfied.



Visiting team members from VOLVO

### Best 5S Zone Rolling Trophy

***Congratulations!!***

Team Mirror plant for winning the Best 5S zone Rolling Trophy



### Kaizen Gift Distribution

Kaizen gift distribution by maintenance department :-



### Maximum Kaizen Award & Best Kaizen Gift Distribution

The mirror plant also won the kaizen award. The maximum kaizen award was won by Mr. Avadesh (Mirror Plant), ***Congrats!! Keep it up!***



## The SANDHAR Supplier Up-gradation Program

We at SANDHAR believe that we are only as good as our team and in view of this make a conscious effort to train the team and upgrade their skills to improve efficiency. Our suppliers form a very crucial part of this team and from time to time we share our expectations, knowledge bank and inputs with them and try to motivate them to upgrade their skills internally.

This interaction saw enthusiastic participation by our coveted suppliers.



## Sandhar Components, Behrampur

### My Machine Concept In Plant Behrampur

The MY MACHINE CONCEPT is a HR initiative to instill a sense of ownership amongst the users of the machine. In this picture you can see the users being trained on the upkeep and maintenance of their machines. The idea behind this training is to reduce the downtime and increase the efficiency in output.





### Vendor Performance Award

Suzuki Motorcycle India Pvt Ltd. held their annual vendor conference on 18th April 2015 at Gurgaon. During this they awarded Sandhar Automotives Gurgaon the vendor performance award in the field of "Price competitiveness".

***Congratulations !!***



(From Left to Right) Masayoshi Ito (MD-Sales/Marketing, SMIPL), Mr. Amar Pal Singh (NPD-Sandhar Automotives Gurgaon SAG), Mr. Rajeev Budhiraja (VP-Purchase, SMIPL), Mr. Niraj Hans (COO-Sandhar Automotives), Mr. Hiroshi Ema (Director-Purchase, SMIPL), Mr. Jun Hashimoto (Director-SMIPL)

### ACMA UNIDO Visit

A delegation from ACMA UNIDO comprising Mr. George Perera (Director), Ms. Althea Davids, Ms. Rekha Jain, Mr. K. Chandrasekhar, Mr. K. P. S. Raghuvanshi, Mr. Dinesh Rana visited our facility to understand the best practices being used.



### Hero MotoCorp Team Visit

A Team of Senior Management from Hero MotoCorp Ltd. visited Sandhar Automotives Gurgaon on 5th February, 2015 to see the manufacturing facility, experience best practices like VSME and OBEYA Room. They also visited Relay Facility. The entire team was impressed and appreciated our efforts at Implementation of VSME practices and OBEYA Room for N.P.D.



### ProAuto Room:

Mr. Niraj Hans, The COO inaugurated the ProAuto Room for quality improvement on 10th February, 2015. The concept behind this is to create a cross functional team involving team members with varied experiences to brainstorm on how to improve production processes, reduce rejection enabling increase in customer satisfaction and efficiency.



### Felicitation of the 5S winners

An intra-unit competition was held on 5S implementation on the production floor. The team members participated enthusiastically. On January the 28th 2015, the results were announced and the winners felicitated. The team handling machine No. 7 was declared the winner and team of machine No. 8 secured the second position.

***Congrats!***



### Training session

Training program was organized for the employees based on OHSAS which was conducted by Mr. R.C Malhotra and Mr. S.K Tyagi.



### Visit of Delegates from Ashimori Industries Japan

A team from Ashimori Industries visited the unit on 21st March, 2015. The purpose of the visit was to validate the die casting process. The delegation was impressed by our unit and the production processes that we follow.





### Training on Leadership & Interpersonal Skills

A training programme was organised on 16th April'15, for all HOD's on how to create alignment, engagement and a learning orientation in people, training employees on succession planning, skill development and emotional intelligence. The training was conducted by Ms. Jinny Riat.



Ms. Jinny Riat (external Trainer), Training Employees



### STL Cabins and Fabrication Division

The STL Cabins and Fabrication Division had the pleasure of hosting a team from JCB, UK and a team from CNH (New Holland)



The JCB UK TEAM comprising Mr. Paul Hennessy & Mr. Nick visited on 01.07.2015



The CNH (NEW HOLLAND) team visited on 21.07.2015

Both the teams inspected the production floor and evaluated our processes.  
They were quite impressed by the facility.



### 28th CII Quality Circle Competition

The competition was held on 4th Sep'15 at Haridwar in which a total of 20 teams participated from ITC, M&M, Maruti, Rockman, Titan, JCB, TATA etc. Team STAR from Sandhar Automotives, Haridwar won the second consolation prize and the case study was also appreciated by the judges. Congrats! Team Star

### Kawad Mela Celebration

We organized a bhandara for kawad devotees at IP-4, Bahadabad on 05th Aug 2015. Around 1000 devotees took part in the bhandara.



### Kaizen Award Distribution

During his visit with Mr. Anil Tandon; Mr. Niraj Hans the COO addressed the employees and rewarded the winners of Kaizen contest.



### HCCQC 2015

The 5th Annual Convention of QCFI- Haridwar Chapter" was held on 06th September 2015. 5 Quality circle teams participated and under QC case study presentations, we won four "Gold Awards" and one "Silver Award". Congratulations!



### Vishwakarma Day Celebration

On the occasion of Vishwakarma Day on 17th Sep'15 the employees organized a puja.



### QCFI-2015

26th chapter convention of "QCFI- 2015" was held on 19th September 2015, at Malviya National Institute of Technology, Jaipur. Total of 63 teams participated in this convention from companies like JCB, Honda, NTPC, NBC, BEL etc. The team from Sandhar Automotives, Haridwar won "Gold Award". Congrats!



## What is Sandhar?- Another perspective, a view point of a new entrant into the Sandhar family.

Is Sandhar A Way of Life, a successful business entity, another Corporate or

What? Everything that I heard or observed revolved around continuity, it was always ongoing. So in a way it is an on- going journey that started in 1985 where every day is a celebration of Swachhta, Suraksha, Shanti, Santulan and Shakti. A continuous journey of improvement aimed at achieving growth and better life. These are principles that all of us believe and try our best to put in

practice every day. To encourage such good habits the company invests in the form of in house and external trainings, health camps, celebrations on different occasions. It allows time to the employees to dabble and excel in sports, cultural activities, quality circle, 5S etc.

Here is a quick pictorial peek into this wonderful journey called Sandhar



HSCI Division

### Swacchta:

A hygienic and clean work place is essential to a non-cluttered and Motivated mind that is working to achieve excellence. In sync with PM Modi's call for a Swach Bharat, We organized the Swach Sandhar Abhiyan at all our units.



Sandhar Components, Attibele



Sandhar Components, Manesar



Sandhar Automotives, Dhumaspur



Sandhar Automotives, Gurgaon

### Suraksha.

Safety at workplace is essential for an accident free work place. Apart from physical safety it also means psychological safety from different biases, respect for co- workers.

### National Safety Day Celebrations



Sandhar Automotives Dhumaspur, HSCI Division



MAG



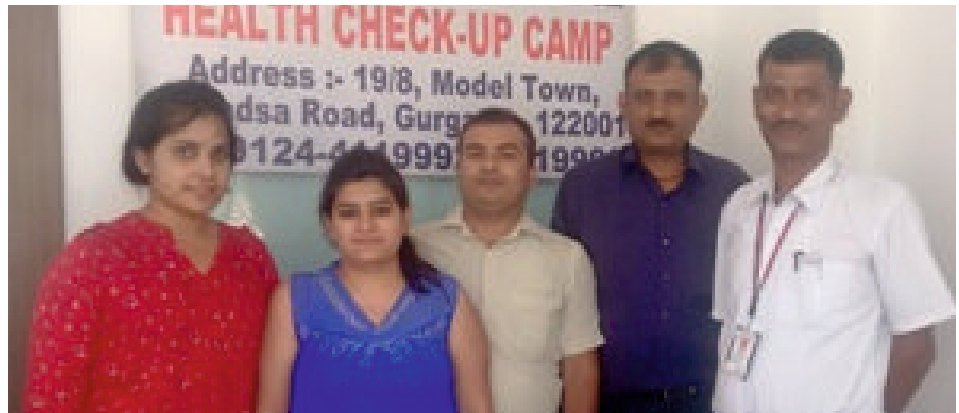
Sandhar Components, Behrampur



Cabin and Fabrication Division, Pune



Health  
is Wealth



Health checkup camp at Behrampur



Dental checkup in progress at Corporate Office



Health checkup camp at Behrampur



At STL Cabins and fabrication division, Pune

## Shanti:

When the work environment is swach and surakshit, one can work peacefully. The stress levels are low and the output is better. In such a state we tend to celebrate together, we care and share our knowledge, experience happiness and sorrows, in short there is better team work and harmony.



Sandhar Automach, Attibele



Sandhar Components, Behrampur



Sandhar Automotives, Bommasandra



Independence day celebration at corporate office





The School students, as part of summer training.  
(Our way of contributing to society growth)



Stress Management Training



Kaizen Training



Stress Management Training

## Santulan:

Imbalance or unevenness can lead to a lot of wastage. A balance at work and society is critical. We at Sandhar not only learn it but practice it as well.



Environment Day Celebration at Corporate Office



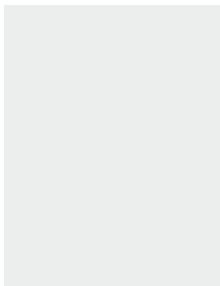
Environment Day Celebration at Corporate Office



Sandhar Component, Manesar



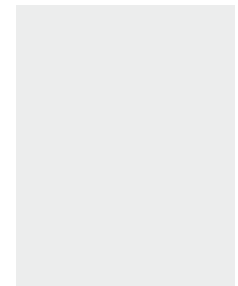
Sandhar Automotive, Bommasandra



Cabin & Fabrication Division, Pune



Sandhar Automotives, Dhumaspur



The outcome of this journey is a **SHAKTISHALI SANDHAR**

From one plant to 33 plants;

From National Operations to International Operations;



Sandhar Technologies Mexico

From one product to many.....And the journey continues.....;

Giving us an opportunity to grow and aspire for a better, healthy and happy life.

### Acquisition of Arkay Fabsteel Systems Private Limited

Sandhar Technologies Limited acquired Arkay Fabsteel Systems Pvt. Ltd. on 14th November 2014, and was rechristened as Sandhar Technologies Limited – Cabins and Fabrication Division (Unit I), Pune. The plant manufacture's cabins for Excavators and Back Hoe Loaders and Assemblies for Cabin.



### Chakan

In January 2015, Sandhar Automotives, Pune moved to its own campus at Chakan where Mirrors, Handles and Lock Kits are produced. The campus is spread in 2 acre area.



### Mexico Plant inauguration

Sandhar Technologies Mexico, Guanajuato formerly inaugurated in Feb. 2015 is a hub for supplying aluminium pressure die casting components to the NAFTA region.

The plant has machines ranging between 320 tons to 1000 tons with a focus on manufacturing aluminium spools and spindles for vehicle restraint systems.





### Inauguration of Sandhar Jinyong Electro-mechanics Relay Division:

On 3rd Apr'15, Mr. DOO YUNG KIM, President-JINYOUNG ELECTRO-MECHANICS CO. LTD., Korea and Mr. Jayant Davar inaugurated the Relay Division at Sector 18, Gurgaon. This division will manufacture micro ISO relays under technical collaboration with JEM on fully automated plant with class 7 clean room facility.



### Inauguration of Hang Sung Division in Behrampur

Sandhar Han Sung Technologies Pvt. Ltd. a joint venture between Sandhar and Han Sung IMP, Korea started production of high precision press parts for application in relays, motors and tools, injection moulded parts for application in sensors, connectors, switches, vehicle relays, lamps, windshield wipers and switches from April 2015 at Behrampur, Gurgaon.

The company has in-house stamping, injection molding and ultra-sonic cleaning facilities.



Seen in this picture are (from Left to right) Mr. J H Lee, Mr. D Y Cho (president of the Sandhar Hag Sung JV), Ms. Deborah Kirang Kim, Mr. Doo Yung kim, Mr. Yong Ku Cho, (President of Hang Sung I.M.P), Mr. Y.S. Chauhan and Mr. Jayant Davar .



## Sandhar Highlights

### Lyssen Division

Sandhar Technologies Ltd. – Lyssen Division is a technical collaboration with Lyssen Enterprises Co. Limited, Taiwan for manufacturing instrument clusters, gauges & senders. The production of Fuel Level Senders at Dhumaspur, Gurgaon started from September 2015.

Currently, the plant is producing six types of fuel senders for two wheelers and is also working on increasing its product range and adding products for the commercial vehicle and tractor segments.

The Lyssen Team is the youngest team at Sandhar which has implemented a new product from project to execution stage.



### CII- 5S Competition for the Northern Region

For the first time CII brought the 5S competition that it had been conducting in other regions to Northern Region. The competition was open to all the members of CII in Northern Region. Finally 48 teams made the cut and competed. Some of the leading brands that competed were the likes of Maruti Suzuki, ITC, GMR, Hero, Blue Star, Johnson & Johnson, Trident Group, Minda, Somany etc.

This was a stiff competition and it is a matter of great pride that our team from Sandhar Automotives, Gurgaon won the second prize and team from HSCI won the special award. Congratulations to both the teams for their splendid performance. **Keep it up!**



### CII Chandigarh Winner - SAG

Team JAAGRATI from Sandhar Automotives, Gurgaon was declared the winner in the 28th Quality Circle Competition Preliminary 2015-16 organised by Confederation Of Indian Industry in Chandigarh. Total of 22 Quality Circles participated from Companies like Tata Motors, Mahindra & Mahindra, Maruti Suzuki, JCB, Hero Cycles, Subros Ltd., BEL, National Engg. Ind. Ltd., Secure Meters Ltd., Dr. Reddy Laboratory, Mahavir Spinning Mills etc.





### CCQC

The Quality Circle Forum of India organised the 26th Chapter Convention on Quality Circle (CCQC), Delhi Chapter on 31st October, 2015 where a total of 245 teams from 90 organizations participated.

Some of the companies that participated were Parle G Pvt. Ltd., Mark Exhaust Ltd., Schneider Electric India, Jindal Stainless Steel, Subros India, NTPC Faridabad, Tata Power Delhi, KML Moulding, JCB India Ltd., Minda Rica etc.

In view of the stiff competition, It is a matter of great pride that our teams got 19 Gold, 12 Silver and 1 Bronze.

Hearty Congratulations to all the teams, their mentor's and guide.





The Corporate Office has been awarded the prestigious **LEED GOLD** rating by **United States Green Building Council (USGBC)**. LEED - rating system which stands for Leadership in Energy and Environmental Design, developed by USGBC is the World's most widely used and recognized Green Building Rating System. The project has been built to the best standard for indoor air quality, energy efficiency and water efficiency.

**Sustainability key features for SANDHAR CORPORATE OFFICE are:**

The facility saves 38% on water use with the installation of water efficient low flow fixtures in washrooms.

The total connected lighting power is 35.82% below ASHRAE standards. The lighting design is optimized with the installation of LED's in the project.

The facility provides sufficient supply of fresh air, which meets the minimum ASHRAE standard 62 requirement.

All interior finishes like carpets, flooring systems, adhesives and sealants used in the facility contain low volatile organic compound substances.

Overall recycled content present in materials used is more than 10% and has been procured within 800km from the project site.

The facility promotes healthy living in healthy environment by providing bicycle racks and shower room in the facility for the employees and is in close vicinity of public transport-rapid metro station.

More than 75% of the interior office space receives natural daylight with minimum 250lux and working employees have clear view to outside without any obstruction.

My Dear Friends,

Season's Greetings!

We apologise for the delay in publication of this issue. We have tried to cover information in this which is not time dependent. Hereafter we will try to bring out the publication in time. The next issue will be targeted for March 2016 and we will carry information from October 2015 to 31st January 2016.

This is your magazine and its success will depend upon your wholehearted participation in it. So please send your feedback to us without hesitation. Also send your contributions to us in time. It will be a great achievement if together we can bring out the next issue not only in time but also in a manner where a minimum of one page is devoted to each of our 29 plants.

Awaiting your response, feedback and contributions,

With best wishes of Health, Happiness and Success to you and your families for the festive season and New Year;

Truly yours,

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**Pooja Nagi** (pooja.nagi@sandhar.in)

**Bhagveer Kaur** (bhagveer.kaur@sandhar.in)

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