





VISION 2023 (Special Issue)





Chairman's Message

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Message

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Today, the biggest challenge we are facing in all aspects of life including business is the rapid pace of `change'.

Dear fellow travellers in the MGT journey, For the last 18 years, I have had the privilege of sharing my thoughts on various technological, managerial, marketing, socio-economic challenges and achievements.

Today, the biggest challenge we are facing in all aspects of life including business is the rapid pace of `change'. At MGT, we are also getting ready for a change in our outlook and approach with a new Vision – 2023, the year MGT will be 50 years old. This will cover the whole gamut of technological innovations to create new synergies for "surface generation technologies in grinding and nanofinishing", as per our new VISION.

We analyzed our core competencies in depth and got expert advice to re-discover how to respond to various challenges. At every level - from production to after sales services, we are gearing up to exceed customer expectations. For this, we have now restructured into an SBU based company and I am happy to share this with you all. In fact one SBU is Unique New Solutions-UNS, where we propose to develop one of a kind surface generation solutions.

Sustainability of our environment and society interfaces need us to find better ways to give back to society, challenge the existing and develop the new, besides internal and external communications.

I look forward to a pro-active role from your side in being an active player in our change management journey and as we share our Vision 2023, we look forward to value creation across the whole bandwidth of our business associations. I look forward to receiving your comments and suggestions on the various news covered in this issue.

nkdhand@micromaticgrinding.com



Narendra Dhand

MGT Events

Contact Details



MGT Participated in EMO Hannover, Germany From 19th Sept.-24th Sept. 2011 HALL No.-11 STALL No.- E59

Exhibition

MGT participated in EMO Hannover Exhibition that took place from 19th to 24th September 2011.

While we have been at EMO since 1999, this year was special as it was the first EMO after we opened the MMT Grechen Swiss office to help in enhancing MGT's relationship with our Swiss distributors W+F Schleiftechnik GmbH and REWITECH SA

MGT showcased three leading products at this exhibition.



E-GRIND 200 CNC



STALLION SM-63 CNC



Achievements

IMTMA- PREMIER Ltd.
Outstanding Entrepreneur
Award (in the memory of
Mr. Vinod L. Doshi) for 2011.

Our respected Chairman Mr. N.K.Dhand was awarded the IMTMA-Vinod Doshi- Outstanding Entrepreneur of the Year award for his efforts and management skills at IMTEX 2012 in January. The award has been instituted in memory of Mr. Vinod L. Doshi, an outstanding industrialist and one of the founding fathers of the Indian Machine Tool Manufacturers' Association. The award is given to persons who have shown an outstanding record of first generation entrepreneurship in building machine tool companies in India.



Mr. N.K. Dhand receiving the IMTMA - Vinod L. Doshi-Outstanding Entrepreneur of the Year Award.

Exhibition &



The Uluru (or Ayers Rock) is one of Australia's most recognizable natural icons, located 335 kms (208 miles) south west of the nearest large town, Alice Springs. It is the largest monolith in the world. The world-renowned sandstone formation stands 348 meters (1,142 feet) high and measures 9.4 kms (5.8 miles) in circumference.

A monolith is a great sight to see – but in the business context, a monolith no longer makes sense. As corporates the world over start restructuring around leaner SBUs with shared resources, to become more competitive, the monolith has become just that – a good sight to see!!!

Micromatic Grinding commenced its strategy and Vision 2023 (when MGT will be 50 years old) this year, with Mr SK Kakkar and Dr K. Subramanian of STIMS Institute and that started with a very deep internal look and re-look at everything we do.

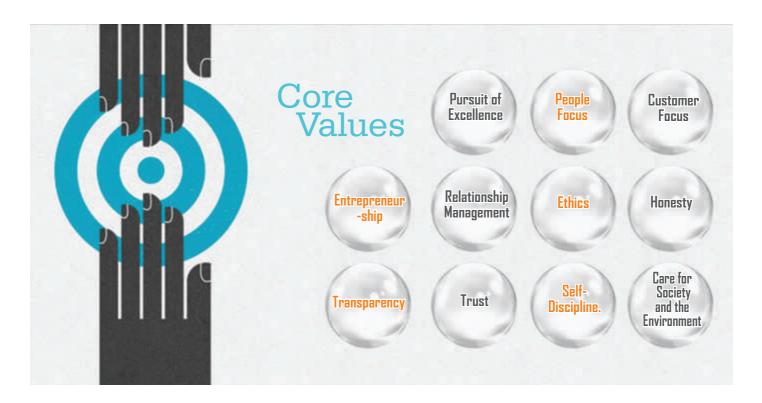
The monolithic structure was one of the business aspects we looked at. On the advantage side was an apparent perception of better managerial control, closer scrutiny of processes, a perception of lower costs and a feeling of being closer knit. At face value, there seemed to be nothing we could do about the monolithic structure. Then we started looking at the competence development. We calibrated ourselves on value added to our customers, we re-looked at growth potentials. Newer introspection and collective brainstorming revealed the thought that it would make sense from a long term point of view to recast MGT into 3 strategic Business Units (SBUs), each focused on one of the following competencies as given below:



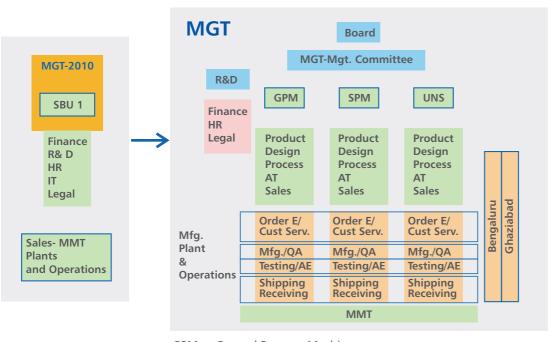
SBU	Competence Focus	
General Purpose Machines (GPM)	Manufacturing excellence	
Special Purpose Machines (SPM)	Custom tailored engineered solutions	
Unique New Solutions (UNS)	One of a kind surface generation solutions	

One of the objectives of the SBU structure was to create and cascade "ownership" across the organization. The overall management of MGT is proposed to happen at various levels as given below:

Management entity	Reports to	Key role
Corporate management Team	MD	Decision making and management control
SBU Head	MD	Owns SBU performance at all levels
Process Owners	SBU Heads	Accountability and responsibility for the specific business functions such as Design, Production Processes, Application Engineering, IT, LT etc.
Plant Heads	SBU Heads	Accountability and responsibility for execution of all activities required to be carried out at their assigned plant/facilities and driving operational excellence within the unit.



MGT Transformation Single "Unit" management to SBU Structure and Management



The process functions of course, continue to have responsibility across all the SBUs to firstly utilize their competence and capabilities to the utmost and secondly, to remain nimble. In the coming issues we will take you through other aspects of the vision projects within each process in line with SBU focus- the goal setting, monthly effectiveness review etc.

GPM: General Purpose Machines SPM: Special Purpose Machines UNS: Unique New Solutions



Dr. K. Subramanian President STIMS Institute Inc.USA

Good to Great

by Dr. K. Subramanian

Micromatic Grinding started its journey around 39 years ago, focused on design, manufacturing and sales/distribution of Precision Cylindrical O.D. Grinding machines. They have succeeded in benefitting from growth of the manufacturing industry, particularly in the Automotive and Precision Engineering sector.

Challenges

There are things that are imbued with a sense of difficulty and victory which companies do need to face when they are on the phase of growth and establishment; MGT is also not out of the league. MGT was founded with the simple fundamental "Machines that are difficult to make are easy to sell". But with growing customer needs, MGT realized that the growth of any company lies in the diversity of its customers and for that it requires a periodic assessment. Such a closer look at the customer needs and core capabilities of the company invariably suggested that the single business unit structure would not work. Thus proper alignment of resources has to be designed for longer terms and sustainable growth. To reach long term growth and to achieve the set goals, MGT will need to chart a new course with Vision 2023 in mind.

Growth of the company lies with the diversity of its customers and this requires a periodic assessment

Approach

STIMS Institute, a knowledge management company has developed unique tools for core capability assessment. Such an assessment is comprehensive as it addresses all the core capabilities across three key dimensions of the company, people, the business functions and their outcomes expressed through business/enterprise capabilities.

These core capabilities in turn, do need to be channelized to meet the well

identifiable needs of the end users or the customers.

As per the assessment by STIMS, core capabilities of MGT result in the following conclusion that to retain its customer centered focus, MGT has to align all its resources in a well structured and organized fashion. For that, some restructuring and revamping is required. If we take a closer look, the customer centric view of MGT and its needs are elucidated in three specific needs. To meet these customer needs and to have long term sustainable growth in the market MGT has decided to sub divide its single structured SBU into three well defined SBUs with defined business functions and operations. Every group

STIMS Institute assists core capabilities across three key dimensions-people, the business function and their outcomes expressed through business/enterprise capabilities

needs a leader who can lead from the front, so do the SBUs; thus the leadership team of each SBU has been identified from senior management of MGT with rich knowledge and experience supporting them. With this new structure in place, MGT looks forward to delight its customers and it will benefit and create opportunities for employees and their career growth.





Application Information

Machine: GCE 350 x500 CNC Component: Nozzle Body Cycle Time: 17 secs.



Special Accessories:

- •Diamond Roll Dresser
- •IPG
- •Special clamping through collet chuck Customer : BOSCH Ltd., Nashik

Bosch established a new unit as an EOU at Nashik specifically for their CRI project. This unit manufactures Common Rail Injectors and its various parts for their domestic and global clients.

Considering the accuracies involved, Bosch approached MGT and we designed and developed a specific machine for their application. The nozzle bodies of the injectors are kept in trays and the robots pick the nozzles from the tray, load them on the machine and after the grinding operation is completed, the component is removed by another robot and placed back in the tray. All this is done within 17 seconds – each time and every time 24 x 7.



IG-50 CNC

3 Axis compact precision Internal Grinder with special hydraulic - operated chuck for face clamping of connecting rods maintaining the center distance (CD) between the small bore and the big bore. Both bores are ground with roundness accuracy within 2 microns and size within 10 microns.



RHINO R 80-CNC

7 Axis CNC Crankshaft Pin Grinding machine for higher accuracy and

productivity of 3, 2 and single cylinder crankshafts











Mr. S.K. Kakkar, an engineer/MBA has been involved with the TQM movement in India for over two decades and made significant contributions in enhancing the competitiveness of the Indian industry as the Head of CII Institute of Quality. He has played a lead role in the promotion of Business Excellence Model and in the institutionalization of CII EXIM Bank Award for Business Excellence, a premier quality award in India, to recognize outstanding organizations in India. Since October

2007, he has been working as the Chief Mentor for the Organizational Performance Excellence Consultants that provide counselling, training and assessment support on Excellence Models and TQM.

O1) Dear Mr Kakkar, you said you have consulted with Micromatic right from the 90s. What 3 areas would you pick that represent a fundamental transformation at Micromatic?

I started my association with Micromatic in the early nineties when it was still known as Parisudh Sadhan Yantra, soon

after the two founding members chose to go independent in 1990. In the last twenty years the organization has grown from a small to a medium size company (revenue likely to exceed ₹ 100 crores this financial

New structure has three SBUs with very clear market focus which would ensure that each SBU has appropriate strategy and plans to deliver value to its customers in line with its vision.

There is one thing that has not changed with time in Micromatic and that is its commitment to value based management. year). Now they have the vision to become a large company. There is a hunger to transform Micromatic, from a good company to a great company. Thirdly, Micromatic has adopted a holistic

approach for this transformation for sustainable growth. Ω 2) It can be argued that implementation is more important than strategy but Micromatic seems to be investing heavily in strategy also - do you think they are right?

We need to do not only the right things, that is strategy but also to do things in the right way- that is implementation.

MGT is making significant investments in developing Technology and Leadership in the pipeline and people capabilities that would enable to realize its Vision 2023.

Both are important however, in the early stages of transformation, it is quite natural to invest more time in developing strategy, policies and action plan which are essential for effective implementation.

Micromatic is making the necessary changes in its organization structure, policies, processes and people capabilities to support its strategy. They are doing the right things in the right way.

Q3) Quality management can supposedly become a source of competitive advantage. How do you think Micromatic handles quality management?

My association with Micromatic started with developing a robust quality management system based on ISO 9001 during the early nineties. At that time, it was amongst the first few small companies which adopted the quality management standard in its true spirit and got certified for ISO9001. They also established a good system of capturing feedback from customers through third party Customer Satisfaction Surveys to make improvements in their products and processes. The leadership team has a strong commitment to quality. No wonder Micromatic has established a strong brand image for the quality of its products and services.

Q4) Please tell us the pros and cons of introducing SBUs in the strategy process?

Each market segment has its unique set of requirements which can best be met with specific product and service offerings. The new structure has three SBUs with very clear market focus which would ensure that each SBU has the appropriate strategy and plans to deliver value to its customers in line with its vision. People in the organization will have to learn new skills to work in a matrix structure to share the resources for optimum utilization. Initially people may take some time to learn to work in the new organization structure; but that is true for any big change. There is no big gain without some pain.

Q5) Kindly elaborate Vision 2023 and in the long term how the plan will be beneficial for MGT ?

Vision is to be, "A significant player in the global market in its industry sector, known for its product quality, customer service and value based management". This plan will be beneficial to all stakeholders. Customers can expect better products and services with faster deliveries. People can expect good growth prospects and learning opportunities in MGT. Investors and partners can expect higher wealth creation and a global brand image. Commitment to value based management will lead to the well being of society at large.

"Virtualization has proved to be a smarter and more justifiable investment in IT. We have seen an overall savings of 70 percent in energy consumption, physical space and maintenance since moving to the new solution."

Prasanna Nayak, Senior IT Manager, Micromatic Grinding Technologies

"Consolidating our physical servers by 88 percent through virtualization has made server maintenance a simpler and faster task. We no longer need to manage a large number of physical servers which used to take up a considerable amount of time from the IT team."

Prasanna Nayak, Senior IT Manager, Micromatic Grinding Technologies



Micromatic Grinding Technologies manufacture a wide range of internal, external, universal and special purpose cylindrical grinders in CNC, PLC and hydraulic versions. With 57% of the market share, MGT relies heavily on IT technology to stay as the leader in this competitive industry since technology plays a strategic role in its operations.

MGT therefore needed a scalable IT infrastructure that would help employees to satisfy growing

customer requirements.

This further required MGT to upgrade its existing IT infrastructure to derive optimum performance from its enterprise resource planning (ERP) system. However these additional servers needed extra physical space, time and additional 200% cost for installation etc. The company deployed a robust combination of Dell power edge servers with VMware virtualization software and Dell Equal Logical storage area network (SAN) to boost ERP system performance.



Rajit Pal Singh Managing Director Reach Potential Consultants Ltd.

Micromatic Grinding
A

of evolution
by Rajit Pal Singh

MGT is at a stage of revamping existing and introducing a new HR system in line with VISION 2023.

An attempt is being made to introduce Performance Management System to differentiate between performance levels of individuals

Change is the law of nature and Micromatic Grinding (MGT) is going through the same phase of transformation. Transformation has proven to be a vital strategic element in the company's policies, which not only consider merely fine tuning of few areas but require radical changes in critical business factors. The most commendable change in this transition state is the fact that people processes are given equal weightage and importance in the new growth path of MGT.

MGT is embarking on Vision 2023 with a new business strategy and growth path crystallized with the contribution of senior management and the support of selective group of external consultants. Organization structure is particularly important for decision making. Thus the key input would have to be realignment

The key to facilitate the change in business direction is to change the organization structure.

of functions and reporting structure. So another important input for creating the new SBUs is necessitating a change in the organization structure. SBU is understood as a business unit within the overall corporate identity which is distinguishable from other businesses as it serves a defined market.

Organization structuring exercise would

Creation of new SBUs would require realignment in the roles and responsibilities of individuals including some modifications in KRAs of even the top management.

help define and clarify the role of each individual's career and growth path. But this is only possible if the

management/organization is not only gearing up technically or as per prospective business but it also prepares its employees to start thinking differently in order to match the expectations of the future.

MGT is also focusing on cascading 4 Values across the organization and some key behaviourial attributes associated with them.

MGT at this stage is under the process of revamping existing and introducing new HR systems and recreating performance management system. This system is already in action plan and a remarkable landmark shift has already taken place in HR practices indicating an impact in the mindset of the employees. The most powerful change has been clarification of business and individual competencies.

MGT is also focusing on cascading 4 Values across the organization and some key behavioural attributes associated with them.



The Experiment of the customer

CTT-Pithampur planned the installation and commissioning of Profile Grinding Machine

Mr. Madanlal Sharma from MGT conducted the process



Mr. Madanlal Sharma MGT

Cummins Turbo Technologies(CTT) is the world's largest designer and manufacturer of turbochargers for the medium-heavy duty diesel engines market and has a reputation for producing innovative and dependable solutions for specific product requirements of this key market sector. The brand is best known in the industry, having developed an enviable reputation in pursuit of improved engine efficiencies and emissions reduction in on- and off-highway, marine and power generation applications worldwide. Its technology and pioneering initiatives bring innovative solutions and dependable services at the best possible value to users across the country.

At Cummins, they decided to install a Profile Grinding Machine in their Pithampur plant which is used in the manufacturing of turbine wheels- an essential component of turbochargers. CTT-Pithampur approached MGT for installation of Profile Grinding Machine.In response to that, the MGT engineer visited and conducted the process.

During installation and commissioning of the machine, the MGT engineer Mr. Madanlal Sharma performed all the machine activities like 1) Mounting the toolings on the machine 2) Conducted capability trials

Since line balancing was a big problem due to the higher grinding cycle time, the process needed optimization to reduce the grinding cycle time by nearly 20%.

Mr.Madanlal epitomizes the MGT philosophy and did not believe that his job was simply to install a machine! He believes his job is to ensure customer satisfaction and not only just the installation and commissioning of the grinding machine successfully.



Cycle time reduced on HHP groove and shaft grinding operation by 20 seconds.

So Madanlal stayed back at Pithampur, worked closely with the client's team, battled all the variables involved and finally ensured that the customer's objective was met.

In the words of Mr.Pavan B. Ahir (Manufacturing Engineering -CTT)"Our key requirement aside of accuracy was the reduction of cycle time for HHP shaft grinding and groove grinding by 20 seconds. Mr. Madanlal has demonstrated one of the greatest examples of customer satisfaction and ownership commitment".

Ownership and commitment are two factors that separate MGT and their employees from other companies in the same field.



Naveen Varma
Executive ManagerManufacturing Engineering
Cummins Turbo Technolgies, Pithampur

We, at MGT, are committed towards the upliftment and development of society so that the underprivileged population can develop and enhance their individual skills. MGT has been working with an NGO Gram Niyojan Kendra (GNK) since 1999 and multiple activities are being organized, focusing on income generation for the weaker section of the community besides social health and saving the environment.

Environmental & Social

RE at MGT

GNK with support from MGT, has been organizing several social development programmes at Reispur

Solid waste management

- To create awareness about the importance of safe disposal of waste among the community.
- 50 families in the locality agreed to participate in the programme
- Training in segregation of solid waste at the source provided





Health attendants training programme

- Health attendants training programme organized to look after bedridden and old, aged patients at home.
- Targeted to organize 2 batches of total 20 people during the year 2011-2012.
- 74 health attendants including 53 females and 21 males trained during the last 3 years.

Management of self help group

- A total of 10 self help groups have been formed covering 100 women in all 10 groups
- Around 50% of the total members belong to schedule caste





Training on reproductive and child health

- One full day training programme on RCH issues has been organized in village Reispur
- Women and girls have participated in the programme.
- Issues discussed on growth and development of adolescent girls.

Organization of Vocational Training

- Dress designing
- Beauty culture
- Fabric painting
- Computer hardware training programme
- Mobile repair training programme





In a world where tangible resources are available to each and every company in equal measure, competent, motivated and happy employees are the differentiated assets. We share some voices of our employees across diverse hierarchies at our Ghaziabad plant.



Mr. R.K. Mahajan GPM-SBU Head

I have been serving MGT for 21 years and this relationship has been growing stronger and stronger day by day.

Lioined as Design Head of the company and

have travelled a long way to this position at present. These are the following changes that I have noticed during the last 20 years.

Gradual growth of the company

- Over the last 20 years, we have been continuously adopting strong technical and technological orientation.
- The company has grown from merely ₹ 2-3 crores to almost ₹100 crores and with an employee strength of about 500.

Employees' development

• We believe in pushing the deserving candidates to their maximum

- potential. We provide them opportunities to enhance their skills in upgrading their education qualification through financial and other support.
- We practice healthy and fair competition within the organization through 1) Regular test2) Internal interview 3) Expert Panel interview for competence assessment
- Employees' suggestions are acknowledged and rewarded by the management.

Methods to improve the work process

- Employees are encouraged to work within the core values of the company.
- Employees are provided with a pocket diary to record their self improvement activities on a daily basis. Self improvement activities include 1) For myself 2) For my workplace 3) For my family 4) For society

Customers

- Believing in the saying of Mahatma Gandhi, customers are treated as God by us and we try to add value to the services provided.
- We get more than 70% of repeat business which includes companies like Bosch, Hero Group, Mahindra & Mahindra, TATA Motors etc.
- Customers trust MGT because of its caring, efficient staff and management.

Society and environment

- Rain water harvesting and planting trees are two activities that we do regularly.
- Combined efforts are made by MGT and few NGOs to enhance skill development training for the underprivileged classes of society which create more job opportunities for them.



1.5 years

tenure I have

the fullest.

Have been working

with MGT for the last

developed my skills to

During my working

My base of technical

increased with the

support of my seniors.

concept **Ask the MD**

views or problems with

MGT has developed a

where an individual

can share his or her

senior management

Senior management

provides full support

for higher education.

directly.

knowledge has

Mr. Arjun (Sales Engg.)



Mr. Harish (Supervisor Assembly -Asst. Engg.)



- Working with MGT for last 20 years
- Joined as a worker in MGT and now my work profile is of a Supervisor.
- I have increased my education qualification and skills which helped me to enhance my professional and interpersonal skills.
- Promotion was through a proper written test and panel interview.
- Training sessions are organized.
- Best suggestions are rewarded.



Assembly -Asst. Engg.)

Mr. Shelender

Kumar

(Supervisor

- Working with MGT for the last 21 years
- Joined as a fresher (worker) in MGT and now my work profile is that of a Supervisor.
- Knowledge sharing and gaining are my main motto.
- Promoted to higher position due to my hard work and contribution to knowledge based programs.
- All the new or innovative ideas are accepted by the management.

Micromatic Grinding &

Main motive of the project is to introduce condition based maintenance (CBM) to machine tool users and set them free from costly break- down maintenance and fixed interval based preventive maintenance.

Micromatic is actively involved as an industrial partner in the following two projects with IIT-Delhi.

1. "Development of a new model using stress profiles for A) Prediction of bearing residual life B) Deciding optimal condition monitoring intervals".

(This project is financed by Department of Science and Technology (DST) Govt. of India).

The project is aimed to provide aid to machine tool users to shift their focus from costly break-down maintenance to rational condition based maintenance (CBM). This would benefit the life of the equipment and help the maintenance person in managing the costly bearing inventory. Earlier, machine tool companies used to do breakdown maintenance and thereafter came time-based preventive maintenance. In Preventive Maintenance (PM) the periodic time interval for maintenance was fixed, regardless of the health of the equipment. Over a period of time, preventive maintenance with fixed

CBM attempts to avoid unnecessary maintenance tasks by taking maintenance action only when there is a evidence of abnormal behaviour of the equipment.

intervals, becomes a major expense for the industry. This project is aimed at developing CBM approach for machine tool spindle bearings. Software is being developed, using ANN (Artificial Neural Network) technique, to predict the remaining useful life (RUL) of the bearings. Utilizing this remaining useful life the decision support system is developed to decide optimum condition monitoring intervals.

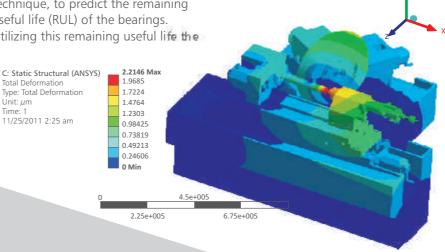
2.Design of Lean Machine Tools Structures:

Another project that is being done with IIT, Delhi is to design lean machine tool structures. The machine tool designers are not utilizing the FEM (Finite element method) tools in the machine design process which results in undergoing lengthy 'design-build-testmodify' cycle, with increased cost and time to the market. Thus to tackle this problem, IIT Delhi is developing a methodology where the static and dynamic design of the machine can be verified by using FEM and validation is done by actual testing. The major difference that is noticed after applying this methodology is reduction in the number of design iterations, thereby reducing the time to market and a lean design of the machine tool which

In this project MGT is doing the actual testing on the machine and the results are used to update the finite element model of the machine.

guarantees optimum static and dynamic behaviour.

For a new prototype, the model updation based on static testing is complete and the same approach is being extended to design for the dynamic characteristics. After it is validated for a prototype, this process will be incorporated into the design process of MGT for any New Product Development (NPD).



EN EN EN & Awards

Freshers' Party

At MGT each new employee is welcomed with a warm heart and a promise to upgrade his/her skills and working capabilities.

The best way to welcome them in the family is through a freshers' party organized periodically. This time around, freshers organized a nice play reflecting the united colours of India. The party continued with an unabashed display of dance which created magic on the floor, joined by the CMD Mr. Dhand as well.









MGT technical team including Shreekant, Lalit, Dhruv, A. Martin, Kiran Pal and Anjani Kumar has changed the traditional process of Wheel Head body(WLH) leakage testing. The new method eliminates the loss of substantial time and delay in machine delivery.

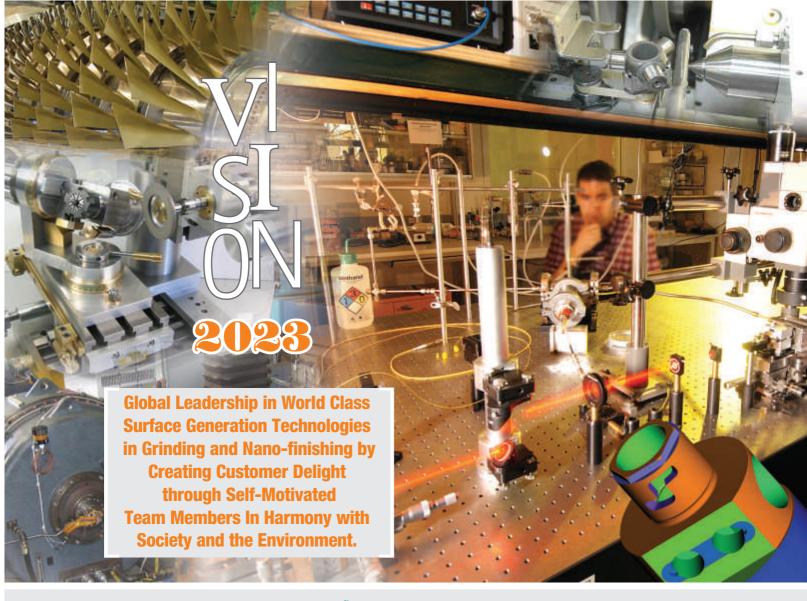
The new process has the following advantages:

- Oil testing procedure of all WLH casting bodies made fool proof and standardized.
- High pressure testing due to body clamping with standardized torque force.
- 100% leakage free WLH bodies, now available for further processing.



Mr. Shivaraju Sr. Application Engineer Bharat Forge Ltd.-BFL has ordered several crank shaft journal grinding machines from MGT. One such

machine was meant for the Mahindra & Mahindra line. Since BFL had to meet an important deadline to deliver the crank shafts, Mr. Shivaraju worked for 36 hours continuously at BFL in commissioning the machine, proving the desired accuracy of components and helped in delivering the crankshafts to the end customer (M&M). Both BFL and we, at MGT salute the efforts and untiring spirit of Mr. Shivaraju Sr. Application Engineer at MGT 's Bengaluru plant.





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