



The 65th
Square





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An astute and insightful strategy, proactive and intelligent counters, a series of moves and a predetermined goal - the game of chess exemplifies modern day business.

Beyond the black and the white, and the boundaries of 64 squares, a broader landscape unravels. The grand picture and a different dimension - The 65th Square.

An all encompassing arena away from the obvious, where it is not solely about winning; but winning by making the world around us win.

A place where we play the game differently; a place alive with exciting opportunities, above and beyond the tried and tested, the standard and the conventional, that which explains the larger purpose of our business.

Played by an innovative mind, driven by the quest of excellence, it defines our lives and ripples out into the world around us.

Discover how for over five decades, the 65th square inspires TAFE in its journey of cultivating the world.

**TAFE** **CultIVating The World**

Enriching Lives. Empowering Dreams

Above and Beyond the Board

TAFE is the flagship company of the Amalgamations Group - one of the largest light engineering conglomerates in India. It began with a simple vision that powered every successive move; to achieve the distinction of being the first choice among the farming community of India and ensure a growing presence in international markets through setting leadership standards of performance and customer care in the agricultural machinery business.

The Values Wheel is a symbolic depiction of progress, energy and integrity. It outlines TAFE's values in the conduct of business in our everyday lives and dictates our overarching vision and corporate strategy. In a world of dynamic business and shifting social structures, our values remain untouched and unchanged by time.

Our actions based on values, express our beliefs, principles and practices and define our way of life, our philosophy - the *TAFE way*.





Leading the Game

To cultivate the world we had to transcend the 64 squares and redefine the rules at play to foster lateral thinking and nurture holistic thought processes - inspiring us to learn, unlearn and transform.

To accelerate the change, TAFE implemented a matrix structure of leadership across the executive, managing and leading levels.

A hands-on style, it has since ensured that the organization is aligned to exceed stakeholder expectations.

An important element of leadership is the ability to appreciate innovation, encourage growth and recognize excellence at the workplace. At TAFE, creativity is valued and rewarded.





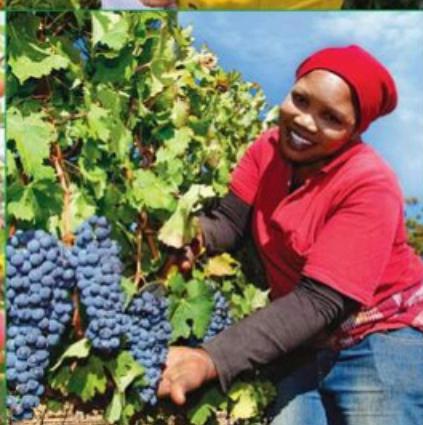
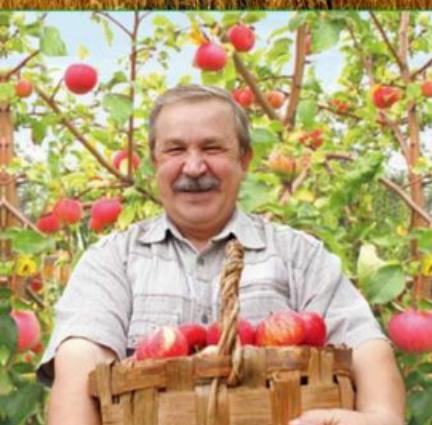
An Army of Equals

The drive of the game lies with the people. Unique by skill and united by vision, each person brings to the board their individual competencies and capabilities with their myriad perspectives that add strength to the play. As TAFE expands its presence across India and the rest of the world, it has evolved to become a culturally sensitive organization that spurs innovation and lateral thinking. Internalization of the *TAFE way* powered by experiential learning hones our ability to remain cognizant of the 65th square.

TAFE strives to steer the development and growth of its people by drawing them out of silos and integrating them into cross-functional teams that thrive within a matrix. Extensive training programs and diverse learning platforms aid professional development, enabling our people to set industry standards instead of just meeting them.

Consequently, presenting scores of long service awards is a genuine source of pride for us. Nurturing a harmonious balance between the wisdom of the experts and the drive of the youth in our ranks; it is an army that is geared to change the game.





Allegiance to the King

In our quest for quality, we have gone the extra mile in redefining customer satisfaction. From being a customer-centric organization, we have stepped-up to becoming a customer value chain-centric organization; the joy and satisfaction of every stakeholder in the value chain is equally important.

There is a reason for every move we elect to make; whether it's our 'Right First Time' philosophy or our doorstep service across the country, or even enhancing our product features to provide our customers maximum comfort and efficiency.

TAFE's relentless commitment to customer satisfaction has permeated to its vendor, sales and service networks. We truly believe, the customer is king!



A World of Opportunities

The 65th square is a reaffirmation of our partnership with those who share our philosophy; developing new markets, creating business opportunities and fueling growth, all the while delivering great value and upholding TAFE's tradition of quality.

TAFE's growth strategy to evolve constantly and to conquer new horizons globally has been a consequence of thinking beyond the board with no limitations. From being an importer of tractors with just one tractor model in the 1960's, TAFE today is recognized as a high quality mass-manufacturer with an extensive product range which meets the

expectations of every farmer and every farm mechanization need. It has expanded its product portfolio to offer over 200 products and variants including implements and farm machinery.

TAFE's plant in Turkey serves as a manufacturing hub for Europe and Africa, while the facility in China is a base for manufacturing components and aggregates to fulfill TAFE's global sourcing needs. This has led to de-risking TAFE's supply chain in a cyclical market while ensuring a positive play on its operations.





Squaring Up

At TAFE, excellence is a journey. It is an innate desire to achieve the best that emanates from each one of us.

Energy efficient processes combined with advanced technologies ensure products that meet rigorous global standards of quality and sustainability roll off the assembly line. As a quality mass manufacturer offering a 'best cost' product range, we have shifted the focus from parameters of worth to those of value.

Several quality, environment and information security management systems are in place to ensure our efforts are beneficial to all our stakeholders. The many quality awards like TPM, LEAN Six Sigma among others, are evidence of TAFE's commitment to creating value.

TAFE has always been driven to think green at every level, and has proactively taken steps to reduce the impact of manufacturing on environment. Under the aegis of the International Organization for Standardization, all TAFE's plants are compliant with ISO 9001 for quality management and ISO 14001 for environment management. Efforts are also made to monitor, regulate and recycle resources while harnessing alternative renewable energy to establish a sustainable ecosystem.





The Game Changers

The imprint of excellence is evident in the quality of all our products and processes.

TAFE's Research and Development centre is recognized by the Department of Scientific and Industrial Research (DSIR), Government of India. Our researchers through IT-enabled processes have drastically reduced launch cycle time for new products, translating into quick response time to meet dynamic global market trends. Specialist engineers design and develop farm machinery capable of catering to local and global needs, and our research and development team focuses on creating sustainable products and solutions.

TAFE pioneered the quality circle movement in the tractor industry and has numerous quality circles in place across plants. TAFE's compelling product strategy and real time market intelligence work proactively to, assess customer needs, develop new products and appropriately position and launch them in relevant geographies. TAFE and TMTL's R&D units have demonstrated nothing short of excellence by presenting a slew of innovations that have been game changers.





Ahead of the Game

We dared to dream, dared to think different. With acumen and foresight, we pushed the boundaries far and beyond.

At TAFE, it is not just an aspiration but a mandate that all processes, practices and products set industry benchmarks. From the very beginning, we aspired to align with global standards. TAFE was the first to introduce the world-renowned Ferguson Hydraulic system with weight transference for three-point linkage and was instrumental in pioneering direct injection engines and power steering for tractors in India.

It was the first in India to introduce transmission operated neutral safety switch, the Planetary Drive with wet brakes and Positive Crankcase Ventilation (PCV) system for engine crankcase in tractors.





64 and More

Known for its excellence in the agriculture and farm-machinery business, TAFE chose not to rest on its laurels and instead, expanded its horizons, venturing into several diverse businesses.

Today, the TAFE group is a renowned manufacturer of diesel engines and gensets, engineering plastics, hydraulic pumps and cylinders, batteries, gears and transmission components. Additionally, it has interests in passenger vehicle sales and plantations.

The Engines Division of TAFE Motors and Tractors Limited (TMTL) produces diesel engines and gensets that are marketed in the agriculture, retail, industrial, marine, telecom and real estate sectors.

TAFE Engineering Plastics Division supplies precision molded plastic components to healthcare, automobile, white goods and the IT sector.

The Pumps Division of TAFE Access Limited produces hydraulic pumps and cylinders for various applications. TAFE's Gears Division and TMTL's Transmissions Division produce a range of crown wheels and transmission components.

TAFE Power Source Division manufactures batteries for automobiles and home applications.

TAFE Access Limited and TAFE Reach Limited distribute a range of vehicles. The tea plantations under Southern Tree Farms produce specialty tea for the local and global markets.

Farming and beyond, TAFE has established a lead position for itself in its core and allied businesses and continues to scan for opportunities that leverage its capabilities to meet emerging market needs.





Inhabiting the Squares



Corporate Social Responsibility is deeply embedded in TAFE's corporate ethos and reflects its commitment to society. Our existence is based on serving the community with our products, knowledge and expertise. TAFE has primarily focused on education, healthcare, women's empowerment, preservation of the rich Indian heritage and propagation of traditional art forms.

Named after Mr. S. Anantharamakrishnan, the founder of the Amalgamations Group, JRehab and JFarm are unique initiatives of TAFE, spearheaded by former chairman Mr. A. Sivasailam.

JRehab, empowers differently-abled women, to engage in the production of wiring harnesses, trailer sockets, and tool-kit bags for tractors, supporting them to live with dignity and independence.

JFarm, an adaptive agri-research centre, plays a proactive role in increasing farm yields, viability and sustainability, empowering farmers with new technologies in propagating, planting and protecting a variety of crops. It advocates integrated farming and organic cultivation.

TAFE has enriched the lives and empowered dreams of millions of farmers, helping them transition from subsistence to productive and profitable farming. The knowledge and expertise nurtured in JFarm is now extended to cultivate farms across the world.

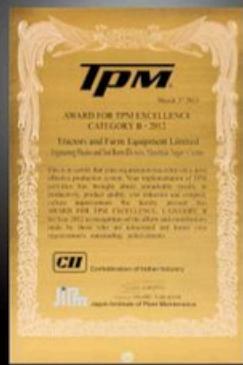




Every Square Inch

Landmarks in our journey of cultivating the world have encouraged us to move forward with greater confidence towards the fruition of our vision to reality.

- National Safety Appreciation in 2014 by the National Safety Council of India - TAFE Sembiam plant
- The Best in Class Manufacturing and Lean Six Sigma Award at the World Quality Congress 2014 - TAFE Doddaballapur plant
- Named the Best Employer in India, 2013, by Aon Hewitt, through the Aon Hewitt Best Employers 2.0 study
- The Corporate Citizen of the Year Award by the Public Relations Council of India in 2013
- The Agriculture Leadership Award 2013, by the Agriculture Today magazine for industry leadership and empowering farms and Indian farmers
- The Environmental Green Award by the Tamil Nadu Government in 2012 - TAFE Madurai plant
- Consecutive Star Performer Awards since 1995 from the Engineering Export Promotion Council (EEPC) India for export excellence
- Numerous TPM Excellence Awards for various plants from the Japan Institute of Plant Management (JIPM)
- The Frost & Sullivan - IMEA Award for significant progress towards reliable processes
- The Regional Contributor Award for quality supplies from Toyota Motor Company, Japan
- The Manufacturing Supply Chain Operational Excellence - Automobiles Award at the second Asia Manufacturing Supply Chain Summit for supply chain transformation





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Return on Inspiration

Chess is about a series of moves. A player can achieve a goal by taking advantage of opportunities and challenges. TAFE's corporate landscape is dotted with many such opportunities that it has converted into success stories across the globe.

The world never ceases to inspire us. New markets cause a paradigm shift in our thought processes, while new customers from newer geographies broaden our perspectives. The heart of the matter lies in the fact that we

are poised to insightfully, intelligently and intuitively respond with a futuristic range of products and solutions to exceed customer expectations.

The world beckons us to continue our boundless journey of cultivating the world.







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