

India - Modi's Reforms Lead the Way in Turning India into a Global Powerhouse

Set to become the world's third-largest economy within the next ten years, India is a global powerhouse. With its population set to surpass 1.5bn in the same timeframe, it is a gigantic market; it is also located at the crossroads of the world, between East Asia and the economies of Europe, Africa, and the Middle East. But its competitive advantages are not only natural. India boasts an excellent education system, a stable and democratic political system, and solid institutions that underpin the economy. Recent years have seen India start to achieve its huge potential under Prime Minister Narendra Modi, with a new focus on strengthening the business environment and encouraging the economic growth that will provide high-quality jobs for the next generations of Indians.

Modi's government has undertaken a bold programme of reform, which is bearing fruit in the country's economic results and global rankings. The country rose from 81st to 48th in the Global Innovation Index published by the World Intellectual Property Organization, a UN agency, in the five years to 2020. It also leapt from 143rd to 63rd in the World Bank's Doing Business rankings in the same period. The government's approach has been to open up the economy to both financial and strategic investors, with an emphasis on key industries. Liberalisation has gone hand-in-hand with measures to support both foreign and domestic businesses' growth in India.

"The India story is strong today and stronger tomorrow," said Modi earlier this year. "Today, the FDI regime has been very well liberalised. We have created a friendly tax regime for sovereign wealth and pension funds. We have undertaken significant reforms for developing a robust bond market. We have come up with incentive schemes for champion sectors. Schemes in sectors like in pharma, medical devices and electronics manufacturing have already been in operation. We want to ensure high-level attention and effective hand-holding for investors."

Modi's reform programme has focused on unleashing the power of India's thriving private sector, and creating jobs for young Indians. The country's pool of talent is enviable, and to capitalise on its strengths the government has put an emphasis on human development in the education sector, with changes including shifting higher education towards international standards of best practice, and encouraging foreign institutions to establish branch campuses in India. At the same time, the streamlining of



Narendra Modi
Prime Minister of India

labour legislation has led to an environment more conducive to job creation.

"India has ensured reforms of old laws in the field of labour and agriculture," said Modi. "They ensure greater participation of the private sector while also strengthening the government's safety nets. These reforms will lead to a win-win situation for entrepreneurs as well as for our hard-working people. The reforms in the field of education will further harness the talent of our youth. These reforms have also set the stage for more foreign universities to be able to come to India. The reforms in the labour laws greatly reduce the number of labour codes."

Similar changes have taken place in compliance legislation; in 2021 alone, the government abolished a remarkable 25,000 compliance rules, and introduced the system of auto-renewal of licences.

"Similarly, digitisation is also bringing

speed and transparency to the regulatory framework," Modi said. "You can experience our development-friendly approach in setting up companies in every step."

These reforms are coming at just the right time. In 2020, global consultancy McKinsey said that India was at a "turning point" that could create at least 90m new nonfarm jobs, and add \$2.5trn of economic value, with the correct policies and coordination between the government and private sector. India's positive stance towards business has already raised the economic pace - the International Monetary Fund expects the economy to grow by 8.2% in 2022, one of the fastest rates in the world. What is more, this growth is driven by an ever-wider economic base, with manufacturing boosted by the government's "Make in India" programme. Launched in 2014, it aims to raise manufacturing growth to 12-14% per year, and raise manufacturing's contribution to GDP to 25% by 2025. Given India's skills base, resources, location, and support for investment, the impetus for industrial growth is considerable. Serving both the domestic market and growing global demand, Indian manufacturers are rising to the challenge.

"Today the world is looking at India as a manufacturing powerhouse," said Modi. "Our manufacturing sector accounts for 15% of our GDP, but, 'Make in India' has infinite possibilities. We should work hard to build a robust manufacturing base in India. Be it the central government, state governments, private partnerships, corporate houses; how can we all work together for the country. We have to promote 'Make in India' for goods whose demand is increasing in the country today. Now there are two issues -- one to keep exports in mind and the second to meet India's requirements. "



PI Industries

Excellence and innovation in life-sciences

As the primary source of livelihood for nearly 60% of the population, India's agriculture sector plays a critical role in economic growth and export earnings. Agricultural products exports stood at \$41.25 billion in 2021, and growth is expected to accelerate as geopolitical upheaval puts existing supply chains under pressure. In this context, India's agri-science industry holds high potential, and its agricultural chemicals industry in particular will be the lynchpin to new growth. For leading domestic agri-science firm PI Industries, this means the future is bright.

Founded in 1946 PI industries was earning accolades for its unique business model across the value chain based on IP and partnership. Pioneering in licensing for India market, custom synthesis, manufacturing for novel patented molecules and now the only India company to challenge molecular discovery by partnering with global innovators has been a core focus ever since, as Mayank Singhal, Vice Chairman and Managing Director, highlighted:

"We do not believe in benchmarks; we create them. To be the first in each new area, with each business vertical, we think differently and do not cross the line of value systems at any point. That is the PI motto."

PI Industries' ground-breaking capabilities



Mayank Singhal
Executive Vice-Chairman

in technology and chemistry have become a major competitive strength. The company is globally one of the largest custom manufacturing and services company. It has built a strong reputation on the back of its credibility, transparency, and high-quality products.

It is also firmly planted at the cutting edge of

agri-science in India, and its growth path is set to accelerate as it seeks new partnerships to expand, both internationally and within India.

New partnerships offer significant benefits because PI Industries has much to offer in terms of R&D activities - the company's team of scientists maintains a sharp focus on target discovery, molecule design, library synthesis, and biological evaluation, all of which are helping it transform into a smart chemical company in life sciences - as Singhal explained:

"Growth is obviously a part of the strategy, but it is smart growth focused on the principles of partnership and technology and looking at new applications for pharma and electronics in chemistry. Technologies and a strong value proposition will keep us close to customers, so we are looking at global organizations in terms of the knowledge transfer on offer. I believe that is going to be the key for India's success - we are not a nation that is purely driven by natural resources or sharing economics, but by human brains and capabilities." Globally one of the largest custom manufacturing and services company.



Tanla Platforms

Unsurpassable standards at India's CPaaS heavyweight

India's post-Covid economic rebound is among the strongest in the world, with real GDP forecast to climb as high as 9.4% in the 2021/22 fiscal year, and continue rising in 2022/23. Recovery is supported by rapidly rising consumption, resurgent manufacturing and construction industries, and a steady return to activity in its powerhouse services sector. The country's dynamic and ever-growing software market is a key economic strength, with revenues forecast to hit \$8.2 billion by 2025.

The communications platforms as a service, or CPaaS industry, holds particularly high potential: the industry is projected to generate more than \$34 billion in global sales by 2026, while 95% of companies are expected to be using application programming interface-enabled CPaaS offerings by 2025. This leaves Tanla Platforms, one of India's largest and most-globalized CPaaS firms, uniquely well-positioned to grow its operations further abroad.

Established at the turn of the century, Tanla is a CPaaS company on the cutting edge of innovation. It has evolved from a first-generation entrepreneurial venture to a market leader in CPaaS, benefitting from deep domain expertise and strong partnerships forged with leading mobile carriers, businesses, and regulators. The company is a rarity in India, as Uday Reddy, founder chairman and ceo explained, because its reach extends well beyond the domestic market.

"We seldom find platform companies from India and operating in India, and while we are proud to be located in India, we are happy to serve global customers. The platforms are built not only for Indian enterprises, but for global enterprises. We have deployed our Trubloq platform with both the Telcos in UAE for example, where 100% of transactions go through our platform. Our platforms are scalable for global customers. The use cases and solutions are more or less the same."

Tanla is truly a giant in its field. Roughly one quarter of its gross margins come from its platform business; this is expected to go up over the next few years due to the quality and scalability of its offerings. The company processes 800 billion interactions annually, and holds around 42% revenue market share. More than one billion people have benefitted from its services since its inception.

Tanla is a pioneer in CPaaS communications, and has made a name for itself by continuously raising the bar by improve speed, ease of use, and simplicity with its cloud solutions. From SMSC, SMS Firewalls, to Wisely, patented enterprise grade platform offering private, secure, and



Uday Reddy
Chairman

trusted experiences for enterprises and mobile carriers, the company has built up a diverse portfolio of sought-after offerings.

Around 35% of its revenues are earned in foreign currency, and Tanla works with some of the world's biggest tech heavyweights. These have significantly boosted scalability; an exclusive partnership with Truecaller, for example, enables business messaging to 220 million active users. Another deal with Vodafone stands as the largest in the CPaaS industry.

The company's recent financial track record is stellar because demand for digital interactions boomed during the pandemic, with users doubling and transactions tripling. Tanla's revenues surpassed INR2000 crore, or \$270 million, for the first time during the 2021 fiscal year, and the company launched two flagship platforms: Trubloq and Wisely, over the same period.

Trubloq is the world's first blockchain-enabled CPaaS stack, processing about 1 billion transactions daily. Trubloq's total

addressable market is valued at \$150 million, and Tanla now holds around two-thirds of this market from a volume perspective. Wisely, meanwhile, is a patented, cutting-edge digital marketplace for businesses and mobile carriers. It combines four key pillars of digital interaction - engagement, compliance, communication, and a global network - making it a one-stop shop. Like Trubloq, it leverages blockchain technology to support end-to-end encryption.

Both products could be described as disruptive, although Reddy takes a more nuanced view:

"We are not here to replace anyone; we are here to work with the entire ecosystem so that we can offer the better solution for our customers. Rather than price, we work on the solution line, which is why we are emerging as one of the largest platform companies from India. We are scaling up every day, surprising competitors and the entire ecosystem."

Having already proved itself a valuable partner for global tech titans, Tanla is now setting its sights on its next growth phase. The company is open to new partnerships and addressing global markets through the quality and scalability of its products. But as Reddy argued, a better indicator of Tanla's long-term potential is its longstanding and unwavering focus on people and customers. More than 50% of Tanla's top 10 clients have been with the firm for more than seven years, and Tanla serves between seven and nine of the top 10 customers in every segment where it operates.

"We are pretty obsessed with customer success. Before we launch a product, we have a third-party team which go to the market, select a few customers and check if the platforms are delivering or not - if the customers see the value. If they do not see the value, we recall the product. If they see the value, we acknowledge it and scale the platform. We are very innovative in this way. We don't mind disrupting our own business. We have to be ahead of the curve," he concluded.



RP Sanjiv Goenka

A diversified and agile champion grows with India

India will retain its position as one of the world's fastest-growing economies, powered by ambitious reforms and strong governance, according to a recent report by the International Monetary Fund (IMF). The Fund noted that the South Asian giant enjoyed one of the highest growth rates around the globe in the decade before the covid-19 pandemic, and forecast remarkable growth of 9.5% for the 2021/22 financial year. The IMF highlights that this stellar economic expansion has lifted millions out of poverty, and made India one of the world's most important markets, with an impact felt not just regionally but globally. The Fund's directors praised the government's fiscal support during and following the covid-19 pandemic, and noted ongoing reforms in areas including labour legislation, governance, and trade and investment. It asserted that India also benefits from its favourable demographics, with a large and young population.

This rapid growth has led one of the country's leading multinational conglomerates, RP Sanjiv Goenka (RPSG) Group, to build its presence in the consumer sector in recent years, with a range of pioneering product lines from snack foods to cosmetics. The group's roots go back more than 200 years, when an ancestor of the current chairman moved to Calcutta to do business with the British East India Company, for which the family were bankers. RPSG currently operates more than thirty companies with 45,000 employees in industries including FMCGs, utilities, sports, and entertainment; it has a \$7bn asset base and \$4bn in annual revenue. Throughout, it has benefitted from its unique ability to adapt, its reputation for reliability, and its deep understanding of the market.

"We offer speed, agility, and knowledge - we know how India works," says Dr Sanjiv Goenka, chairman of RPSG. "We are leaders in every segment in which we do business. We have a clear vision and strong implementation, led by an excellent management team. That is the DNA of the company: to change, reinvent, remodel depending on the requirements. What we've always done is engage very high-quality professionals who run the day-to-day management. We believe in excelling in our operating parameters across all the businesses we operate. We are completely transparent and reliable in the way we do business, as our partners know; we have global credentials."

In its pursuit of expansion and evolution, RPSG continues to seek joint ventures and other partnerships, including at global level. The group has an excellent track record internationally:

"If you form a partnership with us, you'll be a winner," says Goenka. "We have experienced leaders in every industry we operate in, and aim to be the top business, or at least the second, in each one. This gives us the right to compete, the right to expand, and the right to grow."

The group boasts major brands including music business Carvaan and ayurvedic medicine company Dr Vaidya's with further scope for global growth. Carvaan, which means "your journey", is a digital music player with a bank of 5000 different tracks; the company owns the rights to 95% of India's most-played songs and 50% of Indian music recorded



today. It has had success both with the older generation, which appreciate its usability, and younger people, who like the device's retro look.

"Our company made the first Indian recording, and we wanted to contemporise music," says Goenka. "We wanted to bring technology that is easy to use and not intimidating, and give it a retro look. We think it's a fantastic product, technologically and aesthetically."

Research and product development give RPSG a cutting edge in the sectors in which it operates. Meanwhile, intensive market research and quick decision-making have given the business first-mover advantages in emerging segments including snack foods, which it entered via its fully-owned subsidiary Guiltfree Industries five years ago.

"We launched guilt-free snacks in India," says Goenka. "You have every company in the world here, but one segment without any presence was guilt-free snacking. We created the category, and people are consuming more and more. Consumer products are really taking off in India, and we're there to deliver for that market. We use the best research and science to develop new products, and are constantly seeking accreditation for our latest innovations. We seek to understand people in order to deliver products that

consumers want, and market them successfully. We know how to connect with people."

In its utilities business, RPSG is also an innovative market leader. Power company CESC has registered patents for developing applications to enhance operational efficiency; its Budge Budge and HEL power plants are the most efficient in the country, with a 99% load factor. PCBL, India's largest carbon black producer, operates in more than 45 countries worldwide and develops specialty chemicals for advanced applications, providing cutting edge solutions to its partners. Both CESC and PCBL are among RPSG's publicly-listed businesses; another is RPSG Ventures, which focuses on IT and business process outsourcing, and recently won the bid to own and operate an Indian Premier League cricket team franchise in the northern city of Lucknow. The listed entities provide opportunities for investors to tap into fast-growing sectors across the Indian economy, as well as the group's expertise and understanding of the market.

RP Sanjiv Goenka's commitment to its partners and customers goes hand-in-hand with its dedication to its home country. The group is proud of its roots, and is a strong advocate for The Make in India programme launched by Prime Minister Narendra Modi in 2014, which seeks to turbocharge India's manufacturing development to raise its growth rate to 12-14% a year, generating an additional 100m jobs. The success of innovative, agile, and diversified Indian businesses such as RPSG is testament to the country's strengths, and its enormous potential.

"India has changed since the current government was elected," says Goenka. "There is a clear vision. It's a progressive India. It is an India with traditions and values, but international in terms of work culture. It's an efficient India and as good as anywhere in the world. For the first time, we as Indians are openly and proudly saying that we are proud to be Indians. Indians have an incredible work ethic, and we have the confidence that we can achieve. We are building at a global level now. The economy is booming, and all the policies are in place for international investors to come here and flourish."



**RP - Sanjiv Goenka
Group**

TTK Group

A partner on the ground in India with resilience in its DNA

The scale and dynamism of the Indian economy - the world's sixth largest - has driven mergers and acquisitions to a near record high, with an estimated 85 deals totalling upwards \$75bn in 2021, according to global consultancy leader Bain. The buoyant market has seen more first-time buyers enter than ever before, with more than 80% of deals in 2020-21 driven by newcomers. Bain notes that companies are capitalising on cash balances reaching an all-time high, with the BSE500 - the top businesses on the Bombay Stock Exchange - sitting on cash and short-term assets worth nearly \$750bn, while foreign direct investment also hit an all-time high in 2021, with an inflow of \$60bn.

Bain refers to the Indian consumer sector as one of the "profit pools of the future" which is attracting investment from leading Indian businesses. With a population of 1.4bn, 50% of whom are aged below 25, India is arguably the world's most attractive consumer market. And it is picking up pace: a March 2022 survey by the central bank noted that consumer confidence continued to improve, bolstered by the general economic outlook, employment, and household income.

Chennai-based conglomerate TTK Group is one of the Indian businesses that is capitalising on this growth, hand-in-hand with a wide range of top-ranking international partners, having worked in the past with global brands including Cadbury's, MaxFactor, Kiwi, Kraft, Sunlight, Lifebuoy, Lux, Ponds, Brylcreem, Kellogg's, Ovaltine, Horlicks, Mclean, Sheaffer's, Waterman's and many others.

"We have a strong record of partnerships with leading global consumer brands, and we are absolutely open to more," says TTK Group chairman T.T. Jagannathan. "India has five million retail outlets, and we work with four million of them. You can't get to those local outlets without a partner like us. We can connect international brands to the market rapidly and help them expand across India. We know the Indian market intimately, we understand what makes Indian consumers buy, and we have the experience and a track record that speaks for itself. If we partner with someone they bring their competitive advantages, we bring ours, and we both win."

TTK has recently been in talks with a variety of global manufacturers not present on the Indian market over potential joint ventures - these are the sort of opportunities Jagannathan continues to seek. TTK Group's enviable footprint in its domestic market is constantly strengthened by its representatives working across the country



building relationships with retailers and other partners. Both international and local counterparts know the group both for its transparent, ethical approach and its dynamism in rapidly-evolving sectors.

"We pride ourselves on absolute, total honesty," says Jagannathan. "That's the core of our brand. We are always ready for change; we are adaptable and always eager to learn about new trends, to add new products, and to change our tactics to ensure success year after year."

Jagannathan describes the business as "an old company that embraces new ideas and technology", unlike some incumbent players. TTK group was founded by the current chairman's grandfather, T. T. Krishnamachari, a two-time Indian finance minister and co-author of the constitution, in Chennai in 1928, importing products from around the world and distributing them throughout India. Krishnamachari's son, Jagannathan's father, started in the business

when he was 16 during a particularly tough period for the company. Jagannathan himself was studying for a PhD in the US when he was called back to take over the business in 1972 as the company faced bankruptcy.

"Each generation has faced a huge struggle, whether it was the Second World War, or a ban on imports," says Jagannathan. "I had to start from scratch, with no business knowledge - I was an academic. I took a year sabbatical, left all my belongings in the US and came back convinced I would fail; we were borrowing at 40% interest as we had no security. But my family and company have resilience and perseverance in their DNA."

Jagannathan applied his engineering background, with its focus on hard data, and a common sense approach to the businesses, focusing on building profitable areas and controlling losses. The process took 25 years, but the success of his approach is clear: the group is worth more than a billion dollars, and has \$500m of cash in the bank. Its listed entity, TTK Prestige, has seen its EBITDA soar from \$20m in 2014-15 to \$41m just before the pandemic, providing its investors with strong returns.

With the consumer sector booming, further growth seems certain, and Jagannathan is confident that India will continue to deliver for investors, businesses - and its citizens.

"India is a huge country, with a fast-growing population," he says. "I'm very proud of how far the country has come in the past five years alone. Our national brand is growing stronger, and there are endless opportunities here in sectors as diverse as infrastructure, defence, and IT. There's an attractive consumer base here with a large middle class - the sky is the limit."

Cosmo Films

Diversification and innovation

Projected to maintain its position as the fastest-growing economy in the world for the second consecutive year, according to the International Monetary Fund, India continues to go from strength to strength. The IMF expects the economy to expand by 8.5% in 2022, following 9.5% growth in 2021, outstripping even China's 5.6% rate. While the geopolitical situation and rising input prices may cool growth somewhat from this strong forecast, India's fundamentals remain extremely strong, with its huge population of nearly 1.4bn; dynamic and increasingly skilled young demographic; and location between East Asia and Europe, the Middle East, and Africa. The IMF has also praised India's reform programme, which has accelerated in recent years, despite the pandemic - an ongoing process making India an ever-better place in which to invest.

This economic picture has the potential to strengthen even further with development of key industries: the Indian manufacturing sector "could become an engine for economic growth and jobs", global consultancy leader McKinsey has said. McKinsey called India "a potential manufacturing powerhouse", and noted that the manufacturing sector grew by an average 7.4% a year in the six years to 2020. The consultancy sees developing competitive manufacturing hubs as one of the keys to India's economic future over the coming decade, capitalising on strengths in raw materials, manufacturing skill, and entrepreneurship.

Cosmo Films, a global leader in speciality films, epitomises these strengths, and leads the way in demonstrating what Indian manufacturers can achieve. The company started in 1981 with a capacity of 800 tonnes, which it has raised to 200,000 tonnes in just over forty years. Listed on both the National Stock Exchange and the Bombay Stock Exchange, it is just the sort of high-quality Company that investors are seeking in India.

"Fundamentally there are a few issues every investor looks at," says managing director Ashok Jaipuria Cosmo Films. "Is there strong corporate governance? Is its evolution sustainable? Is it a transparent company? Do they have vision of their growth plans? I think Cosmo ticks all these boxes - and our stock price has increased approximately fivefold over the past year. This is just the beginning."

Cosmo Films is a highly international company, exporting more than half its

production, and has manufacturing facilities in Korea as well as India. It has subsidiaries as far afield as the USA, Japan, the Netherlands, and Poland. This geographical spread allows the company to be close to its customers, and deliver materials within 72 hours; speed being a crucial aspect of the industry. Cosmo Films has seen its market grow due to the Covid-19 pandemic, with changes in consumer behaviour that are likely to be sustained.

"During Covid-19, people started looking at packaging as a hygiene necessity," says Jaipuria. "Before, people were more casual, but today they pay attention to see if goods are packed and sealed. Packaging has become a health and hygiene issue. Meanwhile, there was an increase in demand for labels for sanitiser bottles. Hygiene has become a habit that people will not give up."

During the height of the pandemic, Cosmo Films had two priorities: the safety of its staff, and meeting customer demand reliably. It succeeded on both counts, adapting rapidly to remote working where possible, and addressing logistics challenges and rising costs to ensure reliable supply to clients at a particularly difficult time. The company's approach reflects its values, with a core commitment to transparency and internal meritocracy, in which a diverse staff are differentiated only by merit, and a strong emphasis is put on education and professional development. Research and development is at the core of the business, and Cosmo employs around 30 members of staff with PhDs.

This focus has helped the company



Ashok Jaipuria
Managing Director

rapidly decommoditise its output in recent years. Up to 70% of its production is now value-added, a proportion it is increasing. Product diversification is a key goal, with a new polyester line due to come online in mid-2022, and the world's largest-capacity bio polypropylene production line due to start within the next three years, to meet rising demand for green products. Cosmo Films is also targeting the textile industry, developing chemicals for textile finishing that will help reduce water use and improve quality. It even has a new pet care business, called Zigly - its first business-to-customer venture. Throughout its expansion and diversification, Cosmo Films has proved a reliable partner to clients and investors alike.

"Our partnerships today are with top customers who want to develop products and come to us to work on them," says Jaipuria. "We are also open to financial partnerships which will provide knowledge transfer and market access."

For its part, Cosmo Films offers four decades' of expertise in its industry, as well as a gateway to the huge Indian market. Jaipuria is proud that he heads one of his country's leading industrial brands.

"India has all the ingredients, including brain power," he says. "The legal system is transparent, and we have one of the best auditing infrastructures in the world. Investors can be confident this is a free market. It is a dynamic economy - only 5% of businesses in India are ten years old or more. India is growing, and every investor who comes will be rewarded."

Shriram Group

Combining community service and business to make India great

The International Monetary Fund estimates that the Indian economy will grow by 8.2% this year, which would make it the fastest-growing major economy in the world. At the same time, efforts continue to go into raising the standards of living for millions of Indians, and bringing more people into the middle class. According to the IMF, extreme poverty in India was at its lowest level ever in 2020/2021, at just 0.8 % of the population.

While the government plays a key role in offering people a better life, there is also an important role to be played by entrepreneurs and businesses. "We use money in order to create more productivity, more value, rather than for consumption purposes. I like to think that I work in order to make people's lives better, to improve their lives and their families' quality of living," says R. Thyagarajan, founder of Shriram Group, one of the leading non-banking financial companies in India, which has played a key role in the lives of many thousands of individuals.

Shriram Group was founded in 1974 and has grown to include everything from life and general insurance to wealth management to vehicle loans to mutual fund investments. For decades one of its most important businesses has been Shriram Transport Finance Company Limited, the largest commercial vehicle financier in India, which disburses loans for new and used commercial vehicles, passenger vehicles, tractors and construction equipment.

"I personally started doing this in 1967," Thyagarajan says. "Shriram as an organization came many years later. To me, doing what I do is a community service. The approach from the beginning is to help businesses in India, as well as the poorer people in this country. We lend to people who use that money to run their business, or to make their business more efficient. Assisting the economy, the community and the people is still our major goal, not making profits," he adds. "Nevertheless, we're the biggest profit-making company in the insurance industry in India."

Shriram Group has deliberately positioned itself as a key operator in smaller markets and towns across the country, which have traditionally been out of sight for most financiers. This has helped to stimulate the economies in these areas and has helped to make Shriram a widely known, respected and unique business.

A company created to serve society remains true to its purpose; almost all businesses of Shriram Group today are targeted at the underbanked or unbanked segments of society and those at the bottom of the pyramid - namely truckers, people from poor backgrounds and small entrepreneurs.

At the same time, the group has always



prided itself on working with other companies, having established a partnership with a personal insurance company in South Africa, among others. In many ways Thyagarajan built the group on partnerships.

"We have always tried to get partners because we were never rich," he says. "We welcome people coming in with equity money to make our business more efficient, and enabling us to grow bigger. We have had partnerships with private equity firms for the last five or six years and are also looking for other long-term partnerships," he says.

In late 2021 Shriram Group announced that it was consolidating its lending arms into a single entity called Shriram Finance Limited, combining Shriram Transport Finance and consumer loan financier Shriram City Union Finance Limited, as it sought greater economies of scale and cross-selling opportunities.

Thyagarajan says that it is difficult to plan too much ahead because you never know what's going to happen. "In the next couple of years our strategy will be to keep on moving forward," he says. "We don't want to grow very

fast in a short period of time as that can be too risky; I prefer to plan and grow steadily," he says, adding that they are expecting growth of around 20-30% per year but would be satisfied with a sustained 10-15% growth. "We'll definitely make profits, given the efficiency with which we're running the business."

In a positive sign, apart from a short period at the height of the pandemic, Covid-19 had little effect on the company and its lending growth and strategies.

The group also remains intent on finding and assisting people that haven't yet been reached. "I believe money doesn't belong to individuals; money belongs to the community," Thyagarajan says.

Today a significant percentage of the shares of Shriram Transport, around 50%, are owned by foreign entities, with 25% owned by the company. "All of the foreign investment in the company is going well," he says.

Meanwhile, the founders have set up a trust to share ownership and reward the hard-working people who make Shriram so effective. "We believe that there must be some kind of a motivating incentive for people to make sacrifices in order to perform better," Thyagarajan says. "We decided we would provide all the shares that we had to a trust - Shriram Ownership Trust - and then we rewarded the key people running the businesses with equity" he says, adding that it's not a stock-option scheme but rather a trust in which the shares of the group get added.

Shriram today is an employee-centric, professionally-run organization. Its Ownership Trust was born out of a desire to democratize the ownership of the group, with no individual or family in control. Instead, a board of management comprising long-term employees drive the various businesses, with Thyagarajan of the view that one individual cannot manage a large group like Shriram.

When it comes to India, Thyagarajan says the country is growing well, especially when compared to some of its neighbors, but more needs to be done to help people grow and for the country to truly develop into a global powerhouse. "It's very important for us to be part of this, and to be part of a strong business network that helps to promote India," he says.

IRB Infrastructure Developers

On a journey to greatness, one road at a time

Infrastructure is a key driver for the Indian economy, which is expected to reach \$5 trillion in gross domestic product (GDP) over the coming years. According to the International Monetary Fund, that goal will be reached by 2029, although the Indian government is targeting an earlier date. Either way, it will only be possible with the building of vast networks of modern roads and other infrastructure.

According to Virendra Dattatray Mhaiskar, chairman and managing director of IRB Infrastructure Developers Limited, the country now has one of the largest road development programs underway anywhere in the world, with plans to upgrade a highway network of almost 200,000 kilometers. "This kind of network upgrade will require a large amount of money and will present a huge opportunity for the private sector developers," he says.

Founded in 1998, IRB Infrastructure Developers has become India's leading integrated roads and highways infrastructure developer, with a major presence in the Build-Operate-Transfer (BOT) space. The company has a footprint across 10 Indian states, with a current portfolio of 24 projects, including 23 highways and one airport, and over 13,000 lane kilometers of roads under operations.

Mhaiskar says that IRB is not a solely EPC player, which typically require continuous projects to sustain the operations, but is instead involved in the lifespan of the projects. The Group was awarded India's first ever Build Operate Transfer (BOT) road project back in 1995 and has continued to add projects of this kind to its portfolio. "These are all long-term, 20-30 year concessions," he says. "The portfolio that IRB has built has created a business visibility for the next 20 years. It is a formidable asset class, very resilient and reflects the long-term growth trajectory for the company."

Today, IRB's two main business levers are traffic growth and tariffs, with India having a well-disciplined user-pay understanding. "If someone wants to look at India as an opportunity and benefit from the economy's growth, a road concessions platform is the best play to my mind," says Mhaiskar.

Even so, the pandemic brought its challenges. "Being categorized as an essential service we had to balance keeping employees safety and also having a number of people on the ground to make sure none of the services were hampered," says Mhaiskar. "We achieved that balance pretty well. I should complement the team for dealing with the situation in a very smart way."

The technological push during the pandemic was also very important, Mhaiskar adds. Over the last two years the e-toll payment system for roads has become the norm in



Virendra D. Mhaiskar
Chairman & Managing Director

India. "It was one of the positive takeaways of the situation. The penetration has reached 95%, which is huge for such a large population. We have a unified tag which is accepted all across the country for all roads."

Over the years Mhaiskar and his team have created a transparent and stable business, and this is part of the reason large international investors have come on board. IRB has positioned itself as a multinational company, both in its approach and shareholder base, with investment of over Rs 5,300cr by marquee names like Ferrovial from Spain, through its subsidiary Cintra, and GIC affiliates, Singapore join hands as one of its major shareholders. This has strengthened its balance sheet, and has put it in a strong position to capture growth opportunities that will now unfold in India. Future partnerships would be welcomed if they added strategic value, says Mhaiskar.

While the pandemic had a notable impact on IRB's business there were never any long-term concerns, given the company's strong balance sheet as well as relief brought in by the federal bank. "We came out of the pandemic much stronger," says Mhaiskar. IRB also launched and listed India's first Infrastructure Investment Trust, followed by

launching a Private Trust with GIC affiliates as 49% Partner in 2020, and in 2021 it became the first Indian company operating in the sector to tap offshore bond markets.

IRB thus has put in place an indomitable business model where projects move through various group entities unlocking returns commensurate to risk taken at each stage. To start with, bids are sourced by IRB (the parent company) taking on the execution and construction responsibility; for execution - the equity for project development comes from Private InvIT, thus limiting equity requirement from IRB at 51%; and finally, post construction and stabilisation, the project is transferred to Public listed InvIT offering stable returns at minimal operational risk. This forms a sustainable business model ensuring value unlocking for all shareholders without increasing leverage. The company calls it BEST (Bid, Execute, Stabilize and Transfer) strategy.

"I think openness to accepting new things, wanting to grow in a meaningful way by partnering with people who have the technology and ideas of what can be done differently, I think this attitude is very important for an organization, otherwise you will stagnate," says Mhaiskar. "I think every organization needs to have an appetite for listening and bringing in new ideas."

Mhaiskar says that India has shown a great amount of resilience over the last few years. "In terms of traffic growth, we are already back above 2019 numbers. We are back to growth in a meaningful way." At the same time, the country's legal and financial systems are very robust, he says. "Yes, we lack long-term funding options, but the systems and processes are very well defined and very much aligned with the best practices across the world focusing on sustainability and in terms of structural behavior."

Meanwhile, India's population makes the country the best market anywhere in the world right now, Mhaiskar says. "I think there is no other market which can match the growth, resilience and profit opportunities that are here. I think the right framework has already been put in place for doing business and everything is moving strongly in the right direction."

Granules India

A world leader in pharmaceuticals pushes for a sustainable future

India is the largest provider of generic drugs globally. Indian pharmaceutical sector supplies over 40% of generic demand in the US and 25% of all medicine in the UK. Globally, India ranks 3rd in terms of pharmaceutical production by volume and 14th by value. Indian pharmaceutical exports stood at US\$ 20.70 billion in FY20 and US\$ 24.44 billion in FY21. As per the report published by India Brand Equity Foundation, Indian Pharmaceutical industry is expected to reach US\$ 130 billion by 2030.

Incorporated in 1984, Granules India Limited is one of the largest integrated pharmaceutical manufacturing companies in India. In the business of manufacturing quality medicines for the last 38 years now, Granules has a strong presence in key markets across the globe, supplying Active Pharmaceutical Ingredient (API), Pharmaceutical Formulation Intermediates (PFI) and Finished Dosage (FD). The company's competitive advantage comes from being vertically integrated, with seven large API & FD manufacturing facilities in both US & India and strong research and development capabilities.

Over the years, Granules has built a strong foundation with API manufacturing and has expanded its portfolio that includes PFI and finished dosages. Granules has also successfully widened its global presence in regulated markets around the world.

Started with a single API unit in 1984, to produce Paracetamol, Granules today is amongst the market leaders in each of the medicines it manufactures like Paracetamol, Metformin, Guaifenesin, and Methocarbamol. The company has the world's largest & single site FD facility with industry leading batch size of 6.05 MT.

DR KRISHNA PRASAD CHIGURUPATI, CHAIRMAN & MANAGING DIRECTOR GRANULES INDIA LTD., PIONEERED THE CONCEPT OF COMMERCIALIZING PHARMACEUTICAL FORMULATION INTERMEDIATES (PFIS) AS A COST-EFFECTIVE PRODUCT FOR GLOBAL FINISHED DOSAGE MANUFACTURERS.

The manufacturing of PFIs involves taking Active Pharmaceutical Ingredients and adding excipients to make a proper blend for the finished dosage. Even after the demand existed there weren't many manufacturers of high volume PFIs. Dr Krishna Prasad identified the opportunity and with his passion for innovation tried bridging the demand gap.

This global success also led to a product innovation in the industry. He was the first to convert Paracetamol into a pharmaceutical formulation intermediate. This innovation made tablet manufacturing at a scale far cheaper and over time large pharmaceutical companies in the US and Europe came to appreciate the value in this new approach. He was able to create a new trend in pharma manufacturing and today Granules has extended this idea to other APIs leading to great success.

Pharmaceutical Industry thrives on innovation, entrepreneurship, and unconventional thinking and Dr Krishna Prasad Chigurupati, induced it in Granules DNA. Today, the company's success is based on pillars of Scale, Cost leadership, Innovation, Manufacturing Excellence, and Vertical Integration. This has given Granules the recognition across the world as the most cost-efficient pharmaceutical manufacturer.

The Covid pandemic has impacted the economy, government, and businesses in lasting ways. These changes whether induced by the pandemic, supply disruption and climate change, or induced by advances in Science and Technology, has presented a unique opportunity in this disorder. The

global companies are looking for reliability, robustness, and sustainability in their supply chain, and are seeking alternate options to mitigate the risks from the Pharmaceuticals and Chemical Industry.

Granules will strongly focus on enhancing its sustainability and its green commitments, which are at the very heart of its corporate identity. The company sees sustainability as not only an ethical imperative, but a "strategic lever" for growth going forward.

"We are driven by the objective of delivering quality and affordable medicine by being responsible and adopting measures that can provide sustainable growth," says Dr Krishna Prasad Chigurupati, Chairman & Managing Director Granules India. Commenting on the price rise and shortage in the availability of key starting materials & API, Dr Prasad said, "In the current scenario we need to focus on manufacturing our own low-cost APIs through innovative ways. We are now identifying basic materials that are freely available and want to move all the way to APIs cutting down on the intermediates or minimizing to the extent possible. Use of differentiated technology like flow chemistry, biotransformation, fermentation etc are in use in other industries except pharma. Significant advancements were made in these technologies and can be of use for the pharmaceutical industry to reduce the costs. Going forward Granules will adopt these technologies to minimize the cost and be self-sufficient. We will be coming up with efficient processes using these technologies that can minimize the carbon footprint right from raw materials



Krishna Prasad Chigurupati
Chairman and Managing Director

to the finished dosage. I dream of a day where the product we manufacture will have a carbon score on the label."

GRANULES HAS INITIATED ITS ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) JOURNEY BY ADOPTING A LONG-TERM STRATEGIC PLAN, INSPIRED BY THE UN'S SUSTAINABLE DEVELOPMENT GOALS AND INDIA'S NATIONAL GUIDELINES ON RESPONSIBLE BUSINESS CONDUCT. DR PRASAD COMMENTING ON THE COMPANY'S ESG JOURNEY SAID, "THE WORLD IS MOVING TOWARDS SUSTAINABILITY, BEING ENVIRONMENTALLY CONSCIOUS AND DOING BUSINESS IN A RESPONSIBLE MANNER. WE FIRMLY BELIEVE WHAT IS GOOD FOR THE SOCIETY, IS GOOD FOR GRANULES AS WELL. WE ARE IMBIBING SUSTAINABILITY IN OUR DESIGN, AND IT WILL BE REFLECTED IN OUR PROCESSES, PRODUCTS, AND OUR FACILITIES IN THE FUTURE."

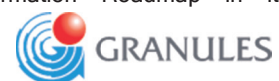
Granules strive to reduce the carbon footprint comprehensively across all its activities and aspires to become not just carbon neutral but carbon

negative status in the years to come.

As a first step towards the change, Granules is committed to reduce the use of fossil fuels like coal, petroleum, natural gas and use renewable energy or green energy instead. Cutting down on the energy needs and adopting renewable energy can bring the cost of manufacturing, improve efficiency, and reduce pollution. The aim is to have clean reactions during manufacturing processes that will not pollute the atmosphere, minimize the emission and improve solvent recoveries. Efficient waste management measures will be adopted at the manufacturing facilities such as Carbon sequestration by converting wastelands into carbon capturing sinks. Commenting on use of green energy Dr Prasad said, "The scenario of global warming and water levels raising is scary and this brings a sense of urgency to cut down on the carbon emission. We are making our manufacturing facilities as carbon efficient as possible by brining energy efficiencies. We are working on green energy and will be partnering with companies that will help us providing storage solutions and provides 24hrs energy access to run our plants." With innovation and use of emerging technologies in the areas

of Renewable energy, Heat, Emission, Waste and Water management, Granules will strive to reduce their carbon footprint.

In our journey towards creating a viable future with everyone having an access to affordable medicine, Granules is focused in enchasing the R&D infrastructure and scientific competence. DR Prasad commented on R&D spending and innovation said "We are taking a leap to transform our business to the next level. The new version of Granules will be built with the focus on R&D, Technology and Sustainability, and will be investing in R&D infrastructure, scientific talent, and partnerships in science & technology, which will lead to sustainability, leadership position, and backward integration. The R&D initiatives will broaden its capabilities, leading to increased focus on quality of our portfolio and higher regulatory filings." Granules will be leveraging the advances in the areas of IT and digital tools to bring transformative value by reimagining the business processes through a Digital Transformation Roadmap in its plan.



DCM Shriram Ltd. - Growing together with India

India is the world's fastest-growing major economy, with the International Monetary Fund (IMF) forecasting economic growth of 8.2% for the country in 2022. In short, it's a great time to be an Indian business leader, with Agriculture Manufacturing and Service sectors booming. Agriculture remains one of the pillars of India's economy, providing a livelihood to approximately 50% of the adult population and accounting for roughly 17 % of its GDP. "Agriculture is a national priority with focus on increasing productivity for the nation's 140 million farmers to improve their income levels as well as provide food security for the country" asserts Mr Ajay Shriram, Chairman & Sr Managing Director, DCM Shriram Ltd.

DCM Shriram Ltd is a diversified group with business interests in the Agriculture and Chloro-Vinyl sectors. Its business portfolio consists of Urea, Sugar, Ethanol, a wide range of farm-inputs, R&D based Hybrid Seeds along with Caustic Soda, Chlorine, Aluminum Chloride Calcium Carbide, PVC resins, PVC Compounds, Power and Cement. It has manufacturing facilities located in Kota (Rajasthan), Bharuch (Gujarat) and in Hardoi & Lakhimpur Kheri districts of (Uttar Pradesh).

It has a legacy of more than a century; DCM Shriram Ltd was created from a four way division in 1990 of the reputed erstwhile DCM Group which was founded in 1889 by Sir Shri Ram who was a philanthropist and an industrialist.

Since then, DCM Shriram has grown impressively, acquiring other businesses and expanding into diverse sectors of the economy. In the past 18 years, the company has registered an average 14% top-line growth per annum. "We think the growth opportunities in India are immense and going forward we have ambitious plans in place to grow our operations further, across India." says Vikram Shriram, Vice Chairman & Managing Director.

He added, "We are focused on preparing for the future and enabling a smooth progression to meet the needs of changing times. We are looking at global mega trends that will be prevalent in the next 10 years, as well as the nature of changes in the external environment. This would include climate change, data analytics, digitalization or the demand for a greener world. We have also earmarked an investment of Rs 3,400 crore (approximately USD 450 Million) for the growth of our Chemicals & Sugar business. The aim is to keep increasing this number for the company's stability and make a conscious



effort to expand in energy efficient areas."

At DCM Shriram Ltd, the company's social responsibility journey is rooted in its heritage, business strategy and commitment to society. The CSR flagship program is implemented through its philanthropic arm, DCM Shriram Foundation. It focuses on the intersection of Water and Agriculture with a vision to improve the Socio-economic conditions of the Indian farmer. The CSR programs are aligned to the UN Sustainable Development Goals which are implemented as an Integrated Development Model in the geographies of Uttar Pradesh, Rajasthan and Gujarat.

Mr Ajit Shriram, Joint Managing Director adds that as an investment destination, India provides several key advantages. "Firstly, we have the advantage of democracy, second we have

a huge domestic market. There's also a steady growth in GDP growth as well as favourable demographics, with 65% of the population below the age of 35," he states.

Meanwhile, digital connectivity is very high, with more than one billion mobile phones and 650 million-plus smart phones in India. "This connectivity and awareness has helped grow the aspirations of the Indian population."

Another area DCM Shriram is focusing on is digital transformation through AI and machine learning. The company focuses on continuous capacity building and skilling of its people. Over all, DCM Shriram Ltd. has positioned itself well to take on future challenges and benefit from the opportunities, as they unfold.

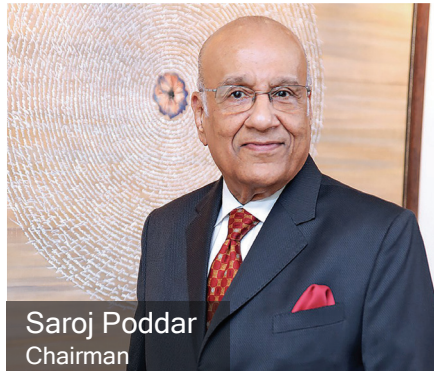
Adventz Group

The gateway to India for investors and companies

It looks set to be a good year for India; the country's economy is forecasted to grow by 9% in 2022, according to the International Monetary Fund (IMF), after being hit hard by early waves of the coronavirus pandemic, with corporate profits now surging. This has once again put the country on the map of global investors.

"India is one of the most exciting investment destinations in the world today," says Saroj Poddar, chairman of Indian conglomerate Adventz Group, one of the most reputable companies in India with more than two dozen businesses across the agriculture, engineering, real estate and services industries.

Adventz has long been the partner of choice for international companies looking to expand into India, aided by Poddar's long track record of success; he brought Gillette razors to the country back in the 1970s, as well as Duracell batteries in the 1990s, and has also established a subsidiary of sewing machine brand Singer and entered into a joint venture with German furniture company Hettich, among many other initiatives. One of its agribusiness companies, Paradeep Phosphates Ltd, is a joint venture partnership between the Adventz Group, the OCP Group of Morocco (a global leader in phosphatic fertilizers) and the Government of India. Paradeep Phosphates is in fact, in advanced stages of



Saroj Poddar
Chairman

launching an initial public offering, expected later this year, to fund its inorganic expansion plans and to meet its other capital requirements.

In fact, over the years Poddar has been instrumental in establishing many successful Indian joint ventures with foreign companies, and is continually on the lookout for new opportunities and partnerships. "We seek to leverage our experience in terms of knowledge, best practices and technological excellence to drive genuine and exponential progress in the sectors we operate in," he says.

Adventz, which is worth an estimated \$3

billion, is also a major producer of a wide range of high-quality complex fertilizers, as well as other agricultural products like seeds, pesticides and micro-nutrients. Poddar says that Adventz would like to be thought of as agricultural specialists. "We supply fertilizers to farms, so we are farmers first. At the same time, when it comes to engineering, we want to have state of the art operations," he adds.

Looking ahead, Poddar says that the new generation of Adventz led by scion Akshay Poddar and a team of young managers, is on track to accelerate the growth of the business as well as make Adventz an even more powerful name, particularly in the engineering and agriculture sectors.

Meanwhile, the group remains firmly committed to the Indian market, which it has helped to transform into a global powerhouse. "We would like our business to be concentrated here, but we would also like India to become an even more attractive destination internationally," Poddar says. "We have a very supportive government. India has good human talent available - it is a cost-competitive manufacturing destination that should be on more companies' radars. That is part of our mission."



Allcargo Logistics

- A global LCL consolidation leader

More than four-fifths of Indian CEOs have confidence in their company's medium-term growth prospects, according to the 2021 India CEO Outlook published by global consultancy giant KPMG. Reflecting growing confidence, some 90% of CEOs expect to increase headcount in the coming three years, and more than half are planning acquisitions.

One driver of M&A will be the logistics industry. The McKinsey Global Institute, the global consultancy firm's research arm, has estimated that the sector could grow at an annual rate of 10% to at least \$320bn by 2025. While the covid-19 pandemic has slowed the pace of growth, digitisation and pro-business reforms are helping restore strong momentum in this fast-growing economy.

Allcargo Logistics, has been actively pursuing M&A and other partnerships worldwide as it looks to build on its position as the world's LCL consolidation leader and India's largest integrated logistics solutions provider. In recent years it has acquired express transportation and contract logistics operator Gati and turned the business around, as well as investing in leading logistics players in Belgium and China that have proved excellent partners in international expansion.

"We're now a global company, with presence in leading markets like the US," says Allcargo Logistics' chairman Shashi Kiran J. Shetty. "We are global market leaders in the LCL



Shashi Kiran J. Shetty
Group Chairman

consolidations business. We've built the company across India, and we have the scope to grow a lot more. So we welcome partners who can bring capital or new customers, on a project or enterprise basis. It's important for our partners to have a counterpart in India which is reliable, credible, and

has financial resources, and we can offer that."

Indeed, Allcargo Logistics' approach to business continues to reap financial success. In the last financial year, the company achieved record results, despite the challenges of the covid-19 pandemic, and major internal projects including the Gati acquisition and turnaround and an IT transformation. The company continues to seek new opportunities, including in first and last mile activities - another area with potential for partnerships.

"These are opportunities we want to leverage, as we see growth in B2B and B2C segments," says Shetty. "It's our strategy for growing into the express business, and the retail market. We want to be one of the leading express distribution companies in India - and if there's an opportunity, we always find a way."

Shetty is justly proud of the profile and reputation that Allcargo Logistics has built; he is equally proud of the group's homeland and its huge potential.

"The current government is exceptionally dedicated to building India as a great global leader," says Shetty. "We benefit from the size of our economy, democracy, transparency, and our young and educated population. We have resources and a huge amount of land. Our middle class is growing. It's the country of the future."



Sagar Diamonds - An Export Leader

India can achieve annual growth of 8.0-8.5% over the coming years, according to global consultancy McKinsey, pointing to the country's recent history of rapid economic expansion, productivity increases, and poverty alleviation. McKinsey particularly highlighted India's many innovative companies that have a central role to play in achieving the country's potential.

One of the industries behind the Indian economic miracle is the gold and diamond trade, which accounts for 7.5% of GDP and 14% of total merchandise exports, according to the India Brand Equity Foundation. Indeed, India is the world's largest exporter of cut and polished diamonds, polishing around 90% of the globe's rough diamonds.

Surat-based Sagar Diamonds is a key player in this market, exporting around 70-80% of its output, and is targeting further growth in the coming years. The company's success is founded on its experience and credentials in the Indian diamond market, and the entrepreneurial spirit of its founder, Vaibhav Shah, who started taking an interest in the sector aged just sixteen.

"I wanted to prove myself outside my family's business, and do something on my own," Shah says. "During my university vacations I used to go to diamond businesses to learn about the gemstones, really getting down to basics. From the ages of 16 to 21 I learned about diamonds all over the world, I visited factories to learn about the skills of diamond polishing, and I completed



Vaibhav Shah
Founder

a course at the Gemological Institute of America."

In 2010 Shah founded Sagar Gems, and in 2015 set up Sagar Diamonds. The company was listed on the BSE stock exchange in Mumbai in 2017, benefitting from the added transparency and investor visibility that public listing brings. The business is debt-free and highly liquid, giving it core strength in a period of economic uncertainty; this is reinforced by Sagar's approach to business.

"We focus on loyalty and honesty - these are our main values," says Shah.

Sagar Diamonds exports 70-80% of its output, 60% of that to Hong Kong, with Dubai another major market. Shah is now looking further afield to meet the company's target of more than \$1.1bn in exports over the next three years.

"London is a big market, where the prices of diamonds are set," says Shah. "We would welcome sales partnerships there and in the US. We have a team with the vision for product development to make this a success."

Meanwhile, the large domestic market will remain an important source of business - and the ideal base for a global company.

"We want to promote India and be a partner in nation building. We would like to be a part of creating the New History of New India. We feel this is the way we can contribute to the government that has helped us," says Shah.

"They have implemented tax reforms; government with the mandate of development of country is very supportive for doing business here. We see and feel the change. The business environment, the legal system, the security of investments are all excellent, and people work hard with zeal and enthusiasm to make the country grow."



Pudumjee Paper

Leading the charge to make India a key global paper producing hub

Paper manufacturing is a small but important part of the Indian economy, and an industry that is growing fast. According to the latest annual report from the Central Pulp & Paper Research Institute, Indian paper production doubled its capacity between 2010 and 2020, and is set to see strong growth in the years ahead.

Founded in 1968, Pudumjee Paper represents the cutting edge of the Indian paper industry, having grown to include a wide range of special papers and soft tissues. "Our high value-added paper goes everywhere, from masking tape to a McDonald's burger wrapper," says Arun Kumar M. Jatia, chairman of Pudumjee Paper. "You're probably exposed to our products from the moment you wake up to the moment you go to bed," he adds.

Today, Pudumjee Paper has an installed capacity of over 72,000 tonnes a year, representing a full range of high-quality specialty paper manufacturing, all from a single location in the Indian city of Pune. The company is also committed to being a world leader in eco-friendly technologically advanced specialty papers. Despite being classified as a paper company, Jatia says that they are so much more than that. "We do not consider ourselves a paper manufacturer. We are a sustainable packaging solutions company," he says.

Jatia says one of the company's strengths is that they always deliver on promises. "This



Arun Kumar Jatia
Chairman

is a company with integrity. When clients come with problems they need solving we sit with them and look for solutions," he says.

Nowadays the company's main issue is around supply, not demand. "We are running out of capacity," Jatia says. "We have already acquired a new line. We have paper machines packed up and ready to be installed. Most of the investments have taken place."

The company is looking to expand outside

of Pune, potentially setting up operations in Gujarat, with the ultimate goal of doubling its capacity. "In the next 3-6 months we should finalize it, with the target of being operational within two years. The entire infrastructure needs to be built, power plants, etc," he says.

This move could involve working with new technology partners, or bringing in more stakeholders. "We could make world class paper in India, and make India a hub for exports," Jatia says. "We already have distributors in Europe, the Middle East, Japan which are selling our products. In the future I might want to dilute my shareholding in order to bring in shareholders."

All this is happening at a time when India is changing fast. Jatia says that when the business was founded in the 1960s it was located 20 kilometers from the city centre in Pune. "Now the Paper Manufacturing Plant is encroached by the city," he says.

Meanwhile, India is less and less dependent on exports for its production. "We have technological products," he says. "We have a highly educated population which understands technology. Close to 70% of the population is below the age of 25 and they are all educated. The future demand for these people is going to be phenomenal."



Garware Technical Fibres

Building Value through partnerships

India has consistently been one of the world's leading economic reformers in recent years, according to the World Bank's Doing Business report; the South Asian giant ranked among the top ten improvers for the third consecutive time in 2020.

Deep & long-term reforms are helping strengthen the competitiveness of the Indian textile industry, one of the world's largest. The thriving sector contributes 5% to the country's GDP and 12% of export earnings, according to official figures.

The value-added component of the industry is growing rapidly thanks to companies such as Garware Technical Fibres, a publicly listed company that is one of the country's leading technical textile manufacturers, serving over 75 countries from India to Chile and Norway. Founded in 1976, the business remains true to its roots, the secret behind its success. The company is driven by its mission to provide customers with innovative application focused solutions that help improve their profitability. The company today has 2 state of the art manufacturing facilities with a strong focus on Lean manufacturing & has been categorized within the global top quartile in Lean culture by a major consulting organization. The company employs over 6000 people & provides employment to many more through its vendors and partners..

"We are an international, listed company, but the core of our values is family," says Vayu Ramesh Garware, Chairman & Managing Director of Garware Technical Fibres. "My grandfa-ther



Vayu Ramesh Garware
Chairman and Managing Director

started the business, & he left a strong culture as his legacy which my father further built upon; we always strive to be number one in every sector we venture into. We are innovative, ethical, trustworthy, & take a long-term view. We deliver on time & with good value. We have sustained leadership, with lots of room for growth."

Value-added products now account for 80% of Garware's output, thanks to its focus on innovation & securing of worldwide patents; 10 years ago the proportion was just 30%. Some 70% of

the company's business comes from aquaculture, sports, fishing and agriculture, which are growing segments internationally. Garware benefits from its close integration with its clients, with whom the company constantly seeks to build mutually-beneficial value. This has drawn foreign investors to the business, which continues to deliver excellent return on capital. As it looks at further expansion, Garware is attracting both new investors and business partners from all over the world.

"Technical textiles are in the very early stages of market penetration in India, and we have that specialisation," says Vayu Ramesh Garware. "We'll be looking for new partnerships to support knowledge & technology transfer. Environmental sustainability is also a very important issue for us, so we'll look for partnerships there, too."

As it pursues further value creation, Garware Technical Fibres will continue proudly to fly the flag for Indian business.

"India is a huge market; the government is doing a great job and promoting greater transparency," says Vayu Ramesh Garware. "When you come to India, it's important to choose the right partner. We'll do everything we can to help promote the country & attract more business. In our own small way we hope we have made an impact already, and now want to make an impact on a global scale."



GARWARE
TECHNICAL FIBRES

TD Power Systems - India generates a global leader

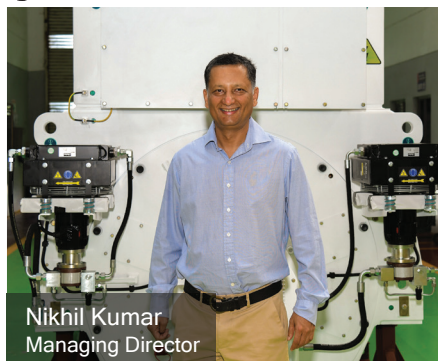
Citing a rapid economic rebound, high liquidity, and a strengthening fiscal position, ratings agency Moody's upgraded its outlook for India in late 2021. The decision should boost long-term foreign investment in the South Asian giant, underlining its robust performance and increasing stability.

The outlook is particularly bright for the manufacturing sector. Global consultancy McKinsey estimates that India could add an extra \$320bn to its GDP through manufacturing between 2020 and 2027, driven both by exports and domestic demand.

Generator manufacturer TD Power Systems (TDPS), one of the global leaders in its field, epitomises India's industrial strengths. The high-tech, knowledge-intensive business has an impeccable track record of work, supplying 5000 machines to nearly 100 countries since its inception.

"We are always open to new partnerships," says Nikhil Kumar, TD Power Systems' managing director. "Joint ventures allow us to share technology and expand; any potential partner where technology, precision, and human skills will need to be applied is interesting. We pride ourselves on delivering world-class quality in line with the best in Europe and the US, but at more competitive prices."

Kumar built TDPS from scratch with a



Nikhil Kumar
Managing Director

Japanese colleague in 1999, buying out the initial Japanese technology and then expanding the technology with home-grown Indian designs, and he has built it into an international business, with offices in the US, Japan, and Germany, a factory in Turkey and service partnerships in 28 countries. Between 2008 and 2012, the company sold a part of generators it manufactured to some of the largest global names in the power industry, who would resell them under their own brands. Since 2012, however, the company has been selling its generators directly on the international market, taking the "long, hard road" of building up its own brand, leveraging its enviable technology and knowledge.

"After 10 hard years, we have established our brand; people in the business around the world know us as a manufacturer of high quality machines and also as a company consisting of hardworking, reliable and trustworthy people," says Kumar. "We aim to be in the top three companies in the world, and we will get there, making incremental progress day by day and year by year. We have a superb human skills, and a young team that is passionate with infectious positive energy. We are focused on manufacturing with world class quality.."

TDPS's expansion has been boosted by an IPO in 2011, which raised funds to construct two new factories. Its public listing provides another opportunity for international players to play a role in the company's growth story - and that of the country as a whole.

"I've travelled all over the world, but I am a passionate advocate of India," says Kumar. "My country can be a global manufacturing centre - we have a young, aspirational, talented population; democratic politics; and a transparent business environment. The country has changed dramatically and has really proved itself - people around the world can trust products made in India."

