

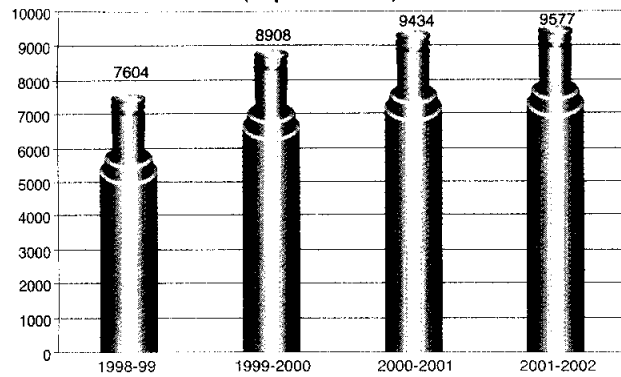
TAYO

ANNUAL REPORT 2001-2002

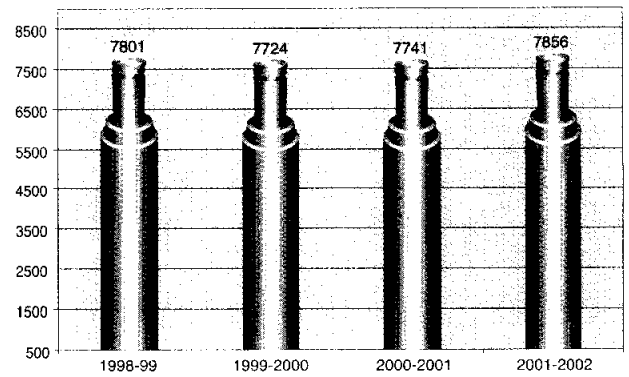


TATA-YODOGAWA LIMITED

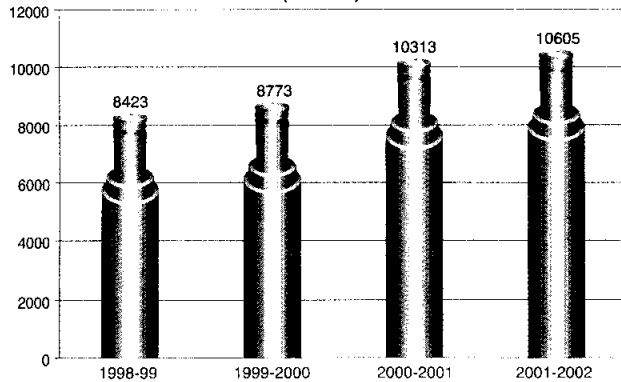
TURNOVER
(Rupees in lakhs)



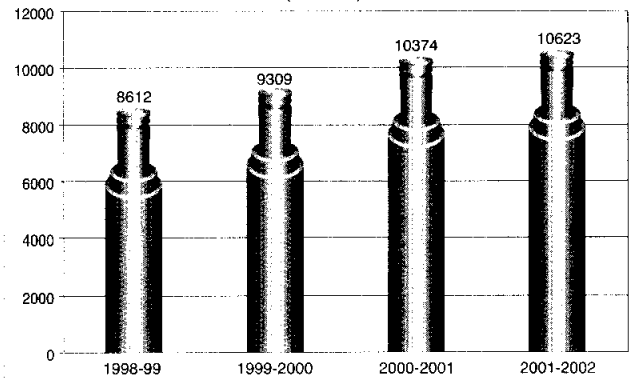
GROSS BLOCK
(Rupees in lakhs)



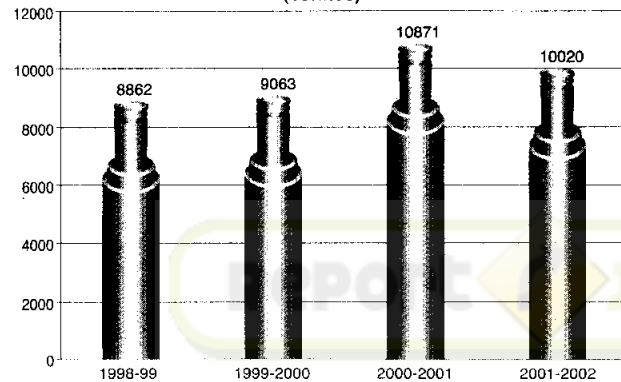
PRODUCTION OF FINISHED ROLLS
(Tonnes)



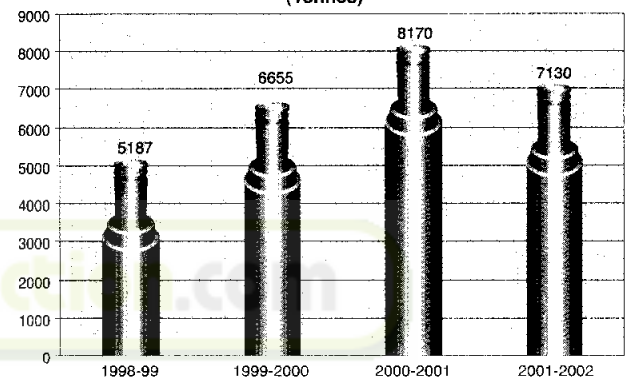
DESPATCH OF ROLLS
(Tonnes)



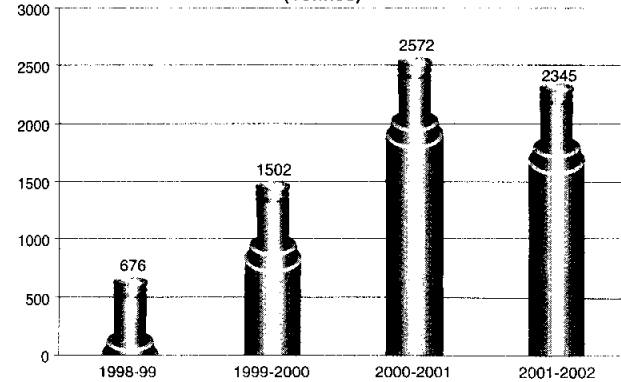
FOUNDRY PRODUCTION
(Tonnes)



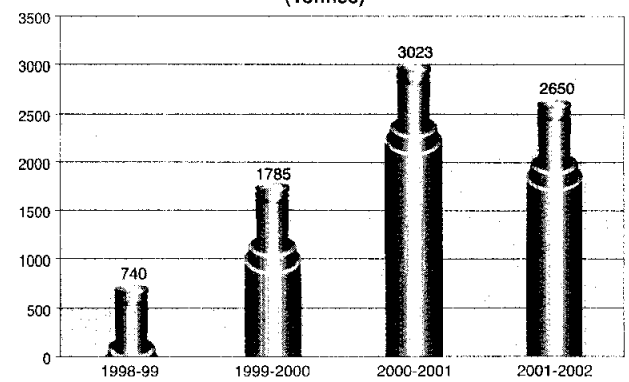
DESPATCH OF SPUN-CAST ROLLS
(Tonnes)



DESPATCH OF HI-CHROME ROLLS
(Tonnes)



EXPORT OF ROLLS
(Tonnes)



Board of Directors

(As on 23.05.2002)

Mr. A. N. SINGH	- Chairman
Mr. R. P. TYAGI	- Managing Director
Dr. T. MUKHERJEE	
Mr. P. K. GHOSE	
Mr. SHASHI S. PRASAD	
Mr. M. OHMORI	
Mr. Y. KOIKE	- (Alternate to Mr. M. Ohmori)
Dr. SUBIR CHOWDHURY	
Mr. VIJAY K. MEHTA	

Management Team

Mr. R. P. TYAGI	- Managing Director
Mr. T. SUDHAKAR	- Vice President (Operations)
Mr. P. C. SRIVASTAVA	- Vice President (Corporate)
Mr. VIJAY PAHWA	- Vice President (Marketing)
Mr. P. HARIHARAN	- General Manager (Finance & Accounts)
Mr. B. K. SINGH	- General Manager (Operations)
Lt. Col. (Retd.) B. S. BAKSHI	- Chief Personnel Manager
Mr. G. VAIDYANATHAN	- Company Secretary

Registered Office

Tata-Yodogawa Limited
XLRI New Administrative Building
XLRI Campus, Circuit House Area (E)
Post Box No. 103
Jamshedpur-831 001

**Registrars and
Transfer Agents**

Tata Share Registry Limited
Army & Navy Building
148, M. G. Road
Fort, Mumbai-400 001

Auditors

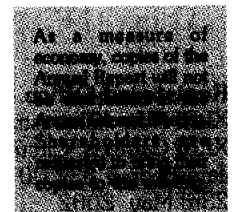
S. B. Billimoria & Co.

Bankers

Bank of India

Contents

Notice	2
Chairman's Statement	7
Highlights	8
Directors' Report	9
Management Discussion and Analysis	12
Summarised Balance Sheet and Profit & Loss Account	13
Auditors' Report	14
Annexure to Auditors' Report	14
Balance Sheet	16
Profit and Loss Account	17
Schedules forming part of the Profit and Loss Account	18
Schedules forming part of the Balance Sheet	22
Significant Accounting Policies	28
Notes on the Balance Sheet and Profit & Loss Account	29
Statement giving information pursuant to Part IV of Schedule VI to the Companies Act, 1956	32
Financial Statistics	33
Annexure to Directors' Report	34
Cash Flow Statement and Auditors' Certificate	37
Auditors' Certificate on Corporate Governance	38
Report of the Directors on Corporate Governance	39
Shareholders' Information	41



TATA-YODOGAWA LIMITED**Notice**

THE THIRTY-FOURTH ANNUAL GENERAL MEETING OF TATA-YODOGAWA LIMITED will be held at Centre for Excellence, Jubilee Road, Jamshedpur 831 001, on Friday, the 26th July, 2002, at 4.00 p.m., to transact the following business:

Ordinary Business

1. To receive and adopt the Directors' Report, the Audited Balance Sheet as at 31st March, 2002, and the Audited Profit and Loss Account for the year ended on that date.
2. To confirm the declaration and payment of interim dividend on equity shares.
3. To appoint a Director in place of Dr. T. Mukherjee who retires by rotation and, being eligible, offers himself for re-appointment.
4. To appoint Mr. Takushi Suzuki as a director of the Company liable to retire by rotation in place of Mr. M. Ohmori who retires by rotation and has intimated his intention not to seek re-appointment and to fill which vacancy a notice as required by Section 257 of the Companies Act, 1956, has been received by the Company proposing Mr. Takushi Suzuki as a candidate for the office of director.
5. To appoint Auditors and to fix their remuneration.

Special Business

To consider and, if thought fit, to pass with or without modification(s), the following resolutions as Special Resolutions :

6. "RESOLVED THAT in partial modification of Resolution No. 8 passed at the Annual General Meeting of the Company held on 25th July, 2001, for the appointment and terms of remuneration of Mr. Rajendra Prakash Tyagi as Joint Managing Director of the Company and in accordance with the provisions of Sections 269, 309, 310, 311 and other applicable provisions, if any, of the Companies Act, 1956, the Company hereby approves the appointment of Mr. Rajendra Prakash Tyagi as the Managing Director of the Company with effect from 1st March, 2002 and revision in the terms and conditions of his appointment for the remainder of the tenure of his contract i.e. upto 31st July, 2004, as set out in the draft Contract submitted to this Meeting and initialled by the Chairman for the purpose of identification, which

Contract is hereby specifically sanctioned with liberty to the Board of Directors to alter and vary the terms and conditions of the said appointment in such manner as may be agreed to between the Directors and Mr. Tyagi."

7. "RESOLVED THAT in accordance with the provisions of Sections 269, 309 and other applicable provisions, if any, of the Companies Act, 1956, the Company hereby accords its approval to the remuneration paid/payable to Mr. Prem Sagar, Ex-Vice Chairman and Managing Director of the Company for the period 1st April 2001 – 28th February 2002, details of which are contained in the explanatory statement to this Notice."

NOTES :

1. The relative Explanatory Statement, pursuant to Section 173 of the Companies Act, 1956, in respect of the business under item nos. 4, 6 and 7 above and the relevant details in respect of item nos. 3 and 4 above, pursuant to Clause 49 of the Listing Agreements are annexed hereto.
2. A Member entitled to attend and vote at the meeting is entitled to appoint a Proxy to attend and vote instead of himself and the Proxy need not be a Member of the Company. Proxies, in order to be effective, must reach the Registered Office of the Company atleast 48 hours before the time for holding the meeting.
3. The Register of Members and Share Transfer Books of the Company will remain closed from 23rd July, 2002 to 26th July, 2002, both days inclusive.
4. Members are requested to notify promptly their change in address, if any, to Tata Share Registry Limited, Army & Navy Building, 148, Mahatma Gandhi Road, Fort, Mumbai 400 001, specifying the new address in block letters giving the correct PIN code number.
5. All unclaimed dividends upto the financial year ended 31st March, 1995, have been transferred to the General Revenue Account of the Central Government. Members who have not, encashed or received their dividend warrants for the financial years 1995-96, 1996-97, 1997-98, 1998-99, 1999-2000 and 2000-2001 are requested to write to the Company or to the Company's Registrars at the above address with relevant folio(s) for issuance of duplicate dividend warrants.

Registered Office :

XLRI New Administrative Building,
XLRI Campus, Circuit House Area (East),
Jamshedpur 831 001.
23rd May, 2002

By Order of the Board

G. VAIDYANATHAN
Company Secretary

ANNEXURE TO NOTICE

EXPLANATORY STATEMENT

As required by Section 173 of the Companies Act, 1956, the explanatory statement sets out all material facts relating to the business mentioned in item nos. 4, 6 & 7 of the accompanying Notice dated 23rd May, 2002.

Item No. 4

Mr. M. Ohmori, aged 86 years, was appointed on the Board on 22.8.1977. Mr. Ohmori was representing M/s. Yodogawa Steel Works Limited, Japan. In terms of the 'Guidelines for Composition of the Board of Directors' adopted by the Board, no members of the Board could hold office as Director beyond the age of 70 years. Accordingly, Mr. Ohmori does not seek re-appointment. M/s Yodogawa Steel Works Limited have nominated Mr. Takushi Suzuki in place of Mr. Ohmori. A notice has been received from a member under Section 257 of the Companies Act, 1956, proposing Mr. Suzuki's appointment as a Director. Mr. Suzuki, aged 67 years, a Graduate of 1957, Kochi University (Department of Sociology, Faculty of Literature and Science), is working as President of Yodogawa Steel Works Limited. Mr. Suzuki joined Yodogawa Steel Works Limited in 1957 and rose to occupy key positions before being appointed as Managing Director in 1997. Mr. Suzuki has more than 4 decades of experience in steel industry.

The Board commends the appointment of Mr. Suzuki in the vacancy caused by the retirement of Mr. Ohmori as Director of the Company.

Item Nos. 6 & 7

At the Annual General Meeting of the Company held on 25th July 2001, the shareholders had approved of the appointment of Mr. Rajendra Prakash Tyagi as Joint Managing Director of the Company on the terms and conditions and remuneration as contained in the explanatory statement forming part of the Notice of the said Annual General Meeting.

The Board of Directors and Remuneration Committee of Directors at their meetings held on 26th February, 2002 and further at their meetings held on 23rd May, 2002, have approved of the appointment of Mr. Rajendra Prakash Tyagi as Managing Director of the Company effective 1st March 2002 for the remainder period of his tenure i.e. upto 31st July 2004, consequent upon the superannuation of Mr. Prem Sagar, Vice Chairman & Managing Director and variation in the terms and conditions of Mr. Tyagi's appointment, which, inter alia, include the payment of salary in the scale of Rs. 50,000 – Rs. 1,20,000 per month.

The supplementary contract between the Company and Mr. Tyagi contains the following terms w.e.f. 1st March 2002 :-

1. Mr. Tyagi is re-designated as Managing Director w.e.f. 1st March 2002.
2. The Managing Director shall be vested with the substantial powers of Management of the Company including Works subject to the supervision and control of the Board of Directors and he shall also perform such other duties and services as shall from time to time be entrusted to him by the Board of Directors.

3. Remuneration :

- a. Salary : Rs. 75,000 per month in the scale of Rs. 50,000 – Rs. 1,20,000 per month with authority to the Board/Committee of Directors to fix the salary within the above scale from time to time. The annual increment will be merit based and take into account the Company's performance.
- b. Performance linked remuneration : Not exceeding twice the annual salary as may be determined by the Board/Committee of Directors.
- c. Commission : Such remuneration by way of commission, in addition to the salary, performance linked remuneration, if any, and perquisites and allowances payable, calculated with reference to the net profits of the Company in a particular financial year, as may be determined by the Board of Directors of the Company at the end of each financial year, subject to the overall ceilings stipulated in Sections 198 and 309 of the Companies Act 1956. The specific amount payable to the Managing Director will be based on certain performance criteria to be laid down by the Board and will be payable annually after the Annual Accounts have been approved by the Board of Directors and adopted by the Members.
- d. Perquisites and Allowances : In addition to the salary, performance linked remuneration, if any, and commission payable, the Managing Director shall also be entitled to perquisites and allowances like accommodation (furnished or otherwise) or house rent allowance in lieu thereof; house maintenance allowance, together with reimbursement of expenses or allowances for utilities such as gas, electricity, water, furnishings, repairs, servants salaries, society charges and property tax; medical reimbursement, medical/accident insurance, leave travel concession for himself and his family; club fees and such other perquisites and allowances; in accordance with the Rules of the Company or as may be agreed to by the Board of Directors and the Managing Director; such perquisites and allowances will be subject to a maximum of 125% of his annual salary.
 - For the purposes of calculating the above ceiling, perquisites and allowances shall be evaluated as per Income-tax Rules, wherever applicable. In the absence of any such Rules, perquisites and allowances shall be evaluated at actual cost.
 - Provision for use of Company's car for official duties and telephone at residence shall not be included in the computation of perquisites for the purpose of calculating the said ceiling.
 - Company's contribution to Provident Fund and Superannuation Fund or Annuity Fund, to the extent these either singly or together are not taxable under the Income-tax Act, Gratuity payable as per the rules of the Company and encashment of leave at the end of the tenure shall not be included in the computation of limits for the remuneration or perquisites aforesaid.

TATA-YODOGAWA LIMITED

Minimum Remuneration : Notwithstanding anything to the contrary herein contained, where in any financial year during the tenure of the Managing Director i.e. upto 31st July 2004, there is a loss or the profits are inadequate, the Company will pay remuneration by way of salary, performance linked remuneration, perquisites and allowances as specified above.

4. All other terms and conditions of appointment of Mr. Tyagi as contained in the contract earlier entered into between the Company and Mr. Tyagi remain unchanged.

The Board of Directors and the Remuneration Committee of directors at their meetings held on 23rd May 2002 approved the payment of Performance Linked Remuneration of Rs. 6,15,000/- to Mr. Prem Sagar, Vice Chairman and Managing Director for the financial year 2001-2002, which is in accordance with his terms of appointment approved by the shareholders at the Annual General Meeting held on 4th September, 1998.

The Department of Company Affairs has vide notification dated 16th January, 2002, amended Schedule XIII to the Companies Act, 1956, revising the limits for payment of managerial remuneration by companies in case of loss or inadequacy of profits in any financial year which, inter alia, requires the Members' approval for payment of managerial remuneration to Managing and Whole-time Directors for a period not exceeding 3 years, in case the minimum remuneration exceeds the limits specified under Category-A in the said notification dated 16th January, 2002 i.e. in the case of the Company Rs. 18 lakhs per annum.

The total remuneration of Mr. Prem Sagar for the year 2001-02 exceeds the minimum remuneration as specified under Category-A in notification dated 16th January 2002. Hence, in accordance with the said notification, it is necessary to obtain the approval of the shareholders by way of a Special Resolution for the remuneration of Mr. Prem Sagar for the year 2001-02, the details are given below :

1. Salary – Rs. 8,25,000/-
2. Performance Linked Remuneration – Rs.6,15,000/-
3. Perquisites & Allowances – Rs. 430,574/-

The terms of Mr. Tyagi's appointment are being now placed before the members in the General Meeting for their approval, in compliance with provisions of Section 309 and Schedule XIII to the Companies Act, 1956. In case of loss or inadequacy of profit in any financial year during the tenure of the Managing Director, to enable the Company to make payment of remuneration in excess of the limits specified under Category-A in the said notification dated 16.01.2002 (Rs. 18 lakhs, in the case of the Company), the Members' approval is sought by a special resolution.

The draft supplementary contract between the Company and Mr. Tyagi is available for inspection at the Registered Office of the Company between 11 a.m. – 1 p.m. on any working day of the Company.

Mr. Tyagi and Mr. Prem Sagar are concerned or interested in item nos. 6 & 7 respectively of the Notice.

This may be treated as an abstract of the draft contract

between the Company and Mr. Tyagi pursuant to Section 302 of the Companies Act, 1956.

The resolution for appointment of Mr. Tyagi as Managing Director and variation in his terms of appointment as well as the resolution for remuneration of Mr. Prem Sagar at item nos. 6 & 7 respectively are commended for acceptance by the members.

Additional information relevant to the said appointment/ payment of remuneration as per Notification dated January 16,2002 issued by the Department of Company Affairs.

I. General Information :

- i) Nature of Industry : The Company is engaged in manufacture of steel rolls, steel base rolls, cast iron rolls and steel castings. The Company is also engaged in finish machining of forged rough-turned hardened steel rolls.
- ii) Date of commencement of commercial production : The Company was incorporated on 2.2.1968 and started commercial production on 4.3.1970.
- iii) In case of new Companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus : Not applicable.
- iv) Financial performance based on given indicators - As per published audited financial results for the year ended March 31, 2002 :

Particulars	(Rupees in Lakhs)
Turnover & Other Income	9577.14
Profit before tax	211.40
Profit after tax	133.35
Net profit as computed under Section 309 read with Section 198 of the Companies Act, 1956	265.77
Net Worth	Rs. 50/- per equity share

- v) Export performance and foreign exchange earned for the financial year ended March 31, 2002 : The Company exported 2650 t. of cast rolls. The total foreign exchange earned during 2001-02 is Rs. 16.45 crores.
- vi) Foreign investments or collaborators, if any : M/s. Yodogawa Steel Works Limited and Nissho Iwai Corporation of Japan, foreign collaborators, hold 6,60,000 equity shares of Rs. 10/- each i.e., 12.06% of the paid-up capital.

II. Information about the appointee(s) :

- i) Background details :

Mr. Rajendra Prakash Tyagi, aged 62 years, a graduate in Mechanical Engineering, joined Tata Steel as Graduate Trainee in 1963. Mr. Tyagi has held important posts in different production and maintenance departments of Tata Steel before taking charge as Sr. General Manager

(Works) in 1995 which post he held till 1999 before being transferred to the Office of the Managing Director, Tata Steel. (Total experience - 38 years).

Mr. Prem Sagar, aged 65 years, joined as Graduate Trainee in Tata Steel and worked in different areas for more than two decades. He was the Managing Director of Tata Refractories Limited before joining Tata-Yodogawa Limited in 1983 as Managing Director. He was appointed as Vice Chairman & Managing Director in 1993 which post he held till 28th February, 2002. He was the President of Bihar Cricket Association and Vice President of Board of Control for Cricket in India. He is a member, Board of Governors of Xavier Labour Relations Institute, Jamshedpur. (Total experience - 40 years).

ii) Past Remuneration drawn :

Directors	Total
During the financial year 2000-2001	Rs. in '000
Mr. Rajendra Prakash Tyagi*	1690
Mr. Prem Sagar**	2266

* Past remuneration of Mr. Rajendra Prakash Tyagi is drawn from his previous employment.

** Remuneration includes Salary, Commission and Perquisites & Allowances, excludes contribution to Provident and Superannuation Funds.

iii) Recognition & Awards/Achievements :

Mr. Rajendra Prakash Tyagi is the recipient of "Man of the year-1998" award from American Biographical Institute, USA, "SAIL GOLD Medal - 1997-98" for the paper titled "Quality steel at low cost - Challenges and Opportunities for Indian Steel Plants", "Steel Eighties Award - 1997-98" of the Indian Institute of Metals, "Dr. Visvesvaraya Gold Medal : 1993 - 94" for the paper on "Advances in Maintenance practices in Indian Steel Plants". In 2000 the Institution of Engineers (India) Jamshedpur, local chapter, honoured Mr. Tyagi with Distinguished Engineer Award.

Mr. Prem Sagar is the recipient of "Udyog Ratna Award" in 1991, "Industrial Excellence Award" in 1992, "Samajshree Award - Order of Merit" in 1993, award conferred by Indian councils of Management Executives and "Hind Gaurav Award" in 1993.

iv) Job Profile and suitability :

Mr. Rajendra Prakash Tyagi was appointed as Joint Managing Director effective 15th May, 2001, before assuming the Office of the Managing Director of the Company effective 1st March, 2002. Mr. Tyagi is vested with the substantial powers of Management of the Company including Works subject to the supervision and control of the Board of Directors and shall perform such other duties and services as shall from time to time be entrusted to him by the Board of Directors.

Mr. Prem Sagar was appointed as Managing Director of the Company in 1983 before being appointed as Vice Chairman and Managing Director in 1993. He has put in around 19 years of service with the

Company. During his tenure Mr. Prem Sagar has firmly positioned the Company as a leading roll manufacturer in the Country. During his tenure the Company entered into technical know-how agreement with M/s. Eisenwerk Sulzau- Werfen, Austria (ESW) for manufacturing of rolls through the Centrifugal Casting route. The Company also entered into a licence and know-how agreement with M/s. Union Electric Steel Corporation, USA (UES), a leading forged roll manufacturers of international repute for transfer of technology to finish machine forged rough-turned hardened steel rolls.

v) **Remuneration proposed :**

(a) **Mr. Rajendra Prakash Tyagi**

Salary*	In the scale of Rs. 50,000 - Rs. 1,20,000 per month
Performance linked remuneration	Not exceeding twice the annual salary as may be determined by the Board/ Committee of Directors
Perquisites & allowances	Upto 125% of salary
Commission	At the discretion of the Board within the stipulated limits under the Act.
Minimum Remuneration in case of inadequacy of profits during any financial year.	Salary, performance linked remuneration and perquisites and allowances as mentioned above but excluding commission.

* Salary - Rs. 75000 per month effective 1.03.2002

(b) **Mr. Prem Sagar**

Salary	Rs. 75,000 per month effective 1.4.2001
Performance linked remuneration	Rs. 6,15,000/-
Perquisites & allowances	Upto 125% of salary
Minimum remuneration in case of inadequacy of profits during any financial year.	Salary, performance linked remuneration and perquisites and allowances as mentioned above

vi) **Comparative remuneration profile with respect to industry, size of the Company, profile of the position and person (in case of expatriates the relevant details would be with respect to the country of his origin) :** Taking into consideration the size of the Company, the profile of Mr. Rajendra Prakash Tyagi and Mr. Prem Sagar, responsibility shouldered by them and the industry bench mark, the remuneration proposed is commensurate with the remuneration packages paid to similar senior level appointees in other companies.

TATA-YODOGAWA LIMITED

vii) **Pecuniary relationship directly or indirectly with the Company or relationship with the managerial personnel, if any :** Beside the remuneration proposed, the Ex-Vice Chairman and Managing Director and the Managing Director do not have any other pecuniary relationship with the Company and its managerial personnel.

III. Other Information :

(i) Reasons of loss or inadequate profits : The year 2001-02 continues to reflect stagnancy in the steel industry. This had its impact on the roll industry, which is dependent on the growth of the steel industry. Further, with improved roll performance, the per unit consumption of rolls has come down which altogether has resulted in lower off-take. As a result, the gap between capacity and demand widened. Constrained roll demand, intense competition from imports and the lower-end domestic players in the market resulted in sharp fall in the prices of rolls. This has significantly affected the profitability of the Company during the year.

(ii) Steps taken or proposed to be taken for improvement: The Company has initiated aggressive cost control measures which may result in savings in the input and energy costs. The Company has also initiated steps for rightsizing towards improvement in productivity. The Company has focussed exports as growth area to off-set the dwindling off-take in the domestic market. The Company is taking all measures to cater to the technological risk by way of introducing new quality of rolls. The existing grades are being continuously improved in order to remain in the forefront. All efforts are being made to retain the customer base in domestic market and widen the customer base in the international market.

(iii) Expected increase in productivity and profits in measurable terms : The measures towards rightsizing is expected to increase the productivity. The cost reduction measures are expected to increase the profitability over the previous year.

DETAILS OF THE DIRECTORS SEEKING APPOINTMENT/RE-APPOINTMENT IN FORTHCOMING ANNUAL GENERAL MEETING.
(In pursuance of Clause 49 of the Listing Agreements)

Name of Director	Dr. T. Mukherjee	Mr. Takushi Suzuki
Date of Birth	13.10.1942	19.03.1935
Date of Appointment	9.12.1989	At the ensuing Annual General Meeting.
Expertise in specific functional areas	Production, research, design development and environment	General Management and Operation.
Qualifications	Metallurgical Engineer with Masters and Ph.D. from University of Sheffield.	Graduate
List of Companies in which outside Directorship held as on 31st March, 2002.	-The Tata Iron and Steel Co. Ltd. -Tata Metaliks Ltd. -Timken India Ltd. -Tata Refractories Ltd. -Jamshedpur Injection Powder Ltd. -Tata Ryerson Ltd. -Tata Chemicals Ltd. -TM International Logistics Ltd. -Tata Advanced Materials Ltd.	—
Chairman/Member of the Committees of the Board of Companies on which he is a Director as on 31st March, 2002.	Tata Metaliks Ltd. : Remuneration Committee - Chairman. Timken India Ltd. : Investors' Relations & Grievance Committee - Chairman. Audit Committee - Member Tata Refractories Ltd. : Remuneration Committee - Member.	—

Registered Office :

XLRI New Administrative Building,
XLRI Campus, Circuit House Area (East),
Jamshedpur 831 001.
23rd May, 2002

By Order of the Board

G. VAIDYANATHAN
Company Secretary

Chairman's Statement

1. The hope of revival of the Indian economy in general and steel industry in particular did not materialise in the year under review. All the forecasts of revival in the second-half of the last fiscal faded in the aftermath of September 11. The fall in demand and lower realisations expectedly hit the Companies dependent on the steel industry. The situation of domestic oversupply in the steel industry and no major signs of a sustainable revival worldwide have increased the pressure on margins for the steel dependent supplier industries.
2. Your Company has been acutely aware of the challenges a roll manufacturer faces in this situation. Becoming the lowest cost producer of rolls, improving the quality to international standards, and being at the cutting edge of technology for meeting the requirements of our customers are the key focus areas identified by the Company. In the year under review, your Company achieved record production and despatches. The Company more than doubled the output of forged rolls to enrich its product-mix. There has been a drop in exports, primarily due to general recession in the global market. The Company undertook some major initiatives such as ERP implementation, installation of gas-fired heat treatment furnace and rightsizing in order to bring about better customer service and increased operational efficiency. These along with aggressive cost control helped the Company make a profit in a difficult year which saw some of the lowest average realisations of the past several years in the cast rolls.
3. I am happy to state that your Company bagged the Productivity Award (for Large & Medium sectors) in a contest organised by CII, Eastern Region. Achievement on the safety front is also laudable as the Company had a completely accident free year.
4. I wish to thank TAYO Workers' Union for their continued support and appreciate the efforts of the employees and management towards continuous improvement.
5. In the year under review, Mr. R. P. Tyagi assumed the office of the Managing Director on 1st March, 2002 and I wish him all success. I wish to place on record my appreciation for the services rendered by Mr. Prem Sagar and Mr. T. K. Thakur who have superannuated from the services of the Company as Vice Chairman & Managing Director and Executive Director on 1st March and 1st January, 2002 respectively.

Jamshedpur
23rd May, 2002

J. R. S.
Chairman

TATA-YODOGAWA LIMITED

			2001-2002	2000-2001	1999-2000
OPERATIONAL					
Production	— Rolls	Tonnes	10605	10313	8773
	— Special Castings	Tonnes	171	183	48
Sales	— Rolls	Tonnes	10623	10374	9309
	— Special Castings	Tonnes	172	182	58
Capacity utilisation	— Rolls	Percent	84.84	82.50	70.18
FINANCIAL					
Turnover		Rs. lakhs	9577	9434	8908
Depreciation		Rs. lakhs	518	543	553
Profit before tax		Rs. lakhs	211	568	737
Profit after tax		Rs. lakhs	133	363	468
Net Worth per share		Rupees	50	58	54
Transfer to General Reserve		Rs. lakhs	71	166	270
Shareholders' Funds		Rs. lakhs	2733	3149	2982
Plough back		Rs. lakhs	531	710	823
Capital Expenditure		Rs. lakhs	154	102	251
Employee's Cost		Rs. lakhs	1940	1787	1643
Dividend		Percent	22.00 (Interim & Final)	32.50	32.50