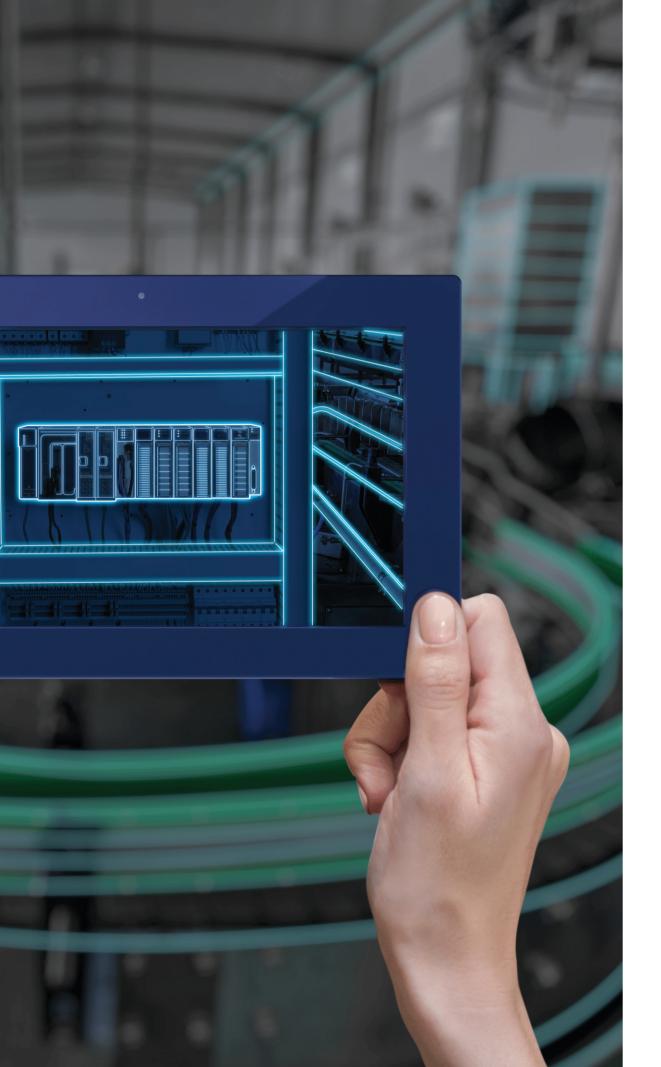


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Foreword



Dear Friends,

A few weeks ago, I had the honour of leading a delegation on a business trip to India with stops in Bengaluru and Mumbai. I would like to share with you some of my experiences of the trip and some impressions from the very interesting meetings and discussions.

Our delegation consisted of representatives of cities and companies from North Rhine-Westphalia ("NRW") as well as our business development agency NRW.Global Business, so that we were able to represent our federal state of NRW on a broad basis.

During all the talks, visits and appointments, we were able to gain an intensive impression of India, so that I am very impressed by the dynamic character of the Indian economy and the associated opportunities that your wonderful country offers companies and institutions of my Federal State of NRW. And on the other hand, we have identified enormous potential for Indian companies to become active in NRW and make investments here.

But first things first: We had many fruitful discussions with government representatives, organisations, companies, universities and research institutions - focusing on the topics of sustainability, energy, startups, transformation of the industrial location, climate neutrality and, in particular, innovation and digitalisation.

In addition to the detailed technical expertise, the discussions were characterised by a very cordial and open atmosphere, which forms an ideal basis and groundwork for our trusting collaboration. Our partnership is based on a long-standing relationship, which we want to continue to develop through a representative office of NRW.GlobalBusiness in Bengaluru.

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Common Amenities & Facilities A local presence is key to deepen our partnership, to bring institutions and organisations on both sides together and to facilitate the market entry for companies. And we are very delighted to have such an expert as head of the office in the person of Ms. Ambika Banotra - please feel free to contact her.

Our federal state NRW is located in the heart of Europe and is the economically strongest state in Germany, ranking 18th in the world and seventh in Europe in terms of gross domestic product. In addition to large corporations and often family-owned so called hidden champions, which are global leaders in their segment, we are also home to a hugh amount of medium-sized enterprises and very dynamic start-ups.

We are also the central research location within Germany with around 70 universities and research institutions and - from an entrepreneurial perspective- we do offer direct access to the European market with over 150 million consumers within a radius of just 500 kilometres with excellent infrastructure.

With over 23,000 foreign companies, our business location is very international, and our welcoming culture and business potential for international investors are extremely attractive.

In economic terms, we are indeed "Europe's heartbeat" and one of the world's leading locations for mechanical engineering. With a share of over 70 per cent, our mechanical engineering sector is very export-oriented - and the Indian market in particular is of great interest to our numerous mechanical engineering companies.

I am sure that our partnership and the bringing together of companies, start-ups and universities will enable us to realise even more potential and specific B2B contacts.

A major goal and a global challenge for all business locations around the world is to make production more climate-neutral in the future: Our federal state therefore has set itself the ambitious goal of being climate-neutral by 2045.

In this context, we have decided to phase out coal by 2030, which will enable us to save at least 280 million tonnes of lignite coal and around the same amount of CO2. Our goal here is clear: we want to achieve climate neutrality and at the same time develop our business location profitably. International cooperation is a crucial step in this process.

We invite international companies to become part of our innovation centre in order to work in an inspiring and dynamic environment. We will only be able to achieve our ambitious climate protection targets through innovation and digitalisation, and therefore we are focusing on exchange with Indian companies in particular.

This was impressively confirmed to us during a highlight of the trip, at TIA 2023 (The India Advantage Summit): it was impressive to see that the linking of innovation, digitalisation and sustainability has only just begun and will continue to develop enormous potential - which is clearly demonstrated by the example of the circular economy. And because of that I look forward to further expanding our cooperation with you and many Indian companies, and of course, I invite many more Indian investors to come to our federal state and start their business here!

Best regards form Duesseldorf, Capital of North-Rhine Westphalia

Andreas Machwirth,
Deputy Director International Economic Relations and FDI,
Ministry of Economic Affairs, Industry, Climate Action and Energy of the State of North Rhine-Westfalia

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Foreword



Dear Readers,

It is my pleasure to address you for the first time via Consul's Corner. As my predecessor, Mr Auster, announced in the last Newsletter of June 2023, I took over the position of the German Consul General in August. I can quote him: "Diplomats come and go" and I'm glad to be in the City of Joy and will stay on for a few years.

One of the biggest issues to solve and a priority of my office is and will be the problem of climate change. We need to put

a lot of effort in reducing our emissions in order to attain our climate protection goal, hence the limitation of global warming to no more than 1.5°C. India is the country with the third highest global CO2-emissions, which measured in terms of its population, is understandable. However, the more development and industrial growth occurs in this country, the more energy is being consumed. India relies mainly on energy from coal, which will lead to even higher emissions in the future, if we do not undergo any changes.

India has started to develop renewable energies. By 2030, 50 percent of energy needs should be covered by non-fossil energy sources. However, the share of solar and wind energy is still less than a quarter of electricity generation capacity. With the declaration of COP28 in Dubai, the world de facto rings in the end of the fossil fuel era. All countries in the world have agreed on binding global targets: tripling renewables by 2030 and doubling energy efficiency. Now, we all have to work on implementing necessary changes in order to secure a liveable future for us and the generations to come. We should not forget that our individual choices matter in this context. Climate action has to be borne by each and every one of us!

The VDMA has a strong in- and outbound network in the machine building industry that is very much needed to provide us with the technological advances for green energy, to shift from coal and oil usage to renewable energies. The Indo-German industry cooperation will bring up many necessary improvements and developments in the course of the next years, which I am excited to witness during my time as Consul General in Kolkata.

Let me also mention another point: we also have to tackle the gender imbalances in all sectors, which to me is a highly important task. We need the knowledge and workforce of women as well as men, not only in the green energy sector, but in every field. It does not seem very promising to rely on only roughly 50% of the population for future development, does it? It cannot be emphasized enough, gender equality is a necessary step towards a green and healthy future.

Dear readers, let us work together and even harder for providing a safe future for all of us. I am very much looking forward to meeting you at some of the numerous important projects by VDMA and working together with you on our sustainability goals.

All the best for 2024!

Barbara Voss, Consul General, Consulate General of the Federal Republic of Germany, Kolkata

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Editorial



Dear Industry Friends,

In the election year, it is heartening that the interim Budget reflects the government's steadfast commitment towards fiscal prudence along with the focus on structural reforms, infrastructure development and inclusive growth. The fiscal prudence has been demonstrated through declining current account deficit, falling inflation, rising GST collection improving bad loan ratios, thus narrowing the estimated fiscal deficit to 5.8% of GDP in 2023-24 and to 5.1%

for 2024-25 bringing it closer to government's ultimate target of 4.5%.

It is reassuring to see that the government has increased capital investment outlay allocating INR 11.1 lakh crore, an improvement of 11.1% over last year's increase. This in conjunction with expected private capital expenditure which will continue the infrastructure build out across the nation, driving economic growth and generating employment opportunities. At a time when tech startups have been struggling to get funding, the INR 1 lakh crore corpus to help finance research in technology is a welcome move. The interim budget continues the focus on green energy. Under the roof-to-solarization scheme 1 crore households will be targeted. The households will be enabled to obtain up to 300 units of free electricity every month. Further the electric vehicle ecosystem is set to be expanded and strengthened by supporting infrastructure related to charging stations. E-Buses for public transport are also expected to be benefitted as budgetary outlay has been increased to INR 13 billion. Lastly, the country has been one of the biggest beneficiaries of FDI inflow during 2014-23 at USD 596 billion. The budget has proposed to sustain this growth using bilateral investment treaties terming FDI as 'first develop India'.

In Germany, in the first 11 months of 2023, production output rose by 0.3% on a price-adjusted basis. In November alone, the decline amounted to a provisional 4.3%. This is the fourth decline in a row. And production is also expected to fall in the remaining month of December due to dwindling order backlogs in many companies. The VDMA's production estimate for 2023 as a whole was put at - 1% in real terms. For the coming year 2024, VDMA economists expect a further decline in production of 4 %. In the less volatile three-month average from September to November, German machinery exports fell short of the previous year's result by 0.8% in nominal terms. The significant slowdown in the growth of German machinery exports can be felt in all regions, but particularly in the EU countries and in East Asia. Although there are still different dynamics at country level, the decline from September to November was well above average for the EU as a whole at 4.9%. For East Asia, the decline was even more pronounced at 5.9% in the same period. In the last three statistically verifiable months (Oct. -Dec. 2023), 22 of the 27 sectors analyzed separately in the VDMA incoming orders statistics recorded year-on-year declines. Only four sectors recorded a price-adjusted increase. While food and packaging machinery, plastics and rubber machinery, process engineering machinery and equipment and power systems (turbines) achieved a growth rate, incoming orders in the sub-sectors of thermoprocessing technology, construction and building materials machinery, foundry machinery, electrical automation, agricultural machinery and machine tools fell by 20 % or more.

In this issue, we have covered news from sectors like Construction Equipment and Plant Engineering, Food processing machinery and packaging machinery, Materials Handling and Intralogistics, Mining, Robotics and Automation, Welding and Pressure Gas.

As the financial year draws to a close, India remains the fastest growing major economy in the world and the GDP growth forecast for 2024 is 6.5%++. Wishing our members a successful start to 2024.

With best wishes, Rajesh Nath / Managing Director / VDMA India www.dopag.in +91 80-2991-1082 sales@dopag.in



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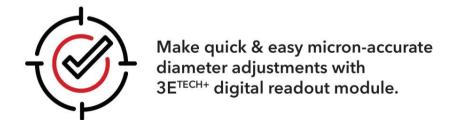


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Interview with Dr. Harald Weber, Managing Director, VDMA Textile



Can you give us brief on the activities of the VDMA Textile Machinery Division and its Journey so far?

VDMA Textile Machinery represents around 150 manufacturers of machinery, equipment, components, accessories and software for the production of textile materials - from spinning to the production of textile fabrics and finishing. They represent about 90 percent of the total industry volume in Germany

About 13 percent of our members come from Austria, France, the Netherlands, Portugal, Switzerland, Sweden and Great Britain. We are committed to increasing the competitiveness of our members and ensuring the future viability of the textile machinery industry. The focus is on representing the economic and technical interests of the sector. We also offer our members a network for the exchange of experience and specialist services on various focal points.

What are the latest technological trends in the Textile Machinery Industry in Germany?

In technological terms, significant trends are digitalisation and automation. These themes have been present for some time but will be central to meeting the challenges for many years to come. Another trend that has been around for a while, too is sustainability. Today it is much more than a buzzword: Efficiency in energy, raw materials or water as well as recycling are not feel-good issues but have a real economic and social background.

How has been the demand of the German textile machinery in the Asian market, especially India?

India is the second important market for the VDMA member companies. Between January and November 2023, textile machinery and accessories worth more than 250 million Euros have been exported from Germany to India. Unfortunately, this was a decrease of roundabout 20% compared to 2022. Besides the deliveries from Germany, numerous and renowned textile machinery companies have production sites in India, serving the market directly from there.

Around the globe, stock levels in the textile industry are high and a reluctance to invest can be felt across the entire textile chain. The business situation is expected to improve at the end of 2024/beginning of 2025.

What kind of impact has the geo-political tensions caused to the industry & What are the main challenges for the global textile machinery industry presently?

The textile machinery industry has benefited from free trade more than almost any other sector in recent decades. Things we took for certain in international politics are disappearing. Protectionism is on the rise. The conflict between China and the USA will continue in 2024, and with it the de-risking efforts of many companies in the value chains. We can only hope that politicians around the world will once again understand that cooperation is the better choice than confrontation.

How do you foresee Indo-German relations shaping up in the near future?

The textile machinery companies in VDMA can proudly look back not just on years but decades of close cooperation with the Indian textile industry. Last December, the VDMA Textile Machinery Association and VDMA India were supporting a delegation visit of 13 well-known textile machinery manufacturers to India. Technology showcases took place Ahmedabad and in Coimbatore. I am sure that



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the Indo-German relations will continue to be excellent. The prospects are promising. The Indian textile sector is already playing a major role in the textile world and will perhaps benefit from the challenges China is facing.

Interview with Mr Daniel Yoo, Chief Representative, China - Shanghai Representative Office



Can you take us through the journey of the VDMA from when it started operations in China till now?

The journey of VDMA in China began in 2004 with the establishment of its Representative Office, followed by the opening of the Shanghai Representative Office in 2006. Currently, VDMA represents 11 out of the 38 Sub-Associations in China, covering a diverse range of sectors.

In Beijing, VDMA represents sectors such as Construction Machinery and Equipment, Agriculture Machinery, Fluid Technologies, Power Transmission, Electrical Automation, Plastic and Rubber Machinery, and Textile Machinery. In Shanghai, the representation includes Robotics and Automation, Electronics, Micro and New Energy Production Technologies (EMINT), Woodworking Machinery, and Food Processing and Packaging Machinery.

Since 2012, VDMA has expanded its presence in China with the establishment of German Mechanical Engineering Commercial Services (GMECS), aimed at providing services to member companies. Additionally, in 2015, a GMECS Branch Office was opened in Shanghai to enhance service delivery.

Can you give us an overview of the manufacturing industry in China?

As for the manufacturing industry in China, it has undergone significant transformation over the past three decades. Initially known for its cheap labor and mass production, China has now emerged as a hub for innovation in various manufacturing sectors. The automotive industry, particularly electric vehicles (EVs), has witnessed rapid growth, with over 300 EV companies in the country. These companies are introducing innovative concepts that resonate well with local consumers, and many are now eyeing foreign markets for expansion. However, the future will tell which of these companies are going to survive the fierce competition in this segment. Many of these brands that we can see today will be consolidated or vanish.

China plays a central role in the global supply chain, serving as a manufacturing hub for multinational corporations and a major exporter of goods to markets around the world. The country's extensive network of suppliers, logistics infrastructure, and skilled workforce make it an attractive destination for foreign investment and outsourcing.

Despite its strengths, the Chinese manufacturing sector faces several challenges, including rising labor costs, environmental concerns, and trade tensions with other countries. However, these challenges also present opportunities for innovation, diversification, and sustainable growth.

How do you foresee the economic and industrial development of China in the coming years?

Moreover, the machinery and equipment industry in China is also evolving, with a focus on improving quality and competitiveness. Chinese companies are developing new products at a rapid pace and entering global

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markets with competitive pricing strategies. With a market size exceeding 980 billion Euros, China remains the largest market for machinery and equipment globally.

Environmental concerns have become a major focus for China as it seeks to address pollution, resource depletion, and climate change. The

government has implemented stringent environmental regulations, promoted renewable energy sources, and invested in green technologies and infrastructure. This shift towards sustainability is likely to continue, with opportunities emerging in sectors such as renewable energy, clean transportation, and environmental protection.

China is at the forefront of the digital revolution, with rapid advancements in areas such as ecommerce, mobile payments, artificial intelligence, and big data. Digital technologies are expected to drive productivity gains, innovation, and the emergence of new business models in various sectors including machinery and equipment industries.

Looking ahead, despite challenges such as the recent economic slowdown and increasing competition from local players, China is expected to remain a crucial market for the machinery and equipment industry. VDMA members can capitalize on opportunities in China by understanding the market dynamics, innovating their products and services, and localizing their operations to meet the evolving needs of Chinese customers.

How many VDMA Members are present in China & What support do you offer them to promote their activities and services?

VDMA provides extensive support to its approximately 900 members in China, with around 500 members deeply localized with full production, sales, purchasing, and R&D operations. The association serves as a voice for German/European Machinery and Equipment Industry, representing their interests to the Chinese government. Additionally, VDMA offers market insights, regulatory updates, networking events, and deep dives into sector-specific market trends through various platforms and meetings. GMECS also provides training and workshops to support member companies. Furthermore, we are organizing large scale conferences like the VDMA Mechanical Engineering Summit China and the VDMA Industry Future Fit Conference.

Interview with Ms Rohini Murarka, Director, Regent Defence and **Engineering Services**



Can you take us through your professional journey?

Having been awarded a Joint Hons. degree in Computer Science and Business Studies from the University of Warwick and MBA from UK, I pursued a career as a information Systems Security Consultant for a decade across firms like Price Waterhouse Coopers and Infosys. This stint gave me lessons on what all to implement in my leadership style as I got to interact with my colleagues and we always exchanged views on how employees should be treated to ensure employee retention and growth.



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At Regent Defence and Engineering Systems Limited (RDESL) tables turned for me as I was leading my own organisation and this gave me a chance to implement leadership as a sum of my own professional experiences.

I have always believed in leading by example which has entailed respect for all team members, fair treatment of actions whether achievements under performance or irrespective of positions, honesty and integrity in all transactions and honouring commitment

RDESL is a manufacturer and supplier of electrical, mechanical and electro-mechanical assemblies for defence battle tanks. Our product portfolio has about 70+ high precision engineering products, all of which has been completely indigenised by RDESL. We are also manufacturing and supplying cable harnesses for Ashok Leyland And Tamil Nadu State Corporation buses. RDESL has recently been accreditation awarded NABL environmental lab facility, cable of doing all defence qualifying tests.

Under my leadership, we have been recently awarded as one of the Top 10 Defence Manufacturers in India by Industry Outlook. I do hope this encourages more women to lead engineering industries, as I am probably the only one leading a defence organisation of this stature, in India.

How encouraging has Regent been to develop women leaders & what is the leadership style you adopt at Regent?

50% of RDESL's assembly line has qualified women engineers. They prefer working for RDESL as they find the organisation to have a "safe and reliable" working environment. They are trained and coached to become supervisors and gradually climb up the corporate ladder. They also feel that having a woman leader at the helm of the organisation gives them more confidence of being provided equal growth opportunities.

The above perspectives suggest as myself being an inspiring leader or a role model for women and others to be able to visualise their career path without gender inhibitions and societal stereotypes. Additionally, my leadership involves efforts in embracing my unique strengths, fostering strong communication skills, and cultivating a leadership style that aligns with my values like encouraging collaboration, being resilient in the face of challenges, and empowering others to succeed. leadership styles are democratic, transformational and situational based on my team's dynamics, but my authenticity and inclusivity are powerful guiding principles.

What are the main challenges faced by women in leadership today?

Although a lot is work is being done for women inclusivity in leadership positions, I still feel and experience that women in leadership positions are facing gender and capability stereotypes, work-life balance issues, and limited mentorship opportunities. There are prejudices against women having the grit and fortitude to perform and take output bearing decisions in the face of crisis. There is skepticism around their ability and acumen to scale up organisations by breaking the glass ceiling of stereotypes of it being a man's cup of tea. Even after acquiring leadership positions, women have to prove their worth every day to her contemporaries and subordinates to reassure their trust in them because of the deep rooted gender biases which have run down eons now. Culturally, women are expected to take up greater chunk of the household and family responsibilities which bars them from taking up the work load that is accompanied with leadership roles.

The fact that women are still a minority in key leadership positions is not an index of their capability, but an index of the cultural biases, gender stereotypes and societal norms.

Why are there so few women leaders in the engineering industry in India & what do you feel needs to be done bring about a change?

The underrepresentation of women in leadership roles in the engineering industry in India are attributed to main factors, like societal norms, gender stereotypes, and historical biases.

Cultural expectations and traditional gender roles are discouraging women from pursuing



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careers in engineering or advancing to leadership positions. There is skepticism around the strength of technical knowledge and capabilities of women in engineering domain. Well ranked engineering Institutions have women students in minority and when asked to justify the underrepresentation, most of of the biases revolve around women's depth of technical competence and practical applications.

Additionally, workplace biases, unequal opportunities, and lack of mentorship programs are the guide factors to the limited representation of women in leadership roles.

Addressing the above issues requires a concerted effort from both society and the industry to promote inclusivity and equal opportunities for women in engineering.

In order to bring about a change, we should be **Promoting Diversity and Inclusion** (i.e.) fostering a culture that values diversity and inclusion to attract and retain women in engineering roles. Educational Initiatives (i.e) Support programs that encourage girls to pursue STEM (science, technology, engineering and mathematics) education from an early age, providing mentorship and resources. Equal **Opportunities** (i.e) Ensure opportunities for career advancement. promotions, and leadership roles for both men women in engineering. **Mentorship Programs** (i.e) Establish mentorship programs where experienced women engineers can guide and support aspiring female leaders. Flexible **Work Arrangements** (i.e) implement flexible work policies to accommodate work-life balance, making it easier for women to pursue leadership roles. Address Unconscious Bias (i.e) Provide training to recognize and eliminate unconscious bias in hiring, promotions, and day-to-day interactions within the workplace.

Networking **opportunities** (i.e.) create networking events and forums that facilitate connections between women engineers and industry leaders. Visible Role **Models** (i.e) showcase successful women leaders in engineering as role models to inspire and motivate others. **Leadership Training** (i.e.) Offer leadership development programs specifically designed to empower women in **VDMA** Newsletter

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engineering to take on leadership roles. Company Policies (i.e) Ensure policies are in place to prevent discrimination, harassment, and bias, promoting a safe and inclusive work environment.

By addressing the above aspects, any industry can contribute to a more diverse and inclusive engineering landscape, fostering the growth of women leaders in the field of engineering Industry.

What would be your suggestion to women who want to take up leadership positions in the industry?

Going back to my journey to leadership, women should **Develop her skills** (i.e) enhance her expertise in her field to build confidence and She should **build a strong** network (i.e) Connect with professionals in her industry to gain support and access to opportunities. She should seek mentorship (i.e) Find mentors who can provide guidance and share their experiences to help navigate her She should **Communicate** career path. **effectively** ((i.e) Hone her communication skills to convey ideas clearly and assertively. She should **Embrace challenges** (i.e) not shy from challenges; view them as opportunities to learn and grow. She should promote self: Advocate for her achievements contributions, ensuring her work is recognised. She should Balance assertiveness and **empathy** (i.e) Strike a balance between assertiveness and empathy collaboration and effective leadership. She should have **Zeal/urge** for Continuous **learning** (i.e) Stay updated on industry trends and developments to stay ahead in her field. She should **create a personal brand** (i.e) Establish a positive and authentic personal brand that aligns with her professional goals. resilient (i.e) should **be** Navigate setbacks with resilience, learning from failures and using them as stepping stones to success. Last but not the least, have the grit to never give up and doubt her abilities amidst inevitable and omnipresent multifaceted challenges.



Interview with Mr Akash Passey, President, ZF Group in India



Congratulations on your new role as Head of ZF India. How has been the experience & journey so far?

Thank you! Taking on the role as the President, ZF Group in India has been an exciting and enriching journey so far. The experience has been filled with new challenges, learning opportunities, and collaboration with a dynamic team.

In my previous professional capacity, I was a part of the Original Equipment Manufacturer and was at the helm of a large CV manufacturer. It is interesting now to be on the auto tech and auto component side, bringing that experience into developing ZF into a further customer centric company in the region. For me, it would essentially be incorporating upstream and downstream expertise for greater impact.

ZF Group in India has an extensive manufacturing footprint with 19 plants across the country. Additionally with 10 Engineering Centers, we are catering to global and local customer requirements from an engineering footprint perspective. I am keen to work on integrating our businesses across automotive and industrial segments, leveraging our strengths and building our brand.

The values of innovation, accountability, diversity, and teamwork, which are a part of the ZF DNA will have a positive impact on these dynamic times for the auto and industrial segments. I look forward to building the brand and contributing to ZF's continued success in India.

What are your latest offerings to the market?

ZF Group is represented in the Indian market, across segments, with cutting edge offerings in Connected, Automated, Safe, and Electro Mobility. ZF offers several future ready solutions that meet the sustainable mobility required by manufacturers, customers, and the regulatory authorities. Our high-end technology products span the domains of Vehicle Motion E-Mobility, Integrated Control. Safety. Automated Driving all based on our Software and Digital Solutions.

We recently showcased a series of nextgeneration transmissions designed specifically for off-highway applications. These include electric axles and drivetrains that deliver high torque at low speeds. ZF's AxTrax 2 electric axle plus a battery system box with battery modules and battery management in the trailer. This allows braking energy to be recuperated, and the recovered power can support traction and ease the workload of the primary engine in the truck. This alone can reduce fuel consumption and emissions of a diesel truck by up to 16 percent.

Our diverse vehicle applications range from active safety like Advanced Driver Assistance Systems (ADAS) to the Passive Safety products like Smart Seat Belt Technology. We also offer Steer-by-wire and Brake-by-wire technologies, which allow more freedom for steering and braking.

Besides this, ZF also provides electric mobility solutions, including electric drivelines and components like e-Drives, Electric Parking Brakes, Traxon, CeTrax, some of which were displayed during the Bharat Mobility Global Expo 2024.

With a clear focus on efficiency and sustainability, ZF offers technologies that

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enhance vehicle performance while reducing environmental impact. In this regard, the cubiX software, which is a pure software product, first for ZF, optimizes driving behavior with a view to comfort, dynamics and efficiency and forms the basis for progressive driver assistance systems.

Tο shape the future of commercial transportation systems, ZF offers ZF PowerLine, Cetrax lite Electric Central Drive, CDC® Continuous Damping Control, PAN Air Disc Brake, Trailer Electronic Braking System (Trailer EBS) across the Commercial Vehicle Segment. Our technologies and services for commercial vehicles and fleets make them more efficient. safe, connected, intelligent and automated wherever they operate.

To sum up, ZF is a global technology company supplying systems for passenger commercial vehicles and industrial technology, enabling the next generation of mobility.

What is the importance of skilling and training in the manufacturing industry today?

Over the past few decades, India has witnessed a significant shift in its manufacturing dynamics. With a growing focus on technology, innovation, and skilled labor, India is emerging as a dynamic hub for manufacturing.

As we move into an era dominated by Industry 4.0. While India has shown a commendable ability to integrate cutting-edge technologies such as artificial intelligence, robotics, and the Internet of Things into its manufacturing processes, we must invest in building a skilled and adaptable workforce.

Industries to realign their structures, business models, processes, offerings, and their communication. Also, ZF is transforming and not only wants to cope but turn these challenges into business opportunities. With focusing on new technologies, shifting to future center of gravity, operational fitness, acting powerful and agile, anticipating future market needs and diversify our portfolio ZF is on a good way.

That is why we have an initiative like 'Skills Hub' focused on guided, intelligent, and interactive learning that puts you and your learning goals in the center.

Training initiatives should focus not only on technical skills but on adaptability technological changes. At ZF we have the Digital Enablement of Workforce" project was initiated to drive the integration of all employees without a ZF device into the digital world of ZF. We are unified in driving digitalization across the Group. It is a unified story of our Transformation to the Next Gen mobility.

We are empowering all shopfloor colleagues to use digital tools and make it easier for them to use digital processes and stay connected with colleagues in the digital world of ZF. Our E-Cademy brings Emobility fundamentals to all employees, including desk workers and shopfloor workers with eLearning platforms and face to face trainings and roadshows, respectively.

With focus on capability-building being critical to navigate through the rapid technology advancements and changing market dynamics, companies should also make upskilling part of their approach.

What initiatives do you feel manufacturers should implement to reduce environmental impact & foster sustainability?

Sustainability is an integral part of ZF Group strategy. ZF targets include complete climate neutrality by 2040. However, sustainability means far more to us than climate protection and betting on a mix of technologies for a cleaner future rather than taking a straight leap to EVs

As manufacturers, it is our responsibility to lead the charge in environmental stewardship and sustainability. Initiatives such as investing in cleaner technologies, optimizing energy efficiency production processes, in remanufacturing and reducing waste are fundamental.

Additionally, embracing circular economy practices, promoting eco-friendly supply chain management, and incorporating sustainable



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materials all contribute to minimizing our environmental impact.

At ZF, we are committed to these initiatives, recognizing that sustainability is not just a choice but an imperative for the future of manufacturing. I would like to point out that Since 1999, our employees in a small town in Czech Republic have been reworking on a wide variety of automotive safety technology products on 20,000 square meters. In contrast to conventional repair of individual products in workshops, remanufacturing is reconditioning of high-quality components on an industrial scale. It may differ from a new part in terms of price but not in quality. The ecological footprint is also good: compared to newly manufactured products, remanufacturing requires between 50 and 90 percent less raw materials and only about 1/10th the energy.

We recently inaugurated ZF Oragadam Industrial Park at Chennai where our facility has a solar plant that can generate up to 450 kWp, with further energy demand supplemented by solar and wind energy supplied under long-term contracts. The Oragadam plant also boasts an collection innovative rainwater designed to conserve and reuse water. It is set to become a water-neutral facility by 2025.

We are also working along the supply chain, where sustainability is a highly complex mammoth task in times of supply chain disruptions, increasing ESG requirements and increasing decoupling. At ZF, we have been working intensively on this for a very long time, and for us there is only one way to achieve greater sustainability: maximum transparency and activities that bring measurable success. An important decarbonization lever that we are currently focusing on in the ZF supply chain is the increase in green electricity: There are options available worldwide, good potential for cost reduction, and no special material approvals are necessary. We have set ourselves the goal of increasing the share to 100% green electricity by 2025, not only in the supply chain, but also in our own locations.

How important do you feel the role of industrial associations are in today's world towards not only the growth journey of a company but also in the development of the industry?

The role of industrial associations like VDMA in today's world, especially in India, is pivotal for the growth journey of companies and the overall development of the industry.

These associations serve as valuable platforms for collaboration, knowledge exchange, and fostering a collaborative By advocacy. environment, companies can share best practices, address common challenges, and collectively drive innovation.

Moreover, industrial associations play a crucial role in policy advocacy and enabling discussions on regulations that could impact the industry. At ZF, we recognize the significance of active participation in such associations, as they contribute to a thriving ecosystem that benefits not only individual companies but also the industry.

Your mantra for being a successful leader in today's world?

In today's dynamic and fast-paced world, my mantra for being a successful leader at ZF first and foremost, rooted in understanding the organization and the team. It is important to foster a culture of transparency and innovation, where teams feel valued and trusted.

Secondly, effective leadership is built on strong collaboration. Engaging with diverse teams, cultivating a culture of inclusivity, and leveraging the collective intelligence of our workforce are essential elements.

Lastly, staying customer-centric is nonnegotiable. Understanding and anticipating the needs of our customers, and consistently delivering value, ensures sustained success.

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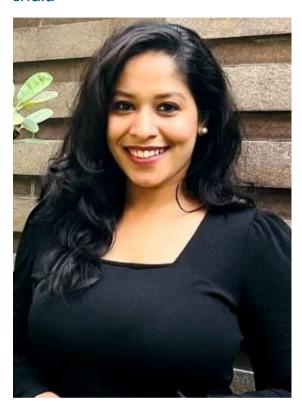
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Your person to contact:

Ambika Banotra, Chief Representative NRW.Global Business India / Bangalore ambika.banotra@nrwglobalbusiness.co.in



Interview with Ms Christy Shaji, Coordinator, Marketing **VDMA India**



Tell us about yourself. What is your academic qualifications and work experience?

I come from the vibrant city of Mumbai, India, and hold a master's degree in management studies with a specialization in Marketing from the prestigious University of Mumbai. My academic journey has provided me with a strong foundation in business management and honed my skills in the dynamic field of marketing. In addition to my academic achievements, I am passionate about cultural activities and have actively contributed to various events within the university. With a work experience of three and a half years in marketing, my corporate journey has been a dynamic mix of challenges and victories, allowing me to refine my skills and stay updated on the ever-evolving marketing landscape. and conceptualizing implementing innovative campaigns to fostering meaningful connections with clients.

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Can you take us through your journey with VDMA India?

In May 2023, a significant chapter unfolded in my professional journey as I became part of the dynamic team at VDMA Mumbai office. My time with VDMA India has been truly transformative, marked by enriching experiences, collaborative efforts, and an unwavering commitment to excellence. The warm welcome from my colleagues set the tone for a positive and inclusive work environment, where teamwork goes beyond professional ties, evolving into mentorship and friendship. The VDMA team has been instrumental in understanding the challenges faced by a newcomer, providing steadfast support throughout my learning process. My role at VDMA has been a dynamic blend of responsibilities that span across the spectrum of marketing. Daily activities include managing email marketing campaigns, ensuring communication seamless channels, coordinating events, and taking charge of the meticulous preparation of reports, articles, and presentations. One of the highlights of my tenure at VDMA has been the privilege of working on diverse projects. The collaborative spirit at VDMA has fostered an environment where ideas flourish, and collective efforts result in impactful outcomes. I am excited about the future endeavours, challenges, and triumphs that await, confident in the knowledge that VDMA is not just a workplace; it's a community that fosters growth, innovation, and success.

What are the major differences in working styles from your previous organization and ours?

Transitioning from my previous organization to our esteemed company has been a fascinating journey, marked by distinctive nuances in working styles and a refreshing approach to professional collaboration. One of the standout differences I have encountered is the absence of hierarchical barriers within our organization. At our company, there is a palpable sense of unity, with a collective commitment to the success of events. Team members, regardless of their position, actively contribute to the planning, execution, and success of events. This holistic approach ensures that each team



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member feels empowered to make meaningful contributions. Perhaps one of the most invigorating aspects of our company's culture is the emphasis on continuous learning. Each day unfolds with new opportunities to acquire knowledge. In conclusion, the transition from my previous organization to our current workplace has been a revelation in the power of a collaborative, inclusive, and forward-thinking culture.

What suggestions would you like to give to young people who would like to intern with us?

Embarking on an internship journey with our esteemed company is not just a professional stepping stone; it's an immersive experience that holds the promise of valuable learning, career initiation, and a sense of belonging. The dynamic nature of our industry provides a fertile ground for gaining practical insights that will undoubtedly shape the trajectory of your career. One of the unique aspects of our company culture is the sense of camaraderie and familial bonds that define our team dynamics. As an intern, consider yourself not just a part of the workforce but a valued member of the family. You have the opportunity to interact with top executives and leaders from various prominent organizations during our events. Building meaningful connections will not only enhance your internship experience but also lay the foundation for a supportive professional network. At our organization, you will find vourself immersed in meaningful projects that contribute to the success of the team. The hands-on exposure will be a valuable asset as you transition into the professional realm. Our workplace is characterized by a culture of mentorship and mutual support.

What role do you see VDMA India playing in the future?

The journey thus far has been characterized by unwavering commitment, innovation, and a steadfast dedication to excellence. Looking ahead, VDMA India aims to play a pivotal role in influencing and steering the dynamics of the industrial landscape, serving as a catalyst for innovation within the manufacturing sector.

The vision for VDMA India includes establishing itself as a thought leader and a knowledge hub within the industry. Through curated events, seminars, and knowledge-sharing platforms, the organization strives to disseminate insights. best practices, and emerging trends. By providing a space for intellectual exchange, VDMA India aims to make a significant contribution to the thought leadership landscape, influencing the discourse industrial practices and advancements. By attuned to industry dynamics, technological advancements, and global trends, the organization is well-positioned to navigate uncertainties and proactively shape strategies. This agility ensures that VDMA India remains a resilient and influential force in the ever-evolvina industrial landscape. conclusion, the future role of VDMA India extends beyond conventional boundaries. It encompasses innovation, thought leadership, global collaboration, sustainability, talent development, and adaptability. As organization continues to evolve, its vision is firmly rooted in shaping a future where VDMA India is synonymous with progress, excellence, and a driving force behind the transformative journey of the industrial sector.

SAVE THE DATE - 13th VDMA MECHANICAL **ENGINEERING SUMMIT 2024**

We are pleased to inform you that our most prestigious flagship event, the 13th VDMA Mechanical Engineering Summit will be held on Friday, 18th October 2024 in at Hotel Ritz Carlton in Pune. The Summit is a gathering of the VDMA Members (German organizations operating in India) of almost all the engineering sectors where mostly the top management / decision makers come together for networking and knowledge sharing.

The Summit is a closed-door event only for the VDMA Members and our partners.

We would request the VDMA Members to block the date in your calendar. The formal invitation would be sent in the coming months in due course.

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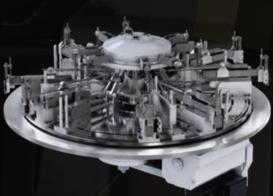


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Members History

Introduction:

Kärcher, a global leader in cutting-edge cleaning technology, boasts a history marked by decades of innovation. Originating in Germany, the brand's journey reflects unwavering commitment and excellence. As it ventured into the Indian market, Kärcher carved a narrative of milestones and successes, blending its German roots with India's dynamic landscape.

History of Kärcher in Germany and Development:

In 1935, Alfred Kärcher founded the company in Germany's Black Forest, initially focusing on systems. Βv 1950, heating Kärcher revolutionized the cleaning industry with the first hot water pressure washer, solidifying its position as a global innovator. Over the years, expanded its product Kärcher range, maintaining its industry leadership through a commitment to quality and relentless innovation.

Formation of Kärcher in India and Development:

In 2011, Kärcher strategically entered the Indian market, establishing Kärcher India. Starting small, the company has grown into a workforce of 250+ across 14 branches. This move underlines Kärcher's recognition of India's potential and dedication to providing innovative cleaning solutions. Kärcher India actively engages in sustainability initiatives, social and contributes outreach, to national

cleanliness campaigns. Recent product introductions, including robotic vacuum cleaners and air purifiers, demonstrate its commitment to evolving Indian market needs.

Key Milestones of Kärcher in India:

- 2011: Kärcher's entry into the Indian market marked a transformative journey.
- Innovations Tailored to Local Needs: Adapting innovations for diverse Indian applications.
- Expansion and Growth: Establishing branch offices and a robust dealer network for nationwide presence.
- Commitment to Health, Hygiene, and Sustainability: Actively participating in global sustainability initiatives.
- Community Outreach Initiatives: Engaging in initiatives like Kärcher India Clean-Up Day and supporting Swachh Bharat Abhiyan.
- Preservation of Historical Monuments: Involvement in projects like cleaning the Mata Kheer Bhawani temple in Kashmir and Ayodhya Ghat post DEEPOTSAV2022.
- "Make in India" Concept: Announcing plans to contribute to local manufacturing and economic growth in 2024.
- Innovation and Product Diversification: Expanding product offerings with a webshop, rental devices, and entry into the detergent market.



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Present Status of Kärcher Activities in India:

Kärcher India, celebrating 12 years of success, stands as a leader in cleaning technology. With a workforce of over 250 professionals and 13 branches, the company ensures widespread accessibility. The product range spans highpowered pressure washers to intelligent robotic vacuums, setting new cleaning standards. Kärcher actively engages in sustainability, community development, and client initiatives. The announcement of embracing the "Make in India" concept in 2024 emphasizes a commitment to local manufacturing.

Conclusion:

Kärcher's journey symbolizes a legacy of innovation, adaptability, and excellence. From its German origins to impactful presence in India, Kärcher redefines cleaning standards. As it shapes the global cleaning technology landscape, Kärcher remains an emblem of ingenuity and progress. The brand's futuristic vision includes AI-powered cleaning robots, renewable energy exploration,

commitment to creating clean spaces for individuals and communities.





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Sector Wise News

German Mechanical **Engineering Industry Overview**

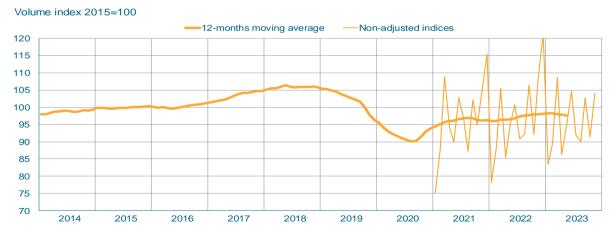
orders in machinery Incoming and equipment manufacturing

Double-digit order decrease for 2023

In December 2023, incoming orders in the mechanical engineering sector in Germany fell short of the previous year's level by 6% on a price-adjusted basis. While domestic orders fell by 13%, orders from abroad fell by just 3%. For 2023 as a whole, the books show a drop of 12%. A look at the curve shows the first signs of a bottoming out in foreign demand. However, there are still no such signs in sight for domestic orders. It is still too early for a recovery due to the ongoing negative effects.

Production of machinery and equipment manufacturing

In the first eleven months of 2023, production output rose by 0.3% on a price-adjusted basis. In November alone, the decline amounted to a provisional 4.3%. This is the fourth decline in a row. And production is also expected to fall in the remaining month of December due to dwindling order backlogs in many companies. The VDMA's production estimate for 2023 as a whole was put at minus 1% in real terms at the annual press conference. For the coming year 2024, VDMA economists expect a further decline in production of 4 percent.



Source: Federal Stat. Office Germany, VDMA

*) WZ 2008 chapter 28 plus 33.12 plus 33.2

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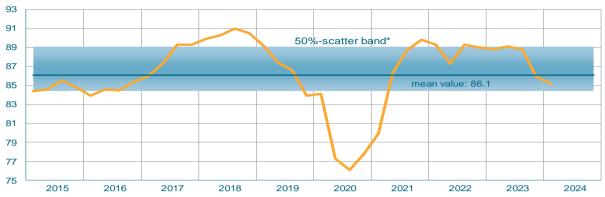
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Source: ifo-Institut, VDMA

*) 50% of all observations (since 1995) are located within a scatter band of 84.4 to 89.1 %.

Capacity utilization in machinery and equipment manufacturing

Machine capacity utilization fell from 85.9% in October 2023 to 85.2% in January 2024, falling below the long-term average for the second time in a row. Apparently, an increasing number of companies are no longer able to sufficiently buffer production with their order backlogs in the face of a sharp drop in orders.

German machine export

German machinery exports in November were 2.5% below the previous year's level in nominal terms. In the less volatile three-month average from September to November, they fell short of the previous year's result by 0.8% in nominal terms. Accumulated over the first eleven months, the positive first half of the year still resulted in a nominal increase of 6.6%.

However, in price-adjusted terms, machine exports from January to November were 0.2% below the previous year's level according to preliminary figures. The significant slowdown in the growth of German machinery exports can be felt in all regions, but particularly in the EU countries and in East Asia. Although there are still different dynamics at country level, the decline from September to November was well above average for the EU as a whole at 4.9%. For East Asia, the decline was even more pronounced at 5.9% in the same period.



Source: Federal Statistical Office Germany, VDMA

*) Share in total machinery exports in %

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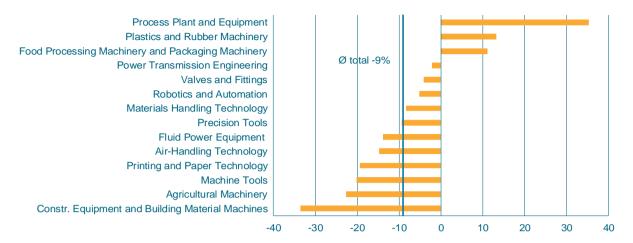
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%, yoy, real, October - December 2023



Source: VDMA Incoming orders for selected sectors

In the last three statistically verifiable months (Oct. - Dec. 2023), 22 of the 27 sectors analyzed separately in the VDMA incoming orders statistics recorded vear-on-vear declines. Only four sectors recorded a priceadjusted increase. While food and packaging machinery, plastics and rubber machinery, process engineering machinery and equipment and power systems (turbines) achieved a growth rate, incoming orders in the sub-sectors of thermoprocessing technology, construction and building materials machinery, foundry machinery, electrical automation, agricultural machinery and machine tools fell by 20 percent or more.machine tools fell by 20 percent or more.

Business situation and expectations in machinery and equipment manufacturing

In January, the ifo Business Climate in the mechanical engineering sector was unable to continue its tentative recovery of the previous two months. The assessment of the situation tipped back into negative territory. Business expectations remain poor, not least due to the difficult economic conditions and the high level of uncertainty. All in all, the mood in companies is slightly worse than in the previous month.





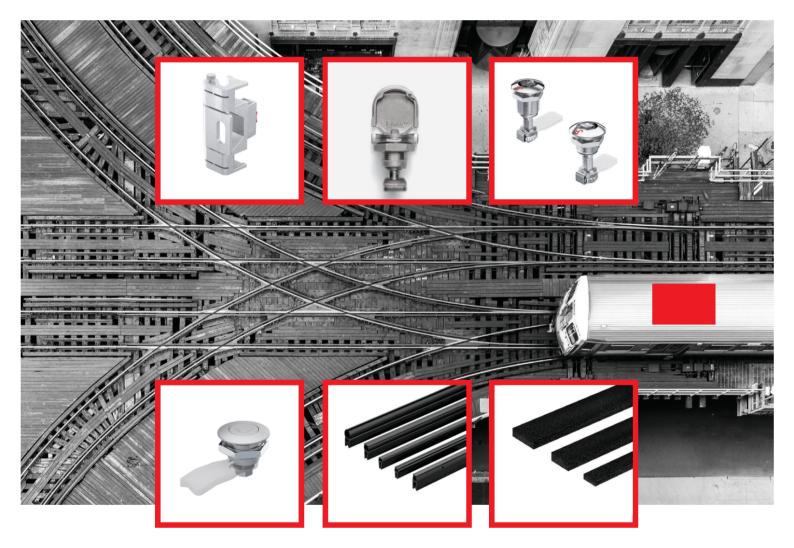
Source: ifo-Institut, VDMA

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Plant Construction Equipment **Engineering**

Construction machinery industry expects a year of declines

Incoming orders have been falling massively since 2022. The main risks for 2024 are the weak economy in building construction, competition from China and the very heterogeneous situation in the sub-sectors and market regions.

A nominal increase in sales of eleven percent four percent in real terms - brought manufacturers in Germany a record year in 2023. This growth is based exclusively on working off order backlogs from previous years.

Manufacturers are expecting a double-digit decline in sales for 2024. The building construction machinery segment has been hit the hardest with a 40 per cent drop in order intake in the period from January to December 2023 compared to the same period last year. This is due to the situation in residential building construction with high interest rates and construction prices. The decline in sales for earthmoving and road construction machinery will be much more moderate. Projects, for example in broadband expansion, energy and transport infrastructure, are continuing.

Just like the sub-sectors, the market regions are also very heterogeneous. Global construction machinery sales fell by 1.5 per cent in 2023 compared to the previous year. Due to its property and economic crisis, China once again brought up the rear with a decline of 38 per cent. By contrast, North America, now by far the largest market, grew by 21 per cent. India experienced significant sales growth of 16 per cent in 2023. Europe was able to confirm the high level of the previous year with a flat sales trend in 2023.

"We expect the strongest impetus this year to come from North America, Europe and India. However, if the North American market collapses due to political upheaval after the election, we will have to prepare for difficulties," emphasised Franz-Josef Paus, Chairman of VDMA Construction - Equipment and Plant Engineering, at the annual meeting on 9 February 2024 in Frankfurt.

"China has virtually ceased to exist as a sales market for construction machinery manufactured in Europe," added Joachim Strobel, Chairman of the VDMA Construction Equipment Division, "Chinese manufacturers

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are increasingly pushing into the European market. There is a suspicion of unfair competition, for example through price dumping or disregard for European safety requirements. In addition to the market supervisory authorities, every machine operator is also required to act responsibly when it comes to procurement."

Food processing machinery and packaging machinery



German exports set for double-digit growth in 2023

In the first ten months of 2023, German exports of food processing and packaging machinery rose by a nominal 11.4% to 7.84 billion euros. More than half of foreign deliveries are sold outside Europe.

Europe is the most important sales region

In total, almost 47% of machine deliveries were exported to European countries in 2023, 33% of which went to the EU-27.

Deliveries to EU countries were 4% higher than in the same period of the previous year. In total, machines worth 2.62 billion euros were exported to the EU-27. Poland (up 24% to 308 million euros), Italy (up 19% to 232 million euros) and Spain (up 12% to 182 million euros) provided particularly strong impetus.

The Other Europe region accounted for 14% of machine sales. The most important markets were the United Kingdom (373 million euros), Switzerland (296 million euros) and Russia (196 million euros).

North America with significant impetus

The strongest impetus in 2023 also came from North America. In the period from January to October 2023, German deliveries increased by 26% to €1.5 billion. Of this, machines worth EUR 1.3 billion (up 25%) went to the USA, which has been the industry's most important sales market for years. Deliveries to Canada rose by 37 percent to 174 million euros. Overall, almost a fifth of German exports in the food processing and packaging machinery sector went to the North American continent.

Asia: China weaker - India stronger

In the period from January to October 2023, 15% of exports were delivered to Asian countries. Deliveries to China fell to 342 million euros, 30% below the previous year's high level. Exports to India rose by over 100% to 200 million euros. This made India the second most important Asian market in 2023, Many other markets provided significant impetus, such as South Korea, Indonesia Bangladesh. There was a decline in deliveries to Japan.

Exports to Central/South America and the Middle East also increased at double-digit growth rates in the first ten months of 2023, while deliveries to African countries remained significantly below the previous year's level overall.

For the year as a whole, the sector's foreign trade is set to reach a new high of around 9.5 billion euros.

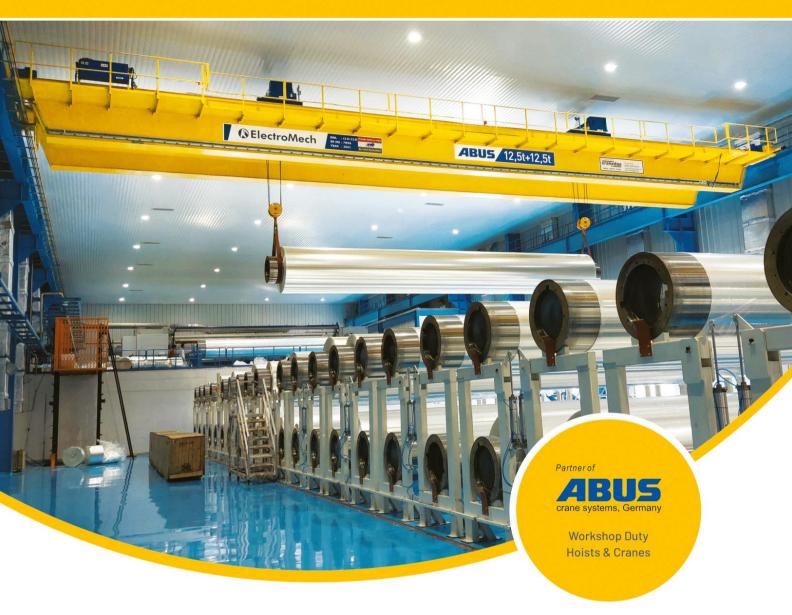
Materials Handling and Intralogistics



AGV Mesh-Up 2024: Testing for the floorshop

German technology.







+91 20 6654 2222 cranes@emech.in www.emech.com At this year's TEST CAMP INTRALOGISTICS in Dortmund, the AGV Mesh-Up will show how the implementation of various mobile robots for transport tasks can be simplified. Ten companies are taking part in the live test of the VDA 5050 communication interface.

Frankfurt, 31. Januar 2024 The use of mobile robots is increasing and with it the complexity of controlling different devices. At the TEST CAMP INTRALOGISTICS in Dortmund on 10 and 11 April 2024, interested parties can experience live how the orchestration of different vehicles with a master controller can be implemented via the open communication interface VDA 5050.

Bosch Rexroth, dpm - Daum + Partner Maschinenbau, Fraunhofer IML, Jungheinrich, KUKA, Omron, SAFELOG, Siemens, STILL and SYNAOS are taking part in this year's AGV Mesh-Up. SYNAOS will be responsible for the master control system.

The test scenario is based on practical tasks from warehouse and production logistics. One of the highlights of the upcoming test will be the transport of identical loads with different vehicles. "Once again, we are trying to design the test scenario as closely as possible to real use cases in order to demonstrate the practicality of the interface and the potential of utilising heterogeneous vehicle fleets to trade visitors on site," explains Andreas Scherb, Project Manager of AGV Mesh-Up in the VDMA Materials Handling and Intralogistics Association.

The linking of warehouse and production processes is exemplified by the picking up of pallets from a rack in the warehouse area by driverless forklift trucks. After being transported to transfer stations, they are transported onwards by underride vehicles to a fictitious place of use in production.

Communication via the central control system takes place via VDA 5050, with the SYNAOS software running in the cloud.

In addition, the new Layout Interchange Format (LIF), which regulates the responsibilities and data formats of the individual project partners and will soon be published by the VDMA trade association, will be used for implementation for

the first time. This format will once again make project implementation with VDA considerably easier, as key relevant aspects can be clearly defined and exchanged.

The AGV Mesh-Up organised by the VDMA Materials Handling and Intralogistics Association is being held for the fourth time as a test for VDA 5050. VDMA member companies and research institutes can extensively test their vehicles and software solutions with the communication interface and discuss practical issues in dialogue with TEST CAMP trade visitors. The interface project was initiated by the VDMA Materials Handling and Intralogistics Association and the German Association of the Automotive Industry (VDA) and realised as an open source project with the support of the KIT Institute for Materials Handling and Logistics Systems IFL.

The AGV Mesh-Up will take place in a special exhibition area of TEST CAMP INTRALOGISTICS 2023 on 10 and 11 April 2024 at Messe Dortmund. Information and tickets for trade visitors are available at https://testcampintralogistics.com/ticketbestellung. information and background information on the AGV Mesh-Up can be found here: https://www.vdma.org/agv-mesh-up.

TEST CAMP INTRALOGISTICS

TEST CAMP INTRALOGISTICS is a test event with an accompanying congress organised by impact media projects GmbH. Test driving forklifts, working with exoskeletons, operating all types of warehouse technology yourself, interacting with driverless transport vehicles and logistics robots, trying out software - TEST CAMP INTRALOGISTICS is all about hands-on testing of selected innovations and new developments in warehouse and material flow technology. Decision-makers from industry, trade and services with a specific interest in innovation and investment will have the opportunity to extensively test the exhibits on show in the 10,000 square metres of hall space and find out about the key trends from experts.

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TEST, where the finalists of the IFOY AWARD, which is sponsored by the VDMA Materials Handling and Intralogistics Association, are tested.

Mining

No climate transition without raw materials

The figures relating to Germany as a production location only show the real situation to a limited extent, especially in the mining industry. Manufacturers now generate and produce a large proportion of their orders and sales via subsidiaries abroad, which is not reflected in the statistics. Overall, the industry is doing well because the diversification in the minerals sector that began more than ten years ago is now bearing fruit.

In 2022, manufacturers of technology for the extraction of raw materials in Germany achieved a total turnover of 3.3 billion euros. From January to September 2023, turnover fell by 28 per cent year-on-year to EUR 2.7 billion. In the first three quarters of 2023, order intake also fell by 36 per cent compared to January to September 2022. Exports by mining equipment manufacturers from Germany in the period from January to September 2023 were 1.4 per cent down on the same period last year at EUR 1.36 billion. VDMA Mining estimates that the industry will end the current year with a turnover of 2.8 **VDMA** Newsletter

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billion euros. The figures indicate production conditions for mining technology in Germany have deteriorated, as demand is there. Nevertheless, the number of employees remains stable at 12,200.

Securing raw materials for the energy transition

The electrification of industry and the needs of everyday life are dependent on the availability of sufficient resources. Unhindered and reliable access to critical raw materials is therefore a growing concern for the EU. With its Critical Raw Materials List, it continuously monitors and updates the risks that could lead to a supply stop.

In her video message, Dr Franziska Brantner, Parliamentary State Secretary at the Federal Ministry for Economic Affairs and Climate Protection and spokesperson for European policy for the Bündnis 90/Die Grünen parliamentary group, assured the industry of better support. The government has decided to enable recycling and, if necessary, to increase resource and raw material efficiency by substituting materials and to extract and process more raw materials in Europe. At the same time, it is important to find additional partners worldwide in order to diversify supply chains. The government wants to create a fair competitive environment, for example with the

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INDIA is progressing ahead with Metro, Road and Hydro underground tunnel construction projects at a fast pace and is among one of the biggest economies of the world & currently ranked 2nd largest TBM market in the world. Due to increase in demand for better, efficient, and modern urban transport, which should at par with world, the investment in infrastructure is rising rapidly. Government of India's "Make in India Program" is in full force to reduce India's dependency from overseas supply and increase the local manufacturing.

Herrenknecht is the only TBM Manufacturer having established a permanent manufacturing/ refurbishing/ rebuilding facility in India since 2008, which is now further expanded to support make in India initiative. There are potential advantages to our customers from local manufactured TBM's as they get savings in freight, taxes, delivery, foreign exchange variations and greater comfort of getting machines from INDIA. The other advantages being, after sales service and parts support from INDIA. Herrenknecht also offers Rebuilding/ Re-manufacturing opportunities in OEM workshop for customers who wants to use their TBM's again.

Presently, our TBM's are being used in Bengaluru Metro Phase-II (2 x Mix Shield TBM and 3 EPB). Maintaining the leadership position in Indian TBM market, Herrenknecht recently supplied 10 Nos TBM's for CMRL Phase-II, 4 Nos for DMRC Phase-4, 2 Nos for Kanpur Metro & ONE No for Agra metro projects respectively.

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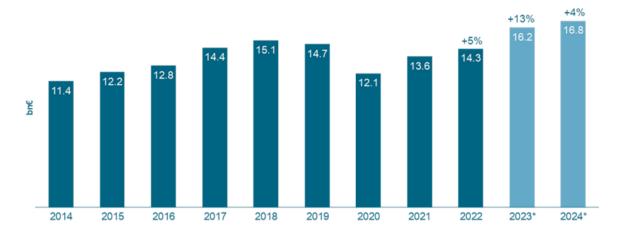
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German Robotics and Automation global turnover (in billions of Euro) 2014-2024*



*forecast

Source: VDMA Robotics + Automation

European Critical Raw Materials Act. In order to be able to pursue this path of transformation, companies should be given the opportunity to receive investment support from a newly created raw materials fund.

Focus on the American continent

The massive geopolitical upheavals in 2023 will have a significant impact on the industry. Russia's ongoing war in Ukraine, the decoupling of China, the expansion of the BRICS community of states as a counterpoint to the western industrialised countries and the war in Israel are making mining technology manufacturers look to North and South American countries with more hope. Exploration spending in the Americas in 2022 accounted for 60 per cent of global spending (S&P Global Market Intelligence). It can therefore be assumed that most projects will take place in North and South American countries.

"It is only the excessive bureaucracy and the sprawling law on due diligence in the supply chain that significantly prevent us from fully fulfilling our entrepreneurial tasks. There is an urgent need for action on the part of political decision-makers to ensure that we succeed in bringing our machines to market quickly," emphasised Dr Michael Schulte Strathaus, Chairman of VDMA Mining.

Robotics and Automation

Forecast 2024

The robotics and automation industry in Germany is forecasting a 4% increase in turnover for 2024. According to the latest figures from the VDMA Robotics + Automation Association (VDMA R+A), industry sales will thus rise to 16.8 billion euros - a new record high.

Frank Konrad, Chairman of VDMA R A, comments: "The positive forecast for 2024 shows that robotics and automation will remain on course for growth - despite an environment characterized by considerable uncertainty. Our industry plays a crucial role as a key technology in overcoming a wide range of challenges such as demographic change, the transformation to climate neutrality and the strengthening of resilience and competitiveness. We are optimistic that the innovative strength of our member companies will contribute successfully mastering these challenges."



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Welding and Pressure Gas

technology Autogenous manufacturer successful 2023, skeptical for 2024

Manufacturers of autogenous technology and gas technology are skeptical about the first half of 2024, forecasting a 3.1% decline in sales in domestic business for the first six months. Expectations for international business are more positive, but remain fairly subdued with an expected increase in turnover of 1.8%. "The consequences of high inflation and the uncertainty surrounding investment decisions are putting our industry under pressure. Even the driving force of foreign business is not in a position to compensate for the weakening domestic business," summarizes Dr. Laura Dorfer, Managing Director of the VDMA Welding and Pressure Gas Technology Association. Against the backdrop of a difficult global economic environment and recently slightly lowered growth forecasts for Germany in 2024, the outlook for manufacturers is therefore rather gloomy after recently posting positive figures.

Significant increase in sales in 2023

Sales from January to November increased by 9% in Germany and by a whopping 16.7% abroad compared to the same

VDMA Newsletter Contact: info@vdmaindia.org / +91 33 4060 2364 period last year. Accordingly, exports increased by 10% from January to September and amounted to 79 million euros. The top ten customer countries are currently led by South Korea, ahead of the USA and Turkey.

Growth in production volume in 2023

In terms of production figures, the VDMA Welding and Pressure Gas Technology Association expects the positive trend that has been ongoing since 2020 to continue. A production volume of EUR 244.4 million is expected for 2023, which would mean an increase of 13% compared to the previous year.

Overall, the autogenous and gas technology industry is therefore well positioned for the future despite the cautious forecasts: As one of the key technologies in the field of industrial and craft manufacturing, the sector will continue to play an important role in the metalworking industry in the future - especially when it comes to supporting the energy transition, for example through the construction of wind turbines, which are produced using autogenous technology, among other things.

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Challenges faced by SMEs in adoption of standards while preparing for exports & Industry preparedness on emergence of sustainable standards

Mr R.R.Singh, Senior Director/Scientist 'F', PGD/MED, Bureau of Indian Standards



In India, 'Small and Medium Enterprises' (SME) is a generic term used to describe small scale industrial (SSI) units and medium-scale industrial units. Any industrial unit with a total investment in plant and machinery or equipment up to Rs.10 crore and annual turnover not exceeding Rs. 50 crore is considered as a small unit and investment in plant and machinery or equipment up to Rs.50 crore and annual turnover not exceeding Rs. 250 crore is considered as a medium unit.

SMEs are one of the significant segments of the Indian economy, contributing about 7 per cent to the Indian GDP and providing employment to over 28 million people. The Indian SME segment's current production value is almost Rs 816,000 crore. It contributes to around 40% of industrial production & exports.

The SME sector produces a wide range of industrial products such as food products, beverage, tobacco and tobacco products, cotton textiles, wool, silk, synthetic products, jute, hemp & jute products, wood & wood products, furniture and fixtures, paper & paper printing, publishing and allied products, industries machinery, machines, apparatus, appliances and electrical machinery. SME sector also has a large number of service industries under its fold.

SMEs in India face several challenges, including access to finance, infrastructure, skilled workforce, technology adoption, and regulatory compliance. In addition to these challenges, Indian SMEs face various difficulties especially from the perspective of exporting their goods or services. These challenges are hindering their presence, expansion and success in global market. Some of the significant challenges which SMEs face are complying complicated rules and regulations of importing countries, problems in currency convertibility, packaging, storage & transportation and customs related issues.

Ensuring compliance to the technical standards of importing countries is another major challenge in preparing for exports which poses a major hurdle for the SMEs in India. This challenge include the following:

- a) Difficult accessibility of International Most of the International Standards: Standards are priced publications and the prices of standards when converted to Indian currency become inhibitory for most of the SMEs to procure them. So, lack of easy availability of International Standards, makes their compliance by Indian SMEs very difficult and uncertain. Moreover, the International Standards are written mostly in English, French or German languages, hence, in absence of adept translators, they are incomprehensible to most of the SMEs who are well versed in local Indian languages only.
- b) Insufficient product testing facilities : Getting the products tested as per International Standards is also a challenge which is faced by Indian exporters. This is more pronounced where the tests or test methods, test conditions and conditioning requirements prescribed in International standards are at variance with the domestic standards. Since the creation of test facilities require substantial investment, Indian laboratories are reluctant to install such facilities unless demand for testing is sizeable. In absence of proper testing infrastructure in place, sending export consignments always has an element of uncertainty and fear of rejection at the destination port or station.





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Such handicaps may be overcome by imparting proper training to SMEs regarding export procedures/documentations, collaboration with international importers for knowledge sharing, proper access international standardization resources, data analytics and digital empowerment etc.

With a better understanding of sustainability issues, Indian industry is more concerned about making industrial practices sustainable for people's social well-being, environmental prosperity and country's economic development. The term sustainability refers to meeting the needs of current generations without ieopardizing future generations' ability to meet their own needs. Many Indian industries shifting towards adopting are industry 4.0 practices such as simulation, drone technology, and mobile technology, which enhance the sustainability would manufacturing organizations in the long run by improving productivity. efficiency, competitiveness of various industrial processes the amalgamation of core concepts such as remanufacturing, design for circularity and regenerative manufacturing, circular supply chain management, and ergonomic design for a sustainable workplace for improving employee health and safety.

Many Indian industries have formulated sustainability cells which work relentlessly towards meeting the 17 UN SDGs.

In addition to this, the Indian industry through Bureau of Indian Standards, the national standards body of India, is supporting formulation of Green Standards for the reinforcement of sustainability through standards.

Green Standards are the standards for products, methods and processes for improving the environment, increasing energy efficiency and enhancing safety and reliability with proper focus on sustainability. These are the standards of the future, which will ensure that most products, services and processes sustainably fit for the purpose and work as intended. There is going to be a paradigm shift in the way the standards are formulated and the contents which standards are going to contain. **VDMA** Newsletter

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Most of the standards may suggest ways and through multiple alternative means manufacturing processes to support reduction in fuel consumption, thereby, reducing green gas house gases and overall carbon foot prints, resulting in better health to citizens ensuring better economic, health and educational opportunities and contributing to poverty alleviation. The standards will also support good management, advancement and optimized use of resources. The Green Standards will have embedded requirements of sustainable development goals through the selection of processes and raw consumption materials, energy durina manufacturing, particularly with regard to environment, health and safety at every stage of product development and manufacture.

With these initiatives and many more in practice under various CSR schemes, the Indian industry is poised to meet all the UN SDGs and make this world a better place to live for future generations.

An Insight on the Interim Union Budget 2024

Mr. Anand Khetan, Partner | Deputy Head, West and South India and Ms. Priyanka Limaye, Associate Partner | Direct and International Tax, Roedl & Partner Consulting Private Limited



Budget 2024 The Interim Union has emphasized on commitment to comprehensive development, envisioning India's transformation into a Developed Nation by



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2047. The next five years are poised to witness unparalleled progress, with a particular focus on four pillars: empowering the youth, women, farmers, and the economically disadvantaged.

Further, the 'First Develop India' strategy during the 'Amrit Kaal' (till the year 2047) centers around investments in infrastructure, maintaining growth momentum in Foreign Direct Investment (FDI), fostering sustainable and inclusive development, and promoting the thrust sectors in India.

The Interim Union Budget for 2024 reveals an optimistic outlook, anticipating a reduction in the revised fiscal deficit from 5.8% in the Financial Year (FY) 2023-24 to 5.1% in FY 2024-25. Similarly, inflation is expected to decrease from 6.7% in FY 2023-24 to 5.5% in FY 2024-25. These key economic indicators signal a promising future for the Indian economy, even amidst global economic uncertainties.

The Finance Bill, 2024 presented on 1 February 2024 received Presidential assent on 15 February 2024, and has been enacted.

Given its interim nature, and as was expected the budget did not introduce extensive changes in tax regulations. Some key tax-related amendments/proposals are outlined in the following paragraphs:

Proposals under Direct Tax Regulations

No major amendments in the Direct Tax are introduced, except rationalization of some due dates. Changes enacted are as follows:

- ✓ No changes to the income tax rates and slabs in the Interim Union Budget 2024. Accordingly, the income tax rates and slabs for FY 2023-24 to be continued for FY 2024-25.
- ✓ Section 206C(1G) of the Income Tax Act, 1961 ('ITA') has been amended to align the same with the Government's Press Release dated 28 June 2023 on scope and rates of Tax Collection at Source ('TCS') for remittances under the Liberalized Remittance Scheme of Reserve Bank of

- India and remittance towards overseas tour program package. In a nutshell, no new amendments are made and only earlier announcements made via Press Releases and Circulars have now been incorporated into the Income tax law.
- ✓ The sunset clauses for startups' deduction, certain categories of income of International Financial Services Centre ('IFSC') units are extended from 31 March 2024 to 31 March 2025.
- ✓ Due Date for Faceless Scheme of Transfer Pricing Officer, Dispute Resolution Panel, Appellate Tribunal has been extended from 31 March 2024 to 31 March 2025.
- ✓ A significant announcement was made by the Hon'ble Finance Minister to clear out existing outstanding income tax demands in the case of taxpayers up to INR 0.025 Million for the FYs up to FY 2009-10, and INR 0.010 Million for FYs 2010-11 to 2014-15. Such demands are proposed to be written off. The Government expects this move to benefit around 10 Million taxpayers.
- ✓ Interestingly, clause for sunset commencement of manufacturing domestic companies who have opted for lower corporate tax rate of 15 per cent under section 115BAB of the ITA which was 31 March 2024 has not been extended further. It would have to be seen if the full Budget to be announced by the new Government reconsiders this date and extends the last date for commencement of manufacturing for the lower tax rate of 15 per cent to apply. The government has also refrained from making any announcements around Pillar II developments of Base Erosion Profit measures taking place internationally. This could be picked up in the full Budget.

Proposals under Indirect Tax Regulations

✓ No changes in the rate of tax applicable under the Goods and Services Tax ('GST') and Customs Regulations in the Interim Union Budget 2024. The validity of General Exemptions under the Customs Regulations

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- ✓ has been extended from 31 March 2024 to 30 September 2024.
- ✓ Input Service Distributor Registration Compulsory

Vide the Finance Act, 2024 the Government has proposed to amend the definition and applicability of Input Service Distributor ('ISD') along with the manner of distribution of Input Tax Credit ('ITC') via ISD prescribed under Section 2(61) and Section 20 of the Central Goods and Services Tax Act, 2017 ('CGST Act, 2017'). This proposal is in line with the recommendation of the GST Council issued during the 50th GST Council Meeting held on 11 July 2023.

As per the proposed amendment in the Finance Act 2024, a registered person having multiple GST registrations would be mandatorily required to obtain ISD registration to distribute the ITC in respect of tax invoices for common services received by or on behalf of distinct persons i.e. other GST registrations of the registered person.

Further, the common services would include services which are liable to GST under Reverse Charge Mechanism ('RCM). In case of such services, the GST under RCM would be payable by the normal registration in the state of registration of the ISD and the ITC on such GST paid would be distributed by the ISD registration.

It has been mentioned in the proposed Section 20 of the CGST Act, that the manner of distribution of ITC would be prescribed. The current rule i.e., Rule 39 of the CGST Rules, 2017 which provides mechanism for distribution of ITC by an ISD may cease to be valid in light of the above proposal and revised mechanism may be prescribed.

Along with registering as an ISD once the proposed amendment has been notified, the taxpayer having multiple registrations would be required to identify the common services and service providers that need to be redirected to such ISD registration.

✓ Penalty for Failure to Register Certain Machines

This proposal is further to the Notification No. 04/2024 - CT dated 05 January 2024 prescribing a special procedure to be followed by a registered person engaged in manufacturing of pan-masala and other tobacco products where the registered person is required to furnish the details of packing machines used for filling the products mentioned above and packing of packages, in FORM GST SRM-I within the prescribed time.

Vide Finance Act, 2024 it is proposed to impose penalty equal to an amount of INR 0.10 Million for every machine not so registered along with any other penalty prescribed under Chapter XV or any other provisions of this Chapter. In addition to the aforesaid penalty, the machine not so registered could also be liable for seizure and confiscation, unless such penalty is paid, and machine is registered within 3 days of receipt of communication of the order of penalty.

Note: All changes under the GST Regulations would be made effective from a date to be notified.

The continuation of existing policies in the interim budget reflects the government's commitment to consistency and long-term fiscal planning, bolstering industry trust and enhancing the confidence of foreign investors in Indian governance. Further, anticipation also builds where businesses and taxpayers await some major amendments in the final budget to be announced after formation of the new government.





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Manufacturing Sustainable Sustainable **Business** Sustainable Planet

Dr. Niladri Choudhuri, Founder & CEO, Xellentro



manufacturing and production sector global accounts for one-fifth of carbon emissions and 54% of the world's energy usage.

Carbon dioxide emissions from fossil fuel use and industrial purposes in India increased 6.5 percent in 2022, reaching a new record high of 2.7 billion metric tons (GtCO₂).

This is a large amount of carbon footprint and needs to be reduced to make the business and the planet sustainable. The manufacturing industry plays a significant role in contributing to environmental issues, but it also has the potential to be a leader in sustainability practices. Adopting sustainable practices not only benefits the environment but can also enhance a company's reputation, reduce costs, and ensure long-term viability. Here are some ways the manufacturing industry can practice sustainability:

Resource Efficiency:

Efficiency: Implement energy-Energy efficient technologies, such as LED lighting, energy-efficient machinery, and automated systems to optimize energy use.

Water Conservation: Implement watersaving technologies and practices to reduce water consumption in manufacturing processes.

Waste Reduction:

Waste **Minimization:** Adopt lean manufacturing principles to reduce waste in production processes.

Recycling **Programs:** Implement comprehensive recycling programs for materials like metals, plastics, and paper to reduce landfill waste.

Materials and Supply Chain Management:

Sustainable Sourcing: Source raw materials from environmentally responsible suppliers and promote sustainable extraction practices.

Green Supply Chain: Work with suppliers who follow sustainable practices and promote a green supply chain.

Product Design:

Design for Sustainability: Consider the entire lifecycle of a product, from raw material extraction to end-of-life disposal, designing products.

Modularity and Upgradability: Design products that are modular and can be upgraded, repaired, or easily disassembled for recycling.

Renewable Energy:

Transition to Renewable Energy: Invest in and utilize renewable energy sources, such as solar or wind power, to reduce the carbon footprint of manufacturing operations.

Emission Reduction:

Air Quality Control: Implement technologies to control and reduce emissions of pollutants and greenhouse gases.

Carbon Offsetting: Consider participating in carbon offset programs to neutralize the environmental impact of operations.

Collaboration and Advocacy:



the flawless transfer of substances,
ensuring the utmost care in personal hygiene.



Industry Collaboration: Collaborate with industry peers to share best practices and work towards common sustainability goals.

Advocacy: Engage with policymakers to advocate for environmentally friendly regulations and incentives.

Continuous Improvement:

Monitoring and Reporting: Regularly monitor and report on environmental performance, setting targets for improvement. **Innovation:** Encourage and invest in research and development for innovative and sustainable manufacturing technologies and processes.

By integrating these practices, the manufacturing industry can contribute to a more sustainable future while also benefiting economically and socially.

The manufacturing industry can benefit significantly from practicing sustainability in various ways. Here are some key advantages along with examples:

- **Cost Savings**
- **Resource Efficiency**
- **Regulatory Compliance**
- **Market Access and Brand Reputation**
- Innovation and Competitive Advantage
- **Employee Engagement** and **Productivity**
- **Risk Mitigation**
- **Long-Term Viability**

Integrating sustainability into manufacturing processes can lead to cost savings, improved efficiency, compliance resource with regulations, enhanced market access and reputation, innovation, employee satisfaction, risk mitigation, and long-term viability.

Information Technology (IT) plays a crucial role in enabling sustainability in the manufacturing industry by improving efficiency, reducing waste, and optimizing resource utilization. Here are several ways IT can contribute, along with examples:

- **Energy Management Systems (EMS)**
- **Smart Manufacturing and IoT**
- **Digital Twins**
- **Supply Chain Transparency**
- **Cloud Computing**
- Advanced Analytics and Big Data
- **Renewable Energy Integration**
- **Collaborative Robotics (Cobots)**
- 3D Printing/Additive Manufacturing **Environmental Monitoring and Reporting**

Manufacturing sector needs to follow the following Rs to practice Sustainability:

- Reduce at all stages of the product lifecycle, like reduction of resources, materials, energy used, and waste generated
- Reuse of products or components
- Recycle of products or components that further reduce the use of new materials
- Recovery of products involves disassembly, recollection, and sorting processes
- Redesign of products or components to design new generation product.
- Remanufacture of products or components

integrating ΙT By these solutions, manufacturing industries can make significant strides toward sustainability, reducing their environmental footprint while simultaneously operational efficiency improving and profitability.

The equipment manufacturing industry needs to play a crucial role in reducing the carbon footprint of their customers through thoughtful product design and sustainable practices. Here are some strategies that manufacturers can adopt:

- **Energy Efficiency**
- **Material Selection**
- **Lifecycle Assessment**
- **Modularity and Upgradability**
- **Eco-friendly Packaging**
- **Supply Chain Sustainability**
- **End-of-Life Considerations**
- **Renewable Energy Integration**
- **Regulatory Compliance**



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By adopting these strategies, manufacturers can contribute significantly to reducing the carbon footprint of their customers while promotina environmental sustainability throughout the product lifecycle.

Manufacturing sector can start with bringing the awareness of Sustainability at every level and then practice Sustainable Manufacturing. IT will be a big enabler to implement Sustainability in manufacturing.

EU ESG LAWS: What you need to know

Mr Christoph Kauffmann, Counsel & Mr Kanwar Vivswan, Associate, Osborne Clarke, Germany



Introduction

Global supply chains are currently facing enormous pressures: new sustainability laws, global armed conflicts, continuing fall-out from the Covid-19 pandemic, the rise in energy prices and shortages of materials and labour, together increasing demands for sustainability from end users, have led to a significant rise in distressed suppliers.

The impact of distressed supply chains is being felt far and wide across all sectors, on both supplier and customer side.

This article provides a snapshot of the potential impact of new EU-wide ESG regulations, topical issues including protecting your position, and give key, practical tips on actions businesses can take to mitigate the ensuing risks and avoid costly disputes.

What is the issue?

Increasing EU-level legal and reporting obligations are requiring businesses to conduct

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human rights, environmental and tax due diligence.

As a consequence, businesses need to have greater transparency and control over their supply chains to meet their obligations and offset the increased risk of liability. Issues include:

- Business practices of companies within a supply chain must comply with green claims made by the procuring company for the end product to be marketed as green. This means, for example, that procuring companies need to invest more time into verifying their Scope 3 emissions, while suppliers looking to remain competitive are having to implement and be more transparent about their own green policies.
- Even if businesses are not under direct obligations to undertake due diligence, those obligations may flow down through changes to their contracts from customers who are subject to such obligations.
- Companies are encountering barriers that make implementing due diligence much harder. For example, brokers sourcing and mixing raw materials from a variety of sources, and larger companies in supply chains pushing back on requests for information and increased contractual rights.
- Increasing pressure on supply chains due to Brexit and additional VAT, customs and border compliance issues.
- Businesses are expected to align their historically tax driven structures with their business substance.

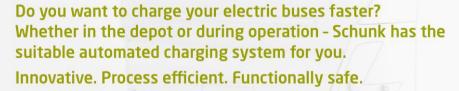
Why is it Urgent and Relevant

The urgency comes from pressure points:

- The reporting periods of ESG laws introduced by certain EU countries placing obligations on organisations in relation to their supply chains have already started.
- Further upcoming obligations including the Corporate Sustainability Due Diligence Directive, the EU Forced Labour Regulation, and EU and UK deforestation due diligence laws will impose further obligations.



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- Compliance will require substantial work and take time to get right and the consequences of getting it wrong could include regulatory enforcement, actions. reputational damage. commercial impacts including in exclusion from markets (such as the EU or US).
- Changes to international tax rules coming in particular from the EU and the OECD (eg the OECD's minimum global effective tax rate and the EU's VAT in a Digital Age proposals).

What should you Do

- Assess potential exposure under new and upcoming legal requirements.
- Conduct supply chain mapping and prioritise the risks for the business.
- Develop new systems and procedures to achieve compliance, based on risk.
- Provide training to all business functions and upskill senior leaders and boards.
- Review and amend existing contracts and documentation, and prepare new contracts, to help protect rights and to fulfil obligations.
- Identify litigation risk and manage any disputes regulatory enforcement or (including in relation to 'green claims').
- Evaluate applicability of reporting requirements and standards.

Key Message

New and imminent EU level legal obligations are demanding commitment of significant resources and have significant repercussions in cases of non-compliance. It is therefore advisable to continually evaluate exposure to emerging legal requirements, seek advice on achieving compliance and prioritise risk through supply chain due diligence and structuring.

Importance of the **VDMA** Manufacturing Excellence Awards

Mr Savio Andrews, Senior Executive -Business Support, VDMA India



We are pleased to inform you that once again VDMA India will confer the 7th VDMA Manufacturing Excellence Awards at the **VDMA** Mechanical Engineering Summit on Friday, 18th October 2024 at Hotel Ritz Carlton in Pune.

OBJECTIVES & CATEGORIES OF AWARD

Corporate Social Responsibility (CSR) Award:

- Recognize efforts and commitments towards Corporate Social Responsibility
- Create a platform to share best practices for better environment

Energy Efficiency and Conservation Award:

- Recognize efforts and commitments towards energy efficiency and conservation
- Create a platform to share best practices for better environment

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Work Condition and Work Safety Award:

- Recognize leadership efforts in work condition and work safety of their employees and other stakeholders
- Appreciate innovative practices and commitment to install high consciousness about work safety among all employees
- Recognize programs and projects that promote sustainable environment to improve work safety and work condition

Only the VDMA Member companies are eligible to apply for the VDMA Manufacturing Excellence Awards.

For more information on the application process kindly contact - savio.andrews@vdmaindia.org

Testimonials from VDMA Members

Receiving an Award for Excellence in Energy Efficiency and Conservation from VDMA is a proud moment for our Freudenberg-NOK team India. It reflects our organization's unwavering dedication to environmental stewardship and sustainable practices. This recognition validates our efforts to minimize energy consumption, reduce waste, and implement innovative solutions to conserve resources. We are grateful for this honor and remain committed to advancing sustainability within our industry for the betterment of our future generations which has been a philosophy of the Freudenberg group globally. I appreciate VDMA in its endeavour to help German companies in India in such knowledge sharing initiatives, recognize competencies and thereby help in furthering business investments and growth in the country. - Anand Thiagarajan, President & Chief Technology Officer, Freudenberg-NOK India

ARGO-HYTOS PVT. LTD. won 2 prestigious awards in the "12th VDMA Mechanical Engineering Summit 2023" -"Winner -Corporate Social Responsibility Medium Category" and "Runner-up - Energy Efficiency & Conservation Medium Category". The whole evaluation process was based on fact finding and data confirmation and the quality of questions asked by expert jury members provided opportunity for further improvements to participants. We learnt a lot during this robust evaluation process. Thank you VDMA team for appreciating our efforts which is like fuel that keeps us going! - Shrikant Bairagi, Managing Director, ARGO-HYTOS PVT. LTD.

As an organization, Continental has always considered that creating value forms the foundation of our business purpose. Drawing inspiration from this principle, I can confidently assert that the German Engineering Federation - VDMA has contributed remarkably to the industry and has created immense value as an ambassador of Indo-German trade. VDMA plays an integral role in fostering relevant and vital dialogues between German companies and the Indian business ecosystem. These efforts have resulted in numerous beneficial engagements and influenced favorable policies. I express my sincere appreciation to the team for their incredible work. This truly signifies the value of collaboration. - Prashanth Doreswamy, **President and CEO, Continental India**

At R. STAHL India, we see the affiliation with VDMA as truly advantageous. As a 100% subsidiary of R. STAHL Germany, we appreciate the opportunity to participate in an esteemed organization facilitating collaboration among German companies. VDMA's proactive efforts in inspiring industry members are commendable, and our consecutive receipt of their award in 2023, 2022 and 2021 underscores our pride. As pioneers in explosion protection solutions, we appreciate VDMA for their instrumental role in shaping industry standards and fostering innovation. - Thomas Wittek, Managing Director, R. STAHL India

We at DICV are honored to receive the VDMA Awards for Energy Efficiency and Conservation, along with the Runner-up position for Work Condition and Safety. Our commitment to sustainable practices and a safe work environment has propelled us to the forefront of both fields. Through initiatives like premium efficiency hybrid chiller systems and smart energy monitoring, we've achieved over 5000 MWh of energy savings in the last three years, significantly reducina CO2 emissions. Simultaneously, our focus on safety culture



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enhancement and digital safety management systems has earned us recognition for fostering a safe work environment. These awards validate our dedication to pushing the boundaries of energy efficiency and ensuring the well-being of our workforce. We thank VDMA for this prestigious acknowledgment and remain steadfast in our journey towards a sustainable and safe future. - Satyakam Arya, Managing Director & CEO, Daimler India Commercial Vehicles Pvt. Ltd.

As an award recipient at the 6th VDMA Manufacturing excellence awards ceremony, the experience was awesome, enriching and inspirational. Having gone through the rigor of selection process, we confidently acknowledge that VDMA has a robust process of assessment and evaluation of nominations through an esteemed panel of industry and academia elite. It is indeed a motivational platform for the manufacturing fraternity to showcase their strengths and compete with the best-in-class. We are thankful to VDMA for recognizing our efforts in prioritizing the well-being of our employees and embracing sustainable business practices at WAGO. - Sridhar Chakravartula, **Vice President - Operations, WAGO India**

Testimonials from Jury

It has always been a pleasure to be involved with VDMA activities. As a jury member of the VDMA Manufacturing Excellence Award I had the privilege to value add on VDMA initiatives to encourage and motivate the performing industries. I see that the well articulated Quarterly Newsletter - German Machinery Industry is a commitment of VDMA towards enhancing Indo-German partnerships. My best wishes to the VDMA team for their future endeavours. - R. Madhan, Director, IGSTC

One of my pleasant tasks has been to be a Jury member for the **VDMA** Manufacturing Excellence Awards. Since I have spent a large part of my industrial life in manufacturing and service quality, I felt I had something to bring to the table in being a jury member. The things which I commend about the event were the efficiency and quality of the event, the variety of companies which applied for the awards, and the way in which the scoring was done. The show was well compered by an expert from VDMA. We had a tough job, as we had small, medium and large companies vying. This is indicative of the fact that, irrespective of the size of an enterprise, quality is to be practiced, and excellence is to be achieved. And we could see the many approaches adopted by each company, as suiting their needs. Some did a great job, and the others needed to improve further. In the excellence journey, there is only one way to go - continually improve. Individual iury members did the scoring in their unique commonly designed, ways, usina а comprehensive scorecard. We found that the companies had put in a lot of effort, and took pains to explain the intricate details. The slides were of uniformly high quality, as were the presenters. I would like to thank VDMA for organising such an event, which is sorely needed for all Indian companies. And German companies are well known for their quality of products and technological prowess. The jury duty was a pleasure, and I got a feeling that I was contributing to a worthy cause. And learnt a lot from all the presentations about the current state of excellence in manufacturing. Kudos to the organisers and the participating companies. R. Jayaraman, Head, Capstone Projects, **Executive** Management, S.P. Jain Institute of Management & Research (SPJIMR)

The proactive insights & support provided by VDMA in India has simply being exemplary to it's more than 600 Germany based industries operating out on Indian shores on pan India basis. This support has been on providing clarity on Government rules & regulations, training and development wrt Industry operating in Indian ecosystem. For this VDMA under the guidance of Mr. Rajesh Nath have been conducting various Industry meets, webinar sessions specifically for Mechanical & IT sectors and opportunities for their Indian employees to German language for ease communication with their Headquarters, I had this opportunity to experience it firsthand while working with them as their external trainer, attending various webinars and being a Jury member for the annual awards of 2023. Hopefully VDMA continues to provide such quidance & support to its member companies in















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times to come. - Sanjay Kanal, Senior Consultant

I had the privilege of participating in VDMA India initiatives as Jury member. German companies are well known for top world class engineering solutions. VDMA's initiative for benchmarking and best practices on safety is highly appreciable. This platform provided by VDMA India facilitated invaluable knowledge sharing and networking opportunity. This also allowed us to learn from German companies workplace safety practices. Kudos to VDMA for spearheading such initiative that promotes culture of workplace safety and collaboration withing industry. Look forward for more initiatives to build Indo-German Industry relations and partnership. It has enlightening experience always. Best Wishes for all future endeavours. Samir Limaye, **Director - Wimco Limited & Past President Institute of Packaging Machinery** Manufacturers of India

An honour and delight both to be a part of CSR excellence awards jury with VDMA & Roedl Partners in the VDMA Annual Summit, for the CSR work German companies doing. VDMA had a very organised format nothing less expected from VDMA to be honest and I wish them the very best for this to grow bigger and bigger in coming years. - Payal Nath, Co-Founder, **KADAM & KADAM-HAAT**

It is indeed my pleasure and privilege to contribute as one of the Jury Member of the VDMA Manufacturing Excellence Awards. It is very interesting to see how these corporates large to small- chose and deploy various solutions and different recipes for conserving energy on one hand and implementing renewable energy sources, on the other. It's quite insightful and inspiring too. VDMA had been prompt and responsive in adopting feedbacks in later editions of these awards evaluation, I sincerely thank VDMA and Shri Rajesh Nath for this wonderful opportunity which has also rewarded me with a strong network of multifaceted peer leaders as coevaluators. - Vijay. A. Pankhawala, Deputy Director - Business Development & Corporate Planning (BDCP), Automotive Research Association of India (ARAI)

Being part of the Jury for the 6th VDMA Manufacturing Excellence Awards 2023 was a truly delightful and esteemed experience. The design of the presentation template, evaluation guidelines, metrics, timelines, and other elements were carefully crafted and diligently implemented. Every aspect of the planning and execution was carried out with the highest level of professionalism and transparency, leaving no room for error. I extend my heartfelt appreciation to the entire VDMA India Team for their commendable efforts. - Manoi Kumar Soni, Professor, Mechanical Engineering, Birla Institute of Technology & Science, Pilani

Pursue an Internship with VDMA India



The VDMA offices in India encourages young and aspiring individuals who are looking to build their experience in the industry.

Please feel free to contact our offices below in case you are interested in pursuing an internship with VDMA India:

VDMA Bangalore Office -

s.manohar@vdmaindia.org

VDMA Mumbai Office –

rupashri.das@vdmaindia.org

VDMA Kolkata Office -

sandip.roy@vdmaindia.org

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Activities of VDMA India Office

VDMA Web Seminar on "Quality Sourcing Solutions from India for European Manufacturers" on 16 February 2024



In pursuit of creating comprehensive awareness on the importance of good quality sourcing from India, VDMA India along with our esteemed partners: Dun & Bradstreet India, Fluidline -Exacta International, MPS Tech Engineering & Consultancy & Stitch Overseas Private Limited organized a Web Seminar on "Quality Sourcing from India for Solutions European Manufacturers" on 16 February 2024.

We had an overwhelming participation of around 200 industry officials of European and Indian manufacturing / engineering companies from various industries.

The partners deliberated on their range of products offered and their application, manufacturing setup, production capacity, quality standards and certification available with them.

The esteemed speakers were as follows:

Mr. Alok Kumbhat, Director, Data and Strategy, Dun & Bradstreet India

Dr. Michael George Paschal, Chief Executive Officer, Fluidline-Exacta International

Mr Ar. Sikander Yadu, Managing Director, MPS Tech Engineering & Consultancy

Mr. Parveen Satija, Managing Director, Stitch Overseas Private Limited

The Vote of Thanks and Concluding Remarks was given by Mr Savio Andrews, Senior Executive - Business Support, VDMA India who also moderated the session.

25 vears of Eirich India and Inauguration of the New Manufacturing Plant in Pune



Group celebrated their 25 years anniversary in India on 15th February 2024 including inauguration of their new plant at Chakan, Pune. VDMA India was associated for the anniversary celebration and also partnered in organizing the event in JW Marriott, Pune

Eirich Germany has been a global leader in mixing and processing technology for over 160 years. The new facility, a strategic addition to Eirich's global footprint, will focus manufacturing intensive mixers, associated plant equipment and control systems for both India and worldwide exports. The Pune Plant is spread over a three-acre plot and is a significant milestone for Eirich India. The Eirich group enjoys a strong market position worldwide in various industry segments such as metallurgy, refractories, ceramics, agrochemicals, foundry, battery, carbon products and many more.

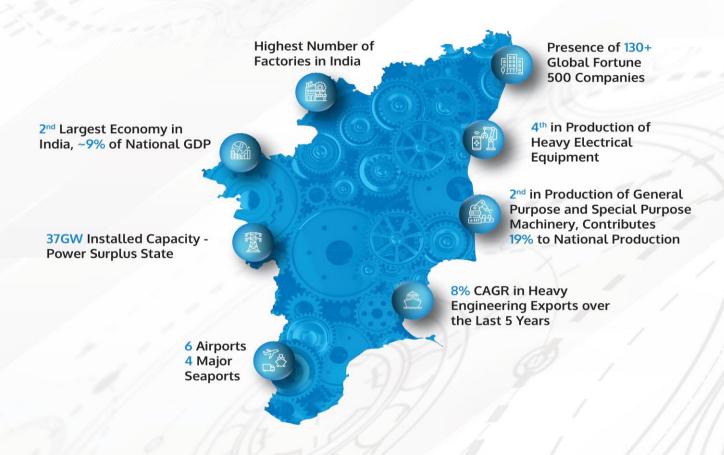
Stephan Eirich is the fifth generation to head the family business and sees the expansion of the Indian operations as an important strategic step for the Eirich Group. Mr. Sourav Sen, MD, Eirich India said "India is a focus market for Eirich. The Chakan plant, with its expanded capacity, will meet the growing demand for our products in all customer industries. New and higher capacity mixer models can now be produced in Chakan". Mr. Rajesh Nath, Managing Director, VDMA India presented on Industrial Scenario in India & Indo-German





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Trade and highlighted the increased interest of German companies in Indian market. There was a panel on Global Economy and Opportunities of India in the next 5 years. The event was attended by the prominent customers of Eirich from all over India, Indo German companies and prominent technical journals/Media.

Seminars on Interim Budget 2024 with Roedl & Partner in Delhi, Pune, Bangalore & Ahmedabad



VDMA India had been actively involved in giving a neutral perspective about the Interim Budget and how it had benefitted the economy. In this connection this year, VDMA India had organised a back-to-back seminar on the Interim Budget 2024 on the 5th of February 2024 at New Delhi and Pune.

The Interim Budget session in Bangalore and Ahmedabad was held on the 6th & 7th of February respectively. The Welcome address at New Delhi was from Mr Rajesh Nath, Managing Director followed by a special address by our esteemed Chief Guest Dr.Dominik Walau, Counsellor, Financial Affairs, Federal Republic of Germany. At Pune, the special address was given by Mr. Bikram Saha, CEO of Benniger India. In Bangalore, the Chief Guest was Friedrich Birgelen, Deputy Consul General, Federal Republic of Germany. For Ahmedabad, the Chief Guest was Mr.Bill Shukla, Managing Director, Milacron India Ltd.

The Pune session covered the Budget and the Macro Economic Overview and the speakers from Roedl & Partner were Ms. Esha Umbarkar, Senior Associate followed by Mr.Chetan

Head-Kakariva, Partner, Direct and International Tax (West & South India) and Ms. Apoorva Singh, Senior Associate.

In New Delhi, the session covered by Roedl & Partner was first on the Interim Budget followed by Upcoming challenges in the Legal and Tax Framework. The speakers were namely Ms. Neha Sharma Associate Partner (Compliance & Corporate Advisory) followed by Ms. Ritika Arora – Manager (Corporate & Consulting) and concluded by Mr. Gauray Makhijani - Associate Partner (Tax Consulting).

The Bangalore session covered by Roedl & Partner was first on the Interim Budget followed by Upcoming challenges in the Legal and Tax Framework. The speakers were namely Ms. Devika Gandhi, Senior Associate, Indirect Tax followed by Mr. Piyush Bafna, Senior Associate and concluded by Mr. Gaurav Jain, Associate Partner, and Team Lead Bangalore.

The last city that was covered was Ahmedabad where Roedl & Partner first covered on the Interim Budget followed by Upcoming challenges in the Legal and Tax Framework. The speakers were Mr Dharm Krishnawat -Partner and Head of the Ahmedabad Office and was concluded by Mr. Gaurav Makhijani -Associate Partner (Tax Consulting).

India VDMA Woodworking Machinery Division Web Exchange 2024



The India VDMA Woodworking Machinery Division Web Exchange 2024 was held as a virtual meeting through Microsoft Teams on 30th January 2024 (Tuesday). We had a good Wood interaction among the Working Machinery members of VDMA on Tuesday afternoon.



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The webinar began with a welcome address given by Mr. Rajesh Nath, Managing Director of VDMA India. Mr. Nath proceeded to invite Mr. Dominik Wolfshuetz, VDMA Frankfurt. He presented the Economic situation/Trends of German manufacturers and the World Market.

Mr. Dominik was followed by Mr. Jikesh Thakkar, President, Association of Indian Panel Board manufacturers (AIPM) and COO, Rushil Décor Ltd. He spoke on the "Indian Wood Panel Boards Industry Market and its Ecosystem".

The presentations were followed by a Roundtable Discussion moderated by Mr. Manohar, General manager, VDMA India **South**. The topics discussed were - Business activities in 2024 and expectations & IndiaWood and LIGNA 2024.

The discussions were very engaging and solicited large participation from all the attendees. Mr. Manohar then concluded the webinar with the Vote of Thanks. There was a total of over 40 participants.

The CEO Roundtable with Axis Bank in **Pune**



The CEO Round table organised by VDMA India in association with Axis Bank was held on 24th January at Hotel Taj Blue Diamond, Pune. The discussion intended to focus on Making India a Centrepiece of the Global Strategy. Where Managing Fx risk in a volatile environment were discussed along with Reimagining Digital Banking with Axis Neo APIs and Gift City - Axis Bank Proposition.

Mr. Rajesh Nath, the Managing Director of VDMA India, extended a warm welcome in the opening address, setting the tone for the insightful discussions that ensued which was followed by a special address by Mr. Nitin Anand, Executive Director and Head MNC Acquisition, Axis Bank. The first presenter of the evening was Mr. Breiesh Chalill, Executive Vice President & Head - Treasury and Markets Sales he spoke on the subject and shared excellent knowledge on the Managing Fx risk in a volatile environment. In addition to his presentation, Saurav Raj Goswamy, Vice President shared a detailed knowledge on the subject on Reimagining Digital Banking with Axis Neo APIs and was followed by Mr. Mahesh Muchhal, Vice President discussed about the Gift City - Axis Bank Proposition.

The Roundtable was graced by the presence of 30 Industry leaders, CEOs, Managing Directors, CFOs, and Directors of VDMA Members and Indo-German companies of the city of Mumbai. The interactive O&A session, which sparked a vibrant exchange of ideas between the Axis Bank staff and the attentive audience, was the highlight of the evening. The evening concluded with a cocktail networking dinner.

Workshop on "Strategic perspectives on Organization Development"



VDMA India organized a Virtual Workshop On Perspectives "Strategic On Organization Development" On 17th, 18th & 19th January 2024.

The esteemed speakers of the workshop were Mr Ramesh Dasary, Mrs Sehaam Bateman & Ms Salima Dosani.

Some of the topics covered in the workshop were - How multinational corporations (MNCs) can effectively manage talent both locally and globally? Debunking some of these myths and ideas for advancing the practice of talent management while avoiding flaws in its implementation ? 5 Conflict Management Styles ? Why is it important to have difficult conversations? Creating Trust and Flow in



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We had around 10 participants from the industry.

Strengthening Bi-lateral relations in the Engineering Sector – East India Meet 2023 in Kolkata



In pursuit of the strengthening the networking and cooperation further among the VDMA members, Indo-German fraternity with the local manufacturing industry, VDMA India organised the annual flagship event VDMA East India on "Strengthening Bi-lateral relation in the Engineering Sector" at Bengal Chamber Kolkata, on 20th December 2023.

In this day-long event, reputed speakers from VDMA members and other organisations deliberate on various topics starting from technology, automation and digitization, minerals and mining - offerings to the engineering industry to compliance, commercial contracts, ease of doing business and business opportunities for the local industry. The event covered various representations and demonstrations ranging from simulation, machine safety, power transmission products and materials. More than **75 delegates** of representatives, comprising industry academia and media participated at the symposium. The event comprised of Fox Mandal & Accociates LLP who were the "Knowledge Partner" and Axis Bank Ltd. "Banking Partner" whereas VDMA members like Festo India Private Limited and Vautid India Private Limited were the "Technology Partners".

The event started with the traditional lighting of the lamp by the Chief Guest - Mrs. Barbara Voss, Consul General, Consulate General of the Federal republic of Germany, Kolkata, Special Guest - Mr. Indranil Roy, Director Mining, **Thyssenkrupp Industries India Pvt. Ltd., all the speakers** of the event and Mr. Rajesh Nath, Managing Director, VDMA India.

Mr. Nath in his welcome address, has welcomed our chief guest and our special guest. Mr. Indranil Roy spoke about the recent developments in the mining industries in India. This was followed by an insightful address by Mrs. Barbara Voss who mentioned about the geo-political scenario of Germany and India.

Ms. Orijit Chatterjee, Partner, Fox Mandal & Associates LLP presented on Handling and managing Commercial Legal claims and disputes. The next speaker was Mr. Mathews Verghese, Practice Head, Fox Mandal & **Associates LLP** presented on Protecting Innovation: How IP Fuels growth in the Manufacturing Industry. Mr. Brejesh Chalill, EVP and Head - Treasury Market Sales, **Axis Bank Ltd.** Spoke on for interest rates and their knock-on effects on World Economics.

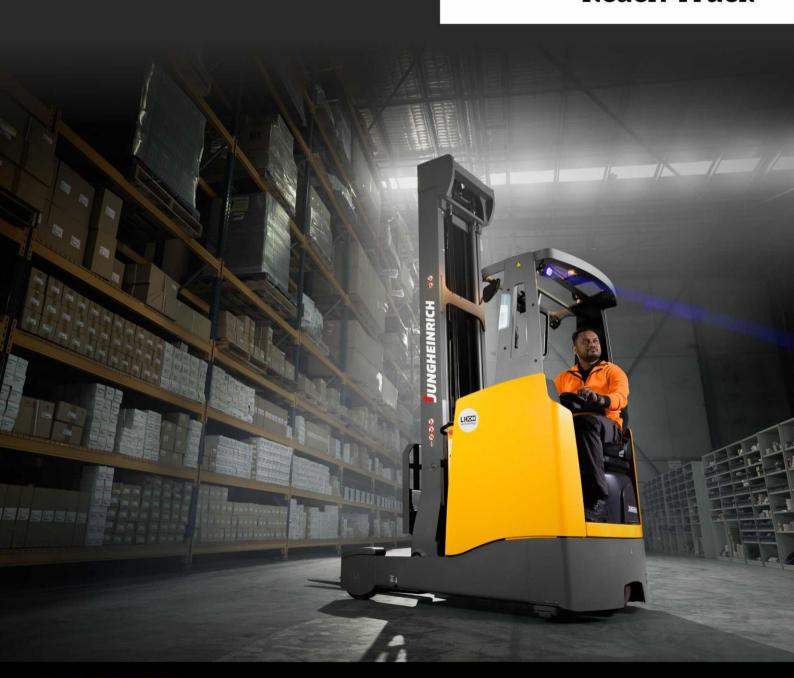
The technical session started with the presentation by Mr. Manoi Prabhakar, Executive Director - BID, Managing **Director, FAM Materials handling System** India made an insightful presentation on Minerals and Mining operations in India and how it is developed than earlier in details. The next speaker was Mr. Pramod Parulekar, **Head Sales - Process Automation, Festo India Private Limited** made a presentation on automation solution for mining and minerals industries. The last presentation was done by Mr.Anand Sundaram, Managing Director, Vautid India Private Limited who gave a detailed presentation on wear attributes and wear management study.

Ankita Chatterjee, VDMA India moderated both the sessions and Mr. Rajesh Nath, Managing Director, VDMA India gave a concluding speech and thanked all the participants for their gracious presence. Around

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80 people from different industries joined the event. The event concluded with an appetizing networking Lunch which allowed guests to interact with the partners of the Symposium.

CEO Round Table with ICICI Bank in Bangalore



VDMA organized a CEO Roundtable at Bangalore on 19th December, 2023 at Shangri La, Bangalore. The welcome address was given by Mr. Manohar S, General Manager, **VDMA India South.**

The first speaker was Mr. Santosh Pai, **Business Head - Multinational Clients,** ICICI Bank. Mr. Santosh gave a special address on ICICI Bank. Then Mr. Manohar invited Chief Guest - Mr. Friedrich V Birgelen, Deputy Consul General, German Consulate General Bengaluru and he gave an overview on the Indo-German co-operation and contribution of strong bilateral trades leading to making India a Global manufacturing hub.

After an Ice breaking session, Mr. Sameer Narang, Head Economic Research Group, ICICI Bank gave an address on India's Decade: Path to a USD 10 trillion economy by 2027. Mr. Sameer was followed by Mr. Anand Pande, Zonal Head Corporate Markets, South, ICICI Bank. He presented on Managing Forex Risks in a volatile environment for MNC's.

The session concluded with an interesting and interactive question and answer session. After which everyone headed for Networking Cocktails and Dinner.

VDMA Newsletter Contact: info@vdmaindia.org / +91 33 4060 2364 The session was very well received by the attendees of the Roundtable. The Roundtable was graced by the presence of some of the top Industry leaders, CEOs / Managing Directors / CFOs, and Directors of VDMA Members and Indo- German Companies and had 30 attendees.

Workshop on Doing Business with Germans



VDMA India has organized a workshop on Doing business with Germans conducted by Mr. Savio Andrews, Senior Executive Business Support, VDMA India, on 14th and 15th December, 2023 from 3 pm to 5 pm.

The members of VDMA India had a very interactive and eniovable session . 12 participants have participated in the workshop. The member had a lot of information of their own on the topic.

In the first session which was on 14th December was on the cultural aspects of doing business with Germans, where the members had learned about the differences in culture between India and Germany, they also learned about the importance of not sticking to stereotypes. They also learned about the art of negotiation and conflict resolution with Germans.

The second Session was focused mainly on basics of the German language such as, Alphabets, numbers, days of the week and Months . They also learnt about greeting in German. The importance of articles in the German language was also touched upon.

There were also guizzes at the end of each session which was based on the learnings from the respective sessions.





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Electronics











24th India Management Meeting for the Construction Equipment and Building Material Machinery Industry Bangalore



The 24th India Management Meeting for the Construction Equipment and Building Material Machinery Industry was held at the Silver Oak, IMTMA Technology Centre (located within BIEC premises), Bangalore on 13th December 2023.

Rajesh Nath (VDMA India) welcomed the participants and thanked all the members for taking time out of their packed schedule and attending the Management Meeting at IMTMA. He explained the aim of the meeting which is to form a network among VDMA members from the Construction Equipment and Building Material Machinery sector and also gave an overview about the current economic scenario.

Sebastian Popp (VDMA Frankfurt) gave an overview about the economic situation of the international construction equipment and building material machinery sector, with a special focus on the Indian market and on the development of German manufacturers.

The next management meeting will take place along with BC India to be Greater Noida Expo Mart from Dec 11 to Dec 14, 2024, Members will be informed about exact schedules well ahead of the meeting.

12th VDMA India R+A Management Meeting



The 12th VDMA Robotics + Automation India Management Meeting was held as a virtual meeting on 11th December 2023.

Mr. Rajesh Nath, Managing Director of VDMA India welcomed the participants on behalf of the Robotic+Automation sector association within VDMA (Mechanical Engineering Industry Association). He expressed his gratitude to Ms. Anne Wendel, Director of the Machine Vision Group at VDMA Robotics + Automation. Germany, for her presence and acknowledged the members for their unwavering support towards VDMA activities in India.

Ms. Anne Wendel provided a comprehensive market overview during the meeting, offering the latest statistics on the global robotics market, the robotics market in India, and insights into the growth and development of the German Robotics and Automation Industry, including its sub-sectors.

The focal point of the Roundtable discussion centred around the current challenges and opportunities in the Indian market and automation trade fair landscape in India. The session also included an analysis of the 6th VDMA Robotomation Symposium and strategic planning for the upcoming 7th Robotomation Symposium and the 12th Management Meeting. Attendees were briefed on the upcoming VDMA events.

During the meeting, each participant was invited to share an overview of their activities in India, offering their perspectives on the development of the robotics + automation market and the trade fair landscape. Notably, the Automotive industry emerged numerous projects and orders, signalling a

substantial surge in demand. This positive trend indicated a robust recovery and growth for the VDMA members in India. The online meeting was attended by 28 prominent industry leaders. further enriching the discussions with diverse insights.

"VDMA SOUTH INDIA MEET" INDO -GERMAN BUSINESS FORUM -Collaborative **Opportunities** in **Engineering in Chennai**



The **VDMA** (German Mechanical **Engineering Industry** Association) organized the symposium on the on "VDMA SOUTH INDIA MEET" INDO - GERMAN **BUSINESS FORUM – for Collaborative** Opportunities in Engineering on the 8th December 2023 at The Radisson Blu, Chennai.

The Symposium began with the traditional Lighting of the lamp by Mr. Rajesh Nath, Managing Director, VDMA India, Ms. Michaela Kuechler, Consul General, Consulate General of Federal Republic of Germany, **Chennai** and Mr. **Ashok** Muthuswamy, Vice President Sustainability and TOM - TAFE Group. Mr. Manohar, General Manager, VDMA India welcomed the participants and the Guests and moderated the symposium. Next, **Kuechler** gave a special address on "The New Skilled Immigration Law in Germany (changes from Nov 2023) and its implications/ benefits to India". Ms. Kuechler was followed by Mr. Ashok Muthuswamy. Mr. Ashok spoke "Digitalization and Sustainability Manufacturing.

Breiesh Chalill, **Executive Vice** President & Head - Treasury & Markets Sales, Axis Bank presented on the topic "Higher for longer? The new theme for interest rates and their knock-on effects on World Economics". Mr. Brejesh Chalill was followed by Mr. Sahil Khatri, Associate Partner & Team lead - Chennai, Roedl & **Partner** and Ms. Sahana Sampath, Consultant, Roedl & Partner, both spoke on **"Best Practices to Ensure Timely Recovery** of Contractual Payments".

Mr. Ruediger Schroeder, Senior Vice President, Maier Vidorno Altios presented on "German companies sourcing from India - changing rules and regulation". Sridhar Krishnamurthy, Next, Mr. Managing Director, Arjas Steel spoke on "Tailoring Steel Solutions - Meeting the demands of Automotive, Energy and Railway customers". Mr. Krsihnamurthy was followed by Mr. Shivashankar, Senior Vice President, Sri City, He spoke on "Industrial Parks - Reimagining the "Make in India" Story". The last presentation from Technical session - 1 was from Mr. Mukesh Kharia, Division Director, Messe Stuttgart India, He presented "Collaborative **Engineering** Opportunities: Advancing Technology in Manufacturing through B2B Trade Fairs".

The first presentation after the networking lunch was from Mr. Arun P R, Co-Founder & CEO, Machinemaze Integration Services, presented "Gateway He on manufacturing in India: Machinemaze MaaS". Next, Mr. Justin Thomas, Country Marketing Manager, Kardex India spoke on how to "Optimize your manufacturing efficiency and Supply Chain Agility with Automation." Mr. Vishwas Tambe, Head of Sales - India, EFAFLEX spoke on "Efficient High-Speed Doors: Modern doors raising Highest Standards in Industry." presentation was from Mr. Subramanya M R, Vice President, Siemens Technology and **Services** who presented virtually, He spoke on the topic "OPC UA and India Focus".

Mr. Subramanya's presenation was followed by a brief Q&A Session after which Mr. Rajesh

Nath gave the vote of thanks. The symposium had a count of over 95 attendees and concluded with a Networking High Tea which provided a good interaction and networking opportunity for both the delegates, speakers and exhibitors at the event.

Workshop on "Kaizen - The Art & Science of Continuous Improvement"



VDMA India organized a virtual workshop on Kaizen - the art & science of continuous improvement on 7th & 8th December 2023.

Mr Jayanth Murthy, Partner & Director, Kaizen India was the esteemed speaker of the workshop.

Some of the discussions covered in the continual workshop were How has improvement matured and evolved in the past decade? What is the KAIZEN way of thinking and working? How do you adopt and drive Operational Excellence with Kaizen? Introduction to KAIZEN Business System (KBS): KBS, is a comprehensive, collated and futuristic approach to Business Excellence.

We had around 10 participants from the industry.

VDMA Circular Economy Conference in Mumbai



VDMA India together with VDMA Germany and by ElitePlus Business Services powered organised the 1st INCLUSIVE international symposium on Circular Economy on 6th December 2023 at Hotel Courtyard by Marriott, Mumbai International Airport. POLYMERS Communique was the Media partner of this symposium.

More than **150** representatives, /brand owners converter/ processors from Beverage, Personal care, Chemical & Industrial Packaging, Pharmaceutical industry, Sorting & Recycling industry participated the event.

The event commenced by the welcome address by Mr. Thorsten Kühmann, Managing Director, VDMA Plastics and Rubber Machinery. The agenda unfolded with brand owners vision on circular economy.

Presentations by industry leaders like **Swarn** Singh, Director- R&D (South Asia), Kellogg's who delved into Kellogg's Green Horizon initiative and its role in pioneering sustainability within India's circular economy movement. Subsequent presentations by Sridhar J, Head Packaging Development, Pureplay Skin Sciences and Mr. Manish Patil, Director of Packaging at L'Oréal, further enriched the discourse by offering perspectives on sustainable packaging and the broader vision for a circular economy.

The parallel sessions began soon after and topics discussed were Preparation of Plastic Waste: From Collecting to Handling and Processing of Regranulates - Sheets / Films.

Under Preparation of Plastic Waste: From Collecting to Handling we had the first presentation by Mr. Devendra Surana, Managing Director, Magpet Polymers on Changing dynamics of PET Recycling in INDIA followed by Mr. Aaron Steinle, Sales Manager, AZO GmbH on Recycling and how innovative Material-Handling will increase your end product quality. Followed by the topic Energy-efficient and gentle recycling of PET-Bottles was presented by Mr. Mehmet Kava, Team Leader Asia, Herbold Meckesheim GmbH. Thereafter the presentation by Mr. Marcel Willberg, Sales Director, Lindner Washtech GmbH on plastic waste to a new product: current market requirements for modern washing systems was conducted and finally the presentation on Sorting and analyzing solutions for high quality plastics recycling was done by Mr. Josef Weber, Regional Sales Manager Asia and Australia Sorting Recycling, Sesotec **GmbH** was conducted.

The other Parallel session under Processing of Regranulates – Sheets / Films began with the presentation on Circularity in Flexible plastic packaging by Mr. Rahul Nene, Head of Sustainability, Huhtamaki and then followed by Mr Ghanshyam Shilamkar, Director - Sales Indian subcontinent, **Brueckner India** on BO film line technologies for sustainable packaging solutions & circular economy. The Presentation next was led by Mr. Florian von der Heiden, Sales Manager, Hosokawa Alpine on PCR blown film-Addressing challenges with proven technology and long term experience. Ms Jinali Mehta Head of Operations, Reifenhauser India Marketing spoke on Reifenhäuser's Commitment towards Embracing the Circular Economy.

After the morning sessions matchmaking sessions was conducted followed by Lunch.

Post lunch sessions was also conducted in 2 parallel sessions with topics Regranulating of PET, PCR-PE/PP (rigid & flexible plastics) and Processing of Regranulates - Injection Moulding/ Extrusion.

In the Regranulating of PET, PCR-PE/PP (rigid & flexible plastics) sessions the first Presentation was given by Ms. Rashi Agrawal, Director of Partnerships, Banyan **Nation** Recycling on Circular Polyolefins: Unlocking the 10 Billion Bottle Opportunity. followed by Ms. Sabine Schönfeld, Business Development Manager Coperion GmbH who spoke on Recycling with the Twin Screw Extruder. The final presentation was given by Mr. Ralf Altepeter, Sales Specialist, EREMA Group GmbH, on Solutions for Polyester & Polyolefin Recycling to achieve True Circularity.

The second parallel session began with focusing on the Processing of Regranulates, - Injection Moulding/ Extrusion. Mr. Albrecht Schröder, Senior Process Engineer at KraussMaffei **Extrusion** GmbH, with started presentation on Extrusion technologies tailored for high-purity post-consumer compounds. The session reached its culmination with a presentation by Mr. Avinash Anand, Partner, from Arburg/ Unimark shedding light on Injection Moulding Solutions aligned with the principles of a Circular Economy.

Both the sessions were moderated by Mr. Kuehmann and Mr. Nath.

The conference's interactive format extended beyond presentations to encompass B2B collaboration sessions, fostering networking opportunities. Mr. Rajesh Nath, Managing Director of VDMA India, concluded the event with heartfelt gratitude, acknowledging the invaluable contributions of partners, speakers, participants who collectively contributed to advancing sustainable practices within the industry.

The unique format of the event was well appreciated by the participants which emerged not only as a forum for discussion but as a catalyst for meaningful change in the pursuit of a more sustainable and circular future.

Textile Delegation visit cum in Conference Ahmedabad & Coimbatore



The **VDMA Textile Machinery** division supported a delegation visit of 13 wellknown textile machinery manufacturers to visit India from 4th December to 8th December, 2023. The entire event was supported by the German Federal Ministry for Economic Affairs and Climate Action (BMWK) and organized by SBS systems for business solutions GmbH together with VDMA India. 13 companies participated in this delegation, namely: Andritz Küsters GmbH. Baldwin Technology GmbH, Erhardt+Leimer GmbH, Groz-Beckert KG, Karl Mayer Stoll Textilfabrik GmbH, Körting Hannover GmbH, Sedo Treepoint GmbH. SETEX Schermulv **Textile** Computer GmbH, PLEVA GmbH, Saurer Spinning Solutions GmbH & Co. KG, Trützschler Group SE, Trützschler Non Wovens and Weitmann & Konrad GmbH & Co. KG.

The Technology Showcase **Textile** Machinery Symposiums took place on December 5th and 7th, 2023 at the Crowne Plaza, Ahmedabad and the Gokulam Park, **Coimbatore**, respectively. The Symposium in Ahmedabad was graced by Chief Guest, Ms. Marja-Sirkka Einig, Deputy Consul General, Consulate General of the Federal Republic of Germany, Mumbai. The welcome address was delivered in both symposiums by **Dr.** Harald Weber, Managing Director, and VDMA Textile **Machinery**. The Symposium in Ahmedabad received a special address from Mr. Rajesh Nath, Managing Director, and VDMA **India.** The Symposiums comprised two sessions namely: Session parallel Spinning, Nonwovens, Knitting, Weaving and Session on Finishing and Dveing Process. Dr Harald Weber and Mr. Boris **Abadjieff**, moderated the parallel sessions in both the cities. Over 90 industry delegates attended the symposiums in each city. The event concluded with a networking lunch followed by B2B sessions which offered a good interaction and networking opportunity for the audience and the participating companies as well.

The delegation made a few visits during their stay in Ahmedabad, accompanied by Dr. Harald Weber, Managing Director, VDMA **Textile Machinery and Mr Boris Abadjieff,** Sales Support, VDMA Textile Machinery, Mr Rajesh Nath, Managing Director, VDMA India and Mr Sandip Roy, General Manager, VDMA India, On December 4th, 2023, the delegation visited the Trützschler, Naroda plant. The welcome address followed a detailed discussion on how Trützschler India was successful example of a German textile company in India on "How to do Business in India". The delegation then visited Arvind **Limited**, Santej plant, where the factory visit turned out to be fruitful along with presentations from each Delegation companies and an open discussion on trends and technologies in textile industry.

In Coimbatore, the delegation made a few visits accompanied by Dr. Harald Weber, Managing Director, **VDMA** Textile Machinery and Mr Boris Abadjieff, Sales Support, VDMA Textile Machinery, Mr Sandip Roy, General Manager, VDMA India and Ms Rupashri Das, Regional **Head – West, VDMA India.** On December 6th, 2023, the delegation visited the **PSG** College of Technology. Following the welcome address by the Head of the Department, the visit included a presentation by the Textile division of the PSG College of Technology, followed by presentations by the VDMA Members who also indulged in a OnA session with the faculty and students. On December 8th, 2023, the delegation visited the Premier Mills factory, Pollachi and the Shiva Texyarns Ltd. Factory. After the

fruitful factory visits, individual presentations by VDMA Members and networking with the companies followed by open discussions on latest trends and technology in the textile industry, the delegation visit was concluded.

Overall, the five-day Business Delegation turned out to be absolutely successful with great business and growth opportunities for its Delegate Companies.

Seminar on Renew, Rebuild, Reimagine with Kaercher in Gurugram



The event on December 1, 2023, jointly hosted by VDMA and Karcher, was a resounding success, focusing on the theme 'Renew. Rebuild. Reimagine.' The evening, graced by Mr. Rajesh Nath (MD - VDMA India) and Chief Guest Mr. Georg Enzweiler (Deputy Chief of Mission - Embassy of the Federal Republic of Germany), celebrated shared successes of Indian and German companies.

Mr. Christian May (Deputy Global CEO -Karcher) presented Karcher's growth journey since 1935, emphasizing diversification, sustainability, triumphs. Mr. and global Christian May detailed Karcher's commitment to various segments, from business to consumer, and highlighted the company's strategies for continued and sustainable growth.

The event provided a platform for insightful discussions on Karcher's achievements and contributions to the industry. The evening concluded with a focused tete-a-tete between Karcher representatives and a delightful gala dinner.

VDMA West India Members Meet -Indo-German Business Forum-"Strengthening Collaborative Approach in Manufacturing" in Pune



In pursuit of enhancing collaboration and networking among VDMA members, the Indo-German Business Forum, in collaboration with the local manufacturing industry, organized the **VDMA West India Members Meet: Indo German Business Forum - Strengthening** Collaborative Approach in Manufacturing in Pune on November 23, 2023.

The event commenced by the traditional Lamp Lighting by the Dignitaries. The welcome address was given by Mr. Rajesh Nath, Managing Director, VDMA India. Ms Rupashri Das, Western Regional Head, VDMA India was the moderator during the Event. The Special Guest address was given by Mr. Vivek Bhatia, Managing Director & CEO, thyssenkrupp Industries India followed by the address from the Guest of Honour, Mr. Sandeep Chaudhury, Managing Director and Board Member, HUF India.

Roedl & Partner started with the Presentation on Localising your Supply Chain. The presentation was delivered by Ms. Dipali Joshi, Team Leader – Strategy Advisory, and Mr. Anand Choudhary, Senior Associate. Subsequently the presentation was conducted by HSBC on Economy - Macro Updates, FX & Currency Trends- HSBC's perspective. It was presented by Ms. Bhavya Jaitly, Global Market Corporate Sales. This was followed by the presentation from EAC-International Consulting, we had Mr. Ketan Jadhav, Partner who gave a very insightful presentation about India's Investment Strategy for next 10 yearsKey considerations. Thereafter, the next presentation was articulated by IndoSpace -Powering the Manufacturing sector in India was given by Mr. Mudit Dobhal, Senior Vice President. This was followed by JB Boda on Strengthening collaborative approach Manufacturing-Perspectives from Risk Insurance by Mr. Achutha Ajay, Executive Director. After a brief question-and-answer session, we took a break for lunch.

Post-lunch session featured presentations by Port of Antwerp - Bruges conducted by Mr. Daljit Singh Kohli, India Representative on Access the European market through the Port of Antwerp-Bruges. Followed by Hoffmann Quality Tools India on Efficiency Redefined: Transformative Approaches to Enhancing Collaboration in Manufacturing by Mr. Abhijeet Yadav, West Regional Director. Presentation then was led by Lex Visas by Ms. Preeti Roongta - Founder & COO on Indo-German Immigration Pathways was captivating.

The Final Presentation was administered by Mr. Mukesh Kharia, Division Director, Messe Stuttgart India on Propelling Technology and Innovations in the Manufacturing Industry through B2B Trade Fairs.

Following the presentations, participants from various segments in the manufacturing industry engaged in a Q&A session. The event concluded with closing remarks from Ms. Rupashri Das, expressing gratitude to the partners, speakers, and participants.



VDMA SEMINAR on the "Economic Opportunities in NRW from Industrial Sector to Emerging Technologies" in Bangalore



VDMA (The German **Engineering** Federation) organized seminar "Economic Opportunities in NRW from Industrial Sector to **Emerging** Technologies" on the 20th of November at Shangri-La, Bangalore.

The seminar commenced with a cordial welcome from Mr. Rajesh Nath, Managing **Director of VDMA India,** extending greetings to the German Delegation from NRW and all participants present. Following Mr. Nath's opening remarks, Ms. Ambika Banotra, Chief Representative India at NRW Global Business, took the stage to expound on key aspects of Indo-NRW trade.

Ms. Banotra's presentation was followed by a talk by the **Guest of Honour - Mr. Friedrich** Birgelen, Deputy Consul General at the German Consulate in Bangalore, who elucidated on the ecological climate between India and Germany. Followed by Mr. Birgelen's address, Mr. Andreas Machwirth, Deputy **International Economic** Director Relations and FDI, Ministry of Economic Affairs, Industry, Climate Action and Energy of the state of North Rhine-Westphalia, took the stage as the Chief **Guest** of this seminar to share his perspectives on Indo-German trade and the burgeoning demand for startups that stand to gain significantly from establishing their businesses in NRW.

The stage was next taken by Mr. Felix Neugart, CEO of NRW Global Business, who took the opportunity to address the audience, shedding light on Indo-North Rhine-Westphalia Economic activities as well as the diverse elements contributing to Germany's status as the "Economic Powerhouse" of **Europe.** After Mr. Neugart's presentation, the First Panel discussion on "Best Practices of Indian Companies incorporated in NRW" was moderated by Mr. Neugart himself. The panelists were **Sakthi Kumar**, **CEO**, **Orbit** Aid, Roushan K, CEO, BugendaiTech, Rakesh K Udupi, Assistant General Counsel, Head of Legal, Infosys BPM, Hari Krishnan MS, COO, SCMYUGA, Atul Jain, Head of State, ICICI Bank.

The session was followed by the **second panel** discussion on "Welcome India in NRW: Welcome Culture of selected Cities in NRW" and was moderated by Ms. Banotra. The panelists were Dr. Angel Alava Pons, **Advisor on Economic and International** Affairs of the Economics Department of the City of Krefeld, Joachim Alexander Lawyer, Partner/Specialist Goldberg, attorney for information Technology Law, GoldbergUllrich, **Frank** Balkenhol, Director, Managing **Economic Development Office, Solingen.**

Lastly, Björn Schubert, Head of Unit Innovation Markets, Ministry of Economic Affairs, Industry, Climate Action and Energy of the State of North Rhine-Westphalia expressed gratitude in the vote of thanks and underscored the substantial opportunities that NRW presents to Indian companies, particularly in sectors such as IT, Smart Manufacturing, Renewable Energy, Hydrogen, and Automation.

Members Corner

MULTIVAC Group celebrates the opening of a new site



After a construction period of less than two years, the MULTIVAC Group has officially opened its new production site in India. Thanks to an investment volume of around nine million euros, the ultra-modern building complex for Sales and Production features a floor space of 10,000 square metres and will go into operation at the beginning of 2024. Initially, around 60 people will be employed at the site. The goal is to optimise supply to customers in India, Sri Lanka and Bangladesh through regional proximity and shorter delivery times.

The industrial area of Ghiloth, 120 kilometres south-west of Delhi, was in a celebratory mood on 15 December 2023. Ritesh Dhingra, Managing Director of MULTIVAC India and the management of the MULTIVAC Group invited quests to the official opening ceremony of the new production site. Guests included Rajesh Nath (Managing Director of VDMA India), Dr Sapna Poti (Director Strategic Alliances, Office of Principal Scientific Adviser to the Govt. of India), representatives of the architecture firm Colliers, representatives of the Swiss Chamber of Industry and Commerce and the German Chamber of Industry and Commerce as well as selected customers and partners. The agenda included inspiring speeches by industry leaders from the bakery, dairy, sweets and medical sectors.

"The South Asian region has become increasingly important for us in recent years," said Christian Traumann, CEO of the MULTIVAC Group, who opened the plant together with the Group Presidents Dr Christian Lau (COO) and Dr Tobias Richter (CSO). "Us opening a modern

plant in one of the largest and fastest growing economies in the world today is therefore a further mile-stone in the internationalisation of MULTIVAC." The company now has 13 other production sites in Germany, Austria, Spain, Brazil, Bulgaria, China, Japan and the USA, as well as more than 80 sales and service companies worldwide.

The demand for packaging machines for fresh food is constantly increasing in India, Sri Lanka and Bangladesh, as supermarkets are gaining in im-portance alongside traditional local markets. "With our new plant in India, we will be able to provide food manufacturers as well as medical device companies with even better state-of-the-art packaging technology and responsive service thanks to our regional proximity and new production capacity — from production to installation and putting into service, through to maintenance," explained Christian Traumann.

Assembly of traysealers and thermoforming packaging machines on 5,000 square metres

The new plant will go into operation in the second quarter of 2024. In a production area of around 5,000 square metres, MULTIVAC will initially start assembling small fully automatic traysealers and compact thermoforming packaging machines. The production of mould sets and dies for packaging machines is also planned from 2025. The site also has a hall area for the storage of spare parts and consumable material, which MULTIVAC can make available to its local customers faster than ever before.

Showrooms and training centres ensure close cooperation with South Asian customers

The new plant is more than just a production facility. Part of the multifunctional building is an area of around 5,000 square metres, which includes a showroom and a training and application centre for packaging and bakery machines. "This infrastructure offers our customers, technicians and sales staff here on site the opportunity to delve even deeper into the world of processing and packaging technology and to jointly develop and test customised solutions," summarised Ritesh Dhingra, Managing Director of MULTIVAC India.

The MULTIVAC Group has been represented by a subsidiary in India for more than a decade. The joint venture concluded with the LARAON Group in 2009 was an important milestone for MULTIVAC as part of its internationalisation strategy and for opening up new markets in South Asia. The board members of the joint venture, Ranjan Dhingra (Chairman of the LARAON Group) and Ruchit Dhingra (Director of the LARAON Group), were also pleased to take part in the opening ceremony.

Fireside Chat - A Roundtable Discussion with Pilz Leadership



Pilz, the global leader in industrial safe automation, is thrilled to announce the grand opening of its new office in Pune, a milestone that marks a new era of growth and innovation! Pilz India leadership team comprising of Susanne Kunschert (Managing Partner), Sanjay Kulkarni (Managing Director India), Daniel Moya (Vice President - Sales International), James Large (Vice President - APAC) along Mrs. Renate Pilz herself proudly inaugurated the new office on January 30, 2024, where local traditions blended seamlessly with global enthusiasm! The new office location is a sprawling 11,000 sq ft carpet area dedicated to fosterina creativity collaboration. The office space includes an exhibition area, application set ups, a well equipped training room, a state of the art warehouse, and an employee collab area to encourage teamwork, brainstorming, and the exchange of brilliant ideas. The warm welcome from the Pilz India team set the tone for an incredible day with employees, and their families.

On 31st January, 2024 Pilz India organized a fascinating Fireside Chat for its customers and business associates. The event featured Pilz's dynamic global and India leadership team, who shared insights into the company's evolution from its humble beginnings to its current global stature. The Fireside Chat was moderated by the brilliant Rajesh Nath, Managing Director of VDMA, which provided a deep dive into Pilz's global history. The attendees were taken on a iourney through the company's transformative milestones hiahliahtina achievements that have shaped Pilz to become a global leader in digital, connected, flexible, efficient, safe, and secure automation solutions. The discussion also highlighted Pilz's impactful journey in India, showcasing the brand's growth, challenges, and triumphs in the country's industrial manufacturing landscape. The Fireside Chat became a platform to appreciate the significant contributions Pilz has made to the Indian market over the years.

The future roadmap of Pilz was a focal point, with the leadership team sharing insights, strategies, and plans for continued innovation and success. The audience, including valued customers, actively participated in these exciting discussions, making the Fireside Chat truly a collaborative and special event. Pilz's management team received well-deserved accolades for their core values, cohesiveness, transparency, vision, and dedication throughout the Fireside Chat. The event testified to Pilz's commitment to excellence and innovation, as the company looks forward to another 75 years of shaping the future of industrial automation.

A heartfelt thank you was extended to the engaged customers & business associates who contributed to the success of the Fireside Chat, emphasizing the importance of collaboration and shared vision in Pilz's journey towards continued success. A big round of applause to Pilz and its team for an inspiring event that celebrated the past, present, and future of industrial automation excellence.

Members Speak



I am truly grateful for the enriching experience I've had attending the German language learning sessions conducted by VDMA India. The instructor demonstrated exceptional dedication and proficiency in teaching, creating a vibrant and interactive learning environment. The well-structured curriculum enhanced my language skills and I feel more confident in understanding written and basic conversational German, thanks to this invaluable language program.

- Amit Tiwari, Sr. Marketing Manager, WAGO Private Limited



Training of "Kaizen - the art and science of continuous improvement", was like learning how to make small but impactful changes every day to make things better. It's about developing a mindset where everyone in the team is encouraged to spot areas for improvement, whether it's in processes, workflows, or even personal habits. Through Kaizen training, you techniques to analvse problems, learn brainstorm solutions, and implement them gradually over time. It's all about fostering a culture of constant learning and improvement, where even the smallest improvement is valued and celebrated.

 Shalini Gupta, Deputy Manager - Lean Six Sigma, Wika Instruments India Pvt. Ltd.



I was a part of the Basic German Course Workshop organized by VDMA India. It helped me a lot during my time in Germany. The way of teaching was very comfortable to understand and all the notes provided were also very helpful.

- Aaditya Arora, Practical Trainee, Deutsche Maschinen India Pvt. Ltd.

Your feedback please?



We hope you find the contents of this edition useful and informative. Feel free to let us know what topics you would like us to cover which can be relevant for the industry.

Write to us at savio.andrews@vdmaindia.org

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The VDMA (Verband Deutscher Maschinen- und Anlagenbay - German Engineering Federation) is a network of around 3600 engineering industry companies in Germany making it one of the largest and most important industrial associations in Europe with over 750 industry experts. VDMA was founded in 1892 and since then successful engineering companies have been working with us to create a powerful force to represent their interests both at national and international level. VDMA covers the entire process chain - in the field of mechanical engineering including associated tools and components, of process, production, manufacturing, drive-train and automation engineering, office and information technology, software, and product-related services, i.e. from components to plants, from system suppliers and system integrators through to service providers. VDMA is divided into 15 cross-sector departments, branch offices in Berlin and Brussels, offices in Austria, Brazil, China, India, Italy, Japan, Poland and USA, 36 trade associations and working groups, international committees and forums, six state associations and several service organisations.

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