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भारत इलेक्ट्रॉनिक्स
BHARAT ELECTRONICS

Annual Report 2000-2001

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BHARAT ELECTRONICS LIMITED

Quality Technology Innovation

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Corporate Mission and Objectives

Mission

To be the market leader in Defence Electronics and in other chosen fields and products

Objectives

- To become a customer-driven company supplying quality products at competitive prices at the expected time and providing excellent customer support.
- To achieve growth in the operations commensurate with the growth of professional electronics industry in the country.
- To generate internal resources for financing the investments required for modernisation, expansion and growth for ensuring a fair return to the investor.
- To strive for self-reliance by indigenisation of critical materials and components in order to meet the nation's strategic needs.
- To retain the technological leadership of the Company in Defence and other chosen fields of professional electronics through in-house Research and Development as well as through Collaboration/Co-operation with Defence/National Research Laboratories, International Companies, Universities and Academic Institutions.
- To progressively increase overseas sales of its products and services.
- To create an organisational culture which encourages members of the organisation to realise their full potential through continuous learning on the job and through other HRD initiatives.

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Board of Directors

(As on 31-8-2001)

Dr. V.K. Koshy	-	Chairman & Managing Director
Shri V. Ammineedu	-	*Director (Personnel)*
Shri Abhijit Basu Joint Secretary & Addl. Financial Adviser, Ministry of Defence	-	Director
Shri N. Divakar Director, Defence Electronics Research Laboratory	-	Director
Air Marshal T.R. Janakiraman, PVSM, AVSM, Air Officer-in-Charge, Maintenance, Indian Air Force	-	Director
Shri S.C. Khanna	-	*Director (Commercial & Management Services)*
Vice Admiral A.S. Krishnan, PVSM, AVSM, VSM, Chief of Material, Indian Navy	-	Director
Shri P. Bhaskara Naidu	-	Director (Finance)
Shri R. Ranganathan	-	Director (Bangalore Complex)
Shri Y. Gopala Rao	-	Director (Other Units)
Lt. Gen. D.P. Sehgal, VSM Signal Officer-in-chief, Indian Army	-	*Director*
Col. H.S. Shankar, VSM (Retd.)	-	Director (Research & Development)
Shri K.P. Singh Joint Secretary (SY), Ministry of Defence	-	Director

Principal Executives

CORPORATE OFFICE

General Managers

Bhadoria H.S.
Surinder Dewan Col. (Retd.)
Prasad T.R.
Subramanian R.S.

Company Secretary
Nagesh K.S.

UNITS

Group General Managers/General Managers

Bangalore
Asirvatham V.G.V.
Jagannathan R
Lakshmanaprasad S.
Muralidhar A
Ramachandra Murthy R.
Eswara Rao M.
Krishna Rao M.
Simha N.N
Srinivasan V.B.

Chennai
Mohana Rao A.

Hyderabad
Sastry P.R.K.L.N.

Machilipatnam
Babu Rao K.

Pune
Janardhan T.R.K.

Taloja
Sathyanarayana Chetty S.

Ghaziabad
Anandam Ch.
Group General Manager

Kotdwara
Mehta S.K.

Panchkula
Basavarajaiah

CRL
Ramakrishna H.
Group General Manager

BANKERS

State Bank of India
State Bank of Hyderabad
State Bank of Patiala
State Bank of Travancore
State Bank of Mysore
State Bank of Bikaner & Jaipur
HDFC Bank
Canara Bank
Syndicate Bank
Vijaya Bank
Bank of Baroda
Andhra Bank

AUDITORS

Statutory Auditors
M/s K.P. Rao & Company

Branch Auditors
M/s Chandiok & Guliani,
M/s P.G. Joshi & Company,
M/s Siva Krishna and Narayan

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The Past Decade

(Rs. in millions)

Particulars	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-2001
Sales & Services	7169.4	7737.7	8506.5	9346.1	10689.8	12262.4	12613.0	11988.7	14941.5	17153.3
Value of Production	7070.8	8177.4	8458.8	9111.3	10495.0	12304.5	12555.8	12167.0	15432.9	17875.7
Other Income	439.8	573.3	588.4	301.2	391.6	427.6	325.3	464.5	314.3	524.4
Materials	3310.8	4123.8	4111.8	4673.9	5545.9	6268.3	6144.1	6161.6	7904.0	9279.1
Salaries, Wages & Benefits	1270.7	1447.4	1449.6	2035.5	2509.0	2354.2	2633.8	2859.4	3397.7	3921.1
Depreciation	401.7	413.7	391.8	397.4	403.4	424.6	491.7	480.6	479.7	519.2
Interest	462.5	772.9	936.0	561.4	435.8	657.9	510.1	711.2	327.9	246.4
Manufacturing & Other Expenses	1389.9	1578.6	1759.4	1586.2	1752.8	2070.4	2078.0	1716.7	1973.6	2235.2
Profit Before Tax	675.0	414.3	398.6	158.1	239.7	956.7	1023.4	702.1	1664.3	2199.1
Provision For Tax	317.5	105.0	60.0	0.2	32.7	444.8	489.4	165.8	585.0	647.0
Profit After Tax	357.5	309.3	338.6	157.9	207.0	511.9	534.0	536.3	1079.3	1552.1
Dividend	128.0	128.0	128.0	128.0	128.0	160.0	160.0	160.0	200.0	320.0
Equity Capital	800.0	800.0	800.0	800.0	800.0	800.0	800.0	800.0	800.0	800.0
Reserves & Surplus	2006.9	2188.1	2401.7	2438.5	2528.0	2894.9	3252.3	3613.0	4448.3	5647.8
Loan Funds	3070.4	5805.5	4302.6	2483.5	2175.2	3529.4	2233.7	1458.9	1097.4	822.6
Gross Block	4520.6	4871.1	5312.2	5780.1	6318.1	6919.5	7196.7	7628.2	7722.2	8093.3
Cumulative Depreciation	2896.6	3283.2	3651.3	4015.2	4368.9	4755.3	5203.7	5618.7	5718.7	6197.0
Inventory	4103.9	5085.6	4802.0	4512.3	4726.4	4839.2	5037.3	5148.2	6715.5	8447.7
Debtors	2052.4	2782.0	3183.6	3888.1	4266.2	4761.7	5541.2	5846.3	6034.8	5999.3
Working Capital	1333.0	4179.9	4544.3	2372.0	1955.1	3046.2	2373.3	2558.9	3274.5	4536.8
Capital Employed	2957.0	5767.8	6205.2	4136.9	3904.3	5210.4	4366.3	4568.4	5278.0	6433.1
Net Worth	2796.8	2988.1	3199.9	3116.7	3174.3	3088.9	3508.8	4019.9	4912.5	6230.1
No. of Employees	19080	18840	18422	17805	17044	16255	15739	15618	14807	14177

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Directors' Report

To the Shareholders,

Your Directors are pleased to present their report on the performance and achievements of your Company for the year ended 31st March 2001.

Operating results

Your Company had yet another year of good growth in production, sales and profitability. The Company has achieved an all time high turnover of Rs. 17153.3 millions during the year 2000-2001, registering a 14.8 % increase over the previous year's turnover of Rs. 14941.5 millions. The value of production during the year was Rs.17875.7 millions as against Rs. 15432.9 millions in 1999-2000, an increase of 15.8 %. As against the Profit After Tax of Rs. 1079.3 millions in the previous year, the Profit After Tax during the year under report was Rs. 1552.1 millions. During the past four years the networth of the Company has doubled from Rs.3089 millions to Rs.6230 millions.

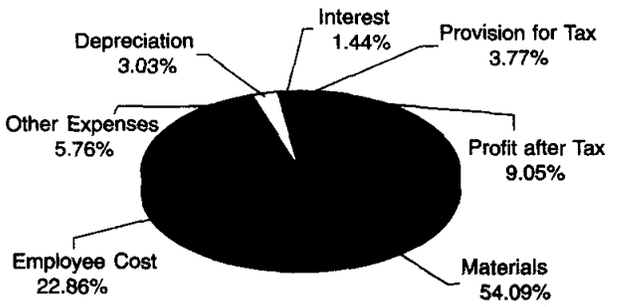
The summarised operating results for the years 2000-2001 and 1999-2000 are given below:

(Rs. in millions)

	2000-2001	1999-2000
Value of Production	17875.7	15432.9
Turnover	17153.3	14941.5
Profit Before Depreciation, Interest and Tax	2964.7	2471.9
Interest	246.4	327.9
Depreciation	519.2	479.7
Provision for Tax	647.0	585.0
Profit After Tax	1552.1	1079.3
Transfer from Investment Allowance Reserve	68.9	96.0
Appropriations:		
Capital Reserve	0.9	4.6
Proposed Dividend	320.0	200.0
Corporate Dividend Tax	32.6	44.0
General Reserve	1000.0	726.7
Balance in P & L Account	467.5	200.0

Disposal of operating income for 2000-2001 is given below:

		Amount (Rs. in millions)	Percentage
Materials	:	9279.1	54.09
Employee cost	:	3921.1	22.86
Other Expenses	:	988.4	5.76
Depreciation	:	519.2	3.03
Interest	:	246.4	1.44
Provision for Tax	:	647.0	3.77
Profit after tax	:	1552.1	9.05
Total		17153.3	100.00



Appropriations & Dividend

The Directors recommend the following appropriations of the disposable surplus:-

		Rs. in millions
(i) Declaration of dividend on paid up capital of Rs.800 millions at 40%	:	320.0
(ii) Corporate Dividend Tax	:	32.6
(iii) Transfer to General Reserve	:	1000.0
(iv) Balance retained in Profit & Loss Account	:	467.5

Your Directors also recommend transfer from Investment Allowance Reserve a sum of Rs.68.9 millions to the Profit & Loss Account. The Dividend, if approved by the Shareholders at the ensuing Annual General Meeting, will be paid within the statutory timeframe.

Finance

The overall borrowing cost has come down from the previous year's level due to better working capital management and softening of interest rates. The interest paid was almost 25% lower at Rs. 246.4 millions as against Rs.327.9 millions during 1999-2000 due to close monitoring of borrowings, sourcing of cheaper funds and timely and judicious investment of surplus funds from time to time. The Company continues its endeavour to reduce interest costs by accessing cheaper sources of funds. Public Deposits with the Company included Rs. 5.7 millions which had matured, but had not been claimed. Out of this an amount of Rs. 1.3 millions was subsequently paid/renewed.

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Performance of Units

Keeping in view the changed business environment, the Bangalore Unit, the biggest Unit of the Company, was reorganised into six independent Strategic Business Units, viz. Military Communication & Electronic Warfare Equipment, Military Radars, Naval Systems, Telecommunication & Broadcasting Systems, Components and Export Manufacturing. This restructuring was carried out to provide greater focus on specific areas of business and improved response time to customer needs in a globalised business environment. The Bangalore Unit during the year had a growth of more than 33% in sales, reaching a value of Rs.9903 millions in 2000-2001 from Rs.7430 millions in 1999-2000. The Profit Before Tax of this Unit has more than doubled from Rs.440 millions in 1999-2000 to Rs.1026 millions in 2000-2001.

All the Units performed well and earned profits during the year.

Performance against MoU

As in the previous year, the Company's performance based on the evaluation of the Memorandum of Understanding (MoU) for the year 2000-2001 signed between the company and the Government of India indicates a composite score of 1.46 i.e. "Excellent". The MoU for the year 2001-2002 with the Government of India has been signed on 27th March 2001 with a targeted turnover of Rs. 18000 millions. Barring unforeseen circumstances, your Directors are confident of achieving the same.

For setting targets and evaluating the performance of the manufacturing Units, Corporate Office continued the practice of signing MoUs with all the manufacturing Units on similar lines as the MoU that the Company enters into with the Government.

Order book position

The Company's outstanding order status of Rs.27110 millions as on 1.4.2000 improved further during the year to Rs. 29950 millions as on 1.4.2001. Of this, the value of orders executable during the year 2001-2002 is around Rs. 14500 millions. This represents a very healthy order book. In addition, orders worth Rs. 2500 millions are anticipated to be received from Department of Telecommunication, All India Radio & Door Darshan etc., during the current year.

Diversification

In its efforts to be in the forefront of technology, BEL has been continuously introducing new or upgraded products, every year, based on the in-house/indigenous technology. This process was continued during the year 2000-2001 also. Apart from introducing a large number of products for Defence customers, the following products were also introduced for the civilian customers:-

- Very Low Power Transmitter, Band III (2x50W)
- 1 kW FM Transmitter (Bench Top)
- Mobile VHF TV Transmitter, Band III
- Ophthalmic Laser Surgery System (DRISHTI 1064)
- Alarm System for Unmanned Level Crossing
- Telemedicine System
- Vehicle Tracking and Monitoring System
- PC Motherboard based on Intel 815E chipset
- Upgraded Fish Finder (for increased depth)
- Compact Vacuum Interrupter Tubes

Exports

Your Company's export during 2000-2001 was Rs.253.8 millions. Deemed exports during the year were worth Rs.59.7 millions.

The Company has export orders/assured orders of Rs.418.6 millions as on 1-4-2001. The Company has been making continuous efforts to increase exports and during the financial year a number of new markets have been approached for business development.

Joint Ventures

GE BE Limited, the joint venture company (JVC) with General Electric Company had another year of good performance and growth. It has paid a dividend of 15% in the year 1999-2000.

BE Delft Electronics Ltd., the JVC with Delft Instruments of Holland, which had been affected in the past years due to lack of orders for Image Intensifier Tubes, is on the path of recovery. It has received substantial orders and with further orders expected during 2001-2002, it is on its way to turn around.

BEL Multitone Ltd., the JVC with Multitone Electronics PLC, UK continued operations during the year.

Research and Development

The Company lays great stress on R&D in order to retain its leadership in Defence and other related areas of business. Large number of products are developed through R&D efforts at BEL. A number of products are also developed jointly with Defence Research & Development Organisation (DRDO), Centre for Development of Telematics (C-DoT) and many other indigenous design houses including reputed educational institutions like Indian Institutes of Technology (IITs) and Indian Institute of Science. During 2000-2001 the contribution from indigenously developed products is estimated at about 67% of the turnover. The Company also has a number of collaborations with foreign companies. For such collaboration oriented products, BEL's R&D is involved in finding indigenous adaptations with a view to develop alternative and cost effective sources. R&D at BEL has played a significant role in overcoming the problems, which arose due to the US sanction. In addition, the Central Research Laboratory (CRL) of BEL is engaged in forward looking applied research in the areas of interest to BEL.

The Company has spent Rs. 892.7 millions on R&D during 2000-2001, which is about 5.2% of the turnover. There are 914 engineers/executives engaged solely on R&D activities as on 31st March 2001.

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Awards

Kotdwara Unit of the Company received the 1st prize for excellence in Professional Electronics for the year 1998 from the Ministry of Information Technology, Govt. of India, for achieving excellent performance in Production, R&D and its commitment to Quality & Service. The Ghaziabad Unit of the Company has been conferred the Award for Excellence in R&D for the year 1998 for the development of various IFF (Identification of Friend or Foe) Radar Systems. These Awards were announced and received during 2000-2001.

Indigenisation and Cost Reduction

Indigenisation activity has become an integral part of the manufacturing activities in the Company. This has gained more significance during the past two to three years when the Company had to face restriction on imports from European countries and US. Indigenisation effort is aimed at overcoming the dependence on foreign sources for supply, which in turn would provide adequate value addition for the products and a steady source of local supply. The task forces set up in the company to address cost reduction in various areas have looked into possibilities of indigenisation in most of the products and succeeded to a large extent, particularly in Communication equipment and Radars.

Quality

Your Company continues to give very high importance to quality. In the past decade, a number of quality initiatives were taken by the Company, prominent among which are: Promulgation and adoption of TORQUE (Total Organisational Quality Enhancement) parameters, the acquisition of the status as an ISO 9000 Company, training the rank and file on the Crosby methodology of Quality Improvement Process Management, formation of the Quality Improvement Teams, the 6-Sigma initiatives, establishment of BEL Quality Institute etc. During the year, the Company has brought out an updated TORQUE brochure, addressing all aspects of TORQUE and this will act as a guide to the Quality Journey embarked upon by the Company. The Export Manufacturing Division at the Bangalore Complex was also certified under the ISO 9002 programme during the year. With this, the total number of manufacturing Divisions certified for ISO 9000 programme has risen to 30. All the Divisions have successfully completed bi-annual Surveillance Audits for the continuation of the certification. The Quality Assurance Division of the Bangalore Complex received the National Accreditation Board for Tests and Calibration Laboratories (NABL) Accreditation Certificate during July 2000. In order to give renewed thrust to the TORQUE activities in the Company, the first TORQUE conference of the Company was held in October, 2000. The Company has also initiated action to get the manufacturing Units certified under the ISO 14001 Environmental Management System.

Energy conservation & pollution control

The details of energy conservation in accordance with the Companies (Disclosure of particulars in the Report of Board of Directors) Rules 1988, is Annexed as Form A.

Implementation of official language

Your Company continues to impart training to employees at all levels on use of official language in office functions as a measure of encouraging the use of the official language. Six of the Units/Offices of the Company, viz. Ghaziabad, Panchkula, Kotdwara, Pune, Taloja Units and the Regional Office, Vizag have been notified under Rule 10(4) of Official Language Rules, 1976 indicating that 80% or more staff members working in these offices have working knowledge of Hindi. Hindi Workshops have been conducted for those having working knowledge in Hindi at the Corporate Office and some of the Units. Check points have been created for effective compliance of Official Language policy. The Company continues to give option of Hindi in written examinations and interviews for promotion.

Personnel

The employees strength was 14,177 as on 31.3.2001 as against 14,807 as on 31.3.2000. During the year 318 employees retired under the Voluntary Retirement Scheme (VRS) and a sum of Rs.145.2 millions was paid as VRS compensation to them.

The particulars of SC/ST, ex-servicemen and physically handicapped employees as at the end of the year are given in the following table:

Category of Employees	Group-A	Group-B	Group-C	Group-D	Remarks
Scheduled Caste	450	38	1809	*347	* Excluding sweepers
Scheduled Tribe	78	2	87	*39	
Ex-Servicemen	57	21	423	*145	
Physically Handicapped	8	1	136	*59	Reservation quota 3% in Group 'C' & 'D'

Vigilance

Being a Defence Public Sector Enterprise, your Company attaches due importance to vigilance. Vigilance function has been satisfactory during the year. As a part of the vigilance systems and procedures established in the Company all executives are required to file Annual Property Returns which are scrutinized by Vigilance Committee Chairmen and Vigilance Officers. Regular and surprise inspections are being conducted by vigilance officials throughout the Company. Purchase Orders above a particular value are regularly reviewed by Vigilance Committees for compliance of procedure. Employees/Executives working in sensitive areas have been rotated. The Executive Conduct and Disciplinary Action Rules of the Company have been amended in line with the guidelines of the Ministry of Defence and the Chief Vigilance Commissioner.

Industrial relation & employee welfare

Industrial relations in the Company remained normal and peaceful during the year. The Memorandum of

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Understanding between the Management & the Negotiating Trade Unions on Wage Revision operative for a period of 10 years effective from 1st January, 1997 was signed in the month of December, 2000 and the same was implemented in the month of January, 2001.

Past welfare schemes like de-addiction programmes for alcoholics and their rehabilitation, employment of physically challenged persons etc. were continued. Company's medical assistance scheme covers all the employees and their family members and it continues to provide basic medical facilities to its employees and their dependent family members at its hospital at Bangalore. As in the previous years, the performance of BEL Schools, including the special school at Bangalore functioning for the welfare of mentally challenged children of employees and others and the college was good during the year.

All the employees of the Company contributed one day's salary to the Prime Minister's National Relief Fund to help the victims of the devastating earthquake, which rocked Gujarat recently. In addition, the Company has joined certain other Defence PSUs in providing relief measures to the quake victims of Gujarat.

Directorate

Shri V.N. Gaur relinquished post as Director on account of change of post held by him in the Ministry of Defence. Shri V.V. Gangadhara Rao relinquished post as Executive Director (Other Units) on his appointment as Chairman & Managing Director, Bharat Dynamics Limited. Lt. Gen. Prakash Gokarn, PVSM, AVSM relinquished post as Director on superannuation. Shri N. Divakar was appointed as Director vice Dr. K. G. Narayanan. Your Directors wish to place on record their sincere appreciation of the valuable contribution made by the outgoing Directors. Shri K. P. Singh , Shri R. Ranganathan, Lt. Gen. D. P. Sehgal, VSM and Shri N. Divakar were appointed as Additional Directors. These new Directors are well-qualified professionals and your Directors are confident that induction of these professionals will strengthen the Board and the Company will gain immensely from their knowledge and expertise. Separate nominations have been received by the Company to appoint these Additional Directors on regular basis in the ensuing Annual General Meeting and your Directors recommend these nominations in the interest of the Company.

Composition of Audit Committee

Pursuant to Section 292A of the Companies Act, 1956, your Directors have constituted an Audit Committee consisting of four Directors, viz. Shri Abhijit Basu, Shri K.P. Singh, Vice Admiral A.S. Krishnan, PVSM, AVSM, VSM and Shri Y. Gopala Rao. The first meeting of the Committee was held on 2nd July, 2001.

Auditors

On the advice of the Comptroller and Auditor General of India, the Central Government has reappointed M/s. K.P. Rao & Company, Chartered Accountants, Bangalore as Statutory Auditors for audit of consolidated accounts of the Company as also for audit of the Bangalore, Hyderabad & Chennai Units and Corporate Office for the year 2000-2001. M/s. Chandiok & Guliani, Chartered Accountants, New Delhi, were reappointed as Branch Auditors of Ghaziabad, Panchkula and Kotdwara Units for 2000-2001. M/s. P.G. Joshi & Company, Chartered Accountants, Pune were reappointed as Branch Auditors for Pune and Taloja Units for 2000-2001. M/s. Siva Krishna and Narayan, Chartered Accountants, Machilipatnam were re-appointed as Branch Auditors for Machilipatnam Unit for 2000-2001.

Management's replies to the comments/observations by the Statutory Auditors and the comments of the Comptroller & Auditor General of India are appended to this report. The review of accounts by the Comptroller and Auditor General of India, for the year 2000-2001 is appended to this report.

Directors' Responsibility Statement

Pursuant to the provisions under Section 217 (2AA) of the Companies Act, 1956 your Directors state:

(i) that in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;

(ii) that the directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and a fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

(iii) that the directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 1956 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

(iv) that the directors have prepared the annual accounts on a going concern basis.

Particulars of employees

The particulars to be furnished as per Section 217(2A) of the Companies Act,1956 read with the Companies (Particulars of Employees) Rules 1975, as amended are: 'NIL'.

Acknowledgement

Your Directors thank all customers of the Company, particularly the Defence Services, for their wholehearted support. Your Directors express their gratitude for the co-operation and guidance received from various Ministries of the Government of India, especially the Ministry of Defence, Department of Defence Production and Supplies. Your Directors express their sincere thanks to the Comptroller and Auditor General of India, Chairman, Members and employees of the Audit Board, Statutory Auditors and Branch Auditors, Company's Bankers, investors, collaborators and vendors. Your Directors appreciate the sustained efforts, dedication and commitment of the employees of the Company. Your Directors thank you, Shareholders, for your support and look forward to receiving similar support in the future.

For and on behalf of the Board

Bangalore
31/08/2001

Dr. V K KOSHY
Chairman & Managing Director

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Particulars under the Companies (Disclosure of Particulars in the Report of Board of Directors) Rules 1988

FORM - 'A'

I. Energy conservation measures taken during 2000-2001

- Sustaining the level of awareness created.
- Optimum use of non-conventional energy sources.
- Installation of soft starters for air compressor motors of 60 HP & 120 HP.
- Use of compact fluorescent lamps.

II The Company as a whole

A - Power & fuel consumption

		2000-2001	1999-2000
1.	ELECTRICITY		
a)	Purchased (Units M kWhrs)	53.72	54.72
	Total amount (Rs. lakhs)	2455.00	2380.32
	Average Rate/Unit (Rs/kWhr)	4.57	4.35
b)	Own generation(Units M kWhrs)	1.88	1.56
	Total amount (Rs.lakhs)	222.02	177.53
	Average Rate/Unit (Rs/kWhr)	11.81	11.38
2.	HSD OIL		
	(Does not include generation)		
	Quantity (Kilo Litres)	588.41	936.14
	Amount (Rs. lakhs)	110.62	130.50
	Average Rate/Ltr. (Rs./Ltr)	18.80	13.94
3.	PETROL		
	Quantity (Kilo Litres)	58.44	58.60
	Amount (Rs. lakhs)	17.32	16.10
	Average Rate (Rs./Ltr.)	29.64	27.48
4.	LPG		
	Quantity (kg.)	166984.00	167108.00
	Amount (Rs. lakhs)	38.92	31.70
	Average Rate (Rs./kg)	23.31	18.97

B - Consumption per unit of production

Electricity (kWhr/Rs. lakhs)	313.91	367.98
HSD Oil (Ltrs./Rs. lakhs)	3.32	6.08
Petrol (Ltrs/Rs.lakhs)	0.32	0.38
LPG (kgs/Rs.lakhs)	0.94	1.09

C - Impact of above measures taken during 2000-2001

Savings achieved in 2000-2001 compared with the consumption figure of 1999-2000:

Electricity	0.671 M kWhr
HSD Oil	347.730 kLtr
Petrol	0.160 kLtr
LPG	0.124 MT

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