

Board's Report

The Members,

Your Directors have pleasure in presenting the ninth annual report on the business and operations of the Company and the audited financial accounts for the year ended 31 March, 2015.

COMPANY'S PERFORMANCE

During the year under review, Cairn India delivered revenue of INR 14,646 crore. This was driven by lower crude oil prices, with gross operated average production at 211,671 barrels of oil equivalent for the fiscal. Together with its JV partners, Cairn contributed about 27% to India's domestic crude oil production as per MoPNG's February 2015 statistics, thus helping strengthen the energy security of the country. During the year, the Company executed multiple projects in Rajasthan block including one of the world's largest polymer flood EOR programme at Mangala. Cairn continues to be one of the low cost producers in the world resulting in EBITDA margin of 59% and strong cash flow from operations of INR 8,765 crore for the year.

Since resumption of exploration in March 2013, Cairn India has established 1.5 billion boe in-place resources by delivering a rapid exploration and appraisal drilling program.

CONSOLIDATED FINANCIAL STATEMENTS

Your Company is also presenting the audited consolidated financial statements prepared in accordance

with the Accounting Standard 21 issued by the Institute of Chartered Accountants of India. Further, pursuant to the provisions of Section 129(3) read with Rule 5 of Companies (Accounts) Rules, 2014, statement containing salient features of the financial statements of subsidiary companies is disclosed separately and forms part of the annual report.

INTERIM DIVIDEND

Your Company has distributed an interim dividend of INR 5 per equity share of face value of INR 10 each to shareholders, who were on the register of members of the Company as on the closing hours of business on 23 September, 2014, being the record date fixed by the Board of Directors for this purpose. Interim dividend was paid on 26 September, 2014.

FINAL DIVIDEND

In addition to interim dividend, your Directors are pleased to recommend a final dividend of INR 4 per equity share of face value of INR 10 each for the year ended 31 March, 2015, subject to approval of shareholders at the ensuing annual general meeting of the Company.

Final dividend, if approved by the

shareholders, taken together with the interim dividend, will amount to total dividend of INR 9 per equity share for the financial year 2014-15.

TRANSFER TO RESERVES

During the year, your Company has transferred INR 33.43 crore to capital redemption reserve account on account of buy-back of equity shares, which is equal to nominal amount of equity shares so bought back and extinguished till 31 March, 2015.

BOARD OF DIRECTORS AND ITS MEETINGS

The Company has a professional Board with right mix of knowledge, skills and expertise with an optimum combination of executive, non-executive and independent Directors including one woman Director. The Board provides strategic guidance and direction to the Company in achieving its business objectives and protecting the interest of the stakeholders.

One meeting of the Board of Directors is held in each quarter. Additional meetings of the Board/ Committees are convened as may be necessary for proper management of the business operations of the Company. The annual calendar of

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**United States. Securities and
Exchange Commission**



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Corporate Narrative Reporting Mahmoud Marzouk, Khaled Hussainey, 2022-10-13 This book presents a comprehensive and expert led insight into the role types practises and determinants of corporate narrative reporting CNR It provides a detailed overview of the importance of narrative disclosure in understanding the full annual report and consequently company performance and future prospects CNR comprises integral information presented in the front half of the annual report which helps to tell the full story of a business providing a comprehensive overview and understanding of both its past and future performance Supported with illustrative tables and figures throughout this volume contains a plethora of carefully selected chapters featuring the analytical insight of knowledgeable academics and researchers from all over the world Using different data collection and analysis methods it links and advances theory and practice in the disclosure and presentation of non financial information in annual reports and other disclosure channels The book is logically structured into four parts Narrative Reporting The State of the Art Empirical Research on Narrative Reporting Narrative Sustainability Reporting Narrative Reporting in Times of Crisis Providing a global insight into CNR in practice Corporate Narrative Reporting is an invaluable resource for both students and practitioners interested or involved in preparing reviewing auditing analysing and understanding annual reports It should also be of particular interest to policymakers regulators and investors *Reporting Software Manual* ,1999

Handbook on CEO-Board Relations and Responsibilities George R. Boggs, 2006-06-30 Successful CEO board relations are universally guided by certain overarching principles and considerations Inside this handbook you will find practical advice on achieving successful CEO board relations including how to appoint and elect candidates and develop new recruits strategies for communicating effectively and addressing compromised board relations and best practices for hiring and evaluating CEOs Basic structures functions roles and responsibilities of CEOs boards and committees are also detailed

Federal Register ,2008 *Corporate Governance* Sabri Boubaker, Bang Dang Nguyen, Duc Khuong Nguyen, 2012-12-18 The current crisis has rocked the financial system worldwide and has cast doubt on the effectiveness of the existing regulatory regime Thousands of firms have gone bankrupt and many financial institutions were bailed out by governments The effects of the crisis have shaken emerging and developing markets alike and have not spared neither small nor large businesses Many scholars and practitioners attribute the roots of the crisis to failures and weaknesses in the way corporate governance has been practiced since the mid 1990s Lax board oversight of top management short termism and self interested behavior have been fingered as the culprits behind recent financial turmoil This book highlights the recent developments and new trends in corporate governance The eighteen chapters written by leading academics and experts can assist corporate executives governance bodies investors market regulators and policymakers in having a global picture of major corporate governance issues This book highlights the recent developments and new trends in corporate governance The eighteen chapters written by leading academics and experts can assist corporate executives governance

bodies investors market regulators and policymakers in having a global picture of major corporate governance issues

Competitiveness, Organizational Management, and Governance in Family Firms Camisón, Cesar, González, Tomás, 2019-11-22 The family effect remains a challenge for researchers interested in both the family firm's organizational form and in the effects of familial ownership on a firm's strategy structure and performance Governance mechanisms management quality ownership concentration and family involvement all have relevant effects in terms of influencing monitoring costs investment decisions the development of the portfolio of resources and capabilities and family firm competitiveness Nevertheless few studies to date have opened the black box of the family effect *Competitiveness Organizational Management and Governance in Family Firms* is an essential reference source that makes a clear distinction between the separation of ownership and management on the one hand and the institutional development of family governance instruments on the other to help uncover the asymmetric effects of these two choices It also allows the examination as to which of the two strategies employed in family firms reinforce managerial capital that has a greater positive impact on the family effect thus helping to achieve better managerial capabilities Featuring research on topics such as corporate governance private business and successional leadership this book is ideally designed for managers executives CEOs company owners consultants business professionals entrepreneurs academicians and researchers interested in an in depth understanding of the keys to success and survival of family operated organizations *SEC Docket* United States. Securities and Exchange Commission, 2003 *Nonprofit Management* Michael J. Worth, 2020-10-13 Mike Worth does a great job of explaining the concepts of nonprofit management and provides excellent case studies and exercises so students can see how these concepts work in the real world Durand H Crosby J D Ph D Oklahoma University Michael J Worth's best seller *Nonprofit Management Principles and Practice* provides a comprehensive insightful overview of key topics nonprofit leaders encounter daily Worth covers both the governance and management of nonprofit organizations the scope and structure of the nonprofit sector leadership of nonprofits management fundraising earned income strategies financial management lobbying and advocacy managing international and global organizations and social entrepreneurship helping readers understand what they are and how they work The text balances research theory and practitioner literature with current cases and the most recent data available making it appropriate for undergraduates graduate students and nonprofit professionals The Sixth Edition has been updated to include new material regarding diversity equity and inclusion volunteer stewardship nonprofit executive transitions models for pursuing earned income ethical dilemmas and controversial donors generational differences in the workplace and an exploration of the role of nonprofits in advancing social movements Included with this title The password protected Instructor Resource Site formally known as SAGE Edge offers access to all text specific resources including a test bank and editable chapter specific PowerPoint slides *The Art of Governing Coherently* Linda J. Dawson, Randy Quinn, 2018-11-23 This book provides clear strategies and processes for boards faced with the challenge to

make their governing model either Coherent Governance or Policy Governance work in real life *The Art of Governing Coherently* is a practical guide loaded with down to earth solutions all based on processes successfully in use today by boards across the United States and internationally While many of the examples offered here come from the world of public school boards and non profit boards the implementation processes are equally applicable to boards of all types The challenge of governing and leading a complex organization is difficult enough without struggling to develop and use clear logical and accountable processes *The Art of Governing Coherently* does exactly what the title promises The authors draw from their combined 70 plus years of experience in working with public and non profit boards including work with hundreds of boards using both Coherent Governance and Policy Governance as they present their insight about how to use the models effectively Their common sense implementation strategies for helping real boards deal with real issues and doing it through faithful utilization of their new governing tools makes this a continuing reference source for boards as they translate theory into practice

The Oxford Handbook of Corporate Social Responsibility Abigail McWilliams, Deborah E. Rupp, Donald S. Siegel, Günter K. Stahl, David Andrew Waldman, 2019 This Handbook provides an authoritative overview of recent developments in CSR research from across the social sciences Divided into key sections the chapters reflect the interdisciplinary and international nature of current CSR scholarship and explore new perspectives on the topic

Reading Financial Reports For Dummies Lita Epstein, 2018-11-26 *Reading Financial Reports For Dummies* 3rd Edition 9781119543954 was previously published as *Reading Financial Reports For Dummies* 3rd Edition 9781118761939 While this version features a new Dummies cover and design the content is the same as the prior release and should not be considered a new or updated product Discover how to decipher financial reports Especially relevant in today's world of corporate scandals and new accounting laws the numbers in a financial report contain vitally important information about where a company has been and where it is going Packed with new and updated information *Reading Financial Reports For Dummies* 3rd Edition gives you a quick but clear introduction to financial reports and how to decipher the information in them New information on the separate accounting and financial reporting standards for private small businesses versus public large businesses New content to match SEC and other governmental regulatory changes New information about how the analyst corporate connection has actually changed the playing field The impact of corporate communications and new technologies New examples that reflect current trends Updated websites and resources *Reading Financial Reports For Dummies* is for investors traders brokers managers and anyone else who is looking for a reliable up to date guide to reading financial reports effectively

The European Corporation Klaus Gugler, Evgeni Peev, 2023-06-15 Discusses ownership and control change in Europe in the decades following the global corporate governance revolution in the 1990s

Green and Social Economy Finance Karen Wendt, 2021-07-21 *Green and Social Economy Finance* is a compilation of chapters by experts linking research and practice This anthology provides a new thinking on social economy green finance showing emerging themes and trends

It spans from stock markets green finance innovations digitalization to social finance governance and theories of change It concentrates on impact opportunity recognition and development of financial products designed to finance the green and social economy Without the attraction of capital social entrepreneurship and innovations green finance can face difficulty in addressing business solutions Green and social economy is a nascent field The authors address the conceptualization of green and social solutions and identify new trends in the finance industry products and approaches The book demonstrates that aligning finance and investment with the Paris Agreement sustainable development goals and needs and interests of society are feasible

Wiley CIA 2022 Exam Review Part 1 S. Rao Vallabhaneni, 2021-10-19 Reduce test anxiety and efficiently prepare for the first part of the CIA 2022 exam The Wiley CIA 2022 Part 1 Exam Review Essentials of Internal Auditing offers students preparing for the Certified Internal Auditor 2022 exam comprehensive coverage of the essentials of internal auditing portion of the test Completely compliant with the standards set by the Institute of Internal Auditors this resource covers each of the six domains tested by the exam including Foundations of internal auditing Independence and objectivity Proficiency and due professional care Quality assurance and improvement programs Governance risk management and control Fraud risks This review provides an accessible and efficient learning experience for students regardless of their current level of comfort with the material

Auditing Ecosystem and Strategic Accounting in the Digital Era Tamer Aksoy, Umit Hacioglu, 2021-06-14 This book examines current topics and trends in strategic auditing accounting and finance in digital transformation both from a theoretical and practical perspective It covers areas such as internal control corporate governance enterprise risk management sustainability and competition The contributors of this volume emphasize how strategic approaches in this area help companies in achieving targets The contributions illustrate how by providing good governance reliable financial reporting and accountability businesses can win a competitive advantage It further discusses how new technological developments like artificial intelligence AI cybersystems network technologies financial mobility and smart applications will shape the future of accounting and auditing for firms

Boards that Matter Randy Quinn, Linda J. Dawson, 2011-07-16 This book clears the smoke for boards faced with the challenge to make their governing model either Policy Governance or Coherent Governance work in real life Boards of directors thoughtfully engage in the exciting work of developing new policies and adopting their new governing model then immediately confront reality how does the board actually put the new model into motion and allow it to deliver on its promise of excellent board performance Boards That Matter is a practical guide that takes the mystery out of that process It is a book that is loaded with down to earth solutions all based on processes successfully in use today by boards across the United States and internationally Although many of the examples offered in the book come from the world of public school boards and non profit boards of various types the implementation processes are equally applicable to boards of all types The challenge of governing a complex organization is difficult enough in itself without layering on top of that challenge the struggle to make the board s own operating system

seem natural and meaningful The authors draw from their combined 60 plus years of experience in working with public and non profit boards including work with hundreds of boards using both Policy Governance and Coherent Governance as they present their insight about how to use the models effectively Their easily understood implementation strategies for helping real boards deal with real issues and doing it through faithful utilization of their new governing tools makes this a continuing reference source for boards as they translate theory into practice

Organizational Behaviour: A Modern Approach

Kumar Arun & Meenakshi N.,2009-11-01 Organizational Behaviour As A Management Discipline Is A Fascinating Subject And Is Becoming Increasingly Important As People With Diverse Backgrounds And Cultural Values Have To Work Together Effectively And Efficiently This Book Addresses All The Issues That Come In To Play In An Organization In Today S Global Economy It Has A Novel Orientation And Its Primary Aim Is To Let Practitioners And Students Know The Latest And Best Trends In Organizational Behaviour This Book Prescribes Methods To Manage Employees And Suggests That The Management Takes Responsibility For Everything That Might Adversely Affect An Employee S Capacity To Work Creatively And Intelligently Irrespective Of The Place Inside The Organization Or Outside It The Focus Of The Book Is On Holistic Development Of The Individual Peeping Into The Human Mind It Shows How Organizations Can Tap The Passions And Fears Of Their Employees To Make Them More Creative And Productive The Book Prescribes A Democratic And Inclusive Management Style A Special Feature Of This Book Is That There Is An Innovative Integration Of Chapter Objectives And Summaries Leading To Analysis Through Caselets Every Point In The Objectives Has Corresponding Text And Is Supplemented By A Case Going Through This Book Will Be A Personally Fulfilling Experience And Maybe It Succeeds To Make The Readers Better Human Beings Better Teachers Better Friends And May Be Even Better Managers

Wiley CIA

Exam Review 2019, Part 1 S. Rao Vallabhaneni,2018-12-18 WILEY CIAexcel EXAM REVIEW 2019 THE SELF STUDY SUPPORT YOU NEED TO PASS THE CIA EXAM Part 1 Internal Audit Basics Provides comprehensive coverage based on the exam syllabus along with multiple choice practice questions with answers and explanations Deals with mandatory guidance including international standards and code of ethics Addresses internal control and risk Covers related standards from the IIA s IPPF Covers internal audit engagements with audit tools and techniques Features a glossary of CIA Exam terms a good source for candidates preparing for and answering the exam questions Assists the CIA Exam candidate in successfully preparing for the exam Based on the CIA body of knowledge developed by The Institute of Internal Auditors IIA Wiley CIAexcel Exam Review 2019 learning system provides a student focused and learning oriented experience for CIA candidates Passing the CIA Exam on your first attempt is possible We d like to help Feature section examines the topics of Mandatory Guidance Internal Control and Risk and Conducting Internal Audit Engagements

Applied Portfolio Management

Catherine Shenoy,Kent McCarthy,2008-03-31 When investment professional Kent McCarthy returned to teach at his alma mater the University of Kansas he planted the seeds for the Applied Portfolio Management APM program a course that allows

students to manage a real money portfolio which has compiled a remarkable record of investment success Now with this book you ll discover how to use the concepts covered in this class from understanding the fundamental drivers of business success to buying at the right price to enhance your own investment skills Conceptual and Theoretical Approaches to Corporate Social Responsibility, Entrepreneurial Orientation, and Financial Performance Paiva, Inna Sousa,Carvalho, Luísa Cagica,2020-02-28 Over the last few years we have witnessed the enormous success of corporate social responsibility and business all over the world These developments including those in which governments foster both growth through entrepreneurship and achievement of sustainable development by creating tools for worldwide impact to reconcile business interests with the demands of communities have been unequivocal concerning job and wealth creation Replacing short term visions however has become instrumental to business success throughout the industry Conceptual and Theoretical Approaches to Corporate Social Responsibility Entrepreneurial Orientation and Financial Performance is a pivotal reference source that explores corporate social responsibility through the lens of entrepreneurship and firm performance in an effort to change the approach towards long term growth While highlighting topics such as risk management stewardship theory and CEO duality this publication explores contributions to societal welfare and methods of business creation This book is ideally designed for managers executives human resources professionals entrepreneurs developers academicians researchers industry professionals and students

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