



**SAILing towards  
a stronger future**



**ANNUAL REPORT 2017-18**



## Vision

To be a respected world-class corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction.

## Credo

- We build lasting relationships with customers based on trust and mutual benefit.
- We uphold highest ethical standards in conduct of our business.
- We create and nurture a culture that supports flexibility, learning and is proactive to change.
- We chart a challenging career for employees with opportunities for advancement and rewards.
- We value the opportunity and responsibility to make a meaningful difference in people's lives.



Blast Furnace No. 8 – Mahamaya of SAIL's Bhilai Steel Plant

*Stainless Steel 'Tree of Prosperity' at Salem Steel Plant.*

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## Letter to Shareholders

*Dear Shareholders,*

I am privileged to apprise you about the achievements of your Company during the Financial Year 2017-18.

The World growth outlook projected by IMF in January' 2018 reflects a positive forecast for both advanced and developing economies. At 3.8 percent, Global growth rate in 2017 was the fastest since 2011. With financial conditions still supportive, Global growth is expected to tick up to 3.9 percent in 2018 and 2019. Aggregate growth in emerging market and

developing economies is projected to firm up further, with continued strong growth in emerging Asia and Europe. The long-term projections by World Bank also indicate that the prolonged period of weak growth expectations, characterized by systematic downgrading of long-term forecasts, seems to have come to an end. These healthy growth projections for World's economy indicate a steady growth prospect for the Global steel industry as well.



Narrow Parallel Flange Beams manufactured at Universal Section Mill at SAIL's IISCO Steel Plant.





World Steel Association (WSA), in its April'2018 forecast, said that Global steel demand will reach 1,616 Million Tonnes (MT) in 2018, an increase of 1.8% over 2017. It is forecast that Global steel demand will grow by 0.7% to reach 1,627 MT in 2019. WSA has further added that, in 2018, high confidence, strong investment levels and a recovery in commodity prices are generating a virtuous cycle for steel demand globally, both in developed and developing economies.

Reflecting on the domestic scenario, World Bank has forecast a growth rate of 7.3 per cent for India this year and 7.5 per cent for the next two years, making it the fastest growing economy among major emerging economies. This augurs well for the domestic steel industry. The growth in domestic steel consumption is strongly backed by robust development of India's infrastructure sector. It is further supported by 7.8% growth in domestic finished steel consumption during the FY 2017-18, as a result of growing activities of steel intensive sectors. India overtook Japan as World's second largest steel producing nation in the last quarter of the Financial Year 2017-18. It is likely that India may soon stake a permanent claim to be World's second largest steel producer after China. The 300 MTPA steel production capacity for India by 2030 as envisioned in "National Steel Policy 2017" is commensurate with this growth projection.

Your Company achieved sales turnover of ₹ 58,297 crore during the Financial Year 2017-18, which is higher by 19% over previous year. However, the net sales turnover of ₹ 56,893 crore was higher by 30% over last year's net sales turnover of ₹ 43,866 crore. Slimming the losses by around 83%, your Company's Profit after Tax (PAT) on standalone basis improved to ₹ (-) 482 crore in FY18 from ₹ (-) 2,833 crore in FY17. The consolidated profit after tax of the Company stood at ₹ (-) 281 crore for FY18 as against ₹ (-) 2,756 crore in FY17. The persistent strategic approach to improve operational profitability assisted SAIL to improve the EBITDA in FY18 to ₹ 5,184 crore, a substantial increase over FY17.

The improvement in financial performance is backed by improved operational performance indicated by increase in Saleable Steel production, higher share of Concast production, improved product mix, improvement in BF Productivity, reduction in Coke Rate & Specific Energy consumption, reduction in specific wage bill, etc. However, the same has been partially offset due to provisioning towards various mining related issues, increase in average coal prices, higher usage of imported coal in the blend due to lower availability of

indigenous coal, increase in average rate of purchased power and increase in interest and depreciation costs.

On the production front, Financial Year 2017-18 witnessed several landmark achievements through ramping up of new facilities and surpassing all previous records in physical performance. Your Company achieved its highest ever production of Hot Metal of 15.983 MT, Crude Steel of 15.021 MT and Saleable Steel of 14.071 MT. It also clocked an all-time best performance of Continuous-Cast (CC) Steel production of 12.80 MT with a growth of 9% over previous best of 11.77 MT, achieved in 2016-17. Moving towards completing the balance modernization and expansion projects, Bhilai Steel Plant's new BF#8 'Mahamaya', having an annual Hot Metal production capacity of 2.8 MT, was blown-in on 2<sup>nd</sup> February, 2018. SMS-III of the Plant was also started on 31<sup>st</sup> March, 2018 with blowing of first heat from Converter-1.

On the back of various new initiatives to improve productivity and efficiency across all Plants, every Unit has registered improvement. The Financial Year 2017-18 witnessed substantial increase in supply of rails to Indian Railways, with commercial production from new Universal Rail Mill (URM) enabling a 39% growth in total UTS-90 Rails production (9.03 lakh tonnes) w.r.t previous year (6.49 lakh tonnes) coupled with record long rail dispatch of 3.17 MT. At Durgapur Steel Plant, Narrow Gauge Wheels from Wheel & Axle Plant and High Strength Structural E350 grade from Medium Structural Mill (MSM) were developed in-house. The initiative of casting and rolling of 125 sq. mm Billets at Durgapur will further increase the productivity. At Rourkela Steel Plant, the New Plate Mill recorded a growth of 48.1% over CPLY by rolling more than 8 lakh tonnes in FY18. The Mill exported 1,27,000 tonnes of CE marked plates to the European Market during the Financial Year 2017-18. The Hot Strip Mill recorded all-time best performance of producing 16.8 lakh tonnes of HR Coils during 2017-18, which is a rise of 8% over previous fiscal. With consistent efforts, Bokaro Steel Plant registered record production of Cast Slab at 3.276 MT (previous best: 2.990 MT), highest ever production of CR Coil for sale at 0.916 MT against previous best of 0.776 MT. In addition, the latest Unit of SAIL i.e. IISCO Steel Plant (ISP), Burnpur has made progress towards stabilization and has achieved positive PBT in 4<sup>th</sup> quarter of FY18. It is expected that in FY19, ISP will continue to make rapid progress and contribute a decent share in the overall profitability of your Company.

During the year, your Company's total requirement of iron ore

was met from captive sources. SAIL's captive mines produced 26.83 million tonnes (MT) of iron ore.

It is a matter of great pride that your Company continues the tradition of being a trusted and valued partner in nation's development. In FY18, SAIL has supplied steel to projects of national importance like Dhola-Sadiya Bridge, Sardar Sarovar Project, etc. contributing to India's growth story under the ambit of National Steel Policy 2017 and 'Make in India' movement. SAIL also supplied steel for various defence projects including indigenously built Anti-Submarine Warfare (ASW), Stealth Corvette INS-Kiltan and was associated with iconic projects of Chandrayan and Mangalyan missions.

On the marketing front, SAIL launched diverse initiatives to target defined market segments. During 2017-18, your Company achieved its best ever sales volume of 14.1 million tonnes (MT), registering a growth of 7.4% over CPLY. Continuing to maintain its presence in international markets, SAIL exported 0.7 MT of steel, a growth of 4% over CPLY. To tap the vast potential of steel consumption in rural India, your

Company organized 114 "Gaon Ki Ore" workshops in 26 States/ Union Territories for increasing awareness on usage of steel. Small consumers continued to be a focus area and 0.8MT of steel was sold through the retail marketing channels. As part of the strategy of increasing sales of value added steel, BSL's Cold Rolling Mill #3 commenced supplies to consumers in the highly demanding, high value auto segment. Supply of long rail panels (260 meters) to Indian Railways from BSP's Universal Rail Mill registered a growth of around 112% in 2017-18. Your Company also supplied 50,000 tons of steel in customized sizes from its service centres in 2017-18, representing 53% growth over the previous financial year.

Realizing the importance of restoration and rehabilitation of degraded eco-system for maintaining and enhancing bio-diversity, your Company is taking appropriate steps including ecological restoration of mined out areas, fresh plantation, bio-sequestration of CO<sub>2</sub>, enhancing utilization of wastes through application of 4Rs (Reduction, Reuse, Recycling and Recovery), environment friendly disposal of Poly Chlorinated Bi-Phenyls, utilization of renewable energy sources, etc. More than 20.1



Hot Metal being poured into Mixer of Steel Melting Shop-II at SAIL's Rourkela Steel Plant.





million saplings have been planted across SAIL Plants and Mines till date since inception. Giving special thrust for plantation, more than 8.27 lakhs of saplings have been planted during 2017-18.

Under the Company-wide turnaround program 'SAIL Uday', initiated in 2016-17, a roadmap for improvement in the areas of Raw Materials, Operations, Sales & Marketing, Supply Chain & Logistics, Personnel and Human Resource has been developed and deployed. This program has yielded positive results as evidenced by the performance during the year.

Corporate Governance in your Company is reinforced by its vision and credos. SAIL has formulated policies to ensure transparency, accountability, disclosures and reporting to uphold highest ethical standards in conduct of business while complying with laws, regulations and guidelines including DPE guidelines. Ethical conduct throughout the Organization is promoted with the primary objective of enhancing shareholders value. SAIL's effort as a responsible corporate citizen and partner in Nation Building has been recognized in the form of

awards and accolades by several forums.

Your Company believes that building trust will enhance its reputation and boost the confidence of its investors & stakeholders. In line with this, SAIL has been proactively and regularly sharing key information with all stakeholders through use of different communication channels.

At the end, I take this opportunity to thank all the shareholders for their continued trust and support. I also thank all our other stakeholders who have contributed internally and externally in the improved performance of the Company. I must specifically thank our valued Customers, trusted suppliers, the Central and State Governments and our talented employees, who have always stood by the Company and contributed in the progress of SAIL. I look forward to the continued support and unflinching trust they have placed in us.

Place: New Delhi  
Dated: 13<sup>th</sup> August, 2018

**(Saraswati Prasad, IAS)**  
Chairman & Managing Director



## BOARD OF DIRECTORS (As on 13<sup>th</sup> August, 2018)

Chairman & Managing Director  
**Shri Saraswati Prasad, IAS**  
Special Secretary & Financial Adviser,  
Ministry of Steel, Government of India.

### Functional Directors

Finance  
**Shri Anil Kumar Chaudhary**

Projects & Business Planning  
**Dr. G. Vishwakarma**

Commercial  
**Ms. Soma Mondal**

Personnel  
**Shri Atul Srivastava**

Technical  
**Shri Harinand Rai**

### Government Directors

**Shri Puneet Kansal, IAS**  
Joint Secretary, Ministry of Steel,  
Government of India

### Independent Directors

**Prof. Ashok Gupta**

**CA Parmod Bindal**

**Smt. Anshu Vaish**

**Dr. Samar Singh**

**Shri Nilanjan Sanyal**

**CA K.S. Chauhan**

**Prof. N.K. Taneja**

### Chief Executive Officers (Permanent Invitees)

Rourkela Steel Plant  
**Shri Ashwini Kumar**

Durgapur Steel Plant  
**Shri A.K. Rath**

Bhilai Steel Plant  
**Shri M. Ravi**

Bokaro Steel Plant  
**Shri P.K. Singh**

IISCO Steel Plant  
**Shri Anirban Dasgupta**

ED (F&A) and Secretary  
**Shri M.C. Jain**

### Bankers

Axis Bank Limited  
Allahabad Bank  
Bank of India  
Bank of Baroda  
Bank of Maharashtra  
MUFJ Bank  
Barclays Bank PLC  
Canara Bank  
Corporation Bank  
Deutsche Bank AG  
Dena Bank  
HDFC Bank Limited  
ICICI Bank Limited  
IDBI Bank limited  
IDFC Bank Limited  
IndusInd Bank Limited  
Indian Bank  
Jammu & Kashmir Bank Limited  
Kotak Mahindra Bank Limited  
Mizuho Bank Limited  
Punjab National Bank  
Punjab & Sind Bank  
RBL Bank Limited  
State Bank of India  
Sumitomo Mitsui Banking Corporation  
Syndicate Bank  
United Bank of India  
United Overseas Bank  
Yes Bank Limited

### Statutory Auditors

**M/s. Singhi & Co.**  
Chartered Accountants

**M/s. Chatterjee & Co.**  
Chartered Accountants

**M/s. V.K. Dhingra & Co.**  
Chartered Accountants

**M/s. A.K. Sabat & Co.**  
Chartered Accountants

### Cost Auditors

**M/s. R.J. Goel & Co.**  
Cost Accountants

**M/s. Sanjay Gupta & Associates**  
Cost Accountants

**M/s. Shome & Banerjee**  
Cost Accountants

### Secretarial Auditor

**M/s. Agarwal S. & Associates**  
Company Secretaries

### Registered Office

Ispat Bhawan, Lodi Road, New Delhi-110003  
Phone: 24367481; Fax: 24367015  
Internet: www.sail.co.in  
E.mail: secy.sail@sail.co.in  
CIN: L27109DL1973GOI006454





# Board of Directors



**Shri Saraswati Prasad**



**Shri Puneet Kansal**



**Shri Anil Kumar Chaudhary**



**Dr. G. Vishwakarma**



**Ms. Soma Mondal**



**Shri Atul Srivastava**



**Shri Harinand Rai**



**Prof. Ashok Gupta**



**CA Parmod Bindal**



**Smt. Anshu Vaish**



**Dr. Samar Singh**



**Shri Nilanjan Sanyal**



**CA K.S. Chauhan**



**Prof. N.K. Taneja**

## Ten Years at a Glance

### FINANCIAL HIGHLIGHTS

(₹ crore)

	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
Gross sales	58297	49180	43294	50627	51866	49350	50348	47041	43935	48738
Net sales	56893	43866	38471	45208	46189	43961	45654	42719	40551	43204
Earnings before depreciation, interest and tax (EBIDTA)	5184	672	(2204)	5586	4951	5621	7658	9030	11871	10946
Depreciation	3065	2680	2402	1773	1717	1403	1567	1486	1337	1288
Interest & Finance charges	2823	2528	2300	1454	968	748	678	475	402	259
Profit / (Loss) before exceptional items	(703)	(4536)	(6906)	2359	2266	3470	5413	7069	-	-
Exceptional items : Gain / (Loss)	(56)	(315)	(101)	-	959	(229)	(262)	125	-	-
Profit / (Loss) before tax (PBT)	(759)	(4851)	(7008)	2359	3225	3241	5151	7194	10132	9399
Provision for tax / Income Tax refund and deferred tax asset (-)	(277)	(2018)	(2986)	266	608	1070	1608	2289	3378	3228
Profit / (Loss) after tax (PAT)	(482)	(2833)	(4021)	2093	2616	2170	3543	4905	6754	6170
Dividends	-	-	-	826	834	826	826	991	1363	1074
Equity capital	4131	4131	4131	4131	4131	4131	4131	4130	4130	4130
Reserves & Surplus (net of DRE)	31583	31879	35065	39374	38536	36894	35680	32939	29186	24018
Net Worth (Equity Capital and Reserves & Surplus)	35714	36009	39196	43505	42666	41025	39811	37069	33317	28148
Total Loans	45409	41396	35141	29898	25281	21597	16320	19375	16511	7563
Net Fixed Assets	58612	50285	45926	36169	26771	16777	17127	15059	13615	12305
Capital work-in-progress	18395	23275	24927	29196	33651	35891	28205	22226	14953	6550
Current Assets (including short term deposits)	29638	25545	24304	28482	26891	27616	28431	36544	39154	34676
Current Liabilities & Provisions	24068	21486	18992	16338	15212	13012	12225	12172	11073	12277
Working Capital (Current Assets less Current Liabilities)	5570	4060	5312	12145	11679	14604	16206	24372	28081	22398
Capital Employed (Net Fixed Assets + Working Capital)	64182	54345	51238	48314	38450	31381	32921	39431	41696	34704
Mkt price per share (In ₹) (As at the end of the period)	70.20	61.20	43.00	68.35	71.40	62.35	94.05	170.00	252.55	96.45
Key Financial Ratios										
EBIDTA to average capital employed (%)	8.7	1.3	(4.3)	12.9	14.2	17.5	21.0	21.7	31.1	34.7
PBT to net Sales (%)	(1.3)	(11.1)	(18.2)	5.2	7.0	7.4	11.3	16.8	25.0	21.8
PBT to average capital employed (%)	(1.3)	(9.2)	(13.6)	5.4	8.4	10.1	14.2	17.3	26.6	29.8
Return on average net worth (%)	(1.3)	(7.5)	(9.7)	4.9	6.1	5.4	9.2	13.9	22.0	24.1
Net worth per share of ₹10	86.5	87.2	94.9	105.3	103.3	99.3	96.4	89.7	80.7	68.1
Earnings per share of ₹10	(1.2)	(6.9)	(9.7)	5.1	6.3	5.3	8.6	11.9	16.4	14.9
Price-earning ratio (times)	(60.2)	(8.9)	(4.4)	13.5	11.3	11.9	11.0	14.3	15.4	6.5
Dividend per share of ₹10	-	-	-	2.0	2.0	2.0	2.0	2.4	3.3	2.6
Effective dividend rate (%)	-	-	-	2.9	2.8	3.2	2.1	1.4	1.3	2.7
Debt - Equity (times)	1.3	1.1	0.9	0.7	0.6	0.5	0.4	0.5	0.5	0.3
Current ratio (times)	1.2	1.2	1.3	1.7	1.8	2.1	2.3	3.0	3.5	2.8
Capital employed to turnover ratio (times)	0.9	0.9	0.8	1.0	1.3	1.6	1.5	1.2	1.1	1.4
Working capital turnover ratio (times)	10.5	12.1	8.2	4.2	4.4	3.4	3.1	1.9	1.6	2.2
Interest coverage ratio (times)	0.6	(0.7)	(1.9)	1.8	2.3	2.6	3.8	7.1	14.4	29.0
Dividend payout ratio (%)	-	-	-	39.4	31.9	38.1	23.3	20.2	20.2	17.4

### PRODUCTION

(Unit: '000T)

Item	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
Hot Metal	15938	15726	15721	15413	14447	14266	14116	14888	14505	14442
Crude Steel	15021	14496	14279	13908	13579	13417	13350	13761	13506	13411
Pig Iron	270	495	642	-	223	214	106	261	323	267
Saleable Steel	14074	13867	12381	12842	12880	12385	12400	12887	12632	12494
- Semi Finished Steel	2609	3170	3054	3007	2760	2422	2527	2394	2392	2206
- Finished Steel	11465	10697	9327	9835	10120	9962	9872	10493	10240	10288