

Primed to
unlock value

Contents

A Strong Foundation

Alok Industries At A Glance	02	Our Journey So Far (Milestones)	06
Our Philosophy (Vision, Mission & Values) ..	03	Chairman's Message	08
General Information	04		

Primed to Unlock Value

Peaking in Time for the Big Opportunity	12	Primed to Add Value and Innovate	18
Being the Partner that Customers Seek	14	Primed to Deliver Sustainability	20
Grooming People	16		

Strategic Thinkers

Profile of Board of Directors	22	Key Management Personnel	26
-------------------------------------	----	--------------------------------	----

Ten Years' Review

Financial Highlights	28	Key Indicators	32
Key Ratios	30		

Statutory Section

Notice	34	Certifications	103
Directors' Report	40	Business Responsibility Report	105
Management Discussion & Analysis	51	Auditors' Report & Annexure	112
Corporate Governance Report & Annexure ..	83		

Financial Section

Balance Sheet	116	Consolidated Financial Highlights	157
Profit and Loss Account	117	Consolidated Financial Statements	158
Cash Flow Statements	118		
Notes to Financial Statements	120		

Primed to unlock value

It is only when you have climbed up to the last 100 feet of Mount Everest, that you are primed to conquer the highest peak in the world.

Conquering the peak is a momentous event. But the long climb upwards is an often slow and gradual process. Preparation then, is 90% of achievement.

Alok has been on the climb towards global scale in its business of cotton and polyester textiles. Over the years, we have invested significant money and efforts in building our capacity and capabilities.

We are primed because, today, we are well aligned with the opportunity that is coming our way due to the global sourcing shift to Indian Textile manufacturers.

Our integrated product mix caters to a large swathe of the market. Our long established relationship and business with marquee customers across the world helps us gain valuable brand recall and ensures enhanced business. We will unlock value because of our location in India with its advantages of skills, technology, cost effective manpower and vibrant domestic market.

Our global scale enables us to cater to the large requirements of large global companies and brands. Our presence in the growing Indian market with its growing demand augurs well for our domestic business.

Our culture of continual cost optimisation, and improvement will enable us to capture higher levels of efficiencies. Our ability to dollarise our debts and realign our finances by deleveraging our balance sheet will also unlock value.

While each of these factors contribute to a mood of positivity, put together they create a groundswell of enthusiasm that will take us to the peak of success.

We are now well positioned to launch ourselves on the new growth path to realise our goal to be the world's best-integrated textile enterprise driven by research and innovation with a leadership position across products and markets, exceeding customer and stakeholder expectations.

**We are primed to
unlock value.**



Alok Industries

At A Glance

From innovative textile solutions to global scale, world class quality innovative textile solutions.



While what we do has not changed substantially, our scale of operations has changed significantly over the past few years. Commensurate with the worldwide shift to sourcing textiles and garments from India, we are well placed as India's largest fully integrated textile company with a dominant presence in the cotton and polyester value chain.

Our strategy for attaining this position was indeed simple:

- We have focussed on world class infrastructure, best-in-class technology, uncompromising quality standards and dynamic product innovation.
- Our competitive pricing, customer first approach, and our ability to handle large quantities in record timelines has earned us the position of trust in the eyes of some of the largest global retailers, as well as importers and brands.
- Our focus on value addition and our emphasis on R&D has enabled us to offer innovative textile solutions at a scale that is truly global.

Alok offers solutions across:

- Cotton Yarn
- Apparel Fabric
- Home Textiles
- Garments &
- Polyester Yarn

Alok at home and across the world:

- 4 manufacturing locations in India in Silvassa, Vapi, Navi Mumbai and Bhivandi
- Close to 20,000 employees
- Presence in over 90 countries across USA, Europe, Latin America, Asia and Africa
- 17% exports

Our Philosophy



Our Vision

To be the world's best integrated textile enterprise, driven by research & innovation, with a leadership position across products & markets, while exceeding customer & stakeholder expectations. The barometer of our success would be the ROCE.



Our Mission

We will:

- Be a knowledge leader & an innovator in our businesses
- Maximise people development initiatives
- Optimise use of all resources
- Become a process driven organisation
- Exceed compliance and global quality standards
- Actively explore potential market and products
- Offer innovative, customised and value-added services to our customers
- Be an ethical, transparent and responsible global organisation

Our Values

- Customer Satisfaction
- Passionate about Excellence
- Develop Human Capital
- Fair to All
- Concern for the Environment and the Community
- Safety and Health
- Responsible Corporate Citizen



General Information

Bankers

- Allahabad Bank
- Andhra Bank
- Axis Bank Limited
- Bank of Baroda
- Bank of India
- Bank of Maharashtra
- Canara Bank
- Central Bank of India
- Corporation Bank
- Dena Bank
- Export Import Bank of India
- Indian Bank
- IDBI Bank Limited
- Indian Overseas Bank
- ING Vysya Bank Limited
- Oriental Bank of Commerce
- Punjab National Bank
- State Bank of Bikaner & Jaipur
- State Bank of Hyderabad
- State Bank of India
- State Bank of Mysore
- State Bank of Patiala
- State Bank of Travancore
- Syndicate Bank
- The Jammu & Kashmir Bank Limited
- The Karur Vysya Bank Limited
- UCO Bank
- United Bank of India
- Union Bank of India
- Vijaya Bank

Statutory Auditors

Deloitte Haskins & Sells LLP
Chartered Accountants

Internal Auditors

Bhandarkar & Co.
Chartered Accountants

Devdhar Joglekar & Srinivasan
Chartered Accountants

N.T. Jain & Co.,
Chartered Accountants

Shah Gupta & Co.
Chartered Accountants

T.R. Chadha & Co.
Chartered Accountants

Legal Advisors & Solicitors

Desai Desai Carimjee & Mulla

Executive Director & Chief Financial Officer

Sunil O. Khandelwal

Executive Director & Company Secretary

K. H. Gopal

Demat ISIN Number in NSDL & CDSL

Equity Shares - INE 270A01011

Website Address

www.alokind.com

E-mail Address

info@alokind.com

Registered Office

17/5/1 & 521/1 Rakholi/Saily,
Silvassa-396 230, Union Territory of
Dadra and Nagar Haveli

Corporate Office

Tower B, 2nd and 3rd Floor,
Peninsula Business Park,
G. K. Marg, Lower Parel,
Mumbai - 400 013

Marketing Offices

DOMESTIC

Delhi

Unit No. 224-227, 2nd Floor,
DLF Tower, 15, Shivaji Marg,
New Delhi - 110 015

Bengaluru

8-3/1, Pentafoord Tower,
Langford Town, Shanti Nagar,
Langford Road, Bengaluru - 560 025

OVERSEAS

Sri Lanka

26, Hallmark Building, Vajira Road,
Colombo - 04, Sri Lanka

Bangladesh

Asset Rosedale,
Unit B1 (1st Floor), House # 2 Road,
55, Gulshan Avenue, Gulshan - 2,
Dhaka - 1212, Bangladesh

China

Room No. 701,
Youngong Communication Plaza,
East Wing Building, Zhejiang, China



Dubai

6 WA, 232, 2nd Floor,
P. O. Box 54917,
Dubai Airport Free Zone

USA

- 1) 105 Madison Avenue,
4th Floor, New York,
NY - 10016
- 2) 123 Oaklawn Avenue,
Dallas, TX 75207

Czech Republic

Husova 734, 508 01 Horice
Czech Republic

British Virgin Islands

Pasea Estate,
Road Town, Tortola
British Virgin Islands

Store Twenty One

Unit 1, Plot C1
Central Boulevard, Blythe Valley
Business Park Solihull - B90 8AH

Listing & Code

BSE Limited (521070)
National Stock Exchange of India
Limited (ALOKTEXT EQ)

Registrar & Share Transfer Agent

Link Intime India Private Limited
C-13 Pannalal Silk Mills Compound,
L.B.S. Marg, Bhandup (West),
Mumbai - 400 078

WORKS

Spinning

412 (15) Saily, Silvassa,
Union Territory of Dadra & Nagar Haveli

Weaving

- a) 17/5/1 & 521/1, Rakholi / Saily,
Silvassa, Union Territory of Dadra &
Nagar Haveli
- b) 209/1 & 209/4, Dadra,
Union Territory of Dadra and
Nagar Haveli
- c) Babla Compound, Kalyan Road,
Bhiwandi - Dist. Thane

Processing

- a) 254, 261, 268, Balitha,
Taluka Pardi, Dist. Valsad, Gujarat
- b) C-16/2, Village Pawane,
TTC Industrial Area, MIDC,
Navi Mumbai, Dist. Thane

Knitting

412 (15) Saily, Silvassa
Union Territory of Dadra & Nagar Haveli

Hemming

103/2, Rakholi, Silvassa,
Union Territory of Dadra & Nagar Haveli

Embroidery

- a) A/317, TTC Industrial Area, MIDC,
Mahape, Navi Mumbai.
- b) 248 & 248, Vasona, Silvassa
Khanvel Road, Silvassa, Union
Territory of Dadra & Nagar Haveli.

Polyester Yarn

(POY & Texturised Yarn)

17/5/1, 521/1, Rakholi / Saily and
409/1 Saily Silvassa, Union Territory of
Dadra & Nagar Haveli

Garments

- a) 374/2/2, Saily,
Silvassa Khanvel Road,
Union Territory of Dadra &
Nagar Haveli.
- b) 17/5/1, Rakholi, Silvassa,
Union Territory of Dadra &
Nagar Haveli
- c) 273/1/1, Hingraj Industrial Estate,
Atiawad, Daman, Union Territory
- d) 50/P2, 52/P1, Morai, Taluka Pardi,
Dist. Valsad, Gujarat

Home Textiles

Bed Linen

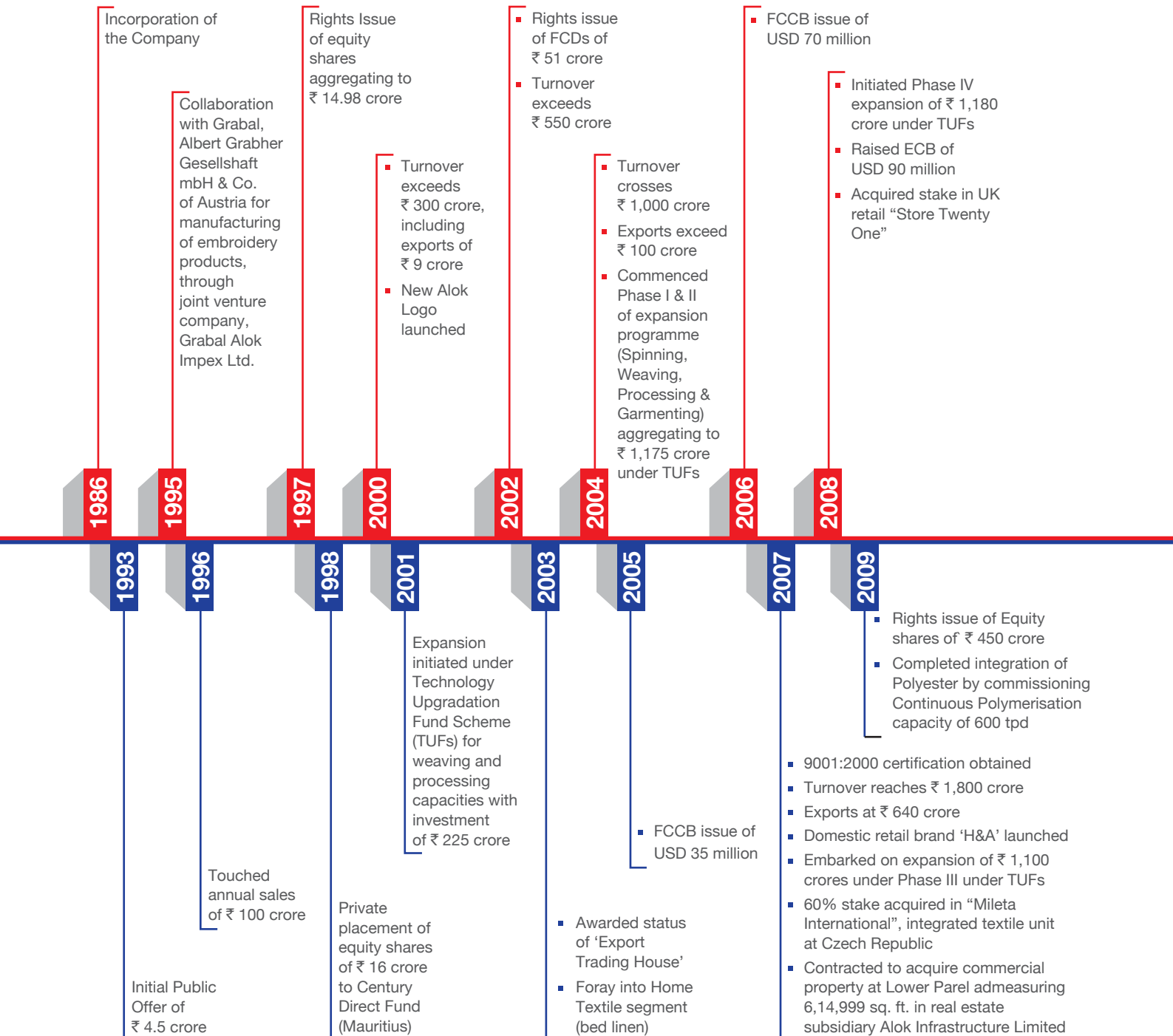
- a) 374/2/2, Saily,
Silvassa, Union Territory of
Dadra & Nagar Haveli
- b) 149/150, Morai Taluka,
Pardi, Dist. Valsad,
Gujarat

Terry Towel

263/P1/P1 and 251/2/P1 Balitha,
Taluka Pardi, Dist. Valsad
Gujarat



Our Journey So Far





- Turnover touches ₹ 4,300 crore, Exports crosses ₹ 1,500 crore
- Qualified Institutional Placement of Equity shares of ₹ 425 crore
- Added Terry Towels to its product range

2010

- Turnover crosses ₹ 8,900 crore Exports reach ₹ 3,030 crore
- Completion of Expansion of polyester production from 900 tonnes/day to 1400 tonnes/day
- Amalgamation of Grabal Alok Impex Limited (GAIL) into the Company completed on 1st March, 2012 with effect from 1st April, 2011
- Gold Trophy for Global Exports of Bleached / Dyed / Yarn Dyed / Printed Fabrics in Fabrics Category
- Gold Trophy for Exports of Bed Linen / Bed Sheets / Quilts in Made-ups Category
- Silver Trophy for Highest Global Exports Category
- Silver Trophy for second best export performance for the year 2010-11 in the category of Polyester Yarn

2012

- Won a number of Export Awards for 2013-14:
- Gold Trophy for the Highest Exports of Bed Linen/Bed Sheets/Quilts in Madeups
- Gold Trophy for the Highest Exports of Other Fabrics including Embroidered Fabrics, Laces
- Gold Trophy for the Highest Exports of Terry Towels in Madeups
- Silver Trophy for the Second Highest Exports of Bleached/Dyed/Yarn Dyed/ Printed Fabrics
- Silver Trophy for the Second Highest Global Exports (Overall)
- Award for Fourth Best Overall Export Performance in the category of SRTEPC special award (Trophy)

2014

The Lead Bank, State Bank of India has assessed Long Term Export Advance requirement of USD 1.63 billion (₹ 9,800 crore) for the Company. Till date, the Company has received sanctions of EPBG of about USD 1.5 billion and has received export advances amounting to USD 475 million, which has been utilised to repay the rupee term loans. The Company expects to complete the entire EPBG process by August 2015.

2015



2011

- 25 years of corporate journey completed
- Turnover crosses ₹ 6,300 crore, Exports reach ₹ 2,200 crore
- Awarded the IMC – Ramakrishna Bajaj National Quality (RBNQ) Performance Excellence Trophy in the Manufacturing Category
- Expansion of Polyester production from 600 tonnes/day to 900 tonnes/day commenced
- Awarded status of 'Recognised Star Trading House'

2013

- Won the maximum number of Export Awards for the year 2012-13 in the following categories:
 - o Gold Trophy for the Highest Exports of Bleached/Dyed/Yarn Dyed/Printed Fabrics in the Category III
 - o Gold Trophy for the Highest Exports of Bed Linen/Bed Sheets/Quilts in Made-ups under the Category III
 - o Silver Trophy for the Second Highest Global Exports (Overall)
 - o Gold Trophy (Small) for the Highest Exports of Other Fabrics including Embroidered Fabrics, Laces in the Category II
 - o Silver Trophy (Small) for the Second Highest Exports of Terry Towels in Made-ups under the Category II
 - o Gold Plaque for the Highest Exports of Other Cotton Made-ups in the Category I
- Certificate of Appreciation received from Govt. of Dadra & Nagar Haveli, Silvassa for Outstanding Corporate Social Responsibility work in the field of development of Infrastructure and Improvement in the living conditions of the people of Silvassa
- Export crosses ₹ 5,000 crore
- Rights Issue of ₹ 551 crore
- Amalgamation of domestic subsidiaries of Retail and Realty into Single entity viz. Alok Relators Private Limited, Alok Land Holdings Private Limited, Alok H&A Limited, Alok Retail (India) Limited and Alok Apparels Private Limited (transferor Companies) into Alok Infrastructure Ltd., wholly owned subsidiary of the Company with appointed date of 1st April, 2012 and effective from 15th November, 2013



Chairman's Message



“To begin with, the business operations are now completely focussed on sweating assets and maximising returns on capital employed (ROCE). In fact, a rigorous internal programme is currently being executed that focusses on improving ROCE across different product groups and layers of the Company's organisation”

Dear Shareholders,

Setting ambitious goals, taking on difficult challenges and surpassing milestones is at the heart of Alok Industries' business philosophy. It is this organisational character that has transformed a small company that got listed in 1993 with a meagre ₹ 4.5 crore IPO, into one of India's largest textile players, with a total balance sheet size of around ₹ 30,000 crore and annual turnover exceeding ₹ 13,000 crore on a consolidated basis by March 2015 – a phenomenal journey of growth over just two decades.

Having attained a leadership position in India, we have set ourselves a long-term vision of being recognised as a leading integrated textile player in the global arena. Today, we have put together the various foundation structures for attaining this vision.

First, we have created an integrated manufacturing facility of global scale that can truly reap the benefits of its size and scope to compete in a world market. Second, we have created delivery capabilities across all elements of the value chain for both polyester and cotton. Third, we have created a wide product portfolio with investments into special products like technical textiles. Fourth, and most importantly