

LMW[®]

LAKSHMI MACHINE WORKS LIMITED

ANNUAL REPORT **2018-19**



CONTENTS

CORPORATE OVERVIEW

Journey towards Excellence	1
About the Company	16
The Chairman's Communique	20

STATUTORY DOCUMENTS

Management Discussion and Analysis	22
Notice to the Shareholders	38
Board of Directors' Report to Shareholders	56
Report on Corporate Governance	102

FINANCIAL STATEMENTS

Standalone Financial Statements	118
Consolidated Financial Statements	179
Corporate Information	240



EXCELLENCE IS A CHOICE

It is not easy, for it requires change which includes unlearning of processes that operated seamlessly up till now and embracing the uncharted new. For it requires one to voluntarily move out of their comfort zone and never settle for complacency.

For it demands one to make up their mind today, for the sake of a greater tomorrow.



EXCELLENCE IS AN EXPRESSION OF PASSION

It's never the lukewarm idealism that inspires one to step towards the new & unknown – it's the passion to define a mission, 'walk the talk' and keep striving despite the challenges that come with change.

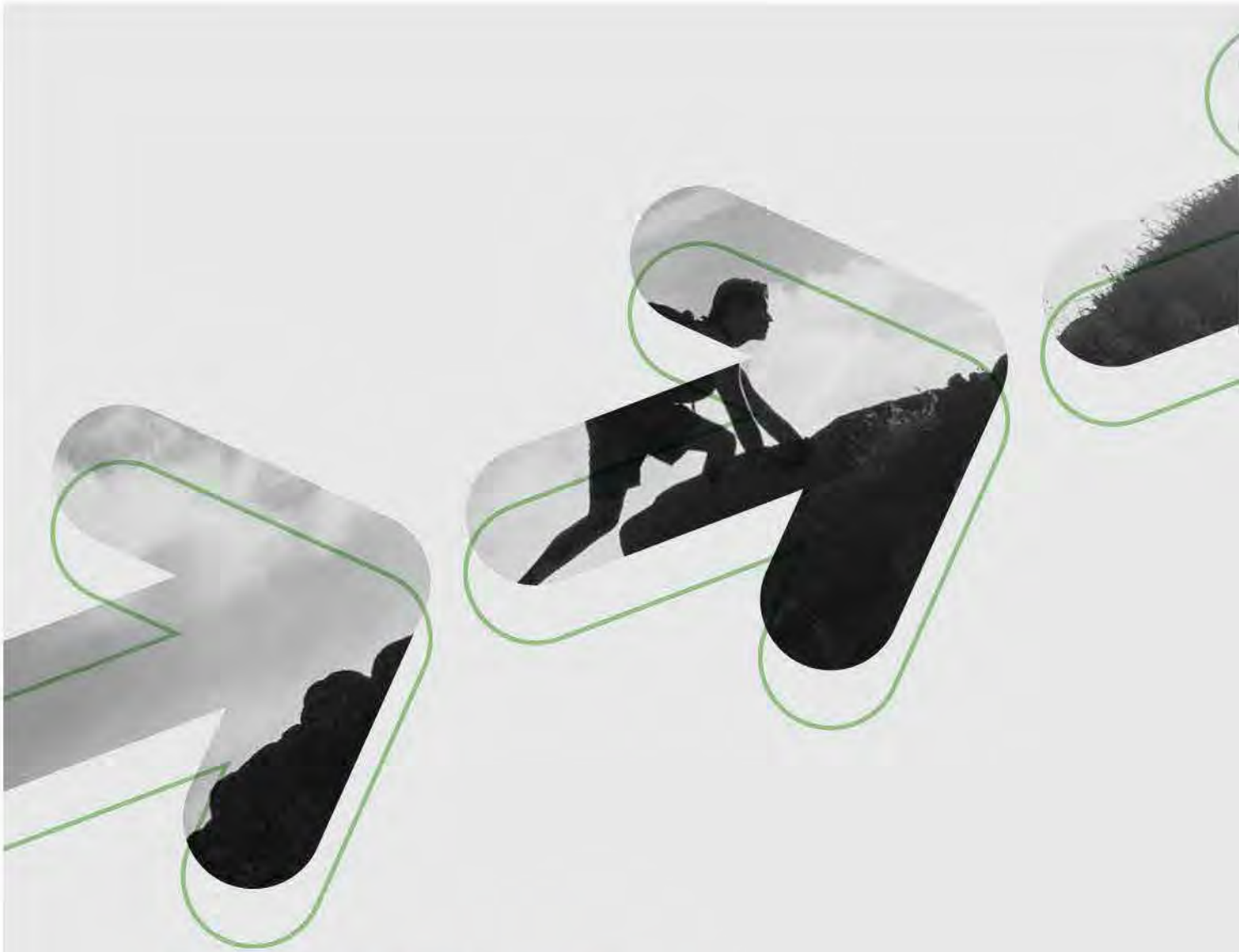
The kind of passion that burns bright, with belief & enthusiasm, every single day.

EXCELLENCE IS TEAM EFFORT

The person is not important, the team is. If everyone is not improving as one, then they are all declining together. The key is to realize how closely integrated the process really is.

And then, to keep to the "all for one and one for all" motto, consistently.

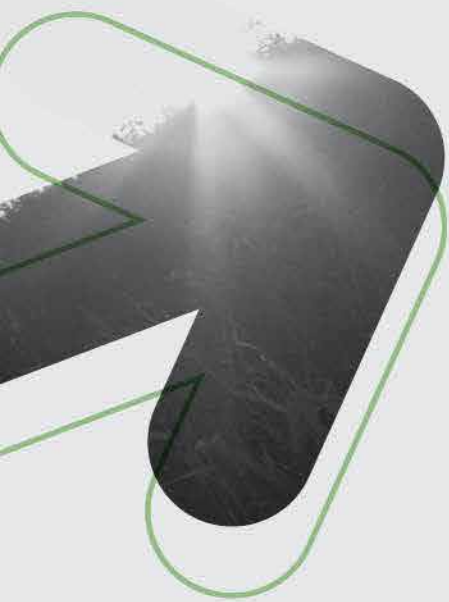




EXCELLENCE IS A JOURNEY

It is never a one-time thing. For new ideas arise, from within the walls and beyond them. Practices evolve, to keep pace with the changing times and necessities. Relationships are built, with consistent delivery of excellence, over months, years & decades.

And in the process, success is sustained, by transforming every transaction into a pleasant and memorable experience.



AT LMW, WE
HAVE SET FOOT
ON SUCH
A JOURNEY
TOWARDS
EXCELLENCE

WE HAVE ADOPTED THE
TOTAL QUALITY MANAGEMENT
(TQM) PHILOSOPHY, A
GLOBALLY ACCEPTED
APPROACH TO LONG-TERM
SUCCESS THROUGH CUSTOMER
SATISFACTION.

IT IS AN EFFORT, WHERE
ALL MEMBERS OF THE
ORGANIZATION PARTICIPATE
IN IMPROVING PROCESSES,
PRODUCTS, SERVICES, AND
THE CULTURE IN WHICH THEY
WORK.

IN THIS
EXCITING YET
CHALLENGING
JOURNEY, THE
VOYAGE HAS
JUST **BEGUN** ...

... and this is what we have done!

WE UP-SKILLED OUR PEOPLE

Because in today's era of openness, where technology difference between competitors is fast diminishing, it's only intellectual capital that provides a lasting competitive advantage.

We trained our people on discipline housekeeping.

We aggressively trained our team on 5S concept as a part of implementation of TQM.

We transformed them into subject experts in their area of operation.

We introduced the 'Certified Operator' training program under which, each operator was certified for a particular skill.

We made people own the machine they operated.

We launched the 'MyMachine' concept where we placed the responsibility (for quality output, productivity and availability) of the machine with its operator.

We empowered them to make changes for the better.

We empowered our shop floor team, through an improved Suggestion Scheme initiative, to provide and implement changes in their areas of work and on their machines for better performance and productivity.

In doing so, we infused confidence into every member of our team that they are key drivers of this organisational transformation.

