



THE HUB



October 2020

A word from Stephen Vranesic, Sales Director

Enthusiasm and passion aptly describe my spirit to the role of Sales Director at SAF-HOLLAND. I believe we have an exciting and prosperous future ahead of us, and I am proud to be part of the team.

The road transport industry is not unfamiliar to me as it was a market segment of responsibility during my 20 years at Timken. My customer base comprised of all the axle suppliers and aftermarket channels based in Victoria, and then extended Australia wide, when I became National Sales Manager. I also represented Timken at ARTSA meetings and coordinated the Brisbane Truck Show exhibits for 16 years.

Walking through the Melton warehouse, I sense a little Déjà vu, as Holland Hitch was one of my very early customers, and this is where axle assembly initially took place in Melton.

Wheel bearing training at fleet workshops taught me much in my formative years. As I travelled to almost every corner of Australia, meeting some very colourful characters along the way, I learnt the importance of listening. Australia is a very diverse country, and what works in one part of the country is not guaranteed to work in another.

More recently, I worked for Bearing Wholesalers, one of the businesses within Bapcor's Speciality Wholesale Group (SWG). My role was to manage a product portfolio that extended well beyond bearings and included all rotating mechanical items in a passenger car, excluding those internal to the engine. My responsibilities included marketing, pricing, procurement and other general product management duties, and I was responsible for the P&L and ROI performance for those groups of products.

The majority of products sold were kits assembled in house. Some kits contained more than 30 different items, with these sourced from suppliers in Europe, Asia and Australia, and private label packaging was every day. The Bearing Wholesalers product range further developed with Bapcor's entry into the truck aftermarket in 2018 (including the Truckline acquisition in 2019).

My immediate focus will be to work closely with our sales team as we strive to grow sales in axles and fifth wheels. The year ahead will be different in many respects, and we will not have the benefit of precedence.



Success will require determination, persistence and focus. I know our team has these characteristics, and I look forward to standing with them as we increase our market share. Delivering the SAF-HOLLAND value to fleets across Australia will also be imperative in the execution of our strategy, and form a crucial part of our effort.

Communication and feedback, something I learnt playing the trombone, are important to me, as you have to be open to critique to be the best you can.

On a personal note, I have a Bachelor's Degree in Engineering and currently undertaking an MBA, which I plan to complete early 2022. I look forward to the gym reopening next week so that I can return to my morning routine and enjoy bike riding along the trails from our home to the city. Photography is my hobby, as I like the technical and creative challenges it brings.



Spotlight on Corporate Audit Services, Germany

The Corporate Audit department is an integral part of the SAF-HOLLAND Group. Numerous employees at SAF-HOLLAND sites at home and abroad have learned first-hand the truth of what it means to be involved in an on-site audit by Corporate Audit.

At the same time, there seems to be a number of misconceptions, which is reason enough to take a look behind the scenes and ask the question: What exactly does the Corporate Audit Services department do?

Audit is not an end in itself; it is designed to safeguard the success of the business as a whole. Our main task is to pinpoint problems and risks in our business processes, and to offer support to the various operative units, and the company as a whole, to help it meet its goals. In other words, Corporate Audit strives to help the organization keep out of trouble and to improve.

The team of three report to the Group CFO, Ms. Inka Koljonen, and there is regular reporting to the Audit Committee too.

Corporate Audit at SAF-HOLLAND is positioned as an enabler of learning & change, helping to overcome the four main barriers to learning & change being:

1. *Not to see what we do*
2. *Not to recognise what we see*
3. *Not to say what we think*
4. *Not to do what we say*

Cooperation and Together are central words to the role of Corporate Audit at SAF-HOLLAND in action. We are a part of the SAF-HOLLAND team: we pitch in and do not just sit on the sidelines and watch.

 <p>Huifeng Tan Bachelor Accounting CIA, CFE, CA</p> <p>Senior Manager Corporate Audit Services, APAC</p> <p>Since April 2019</p>	 <p>Rainer Lenz PhD, CIA, QIAL, CIIA</p> <p>Director Corporate Audit Services</p> <p>Since November 2018</p>	 <p>Simon Odenwald Master degree in B.A. Pursuing CIA studies</p> <p>Manager Corporate Audit Services</p> <p>Since April 2019</p>
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Business Assurance & Consulting

Ultimately, we are all working towards a common goal: we want to make SAF-HOLLAND even more successful, and play our part in increasing the value of the brand and the company.

The readiness to implement change matters most. The reports written after each audit, grading the various observations in risk categories A to D, serve merely as a resource. We are pragmatic. We suggest measures based on common sense, keeping in mind what is realistic. For this, we need business acumen and a flexible approach to how we think and what can be done – and that is exactly the approach by which we want our work to be judged.

The work of Corporate Audit does not end once the report has been agreed upon and sent. In keeping with the saying, “Nothing’s good unless you do it”, steps need to be taken to ensure that measures are carried out and improvements are actually made.

We remain in contact with the business units and the process owners we have audited, because our work only becomes meaningful once the measures we recommend are actually put in place.

The business units that have been audited respond to this pragmatic and active approach positively, as the latest feedback reports show.

And who knows – maybe one day the departments might even start looking forward to the next audit!

“Nothing’s good unless you do it”

*Dr Rainer Lenz
Director Corporate Audit Services, Germany*

Corporate Audit

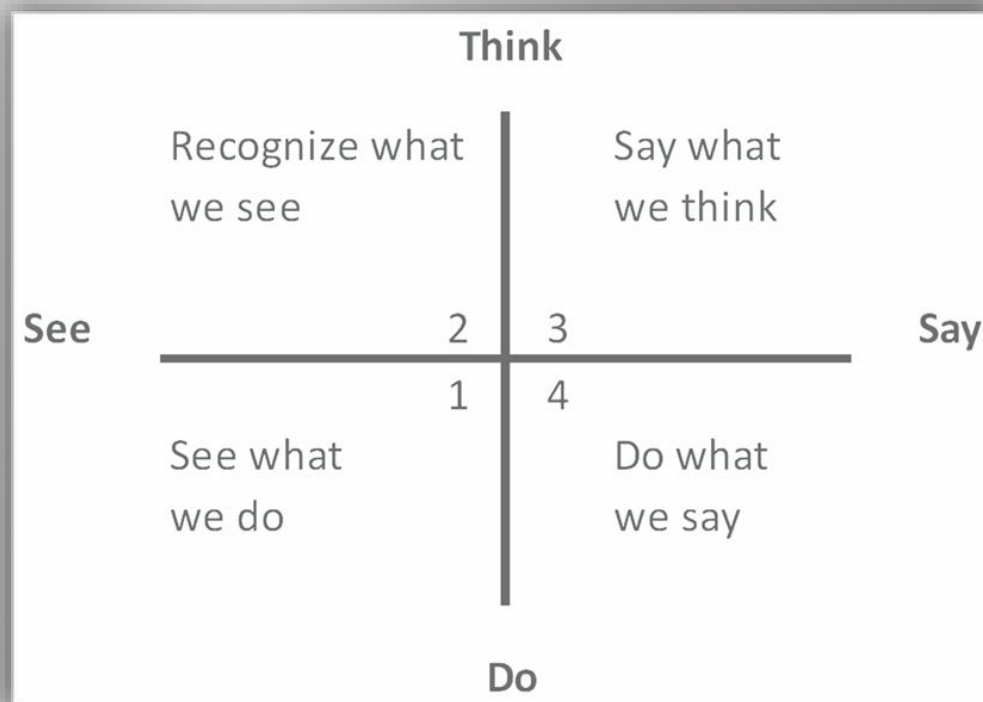
Overcoming the Barriers that come with Change

2 – RECOGNIZE WHAT WE SEE

Corporate Audit then puts things into perspective, compares observed practices with applicable laws and/or Company (internal) standards and/or best practices to the extent they are known, then analyzes, summarizes, synthesizes etc.

3 – SAY WHAT WE THINK

Corporate Audit then verbalizes what it saw and observed, thereby pointing out control weaknesses and/or unexploited performance potential. The written audit report is the typical vehicle for doing that. Corporate Audit discusses the written report in full with the auditees and the local/senior management in the closing meeting.



1 – SEE WHAT WE DO

Corporate Audit first sees and appreciates what we – the Company – does. Corporate Audit is typically on site (presently we can only perform remote audits, questionnaire based, due to travel restrictions) and views, via discussions and document based walk-throughs, what is actually happening.

4 – DO WHAT WE SAY

Corporate Audit then follows-up with the respective leaders to ensure that we as a company do what we agreed to do. Corporate Audit can trigger action and help remediating and improving things, but it cannot act on behalf of the key process owners themselves, as it has no operational responsibility.



Launch of the Disk Brake Axle at SAF-HOLLAND India

As a market leader, SAF-HOLLAND is always looking for opportunities to bring York's innovative products into the Indian market.

Recently, *Satrac*, one of our major customers, received an order for 60 trailers for the Indian Army, and were looking for disc brake axles to prevent the wheels from overheating during long hilly operations.

Mr. M.C. Bantwal, Director of *Satrac*, asked SAF-HOLLAND to supply York disc brake axles not only in a short lead-time, but to also manufacture these axles in the Indian plant to reduce cost.

As India is a low cost market, it was a major challenge to meet their target cost; however, our team consisting of members from Engineering, VD & Production took this challenge on. We manufactured the disc brake axles within two months of their shortest lead-time and met the target price. This helped *Satrac* to complete the order for the Indian army ahead of schedule.

The 12-ton disc brake axle is developed with a 5" round and 19mm thick high tensile beam, and has a 400,000 km hub grease life to reduce maintenance cost. The axle is fitted with Wabco made brake calipers.



Disc brake axles will help to improve tyre life in our hilly regions by keeping the temperature of the brake components under control during frequent braking and will contribute to the safety of vehicles by ensuring better braking response and consistent brake performance.

Previously, operators would have to stop their vehicles while coming down from the hilly areas and wait for hours to allow the brakes and tyres to cool down, which wasted a good portion of the trip time. Now they not only get better tyre life but also continue running their trailers in hilly regions without compromising on brake performance and also saving on valuable trip time.



Living the SAF-HOLLAND Values

Congratulations to Joseph Aloysius, ICT Support Office (Melton) for being our Values Recognition Award winner for October 2020!

Joseph was nominated by Amanda Sculpher, National HR Advisor, for demonstrating:

We are Reliable

Joseph consistently demonstrates that he can be relied upon to get things done. Joseph smiles in the face of whatever challenges are put before him. Joseph shows a great commitment to SAF-HOLLAND in both his attitude and his work ethic.

We show Respect

No matter how hectic Joseph's workload is, he is always patient and polite.

We Utilize Teamwork

Joseph demonstrates an exemplary attitude to his work and colleagues. He is always happy to help and nothing is ever too much trouble. Joseph will always make time to listen and do his best to resolve issues presented to him. Joseph has worked diligently to make it possible for Employees to work from home during the Coronavirus Pandemic. Joseph has worked with his colleagues, under time pressure, to make the necessary changes to help keep the business operational.

Thank you, Joseph, for your continued efforts towards making SAF-HOLLAND a great place to work!



Mario Colosimo presenting Joseph with his certificate via Webex

Our Promise	Our Values	Our Goals
We make the greatest possible contribution to the success of our fleet customers in the Global Commercial Vehicle Industry. We operate the company with a long-term view and achieve appropriate returns. We are an attractive employer, offering challenging and rewarding opportunities to our employees.	We are innovative We are cost-focused We are reliable We show respect We utilize teamwork We communicate well We are honest	We will be the ultimate supplier of best-in-class components, systems and services that will drive the success of our fleet customers in the global commercial vehicle industry.

"How we think – how we act"

Please remember to nominate a colleague who you feel demonstrates our Values

Congratulations Long Service Awards

Employee long service awards are about so much more than just tenure. Through the years, employee's talent & efforts have helped our Company's success. Together, we take pride in our employee's accomplishments & commitment to excellence. Congratulations to the following SAF-HOLLAND Team Members celebrating big milestones this year!

INDIA



**Pramod
Armarkar**
Manager Sales &
Distribution



Nitin Nijhawan
Dy. Manager Sales &
Service

10
YEARS

THAILAND



Wikanda Chanso
Senior Customer Service Executive
(far right in picture)

5
YEARS

Family Day at SAF-HOLLAND China

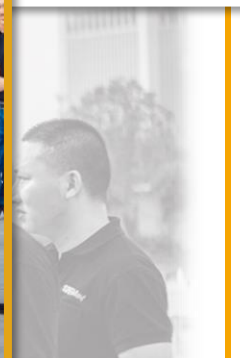
This year has been both critical and challenging for SAF-HOLLAND Yangzhou, and became even more difficult under the influence of COVID-19 and a depressed global economy.

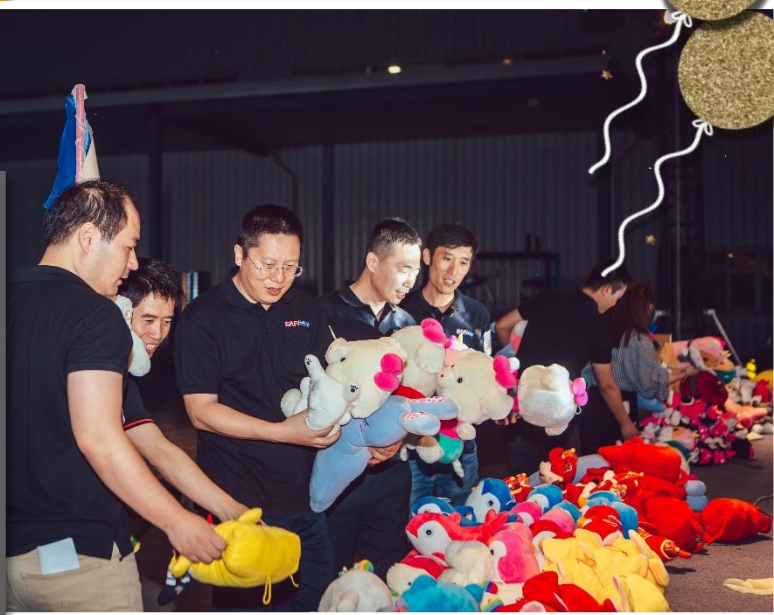
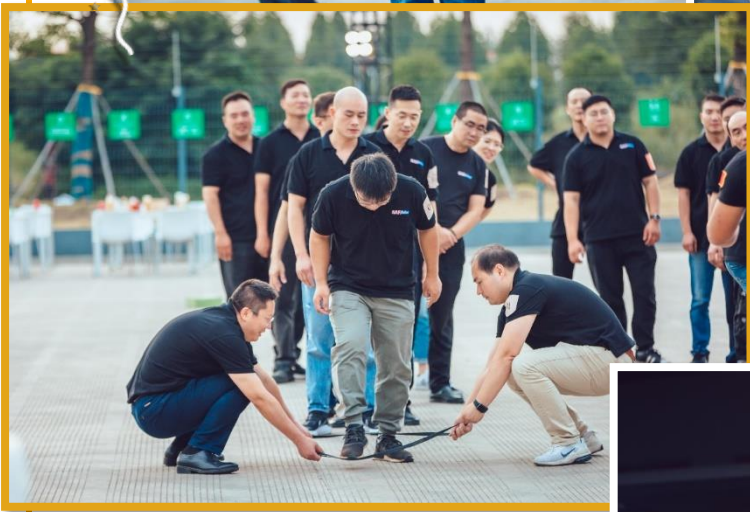
Even though we are beset with difficulties, the team is always working around any obstacles as best as we can, ensuring we take every opportunity to gain momentum where we can.

With great effort, our production milestone has been reached, so we have every reason to believe that our Yangzhou Team is capable of achieving mission possible!

To extend the Company's appreciation for our team member's contributions to our success, we held the first SAF-HOLLAND Family Day party at the Yangzhou Plant. Let us continue the success of SAF-HOLLAND, hand in hand!

Yan Shi
Administration Supervisor, China





Dussehra Festival Celebrations

Dussehra, the festival to celebrate the victory of good over evil, was celebrated on 23 October with a lot of religious zeal and fervour in India.

Our factory was decorated with flowers & Rangoli art was sketched. The celebration includes worship of Lord Rama & all Machines & Equipment. This was followed by distribution of Prasadam (a satvik vegetarian dish with no eggs, onion, garlic or any masala's in it) to all employees.

Background

Dussehra celebrates the Hindu god Rama's victory over the demon king Ravana and the triumph of good over evil. The epic Ramayana, one of two Sanskrits, tells the story of the Lord Rama who wins the lovely Sita for his wife, only to have her carried off by Ravana, the 10-headed demon king.

Ravana's sister, Shoorpanakha, soon fell in love with Rama and his brother Lakshmana and wanted to marry one of them. Lakshmana refused to marry her and Rama could not as he was already married to Sita. Shoorpanakha threatened to kill Sita, so that she could marry Rama. This angered Lakshmana who cut off Shoorpanakha's nose and ears. Ravana, the demon king, then kidnapped Sita to avenge his sister's injuries. Rama and Lakshmana then rescued Sita and defeated the demon king with the help of the monkey god Hanuman and a huge army of monkeys.

What Do People Do?

Many people of the Hindu faith observe Dussehra through special prayer meetings and food offerings to the gods at home or in temples throughout India. They also hold outdoor fairs (melas) and large parades with effigies of Ravana. The effigies are burnt on bonfires in the evening.

Included in the celebrations are:

- > the blessing of household and work-related tools, such as books, computers, cooking pans and vehicles
- > preparation of special foods, including luchi (deep fried flat bread) and alur dom (deep fried spiced potato snacks)
- > exchanging gifts of leaves from the Shami tree (*Prosopis spicigera*) as a symbol of the story of the Pandavas brothers' exile in the Mahabharata stories



Raising Awareness in Brazil

Pink October is an annual campaign held worldwide during October, with the aim of alerting society about the early diagnosis of breast cancer.

The mobilization also aims at the dissemination of preventive data and highlights the importance of looking closely at health, in addition to fighting for rights such as medical care and emotional support, ensuring quality treatment.

The Team at SAF-HOLLAND Brazil wore pink tops to show their support for such an important cause.



QRQC in Action in Brazil

Quick Response Quality Control (QRQC) has been implemented on the KLL shop floor.

During the month of October, the tool started being used.

Meetings are held daily and information is entered online into the system via a terminal.

QRQCs cover all issues involving safety, quality and customer complaints.

It is perhaps one of the most powerful tools to swiftly and permanently resolve Quality issues encountered at grassroots.



Fernanda Rauber
Recursos Humanos – Human Resources, Brazil

Día de Muertos (Day of the dead)

SAF-HOLLAND Mexico

The Day of the Dead (“Día de Muertos” in Spanish) is one of the most ubiquitous traditions of Mexican culture.

While the most easily recognizable aspects are probably the various representations of skulls and skeletons, the one that holds the most meaning for those celebrating is the altar, or *ofrenda* in Spanish. In many ways, the *ofrenda* is what the whole celebration is about. To really understand more, it is helpful to know a little about the meaning and the significance of the whole celebration.

History and origins

In many ways, the Day of the Dead is the quintessential Mexican holiday because it seems to blend European Catholic traditions with Pre-Hispanic Mesoamerican influences more clearly than other festivities. Celebrated around 2nd November, it coincides with the Christian All Souls’ Day. Scholarly research suggests that the modern celebration is essentially the Catholic holiday with a bit of a Pre-Columbine façade.



The reason it is not a clear-cut story is that the standard narrative that the Day of the Dead has its origins in Mesoamerican celebrations has little evidence behind it. Instead, it seems that many of the native cultures in what is modern-day Mexico, and in particular the Aztecs, had practices that in many ways resemble some staples of the Day of the Dead and the *ofrenda* in particular as we know them today.

The Aztecs for example did actually make food offerings to the deceased, and even crafted figurines sculpted from food as representations



of the dead to which the offerings were then made.

The offerings

A typical *ofrenda* is a simple concept. It consists of a set of items that identify the person to whom it is dedicated along with staples of the celebration such a pan de muerto, a traditional sugary pastry adorned with bone and skull shapes made from the same bread, and marigold petals. The items that identify the person will include photos and personal items that belonged to them, but can also include food other than the traditional ones, which the person particularly enjoyed. They will most commonly be on a table which is adorned with a tablecloth and china paper cut in patterns.

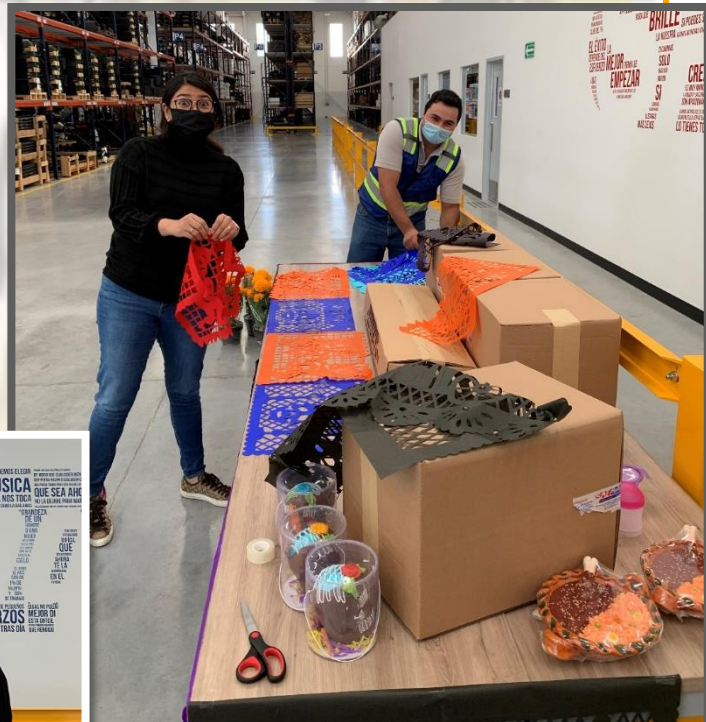
The standard altar will be something like this: a table will be set up, if possible with two levels, by using a smaller flat surface on top, covered with a bright-colored tablecloth and adorned with china paper cut in different patterns.

Photos of the person are placed on the top level, along with their belongings, indicating that the offerings are meant for them. Personal items will vary according to the age of the deceased. However, the overall ritual remains unchanged. The lower level is where the food offerings are placed. Normally it will include traditional Mexican cuisine like tamales and mole, but also fruit such as oranges and sugarcane, as well as food or other items that represent the honored person’s particular tastes.



Finally, it will also include a selection of food products particular to the occasion like calaveritas de azúcar (sugar skulls) and pan de muerto.

All of this is because, in the end, the metaphysics of the holiday, so to speak, are not particularly deep and complicated. It is at its core a way to remember loved ones by sharing a meal with them as one would when they were alive. For some people, the ofrenda altar as part of the Mexican culture and is the way to demonstrate all the love and respect for deceased family member.



Spend Five Minutes With ...



Ganesh Balakrishnan
Assistant Engineering Manager,
Singapore

When did you start working with SAF-HOLLAND?

After graduation, I joined York Singapore as a 'Design Engineer' in SEP 2011. Since then it has been quite a journey indeed.

Tell us bit about what you do at SAF-HOLLAND

I am currently taking care of new product design and current product enhancements for SEA market, product technical support & field issues, and a bit of product testing and quality assurance as well. Visualizing a design, creating it in 3D and witnessing it as a physical product is a wonderful thing, to be honest.

What is your favorite food – why do you love to eat it?

I love to taste all sorts of cuisines as long as it is vegetarian. Addiction to rice based food is inevitable for any south Indian as it is a staple grain. If you ask me a personal favourite, then I prefer a piping hot, complete south Indian meal served in a banana leaf. Food served in this manner is unique, visually pleasing, appetizing, covers all sort of tastes and hot food served on a banana leaf adds an enhanced flavour as well. It is definitely a drool-worthy and finger licking good food (no, no, don't think of KFC!).

Do you have a hobby – tell us about it?

My favourite hobbies are photography as it gives a sense of fulfilment, and reading the latest technology content as it helps to know how the world is moving ahead.

What is your top holiday destination or where would you love to go?

Among the places that I had toured, Phuket clinches the top spot mainly due to white sand with clear water beaches. To be precise, Phi-phi Island is a wonderful place to witness picturesque beaches and serene beauty of Andaman Sea.



Anusorn Sukeechit
Production & Warehouse,
Thailand

When did you start working with SAF-HOLLAND?

November 13, 2017

Tell us bit about what you do at SAF-HOLLAND

I work in the warehouse and production line to do stock keeping, assembly of fifth wheels and assembly of suspensions with axles. Sometimes I also deliver our products to customers.

What is your favorite food – why do you love to eat it?

My favourite food is hot and spicy noodle. I like to have hot and spicy food. Noodles are easy to eat.

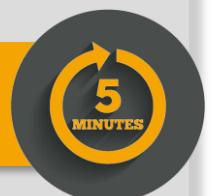
Do you have a hobby – tell us about it?

My hobby is watching movies, especially mystery / suspense movies.

What is your top holiday destination or where would you love to go?

I like to go Khao Yai National Park. I like camping and experiencing the beauty of nature.

We love learning more about our colleagues from all over the globe so if you would like to tell us more about yourself in our 'Spend Five Minutes With' column, just let your local HR representative know



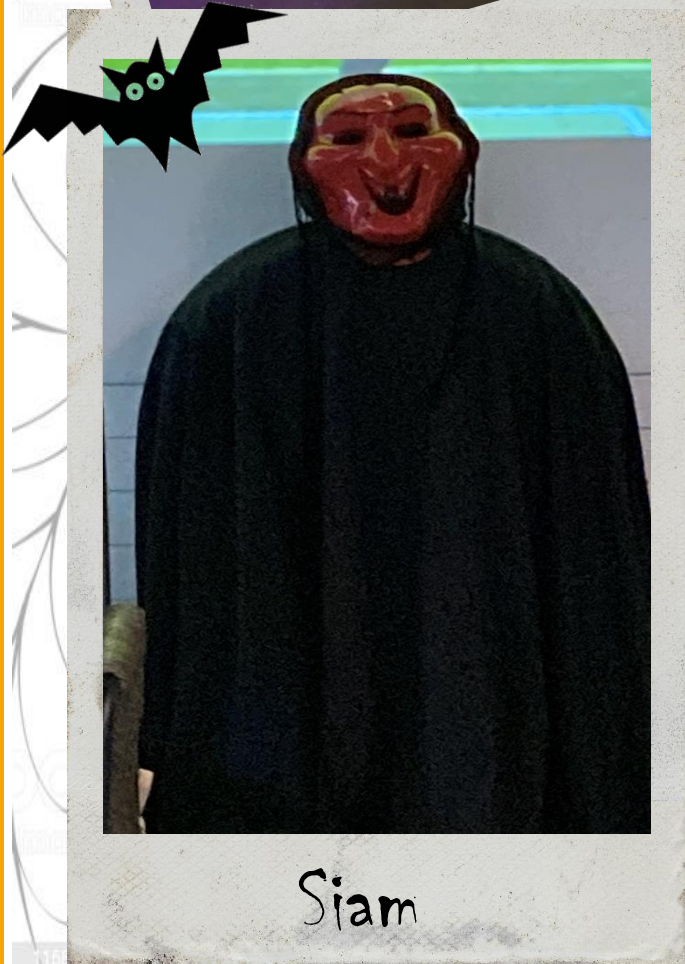
Trick or Treat in Thailand

Wikanda and Siam have shared some photos of their Halloween fun!

In Thailand, even the department stores get into the Halloween spirit!

Siam is pictured below in costume at his local football club.

TRICK
OR
TREAT



Siam

Wikanda



Will a pandemic stop Halloween in Australia?

Embracing the fun and spookiness of Halloween has been gaining momentum in Australia over the last few years, but this year, there was a bit of hesitation.

Thanks to the pandemic, many people were a bit unsure about whether they should put on a costume and venture out into the wide, wide world. However, nothing was going to stop the Melton community from feeling a bit of freedom!

I always put on a Halloween display at home, and this year wasn't going to stop me, even if no-one was there to see it. It's just great fun for me and a chance to get a bit creative – I challenge myself to move up another notch on the Spook-ometer every year!

Although nowhere near the scale of other displays, I still had fun putting up my ghosts, cobwebs, bones and tombstones around the yard. Part of the display included some dried up old cornstalks with a pile of bones under them – then a huge Huntsman spider quickly moved in so even nature wanted to get involved!

It was just good fun, and we actually had quite a few 'trick or treaters' in their fabulous costumes carrying their little lolly bags, marvelling at the decorations in my yard, and playing with the zombie that started crawling along the ground when it detected movement. The kids loved him!

I'm not the only one who celebrated though – check out the photos!

*Michelle Verspaget
Admin Support, Australia*



HAPPY BIRTHDAY

Australia (Oct)

Nemanja Miletic, Engineering Manager

Paul Bianchi, Production Welder

India (Sept)

Siddhram Narke

Palak

Vijay Baride

Kailash Sharma

Navanth Bhor

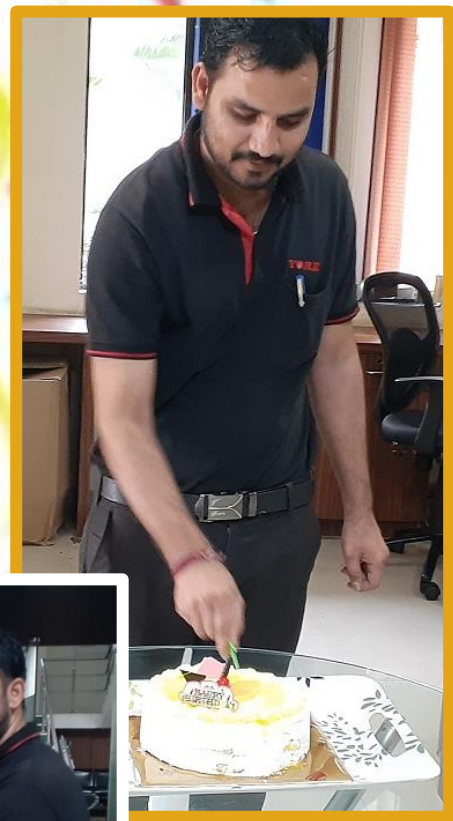
Singapore (Oct)

Mr Justin Chan, Senior Finance Manager

Ms Lina Ramli, Senior Shipping Executive

Ms Chen Juan, Accounts Executive

Mr Michael Peck, Driver



If you would like to contribute to a future edition of The Hub, please send your ideas, photos and articles to:

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**Even though you're growing up,
you should never stop having fun**

Nina Dobrev