

DALMIA BHARAT ENTERPRISES LIMITED



new
is our march
to progress

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NEW IS ASPIRING. NEW IS EXPLORING. NEW IS CREATING. NEW IS HOPE. NEW IS A FEELING – OF FRESHNESS, INSPIRATION AND REJUVENATION. NEW IS A SIGN OF POSITIVE THINGS TO COME.

New brings a paradigm shift. New comes from seeing things from a different perspective, a larger aperture. To create the new, one must tap the spectrum of imagination and demonstrate the strength and resolve to actualise dreams.

At Dalmia Group, our business rests on the pillars of initiation and innovation. We have been at the forefront of imagining as well as actualising new possibilities. Rightly then, our business is expanding, thanks to our will, expertise and the salience of our values which promote learning, excellence, teamwork and speed.

India is developing at a rapid speed. This demands exponential increase in capabilities to enable that growth. After Restructuring our businesses and creating pure play companies for cement and sugar businesses; we have adopted our new corporate identity.

As we venture into a promising future, new is our newfound focus, new are our aspirations to win, new are our commitment to create and share value with each stakeholder. Inspired by our corporate baseline '*newthink*', *new is our march to progress*.

***new is our march
to progress***





new
is our identity
of success

WITH A RICH HERITAGE OF OVER 7 DECADES, WORKING AS A ROBUST, VALUE-BASED FOUNDATION THAT HAS TAUGHT US TO KEEP SEEKING, WE HAVE BEEN ENVISIONING A NEW VIBRANT FUTURE. A VIBRANT FUTURE FOR BHARAT OR INDIA AND A VIBRANT NEW FUTURE FOR US AND OUR STAKEHOLDERS!

We envisioned to attain scale leadership and went ahead to add two new plants, one each in Andhra Pradesh and Tamil Nadu. We envisioned to become a professionally managed, employee empowering company and went ahead to adopt best-in-class professional practices and technologies. We continue to make new strides towards bettering our score on being amongst 'preferred employers' in the sector as well as the country. We envisioned to align the available human capital with our corporate objectives of creation and sharing of value with all stakeholders and implemented our newly defined values of learning, excellence, teamwork and speed across the rank and file of the organisation.

Success is a relative term. As competition intensifies, the measure of success becomes tougher. We are now envisioning transforming ourselves as a pan India player with sizeable scale. This new vision needs a newer way of thinking and execution.

It was in continuation to our ongoing well-engineered evolution that we adopted a new corporate identity for the group as well as the company in the fiscal year 2010-11. The new identity aptly expresses our willingness to keep seeking. Inspired by the tricolour of our National Flag, it symbolises openness in our thinking and dynamism in our actions.

As we move forward to build a vibrant new future for our stakeholders, our new identity inspires us to create new benchmarks of success.

***on course to build
scale leadership***





***new is our
enrichment with
global-best practices***

IN ORDER TO KEEP SEEKING, ONE REQUIRES KEEPING FUELING TOO. THE FUELING MUST BE PHYSICAL AS WELL AS INTELLECTUAL.

At DBEL, we partnered with Kohlberg Kravis and Roberts (KKR) during the FY 2010-11, who brought in world-class best practices into our system. Showing their trust and belief in our track record as well as the vision for future, KKR committed to invest ₹7500 million in DBEL's subsidiary Dalmia Cement (Bharat) Ltd. (DCBL). The first tranche of ₹5000 million was received during the year. The fresh infusion of funds further strengthens our already well capitalised balance sheet and enables us to expand further.

While getting funds is not new for the Company, what is new is the trust of a partner like KKR. What is also new is the hands-on exposure to the Global-Best processes and practices including those in Governance and Transparency that KKR brings along.

“We are excited to partner with the Dalmia family and back them for future capital requirements in the cement business. While the cement industry by nature is cyclical, this is a long-term investment for KKR in a great operating business with a proven management team”

Mr. Sanjay Nayar - CEO, KKR India.

strengthening the balance sheet





new
is our resolve
to focus

CEMENT AND SUGAR ARE TWO DISTINCT BUSINESSES HAVING THEIR RESPECTIVE OPPORTUNITIES AND CHALLENGES. HAVING NURTURED BOTH THESE BUSINESSES WELL IN ONE COMPANY ALL THESE YEARS, WE HAD GROWN THEM TO THEIR RESPECTIVE SCALE AND VALUE.

With our cement and sugar businesses gaining strength and maturity, they required independent and focussed attention to chart out their future growth plans. It was in this direction that we restructured our organisation to demerge into two separate listed entities.

The process created 'pure play' company, independent to explore and seek growth opportunities in its focused domain of Cement. With an independent balance sheet, management, assets, and resources, it can leverage its new found focus in seeking a sustainable and profitable growth.

The new structure has added additional fire power to accelerate the growth of the Company over the next few decades. The move has provided the Company with an opportunity for greater focus on existing businesses, while assessing new potential ventures.

***restructuring to
unlock potential***





new
is our perspective
to invest