

## Balmer Lawrie & Co. Ltd.

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**Board of Directors** : S. K. Mukherjee, Managing Director  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
M. Singh  
A. Kaushik

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**Company Secretary** : Amit Ghosh

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**Registered Office** : Balmer Lawrie House  
21, Netaji Subhas Road  
Kolkata - 700 001

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**Bankers** : Allahabad Bank  
Bank of Baroda  
Canara Bank  
HDFC Bank Limited  
IndusInd Bank  
Standard Chartered Bank  
State Bank of India  
The Hongkong and Shanghai  
Banking Corporation Limited  
United Bank of India  
Vijaya Bank

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**Statutory Auditors** : Gupta & Co.  
53A, Mirza Ghalib Street  
Flat No. 3C  
Kolkata - 700 016

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**Branch Auditors** : Murali Associates  
Flat G-1, Krishna, No. 28  
Old No. 56, Second Main Road  
R. A. Puram  
Chennai - 600 028  
  
Jain & Jain  
601, Jolly Bhavan No. 2  
51, New Marine Lines, Churchgate  
Mumbai - 400 020  
  
Prem Gupta & Co.  
4, Shivaji Marg, Najafgarh Road  
New Delhi - 110 015

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**Internal Auditors** : L. B. Jha & Co.  
*Chartered Accountants*  
DG-1 & EG-3, Gillander House  
8, Netaji Subhas Road  
Kolkata - 700 001

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**Registrar & Share  
Transfer Agent** : Intime Spectrum Registry Limited  
59C, Chowringhee Road, 3rd Floor  
Kolkata - 700 020

**Key Management Personnel**

<b>Name and Qualification</b>	<b>Designation</b>	<b>Age (in completed years)</b>	<b>Total no. of years of experience</b>	<b>Total no. of years of experience in the Company</b>
S. K. Mukherjee <i>B Com, AICWA</i>	Managing Director	55	38	31
P. Radhakrishnan <i>BA, DSW</i>	Director (Calcutta)	57	33	23
V. N. Sharma <i>B Tech – Chem., MBA</i>	Director (Bombay)	55	32	32
K. Subramanyan <i>B Com, ACA</i>	Director (Finance)	55	29	27
P. P. Sahoo <i>MA (PM &amp; IR), LLB.</i>	Executive Director (Human Resource)	53	29	20
G. Roy <i>B Tech (Hons.) Mech. Engg.</i>	Executive Director (Technical)	57	36	27
A. Dayal* <i>BA, Dip. in Mktg. Mgmt.</i>	General Manager (Industrial Packaging)	52	31	8
N. Gupta <i>B Com, ACA</i>	General Manager (Logistics Services)	52	27	27
J. G. Arora <i>BA</i>	General Manager (Travel and Tours)	57	35	33
K. Gopinathan <i>B Sc Engg. (Mech.)</i>	General Manager (Grease & Lubricants)	55	31	26
S. Ravikumar <i>ME (Chem.)</i>	General Manager (Chennai)	53	29	24
A. Dasgupta <i>B Com, ACA</i>	General Manager (Finance)	56	32	32
V. Sinha** <i>BA, MBA (Mktg.)</i>	General Manager	52	29	0.08
Amit Ghosh*** <i>B Com (Hons), ACA, ACS</i>	Company Secretary	52	27	***

\*On secondment from Balmer Lawrie – Van Leer Ltd.

\*\*Presently appointed as Chief Executive Officer in Balmer Lawrie (UK) Ltd.

\*\*\*On deputation from Indian Oil Corporation Limited, IBP Division. Joined on 13th August, 2007.

## Notice to the Members

NOTICE is hereby given that the 90th Annual General Meeting of the members of Balmer Lawrie & Co. Limited shall be held at Ghanshyam Das Birla Sabhagar, 29, Ashutosh Choudhury Avenue, Kolkata – 700 019, on Tuesday, 25 September 2007, at 10.30 a.m. to transact the following :-

### ORDINARY BUSINESS:

1. To receive, consider and adopt the audited Balance Sheet as at 31 March 2007 and the Profit and Loss Account for the financial year ended 31 March 2007 and the reports of the Auditors and the Directors thereon.
2. To declare dividend.
3. To appoint a Director in place of Shri V. N. Sharma who retires by rotation and, being eligible, offers himself for re-appointment.
4. To fix remuneration of the Auditors for the financial year 2007-08 and to pass with or without modification(s) the following Resolution:

#### As an Ordinary Resolution:

“RESOLVED THAT pursuant to Section 619, read with Section 224 (8) (aa) of the Companies Act, 1956 (“the Act”), the Board of Directors be and is hereby authorized to determine the amount

amount of remuneration payable to the Auditors appointed under Section 619 of the Act, by the Comptroller and Auditor General of India including the cost of reimbursement of out-of-pocket expenses incurred in connection with the audit of accounts of the Company for the financial year 2007-08 by the said Auditors.”

### SPECIAL BUSINESS:

To consider and, if thought fit, to pass with or without modification(s), the following resolution :

#### 5. As an Ordinary Resolution :

“RESOLVED THAT pursuant to the provisions of Section 257 of the Companies Act, 1956, Shri A Kaushik be and is hereby appointed a Director, whose period of office shall be subject to determination by retirement of Directors by rotation.”

#### Registered Office :

Balmer Lawrie House  
21, Netaji Subhas Road  
Kolkata - 700 001  
16th August 2007

By Order of the Board  
Balmer Lawrie & Co. Ltd.

Amit Ghosh  
Company Secretary

### Notes:

1. **A MEMBER ENTITLED TO ATTEND AND VOTE IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON A POLL IN HIS STEAD, AND SUCH PROXY NEED NOT BE A MEMBER OF THE COMPANY.**
2. **Proxies, in order to be effective, must be received at the Registered Office, not less than 48 hours before the Meeting.**
3. Dividend on Equity shares as recommended by the Board of Directors for the financial year ended 31 March 2007, when declared at the meeting, will be paid to those Members whose names appear on the Register of Members of the Company after giving effect to all valid share transfers in physical form lodged with the Company/the Registrar & Share Transfer Agent on or before the close of business hours on 18 September 2007 and in respect of shares held in electronic form, to those “Deemed Members” whose names appear in the statement of Beneficial ownership furnished by the National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) as at the end of business hours on 18 September 2007.
4. Members are requested to :
  - I. intimate Intime Spectrum Registry Limited, on or before 18 September 2007 at 59C, Chowringhee Road, 3rd floor, Kolkata - 700 020, Fax no. (033) 2289 0540, e-mail: kolkata@intimespectrum.com
    - (a) change in their address (including Pin Code), mandate, etc.;

- (b) bank account number, name and address of the bank;
- (c) contact phone number(s) and e-mail ID.
- II. quote the ledger folio or Client ID and DP ID numbers in all communications with the Company.
- III. bring their copies of Annual Report and show Attendance Slip and Entry Pass at the entrance of the venue of the Meeting. Annual Report shall not be distributed at the venue of the Meeting.
- IV. note that the Register of Members and Share Transfer Books shall remain closed from 19 September 2007 to 25 September 2007 (both days inclusive).
- V. note that unclaimed dividends relating to final dividend paid on 3 November 1999 and interim dividend paid on 30 May 2000 have been transferred to the Investor Education and Protection Fund on 14 November 2006 and 5 June 2007 respectively. Further, the amount of unclaimed dividends relating to the final dividend paid on 2 November 2000 is to be transferred to the Investor Education and Protection Fund of the Central Government pursuant to Section 205C of the Act on 2 November 2007.
- VI. note that though in terms of Section 224(8)(aa) and 619 of the Act, in case of a Government Company, the Comptroller and Auditor General of India shall appoint the Auditor(s), the remuneration shall be fixed by the Company at a general meeting. Item no.4 under the ordinary business has been included accordingly as an Ordinary Resolution.
5. The Explanatory Statement pursuant to Section 173(2) of the Act is attached hereto.

**Explanatory Statement**

**Under Section 173 (2) of the Companies Act, 1956**

**[Forming Part of the Notice to the Members]**

**Item No. 5**

Shri A Kaushik, BSc, LL.B, PG (HRM), PGDIM, was appointed an additional director on 19 February 2007.

Pursuant to Section 260 of the Companies Act, 1956 and Article 9 of the Articles of Association of the Company, Shri Kaushik shall hold his office only up to the date of the forthcoming Annual General Meeting.

The Company has received a notice under Section 257 of the Act, proposing the appointment of Shri Kaushik as Director of the Company whose office shall be subject to determination by retirement of Director by rotation.

The letter dated 15 February 2007 received in this regard for the appointment of Shri Kaushik from the Ministry of Petroleum and Natural Gas, Government of India as non-executive director (government nominee) and the Articles of Association of the Company are open for inspection at the Registered Office on all working days (except Saturdays) during 10 a.m. to 12 noon.

Your Directors recommend the ordinary resolution for your approval.

Except Shri Kaushik no other director is interested or concerned in the resolution.

**Details of the Directors seeking Appointment/Re-appointment at the  
90th Annual General Meeting to be held on 25 September 2007**

Name	Shri V. N. Sharma	Shri A Kaushik
Date of Birth	4 July 1952	2 May 1958
Date of Appointment	20 January 2005	19 February 2007
Date of last Re-appointment	23 September 2005	—
Qualification	B. Tech (Chemical Engineering), MBA	B. Sc, LLB, PGHRM,
Expertise in Specific Functional Area	<p>a. Production/Operations Management</p> <p>b. Project Management</p> <p>c. R &amp; D Management</p> <p>d. General Management</p> <p>He has worked in different functions such as Production, Materials, Projects etc. over the past 32 years. He has also worked in different capacities, which, <i>inter-alia</i> includes - the Head of R&amp;D and the Head of Grease and Lubricants Business. He was responsible for the feasibility study, negotiations, financing arrangements and formation of a JV company (between Balmer Lawrie, Indian Oil Corporation Ltd. and the French Company Nyco SA), in Aviation Lubricant Business. He played key role in formation of India Chapter of National Lubricating Grease Institute. He is the President of the Indian chapter of NLGI. He was a past President of Tribiology Society of India.</p>	<p>He has work experience in International Trade, International Trade Disputes and Intellectual Property. He has also specialized in Law and Public Administration.</p>

## Directors' Report

Your Directors have pleasure in presenting their 90th Report for the financial year ended 31 March 2007, together with the audited Balance Sheet and Profit and Loss Account of your Company.

### Overall Financial Results

	Financial Results of the Company Rs. in lakhs Year ended on 31 March		Consolidated Financial Results of the Company Rs. in lakhs Year ended on 31 March	
	2007	2006	2007	2006
Surplus for the year before	12047	10064	15358	12757
Finance charge, depreciation & tax				
Deduct therefrom :				
Finance charge & depreciation	1431	1979	3242	3624
Provision for Taxation	3594	3405	3795	3547
	<u>7022</u>	<u>4680</u>	<u>8321</u>	<u>5586</u>
Add transfer from :				
Profit & Loss Account	3450	1941	10299	8043
Add : Transfer from Lease Equalisation Reserve	-	-	4	6
Amount available for appropriation :	<u>10472</u>	<u>6621</u>	<u>18624</u>	<u>13635</u>
Appropriation :				
Proposed Dividend @ Rs. 13.50 per Equity Share (Previous year Rs. 9.00 per Equity Share)	2199	1466	2647	1561
Corporate Tax on Dividend	373	205	400	231
Transfer to General Reserve/ minority interest etc.	1500	1500	1568	1544
Surplus carried forward to next year	6400	3450	14009	10299
	<u>10472</u>	<u>6621</u>	<u>18624</u>	<u>13635</u>

### Overview

In the year 2006–2007 your Company achieved significant milestones by recording all time highs in various financial performance, which *inter-alia* include turnover, profit before tax as also profit after tax, rate of dividend and earning per share, thus delivering immense shareholder value.

The salient features of the financial performance for 2006–2007 as compared to previous year are as follows :

- Overall turnover of the Company has gone up by 3.8% over previous year and crossed Rs.1300 crores.
- Profit before tax has crossed Rs. 100 crore mark, which is an increase by 31% over previous year.
- Profit after tax and earning per share have increased by 50% over previous year.

It is a matter of great pleasure to state that on 16 November 2006

your Company was declared as Mini Ratna Category I company by the Government of India.

### Dividend

A dividend of Rs. 13.50 per equity share of Rs. 10 each for the year ended 31 March 2007 has been recommended by your directors for your declaration at the ensuing annual general meeting to be held on 25 September 2007, as against Rs.9 per equity share for the previous year.

### Management Discussion and Analysis

An analytical report on the businesses of your Company is furnished along with this report under the heading "Management Discussion and Analysis".

### Report on Subsidiaries Balmer Lawrie (UK) Ltd. (BLUK)

The main business activity of the wholly owned subsidiary (WOS) during the year was leasing and hiring of marine freight containers.

## Balmer Lawrie & Co. Ltd.

The business in the marine freight container industry has generally been in line with the preceding year in terms of both daily rentals and utilisation rates. Increased global trade and a fair amount of consolidation as witnessed in this industry are expected to maintain the same trend in the coming year save and except the effect of ageing fleet of containers. The financial position of BLUK at the end of the year is considered reasonable.

### Balmer Lawrie (Tea) Ltd. (BLT)

The main business activity of the subsidiary has been blending, packing and warehousing of tea. This operation has shown a significant upswing in volume and a marginal improvement in turnover. However, due to unabated competitive pressures and increasing costs the financial performance continues to be extremely challenging. The subsidiary continues to be primarily dependent on Harrods Limited, which in turn is reliant on the tourist trade and off take by their Japanese partners. While the tourist inflow has shown some signs of improvement, export of their products to Japan continues to be erratic and year on year sales are significantly lower. The subsidiary has tried to offset this by picking up large volume of contract packing business with a major tea packing company. Besides contributing to a reduction in the loss for the year, this has improved the volume and turnover. However, margins are extremely tight and in view of the circumstances the financial performance of the subsidiary is considered reasonable.

An in-depth analysis of financial performance of both the subsidiaries vis-a-vis the prevailing market scenario reveals that while BLT is expected to marginally improve its financial performance in the short term, it will remain burdened with borrowings and no significant turn around is expected in the medium to long term. Whereas BLUK shall continue to be debt free, its performance in terms of profit shall tend to decline due to its ageing fleet of containers. Considering the aforesaid prospect of the above subsidiaries, it has been thought prudent not to continue with two separate legal entities e.g. BLUK and BLT and merge back the tea activity of BLT with BLUK. Such merger has been effected with effect from 1 April 2007.

### Exemption from attaching accounts of subsidiaries

The Ministry of Company Affairs (MCA), New Delhi, vide their approval no. 47/118/2007-CL-III dated 17 April 2007 has exempted your Company from attaching the Annual Accounts of Balmer Lawrie (UK) Ltd, the wholly owned subsidiary of your Company and Balmer Lawrie (Tea) Ltd, a wholly owned subsidiary of Balmer Lawrie (UK) Ltd. for the year ended 31 March 2007 with its Annual Accounts for the same period. However such accounts have been duly consolidated in terms of applicable Accounting Standards.

### Report on Joint Ventures

#### AVI-OIL India (P) Ltd. (AVI-OIL)

During 2006-2007 there was a marginal improvement in net sales as compared to the previous year. However, there was a marginal decline in profit mainly due to comparatively unfavourable product mix and increase in employee cost arising out of long term settlement.

A notable break through during the year was the award of the rate contract for three years by a major Indian customer for seven large volume products enabling the joint venture to efficiently

plan its production schedule leading to better inventory management in the coming years. The Joint Venture was able to sustain its business with continued validation of approvals of the Company's Quality Assurance Organisation by the Director General of Aeronautical Quality Assurance, Ministry of Defence and the Director General of Civil Aviation, which was further supported by product "Type Approvals" from the Centre for Military Airworthiness & Certification, Ministry of Defence.

### Balmer Lawrie-Van Leer Ltd. (BLVL)

During the year under review BLVL achieved an increase in net sales and other income from Rs.85.83 crores to Rs. 103.32 crores representing an increase of 20% over the last year. In value terms the domestic sales grew by 21% whereas exports increased by 14%. However, runaway increase in steel and polymer prices, the basic raw materials for BLVL, more particularly during the 1st half of the year, resulted in squeezing of the margins as the increase in cost could not be passed on completely to the customers. Consequently there was an adverse impact on the bottom line with the net profit being marginally lower at Rs.555.71 lacs as against Rs.633.85 lacs in the last year.

BLVL has, however, started working on expansion of capacity of all its primary products i.e. steel closures and plastic drums aimed towards profitable growth in the coming years.

### Transafe Services Limited (TSL)

Indian Container Leasing Company Limited has been renamed as Transafe Services Limited with effect from 30 March 2006. The erstwhile container leasing activity has now become a Strategic Business Unit (SBU) called Indian Container Leasing Division. The other SBUs are Glacio Cold Chain Logistics, Indo Trailer Logistics and Creative Container Division.

The total turnover of TSL for the financial year ended 31 March 2007 has recorded a growth of approx. 98% and with the formation of above SBUs and further with Leave and License arrangement entered into with your Company for operation of its Speciality Container Division, Coimbatore, TSL is expected to maintain its momentum of profitable growth.

### Balmer Lawrie (UAE) LLC (BLUAE)

Balmer Lawrie (UAE) LLC maintained its turnover during the year 2006 despite difficult market condition, intense competition and pricing pressures. Customers resistance to price increase continued and margins were under constant pressure.

There are challenges ahead for showing growth in turnover, volumes and profitability in view of the ever increasing competitive pressure, the prevailing geo political situation in the region and unhealthy competition within the customers market segments. The prices of the main raw materials viz. CR steel, Tinplate and HDPE are also of late showing an upward trend.

However, BLUAE continues to retain its dominant position and market share by maintaining customer satisfaction at a high level by fulfilling the customers needs and expectations. BLUAE also strives to maintain high business ethics and dependability as a reliable supplier at all times. BLUAE also continues to upgrade its facilities and increase its capacities apart from enlarging the product range through continuous investments.

## **Balmer Lawrie & Co. Ltd.**

### **Memorandum of Understanding (MoU)**

Your Company, on an annual basis, enters into an MoU with the Government of India at the Ministry of Petroleum and Natural Gas detailing therein various targets on operational, financial and efficiency parameters besides matters like customer satisfaction, quality and human resource development. The targets so agreed upon are evaluated by Department of Public Enterprises, Government of India (DPE) and it is a matter of great pride to report that your Company has obtained the highest rating viz. "excellent" for the financial year 2005-2006. Result of MoU signed for the financial year 2006-2007 is yet to be announced, by DPE.

### **Human Resource Management**

Your Company has continually endeavoured to upgrade the skill and competencies of the employees. Accordingly, substantial number of employees has been exposed to training and development activities during the year. Efforts are also under way to align HR policies and processes to the imperatives of each of the businesses of the Company towards enhancing their competitiveness.

### **Employee Relation**

Employee relations remained cordial throughout the year. Long term settlements covering the terms and conditions of service of unionised employees were signed in Kolkata, Mathura and Mumbai. Discussions are in advanced stage for finalisation of settlements in other locations.

### **Implementation of "The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995"**

Your Company has taken initiative to comply with the mandate contained in the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995.

### **Implementation of Official language**

Your Company follows the Government directives with respect to implementation of official language policy.

### **Welfare of Weaker Sections**

Your Company has taken a policy decision to earmark upto 0.5% of the net profit towards various programmes aimed at helping the weaker sections of the society. To achieve this objective, your Company has initiated a number of community development programmes in collaboration with reputed Non-Governmental Organisations.

Your Company has also taken measure to ensure that sufficient representation is provided in employment to persons belonging to SC/ST/OBC/Minority community etc. including women.

### **Global Compact**

Your Company is a founder member of the Global Compact Society. The Company has reaffirmed its commitment to the principles enunciated in the charter of the Global Compact. The manufacturing units of your Company have already made good stride in complying with ISO 14000 dealing with environmental standard. Some of the units are presently engaged in implementing OHSAS dealing with occupational health and safety. 'Communication on progress' in this endeavour has been hosted in your Company's web site.

### **Vigilance**

The Vigilance department has been strengthened further with induction of additional officers during the financial year 2006-07. Officials of the organisation are sensitized by organizing workshops to achieve total transparency in dealing with different stakeholders of the organisation. Vigilance took initiatives to update existing rules, procedures, systems and/or to frame new rules, wherever required, to sustain quantum jump in business with equity, fairness and transparencies. Preventive Vigilance is set as top priority of the department and it is also felt necessary to apprise employees of the organisation about the menace of corruption and inspire them to transact business with honesty, without fear and favour. Such endeavour of vigilance department has been well appreciated and these efforts will continue for creation of a congenial atmosphere with better interaction among the officers and vigilance department. Vigilance Awareness Week was observed in November 2006 when suppliers, customers, dealers etc were apprised of the grievance redressal procedure and Company policy on transparency.

### **Conservation of Energy, Technology Absorption and Foreign Exchange Earnings**

As required under Section 217 (1) (e) of the Companies Act, 1956, ("the Act") read with Rule 2 of the Companies (Disclosure of Particulars in the Report of the Board of Directors) Rules, 1988, the information is annexed.

### **Directors' Responsibility Statement**

Pursuant to the requirement under Section 217 (2AA) of the Act, with respect to Directors' Responsibility Statement, it is hereby confirmed:

- (i) that in the preparation of the accounts for the financial year ended 31 March 2007, the applicable accounting standards have been followed and there was no departure from such standards;
- (ii) that the Directors have selected such accounting policies and applied them consistently and made judgment and estimates that were reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year on 31 March 2007 and of the profit of the Company for the said financial year;
- (iii) that the Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- (iv) that the Directors have prepared the accounts for the financial year ended 31 March 2007 on a 'going concern basis'.

### **Consolidated Financial Statement**

Consolidated financial statements of your Company, with Balmer Lawrie (UK) Ltd., the wholly owned subsidiary of your Company and Balmer Lawrie (Tea) Ltd., a wholly owned subsidiary of Balmer Lawrie (UK) Ltd. and share of four joint venture companies i.e. AVI-OIL, BLUAE, BLVL and TSL have been prepared as per Accounting Standards 21 and 27 issued by the Institute of Chartered Accountants of India and have been provided with this Annual Report according to the requirements of Clause 32 of the Listing Agreement with the Stock Exchanges.



**Report on Corporate Governance**

A detailed report on the Corporate Governance is also furnished with this Report as required under Clause 49 of the Listing Agreement with the Stock Exchanges along with the Auditor's certificate, thereon.

**Particulars of Employees**

During the financial year under review, the Company did not have any employee who received remuneration of Rs. 24,00,000 or more per annum or at a rate of Rs. 2,00,000 or more per month. Therefore, the disclosure under Section 217 (2A) of the Companies Act, 1956 read with the Companies (Particulars of Employees) Rules, 1975, as amended, has not been made.

**Directors**

On 20 January 2005 Shri V N Sharma was inducted into the board of your Company as a whole time director, the initial appointment of Shri Sharma was as an additional director which at the 88th Annual General Meeting of the Company held on 23 September 2005 was affirmed by the shareholders. At the 90th Annual General Meeting scheduled to be held on 25 September 2007, an ordinary resolution has been proposed for re-appointment of Shri Sharma, who retires by rotation and is eligible to offer himself for re-appointment.

On 19 February 2007, Shri A Kaushik was appointed an additional director, as a nominee of Ministry of Petroleum and Natural Gas, Government of India. He shall hold office up to the date of the ensuing Annual General Meeting as per Section 260 of the Act. A notice under Section 257 of the Act has been received proposing the candidature of Shri Kaushik as a director of your Company. An ordinary resolution under special business has been proposed for appointment of Shri Kaushik as director, whose period of office shall be subject to determination by retirement of directors by rotation.

Shri A K Jain, who was appointed a director of the Company on 29 September 2003 as a nominee of Ministry of Petroleum and Natural Gas, had vacated in favour of Shri Kaushik on the Board of your Company with effect from 19 February 2007. The Board places on record its deep appreciation for the valuable services rendered by Shri Jain during the tenure of his directorship in your Company.

**Auditors**

Your Company being a government company, auditors are appointed or reappointed by the Comptroller and Auditor General of India in terms of Section 619 of the Act. The remuneration of the Auditors for the year 2007-08 may be determined by the members at the ensuing Annual General Meeting as per Section 224(8)(aa) and Section 619 of the Act.

**Auditors' Report**

The statutory auditors have opined that the present internal audit system as conducted in a phased manner is generally commensurate with the size and nature of the Company's business, though there is room for further improvement. The Branch Auditor of New Delhi region has reported that internal audit is required to be further strengthened so as to make it fully commensurate with the size of operations and nature of its business.

Your directors would like to state that the scope of internal audit was strengthened during the year. Further, the management of the Company, as a routine practice, reviews its internal audit programme on a yearly basis and effects modifications/ improvements as deemed fit.

**Acknowledgement**

Your directors wish to place on record their appreciation for all the employees working at different levels for their sincere co-operation, dedication, commitment, hard work and bringing-in positive work culture which contributed in abundant measure to meet the challenges being encountered by the Company.

Your directors also express sincere thanks to all the customers, business associates/consultants, bankers, auditors, solicitors and lawyers for their continued patronage, partnership and confidence reposed in the Company to achieve commendable results.

Your directors take this opportunity to record their sincere thanks to the Ministry of Petroleum and Natural Gas, Government of India, for the valuable guidance, support and co-operation extended from time to time.

Finally, your directors express their gratitude to you as shareholders for the confidence reposed in the Management of your Company.

*Registered Office :*  
Balmer Lawrie House  
21 Netaji Subhas Road  
Kolkata 700 001  
16th August 2007

On behalf of the Board of Directors

S K Mukherjee     *Managing Director*  
P Radhakrishnan     *Whole-time Director*

## Balmer Lawrie & Co. Ltd.

### INFORMATION AS PER SECTION 217(1)(e) OF THE COMPANIES ACT, 1956, READ WITH THE COMPANIES (DISCLOSURE OF PARTICULARS IN THE REPORT OF BOARD OF DIRECTORS) RULES, 1988, AND FORMING PART OF THE DIRECTORS' REPORT FOR THE PERIOD ENDED 31 MARCH 2007

#### 1. CONSERVATION OF ENERGY

##### a) Energy conservation measures taken

Keeping with the Company's commitment to be an environmentally responsible entity and in view of the increasing cost of energy, the Company makes continuous efforts towards conservation of energy. Some of the measures taken during the year were:

- 1 Environment Management System (ISO 14000) Certification was achieved in Leather Chemicals Plant, Chennai.
- 1 Energy Audit was conducted in Sewree and Silvassa Plants of SBU-Industrial Packaging
- 1 Electricity and fuel consumption per unit of production were monitored regularly at all manufacturing plants and corrective actions taken as needed.

##### b) Additional investment proposal for conservation of energy

- 1 Based on Energy Audit getting conducted on select plants/offices cost benefit analysis is being made for investments vis-à-vis savings through energy conservation.

##### c) Impact of the above on cost of production

Above measures have helped in containing the cost of energy per unit of production, despite steep increases in fuel and power costs during the year.

##### d) Total energy consumption and energy consumption per unit of production

Information on energy consumption is provided in the annexed Form A.

#### TECHNOLOGY ABSORPTION :

##### e) Efforts made in Technology Absorption

Information on technology absorption is given in the annexed Form B.

#### FOREIGN EXCHANGE EARNINGS AND OUTGO :

- f) Response in the export market continues to be buoyant for Leather Chemicals and Greases & Lubricants. Further, development of markets for exports has been taken up and specific export plans have been taken up. With various new initiatives being pursued, the export performance for Leather Chemicals and also Greases & Lubricants is expected to improve.

##### g) Total foreign exchange used and earned :

		Rs. in Crores
Total Foreign Exchange used	:	134.65
Total Foreign Exchange earned	:	12.67

**Note :** Particulars of foreign exchange used/earned during the year given under clauses 15.15(a), 15.15(b) and 15.15(c) of Schedule 15 of Notes on Accounts.

### FORM - A

#### Form for Disclosure of Particulars with respect to Conservation of Energy

#### A. Power & Fuel Consumption

	2006-07 Current Year	2005-06 Previous Year
<b>1. Electricity</b>		
(a) Purchased		
Units ('000 kwh)	8,599	9,088
Total amount (Rs. Lakhs)	365.58	387.49
Rate/Unit (Rs./kwh)	4.25	4.26
(b) Own generation		
(i) Through diesel generator		
Units ('000 kwh)	597	265
Units per ltr. of diesel oil	2.62	2.09
Cost/unit (Rs./unit)	12.76	13.11

## Balmer Lawrie & Co. Ltd.

		2006-07 Current Year	2005-06 Previous Year
(ii) Through steam turbine/generator Units	}		
Units per ltr. of fuel oil/gas		N.A.	N.A.
Cost/unit			
<b>2. Coal</b>			
Quantity (tonnes)	}	N.A.	N.A.
Total Cost			
Average Rate			
<b>3. Furnace Oil</b>			
Quantity (k. ltrs.)		1632	1,312
Total amount (Rs. Lakhs)		449.80	266.84
Average Rate (Rs./Kl)		27,550	25,040
<b>4. Other/Internal Generation</b>			
Quantity (Rs. Lakhs)	}		
Total Cost		N.A.	N.A.
Cost/unit			
<b>B. Consumption per unit of production</b>			
		2006-07 Current Year	2005-06 Previous Year
Lubricating greases			
1 Electricity (kwh/mt-kl)		82	85
1 Furnace Oil (ltrs./mt-kl)		18	20
Barrels & Drums			
1 Electricity (Kwh/Unit)		1.78	1.83
1 Furnace Oil (ltrs./Unit)		0.46	0.38
Synthetic Fat Liquors			
1 Electricity (kwh/Unit)		212	170
Syntans			
1 Electricity (kwh/mt)		227	381

**Notes :**

1. Figures represent energy consumption in the manufacturing units of SBUs Industrial Packaging, Greases & Lubricants and Leather Chemicals.
2. Figures are based on equivalent units of production.
3. Increases in furnace oil usage per equivalent unit of production in Barrels and electricity usage for Synthetic Fat Liquors are attributable to variations in product mix and changes in production processes.

**FORM - B**  
Form for Disclosure of Particulars with respect to Technology Absorption

**I. RESEARCH & DEVELOPMENT**

**1) Specific Areas in which R&D work has been carried out by the Company**

- 1 R&D Work has been carried out in development of lubricants, leather chemicals and industrial packaging.
- 1 In lubricants (Greases and Lubricating oils), the thrust of R&D was in development & commercialization of certain high volume products as also speciality lubricants for certain niche markets including eco-friendly products. Based on R&D efforts a number of new superior performance products were developed for application in Steel sector, Railways, Automobile sector etc. R&D efforts also helped in export initiatives.
- 1 In Leather Chemicals, the thrust of development had been towards high performance fat liquors for sophisticated leather segments and on a range of polymeric syntans.
- 1 Development of value added barrel variants (ISO drums) etc..

**2) Benefits derived as a result of the above**

- 1 R&D efforts in lubricants and leather chemicals have helped the Company to introduce new product ranges as also to remain cost effective in existing products thereby helping the respective SBUs to remain competitive.
- 1 R&D efforts in Industrial Packaging would help the Company to augment its portfolio of speciality barrels and retain technological leadership in the industry.

**3) Future Plan and action**

R&D and technological up-gradation is one of the key objectives of the Company. The efforts in R&D are directed at maintaining technological & cost leadership leading to customer satisfaction through:

- 1 Value engineering of existing product ranges
- 1 Development of new ranges of speciality/high performance products in lubricants & leather chemicals and also value added industrial packaging applications.
- 1 Development of systems and equipment to aid in cost effective manufacturing etc.

**4) Expenditure on R&D**

	Rs. in Lakhs	
	2006-07	2005-06
Capital	30.54	5.87
Revenue	190.74	163.05
Total	221.28	168.92
Total R&D expenditure as percentage of turnover	0.17	0.13

**II. TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATIONS**

**a) Efforts in brief made towards the above**

- 1 Products and processes developed through in-house R & D have been internally absorbed by the manufacturing units for commercialisation.

**b) Benefits derived**

- 1 Partly off-setting the increase in cost of production despite steep increases in prices of key raw material and other inputs.
- 1 Augmentation of Company's products basket in target market segments leading to addition of new customers and retention of existing customers.
- 1 Increased competitiveness & customer satisfaction.
- 1 Foray into Export Market

**c) Import of technology (imported during the last 5 years reckoned from the beginning of the financial year)**

- i) Technology imported : Not Applicable
- ii) Year of import : Not Applicable
- iii) Has technology being fully absorbed? : Not Applicable
- iv) If not absorbed, areas where this has not taken place. : Not Applicable  
Reasons there of and future plan of action.

**Report on Corporate Governance**  
[Forming Part of the Directors' Report for the year 2006-07]

**Philosophy**

**A stakeholder-caring, environment friendly, transparent Company with high ethical standards in dealing with shareholders, customers, suppliers, employees and all other stakeholders.**

**Board of Directors**

The Board of Directors consists of Shri S K Mukherjee, Shri P Radhakrishnan, Shri V N Sharma, Shri K Subramanyan, Shri M Singh and Shri A Kaushik.

**Shri S K Mukherjee**

*Managing Director*

Shri Mukherjee has been appointed Managing Director by Government of India, on 1 April 2005 and was further re-appointed at the 89th Annual General Meeting held on 21 September 2006. He has been serving the Company in various capacities since January 1976. He is member of the following Committees of the Company :

Board Sub-Committee, Audit Committee, Shareholder's/Investor's Grievance Committee and Share Transfer Committee.

He also holds the position of non-executive director in the following companies :

1. Balmer Lawrie-Van Leer Limited
2. Balmer Lawrie (UK) Limited
3. Balmer Lawrie (Tea) Limited
4. Balmer Lawrie (UAE) LLC
5. Proseal Closures Limited
6. Bengal Chamber of Commerce and Industry.

**Shri P Radhakrishnan**

*Wholetime Director*

Shri Radhakrishnan has been appointed Director on 11 March 2003 by Government of India and was further re-appointed at the 88th Annual General Meeting held on 23 September 2005. He is mainly responsible for service related strategic business units of the Company. He is member of the following Committees of the Company:

Board Sub-Committee, Audit Committee, Shareholders'/Investors' Grievance Committee and Share Transfer Committee.

He has been serving the Company in various capacities since February 1984.

He also holds the position of non-executive director in the following companies:

1. Balmer Lawrie (UK) Limited
2. Balmer Lawrie (Tea) Limited
3. Balmer Lawrie (UAE) LLC

**Shri V N Sharma**

*Wholetime Director*

Shri V N Sharma has been appointed director by Government of India on 20 January 2005. He is responsible for mainly manufacturing related strategic business units of the Company.

Shri Sharma retires by rotation and being eligible offers himself for reappointment. A resolution for his re-appointment, as an ordinary business is proposed to be considered at the 90th Annual General Meeting.

ordinary business is proposed to be considered at the 90th Annual General Meeting.

He has been serving the Company in various capacities since February 1975.

He also holds the position of non-executive director in the following companies:

1. Balmer Lawrie Van Leer Limited
2. Transafe Services Limited
3. Avi-Oil India (P) Ltd.

**Shri K Subramanyan**

*Wholetime Director*

Shri Subramanyan has been appointed director by Government of India on 30 December 2005. He has been serving the Company in various capacities since February 1980.

He also holds the position of non-executive director in Transafe Services Ltd.

**Shri M Singh**

*Government Nominee Director*

Shri M Singh, IAS has been appointed as non-executive director as nominee of the Ministry of Petroleum and Natural Gas, Government of India on 21 February 2006.

He also holds directorship in Bongaigaon Refinery & Petrochemicals Ltd.

**Shri A Kaushik**

*Government Nominee Director*

The Government of India, Ministry of Petroleum and Natural Gas appointed Shri Kaushik as a nominee director. He was accordingly appointed additional director of the Company on 19 February 2007. At the 90th Annual General Meeting an ordinary resolution is proposed to be considered as a special business by the members for appointment of Shri Kaushik as non-executive director.

**Attendance of directors at the Board Meeting held during April 2006 to July 2007 and at the last Annual General Meeting held on 21 September 2006.**

Name of the Director	Number of Board meeting		Attended the last annual general meeting held on 21 September 2006
	Eligible to attend	attended	
Shri S K Mukherjee	10	10	Yes
Shri P Radhakrishnan	10	10	Yes
Shri V N Sharma	10	10	Yes
Shri K Subramanyan	10	10	Yes
Shri M Singh	10	6	No
Shri A Kaushik	4	3	N.A.*

\*Shri A Kaushik was inducted on the Board with effect from 19 February 2007.

**Note:**

During April 2006 to July 2007 the board meetings were held on 6 June 2006, 31 July 2006, 25 August 2006, 21 September 2006, 23 October 2006, 25 January 2007, 19 February 2007, 30 March 2007, 14 June 2007 and 25 July 2007.

## Balmer Lawrie & Co. Ltd.

### Audit Committee

The terms of reference of Audit Committee is at par with the Listing Agreements and the Companies Act, 1956, which *inter alia* include review of the financial reporting, making recommendations in regard to the internal audit assignments, reviewing the quarterly and annual financial statements, besides considering the adequacy of internal control and effectiveness of various systems. The Committee has been re-constituted in June 2007 due to resignation of Shri A K Jain, Chairman of the Committee. Now the Committee consists of Shri M Singh, Chairman; Shri S K Mukherjee, Shri A Kaushik and Shri P Radhakrishnan as three other members. The Committee during April 2006 to July 2007 met six times viz. on 6 June 2006, 31 July 2006, 23 October 2006, 25 January 2007, 14 June 2007 and 25 July 2007. All the concerned Committee members were present in all the meetings except Shri Jain who attended two meetings out of four meetings.

### Shareholders'/ Investors' Grievance Committee

This Committee has also been re-constituted in June 2007 due to resignation of Shri A K Jain, Chairman of the Committee and such vacancy has been filled up by Shri M Singh. Now the Committee consists of Shri M Singh, Chairman whereas Shri S K Mukherjee and Shri P Radhakrishnan are the other two members. On 14 June 2007 the re-constituted Committee had met and took on record the status of investors' services being rendered by the Company. The terms of reference of the Committee is in terms of the Listing Agreement.

Shri Ranjan Mukherjee designated as General Manager (Legal) and Company Secretary, was the Compliance Officer of the Company, who, on resignation, had been released from the services of the Company with effect from the close of business hours of 29 June 2007 and had accordingly ceased to be Compliance Officer with effect from 30 June 2007. The Company has since taken Shri Amit Ghosh as Company Secretary with effect from 13 August 2007 and Shri Amit Ghosh has been nominated as Compliance Officer from the said date. In between i.e. during 30 June 2007 to 12 August 2007, Shri S K Mukherjee was acting as Compliance Officer.

The Company during 1 April 2006 to 30 June 2007 received nine investor complaints which had all been resolved. Necessary disclosure in this regard in terms of Clause 41 of Listing Agreements has been made while publishing the quarterly results.

The Company has created an exclusive e-mail ID viz. blsharegrievance@balmerlawrie.com to enable the investors lodge their complaints/grievance, if any.

### Summarised information on Complaints Received & Resolved during the period April 2006 to March 2007

Nature of the Communication	General Communication	Complaints
Non-receipt of share certificates lodged for transfer	19	4
Non-receipt of share certificates on sub-division, consolidation, duplicate and renewal of share certificates	3	0
Loss of share certificates	2	0
Transmission, Registration of power of attorney, death, marriage certificates etc.	13	0

Non-receipt of dividend	33	1
Revalidation/Fresh issue of Dividend Warrants	106	0
Change of address	20	0
Details of Electronic Clearance System or mandates or Bank details	7	0
Request for nomination	0	0
Queries from SEBI	0	3
Queries from CLB, Stock Exchanges and Depositories	0	0
Queries from RBI, Income Tax	0	0
Legal notices/cases	0	0
Miscellaneous	39	0
Total	242	8

Note : No other grievances were received from the shareholders during this period.

### Share Transfer Procedure

The Share Transfer Committee governs the physical share transfer related activities and meets on every Monday and Thursday. On 12 February 1996 the Board had delegated authority to the Committee which is now comprised of Shri S K Mukherjee, and Shri P Radhakrishnan.

### Review of Registry Function

A monthly audit report in regard to the review of share transfer process and registry function is furnished to the board of directors in all its meetings, as per clause 47(a) of the Listing Agreement. Monthly audit of the physical share transfer process is carried out by a Practicing Company Secretary to ensure compliance of clause 47(c) of the Listing Agreement. The Company has complied with the requirement of clause 47(c) of the listing agreement with the Stock Exchanges as on 30 September 2006 and 31 March 2007.

The Company conducts a monthly review on the functions of the registrar and share transfer agent for upgrading the level of service to the shareholders. Monthly review is also conducted on the response to the shareholders pertaining to their communication and grievances, if any, besides stock reconciliation of blank share certificates and unused dividend warrants and status of dematerialization of shares.

A shareholder's satisfaction survey was conducted in 2006. Responses reflected that the services to the shareholders are by and large satisfactory. As the Company is committed to persistently improve and raise the standard of service delivery to shareholders, a self addressed postage prepaid response sheet is circulated along with this Annual Report to encourage shareholders in providing response.

### Secretarial Audit

To ensure greater monitoring and timely reporting on the legal compliance of major corporate laws and listing requirements, annual Secretarial Audit was introduced from the financial year ended 31 March 2001.

A Practicing Company Secretary conducted secretarial audit for the financial year ended 31 March 2007. The report reveals inter-alia that the Company has complied with all the applicable provisions of the Companies Act, 1956 and the listing requirements.

**Legal Compliance Audit**

The Company has conducted legal compliance audit for the year 2006 to check the quality of compliance of all applicable laws under which the Company and its Strategic Business Units operate. The Board reviewed the report of such legal compliance audit and found the same as satisfactory.

**Board Procedure**

The Board of Directors meets with appropriate notice and agenda papers in a defined agenda format, which are circulated in advance to the Directors. All proposals to the Board in the form of Board Notes are prepared at the senior management level and are placed after being vetted by the Managing Director and concerned Whole-time Director besides obtaining concurrence of the Director (Finance), wherever the proposals involve financial implications.

Agenda papers are made in such form so that it facilitates meaningful and focused deliberations at the meeting. Where it is not practicable to attach any document in the agenda papers, the same is placed on the table at the meeting with specific reference to this effect in the agenda. In exceptional circumstances, and matters having sensitivity, additional items on the agenda are submitted directly to the Board without written material being circulated in advance.

**Payment of Dividend through Electronic Clearing Services (ECS)**

As per Circular issued by Securities and Exchange Board of India

(Circular no. DCC/FITT/CIR/-3-2001 dated 15 October 2001) the Company has to use ECS for payment of Dividend, wherever available. Requests have been made like in earlier years to the shareholders for adoption of ECS facility. It is proposed that the shareholders located at major cities may obtain their dividend through ECS to enable the Company to reduce costs of payment through physical mode.

**Transfer of unclaimed amount of dividend to the Investor Education and Protection Fund**

In terms of Section 205C of the Companies Act, 1956, it is mandatory to deposit the amount lying in the unpaid dividend account of the Company as unclaimed, to the Investor Education and Protection Fund established by the Central Government, after seven years.

Accordingly, the unclaimed dividends, which were lying in the 'unpaid dividend account' of the Company, for the financial year 1998-99 and unclaimed interim dividend for the financial year 1999-00 have been deposited to the "Investor Education and Protection Fund" of the Central Government, by the Company on 14 November 2006 and 5 June 2007 respectively.

The details of unclaimed dividends remaining unclaimed till seven years from the date of payment of dividend, which may be required to be transferred in future to the Investor Education and Protection Fund by the Company are as below:

(Contd. in the next column)

Date on which Dividend was paid	Pertaining to Financial Year	Total Amount of Dividend (Rs.)	Amount of Dividend declared per share (Rs.)	Amount of Unclaimed Dividend as on 31 July 2007 (Rs.)	% of Unclaimed Dividend on the total Dividend	Due date of transfer to Investor Education and Protection Fund
2 November 2000	1999-00 (Final)	1,62,86,081	1.00	1,99,904.50	1.22	2 November 2007
28 September 2001	2000-01	2,44,29,122	1.50	2,55,444.30	1.04	28 September 2008
3 October 2002	2001-02	2,93,14,946	1.80	3,41,450.80	1.16	3 October 2009
1 October 2003	2002-03	5,04,86,851	3.10	5,68,890.30	1.12	1 October 2010
1 October 2004	2003-04	5,70,01,284	3.50	5,22,055.30	0.91	1 October 2011
29 September 2005	2004-05	8,95,73,446	5.50	8,36,033.00	0.93	29 September 2012
25 September 2006	2005-06	14,65,74,729	9.00	12,84,324.00	0.87	25 September 2013

The Company has filed with the Registrar of Companies, West Bengal, the following quarterly statements duly certified by a Practicing Company Secretary regarding the amount due and credited to the

credited to the Investor Education & Protection Fund for the quarters ended during 1 April 2006 to 30 June 2007:

Quarter ended on	Due date of Compliance	Date of Compliance
30 June 2006	5 July 2006	4 July 2006
30 September 2006	5 October 2006	4 October 2006
31 December 2006	5 January 2007	4 January 2007
31 March 2007	5 April 2007	2 April 2007
30 June 2007	5 July 2007	5 July 2007

## Balmer Lawrie & Co. Ltd.

### General Body Meetings

Location, Time where last three Annual General Meetings (AGMs) were held and details of Special Resolution passed in the said AGMs :

Date & Time	Venue	Type of Meeting	Special Resolution passed
21 September 2006 at 10.30 a.m.	G. D. Birla Sabhagar 29, Ashutosh Choudhury Avenue, Kolkata - 700 019	The 89th Annual General Meeting (AGM)	Nil
23 September 2005 at 10.30 a.m.	Same as above	The 88th AGM	<ul style="list-style-type: none"> <li>n Delisting of Equity Shares of the Company from the Stock Exchange Exchange - Ahmedabad, Madras Stock Exchanges Ltd., The Delhi Stock Exchanges Association Ltd., and The Calcutta Stock Exchange Association Ltd.</li> <li>n Insertion of new Article 20, in place of existing Article 20 in the Articles of Association of the Company.</li> <li>n Change of place of preservation of Register of Members of the Company due to shifting of office of the Registrar.</li> </ul>
24 September 2004 at 10.30 a.m.	Same as above	The 87th AGM	Nil

### Disclosures

- a) There was no materially significant related party transaction executed during the financial year ended 31 March 2007 as required to be disclosed under Clause 49 of the Listing Agreement, except as has been mentioned under Clause 15.22(i) and (ii) of Schedule-15 as Notes on the Annual Accounts which were all carried out at arm's length basis and all disclosures have been made in accordance with the Accounting Standard 18 issued by the Institute of Chartered Accountants of India.
- b) There was no non-compliance by the Company on capital market related matters and no penalty or stricture has been imposed on the Company by the stock exchanges or SEBI or any other statutory authorities during the financial year ended 31 March 2007.
- c) The Company has introduced a Code for Prohibition of Insider Trading in March 2003. Governance of the Code is done by the Compliance Officer.
- d) The Company has filed all the returns, documents and forms within statutory time with the Registrar of Companies, West Bengal, as required under various provisions of the Companies Act, 1956.
- e) The Company has obtained Certificate from the Statutory Auditors on compliance of Clause 49 of the Listing Agreement and a copy of such Certificate is attached to this report.
- f) The CEO (Managing Director) and the CFO [Director (Finance)] have jointly certified to the Board, with regard to reviewing the financial statements, cash flow statements and effectiveness of internal control and other matters as required under clause 49 of the Listing Agreement.
- g) Formation of a Remuneration Committee is a non-mandatory requirement of the Listing Agreement. The Company is a government company within the meaning of Section 617 of the Companies Act, 1956 and all the Whole-Time Directors are

Presidential appointees; their remuneration is fixed by the Government of India and hence, the Company does not need to have a Remuneration Committee. The Company is yet to adopt the other non-mandatory requirements including Whistle Blower Policy.

- h) The Company at present does not have any independent director. The Board and the Audit Committee need to be reconstituted by induction of appropriate number of independent directors, which is under active consideration of the Government of India.
- i) The Code of Conduct for the Directors and the Senior Management Personnel of the Company is operational. Declaration by the CEO under Clause 49 of the Listing Agreement is set out elsewhere in the Annual Report.
- j) Equity shares held by the Directors in the paid-up capital

Name of the Director	No. of Equity Shares held
Shri S. K. Mukherjee	383
Shri V. N. Sharma	1650
Shri K. Subramanyan	101

- k) During the Financial Year 2006-07 Secretarial Audit was carried out on quarterly basis by a firm of Practicing Company Secretary for reconciling the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) and the total issued and listed capital. The audit confirms that the total issued/paid-up capital is in agreement with the total number of shares held in physical form and the total number of dematerialized shares held with NSDL and CDSL.

### Resolutions passed through Postal ballot

In accordance with Section 192A of the Companies Act, 1956 ("the Act") read with the Companies (Passing of the Resolution by



## Balmer Lawrie & Co. Ltd.

Postal Ballot) Rules, 2001, the consent of the members for sale of Speciality Container Division based at Coimbatore to Transafe Services Limited as a going concern under Section 293(1)(a) of the Act was obtained by means of voting by postal ballot as detailed below:

Particulars	Number	%
Total Postal Ballot Forms Received	468	100
Invalid forms out of above	24	5.13
Valid forms	444	94.87
Total votes cast	531314	-
Invalid votes	2108	-
Valid votes cast	529206	100
Votes cast in favour	524359	99.08
Votes cast in against	4847	0.92

The Postal Ballot exercise was conducted by Dr. Asim Kumar Chattopadhyay, Company Secretary in practice as independent scrutinizer and the result of the postal ballot was published on 21 March 2007 in Business Standards, Financial Express, Aajkal, Sanmarg and also posted on the website of the Company.

### Means of Communication

- Financial results are generally published in Business Standards (English), Financial Express (English), Aajkal (Bengali) and Janasatta (Hindi).
- The financial results are also posted on the website [www.balmerlawrie.com](http://www.balmerlawrie.com)
- The Company has created an exclusive e-mail ID viz, [blsharegrievance@balmerlawrie.com](mailto:blsharegrievance@balmerlawrie.com) to enable the investors lodge their complaints/grievance, if any.

### Shareholders' Information

Date and time of the  
90th Annual General Meeting : 25 September 2007  
at 10.30 a.m.

Venue : G D Birla Sabhagar  
29, Asutosh Choudhury  
Avenue, Kolkata – 700 019

Financial year ended on : 31 March 2007

Date of Payment of Dividend : The dividend warrants/ECS transfer would be on or after 25th September, 2007 and within 30 days from the date of declaration as provided in the Companies Act, 1956.

Date of Book Closure : 19 September 2007 to 25 September 2007 (both days inclusive)

The shareholders are required to submit ECS mandate/bank particulars, on or before 18 September 2007 at the following address :

**Intime Spectrum Registry Ltd.**  
Registrar & Share Transfer Agent  
59-C, Chowringhee Road  
Kolkata – 700 020  
Phone : (033) 2289 0539  
Phone / Fax : (033) 2289 0540  
E-mail : [kolkata@intimespectrum.com](mailto:kolkata@intimespectrum.com)

Name of the Stock Exchanges where the equity shares of the Company are listed		
Name and address of the Stock Exchanges	Stock Code	Annual Listing Fee (2007-08) paid to the Stock Exchanges on
Bombay Stock Exchange Limited Phiroze Jeejeebhoy Towers Dalal Street, Mumbai 400 001	523319	21 May 2007
National Stock Exchange of India Limited Exchange Plaza Bandra-Kurla Complex Bandra (E) Mumbai 400 051	BALMLAWRIE	20 April 2007
ISIN Code :	INE 164A01016	

Distribution of Shareholding as on 31 July 2007					
Face Value of Equity Shares (Rs.)	Number of Shareholders	Percentage of total Shareholders	Number of Shares	Percentage of total Shareholdings	
Upto 50	1747	20.5990	3367	0.0207	
51 to 100	424	4.9994	3955	0.0243	
101 to 500	2329	27.4614	81232	0.4988	
501 to 1000	1444	17.0263	122394	0.7515	
1001 to 2000	950	11.2015	146124	0.8972	
2001 to 3000	385	4.5396	100570	0.6175	
3001 to 4000	242	2.8534	87299	0.5360	
4001 to 5000	222	2.6176	105973	0.6507	
5001 to 10000	387	4.5631	294874	1.8106	
10001 & above	351	4.1387	15340293	94.1927	
<b>Total</b>	<b>8481</b>	<b>100</b>	<b>16286081</b>		

## Balmer Lawrie & Co. Ltd.

Distribution of Shareholding as on 31 July 2007			
	Category	No. of shares held	Percentage of Shareholding
<b>A</b>	<b>Promoter's Holding</b>		
<b>1</b>	Promoters	Nil	Nil
	– Indian promoters	Nil	Nil
	– Foreign promoters	Nil	Nil
<b>2</b>	<b>Persons acting in Concert</b>	Nil	Nil
	<b>Sub - Total</b>	<u>—</u>	<u>—</u>
<b>B</b>	<b>Non-Promoter's Holding</b>		
<b>3</b>	<b>Institutional Investors</b>		
	a) Mutual Funds and UTI	1025786	6.30
	b) Banks, Financial Institutions, Insurance Companies (Central/State Govt. Institutions/ Non-Government Institutions)	2088032	12.82
	c) Fills	532520	3.27
	<b>Sub-Total</b>	<u>3646338</u>	<u>22.39</u>
<b>4</b>	<b>Others</b>		
	a) Private Corporate Bodies	467424	2.87
	b) Indian Public	2039370	12.52
	c) NRIs/OCBs	68249	0.42
	d) Any other (please Specify) Govt. Company*	10064700	61.80
	<b>Sub-Total</b>	<u>12639743</u>	<u>77.61</u>
	<b>GRAND TOTAL</b>	<u>16286081</u>	<u>100</u>

\*Balmer Lawrie Investments Ltd. is a Government Company, and the Holding Company of Balmer Lawrie & Co. Ltd.

Categories of Shareholders as on 31 July, 2007				
Category	Number of Physical Shares	Number of Shares dematerialized	Total Number of Shares	Percentage of Equity holding
Foreign National	17806	582963	600769	3.69
Financial Institutions & Banks	8841	2071706	2080547	12.78
Balmer Lawrie Investments Limited (a government company)	Nil	10064700	10064700	61.80
UP State Government	7485	Nil	7485	0.05
Mutual Fund	650	1025136	1025786	6.30
Bodies Corporate	8814	458610	467424	2.87
Directors and their relatives	383	1751	2134	0.01
Public	456246	1580990	2037236	12.51
<b>Total</b>	<u>500225</u>	<u>15785856</u>	<u>16286081</u>	<u>100</u>
<b>%</b>	<b>3.07</b>	<b>96.93</b>		

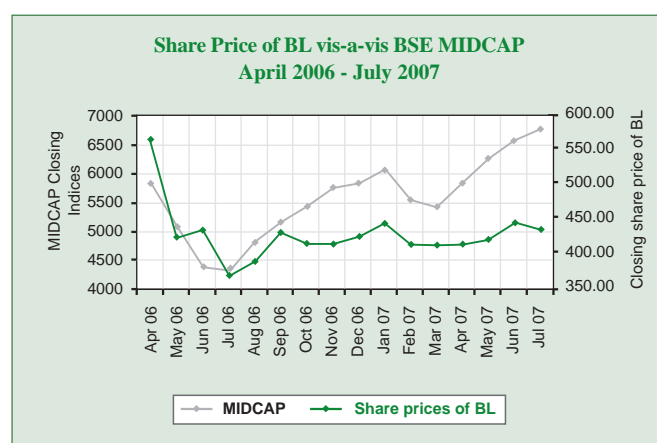
Note : The Company has not issued any GDR/ADR/Warrants or other instruments convertible into Equity.

## Balmer Lawrie & Co. Ltd.

Market Price (Average High and Low) and the Volume of transactions of the shares of the Company as per National Stock Exchange (for the period April 2006 to July 2007) :

Month-Year	High Rs.	Low Rs.	Volume of Transaction (Nos.)
April 2006	616.00	531.00	41217
May 2006	600.00	401.00	111886
June 2006	460.00	311.65	77363
July 2006	449.00	337.00	41239
August 2006	448.45	365.10	139262
September 2006	439.00	374.50	226035
October 2006	454.00	399.80	61189
November 2006	442.00	380.00	113316
December 2006	456.55	371.60	132645
January 2007	488.00	383.35	85556
February 2007	482.00	400.00	67451
March 2007	454.00	386.50	100655
April 2007	449.95	388.20	23827
May 2007	438.00	401.10	87204
June 2007	474.80	405.00	95519
July 2007	495.60	403.00	94266

### Market Price Data



### Location of the Business

Name of the business	Location	ISO 9001:2000 accreditation	ISO 14001:2004 accreditation
Greases & Lubricants	<b>Manufacturing Units :</b>		
	Chennai	3	-
	Kolkata	3	3
	Mumbai	3	-
	Silvassa	3	-
	Taloja	-	-
	<b>Marketing Offices :</b>		
	Bangalore	-	-
	Chennai	-	-
	Kolkata	-	-
	Mumbai	-	-
	New Delhi	-	-
	Secunderabad	-	-
Vadodara	-	-	
Industrial Packaging	Chennai	3	-
	Kolkata	3	-
	Mathura	-	-
	Mumbai	3	-
	Panipat	-	-
	Silvassa	3	-
	<b>Marketing Office :</b> New Delhi and at all the places mentioned above	-	-
Speciality Containers	Coimbatore	-	-
Leather Chemicals	<b>Manufacturing units :* Chennai</b>	3	3
	Pondicherry (closed)	-	-
	<b>Technical Service centres :* Chennai</b>	3	3
	Kanpur	-	-
	Kolkata	-	-
	Ranipet	-	-
	<b>Marketing Office : Chennai</b>	3	-
	Kolkata	3	-
	Delhi	3	-
	Kanpur	3	-
Ranipet	3	-	
Logistics Infrastructure and Services : Container Freight Station	Chennai	3	-
	Kolkata	3	-
	Navi Mumbai	3	-
Logistics Services :	Ahmedabad	-	-
	Bangalore	3	-
	Chennai	3	-
	Delhi	3	-
	Hyderabad	3	-
	Karur	-	-
	Kochi	-	-
	Kolkata	3	-
	Lucknow	-	-
	Mumbai	3	-
	Pune	-	-
	Tirupur	-	-

## Balmer Lawrie & Co. Ltd.

Name of the business	Location	ISO 9001:2000 accreditation	ISO 14001:2004 accreditation
	Thiruvananthapuram Tuticorin Visakhapatnam	- - -	- - -
Engineering & Technology Services	Kolkata	3	-
Research and Development	Chennai Kolkata	- -	- -
Tea	Kolkata	-	-
Travel and Tours	Ahmedabad Bangalore Bhubaneswar Chennai Delhi Dehradun Hyderabad Kolkata Lucknow Mumbai Tiruvananthapuram Vadodara	- 3 - 3 3 - 3 - - 3 - - -	- - - - - - - - - - - -

\*Obtained Integrated Management Systems Certification (ISO 9001 : 2000, ISO 14001 : 2004 and OHSAS 18001 : 1999)

### Address for Correspondence :

All communication relating to share matters may be addressed to :

**Intime Spectrum Registry Ltd.**  
59-C, Chowringhee Road, 3rd Floor  
Kolkata - 700 020  
Phone/Fax : (033) 2289 0539  
(033) 2289 0540  
E-Mail : [kolkata@intimespectrum.com](mailto:kolkata@intimespectrum.com)

OR

**Balmer Lawrie & Co. Ltd.**  
Secretary's Department  
21, Netaji Subhas Road  
Kolkata - 700 001  
Phone : (033) 2222 5322/5314  
Fax : (033) 22225678  
E-Mail : [mukhopadhyay.c@balmerlawrie.com](mailto:mukhopadhyay.c@balmerlawrie.com)

## Declaration by Managing Director (CEO) Under Clause 49 of the Listing Agreement

To  
The Members of  
Balmer Lawrie & Co. Ltd.

I, S. K. Mukherjee, Managing Director of Balmer Lawrie & Co. Ltd. hereby declare that myself and all Designated Personnel (viz. all wholtime directors and officers in the rank of general manager and above) of the Company have affirmed compliance with the applicable Code of Conduct for the year ended 31 March 2007.

Kolkata  
14 June 2007

S. K. Mukherjee  
Managing Director

**Auditor's Certificate Regarding Compliance of  
Conditions of Corporate Governance  
To the Members of Balmer Lawrie & Company Limited**

We have examined the compliance of conditions of Corporate Governance by Balmer Lawrie and Company Limited, for the year ended 31 March 2007, as stipulated in Clause 49 of the Listing Agreement of the said Company with the Stock Exchanges in India.

The compliance of the conditions of Corporate Governance is the responsibility of the Company's Management. Our examination was carried out in accordance with the Guidance Note on Certification of Corporate Governance (as stipulated in Clause 49 of the Listing Agreement), issued by the Institute of Chartered Accountants of India and was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, subject to the following :

1. The requirement that the Board of Directors should have an

optimum combination of executive and non-executive directors with not less than fifty percent of the Board of Directors comprising of non-executive directors was not fulfilled by the Company;

2. The requirement that two-thirds of the members of the Audit Committee shall be independent directors has also not been fulfilled by the Company;

We certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above mentioned Listing Agreement.

We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Kolkata  
16 August 2007

For GUPTA & CO.  
*Chartered Accountants*  
S. K. Ganguli  
*Partner*  
Membership No. 6622

## **Management Discussion and Analysis**

[Forming Part of the Directors' Report]

The Company has a diverse business portfolio spanning manufacturing and services sectors with each major business being recognised as a Strategic Business Unit (SBU). Each SBU is discussed separately hereinbelow:

### **1. INDUSTRIAL PACKAGING (SBU-IP)**

#### **Industry structure and developments**

The SBU-IP offers a wide range of 165/200/210 litre mild steel barrels from its six manufacturing locations spread across the country. These barrels/drums are used for packing liquids, pastes and solids for transportation and storage. Customer segments include lubricating oils and greases, transformer oil, agrochemicals and other chemicals, paints, food products, bitumen, etc.

The industrial packaging industry segment in which the SBU operates is characterized by low growth rate, large number of manufacturers and surplus capacities. Cold rolled steel is the main raw material input for the SBU and the year under review witnessed a relative stabilization of prices compared to the previous year.

The SBU continued to hold its lead position in terms of market share during the year.

#### **Opportunities and Threats**

**The major opportunities for the SBU are :**

- 1 Improving market share in the non-lube sectors, which are projected to have higher growth rates.
- 1 Leveraging its multi-locational presence and high quality standards to remain most preferred supplier of large customers with geographical spread.
- 1 Becoming total packaging service provider to large volume customers by moving up the value chain.
- 1 Extension of product range.

**The major threats faced by the SBU are :**

- 1 Surplus manufacturing capacity leading to depressed pricing.
- 1 Tender based supplies with thin margins.
- 1 Competition from alternative products such as plastic drums.
- 1 Volatility in price of steel leading to unstable product pricing.

#### **Segmentwise or Productwise performance**

Although, the SBU recorded a lower sales volume leading to a lower turnover, the SBU continued to retain its market leadership status.

The SBU improved its market share in the non-lubricant industry segments during the year.

#### **Outlook**

Increased GDP growth in the country and thrust on exports is expected to result in modest growth of the market for the SBU's products.

The SBU has planned further rationalization and upgradation of manufacturing facilities during the coming year to improve operational efficiencies and productivity as well as to achieve

The SBU has planned further rationalization and upgradation of manufacturing facilities during the coming year to improve operational efficiencies and productivity as well as to achieve higher volume of value added products.

#### **Risks and Concerns**

Increased competition from plastic drums is an area of concern. Volatility in input costs, specially steel and paints resulting in less than commensurate product price adjustments and that too often with considerable time lag, is another risk factor.

Low growth rate in the single largest consumer segment viz lubricants is also an area of concern.

#### **Internal Control Systems and their adequacy**

The SBU is governed by performance budget system and other control measures to monitor performance against targets/norms. BIS certificate is available for all plants of the SBU. Four of the six plants are certified to ISO 9001:2000 Quality Management Systems. Additional checks are maintained through Internal Audit, Vigilance Inspection, etc.

#### **Discussion on Financial Performance with respect to Operational Performance**

In spite of a lower turnover, profit at previous year's level could be achieved, largely contributed by efficiency improvement measures.

#### **Material Developments in Human Resources /Industrial Relations**

The SBU continues to enjoy cordial relationship with employees at all its units and concluded Long Term Settlements at its Mumbai, Kolkata and Mathura locations with the respective collectives.

### **2. GREASE AND LUBRICANTS (SBU - G&L)**

#### **Industry structure and developments**

The Indian market for lubricants (oils and greases) is estimated to be about 12.5 lakh tons or around Rs. 8500 crores by value. India is reported to be the 6th largest in terms of lubricants consumption in the world and the market is estimated to be growing at about 3% per annum.

Lubricants for use in automobiles account for over 60% of the market with industrial and marine applications accounting for the remaining 40%. The SBU is a major participant in the industrial lubricants segment and also accounts for a large share of the automotive greases. The SBU also markets a comprehensive range of automotive lube oils.

The lubricants industry in India has a large number of players consisting of national oil companies, multinational oil companies, specialist lubricant companies like Balmer Lawrie and companies operating in niche product segments. Medium/small-scale and unorganized sectors also have significant presence in some territories. There is surplus production capacity in the country for lubricating oils and greases.

The year 2006-07 was an extremely difficult year for the lubricants

The year 2006-07 was an extremely difficult year for the lubricants industry as the cost of the main input material viz. base oil continued its upward spiraling trend and reached an all time high, about 20% above the March'06 levels. Costs of other key inputs such as lubricant additives and lithium hydroxide also scaled new heights causing severe erosion of margins.

#### **Opportunities and Threats**

The SBU sees opportunities for growth in (a) speciality lubricants leveraging the strengths in technology and R&D (b) automotive lubricants in the retail sector and in supplies to OEMs (c) exports and (d) in processing of lubricating greases for other Oil/Lube companies.

The major threats are (i) the resumption in upward movement of base oil prices after a short period of softening/stability (ii) erratic availability of certain grades of base oils and (iii) aggressive and at times unremunerative pricing policies adopted by some major participants in the industry.

#### **Segmentwise or Productwise performance**

The SBU's business can be categorized as (a) "processing business" or contract manufacturing for others and (b) direct sales i.e. manufacture and sale of "Balmerol" range of lubricating greases, oil and speciality lubricants.

In the "processing business" the SBU has reduced the thrust on blending of oils for other oil/ lube companies. The direct sale segment can be categorized into sales to industrial/institutional customers, retail sales and exports. The Company introduced a number of new products for key industrial applications. Retail sales witnessed high growth (much above the industry average) with introduction of new products & packs, strengthening the channel network and supply chain improvements. Exports improved in terms of range of products, volumes and territories covered.

#### **Outlook**

With several new industrial units in the core sector being built in the country along with capacity expansion of existing units, lube demand in the industrial sector is expected to grow at a rapid pace over the next few years. The SBU will intensify its efforts to introduce more value added greases and oils to cater to these sectors.

The growth in the road transportation sectors in the country augers well for the demand of automotive lubricants, notwithstanding the declining specific consumption of lubricants per vehicle-kilometre due to introduction of newer generation vehicles as well as use of longer lasting lubricants. The Company expects to rapidly grow its share in the automotive lubricants segment.

The Company also expects to grow its export in the medium term although the recent hardening of the rupee against the dollar places severe pressure on margins.

#### **Risks and Concerns**

The major risks in the business emanate out of the frequent and high increase in prices of base oils, the major raw material. Apart from inability to pass on the cost increases to customer in a highly competitive market, the margins are also threatened in

in a highly competitive market, the margins are also threatened in times of rising costs, because of commitment to some customers under fixed price contracts.

#### **Internal Control Systems and their adequacy**

The SBU has a detailed Performance Budgeting system along with MIS and control measures to monitor performance against budget/targets. The Quality Management Systems at four important manufacturing units are certified to ISO 9001:2000 standard. The Kolkata plant has been certified under the ISO 14001:2004 standards for Environmental Management Systems. The Internal Audit and Vigilance Inspection systems help to identify deficiencies and facilitate remedial measures.

#### **Discussion on Financial Performance with respect to Operational Performance**

The SBU has recorded improvement in profit in 2006-07 compared to the previous year despite increased competition, surplus manufacturing capacity and unprecedented increase in base oil prices.

#### **Material Developments in Human Resources/Industrial Relations**

The Company has stepped up the training and development activities for its executives and other personnel. The industrial relations situation in all units continues to be cordial.

### **3. LOGISTICS SERVICES (SBU-LS)**

#### **Industry Structure and Developments**

This SBU offers a wide range of services which include Air/Sea imports and exports (Import consolidation, air & sea freight forwarding, Custom House Agency, Warehousing, Door to Door services), Project Cargo (Documentation, Multimodal Transportation, CHA, Warehousing, Door to Door services), Chartering Aircraft and Vessels. The industry comprises large multinational companies, large Indian companies and also small operators.

The recent developments that are likely to influence the business are:-

- 1 The general upswing in the export – import trade in the country opens up opportunities for the industry.
- 1 Mumbai and Delhi airports are ranked amongst the top 50 airports in the world in respect of volume being handled. Bangalore Airport is also ranked among the fastest growing airports.
- 1 The large investments proposed in steel, petroleum, oil prospecting etc. offer opportunities for the business.

#### **Opportunities and Threats**

The SBU has positioned itself to offer a basket of value added services to retain its competitive edge.

Competition from MNCs and direct marketing by liners may put pressure on margins.

The SBU sees major opportunity for growth in

- (e) exports
- (f) infrastructure activities

## Balmer Lawrie & Co. Ltd.

(g) expansion of airports and ports to handle increased volume

(h) SEZs

### Segmentwise or Productwise performance

The SBU performed better compared to that of previous year. There was marginal growth in overall sales turnover. The SBU achieved significant growth in air import consolidation and air charter. The 10% growth becomes even more significant against the back drop of only 4.6% growth in the worldwide international air freight traffic. However, there was marginal decline in the air export and ocean import/export activity.

### Outlook

The client base of the SBU, as of now, is largely in the government and Public Sector, while retaining its hold on the customer segment, it is making concerted efforts at widening the client base to the Private Sector. The SBU has established a wide network of its own offices and associates the world over offering a basket of tailor made value added services.

### Risk and Concerns

The SBU retains its leading position and is constantly growing in government and PSU business. There is however stiff competition from large multinationals having worldwide presence and deep pockets. For the export market, there is also a prevailing tendency globally to choose service providers based on the country of origin consideration eg. a Korean Company is invariably choosing a Korean freight forwarder to work with them and so on.

### Internal Control Systems and their adequacy

The SBU has a well laid out internal control system through periodic internal and external audits. The corporate office and majority of the branches are ISO Certified.

### Discussion on Financial Performance with respect to operational performance

The SBU has maintained its growth in profit in the current year owing to better mix of services.

### Material developments in Human Resources/Industrial Relations

The SBU has maintained the optimum level of manpower and cordial industrial relations.

## 4. ENGINEERING & TECHNOLOGY SERVICES (SBU-ETS)

### Industry Structure and Developments

The operation of the SBU ranges from execution of turnkey projects, construction of roads, buildings, tankages, engineering consulting services and Automated Tank sludge cleaning activity in crude oil tankages. The SBU has been offering its services mainly to the oil and infrastructure sectors. While work on offer in this sector is on the rise, competition continues to put pressure on operating margins.

The steep increases in price of steel and cement and non-availability of quality sub-contractors for the nature of jobs carried out by your Company has been a major adverse development as is the case for all companies executing fixed price turnkey projects.

### Opportunities and Threats

Opportunities are seen for the environment friendly crude oil tank cleaning service and vapour loss prevention and recovery systems. Opportunities are also seen in providing services to the oil exploration industry.

### Segmentwise or Productwise performance

During the year the SBU recorded 34% decline in turnover compared to previous year.

### Outlook

The SBU has limited resources and considering that major development/expansion schemes for in-house work are in the offing, the SBU will primarily focus on speedy and economic execution of in-house projects; while simultaneously looking at opportunities in the crude oil tank sludge cleaning and other direct service related areas in the oil exploration/refining industry. The other jobs, which were getting executed for external clients in the area of Turnkey Projects, Construction of Building, Tankages etc. are under review for its continuation.

### Risks and Concerns

Project execution contracts at fixed price are fraught with risks of increase in cost of inputs. In the tank cleaning business, lower utilization of capital equipment is a major concern.

### Internal Control Systems and their adequacy

The SBU has well defined and established working procedures and control systems. These are reviewed periodically to ensure their adequacy keeping with the changing level and nature of activities.

### Discussion on Financial Performance with respect to Operational Performance

The SBU recorded 34% decline in turnover compared to previous year, primarily due to major contracts under execution being at a finishing stage leading to slow progress which could not be supplemented with new profitable contracts. The Financial Performances were accordingly adversely affected getting compounded by project time and cost overruns arising out of input costs as also failure of some of the subcontractors.

### Material Development in Human Resources/Industrial Relations

The demand for skilled manpower in the Project Engineering area has resulted in loss of good human resources. While attempts have been made to plug critical gaps through fresh recruitments, skill loss would continue to remain an area of concern.

## 5. TRAVEL AND TOURS (SBU -T&T)

### Industry Structure and Developments

Travel facilitation industry has around 1500 IATA approved agents and over 15000 non-IATA agents operating in the country. Of these, only about 20 are large operators with multi-locational presence. The SBU, one of the largest operators in organized sector, operates through twelve branches spread across the country. The SBU primarily caters to government, corporate and institutional clients.

The fragmented structure of the industry, coupled with financial



The fragmented structure of the industry, coupled with financial compulsions of airlines had over the past few years led to a decline in commissions and earning potential. Some of the other notable developments were:

- 1 Opening up of skies in India and also Indian airline companies making forays in International routes.
- 1 Projected large additions to fleet by major airlines.
- 1 Coming together of banks and airlines to offer travel discounts on tickets purchased through credit cards.
- 1 Travel portals facilitating e-booking of tickets.
- 1 Entry of “no frills” airlines whose fares are 30-50% cheaper than other established domestic carriers. A few more “no frill airlines” joined the fray during the year.
- 1 Responding to the threat of low cost carriers, the full service carriers offering a substantial portion of seats on deeply discounted fares.
- 1 Reducing commission on ticket sales.

#### **Opportunities and Threats**

The industry is experiencing high growth fuelled by low fares, more routes and destinations apart from the overall economic growth. The burgeoning middle class with high disposable income is bound to auger well for air travel as well as out bound and domestic tourism.

- 1 Opportunities lie in value added inbound/outbound tours/conferences, increasing the share of business through branch expansions and superior servicing and extending value added services through strategic alliances. Employment of Information technology as a key business driver is another area of opportunity for the SBU.
- 1 The general downward trend of fares with low cost carriers and discounted fare being offered by full service airlines will necessarily push up the transactions to keep the revenue stream in tact or growing warranting deployment of additional manpower, office space etc, which in turn will cut into profitability.
- 1 Further reduction in commission levels and incentives, direct marketing by airlines and fare wars amongst the airlines would have a direct and negative bearing on profitability of the SBU. Entry of new players in an already overcrowded market and resultant discount wars is another area of threat.
- 1 The ever-increasing cost of fuel is severely impacting the profitability of all airlines, which may prompt the airlines to further prune their distribution costs.

#### **Segmentwise or Productwise performance**

The SBU was able to achieve better topline and bottomline in the year 2006-07. It has posted increase in turnover and profit over the previous year, both in domestic and international sectors as well as in tours.

#### **Outlook**

The SBU continues to have aggressive growth strategy through addition of new clientele and increasing foot prints in new areas. It expects to manage costs through reduction in transaction costs

areas. It expects to manage costs through reduction in transaction costs and giving focus on collection of outstanding. Further improvement in customer satisfaction is initiated through leverage technology and 24x7 customer response centers. The SBU also expects to trigger lateral diversification to tours.

#### **Risks and Concerns**

It is anticipated that pressure on margins would continue due to decline in commission and incentives.

#### **Internal Control Systems and their adequacy**

The SBU has adequate internal control systems commensurate with the nature and scale of business. The Quality Management of systems of the SBU's five branch as are certified to ISO-9001:2000 standard.

#### **Discussion on Financial Performance with respect of Operational Performance**

The SBU recorded significant growth in turnover and profit compared to previous year.

#### **Material Developments in Human Resources/Industrial Relations**

Industrial relations in the SBU have been cordial all through the year.

### **6. CONTAINER FREIGHT STATION (SBU- CFS)**

#### **Industry Structure & Developments**

Since the opening up of the economy to global market forces, India's export/Import trade has gone up substantially resulting in rapid buildup of cargo volumes. This, in turn, has created an unprecedented pressure on the existing port capacities giving rise to the need for expanding existing terminal operations and other cargo handling infrastructure. “Container Freight Station” (CFS) which operates as an extension of the port greatly helps manage such space constraints in port. Typically the activities carried out and services rendered at a CFS include

- 1 Aggregation of long distance cargo
- 1 In-transit storage
- 1 Warehousing
- 1 Custom house clearance
- 1 Transportation to and from ports.

Ports, the gateway to India's international trade by sea, handle over 90% of foreign trade. Presently, half of the world's traded goods are containerized and this proportion is expected to increase further. India's container traffic is presently around 4.5 million TEUs (twenty feet equivalent units), which compared to International volumes is extremely low leaving scope for major growth.

The Company has CFSs at Kolkata, Navi Mumbai and Chennai. Container traffic in the locations where Balmer Lawrie has its CFS accounts for the major proportion of the total volume of the container handled in the major ports of the Country.

#### **Opportunities & Threats**

With the Indian GDP growing at a robust rate of 8% to 9.2% coupled with the estimation of higher volumes of import and export in future and with containerization of cargo becoming the

## Balmer Lawrie & Co. Ltd.

export in future and with containerization of cargo becoming the order of the day, there will be growth of CFS in India. With the ports laying emphasis on turn around time of vessels and hence showing increasing reluctance to any off dock activity in the port premises augur well for the CFS operators. Based on the future likely growth of volumes, the Authorities have already commenced action for setting up of a fourth terminal at Navi Mumbai. Similar expansions are also planned for Chennai Port. All these will unfold growth opportunities.

More and more CFSs are coming up in Chennai and Mumbai. Shipping companies are also putting up their own CFSs. This has resulted in pricing pressures and therefore squeeze on margins. However, with the likely increase in overall volume of trade, the growth momentum witnessed in the last few years is expected to continue at least in the medium term.

### Segmentwise and Productwise performance

The volume handled at all the 3 locations (Mumbai, Kolkata and Chennai) showed a decent growth of around 10.45% compared to previous year however at the same time there was marginal decline in the market share of the SBU. In the current year Chennai showed an impressive 50% growth in volume actually handled and consequently market share of Chennai CFS has also went upto 10%. For the SBU as a whole, import box continue to account for majority of the total business volume.

### Outlook

The outlook for all the three CFSs is quite positive since volume handled in Chennai and Navi Mumbai are growing rapidly due to availability of hi-tech state of the art equipment, improved throughput, faster turnaround of container vessels, improved berth and crane productivity and computerized management system being employed by the Port operators. The SBU is expected to acquire additional space at all CFSs and look for opportunities in other port areas to expand its activities to reap the benefits of growing economy as the GOI-initiated study on Perspective Plan for Port Sector vision 2020, states that the volumes of business could grow three fold by 2020.

### Risks and Concerns

The tendency of major shipping lines to set up CFSs is a major threat. Any adverse change in Customs Regulations or Port Policies are inherent risks of this SBU.

### Internal Control System and their adequacy

Based on the nature of business and size of operations, the SBU has well laid out procedures for internal checks and balances. It ensures optimal utilization and protection of resources, accurate and prompt recording and reporting of transactions and compliance with applicable laws and regulations.

Internal audit is carried out covering all functional areas at periodic intervals, which helps in further improvement of internal control procedures. All the CFSs are ISO certified.

### Discussion on Financial Performance with respect to

### Discussion on Financial Performance with respect to Operational Performance

The SBU maintained its growth rate both in terms of turnover and profitability.

### Material Development in Human Resources/Industrial Relations

Industrial relations in all the CFSs have been cordial throughout the year.

## 7. LEATHER CHEMICALS (SBU – LC)

### Industry Structure and Developments

The growth of domestic leather chemicals industry is linked to the prospects of leather processing/leather goods industry, which in turn is largely dependent on the export market. India accounts for about 6% of world leather production and 2.5% of the global trade in leather articles. Export of leather articles has been growing significantly in the last few years.

The leather chemicals industry in India consists of a number of global majors who have set up production facilities in India and also a large number of medium and small-scale Indian companies. The industry also faces severe competition from imports.

### Opportunities and Threats

Growing world demand for leather products especially leather footwear and upholstery and shift of manufacturing base to Asia including India offers good opportunity for the leather chemicals industry in India, both in terms of the domestic market and exports. However, the Indian leather industry faces stiff competition from other Asian countries as well as South America.

Consolidation of leather chemicals manufacturers, both globally and in India, coupled with competition from imports are major threats.

### Segmentwise or Productwise performance

The sales volume was almost the same as in the previous year. The SBU continues its market leadership in the fat liquor segment and has maintained its market share in syntans.

### Outlook

Although the industry is facing depressed demand conditions coupled with increased competition from imports, the prospects of the industry in the medium to long term are good. The SBU is strengthening its R&D efforts with a view to accelerate introduction of new products. The SBU is also placing increased thrust on exports.

### Risks and Concerns

Steep increase in prices of key raw materials many of which are of petroleum origin adversely affects margins. Low priced imports of certain chemicals is another area of concern. Increased environmental compliance requirements on leather processing industries periodically affect global trade, which in turn impact the domestic leather chemicals industry also. The strengthening of the Rupee against the US dollar in the last six months has had adverse impact on export of leather articles and consequently on leather chemicals demand in India.

### Internal Control Systems and their adequacy

The SBU has internal control systems commensurate with

**Internal Control Systems and their adequacy**

The SBU has internal control systems commensurate with the complexity and scale of the business. The SBU has a computerized business operations system. The Leather Chemicals unit is certified to Integrated Management System covering ISO 9001:2000, Quality Management Systems, ISO 14000 Environment. Management System and Occupational Health and Safety Management System 18001. Internal Audit and Vigilance Inspection System also check the compliance aspects as well as robustness of internal control systems.

**Discussion on Financial Performance with respect of Operational Performance**

During the year the SBU recorded about the same sales turnover as in the previous year, however the profitability declined due to steep increase in prices of critical raw materials and inability to pass on the increase to the customers.

**Material Developments in Human Resources/Industrial Relations**

The SBU places high emphasis on training and development to upgrade the skills of employees. Industrial relationship continues to be satisfactory. A long term wage settlement for the unionized employees is in advanced stage of negotiation.

**8. TEA (SBU –TEA)**

**Industry Structure and Developments**

The SBU-Tea is in the business of procuring tea from Indian market (directly from tea estates, auctions and private seller) adding value through blending, bagging etc. as per its overseas/internal buyers requirements viz. bulk, packaged form, tea bags. The SBU specialises in specialities and high value added teas.

**Opportunities and Threats**

The SBU possesses a high class Tea Blending and Packaging Unit and continues to leverage on this strength in packing for high value added markets viz. UK, Japan etc. However, the SBU does not have any gardens of its own or any branded Tea consumer packet in the domestic market.

The major tea consuming/importing countries follow tendering procedure in sourcing tea where the merchant exporters continue to face stiff competition from the producer-exporters who are in a better position to offer teas at very competitive prices.

**Segmentwise or Productwise performance**

The domestic institutional sale to defense improved substantially over the previous year and also the volume of export sale to Japan increased more than double compared to previous year. Despite strong performance in the domestic market the overall sales of the SBU declines due to decline in export sales volume.

**Outlook**

Contingent upon India's improved relationship with major tea consuming countries, coupled with likely opening up of opportunities in other markets outlook for the SBU seems to improve in near future. The SBU is also hopeful of improving domestic sale during the current year.

**Risks and Concerns**

**Risks and Concerns**

Due to fierce competition, margins are always under constant pressure, which reflect in the bottom line. The developed countries, particularly Germany and Japan are continuously examining the health and safety issues like pesticides residues and the resultant stringent requirements are posing serious challenges in exports to these countries.

**Internal Control Systems and their Adequacy**

The activities of the SBU are strictly governed by the internal control system laid down by the Company in various operation manuals.

**Discussion on Financial Performance with respect to Operational Performance**

Despite improved performance in domestic front the SBU recorded low sales turnover due to substantial decline in the export sales resulting into losses to the division.

**Material Developments in Human Resources/Industrial Relations**

There was no material development. The cordial relationship in industrial relation continued.

**9. SPECIALITY CONTAINERS (SBU – SC)**

**Industry Structure and Developments**

The SBU has facilities for design & manufacture of Speciality Containers viz. Housing Containers, Insulated Boxes, Containers for Transport Sector (Dry van, swap body etc.) and other Speciality Boxes. The features of the speciality containers have been undergoing many changes with improvements in knowledge of designing custom built boxes and new applications are constantly emerging. Some of the new areas where considerable work has been done by the SBU include (a) Acoustically/Thermally insulated boxes for a variety of applications. (b) Super speciality containers, (c) Refrigerated containers for cold chain applications and (d) Containers specially designed for Armed Forces, Space research etc. The SBU is currently operated under a 'Leave & License' agreement with M/s. Transafe Services Limited.

**Opportunities and Threats**

As your Company has taken a view to exit from the business, opportunities & threats are not being separately listed.

**Segmentwise and Productwise performance**

The SBU was operated under a 'Leave & License' Agreement and hence performance is not being reported.

**Outlook**

As a temporary measure, the facilities of the SBU were being utilized by Transafe Services Ltd. on a leave and license basis on and from 1 April 2006. Transafe Services Ltd. (previously known as Indian Container Leasing Company Ltd.) is promoted by your Company.

With a view to exit from the manufacturing of speciality containers, the Board of Directors of your Company, has recommended to transfer the business of SBU in favour of Transafe Services Ltd. with effect from 1 April 2007 or such other date as may be agreed between your Company and Transafe

## **Balmer Lawrie & Co. Ltd.**

other date as may be agreed between your Company and Transafe Services Ltd. and the shareholders of the Company has approved such sale by way of voting through postal ballot on 9 March 2007.

The final transfer of business of SBU to Transafe Services Ltd. is dependent on approval of the Government of India and therefore, license for utilization of the facilities of the SBU to Transafe Services Limited is renewed for one more year w.e.f. 1 April 2007.

### **Risks and Concerns**

The business of speciality container requires constant innovation and intense marketing network with national reach. Robust long-term R&D efforts are also pre-requisite to cater such a business. Apart from constraints in creating a strong marketing team, the present size of the business of your Company also have limitations in affording the economies of scale and ability to incur cost of exclusive infrastructure for marketing speciality container.

### **Internal Control Systems and their adequacy**

The SBU being under Leave & License arrangement with Transafe Services Limited internal controls on operation are maintained by them. Your company overseas the requirement of all

maintained by them. Your company overseas the requirement of all compliances for which suitable controls are in place.

### **Discussion on Financial Performance with respect to Operational Performance**

The operational performances of the SBU are being guided by Transafe Services Ltd. The revenues are generating only out of lease rentals booked.

### **Material Developments in Human Resources/Industrial Relations**

Industrial relations continue to be satisfactory.

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**Note :** The information and opinion stated in this section of the Annual Report cover certain forward looking statements which management believes are true to the best of its knowledge at the time of its preparation and the management shall not be liable for any loss which may arise as a result of any action taken on the basis of the information contained therein. The nature of opinion is such, which may not be disclosed, reproduced or used in whole or part for any purpose or furnished to any other person without the prior written permission of the Company.

**COMMENTS OF THE COMPTROLLER AND AUDITOR GENERAL  
OF INDIA UNDER SECTION 619(4) OF THE COMPANIES ACT,  
1956 ON THE ACCOUNTS OF BALMER LAWRIE & CO. LIMITED,  
KOLKATA FOR THE YEAR ENDED 31 MARCH 2007.**

The preparation of financial statements of Balmer Lawrie & Co. Limited, Kolkata for the year ended 31 March 2007 in accordance with the financial reporting framework prescribed under the Companies Act, 1956 is the responsibility of the Management of the Company. The Statutory Auditors appointed by the Comptroller and Auditor General of India under Section 619(2) of the Companies Act, 1956 are responsible for expressing opinion on these financial statements under Section 227 of the Companies Act, 1956 based on independent audit in accordance with the Auditing and Assurance Standards prescribed by their professional body the Institute of Chartered Accountants of India. This is stated to have been done by them vide their Audit Report dated 14 June 2007.

I, on behalf of the Comptroller and Auditor General of India, have conducted a supplementary audit under Section 619(3)(b) of the Companies Act, 1956 of the financial statements of Balmer Lawrie & Co. Limited, Kolkata for the year ended 31 March 2007. This supplementary audit has been carried out independently and is limited primarily to inquiries of the Statutory Auditors and Company personnel and a selective examination of some of the accounting records. On the basis of my audit, nothing significant has come to my knowledge which would give to any comment upon or supplement to Statutory Auditors' Report under Section 619(4) of the Companies Act, 1956.

For and on behalf of the  
Comptroller & Auditor General of India

Sd/-  
(A. Roychoudhury)  
Principal Director of Commercial  
Audit & Ex-Officio Member,  
Audit Board – I,  
KOLKATA

Dated : Kolkata  
The 23 July 2007

**Auditors' Report to the Members  
of Balmer Lawrie and Company Limited**

1. We have audited the attached Balance Sheet of Balmer Lawrie and Company Limited (the Company) as at March 31, 2007, and also the Profit and Loss Account and Cash Flow Statement for the year ended on that date annexed thereto, in which are incorporated the accounts of the Regions audited by Branch Auditors in accordance with the letter of appointment issued by the Comptroller and Auditor General of India. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. As required by the Companies (Auditor's Report) Order, 2003, as amended by the Companies (Auditor's Report) (Amendment) Order, 2004 (the Order) issued by the Central Government of India in terms of Section 227 (4A) of the Companies Act, 1956 of India (the Act), we enclose in the Annexure to this report a statement on the matters specified in paragraphs 4 and 5 of the said Order.
4. Further to our comments in the Annexure referred to above, we report that :
  - (i) We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit;
  - (ii) In our opinion, proper books of account as required by law have been kept by the Company so far as appears from our examination of those books. The Branch Auditors' Reports have been forwarded to us and have been appropriately dealt with;
  - (iii) The Balance Sheet, Profit and Loss Account and Cash Flow Statement dealt with by this report are in agreement with the books of account;
  - (iv) In our opinion, the Profit and Loss Account, Balance Sheet and Cash Flow Statement dealt with by this report comply with the accounting standards referred to in Section 211 (3C) of the Act;
  - (v) Being a Government Company, the provisions of Section 274 (1) (g) of the Act are not applicable to the Company;
  - (vi) In our opinion and to the best of our information and according to the explanations given to us, the said accounts give the information required by the Act in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India:
    - (a) in the case of the Balance Sheet, of the state of the Company's affairs as at March 31, 2007;
    - (b) in the case of the Profit and Loss Account, of the profit for the year ended on that date; and
    - (c) in the case of the Cash Flow Statement, of the cash flows for the year ended on that date.

For GUPTA & CO.  
Chartered Accountants

S. K. GANGULI  
Partner

Kolkata, June 14, 2007

Membership No. : 6622

**Annexure to Auditor's Report**

The Annexure referred to in paragraph 3 of our report of even date to the Members of Balmer Lawrie and Company Limited (the Company) for the year ended March 31, 2007. We report that :

1. (a) The Company is maintaining proper records showing full particulars including quantitative details and situation of fixed assets.
  - (b) The fixed assets are physically verified by the management according to a phased programme designed to cover plant and machinery every year and all other items over a period of three years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its business. Pursuant to the programme, the management during the year has physically verified the fixed assets, and as informed to us, no material discrepancies between the book records and the physical records have been noticed. In our
2. (a) The inventory (other than certain stocks with third parties) has been physically verified during the year by the management. In respect of inventory lying with third parties, they have confirmed these. In our opinion, the frequency of verification is reasonable.
  - (b) In our opinion, the procedures of physical verification of inventories followed by the management are generally reasonable and adequate in relation to the size of the Company and the nature of its business.
- (c) In our opinion and according to the information and explanations given to us, a substantial part of fixed assets has not been disposed of by the Company during the year.

**Annexure to Auditor's Report (Contd.)**

- (c) On the basis of our examination of the inventory records, in our opinion, the Company is maintaining proper records of inventory. We are informed that the discrepancies noticed on physical verification of inventory as compared to book records were not material.
3. As represented to us, there are no companies, firms or other parties to be listed in the register maintained under Section 301 of the Companies Act 1956 (the Act). Accordingly, clauses (iii) (a) to (g) of paragraph 4 of the said Order are not applicable to the Company.
4. In our opinion and according to the information and explanations given to us, there is an adequate internal control system commensurate with the size of the Company and the nature of its business with regard to purchase of inventory, fixed assets and with regard to sale of goods and services. During the course of our audit, we have not observed any continuing failure to correct major weaknesses in the aforesaid internal control system of the Company.
5. According to the information and explanations given to us, there have been no contracts and arrangements during the year, the particulars of which need to be entered into the register maintained under Section 301 of the Act.
6. The Company has not accepted any deposits from the public within the meaning of Sections 58A and 58AA of the Act and the rules framed there under.
7. In our opinion, the Company's present internal audit system (a firm of Chartered Accountants has been appointed for the purpose), as conducted in a phased manner, is generally commensurate with the size and nature of its business, though there is further room for improvement. The Branch Auditor of New Delhi region, has reported, "However, it is required to be further strengthened so as to make it fully commensurate with the size of operations and nature of its business".
8. We have broadly reviewed the books of account maintained by the Company in respect of Grease and Lubricants (Petroleum industry) and Tea Blending where, pursuant to the Rules made by the Central Government, the maintenance of cost records has been prescribed under Section 209 (1) (d) of the Act and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. We have not, however, made a detailed examination of the records with a view to determine whether they are accurate or complete.
9. (a) According to the information and explanations given to us and the records of the Company examined by us, in our opinion, the Company is generally regular in depositing the undisputed statutory dues including provident fund, investor education and protection fund, employees' state insurance, income tax, sales tax, wealth tax, service tax, customs duty, excise duty and other material statutory dues as applicable with the appropriate authorities.
- Further, since the Central Government has till date not prescribed the amount of cess payable under Section 441A of the Act, we are unable to comment on this particular issue.
- (b) According to the information and explanations given to us and the records of the Company examined by us, the particulars of dues of sales tax, service tax, excise duty and cess as at March 31, 2007 which have not been deposited on account of a dispute, are as indicated in Note 15.3 (a) on Schedule 15.
10. The Company has no accumulated losses as at March 31, 2007, and it has not incurred any cash losses during the financial year ended on that date and in the immediately preceding financial year.
11. In our opinion and according to the information and explanations given to us, the Company has not defaulted in repayment of dues to a financial institution or bank as at the Balance Sheet date. The Company has no debenture holders.
12. The Company has not granted any loans and advances on the basis of security by way of pledge of shares, debentures and other securities.
13. In our opinion and according to the information and explanations given to us, the provisions of any special statute applicable to chit fund or a nidhi/mutual benefit fund/societies are not applicable to the company.
14. According to the information and explanations given to us, the Company is not dealing or trading in shares, securities, debentures and other investments.
15. In our opinion, and according to the information and explanations given to us, the Company has not given any guarantee for loans taken by others from banks or financial institutions during the year.
16. In our opinion, and according to the information and explanations given to us and on an overall basis, the term loans have been applied for the purposes for which they were obtained.
17. According to the information and explanations given to us and on an overall examination of the Balance Sheet of the Company, there are no funds raised on short-term basis, which have been used for long-term investment.
18. In view of the comment in paragraph 3 above, Clause (xviii) of paragraph 4 of the said order concerning preferential allotment of shares is not applicable to the Company.
19. The Company has not issued any debentures during the year.
20. The Company has not raised any money by public issue during the year.
21. During the course of our audit and according to the information and explanations given to us, no fraud on or by the Company has been noticed or reported during the year.

For GUPTA & CO.  
Chartered Accountants

S. K. GANGULI  
Partner

Kolkata, June 14, 2007

Membership No. : 6622

**Balance Sheet as at 31st March, 2007**

	SCHEDULES	As at 31st March, 2007		As at 31st March, 2006	
		Rs.	Rs.	Rs.	Rs.
<b>Sources of Funds</b>					
Shareholders' Funds					
Share Capital	1	16,28,60,810		16,28,60,810	
Reserves and Surplus	2	254,02,04,210	270,30,65,020	209,52,14,471	225,80,75,281
Loan Funds					
Secured	3		9,75,00,003		37,69,36,911
Deferred Taxation Liability	15.26		24,70,08,000		27,70,08,000
			<b>304,75,73,023</b>		<b>291,20,20,192</b>
<b>Application of Funds</b>					
Fixed Assets					
Gross Block	4	283,28,02,199		279,08,52,250	
Less : Depreciation		118,52,38,137		110,17,23,514	
Less : Impairment of Assets		1,17,37,634		—	
Net Block		163,58,26,428		168,91,28,736	
Capital Expenditure in Progress including Pre-Production Expenses		80,16,142		1,71,44,210	
Advance against Capital Expenditure		1,20,36,842	165,58,79,412	12,18,308	170,74,91,254
Investments	5		47,14,12,109		47,14,67,994
Net Current Assets					
Current Assets, Loans and Advances					
Interest accrued on Investment		—		878	
Inventories	6	80,27,52,776		79,95,76,955	
Debtors	7	197,70,77,119		184,67,13,467	
Cash and Bank Balances	8	48,26,48,003		15,65,48,978	
Loans and Advances	9	60,50,92,316		55,59,67,266	
		386,75,70,214		335,88,07,544	
Less :					
Current Liabilities and Provisions	10				
Current Liabilities		256,74,23,339		234,38,45,821	
Provisions		41,23,08,134		36,03,13,578	
		297,97,31,473		270,41,59,399	
Net Current Assets			88,78,38,741		65,46,48,145
Miscellaneous Expenditure on Voluntary Retirement Schemes (to the extent not written off or adjusted)			3,24,42,761		7,84,12,799
			<b>304,75,73,023</b>		<b>291,20,20,192</b>
<b>Notes on Accounts</b>	15				
<b>Significant Accounting Policies</b>	16				

The Schedules referred to above form part of the Accounts.

As per our report attached

For GUPTA & CO.  
Chartered Accountants  
S. K. GANGULI  
Partner  
Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary



**Profit and Loss Account for the year ended 31st March, 2007**

	SCHEDULES	Rs.	2005-2006 Rs.
<b>Income</b>			
Sales			
Manufactured Goods		508,67,59,161	506,37,36,104
Less : Excise Duty		76,41,08,079	76,74,71,541
		<u>432,26,51,082</u>	<u>429,62,64,563</u>
Trading Goods		1,47,62,295	1,07,23,648
Turnkey Projects		43,05,06,348	64,25,28,430
Services		803,12,02,075	739,66,02,864
Other Income	11	20,37,35,711	17,82,75,833
		<u>1300,28,57,711</u>	<u>1252,43,95,338</u>
<b>Expenditure</b>			
Raw Materials Consumed		314,30,64,159	312,80,59,591
Purchases			
– Trading Goods		1,57,61,816	61,40,842
– Turnkey Projects		44,50,40,483	59,61,99,944
Cost of Services		658,28,67,818	607,45,34,977
General Expenditure	12	171,91,87,523	179,03,71,242
Depreciation		10,64,61,179	11,94,78,010
Accretion (-)/Decretion to Inventories	13	(-) 7,09,26,952	11,00,364
Prior Period Adjustments	14	(-) 2,15,911	13,041
		<u>1194,12,40,115</u>	<u>1171,58,98,011</u>
Profit before Taxation		106,16,17,396	80,84,97,327
Provision for Taxation – Current		38,10,00,000	35,75,00,000
– Deferred	15.26	(-) 3,00,00,000	(-) 2,55,00,000
– Fringe Benefit Tax		84,00,000	85,00,000
Profit after Taxation		70,22,17,396	46,79,97,327
Balance Brought Forward		34,49,91,226	19,41,25,734
Available for Appropriation		<u>104,72,08,622</u>	<u>66,21,23,061</u>
Proposed Final Dividend		21,98,62,094	14,65,74,729
Corporate Tax on Dividend		3,73,65,563	2,05,57,106
Transfer to General Reserve		15,00,00,000	15,00,00,000
Balance Carried Forward		<u>63,99,80,965</u>	<u>34,49,91,226</u>
<b>Earnings Per Share (Rs.) [Basic &amp; Diluted]</b>		<b>43.12</b>	<b>28.74</b>
<b>Notes on Accounts</b>	15		
<b>Significant Accounting Policies</b>	16		

The Schedules referred to above form part of the Accounts.

As per our report attached

For GUPTA & CO.  
Chartered Accountants  
S. K. GANGULI  
Partner  
Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary

## Balmer Lawrie & Co. Ltd.

### Schedules forming part of the Balance Sheet as at 31st March, 2007

SCHEDULE 1		SHARE CAPITAL		As at 31st March, 2006	
		Rs.		Rs.	
<b>Authorised</b>					
3,00,00,000	Equity Shares of Rs. 10 each		<b>30,00,00,000</b>		30,00,00,000
<b>Issued and Subscribed</b>					
90,65,547	Equity Shares of Rs. 10 each fully paid up in cash		<b>9,06,55,470</b>		9,06,55,470
4,00,000	Equity Shares of Rs. 10 each fully paid up pursuant to a contract without payment being received in cash		<b>40,00,000</b>		40,00,000
4,48,130	Equity Shares of Rs. 10 each allotted as fully paid shares pursuant to amalgamation of Steel Containers Ltd. and Industrial Containers Ltd. with the Company		<b>44,81,300</b>		44,81,300
63,72,404	Equity Shares of Rs. 10 allotted as fully paid Bonus Shares by way of Capitalisation of General Reserve and Share premium		<b>6,37,24,040</b>		6,37,24,040
			<b>16,28,60,810</b>		16,28,60,810

SCHEDULE 2		RESERVES AND SURPLUS		As at 31st March, 2006	
		Rs.		Rs.	
Capital Reserve					
	Central Investment Subsidy				
	As per last Account		<b>80,250</b>		80,250
	Less : Transferred to General Reserve		<b>80,250</b>		—
Share Premium Account					
	As per last Account		<b>36,26,76,720</b>		36,26,76,720
Foreign Projects Reserve					
	As per last Account		<b>2,61,93,804</b>		2,61,93,804
General Reserve					
	As per last Account		<b>136,12,72,471</b>	121,12,72,471	
	Add : Transferred from Central Investment Subsidy		<b>80,250</b>		
	Add : Transferred from Profit & Loss Account		<b>15,00,00,000</b>	15,00,00,000	136,12,72,471
Profit and Loss Account					
			<b>63,99,80,965</b>		34,49,91,226
			<b>254,02,04,210</b>		209,52,14,471

SCHEDULE 3		SECURED LOANS		As at 31st March, 2006	
		Rs.		Rs.	
From Banks					
	Cash Credit/Export Credit/Working Capital Demand Loan				
	Secured by hypothecation of stocks and debtors				32,256
	Term Loan		<b>9,75,00,003</b>		37,69,04,655
			<b>9,75,00,003</b>		37,69,36,911

Notes :

- Term Loan taken by the Company from Banks amounting to Rs. 9.75 crores (Rs. 28.69 crores) is secured by way of *pari-passu* first charge on certain movable fixed assets and some immovable properties of the Company.
- Term Loan taken from Banks as on 31 March, 2006 included an amount of Rs. 9.00 Crores which was secured by way of specific and exclusive charge on some immovable properties of the company.

## Schedules forming part of the Balance Sheet as at 31st March, 2007

### SCHEDULE 4

(A) Assets held for active use

#### FIXED ASSETS

PARTICULARS	GROSS BLOCK				DEPRECIATION				IMPAIRMENT OF ASSETS				NET BLOCK		
	Original Cost as at 1st April, 2006	Additions during the year	Total Cost of Items sold or scrapped/adjusted	Original Cost as at 31st March, 2007	Up to 31st March, 2006	For the year	On items sold or scrapped/adjusted*	Total	As on 31st March 2006	For the year	Balance as on 31.3.2007	W.D.V. as at 31st March 2007	W.D.V. as at 31st March 2006	Rs.	
														Rs.	Rs.
Land – Freehold	12,08,67,890	14,63,695	5,16,036	12,18,15,549	—	—	—	—	—	—	—	12,18,15,549	12,08,67,890	Rs.	
– Leasehold	22,73,59,015	88,58,395	—	23,62,17,410	3,20,00,604	40,85,432	—	3,60,86,036	—	—	—	20,01,31,374	19,53,58,411	Rs.	
Buildings & Sidings	77,31,13,971	3,26,86,192	—	80,58,00,163	14,52,31,670	1,66,60,376	- 9,72,182	16,28,64,228	—	70,21,345	70,21,345	63,59,14,590	62,78,82,301	Rs.	
Plant & Machinery	101,58,06,433	2,02,79,568	2,58,30,193	101,02,55,808	50,38,95,360	5,07,97,145	1,13,12,018	54,33,80,487	—	42,11,642	42,11,642	46,26,63,679	51,19,11,073	Rs.	
Spares for Plant & Machinery	5,44,17,243	1,19,74,357	1,66,517	6,62,25,083	3,99,14,261	99,76,833	1,66,517	4,97,24,577	—	—	—	1,65,00,506	1,45,02,982	Rs.	
Electrical Installation and Equipment	16,07,04,235	43,23,856	11,77,990	16,38,50,101	8,19,69,712	74,85,142	1,64,768	8,92,90,086	—	1,17,220	1,17,220	7,44,42,795	7,87,34,523	Rs.	
Furniture and Fittings	5,04,31,241	16,69,874	7,58,319	5,13,42,796	3,34,42,281	32,51,316	5,00,768	3,61,92,829	—	—	—	1,51,49,967	1,69,88,960	Rs.	
Typewriters, Accounting Machine and Office Equipment	14,07,57,049	1,10,32,568	79,14,615	14,38,75,002	10,86,47,251	1,05,63,109	71,58,500	11,20,51,860	—	—	—	3,18,23,142	3,21,09,798	Rs.	
Tubewells, Tanks and Miscellaneous Equipment	7,80,17,093	39,00,003	73,987	8,18,43,109	4,43,37,223	33,27,589	- 1,66,856	4,78,31,668	—	3,87,427	3,87,427	3,36,24,014	3,36,79,870	Rs.	
Vehicles	29,80,208	6,17,708	5,49,716	30,48,200	11,40,418	3,16,995	2,23,499	12,33,914	—	—	—	18,14,286	18,39,790	Rs.	
Total (A)	262,44,54,378	9,68,06,216	3,69,87,373	268,42,73,221	99,05,78,780	10,64,63,937	1,83,87,032	107,86,55,685	—	1,17,37,634	1,17,37,634	159,38,79,902	1,63,38,75,598	Rs.	

**Balmer Lawrie & Co. Ltd.**

**Schedules forming part of the Balance Sheet as at 31st March, 2007**

**SCHEDULE 4**  
**(B) Assets held for Disposal**

**FIXED ASSETS**

PARTICULARS	GROSS BLOCK			DEPRECIATION			IMPAIRMENT OF ASSETS			NET BLOCK	
	Original Cost as at 1st April, 2006	Additions during the year	Total Cost of Items sold or scrapped/adjusted	Original Cost as at 31st March, 2007	Up to 31st March, 2006	For the year	On items sold or scrapped/adjusted*	Total	As on 31st March 2006	For the year	Balance as on 31.3.2007
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Land – Leasehold	71,04,415	—	—	71,04,415	13,25,498	—	—	13,25,498	—	—	—
Buildings & Sidings	4,88,62,064	—	34,83,936	4,53,78,128	1,81,54,209	—	—	1,81,54,209	—	—	—
Plant & Machinery	8,47,06,921	—	1,23,35,584	7,23,71,337	6,80,72,538	—	3,315,560	6,47,56,978	—	—	—
Spares for Plant & Machinery	78,45,568	—	—	78,45,568	78,45,568	—	—	78,45,568	—	—	—
Electrical Installation and Equipment	1,32,79,781	—	18,04,590	1,14,75,191	1,14,59,809	—	12,04,975	1,02,54,834	—	—	—
Furniture and Fittings	16,45,630	—	—	16,45,630	15,98,331	—	—	15,98,331	—	—	—
Typewriters, Accounting Machine and Office Equipment	13,50,748	—	50,000	13,00,748	12,80,835	—	41,747	12,39,088	—	—	—
Tubewells, Tanks and Miscellaneous Equipment	16,02,745	—	1,94,784	14,07,961	14,07,946	—	—	14,07,946	—	—	—
Vehicles	—	—	—	—	—	—	—	—	—	—	—
Total (B)	16,63,97,872	—	1,78,68,894	14,85,28,978	11,11,44,734	—	4,562,282	10,65,82,452	—	—	—
Grand - Total (A+B)	279,08,52,250	9,68,06,216	5,48,56,267	283,28,02,199	110,17,23,514	10,64,63,937	2,29,49,314	118,52,38,137	—	1,17,37,634	1,17,37,634
2005-2006	275,39,76,783	7,67,48,262	3,98,72,795	279,08,52,250	99,09,04,711	12,02,11,050	93,92,247	110,17,23,514	—	—	—

2006-07	Rs.	2005-06	Rs.
	10,64,63,937		12,02,11,050
	2,758		7,33,040
	10,64,61,179		11,94,78,010

Depreciation for the year as above  
Less : Prior Period Adjustment  
Depreciation as per Profit & Loss Account

(\* ) During the year there has been a diminution in value of Rs. 56,65,466 (Rs. 2,62,36,890) ascertained by applying "lower of the net book value and net realisable value", which has been recognised in the Profit & Loss Account.

**Schedules forming part of the Balance Sheet as at 31st March, 2007**

SCHEDULE 5	INVESTMENTS			As at 31st March, 2006		
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Unquoted, unless otherwise stated						
Long Term Investments						
Government Securities – at cost						
As per last account		55,885			55,985	
Less : Sold/Provision made during the year		(- 55,885)	-		(-) 100	55,885
Trade Investments						
Fully paid up – at cost						
3,57,591 Equity Shares of Rs. 10 each in Bridge & Roof Co. (India) Ltd.		14,00,740			14,00,740	
1,95,900 Equity Shares of Rs. 10 each in Biecco Lawrie Ltd.	1			22,03,537		
Less : Written off during the year	0	1		22,03,536	1	
32,00,000 Equity Shares of Rs. 10 each in Transafe Services Ltd.		3,20,00,000			3,20,00,000	
45,00,000 Ordinary Shares of Rs. 10 each in Avi-Oil India (P) Ltd.		4,50,00,000			4,50,00,000	
9,800 Shares of Dhs. 1000 each in Balmer Lawrie (UAE) LLC		8,90,99,100			8,90,99,100	
63,19,978 Equity Shares of Rs. 10 each in Balmer Lawrie-Van Leer Ltd. (Quoted)		11,64,54,970	28,39,54,811	11,64,54,970	28,39,54,811	
Investment in Subsidiary Company						
Balmer Lawrie (UK) Ltd. Fully Paid up – at cost						
33,80,312 Ordinary Shares of Pound 1 each			18,74,05,904			18,74,05,904
Other Investments						
Fully paid up – at cost						
71 Equity Shares of Rs. 100 each in Duncan Brothers & Co. Ltd. (Quoted)		6,194			6,194	
172 1/2% Redeemable Registered Debentures of Rs. 100 each in The East India Clinic Ltd.		17,200			17,200	
280 5% Non-redeemable Debenture Stock 1957 of Rs. 100 each in the East India Clinic Ltd.		28,000			28,000	
			51,394			51,394
			47,14,12,109			47,14,67,994
Quoted Investment – at cost						
[Market value Rs. 21,26,67,260 (2005/06 – Rs. 27,43,10,955)]			11,64,70,211			11,64,70,211
Unquoted Investment – at cost			35,49,41,898			35,49,97,783
			47,14,12,109			47,14,67,994

## Balmer Lawrie & Co. Ltd.

### Schedules forming part of the Balance Sheet as at 31st March, 2007

SCHEDULE 6	INVENTORIES		As at 31st March, 2006	
		Rs.	Rs.	Rs.
Raw Materials		47,64,43,899		46,32,97,625
Finished Products		19,71,52,823		16,30,08,032
Trading Goods		22,58,870		10,04,170
Work-in-Progress		8,53,83,828		5,72,40,509
Stock-in-Transit				
Raw Materials		13,69,577	7,69,46,816	
Finished Products		2,42,85,836	1,66,84,189	
Trading Goods		-	2,17,505	9,38,48,510
Stores and Spare Parts		1,57,00,336		2,10,18,184
Loose Tools		1,57,607		1,59,925
		<u>80,27,52,776</u>		<u>79,95,76,955</u>

[Refer to point 3 of Schedule 16 for method of valuation of Inventories]

SCHEDULE 7	DEBTORS		As at 31st March, 2006	
		Rs.	Rs.	Rs.
Debts due for more than six months				
Considered Good				
Unsecured		24,32,88,969	20,91,72,664	
Considered Doubtful		3,06,74,548	2,10,04,411	
		<u>27,39,63,517</u>	<u>23,01,77,075</u>	
Less : Provision for Doubtful Debts		3,06,74,548	2,10,04,411	20,91,72,664
Other Debts				
Considered Good				
Unsecured		173,37,88,150		163,75,40,803
		<u>197,70,77,119</u>		<u>184,67,13,467</u>

SCHEDULE 8	CASH AND BANK BALANCES		As at 31st March, 2006	
		Rs.	Rs.	Rs.
Cash in Hand [including cheques and stamps - Rs. 1,67,85,481 (2005-06 - Rs. 69,73,761)]		1,91,15,623		83,60,006
With Scheduled Banks				
In Current Accounts		25,72,16,323	14,22,31,776	
In Short Term Deposit Account		20,00,70,000	1,70,000	
In Dividend Accounts		44,40,038	39,80,465	14,63,82,241
With Standard Chartered Bank, Dubai in Current Accounts [Maximum Amount Rs. 18,06,731 (2005-2006 - Rs. 54,56,856)]		18,06,019		18,06,731
		<u>48,26,48,003</u>		<u>15,65,48,978</u>

**Schedules forming part of the Balance Sheet as at 31st March, 2007**

SCHEDULE 9	LOANS AND ADVANCES		As at 31st March, 2006	
		Rs.	Rs.	Rs.
Advances recoverable in cash or in kind or for value to be received – Considered Good				
Secured		9,12,02,967	9,38,94,800	
[Due from Director and another officer – Rs. 6,71,633 Maximum amount Rs. 7,41,704 (2005/06 – Due Rs. 7,64,951 and Maximum Rs. 8,68,086)]				
Unsecured				
Subsidiary Company				
Balmer Lawrie (UK) Ltd.		2,97,188	1,13,442	
Holding Company				
Balmer Lawrie Investments Ltd.		61,709	40,235	
Others		33,39,54,152	29,67,56,744	
Considered Doubtful		52,49,395	53,76,395	
		43,07,65,411	39,61,81,616	
Less : Provision		52,49,395	53,76,395	39,08,05,221
Deposits – Unsecured				
Considered Good				14,01,53,227
Balance with Customs, Port Trust, Central Excise etc.				
Considered Good		3,67,77,601		2,50,08,818
		60,50,92,316		55,59,67,266

SCHEDULE 10	CURRENT LIABILITIES AND PROVISIONS		As at 31st March, 2006	
		Rs.	Rs.	Rs.
<b>Current Liabilities</b>				
Sundry Creditors				
– Due to Small Scale Industries		96,29,065		74,08,541
– Due to Others		245,68,63,345		224,94,48,835
Amounts received in advance against contracts		9,64,90,891		8,30,07,980
Investor Education and Protection Fund shall be credited by the following amount namely :				
– Unclaimed Dividend [Refer Note below]		44,40,038		39,80,465
		256,74,23,339		234,38,45,821
<b>Provisions</b>				
Contingency				
As per last Account		81,00,000		41,00,000
Provision made during the year		41,20,000		40,00,000
		1,22,20,000		81,00,000
Less : Transferred to Provision for Doubtful Debts		22,20,000		–
		1,00,00,000		81,00,000
Provision against Guarantee obligations		17,38,92,860		17,38,92,860
Less : Payment made during the year		3,86,42,858		–
Proposed Final Dividend				14,65,74,729
Taxation, net of Advance Payment				3,17,45,989
		41,23,08,134		36,03,13,578
		297,97,31,473		270,41,59,399

Note : There is no amount due and outstanding as at Balance Sheet date to be credited to Investor Education and Protection Fund.

**Balmer Lawrie & Co. Ltd.****Schedules forming part of the Profit & Loss Account for the year ended 31st March, 2007****SCHEDULE 11****OTHER INCOME**

	<u>Rs.</u>	2005-2006 <u>Rs.</u>
Income from Investments		
Trade Investments		
Dividend	<b>1,76,34,900</b>	3,48,24,702
Interest on Advances, Deposits, Deferred Credit and Overdue Debts	<b>91,33,336</b>	76,04,073
Profit on Disposal of Fixed Assets	<b>67,95,913</b>	52,24,692
Export Incentives	<b>17,48,777</b>	13,38,360
Rent	<b>1,53,93,858</b>	1,27,94,511
Packing and Despatching	<b>3,25,15,204</b>	3,51,54,879
Discount and Commission	<b>27,87,828</b>	17,81,039
Claims	<b>9,24,335</b>	59,19,324
Liabilities/Provisions no longer required written back	<b>2,71,75,799</b>	1,73,49,851
Sundries	<b>8,96,25,761</b>	5,62,84,402
	<b><u>20,37,35,711</u></b>	<b><u>17,82,75,833</u></b>



**Schedules forming part of the Profit & Loss Account for the year ended 31st March, 2007**

**SCHEDULE 12**

**GENERAL EXPENDITURE**

	Rs.	2005-2006 Rs.
Salaries, Wages, Bonus, Pensions and Gratuity [includes Pensions to Ex-Directors Rs. 1,41,505 (2005/06 – Rs. 1,87,352)]	54,85,99,914	49,42,71,314
Contribution to Provident and Other Funds	6,77,17,147	6,40,80,678
Workmen and Staff Welfare Expenses	6,06,16,720	5,83,93,708
Manufacturing Expenses	3,92,42,411	4,55,56,240
Excise Duty	83,60,654	1,17,59,384
Consumption of Stores and Spare Parts	2,83,65,538	3,38,91,005
Repairs and Maintenance		
Buildings	3,01,85,919	2,10,59,752
Plant & Machinery	1,27,35,795	1,45,46,181
Others	1,76,42,401	1,74,65,368
Power & Fuel	10,53,57,035	9,76,86,518
Electricity and Gas	1,74,47,089	1,76,21,302
Rent	4,01,26,829	3,50,42,799
Insurance	79,66,932	71,44,328
Packing, Despatching, Freight and Shipping Charges	12,81,01,295	10,89,62,072
Rates and Taxes	1,77,43,056	93,65,849
Interest [including Rs. 1,11,34,884 on Fixed Loans (2005/06 – Rs. 4,68,01,229)]	3,66,49,670	7,83,84,817
Auditors' Remuneration and Expenses	11,26,774	7,28,256
Bad Debts written off	2,51,54,934	1,06,51,808
Advances written off	7,16,496	10,55,074
Fixed Assets written off	1,04,52,862	2,80,35,718
Investments written off	46,839	22,03,537
Provision for Contingency	41,20,000	40,00,000
Provision for Debts, Deposits, Loans and Advances considered doubtful	1,47,28,905	90,29,830
Provision against Guarantee obligations	—	17,38,92,860
Impairment of fixed assets	1,17,37,634	—
Loss on Disposal of Fixed Assets	80,20,656	12,27,202
Selling Commission	7,27,82,605	4,43,86,217
Cash Discount	1,82,81,610	76,77,743
Bank Charges and Discount	80,36,633	78,43,798
Travelling Expenses	6,09,45,371	5,40,08,154
Printing and Stationery	1,48,58,976	1,32,32,046
Motor Car Expenses	72,96,578	68,22,235
Telephone, Telex, Postage, Cables and Telegrams	2,29,27,953	2,37,86,978
Turnover Tax/Additional Tax on Sales Tax	59,69,011	67,91,953
Amortisation of Deferred Revenue Expenditure (VRS)	4,59,70,038	4,86,23,078
Expenditure on VRS for current year	—	3,11,42,005
Miscellaneous Expenses	22,35,77,169	20,20,92,767
	<b>172,36,09,449</b>	<b>179,24,62,574</b>
Less : Provision for Debts, Deposits, Loans & Advances and Investments considered doubtful, written back	<b>44,21,926</b>	<b>20,91,332</b>
	<b>171,91,87,523</b>	<b>179,03,71,242</b>

## Balmer Lawrie & Co. Ltd.

### Schedules forming part of the Profit & Loss Account for the year ended 31st March, 2007

#### SCHEDULE 13

#### ACCRETION (-) / DECRETION TO INVENTORIES

	Rs.		2005-2006	
	Rs.	Rs.	Rs.	Rs.
Stocks and Work-in-Progress				
Opening Balance				
Trading Goods	12,21,675		34,38,642	
Work-in-Progress	5,72,40,509		5,67,26,150	
Finished Products	17,96,92,221		18,02,07,963	
	<u>23,81,54,405</u>		<u>24,03,72,755</u>	
Less : VAT credit receivable on opening balance	-	23,81,54,405	11,17,986	23,92,54,769
Less : Closing Balance				
Trading Goods	22,58,870		12,21,675	
Work-in-Progress	8,53,83,828		5,72,40,509	
Finished Goods [including in transit Rs. 2,42,85,836 (2005/06 – Rs. 1,66,84,189)]	22,14,38,659	30,90,81,357	17,96,92,221	23,81,54,405
		<u>(-) 7,09,26,952</u>		<u>11,00,364</u>

#### SCHEDULE 14

#### PRIOR PERIOD ADJUSTMENTS

	Rs.		2005-2006	
	Rs.	Rs.	Rs.	Rs.
Income				
Sales				
Manufactured Goods	-		8,41,220	
Services	(-) 2,094		(-) 1,24,102	
Other Income	74,821		(-) 13,601	
	<u>72,727</u>		<u>7,03,517</u>	
Expenditure				
Cost of Services	47,112		-	
General Expenditure	(-) 1,93,053		(-) 16,482	
Depreciation	2,757		7,33,040	
	<u>(-) 1,43,184</u>		<u>7,16,558</u>	
Net Debit	(-) 2,15,911		13,041	

## Notes on Accounts

### SCHEDULE 15

- 15.1 1,00,64,700 Equity Shares are held by Balmer Lawrie Investments Ltd. (Holding Company).
- 15.2 (a) Investments of the face value of Rs. Nil (Rs. 55,839) and Fixed Deposit with bank amounting to Rs. 70,000 (Rs.1,70,000) are lodged with certain authorities as security.
- (b) Conveyance deeds of certain land costing Rs. 18,81,45,237 (Rs.19,18,40,252) and buildings, with written down value of Rs. 1,19,30,308 (Rs. 92,97,874) are pending registration / mutation.
- (c) Certain buildings & sidings with written down value of Rs. 37,31,96,299 (Rs.37,30,66,292) are situated on leasehold/rented land.
- 15.3 Contingent Liabilities as at 31st March, 2007 not provided for in the accounts are:
- (a) Disputed demand for Excise Duty, Income Tax, Sales Tax and Service Tax amounting to Rs. 26,14,43,509 (Rs. 22,09,17,040) against which the Company has lodged appeal/petition before appropriate authorities. Details of such disputed demands as on 31st March, 2007 are given in Annexure – A.
- (b) Claims against the company not acknowledged as debts amounts to Rs.6,59,42,820 (Rs. 5,93,26,099) in respect of which the Company has lodged appeals/petitions before appropriate authorities. In respect of employees/ex-employees related disputes financial effect is ascertainable on settlement ; no settlement was reached during the year.
- 15.4 Counter guarantees given to Standard Chartered Bank, Bank of Baroda, Canara Bank, HSBC, State Bank of India, United Bank of India and Indusind Bank in respect of guarantees given by them amounts to Rs. 34,98,49,055 (Rs. 30,00,67,403).
- 15.5 Estimated amount of contract remaining to be executed on Capital Accounts and not provided for amounted to Rs. 6,20,50,683 (Rs. 1,17,63,496).
- 15.6 Dues payable to small scale industries include the following debts exceeding Rs. 1 lakh which is outstanding for more than thirty days :

	Rs.	Rs.
Eastern Polycrafts Industries Ltd.	10,16,536	(5,18,017)
Flexi Pack India Pvt. Ltd.	8,21,448	(6,99,716)
Jaraikela L. (I) Pvt. Ltd.	8,58,761	(1,65,289)
MC Packaging Pvt. Ltd.	2,01,799	(–)
Blow Can Industries	2,38,470	(–)
Bengal Plastic & Engg. Works	5,27,610	(2,27,238)
Sangido Enterprises	90,558	(3,02,005)
Channel Plastics Pvt. Ltd.	7,50,696	(–)
<b>Total</b>	<b>45,05,878</b>	<b>(19,12,265)</b>

There are no Micro, Small and Medium Enterprises, to whom the Company owes dues, which are outstanding for more than 45 days at the Balance Sheet date.

The above information has been determined to the extent such parties have been identified on the basis of information available with the company and relied upon by the auditors.

- 15.7 The amount of exchange difference credited to Profit & Loss account is (-) Rs. 65,36,113 (Rs. 1,04,09,162).
- 15.8 Confirmation letters have been issued in respect of debts, loans and advances and deposits of the company but not responded to in many cases. Hence unconfirmed balances are subject to reconciliation and consequent adjustments, if any, would be determined/ made on receipt of such confirmation.

**Notes on Accounts (Contd.)**

15.9 Remuneration of Managing Director and Wholetime Directors :

	<u>Rs.</u>	<u>Rs.</u>
Salaries	26,81,217	(19,09,091)
Contribution to Provident Fund	2,75,929	(2,23,361)
Gratuity	79,885	(1,40,290)
Perquisites	8,16,693	(6,07,544)
	<u>38,53,724</u>	<u>(28,80,286)</u>

15.10 Auditors' remuneration and expenses :

Statutory Auditors		
— Audit Fees	2,50,000	(1,45,476)
— Tax Audit Fees	70,000	(40,410)
— Other Capacity for Limited Review and other certification jobs	1,65,000	(1,56,940)
Branch Auditors		
— Audit Fees	5,03,260	(2,80,398)
— Other Capacity	—	(—)
— Expenses relating to audit of Accounts	1,38,514	(1,05,032)
	<u>11,26,774</u>	<u>(7,28,256)</u>

Statutory Audit fees, Tax Audit fees and fees paid / payable to the statutory auditors in other capacity for the year 2005-06 are net of adjustment of excess provision made in 2004-05 amounting to Rs. 16,524, Rs. 4,590 and Rs. 3,060 respectively.

Branch Audit fees is inclusive of Service Tax payable amounting to Rs. 43,620 (Rs. 24,236).

Branch Audit fees for the year 2005-06 are net of adjustment of excess provision made in 2004-05 amounting to Rs. 5,510.

15.11 Particulars in respect of goods manufactured :

(a) Capacity and Production :

Class of Goods	Unit	Installed Capacity (Single Shift Basis)	Actual Production		
			With own materials	With customers' materials	Total
Greases & Lubricating Oils	M.T./K.L.	71,600	23,371	8,639	32,010
		(71,600)	(22,048)	(12,110)	(34,158)
Barrels and Drums	Nos.	39,54,000	26,07,900	9,83,364	35,91,264
		(37,80,000)	(27,93,570)	(9,91,232)	(37,84,802)
Blended Tea including Bulk, Packets and Tea Bags	M.T.	3,000	835	38	873
		(3,000)	(216)	(11)	(227)
Leather Auxiliaries	M.T.	3,350	4,810	—	4,810
		(3,000)	(4,648)	—	(4,648)

(i) Under the Industrial Policy Statement dated 24th July, 1991, and the notifications issued thereunder, no licensing is required for the Company's products.

(ii) Installed Capacities are as certified by the Management.

(iii) Production of Greases and Lubricating Oils, Barrels and Drums and Blended Teas do not include Nil MT/KL. (108 MT/KL.), 4,337 Nos. (7,710 Nos.) and 935 M.T. (5,414 M.T.) respectively manufactured through outside parties.

**Notes on Accounts (Contd.)**

15.11 (b) Stock & Sale of goods manufactured (with own materials) :

Class of Goods	Unit	Opening		Closing		Sales	
		Quantity	Value Rs.	Quantity	Value Rs.	Quantity	Value Rs.
Grease & Lubricating Oils	M.T./K.L.	2,511 (2,327)	13,15,70,340 (11,30,04,068)	2,414 (2,511)	15,54,82,387 (13,15,70,340)	23,342 (21,862)	178,19,88,797 (130,39,27,757)
Barrels and Drums	Nos.	34,676 (59,227)	2,60,94,222 (4,56,25,641)	30,938 (34,676)	2,56,87,831 (2,60,94,222)	25,32,635 (27,45,882)	245,61,48,960 (256,10,02,690)
Blended Teas including Bulk, Packets and Tea Bags	M.T.	5 (1)	9,39,838 (1,13,867)	255 (5)	1,29,95,123 (9,39,838)	1,519 (5,625)	10,58,49,103 (35,65,68,330)
Leather Auxiliaries	M.T.	265 (270)	1,46,94,467 (1,15,96,741)	488 (265)	2,49,75,508 (1,46,94,467)	4,587 (4,653)	29,00,88,121 (28,82,39,503)
Others including Manufacturing Scrap			63,85,793 (98,67,646)		22,33,325 (63,85,793)		14,86,67,673 (20,34,49,202)
			17,96,84,660 (18,02,07,963)		22,13,74,174 (17,96,84,660)		478,27,42,654 (471,31,87,482)

Sales do not include Greases & Lubricating Oils 126 M.T./K.L. (110 M.T./K.L.), Barrels and Drums 83,340 Nos. (79,949 Nos.) and Blended Teas 1 M.T. (1 M.T.) internally consumed.

15.11 (c) Stock & Sale of goods manufactured (with customers' materials) :

Class of Goods	Unit	Opening		Closing		Sales	
		Quantity	Value Rs.	Quantity	Value Rs.	Quantity	Value Rs.
Greases & Lubricating Oils	M.T./K.L.	— (—)	— (—)	— (—)	— (—)	8,639 (12,110)	22,83,09,470 (26,76,05,650)
Barrels and Drums	Nos.	1,455 (1,642)	7,561 (—)	10,278 (1,455)	64,485 (7,561)	9,74,541 (9,91,419)	7,43,41,877 (8,25,42,000)
Blended Teas including Bulk, Packets and Tea Bags	M.T.	— (—)	— (—)	— (—)	— (—)	38 (11)	13,65,160 (4,00,972)
			7,561 (—)		64,485 (7,561)		30,40,16,507 (35,05,48,622)

15.12 Analysis of Raw Materials consumed (excluding materials supplied by customers) :

	Unit	Quantity	Value Rs.
Steel	M.T.	52,166 (55,559)	153,99,50,397 (163,00,56,247)
Lubricating Base Oils	K.L.	18,768 (18,042)	64,84,78,944 (52,52,41,660)
Additives and other Chemicals	M.T.	4,567	26,06,54,579
	K.L.	(4,129)	(13,90,80,098)
Vegetable and Other Fats	M.T.	2,934 (2,510)	12,75,10,976 (10,30,38,067)
Tea	M.T.	1,485 (5,624)	11,39,64,906 (32,66,68,080)
Drum Closures	Set	26,82,302 (29,35,909)	5,96,70,369 (5,50,44,337)
Paraffin Wax	M.T.	1,023 (1,122)	5,20,08,720 (4,76,68,097)
Paints	Ltr.	6,84,886 (7,48,661)	4,74,42,267 (5,07,96,659)
Others			29,33,83,002 (25,04,65,546)
			314,30,64,160 (312,80,59,591)

**Notes on Accounts (Contd.)**

15.13 Value of Raw Materials, Components and Spare Parts consumed :

	Rs.	%	Rs.	%
Imported	15,82,81,611	4.99	(15,79,69,361)	(5.00)
Indigenous	301,31,48,087	95.01	(300,39,81,235)	(95.00)
	<u>317,14,29,698</u>	<u>100.00</u>	<u>(316,19,50,596)</u>	<u>(100.00)</u>

15.14 (a) Purchase and Sale of Trading Goods :

Class of Goods	Unit	Purchase		Sale	
		Quantity	Value Rs.	Quantity	Value Rs.
Leather Auxiliaries	M.T.	46 (43)	71,08,398 (29,49,523)	39 (39)	62,82,855 (84,35,798)
Speciality Containers	Nos.	11 (-)	37,95,594 (-)	11 (-)	37,85,895 (-)
Oil Well Cement	M.T.	367 (-)	23,55,203 (-)	367 (-)	26,39,463 (-)
Others			25,02,621 (31,91,319)		20,54,082 (22,87,850)
			<u>1,57,61,816</u> (61,40,842)		<u>1,47,62,295</u> (1,07,23,648)

Sales do not include Leather Chemicals Nil MT (15 MT) used for internal consumption.

15.14 (b) Stock of Trading Goods :

Class of Goods	Unit	Opening		Closing	
		Quantity	Value Rs.	Quantity	Value Rs.
Leather Auxiliaries	M.T.	13 (24)	10,98,413 (33,17,228)	20 (13)	22,56,368 (10,98,413)
Others			1,23,262 (1,21,414)		2,502 (1,23,262)
Total			<u>12,21,675</u> (34,38,642)		<u>22,58,870</u> (12,21,675)

15.15 (a) Value of Imports on C.I.F. basis :

	Rs.	Rs.
Raw Materials	15,37,85,990	(16,99,14,445)
Components and Spare Parts	30,53,631	(17,80,709)
Capital Goods	65,25,327	(-)
Turnkey Purchases	15,38,310	(28,76,290)
Trading Goods	58,12,105	(2,66,473)
	<u>17,07,15,363</u>	<u>(17,48,37,917)</u>

15.15 (b) Expenditure in Foreign Currency :

Purchases —		
Raw Materials	12,77,20,456	(12,96,58,601)
Capital Goods	65,25,327	(-)
Turnkey Projects	15,38,311	(28,76,290)
Services	102,82,06,600	(66,78,20,652)
Others	1,18,18,720	(1,19,11,007)
	<u>117,58,09,414</u>	<u>(81,22,66,550)</u>

**Notes on Accounts (Contd.)**

	<u>Rs.</u>	<u>Rs.</u>
15.15 (c) Earnings in Foreign Currency :		
Export of Goods and Components calculated on F.O.B. basis as invoiced	<b>5,89,94,611</b>	(29,90,10,553)
Interest and Dividend	<b>2,62,54,724</b>	(2,68,07,245)
Services	<b>1,63,31,533</b>	(2,86,91,308)
Freight, Insurance, Exchange Gain and Miscellaneous Items	<b>2,51,34,998</b>	(2,85,15,268)
	<b>12,67,15,866</b>	38,30,24,374

Earnings from services exclude deemed exports of Rs. 3,28,79,294 (Rs. 72,36,748).

- 15.16 Research and Development expenditure charged to Profit & Loss Account during the year 2006-07 amounts to Rs. 1,90,74,449 (Rs. 1,63,04,650).
- 15.17 The company at the beginning of the year had an unutilised amount of Rs. Nil (Rs.5,08,828) out of grant received from Oil Industry Development Board during earlier years. The Company has not received any grant from Oil Industry Development Board during the current year for Research and Development Expenditure. Out of the opening unutilized amount, a sum of Rs. Nil (Rs. 3,14,679) has been utilised and netted off under relevant heads of expenditure and the balance of Grant amounting to Rs. Nil (Rs. 1,94,149) has been refunded to the Oil Industry Development Board. Unutilised balance of the grant at the year end is Rs. Nil (Rs. Nil).
- 15.18 Operations at the Lube Blending Plant at Taloja has been temporarily suspended during 2006-07 due to unremunerative orders.
- 15.19 Differences noticed on physical verification of inventory are not material considering the total raw material consumed and have been duly adjusted in the books of the company. Minor differences noticed in respect of stock with the Excise records are being reconciled and necessary adjustment will be done in the next financial year.
- 15.20 The company had given a Counter Guarantee to Oil Industry Development Board (OIDB) for granting loan to Indian Marine Freight Container Manufacturing Ltd. (IMFCML), erstwhile Joint Venture company, which is under liquidation. The liability against the company's obligation to OIDB was fully provided for during the year 2005-06 as the proceeds from the sale of assets of IMFCML, as per information available to the company will not be adequate to repay fully the Secured Creditors of IMFCML.
- 15.21 **Loans and Advances in the nature of loans to Subsidiary / Joint Ventures / Associates**  
The company has not provided any Loans and Advances in the nature of Loans to its subsidiary/Joint Venture Companies/Associates.

**15.22. Related Party Disclosures**

<b>i) <u>Name of Related Party</u></b>	<b><u>Nature of Relationship</u></b>
Balmer Lawrie Investments Ltd.	Holding Company
Balmer Lawrie (UK) Ltd.	Wholly Owned Subsidiary
Transafe Services Ltd (formerly known as Indian Container Leasing Company Ltd.)	Joint Venture
Balmer Lawrie-Van Leer Ltd.	Joint Venture
Balmer Lawrie (UAE) LLC.	Joint Venture
Avi-Oil India (P) Ltd.	Joint Venture
Balmer Lawrie (Tea) Ltd.	Wholly owned subsidiary of Balmer Lawrie (UK) Ltd.
Proseal Closures Ltd.	Subsidiary of Balmer Lawrie-Van Leer Ltd.
Shri S. K. Mukherjee, Managing Director	Key Management Personnel
Shri P. Radhakrishnan, Director (Calcutta)	Key Management Personnel
Shri V. N. Sharma, Director (Bombay)	Key Management Personnel
Shri K. Subramanyan, Director (Finance)	Key Management Personnel

**Notes on Accounts (Contd.)**

**ii) Transactions with Related Parties**

Type of Transaction		Holding Company	Subsidiary	Joint Ventures	Key Management Personnel	Total
		(Rs.)	(Rs.)	(Rs.)	(Rs.)	(Rs.)
a) Sale of goods	31/03/2007	90,000	2,27,47,071	2,82,97,558	–	5,11,34,629
	31/03/2006	52,000	2,22,37,087	3,65,86,942	–	5,88,76,029
b) Purchase of goods	31/03/2007	–	27,64,763	6,66,21,812	–	6,93,86,575
	31/03/2006	–	22,07,341	5,12,20,717	–	5,34,28,058
c) Value of services rendered	31/03/2007	11,85,000	–	4,72,74,659	–	4,84,59,659
	31/03/2006	10,20,000	17,116	3,41,37,285	–	3,51,74,401
d) Value of services received	31/03/2007	–	–	20,31,566	40,77,784	61,09,350
	31/03/2006	–	–	23,19,895	30,93,715	54,13,610
e) Income from leasing or hire purchase agreement	31/03/2007	–	–	8,59,020	–	8,59,020
	31/03/2006	–	–	1,46,520	–	1,46,520
f) Expenses from leasing or hire purchase agreement	31/03/2007	–	–	–	–	–
	31/03/2006	–	–	51,077	–	51,077
g) Investment in shares as on	31/03/2007	–	18,74,05,904	28,25,54,070	–	46,99,59,974
	31/03/2006	–	18,74,05,904	28,25,54,070	–	46,99,59,974
h) Loans given as on	31/03/2007	–	–	–	4,23,577	4,23,577
	31/03/2006	–	–	–	4,81,754	4,81,754
i) Dividend Income	31/03/2007	–	–	1,76,25,960	–	1,76,25,960
	31/03/2006	–	–	3,48,24,702	–	3,48,24,702
j) Interest Income	31/03/2007	–	–	–	5,192	5,192
	31/03/2006	–	–	–	7,452	7,452
k) Amount received on a/c. of salaries, etc. of Employees deputed or otherwise	31/03/2007	5,06,291	2,09,799	1,22,288	–	8,38,378
	31/03/2006	4,75,033	2,37,161	12,17,768	–	19,29,962
l) Guarantee given during the year ended	31/03/2007	–	–	–	–	–
	31/03/2006	–	–	–	–	–
m) Net outstanding recoverable as on	31/03/2007	61,709	2,30,13,486	2,09,47,428	4,23,577	4,44,46,201
	31/03/2006	40,235	1,31,38,201	4,01,00,448	4,81,754	5,37,60,637
n) Net outstanding payable as on	31/03/2007	–	32,935	70,69,585	–	71,02,521
	31/03/2006	–	38,897	64,81,843	–	65,20,740
o) Balance outstanding against guarantee given as on	31/03/2007	–	–	13,52,50,002	–	13,52,50,002
	31/03/2006	–	–	17,38,92,860	–	17,38,92,860
p) Write-offs made during the year ended on	31/03/2007	–	–	10,800	–	10,800
	31/03/2006	–	–	–	–	–
q) Write-back made during the year ended on	31/03/2007	–	–	2,855	–	2,855
	31/03/2006	–	–	29,038	–	29,038



**Notes on Accounts (Contd.)**

15.23 The Engineering & Technology Services Division of the Company had during the year 2006-07 undertaken various project assignment for which accounting has been done based on Accounting Standard – 7 (AS-7) – Construction Contracts. The relevant particulars of the project activity are as follows :

	<u>2006-07</u>	<u>2005-06</u>
	Rs.	Rs.
a) Amount of contract revenue recognised as revenue in the period	43,05,06,348	64,25,28,429
b) Method used to determine the contract revenue recognised in the period	<b>Percentage Completion Method</b>	
c) Methods used to determine the stage of completion of contracts in progress	<b>Based on certification of physical progress</b>	
d) Aggregate amount of costs incurred and recognised profits (less recognised losses) up to the reporting date for contracts in progress		
– Costs incurred	62,28,30,563	88,83,37,287
– Recognised Profit	(-) 1,84,91,882	7,03,41,249
e) Advances received for contracts in progress	8,95,307	46,90,470
f) Amount of retentions for contracts in progress	3,13,56,881	4,32,13,314
g) Gross amount due from customers for contract work as an asset	Nil	Nil
h) Gross amount due to customers for contract work as a liability	Nil	Nil

The aforesaid information is based on technical estimates of percentage of Projects completed and expenses likely to be incurred as certified by the Management and relied upon by the Auditors.

**15.24 Segment Reporting**

Information about business segment for the year ended 31st March, 2007 in respect of reportable segments as defined by the Institute of Chartered Accountants of India in the Accounting Standard – 17 in respect of “Segment Reporting” is attached as Annexure - B.

**15.25 Earnings per Share**

- (i) Earnings per share of the company has been calculated considering the Profit after Taxation of Rs.70,22,17,396 (Rs. 46,79,97,327) as the numerator.
- (ii) The weighted average number of equity shares used as denominator is 1,62,86,081 (1,62,86,081) and face value per share is Rs. 10.
- (iii) The nominal value of shares is Rs.16,28,60,810 (Rs. 16,28,60,810 ) and the earnings per share (Basic and Diluted) for the year on the above mentioned basis comes to Rs. 43.12 (Rs. 28.74)

**15.26 Accounting for Deferred Taxation**

The major components of the net deferred tax liability are :

	<u>2006-07</u>		<u>2005-06</u>	
	Rs./Lakhs	Rs./Lakhs	Rs./Lakhs	Rs./Lakhs
<b>Opening Adjustment</b>				
<b>Net Opening Balance [A]</b>		2770.08		3025.08
<b>Provision for the Current Year</b>				
Liability for timing difference arising during the year on account of :				
a) Provision for loans, debts, deposits, advances & investment, written back	15.03		7.04	
b) Adjustments for VRS expenditure	21.51		–	
c) Adjustment for Tax rate Difference	27.16		–	
d) Unamortised Superannuation Contribution	–	63.70	202.90	209.94
Less :				
i) Fixed Assets written-off in accounts	32.14		94.37	
ii) Depreciation Allowance	81.07		126.76	
iii) Adjustment of VRS expenses	–		91.72	
iv) Superannuation Contribution Charged off	102.45		–	
v) Provision for Leave/LTA/PRMBS, etc.	51.62		84.15	
vi) Adjustment for Tax rate Difference	–		24.09	
vi) Impairment of Assets	39.90		–	
vii) Provision for loans, debts, deposits & advances	56.52	(-) 363.70	43.85	464.94
<b>Net Deferred Tax Liability for the year [B]</b>		(-) 300.00		(-) 255.00
<b>Balance of Deferred Taxation Liability [A+B]</b>		2470.08		2770.08

**Notes on Accounts (Contd.)**

**15.27 Disclosure of Interests in Joint Venture Companies**

<u>Name of Joint Venture Company</u>	<u>Proportion of Shareholding</u>	<u>Country of Incorporation</u>
Balmer Lawrie (UAE) Llc.	49%	United Arab Emirates
Balmer Lawrie-Van Leer Ltd.	40%	India
Transafe Services Ltd. (formerly known as Indian Container Leasing Company Limited)	29%	India
Avi-Oil India (P) Ltd.	25%	India

The Company's proportionate share of the estimated amount of contracts remaining to be executed on Capital Accounts relating to the Joint Venture Companies and not provided for in their respective financial statements amounts to Rs. 2,37,12,305 (Rs. 1,96,37,848).

The aggregate amounts of each of the assets, liabilities, income and expenses related to the interests in the Joint Venture Companies are as follows :

Assets	Rs. 129,21,47,308	(Rs. 1,56,25,81,813)
Liabilities	Rs. 60,71,70,061	(Rs. 92,98,72,637)
Income	Rs. 246,79,65,994	(Rs. 226,56,68,145)
Expenses	Rs. 239,92,86,743	(Rs. 216,38,21,456)

**15.28 Cost of Services is comprised of :**

	<u>Rs.</u>	<u>Rs.</u>
Air/Rail travel costs	<b>459,00,15,822</b>	(429,31,92,662)
Air/Ocean freight	<b>175,72,47,278</b>	(163,39,15,916)
Transportation/Handling	<b>22,48,54,103</b>	(12,02,41,164)
Other Service charges	<b>1,07,50,615</b>	(2,71,85,235)
	<b>658,28,67,818</b>	<b>(607,45,34,977)</b>

15.29 Miscellaneous Expenses shown under "General Expenditure" (Schedule 12) do not include any item of expenditure which exceeds 1% of the total revenue.

**15.30 Provision for Contingency**

The financial results of the company for the year 2006-07 have been derived after considering creation of a provision for contingency of Rs 41,20,000 (Rs 40,00,000). The provision has been created to cover any contingency arising out of non-realisation/short-realisation of various old debts/advances and old inventory held by various units of the company.

15.31 (a) Previous year's figures have been re-grouped or re-arranged wherever so required to make them comparable with current year figures.

(b) Figures in brackets relate to previous year.

## Significant Accounting Policies

### SCHEDULE 16

#### 1. Fixed Assets and Depreciation

- a) Fixed Assets are valued at cost of acquisition inclusive of any other cost attributable to bringing the same to their working condition.
- b) Fixed Assets manufactured/constructed in-house are valued at actual cost of raw materials, conversion cost and other related costs.
- c) Cost of leasehold land is amortised over the period of lease.
- d) Expenditure incurred during construction of capital projects including related pre-production expenses is treated as Capital Work-in-Progress and in case of transfer of the project to another body, the accounting is done on the basis of terms of transfer.
- e) Fixed assets retired from active use and held for disposal are stated at the lower of book value and net realizable value and are shown separately in the financial statements. Loss determined, if any, is recognised in the profit and loss statement.
- f) Depreciation is provided in accordance with the provisions of the Companies Act, 1956, prevailing from time to time at the straight line method except (i) for mobile phones at the rate of 33.33% per annum and (ii) for items given to employees under the furniture equipment scheme which has been provided at the rate of 25% per annum for computers and 15% per annum for other items.
- g) Machinery Spares, which can be used only in connection with an item of fixed asset and whose use is expected to be irregular, are treated as fixed assets and depreciated over a period of five years by charging depreciation @ 20% p.a. on straight line basis.

#### 2. Valuation of Investments

The long term investments made by the company appear at cost inclusive of acquisition charges. Provision is made for diminution in value considering the nature and extent of permanent diminution. Current investments appear at lower of cost or fair value.

#### 3. Valuation of Inventories

- (i) Inventories are valued at lower of cost or net realisable value. For this purpose, the basis of ascertainment of cost of the different types of inventories is as under –
  - a) Raw materials & trading goods (other than tea), stores & spare parts and materials for turnkey projects on the basis of monthly weighted average cost.
  - b) Work-in-progress on the basis of cost of raw materials and conversion cost up to the relative stage of completion.
  - c) Finished goods on the basis of raw materials, conversion cost and other related costs.
  - d) Tea (unblended, blended and packed) - on the basis of specific cost.
- (ii) Tools, dies, jigs and fixtures are written-off over the economic

- (ii) Tools, dies, jigs and fixtures are written-off over the economic life except items costing up to Rs. 10000 which are charged off in the year of issue.

#### 4. Recognition of Revenue

Revenue is recognised in compliance with the following :

- a) In case of sale of goods :  
When the property and all significant risks and rewards of ownership are transferred to the buyer and no significant uncertainty exists regarding the amount of consideration that is derived from the sale of goods. Sales are stated exclusive of Sales Tax.
- b) In case of services rendered :  
When performance in full or part as having achieved is recognised by the buyer and no significant uncertainty exists regarding the amount of consideration that is derived from rendering the services.
- c) In case of project activities :  
As per the percentage of completion method after progress of work to a reasonable extent.
- d) In case of other income :
  - i) Interest on a time proportion basis taking into account the outstanding principal and the relative rate of interest.
  - ii) Dividend from investments in shares on establishment of the Company's right to receive.

#### 5. Employee Benefits

- a) Company's contributions to Provident Fund are charged to Profit and Loss Account.
- b) Employee benefits in respect of Gratuity, Leave Encashment, Long Service Awards and Leave Travel Assistance are charged to Profit & Loss Account on the basis of actuarial valuation made at the year end.
- c) Post retirement medical benefit is also recognised on the basis of actuarial valuation made at the year end.

#### 6. Payments made under Voluntary Retirement / Separation Schemes

- a) Compensation comprising of Ex-gratia, Notice-Pay and Rehabilitation Grant payable to employees separating under Voluntary Retirement/Separation Scheme till 31 March, 2005 is treated as Deferred Revenue Expenditure and is written off as per following instalments :-
  - (i) Paid up to December, 1999 - Five equal yearly instalments ;
  - (ii) Paid during January, 2000 to March, 2005 - Sixty equal monthly instalments.
- b) Payment made under Voluntary Retirement/Separation Scheme - Charged off fully in the year of payment. with effect from 1st April, 2005
- c) The balance of deferred revenue expenditure at the year end to the extent not written off or adjusted in respect of (a) above

**Significant Accounting Policies (Contd.)**

end to the extent not written off or adjusted in respect of (a) above is carried forward in the Balance Sheet as Miscellaneous Expenditure.

**7. Treatment of Prior Period and Extraordinary Items**

- a) All prior period items which arise in the current period as a result of error or omission in the preparation of prior period's financial statement are separately disclosed in the current statement of profit & loss. However, differences in actual income/expenditure arising out of over or under estimation in prior period are not treated as prior period income/expenditure.
- b) All extraordinary items, i.e., gains or losses which arise from events or transactions which are distinct from the ordinary activities of the Company and which are material are separately disclosed in the statement of accounts.

**8. Foreign Currency Translations**

- a) All transactions in foreign currency other than those specified below are converted at the exchange rate prevailing on the respective dates of transactions.
- b) Current assets (other than inventories) and current liabilities are translated at the exchange rate prevailing on the date of Balance Sheet other than those covered with forward contract.
- c) Long Term Investment, Inventories and Fixed Assets are carried at cost.
- d) In case of foreign branch, translation of the financial statement is made on the following basis -
  - i) Revenue items except opening and closing inventories are converted at average rate. Opening and closing inventories are translated at the rate prevailing at the commencement and close respectively.
  - ii) Fixed Assets and depreciation are converted at the exchange rate on the date of the transactions.
  - iii) Other Current Assets and Current Liabilities on the date of the Balance Sheet.
- e) Any income or expense on account of exchange difference either on settlement or on translation is recognised in the Profit & Loss Account except as stated above.

**9. Accounting for Research & Development**

- a) Revenue Expenditure is shown under Primary Head of Accounts with the total of such expenditure being disclosed in the Notes.
- b) Capital expenditure relating to research & development is treated in the same way as other fixed assets.

**10. Treatment of Grant/Subsidy**

- a) Revenue grant/subsidy in respect of research & development expenditure is set off against respective expenditure.
- b) Capital grant/subsidy against specific fixed assets is set off against the cost of those fixed assets.
- c) When grant/subsidy is received as compensation for extra cost associated with the establishment of manufacturing units or cannot be related otherwise to any particular fixed assets the grant/subsidy so received is credited to capital reserve. On expiry of the stipulated period set out in the scheme of grant/subsidy the same is transferred from capital reserve to general reserve.

**11. Impairment of Assets**

An assessment is made at each Balance Sheet date to determine whether there is any indication of impairment of the carrying amount of the fixed assets. If any indication exists, an asset's recoverable amount is estimated. An impairment loss is recognized whenever the carrying amount of the asset exceeds the recoverable amount. The recoverable amount is the greater of the net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value based on appropriate discount factor.

**12. Accounting for Borrowing Cost**

Borrowing Costs that are directly attributable to the acquisition, construction or production of assets which take substantial period of time to get ready for its intended use are capitalised as part of the cost of those assets. Other Borrowing Costs are recognised as expense in the period in which they are incurred.

Signature to Schedules 1 to 16

For GUPTA & CO.  
*Chartered Accountants*

S. K. GANGULI  
*Partner*

Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
*Managing Director*

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
*Directors*

R. Mukherjee  
*Secretary*

PART –

**Statement of Disputed Dues as on 31st March, 2007  
(Not provided for in the accounts)**

ANNEXURE –

Name of the Statute	Nature of the Dues	Amount (Rs.)		Period to which the amount relates	Forum where dispute is pending
		2006-07	2005-06		
Sales Tax Act	Sales Tax	17,66,621	17,66,621	Assessment Year 1994/95	Tribunal, Mumbai
		1,55,046	1,55,046	Assessment Year 1994/95	Tribunal, Mumbai
		2,43,000	2,43,000	Assessment Year 1991/92	Tribunal, Agra
		1,68,000	1,68,000	Assessment Year 1992/93	Tribunal, Agra
		—	18,000	Assessment Year 1993/94	Tribunal, Agra
		—	81,000	Assessment Year 1996/97	Tribunal, Agra
		2,03,473	2,03,473	Assessment Year 1996/97	Tribunal, Mumbai
		9,50,324	9,50,324	Assessment Year 1996/97	Dy. Commissioner, Mumbai
		7,14,616	7,14,616	Assessment Year 1996/97	Dy. Commissioner, Mumbai
		56,173	56,173	Assessment Year 1997/98	Dy. Commissioner, Mumbai
		200,165	2,00,165	Assessment Year 1996/97	Dy. Commissioner, Mumbai
		21,21,366	21,21,366	Assessment Year 1997/98	Dy. Commissioner, Mumbai
		50,424	50,424	Assessment Year 1997/98	Dy. Commissioner, Mumbai
		81,584	81,584	Assessment Year 1997/98	Dy. Commissioner, Mumbai
		52,430	52,430	Assessment Year 1998/99	Dy. Commissioner, Mumbai
		9,66,672	9,66,672	Assessment Year 1998/99	Dy. Commissioner, Mumbai
		40,044	40,044	Assessment Year 1998/99	Dy. Commissioner, Mumbai
		1,01,757	1,01,757	Assessment Year 1998/99	Dy. Commissioner, Mumbai
		34,556	34,556	Assessment Year 1999/00	Dy. Commissioner, Mumbai
		2,01,714	2,01,714	Assessment Year 1999/00	Dy. Commissioner, Mumbai
		1,53,810	1,53,810	Assessment Year 1999/00	Dy. Commissioner, Mumbai
		1,79,368	1,79,368	Assessment Year 1999/00	Dy. Commissioner, Mumbai
		5,77,782	5,77,782	Assessment Year 2000/01	Dy. Commissioner, Mumbai
		90,446	90,446	Assessment Year 2000/01	Dy. Commissioner, Mumbai
		60,530	—	Assessment Year 2001/02	Dy. Commissioner, Mumbai
		8,07,677	807,677	Assessment Year 2000/01	Dy. Commissioner, Mumbai
		4,84,959	—	Assessment Year 2001/02	Dy. Commissioner, Mumbai
		1,34,704	1,34,704	Assessment Year 2000/01	Dy. Commissioner, Mumbai
		1,68,476	—	Assessment Year 2001/02	Dy. Commissioner, Mumbai
		1,37,208	—	Assessment Year 2001/02	Dy. Commissioner, Mumbai
		3,78,163	3,78,163	Assessment Year 1996/97 (WBST Act. 94)	Appliate & Revisional Board
		51,55,038	51,55,038	Assessment Year 2001/02 (WBST Act. 94)	Dy. Commissioner, West Bengal
		73,46,972	73,46,972	Assessment Year 2001/02 (CST Act. 56)	Dy. Commissioner, West Bengal
		1,94,72,067	1,94,72,067	Assessment Year 2002/03 (WBST Act. 94)	Dy. Commissioner, West Bengal
		1,59,08,759	1,66,04,563	Assessment Year 2002/03 (CST Act. 56)	Dy. Commissioner, West Bengal
		1,27,87,227	—	Assessment Year 2003/04 (WBST Act. 94)	Dy. Commissioner, West Bengal
		75,90,087	—	Assessment Year 2003/04 (CST Act. 56)	Dy. Commissioner, West Bengal
		1,65,000	—	Assessment Year 2003/04	Jt. Commissioner (Appeals), Mathura
		1,42,000	—	Assessment Year 2004/05	Jt. Commissioner (Appeals), Mathura
		3,84,802	—	Assessment Year 1988/89	CTO, Kochin
		96,000	—	Assessment Year 1990/91	CTO, Kochin
		58,584	—	Assessment Year 1991/92	CTO, Kochin
		98,601	—	Assessment Year 1992/93	CTO, Kochin
		13,16,929	13,16,929	Assessment Year 1992/93	CTO, Kochin
		69,38,060	69,38,060	Assessment Year 1993/94	CTO, Kochin
		9,34,490	7,43,350	Assessment Year 1993/94	CTO, Kochin
		83,835	55,000	Assessment Year 1994/95	CTO, Kochin
		5,13,008	4,99,000	Assessment Year 1995/96	CTO, Kochin
		2,24,849	2,24,849	Assessment Year 2005/06	CTO, Kochin
		900,835	9,00,835	Assessment Year 2005/06	CTO, Kochin
15,61,839	15,61,839	Assessment Year 1993/94	Appelate Tribunal, Kochin		
3,78,163	3,78,163	Assessment Year 2001/02	Appelate Tribunal, Kochin		
1,81,992	1,81,992	Assessment Year 2003/04	Asst. Commissioner, Chennai		
14,64,835	—	Assessment Year 1998/99	AAC, Chennai		
<b>Sub Total</b>		<u>9,49,85,060</u>	<u>7,19,07,573</u>		

**Statement of Disputed Dues as on 31st March, 2007  
(Not provided for in the accounts)**

Name of the Statute	Nature of the Dues	Amount (Rs.)		Period to which the amount relates	Forum where dispute is pending
		2006-07	2005-06		
Central Excise Act	Excise Duty	91,15,000	91,15,000	October, 2000	High Court, Delhi
		–	45,20,000	April, 1997	Dy. Commissioner, Mathura
		2,62,30,188	2,62,30,188	July 1997	Appellate Tribunal, Kolkata
		16,30,595	16,30,595	Feb. 2004	Appellate Tribunal, Kolkata
		5,34,88,834	5,10,18,657	July 00 to Dec. 02	CESTAT
		12,80,453	12,14,398	Jan 03 to July 03	CESTAT
		10,49,201	9,77,976	May 2004	CESTAT
		2,52,54,015	2,40,87,755	July 00 to Dec. 02	Commissioner, Mumbai
		38,50,728	36,52,080	Feb. 2004	Jt. Commissioner, Mumbai
		1,07,511	1,02,936	March 2006	Asstt. Commissioner, Mumbai
		84,247	80,357	March 2006	Asstt. Commissioner, Mumbai
		12,01,353	11,41,401	Jan. 2006	Asstt. Commissioner, Mumbai
		1,98,461	1,98,461	March 2006	Asstt. Commissioner, Mumbai
		2,70,246	2,70,246	March 2006	Asstt. Commissioner, Mumbai
		1,93,932	1,89,206	March 2006	Commissioner(Appeal) Mumbai
		41,50,396	20,75,198	March 2006	Commissioner, Mumbai
		<b>SUB TOTAL</b>	<b>12,81,05,160</b>	<b>12,65,04,454</b>	
Cess		60,83,415	55,90,165	Assessment Year 1999/00	High Court, Mumbai
		49,97,375	45,83,882	Assessment Year 2000/01	High Court, Mumbai
<b>SUB TOTAL</b>	<b>1,10,80,790</b>	<b>1,01,74,047</b>			
Service Tax Act	Service Tax	1,29,12,288	1,17,76,133	August 2002, March 2005	Commissioner of Central Excise (Adjn)
		71,85,303	–	April 2005, March 2006	- Do -
		–	9,32,997	January 2002, March 2006	Superintendent (Prev)
		75,53,072	–	May 2005, March 2006	Commissioner of Central Excise, Customs & S. Tax Raigad Commissionerate
	<b>2,76,50,663</b>	<b>1,27,09,130</b>			
<b>GRAND TOTAL</b>		<b>26,18,21,672</b>	<b>22,12,95,203</b>		

PART – II

**Statement of Disputed Dues as on 31st March, 2007  
(Fully provided for in the accounts)**

Name of the Statute	Nature of the Dues	Amount (Rs.)		Period to which the amount relates	Forum where dispute is pending
		2006-07	2005-06		
Indian Stamp Act	Stamp Duty	90,92,445	90,92,445	2002/03	High Court, Mumbai

**Annexure – B (Note 15.24)  
Information About Business Segments for the year ended 31st March, 2007**

	Industrial Packaging		Logistics Infra-Structure & Services		Travel and Tours		Greases and Lubricants		Others		Consolidated Total	
	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006	2006-2007	2005-2006
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
<b>SEGMENT REVENUE</b>												
External Revenue	230,60,34,585	241,27,44,049	316,37,77,996	282,42,94,271	487,16,72,703	453,91,72,315	170,22,86,820	128,72,19,062	87,83,30,336	138,89,83,326	129,22,02,440	1245,24,13,023
Inter-Segment Revenue	6,74,61,142	6,64,02,202	34,48,323	40,00,450	23,93,488	19,94,560	33,80,423	29,56,894	27,13,355	42,33,459	7,93,96,731	7,95,87,565
Total Segment Revenue	237,34,95,727	247,91,46,251	316,72,26,319	282,82,94,721	487,40,66,191	454,11,66,875	170,56,67,243	129,01,75,956	88,10,43,691	139,32,16,785	1300,14,99,171	1253,20,00,588
Less :												
Inter-Segment Revenue											7,93,96,731	7,95,87,565
Add :											8,07,55,071	7,19,82,315
Other Unallocable Revenue											1300,28,57,511	1252,43,95,338
<b>TOTAL REVENUE</b>												
<b>SEGMENT RESULT</b>												
Profit/(Loss) before Interest & Tax	24,83,33,532	25,15,33,324	78,88,49,456	74,48,03,169	15,75,03,799	13,34,49,056	10,08,18,076	8,68,45,626	(-),2,75,04,977	2,55,05,729	12,67,79,987	124,21,36,904
Less :												
Interest Expense											3,66,49,670	7,83,84,817
Prior Period Adjustments											(-),2,15,911	13,041
Other Unallocable Expenditure (net of Unallocable Revenue)											16,99,48,732	35,52,41,719
<b>TOTAL PROFIT BEFORE TAX</b>												
<b>OTHER INFORMATION</b>												
Segment Assets	114,34,51,272	117,41,61,682	119,04,63,210	112,98,46,694	77,69,18,106	68,37,11,424	101,20,96,128	90,57,75,768	81,86,65,873	82,32,77,841	49,41,59,458	471,67,73,409
Other Unallocable Assets											108,57,09,907	89,94,06,182
Total Assets	29,17,40,096	33,48,04,450	96,76,76,323	79,91,84,101	30,07,44,382	33,41,30,999	42,95,02,408	26,47,39,298	19,00,98,318	28,52,71,059	60,27,30,496	561,61,79,591
Segment Liabilities	2,75,25,887	1,78,79,271	3,20,86,721	3,32,11,681	17,27,506	19,23,933	66,29,724	51,98,004	3,05,26,844	2,31,03,870	9,84,96,682	8,13,16,759
Other Unallocable Liabilities	3,27,98,964	3,97,26,744	2,97,74,453	3,05,97,089	28,12,119	29,43,690	1,80,81,603	1,79,25,685	2,29,94,040	2,82,84,802	10,64,61,179	11,94,78,010
Total Liabilities	1,59,11,881	1,56,27,692	62,79,591	62,79,591	18,94,373	19,28,444	57,16,438	57,16,438	1,61,67,755	1,90,70,913	4,59,70,038	4,86,23,078

Notes :

- Details of products/services included in each of the above Business Segments are given below :
 

Industrial Packaging – Logistics Infrastructure & Services – Travel & Tours – Greases & Lubricants – Others –	Barrels & Drums Logistics Services & Container Freight Station Activities Travel (Ticketing), Tours & Money Changing Activities Greases & Lubricating Oils Engineering & Technology Services, Tea Blending & Packaging, Leather Chemicals etc.
---	--
- Segment Revenue, Segment Expenses and Segment Results include transfers between Business Segments. Such transfers are accounted for at competitive market prices charged to unaffiliated customers for similar goods and are eliminated in consolidation.

**Balance Sheet Abstract and Company's general business profile**

**I. Registration Details**

Registration No. 4 8 3 5 State Code 2 1  
 Balance Sheet Date 3 1 0 3 2 0 0 7  
 Date Month Year

**II. Capital raised during the year (Amount in Rs. Lakhs)**

Public Issue N I L Rights Issue N I L  
 Bonus Issue N I L Private Placement N I L

**III. Position of Mobilisation and Deployment of funds (Amount in Rs. Lakhs)**

Total Liabilities 3 0 4 7 6 Total Assets 3 0 4 7 6  
 SOURCES OF FUNDS  
 Paid up Capital 1 6 2 9 Reserves & Surplus 2 5 4 0 2  
 Secured Loans 0 9 7 5 Unsecured Loans 0 0 0 0 0  
 Deferred Taxation Provision 2 4 7 0  
 APPLICATION OF FUNDS  
 Net Fixed Assets 1 6 5 5 9 Investments 0 4 7 1 4  
 Net Current Assets 0 8 8 7 8 Misc. Expenditure 0 0 3 2 4  
 Accumulated Losses 0 0 0 0 0

**IV. Performance of the Company (Amount in Rs. Lakhs)**

Turnover 1 3 0 0 2 9 Total Expenditure 1 1 9 4 1 3  
 Profit/(Loss) Before Tax 1 0 6 1 6 Profit/(Loss) After Tax 0 7 0 2 2  
 Earning Per Share (in Rs.) 0 4 3 Dividend Rate (%) 1 3 5

**V. Generic Names of Three Principal Products/Services of the Company (as per monetary terms)**

Item Code No. 7 3 1 0 . 1 0  
 (ITC Code)  
 Product Description S T E E L D R U M S & B A R R E L  
 Item Code No. 2 7 1 0 . 0 0  
 (ITC Code)  
 Product Description G R E A S E & L U B R I C A T I N G O I L  
 Item Code No. N A (\*)  
 (ITC Code)  
 Product Description T R A V E L T O U R S & L O G I S T I C S

\*No Item Code has been assigned to Travel, Tours and Logistics under the Indian Trade Classification

Kolkata, the 14th June, 2007

S. K. Mukherjee  
 Managing Director

M. Singh  
 A. Kaushik  
 P. Radhakrishnan  
 V. N. Sharma  
 K. Subramanyan  
 Directors

R. Mukherjee  
 Secretary



**Cash Flow Statement for the year ended 31st March, 2007**

	Year ended March 31, 2007	(Rs. in Lakhs) Year ended March 31, 2006
<b>A. Cash Flow from operating activities</b>		
Net Profit before tax [Note 1]	10628	8045
Adjustment for		
Depreciation and fixed assets written off	1170	1482
Impairment loss on fixed assets	117	—
Interest/Dividend	190	436
Investment written off	1	22
Deferred Revenue Expenditure (charged off during the year)	460	486
<b>Operating Profit before Working Capital Changes</b>	<b>12566</b>	10471
Trade and other receivables	(2057)	(3522)
Inventories	(32)	(84)
Trade Payables	1926	3554
<b>Cash generated from operations</b>	<b>12403</b>	10419
Direct Taxes paid	(3907)	(3717)
Interest paid	(255)	(316)
<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>8241</b>	6386
<b>B. Cash Flow from investing activities</b>		
Purchase of Fixed Assets	(1048)	(580)
Sale of Fixed Assets	202	65
Dividend received	439	353
<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>(407)</b>	(162)
<b>C. Cash Flow from financing activities</b>		
Proceeds from Long Term Borrowings	(2794)	(4091)
Interest paid on Long Term Borrowings	(111)	(468)
Dividend paid	(1462)	(893)
Corporate Tax on Dividend	(206)	(127)
<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>(4573)</b>	(5579)
<b>NET CHANGES IN CASH &amp; CASH EQUIVALENTS (A+B+C)</b>	<b>3261</b>	645
<b>CASH &amp; CASH EQUIVALENTS – OPENING BALANCE</b>	<b>1565</b>	920
<b>CASH &amp; CASH EQUIVALENTS – CLOSING BALANCE</b>	<b>4826</b>	1565

For GUPTA & CO.  
Chartered Accountants

S. K. GANGULI  
Partner

Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary

**Notes on Cash Flow Statement**

1. The above Cash Flow Statement has been prepared under "Indirect Method" set out in Accounting Standard - 3 on "Cash Flow Statements" issued by the Institute of Chartered Accountants of India.

	2006-2007	2005-2006
		(Rs. in Lakhs)
2. Net Profit after tax as per Profit & Loss A/c	7022	4680
Add : Tax Provision (Net)	3594	3405
	<u>10616</u>	<u>8085</u>
Less : Profit/(Loss) on disposal of Fixed Assets (Net)	(12)	40
Net Profit before tax	<u>10628</u>	<u>8045</u>
3. Changes in Working Capital – Computation (Excluding items shown separately)		
<b>Current Assets</b>		
Sundry Debtors	19771	18467
Loans & Advances	6051	5298
Inventories	8028	7996
	<u>33850</u>	<u>31761</u>
<b>Current Liabilities</b>		
Trade Payables	26802	24876
Net Current Assets	<u>7048</u>	<u>6885</u>
Changes	<u>163</u>	<u>51</u>
4. Component of Cash and Cash equivalent		
Cash and Bank Balances	4826	1565
Cash Credit/Demand Loan	-	-
	<u>4826</u>	<u>1565</u>
Changes	<u>3261</u>	<u>645</u>

For GUPTA & CO.  
Chartered Accountants  
S. K. GANGULI  
Partner  
Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary

**Statement Regarding Subsidiary Company**  
**Pursuant to Section 212 (1) and (3) of the Companies Act, 1956**

	<u>USD</u>	<u>Converted</u> <u>@ Rs. 43.36/USD</u>
<b>BALMER LAWRIE (UK) LTD.</b>		
a) Holding Company's Interest :		
Entire Issued Share Capital of Ordinary Shares of £ 1 each fully paid up at cost	53,37,478	23,14,33,046
b) Net aggregate amount of Subsidiary's Profit/(Loss) not dealt with in the Holding Company's accounts :		
i) for the Subsidiary's financial year ended 31st March, 2007	3,69,650	1,60,28,024
ii) for the previous financial years (cumulative)	18,20,414	7,89,33,151
c) Net aggregate amount of Subsidiary's Profit/(Loss) dealt with in the Holding Company's accounts :		
i) for the Subsidiary's financial year ended 31st March, 2007	Nil	Nil
ii) for the previous financial years	Nil	Nil

Kolkata, the 14th June, 2007

S. K. Mukherjee  
*Managing Director*M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
*Directors*R. Mukherjee  
*Secretary*

**Balmer Lawrie & Co. Ltd.**

**The following particulars as on 31st March, 2007 are provided pursuant  
to the direction of the Ministry of Company Affairs vide their letter  
no. 47/118/2007 – CL-III dated 17th April, 2007 relating to  
Balmer Lawrie (UK) Limited and Balmer Lawrie (Tea) Limited**

<b>BALMER LAWRIE (UK) LIMITED</b>	<b>USD</b>	<b>Converted @ Rs. 43.36/USD</b>
(a) Share Capital	53,37,478	23,14,33,046
(b) Reserves and Surplus	21,90,064	9,49,61,175
(c) Total Assets	76,15,460	33,02,06,346
(d) Total Liabilities	87,918	38,12,124
(e) Details of Investments (except in case of Investment in Subsidiary)	—	—
(f) Turnover	11,77,939	5,10,75,435
(g) Profit/(-)Loss before Taxation	3,72,800	1,61,64,608
(h) Provision for Taxation	3,150	136,584
(i) Profit/(-)Loss after Taxation	3,69,650	1,60,28,024
(j) Proposed Dividend	—	—
<b>BALMER LAWRIE (TEA) LIMITED</b>	<b>GBP</b>	<b>Converted @ Rs. 84.36/GBP</b>
<b>[Wholly-owned Subsidiary of Balmer Lawrie (UK) Limited]</b>		
(a) Share Capital	3,08,236	2,60,02,789
(b) Reserves and Surplus	(-) 1,10,867	(-) 93,52,740
(c) Total Assets	12,68,844	10,70,39,680
(d) Total Liabilities	10,71,475	9,03,89,631
(e) Details of Investments (except in case of Investment in Subsidiary)	—	—
(f) Turnover	11,05,133	9,32,29,020
(g) Profit/(-)Loss before Taxation	(-) 62,577	(-) 52,78,996
(h) Provision for Taxation	(-) 20,001	(-) 16,87,284
(i) Profit/(-)Loss after Taxation	(-) 42,576	(-) 35,91,711
(j) Proposed Dividend	—	—

**Subsidiary Company –  
Balmer Lawrie (UK) Limited**

**Pursuant to Approval given vide letter no. 47/118/2007-CL - III dated 17th April 2007  
under Section 212(8) of the Companies Act, 1956 by the  
Ministry of Company Affairs, Government of India**

**Financial Statements for the year ended 31st March, 2007 with corresponding  
figures for the previous year are furnished in Indian Rupees converted at the  
exchange rate as on 31.03.2007 - Rs. 43.36 USD**

## Balmer Lawrie (UK) Limited

### Directors' report for the year ended 31 March, 2007

The Directors present their report and the financial statements for the year ended 31 March, 2007.

#### Statement of directors' responsibilities

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to :

- 1 Select suitable accounting policies and then apply them consistently;
- 1 Make judgements and estimates that are reasonable and prudent;
- 1 Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act, 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the directors are aware at the time of signing this report :

- 1 There is no relevant audit information of which the auditors are unaware;
- 1 They have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

#### Principal activities and review of business

The company's main business activity during the year was leasing and hiring of marine freight containers.

The marine freight container industry has generally been in line with the preceding year in terms of both daily rentals and utilisation rates. Increased global trade and a fair amount of consolidation as witnessed in this industry is expected to maintain the same trend of per diem rate of rental and utilisation factor in the coming year in spite of the ageing fleet of containers. The financial position of the company at the end of the year is considered reasonable.

#### Results and dividends

The results for the year are set out on page 63.

The profit for the year was Rs. 16,028,024 (2006 : profit Rs. 10,632,436).

The directors do not recommend the payment of a dividend (2006 : \$nil).

#### Directors

The directors set out in the table below have held office during the whole of the period from 1 April 2006 to the date of this report.

The interests of the directors holding office on 31 March 2007 in the company's issued share capital were :

	Ordinary shares of £1 each	
	31 March 2007	1 April 2006
S K Mukherji	-	-
P Radhakrishnan	-	-

#### Independent auditors

Pentagon Consulting have signified their willingness to continue in office and a proposal to reappoint them, by virtue of the elective resolution passed by the company, will be put to the Board at the next meeting.

By order of the Board

25 May 2007

S K Mukherji  
Director

P Radhakrishnan  
Director

### Independent Auditors' report to the members of Balmer Lawrie (UK) Limited

We have audited the financial statements for the year ended 31 March 2007 which comprise the Profit and Loss Account, the Balance Sheet and related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act, 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of directors and auditors

As described in the Statement of Directors' Responsibilities the company's directors are responsible for the preparation of financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatement within it.

#### Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### Opinion

In our opinion the financial statements give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the company's affairs as at 31 March 2007 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Pentagon Consulting  
Chartered Certified Accountants  
and Registered Auditors  
Beech Court  
Summers Road, Burnham  
Buckinghamshire  
SL17EP

## Balmer Lawrie (UK) Limited

### Profit and Loss Account for the year ended 31 March 2007

	Notes	2007 Rs.	2006 Rs.
<b>Turnover</b>		5,10,75,435	5,47,84,666
Cost of sales		(30,64,685)	(30,83,720)
<b>Gross Profit</b>		4,80,10,750	5,17,00,946
Selling and distribution costs		(71,68,145)	(82,17,717)
Administration expenses		(3,07,96,180)	(3,36,82,785)
<b>Operating profit</b>	2	1,00,46,425	98,00,444
Interest receivable and similar charges		32,40,163	5,81,978
(Loss)/Profit on sale of fixed assets	3	28,78,020	(70,460)
Interest payable and similar charges	4	-	(288,648)
<b>Profit on ordinary activities before taxation</b>		1,61,64,608	1,00,23,314
Tax on profit on ordinary activities	7	(1,36,584)	6,09,121
<b>Retained profit for the year</b>	14	1,60,28,024	1,06,32,436

There are no recognised gains and losses other than those passing through the profit and loss account.

### Balance Sheet as at 31 March 2007

	Notes	2007		2006	
		Rs.	Rs.	Rs.	Rs.
<b>Fixed Assets</b>					
Tangible assets	8	19,32,21,569		23,82,02,019	
Investments	9	2,43,04,451		2,43,04,451	
			21,75,26,020		26,25,06,470
<b>Current Assets</b>					
Debtors	10	95,90,972		1,10,43,532	
Cash at bank and in hand		10,30,89,354		4,16,41,166	
		11,26,80,326		5,26,84,698	
<b>Creditors : amounts falling due within one year</b>	11	(29,90,756)		(41,40,186)	
<b>Net current assets/(liabilities)</b>			10,96,89,570		4,85,44,512
<b>Total assets less current liabilities</b>			32,72,15,590		31,10,50,982
<b>Provision for liabilities and charges</b>	12		(8,21,368)		(6,84,784)
			32,63,94,221		31,03,66,197
<b>Capital and reserves</b>					
Share capital	13		23,14,33,046		23,14,33,046
Profit and loss account	14		9,49,61,175		7,89,33,151
<b>Shareholders' fund – equity interests</b>	15		32,63,94,221		31,03,66,197

The financial statements were approved by the Board on 25 May 2007

S K Mukherji  
Director

P Radhakrishnan  
Director

## Notes to the Financial Statements for the year ended 31 March 2007

### 1. Accounting Policies

#### 1.1 Basis of preparation of financial statements

The financial statements are prepared under the historical cost convention and have been prepared on a going concern basis.

#### 1.2. Compliance with accounting standards

The accounts have been prepared in accordance with applicable accounting standards.

#### 1.3 Turnover

Turnover represents amounts receivable for goods and services net of VAT.

#### 1.4 Consolidated accounts

The financial statements present information about the company as an individual undertaking and not about its group.

The company is exempt under section 248 of the Companies Act 1985 from the requirement to prepare consolidated accounts as the group the company heads qualifies as a small group.

#### 1.5 Cashflow statement

The company is exempt from the requirement of Financial Reporting Standard 1, "Cashflow Statements" as it qualifies as a small company in accordance with the Companies Act 1985.

#### 1.6 Related party transactions

The company has taken advantage of the exemption granted under Financial Reporting Standard 8 "Related Party Disclosures", not to disclose details of transactions with entities belonging to the group.

#### 1.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is not provided on freehold land.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis :

Containers	-5.67%	Straight line basis
------------	--------	---------------------

#### 1.8 Investments

Investments held as fixed assets are stated at historical cost less provision for any permanent diminution in value.

#### 1.9 Pensions

The pension costs charged in the financial statements represent the contributions payable by the company to employees' own personal pension schemes.

#### 1.10 Deferred taxation

Deferred tax is provided in full on timing differences which result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

### 2. Operating Profit

	2007 Rs.	2006 Rs.
Operating profit is stated after charging :		
Depreciation	2,79,23,797	3,10,26,638
Auditors' remuneration	2,39,824	2,27,380

### 3. Profit/(loss) on disposal of fixed assets

	2007 Rs.	2006 Rs.
Profit/(Loss) on disposal of containers	28,78,020	(70,460)
	<u>28,78,020</u>	<u>(70,460)</u>

### 4. Interest payable and similar charges

On bank loans and overdraft	—	2,88,648
	<u>—</u>	<u>2,88,648</u>

The exchange gain arose from the translation of sterling denominated bank loans and overdrafts at the balance sheet date.

### 5. Employees

The company had no employees during the year other than the directors. The company's subsidiary Balmer Lawrie (Tea) Limited recharged Rs. 2564007 (2006-17,05,436) in respect of management time and certain other expenses relating directly to the operation of the company.

### 6. Directors' emoluments

	2007 Rs.	2006 Rs.
Emoluments for qualifying services	—	—

### 7. Taxation on profit on ordinary activities

#### Analysis of charge (credit) in period :

	2007 Rs.	2006 Rs.
<b>Current taxation</b>		
UK corporation tax charge for the year	—	—
Adjustment in respect of prior periods	—	(12,93,906)
Total current tax	—	(12,93,906)
<b>Deferred taxation</b>		
Origination and reversal of timing difference (note 15)	1,36,584	6,84,784
Movement in exchange rates (note 15)	—	—
Tax on profit on ordinary activities	<u>1,36,584</u>	<u>(6,09,122)</u>



## Balmer Lawrie (UK) Limited

### Notes to the Financial Statements for the year ended 31 March 2007

The standard rate of tax for the year, based on the UK standard rate of corporation tax is 30%. The actual tax charge for the current and the previous year varies from the standard rate for the reasons set out in the following reconciliation.

	2007 Rs.	2006 Rs.
Profit on ordinary activities before tax	1,61,64,608	1,00,23,314
Tax on profit on ordinary activities at standard rate	48,49,382	30,07,016
Factors affecting charge for the period :		
Depreciation for period in excess of capital allowances	13,45,114	24,30,675
Expenses not deductible for tax purposes	-	69,723
Adjustment in respect of prior periods	-	(12,93,906)
Utilisation of prior year losses	(61,94,496)	(54,46,060)
Other adjustments	-	(61,354)
Total actual amount of current tax	-	(12,93,906)

#### 8. Tangible Fixed Assets

	Containers and Total Rs.
<b>Cost</b>	
At 1 April 2006	53,56,16,411
Disposals	(4,17,38,813)
At 31 March 2007	49,38,77,598
<b>Accumulated Depreciation</b>	
At 1 April 2006	29,74,14,392
Charge for year	2,79,23,797
Eliminated on disposal	(2,46,82,160)
At 31 March 2007	30,06,56,029
<b>Net Book Value</b>	
At 31 March 2007	19,32,21,569
At 31 March 2006	23,82,02,019

#### 9. Investments

	2007 Rs.	2006 Rs.
<b>Shares in group undertakings</b>		
<b>Cost and net book value</b>		
At 1 April 2006	2,43,04,451	2,43,04,451
Additions in the year	-	-
At 31 March 2007	2,43,04,451	2,43,04,451

The company has the following investment :

Name of company	Holding	Proportion of voting rights and shares held	Nature of business
Balmer Lawrie (Tea) Limited Incorporated in England	Ordinary shares	100%	Import, warehousing blending and packaging of specialty teas.

On 1 July 2004 the company invested Rs. 24304451 (Rs. 24304451) in Balmer Lawrie (Tea) Ltd following the transfer of the net assets and trade of the tea division to the new company (see note 3).

The aggregate amount of capital and reserves and the results of the subsidiary undertaking for the last relevant financial years are as follow :

	Capital and Reserves 2007 Rs.	Loss for the year 2006 Rs.
Balmer Lawrie (Tea) Limited	(35,91,711)	16,650,049
<b>10. Debtors</b>	2007 Rs.	2006 Rs.
Prepayments and accrued income	95,90,972	1,10,43,532
	95,90,972	1,10,43,532
<b>11. Creditors : Amounts falling due within one year</b>	2007 Rs.	2006 Rs.
Amounts owed to subsidiary	62,872	6,45,110
Accruals and deferred income	29,27,884	34,95,076
	29,90,756	41,40,186
<b>12. Provisions for liabilities and charges</b>	2007 Rs.	2006 Rs.
<b>Provision for deferred tax</b>		
Balance at 1 April 2006	6,84,784	-
Profit and loss account charge	1,36,584	6,84,784
Balance at 31 March 2007	8,21,368	6,84,784

The provision for deferred taxation consists of the following amounts :

	2007 Rs.	2006 Rs.
Capital allowances in excess of depreciation	24,49,103	78,51,195
Unutilised tax losses	(16,27,735)	(71,66,411)
	8,21,368	6,84,784

In addition to the unutilised losses shown above there is a deferred tax asset of Rs. nil (2006 : Rs. Nil) in respect of further unutilised tax losses.

## Balmer Lawrie (UK) Limited

### Notes to the Financial Statements for the year ended 31 March 2007

#### 13. Share capital

	2007 Rs.	2006 Rs.
<b>Authorised</b>		
40,00,000 Ordinary Shares of £1 each	<b>26,79,06,611</b>	26,79,06,611
<b>Allotted, Called Up &amp; Fully Paid</b>		
33,80,312 (2006 : 33,80,312) Ordinary Shares of £1 each	<b>23,14,33,046</b>	23,14,33,046

#### 14. Statement of movement on reserves

	<b>Profit and Loss account Rs.</b>
Balance at 1 April 2006	7,89,33,151
Retained profit for the year	1,60,27,590
Balance at 31 March 2007	<u>9,49,60,741</u>

#### 15. Reconciliation of movement in shareholders' funds

	2007 Rs.	2006 Rs.
Profit for the financial year	<b>1,60,28,024</b>	1,06,32,436
Opening shareholders' funds	<b>31,03,66,197</b>	29,97,33,761
Closing shareholders' funds	<b>32,63,94,221</b>	31,03,66,197

#### 16. Related party transactions

The company has taken advantage of the exemption granted under FRS 8 "Related Party Disclosures", not to disclose details of transactions with entities belonging to the group, on the grounds that consolidated financial statements are prepared by the ultimate parent company.

#### 17. Ultimate parent company

The company's ultimate parent company and ultimate controlling party is Balmer Lawrie & Co Limited, a company incorporated in India.

## Balmer Lawrie (UK) Limited

### Detailed Trading and Profit & Loss Account for the year ended 31 March 2007

	2007		2006	
	Rs.	Rs.	Rs.	Rs.
<b>Sales</b>				
Lease rentals – Containers	4,77,87,793		5,47,84,666	
Other Income	32,87,642		–	
		5,10,75,435		5,47,84,666
<b>Cost of sales</b>				
Containers : Handling charges	(10,01,139)		(8,79,731)	
Storage charges	(13,04,225)		(14,23,942)	
Depot charges	(5,29,165)		(7,42,540)	
Repairs and maintenance	(2,30,155)		(37,506)	
	(30,64,684)	(30,64,685)	(30,83,720)	(30,83,720)
<b>Gross profit</b>		4,80,10,750		5,17,00,946
Administration expenses	(3,07,96,180)		(3,36,82,785)	
Selling expenses	(71,68,145)	(3,79,64,325)	(82,17,717)	(4,19,00,502)
<b>Operating profit</b>		1,00,46,425		98,00,444
(Loss)/profit on disposal of fixed assets		28,78,020		(70,460)
<b>Other interest receivable and similar income</b>				
Bank interest Received		32,40,163		5,81,978
<b>Interest payable</b>				
Bank interest paid		–		(2,88,648)
<b>Profit before taxation</b>		1,61,64,608		1,00,23,314

### Schedule of Administration Expenses for the year ended 31 March, 2007

	2007	2006
	Rs.	Rs.
<b>Administration expenses</b>		
Wages and salaries	14,51,606	–
Rates & Taxes	5,05,491	9,43,427
Repairs and maintenance	–	43,924
Heat and light	–	(36,336)
Printing, Postage & Stationary	–	2,602
Telephone	–	(1,084)
Legal & professional fees	61,615	6,71,386
Audit fees	8,46,734	9,81,800
Bank Charges	6,938	15,219
Sundry expenses	–	35,208
Depreciation	2,79,23,796	3,10,26,639
	3,07,96,180	3,36,82,785
<b>Container selling expenses</b>		
Commission on rental income	71,68,145	82,17,717

**Balmer Lawrie (TEA) Limited –**

**Wholly-owned Subsidiary of Balmer Lawrie (UK) Limited**

**Pursuant to Approval given vide letter no. 47/118/2007-CL-III dated 17th April, 2007  
under Section 212(8) of the Companies Act, 1956  
by the Ministry of Company Affairs, Government of India**

**Financial Statements for the year ended 31st March, 2007 with corresponding  
figures for the previous year are furnished in Indian Rupees converted at the  
exchange rate as on 31.03.2007 – Rs. 84.36/GBP**

## Balmer Lawrie (TEA) Limited

### Directors' Report For the year ended 31 March 2007

The directors present their report and financial statements for the year ended 31 March 2007.

#### Principal activities

The principal activity of the company in the under review was that of the importation, warehousing, blending and packaging of speciality teas.

#### Review of Business

The results for the year and financial position of the company are as shown in the annexed financial statements.

The company's main business activity has been Blending, Packing and Warehousing of Tea. This operation has shown a significant upswing in volume and a marginal improvement in turnover. However, due to unabated competitive pressures and increasing costs the financial performance continues to be extremely challenging. The company continues to be primarily dependent on Harrods Limited who in turn is reliant on the tourist trade and off take by their Japanese partners. While the tourist inflow has shown some signs of improvement, export of their products to Japan continues to be erratic and year on year sales are significantly lower. The company has tried to offset this by picking up large volume of contract packing business with a major tea packing company. Besides contributing to a reduction in the loss for the year, this has improved the volume and turnover. However, margins are extremely tight and in view of the circumstances the financial position of the company is considered reasonable.

#### Directors

The directors during the year under review were :

S K Mukherji  
P Radhakrishnan

The directors' holding office at 31st March 2007 did not hold any beneficial interest in the issued share capital of the company at 1st April 2006 or 31st March 2007.

#### Statement of Directors' Responsibilities

The directors are responsible for preparing the financial statement in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statement comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

#### Statement as to disclosure of Information to Auditors

So far as the directors are aware, there is no relevant audit information (as defined by Section 234ZA of the Companies Act 1985) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

#### Auditors

Pentagon Consulting have signified their willingness to continue in office and a proposal to reappoint them, by virtue of the elective resolution passed by the company, will be put to the Board at the next meeting.

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

On behalf of the board

S K Mukherji  
*Director*

P Radhakrishnan  
*Director*

### Report of the Independent Auditors to the Shareholders of Balmer Lawrie (TEA) Limited

We have audited the financial statements of Balmer Lawrie (Tea) Limited for the year ended 31st March 2007 on pages 70 to 72. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective January 2005).

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of directors and auditors

The directors' responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out on page two.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Report of the Directors is consistent with the financial statements.

In addition, we report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding director's remuneration and other transactions is not disclosed.

We read the Report of the Directors and consider the implications for our report if we become aware of any apparent misstatements within it.

#### Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### Opinion

In our opinion :

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the company's affairs as at 31st March 2007 and of its loss for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Report of the Directors is consistent with the financial statements.

Pentagon Consulting  
Chartered Certified Accountants  
Beech Court  
Summers Road, Burnham  
Buckinghamshire  
SL 1 7EP

## Balmer Lawrie (TEA) Limited

### Profit and Loss Account for the year ended 31 March 2007

	Notes	Year ended 31 March 2007 Rs.	Year ended 31 March 2006 Rs.
<b>Turnover</b>		9,32,29,020	7,86,06,648
Cost of sales		(5,07,08,374)	(4,99,76,635)
<b>Gross Profit</b>		4,25,20,646	2,86,30,013
Administrative expenses	2	(4,55,64,945)	(3,39,22,253)
<b>Operating profit</b>		(30,44,299)	(52,92,240)
Interest receivable and similar charges		44,458	9,786
Interest payable and similar charges	3	(22,79,154)	(22,69,959)
<b>Loss on ordinary activities before taxation</b>		(52,78,995)	(75,52,413)
Tax on Profit on ordinary activities	4	16,87,284	19,93,258
<b>Loss on ordinary activities after taxation</b>		(35,91,711)	(55,59,155)

### Balance Sheet as at 31 March 2007

	Notes	2007		2006	
		Rs.	Rs.	Rs.	Rs.
<b>Fixed Assets</b>					
Tangible Assets	5		3,34,09,091		3,29,43,930
<b>Current Assets</b>					
Stocks	6	3,56,49,777		3,44,62,157	
Debtors	7	3,79,80,812		1,39,28,173	
		7,36,30,589		4,83,90,330	
<b>Creditors : amounts falling due within one year</b>	8	(7,22,68,006)		4,31,91,055	
<b>Net current assets/(liabilities)</b>			13,62,583		51,99,275
<b>Total assets less current liabilities</b>			3,47,71,674		3,81,43,205
<b>Creditors : amounts falling due after more than one year</b>	9	(1,56,56,795)		(1,60,11,781)	
<b>Provisions for liabilities and charges</b>	11	(24,64,830)		(18,89,664)	
		1,66,50,049		2,02,41,760	
<b>Capital and reserves</b>					
Share capital	12	2,60,02,789		2,60,02,789	
Profit and loss account		(93,52,740)		(57,61,029)	
<b>Shareholders' fund – equity interests</b>		1,66,50,049		2,02,41,760	

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 Small companies and with Financial Reporting Standard for Smaller Entities (Effective January 2005)

The financial statements were approved by the Board of Directors on 25th May 2007.

S K Mukherji  
Director

P Radhakrishnan  
Director

## Balmer Lawrie (TEA) Limited

### Notes to the Financial Statements for the year ended 31 March 2007

#### 1. Accounting Policies

##### 1.1 Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2005).

##### 1.2 Turnover

Turnover represents net invoiced sales of goods, excluding value added tax.

##### 1.3 Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 5% on cost
Plant and machinery	- 15% on cost

##### 1.4 Stocks

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

##### 1.5 Deferred tax

Deferred tax is provided in full on timing differences which result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

##### 1.6 Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

##### 1.7 Pensions

The company operates a defined contribution pension scheme. Contributions payable for the year are charged in the profit and loss account.

#### 2. Operating (loss)/profit

	2007 Rs.	2006 Rs.
Operating (loss) profit is stated after charging :		
Depreciation of tangible assets	14,79,253	19,84,316
Auditors' remuneration	3,25,123	3,83,754
Pension costs	2,50,718	2,50,718

During the year the directors did not receive any remuneration.

#### 3. Interest Payable

	2007 Rs.	2006 Rs.
Included in interest payable is the following amount		
Hire purchase interest	-	2,59,154

#### 4. Taxation

	2007 Rs.	2006 Rs.
<b>Current tax charge</b>	-	-
Over provision in prior years	(22,62,451)	-
<b>Deferred tax</b>		
Deferred tax charge/(credit) current year (note 9)	5,75,166	(19,93,258)
<b>Factors affecting the tax charge for the year</b>		
Loss on ordinary activities before taxation	(52,78,996)	(75,52,413)
Loss on ordinary activities before taxation multiplied by standard rate of UK corporation tax of 30%	(15,83,690)	(22,65,741)
Effects of :		
Non deductible expenses	23,874	19,909
Depreciation add back	4,43,734	3,77,005
Capital allowances	(6,25,024)	(2,74,508)
Other tax adjustments	-	21,43,335
Tax losses available for c/f	1741106	-
Over provision in prior years	(22,62,451)	-
Current tax charge	(22,62,451)	-

At 31 March, 2007 the company has estimated losses of Rs. 17,41,106 (2006 Rs. 13,12,558) available for carry forward against future trading profits.

#### 5. Tangible fixed assets

	Land and buildings Rs.	Plant and machinery etc. Rs.	Total Rs.
<b>Cost</b>			
At 1 April 2006	3,17,48,886	53,87,904	3,71,36,790
Additions	-	19,44,414	19,44,414
At 31 March 2007	3,17,48,886	73,32,318	3,90,81,204
<b>Depreciation</b>			
At 1 April 2006	8,98,603	32,94,258	41,92,861
Charge for the year	5,14,765	9,64,488	14,79,253
At 31 March 2007	14,13,367	42,58,746	56,72,113
<b>Net book value</b>			
At 31 March 2007	3,03,35,519	30,73,572	3,34,09,091
At 31 March 2006	3,08,50,283	20,93,646	3,29,43,930

Included above are assets held under finance leases or hire purchase contracts as follows :

	Motor vehicles Rs.
<b>Net Book Values</b>	
At 31 March 2007	5,16,342
At 31 March 2006	8,58,169
<b>Depreciation charge for the year</b>	
31 March 2007	3,41,827
31 March 2006	7,73,412

## Balmer Lawrie (TEA) Limited

### Notes to the Financial Statements for the year ended 31 March 2007

<b>6. Debtors</b>	<b>2007</b>	2006	<b>10. Pension costs</b>	<b>2007</b>	2006
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
Trade debtors	3,25,41,701	1,13,42,708	<b>Defined contribution</b>		
Amounts owed by parent company	29,62,470	(9,43,313)	Contributions payable by		
Other debtors	24,76,641	16,42,152	the company for the year	2,50,718	2,50,718
	<u>3,79,80,812</u>	<u>1,39,28,173</u>			
<b>7. Creditors : amounts falling due within one year</b>	<b>2007</b>	2006	<b>11. Share Capital</b>	<b>2007</b>	2006
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
Bank loans and overdrafts	3,36,98,361	1,89,07,102	<b>Authorised</b>		
Net obligations under hire purchase contracts	2,11,069	3,84,344	10,00,000 Ordinary shares of ₹ each	8,43,60,000	8,43,60,000
Trade creditors	1,57,06,567	88,68,176	<b>Allotted, called up and fully paid</b>		
Amounts owed by group undertakings	1,69,82,090	1,19,17,284	3,08,236 Ordinary shares of ₹ each	2,60,02,789	2,60,02,789
Taxation and social security	12,98,553	5,13,499			
Other creditors	43,71,366	26,00,650	<b>12. Statement of movements on profit and loss account</b>		<b>Profit and loss account</b>
	<u>7,22,68,006</u>	<u>4,31,91,055</u>			<b>Rs.</b>
<b>8. Creditors : amounts falling due after more than one year</b>	<b>2007</b>	2006	Balance at 1 April 2006		(57,61,029)
	<b>Rs.</b>	<b>Rs.</b>	Retained loss for the year		(35,91,711)
Bank loans	1,56,56,794	1,57,52,627	Balance at 31 March 2007		<u>(93,52,740)</u>
Net obligations under hire purchase contracts	-	2,59,154	<b>13. Reconciliation of movements in shareholders' funds</b>		
	<u>1,56,56,794</u>	<u>1,60,11,781</u>		<b>2007</b>	2006
<b>9. Provisions for liabilities and charges</b>		<b>Deferred tax liability</b>		<b>Rs.</b>	<b>Rs.</b>
		<b>Rs.</b>	Loss for the financial year	(35,91,711)	(55,59,155)
Balance at 1 April 2006		18,89,664	Opening shareholders' funds	2,02,41,760	2,58,00,915
Profit and loss account		5,75,166	Closing shareholders' funds	<u>1,66,50,049</u>	<u>2,02,41,760</u>
Balance at 31 March 2007		<u>24,64,830</u>	<b>14. Control</b>		
<b>The deferred tax liability is made up as follows :</b>			The immediate parent company is Balmer Lawrie (UK) Limited, a company registered in England and Wales, and the ultimate parent company is Balmer Lawrie & Co Limited, a company registered in India.		
	<b>2007</b>	2006	<b>15. Related party transactions</b>		
	<b>Rs.</b>	<b>Rs.</b>	The Company has taken advantage of the exemption in Financial Reporting Standard Number 8 from the requirement to disclose transactions with group companies on the grounds that consolidated financial statements are prepared by the ultimate parent company.		
Accelerated capital allowances	24,64,830	18,89,664			



## Balmer Lawrie (TEA) Limited

### Detailed Trading and Profit & Loss Account for the year ended 31 March 2007

	Rs.	Year ended 31 March 2007 Rs.	Rs.	Nine Months ended 31 March 2006 Rs.
<b>Turnover</b>				
Sales		9,32,29,020		7,86,06,648
<b>Cost of sales</b>				
Opening stock of finished goods	13,82,745		20,31,642	
Opening stock of work in progress	2,12,07,851		1,98,05,872	
Opening stock of raw materials	91,48,589		1,09,85,612	
Opening stock-Gold Crown foods	27,22,972		9,92,327	
Purchases	5,18,95,994		5,06,23,339	
	<u>8,63,58,151</u>		<u>8,44,38,792</u>	
Closing stock-finished goods	(19,54,621)		(13,82,745)	
Closing stock-work in progress	(1,86,98,647)		(2,12,07,850)	
Closing stock-raw materials	(1,21,67,243)		(91,48,589)	
Closing stock-Gold Crown Foods	(28,29,266)		(27,22,972)	
		<u>(5,07,08,374)</u>		<u>(4,99,76,635)</u>
<b>Gross profit</b>	45.61%	4,25,20,646	36.42%	2,86,30,013
<b>Administrative expenses</b>		(45,564,945)		(3,39,22,253)
<b>Operating (loss)/profit</b>		<u>(30,44,299)</u>		<u>(52,92,240)</u>
<b>Other interest receivable and similar income</b>				
Bank interest received	-		8,014	
Other interest received	44,458		1,772	
		<u>44,458</u>		9,786
<b>Interest payable</b>				
Bank interest paid	22,64,897		21,38,189	
Hire purchase interest paid	14,257		1,31,770	
		<u>22,79,154</u>		<u>22,69,959</u>
Loss before taxation	5.66%	<u>(52,78,995)</u>	9.61%	<u>(75,52,413)</u>

### Schedule of Administrative Expenses for the year ended 31 March 2007

	Year ended 31 March, 2007 Rs.	Year ended 31 March, 2006 Rs.
<b>Administrative expenses</b>		
Wages and salaries	2,67,39,674	1,51,17,987
Staff pension costs	2,50,718	2,50,718
Rent and rates	20,71,207	17,72,319
Insurance	5,64,368	7,50,298
Light and heat	7,07,780	5,93,557
Cleaning	4,60,099	4,04,591
Repairs and maintenance	18,58,366	5,14,174
Carriage charges	24,37,498	22,20,861
Printing, postage and stationery	3,14,663	2,76,448
Advertising	21,09,422	31,26,803
Telephone	4,70,982	3,60,302
Computer running costs	5,48,509	1,60,115
Motor running expenses	5,44,544	2,99,984
Travelling expenses	10,99,295	7,56,878
Entertaining	79,467	51,460
Legal and professional fees	4,23,909	22,23,561
Consultancy fees	6,99,429	9,56,895
Audit fees	3,25,123	3,83,754
Bank charges	2,03,308	1,27,637
Sales discount	12,97,204	7,37,053
Staff welfare	1,11,186	2,84,968
Sundry expenses	5,14,680	3,12,807
Subscriptions	2,54,345	2,54,767
Depreciation on freehold property	5,14,765	5,14,765
Depreciation on plant and machinery	3,26,558	3,86,453
Depreciation on fixtures, fittings and equipment	2,96,019	3,09,686
Depreciation on motor vehicles	3,41,827	7,73,412
	<u>4,55,64,945</u>	<u>3,39,22,253</u>

**Auditors' Report on the Consolidated Financial Statements****The Board of Directors  
Balmer Lawrie and Company Limited**

1. We have audited the attached Consolidated Balance Sheet of Balmer Lawrie and Company Limited ('the Company'), and its Subsidiary and Joint Venture (collectively called the Group) as at March 31, 2007, and also the Consolidate Profit and Loss Account and the Consolidated Cash Flow Statement for the year ended on that date annexed thereto. These Financial Statements are the responsibility of the Company's management and have been prepared by the management on the basis of separate financial statements and other financial information regarding components. Our responsibility is to express an opinion on these Financial Statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Financial Statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We did not audit the financial statements of its subsidiary and the joint ventures whose financial statements reflect total assets of Rs. 26,725.93 lakhs as at March 31, 2007, total revenue of Rs. 26,327.50 lakhs and cash flows amounting to Rs. 1,248.00 lakhs, for the year then ended as considered in the Consolidated Financial Statements. Other auditors whose reports have been furnished too us have audited these financial statements and other financial information, and our opinion in so far as it relates to the amounts included in respect of the subsidiary and joint ventures, is based solely on the reports of other auditors.
4. We report that the Consolidated Financial Statements have been
4. We report that the Consolidated Financial Statements have been prepared by the Company's management in accordance with the requirements of Accounting Standard (AS) 21-Consolidated Financial Statements, and AS 27-Financial Reporting of interests in Joint Ventures, issued by the Institute of Chartered Accountants of India.
5. Based on our audit and on consideration of the reports of other auditors on separate financial statements and on the other financial information of the components, and to the best of our information and according to the explanations given to us, we are of the opinion that the attached Consolidated Financial Statements give a true and fair view in conformity with the accounting principles generally accepted in India :
  - (a) in the case of the Consolidated Balance Sheet, of the state of affairs of the Group as at 31 March 2007;
  - (b) in the case of the Consolidated Profit and Loss Account, of the profits of the Group for the year ended on that date; and
  - (c) in the case of the Consolidated Cash Flow Statement, of the cash flows for the year ended on that date.

FOR GUPTA & CO.  
*Chartered Accountants*

S. K. GANGULI  
*Partner*

Kolkata  
14th June, 2007

Membership No. : 6622

**Consolidated Financial Statements of Balmer Lawrie & Co. Limited**  
**Balance Sheet as at 31st March, 2007**

	SCHEDULES	As at 31st March, 2006			
		Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
<b>Sources of Funds</b>					
Shareholders' Funds					
Share Capital	1	16,28,60,810	16,28,60,810	16,28,60,810	16,28,60,810
Reserves and Surplus	2	270,60,72,718	339,60,49,964	225,14,92,208	288,42,01,384
		<u>286,89,33,528</u>	<u>355,89,10,774</u>	<u>241,43,53,018</u>	<u>304,70,62,194</u>
Loan Funds					
Secured	3	14,69,67,489	65,73,83,309	40,84,88,397	97,45,54,040
Unsecured	4	—	3,49,96,972	—	30,59,75,483
		<u>14,69,67,489</u>	<u>69,23,80,281</u>	<u>40,84,88,397</u>	<u>128,05,29,523</u>
Deferred Taxation Liability		25,02,99,809	31,20,57,079	27,94,29,253	33,72,60,764
		<u>326,62,00,826</u>	<u>456,33,48,134</u>	<u>310,22,70,668</u>	<u>466,48,52,481</u>
<b>Application of Funds</b>					
Fixed Assets					
Gross Block		344,61,97,443	520,98,24,938	344,46,25,886	504,53,25,513
Less : Depreciation		153,74,57,888	259,28,10,097	144,92,47,071	241,65,31,880
Less : Impairment of Assets		1,17,37,634	1,17,37,634	—	—
Net Block	5	189,70,01,921	260,52,77,207	199,53,78,815	262,87,93,633
Less : Accumulated Lease Equalisation Reserve		—	25,23,353	—	28,88,073
Less : Provision for Non Performing Assets		—	39,397	—	1,92,678
		<u>189,70,01,921</u>	<u>260,27,14,457</u>	<u>199,53,78,815</u>	<u>262,57,12,882</u>
Capital expenditure in Progress including Pre-production Expenditure		80,16,142	2,84,11,718	1,71,44,210	2,84,76,681
Advance against Capital Expenditure		1,20,64,744	1,20,64,744	12,18,308	12,18,308
		<u>191,70,82,807</u>	<u>264,31,90,919</u>	<u>201,37,41,333</u>	<u>265,54,07,871</u>
Investments	6	28,40,06,205	14,52,135	28,40,62,090	15,08,020
Net Current Assets					
Current Assets, Loans and Advances					
Interest accrued on Investment		—	—	878	878
Inventories	7	83,84,83,690	169,55,54,532	83,09,48,588	206,69,75,708
Debtors	8	199,62,37,436	253,76,96,753	185,51,67,744	232,27,77,987
Cash and Bank Balances	9	58,57,37,357	60,41,10,669	19,91,79,314	21,08,99,302
Loans and Advances	10	61,02,46,618	64,35,64,761	55,82,07,428	59,74,02,035
		<u>403,07,05,101</u>	<u>548,09,26,715</u>	<u>344,35,03,952</u>	<u>519,80,55,910</u>
Less : Current Liabilities and Provisions	11				
Current Liabilities		258,44,26,405	316,52,70,848	235,66,68,479	289,01,24,355
Provisions		41,36,09,643	43,04,76,238	36,07,81,028	38,05,74,810
		<u>299,80,36,048</u>	<u>359,57,47,086</u>	<u>271,74,49,507</u>	<u>327,06,99,165</u>
		<u>103,26,69,053</u>	<u>188,51,79,629</u>	<u>72,60,54,446</u>	<u>192,73,56,745</u>
Miscellaneous Expenditure (to the extent not written off or adjusted)		3,24,42,761	3,35,25,451	7,84,12,799	8,05,79,845
		<u>326,62,00,826</u>	<u>456,33,48,134</u>	<u>310,22,70,668</u>	<u>466,48,52,481</u>
<b>Notes on Accounts</b>	16				
<b>Significant Accounting Policies</b>	17				
<i>As per our report attached</i>					
For GUPTA & CO. Chartered Accountants S. K. GANGULI Partner Membership No. 6622 Kolkata, the 14th June, 2007		S. K. Mukherjee Managing Director	M. Singh A. Kaushik P. Radhakrishnan V. N. Sharma K. Subramanyan Directors	R. Mukherjee Secretary	

*The Schedules referred to above form part of the Accounts*

**Consolidated Financial Statements of Balmer Lawrie & Co. Limited**  
**Profit and Loss Account for the year ended 31st March, 2007**

	SCHEDULES	2005-06	
		Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
<b>Income</b>			
Sale			
Manufactured Goods		517,59,86,715	759,02,64,708
Less : Excise Duty		76,41,08,079	83,43,50,672
		441,18,78,636	675,59,14,036
Trading Goods		1,47,62,295	3,56,25,451
Turnkey Projects		43,05,06,348	43,05,06,348
Services		803,12,02,075	806,01,13,520
Other Income	12	26,16,57,780	33,58,22,713
		<u>1315,00,07,134</u>	<u>1561,79,82,068</u>
<b>Expenditure</b>			
Raw Materials Consumed - Manufactured Goods		319,61,63,196	474,98,11,138
Purchases – Trading Goods		1,57,61,816	2,99,14,709
Purchases – Turnkey Projects		44,50,40,483	44,50,40,483
Cost of Services		658,59,69,257	661,11,02,006
General Expenditure	13	177,37,23,373	243,19,11,898
Depreciation		13,61,35,537	22,59,54,394
Accretion (-)/Decretion (+) to Inventories	14	(-) 7,54,94,060	(-) 8,71,48,283
Prior Period Adjustments	15	(-) 2,15,911	(-) 2,15,911
		<u>1207,70,83,691</u>	<u>1440,63,70,434</u>
Profit before Taxation		<u>107,29,23,443</u>	<u>121,16,11,634</u>
Provision for Taxation – Current		38,10,00,000	39,73,52,638
– Deferred		(-) 3,14,76,643	(-) 2,75,50,885
– Fringe		84,00,000	96,73,179
Profit after Taxation		<u>71,50,00,086</u>	<u>83,21,36,702</u>
Transfer from Lease Equalisation Reserve		—	3,64,720
Balance Brought Forward		45,60,93,451	102,99,24,661
Available for Appropriation		<u>117,10,93,537</u>	<u>186,24,26,083</u>
Proposed Final Dividend		21,98,62,094	26,46,92,933
Corporate Tax on Dividend		3,73,65,563	4,00,09,725
Transfer to Minority Interest		—	23,11,940
Transfer to Special Reserve		—	28,53,600
Transfer to General Reserve		15,00,00,000	15,16,77,420
Balance Carried Forward		<u>76,38,65,880</u>	<u>140,08,80,465</u>
<b>Earnings per Share (Rs.)</b>		<u>43.90</u>	<u>51.09</u>
<b>Notes on Accounts</b>	16		
<b>Significant Accounting Policies</b>	17		

*The Schedules referred to above form part of the Accounts*

*As per our report attached*

For GUPTA & CO.  
Chartered Accountants  
S. K. GANGULI  
Partner  
Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary

## Schedules forming part of the Balance Sheet as at 31st March, 2007

## SCHEDULE 1

## SHARE CAPITAL

As at 31st March, 2006

	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
<b>Authorised</b>				
Equity Shares	30,00,00,000	30,00,00,000	30,00,00,000	30,00,00,000
<b>Issued and Subscribed</b>				
90,65,547 Equity Shares fully paid up in cash	9,06,55,470	9,06,55,470	9,06,55,470	9,06,55,470
4,00,000 Equity Shares of Rs. 10 each fully paid up pursuant to a contract without payment being received in cash	40,00,000	40,00,000	40,00,000	40,00,000
63,72,404 Equity Shares of Rs. 10 each allotted as fully paid Bonus shares by way of capitalisation of General Reserve and Share Premium	6,37,24,040	6,37,24,040	6,37,24,040	6,37,24,040
4,48,130 Equity Shares of Rs. 10 each allotted as fully paid Shares pursuant to amalgamation of Steel Containers Ltd. and Industrial Containers Ltd.	44,81,300	44,81,300	44,81,300	44,81,300
	<b>16,28,60,810</b>	<b>16,28,60,810</b>	<b>16,28,60,810</b>	<b>16,28,60,810</b>

## SCHEDULE 2

## RESERVES AND SURPLUS

<b>Capital Reserve</b>				
Central Investment Subsidy				
As per last Account	80,250	3,68,300	80,250	3,68,300
Less : Trfd to General Reserve	- 80,250	- 80,250	—	—
	—	2,88,050		
Capital Reserve on Consolidation	4,57,84,662	7,75,19,438	4,83,13,842	8,24,00,618
<b>Share Premium Account</b>				
As per last Account	36,26,76,720	36,26,76,720	36,26,76,720	36,26,76,720
<b>Special Reserve</b>				
As per last Account	—	1,28,21,190	—	1,11,91,390
Add : Transferred from Profit and Loss Account	—	28,53,600	—	16,29,800
	—	1,56,74,790	—	1,28,21,190
<b>Foreign Projects Reserve</b>				
As per last Account	2,61,93,804	2,61,93,804	2,61,93,804	2,61,93,804
Add : Transferred from Profit and Loss Account	—	—	—	—
Less : Transferred to General Reserve	—	—	—	—
	<b>2,61,93,804</b>	<b>2,61,93,804</b>	<b>2,61,93,804</b>	<b>2,61,93,804</b>

**Schedules forming part of the Balance Sheet as at 31 March 2007**

**SCHEDULE 2 (Contd.)**

**RESERVES AND SURPLUS**

As at 31st March, 2006

	Consolidated with Subsidiary and Joint Venture Companies		Consolidated with Subsidiary and Joint Venture Companies	
	Rs.	Rs.	Rs.	Rs.
Foreign Currency Translation Reserve	(-) 38,01,067	(-) 117,29,909	(-) 31,38,330	(-) 32,66,847
General Reserve				
As per last Account	136,12,72,471	137,30,82,938	121,12,72,471	122,08,15,812
Add : Trf from Central Investment Subsidy	80,250	80,250	—	—
Less : Transferred to Minority Interest	—	2,94,000	—	58,800
Add : Transferred from Profit and Loss Account	15,00,00,000	15,16,77,420	15,00,00,000	15,23,25,926
	<u>151,13,52,721</u>	<u>152,45,46,608</u>	<u>136,12,72,471</u>	<u>137,30,82,938</u>
Profit and Loss Account	76,38,65,880	140,08,80,465	45,60,93,451	102,99,24,661
	<u>270,60,72,718</u>	<u>339,60,49,964</u>	<u>225,14,92,208</u>	<u>288,42,01,384</u>

**SCHEDULE 3**

**SECURED LOANS**

From Banks/Financial Institutions				
Cash Credit/Export Credit/Working Capital Demand Loan				
Secured by hypothecation of stocks and debtors	3,33,46,379	26,00,83,048	1,68,54,442	27,24,58,548
Term Loan				
Secured by way of <i>pari-passu</i> first charge on certain movable fixed assets and some immovable properties	11,36,21,110	39,73,00,261	39,16,33,955	70,20,88,630
Interest accrued and due	—	—	—	6,862
	<u>14,69,67,489</u>	<u>65,73,83,309</u>	<u>40,84,88,397</u>	<u>97,45,54,040</u>

**SCHEDULE 4**

**UNSECURED LOANS**

Loans and Advances				
Bank	—	—	—	—
Others	—	3,49,96,972	—	30,59,75,483
	<u>—</u>	<u>3,49,96,972</u>	<u>—</u>	<u>30,59,75,483</u>

## Schedules forming part of the Balance Sheet as at 31 March, 2007

## SCHEDULE 5

## (A) Assets held for active use

## FIXED ASSETS

	GROSS BLOCK			Original Cost as at 31st March, 2007	DEPRECIATION				IMPAIRMENT			NET BLOCK	
	Original Cost as at 1st April, 2006	Additions during the year	Total Cost of Items sold or scrapped/ adjusted		Upto 31st March, 2006	For the year	On items sold or scrapped/ adjusted	Total	As at 31st March, 2006	For the Year	Total	As at 31st March, 2007	As at 31st March 2006
	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Goodwill – Consolidated with Subsidiary	—	—	—	—	—	—	—	—	—	—	—	—	—
Total – Consolidated with Subsidiary and Joint Venture Companies	1,20,60,054	—	—	1,20,60,054	60,30,026	12,06,005	—	72,36,031	—	—	—	48,24,022	60,30,028
Land Freehold – Consolidated with Subsidiary	12,93,63,399	14,63,695	5,16,036	13,03,11,058	—	—	—	—	—	—	—	13,03,11,058	12,93,63,399
Total – Consolidated with Subsidiary and Joint Venture Companies	12,98,19,754	1,07,39,557	5,16,036	14,00,43,275	—	—	—	—	—	—	—	14,00,43,275	12,98,19,754
Land Leasehold – Consolidated with Subsidiary	22,73,59,015	88,58,395	—	23,62,17,410	3,20,00,604	40,85,432	—	3,60,86,036	—	—	—	20,01,31,374	19,53,58,411
Total – Consolidated with Subsidiary and Joint Venture Companies	23,23,94,628	88,58,395	—	24,12,53,024	3,24,88,402	41,41,576	—	3,66,29,978	—	—	—	20,46,23,046	19,99,06,227
Buildings & Sidings – Consolidated with Subsidiary	80,11,12,535	3,26,86,192	—	83,37,98,727	14,94,57,762	1,71,53,018	- 9,72,182	16,75,82,962	—	—	—	66,62,15,765	65,16,54,773
Total – Consolidated with Subsidiary and Joint Venture Companies	102,52,61,690	4,11,37,902	—	106,96,82,907	27,38,74,514	2,90,05,704	- 9,72,182	30,38,52,400	—	—	—	76,58,30,507	75,46,70,491
Plant & Machinery – Consolidated with Subsidiary	162,20,09,470	2,16,55,526	6,80,69,564	157,55,95,432	83,76,90,839	7,93,58,073	3,62,90,181	88,07,58,731	—	70,21,345	70,21,345	68,78,15,356	78,43,18,631
Total – Consolidated with Subsidiary and Joint Venture Companies	290,19,70,293	16,21,46,959	7,03,54,604	299,02,61,612	161,61,53,223	14,94,86,686	3,78,04,094	172,78,35,815	—	70,21,345	70,21,345	125,54,04,452	128,23,16,034
Spares for Plant & Machinery – Consolidated with Subsidiary	5,44,17,243	1,19,74,357	1,66,517	6,62,25,083	3,99,14,261	99,76,833	1,66,517	4,97,24,577	—	42,11,642	42,11,642	1,22,88,864	1,45,02,982
Total – Consolidated with Subsidiary and Joint Venture Companies	5,44,17,243	1,19,74,357	1,66,517	6,62,25,083	3,99,14,261	99,76,833	1,66,517	4,97,24,577	—	42,11,642	42,11,642	1,22,88,864	1,45,02,982
Electrical Installation & Equipment – Consolidated with Subsidiary	16,14,01,993	44,26,947	11,77,990	16,46,50,950	8,26,62,004	74,95,500	1,64,768	8,99,92,736	—	—	—	7,46,58,214	7,87,39,989
Total – Consolidated with Subsidiary and Joint Venture Companies	16,02,50,168	46,20,063	11,82,588	16,53,79,643	8,29,49,379	75,31,746	1,68,189	9,03,12,936	—	—	—	7,50,66,707	7,89,92,789
Furniture & Fittings – Consolidated with Subsidiary	5,14,76,516	17,31,720	7,58,319	5,24,49,917	3,42,58,352	32,94,056	5,00,768	3,70,51,640	—	1,17,220	1,17,220	1,52,81,057	1,72,18,164
Total – Consolidated with Subsidiary and Joint Venture Companies	8,45,58,279	37,58,880	8,50,236	8,77,42,330	5,92,03,260	55,65,006	5,45,648	6,42,22,618	—	1,17,220	1,17,220	2,34,02,492	2,56,30,426
Typewriters, Accounting Machine & Office Equipment – Consolidated with Subsidiary	14,27,96,418	1,12,68,446	79,14,615	14,61,50,249	11,04,17,796	1,07,95,183	71,58,500	11,40,54,479	—	—	—	3,20,95,770	3,23,78,622
Total – Consolidated with Subsidiary and Joint Venture Companies	15,50,22,941	1,43,67,068	80,89,289	15,97,43,258	11,65,42,526	1,22,63,026	73,09,925	12,14,95,627	—	—	—	3,82,47,631	3,69,22,953
Tubewells, Tanks & Miscellaneous Equipment – Consolidated with Subsidiary	8,21,25,537	39,84,209	73,987	8,60,35,759	4,83,06,418	33,36,088	- 1,66,856	5,18,09,362	—	—	—	3,42,26,397	3,38,19,119
Total – Consolidated with Subsidiary and Joint Venture Companies	8,20,66,343	39,84,209	73,987	8,60,35,759	4,83,06,418	33,36,088	- 1,66,856	5,18,09,362	—	—	—	3,42,26,397	3,38,19,119
Vehicles – Consolidated with Subsidiary	61,65,888	6,17,708	5,49,716	62,33,880	33,94,301	6,44,112	2,23,499	38,14,914	—	3,87,427	3,87,427	20,31,539	27,71,587
Total – Consolidated with Subsidiary and Joint Venture Companies	2,59,63,377	26,02,589	5,88,403	2,79,77,563	1,80,39,432	29,62,088	2,61,318	2,07,40,202	—	3,87,427	3,87,427	68,49,934	79,23,945
Leased Assets – Consolidated with Subsidiary and Joint Venture Companies	1,48,91,453	—	—	1,48,91,453	1,18,85,707	4,82,393	—	1,23,68,100	—	—	—	25,23,353	30,05,746
Plant & Machinery	30,42,988	—	—	30,42,988	13,22,405	1,44,543	—	14,66,948	—	—	—	15,76,040	17,20,583
Electrical Installation and Equipment	31,42,730	—	—	31,42,730	24,70,753	1,60,052	—	26,30,805	—	—	—	5,11,925	6,71,977
Furniture & Fittings	1,25,154	—	—	1,25,154	85,330	7,797	—	93,127	—	—	—	32,027	39,824
Typewriters, Accounting Machine and Office Equipment	58,63,392	—	—	58,63,392	56,32,277	56,938	—	56,89,215	—	—	—	1,74,177	2,31,115
Vehicles	27,17,188	—	—	27,17,188	23,74,942	1,13,063	—	24,88,005	—	—	—	2,29,183	3,42,246
<b>Total (A) – Consolidated with Subsidiary</b>	<b>327,82,28,014</b>	<b>9,86,67,195</b>	<b>7,92,26,744</b>	<b>329,76,68,465</b>	<b>133,81,02,337</b>	<b>13,61,38,295</b>	<b>4,33,65,195</b>	<b>143,08,75,437</b>	<b>—</b>	<b>1,17,37,634</b>	<b>1,17,37,634</b>	<b>185,50,55,394</b>	<b>194,01,25,677</b>
<b>TOTAL (A) – Consolidated with Subsidiary and Joint Venture Companies</b>	<b>487,89,27,641</b>	<b>26,41,89,979</b>	<b>8,18,21,660</b>	<b>506,12,95,960</b>	<b>230,53,87,148</b>	<b>22,59,57,152</b>	<b>4,51,16,653</b>	<b>248,62,27,647</b>	<b>—</b>	<b>1,17,37,634</b>	<b>1,17,37,634</b>	<b>256,33,30,680</b>	<b>257,35,40,493</b>

## Schedules forming part of the Balance Sheet as at 31 March, 2007

## SCHEDULE 5 (Contd.)

## (B) Assets held for Disposal

## FIXED ASSETS

	GROSS BLOCK				DEPRECIATION				NET BLOCK				
	Original Cost as at 1st April, 2006	Additions during the year	Total Cost of Items sold or scrapped/ adjusted	Original Cost as at 31st March, 2007	Upto 31st March, 2006	For the year	On items sold or scrapped/ adjusted	As at 31st March, 2006	For the Year	Total	As at 31st March, 2007	As at 31st March, 2006	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
Land – Freehold	—	—	—	—	—	—	—	—	—	—	—	—	
– Leasehold	71,04,415	—	—	71,04,415	13,25,498	—	—	13,25,498	—	—	57,78,917	57,78,917	
Buildings & Sidings	4,88,62,064	—	34,83,936	4,53,78,128	1,81,54,209	—	—	1,92,51,209	—	—	2,72,23,919	3,07,07,855	
Plant & Machinery	8,47,06,921	—	1,23,35,584	7,23,71,337	6,80,72,538	—	33,15,560	6,47,56,978	—	—	76,14,359	1,66,34,383	
Spares for Plant & Machinery	78,45,568	—	—	78,45,568	78,45,568	—	—	78,45,568	—	—	—	—	
Electrical Installation & Equipment	1,32,79,781	—	18,04,590	1,14,75,191	1,14,59,809	—	12,04,975	1,02,54,834	—	—	12,20,357	18,19,972	
Furniture & Fittings	16,45,630	—	—	16,45,630	15,98,331	—	—	15,98,331	—	—	47,299	47,299	
Typewriters, Accounting Machine and Office Equipment	13,50,748	—	50,000	13,00,748	12,80,835	—	41,747	12,39,088	—	—	61,660	69,913	
Tubewells, Tanks and Miscellaneous Equipment	16,02,745	—	1,94,784	14,07,961	14,07,946	—	—	14,07,946	—	—	15	1,94,799	
Vehicles	—	—	—	—	—	—	—	—	—	—	—	—	
<b>TOTAL (B)</b>	<b>16,63,97,872</b>	<b>—</b>	<b>1,78,68,894</b>	<b>14,85,28,978</b>	<b>11,11,44,734</b>	<b>—</b>	<b>45,62,282</b>	<b>10,65,82,452</b>	<b>—</b>	<b>—</b>	<b>4,19,46,526</b>	<b>5,52,53,138</b>	
<b>GRAND TOTAL – [A+B]– Consolidated with Subsidiary</b>	<b>344,46,25,886</b>	<b>9,86,67,195</b>	<b>9,70,95,638</b>	<b>344,61,97,443</b>	<b>144,92,47,071</b>	<b>13,61,38,294</b>	<b>4,79,27,477</b>	<b>153,74,57,888</b>	<b>—</b>	<b>1,17,37,634</b>	<b>1,17,37,634</b>	<b>189,70,01,921</b>	<b>199,53,78,815</b>
<b>GRAND TOTAL – (A+B)</b>	<b>504,53,25,513</b>	<b>26,41,89,979</b>	<b>9,96,90,554</b>	<b>520,98,24,938</b>	<b>241,65,31,880</b>	<b>22,59,57,151</b>	<b>4,96,78,934</b>	<b>259,28,10,097</b>	<b>—</b>	<b>1,17,37,634</b>	<b>1,17,37,634</b>	<b>260,52,77,207</b>	<b>262,87,93,633</b>
2005-2006													
GRAND TOTAL – Consolidated with Subsidiary	344,93,26,655	7,70,33,038	8,17,33,808	344,46,25,886	132,75,32,183	15,38,54,169	3,21,39,281	144,92,47,071	—	—	—	199,53,78,815	—
GRAND TOTAL	492,28,51,722	20,73,27,578	8,48,53,787	504,53,25,513	220,57,92,799	24,55,48,706	3,48,09,625	241,65,31,880	—	—	—	262,87,93,633	—

	2006-07	2005-06
	Rs.	Rs.
Depreciation for the year as above – Consolidated with Subsidiary	13,61,38,294	15,38,54,169
Total – Consolidated with Subsidiary and Joint Venture Companies	22,59,57,151	24,55,48,706
Less : Prior Period Adjustments – Consolidated with Subsidiary	2,757	7,33,040
Total – Consolidated with Subsidiary and Joint Venture Companies	2,757	7,33,040
Depreciation as per Profit & Loss Account – Consolidated with Subsidiary	13,61,35,537	15,31,21,129
Total – Consolidated with Subsidiary and Joint Venture Companies	22,59,54,394	24,48,15,666



## Schedules forming part of the Balance Sheet as at 31st March, 2007

## SCHEDULE 6

## INVESTMENTS

As at 31st March, 2006

	Consolidated with Subsidiary and Joint Venture Companies		As at 31st March, 2006	
	Rs.	Rs.	Rs.	Rs.
Unquoted, unless otherwise stated				
Long Term Investments	—	—	55,885	55,885
Government Securities – at cost	—	—	—	—
	<u>—</u>	<u>—</u>	<u>55,885</u>	<u>55,885</u>
Trade Investments				
Fully paid-up – at cost				
3,57,591 Equity Shares of Rs. 10 each in Bridge and Roof Co. (India) Ltd.	14,00,740	14,00,740	14,00,740	14,00,740
1,95,900 Equity Shares of Rs. 10 each in Biocco Lawrie Ltd.	1	1	1	1
32,00,000 Equity Shares of Rs. 10 each in Transafe Services Ltd.	3,20,00,000	—	3,20,00,000	—
45,00,000 Ordinary Shares of Rs. 10 each in Avi-Oil India [P] Ltd.	4,50,00,000	—	4,50,00,000	—
9800 Shares of Dhs. 1000 each in Balmer Lawrie (UAE) LLC	8,90,99,100	—	8,90,99,100	—
63,19,978 Equity Shares of Rs. 10 each in Balmer Lawrie-Van Leer Ltd. (Quoted)	11,64,54,970	—	11,64,54,970	—
Other Investments				
Fully paid up - at cost				
71 Equity Shares of Rs. 100 each in Duncan Brothers & Co. Ltd. (Quoted)	6,194	6,194	6,194	6,194
172 1/2% Redeemable Registered Debentures of Rs. 100 each in The East India Clinic Ltd.	17,200	17,200	17,200	17,200
280 5% Non-redeemable Debenture Stock 1957 of Rs. 100 each in The East India Clinic Ltd.	28,000	28,000	28,000	28,000
	<u>28,40,06,205</u>	<u>14,52,135</u>	<u>28,40,62,090</u>	<u>15,08,020</u>

## Schedules forming part of the Balance Sheet as at 31st March, 2007

## SCHEDULE 7

## INVENTORIES

As at 31st March, 2006

	Consolidated with Subsidiary and Joint Venture Companies		Consolidated with Subsidiary and Joint Venture Companies	
	Rs.	Rs.	Rs.	Rs.
Raw Materials	49,80,20,808	113,56,36,073	48,50,82,362	150,04,09,058
Finished Goods	20,93,47,758	25,89,93,774	17,13,36,187	20,73,80,321
Trading Goods	22,58,870	22,58,870	10,04,170	10,04,170
Work-in-Progress	8,73,42,898	13,87,38,316	5,84,99,251	11,09,31,595
Stock-in-Transit				
Raw Materials	13,69,577	5,26,55,218	7,69,46,816	14,53,49,622
Finished Products	2,42,85,836	2,42,85,836	1,66,84,189	1,66,84,189
Trading Goods	-	-	2,17,505	2,17,505
	<u>2,56,55,413</u>	<u>7,69,41,054</u>	<u>9,38,48,510</u>	<u>16,22,51,316</u>
Stores and Spare Parts	1,57,00,336	5,90,15,532	2,10,18,183	6,65,15,236
Loose Tools	1,57,607	2,32,38,863	1,59,925	1,84,84,013
Material with Third Party	-	7,32,050	-	-
	<u>83,84,83,690</u>	<u>169,55,54,532</u>	<u>83,09,48,588</u>	<u>206,69,75,708</u>

## SCHEDULE 8

## DEBTORS

Debts due for more than six months				
Considered Good				
Unsecured				
Deferred Receivables				
Others	24,32,88,969	61,23,63,556	20,91,72,664	56,34,68,051
Considered Doubtful	3,06,74,548	3,54,59,090	2,10,04,411	2,48,47,328
	<u>27,39,63,517</u>	<u>64,78,22,646</u>	<u>23,01,77,075</u>	<u>58,83,15,379</u>
Less : Provision for Doubtful Debts	3,06,74,548	3,54,59,090	2,10,04,411	2,48,47,328
	<u>24,32,88,969</u>	<u>61,23,63,556</u>	<u>20,91,72,664</u>	<u>56,34,68,051</u>
Other Debts				
Considered Good				
Unsecured				
Bills of Exchange				
Others	175,29,48,467	192,53,33,197	164,59,95,080	175,93,09,936
	<u>175,29,48,467</u>	<u>192,53,33,197</u>	<u>164,59,95,080</u>	<u>175,93,09,936</u>
	<u>199,62,37,436</u>	<u>253,76,96,753</u>	<u>185,51,67,744</u>	<u>232,27,77,987</u>

## SCHEDULE 9

## CASH AND BANK BALANCES

Cash in hand (including cheques and stamps)	1,91,15,623	2,08,82,235	83,60,006	93,23,526
With Scheduled Banks				
In Current Accounts	36,03,05,677	36,90,25,590	18,48,62,112	18,67,36,702
In Short Term Deposit Account	20,00,70,000	20,54,79,313	1,70,000	66,61,357
In Dividend Accounts	44,40,038	47,52,428	39,80,465	41,72,019
	<u>56,48,15,715</u>	<u>57,92,57,331</u>	<u>18,90,12,577</u>	<u>19,75,70,077</u>
Unclaimed Convertible Debentures	-	20,80,380	-	21,11,012
Foreign Currency Accounts	18,06,019	18,90,723	18,06,731	18,94,687
	<u>58,57,37,357</u>	<u>60,41,10,669</u>	<u>19,91,79,314</u>	<u>21,08,99,302</u>

## Schedules forming part of the Balance Sheet as at 31st March, 2007

## SCHEDULE 10

## LOANS AND ADVANCES

As at 31st March, 2006

	Consolidated with Subsidiary and Joint Venture Companies		As at 31st March, 2006	
	Rs.	Rs.	Rs.	Rs.
Advances recoverable in Cash or in kind or for value to be received				
Considered Good				
Secured	9,12,02,967	9,12,02,967	9,38,94,800	9,38,94,800
Unsecured				
Holding Company				
Balmer Lawrie Investments Ltd.	61,709	61,709	40,235	40,235
Others	33,94,05,642	35,79,01,884	29,91,10,348	32,69,06,333
Considered Doubtful	52,49,395	54,56,440	53,76,395	55,83,440
	43,59,19,713	45,46,23,000	39,84,21,778	42,64,24,809
Less : Provision	52,49,395	54,56,440	53,76,395	55,83,440
	43,06,70,318	44,91,66,560	39,30,45,383	42,08,41,368
Deposits - Unsecured				
Considered Good	14,27,98,699	14,77,28,441	14,01,53,227	14,31,11,117
Balance with Customs, Port Trust, Central Excise, etc.				
Considered Good	3,67,77,601	4,66,69,760	2,50,08,818	3,34,49,550
	61,02,46,618	64,35,64,761	55,82,07,428	59,74,02,035

## SCHEDULE 11

## CURRENT LIABILITIES AND PROVISIONS

## Current Liabilities

Sundry Creditors				
– Due to Small Scale Industries	96,29,065	1,30,22,823	74,08,541	98,82,755
– Due to Others	247,38,66,411	303,13,10,184	226,22,71,493	277,76,72,194
Minority Interest	–	1,12,77,806	–	86,71,866
Amounts received in advance against contracts	9,64,90,891	10,28,27,227	8,30,07,980	8,76,14,509
Investor Education and Protection Fund shall be credited by the following amount :				
– Unclaimed Dividend [Refer Note below]	44,40,038	47,52,428	39,80,465	41,72,019
Unclaimed Redemption/Interest on Convertible Debentures	–	20,80,380	–	21,11,012
	258,44,26,405	316,52,70,848	235,66,68,479	289,01,24,355
Provisions				
Provision against Guarantee obligations				
As per Last account	17,38,92,860	17,38,92,860	17,38,92,860	17,38,92,860
Less : Payment made during the year	3,86,42,858	3,86,42,858	–	–
	13,52,50,002	13,52,50,002	17,38,92,860	17,38,92,860
Proposed Final Dividend	21,98,62,094	23,45,22,961	14,65,74,729	16,46,54,654
Contingency as per last Account	81,00,000	83,00,991	41,00,000	43,00,991
Add : Provision made during the year	41,20,000	41,20,000	–	–
Less : Transferred to Prov for Bad Debts	22,20,000	22,20,000	40,00,000	40,00,000
	1,00,00,000	1,02,00,991	81,00,000	83,00,991
Taxation, net of advance payment	4,84,97,547	5,05,02,284	3,22,13,439	3,37,26,305
	41,36,09,643	43,04,76,238	36,07,81,028	38,05,74,810
	299,80,36,048	359,57,47,086	271,74,49,507	327,06,99,165

Note : There is no amount due and outstanding as at Balance Sheet date to be credited to Investor Education and Protection Fund.

## Schedules forming part of the Profit &amp; Loss Account for the year ended 31st March, 2007

SCHEDULE 12	OTHER INCOME		2005 – 2006	
	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
Income from Investments				
Trade Investments				
Dividend	1,76,34,900	8,940	3,48,24,702	—
Other Investments				
Interest	33,21,570	33,21,570	—	—
	<u>2,09,56,470</u>	<u>33,30,510</u>	<u>3,48,24,702</u>	<u>—</u>
Interest on Advances,				
Deposits, Deferred Credit and Overdue debts	91,33,336	96,99,412	82,09,144	86,28,890
Finance charges on finance lease	—	—	—	42,001
Operating Lease Rentals	5,16,87,963	11,16,75,262	5,55,68,026	10,60,96,158
Profit on Disposal of Fixed Assets	97,08,448	1,02,24,155	52,24,692	52,71,262
Export Incentives	17,48,777	44,48,065	13,38,360	36,26,394
Rent	1,53,93,858	1,53,93,858	1,27,94,511	1,27,94,511
Recovery of Transportation Charges	3,25,15,204	3,25,15,204	3,51,54,879	4,18,14,358
Discount and Commission	27,87,828	27,87,828	17,81,039	17,81,039
Claims	9,24,335	9,24,335	59,19,324	59,19,324
Liabilities/Provisions no longer required written back	2,71,75,799	2,75,40,598	1,73,49,851	1,75,41,545
Exchange Gain on Translation of Financial Statements of				
Foreign Subsidiary & Joint Venture Company	—	2,59,608	—	1,32,138
Sundries	8,96,25,762	11,70,23,878	5,62,84,402	5,76,23,780
	<u>26,16,57,780</u>	<u>33,58,22,713</u>	<u>23,44,48,931</u>	<u>26,12,71,400</u>

## Schedules forming part of the Profit &amp; Loss Account for the year ended 31st March, 2007

## SCHEDULE 13

## GENERAL EXPENDITURE

2005 – 2006

	Consolidated with Subsidiary and Joint Venture Companies		2005 – 2006	
	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
Salaries, Wages, Bonus, Pensions and Gratuity	57,56,60,914	77,20,04,611	50,84,58,136	70,57,13,472
Contribution to Provident and Other Funds	6,79,57,104	7,25,91,454	6,43,15,953	6,96,76,097
Workmen and Staff Welfare Expenses	6,07,23,134	7,80,80,254	5,86,61,124	7,32,77,692
Manufacturing Expenses	3,92,42,411	5,28,29,244	4,55,56,240	6,12,04,470
Excise Duty	83,60,654	89,80,510	1,17,59,384	1,24,09,098
Consumption of Stores and Spare Parts	2,83,65,538	11,15,15,003	3,38,91,005	10,57,12,506
Repairs and Maintenance				
Buildings	3,01,85,919	3,33,46,209	2,10,59,752	2,57,01,386
Plant & Machinery	1,27,35,795	2,45,38,541	1,45,46,181	2,47,66,080
Others	1,99,45,971	2,64,59,670	1,81,42,678	2,29,00,347
Power and Fuel	10,53,57,035	17,22,67,554	9,76,86,518	15,39,66,702
Electricity and Gas	1,81,24,491	1,85,85,636	1,81,41,445	1,83,98,863
Rent	4,01,26,829	8,25,29,206	3,50,42,799	6,70,32,252
Insurance	85,07,077	1,34,71,282	78,48,413	1,27,75,538
Packing, Despatching, Freight and Shipping Charges	13,04,34,173	18,04,49,828	11,10,46,143	16,05,05,664
Rates and Taxes	2,02,36,918	2,31,75,703	1,19,85,922	1,48,30,337
Interest	3,88,31,001	9,81,83,231	8,08,07,737	11,76,21,146
Auditors' Remuneration and Expenses	22,94,832	29,61,953	20,84,212	27,50,561
Bad Debts written off	2,51,54,934	2,52,13,502	1,06,51,808	1,19,61,121
Advances written off	7,16,496	7,16,496	10,55,074	10,55,074
Fixed Assets written off	1,04,52,862	1,04,52,862	2,80,35,718	2,80,35,718
Investments written off	46,839	46,839	22,03,537	22,03,537
Provision for performing assets	—	33,249	—	1,55,028
Provision for Debts, Deposits, Loans and Advances considered doubtful	1,47,28,905	1,64,40,861	90,29,830	95,82,534
Impairment of fixed assets	1,17,37,634	1,17,37,634	40,00,000	40,00,000
Provision for Contingency	41,20,000	41,20,000	—	—
Provision against Guarantee Obligations	—	—	17,38,92,860	17,38,92,860
Expenditure on VRS for current year	—	—	3,11,42,005	3,11,42,005
Loss on Disposal of Fixed Assets	80,20,656	80,20,656	12,98,670	12,99,143
Selling Commission - Others	8,00,36,715	9,29,44,198	5,27,21,439	6,36,98,909
Cash Discount	1,95,23,137	1,99,46,188	83,69,399	85,75,232
Bank Charges and Discount	82,38,235	1,59,52,491	79,79,010	1,90,31,303
Travelling Expenses	6,19,97,484	7,53,67,963	5,47,18,413	6,62,29,083
Printing and Stationery	1,51,60,133	1,68,39,775	1,34,94,105	1,52,28,375
Motor Car Expenses	78,17,750	1,15,21,119	71,03,742	1,12,52,549
Telephone, Telex, Postage, Cables and Telegrams	2,33,78,720	2,79,27,002	2,41,23,988	2,85,52,134
Donations	—	1,62,375	—	2,90,000
Turnover Tax/Additional Tax on Sales Tax	59,69,011	59,69,011	67,91,953	67,91,953
Amortisation of Deferred Revenue Expenditure	4,59,70,038	4,70,54,395	4,86,23,078	4,97,24,079
Exchange Loss on Translation of Financial Statements of				
Foreign Subsidiary & Joint Venture Company	—	—	—	1,52,368
Miscellaneous Expenses	22,79,85,954	27,48,54,179	20,96,88,817	25,42,61,994
	<b>177,81,45,299</b>	<b>243,72,90,684</b>	<b>183,59,57,088</b>	<b>243,63,57,208</b>
Less : Provision for Debts, Deposits Loans & Advances considered doubtful, written back	(-) 44,21,926	(-) 53,78,786	(-) 20,91,332	(-) 41,12,157
	<b>177,37,23,373</b>	<b>243,19,11,898</b>	<b>183,38,65,756</b>	<b>243,22,45,051</b>

**Schedules forming part of the Profit & Loss Account for the year ended 31st March, 2007**

SCHEDULE 14	ACCRETION (-)/DECRETION (+) TO INVENTORIES		2005 – 2006	
	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.	Consolidated with Subsidiary Rs.	Consolidated with Subsidiary and Joint Venture Companies Rs.
Opening Balance				
Trading Goods	12,21,675	12,21,675	34,38,642	34,38,642
Work-in-Progress				
Manufactured Goods	5,84,99,251	11,09,31,595	5,86,77,841	9,92,09,194
Add : Purchase	-	4,87,328	-	-
Turnkey Projects	-	-	-	-
Finished Goods	18,80,20,376	22,40,64,510	19,07,61,261	22,48,57,681
Add : Purchase	-	4,23,406	-	-
Less : VAT credit receivable on opening Balance	(-)	(-)	(-) 11,17,986	(-) 11,17,986
	<u>24,77,41,302</u>	<u>33,71,28,514</u>	<u>25,17,59,758</u>	<u>32,63,87,532</u>
Less : Closing Balance				
Trading Goods	22,58,870	22,58,870	12,21,675	12,21,675
Work-in-Progress	-	-	-	-
Manufactured Goods	8,73,42,898	13,87,38,316	5,84,99,251	11,09,31,595
Turnkey Projects	-	-	-	-
Finished Goods	23,36,33,594	28,32,79,610	18,80,20,376	22,40,64,510
	<u>32,32,35,362</u>	<u>42,42,76,797</u>	<u>24,77,41,302</u>	<u>33,62,17,780</u>
	<u>(-) 7,54,94,060</u>	<u>(-) 8,71,48,283</u>	<u>40,18,456</u>	<u>(-) 98,30,248</u>

SCHEDULE 15	PRIOR PERIOD ADJUSTMENTS (NET)			
Income				
Sales				
Manufactured Goods	-	-	8,41,220	8,41,220
Services	(-) 2,094	(-) 2,094	(-) 1,24,102	(-) 1,24,102
Other Income	74,821	74,821	(-) 13,601	(-) 13,601
	<u>72,727</u>	<u>72,727</u>	<u>7,03,517</u>	<u>7,03,517</u>
Expenses				
Cost of Services	47,112	47,112	-	-
General Expenditure	(-) 1,93,053	(-) 1,93,053	(-) 16,482	(-) 16,482
Depreciation	2,757	2,757	7,33,040	7,33,040
	<u>(-) 1,43,184</u>	<u>(-) 1,43,184</u>	<u>7,16,558</u>	<u>7,16,558</u>
Net Expenditure	<u>(-) 2,15,911</u>	<u>(-) 2,15,911</u>	<u>13,041</u>	<u>13,041</u>

## Notes on Accounts

## SCHEDULE 16

16.1 Disclosure of Interests in Subsidiary and Joint Venture Companies

Name of Subsidiary/ Joint Venture Company	Nature of Relationship	Proportion of Shareholding	Country of Incorporation
Balmer Lawrie (UK) Ltd.	Subsidiary	100%	United Kingdom
Balmer Lawrie (UAE) Llc Emirates	Joint Venture	49%	United Arab
Balmer Lawrie-Van Leer Ltd.	Joint Venture	40%	India
Transafe Services Ltd.	Joint Venture	29%	India
Avi-Oil India (P) Ltd.	Joint Venture	25%	India

16.2 1,00,64,700 Equity Shares are held by Balmer Lawrie Investments Ltd. (Holding Company).

16.3 (a) Investments of the face value of Rs. Nil (Rs. 55,839) and Fixed Deposit with bank amounting to Rs. 70,000 (Rs. 1,70,000) are lodged with certain authorities as security.

(b) Conveyance deeds of certain land costing Rs. 18,81,45,237 (Rs. 19,18,40,252) and buildings, with written down value of Rs. 1,19,30,308 (Rs. 92,97,874) are pending registration/mutation.

(c) Certain buildings and sidings with written down value of Rs. 38,14,10,143 (Rs. 37,30,66,292) are situated on leasehold/rented land.

16.4 Contingent Liabilities as at 31st March, 2007 not provided for in the accounts are :

(a) Disputed demand for Excise Duty, Customs Duty, Income Tax and Sales Tax amounting to Rs. 26,67,28,690 (Rs. 22,37,10,836) against which the Company has lodged appeal/petition before appropriate authorities.

(b) Claims against the Company not acknowledged as debts amount to Rs. 6,59,42,820 (Rs. 5,93,26,099) in respect of which the Company has lodged appeals/petitions before appropriate authorities. In respect of employees/ex-employees related disputes financial effect is ascertainable on settlement; no settlement was reached during the year.

(c) Bills discounted with banks Rs. 78,04,737 (Rs. 44,70,663).

16.5 Counter guarantees given to various banks in respect of guarantees/loans given by them amount to Rs. 43,40,23,797 (Rs. 33,36,31,898).

16.6 Estimated amount of contract remaining to be executed on Capital Accounts and not provided for amounted to Rs. 15,33,99,436 (Rs. 3,14,01,344).

## 16.7 Segment Reporting

Information about business and geographical segment for the year ended 31st March, 2007 in respect of reportable segments as defined by the Institute of Chartered Accountants of India in the Accounting Standard – 17 in respect of “Segment Reporting” is attached as Annexure – A.

## 16.8 Earnings per Share

(i) Earnings per share of the company has been calculated considering the Profit after Taxation of Rs. 83,21,27,762 (Rs. 55,85,77,556) as the numerator.

(ii) The weighted average number of equity shares used as denominator is 1,62,86,081 (1,62,86,081).

(iii) The nominal value of shares is Rs. 16,28,60,810 (Rs. 16,28,60,810) and the earnings per share (Basic and Diluted) for the year on the above mentioned basis comes to Rs. 51.09 (Rs. 34.30).

16.9 (a) Previous year's figures have been re-grouped or re-arranged wherever so required to make them comparable with current year figures.

(b) Figures in brackets relate to previous year.

## Significant Accounting Policies

## SCHEDULE 17

## 1. Fixed Assets and Depreciation

- a) Fixed Assets are valued at cost of acquisition inclusive of any other cost attributable to bringing the same to their working condition.
- b) Fixed Assets manufactured/constructed in-house are valued at actual cost of raw materials, conversion cost and other related costs.
- c) Cost of leasehold land is amortised over the period of lease.
- d) Expenditure incurred during construction of capital projects including related pre-production expenses is treated as Capital Work-in-Progress and in case of transfer of the project to another body, the accounting is done on the basis of terms of transfer.
- e) Fixed Assets retired from active use and held for disposal are stated at the lower of book value and net realisable value and are shown separately in the financial statements. Loss determined, if any, is recognised in the profit and loss statement.
- f) Depreciation is provided in accordance with the provisions of the Companies Act, 1956, prevailing from time to time at the straight line method except (i) for mobile phones at the rate of 33.33% per annum and (ii) for items given to employees under the furniture equipment scheme which has been provided at the rate of 25% per annum for computers and 15% per annum for other items.
- g) Machinery spares, which can be used only in connection with an item of fixed asset and whose use is expected to be irregular, are treated as fixed assets and depreciated over a period of five years by charging depreciation @ 20% p.a. on straight line basis.
- h) Depreciation on fixed assets of Balmer Lawrie (UK) Ltd. is provided at the rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives :
- |                       |           |                     |
|-----------------------|-----------|---------------------|
| Buildings             | 2% and 5% | Straight Line basis |
| Containers            | 5.67%     | Straight Line basis |
| Fixtures and Fittings | 15%       | Straight Line basis |
| Plant and Machinery   | 15%       | Straight Line basis |
| Motor Vehicles        | 25%       | Straight Line basis |

## 2. Valuation of Investments

The long term investments made by the Company appear at cost inclusive of acquisition charges. Provision is made for diminution in value considering the nature and extent of temporary/permanent diminution. Current investments appear at lower of cost or fair value.

## 3. Valuation of Inventories

- i) Inventories are valued at lower of cost or net realisable value. For this purpose, the basis of ascertainment of cost of the different types of inventories is as under –
- a) Raw materials & trading goods (other than tea), stores & spare parts and materials for turnkey projects on the basis of monthly weighted average cost.
- b) Work-in-progress on the basis of cost of raw materials and conversion cost up to the relative stage of completion.
- c) Finished goods on the basis of raw materials, conversion cost and other related costs.
- d) Tea (unblended, blended and packed) – on the basis of

**Significant Accounting Policies (Contd.)**

- d) Tea (unblended, blended and packed) – on the basis of specific cost.
- ii) Tools, dies, jigs and fixtures are written-off over the economic life except items costing up to Rs. 10,000 which are charged off in the year of issue.

**4. Recognition of Revenue**

Revenue is recognised in compliance with the following :

- a) In case of sale of goods :  
When the property and all significant risks and rewards of ownership are transferred to the buyer and no significant uncertainty exists regarding the amount of consideration that is derived from the sale of goods. Sales are stated exclusive of Sales Tax.
- b) In case of services rendered :  
When performance in full or part as having achieved is recognised by the buyer and no significant uncertainty exists regarding the amount of consideration that is derived from rendering the services.
- c) In case of project activities :  
As per the percentage of completion method after progress of work to a reasonable extent.
- d) In case of other income :
  - i) Interest – on a time proportion basis taking into account the outstanding principal and the relative rate of interest.
  - ii) Dividend from investments in shares – on establishment of the Company's right to receive.

**5. Employee Benefits**

- a) Company's contributions to Provident Fund are charged to Profit and Loss Account.
- b) Employee benefits in respect of Gratuity, Leave Encashment, Long Service Awards and Leave Travel Assistance are charged to Profit & Loss Account on the basis of actuarial valuation made during the year.
- c) Post retirement medical benefit is also recognised on the basis of actuarial valuation made during the year.

**6. Payments made under Voluntary Retirement/Separation Schemes**

- a) Compensation comprising of Ex-gratia, Notice-Pay and Rehabilitation Grant payable to employees separating under Voluntary Retirement/Separation Scheme till 31 March, 2005 is treated as Deferred Revenue Expenditure and is written off as per following instalments :
  - i) Paid upto December, 1999 – Five equal yearly instalments
  - ii) Paid during January, 2000 – Sixty equal monthly instalments to March, 2005
- b) Payment made under Voluntary Retirement/ Separation Scheme with effect from  
1st April, 2005 – Charged off fully in the year of payment
- c) The balance of deferred revenue expenditure at the year end to the extent not written off or adjusted in respect of (a) above is carried forward in the Balance Sheet as Miscellaneous Expenditure.

**7. Treatment of Prior Period and Extraordinary Items**

- a) All prior period items which arise in the current period as a result of error or omission in the preparation of prior period's financial statements are separately disclosed in the current statement of profit & loss. However, differences in actual income/expenditure arising out of over or under estimation in prior period are not treated as prior period

& loss. However, differences in actual income/expenditure arising out of over or under estimation in prior period are not treated as prior period income/expenditure.

- b) All extraordinary items, i.e. gains or losses which arise from events or transactions which are distinct from the ordinary activities of the Company and which are material are separately disclosed in the statement of accounts.

**8. Foreign Currency Translations**

- a) All transactions in foreign currency other than those specified below are converted at the exchange rate prevailing on the respective dates of transactions.
- b) Current assets other than inventories and current liabilities are translated at the exchange rate prevailing on the date of Balance Sheet other than those covered with forward contract.
- c) Long Term Investments, Inventories and Fixed Assets are carried at cost except that the exchange differences relating to liabilities for acquisition of fixed assets are adjusted in the cost of the asset.
- d) In case of foreign branch, translation of the financial statement is made on the following basis :
  - i) Revenue items except opening and closing inventories are converted at average rate. Opening and closing inventories are translated at the rate prevailing at the commencement and close respectively.
  - ii) Fixed Assets and depreciation are converted at the exchange rate on the date of the transactions.
  - iii) Other Current Assets and Current Liabilities are converted at the exchange rate as on the date of the Balance Sheet.
- e) Any income or expense on account of exchange difference either on settlement or on translation is recognised in the Profit & Loss Account except as stated above.

**9. Accounting for Research & Development**

- a) Revenue Expenditure is shown under Primary Head of Accounts with the total of such expenditure being disclosed in the Notes.
- b) Capital expenditure relating to Research & Development is treated in the same way as other fixed assets.

**10. Treatment of Grant/Subsidy**

- a) Revenue grant/subsidy in respect of Research & Development expenditure is set off against respective expenditure.
- b) Capital grant/subsidy against specific fixed assets is set off against the cost of those fixed assets.
- c) When grant/subsidy is received as compensation for extra cost associated with the establishment of manufacturing units or cannot be related otherwise to any particular fixed assets the grant/subsidy so received is credited to capital reserve. On expiry of the stipulated period set out in the scheme of grant/subsidy the same is transferred from capital reserve to general reserve.

**11. Impairment of Assets**

An assessment is made at each Balance Sheet date to determine whether there is any indication of impairment of the carrying amount of the fixed assets. If any indication exists, an asset's recoverable amount is estimated. An impairment loss is recognized whenever the carrying amount of the asset exceeds the recoverable amount. The recoverable amount is the greater of the net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value based on appropriate discount factor.



**Significant Accounting Policies (Contd.)**

**12. Accounting for Borrowing Cost**

Borrowing Costs that are directly attributable to the acquisition, construction or production of assets, which take substantial period of time to get ready for its intended use, are capitalised as part of the cost of those assets. Other borrowing costs are recognised as expense in the period in which they are incurred.

**13. Leasing and Hire Purchase Commitments**

Assets of Balmer Lawrie (UK) Ltd. obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over

the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Signature to Schedules 1 to 17

*As per our report attached*

For GUPTA & CO.  
*Chartered Accountants*

S. K. GANGULI  
*Partner*

Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
*Managing Director*

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
*Directors*

R. Mukherjee  
*Secretary*

Consolidated Financial Statements

**Balmer Lawrie & Co. Ltd.**

ANNEXURE – A (NOTE 16.7)  
Information About Business Segments for the year ended 31st March, 2007

	Industrial Packaging		Logistics Infrastructure & Services		Travel and Tours		Greases and Lubricants		Others		Consolidated Total	
	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.
<b>SEGMENT REVENUE</b>												
External Revenue	455,39,44,527	455,99,75,551	316,37,77,996	282,42,94,271	487,16,72,703	453,91,72,315	178,08,09,722	136,68,81,437	116,70,22,050	156,80,75,980	1553,72,26,997	1485,83,99,554
Inter-Segment Revenue	7,88,37,102	6,64,02,202	34,48,323	40,00,450	23,93,488	19,94,560	56,30,423	29,56,894	67,13,355	42,33,459	9,70,22,691	7,95,87,565
Total Segment Revenue	463,27,81,629	462,63,77,753	316,72,26,319	282,82,94,721	487,40,66,191	4,54,11,66,875	178,64,40,145	136,98,38,331	117,37,35,405	157,23,09,439	1563,42,49,688	1493,79,87,119
Less :												
Inter-Segment Revenue											9,70,22,691	7,95,87,565
Add :												
Other Unallocable Revenue											8,07,55,071	3,71,57,613
TOTAL REVENUE											1561,79,82,068	1489,55,57,167
<b>SEGMENT RESULT</b>												
Profit/(Loss) before Interest & Tax	40,28,09,242	39,21,16,217	78,88,49,456	74,48,03,169	15,75,03,799	13,34,49,056	11,18,69,715	10,12,61,131	1,84,95,473	4,93,67,902	147,95,27,686	142,09,97,475
Less :												
Interest Expense											9,81,83,231	11,76,21,146
Prior Period Adjustment											- 2,15,911	13,041
Other Unallocable Expenditure (net of Unallocable Revenue)											16,99,48,732	39,00,66,421
TOTAL PROFIT BEFORE TAX											121,16,11,634	91,32,96,867
<b>OTHER INFORMATION</b>												
Segment Assets	250,58,66,652	324,65,82,941	119,04,63,210	112,98,46,694	77,69,18,106	68,37,11,424	116,64,88,408	104,75,79,002	143,36,48,937	143,79,30,641	707,33,85,313	754,56,50,702
Other Unallocable Assets											108,57,09,907	38,99,00,944
Total Assets											815,90,95,220	793,55,51,646
Segment Liabilities	83,39,86,968	88,36,53,004	96,76,76,323	79,91,84,101	30,07,44,382	33,41,30,999	44,06,30,150	27,66,34,665	25,27,39,317	33,06,12,169	279,57,77,140	262,42,14,938
Other Unallocable Liabilities											79,99,69,946	64,64,84,228
Total Liabilities											359,57,47,086	327,06,99,166
Capital Expenditure	8,70,74,999	5,14,12,695	3,20,86,721	3,32,11,681	17,27,506	19,23,933	72,89,321	65,08,476	14,67,92,905	8,42,97,286	27,49,71,452	17,73,54,071
Depreciation	9,78,84,242	10,88,32,093	2,97,74,453	3,05,97,089	28,12,119	29,43,690	2,33,35,012	2,34,18,491	7,21,48,568	7,90,24,303	22,59,54,394	24,48,15,666
Impairment loss on Fixed Assets	-	-	1,17,37,634	-	-	-	-	-	-	-	1,17,37,634	-
Amortisation of Deferred Revenue Expenditure	1,59,11,881	1,58,52,692	62,79,591	62,79,591	18,94,373	19,28,444	67,99,128	63,28,109	1,61,67,755	1,93,35,243	4,70,52,728	4,97,24,079

	Information About Geographical Segments for the year Ended 31st March, 2007					
	Indian Operations		Overseas Operations		Consolidated Total	
	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.	Rs.	2005-2006 Rs.
Segment External Revenue	1424,35,29,449	1304,75,68,471	137,44,52,619	184,79,88,696	1561,79,82,068	1489,55,57,167
Segment Assets	641,04,54,328	581,72,62,216	174,86,40,892	211,82,89,430	815,90,95,220	793,55,51,646
Capital Expenditure	25,05,34,572	15,03,01,519	2,44,36,880	2,70,52,552	27,49,71,452	17,73,54,071

Notes :

- Details of products/services included in each of the above Business Segments are given below :
 

Industrial Packaging –	Barrels, Drums and Closures
Logistics Services –	Logistics Services & Container Freight Station Activities
Travel & Tours –	Travel (Ticketing), Tours & Money Changing Activities
Greases & Lubricants –	Greases & Lubricating Oils & Aviation Lubricants
Others –	Project Engineering & Consultancy, Tea Blending & Packaging, Leather Chemicals, Operating Lease of Marine Freight Containers, etc.
- Segment Revenue, Expenses and Result include transfers between Business and Geographical Segments. Such transfers are accounted for at competitive market prices charged to unaffiliated customers for similar goods and are eliminated in consolidation.
- Overseas operations under Geographical Segments represent leasing of Marine Freight Containers, Tea Blending & Packaging in UK and Industrial Packaging activity in UAE.

## Consolidated Cash Flow Statement for the year ended 31st March, 2007

	Year ended March 31, 2007	Year ended March 31, 2006
(Rs. in Lakhs)		
<b>A. Cash Flow from Operating Activities</b>		
Net Profit before Tax [Note]	12,092	9,093
Adjustment for		
Depreciation and fixed assets written off	2,368	2,743
Impairment losses on fixed assets	117	-
Foreign Exchange	20	(13)
Profit on sale of investment	-	-
Interest/Dividend	802	842
Investments written off	8	18
Deferred Revenue Expenditure (charged off during the year)	465	491
<b>Operating Profit before Working Capital Changes</b>	<b>15,872</b>	<b>13,174</b>
Trade and other receivables	(3,232)	(3,193)
Inventories	3,551	(4,094)
Trade Payables	2,764	2,470
Deferred Revenue Expenditure (payment made during the year)	-	-
<b>Cash generated from operations</b>	<b>18,955</b>	<b>8,357</b>
Direct Taxes paid	(4,033)	(3,936)
Interest paid	(296)	(350)
<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>14,626</b>	<b>4,071</b>
<b>B. Cash Flow from Investing Activities</b>		
Purchase of Fixed Assets	(2,860)	(1,836)
Sale of Fixed Assets	414	260
Sale of Investments	-	-
Interest received	39	10
Dividend received	439	353
<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>(1,968)</b>	<b>(1,213)</b>
<b>C. Cash Flow from financing activities</b>		
Proceeds from Long Term Borrowings	(2,971)	(3,630)
Proceeds from other Borrowings	(2,456)	2812
Short Term Borrowing Repaid	(50)	-
Interest paid on Long Term Borrowings	(716)	(851)
Dividend paid	(1,730)	(901)
Corporate Tax on Dividend	(226)	(147)
<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>(8,149)</b>	<b>(2,717)</b>
<b>NET CHANGES IN CASH &amp; CASH EQUIVALENTS (A+B+C)</b>	<b>4,509</b>	<b>141</b>
<b>CASH &amp; CASH EQUIVALENTS – OPENING BALANCE</b>	<b>(172)</b>	<b>(757)</b>
<b>CASH &amp; CASH EQUIVALENTS – CLOSING BALANCE</b>	<b>4,337</b>	<b>(616)</b>

## NOTE ON CASH FLOW STATEMENT

1. The Above Cash Flow Statement has been prepared under 'Indirect Method' set out in Accounting Standard - 3 On 'Cash Flow Statements' issued by the Institute of Chartered Accountants of India.

	2006-07	2005-06
(Rs. in lakhs)		
2. Net Profit after tax as per Profit & Loss Account	8,321	5,586
Add : Tax Provision (Net)	3,793	3,547
	12,114	9,133
Less : Profit/(Loss) on Disposal of Fixed Assets (net)	22	40
Net Profit before tax	12,092	9,093

As per our report attached

For GUPTA & CO.  
Chartered Accountants  
S. K. GANGULI  
Partner  
Membership No. 6622  
Kolkata, the 14th June, 2007

S. K. Mukherjee  
Managing Director

M. Singh  
A. Kaushik  
P. Radhakrishnan  
V. N. Sharma  
K. Subramanyan  
Directors

R. Mukherjee  
Secretary

**REGISTERED OFFICE**

21 Netaji Subhas Road  
Kolkata - 700 001

**INDUSTRIAL PACKAGING**

<b>Mumbai</b>	<b>Plant &amp; SBU Office</b>	149, Jackeria Bunder Road Sewree (W), Mumbai - 400 015 Phone : 0091 22-24171489 Fax : 0091 22 24137448
<b>Chennai</b>	<b>Plant</b>	32, Sattangadu Village Thiruvottiyur - Manali Road Manali, Chennai - 600 068 Phone : 0091 44 25941431 Fax : 0091 44 25941157
<b>Delhi</b>	<b>Sales Office</b>	Amba Deep Building, (20th Floor) 14 Kasturba Gandhi Marg New Delhi - 110 001 Phone : 0091 11 23738346 Fax : 0091 11 23328344
<b>Kolkata</b>	<b>EDDC</b>	Engg. Design & Development Centre P-43, Hide Road Extension Kolkata - 700 088 Phone : 0091 33 24393233 Fax : 0091 33 24395754
<b>Kolkata</b>	<b>Plant</b>	Container Division P-4/1, Oil Installation Road Kolkata - 700 088 Phone : 0091 33 24393808 Fax : 0091 33 24393793
<b>Mathura</b>	<b>Plant</b>	P. O. Mathura Refinery Mathura - 281 005 Phone : 0091 565 2480067 Fax : 0091 565 2480205
<b>Panipat</b>	<b>Plant</b>	VIII Baholi, Panipat Refinery (Marketing Division) P. O. Panipat Refinery Panipat - 132 140, Haryana Phone : 0091 180 6535767/768 Fax : 0091 180 6535767/768
<b>Silvassa</b>	<b>Plant</b>	23/1/1, Khadoli Silvassa - 396 230 Phone : 0091 260 5539810 Fax : 0091 260 2699046

**GREASES & LUBRICANTS**

<b>Kolkata</b>	<b>Plant &amp; SBU Office</b>	P-43, Hide Road Extension Kolkata - 700 088 Phone : 033-24392653 Fax : 033 2439 2277
<b>Bangalore</b>	<b>Sales Office</b>	S-1868, 1st H-main, 2nd Stage D Block, Rajaji Nagar Bangalore - 560 010 Phone : 0091 80 23427210 Fax : 0091 80 23427210
<b>Baroda</b>	<b>Sales Office</b>	G-5-9, Stop-N-Shop Plaza R.C. Dutt Road, Alkapuri Baroda - 391 007 Phone : 0265-2337608, 232 7473 Fax : 0265-2327473, 2314835
<b>Calicut</b>	<b>Sales Office</b>	Sathya Enterprise 33/552 PV Swamy Road Chalapuram, Calicut, Kerala - 673 002 Phone : 0091 495 2306412
<b>Chennai</b>	<b>Plant</b>	32, Sattangadu Village Thiruvottiyur - Manali Road, Manali Chennai - 600 068 Phone : 0091 44 2594 1720 Fax : 0091 44 2594 1436
<b>Chennai</b>	<b>Sales Office</b>	Plot No. 72, Developed Industrial Estate Perengudi Chennai - 600 096 Phone : 0091 44 24961162, 2632 Fax : 0091 44 2496 2632
<b>Delhi</b>	<b>Sales Office</b>	Amba Deep Building (20th Floor) 14 Kasturba Gandhi Marg New Delhi - 110 001 Phone : 0091 11 23350370, 1477 Fax : 0091 11 23316933, 6934
<b>Kolkata</b>	<b>ARL</b>	Application Research Laboratory Balmer Lawrie & Co. Ltd. P-43, Hide Road Extension Kolkata - 700 088 Phone : 0091 33-24395405, 24395406 Fax : 0091 33 24395754
<b>Mumbai</b>	<b>Plant</b>	149, Jackeria Bunder Road Sewree (W) Mumbai - 400 015 Phone : 0091 22-24172256 241305441868 Fax : 0091 22 24146274
<b>Raipur</b>	<b>Sales Office</b>	Room No. 206, 2nd Floor Aihant Complex, Station Road Raipur - 492 001, Chattisgarh Phone : 98314 11950
<b>Secunderabad</b>	<b>Sales Office</b>	141/2, Rashtrapati Road Secunderabad - 500 003 Phone : 0091 40 27537385 Fax : 0091 40 27537024
<b>Silvassa</b>	<b>Plant</b>	Survey No. 201/1, Sayali Rakholi Road Silvassa - 396 230 Phone : 0091 260-3293118 Fax : 0091 260-2641315

**TRAVEL & TOURS**

<b>Delhi</b>	<b>Branch &amp; SBU Office</b>	Ground Floor, Core - 8 Scope Complex, 7, Lodhi Road New Delhi - 110 003 Phone : 0091 11 24364250, 1111 Fax : 0091 11 24363421, 2432 1525
<b>Ahmedabad</b>	<b>Branch Office</b>	Suyog Complex (2nd Floor) Near Kamala Kamdhenu Hall Drive-in-Road, Ahmedabad - 380 052 Phone : 0091 79 27497509, 7512 Fax : 0091 79 27492952
<b>Bangalore</b>	<b>Branch Office</b>	1, Ground Floor, Batra Centre 27 & 27/1, Alsoor Road Bangalore - 560 042 Phone : 0091 80 25321804, 1533 Fax : 0091 80 2558 0090
<b>Baroda</b>	<b>Branch Office</b>	5-9, Stop-N-Shop Plaza R. C. Dutt Road, Alkapuri Baroda - 391 007 Phone : 0265-2353775, 2340196 Fax : 0265-2314835
<b>Bhubaneswar</b>	<b>Branch Office</b>	108/B Janpath Unit III, 2nd Floor Bhubaneswar - 751 001 Phone : 0091 674 2536225, 2536178 Fax : 0091 674 2536186
<b>Chennai</b>	<b>Branch Office</b>	Balmer Lawrie House 628, Anna Salai, Teynampet Chennai - 600 018 Phone : 0091 44-24349593, 24349343 Fax : 0091 44-24342579
<b>Dehradun</b>	<b>Branch Office</b>	C/o ONGC, Tel Bhawan, Dehradun Phone : 0091 135 2626671 Fax : 0091 135 2627131
<b>Delhi</b>	<b>Branch Office</b>	Core-8, South Tower 1st Floor, Scope Minar Laxmi Nagar District Centre New Delhi - 110 092 Phone : +91 11 22054429, 4431
<b>Delhi</b>	<b>Tours</b>	Amba Deep Building (20th Floor) 14 Kasturba Gandhi Marg New Delhi - 110 001 Phone : 0091 11 23352897, 23316935 Fax : 0091 11 23316934
<b>Hyderabad</b>	<b>Branch Office</b>	302 Regency House, 680 Samajguda Hyderabad - 500 482 Phone : 0091 40-23414553, 23403067 Fax : 0091 40-23406399
<b>Kolkata</b>	<b>Branch Office</b>	21, Netaji Subhas Road Kolkata - 700 001 Phone : 0091 33 2222 5216, 5217 Fax : 0091 2222 5262
<b>Lucknow</b>	<b>Branch Office</b>	302, 3rd Floor, Siram Towers Ashok Marg Near Hazrat Ganj Lucknow - 226 001 Phone : 0091 522 2286189, 2288361 Fax : 0091 522 2288364
<b>Mumbai</b>	<b>Branch Office</b>	5, J. N. Heredia Marg Ballard Estate, Mumbai - 400 038 Phone : 0091 22 56361100, 1111 Fax : 0091 22 56361110
<b>Trivandrum</b>	<b>Branch Office</b>	TC 15/50(3) New TC 30/96, Vellayambalam Trivandrum - 695 010 Phone : 0091 471 2315027, 2314998 Fax : 0091 471 2315201

**LOGISTICS SERVICES**

<b>Kolkata</b>	<b>Branch &amp; SBU Office</b>	21, Netaji Subhas Road Kolkata - 700 001 Phone : 0091 33 2213 4658, 2222 5451 Fax : 0091 33 2222 5262
<b>Ahmedabad</b>	<b>Branch Office</b>	Suyog Complex (2nd Floor) Near Kamala Kamdhenu Hall Drive-in-Road, Ahmedabad - 380 052 Phone : 0091 79 27496971/27447185 Fax : 0091 79 27492952
<b>Bangalore</b>	<b>Branch Office</b>	No.342 Konena Agrahara Airport Exit Road, HAL Post Bangalore - 560 017 Phone : 0091 80 2522 7221/2522 8769 Fax : 0091 80 2522 7231
<b>Chennai</b>	<b>Branch Office</b>	Balmer Lawrie House 628 Anna Salai, Teynampet Chennai - 600 018 Phone : 0091 44 2434 1208 Fax : 0091 44 2434 8066
<b>Cochin</b>	<b>Branch Office</b>	Nilhat House, Bristow Road Willington Island, Cochin - 682 003 Phone : 0091 484-2669791, 2669709 Fax : 0091 484-2666568
<b>Delhi</b>	<b>Branch Office</b>	32-33 Kushal Bazar, (Ground Floor) Nehru Place, New Delhi - 110 019 Phone : 0091 11 26467565, 26441390 Fax : 0091 11 26467383
<b>Hyderabad</b>	<b>Branch Office</b>	301 Regency House 680 Samajguda, Hyderabad - 500 482 Phone : 0091 40-2341 5272 Fax : 0091 40-2340 0958
<b>Karur</b>	<b>Branch Office</b>	No. 2 (Old No. 43A), 1st Floor Subbaiah Pillai Layout, CAK Road Karpur - 639 001 Phone : 0091 4324 240316

<b>Lucknow</b>	<b>Branch Office</b>	302 Shriram Tower 13 Ashok Marg, Lucknow - 226 001 Phone : 0091 522 288361-3 Fax : 0091 522 288364
<b>Mumbai</b>	<b>Branch Office</b>	101, 102, 103 ASCOT Centre Next to Le Meridien Hotel D. P. Road, Andheri (E), Mumbai - 400 099 Phone : 0091 22 28266707, 8249 Fax : 0091 22 28364311
<b>Pune</b>	<b>Branch Office</b>	Flat No. L-19, 5th Floor, "Sneh Paradise" Near M. I. T. College, Rambaug Colony Paud Road, Kothrud, Pune - 411 029 Phone : 0091 20 5388580
<b>Tirupur</b>	<b>Branch Office</b>	No. 2, 4th Street, P. N. Road Tirupur - 641 602 Phone : 0091 421 2475526
<b>Trivandrum</b>	<b>Branch Office</b>	TC 34/1307 (2) Motherland Buildings Airport-Vallyathura Road Trivandrum - 695 008 Phone : 0091 471 2503713, 2506483 Fax : 0091 471 2503694
<b>Tuticorin</b>	<b>Branch Office</b>	No. 69, 19th Street, Tooveypuram Jayaraj Road, Tuticorin - 628 002 Phone : 0091 461 2320803 Fax : 0091 461 2322887
<b>Visakhapatnam</b>	<b>Branch Office</b>	Flat No.28-21-1 (S-1) II Floor, Classic Complex Prakashrao Pet, Dabagardens Visakhapatnam - 530 029 Phone : 0091 891 2564922, 7693

**LEATHER CHEMICAL DIVISION**

<b>Chennai</b>	<b>Plant &amp; SBU Office</b>	32, Sattangadu Village Thiruvottiyur - Manali Road Manali, Chennai - 600 068 Phone : 0091 44-25941547 Fax : 0091 44-25945006
<b>Chennai</b>	<b>PDC</b>	32, Sattangadu Village Thiruvottiyur - Manali Road Manali, Chennai - 600 068 Phone : 0091 44-25941045 Fax : 0091 44 2594 1156
<b>Chennai</b>	<b>Tech. Service Centre</b>	No.18, 1st Floor Thiruneeermalai Road Nagalkeni, Chennai - 600 044 Phone : 0091 44 22384034
<b>Delhi</b>	<b>Sales Office</b>	18A, F Block, Sector 53 Kanchan Jangha Apartment Noida - 201 301, U.P. Phone : 0091 120 2586755
<b>Kanpur</b>	<b>Tech. Service Centre</b>	14A, 150 SP Road, Jajmou Kanpur - 208 010 Phone : 0091 512 2462501
<b>Kolkata</b>	<b>Tech. Service Centre</b>	113/B, Matheswartala Road, 2nd Floor Kolkata - 700 046 Phone : 0091 33-23291861 Fax : 0091 33 23291861
<b>Pondichery</b>	<b>Tech. Service Centre</b>	RS No.138/12 & 138/14 Palayam Road, Thirubuvanai Pondichery - 605 107 Phone : 95413 2640622, 640844
<b>Ranipet</b>	<b>Tech. Service Centre</b>	No.18, 2nd Floor, Othawadai Street Navalpur, Ranipet - 632 402 Vellore District Phone : 0091 4172 273408

**TEA**

<b>Kolkata</b>	<b>Plant &amp; SBU Office</b>	P-43 Hide Road Extension Kolkata - 700 088 Phone : 0091 33 24505550
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**CONTAINER FREIGHT STATION**

<b>Mumbai</b>	<b>Plant &amp; SBU Office</b>	Plot no.1, Sector 7, Dronagiri Node Opp JNPT, Navi Mumbai - 400 707 Phone : 0091 22 27471042 Fax : 0091 22 27472943
<b>Chennai</b>	<b>CFS</b>	32, Sattangadu Village Thiruvottiyur - Manali Road, Manali Chennai - 600 068 Phone : 0091 44 25943653 Fax : 0091 44 25941863
<b>Kolkata</b>	<b>CFS/W&amp;D</b>	P-3/1 Transport Depot Road, Kolkata - 700 088 Phone : 0091 33 24492729 Fax : 0091 33 24498355
<b>Kolkata</b>	<b>FCRR</b>	Freight Container Repair & Refurbishing Balmer Lawrie & Co. Ltd. 9, Container Park, Dhobitala, Kolkata - 700 088 Phone : 0091 33 24494016 Fax : 0091 33 24498355

**ENGINEERING & TECHNOLOGY SERVICES**

<b>Kolkata</b>	<b>SBU Office</b>	21 Netaji Subhas Road, Kolkata - 700 001 Phone : 0091 33 2213 4640 Fax : 0091 33 2222 5444
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