



**DCM SHRIRAM**

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# Corporate Information

## Registered Office

DCM Shriram Limited  
(Formerly DCM Shriram Consolidated Limited)  
CIN – L74899DL1989PLC034923  
5th Floor, Kanchenjunga Building,  
18, Barakhamba Road,  
New Delhi – 110 001.  
Tel. No. : (91) 11-23316801  
Fax No. : (91) 11-23318072  
E-mail : response@dcmsshriram.com  
Website: www.dcmsshriram.com

## Bankers

Punjab National Bank  
State Bank of India  
Bank of Baroda  
Oriental Bank of Commerce  
HDFC Bank Limited  
Standard Chartered Bank  
ING Vysya Bank Limited  
DBS Bank Limited

## Statutory Auditors

M/s. Deloitte Haskins & Sells,  
Gurgaon (Haryana)

## Cost Auditors

M/s. Bahadur Murao & Company,  
New Delhi  
M/s. J.P. Sarda & Associates,  
Kota (Raj.)

## Board of Directors

Shri Ajay S. Shriram  
*Chairman & Senior Managing Director*  
Shri Vikram S. Shriram  
*Vice Chairman & Managing Director*  
Shri Ajit S. Shriram  
*Joint Managing Director*  
Shri K.K. Kaul  
*Whole Time Director*  
Dr. N.J. Singh  
*Whole Time Director (EHS)*  
Dr. S.S. Baijal  
Shri Arun Bharat Ram  
Shri Pradeep Dinodia  
Shri Vimal Bhandari  
Shri Sunil Kant Munjal  
Shri D. Sengupta  
Shri Sharad Shrivastva  
*LIC Nominee*

## Company Secretary

Shri B.L. Sachdeva

## Audit Committee

Dr. S.S. Baijal  
*Chairman*  
Shri Arun Bharat Ram  
Shri Pradeep Dinodia  
Shri D. Sengupta

## Stock Exchanges where the Securities of the Company are Listed

National Stock Exchange of India Ltd.,  
Exchange Plaza, 5th Floor,  
Plot No. C-1, Block-G, Bandra – Kurla Complex,  
Bandra (East), Mumbai-400 051.

BSE Ltd.,  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai-400 001.

*(It is confirmed that annual listing fee for the financial year 2014-15 has been paid by the Company to the above Stock Exchanges.)*



Dear Friends,

We are pleased to report a sustained healthy financial performance for the year. Our efforts over last couple of years to build inherent strength in our operations, has enabled us to deliver consistent results. The key steps taken in this direction are:

1. Sustained cost rationalization initiatives across manufacturing operations using innovative measures, to enable cost competitiveness of products in the market place. In the current year the Company commissioned another Electrolyser to enable cost effectiveness in Chlor-Alkali business.
2. Developing Bioseed and Shriram Farm solutions into substantial businesses
3. Focused efforts on Sugarcane development has led to achieving higher sugar recovery
4. Fenesta Business has been turned around with breakeven at operating level, and is set for the next level of growth.
5. Conserving healthy cash flows has provided financial strength and flexibility to grow in future.

The Company has over the period made some changes in its business portfolio:

1. Rationalization of Hariyali Business has ensured that the Company is not losing anymore cash in this business.
2. It has entered into a 50:50 Joint venture for its Polymer compounding business with Axiall LLC USA. The JV will be able to access latest technology from Axiall and add value to its product portfolio.

3. It has completely exited the Textile business.

The steps taken to strengthen the Company are reflected in its strong financials and have laid the foundation for the Company to enter growth phase and deliver better returns. The Company is evaluating various growth options which include expansion in Chlor Alkali, adding value to Sugar by-products, building stronger product portfolio and supply chain in Farm Inputs, and further strengthening the cost structures.

Going forward we expect the Company to consolidate the steps taken over last few years to deliver sustained performance and enable future growth.

Your Company's commitment towards investing in its people resources has been strong. We are fortunate to have the talent as we see today in our organization, across all disciplines and at all levels. Their dedication has helped in making DCM Shriram Ltd. the company it is today.

High standard of corporate governance is a strong focus in your Company. We are continuously taking steps to strengthen and update the same by adopting and institutionalizing best practices.

As a responsible corporate citizen, we continue to pursue initiatives relating to education, health, infrastructure, farm income etc., which are aimed at improving the well being of society.

We would like to express our gratitude to all members of the board, employees, suppliers, customers, business associates, government agencies, lenders and shareholders who have played an important part in our progress across varied businesses. With their support, we are confident of delivering superior value to all our stakeholders.

With best wishes,



(Vikram S. Shriram)  
*Vice Chairman &  
Managing Director*



(Ajay S. Shriram)  
*Chairman &  
Sr. Managing Director*

## Our Businesses

### 1. Chloro-Vinyl Businesses:

- i. **Chlor- Alkali:** This comprises of Caustic Soda (Lye and flakes), Chlorine and associated chemicals including Hydrochloric acid, Stable Bleaching powder, Compressed Hydrogen and Sodium Hypochlorite. The Company has two manufacturing facilities located at Kota (Rajasthan) and Bharuch (Gujarat) with full coal based captive power. The Company's total Chlor-Alkali capacity stands at 835 TPD.
- ii. **Plastics Business:** This is highly integrated business covering manufacture of PVC resins and Calcium Carbide with captive production of Acetylene, Chlorine and Coal based power located at Kota.

### 2. Agri-Input Businesses:

- i. **Fertilizer:** The Company has the dual feed naphtha/LNG based Urea plant with a capacity of 3.79 lakh T.P.A., located at its integrated manufacturing facility at Kota. It is currently operating on 100% Natural Gas.
- ii. **Shriram Farm Solutions:** This business provides complete basket of Agri-inputs to the farmer community by offering a range of Fertilizers, Micro-nutrients, Hybrid seeds, Pesticides and other Value added products etc. through its wide distribution network along with high quality agronomy services aimed at increasing farmer productivity.
- iii. **Bioseed:** Bioseed business is present across the entire value chain, i.e. Research, Production, Processing, Extension activities and Marketing with established significant presence in India, Philippines and Vietnam. The Company is present in both Field and Vegetable Crops in India. In Philippines and Vietnam the business is present primarily in Corn. The Company has also started test marketing of Corn in Indonesia.

3. **Sugar:** Sugar business comprises of 4 facilities with a combined capacity of 33,000 TCD in Central U.P. and Co-gen power capacity of 94.5 MW.

4. **Hariyali Kisaan Bazaar:** The Company has rationalized this business and discontinued the retail operations except for sale of fuel.

5. **Cement business,** located at Kota with a manufacturing capacity of 0.4 Million tone and is based on waste generated from the Calcium Carbide production process.

6. **Fenesta Building Systems** manufactures UPVC windows (Un-Plasticized PVC) and door systems under the brand "Fenesta". The business offers complete solutions starting from Design, Fabrication to Installation at the customer's site.

### 7. Other Businesses:

- i. **Textiles:** The Company has a small textile operation in the form of 14,544 spindles spinning unit at Tonk in Rajasthan.
- ii. **PVC Compounding:** The business operates under a 50:50 Joint Venture with Axiall LLC (subsidiary of Axiall Corporation – a leading international manufacturer of Chloro-Vinyl) w.e.f April 2014.

## Financial Highlights

(Rs. Crores)										
Financial Highlights										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Net Sales										
- Own Products	1375.7	1735.1	1945.8	2211.0	2711.3	2487.8	2419.5	3085.2	3715.4	3952.7
- Traded	493.2	656.8	821.5	363.0	789.5	1031.4	1715.0	1921.0	1801.5	2206.3
- Total	1868.9	2391.9	2767.4	2573.9	3500.8	3519.2	4134.5	5006.2	5516.9	6159.0
PBDIT #	235.3	295.1	239.6	218.0	400.3	367.6	231.9	364.8	574.1	558.9
Finance Cost	34.7	49.4	79.1	87.6	150.4	88.6	103.9	160.3	154.8	148.6
PBDT	200.6	245.7	160.5	130.4	249.9	279.0	128.0	204.5	419.2	410.3
Depreciation & Misc. exp. w/off	57.3	73.2	93.4	123.7	148.7	163.0	160.0	156.9	146.8	137.9
PBT	114.8	172.5	67.1	6.7	101.1	116.1	-32.0	47.6	272.5	272.4
Exceptional Items				779.6		6.5		-38.1	-53.6	
Profit After Tax*	107.7	121.0	43.4	-1.3	122.6	84.3	-14.3	11.9	202.9	242.4
Cash Profit**	162.8	226.6	160.2	126.6	241.9	267.8	125.5	202.9	406.3	360.4
Share Capital - Equity	16.8	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	32.8
Net Worth	443.2	525.5	554.1	1149.3	1268.5	1329.6	1306.4	1315.2	1495.4	1686.6
Deferred Tax Liability	95.4	146.7	170.1	171.2	143.9	176.3	156.1	152.1	155.1	135.2
Long Term Loans	504.7	740.2	789.5	991.0	1234.4	1090.0	919.6	965.7	836.7	746.4
Short Term Loans	201.1	344.9	757.7	792.5	752.7	370.9	771.6	852.7	720.4	430.9
Total Loans (Gross)	705.7	1085.1	1547.2	1783.4	1987.1	1460.9	1691.3	1818.4	1557.1	1177.3
Total Loans (Net)	705.7	1085.1	1547.2	1755.6	1943.1	1503.1	1685.0	1571.3	1435.9	683.1
Total Assets	1676.7	2369.4	3191.1	3634.3	4042.7	3654.2	3885.9	4628.6	4751.2	4852.3
Earnings per share (Rs.) ***	6.3	7.1	2.6	-0.1	7.4	5.1	-0.9	2.6	15.3	14.6
Dividend per share (Rs.)***	1.6	0.9	0.8	3.3	0.8	0.8	0.4	0.4	1.6	2.0
Ratios										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Return on Net Worth %	27.7	25.0	8.0	-	10.1	6.5	-	0.9	14.4	15.2
Operating Margin %	12.6	12.3	8.7	8.5	11.4	10.4	5.6	7.3	10.4	9.1
PAT to Net Sales %	5.8	5.1	1.6	-	3.5	2.4	-	0.2	3.7	3.9
Total Loans (Gross)/PBDIT	3.0	3.7	6.5	8.2	5.0	4.0	7.3	5.0	2.7	2.1
Total Loans (Gross)/Net Worth	1.6	2.1	2.8	1.6	1.6	1.1	1.3	1.4	1.0	0.7

- Figures are based on consolidated financials.

- \*Profit for the year 2008 is before exceptional items.

- \*\* Cash Profits are before exceptional items.

- \*\*\*On face value of Rs. 2 per share Post Bonus and Split of shares in 2006

- # PBDIT From FY 2011 is as per Revised Schedule VI under Companies Act, 1956

# 05

## Core Values and Beliefs

Our Core Values and beliefs are rooted in our heritage and reflect our conviction to build a vibrant, growing and resilient Organization

### Agility & Execution

- Be agile with focus on results & deliverables
- Make continuous improvement a way of life, drive performance and accountability

### Deliver Value

- Listen to the voice of the customer and all stake holders, gather insights and respond to the changing needs
- Build trust and long-term relationship by consistently providing superior value

### Openness & Learning

- Build a strong outside-in perspective to acquire new skills, technologies and competencies
- Nurture and empower talent, foster collaborative working

### Respect & Human Dignity

- Nurture understanding, empathy, care and trust in all relationships
- Value fairness and dignity, treat everyone with respect

### Relationships and Human Dignity

- Value people and partnerships
- Nurture understanding, compassion, trust and respect in all relationships

### Governance & responsibility

- Conduct ethically with highest standards of credibility and integrity
- Be socially responsible, addressing the needs of the community and environment

Let's make these a way of life



## Brief Profile of the Directors of the Company

**Shri Ajay S. Shriram**, Chairman & Senior Managing Director (DIN No. 00027137), is a Director of the Company since 24.7.1989. He graduated in Commerce from Sydenham College, University of Mumbai and later attended the Programme for Management Development at the Harvard Business School, U.S.A. He is a Member of the Stakeholders Relationship Committee of the Company. Presently, he is the President of Confederation of Indian Industry (CII) and also Chairman of the Governing Body of Shriram College of Commerce. He has also been President & Chairman of International Fertilizer Industry Association (IFA), Paris.

**Shri Vikram S. Shriram**, Vice Chairman & Managing Director (DIN No. 00027187), is a Director of the Company since 22.5.1990. He graduated in Commerce with Honours from St. Xavier's College, Kolkata and is a Member of The Institute of Chartered Accountants of India. He is a Member of the Stakeholders Relationship Committee of the Company.

**Shri Ajit S. Shriram**, Joint Managing Director (DIN No. 00027918), is a Director of the Company since 2.5.2001. He joined the Company in 1991 as an Executive after graduating in Commerce from Osmania University, Hyderabad. Later, he obtained an M.B.A. Degree from the International Institute for Management Development, Switzerland. Presently, he is the President of Indian Sugar Mills Association.

**Shri K.K. Kaul**, Whole Time Director (DIN No. 00980318), is a Director of the Company since 2.7.2014. He joined the Company in 1980 as Asst. Plant Superintendent. He graduated in BE First class First (Honors) in Chemical and Doctorate Degree in Human Letters (Honoris Causa). Later, he attended Integrated Management Development course at Administrative Staff College, Hyderabad in the year 1989-90 and the Executive Programme, in 2000 at Darden Graduate School of Business Administration, University of Virginia, USA .

**Dr. N.J. Singh**, Whole Time Director (EHS) (DIN No. 01893202), is a Director of the Company since 20.11.2007. He joined the Company in 1983 as Pollution Control Engineer. He holds M.Sc., Ph.D. Degrees and had worked as Chief Executive, Shriram Environment & Allied Service and General Manager (Safety and Environment) with the Company at Kota.

**Dr. S.S. Baijal** is a Non-Executive Director (DIN No. 00027961) of the Company since 22.5.1990. He retired as the Chairman of ICI Companies in India in 1987. He holds B.Sc., M.Sc., D.Phil Degrees. He is Chairman of the Board Audit Committee and a Member of the Stakeholders Relationship Committee of the Company.

**Shri Arun Bharat Ram** is a Non-Executive Director (DIN No. 00694766) of the Company since 22.5.1990. He is Chairman of SRF Ltd. He graduated in Industrial Engineering from the University of Michigan, U.S.A. He is a Member of the Board Audit Committee of the Company.

**Shri Pradeep Dinodia** is a Non-Executive Director (DIN No. 00027995) of the Company since 18.7.1994. He graduated in Economics with Honours from St. Stephens College, Delhi University and obtained his Law Degree from the same University. He is a member of The Institute of Chartered Accountants of India. He is Chairman of the Stakeholders Relationship Committee and a Member of the Board Audit Committee of the Company.

**Shri Vimal Bhandari** is a Non-Executive Director (DIN No. 00001318) of the Company since 13.5.2003. He graduated in Commerce from Sydenham College, University of Mumbai and is a Member of The Institute of Chartered Accountants of India. He is currently serving as Managing Director & CEO of Indostar Capital Finance Pvt. Ltd.

**Shri Sunil Kant Munjal** is a Non-Executive Director (DIN No. 00003902) of the Company since 13.5.2003. After his graduation, he underwent training in the field of Mechanical Engineering. Presently, he is Joint Managing Director of Hero MotoCorp Limited besides the Chairman of Hero Corporate Service Ltd., Hero Management Service Ltd. and Shivam Autotech Ltd. He has been the President of Confederation of Indian Industry (CII). He has made significant contributions to some of the National level Economic reforms in India in the capacity of Chairman or as a Member of different Committees or expert groups.

**Shri D. Sengupta** is a Non-Executive Director (DIN No. 00043289) of the Company since 11.8.2003. He retired as Chairman of General Insurance Corporation of India in June, 2002. He is a Bachelor of Science in Physics and holds Post Graduate Diploma in Marketing from FMS, Delhi University. He is a Member of the Board Audit Committee of the Company.

**Shri Sharad Shrivastva**, a nominee of Life Insurance Corporation of India (LIC), is a Non-Executive Director (DIN No.01271854) of the Company since 2.7.2014. He is B.A. from Allahabad University & Associate Member of Insurance Institute of India- Mumbai. He joined LIC in 4.4.1983 and has worked in various branches/Divisional Offices/LIC HFL/ Insurance Institute of India/Zonal Manager(I/C) since then.

## Senior Executive Team

The Company is organized into strategic business units managed by professional managers. The DCM Shriram management team has a strong, credible image in the industry. The key members of the DCM Shriram group Executive Team are listed below :

Shri Ajay S. Shriram

Chairman & Senior Managing Director

Shri Vikram S. Shriram

Vice Chairman & Managing Director

Shri Ajit S. Shriram

Joint Managing Director

Shri K.K. Kaul

Whole Time Director

Dr. N.J. Singh

Whole Time Director (EHS)

Shri A.K. Awasthi

Chief Executive – Hydro Business

Shri Sovan Chakrabarty

Executive Director – Shriram Farm Solutions

Shri J.K. Jain

Executive Director & CFO

Shri Rajesh Gupta

President & Head – Corporate Strategy

Shri Anil Kumar

President & Business Head - Chemicals

Dr. Sharad Sharma

President – Bioseed South Asia

Dr. Paresh Verma

President - South East Asia & Research Director – Bioseed Research India

Shri Alexander W. Murphy

President & Business Head – Fenesta™ Building Systems

Shri Sushil Baveja

President & Head – Corporate HR

Shri M. Muthujyothi

President & Business Head – Sugar

Shri Rajat Mukerjee

Senior Vice President and Business Head – Cement

Shri B.L. Sachdeva

Company Secretary

### Subsidiaries

Shri J.V. Ratnam

Country Head – Bioseed Vietnam Ltd.

Shri Rajeev V. Nayak

Country Head – Bioseed Research Philippines Inc.

Shri Joseph Abraham Anand

Country Head – PT. Shriram Seed, Indonesia

### Joint Venture

Shri Rajiv Arora

President & Business Head – Shriram Axiall Private Ltd.