

# 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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