



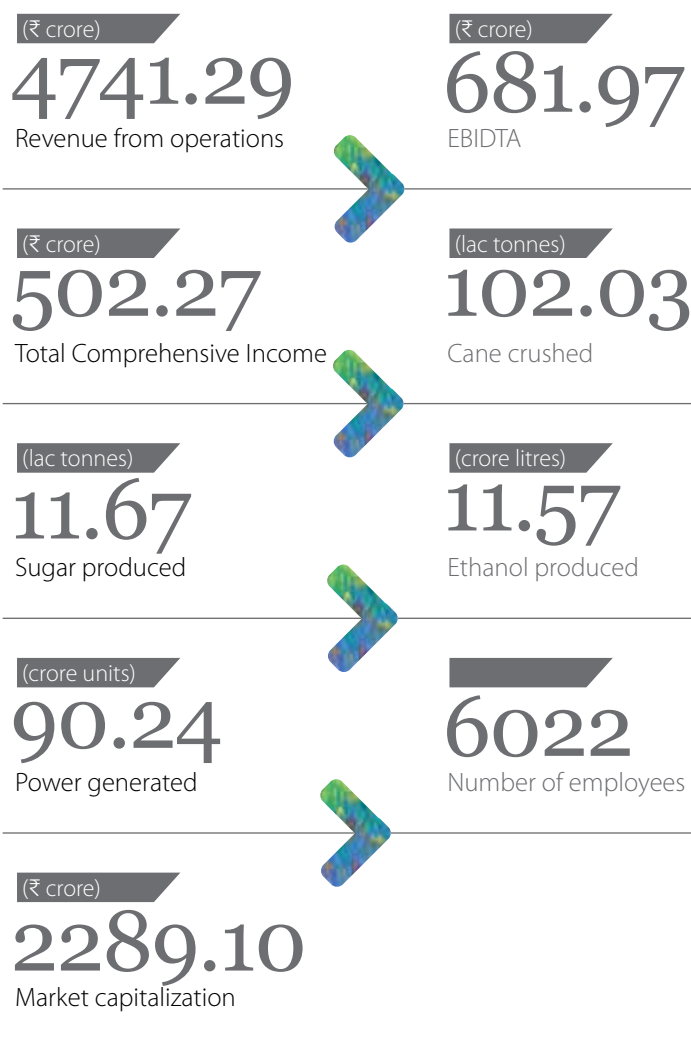
BALRAMPUR CHINI MILLS LIMITED
ANNUAL REPORT 2019-20

good to
great

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Key performance highlights, 2019-20



Forward-looking statements

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements – written and oral – that we periodically make contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using

words such as 'anticipates', 'estimates', '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 making assumptions. The achievement of results is 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.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

“There is a tide in the affairs of men. Which, taken at the flood, leads on to fortune. Omitted, all the voyage of their life is bound in shallows and in miseries. On such a full sea are we now afloat...”

William Shakespeare, Julius Caesar

Why do we need to turn a steady ship in a new direction?



Because we stand at an inflection point from where we can take our Company to the next level



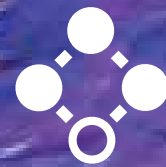
Because the circumstances in which we succeeded earlier could soon change



Because
new
opportunities need
enhanced
responsiveness



Because
the
strategy
of the
past is no
guarantee
of the
success of
the future



Because
whatever
is good
can always
be made
better

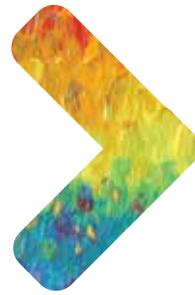
This is
where
we
have
come
from...

2000
Revenues
393.48
₹ crore



2020
Revenues
4741.29
₹ crore

2000
PBT
23.52
₹ crore



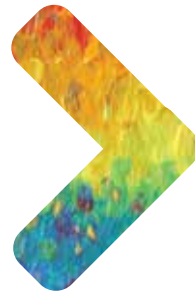
2020
PBT
554.93
₹ crore

1990
1
Plant



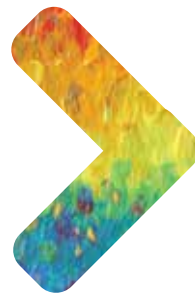
2020
10
Plants

Until 1994
1
Product



2020
3
Products

Until 2000
2731
Employees



2020
6022
Employees

2000

Sugar recovery
achieved
9.90
%



2020

Sugar recovery
achieved
11.93
%

2000

Crushing
capacity
20,500
TCD



2020

Crushing
capacity
76,500
TCD

2000

Saleable
cogeneration capacity
Nil
MW

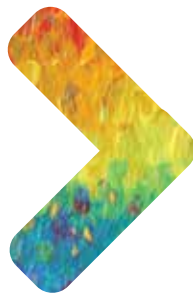


2020

Saleable
cogeneration capacity
165.2
MW

2000

Distillery
capacity
60
KLPD



2020

Distillery
capacity
520
KLPD

2000

Value of cane
procured
275.55
₹ crore



2020

Value of cane
procured
3441.50
₹ crore

What Balrampur Chini Mills has achieved till now





Our inflection points in four decades

1975-1990: Our building block

1975

The Balrampur unit went into business with a crushing capacity of 800 TCD; this capacity was subsequently enhanced to 12,000 TCD

1976

By an indenture of conveyance, Balrampur Commercial Enterprises Limited came under the aegis of BCML with a transfer of land parcels, buildings, assets and the

entire staff of the sugar factory. BCML ceased to be a subsidiary of BCEL. The shares were listed on the Calcutta Stock Exchange in 1979

1990-1999 : Growth phase

1990

Acquired a controlling stake in Babhnan Sugar Mill Limited (crushing capacity 1,000 TCD in 1990). The mill was expanded and modernised, resulting in an increased crushing capacity from 2,500 TCD in 1992-93 to 10,000 TCD presently (Babhnan Sugar Mills Limited was merged with BCML with effect from 1st April 1994)

1995

Commissioned a distillery in Balrampur; the capacity of 60 kilolitres per day was subsequently raised to 160 kilolitres per day.

1998

Acquired a controlling stake in Tulsipur Sugar Company Limited, located near Balrampur in Eastern Uttar Pradesh with an installed capacity of 2,500 TCD. Tulsipur Sugar Company Limited was merged with BCML with effect from 1st April 1999; the crushing capacity of Tulsipur Sugar was subsequently expanded to 7,000 TCD.

2000-2014: Integrated growth

2003

Commissioned a bagasse-based cogeneration power plant with a capacity of 19.55 MW at Balrampur, which was subsequently increased to 24.55 MW.

2004

Set up an integrated sugar complex at Haidergarh with a crushing capacity of 4,000 TCD and a bagasse-based cogeneration power plant (20.25 MW). The crushing capacity of the Haidergarh sugar division was since increased to 5,000 TCD.

Commissioned a cogeneration plant at the Babhnan unit (3 MW).

In January 2004, the Company commenced operations at Babhnan of a new distillery (60 kilolitres per day)

2005

A greenfield sugar project with a capacity of 7,000 TCD was set up at Akbarpur along with a bagasse-based 18-megawatt cogeneration power plant. The crushing capacity was subsequently expanded to 7,500 TCD.