Ashiana Housing Limited

Annual Report 2012-13



We've EVOLVED

PDF processed with CutePDF evaluation edition www.CutePDF.com





Contents

02	We've Evolved
04	Brand Ashiana
06	How it is reflected in our actions
80	Distinct & Unique
10	What hasn't changed
14	Our Accolades
16	Our Business
18	10 years at a glance
20	Operational Highlights 2012-13
26	Financial Highlights 2012-13
28	Letter from Managing Director
30	Q&A with Joint Managing Director
34	Organizational Structure
36	Key Management
40	Management Discussion & Analysis
53	Company Information
54	Notice
59	Directors' Report
63	Corporate Governance
69	Auditors' Ce <mark>rti</mark> fic <mark>at</mark> e
70	Auditors' Report
74	Financials
93	Statement of Subsidiaries' Financials
95	Conso <mark>lida</mark> ted Audi <mark>to</mark> rs' Report
96	Consolidated Financials

VVe've EVOLVED



As we look back, Ashiana's journey has been a great and enriching one. We have planned our businesses well, created sustainable strategies, chartered through economic cycles and maintained focus on our product quality. At the same time, we have also constantly adapted to the ever-changing business environment, as required by the exigencies of business.

But, despite the changes, we have not compromised on our core values, which have stayed with us since our inception in 1979.

In short, we have truly evolved.





Brand Ashiana

We have built over 13 million sq. ft. of area with more than 7500 families residing in the homes built under Ashiana name. We have pioneered concepts like senior living in India. We are also the first group housing developer in Patna, Bhiwadi, Jamshedpur and Neemrana and also the first to undertake the maintenance of its residential properties since 1992.

Ashiana was listed in the Forbes "Best Under a Billion" list for two years in a row. We are the only company in the real estate segment in India to achieve this honour.

It has been an exciting journey with new milestones every year. From being a two project company, constructing two lakhs sq. ft. per year, Ashiana currently is developing over 75 lakhs sq. ft. in eight projects across six cities.

As we expanded our presence in the existing markets and entered newer geographical territories we realized the need to make a stronger and a unique brand. There was an urgent need to differentiate our visual identity from other real estate companies and the companies that use the name Ashiana.

Also we understand, rebranding is not about crafting propaganda or marketing illusions, but fundamentally about our ethos, our character as a company, how we want to organize our purpose and how we want to be perceived in the world. Therefore, rebranding Ashiana, to us, involved an internal re-engineering of our worldview, and defining the core of the company.

We hired a brand consultant who researched through a scientific process, which involved in depth interviews of 129 stakeholders including employees, customers and vendors. The idea was to arrive at the answer to the question: "What does the brand Ashiana actually stand for?"

This inward journey to discover our brand core brought us to the following conclusion:

Brand Ashiana stands for honesty that redefines expectations.

Here's how it works in our manifesto:

In every business, customers have a set of expectations:

- Expectations about quality
- Expectations in the context of behavior and ethics
- Expectations that customers merely accept as they are not aware that these can be exceeded

At. Ashiana we believe, we are in business of redefining expectations.

Whether the expectations are about timely delivery, transparency or commitment to the welfare of family even after the sale.

We believe that when one's starting point is honesty; it's easier to redefine expectations.



Expectation

"I am a very social person and
I like celebrating with one and all, but
you can not determine at the beginning
stage if everyone is going to be the
same way."

What it means?

More than the community space, it is staying among like minded people which appeals to customers. This expectation is not necessarily a motivator (to buy) but a satisfier, post purchase.

What it means?

Overall well being covers everything required by customers (community living and its benefits, all round development of kids). This social context resonated the most with the customers.

Expectation

I should be assured that my family is safe back home even if I have to be at work for long and odd hours, there should be no threat of any burglary when I am not around, I should be at peace that wherever I am, my family is safe." These are the reasons we buy a house.

Expectation Redefined

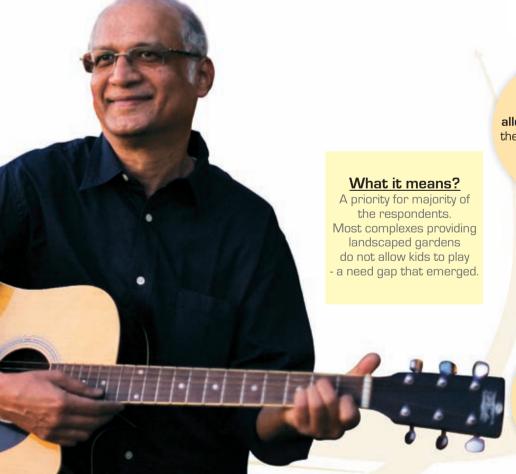
"People supporting each other, doing yoga and celebrating together is something which had been there when we bought our home in Ashiana."

Resident of Ashiana property

Expectation Redefined

"My family's well being is most important when considering a new home. And we got convinced when we lived here & experienced the secured living."

Resident of Ashiana property



Expectation

"Prior to this, I was living in a rented builder floor, we **could not allow the kids** to go out and play even if they wanted to because of the traffic on the streets and all types of people living in the area. This would have affected my son's development."

Expectation Redefined

"If my kids feel safe, I feel safe. This is important - a major reason for me to shift. Now my kids get a good and conducive atmosphere facilitating a better all round development."

Resident of Ashiana property



How it is reflected in our actions

These are examples that arose during discussions:

- The price lists regularly updated on the website and a transparent pricing policy followed.
- Quarterly work progress reports along with photos are sent to customers.
- Demand letters are sent only after completion of work.
- Maintenance costs and operating margins are shared with customers.
- Every sales executive talk to at least two customers every month after the sale.
- Senior management team talks to eight customers every month for their feedback and implement them accordingly.
- There is no sale related incentive in Ashiana. This ensures that all the sales executives are motivated by the customers' satisfaction and not by a sale.
- All vendor meetings start with a question that "Will the customer benefit from this?"
- The sample flat is designed keeping in mind the actual budget that the target group can afford.
- There is a single point of contact for customer for any issues post the sale.
- Ashiana does not involve brokers in the booking process at all.



Ashiana means everything to be very systematic. Good staff people which guides us in a proper way at every point of time. A great amount of satisfaction level with the company and the people of the company. Regular updates of construction helps us to be in touch. Really very happy and appreciate to be a part of Ashiana.

Maj. Hemant Mehta Rangoli Gardens, Jaipur





Distinct & Unique

Once we were clear & specific on the Brand promise, the next step towards differentiation was to translate it into a visual identity.

This was reflected in two parts:

- A visual that focuses on care and protection as a dimension of honesty - a mother displaying her protective instincts as she holds her child
- A brand line that re-assures the recipient of the communication - you are in safe hands

Therefore, what emerged was our new logo and the new tagline.

The initial impression the logo gives is an impression of 'a' from Ashiana. But if you look closely, it is also a baby in a mother's safe and comforting embrace, symbolizing the safety and trust that you have reposed in Ashiana.

The tagline below the logo 'You are in safe hands' specifies that once associated with Ashiana, you don't have to worry about deliveries, investments, safety, security and other issues related to housing.



is now



