





Between the challenge and the answer lies the 'How'. 'How' is the definition of ability, application and execution. In less than favourable times, 'How' rises to include lateral thinking, creativity and strategic intent. Dalmia Bharat hinged the year on 'How' and performed better than the industry. The exclamation mark conveys 'How' and all that is outstanding, remarkable and distinctive in its appeal.



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**DALMIA BHARAT ENTERPRISES LIMITED (DBEL) IS ENGAGED IN THE BUSINESS OF CEMENT, REFRACTORIES AND POWER. SHARES OF THE COMPANY, WHICH IS A DE-MERGED ENTITY OF DALMIA (CEMENT) BHARAT LIMITED, ARE LISTED ON THE NATIONAL STOCK EXCHANGE (NSE), THE BOMBAY STOCK EXCHANGE (BSE) AND THE MADRAS STOCK EXCHANGE (MSE) SINCE JANUARY 2011.**

**IT ACHIEVED AN ANNUAL CONSOLIDATED TOTAL INCOME OF ₹2,418 CRORE WITH CONSOLIDATED EBITDA OF ₹588 CRORE FOR THE YEAR ENDING MARCH 31, 2012.**

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# OUR VALUES



## *Learning*

Fire represents our Value of Learning. The fire within is a source of curiosity. It promotes learning. Applied creatively, learning fosters innovation.



## *Teamwork*

Water represents our Value of Team Work, Trust, Mutual Respect, Flow and Collaboration. Being the best solvent, it absorbs and mixes with all elements.



Air represents our Value of Speed. Air empowers and evokes passion; and nurtures growth. Air denotes the fastest mode of travel.



## *Excellence*

Earth represents our Value of Excellence. Focused around the Sun, Earth's ability to withstand extreme heat and pressure is essential for taking on big challenges.

Our Values are captured in the Acronym of 'Let's Excel': **LE**: Learning **T**: Teamwork **S**: Speed **Excel**: Excellence





It was a difficult year, which saw the cement industry face unprecedented challenges. A year in which average performance evoked surprise. A better than average performance raises the inevitable question: “HOW” was the Company able to swim against the tide?

By lateral thinking, self-actualising our intrinsic strengths, applying creative solutions, we manoeuvred turbulence in the industry to post results which raise eyebrows. This report narrates the “HOW” of our business play on a turf strewn with obstacles.





**Reasonable people  
and organisations  
adapt themselves  
to the world.  
Unreasonable people  
and organisations  
persist in trying  
to make the world  
adapt to themselves.  
All progress,  
therefore, depends  
on the productively  
unreasonable.**

**Our answer to HOW we have  
travelled our journey of  
excellence, improving our  
operational performance  
through several value-  
enhancing initiatives...**



# STRATEGIC BLUEPRINT

Our business portfolio comprises cement, refractories and thermal power. It is steered by a talent pool of **1,256** employees.

## STRATEGIC PARTNERSHIP

Our partnership with Kohlberg Kravis and Roberts (KKR), forged in FY11 through our subsidiary Dalmia Cement (Bharat) Limited (DCBL), marked an inflection point in our growth trajectory. KKR currently holds 15% stake in DCBL.

For the next stage of its growth, DCBL plans both greenfield and brownfield expansions. The Company also operates cement capacity and refractories through its listed entity, OCL India Limited, in which it holds 45% stake.

Collaborating with best-in-class equity partners and leading private equity players - KKR and Actis - we have continuously delivered higher than market growth (our five-year CAGR is more than the market growth).

Proven capabilities in project execution, strong customer relations, complemented by well-synchronised logistic and marketing initiatives, have been the key contributors in our growth. We grew at an accelerated rate, from 13% in FY11 to 17% in FY12, in the southern markets.

With a lower than industry average capex spread across four locations in three states (Tamil Nadu, Andhra Pradesh, Odisha), we have an attractive project portfolio. We achieved significant volume growth of 17% year-on-year at 5.4 MnT for FY12, which was significantly ahead of industry growth.