

GOING FOR GREAT



11 12 ANNUAL REPORT
OBEROI REALTY LIMITED



FORWARD LOOKING STATEMENTS

This Annual Report may contain forward looking statements, including those relating to general business statements, plans and strategy of ORL, its future financial condition and growth prospects, future developments in its industry and its competitive and regulatory environment, and statements which contain words or phrases such as 'propose', 'transform', 'will', 'expected to', 'horizons of growth', 'strong growth prospects', etc., or similar expressions or variations of such expressions. These forward-looking statements are based on expectations and projections, and may involve a number of risks, uncertainties and other factors that could cause actual results, opportunities and growth potential to differ materially from those suggested by such statements. These risks and uncertainties include, but are not limited to risks with respect to its real estate business, economic environment in India and overseas, changes in development regulations, changes in tax laws, changes in other applicable laws, litigation and labour relations.

We cannot guarantee that these forward-looking statements will be realised. The achievements of results are subject to risks, uncertainties, and even assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated, or projected. Readers should keep this in mind. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

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AN INSPIRED CREATION

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FOR OVER THREE DECADES...

...Oberoi Realty has transformed aspirations and landscapes through a focus on diversified realty projects in Mumbai. Creating an identity and recall for superlative value.

VALUE CREATION WORKS IN DIFFERENT WAYS FOR US.

It builds an edifice of trust for well-informed customers, who deservedly seek quality and transparency...

Reassures investors, who focus on consistent business performance and stable returns...

Elevates capabilities of employees to transform land parcels into aesthetic habitats...

THE RESULT IS A BRAND THAT CREATES SPACES THAT ENHANCE THE QUALITY OF LIFE.

While on one hand, we have developed an expertise in project delivery, our well-balanced business model enables financial prudence and diversified cash flows, giving us an opportunity for further scalability.

We are putting our heart into creating level-next realty solutions and a forward-looking business model, because **BEING GOOD IS NOT GOOD ENOUGH FOR US.**



EVERY INCH, AN INSPIRED CREATION

AT OBEROI REALTY, WE HAVE ALWAYS BEEN INSPIRED BY GLOBALLY BENCHMARKED STANDARDS IN PREMIUM REAL-ESTATE DEVELOPMENTS.

MARKING A STRONG FOOTPRINT IN THE MUMBAI REAL ESTATE SPACE



Our contemporary architecture and quality construction across Mumbai's skyline has positioned us as an exclusive developer for those who want nothing but the best.

The strong product mix of development and investment properties across the key segments of the real estate market – residential, office space, retail, hospitality and social infrastructure – has ensured sustainable revenues by means of sale and lease.

Our collaboration with globally reputed consultants in architecture, design and construction enables us to

deliver exquisite and unique customer offerings.

Our objective is to think ahead of the contemporary and create indelible imprints of excellence in real estate. The result is a suite of creations which offer unlimited opportunity to live, work, enjoy life and grow. Global trends are changing at a rapid pace, and so are the aspirations of customers.

The challenge is to deliver, conform to global quality benchmarks and enhance customer delight.

SPACE IS FINITE. ASPIRATIONS ARE NOT. HOW DO WE BALANCE BOTH?

The answer is intelligent utilisation, which extends beyond the comfort quotient and determines the contours of a meaningful and fulfilling life.

8 PILLARS FOR SUSTAINABLE GROWTH

1 QUALITY

Quality focus is not a business imperative at Oberoi Realty; it is a way of life.

2 INNOVATION

A culture of questioning the status quo is a culture that we embrace to endear ourselves to customers and exceed their expectations.

3 KNOWLEDGE

Investing in knowledge accretion to enhance the quality of our offerings. Bringing global best-practises and adapting them locally demonstrates our futuristic approach to business.

4 CUSTOMER

Every initiative, every innovation is aimed at delighting the customer. Our products and services focus on the present and future aspirations of customers.

5 PEOPLE

A diverse, diligent and qualified workforce represents our abiding strength to co-create the future.

6 EXCELLENCE

To be the best in everything we do, thereby delivering higher value to our stakeholders

7 TRANSPARENCY

Transparency breeds trust and trust strengthens business sustainability, honesty and fairness in operations. Encourage the highest standards of ethics and disclosures in our business.

8 PASSION

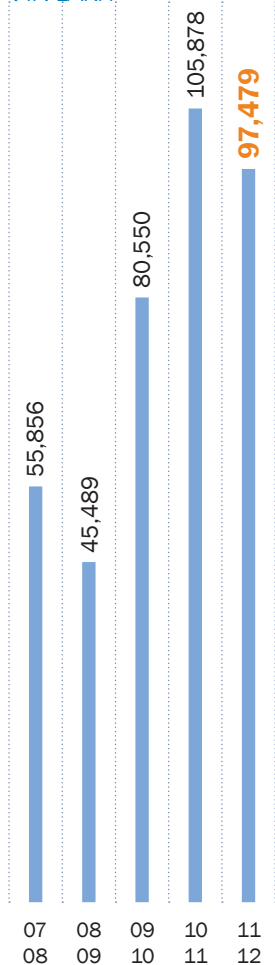
Passion for what we do and innovation drives our organization, facilitates execution brilliance and delivers stakeholder value.

Every inch, an inspired creation
More than brick and mortar
 Chairman's letter
 A profile of foresight and fortitude
 An occasion for celebration

MORE THAN BRICK AND MORTAR (CONSOLIDATED)

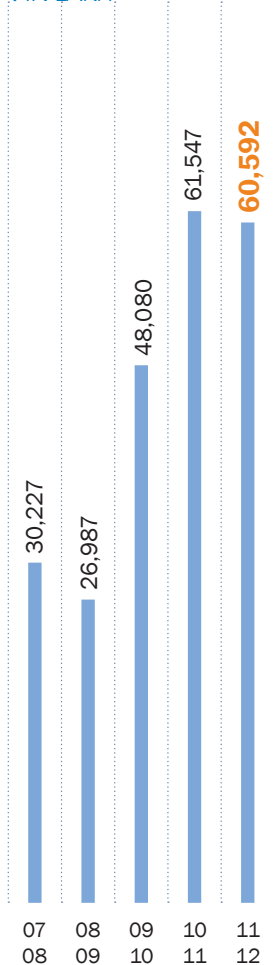
GROSS INCOME

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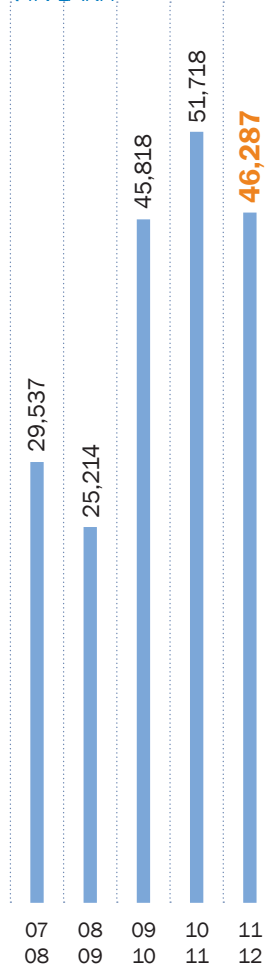
PROFIT BEFORE TAX

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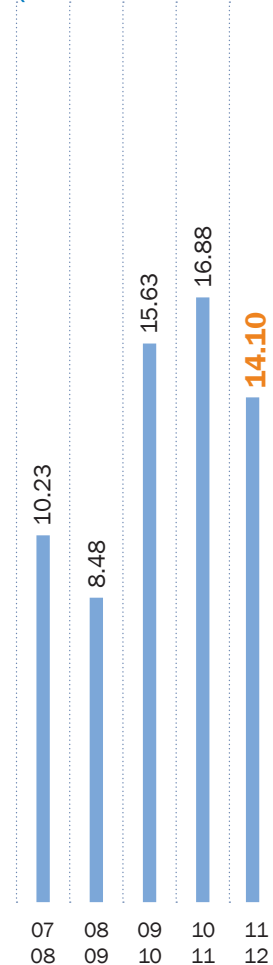
PROFIT AFTER TAX

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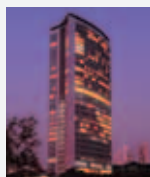
BUSINESS HIGHLIGHTS

REVENUES FROM INVESTMENT PROPERTIES

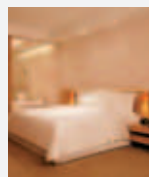
OBEROI MALL



COMMERZ



THE WESTIN MUMBAI GARDEN CITY



OASIS REALTY

Awarded the construction contract to Samsung C&T, the world's no 1 construction company that has been in the business for over 34 years and have constructed landmark projects like Burj Khalifa in Dubai and Petronas Twin Towers in Malaysia.

VIKAS OBEROI
CHAIRMAN & MANAGING DIRECTOR



CHAIRMAN'S LETTER

DEAR SHAREHOLDERS,

"THE BEST WAY TO PREDICT THE
FUTURE IS TO CREATE IT."

WE CANNOT PREDICT THE FUTURE,
BUT CAN CO-CREATE IT. THAT'S THE
DEFINING MESSAGE FROM PETER
DRUCKER, ONE OF THE WORLD'S
GREATEST MANAGEMENT THINKERS.
I BELIEVE THE CORNERSTONE OF
FUTURISTIC ENTREPRENEURSHIP
IS TO TRY TO DECIPHER EMERGING
MEGATRENDS AND CREATE
CAPABILITIES TO DERIVE ENDURING
VALUE. IN SHORT, FUTURE READINESS.
I HAVE ALWAYS TRIED TO IMPLANT THIS
SPIRIT OF FUTURE READINESS IN THE
WAY WE WORK TODAY AND HELP SHAPE
ASPIRATIONS FOR TOMORROW.

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The global economic crisis that sent shockwaves across the world in 2008 is not yet a distant memory. Global markets have not yet stabilised since then and volatilities are palpable. However, there is an upside to these volatilities: it offers interesting business opportunities.

In fiscal 2011-12, we had to counter the challenges of a moderating market demand, balance rising costs of an inflationary economy with higher realisations and manage changes in the regulatory landscape. Yet deliver on evolving customer expectations unflinching. Despite transitory adversities, our business model continues to ensure steady cash flows for future growth and creates a platform for sustainable business operations.

Despite the general perception of a slowdown in the real-estate segment, I believe there is still a considerable pent-up demand in the market, which can be catered to. Even today, around 80% of an average Indian's savings are meant for purchasing a space he/she can call his/her own. Besides, rising levels of income and aspirations have created a demand for architectural innovation in line with global standards.

Global trends are constantly transforming the 'mindscape' of discerning customers. Therefore, a clear insight of emerging trends is a

business imperative at Oberoi Realty. We are attracting and acquiring the best global talent for key positions to leverage international best practices and knowledge. We combine local expertise with global insight to create innovative realty solutions.

Our products represent a significant emotional value for a customer, sometimes even passed down across generations and cherished with pride. At Oberoi Realty, we respect this human emotion and focus on creating every single unit with meticulous planning and execution. We don't just sell realty solutions we offer a vision of an evolved quality of life. We strive to make evolving customer aspirations immediate business priorities.

At Oberoi Realty, our business model delivers scalability and stability on the foundation of robust financials and prudent monetisation of assets. In consonance with our financial acumen, we took a cautious approach towards new project launches, owing to non-clarity on some regulations. We have been proactive, and will continue to be proactive, in calibrating the pace of construction, launches and on-going sales of our projects in line with market realities.

We believe stakeholder trust breeds long-term success. The way we operate is determined by a sense of respect, appreciation and responsibility towards this trust. This element of trust is

the ultimate value creator in our business. As we leverage new business opportunities and widen our scope of operations, we will continue to focus on stakeholder trust.

What is considered 'path-breaking' today can become hopelessly 'pedestrian' tomorrow. This is true for every aspect of life and business. The answer to such a dilemma is continuous innovation to better the best. This is our corporate credo at Oberoi Realty.

I look forward to the support and guidance of all our stakeholders in strengthening our endeavour.

Best Wishes,
VIKAS OBEROI
 CHAIRMAN & MANAGING DIRECTOR

A PROFILE OF FORESIGHT AND FORTITUDE

VIKAS OBEROI
CHAIRMAN &
MANAGING DIRECTOR
Age: 42 years

- An alumnus of Harvard Business School
- On the Board since incorporation of the Company
- Businessman with over 20 years of experience in the real estate sector
- Involved in the formulation of corporate strategy and planning and oversees overall execution and management
- Member of the India Advisory Board of Harvard Business School



ANIL HARISH
INDEPENDENT,
NON-EXECUTIVE DIRECTOR
Age: 58 years

- Holds a Bachelor's Degree in Arts (Honours) and Bachelor's Degree in Law from the University of Mumbai and a Master's Degree in Law from the University of Miami, USA
- On the Board since September 2009
- Partner at D.M. Harish & Co., Advocates, Mumbai.
- Specializes in practice areas pertaining to real estate, taxation and collaboration
- Member of the managing committee of the Indian Merchants' Chamber and also acting as Executive Vice-President of the Society of Indian Law Firms



BINDU OBEROI
NON-INDEPENDENT,
NON-EXECUTIVE DIRECTOR
Age: 43 years

- Holds a Bachelor's Degree in Commerce from the University of Mumbai
- On the Board since December 2006
- Involved in the areas of interior designs and landscaping



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Chairman's letter

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JIMMY BILIMORIA
INDEPENDENT,
NON-EXECUTIVE DIRECTOR
Age: 65 years

- Holds a Bachelor's Degree in Commerce from the University of Mumbai, and is a fellow member of the Institute of Chartered Accountants, England & Wales
- On the Board since December 2007
- Had been the Managing Director and Country Head for Ciba group in India and had been associated with this group since 1997 in various capacities including Managing Director, Vice Chairman, Country Head And Non-Executive Chairman of Ciba India Limited
- Has been on the management committees of the Bombay Chamber of Commerce & Industry and the Indo-Swiss Business Forum



TILOKCHAND P. OSTWAL
INDEPENDENT,
NON-EXECUTIVE DIRECTOR
Age: 57 years

- Holds a Bachelor's Degree in Commerce and is a fellow member of the Institute of Chartered Accountants of India
- On the Board since December 2007
- Experience of more than 30 years as Chartered Accountant in practice
- Recently appointed as a member of the advisory group set up by the Government of India for international taxation and transfer pricing and is a member of a Group, constituted by the United Nations for developing transfer pricing manual and documentation for developing countries
- Former Vice-Chairman of the Executive Board of International Fiscal Association, Netherlands; a member of the taxation committees of the Bombay Chartered Accountant Society, Bombay Chamber of Commerce and Industries and Indian Merchants Chamber; visiting professor at Vienna University, Austria



VENKATESH MYSORE
INDEPENDENT,
NON-EXECUTIVE DIRECTOR
Age: 53 years

- Holds a Bachelor's Degree in Arts and a Master's Degree in Business Management from University of Madras
- On the Board since July 2011
- Chief Executive Officer & Managing Director of Knight Riders Sports Private Limited (Kolkata Knight Riders) since Oct 2010 and having a long and successful 25-year career in financial services
- Spent over 21 years with Metlife and also occupied the position of Chief Executive Officer and Managing Director of MetLife India; took over as the India Country Head of Sun Life Financial's India operations in Jan 2007
- Served on several boards and chambers of commerce such as Federation of Indian Chambers of Commerce and Industry, Confederation of Indian Industry, Indian Merchants' Chamber, American Chamber of Commerce and the Indo Canadian Chamber, as well as on several committees established by Insurance Regulatory and Development Authority

AN OCCASION FOR CELEBRATION

Bestowed India's **Top 10 Builders** by Construction World Architect and Builder Awards 2011 held in August 2011

Won '**Outstanding Entrepreneurship Award**' for our CMD at the Asia Pacific Entrepreneurship Awards 2011

Won the following awards in 2011 Asia Pacific Real Estate Association (APREA) Best Practices Awards

- Emerging Markets – Accounting and Financial Reporting Category
- Country Award – Best Submission from India

OBEROI MALL

- 'Best Retail Mall' by Society Interiors Building Design Awards 2011
- 'Best Design' by Bentel Associates International
- 'Best Marketing Campaign' award by Asia Retail Congress Awards
- 'Highly Commended Retail Development India' award by International Property Awards, Asia Pacific

THE WESTIN MUMBAI GARDEN CITY :

- The HICSA (Hotel Investment Conference South Asia) 2011 'Best New Hotel of The Year' in recognition of an outstanding development in the luxury/upscale segment
- PeoriaasiaSpa India Awards 2010 'Best New Spa (Hotel)'
- Adjudged the first runner-up in the category of 'Best Business Hotel for Women Travellers', Travel & Leisure India's Best Awards 2011, organized by Travel & Leisure India & South Asia
- 'Best Hospitality Building Design Award' to HOK Design & Planning Services Pvt. Ltd by Society Interiors Building Design Awards 2011
- Runner-up for the 'Best Hospitality Design Award' by Society Interiors Building Design Awards 2011

COMMERZ

- 'Highly Commended Commercial High Rise Development India' by International Property Awards , Asia Pacific
- Runner's up award as the best commercial property by Construction Week India Awards 2011, held in August 2011
- 'Luxury Commercial Project of the year' award by Property World Awards 2011

