



LEADING THE CHARGE

Exide Industries Limited
Annual Report
2020-21

Grave adversity often acts as a trigger for radical transitions. For leaders, adversity gives cues that test their conviction as they traverse unfamiliar paths to strive for the pinnacle of success.

At Exide, we are excited at the prospect of progress and welcome change across the organization. While the Covid-19 pandemic is creating new realities, we are adopting systemic changes to thrive and excel in a business that was always dynamic and is now unpredictable. Leading the transformation is our zeal to adopt disruptive technology. We are reinventing our processes, adopting new methods to remain relevant and devising solutions to nurture excellence.

We are consistently empowering our workforce with advanced digital capabilities, enabling virtual communications across the organization, digitalizing our corporate operations and finding ways to successfully edge ahead of the competition. We rely heavily on our innovative spirit to spot or create opportunities. As change invigorates the organization, we stay ahead of the pack by banking on our agility, efficiency and innovation excellence.

As we continue to invigorate change, we are leading the charge with agility, efficiency and novelty.

STRONG
PERFORMANCE
IN FY 2020-21

Net Turnover

₹10,041
Crore

Operating Profit

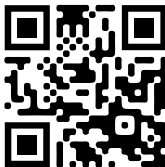
₹1,356
Crore

Net Profit

₹758
Crore

Contents

About Exide	002	Corporate Overview
Distinct Solutions. Diverse Clients	004	
Key highlights of FY 2020-21	006	
Our Business Model	008	
How Exide performed in FY 2020-21	010	
Leading the charge with market leadership	012	
Leading with the right Products and Partners	016	
Leading the charge with customer-first approach	020	
Leading the charge with digital transformation	026	
Leading the charge with future-ready solutions	032	
Committed to ESG	038	Statutory Reports
People-first approach	044	
Caring for the Community	046	
10-year performance	051	
Corporate Information	052	
Notice of the 74 th Annual General Meeting	053	Financial Statements
Directors' Report & other Annexures (Including Management Discussion & Analysis)	072	
Business Responsibility Report	093	
Report on Corporate Governance	106	
Standalone Financial Statements	150	
Consolidated Financial Statements	216	
Quick Guide on 74 th Annual General Meeting	306	



For more information,
please, visit our
corporate website:

<https://www.exideindustries.com/>

Throughout the report
look out for this



Reference to other
pages within the report

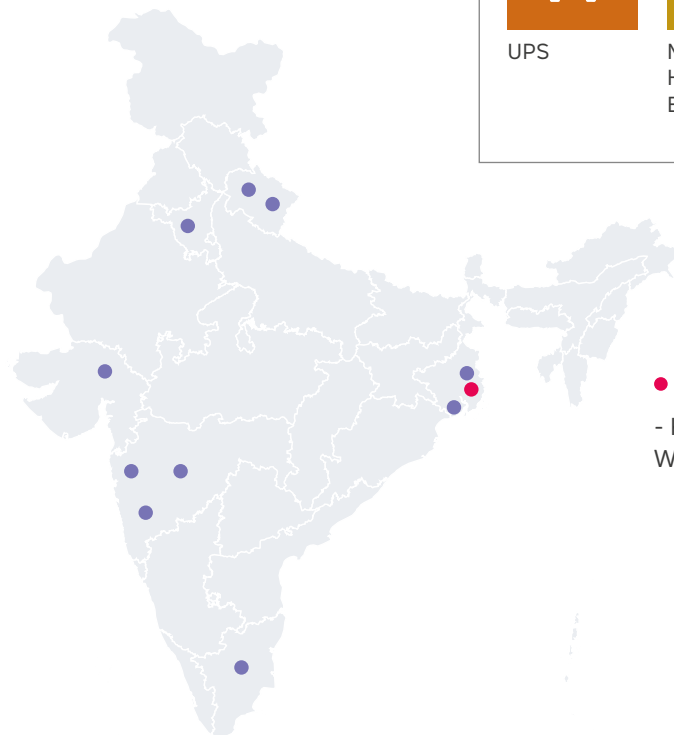
About Exide

Taking charge with agility and dynamism

Exide is the largest storage battery company in India, offering the widest range of products to the automotive and industrial sectors. As a leading battery manufacturer, we continue to power our leadership with innovative products, meeting diverse requirements of an evolving market.

With ten manufacturing plants across India, equipped with state-of-the-art technology, we have the capacity to produce 57 million units of Automobile batteries and over 5 billion Ampere-Hours of Industrial Power. Our deep domain knowledge and years of expertise enable us to consistently satisfy client requirements.

Location of Manufacturing plants & Headquarters



● Headquarters

- Kolkata, West Bengal

● Manufacturing plants

- Shamnagar, West Bengal
- Haldia, West Bengal
- Bawal, Haryana
- Chinchwad (Pune), Maharashtra
- Taloja, Maharashtra
- Ahmednagar, Maharashtra
- Hosur, Tamil Nadu
- Roorkee, Uttarakhand
- Haridwar, Uttarakhand
- Prantij, Gujarat

Exide Battery Applications



Automotive



Submarine



Power



Telecom



Infrastructure



UPS



Material Handling Equipment



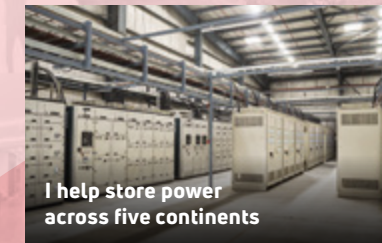
Renewable Energy



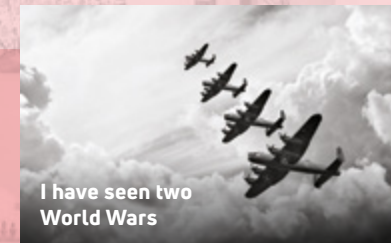
Railways



Mining



I help store power across five continents



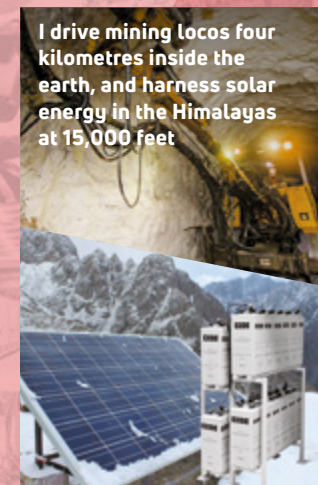
I have seen two World Wars



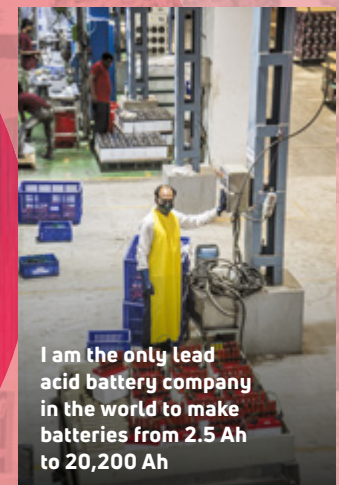
I have been a market leader for 75 years and have made a profit every year



I saw my country get partitioned



I drive mining locos four kilometres inside the earth, and harness solar energy in the Himalayas at 15,000 feet



I am the only lead acid battery company in the world to make batteries from 2.5 Ah to 20,200 Ah

I AM YOUR
EXIDE



I light up homes and protect nuclear power plants



I sell one battery every second. I compete only with time



I have ten crore users at any point of time

Distinct Solutions. Diverse Clients*

Our Global Presence

Exide has an extensive presence in India and global markets. With our distinct brands, we meet the varied needs of clients from different sectors.

EXIDE

Countries Present in: Bangladesh, Sri Lanka, Cambodia, Malaysia, Mauritius, Singapore, Vietnam

CHLORIDE

Countries Present in: Kenya, Uganda, Tanzania, Malaysia, the Philippines, Singapore, Thailand, Vietnam, Sri Lanka, Indonesia

CEIL
TRUSTED BATTERY SYSTEMS

Countries Present in: Kenya, Tanzania, Uganda, Australia, South Africa, Botswana, Nigeria, Portugal, Norway, UK

INDEX

Countries Present in: Nigeria, Cambodia, Canada, Ghana, Maldives, Seychelles, Tanzania, Thailand

SF
BATTERIES

Countries Present in: Cambodia, Indonesia, Malaysia, the Philippines, Singapore, Taiwan

DYNEX

Countries Present in: Greece, Malaysia, Paraguay, the Philippines, Thailand

BLACK PANTHER

Countries Present in: Singapore, Taiwan

* Including all business

Marquee Clients

Automotive Division

4-Wheeler Customers



3-Wheeler Customers



2-Wheeler Customers



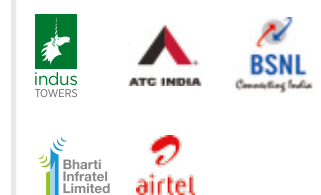
Industrial Division



Traction Customers



Domestic Telecom Customers



Key highlights of FY 2020-21

60+

Countries present

7.5%

YoY increase in exports

55,000+

Dealers network
(Direct & Indirect)

84.5%

Increase in exports over the last five years

The fiscal year 2020-21 proved to be an extraordinary year in more ways than one. As the pandemic fundamentally altered lives and livelihoods, it posed serious threats to economic growth and business sustainability. At Exide, our diversified and talented employees came together to deliver unmatched service and rise above challenges.

Operational Highlights of FY 2020-21

- Exclusive partnerships with major automotive OEMs for upcoming launches
- Entered the US markets with our overseas collaborator East Penn
- We digitalized our engagement platforms for channel partners and introduced customized applications and portals, to provide a one-stop solution for every business engagement
- Made significant progress in developing EFB Technology for micro hybrid cars, which is currently in the mobility testing stage
- We set up Kolkata's first 315 kWh Lead Acid technology-based Battery Electric Storage System (BESS) in partnership with CESC Limited
- Our Lithium-ion JV, Nexcharge, collaborated with Tata Power to set-up the country's first grid-connected Lithium-ion based Community Energy Storage System (CESS)
- Made significant progress on our digital transformation journey, across organizational functions
- Scaled up our Batmobile service to provide Vehicle On Road (VOR) assistance to a larger customer base across the country
- Service team got in touch with > 5 Lakh end customers during lockdown to provide assistance for Exide automotive batteries
- Scaled production across verticals to meet the increasing demand in domestic and global markets



Our Business Model

Forging strategies for sustainable value creation

Input

Financial Capital

₹6,894 Crore

Shareholders' funds

₹1,512 Crore

Capex in last three years

Manufacturing Capital

10

Manufacturing plants

₹4,309 Crore

Gross Block

Intellectual Capital

90+

Engineers and technology experts

5

Overseas technical collaborators

5

Patents registered

572

Trademarks registered in India

139

Trademarks registered in overseas markets

33

Designs registered in India

₹73 Crore

Total investment in R&D in last three years

Natural Capital

4,123 Lakh kWh

Electricity consumption

17,97,688 KL

Water consumed

₹23 Crore

Invested towards renewable energy in last three years

252 K MT p.a.

Three state-of-the-art used battery recycling plants to contribute towards a circular economy

Human Capital

5,202

Employees

₹2.43 Crore

Training and Development expense in last three years

Social & Relationship Capital

₹20.94 Crore

Investment in CSR Initiatives

55,000+

Direct and Indirect dealers

3,65,054

Shareholders

Our ecosystem

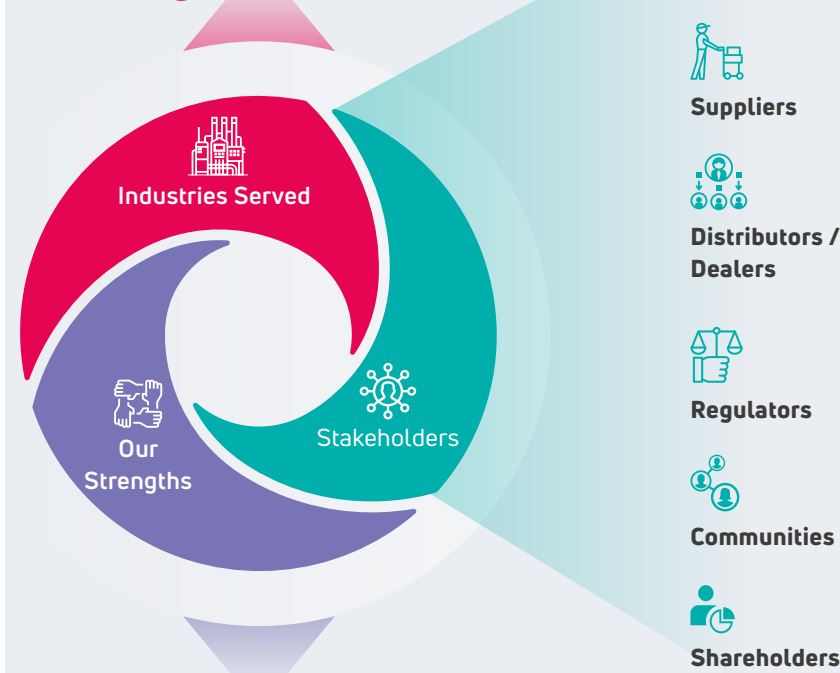
Automotive

Four-wheeler
Three-wheeler
Two-wheeler
Commercial Vehicle
Tractors
Inverter Batteries
E-rickshaw Batteries
HUPS
Others
Exports

Industrial

Telecom
UPS
Energy Storage
Solar
Traction
Railways
Mines
Exports

Submarine



- 1 Future-ready product portfolio
- 2 Customer Centric Business Model
- 3 Extensive International Presence
- 4 Digital Transformation
- 5 Robust Balance Sheet

Output

₹10,041 Crore

Net Turnover

₹1,356 Crore

Operating Profit

₹1,018 Crore

PBT

₹758 Crore

PAT

Manufacturing Capital

57 million

Units of automotive batteries produced per annum

5 billion AH

Of industrial power supply per annum

2.4 million

Units capacity of punch grid, per annum

Punch Grid

Technology based production lines

Launch of energy

Storage systems, equipped with superior technology and offering high business potential

Front Terminal

High power series for hi-end Data Centre application

Substantial

Progress in Bi-polar technology

EFB technology

Enhanced flooded battery for start stop application

ISS Battery Technology

For mild hybrid and idle stop start application

Intellectual Capital

4.7 MWp

Solar rooftop capacity

67.5 MWp

Solar ground mounted capacity

9%

Water recycled and reused

15%

Green energy consumption (up from 2.2% in previous year)

518.9

Lakh kWh solar energy generated

Certifications

ISO 9001, IATF 16949, ISO 14001, ISO 45001, ISO / IEC 17025

Natural Capital

4.3%

Diversity ratio

716%

Increase in person-hours of training and development over previous year

46,581 hours

Of training provided

1,094

Training courses offered

8.6 yrs

Average tenure

Human Capital

Social & Relationship Capital

₹1,568 Crore

Contribution to exchequer

₹915 Crore

Dividend payment in last three years

₹15,606 Crore

Market capitalization

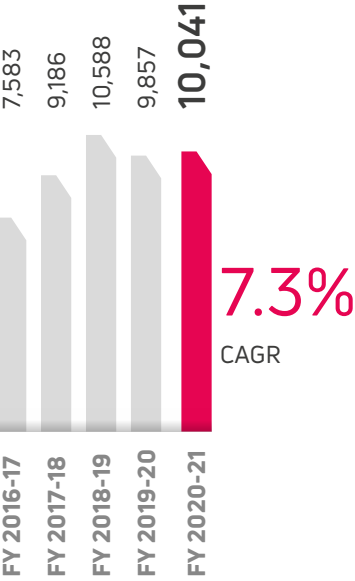
Outcomes

- Expanded global footprint
- Zero Long-term debt
- A leading lead acid battery manufacturing company
- Efficient utilization of assets
- Automated and state-of-the-art manufacturing facilities
- Real-time monitoring of operational parameters
- Achieved operational synergies through data analytics and technology
- Responsible used-battery disposal process
- Regular waste management with segregation of hazardous and non-hazardous waste
- Ensuring optimal use and recycling of water
- Established alternate energy management cell to monitor energy consumption and reduce carbon emissions
- Empowered workforce
- Collaboration between cross-functional teams
- Increased transparency and objectivity in reward programs
- Committed to improving diversity ratio
- Strategic global collaborators
- Ensured safety protocols amidst Covid-19
- Timely payment to suppliers
- 30-40% dealers assisted through our channel finance programs
- Consistent dividend payment over the years

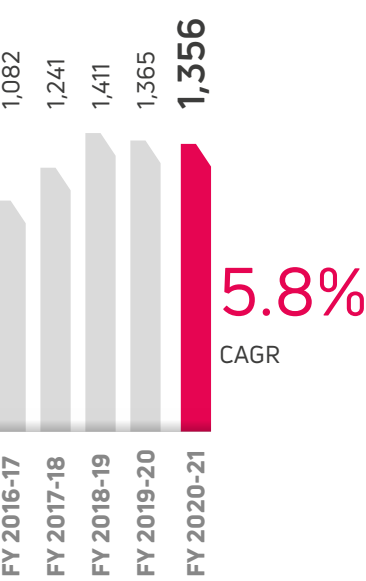
How Exide performed in FY 2020-21

Sustaining growth with consistent performances

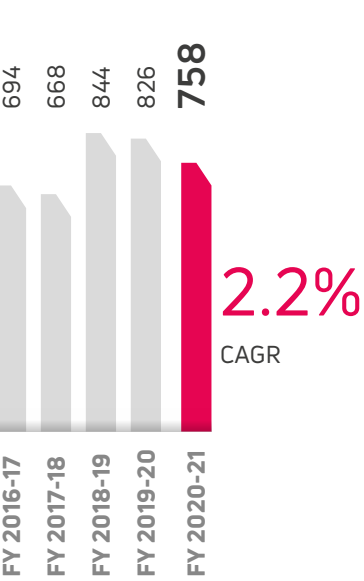
Net Turnover
(₹ in Crore)



Operating Profit
(₹ in Crore)



Net Profit
(₹ in Crore)



R&D spend
(₹ in Crore)

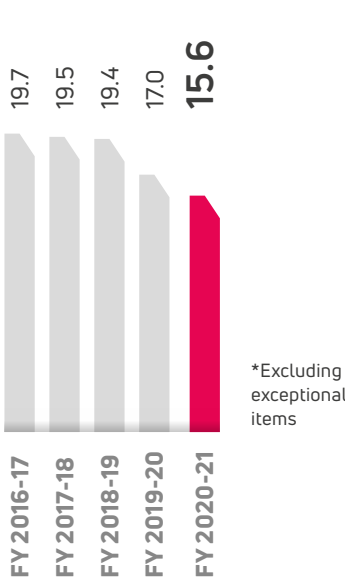


Ratios

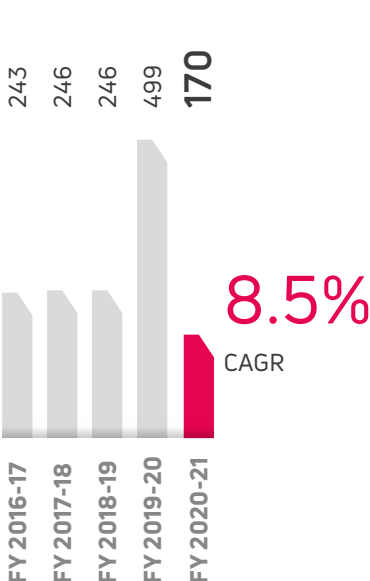
Asset Turnover
Ratio



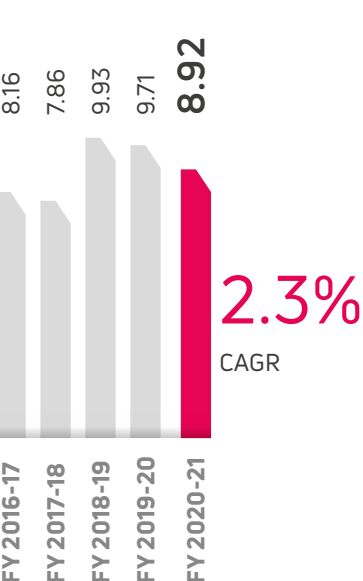
RoCE*
(%)



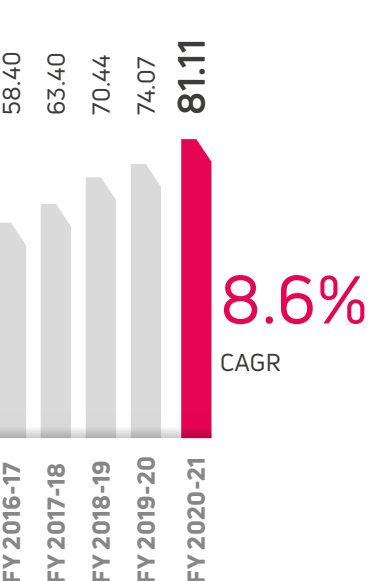
Dividend Yield
(₹ in Crore)



Earnings Per Share
(₹)

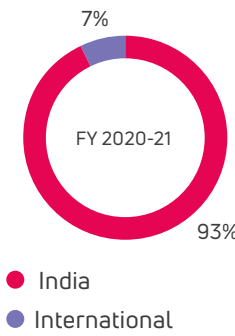


Book Value Per Share
(₹)

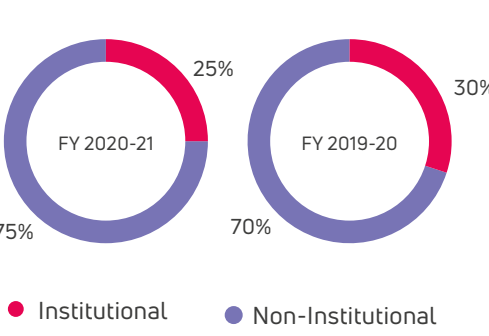


Revenue Mix

Revenue mix by geography



Revenue mix - Institutional and Non-Institutional



CAPEX
(₹ in Crore)



Leading the charge with market leadership

At Exide, we believe in delivering results that are visible. To fulfil our growth aspirations, we remain committed to sustaining our market share and improving our presence in newer territories.

We have been the market leaders in the lead-acid battery business for decades now. We harmonized our operations, accelerated our digital marketing efforts and served our customers better than before.

Domestic Markets

Automotive

The Indian automobile sector is gradually recovering as the passenger vehicle and two-wheeler industries registered strong demand, after the easing of lockdown restrictions in Q2 FY2020-21. The preference for private transport, in the middle of the Covid-19 pandemic, gave an impetus to the sector. Being one of the largest contributors to the country's manufacturing GDP and a crucial benchmark of economic growth, the revival of the automotive sector resulted in positive economic growth in Q3 FY 2020-21.

At Exide, we continued to deepen our relationship as exclusive partners for several OEMs in India. Our innovative products and solutions have garnered significant demand among our OEM clients. This enabled us to acquire exclusive battery contracts for various models of fuel-efficient and new-age vehicles.

Several new 4-wheeler models such as the latest Maruti Suzuki Swift-ISG, Nissan-Magnite Petrol and Tata Motors-Safari have been launched in FY 2020-21 and all of them are equipped with Exide batteries



75+
OEMs



Industrial

As a strategic partner for leading companies, the Industrial division reported stronger performance in the second half of FY 2020-21, overcoming the hurdles posed by the Covid-19 pandemic in the first half of the year. It accounted for approximately 26% of our net revenue during the year under review.

Our diverse and innovative offerings cater to a broad range of downstream industries including railways, telecom infrastructure, solar, power and infrastructure, UPS and mines. The Industrial division serves a wide range of applications in varied sectors, enabling it to overcome near-term challenges and achieve sustained growth.

UPS batteries for OEMs and after market service providers are the largest business drivers of the

industrial division. It reported robust double-digit growth in the second half of the year in comparison to pre-Covid years. This was on account of increased demand for UPS, driven mainly by rise in makeshift home offices and data centres. To address the demand surge, we expedited the development and introduction of various new products such as **Front Terminal high power series for hi-end Data Centre application.**

The telecom sector is constantly growing and the merger of Bharti Infratel with Indus Towers is expected to further increase demand for our products. During the year under review, we increased our market share owing to our continued focus on developing and optimising our product portfolio, improving quality and sustaining strong relationships with customers.



In the Infrastructure sector, we saw demand decline as compared with earlier years. This was largely on account of work orders for projects being cancelled or kept on hold on account of the Covid-19 pandemic.

However, the industrial division's growth is likely to rebound following the success of the vaccination drive across the country. With increased demand from downstream sectors, we remain optimistic about achieving double digit growth in the coming fiscal year.

~26%

Share in net turnover from industrial division



Submarine

We manufacture high-end submarine batteries, conforming to the most stringent technical specifications and quality control standards. These are very high-capacity (around 20,200 Ah) specialised batteries, designed specifically for submarines. We are one of the few battery manufacturers capable of producing submarine batteries for Russian Kilo/636/ Romeo/Foxtrot class, German 209

class, French Scorpene class and indigenous nuclear submarines.

Our facilities abide by global standards that validate our indigenous manufacturing capacities. Despite a challenging year, our team successfully executed orders, passed Factory Acceptance Tests (FATs), critical Sea Acceptance Trials (SATs) and Harbour Acceptance Tests (HATs).



Exports

Our exports continue to garner a sustained share of our net turnover. We are constantly expanding our global footprint by adding new customers and consistently growing our product portfolio in the automotive as well as industrial division.



Automotive

The automotive segment registered double-digit growth on a year-on-year basis, primarily on account of our growing footprint in countries such as South Africa and the United States.

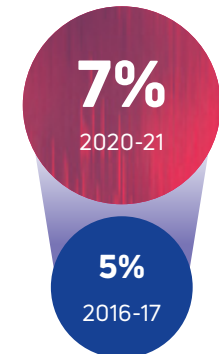
We expanded our distributor base, introduced new products and invested in activities that strengthened our brand. Resting on our robust overseas distribution

network, sales offices and strategically located factories in India, we are reporting record growth in the export market.

Industrial

Exports in the industrial sector largely comprises the sale of storage batteries for material handling equipment such as cranes, pallet-trucks, fork lifts etc. With slowdown in economic activities and

60+ countries
of presence



border closures across the globe, exports continued to be impacted in the first two quarters of the year. As economic activity resumed, e-commerce witnessed a steady growth. This led to the demand for warehouses and it subsequently increased the use of material handling vehicles that use our products. Therefore, exports in this division clocked double-digit growth in the second half of the year in comparison to the previous year.

Leading with the right Products and Partners

Our Product Offerings

Automotive Division

4-Wheeler



Exide Epiq
Exide Matrix
Exide Mileage
Exide Eezy

Exide Gold
Exide Cabby
Exide Xpress
Exide Jai Kisan

3-Wheeler



Exide Eko

2-Wheeler



Exide Xplore
Exide Bikerz

E-Rickshaw



Exide E-Ride Tubular Plus
Exide E-Ride Plus

Home UPS



Exide Magic
Exide Star

Exide GQP
Exide HKVA

Inverter Battery



Exide Invatubular
Exide Invamaster
Exide Invaplug Tubular

Exide Instabrite
Exide Invaking
Exide Tubemaster

Genset



Exide Genplus