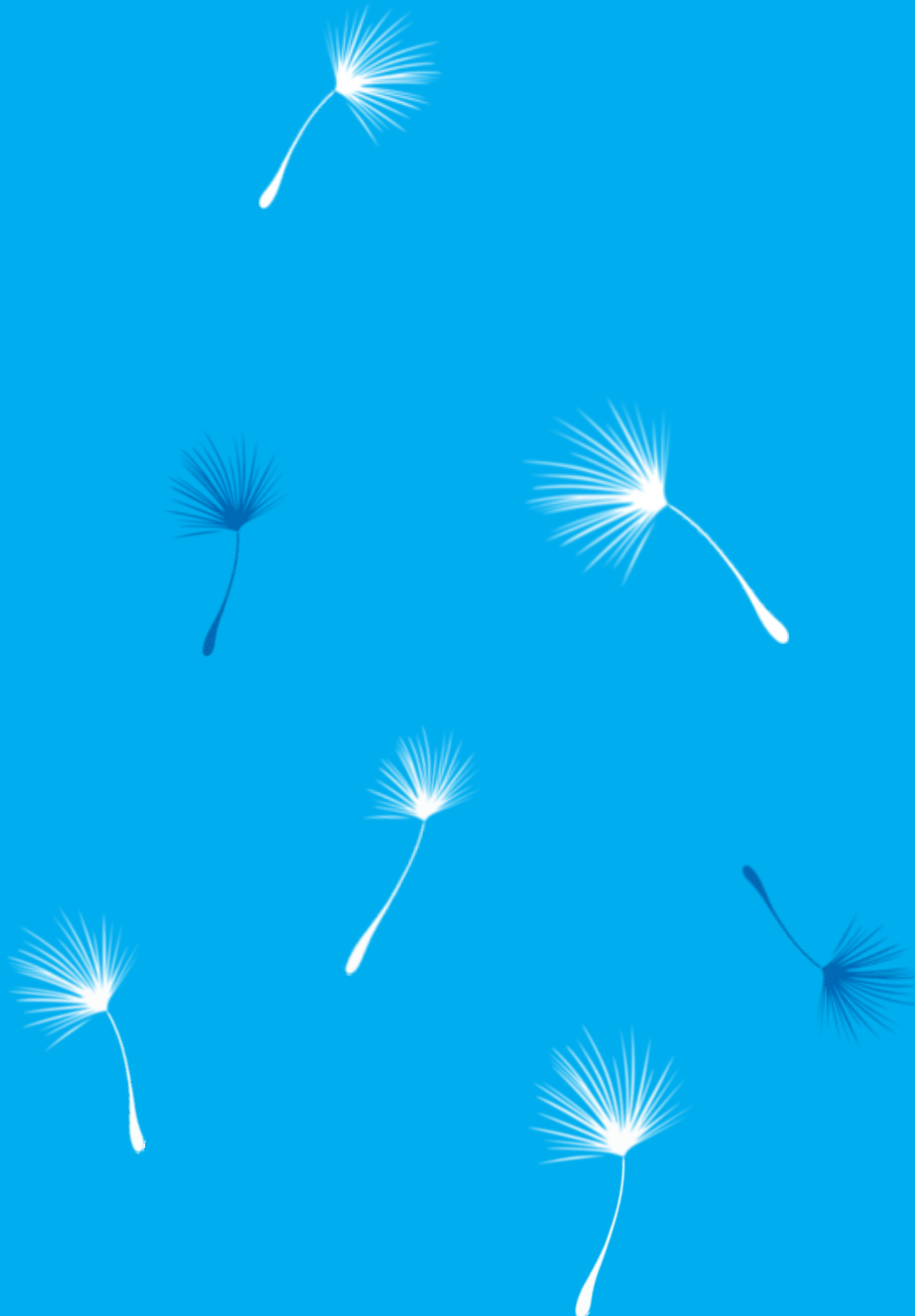
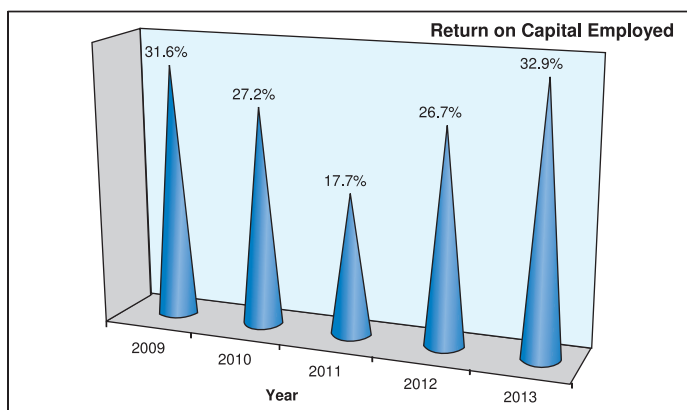
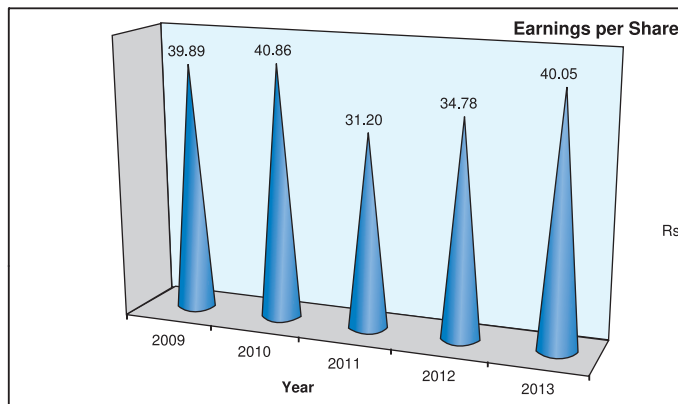
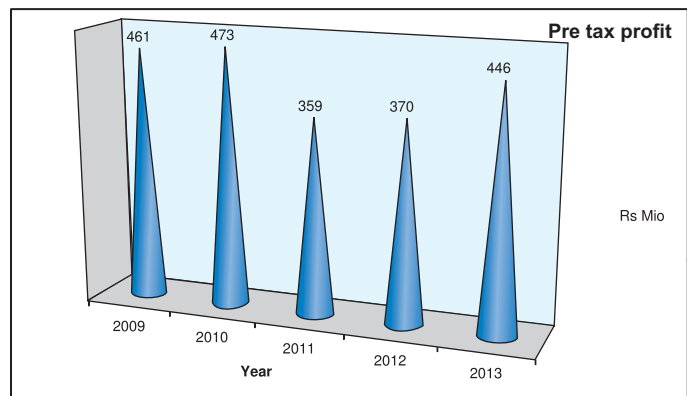
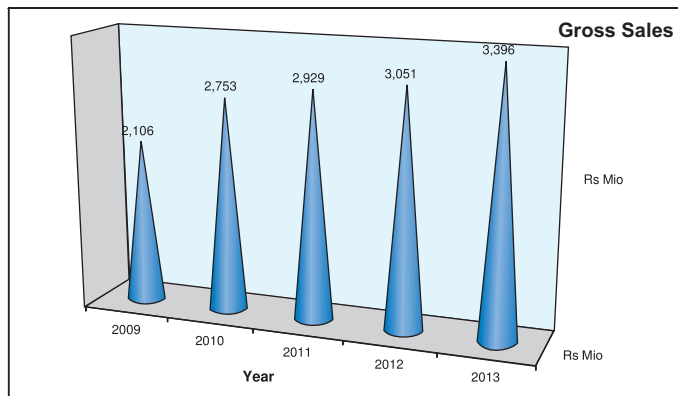


# **ELANTAS Beck India Ltd.**

## **Annual Report 2013**





## Board of Directors

Dr. Matthias Wolfgruber  
Chairman

Dr. Guido Forstbach

Mr. Suresh Talwar

Mr. Ravindra Kulkarni

Mr. Ranjal Laxmana Shenoy  
(appointed w.e.f. 28 October 2013)

Mr. Sharadkumar Shetye  
(Alternate to Dr. Guido Forstbach)

Mr. Ravindra Kumar  
Managing Director  
(appointed w.e.f. 1 January 2014)

Mr. Pradeep Mallick  
(resigned w.e.f. 29 April 2013)

Mr. Rajeev Bhide  
Managing Director  
(resigned w.e.f. 31 December 2013)

## Executive Management

Mr. Ravindra Kumar  
Managing Director

Mr. Sharadkumar Shetye  
Director- Manufacturing

Mr. Sanjay Deosthali  
Business Lines Manager - South Asia

Mr. Sanjay Kulkarni  
General Manager - Finance & Materials

Dr. Vinayak Bhanu  
General Manager-Research & Development

Mr. Shirish Dabir  
Company Secretary & Head-Legal, HRM

Mr. Milind Talathi  
Vice President - Manufacturing

## Company Secretary & Head-Legal, HRM

Mr. Shirish Dabir

## Registered Office & Corporate Office

147, Mumbai-Pune Road,  
Pimpri, Pune 411 018

## Works

- 1) 147, Mumbai-Pune Road,  
Pimpri, Pune 411 018
- 2) Plot No. 1 (A, B & C) & 122,  
GIDC Industrial Area,  
Ankleshwar 393 002

## Regional Offices

Bengaluru, Kolkata, New Delhi

## website

<http://www.elantas.com/beck-india>

## Auditors

BSR & Co. LLP  
Chartered Accountants  
703, Godrej Castlemaine,  
Next to Ruby Hall Clinic,  
Bund Garden Road,  
Pune 411001.

## Internal Auditors

Mahajan & Aibara  
1 Chawla House,  
62 Woodhouse Road, Colaba,  
Mumbai 400 005.

## Solicitors

Talwar Thakore & Associates  
3rd Floor, Kalpataru Heritage,  
127, M.G. Road, Fort,  
Mumbai 400 001.

## Bankers

The Bank of Nova Scotia  
HDFC Bank Ltd.  
Kotak Mahindra Bank Ltd.

## Registrars & Share Transfer Agents

Sharepro Services (India) Pvt. Ltd.  
Sam Hita Warehousing Complex,  
Warehouse No 52 & 53, Plot No 13AB,  
2nd Floor, Sakinaka, Andheri (East),  
Mumbai 400 072.

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# Directors' Report

To the Members,

The Directors have pleasure in presenting the Fifty-eighth Annual Report and the Audited Accounts for the financial year ended 31 December 2013.

## Financial Highlights

(₹ in lacs)

	Year ended 31.12.2013	Year ended 31.12.2012
Income from operations	<b>31,522.68</b>	28,517.24
Profit before Interest, Depreciation & Tax	<b>5,016.25</b>	4,186.91
Depreciation	<b>538.04</b>	474.46
Interest	<b>17.79</b>	10.15
Profit Before Tax	<b>4,460.42</b>	3,702.30
Provision for tax	<b>1,285.31</b>	944.67
Net Profit	<b>3,175.11</b>	2,757.63
Profit & Loss Account brought forward	<b>6,610.91</b>	12,605.69
Profit available for appropriation	<b>9,786.02</b>	15,363.32
Appropriations:		
Proposed dividend	<b>4,360.23</b>	7,293.47
Tax on Dividend distributed	<b>797.36</b>	1,183.18
Transfer to General Reserve	<b>317.51</b>	275.76
Carried to Profit & Loss Account	<b>4,310.92</b>	6,610.91
	<b>9,786.02</b>	15,363.32
Earnings Per Share of Rs. 10/- each.		
Basic and diluted EPS before extra ordinary items (not annualized): ₹	<b>40.05</b>	34.78
Basic and diluted EPS after extra ordinary items (not annualized): ₹	<b>40.05</b>	34.78

## Performance

The sales at ₹ 3031 Mio. for the year ended 31 December 2013 registered 11 % growth over the sales of ₹ 2732 Mio. for the previous year ended 31 December 2012. In terms of sales quantity, the tonnage sold during the year ended 31 December 2013 increased by 5% over the previous year.

Despite the hardening of raw material prices and weakening of the Indian Rupee, the Company's margins improved due to efficient sales price management and raw material cost optimizations.

Company's efforts on reducing costs of its operation and other administrative costs yielded positive results and helped in registering a better profit return, both before and after tax. The Profit before Tax stood at ₹ 446 Mio. and Profit after Tax was reported at ₹ 370 Mio.

## Share Capital

Share Capital Audit as per the directives of the Securities and Exchange Board of India is conducted on a quarterly basis by V.R. Associates, practicing Company Secretaries. The Share Capital & Audit Reports are duly forwarded to BSE Ltd. where the equity shares of the Company are listed. During the year ended 31 December 2013, there was no change in the issued and subscribed capital of the Company, the outstanding capital as on 31 December 2013 was ₹ 79.3 Mio. comprising of 7.93 Mio. shares of ₹ 10/- each.

## Dividend

The Directors are pleased to recommend a dividend of ₹ 55/- per equity share of ₹ 10/- each, for the year ended 31 December 2013.

## Directors

During the year under review, Mr. Pradeep Mallick resigned from the position of the Director of the Company with effect from 29 April 2013 and Mr. Ranjal Laxmana Shenoy was appointed as an Additional Director with effect from 28 October 2013.

Mr. Rajeev Bhide resigned from the post of Managing Director of the Company with effect from 31 December 2013.

Mr. Ravindra Kumar was appointed as the Managing Director with effect from 01 January 2014.

As per the requirement under the Listing Agreement, particulars of Directors seeking re-appointment at the ensuing Annual General Meeting form part of the Notice of the meeting.

None of the Directors is disqualified from being appointed as or holding office as Directors, as stipulated under Section 274 of the Companies Act, 1956.

### Corporate Governance

The Company is committed to have robust governance policies & procedures for maintaining transparency, accountability & integrity in the functioning of the Company. To live up to the same, it has effective management team and adequate financial & human resources in place. With frequent reviews, the Board of Directors supports the Company by lending its expert advice.

Pursuant to Clause 49 of the Listing Agreement, the Management Discussion and Analysis Report, Report on Corporate Governance and the Auditors' Certificate regarding compliance of the same form an integral part of this Annual Report.

### Change in address of Registered Office of the Company.

The Company's Registered Office has been shifted from 'Beck House, Damle Path, Off Law College Road, Pune 411004' to '147, Mumbai-Pune Road, Pimpri, Pune 411018' with effect from 22 January 2013.

### Corporate Social Responsibility

The Company continued with its efforts in terms of giving back to the society by contributing to certain social causes like:

- Donation of ₹ 5 lakhs to help the re-settlement and welfare of the victims afflicted by unprecedented floods witnessed by Uttarakhand
- Donation of 100 aprons to ITI, Chinchwad
- Donation of desks, benches & bunk beds to child labour rehabilitation school at Hunsur, Dist. Mysore, Karnataka, an initiative taken at the behest of ALTANA AG.

The Company's employees also in their individual capacities contributed voluntarily to various social causes like:

- Donation of used clothes in a cloth collection drive named 'Vastra Bhet' planned by 'SWaCH', an organization which is a wholly owned co-operative of self-employed waste pickers & waste collectors.
- One day salary contribution towards re-settlement and welfare of the victims afflicted by unprecedented floods in Uttarakhand

### Listing on BSE Ltd.

The Company's shares are listed on BSE Ltd.

### Directors' Responsibility Statement

Pursuant to Section 217 (2AA) of the Companies Act, 1956, after due inquiry and on the basis of the information received from the operating management and relying upon the report of the Auditors regarding compliance with the Accounting Standards, the Directors confirm that:

1. In the preparation of the annual accounts, the applicable accounting standards have been followed, along with appropriate explanations relating to material departures.
2. The accounting policies have been consistently applied, and reasonable and prudent judgment and estimates have been made so as to give a true and fair view of the state of affairs of the Company as at 31 December 2013, and the profit for the year ended on that date.
3. Proper and sufficient care has been taken 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 preventing and detecting fraud and other irregularities.
4. The annual accounts have been prepared on a going concern basis.

### Cost Audit

Pursuant to Section 233B of the Companies Act, 1956, the Central Government has prescribed cost audit of the accounts to be maintained by the Company with regard to its products. Dhananjay V Joshi & Associates, Cost Accountants, have been re-appointed as Cost Auditors of the Company for the year 2014 in the meeting of Board of Directors held on 26 February 2014, subject to the approval of the Central Government, if required, to conduct an audit of the cost accounting records maintained by the Company. The Cost Audit Report for the financial year ended 31 December 2012 which was due for filing on 29 June 2013, was filed with MCA on 26 June 2013.

### Auditors

The Statutory Auditors, BSR & Co. LLP, Chartered Accountants, Pune, retire at the forthcoming Annual General Meeting and are eligible for re-appointment. The Board and Audit Committee recommend the re-appointment of BSR & Co. LLP, as Statutory Auditors of the Company, to hold office as such from the conclusion of the forthcoming Annual General Meeting until the conclusion of the next Annual General Meeting. The Company has received a letter from retiring Auditors to the effect that their re-appointment, if carried out, would be within the prescribed limits under Section 224(1B) of the Companies Act, 1956.

### Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

Information as required by the Companies (Disclosure of Particulars in the Report of Board of Directors) Rules, 1988, relating to Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo, is given in Annexure A to this report.

### Green Initiative

The Company has taken the initiative of going green and minimizing the impact on the environment. The Company has been circulating the copy of its Annual Report and other shareholders' communication, if any, in electronic format to all those Members whose email address is available with the Company. The Company would also encourage other Members to register themselves for receiving Annual Report and other communication in electronic form. Members are requested to refer the contact details and ways to register the email address given under the heading 'Request for the Members' at the end of the Notice of the Annual General Meeting.

### Sexual Harassment of Women at Workplace

There were no cases of sexual harassment filed during the year under review, in terms of the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

### Compliance on Minimum Public Shareholding

In order to be compliant with the SEBI requirement on minimum public shareholding, necessary steps have been taken by the Company for 'Offer for Sale' to the public on BSE Ltd., for 269,109 equity shares of ₹10 each, aggregating to 3.39% of the total paid up equity share capital of the Company. With the step contemplated, the Company is certain about meeting the compliance of the mandatory requirement of SEBI on minimum public shareholding.

### Particulars of Employees

Information to be provided under Section 217(2A) of the Companies Act, 1956, read with Companies (Particulars of Employees) Rules, 1975, is given in Annexure B forming part of this report.

### Industrial Relations

The Company has reached amicable wage settlements with its workmen at Pimpri and Ankleshwar in 2013. These wage settlements, which are for a three years period from 1 January 2013 to 31 December 2015, were negotiated separately for the two sites on the basis of "Region cum Industry" principle. The beneficiary employees at both sites have expressed their satisfaction with the quick and progressive settlement.

During the year under review, industrial relations continued to remain cordial.

### Acknowledgements

The Board wishes to place on record its appreciation to all employees for their continued contribution to the performance of the Company. The Board would also like to register its sincere appreciation to the contribution made by its Members.

For and on behalf of the Board

Mumbai  
26 February 2014

Suresh Talwar  
Director

Ravindra Kumar  
Managing Director

## Annexure A to the Directors' Report

### A. CONSERVATION OF ENERGY:

#### (a) Following measures were taken to conserve energy:

- Automatic Form, Fill and Seal machine for Pillow Pouch packing of Elmo Luft 1A replaced by new higher capacity and PLC controlled electro-mechanical filling system fitted, energy efficient machine at Ankleshwar
- Capacity Optimization for processing of products with fillers to save electrical energy at Pimpri
- Installation of variable frequency drives for new equipment
- New Mixer with mechanical seal to save on energy required for degassing of products containing fillers
- Treated water from ETP recycled after carrying out 'Reverse Osmosis' treatment

#### (b) Additional investments and proposals being implemented for reduction of consumption of energy:

- Modernization of passenger lift with 'energy efficient Inverter based technology' for speed control
- Energy efficient equipment & lighting
- Enhancement of Reactor capacity and productivity by modification of K12 reactor
- Replacement Thermic fluid heater with higher energy efficient equipment
- Automatic Form, Fill and Seal machine to replace older product filling machine
- Installation of Oil Vacuum pumps to replace water-jet ejector vacuum pumps to save power and water
- Energy efficient pumps for hot oil circulation
- Process Instrumentation and Automation to improve productivity and efficiency
- Pneumatic conveying system for charging fillers and solid raw materials

#### (c) Impact of (a), (b) above for reduction of energy consumption and consequent impact on the cost of production of goods

In the light of strong growth in the earlier years, the Company had invested in new higher capacity utilities equipment. However, lower than expected production volume resulted in a small rise in overall energy consumption per Metric Ton of production due to higher base consumption for higher capacity equipment like compressors. Shift to raw materials which require heating prior to use and some that require special low temperature storage also added to higher energy consumption. The Company has succeeded in keeping the overall consumption in control despite changes in raw materials and processing parameters. Increased rates of purchased electricity and fuel have also contributed to rise in per Ton energy cost.

(d) Total energy consumption and energy consumption per unit of production:

	Year ended 31 December 2013	Year ended 31 December 2012
a. POWER & FUEL CONSUMPTION		
1) Electricity		
a) Purchased Unit (KWH in lacs)		
Total KWH	27.60	28.15
Total amount (₹ In lacs)	186.08	190.06
Rate / KWH (₹)	6.74	6.75
b) Own generation		
(i) Through Diesel generator		
Units (KWH in lacs)	0.62	0.72
Units per ltr. of Diesel Oil	3.37	3.11
Cost / Unit (₹)	16.96	15.30
(ii) Through Steam turbine / generator		
Units (KWH)	-	-
Units per ltr. of fuel oil / gas	-	-
Cost / Unit (₹)	-	-
2) Coal		
Quantity (Tonnes)	-	-
Total amount (₹ In lacs)	-	-
Average Rate (₹ / MT)	-	-
3) Furnace Oil (LDO/HSD)		
Quantity (K. ltrs.)	276.00	281.00
Total amount (₹ In lacs)	179.93	177.00
Average Rate (₹ / KL)	65,192.00	62,989.00
4) Natural Gas		
Quantity (KM3)	579.00	517.00
Total amount (₹ In lacs)	206.37	150.66
Rate (₹ / KM3)	35,642.00	29,141.00
b. CONSUMPTION PER M.T. OF PRODUCTION		
Products : Wire Enamels, Impregnating Varnishes & Synthetic Resins		
Electricity (KWH)	159.33	171.88
Furnace Oil in ltrs (LDO/HSD)	15.56	16.70
Coal	-	-
Natural Gas	32.66	30.78
Others	-	-

## B TECHNOLOGY ABSORPTION

### 1. Specific areas in which R & D was carried out by the Company.

The R&D team is actively engaged in supporting the Company's technologies through manifold activities to maintain a technological edge, provide effective solutions to customers and improve internal productivity through process improvements and introduction of new cost effective raw materials.

The Company's R&D centre was engaged in the development of new insulation materials, and in the absorption of technology acquired from overseas affiliates of ELANTAS group for the manufacture of certain wire enamels, varnishes, epoxy and polyurethane compounds. A new R&D pilot plant has been commissioned at Ankleshwar.

### 2. Benefits derived as a result of the above R & D.

Some of the new products introduced and process improvements conducted were:

- Development of high speed polyester and polyesterimide wire enamels.
- Introduction of polyurethane potting compounds for industrial capacitors.
- Introduction of highly flexible epoxy potting system for automobile components.
- Unsaturated polyester resin for industrial ballast application.

- Safer to handle impregnating varnish with higher flash point.
- Cost reduction and process improvement in manufacturing using low cost raw materials including solvents.

### 3. Future plan of action.

- Focus on margin restoration work on existing products.
- Continue adaptation of new products from group companies under 'Technology Transfer' in the Company's business segments to cater to the local market.
- Initiate and continue participation in new global R&D projects for the benefit of local and global customers.
- Improvisation of existing products for cost reduction based on substitution of raw materials and improvement in process efficiency.
- Undertake new projects under the 'Responsible Care' Initiative to avoid ROSH/REACH restricted raw materials.
- To continue participation in the M.Tech training programme for students from local Institute on subjects complementary to the Company's business.

### 4. Expenditure on R & D

(₹. in Lacs)

	Year ended 31.12.2013	Year ended 31.12.2012
(a) Capital	24.51	43.02
(b) Recurring	361.21	455.64
(c) Total	385.72	498.66
(d) Total R & D expenditure as a percentage of total turnover	1.14	1.63

### 5. Technology absorption, adaptation & innovation:

The technology received from the Company's collaborators and/or affiliate companies in respect of new product is modified/adapted to suit customers' needs.

Information regarding technology acquired through purchase/licensing arrangements during the last five years.

Technology imported	Year of import	Has the technology been fully absorbed	If not, when to be absorbed.
Absorption of PAI Wire Enamel insulating technology from affiliate company, in Italy.	2012	Yes	-
Absorption of Epoxy compound technology from affiliate company, in Italy	2013	Yes	-
Absorption of PAI primer wire enamel Technology from affiliate company in Italy.	2013	No	2014

### C. FOREIGN EXCHANGE EARNINGS AND OUTGO

The information regarding foreign exchange earnings and outgo is contained in Note Nos. 33 & 31 respectively to the financial statements.

## Annexure B to the Directors' Report

Information as per Section 217(2A) of the Companies Act, 1956, read with Companies (Particulars of Employees) Rules 1975 forming part of the Directors' Report for the year ended 31 December 2013.

Name	Designation	Gross Remuneration Subject to tax (₹)	Qualifications	Age & Experience (Years)	Date of Commencement of employment	Last employment held, Designation and Organization
Mr. Rajeev Bhide*	Managing Director	9,703,799	B.Com., F.C.A. Post Graduation D.M.M.	56/33	01.03.2000	Vice-President-Finance. International Computers (India) Ltd., Pune.
Mr. Sharadkumar Shetye	Director-Manufacturing	6,320,114	B.Tech.(Chemical Engg.) D.B.M., M.M.S.	65/43	20.10.1971	-

\* Resigned with effect from 31 December 2013.

#### Notes:

1. The nature of employment is contractual.
2. Other terms and conditions: as per Company's rules.
3. Gross remuneration includes allowances, Company's contribution to provident and superannuation funds, provision for medical entitlement as per Company's rules, monetary value of perquisites calculated as per Income Tax Act / Rules and does not include provisions for leave encashment, premium for gratuity and group insurance.
4. None of the above two employees is a relative of any Director of the Company.



# Management Discussion & Analysis Report

Indian economy is currently witnessing difficult times in more than a decade largely caused by slow pace of reforms and infrastructure development, declining manufacturing output, and high inflation leading to high borrowing cost. Growth estimates for the coming fiscal are less than encouraging. Indian Electrical insulation market was no exception. All major market segments e.g. electrical equipment and Indian automotive industry have shrunk during the year under review. A massive Rupee depreciation and exchange rate fluctuations during 2013 posed significant challenges. This had substantial impact on Company's input costs however; it successfully mitigated this impact considerably by various cost reduction initiatives in procurement and product development areas by leveraging local and ALTANA's capabilities.

Despite adverse market conditions, Company has not only grown well in terms of revenues but also improved its margins by:

- continued focus on carefully chosen market segments
- customer and product portfolio management
- cost optimization
- price adjustments across business lines

Industrial recovery is expected to be slow in the near term. There are little hopes that market sentiments will improve before the general elections in 2014. However, management will continue its efforts in improving the competitive edge and strengthening company's position in the market. The Company has a strong new product and new business development pipeline in place. The management will target these areas to ensure that growth momentum is sustained in relation to the market. Company will focus and appropriately invest in developing capabilities in the area of product and application development, manufacturing at both the plants for enhanced efficiency and optimizing costs across operations. Customer focus is at the center of Company's business strategy, which means Company will continue to focus on supplying high quality products, providing innovative and customized solutions, and excellent after sales service to its customers.

## Segment wise Performance

### Electrical Insulation Systems

The EIS business, comprising Business Lines -Primary Insulations and Secondary Insulations, continues to dominate the portfolio, accounting for 84% of the sales revenue during the year under review.

Company was confronted with various economic and market challenges during 2013 such as continued economic slowdown, weakening rupee, stubborn inflation, slowing demand across sectors of economy and declining manufacturing output.

Customers in primary and secondary electrical insulation market had a difficult year due to worsened economic situation.

The situation of India's 1.3 lakh crore rupee electrical equipment industry, though not different, is somewhat lop sided as indicated below:

- While the overall electrical equipment industry index seems to be in positive mode (April-September 2013), the segments relevant to business cycle of the Company like Rotating Machines, Switchgears, etc. continue to de-accelerate with negative volume growth of around 4% and 7% respectively for first 8 months of current fiscal.
- Although, overall imports of electrical equipment have shown a negative growth, imports of power transformers, motors and generators have risen during the review period despite weakened rupee. This situation has also led to large scale underutilization of domestic capacities.
- However, there were positive developments too. Installed capacity of power segment increased by 23000 MW during 2013. With this performance, the overall power shortages have been minimized, although ironically sub-optimal performance of manufacturing segment has partly contributed to the improved power availability.

Despite grim market situation, EIS segment delivered excellent performance during year under review. The EIS segment had 4% volume growth and 11% value growth during 2013. This clearly signifies improved market position of the Company. The demand slow down notwithstanding, the Company took some bold initiatives like introduction of new products, expansion of customer base, price corrections, etc., while the sustained endeavor for internal cost optimization continued unabated. Therefore, though the user segments could not remain insulated from the hostile market situation, the Company's position as market leaders continues to remain more than secured.

## Electronic & Engineering Materials

Electronic & Electrical (EL) Compounds has been identified as the potential growth area for the Company. The growth prospects are very promising in view of the specialty product offerings for Electronics, Auto Electricals, High Voltage castings, Amorphous core bonding in Transformers.

Speciality Epoxy & Polyurethane Products of the Company catering to Auto & allied industries have been well received by the OEM customers and are slowly replacing the conventional imported systems from Japan, Korea, Italy, Sweden etc. In view of this, the Company is focusing on substituting products imported by customers. Some of these opportunities became more attractive due to weakened rupee during 2013. In this product line, the Company is getting active help from European & US affiliates of ELANTAS for speedy development & offering better products. This has created opportunities in new areas e.g. RO filtration membranes, LED potting, Advanced battery adhesives.

The Company is well equipped to develop and supply speciality products meeting global technical specifications using its global technology network within ELANTAS group. The Company offers environmentally safe 'RoHS & REACH' compliant products to meet specific customer demand.

To actively support manufacturers and customers exporting their products, the Company also offers UL approved (Underwriters Laboratory) products, in Epoxy & Polyurethane formulations. The response from the customers to such new products is quite encouraging.

In order to meet the global product validation criteria, the Company has taken concrete measures to strengthen its 'Research & Development' & 'Technical Services'. Upgradation of Technical Services laboratory is already underway, which will provide better & speedy services to the Company's customers.

The Company made all-out efforts to further strengthen market position with respect to quality, product solution expertise, innovation and service.

## Current Future & Outlook

Considering that growth forecast of the Indian economy is around 5% in fiscal year 2014-15, the Company anticipates slow improvement in business scenario in the near future. With consumer inflation staying very high despite various measures taken by Indian Government, no major sign of improvement in current account and fiscal deficit, political uncertainty, slow pace of development initiatives by government and no improvement in rupee situation, business prospects hold little promise in short term.

The Company will continue to focus on high growth segments within overall difficult market and align its resources to capture the value from such segments. The Company has been successful with this approach in the last year and hopes to continue to out-perform the market. While doing so, managing and optimizing cost across operations during such difficult times will remain a priority.

## Company Performance

The Company's performance during the year under report improved as compared to previous year. Sales at ₹ 3031 Mio. during the year ended 31 December 2013 showed an increase of 11% and also in terms of volume, sales increased by 5%. The Company registered a growth in profitability.

Notwithstanding the adversities faced in terms of hardening of raw material prices and rupee depreciation, the Company did manage to improve its margin due to efficient sales price management and raw material cost optimizations.

The Company continued to focus on reduction of its operation and other administrative costs, which yielded positive results and helped register a better profit return. The Profit before Tax was at ₹ 446 Mio. and Profit after Tax was at ₹ 370 Mio.

Net Cash Flows from operating activities during the year at ₹ 232 Mio. were lower as compared to ₹ 256 Mio. during the previous year.

## Internal Control Systems

The Company has appropriate Internal Control Systems for business processes, financial reporting & controls, compliance with applicable laws, regulations etc.

Regular internal audits and checks ensure that system and procedures are continuously improved. The Audit Committee of Board of Directors reviews the adequacy and effectiveness of Internal Control Systems and suggests ways of further strengthening them from time to time.