

JAY SHREETHA INDUSTRIES LIMITED

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5th ANNUAL REPORT 2000-2001





Our Chairman Syt. B. K. Birla



B K BIRLA GROUP OF COMPANIES

The Group Logo — As represented by the 21st Century Atlas

Atlas, the Titan — Collective Strength

Atlas, bearer of the heavens is synonymous with vast, all encompassing strength and is used to symbolise the Group's own collective strength. It reflects the combined qualities of astute and dynamic management while emphasising the Group's tenacity, consistency, reliability and overall leadership.

The Sun — Enlightenment and Growth

The Sun, as a source of infinite energy and inspiration, is used here in conjunction with the Atlas head to represent the vitality and powerful presence of the Group — both in its industrial prowess and its financial, technological and intellectual skills.

The Earth Segments — Diversified Activities

Each of the latitudes around the Titan represent various sections — industrial, agricultural, financial and other activities of the Group. As with the infinite variety of the world, so is the strength of the Group, made up of its diverse activities.

The Globe — Global Vision

The Group's global presence and vision is reflected in the entirety of the Earth's sphere.

The Base — Solid Foundations

The strength of the entire edifice depends upon the strength of the foundation embedded in the bedrock, represented here by the Group Name.

The Symmetry — The Resilience, Versatility and Stability

Seen in its entirety, each of the elements — Atlas, the Sun, the Earth divisions, the Globe and the Base, together sum up a well conceptualised and balanced conglomerate.

Strong Foundation

Sustained Growth

Proven Leadership

| | | | | | | | |
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JAY SHREE TEA & INDUSTRIES LTD.

NOTICE

to the Shareholders

NOTICE is hereby given that the Fifty fifth Annual General Meeting of the Shareholders of the Company will be held on Saturday, the 23rd June, 2001 at 10.30 A.M. at 'Kala Kunj', 48, Shakespeare Sarani, Kolkata - 700 017 to transact the following business :

1. To receive and consider the Report of the Directors to the Shareholders and adopt the audited accounts for the year 2000-01.
2. To declare dividend for the year 2000-01.
3. To appoint a Director in place of Shri B. M. Khaitan who retires by rotation but being eligible offers himself for re-election.
4. To appoint a Director in place of Shri S. S. Kothari who retires by rotation but being eligible offers himself for re-election.
5. To consider and, if thought fit, to pass with or without modification the following resolution as a Special Resolution.

"RESOLVED that pursuant to the provisions of Section 224A and other applicable provisions, if any, of the Companies Act, 1956, M/s. Singhi & Co., Chartered Accountants, Kolkata, the retiring Auditors of the Company, be and are hereby re-appointed as Auditors of the Company, to hold office from the conclusion of this meeting upto the conclusion of the next Annual General Meeting of the Company and that the Board of Directors of the Company be and are hereby authorised to fix their remuneration for the said period."

Registered & Head Office :

'INDUSTRY HOUSE'

10, Camac Street

Kolkata - 700 017

Dated, the 25th April, 2001

By Order of the Board
For Jay Shree Tea & Industries Limited

R. K. GANERIWALA

Vice-President (Corporate Affairs) &

Secretary

Notes :

1. **A member entitled to attend and vote is entitled to appoint a proxy to attend and vote instead of himself/herself and the proxy need not be a member. Proxies in order to be effective must be received by the Company not less than 48 hours before the meeting.**
2. The Equity Share Transfer Registers will remain closed from 18th June, 2001 to 23rd June, 2001 (both days inclusive) for the purpose.
3. The dividend on Equity Shares as recommended by the Board, if declared, will be payable on or after 23rd June, 2001 to those members whose names appear on the Register of Members of the Company as on 23rd June, 2001 or to their mandatees. In respect of dematerialised shares, the dividend will be payable on the basis of beneficial ownership as per details to be furnished by NSDL and CDSL for the purpose.
4. Members are requested to intimate before hand to the Company query/ies, if any, regarding these accounts/ notice at least ten days before the meeting to enable the management to keep the information required readily available at the meeting.
5. Pursuant to Section 205A (5) of the Companies Act, 1956 (as amended) any money transferred to the unpaid dividend account of a Company remaining unpaid or unclaimed for a period of seven years from the date of such transfer shall be transferred to Investor Education and Protection Fund and thereafter no claims shall lie against the fund or the Company. So, you are advised to claim the same from the Company immediately.

The due dates of transfer of the following dividends to the Fund are as under :

| Dividends for the year | Date of declaration of dividend | Due date of transfer to the Fund |
|---------------------------|------------------------------------|-------------------------------------|
| 1995-96 | 21.06.1996 | 8th August, 2003 |
| 1996-97 | 24.06.1997 | 10th August, 2004 |
| 1997-98 | 23.06.1998 | 9th August, 2005 |
| 1998-99 | 28.06.1999 | 13th August, 2006 |
| 1999-2000 | 10.03.2000 | 15th June, 2007 |

6. The Company's shares are enlisted with NSDL and CDSL for participation into Electronic Depository System operated by them. Its shares are compulsorily to be traded in Electronic Form and the security bears Code No. INE 364A. 01012.
7. Members are requested to notify immediately change of address, if any, to the Company or to the DPs where the account is maintained.



JAY SHREE TEA & INDUSTRIES LTD.

MANAGEMENT'S DISCUSSION AND ANALYSIS

OVERVIEW

The Company has gone through one of the most difficult years in its recent history in line with the industry. However, its core business tea is showing visible signs of improvement. To enhance shareholder value, the Company took several initiatives during the year viz. increasing pruning percentage in most of the estates in Cachar and Upper Assam, harvesting a better standard of green leaf and reducing reconditioning in South India, to maintain quality oriented policy of the Company, suspension of manufacturing operations in the Plywood Unit at Andamans and installation of a turbine at Fertiliser Unit at Pataudi for reduction of losses. The Company completed a share buy-back programme under Tender Offer Method. It was a challenging year operationally. The Company's core business tea suffered with lower volumes and realisation due to poor market conditions. Overall profitability came under pressure despite various proactive measures taken to improve efficiency and reduce costs.

SEGMENT ANALYSIS AND REVIEW

The Company is engaged in the manufacture of tea, chemicals & fertilisers, plywood, besides tea warehousing and real estate development activities. The core business of the Company is TEA. This accounts for 66.07 % of gross turnover during 2000-01. The other segments i.e. chemicals & fertilisers account for 21.40 % , plywood 10.95% and others 1.58 % in the gross turnover.

TEA

Your Company's districtwise production compared to All India production is enumerated below :

(Quantity in million kgs)

| District | Company's Tea Production (April to March) | | Increase/ Decrease% | All India Production (Jan to December) | | Increase Decrease% |
|--------------------------|--|--------------|------------------------|---|---------------|-----------------------|
| | 2000-01 | 1999-00 | | 2000 | 1999 | |
| Cachar | 6.38 | 6.18 | +3.24 | 53.72 | 49.12 | +9.36 |
| Assam Valley | 4.27 | 4.49 | (-)4.90 | 374.45 | 365.01 | +2.59 |
| Total Assam | 10.65 | 10.67 | (-)0.19 | 428.17 | 414.13 | +3.39 |
| Tamilnadu | 2.40 | 2.66 | (-)9.77 | 129.70 | 128.08 | +1.26 |
| Kerala | 0.28 | 0.29 | (-)3.45 | 69.30 | 67.80 | +2.21 |
| Total South India | 2.68 | 2.95 | (-)9.15 | 199.00 | 195.88 | +1.59 |
| Darjeeling | 0.37 | 0.34 | +8.82 | 9.81 | 9.29 | +5.60 |
| Dooars | 0.33 | 0.10 | +230.00 | 135.96 | 133.80 | +1.61 |
| Terai | 0.20 | — | — | 34.95 | 37.12 | (-)5.85 |
| Total West Bengal | 0.90 | 0.44 | +104.55 | 180.72 | 180.21 | +0.28 |
| Total Production | 14.23 | 14.06 | +1.21 | 807.89 | 790.22 | +2.24 |

* All India figures on calendar year basis and estimated.

** In Dooars and Terai figures are not comparable as manufacture of black tea started in later part of last year and this year respectively.

*** Due to adverse climatic conditions in the tea estates of Upper Assam and South India, crop was lower.



Orthodox and CTC variety in Upper Assam & Darjeeling Tea Estates are as under :

(Quantity in million kgs)

| District | Company's Tea Production (April to March) | | | All India Production (Jan to December) | | |
|----------|--|--------------|------------------------|---|--------------|-----------------------|
| | 2000-01 | 1999-00 | Increase/ Decrease% | 2000 | 1999 | Increase Decrease% |
| CTC | 13.07 | 13.15 | (-)0.61 | 710.5 | 726.4 | (-)2.19 |
| Orthodox | 1.16 | 0.91 | +27.47 | 112.9 | 79.2 | +42.60 |
| | <u>14.23</u> | <u>14.06</u> | | <u>823.4</u> | <u>805.6</u> | |

Districtwise price realised by the Company on own produce compared to previous year is as under :

(Quantity in million kgs)

| Tea Areas | This year | | Dist. Average | Previous year | | Dist. Average |
|-------------|--------------|----------------|------------------|---------------|----------------|------------------|
| | Qty. | Rate Rs. P. | | Qty. | Rate Rs. P. | |
| Cachar | 6.40 | 61.40 | 52.67 | 6.67 | 72.09 | 63.12 |
| Assam | 4.24 | 98.15 | 78.21 | 4.58 | 101.94 | 83.15 |
| Darjeeling | 0.34 | 210.84 | 158.52 | 0.32 | 207.01 | 171.89 |
| Dooars | 0.44 | 67.43 | 64.53 | 0.09 | 73.02 | 72.55 |
| South India | 3.00 | 56.23 | 45.00 | 2.68 | 61.57 | 54.46 |
| | <u>14.42</u> | <u>74.79</u> | | <u>14.34</u> | <u>82.68</u> | |

OUTLOOK

The Company's strategy for ensuring profitable growth in this business is to focus on improving quality, explore new markets and cut costs. The Company appointed a consulting firm of International repute to suggest measures for improving productivity and reducing cost. The established brands of the Company in packet tea segments namely SHAANDAAR, JAANDAAR, KALLINE, PRITHVI AND SHOLAYAR under the umbrella of BIRLA TEA are further promoted for securing high volumes. With this, we can take an optimistic view for the long term.

FERTILISERS

PRODUCTION

The production of Single Super Phosphate (SSP) of your Company compared to All India is as under :

(Quantity '000 MT)

| | Annual Installed Capacity | Production April 2000 to March 2001 | Capacity Utilisation |
|-----------|---------------------------------|---|-------------------------|
| | | | |
| All India | 5541.9 | 2423* | 44% |
| Khardah | 160.0 | 80.68 | 50% |
| Pataudi | 66.0 | 13.56 | 21% |

*Actual upto Dec. 2000 and estimated for January to March 2001.

REVIEW OF OPERATIONS

There is a poor demand situation in the Fertiliser Industry, hitting Single Super Phosphate and Sulphuric Acid. Most of the players have come under pressure of lower volumes, prices and liquidity. Adding to their woes, is instable subsidy and pricing policy of the Government of India. The Rebate payable on sale of

JAY SHREE TEA & INDUSTRIES LTD.

SSP was reduced from Rs.900/- to Rs.800/- per ton on 29th February 2000 followed by further reduction to Rs.700/- on 30th June 2000. This burden of increase in cost to farmers affected the sales volume. Further DAP, the other phosphatic fertiliser is more subsidised, which induces farmers to use it more compared to SSP.

Your SSP Factory situated at Khardah, West Bengal is one of the major players in Eastern region. The unit effectively reduced cost of raw materials and other inputs, thereby improving profitability even in lower sales volumes. To keep pace with the multinational competition, your Company reviewed its marketing strategy and improved design and quality of the packing materials and laid emphasis on rural based marketing.

The Company suffered a set back and heavy financial losses due to lower volume of sale of SSP in its unit at Pataudi, Haryana. In the recent past, a number of units started manufacturing SSP, which has led to very high increase in installed capacity, though the demand has reduced due to continuous deficient rainfall/drought in the areas where SSP was sold.

OUTLOOK

The Company's Unit at Khardah shall strive towards further cost reduction, aggressive marketing efforts and other measures to improve performance. It aims to reduce its inventory level for better working capital management.

At your plant at Pataudi, where there were heavy losses for SSP, your Company is examining the viability of manufacturing Sulphuric Acid only. It shall adopt production and marketing strategy to keep its inventory level as per demand/supply position in the market.

PLYWOOD**REVIEW OF OPERATION**

In view of reduction in timber quota to around 50% by the Andaman Administration and the increase in prices of other inputs like resin, chemicals etc. the Unit had to suffer huge losses. Under the circumstances, your Company had no option but to suspend its operation from September 2000.

OUTLOOK

In spite of best efforts by the Company, the Andaman Administration was not prepared to increase the supply of timber to the Unit, and hence the future appears to be bleak.

FINANCIAL REVIEW & ANALYSIS

The aggregate revenues have dropped primarily due to a fall in overall volumes as well as realisation of tea, chemicals & plywood. Operating profits declined due to lower operating margins in all the segments. This is because of sluggish demand in the local as well as export markets and rise in input costs.

The other income consists primarily of interest and dividend income from money market instruments and long term investments. To utilise surplus funds and increase value for its shareholders, the Company bought back its own shares during the year. The Company made an offer to buy back 10% of the outstanding equity capital at a price of Rs.120/- per share and received 39,50,693 shares against the same. The acceptances were made for 12.30 lac equity shares as per the scheme framed by ICICI Securities & Finance Co.Ltd., the merchant banker and approved by SEBI. The Company has utilised Rs.14.76 crores of surplus funds for this purpose.

GENERAL REVIEW

You are aware that your Company lays great emphasis on restructuring its business operations as the situation demands. It has now become focused and is poised for its strong presence in its core business-tea. As in the past, it will follow quality oriented policy, to ensure that it changes as per needs of the customers in both traditional as well as new markets.

In other areas of its activities the Company shall stress on optimum asset utilisation through improvement in operational efficiency and cost reduction. The process of knowledge and information sharing shall be a continuous phenomenon. The Company is confident that the new approach will ensure maximisation of value creation for shareholders in future.



JAY SHREE TEA & INDUSTRIES LTD.

CORPORATE GOVERNANCE REPORT

1. COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE

The Company's philosophy of Corporate Governance is aimed at assisting the top management of the Company in the efficient conduct of its business and in meeting its obligations to shareholders. Your Company is committed to benchmarking itself with the best in the areas of its operation. Your Company's policy is not only to adhere to guidelines recommended by SEBI committee, but also to ensure that a best possible management team is in place and there is effective monitoring of all key corporate decisions for sustained growth.

2. BOARD OF DIRECTORS

Composition :

The need for having a majority of non-executive directors on the Board is internationally well recognised. Your Company's Board meets this requirement as it consists entirely of non-executive directors. Of this one director is nominee of financial institutions. Four directors on the Board are independent directors, who have no business and/or professional relationship with the Company.

Attendance record of Directors :

Five Board Meetings were held in 2000-2001 on 25th April, 2000, 26th July, 2000, 31st October, 2000, 30th January, 2001 and 13th February, 2001.

| Director | Executive/ Non-Executive Independent | No. of Board Mtgs. Attended | Attendance at the last AGM | No. of outside Directorship held |
|----------------------|--|-----------------------------------|-------------------------------|--|
| Shri B. K. Birla | Chairman (Non-Executive) | 5 | Yes | 8 |
| Shri B. M. Khaitan | Independent | 2 | No | 13 |
| Shri G. P. Goenka | Independent | 1 | No | 14 |
| Shri S. S. Kothari | Independent | 5 | Yes | 9 |
| Shri S. K. Tapuriah | Independent | 5 | Yes | 4 |
| Smt. Jayashree Mohta | Director (Non-Executive) | 5 | Yes | 8 |
| Shri D. K. Pant* | Non-Executive/ Nominee | 2 | N.A. | 1 |
| (Nominee of GIC) | | | | |

* Shri D. K. Pant was appointed as Nominee Director on 26th July, 2000 on behalf of Financial Institutions as equity investor.

3. AUDIT COMMITTEE

The Audit Committee constituted on 25th April, 2000 comprises of Shri B. M. Khaitan, Chairman of the Committee, Shri S. S. Kothari and Shri S. K. Tapuriah, all being Independent Directors. Shri D. M. Jain, Senior President & Manager of the Company, Shri K. K. Agrawal, Sr. Vice-President (Finance) and Shri R. K. Ganeriwala, Vice-President (Corporate Affairs) & Secretary, alongwith Internal Auditors and Statutory Auditors are invitees to the meeting. The Terms of Reference of this committee are wide enough covering the matters specified for Audit Committee under the Listing Agreements and the Companies (Amendment) Act, 2000.

Three Meetings of the Audit Committee were held in 2000-2001 on 7th July, 2000, 31st October, 2000 and 2nd February, 2001.

Attendance record of Audit Committee meetings.

| Name of Director | No. of Meetings Attended |
|---------------------|--------------------------|
| Shri B. M. Khaitan | - |
| Shri S. S. Kothari | 3 |
| Shri S. K. Tapuriah | 3 |



4. REMUNERATION OF DIRECTORS

Your Company does not have any Executive/Wholtime Director on its Board, hence no remuneration is paid. However, the details of commission and sitting fee paid during 2000-2001 to the Directors of the Company are given below :-

| Name of Directors | Sitting Fees (Rs.) | Commission (Rs.) | Total (Rs.) |
|--|-----------------------|---------------------|----------------|
| Shri B. K. Birla | 22,000 | 1,00,000 | 1,22,000 |
| Shri B. M. Khaitan | 7,000 | 1,00,000 | 1,07,000 |
| Shri G. P. Goenka | 5,000 | 1,00,000 | 1,05,000 |
| Shri S. S. Kothari | 41,000 | 1,00,000 | 1,41,000 |
| Shri S. K. Tapuriah | 39,000 | 1,00,000 | 1,39,000 |
| Smt. Jayashree Mohta | 24,000 | 1,00,000 | 1,24,000 |
| Shri P. C. Ghosh (Nominee of GiC) Upto 25.7.2000 | — | 1,00,000 | 1,00,000 |
| Shri D. K. Pant (Nominee of GIC) w.e.f. 26.7.2000 | 10,000 | — | 10,000 |

5. INVESTORS/SHAREHOLDERS GRIEVANCE COMMITTEE

The Investors/Shareholders Grievance Committee constituted on 25th April, 2000 comprises of Shri G. P. Goenka, Shri S. S. Kothari and Shri S. K. Tapuriah all being Independent Directors. Shri R. K. Ganeriwala, Vice-President (Corporate Affairs) & Secretary, is the Compliance Officer of the Company. The Company had received a few complaints from the shareholders and all of them have been resolved. The shares are traded on the Stock Exchanges in compulsory dematerialised form. There are no pending transfers or complaints for the same. A meeting was held on 31st October, 2000 which was attended by Shri S. S. Kothari and Shri S.K. Tapuriah.

6. GENERAL BODY MEETINGS

The last three Annual General Meetings of the Company were held at Kalakunj, 48,Shakespeare Sarani, Kolkata-700017. All the Meetings commenced at 10 A.M. on 23rd June, 1998, 28th June, 1999 and 26th July, 2000. All the resolutions set out in the respective Notices were passed by the shareholders.

An Extraordinary General Meeting of the Company was convened on 3rd March, 2000 at Kalakunj, 48, Shakespeare Sarani, Kolkata-700017 for approval of the following agenda :-

1. To amend Articles of Association of the Company for
 - a) Nomination facility for share/debentureholders.
 - b) Insertion of an Article for buy back.
2. Approval of buy back of equity shares.

No resolutions requiring postal ballot as recommended under Clause 49 of the Listing Agreements have been placed for Shareholders' approval at the Meeting.

7. DISCLOSURES

- i) There are no materially Significant Transactions with the related parties viz. Promoters, Directors or the Management, their Subsidiaries or relatives conflicting with Company's interest.
- ii) No penalties or strictures have been imposed on the Company by Stock Exchange or SEBI or any statutory authority on any matter related to capital markets.

8. MEANS OF COMMUNICATIONS

Half-yearly report sent to each household of shareholders
Quarterly results
Any website, where displayed
Whether it also displays official news releases; and
The presentations made to institutional investors or to the analysts
Newspapers in which results are normally Published in
Whether Management discussion & analysis report is a part of Annual Report or not

No, as the results of the Company are published in the Newspapers.
-do-
Yes at the site <http://www.jayshreetea.com>
Yes
No
Business Standard
Kalantar (Bengali)
Yes-from the year 2000-2001



SHAREHOLDERS' INFORMATION

1. ANNUAL GENERAL MEETING

Date and time : 23rd June 2001 at 10.30 A.M.
 Venue : Kala Kunj,
 48, Shakespeare Sarani,
 Kolkata 700 017

2. FINANCIAL CALENDAR

Financial Reporting
 for the quarter ending June 30, 2001 : By end of July 2001
 for the quarter ending Sept. 30, 2001 : By end of October 2001
 for the quarter ending Dec. 31, 2001 : By end of January 2002
 for the year ending March 31, 2002 : By end of April 2002
 Annual General Meeting for the Year
 ending 31st March 2002 : By end of June, 2002

3. DATE OF BOOK CLOSURE

: 18th June 2001 to 23rd June
 2001 (both days inclusive)

4. DIVIDEND PAYMENT DATE

: 1st week of July 2001

5. LISTING ON STOCK EXCHANGES

: The equity shares of the Company are listed at the following Stock Exchanges and Annual Listing fee for the year 2000-2001 has been paid to each of them:
 1. The Calcutta Stock Exchange Association Ltd.
 2. The Stock Exchange, Mumbai
 3. National Stock Exchange of India Ltd.,
 4. The Delhi Stock Exchange Association Ltd.,

6. STOCK CODE

| Name of the Stock Exchange | Stock Code |
|---|-------------|
| The Calcutta Stock Exchange Assn. Ltd. | 36 |
| The Stock Exchange, Mumbai | 9715 |
| The Delhi Stock Exchange Assn. Ltd. | 10045 |
| The National Stock Exchange of India Ltd. | JAYSREE TEA |

7. STOCK MARKET DATA

The details of high, low and close price of the shares and their corresponding volume on the stock Exchange, Mumbai and on the National stock Exchange of India Ltd., where the Company's shares are most frequently traded during the each month in last financial year are as under :

| Month | Mumbai Stock Exchange (BSE) | | | | National Stock Exchange (NSE) | | | |
|------------|-----------------------------|-------|-------|--|-------------------------------|-------|-------|--|
| | High | Low | Close | Total Volume Traded in the month (No. of Shares) | High | Low | Close | Total Volume Traded in the month (No. of Shares) |
| April 2000 | 91.50 | 80.10 | 82.00 | 2300 | 93.90 | 80.10 | 81.25 | 28500 |
| May 2000 | 103.21 | 85.00 | 90.91 | 13100 | 104.75 | 78.15 | 87.00 | 52500 |
| June 2000 | 90.00 | 70.00 | 75.41 | 19600 | 90.90 | 69.00 | 75.50 | 67301 |
| July 2000 | 74.25 | 65.00 | 65.16 | 6844 | 76.75 | 61.25 | 63.85 | 50637 |
| Aug. 2000 | 65.00 | 46.05 | 54.50 | 16703 | 66.00 | 46.75 | 56.70 | 34830 |
| Sept. 2000 | 60.50 | 51.00 | 54.00 | 4929 | 60.00 | 50.00 | 54.00 | 33369 |
| Oct. 2000 | 56.00 | 45.00 | 49.11 | 2309 | 55.00 | 46.05 | 51.00 | 4835 |
| Nov. 2000 | 55.46 | 49.00 | 51.46 | 5004 | 53.40 | 48.00 | 50.55 | 15888 |
| Dec. 2000 | 62.05 | 49.00 | 55.00 | 7503 | 59.50 | 49.70 | 57.05 | 27997 |
| Jan. 2001 | 69.91 | 55.00 | 63.00 | 25557 | 70.45 | 54.65 | 61.05 | 117385 |
| Feb. 2001 | 63.90 | 55.00 | 60.46 | 9671 | 64.00 | 53.50 | 58.40 | 108638 |
| March 2001 | 68.91 | 48.80 | 52.50 | 40526 | 66.00 | 48.60 | 52.10 | 107147 |

