

BHARAT FORGE



Leveraging
Capabilities,
Enhancing
Opportunities

54th Annual Report 2014-15

Contents

02-17

COMPANY REVIEW

Bharat Forge at a Glance	02
Business Verticals	04
Board of Directors	06
Corporate Information	07
Chairman & Managing Director's Message	08
Financial Performance	12
Leveraging Capabilities. Enhancing Opportunities.	14

18-87

STATUTORY REPORTS

Management Discussion & Analysis	18
Report on Corporate Governance	38
Directors' Report	56

88-248

FINANCIAL STATEMENTS

Standalone Financials	88
Consolidated Financials	154



The opportunities Bharat Forge seeks to leverage are represented through diverging line patterns. The inherent capabilities transform these opportunities into reality.



For more information log on to www.bharatforge.com



● 3D Printed Products

**A SUCCESSFUL COMPANY WILL BECOME
REDUNDANT OR LOSE ITS COMPETITIVENESS
UNLESS IT KNOWS HOW AND WHEN TO ABANDON
TRADITIONAL BUSINESS PRACTICES AND
CAPITALISE ON INNOVATION TO GENERATE NEW
OPPORTUNITIES.**

To generate these opportunities, an innovation-focused approach should be central to the company's endeavours. This approach will enable the company to foray into exciting new avenues and enhance its repertoire of offerings and deliver better performance over a period of time.

BFL follows this very philosophy. It is the Company's constant pursuit to transform and evolve not only out of necessity but also to leverage its capabilities to make its business more resilient, and in doing so enhance its opportunities. The Company has made it its motto to incorporate new, forward looking processes and technologies, in addition to seeding the right talent.

**"Success occurs when opportunity meets
preparation." - Zig Ziglar**

Bharat Forge at a Glance

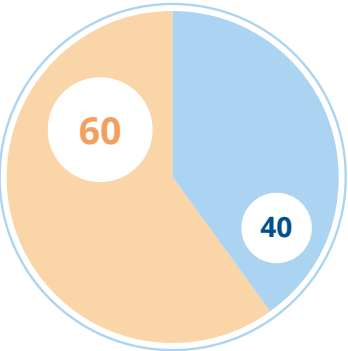
PART OF THE KALYANI GROUP, BHARAT FORGE IS AMONG THE WORLD’S LARGEST FORGING COMPANIES WITH MANUFACTURING FACILITIES SPREAD ACROSS INDIA, FRANCE, GERMANY AND SWEDEN. IT MANUFACTURES A WIDE RANGE OF HIGH PERFORMANCE, CRITICAL AND SAFETY COMPONENTS.

Bharat Forge Limited (BFL) is the world's leading powertrain and chassis component manufacturer. BFL's customer base includes virtually every global automotive OEM Tier 1 supplier and various OEMs in the industrial segment.

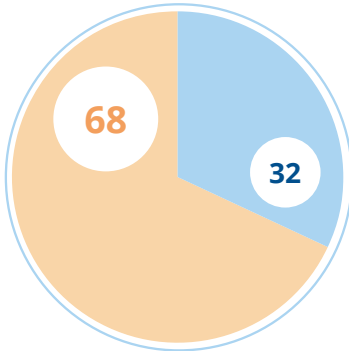
A technology-driven global leader in metal forming with its presence across 10 manufacturing locations, the Company has expanded its product offerings across both the automotive and the industrial sectors.

The Company is consistently enhancing its opportunities by venturing into new products, processes and technologies. It is able to create these opportunities and grow by leveraging its full service supply capability, strong focus on technology and innovation driven by in-house R&D and its rich repository of metallurgical knowledge.

GEOGRAPHIC REVENUES %

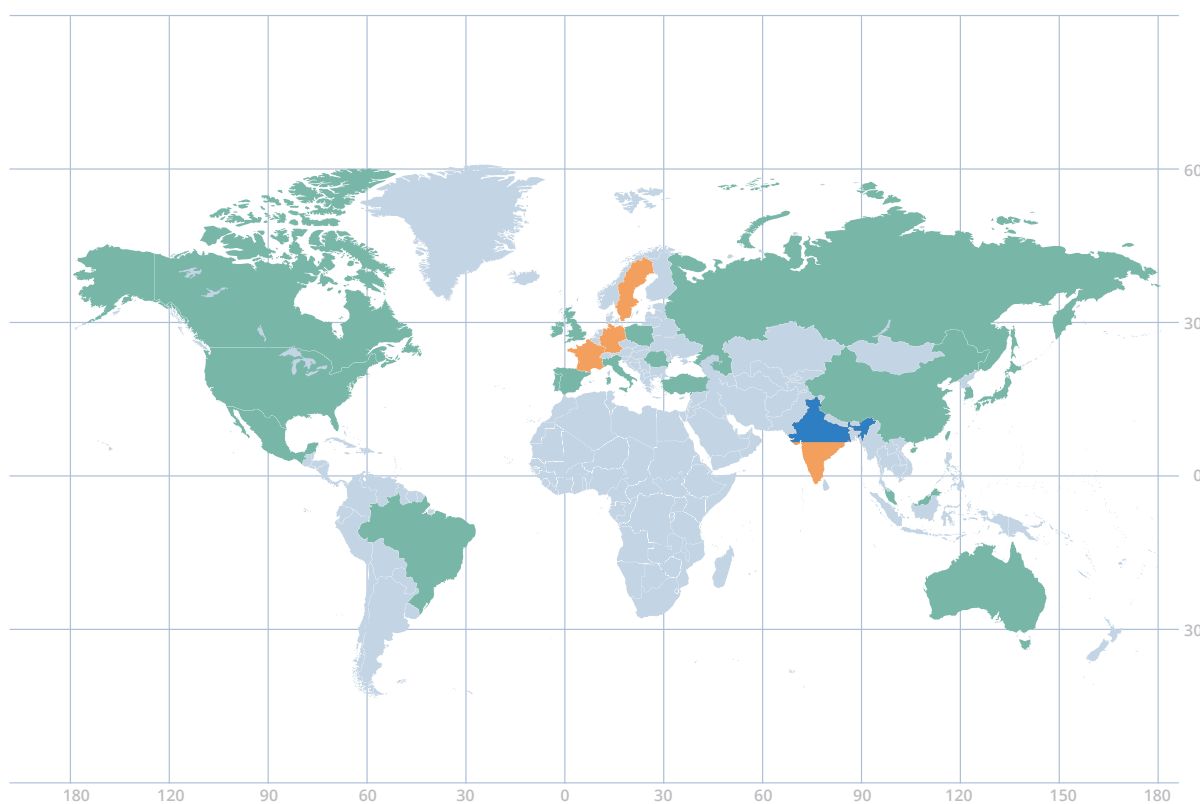


Standalone



Consolidated





Global Presence ● Customers ● Manufacturing & Customers ● Global Headquarters

HIGHLIGHTS FOR FY 2014-15

- 1 Consolidated Revenues of ₹ 76,248 Million, up 13.5%
- 2 EBITDA* of ₹ 14,751 Million, up 43.2%
- 3 Net Profit of ₹ 7,625 Million, up 53%
- 4 Entry into Aerospace segment with 4 marquee customer contracts
- 5 Expanded manufacturing footprint in Europe with acquisition of Mécanique Générale Langroise, France




*Excludes exchange gain/(loss) and other income

Business Verticals

AUTOMOTIVE

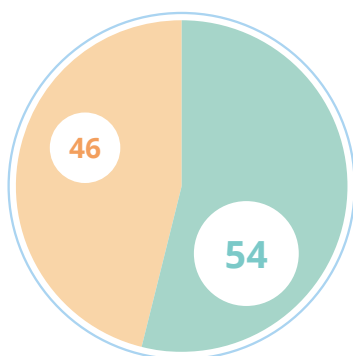
BFL has achieved its objective of creating a strong global leadership position in the automotive sector for safety and critical powertrain and chassis components.

Kgs

Segments	Powertrain		Chassis		Transmission Parts
					
Products	Crankshafts	Connecting Rods	Front Axles	Steering Knuckles	Transmission Parts
PASSENGER VEHICLES					
	10-30	<1	NA	2-10	0.5-6
LCV/MCV					
	25-80	1-3	30-60	10-30	3-30
HCV					
	60-250	2-5	60-150	25-40	20-100
OTHER AUTOMOTIVE PRODUCTS					
• Pistons, Rockers Arms • Control Arms, Swivel Hubs, Wheel Carriers and Brackets					

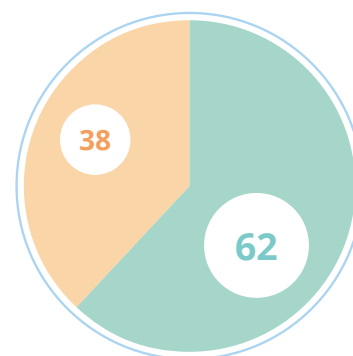
REVENUE DISTRIBUTION

%



Standalone

Automotive Industrial



Consolidated

Automotive Industrial

INDUSTRIAL

BFL is extending its expertise in the automotive business across other industrial verticals. In order to do so, it is exploring further opportunities in high value, high growth sectors.

ENERGY

Oil & Gas



Power



Nuclear, Thermal, Wind, Hydro



TRANSPORTATION

Rail



Marine



Aerospace



CONSTRUCTION & MINING

Construction



Metal & Mining



General Engineering



Board of Directors



MR. B.N. KALYANI
Chairman & Managing Director



MR. PRATAP G. PAWAR



MR. S. M. THAKORE



MRS. LALITA D. GUPTÉ



MR. P. H. RAVIKUMAR



MR. P. C. BHALERAO



MR. NARESH NARAD



DR. T. MUKHERJEE



MR. VIMAL BHANDARI



MR. G. K. AGARWAL
Deputy Managing Director



MR. AMIT B. KALYANI
Executive Director



MR. B. P. KALYANI
Executive Director



MR. S. E. TANDALE
Executive Director



MR. KISHORE SALETORE
Executive Director

Corporate Information



Bankers

Bank of India
Bank of Baroda
Bank of Maharashtra
Canara Bank
State Bank of India
HDFC Bank Ltd.
ICICI Bank Ltd.
Axis Bank Ltd.
Citibank N.A.
Standard Chartered Bank
The Royal Bank of Scotland N V
Credit Agricole CIB

Auditors

S R B C & Co. LLP
Chartered Accountants

Company Secretary

Anand Daga

Registered Office

CIN: L25209PN1961PLC012046
Bharat Forge Limited
Mundhwa, Pune Cantonment,
Pune 411 036, Maharashtra, India.
Phone: +91 20 6704 2777 / 2476
Fax: +91 20 2682 2163
Email: secretarial@bharatforge.com
Web: www.bharatforge.com

Chairman & Managing Director's Message



Baba N. Kalyani
Chairman and Managing Director

CONTRARY TO WHAT IS HAPPENING AROUND THE WORLD, INDIA IS WITNESSING A HISTORIC TRYST WITH OPPORTUNITY. THE ECONOMY HAS BOTTOMED OUT AND IS INCHING UPWARDS.