



**A PARADIGM  
CHANGE**

**ROBUST PRODUCT  
WORLD-CLASS TECHNOLOGY  
BETTER EFFICIENCY**

### Forward-looking statement

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take investment decisions. This report and other statements - written and oral - that we periodically make, contain forward-looking statements that set out anticipated result based on the management's plans and assumptions. We have tried, wherever possible, to identify such statements by using words, such as 'anticipate', 'estimate', 'expects', 'projects', 'intends', 'plans', 'believes', and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievement of results are subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should keep this in mind. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

## Inside this report

01

### THE EXIDE STORY

- 02\_ Corporate Overview
- 06\_ Key Performance Indicators
- 08\_ Energising Lives
- 12\_ Paradigm Change through  
Technology Excellence
- 14\_ Paradigm Change through  
R&D Expertise
- 16\_ Paradigm Change through  
Robust Service Network
- 18\_ Paradigm Change through  
Wider Visibility
- 20\_ Business Division Review
- 22\_ Human Face of Exide
- 24\_ Delivering on Community  
Aspirations
- 26\_ Awards and Accolades
- 27\_ 10-Year Performance

27

28

### GOVERNANCE

- 28\_ Corporate Information
- 30\_ Notice
- 42\_ Directors' Report,  
Corporate Governance  
and Annexures

89

90

### FINANCIALS

- 91\_ Standalone
- 129\_ Consolidated

180

**FROM SMALL EMERGENCY  
LIGHT BATTERIES TO  
HUGE SUBMARINE  
BATTERIES, ONE BRAND  
ENJOYS AN UNRIVALLED  
REPUTATION.**

**EXIDE**

**AT EXIDE,  
WE ARE THE  
LEADING  
POWERHOUSE  
OF KNOWLEDGE  
FOR LEAD  
ACID STORAGE  
BATTERY  
INDUSTRY,  
BECAUSE  
WE HAVE  
THE WIDEST  
SPECTRUM  
OF LEAD ACID  
BATTERY  
PRODUCTS.**

EXIDE IS THE ONLY BRAND THAT OFFERS A BATTERY FOR EVERY TYPE OF VEHICLE ON INDIAN ROADS. IT IS THE PREFERRED BATTERY FOR MOST INTERNATIONAL AUTOMOBILE COMPANIES OPERATING IN INDIA. WITH EXTENSIVE PRESENCE ACROSS GEOGRAPHIES, EXIDE ENJOYS TOP-OF-THE-MIND BRAND RECALL AMONG ITS TARGET AUDIENCE.

**NOW THE BIG PICTURE AT EXIDE IS ONE OF PARADIGM CHANGE.**

WITH AN ENRICHED PORTFOLIO, CONSISTENT FOCUS ON INNOVATION, OPERATIONAL EFFICIENCIES, DISTRIBUTION NETWORK AND SERVICE DELIVERY, EXIDE IS SETTING NEW TRENDS FOR THE INDUSTRY. THE OBJECTIVE IS TO PROVIDE THE CUSTOMER WITH A DIFFERENTIATED EXPERIENCE AND REACH THE NEXT LEVEL OF BRAND VISIBILITY AND REPUTATION.

**FY 2015-16 WAS A LANDMARK YEAR FOR US IN TERMS OF THE INITIATIVES THAT WE HAD UNDERTAKEN TO SET ASIDE THE STATUS QUO AND TRANSFORM.**

**DURING THE YEAR, WE INTRODUCED A DIVERSE RANGE OF PRODUCTS FOR EXISTING AND NEW MARKETS.**

**WE ADOPTED ADVANCED TECHNOLOGIES TO ENHANCE PRODUCTIVITY, EFFICIENCY AND INTEGRATION.**

**WE STRENGTHENED OUR R&D BACKBONE TO MAKE IT MORE RESPONSIVE TO MARKET DEMAND.**

**WE RESTRUCTURED OPERATIONS AND REVAMPED SERVICE TOUCH POINTS TO MAKE THEM MORE ALIGNED TO CUSTOMER ASPIRATIONS.**

**WE CONDUCTED EXTENSIVE TRAINING AND ENGAGEMENT INITIATIVES TO INITIATE A CHANGE IN THE THOUGHT PROCESS OF PEOPLE.**

**WE ARE BECOMING MORE AGILE TO DELIVER ON THE EXPECTATIONS OF CUSTOMERS AND ALL OTHER STAKEHOLDERS.**

**WE ARE REFRESHED, REALIGNED AND SETTING A NEW COURSE FOR THE FUTURE, BEYOND OLD PARADIGMS AND PERSPECTIVES.**

---

## Evolution on!

Ever since inception, Exide has evolved through a consistent focus on customer aspirations, convenience, dependability and trust. The result is that we are one of the leading producers of lead-acid storage batteries for both automotive and industrial applications worldwide.

For decades, our brand has been embraced by generations in India and globally, because we have always improved our product portfolio and reinforced our service network in response to changing times. We focus on innovation and technology upgradation to not just meet present needs; but to build batteries that will energise the future.

We integrate insights of customers and business partners in the way we think and act in order to sustain leadership in a dynamic industry scenario. Our brand recall is top-of-the-mind to the extent that it is generic to the category. That is both an honour and a responsibility for us to continue to evolve and deliver on the expectation of customers, shareholders, employees and society.

### Our vision

Providing credible value addition to customers, employees and shareholders while simultaneously being recognised by society as a responsible corporate citizen. In addition, achieving operational excellence while addressing and taking steps towards environmental protection.

### Our mission

Strive to carefully balance the interest of all stakeholders; to fulfil aspirations of the employees and to passionately pursue excellence without deviating from our core values.

### Our core values

- › Customer Orientation
- › Personal Integrity and Commitment
- › Teamwork and Mutual Support
- › Employee Development and Involvement
- › Striving for Excellence
- › Management by Processes and Facts
- › Responsible Corporate Citizenship

## Quick Facts

**6+**DECADES OF INDUSTRY  
PRESENCE**No.1**STORAGE BATTERY  
COMPANY IN INDIA**5,000+**

EMPLOYEE STRENGTH

**35,000+**

TOTAL RETAIL NETWORK

**2.5Ah to  
20,000Ah**BATTERY STORAGE  
RANGE**100+**

OEM PARTNERS

**40+**

COUNTRY PRESENCE

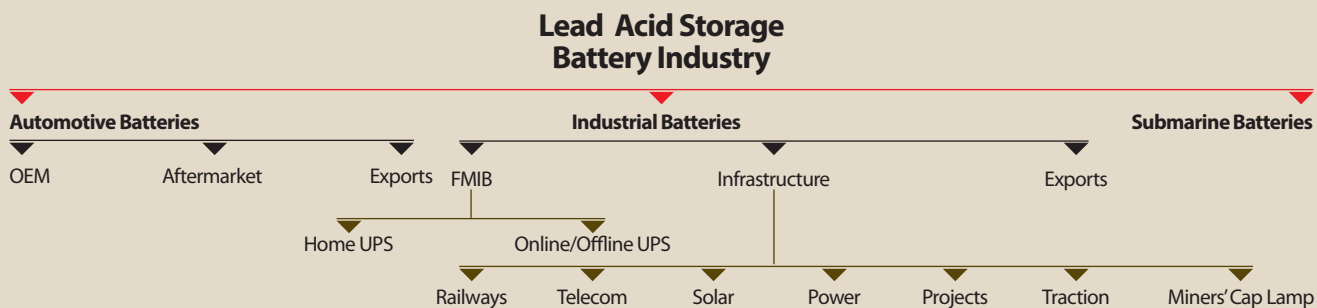
**12**

REGIONAL OFFICES IN INDIA

**227**

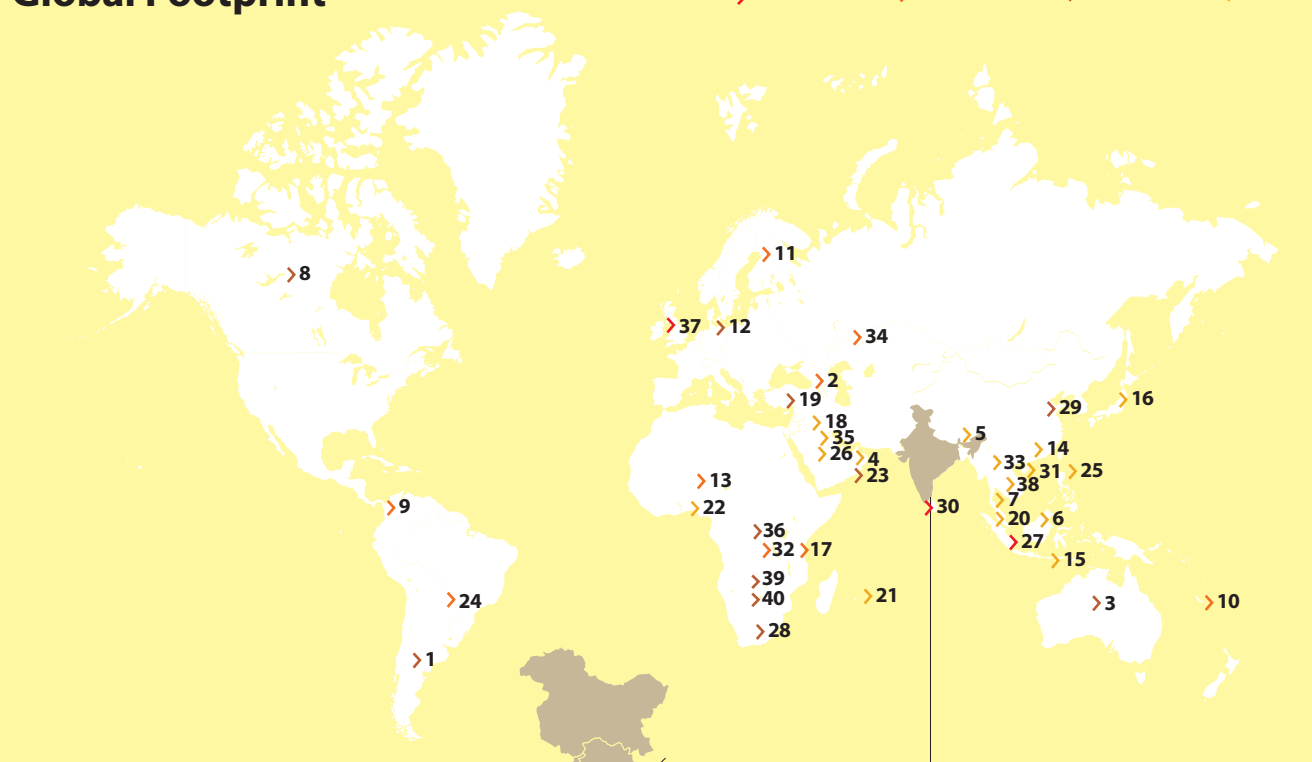
SALES AND SERVICE OFFICES IN INDIA

## Our Business Divisions

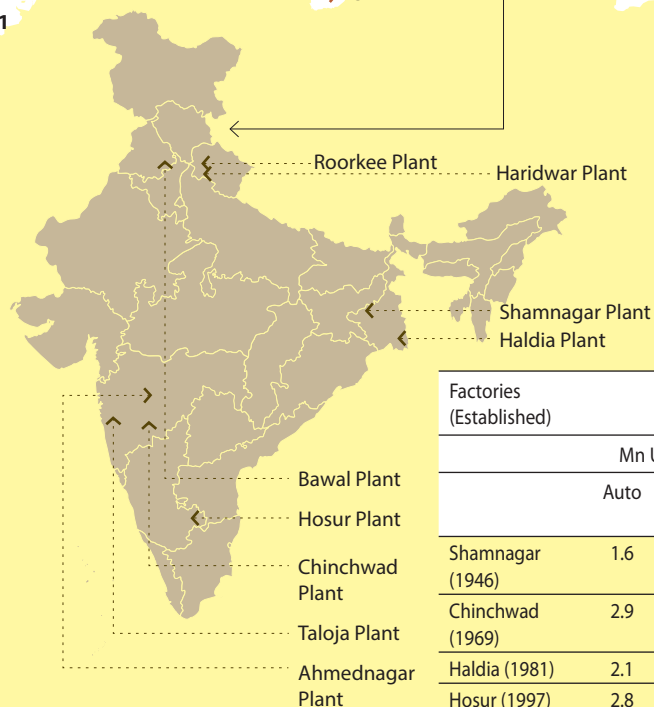


## Global Footprint

&gt; SUBSIDIARY &gt; AUTOMOTIVE &gt; INDUSTRIAL &gt; BOTH



1	Argentina	23	Oman
2	Armenia	24	Paraguay
3	Australia	25	Philippines
4	Bahrain	26	Qatar
5	Bangladesh	27	Singapore
6	Brunei	28	South Africa
7	Cambodia	29	South Korea
8	Canada	30	Sri Lanka
9	Colombia	31	Taiwan
10	Fiji	32	Tanzania
11	Finland	33	Thailand
12	Germany	34	Turkmenistan
13	Ghana	35	UAE
14	Hong Kong	36	Uganda
15	Indonesia	37	UK
16	Japan	38	Vietnam
17	Kenya	39	Zambia
18	Kuwait	40	Zimbabwe
19	Lebanon		
20	Malaysia		
21	Mauritius		
22	Nigeria		



Factories (Established)	Capacity			
	Mn Units		M Ah	Mn units
	Auto	MC	Indl	HUPS Systems
Shamnagar (1946)	1.6		636	
Chinchwad (1969)	2.9	4.0		
Haldia (1981)	2.1		1102	
Hosur (1997)	2.8		1086	
Taloja (1998)	2.8	0.6		
Bawal (2003)		8.4		
Ahmednagar (2010)		9.0		
Roorkee (2011)				0.50
Haridwar (2012)				0.50
<b>Total</b>	<b>12.2</b>	<b>22.0</b>	<b>2824</b>	<b>1.00</b>

## Manufacturing Capacities

Exide's range and scale of manufacturing operations can be matched by very few companies in the world. We have nine factories spread across India. Together, they can produce around 34.2 million units of automobile batteries (including batteries for motorcycle applications) annually, and over 2,824 million ampere-hours of industrial power every year.

Our facilities are strategically located near high-growth markets. Moreover, our manufacturing assets are proximate to ports, resulting in significant savings in logistics cost; considering significant imports of capital goods and raw materials. We also have presence in exports.

## Equity Share Information

- > **Market Capitalisation (March 31, 2016):** Rs.11,870 Crores
- > **Proposed Final Dividend:** Re.0.80 per share (Face value Re.1)
- > **Promoters Holding:** 45.99%
- > **National Stock Exchange (NSE):** EXIDEIND
- > **Bombay Stock Exchange (BSE):** 500086
- > **The Calcutta Stock Exchange Limited (CSE) :** 15060 & 10015060

## Our Certifications

Haldia (West Bengal)	■ ▲ ● ●
Hosur (Tamil Nadu)	■ ▲ ● ●
Shamnagar (West Bengal)	■ ▲ ● ●
Taloja (Maharashtra)	■ ▲ ● ●
Taloja, Submarine (Maharashtra)	■
Chinchwad (Maharashtra)	■ ▲ ● ●
Bawal (Haryana)	■ ▲ ● ●
Ahmednagar (Maharashtra)	■ ▲

- **ISO 9001** Quality management
- ▲ **TS-16949** Quality management
- **ISO 14001** Environment Management System
- **OHSAS 18001** Occupational health and safety management

## Extensive Applications



### AUTOMOTIVE

- > Passenger Vehicles
- > Automotive Stop Start
- > Commercial Vehicles
- > Tractors



### OTHER AUTOMOTIVES

- > Hybrid Vehicles
- > Generator Starting
- > Flat Plate GEL



### STANDBY

- > Power & Infrastructural Projects
- > Telecom
- > UPS
- > Inverter
- > Miners' Cap Lamp



### NON-CONVENTIONAL ENERGY

- > Solar



### TWO WHEELERS

- > MC Conventional
- > Motorcycle MF
- > MC VRLA
- > E Bike



### MOTIVE POWER

- > Traction
- > Electric Vehicles
- > Golf Cart
- > Submarine - Type I, II, III

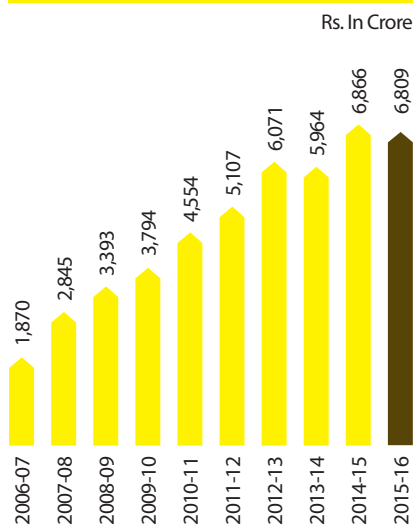


### RAILWAYS

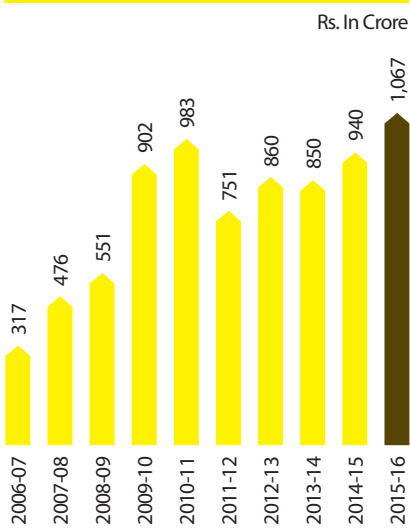
- > Train Lighting & Air-Conditioning
- > Electric Multiple Units
- > Diesel Loco Starters
- > Signalling & Telecom

# Key Performance Indicators

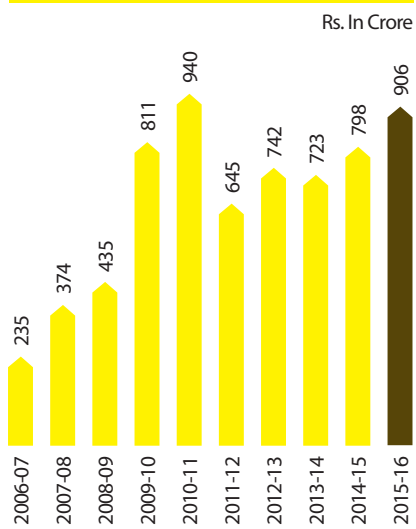
## TURNOVER



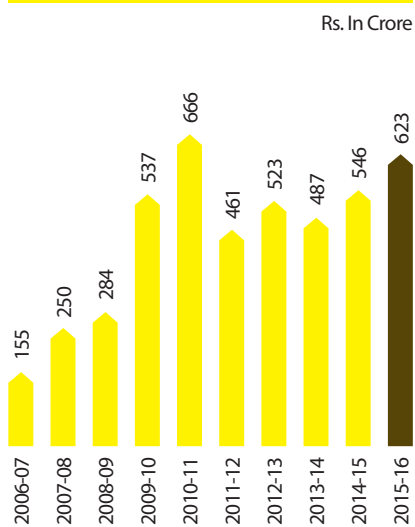
## OPERATING PROFIT (EBITDA)



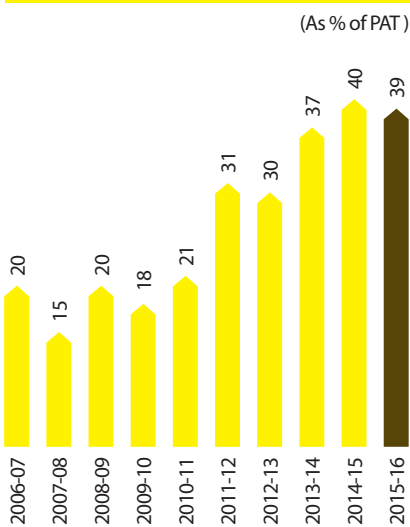
## PROFIT BEFORE TAX (PBT)



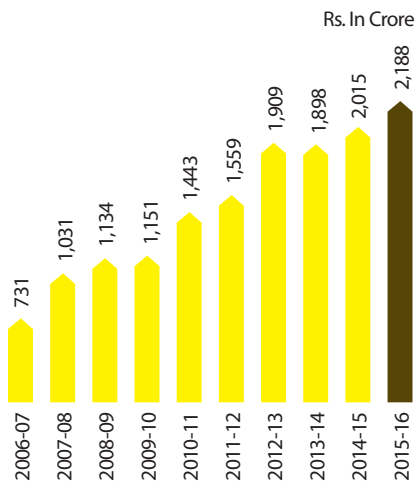
## PROFIT AFTER TAX (PAT)



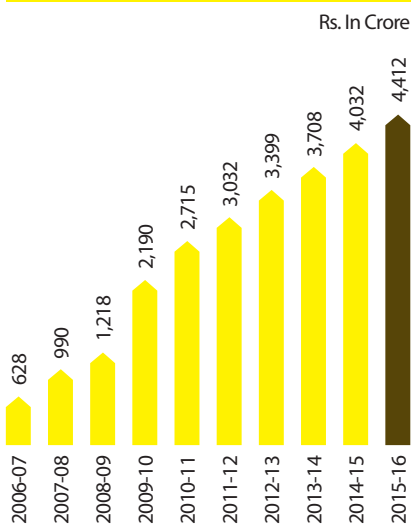
## DIVIDEND PAYOUT



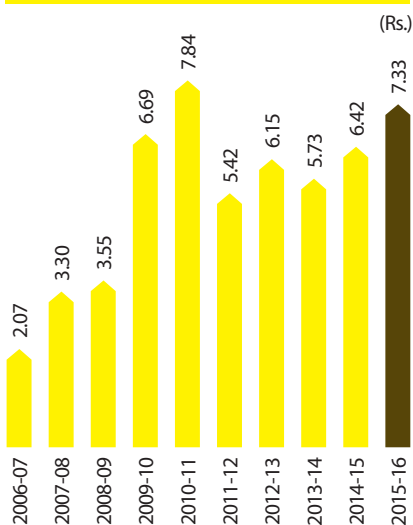
## CONTRIBUTION TO THE EXCHEQUER



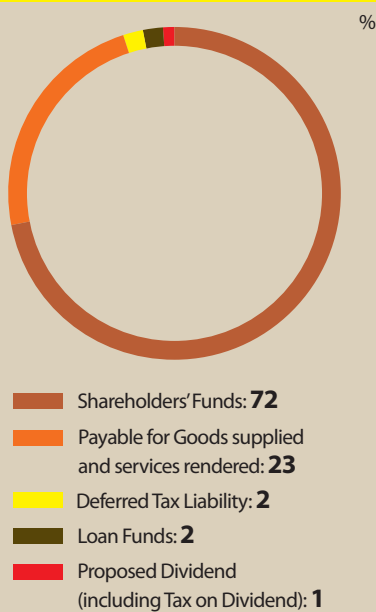
## SHAREHOLDERS' FUNDS



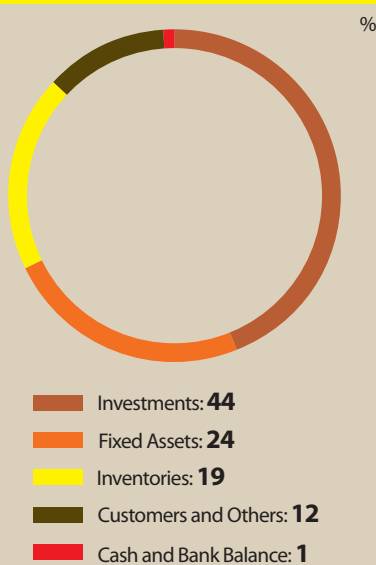
## EARNINGS PER SHARE



## SOURCES OF FUNDS



## APPLICATION OF FUNDS



## PROFIT AFTER TAX

14%

Y-O-Y ⬆

## EBITDA

14%

Y-O-Y ⬆

## EARNINGS PER SHARE

14%

Y-O-Y ⬆

## SHAREHOLDERS' FUND

9%

Y-O-Y ⬆

# Energising Lives

## AUTOMOTIVE BATTERY RANGE



### Four-wheeler Batteries



Exide Matrix  
Exide Mileage  
Exide EEZY  
Exide Little Champ  
Exide Xpress  
Exide Jai Kisan  
Exide Jai Kisan Shakti



### Three-wheeler Batteries



Exide E-Ride (E-Rickshaw  
battery)  
Exide Eko



### Two-wheeler Batteries



Exide Xplore  
Exide Xtreme  
Exide Bikerz  
Exide Skutec



### Inverter Batteries



Exide Gel Magic  
Exide Invatall  
Exide Invamore  
Exide Invasmart  
Exide Invaplus  
Exide Instabrite



### Genset Battery



Exide Genplus



### Solar Battery



Exide Kiran



### Home UPS



Exide Pure Sine Wave  
Exide XTATIC  
Exide ECO