

India's No. 1

Storage

Battery

Company

EXIDE INDUSTRIES LIMITED

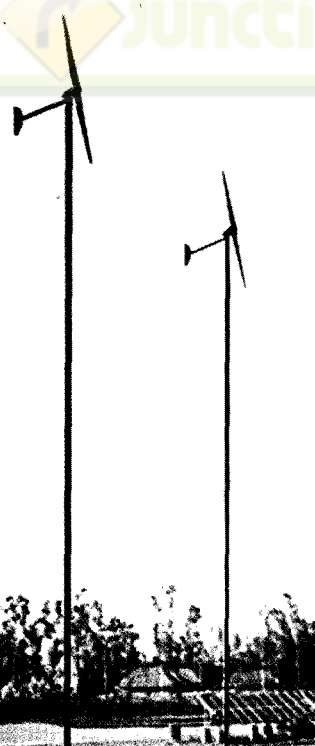
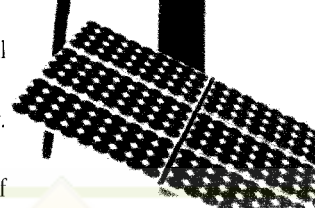
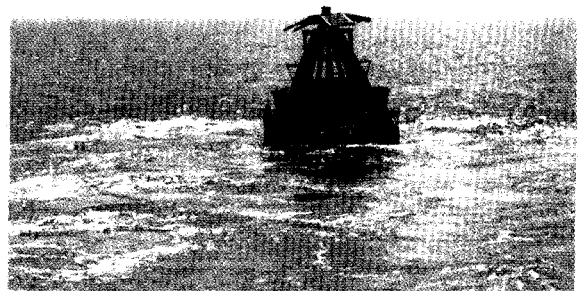
ANNUAL REPORT AND ACCOUNTS 2003-2004

EXIDE

Non-Conventional Energy Solutions

Solar photovoltaic, wind energy and hybrid systems, installed and serviced by Exide, serve to power civic infrastructure and individual requirements in remote regions of the country.

It also meets critical lighting requirements of railways, shipping and defence.



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Report

EXIDE INDUSTRIES LIMITED

BOARD OF DIRECTORS

S. B. Ganguly, *Executive Chairman & Chief Executive Officer*

R. B. Raheja, *Vice Chairman & Non-Executive Director*

T. V. Ramanathan, *Managing Director & Chief Operating Officer*

S. Chand, *Director (Automotive)*

G. Chatterjee, *Director (Industrial)*

S. K. Mittal, *Director (R&D)*

R. G. Kapadia, *Non-Executive Director*

H. M. Kothari, *Non-Executive Director*

Bhaskar Mitter, *Non-Executive Director*

S. N. Mookherjee, *Non-Executive Director*

A. H. Parpia, *Non-Executive Director*

S. B. Raheja (Alternate D. S. Parekh), *Non-Executive Director*

W. Wong, *Non-Executive Director*

Vijay Aggarwal, *Non-Executive Director*

SECRETARY

Barun Das

AUDIT COMMITTEE

R. G. Kapadia

Bhaskar Mitter

S. N. Mookherjee

Vijay Aggarwal

EXECUTIVE COMMITTEE

S. B. Ganguly

T. V. Ramanathan

S. Chand

G. Chatterjee

S. K. Mittal

Barun Das

Monodip Chaudhuri

P.K. Katakya

R. P. Ray

R. Chakraborty (w.e.f. 01.04.2004)

REMUNERATION COMMITTEE

Bhaskar Mitter

R. G. Kapadia

S. N. Mookherjee

S. B. Ganguly

Vijay Aggarwal

SHAREHOLDERS' GRIEVANCE REDRESSAL COMMITTEE

T. V. Ramanathan

S. Chand

G. Chatterjee

BANKERS

State Bank of India

Standard Chartered Bank

Citibank N.A.

The HongKong and Shanghai Bank.

BNP Paribas

HDFC Bank Ltd.

Corporation Bank

AUDITORS

S.R. Batliboi & Co.

Chartered Accountants

22, Camac Street, Block 'C', 3rd Floor

Kolkata 700 017

REGISTRARS AND SHARE TRANSFER AGENTS

C.B. Management Services (P) Ltd.

P-22, Bondel Road, Kolkata 700 019

SOLICITORS

A.H. Parpia & Co.

Advocates & Solicitors

Lentini Chambers, Dalal Street

Fort, Mumbai 400 001

H. K. Mitter

Solicitors & Advocates

9, Old Post Office Street

First Floor, Kolkata 700 001

Amarchand & Mangaldas
& Suresh A Shroff & Co.

Advocates & Solicitors

Ananda Lok, 227 A.J.C Bose Road

Lower Circular Road

Kolkata 700 020

REGISTERED OFFICE

EXIDE HOUSE, 59E, Chowringhee Road

Kolkata 700 020

NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the **FIFTY SEVENTH ANNUAL GENERAL MEETING** of the Company will be held at **Kala Mandir, 48, Shakespeare Sarani, Kolkata – 700 017** on **Wednesday, 14 July, 2004 at 10.30 am** to transact the following business :-

ORDINARY BUSINESS

1. To consider and adopt the Profit and Loss Account for the year ended 31 March, 2004, and the Balance Sheet as at that date together with the report of the Directors and the Auditors thereon.
2. To declare dividend.
3. To appoint a Director in place of Mr R G Kapadia who retires by rotation and being eligible offers himself for reappointment.
4. To appoint a Director in place of Mr S B Raheja who retires by rotation and being eligible offers himself for reappointment.
5. To appoint a Director in place of Mr A H Parpia who retires by rotation and being eligible offers himself for reappointment.
6. To appoint Auditors and fix their remuneration and for this purpose to consider and, if thought fit, to pass, with or without modification(s), the following resolution as a Special Resolution:

“RESOLVED that the Auditors, Messrs S.R. Batliboi & Co., Chartered Accountants, who retire after conclusion of this meeting, be and are hereby reappointed Auditors of the Company to hold office from the conclusion of this meeting until the conclusion of the next Annual General Meeting of the Company, at a fee to be determined by the Board of Directors plus reimbursement of out-of-pocket expenses.”

Registered Office:

Exide House
59E Chowringhee Road
Kolkata 700 020

Dated: 22 April, 2004

By Order of the Board

Barun Das
Divisional Head-Legal &
Company Secretary

NOTES

- a. The Register of Members and Transfer Books of the Company will remain closed from 7th July, 2004 to 14th July, 2004 both days inclusive. Dividend if any, that may be declared at the Meeting, will be payable to those members whose names appear in the Company's Register of Members on 14th July, 2004 or to their mandates.
- b. A Member entitled to attend and vote at the Meeting is entitled to appoint a proxy to attend and vote instead of himself and a proxy need not be a Member. The instrument appointing a proxy must be deposited at the Company's Registered Office not less than 48 hours before the time for holding the aforesaid meeting.
- c. Members are requested to immediately notify any change in their address to the Registrar and Share Transfer Agent, C B Management Services (P) Limited, P-22, Bondel Road, Kolkata – 700 019.
- d. Any money transferred to the unpaid dividend account of the Company in pursuance of Section 205A of the Companies Act, 1956 which remains unpaid or unclaimed for a period of seven years from the date of such transfer shall be transferred by the Company to the Investor Education & Protection Fund established under Sub-Section (1) of Section 205C of the Companies Act, 1956.
- e. Dividend for the financial year ended 31st March, 1997, which remains unpaid or unclaimed, will be due for transfer to the Investors Education and Protection Fund of the Central Government in July, 2004.
- f. Shareholders desiring any information as regards the accounts are requested to write to the Company at an early date so as to enable the Management to keep the information ready.
- g. Members holding shares in physical form are requested to notify/send the following to the Company or its Registrar to facilitate better service :-
 - (i) Any change in their address/bank details;
 - (ii) Particulars of their bank account, in case the same have not been sent earlier; and
 - (iii) Share Certificate(s), held in multiple accounts in identical names or joint accounts in the same order of names for consolidation of such shareholdings into one account.
- h. Members holding shares in electronic form are advised that address/bank details as furnished to the Company by the respective depositories, viz., NSDL and CDSL, will be printed on the dividend warrants.

Particulars of Directors retiring by rotation and seeking reappointment at the ensuing Annual General Meeting [Pursuant to Clause 49 of the Listing Agreement]

The brief background and the functional expertise of the directors proposed for re-appointment are furnished below along with the details of public limited companies in which they are Directors and membership of various committees.

(1) Mr R G Kapadia is a practicing Chartered Accountant, aged about 47 years has been associated with the Company as Director from 1991 and has a wide range of experience in finance and accounts. His directorships in other Public Limited Companies include Asianet Satellite Communications Ltd, Associated Battery Manufacturers (Ceylon) Ltd, Sri Lanka, Boruka Power Corporation Ltd, Chloride Batteries SE Asia Pte Ltd, Singapore, Chloride Eastern Limited, UK, Goldiam International Limited, H & R Johnson (I) Limited, Nilkamal Plastics Limited, Prism Cement Limited, and the Indian Merchant's Chamber. He is also the Chairman of Audit Committees of Exide Industries Limited, Prism Cement Limited, H & R Johnson (I) Limited, Goldiam International Limited and Asianet Satellite Communications Limited and also member of Shareholder/Investor Committee of Prism Cement Limited, Share Transfer Committee of Prism Cement Limited, Remuneration Committees of Exide Industries Limited, Prism Cement Limited and Asianet Satellite Communications Limited.

- (2) Mr S B Raheja, aged about 40 years has been associated with the Company as Director from 1991 and has a wide range of experience in industry and business. His directorship in other Public Limited Companies include Kamla Ceramic Tiles Limited, Supreme Petrochem Limited and Prism Cements Limited. He is not a member of any committee.
- (3) Mr A H Parpia, Solicitor and Advocate, aged about 75 years has been associated with the Company as Director from 1993 and has a wide range of experience in legal and other related matters. His directorship in other Public Limited Companies include H & R Johnson (I) Limited, Prism Cement Limited and Supreme Petrochem Limited. He is also the Chairman of Shareholders/Investors Grievance Committee of Prism Cement Limited and member of Investor Grievance Committee, Remuneration Committee, Audit Committee, Allotment Committee (preferential allotment to promoters - 1 time), Redemption of Preference Shares Committee (1 time) of Supreme Petrochem Limited and Share Transfer Committee, Audit Committee, Remuneration Committee of Prism Cement Limited and Audit Committee of H & R Johnson (I) Limited.

Registered Office:
Exide House
59E Chowringhee Road
Kolkata 700 020
Dated: 22 April, 2004

By Order of the Board

Barun Das
Divisional Head-Legal &
Company Secretary

DIRECTORS' REPORT TO THE SHAREHOLDERS

Ladies and Gentlemen:

It gives us much pleasure to present the 57th Annual Report together with the Audited Accounts of the Company for the year ended 31.03.2004.

Economic Environment

The news on the economic front has been almost uniformly encouraging for the past two quarters and captured the headlines in media. Shorn of the jargon of GDP growth rate, at the ground level, this has significantly impacted the growth prospects of your company's products.

It is expected that the budget, which would be presented by the new government which takes office, would continue pragmatic policies to aid growth of the economy and significantly invest in building up infrastructure within the country.

Performance

The year under review, represented high growth areas in a number of segments, while others languished for want of focussed attention. The infrastructural segment springs to mind first. While the construction of the golden quadrilateral has given a boost to road transport in those parts of the country where the four laning of the highway is complete, the continued neglect of railways and port facilities have taken their toll on the economy.

The automotive industry has performed extremely well throughout the better part of the year. In tandem, your company's performance has ensured record sales of Rs 12000 million, thereby creating another milestone in its history.

In the Original Equipment segment in the automotive sector, vehicle production continued to grow in almost all segments with even the tractor segment exceeding the earlier year's level for the first time. As befits the market leader, your company continued to dominate the car market with a 90% share and an overall market share of 83%. A number of new vehicles were introduced where your company's batteries were the preferred choice. The significant feature of this year was India becoming a global hub for small cars, with Hyundai, Maruti, Ford and Toyota showing their marked preference for the country. This will have long range implications for your company's products.

The replacement segment or the retail market as it is now called, revealed another year of buoyant growth for both the Exide and the Standard Furukawa Sonic brands. This success is the result of your company's carefully crafted strategy of having products positioned at each segment of the market and thereby influence the buyer's decision making with a product to suit each purchaser's pocket. The significant feature of the year was the continued inroads that your company made in the tractor battery retail market under Project Kisan, where sales during the year, crossed the coveted 100,000 units mark. Steady progress was also maintained in the planned penetration of the commercial vehicle market.

The two wheeler battery market continued its ninth year on year growth with sales increasing by over 25%. It is a matter of satisfaction that the two largest motorcycle manufacturers, Hero

Honda and Bajaj Auto have both placed the bulk of their business with your company. The steep rise in the price of lead, however, has been an impediment in the growth of export of automotive batteries. Your company has now decided that the thrust in export would be confined only to value-added products.

In the Infrastructural sector the telecom market continued to remain in doldrums, though there are encouraging signs for the current year. Railways was strapped for funds for most of its year, leading to a decision to buy batteries from cheaper sources, such as the small scale. In view of this, your company decided to concentrate only on the high tech batteries for railways leaving the commodity segments for the smaller players. It has oft been repeated that reforms are reflected in the growth of infrastructural facilities, with a time lag. The Power segment has proved this once again with order booking for batteries for power applications being extremely encouraging in the light of reforms carried out, pursuant to the new Electricity Act. Solar segment has performed well and continues to grow in a satisfactory manner.

Export of traction batteries have continued to grow, with supplies to United Kingdom through your company's marketing JV established in May last year – ESPEX Batteries Limited. Further, your company was able to enter into a tie-up with IBG of Netherlands and these will continue to sustain growth in the coming year. Australia and Korea are the new markets in which your company's products have made their debut and present exciting opportunities for growth. South Africa is also on the horizon and exports to that market could grow significantly. The company has once again won the award for Export Excellence from the EEPC. Submarine batteries did not have a good year as the Indian Navy submarine which was up for replacement, met with an accident. However, your company has secured another export order from Algeria and further export orders are under negotiation with Peru and Indonesia.

The Government of India has reduced the import duty on finished batteries as a result of its WTO commitment. However, the concomitant reduction on duty of lead, which constitutes a raw material for your company, has not yet materialized. It is expected that with the new Government in place, after the election, this lacunae would be addressed. During the year under review, the continued increase in the price of lead, has been a matter of concern for your company. The lead purchase policy that your company follows, with a mix of long term contracts, along with an active hedging policy, has had a somewhat mitigating effect. Additionally, the OE markets which have an inbuilt enhancement clause, has also shifted a part of this burden. In so far as the retail market is concerned, your company has announced price increases to offset the increased costs. It is here that your company's R&D's efforts at introducing new products with lesser lead content, has contributed to reducing costs and increasing efficiency.

The continued financial restructuring and focussed working capital management have borne fruit as the financial results shown below clearly reveal.

New Products

As you will undoubtedly recall, we had informed you of the introduction of the Exide Eternity range of batteries with a lifetime warranty. Today this remains a benchmark technologically under the extremely high tropical conditions in broad parts of India.

As mentioned earlier, your company's R&D Centre has been involved in the last few years, in introducing a whole range of new batteries across types, in order to make available, the benefits of technology to Indian customers. The R&D Centre today has to its credit, a number of international patents with a US patent just obtained for the newly developed Vented Type Leak Resistant motorcycle battery.

Your company has set out as the main thrust of the R&D Centre, the objective of differentiating product technology by making suitable value addition without affecting the overall product cost. During the year, a number of new products were introduced in motorcycle and the automotive range. The Exide EKO range was introduced for CNG/LPG powered three wheelers. A new series was introduced for commercial vehicles under the MHD type and several new products in this range, are to be introduced shortly. A new inverter battery range based on thin tubular plates, was introduced successfully.

During the year, an expanded grid plate making facility, was introduced at the Chinchwad plant for both negative and positive plates. It is expected that this would give your company, a number of benefits with reduction in metal consumption and quality being the more significant ones. It is the stated intention of your company to introduce this system gradually into all its automotive battery manufacturing plants.

The Technical Assistance Agreement for automotive batteries with Shin-Kobe is being extended for a further five years. The crux of the agreement seeks to lay greater emphasis on critical technical support functions, including reduction on warranty costs, advances in production technology, as well as sourcing of new product technology.

Human Resources

Your company continues to believe that in a competitive world what distinguishes it from others operating in the same environment, is your company's policy of investing in a system of continuous education for its employees on a functional need-based basis. In such a scheme of things, quality is a high priority and TPM almost a mantra. To this end, the company has migrated from the earlier ISO 9001, 1994 version to the ISO 9001 2000 version. Furthermore, as the QS 9000 standard is losing its

Financial Results

	(In Rs Million)	
	2003-2004	2002-2003
Profit before depreciation	1645.88	1269.66
Depreciation/Amortisation	544.82	461.36
Profit before tax	1101.06	808.30
Taxation	372.50	285.00
Profit after tax	728.56	523.30
Balance brought forward	913.35	646.57
Making a total of	1641.91	1169.87
Out of this, appropriations are:		
Debtenture Redemption Reserve	(420.83)	(4.17)
General Reserves	550.00	100.00
Reserve for product related warranty/guarantees	176.58	-
Leaving a balance of	1336.16	1074.04
The Directors now recommend payment of dividend at 40% on Equity shares absorbing	284.88	142.44
And tax thereon	36.50	18.25
And leaving a balance of (which is carried forward to next year)	1014.78	913.35

relevance, the company is migrating to the new TS 16949 2002 standard which is primarily meant for the automotive sector. All this makes for a far tighter quality management system including supply chain integration with manufacturing and marketing. Your company's Taloja, Hosur, Shamnagar, Haldia and Guindy plants have already achieved the ISO 14001 certification for Environmental Management systems.

That these initiatives have borne fruit is proven by Shamnagar plant having won the CII Award for Energy Conservation, TQM and upgradation of supervisory skills. The Haldia plant has won CII Award for best practices in Industrial Relations and the Quality Circle award at the Regional and the National level. Perhaps the most coveted award for quality has come from the 100 PPM

Certification of the Hosur Plant by Hyundai Motors and a Zero PPM award by Toyota Motors. During the year, the company achieved Zero PPM for both Hyundai and Toyota Motors, two of the most demanding customers in the automotive industry. The company was also rated number one for Quality & Delivery by Honda Motors.

The Batmobile service introduced by your company has crossed yet another milestone with over 180,000 calls having been attended at an average response time of 28 minutes across 22 major cities in India. Your company continues to believe that this link with the end consumer will ensure that your company's products remain the preferred choice.

Your Directors wish to place on record the appreciation of the contribution by all employees of the company in ensuring high levels of performance and efficiency, which has helped your company to scale higher pinnacles of success. The company also desires to place on record, its appreciation of the support and co-operation of the distributors, C&F agents, dealers, bankers and all others associated as partners in progress.

Finance

The initiatives undertaken in the past few years to repay high cost borrowings and only partially replace with low cost substitutes, continued during the year under review. Your company entered the external commercial borrowings market with a US \$ 20 million issue, with its attendant benefit of reduced interest cost which would be available in the current year.

Transparency has been a watchword with your company and as on date, all requirements of corporate governance are adhered to by your company, both in letter and spirit. Your company has also put into operation, in terms of the SEBI guidelines, a model code for Insider Trading.

Following the issue of bonus shares which was approved by the shareholders at the last Annual General Meeting, there has been a rise in the volume of shares traded on both the NSE and BSE.

Auditor's Report

Observations made in the Auditor's Report read with the notes to accounts are self explanatory and do not require any further clarification.

The Auditor's certificate on compliance with Corporate Governance requirements is also enclosed.

Information pursuant to Section 217 of the Companies Act, 1956

a. Conservation of Energy and Technology Absorption

Information pursuant to Clause (e) of Sub-Section (1) of Section 217 of the Companies Act, 1956, read with the Companies [Disclosure of Particulars in the Report of Board of Directors] Rules, 1988, and forming part of the Directors' Report for the financial year ended 31st March, 2004, are attached hereto.

b. Particulars of Employees

In accordance with the provisions of Section 217 of Companies Act, 1956 and the rules framed thereunder, the names and other particulars of employees are set out in the annexure to the Directors' Report. In the terms of the provisions of Section 219(1)(b)(iv) of the Companies Act, 1956, the Directors' Report is being sent to all the shareholders of the company, excluding the annexure. Any shareholder interested in obtaining a copy of the said annexure may write to the Company Secretary at the registered office of the company.

c. Responsibility Statement

Statement under the amended Section 217(2AA) of the Companies Act, 1956, on the responsibility of the Directors is a part of this report.

Subsidiary Company

During the year under review, your company's 100% subsidiary Chloride International Limited, formally known as Exide Products Limited, started operations in non-conventional energy systems, such as solar lanterns and solar home lights. It is expected that the company would expand this activity in a significant manner during the current year.

Your company's subsidiary in Singapore, Chloride Batteries S E Asia Pte. Limited, has continued its profitable operations in the South East Asian and Australian markets. The latter in particular presents a growing demand for traction batteries for industrial applications.

Your company's other subsidiary Caldyne Automatics Limited recorded an increased turnover of Rs. 126.10 million despite adverse market conditions.

Your company's acquisition of a significant shareholding in Associated Battery Manufacturers' Ceylon Limited, Sri Lanka has proved prophetic, particularly in view of the free trade agreement that has been signed between India and Sri Lanka. This initiative presents great opportunities for a mutually beneficial relationship.

The statement of the holding company's interests in subsidiaries as specified in Sub-Section 3 of Section 212 of the Companies Act, 1956, Accounts, Directors' Report and Auditors' Report of the subsidiary companies are attached to the report and accounts of your company.

Directors

Mr R G Kapadia, Mr S B Raheja and Mr A H Parpia retire by rotation and being eligible, offer themselves for reappointment.

None of the Directors of the company are disqualified for being appointed as Directors as specified in Section 274 of the Companies Act, 1956 as amended by the Companies (Amendment) Act, 2000.

Auditors

The Auditors, M/s S R Batliboi & Co, Chartered Accountants retire at the conclusion of the ensuing Annual General Meeting and being eligible u/s 224A(1B) of the Companies Act, 1956, offer themselves for reappointment.

Directors' Responsibility Statement

In accordance with the provisions of Section 217(2AA) of the Companies Act, 1956, the Board of 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, if any;
- (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 fair view of the state of affairs of the company at the end of the financial year and of the profit or loss of the company for that period;
- (iii) that the Directors have taken proper and sufficient care of the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the company and for preventing and detecting fraud and other irregularities; and
- (iv) that the Directors have prepared the annual accounts on a going concern basis.

Corporate Social Responsibility (CSR)

As advised earlier, your company has adopted a CSR Policy as a corporate initiative. Your company continues to feel that concerns about ethical conduct of business and investment in an improved quality of life for those sections of society who live below the poverty line, are extremely important as they would have a significant social impact over a period of time. In continuation of the efforts made in the earlier year, during the year under review, resources were provided to a girls school for construction of a science laboratory at Nimpith where no such facility currently exists. Funds were also provided for a tribal welfare project in Karnataka and medical facilities for a specialised eye hospital in the suburbs of Kolkata was granted for the benefit of society at large. Funds were also provided to Scottish Church College for refurbishment of their existing building.

Future Prospects

Never before has independent India been presented with an opportunity as exists today. Burgeoning foreign exchange reserves, a reasonably low inflation along with comfortable food grain stocks, brought about by a normal monsoon as well as encouraging GDP growth rates in the last two quarters, presents a unique opportunity. The completion of the golden quadrilateral and the Pradhan Mantri Gram Sadak Yojana would revitalise road transport in a manner hitherto not witnessed. Your company is well positioned to take advantage of these opportunities and continue to scale higher peaks in future.

On Behalf of the Board Of Directors

S. B. Ganguly
Chairman

Mumbai, 22 April, 2004

ANNEXURE TO
DIRECTORS' REPORT

INFORMATION AS PER SECTION 217(1)(e) OF THE COMPANIES ACT, 1956, READ WITH COMPANIES (DISCLOSURE OF PARTICULARS IN THE REPORT OF BOARD OF DIRECTORS) RULES, 1988 AND FORMING PART OF THE DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH, 2004.

I. Conservation of Energy

The Company accords great importance to conservation of energy. The main focus of the Company during the year were:

- a. Close monitoring on consumption of electricity, LPG, diesel and water.
- b. Close monitoring on electricity consumption based on 'KWH/MT of Lead Consumed' [Almost all the major units – Chinchwad, Taloja, Haldia and Shamnagar were less than the targeted level].
- c. Optimisation of electricity, LPG, diesel and water by reducing process cycle time, by process modification and also by equipment modification/replacement/retrofitting.
- d. Achieving power factor standards nearing unity. All of our units targeted unity.
- e. **Chinchwad**
 - i. Lead level in air significantly reduced [currently 0.01 mg/m³].
 - ii. Forming acid recycling.
 - iii. Use of air booster for SLI & JF and new compressor for strip caster.
 - iv. Power saving of 119605 KWH amounting to Rs 4.78 lacs.
 - v. Rotary vacuum filter for sludge drying leading to reduced ETP disposal cost.
 - vi. Continued use of wind power.
 - vii. Continued usage of SKD fuel for DG sets.
 - viii. Centralised ventilation system leading to power saving of 86467 KWH amounting to Rs 3.46 lacs.
- f. **Haldia**
 - i. Awareness for energy conservation done through visual display and "ENERGY TODAY" board introduced indicating all electrical parameter against benchmark.
 - ii. Maximum demand is controlled through MD controller.
 - iii. Power factor is maintained by incorporating capacitor bank.
 - iv. Distribution in Auto factory done to restrict loss.
 - v. Motor HP reduced for two blowers and one 10 HP blower eliminated.
 - vi. Energy saving tube light, electronic ballast introduced.
 - vii. HPSV lamp introduced in place of tube light wherever possible.
 - viii. 65W tube light removed wherever possible.
 - ix. Cooling tower fan motor running is controlled by temperature of water.
- g. **Hosur**
 - i. Temperature control systems for all cooling tower fans.
 - ii. Conversion of propane to LPG leading to inventory reduction and less consumption due to lower working pressure.
 - iii. Common pot arrangement for grid casting.
 - iv. Heaterless vaporisers for LPG.
 - v. Provided energy meter in all areas for better measurement and monitoring.
 - vi. Planned loading of bulk load and efficiency monitoring of all major plants shift-wise.
 - vii. Switching off unproductive plant and equipment – implemented round the clock.
 - viii. Energy audit completed and initiated implementation of some of the energy saving recommendations.