

ANNUAL REPORT 2020-21



The Camellias, DLF5 Golf Links, Gurugram



Actual Image

Arrival lobby, The Camellias Club, DLF5 Golf Links, Gurugram

Contents

5

Company
Information

7

Chairman's Message

8

Board of
Directors

9

Board's
Report

63

Management Discussion &
Analysis Report

71

Corporate Governance
Report

105

Auditors'
Report

116

Balance
Sheet

117

Statement of
Profit & Loss

118

Cash Flow
Statement

122

Notes

213

Consolidated Financial
Statements

342

Details of Subsidiaries,
Associates and
Joint Ventures

351

Notice

367

Investors'
Feedback

Company Highlights

Track record of **75 years**

Developed over **150 + projects**

300 msf + area developed

100 msf + deliveries since IPO in 2007

36 msf of operational Rental portfolio

INR 56 bn of completed inventory

215 msf + Development Potential (DevCo + RentCo)

Dr. K.P. Singh
Chairman Emeritus
(w.e.f. 05.06.2020)

Board of Directors

Executive Directors

Mr. Rajiv Singh
Chairman
(w.e.f. 04.06.2020)

Mr. Ashok Kumar Tyagi
CEO and Whole-time Director

Mr. Devinder Singh
CEO and Whole-time Director

Non-executive & Non Independent Directors

Ms. Pia Singh

Mr. G.S. Talwar

Ms. Savitri Devi Singh
(w.e.f. 11.06.2021)

Ms. Anushka Singh
(w.e.f. 11.06.2021)

Independent Directors

Mr. Ved Kumar Jain
Lead Independent Director

Mr. Pramod Bhasin

Mr. Rajiv Krishan Luthra

Lt. Gen. Aditya Singh (Retd.)

Mr. A.S. Minocha

Mr. Vivek Mehra

Ms. Priya Paul

Reference Information

Registered Office

Shopping Mall, 3rd Floor, Arjun Marg, Phase-I,
DLF City, Gurugram - 122 002
(Haryana)

Corporate Office

DLF Gateway Tower, R Block
DLF City, Phase-III, Gurugram - 122 002
(Haryana)

Registrar & Share Transfer Agent

KFin Technologies Private Limited
(Formerly Karvy Fintech Private Limited)

Statutory Auditors

S.R. Batliboi & Co. LLP

Listed at

BSE Limited
National Stock Exchange of India Limited

Company Secretary

Mr. R.P. Punjani

Financial Highlights 2020-21

Revenue: ₹ 5,945 crore

Net Sales Booking: ₹ 3,084 crore

Total Comprehensive Income: ₹ 1,086 crore

Surplus Cashflow Generation: ₹ 382 crore

New Products Pipeline: 40 msf*

*This includes development and commercial business.



Chairman's Message

Dear Shareholders,

I trust your loved ones and you are well and safe. We are hopefully emerging from possibly the most challenging period of our lives and I extend my heartfelt condolences to all who have suffered during this calamity. We, at DLF, in our own small way undertook a large number of initiatives to assist the underprivileged, including providing hundreds of thousands of meals and support kits for them. We also set up a Covid Care centre for our employees in record time and helped augment the supply chains of critical covid care items. Our office campuses across the country remained operational throughout the pandemic. DLF health and safety teams continue to research and implement the highest standards of global safety practices to ensure a sanitized working environment allowing for return of staff to the workplace.

Our best hope of resuming normal life and economic activity rests on our population getting vaccinated and we have taken all steps to have our employees, their families and all stakeholders get vaccinated on a war footing.

Notwithstanding the unprecedented challenges faced last year, DLF has delivered a robust performance. Your Company recorded consolidated revenue of ₹ 5,945 crore, new sales bookings of ₹ 3,084 crore and total comprehensive income of ₹ 1,086 crore. These numbers acquire special significance given the disruptions in the economy faced during the year. Our Rental business did well to sustain strong operations and recorded a turnover of ₹ 4,385 crore and total comprehensive income of ₹ 913 crore.

The Residential business has shown strong resilience since October 2020. There has been an upswing in demand across all segments from affordable and mid income to the Luxury and Super luxury end of the market. In view of positive market conditions, your Company has lined up a very strong pipeline of new product offerings across the next few quarters. Our initial launches of Independent Floors in Gurugram have met with great success. Sales of existing inventory has also gathered traction in all our geographies. Our marquee project, The Camellias has emerged as India's finest residential address and has been witnessing very strong demand by discerning customers.

The Rental Business faced some short-term challenges due to the pandemic. While our Office business remains stable, our retail Malls were affected by the lock down but now are showing encouraging signs of recovery since the restrictions started easing. We continue our Capex Buildout cycle with the construction of two state-of-the-art Office complexes

namely Downtown Gurugram and Downtown Chennai. You will be glad to know that the preleasing in both these locations is encouraging. Your Company is also developing a ~ 0.28 million square meter (msm) [3.0 million square feet (msf)] office complex in Gurugram in partnership with ADIA & Hines. In addition to this, we are also constructing a large data centre in Noida for one of Singapore's largest Telecom companies.

Our employees are the backbone of our Company. They have displayed exemplary grit and commitment and I would like to take this opportunity to thank each one for their contribution during these challenging times. We continue to work to develop a young, energetic and competent leadership team who are steering us through this crisis. You would be glad to know that the Company, despite the pandemic, did not avail of the moratorium announced by the RBI. The Company also used this year to rationalise its cost structure successfully and streamline its processes.

It gives me immense pride to share with you all that DLF was recognised as an Index component of the Dow Jones Sustainability Indices (DJSI) in the Emerging Markets category. This recognition is a significant achievement and demonstrates DLF's track record for its environment, social and governance initiatives. We will continue to pursue all our business goals with the highest standards of governance and compliance.

I am grateful to all our stakeholders and partners for their support, my fellow Board members for their commitment and continued guidance, the management team and employees for diligently carrying forward the Company's vision and strategy. During the last year, our joint CEOs and Whole-time Directors, Mr. Mohit Gujral and Mr. Rajeev Talwar, superannuated. Their leadership was invaluable during the last decade. Two of our senior most Independent Directors Dr. K.N. Memani and Dr. D.V. Kapur, also completed their respective terms. We are grateful to all of them for their immense contributions to the Board & the Company in all aspects.

I firmly believe that DLF has the abilities to seize opportunities which shall surely come our way. We shall continue to strive through our well thought out strategy, organisational effectiveness and a healthy balance sheet to make your Company come out even stronger in the years ahead.

With best wishes,
Sincerely,

Rajiv Singh
Chairman

Board of Directors



Mr. Rajiv Singh



Mr. Ashok Kumar Tyagi



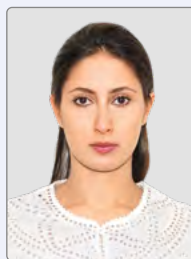
Mr. Devinder Singh



Ms. Pia Singh



Mr. G.S. Talwar



Ms. Savitri Devi Singh



Ms. Anushka Singh



Mr. Ved Kumar Jain



Mr. Pramod Bhasin



Mr. Rajiv Krishan Luthra



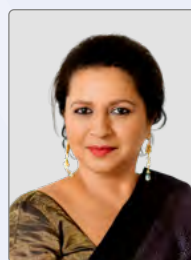
Lt. Gen. Aditya Singh (Retd.)



Mr. A.S. Minocha



Mr. Vivek Mehra



Ms. Priya Paul

Board's Report

Dear Members,

The Board of Directors have pleasure in presenting their 56th Annual Report on the business and operations of the Company, together with the audited financial statements for the financial year ended 31 March 2021.

Financial and Operational Highlights

(₹ in crore)

Particulars	Consolidated		Standalone	
	2020-21	2019-20	2020-21	2019-20
Total income	5,945	6,888	4,429	4,915
Total expenses	5,009	6,575	2,984	2,635
Profit before exceptional items, tax, share of profit in associates and joint ventures	936	313	1,445	2,280
Exceptional items (net)	(96)	340	(45)	1,186
Profit before tax, share of profit in associates and joint ventures	840	653	1,400	3,466
(a) Tax expense for the year (Current tax and Deferred tax)	362	217	324	57
(b) Deferred Tax Asset (DTA) reversal on account of adoption of new tax rate	-	1,916	-	1,145
Less: Tax expense (a)+(b)	362	2,133	324	1,202
Profit/ (Loss) after tax before share of profit (net) in associates and joint ventures	478	(1,480)	1,076	2,264
Share of Profit in associates and joint ventures (net)	605	890	-	-
Net Profit/ (Loss) for the Year	1,083	(590)	1,076	2,264
Other Comprehensive Income	3	(10)	1	(3)
Total Comprehensive Income	1,086	(600)	1,077	2,261

Financial Performance Review and Analysis

On a consolidated basis, your Company recorded a revenue (including other income) of ₹ 5,945 crore, which was 14% lower as compared to the previous year. This was largely on account of product-mix and lesser number of possession letters issued.

Total expenses were significantly lower as compared to previous year. This was primarily driven by effective cost control initiatives of the organisation. Finance costs and other expenses reduced by more than 30%.

After accounting for share of profit in DLF Cyber City Developers Limited (DCCDL) and other jointly controlled entities of ₹ 605 crore, your Company recorded a net profit of ₹ 1,083 crore during the year as against net loss of ₹ 590 crore in the previous financial year. Last year's loss was primarily on account of one-time DTA reversal due to the adoption of the new tax regime.

Despite the adverse circumstances, your Company generated surplus cash flow of ₹ 382 crore during the year leading to reduction in net debt. The improvement in cash flow was primarily driven by improved Quarter on Quarter collections and effective cost control measures implemented by your Company.

Impact of COVID-19

COVID-19 pandemic has manifested as a global challenge, with disruption across the world. Global solutions are needed to overcome these.

The pandemic caused slow down and impacted the Indian Real Estate Sector. The Central and State Governments have taken various initiatives including stamp duty waivers, reduced charges and establishment of Special Window for Affordable and Mid-Income Housing ('SWAMIH'), to provide last mile funding for stalled projects. Keeping the policy rates low has helped the sector to withstand these difficult times.

India had one of the strictest lockdowns to prevent the spread of COVID-19. This led to the curtailment of economic activity. Once lockdown restrictions were eased, the economy started witnessing gradual recovery. With the success of the vaccination drive, it is expected that the current fiscal should show revival aided by initiatives of the Central Bank and Governments.

The health and safety of our employees and stakeholders remained the top priority for the Company, with several initiatives to support employees and their families during the pandemic.

DLF Cyber City Developers Limited

DCCDL reported a consolidated income of ₹ 4,385 crore as compared to ₹ 5,083 crore in the previous financial year. The decrease in revenue was primarily on account of lower retail revenues and services as also other interest income. DCCDL's consolidated EBITDA is ₹ 3,417 crore in FY 2020-21 in comparison to ₹ 3,720 crore in FY 2019-20 and total comprehensive income stood at ₹ 913 crore compared to ₹ 1,317 crore in FY 2019-20. As on 31 March 2021, DCCDL and its subsidiaries, together, had an operational portfolio of ~ 3.17 million square meter (msm) [34.1 million square feet (msf)].

Review of Business

Development Business

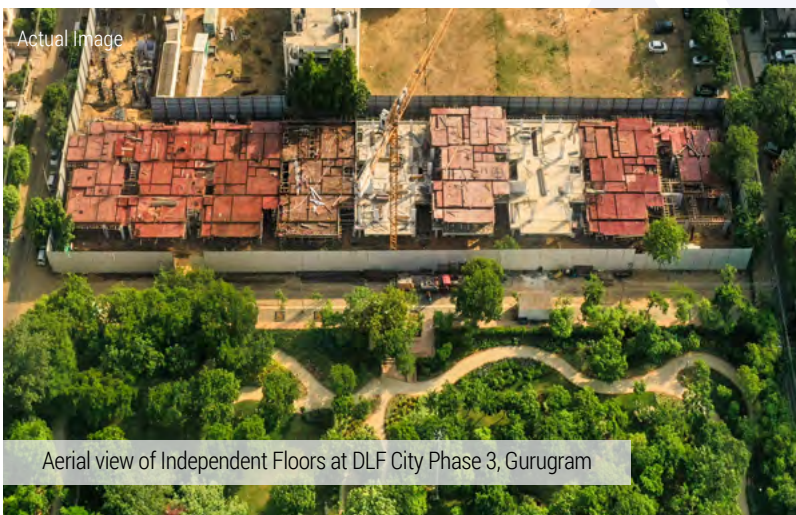
Residential Segment

Your Company witnessed a strong upsurge during the later part of FY 2020-21 owing to a healthy demand aided by better affordability, improving consumer sentiment and the desire to own a home. The Company embarked on bringing new products across different segments and locations. With introduction of new products, the Company recorded new sales booking of ₹ 3,084 crore as compared to ₹ 2,485 crore in the previous year, an increase by 24%.

HARERA Registration No.: RC/REP/HRERA/GGM/417/149/2020/33 dated 15.09.2020.
 HARERA Website: <https://haryana.rera.gov.in>
 Promoter: DLF Home Developers Limited
 Project Name: Mousari Enclave

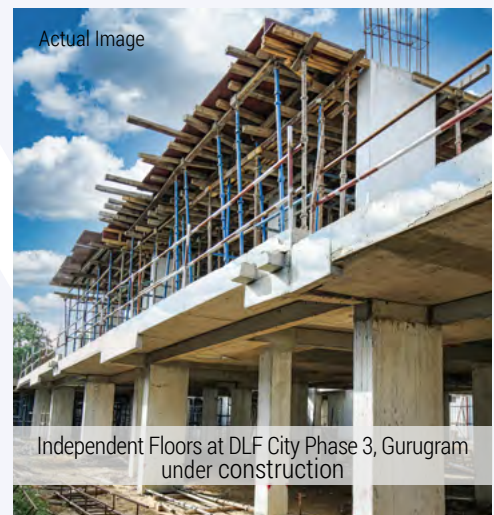


Artist's impression of Independent Floors at DLF City Phase 3, Gurugram



Actual Image

Aerial view of Independent Floors at DLF City Phase 3, Gurugram



Actual Image

Independent Floors at DLF City Phase 3, Gurugram under construction

DISCLAIMERS: All information, images and visuals, drawings, plans or sketches shown in this layout/advertisement are only an architect's impression, representative images or artistic renderings and not to scale. Nothing contained herein intends to constitute a legal offer and does not form part of any legally binding agreement and/or commitment of any nature. The Company endeavours to keep the information up to date and correct. Recipients/ viewers are advised to exercise their discretion in relying on the information shown/ provided and are requested to verify all the details, including area, amenities, services, terms of sales and payments and other relevant terms independently with the Sales Team/ Company, have thorough understanding of the same and take appropriate advice prior to concluding any decision for buying any Unit(s) in the Project.