



Perception management: DIPAM to hone the communication skills of key executives of 10-15 top public sector enterprises

Shishir Sinha
New Delhi

Top executives of listed Central Public Sector Enterprises (CPSEs) will hone their communication skills to boost perception. They will be coached on how to talk about fundamentals, answer queries and explain the rationale behind their plans.

The Department of Investment and Public Asset Management (DIPAM) will organise a special communication workshop for key management personnel of the top 10-15 CPSEs next month.

“It will be like a coaching platform,” a senior government official told *businessline*. Later, a similar workshop will be organised for senior officials of CPSEs.

There are 82 public sector undertakings listed on the stock

exchange comprising 62 CPSEs, 12 PSBs (Public Sector Banks), 3 Public Sector Insurance Companies, and IDBI Bank. Though CPSEs are strong in terms of fundamentals, their performance on stock exchanges lags private sector peers, and one key reason for this perception.

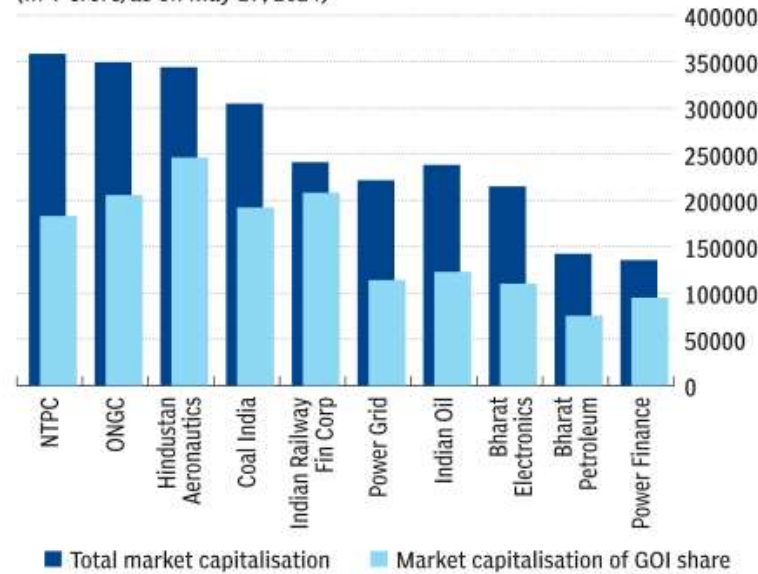
MOU NORMS

Effective communication is also the key, considering the revised MoU between the government and CPSEs. The MoU System — an online dashboard for target setting, performance evaluation of CPSEs — has been in place from FY22. The parameters included in the revised MoU process are market-oriented — reflecting shareholder interest in growth in revenue, EBITDA margin, return on net worth, return on capital employed, asset turnover ratio, and market capitalisation.

Weightage has also been

Market capitalisation of key CPSEs

(in ₹ crore/as on May 27, 2024)



Source: DIPAM, BSE

given to production-linked parameters on CPSE’s core operations. All the parameters are quantifiable and verifiable from the documents available in the public domain. Besides, certain government priorities/pro-

grammes such as procurement from MSMEs and CSR, are also included.

MoU performance is rated excellent, very good, good, fair and poor, and linked to the incentives of the CPSE manage-

ment. “Stock market performance is a key MoU component. As the top management is at the forefront, communication is important,” the official said.

The government claims that due to better management of PSUs, their share prices have surged in the last three years. In a recent social media post, Finance Minister Nirmala Sitharaman highlighted that the total market-cap of all 81 listed PSUs has soared 225 per cent. Returns of Nifty CPSE of 78.8 per cent have significantly outpaced Nifty 500 (27.4 per cent) and Nifty 50 (22.5 per cent)

Market-cap of 12 listed PSBs has increased 2.95 times (195 per cent) from ₹5.45-lakh crore (as of March 31, 2021) to ₹16.12-lakh crore (as of March 31, 2024). Notably, 15 CPSEs have experienced an impressive CAGR of 76-100 per cent reflecting substantial value appreciation and investor confidence.



ENTERPRISE VALUE PEGGED AT \$800M-1B

Petronas Arm Leads Race to Climb Green Tower at Brookfield

Gentari signs exclusivity pact for further talks on 2GW India assets; ONGC too in fray

Reghu Balakrishnan & Kalpana Pathak

Mumbai: Gentari Sdn Bhd, the renewable energy arm of Malaysian energy giant Petronas, is the frontrunner for a part of the India renewable portfolio of Brookfield Asset Management, said two people aware of the development. Gentari, which has conducted due diligence of the assets, has signed an exclusivity agreement for further negotiations with Brookfield, they said.

Government-run Oil and Natural Gas Corp (ONGC) is another contender that has completed due diligence, said people with knowledge of the matter. The 2 GW renewable portfolio of Brookfield in India that's up for sale has an estimated enterprise value of \$800 million-1 billion (₹6,600-8,300 crore). Other entities that had submitted initial bids but are no longer in the race include Sekura Energy, Sembcorp and UAE's Masdar Energy, they said.

Of the portfolio, 1 GW is operational and projects with a capacity of 1 GW are under construction, expected to be completed within 18 months, said the people cited.

Five years after entering the renewable energy sector in India, Canadian investor Brookfield Asset Management is looking to partially monetise its assets, having hired investment bank JP Morgan to run the sale process, ET was first to report in February.

Brookfield has about 20 GW of wind and solar assets in operation or in the development pipeline across India.

Charged up

₹1.32 Lcr Investments in India's green energy sector in past 3 years	170 GW expected installed capacity by March 2025 from 132 GW in Oct 2023, according to Icra
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OTHERS ON THE BLOCK

NIIF's 4 GW renewables platform Ayana	Enel's 750 MW operational assets
Part of Shell's stake in 3 GW platform Sprng Energy	Part of EDF's India clean energy assets
	Macquarie's 415 MW India platform Stride



On the Lookout for Buyout Opportunities

►► From Page 1

The holdings that will be divested include capacities of 500 MW in Rajasthan, 50 MW in Gujarat, 300 MW in south India and 80 MW in Madhya Pradesh.

A Brookfield spokesperson declined to comment. Gentari and ONGC didn't respond to queries.

Brookfield entered the Indian renewables space in 2019 with the acquisition of wind farms from Hyderabad-based Axis Energy Ventures for Rs 500 crore. It also picked up 51% in CleanMax Enviro in 2023, with an equity investment of Rs 3,000 crore.

In 2022, Brookfield monetised its road portfolio by selling it to Canada Pension Plan Investment Board in a deal valued at Rs 9,375 crore (\$1.2 billion at the time).

Gentari, which operates locally through Gentari Renewables India, has been aggressively looking for buyout opportunities in the country. Last month, Finnish firm Fortum signed an agree-

ment to sell a 43.75% stake in its 185 MW solar power portfolio in India to Gentari Renewables India.

In October 2023, Gentari invested \$1.5 billion for a 30% stake in AM Green Ammonia Holdings BV (AMG Ammonia), a green ammonia platform of AM Green set up by Greenko Energy Holdings, a renewable energy company. Gentari also owns Amplus Solar, with a portfolio of more than 1.4 GW of distributed solar assets serving over 300 companies in the commercial and industrial sector.

In July 2023, Gentari and renewable energy provider ReNew Energy Global formed a joint venture with 5 GW of renewable capacity in India. The collaboration follows Gentari's initial investment for a 49% equity stake in ReNew's 403 MW Peak Power project in May.

Similarly, ONGC is also exploring buyout opportunities in the clean energy space as part of decarbonising its operations. ONGC plans to have a 10 GW renewable energy capacity by 2030 with an investment of Rs 1 lakh crore. In Fe-

bruary, the company set up ONGC Green for its renewable operations.

ONGC's total installed capacity of renewable energy as of March 2023 was 189.53 MW — 36.52 MW of solar energy and 153 MW of wind energy. ONGC is in talks to form a consortium with NTPC Green Energy to bid for National Investment and Infrastructure Fund-owned Ayana Renewable Power, ET reported a week ago.

Brookfield is one among the early infrastructure investors in India. Since 2014, Brookfield has deployed about \$25 billion in the country, including a Rs 25,215 crore investment in Jio Towers, a Rs 21,000 crore deal to buy ATC India and a Rs 13,000 crore buyout of East-West Pipeline (formerly Reliance Gas Transportation Infrastructure).

India has attracted investments of Rs 1.32 lakh crore in the renewable energy sector in the past three years. Installed renewable energy capacity is expected to increase to about 170 GW by March 2025 from 132 GW in October 2023, according to research agency Iera.



Reliance to buy Russian oil in roubles

REUTERS

28 May

Reliance Industries, operator of the world's biggest refining complex, has signed a one-year deal with Russia's Rosneft to buy at least 3 million barrels of oil a month in roubles, four sources aware of the matter told *Reuters*.

The shift to rouble payments follows Russian President Vladimir Putin's push for Moscow and its trading partners to find alternatives to the Western financial system to facilitate trade despite US and European sanctions.

A term deal with Rosneft also helps privately run Reliance to secure oil at discounted rates at a time when the OPEC+ group of oil producers is expected to extend voluntary supply cuts beyond June. The OPEC+ group comprising the Organisation of the Petroleum Exporting Countries (OPEC) and allies including Russia is due to discuss the output cuts in an online meeting on June 2.

India has become the biggest buyer of seaborne Russian crude since the West halted purchases and imposed sanctions against Moscow in the

aftermath of Russia's 2022 invasion of Ukraine. India has also paid for Russian crude in rupees, dirhams and Chinese yuan. State-owned Indian refiners, meanwhile, have been tapping spot markets for Russian oil because they were unable to finalise term supplies for this year, *Reuters* has reported previously.

"India is a strategic partner for Rosneft oil company," the Russian company said in an emailed response to questions from *Reuters*, adding that it does not comment on confidential agreements with partners.

Reliance to buy Russian oil in roubles

NIDHI VERMA
New Delhi, May 28

RELIANCE INDUSTRIES, WHICH OPERATES the world's biggest refining complex, has signed a one-year deal with Russia's Rosneft to buy at least three million barrels of oil a month in roubles, four sources aware of the matter told *Reuters*.

The shift to rouble payments follows Russian President Vladimir Putin's push for Moscow and its trading partners to find alternatives to facilitate trade despite US and European sanctions.

A term deal with Rosneft also helps Reliance to secure oil at discounted rates at a time when the OPEC+ group of oil producers is expected to extend voluntary supply cuts beyond June. The OPEC+ group is due to discuss the output cuts in an online meeting on June 2.

"India is a strategic partner for Rosneft oil company," the Russian company said in an emailed response to questions from *Reuters*, adding that it does not comment on confidential agreements with partners. "Cooperation with Indian companies includes projects in the field of production, oil refining and trading of oil and petroleum products."

Reliance did not respond to a request for comment.

Under the terms of the deal, which took effect from April 1, Reliance will buy two cargoes of



DEAL DETAILS

- **A term deal with Rosneft** will help Reliance secure oil at discounted rates
- **Reliance will buy two cargoes** of about **one million barrels of Urals crude**

■ It has the option to buy four more each month at a discount of **\$3 a barrel**

■ India has paid for Russian crude in rupees, dirhams and Chinese yuan

about one million barrels of Urals crude with an option to buy four more each month at a discount of \$3 a barrel to West Asia Dubai benchmark, the sources said.

The refiner will also purchase one to two cargoes a month of low-sulphur crude oil, mainly ESPO Blend exported from Russia's Pacific port of Kozmino, at a premium of \$1 a barrel to Dubai quotes, the sources added.

Reliance has agreed to make payment through Gazprombank, the sources said. Gazprombank did not respond to requests for comment.

—REUTERS



Reliance to buy Russian oil in roubles: Report

REUTERS

BENGALURU, MAY 28

RELIANCE INDUSTRIES has signed a one-year deal with Russia's Rosneft to buy at least 3 million barrels of oil a month in roubles, four sources aware of the matter said.

The shift to rouble payments follows Russian President Vladimir Putin's push for Moscow and its trading partners to find alternatives to the Western financial system to facilitate trade despite US and European sanctions. A term deal with Rosneft also helps Reliance to secure oil at discounted rates at a time when the OPEC+ group of oil producers is expected to extend voluntary supply cuts beyond June.

The OPEC+ group comprising the Organisation of the Petroleum Exporting Countries (OPEC) and allies including Russia is due to



File

discuss the output cuts in an online meeting on June 2.

India, the world's third-biggest oil importer and consumer, has become the biggest buyer of seaborne Russian crude since the West halted purchases and imposed sanctions against Moscow in the aftermath of Russia's 2022 invasion of Ukraine. India has also paid for Russian crude in rupees, dirhams and Chinese yuan.

State-owned Indian refiners, meanwhile, have been tapping spot markets for Russian oil because they were unable to finalise term supplies for this year, Reuters has reported previously.

"India is a strategic partner for

Rosneft oil company," the Russian company said in an emailed response to questions from Reuters, adding that it does not comment on confidential agreements with partners.

"Cooperation with Indian companies includes projects in the field of production, oil refining and trading of oil and petroleum products."

Rosneft also said that commercial approaches to determining the value of sold crude are the same for all companies, regardless of whether they are private or state-controlled.

Reliance did not respond to a request for comment.



'Reliance to buy Russian oil paying roubles'

Reuters
New Delhi

Reliance Industries has signed a one-year deal with Russia's Rosneft to buy at least 3 million barrels of oil a month in roubles, four sources aware of the matter told Reuters.

The shift to rouble payments follows Russian President Vladimir Putin's push for Moscow and its trading partners to find alternatives

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The OPEC+ group comprising the Organisation of the Petroleum Exporting Countries (OPEC) and al-

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India, the world's third-biggest oil importer and consumer, has become the biggest buyer of seaborne Russian crude since the West halted purchases and imposed sanctions on Moscow in the aftermath of Russia's 2022 invasion of Ukraine. India has also paid for Russian crude in rupees, dirhams and Chinese yuan.

State-owned Indian re-

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"India is a strategic partner for Rosneft oil company," the Russian company said in an emailed response to questions from Reuters, adding that it does not comment on confidential agreements with partners.

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to a request for comment.

Under the terms of the deal, Reliance will buy two cargoes of about one million barrels of Urals crude with an option to buy four more each month at a discount of \$3 a barrel to the Middle East Dubai benchmark, the sources said.

Reliance has agreed to make payment for the oil using Russia's rouble through HDFC Bank and Russia's Gazprombank, the sources said.

RELIANCE TO PURCHASE RUSSIAN OIL IN ROUBLES

It is likely to purchase 1-2 cargoes a month of low-sulfur crude oil

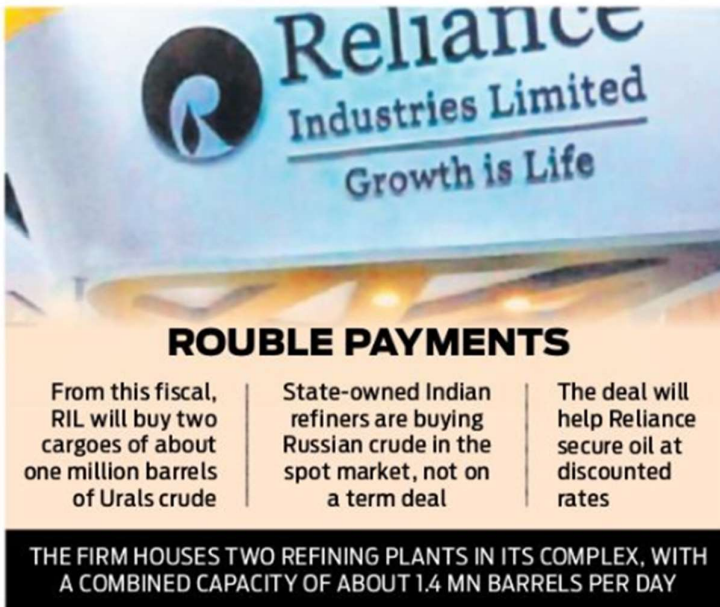
ENS ECONOMIC BUREAU @ New Delhi

RELIANCE Industries Limited (RIL), operator of the world's biggest refining complex, is believed to have signed a deal with Russia's Rosneft to buy at least 3 million barrels of oil a month in rouble for the next one year.

According to a report, citing sources, RIL will from this financial year buy two cargoes of about one million barrels of Urals crude with the option to buy four more each month at a discount of \$3 a barrel to the Middle East Dubai benchmark.

After Western countries shunned Russian crude following the Russia-Ukraine war, Russia diversified its supply to India and China. Both countries emerged as the biggest beneficiaries of Russian-discounted crude. The oil-to-telecom conglomerate owned by billionaire Mukesh Ambani houses two refining plants in its complex, with a combined capacity of about 1.4 million barrels per day. It is reported that Reliance will purchase 1-2 cargoes a month of low-sulfur crude oil, mainly ESPO Blend exported from Russia's Pacific port of Kozmino, at a premium of \$1 a barrel, according to reports.

The company will make payment for the oil using Russia's



rouble through India's HDFC Bank and Russia's Gazprombank. It is believed that the term deal will help Reliance secure oil at discounted rates at a time when the OPEC+ group of oil producers is expected to extend voluntary supply cuts beyond June. The OPEC+ group, comprising the Organization of the Petroleum Exporting Countries (OPEC) and allies including Russia, is due to discuss the output cuts in an online meeting on June 2. The quantum of discounts on Russian crude has

come down from \$8-10 a barrel last year to around \$3-5 a barrel this year. Rating agency ICRA mentioned that the discounted crude from Russia have led to savings in India's oil import bill amounting to \$5.1 billion in FY2023 and \$7.9 billion in 11 months of FY24. The Indian government was pushing for purchase of Russian Crude in Indian currency. However, due to reluctance of Russian crude sellers, and Russian banks to trade in rupee, those efforts failed to yield any result.

RIL Inks Pact to Pay for Russian Crude in Rouble

New Delhi: Reliance Industries, operator of the world's biggest refining complex, has signed a one-year deal with Russia's Rosneft to buy at least 3 million barrels of oil a month in roubles, four sources aware of the matter told Reuters.

The shift to rouble payments follows Russian President Vladimir Putin's push for Moscow and its trading partners to find alternatives to the Western financial system to facilitate trade despite US and European sanctions.

A term deal with Rosneft also helps privately run Reliance to secure oil at discounted rates at a time when the OPEC+ group of oil producers is expected to extend voluntary supply cuts beyond June.

The OPEC+ group comprising the Organisation of the Petroleum Exporting Countries (OPEC) and allies including Russia is due to discuss the output cuts in an online meeting on June 2.

India, the world's third-biggest oil importer and consumer, has become the biggest buyer of seaborne Russian crude since the West halted purchases and imposed sanctions against Moscow in the aftermath of Russia's 2022 invasion of Ukraine. India has also paid for Russian crude in rupees, dirhams and Chinese yuan.

State-owned refiners, meanwhile, have been tapping spot markets for Russian oil because they were unable to finalise term supplies for this year. — **Reuters**



The deal helps RIL to secure oil at discounted rates at a time when Opec+ is likely to extend supply cuts beyond June. AFP

RIL signs one-year deal to buy Russian crude oil in roubles

Reuters
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NEW DELHI

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Rosneft said commercial approaches to determining the value of sold crude are the same for all firms, regardless of whether they are private or state-run. RIL did not respond to a request for comment.

The shift to rouble payments follows President Putin's push to find alternatives to the Western financial system

FOLLOWING INDUSTRY DEMAND

Rules Eased for Green H2 Producers in SEZs

Renewables units don't have to stick to govt-okayed list for buying modules

Our Bureau

New Delhi: India Tuesday exempted solar and wind energy plants located in a special economic zone, or export-oriented units for production of green hydrogen and its derivatives that are also in the same zone, from buying modules and turbines from the approved list of models and manufacturers.

The exemption will apply to the renewable energy plants to be commissioned by December 2030 to produce green hydrogen and its derivatives, according to a notification by the ministry of new and renewable energy on Tuesday.

"Green hydrogen producers will get cheaper equipment with duty benefit. The industry had been demanding this for some time," a government official said.

The notification was issued with prior approval from the Election Commission of India,

(Gr)Energised!

The Centre in 2021 mandated solar project developers to buy modules from a govt-approved list

This was done to boost domestic manufacturing | After an exemption, curbs were reimposed from this fiscal

Green plants to be commissioned by Dec 2030 now exempted

Move to help green hydrogen producers get cheaper equipment with duty benefit

Fresh exemption is for renewable energy plants producing green hydrogen and its derivatives



Ministry of New and Renewable Energy Secretary Bhupinder Singh Bhalla told ET.

The government reimposed restrictions on import of solar modules from this financial year after a relaxation in the last because of insufficient domestic capacity.

It had earlier exempted solar projects commissioned by March 31, 2024, from the mandatory requirement of procuring solar modules from the approved list of models and manufacturers (ALMM) for 2023-24. The mandate, introduced in 2021, required solar project developers to buy modules from the approved list as a

non-tariff barrier to boost domestic manufacturing. Similarly, the revised list of models and manufacturers is the list of type and quality certified wind turbine models eligible for installation in the country.

"The exemption is no different from any other SEZ benefits and was anticipated," said Sujoy Ghosh, managing director-India, First Solar.

The National Green Hydrogen Mission aims to develop green hydrogen production capacity of at least 5 million tonnes per year with an associated renewable energy capacity addition of about 125 GW in the country.

Shell pushes LNG mobility to displace diesel in India

The firm also plans to foray to compressed biogas, says country head of Shell Energy India

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NEW DELHI

Shell India is seeking to play a major role in attempts to build a green transport ecosystem in the country by displacing diesel—one of the dirtiest fuels—with liquified natural gas, or LNG.

In addition, alongside its conventional focus on LNG, it may also make a foray into compressed biogas as it looks to expand its footprint in India's clean energy ecosystem.

In an interview, Nakul Raheja, country head, Shell Energy India said that easing LNG prices over the past several months have led to a greater interest from all stakeholders for increasing the network of LNG suppliers for transport.

"We are very excited by the opportunities emerging in the gas market in the next few years. We were one of the early movers in the gas market by taking up a position in Hazira (Gujarat) and setting up the Hazira LNG terminal nearly 20 years ago now. Three-and-a-half years ago we added a truck loading unit at Hazira which allows us to send out LNG which serves not only industrial customers but feeds into the network which is coming up for LNG as a transport fuel," Raheja said.

He said there was an "incredible opportunity" in India to displace diesel with LNG in heavy duty vehicles.



Easing LNG prices over the past several months have led to a greater interest from stakeholders for increasing the network of LNG suppliers for transport. **BLOOMBERG**

"And we see this as a multi-million dollar market over the next 10 years and that requires more import of LNG and the creation of downstream infrastructure to dispense that LNG as well as the

there has been increasing interest in the entire ecosystem, including investors, LNG stations, OEMs (original equipment manufacturers) who would manufacture LNG-fuelled vehicles, retrofitters who would convert diesel-fuelled trucks into LNG-fuelled ones, LNG suppliers and the government.

"A big driver for this is that the LNG prices are now back in the range where they make sense for the customer. There is a lot of energy being put into this space. More and more sites are getting commissioned which can dispense LNG," he said.

Spot Asian prices of LNG current

hover in the range of \$10-12 per mmBtu (million metric British thermal units), compared with about \$18-19 per mmBtu a year ago. Going ahead, in the next year or two prices may ease further with supplies coming in from LNG capacities coming up in the US and Qatar.

To expand its portfolio of offerings in India's gas ecosystem, Shell is also looking at entering the compressed biogas (CBG) space. "We are also tracking developments in the compressed biogas space or renewable natural gas to see how we can add that to our portfolio as well and have our gas customers look to further decarbonize their gas supply chain how could we introduce CBG as part of that.

A lot of our customers are switching to gas as it makes both economic sense and helps reduce their carbon footprint. As they go forward they make look for solutions which may help in further reduction in their carbon footprint and CBG plays a role in that space," he said.

He noted that Shell is already a major player in the CBG space after its acquisition of Natured Energy, a CBG producer in Europe in February last year.

"As the needs of the Indian customers evolve we want to be ready with offerings in this space as well for our customers. So, it's basically its a strategy that's driven sure by customer's needs, and making sure we have got something that's relevant to them when they need it," Raheja said.

On the plans for the firm to expand capacity of the Hazira LNG terminal, at Hazira port in Gujarat, Raheja said that there are no concrete plans as yet.

GREEN OPTION

LNG prices are now back in the range where they make sense for the customer

THE company sees a multi-million dollar LNG market in India over the next 10 years

AVAILABILITY of trucks running on LNG and an enabling ecosystem will help the market

availability of trucks that can run on LNG and that entire ecosystem is now working at pace to make that opportunity happen over the next few years."

He noted that in the past few months

पीएनजी गैस की पाइप लीक होने से लगी आग, हादसा टला

संवाद न्यूज एजेंसी

पलवल। सल्लागढ़ स्थित एक घर में मंगलवार को पीएनजी पाइप लाइन लीक होने से आग लग गई। आज ज्यादा फैलती उससे पहले ही आसपास के लोगों ने आग पर काबू पा लिया और घर में से बच्चों को सकुशल बाहर निकाल लिया।

हालांकि बाद में फायर बिग्रेड की गाड़ी ने मौके पर पहुंचकर लोगों के साथ आग पर पूरी तरह से काबू पाया। बाद में अडानी कंपनी के अधिकारियों ने मौके पर पहुंचकर लीक हुई पाइप लाइन को ठीक कराया। सल्लागढ़ सरकारी स्कूल के पास गली नंबर तीन में भगत सिंह



पाइप लाइन ठीक करता मजदूर। संवाद

नामक व्यक्ति के घर पर लगे पीएनजी गैस कनेक्शन की पाइप अचानक लीक हो गई। पाइप लीक होने के बाद उसमें आग लग गई। आग अचानक फैलने लगी। आग की लपटें देख आसपास के लोग एकत्रित हो गए। लोगों ने घरों के समर्सिबल चला दिए और आग पर काबू पाने के

प्रयास शुरू कर दिए। आग बढ़ते देख वहां मौजूद विककी राजपूत, विनेश तथा निशा देवी ने घर के अंदर जाकर वहां मौजूद अंगूरी देवी, बच्चे बंकू और हसली को अपनी जान की परवाह न करते हुए सकुशल बाहर निकाला। इसी दौरान लोगों ने फायर बिग्रेड को भी सूचना दे दी। फायर बिग्रेड की गाड़ी भी मौके पर आ गई और लोगों के सहयोग से आग पर काबू पाया।

आग बुझने के बाद लोगों ने सूचना अडानी कंपनी के अधिकारियों को दी। जिसके बाद कंपनी के अधिकारियों ने मौके पर आकर लीक पाइप को हटाकर नई पाइप लाइन डालकर काम को दुरुस्त किया।