

ACMA

Vol. 19 No. 2 | July, 2026

IMPACT

**1st CLUSTER
CONFERENCE
2026**
Special Issue

Celebrating

25

Years in Pursuit
of Excellence

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Chairman's Message

ACMA – Technology & Industrial competitiveness



Dear Reader,

It gives me great pleasure to present Volume 19, Issue 2 of IMPACT, titled "Celebrating 25 Years of Excellence," commemorating the remarkable journey of the ACMA Cluster Program. This silver-jubilee marks a quarter-century of persistent effort to raise shop-floor standards across the Indian auto component industry.

Our journey began in 2001 with the launch of the first cluster program, driven by a shared vision to elevate Indian manufacturing to world-class levels. What started as an ambitious idea has, through sustained determination and collaboration, become a reality. Today, the Indian auto component industry is a globally competitive force, supplying leading OEMs worldwide and continuously setting higher benchmarks in quality, productivity, innovation, and sustainability.

Walking down memory lane, I extend my heartfelt gratitude to the early pioneers—Mr. K. Mahesh, Mr. C. Narasimhan, and Dr. Sarita Nagpal—who envisioned the concept of shopfloor improvement by blending global best practices with Indian manufacturing culture and practices. They sowed the seeds of a transformation journey that has, over the past 25 years, grown into a strong and flourishing tree, with roots deeply embedded in the shop floors of the auto component industry across the length and breadth of India. I also want to keep on records the contribution of all past chairmen who contributed, Supported and guided the Pillar 3 team.

What began with the Foundation Cluster Program—focused on Quality, Cost, and Delivery (QCD)—has evolved into a broad portfolio. Our initiatives now span Lean Manufacturing, Material Flow Cost Accounting (MFCA), Low-Cost Automation, Casting & Foundry, Sheet Metal Fabrication, New Product Development and Design, Engineering Excellence, Robotics & Automation, TPM, Safety, Zero Defect Quality, Digitalization, and Environment, Social & Governance (ESG).

Beyond standard cluster activities that foster peer-to-peer learning, ACMA has developed custom programs tailored to OEMs such as TAFE, HMCL, LMT, and TVS. The program list keeps expanding, aligned to the changing needs of industry. As India advances toward the vision of a Viksit Bharat over the coming decades, these programs will remain central to strengthening competitiveness, sustainability, and global leadership.

Celebrating this milestone also means recognising the passion, perseverance, and dedication behind every improvement. I salute the leadership teams for their vision, the best-performing companies for setting exemplary benchmarks, and the unsung heroes on the shop floor whose relentless efforts have driven measurable improvement. My congratulations to all participants—may your excellence continue to inspire others.

I also wish to thank the ACMA Director General, our Mentors and Counsellors, and the many support teams whose hard work and guidance have transformed shop floors across the nation. Building on this foundation, ACMA is now designing forward-looking programs focused on Electric Vehicles, Artificial Intelligence, human capital development for both blue- and white-collar workers, and sustainable practices in energy, water, and waste management.

The ACMA Centre of Excellence has been instrumental in offering next-generation training—covering EV technologies, product design software, AI, robotics and mechatronics, and leadership & skilling programs delivered with national and international partners such as GIZ, Dresden University, ILO, and AOTS.

As I close, I invite you to continue engaging with Pillar-3 initiatives, embrace continuous learning, and together raise the Indian auto component industry to even higher global standards.

I welcome your feedback on this edition. Happy learning and stay safe.

Best wishes
Sriram Viji



Message from Director General

Mr. Vinnie Mehta

Director General

Automotive Component Manufacturers Association of India (ACMA)

25 Years of Manthan: Churning Excellence, Shaping Competitiveness

"Manthan" (Churning) has always held a special place in India's civilizational wisdom. The Samudra Manthan symbolizes the power of collective effort, shared purpose and the pursuit of greater value. It reminds us that extraordinary outcomes emerge when knowledge, perseverance and collaboration come together.

The journey of the ACMA Cluster Programme over the past 25 years reflects this very philosophy. Since its inception in 2000 under the aegis of the ACMA Centre for Technology (ACT), the programme has brought together automotive component manufacturers, industry experts, facilitators and thought leaders in a continuous process of learning, sharing and improvement.

What began as an initiative to enhance quality, productivity and manufacturing excellence has evolved into one of the industry's most impactful capability-building movements. Over the years, cluster interventions have expanded to include Lean Manufacturing, TPM, Defect-Free Manufacturing, Energy Efficiency, Supply Chain Excellence, Industrial Safety, Leadership Development, Digital Manufacturing, Industry 4.0 and Sustainability.

Beyond measurable business results, the programme's greatest achievement has been fostering a culture of collaboration—where companies openly share best practices, learn from one another and collectively pursue excellence. This spirit has strengthened organizations, empowered people and enhanced the global competitiveness of the Indian automotive component industry.

As we celebrate the Silver Jubilee of the Cluster Programme and the 1st ACMA Cluster Conference 2026, we recognize the visionaries, industry leaders, coordinators, facilitators and countless shop-floor champions whose dedication has shaped this remarkable journey.

This special edition of IMPACT captures stories of transformation, leadership and excellence from the past 25 years while inspiring the next generation of manufacturers. As our industry navigates an era of electrification, digitalization and sustainability, the principles that have guided the Cluster Programme—continuous learning, collaboration and relentless improvement—remain more relevant than ever.

On behalf of ACMA, I extend my sincere gratitude to every organization and individual who has contributed to this journey. The true treasures of this twenty-five-year "Manthan" are not only improvements in quality, productivity and competitiveness, but also the enduring values of trust, collaboration and excellence.

**Together, we have built a stronger industry.
Together, we will shape an even stronger future.**



Message from the CEO

Mr. Dinesh Vedpathak

CEO – Technology & Industrial Competitiveness

Automotive Component Manufacturers Association of India (ACMA)

Delivering Capability | Driving Competitiveness | Preparing for the Future

As ACMA celebrates 25 years of the Cluster Programme, we reflect with pride on a journey that began in 2000 with 14 pioneering companies and has grown into one of India's most impactful industry-led competitiveness initiatives.

Over the past quarter century, the automotive industry has navigated increasing global competition, rising customer expectations, technological disruption, and evolving supply chains. Throughout this transformation, the ACMA Cluster Programme has provided a practical framework for continuous improvement, helping companies enhance productivity, quality, cost competitiveness, safety, energy efficiency, and sustainability.

The programme's success lies in its implementation-driven approach. By combining expert guidance, structured methodologies, peer learning, and hands-on execution, it has enabled organizations not only to learn best practices but also to translate them into measurable and sustainable business results.

Beyond operational improvements, the Cluster Programme has been a powerful capability-building movement. Through its unique Guru–Shishya (Coach–Learner) model, industry experts and counsellors have mentored thousands of professionals, helping develop leaders, problem-solvers, and change agents who continue to strengthen the competitiveness of the automotive value chain.

As industry needs evolved, ACMA expanded its interventions across Manufacturing Excellence, Supply Chain Excellence, Sustainability, Quality Systems, Leadership Development, Advanced Manufacturing, New Product Development, Engineering Excellence, and Digital Transformation. These initiatives are supported through training programmes, expert counselling, benchmarking studies, technology summits, international collaborations, and knowledge-sharing platforms.

Today, the manufacturing landscape is being reshaped by Artificial Intelligence, Industry 4.0, smart factories, sustainability imperatives, and rapidly changing customer expectations. To help members navigate this transformation, ACMA remains committed to future-ready interventions focused on Smart Manufacturing, AI Adoption, Digital Transformation, Sustainable Manufacturing, Quality 4.0, Supply Chain Competitiveness, and Workforce Capability Development.

Today, the Cluster Programme stands as a nationwide movement for manufacturing excellence, demonstrating that sustainable competitiveness is achieved through continuous learning, collaborative improvement, and investment in people and capabilities.

As we celebrate this Silver Jubilee milestone, we look ahead with confidence and optimism. ACMA remains committed to partnering with industry in transforming challenges into opportunities and aspirations into achievements.

The journey of excellence continues.

Building World-Class Manufacturing Competitiveness - Together.

A Tribute to Late Mr. C. Narasimhan

The Visionary Behind ACMA's Cluster Movement

As ACMA commemorates 25 years of its Cluster Programme, we pay tribute to Late Mr. C. Narasimhan (CN)—a visionary leader, mentor, institution builder, and the driving force behind one of India's most influential industrial competitiveness movements.

At a time when collaboration among competing companies was still an emerging concept, CN introduced the Foundation Cluster Programme in 2000 and served as its Chief mentor from 2000 to 2021. Guided by his belief that competitiveness is a capability to be developed collectively, he laid the foundation for a movement that transformed organizations, strengthened industries, and developed leaders across the manufacturing ecosystem.

CN believed that sustainable excellence comes from developing people, not merely implementing tools. His emphasis on capability building, peer learning, shop-floor collaboration, benchmarking, and leadership development became the cornerstone of ACMA's cluster philosophy. The Guru–Shishya approach that continues to define ACMA's capability-building initiatives reflects his enduring influence.

His contributions extended beyond mentoring. ACMA published his insights in **Excellence in Manufacturing – Inestimable Mantras**, while his book **Made in India for Make in India – Indian Production System** continues to inspire manufacturing professionals.

Over the years, the movement he inspired has touched thousands of professionals and hundreds of organizations. What began as a Manufacturing Excellence initiative has evolved into a comprehensive platform covering Engineering Excellence, Supply Chain Excellence, Sustainability, Digital Transformation, AI Adoption, and Leadership Development.

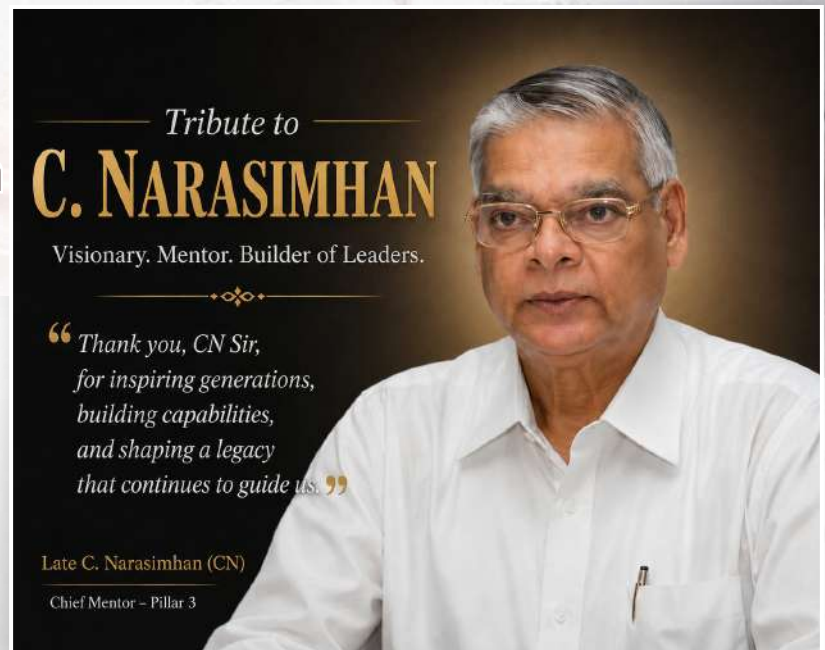
A Teacher Who Created Thinkers

One of CN's greatest gifts was his ability to develop thinkers. Whenever someone approached him with a problem, he rarely offered direct answers. Instead, he asked questions—questions that challenged assumptions, encouraged deeper reflection, and revealed root causes. He understood that true learning comes not from receiving answers, but from discovering them.

Many of us entered the cluster ecosystem seeking solutions. We emerged with a mindset. And it is mindsets that create lasting transformation.

As we celebrate this milestone in ACMA's journey, we remember not only the architect of the Cluster Programme but also a mentor who shaped generations of counsellors, business leaders, and change agents. His legacy lives on in every cluster, every transformed organization, and every leader committed to the pursuit of excellence.

Thank you, CN Sir, for your vision, wisdom, and unwavering commitment to building capabilities that continue to strengthen Indian industry and inspire generations to come.



Dinesh Vedpathak
CEO - Technology & Industrial Competitiveness
ACMA



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INVESTMENTS





From Shopfloor Discipline to Global Competitiveness: ACMA's Journey to a Future-Ready Auto Components Sector

Mr. Sunil Mutha

Dy. CEO – Technology & Industrial Competitiveness

Automotive Component Manufacturers Association of India (ACMA)

The story of India's auto components manufacturing sector is, at its heart, a story of ambition. It is the story of thousands of enterprises that began by serving a growing domestic market and are now striving to stand shoulder to shoulder with the world's best manufacturing systems. In that journey, the sector has moved far beyond the role of a support industry. It has become a strategic pillar of India's industrial progress, a source of employment, and a credible contributor to global supply chains.

Yet the path to global presence is not built on scale alone. Today, customers across the world expect precision, consistency, traceability, flexibility and resilience. They expect suppliers to deliver not just parts, but performance. They want manufacturers who can respond faster, produce smarter and operate with lower waste and higher reliability. This is where the Indian auto component sector must continue to evolve — from being cost-competitive to becoming globally competitive in every sense.

ACMA has been working closely with industry to shape this transition. Through its Pillar 3 - Technology and Industrial Competitiveness, ACMA has built programs that support manufacturers in strengthening the fundamentals of manufacturing excellence while preparing them for the next wave of robotics, automation Environment, Social & Corporate Governance and digitalization. The approach has been practical and grounded in shopfloor realities. It begins with discipline, process stability and operational rigor, and then moves toward technology adoption, data-based decision-making and smart manufacturing practices.

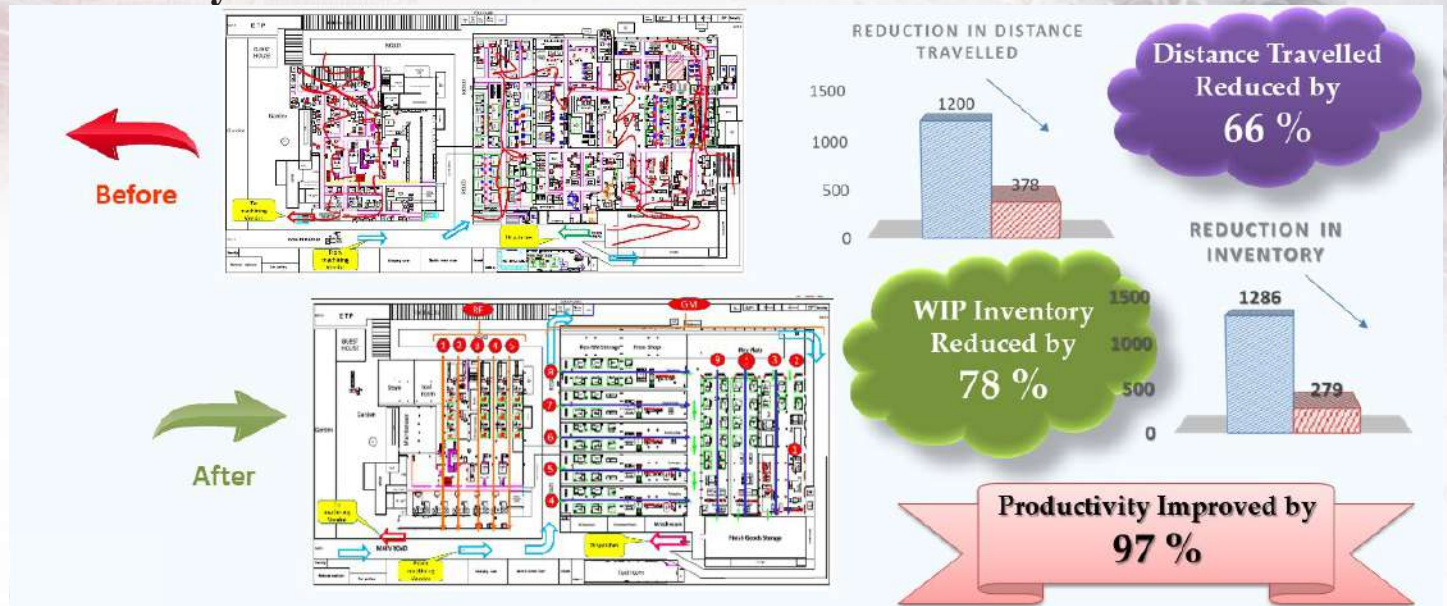
What makes this journey meaningful is the way it unfolds inside the factory gate. In many cases, transformation has not started with large investments or dramatic announcements. It has begun with a better layout, cleaner workplace organization, improved visual management, reduced bottlenecks and stronger problem-solving culture. These may appear to be small steps, but in manufacturing they create the foundation for everything else. ACMA's cluster programs have helped companies make these changes visible, measurable and sustainable.

The strength of the cluster model lies in its ability to create momentum. When a group of companies in the same ecosystem begin to learn together, benchmark together and improve together, the pace of change accelerates. ACMA's cluster interventions have helped participating companies improve productivity, reduce losses, strengthen quality, and build confidence in their ability to transform. The success of these programs is visible on shopfloors where flow is smoother, standards are clearer, teams are more engaged, and improvement has become part of daily work rather than a one-time initiative.



This transformation also depends heavily on the quality of the counselors and mentors who guide it. The best program drivers are not just instructors; they are enablers of change. They need a deep understanding of manufacturing systems, quality, maintenance, automation, digital tools and human behavior. They must be able to diagnose the real issue beneath the symptom, prioritize the right actions, and tailor the program to the maturity of the company. Most importantly, they must be able to build trust. Without trust, no intervention can last. With trust, even modest interventions can deliver strong returns on investment. ACMA over time has built a strong team of more than 50 Counsellors and Mentors with significant Industry experience and domain knowledge, added to the experienced counselors, ACMA's approach towards

Dream Layout



delivering programs at higher pace and attractive Return on investment ranging from 6 days to 4 months, depicts its 25 years unwavering support to the manufacturing sector. When I mention this, it has a history of successful implementation of over 2600 plants across MSME and large companies' spectrum. Approach of collective learning sharing best practices, Model plant visits, Experts guidance, core emphasis on Gemba, Dealing across hierarchy from Operators to Senior management enables transformation and benefits to all the stakeholders. The customer, The employees, the management staff, the board members and Society as a whole.

Many manufacturers are still asking where to start: with machines, with data, with people or with processes. The answer is rarely one-dimensional. ACMA's experience has shown that the best outcomes come when companies first stabilize their operations, then digitize what matters most, and finally scale automation where it adds real value. In this way, technology becomes a tool for performance, not just a symbol of modernity.

The industry is now entering a phase where digitalization and robotics are no longer optional. They are becoming essential for quality, speed and competitiveness. ACMA's programs are helping companies move from awareness to adoption, and from pilot projects to meaningful implementation. As the industry embraces smart manufacturing, the goal is not only to improve internal efficiency, but also to build stronger credibility with global customers and supply chain partners.

There is also a larger national purpose behind this work. India's ambition to be a trusted manufacturing hub depends on the ability of sectors like auto components to perform at world-class levels. Every better-managed shopfloor, every digitally connected process, every robotics-enabled operation and every improved quality system contributes to that goal. The impact is not limited to one company or one cluster. It strengthens the competitiveness of the entire ecosystem.

The Indian auto components sector has already proven its resilience, scale and capability. The next chapter will be defined by how quickly it can combine manufacturing excellence with advanced technology. ACMA's role has been to make that transition practical, collaborative and sustainable. The progress seen across cluster programs and transformation initiatives shows that the industry is not waiting for the future - it is building it.



The question one must ask is “ACMA Program try Kiya Kya?”



ACMA's Pillar 3 Journey

Evolution of the ACMA's Pillar 3-Technology & Industrial Competitiveness (Formerly known as ACMA Centre for Technology (ACT)) : 2000–2026 Transforming India's Automotive Component Industry from Cost Competitiveness to Global Technology Leadership

Mr. V. K. Sharma

Mentor - Clusters & Projects
ACMA Mobility Foundation

The Indian automotive component industry has undergone a remarkable transformation over the last 25 years. In 2000, most component manufacturers were focused on cost-effective production for domestic Original Equipment Manufacturers (OEMs). By 2026, many Indian suppliers have become global partners for leading vehicle manufacturers, exporting sophisticated products and investing in advanced technologies such as Industry 4.0, automation, electric mobility, and digital manufacturing.

A significant contributor to this journey has been the **ACMA Pillar-3**, the technology and capability-building arm of the **Automotive Component Manufacturers Association of India**. ACMA Pillar-3 has helped hundreds of member companies improve productivity, quality, manufacturing excellence, and technological readiness through training, consulting, benchmarking, cluster programs, and technology initiatives.

The evolution of ACMA Pillar-3 can be viewed in four distinct phases:

2000 — 2007 — 2014 — 2020 — 2026
Cost & Quality Lean & TPM Global Quality ESG & Digitalisation

Phase 1: Foundation Years (2000–2007) Building Manufacturing Discipline and Quality Culture

At the beginning of the 21st century, India's auto component industry was growing rapidly due to increasing domestic vehicle production. However, many manufacturers faced challenges such as:

- High rejection rates
- Low productivity
- Frequent machine breakdowns
- Inconsistent quality
- Limited export competitiveness
- Dependence on manual processes

Most companies were focused on operational survival rather than technological innovation.

ACMA Pillar-3's Focus

During this period, ACMA Pillar-3 concentrated on creating a strong manufacturing foundation.

Key initiatives included:

- Quality systems implementation
- Shop-floor productivity improvement
- Lean manufacturing awareness
- Workforce skill development
- Benchmarking against global suppliers

Example: Reducing Machine Downtime

A medium-sized machining company manufacturing transmission components typically suffered:

Parameter	Before
Machine Utilization	55%
Breakdown Frequency	High
Delivery Performance	70%

Manufacturing plant should be

**HOSPITAL CLEAN
INSIDE**



**GARDEN GREEN
OUTSIDE**



ACMA Pillar-3 counselors introduced My machine (Jishu Hozen) practices:

- Autonomous maintenance
- Preventive maintenance schedules
- Root-cause analysis
- Operator training

Results Parameter	After
Machine Utilization	75–80%
Breakdown Frequency	Reduced significantly
Delivery Performance	Above 90%

The company became eligible for additional business from OEM customers.

Impact of the First Phase

FROM	TO
Reactive Operations	→ Structured Manufacturing
Quality Inspection	→ Defects Prevention
Frequent Breakdowns	→ Preventive Maintenance
Local Competition	→ Global Benchmarking

This period laid the groundwork for the industry's future competitiveness.

Phase 2: Lean Manufacturing and Operational Excellence (2008–2014)

Moving Beyond Quality to Productivity Leadership

Following globalization and increasing exports, Indian suppliers faced competition from:

- China
- Thailand
- Korea
- Eastern Europe

OEMs Expectations:

- Lower costs
- Better quality
- Faster delivery
- Continuous improvement

To stay competitive, manufacturers needed to improve efficiency without large capital investments.

ACMA Pillar-3's Strategic Response

ACMA Pillar-3 expanded its focus toward:

Lean Manufacturing

Key tools included:

- 5S
- Kaizen
- Value Stream Mapping
- Kanban
- Visual Management
- Cellular Manufacturing

Cluster Development Programs

One of ACMA Pillar-3's most successful initiatives was the cluster model.

Instead of helping one company at a time, ACMA Pillar-3 formed groups of companies that learned together and shared best practices.

Example: Lean Transformation in a Cluster

A group of 10 component manufacturers participated in an ACMA Pillar-3 cluster.

Common problems:

- Excess Inventory
- Long Lead Times
- High Rework
- Poor Space Utilization

After implementing Lean practices:

Improvements

Metric	Improvement
Productivity	+20% to +100%
Inventory Reduction	30% to 50%
Lead Time Reduction	25% to 50%
Rejection Reduction	40% to 85%



Real Industry Benefit

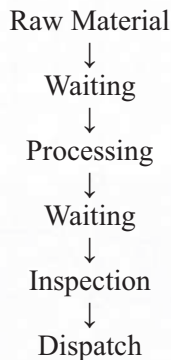
Many suppliers that previously served only domestic OEMs began exporting to:

- Europe
- North America
- Japan

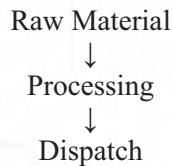
because their manufacturing systems met international expectations.

Visual Snapshot

BEFORE LEAN



AFTER LEAN



Less waiting = Faster delivery = Lower cost.

Phase 3: Global Competitiveness and Technology Advancement (2015–2020)

Preparing Indian Suppliers for Global Supply Chains

This period saw dramatic changes:

- Global sourcing increased
- Vehicle technology became more complex
- Customers demanded near-zero defects
- Traceability became mandatory
- Automation expanded rapidly

Indian suppliers needed to compete not just on cost but also on technology and reliability.

ACMA Pillar-3's Key Initiatives

1. Advanced Manufacturing Excellence

Programs focused on:

- Engineering excellence
- Zero defect quality
- New product development
- Material flow cost accounting

2. Automation Readiness

ACMA Pillar-3 encouraged:

- Optimised Robotics in operations
- Automated inspection
- Material handling automation
- CNC optimization

Example: Automation in a Sheet Metal Plant

Before automation:

Output per shift	1,000 units
Manpower	25
Defect rate	3%

After implementing robotic handling and process controls:

Output per shift	1,600 units
Manpower	18
Defect rate	<1%

Business Impact

- Better consistency
- Lower rework
- Higher profitability



3. Design and Engineering Capability

ACMA Pillar-3 increasingly promoted:

- Process & Product design capability
- CAD/CAM skills
- Simulation tools
- Engineering validation

This helped suppliers move up the value chain.

Instead of only manufacturing components designed by customers, Indian companies started participating in product development.

Industry Outcomes

Year 2000
Make to Print
↓
Year 2020

Design + Develop + Manufacture

Indian suppliers became strategic partners rather than merely vendors.

Phase 4: ESG, Digitalization and Future Mobility (2021–2026)

The Transformation Accelerates

The pandemic, global supply-chain disruptions, and the rise of electric vehicles fundamentally changed the automotive landscape.

The industry began adopting:

- ESG / Decarbonisation initiatives
- Digital factories
- Smart manufacturing
- Artificial Intelligence
- Data analytics
- IoT
- Electric mobility technologies

ACMA Pillar-3 expanded its role accordingly.

Focus Area 1: Digitalisation

ACMA Pillar-3 introduced programs covering:

Smart Factory Concepts

- Connected machines
- Real-time monitoring
- Predictive maintenance
- Digital dashboards

Example

Traditional Factory

Machine Failure
↓
Production Stops
↓
Repair

Digital Factory

Sensor Detects Problem
↓
Alert Generated
↓
Maintenance Scheduled
↓
No Production Loss

Result:

- Higher uptime
- Better planning
- Reduced maintenance costs

Focus Area 2: Sustainability

Global customers increasingly demanded:

- Carbon reduction
- Energy efficiency
- Green manufacturing

ACMA Pillar-3 encouraged:

- Energy Efficiency enhancement
- Renewable energy adoption
- Waste reduction and recycling
- Sustainable operations

Example

A forging company reduced:

Metric	Reduction
Electricity Usage	30%
Scrap Generation	20%
Carbon Emissions	30% to 50%

While improving profitability.

ACMA Pillar-3's Evolution at a Glance

2000–2007

QUALITY & Maintenance

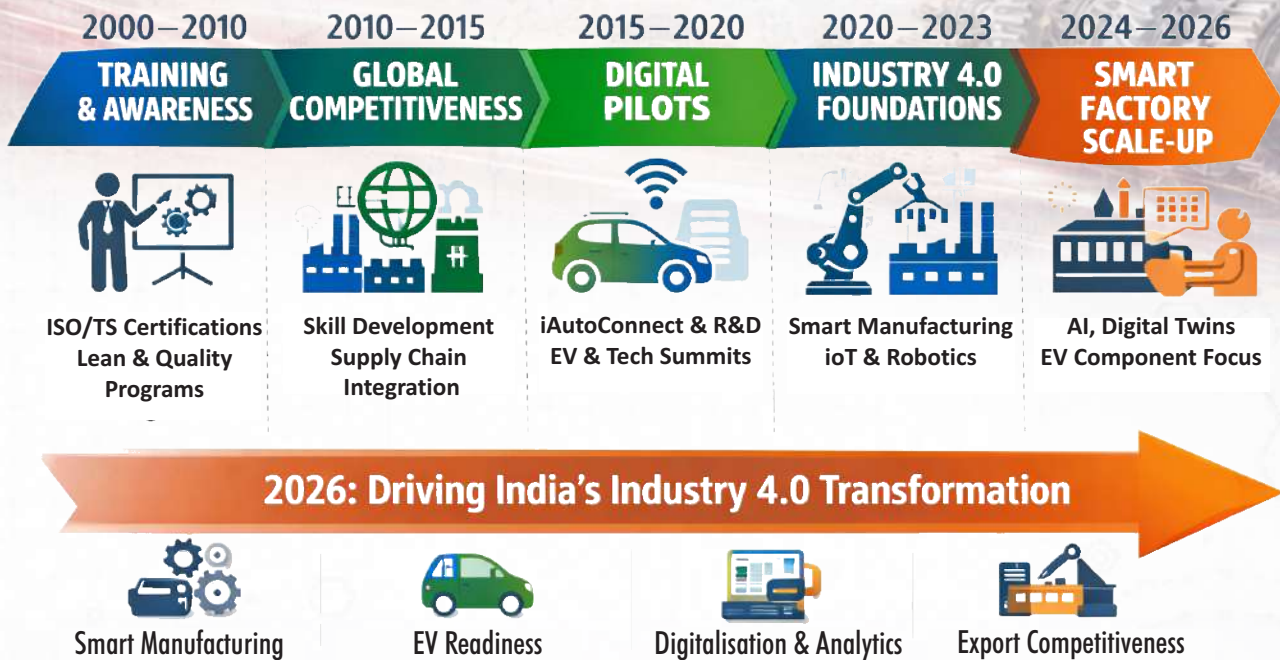
- ✓ Quality Systems
- ✓ Maintenance Excellence
- ✓ Workforce Training

2008–2014

LEAN TRANSFORMATION

- ✓ 5S
- ✓ Kaizen
- ✓ Value Stream Mapping
- ✓ Cluster Programs

ACMA Technology Evolution Timeline



2015–2020

GLOBAL COMPETITIVENESS

- ✓ Automation
- ✓ Six Sigma
- ✓ Product Engineering
- ✓ Export Readiness

2021–2026

ESG, DIGITAL & FUTURE MOBILITY

- ✓ Industry 4.0
- ✓ AI & Analytics
- ✓ EV Technologies
- ✓ Sustainability / ESG

Measurable Industry Impact

Through ACMA Pillar-3's initiatives, participating companies have generally achieved:

Operational Improvements

Productivity Improvement
↑ 20–100%

Quality Improvement
↑ 30–85%

Inventory Reduction
↓ 20–80%

Lead Time Reduction
↓ 20–50%

Machine Utilization
↑ 15–30%

Emissions reduction
↑ 30%–50%

Export Competitiveness
Significantly Improved

Conclusion

From 2000 to 2026, the ACMA Centre for Technology evolved from a manufacturing-improvement facilitator into a strategic enabler of technological transformation for India's automotive component industry.

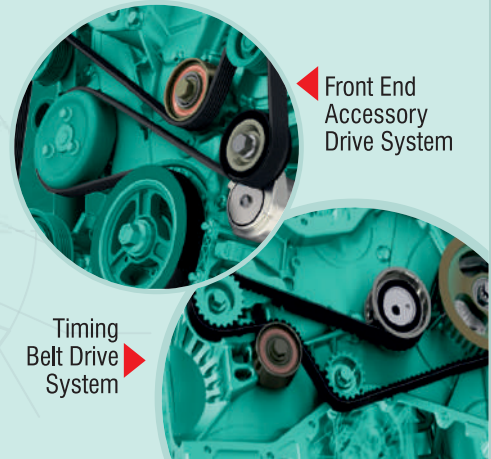
Its journey mirrors the industry's own evolution:

2000
Cost-Driven Manufacturing
↓
2010
Lean & Quality Excellence
↓
2020
Global Competitiveness
↓
2026
Smart, Sustainable and EV-Ready Manufacturing

By helping companies adopt world-class manufacturing practices, embrace digital technologies, prepare for electric mobility, and strengthen engineering and Sustainability capabilities, ACMA Pillar-3 has played an important role in positioning India's automotive component sector as a globally respected manufacturing and technology hub. This transformation has enabled Indian suppliers not only to compete internationally but also to become active contributors to the future of mobility.

Automotive Solutions

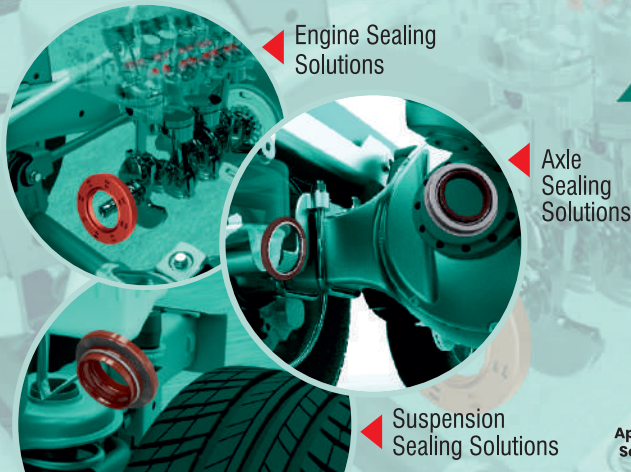
Belt Drive System



Applicable Segments



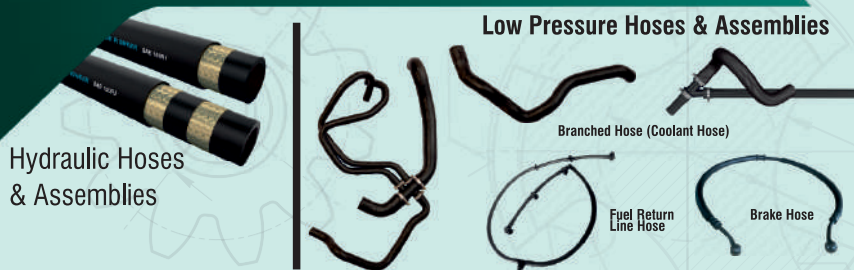
Sealing Solution & Anti Vibration Mounts



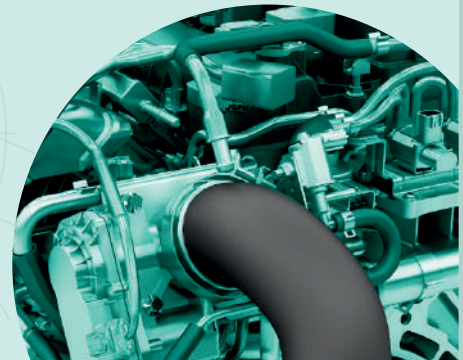
Applicable Segments



Fluid Transfer Solutions



Applicable Segments



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From Theory to Transformation: How AMF's Engineering Excellence Cluster Turns Engineering Ideas into Factory Reality

Mr. Jayant Thipse

Assistant Principal Counselor
ACMA Mobility Foundation

From Theory to Transformation: How AMF's Engineering Excellence Cluster Turns Engineering Ideas into Factory Reality.

Traditionally the manufacturing plant looked like many in India's tiered auto-supplier network: skilled operators, legacy machines, pockets of good practice and hidden islands of waste. What stood out were the repeated workarounds - temporary hoses, stabilizers humming, air guns placed on every bench - that masked engineering compromises accepted as "how things are done." Management wanted productivity gains, Customers wanted consistent quality, and the engineering team felt squeezed between operational demands and limited resources.

That is the exact situation AMF designed the **Engineering Excellence Cluster** to solve. Launched in 2011 and now entering its eleventh edition, the Cluster is not a classroom exercise in lean theory. Its core promise is to handhold companies from design thinking to practical engineering implementation - to take what engineers know on paper and make it reliably work on the shop floor. For many companies entered in this journey experienced, promise changed everything.

A structured, hands-on handholding:

AMF's approach begins with a full-plant diagnostic involving multidisciplinary experts: mechanical, electrical, automation, tooling, maintenance, and production. Unlike short workshops, the Cluster commits to plant-level implementation over an extended cycle of 24 months. Experts co-create solutions with shop-floor teams; engineers train operators, and line managers run pilot implementations under expert guidance. This deep-drive, top-to-bottom involvement — across verticals and horizontals — converts isolated fixes into systemic change.

The program's toolset is practical and culturally tuned to Indian plants. Rather than one-size-fits-all prescriptions, AMF deploys proven interventions that respect existing constraints while pushing boundaries. Engineering

interventions range from lean electrical and hydraulic systems to chip-free machine conversion, lean lubrication, standardised tooling and smarter parts-handling. The cluster also champions "hospital-clean & garden-green" shop-floor standards as part of green manufacturing — a visible sign that engineering is linked to workplace dignity and sustainability.

From small changes to step-change results.

Challenging the processes, machines, the method of producing the product on the conceptual, need of its existence, alternate efficient way of working surprisingly eliminated many things that made the things more complex. Resulting into removal of stabilizers and panel air-conditioning units, reducing the bill of material to half, Reducing of compressed air pressure from @ 7 bar to 4.5 bar, Removal of air gun used for cleaning fixtures and Components, elimination of number of electric motors being used and its purpose, reducing the cycle times to half, increasing the tool life multi-fold.

BEFORE



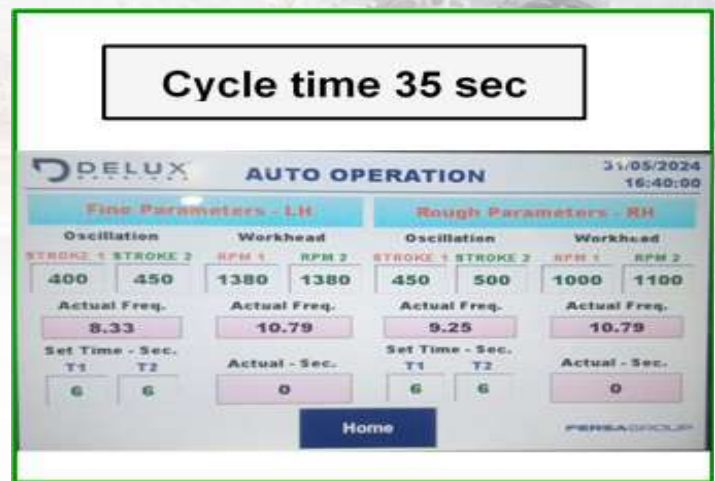
AFTER



BEFORE



AFTER



The result was immediate: more reliable machines, lower energy draw, and a quieter, safer floor. Across clusters AMF has recorded dramatic results: energy reductions of 15–30% relative to sales, space savings of 10–30%, annualised cost savings ranging from INR 3.5 crore to INR 36 crore, and ROIs recovered in as little as 13 days up to 100 days. Productivity uplifts reported by members vary widely - from 1.3x to 6.3x - reflecting both the diversity of starting points and the ambition of interventions.

The program's emphasis on lean engineering also reduces reliance on temporary fixes. AMF members report removing over 700 panel A/Cs, more than 900 stabilizers, and over 1,000 air guns across participating plants. More than 20 compressors have been taken out of service in certain clusters after system rationalisation. These are not cosmetic wins - they cut energy, maintenance burden and capital expenditure while improving uptime.

Changing how waste is redefined

One of the Cluster's quieter but profound effects is changing the plant's mental model of waste. Conventional lean lists waste as motion, waiting, defects and so on; AMF asks teams to challenge every system, every assumption. That mantra — “Challenge, Challenge, Challenge” — prompts cross-functional teams to ask why a chip conveyor exists, why flexible hoses are used in certain assemblies, or why hydraulic chillers persist. In many cases the answer is historical habit. With focused engineering redesign, chip conveyors and flexible hoses have been removed, platforms rationalised, and scrap-yards converted into value-yards that feed rework or reuse streams.

Tooling and process standardisation yields outsized benefits. AMF's tool engineering work has extended tool life threefold and in some cases up to 40 times, reducing tooling costs and downtime. Standardised fixtures and lean tooling also accelerate plant preparation time and stabilise quality,

enabling better claim management and fewer production interruptions.

People, not just hardware- Competence, Back to Basics

A cornerstone of the Cluster is capability building. AMF does not deliver one-off technical fixes and leave; it develops champions inside the plant - electricians who design lean panels, maintenance leads who reconfigure hydraulic systems, process engineers who map tools and flows. These in-house champions sustain improvements and support the broader national goal AMF aligns with - Viksit Bharat 2047 - by building engineering capability across the supply base.

Improvement projects often involve low-cost, high-impact ideas manufactured internally: AGVs built in-house, exhaust air utilisation schemes, and local conversions from hydraulic to electrical actuation where feasible. Such innovations cut capital costs and show that technology adoption need not be expensive; it needs creativity, guidance and the right engineering framing.

Measuring impact and scaling outcomes

AMF's cluster model embeds measurement from the outset. Project charters specify expected benefits - energy saved, cycle time reduced, tool life improved - and teams track performance during pilot and roll-out phases. This disciplined approach explains why ROI timelines are short and why senior leadership begins to see engineering investment as a lever for growth rather than an overhead.

Beyond individual plants, Cluster outcomes cascade across supply chains. Improved quality and on-time delivery strengthen supplier credibility, helping firms join larger global programmes. For many members, engineering improvements unlock unused capacity in current resources, enabling turnover increases without heavy capital expenditure.

A blueprint for scalable transformation

The experience of 80 + companies is illustrative, not exceptional. Across AMF's six earlier editions and the ongoing clusters, member companies report substantive gains in productivity, cost, energy and capacity. Cluster 11 - with a renewed focus lean and engineering systems - scales these learnings for a new cohort of suppliers.

AMF's program is powerful because it converges three elements: pragmatic engineering solutions that fit real plants, a handholding model that builds internal capability, and a rigorous measurement discipline that proves impact. The result is factories that run cleaner, leaner and louder in the right way: producing more with less while treating people and the environment better.

For India's auto component industry, where margins are tight and global expectations high, that combination is not optional - it is necessary. The Engineering Excellence Cluster does not promise a quick magic bullet; it offers something more durable: the ability to turn engineering knowledge into manufacturing reality.

BEFORE

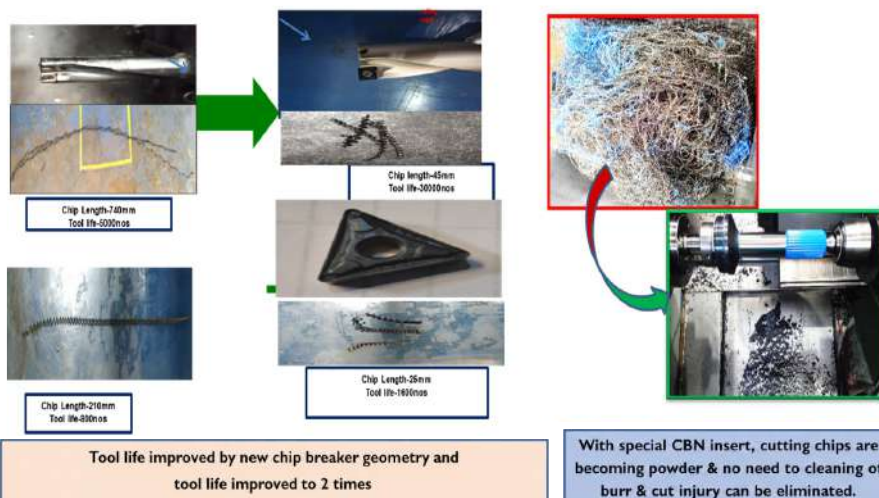


AFTER



Area	Before EEC Cluster Program	After EEC Cluster Program
Engineering Approach	Reactive problem-solving and temporary fixes	Engineering-driven root cause elimination and sustainable solutions
Shop Floor	Congested layout with hidden wastes	Lean, organized, hospital-clean & garden-green workplace
Electrical Systems	Extensive use of stabilizers and panel A/Cs	900+ stabilizers and 700+ panel A/Cs eliminated
Compressed Air	7 bar pressure, excessive air gun usage	Pressure optimized to 4.5 bar; 1,000+ air guns eliminated
Energy Consumption	High energy losses and inefficient systems	15–30% reduction in energy consumption (relative to sales)
Hydraulic & Pneumatic Systems	Overdependence on hydraulics and compressed air	Simplified systems with lean engineering solutions
Machine Reliability	Frequent breakdowns and high maintenance	Improved machine reliability and reduced maintenance
Cycle Time	Longer production cycles	Cycle time reduced by up to 50%
Tool Life	Frequent tool replacement	Tool life improved up to 40 times
Bill of Material (BOM)	Complex designs with unnecessary components	BOM reduced by up to 50% through engineering simplification
Space Utilization	Inefficient shop-floor utilization	10–30% space optimization
Compressed Air System	Multiple compressors operating	20+ compressors eliminated in participating plants
Material Flow	Higher movement and handling losses	Lean material flow with optimized logistics and handling
Waste Management	Scrap viewed as disposal	Scrap yards transformed into value-yards with reuse & recycling
Quality	Inconsistent quality and higher customer complaints	Improved process stability and consistent product quality
Productivity	Existing capacity underutilized	Productivity improved by 1.3x to 6.3x
Cost	High operating and maintenance costs	Annual savings ranging from 3.5 Cr to 36 Cr
Return on Investment	Long payback periods	ROI achieved within 13–100 days
People Capability	Dependence on external expertise	In-house engineering champions developed through handholding
Mindset	Acceptance of "this is how it's done"	Culture of continuous questioning – Challenge, Challenge, Challenge

Chip Management "Tool Life Improvement"



Engineering Excellence Cluster Team



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Expert - Cluster Programs



Mr. Abhijit Padhye
Expert - Cluster Programs



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The Strategic Value of Pursuing an ESG Journey

Mr. Sachin Moralwar
Lead-Sustainability Solutions
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Mr. V. K. Sharma
Mentor - Clusters & Projects
ACMA Mobility Foundation

All modern businesses are experiencing the tangible impacts of climate change and its associated risks. These challenges manifest as resource crunches, price volatility, stringent new regulations, productivity losses, and complex governance issues.

Conversely, forward-thinking organizations and major Original Equipment Manufacturers (OEMs) are setting aggressive sustainability targets—aiming for carbon neutrality, water neutrality, and zero waste to landfill. As a result, OEMs are continuously tightening supplier assessments. Their focus is rapidly shifting from in-house emissions (Scope 1 and Scope 2) to broader supply chain emissions (Scope 3) and strict regulatory compliance.

The Strategic Value of Pursuing an ESG Journey

Customer Mandates

Customer Mandate	Typical Requirement	Impact on Indian Suppliers
Scope 3 Emissions Reporting	Buyers demand supplier-level data on purchased goods & transport	Steel, cement, chemicals suppliers must provide emission factors
Modern Slavery / Human Rights	Compliance with UK Modern Slavery Act, Canada Act, EU CSDDD	Workforce audits, migrant labor policies in Indian plants
Supplier Code of Conduct	ESG clauses in contracts (labor, safety, emissions)	Mandatory sign-off for Tier 1 suppliers
Product Lifecycle Transparency	End-of-life recycling, packaging disclosures	Electronics, automotive, FMCG exporters
Assurance & Verification	Third-party audits of ESG data	Costs for certification and assurance providers

Whether a business is already feeling the heavy impact of these macroeconomic shifts or is only experiencing minor disruptions, committing to a systematic Environmental, Social, and Governance (ESG) journey is no longer optional. Embracing ESG principles enables companies mitigate the following business risks

- **Environment related:** Regulatory penalties, higher operating costs, loss of current business and/ or stoppage of new RFQs due to non ESG compliance
- **Social related:** Production disruptions due to manpower turnover, legal liabilities, reputational damage

- **Governance related:** OEM disqualification, investor concerns, legal action
- **Business related:** Revenue reduction due to business loss, Higher operating costs, Losses due to fighting litigations

The AMF ESG Program: Driving Tangible Benefits

AMF has developed a structured ESG program designed around global standards, evolving regulations, and customer goals. Our program delivers clear, measurable advantages to participating businesses:

- **Company-Wide Capability Building:** Developing foundational ESG knowledge across all organizational levels.
- **Rigorous Baseline Carbon Accounting:** Conducting Greenhouse Gas (GHG) inventorization to establish clear baselines and operational boundaries.
- **Strategic Roadmap Design:** Defining formal ESG policies, corporate strategies, and key performance indicators (KPIs).
- **Resource Optimization:** Reducing carbon footprints by identifying structural inefficiencies, arresting operational losses, and deploying technical upgrades.
- **Enhanced Employee Morale:** Boosting workforce engagement through progressive, supportive workplace policies.
- **Stronger Community Relations:** Building meaningful, localized community connections.
- **Seamless Governance:** Implementing robust compliance structures to seamlessly meet customer and regulatory requirements.

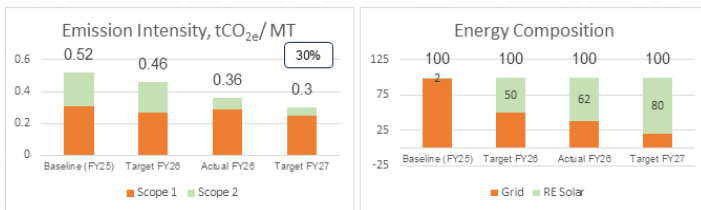


Case Study: Achieving substantial Carbon Footprint Reduction

To understand the practical success of this framework, consider a heavy steel component manufacturing company that launched its ESG journey with ACMA fifteen months ago.

Phase 1: Knowledge and Baselines

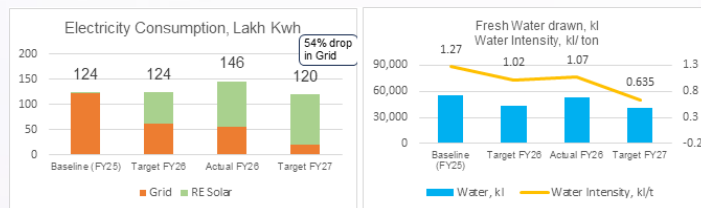
The journey began by building strong subject-matter expertise through a series of targeted training sessions covering climate change, United Nations Sustainable Development Goals (UN SDGs), sustainable manufacturing, and carbon accounting. Following this, the company consolidated its historical data to establish a firm baseline for Scope 1 and Scope 2 emissions.



Phase 2: Targeted Operational Interventions

The team analysed major emission-contributing processes and categorized action items into targeted improvement areas:

- Furnace and Gas Optimization:** Because significant Co₂ emissions came from fuel consumed in the furnaces, the team mapped energy required against energy used. While the furnaces ran continuously, the production lines right before and after them suffered from efficiency gaps. A Cross-Functional Team (CFT) successfully eliminated these operational losses, optimizing the process and driving down emissions.



- Electrical Efficiency:** Electricity consumption was heavily optimized by mapping major prime movers. By filtering assets based on capacity utilization, efficiency, and the elimination of idle running, the team unlocked sizable carbon reductions through careful planning and rigorous monitoring.
- Renewable Energy (RE):** A systematic focus on adopting renewable energy sources drastically lowered the company's Scope 2 footprint.
- Material Circularity:** To tackle emissions stemming from raw material consumption, the company evaluated Design vs. Actual Scrap, reduced internal rejections,

enhanced tool lifespans, and adopted modern engineering solutions. This lowered Scope 1 and 2 emissions while simultaneously curbing Scope 3 emissions (specifically purchased goods, services, and operational waste).

Phase 3: Water Stewardship

The roadmap toward water neutrality began by mapping the facility's physical layout and current water consumption. Utilizing a strict **"Measure, Monitor, and Improve"** framework, the company achieved substantial, ongoing reductions in water usage.

Elevating the 'Social' and 'Governance' Pillars

The Social Pillar

The company recognized that the "Social" aspect of ESG is vital to long-term operational resilience. They achieved this by audited existing policies against performance benchmarks, introducing missing employee guidelines, scaling up human rights compliance, improving ergonomics, and strengthening **Diversity, Equity, and Inclusion (DEI)** frameworks.

The Result: The company saw a measurable drop in employee absenteeism and attrition, alongside a significant rise in wellness program participation and overall job satisfaction.

Various initiatives taken can be referred in the table

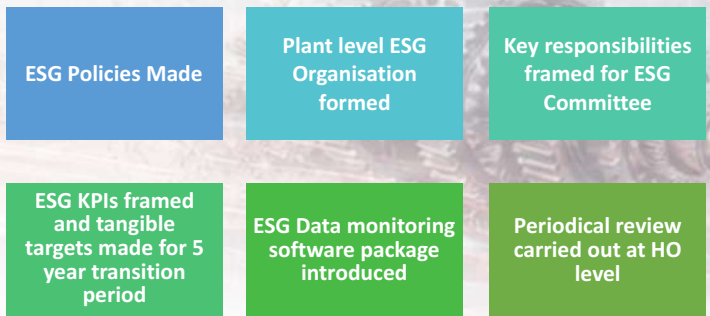
Working condition (3) • Roof turbo fan provided in the Hot areas to reduce heat and fumes • To eliminate accidents by improving the USA & USC • Improved LUX levels on shop floor • Noise levels reduced <90db • Near zero smoke & fumes
Ergonomics (16) • Workplace Ergonomics Risk Assessment (WERA) study done • Material handling automated through conveyors, magnet holders,
Safety (4) • Robot area door interlock provided. • Safety guards provided in all moving & rotating parts. • Hot & Height work permits introduced • Safety sensor provided in the power press.
DEI (3) • Recruitment of Female Employee • Equal Remuneration for both genders for same job • Recruitment of Especially abled
R&R (3) • Safety Kaizen reward. • Best employee of month reward. • Suggestion reward.
Skill improvements (2) • DOJO Centre provided
Supplier • Online Training completed • Undertake ESG projects
Community connect (5) • Women's day celebration at nearby village. • ESG awareness to students. • Medical camp in nearby village. • Playground & Pond renovation in nearby village



Stress Management session for employees

The Governance Pillar

Sustainable success relies entirely on strong oversight. The organization established a comprehensive ESG governance structure spanning from the boardroom to the plant floor. This framework clearly defined roles for monitoring corporate KPIs, managing grievance redressal mechanisms, securing data, enforcing a strict code of conduct, and transparently publishing annual ESG reports.



Partner with AMF for a Sustainable Future

As the business landscape evolves, long-term survival relies on protecting natural resources, cultivating a healthy, fulfilled workforce, and maintaining strict regulatory compliance.

At AMF, our structured programs and deeply experienced team are ready to guide you through every step of your sustainability transition. Companies partnering with us do not just lower their environmental footprints—they build more resilient, profitable, and future-proof businesses.

AMF Sustainability Solutions – What’s in it for You



ESG TEAM



Mr. Sangitaa Sharrma
Expert - ESG



Mr. JVN Rao
Expert - ESG



Mr. Abhinav Rastogi
Expert - CBAM



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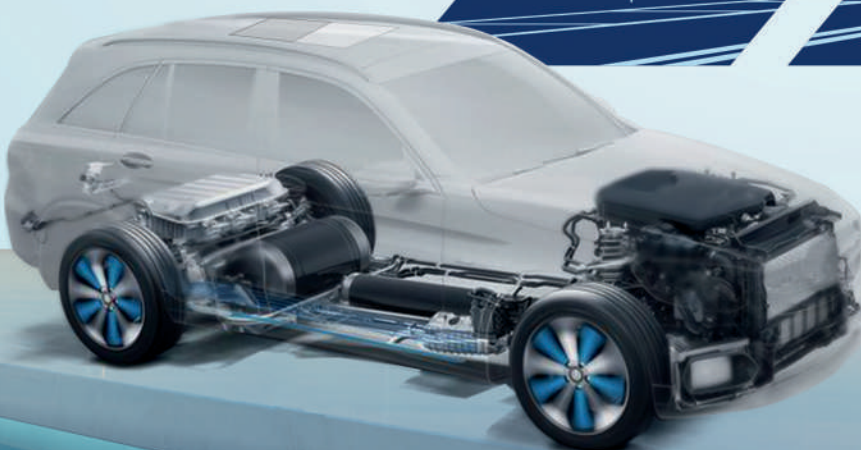
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Advancing Technology and Industrial Competitiveness through Zero Defect Quality

Mr. Arup Basu

Expert - Cluster Programs
ACMA Mobility Foundation

The journey of the ACMA Mobility Foundation's Zero Defect Quality Cluster program is best told as a transformation story - one that began with a clear mission to help Indian component manufacturers move from inspection-based quality to prevention-based excellence. What started as a focused cluster intervention has now evolved into a proven industry platform, with **more than 75 plants successfully implemented** across multiple ZDQ batches, each plant contributing to a stronger quality culture and a more competitive automotive ecosystem.

At the heart of this success is a simple but powerful idea: defects must be stopped at the source. For many participating companies, the program became a turning point. Plants that once struggled with customer complaints, in-house rejection, incoming defects, rework, and quality inconsistency began to adopt disciplined processes, visual management, employee involvement, and forward engineering practices. Over time, these changes did not remain limited to isolated improvements; they became part of the organization's operating DNA.

The **Zero Defect Quality (ZDQ) Cluster Program**, a transformation-focused effort aimed at helping component manufacturers move defect-free operations. The first Zero Defect Cluster was launched in 2015 with the objective of enabling component manufacturing companies to achieve zero-defect products while also building environmentally efficient processes and systems. Over the years, the initiative has evolved into a proven industry platform.

The need for such a program became even more urgent in the wake of the challenges faced by the automotive industry in recent years. Quality and delivery performance had to be accelerated to world-class levels, not only to meet customer expectations but also to support India's manufacturing resilience and the national aspiration of Aatma-Nirbhar Bharat. Responding to this need, ACMA designed the 18-month ZDQ Cluster Program as a structured roadmap to help companies control defects at the source, improve right-first-time performance, reduce rework, and create truly defect-free product lines.

The strength of the ZDQ program lies in its practical and phased methodology. Spread across two parts of nine months each, the roadmap begins with foundational discipline before

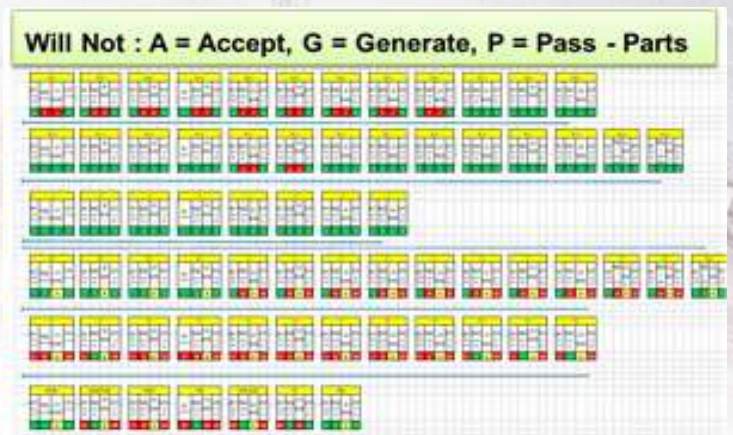
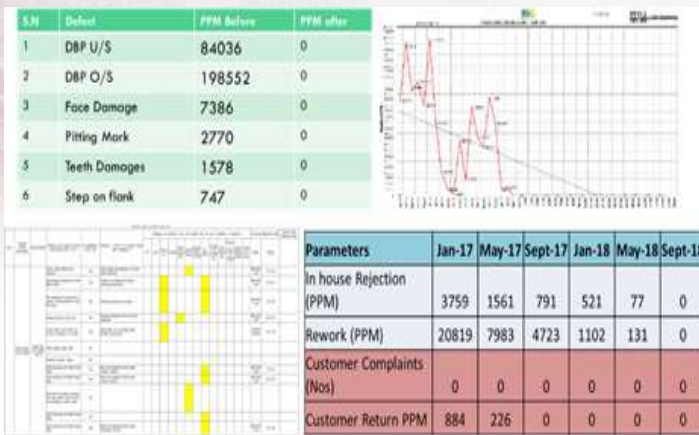
moving toward deeper quality transformation. It covers areas such as keeping the workplace in order, building a disciplined culture, increasing employee involvement, and eliminating minor stoppages. It then advances to defect visualization, reduction in customer complaints and in-house rejection, deployment of quality tools, deskilling, quality-focused automation, and ultimately sustaining gains through a Zero Effect Zero Defect culture and a learning-oriented organization.

A distinctive feature of the program is that it does not treat quality as the sole responsibility of the quality department. Instead, ZDQ promotes organization-wide ownership. It addresses the role of QA and QC in line with zero-defect expectations, maps the complete process through a quality stream perspective, and helps companies choose focus products and lines based on customer priority. The program also introduces forward engineering and broader zero-defect strategies that cover packing, packaging, transit quality, and shelf-appearance quality, recognizing that customer satisfaction is shaped across the entire value chain.

Another important strength of the ZDQ model is its belief that quality improvement must involve employees at all levels. ACMA's approach is based on the conviction that shop-floor teams, supervisors, engineers, and managers should all be able to understand and use the problem-solving methods deployed in the plant. For this reason, the tools and techniques used in the program are simple, easy to understand, and conclusive in application. They are designed not as complex academic models, but as practical methods that help teams identify abnormalities, solve problems, and sustain improvements in a real manufacturing environment. Several of these tools have been shaped from an Indian manufacturing perspective, making them especially relevant for companies at different stages of maturity. The Tools are specially designed in Indian context to eliminate defects rather than progressive reduction in PPM levels

The **Traveling Trend Chart** is used to track process variation and recurring defect patterns over time, helping teams act before issues escalate.





The **DRVME sheet** supports structured problem analysis and root-cause thinking.

Customer Requirement Validation (CRV) ensures that product and process outputs remain closely aligned to customer needs.

Deskilling helps reduce dependence on individual operator capability by simplifying tasks and standardizing work. With the aim of seizing Quality from the hands of the people.

5 Senses abnormality mapping sharpens early detection by encouraging employees to notice unusual conditions through basic sensory observation.

AGIP, or Operation Stream Mapping, helps visualize the flow of defects and opportunities for intervention, Mapping each process for whether the defective parts from previous operations are accepted, whether the defect is generated in the process or whether the defective part is passed to the next process. This information then is acted upon to establish that every process either accept, generate or pass defects,

Advance 5S strengthens the discipline, visual control, and workplace order that form the base for zero-defect performance.

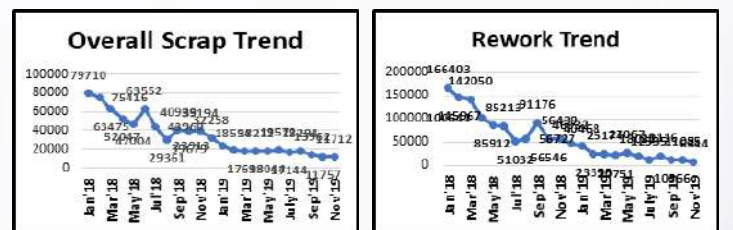
The impact of this approach is visible in the success stories emerging from participating plants. Across the implementation journey, companies have reported stronger process stability, improved right-first-time performance, reduction in customer complaints, lower in-house rejection, better control of part mix-up and handling issues, and meaningful progress toward zero rework and repair conditions. More importantly, many organizations have moved from quality firefighting to a culture of prevention, ownership, and continuous learning.

This transformation has been enabled in large measure by the strong capability of ACMA's counselors and mentors. The ZDQ program is supported by experienced industry professionals who bring deep expertise in manufacturing systems, quality management, lean practices, process discipline, and organizational capability building. Their role goes beyond classroom instruction. They help companies diagnose gaps, prioritize focus areas, deploy tools, review progress, and maintain implementation momentum through the entire 18-month cycle. Their practical understanding of

plant realities ensures that the solutions adopted are both technically sound and operationally sustainable.



As India's automotive industry prepares for the next phase of growth, global integration, and technological evolution, industrial competitiveness will depend increasingly on the ability to deliver consistent quality at scale. The ACMA Mobility Foundation's Zero Defect Quality Cluster Program is helping the industry build exactly that capability. By combining simple but effective tools, strong mentor support, employee involvement, and a structured transformation roadmap, AMF is enabling companies not just to improve quality performance, but to embed zero-defect thinking as a core element of manufacturing excellence.

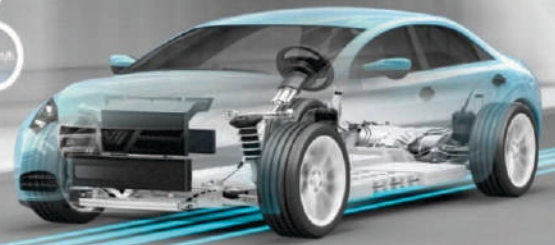


Zero Defect Quality Cluster Team

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ACMA Advance Lean Cluster : Accelerating Manufacturing Excellence Through Lean Transformation

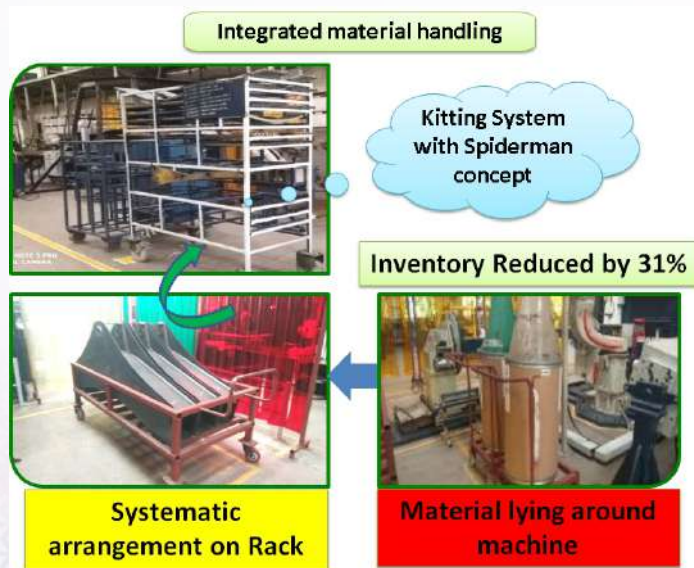
Mr. Anupam Dass

Deputy Principal Counselor
ACMA Mobility Foundation

"Lean Today. World-Class Culture Tomorrow"

For more than two decades, the ACMA Mobility Foundation has played a pivotal role in strengthening manufacturing capability across India's automotive component industry, while ACMA continues to position cluster-based capability building as a core industry development approach. The Advance Lean Cluster Program reflects this long-term commitment by helping companies move beyond basic lean practices toward world-class manufacturing excellence.

Unlike conventional lean programs that focus mainly on waste elimination, the ACMA Advance Lean Cluster is designed for organizations that have already adopted lean fundamentals and are now ready for deeper transformation. Its emphasis is on creating sustainable systems, strengthening employee participation, improving process discipline, and embedding value-adding management practices into the daily rhythm of the factory.



What makes the program especially relevant to the Indian automotive component sector is its enterprise-wide perspective. Rather than treating lean as a limited shop-floor initiative, the Advance Cluster promotes a holistic manufacturing ecosystem in which productivity, quality, delivery, safety, cost, and morale improve together.

The scale of impact associated with the Advance Lean Cluster has been impressive. Based on the program information provided, 17 versions of the cluster have been completed across 211 manufacturing plants, generating ₹348 crore in measurable savings and achieving a 96 percent participant satisfaction rating, with average payback in less than 70 days. These outcomes underline an important reality for industry leaders: lean is not just a philosophy of efficiency, but a proven driver of both operational and financial performance.

At the heart of the Advance Lean Cluster is a structured framework built on four pillars.

The first is Lean Foundation, which establishes lean thinking, advanced 5S, and total employee involvement.

The second is Creating Lean Processes, which focuses on cellular manufacturing, single-piece flow, and streamlined production systems.

The third is Building Lean Culture, aimed at nurturing a zero-defect mindset, ownership, and continuous improvement.

The fourth is Value-Adding Management, which integrates material handling, performance management, PQCDSP practices, and sustainable operational systems.

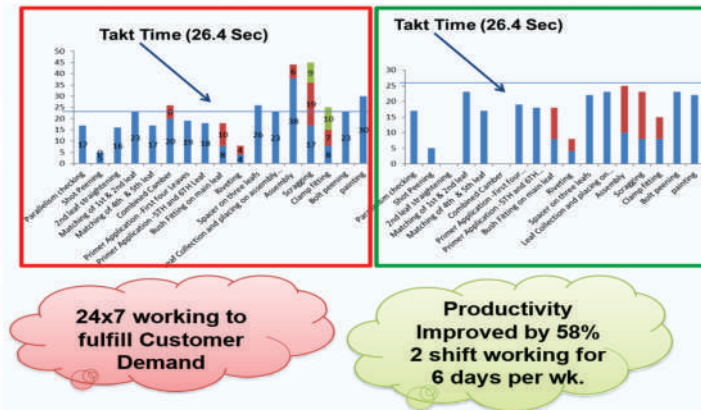
This four-pillar structure is critical because it prevents lean from becoming a short-term campaign. Instead, it helps organizations institutionalize improvement through management systems that are visible, measurable, and repeatable across functions and plants.

A defining strength of the program is its focus on employee involvement. The Advance Lean Cluster recognizes that lasting transformation cannot be achieved by specialists alone; it must be driven by people at every level of the organization. Based on the information shared, recent clusters generated 186 Quality Control Circles, 761 Kaizens, and an average of 36 improvements per employee per year. Such participation creates ownership, develops confidence on the shop floor, and turns continuous improvement into a shared responsibility.

Operationally, the program promotes redesign rather than minor adjustment. Key interventions include

- Value Stream Mapping,
- Cellular Manufacturing
- Single Piece Flow
- Lean Layout Design
- Advanced 5S
- Integrated Material Handling
- Low Cost Automation
- Line Balancing
- Equipment Excellence

These practices attack waste in all major forms, including excess transportation, inventory, waiting, motion, and defects, while improving responsiveness and resource productivity.



The results can be transformative. Value Stream Mapping initiatives, for example, have demonstrated major reductions in floor space and material movement by redesigning the complete production flow. Similarly, lean layout improvements have reduced travel distance and released valuable shop-floor space, creating better flow today and more room for future growth tomorrow.

Another distinctive feature of the Advance Lean Cluster is its strong emphasis on integrated material handling. In many factories, material flow problems silently consume cash, space, and productivity. The program addresses this through scientific storage, supermarket concepts, standardized containers, damage-free transportation, inventory reduction, and better space utilization. The result is not only smoother production flow, but also stronger cash flow, improved workplace safety, and a factory environment that visibly reflects world-class discipline.

The program also encourages productivity through practical innovation. Through low-cost automation, machine



simplification, line balancing, cycle time reduction, and horizontal deployment of best practices, participating companies have reported substantial productivity gains. Several case examples cited in the shared material point to productivity improvements in the range of 54 to 58 %, while also reducing manual effort without compromising quality.

An important dimension of the cluster is its use of a Modern Manufacturing Plant Checklist to assess manufacturing maturity. This evaluation covers flow manufacturing, quick changeovers, multi-skilling, standardized work, operator ownership, hourly PQCDSM management, innovation, training, and workplace organization. According to the information provided, participating companies have improved their assessment scores from around 44 percent to nearly 80 percent, bringing them significantly closer to global benchmarks.

Ultimately, the Advance Lean Cluster is about far more than tools. It transforms factories into clean, visual, disciplined, and problem-solving workplaces where supervisors become improvement leaders and management shifts from firefighting to system-building. Its guiding idea, “Work Less to Gain More,” captures the true essence of lean: superior business performance through elimination of waste and creation of value.

For Indian auto component manufacturers aiming to compete globally, the ACMA Advance Lean Cluster offers a practical and proven pathway. By combining lean methods, employee engagement, material flow excellence, and robust management systems, it enables sustainable competitiveness in an increasingly demanding manufacturing landscape.



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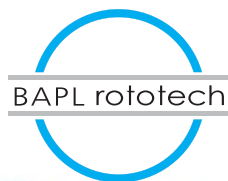
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Supply Chain Management: The New Strategic Weapon for Manufacturing Competitiveness

Mr. Girish Govande

Expert - Supply Chain Engagement Head
ACMA Mobility Foundation

"In today's world, companies no longer compete against companies. Supply chains compete against supply chains."

For decades, manufacturing excellence was limited to manufacturing efficiency, product quality and operator skills. Procurement was expected to buy at the lowest price, production was expected to maximize output, and logistics was expected to deliver on time. These functions operated independently, each optimizing its own objectives.

That world no longer exists.

In today's volatile business environment, a realization has come that the strong supply chain is the cutting edge. With frequent disruptions like geopolitical uncertainty, volatile demand, rapid technological shifts, environmental regulations, and also COVID pandemic, semiconductor shortages, container crises, regional conflicts and trade restrictions—it is now clear that the weak supply chain can bring even the most efficient factory to a standstill.

Supply Chain Management (SCM) has therefore evolved from a support function into one of the most critical strategic capabilities of an organization.

Beyond Procurement and Logistics

Many organizations still associate SCM with purchasing or transportation. In reality, supply chain management begins much before a purchase order is released and continues well after the finished product reaches the customer. So practically, starting from capturing customer demand to delivery and even after market support is in the realm of supply chain.

No function can operate independently. A poor forecasting creates excess inventory. Weak supplier development leads to production stoppages.

The supply chain therefore becomes the nervous system of the organization, connecting every function into a single synchronized enterprise. Everyone in the value chain is now a supplier and customer of information and material.

The Changing Manufacturing Landscape

Some of the challenges in the changing landscape, particularly related to Automotive component manufacturing, are as below:

1. Customers now expect 100% delivery and Quality at reduced costs year on year.
2. Electric vehicles are changing sourcing patterns, introducing new materials, electronics and software-intensive components.
3. Development times are crashing and Localization is necessary.
4. At the same time, global customers expect Indian manufacturers to compete with the world's best.

It is not becoming evident that the traditional purchasing methods are no longer adequate.

Supply chain management has truly become a strategic function. It needs to establish strategies for sourcing, development, supplier risk management, digital visibility and agile planning systems, response mechanism to address market vagaries.

From Cost Centre to Value Creator

Modern SCM creates value by improving customer service, releasing working capital, optimizing inventory, accelerating innovation, strengthening supplier collaboration and improving profitability. Supply chain is now a strategic enabler rather than a support function.

Digital Transformation is No Longer Optional

Digital technologies have fundamentally altered entire landscape of business processes across industries and supply chain management is no exception to it. Digital technologies are now heavily democratized and have opened unlimited possibilities to accelerate processes, detect and cure abnormalities, bring total visibility, end to end agility and scalability.

Enterprise Resource Planning (ERP), Warehouse Management Systems (WMS), Transportation Management Systems (TMS), supplier portals, barcode tracking, RFID technologies, Power BI dashboards and predictive analytics provide unprecedented visibility across the entire supply chain.

Managers no longer need to wait for monthly reports to identify problems. They can work on real time scenario and timely decisions save a lot of loss.

Building Resilient Supply Chains

The last five years have taught industry an important lesson: efficiency without resilience is dangerous. Every process now needs to be evaluated for risk of disruption and advanced work should be done to reduce this risk. It is related to supplier selection, geographical location, logistics, raw materials etc.

It will give a competitive advantage to the organization.

Companies capable of maintaining uninterrupted deliveries during periods of disruption become preferred suppliers for customers seeking dependable long-term partners.

Developing People Along with Processes

Supply chain excellence is not achieved by software alone.

It requires people who understand systems thinking.

Supply chain professionals must now combine knowledge of purchasing, finance, production, logistics, analytics and digital technologies.

Cross-functional collaboration has become more important than functional specialization.

Organizations that invest in developing SCM capabilities create a culture where decisions are based on facts rather than assumptions, collaboration replaces departmental silos and continuous improvement becomes part of daily work.

A Structured Roadmap for Transformation

Many organizations recognize the importance of SCM but struggle to determine where to begin. Transformation cannot be achieved through isolated improvement projects.

It requires a clear roadmap beginning with assessment, followed by process standardization, strategic sourcing, digital enablement, lean implementation and continuous governance. The phased approach outlined in the ACMA Mobility Foundation programme reflects this philosophy, combining diagnostics, implementation, capability building and sustained performance measurement over an 18-month journey.

Such a systematic methodology will enable organizations to strengthen supplier relationships, improve planning accuracy, and thereby improve overall SCM performance.

The Road Ahead



Supply chain management is no longer a department.

It is the strategic engine that will define manufacturing leadership in the decades ahead.



Supplier Development Program: Building Globally Competitive Supply Chains

Mr. Pankaj B Mathur

Assistant Principal Counselor
ACMA Mobility Foundation

In today's highly competitive manufacturing environment, supply chain performance has become a decisive factor in business success. Automotive manufacturers and Tier-1 suppliers increasingly expect their supply partners to deliver world-class quality, shorter lead times, higher productivity, and sustainable manufacturing practices. Recognizing these evolving industry needs, the **ACMA Mobility Foundation (AMF)** has developed its **Supplier Development Program**—a comprehensive initiative that transforms suppliers into high-performing, globally competitive manufacturing organizations.

Designed as an end-to-end capability-building initiative, the program addresses the most common challenges faced by manufacturing companies, including quality defects, delivery delays, high operating costs, low productivity, equipment breakdowns, skill gaps, inventory management, employee engagement, and resistance to change. Rather than offering isolated training interventions, the program focuses on creating sustainable operational excellence through structured implementation on the shop floor.

AMF offers both long-term (24-month & 18-month) and short-term (12-month & 9-month) engagement models to suit diverse organizational requirements. These include **Cluster Programs on Manufacturing Excellence, Operational Excellence, Quality Improvement, Lean Implementation**. In addition there are specialized programs for Plastic Moulding Suppliers or customized programs to address specific customer requirements and strategic objectives.

The program follows a structured roadmap that combines expert mentoring, hands-on implementation, competency building, performance reviews, and continuous improvement. Leveraging a rich pool of industry experts and experienced practitioners, AMF helps suppliers embed best manufacturing practices while fostering a culture of discipline, ownership, innovation, and continuous learning.

Over the years, the Supplier Development Program has been successfully implemented for leading OEMs and Tier-1 companies including Hero MotoCorp, Tata Motors, TAFE, TVS Motor Company, Hero Cycles, Blue Star, J. K. Fenner, TACO, and several others. The sustained partnerships with these industry leaders reflect the credibility and effectiveness of the program.



Colour Coding for inventory levels

The measurable outcomes have been remarkable. Participating companies have achieved **up to 80–90% reduction in customer quality complaints, 50–80% reduction in in-house rejections, 30–70% improvement in productivity, 30–80% reduction in manufacturing lead time, over 30% reduction in manufacturing costs, 80% reduction in equipment breakdowns—often reaching zero, and substantial improvements in inventory turns, space utilization, containerization, and workplace safety.**

Before



Material Storage — No defined Place

After



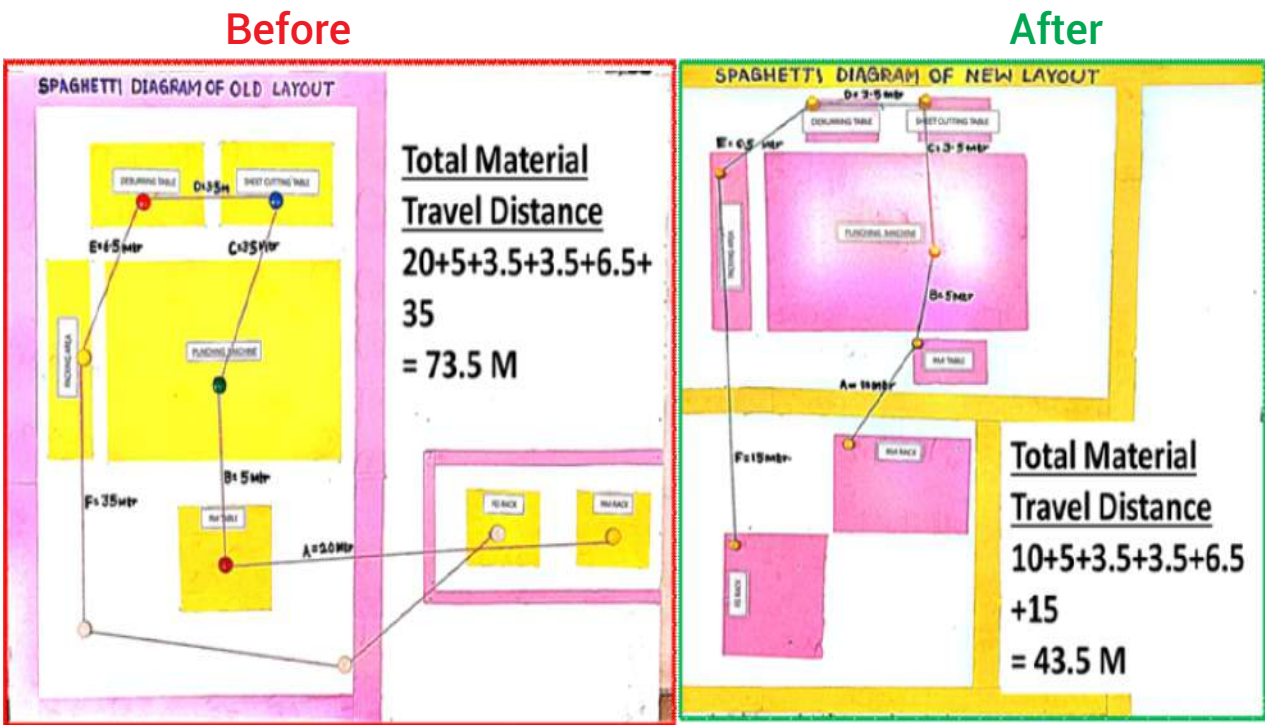
Improved Storage- Easy Retrieval
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Beyond these tangible business gains, the program delivers lasting cultural transformation. Organizations report stronger customer focus, enhanced employee ownership, greater innovation capability, greener manufacturing practices, cleaner and safer workplaces, improved visual management, and higher organizational competencies. These changes create self-sustaining systems that continue delivering improvements long after the formal engagement concludes.

As India's automotive industry prepares for an increasingly global and technology-driven future, strengthening supplier capabilities has become more critical than ever. Through its Supplier Development Program, ACMA Mobility Foundation is not merely helping suppliers improve operational metrics—it is nurturing resilient, competitive, and future-ready manufacturing enterprises that contribute to a stronger and more sustainable automotive ecosystem.

By combining structured methodology, industry expertise, and measurable results, the ACMA Mobility Foundation continues to demonstrate that supplier development is not just about improving factories—it is about transforming organizations and creating enduring competitive advantage across the entire value chain.

Layout Modification



Distance Travel Reduced by 40%

Voice of Customer



Mr. Jay Singh Chaudhary
 AGM – Supplier Quality
 Blue Star Ltd.

Through the ACMA Mobility Foundation's Manufacturing Excellence Program, Blue Star has significantly strengthened the capabilities of its supplier ecosystem by driving improvements in quality, productivity, delivery performance, cost competitiveness and workplace organization. Participating suppliers successfully adopted Lean Manufacturing practices, resulting in reduced process variations, enhanced material flow, improved visual management and higher operational efficiency. The program also fostered a strong culture of continuous improvement, employee ownership and problem-solving across supplier organizations. As a result, Blue Star has built a more resilient, competitive and collaborative supply chain, reinforcing its commitment to manufacturing excellence and long-term business growth.

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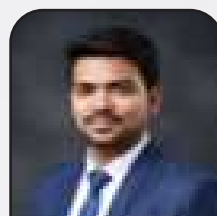
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Metalwork Industries Ltd.



Mr. Rangaiyan M.
Wheels India Ltd.

RECOGNITION OF UNSUNG HEROES



Mr. Ravindra Birajdar
Flash Electronics (India)
Pvt. Ltd.



Mr. S. Ravikumar
Jamna Auto Industries Ltd.



Mr. Sakthivel S
Sandhar Technologies Ltd.



Mr. Samik Das
Lalbaba Engineering Ltd.



Mr. Sankar
J.K. Fenner (India) Ltd.



Ms. Saranya
J.K. Fenner (India) Ltd.



Mr. Satish Bake
Laxmi Drucken Komponenten
Pvt. Ltd.



Mr. Satish Chougule
Mahabal Metals Pvt. Ltd.



Mr. Senthil Kumar S.
Southern Spinners and
Processors Ltd.



Mr. Shanmugam M
Delphi TVS Technologies Ltd.



Mr. Siva Ram Kolli
Uniparts India Ltd.



Ms. Soni Aeropula
J.K. Fenner (India) Ltd.



Mr. Srinivasa Nagenahalli
Kirkoskar Ferrous Industries
Pvt. Ltd.



Mr. Sube Singh
Maxop Engineering
Company Pvt. Ltd.



Mr. Sudipo Maity
Kejriwal Castings Ltd.



Mr. Suresh Gehlot
Goldseal - Saargummi
India (P) Ltd.



Mr. Suriya Prakash S.
Wheels India Ltd.



Mr. Suryakanta Samal
Special Engineering Services Ltd.



Mr. Umesh Prajapati
Kamal Tools & Dies



Mr. Vijay Patil
Trinity India Forgetech
Pvt. Ltd.



Mr. Vipul Tyagi
Senior Flexonics India
Pvt. Ltd.



Mr. Vishnu Awachar
Akar Auto Industries Ltd.



Mr. Yagappara Adaikala Prakash
Gabriel India Ltd.



Mr. Yuvaraj K.
RSB Transmissions (I) Ltd.



Mr. Zubear Ahmed
Sandhar Technologies Ltd.



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✉ E-mail : mohit.specialengineering@gmail.com



MANUFACTURERS OF RAILWAY COMPONENTS SUCH AS

LOCOMOTIVE COMPONENTS LIKE BOGIE ITEMS, AXLE BOX, HOLDER FOR TM SUSPENSION, WHEEL SET GUIDE, PIVOT, STN. STEEL FABRICATION, ASSOCIATED COMPONENTS OF MACHINED STATOR ASSLY. 6FRA-6068 (11 ITEMS), HITACHI MAGNET FRAME & ASSOCIATED COMPONENTS ETC.

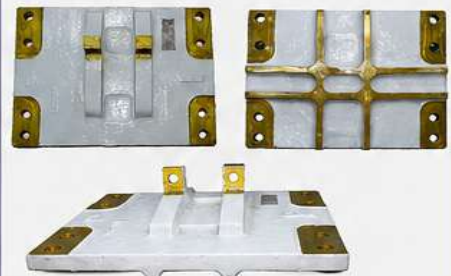
AXLE BOX 2



BEARING BRACKET D



HOLDER FOR SUSPENSOR



ROOP HEAD ASSEMBLY



SB 2



QUALITY

Committed to excellence in every component.



RELIABILITY

Engineered for performance and long-lasting durability.



PRECISION

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SERVING DOMESTIC
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POWERING MULTIPLE INDUSTRIES



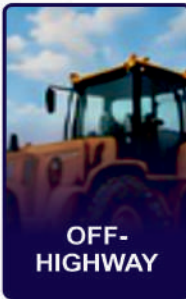
TRACTORS



COMMERCIAL
VEHICLES



TRAILER &
TRANSPORT



OFF-
HIGHWAY

OUR PRODUCT RANGE

TRACTOR COMPONENTS



Axle Shaft



PTO and Hydraulic
Lift Shaft



Planetary Ring Gear



Pin Front Axle



Differential Spider



Bevel Gear



Control Spring
Assemblies



Spindle Front Axle &
Hydraulic Parts

TRUCK COMPONENTS



Coupling Flanges



Reverse Fork



Housing Block
Assembly



Lever



Planet Carrier
Housing



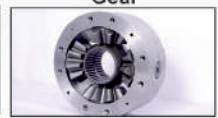
Differential Bevel
Gear



Rear axle Shaft



Differential Spider

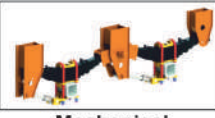


Inter Axle Assembly

TRAILER COMPONENTS



Trailer Axle



Mechanical
Suspension



Air Suspension



Tipping Jack



King Pin



Landing Leg

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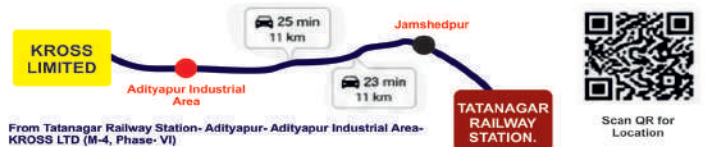
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Voices of Leadership

Our Happy Customers



We have experienced an extremely rewarding journey with the ACMA-SMP cluster. Sustainability is now the core focus in all our present activities as well as new/expansion programs.

Some of the major highlights of our company's achievements thus far are:

- 16.3 % reduction in carbon emissions
- Cost savings of INR 87.7 Lakhs
- Zero water discharge activity under progress.
- Renewable energy installation of 450 Kw under progress (127 kWh 15.9% at present).

Our goal is to make Continuous Improvement & constant advances in our company's sustainability performance.

Thank you.

Mr. Sunil Arora
Managing Director
Abilities India Pistons & Rings Ltd.



KFL Plant 5 team witnessed a memorable day. The TPM Schedule B performance of the team was beyond expectation. This wouldn't have been possible without Visualization initiative. I thank ACMA and especially to Ms. Nilu Singh who worked with my team in timeline. Many more engagements to come and I wish similar support for those engagements.

Mr. Jeevan Sudade
Associate Vice President
Ramkrishna Forgings Ltd.



Established in the 1980s, SACL named its campus Harita-meaning Green in Sanskrit-reflecting our founders' vision of sustainable manufacturing. While sustainability has always been our focus, the ASMP program provided a structured approach that accelerated our journey. It helped reduce waste, optimize costs, improve operational efficiency, and create lasting value for customers, society, and the environment. Our domestic and global customers have appreciated our sustainability initiatives, with many acknowledging their alignment with global standards. Through ASMP, we adopted best practices, integrated sustainability into our Long Range Plan, and continue advancing towards our business vision, India's sustainability goals, and the UN Sustainable Development Goals (SDGs).

Mr. Rajesh Oommen
Director & CEO
Sundaram Auto Components Ltd.



ACMA ESG program was more beneficial & practical program, they teach very less theory and more on practical problem identification and solving. We started experiencing the benefit within first few months of the program. ACMA has guided us well in reaching our KPI targets. Overall, ACMA ESG Program is very helpful in reducing our variable cost, reducing our carbon emissions and to become an environment friendly operation. Thanks to Mr. Sachin Moralwar and the entire ACMA team for helping Jamna auto.

Mr. Valliappan T.
Plant Head
Jamna Auto Industries Ltd.



Thank You Customers

ACMA Centre of Excellence - SAKSHAM, Sonipat: Forging Skills in India's Auto Component Industry

In an era where manufacturing competitiveness is defined by technology, talent, and continuous innovation, the **ACMA Centre of Excellence – SAKSHAM** stands as a catalyst for transforming India's automotive component industry. Established by ACMA with the vision of creating a globally competitive workforce, SAKSHAM has evolved into one of the country's leading industry-driven capability development centres.

Located in the vibrant academic ecosystem of **Rajiv Gandhi Education City, Sonipat**, SAKSHAM is far more than a training institute—it is a collaborative platform where industry, academia, technology partners, and manufacturing professionals converge to build future-ready capabilities. Every programme, every laboratory, and every learning intervention reflects ACMA's commitment to strengthening India's manufacturing ecosystem through world-class knowledge, practical learning, and operational excellence.

Key Highlights

Industry-Led Vision

SAKSHAM serves as ACMA's dedicated platform for developing future-ready manufacturing talent. Its mission is to equip professionals with practical skills that enable organizations to successfully adopt emerging technologies while improving operational excellence, product quality, safety, sustainability and overall business competitiveness.

Comprehensive Learning Portfolio

The Centre offers **more than 70 structured training programmes**, continuously updated to reflect evolving industry requirements and technological advancements. The portfolio covers:

- Manufacturing Excellence & Lean Systems
- Mechatronics & Industrial Automation
- Advanced Design (CAD, CAE & Generative Design)
- Electric Vehicle Technologies
- Industry 4.0 Awareness & Digital Manufacturing
- Quality Management
- Safety & Machine Safety
- ESG & Sustainability
- Leadership & Behavioural Development
- Smart Manufacturing & Connected Factory Concepts

Each programme is developed in consultation with industry experts, OEMs, technology partners and academia to ensure practical relevance and immediate workplace application.

Advanced Learning Infrastructure

SAKSHAM's modern laboratories provide participants with extensive practical exposure through real industrial equipment and simulation-based learning. The Centre combines classroom instruction with hands-on exercises, enabling participants to understand technologies before applying them in their respective organizations.

Signature Learning Facilities

Mechatronics & Automation Laboratory

The Mechatronics Laboratory enables participants to explore industrial automation from fundamental concepts to advanced manufacturing applications. The facility provides practical exposure to:

- PLC Programming
- Human Machine Interface (HMI)
- Industrial Sensors
- Pneumatic & Electro-Pneumatic Systems
- Servo Motion Systems
- Robotics
- Factory Automation Concepts
- Industrial Control Systems

Designed around experiential learning, the laboratory allows participants to understand how modern manufacturing systems are integrated and operated in today's production environments.

Modular Production System

As an integral part of the Mechatronics Laboratory, the Modular Production System (MPS) simulates an automated manufacturing environment. Participants gain hands-on understanding of production sequencing, automated material movement, process integration, quality inspection, flexible manufacturing concepts and shop-floor automation. The system provides valuable insights into modern manufacturing practices and demonstrates how automation improves productivity, consistency and operational efficiency.

Industry 4.0 Demonstration Station

The industry 4.0 Demonstration Station introduces participants to the principles of smart manufacturing and connected factories. Through practical demonstrations, professionals gain an overview of Industrial IoT, digital manufacturing, connected production systems and data-driven manufacturing concepts. The objective is to demystify Industry 4.0 technologies and help participants understand their industrial applications rather than implementation-level programming or system development.

Advanced Design & CAD Laboratory

The Design Laboratory features **16 high-performance engineering workstations**, advanced CAD/CAE software and a professional 3D Scanner to support product design and engineering development.

The laboratory enables participants to develop competencies in:

- Product Design & Development
- CAD & CAE Applications
- Generative Design & Engineering
- Reverse Engineering
- 3D Scanning Technologies

The facility particularly supports MSMEs by strengthening in-house product development capabilities and reducing dependence on external design resources.

Electric Vehicle Technology

To support India's transition towards sustainable mobility, SAKSHAM houses a **Electric Vehicle**, providing participants with practical exposure to electric vehicle architecture and emerging mobility technologies.

The live vehicle significantly enhances participant understanding by combining classroom concepts with practical demonstrations.

Flexible Learning Delivery Across India

Recognizing the diverse learning needs of the automotive industry, SAKSHAM delivers programmes through multiple formats to maximize industry reach and accessibility.

Training is conducted through:

- Physical programmes at the Centre of Excellence, Sonipat
- Hands-on laboratory training
- Live instructor-led virtual programmes
- Customized in-company training
- Regional Certification programmes across major manufacturing hubs including Pune, Aurangabad, Chennai, Jamshedpur, NCR and other industrial clusters (Specially the non-lab programs)

- Executive workshops
- Webinars and knowledge-sharing sessions

This flexible delivery model enables organizations across India to access high-quality capability development while minimizing operational disruptions.

Global Knowledge Partnerships

SAKSHAM collaborates with leading national and international institutions to bring global best practices to Indian manufacturing.

Knowledge partnerships include organizations such as:

- AOTS, Japan
- VDA QMC, Germany
- Technische Universität Dresden (TUD), Germany
- SRM University
- IIT Palakkad

These collaborations support specialized certification programmes, faculty development, technology workshops, international learning initiatives and knowledge exchange, helping Indian manufacturing professionals remain globally competitive.

Industry Experts at the Core

Every programme at SAKSHAM is delivered by experienced industry practitioners, certified trainers, academicians and subject matter experts with extensive manufacturing experience. This strong industry orientation ensures that learning remains practical, application-focused and directly aligned with real shop-floor challenges.

Driving Manufacturing Excellence

Quality, safety and continuous improvement remain integral to every learning intervention.

Participants are exposed to concepts including:

- Zero Defect Manufacturing
- Lean Manufacturing
- TPM
- Machine Safety
- ESG & Sustainability
- Net Zero Manufacturing
- Circular Economy
- Operational Excellence
- Leadership for Manufacturing

These programmes help organizations strengthen operational performance while preparing for future manufacturing challenges.

Business Impact

Since **2018**, SAKSHAM has been helping strengthen manufacturing capabilities across India.

Key achievements include:

- **20,000+ industry professionals trained** through classroom, laboratory, online and customized programmes
- **70+ structured training programmes** covering manufacturing, technology, quality and leadership
- Programmes delivered across India's major automotive manufacturing clusters
- Extensive collaboration with academia and global institutions
- Continuous expansion of technology-focused learning aligned with future manufacturing needs

During **FY 2025–26**, SAKSHAM achieved another significant milestone by successfully delivering:

- **82 Training Programmes**
 - 69 Domestic Programmes
 - 6 International Programmes
 - 7 Sponsored Programmes
- **2,249 Professionals Trained**
- **73,522 Learning Man-Hours till date**

These achievements reflect the **Learning Modes**: Centre's growing contribution towards strengthening India's automotive manufacturing ecosystem.

Location: Rajiv Gandhi Education City, Sonipat
(Currently operating from SRM University Campus)



Shaping the Future of Indian Manufacturing

SAKSHAM represents ACMA's long-term commitment to building a future-ready manufacturing workforce. By continuously aligning learning with emerging technologies, industry requirements and global best practices, the Centre is empowering professionals, strengthening organizations and enhancing the global competitiveness of India's automotive component industry.

As manufacturing continues to evolve through automation, electrification, digitalization and sustainability, SAKSHAM remains dedicated to preparing the people who will lead this transformation—creating a smarter, safer, more innovative and globally competitive manufacturing ecosystem for India.



SAKSHAM TEAM



Ms. Raginee Singh
Director



Mr. Rakesh Kumar
Dy. Director



Mr. Sonu Rawat
Asst. Director



Mr. Sumit Sharma
Asst. Director



Ms. Shweta Kapruwan
Asst. Director



Scan for SAKSHAM ACoE
Annual Training Calendar 26-27

Jamna Auto offering the right product mix for sustained growth



Jamna Auto Industries Ltd.

SPRINGS



U BOLT



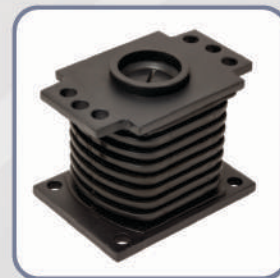
BUSH & PIN



HANGER & SHACKLE



BOLSTER



TRUNNION BUSH



TORQUE ROD BUSH



JACK ROD



STABILIZER BAR



UJ CROSS



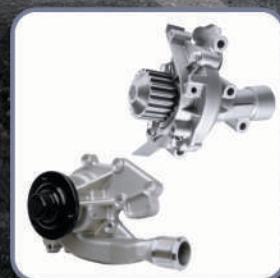
CLUTCH SYSTEM



BRAKE SYSTEM



PUMP SYSTEM



70YEAR LEGACY OF TRUST



Scan to know more



ACMA Excellence Awards 2026

Celebrating Six Decades of Excellence Inspiring the Future of Indian Manufacturing

For over **60 years**, the **ACMA Excellence Awards** have stood as the most respected benchmark of excellence in the Indian automotive component industry. More than an awards programme, it is a national platform that recognizes organizations that continuously raise the standards of manufacturing, technology, innovation, sustainability and business leadership.

The **61st ACMA Excellence Awards 2026** have been thoughtfully redesigned to reflect the rapidly evolving needs of the global automotive ecosystem. As the industry accelerates towards digital manufacturing, clean mobility, resilient supply chains and world-class competitiveness, the Awards

encourage organizations to benchmark themselves against the highest standards of operational excellence and future readiness.

Participation in the ACMA Excellence Awards is an opportunity to demonstrate an organization's commitment to continuous improvement and to showcase achievements before an eminent panel of industry leaders. Every application undergoes a rigorous and transparent evaluation process, ensuring that only organizations demonstrating measurable business impact, innovation and sustainable excellence are recognized.

Why Participate?

The ACMA Excellence Awards provide far more than recognition. They offer a structured framework that enables organizations to evaluate their capabilities, benchmark against industry best practices and identify opportunities for future growth.

Participating organizations benefit from:

- National recognition as an industry leader
- Benchmarking against world-class manufacturing practices
- Independent assessment by distinguished industry experts
- Valuable feedback for continuous improvement
- Enhanced credibility with OEMs, customers and stakeholders
- Increased brand visibility across the automotive ecosystem
- Improved employee engagement and organizational pride
- Greater business opportunities through enhanced market reputation
- Recognition for innovation, sustainability and operational excellence
- Long-term competitive advantage in an increasingly global marketplace

Award Categories

The Awards recognize excellence across both **Corporate** and **Plant** levels.

Corporate Level Awards

1. Excellence in Technology Development
2. Excellence in Enterprise Strategy & Growth
3. Excellence in Strategic Sourcing & Supply Chain Management
4. Excellence in Energy Leadership & Management

Plant Level Awards

1. Excellence in Manufacturing
2. Excellence in Digitalization
3. Excellence in New Product Design & Development (NPDD) & Localization
4. Excellence in Environment, Social & Governance (ESG)
5. Excellence in Exports
6. Excellence in Safety
7. Excellence in Skill Development
8. Excellence in Tier-2 Supplier Development

To ensure equitable competition, organizations compete within four turnover categories:

Small: Up to ₹100 Crore

Medium: Above ₹100 Crore to ₹500 Crore

Large: Above ₹500 Crore to ₹1,000 Crore

Very Large: Above ₹1,000 Crore

A Jury of Exceptional Industry Leaders

The hallmark of the ACMA Excellence Awards is its **independent and highly respected Jury**, chaired by **Mr. Shailesh Chandra**, President, SIAM and Managing Director, Tata Motors Passenger Vehicles Ltd. & Tata Passenger Electric Mobility Ltd.

The Jury comprises senior procurement, manufacturing and supply chain leaders from India's leading OEMs, including **Maruti Suzuki, Ashok Leyland, Tata Motors, Mahindra & Mahindra, Honda Motorcycle & Scooter India, BMW Motorrad, Hero MotoCorp, Hyundai Motor, VE**

Commercial Vehicles, Cummins India, along with international representation from the **German Association of the Automotive Industry (VDA)** and experienced quality management specialists. Their collective expertise ensures a robust, objective and globally benchmarked evaluation process.

A Transparent and Digital Assessment Process

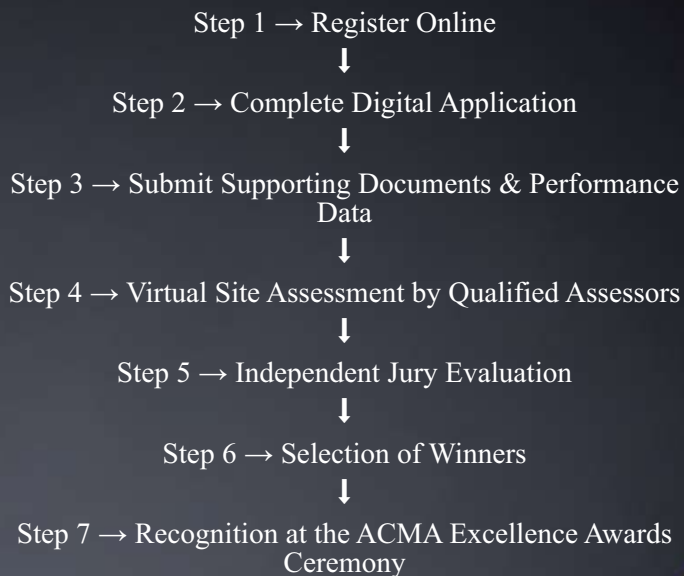
The Awards follow a comprehensive, fully digital application process designed for ease of participation and objective evaluation. Applicants complete a structured online submission comprising common organizational KPIs and category-specific performance indicators. This is followed by a detailed virtual site assessment conducted by trained assessors before recommendations are placed before the Jury for final evaluation. Every participant also receives valuable feedback to support future improvement.

ACMA Excellence Awards 2026 Timeline

The ACMA Excellence Awards follow a structured, transparent, and rigorous evaluation process designed to recognize organizations demonstrating outstanding performance and continuous improvement.

<i>Timeline</i>	<i>Milestone</i>	<i>Description</i>
10-Jun-26	Registrations Open	Online registration portal goes live. Organizations can create their profile and begin the application process.
June – November 2026	Application Preparation	Participants prepare submissions, compile performance data, and complete category-specific questionnaires through the digital awards portal.
30-Nov-26	Application Submission Deadline	Last date for submission of completed online applications and supporting documents.
15 August – 15 December 2026	Virtual Site Assessment	Independent assessors conduct comprehensive virtual assessments to validate submitted information and evaluate organizational excellence.
December 2026 – January 2027	Jury Evaluation	Assessment reports are reviewed by the distinguished Jury comprising eminent OEM leaders, quality experts and industry specialists. Finalists are selected through a rigorous evaluation process.
Feb-27	Final Validation & Award Finalization	Recommendations are reviewed and approved, and winners are finalized across all categories and turnover segments.
3-Mar-27	ACMA Excellence Awards Ceremony	Winners are felicitated during the prestigious 12th ACMA Technology Summit in New Delhi, in the presence of industry leaders, OEMs, policymakers, government representatives and over 1,500 delegates.

The Evaluation Journey



The winners will be honoured during the prestigious **12th ACMA Technology Summit 2027 at Hotel Le Meridien, New Delhi on March 3, 2027**, one of India's foremost gatherings of automotive leaders, policymakers, technology experts, OEMs and component manufacturers. The previous edition witnessed participation from more than **1,500 delegates**, reinforcing the Summit as the industry's premier platform for knowledge sharing, networking and celebration of excellence.

Excellence Starts with You

Every innovation, every quality milestone, every sustainability initiative and every breakthrough in manufacturing contributes to strengthening India's position as a global automotive manufacturing hub.

The ACMA Excellence Awards celebrate these achievements—not merely by recognizing outstanding performance, but by inspiring organizations to pursue higher standards, embrace innovation and build capabilities that define the future of manufacturing.

Benchmark your excellence with the very best of the Indian automotive component industry.



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25

JULY 16, 2026 PUNE

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• HQ ADDRESS	: GAT NO. 392/2, MAHALUNGE, CHAKAN TALEGAON ROAD, PUNE 410501	• MAIN COMMODITY	: BIW PV LARGE PARTS, BIW PV MEDIUM & SMALL PARTS, CHASSIS PV, SUBFRAME, ALUMINIUM STAMPING PARTS, WELDED ASSEMBLY.
• WEBSITE	: WWW.PANSEGROUP.CO.IN		

FINANCE & CERTIFICATES

• FINANCIAL RATING	: A-{Stable}
• QUALITY AWARD	: JLRQ AWARD: 2021, BEST SUPPLIER AWARD – TML, M&M
• CERTIFICATES	: IATF 16949:2016, ISO 14001:2015, OHSAS: 45001:2018.

FOOTPRINT

# OF FOOTPRINT	PUNE	PANTNAGAR	SANAND	UK	SLOVAKIA
MANUFACTURING/ WAREHOUSE	5	4	1	1	1
ENGINEERING / DESIGN	1	NA	NA	NA	NA

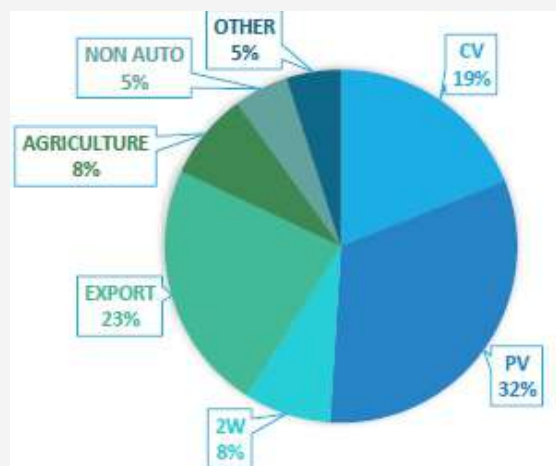
PRODUCTS



MAIN CUSTOMER



SHARE OF BUSINESS

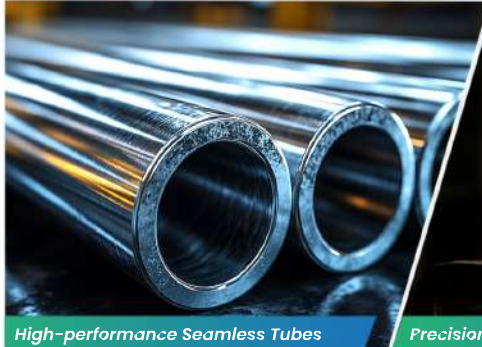


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- Application includes Telescopic Front Fork, Hydraulic Cylinder, Steering Column tube for 2 Wheeler & 3 Wheeler.

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- Uniform Wall Thickness
- Cost & Time optimization

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- 033 2287 9256



ACMA understands the challenges you face and is committed to empowering your organization with a strategic approach that can transform the way you operate. Total Productive Maintenance (TPM) is more than a methodology; it's a philosophy that empowers organizations to achieve the highest level of operational efficiency by involving all employees in the continuous improvement of equipment, processes, and systems. By systematically eliminating losses and downtime, TPM drives productivity, quality enhancement, and overall profitability.

Special Program for



Practices Implementation



Topics Include :

- Employee Involvement and Routine Management
- Autonomous Maintenance
- Planned Maintenance
- Kobetsu Kaizen (Focused Improvement)
- Quality Maintenance
- Re - Training

Program Duration: 18 Months (Split into two parts of Nine months each)

ACMA Special Program for TPM Implementation offers several valuable benefits for individuals and organizations in the automotive and manufacturing industries. This program focuses on equipping participants with essential tools and methodologies to enhance operational efficiency, quality, and competitiveness.

For details please contact

Mr. Sunil Mutha on sunil.mutha@acma.in

Mr. Jayant Thipse on jayant.thipse@acmamf.in

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Led by highly qualified and experienced counselors, our programs deliver insights and strategies tailored to your business needs.

Benchmarking Success:

We facilitate the sharing of best practices across the industry, helping you stay ahead of the competition.

Profitable Investment:

Experience an attractive return on investment with our programs, designed to enhance both operational efficiency and profitability.

Full Spectrum of AMF Programs

Futuristic/Upcoming Programs

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- AMF Wow Effect- Complete turn around project
- AMF Robotics and Automation Program
- AMF Deskillling of Manufacturing Activities
- AMF Equipment Maintenance & Optimization Program
- AMF Special Lean Process Engineering for Plastic Industries
- AMF Special Lean Process Engineering for Forging Industries
- AMF Special Lean Process Engineering for Foundry Industries
- AMF Special Lean Process Engineering for Fabrication Industries
- AMF Daily work Management Program
- AMF Uptime Improvement
- AMF Lean implementation Program
- AMF Asset Turn Ratio Improvement Project
- AMF Productivity Improvement Project
- AMF Breakeven Point Reduction Program
- AMF New Plant Initiation Project
- AMF Material Flow Cost Accounting - MFCA program
- AMF Paint shop Optimisation & Modernization Project
- AMF Through Put Rate Improvements Project - Bottleneck Management
- AMF Working Capital Improvement Project
- AMF Employee Participation, Involvement and Engagement Project
- AMF Digitalization Cluster Program

- AMF Safe Working Culture development program
- AMF Inventory Improvement Project

List of Clusters Programs

- AMF Digitalization & AI Cluster Program
- AMF Program on Corrosion Control & Prevention
- AMF Program on Environment, Social and Governance (ESG)
- AMF De-Carbonization Program
- AMF Program of Diversity, Equity & Inclusiveness
- AMF Program for Business Responsibility and Sustainability Reporting (BRSR) - Core Compliance Program
- AMF Program of Diversity, Equity & Inclusiveness
- AMF CBAM Assessment, Guidance, Reporting with Operations De-Carbonisation
- AMF Zero Defect Quality Cluster
- AMF Zero Defect Plus Cluster - Zero defect in NPD process (only after ZDQ completion)
- AMF Engineering Excellence Cluster
- AMF Advance Cluster - Lean Manufacturing
- AMF New Product Development Foundation Cluster
- AMF New Product Development Design Cluster
- AMF Tool Engineering Cluster
- AMF Low Cost Automation Cluster
- AMF Rudimentary Framework Program
- AMF Human Resource Cluster
- AMF Aesthetics Quality and Customer Delight Enhancement Program
- AMF Program for TPM Practices Implementation
- AMF special Program for Equipment and Utility Maintenance
- AMF Supply Chain Improvement Program
- AMF Program for Quality System Adherence
- AMF Supply Chain Management & Transformation Program

Assessment Programs

- Safety
- Manufacturing Excellence
- Productivity
- Skill
- Energy Efficiency
- Digitalization / Industry 4.0
- Environment, Social & Governance (ESG)

To know more about programs please contact :

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*Data as on 1st June 2026

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