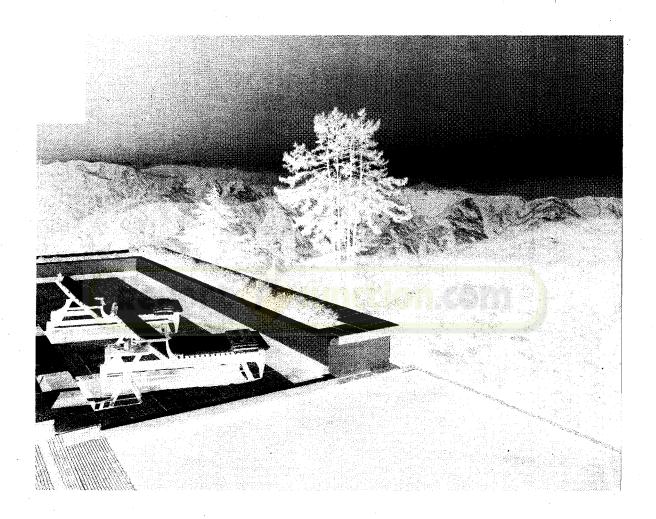
A member of @ The Oberoi Group



Annual Report 2003-2004

Cover:

A view of the Himalayas from

Wildflower Hall

AN OBEROI DESTINATION RESORT

- II-I

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Annual Report 2003-2004

BOARD

Mr. P. R. S. Oberoi

Chairman

Mr. S. S. Mukherji

Vice Chairman & Managing Director

Mr. Vikram Oberoi

Mr. Arjun Oberoi

Deputy Managing Directors

Mr. S. K. Dasgupta

Mr. Ashwani Kumar

Mr. Anil Nehru

Mr. Rajan Raheja

Mr. Christopher Reeves

Field Marshal Sam Manekshaw

Mr. Nusli N. Wadia

COMPANY SECRETARY

Mr. G. Ganguli

AUDITORS

Ray & Ray, Chartered Accountants 6, Church Lane, Kolkata 700 001

BANKERS

United Bank of India

The Hongkong and Shanghai Banking Corporation Ltd

State Bank of India

Citibank, N.A.

REGISTERED OFFICE

4, Mangoe Lane Kolkata 700 001

CONTENTS

The Board of Directors	4
The Oberoi Dharma	ϵ
The Oberoi Group Mission	7
Highlights	22
Chairman's Review	23
Directors' Report	26
Management Discussion and Analysis	29
Report on Corporate Governance	33
Statement pursuant to Section 212	45
Auditor's Report	46
Balance Sheet	50
Profit and Loss Account	51
Schedules to Accounts	52
Cashflow Statement	76
Consolidated Financial Statements	78
Mashobra Resort Ltd. Annual Report 2001-02	109



P.R.S. Oberoi, Chairman

The Oberoi Dharma

FUNDAMENTAL CODE OF CONDUCT

We, as members of OBEROI Organisation are committed to display through our behaviour and actions the following CONDUCT which applies to all aspects of our Business:

CONDUCT which is of the highest ethical standards—intellectual, financial and moral and reflects the highest levels of courtesy and consideration to others.

CONDUCT which builds and maintains Team work, with mutual trust as the basis of all working relationship.

CONDUCT which puts the customer first, the Company second and the self last.

CONDUCT which exemplifies care for the customer through anticipation of need, attention to detail, excellence, aesthetics and style and respect for privacy along with warmth and concern.

CONDUCT which demonstrates two-way communication accepting constructive debate and dissent whilst acting fearlessly with conviction.

CONDUCT which demonstrates that people are our key asset, through respect for every employee, and leading from the front regarding performance achievements as well as individual development.

CONDUCT which at all times safeguards the safety, security, health and environment of customers, employees and the assets of the Company.

CONDUCT which eschews the short-term quick-fix for the long-term establishment of healthy precedent.

The Oberoi Group Mission

Our guests

We are committed to meeting and exceeding the expectations of our guests through our unremitting dedication to perfection, in every aspect of service.

Our people

We are committed to the growth, development and welfare of our people upon whom we rely to make this happen.

Our distinctiveness

Together we shall continue the Oberoi tradition of pioneering in the hospitality industry, striving for unsurpassed excellence in high potential locations all the way from the Middle East to Asia Pacific.

Our shareholders

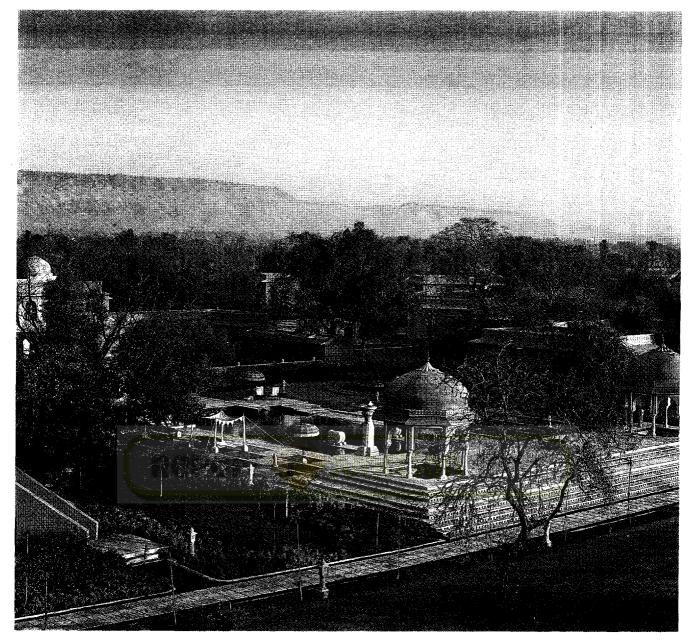
As a result, we will create extraordinary value for our stakeholders.

Our continuous quest to offer the finest guest experience
has won Oberoi Hotels & Resorts industry recognition — year after year.
These coveted awards and reader polls from most of the world's
leading travel and business magazines and authorities
have formally shown appreciation of the Oberoi dedication to excellence.

Reproduced in this Annual Report is a selection of awards won and comments received from our patrons.

Although we are very proud of our awards and industry accolades, we never forget that the satisfaction of individual guests comes first – every time.

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The Oberoi Rajvilās, Jaipur, India

BEST LEISURE HOTEL IN ASIA

Condé Nast Traveller, Reader's Travel Awards 2003