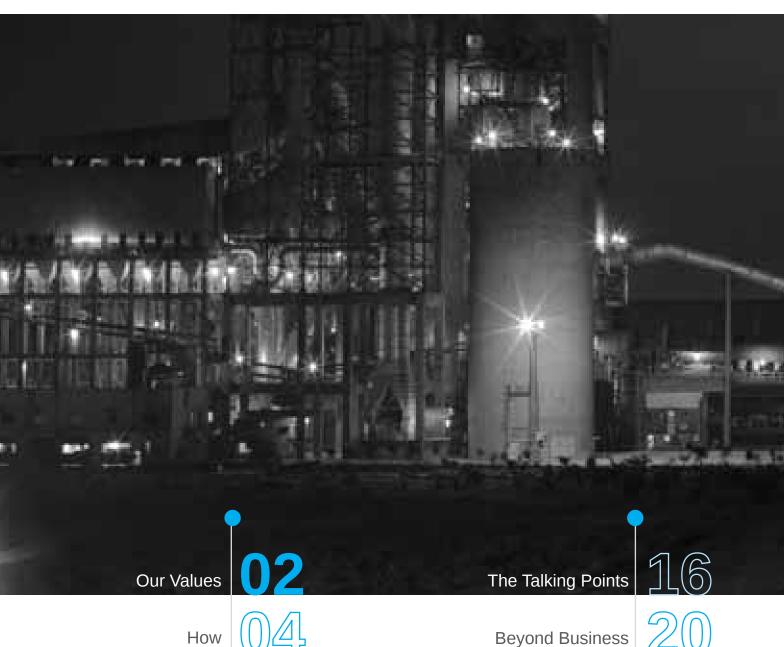




Between the challenge and the answer lies the 'How'. 'How' is the definition of ability, application and execution. In less than favourable times, 'How' rises to include lateral thinking, creativity and strategic intent. Dalmia Bharat hinged the year on 'How' and performed better than the industry. The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



Strategic Blueprint

**Growing Sustainably** 

Letter to Shareholders

**Towards Self-Actualisation** 

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





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



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.



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

Annual Report 2011-2012 •

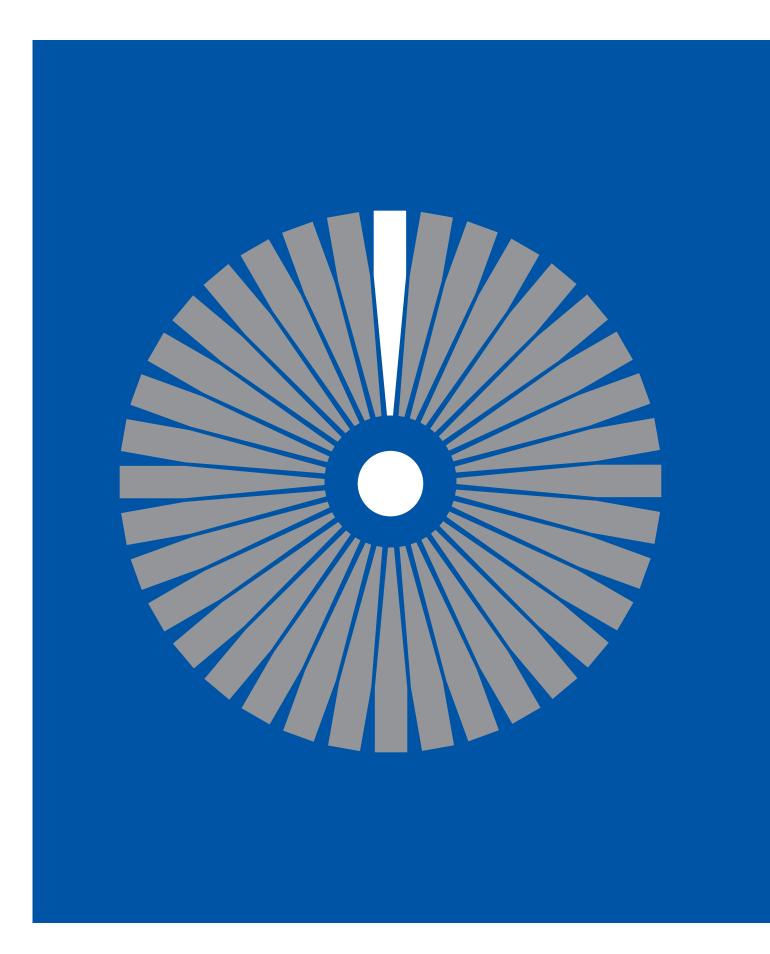






5







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.